In the Commonwealth of Massachusetts, the Executive Office for Administration and Finance (ANF) sought to greatly improve visibility into their budgeting process and better integrate its fiscal planning and decision-making capabilities with a new budgeting and planning system. ANF called upon Accenture to help implement Hyperion Planning and Workforce Planning—a solution of unprecedented size and scale. The result was the first successful statewide implementation of Oracle Hyperion Planning/Budgeting and the development and implementation of a solution that meets the specific needs of State Government budgeting.

Business Challenge
Massachusetts Governor Deval Patrick and ANF Secretary Jay Gonzalez sought to place Massachusetts at the forefront of budgeting and fiscal management. ANF wanted a solution to transform the way it budgets and manages its more than $45 billion in annual spending.

Massachusetts' state government had been using a 15-year-old Excel-based application to perform its budgeting and fiscal planning functions. ANF's legacy system was becoming an increasing maintenance and management burden for already over-extended technical resources. Thus, putting a technology solution in place to achieve an accurate, consistent and transparent enterprise view of the state's budgeting and spending was imperative.

There were also a few technology factors that posed significant challenges in the choice and design of a solution. First, the desired capabilities demanded an Oracle Hyperion-based solution never before implemented for a statewide government. Second, the particular requirements of state government budgeting and fiscal management are somewhat unique, both in terms of structure and process. Finally, one of the primary components of government spending is the employment of personnel at each agency. At approximately 80,000 employees, the size of the Commonwealth's workforce is far greater than had ever been accommodated by any prior implementation of Oracle Hyperion Workforce Planning. All of these factors presented substantial risk that would have to be managed and mitigated in both the design and the implementation.

How Accenture Helped
Massachusetts first chose Oracle Hyperion Planning 11.1.2, including Workforce Planning as the software solution. Through an open and competitive bid process, Accenture was awarded a contract to implement the solution, in part due to Accenture's ability to draw on deep Oracle capabilities and State Government budgeting experience.
A major focus of this project was on detailed position-based budgeting for state agencies, including budgeting and planning at the individual employee level. The Oracle Hyperion Workforce Planning application provides a state agency with the ability to budget for its existing active workforce from the PeopleSoft Payroll system as well as plan for backfills and new positions to support the agency’s vision and mission. In addition, the agency is able to compare and reconcile approved plan/budget information with its actual spending on personnel so that adjustments to the spending plan and related budgeting decisions may be made at identified points during the fiscal year.

Oracle Hyperion Planning was implemented to facilitate Federal, Trust and Operating spending and revenue projections. This application aggregated each agency’s detailed position budgeting data with all other relevant budgeting information (supplies, facilities, energy, maintenance, services, for example) to provide an overall budgeting and spending picture for the entire Commonwealth. This enables enhanced transparency into the fiscal activities of the state and real-time information for guiding statewide budgeting and planning and making informed decisions.

Additional features and benefits of the Oracle-based solution delivered by Accenture include:

- A highly detailed budget proposal review and approval process, using Hyperion Planning Workflow, including the ability to track budget progress from initiation to completion.
- The ability to complete detailed workforce planning and position-based budgeting at the individual employee level and integrate a detailed workforce budget into the overall plan.
- A picture of the entire budget and plan across all fund types (operating, federal and trust) at multiple levels (Account, Agency, Secretariat and Commonwealth).
- Flexibility for agencies to select cash flow projection based on three year historical average, last year expenditures, even distribution or manual calculation.
- The ability to perform real-time variance analysis comparing approved plan/budget to actual expenditures or revenues.
- The ability to project up to five years of spending and revenue based on current fiscal year budget.
- The deployment of SmartView and the ability for Agency and Central users to create ad hoc reports or modify existing SmartView report templates.

**High Performance Delivered**

The Commonwealth and Accenture completed the first phase of the implementation in a year—launching successfully in late March of 2011. Approximately 350 state agency and ANF budgeting personnel across 156 state agencies use the solution. To date, it has been extremely well received by state employees, agencies and ANF. The Commonwealth and Accenture have initiated a second phase of this project, which includes implementation of Oracle Hyperion Planning for Capital Budgeting and Oracle Business Intelligence Enterprise Edition (OBIEE) to facilitate executive level dashboards, reports and trend analysis.

The implementation has provided a new set of capabilities for the Commonwealth, allowing enterprise-level visibility and control. This robust solution can serve as a foundation for numerous future enhancements and additional capabilities, such as rolling forecasting, driver-based forecasting and integration with future Commonwealth initiatives around performance management, grants management and long-range strategic planning. It will also enable state executives to do more from a policy perspective to improve the transparency and accountability of government in its fiscal management.

“Working for the past year with Accenture to configure and implement Oracle’s Hyperion Financial Planning (11.2.1) for use in Massachusetts has been a very successful partnership. The Commonwealth has replaced its legacy spending plan/budget development software with a state-of-the-art application that will be used by all state agencies to plan and monitor over $45 billion in annual expenditures. The budget application interfaces with the state accounting system (CGI/Advantage) and human resource/payroll system (Oracle/PeopleSoft). The project came in on time and within budget and positions Massachusetts well for future advances in budgeting such as building budgets based on performance outcomes, position-based budgeting, improved long-term financial and strategic planning on an enterprise level and improved data analysis. We look forward to continued success with Accenture and Oracle as these efforts progress.”

—Matt Gorzkowicz, Undersecretary, Executive Office for Administration and Finance, Commonwealth of Massachusetts

**About Accenture**

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.