



Edmonds Community College Implementation Plan

Prepared 5/3/14

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Memorandum

To: Vice President Patrick Jay

From: Team Unicorn

Date: April 25th, 2014

Subject: Implementation Plan

The attached report contains the implementation plan for the automated contractor payment system at the Bank of Xanadu Bellevue Branch. Team Unicorn would like to review the implementation plan documentation with you on Saturday May 17th at the Bellevue Branch.



Bank of Xanadu

Contractor Account Tracking

Implementation Plan

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Introduction

This document will briefly outline the pilot approach that Team Unicorn will be taking, defining the critical success factors, discussing data migration from the old system to the new, user training, readiness, and the ongoing support & maintenance of the system. The introduction will describe the pilot program in more detail. The critical success factors will list everything that is needed for this project to become successful. The data migration will ask questions that are pertinent to the information that needs to be imported from the old system. The user training section will discuss how many groups of users will be trained and give an approximate number of weeks for each training section. The readiness section will describe how ready the system and the organization is to be fully implemented. The ongoing support and maintenance section will provide details on the maintenance schedule and contact information for continuing support.

Implementation Approach

When completing the implementation of the Contractor Account Tracking System for the Bank of Xanadu, Team Unicorn evaluated various methods. The methods evaluated are: direct cutover, parallel operation, phased approach, and pilot implementation. Bank of Xanadu has determined that the Bellevue branch will implement the system as a pilot program.

When executing the pilot implementation, it may be launched in conjunction with a direct cutover, a parallel operation or a phased approach. The risks and benefits of each approach are as follows:

Direct Cut-Over

Risks: If the system is not fully tested, and goes down for any reason, there is a risk of no system at all for invoice processing being available to the Bank, until any problems are resolved.

Benefits: Benefits of the Direct Cut-Over method are that the system is made available to the Bank in a shorter time frame, and the Bank can begin realizing efficiencies sooner. By moving to the new system sooner, customer satisfaction will be increased due to faster turnaround times for contracts updates, as well as invoices and accrual processing.

Parallel Operation

Risks: Parallel operation would cost the Bank more in system expenses, because both the current system, as well as the new system must operate concurrently. Because both systems would be up and running, the accounting staff would need to be split between those working on the current system, as well as the new system. Alternately, additional staff or independent contractors could be hired to support the temporary parallel operation.

Benefits: A benefit of Parallel Operation would be that the data and performance of the new system can be verified against data in the current system.

Phased Implementation

Risks: A risk of a phased implementation is that some departments within the Bank, which have not yet transitioned to the new system, may have challenges working with departments who have made the changeover. There is also the risk of a loss of integrity in the data if data from different sources is used in the current as well as in the new system.

Benefits: An advantage of the Phased approach is that if there are challenges during the changeover, not all systems of the Bank are put at risk.



Implementation Recommendation

Team Unicorn chose the Direct Cut-Over as the implementation approach for the Bellevue pilot for this new system. The Team chose this for the following reasons: While it is true that a Direct Cut-Over can be risky if the system does not work properly, Team Unicorn believes that with sufficient user training, as well as reliable data migration from the Purchasing Department, such a Direct Cut-Over can take place with a minimum of risk and would be more cost-effective than any of the other approaches. Additionally, the Bank would benefit sooner, because the accounting staff will be able to spend less time processing contracts and invoices.

Critical Success Factors

Users

We anticipate users will embrace the new system, because it will be easy to use and based on a program that the users are already familiar with. The small size of the user base for the Bank of Xanadu pilot program allows us to provide intensive training to key personnel. Because a direct cutover implementation has been chosen, there will be no need to hire new users to support the system.

Vendors

Because there is no direct Vendor interaction with the new system, vendors will not be directly impacted by the implementation. None of the hardcopy forms submitted by the vendors will be changed. Vendors will be indirectly impacted in a positive manner, through faster payments, and decreased dispute resolution times.

Infrastructure

Because the new system is built using Microsoft Access, there will be no need for additional software or hardware. Bank of Xanadu already owns and uses Microsoft Office Suite, so we know that the hardware required is sufficient. Bank of Xanadu has pre-existing network architecture that is capable of supporting the system at the pilot location. All hardware, and infrastructure maintenance is the sole responsibility of the Bank of Xanadu IT department.

Security

The new system will be installed on Bank of Xanadu's hardware at the pilot location. Because bank of Xanadu IT department maintains the closed network ecosystem, they will be responsible for prohibiting unauthorized access to their private network.

Migration Plan

Because of the large amount of existing data in the legacy system, it would be cost prohibitive to migrate all of the new data to the new system. Because Bank of Xanadus current business rules require reporting of open contracts, we believe only migrating pertinent data from active contracts is the most cost effective & efficient approach.

Splitting the data into 3 categories helps to expedite the process.

Primary Data

To identify primary data, we first identify open contracts. After open contracts have been identified, we then select all related invoices, vendors, programmers, bank divisions, and project managers. After the required data set has been identified, we will use macros in Excel to perform basic data integrity checks. After basic data scrubbing is complete, we perform integrity checks by manually reviewing random samples of the data. Then the data will be imported into the new system. This must be done before the “go live” date.

Secondary Data

Secondary data includes all data that is not related to an open contract, but is likely to be needed again in the future. Identifying secondary data is a manual process, because familiarity with the vendors is required. A Bank of Xanadu employee must identify the secondary data, and then Team Unicorn can “scrub” the data for import. Because Secondary data is not considered mission critical, it does not need to be imported before “go live”.

Tertiary Data

Tertiary data is all data that is not primary or secondary. This data is considered non-essential, and will not be imported into the new system. Because we are using a cut-over implementation, the bank employees will need to identify the tertiary data so it too can be “scrubbed.” It is also non-critical and doesn’t need to be imported before the system “goes live.”

User Training

We, at Team Unicorn, feel that it is vital to the success of any system implementation that the user be thoroughly trained in all aspects of the system during the implementation of any new system. We will meet with the accounting manager and will be using a “train the trainer” approach. Our goal is to choose two to three key team members that we can bring into our office during our final beta testing to train and acclimate them with the new system. This training session should take approximately 4 hours. These team members will be capable of assisting in the training of the remainder of the staff at the Bellevue office at the time of the system implementation.

We feel that the thorough training of the accounting group team is critical to the success of the new system. The Buyer’s and Management team will also need to be acclimated with the system, but their actual use of the systems most critical areas will be minimal.

Our training session will focus on these areas of the new system:

- All of the graphical user interface screens
- Processing contracts
- Processing vendor invoices
- Exception memos
- Creating month-end reports

Readiness

To ensure readiness for the new system rollout on June 14th, certain benchmarks have been established.

Infrastructure

Bank of Xanadu IT department is responsible for hardware and infrastructure maintenance, and needs to have the physical system available for installation of the Automated Contractor Payment system no later than June 1st. No additional network configuration will be required.

Training

After the software has been installed on the Bank of Xanadu assets, user training will begin. To ensure that all users have reached a standard level of competency, Team Unicorn will use a standardized written test.

Risks

Training

Due to the rapid deployment schedule, the risk is high that not all users will be able to reach acceptable levels of competency. In the event that all users are not able to reach a satisfactory level of training, key personnel will be selected and trained instead. Because management's use of the new system is not critical, they may be trained at a later date.

Infrastructure

It has been determined that Bank of Xanadu IT department is solely responsible for supporting the physical infrastructure required for the new system. In the event that reasonable access to functional infrastructure is not made available to Team Unicorn, the system deployment may be delayed. In the event of a deployment delay caused by Bank of Xanadu IT, Team Unicorn will not be held responsible for any additional costs associated with said delay, and additional service fee's may be required.

Ongoing Support and Maintenance

For support and maintenance it is the goal of Team Unicorn to be available as needed, and with use of remote access and on site help when required. Additional support is beyond the scope of this project, and will be subject to an hourly consultation fee. Simple fixes can be taught to the IT department as well. With the use of MS Access Team Unicorn has determined that the Bank's in-house technical support will in fact be able to take care of simple issues. However in the case of more in-depth program issues Team Unicorn will be available on call. With regard to security guidelines, there should be a password guideline already set for the network. Team Unicorn believes that using the same password guidelines will reduce the need to remember multiple passwords.