



BUSINESS PROCESS OPTIMIZATION AT MD ANDERSON CANCER CENTER

THE UNIVERSITY OF TEXAS
MD Anderson
~~Cancer~~ Center

Making Cancer History®

WHO IS ATTENDING THE WEBINAR TODAY?

AGENDA

1

Welcome and Introductions

2

Evolution of the Solution

3

Methodology Approach

4

MDACC's ePAF and NSCT

5

Critical Success Factors

6

The Future

7

Questions and Answers

ASK US YOUR QUESTIONS: LEVEL 3 CHAT PANEL

← Ask a Question



 HURON | WEB MEETING

Enter a question in this dialog area at any time.

Chat with presenter

Send

INTRODUCTIONS

The solution developed for MD Anderson Cancer Center was a collaboration of the following individuals:

MD Anderson Cancer Center

- + Claudia Delgado – Executive Director, Grants and Contracts
- + Peggy DuBose – IT Project Manager
- + Laure Gansert – Director, HR Administration
- + Rhonda Ruiz – Director, Commitment Accounting

Huron Consulting Group

- + Elise Barho – Program Management, Change Management
- + Jason Jones – Technical Architect
- + John (J) Walton – HCM, Workflow
- + April Williams – Project Manager, HCM, FSCM
- + Chris Wolf – Commitment Accounting, Project Manager

HURON

Huron Consulting Group is an **Oracle Platinum Partner** providing consulting services in the following specific industries. Our focus and concentrated expertise is key to our strength and success.

Helping universities, academic medical centers, and pharmaceutical companies control costs, grow revenue, manage risk, and improve financial and operational performance.

Helping hospitals improve quality, increase revenues, reduce expenses and enhance patient/employee satisfaction.



**Education and
Life Sciences**



Healthcare



Legal



Financial

**Our Focused
Approach
to the
Marketplace**

Helping corporate legal departments and law firms control costs and improve efficiency related to discovery and operational challenges

Helping corporations address financial and operational matters.

HURON

PeopleSoft Expertise

- Over **200 Oracle professionals** with wide-ranging expertise in all PeopleSoft applications
- Platinum member of Oracle's Partner Network
- Experience in **more than 90** large-scale PeopleSoft ERP planning, implementation and upgrade projects in Financials, Grants, eProcurement, HCM and Campus Solutions
- Leading expert on **version 9.2**, serving as Beta Test Partner and implementing the latest version
- We currently have active implementation or upgrade engagements in every major pillar of the PeopleSoft suite: Financials, HCM, Campus Solutions, OBIEE and Hyperion
- Partnered with Oracle Development for continuous improvement initiatives and testing with the Grants suite, Labor Distribution and eProcurement, as well as the development of the business case for the Grants Suite

ERP Service Offerings

IMPLEMENTATIONS, UPGRADES, ASSESSMENTS, AND QUALITY ASSURANCE

ERP Implementations

ERP Upgrades

Implementation Quality Assurance

Post Implementation/Process Improvement

IT Strategy Roadmap and Governance

Optimization and Cost Reduction





MD ANDERSON CANCER CENTER

The University of Texas MD Anderson Cancer Center is one of the world's most respected centers devoted exclusively to cancer patient care, research, education, and practice.



**MD ANDERSON
CANCER CENTER &
ORACLE**

- + PeopleSoft HCM 9.2
- + PeopleTools -8.53.27
- + Oracle client -12.1.0.2.0

- + PeopleSoft FSCM 9.1
- + PeopleTools- 8.53.27
- + Oracle client-11.2.0.1.0

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EVOLUTION OF THE SOLUTION

REASONS FOR CHANGE

Strategic direction to replace legacy Lotus Notes system used for Funding and Personnel Changes

- + Used by department representatives and processing groups across the organization to enter Funding Changes and Personnel Changes.
 - In the legacy system departments entered Funding and Personnel Changes into online forms.
 - The comments section of the forms was limited in size which often led to a miscommunication of the intent of the change.
- + The forms were routed by the originator at will to whomever they thought should approve the transaction.
 - The forms ultimately ended up in Financial Planning and Analysis or Human Resources where they were reviewed and entered manually into PeopleSoft.
 - Cycle time averaged **14.75 days** but was sometimes longer.

Non-Salary Cost Transfer

- + Utilized a complex and cumbersome Excel spreadsheet which required re-keying of data multiple times.
- + The process could take up to 10-steps for review and approval.

Limitations of legacy processes

- + Labor intensive with duplicate data entry.
- + Unstructured workflow.
- + Long cycle time from initiation to completion.
- + Lack of visibility of the status of the transaction.

MDACC TIMELINE 04/2015 – 10/2016

Funding Change

Personnel Changes (PC)

Direct Retros (DR)

Position Backfill

DR Improvements & Reporting

Retirements, PC Mass Upload & Update, Inflight

Non-Salary Cost Transfer

- + Each segment represents a specific phase of work.
- + Most phases took approximately 5 months from planning to implementation. The exception was Position Backfill which took 3 months.
- + There was a planned break in the timeline in the month of March 2016.

FUNCTIONALITY OVERVIEW

Personnel Change

- + Demotion
 - + Position Change
 - + Transfer
 - + Pay Rate Change
 - + Promotion
 - + Normal Career Progression
 - + Data Change
 - + Leave of Absence
 - + Paid Leave of Absence
 - + Return from Leave
 - + Suspension
 - + Termination
 - + Position Backfill
 - + New Position
- + The above Personnel Actions are driven by Reason Codes

Funding

- + Funding Change (Future)
 - + Direct Retros (Prospective Funding Change)
 - Earnings, Deductions, Taxes
 - + Direct Retro with future Funding Change
- + **Notification**
- Salary Cap
- + **Validations**
- Fringe Exclusion
 - Project Activity End Date
 - Effort Certification (DR)

Non-Salary Cost Transfer

- + Posted non-personnel expenses (AP, AM, DEPR, EX, INV, GL, Concur, and NSC)
 - + Mass transfers and legacy transfer
 - + Creation of a balanced, valid journal for posting to GL
 - + Chose to anchor on Fund Group
 - Transfer types: 1-1, 1-M, M-1
 - + Multiple NSCT
- + **Validations**
- Open PO's
 - Previous NSCTs

For all areas: Field-level edit checks, chart field validations, and embedded rules

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METHODOLOGY APPROACH

COLLABORATION

Collaboration at all levels of the project enabled the team to deliver a high-quality, sustainable solution for the organization

+ **Project Management Office (PMO)** co-led by:

- + Human Resources
- + Financial Planning & Analysis
- + Enterprise Business Systems
- + Huron Consulting Group

+ **Steering Committee** comprised of key leaders from across the organization.

+ **Working Groups** consisted of representation from key divisions and processing areas.

Collaboration across all phases of the project

+ **Requirements and Design** – subject matter experts and working group engaged in an iterative process.

+ **Testing** – subject matter experts participated in Systems Integration Testing and select working group members in User Acceptance Testing.

+ **Communication and Engagement** – communication was jointly developed with MD Anderson leadership providing in-person presentations and listening sessions to further organizational engagement.

+ **Training** – training materials were co-developed and in-person instruction was supplemented with subject matter experts.

SOLUTION DESIGN

Solution Options

- + Direct entry by the Divisions / Departments into PeopleSoft was not an option.
 - Too many screens to navigate, process is not streamlined
- + Reviewed other options (software vendors) and determined that a custom solution was required
 - Wanted a solution that could be maintained with current staff and one that would be easily upgradeable

Business process standardization as a pathway to the Cloud

- + Having common business processes across the organization provides a foundation for future upgrades

Iterative design

- + Iterative design sessions were held with the Working Groups focused on specific areas of functionality
 - Fields, edits, validations, etc.
- + Visual presentations of page layout and design were reviewed and revised
- + Workflow was presented visually to show the steps / handoffs and logic
 - Invested a substantial amount of time in the design of a standard workflow to ensure that the right reviews and approvals were occurring at the right time
- + Reviewed and revised (eliminated or reduced) Personnel Action Codes and Reason Codes.
- + Allowed for Personnel Actions with or without associated Funding Changes.

VALIDATING THE SOLUTION

System Integration Testing

- + Executed by the core team and subject matter experts, it provided an opportunity to rigorously exercise and confirm the edits, messages, and workflow.
- + Having valid test data, from production, that exercised all areas of functionality is imperative.

User Acceptance Testing

- + An expanded group comprised of selected Working Group members executed testing which provided additional feedback and clarification on rules and workflow
 - Example: the rules for EVP and the use of hard funds was complex and required additional testing and validation.
- + Working Group members brought their own data (current work from their areas), in addition to what was provided, to ensure the solution worked as designed
 - The Working Group members also ensured that the solution worked **as expected** versus just as designed since sometimes what was conveyed may not have been explained / understood correctly.

Revisiting Workflow

- + While the concept of workflow was easily understood by the MD Anderson team, finalizing it took some review and revisions.
- + After the MD Anderson team members gained confidence in the solution there were further revisions to the defined workflow.

POLLING QUESTION

How frequently are the results of a cost transfer (personnel or non-personnel costs) at your institution accurate?

Never

Almost never

Sometimes

Almost always

Always

N/A

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MD ANDERSON'S SOLUTION

OVERVIEW

Solution Location

- + Personnel related actions were located in HCM
 - Deployed an ePAF WorkCenter to all approved users where all functionality, including reporting, was housed
- + Non-personnel related actions i.e., Non-Salary Cost Transfer was located in FSCM
 - Deployed in a new menu / folder to all approved users
 - Because FSCM is on PeopleSoft Version 9.1 we were not able to take advantage of WorkCenter functionality but we were able to mimic the functionality

Role-based Security

- + Security for all actions was based on assigned role and there were essentially 3 types of roles. Each area of functionality e.g. Funding Entry, had approved users assigned to one of these roles:
 - Originator – the role given to someone who initiates an action
 - Approver – the role given to someone who approves an action
 - Workflow Administrator / Central Office – roles given to selected individuals to facilitate processing

Development Tools

- + Custom solutions were developed with PeopleSoft delivered tools
- + Additional reporting, beyond what is available with workflow, was developed with delivered tools

WORKFLOW

Workflow Structure

- + Utilizes the concept of **stages** and **steps**
- + All **steps** in a **stage** must be complete before moving to the next stage

Workflow Roles

- + An **Originator** can do the following:
 - Initiate – an action, and is the only one that can update the action
 - Recall – a pending workflow transaction
 - Delete – a draft transaction
- + An **Approver** can do the following:
 - Approve – an action at a specific step or stage in workflow, but is not able to update the action
 - Deny (pushback) an action to the Originator
 - Requires a comment to be entered to explain the denial
 - Requires the workflow to be rebuilt when the action is resubmitted. Therefore, any approvals that were received prior to the denial will be required again
 - An Approver **cannot** change funding data once it is submitted
- + Both an Originator and an Approver can add attachments and add comments

Workflow Notifications

- + Worklists – updated at Submit, Approve, Deny
- + Email – sent to the Originator on submit and final approval; and to the Approver for that specific step
 - Reminder emails are also issued if action is not taken in a timely manner

WORKFLOW STATUS

[Favorites](#) > [Main Menu](#) > [MDA ePAF](#) > [ePAF WorkCenter](#) > [Requests Initiated by Me](#)

ORACLE

ePAF WorkCenter

My Work

- Existing Requests
 - Requests Initiated by Me
 - Requests for my Departments
 - General Search
- New Requests
 - Personnel Change
 - Funding Change
 - Direct Retro
 - New Position
 - Additional Pay
 - Mass Funding Update
- Pending Approvals
- Completed Approvals
- Budget History
 - Position Budget History
- Links
 - Payroll Calendar
 - eJUDF Retro Transactions

Requests Initiated by Me

Search Filters

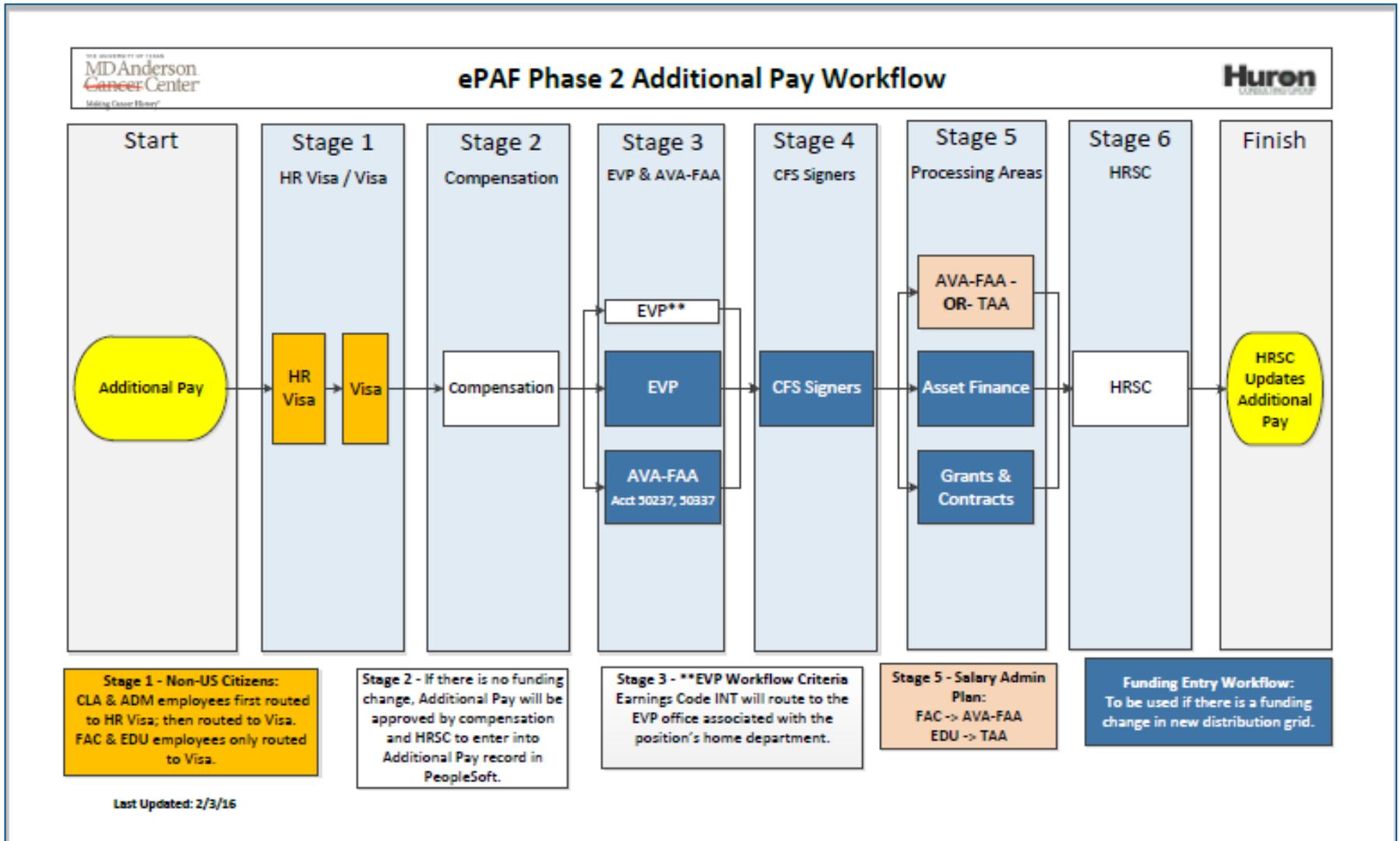
ePAF # ePAF Request Type Department Position Number ePAF Status

Empl ID Effdt Begin Effdt End

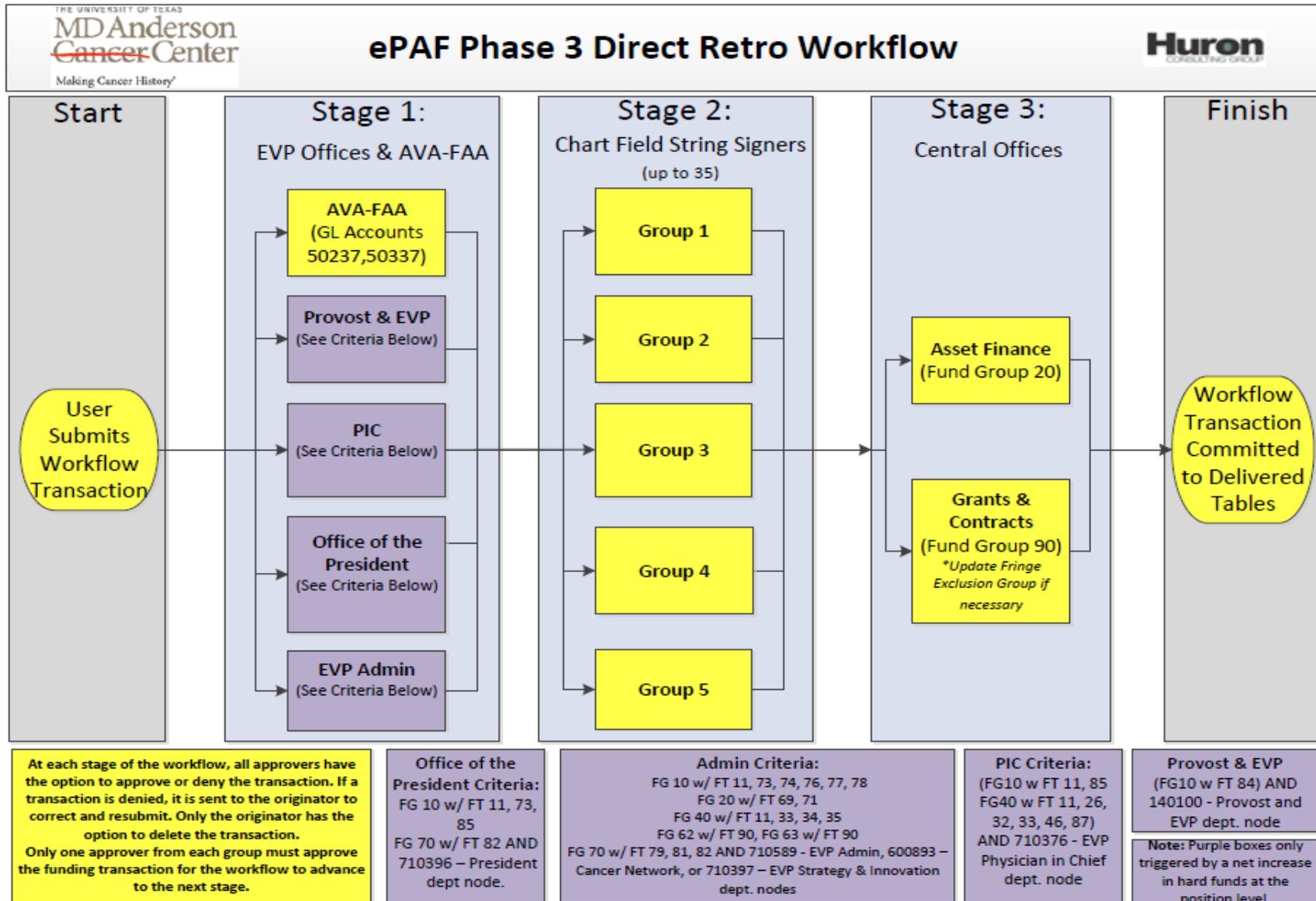
Personalize | Find | View All | First 1-10 of 10 Last

ePAF#	Request Type	Details	status	Empl ID	Dept ID	Position Number	Effective Date
1454	Personnel Change	[REDACTED]	Pending Approvals	190118	144300	00054681	02/01/2016
1385	Direct Retro	[REDACTED]	Pending Approvals	186264	183200	00010427	01/04/2016
1383	Personnel Change	[REDACTED]	Pending Approvals	148518	710512	00067114	01/16/2016
1382	Personnel Change	[REDACTED]	Pending Approvals	192760	710512	00066046	01/16/2016
1334	Personnel Change	[REDACTED]	Complete	189933	500400	00016504	01/16/2016
1333	Additional Pay	[REDACTED]	Pending Approvals	214711	600890	00066316	01/16/2016
1153	Personnel Change	[REDACTED]	Pending Approvals	127680	600135	00058838	01/16/2016
1152	Direct Retro	[REDACTED]	Pending Approvals	121707	201300	00059654	12/29/2015
1151	Additional Pay	[REDACTED]	Pending Approvals	192760	710512	00066046	02/01/2016
1138	Additional Pay	[REDACTED]	Complete	148518	710512	00067114	01/16/2016

SIMPLE WORKFLOW EXAMPLE



COMPLEX WORKFLOW EXAMPLE



POLLING QUESTION

- + What percent increase in efficiency do you believe your organization would gain from automating workflow and decentralizing funding changes?
 - <5%
 - 5% - 25%
 - 25% - 50%
 - 50% - 75%
 - 75% - 100%

MD ANDERSON SOLUTIONS

There are three solutions that were developed for MD Anderson

- + Personnel Changes – with or without associated funding changes
- + Funding Changes and Direct Retros
- + Non-Personnel Changes or Non-Salary Cost Transfer

For purposes of this Webinar we will show screenshots from each of these areas of the MD Anderson solutions:

- + Personnel Changes
- + Funding Changes and Direct Retros
- + Non-Salary Cost Transfer

An overview of reporting solutions will be provided as well.

ePAF WORKCENTER

Oracle

ePAF WorkCenter

My Work

- Existing Requests
 - Requests Initiated by Me
 - Requests for my Departments
 - General Search
- New Requests
 - Personnel Change
 - Funding Change
 - Direct Retro
 - New Position
 - Additional Pay
 - Mass Funding Update
 - Backfill Position Request
 - Retirement Request
 - Mass Upload
 - Mass Update
- Pending Approvals
 - Pending Approvals
- Completed Approvals
 - Completed Approvals
- Budget History
 - Position Budget History
- Reports
 - Personnel Changes Report(FP&A)
 - PeopleSoft Change Report
 - Actuals by Earnings Report
 - Dept Budget & Retro History
 - Backfill Position Search
- Links
 - Payroll Calendar
 - Payroll Worklist Re-Route
 - Payroll Worklist
 - Payroll Completed Worklist

Welcome to the ePAF WorkCenter

Workflow

Reporting

PERSONNEL CHANGES

The screenshot displays the Oracle ePAF WorkCenter interface for a Personnel Change request. The main form includes fields for Position Number, Effective Date, Name, Empl ID, Job Title, Department, and Originator (Elise Barho). A yellow arrow points to the 'New Requests' section in the left sidebar, and another points to the 'Action' dropdown in the form. A third yellow arrow points to the 'Look Up Action' dialog box, which is open and shows a search for 'begins with' and a list of search results.

Look Up Action Dialog:

Action: begins with

Buttons: Look Up, Clear, Cancel, Basic

Lookup

Search Results

View 100 First 1-13 of 13 Last

Action	Action Description
DEM	Demotion
DTA	Data Change
LOA	Leave of Absence
NCP	Normal Career Progression
PAY	Pay Rate Change
PLA	Paid Leave of Absence
POS	Position Change
PRO	Promotion
REC	Recall from Suspension/Layoff
RFL	Return from Leave
SUS	Suspension
TER	Termination
XFR	Transfer

PERSONNEL CHANGES 2

Personnel Change

Personnel Change

Position Number: 00028063 Action: FAY

Effective Date: 03/01/2017 Action Description: Pay Rate Change

Name: ██████████ Reason Code:

Empl ID: 124956 ePAF Request #

Job Title: Floor Technician ePAF Status: Draft

Department: 410400 Submitted Date Time:

Department Name: Fac Mgt-PC&PF-Bld Care & Ops Completed Date/Time:

Originator: Elise Barho

Personnel Detail

Current		Proposed	
		Backfill Required: <input type="checkbox"/>	
		Funding Entry Required: <input type="checkbox"/>	
Department: 410400	Fac Mgt-PC&PF-Bld Care & Ops	Department:	
Company: MDA	UT M.D. Anderson Cancer Center	Company: MDA	UT M.D. Anderson Cancer Center
Reports To: 00027844	Team Leader, Building Svcs	Reports To:	
Name: Mary Buffin		Name:	
Current Inumbent: 124956		Proposed Inumbent:	
Employee Status: Regular		Employee Status: <input type="text"/>	
Employee Type: Excep Hry		Employee Type:	
Pay Group: CLN	Classified Non-Exempt	Pay Group: CLN	Classified Non-Exempt
Job Code: 06227	Floor Technician	Job Code: <input type="text"/>	
FL BA Status: Nonexempt		FL BA Status:	
Salary Plan: CLA	Classified Staff Salary Plan	Salary Plan:	
Salary Grade: 144		Salary Grade:	
Effective Status: Active		Effective Status:	
Position Status: Approved		Position Status: Approved	
Empl Class: Classified		Empl Class:	
Std Hrs/Wk: 40.00		Std Hrs/Wk:	
FTE: 1.000000		FTE: <input type="checkbox"/> Freeze Amounts <input type="checkbox"/> Multiple CompRates	
Comp Rate: 27,540.000000		Comp Rate: <input type="text"/>	% Change:
Location Code: 9287	PB.2911	Location Code:	
Mall Drop: 0020		Mall Drop:	
Home Clock: H057		Home Clock:	
Timekeeper Code: FQ		Timekeeper Code:	
Meal Length: 30 Min Ded		Meal Length:	
Work Period: W	Weekly	Work Period: W	Weekly
Last Date Worked:			

POLLING QUESTION

1. Does your institution reconcile payroll expenses between HCM and Financials?
 - Yes
 - No
2. If so, do you encounter variances when reconciling HCM to Financials?
 - Yes
 - No
 - N/A

DIRECT RETRO – STANDARD CHANGE

Favorites ▾ Main Menu ▾ > MDA ePAF ▾ > ePAF WorkCenter > Direct Retro

ORACLE

Direct Retro Main | Earnings Detail

Direct Retro Distribution

ePAF Request #: Originator: Submitted Date/Time:

ePAF Status: Draft Last Updated: Completed Date/Time:

Paycheck Search Criteria

Empl ID: 210940 Department:

Pay Begin Dt: 01/01/2015 Pay End Dt: 06/01/2015 Position Number:

Include Off Cycle ?

Paychecks Selected for Retro Distribution Personalize | Find | | First 1-5 of 5 Last

Basic | More Details

Selected	Pay Group	Pay Period End Date	Empl ID	Name	Dept ID	Position#	Job Code	Sal Admin Plan	Excl	In Progress ePAF#	ePAF Originator	Earnings	Deductions	Taxes
<input checked="" type="checkbox"/>	ED1	01/31/2015	210940	[REDACTED]	131100	00065942	80945	EDU				\$3,640.00	\$776.74	\$300.19
<input checked="" type="checkbox"/>	ED1	02/28/2015	210940	[REDACTED]	131100	00065942	80945	EDU				\$3,640.00	\$776.74	\$285.99
<input checked="" type="checkbox"/>	ED1	03/31/2015	210940	[REDACTED]	131100	00065942	80945	EDU				\$3,640.00	\$776.74	\$273.27
<input checked="" type="checkbox"/>	ED1	04/30/2015	210940	[REDACTED]	131100	00065942	80945	EDU				\$3,679.82	\$779.47	\$276.33
<input checked="" type="checkbox"/>	ED1	05/31/2015	210940	[REDACTED]	131100	00065942	80945	EDU				\$3,713.00	\$781.74	\$278.87

DIRECT RETRO – POSITION CHANGE

Direct Retro Main | Earnings Detail

Direct Retro Distribution

ePAF Request #: [] Originator: [] Submitted Date/Time: []
 ePAF Status: Draft Last Updated: [] Completed Date/Time: []

Paycheck Search Criteria

Empl ID: 135608 Department: [] Include Off Cycle ?
 Pay Begin Dt: 01/01/2015 Pay End Dt: 06/01/2015 Position Number: []
 Search for Paychecks

Paychecks Selected for Retro Distribution

Personalize | Find | First 1-10 of 10 Last

Message

The Jobcode for position 0008534 changes on 2015-04-30. This will impact the recommended GL account. Please create a separate ePAF transaction for pay periods with a pay end date on or after 2015-04-30.

OK

selected	Pay Group	Pay Period End Date	Empl ID	Name	Dept ID	Position#	Job Code	Sal Admin Plan	Excl	In Progress ePAF#	ePAF Originator	Earnings	Deductions	Taxes
<input checked="" type="checkbox"/>	CLE	02/28/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,015.54	\$309.87	\$227.76
<input checked="" type="checkbox"/>	CLE	03/15/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$5,190.54	\$458.86	\$394.14
<input checked="" type="checkbox"/>	CLE	03/31/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,105.54	\$316.03	\$234.85
<input type="checkbox"/>	CLE	04/15/2015	135608	[REDACTED]	800132	0008534	08309	CLA	E	1249	Jill R Garvey epaf	\$3,210.54	\$323.23	\$241.91
<input checked="" type="checkbox"/>	CLE	04/30/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,105.54	\$316.03	\$234.26
<input checked="" type="checkbox"/>	CLE	05/15/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,210.54	\$323.23	\$242.30
<input checked="" type="checkbox"/>	CLE	05/31/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,105.54	\$316.03	\$234.25

Direct Retro Main | Earnings Detail

Direct Retro Distribution

ePAF Request #: [] Originator: [] Submitted Date/Time: []
 ePAF Status: Draft Last Updated: [] Completed Date/Time: []

Paycheck Search Criteria

Empl ID: 135608 Department: [] Include Off Cycle ?
 Pay Begin Dt: 01/01/2015 Pay End Dt: 06/01/2015 Position Number: []
 Search for Paychecks

Paychecks Selected for Retro Distribution

Personalize | Find | First 1-10 of 10 Last

selected	Pay Group	Pay Period End Date	Empl ID	Name	Dept ID	Position#	Job Code	Sal Admin Plan	Excl	In Progress ePAF#	ePAF Originator	Earnings	Deductions	Taxes
<input checked="" type="checkbox"/>	CLE	01/15/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,120.54	\$317.06	\$258.88
<input checked="" type="checkbox"/>	CLE	01/31/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,015.54	\$309.87	\$248.92
<input checked="" type="checkbox"/>	CLE	02/15/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,120.54	\$317.06	\$235.80
<input checked="" type="checkbox"/>	CLE	02/28/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,015.54	\$309.87	\$227.76
<input checked="" type="checkbox"/>	CLE	03/15/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$5,190.54	\$458.86	\$394.14
<input checked="" type="checkbox"/>	CLE	03/31/2015	135608	[REDACTED]	176200	00013784	08334	CLA				\$3,105.54	\$316.03	\$234.85
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<input checked="" type="checkbox"/>	CLE	04/30/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,105.54	\$316.03	\$234.26
<input checked="" type="checkbox"/>	CLE	05/15/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,210.54	\$323.23	\$242.30
<input checked="" type="checkbox"/>	CLE	05/31/2015	135608	[REDACTED]	800132	0008534	08309	CLA				\$3,105.54	\$316.03	\$234.25

RETRO ON RETRO? NO MORE!

Paycheck Search Criteria

Empl ID: 135608 Department: [] Include Off Cycle?

Pay Begin Dt: 01/01/2015 Pay End Dt: 05/01/2015 Position Number: [] Search for Paychecks

Paychecks Selected for Retro Distribution Personalize | Find | First 1-10 of 10 Last

Selected	Pay Group	Pay Period End Date	Empl ID Name	Dept ID	Position#	Job Code	Sel Admin Plan	Excl	In Progress ePAF#	ePAF Originator	Earnings	Deductions	Taxes
<input checked="" type="checkbox"/>	CLE	01/15/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$3,120.54	\$317.06	\$258.86
<input checked="" type="checkbox"/>	CLE	01/31/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$3,015.54	\$309.87	\$248.92
<input checked="" type="checkbox"/>	CLE	02/15/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$3,120.54	\$317.06	\$235.80
<input checked="" type="checkbox"/>	CLE	02/28/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$3,015.54	\$309.87	\$227.76
<input checked="" type="checkbox"/>	CLE	03/15/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$5,190.54	\$458.86	\$394.14
<input checked="" type="checkbox"/>	CLE	03/31/2015	135608 [REDACTED]	176200	00013784	08334	CLA				\$3,105.54	\$316.03	\$234.65
<input type="checkbox"/>	CLE	04/15/2015	135608 [REDACTED]	600132	00068534	08309	CLA	E	1249	Jill R Garvey epaf	\$3,210.54	\$323.23	\$241.91
<input checked="" type="checkbox"/>	CLE	04/30/2015	135608 [REDACTED]	600132	00068534	08309	CLA				\$3,105.54	\$316.03	\$234.20
<input checked="" type="checkbox"/>	CLE	05/15/2015	135608 [REDACTED]	600132	00068534	08309	CLA				\$3,210.54	\$323.23	\$242.30
<input checked="" type="checkbox"/>	CLE	05/31/2015	135608 [REDACTED]	600132	00068534	08309	CLA				\$3,105.54	\$316.03	\$234.25

DIRECT RETRO – STANDARD CHANGE

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ORACLE

[New Window](#) | [Help](#) | [Personalize](#)

[Direct Retro Main](#) | [Earnings Detail](#)

ePAF Request # Fringe Retro

Paycheck Information Find | View All | First 1 of 3 | Last

Name	Empl ID	Paycheck#	Co	Pay Group	Pay End Date	Off Cycle	Page#	Line#	SepChk	Total Gross	Total Deductions	Total Taxes
[REDACTED]	210940	5748615	MDA	ED1	01/31/2015	<input type="checkbox"/>	27	2	0	\$3,640.00	\$778.74	\$300.19

[Job Information](#)

Current Regular Salary Summary Personalize | Find | First 1 of 1 | Last

Earn Code	Combination Code	Earnings	Distrib %	Earnings End Date	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Chartfield Description
ALL	002552885	\$3,640.00	100.000	01/31/2015	131100	90	100300	50501	52	MDGRN	00001018	0001	Chartfield Description

[Current Regular Salary Detail](#)

Regular Salary Earnings: \$3,640.00 Retro Effective Date: (Partial Pay Period Retro)

Regular Salary New Distribution Personalize | Find | First 1 of 1 | Last

*Earnings Code	Combination Code	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Distrib %	Earnings	Total Earnings	Chartfield Description	Excl Fringe?	Fringe Group	Redirect Account Code	Change	Increase
ALL	002552885	131100	90	100300	50501	52	MDGRN	00001018	0001	100.000	3,640.00	3,640.00	Chartfield Description	<input type="checkbox"/>			N	N

New Regular Distribution Totals

Earn Code	Total Amount	New Distrib %	New Distrib Total
ALL	\$3,640.00	100.000	\$3,640.00
HOL	\$672.00		\$0.00
REG	\$2,832.00		\$0.00
VAC	\$336.00		\$0.00

[Other Earnings Distributions](#)

DIRECT RETRO – FRINGE CHANGE

Direct Retro Main | Earnings Detail | Deduction Detail | Tax Detail

ePAF Request # 1775

Paycheck Information Find | View All | First 1 of 1 | Last

Name	Empl ID	Paycheck#	Co	Pay Group	Pay End Date	Off Cycle	Page#	Line#	SepChk	Total Gross	Total Deductions	Total Taxes
James M... ..	218589	5821572	MDA	FAC	03/31/2015	<input type="checkbox"/>	57	4	0	\$11,423.50	\$1,908.97	\$891.87

Job Information

Deduction Distribution Personalize | Find | First 1-3 of 3

Plan Type	Benefit Plan	Ded Cd	Ded Class	Sales Tax	Combination Code	Ded Amount	Distrb %	Earnings End Date	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Chartfield Description
General		WCI	Nontaxable	None	000287972	\$5.71	100.000	03/31/2015	131100	10	100102	51081	73				Chartfield Description
Medical	AR	HOSP	Nontaxable	None	000158048	\$982.43	100.000	03/31/2015	131100	10	100102	51011	73				Chartfield Description
ORP150	ORP150	ORP	PTax Ben	None	000159568	\$920.83	100.000	03/31/2015	131100	10	100102	51041	73				Chartfield Description

Deduction New Distribution

selected	Plan Type	Benefit Plan	Ded Cd	Ded Class	Sales Tax	Combination Code	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Distrb %	Ded Amount	Total Deductions
<input checked="" type="checkbox"/>	General		WCI	Nontaxable	None	000287972	131100	10	100102	51081	73				100.000	5.71	5.71
<input type="checkbox"/>	Medical	AR	HOSP	Nontaxable	None	000158048	131100	10	100102	51011	73				100.000	982.43	982.43
<input type="checkbox"/>	ORP150	ORP150	ORP	PTax Ben	None	000159568	131100	10	100102	51041	73				100.000	920.83	920.83

New Deduction Distribution Totals

Plan Type	Benefit Plan	Ded Code	Ded Class	Sales Tax	Total Amount	New Distrb %	New Distrib Total
General		WCI	Nontaxable	None	\$5.71		\$0.00

Deduction New Distribution

selected	Plan Type	Benefit Plan	Ded Cd	Ded Class	Sales Tax	Combination Code	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Distrb %	Ded Amount	Total Deductions
<input type="checkbox"/>	General		WCI	Nontaxable	None	000287972	131100	10	100102	51081	73				100.000	5.71	5.71
<input type="checkbox"/>	Medical	AR	HOSP	Nontaxable	None	000158048	131100	10	100102	51011	73				100.000	982.43	982.43
<input type="checkbox"/>	Medical	AR	HOSP	Nontaxable	None		600300	50	100300	51011	53	MDC	00003039	0002	100.000	982.43	982.43
<input type="checkbox"/>	ORP150	ORP150	ORP	PTax Ben	None	000159568	131100	10	100102	51041	73				100.000	920.83	920.83

New Deduction Distribution Totals

Plan Type	Benefit Plan	Ded Code	Ded Class	Sales Tax	Total Amount	New Distrb %	New Distrib Total
General		WCI	Nontaxable	None	\$5.71		\$0.00
Medical	AR	HOSP	Nontaxable	None	\$982.43		\$0.00
ORP150	ORP150	ORP	PTax Ben	None	\$920.83		\$0.00

DIRECT RETRO – SUBMITTING TO WORKFLOW

[Favorites](#) > [Main Menu](#) > [MDA ePAF](#) > [ePAF WorkCenter](#) > [Direct Retro](#)

ORACLE

Direct Retro Main | **Earnings Detail**

ePAF Request # 1468 Fringe Retro

Paycheck Information Find | View All | First 1 of 3 | Last

Name	Empl ID	Paycheck#	Co	Pay Group	Pay End Date	Off Cycle	Page#	Line#	SepChk	Total Gross	Total Deductions	Total Taxes
[REDACTED]	210940	5746615	MDA	ED1	01/31/2015	<input type="checkbox"/>	27	2	0	\$3,640.00	\$776.74	\$300.19

Job Information

Current Regular Salary Summary Personalize | Find | First 1 of 1 | Last

Earn Code	Combination Code	Earnings	Distr %	Earnings End Date	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Chartfield Description
ALL	002552685	\$3,640.00	100.000	01/31/2015	131100	90	100300	50501	52	MDGRN	00001018	0001	Chartfield Description

Current Regular Salary Detail

Regular Salary Earnings: \$3,640.00 Retro Effective Date: (Partial Pay Period Retro)

Regular Salary New Distribution

*Earnings Code	Combination Code	Department	Fund Group	Fund	Account	Fund Type	PC Bus Unit	Project	Activity	Distr %	Earnings	Total Earnings	Chartfield Description
ALL	002552685	131100	90	100300	50501	52	MDGRN	00001018	0001	90.000	3,276.00	3,640.00	Chartfield Description
ALL	000354453	131100	10	101564	50501	15				10.000	364.00	3,640.00	Chartfield Description

New Regular Distribution Totals

Earn Code	Total Amount	New Distr %	New Distrib Total
ALL	\$3,640.00	100.000	\$3,640.00
HOL	\$672.00		\$0.00
REG	\$2,832.00		\$0.00
VAC	\$336.00		\$0.00

Stage 2: Chartfield Signers

TRANSACTION_NBR=1468:Pending

Chartfield Approver 01
 Pending Multiple Approvers [WF]ePAF Direct Retro CF Signs

Chartfield Approver 02
 Pending Multiple Approvers [WF]ePAF Direct Retro CF Signs

Stage 3: Central Areas

TRANSACTION_NBR=1468:Awaiting Further Approvals

Grants and Contracts Approver
 Not Routed Multiple Approvers ePAF Grants Approver

EFFORT CERTIFICATION

Direct Retro Main | Earnings Detail | **Grants Certification**

Grants Certification

ePAF Request #

Certification Questions

Do you certify that the cost transfer is correct and complete and that the account being charged received a direct benefit?

Yes No

Did you verify that the employee actually worked on the funding grant(s) as of the effective date?

Yes No

Message

Because this retro affects a grant more than 90 days after the paycheck was issued, please complete all the questions on the Grants Certification page/tab included in this component.

OK

Is there an impact to the effort certification for the affected period? If so, please provide a description of the impact.

Message

Warning -- The certification period is closing in 0 days. (24000,100)

OK Cancel

EFFORT CERTIFICATION

Direct Retro Main | Earnings Detail | **Grants Certification**

Grants Certification

ePAF Request #

Certification Questions

Do you certify that the cost transfer is correct and complete and that the account being charged received a direct benefit?

Yes No

Did you verify that the employee actually worked on the funding grant(s) as of the effective date?

Yes No

Please explain the events that led to the need for this correction.

It wasn't discovered until recently that Holiday time was charged to the incorrect project.

Is there an impact to the effort certification for the affected period? If so, please provide a description of the impact.

No impact.

From the above events, identify what caused the submission to be untimely?

Paperwork was misplaced.

Was the advance setup procedure followed in this instance?

Yes

What steps are being taken to ensure that these events will occur proactively in the future?

New procedures have been put in place.

Direct Retro Main | Earnings Detail | Grants Certification

NON-SALARY COST TRANSFER SEARCH

ORACLE

Home | Worklist | Add to Favorites

Favorites | Main Menu > MDA Non-Salary Cost Transfer > MDA Non-Salary Cost Transfer

NSCT # _____ Originator: Shawn F Grover(NSCT)

NSCT Transfer Type: One FG to One FG

"From" Search Criteria

*Fiscal Year: 2016 | Department: _____ | Fund Group: 10 | Fund: _____ | Fund Type: _____ | Account: _____ | PC Business Unit: _____ | Project ID: _____ | Activity ID: _____

Journal ID: AP00196745 | Journal Date From: 06/01/2016 | Journal Date Through: 06/08/2016 | Posted Date From: _____ | Posted Date Through: _____ | Amount: _____

"To" Chartfield String

Department: _____ | Fund Group: 90 | Fund: _____ | Fund Type: _____ | PC Business Unit: _____ | Project ID: _____ | Activity ID: _____

Search | Cancel | Clear

Personalize | Find | View 100 | First | 17-24 of 300 | Last

	Journal ID	Line #	Journal Date	Date Posted	Department	Fund Group	Fund	Fund Type	Account	PC Business Unit	Project	Activity	Activity End Date	Journal Line Reference	PO Number	Amount	Currency	Journal Line Description
<input type="checkbox"/>	17	AP00196745	3812	06/01/2016	06/02/2016	600847	10	100101	11	52013				11180695		107.500	USD	LUGOLS SOLUTION 15ML (iodine s
<input type="checkbox"/>	18	AP00196745	3813	06/01/2016	06/02/2016	190200	10	100101	11	52013				11181033		49069.490	USD	RA223 Xofigo Dichloride
<input type="checkbox"/>	19	AP00196745	3814	06/01/2016	06/02/2016	190200	10	100101	11	52013				11181034		43310.840	USD	Xofigo Dichloride
<input type="checkbox"/>	20	AP00196745	3815	06/01/2016	06/02/2016	190200	10	100101	11	52013				11181035		21498.140	USD	Xofigo Dichloride Ra223
<input type="checkbox"/>	21	AP00196745	3816	06/01/2016	06/02/2016	190200	10	100101	11	52013				11181036		70289.380	USD	Xofigo Dichloride
<input type="checkbox"/>	22	AP00196745	3817	06/01/2016	06/02/2016	124200	10	100101	11	52013				11178300		60.000	USD	FIBERSOURCE HN, Unflavored 24
<input type="checkbox"/>	23	AP00196745	3818	06/01/2016	06/02/2016	124200	10	100101	11	52013				11178300		22.000	USD	ISOSOURCE 1.5 CAL, SpikeRight
<input type="checkbox"/>	24	AP00196745	3819	06/01/2016	06/02/2016	600847	10	100101	11	52013				11171965		6128.000	USD	CEFEPIME HCL SDV/2GM PWVL 1X10

Select All/Deselect All

Next

Note: In the example above, lines 17-24 of 300 are being displayed.

NSCT REQUEST PAGE

NSCT # _____ NSCT Transfer Type One FG to One FG

NSCT Status Draft Originator Shawn F Grover(NSCT) **Snapshot** **Delete**

[Return To Search](#)

Snapshot of Selected Lines

Journal ID	Expense Detail	Line #	Journal Date	Date Posted	Fiscal Year	Department	Fund Group	Fund	Fund Type	Account	PC Business Unit	Project	Activity	Activity End Date	Available Amount	Original Amount	Journal Line Reference	Journal Line Description	PO Number
1	AP00196745		3823 06/01/2016	06/02/2016	2016	710348	10	100101	11	52021					97.41	97.410	11178388	STERILE WATER FOR INJECTION, U	
2	AP00196745		3824 06/01/2016	06/02/2016	2016	710348	10	100101	11	52021					548.88	548.880	11178388	INJECTION NACL 0.9 PERCENT 25M	
3	AP00196745		3825 06/01/2016	06/02/2016	2016	710348	10	100101	11	52021					401.07	401.070	11178388	INJECTION NACL 0.9 PRCNT 50ML	

Total Amounts

Total Debits	1047.360	Total Credits	-1047.360
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Journal Lines

Valid Combo Edit	Valid Charfield string	Reference ID	Date Posted	Department	Fund Group	Fund	Fund Description	Fund Type	Account	PC Business Unit	Project	Activity	Activity End Date	Fiscal Year	Amount	Journal Line Reference	Journal Line Description	PO Number	Asset Transfer Form #
1	V	AP00196745/3823/O	06/02/2016	710348	10	100101	Patient Care	11	52021					2016	-97.41	11178388	STERILE WATER FOR INJECTION, U		
2	V	AP00196745/3823		102500	80	101010	Rio Grande Rad Fdn Cntr Prev&R	19	52021					2016	97.41	11178388	STERILE WATER FOR INJECTION, U		
3	V	AP00196745/3824/O	06/02/2016	710348	10	100101	Patient Care	11	52021					2016	-548.88	11178388	INJECTION NACL 0.9 PERCENT 25M		
4		AP00196745/3824			80				52021					2016	548.88	11178388	INJECTION NACL 0.9 PERCENT 25M		
5		AP00196745/3825/O	06/02/2016	710348	10	100101	Patient Care	11	52021					2016	-401.07	11178388	INJECTION NACL 0.9 PRCNT 50ML		
6		AP00196745/3825			80				52021					2016	401.07	11178388	INJECTION NACL 0.9 PRCNT 50ML		

Comments

Long Description	Date/Time Stamp	User ID
1		

Attachments

Attached File	Description	Add Attachment	Attached By	Updated Date/Time
1		Add Attachment		

NSCT SEARCH AND RESULTS

ORACLE®

Favorites | Main Menu > MDA Non-Salary Cost Transfer > NSCT General Search

NSCT General Search

Search Criteria

NSCT # Originator NSCT Status Journal ID Department

Fund Group Fund Fund Type Account PC Business Unit

Project ID Activity ID Submitted Date From Submitted Date To



NSCT #	Status	Originator ID	Originator Name	Date Submitted	Journal ID	Journal Status	Journal Date	Total Debits	Total Credits
1	1 Draft	231082	Brandon L Bob		EX%			15.000	-15.000
2	20 Draft	118864	Donna H Morgan(NSCT)		IN00176468			13887.330	-13887.330
3	44 Draft	118864	Donna H Morgan(NSCT)		EX00113600			352.560	-352.560
4	50 Completed	182603	Arnold A Frias(NSCT)	08/09/2016	NSC0200837	Posted	08/09/2016	157.940	-157.940
5	58 Draft	128295	Donna H Morgan(NSCT)		00%			64760.290	-64760.290

REPORTING

Workflow

- + Workflow delivered with 9.2 provides a series of worklists that provide visibility to the status of an action. These worklists can be customized. For our FSCM solution, which is not on 9.2, we developed similar worklist functionality.
- + Examples of views available:
 - Requests Initiated by Me
 - Requests for My Departments
 - General Search
 - Pending Approval
 - Completed Approval

Reports

- + Budget History – similar to the existing PeopleSoft Budget History search
- + Direct Retro Budget History – affectionately known as the “Super Cool” table combines the features of Budget History and Direct Retro data
- + Personnel Changes – a consolidated report of PeopleSoft Changes with multiple search criteria

DIRECT RETRO BUDGET HISTORY TABLE

Favorites ▾ Main Menu ▾ > MDA ePAF ▾ > ePAF WorkCenter > Dept Budget & Retro History

ORACLE

ePAF WorkCenter

My Work

- Existing Requests
 - Requests Initiated by Me
 - Requests for my Departments
 - General Search
- New Requests
 - Personnel Change
 - Funding Change
 - Direct Retro
 - New Position
 - Additional Pay
 - Mass Funding Update
- Pending Approvals
- Completed Approvals
- Budget History
 - Position Budget History
- Reports
 - HR Change Report
 - Actuals by Earnings Report
 - Dept Budget & Retro History
- Links
 - Payroll Calendar
 - eJDUF Retro Transactions

Department Budget & Retro Hist

By Position/Employee Id By Department

Department

Position Number

Empl ID

Employee Name

From Date

To Date 01/10/2018

Include Future Dates

DBRH – EMPLOYEE / POSITION SEARCH

Dept Budget and Retro History

Details

Earnings Deductions Taxes View All Pay End Date 03/31/2016

Earnings Personalize Find | [?] [] First 1-4 of 4 Last

Earnings Code	Fiscal Year	Accounting Period	Combination Code	Earnings	Distrb %	Department	Fund Group	Fund Type	Account	Fund	PC Business Unit	Project	Activity
1 LNG	2016	7	000742324	220.00	100.000	103600	10	11	50201	100104			
2 PTO	2016	7	000742324	2853.85	100.000	103600	10	11	50201	100104			
3 REG	2016	7	000742324	12804.48	100.000	103600	10	11	50201	100104			
4 WLC	2016	7	000542870	15.00	100.000	700003	10	11	50228	106388			

Current Planned Distribution Data Find First 1 of 1 Last

Transaction Type Allocation

Department 103600 Position Number 00041940 Fiscal Year 2016

Effective Date 09/01/2015 Eff Seq 0

Earnings Personalize Find | [?] [] First 1 of 1 Last

Earnings Code	Combination Code	Department	Fund Group	Fund	Account	Fund Type	PC Business Unit	Activity	Percent of Distribution	Earnings
1 REG	000742324	103600	10	100104	50201	11			100.000	

[Return](#)

5

CRITICAL SUCCESS FACTORS

LESSONS LEARNED

Testing

- + Investing the time upfront in creating thorough test scripts with data and expected results pays off exponentially during both System Integration Testing and User Acceptance Testing.

Standardization

- + Having common business processes across the organization provides a foundation for future upgrades.
- + Standard business processes provide a pathway to the Cloud.

Revisiting Workflow

- + While the concept of workflow was easily understood by the MD Anderson team, finalizing it took some review and revisions.

METRICS

ePAF Funding Entry - by Originator EVP Area

Date Range (transaction submitted date): 09/28/15 - 02/10/16

EVP Area	Draft	In Progress	Completed	Total
EVP Physician in Chief Area	10	30	722	762
EVP Strategy & Innovation	0	0	118	118
Office of the President	0	0	14	14
Provost and EVP	52	43	1,019	1,114
Total	62	73	1,873	2,008

ePAF Personnel Actions - by Originator EVP Area

Date Range (transaction submitted date): 02/01/16 - 2/10/16

EVP Area	Draft	In Progress	Completed	Total
EVP Physician in Chief Area	25	113	133	271
EVP Admin	6	7	12	25
EVP Strategy & Innovation	1	8	17	26
Office of the President	3	9	13	25
Provost and EVP	14	49	81	144
Total	49	186	256	491

ePAF Direct Retros - by Originator EVP Area

Date Range (transaction submitted date): 02/01/16 - 2/10/16

EVP Area	Draft	In Progress	Approved	Total
EVP Physician in Chief Area	31	67	184	282
EVP Strategy & Innovation	0	0	1	1
Office of the President	1	0	1	2
Provost and EVP	36	79	220	335
Total	68	146	406	620

ePAF Funding Entry - Completion Metrics Over Time

Date Range (transaction submitted date): 09/28/15 - 02/10/16

Date Range	Transactions Completed	Avg. Time (Days) from Submission to Approval
09/28 - 02/10	1,873	1.59

ePAF Personnel Completion Metrics Over Time

Date Range (transaction submitted date): 02/01/16 - 2/10/16

Date Range	Transactions Completed	Avg. Time (Days) from Submission to Approval
02/01 - 02/10	256	3.23

6

THE FUTURE

GOING FORWARD - MDACC

MD Anderson

- + The ePAF solution, with Funding Changes and Direct Retros, achieved the goals identified at the beginning of the project.
- + Additional refinements to the process that are under consideration:
 - Distribution of HR-centric work to defined processing centers
 - Adding a page to manage personnel actions for contingent workers
 - Validating “Free Balance” or available funding before making a Non-Salary Cost Transfer
 - Extend Non-Salary Cost Transfers to revenue costs
 - Validation of Salary Cap for funding changes

GOING FORWARD

Huron Consulting Group

- + We have developed a working model in our environments for demonstration and as a foundation to launch to clients interested in some or all of the solution.
- + Developing a quick-start methodology for use with new clients
 - A rapid planning and assessment checklist to gauge scope, timeline, and cost
- + Live demonstration of the Huron solution at Alliance 2017

An aerial, high-angle photograph of a city street intersection. The street is wide with multiple lanes, and several cars are visible, including a prominent yellow taxi. Tall, modern buildings with grid-like window patterns surround the intersection. The overall scene is brightly lit, suggesting daytime. A semi-transparent white banner is overlaid across the center of the image, containing the word 'QUESTIONS?' in large, bold, blue capital letters.

QUESTIONS?

JOIN US AT ALLIANCE 2017

EVOLUTION OF THE SOLUTION

Session #3930

Evolution of the Solution – Business Process Transformation through PeopleSoft Workcenters and Workflow

Thursday, March 2nd
9:15 – 10:15 am

At MD Anderson Cancer Center, we embarked on a transformation of our Human Resources and Labor Distribution business processes that relied on a combination of Excel Spreadsheets, Lotus Notes, and manual effort to validate data and route transactions through the approval workflow into a streamlined and standardized PeopleSoft process using WorkCenter, Workflow (AWE), and Worklist functionality.

INTERESTED IN LEARNING MORE

If you are interested in learning more about the solutions we have developed and how they might work in your organization, please contact:

Elise Barho at ebarho@huronconsultinggroup.com
608-332-1608 (mobile)



THANK YOU

