Lawson Project History

In 1999-2000 CMS created a Request for Proposal for an integrated business system to replace aging legacy systems in the areas of finance, payroll, and human resources. Vendors responding included PeopleSoft, SAP, Oracle and Lawson Software. The selection committee conducted a comprehensive evaluation that resulted in selecting Lawson’s Enterprise Resource Planning (ERP) software as the solution to meet CMS’ needs. As the project got underway in July 2000, the scope of the project included implementation of finance/procurement, human resources and payroll modules.

The Lawson finance/procurement system was successfully launched July 2001. CMS continued to work with the system integrator on the development and implementation of the human resources/payroll modules. In February 2002 CMS faced unexpected budget cuts and it became necessary to put the project on hold.

In the fall of 2004, CMS negotiated a fixed fee contract with Lawson Professional Services for the implementation of the Lawson HR Payroll system. The project got underway in January 2005. Lessons learned from the finance/procurement implementation led CMS to incorporate business process review and re-engineering, as well as HR Payroll transformation and change management. (Costs are reflected in the budget section of this document.)

The HR Payroll project faced many challenges as gaps were identified between CMS business requirements and core software functionality. Custom development and process change were used in meeting CMS, as well as State, requirements. Hence, the project took over four years to complete. The last year of the project was devoted solely to data alignment of the two disparate legacy systems to be used in the systems conversion, as well as multiple cycles of testing to ensure that the district would be successful at implementation. Numerous training sessions were held to ensure that district staff were well equipped for this business change. A comprehensive communication plan was an integral part of change management.

The district launched the new Lawson HR Payroll system on March 30, 2009. Staff has produced multiple biweekly payrolls and the April monthly payroll on time with a high degree of accuracy. Human Resources functions have continued successfully throughout this transition. CMS will realize the benefit of this change through the implementation of the new service delivery model, operational efficiencies and improved customer satisfaction.
I. Policy

CMS is governed by the State of North Carolina, Department of Public Instruction. The district must respond to State mandates, policies and regulations. CMS business systems must respond to State regulations and reporting requirements.

- Charlotte-Mecklenburg Schools is responsible for incorporating any new Federal, State and/or NCDPI UERS (Uniform Education Reporting System) requirements within time limits specified.

- All State LEA units implementing new business systems in the areas of finance and payroll must be benchmarked by the North Carolina Department of Public Instruction.

- CMS passed the State benchmark for the Lawson payroll system October 2008 (copy attached).
  - All requested features were found to be in compliance with State regulation.
  - CMS was found to be in compliance with the 1989 legislative mandate of the UERS reporting requirements (Uniform Education Reporting System).

II. Goals

1. Replace aging disparate human resources and payroll systems with an integrated, enterprise system encompassing finance, procurement, human resources and payroll.

2. Re-engineer business processes to incorporate best practices from World Class organizations.

3. Develop an online time entry system for reporting time and attendance district-wide.

4. Support the Human Resources and Payroll departments’ transformation initiative.

5. Design and implement an enhance web applicant system (MyApp).

6. Support the creation and implementation of a Lawson HR & Payroll Shared Services Center (HRDirect Connect).

7. Develop a comprehensive communication plan to aid in change management.

8. Develop comprehensive training plan in order to prepare HR and payroll staffs for the new system.

9. Train and support school and department payroll coordinators and approvers in time entry/approval for payroll processing.
### III. Initiatives

<table>
<thead>
<tr>
<th><strong>Business Process</strong></th>
<th>Continual review of business processes and refinement will proceed through the life of the project in order to aid in efficiency and effectiveness of business operations.</th>
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<tbody>
<tr>
<td><strong>Transition Support Group</strong></td>
<td>A team of representatives from schools and departments will bring forth ideas, suggestions and recommendations for consideration in improving service delivery. Representatives from the HR and Payroll departments will meet weekly to focus on process improvement, issues resolution and prioritization of product enhancements.</td>
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<tr>
<td><strong>Support</strong></td>
<td>Staff and maintain help desk support for payroll time entry and approvers. Maintain support for staff in the HR and payroll departments.</td>
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<tr>
<td><strong>Training</strong></td>
<td>Provide training sessions ongoing for payroll coordinators and approvers. Provide more indepth training for human resources and payroll staffs.</td>
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<tr>
<td><strong>Communication</strong></td>
<td>Provide communication via a Lawson message board and email to payroll coordinators and approvers for information on payroll schedules, training schedules, procedures and changes in the time entry process.</td>
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IV. Budget

Project Costs 2005-2009

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Lawson HR Payroll implementation project (fixed fee)</td>
<td>$2,422,722</td>
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<tr>
<td>HR Payroll Transformation initiative (consulting services)</td>
<td>375,000</td>
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<tr>
<td>Custom Time Entry solution</td>
<td>130,983</td>
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<tr>
<td>Custom development (requirements considered out of scope)</td>
<td>97,230</td>
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<tr>
<td>Consulting Services – support for HR Payroll Transformation and business process re-engineering initiative 2006-2009</td>
<td>840,446</td>
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<tr>
<td><strong>Total Project Costs</strong></td>
<td><strong>$3,866,381</strong></td>
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V. Results

- Successful project implementation
- Staff trained and prepared for change
- Communication plan unfolded in support of change management
- Payrolls on-time, with minimal discrepancies
- NC DPI state reporting – accepted (1st transmission)
- Orbit Retirement system reporting – accepted (1st transmission)
- System performance load – moderate
- Help desk staffed appropriately for implementation
- Reporting – complete and available for operational support

VI. Challenges

- Responding to State mandates within timeframes dictated
  - .5% reduction in pay
  - furlough
- Balancing the workload of new initiatives with what is required to support day-to-day operations
VII. Next Steps

- Continue business process improvement and refinement
- Lawson environment upgrade is required before calendar year end
- Plan for Phase I of Employee Self Service
- Support for HR’s implementation of a new Substitute Operation System (SOS) prior to the opening of school, 2009-2010
- Assist in the decommissioning of the mainframe system
  - Retool staff
  - Use emerging technologies