



# WHAT'S NEW

No. # 14

NOVEMBER 4, 2004

## TAKING STOCK OF WHERE WE ARE

Project MAESTRO's purpose is clear: modernize and revitalize human resources in the Los Angeles Community District. The work underway involves changing both business operations and the District's computer system. College and district staff, labor and management, system users and information technology staff have been hard at work. The challenge is tall, complicated, and much needed. This issue of "What's New" takes stock of what has been accomplished and outlines the work that still needs to be done.

### Business Operations: Consensus to Simplify

The project is proceeding reasonably well. College staff contributed considerable time and effort working with District staff identifying issues and crafting new directions. Labor and management regularly meet to review and approve the new directions. Without their help and insight, the Project MAESTRO team would be unable to effectively simplify business operations. Change requires commitment.



It is good news for the District that Project MAESTRO has reached a general agreement—consensus—that the Project is a good thing for the District and that the work needs to be done. Many times in our District's past we've been unable to make major operational changes merely because we could not make the decision to proceed and have the will to proceed. Change is difficult.

### What We've Accomplished

We've made considerable strides towards modernizing and streamlining the District's human resources. We've conducted interviews with senior, division, unit, and department level decision-makers and functional specialists throughout the District. We've recommended support structures required to effectively manage the change. We've recommended priorities, strategies for implementing changes, and even revised findings and recommendations based on end-user input. We've simplified the approval process. We've communicated to employees and listened to their concerns. We feel confident that the new human resource system, once implemented, is capable of keeping pace with today's workforce needs.

The Project MAESTRO team has learned the new software, developed priorities, conducted data analysis and configured numerous computer data tables and algorithms to functions according to how we do—and would like to do—business. We are now in the midst of training campus personnel to train end-users.



*What the caterpillar calls the end of the world, the master calls a butterfly.—Richard Bach*

### Where We Want to Be

Project MAESTRO continually reviews and measures its progress. We have determined that our original "go-live" date of January 1, 2005 will have to be postponed to July 1, 2005. The reason for the delay is that the volume of work to be done before we can switch over to the new system, and the amount of testing we need to do to be absolutely confident that everything will work as planned, simply can't be completed by the original date.



There is still a significant amount of data conversion and verification to be done.

We want to be absolutely confident that everyone's information is correct so that benefits and pay will be exactly what they

are supposed to be.

The good news is that the new "go-live" date strengthens our abilities to:

- Ensure our incredibly complex business operations are ready functioning, and consistent
- Hire the staff needed to run the new system and reduce our reliance on consultants;
- Prepare more complete written explanations for the new administrative systems;
- Allow time for more end-user training;
- Complete some tasks that were going to be delayed before the original "go-live" date
- Take advantage of software changes SAP has been working on that won't be finished by 1/1/05.
- Remain coordinated with the retirement systems and accounting fiscal year reporting cycles.

Much progress has been made. There is still much more work to be done. We will keep you informed.



**What's New:** Changes Brought About by the Delay

**Project MAESTRO is about change.** "What's New" and other Project MAESTRO communications are sent primarily through email. Until all employees have computer access, hard copy will also be posted on the LACCD Bulletin Boards at each location.

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