Agenda

- FI$Cal Overview
- Project Timeline
- Change Management Overview
- Change Network
- Department Implementation Team (DIT)
- Department Readiness Tools
- FI$Cal Solution
- Wave 2 Scope and Analyze Phase Approach
- Interface and Conversion Approach
- Questions
- IT Leadership Academy
- Next Steps / Key Activities
FI$Cal Overview

- The Financial Information System for California (FI$Cal) is a business transformation project for the State in the areas of budgeting, accounting, procurement, and cash management. The Project prepares the State to work in an integrated financial management system.

- California’s Partner Agencies are working together to form the partnership to support FI$Cal at the highest level:
  - Department of Finance (DOF)
  - Department of General Services (DGS)
  - State Controller’s Office (SCO)
  - State Treasurer’s Office (STO)
FI$Cal Vision

- The vision of FI$Cal is to serve the best interest of the State and its citizens and to optimize the business management of the State, we will collaboratively and successfully develop, implement, utilize, and maintain an integrated financial management system.

FI$Cal Deployment Timeline

- **Pre-Wave (~12 Months)**
- **Wave 1 (20 Months)**
- **Wave 2 (15 Months)**
- **Wave 3 (24 Months)**
- **Wave 4 (24 Months)**

Calendar Years:

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
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<th>2015</th>
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</tbody>
</table>

**April 2014**

FI$Cal: Transparency. Accuracy. Integrity
The Transition to FI$Cal

- Change Management – Structured, result-driven and holistic approach to change in organizations, teams, and individuals that:
  
  - Enables the successful transition from the current to the aspired future state
  
  - Ensures the realization of the planned business objectives
  
- In essence, Change Management is about winning people’s heads and hearts to drive the business case of a transformation.
Time for Change
Stages of Change

Plan & Analyze
- Inform stakeholders
- Communicate project timeline, intended audience, and system to be implemented
- Inform stakeholders about where they can obtain program information

Design
- Inform stakeholders how they will work with the new changes
- Communicate system and business process changes
- Inform stakeholders of training to be provided

Build & Test
- Inform stakeholders about the upcoming implementation
- Communicate all rollout activities
- Inform stakeholders of training timeline and enrollment process

Deploy and Transition
- Inform stakeholders of key project milestones
- Communicate issues and resolutions
- Inform stakeholders of ongoing support processes

Change Commitment Curve

Awareness
- Explain the goals, purpose, and rationale for the project
- Explain the benefits

Understanding
- Explain the impact to their role
- Understand the need for change
- Use change network to communicate key change measures

Acceptance
- Explain changes to the business processes
- Explain how it will be implemented
- Explain how they will use it to do their jobs

Commitment
- Explain the benefits
- Use the new system to do their job
- Participation in support activities and follow up
Pace of Change

- **Understanding**
  - Accepts nature and intent of change

- **Acceptance**
  - Works toward change
  - Invests time in change
  - Articulates commitment to goals of change

- **Commitment**
  - Articulates the change as norms
  - Articulates his/her personal ownership of the change
Change Network Structure to Support End Users

Governance/Leadership:
- Customer Impact Committee
- FI$Cal Steering Committee
- FI$Cal Partner Agencies
- FI$Cal Project Leadership

FI$Cal Project:
- FI$Cal Change Management Office
  - Sponsorship
  - Communications
  - Department Readiness
  - Training

Department:
- Department Sponsors
  - Department Implementation Team (DIT)
    - Department Liaison
    - Change Champion
  - Business Liaison
  - Technical Liaison
  - Training Liaison

Department Project Manager
Department Liaison Network (DLN)
DIT Workgroups

Audience:
FI$Cal End User
Change Network

- The Change Network is designed to support Departments and their end users in preparing for FI$Cal.
- Through the Change Network, Departments will take responsibility for preparing their organization and end users.
- The Change Network is the network of groups and individuals designed to support the change effort to implement FI$Cal and ready the Departments and their end users.
- The Change Network is three groups, each of which help support the change effort to implement FI$Cal and ready the Departments and their end users:
  - Governance/Leadership
  - FI$Cal Project
  - Department
Leadership Support for DIT

- Governance/Leadership
  - Guides the implementation of the FI$Cal Project
  - Addresses FI$Cal Project issues and risks
  - Makes project decisions
  - Serves as a role model to the Departments and FI$Cal end users by supporting the change

- FI$Cal Project Team
  - Provide leadership and direction to the Departments from the change, business, and technical perspectives
    - Business Team
    - Technical Team
    - Change Management Office
Project Team Support for DIT

- **Business Team**
  - Designs the new FI$Cal business processes with Partner Agencies and representative departments
  - Assists CMO in communicating new processes to the departments

- **Technical Team**
  - Assists CMO in guiding departments to prepare their interfaces, lead conversion activities, and set up of User IDs associated with FI$Cal
Project Team Support for DIT

- Change Management Office (CMO)
  - Prepares for, manages, and reinforces change-related activities
  - Responsible for planning and guiding Partner Agencies, Departments, and end users in their transition to FI$Cal
  - Continued guidance throughout the implementation phase
  - Timely communication regarding project status and activities
  - Strategic education and training to facilitate change

- Areas of the CMO
  - Sponsorship
  - Communications
  - Department Readiness
  - Training
Department Implementation Team

- The Department Implementation Team (DIT) provides direct support to the Department in the implementation of FI$Cal
- Individuals on the DIT fulfill several key roles, which relate to the FI$Cal Project Teams

- The DIT is led by the Department Liaison and supported by:
  - Change Champion
  - Training Liaison
  - Business Liaison
  - Technical Liaison

- Departments may also want to assign a Department Project Manager to assist with coordinating FI$Cal activities
Department Implementation Team Structure

Department Sponsors

- Department Project Manager
  - Department Liaison
    - Change Champion
      - SMEs as needed
    - Training Liaison
      - SMEs as needed
    - Business Liaison
      - SMEs as needed
    - Technical Liaison
      - SMEs as needed

Department Readiness Coordinator
Department Sponsors

Role Description:

- Champion the FI$Cal Project vision and goals within their Department
- Prepare, monitor, and ensure Department readiness for change
- Identify and communicate Department needs, impacts, and concerns to the FI$Cal Project Teams
- Act on FI$Cal Project requests and/or requirements
- Communicate FI$Cal Project status and departmental impacts to Department Executives and Managers/Supervisors
- Ensure FI$Cal Project communications are cascading through the organization
- Provide and support Department resources involved with FI$Cal
Department Project Manager

Role Description:
- Manage the department’s implementation activities for FI$Cal
  - Create Project Schedule based on Master Department Workplan (MDW)
  - Coordinate with the DIT, especially the Department Liaison
  - Track department status of FI$Cal assigned and internally identified tasks and activities
  - Report status to Department Sponsor and Leadership Team
- Provide support to Department Sponsor and Leadership Team
  - Coordinate communication activities
  - Manage risks, issues, and opportunities for improvement
Department Liaison

Role Description:

- Coordinate and lead the DIT
  - Support and suggest activities for the Sponsor
  - Work closely with the other DIT members
- Attend FI$Cal DLN meetings and act as focal point of communication and interaction between the FI$Cal Project and the Department staff
- Manage Project Master Department Workplan and status
  - Explain activities and tasks to the DIT and track their completion
  - Report status to Department Sponsor and Leadership Team and FI$Cal Department Readiness Coordinator
  - Identify, add, and manage department-specific tasks for internal departmental readiness
FI$Cal Department Readiness Coordinator

Role Description:
- FI$Cal Department Readiness Coordinator:
  - Acts as primary point of contact between Department and the FI$Cal Project Team
  - Coordinates activities and communications with Department Liaison
  - Assists the Department in expressing their needs to the Project Team
  - Provides insight and support to the Department on tasks and activities
    - Managing Master Department Workplan
    - Preparing the Department Readiness Scorecard
Change Champion

Role Description:

- Communicate with department stakeholders early and often to accelerate buy-in to the FI$Cal Project to reduce barriers and constraints
- Involve Sponsors, Managers, Supervisors, Subject Matter experts to speak to the change involved with FI$Cal
- Identify activities and messages that help staff achieve change readiness
- Educate people involved about change management and what they can expect from the changes that will be put into place
- Inspire active participation in major milestone activities to create ownership into the process and changes ahead
- Identify and manage resistance
Change Champion

Example Tasks:

- Communicate FI$Cal Project messages throughout the Department
- Support the Department Sponsor, managers, and supervisors in communicating timely, consistent messages to Department end users
- Work with other DIT members to lead conversations about needed change and impacts to the department
- Work closely with the Business Liaison to educate users on the business process changes and encourage adoption of the changes
Training Liaison

Role Description:
- Support and implement the FI$Cal Project's training program
- Participate in Training Needs Analysis and Department interviews to support training delivery
- Provide administrative and logistical support for training activities
- Communicate to FI$Cal Project the Department’s training needs
- Perform training support logistics
  - Identify and reserve training facilities
  - Identify and register trainees
  - Support tracking of training completion
Business Liaison

Role Description:
- Lead and support analysis of business process changes as a result of to-be processes on department roles, processes, and policies
- Lead and coordinate the identification of and update of departmental procedures
- Coordinate the Department’s participation in the Business Process Workshops (BPW) to review the new FI$Cal business processes
- Provide input or other support for testing the FI$Cal system
- Support training on new business processes
- Support the process of assigning FI$Cal end user roles and establishing workflow
- Submit identification of Department values necessary for configuring Department-specific information into the FI$Cal system
Technical Liaison

Role Description:

- Coordinate the department’s technical site preparation for implementation, for example:
  - System validation
  - Interface development
  - Data conversion
  - Security set up and activities
  - Departmental connectivity and desktop set up for the FI$Cal system
  - Infrastructure for interface transmission
- Coordinate and participate in interface, conversion, or other testing activities
- Manage the process to assign FI$Cal roles to end users
CHANGE MANAGEMENT TOOLS

Julie Bianucci
Readiness Supervisor
Touchpoint Meetings

- Description
  - Recurring meetings to review the Master Department Workplan, support Department readiness activities, and address Department questions and concerns on the FI$Cal Project

- Participation
  - FI$Cal Department Readiness Coordinator
  - Department Liaison
  - Department Implementation Team members, as needed
  - Department Sponsors, as needed
  - Department Subject Matter Experts, as needed

- Frequency
  - Biweekly (web conference, conference call, in-person meeting, or email)
## Master Department Workplan

<table>
<thead>
<tr>
<th>Activity / Task ID</th>
<th>Activity / Task Name</th>
<th>Activity / Task Description</th>
<th>DIT Owner(s)</th>
<th>Activity / Task Start Date</th>
<th>Activity / Task End Date</th>
<th>Activity / Task Resources or Supporting Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>READ002</td>
<td>Identify Department Implementation Team (DiT)</td>
<td>Review the Department Implementation Team (DiT) roles and responsibilities provided in the task documentation. Assign one individual and optionally one back-up for each role.</td>
<td>Department Liaison</td>
<td>09/11/12</td>
<td>09/21/12</td>
<td>Task instructions and response template</td>
</tr>
<tr>
<td>TRNG001</td>
<td>Respond to Training Needs Analysis</td>
<td>Respond to Training Needs Analysis survey from FISCaL CMO Training.</td>
<td>Training Liaison</td>
<td>09/26/12</td>
<td>10/10/12</td>
<td>Link to survey</td>
</tr>
<tr>
<td>SPON001</td>
<td>Participate in Sponsor Interviews</td>
<td>Department Sponsor and as appropriate, Leadership Team, meet with the FISCaL CMO to discuss Pre-Wave activities and expectations.</td>
<td>Department Liaison and Department Sponsor</td>
<td>10/01/12</td>
<td>10/26/12</td>
<td>Notes will be provided to the Department Sponsor following the meeting</td>
</tr>
<tr>
<td>BUSN001</td>
<td>Gather &quot;As-Is&quot; Process Documentation</td>
<td>Business Liaison gathers their &quot;As-Is&quot; process documentation for Pre-Wave functionality of requisitions and purchase orders to prepare for Business Process Workshops.</td>
<td>Business Liaison</td>
<td>11/05/12</td>
<td>12/28/12</td>
<td>Task instructions</td>
</tr>
<tr>
<td>COMM004</td>
<td>Share January DLN Meeting Materials</td>
<td>Following the DLN Meeting, the Department Liaison should work with the Department Implementation Team, especially the Change Champion, to communicate FISCaL Project messages throughout their department.</td>
<td>Department Liaison and Change Management Champion</td>
<td>01/10/13</td>
<td>01/17/13</td>
<td>Presentation to be posted to FISCaL Project website, <a href="http://www.fiscal.ca.gov">www.fiscal.ca.gov</a>.</td>
</tr>
<tr>
<td>TECH003</td>
<td>End User Workstation Hardware/Software Requirements</td>
<td>Technical Liaison validates FISCaL end user workstations at the department meet the FISCaL Project-determined requirements for hardware and software.</td>
<td>Technical Liaison</td>
<td>02/04/13</td>
<td>05/31/13</td>
<td>Task instructions and response template</td>
</tr>
</tbody>
</table>
## Activity / Task ID Column

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<thead>
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<th>MDW Excerpt</th>
<th>MDW Key</th>
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<tr>
<td><strong>Activity / Task ID</strong></td>
<td><strong>Activity / Task ID Area</strong></td>
</tr>
<tr>
<td>READ002</td>
<td>Sponsorship</td>
</tr>
<tr>
<td>TRNG001</td>
<td>Communications</td>
</tr>
<tr>
<td>SPON001</td>
<td>Department Readiness (i.e. BPWs, DLN, DIT)</td>
</tr>
<tr>
<td>BUSN001</td>
<td>Training (i.e. needs analysis, rooms, trainers, scheduling)</td>
</tr>
<tr>
<td>COMM004</td>
<td>Business (i.e. COA, configuration)</td>
</tr>
<tr>
<td>TECH003</td>
<td>Technical (i.e. hardware, software, network, interfaces)</td>
</tr>
<tr>
<td>Activity / Task Name</td>
<td>Activity / Task Description</td>
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<tr>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>

- **Name** – Short, descriptive name for the work item
- **Description** – Brief explanation (3-5 sentences) of the activity or task to help understand what the Department will need to do. Supplemented by the task instructions or other supporting documentation
Activity / Task Owner(s), Start Date, and End Date

<table>
<thead>
<tr>
<th>Activity / Task Owner(s)</th>
<th>Activity / Task Start Date</th>
<th>Activity / Task End Date</th>
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</thead>
<tbody>
<tr>
<td>Department Liaison</td>
<td>09/11/12</td>
<td>09/21/12</td>
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<tr>
<td>Training Liaison</td>
<td>09/26/12</td>
<td>10/10/12</td>
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<tr>
<td>Department Liaison and Department Sponsor</td>
<td>10/01/12</td>
<td>10/26/12</td>
</tr>
<tr>
<td>Business Liaison</td>
<td>11/05/12</td>
<td>12/28/12</td>
</tr>
<tr>
<td>Department Liaison and Change Management Champion</td>
<td>01/10/13</td>
<td>01/17/13</td>
</tr>
<tr>
<td>Technical Liaison</td>
<td>02/04/13</td>
<td>05/31/13</td>
</tr>
</tbody>
</table>

- **DIT Owner(s)** – Provides the DIT member responsible for taking action on the activity or task, such as completing a spreadsheet or coordinating the sharing of information within their department.

- **Start Date** – Date the activity or task is planned to start.

- **End Date** – Date the activity or task is planned to end or be completed by.
Activity / Task Resources or Supporting Documents

- Identifies when additional materials are provided to support the activity or task

- Examples include an instructions document, task completion template, or reference to the FI$Cal Project website

<table>
<thead>
<tr>
<th>Activity / Task Resources or Supporting Documents</th>
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</thead>
<tbody>
<tr>
<td>Task instructions and response template</td>
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<tr>
<td>Link to survey</td>
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<tr>
<td>Notes will be provided to the Department Sponsor following the meeting</td>
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<tr>
<td>Task instructions</td>
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<tr>
<td>Presentation to be posted to FI$Cal Project website, <a href="http://www.fiscal.ca.gov">www.fiscal.ca.gov</a>.</td>
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<td>Task instructions and response template</td>
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</table>
## Department Readiness Scorecard

<table>
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<tr>
<th>Activity/Task ID</th>
<th>Activity/Task Name</th>
<th>Activity/Task Owner(s)</th>
<th>Activity / Task Start Date</th>
<th>Activity / Task End Date</th>
<th>Department Start Date</th>
<th>Department Complete Date</th>
<th>Department Status</th>
<th>Department Comments</th>
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</thead>
<tbody>
<tr>
<td>READ001</td>
<td>Prepare for Pre-Wave User Readiness Survey (Baseline)</td>
<td>Department Liaison</td>
<td>09/11/12</td>
<td>09/21/12</td>
<td></td>
<td></td>
<td>7 - 100% Complete</td>
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<tr>
<td>READ002</td>
<td>Identify Department Implementation Team (DIT)</td>
<td>Department Liaison</td>
<td>09/11/12</td>
<td>09/21/12</td>
<td></td>
<td></td>
<td>7 - 100% Complete</td>
<td></td>
</tr>
<tr>
<td>TRNG001</td>
<td>Respond to Training Needs Analysis</td>
<td>Training Liaison</td>
<td>09/26/12</td>
<td>10/10/12</td>
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<td>6 - 90% Complete</td>
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<tr>
<td>BUSN001</td>
<td>Gather &quot;As-Is&quot; Process Documentation</td>
<td>Business Liaison</td>
<td>11/05/12</td>
<td>12/28/12</td>
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<td>4 - 50% Complete</td>
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<tr>
<td>SPON001</td>
<td>Participate in Sponsor Interviews</td>
<td>Department Liaison and Department Sponsor</td>
<td>10/01/12</td>
<td>10/24/12</td>
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<tr>
<td>COMM004</td>
<td>Share January DLN Meeting Materials</td>
<td>Department Liaison and Change Management Champion</td>
<td>07/10/13</td>
<td>07/17/13</td>
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<td>1 - 0% Complete</td>
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<tr>
<td>TECH001</td>
<td>End User Workstation Hardware/Software Requirements</td>
<td>Technical Liaison</td>
<td>02/04/13</td>
<td>05/31/13</td>
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Department Readiness Status Summary

- Roll-up of individual activity and task statuses
- Used for communicating at the Leadership/Sponsors level within the Department
- Prepared by the FI$Cal Project

<table>
<thead>
<tr>
<th>Readiness Category</th>
<th>Readiness Activities</th>
<th>Status</th>
<th>Areas of Concern</th>
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</thead>
<tbody>
<tr>
<td>SPON</td>
<td>Participate in Sponsor Briefing</td>
<td>G</td>
<td>N/A</td>
</tr>
<tr>
<td>COMM</td>
<td>Share FI$Cal meeting materials</td>
<td>G</td>
<td>N/A</td>
</tr>
<tr>
<td>READ</td>
<td>Attend Department Liaison Network meeting</td>
<td>G</td>
<td>N/A</td>
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<tr>
<td>TRNG</td>
<td>Complete training deployment plan Register end users for training</td>
<td>G</td>
<td>N/A</td>
</tr>
<tr>
<td>BUSN</td>
<td>Submit configuration values</td>
<td>R</td>
<td>Missing configuration values for Purchasing and Asset Management</td>
</tr>
<tr>
<td>TECH</td>
<td>Cleanse department legacy system data</td>
<td>Y</td>
<td>Delay in data cleansing activities may delay readiness of conversion and interface files</td>
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<tr>
<td></td>
<td>Prepare conversion files</td>
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<td></td>
<td>Prepare interface files</td>
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<td>Submit role assignments</td>
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**Overall Status** | R
IMPLEMENTATION

Nevil Pesika
Accenture Business Lead
### Wave 2 Project Timeline

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<td><strong>April 2014</strong></td>
<td><strong>2015</strong></td>
<td><strong>Deploy</strong></td>
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<td>Business Team Wave 2</td>
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<td>Functional Fit/Gap Analysis and CRP</td>
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<td>Design Configuration &amp; RICEF</td>
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FI$Cal Solution
FI$Cal Budgeting Solution
FI$Cal Procurement Solution

Legend
- Pre-Wave
- Wave 1
- Wave 2

- VMF Vendors
- VMF Bidders
- VMF SB/DVBE
- Item Master
- eProcurement (Requisitions)
- Strat. Sourcing (RFX Solicitation)
- Contract Management
- Purchasing (Purchase Order)
- P-Card (Cal-Card)
- Asset Mgmt
- Project Costing
- Accounts Payable
- General Ledger / Commitment Control

April 2014
W2 Scope

- Functions
- Departments
- RICEF
- FI$Cal Applications/Modules
- Legacy Systems
W2 Scope – Functions

**Procurement**
- Sourcing, bidder registration, intent to award communication, contracts, interagency agreements, real property acquisitions
- Replacement of BidSync functions
- Public Access to CSCR, SCPR, SB/DVBE, LPA contracts, and Progress Payments
- Vendor certification and self-service invoicing
- Statewide Vendor Management file for procurement
- Delegated Authority, G$mart, and CMAS functions
- Bid Protests

**Accounting**
- Projects/Grants Accounting — Creation of pre-award Grants, Federal funds administration and integration of federal contract billing, Primavera project management
- Asset Accounting — Hand-held scanning capability
- Billing — DGS billing
- Loan/Bond Accounting — confirm roll out strategy

**FI$Cal becomes the Procurement Book of Record**
- Outstanding parking lot items from BPR and Wave 1
W2 Scope – Departments

- Department of General Services (Department and Control Functions)
- CFS Client Entities
- Department of Consumer Affairs, Boards (Procurement Only)
- Department of Consumer Affairs, Bureaus (Procurement Only)
- Department of Toxic Substances Controls
- Resources Recycling and Recovery (CalRecycle)
- CalTech for IT Procurement
- Statewide impact for BidSync
- Wave 1 Departments
W2 Scope – DGS Legacy Systems

- Replacement of BidSync
- Replacement of ABMS, CMAS, CFSE, and PIN
- Interfaces to SPI, PAL*, and FAMS.
- Disposition (Interface or replace) of DGS Legacy Systems with FI$Cal functions

*Project Accounting and Leave. PAL represents the HR functionality of ABMS
DGS Legacy Systems

- Replacement of BidSync
- Replacement of
  - Activity Based Management System (ABMS)
  - California Multiple Award Schedules (CMAS)
  - CFS Equipment (CFSE) – Fixed Assets Application
  - Purchasing Information Network (PIN) – Part of BidSync
- Interfaces to
  - Statewide Property Inventory (SPI)
  - Project Accounting and Leave (PAL) – HR functionality of ABMS
  - Fleet Asset Management System (FAMS)
- Disposition (Interface or replace) of DGS Legacy Systems with FI$Cal functions
W2 Scope – Applications/Modules

- PeopleSoft Strategic Sourcing, Supplier Contract Management, eSupplier Connection (Vendor self service access), Contracts, Grants
- Oracle Primavera
- HL Group Asset Advantage
- Web site - Replacement of BidSync and California State Contracts Register (CSCR), State California Purchasing and Registration System (SCPRS), SB/DVBE certification, LPA contracts, Progress Payments web site functionality
- Security - Faxing – Merkur
- Legacy Data Repository
### W2 Scope – Key RICEF

<table>
<thead>
<tr>
<th>Reports</th>
<th>• Consolidated Annual Report</th>
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</table>
| Interfaces    | • Integration with DGS website  
                • Interfaces for Accounting and Procurement from Wave 1  
                • New Interfaces identified through CRP sessions |
| Conversions   | • BidSync – Vendors, Contracts, RFP  
                • ABMS – Accounting and Procurement conversions from Wave 1  
                • PAL – Project Accounting (TBD) |
| Extensions    | • SB/DVBE Certification  
                • STD 204 uploads  
                • Public facing website for RFP’s and Contracts |
| Forms         | • Various Procurement related statewide forms |
Analyze Phase Objectives

- Confirm application requirements and identify gaps where business needs are not satisfied by existing software functionality. Gap resolutions may take the form of:
  - Policy changes
  - Business process changes
  - Application modifications / enhancements

- Interactive discussion to share and receive information on:
  - Delivered software capabilities demonstrated to meet state requirements
  - To Be processes
  - Training requirements, policy changes, security, etc.

- Share the FI$Cal solution with the departments so that they can make informed decisions about their technology impacts such as:
  - Interfaces
  - Conversions
  - Data protection
Analyze Phase – Approach

- **Planning**
  - Project Schedule Update
  - Master Department Workplan Update
  - Calendar of Events and Scheduling

- **Key Activities**
  - Working Sessions
  - Solution Walkthroughs
  - Conference Room Pilots
  - Analyze Technical Architecture

- **Outputs**
  - Business Process Design Updates
  - CRP & Fit/Gap Analysis for new functionality
  - RICEF inventory & Requirements Traceability Matrix (RTM)
W2 Analyze Phase – Key Activities

**Conduct Working Sessions**
- **Objective**
  - Define and validate DRAFT processes to best meet the State’s needs independent of the software details
  - Clarify requirements
- **Audience**
  - Department of General Services (DGS)
- **Key Outputs**
  - Revised DRAFT To-Be Processes with department input
- **Tools / Methods**
  - Interactive Working Sessions with department SMEs
  - Gather additional input on: As-Is Process, BPR Opportunities, Statutes, Reg, Policy, To-Be Process, Benefits, Challenges

**Conduct Solution Walkthroughs**
- **Objective**
  - Provide departments with an understanding of Wave 1 FI$Cal business processes
  - Demonstration of Wave 1 FI$Cal solution
  - Identify where Wave 1 solution may not meet the needs of new departments
- **Audience**
  - Wave 2 Departments absent in Wave 1
- **Key Outputs**
  - New departments prepared for CRP sessions
  - Key Considerations from Departments
- **Tools / Methods**
  - Solution Walkthroughs
  - Wave 1 FI$Cal Solution

**Conduct Conference Room Pilots**
- **Objective**
  - Conduct a systematic review of how FI$Cal requirements and DRAFT To-Be Processes are enabled by the FI$Cal software solution
- **Audience**
  - Wave 1 and Wave 2 departments
- **Key Outputs**
  - Revised DRAFT To-Be Processes with Department input
  - Fit/Gap Analysis
  - Basis for System Configurations and Functional Designs
- **Tools / Methods**
  - Interactive CRP Sessions with Department SMEs
  - CRP Sandbox

**Validate Requirements and Process Designs**
- **Objective**
  - Validate and document final business process designs
  - Confirm how requirements are met
- **Audience**
  - Project team with department input
- **Key Outputs**
  - Final Business Process Designs
  - Update Requirements Traceability Matrix
  - RICEF Inventory
- **Tools / Methods**
  - Conduct follow-up meetings / validation sessions as necessary
  - Resolve open issues / outstanding ODMF decisions

**Department Participation and Input**

April 2014
W2 Analyze Phase – Key Activities

- **Working Sessions** - Small group round table discussions focused on clarifying requirements for new functions to prepare for CRP

- **Solution Walkthrough (SWT) for existing FI$Cal functions** - Demonstrate existing FI$Cal processes by walking through software functionality. Includes interfaces, conversions and data protection for existing functions

- **Conference Room Pilots (CRP) for new functions** – Demonstrate DRAFT To-Be processes and requirements by walking through software functionality. Includes interfaces, conversions and data protection for new functions

- **Validate Requirements and Process Designs**
# Calendar of Analyze Phase Events

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<td>4/16: SWT - Purchasing</td>
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**Department Participation and Input**

**Objective**
- Define and validate DRAFT processes to best meet the State’s needs independent of the software details
- Clarify requirements

**Audience**
- Department of General Services (DGS)

**Key Outputs**
- Revised DRAFT To-Be Processes with department input

**Tools / Methods**
- Interactive Working Sessions with department SMEs
- Gather additional input on:
  - As-Is Process
  - BPR Opportunities
  - Statutes, Reg, Policy
  - To-Be Process, Benefits, Challenges

**Objective**
- Provide departments with an understanding of Wave 1 FI$Cal business processes
- Demonstration of Wave 1 FI$Cal solution
- Identify where Wave 1 solution may not meet the needs of new departments

**Audience**
- Wave 2 Departments absent in Wave 1

**Key Outputs**
- New departments prepared for CRP sessions
- Key Considerations
- Action Items and Concerns from Departments

**Tools / Methods**
- Solution Walkthroughs
- Wave 1 FI$Cal Solution

**Objective**
- Conduct a systematic review of how FI$Cal requirements and DRAFT To-Be Processes are enabled by the FI$Cal software solution

**Audience**
- Wave 1 and Wave 2 departments

**Key Outputs**
- Revised DRAFT To-Be Processes with Department Input
- Fit/Gap Analysis
- Basis for System Configurations and Functional Designs

**Tools / Methods**
- Interactive CRP Sessions with Department SMEs
- CRP Sandbox

**Objective**
- Validate and document final business process designs
- Confirm how requirements are met

**Audience**
- Project team with department input

**Key Outputs**
- Final Business Process Designs
- Update Requirements Traceability Matrix
- RICEF Inventory

**Tools / Methods**
- Conduct follow-up meetings / validation sessions as necessary
- Resolve open issues / outstanding ODMF decisions

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**SWT and CRP Preview**

- Conduct Working Sessions
- Conduct Solution Walkthroughs
- Conduct Conference Room Pilots
- Validate Requirements and Process Designs

**Tools / Methods**
- SWT and CRP Preview
- April 2014

**FI$Cal: Transparency. Accuracy. Integrity**
SWT Agenda

- FI$Cal Project Overview
- Purpose and Objectives
- Ground Rules
- Solution Overview
- Functional Topic Area(s)
  - Key Terms
  - Business Process Overview
  - Screen Shots / Demo
- Technology Considerations
  - Interfaces
  - Conversions
  - Data Protection
- Session Recap, Next Steps, Q & A

CRP Agenda

- FI$Cal Project Overview
- Purpose and Objectives
- Ground Rules
- Solution Overview
- Functional Topic Area(s)
  - Key Terms
  - Business Process Overview
  - Covered Requirements
  - Screen Shots / Demo
  - Key Gaps
- Technology Considerations
  - Interfaces
  - Conversions
  - Data Protection
- Session Recap, Next Steps, Q & A
Session Overview (cont’d)

- Review objectives and FI$Cal background information

Session Overview (cont’d)

Introduce scenario and requirements for discussion (CRP only)

Demonstrate the FI$Cal solution
Session Overview (cont’d)

Share the inventory of current and future interfaces and conversions in context of the business solution

Share the existing data protection standards
Session Overview (cont’d)

Document the outstanding items and discuss next steps

Debrief and document action items and integration points
Design Validation

**Conduct Working Sessions**
- **Objective**
  - Define and validate DRAFT processes to best meet the State’s needs independent of the software details
  - Clarify requirements
- **Audience**
  - Department of General Services (DGS)
- **Key Outputs**
  - Revised DRAFT To-Be Processes with department input
- **Tools / Methods**
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  - Basis for System Configurations and Functional Designs
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  - CRP Sandbox

**Validate Requirements and Process Designs**
- **Objective**
  - Validate and document final business process designs
  - Final Business Process Designs
- **Audience**
  - Project team with department input
- **Key Outputs**
  - Update Requirements Traceability Matrix
  - RICEF Inventory
- **Tools / Methods**
  - Conduct follow-up meetings / validation sessions as necessary
  - Resolve open issues / outstanding ODMF decisions

---

April 2014

FI$Cal: Transparency. Accuracy. Integrity
Gap Resolution Approach

Establish Evaluation Criteria → Identify Alternative Solutions → Identify Schedule and Effort Impacts → Recommend Solution → Submit for Review and Approval

### Functional Fit/Gap Analysis Worksheet

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<thead>
<tr>
<th>Requirement #</th>
<th>Requirement Description</th>
<th>Functional Gap</th>
<th>Proposed Resolution</th>
<th>Gap Mitigation</th>
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</thead>
<tbody>
<tr>
<td>AP 65.00</td>
<td>The System shall send a request to the originating department for disposition of returned items.</td>
<td>There is not a delivered process to automatically route returned items. In the future, payments will be combined across many agencies and there is not an agency responsible for returned items.</td>
<td>With a centralized vendor record, the State Vendor Management Team (VMT) will become responsible for managing returned items first. Then, if the reason is determined to belong to one agency, the VMT must work with that agency to resolve the issue.</td>
<td>X</td>
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<tr>
<td>AP 73.00</td>
<td>The System shall generate alerts to the requester and/or approver(s) when the amount of the payment voucher exceeds the matching Purchase Document, based on thresholds.</td>
<td>The system is designed to send notifications to the voucher entry person or the buyer, but not the person who will approve the voucher.</td>
<td>Matching errors should be researched by the voucher entry person first. Best practices state that the voucher approver should not have access to modify a voucher.</td>
<td>X</td>
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<tr>
<td>AP 101.00</td>
<td>The System shall generate vendor dispute notifications, based on time frames.</td>
<td>The system does not have a mechanism to capture and transmit reasons an invoice cannot be paid.</td>
<td>A new process will be created to capture reasons why a particular invoice could not be processed for payment. Once recorded, a notice will be sent to the vendor with the reason(s) payment was not generated and how they need to correct the problem(s).</td>
<td>X</td>
</tr>
</tbody>
</table>

**ODMF**

April 2014

**FI$Cal: Transparency. Accuracy. Integrity**

61
Key Takeaways

- Not all open items need to be resolved prior to a session, we expect to close some during or after these sessions.

- CRP sessions will be a good opportunity to clarify requirements, especially as they apply to departments.

- Gaps identified will not necessarily become a modification to the system, they should be documented and will be reviewed as part of the Gap Resolution process.

- CRP is not the end of the design phase, there is further opportunity to refine and adjust our solution during the Design Phase (Jun – Aug 2014) as we learn more.
TECH202 Activity

- **Objective** – Identify interface and conversion impacts to department legacy systems

- **Duration** – 10 Weeks

- **Department Participants** – Business SME, Tech SME, Key Decision Maker(s)

- **Key Activities**
  - Prepare for sessions – Bring a list of current department systems that support the topic being presented, focus on IT supported systems
  - Attend SWT/CRP sessions and Published Office Hours
  - Populate TECH202 Activity Workbook
  - Submit Preliminary Workbook (5/30)
  - Submit Approved Workbook (6/30)
TECH202 Activity – Key Considerations

- What SWT/CRP session am I attending?
- Do I have a system that supports the business function?
- How does the FI$Cal Solution support the business function?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Interface/Conversion Factor</th>
<th>Impacted System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not At All</td>
<td>Do I need to interface data between the 2 systems to support the end to end business process?</td>
<td>?</td>
</tr>
<tr>
<td>Fully</td>
<td>What data needs to be converted at cut over when Wave 2 goes live?</td>
<td>?</td>
</tr>
<tr>
<td>Partially</td>
<td>“Fully” + “Not At All”</td>
<td>?</td>
</tr>
</tbody>
</table>
## Module: Conversions

<table>
<thead>
<tr>
<th>Module</th>
<th>Conversions</th>
<th>Conversion Scope</th>
<th>Participation</th>
<th>Impacted System</th>
</tr>
</thead>
<tbody>
<tr>
<td>AM</td>
<td>Assets</td>
<td>All assets for State of California which are in-service (not retired). Capital (over $5K) and Non-Capital (under $5K) assets will be converted into FI$Cal system and includes all tangible and intangible assets used in State Government’s operations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AP</td>
<td>Vendors</td>
<td>A vendor the department is actively doing business with and currently used on Procurement and Accounting Transactions. (i.e. Claim Schedules, Remittance Advice and Reportable Payment). The listing should include Grantees and Government Agencies, but not Employee Information (unless not using CALATERS). The vendor list should only include vendors used in Fiscal Year 2013-2014 and if known, those planned for use in Fiscal Year 2014-2015.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONVERSIONS

Dave Porter
State Conversion Lead
## Conversion Objects

<table>
<thead>
<tr>
<th>Conversion Name</th>
<th>Module</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNVAM001 - Assets</td>
<td>AM</td>
</tr>
<tr>
<td>CNVAP001 - Vendors</td>
<td>AP</td>
</tr>
<tr>
<td>CNVAP004 - Unreconciled AP Payments</td>
<td>AP</td>
</tr>
<tr>
<td>CNVAP005 - 1099 Balances</td>
<td>AP</td>
</tr>
<tr>
<td>CNVAR001 - Contacts</td>
<td>AR</td>
</tr>
<tr>
<td>CNVAR001 - Customers</td>
<td>AR</td>
</tr>
<tr>
<td>CNVAR002 - Open Receivables</td>
<td>AR</td>
</tr>
<tr>
<td>CNVAR003 - Unapplied Receipts</td>
<td>AR</td>
</tr>
<tr>
<td>CNVGL008 - Ledger</td>
<td>GL</td>
</tr>
<tr>
<td>CNVPO102 - Requisitions</td>
<td>PO</td>
</tr>
<tr>
<td>CNVPO103 - Open Purchase Orders</td>
<td>PO</td>
</tr>
<tr>
<td>CNVPC102A - Projects (Project)</td>
<td>PC</td>
</tr>
<tr>
<td>CNVPC102B - Projects (Activity)</td>
<td>PC</td>
</tr>
</tbody>
</table>
Data Conversion Overview

- Analyze Phase
  - FI$Cal and Department will understand the need for a Data Conversion during SWT and CRP meetings

- Design Phase
  - Conversion Kickoff session
  - Conversion labs
    - Define Conversion inventory
    - Identify Manual vs. Automated Conversions
    - Explain Conversion Layouts
    - Identify Data Primary Sources
    - Map Conversions and their associated data elements
Data Conversion Approach

- Extract, Transfer, and Load Program (Automated Conversion)
  - Multiple iterations to practice data extraction, cleansing, and validation
    - Mock 1 Conversion
    - Mock 2 Conversion
    - Mock 3 Conversion
    - Dry Run
    - Dress Rehearsal
    - Cutover – Go Live
- Direct Key Data Entry into FI$Cal (Manual Conversion)
  - Dry Run
  - Dress Rehearsal
  - Cutover – Go Live
Data Conversion Support

- FI$Cal will provide support for data conversion efforts
  - FI$Cal Conversion team will meet with and assist Departments
    - Provide and explain Data Cleansing Guidelines
    - Provide Data Conversion Layouts (Excel templates)
    - Explain and demonstrate how to populate templates
    - Address data questions and issues
    - Guidance for mapping, extraction, and cleansing questions
  - Provide Feedback via Data Quality Reports and Conversion Error Logs
    - High-level summary of the current file’s data quality
    - Detailed list of problems
    - Detailed list of what to do to fix the problems
  - Monitor and track delivery and validation progress by Department
INTERFACES

Rajive Dsouza
State Interfaces Lead
## Wave 1 Interfaces

<table>
<thead>
<tr>
<th>Module</th>
<th>Interface</th>
<th>Control Agencies/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>• Inbound CalATERS Interface&lt;br&gt;• Temporary Claim Schedule Interface to SCO(Electronic Claims)&lt;br&gt;• Temporary: CD102 inbound interface (DEX file)&lt;br&gt;• Positive Pay-Checks Interface&lt;br&gt;• Outbound CalATERS Check Detail (ORF) – Check File From Departments&lt;br&gt;• Inbound CalATERS Expenditure Detail Interface - Voucher Accounting&lt;br&gt;• Inbound Vouchers&lt;br&gt;• Outbound FTB Interface&lt;br&gt;• Inbound Pitney Bowes Spectrum Interface&lt;br&gt;• Outbound Pitney Bowes Spectrum Interface</td>
<td>• SCO&lt;br&gt;• SCO&lt;br&gt;• SCO&lt;br&gt;• STO&lt;br&gt;• SCO&lt;br&gt;• SCO&lt;br&gt;• Departmental&lt;br&gt;• FI$Cal&lt;br&gt;• FI$Cal&lt;br&gt;• FI$Cal</td>
</tr>
<tr>
<td>Accounts Receivables</td>
<td>• Customer Receipts Interface&lt;br&gt;• Inbound Billable Charges</td>
<td>• Departmental&lt;br&gt;• Departmental</td>
</tr>
<tr>
<td>Cash Management</td>
<td>• Bank Statements File from SCO&lt;br&gt;• Paid Items File from IPS</td>
<td>• SCO&lt;br&gt;• STO</td>
</tr>
</tbody>
</table>
## Wave 1 Interfaces

<table>
<thead>
<tr>
<th>Module</th>
<th>Interface</th>
<th>Control Agencies/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Ledger</td>
<td>• Inbound Payroll for Labor Distribution Interface&lt;br&gt;• Inbound Electronic Journals Interface&lt;br&gt;• Outbound Ledger Actuals Interface&lt;br&gt;• Inbound Timesheet Interface&lt;br&gt;• Inbound Time Sheet Excel Upload&lt;br&gt;• Program ChartField Excel to CI Upload&lt;br&gt;• Automated Budget Closing ChartField Value Sets Inbound Interface</td>
<td>• SCO&lt;br&gt;• SCO&lt;br&gt;• SCO&lt;br&gt;• Departmental&lt;br&gt;• Departmental&lt;br&gt;• FI$Cal&lt;br&gt;• FI$Cal</td>
</tr>
<tr>
<td>Project Costing</td>
<td>• Inbound Project Transaction Interface&lt;br&gt;• Inbound Project Interface&lt;br&gt;• Project Time Capture Component</td>
<td>• Departmental&lt;br&gt;• Departmental&lt;br&gt;• FI$Cal</td>
</tr>
<tr>
<td>Purchasing</td>
<td>• BOE Tax Rates Upload to FI$Cal</td>
<td>• FI$Cal</td>
</tr>
</tbody>
</table>
Interface Approach

- Analyze Phase
  - FI$Cal and the departments will understand the need for interfaces during the SWT and CRP meetings

- Design Phase
  - Interface kickoff session
  - Interface Labs
    - Define interface inventory
    - Explain interface layouts
    - Mapping of interfaces and their associated data elements
    - Address design and architecture questions
Interface Approach

- Build & Test Phase
  - Build and Unit Test Interfaces
  - Establish connectivity
  - 3 cycles of Interface Testing
Questions

FI$Cal Project Information:
http://www.fiscal.ca.gov/

or e-mail the FI$Cal Project Team at:
fiscal.cmo@fiscal.ca.gov
IT LEADERSHIP ACADEMY
PROJECT READINESS EVENT

Friday, May 30, 2014, 10:00 AM-11:00 AM
East End Complex Auditorium
1500 Capitol Avenue Sacramento, CA

Online Registration Coming Soon!

Presented by: IT Leadership Academy 21
PROJECT READINESS EVENT

- Get Ready for FI$Cal
  - Organizational Change Management (OCM)
  - “As-Is” Business Process Modeling (BPM)
- Step-by-Step guides and associated toolkits to prepare your organization for FI$Cal
- Useable and Adaptable for any Change Project!
Next Steps / Key Activities

- **April / May**
  - End User Readiness Survey
  - Participate in Wave 1 Solution Walkthroughs
  - Participate in Conference Room Pilot Sessions
  - Participate in Sponsor Interviews
  - Initial Touchpoint Meetings, to start in May
  - Participate in Training Needs Analysis

- **June**
  - Sponsor Briefings
CMO Team Leadership

- CMO Leadership and Sponsorship
  - Kelly Holtz, CMO Deputy Director
  - Juan-Carlos Palacios, Department Support Lead
  - Danese Hammond, CMO Assistant Deputy Director
  - Yesenia Reyes, Accenture Change Management Lead

- Department Readiness Team Leadership
  - Goldie Parino, Department Readiness Manager
  - Stephen Britcher, Accenture Department Readiness Lead

- Lance Lemos, Communications Manager

- Training Team
  - Anthony Ampania, Training Manager
  - Murray Ingerham, Accenture Training Lead