

Implementation of a New Human Resources Management System

A project proposal submitted to:

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Executive Summary

FIU is currently using a third party provider to help manage its entire Human Resource System requirements for over 9,000 employees. The current agreement costs \$10 million dollars over a five-year period and is set to expire on July of 2016. The following proposal will outline not only cost savings measure, but will also enhance FIU's ability to provide their employees with an integrated solution that will allow the streamlining of end to end business processes. The proposed solution will allow FIU to administer payroll, benefits, and maintain compliance with Federal and State agencies while leveraging the current PeopleSoft infrastructure. The most important portion of this proposed implementation is that FIU has already licensed the PeopleSoft Human Resources Management System (HRMS) as part of the original purchase therefore no additional capital will be required for software purchases.

The project is scheduled for 16 months and it is recommended to have a dedicated project team for the duration of the implementation. Consultants will need to be contracted to complement the internal FIU team. By implementing the PeopleSoft HRMS solution, the University would fund a \$2.2 million implementation but as a result realize a recurring annual savings of over \$500 thousand.

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About the company

Florida International University (FIU) is an American public research university in Greater Miami, Florida, in the United States, with its main campus situated in Miami-Dade County. Florida International University is classified as a research university with high research activity by the Carnegie Foundation and a first-tier research university by the Florida Legislature. Founded in 1965, FIU is the youngest university to be awarded a Phi Beta Kappa chapter by the Phi Beta Kappa Society, the country's oldest academic honor society.

FIU belongs to the 12-campus State University System of Florida and is one of Florida's primary graduate research universities, awarding over 3,400 graduate and professional degrees annually. The university offers 191 programs of study with more than 280 majors in 23 colleges and schools. FIU offers many graduate programs, including architecture, business administration, engineering, law, and medicine, offering 81 master's degrees, 34 doctoral degrees, and 3 professional degrees.[9]

FIU is the largest university in South Florida, the 2nd-largest in Florida, and the 7th-largest in the United States. Total enrollment in 2012 was 50,394 students, including 14,177 graduate students, and 2,974 full-time faculty members. FIU currently has over 180,000 alumni around the world. In 2012, FIU's research expenditure was \$104.6 million, with an endowment of \$140 million. The university has an annual budget of \$1.07 billion.

FIU has the lowest acceptance rate amongst Florida's public universities, making admissions into the university very competitive. Since 2007, more valedictorians from South Florida choose to attend FIU than any other university in the country. As Miami's public research university, competition to enroll at FIU has increased as more students apply each year.

FIU Vision:

Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

FIU Mission:

Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

Introduction

FIU is currently using ADP to support the Human Resources Management System (HRMS) requirements and the outsourcing agreement is set to expire on July of 2016. The university continues to grow and the contractual agreement in place is increasingly prohibitive because of the employee licensing metrics. It is the perfect time to implement, the already licensed, PeopleSoft HRMS solution that will leverage better technology and allow to automate end to end business processes into the current PeopleSoft System environment. This HRMS System will allow FIU to administer payroll, benefits, and maintain compliance with Federal and State agencies while benefiting of the modern technology framework provided by Oracle. This implementation will require a \$2.2 million investment, but will create recurring annual savings of more than \$500 thousand compared to ADP's outsourcing contract in place.

Problem Statement

As part of the original PeopleSoft purchase, FIU licensed Human Resources Management System (HRMS) suite, but it was not implemented along with the rest of the systems. At that time it was decided that ADP's Comprehensive Outsourcing Services, which includes the processing of the \$14M bi-weekly payroll for 9,000 employees, was sufficient for FIU's requirements. As FIU continues to grow, it took advantage of other HRMS products that ADP had to offer including the Self-Service Portal, HR System, and Time and Attendance System. The soaring costs and pending contractual renewal negotiations have forced the University to consider other options in order to ensure business continuity.

By implementing the currently licensed software suite, FIU would have an integrated solution with superior functionality than that which is currently being provided by the ADP stand-alone systems. The standardization of PeopleSoft by FIU, would allow HR to develop integrated business processes with both PeopleSoft Financials and PeopleSoft Campus Solutions. It would also leverage the enterprise portal 'my.fiu.edu' for self-service transactions using the MyAccounts single sign-on.

Goals

- Tighter control of core HR system making it easier to adapt to changes in process and procedure
- Enhance the ability support systems to coincide with the continued growth of FIU
- Automate end to end business processes
- Leverage the PeopleSoft infrastructure and expertise acquired by FIU in the last 10 years

Objectives

- Implement the modules necessary to replace the functionality currently provided by ADP's Comprehensive Outsourcing Services
 - Replace ADP's Payroll, HR, Time and Attendance and Self Service Portal systems
- Implement solution before the expiration date of current service agreement

Scope

The scope of this project will focus on implementing the following modules (**See Table 1**) from the PeopleSoft HRMS suite in order to provide comparable functionality currently being provided by ADP.

Human Resources	Administer Employee records.
Base Benefits	Track benefits enrollments and interface with Convergys and Division of Retirement.
Time & Labor	Capture Leave for exempt employees and hours worked for non-exempt employees.
Payroll	Produce Paycheck, wire ACH to bank and feed General Ledger.
Employee & Manager Self-Service	Provide employees the ability to see pay earnings statements and W2. Allow managers to approve leave or hours worked submitted by employees.

Table 1

- FIU will be converting all historical employee records from ADP to PeopleSoft
- PeopleSoft Payroll module will begin with the payroll check processing of 01/01/2016
- FIU will build all necessary interfaces to be in compliance and operational with third party vendors

Significance

In order for FIU to maintain compliance with federal and state regulations, manage its continued growth, and service its employee population efficiently and effectively, it is imperative that FIU implement a modern system that will support the dynamics of the Higher Education industry. FIU is currently paying \$10 million for a five-year service agreement with ADP. By implementing the PeopleSoft HRMS solution, the University would fund a \$2.2 million implementation but as a result realize a recurring annual savings of over \$500 thousand.

Proposed Approach

One of the main focuses of the project is bringing the payroll processing function in house in addition to providing more on-line transactions to streamline business processes. However, before the team can implement the payroll module, there are several others that need to be implemented as prerequisites.

The approach taken for this project will be to begin with the implementation of the Human Resources Module followed by the Base Benefits Module, then the Time and Labor Module. This will allow maximum foundational structure of the system and create adequate preparation for the payroll module. Once the payroll module is fulfilled the project team will deploy the self-service and change management modules. These will allow comprehensive and flexible testing all the previous modules before final release (**see Figure 1**).

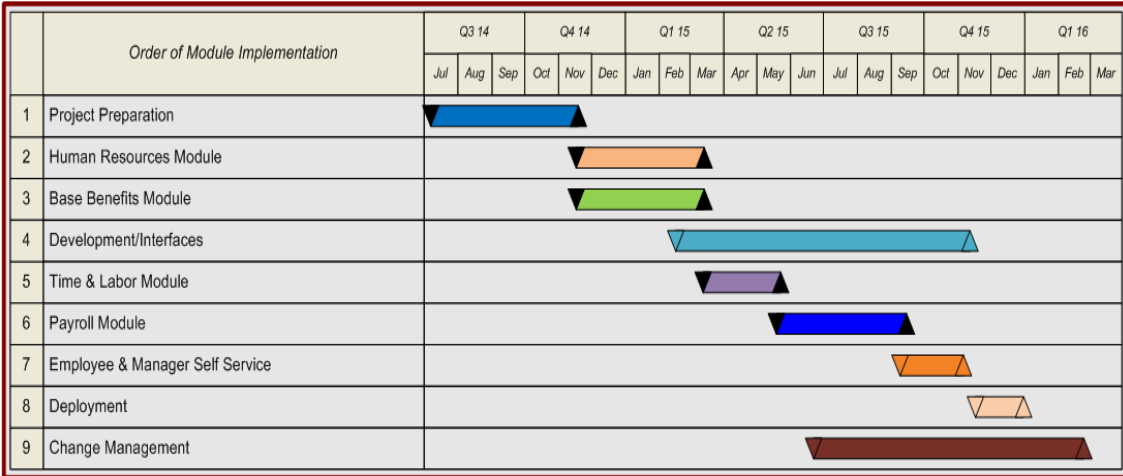


Figure 1

Work Breakdown Structure

For the work breakdown structure the team has decided on a custom waterfall methodology that consists of the following phases:

1. **Planning** – Understand the difference between delivered functionality and current business requirements. Document both to discuss during Fit/Gap session.
2. **Fit/Gap** – Determine fit of delivered software functionality. If not a good fit make determination of changing current business process or customizing software to meet business requirements.
3. **Analysis** – Translate Business Requirements into Functional Requirements.
4. **Design** – Create Design Document of how the system will be designed to meet the Functional Requirements.
5. **Configuration** – Create Configuration Document with step by step instructions on the how to setup the system to support the Functional Requirements.
6. **Testing** – Create Testing Matrix with test cases by module to unit test, system test and integration testing.

Each module will be tracked using this method concluding with a specific deliverable for each step (*see Figure 2*).

	WBS	Task Name
1	1	Project Preparation
2	1.1	Project Planning
3	1.2	Consultant Selection
4	1.3	Software Installation
5	1.4	Project Team Training
6	2	Human Resources
7	2.1	Planning
8	2.2	Fit/Gap
9	2.3	Analysis
10	2.4	Design
11	2.5	Configuration
12	2.6	Testing
13	3	Base Benefits
14	3.1	Planning
15	3.2	Fit/Gap
16	3.3	Analysis
17	3.4	Design
18	3.5	Configuration
19	3.6	Testing
20	4	Development/Interfaces
21	4.1	HR Interfaces
22	4.2	Benefits Interfaces
23	4.3	Payroll Interfaces
24	5	Time & Labor
25	5.1	Planning
26	5.2	Fit/Gap
27	5.3	Analysis
28	5.4	Design
29	5.5	Configuration
30	5.6	Testing
31	6	Payroll
32	6.1	Planning
33	6.2	Fit/Gap
34	6.3	Analysis
35	6.4	Design
36	6.5	Configuration
37	6.6	Testing
38	7	Self Service
39	7.1	Planning
40	7.2	Fit/Gap
41	7.3	Analysis
42	7.4	Design
43	7.5	Configuration
44	7.6	Testing
45	8	Deployment
46	9	Change Management
47	9.1	Communication Plan
48	9.2	Training
49	9.3	Support

Figure 2

Contractual Aspects

FIU will need to hire two functional consultants and three technical consultants for this implementation to complement the internal subject matters experts from the FIU team.

The functional consultants will be for the HR, Benefits, Time & Labor, and Payroll modules. The technical consultants will assist in development and technical setup. The cost of the consultants will exceed \$75 thousand and will need to create a Request for Proposal (RFP) to the already list of approved consulting vendors for FIU.

Resources

(See Figure 3 for Complete List of Human Resources)

- Six application environments for the implementation (i.e. Demo, Development, Test, Stage, Configuration, and Training)
- Dedicated Database Administrator (DBA) to manage database environments listed above
- Adequate disk storage to manage multiple backup for each instance listed above
- Work location large enough to accommodate a project team of 50 individuals with conference room space and video projection
- Printing infrastructure for payroll checks requiring a digital signature
- Folding machine for W2's

Resource Name	Group	Std. Rate
Functional Consultant 1	Consultant	\$125.00/h
Functional Consultant 2	Consultant	\$125.00/h
Functional Consultant 3	Consultant	\$125.00/h
Technical Consultant 1	Consultant	\$150.00/h
Technical Consultant 2	Consultant	\$150.00/h
Change Management Program Manager	FIU Admin	\$60.00/hr
Project Manager	FIU Admin	\$80.00/hr
Benefits Analyst 1	FIU Functional	\$30.00/hr
Benefits Analyst 2	FIU Functional	\$30.00/hr
Benefits Director	FIU Functional	\$50.00/hr
HR Analyst 1	FIU Functional	\$30.00/hr
HR Analyst 2	FIU Functional	\$30.00/hr
HR Director	FIU Functional	\$50.00/hr
HRIS Analyst 1	FIU Functional	\$25.00/hr
HRIS Analyst 2	FIU Functional	\$25.00/hr
HRIS Manager	FIU Functional	\$40.00/hr
Payroll Analyst 1	FIU Functional	\$30.00/hr
Payroll Analyst 2	FIU Functional	\$30.00/hr
Payroll Analyst 3	FIU Functional	\$30.00/hr
Payroll Director	FIU Functional	\$50.00/hr
DBA	FIU Technical	\$60.00/hr
HCM Developer 1	FIU Technical	\$40.00/hr
HCM Developer 2	FIU Technical	\$40.00/hr
HCM Developer 3	FIU Technical	\$40.00/hr
HCM Developer 4	FIU Technical	\$40.00/hr
HCM Developer 5	FIU Technical	\$40.00/hr
Technical Manager	FIU Technical	\$50.00/hr
Out Sourced to TAM Training	Vendor	\$0.00/hr

Figure 3

Figures 4-12 provide a detailed cost breakdown for each major activity within the project

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
1	Project Preparation	104 days	Mon 7/28/14	Thu 12/18/14			\$461,120.00
1.1	Project Planning	21 days	Mon 7/28/14	Mon 8/25/14		Program Manager,Project Manager,HR Director,Payroll Director,Benefits Director,Technical Manager	\$60,480.00
1.2	Consultant Selection	44 days	Tue 8/26/14	Fri 10/24/14		Program Manager,Project Manager,HR Director,Payroll Director,Benefits Director,Technical Manager	\$126,720.00
1.3	Software Installation	44 days	Tue 8/26/14	Fri 10/24/14		DBA,Technical Consultant 1	\$73,920.00
1.4	Project Team Training	39 days	Mon 10/27/14	Thu 12/18/14		Out Sourced to TAM Training	\$200,000.00

Figure 4

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
3	Base Benefits	66 days	Fri 12/19/14	Fri 3/20/15			\$71,280.00
3.1	Planning	7 days	Fri 12/19/14	Mon 12/29/14		Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$7,560.00
3.2	Fit/Gap	5 days	Tue 12/30/14	Mon 1/5/15	14	Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$5,400.00
3.3	Analysis	14 days	Tue 1/6/15	Fri 1/23/15	15	Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$15,120.00
3.4	Design	15 days	Mon 1/26/15	Fri 2/13/15	16	Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$16,200.00
3.5	Configuration	10 days	Mon 2/16/15	Fri 2/27/15	17	Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$10,800.00
3.6	Testing	15 days	Mon 3/2/15	Fri 3/20/15	18	Benefits Analyst 1,Benefits Analyst 2,Benefits Director,HRIS Analyst 2	\$16,200.00

Figure 5

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
2	Human Resources	66 days	Fri 12/19/14	Fri 3/20/15	5		\$71,280.00
2.1	Planning	7 days	Fri 12/19/14	Mon 12/29/14		HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$7,560.00
2.2	Fit/Gap	5 days	Tue 12/30/14	Mon 1/5/15	7	HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$5,400.00
2.3	Analysis	14 days	Tue 1/6/15	Fri 1/23/15	8	HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$15,120.00
2.4	Design	15 days	Mon 1/26/15	Fri 2/13/15	9	HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$16,200.00
2.5	Configuration	10 days	Mon 2/16/15	Fri 2/27/15	10	HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$10,800.00
2.6	Testing	15 days	Mon 3/2/15	Fri 3/20/15	11	HR Analyst 1,HR Analyst 2,HR Director,HRIS Analyst 1	\$16,200.00

Figure 6

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
4	Development/Interfaces	196 days	Tue 2/3/15	Tue 11/3/15			\$541,680.00
4.1	HR Interfaces	63 days	Tue 2/3/15	Thu 4/30/15		Technical Consultant 1,Technical Consultant 2,DBA,HCM Developer 1,HCM Developer 2,HCM Developer 3,HCM Developer 4,HCM Developer 5	\$282,240.00
4.2	Benefits Interfaces	87 days	Fri 5/1/15	Mon 8/31/15		Technical Consultant 1,HCM Developer 1,HCM Developer 2	\$160,080.00
4.3	Payroll Interfaces	46 days	Fri 7/31/15	Fri 10/2/15		Technical Consultant 2,HCM Developer 3,HCM Developer 4,HCM Developer 5	\$99,360.00

Figure 7

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
5	Time & Labor	61 days	Mon 3/23/15	Mon 6/15/15	12,19		\$106,240.00
5.1	Planning	4 days	Mon 3/23/15	Thu 3/26/15		Payroll Director,HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$7,360.00
5.2	Fit/Gap	3 days	Fri 3/27/15	Tue 3/31/15	25	Payroll Director,HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$5,520.00
5.3	Analysis	14 days	Wed 4/1/15	Mon 4/20/15	26	Payroll Director,HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$25,760.00
5.4	Design	15 days	Tue 4/21/15	Mon 5/11/15	27	Payroll Director,HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$27,600.00
5.5	Configuration	10 days	Tue 5/12/15	Mon 5/25/15	28	Payroll Director,HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$18,400.00
5.6	Testing	15 days	Tue 5/26/15	Mon 6/15/15	29	HRIS Analyst 1,Functional Consultant 2,Payroll Analyst 2	\$21,600.00

Figure 8

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
6	Payroll	73 days	Thu 6/11/15	Mon 9/21/15	30		\$166,000.00
6.1	Planning	14 days	Thu 6/11/15	Tue 6/30/15		Payroll Director,Payroll Analyst 1,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$29,120.00
6.2	Fit/Gap	5 days	Wed 7/1/15	Tue 7/7/15	32	Payroll Director,Payroll Analyst 1,Payroll Analyst 2,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$11,600.00
6.3	Analysis	14 days	Wed 7/8/15	Mon 7/27/15	33	Payroll Director,Payroll Analyst 1,Payroll Analyst 2,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$32,480.00
6.4	Design	15 days	Tue 7/28/15	Mon 8/17/15	34	Payroll Director,Payroll Analyst 1,Payroll Analyst 2,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$34,800.00
6.5	Configuration	10 days	Tue 8/18/15	Mon 8/31/15	35	Payroll Director,Payroll Analyst 1,Payroll Analyst 2,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$23,200.00
6.6	Testing	15 days	Tue 9/1/15	Mon 9/21/15	36	Payroll Director,Payroll Analyst 1,Payroll Analyst 2,Payroll Analyst 3,HRIS Analyst 2,Functional Consultant 1	\$34,800.00

Figure 9

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
7	Self Service	37 days	Mon 9/14/15	Tue 11/3/15	37		\$24,280.00
7.1	Planning	3 days	Mon 9/14/15	Wed 9/16/15		HR Director,HR Analyst 1,HRIS Analyst 1	\$2,520.00
7.2	Fit/Gap	3 days	Thu 9/17/15	Mon 9/21/15	39	HR Director,HR Analyst 1,HRIS Analyst 1	\$2,520.00
7.3	Analysis	7 days	Tue 9/22/15	Wed 9/30/15	40	HR Director,HR Analyst 1,HRIS Analyst 1	\$5,880.00
7.4	Design	7 days	Thu 10/1/15	Fri 10/9/15	41	HR Director,HR Analyst 1,HRIS Analyst 1	\$5,880.00
7.5	Configuration	10 days	Mon 10/12/15	Fri 10/23/15	42	HR Analyst 1,HRIS Analyst 1	\$4,400.00
7.6	Testing	7 days	Mon 10/26/15	Tue 11/3/15	43	HR Analyst 1,HRIS Analyst 1	\$3,080.00

Figure 10

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
8	Deployment	34 days	Tue 11/3/15	Fri 12/18/15	2,3,4,5,6,7	DBA,Program Manager,Project Manager	\$59,840.00

Figure 11

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Cost
9	Change Management	194 days	Tue 6/2/15	Fri 2/26/16			\$306,352.00
9.1	Communication Plan	176 days	Tue 6/2/15	Tue 2/2/16		Change Management[20%],Project Manager[20%],Program Manager[20%]	\$61,952.00
9.2	Training	55 days	Mon 11/2/15	Fri 1/15/16		HRIS Analyst 1,Benefits Analyst 1,HR Analyst 1,Payroll Analyst 1	\$50,600.00
9.3	Support	51 days	Fri 12/18/15	Fri 2/26/16		Technical Consultant 1,Functional Consultant 1,HCM Developer 1,HCM Developer 2,HCM Developer 3,HCM Developer 4,HCM Developer 5	\$193,800.00

Figure 12

Costs

(See Figure 13)

The total costs of the project encompass all resources and requirements. Some requirements are already part of the University infrastructure and therefore are not reflected here.

Resources

WBS	Task Name	Duration	Start	Finish	Cost
1	Project Preparation	104 days	Mon 7/28/14	Thu 12/18/14	\$461,120.00
2	Human Resources	66 days	Fri 12/19/14	Fri 3/20/15	\$71,280.00
3	Base Benefits	66 days	Fri 12/19/14	Fri 3/20/15	\$71,280.00
4	Development/Interfaces	196 days	Tue 2/3/15	Tue 11/3/15	\$541,680.00
5	Time & Labor	61 days	Mon 3/23/15	Mon 6/15/15	\$106,240.00
6	Payroll	73 days	Thu 6/11/15	Mon 9/21/15	\$166,000.00
7	Self Service	37 days	Mon 9/14/15	Tue 11/3/15	\$24,280.00
8	Deployment	36 days	Tue 11/3/15	Fri 12/18/15	\$59,840.00
9	Change Management/Support	194 days	Tue 6/2/15	Fri 2/26/16	\$306,352.00
	Total				\$1,808,072.00

Figure 13

Hardware

Printers for payroll check printing and W2	\$ 3,000.00
W2 folding machine	\$ 7,000.00
Total	\$10,000.00

Schedule

This project is divided into four critical milestones. The first milestone is the completion of both the Human Resources (HR) and Base Benefits modules. These two modules provide the necessary foundation to begin basic bio-demo data interfaces and are prerequisites for both the Time & Labor and the Payroll module. The next critical milestone is Time & Labor. This module is required for non-exempt employees to record hours worked. It also allows exempt employees to enter leave time taken. Once Time & Labor is complete, the team can move onto the Payroll module. The most important task of Payroll is the paycheck calculation of gross to net. HR tracks the employees with corresponding salary; Base Benefits tracks benefit deductions; Time & Labor track hours worked or leave taken. With all prerequisites met, the Payroll module can then calculate the proper paycheck amount while factoring in appropriate tax deductions. Parallel testing will be conducted once the payroll system is calculating a paycheck. Soon after; the Employee and Manager Self-Service is started in preparation for system deployment. See **Figure 14** for schedule and dependencies as described above. Please see **Figure 15** for the Project Master Schedule (PMS)

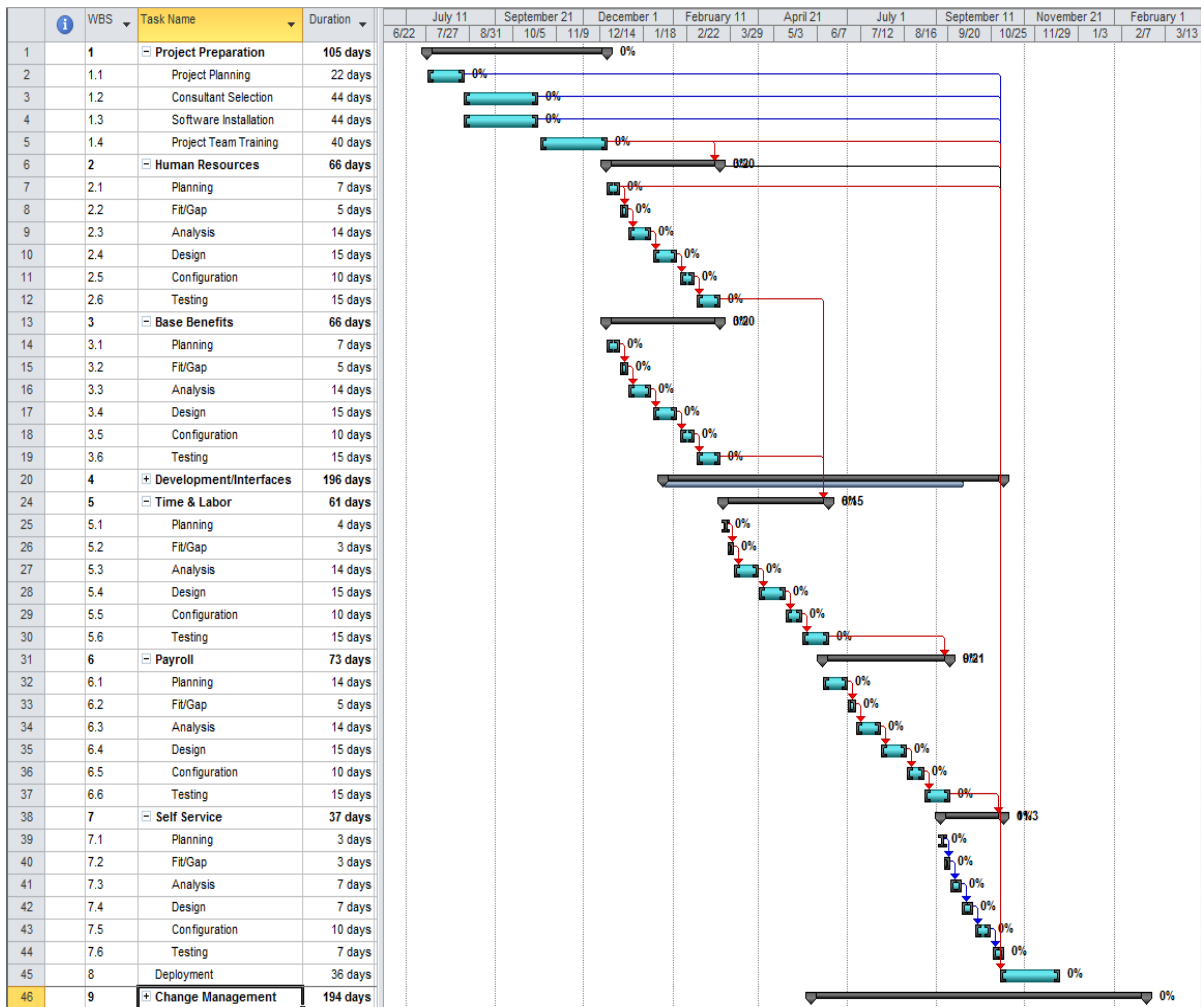


Figure 14

	i	WBS	Task Name	Duration	Start	Finish	Predecessors
1		1	Project Preparation	105 days	Mon 7/28/14	Fri 12/19/14	
2		1.1	Project Planning	22 days	Mon 7/28/14	Tue 8/26/14	
3		1.2	Consultant Selection	44 days	Tue 8/26/14	Fri 10/24/14	
4		1.3	Software Installation	44 days	Tue 8/26/14	Fri 10/24/14	
5		1.4	Project Team Training	40 days	Mon 10/27/14	Fri 12/19/14	
6		2	Human Resources	66 days	Fri 12/19/14	Fri 3/20/15	5
7		2.1	Planning	7 days	Fri 12/19/14	Mon 12/29/14	
8		2.2	Fit/Gap	5 days	Tue 12/30/14	Mon 1/5/15	7
9		2.3	Analysis	14 days	Tue 1/6/15	Fri 1/23/15	8
10		2.4	Design	15 days	Mon 1/26/15	Fri 2/13/15	9
11		2.5	Configuration	10 days	Mon 2/16/15	Fri 2/27/15	10
12		2.6	Testing	15 days	Mon 3/2/15	Fri 3/20/15	11
13		3	Base Benefits	66 days	Fri 12/19/14	Fri 3/20/15	
14		3.1	Planning	7 days	Fri 12/19/14	Mon 12/29/14	
15		3.2	Fit/Gap	5 days	Tue 12/30/14	Mon 1/5/15	14
16		3.3	Analysis	14 days	Tue 1/6/15	Fri 1/23/15	15
17		3.4	Design	15 days	Mon 1/26/15	Fri 2/13/15	16
18		3.5	Configuration	10 days	Mon 2/16/15	Fri 2/27/15	17
19		3.6	Testing	15 days	Mon 3/2/15	Fri 3/20/15	18
20		4	Development/Interfaces	196 days	Tue 2/3/15	Tue 11/3/15	
21		4.1	HR Interfaces	63 days	Tue 2/3/15	Thu 4/30/15	
22		4.2	Benefits Interfaces	87 days	Fri 5/1/15	Mon 8/31/15	
23		4.3	Payroll Interfaces	46 days	Fri 7/31/15	Fri 10/2/15	
24		5	Time & Labor	61 days	Mon 3/23/15	Mon 6/15/15	12,19
25		5.1	Planning	4 days	Mon 3/23/15	Thu 3/26/15	
26		5.2	Fit/Gap	3 days	Fri 3/27/15	Tue 3/31/15	25
27		5.3	Analysis	14 days	Wed 4/1/15	Mon 4/20/15	26
28		5.4	Design	15 days	Tue 4/21/15	Mon 5/11/15	27
29		5.5	Configuration	10 days	Tue 5/12/15	Mon 5/25/15	28
30		5.6	Testing	15 days	Tue 5/26/15	Mon 6/15/15	29
31		6	Payroll	73 days	Thu 6/11/15	Mon 9/21/15	30
32		6.1	Planning	14 days	Thu 6/11/15	Tue 6/30/15	
33		6.2	Fit/Gap	5 days	Wed 7/1/15	Tue 7/7/15	32
34		6.3	Analysis	14 days	Wed 7/8/15	Mon 7/27/15	33
35		6.4	Design	15 days	Tue 7/28/15	Mon 8/17/15	34
36		6.5	Configuration	10 days	Tue 8/18/15	Mon 8/31/15	35
37		6.6	Testing	15 days	Tue 9/1/15	Mon 9/21/15	36
38		7	Self Service	37 days	Mon 9/14/15	Tue 11/3/15	37
39		7.1	Planning	3 days	Mon 9/14/15	Wed 9/16/15	
40		7.2	Fit/Gap	3 days	Thu 9/17/15	Mon 9/21/15	39
41		7.3	Analysis	7 days	Tue 9/22/15	Wed 9/30/15	40
42		7.4	Design	7 days	Thu 10/1/15	Fri 10/9/15	41
43		7.5	Configuration	10 days	Mon 10/12/15	Fri 10/23/15	42
44		7.6	Testing	7 days	Mon 10/26/15	Tue 11/3/15	43
45		8	Deployment	36 days	Sun 11/1/15	Fri 12/18/15	2,3,4,5,6,7
46		9	Change Management	194 days	Tue 6/2/15	Fri 2/26/16	
47		9.1	Communication Plan	176 days	Tue 6/2/15	Tue 2/2/16	
48		9.2	Training	55 days	Mon 11/2/15	Fri 1/15/16	
49		9.3	Support	51 days	Fri 12/18/15	Fri 2/26/16	

Figure 15

Budget

The table below illustrates the funding needed by Fiscal year quarter. It has a total by quarter and also a running cumulative total to determine the total amount funded to the project. The budget line items are resources including contingency of 20%, the necessary hardware to print payroll checks and W2's along with a W2 folding machine. The concession funds will be used to buy lunch and snacks for the project team during the implementation.

Fiscal Year Quarter	Q1 14-15	Q2 14-15	Q3 14-15	Q4 14-15	Q1 15-16	Q2 15-16	Q3 15-16	Total
Implementation Resources	\$179,040.00	\$301,520.00	\$319,680.00	\$307,552.00	\$347,032.00	\$179,232.00	\$174,016.00	\$1,808,072.00
Contingency (20%)	\$35,808.00	\$60,304.00	\$63,936.00	\$61,510.40	\$69,406.40	\$35,846.40	\$34,803.20	\$361,614.40
Printers					\$3,000.00			\$3,000.00
W2 Folding Machine					\$7,000.00			\$7,000.00
Concession Fund	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$10,500.00
Total	\$216,348.00	\$363,324.00	\$385,116.00	\$370,562.40	\$427,938.40	\$216,578.40	\$210,319.20	\$2,190,186.40
Total Cumulated	\$216,348.00	\$579,672.00	\$964,788.00	\$1,335,350.40	\$1,763,288.80	\$1,979,867.20	\$2,190,186.40	

Personnel

The Project Team represents various skillsets and disciplines from across the FIU employee pool. Where a skillset needed is not found internally the team will hire consultants. A list of the types of skills sets represented is below. Please refer to *Figure 16* for the organizational breakdown.

Benefits Analyst

Researches, analyzes, evaluates, and administers corporate benefit plans and programs. Monitors benefit trends in the business environment and must stay abreast of applicable benefits legislation. May require a bachelor's degree in a related area and 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.

Benefits Director

Responsible for the overall design, implementation, communication, and administration of the organization's health and welfare benefits programs. Ensures that the programs adhere to current regulations and support the organization's strategic objectives. Requires a bachelor's degree in area of specialty and at least 10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Developer

In addition to completing a related degree program, you are often expected to have knowledge of computer programming languages and technologies like hypertext markup language (HTML), JavaScript, structured query language (SQL), Microsoft SQL Server, UNIX operating system, PeopleTools and PeopleCode. To be successful in this profession, you must also have strong analytical, creative, communication and problem-solving skills. These skills are useful when dealing with issues like fixing software glitches in a timely manner, making design changes and explaining technical terms to lay persons.

HR Analyst

Administers human resources policies and procedures that cover two or more functional areas. Collects and analyzes HR data, and then makes recommendations to management. Processes paperwork for functional area according to established procedures. May prepare internal employee communications regarding compensation, benefits, or company policies. May require a bachelor's degree in a related area and 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.

HR Director

Plans, directs and carries out policies relating to all phases of personnel activity. Recruits, interviews, and selects employees to fill vacant positions. Plans and conducts new employee orientation programs to foster positive attitudes toward company goals. Keeps records of insurance coverage, pension plans, and personnel transactions such as hires, promotions, transfers, and terminations. Investigates accidents and prepares reports for insurance carriers. Conducts wage surveys within relevant labor markets to determine competitive wage rates. Prepares the budget for personnel operations. May be responsible for evaluating and suggesting new benefit or compensation structures or changes to existing plans. Requires a bachelor's degree with at least 7-10 years of direct experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a Chief Financial Officer, a Chief Operating Officer, or a Chief Executive Officer.

HRIS Manager

Manages and oversees an organization's HRIS (Human Resources Information Systems). Develops, implements, and modifies system requirements. Maintains internal database files and tables, and develops custom reports to meet the requirements of company management and staff. Identifies training needs of end users and develops and provides the necessary training to meet those needs. Requires a bachelor's degree in a related area and at least 7 years of experience in the field. Relies on experience and judgment to plan and accomplish goals. Typically reports to top management.

Payroll Analyst

Performs all duties of Payroll Practitioner I and II and other duties including balancing and controlling earnings and deduction totals, calculating and preparing general ledger entries, inspecting automated system output such as registers and standard reports, determining and correcting out-of-balance conditions, preparing and filing tax reports, gathering payroll data for inclusion in financial statements, and researching and preparing special reports for management, calculating military and jury duty pay, and processing garnishments and levies. May train less experienced payroll practitioners and direct their daily work. Requires 2 to 4 years of payroll experience and may require experience with a specific payroll system. May require an associate's degree or equivalent experience. FPC or CPP designation preferred.

Payroll Director

Manages the activities of 2 or more units within a large centralized payroll department in carrying out responsibility for payroll preparation/processing and one or more related responsibilities such as tax reporting, benefits-records administration, or payroll systems maintenance. Generally will have one or more Payroll Supervisors as direct reports. Alternately, this employee may manage a regional or sectional payroll and related activities in an organization that has multiple stand-alone payrolls reporting to a centralized payroll authority. Generally requires 5 or more years of payroll or closely related experience. May require a bachelor's degree in accounting, business, or a related field. CPP designation preferred. This position reports to the most senior payroll position. If this employee spends more than 50% of time personally performing payroll processing and related activities, match the position to Lead Payroll Administrator.

Program Manager

Coordinates and monitors the scheduling, pricing, and technical performance of company programs. Responsibilities also include aiding in the negotiation of contracts and contractual changes and coordinating preparations of proposals, plans, specifications, and financial conditions of contracts. Develops new business and expands product line. Ensures adherence to master plans and schedules, develops solutions to program problems, and directs work of incumbents assigned to program from various departments. Ensures projects are completed on time and within budget. Acts as advisor to program team regarding projects, tasks, and operations. Requires a bachelor's degree and at least 10 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complex tasks. A certain degree of creativity and latitude is required. Typically reports to a unit/department head.

Project Manager

Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. May require a bachelor's degree and at least 7 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

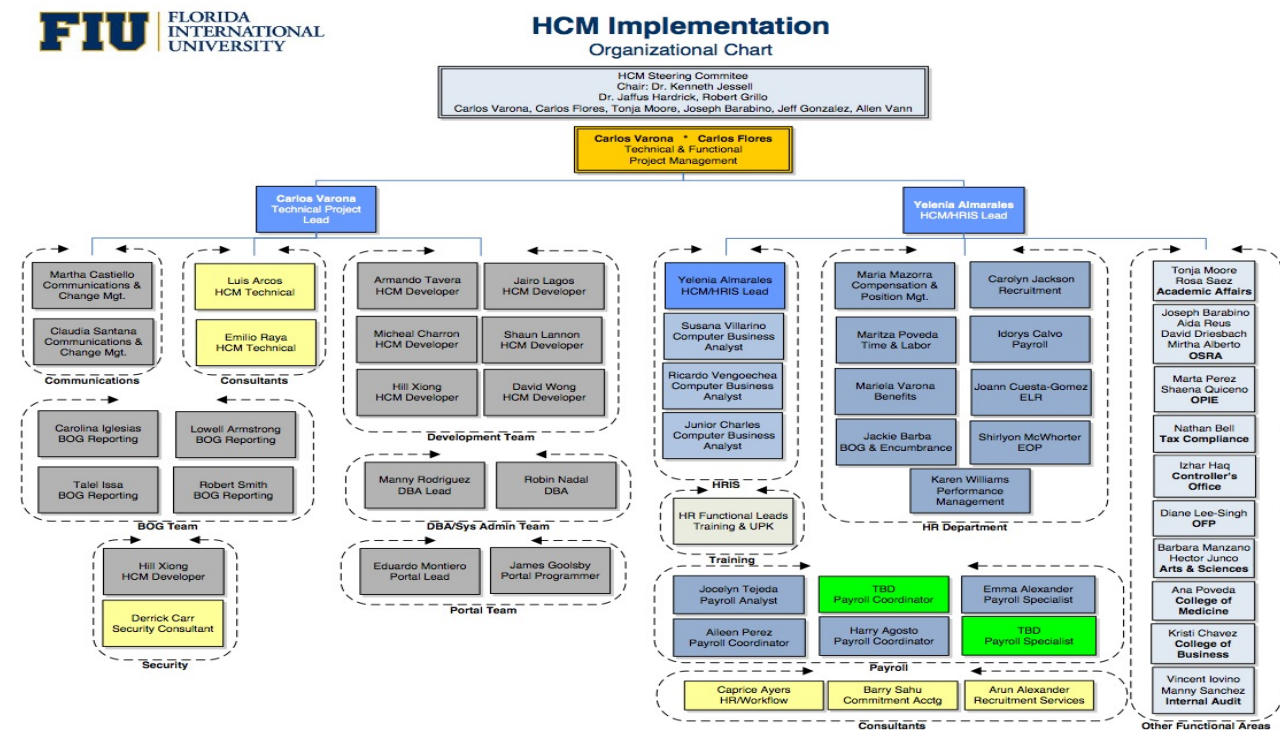


Figure 16

A communication strategy has been developed to keep all stakeholders involved in the status of the project. There will be several communication methods used to target different audiences with the specified frequency. For the outline of the strategy please see **Figure 17**.



Figure 17

Evaluation Methods

While many methods of evaluation could be used for this project, the best way to evaluate the success of the data conversion between the old and new system is through payroll parallel testing. This will immediately determine if data has been converted accurately and if the new system configuration is functioning the way it should. An example of a parallel report is available, please see **Figure 18**.

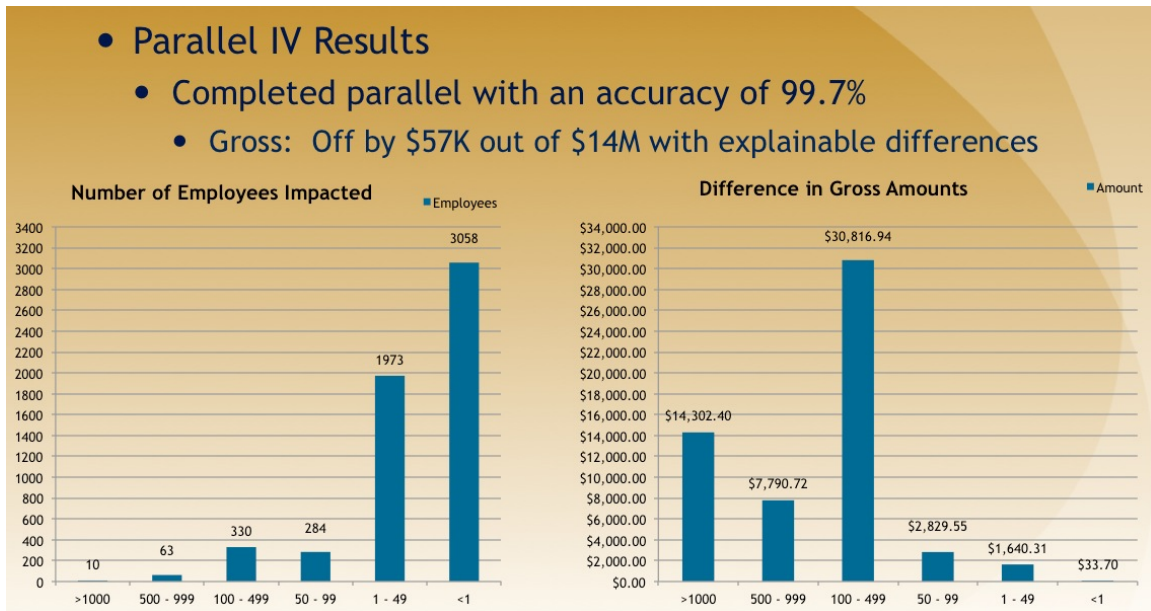


Figure 18

The parallel testing methods allows the project team to determine the differences in net pay and be able to not only determine the number of individuals impacted but also the total monetary amount of the differences. In the example, there are 3,058 employees with a difference of less than one dollar but the total amount is \$33.70.

Potential Problems

The potential risks identified with this project are:

- The securing of quality consultants that can act as subject matter experts in areas that FIU's current skill set may not have adequate expertise
- A new Payroll Department, although familiar with payroll regulations and having several CPP certified resources, the PeopleSoft infrastructure will be unfamiliar with the newly implemented processes creating a learning curve

Appendix

Selection criteria for a Short List of Consultants

Below is the list of criteria to be used in the order of importance to the selection process.
Categories for consultant consideration for short list:

1. Relevant Functional Experience in Higher Education in the last 5 years
2. Years of experience as a consultant
3. Application Release experience
4. Knowledge of HRMS modules
5. Number of Projects
6. Rates
7. SUS exposure

The evaluation will be from 1 to 5. 1 indicates does not meet the criteria and 5 meets or exceeds desired skill set.

- 1 = Minimally meets the requirements
- 3 = Meets requirements
- 5 = Exceeds requirements

In the event they have never been a consultant, do not have any Higher Education experience or have not implemented HRMS will not be rated and discarded.

Rating Criteria for Consultant Phone Interviews

Below is the list of criteria to be used in the order of importance to the interview process.
Categories for consultant consideration for final list:

1. Strong Functional Lead
2. Technical Experience
3. Project Size and Complexity
4. Can lead more than one module
5. Communication Skills
6. Attitude
7. Consistency in Response time

The evaluation will be from 1 to 5. The ratings are as follows:

- 1 = Does not meet criteria requirements
- 2 = Minimally meets the criteria requirements
- 3 = Meets criteria requirements
- 4 = Consistently meets the criteria requirements
- 5 = Exceeds requirements