



Broward County, FL

Implementation Readiness Assessment

September 2007

Prepared by

**GOVERNMENT FINANCE OFFICERS ASSOCIATION
Research and Consulting Center**



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Chapter 1 - Introduction

The implementation of an integrated enterprise resource planning system can be a sizeable and challenging endeavor, requiring a significant amount of effort to ensure success of an on-time and on-budget procurement and implementation. Organizations considering the implementation of modern enterprise management systems often assess their readiness to undertake the project. This report will communicate GFOA's findings and recommendations to Broward County on its readiness to undertake an ERP system implementation, and includes suggestions on the steps that the County can take to better prepare itself

Assessment Methodology

In conducting the assessment, consultants from GFOA utilized several different mediums in order to develop the findings and recommendations contained herein. GFOA facilitated surveys and utilized information gathered throughout the Broward County Technology Needs Assessment in the following key areas: Project Governance, Project Finance, Project Implementation Team Staffing, Change Management and other considerations. The responses received from the surveys and interviews included a cross-section of County staff: from front line workers and end-users to middle and upper-level management for the County.

The survey distributed contained 43 questions in total. However, staff did not complete all questions; questions were segmented based upon the individual's role in the County, e.g., management, IT, etc. This recognizes potential differences in perception based upon individual role; as a result, no additional weight was given to one class over the other. Results of the survey are included, in their entirety, in Appendix 7 of this report. One caveat to the survey results is that as no one question had more than 50 respondents, the results of the survey are not generalizable to the greater County government; they are merely reflective of the feelings and opinions of the individuals responding to the survey. As a result, GFOA relies on other data collection mechanisms, focus group interviews, one on one interviews, etc. in order to obtain the full picture of issues confronting the County.

Key Findings

The following report summarizes the key findings in the areas listed above. For each area, an overall assessment indicator has been provided. A readiness assessment of green indicates little or no gaps or issues exist. Yellow indicates that some gaps exist but do not pose a major risk to a successful implementation at this time. A readiness assessment of red indicates a significant gap that should be addressed before an ERP implementation begins.

The following legend describes each assessment indicator:



= no gaps or issues exist.



= some gaps exist but do not pose a major risk to a successful implementation



= a significant gap that should be addressed before an ERP implementation begins; these issues could place the project at risk.

Chapter 2 - Project Governance

Establishing project controls and decision-making authority is a critical success factor in ensuring successful ERP implementations. This governance is established through a project organization structure consisting of executive oversight and clear project responsibilities for the implementation. Executive oversight is typically accomplished by identifying a project sponsor for the project and creating an Executive Steering Committee.

The term project governance also refers to the type of controls that will be used to manage the project. In the upcoming pages, we will discuss the various methods of controls that are typically used in large scale technology initiatives. Further, we identify the areas, if any, where the County has noted strengths or weaknesses.

There are three documents that provide the bulk of project governance; the project charter, the Statement of Work (SOW), and the Implementation Services Agreement (ISA). Key elements of each document are described in this chapter. However, it should be noted that only one of these three, the project charter, could be officially adopted at this point in time. The remaining two will be part of the County’s contract negotiation process after a final vendor has been chosen for software and implementation services.

Finally, there are two types of governance that come into play in an ERP implementation: organizational governance and project governance. The responsibilities in each of these areas are highlighted in Table 1 below.

Table 1

Responsible Level of Governance	Influences on ERP Success
Organizational Governance	Top management support
	Commitment to change and organization-wide change management strategy (including user participation and training)
	Ensuring good organizational fit with enterprise-wide system
	Project Champion
	Development of management control structure
	Focused project reporting
	Re-design of business processes for enterprise wide design and vanilla implementation
	Clear project ownership and lines of authority for decision making
	Reasonable organizational commitment
	Empowered decision makers
Project Governance	Sound project management techniques and controls
	Reasonable scope and scale
	Realistic and adequate budget
	Adherence to standardized specifications
	Balanced team and best people full time

Executive Support

Top management support is the level of commitment by senior management to the project in terms of their own involvement and willingness to allocate valuable organizational resources. It also includes the willingness and ability to undertake the cultural, political, and structural change which may be necessary for successful system implementation. A project champion (also known as an executive sponsor) provides strategic input for the project team and markets the benefits of the project back to the organization. The project champion provides a point of overt authority for the project within the organization and lobbies management for all required resources. Throughout the Needs Assessment process, both the Chief Financial Officer and the IT Director provided guidance and leadership as the project champions throughout the process. Both executives were intimately involved in the development and assessment of findings – indicative of recognition of the importance, not only of the process, but their support as well.

Project Charter

A sample project charter is provided in Appendix 2. This is not meant to be the finalized County ERP Project Charter, but rather is intended to provide a good starting point for an internally developed Project Charter. The Project Manager and key project team members, in conjunction with the Executive Steering Committee, usually develop the Project Charter. Sometimes, the implementation consultant can have some input. At this point in the project, the County does not have a project charter. Once the County formally decides whether or not to pursue ERP implementation, the ERP project manager should begin work on creating the project charter.

Project Organizational Structure

The project organizational structure defines the reporting structure and lines of authority for the project. For each position listed on the organizational chart, the roles and responsibilities for that position should be defined. Additionally, the authority that each organizational level is empowered with should also be identified. Areas of authority that should be included are (at a minimum) personnel, business process changes, project scope and deliverables, and acceptance of deliverables. The clear delineation of responsibilities, together with management of the grey area which can sometimes occur, will ensure a cohesive “top management” team to provide support to the implementation.

A pitfall to avoid in the reporting structure is a mismatch between responsibility and authority. The most common position where this mismatch can occur is with the project manager position. If this person has the responsibility for on-time project completion (as he or she should) but no authority over the project team members (e.g. project team members report to their old supervisor, not the project manager), it significantly reduces the project manager’s effectiveness and places the project at risk. The County is reminded to research existing policies to determine whether there are any issues with the project manager hired for this project (whether a contractor or internal County employee)

evaluating the performance of project team members (County employees) for the duration of the project.

Issue Resolution Process

Timely decision-making is critical to project success. A clear process on how issues will be identified, tracked and resolved should be documented within the charter. This process should also define who has authority for what decisions (e.g. all policy changes must be approved by the Board, any customizations must be approved by the Executive Steering Committee). Additionally, an escalation procedure should be in place for issues that fall outside the scope of the project team or, for whatever reason, cannot be resolved by the project team. Time frames for issue resolution at each escalation level should also be defined.

Project Constraints

Those items that constrain the project should also be identified as they also provide boundaries for the project. Typical constraints include statutory / regulatory policies and procedures, other policies and procedures, such as payroll distribution policies, which the organization either cannot or will not change, critical milestone dates that cannot be moved, and budgetary constraints.

Project Goals, Objectives, and Measures of Success

The business drivers and expected benefits of the new system are a significant part of the charter and provide decision-making guidance for project team members. As business processes are being designed, project team members can weigh the process design decisions against the goals and objectives to ensure that the process will provide the expected benefits. As part of its Needs Assessment process, the County identified its main business drivers as:

- Operational efficiency and effectiveness
- Business processes which support customer service and efficiency
- Technology simplification: one point of entry, single system log ons
- Easy-to-use and user-friendly technology
- User-driven reporting
- Support of Board and management information needs
- Employee self service
- Paper reduction

Some explanation or description of project success should be included as well. This description typically includes Key Performance Indicators (KPIs) for core or mission-critical business processes. These KPIs will also assist project team members in design decisions as the system is being implemented and tested.

Project Status and Reporting

The process by which project progress will be reported should be spelled out in the project charter. The time frames for project reporting at each level should also be defined. Project managers usually track the status of projects of this magnitude on a weekly basis and provide status reports to the Executive Steering Committee every 2 weeks.

The schedule for project status meetings should be published within the charter as well as the meeting schedule for updates to the Executive Steering Committee. Additionally, project communication vehicles and the types of communication for each vehicle should be identified.

Risk Assessment

Every complex project has risk associated with it. The charter should provide an overview of the known risks at project initiation. This would include identification of the risks, what makes that element a risk, and the estimated level of risk (high, medium, low). This serves as the input for the risk management and risk mitigation plan described earlier.

Once the project charter is complete, it should be approved by the Executive Steering Committee in writing and reviewed with the entire project team.

Statement of Work

The main purpose of the Statement of Work (SOW) is to clearly define the scope of the project. It is the definitive document that should resolve any scope disagreements either between County staff or, more likely, between the County and the implementation services provider.

While some elements (such as roles and responsibilities) may appear in both the SOW and the Project Charter, it is important to note that the SOW is referenced by and attached to the Implementation Services Agreement (ISA) and thus carries legal ramifications should disputes arise during the implementation.

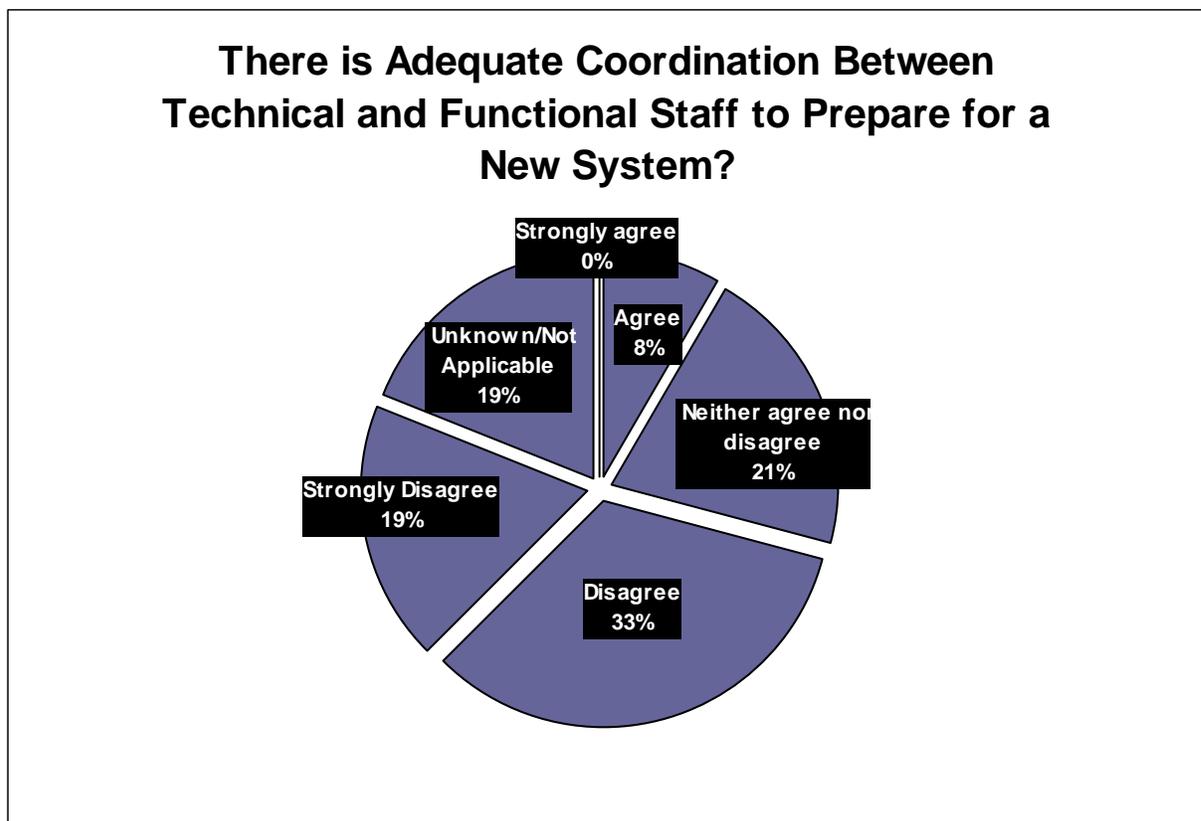
Implementation Services Agreement

The Implementation Services Agreement is the legal, contractual agreement between the County and the implementation firm. While providing project governance from the legal perspective (documenting the negotiated payment terms, payment schedule, insurance requirements, warranty requirements, etc.), it also provides the process of handling unexpected project changes and defines the dispute resolution process should disputes arise during the implementation.

Assessment and Recommendations

As was described in the Broward County Technology Needs Assessment, with a County the size of Broward, it becomes difficult to coordinate all technology needs, procurement and development across the enterprise. In fact, only 8.3% of Broward County employees surveyed by GFOA feel there has been adequate coordination between technical and functional staff to prepare for a new system (See Figure 2.1). This is further reinforced by the Needs Assessment finding regarding the lack of an enterprise vision for technology applications for the County: When a single vision is not formulated for the agency, many departments are left to their own devices to develop and/or procure systems that are not appropriately interfaced with core systems.

Figure 2.1



To combat this problem, the County should develop an enterprise vision for technology that provides guidelines (and, at times, a governance structure) for when it is acceptable to add additional systems for functions not met by current technology. Currently, there does not appear to be an overall systems development and integration plan defining how all systems interrelate to meet business needs.

GFOA observed that the Budget Office/Budget Advisory Group, OIT, and IT Policy Council are all involved in the decision to approve proposed IT projects. The IT Policy

Council reviews recommendations and makes the final recommendation to the Board of County Commissioners for final approval and inclusion into the annual budget. However, the County has not developed a governance charter that clearly articulates the roles and responsibilities of project stakeholders. As a result, there may be a lack of clarity as to the roles and responsibilities of the key project participants, such as a steering committee, the project manager and/or the project director. In addition, there may also be a lack of clarity in how decisions will be made, and how authority will be delegated throughout the project organizational structure, so that project decisions are addressed by the appropriate group (e.g.-project team, project management staff, steering committee, etc.).

Recommendation: Once the County finalizes a recommendation regarding ERP adoption; formally establish a project champion for the initiative. At a minimum, GFOA would recommend that the Chief Financial Officer and the County Administrator solidify their roles and project champions.

Recommendation: Draft and approve an enterprise vision for technology (software) for the County. This vision should take into account, at a minimum, how financial and human resource systems will be integrated to achieve a singular and cohesive system.

Recommendation: Develop a project governance charter that clarifies the roles and responsibilities for all project stakeholders, effectively establishing accountability for the process.

In Appendix 2 of this report, GFOA has provided the County with a Sample Project Charter, which includes the type of information and direction that such a document requires. The County may use this document as an initial draft and modify it to address the County's specific needs.

Project Governance Assessment Indicator:

Red

Chapter 3 - Project Finance

An organization should secure funding for all aspects of the project, which include procurement, implementation and support activities for the enterprise solution. Costs that should be considered include the following:

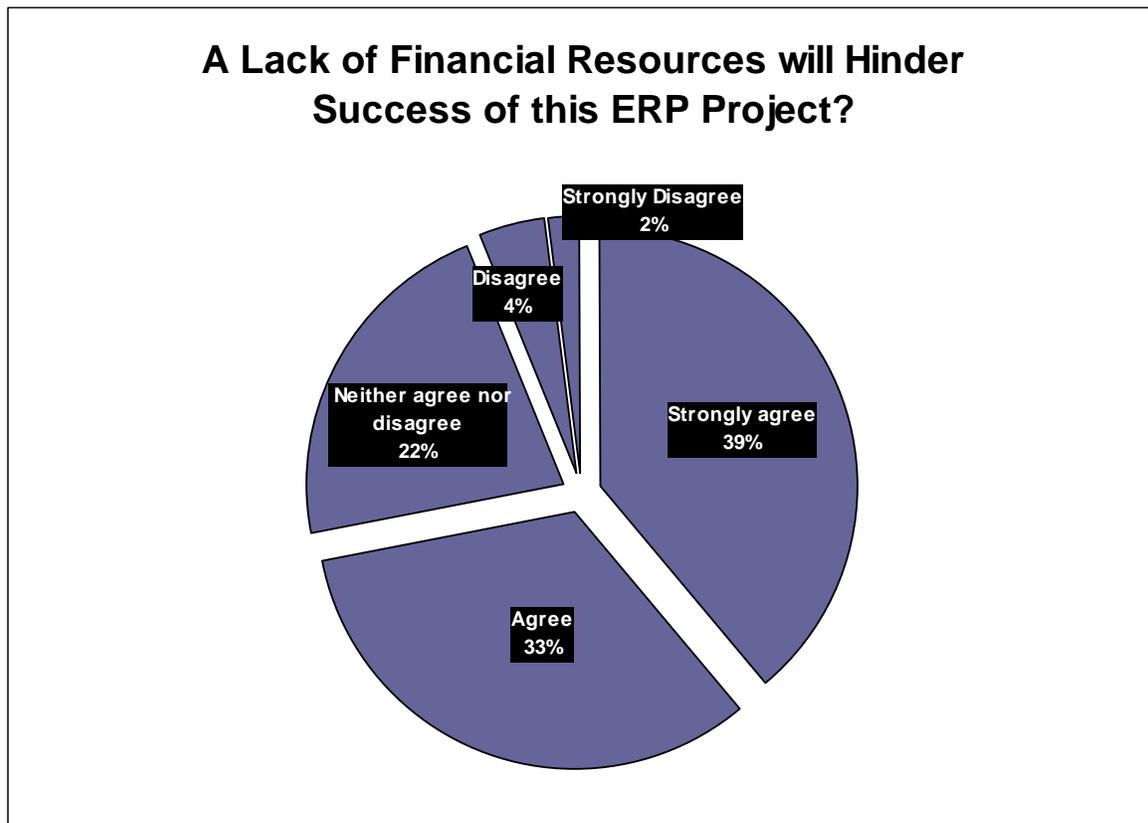
- **Software and Implementation-** While these costs are often negotiated through the GFOA competitive procurement approach, the organization should be prepared to make the sizable investment that is often required with ERP solutions.
- **Technical/Infrastructure-** Organizations are sometimes required to invest in infrastructure such as wiring, networking and bandwidth expansion, to prepare their technical and business environment for the implementation effort. These costs must be considered when preparing for an implementation effort.
- **Hardware-** Software vendors will often require the organization to acquire certain hardware for their solutions, such as databases, servers and business hardware (e.g. - cash registers). These costs are presumed to be the burden of the organization and are not included in the vendor's cost proposal. The County must understand the scope of these costs and must be prepared for them.
- **Staffing-** Implementation activities require a significant amount of staffing resources. To accommodate these resource needs, organizations must often invest in backfilling and temporary staff appointments to compensate for the staff members that are deployed to the project. These issues are further discussed throughout this report.
- **Training-** The training effort for an implementation can be enormous, requiring extensive time and preparation in a relatively short period of time. For organizations that do not have the bandwidth to develop and deploy an adequate training solution, outside trainers are often required to provide end-user training. After the project has been completed, training resources must also remain available to accommodate future training needs on the new system.
- **Maintenance-** These costs include the financial resources for on-going maintenance agreements, as well as the staffing resources associated with providing upgrades, bug fixes and report developments.
- **Contingency-** To accommodate the uncertainty and risk that is common with projects of this magnitude, organizations should maintain a contingency reserve to respond to unexpected situations. Organizations will commonly reserve between 5% - 10% of total project costs.

Assessment and Recommendations

The support of County executives (CFO and County Administrator) is crucial from both an organizational and financial standpoint. GFOA discussions with County executives indicate that it is a good possibility that proper funding will be secured for a future ERP project. From an organizational standpoint, executive support for the project must come from the highest office, and this support must be communicated throughout the organization.

Supporting this viewpoint, of County staff surveyed, nearly 72% feel that a lack of County financial resources will hinder the success of a possible ERP project (See Figure 3.1). Communication of future financial support for the project is key for encouraging other stakeholders to support and participate in the project effort. Past experiences indicate that enterprise projects that receive active support from executives are often more successful. Conversely, projects that are not openly supported by upper level executives are more likely to experience organizational problems that can undermine the success of the implementation effort.

Figure 3.1



It is evident that the County’s executives understand that on-going financial commitment to the project is crucial to the success of the project, to ensure that short-term and ongoing resource needs are met, however this support has to be further communicated to County staff.

Recommendation: Have the County Administrator and Chief Financial Officer clarify their support, both financial and operational, of the project effort.

County staff should make concerted efforts to engage the County Administrator, to provide her with the information that she needs to ultimately support the project. Particularly during this period, as the project stakeholders are developing governance

procedures and implementation strategies, the County Executive should be engaged to provide policy support and direction.

Project Finance Assessment Indicator:

Green

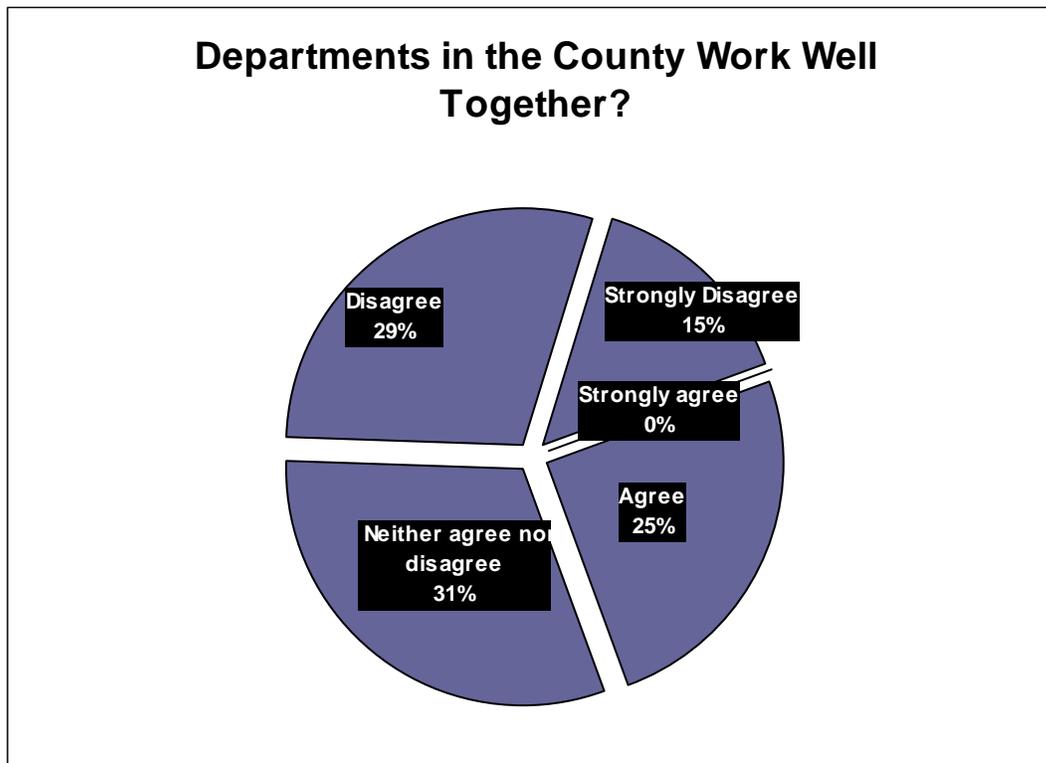
Chapter 4 - Project Implementation Team Staffing

An ERP implementation requires a comprehensive staffing plan that includes project management, business process experts (including financial, human resources, budget and work order and asset management perspectives), technical experts (networking, database, and programming skills), and change management/communication resources. A significant portion of these staffing resources will be needed full time during the implementation of the new system. In addition, to take advantage of the benefits of an integrated system, County staff from various departments may be required to work in conjunction with one another in decision-making and support tasks and responsibilities.

Assessment and Recommendations

Nearly 80% of the surveyed staff agreed that they are committed to the implementation of a new integrated business system. One area of concern expressed by certain respondents is the staffing resources to ensure a successful implementation of a new ERP system. Specifically, almost 60% of department/division managers staff surveyed believe that they need more staffing to ensure a successful implementation.

Figure 4.1



Further, while the County stakeholders believe that subject matter experts within their departments have a proficient understanding of how to complete their business processes

and job responsibilities and proficient understanding of how their process relates to other functions within the County, nearly 45% of the respondents do not agree that departments within the County work well together (See Figure 4.1).

Recommendation: Assess the staffing needs of this project, the total resource implications of the project, and secure the resources to support their staffing needs.

Because a good number of stakeholders expressed concerns about issues related to project staffing (including the staffing resources available and the ability of County staff to work together), it is very important that the County begin the communication about staffing promptly. Understanding and adequately considering organizational feedback often provides opportunities for business improvement if handled well.

Currently, the County needs to understand the level of staffing investment that will be required in order to successfully staff an improvement initiative of this magnitude. GFOA highly recommends that the County develop a staffing plan that accommodates the functional, technical and Change Management staffing needs that will be required for the success of the project.

Further, identifying the project roles and responsibilities is the easy part of the staffing process; the real challenge is identifying and securing qualified project resources. Most former implementation project managers generally agree that regardless of the approach to staffing, the implementation will place a strain on the organization. In order to assure that the proper resources are dedicated to the project, the County should begin planning their staffing plans now. The planning effort should involve a high-level assessment of when resource needs are most critical, and commitments to accommodate these critical periods should be negotiated up-front. In some cases, although the ideal resource commitment may not be achieved, a compromise can be reached, allowing for the use of critical resources (those with specific expertise) during the most appropriate phases in the project.

Project managers should beware of losing resources to their regular responsibilities. Some organizations have the luxury of back-filling project staff positions to ensure that the project resources are fully dedicated to the implementation. However, in many cases project team members are responsible for balancing their implementation responsibilities with all or part of their regular duties. Providing resources with a space outside of their normal department will help reduce the risk of project resources slipping back into their previous roles.

In theory, the concept of backfilling project resource positions to allow project staff to focus on the implementation activities sounds like a great approach. In reality, however, it is difficult to fully relieve resources of their normal responsibilities. Staff with a high level of knowledge and expertise will be required to meet some ongoing demands of the organization, such as key budgeting, human resource and financial officers. Rather than attempting to replace these positions, which may indeed be impossible, the project manager should accept that some resources are available only on a limited basis.

On the other hand, it may be of benefit to backfill a few positions where resources can transition to the project 100%. Examples of such roles are the payroll lead, capital assets lead, technical resources, etc. These individuals are likely to remain involved in system maintenance beyond go-live, therefore backfilling may be the start of a permanent solution to an ongoing system need.

Other Staffing Considerations

In addition to determining the project team members, there are several other staffing considerations. What will be the ground rules for providing assistance to staff in their regular departments? Will there be any additional compensation (monetary or non-monetary) offered to project participants? If so, what will be the criteria for awarding the additional compensation? Will there be vacation or other leave freezes for project team members?

Another staffing related consideration is the review of job descriptions. There are some positions within the County that may change significantly with a new ERP system, allowing them to spend less time processing transactions or entering data and more time analyzing exceptions. The County should be aware of this potential need and should be proactive in re-classifying or reassessing position descriptions so that any changes can be adequately planned and budgeted.

Project Implementation Team Staffing Assessment: Red

Chapter 5 - Change Management

Change Management is a key foundational element to a successful ERP project. Without dedicated leadership and a comprehensive plan, the project will most certainly fail. Knowing and understanding the guiding principles of Change Management and communicating those guiding principles to the organization will better prepare the County for the changes to come. Common guiding principles are:

- Why change?
- What are we changing to?
- How will we know when the change is successful?
- What processes will be effected and to what extent?
- How will we ensure the change will be self-maintaining?
- How will we implement the changes?
- What are the critical success factors to ensure success?
- How will people be affected?
- How should technology interface with the change?

Seeing the overall picture is the first step towards success. Having perspective on the challenges, in addition to understanding and addressing them in a timely manner will lead to an effective implementation. This will prepare the organization to successfully implement an ERP system with a minimum level of anxiety, which ultimately will reduce loss of productivity and accelerate the realization of the benefits of an ERP system.

Only recently, based upon supportive evidence, have organizations begun to take the value of change management seriously. Key change management activities include, at a minimum, developing and executing a communication plan, analyzing work processes and identifying job task changes associated with process redesign, and developing / delivering end user training.

Assessment and Recommendations

Communications

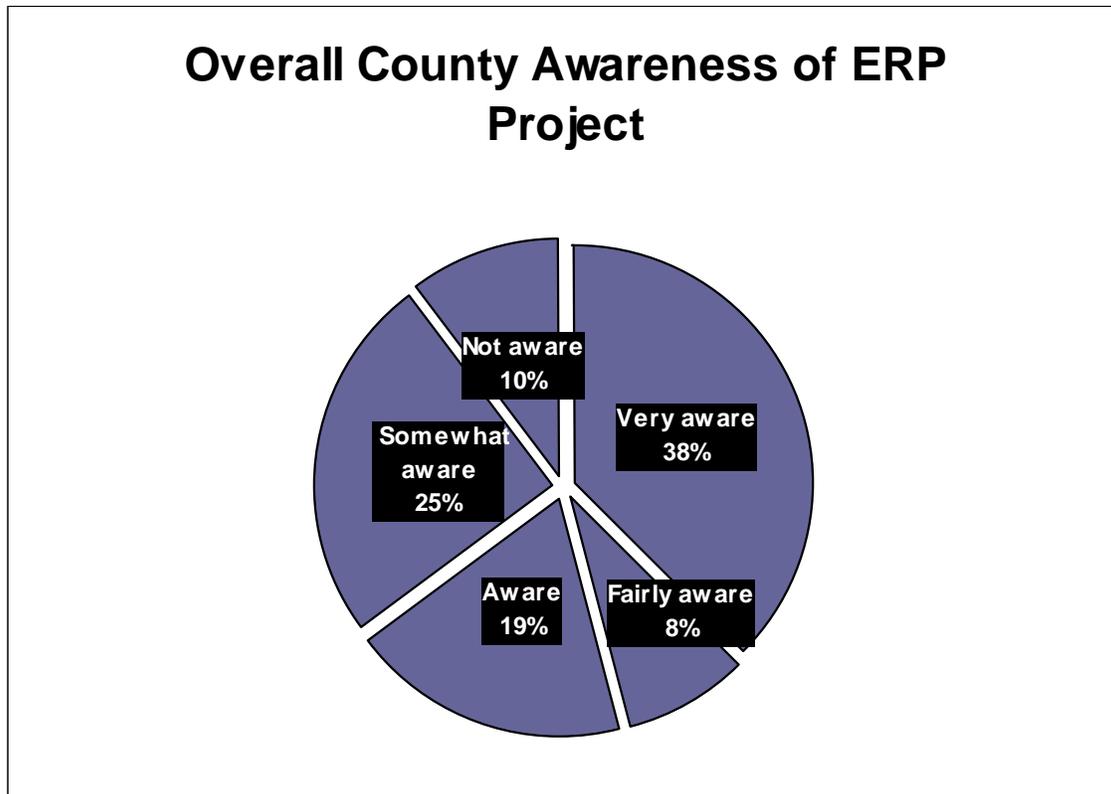
The County currently employs a variety of mechanisms for communicating information to across the organization, which include involvement in the selection process, County-wide presentations, department/staff meetings, interoffice memo's and written notifications as well as word of mouth. Of these forms of communication, the involvement in the selection process and the departmental/staff meetings were the leading methods with the County for communication. Weekly communication through email messages and County-wide memo's were cited as the primary methods for effective communication.

However, there was mixed feedback about the County's communication across the organization about key projects/activities taking place within the County and/or all other

governmental entities. Approximately 44% of Broward staff surveyed felt that the County did a good job informing employees about key initiatives/projects. As a result, the County may wish to develop a communication plan that targets communicating the milestones and important tasks throughout the project to its stakeholders. GFOA has provided a sample Communication Plan in Appendix 6.

The County has effectively involved stakeholders in the system selection process and used this time period to increase the level of awareness of the project. As the Figure 5.1 below indicates, 89 % of those surveyed responded that they are at least somewhat aware of the on-going ERP initiative and overall and almost a quarter of the respondents identified themselves as very aware of ongoing project events.

Figure 5.1

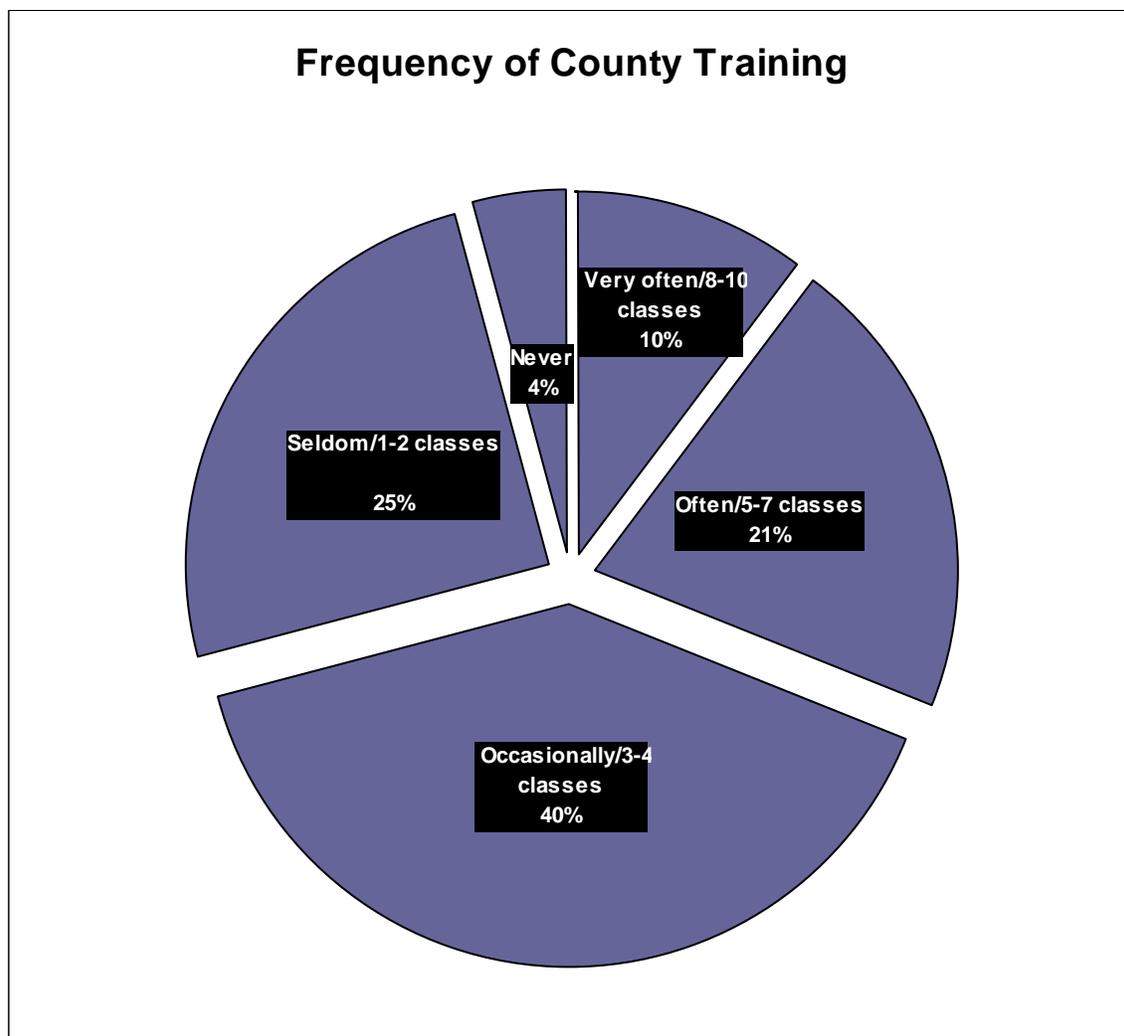


GFOA encourages the County to consider maintaining and publicizing a single ERP website within the County Intranet that could be accessed by all departments and employees. This would eliminate duplication of effort and ensure that information presented and posted is accurate and consistent.

Training

County training is provided in a centralized manner, through central trainers as well as through department-specific training activities. There was a large concern about the availability of staffing resources to provide adequate training throughout the project. In fact, 50% of staff responding to the survey expressed concern that the County might not have adequate resources to provide proper training on a new business system. This concern will be an ongoing issue for the County to continue addressing as training will be paramount to new entrants to the organization as well as current employees.

Figure 5.2



According to the staff, the majority had received occasional training (3-4 trainings) in the last two years (See Figure 5.2). To effectively utilize a new system and take advantage of the process improvements of an enterprise system, it is recommended that the staff not

only receive training prior to go-live, but also refresher and post go-live training. As a result, the project plan should make sure to incorporate post go-live training for end users. One of the issues that arose during focus groups in the Needs Assessment phase was the varying depth of training: Training for the financial operations had been decentralized to the individual departments without any standardization. That is, depending upon the department and the experience of the trainer, individuals received differing content and quality of training.

Almost 80% of those surveyed that attended County sponsored training within the last two years felt the training provided was in an informative, well-organized and useful manner.

Organizational Assessment

During an implementation of this magnitude, effective organizations often identify a trained person or group within the organization to assess the organizational impacts of the change initiative, and to proactively develop and execute strategies to address these changes. The following are some of the activities that this role will regularly perform:

- Evaluation of changes in employee job scope as a result of new system
- Role-based assessment of current knowledge skills and abilities
- Role-based assessment of future knowledge skills and abilities
- Development of a role-based “crosswalk” from legacy roles to the roles associated with the new system
- Address of any labor relations issues that may arise

Recommendations: The County may also pursue a plan for coordinating training functions between the County's technical and functional staff, and outside trainers as needed. The County may wish to develop a central mechanism for evaluating the effectiveness of department training practices and activities.

Effective communication and training are critical aspects of a successful change management strategy. Particularly, it is important for an organization to establish effective mechanisms for communicating important information about the project, such as organization-wide as well as job specific improvements, critical project activities, along with anticipated policy and procedural changes. It is also important to develop a feedback mechanism, so that organizational stakeholders may communicate their needs and concerns about the project, so that these issues can be addressed by the project effort.

The development of an effective training plan can often make the difference between success and failure on ERP projects. Business staff members require adequate and ongoing training, to prepare them to function comfortably within the new business environment and to reduce their anxiety about working with a new system. It will be critical for the County to provide effective training for both the rollout of the ERP system as well as for the ongoing training that will be required throughout the life of the system.

Change Management Team Staffing

GFOA recommends that the County should establish a Change management team, composed of highly trained, dedicated staff that may successfully deploy strategies to address the communication, training, and organizational development needs that will arise throughout the project. The team should be composed of the following roles:

Change Leader

The County should establish a change lead that is fully dedicated to the project. The person or persons selected to fill this role will send a message throughout the organization as to the importance that has been placed on the change, so it is crucial that this role is strategically filled.

Supporting Change Team Members

Communications lead: The communications lead position should be dedicated at least 25% to the project. The role should be performed by someone that is highly experienced in developing and deploying communications for a variety of stakeholder audiences throughout the County.

GFOA recommends that a County communications lead begin preparation work for an active communication plan throughout the project that incorporates the County staff members. The objective of a communication plan is a plan of action to adequately inform and empower its various stakeholders before, during, and after the project effort about their roles, responsibilities and project expectations. The Plan should identify target audiences for the project related information, describe the content of information to be provided about the project, discuss the ways information will be provided (e.g. via email, newsletter, internal website, etc.) and explain when and how frequently information will be provided. An example is provided in Appendix 6 of this report.

Training Lead: The training lead's participation will fluctuate throughout the implementation effort, from 25% to (at least) 75% project dedication, depending on the phase of the project. This role requires experience in training development and deployment, as well as experience in training scheduling, training facilities management and contract management, in the event that the County is required to contract with a training group.

It is recommended that the County's ERP training facilities remain open after the go-live, at selected times, for refresher training and process-related questions.

Organization Impact Lead: The organizational impact lead should be a dedicated to the project at least 50% and should be a high-level Human Resource manager with significant experience with employee and labor relations. While the organization impact lead may designate staff to perform specific tasks associated with this role, the lead

should be the primary driver of major decisions and strategies related to organizational impact activities.

End-User Training: Based upon the concerns that have been identified by County staff, the County may wish to explore options for partnering with a 3rd party training provider with proven experience in developing and deploying training solutions for system that the County selects.

Change Management Assessment Indicator:

Red

Chapter 6 - Other Considerations

There are a number of additional matters that the County should consider as it prepares for its system implementation. Many of them rely at least in part on the implementation partner and, in some cases, the software chosen, but it would be a good idea for the County to start initial discussions and develop viable options, so that the implementation effort is not stalled.

IT Structure

Overall, there are a number of talented individuals among the County's OIT staff. GFOA has observed that the County has been largely successful at deploying applications from a technical perspective that meet the needs of its user groups. From a technical perspective, the implementation of AMS Advantage, Cyborg, and other systems has been a success. However, those implementations have been less than successful from an overall organizational, functional and business perspective; the County has not been able to use its technology base to make improvements in its business processes, and faces integration and interface issues as a result of non-integrated processes.

The transition to a modern, fully integrated ERP system, in which the County is expected to change its processes, rather than customizing the system, is likely to be a significant change for many key stakeholders. ERP system implementations are historically much more successful when they are driven by business and functional needs, rather than technological ones. This will likely result in a very different ongoing role for the Office of Information Technology (OIT) staff at the County – the need for programmers will significantly decrease and a more independent end user population will be much less reliant on OIT for report writing and data extraction. Finally, the product under consideration will require a new set of technological skills for some OIT staff.

GFOA has observed that the County has a lengthy backlog of systems projects, even as it moves forward to consider new systems and newer technologies. An ERP system will make technical demands of OIT and while overall approximately 60% of respondents feel that OIT is prepared for the implementation only 25% of actual technical staff respondents feel that OIT has adequate staffing resources available to ensure a successful implementation. While the variety of platforms and data structures currently supported by OIT suggest that the department is well positioned to respond to those technical demands, the County should monitor staffing levels accordingly throughout the implementation.

IT Structure Assessment Indicator:

Yellow

Project Team Space

In planning for the implementation of a financial system, it is important to secure sufficient workspace for both internal and external project resources. In addition to individual workstations, conference space and training facilities will likely be required. In an ideal setting, a single area would be dedicated for use by project staff, allowing for individual workstations for each project team member, meeting rooms, and training facilities. For government staff, having a separate workspace helps avoid getting pulled back into their normal responsibilities. In order to provide sufficient workspace for the consulting team, a detailed plan outlining the consultant's schedules on-site is required.

In addition to securing space, the planning phase must address computing and telecommunications requirements, which will vary across project team members. A detailed plan outlining the needs of each resource should be developed, addressing workstation, telephone, network and Internet access requirements.

Throughout the system observation process, GFOA observed adequate space for implementation consultant and ERP project activities throughout the organization.

Project Team Space Assessment Indicator:

Green

Documented Policies and Procedures

The first phase of most system implementations is to analyze current business processes. Having these current processes documented and up-to-date prior to beginning the project, can make this analysis phase much easier. If departments and individuals have policies and procedures in place that need to be updated, this is an activity that could be undertaken in the pre-project phase. However, if there are no written policies or procedures in place, it is not worthwhile to begin that effort prematurely. The implementation vendor will lead County in how to efficiently utilize their current policies and procedures to determine future processes.

According to the survey respondents, approximately 40 % stated that their departments did not have written policies and procedures that clearly explain the processes for completing all administrative functions within the department. Further, in Needs Assessment interviews it became clear that the County required the development of enterprise-wide policies and procedures, i.e., digital signatures & paper retention, that would aide in the adoption and implementation of an ERP system.

As the project continues, new policies and procedures will develop which must be documented and communicated to the County. In this regard, the project team must diligently track these changes, identify the stakeholders within the County that need to know these changes, and communicate them effectively and in a timely manner. Ideally,

existing policy and procedural documents will be updated to incorporate these new policies and procedures.

Documented Policies Assessment Indicator:

Yellow

Data Clean Up

The actual conversion of data is typically a collaborative effort between government and consulting resources, and is scheduled as part of the implementation process. However, it is expected that an organization will provide “clean” data to be converted. For most organizations, a significant amount of effort is required for the data clean-up process. In order to keep the project on time and on budget, the data clean-up process should be initiated as early as possible. When cleaning up data, organizations should focus on the removal of unnecessary data elements, inactive accounts, duplicate records, etc.

The conversion of an organization’s data is a large component of financial system implementations. At this point in the Broward County Implementation Assessment and future system selection process it is too early to assess the County’s ability to cleanse and convert data effectively in the implementation process as the County has not yet developed a data conversion plan. Decisions surrounding an organization’s strategy for data conversion should be made well ahead of project kick-off, and, in fact, should be considered when outlining high-level project goals. Specifically, a strategy should be determined with respect to the amount of data to be converted, and the approach and timing for data clean-up. Data can be converted through systematic programs or it can be manually converted, by entering the data directly into the new ERP system. Most governments use a combination of both of these methods.

Data Clean Up Assessment Indicator:

Unknown

Chapter 7 – Conclusion and Next Steps

The County will want to consider all aspects of planning in regard to the implementation of an ERP system. As stated throughout this report, a well-planned implementation can often prescribe the degree of success that an organization experiences in acquiring adequate resources for the project, and can address many of the issues that can serve to delay and even halt such engagements.

Within this report, GFOA has discussed the many aspects of planning that should occur prior to and during an implementation. GFOA has also identified aspects related to maintaining the system after go-live, which the County should also consider. After taking all the necessary steps to ensure a successful rollout of a new ERP system, maintaining it is just as important. The County should develop a structured plan for the “caring and feeding” of the system, which should be done prior to the initial rollout, and which should be considered in the following capacities:

1. System Management
2. Issue Resolution & Helpdesk Strategies
3. Configuration Changes, Development and Enhancements
4. On-going Training and Change Management
5. Upgrade Activities
6. Hardware

Although it is true that ERP systems can yield great benefits for organizations that take advantage of them, such solutions require a significant amount of organizational and financial investment prior to, during, and after their implementation. In planning for all aspects of the procurement and implementation process, the County should be mindful of the need for on-going commitment and investment in the development and success of their ERP solutions. The following highlights some of the investments that will be required of the County after the completion of an implementation.

1. ***System Management*** – The management of an enterprise system is three-fold, with the first having someone who is responsible for the day-to-day operations of the system. This person is responsible for managing a formal process of issue resolution, reviewing and authorizing configuration changes and future implementation of additional functionality, identifying and preparing for system upgrades, and overseeing the long-term training and change management efforts as it relates to the ERP system. This is typically a dedicated, full-time position for an organization as large and complex as Broward County.

An enterprise system requires the expertise of functional analysts to maintain it on a daily basis. They will troubleshoot and resolve system related issues. Additionally, they will make configuration changes as required and add new functionality and enhancements to the system. They will also work in conjunction with the technical team on patch applications, adding fixes as provided by the software vendor and other

related activities that are required to maintain the system. In most cases, they are also responsible for the management of role definition and user assignment as it relates to security access. Depending on their previous involvement, they may be tasked with updating and/or developing training materials and providing training instruction to new users, as well as advanced level training.

Lastly, the enterprise system will require support from a technical team that is comprised of a system, database, and security administrators, along with network specialists. Each plays a part in maintaining the system hardware and access to it. Additionally, programmers provide support to the functional staff in the development of reports and interfaces.

2. ***Issue Resolution & Help Desk Strategies*** – Every organization should expect to have issues arise after the implementation of a new system. A process should be in place for managing, escalating and resolving them. Most software companies have a formal process of logging an issue through a helpdesk in order to receive assistance. Most of these issues will be covered under the software warranty or maintenance contract. Additionally, if there are issues related to the configuration, depending on when the issue arises and what the issue is, it may be covered under the engagement partner’s service warranty.

When issues arise that do not fall into either of the above categories (and these will be the majority), it is important to have them identified and managed. The management of these is often accomplished through a help desk structure that exists internally within the organization. Issue identification and assignment of those issues to the right resource are two main processes that should be well-defined. This is important as the type of issues, and the resources required to solve those issues, are much different than a traditional help desk that supports a typical legacy system. A vast majority of user assistance requests resolve around business processes rather than technology breakdowns. These business process issues need to be routed to those employees who have the most knowledge about how the new business process was configured in the enterprise system. The County should be prepared to address such issues, and should develop a strategy to this end.

3. ***Configuration Changes, Development and Enhancements*** – After a new system has been implemented, it may be necessary to modify the configuration due to a change in the business process, or other related reasons. Equally, there will be a need for development by programmers and/or functional staff, as well as rollout of additional functionality and/or system enhancements.

Organizations often establish a formal process of submitting a request for such work, with a review and approval process. This provides the Business System Manager the ability to determine the priority level and identify any impacts, as well as the resources necessary to accommodate these requests.

4. ***On-going Training*** - The County should develop an on-going training program that ensures all users of the system are adequately trained in the use of all pertinent aspects of the system. Contrary to on-the-job training, a centrally executed training plan will ensure that new employees, as well as former trainees who require further training, receive comprehensive training on the use of the system. Such training may increase overall productivity among functional staff and help to reduce the training time required for new employees to become productive.
5. ***Upgrade Activities*** - In order to address the periodic patches / bug fixes and upgrades that software firms often release and allow an organization to take advantage of the latest functionality, it will be necessary for the County to develop a technology plan that ensures that upgrade activities are addressed in a timely fashion.

The establishment of an adequate upgrade policy can also have implications on the County's support agreement with the chosen software vendor. Software vendors regularly impose "upgrade life cycles" upon organizations that make use of their software. These lifecycles are periods in which the software firm agrees to provide support for a particular version of their software, and in which the client agrees to upgrade to the most recent version of the software. This period varies from each vendor, and can be as long as 24-48 months.

In some cases, clients can be required by the vendor to make major upgrades every time a new version of the software is released, which can be as often as every eight months. If the organization does not upgrade within the lifecycle period, the software vendor may stop supporting the software version that the organization is on, thus leaving the organization on its own in addressing functional and technical issues within the software. The process to complete major upgrades can be costly, so it is important that the County begin plans to address the upgrade process after the system is installed.

6. ***Hardware*** - The maintenance of adequate hardware resources for the system will be of chief importance for the adequate performance of the new system. The County will be required to develop, provide resources for, and execute a hardware maintenance plan that addresses the on-going need for resources, such as computers, servers, cabling, and other needs. As technology resources begin to age, and as the ERP system is upgraded, thus requiring changes in memory and hardware performance, the County will be required to develop a plan that accommodates these changes through the upgrading of hardware resources

At this stage, it is common for organizations such as the County to have several gaps in their preparation for an ERP implementation. The intent of the assessment provided by GFOA is to identify those areas requiring attention with adequate time for the County to narrow and close those gaps.

Appendix 1: Pre-Implementation Planning Checklist

Pre- Implementation Activity

Action Item

Implementation Plan

- Determine the high-level timeframe for the project. Are there any critical dates/events (e.g., fiscal year beginning, legacy system termination, etc.) driving the schedule?
- Determine the high-level budget dedicated to the project.
- Decide what type of implementation is desired- big bang (all modules implemented by all departments at once), phased by function (implementation of some modules to all departments, followed by the implementation of other modules), or phased by department (implementation of all modules at certain departments, followed by implementation of all modules at rest of departments).
- Decide whether the project will include business process reengineering (analyzing current processes to evaluate what changes can be made to take fullest advantage of the ERP system) or if the organization will undergo, at least initially, a technical implementation only (keeping existing policies and procedures in place using the new ERP system), then seek to make gradual improvements.

Executive/Elected Official Sponsorship

- Verify that the necessary executive sponsorship is in place. Is there sufficient level of commitment from the executive level to support the project throughout its entire life cycle?
- Construct the project governance and/or organization chart.
- Establish the project charter and/or mission statement and ensure support from the executive level project members.

Resource Needs

- Clarify the estimated project staffing needs.
- Determine if there is a qualified individual internal to the organization who will become project manager or if it will be necessary to hire an external person for this role.
- Establish whether project team members will be put on the project full-time or if they will continue to perform their existing duties as well.
- Determine if any positions will be “backfilled” with temporary help or reassigned existing employees. If so, determine the steps necessary to train these individuals.
- Ensure that appropriate administrative support will be available to the project team for such things as data entry, filing, copying, and routing of deliverable documents.

Logistics

- Determine the workspace for the project team. Are appropriate office, furniture, telephones, copiers, fax machines, and office supplies available?
- Ensure that meeting and/or conference rooms can be made available for full-time project use.
- Verify that training facilities are available for project team and end-user training.

Data Conversion

- Determine all conversion data sources and exactly how much data needs to be converted.
- Ascertain the type of conversion to be used for each set of converted data- program assisted or manual, or both.
- Clarify how much of the data conversion the existing, internal Information System staff can perform. Determine how much reliance there will need to be on the implementation vendors.
- Establish the method by which end-users will retrieve historical data that has not been converted to the ERP system and who will be responsible for documenting this process.

Chart of Accounts

- Determine if the existing Chart of Accounts needs to be restructured.
- If so, establish the critical individuals and/or departments that need to be involved in the restructuring.
- Verify the limitations and/or requirements (e.g., reporting regulations from governing bodies, systematic limitations, reporting needs, etc.) that must be taken into consideration during the restructuring.

Interfaces

- Obtain an accurate inventory of all existing interfaces.
- Determine which of these interfaces will remain following the implementation of the new ERP system.
- Determine how much of the interface mapping can be done by existing, internal Information Systems staff and how much reliance there will be on the implementation vendors.

Training

- Determine the preferred method of project team training and who will perform this training. Will it be on-site or at a software or implementation vendor's regional site?
- Determine the preferred method of end-user training and who will perform this training. Will the train-the-trainer method be used? Will it be on-site or at a software or implementation vendor's regional site?
- Establish the anticipated timeframe for the end-user training. Take into consideration any critical business periods (e.g., fiscal year-end, budget hearings, etc.) that may interfere or conflict with end-user training.

Change Management

- Determine the organization's tolerance for and ability to handle change. Is it likely that there will be resistance to the ERP system? How will this resistance manifest?
- Ascertain whether the organization will require the assistance of the implementation vendor in handling change management.
- List the methods of change management that have

Testing

- Determine the types of testing that will be used (e.g., preliminary acceptance test, system test, user acceptance test, integration test, stress test, parallel test, etc.)
- Determine who will perform each of these tests.
- Establish test failure procedures and quality control mechanisms for testing.

Testing

- Establish hardware and software needs and requirements.
- Ensure that there is a local area network in place for project use.
- Verify that existing personal computers and software versions are sufficient to support the new ERP system. Ensure that the entire project team will have email access, as well as access to word processing, spreadsheet, and scheduling and presentation software.

Project Standards

- Ensure that standards have been established and agreed to by all parties for the following:
 - Project Communications
 - Project Documentation
 - Deliverables
 - Issues Management
 - Scope Management
 - Quality Assurance



Appendix 2:

Sample Project Charter

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SAMPLE PROJECT CHARTER

Project Name: Broward County ERP System Project

Vision Statement: The vision of the project is to implement and sustain an ERP System that will support County staff in the delivery of the County services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of the County's administrative processes.

Project Purposes: The County has outdated and overextended business systems that do not effectively support the County's needs for financial management, planning, and analysis. For this reason, the County has initiated this project to evaluate its technical and business needs, define the business requirements of the County, select and procure a solution, and ensure the successful implementation of that solution.

Guiding Principles: the County shall adhere to the following principles throughout the planning, design and implementation of the project:

- ❑ The County shall embrace process improvement strategies, and shall encourage the implementation of out-of-the box functionality (what is normally termed in the industry as vanilla) and best business practices embedded in the software. Exceptions (e.g. customizations to underlying source code) to this will only be considered in cases of mission-critical importance. The Project Executive Steering Committee must approve all deviations from completing a "vanilla" implementation.
- ❑ The Project Executive Steering Committee (PESC) shall be composed of department leadership staff members that are committed to dedicating appropriate staff resources to ensure the success of the project.
- ❑ The County shall embrace accounting best practices
- ❑ Decisions related to project policies and activities should be developed for the betterment of the entire County.
- ❑ Department needs shall be given adequate consideration in the development of project policies and activities.
- ❑ The project shall minimize system interfaces, and prioritize integration over best-of-breed solutions, unless significant, mission-critical reasons exist for not doing so.
- ❑ The County shall commit to providing adequate staffing and financial resources to ensure the success of the project, during and after its completion

- ❑ The PESC commits to ensuring that adequate training is available to project team staff and system end users during the implementation, prior to placing the system into production, and after the system is in production.

Project Overview: The County shall procure, select and implement an Enterprise Resource Planning system. The initial selection and procurement effort has four phases:

- Phase I: Needs Assessment/Business Case Analysis
- Phase II: Business Requirements Definition/RFP Development
- Phase III: System Selection
- Phase IV: Contract Negotiations/Statement of Work Development and Implementation Readiness Assessment

Project Scope: This project will impact the business processes that the County employs to accomplish most finance related tasks. General Ledger, Budget Preparation/Budget Control, Accounts Receivable, Accounts Payable, Purchasing, Fixed Assets, Project Accounting, Grant Management and Work Orders are all included in this project.

Project Objectives: the County hopes to accomplish the following through the successful completion of this project¹:

- ❑ Incorporate fully integrated “best business practices”
- ❑ Develop a system that is user-friendly and that empowers departments to improve their business processes
- ❑ Consolidate all four existing general ledgers into a single general ledger utilizing a comprehensive chart of accounts
- ❑ Add and improve functionality in Financial activity
- ❑ Improve quality and accessibility of information for decision support
- ❑ Reduce redundant data entry, storage, and paper processing
- ❑ Improve operational effectiveness and productivity
- ❑ Enable e-Government initiatives, including enhanced customer service and web self-service
- ❑ Retire existing legacy and back office “systems” and tools

Project Milestones

- ❑ Distribution of Request for Proposal (November, 2007)
- ❑ Pre-Proposal Question Period (December, 2007)
- ❑ Sealed Proposals Due (January, 2008)

¹ The County should also include a section in the project charter that defines project success. The elements that define success should be both specific and measurable. These success metrics are best defined either immediately prior to or at the start of the implementation.



- ❑ Software Demonstrations and Implementation Interviews (February/March, 2008)
- ❑ Discovery Sessions with Elevated Proposers (April, 2008)
- ❑ County Recommendation to Board of Commissioners (June, 2008)
- ❑ Implementation Begins (July, 2008)

Appendix 3: Sample Organizational Roles

The following are the roles that will be employed for the County ERP project. These roles are essential for the success of the project and are intended to define the project reporting structure and lines of authority for decision-making.

GFOA Notes: A well-defined project organizational structure is critical to the successful implementation of an ERP solution. Ambiguity in authority only diffuses accountability and has serious implications on project management and costs. The sheer number of parties that will be involved in the County project presents complex coordination issues. A poorly defined project structure can cripple the timetable and budget of the project. It is important for the County to address project governance and management issues prior to the beginning of the implementation process. This section addresses such key issues by detailing the roles and responsibilities of each of the key participants, including a sample organizational chart as shown above.

County Project Sponsor

The project sponsor for the ERP project will be either the Chief Financial Officer or designee appointed by the CFO. The executive lead is primarily responsible for day-to-day oversight, coordination and communication activities on behalf of the Executive Steering Committee (ESC). The specific responsibilities for the Project Sponsor include the following:

- ❑ Chairing the Executive Steering Committee
- ❑ Rallying necessary support from other executives and senior management
- ❑ Supporting and empowering the project director and project team
- ❑ Supporting major organizational and process changes
- ❑ Supporting the training plan
- ❑ Supporting the communication plan
- ❑ Managing issue resolution

GFOA Notes: The main rationale for this role at the County CFO level is the need for hierarchy to coordinate the accomplishment of complex tasks and the ability to champion resources for the project.

ERP Sub-Committee (ESC)

The ESC is responsible for developing the vision for the project in alignment with the County's long-term goals and objectives. The ESC is responsible for setting priorities, approving the project scope, and resolving organization-wide issues. The ESC is also responsible for promoting and marketing the project throughout the organization. The ESC is the top authority for the project and is chaired by the Project Sponsor. The Project

Manager is also a member of the ESC and will provide project updates as appropriate. The ESC will hold meetings on a periodic basis but no less frequently than monthly. In addition to those responsibilities listed earlier, the responsibilities of the ESC also include the following:

- ❑ Attending steering committee meetings
- ❑ Assuming ownership for the project
- ❑ Committing the required staffing resources to the project
- ❑ Monitoring the progress and organizational impacts of the project
- ❑ Enabling expeditious decision-making and issue resolution
- ❑ Supporting and empowering the Project Manager and Project Team
- ❑ Motivating the project team and end-user community to ensure high morale
- ❑ Supporting business process changes and efficiencies resulting from the ERP system
- ❑ Approving proposals and recommendations from the project team

GFOA Notes: A dedicated, capable and powerful steering group is absolutely critical for this project, and each of its members must have a strong belief in, and support for, the project as a strategic solution for the County.

County End-User Committee

The end-user committee is an important institution because it represents the “people” part of the system. An ERP “system” is more than just software – it also involves people and processes. The end-user committee will be comprised of representatives from different departments and/or functions who will provide input to the project team throughout the process. County end-users can also be a resource for assisting with the development and implementation of the training/change management plans. Participation on the end-user committee does not require a full-time commitment as it does for members of the core project team, since participation will include only periodic attendance at meetings/focus groups to provide feedback to the project team as key decisions are made regarding the functionality and design of the new system. The end user committee should include a minimum of one representative from each of the functional areas within the project scope, though some areas will require greater participation than others.

Engagement Partner (Software/Implementation Firm)

Software and implementation firms are only as good as the people that represent them. It is possible to get stuck with second-rate staff from leading firms in a highly demanding technology market. Therefore, GFOA often recommends that large clients such as the County have direct access to senior executives of both the software and implementation companies. This means more than the sales manager periodically checking in on project progress. It refers to executives of both the software and implementation firm attending project meetings on a regular basis.

Implementation Firm Project Manager

The implementation firm project manager is one of the two most important people in the ERP implementation. In conjunction with the County Project Manager, this individual is typically responsible for the entire implementation on a day-to-day basis. This individual must also have access to the Project Sponsor. Typically, day-to-day interaction with the Project Sponsor does not occur, but the access serves as a deterrent to many problems such as inconsistent staffing from a particular department. The individual must have excellent management/leadership skills, must understand the software, and have seasoned experience in managing public sector ERP projects. GFOA recommends that the County not simply accept the implementation manager proposed by the implementation firm. Instead, on a project the size of the County, the implementation firm should propose 2-3 people for interviews with the ESC.

Implementation Firm Consultants

A great deal of know-how is essential for the complex implementation of an enterprise financial system. The success of the project depends in part on the capabilities of the consultants assigned, as they are the only ones with in-depth knowledge of the software. The County project team will work with several groups of consultants during the implementation process: functional consultants will assist with the setup, configuration and implementation of the various modules; technical consultants will assist with activities related to database administration, programming, data conversion, interface development, system testing and report design/development; and change management consultants will assist the County in designing and implementing the communications, change management and training plans.

Independent Quality Assurance Firm

Large ERP projects can benefit tremendously from the use of an independent third-party quality assurance firm whose role is to keep the project on track, within budget, and help ensure that the design of the system conforms to the specifications in the RFP. GFOA has served in this role for numerous cities and counties. Rather than serve as an “overhead” cost, which unfortunately characterizes many quality assurance approaches, GFOA staff performs the type of detailed painstaking work that shapes the design of the new system. The scope of services would typically include the following:

- ❑ Implementation Plan Review: Embeds key points from the Implementation Services Agreement and SOW such as deliverables and task responsibilities.
- ❑ Configuration / Fit-Gap Review: Identifies potential gaps between process design and RFP functional requirements that must be met.
- ❑ Chart of Accounts / Budgetary Structure Review: Assists in establishing a COA structure that meets the County’s reporting and analysis requirements.
- ❑ Participation in Steering Committee Meetings: Provides independent analysis of project status.
- ❑ Implementation Plan Execution / Change Control Management: Assist in monitoring project status and assist in resolving scope issues.

- ❑ Review of Implementation Deliverables: Provides for consistent deliverable sign-off process and ensures that the County understands each deliverable before County sign-off is obtained.
- ❑ Issue Resolution: Facilitates prompt issue resolution on implementation issues; primarily those issues revolving around new business process design and the impacts of those designs as they relate to sound financial management practices.
- ❑ Post Implementation Evaluation: Assesses whether the deployed system fully meets the needs of the County and identifies areas of post-implementation follow-up.

Appendix 4: Sample Program Management Standards and Procedures

It is important to ensure that the entire project team is aware of the standards and procedures, so that project deliverables are both uniform and easily referenced.

The Project Team will function with the following set of standards and procedures:

Meeting schedules

- ❑ The entire Project Team will have a weekly Team meeting every Monday from 2:00pm – 3:00pm
- ❑ Project Managers will conduct a daily 10-minute stand up meeting.
- ❑ The Project Managers will meet with the Project Sponsor every Thursday from 10:00am-11:00am, presenting status, issues and resolution options.
- ❑ Project Sponsor will meet with the ESC bi-weekly or monthly as project conditions dictate.

Structure of ongoing communication

- ❑ The Consultants will provide a brief summary status report every week to the County Project Managers.

Issues Management

- ❑ An issues log will be placed within a shared drive. An issues database will detail the issue, a brief narrative of the potential impact to the project, date reported, date resolution needed, responsible party for follow up, and date resolved.
- ❑ The issues log review will be a part of every weekly Team Meeting and Steering Committee review.
- ❑ The Project Managers will bring to the Project Sponsor any and all issues that need approval / resolution.
- ❑ So as to not impede the progress of the team and the implementation effort, all reported issues must have a 24-hour turnaround for an initial response. The Implementation Firm Project Manager should be notified once an issue has been logged.

Filing of Documents

A common shared drive will be used to store all project related correspondence. It will have a folder name for both the Financials and Human Resource phases of the project, and will then be further organized according to project sub-phases.

Approval Procedures for Modification and Scope Changes

The Executive Steering Committee approval will be required for all modification, and scope changes. A special form will be used for documenting the issue and providing guidance on approvals.

System Configuration

The Project team will maintain documentation to clearly identify configuration points and any related detail needed.

Appendix 5: Risk Management

The key risks identified for this project and the mitigating responses are identified below:

Staff resources: To obtain the full benefit of an ERP System, many processes will need to be redesigned. This will require participation across County Department lines. GFOA consultants have found that governments often have difficulty dedicating full-time resources to a project. In separating cases of ERP success from failure, the dedication of full-time staff resources is a major differentiator.

In GFOA's view, the County should perform at least 50% of the implementation work effort if the project is to be affordable and successful. This level of resources also increases the chances that post-production (i.e. maintaining the system after it is turned on) is a smooth process. If governments are not capable of providing a critical mass of staffing resources, the risk of implementation failure is highly likely, and "it is better not to proceed with the project". ("The Rise of FMS Technology in the Public Sector", Rowan Miranda, Government Finance Review, August 1999). The initial planning in the Preliminary Project Stage needs to address current staffing levels allocated to *this* project and their adequacy to ensure a successful implementation.

Issue Resolution and a Culture of Resistance to Change: This project will inevitably raise many issues that will have to be resolved if the ERP implementation is to proceed. It is imperative that these issues should be worked through expeditiously and that their resolution should not be delayed. Like many organizations, the size and structure of the County, the County may have an organizational culture that is resistant to change. The ERP Executive Steering Committee must communicate that this system's success is vital and that Departments are expected to commit their *best resources* to this project when called upon to do so.

Maintaining focus on Project Scope: An Enterprise Resource Planning System will not be able to meet everyone's needs, desires or dreams. It is important that the Executive Steering Committee stay focused on the project scope as specified in this Project Charter. Expanding the scope to include system "bells and whistles" without having a full understanding of the implications on the project timeline, staffing, or budget can lead to project failure. As our project plan will break down our project scope into phases, it will also be important for the Executive Steering Committee to stay committed to the phased implementation of this project. It is critical to not overstate the functionality and/or benefits of the new system as it may lead to rejection of the system at a later date. The actual benefits will become obvious to end-users over time.

Sophistication of Staff: The current computer and accounting sophistication level of County staff will have to rise for full optimization of system capabilities. Training will need to anticipate addressing an increase in basic computer knowledge, accounting skills and system specifics. This element is closely related to change management as described

above. Under-investment in these elements will only constrain the successful implementation of any system.

Implementation Partner Selection: In an industry notorious for high turnover, a partnering firm will only be as good as the people it assigns to the County's project. An aggressive approach in reviewing the Partner's proposed staffing qualifications and governmental experience should be taken. Contract negotiations must provide the flexibility to interview and accept or reject any consultant recommended for this project by the Implementation Partner.

Software Maintenance: A multi-year software maintenance agreement must be in place to help control the County's future costs. This agreement should be for no less than 5 years. An escrow agreement must be in place for the software in case of a business failure by the software company and/or an unacceptable pricing practice by its successors.

Analysts/Programmers. The programmers or analysts with the appropriate skills will work closely with the Database Administrator, project team, and end-users to develop software modifications, develop interfaces and conversion programs, and assist with developing reports and queries. These resources typically reside in IT application development divisions.

Recommended Knowledge, Skills & Abilities for Project Analysts and Programmers:

- ❑ Experience in administrating applications and possess an understanding of the underlying architecture.
- ❑ Experience in development tools.
- ❑ Detailed knowledge of the County's existing legacy systems or interface systems.
- ❑ Experience with related operating system management.
- ❑ Experience with related relational database administration.
- ❑ Prior participation or management of technical projects.
- ❑ Ability to work in diversified teams.
- ❑ Ability to handle stress and meet deadlines.
- ❑ Strong technical troubleshooting and analytical skills

Appendix 6: Sample Communication Plan

Date	Topic	Message	Audience	Medium	Frequency	Owner
Pre-Project Implementation						
	ERP 101	Introduction to project, current status	Business management and functional staff	Presentation by selection team leadership with Q&A	Bi-monthly until vendor selection and project start	ERP Steering Committee
	Executive Team Meetings	Vendor Selection Update	Department Heads	Presentation by selection team leadership with Q&A	Monthly	ERP Steering Committee
Project Team Implementation						
	Project Team Orientation	Ice-Breakers and Networking Activities	Project Team	Presentations and Team-building exercises	Monthly	Project Manager
	Project Kickoff	Introduction to project, project team and project Goals, Communication of Executive Support	All County Employees	County-wide Assembly (open house)	Once, at project start	Change Management Team
	Org Kickoff Handouts		All County Employees	Presentation with Q&A		Project Team
	ERP 101	Introduction to project, current status	All County employees	Project Manager presentation; supported by ERP special newsletter ERP intranet site Friday e-mail Front page of intranet	As needed	Project Manager/Change Management Team
	County Commission Presentation	Current status, anticipated improvements, major milestones and dates	County Commission	Presentation with Q&A	Bi-Annually	Project Manager/Steering Committee
	Steering Committee Update	Status update, policy discussion	Project Steering Committee	Presentation with Q&A	Monthly	Project Manager
	Business Update	Updates, roles and responsibilities	Central and Departmental Business Managers	Presentation with Q&A followed by process review open forum	Bi-monthly	Project Manager



Date	Topic	Message	Audience	Medium	Frequency	Owner
	Café Sessions	Presentation of work processes with emphasis of where an employee's role is in the process to promote process orientation, showing process activities. Presentation of information on what is required for the project rollout and what to expect.	Open to all interested parties – end users to be invited	Presentation with Q&A followed by process review open forum	Monthly	Change Management Team
	Communication Survey	Have communications been timely, relevant and effective?	County Project Stakeholders	Survey	Quarterly	Change Management Team
	Business Staff Update	Project update; intended business process improvements	Central and Department Business middle management and functional staff	Electronic memo	Every other month	Change Management Team
	Union Update	Presentation of project activities with emphasis on employee business process changes and implications on employee workload changes and skill set changes. .	Leadership from represented labor groups	Presentation with Q&A	Quarterly	Project Manager/Change Management Team
	Brown bag luncheons	Current Status	Business Middle Management and functional staff	Presentation with Q&A followed by process review open forum	Bi-monthly	Project Manager
	Department Liaison Meetings	Project update; intended process and policy changes; coaching training	Central and Departmental Project Liaisons	Presentation with Q&A, followed by process review and open forum	Monthly	Change Management Team
	Newsletter Development and Deployment	Project Update; Upcoming project milestones, anticipated improvements, Project Team interviews and other communication materials, including sponsor communications	County-wide	Electronic and Hardcopy	Electronic (Monthly) Hardcopy (Bimonthly)	Change Management Team
	Project Website	Current Status; comprehensive repository of project-related information; project related changes and policy implications, project related training information	County-wide	County inter or intranet	On-going, as information becomes available	Change Management Team
	Feedback	Two-way communication	County Stakeholders	Electronic (email)	On-going	Change



	Mechanism	feedback between stakeholders and project team for Stakeholder feedback and Issue resolution				Manager/Project Manager
Date	Topic	Message	Audience	Medium	Frequency	Owner
	Training Scheduling	Scheduling of System training activities	Role Performers within new business environment	Memo	As Needed	Change Management Team
	County Rollout Orientation	Summary of business improvements; Policy and procedural changes	Open to all interested parties- end users to receive special invitations	Project Manager Presentation with Q&A	Once, just prior to Roll-out	Project Manager/Steering Committee
	Business Update	Project update; intended business process improvements; policy and procedural changes	Central and Departmental Business middle management and functional staff	Presentation with Q&A, along with an electronic memo	As needed	Change Management Team
Post Go-Live						
Date	Topic	Message	Audience	Medium	Frequency	Owner
	Executive Memos	Reiterate project support; Affirm project participation among staff and acknowledge the need for change	Impacted Stakeholders	Electronic Memo	Once/as needed	Project Sponsor(s)
	Feedback Mechanism	Two-way communication feedback between stakeholders and project team for Stakeholder feedback and Issue resolution	County central and departmental Stakeholders	Electronic (email)	On-going	Change Manager/Project Manager

Appendix 7: Survey Results

Q1. Please identify the functional area (s) that you work in.		
answer options	Response Percent	Response Count
Accounts Payable	21.40%	12
Grant Accounting	7.10%	4
Project Accounting	12.50%	7
Budgeting	26.80%	15
Accounts Receivable	19.60%	11
Capital Assets	12.50%	7
Payroll	30.40%	17
Human Resources	21.40%	12
Purchasing	26.80%	15
Inventory	7.10%	4
Technical	17.90%	10
Other (please specify)	16.10%	9
	answered question	56
	skipped question	0
Q2. Please identify which division you work in:		
answer options	Response Percent	Response Count
Accounting Division	26.40%	14
Purchasing Division	7.60%	4
Office of Information Technology (OIT)	7.60%	4
Human Resources Division	7.60%	4
Facilities Maintenance Division	5.70%	3
Other (please specify)	45.30%	24
	answered question	53
	skipped question	3



Q3. Please identify the role that you work in (please choose your primary role).		
answer options	Response Percent	Response Count
Functional Staff (Staff who support the day-to-day business processes of the organization. Clerk, Analyst, etc.)	55.40%	31
Department/Division Head (Management)	28.60%	16
Technical Staff (Performs IT functions for the organization)	16.10%	9
	answered question	56
	skipped question	0
Q4. Do you agree with the following statement: The functional experts in my department fully understand key financial processes within the department.		
(Functional Staff)		
answer options	Response Percent	Response Count
Strongly Agree	20.70%	6
Agree	55.20%	16
Neither agree nor disagree	13.80%	4
Disagree	10.30%	3
Strongly disagree	0.00%	0
Unknown/Not applicable	0.00%	0
	answered question	29
	skipped question	27
Q5. Do you agree with the following statement: The functional experts in my department fully understand how departmental financial processes relate to County-wide departmental processes.		
(Functional Staff)		
answer options	Response Percent	Response Count
Strongly agree	17.20%	5
Agree	48.30%	14
Neither agree nor disagree	20.70%	6
Disagree	13.80%	4
Strongly Disagree	0.00%	0



Unknown/Not applicable	0.00%	0
	answered question	29
	skipped question	27
Q6. Do you agree with the following statement: The functional experts in County central administrative agencies understand departmental financial processes.		
(Functional Staff)		
answer options	Response Percent	Response Count
Strongly agree	6.90%	2
Agree	44.80%	13
Neither agree nor disagree	31.00%	9
Disagree	10.30%	3
Strongly Disagree	0.00%	0
Unknown/Not Applicable	6.90%	2
	answered question	29
	skipped question	27
Q7. How would you rate your proficiency in desktop computing applications (MS Word, Excel, MS Access, etc.)?		
(Functional Staff)		
answer options	Response Percent	Response Count
Very strong	41.40%	12
Fairly strong	48.30%	14
Proficient	6.90%	2
Somewhat proficient	3.50%	1
Not proficient	0.00%	0
	answered question	29
	skipped question	27
Q8. Do you agree with the following statement: My department has the proper staffing resources available to ensure a successful implementation.		
(Functional Staff)		
answer options	Response Percent	Response Count
Strongly agree	6.90%	2



Agree	55.20%	16
Neither agree nor disagree	6.90%	2
Disagree	17.20%	5
Strongly Disagree	13.80%	4
Unknown/Not Applicable	0.00%	0
	answered question	29
	skipped question	27
Q9. Do you agree with the following statement: In relationship to the implementation of a new ERP system, subject matter experts within your department understand how to complete their business processes.		
(Department/Division Head)		
answer options	Response Percent	Response Count
Strongly Agree	23.10%	3
Agree	69.20%	9
Neither agree nor disagree	7.70%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Unknown/Not applicable	0.00%	0
	answered question	13
	skipped question	43
Q10. Do you agree with the following statement: In relation to the implementation of a new ERP system, subject matter experts within your department understand how their business process relates to other business functions within the County.		
(Department/Division Head)		
answer options	Response Percent	Response Count
Strongly agree	23.10%	3
Agree	53.90%	7
Neither agree nor disagree	15.40%	2
Disagree	7.70%	1
Strongly Disagree	0.00%	0
Unknown/Not applicable	0.00%	0
	answered question	13
	skipped question	43



Q11. Do you agree with the following statement: My department has the proper staffing resources available to ensure a successful implementation.		
(Department/Division Head)		
answer options	Response Percent	Response Count
Strongly agree	0.00%	0
Agree	23.10%	3
Neither agree nor disagree	15.40%	2
Disagree	53.90%	7
Strongly Disagree	7.70%	1
Unknown/Not Applicable	0.00%	0
	answered question	13
	skipped question	43
Q12. How would you rate the OIT's preparedness for this implementation?		
(Technical Staff)		
answer options	Response Percent	Response Count
Very prepared	0.00%	0
Prepared	57.10%	4
Not prepared	42.90%	3
	answered question	7
	skipped question	49
Q13. Do you agree with the following statement: OIT has the proper staffing resources available to ensure a successful implementation.		
(Technical Staff)		
answer options	Response Percent	Response Count
Strongly agree	0.00%	0
Agree	25.00%	2
Neither agree nor disagree	37.50%	3
Disagree	37.50%	3
Strongly Disagree	0.00%	0
Unknown/Not Applicable	0.00%	0



	answered question	8
	skipped question	48
Q14. What/if any additional resources will OIT require to ensure a successful implementation?		
(Technical Staff)	1) I am not sure except that OIT has been in need of additional resources on a regular basis.	
	2) Project management staff. Additional skilled support staff for application support and platform.	
	2	
	answered question	2
	skipped question	54
Q15. Do you agree with the following statement: The County-wide technical staff is prepared to address the technical specifications/requirements that will be required for the new system.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	2.10%	1
Agree	27.10%	13
Neither agree nor disagree	25.00%	12
Disagree	31.30%	15
Strongly Disagree	8.30%	4
Unknown/Not Applicable	6.30%	3
	answered question	48
	skipped question	8
Q16. Do you agree with the following statement: My department has written policies and procedures that clearly explain the processes for completing all business functions within the department.		
(All Respondents)		
answer options	Response Percent	Response Count



Strongly agree	4.20%	2
Agree	37.50%	18
Neither agree nor disagree	14.60%	7
Disagree	41.70%	20
Strongly Disagree	0.00%	0
Unknown/Not applicable	2.10%	1
	answered question	48
	skipped question	8
Q17. Please rate your awareness of the County's interest in purchasing a new integrated Financial and Human Resources system.		
(All Respondents)		
answer options	Response Percent	Response Count
Very aware	37.50%	18
Fairly aware	8.30%	4
Aware	18.80%	9
Somewhat aware	25.00%	12
Not aware	10.40%	5
	answered question	48
	skipped question	8
Q18. If you are aware of the County's interest in purchasing a new integrated business system, how did you hear about it? (Check all that apply)		
(All Respondents)		
answer options	Response Percent	Response Count
Involvement in selection process	6.80%	3
County-wide presentation	25.00%	11
Department/staff meetings	34.10%	15
Interoffice memo/ written notification	13.60%	6
Word of mouth	29.60%	13
Other (please specify)	25.00%	11
	answered question	44
	skipped question	12



Q19. Do you agree with the need to procure and implement a new integrated business system?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	29.20%	14
Agree	35.40%	17
Neither agree nor disagree	27.10%	13
Disagree	4.20%	2
Strongly Disagree	4.20%	2
Unknown/Not Applicable	0.00%	0
	answered question	48
	skipped question	8
Q20. Do you agree with the major financial business drivers for a new county-wide system, such as a flexible chart of accounts, improved GASB and GAAP reporting, multi-year budgeting, etc.?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	29.20%	14
Agree	29.20%	14
Neither agree nor disagree	29.20%	14
Disagree	6.30%	3
Strongly Disagree	0.00%	0
Unknown/Not Applicable	6.30%	3
	answered question	48
	skipped question	8
Q21. Do you agree with the major human resource business drivers for a new county-wide system, such as online time entry, employee self service and benefits registration, etc.?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	35.40%	17
Agree	50.00%	24
Neither agree nor disagree	6.30%	3
Disagree	2.10%	1



Strongly Disagree	0.00%	0
Unknown/Not Applicable	6.30%	3
	answered question	48
	skipped question	8
Q22. Do you agree with the modern processing business drivers for a new county-wide system, such as electronic workflow, drill down and audit capabilities?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	47.90%	23
Agree	27.10%	13
Neither agree nor disagree	12.50%	6
Disagree	6.30%	3
Strongly Disagree	2.10%	1
Unknown/Not Applicable	4.20%	2
	answered question	48
	skipped question	8
Q23. Do you agree with the need to eliminate the standalone business processing systems, independent tracking mechanisms and paper-intensive manual processes throughout the County?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	50.00%	24
Agree	29.20%	14
Neither agree nor disagree	10.40%	5
Disagree	4.20%	2
Strongly Disagree	6.30%	3
Unknown/Not Applicable	0.00%	0
	answered question	48
	skipped question	8
Q24. Do you agree that the County is ready to adopt new business processes based on best business practices?		
(All Respondents)		



answer options	Response Percent	Response Count
Strongly agree	12.50%	6
Agree	22.90%	11
Neither agree nor disagree	27.10%	13
Disagree	27.10%	13
Strongly Disagree	6.30%	3
Unknown/Not Applicable	4.20%	2
	answered question	48
	skipped question	8
Q25. Do you agree that the current systems and business processes are sufficient to handle the County's current and future business needs?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	4.20%	2
Agree	10.40%	5
Neither agree nor disagree	18.80%	9
Disagree	52.10%	25
Strongly Disagree	14.60%	7
Unknown/Not Applicable	0.00%	0
	answered question	48
	skipped question	8
Q26. Do you agree with the following statement: Departments within the County work well together.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	0.00%	0
Agree	25.00%	12
Neither agree nor disagree	31.30%	15
Disagree	29.20%	14
Strongly Disagree	14.60%	7
Unknown/Not Applicable	0.00%	0
	answered question	48
	skipped question	8



Q27. Do you agree with the following statement: I am committed to the implementation a new integrated business system.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	25.50%	12
Agree	53.20%	25
Neither agree nor disagree	14.90%	7
Disagree	0.00%	0
Strongly Disagree	2.10%	1
Unknown/Not Applicable	4.30%	2
		answered question
		47
		skipped question
		9
Q28. Do you agree with the following statement: The implementation of a new integrated business system will be successfully completed.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	10.40%	5
Agree	27.10%	13
Neither agree nor disagree	33.30%	16
Disagree	10.40%	5
Strongly Disagree	4.20%	2
Unknown/Not Applicable	14.60%	7
		answered question
		48
		skipped question
		8
Q29. Do you agree with the following statement: The project will result in an improvement in the performance of business processes within the County.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	14.60%	7
Agree	43.80%	21
Neither agree nor disagree	18.80%	9



Disagree	8.30%	4
Strongly Disagree	4.20%	2
Unknown/Not Applicable	10.40%	5
	answered question	48
	skipped question	8

Q30. Please rank each factor (Strongly agree, Agree, Neither agree or disagree, Disagree, and Strongly disagree) based on how much you agree it will hinder the success of the project specifically for Broward County.

(All Respondents)

answer options	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Rating Average	Response Count
Lack of user support for the new system	10	14	10	9	3	2.59	46
Lack of executive support for the new system	13	9	12	11	1	2.52	46
Lack of financial resources to complete the project	18	15	10	2	1	1.98	46
Lack of staffing resources to complete the project	16	21	5	4	0	1.93	46
Employees concerns with a resulting loss in jobs due to this project	1	12	16	15	2	3.11	46
Employees concerns with a resulting increase in workload while the project is ongoing	9	15	10	11	1	2.57	46
Lack of staff participation time	8	18	13	6	1	2.43	46
Lack of Countywide cohesion among all departments and other governmental entities	19	15	10	1	1	1.91	46
						answered question	46
						skipped question	10

Q31. How often do you receive County-wide communications or visit the Countys internal website(e.g.- emails, memos, voice mail, etc.)?

(All Respondents)

answer options	Response Percent	Response Count
Very Often (weekly)	89.60%	43
Often (monthly)	8.30%	4
Occasionally (6-8 times per year)	2.10%	1



Seldom (3-5 times per year)	0.00%	0
Very seldom (1-2 times per year)	0.00%	0
Never	0.00%	0
	answered question	48
	skipped question	8
Q32. Please indicate the type of County-wide communications (not limited to your department) that you have received in the last year. (Check all that apply)		
(All Respondents)		
answer options	Response Percent	Response Count
Website information	89.40%	42
Email message	97.90%	46
Enterprise-wide memo	55.30%	26
Enterprise-wide voicemail	4.30%	2
Message on your check stub or in check/advice envelope	72.30%	34
Unknown/Not applicable	0.00%	0
	answered question	47
	skipped question	9
Q33. Do you agree with the following statement: The County does a good job of communicating and informing employees about key projects/activities taking place within the County and/or all other governmental entities.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	4.20%	2
Agree	39.60%	19
Neither agree nor disagree	22.90%	11
Disagree	20.80%	10
Strongly Disagree	12.50%	6
Unknown/Not Applicable	0.00%	0
	answered question	48
	skipped question	8



Q34. Do you agree with the following statement: The County has standard and followed security policies for safeguarding county data and information sharing?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	10.40%	5
Agree	47.90%	23
Neither agree nor disagree	18.80%	9
Disagree	8.30%	4
Strongly Disagree	2.10%	1
Unknown/Not Applicable	12.50%	6
	answered question	48
	skipped question	8
Q35. Do you agree with the following statement: The County has standard and followed security policies for computer log ons and passwords?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	16.70%	8
Agree	66.70%	32
Neither agree nor disagree	12.50%	6
Disagree	2.10%	1
Strongly Disagree	0.00%	0
Unknown/Not Applicable	2.10%	1
	answered question	48
	skipped question	8
Q36. Do you agree with the following statement: The County has established and followed polices for saving files on the network for use throughout the organization.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	2.10%	1
Agree	40.40%	19
Neither agree nor disagree	19.20%	9
Disagree	19.20%	9



Strongly Disagree	2.10%	1
Unknown/Not Applicable	17.00%	8
	answered question	47
	skipped question	9
Q37. Do you agree with the following statement: In relationship to the implementation of a new ERP system, subject matter experts within your department understand how to complete their business processes.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly Agree	18.80%	9
Agree	47.90%	23
Neither agree nor disagree	18.80%	9
Disagree	10.40%	5
Strongly disagree	0.00%	0
Unknown/Not applicable	4.20%	2
	answered question	48
	skipped question	8
Q38. Do you agree with the following statement: There has been adequate coordination between technical and functional staff to prepare for the new system.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	0.00%	0
Agree	8.30%	4
Neither agree nor disagree	20.80%	10
Disagree	33.30%	16
Strongly Disagree	18.80%	9
Unknown/Not Applicable	18.80%	9
	answered question	48
	skipped question	8
Q39. How often have you received County-wide (not limited to your department) training within the last two years?		
(All Respondents)		



answer options	Response Percent	Response Count
Very often (8-10 classes)	10.40%	5
Often (5-7 classes)	20.80%	10
Occasionally (3-4 classes)	39.60%	19
Seldom (1-2 classes)	25.00%	12
Never	4.20%	2
	answered question	48
	skipped question	8
Q40. If you have been to County-wide (not limited to your department) training within the last two years, indicate (by checking all that apply) who provided the training.		
(All Respondents)		
answer options	Response Percent	Response Count
County Staff	31.30%	15
Outside training staff	22.90%	11
Both County Staff & outside training staff	58.30%	28
I don't know	2.10%	1
Not Applicable	4.20%	2
	answered question	48
	skipped question	8
Q41. If you have been to County-wide (not department) training within the last two years, the training was provided in an informative, well-organized and useful manner?		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	6.30%	3
Agree	70.80%	34
Neither agree nor disagree	10.40%	5
Disagree	6.30%	3
Strongly Disagree	0.00%	0
Unknown/Not Applicable	6.30%	3
	answered question	48
	skipped question	8



Q42. Do you agree with the following statement: The County has training documentation available and accessible for users and trainers to use for business processing.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	6.30%	3
Agree	41.70%	20
Neither agree nor disagree	29.20%	14
Disagree	14.60%	7
Strongly Disagree	2.10%	1
Unknown/Not Applicable	6.30%	3
	answered question	48
	skipped question	8
Q43. Do you agree with the following statement: The County has the staffing resources to provide adequate training on a new business system.		
(All Respondents)		
answer options	Response Percent	Response Count
Strongly agree	2.10%	1
Agree	14.60%	7
Neither agree nor disagree	25.00%	12
Disagree	27.10%	13
Strongly Disagree	22.90%	11
Unknown/Not Applicable	8.30%	4
	answered question	48
	skipped question	8