

NATIONAL ASSOCIATION OF STATE COMPTROLLERS

Annual Conference, March 12 – 14, 2008

Executive Issues in ERP

David Andrews, senior executive, Accenture, moderator

Panelists:

- Bob Childree, state comptroller, AL
- Jan Sylvis, chief of accounts, TN
- Marty Benison, comptroller, MA

Questions for the NASC Executive ERP Roundtable:

1. Expectation management
 - a. How does one measure success? Did you set up metrics to measure success?
 - b. How does one measure success during the post implementation support period? Should service agreements be in place?
2. Governance
 - a. What is the governance structure that worked best for you? What was your decision making process?
 - b. Did governance change from the implementation timeframe to the post implementation timeframe? If so, how?
3. Project staffing
 - a. How does one staff the project team? From central organizations versus agencies?
 - b. How does one backfill staff in both central organizations and agencies?
 - c. How does one determine the structure of the post implementation support team? What organization should it fall under?
 - d. How does one determine when to upgrade? Should the upgrade be done with state or vendor staff?
4. Scope
 - a. How does one determine scope related to the three branches of government? What are the issues and what are the benefits? What are the implications if they join a single instance?
 - b. How do you suggest business process changes to the independent offices in the executive and the legislative or judicial branches?
 - c. What should be done about agency systems that could be replaced by the ERP functionality? Should the agencies be allowed to keep those systems?