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# ABT Program

## Detailed Implementation Plan

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July, 2008

## **6 People Deliverables**

### **6.1 Organizational Change Management Plan**

Organizational Change Management (OCM) is a structured process and set of tools designed to lead people through change to achieve successful business results. Successfully managed changes result in shorter implementation time lines, sustained business process improvements, an empowered and informed workforce, widespread ownership of the change, identified roles and responsibilities and an organizational environment more ready and able to adapt to future changes.

#### **6.1.1 Goals and Objectives**

The ABT Program's Organizational Change Management goals and objectives support the program charter directive to ensure "sustained commitment and buy-in from all stakeholders" to the overall ABT Program vision and goals. These goals and objectives include:

- Minimizing the impact of introducing best practice business processes and supporting technology into the organization
- Building user adoption and ownership of the new processes and technology
- Ensuring that the organization is ready to "Go Live" at the same time the new business processes and technology goes live
- Institutionalizing the change at all levels of the organization
- Gaining maximum benefit through full adoption of business process changes.

Critical elements in the organizational change management's structured approach to support the ABT Program include:

- **Active visible executive sponsorship** that articulates the vision and strategy of the change initiative and provides support throughout the lifecycle of the Program
- **Organizational impact analysis** to identify the overall impacts of the change by department and division to ensure that the organization's processes, resources and policies are addressed and that the organization is ready to support the new technology
- **Comprehensive Communication and Change Plan** that maps out communication avenues and events to effectively move stakeholders along the change acceptance curve
- **Education programs** that help the user community build the skills and knowledge to confidently make the transition to new ways of working

- **Resistance management approach** to address resistance that may be present in some groups of employees.

This Organizational Change Management strategy begins with identification of what will change and who will be impacted. The strategy continues with the ability of the departments/divisions to successfully implement the new business processes and support system changes. The strategy concludes with the departments/divisions effectively incorporating and maintaining the changes in their business processes.

### **6.1.2 Major Activities and Components**

The Organizational Change Management Program includes the following major activities and components:

- **OCM Plan** – compilation of all change management, communication and training plans in a single comprehensive document
- **Business Process Redesign and Impact Analysis** – organizational impact analysis and action plan to address effects of new business processes and systems
- **Stakeholder Analysis and Inventory** – identification of stakeholder groups, impacts of changes, communication messages and methods and a basis for application training
- **Change Capacity** – determination of strengths and weaknesses of agencies' ability to absorb and adopt change
- **Change Sponsorship Network** – development of a network to assist OCM with management of change through communications, activities and reports
- **Communication Plan** – comprehensive plan that provides details of communication activities, audiences, schedules, and methods of communication
- **Readiness Program** – tools (including surveys) and resources to be used to prepare, monitor and measure agencies ability to Go Live with new processes and supporting systems.

### **General Approach to Affect Change**

This plan is a guide for the orderly development and delivery of change-enabling tools and communications, which are used to help move each stakeholder group through the following five stages:

- **Awareness** – to identify the need for change, why it is happening and what the risk is of not changing
- **Desire/Individual Concern** – develop a personal motivation to support the change
- **Knowledge** – understanding how to change through training, including Change Management as well as application and system training

- **Ability** – continuing to learn and use the system from learning to increased performance levels
- **Buy-in/Acceptance/Reinforcement** – This is the target stage, which may be realized through training materials, reference documentation, communication and ongoing support.

### **OCM Sponsorship Network Team**

The OCM Team will work collaboratively with the following major stakeholders as they provide important guiding sponsorship and are responsible for supporting the execution of the organizational change program:

- **ABT Executive Sponsors** - Provide enthusiastic, visible support, articulate the reasons for and benefits of the change and role model commitment to change
- **ABT Management Team** – Provide guidance and support in the resolution of organizational change management issues
- **Operations and Change Management Committee (OpCM)** – Provide guidance and direction in prioritizing and implementing business process improvements
- **SME/Change Agent/Point of Contact** – Critical in the analysis and design of the business process improvements and responsible for ensuring the changes happen in their respective departments
- **Department/Division/Section Managers** – Responsible for supporting the ABT Program, delivering the reasons and benefits of the changes, and enabling their staff to perform the tasks assigned by ABT
- **ABT Functional Team** – Responsible for advising and supporting users through analysis, definition, and implementation of new business processes and applications
- **ABT Communication Manager** – Responsible for planning and delivering communication to support the ABT Program.

### **OCM/Readiness Summary**

Organizational Change Management is a structured approach to leading people through change by identifying and addressing resistance in an effort to have a successful implementation. Change Management is the people side of change and by using this structured approach to change management maximizes the probability that ABT will successfully achieve its goals and benefits.

For further details please refer to Appendix E – Organizational Change Management Plan.

## **6.2 Transition Period Strategy Plan**

The transition from legacy systems to new systems is planned to occur with multiple phased implementations/deployments over a three-year period. This strategy includes two major elements:

- Transition support team to facilitate user support
- Technical transition “road map” of the technical elements

### **6.2.1 Transition Support Team**

A Transition Support Team responsible for each specific deployment will begin support of the new system(s) two to four months prior to the anticipated Go Live date and continue their support role for a minimum of 90 days past the Go Live date. The transition support team will include ABT team (county and consulting resources) and county “super users” (department specific resources to help with basic navigation and direction to higher level support resources).

This approach will allow the team to validate the Transition Support Model and allow any necessary adjustments to be made well in advance of the Go-Live date. It also allows for a period of time in which the Transition Team can incrementally prepare and take ownership of the new business processes and application(s). This will allow for a continuation of knowledge transfer between ABT team members and the consultants in a manner that will not negatively impact production.

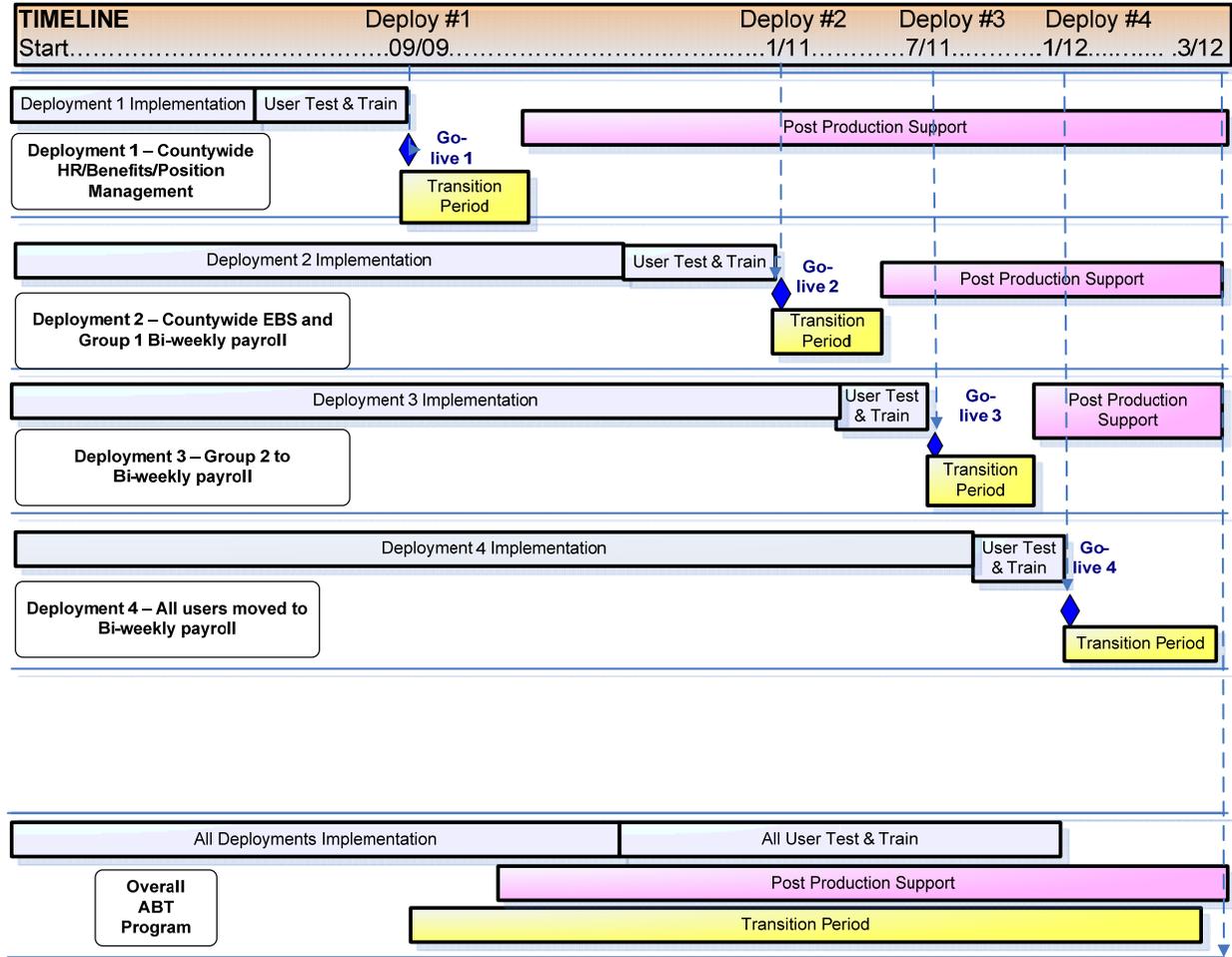
Once the system has stabilized and calls and emails from end users have tapered off, support for the affected end user community should transition to a Help Desk staffed by personnel with the necessary skill set to support the business. Quality customer service, whether internal or external, not only ensures user satisfaction and productivity, but reinforces stakeholder buy in and support for future projects.

Critical to the success of the transition support model is a triage approach that includes escalating issues to the next level for resolution based on specific severity. Severity is determined by the impact to the user, environment or data integrity of the system.

The ABT Transition Support Team will develop a list of Frequently Asked Questions (FAQ's) and record solutions to simple fixes that can be posted to the ABT Program intranet site as a self-help tool and an enhancement to customer service.

## Deployments and Transition Schedule

The chart below represents the 4 separate deployments, with 4 transition phases, and the overall ABT transition phase crossing all deployments.



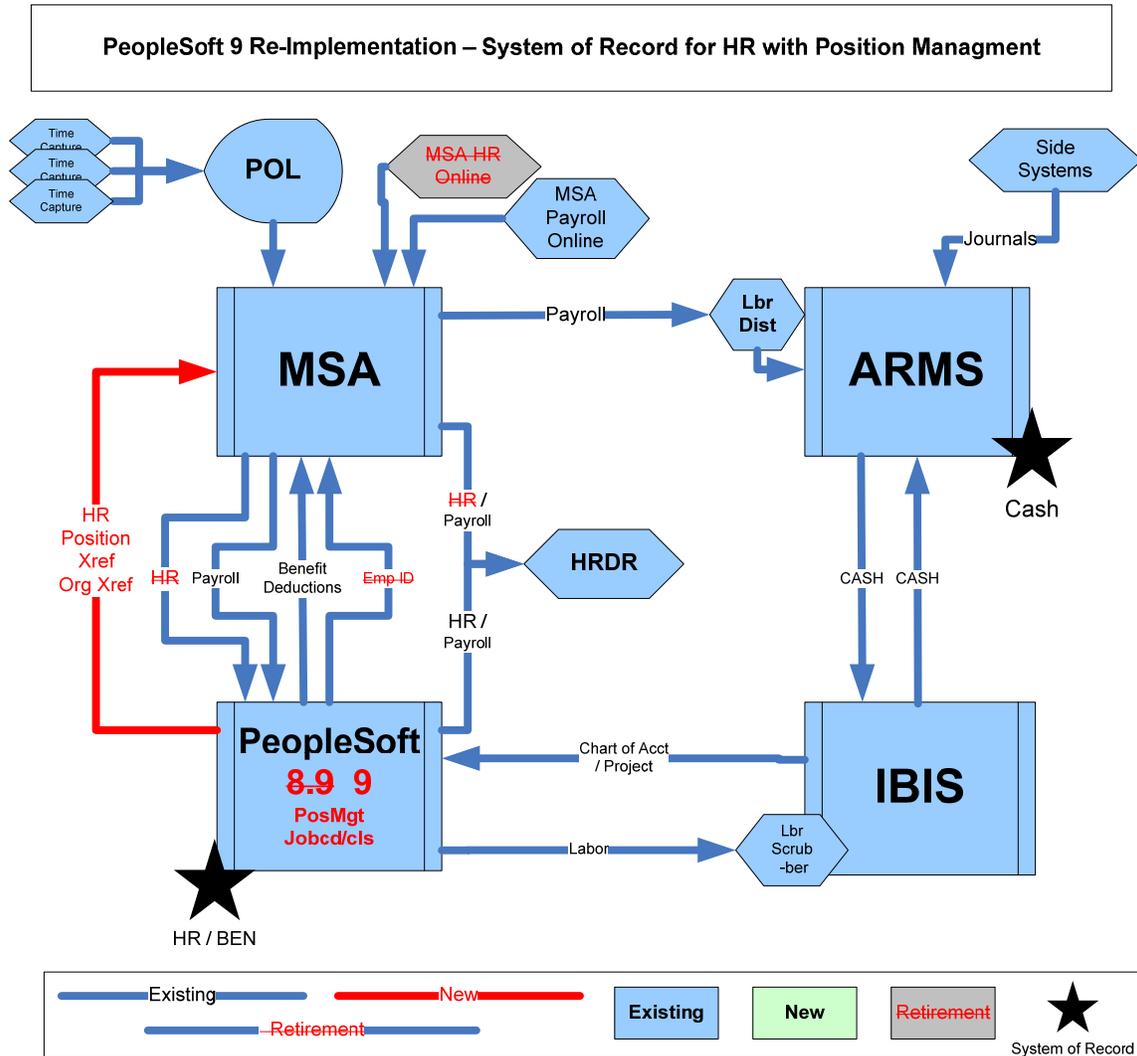
### 6.2.2 Technical Transition

Special attention is being given to the interfaces, conversions, reporting requirements, and business processes that will be necessary as the system is transformed through five deployments to the end state depicted below.

Below is a description of each deployment and a chart depicting the state of the key the technical objects during and at the end of that phase.

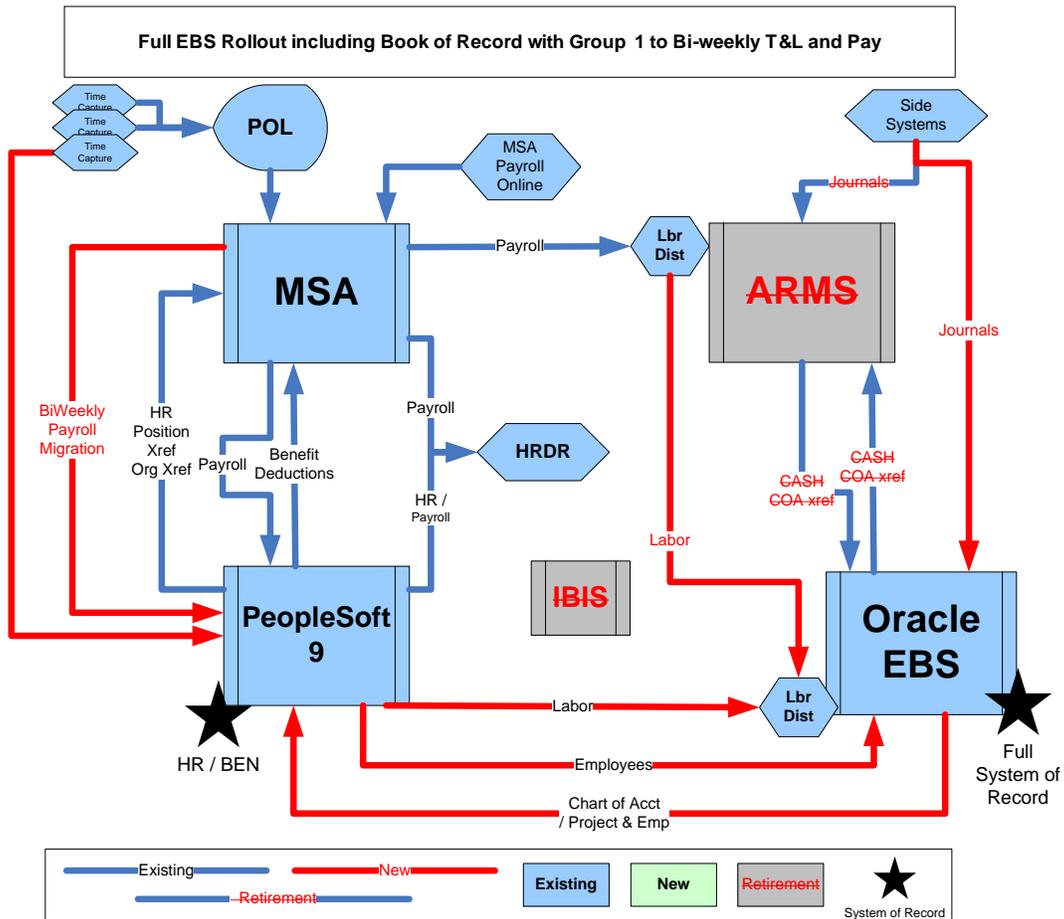
## Deployment 1 – Countywide HR/Benefits/Position Management

During the first targeted Go Live, the county will begin the transformation of the HR system. The first Go Live will move the county to one system of record for HRMS – PeopleSoft 9.0.



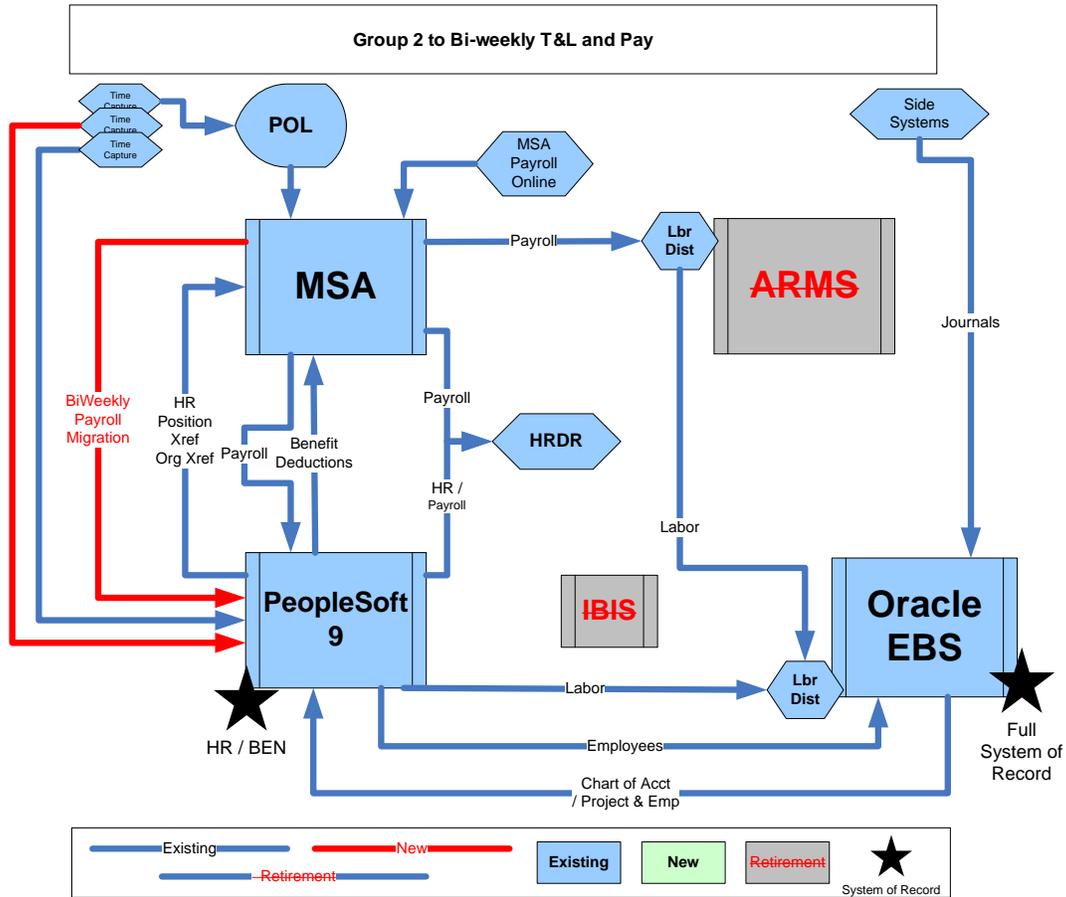
## Deployment 2 – All agencies live on Oracle EBS and Group 1 Bi-weekly payroll

During the second Go Live, all Financials systems users will now be migrated to the new Oracle EBS system. At this time, Oracle EBS will become the system of record for all Financial transactions. ARMS can not be fully retired as the labor distribution component (for users still using MSA) will still exist. In addition to moving the Financials users we will also convert the first group of employees to Bi-weekly payroll.



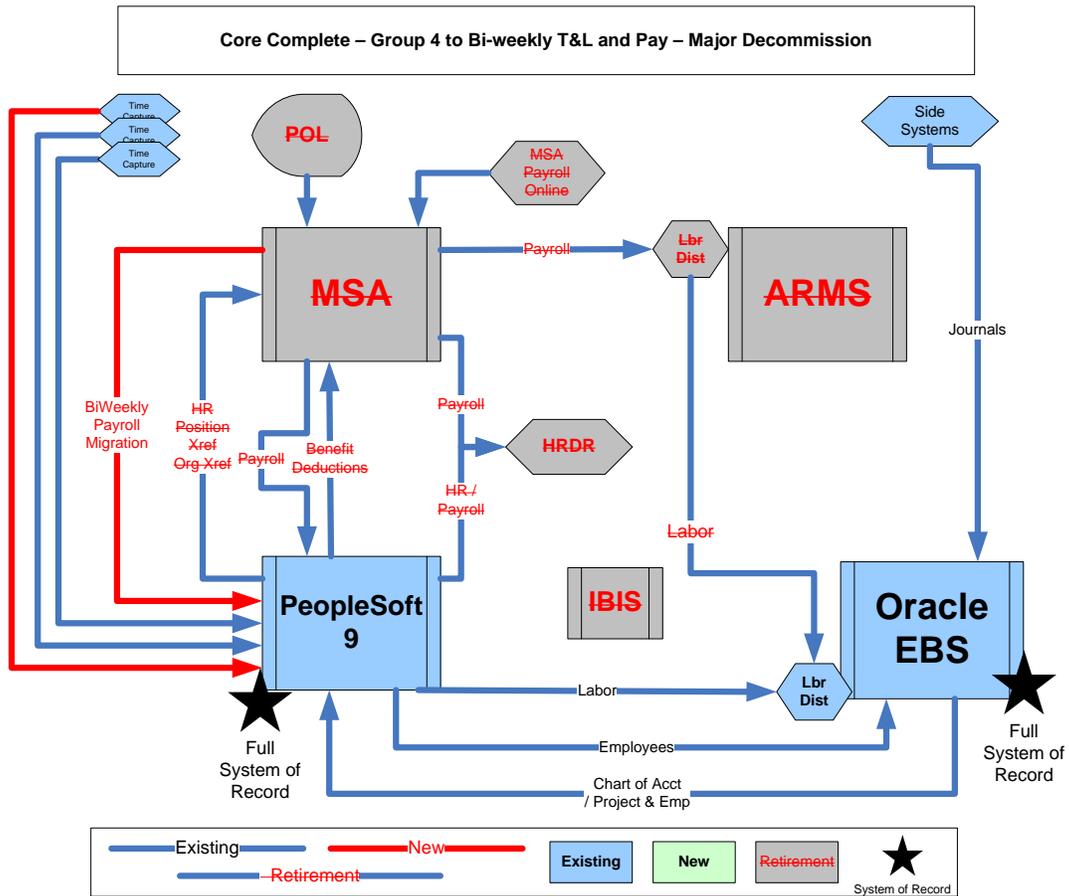
### Deployment 3 – Group 2 to Bi-weekly payroll

During the third targeted go live, the county will continue the transformation of those who will receive Bi-weekly payroll. While this will not drastically affect the system from a technical perspective, it is one of the largest transition points from a change management perspective.

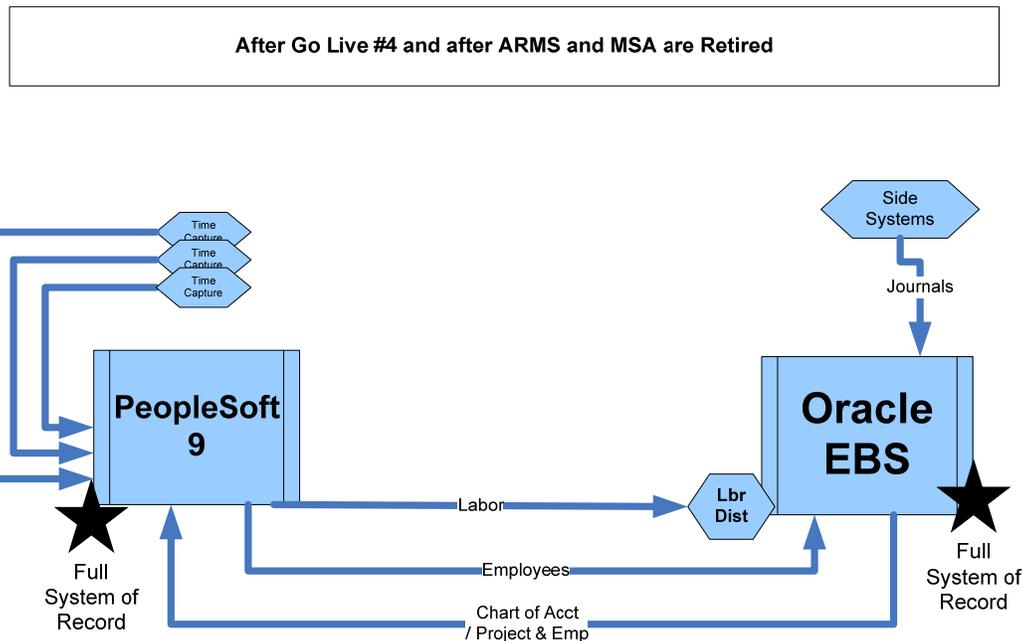


## Deployment 4 – All users moved to Bi-weekly payroll

During the final go live, the county will complete the transformation of both the PeopleSoft and Oracle EBS systems. At this point the county will have a full system of record for both HR/Payroll and Financials.



Below is a view of the county's system when all of the retired systems and temporary interfaces are removed.



For further details please refer to Appendix F – Transition Strategy Plan .

## 6.3 Training Strategy Plan

The training strategy will address the needs of all major groups that will be impacted by the new systems including:

- End users, which includes employees currently using either Oracle or PeopleSoft applications, employees new to the systems, vendors and special districts
- Production support staff
- ABT team members

### 6.3.1 Training Scope

The systems included in scope for this ABT Training Strategy and subsequent detailed Training Plan includes the following application training:

- Oracle Financials (R12)
- PeopleSoft HCM (9.0)
- Budget (TBD)

Additional Training Strategy scope and subsequent detailed Training Plan include:

- Pre-implementation training of project team members, both technical and functional
- Consultant knowledge transfer
- End User training for testing assistance
- Business processes, to the extent they influence the use of the supporting systems

### **6.3.2 Approach and Methodology**

Training materials will be based on the “to be” business processes. The training will be comprehensive in the number and type of exercises it will employ to provide hands-on activities relevant to the end user community. The material will be process-oriented and promote user understanding by following a step-by-step progression. Specific curriculum plans will be developed by the Training Leads. The plan will provide an overview of each course and any required prerequisites for each identified training track. Training will be delivered using as many methods as possible, respecting the multiple ways adults learn. These methods will include:

- Classroom
- User Productivity Kit (UPK)
- Presentations
- Handouts and posters
- One-on-one meetings
- Group meetings
- Focus groups
- Go-to-meeting conferences
- Train the trainer courses
- Post ‘go live’ hands on assistance

#### **User Productivity Kit (UPK)**

The on-line UPK software offers multiple modes of learning (see table)

Modes	
See It	Allows the user to watch the system as it goes through standard business process steps, explaining each step as it moves forward.
Try It	Allows the user to follow the directions by clicking through standard business process steps at the direction of the program.
Know It	Allows the user to assess how well they know the system. The user performs the business processes and the system prompts them when they take a wrong step but does not tell the user the correct step to take. At the conclusion of the exercise the system provides the user with a test score. may be used to measure proficiency with the business process and application prior to

Modes	
	granting access to the production system
Do It	This mode is available when the user is working in a live environment and they want additional help with a process that they are not comfortable with. The system provides coaching as they perform their real work.

The UPK will be used to design training materials and train and test basic navigation pre-requisites for training. This software can be used for both PeopleSoft and Oracle, but is not available for the Budget system. On-line PowerPoint presentations and the use of Flash presentations may be used for these two systems in lieu of UPK.

### **Knowledge Transfer**

A key success factor for the ABT initiative is effective Knowledge Transfer. One of the Systems Integrator's primary goals will be to proactively prepare ABT team members with a collaborative knowledge transfer process that will translate to new skill sets and most importantly the ability to maintain and support the system once the System Integrator's consultants leave the project. This approach focuses not simply on Knowledge Transfer, but on capability transfer. The System Integrator's Leads will periodically conduct an interactive Knowledge Transfer Assessment to ensure that core functional users and technical staff are able to independently manage and enhance the new systems.

### **6.3.3 Training Courses**

This list of training courses is not a full complement of courses, but presented as examples of some of the curriculum that will need to be developed:

#### Financials:

- General Ledger/Financial Reporting
- Procurement
- Accounts Payable
- Inventory Management
- Order Management
- Project Costing/Billing
- Grants

#### Human Resources:

- Hire
- Maintain employee data
- Position Management
- Leave Administration
- Training and Development

#### Time Capture:

- Time Entry/Reporting
- Time Approvals

Benefits:

- Enter employee enrollment options

Payroll:

- Process payroll
- Reporting

Budget:

- Budget forecasting
- Budget development
- Budget reporting

### **6.3.4 Training Materials**

The end-user training materials include concepts and procedures, PeopleSoft/Oracle pages and activities. The materials are organized so that topics are grouped to reflect the natural progression a user would use to approach each application function. High-level process diagrams are provided to give the users an overview of a specific process or steps and where it fits in the overall process. Activities and exercises are used to provide an opportunity for the user to perform the functions they will use in their day to day work.

### **6.3.5 Training Schedule**

The final training schedule is dependent on the implementation timeline for functionality and departments/divisions. Depending on the specific implementation date, training will begin to be conducted four to six weeks prior to the go-live date.

For further details please refer to Appendix G – Training Strategy Plan .

## **7 Schedule and Resources**

### **7.1 Resource Loaded Project Plan**

Due to the fact that the project plan is in Microsoft PowerPoint format you must refer to Appendix Q – Resource Loaded Project Plan.

### **7.2 Comprehensive ABT Resource Plan**

The Comprehensive ABT Resource Plan describes the resources necessary to perform the ABT scope of work. It includes:

- ABT project roles by responsibilities and skill sets
- Team organization structures by track (HCM or Finance) and by phase for full-time resources and other part-time resources
- Resource requirements in an excel chart format in the appendix.

This chapter provides includes key elements of the document.

#### **7.2.1 Roles & Responsibilities**

##### ***ABT Team***

The Table below outlines each of the ABT roles indicating the related responsibility and skill sets.

<b>Role</b>	<b>Responsibilities</b>	<b>Required Skill Set</b>
Program Managers	<ul style="list-style-type: none"><li>• Responsible for overall successful delivery of the ABT program</li><li>• Responsible to manage the Program Management Office (PMO)</li><li>• Manage the master plan and schedule (DIP)</li><li>• Manage the phasing, transition and production support plans</li><li>• Manage ABT strategies for: fit/gap; BPR; training; testing; development of interfaces, reports, data conversions, workflows and modifications; change management, issue management and risk</li></ul>	<ul style="list-style-type: none"><li>• Ability to manage large scale programs and projects (also includes project manager skills)</li><li>• Ability to establish and manage the Program Management Office (PMO)</li><li>• Ability to plan, manage and control project scope, budget and schedule</li><li>• Ability to communicate expectations, establish commitment, provide leadership and follow up to ensure project team is held accountable for project performance</li><li>• Ability to collect and analyze program/project scope, cost, schedule, performance, risk, issue data and report to stakeholders</li><li>• Ability to build teams and organize resources to efficiently manage work</li></ul>

	<p>management</p> <ul style="list-style-type: none"> <li>• Manage and control scope, resources, costs, success criteria and deliverable acceptance</li> <li>• Manage the ABT governance and approval process</li> <li>• Manage coordination of project managers</li> <li>• Risk Manager for the Program</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to identify and manage conflict and resistance</li> </ul>
Project Managers	<ul style="list-style-type: none"> <li>• Responsible for project scope assigned by PMO</li> <li>• Manage the DIP: elaborate plan details, schedule/ organize work activities, assign resources, sanction work items, monitor performance, manage quality and deliverables</li> <li>• Collect, assess and report on project performance</li> <li>• Manage project team resources</li> <li>• Recommend necessary corrective action</li> <li>• Manage, communicate and escalate project changes, issues and risks as necessary</li> <li>• Provide project leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to plan, organize, lead and control project activities to perform a product/deliverable within a specific budget and timeframe</li> <li>• Ability to estimate, plan, schedule, monitor and correct project activities</li> <li>• Ability to manage scope, cost and schedule.</li> <li>• Ability to build and organize teams</li> <li>• Ability manage and control scope, issues and risks</li> <li>• Ability to manage resources, schedule resources to activities, establish commitment and ensure accountability</li> <li>• Ability to monitor and measure project performance against planned performance and take corrective action as necessary to stay on track</li> <li>• Ability to establish quality objectives and ensure quality deliverables</li> <li>• Ability to communicate to PMO, project team and stakeholders</li> <li>• Ability to lead, motivate project team</li> </ul>
Project Administrators	<ul style="list-style-type: none"> <li>• Logistics for daily program operations</li> <li>• Budgeting and expense tracking</li> <li>• Project schedule maintenance and management</li> <li>• Issue and Risk log tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise with Microsoft Project, Excel, Word, Visio</li> <li>• Ability to collect and analyze program/project scope, cost, schedule, performance, risk, issue data and report to project and program managers</li> </ul>

<p>Functional Leads</p>	<ul style="list-style-type: none"> <li>• The Functional Leads are primarily responsible for managing: <ul style="list-style-type: none"> <li>▪ Business requirements gathering, mapping the requirements into new business processes and into system configuration</li> <li>▪ Requirements fit/gap analysis</li> <li>▪ Business process analysis and design</li> <li>▪ System design and configuration</li> <li>▪ Development functional design for technical work by developers</li> <li>▪ Testing</li> <li>▪ Training</li> <li>▪ Transition support</li> </ul> </li> <li>• Functional Leads will have extensive knowledge, skills and experience in their respective business areas</li> <li>• Provide leadership and mentorship to team members</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to understand, define and document county business requirements and processes</li> <li>• Ability to learn new software applications quickly</li> <li>• Ability to design new business processes or adopt leading business practices within new software applications</li> <li>• Ability to turn business requirements into test scenarios and develop test scripts to validate the business requirements in software applications</li> <li>• Ability to test software applications</li> <li>• Ability to train end-users on new software and business processes</li> <li>• Ability to support end-users through a production transition and go-live</li> <li>• Provide leadership to county users and SMEs</li> </ul>
<p>Functional Resource</p>	<ul style="list-style-type: none"> <li>• Provide functional expertise during the project and during the identified Transition Period</li> <li>• Provide an understanding of the organization including its policies and procedures</li> <li>• Assist with design of the new business processes and analyzing fit/gaps in the new system</li> <li>• Assist with development of testing scenarios and with testing activities</li> <li>• Analyze business needs and work with technical resources to develop functional design for reports and other development</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to configure tables</li> <li>• Ability to create a PeopleSoft query or develop Oracle ad hoc queries in Discoverer</li> <li>• Functional knowledge of an Oracle and/or PeopleSoft application(s)</li> <li>• Ability to troubleshoot</li> <li>• Ability to mentor</li> </ul>
<p>Technical &amp; Developer Resources</p>	<ul style="list-style-type: none"> <li>• Provide skills and expertise within a technical area for custom development, system administration and/or database administration as required during the project and during identified</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to configure tables</li> <li>• Technology skill sets depend on specific technologies to be used for the specific developer assignment. Could include a number of PeopleSoft and Oracle technologies</li> </ul>

	<p>Transition Period</p> <ul style="list-style-type: none"> <li>• Provide hardware, storage, network and operating system expertise during infrastructure build and maintain same during course of ABT project</li> <li>• Provide expertise and support of maintaining multiple Oracle environments</li> <li>• ABT developers are responsible to develop technical designs for reports, interfaces, customizations, data conversions, and to extract, cleanse and map data between county side-system or legacy system and Oracle EBS/PeopleSoft</li> <li>• ABT Developers are responsible for development of reports, interfaces, data conversions, workflows and modifications</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to create a PeopleSoft query or develop an Oracle report</li> <li>• Ability to develop system modifications with assistance from the technical consultant team</li> <li>• Technical knowledge of an Oracle and/or PeopleSoft application(s)</li> <li>• Ability to setup / maintain end user security with assistance from the consultant team</li> <li>• Ability to provide database management administration</li> <li>• Ability to program with assigned technologies and tools</li> <li>• Ability to unit test developed objects and perform system testing</li> </ul>
<p>Functional Consultant Leads</p>	<ul style="list-style-type: none"> <li>• Provide leadership and guidance on system capabilities, system configuration, business best practices, and pros and cons of various choices for system implementation</li> <li>• The Functional Leads are responsible for managing: <ul style="list-style-type: none"> <li>▪ Business requirements gathering, mapping the requirements into new business processes and into system configuration</li> <li>▪ Requirements fit/gap analysis</li> <li>▪ Business process analysis and design</li> <li>▪ System design and configuration</li> <li>▪ Development of internal controls and system auditing capabilities</li> <li>▪ Development of application access/security profiles</li> <li>▪ Testing</li> <li>▪ Training and knowledge transfer</li> <li>▪ Transition support</li> </ul> </li> <li>▪ Functional Leads will have</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to understand, define and document business requirements and processes</li> <li>• Expert knowledge and experience understanding and skills in the use of specific Oracle EBS and/or PeopleSoft applications and leading practices</li> <li>• Ability to design new business processes and/or modify leading business practices to existing business practices</li> <li>• Ability to turn business requirements into test scenarios and develop test scripts to validate the business requirements in software applications</li> <li>• Ability to test software applications</li> <li>• Ability to train end-users on new software and business processes</li> <li>• Ability to support end-users through a production transition and go-live</li> <li>• Provide leadership to ABT team leads and county users</li> <li>• Ability to create validation and audit scripts to confirm quality of data conversions and system configuration</li> </ul>

	<p>extensive knowledge, skills and experience in their respective application</p> <ul style="list-style-type: none"> <li>• Provide leadership and mentorship to team members</li> </ul>	
Technical Consultant Leads	<ul style="list-style-type: none"> <li>• Provide skills and expertise within a technical area for custom development, system administration and/or database administration</li> <li>• Provide support during transition periods</li> <li>• Developers are responsible for development of reports, interfaces, data conversions, workflows and modifications</li> <li>• System administrators are responsible to design, install, configure and maintain hardware, operating systems and networks</li> <li>• Database administrators are responsible to design, install and maintain the Oracle applications and environments and to ensure required database security, backup/recovery</li> <li>• Develop technical documentation and provide knowledge transfer to county technical staff</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to configure tables</li> <li>• Knowledge and ability of Oracle PeopleSoft or Oracle EBS data structures and Oracle database environment; Skill with PL/SQL.</li> <li>• Expert functional / technical knowledge of an Oracle and / or PeopleSoft application(s)</li> <li>• Ability to develop custom code for data conversions, interfaces, reports, workflows, modifications and customizations</li> <li>• Ability to troubleshoot code and software</li> <li>• Ability to setup/maintain end user security</li> <li>• Ability to support and maintain all project environments</li> <li>• Ability to provide database management and maintenance</li> <li>• Ability to mentor junior technical staff</li> <li>• Ability to create validation and system audit scripts to validate data and system quality</li> </ul>
Trainers	<ul style="list-style-type: none"> <li>• Develop training plans, training curriculum, course outlines and training material</li> <li>• Conduct train-the-training courses to develop training skills</li> <li>• Assist with training</li> <li>• Plan and schedule training sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to develop training plan</li> <li>• Ability to train, coach and monitor trainers</li> <li>• Ability to utilize UPK to develop and deliver training</li> <li>• Ability to organize, schedule and conduct training events</li> </ul>
Organizational Change Management Resource	<ul style="list-style-type: none"> <li>• Identify areas of resistance and manage change</li> <li>• Develop and manage communication and training plans and provide expertise</li> <li>• Assist with development of training curriculum and with training</li> <li>• Provide management leadership and expertise to assist develop and manage a help desk</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to provide business process expertise</li> <li>• Ability to utilize UPK to develop and deliver end user training</li> <li>• Ability to develop and deliver communications</li> </ul>

## ***Departmental Resources***

Departmental resources will be needed to perform task at various stages of the implementation. The tasks are described below.

- Fit/Gap - ABT fit/gap activities will require participation from county users and SMEs. Users will need to bring knowledge of the county business processes and current practices.
- Integration Testing and Data Conversion Validation - ABT integration testing and data validation activities will require participation from county users and SMEs. Integration testing will require county users to verify that the system is passing data from module to module, either internally (PeopleSoft HR to PeopleSoft Payroll) or externally (PeopleSoft HR to Access Leave Tracking), by executing test scripts. Data conversion activities will consist of verification of converted data in the new systems.
- User Acceptance Testing - ABT user testing activities will require participation from county users and SMEs. User Acceptance Testing will require county users to verify that the system is working correctly by executing test scripts. Cutover - ABT cutover activities will require participation from county users and SMEs. Cutover activities will include final conversion and production testing activities.
- Technical Implementation - ABT technical activities will require participation from OIRM, county users and SMEs. Technical activities will include Infrastructure and Database installs, database replications, tuning, and monitoring.

## **7.2.2 Team Organization Structures**

The ABT Program will have a Program Management Office(PMO), a team focused on communications, change management and training (system retirement resources are captured here as well), and three implementation teams. The implementation teams for Years 1-3 are grouped by:

- PeopleSoft Deployment 1 – countywide implementation of PeopleSoft for HR/Benefits/Position Management
- PeopleSoft Deployment 2,3,4 for migrating semi-monthly payroll to PeopleSoft bi-weekly payroll
- A financial team dedicated to financial processes and the implementation of Oracle EBS

These teams are shown below. Further detail is included in Appendix R including information about staffing for initiatives planned for Years 4 and 5.

**PMO Team**

This PMO contains consulting and county program managers, project managers and administrative support resources. The team also has lead resources for different areas to be shared across the implementation projects.

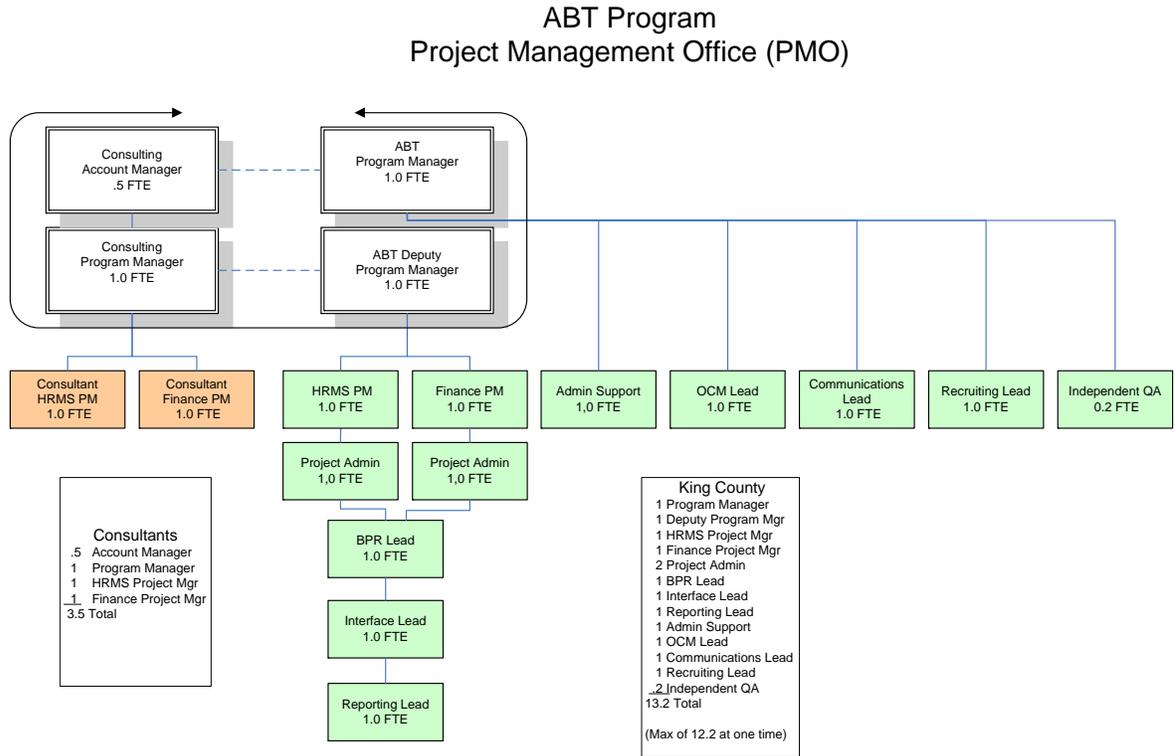


Chart 1 - July 9, 2008

## Communications, Change Management/Training

This team provides communications, change management and training for the ABT program. In Year 3, technical resources are put in place for retiring systems replaced by the new systems.

### ABT Program Communications, Change Management/Training, System Retirements Years 1 - 3

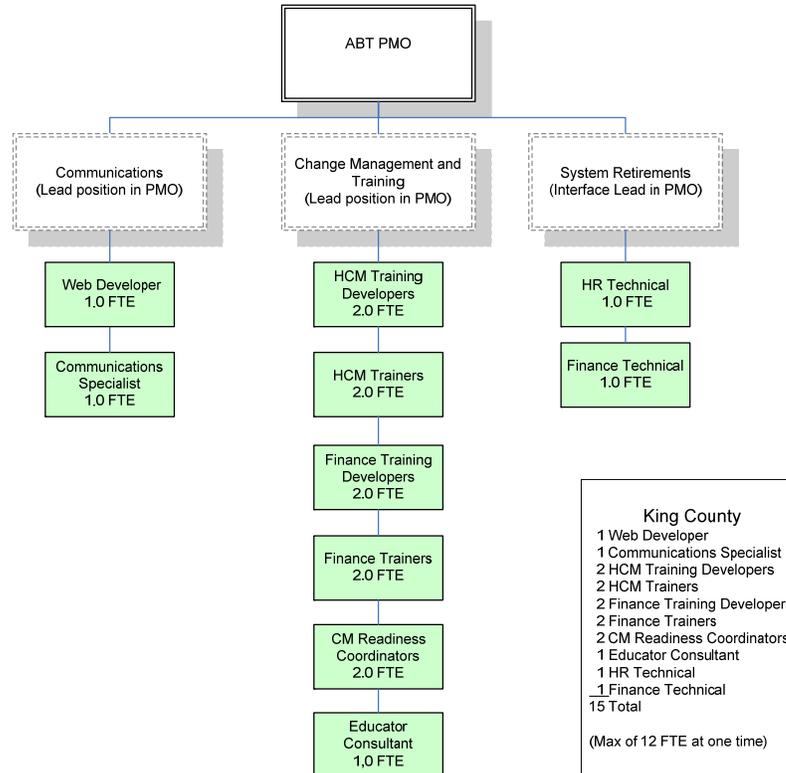


Chart 2 - July 9, 2008

## HR Implementation Team

This team will focus on the countywide implementation of PeopleSoft Human Resources, Benefits and Position Management. This first deployment also includes PeopleSoft Payroll (version 9) for current bi-weekly pay cycle employees. The team structure is depicted below.

### Deployment 1 PeopleSoft HR/Benefits/Position Management - Countywide

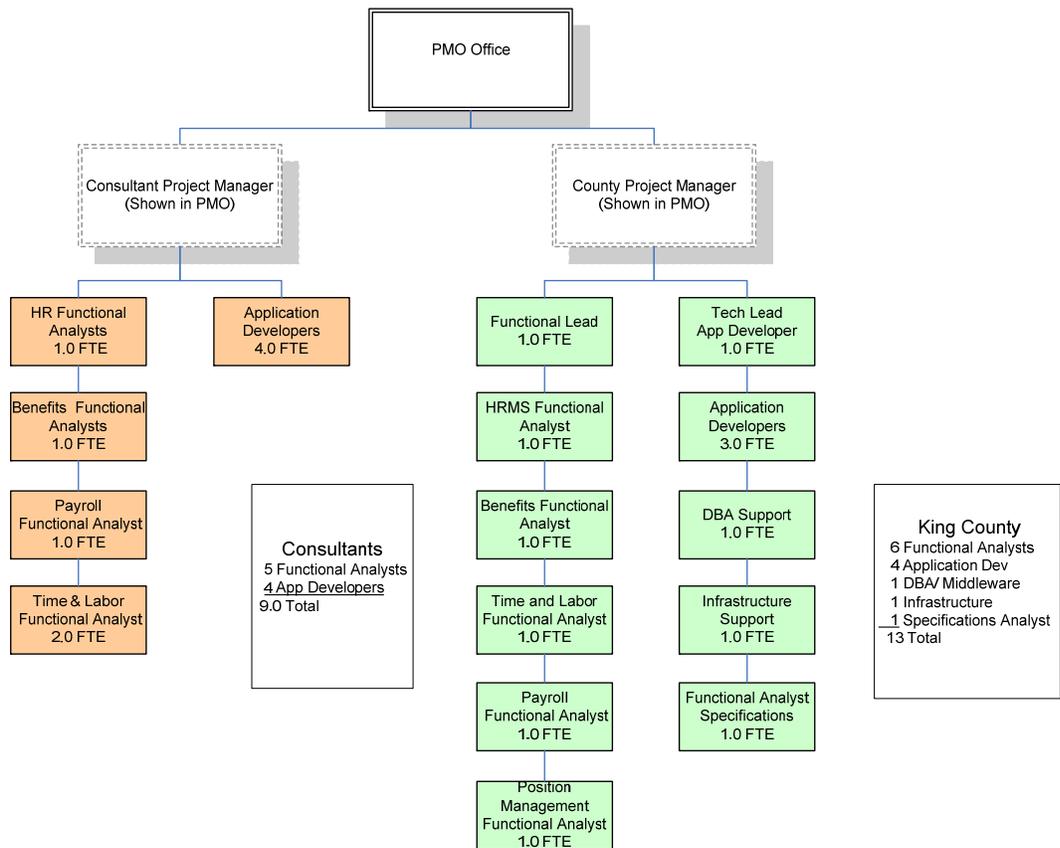


Chart 3 - July 9, 2008

## Payroll Implementation Team

This team will focus on moving all employees currently being paid semi-monthly to PeopleSoft bi-weekly payroll in three groups. The project team is depicted below.

### Deployment 2,3,4 – PeopleSoft Payroll Agencies Live on Biweekly Payroll

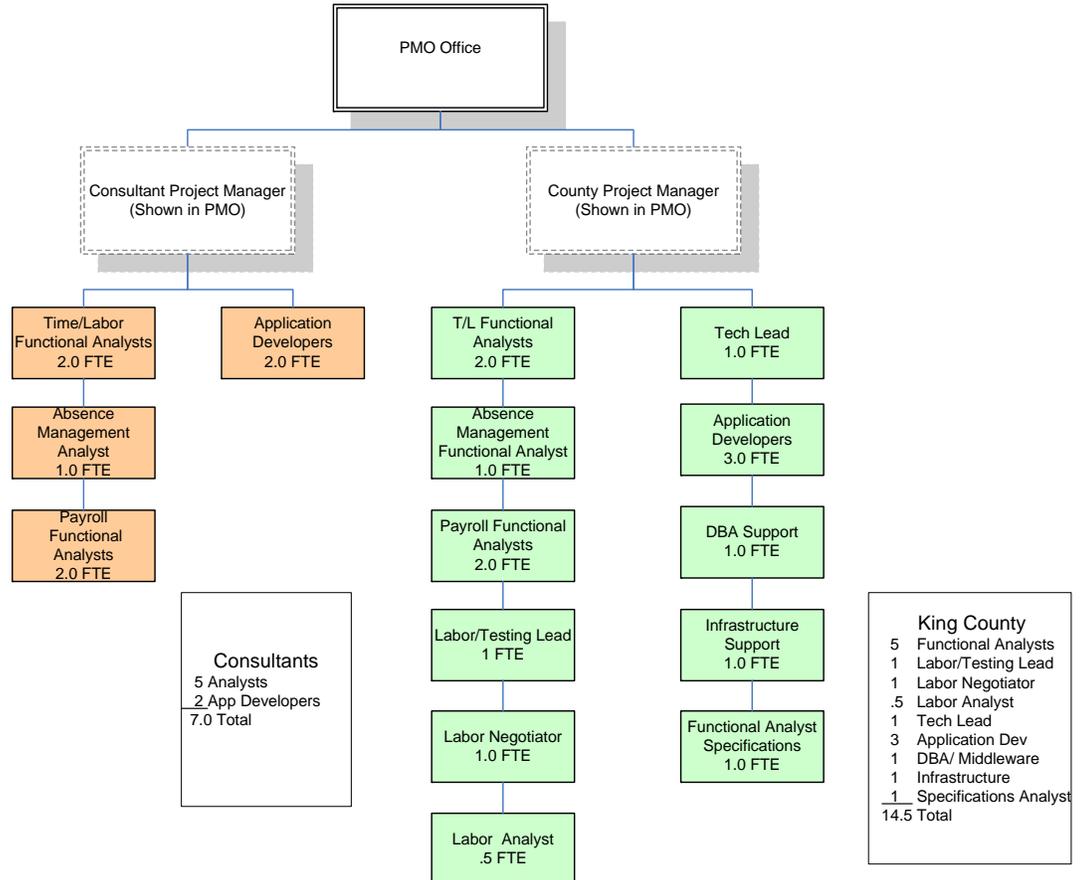


Chart 4 - July 9, 2008

## Financial Implementation Team

This team will focus on the finance business initiatives through the countywide deployment of Oracle eBusiness Suite (version 12). The Financial implementation team is depicted below. The deployment schedule puts the implementation of Oracle EBS simultaneous to the migration of the first group of semi-monthly payroll employees moving to bi-weekly payroll in PeopleSoft.

### Deployment 2 – County-wide Live on Oracle EBS

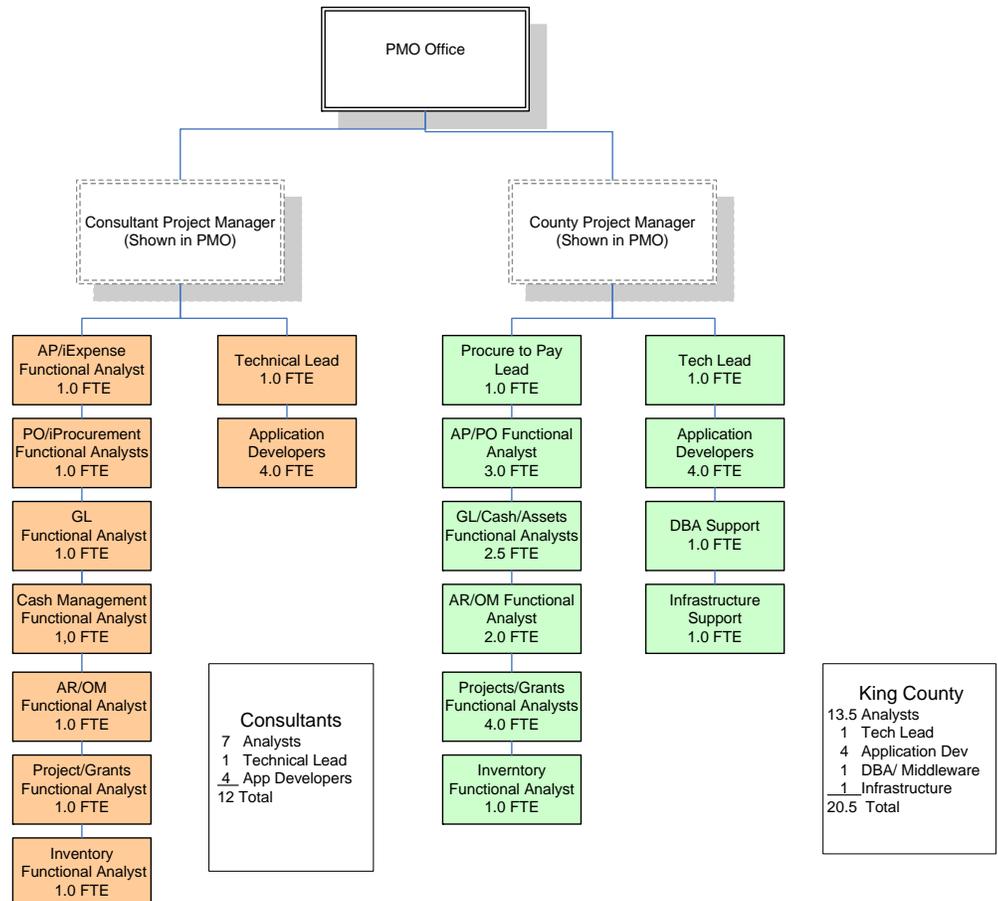


Chart 6 - July 9, 2008

For further details please refer to Appendix R – Comprehensive ABT Resource Plan.

## **7.3 Post Implementation Support Plan**

A well managed production environment can provide cost-effective, long term use of systems and realize higher rate of return on investment. The goals and objectives of establishing a Competency Center-based Post Implementation Support Model are to address the following:

- Establish a methodology and structure to manage and support the production environments with the appropriately skilled people, tools and procedures
- Establish a strong governance program to manage the shared applications.
- Balance the business requirements between all groups and ensure the systems are operating effectively and efficiently
- Ensure a periodic comparison of business needs with new functionality available
- Establish a comprehensive, scalable support team to support the day to day support needs of diverse business applications (HR/Payroll, Finance and Budget) and business requirements
- Establish a work environment that fosters the sharing of knowledge and resources across all applications and leverages understanding of technical, functional and integration knowledge
- Establish and maintain end user system knowledge by providing ongoing training and Help Desk support.

### **7.3.1 Roles and Responsibilities**

This Post Implementation Support Team will support the HCM, Financials and budget applications. These are PeopleSoft, Oracle EBS and a budget system to be determined respectively. The focus for this team is to provide application support only. The new support team will not perform operational activities, but will work collaboratively with operations to ensure the best support of the systems and users.

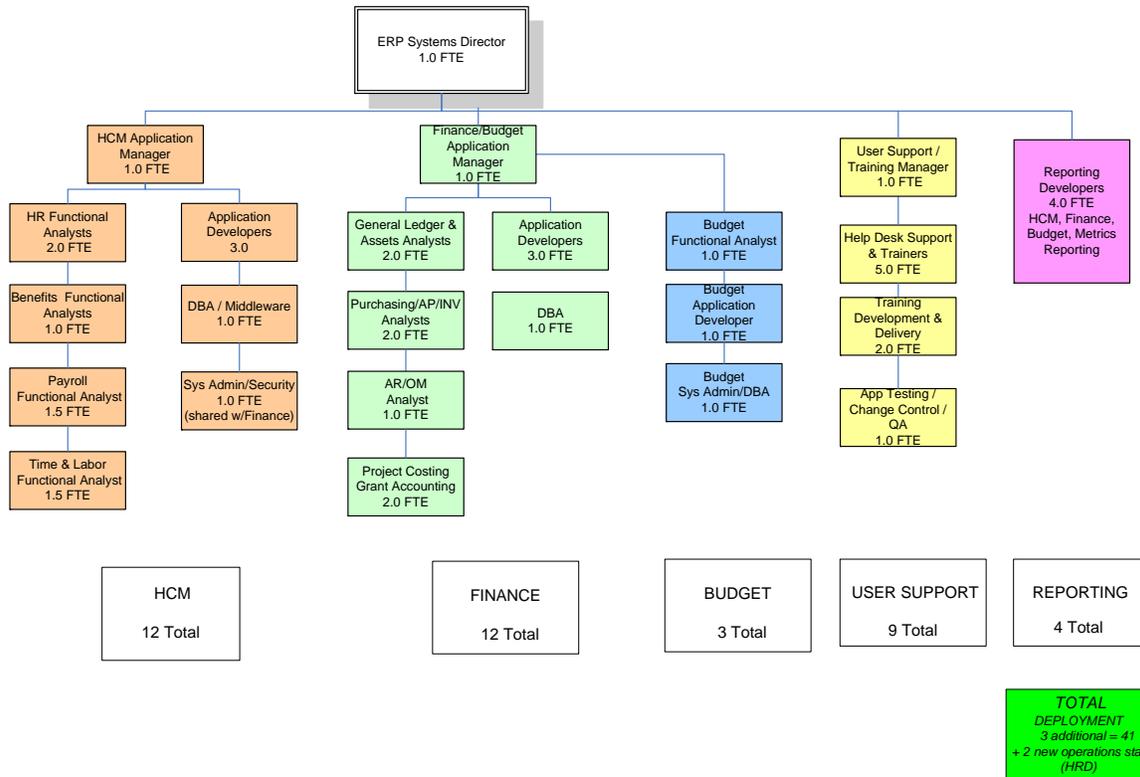
### **7.3.2 Recommended Model**

Using research and CIBER's experience, the recommended model is focused on one developed on the best practice premise that the Business Application Competency Center Model will best support the county's business applications. This competency model was shared with a number of county key stakeholders and was widely accepted.

The following diagram represents the Final State of the Post Implementation Staffing model. Additional views by phase can be found in the full Post Implementation Staffing document.

## Post Implementation Support Staffing Deployment 4 – FINAL STATE

All employees moved to Biweekly payroll



### Model Assumptions

This model for post implementation staffing is based on the best practice competency model and the following assumptions apply:

- Staffing is based on the implementation deployment schedule and each subsequent deployment builds upon the previous deployments' support phase
- Staffing is based on the number of end users to be supported at the conclusion of each deployment, building to the Final State
- The Final State staffing model does not include support of the program completion implementations in year four and five
- Roles contained within the Post Implementation Support team are focused on application support only and NOT operational activities, those tasks will be performed by the Operations staff
- Resources assigned to the Post Implementation Support staff will have the appropriate training and experience to perform the functions defined within the roles and responsibility described by position
- Patches and fixes will be applied as delivered by vendor to maintain the software in current state
- ARMS and MSA are retired
- All functional analysts and technical developers are well trained in the application and understand the county business environment.

Base Applications include the following modules:

- PeopleSoft HCM
  - Human Resources with Position Management
  - Benefits Administration
  - Payroll
  - Time and Labor
  - Leave Administration with Absence Management 'lite'
  
- Oracle EBS
  - General Ledger
  - Accounts Payable
  - Assets
  - Purchasing
  - Accounts Receivable
  - Order Management
  - Project Costing
  - Grants Management
  - Inventory
  - Advanced Collections
  - iProcurement
  - iExpenses

### **7.3.3 Post Implementation Support Governance**

A governance structure will be put in place to address the changing business needs and requirements of the production systems. The current models, various meetings and a Change Management Board, will be modified and combined to take advantage of tools and resources. Change requests will be tracked, discussed, prioritized, resourced and reviewed prior to implementation. Communication and training will take place in a timely fashion so end users are aware of the change and attend any training necessary. An advisory board or steering committee will be formed to be the escalation step in case the Change Management team is unable to come to consensus.

For further details please refer to Appendix S – Post Implementation Support Plan.

## **7.4 Cost Benefit Comparison Impact Statement**

The Cost Benefit Comparison Impact Statement is a milestone for CIBER to ensure that DIP activities correlate with Cost Benefit Comparison study results. A separate document, Cost/Benefit Update will present the linkage between the DIP activities and costs and the CBC benefits related to those costs

For further details please refer to Appendix U – Cost Benefit Analysis.

## 7.5 Detailed Cost Plan for ABT Program

High level cost estimates for the ABT program are as follows:

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2013</u>	<u>2014</u>	5YR Total
Single Financial System	13,064,481	11,840,820	4,192,404	2,970,617	2,685,988	34,754,309
Single Human Capital Management System	11,637,992	9,428,135	9,596,921	8,446,187	5,242,297	44,351,532
Single Budget System	1,086,039	649,568	1,462,350	903,548	732,781	4,834,285
Subtotal	25,788,512	21,918,522	15,251,674	12,320,352	8,661,066	83,940,126
30% Contingency	7,736,554	6,575,557	4,575,502	3,696,106	2,598,320	25,182,038
	33,525,065	28,494,079	19,827,176	16,016,457	11,259,386	109,122,164

For further details please refer to Appendix U – Cost/Benefit Analysis.

## **Appendices**

- Appendix A – DIP Project Charter
- Appendix B – Functional and Organizational Phasing Plan
- Appendix C – Fit/Gap Analysis Strategy Plan
- Appendix D – Business Process Redesign Strategy Plan
- Appendix E – Organizational Change Management Plan
- Appendix F – Transition Strategy Plan
- Appendix G – Training Strategy Plan
- Appendix H – Testing Strategy Plan
- Appendix I – Program Success Criteria Plan
- Appendix J – Technology Architecture Plan for ABT
- Appendix K – Interface Systems Strategy Plan
- Appendix L – Reporting Strategy Plan
- Appendix M – Data Management Plan
- Appendix N – Modifications Strategy Plan
- Appendix O – Issues Management Plan
- Appendix P – Risk Mitigation Plan
- Appendix Q – Resource Loaded Project Plan
- Appendix R – Comprehensive ABT Resource Plan
- Appendix S – Post Implementation Support Plan
- Appendix T – Budget System Implementation Plan
- Appendix U – Cost Benefit Analysis