5.4 Warranty, Maintenance and Operations

Accenture has experience transitioning, operating, and maintaining entire systems for our clients. *myBIS* will be supported with field tested Maintenance & Operations capabilities that have been fine tuned with 20+ years of applications support experience with over 600 clients. Specifically, for the State of Florida, we've performed Maintenance and Operations support for key projects including Department of Business and Professional Regulation (DBPR), Office of Financial Regulation (OFR), and Department of Management Services (DMS). Through our work with other agencies, we have learned the budget process as well as the Technology Review Workgroup (TRW) requirements that you must follow and would be happy to provide project related input to AWI to facilitate these processes. At the agreed upon point in time, Accenture would begin transition of the system and knowledge transfer to State employees.

5.4.1 System Support Services

Our approach involves the development and implementation of the System Maintenance and Operations Plan. This plan is the documentation for the planning and activities we would perform to supplement the AWI current operation procedures. This plan outlines the day-to-day operations for the *myBIS* solution and the maintenance tasks for software and hardware components. It would provide the inventory basis for identifying and documenting the functional and technical components for the *myBIS* solution. Our System Maintenance and Operations Plan would define and document the skills and responsibilities required to perform the maintenance and operations. Through our knowledge transfer approach and planning, we would work with AWI to define the required roles and skill sets necessary to operate and maintain the *myBIS* solution long term. Accenture has a strong interest in providing a solution to AWI that you can maintain.

The *myBIS* system is built on a Java J2EE and DB2 database platform. The Accenture team, and future AWI support team, would provide ongoing maintenance for custom extensions in the form of interfaces, database scripts, reports and correspondence.

Our team has the right skill sets and processes to operate and maintain the *myBIS* solution for AWI. *myBIS* was designed as a low cost maintenance solution. We use known and widely implemented technologies to increase system supportability. The approach of documenting the skills and responsibilities in our System Maintenance and Operations Plan would provide consistent maintenance support and serve as a guide to transferring those skill sets to the AWI. We can assist with identifying gaps with resources or skills and provide a solution that AWI can operate and maintain long term.

5.4.2 Maintenance and Operations and Warranty Support

Our approach to maintenance and operations for the myBIS solution provides 24 X 7 maintenance and operational support capabilities. We position UC to be flexible and available to its customers.The *myBIS* solution would be operated, maintained, and supported 24 X 7 by our maintenance and operations team. We have experience with providing these services to our Florida clients and can take advantage of that experience to support AWI.

Working with AWI, we would define metrics around various functional areas of the solution. The purpose of these metrics is to demonstrate to AWI and the *myBIS* stakeholders the consistent and stable support our team provides. These metrics consist of application availability by categorized functional areas, application performance, and other factors deemed important to AWI. We would capture and review these on a weekly and monthly basis throughout the project.

The core of our maintenance and operations activities are aligned to the goal of 99.9 percent system availability, outside scheduled system maintenance activities. Our maintenance schedule would be created to

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limit the number and length of interruptions to the system allowing the AWI and users of the system access when needed.

5.4.2.1 Maintenance and Operations

The Maintenance and Operations Plan for the *myBIS* solution is the documentation for the planning and activities we would perform to supplement AWI's current operational procedures. This plan outlines the day-to-day operations for the *myBIS* solution and the maintenance tasks for keeping the software and hardware components running smoothly.

This documentation would also serve as a tool to train individuals on the tasks involved to maintain and operate *myBIS* from both technical and functional perspectives. We would support this training during knowledge transfer meetings with the AWI and support staff. This document would provide the inventory basis for identifying and documenting the functional and technical components for *myBIS*.

Planned Activities to Operate the *myBIS* System. Our team would support the maintenance and operation activities for the *myBIS* solution such as the operator support, system operations and administration, database administration, problem troubleshooting and coordination, preventive maintenance and repair, and help desk services. These are some of the key activities that we offer.

Operator Support. Operator support activities are offered for AWI that involve providing help desk services, system documentation, and online help. The help desk services we would provide covers the technical and operational questions and requests from AWI regarding the *myBIS* solution. In collaboration with AWI, we would define the operational requirements for this help desk before the first system release. Operator support also entails maintaining proper system documentation. User manuals for the functional and technical components of the *myBIS* solution would be tailored to the audience they are directed to serve. The content would be relevant to the end user for the information they are looking for. In addition to the user manuals and other supporting documentation our *myBIS* solution provides online help to the end user. This online help feature provides context sensitive screen and field level details and is searchable to find the right information at the time it is needed.

System Operations & Administration. Our team also offers the operations experience and capacity to run a system as large and complex as the *myBIS* solution. This includes the day-to-day operations support for the hardware and software. Systems administration support is also offered to investigate and troubleshoot production issues. The systems administrator would be involved with Operating System and hardware installations and configurations. As needed, the systems administrators are involved with application installations and upgrades.

The operations required to support *myBIS* would be documented in the maintenance and operations plan. This plan would be reviewed with AWI on a routine basis to verify the contents and processes agreed upon in the initial phase of the project. Agreed upon updates to documentation would be made as functionality is released to users. The Operation and Maintenance Plan would allow for corrective maintenance while allowing for enhancements.

Database Administration. The *myBIS* support team provides database administration which is a critical role and would be supported through several layers. We would provide database administrators who have experience and deep skills working with DB2. They would be involved from early in the project with planning, designing, and building the multiple environments needed to offer a secure, robust, and scalable solution. The members of this team also provide the knowledge and resources to carry out the ongoing performance tuning

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activities to maintain a stable database. These same services are offered as reporting and storage needs change through the duration of our solution.

Problem Troubleshooting and Coordination. The Accenture team offers the problem troubleshooting and coordination activity as an ongoing effort. As functionality is released and the number of users increases, unforeseen issues may arise. When they do, the support team would be positioned to identify, respond, and resolve issues. Some issues are more severe than others and require immediate action. Others require careful planning and release strategies to prevent ongoing issues and reducing the need for continuous workarounds. Our maintenance and operations experience coupled with our Accenture Delivery Methods and Tools provides our team with the knowledge and capability to address the needs of AWI and their stakeholders.

Preventive Maintenance and Repair. The core of our maintenance and operations activities are aligned to the goal of 99.9 percent system availability, outside scheduled system maintenance activities. The *myBIS* preventive maintenance approach targets maintaining the latest available security and application patches offered by hardware and software vendors. As with our release strategy, we would systematically apply these patches through our development and testing environments prior to releasing them in the production environment. We would also coordinate these changes with any other system change through a standard change control process established with AWI and the Accenture team. To reduce the system downtime to the end users we typically schedule maintenance and repair activities to occur after midnight and limited to as few occurrences as possible. This would typically occur on a monthly or bi-weekly schedule.

Helpdesk Services. To support *myBIS* end users we offer a multi-tiered help desk support structure as shown in Figure 5-68. This approach integrates end user experience and application specialists to provide timely and responsive support. Prior to the first release for the *myBIS* solution, we would work with AWI to define the roles and responsibilities of the help desk support team. This team would have a 24 X 7 support structure to monitor the performance of the production system. Our team would provide the tools and

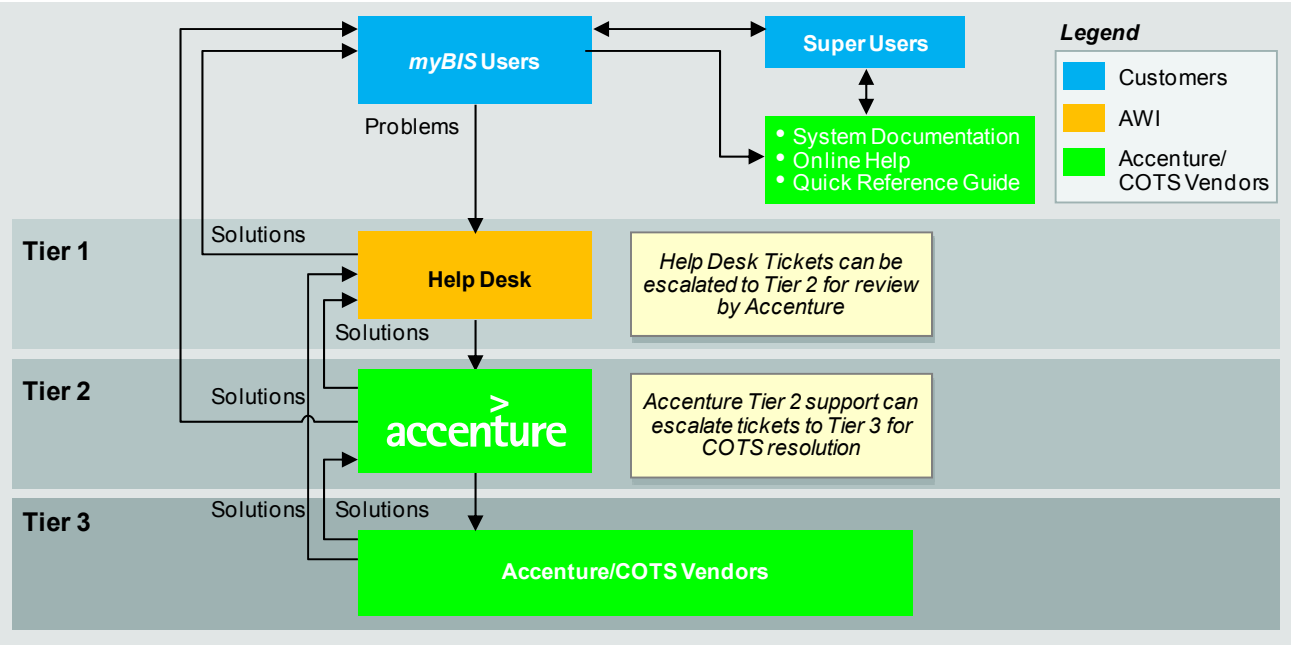

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Figure 5-68. Our Help Desk support structure integrates user expertise and application specialists to provide timely, responsive support for myBIS users

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processes to manage incoming support requests from AWI end users. Our team would report to AWI on a regular basis key supporting metrics such as number of requests made, requests responded to, and number of requests resolved. These would supplement the metrics reported to the AWI on *myBIS* operations and support.

As part of the responsibilities of maintaining and operating the *myBIS* solution, the team would generate monthly operations reports. These reports would contain the metrics used to illustrate system performance, availability, and issue resolution. We would define these metrics with AWI prior to the *myBIS* pilot. The help desk operations reports would include service level agreements with the State.

Maintenance of COTS Software Packages. Even though *myBIS* is a system transfer, the total design will make use of several COTS software packages. After the initial release and during the maintenance and operations phase a new version of a COTS component could be released. The *myBIS* support team would handle this opportunity by developing an upgrade plan with AWI which includes explanation of the COTS package updates. The plan for the upgrade would clearly detail the activities that need to be achieved for designing, testing, implementation, and support. The plan would allow the AWI to make an informed decision after considering the impact and deciding when the upgrade should be executed. The maintenance support team would not proceed with the updates until approval from the AWI.

At DBPR we upgraded the COTS software package for our licensing solution and identified with DBPR and the software vendor actions that involved upgrading several hardware components and the next COTS version. This was planned and executed during the maintenance portion of the contract. We were also able to deliver the upgrade without significantly expanding our maintenance team with additional resources.

Subcontractor Management. We recognize AWI must have confidence in the strength and unity of the *myBIS* vendor team. Accenture's assembled team of sub-contractors collectively provide AWI the most relevant UC experience, the most qualified personnel, and the best methodologies and tools available.

Although members of our team collaborate to deliver the best possible solution, we recognize AWI's desire to have one vendor accountable for the project. Accenture is that vendor. Subcontractors would integrate into the project team. Accenture manages sub-contractor personnel used for this project, and assumes ultimate responsibility for project success.

It is essential we outline for AWI how we manage relationships and issues within the project vendor team. Accenture regularly uses sub-contractors on our client engagements, and we have a tested approach for sub-contractor management.

Sub-contractors sign an agreement with Accenture as the prime contractor. Our sub-contractor agreement includes a clear definition of their responsibilities relating to the project: deliverable and work product items and schedules; cost and payments; warranties for products and services; and various other terms. We closely manage sub-contractor progress on the project through the same tracking mechanisms used for our own staff, status reports, work schedules, meetings, etc.

The sub-contractors we assembled form a unified team whose members have complementary competencies and demonstrated records of accomplishment. Accenture holds our sub-contractors to high standards of quality task execution and client satisfaction, just as we do our own personnel, and takes appropriate action should AWI have any issue with sub-contractor performance.

Software License Management. As part of the daily interaction with the AWI, visibility and verification of all software licenses and product support documentation would be made available. The licenses and support

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agreements with the various vendors would be part of the maintenance and operations plan document. This would be reviewed on a regular basis with AWI and updated as needed. It is important to maintain an accurate and complete inventory of all licenses.

Latest COTS Version at the Commencement of System Integration Test. We would utilize and start with the latest available COTS versions from the various teaming partners and software vendors. Our approach to start with the latest version eliminates the need to rollout a COTS upgrade in the middle of our release strategy. In the event that a newer version of the COTS software is released after the initial version provided to the AWI, we would work with the State to plan for the upgrade during maintenance using the defined Change Management Process in place as with other enhancements.

Review and approval processes are inherent to Accenture's V-Model development methodology as illustrated in Figure 5-69. Through the use of this model and associated tools and methods, substantial cost and time savings are obtained while increasing the quality and the delivery reliability. Adherence to this approach leads the way to reduce defect injection rates in production after each release. Quality is designed into the system rather than tested into the system.

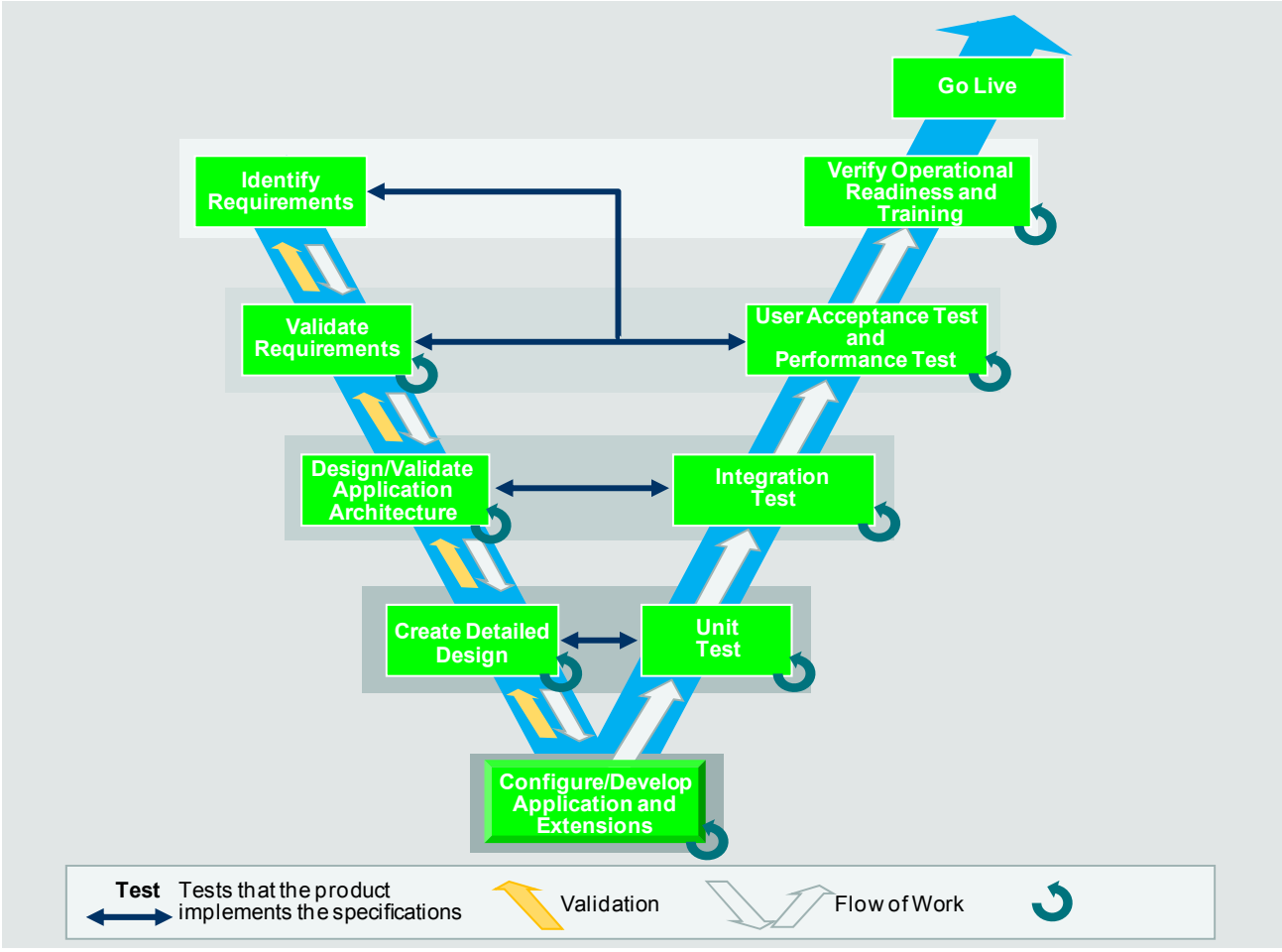

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Figure 5-69. Quality is designed into the system rather than tested into the system

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At the heart of the V-Model is Stage Containment, which is the process of identifying problems in the system during development before passing into the next stage. It is critical to identify the problems or errors in the stage that they occur because problems become more expensive and difficult to fix later in the project life cycle. Entry and exit criteria are used to enforce stage containment. Moving to the next stage is not enacted until the exit criteria of the previous stage and the entry criteria of the target stage have been met. When deviations are identified during any phase of the SDLC, they are addressed at the point of origin and then brought back through the remaining SDLC. This allows associated configuration items to be updated and retested in the Accenture V-Model.

Lead the Prioritization of Maintenance Updates. Maintenance updates will pass through the Change Control Process which is defined in the project plan. Both Accenture and AWI representatives including a requirements manager, project change request manager, change request administrator, functional architect, technical architect, and database architect would participate in the Change Control Process. The Change Control Process consists of a core team that is present at meetings and represents the key technical and business areas within a project. Specialists or other technical members are invited to the meeting, based on the assessment skills required for the changes being discussed.

Decisions made in the Change Control Process are communicated to those managing environments including production moves, maintenance activities, scheduled downtime, etc. This is the governing process for all change requests (CRs) and will meet on a regular basis. Change requests are evaluated based on their impact to schedule, budget and the projects they impact. Change requests that provide the most business value are given priority. Minor change requests are reviewed to help confirm that they should not be reclassified as significant.

Develop, Test and Install Maintenance Updates. Maintenance updates will be handled as service requests. As such they will follow the full System Development Life Cycle process as part of implementation. After the initial analysis of the maintenance update has been completed, the update will pass through the Change Advisory Board referenced above for AWI approval and packaging recommendations.

Provide On-site Support. The *myBIS* maintenance support team will work with AWI to document on-site support requirements and to develop a support resource location strategy. AWI will be supported by Accenture providing the maintenance and operational support needed for the *myBIS* solution. By allowing our team to fulfill these tasks, AWI is able to use its' resources as it sees fit. The maintenance and operations plan and help desk services would position AWI to release the *myBIS* solution to its users in a manner that meets agreed upon contractual objectives.

5.4.2.2 Warranty Support

We plan to provide warranty support related specifically to implementation of our *myBIS* solution. The warranty period for implementation begins after AWI has declared the *myBIS* solution deployment successful. Warranty support includes defects associated with the installation and integration of *myBIS* and the custom interfaces and functional components developed to support the operations of *myBIS*. Defects are defined as issues that represent a deviation from signed-off design documentation. We would have a dedicated team investigate reported issues and determine the severity and applicability of warranty coverage associated with customized solutions and software integration. The team would assign the reported issue to the appropriate team member with the progress tracked and reported through our proven tools. Any changes, hot fixes, or patches would be tested, validated, and approved by AWI before being promoted to production. Likewise, impacted system documentation would be updated. Upon installation into the production environment we would validate with AWI that the resolution to the reported issue implemented satisfactorily.

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We collect detailed information about the defects in a tracking system; determine the level of urgency, derive a plan to resolve the reported issue, and proceed with implementation of any as agreed necessary fixes. System issues that are not deemed to be defects are classified as enhancements that may be included in a future maintenance release, and are not covered by warranty. Enhancements are tracked via the Change Management Process. Because a release can contain defect fixes and enhancements, progress for both is reported simultaneously.

During the warranty period and maintenance phase, we provide support for technical and operational matters. These consist of processes relating to server monitoring, automated tasks, batch processing, COTS system upgrades, system modifications required by regulation changes, and implementation of approved change orders to the *myBIS* system. During the maintenance phase, maintenance support staff would be able to have on-site and remote access to the systems used to support *myBIS* and respond to system generated alerts 24 X 7. Remote support would be enabled through virtual private network connections or another mutually agreed upon method. In the event of a critical problem is encountered that prevents complete operation of the proposed *myBIS* solution, we would seek to deploy workaround measures for the problem.

In the event problems are identified in hardware or COTS packages, we would coordinate warranty repair with the hardware or COTS package vendor. The hardware or COTS packages would be tested with the *myBIS* solution prior to promotion to production environments. Like other maintenance requests, these changes would be presented to the Change Control Process for approval.

myBIS is adaptable to future changes as the needs of the AWI grow or change. Following the completion of the warranty support period, we would provide AWI with a Warranty Completion Report. This report would signify achievement of the acceptance criteria for the warranty period.

A recent example of our approach to warranty support can be demonstrated by our relationship with Florida Department of Business and Professional Regulation (DBPR) Single Licensing System. We implemented a solution unique to DBPR's needs. This system is responsible for servicing over 1 million active license holders. Other customizations range from public interface portal to integrated Customer Relationship Management using Siebel software servicing a 100+ person Customer Call Center.

The warranty for DBPR was followed by 6 years of onsite maintenance. During the 6 years of maintenance we were able to work with the client and vendor directly to perform the operator support, system and database administration, problem troubleshooting and correction, preventive maintenance, hardware and software upgrades, and knowledge transfer as covered below.

5.4.3 Agency Staff Knowledge, Skills and Abilities

We have identified the Agency key skill sets we recommend for maintaining our solution, organized by role, in Figure 5-70. Our knowledge transfer and training approaches will help to support AWI in preparing staff for these roles. Because our overall implementation approach utilizes state resources supporting a number of teams, AWI will already have numerous skilled resources that are well-positioned to take over maintenance of the *myBIS* solution. In this way, AWI begins to prepare for maintenance on Day 1 of the project.

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Role	Skill Set
Senior Systems Engineer	• Individual should be familiar with firewalls, network architecture, server configuration, publishing of web systems, installation of databases, and maintenance of general Microsoft technologies
System Architect	• Individual should be familiar with the technologies applied with skills in large enterprise system conceptualization, design and development
Senior and Junior Software Engineer	• Individual should be experienced writing applications
Senior and Junior Database Administrators / Engineers	• Individual should be experienced creating and scripting databases, writing database stored procedures, working with software developers to connect stored procedures embedded within an application
Database Architect	• DBA should be skilled with performance tuning, monitoring and configuration of Enterprise Relational Database Management Systems
Report Engineer	• Software developer should be experienced with the design and creation of reports, including writing database queries and stored procedures to extract data and formatting it to a readable and usable format
Staff with Unemployment Compensation Subject Matter Experience	• Adjudication • Appeals • BCS • Claims Intake • Certifications • Benefits Payment Processing • Benefit Payment Control • Electronic Case Folder • Expanded Claim History • Security • Workflow & General Functions • Forms & Letters
Project Manager	• Individual should be: experienced in managing sub-contractors, able to communicate with stakeholder groups, familiar with AWI project management, experienced with early learning systems, experience with managing multi-release projects
Systems Administrator	• Individual should be: experienced in effective provisioning, installation/configuration, operation, and maintenance of systems hardware and software and related infrastructure. This individual participates in technical research and development to enable continuing innovation within the infrastructure

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Figure 5-70. Our recommended Agency key skill sets organized by role for maintaining myBIS

5.4.4 Operations Transition

Our team has an established track record of successful transition of maintenance and operations services for government projects. Our approach to maintenance and operations transition utilizes a cooperative, integrated support team model to achieve positive outcomes and a smooth transition.

Our Transition Track Record. Our team utilizes a successfully demonstrated, field-tested approach to maintenance and operations transition. Our goal is to enable the State to operate and maintain the *myBIS*

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system once this project ends. We achieve a smooth transition through cooperative operations, formal and informal mentoring and knowledge transfer, and building incrementally on transition achievements.

Figure 5-71 highlights some of our successful operations transitions. We strive to plan and deliver solutions in the best interest of our clients. A vital part of this goal is facilitating an effective operations transition prior to end of contract. We measure our own achievement in this regard by meeting our clients' expectations regarding the transition of roles and responsibilities.

In our experience, some of the most effective transitions begin by blending AWI staff with the Accenture team on the first day of the project. The State realizes benefits immediately from having their staff in lock step with the Accenture team.

Maintenance and Operations Transition Plan. Our maintenance and operations approach to development of the *myBIS* Transition Plan combines practical experience from our UC and other enterprise government implementations with the management framework of Accenture Delivery Methods to assist in an effective transition of roles and responsibilities. Based on our experience, there are several key activities to help make an operations transition achieve agreed upon goals. The following sub-sections outline the key activities.

Project	Successful Operations Transition
Tennessee Child Support	Tennessee Department of Human Services • Responsible for child support enforcement under State and Federal mandates • We installed, implemented and transitioned the automated, statewide Child Support Enforcement System (TCSES). TCSES provided improved child support collections, a statewide child support database, on-line automated payment history and reporting, improved customer service and uniformity of process across judicial districts
Australia FaCSIA	Australia Department of Families, Community Services and Indigenous Affairs (FaCSIA) • Responsible for income support, housing policy, community support, disability services, child care services and family issues, including family payments, child support and family relationships • FaCSIA makes over $2 billion of payments annually to 12,500 service providers to provide services on its behalf • We provided and transitioned an integrated funding administration and case management system (FOFMS) to significantly improve the administrative effectiveness of funds management to its Service Providers.
Florida Single Licensing System	Florida Department of Business and Professional Regulation (DBPR) • Regulates over 200 license types for over 1 million professional and business licensees • We implemented, maintained and successfully transitioned the DBPR Single Licensing System (SLS), replacing 74 separate systems on 15 disparate technology platforms, improving operating effectiveness through the re-design of critical business processes, improved customer service and self-service channels
Florida One Stop Services Tracking	Florida AWI • Replaced the State of Florida's welfare case tracking system with an internet based system capable of providing full life cycle case management support. • The system supports over 1000 case managers who are heavy users and employers and job seekers throughout the state. • Provided ability to connect skill gaps and barriers to employment to the available training and services provided.

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Figure 5-71. We measure our success by the success of operations transition for our clients

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Transition Leadership. The leadership of the *myBIS* Executive Steering Committee together with the Accenture and AWI Project Managers will be vital to enable clear communication to all parties involved in the transition and drive a unified and comprehensive transition agenda. The *myBIS* Executive Steering Committee would make key decisions and initiate many of the subsequent transition tasks. AWI and Accenture project managers would together handle the communication to all participants and timely escalation of any issues to Executive Leadership. The *myBIS* Executive Steering Committee would perform regular reviews of transition progress and deliverables quality, making adjustments as agreed necessary in strategy and assignments to keep the transition effort on track. The formal beginning of the transition process would be communicated to all potential team members affected by the AWI and Accenture Project Managers.

Domain Subject Matter Specialists. The *myBIS* Executive Steering Committee would next identify State and Accenture team UC domain subject matter specialists to participate in transition. The domain subject matter specialists would provide guidance to individual transition participants, and provide quality assurance on transition results.

Combined Review Process. The next activity is to establish the combined detailed review of maintenance and operations deliverables and documentation by Accenture team and AWI personnel. This review team should consist of managers with direct responsibility for each area of AWI and Accenture team maintenance and operations activities. The size of all maintenance and operations documentation will likely be considerable for *myBIS*. It is to be expected that review and approval for deliverables and documentation would require a significant portion of review team member's time. To promote an effective transition and integration of contractor roles and responsibilities into the AWI organization, review team member participants should be enabled to dedicate a significant percentage of their time toward this effort.

Roles, Responsibilities and Skill-Sets. Together with AWI, we would then define in detail our team's current maintenance and operations roles, responsibilities and required skill-sets. This assessment would be a clear and transparent picture of every role and responsibility we are currently fulfilling at the time of transition, to allow the State to prepare and map our roles and responsibilities into the organization.

Evaluate Capabilities. Once our roles, responsibilities and required skill-sets have been mapped, AWI should evaluate existing capabilities compared to required roles and determine any gaps that require addressing. AWI could need additional full-time positions to replace our maintenance and operations team members, or back fill any AWI staff identified to take on transition roles. For operations roles that the AWI does not anticipate providing staff for, we would assist the State in identifying and working with external resources for any roles that AWI decides are in their interest to be fulfilled by third parties.

Communication and Mentoring. Once staff is identified to participate in transition, their future roles and responsibilities and overall transition goals would be communicated to all participants. Our team would then conduct formal and informal mentoring and coaching sessions with those staff identified by the State to participate in transition, and any third party staff the State has determined will be assuming Accenture team support roles.

Build Success Incrementally. As AWI staff becomes familiar with their new roles, we would work with AWI to gradually phase in *myBIS* responsibilities and security access for team members and any third party staff. This helps to establish a track record of success for each individual participant, allowing the freedom to learn and make mistakes in non-production environments prior to assuming direct maintenance responsibility.

Independent Operation. During the final phase of transition. Figure 5-72 illustrates our successful approach to maintenance and operations transition that we would utilize for transition of the *myBIS* solution to the

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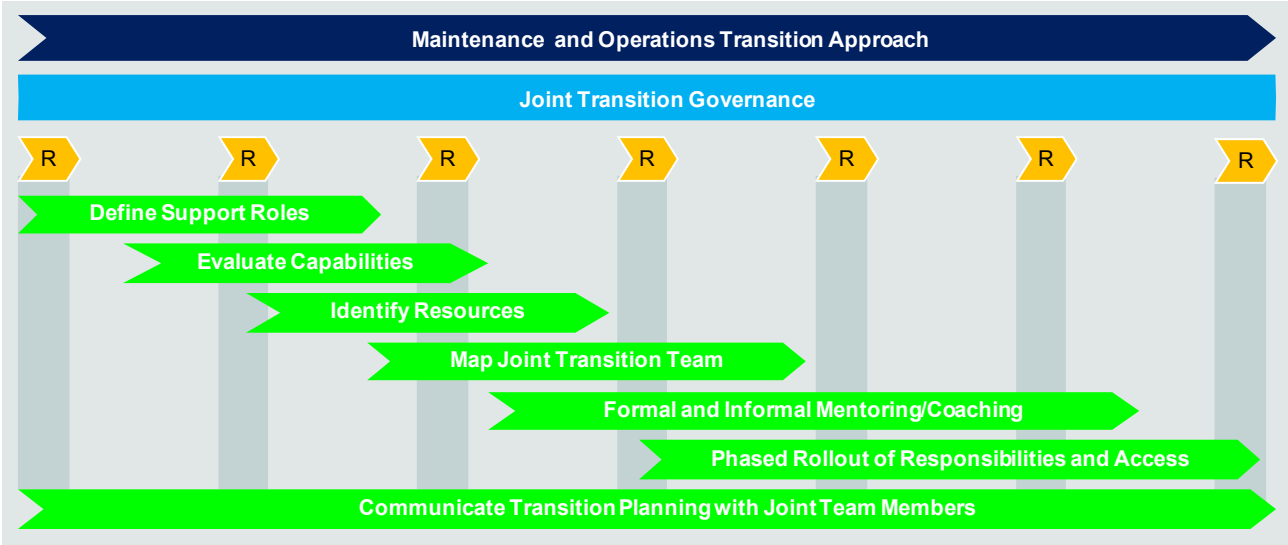

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Figure 5-72. Our approach to operations transition addresses joint participation based on a establishes a track record of success

State.State team members and third party staff would assume full responsibilities for maintenance and operations with Accenture team members available for assistance and questions

SEI CMMI Certification and ISO 9001-2000. Our Accenture Public Service organization maintains Systems Engineering Institute's Capability Maturity Model Implementation (SEI CMMI) Level 4 Maturity. All Accenture Operating Groups maintain ISO 9001-2000 Certification. Quality Management and Standards are an integral part of the way we do business. Our team would incorporate SEI CMMI Level 4 Maturity processes into each phase of the *myBIS* implementation, from planning through the final transition. SEI CMMI Level 4 means our processes would be measured and monitored throughout the *myBIS* solution lifecycle. We utilize SEI CMMI Level 4 Maturity processes as a key part of our delivery methods, which our experience has demonstrated produce reliable implementation outcomes

Figure 5-73 depicts our overall program management approach includes SEI CMMI Level 4 processes which would be used in the design, implementation and operation and maintenance of *myBIS*.

Our team would work within a Quality Management framework for *myBIS* to provide business value, address AWI expectations, and provide quality deliverables. Part of our Quality Management process would be to capture how AWI defines a successful outcome and implement efficient, effective, and repeatable procedures, processes, and standards. We use Quality Management to help reduce problems and re-work by carefully verifying and validating the work at each stage. Quality Management also assists us in improving the speed, quality, and cost of delivery by continuously improving the project.

Our team's Change Management process enables changes to requirements and other work products/deliverables within *myBIS* to be managed. We identify, analyze and assess the change impact, and then obtain authorization before implementing changes.

Our Risk Management approach recognizes, assesses, and controls the uncertainties that may otherwise result in schedule delays or other undesired consequences. We proactively identify and analyze and monitor any program risks to determine their relative importance and mitigate them to reduce adverse impacts.

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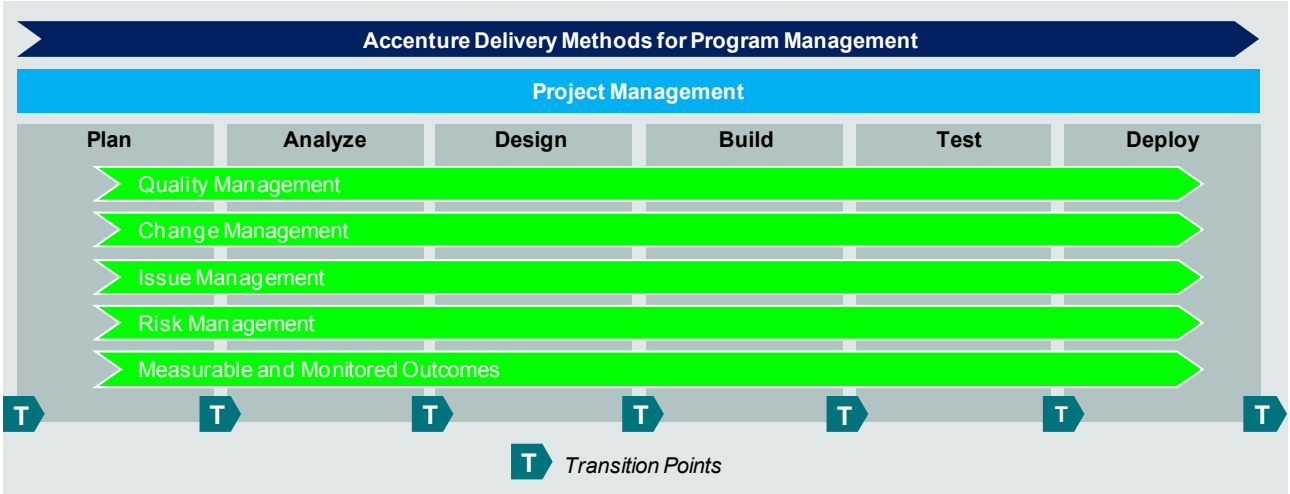

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Figure 5-73. Maturity processes are incorporated into each aspect of our program management approach

AWI Approved Knowledge Transfer Plan. Our team has a successfully demonstrated track record of working with State of Florida agencies to integrate with existing State change management processes. Working within the framework of the State approved knowledge transfer plan will promote a more cohesive transition of ownership of operations processes. We believe in working within the AWI framework for change management, communications and knowledge transfer to help create an integrated *myBIS* project team. Our approach to Knowledge Transfer can be found in Tab 5 Section 5.2.2

Operations Transition Documentation. Our Change Management approach builds the process of keeping operations documentation current into the change control process. Figure 5-74 lists Maintenance Operations and Transition documentation and documentation included in our approach to the *myBIS* solution and that would be part of the transition process.

Transition Documentation	*Description*
Maintenance and Operations	
Hardware and Software Requirements Specification	• Detailed Specification of all hardware and software necessary for the operation of *myBIS*
Requirements Traceability Matrix	• Maintains the bi-directional traceability between the requirements and the various analysis, design, build, and test components (e.g., use cases, designs, test conditions), product functions/components, business areas, etc., throughout all stages of the project
Conceptual System Design	• Provide a current and comprehensive user-oriented view of the complete *myBIS* system
Quality and Communication Plans	• Processes and techniques to build quality into project deliverables and enable the project to deliver business value. Provide structured planning for communications differentiated by stakeholder group and type of communication
Change Management Plan	• Manage changes to requirements and other work products/deliverables, maintaining requirements traceability
Risk Management Plan	• Identify, assesses, and mitigate uncertainties that may otherwise result in schedule delays or other undesired consequences

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Transition Documentation	Description
Issue Management Plan	• Identification, analysis, resolution, reporting, and escalation of *myBIS* issues. Issues would be problems that involve a significant choice between two or more alternatives for an event currently happening
Unit Test Guidelines	• Defined process for verifying system modifications prior to migration to subsequent integration or user acceptance testing environments
Tested Release of Application	• Documents any custom developed extensions of COTS packages used for *myBIS*
Test Plans and Scenarios	• Test Plans and Scenarios would be maintained based on the following expected tests: Unit Test, Integration Test, System Test, User Acceptance Test and Performance Test
User Documentation, Manuals and Training Materials	• Current documentation for COTS systems and current user documentation, product user manuals and training materials would be provided
System Maintenance Documentation	• Disaster Recovery and Backup Plans, Security and Anti-Virus Plans, Monitoring and Technical Support Plans, Configuration Management Plan, Operations Manuals
Hardware and Software Refresh Plan	• Planning for *myBIS* Hardware and Software upgrades
Transition	
myBIS support roles, responsibilities and skill-set matrix	• Identified support roles, responsibilities and skill-sets required for the operational support of the *myBIS* system. This deliverable would be utilized by the AWI to map current capabilities and determine resource gaps
Formal mentoring session documentation	• Together with the AWI, we would determine mentoring session topics based on the need to address specific transition areas in a formal setting with State staff
Transition Completion Report	• Report of all transition deliverables and activities, including operations and transition deliverables, documented reviews and individual steps taken to transition *myBIS*. Also requires acceptance at each stage of transition by AWI.

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Figure 5-74. Our approach to operations transition provides current, up to date operations documentation

Our approach to maintenance and operations transition addresses the need for complete and up to date operations materials. Our Change Management approach consists of maintaining current documentation as part of the change control process. We suggest a combined review and feedback process for operations deliverables to promote current documentation and adapting to the changing current and future business needs of the AWI.

Transition Completion Report. Our planned *myBIS* transition activities consist of review of progress and incremental transition success build naturally toward the *myBIS* Transition Completion Report. This report would represent the cumulative efforts of the transition team and provide a clear picture to AWI management of each aspect of *myBIS* operations and how it was transitioned. For audit compliance, transition of *myBIS* hardware and software licensing and support would be clearly documented.

Approach Benefits. There are several benefits to our approach to operations transition. Combined review teams would build *myBIS* operational ownership for the State. Communication and planning are transparent and clear to all participants. Regular reviews over a period of time provide the State with current documentation that each State review participant also becomes deeply familiar with to provide continuity.

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Each team member participating in transition activities builds an incremental track record of success in their new role. Our maintenance and operations processes and staff activities would be transparent and key operations and technical decisions would be made through close consultation with AWI management, to promote merging *myBIS* with the overall long term technology vision for the State.

Our team's *myBIS* implementation plan would include the transition of *myBIS* operations to AWI or their designated agent. We would work closely with the State to assist with the determination of the appropriate resource mix for the needs of AWI. AWI may determine that it is in their best interest to utilize third party resources to fill some of the operational roles for *myBIS*. We would support and assist AWI in mentoring and coaching staff participating in transition activities, whether they are State or third party resources. We see transition of operations that is in line with AWI expectations as a key measure of overall project success.

5.4.5 Implementation Version Upgrades

Any version upgrades occurring during implementation fall under the governance of the Change Control Process. The Change Control process mentioned earlier would provide oversight and management to approving changes made during implementation. An assessment of the upgraded product would be performed to asseses any technical performance risks associated with introducing this change into production. Changes of any nature would be regression tested and be subject to User Acceptance prior to full deployment.

Warranty, Maintenance and Operations Conclusion. As a provider of services for the AWI, it is imperative that we not only deliver and maintain stable systems but that we obtain an understand AWI's strategic and business objectives in order to deliver increased value to the Agency and your stakeholders. Some key features and benefits we bring to the State include:

Florida AWI Experience. Key resources targeted for the maintenance and support phase have previous experience working with AWI projects including OSST, My Florida Alliance, and the FLUID Enhancement Project. These resources are already familiar with AWI maintenance processes of the systems which *myBIS* will be replacing. This experience would prove extremely valuable for both transition and maintenance and support phases.

Outcome Based Measurements. Accenture has worked with clients to establish outcome based measurements. These measurements are based on Key Process Indicators or Key Success Indicators for the State. In the case of AWI, we would work with AWI to document the key maintenance and support service levels that should be measured. These measurements should provide insight to the effectiveness of *myBIS*. Example measurements could include:

- Average time and duration to close trouble tickets
- % downtime awaiting for work prioritization, approved design specs, business requirements
- Time spent by SDLC phase by work type (trouble ticket, ad-hoc work change, etc)
- Hours spent on approved projects
- % project on-time/on-budget

Methodologies and Tools. Accenture has maintained and transitioned many systems for clients. This has led to development of field tested methodologies, tools, and assets in the course of performing the work. The Accenture Delivery Suite for Outsourcing is the single, comprehensive methodology used for outsourcing work performed by Accenture. This suite includes specialty sections in Transition Management, Service Delivery (Maintenance and Support), Performance Management, and Service Optimization. These

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methodologies would be used to achieve AWI's business strategies. The Maintenance and Support leadership team would work with AWI leadership to document key challenges and to examine and implement the assets that would add greatest value to the State.

Structured Approach for Release Management. Accenture will utilize a Release Management approach that is designed to minimize technical performance risks while maximizing efficiency and quality. The Release Management process helps confirm that releases are implemented in a controlled and systematic way that limits negative impacts to the IT environment. To minimize any impact/disruption to the business environment, changes will be implemented as per AWI's defined maintenance window. Releases would be defined periodically to bundle changes for the AWI. In those instances where fixes are required quickly, the maintenance and support team would utilize the Emergency Release process to expedite deployment of a problem resolution to restore service levels. Like periodic releases, Emergency Releases would fulfill operational acceptance criteria.

High Availability. The *myBIS* application servers are configured to be highly available and redundant. This allows for most standard maintenance releases to be deployed to Production without downtime for the users. During the deployment window, our support team will take down one of the nodes and deploy the new release while the other nodes are running. Then, we bring up the node with the new release and bring down the nodes with the previous release. Finally, we deploy the new release to the other nodes.

Previously Tested Application. It is important to note that *myBIS* is a transfer system that was previously functionally tested and optimized for performance and stability. In addition, applicable test scripts would be brought forward for use with the implementation and maintenance and support of the *myBIS* system. This should reduce the number of defects experienced and increase quality and productivity of team members during the maintenance and support phase.

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