



# Regional Municipality of York

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## Implementing Procurement Card in PeopleSoft V8.9 A User's Perspective



# Agenda

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- York Region Intro
  - Economy
  - Responsibilities
  - ERP Applications & Support Team
- Project Scope
  - Phasing
- Project Management
  - Focus Group
  - Steering Committee
  - Recommendations
- Building the Environment
  - The Team
  - Configuration & Testing
  - Issues Management
  - Training
  - Go-Live Support
- Lessons Learned
- Next Steps



# York Region Economy

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- A \$37.5 billion economy (2004)
- More than 29,000 businesses employing 490,000 people (2008)
- Welcoming an average of 15,000 new jobs each year
- Unemployment rate of 5.7 per cent (Dec 2008) lower than national average (6.6 per cent), provincial average (7.2 per cent) and GTA average (6.8 per cent)
- Median household income: \$89,099 - Fifth highest in Canada (2006)
- 43 per cent are foreign born (4<sup>th</sup> highest in Canada)
- 37 per cent identify themselves as visible minorities (65 per cent in Markham)
- 4 per cent do not speak English or French
- Median age lower than national average and GTA average
- Better educated, wealthier and live longer than GTA peers



# York Region's Economy

## Top Five Largest Employers:

- Magna International 10,700
- IBM Canada 8,500
- AMEX Canada 4,500
- *York Region and York Regional Police* 3,900
- Paramount Canada's Wonderland 3,600

## Biggest employment sectors:

Manufacturing | Biotechnology | Business Services |  
Communications Technology | Wholesale & Retail Trade





# Key Service Responsibilities

## 13 Key Businesses:

- Transit
- Roads
- Solid Waste
- Police Services
- Water/Wastewater
- Emergency Medical Services
- Long Term Care Services
- Public Health
- Social Assistance
- Family and Children's Services
- Housing and Residential Services
- Planning and Development Services
- Court Services





# Region's ERP Applications & Support Team

ERP Applications		
Ver.	Apps	Tools
<b>PeopleSoft HRMS:</b>		
Currently:	8.9	8.46
<b>PeopleSoft EPM/Budgeting:</b>		
Currently:	8.8	8.44
Upgrade in Progress	9.0	8.48
<b>PeopleSoft Finance:</b>		
Currently:	8.9	8.47

ERP (PeopleSoft) Support & Development Team	
<b>PeopleSoft HRMS:</b>	
Functional:	3
Technical :	4
<b>PeopleSoft Finance &amp; Budgeting:</b>	
Functional:	7
Technical:	2
<b>Database Administrator:</b>	
DBA	3



# Project Scope

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## **Purpose:**

- Eliminate business process change on vendor change
- Enhanced reporting / analytics on total spend
  - Level 3 data where available
- Control
- Reduction/Elimination of field purchase orders
- Efficiencies through workflow

## **Phase I**

- Data cleansing
  - 900 card holders, reconcilers, reviewers, approvers
- Configuration of approval hierarchy
- Interface of HCM employee numbers and names
- Interface of VISA transactional data
- Review and redesign of business processes relating to administration and transactional information
- Documentation of redesigned business processes



# Project Scope cont'd

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- Security
- Base Reporting and Query
- Exception Reporting
- Develop reporting strategy for Phase II
  
- Applicable Custom Finance Interfaces:
  - Bank Business Window to PeopleSoft for Payment transactions
  - Payment Net to General Ledger Import
  - Payables EFT to Bank Business Window
  
- Phase II Functionality
  - Purchase Orders / Contracts
  - Enhanced Reporting
  - Workflow



# Project Management

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- Challenge:
  - Engaging Business Units to welcome and OWN the change
  - Providing functionality to meet the diverse business needs immediately and going forward
  - Obtain approval from Senior Management for Proposed changes
- What we did:
  - Created a Focus Group with representatives from the various business units - accountable to the Steering Committee
    - Met bi-weekly during the project duration
    - Mandate:
      - Define requirements for Queries and Reports
      - Re-engineer existing Business Processes to meet operational and corporate requirements
      - Develop new forms including Request for Corporate Card, Cardholder Agreement, Information Modifications, etc. to assist in the change



# Project Management cont'd

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## - **Appointed a Steering Committee**

- Membership included Director Financial Services, Supplies & Services, Community & Health Services, York Regional Police & Director of Internal Audit
- Met based on Project Milestones

## - **Mandate:**

- Provide rigor and direction
- Approve project scope and any adjustments
- Review project progress, budget, issues, challenges, proposed solutions
- Approve business process changes and forward recommendations to SMG where policy was involved



# Policy & Process Recommendations

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- Increasing the Cardholders limits (while staying within the Regional Purchasing Bylaw)
  - Push spend onto P-Card - decrease / eliminate use of field purchase orders (FPO)
  - Provides better control - FPOs not entered into ERP
  - Difference in cost from PO to AP Cheque or EFT compared to the cost of a P-Card transaction
- The higher the spend with the Corporate Card the higher the Rebate back from the Vendor.
  - Rebate distributed back to the end user departments according to their percentage of spend - encouraging more spending on the Corporate Card
- Created a default GL Account attached to each Cardholders Profile.
  - Non-reconciled transactions post here
  - Easier tracking & reconciliation
  - Accountability
- Cardholder Training
  - Must take a purchasing course relating to governing by-law & policies
  - Internal training
  - In addition to general card training



# Building the Environment

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- The Team
  - Team Lead - Cerstin Miller
    - Meetings,
    - Configuration
    - Testing
    - Query build
    - Documentation
  - Process Owner - Sylvia Byers, Corporate Program Administrator,  
Kathryn Davey, Supplies & Services
    - Current policies & procedures expert
    - End user acceptance testing
  - Technical Support - Ajit Ghosh
    - Application engines, loads
    - Environments
  - Procurement Card Task Force
    - Policy, procedure review
  - JcEvers Consulting
    - Business process mapping



# Building the Environment cont'd

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- Configuration
  - Road Map available on ECRUG after the Conference along with load templates
    - Created Program to calculate the GST on total Merchant Value
    - The Vat Calculated Value is editable
  - Key Decisions:
    - Project Scope
    - # of Roles
    - Proxies
    - Default G.L.
    - Download Frequency
    - Preferred vendors
    - Security – cardholder, reviewer, approver, departmental administrator
      - Profiles, preferences



# Testing

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- Testing scripts created to go through every possible scenario a multitude of times
  - Track progress - Fail / Pass
- Every possible scenario with GST and PST were tested in the below listed scenarios
  - Loading Cardholder Data
  - Manually Entering and Updating Cardholder Data
  - Defining Preferred and Non Preferred Vendors
  - Merchant Category Codes Blocked
  - Processing Statements
  - Verify Statements
  - Approve Statements
  - Disputes
  - Comments
  - Splitting Transaction
  - Review Statement Selection
  - Process Transaction to AP Module
  - Reporting



# Building the Environment cont'd

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- Issues Management
  - Issues Data Base established to track failed scripts as well as policy / procedural challenges
  - Assigned responsibility, due date, priority technical / functional stream
  - Tracked comments
  - Progress reports
  - Reviewed by task force and steering committee
  - Provides good information for project 360° review
  - Easy to use - very little MS Access knowledge needed
  - Uses autoexec to bring up menu
  - Forms for input
  - Macro to run all reports
  - Reports saved to corporate electronic document management application weekly



# Issues Report Menu

Microsoft Access - [Report Menu : Form]

File Edit View Insert Format Records Tools Window Help Adobe PDF

Type a question for help

## Report Menu

- Preview Issues By Primary Resource
- Print Issues By Primary Resource
- Preview Issues By Priority
- Print Issues By Priority
- Preview Issues By Resolution Date
- Print Issues By Resolution Date
- Preview Issues By Status
- Print Issues By Status
- Preview Project Team Members
- Print Project Team Members
- Print All Reports

Return to Main Menu

Record: 1 of 11

Form View

start 3 Microsoft Off... Microsoft Excel - ... JAZZ.FM91 - Can... Windows Expl... Microsoft PowerP... 3 Microsoft Off... EN Desktop 12:17 PM



# Issues Input Form

Microsoft Access - [Issues]

File Edit View Insert Format Records Tools Window Help Adobe PDF

Type a question for help

**Procurement Card Services Implementation Issues Input Area** [Close Form Return to Main Menu](#)

<b>Issue ID</b>	AutoNumber	<b>Company</b>	York Region	<b>Priority</b>	High
<b>Stream</b>	Technical	<b>Issue Tag</b>		<b>Status</b>	In Progress
<b>Issue Date</b>		<b>Resolution Date</b>			
<b>Primary Resource</b>	Blackburn, Jayne	<b>Secondary Resource</b>	Blackburn, Jayne	<b>Tertiary Resource</b>	Blackburn, Jayne

**Issue Description**

**Notes**

Record: 1 of 1

Form View

start 3 Microsoft Off... Microsoft Excel - ... JAZZ.FM91 - Can... Windows Expl... Microsoft PowerP... 4 Microsoft Off... EN Desktop 12:18 PM



# Building the Environment cont'd

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- Training & Go-live Support
  - Training delivered through virtual meeting application
  - Departmental program administrator in board room with 15-20 cardholders (900 in total)
  - Manuals developed in-house & delivered electronically
  - 3 levels of training – basic cardholder, reviewer/approver and departmental program administrator.
  - Support scripts written for the IT help desk to direct calls
  - Implementation team fielded support issues for the first 6 weeks
  - Lessons Learned:
    - While Vmeeting lessened the need for travel (green), the more mature employees did not like having the instructor remotely.
    - Far better acceptance with younger employees
    - Corporate culture played a large part
    - Objections on having to print own training material. We took a “green” position
    - Book training early – terrible finding boardrooms & co-ordinating schedules
    - Need for retraining for about 50% of employees where they waited to enforce the process by actually coding/ reviewing/approving transactions on-line
    - Employees were pessimistic about change – important to affirm what’s in it for them early & often.



# Lessons Learned

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- Too much communication is never enough
  - Project purpose, timelines, status, “what’s in it for me”
  - Share the knowledge
- Get a project champion
  - Lead the acceptance, keep project moving forward
- Process Owners’ involvement
  - The more people (as practical) involved the better the chance for acceptance & success
  - Better ideas
- Start early
  - When dealing with competing priorities & outside companies (banks, clearing houses) there are multiple timetables.
- You will always miss something in the testing cycle.
  - Don’t worry - move on. Give it the proper priority for being fixed.
- Get your internal audit involved
  - Better to catch issues early
  - Ensures corporate policy is adhered to.
- One size training doesn’t fit all
  - Know your audience particularly how they learn
  - Involve corporate learning if you have such a group
  - The younger workforce is more attuned to lectures over the internet
- Utilize back office tools to track tasks and deadlines
  - Outlook tasks, Projects, Calendar



# Next Steps

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- 2009
  - New card provider – transition, including data testing, card information loads
- 2010
  - Encourage switch from FPOs to P-card transactions for < 10k
  - Purchase order functionality
  - Link to Project Costing
  - Enhanced reporting
    - Business unit specific reports
    - Purchasing analytics

# Questions?

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