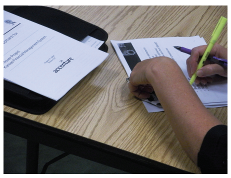
ISSUE 9 • NOVEMBER 24, 2009

IMPROVING EFFICIENCY, MANAGEMENT DECISION-MAKING, TRANSPARENCY, AND CUSTOMER SERVICE FOR THE STATE OF KANSAS

SMART
STATEWIDE MANAGEMENT, ACCOUNTING AND REPORTING TOOL

AGENCIES TO ASSIGN SECURITY ROLES TO STAFF

Upcoming Workshops Will Discuss User Roles That Allow Employees Access to SMART



Role-Mapping Workshop participants will learn to assign SMART user roles to agency staff.

Ensuring that the Statewide Management, Accounting and Reporting Tool (SMART) end-users have the right system access to perform their job duties will be key to agencies' successful transition on July 1. The activity that will ensure that happens is called "role mapping."

"Role mapping is the activity in which agencies assign SMART user roles to their staff," says Jennifer Dennon, State of Kansas Agency Readiness Lead. "These user roles give each person the appropriate access to SMART so they can perform their jobs. For example, someone who processes vouchers needs to have the associated roles assigned or they won't have access to the voucher functions in SMART."

The first step in getting the information agencies will need to complete role mapping will be attendance at one of the Workflow Workshops the project will host in December. After that, agencies will attend a Role Mapping Workshop in early January. The workflow and role mapping workshops will provide agencies the information they need to complete the role mapping task (Task ID 68), which assigns user roles to their staff members. Finally, agencies will submit the approved role map document to the Sunflower Project in February.

The workshop will cover special instructions for some roles. Some user roles related to workflow, for example, will be used only in conjunction with other roles, and the project must gather information on employees who receive travel or expense reimbursement but will not otherwise use SMART. "This task is complicated and it is important agencies attend both the workflow and role mapping workshops," says Dennon. "The information you provide in role mapping will help determine your staff's access to SMART, the Data Warehouse, the Time and Labor module in SHARP, and other agencies' data as appropriate, and it will be a key input to workflow setup."

(cont. on p. 9)

SMART WILL AUTOMATE BUDGET CHECKING

Automated Budget Checking Will Allow More Timely, Improved Reporting and Budget Analysis

The Statewide Management, Accounting and Reporting Tool (SMART) will automate a number of processes for state agencies. Among these will be budget checking, which will compare an agency's encumbrances and actual revenues and expenses from the Accounts Payable, Accounts Receivable, General Ledger, Projects, Grants, Purchasing, and Expenses modules against budgeted expenses and revenues.

"This sort of budgetary control ensures that encumbrances and expenses do not exceed budgets at the appropriation level," explains Brett Bauer, State of Kansas General Ledger Lead. "The functionality of SMART budgeting, also known as Commitment Control, also allows agencies the flexibility to track revenues and expenses against more detailed operating, project, and revenue estimate budgets."

Budget Checking will run as a batch process in SMART

Bauer says agencies and the State of Kansas will see benefits from this functionality. "Agencies will spend less time gathering data from disparate systems to create their budget to actual reports that are necessary for managing the financial operations of their agency. Budget to actual reporting at various levels of detail will be available in SMART on a near-real-time basis."

(cont. on p. 9)

PAUL'S PLACE

A Message From the Sunflower Project Accenture Manager

You may have heard the story of a traveler who came upon a group of three hard-at-work stonemasons. He asked each in turn what they were doing.

The first said, "I am chiseling down this block of marble" in a tired voice.

The second said, "I am trying to get this corner to be square," in a slightly frustrated voice.

The third said proudly, "I am building a cathedral!" The third looked every bit as sweaty and hard working as the other two, but with a beaming smile you couldn't miss.

> I appreciate the way agencies have stepped up to the Sunflower Project's challenges.
>
> PAUL LAVERY

Here on the Sunflower Project, we are not just creating test scripts, or developing training material. We are not simply building a report, or coding an interface. We are not just standing up the SMART system. Together, with all of those important pieces and a hundred others, we are equipping agencies to better manage their financial resources so they can more effectively carry out their mission to serve the citizens of Kansas. This is why we are doing what we are doing, and this is what drives us all to work as hard as we do and care so much about getting it right.

Like any large, ambitious undertaking of this scale and magnitude, it takes an unparalleled degree of cooperation and partnership to pull it off. Accenture could not be more grateful for our partnership with the State in this effort. Just a few of the qualities that have made this partnership so successful have been a common vision, open communication, constructive problem solving and mutual respect and appreciation for how everyone is contributing to the effort.

Paul Lavery is Accenture's Project Manager for the Sunflower Project.

The agencies are a critical dimension to this partnership too. I appreciate the challenges faced by the agencies to layer a large, complex system replacement project on top of their regular responsibilities to carry out their mission. A lot is being asked of agency staff, and I appreciate the way the agencies have stepped up to the challenges by finding creative ways to accomplish the work. Without everyone's support for the vision, we could not be successful.

Like the third stonemason, you should be beaming with pride at the incredible, long-lasting contribution you are making to the citizens of Kansas through the Sunflower Project.

TECHNICAL TESTING CONTINUES

Agencies Receiving Feedback on Conversion and Interface Files Tests, Preparing for Next Testing Cycles

The Sunflower Project's Interface and Conversion Teams have been conducting tests of the various conversion and interface files since the project's Test Phase began in September. "We received the files for Mock Conversion Number 1 and are testing those files now," according to Jenny Brately, Accenture Conversion Lead. "We're providing agencies with feedback on the results of those tests. They'll be able to correct their conversion file and prepare to send the updated file to us by January 18."

Zack Keys, Accenture Interface Lead, notes that interfacing agencies have been providing their interface files for testing. "We've started Stage 4 of interface testing," he says. "Agencies have been very active in providing files. We have received testing files from approximately 50% of interfacing agencies. Overall, our SMART interfaces have been functioning very well," he adds.

Keys and Brately say that they are impressed with the way agencies have been sending questions using the Sunflowerfms@da.ks.gov email account, attending conversion and interface meetings, and sharing information with each other. Both also note that errors found in testing can be attributed to some common causes: required fields having been left blank, using invalid values in fields, and providing values for fields that have fixed-length value requirements that are of the wrong length.

> It's important for agencies to complete development of their interfaces and conversions early.
>
> ZACK KEYS

"It's important for agencies to complete development of their interfaces early," says Keys. "Agencies should decide the types of transactions they want to test and prepare files with those transactions. To help in the development and preparation of files, agencies can access documents on the secure page on the SMART website that include updated layouts, and describe valid configuration values."

"Spend time organizing your testing approach with your technical team so you will be able to provide files at the start of the next interface testing cycles on November 30," he advises agencies.

Brately adds "Agencies should ensure that they have the people in place in their agency that can clean up the data and correct the conversion files as they receive feedback from us. That will let them quickly turn around the corrected files for the next mock conversion."

UPDATABLE AGENCY TASKS

Agencies Will Be Able To Update Fourteen Agency Tasks in Spring

The October Newsletter included an article listing optional agency tasks for which the submission deadlines expired. Here is a list of tasks that agencies will be able to submit or update this spring.* Agencies will receive notification when they can submit updated values for these tasks.

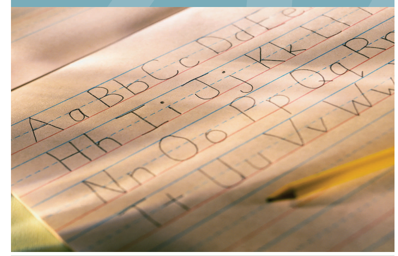
Agency Configuration Task	Description	Module
201	SpeedChart Configuration Activity	AP
145	Entry Type/Reason Code Configuration Activity	AR
154	Program Code Configuration Activity	GL
157	Department ID Configuration Activity	GL
211*	Agency Use Chartfield	GL
212*	Service Location Chartfield	GL
166	Grants Setup Activity	PC
169	Projects Setup Configuration Activity	PC
178	Complete Business Unit (BU) Default Configuration Activity	PO
252	Time and Labor Schedule Configuration Activity	T&L
253	Confirm Time and Labor Workgroups	T&L
254	Time and Labor Taskgroup Configuration Activity (Steps 1 and 2)	T&L
255	Manual Conversion of Time Reporter Data	T&L
264	Time and Labor Task Profile Upload	T&L

As a reminder, agencies will be able to update values for the expired optional tasks after go-live. Refer to last month's story at http://da.ks.gov/smart/Documents/Newsletters/20091021_Newsletter_8.pdf for a list of those tasks.*

*Note: Task ID's #211 and #212, while optional, will be available to submit new or updated values this spring.

GLOSSARY:

This section features acronyms or specific terms you should know. Here are some, in addition to those listed here last time. Watch here for more next time!



- Business Unit: An entity with its own set of books, i.e. each State Agency is a business unit.
- Feeder Systems: SMART subsystem applications, such as Accounts Payable and Accounts Receivable, that create entries that process in the journal generator to create a GL Journal entry.
- Journal Date: The date of the journal voucher; resolves the accounting period and fiscal year a transaction posts.
- Journal Entry: Summarized accounting entries from SMART Feeder systems which are posted to the General Ledger. Also high-level reclass accounting corrections.
- Journal Voucher: Correction of a Voucher. Corrections ties to the original miscoded voucher.
- Voucher: Invoice information that has been entered into the SMART Accounts Payable module resulting in payment to a vendor.

MEET THE TRAINING TEAM

Eleven Sunflower Project Team Members Designing and Developing SMART Training Materials

The Sunflower Project Enterprise Readiness (ER) Team consists of four areas: Training, Agency Readiness, Transition, and Communications. With eleven members, the Training Team is the largest unit in ER. It is designing, building, and deploying all end-user training materials for the Statewide Management, Accounting and Reporting Tool (SMART). The Agency Readiness Team interacts with agencies and assists them in preparing for SMART. The Transition Team is setting up the SMART Help Desk and managing the process of knowledge transfer from Accenture staff to State of Kansas project team members. The Communications Team sends out all project communications to agencies, administers the SMART website, and manages the Sunflower Project email box.

Members of the Training Team are Gina Vinyard, Emilie Kroner, Stephen Britcher, Michaela Springer, Stacy Tuel, Joy Duncan, Muriah Baker, Anna Dudley, Bianca Mason, Jeanne Katz, and Andy Robinson.

The Training Team is finalizing training courses details. (See related story on page 6.)

TRAINING LEADS

Gina Vinyard, State of Kansas, and Emilie Kroner, Accenture, are Training Leads for the Sunflower Project. Together, they see that more than 300 training classes, both web-based and instructor-led, are ready for over 2,000 state employees who will be end-users of SMART. (See the story in this issue about Training Updates.)

“Emilie and I manage the schedule and completion of the training development work,” says Vinyard. “That includes coordinating locations, trainers, and registration for the training deployment.”

“Our team is designing, building, testing, and deploying a comprehensive SMART training program for the State of Kansas,” adds Kroner. “Individually, I am responsible to share my experiences and Accenture’s methodology with the state training developers to make sure that our training materials are effective, lasting, and meet the state’s goals. The bottom line is that we need to prepare SMART users to perform their jobs effectively at day one of go-live.”

Many state employees remember Vinyard from her work as a PeopleSoft Analyst in the Division of Personnel Services, working on SHARP upgrades. Most recently, she was the Health Plan Data Manager at the Kansas Health Policy Authority. “I have the best job on the project,” says Vinyard. “I get to learn all of the modules. We are right there as new developments occur because we have to figure out how to train it. I get an opportunity to see a side of state government I had not previously witnessed. I have been so impressed with the finance staff on the project and across the state. I had no idea the complexity of the work that they do with a limited set of tools.” Kroner echoes Vinyard’s sentiments. “This has been, by far, the best experience of my career. At the Sunflower Project we have the right mix of things to make an amazing implementation—passionate clients, invested stakeholders, interested end-users, and the best people.” Kroner previously worked on a state financial implementation for Washington State, and has managed training teams for clients in health care, products, and with the U.S. Army.

> The Sunflower Project has the right mix of things to make an amazing implementation.
>
> EMILIE KRONER

TRAINING DEVELOPERS

Stephen Britcher is Accenture’s Lead Training Developer for the Sunflower Project. After working in New Orleans and Ohio to develop and deploy end-user training for these PeopleSoft Financials implementations, he now works to develop training materials for Kansas and assists Kroner and Vinyard in managing the rest of the team’s development efforts. “I’m fortunate that I could join the project at the very beginning, seeing the project through each phase leading up to go-live,” he says.

Most Accounts Receivable and Billing training is developed by Stacy Tuel. Tuel came to the project from Emporia State University, where she was an admissions counselor. “It was great to help students and parents prepare for success in college,” she says.

(cont. on p. 8)

AGENCY CHANGE AGENTS

The Sunflower Project website lists the Change Agents for each agency. Find it by pointing your browser to: http://da.ks.gov/smart/

UPCOMING DATES:

Things that will happen soon

- December 3 & 8: Workflow Workshops
- December 9: Change Agent Network Meeting #7
- December 10: Monthly Interface Meeting
- December 17: Monthly Conversion Meeting
- January 6-14: Role Mapping Workshops
- January 7: Small Agency Meeting (Sponsored by Division of Personnel Services)
- January 12: Monthly Interface Meeting
- January 13: ASTRA (Sponsored by ASTRA)
- January 20: Change Agent Network Meeting #8
- January 27: Train-the-Trainer Kickoff
- January 27: Monthly Conversion Meeting

SMART Service Center

Transactional Support Services for Small Agencies

The Sunflower Project recently held a SMART Service Center kick-off meeting to provide an explanation of the transactional services that will be available to small agencies post go-live. Kent Olson, Sunflower Project Director, informed the group that lessons learned in other statewide implementations indicated the need for this type of service for small agencies so they can be successful when the Statewide Management, Accounting and Reporting Tool (SMART) is implemented next year. Olson also encouraged attending agencies to participate in the Service Center, which will alleviate the amount of pre-implementation training that would be required to gain full access to the SMART system. Participating agencies can also use the Service Center for a period of time after go-live; allowing

them to complete their employees' training after SMART is operational.

Connie Guerrero, Enterprise Readiness Manager, stated that the "Service Center is not being implemented as an all or nothing approach. Agencies can determine which transactions they would like to key online while using the Service Center for less frequent transactions." In addition, if an agency determines they would like the Service Center to key all of their transactions they will still be able to get a SMART sign-on to inquire on their data online or through the data warehouse.

Eligibility requirements for participating in the SMART Service Center include low headcount, low transactional volume, transactions currently processed by Department of Administration, and the agency's desire to participate in the Service Center.

Agencies who are interested in using the Service Center but were not able to attend the kick-off meeting should contact the project at Sunflowerfms@da.ks.gov. The project team will be reaching out to agencies soon to confirm their level of participation.

AGENCIES ASSESS SMART IMPACTS

Agency Task Helps Agencies Prepare for Changes to Business Processes

After completing Business Process Workshops (BPWs), agencies began the process of completing Agency Impact Analyses (AIAs). "The AIA is a tool for agencies to prepare for the impacts of the new Statewide Management, Accounting and Reporting Tool (SMART)," says Jennifer Dennon, State of Kansas Agency Readiness Lead. "Its purpose is to compare the 'As Is' and 'To Be' business processes discussed during the BPWs. It is a tool to apply the workshop's content to an agency's unique business processes."

Bryan Loudermilk, Accenture Agency Readiness Lead, noted that about one-third of agencies have submitted their AIAs. "Most of these have been completed with a considerable amount of thought and detail regarding impacts to their agencies," he says. "This ranges from noting specific forms the agency will have to modify to mapping the roles for individuals performing specific tasks."

Dennon and Loudermilk note that agencies will find this level of detail helpful as they prepare for go-live on July 1. "Comprehensive AIAs provide information about their action plan and illustrates that agencies are actively thinking about how they can implement changes to their current business processes. This preparation and awareness, in turn, is important for the agency to make sure it is ready to process financials on July 1, 2010," says Dennon.

"Agencies shouldn't let their AIAs become stagnant," advises Loudermilk. "The data and action plan the agency identifies should be reviewed often and updated as needed. This will ensure the agency is completing action items and noting additional impacts as they become more knowledgeable about SMART and its processes. The AIA is also a mechanism for sharing information within the agency so those affected have a better understanding of the changes."

Once submitted to the Sunflower Project, Agency Readiness Liaisons review the AIAs for discrepancies in module usage, whether or not the analysis was completed comprehensively, and questions the agency included. Agency Readiness Liaisons note issues and contact the agency to respond and assist in closing those issues. Loudermilk and Dennon point out that not completing an AIA, or not including an appropriate level of detail, can be a cause for concern that the agency may not fully understand the impacts SMART will have on its business processes and therefore may not be ready to process financial information on July 1.

Dennon and Loudermilk encourage agencies with questions or concerns about their AIAs to contact their Agency Readiness Liaison for assistance. The BPW presentations and AIA forms are available to all agencies on the project website,

http://www.da.ks.gov/smart/changeagentnetwork.html

Completed AIAs should be emailed to Sunflowerfms@da.ks.gov

TRAINING TEAM PUTS FINISHING TOUCHES ON COURSES

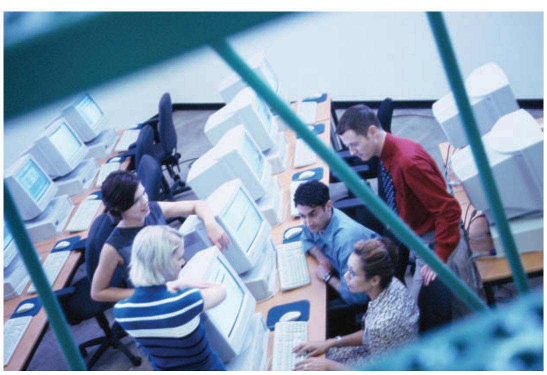
SMART Trainers Will Pilot WBTs and Begin Train-the-Trainer in December

While the Sunflower Project conducts its Test Phase, its Training Team will be updating training materials for the Statewide Management, Accounting and Reporting Tool (SMART) from the results of those system tests.

“The Training Team has just finished developing the SMART training program,” says Accenture Training Lead Emilie Kroner. “The program consists of over 300 work units which include job aids, User Productivity Kits (UPKs), training guides, activity guides, business process flows, and more that users will see as they take SMART training classes.”

> Both our trainers and the training ‘drivers’ who will assist them will complete the 100- and 200- level web-based trainings in December.
>
> GINA VINYARD

“The next three months we will be in our ‘Updates Phase,’” she continues. “In this phase, we will be maintaining the training materials that we have produced and making sure that they align to any functional changes occurring during testing. We’ll also be preparing for training deployment, which involves preparing our Learning Management System, developing our Train-the-Trainer program, finalizing logistics for all training courses, and building the training section of our website.”



Kroner’s State of Kansas counterpart, Gina Vinyard, says the Train-the-Trainer planning is well underway. “Both our trainers and the training ‘drivers’ who will be assisting them will complete the 100- and 200-level web-based trainings in December. We added a new course on processing interfunds, and would like to receive a few more volunteer trainers. We also need more ‘drivers,’ who are the people who navigate the software while the trainer does the walk-through. The drivers will also watch for participants who may need extra help.”

Vinyard and Kroner recommend that agency employees can begin to prepare themselves for training by becoming familiar with as much information as possible beforehand. “Employees can read the materials posted to the SMART website, such as the Change Agent Network presentations,” says Vinyard. “If they are unclear about how the implementation will affect them, they should reach out to their SMART contacts at their agency.”

“Agencies can be thinking about how best to get their users ready for SMART training,” adds Kroner. “Part of that may be sending them as volunteer trainers or drivers. Another part of it will be looking ahead to the timeframes for SMART training and planning how to make their users available for the time it will take to complete the training sessions.”

Gina Vinyard, Sunflower Project Training Lead, discusses training plans.

Vinyard points out that agency Primary and Training Contacts will participate in role-mapping workshops in January that will help them understand how to align their agencies’ employees to the SMART security roles. (see related article on page one of this newsletter) “The agency role mapping task will provide the SMART training team with employee information that will be loaded into the Learning Management System. Then we’ll work with the training contacts at each agency to coordinate registrations based on the roles that have been assigned to the employees. Our ultimate goal is to help agencies get the right end-users in the right training classes so they will be ready for go-live on July 1.”

> Our ultimate goal is for agencies to get the right end-users in the right training classes.
>
> GINA VINYARD

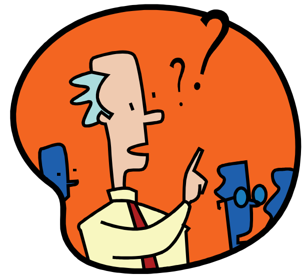
FREQUENTLY ASKED QUESTIONS

The Frequently Asked Questions section occurs regularly. It features questions asked about SMART. If you have specific questions to recommend for this section, please e-mail them to: Sunflowerfms@da.ks.gov

Q: *Can one person both enter and approve a journal entry in SMART?*

A: Yes, one person can have both the Processor and Approver security roles at the appropriate levels. General Ledger journals will also require central approval prior to edit, budget check, and posting via workflow. Accounts Payable transactions (vouchers and journal voucher corrections) in excess of the delegated audit authority of the agency will also require central approval via workflow. In early 2010 agencies will participate in role mapping. When completing these activities, agencies need to consider separation of duties necessary to their business processes.

Additional details will be provided at the Workflow Workshops in December.



Q: *Will SMART reflect all transactions on the Cash Control Budget?*

A: No. Cash Control Budgets will be impacted only by expenses and collected revenue. Transactions using the balance sheet will not affect the Accounts Cash Control Budget. Encumbrances will not affect cash balances or Cash Control Budgets.

Q: *Will SMART users be able to change journal dates when entering journals?*

A: Users will be able to change the journal date on the journal entry transaction to any open period. If the period is not open on the General Ledger, the system will prevent entry of a journal date that exists in a closed period.

SUNFLOWER PROJECT Contacts:

SMART

Statewide Management, Accounting and Reporting Tool

E-mail:
Sunflowerfms@da.ks.gov
URL: http://da.ks.gov/smart/
Phone: 785-291-0582
Fax: 785-291-3151

Publishing Editor:
Les Lauber, FMS
les.lauber@da.ks.gov
Contributing Editors:
Connie Guerrero, FMS
connie.guerrero@da.ks.gov
Donna Harold, Accenture
donna.harold@da.ks.gov

High-Level Project Timeline and Agency-Related Activities

Plan & Analyze Oct '08—Dec '08	Design Jan '09—Apr '09	Build May '09—Oct '09	Test & Deploy Nov '09—Jun '10	Support Jul '10—On
• Host Project Kickoff • Launch Website • Identify Agency Contacts • Conduct Conference Room Pilots • Publish Project Charter • Complete Agency Skills Assessment • Launch Project Newsletter DONE!!	• Conduct Agency Introduction Meetings • Launch Change Agent Network • Conduct Budget Structure Workshops • Conduct Interface Workshops • Distribute Initial Agency Readiness Assessment • Design Agency Interface • Create Agency Conversion Strategy • Design Training Curriculum DONE!	• Conduct Change Agent Meetings • Conduct Configuration Workshops • Conduct Conversion Workshops • Conduct Interface Workshops • Conduct Business Process Workshops • Distribute Agency Readiness Assessments • Modify System • Adjust Agency Interfaces • Clean Up Data • Build Data Conversion Processes • Build Training Courses DONE!!	• Conduct Change Agent Meetings • Conduct Role Mapping Workshops • Pilot Training Curriculum • Conduct Train-the-Trainer Programs • Train End-Users • Distribute Agency Readiness Assessments • Plan Cutover • Test Agency Interfaces • Test and Load Data for Conversions • Reconcile Data • Establish Help Desk • Perform User Acceptance Testing • Validate System • Cutover to New System: July 1, 2010	• Support Production • Respond to Agency Feedback • Decommission Redundant Agency Systems

MEET THE TRAINING TEAM, *cont. from p. 4*

When asked about what she is enjoying with the Sunflower Project, Tuel says "I jumped at the chance to be part of such a major and positive change for my home state. The bonus is all of the good times I have with the people on the staff here at the project."

Joy Duncan joined the project from the Division of Accounts & Reports. "I was an auditor, and had a chance to get to know the different agencies in the state system and how they function. I was drawn to the training aspect of the project since my previous job dealt with most of the new processes being developed for SMART. It's a good way to learn the software and get a better understanding of it before we actually hit the go-live date."

"Before working on the project, I worked in Omaha for Netshops, Inc. and worked in the Education Department at the Henry Doorly Zoo," says Michaela Springer who focuses on the Purchasing modules. "I conducted a wide range of product, sales, customer service, and technical training at Netshops. My favorite part of training development is to dig in and learn a really technical product, then break it down into simple and easy-to-understand steps."

> My favorite part of training development is to break a really technical product down into simple, easy-to-understand steps.
>
> MICHAELA SPRINGER

Muriah Baker, who splits her time on the project between the Training and Finance Teams says "I was an accountant in the Division of Accounts & Reports' Central Services Unit. They provide a wide range of services such as payroll, receipts, vouchers, and such to the Governor's office and various Department of Administration divisions. I joined the project to be part of an innovative solution to the State's need to handle financials more efficiently."

Jeanne Katz, Accenture Training Developer, develops training for the Accounts Payable and Expenses modules. "I was a curriculum developer and instructor at PeopleSoft/ Oracle," she explains. "I wrote training curriculum for their financial products, developed User Productivity Kits, facilitated training sessions, and delivered customized on-site training for customers. Here at Kansas, I've been made to feel welcome from Day One. My state counterparts are very easy to work with and there is a great sense of teamwork between the consultant and state groups."

> Here at Kansas, I've been made to feel welcome from Day One. There's a great sense of teamwork between the consultant and state groups.
>
> JEANNE KATZ

Andy Robinson, also with Accenture focuses on the Asset Management and Project Costing modules. "I came here from a project at Embarq, which is now known as CenturyLink, in various testing roles that collaborated closely with the training teams. The State of Kansas has developed an outstanding system that will be of great benefit. The work here is great, because we get to experience firsthand how SMART's users will actually use it."

Bianca Mason is another Accenture Training Developer. The Sunflower Project is her second public sector project, and she arrived in Topeka after working both in training and functional development roles for a project with the United States Army. I've been so impressed with the State of Kansas employees. Their caliber is unparalleled with any of the clients I've worked with as a consultant. This is true of my team members, the project team, and the agency representatives. They are the most involved, dedicated, intelligent, and overall enjoyable people that I have ever worked with."

The Training Team's newest member is on loan from the Department of Social and Rehabilitation Services. Anna Dudley will be assisting with training development through SMART's go-live. "I'm looking forward to learning as much as I can and taking back to SRS after go-live," says Dudley.

OVERDUE GIFT

The Training Team appreciates their involvement in the delivery of such a large product to state users and residents. "This entire project is very tightly orchestrated," Katz notes. "All the teams pull together, and the project plan just keeps it all humming along." Springer says "The state has made a conscious decision to eliminate redundancy and gain efficiencies in a way we are unable to do with our current operations. Not only will it meet the needs of our agencies, employees, and citizens, but in many ways it will exceed those needs."

"To me, SMART feels like a gift that is long overdue," concludes Vinyard. "State employees will use this software for many years to come, likely long after many of us retire. The project team is hard at work making sure that SMART is the best possible tool we can give to those who have "made do" for all these years. I'm proud to be part of that effort and I know that I will always recall my time on the project as one of the high points in my career."

Members of the Sunflower Project Training Team discuss upcoming Train-the-Trainer sessions.

ROLE MAPPING, *cont. from p. 1*

"The workshops are directed to persons in agencies who will make decisions related to staff responsibilities in SMART," says Bryan Loudermilk, Accenture Agency Readiness Lead.

"Although that will be the Primary Contact for many agencies, anyone who will provide input should attend a workshop," he continues. "It will also be useful for functional area subject-matter experts who will provide input to role mapping. Larger agencies may assign the task out to various units but should also assign a central coordinator to compile the results. If that is the case, each of those employees that are involved in the role mapping process should attend. We recommend agencies start role mapping immediately when they receive the task. The complexity of all the various accesses means agencies will want to have plenty of time to address any questions or issues they might encounter."

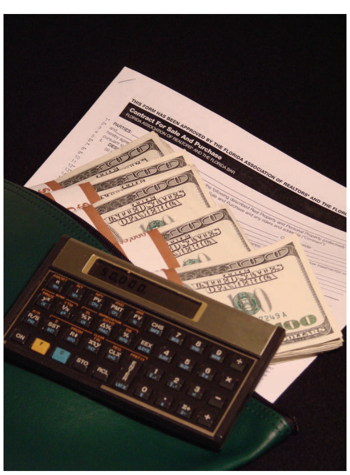
> Role mapping workshops are directed to persons in agencies who will make decisions related to staff responsibilities in SMART.
>
> BRYAN LOUDERMILK

Representatives preparing to attend the workshops can do several things to ensure they get the most from the workshop. "They should review their agency's Impact Analysis, submitted as part of task ID 30, as it relates to roles and responsibilities," says Dennon. "They should also familiarize themselves with the content in December's Workflow Workshops, whether by attending or talking to someone who did. Finally, they should know if and how their agency might use the SMART Service Center. "

To ensure an agency has access to SMART and the Data Warehouse at go-live, an agency must complete its role mapping activity no later than February 12, 2010. Dennon and Loudermilk also shared a few additional, important notes about role mapping.

- Role mapping will include staff who are NOT SMART users. For example, staff using the Data Warehouse who are not SMART users will need to be mapped to Data Warehouse user roles.
- Role mapping will integrate topics from the Workflow Workshops in December. The timing of these workshops is actually planned in order to complement the role mapping activity.
- The mapping of user roles to each staff member directly affects the training required before that person will receive access to SMART. The role mapping activity will outline what training is required for each role.
- For staff who need access to more than one agency's data, the role mapping activity is where that access will be assigned.
- All 107 agencies should plan to participate in role mapping.
- Role mapping will determine each user's access to the Data Warehouse and the new Time & Labor module in SHARP (for the 12 Time & Labor pilot agencies).

BUDGET CHECKING, *cont. from p. 1*



"Having more accurate and timely information on the financial operations of each agency, program, and project will reap benefits for the State as a whole," he continues. "This will offer improved reporting and analysis and should allow decision makers to make better decisions."

Budget checking will run as a batch process in SMART, according to Bauer. "This process will be kicked off at regularly scheduled times during the work day." Budget checking occurs before transactions are approved and posted to SMART's general ledger.

Transactions that exceed the budget will cause an error in SMART and will go into a "pending" status. Agency personnel will identify, research, and resolve budget errors that are listed in the budget check status inquiries, according to Bauer. Additional information on resolving budget checking errors will be provided in future CAN meetings and in end-user training.