ISSUE 12 MARCH 17, 2010

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

SMART

Statewide Management, Accounting and Reporting Tool

TESTING PHASE WELL UNDERWAY

After End-User Kickoff Next Week, Project Will Begin End-User Testing on April 5

Agency representatives and Sunflower Project team members work in the Testing Lab.

The Sunflower Project and many agencies have been in the Testing Phase since fall of 2009. The Sunflower Project alone is devoting over 20,000 hours—that converts to more than 10 person-years—to testing the functionality of the Statewide Management, Accounting and Reporting Tool (SMART). SMART testing is about 80% complete at the time of publication, and continues at a rapid pace.

Throughout March and April, several different types of testing or testing preparation workstreams will be in progress. May will mark the end of most testing activities and the project will swing deeper into cutover mode. Those types are: agency interface testing, conversion testing, system testing, end user testing, disaster recovery testing, and operational readiness testing.

Agency Interface Testing

Agency interface testing began last September and successfully wrapped up this month with about 90% of agencies completing their final testing—called Stage 6—by mid-March. Many agencies' Information Technology staff have worked on interface development and testing for twelve months.

(cont., p. 8)

KANSAS DEPARTMENT OF REVENUE PREPARES FOR SMART GO-LIVE

Communication Key to Success

Kansas Department of Revenue (KDOR) is taking a proactive approach to preparing its associates to go-live with the new Statewide Management, Accounting and Reporting Tool (SMART) on July 1. Shirley Hollis, Special Projects Manager for KDOR's Resource Management office, lists the many activities the agency uses: "We send various emails to our associates, meet with managers and supervisors about the roles employees in their areas will have in SMART, review business workflow processes for improvements, and make presentations about SMART to managers and associates so they stay informed. We regularly post items on our internal electronic bulletin board, 'Inside KDOR,' and we encourage central agency staff to attend meetings, such as the Change Agent Network meetings, so they can stay up-to-date on all aspects of SMART."

KANSAS DEPARTMENT OF REVENUE

Hollis says the intensity of this level of contact within her agency is worth it.

(cont., p. 7)

CHRIS'S CART

A Message From the Director of Purchases

From my perspective as the Director of Purchases for the State of Kansas, the launch of the Statewide Management, Accounting and Reporting Tool (SMART) is exciting for a number of reasons.

Empowered by KSA 75-3739, the Director of Purchases grants agencies Local Delegated Authority (LDA) which enables agencies to use established contracts and the open market to manage the procurement of goods, supplies, and services. The statute reminds us that…*All contracts for construction and repairs, and all purchases of and contracts for supplies, materials, equipment and contractual services to be acquired for state agencies shall be based on competitive bids.…* The statutes list some exceptions to the competitive bid, which must be processed and reported with the Prior Authorization Form. I believe you will find SMART to be a tool that will enhance your abilities to execute, track, and report purchases for your agency.

> For many of you, your "Local Delegated Authority" will more than double, from $2,000 to $5,000.

One reason I think you'll find this true is that, for many of you, your "Local Delegated Authority" will more than double, from $2,000 to $5,000. This won't change requirements to use the mandatory use programs set up by statute (Kansas Correctional Industries and the State Use Catalog), or the mandatory use contracts. For typical open market purchases, however, LDA will mean that you do not need to solicit competitive bids for purchases below $5,000 (although we do encourage it – my motto is "We don't pay retail for anything!").

Furthermore, you will be able to use the on-line catalog built into SMART's Purchasing module. SMART will automate the process of creating and managing purchase orders, encumbering funds and will enter certain common data by default, removing opportunity for keying errors. The budget-checking functionality assures you that your agency is staying on-budget.

Chris Howe is the Department of Administration's Director of Purchases.

Automating the approval process creates efficiencies in the time between the creation of a purchase order and actually receiving and paying for the goods or services. SMART will automatically track and forward approved purchase requests, making the procure-to-pay cycle more manageable, and will create greater accountability with the creation of a permanent record of approvals.

I'm looking forward to "go-live" and the new possibilities that lie before us.

INTERFACE AND CONVERSION TESTING NEAR END

Agency Technical Contacts Will Work on Updating Conversion Files, Validating Data

Agencies have nearly completed their interface testing and mock conversions. Yet, much remains to be done in preparing the Statewide Management, Accounting and Reporting Tool (SMART) to go live on July 1, according to Jenny Brately, Accenture Conversion Lead and Zack Keys, Accenture Interface Lead.

> The test stages helped us improve how interfunds will be processed, how vendors will be added to SMART, and how deposits will be entered.
>
> ZACK KEYS

"We're working on the Dry Run now, and preparing for the Dress Rehearsal," says Brately. "The Dry Run is a full sequence of cutover activities over four weeks during normal working hours. Dress Rehearsal is a full sequence of cutover activities executed in the same time windows, i.e. 24x7, in which cutover will actually take place. Both the Dry Run and the Dress Rehearsal will consist of a full conversion cycle."

"Even if you're finished with interface activities, your agency should be working on cutover, training, and other tasks," points out Keys. "Cutover, end-user testing, and the like are all things that will be taking our attention now that most interface testing stages are complete."

"The test stages have been very important in hammering out details," he continues. "We were able to make adjustments that improved how interfunds will be processed, how vendors will be added to SMART, and how deposits will be entered. I think those improvements will be very valuable to the agencies that use interfaces."

"It's important to be sure the right resources are in place to manage the conversion process," says Brately.

Jenny Brately, Accenture Conversion Lead, discusses cutover activities with agency technical contacts.

"Agencies should continue updating their conversion files and correcting the data in those files. The project will reach out to agencies and ask them to validate their converted data online, or reviewing reports of their data."

GO-LIVE WILL AFFECT ENCUMBRANCES

Suggestions Offered to Help Agencies Manage Transition of Encumbered Funds

It happens each fiscal year end—an agency has an obligation to pay a person or organization out of this year's funds, but for some reason the payment will not actually occur until next fiscal year. Agencies encumber the funds, reserving them for payment of those obligations. This year end will be a bit unique, however, as the Statewide Management, Accounting and Reporting Tool (SMART) comes online.

With SMART's go-live date only three and one-half months out, agencies should begin planning how they manage encumbrances of 2010 funds into Fiscal Year 2011. Agencies can continue to enter FY10 encumbrances in STARS through DA-107, DA-47, DA-146, or DA-118.

"Try to associate as many encumbrances as possible to a vendor by using a DA-107, rather than using DA-118 encumbrances," suggests Angela Hoobler, State of Kansas Purchases Lead. "The timeline to get encumbrances recorded will be shorter than in most years. Agencies should start keeping track as much as possible now. If you know of an obligation now that will not be paid in FY10, go ahead and enter a DA-107 into STARS now."

> With SMART's go-live date only three months out, agencies should plan how they manage encumbrances of 2010 funds.

The reason for using the DA-107 encumbrance is because DA-118 encumbrances will require more work to process in SMART when the agency is ready to pay the obligation, she says. This process is explained in more detail in Division of Accounts and Reports Informational Circular 10-A-009 available at: http://www.da.ks.gov/ar/infocirc/fy2010/ic10a009.htm.

Encumbrances in SMART will be more automated. Purchase Orders (PO) and Travel Authorizations processed through SMART will automatically create an encumbrance. A requisition will signal the need for a PO, and once the system budget-checks the PO, SMART will automatically establish an encumbrance. Contracts themselves will not automatically create an encumbrance—agencies will need to create a PO for an activity such as a contract or a real estate agreement.

PROJECT CUTOVER ACTIVITIES HAVE BEGUN

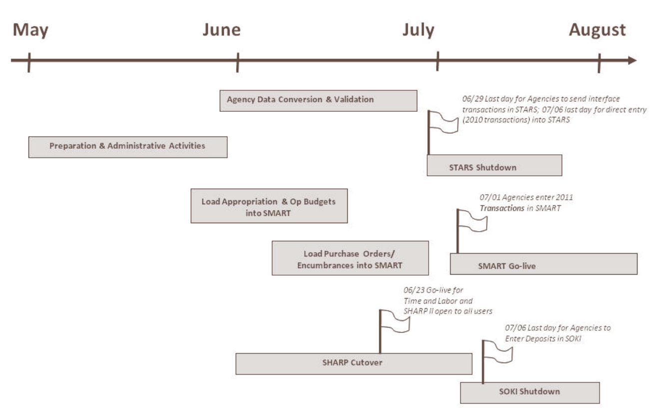
Sunflower Project is Executing Dry Run Now to Confirm Tasks

"Cutover is a one-time, all-out effort by teams on the Sunflower Project and our agency partners to prepare and manage the process of shifting from existing systems to the Statewide Management, Accounting and Reporting Tool (SMART)," explains Peggy Hanna, Sunflower Project Deputy Director and State of Kansas Cutover Lead. The project has begun its first dry run of the cutover process. "We have made deep dives into central processes to identify all the subtasks involved in cutover. This dry run will let us know if we correctly identified all the needed tasks and subtasks. It builds toward the dress rehearsal, which is the final dry run, and helps us further define our processes. It also helps us understand how long each step in the process takes."

Amy Kuck, Accenture Cutover Lead, explains the dry run by saying "The dry run activities occur as a test. The activities don't affect STARS, SOKI, SHARP, or other existing systems. We pretend to go live and shut down those systems, but we don't actually do it." And what are those activities? According to Kuck, some of them are: converting configuration data that include vendors, projects, and customers; converting transactional data such as assets, contracts, and purchase orders; and running processes such as payroll and setoff.

Agencies have a role in this process, too, says Kuck. "We will ask agencies to send updated conversion files, just as they did for the mock conversions."

Last issue's article on cutover recommended agencies conduct their own cutover dry runs. Hanna suggests "If they are an interfacing agency, they really ought to include activities that test their plans to update systems that will interface transactions to SMART. Additionally, they should include the steps and validations required to produce their conversion files. The business processes for year-end close and how it changes for this year to accommodate the cutover dates is also a big item to test. Agencies will probably want to pay vouchers early due to the June 29 cutoff date, delete and clean up bad transactions in SOKI, and close outstanding interfunds," she says.



This high-level timeline outlines Cutover Activities. The original image can be found on the SMART website as part of the presentation for Change Agent Network Meeting #10.

MEET THE PROJECTS AND GRANTS TEAM

Modules Provide Contract, Grant, and Project Management Tools for Agencies

Managing the financial aspects of complex projects with multiple funding streams and numerous employees is both challenging and, for many State of Kansas agencies, part of day-to-day business. Those agencies will be able to capitalize on several modules in the new Statewide Management, Accounting and Reporting Tool (SMART) that will allow them to manage projects from the proposal to close with more efficiency than ever before. "We are making sure SMART is configured to best help agencies manage their grant and project funding," explains Sarah Tongier, State of Kansas Projects and Grants Team Member.

> I felt this would be a terrific opportunity to get first-hand experience with the new system.
>
> MICHELLE SCOTT

Tongier and her colleagues, Kathy Lewis, State Projects and Grants Lead; Josh San Souci, Accenture Projects and Grants Lead; Michelle Scott, State Projects and Grants Team Member; and Christina Nowak, Accenture Projects and Grants Team Member all work together in developing and deploying the Projects, Grants, and Contracts modules. Putting the group's resumes together shows a great deal of experience in project management, technology implementation, and public-sector work. Lewis joined the Sunflower Project from the Kansas Department of Health and Environment, where she worked in the Bureau of Environmental Remediation's Division of Environment on projects involving Superfund, the Federal hazardous waste cleanup program, and contaminated site cleanups across Kansas. San Souci has participated in projects to deliver PeopleSoft products both to the Defense Intelligence Agency and the State of Ohio. He has also worked on technology-oriented projects for the States of Arizona and North Carolina and for NASA.

Members of the Projects and Grants Team discuss the Contracts module at a recent meeting.

Scott has more than 16 years accounting experience with the State of Kansas. She rejoins the State system after gaining her degree in Business Administration from Washburn University, and has previously worked for the Juvenile Justice Authority (JJA) and the Adjutant General's Department. Tongier worked with faculty applying for and managing grants for the University of Kansas' Center for Research and the University of Oregon's Office of Research Services and Administration. Nowak was the Projects and Grants Team Lead for the School District of Lee County, Florida and was also a Test Lead at Boeing in their St. Louis, Missouri location. "Before that, though, I helped implement PeopleSoft Financials with the U. S. House of Representatives in Washington, D. C."

Scott reminiscences on her prior work with the State. "As Chief Accountant for JJA and Military Accountant for the Adjutant General, my work had great variety. I enjoyed the day-to-day accounting aspects of the agencies, and was also the functional lead for the design of each of their in-house databases. Both of those are databases that we will be able to retire when SMART goes live on July 1."

Describing her favorite aspects of her work with grants and projects in universities, Tongier says "I really enjoyed working with faculty from all the different disciplines. It's pretty cool when you get to call one of the world's leading physicists 'Dave' instead of 'Dr. Johnson.'"

All the team members agree on the lure of the Sunflower Project to them: a complex project with a big impact. "What attracted me to this project was definitely its complexity," Nowak says. "This was a large implementation and I was eager to help out." Scott agrees, saying "Having worked 16 years in accounting for the State, I felt this would be a terrific opportunity to get first-hand experience from the ground up with our new statewide system." Tongier adds another element to the attraction for her, though: "I was also excited about the opportunity to move closer to home, since I had been living in Oregon for a few years and was homesick for Kansas."

When talking about what SMART will mean to Kansas, Tongier says "I think the automation SMART brings to a lot of previously manual processes is going to free people up to focus on other important issues. This will make Kansas a model for progress and efficiency." Nowak agrees: "Other states will be talking about what a great job the SMART implementation was and this project will be used as a template for other state implementation for years to come."

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

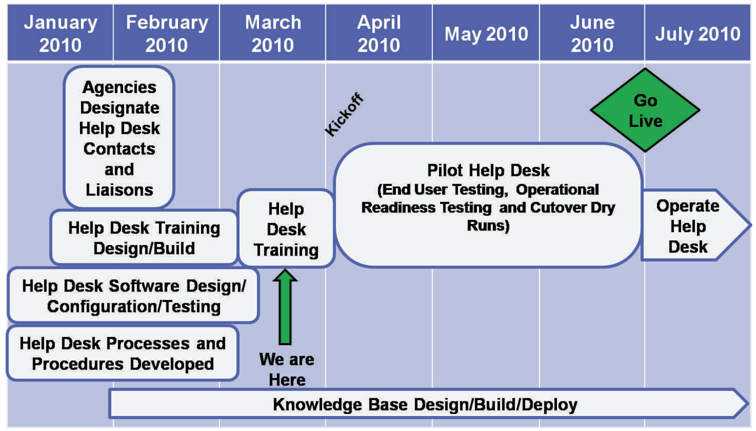
- March 17: Change Agent Network Meeting #10
- March 24: Monthly Conversion Meeting
- March 24: End-User Testing Kickoff
- April 1: Help Desk Kickoff
- April 5: First Day of Instructor-Led Training
- April 5-29: End-User Testing
- April 14: Change Agent Network Meeting #11
- April 21: Monthly Conversion Meeting
- May 13: Change Agent Network Meeting #12

HELP DESK KICKOFF SCHEDULED

Involvement at the Agencies' Level is Foundation to Help Desk Strategy

The SMART Help Desk and Post Go-Live Support Structure is beginning to take shape. The SMART Help Desk project team has been working on the processes and procedures that will help the SMART end-users receive prompt and professional assistance throughout the lifecycle of incident resolution.

The incident resolution process is the cornerstone of the support structure to insure that each incident is accurately classified, documented and resolved in a reasonable amount of time. SMART end-users will utilize the expertise of the agency's SMART Help Desk Contacts and Liaisons, to try to resolve incidents at the agency level before an incident is reported to the help desk. Next, the Help Desk Contacts will request assistance from SMART's help desk through the web-based help desk tool, or via the phone to report incidents. After the incident is logged with the help desk, analysts will be assigned to resolve the incidents. To finish the incident resolution process, communications will be sent to Help Desk Contacts regarding solutions to their reported incidents and the closure of the incident request. Solutions to incidents occurring in SMART will be recorded in the online help desk database of knowledge that will be used for future incident resolution either by the Help Desk Contacts or the support analysts.



The Help Desk Calendar calls for the Pilot Help Desk to begin in April in anticipation of go-live on July 1.

Throughout January and February, documenting the help desk process and procedures and configuring the help desk software kept Donna Harold, the Accenture Enterprise Readiness Manager and Mary Vanatta, State Help Desk Lead busy. In March, the Help Desk Support Analysts are attending two training sessions that teach customer service skills, and the processes and procedures of the help desk operation. Donna Harold states "It is important that each analyst learn the proper procedures to ensure SMART end-users receive prompt and professional support." Looking forward, agency Help Desk Contacts and Liaisons will be attending a Help Desk Kickoff on April 1. They can expect to learn more about the incident resolution process and the web-based help desk tool, ServiceDesk. To be fully prepared at Go-live, the SMART Help Desk will begin pilot operations in April and May to support End-User Testing, End-User Training, and Operational Readiness Testing.

GO-LIVE READINESS PROCESS UNVEILED

Agency Readiness Team Provides Agencies With a Tool for Documenting Readiness for SMART

At the March 17 Change Agent Network Meeting #10, the Agency Readiness Team introduced a new tool for agencies to use to verify they are prepared for the Statewide Management, Accounting and Reporting Tool (SMART) go-live on July 1 this year. "We're calling it 'the Agency Go-Live Readiness Checklist,'" says Jennifer Dennon, State of Kansas Agency Readiness Lead. "Its purpose is to build awareness of the critical factors agencies should monitor closely in these last few months before go-live. This tool is geared toward agency leadership or others who may not be immersed in the day-to-day details of preparing for SMART. Checklist items are summary level, and the entire checklist fits on one page."

Agency Readiness is releasing a new tool for agencies to prepare for go-live: the Go-Live Readiness Checklist

"It is important for the project to receive regular feedback from agencies as they complete their Agency Go-Live Readiness Checklists," explains Bryan Loudermilk, Dennon's Accenture counterpart. "As with other feedback mechanisms, we're looking for the best ways to understand how we can ease the transition to SMART. Regular feedback from agencies will provide the information we need so we can identify, understand, and address issues in a timely manner. So, we're asking agencies to submit updated Go-Live Readiness Checklists every two weeks."

Dennon continues "We will combine the information agencies provide in these updates with information gathered from other sources, such as the Agency Readiness Assessments. We can prioritize the issues agencies identify that may inhibit them in preparing for go-live, and suggest next steps both for the project and for the agencies." Loudermilk says the Agency Readiness Team expects the process will build awareness of factors critical to readiness at the agency leadership level; identify risks, issues, and possible mitigations for those risks before go-live; achieve agreement within agencies regarding their preparedness to go live with SMART on July 1; and help agencies create and interpret meaningful metrics. It will also help the project identify the agencies that may need additional support in certain areas as we approach the July 1 go-live.

PILOT TRAINING CONCLUDES

Agencie's SMART Users Began Web-Based Training in March

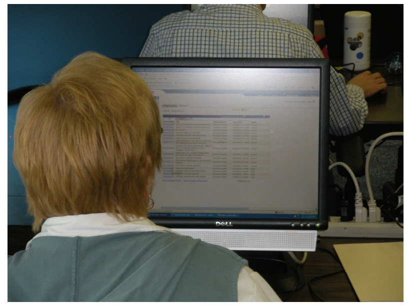
Starting at the beginning of this month, agency representatives have been enrolling in instructor-led training (ILT) and completing web-based training (WBT) for the new Statewide Management, Accounting and Reporting Tool (SMART). "We have been communicating registration details closely with the Training Contacts in the agencies," says Gina Vinyard, State of Kansas Training Lead. "The Training Contacts in turn contact the end-users in their agencies requiring training, and provide them instructions for registering in a class."

The Sunflower Project set up the SMART Student Center, a learning management system, to help manage the process of assigning end-users to training. The recently completed role mapping exercise identified those end-users that will need to take ILT classes. The Training Team entered those users into the Student Center. "Role mapping is the driver to determine what training an individual should take," explains Stephen Britcher, Accenture Training Lead. "Only those end-users whose roles in SMART require them to take ILT are added to the SMART Student Center. There are many more end-users who only need to take WBT for their roles, and they will be able to complete that training through the SMART website." Britcher says examples are individuals who will have a "view only" role in SMART. He also adds that Time and Labor end-users that do not have access to the SMART Student Center will be able to access their WBTs via the SHARP website. Agency training contacts will be notified as each WBT becomes available. Britcher points out that persons who believe they are not mapped to a course they need to perform their jobs at go-live should work with their Agency Training Contact to address their concerns.

> Role mapping is the driver to determine what training an individual should take
>
> STEPHEN BRITCHER

Agency trainers and drivers discuss their roles at the Train-the-Trainer Kickoff.

"We are finding that the number of end-users identified during role mapping that require training is more than double the estimated numbers from last Fall," says Vinyard. "We are adjusting the numbers and locations of our ILT sessions in response to those results, where possible. In other cases, we are asking agencies to prioritize enrollment so that end-users who are the primary person performing a task attend training before go-live and others wait to attend training after go-live."



Web-Based Training is a key component of the SMART Training approach.

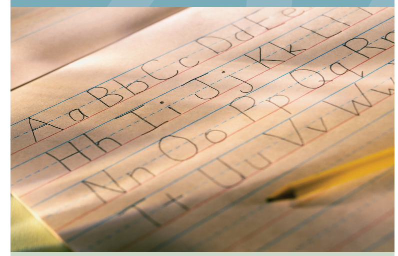
Both Britcher and Vinyard agree that the Pilot Training completed in February was extremely useful. "It helped us identify areas that need clarification before we deliver the end-user training," says Britcher. "We saw several areas that we could enhance the training with tips or notes that make it more specific and more relevant to our State of Kansas learners. We documented all the updates, recommendations, and suggestions from everyone participating in the pilots. We are finalizing the training materials now and will be distributing them to the trainers and training drivers in time for the ILT classes to begin."

"Pilot training also helped validate the timing estimates and, in some cases, update our session times and even delivery methods," Vinyard says. "It was also important to provide an arena where the agency trainers and the training drivers could ask questions and take notes on presenting their courses. Members of the project's Finance Team participated to validate the content of each course."

During March, agency trainers and drivers are practicing delivering or driving portions of their courses to each other. "It is exciting to see all these training components come together," Vinyard says.

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!



- Allocation: The process of moving expenditures from one coding string to others based on a relationship
- Balancing ChartFields: Requirement that debit amounts equal credit amounts for the purpose of maintaining a balanced set of books.
- Budget Structure: Definition of the processing rules for each budget ledger.
- Combination Edits: Rules that define which chartfield values can be combined for accounting entries that are posted to the system.
- Control ChartField: ChartField used to determine whether a transaction is subject to a budget structure.
- IntraUnit: Activity that occurs within the same Business Unit but between some lower balancing chartfield (such as a Fund).
- Ruleset ChartField: A definition of rules for budget calendars, budget key chartfields, and translation keys that provides flexibility without creating additional budget structures and ledgers.

TIME AND LABOR TESTING GOING WELL

Modules Will Integrate With SHARP

Those agencies using the Time and Labor (TL) functionality in the Statewide Human Resource and Payroll System (SHARP) have been busy double-checking things like Department IDs, combo-codes, task profiles, and time reporter data they previously identified over the last few weeks during testing. This ensures they are prepared for the TL go-live in June.

> The Sunflower Project has been testing the Time and Labor functionality

"We have been testing the TL functionality, which is progressing very well," says Brent Smith, State of Kansas Time and Labor Lead. "Our technical team is great at resolving the issues we have come across and then migrating the fixes to the test environment."

Smith adds "The good thing about TL is that it is integrated with other modules in PeopleSoft, like certain modules in SMART. So we are learning about other modules in the testing process. We have learned, for example, that Project IDs in the Project Costing module should not include special characters, but dashes and underscores are OK."

"Through April, we will be testing the system for both simple and complex end-to-end processing that use data converted from other systems, integration of TL across other modules, and reporting. We will conduct parallel testing, which involves creating Time and Leave entries in TL and then processing that data through payroll calculation to ensure everything processes correctly," says Smith.

"Up to this point, Sunflower Project team members have been testing the system," continues Smith. "We're starting TL End-User Testing which will conclude in mid-April. We've invited users from TL agencies to execute some test scripts. In addition to confirming that the system is functioning as desired, it gives those users a chance to see the new system and view the pages before go-live."

In preparing for the TL functionality, agency end-users are completing web-based training, TL tasks, updating their role mapping when necessary, and looking forward to being Kansas pilot agencies for TL, Smith says.

KANSAS DEPARTMENT OF REVENUE PREPARES FOR SMART, cont. from p. 1

"By sharing as much information as we can, keeping central purchasing and accounting staff informed, and involving them at every turn, they know what's happening with SMART," she says. "If we didn't involve them, SMART would be much more difficult to transition to at go-live."

Hollis and Jim Conant, KDOR Director of Resource Management, say that KDOR will also integrate its current internal help desk, which provides support and assistance to its employees throughout the state in regards to various Information Technology issues, with SMART's help desk.

"We currently provide computer-related assistance to our associates for their desktop computer and information systems support," explains Hollis. "For example, if an associate calls in a STARS question, the help desk contacts KDOR's central accounting section. Central accounting then offers assistance to the KDOR associate in regards to their STARS question. This practice has worked so well that KDOR will continue this practice with SMART."

"Representatives from KDOR's central accounting and purchasing office have been designated as our SMART Help Desk Contacts. We have all met to establish how we will integrate support for SMART into our current help desk processes," says Hollis.

Hollis and her colleagues also have a full list of activities planned before go-live to continue communicating with affected KDOR associates. "We will make presentations at Division and Bureau meetings to address specific topics. We will meet with associates affected by specific modules to talk to them about how their jobs and processes will change. When our associates complete their required training, they will participate in information-gathering and review sessions. There is also the end-user testing which will allow KDOR associates the opportunity to become familiar with SMART."

"We are expecting tremendous value from having a single system for all our information and processes," Hollis says. "The Data Warehouse will provide great value compared to what is available with STARS, since eventually we will be able to retrieve information for an extended period."

"For us, the key has been to be positive about SMART and to find those business processes we can change to take advantage of its efficiencies and create a cost savings," Hollis concludes. "We make it fun, and we all learn about the new system together. We've also shared information with other agencies. We see this as an opportunity to contribute to something that is really big, not just for KDOR but for the State of Kansas."

TESTING PHASE WELL UNDERWAY, cont. from p. 1

Conversion Testing

Conversion testing of agency data and data in central systems has been underway since November and is nearing completion. Data files have been created by agencies and loaded into SMART. Two remaining test iterations are being run to further refine the conversion process.

System Testing

System testing is by far the most extensive type of testing the Sunflower Project will perform on SMART.

System testing consists of a set of ten cycles that test SMART's functionality. It uses hundreds of test scripts, most of which were created exclusively for SMART.

System testing includes basic scripts—such as creating and dispatching purchase orders—that may take a couple of hours to complete. However, it also includes more advanced scripts—such as the integration of financial information between the Statewide Human Resource and Payroll System (SHARP) and SMART—that may require several days to fully execute.

System testing also includes testing more than one hundred custom-developed reports. Other system test cycles include security and year-end closing processes. Experienced external observers have noted that SMART testing is among the most structured and thorough they have ever observed.

> System testing consists of a set of ten cycles that test SMART's functionality using hundreds of test scripts—most of which were created exclusively for SMART.

End-User Testing

End-user testing is currently in the planning stage and will run for four weeks, beginning in April. The project will conduct its end-user testing in the Sunflower Project testing lab on the 11th floor of the Docking State Office Building. Approximately 40 agencies will participate in end-user testing. Agency testers will help the Sunflower Project identify defects, allowing the project to resolve these defects prior to go-live on July 1.

The project's end-user testing process will be very structured with agency testers receiving test scripts to execute. State personnel will be on hand to assist testers, and the SMART Help Desk will be piloting their end-user support processes. Stacey Calhoon, State of Kansas Quality Assurance Manager, says, "End-user testing engages people who will use SMART. We are excited that our customers will have a chance to preview it as well as provide additional testing support."

> End-user testing engages people who will use SMART. We are excited that our customers will have a chance to preview it as well as provide additional testing support.
>
> STACEY CALHOON

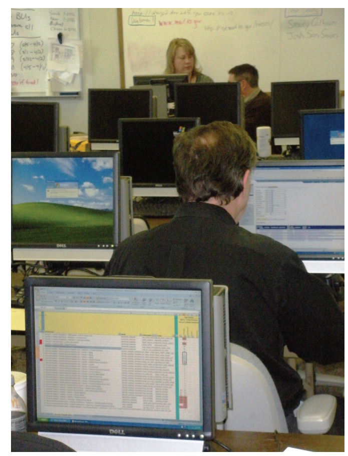
Disaster Recovery Testing

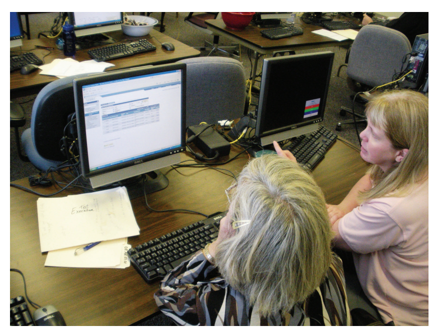
Disaster recovery testing will occur in the final stages of planning. This testing process will test the State's ability to load the latest backup of SMART and SHARP data from the production data center to the disaster recovery data center. The Division of Information Systems and Communications will lead the disaster recovery testing efforts.

Operational Readiness Testing

Operational readiness testing (ORT) is the final testing activity before cutover. ORT will span four weeks in May. This will test the operational model of how the people, processes, and technology involved with SMART all come together. This will include final testing of key agency interfaces, error handling, and escalation support processes.

To be sure, this makes for a lot of testing, spread out over a long period of time. Although each form of testing has its own purpose, all the testing together creates a comprehensive approach that is necessary for a project of this size. Each component helps ensure that SMART will be ready for go-live on July 1.





The Sunflower Project Test Lab is where SMART's System Testing and End-User Testing occurs.

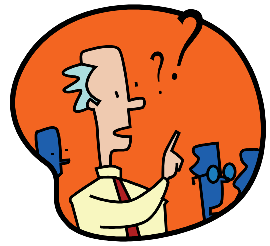
FREQUENTLY ASKED QUESTIONS

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: *The prerequisite for SMART's training class* DAAR355: Processing Interfund Transactions *is* DAAR352: Creating and Maintaining Deposits, *but some associates we signed up for* DAAR355 *do not show they have to take* DAAR352. *Why is that?*

A: Because *DAAR355: Processing Interfund Transactions* has dual prerequisites. If you are an Agency AR Interfund Processor or an Agency AR Interfund Approver, you should take *DAAR352: Creating and Maintaining Deposits* before attending *DAAR355*. If you are an Agency AP Interfund Processor or an Agency AP Interfund Approver, you should take *DAAP311: Voucher Processing* before attending *DAAR355*. If you are mapped to roles on both the AR and AP side of interfunds, you will need to complete both prerequisites.

Q: *Can we assume that a vendor currently in STARS will also be in SMART on July 1?*



A: Yes, vendors will be converted to SMART. Over 200,000 vendors will be converted. AandR will use existing purge criteria to perform a vendor purge of non-current vendors this spring. Vendors existing in STARS after the purge process will be converted to SMART with a new SMART vendor ID.

Q: *If we create new position pool numbers in SHARP now, should we start using the new pool numbers now?*

A: Yes, when you start entering your new department ID's in SHARP you should start using the new Pool ID's you want for these departments. These new pools should be set up with current funding information. This Spring you will be asked to provide updated spreadsheets of ComboCodes and Department Budget table updates. You should already have your employees and positions updated with any new department ID's and position pool ID's at that time.

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High-Level Project Timeline and Agency-Related Activities

Plan and Analyze Oct '08—Dec '08	Design Jan '09—Apr '09	Build May '09—Oct '09	Test and 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 End User Testing • Validate System • Begin Cutover to SMART	• Complete Cutover to SMART • Support Production • Respond to Agency Feedback • Decommission Redundant Agency Systems