Creating and Maintaining Organizational Units

Human Resources
Organizational Management Series

Ross Building
Room 136
9 – 11 a.m.
August 30, 2005
Welcome!

- Introductions of Group
  - Name
  - Department
Workshop Logistics

- Tent Cards
- Rest Rooms
- Breaks
- Lunch (if applicable)
- Parking Lot
Workshop Agenda

1. Discuss Workshop Objectives
2. Overview of Series
3. Review the Proposed Future Process
4. Break
5. Capture Issues in the “Parking Lot”
6. Discuss Next Steps
7. Adjourn
Why Are We Here?

Our objective today is to…

- **Discover**
  - SAP terminology, definitions, and capabilities.
  - Specific opportunities for business transformation.
  - Best practices in the context of the SAP implementation.
  - Documented future process and any system gaps.

- **Validate**
  - “To-Be” business processes.
  - Required policy changes.
  - Process acceptance by core process owners, advisory committees, and University leadership.

- **Facilitate Communication and Change Management**
  - The future state of Purdue University
  - How people, processes, and technology will integrate in the future.
What Have We Done to Prepare?

To prepare for this workshop, we have...

- Researched Best Practices
  - SAP software is the best practice source.
  - As stated in the One Purdue Guiding Principles, the SAP software WILL NOT be modified.

- Developed Proposed Business Processes
  - The “To-Be” business processes were developed utilizing the best practices found in the SAP software.

- Reviewed and Refined the Proposed Processes with Knowledgeable Staff in Key Operational Positions.
  - Presented the proposed processes.
  - Gathered feedback, learned of gaps, implemented changes as necessary.
What is Your Role?

Today, we need you to...

- Review and Validate the Proposed Process.
- Identify Gaps in the Proposed Process.
- Identify Organizational Challenges.
- Help Us Facilitate Change Management.
What will come from this Meeting?

The output from this meeting includes...

- To-Be Process Flowcharts.
- Gap Analysis Report.
- Functional Specifications Report
Workshop Ground Rules

- Respect Time
- Respect Process
  - Stick to agenda topics.
  - One subject discussed at a time.
- Respect One Another
  - One conversation at a time.
  - Cell phones and Blackberrys turned off.
  - Listen.
- Stretch
- Keep the end in sight
- Work to gain consensus on terminology
- Silence means agreement
- Issues will be parked and resolved outside the meeting
BPR Guiding Principles

1. “OnePurdue Guiding Principles” will apply.
3. Primary best-practice source = SAP and third-party bolt-on solutions (return-on-investment opportunity).
4. SMEs will be empowered by process owners to make key decisions regarding processes.
5. Enterprise processes will adhere to software best-practices – flexibility in implementation.
6. Disposition for exceptions to best practices:
   a. Termination of process
   b. Work-Around: “User Exit” w/o code modification
   c. Off-the-shelf bolt-on
   d. Offline operation
7. Process owners and key stakeholders “buy-in” validation required.
8. All best practices (5) and exceptions (6) must be integrated into the OnePurdue system.
9. Successful BPR also requires:
   a. Executive commitment
   b. Effective change agents to drive best practices and overcome resistance
   c. Appropriate organization structure
   d. Institutional willingness to consider radical change
Let’s Get Started!

Our topic today is…

• Organizational Units
Organizational Units

- Belongs to the series of topics titled *Organizational Management*

- Other sub-areas within the series includes...
  - Jobs
  - Positions
What is Organizational Management?

- Organizational Management creates a structure that illustrates:
  - **WHAT** departments or organizational units exist at Purdue
  - **WHAT** positions are linked to the units
  - **WHAT** jobs and job attributes are linked to the positions
  - **WHAT** position an employee holds
    - Position descriptions
Methodology: Object-Oriented Design

Objects
- Organizational Management is based on organizational objects

Relationships
- There are relationships between these objects

Characteristics
- Objects may also have additional characteristics

- Manages
- Reports to
- Is subordinate to
- Describes
Object Types

There are five basic object types; each has its own object type key.

<table>
<thead>
<tr>
<th>Object Types</th>
<th>Object Type keys</th>
<th>Object Icons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational unit</td>
<td>O</td>
<td>📁</td>
</tr>
<tr>
<td>Job</td>
<td>C</td>
<td>📚</td>
</tr>
<tr>
<td>Position</td>
<td>S</td>
<td>👤</td>
</tr>
<tr>
<td>Cost center</td>
<td>K</td>
<td>💰</td>
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<tr>
<td>Person</td>
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</table>
Organizational units describe the various units in your enterprise that are usually structured according to tasks and functions. Multiple organizational units and the hierarchical relationships between them form an organizational structure.
Object Characteristics: Infotypes

Object characteristics are maintained in infotypes

Main characteristics
- Object
- Relationship

Additional characteristics
- Description
- Work schedule
- Cost planning
- Address

Examples
- Organizational unit, position, job
- belongs to, reports to
- General text
- Planned working hours
- Cost elements
- First address, second address
Some relationships are inherited from the relationships of parent objects

**Organizational units** will inherit the cost center assignment of the parent organization in the absence of their own assignment.

**Positions** will inherit the tasks related to the job that describes them. Positions may also have direct relationships to tasks in addition to the inherited tasks.
Create a new Organizational Unit

- Purdue University requires the following new organizational unit:
  - Department X
Infotype 1000 - Object
Create Organizational Unit Relationship, Cost Center Relationship, Budget Group Relationship, Affirmative Action Group Relationship
Best Practices for the To-Be Process

- On-line access to accurate organizational chart for the entire enterprise
- Centralize and standardize organizational unit creation/maintenance function
Attributes linked to Org Units could include Budget Group Codes, Affirmative Action Codes, etc.
Initial Data Load of Org Units

- The initial data load will occur during the go-live conversion process.

- A spreadsheet (see handout) detailing the various levels of organizational units will be the data source.

- The OnePurdue OM Functional team will work closely with Purdue IT staff to load the data from the spreadsheet.
Maintenance of Org Units

- After the initial data load, new organizational units will occasionally need to be created.
- Let’s view the Visio diagram for the proposed creation and maintenance process for organizational units.
## Maintaining Organizational Units – New Administrative Department

<table>
<thead>
<tr>
<th>Department/Division</th>
<th>Director</th>
<th>Continuing Support Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start</strong></td>
<td>Approves New Org Unit and forwards request to Continuing Support</td>
<td>Review Request from Director</td>
</tr>
<tr>
<td>Submits Request for New Org Unit to Director</td>
<td>Creates/Modifies Cost Center in FI</td>
<td>Creates/Modifies Org Unit in OM</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Notifies areas of new cost centers and org units</td>
</tr>
<tr>
<td></td>
<td></td>
<td>End</td>
</tr>
</tbody>
</table>
Review of Issues

- Discuss proposed process and record issues.

- All issues that cannot be resolved in this meeting will be captured in the “parking lot.”
Confirmation of New Process

- Are we in agreement on the proposed approach and process for creating and maintaining organizational units?
Next Steps

- Create the deliverables
  - A Business Process Review Report
  - Gap Analysis Report
  - Functional Specifications Report
Thank you for Participating!

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