Case Study-1: Integrated Systems in State Government-A Project

Manager’s Perspective Report

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**SUMMARY OF RELEVANT FACTS:**

The project is to implement integrated state information system (ISIS) for Louisiana State. This was taken up to full fill the need of increasing financial requirements and to take the advantage of technology to better help people in the state. Prior to the project state used legacy systems placed in various departments and had their own funding and maintenance and they also had a system called FACS that provided limited functionality and no support for online or real time processing, before they understood the need of ISIS. In 1991 state began formal assessment of the problem which lead to development in the ISIS that would meet common accounting and management requirements of all the departments. The state decided to implement the project in seven phases each phase representing a logical grouping of systems. They are in their Phase-4 which is Human Resources and Payroll. Finally the Integrated systems is coming together. The Case Study is emphasizing on the problem and challenges in their phase 4 of the project dealing with the Human Resources and Payroll.

**PROBLEMS**:

The main problem was to manage the integrated application vendors as they had their own agendas. To overcome the problem the state hired consultant and did an external review the report was handed out which stated the following

· The state had weak funding for human resources team and had no benefit programs.

· The State performance analysing system lacks qualities like job analysis, Communication and Employee development plan.

· Current Human Resource system is fragmented and failing to perform few basic functionalities.

· Human Resource system does not have a integrated system.

· State failed to properly fund the human resources department which resulted in understaffing and lack of HR activity.

· The lack of funds restricted the agencies to work effectively and accurately.

**DECISION:**

An HR Evaluation Team made following decisions to solve the problems:

· The team rushed with evaluating the human resource and payroll software from PeopleSoft and SAP.

· They made a research on both products through demonstrations, documentation review, scripted workshops and site visits.

· Based upon the result of the research, they want to highlight that it will take considerable effort and cooperation to achieve an integrated human resource and payroll system for Louisiana State Government.

· This process is a state wide client server application and as the Louisiana state government has no state wide technology, SAP’s technical architecture can successfully implement support this application by reducing the agencies’ infrastructure requirements.

· After selecting the vendor, the state implementation team moved to select an implementation consulting partner and a call for proposal was put out for open bid and 8 organizations returned proposals.

· Based on the proposals, the state placed an emphasis on the need for change management on this project.

**Alternatives:**

**Alternative 1**- Creating a centralized data base for the organization

Advantages:

· It provides facility to share the information across all the departments in the organization

· Reduces the time spent on the reporting and other manual process.

Disadvantages:

· developing the system from the scratch and making a point to point integrations very hard

**Alternative 2 –** Using SAP R/3 instead of SAP 4.6 version.

Advantages:

· Designing the entirely new material is not required.

· The team has no need to manage a release that they are not familiar with.

· Saves time as it is not essential to learn the new design.

Disadvantages:

· Using this new version would lessen the burden of the work.

**Conclusion:**

Integrating the systems in the Louisiana state by using one of the alternative above pulls the different systems together and makes the communication between different entities in the organization easy and helps in running the organization efficiently.