

State of Kansas

FOCUS Project Kickoff Meeting

December 18, 2014

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- Sierra-Cedar's Propel Methodology
- Project Team
- Roles and Responsibilities
- Project Scope and Timeline
- Critical Success Factors
- Change Management
- Closing Remarks/Questions

- State of Kansas Project Leadership Team
 - Jim Clark, Project Sponsor
 - Sarah Gigous, Project Executive
 - Nancy Ruoff, Project Director
 - Sunni Zentner, Project Manager
- Sierra-Cedar Team
 - Tim Gehrig, SCI Executive Vice President
 - Roch Hoedebecke, Project Executive
 - Amy McClintic, Project Director
 - Wayne Pinckley, Project Manager

- **State of Kansas Team**

Sarah Tongier	JoAnn Remp	Baobin Li	Phil Morrell
Greg Smith	Kristin Bookwalter	Cory Flowers	Rusty Smith
Connie Guerrero	Linda Shaver	Matt Ollek	Christa Hodgson
Jodi Tritsch	Lisa Kraus	Paxton Lopeman	Lisa Becker
Nancy Haufler	Shana Godby	Eric Smith	Melissa Fuhrman
Diana Geisinger	Andrew Watkins	Jeff Muller	Michelle Dittman
Earl Brynds	Andy Kuhn	Josh White	Vickie Hemmen

- **Sierra-Cedar Team**

Clint Burnett	Sonia Leatham	Michelle Crow	Barry Fridley
Blake Monkman	Mike Miller	Sean Tuppera	
Jill Brown	Justin Davis	Satya Devulapalli	

- State of Kansas
 - Jim Clark, Secretary of Administration, Interim Chief Information Technology Officer
 - Sarah Gigous, Director, Office of Systems Management
- Sierra-Cedar
 - Tim Gehrig, SCI Executive Vice President
 - Roch Hoedebecke, Project Executive

Where have we come from?

- Original PeopleSoft HR/Payroll System (SHARP) went 'Live in '95' on version 4.0
 - Replaced KIPPS System
 - State of Kansas has completed multiple major and minor upgrades to SHARP since the implementation
- Original Oracle/PeopleSoft Financial Management System (SMART) went live in July, 2010 on version 9.0
 - Replaced STARS System and various agency 'shadow' systems
 - Implemented existing Data Warehouse as part of Sunflower (SMART Implementation) Project

Where are we now?

- SHARP (including Time and Labor) is on version 9.1
- SMART is on version 9.0
- Upgrade to 9.2 for SMART required to maintain support from Oracle for delivered software
- Oracle development is focused on new Business Intelligence Analytics product – existing Data Warehouse will go unsupported in the future

Where are we now? (cont.)

- Desire to provide maximum business value to DoA customers by assisting agencies in meeting critical business needs driven by increasing pace of change for business, government, agencies
- The existing market for technical resources and the increasing speed with which advances in technical hardware occur present a challenge to State governments
- Increasing cost/pace of advances in technical hardware

Where are we now? (cont.)

- Resource constraints require significant focus to be placed on maintaining existing systems and limit the opportunity to explore/implement new functionality to provide added business value and better meet customer needs
- Re-evaluation of priorities led to opportunity to issue RFP for Managed Services/Hosting of Oracle PeopleSoft systems
- Sierra-Cedar was awarded the contract to be the State of Kansas' partner in this exciting project and provides a solution that supports the long-term vision of the Office of Systems Management.

Where are we headed?

A new partnership that will provide:

- Access to skilled staff to support mission critical systems such as SMART and SHARP
- System stability through ability to stay on a supported version of the software and the application of patches/fixes to address software bugs.
- Opportunity to explore/implement new functionality to provide additional value to customers can be limited by existing resource constraints

FOCUS Project

- FOCUS on customer
 - Responsive to agency needs
 - Upon completion of project, frees existing resources to focus on evaluating/implementing available functionality to better meet agency needs
- Upgrade SMART/PeopleTools
 - Brings SMART onto supported platform
 - Provides opportunities to review delivered functionality to minimize system modifications/implement new functionality where determined to be in project scope

FOCUS Project (cont.)

- Support
 - Moves all Statewide PeopleSoft systems to a supported version of the software on a hosted environment
 - All data is retained in the United States/Business stays in Kansas
 - Data Centers (Production and Disaster Recovery) are Tier 3
 - Managed Services
 - Shortens timeframe for upgrades
 - Meet or Improve existing performance
 - Maintains Bundles/Fixes/Tax Update schedule in timely manner
 - Provides access to experienced resources and state-of-the-art tools for faster problem identification, analysis, and resolution
 - Frees SOK existing resources to re-direct focus from day-to-day support/maintenance tasks to focus on opportunities to implement changes focused on improvements for business/agencies

How do we get there?

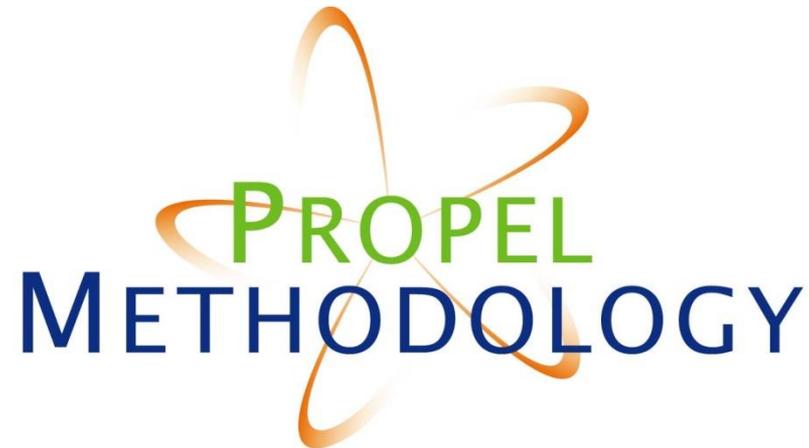
- SHARP/BI Analytics “Lift and Shift”
 - Move of existing SHARP/BI Analytics development and production environments to Sierra-Cedar hosted technical architecture
 - Implementation Timeline: 2nd quarter, 2015
 - Will require move to new URL for Production environments
 - Project Team will work with agencies to identify/minimize impacts

How do we get there?

- SMART Upgrade to Host
 - Upgrade of existing SMART development and production environments to version 9.2 on Sierra-Cedar hosted technical architecture (including PeopleTools upgrade)
 - Implementation Timeline: 4th quarter, 2015
 - Includes upgrade to PeopleTools version for SHARP
 - PeopleSoft approach following version 9.2 is to issue fixes/product enhancements in bi-monthly Product Update Modules (PUMs). PUMs will be applied by SCI support staff in partnership with State of Kansas

Project Objectives

- Ensure continued business operation
- Minimize operational disruption
- Build solid foundation for State of Kansas' future
- Eliminate modifications with delivered functionality
- Leverage new functionality as feasible within project timeline
- Manage project effectively to ensure key milestones and planned project budget is met

The logo features the word "PROPEL" in green, bold, sans-serif capital letters, positioned above the word "METHODOLOGY" in blue, bold, sans-serif capital letters. The text is centered and overlaid on a graphic of three overlapping, glowing orange and yellow elliptical orbits that intersect at the center, resembling a stylized atomic model or a propeller.

- The Sierra-Cedar Propel Methodology embodies four distinct guiding principles:
 - A strong methodology is imperative to realize client success; without it, the project's outcome is incalculable
 - The project approach is results oriented, ensuring that deliverables meet expectations and provide momentum for the next project phase
 - Key business decisions are made using a process-driven approach, providing assurance that critical business processes are the factors that drive major decisions
 - To achieve a win/win result, the project approach must closely align with the client's objectives; where differences lie, the methodology must offer flexibility



- *The Sierra-Cedar Propel Methodology graphic highlights five project phases, with robust project management being omnipresent. Sierra-Cedar maintains a continuous focus on the client, which is clearly indicated by placing the client at the hub.*

- The Plan & Preview phase
 - Allows the project team to set the foundation for a successful engagement
 - Puts the necessary standards and tools in place for use throughout the project
 - Provides an upfront assessment of the project scope and requirements as well as the technical environment
- Key activities during the Plan & Preview phase are:
 - Project launch
 - Standards and controls
 - Strategies and plans
 - Preview preparation
 - Preview sessions
 - Fit/Gap preparation

- During the Analyze & Design phase Sierra-Cedar leads the project team through:
 - Fit/Gap sessions are held and business process review
 - Technical preparation of the infrastructure and new PeopleSoft release
 - Initial upgrade pass
- System design documents and functional specifications are written
- Technical preparation of the infrastructure and new PeopleSoft release
 - Hardware and software installation
 - Patch and fix application
 - Completion of the initial upgrade pass

- During the Configure & Develop phase, Sierra-Cedar leads the project team through:
 - Reviewing and configure setup tables
 - Change or implement new security settings
 - Documenting new or updated business processes and creating learning guides
 - Creating or updating technical specifications
 - Creating test plan and updating or creating new test scripts
 - Retrofit of approved customizations, developing or updating interfaces, batch processes, and reports
 - Creating user training materials and environment
- First Test Move to Production
 - Update upgrade scripts and unit test system components
 - Apply patches and fixes
 - Unit testing and data validation

- During the Test & Train phase:
 - The execution of a comprehensive testing plan
 - Delivery of a quality training program
- Execute Test Cycles
 - System/Integration testing – Test Move I
 - Acceptance testing – Test Move II
 - Performance (stress/volume) and parallel testing – Test Move III
 - Rework of development items that did not pass testing
 - Evaluate results and additional tests
- Training Delivery
 - End user training (SOK and SCI)

- During the Deploy & Optimize phase Sierra-Cedar works with the State of Kansas to:
 - Production Cutover Preparation
 - Prepare production environment
 - Perform the readiness assessment
 - Develop the cutover plan and contingency plan
 - Cutover to Production
 - Execute cutover plan
 - Go-live approval
 - Post Production
 - Provide production support
 - Performance monitoring and database tuning
 - Develop lessons learned and perform a quality review

- Project Executives
 - Set Objectives
 - Provide Guidance
 - Remove Obstacles
- Project Managers and Directors
 - Develop Plans
 - Coordinate Resources
 - Oversee Project and Timeline
 - Provide scope management
 - Manage Project Budget

- Functional Leads
 - Provide Business Processes and Requirements
 - Transfer Knowledge
 - Conduct and participate in Preview/Fit/Gap Sessions
 - Make Design Decisions and develop Design Documents
 - Configure System
 - Develop Test Scripts and conduct Acceptance Testing

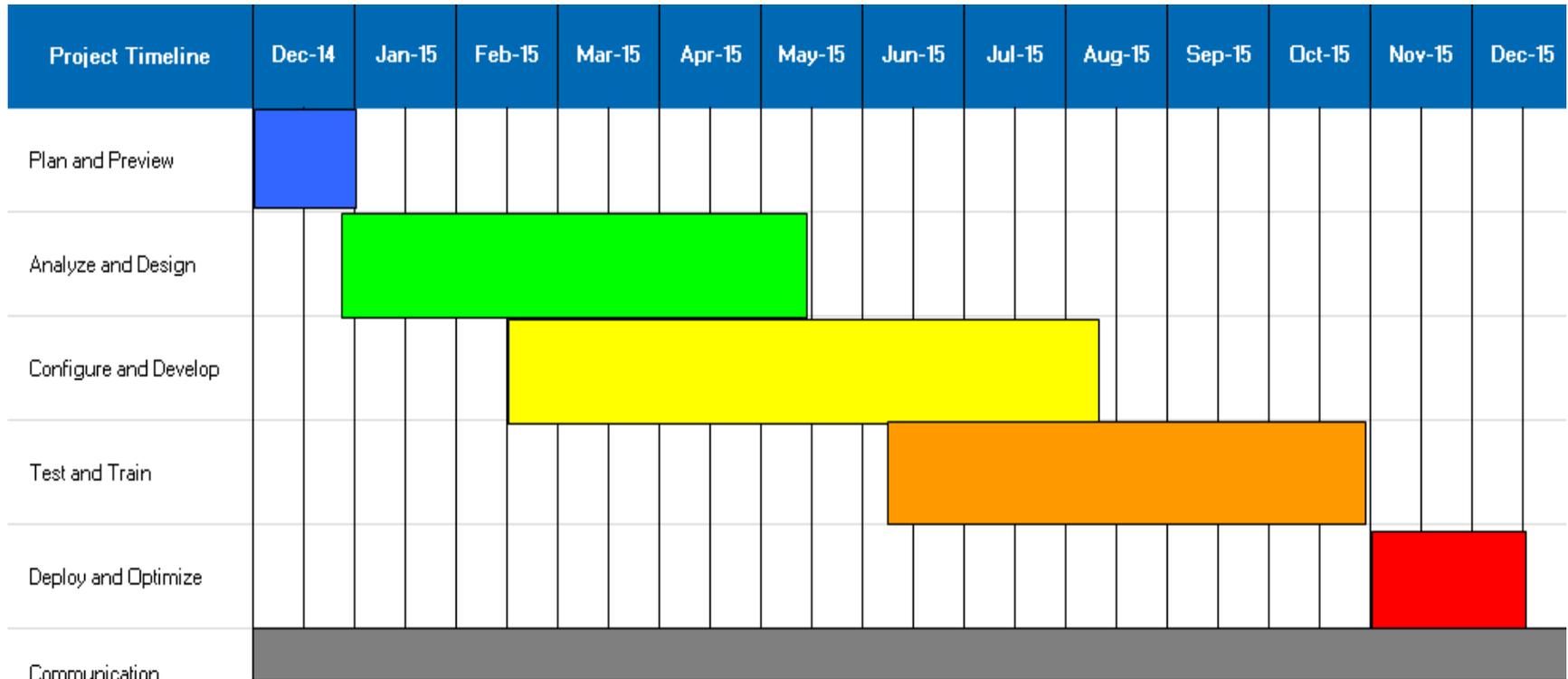
- Subject Matter Experts and Trainers
- Provide Knowledge of State of Kansas' Business Processes, Policies, and Procedures
- Research and Resolve Issues
- Contribute to Decision Making
- Develop and Deploy End User Training

- Lab and Technical Team
 - Provide the Infrastructure and test moves
 - Apply Patches & Fixes
 - Support the functional Preview/IDP/Fit/Gap sessions
 - Perform security changes
 - Provide PeopleTools Knowledge
 - Develop Reports/Queries/Interfaces/Customizations/Conversion Processes
 - Configure Workflow

- System and Database Administrator(s)
- Troubleshoot Technical Issues
- Assist with Software Implementation
- Assist with Security
- Assist with Stress Testing
- Perform System Backups

- Upgrade PeopleSoft Modules 9.0 to 9.2
 - General Ledger and Commitment Control
 - Asset Management
 - Receivables
 - Billing
 - Projects and Customer Contracts
 - Grants
 - Payables and Expenses
 - Purchasing and ePro
 - Strategic Sourcing
 - Supplier Contract Management
- Leverage Delivered Functionality and Retire Customizations as Feasible
- Retrofit Approved Customizations

Project Timeline



Project Milestones

- FOCUS Project Kick-Off 12/18/14
- Discovery Sessions Complete 12/18/14
- Project Planning Complete 12/29/14
- Fit/Gap Sessions Complete 01/18/15
- Initial Pass Complete 02/18/15
- Design Document Complete 05/06/15
- Retrofit & Configuration Complete 07/17/15
- Test Move 1 and System/ Integration Test Complete 09/01/15
- Test Move 2 and User Acceptance Test Complete 10/28/15
- End User Training Complete 10/28/15
- Go Live 11/12/15

Critical Success Factors

- Senior Management Sponsorship
- Change Management
- Commitment of Resources
- Define and Adhere to Scope
- Project Team Empowered to Make Decisions
- Openness to Change
- Timely Decision Making
- Knowledge Transfer
- Open and Effective Communications
- Project Planning

To proactively deliver open, honest, and timely communication about the Focus Project and enable the organization to embrace changes to people, work processes, and planning

When you're finished changing, you're finished.

Benjamin Franklin



Franklin

- Identify agency staff to serve as Agency Coordinators who will contribute to a successful upgrade
- Define and communicate the Agency Coordinator(s) roles/responsibilities
- Inform agencies of the scope, recommendations, implementation activities, timing, and impacts of the Upgrade
- Prepare agencies for the impact the Upgrade will have on them
- Involve agencies in preparation for deployment
- Create a communication strategy that will:
 - Detail activities to involve and build commitment
 - Create an awareness and understanding of the FOCUS Project
 - Provide consistent information
 - Create realistic expectations
 - Build enthusiasm and communicate the benefits
 - Minimize impact to productivity

Stages of Change

Stage	Name / Description	Strategy to Manage Change
1	Awareness: employees know of the change	<ul style="list-style-type: none"> •Appeal to the needs •Be positive •Communication
2	Curiosity: employees wonder how they will be affected	<ul style="list-style-type: none"> •Identify specific concerns •Acknowledge negatives •Emphasize positives •Provide information
3	Visualization: employees consider applications	<ul style="list-style-type: none"> •Discuss what success will look like •Provide demonstrations •Connect with peer users
4	Tryout: employees experiment with the change	<ul style="list-style-type: none"> •Train •Provide job aids •Provide technical follow-up
5	Use: employees try out the change	<ul style="list-style-type: none"> •Recognize and reinforce •Offer technical help •Provide production support

Your Agency Functions

- Accounts Payable
- Payroll
- General Ledger
- Accounts Receivable
- Purchasing
- Project & Grant Accounting

Project Team

Functional

Technical

Change Management

Agency Coordinator



The Agency person(s) primarily responsible to aid successful transition during the upgrade by:

- Being knowledgeable of FOCUS project activities and responsibilities
- Being aware of the changes the upgrade will have on the agency's operations
- Communicating information from the project team throughout their agency
- Managing activities required during the upgrade

- A task will be sent out to each agency asking you to identify your Agency Coordinator(s)
- Any questions about this task and the upgrade should be sent to the following email address:
smartweb@ks.gov
- The SMART Website will include and ‘Upgrade’ area where materials will be posted.
<http://www.smartweb.ks.gov/>

FOCUS Project Team Support of Agencies

- Involve agencies in Fit / Gap Sessions
- Communicate project activities and business process changes
- Provide assistance in testing upgraded functionality, interfaces and reports
- Provide change management support

- Code Freeze
 - A Code Freeze has started for SMART Production
 - Required Production fixes will need to be applied to upgrade
 - All code changes must go through Change Control Process for approval
- Participation during Fit Gap Sessions
- Attend meetings as requested
- Participation during User Acceptance Test support
- Complete End User Training

- An analysis that is done from the business process perspective which focuses on how the upgrade may impact processes
- Intent is to provide a comparison between the existing business processes and the upgraded version of those processes
- The analysis validates the “fits” or identifies the “gaps” that must be resolved during the design phase of the project
- Fit/Gap Sessions will be conducted from 1/6/15 to 1/29/15

Fit/Gap Schedule

January 2015

Monday	Tuesday	Wednesday	Thursday	Friday
5	6	7	8	9
	ePro/Purchasing Expenses Project Costing	Expenses	Project Costing ePro/ Purchasing	
12	13	14	15	16
	Contracts/Billing ePro/Purchasing Accounts Payable General Ledger	Contracts/Billing Strategic Sourcing Asset Management	Accounts Payable Accounts Receivable General Ledger	
19	20	21	22	23
	Strategic Sourcing General Ledger Accounts Payable Grants	Asset Management Accounts Receivable Commitment Control	Supplier Contracts Grants	
26	27	28	29	30
	Supplier Contracts Commitment Control	Asset Management Accounts Receivable Cash Management	Project Costing Cash Management	

- If your agency has staff interested in participating in a Fit/Gap session(s), please submit an email to the SMART Team at smartweb@ks.gov including agency name, the name of the individual(s) and their e-mail address, and the Fit/Gap session or subject matter of interest.

Closing Remarks/Questions

