Dear Members of the Johns Hopkins Community:

It’s been a few months since the last issue of Momentum. There is much to report, beginning with this newsletter itself, which has moved to a quarterly schedule while we’ve launched a more-frequent, e-mail based newsletter called HopkinsOne News. To stay current with the project, we encourage you to subscribe to the newsletter. (Instructions below.)

As many of you have heard, we have also chosen a new “go-live” date of Jan 1, 2007 to implement the core functionality of the new SAP software at Johns Hopkins, representing a major change in how we conduct business in finance, human resources, purchasing/supply chain, sponsored projects and research administration.

So our main story this issue is on the “Big Five” HopkinsOne events designed to prepare us for learning and launching this new system. All of these things tie together and we hope the article helps you understand what’s coming and how you’ll get involved, and when.

As always, if you have questions or concerns about HopkinsOne, please send an e-mail to the hotline at: hopkinsonehotline@jhmi.edu.

Steve Golding
Executive Director
HopkinsOne

Getting Ready to Go Live—the “Big Five”

The “go live” date is set for Jan 1, 2007, but what do we do between now and then to get ready for the HopkinsOne system?

The HopkinsOne project team, working with Johns Hopkins employees, has developed and is deploying educational outreach efforts that will help users prepare for the new system.

First of all, what is HopkinsOne? That’s the name of an effort to modernize and revamp the business systems of Johns Hopkins, including the university, Johns Hopkins Medicine and the Johns Hopkins Health System. Begun nearly four years ago, the core aim of this effort is to replace dozens and dozens of aging and unconnected computer systems with one integrated, web-based system that will improve service, enhance the ability of the organization to comply with regulations and increase efficiencies.

The software chosen is called SAP, which stands for Systems, Applications and Products in Data Processing. It’s a German company and an industry leader in this particular field. The areas covered include all of the major business functions, including finance, human resources (including payroll and benefits), sponsored research, and supply chain/purchasing.

Nearly 11,000 Johns Hopkins employees will need to learn something about the new system by the initial go live Jan 1. Here are the “Big Five” initiatives designed to get those users ready:

1. Process Briefings
   In April, experts from the HopkinsOne project team explained in detail how many of the new processes will work in the system, such things as how to hire a new employee, how to get reimbursed for travel, how to make a purchase, and more. All sessions—along with the questions and answers—were recorded and are online for employees to watch as important background material to know before other events.
   To access these videos and PowerPoints from the sessions, see:
   http://www.jhu.edu/hopkinsone/Public/Toolbox/tobeprocess2.htm

2. Role Mapping
   To do work in the new system, each employee needs a user role, which defines what transactions they can perform. Members of your department or organization have been working with HopkinsOne to assign these roles and to keep them current.

3. Nuts and Bolts Sessions for Managers and Supervisors
   This summer, beginning in July, members of the Johns Hopkins organizational development staff along with HopkinsOne staff will meet with managers and supervisors in the areas listed above and walk them through who on their staff have been assigned roles, and what training each role will require.
   A key point: If mistakes have been made in role assignments, these can be corrected.

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Keeping up with HopkinsOne
To receive project news and updates, consider signing up for the HopkinsOne News email newsletter. It’s published twice a month. To sign up, see: www.jhu.edu/hopkinsone/Public/Toolbox/PH1News.htm.
Jennifer Heinen first noticed strange changes in her vision in 1999. “I started getting weird interference,” she says. “When I looked at letters, parts of them were missing, like I was looking through Swiss cheese.”

Eventually, Heinen was diagnosed with Stargardt’s disease, a genetic form of macular degeneration that causes patients to progressively lose vision, particularly central vision, over a period of about five years. For five frightening years, Heinen gradually lost her sight and she had no idea how bad it might get. To make matters worse, at the same time, her employer cited her for making too many mistakes on the job and asked her to leave.

“I told them that I was making mistakes because I couldn’t see, but they didn’t understand,” Heinen says. Now, Heinen’s vision has stabilized, and with the help of a screen magnifier called Zoomtext, she works as a financial aid counselor for the School of Medicine.

Heinen has also been helped by Peggy Hayeslip, associate director for Disability Services, who “served as my advocate and helped me upgrade to the right technology,” Heinen says. “Peggy talked to my employer about how important it was to be supportive and about compliance with the (ADA) Americans With Disabilities Act. She was also a great help personally.”

The ADA requires that employers make reasonable and appropriate accommodations for people with disabilities, which could include assistive technology (such as screen readers or magnifiers), schedule adjustments, equipment, sign language interpreters, special lighting, or extra time for completion of assignments. “It is the responsibility of the employee to disclose the disability to the employer,” says Hayeslip, “but once he or she does that, the employer is responsible for evaluating the job site and, with the employee, working to determine the right accommodation.”

Part of the HopkinsOne installation involves testing to see if the web-based software, called SAP, will effectively work with the assistive technology currently in use at Hopkins, either “as is” or with modifications. “HopkinsOne is committed to making our system compatible with assistive technology,” says Jayne Spence, HopkinsOne project manager for testing, “but in order to do that, we need the help of the people who use that technology.”

Heinen has volunteered to help HopkinsOne test the system, but more volunteers are needed. Because of privacy concerns, HopkinsOne is not allowed to initiate contact with people who need assistive technology, but volunteers can contact Hayeslip at 410-516-8075 or via e-mail at phayeslip@jhu.edu. Health system employees can contact Equal Employment Opportunity Officer John Fuller at 410-955-6529 or e-mail jfulle17@jhmi.edu.

“Volunteer testers will be instrumental in helping to ensure a smooth integration of new systems, and that will benefit all employees” says Janine Harig, a web development programmer with the School of Professional Studies in Business and Education (SPSBE) and a member of the university’s web accessibility committee.

The company that makes SAP has made efforts to accommodate people with disabilities. Currently, the software is certified for use with JAWS, a screen reader tool from Microsoft Windows for those, like Heinen, who have impaired vision. But other disabilities or impairments could also affect someone’s ability to perform their job, including physical, visual, hearing, psychological or learning disabilities.

The HopkinsOne system is web based, so web accessibility becomes an issue because a functional design for the average person might be difficult for a person with disabilities to navigate. For HopkinsOne and others, the website at http://webaccessibility.jhu.edu contains more information about web accessibility that can help web developers and managers with web design.
Accounts Receivable Shared Services (non patient/non student), directed by Ken Hoffmeyer:

Most sponsored and non-sponsored billing will be centralized, with cash receipts going directly to university/health system bank accounts rather than to departments. If the department needs to create an invoice, it will be a parked document and reviewed, approved and mailed by the Accounts Receivable Shared Services. The center will also monitor, follow up on, and collect open receivables.

For internal Johns Hopkins billings, cost allocations will replace invoices. The Accounts Receivable Shared Services group will process service center transactions between JHHS and JHU or within JHHS entities, which are now handled through Accounts Payable. The SAP software has a cost allocation tool that allows for the processing of inter-entity transactions on the same document. The cost allocation tool automatically creates a “due-to” and “due-from” entry in the general ledger. “Due-to” and “due-from” accounts will be reviewed and a transfer of cash between the health system and the university will occur.

Project Systems and Fixed Assets Shared Services, directed by Ken Hoffmeyer:

This center will track equipment inventory and capital spending, document reports, and prepare reconciliations, assuring that capital projects are properly recorded and within budget.

It will analyze purchases for proper classification between capital or expense.

It will record assets and calculate depreciation.

It will standardize equipment inventory tracking practices between the university and health system.

Accounts Payable Shared Services, directed by Kathy Ward:

This center will oversee policy-compliant processing of all purchase order and non-purchase order invoices, travel expenses, and petty cash.

It will initiate payment after the purchase order, a goods receipt (verified by the department), and the invoice align.

It will use internal service requests (ISRs) to initiate payment for obligations such as honoraria, catering, real property transactions, and FedEx and shipping costs.

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5. **Nuts and Bolts Sessions for Employees**

Beginning this summer and heading into September, managers will meet with employees who have been assigned a role or roles in the new SAP system, explain what each role entails, while also explaining what training will be involved.

A key point: If you will need a role to do your work in the new system, training is required and you cannot gain access to the new system without passing the training course.

5. **Training**

This starts in late September and will continue through go live until the end of January, but most of the 11,000 employees who need to be trained will get their training between September and January 1. To put this in perspective, nearly 8,500 of the employees who need to be trained will get their training through online, self-paced courses. The remainder will get training through a combination of online coursework and some classroom courses, which are either two or three days in length.

So what can you do between now and then? If you work in human resources, for example, check out the process briefings mentioned above on human resources. Know that the new system is on its way and if you think you may have a role in the new system, expect your manager to be learning a lot more about it soon, and to be arranging to explain that to you.

“The power of this software won’t be seen in the first day or the first month, maybe not even the first year,” said Jim McGill, senior vice president for finance and administration for the university. “In some respects, it may seem ‘not as good’ as the old systems we’re replacing. But over time, the wisdom of this will become clearer and clearer, especially to managers and supervisors.”

“The next six months will be challenging, no question about it,” said Ronald J. Werthman, vice president for finance for the Health System. “But remember we’re delivering a system that works for countless other organizations and, if we implement it properly, it will work for us. We just need to get involved.”

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**Sponsored Projects Shared Services, directed by Rick Inglis (interim):**

- This center will set up and maintain each award’s master data elements and monitor awards for compliance with applicable regulations and institutional policies.
- It will complete financial reporting to external sponsors and close out awards within the SAP system according to sponsor requirements.
- It will serve as a resource to departmental administrators and researchers in all aspects of post-award financial administration.

**Human Resources Shared Services, directed by Wanda Karangelen:**

- This center will handle HR transactions for both the university and health system related to new hires, personal data changes, salary changes, status changes, and leaves of absence.
- It will handle enrollment and transactions related to various health, dental, disability, life insurance, and flexible spending account plans. But it will not handle insurance claim case management or retirement benefits.

**Payroll Shared Services, directed by Barb Morris (formerly Warren):**

- This center will handle payments of salary/wages, fellowships, and deferred compensation to employees, fellowship recipients, and beneficiaries for Johns Hopkins University and Johns Hopkins Health System.
- It will ensure compliance with federal, state and local tax laws for income tax withholding, garnishments, and third party remittances.
- It will handle time collection integration with CATS (SAP), Kronos, and Nightingale. JHU departments will directly enter weekly/hourly time into CATS for casual, bargaining unit and student employees. JHHS is implementing Kronos and Nightingale to electronically capture time data that will pass directly to SAP for payroll processing.
- It will handle integration with HR Personnel Administration, Benefits, Tax, Sponsored Projects, Accounts Payable, and Finance.
- It will monitor Position Budget Control for encumbrances.
- It will monitor postings to finance and to accounts payable.

Shared Services heads will continue to refine their business plans in the coming months. In addition, each center is in the process of organizing advisory councils, composed of representatives from both the university and health system.

“The shared service organizations are designed to provide a service level that balances employee needs with organizational goals, ensures that center functions are aligned with business objectives, and ensures that the use of technology and operational procedures are efficient and cost-effective,” Conway said.

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The HopkinsOne initiative will transform most of Johns Hopkins’ business and administrative systems by installing integrated, enterprise-wide software called SAP.

The scope of the project includes finance, human resources, payroll, purchasing, accounts payable, materials management, and pre- and post-award research administrative activities.

*Momentum* is produced by the communications department of the HopkinsOne Business Transformation team.

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Visit our website at www.jhu.edu/hopkinsone.