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

Bernadette Buzzell
Social Media and Customer Experience
Office of the Chief Information Office
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).
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
Based on industry best practice support structure for SAP implementations.
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
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 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