

Edmonds Community College



CIS 234 – Spring 2014

Implementation Plan DRAFT

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Prepared by Squirtle Squad

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To: Patrick Jay – Vice President & Manager

From: Squirtle Squad

Date: May 17, 2014

Subject: Implementation Plan



Squirtle Squad

At Squirtle Squad, we have prepared and attached an Implementation Plan for the Bank of Xanadu and its new Contract Management and Invoicing System. The Implementation Plan was prepared by the project team, consisting of:

- Bill Seling – Team Leader
- Nathan Crespo – User Manual & Interface Coordinator
- Carrie Miller – Testing Coordinator
- Keith Neece – Developer
- Richard Tran – Documentation

The Implementation Plan contains the following sections:

- Implementation Approach
- Critical Success Factors
- Migration Plan
- User Training
- Readiness
- Ongoing Support and Maintenance

This memo also serves to confirm Squirtle Squad's Implementation Plan Walkthrough scheduled with the Bank of Xanadu management team on May 17, 2014 1:00 pm at the Bank of Xanadu's Bellevue offices.

Squirtle Squad

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Bank of Xanadu



Implementation Plan for Contract Payables System

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Introduction

Squirtle Squad has completed the Planning, Analysis, and Design phases in the Systems Development Life Cycle. This deliverable is the Implementation Plan, which is part of the Implementation Phase, and what the plan does is it provides an outline of our system launch and also the training for the Bank of Xanadu Programmer Contract Management System (BoX PCMS) including:

- **The Implementation Approach**, including the implementation method(s) to be used, benefits and risks of each approach, and business impacts during implementation;
- **Critical Success Factors**, including system requirements for system launch;
- **Migration Plan**, including initial data population and data reliability concerns;
- **User Training**, including the needed employees and/or groups of employees to be taught, projected training schedule, and the types of training resources to be used;
- **Readiness**, including user signs for roll-out;
- **Continued Support and Maintenance**, including support and maintenance processes, system problems reporting procedures, and existing reference documentation.

Implementation Approach

The BoX PCMS application will be placed into production June 21, 2014, following a successful TA7 – Final Working System Demonstration. New application implementations generally take one of four approaches:

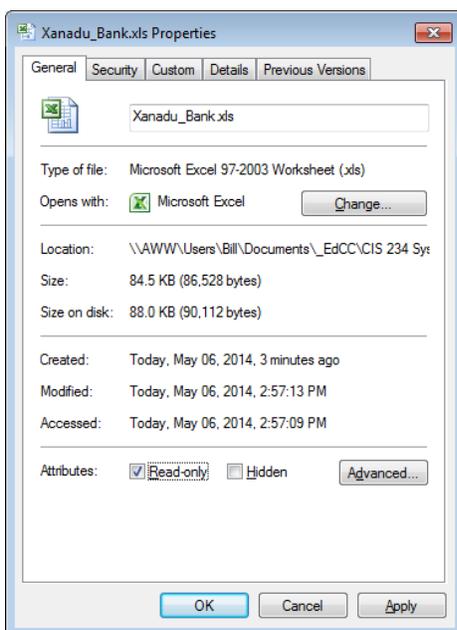
- **Direct cutover** (recommended)
- **Parallel operation**
- **Phased approach**
- **Pilot implementation**

While a **parallel operation** would be useful to ensure that the current Xanadu_Bank workbook exactly matches the results of the BoX PCMS application, this method was rejected because the functionality for the new application is quite different from the Excel workbook. This method would require extra work and/or staff to crosscheck results from both systems. One of the driving factors for replacing the old workbook was its impact on Bank staff, requiring extra work from the staff for data entry and verifying results. The current workbook is time-consuming, affects morale, and is expensive on cost/transaction basis. The extra effort required for a parallel operation, along with the expense of running and comparing both systems rules out this option.

A **phased approach** might be beneficial if the Bank was implementing the BoX PCMS application at multiple sites because risks would be limited to only the sites cutting over to the new application, while others continued to use the Xanadu_Bank workbook. However, for the short term, the Bank is implementing the BoX PCMS application only at its Bellevue branch, obviating the need for a phased approach.

A **pilot implementation** would be useful if the Bank was using the Xanadu_Bank workbook at multiple operations and wanted to try the new BoX PCMS application at a single site while other sites continued to use the Xanadu_Bank workbook, but because the Bank uses the workbook only at the Bellevue branch, this method was also eliminated. Interestingly, since the Bank is considering using the new application worldwide at some point, in effect, this implementation is similar to a pilot implementation with a direct cutover.

After considering the available methods, Squirtle Squad recommends a **direct cutover** implementation for the BoX PCMS application. The current Xanadu_Bank.xls Excel workbook will be used only for historical purposes. A direct cutover allows the Bank to realize the cost-savings described in the *System Requirements* document immediately. (The “Financial Feasibility” portion of the *System Requirements* document projected a **92.08% Return on Investment (ROI)** and a Net Present Value (**NPV**) of more than **\$3.6 million dollars** over the next seven years.) Even though the Accounting staff may take some time to adjust to the new BoX PCMS application, we believe that the cost per transaction will still be less and improve with time, and of course, the new application will be more accurate and should improve morale, and free up Bank personnel.



A direct cutover is generally considered the riskiest of implementation methods because it is not unusual for new systems to encounter problems related to one or more system bugs, hardware, network, software, training, or user issues. However, because Squirtle Squad’s selected platform for the BoX PCMS application is based upon Microsoft Access, an application many of the Bank’s users are familiar with, and runs from a Bank network share drive, we believe we have mitigated most of the risks normally associated with the direct cutover method for this particular implementation.

If a problem should occur that would require the Bank to fall back to the old Excel-based system, there is a simple solution available. At implementation time, the Bank’s IT System Administration group will change the workbook’s property sheet

attributes to Read-only. This ensures that regular Bank employees will be unable to save changes to the workbook and provides an easy fallback if there are any issues with the BoX PCMS application following implementation. If a fallback was required, the Bank's IT staff, working in conjunction with its Help Desk, would make the workbook writable again and the Help Desk would notify the affected users that the old system is available until the new application can be readied and the users notified.

Using the direct cutover approach, Bank staff that have successfully completed training, will begin using the new BoX PCMS application for all new business functions and use the current Excel workbook only for historical referencing.

Critical Success Factors

A successful BoX PMS implementation requires many tasks to be completed prior to and at implementation time. At their highest level, these include:

- **IT Support** – The Bank's IT System Administration staff will be required to setup the network share folder that holds BoX PCMS application and set permissions appropriately (the BoX PCMS application requires a login as additional security). The IT staff will also be required to change the Xanadu_Bank.xls Excel workbook property sheet to Read-only. The Bank's Help Desk staff will also be required to field calls from users and serve as first level of support (Help Desk staff will receive user training and access to user documentation for the new application).
- **Application Training** – Xanadu Bank staff must successfully pass user training prior to implementing the BoX PCMS application. Other identified users will receive user training based upon their need to access the system. Key users will be identified for each group and will be introduced back at their respective work areas. Help Desk staff will receive training so they can act in a first level support capacity. All required documentation must be ready for training and ongoing operation.
- **User Support** – The BoX PCMS application's users have been anticipating this application for some time now—the Xanadu_Bank workbook was a source of great frustration for Bank staff and even noted by senior management. The users should be excited and ready to use the new application following training and enthusiastically endorse the new application.
- **Management Support** – Bank of Xanadu management are familiar with the shortcomings of the Xanadu_Bank workbook, having been involved in the preparation of the *System Requirements* document. It is critical that Squirtle Squad ensure that Bank management realizes the estimated ROI and NPV numbers so that they remember Squirtle Squad for any future projects.

Migration Plan

Squirtle Squad plans to populate the new database with new information and will incorporate the standard lookup information. The system will have access to all of the information of all employees, contracted programmers, invoices, vendors, and key bank personnel in the form of managers and above that oversee projects and any reports necessary to evaluate these. The system will not migrate any outdated or not current information into the database, but will move forward with existing and ongoing projects and contracts.

If, for some reason, the Bank prefers a phased approach over the recommended direct cutover, then the system will be updated with the bank employees, then followed by the vendors, and then finally by the contract programmers and their contracts to ensure that all data is properly represented.

In Squirtle Squad's Migration Plan, we strove to ensure data integrity during migration:

- The Bank of Xanadu have been approved the Entity Relationship Diagram (ERD) and Metadata dictionary.
- All standards have been well documented to ensure that all data entered into the database is consistent and in-line with procedures.
- During and after migration, all data will go through thorough validation checks to ensure that all data is remains intact.
- Backup data will be available where necessary during migration.
- In a worst-case scenario, there is the ability to return to the old system.

The migration will be completed at the time that testing takes place, to ensure that data is in-place and testable. All data for current contracts will be migrated into the new system to ensure a seamless transition to the new BoX CMS.

User Training

User training will take place on June 7th and 8th 2014 at 1:00 pm at Squirtle Squad headquarters located in Lynnwood, WA. We have a computer lab where we have set up an environment to allow the Bank of Xanadu employees to come out and learn about the application, how to use it, and provide feedback to us directly. We are extending the invitation to the Accounting department managers, supervisors and key personnel, along with the Bank's Help Desk staff for the first training session on the seventh and invite the rest of the employees for the session on the eighth.

Squirtle Squad has been testing the application as we have been building it, however it is always helpful to have the actual users working in the environment to discover issues

we may have overlooked before deploying it site-wide. The primary goal is to have Accounting department and Help Desk staff trained on the application serving as key-users to provide training as needed to the rest of their employees after the rollout. Of course, Squirtle Squad will also be available for support after the rollout for a pre-determined period as part of the contract.

Readiness

The readiness of the system to go live, before rolling out the system to go live there are a series of tests and training that will be conducted. The automated system design will be tested on its functionality, performance, user usability, and its network security.

Testing the systems prototype before rolling it out to the Bank's system is crucial. The new system design must be able to adapt on the banks hardware components and software components. Once the first test phase is complete, the system is ready to roll out and once it is installed onto the banks system a series of new tests will be conducted. The training of users will be held by individual groups as explained in the "User Training" section of this document.

Ongoing Support and Maintenance

After the Bank of Xanadu accepts the new application, Squirtle Squad agrees to provide 2nd level support and maintenance for 30 days from date of implementation, with the Bank's Help Desk and Key Users providing 1st level support. All requests for support or maintenance must come through the Bank of Xanadu's IT Help Desk. Ongoing support and maintenance beyond 30 days from implementation may be arranged under separate contract for a mutually acceptable monthly fee.

All requests for support or maintenance within 30 days after implementation, received on a Bank of Xanadu IT Help Desk trouble ticket Monday through Friday, 8:00 am – 6:00 pm (exclusive of Bank holidays), will receive acknowledgement within 2 hours. All other requests occurring within 30 days after implementation will be acknowledged the following business day. Response times will rely upon the severity of the problem. Critical issues will receive immediate onsite response. For all other issues, Squirtle Squad support staff will coordinate with the Bank of Xanadu's IT Help Desk to determine how best to resolve the issue or problem.

Evaluation Criteria – Implementation Plan Draft

Team Name and Members:

Criteria	Points	Given	Comments
<ul style="list-style-type: none"> ❑ Completed and submitted by the due date 	5	5	
<ul style="list-style-type: none"> ❑ User Manual contains content specified in assignment <ul style="list-style-type: none"> ○ Assignment Title Page ○ Cover Transmittal Memo ○ Report Title Page ○ Table of Contents ❑ Body of document discusses the following: <ul style="list-style-type: none"> ○ Introduction ○ Implementation Approach ○ Critical Success Factors ○ Migration Plan ○ User Training ○ Readiness ○ Ongoing Support and Maintenance 	25	24	
<ul style="list-style-type: none"> ❑ Implementation plan demonstrates an understanding of the role and importance of implementation, as well as the various implementation methods and how they are used 	10	10	
<ul style="list-style-type: none"> ❑ Written in appropriate style for the audience ❑ Document organization and content demonstrate careful planning and thought and is easy to follow ❑ Well-written, free of spelling and grammar errors 	10	10	
Total	50	49	