King County

ABT PROGRAM
Accountable Business Transformation

ABT Program
Transition Period Strategy Plan

June, 2008

Revision History

Version	Prepared by	Date	Reviewed by	Approved by	Note
Original v.1	CIBER	June 10, 2008	LG and CC-W	Marjorie Mills	
v.2	C.C-Wilson L. Gauthier	June 19, 2008	ABT Team	Marjorie Mills, Keith Pace-Ciber	OCM and EAC requested changes, Phasing modification

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1.0 Introduction

The overall objective of the ABT Program is to transform business processes by implementing new financial, human resources (HR), payroll and budget systems for King County. Moreover, one of the most crucial and visible events will be the physical transition from legacy systems to the new Oracle E-Business Suite (EBS) for financials, PeopleSoft Human Capital Management (HCM) for HR and payroll and budget systems. This transition will be the first impression county users will have of the new systems and will be one of the most critical factors in the realization of program success.

The purpose of this document is to describe the people, processes and tools required to manage a successful transition from legacy systems to new Oracle EBS, PeopleSoft HCM and budget systems.

The transition from legacy systems to new systems is planned to occur with multiple phased implementations/deployments over a three-year period. This document describes those specific transitions, the staff required to support those transitions and key transition activities.

This document first describes the functional and technical support teams and the process of transition support, and then describes specific transition details of the four planned deployments over the first three years of the ABT Program.
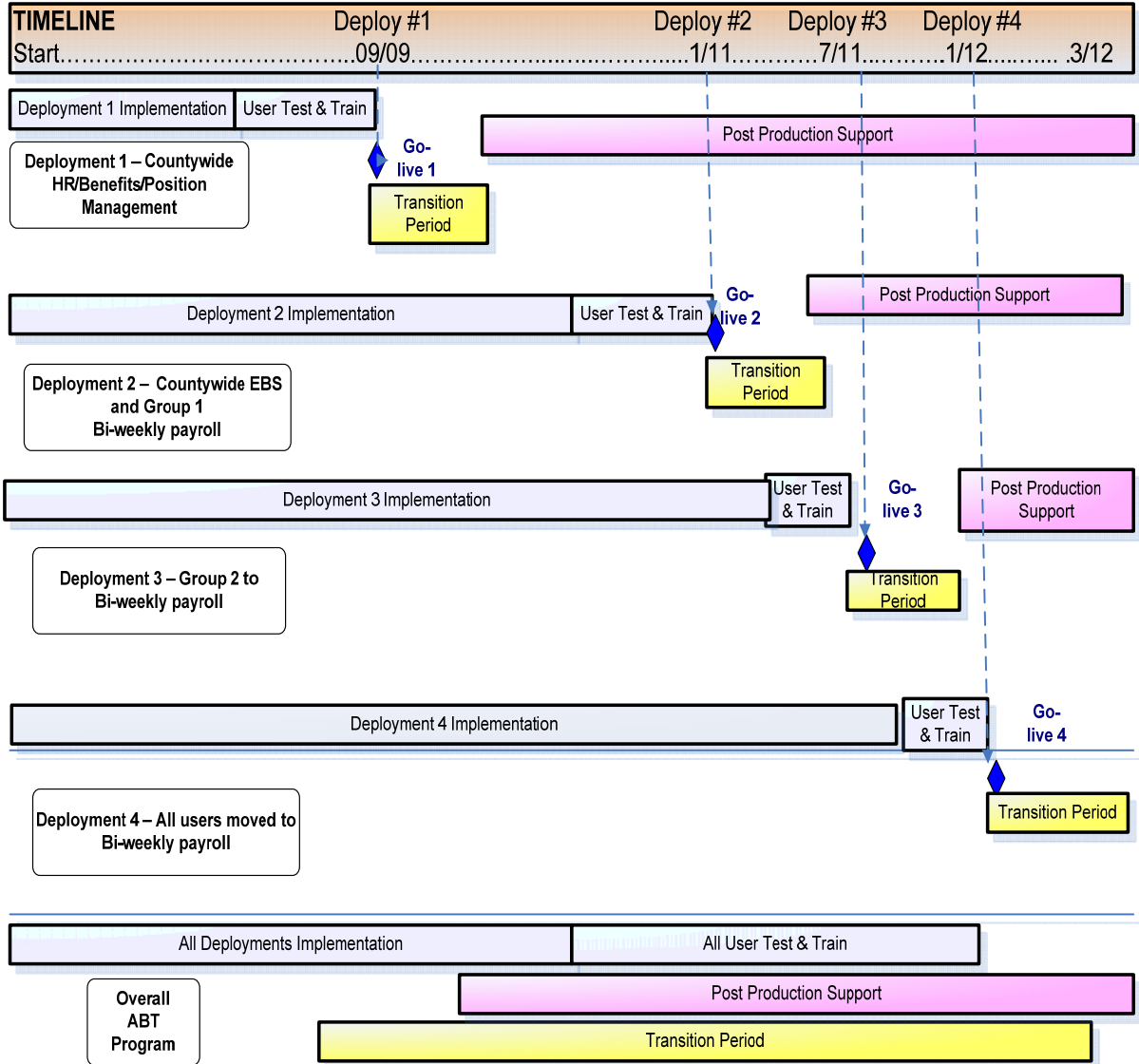
2.0 Functional/Staffing Components

2.1 Transition Approach and Support Model Recommendation

The Transition Support Team responsible for a specific deployment should begin support of the new system(s) two to four months prior to the anticipated deployment or Go Live date. As an example, the team could provide support by fielding calls and emails during User Acceptance Testing. 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 for and take ownership of the new business processes and application(s). This will enable a continuation of knowledge transfer between ABT team members and the consultants in a manner that will not negatively impact production.

Transition support should continue for a minimum of 90 days past the Go-Live date. 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.

See the general flow of transition support in the below diagram by planned deployment. This chart represents the four separate deployments, with four transition phases, and the

overall ABT transition phase crossing all deployments. Refer to the Detailed Implementation Plan (DIP), Comprehensive Resource Plan and Post Implementation Support Plan for related details.

TIMELINE	Deploy #1	Deploy #2	Deploy #3	Deploy #4
Start……………………………….09/09…………….....................1/11…………7/11………..1/12............ .3/12				

Deployment 1 Implementation | User Test & Train

Deployment 1 – Countywide HR/Benefits/Position Management

Go-live 1

Transition Period

Post Production Support

Deployment 2 Implementation | User Test & Train

Go-live 2

Deployment 2 – Countywide EBS and Group 1 Bi-weekly payroll

Transition Period

Post Production Support

Deployment 3 Implementation | User Test & Train

Go-live 3

Deployment 3 – Group 2 to Bi-weekly payroll

Transition Period

Post Production Support

Deployment 4 Implementation | User Test & Train

Go-live 4

Deployment 4 – All users moved to Bi-weekly payroll

Transition Period

All Deployments Implementation | All User Test & Train

Overall ABT Program

Post Production Support

Transition Period

As each deployment is complete, the Transition Support Team will work with that deployment group to provide support for 90 days. For example Deployment 1 will rely on the Transition Support Team for the first 90 days, after that, support for those users will be provided by the Post Implementation Support team. As each deployment group goes live, and passes the 90 day period their support needs will be added to the Post Implementation Support team's responsibility

2.2 ABT Transition Support Team

Due to the phased implementation approach, a unique Transition Support Team comprised of functional and technical ABT Program staff and consultants from the systems integrator team will be identified for each deployment. Ideally, existing county resources, which currently support their legacy systems, can be transferred to the ABT Program to become transition support team members. By working with the ABT Program Team and the Transition Support Team, these individuals will develop the skills necessary to provide support to end-users and ultimately transition to post implementation support roles in the future. This team will be managed by the ABT Program management to support free flow of information between the project team and the Transition Support Team.

It is important that members of this team have the appropriate level of expertise and be fully dedicated to the transition process. Resource counts will be finalized in the Comprehensive Resource Plan.

2.3 ABT Transition Support Team Roles, Responsibilities and Skill Sets

Please refer to the ABT Resource Plan for specific details of the Transition Support Team's roles and responsibilities and team organization structure. Below is a table of the roles required for the transition support:

Role	Responsibilities
ABT/Consulting Functional	• Provide functional application, business process and organizational policy/procedural expertise and support during the identified Transition Period
ABT/Consulting Technical	• Provide technical expertise and support related to technical infrastructure, applications, database, system environments, and custom development as required during the identified Transition Period
County Super Users	• Provide functional business process, policy and procedure expertise and support • Provide functional application knowledge • Provide support to county users and serve as liaison between users and ABT Project Team & Help Desk
Organizational Change Manager	• Identify areas of resistance and manage change • Provide expertise and support for communication and training • Provide management leadership and expertise to assist develop and manage a help desk

2.4 ABT Transition Support Response Policy

Critical to the success of the response process is a clear understanding of how an issue is impacting the end user, including its severity and priority. Severity is determined by the impact to the user, environment or data integrity of the system. The ABT Transition Support Team will use a triage approach that includes escalating issues to the next level for resolution.

The table below identifies Level 1 and Level 2 areas of responsibility:

Business Process Support	User Interface Support	Business Process Enablement	Application Development & Integration	Application / Architecture Operations	ABT Infrastructure Support
• System log in and navigation support • Business process support within a functional area • Knowledge of county procedures and policy	• PC • Network	• Deployed business applications • End-to-end process support • Configuration • Knowledge Management	• Application development • Integration & Middleware • Interface support • Process scheduler	• System Architecture • Data base admin • Back-up & recovery • Security • Environments • Patches & fixes • Upgrades	• Hardware • Storage • Disaster recovery
Dept / Division Level 1 Super User Support	ABT Help Desk / Transition Support Team Level 2 Support				

The severity level of an issue will determine priority and resolution escalation. The table below identifies Level 1 and Level 2 support levels:

Tier Level Support	Tier Level Description
Level 1 Support	Provided by a network of trained users who reside in the departments and / or divisions. These identified users have super user expertise within their functional area and are authorized to provide Level 1 Oracle / PeopleSoft support to their peers.
Level 2 Support	Provided by a team of core technical and functional staff who have expert capabilities and appropriate security to provide answers to functional / technical questions escalated from Level 1 per the table above. This level of support should include a member of the Organizational Change Management team who, as changes to the business process / system are made, will be responsible for creating and updating job aids, conducting training and distributing communications to users to ensure that they are kept current. Calls that cannot be solved by this team will be escalated to

Tier Level Support	Tier Level Description
	Oracle / PeopleSoft Global Support for resolution.

2.5 ABT Support Escalation Process:
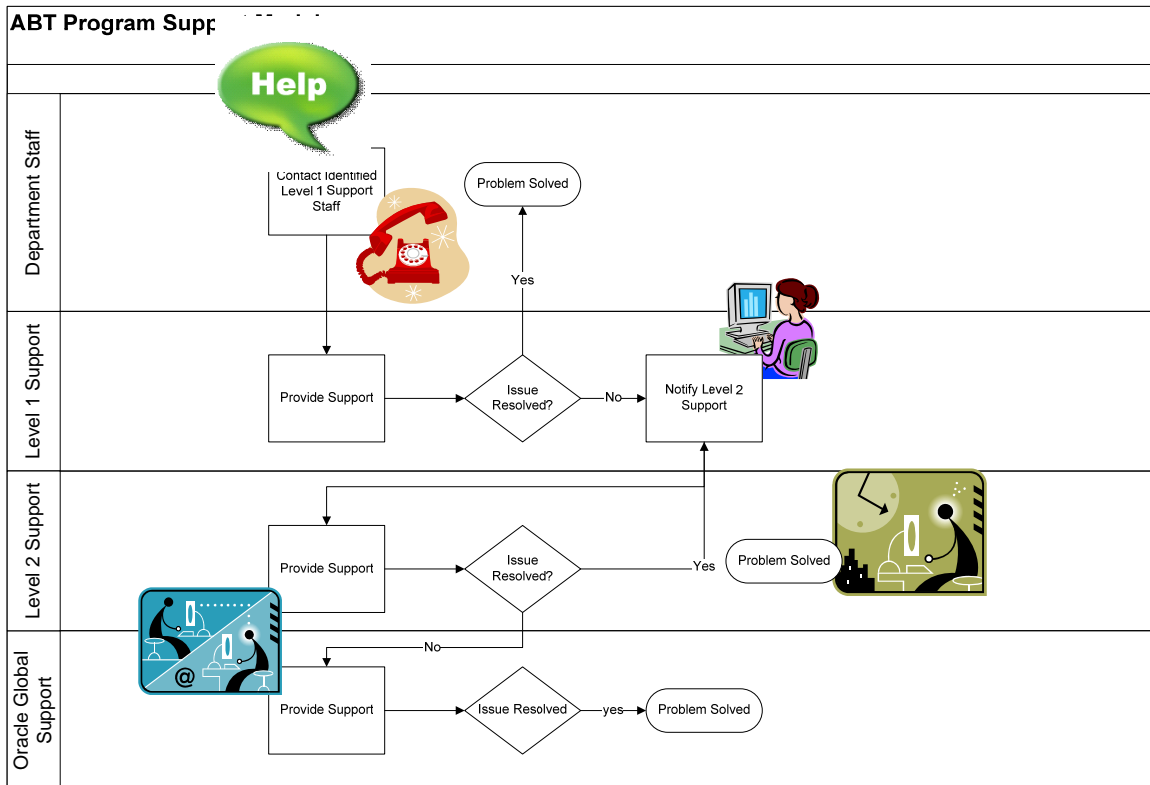
2.6 Severity Levels and Response Mechanisms

Severity and response for identified problems are determined by the impact on current work level requirements or data integrity in the system. Severity levels should be based upon objective parameters that are predefined.

As previously discussed in this document, a best practice model includes multiple levels of support that begins with identified super users, or Level 1, in the departments and escalates to the Transition Team, or Level 2 support. End users will submit requests through an email or a phone call. The emails and phone calls will be ranked by the team according to the severity of the situation. CIBER recommends that Severity Level 5 - Very Low situations be handed by a super user (Level 1) in the department and escalated for Level 2 support on an as needed basis. Examples of severity levels and response times are included in the table below:

Severity Level	Definition	Response Time
Severity 1 –Urgent	The system is unavailable for multiple users and work has halted	Within 60 to 90 minutes
Severity 2 – High	Productivity is impacted, however a work around does exist.	Within three hours
Severity 3 – Medium	A workaround exists and productivity is not significantly impacted.	Within two working days
Severity 4 – Low	Not vital to job productivity or a relatively easy workaround.	Within five working days
Severity 5 – Very Low	User productivity is somewhat impacted but work is not halted; this can typically be resolved by the onsite Super-User.	As scheduled by the Super User

2.7 Support Hours

The Transition Support Team will provide support to ABT Program end users during the following business hours:

Monday – Friday   6:00a.m. – 6:00 p.m.

A Network Administrator will be required to provide ongoing support that may or may not be specific to Oracle and/or PeopleSoft.

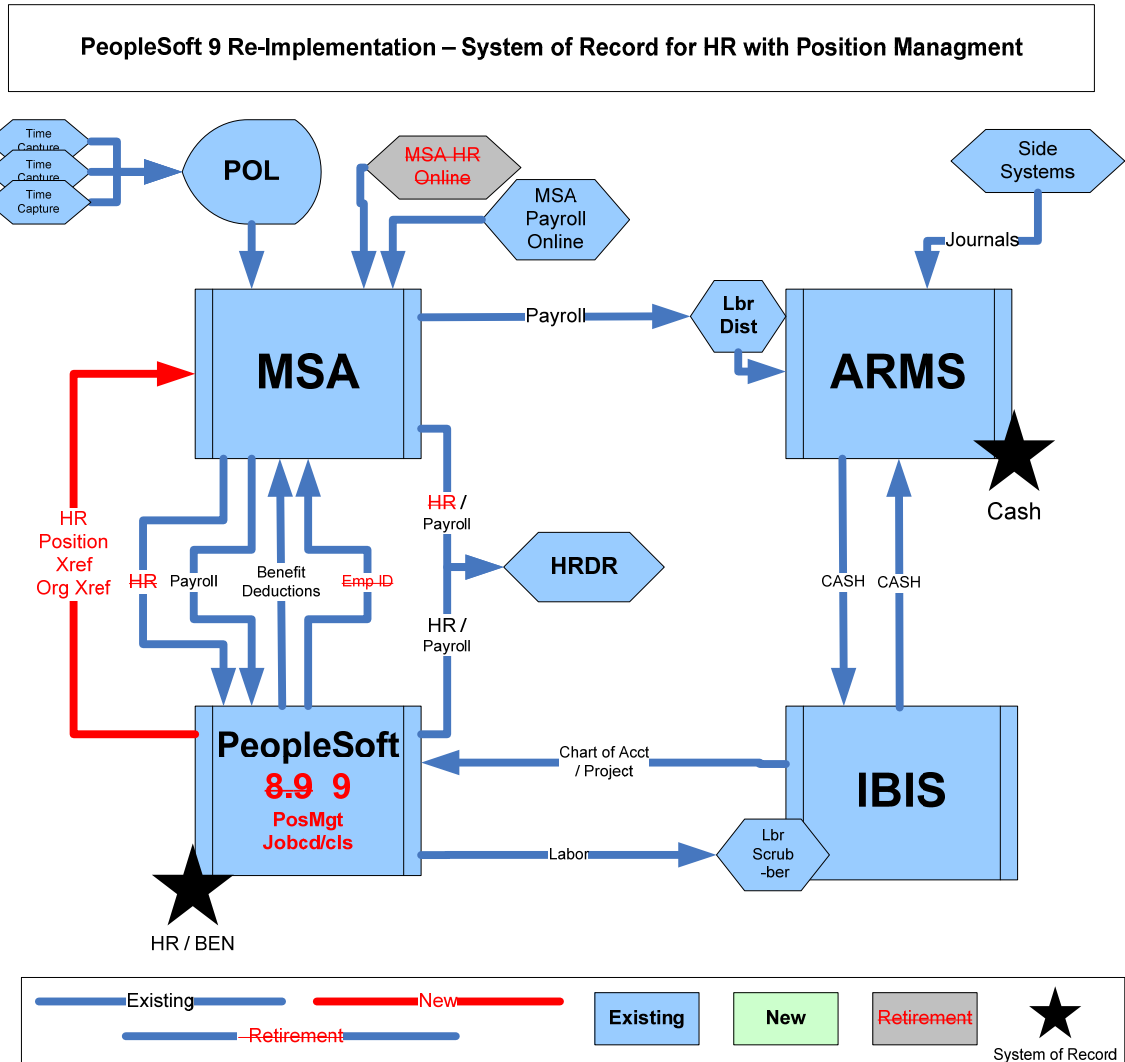## 2.8 Building a Knowledge Base

It is important for the ABT Transition Support Team to develop a list of Frequently Asked Questions (FAQs) 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. As questions and answers are collected, the FAQ's can be expanded over time and stored. This solution will be cost effective and beneficial to future roll-outs as additional applications come online and the knowledge base continues to grow. Providing a knowledge base helps users answer their own questions in a timely manner and ultimately expand their own knowledge of the system.

Expanding on FAQ's, Tier 1 Support will reduce the number of escalations they perform to the tier 2 level, by working with Tier 2 to document knowledge base articles which describe troubleshooting steps for specific problem areas. Tier 2 Support will escalate coding fixes or design fixes for problems which need a system solution for long-term operations maintenance.

3.0 Phasing/Technical Components

Special attention is being given to the interfaces, conversions, reporting requirements, and business processes that will be necessary as the system is transforming to it's ultimate end state. Below is a description of each phase as well as the technical objects that will be part of the transition period.

3.1 Deployment 1 – Countywide HR/Benefits/Position Management

PeopleSoft 9 Re-Implementation – System of Record for HR with Position Managment

Time Capture
Time Capture
Time Capture

POL

MSA HR Online

MSA Payroll Online

Side Systems

Journals

Payroll

Lbr Dist

ARMS

MSA

Cash

HR Position Xref Org Xref

HR / Payroll

HR Payroll   Benefit Deductions   Emp ID

HRDR

HR / Payroll

CASH   CASH

PeopleSoft
8.9 9
PosMgt
Jobcd/cls

Chart of Acct / Project

IBIS

Labor

Lbr Scrub -ber

HR / BEN

Existing ——— New ———   Existing   New   Retirement   ★

Retirement   System of Record

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. To accomplish this, the following will need to happen:

3.1.1 System of Record:

- System of Record for HR and Benefits becomes PeopleSoft 9.0
- System of Record for Payroll continues to be split between PeopleSoft and MSA
- MSA will become read only access for HR data
- MSA online screens will be used to update all payroll-related information including time and dollar transactions and corrections, and changes to payroll setups such as deductions and earnings codes
- System of Record for Finance continues to be split between IBIS and ARMS. ARMS is the system of record for Cash.

3.1.2 Chart of Account Structure:

- The new accounting structure will be used for cost centers in PeopleSoft (this is to prevent converting later to support the transition to Oracle EBS), the data will be cross walked behind the scenes to current cost centers.

3.1.3 Interfaces

- Create a temporary interface from PeopleSoft 9.0 to MSA for HR, Position, and Organizational data. This will also require a crosswalk table to transform values.
- Retire the MSA interface that sends new hire information to PeopleSoft.
- Retire the HR information interface from MSA to PeopleSoft.
- Continue the interface of MSA payroll data to PeopleSoft for printing checks.
- Retire the EMPLID interface from PeopleSoft to MSA as this will be part of the new PeopleSoft 9.0 to MSA interface listed above.
- Revise the feed from MSA to Human Resources Database Repository HRDR for HR information which will come from PeopleSoft. Payroll information will still flow from MSA to HRDR.

3.1.4 Temporary Business Processes
- None identified

3.1.5 Transition of New Business Processes
- All new hires and employee data updates will occur in PeopleSoft and will be fed to MSA in nightly batch processes.
- Position management for all employees will be turned on.
- New Self-Service for all employees will be available for address changes, etc.
- MSA online screens will continue to be used to update payroll information and transactions. End users will still be able to view payroll information on MSA online screens.

3.1.6 Conversions

- o Conversion of MSA HR Data to PeopleSoft 9.0

- o Convert HR fields that are updated in MSA with new effective dated rows to the existing HR records.

3.1.7 Reporting

- o Continued use of Payreps reports for the end users - Update Payreps reports to use PeopleSoft 9.0 as the source for HR data and accommodate any schema changes necessary.
- o Use of PeopleSoft query against the reporting database as the ad-hoc tool.
- o Continued use of PeopleSoft tools – Application Engine, SQR, and Crystal as developer tools.
- o Continued use of Information Expert to create ad hoc reports on payroll information in MSA. Continued production of standard MSA payroll reports such as payroll validation, earnings, deductions, hours and pay.

3.3 Deployment 2 – All agencies live on Oracle EBS and Group 1 Biweekly Payroll

Full EBS Rollout including Book of Record with Group 1 to Bi-weekly T&L and Pay
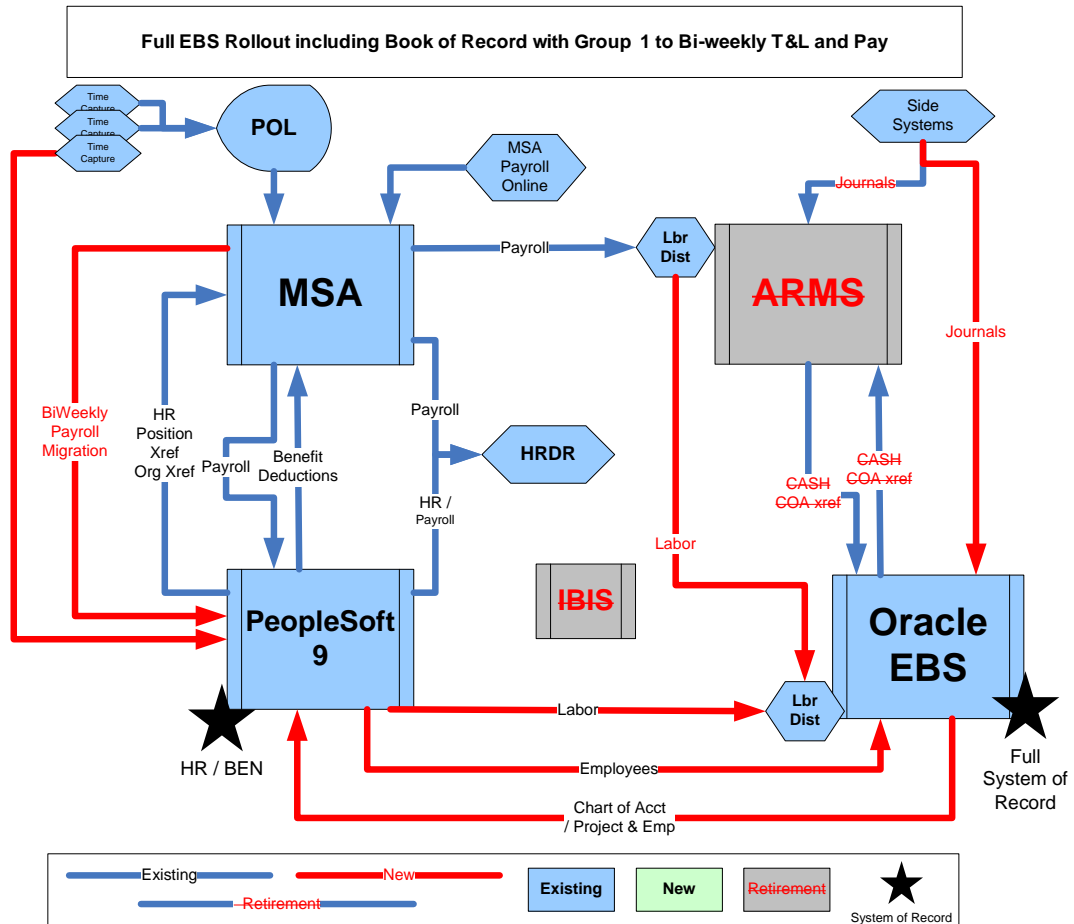
During the second Go Live, all financials systems users will be migrated to the new Oracle EBS system. At this time, Oracle EBS will be the full system of record for all Financials transactions. ARMS can not be fully retired as the labor distribution component (for users still using MSA) will still exist. In addition to moving the Financials users we will also convert the first group of employees to Biweekly payroll. To accomplish this we will develop/update the following objects:

3.3.1 System of Record:

- o System of Record for Finance becomes Oracle EBS for ALL departments
- o System of Record for Biweekly Payroll becomes PeopleSoft for new biweekly groups
- o System of Record for Payroll continues to be MSA for semi-monthly payroll
- o Labor distribution between PeopleSoft and Oracle EBS is implemented.

3.3.2 Chart of Accounts Structure:
- o New chart of accounts implemented for ALL departments.
- o Note: Timing for adoption of new chart of accounts for agencies still on MSA for payroll will be addressed during fit/gap.

3.3.3 Interfaces
- o Create interfaces from the identified time collection systems to PeopleSoft 9.0 for time data.
- o Create an interface from Labor Distribution (ARMS) to Oracle EBS for Labor Distribution.
- o Update the interface from the identified Side Systems to Oracle EBS for journal information.
- o Retire the interface to/from ARMS to/from IBIS for Cash.

3.3.4 Temporary Business Processes
- o Make ARMS read only. Harrier Web Reports will act as a reporting database for prior transactional data.

3.3.5 Transition of New Business Processes
- o Project-centricity relating to POETA (project, organization, expenditure type and award, if applicable) charges on all Oracle EBS time and expenditure transactions.
- o Self-service procurement in iProcurement (for those not currently on IBIS).
- o Encumbrance Accounting.
- o Consolidated bank statement reconciliation in Oracle Cash Management.
- o Electronic payments in Oracle Accounts Payable.
- o Evaluated receipt settlement in Oracle Purchasing and Accounts Payable.
- o New Biweekly payroll users will view Paychecks online using ePay.

3.3.6 Conversions
- o Convert MSA payroll fields into PeopleSoft to allow new Biweekly users to be paid out of PeopleSoft.
- o Turn off flags for these same users in MSA so they are no longer part of the MSA file that is transferred to PeopleSoft for payment.

3.3.7 Reporting
- o Create any new web reports that exist for ARMS & IBIS that need to use Oracle EBS as the source.
- o Use of Oracle Discoverer against the reporting database as the ad-hoc tool.
- o Use of BI Publisher for heavily formatted reports for Finance.
- o Use of Daily Business Intelligence for Procurement.
- o Use of FSG reports for Finance.
- o Continued use of PeopleSoft reporting tools: SQRs, Query

3.4 Deployment 3 – Group 2 to Biweekly Payroll

Group 2 to Bi-weekly T&L and Pay
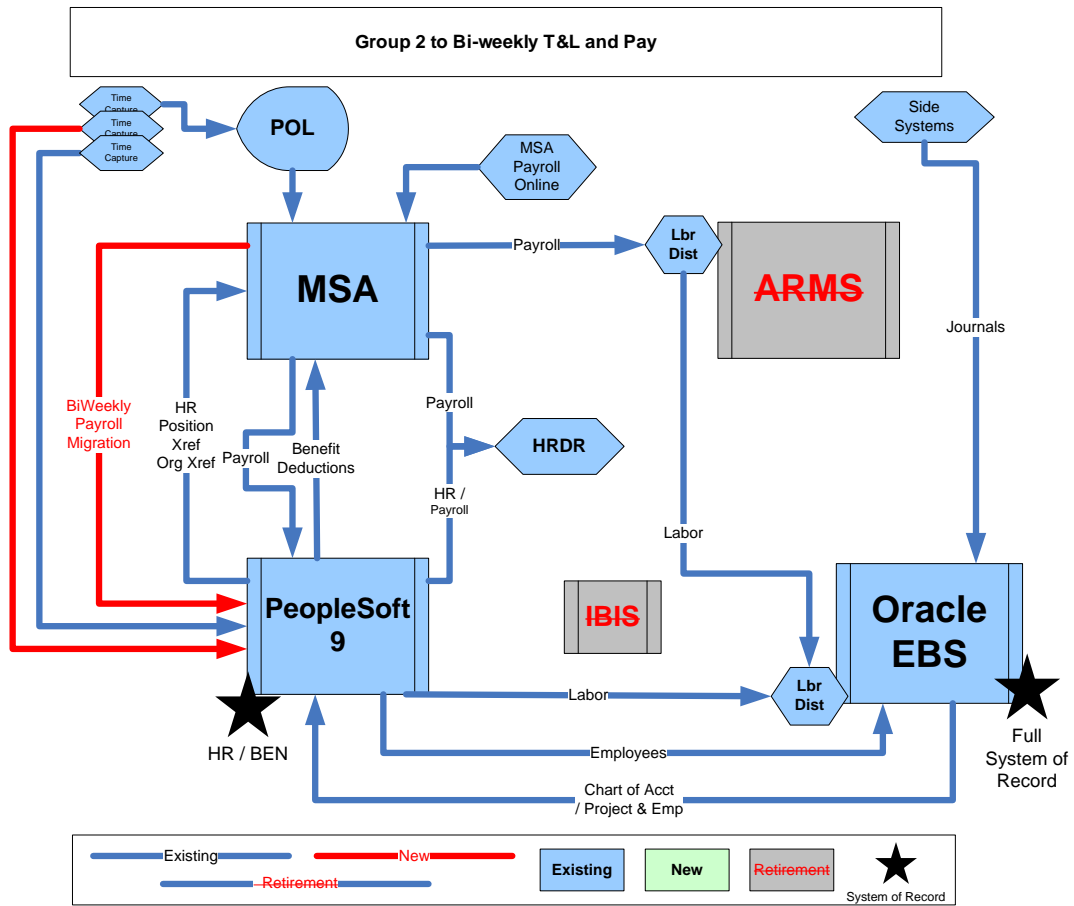
During the third targeted Go Live, the county will continue the transformation of those who will receive biweekly payroll. While this will not drastically affect the system from a technical perspective, it is one of the largest transition points from a change management perspective. To accomplish this we will develop/update the following objects:

3.4.1 System of Record:

o   System of Record for Payroll is still split between PeopleSoft for biweekly Payroll and MSA for semimonthly payroll.

3.4.2 Interfaces

o   Create interfaces from the identified time collection systems to PeopleSoft 9.0 for time data.

3.4.3 Conversions

- o Convert MSA fields into PeopleSoft to allow new biweekly users to be paid out of PeopleSoft.
- o Turn off flags for these same users in MSA so they are no longer part of the MSA file that is transferred to PeopleSoft for payment.
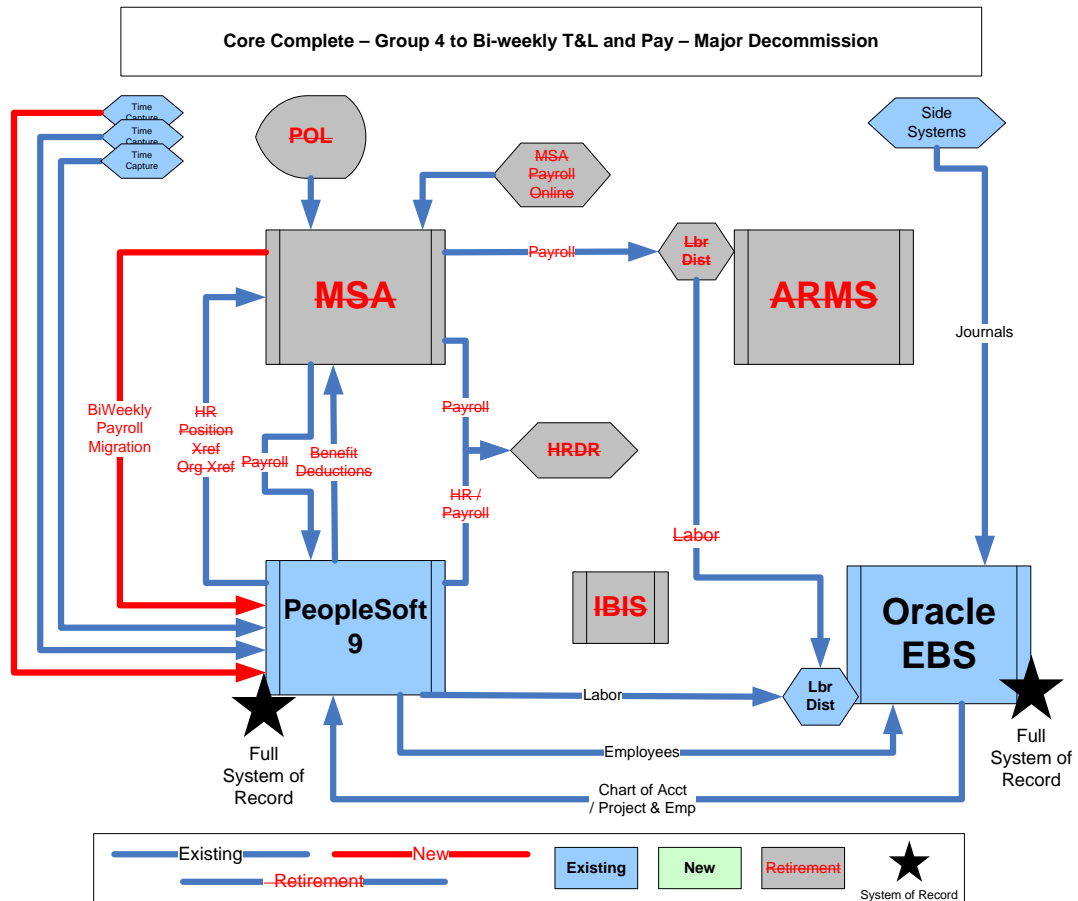
3.4.4 Transition of New Business Processes

- o New biweekly payroll users will view Paychecks online using ePay.

3.4.5 Reporting

- o No new reporting tools or reports are planned for this phase.

3.5 Deployment 4 – All users moved to Biweekly Payroll

Core Complete – Group 4 to Bi-weekly T&L and Pay – Major Decommission

During the final go live, the county will complete the transformation of both the PeopleSoft and Oracle systems. At this point the county will have a full system of record for both HR/payroll and financials. To accomplish this we will develop/update the following objects:

3.5.1 System of Record:
- o System of Record for HR, Benefits and all Payroll becomes PeopleSoft.
- o MSA will be ready to be retired
- o ARMS will be ready to be retired.

3.5.2 Interfaces
- o Create interfaces from the final time collection systems to PeopleSoft 9.0 for time data.
- o Retire the HR/position interface from PeopleSoft 9.0 to MSA.
- o Retire the payroll data interface from MSA to PeopleSoft 9.0.
- o Retire the benefits deduction interface from PeopleSoft 9.0 to MSA.

o Retire the feeds to HRDR from PeopleSoft 9.0 and MSA.
o Retire the interface from POL to MSA.
o Retire the labor distribution interface from ARMS to Oracle EBS.

3.5.3 Conversions
o Convert MSA fields into PeopleSoft to allow new biweekly users to be paid out of PeopleSoft.
o Turn off flags for these same users in MSA so they are no longer part of the MSA file that is transferred to PeopleSoft for payment.

3.5.4 Transition of New Business Processes
o New biweekly payroll users will view Paychecks online using ePay.

3.5.5 Reporting
o No new reporting tools or reports are planned for this phase.

3.6 HCM and Financial Implementations Complete

After Final Go Live and after ARMS and MSA are Retired