Establishing an Enterprise Sustainment Training Framework for the Integrated Enterprise Management Program (IEMP)

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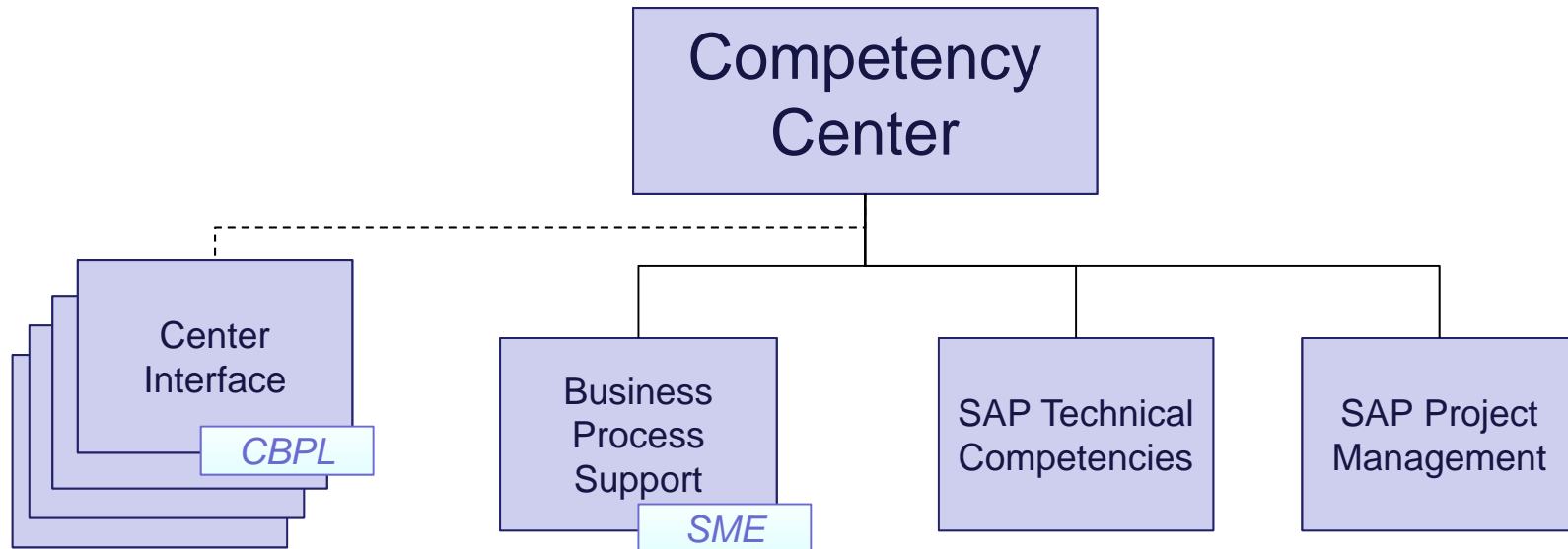NASA - Marshall Space Flight Center

NASA SAP Implementation

- NASA-wide
  - 10 geographically disperse Centers
  - 10 different focuses and needs

- First SAP Module Implemented: Core Financial
  - Included:
    - Accounts Payable
    - Accounts Receivable,
    - Finance, Budget Management,
    - Travel Reimbursement
    - Asset Management

- Utilized a Competency Center centralized management approach
  - Industry Best Practice
  - Integrated Enterprise Project Office, which later was renamed the Integrated Enterprise Program Office (IEMP).

SAP Competency Center Model

Competency Center

Center Interface

CBPL

Business Process Support

SME

SAP Technical Competencies

SAP Project Management

Based on industry best practice support structure for SAP implementations.

IEMP Implementation Training

- Implementation training
  - Materials centrally created at Competency Center
  - Focused on the switchover from legacy systems to the new SAP system.
    - 10 different legacy systems --10 customizations to training materials

  - Each Center was responsible for their Center

  - Training materials were retained in an On-Line Quick Reference (OLQR)
    - Document Repository
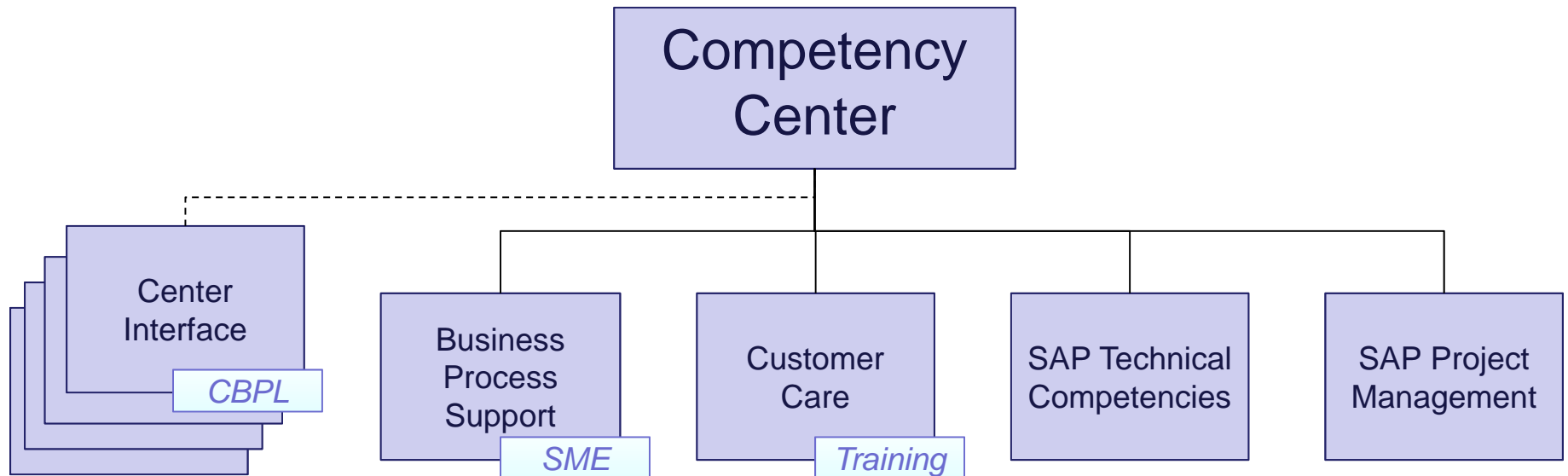   - Non-Searchable
    - Focus on switchover

Training Transition Challenges

- Implementation team moving with new project

- Training materials
    - Implementation (switchover focused)
    - SAP updates needed
    - Consistent format needed
    - OLQR structure limiting

- SAP is highly integrated
    - Transaction variation creates complications upstream & downstream
    - Training needed both technical and business process components
    - Without standardization across the enterprise, hidden issues arise

- SMEs and CBPLs were being inundated with "how-to" questions

- Budgets did not allow for 10 training development organizations

- Need for Sustainment Training determined

SAP Competency Center Model

Competency Center

Center Interface — CBPL

Business Process Support — SME

Customer Care — Training

SAP Technical Competencies

SAP Project Management

Based on industry best practice support structure for SAP implementations.

IEMP Customer Care Team

- The IEMP Customer Care Team was established providing:
    - Training development and leadership for enterprise
    - Communication support between Competency Center and Centers
    - Developed, managed and supported annual training Summit for Center and Competency Center interaction and co-learning

- Industries best practices were examined via:
    - Benchmarking visits to:
        - General Motors University
        - University of Toyota
    - Attendance at National SAP Conference

- Initially there was 1 civil servant, but eventually grow to:
    - 1 civil servant
    - 7 support contractors
        - 1 communications
        - 1 summit and admin support
        - 4 training
        - 1 working supervisor

Training Responsibilities

- Customer Care Training Team – at Competency Center
    - Develop centralized approach and curriculum
    - Develop materials for use Enterprise-wide
    - Ensured that materials were current to the most current SAP versions & updates
    - Established training configuration management
    - Standardized training material formats
    - Supported training tools
    - Service as central point for all NASA SAP training

- Subject Matter Experts (SMEs) – at Competency Center
    - Provide business process and SAP transaction expertise for training development

- Center Business Process Leads (CBPLs) – at NASA Centers
    - Leaders and decision makers from each of the NASA centers
    - Decisions regarding IEMP business process approach, communications and training strategy was approved by the CBPLs
    - CBPLs met weekly to review IEMP/Center issues and in person annually at Summit
    - Insure communications and training were delivered at Center

Competency Center

Customer Care

Business Process Support

Center Interface
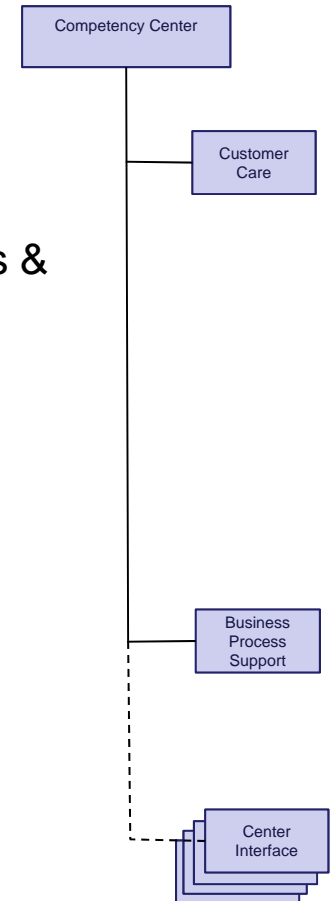
Enterprise Training Tool Sets

- Materials Creation Tools:
  - RWD Infopak
    - Embedded into SAP
    - Allowed for content sensitive help
    - Includes screenshots
    - Allowed easy capture of transactional information by SMEs
  - Photoshop, SnagIt, Adobe Acrobat & Captivate
    - For traditional training materials

- Electronic Performance Support System (EPSS)
  - Established to provide enterprise access to SAP course material
  - Allows for self-paced learning
  - More flexible and robust than simple on-line documentation

- NASA's Enterprise Learning Management System (LMS) SATERN
  - Used for ease of course enrollment
  - Useful for SAP Training Administration
  - Used to access enterprise standardized curriculum across NASA
  - Tracked individual training
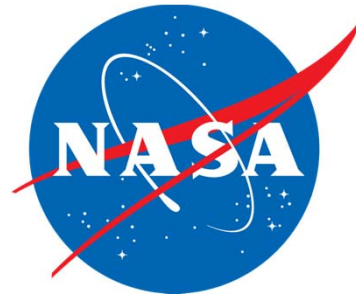 - Already used by NASA, no added cost

Metrics

- Tracked SAP transaction usage by Center down to the employee level
    - Allowed for prioritization of training based on transaction usage and transaction errors
- The enterprise LMS tool set allowed allowed tracking of SAP training activity across NASA
    - Metrics allowed us to estimate student demand, and budget resources to meet the demand
    - LMS tracked individual "credit" for a course only once course was taken
    - Allowed training to become part of employee requirement and goals

NASA SAP Customer Care Today

- Eight (8) years

- Name changed to Business Readiness

- Merged implementation training and sustainment training teams

- Team also responsible for implementation training for new modules, other software and processes
    - Allows for smoother which over to sustainment training
    - Now possible because fewer new projects and team has increased to 2 civil servants and 16 contractors

- Training maintained through EPSS and annual Summit, using same processes established initially for sustainment

- Team also responsible for communications, the SAP portal, Service Level Agreements, project management support, and other duties that enable users to be business ready

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