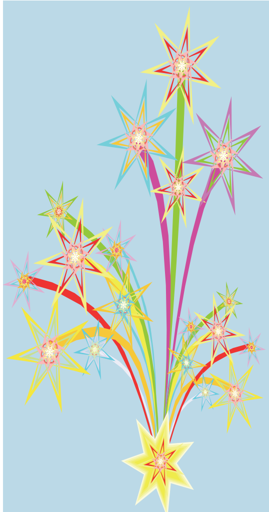
ISSUE 16 • JULY 16, 2010



## SMART Went Live on July 1!

*Improving efficiency, management decision-making, transparency, and customer service for the State of Kansas*

SMART
Statewide Management, Accounting and Reporting Tool

# SPONSORS REFLECT ON PROJECT

*A Conversation With the Sunflower Project Sponsors*

Launching a project such as the Statewide Management, Accounting and Reporting Tool (SMART) requires the effort of many people. Standard project management practice for this type of activity is to secure the sponsorship of people who can secure support and resources necessary for the project to succeed. For the Sunflower Project, those have been Secretary of Administration Duane Goossen, former Deputy Secretary of Administration Carol Foreman, and Director of Information Systems and Communications Joe Hennes. Together with Project Director Kent Olson, they recently reflected on the Sunflower Project with SMART Communications Lead Les Lauber.

*Les Lauber (LL): Now that SMART is live and has become a reality, what thoughts do you have on the Sunflower Project and the work that agencies and team members have been doing the last several years?*

Duane Goossen (DG): "Well, I am very proud that Kansas could successfully complete this project on-budget, and on-time, even though we are right in the middle of a recession. The success of this project is a testament to the many, many people who have put in a great deal of hard work. At the beginning, a new financial management system seemed like a monumental and risky task that required lots of time, planning, cooperation, money, and luck."

Carol Foreman (CF): "I agree. Early on, the experts and consultants identified risk factors inherent in a project this large and complex. In spite of the risk factors, I never doubted the success of this project. We defined success as 'on-time and on-budget.' While this sounds simple, it is not. Most projects struggle to achieve this. But Kansas achieved success!"

(cont. on p. 7)

# FINAL CONVERSION OCCURS THIS WEEKEND

*Final General Ledger Balances and Encumbrances Will Convert to SMART; Available Monday Morning*

After months of planning, designing, and development the new Statewide Management, Accounting and Reporting Tool (SMART) is live! Agencies began using the new system on July 1, the first day of the State's Fiscal Year (FY) 2011. Since then, each agency has been making deposits, processing payments, and managing its financial obligations with SMART.

SMART goes offline daily at 6 p.m., but today, July 16, it went down at 2 p.m. SMART will be available again at the usual time, 7 a.m., on Monday, July 19.

"This weekend we are converting cash balances from STARS to SMART," explains Peggy Hanna, SMART Deputy Director and State of Kansas Cutover Lead. "We will convert outstanding DA107s to Purchasing encumbrances. We will also convert outstanding DA118s to General Ledger encumbrances. To agencies, the difference between what they see this afternoon and what they see on Monday will be that encumbrances from prior years will be available in SMART. Starting Monday, they will process payments against those encumbrances using SMART, not STARS." These represent the final conversions to SMART.

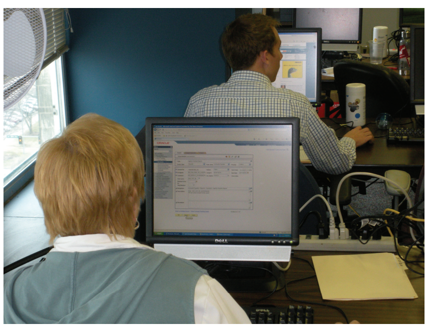
Some follow-up will be necessary, and that will start on Monday. Hanna says "Agencies with property assets will complete the process of entering relationships between them. These relationships are things such as buildings or other improvements made to land an agency owns, as one example." This last process must be complete by July 30.

# SMART TRAINING CONTINUES AFTER GO-LIVE

*Classes Scheduled Through August; Will Continue After*

Although the new Statewide Management, Accounting and Reporting Tool (SMART) is now live and many of the end-users in agencies have completed their training, the need for training continues. "We are already updating the roles that many users perform in SMART," says Michaela Springer, SMART Training Lead. "As people start in agencies, or change positions, they get new roles in SMART that require training. There are also a number of end-users who were unable to finish their required training before go-live. Currently, we have classes scheduled through August. We schedule classes on an as-needed basis, according to the number of end-users still requiring training."

> Currently we have classes scheduled through August, and will schedule more as needed.
>
> MICHAELA SPRINGER



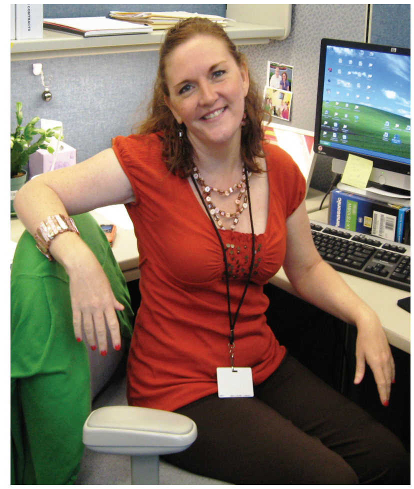
Web-based training continues to be available.

Springer takes over the Training Lead duties from Gina Vinyard, who is now working with the Data Warehouse. She is a familiar face to agency end-users from her role as a SMART Training Specialist. "I am very excited about the opportunity to work with users in this new capacity."

Springer mentions several deadlines agencies and end-users should keep in mind. "July 31 is the deadline for registering in ILT courses for anyone who had access on July 1 but was not able to register for any required training before go-live. August 31 is the deadline for completing it. For September and beyond, our web-based trainings will remain available. We will schedule instructor-led training (ILT) course sessions based on demand, which we will determine from the SMART Security forms received. End-users will have 45 days to complete their instructor-led training upon receipt of a security request form completed by their agencies SMART Security liaison. End-users who do not complete their ILT for specific modules will have their access to those modules removed."

Going forward, all web-based training (WBT) will only be available through the SMART website at http://www.da.ks.gov/smart/Training/CourseMaterials/SMARTCourseCatalog.htm End-users who need to take instructor-led training will be able to enroll in the ILT in the SMART Student Center located at http://www.da.ks.gov/smart/training.html and clicking on the link that says "SMART Student Center" after the SMART Security Request from has been received from the agency and processed by the SMART Security team.

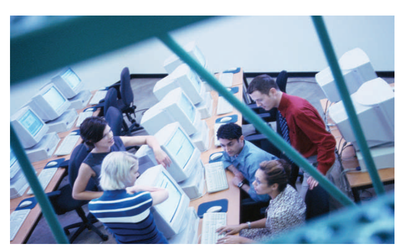
"Using the SMART Student Center allows the SMART Training Team to track end-users' completion of their ILTs accurately and efficiently," Springer points out. Sometimes end-users are surprised the results of their web-based training are not available in the SMART Student Center if they take a pre-requisite web-based training course on the SMART website and then enroll for ILT courses in the SMART Student Center. This is because the Student Center doesn't receive any



Michaela Springer is the SMART Team's Training Lead for Post-Go-Live activities.

information from the SMART website. The SMART Training team is looking for ways to simplify this process and to give agency training contacts the ability to more easily obtain this information for their employees," she explains.

"I strongly recommend when people find themselves with questions as a result of training they have taken, they search the Knowledge Base Articles the SMART Help Desk offers," Springer says. The Knowledge Base Articles can be found online at https://dahelpdesk.ks.gov/sd/SolutionsHome.sd "If they cannot find an answer there, they should reach out to their agency's Help Desk Contact who can assist them in finding an answer to the question, or log a ticket with the Help Desk."



# SECURITY PROCESSES SAFEGUARD SMART DATA

*User Roles Are the Means By Which Users Access SMART*

User roles are the key to being able to use the new Statewide Management, Accounting and Reporting Tool (SMART). Roles determine what an end-user can see, enter, process, and approve. And as end-users enter, leave, or change responsibilities in their agencies, their roles will change.

When an agency end-user's role changes, the Security Liaison becomes involved.

"Since go-live on July 1, we have already processed almost 300 security requests," notes Jennifer Dennon, SMART Transition Manager for Data Warehouse, Reporting, Security, and Workflow. "This week, we have substantially refined our processes. We are working to become more efficient each day." Agencies can find detailed instructions on submitting their requests in the SMART Security Handbook and Security Access Form, available on the SMART website at http://da.ks.gov/smart/technicalresources.html

Whenever end-user roles changes because job duties change, or the employee comes to or leaves an agency, the agency SMART Security Liaison will become involved. "Security Liaisons are authorized to request role changes on behalf of their agencies," explains Dennon. "They will submit their requests to the SMART Team by opening a ticket with ServiceDesk. Requests should be for one user per ticket."

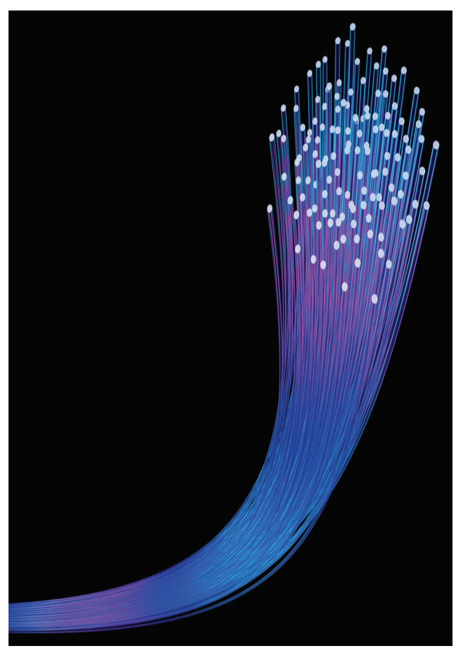
The process begins with the end-user completing the necessary web-based training (WBT) courses on the SMART website. Dennon points out that the process will go faster if the end-user completes the WBT before the Security Liaison submits the Security Access Form. Security access will only be granted if the required WBT courses are complete.

End-users will have 45 days to complete any Instructor-Led Training (ILT) courses required for their new roles. Security access will be granted once the WBT training is complete – but will be removed after 45 days if the ILT training has not been completed. Meanwhile, the Security Liaison completes a Security Access Form and works with the agency's Help Desk Contact to open a ticket through ServiceDesk. Tickets should be categorized "Security." The submitter should choose a subcategory appropriate to the action requested, whether deleting or providing new security access. From that point, the SMART Team will process the form. Using Service Desk provides the agency with a means for tracking the progress of the request. If additional setup or information is required, the SMART Team will notify the requesting Security Liaison through ServiceDesk.

Security Liaisons should ensure that they are submitting the latest version of the Security Access Form. They can ensure they have it by downloading it from the SMART website's Technical Resources page, http://da.ks.gov/smart/technicalresources.html

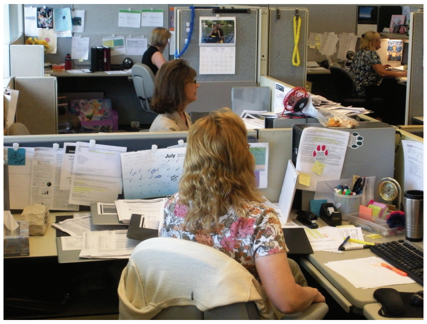
The SMART Team will notify the Security Liaison once the user's roles have been added, changed, or removed. The Security Liaison will, in turn, inform the end-user that the request has been completed and will communicate the end-user's User ID to him or her. New users will call the SMART Help Desk once they know their User IDs to establish their passwords.

Some security requests have been rejected. Dennon says this is generally for one of three reasons: users that have not taken the appropriate training for the roles being requested, roles depending on another role the users don't have, and incomplete requests. "The easiest way to smooth out this process," she says, "is to have the end-user complete the required WBTs before the agency submits the form. Another thing that slows the process down quite a bit is if the agency submits a role that also requires the user have another role, but the user is not yet assigned that role. Lacking that prerequisite role can actually cause the request to be rejected if the SMART Team does not have enough information to process the request. Finally, agencies should double-check their forms to be certain that no required fields are left blank. Fields such as 'Business Unit' are always required, and the 'User ID,' not 'EMPLID,' must be completed when the form is for an existing user."



# HELP DESK SUPPORTS END-USERS

*SMART Team Offers Tips for Using Help Desk*



Help Desk team members work tickets agencies submit online as well as take phone calls.

One key post-go-live support mechanism for the Statewide Management, Accounting and Reporting Tool (SMART) is the SMART Help Desk. Agencies have been following the proper steps for logging their questions and problems they have encountered in SMART with the help desk.

"The Help Desk has been very busy," says Mary Vanatta, SMART Help Desk Lead. "The Help Desk Team has received over 2.700 tickets since SMART went live on July 1, 2010. We have also added more than 170 Knowledge Base Articles to the solutions database. We want to thank agencies for their patience as we work through their open help desk tickets. "

"Agencies have been taking advantage of the KBAs to find information themselves. Their Help Desk Contacts and Liaisons have also been doing a great job at using the online Help Desk to log their incidents," she continues. "Over 80 percent of our Help Desk tickets have come through the web. The majority of calls to the SMART Help Desk phone lines have been to assist end-users in changing their passwords."

The largest group of tickets opened through the SMART Help Desk so far has been to make changes to user roles in SMART as employees have started, left, or changed roles within their agencies. These security roles are the means through which they have access to conduct transactions in SMART. Other common ticket categories include adjustments to an agency's workflow.

The largest group of tickets opened through the SMART Help Desk so far has been to make changes to user roles in SMART.

Vanatta says there are several tips end-users can use to find their own answers to questions they might want to know from the Help Desk, or to expedite their request to the Help Desk.

- The KBAs can be searched by keywords. If entering a keyword does not seem to get results, try entering another word that might mean the same thing. End-users can find the KBAs online at https://dahelpdesk.ks.gov/sd/SolutionsHome.sd
- More specific searches will return fewer results. If a KBA search yields too many results, try adding an additional keyword that will limit the results. Likewise, if not enough results are returned, try removing a word or two from the search phrase.
- Review the online training materials for the subject you have a question about. They are available at http://da.ks.gov/smart/Training/CourseMaterials/SMARTCourseCatalog.htm
- Look for a job aid that might help you. You can find the job aids on the Training Resources page of the SMART website at http://da.ks.gov/smart/Training/CourseMaterials/WBT/resources.html
- Use SMART's User Productivity Kits (UPKs). They can be accessed through SMART using the help links near the top of the page.
- Use graphics. When submitting a Help Desk ticket for an error message or other system problem, attaching a screen shot of the message or unanticipated result lets the Help Desk analyst know exactly what is occurring.
- Be specific. Quoting an error message word-for-word, giving the name of the screen where you encounter the problem, describing the field you are trying to enter information to, can give the Help Desk analyst the critical information needed to solve your problem.
- Identify yourself. This is especially important for security-related issues, such as inability to perform the process you expected in a module. If you are getting a permissions error or have another security-related problem, be sure your User ID is included in the explanation when you open a ticket.
- Be ready to verify who you are. When calling the Help Desk for a password reset, have your smart User ID ready. The Help Desk analyst will also have to ask you for additional personal information that will verify your identity before assigning you a new password.

Agencies have been taking advantage of the Knowledge Base Articles in the ServiceDesk software to find information themselves. Their Help Desk Contacts and Liaisons have been logging their own incidents online.

MARY VANATTA

# SPONSORS REFLECT ON PROJECT, *cont. from p. 1*

Joe Hennes (JH): "Since I joined the project late, I came into my role with no real expectations. I just remember being told my number one priority was SMART and that I needed to make sure it stayed on track. During this past year, I have come to appreciate what an amazing team had been compiled to bring this project to fruition. I really liked the way the State employees and the Accenture employees had been integrated to form the team. I believe because of the way this was done, an amazing amount of loyalty grew within the team to the point that anything less than success just wasn't an option."

CF: "I think there are two factors that were at work, here. First and foremost, Kansas has the country's best state employees. Second, we had the right principles, values, and vision that drove the project. I cannot say enough about the smart, dedicated, and determined employees who made the project successful. The project team is the most visible, but employees throughout the enterprise out in the agencies cannot be overlooked. So many found time to contribute and participate in all phases of the project – needs assessment, the RFP process, desk-top activities, testing, and training. Their participation was critical to this project. By design, the project was seen as a team effort where all agencies would have a place at the table. Since the project was about business processes, the business folks would lead the effort to reshape how Kansas does business. Coordination and collaboration between the agencies and the project team was the key."

Kent Olson (KO): "I don't think success stories get any better. For many years, the State needed a new financial management system. But the timing was never right, until 2006 when a clear vision took shape and there was great confidence in the State's ability to deliver."

DG: "Yes – a broad consensus developed that Kansas needed a new system. Many people with the right expertise contributed to making it happen."

KO: "The Sunflower Project Vision is now a reality. SMART integrates the State's workforce, business processes, and technology investment. It means improved efficiency, management decision-making, transparency, and customer service for the State of Kansas."

*LL: I'm curious – when you reflect on the Sunflower Project, what stands out most to you? I guess I'm asking, what will you most remember about this time?*

CF: "I will remember how the whole State came together to improve how we do business. It is a remarkable achievement, and certainly one of the reasons for this success."

DG: "I certainly agree that this project has been a true statewide effort. I've been very impressed with how agencies have come together to complete such a complicated task and make the project a success. Agencies have altered business practices, decommissioned old systems, helped fund the project, and put in lots of time and effort."

JH: "A number of things come to my mind. First, I think the project had a strong management team with a Project Director who truly understood what must be done to bring a project of this size to a successful conclusion. Second, I'll always remember the nervous anticipation that I felt before go-live that ultimately turned out to be a non-event. I can't help but think this project will be held up as an example for many years of how to do a large project right. Last, I have always heard how difficult it is to get agencies to work together on any project, and while that may be true in some instances, it certainly didn't seem to be a huge stumbling block for this project. I think the project team got tremendous support and cooperation from the agencies."

KO: "Our State government community has been *the* key reason for the successful implementation of SMART. We should never take for granted the way we work together. As SMART was being implemented, I noticed relationships growing even stronger and believe that we all have benefitted from learning more about the missions of agencies. No other state has ever gone live with as many modules as Kansas has, especially with the addition of the Time and Labor module to pilot agencies. SMART and the Data Warehouse are administrative tools that will help agencies carry out their missions. Over sixty agency systems that had been developed because there were no statewide solutions are now being decommissioned."

*LL: What thoughts or comments do you have for SMART's end-users?*

CF: "First, I want to thank the end-users for participating in all the training, conference room pilots, change agent meetings, and all the other activities they took part in. Take a deep breath now, and remember that you are making Kansas state government better."

JH: "You have a tremendous new system available to you and it will be up to you to make the most of it. Study it, learn it, and take advantage of its many features. Don't let the learning curve discourage you. As you become more comfortable with it, you will find it provides you with features and functionality that truly make your job easier."

DG: "SMART is an important, powerful new tool for Kansas that will help us do business more efficiently and will provide much better information. Yet, because we are leaving something we know for something new, it will take some time for everyone to learn how to use SMART, and to fully understand what the system is capable of."

KO: "I want to say, congratulations! You are all part of a phenomenally successful transformation of the way we do business in Kansas government. Almost two years ago, Kansas received a box of software that needed to be configured to meet the business requirements that you identified. As the product was configured and tested, I saw confidence growing and knew that we were well on our way to a strong finish. When training began, I once again saw confidence growing as almost 3,700 people began learning how to perform different roles in SMART. In fact, our consultants had never seen training feedback scores so positive. We will all continue learning together, and we will find new ways to apply SMART to the work we do."

# GOODBYE—THANKS FOR EVERYTHING

Les Lauber, Sunflower Project Communications Lead, has been the newsletter's Publishing Editor

This is our last newsletter. Writing this column is a bittersweet thing. Then again, most "lasts" are. I joined the Sunflower Project at a time when very few desks were occupied. I reconnected immediately with some old friends—Connie Guerrero, Gina Vinyard, Donnita Thomas, and Kent Olson, to name a few—and made some new ones.

We got started right away. There was a Project Kickoff to plan. There were communications to begin sending. We had a website to create. And, of course, a newsletter.

Not everyone knows that some of my early career was in journalism, both print and radio. Applying skills to the project that I developed while writing for local papers has been rewarding. Growing up, one of my best friends was the son of the local paper's publisher. His father, Jerry, let me write sometimes for the paper. It was gratifying to a young man setting out in the world. Since joining the Sunflower Project I have often wondered what advice Jerry would give me for the newsletter. He was an old-school newspaper man, and I miss him. If I could talk to him now, I would thank him again for those experiences.

Equally gratifying, though, has been to hear from so many of you. It was easy on the Docking Building's 11th floor to imagine that we produced this newsletter in a vacuum. Then I would get an email or a phone call from one of you telling me how helpful one of our articles was. I've run into more than one of you in the grocery store and stopped to talk about the newsletter. If you called, wrote, or stopped me in town to talk, thank you. It meant more to me than you can know.

Some other people deserve my thanks. Connie Guerrero and Donna Harold, who have served as Contributing Editors. Project Leadership, who contributed columns for all 16 issues. Each agency that was featured as part of our newsletter. And my colleagues on the project who provided newsletter content each month. I hope I remembered to tell you how much I appreciate you.

Now SMART is live, and our project is winding down. Desks are becoming empty again. We're saying goodbye to friends and colleagues as they move to their careers' next phases. And, we're saying goodbye to the newsletter, too. Which means the most important thanks of all is to you, our readers.

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# High-Level Project Timeline and Agency-Related Activities

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