5.2 System Development

The following sections outline our overall system development approach, starting with our system development lifecycle and continuing with our approaches for requirements validation, reporting, forms and correspondence, testing, installation, and production pilot. The remainder of the section includes our approaches to user training and documentation, deliverables, and finally service level agreements and liquidated damages.

Our system development lifecycle provides AWI the clear roadmap for achieving the UC modernization project goals

- 25+ years of Unemployment experience in 16 states
- 30 years of field-test development experience that has shaped industry standards
- CMMI Level 4 assessed measurable and repeatable processes – Accenture is the only SI whose entire North American government practice has this achievement
- SDLC practices refined through thousands of similar public sector projects

FLAWI

5.2.1 System Development Lifecycle

AWI's UC modernization requires a system development lifecycle proven in large-state implementations using industry standards that lower delivery risk, provide tight controls and achieve the mandated schedule. Accenture's approach provides all this and more.

AWI's modernization objectives require a system development roadmap proven on other large-state implementations. Small-state experience and small-state tools often need considerable modification, experiment and time when getting to scale quickly is required.

Accenture's 25 years of unemployment experience and more than 30 years of general systems development work offers AWI the system development lifecycle (SDLC) providing overall guidance yet is flexible enough to adapt to changing situations brought about by a continuingly troubled economy or by Legislatively mandated program shifts.

The foundation for AWI's customized SDLC is Accenture's Delivery Methods (ADM). ADM is aligned with and guided by industry standards, such as the Project Management Institute's Project Management Body of Knowledge (PMBOK), the Institute of Electrical and Electronics Engineers (IEEE), and the Software Engineering Institute's (SEI) Capability Maturity Model Integrated (CMMI**). AWI can be confident that our proposed development roadmap is founded on proven, industry-leading practices honed by actual project experience.**

An adaptable SDLC is critical for the success of UC modernization. Unlike vendors who insist that their SDLC have no modifications, the *myBIS* SDLC phases outlined on the following pages are just the starting point for detailed discussion between our Project Manager, **Troy Myers**, the Accenture Project Leadership Team (PLT) and the UC Project Director during project initiation. Customization of *myBIS* SDLC for AWI will occur quickly and collaboratively to maintain the mandated project schedule. The six major phases are illustrated Figure 5-20.

Proven project management controls surround the *myBIS* SDLC. This provides AWI with the oversight and transparency needed to manage the project. Jointly with AWI, we will define the processes, tools, roles and responsibilities to deliver the integrated, modernized UC system that Florida needs. **The *myBIS* SDLC relies on design and development efforts that encourage user collaboration** and early user feedback and acceptance.

In this way, **users are front and center from the beginning, providing guidance, direction and context for the whole solution instead of just single business functions.** This reduces delivery risk,

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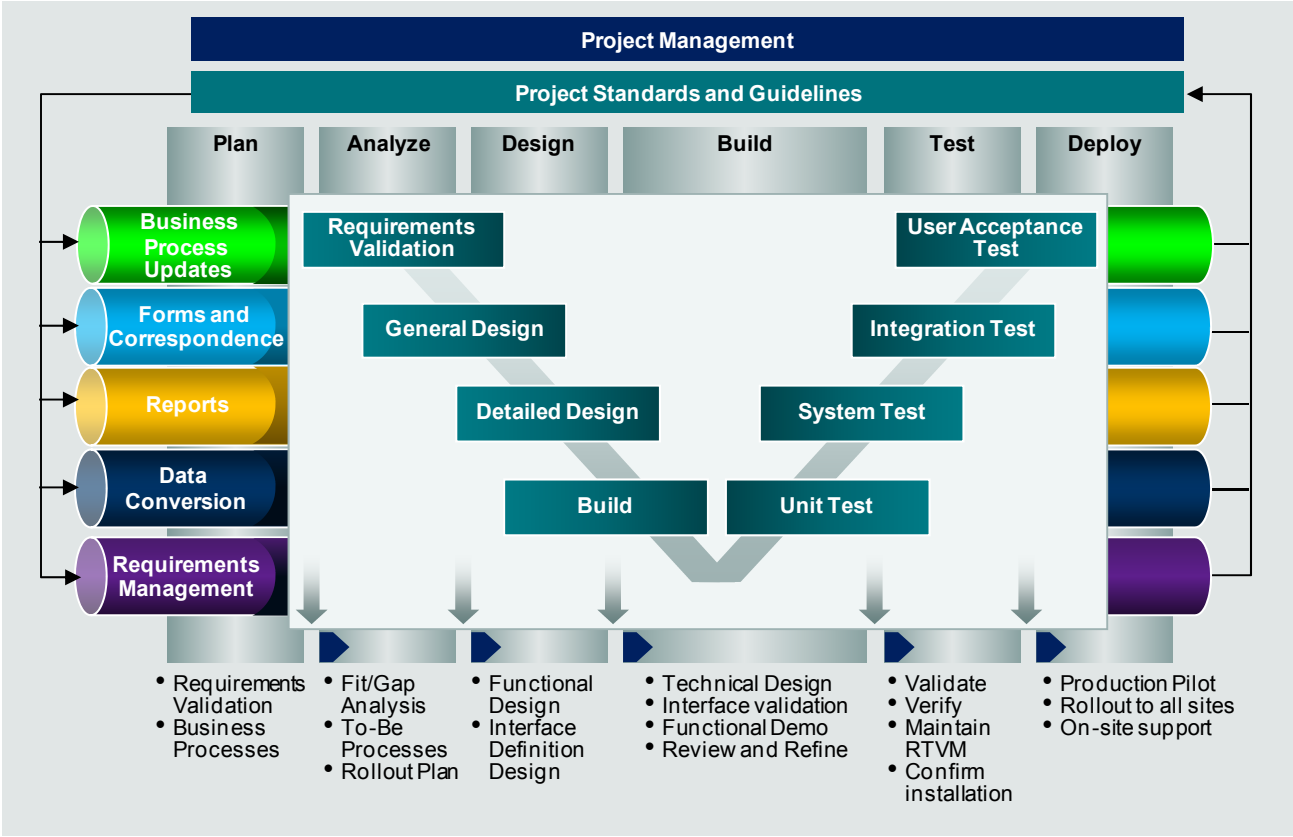

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Figure 5-20. The myBIS SDLC customized with AWI requirements reduces delivery risks and helps maintain the mandated schedule

helps maintain the project schedule and builds user acceptance and excitement from the inside out. Users understand "why" and not simply told the "how" things in some future training session. The following provides short definitions of the six major *myBIS* SDLC phases.

Plan. The AWI and PLT team confirm the project's goals including documenting the Executive Steering Committee's expectations. Confirmation of the project scope and delivery strategy takes place through review of the Agency's business processes, validating the requirements, creating the requirements validation deliverables, and identifying the most conducive production pilot location. *myBIS* SDLC is tailored to address AWI specific needs through a series of meetings and planning sessions. *myBIS* leverages previous UC project experience in the creation of the revised and more detailed project workplan, identification of milestones and an established delivery schedule.

Analyze. Confirmation and validation of the functional and technical requirements take place through collaborative sessions with AWI business and technical experts. We will continue with our detailed requirements gathering activities and work on a Fit-Gap analysis. This analysis identifies any functional and technical gaps between our proposed *myBIS* solution and AWI's current business processes. In conjunction with AWI's business analysts we create to-be-process definitions. The outcomes of the Analyze stage include confirmation of *myBIS* solution functionality and definition of the pilot and agency-wide rollout plans.

Design. Converting the high-level scope into functional system designs is next. Jointly with AWI Subject Matter Experts (SME), validation of these designs takes place using AWI's business, technical, and training requirements. Functional designs describe the business rules, test conditions and system constructs in a

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digestible way that non-technical business experts can review and approve. The design stage transforms the requirements that define "what" the system provides to "how" requirements are implemented. Working in collaborative, facilitated sessions, AWI SMEs review and approve the designs, which are linked to their associated requirements. Design updates are maintained using the industry standard Requirements Traceability Matrix (RTM) tool. During the Design Phase, the Technical Team would install additional development environments, such as system/product test, user acceptance test, and training. Test planning for technical architecture tests would also begin in this phase.

Build. This represents a set of repeated processes to deliver *myBIS* modules iteratively to test teams. We used this tiered system development approach in recent UC related projects. Improved efficiency results because parts of the code base are available to the test team quickly rather than relying on the more risky big bang approach. The development team will use guides and tools from our project repository. This improves the speed and quality of code development and deployments. Using the functional designs from the previous phase, we produce detailed technical and interface definitions designs and the working code. The technical designs specify a set of test conditions tied to detailed requirements using the RTM. This phase produces a configured and working application, unit tested against the detailed technical design test conditions and ready for the test team to begin execution.

Test. Includes Integration, System and User Acceptance Tests. We validate that the *myBIS* solution meets AWI's business requirements. We verify that the application performs as expected and that the system meets the end-to-end business goals. We will log, track and correct functional and configuration defects found during this phase. Throughout Test Phase, the technical team supports the application and training teams by maintaining environments and migrating code fixes if needed. The team also completes architecture testing which would include the architecture integration and performance tests.

Best Value

Performance tests create and load a replica of the *myBIS* production system at and above the expected number of users. AWI benefits as Accenture has already rigorously performance tested the initial database design for *myBIS,* giving AWI less risk from the beginning. We will conduct mock conversions to test the conversion process as well as provide data for validation and testing during user acceptance test. Converted data will be used whenever possible and as soon as possible, helping to smooth the transition from the system of record to *myBIS*.

Deploy. We will help prepare the Agency and its customers for go-live. We will perform the operational readiness test to verify that we could successfully deploy the system to the production environment. The Data Conversion team would conduct the final conversion and the configuration team would verify the control data. The Executive Steering Committee would conduct a final readiness review to establish that the system, the users, AWI's support organization, and the procedures are in place for cutover and they would make a go-no-go recommendation to the project sponsors. Upon approval, the project team would deploy the new solution. In order to support the successful transition of UC staff to *myBIS*, we would position a team to provide on-site support.

The Deploy Phase will consist of two main events: the Production Pilot, and the Agency-wide rollout. Production Pilot will identify issues in a smaller implementation group. This provides the Agency with review and identifies changes that would help us ensure successful implementation. After the first few critical weeks of implementation, we would formally transition production support to the AWI operations team. This is a significant step, but AWI operations resources would have been involved during the product configuration, test, and deployment activities, enabling a smoother transition.

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myBIS Software Development Lifecycle methodology combines our practical experience implementing UC solutions with a proven framework. This reduces delivery risk, helps maintain the schedule and improves the quality of the system. But simply having a good overarching methodology alone is not the key to success. The following sections provide details on the processes that will enable AWI to realize best value.

5.2.1.1 Requirements Validation

Our experienced functional and technical teams working side by side with AWI SMEs verifies that our proven transfer solution meets AWI's requirements. Our approach drives quality and confidence in producing the final *myBIS* solution. The initial work products and requirements are the basis for design and development of *myBIS*. Since all subsequent phases build on this, requirements validation is extremely important. Developing a set of lower level requirements that are clear, concise and testable is critical. Accenture will take the extra steps to work with AWI to refine the requirements so they are feasible (i.e. implementable) and consistent across the system. These requirements become the foundation for business process analysis, process improvement and development of functional and technical documents. Initial requirement validation verifies the Requirements Traceability Matrix (RTM) and Requirements Definition Document (RDD) are complete and comprehensive.

The Accenture team commits to tracking and verifying the requirements throughout the project's development life cycle. For changes, we work with AWI to identify the impact and follow the change control process. As the teams drill down into the details, new requirements may emerge. Bringing an adaptable transfer solution helps Accenture and AWI project teams address changes thoroughly. During development, our team builds and tests each component, and reviews the results with AWI staff to confirm the solution. Shoulder to shoulder we are reviewing the window or batch module together, avoiding missed requirements. At this point, AWI verifies the requirements associated with each component. Integration testing occurs after each component is tested. The integration test enables AWI to verify assembled modules operate effectively together and the achievement of functional objectives.

We use "Production Simulation" as a testing method used to confirm production readiness for a large, custom Enterprise Java application. The approach replicates key batch processes in the new application using converted data and production input files from the existing system of record.

For example, in Illinois we used files from the legacy system containing completed continued claims, formatted and processed them as though they were taken via the newly created IVR. We compared payment files produced against what the legacy system was currently producing and made adjustments. By knowing to look for problems before they happen, we can fix issues and not have risks. Finally, during Acceptance Test, AWI verifies and certifies business components are working correctly and are "ready for use". Our *myBIS* SDLC methodology incorporates AWI review at each stage of the development process to help verify all requirements. Figure 5-21 illustrates this process.

Requirement Validation Session Expectations

Requirement validation includes Joint Application Development (JAD) sessions with selected staff across all business areas. We confirm business processes, requirements and impacted systems. This industry standard practice allows end users to drive the business process and promotes acceptance from the start. We propose one to four JAD sessions during the week to maintain pace with development. We send agendas at least five (5) business days in advance to participants. Session topics and attendees are pre-selected to maximize AWI staff's time. This also ensures key decision makers are present. Experienced technical and functional staff participate and answer questions and concerns.

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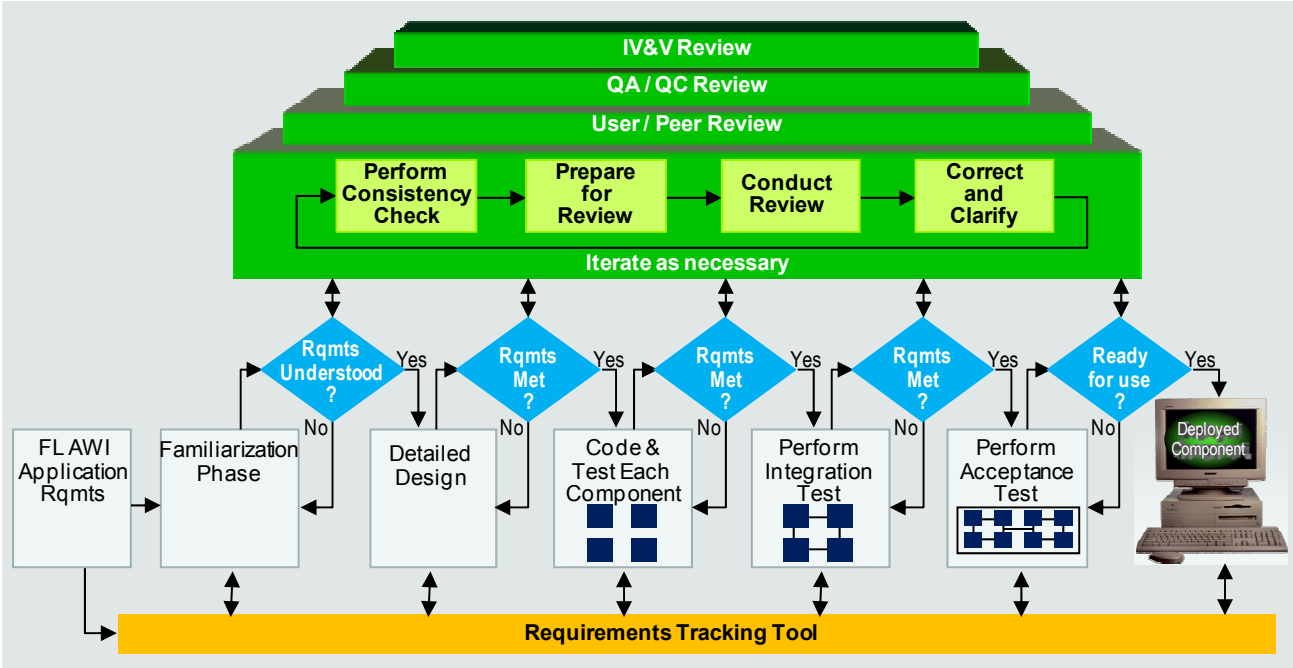

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Figure 5-21. The application requirements are designed into an efficient system by reviewing and verifying the requirements at each stage of the development life cycle

Best Value

Leveraging our previous AWI experience, the meetings are structured, organized, and functionally oriented for maximum value. AWI benefits from our team that has been on the ground in the Agency as well as a UC veterans from Illinois. Following each requirement validation session, our team would disseminate meeting minutes to AWI staff. If the result of the review and approval process requires deliverables revision, we will work with AWI to make those changes. The teams collaborate to capture and escalate issues and discrepancies in a consistent manner.

In addition, a draft is prepared outlining issues addressed, decisions made and business rules linked to the requirements, workflows, forms, and other items and will be provided to the Agency's Project Director within three days of the session's conclusion. The team would then provide a final report of each requirement validation session incorporating comments and revisions provided by the Agency within three days of receipt of comments and revisions from the Agency's Project Director.

By modifying the existing transfer solution, Accenture demonstrates meeting requirements using an application prototype throughout the validation process. Much of the base functionality is present and used to illustrate key functions and help gain consensus on requirement confirmation. Use of prototyping in validation sessions has the added benefit of confirming expectations on the fly, thus enhancing the collaboration of AWI and Accenture teams. Once requirements are validated and a scope is established, the Accenture and AWI SMEs begin the process of designing the components of the *myBIS* solution.

5.2.1.2 Reports Development

AWI needs accurate and timely reports to address federal requirements, provide updates and information to the Governor's Office and Legislature and to manage the day-to-day Agency operations. Accenture's approach to reporting is based on providing AWI with the information needed to meet current demands, designing and building capabilities to address changing future demands and helping AWI adapt to and take

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advantage of technology changes that can redefine how and what type information is needed to manage the UC program.

We will work with AWI during project initiation to thoroughly outline and then define the Agency's reporting needs in light of our proposed solution and AWI's changing operating environment.

Common to all of our reporting, AWI staff can schedule jobs and receive automated alerts and reminders. AWI will also be able to track the report when initiated: when it ran; who ran it; how long it ran; whether it successful; and how many records were involved. After a report runs, the workflow enables routing reports or extracts for review. Business Objects captures status from the review (such as rejected or approved), the reviewer's name, and the review date. The *myBIS* reporting solution provides pre-configured and easily tailored standard Federal and State reports.

Our flexible and scalable reports solution provides the ability to:

- Initiate reports electronically or manually
- Generate content rich reports
- Define report purpose and data presentation
- Create scheduled and on-demand reports
- Create predefined audit reports
- Generate real-time, event driven reports
- Transmit reports electronically
- Provide timely and accurate state and federal reports

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The Accenture team's *myBIS* reporting solution addresses the complexities of using the Agency's data to cut across traditional database boundaries slice through data from views and angles, and run passes or steps to format and summarize as needed. Accenture's expertise in security integration, extract logic, SQL, and report distribution and archiving, provides AWI with flexibility and scalability for integration, automation, predefined, and on-demand reports. These enhanced reporting capabilities enrich AWI's data analyses for both internal and external customers.

AWI would have the ability to export information to a broad list of standard formats including, XML, Adobe PDF, rich text format (RTF), Microsoft Word, Text files (tab separated, comma separated, and character separated), Microsoft Excel, and HTML. This allows report clients to move information to other systems and in different formats to support existing reporting structures and reduce the complexity of the overall system. Respective reports will have owners who will manage their continued use and modification.

myBIS reports solution integrates Business Objects coupled with the DB2 database for a centralized, robust report management delivery with a user-friendly web interface for reporting, as shown in Figure 5-22. Users initiate reports two ways: 1) manually, by accessing the reporting window and running a report on demand or 2) automatically, using the automated reports from a predefined schedule. AWI will be able to protect information and restrict it based on security access and business need. Accenture will create summary tables to provide better performance for report generation.

We propose creating a copy of the transactional database as a reporting database. This allows reporting without affecting response times for the *myBIS* application that uses the transaction database. Our team will also create materialized views and report-specific database tables. This supplies fast, interactive reporting from the integrated database view that can summarize system data, audit information, or generate on-demand queries related to system performance.

Report Types. Our reporting solution demystifies the complex and difficult process of reporting for government agencies. It is essential that AWI has the ability to quickly and accurately provide information and *myBIS* does this using two core types of reports: batch reports or on-demand reports.

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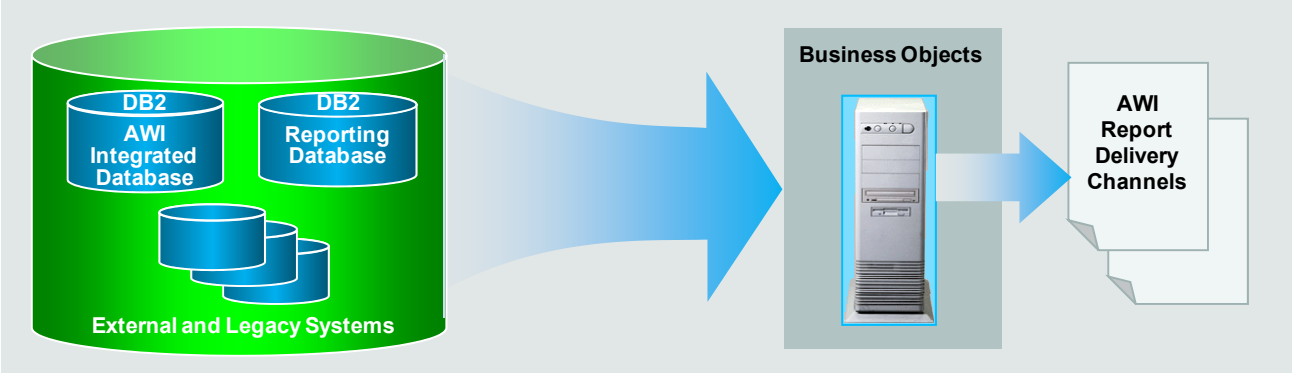

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Figure 5-22. Coupled with DB2 database, Business Objects provides AWI users safe and flexible access to system reports

Batch Reports. Batch reports (also called standard reports) are reports that are created and delivered on a pre-defined basis (daily, weekly, monthly, quarterly, or annually). After these reports run, Business Objects transmits them in a variety of ways, including e-mail or via AWI's access to a file server where a staff member can point and click to view a specific report. Because these are predefined reports and there is web accessibility, AWI staff would amplify their efficiency of tracking program performance – a key component to the Agency's mission statement.

On-Demand Reports. On-demand reports are structured reports defined, created and saved in the report library by a user's initiation. Reports of this nature are classified as special purpose reports but may also include ad-hoc management reports. AWI staff can choose an on-demand report from the server and the best distribution option for the intended recipients. This capability allows AWI staff to respond to a report request from the Florida Legislature without needing a system administrator.

Design, Develop and Test Reports. The Accenture and AWI teams work together to establish specific reporting requirements in addition to the standard capabilities that come with the reports solution. There are multiple testing phases using current and newly designed reports and converted data. The testing verifies functionality and confirms the data integrity and data security requirements. During the testing phase, AWI SMEs take an active role to make sure the reports are designed as needed, display the information properly and allow access to users across offices. The tests confirm reports are set up correctly, follow established business practices, and meet the distribution method, format and language requirements.

The *myBIS* reporting solution provides AWI with the flexibility and scalability in obtaining automatic, predefined, and on-demand reports customized to meet the specific needs of AWI. Accenture's team knowledge of the reporting issues facing AWI and our actual UC experience applying the best reporting technology to successfully address those issues distinguishes our team from the rest.

5.2.1.3 Forms and Correspondence Development

myBIS provides enhanced forms and correspondence capabilities. The *myBIS* solution means less paper from customers as electronic forms and internet processing become the principal means for correspondence. Everyone benefits from having neat and easy access to all correspondence via the Electronic Case Folder functionality. Enhancing and increasing electronic communications is a major contributor to the "extreme makeover" that AWI is seeking.

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Electronic communication also reduces postal costs, reduces document storage space, and improves overall staff efficiency and turn-around time. *myBIS* provides a comprehensive, integrated forms and correspondence solution. Figure 5-23 shows the different functionality provided for forms and correspondence.

The *myBIS* solution provides capabilities that could allow UC staff to generate forms and correspondence with ease by accessing the Electronic Case Folder (ECF). In addition, nightly batch processes can be scheduled to generate forms and correspondence consistent with business cycles. Documents contain barcodes with a unique client and transaction identifier for all incoming and outgoing forms and correspondence. We will work with AWI users to determine which pieces of outgoing correspondence need to be stored in the content management solution.

Benefits of the myBIS forms and correspondence solution

- Reduce reliance on paper documents – less storage and cost
- Improve accountability using an integrated document repository and electronic workflow- improve business continuity
- Automate document filing
- Make correspondence available from the integrated desktop, regardless of how it was received – eases document retrieval
- Reduce reliance on subject matter experts, because business rules are encapsulated in the system
- Expand capability to address changing business requirements or additional projects

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Best Value

myBIS uses Pitney Bowes DOC1 software for our correspondence templates. This software manages e-forms while still providing flexible options for paper-based mailings. For standard mail, *myBIS* verifies addresses in real time against the United States Postal Service using QAS Pro Web software by Experian. AWI will also have flexibility to generate and distribute forms and correspondence locally or centrally regardless of frequency, through various channels.

The *myBIS* correspondence solution enhances the way you can do business with your customers. AWI users can view all system-generated correspondence in the Electronic Case Folder with the ability to search by correspondence type, claimant ID, or other index value. AWI can also preview forms and correspondences before these are generated, including the Determination Notices in Adjudications and Decision Notices in Appeals.

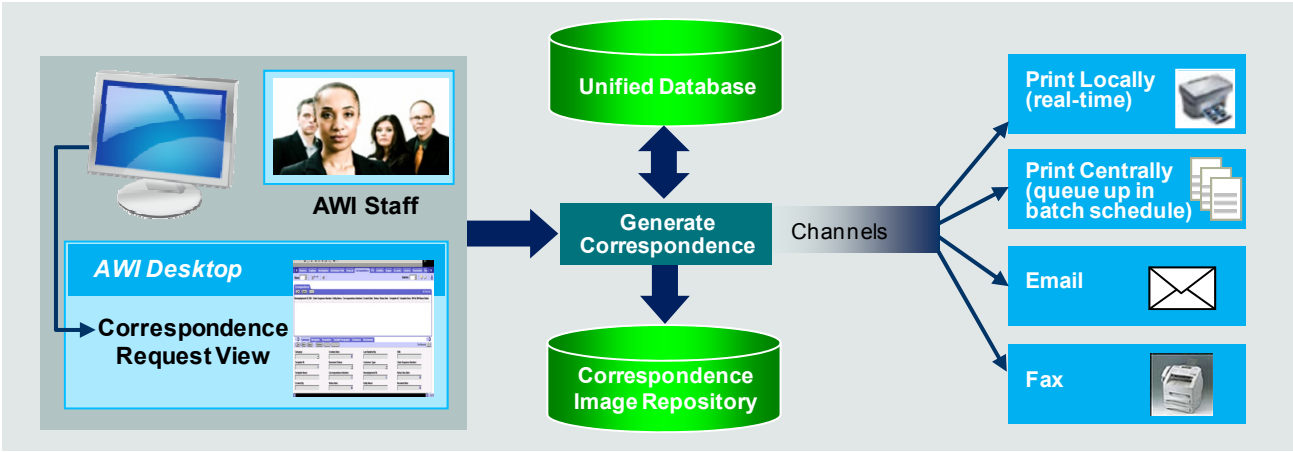

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Figure 5-23. myBIS allows UC staff to create and distribute forms / correspondence using multiple communication channels from their desktops

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A Key features of the *myBIS* are bar-coded forms and letters for streamlined intake. When returned correspondence is received, an automatic workflow can be generated to notifying the assigned UC staff that a new correspondence has been received. When customer returned correspondence arrives at the central office, an automated process scans it, images it, indexes it, and creates a workflow activity, notifying the appropriate AWI staff that the completed correspondence piece is available, as shown in Figure 5-24.

The *myBIS* forms and correspondence solution offers multiple distribution channels including:

- **Batch / Print Centrally (queue up in batch schedule)** – gives AWI the ability to generate mass forms and correspondence through scheduled batch processing.
- **On-Demand Print Locally (On-Demand)** – allows AWI staff to request forms and correspondence on-demand. In addition, AWI staff can choose from various distribution options.
- **E-mail** – allows AWI staff to distribute correspondence via email, either real-time or batched for delivery of one common message to multiple recipients.
- **Fax from User Desktop** – allows AWI the ability to fax from users' desktops, either real-time or batched for common information to customers.
- **User Option to Print/Mail Locally or at the Central Print/Mail Facility** – AWI has the option of printing and mailing locally, or having correspondence queue up in the daily batch schedule and then print/mail from the central facility.

Each form /correspondence is stored as a template. We have used the Pitney Bowes DOC1 tool on other projects, including large-scale correspondence intensive systems, and find that it provides reliable word processing features to complete forms, templates and other predefined correspondence. We provide a flexible solution with the ability to associate required and optional sections to a template. We also define and associate variables with forms / correspondence, which minimize the need for AWI staff to manually enter data for the form / correspondence. Before distributing each piece, the *myBIS* form / correspondence repository captures important data and transaction information for the outbound items.

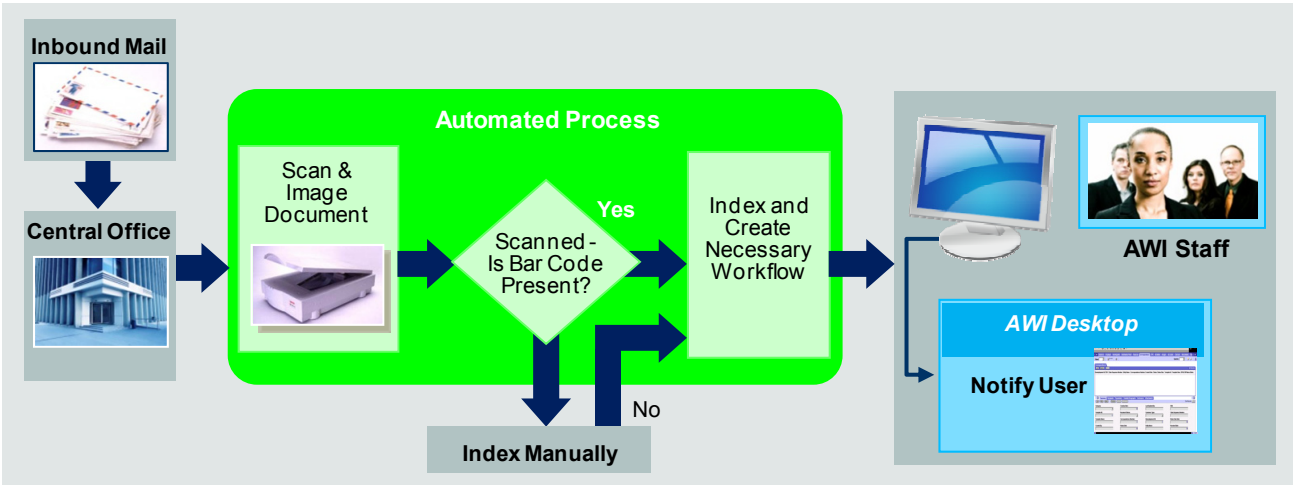

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Figure 5-24. myBIS uses a unique identifier to notify staff they received returned correspondence

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Design, Develop and Test Forms and Correspondence. Similar to the Reports capability described above, we work with AWI to establish specific correspondence requirements by updating the templates to reflect current business rules and appropriate content. And, just as with Reporting, there are multiple testing phases using current and newly designed forms and correspondence as well as using converted data. The *myBIS* forms and correspondence solution provides AWI with a powerful system that will reduce costs, eliminate duplication, decrease delays in processing forms / correspondence, and increase levels of customer service with electronic correspondence and Web-based access.

5.2.1.4 Functional Design

We bring our proven, existing designs as a starting point, allowing Accenture to concentrate on your unique requirements rather than having to start from scratch. A transfer solution significantly reduces start up costs in addition to lowering risks. The goal is to make sure the functional design deliverables support Florida specific business processes and the end user experience supports their day-to-day activities. Starting a project with proven code offers the advantage of a solution that works and is flexible for adjustments.

AWI gains immediate access to existing models and designs to handle new claims, claims management, adjudication, appeals and overpayments and adjustments as well as an extensive repository of report and correspondence templates.

Functional System Design Documents. Design deliverables cover a wide range, including the following:

- User Interface and Page Specifications – Wireframes and mockups would give AWI SMEs a sense of the screens' look and feel and field contents. Page specifications define each screen in detail including specific business rules and page logic.
- Reports, Forms, Correspondence and Interfaces Definitions – Each report, form, correspondence and interface would give AWI SMEs a description of the item contents and special rules or processing logic. After obtaining the information provided in the ITN and the Procurement Library, Accenture will begin work on developing inventories for Reports, Forms/Correspondence and Interfaces.
- Security Role Descriptions – Security matrices define the roles of users in the business processes, facilitating creation of application security as well as communication and training.
- Web Services Specifications– Another component of the *myBIS* SDLC, Accenture's Service Identification Framework (SIF), will determine which functionality will be most suitable for web services. Focusing on business services, processes and technical infrastructure, SIF provides guidelines to identify and select the services AWI wants to utilize within the enterprise architecture, based primarily on the principles of loose coupling. SIF provides a structured approach for identifying business and component services at the right level of granularity. This is crucial in obtaining efficient, reusable components across the enterprise. The SIF approach not only reuses Florida's existing investments in their eligibility systems, it also builds on these interfaces with new services that are scalable.
- Logical Database Design – *myBIS* the Logical and Physical database design from our existing UC solution. This provides immense advantages for AWI knowing the database design is already in existence.
- Data Conversion Specifications – *myBIS uses* an iterative, rinse-and-repeat process for conversions, with multiple mock conversions, using converted data early on. The major objectives of the Mock Conversion effort are:

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— Facilitating a smooth transition from the system of record databases to the *myBIS* system
— Validate the quality and integrity of the converted data
— Verify that the *myBIS* application is functional with converted data
— Identify the run time for a full conversion for the purposes of planning the conversion window
— Provide AWI with updated reports of reject records that require cleanup

Approach to Functional Systems Design. Our approach to Functional Systems Design is refined in collaboration with AWI SMEs through the design process. We combine our veteran functional team with deep UC knowledge with AWI SMEs that can help define the requirements to FL specific needs. The collaboration elements in addition to the aforementioned design deliverables are the use of a prototyping and the Requirements Traceability Matrix (RTM).

Prototyping. Accenture uses a rapid prototyping approach to configure and determine the modifications required for the AWI solution. Using the IBIS transfer solution as a baseline, our design team can present existing system constructs (screens, correspondence, etc.) and identify updates on the spot based on of the specific AWI business requirements. This allows Accenture's business analyst team and AWI SMEs to verify requirements efficiently and, from there, formally refine requirements and address gaps up front. As you can imagine, this process allows us to speed up the Analysis, Design, and Build phases as we iterate through and quickly develop a base of validated core requirements.

Requirements Traceability Matrix. As noted in the Requirements section above, we use the Requirements Traceability Matrix (RTM) to confirm both that the business requirements are covered by tracing each to a design deliverables and that the requirements are updated as they are refined. The RTM itself becomes a key deliverable as it maps how each requirement is covered in the design specifications and to limit gaps.

A subsequent technical review follows, confirming the design specifications address performance requirements and correctly interact with the technical architecture. A team lead presents the design to Florida users in a working session for approval and sign-off. As a result of the review and approval process, we would work with AWI's input to revise the deliverables and functional system design. A formal sign-off process would limit gaps in functionality are discovered as the technical team develops their technical designs.

5.2.1.5 Technical Design

By transferring existing designs already meeting federal requirements, AWI gets technical architecture completely compatible with a centralized, integrated DB2 database. Furthermore, Accenture has built and tested this Java, WebSphere and DB2-based UC benefit solution in Illinois, a state with comparable claim loads to Florida.

WebSphere Application Server. We use WebSphere as the Application Server and IBM HTTP Server (IHS) as the Web Server for *myBIS*. We leverage the following standard technical functions and processes available in WebSphere and IHS:

- JSPs and JSP TagLibs for the Presentation Layer, providing web-based screens used by Claimants, Employers, and AWI Staff.
- Servlets for Navigation Control, Activities (i.e., handling inbound http requests), State Management, Conversation Flows, Form Validation and Error Handling.
- Business layer implements the UC business logic and business rules.
- Core Technical Services such as Clustering, Security and Logging.

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Accenture supports your functional requirements for authentication and authorization by integrating with WebSphere. Using industry recommended security framework, we support role-based security and the State of Florida issued Digital Certificates.

Batch Processing. *myBIS* Batch Processing component includes batch programs, scripts, utilities and batch scheduling using the Spring Batch Framework. It supports key areas such as Correspondence, Check Generation and Reporting. The Pitney Bowes DOC1 software used for generating correspondence templates runs in this environment to support batch correspondence processing. We use AWI's current printers for check generation. Our solution will integrate with AWI's bank for proper trust fund accounting.

Database Design. AWI mitigates delivery risk through the transfer of a successfully implemented relational database supporting Unemployment Compensation in Illinois. This is a proven unemployment compensation data architecture. Our model starts with over 150 entities. This allows the database designers to concentrate on AWI's unique requirements rather than reinventing the wheel for common data areas. The Accenture Team saves time by validating common data areas as appropriate for *myBIS* rather than starting from scratch, mitigating the risks associated with custom development and taking advantage of industry best practices. *myBIS* is backed by a relational DB2 database.

The benefit of a relational database over a hierarchical database is that connections between data stored in tables are defined by the application when data is accessed. Relational databases and Structured Query Language (SQL) simplify the process of creating new associations between data entities. This provides considerable flexibility in the way data is accessed by various applications. During the logical modeling step we also apply constraints and normalize the database. As another example of Accenture's flexible design approach, here we make any modifications to the LDM for Florida's specific requirements and rules.

As referenced in Figure 5-25, once application design has progressed and we are certain the logical model reflects a significant section of the data needs, the Rational Software Architect converts the logical model to a physical database design. Rational's Data Modeler automatically generates the database structure to DB2 from the data model. In the physical model, entities such as Claim or Claimant become 'tables' and their attributes become 'columns'.

A benefit to this is that it provides for reverse engineering as well. Adding missing columns to the database allows you to generate and create a data model. AWI benefits from "Model Driven Development" techniques for the database, keeping the database entities and the designs synchronized. This helps us have a smooth translation into the physical model, and it also supports maintenance and where-used reporting.

The performance optimization and testing that we do at this point is critical to *myBIS* success. Performance optimization takes place at many levels including technical components selection, physical disk layout and the addition of database indexes and views.

Database Performance. We continually monitor the *myBIS* database performance in production and watch capacity levels so that additional storage space can be recommended before it is actually required. Performance testing tells us two important things: how quickly a transaction is completed with an average number of users and then how many simultaneous users the system can support. During these tests, database administrators monitor the database and locate bottlenecks slowing *myBIS*. The identification of data related bottlenecks can improve the logical and physical models. Performance tuning continues until the performance and user capacity performs at the level set by AWI.

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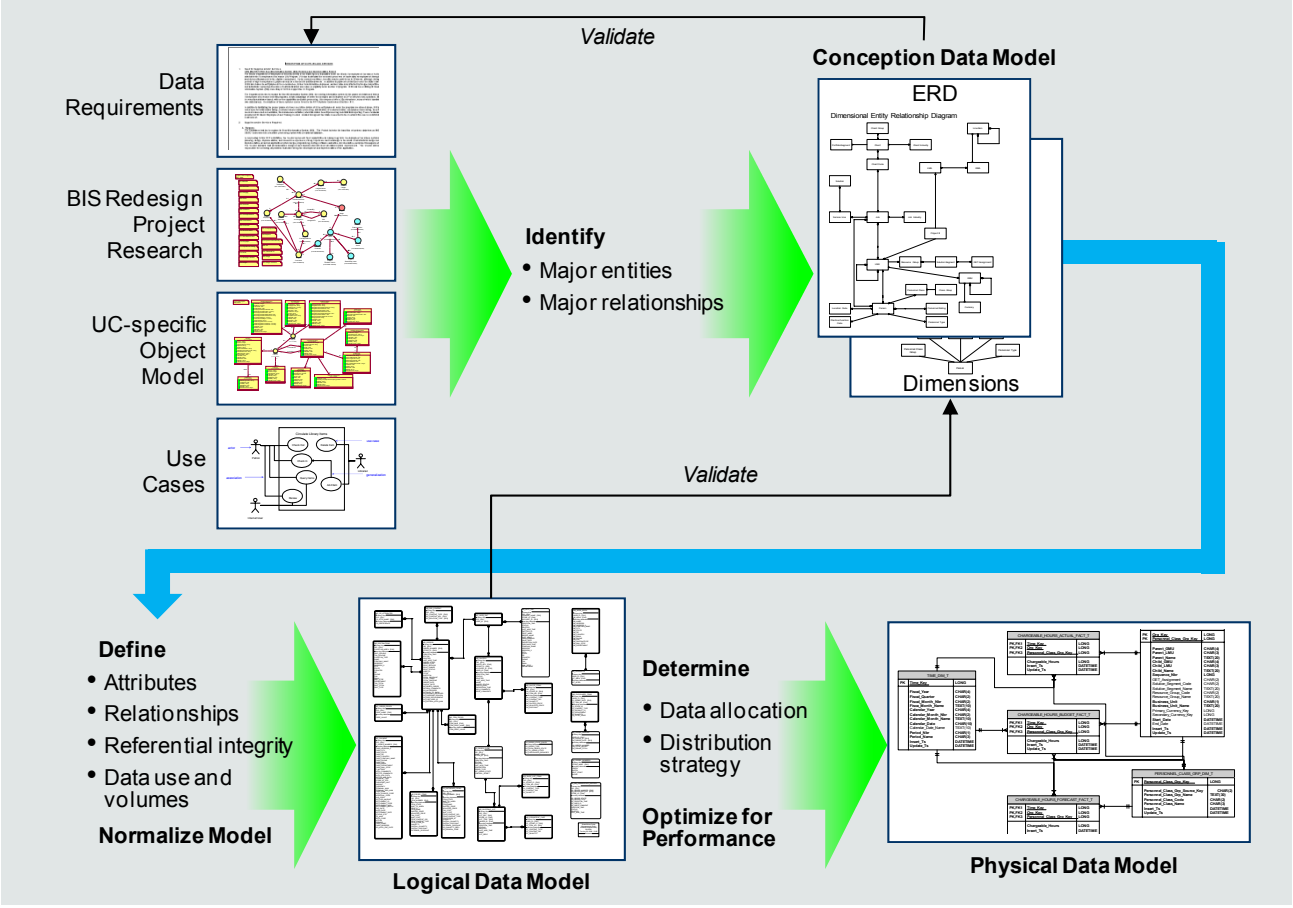

FLAWI 014

Figure 5-25. Data Model Development Strategy – Accenture Delivery Methods turns data requirements, logical models, and use cases into a high performance database implementation

No matter how well a database is designed, performance tests and tuning always yield improvements. Performance tests create and load a replica of the *myBIS* production system at and above the expected number of users. Better yet, Accenture has already rigorously performance tested the initial database design for *myBIS*, having survived a rigorous performance test in Illinois, with the fifth largest population in the United States, brings a huge win for AWI from the very beginning.

5.2.1.6 Business Process Updates

The current Agency business processes support a 38-year-old legacy system that is cumbersome to use and limited when making mandated changes. There are 16 applications users have to navigate to do their jobs. Because of this lack of integration, many business processes are complex, manual, paper-based and time consuming. Couple this with the fact that institutional knowledge resides with the people and not the system, AWI is facing a knowledge transfer breakdown as skilled, veteran staff retire. These realities intensify the need for *myBIS* and the development of new business processes.

Best Value

We have the Florida-specific experience to help AWI achieve the needed redesigned processes. For example, at Florida DBPR we helped the agency reengineer over 30 licensing and permitting business processes into nine core business processes by which the agency now operates. The agency was able to save more than $60M by delivering significant improvements to their processes. Accenture's Business Process Reengineering (BPR) approach brings AWI

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better project control through a focus on repeatable processes and metrics. AWI obtains a process-driven approach that operationalizes the business procedures and working environments for increased efficiency and effectiveness.

In collaboration with AWI, we rethink and refine both simple and complex processes to garner dramatic improvements in productivity, consistency, effectiveness, and alignment with AWI's long-term unemployment compensation strategy.

myBIS provides key business process reengineering opportunities

- AWI staff can access benefits, appeals, BPC, and tax and wage data from the portal
- Automated processes increase efficiency and effectiveness
- Measureable, repeatable processes
- Better use of resources to focus on core mission

FLAWI 020

Keeping in mind the agressive schedule mandated by the Legislature, our tools and assets for BPR are already part of the *myBIS* solution. We will focus on leveraging components included in *myBIS*: ImageAPI iCenter Image Capture for document management, Pitney Bowes DOC1 for correspondence and forms templates and Business Objects for enterprise reporting. Together we will build upon the work AWI completed in Stage 2 to prepare for the business process reengineering effort as we enhance and refine the identified To-Be business processes within *myBIS*.

As shown in Figure 5-26, we will use a five-step method to conduct business process reengineering for *myBIS*:

1. Confirm the To-Be Business Processes
2. Refine/Enhance the To-Be Business Processes
3. Identify Gaps
4. Document the Actions Required to Close the Gaps
5. Verify the To-Be Business Processes are Efficient once implemented

Confirm To-Be Business Processes. The scope of this BPR phase focuses on the "to be" business processes and application design. It is important the Accenture Team confirm the requirements of To-Be business processes outlined in Stage 2 during requirement verification. We will leverage the existing "To Be" use cases along with *myBIS* functionality. The main objectives are to:

- Define the business process flows focusing on processes that will be affected by the application, and
- Define how the business processes interact with the business roles and the application.

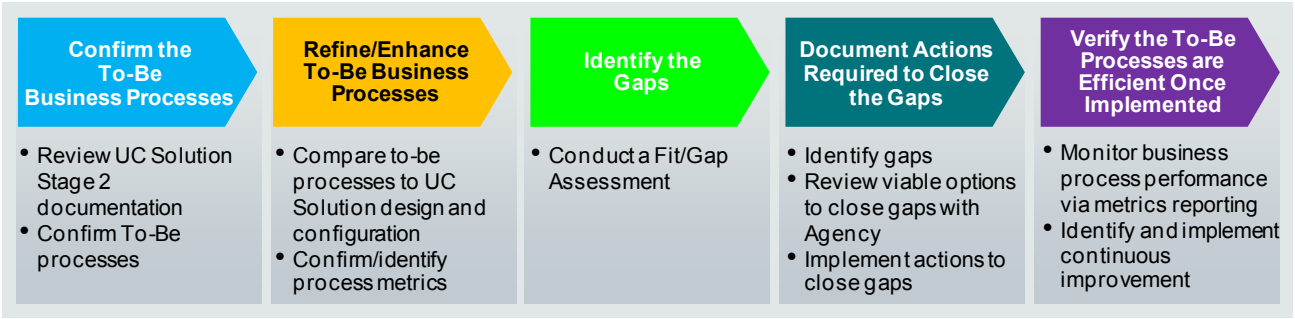

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Figure 5-26. Our BPR approach helps the UC stakeholders effectively use the system and realize the benefits of implementing myBIS via streamlined activities, process metrics, and continuous improvement

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This helps us effectively build recommendations from the users' persective to fit the To-Be business processes with *myBIS*.

Refine / Enhance the To-Be Business Processes. We recognize the significant amount of work done by AWI to define the To-Be business process vision. Our goal is to verify and refine that the To-Be business processes for use with *myBIS*. Measurable processes help AWI gauge performance to verify efficiencies gained and identify areas for continuous improvement. In New York with the ACCESS NYC/HHS Connect project we successfully applied this methodology to dramatically improve operating effectiveness. This improvement was realized through the re-design of critical business processes during the implementation of modern, flexible technologies to improve service delivery to citizens and information sharing across more than 40 of the city's health and human services agencies

Identify the Gaps and Document the Actions Required to Close the Gaps. As we define and enhance the To-Be business processes, we must review them in line with *myBIS* capabilities. Throughout this process we conduct a "Fit/Gap Assessment" to identify gap areas when we compare the To-Be business processes against *myBIS* capabilities. Gaps can include organizational adjustments, process adjustments, role changes, or adjustments to the technical/functional design of the system. We document the actions required to close the gaps that will allow AWI to make informed decisions about the most appropriate actions to address the gaps.

Verify the To-Be Business Processes are Efficient. After the refined To-Be business processes are implemented, we work with AWI to verify the efficiency of each business process. The team accomplishes this through business process metrics via detailed performance reporting. We work with UC leadership to develop the appropriate reports to analyze business process performance data. This validates the efficiencies gained through the enhanced business processes and the implemented *myBIS*.

Enabling UC Stakeholders to Use *myBIS*

AWI gains better insight and project control with early involvement of business and technical teams, working in parallel throughout the process of refining and enhancing the To-Be business processes. Given the large number of *myBIS* users, we recommend the involvement of a select pool of key users in the BPR effort. We recommend selecting participating AWI users from various counties/regions across the state and users who represent each of the service delivery models *myBIS* must support. Our BPR approach assists AWI to achieve the business process efficiencies and increased productivity via *myBIS* to help you better serve the citizens of Florida.

5.2.1.7 Interface Definition

The *myBIS* SDLC methodology provides us with a proven approach to develop interfaces for large scale applications. Our team brings specific experience building benefit systems that perform cross matches, and data transmissions between internal and external systems across a secure network. Transferring the proven IBIS solution that already supports State and Federal interfaces increases our ability to meet schedule and budget timelines.

Successful interface development requires in-depth knowledge of the data and processes. Our team has current relevant knowledge acquired by implementing the Illinois UC system. Interface development requires an effective development approach, application of appropriate technologies, and an understanding of the challenges posed by diverse system architectures. Our team has developed these capabilities through our experience on numerous projects in other states. Figure 5-27 summarizes the features and advantages of our approach to building and interfaces. We make the most efficient use of existing data

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Feature	Benefit
Leverage interface structures already in existence	Minimize cost and time to create new data exchanges in new technologies; Efficient re-use of structures already in place; Preserve existing data sharing agreements
Use common and/or existing interface formats where practicable for new interfaces	Less costly to maintain; Sharable among applications that have similar data exchange requirements; Less redundant code across interfaces/enterprise
Minimize performance of custom data manipulation for receiving applications	Reduce development and maintenance costs; Reduce dependencies between agencies
Emphasize data security and confidentiality	Protect the client's and the agency's sensitive data
Use Object Oriented Methodology Techniques	Reduce development and maintenance costs and improve efficiency through standardization

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Figure 5-27. Re-use of good current data exchange formats, reduces cost, development time, and minimizes the impact to AWI and their data sharing partners

exchange structures and interface arrangements, and develop new standardized data exchange formats for use by new interfaces.

Interface Development. Our team recognizes that different systems require different format types, edits, and transmission schedules to suit their own needs. We will meet with each of the interface owners and agency SME's to capture all relevant information. Meeting minutes will be captured and disseminated according to PMO guidelines. The documentation will include a description of the interface, format, frequency of execution, and processing instruction.

Additionally, we will identify an owner for both the sending and receiving component, and where applicable use converted data in any of the testing. Testing of the interfaces will be an iterative process. Agency SMEs, interface owners, conversion team, and functional leads will all verify the interface and the data are behaving as they should. Issues identified during the testing process will be documented and addressed, and the appropriate solution implemented. At completion, the agency will receive a well documented and fully functional set of interfaces and processes. Our approach for an effective interface development lifecycle is outlined in Figure 5-28.

Interface Tool. Existing Interfaces have been developed using the Spring Batch architecture. New interfaces will continue to leverage this lightweight, comprehensive batch framework designed to enable the development of robust batch applications for the daily operations of enterprise systems. Using common and/or existing interface formats where practicable for new interfaces, AWI benefits from a system less costly to maintain, sharable among applications that have similar data exchange requirements and use less redundant code across interfaces/enterprise. Spring Batch provides reusable functions that are essential in processing large volumes of records, including logging and tracing, transaction management, job processing statistics, job restart, skip, and resource management.

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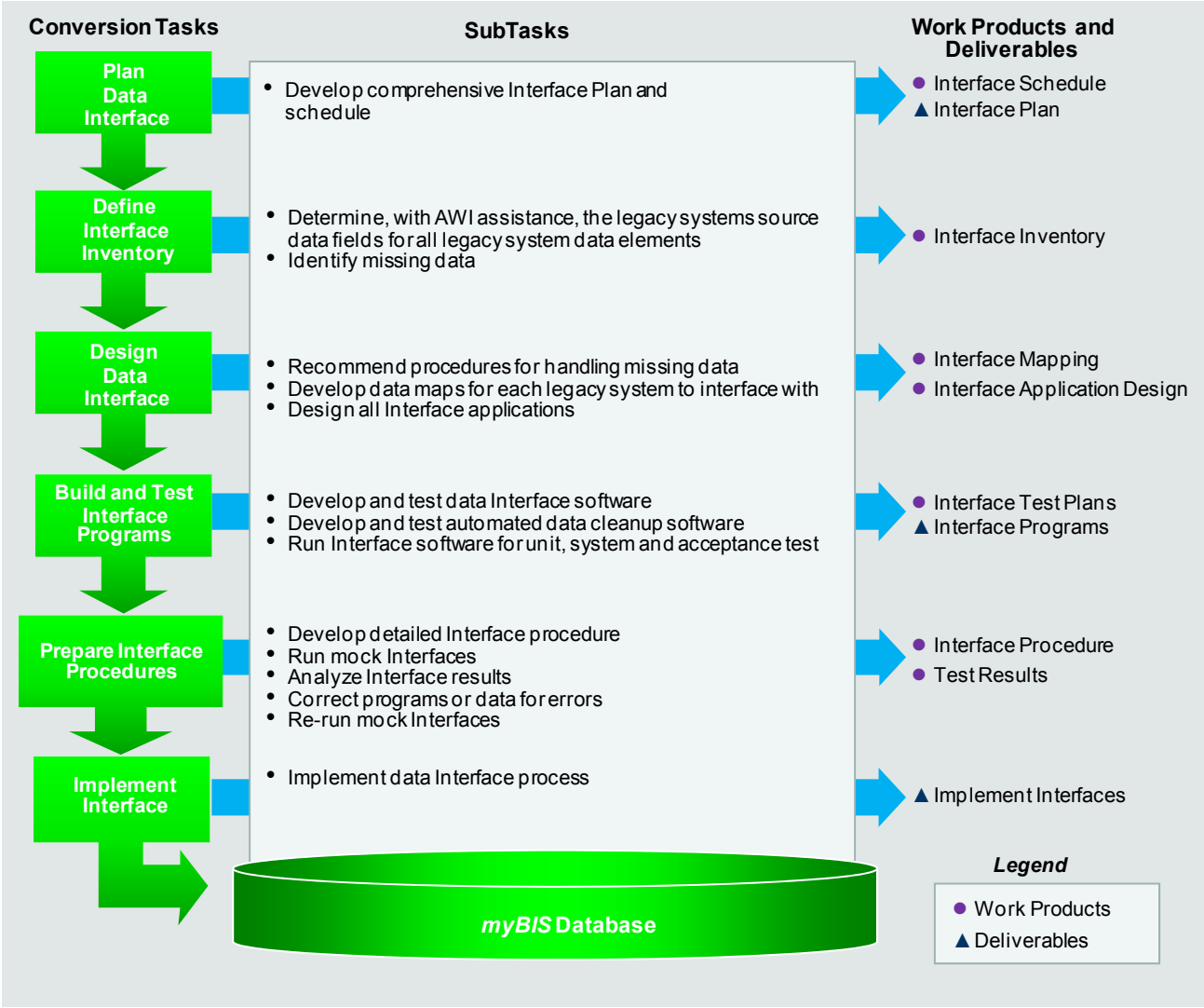

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Figure 5-28. Our interface methodology mitigates implementation risk during UC Modernization

High Level Capability Overview. The ITN identifies 37 interface requirements. Interface processes are real time or batch, and single directional or bi-directional. Further defining an interface are the requirements of the data sharing partner such as, frequency and schedule of transmission, security requirements, and record format. All of these characteristics drive the complexity and solution of an interface. Figure 5-29 shows our overall capability to meet the AWI's interface needs. The diagram represents the interfaces and their relationship to the core benefits applications.

5.2.1.8 Code and Unit Test

The Accenture Team has a proven testing methodology built on decades of experience testing large systems in the public and private sector. This rigorous approach, based on CMMI-assessed processes, starts with code and unit testing and carries through integration testing, performance testing, usability testing, pilot testing and user acceptance testing. Thorough testing of work products, with converted data, allows for early identification and issue resolution. Our process will successfully prove *myBIS* meets AWI's requirements.

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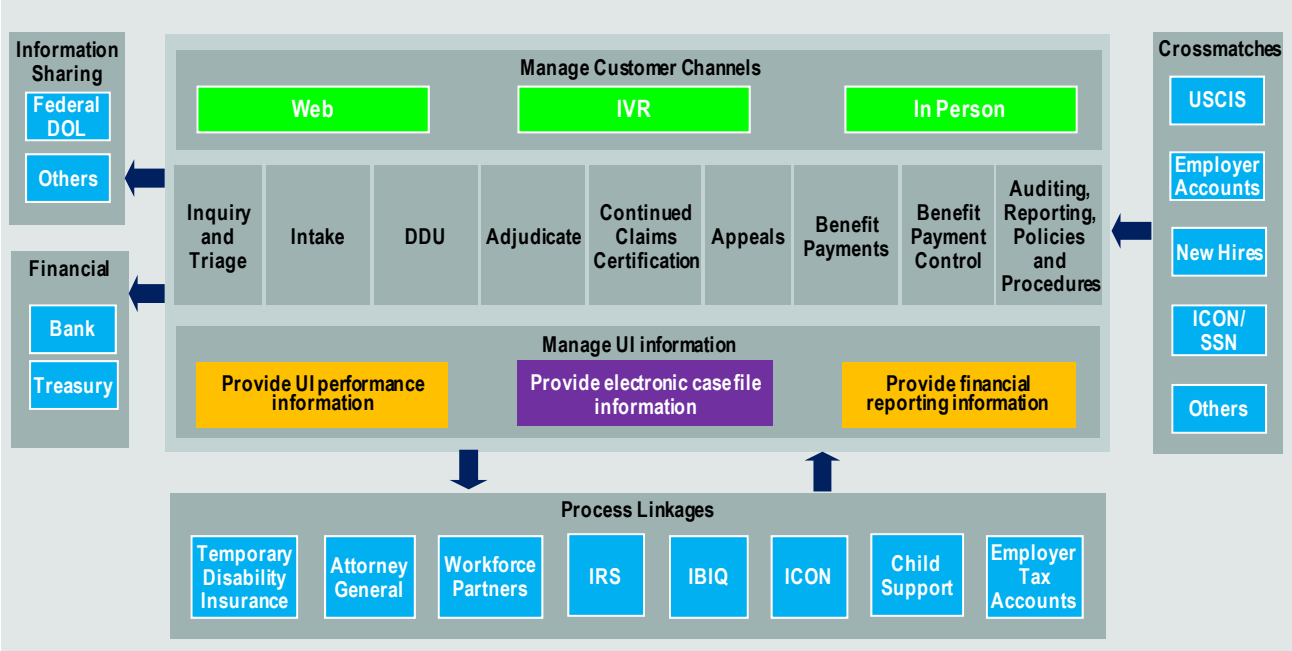

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Figure 5-29. Our solution addresses all of AWI data interfacing needs, providing the right data at the right time

Testing Overview. Our testing approach integrates with the full project lifecycle and begins with gathering and validation of the requirements. The V-Model depicted in Figure 5-30, provides an overview of the testing approach. Each stage of the effort includes activities to verify and validate the work products from the previous stage are correct and meet the business and technical requirements. This reduces the amount of rework during later stages and helps keep to the project schedule.

Development of the test planning and documentation begins on the left-hand side of the V-Model with the *myBIS* requirements analysis, including the gathering and validation of business and technical requirements. Test script documentation begins during the design phase to verify the system, as designed, meets the validated requirements. Once system design is complete, the build processes begins where we customize the *myBIS* application to meet the unique requirements of Florida. The *myBIS* solution then moves through the various test execution stages on the right side of the V-model to verify and validate the solution meets the business needs of AWI.

During early test stages, the focus is on units and individual components. A unit is one module of code and an individual component can be a report. As testing progresses, the focus is on functionality and the achievement of AWI's goals. results. This plan drives the testing activity, defines the level of detail and specific objectives of the tests. Our thorough methodology has yielded dramatic quality improvements and has helped compress the overall testing timeframe, including user acceptance, on many implementations.

A key concept inherent in our testing approach is a well-defined, structured, and standardized process to complete each stage. A standard process is repeatable, measurable and focuses on improvement. Tests are reused within a release (for regression of fixes) and across releases (as enhancements are made), providing a consistent level of testing with a minimal level of effort.

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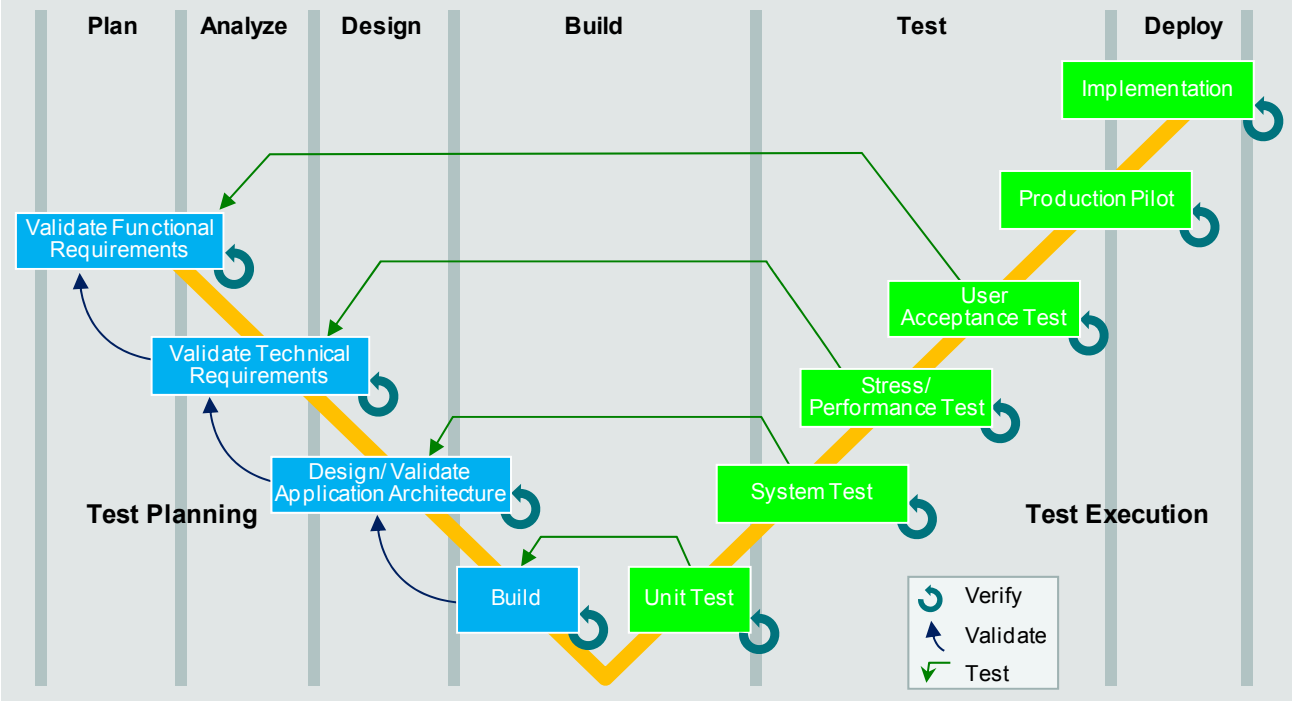

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Figure 5-30. Accenture uses a V-Model process to gather requirements, perform configuration and development, and tests to produce accurate results

During validation activities, we confirm the work product is within scope, contributes to the intended benefits, and functions as desired. We conduct validation depending on the work unit type. In addition to creating a test strategy, our validation testing approach includes four additional steps shown below in Figure 5-31.

As a Capability Maturity Model Integration (CMMI) Level 4 organization, we adapted our methodologies and processes with the CMMI approach. The goal is to confirm a code module is functional before it leaves the Development Team. Our Test Team accomplishes this goal by establishing and adhering to a coding standard, using industry standard languages, rigorous documentation, peer reviews, and unit testing.

Documentation is vital for the development process and for the long-term support of *myBIS*. All code modules and documentation are peer reviewed before passing the code to the next test phase. Document updates for each code module occur during the peer review process. The result provides a tested module that consists of software code, documentation and release notes. The well-documented processes and results are available for quality assurance reviews by AWI.

Unit Testing (Design and Perform). Unit testing kicks off the testing process. Unit testing includes testing of *all* logic branches, field-level business rules, maximums, minimums, field formats, file structure, error and exception handling. Unit testing verifies that individual application components have been developed in-line with detailed design specifications. We focus on a relatively small segment at a time, verify each module against its detailed design, and validate the module for expected results.

We identify the conditions for unit testing during the Detailed Design phase to check program logic, validations, tab order, required fields, protected fields, minimum and maximum values, security, etc. Unit testing follows a formal methodology wherein each developer builds unit tests for each unit created. The unit test stage is essential for detecting and correcting any problems early in the development lifecycle. The earlier

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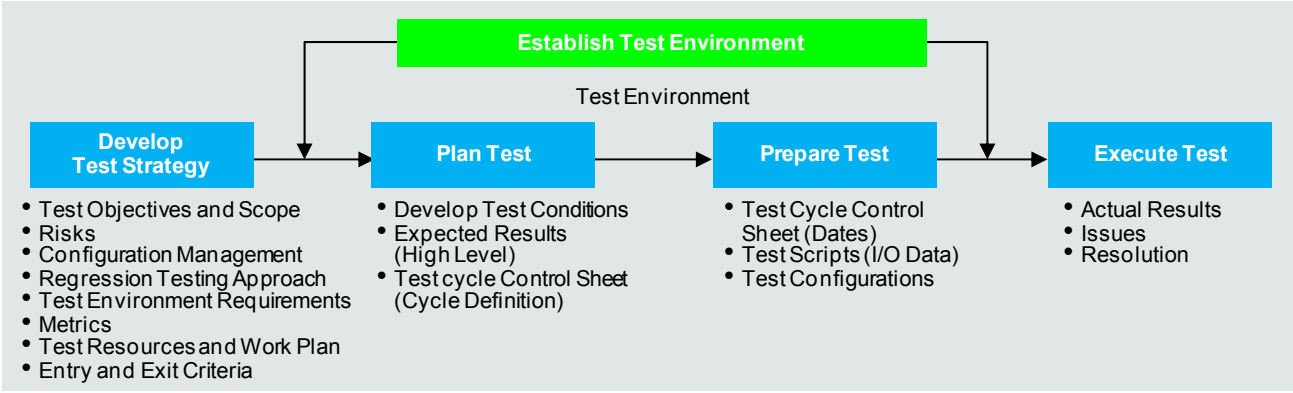

Figure 5-31. Our validated testing approach reduces the risk of system error

we identify a problem, the less costly it is to fix. We consider a unit of code to be "Code Complete" when a created unit test runs successfully, and the results documented.

Document, Track and Report System Investigation Requests. Accenture emphasizes both planning and tracking during the testing phases. It is only by careful planning and accurate tracking that we can evaluate the code and configuration. Beginning with integration testing, we track system errors identified as a System Investigation Request (SIR). For SIR tracking and reporting, we use Rational ClearQuest™. This integrated Rational® tool allows us to customize and configure the type of test tracking data we store and enforce development processes through workflows. The Rational ClearQuest™ tool also has a reporting and charting capability to monitor SIR trends and status. The SIR tracking system captures escalated inconsistencies and enhancement opportunities. It also documents, prioritizes, assigns for resolution, tracks, and provides reports for the escalated inconsistencies and enhancements.

The UC Executive Steering Committee reviews logged SIRS for categorization and priority ranking. The SIR classification determines the schedule for resolution of the SIR prior to entering the change control process. Once in the change control process, the SIR is treated as any other change request from requirements gathering to testing to migration and finally to production.

Best Value

As a SIR progresses through the process, we document the issue, potential solutions, and the final resolution. This information is beneficial for trend analysis, and the assessment and resolution of future issues. Open access to these tools facilitates the transfer of knowledge by allowing AWI staff to see the scope, resolution and the timeliness of the SIR or issue resolution.

New and Modified Code Objects / Programs. Once assigned, the Development Team researches ranked and scheduled SIRs. Based on the findings, the Development Team develops new code or modifies existing code to resolve the SIR. When the new or revised code is available, it is peer reviewed. Once the fix passes peer review it is ready for unit testing. Rational ClearQuest™ maintains detailed documentation throughout the revision process.

Development and Testing Guidelines. We know the importance of having guidelines for both Development/Configuration and Testing through our experience on multiple implementation projects. A solid set of guidelines reduces process issues, creates consistency, and speeds up the development and testing processes. For unit testing, we create a test plan consisting of timelines, test scripts, and promotion criteria. We define the testing environments and the tools used in those environments. We then identify all

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deliverables associated with testing to include with the plan. This approach provides a consistent validation of code and configuration before being migrated to the next test environment or production.

Unit Test Results. When unit testing is complete, we use the documented results to determine the following: which modules were successful; where we have opportunities for enhancements; and what modules need to be created and/or revised. All changes entered into the SIR tracking system follow the change control process.

Code and Unit Test Deliverables. Once the individual unit test is successful, the code is migrated to the next development phase. When unit testing is complete and successful, it becomes part of *myBIS* and moves to System Integration Test.

5.2.1.9 Location

Supporting the requirements of Section D, Exhibit 1, 8.9, Code and Unit Test, the proposed location for software development activities shall be collocated with AWI. Working in collaboration with AWI, Accenture shall determine the most viable location in Florida.

5.2.1.10 System Integration Test

System integration testing verifies that the implementation of the software solution's functional specifications is correct per AWI requirements. This verifies all assembled units, modules and commercial of-the-shelf (COTS) application modules operate effectively together for the successful delivery of the *myBIS* solution. System Integration testing is in an important step to providing AWI with the capability to provide and manage UC services as efficiently as possible in order to get hardworking Floridians back to work.

This step of the System Development Life Cycle (SDLC) incorporates several testing steps as outlined in Figure 5-32. The overall project test plan documents each of the testing steps described in the section below for each of the three releases. At the conclusion of each step, documented results provide for future reference.

Integration Test. Our approach to testing begins with integration testing. During integration test, we validate that the modules can correctly integrate with each other, in addition to external interface partners. We identify the conditions for each test phase to validate the interaction between coded modules that are both internal and external to the *myBIS* solution. Test Team members will work with developers and agency subject matter

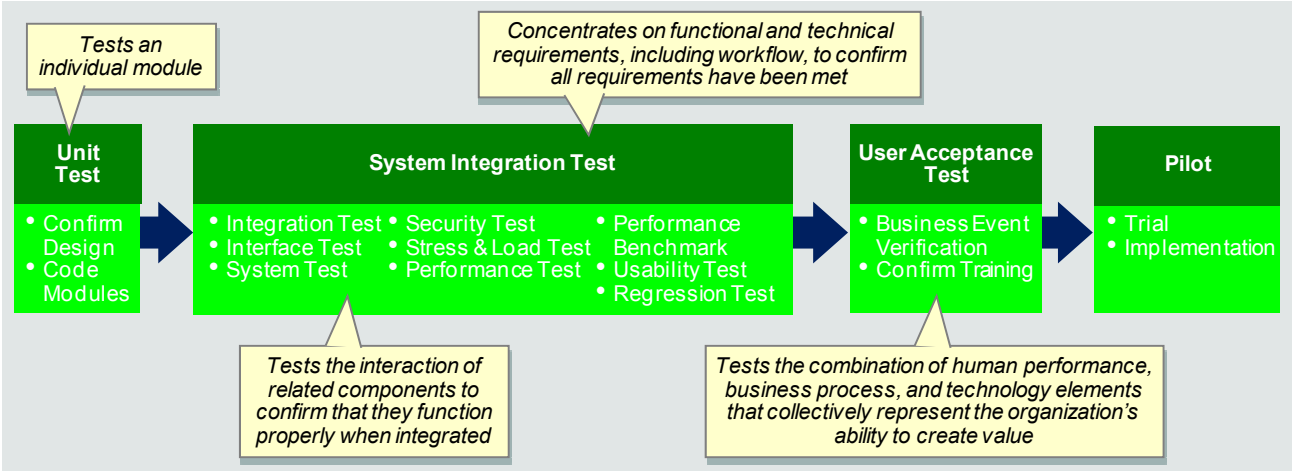

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Figure 5-32. Our incremental approach is compatible with UC test stages, and creates a shared approach for our joint testing team

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experts (SME) to verify the integration test scripts meet the business requirements as defined within the Requirements Traceability Matrix. The result is a complete library of test scripts needed to test the *myBIS* application. Figure 5-33 outlines our approach.

Interface Test. During system integration testing, we access and exchange information with outside systems to adequately test if the *myBIS* solution can perform end-to-end business functions. During interface testing, send and receive file formats similar to those that exchanged in production. We also verify we are able to receive the file and appropriately process the information within the file. A comparison of the actual and expected results takes place during interface testing. We also test the interfaces to external interface partners during System Integration test. This test stage focuses on business event-driven system functionality of a particular software solution consisting of valid, exception and error conditions.

System and Security Test. The System test verifies that the *myBIS* solution satisfies functional and technical requirements defined by AWI. In this stage, we test all components of the application, with special attention paid to verifying the application is working across all service layers. The System Test Team includes designers who created the screen layouts and logic and developers who coded each of the modules. Additionally, we will involve *myBIS* end users in System Testing to start familiarizing them with the solution help them become comfortable with the testing processes before the start of User Acceptance Test.

During System Test, we use mock converted data from the legacy applications to test the system functions with production-ready data. In the System Test cycles, we include full regression and quality assurance testing to verify that any newly modified code still complies with the specified requirements. We also verify unmodified code remains unaffected by any maintenance activities. During the Security Test stage, we validate proposed components perform as expected and security requirements are met throughout the integrated solution. We use test scenarios and saturation testing to validate the measure of effectiveness for security requirements. During security testing, we search for exposures that might result in:

Section	Description
Integration Test	Integration testing to confirm that assembled units, modules, and COTS application modules operate effectively together and to ensure that functional objectives are being achieved
Interface Test	Interface testing to exercise every interface and confirm that each interface operates according to the interface technical design specifications including interfaces to COTS packages
System Test & Security Testing	System testing to exercise the assembled system and confirm that it operates as expected including all system security and user profiles
Stress and Load Test	Stress testing to exercise the system to the limits of its requirements and beyond those limits to confirm graceful failure including COTS packages
Performance Test and Performance Benchmarks	Performance testing to confirm satisfaction of performance requirements in a simulated test environment
Usability Test	Usability testing to evaluate the man-machine interface and the web browser interface
Regression Test	Regression testing to verify core application functionality for all software builds

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Figure 5-33. Our comprehensive approach provide strong guidelines to produce code modules that meet your business and technical requirements for system integration testing

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- Unauthorized access to the underlying operating system
- Unauthorized access to application resources
- Unauthorized access to audit or authentication data
- Unauthorized access to network resources
- Denial of service attacks
- Memory manipulation attacks
- Unauthorized access to hardware
- System manipulation via un-validated inputs
- Transport of sensitive or confidential information in an insecure format

If we discover flaws after implementing a resolution, we retest the system. We complete this testing in multiple iterations because corrections to one exposure could create new vulnerabilities.

Stress and Load Test. We use Stress and Load Testing to determine the system's performance limits, stressing the system with transaction and data volumes modeled by real-world usage patterns until performance degrades to an unacceptable level. The main objective of this test phase is to validate the *myBIS* solution complies with the technical requirements established by AWI. The Technical Team completes Stress and Load Testing using Mercury Load Runner or a similar automated test tool. The use of an automated test tool allows for simulation of a variety of normal, peak and exceptional load conditions. If we uncover performance issues during Stress and Load Testing, we perform regression testing after implementing a resolution to make sure that the fix has not caused additional issues.

Performance Test and Performance Benchmarks. Performance Testing involves determining system performance characteristics under production conditions using the production hardware. A key to an effective performance test is using a database with production level volumes of data. This stage also includes testing in a production-like environment using high-volume scenarios to determine if the system's response time degrades at any given point. We focus on the system response time and system resource utilization during this test. Examples of Performance Testing scenarios include:

- Running a large number of different testing procedures to simulate a multi-user environment
- Heavily repeating certain actions or inputs
- Running a client application continuously for many hours
- Executing large complex queries on the database

Established before testing begins, AWI business needs derive the performance benchmarks. We use automated performance testing tools such as the Rational Performance Test tool to analyze and report system performance while running test scripts in controlled cycles. We measure these results against criteria defined by performance benchmarks. Examples of performance test benchmarks include:

System Response Time. We measure this by checking the application response time between application server receiving, processing, and sending back a response from the application server. This validates that the application's performance is consistent with performance expectations. Other variables such as network capacity play a role in user response times, and we would not have control over the network in most cases.

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System Capacity. We measure system capacity by determining how much excess capacity the system can handle without performance degradation. To check capacity, we compare performance and loads on the existing system to determine where significant response time degradation begins.

Bottlenecks. We monitor each component's utilization during testing to isolate problem areas. We check the resource usage of the web servers, application servers, database servers and the network. During this test, we analyze potential problems including memory leaks, performance problems, locking problems, concurrency problems and excess consumption of system resources.

Usability Test. Usability Testing measures the man-machine interface of an application's capacity to meet its intended purpose. Simply stated, the man-machine interface gauges the interaction between people (e.g., AWI staff and claimants) and machines (e.g., *myBIS* application). Usability testing generally measures how well users respond to a new system in several areas which includes user performance, accuracy, recall, and emotional response to the using the system.

It is important for actual users of *myBIS* use the system to perform day-to-day functions to validate its usability. User performance during usability testing focuses on testing the amount of time needed or the number steps or system clicks needed to complete a business function. The accuracy perspective of usability testing looks at the number of mistakes and the ease of navigation by a user to perform a business function. It is important to verify the ease of navigating within the web browser interface as it provides direct input on how real users use the system.

The recall perspective of usability testing looks at the retention of information after completing a business function. The system should be intuitive to allow for an ease of use. The emotional response perspective of usability testing measures how the user feels after completing a business function. Users should be confident they can use the system efficiently and effectively to perform their job using the application. Usability testing will involve selecting a small group of users from various business areas to test the system. The Rational Testing suite can also assist with capturing this information.

Regression Test. Regression testing is the process of making sure any fixed defects in a system do not affect other parts of the system that function properly as designed. The intent of regression testing is to verify no additional defects emerge in the process of resolving other defects. Prior to implementing any system release in Production, we will thoroughly test new or changed functionality to make sure it meets the needs and requirements for the Agency. In addition, we will regression test existing functionality to verify that the new or changed functionality did not have unintended consequences in other parts of the system.

Tests are reused within a release (for regression of fixes) and across releases (as enhancements are made) providing a consistent level of testing with a minimal level of effort. Finally, for some tests we add automation to the repeatable testing processes to improve productivity and reduce human error by using Rational Testing Tools suite. TestStudio integrates a suite of testing tools that perform automated regression and load testing (Rational Functional Tester and Performance Tester), unit code coverage analysis (PureCoverage) and more.

5.2.1.11 User Acceptance Test

To be truly sure that our *myBIS* solution is ready to "go live", we participate along with AWI stakeholders and end users in User Acceptance Testing (UAT), which validates the end-to-end business functionality. Not only does this tell us that *myBIS* is ready for production, but it also provides a good indicator of the effectiveness of our training. Another result of our approach is that we can gain buy in from users early, and drive momentum for the roll out.

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User Acceptance Test Planning. We support the Agency's desire to conduct a robust and complete UAT by working closely to establish a detailed User Acceptance Test Plan. The User Acceptance Plan criteria contain a summary of the planned test, the functionality tested, and the AWI entry and exit criteria. We believe in having strong entry and exit criteria for UAT. Without having clearly defined criteria, there is a chance that testers will attempt to introduce additional and often times unrelated scope into the release currently in testing. It is through establishing clearly defined criteria that we can focus testers on validating the agreed upon business requirements and business process designed for the *myBIS* solution.

User Acceptance Test Plan. AWI would receive a User Acceptance Test Plan for each unit of work prior to the start of UAT execution. The User Acceptance Test Plan provides the Agency with a clear map of UAT execution and measures the Test Team's delivery against the plan. The UAT Plan consists of:

- A schedule of when code would be delivered to the UAT environment, when testers would execute the tests, and when the acceptance process would occur
- A list of the participants for the particular UAT execution and, if required, a training schedule for those participants
- UAT scripts which consists of test cases, test scripts, test data and test files for all test cases detailing online and batch tests to be performed and acceptance criteria for expected results, as well as requirements traceability
- The execution schedule details which units of work to test each day and when batch jobs run

As previously mentioned, the purpose of UAT is to verify the *myBIS* solution meets design requirements and that users can perform their daily operations as expected. We feel that it is important for actual end users to perform the final verification of application usability, operability, and requirements verification as illustrated below in Figure 5-34. Whereas the System Test certifies the *myBIS* solution meets business process functionality, UAT takes this business functionality and tests it from a user's point of view.

The testers perform UAT in a separate UAT environment that is a production-like environment using mock conversion data extract for the UAT effort. Testing with converted data is important for two reasons. First, testing with converted data allows for verification of the data clean up assumptions. Second, it positions AWI to have the legacy data cleaned up by the final mock conversion run. Upon completion and sign-off of UAT, the release is migrated to production.

Best Value

The Accenture Team will leverage the system test scripts from System Integration Test during UAT execution. In the event there are identified gaps using the system test scripts, the Test Team will create a UAT script in the same manner that the system test scripts were developed. Our UAT plans show traceability from each requirement to the associated UAT script. The users and functional owner have the opportunity to suggest changes or recommend specific test data be used.

FLAWI 066

Figure 5-34. Accenture's User Acceptance Testing methodology involves the customer early in the process and drives a successful Go Live

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The Accenture Team executes UAT scripts as a sub-set of the system test scripts to confirm the written scripts are comprehensive and properly document the steps to complete the business function before giving to the AWI testers for execution. The Test Team verifies that each test condition in a UAT script properly executed in a previous testing phase before users participate in UAT. We identify proper test data and set it up according to the needs of the test script so it is ready for the AWI testers when they arrive.

We would work with the UC Project Director to identify and confirm the participants for UAT testing. The UC UAT testers will execute the test scripts to validate that the system is ready for production. Our team would provide a description of each unit of work, an estimate of the number of participants needed, and the functional area (e.g., Claims Intake, Continued Claims Certification, Inquiry, Wage Determination, and Adjudication) that would be most suitable.

In some cases, we may recommend specific people for participation in UAT. The UC Project Director would then work with the Test Lead to identify the right candidates and confirm their attendance. During the UAT process, the testers are in a simulated environment to allow them to use the solution as they would in their day-to-day business. By doing this we have the UAT testers:

- Validate the usability of the solution
- Perform a system, data, and application security check on the system
- Check the performance and accuracy of system interfaces
- Verify the accuracy of converted legacy data
- Confirm that the solution operates as described in the approved design documents
- Make sure that all requirements have been fulfilled
- Validate system documentation for completeness and accuracy
- Confirm the approach to use training
- Perform end-to-end testing of initial release of the application

From the above list, UAT is much more than the testing of the application to make sure it is ready for migration to production. UAT is also a process for validating other documentation and approaches used in the rollout of the change. This way we can confirm the readiness of the application and our approach to rolling out the application. Usually, those stakeholders who participated in the initial Joint Application Development (JAD) sessions are available and willing to participate in UAT. We would receive the confirmed list and schedule script review meetings with the UAT participants to make sure they have all the test scripts and logistical information, such as dates, location, and number of days needed to participate in testing.

User Acceptance Test Environment. On past projects similar to this one, we have maintained an environment that was a functional duplicate of the production environment. This environment will contain the same hardware as the production environment, but does not necessarily have the same scale as the production environment. We have found that the UAT environment is most effective with a copy of production or converted data, no older than a couple of months. This provides our testers with the most effective data for executing test scripts. When our UAT environment serves purposes other than verifying converted data, we will programmatically mask identified fields, to prevent critical data from abuse. This entails masking confidential information such as Social Security Number or employer ID.

User Acceptance Test Preparation and Execution. Prior to and during UAT as needed, we refresh the UAT environment to reflect the production environment. We conduct pilot training sessions to prepare the UC testers for UAT. Pilot training serves as an opportunity to confirm the curriculum, materials and content of the

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training we have developed for the *myBIS* solution. We solicit feedback and suggestions from UC participants and make updates to our training program for pilot and statewide implementation.

Customer Involvement. It is important for actual end users to perform the final verification of application usability, operability, and requirements verification. Ultimately, the end user will know if the application is going to perform the job that they need it to perform. End users can be: Individuals who will ultimately use *myBIS,* Supervisors of users who will use *myBIS or* Super Users, who are individuals with a deep understanding of the functionality supported by *myBIS.*

For UAT, we encourage the UC Project Director to identify key stakeholders who will participate in the test effort. We will work with you to help select testers to include a sampling of users affected by the changes that they will be testing. Our Testing Team would help to streamline the stakeholders' involvement in the acceptance testing effort by enabling resources to focus their testing involvement on their areas of expertise.

During UAT, there is a chance that the users may find issues or identify additional requirements. Any issues or additional requirements entered into a System Investigation Request (SIR) tool, such as Rational ClearQuest and analyzed to verify that they fit within the scope of the original request. When testing identifies issues or additional requirements, these feed back into the change control process to address.

Over the course of UAT, last second modifications may introduce new code into the UAT environment. During the UAT period, if there is new code or altered test scripts, we will perform a regression analysis of those previous tests. In some cases, a test script may need executed again. We work to reduce the need to retest changes during the UAT period through careful planning and coordination between development efforts that may affect each other.

If for any reason, stakeholders want to perform any additional testing, we strongly encourage it. It is only through a dedicated testing effort and useful input from users that we will be able to fine-tune our proposed *myBIS* solution to meet requirements and all of your stakeholders.

Testing Documentation. To facilitate an effective UAT effort, we have learned that there are key documents to create and maintain. Many of these documents help coordinate the testing effort. Other documents track accountability for release the software application. All of this documentation drives the release of the solution into the production environment.

Test Strategy. Provides an overview of our testing approach in the implementation of the *myBIS* solution. It informs project managers, testers, and developers about the testing process so they are all on the same page. This document contains details about each of the following:

- The definition of each of the three testing levels (i.e., Unit, System Integration, and User Acceptance Test)
- The roles and responsibilities of each person participating in testing
- A list of testing tools that will be used during testing and an overall testing schedule
- The definition of our regression testing approach and a list of stakeholder groups and key stakeholders
- An approach to test data gathering and reporting and an approach to updating the requirements traceability matrix
- An approach to how testing efforts will be summarized and reported

Master Test Plan summarizes the approach and strategy for verifying that code and configuration meets all requirements and meets the client's usability expectations. This consists of a clear definition of each of the testing phases. It also defines the data collected and the entry and exit criteria in each testing phase.

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Detailed Test Plan. Defines the specifics of a particular testing cycle. This consists of all participants, a schedule of each testing phase, and the entry and exit criteria for each testing phase. The Detailed Test Plan events are also included within the Communication Management Plan.

Data Conversion Test Plan. Defines the approach for verifying converted data, and that the data meets all of the expectations for the client. The Data Conversion Test Plan consists of a list of participants, a schedule of each testing phase, and the entry/exit criteria for each testing phase. The Data Conversion Test Plan events are also included within the communication plan.

Test Scenarios. The equivalent of test scripts. These scripts guide testers through the testing of specific functionality. The scripts reflect requirements and expected outcomes.

Test Case Data Sheets. Provide testers valid data to use in test scenarios. It is a standard practice to include test cases for each of the test environments.

Test Result Logs. Tracks the status of all testing efforts that occurred during UAT. This consists of the names of the users performing the testing, when they tested, how long they tested, which test scripts they used, and the results of their testing. The Test Results Logs generates the final report submitted to the UC Executive Steering Committee to request approval for migration to production.

UAT is an important part of the change control process. Actual users verify usability, confirm functionality, validate requirements, and identify issues. End users and stakeholders have an opportunity to gain 'hands-on' experience with *myBIS.* It allows the testers a forum to voice any concerns or clarify any issues with the system.

Additionally, UAT is important because it confirms the training approach, the Requirements Traceability Matrix is completed and confirmed, and the results of the testing effort identify benefits to include in the communications efforts for the project. Finally, we receive sign-off from the Governance Committee to promote the application to production.

Prior to and during UAT as needed, we refresh the UAT environment to reflect the production environment. We use scripts that focus on performing business functions and measuring and validating the results of the operation. We also walk participants through a task systematically, and ask them to perform a business function and use *myBIS* to validate the result.

User Acceptance Test Closure Memo. In the User Acceptance Test Closure Memo, we document our performance of the required tasks and summarize all other important information related to the test such as SIRs, change controls, metrics, and document inventory. In addition, the Test Closure Memo draws conclusions on the test stage aiding in continuous improvement of the testing process. We formally close the test stage once the designated UC staff has signed off on the test phase using a standard sign-off sheet for the completed *myBIS* solution.

5.2.1.12 Data Conversion

We apply our extensive experience with large-scale conversions and our proven conversion methodology to a combined effort with AWI to convert the current legacy system data into *myBIS*. Our methodology calls for numerous audit control reports to verify the counts of what was converted. However, we know that a key factor in building confidence in the solution relies on verifying that converted production data behaves as it should.

Our plan will get the data into the hands of all of the project teams and agency partners as soon as possible. Our process validates the data multiple times: From initial intake, through the functional processing,

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to batch, interfaces, reports, correspondence, and training. This iterative approach reduces risk, keeps the conversion schedule on track, and provides a natural communication path to each team as they verify the integrity of the converted data.

Plan Data Conversion. The conversion effort begins by developing a detailed draft Conversion Plan. The Conversion Team includes Accenture and AWI staff members with knowledge of the *myBIS* solution and the current UC systems. The Conversion Team completes the draft plan and submits it to AWI stakeholders for review and approval. The final Conversion Plan and Conversion Schedule, once approved by the AWI, becomes the master plan for conversion activities. Adhering to the high-level approach outlined in Figure 5-35 reduces risks and maintains the conversion schedule. As recognized by AWI and outlined as such in the ITN, AWI SMEs will play a critical role in verifying all aspects of the conversion process. AWI staff and SME's responsibilities include:

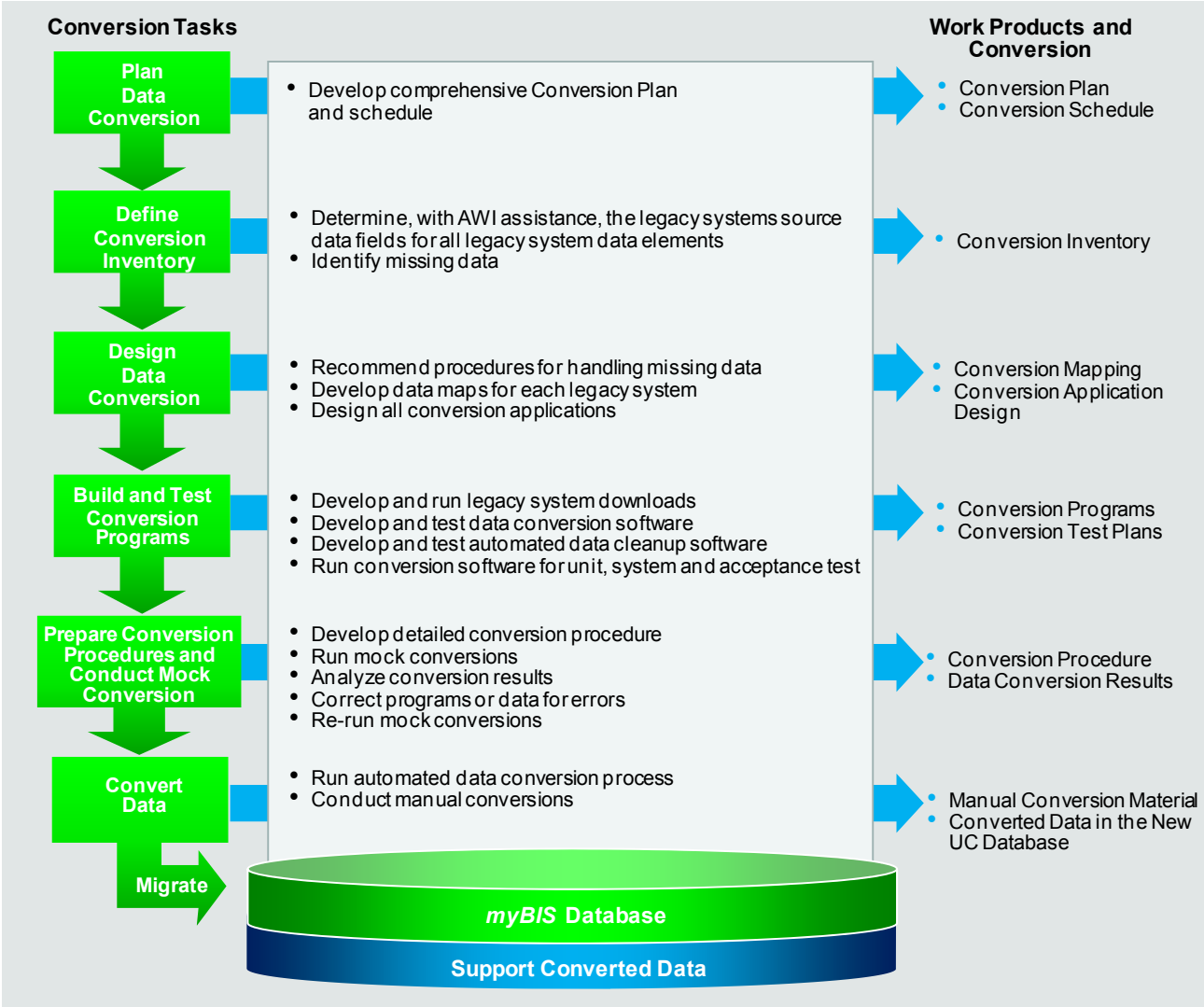

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Figure 5-35. Conversion Process – Our conversion process methodology guides the migration of data from legacy systems into the myBIS database while mitigating the risks inherent in multi-system, multi-phase conversion

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- Verify the conversion Plan
- Provide staff to develop data extract programs from legacy systems
- Approve procedures for processing missing data, data exceptions, default values, & data out of parameters
- Approve source master data for duplicate records
- Approve splitting data from one source record
- Determine the level of manual effort and provided needed staff
- Verify correctness of data conversion routines
- Perform manual data clean up
- Perform manual data entry
- Perform manual entity mergers
- Review and approve data conversion designs
- Approve the data conversion process
- Review and approve the data conversion process
- Review and approve mock conversion test results

The Conversion Team works closely with the other project teams at each step of the process to gather information, minimize errors, identify conversion issues early, verify results, and build management and staff confidence in the success of the final conversion. The current Unemployment Benefit System is a conglomeration of "add-on" applications built as needed on top of the original mainframe application. It also includes several middleware components that many of these systems use to communicate with the UC mainframe application. AWI uses these components heavily to support the unemployment benefits processing. Many of the interfacing systems depend on redundant data and manual processes

Systems to be Converted. Figure 5-36 lists the Systems, their corresponding platforms, and expected volume to be converted. We are aware of the depth and breadth of the UC conversion requirements.

System	Data Storage Type	Amount of Data (Number of files/tables)
Imaging	DB2 P570	36 GB (DB2) 53 tables (EIS schema) 1.5 TB images
Appeals Intranet Application	DB2 P570	3,557 MB 64 tables (UCDBA schema)
Automated Employer Notification Response (AENR)	SQL Server	10,837 MB 9 tables
Florida Automated Adjudication System (FAAS)	SQL Server	2,862 MB 30 tables
Electronic Fund Transfer/Electronic Fund Fraud Application (EFT)	SQL database	46,773 MB 47 tables
UC Mainframe including Benefit Overpayment Screening Systems (BOSS)	VSAM, DB2	22 GB VSAM, 139 VSAM files, 10 Active databases 15 GB, 270 tables

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Figure 5-36. Identification of the key source data is a critical step in a successful conversion

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Our approach converts data from the current systems/subsystems according to each phase as outlined. We have estimated the conversion scope based on the systems listed in the ITN, the associated documents in the ITN, and the Questions and Answers document.

Our Phased Approach to Conversion. The Conversion Team provides the conversion programs and processes required for each phase. We determine these requirements based on the prescribed scheduled outlined in Statute 443.1113, the systems identified for conversion and the data required for each Release. Our planned conversion effort for each Release is as follows:

- Release 1 – Unemployment Claims and Benefits Internet Portal
- Release 2 – Call Center Interactive Voice Response (IVR) System and Benefit Overpayment Screening
- Release 3 – Internet and Intranet Appeals System, the Claims and Benefits Mainframe System, and Imaging System

This phased approach provides the time required to design, develop, test, and conduct the mock conversion process for the data and systems impacted by *myBIS*. The Figure 5-37 provides an outline of repeatable steps for each of the phased conversion approaches. These repeatable steps allow us to drive rigor and quality into the process.

Conversion Issues and Considerations. Based on familiarity with Unemployment Benefits systems, the following are key conversion issues and considerations we address in our data conversion effort. The UC fund amounts and trust fund accounting entries must reconcile so that the pre-conversion dollar totals match the post-conversion totals. Assign AWI UC and Accounting staff and system support staff throughout the conversion effort to carefully review and verify our designs, conversion programs, and conversion results for accuracy and integrity.

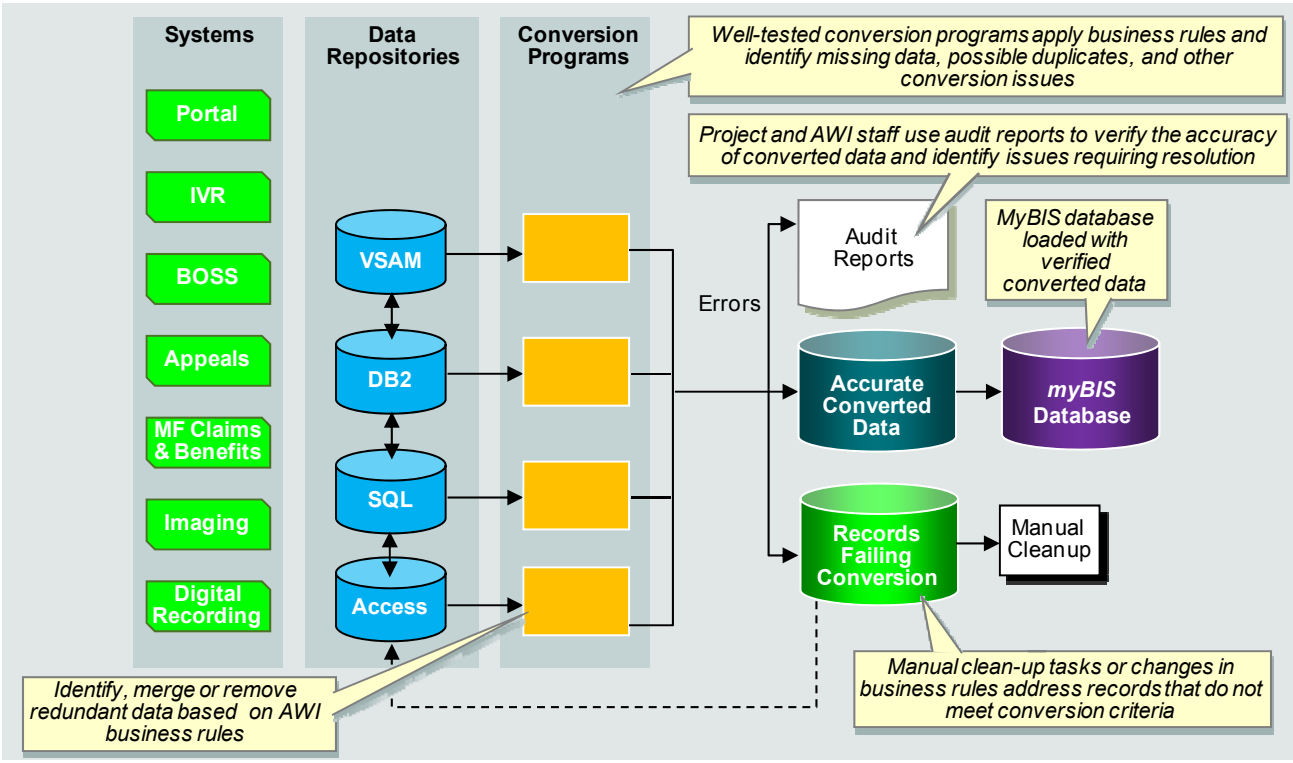

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Figure 5-37. Our extensive understanding of the UC systems provides a smooth transition from the legacy system to NEW

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AWI SME will have to accurately identify the best data element sources in the legacy systems when there are redundant data sources. Coordinate with the AWI and AWI business partners to develop a conversion schedule that addresses the UC business cycle. We understand there are large processing peaks that cannot be interrupted. Develop a conversion schedule that considers UC system downtime windows. Plan for multiple iterations of mock conversions - we review results of these conversions with AWI UC and Accounting staff to identify data integrity and other conversion issues. Provide converted data early in the system development process to verify that the application works with converted data. In addition to these specific areas of focus, there are common data conversion challenges that accompany large-scale conversion efforts. Figure 5-38 summarizes these challenges and lists the strategies our team employs to address them.

Design Data Conversion. The Conversion Team develops conversion requirements and programs by documenting the mapping of legacy system data to *myBIS*. This effort produces the Conversion Mapping document. This document illustrates how we extract, calculate and validate new application data from existing sources. Conversion mapping requires more than simply matching each legacy field to the *myBIS* counterpart. We conduct structured interviews and review existing documentation to develop a detailed comprehension of all legacy system data structures and data content.

Based on AWI SME input and our data conversion experience, we develop a conversion inventory of programs for procedures that are migrating data, handling missing data, data exceptions, and default values. These procedures become the business rules for the conversion programs. Ultimately, the completed data map explicitly identifies what data we convert from what source and how and where the data resides in the *myBIS* database. The conversion map is critical to the quality of converted data.

Build and Test Conversion Programs. The Conversion Team applies the same rigorous development and testing practices for conversion as used for the *myBIS* development. The result is an efficient standard process that produces accurate predicable results. Development and testing of conversion extract, transformation (includes cleansing programs), and load programs is an iterative process. Test results, in the form of data verification reports, highlight program errors, problems with legacy system data, and instances such as unintended defaults that require new or modified business rules.

The documented test results from each of the testing phases will include unit, testing, integration testing, system testing, and user acceptance testing. These documents are reviewed and worked with AWI staff to

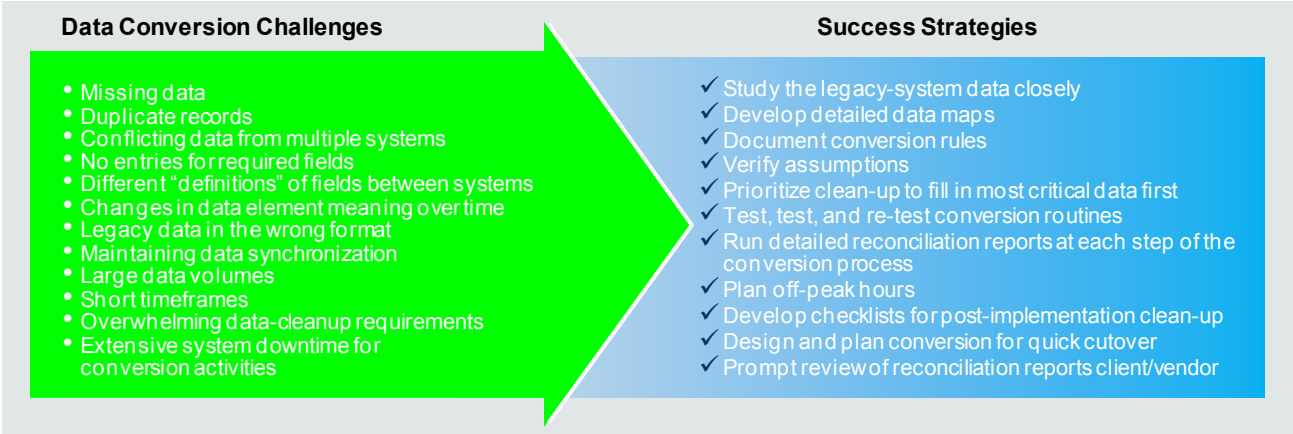

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Figure 5-38. Our experience with data-conversion challenges and success strategies allow our team to deliver high-quality data and reduce the risks associated with statewide implementation

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define the necessary additional rules to resolve any issued identified. We revise the conversion specification to address these issues, modify, and retest the conversion program. We develop conversion routines in parallel with the *myBIS* development effort. This simultaneous process provides converted test data for application testing during development.

Prepare Conversion Procedures and Conduct Mock Conversions. In preparation for system implementation, the Conversion Team would develop a thorough conversion procedure validated by executing numerous mock conversions. This procedure allows us to practice the steps as outlined in the implementation and roll out strategy, and verify the documented conversion tasks necessary for go-live. These tests verify both the accuracy of the conversion process, and the performance of conversion routines. Depending on the results, the Conversion Team may conduct multiple iterative mock conversions within the same environment/testing phase.

Following each mock conversion, we would produce Data Conversion Results Reports for review by the Conversion Team, project teams and AWI SME's. After each mock conversion, the Conversion Team addresses issues to programs, tools, timings, and procedures. Known data issues would be documented including duplicate data, missing data, verifying counts, data out of parameter, and others that need addressing during the final conversion to production. The mock conversion process is critical to success of the go-live conversion during each phase. Mock conversions reduce the need for manual conversion because we identify and reconcile data inconsistencies prior to the data conversion. In most cases, we need manual conversion only when a required AWI UC data element does not exist in a legacy system and cannot be reliably derived from other data or set by default.

The Conversion Team verifies, with all of the project teams, and AWI SME's, the accuracy of the downloaded data after each mock conversion. When conversion results meet the evaluation criteria in the Conversion Test Plans, we submit the conversion process and results for AWI acceptance.

Convert Data – Prepare, Create, Cleanse, Verify, Convert, Validate. When both application development and the mock conversions are complete, we would convert the data for *myBIS*. The Conversion Team would execute the extract programs to download all the data from the legacy systems and load the data into the all-applicable data repository. The team would then execute the data cleansing routines and with verifies the results. We clean data to address issues such as duplicate records, data outside of parameters, and missing data. The team would address these issues using a variety of tools, as described in the next section. These tools enable the team to compare records, use routines to process records by the business rules, and identify records that need manual intervention. We would also track those records that contain incorrect data for which the team cannot determine an immediate viable solution. The Conversion Team would use the project issue tracking tool and issue resolution and escalation processes to identify next steps.

Validate Again – Early, Often, and With Everyone. For a project of this scale and complexity it is vital that as all the project teams, agency data sharing partners, and State SMEs throughout the SDLC review and test with converted data. Each team and data sharing partner will verify through their applicable testing scripts that the converted data is correct and that their functionality is performing correctly. It starts with development, continues through all testing phases, production pilot, and verification at final implementation. It is the best approach for early risk identification and resolutions.

Conversion Risk Management. Our Conversion Risk Management process focuses attention on minimizing threats to achieving a successful conversion of legacy system data into *myBIS*. We work with the project

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teams, and AWI UC and Accounting staff throughout the project life cycle to identify, track, and mitigate conversion risks. The Conversion Team and AWI SMEs would work together to develop a risk mitigation strategy to prevent the risk from becoming realized, or to mitigate the severity of the impact. We would revise the probability after implementation of the mitigation strategy.

Tools to Convert Legacy Data. In each conversion task, we use various tools to validate data quality, map system data elements, and transfer data from one system to another. DataStage is an extract, transform, and load (ETL) tool that uses a graphical notation to construct data integration solutions. Extract, transform, and load is a process in database usage that involves extracting data from multiple sources, then transforming it to meet business needs, followed by loading into a database.

These tools enable programmers to query the database, looking for select records to verify conversion data quality. Additionally, we custom develop scrubbing report programs to provide a system wide view of converted data. These reports include a listing of invalid data elements and summary counts. The Accenture and AWI team uses these reports to gain a complete picture of conversion errors and as a basis to make conversion decisions.

5.2.1.13 Installation and Implementation

Implementation Approach. Our implementation approach combines our practical experience from unemployment compensation and other enterprise implementations with the management framework of our Accenture Delivery Methods. We understand that our Accenture team would be responsible for the installation and implementation of all hardware and software necessary for *myBIS*. Working jointly with you we would verify that all the necessary implementation activities are complete to ready the AWI and required stakeholders for their scheduled implementation of *myBIS*. We plan to conduct periodic status and milestone review meetings to engage stakeholders and increase their level of ownership and commitment to the program.

***myBIS* Hardware Installation and Implementation.** In Section 5.3.8, we provide a list of all new proposed hardware that will need to be purchased in order to implement *myBIS*. The hardware proposed for the installation and implementation of *myBIS* would include all hardware necessary to fully implement the system, including servers, firewalls, SANs, backup devices with storage, and all other equipment necessary for the implementation of *myBIS*. Our team would conduct a server sizing study to determine which servers shall be used, and evaluate alternatives with the Agency for the system architecture.

We would design the technical architecture and build it to effectively support the required number of user loads and allow for flexible scaling of the physical infrastructure. Using Accenture Delivery Methods to evaluate the desired system performance and availability, we would use critical inputs from user and transaction volumes, portal usage and long term growth requirements. We have worked with our vendors to obtain discounted pricing for the State of Florida for the purchase including but not limited to procurement of hardware, software, third party services and support contracts. After the procurement, Accenture would be responsible for the setup, configuration and installation of necessary components for operating *myBIS*.

The Accenture team understands that the Agency reserves the right to purchase any of the items on the Hardware and Software Purchase List from another source instead of acquiring them through Accenture's recommended channels if it is in the best interest of the Agency. We would work closely with AWI to determine where it is appropriate for the long term needs of *myBIS* to use existing IT investments. For hosting of *myBIS*, we would utilize the Shared Services Resource Center (SSRC). We are familiar with the SSRC and its policies and procedures from other projects we have with the State such as MyFloridaMarketPlace. We

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have chosen hardware to reduce the overall footprint of space and power needed in the SSRC. As described in a later section, *myBIS* will be implemented in phases. Given that, not all hardware will be required immediately. We plan to procure hardware for each release at the time of need to take advantage of latest pricing and available technology.

***myBIS* Installation and Implementation.** The software we would install and implement for *myBIS* includes, but is not limited to, Image API iCenter, IBM WebSphere Application Server, SAP Business Objects, server operating systems, relational database management systems, help desk software, development toolkits from our Accenture Delivery Tools, and other supporting software, such as Rational ClearQuest to track and report system issues.

Users of our proposed UC solution would access the system through a standard desktop internet browser. Additional client software would not be required for *myBIS* users including AWI staff, AWI system administrators, employers and claimants. The Accenture team would be responsible for UC software installation and implementation. We have provided installation and implementation services to thousands of customers, and with the experience of tens of thousands of skilled professionals to draw on, we would carefully plan the UC installation and implementation together with AWI and stakeholders.

In Section 5.3.9, we provide a comprehensive list of software necessary for *myBIS*. We clearly identify all proprietary software. Our team uses our configuration control tool to manage all aspects of COTS software extension and hardware customization if needed. The Accenture team would document known COTS extensions and hardware customizations and provide in an ongoing arrangement. AWI's license to the software will include all source code to COTS extensions developed specifically for the Florida UC solution.

***myBIS* Initialization and Setup Including User Security.** We understand the Accenture team would be responsible for initializing the entire system including setup of initial user accounts and privileges. We would work closely with the Implementation Participation Team to verify our completion of the initial user account and privileges setup. This would also include completing the configuration of the COTS solution.

The Accenture team would provide and maintain the initial *myBIS* configuration. Some examples of UC configuration items we would perform include initial server configuration, organizational configuration and role based security, security roles and individual accounts, and other configuration items. Through the Implementation Participation Team we would work with each stakeholder group as they are scheduled for a release or phase deployment to complete their initial setup.

Install and Implement *myBIS*. Combining practical experience with the management framework of Accenture Delivery Methods, we propose an installation and implementation approach customized for Florida's unemployment compensation environment to install and implement the complete UC Solution. One of the Agency's stated goals in the ITN is to realize the benefits of *myBIS* as soon as possible to meet the goal of providing Unemployment Compensation services to a greater number of users in Florida.

Figure 5-39 on the next page highlights our three release implementation approach.

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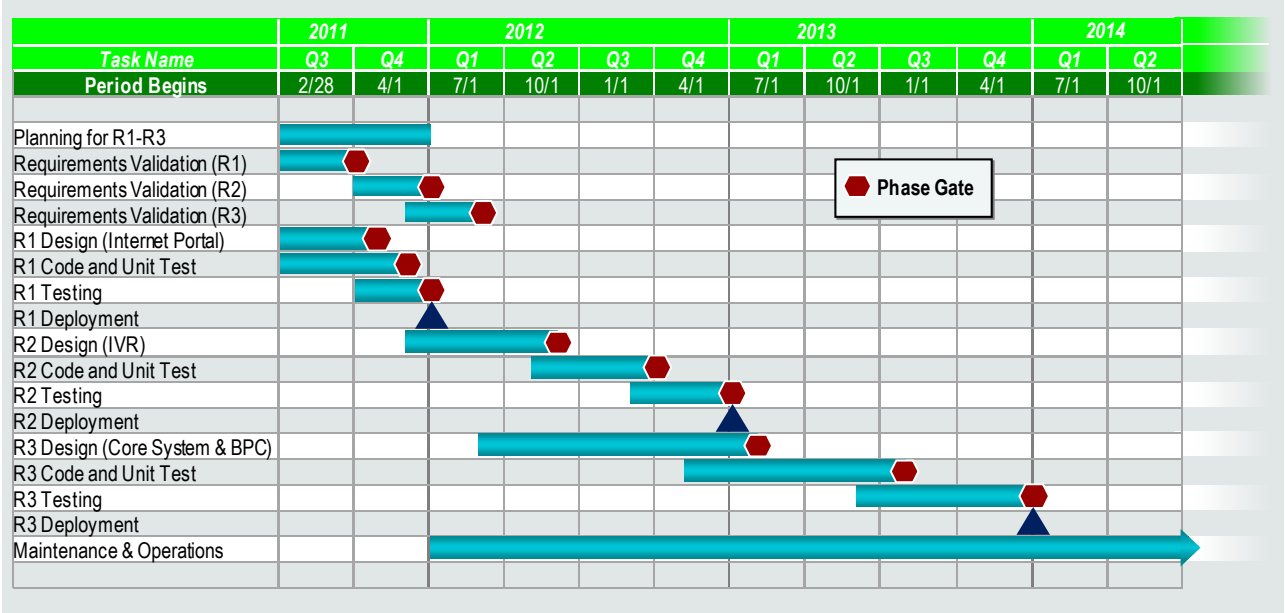

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Figure 5-39. Our phased release approach is designed to deliver benefits in critical need areas while minimizing the impact to business operations

Release 1 – Internet Portal. The new Unemployment Claims and Benefits Internet portal that replaces the Florida Unemployment Internet Direct and the Florida Continued Claims Internet Directory systems will be deployed to full production operational status no later than the end of fiscal year 2010-2011.

Release 2 – IVR/BOSS. The new Call Center Interactive Voice Response System and the Benefit Overpayment Screening System will be deployed to full production operational status no later than the end of fiscal year 2011-2012.

Release 3 – Core System. The new Internet and Intranet Appeals System and the Claims and Benefits Mainframe System will be deployed to full operational status no later than the end of fiscal year 2012-2013.

***myBIS* Phased Release Strategy.** Within each UC Solution release, based on our experience implementing unemployment compensation and other enterprise systems we suggest a phased rollout strategy. To help deliver a smooth implementation, our Accenture team would provide local technical and functional support at all the implementation sites during the implementation. We would assign staff to be present at the implementation site during the rollout of *myBIS*. A key success factor to *myBIS* implementation would be working with each stakeholder group to appropriately schedule installation and implementation.

To realize potential efficiencies provided by *myBIS*, each stakeholder group requires a unique strategy to encourage adoption. Our phased release strategy to minimize the business impact of *myBIS* delivery will play a key role in encouraging stakeholder participation. Coordination with each stakeholder group to communicate potential benefits and implementation activities would be a priority for the Accenture team. We plan to use stakeholder goals, expectations, and satisfaction as a guide to process improvement.

Implementation Plan. During the planning phase of the project, we would establish the framework for all implementation activities. We would work with the Implementation Team representing stakeholders to clearly understand their expectations for implementation. We would map resources for the implementation effort and assign implementation activities to participants and contributors. We would also develop the schedule of

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implementation activities and associated checkpoints. We would identify risks and critical success factors, and also create a verification plan for deployment, perform risk mitigation and contingency planning. Our Implementation Plan would include the components required by the ITN, which would address:

- Environment setup and configuration (server, network equipment, storage)
- Security
- Promotion of the software to the production
- Data conversion to and population of the production system
- Making the system available to users (AWI and Internet)
- Identifies the steps leading up to the rollout as well as the strategy to rollback in case of major issues encountered during the rollout
- DBA procedures
- Installation procedures
- A rollback plan and rollout schedule
- Application Installation Scripts, and
- A Final Acceptance Report for each planned release in the approved Project Plan.

Figure 5-40 outlines the installation and implementation process our Accenture team would apply for the UC project. Since we are proposing a phased release approach, the plan would also show how we would implement the remaining sites/functionality. The team would document this in a detailed Deployment Plan, a component of the overall Implementation Plan.

Implementation Plan Development Approach. Development of a successful implementation plan requires experience and a comprehensive understanding of required elements. A key part of our UC implementation would be a customized deployment plan for each phased UC release. The Accenture team would develop a deployment plan by release phase incorporating each of the elements necessary for successful implementation.

We derive each element of the successful deployment planning process from our Accenture Delivery Methods as shown in Figure 5-41. This approach accounts for the varying deployment audiences we would have for each phase of UC Releases, and is flexible to encompass the varying scope and timelines for each

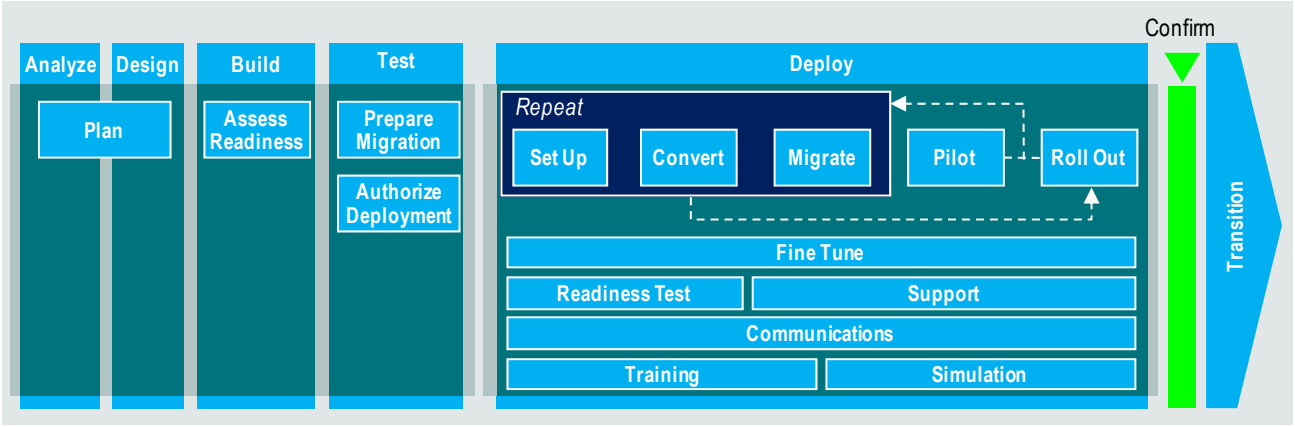

Figure 5-40. Accenture Delivery Methods deployment approach addresses each phase of a successful implementation

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release. The bullets below describe the key components of the Deployment Plan.

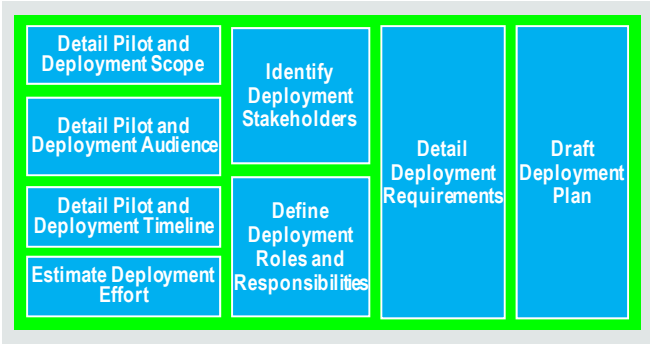

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Figure 5-41. Deployment Planning is a core component of our myBIS implementation strategy

- **Assess Deployment Readiness** - During this phase of the UC implementation plan, we would assess the readiness to readjust if required the deployment activities and effort to fully deploy *myBIS*. This step is used to identify any problems that may occur during the *myBIS* rollout based on current conditions.
- We would develop a contingency plan in case of an emergency, and also proactively resolve issues that could impede deployment success before the actual roll-out. During the implementation of past UC solutions, such as IBIS, we have developed readiness checklists that have the benefit of implementation to make sure they are complete and excess tasks are removed.
- **Prepare for Migration -** During preparation for migration, we would prepare the live databases for the UC, and develop the detailed procedures to convert and migrate the UC data. We also develop test plans for the Operational Readiness Test (ORT), which consists of the Deployment Test, Deployment Verification Test, and Operations Test.
- **Authorize Deployment -** To authorize deployment, we collect the appropriate reports and statements from each of our UC teams, and confirm the deployment plan. We verify deployment activities and estimates match against actual activity, and refine the deployment plan according to those findings, working with and communicating any changes to AWI. We also collect readiness statements and confirmations to proceed with deployment tasks. Finally we work with AWI for final approval to move forward.
- **Launch Communication Effort -** To launch the installation communication effort, we identify stakeholder representatives and participation groups for each release stage (training, simulation, pilot, production launch, and go live). We would then communicate deployment activities to all deployment stakeholders and evaluate detailed communication feedback from recipients. We would work with AWI to identify the effectiveness of and need for additional communication.
- **Launch Training -** To launch the training effort, we confirm time frame, type, content, and stakeholder audience for planned training, and conduct the training according to the appropriate model (instructor-led or web-based).
- **Perform Operational Readiness Test -** For the operational readiness test, we validate the rollout preparation and execute tests to ensure all systems are integrated and function properly. We also confirm that support procedures (server monitoring, etc.) are in place to support the application post implementation.
- **Setup Deployment Environment -** During the setup phase for the deployment environment, we verify the procedures and considerations for setting up infrastructure components for each deployment phase. This step also serves as another opportunity to verify the testing and documentation of the technology infrastructure environment for UC. Following these verification steps, we bring the deployment environment up to the technology infrastructure baseline required for *myBIS*.

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- **Convert Data -** Following all of the previous conversion steps working with AWI to perform the data mapping and performing and verifying multiple mock conversions, we would then convert the data from all required legacy systems to the deployment environment.
- **Migrate to Production -** During this phase, we bring online the fully operational *myBIS*. We would work with AWI to determine a select group of stakeholders to verify *myBIS* before the official beginning of the Production Pilot.
- **Production Pilot -** The production pilot is a rollout of *myBIS* for a targeted subset of agency users. We go into our specific approach in Section 5.2.1.14 Production Pilot
- **Fine Tune System -** We use the pilot phase as an opportunity to fine tune our solution prior to additional statewide rollouts. We would work closely with pilot stakeholders to apply any lessons learned to later phases of the release.
- **Rollout System -** Prior to subsequent statewide rollouts, we would communicate dates and details about each phase of the UC rollout to the applicable stakeholder groups. Our phased release strategy detailed later in this section provides details for the organization of phased releases. Following each rollout, we monitor delivery, deployment, and operation of application, and collect stakeholder feedback for analysis.
- **Confirm Deployed System** - We would confirm the completeness, consistency, and traceability of the deployed *myBIS* and associated deliverables. We review the application and the deployment deliverables with the various stakeholder groups and obtain formal acceptance.

We would review and confirm AWI's approval of the Implementation Plan during the planning phase of the project. Upon AWI's approval we would execute to the plan. Since Accenture would serve as the Prime Contractor, Accenture would have full responsibility for the delivery of the entire system and the equipment or services provided by any of its sub-contractors.

Our implementation plan has been iteratively developed and tested through real implementation. This would ensure completeness of our planning effort. As a result, the standardizing and utilizing our collective experience is the best way to mitigate risk and ensure consistent delivery of quality work.

5.2.1.14 Production Pilot

Piloting to a subset of agency users allows AWI to experience a controlled rollout and gain valuable insight for future statewide implementation. Furthermore, the Production Pilot helps to demonstrate AWI's mandate to provide and manage UC program services. The result is confidence in a proven system that meets AWI's requirements for improved functionality, manageability, configurability, consistency, decision support and reporting.

Production Pilot the most critical time for AWI since it is the final step in the process of designing, developing and then implementing *myBIS*. Agency users will finally be using their new system in a production environment. Preparation for an effective and well-organized Pilot must start early and is dependent on close, collaborative efforts between AWI and the Accenture team.

At this point in the project, selected Agency users would be familiar with the *myBIS* solution. They would have participated in numerous design sessions, testing stages, and received appropriate training. The intention of the Production Pilot is to provide a selected user group with the opportunity to work with *myBIS* in a predefined and production-like environment. We will work collaboratively with AWI throughout the Production Pilot to monitor the results and define actions needed for full implementation.

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The *myBIS* Production Pilot will be managed and lead by a team that has participated in multiple production pilots for large system implementations including several in the State of Florida. Members of our *myBIS* leadership team have preformed implementations for statewide, mission critical systems for the Department of Management Services, the Department of Business and Professional Regulation and the Office of Financial Regulation. AWI benefits from this Florida-specific experience for the *myBIS* Production Pilot.

The quality of the information gathered from the Production Pilot depends on making the pilot software, participants, and system environment just like production. The more relevant the pilot experience, the more the results and information gathered will benefit the implemented system. For this reason, the *myBIS* Production Pilot will be designed and conducted with the primary goal of creating a production-like setting.

The application will be tested and ready to go. The support infrastructure in place would be the same as that planned for the production rollout. Business scenarios and interactions would be similar to those experienced in day-to-day business.

Pilot participants' readiness is as important as the *myBIS* solution's readiness for production. As part of the Production Pilot preparation and implementation, the *myBIS* project team will work collaboratively with AWI to determine the most suitable pilot site locations and participants. The team would review entry and exit criteria that speak to the readiness of the system and the users, monitor and evaluate performance of the application and business processes, and evaluate and communicate the pilot results in order to refine operations.

After launching the pilot, it would be through the day-to-day business functions and operations of the pilot site that together with AWI, the team would confirm implementation readiness. Successful Production Pilot will give AWI stakeholders' confidence in the *myBIS* implementation. AWI will demonstrate the functional and technical capabilities of the solution, and will have the information necessary to verify *myBIS* satisfies the business case requirements, reduces the time required of your staff to perform key business processes, resulting in the creation of operational efficiencies and increased productivity.

Preparation for Pilot Implementation. Production Pilot planning will start early. Pilot preparation must be a concerted effort between the Agency and the various project teams including the Project Management Team, Application Development Team, Technical Architecture Team, and the Training Team. The Production Pilot Plan will define the scope and objectives of the Production Pilot. The Agency's agreed upon location for the Production Pilot rollout and a well-defined schedule of the various activities and milestones must align with the mandated schedule.

From a data perspective, the plan would also include a tested Data Conversion Plan and results of the tested and operational interfaces, as identified in Figure 5-42. Part of the pilot planning activities includes the further definition of training and communication plans. It also contemplates the definition of entry and exit criteria, such as readiness to launch the application, and the approach chosen for maintenance and operations of it once in pilot.

An application implementation would be conducted after Unit, System Integration and User Acceptance Testing successfully completed. Furthermore, as the Production Pilot would use converted data, we would complete all mock data conversions, including manual conversions, fallout reports and cleanup activities prior to the start of pilot. In addition to this, *myBIS* would be fully ready to communicate with AWI's State and Federal interface partner agencies through automated interfaces.

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Pilot Conditions	Benefits of the Condition
Use of converted production data	• Allows for verification that the conversion activities generate data that is complete and free of errors.
Include all relevant existing and new interfaces	• Enabling communication of information with partner agencies helps early identification of potential communication issues with partner agencies, whether it is due to connectivity, formatting of data transmitted or user error.
Deploy all developed and configured program modules	• Deployment of functionality that is as close as that which will be in production allows for testing for comprehensive testing of the application
Business activities mirror actual implementation	• Recreation of production-like conditions will allow us to monitor and test all scenarios expected in production
Participants is a small subset of Agency users	• Deployment to a targeted user group helps mitigate risks, allows for fast redirection, and enables us to provide more focused support
Imaging solution would be operational	• Imaging capture and retrieval during production pilot will alert us of any system malfunctions or the need to address any business processes and changes
IVR would be operational	• A pilot implementation that includes IVR functionality in the call center will help us validate the usability of the functionality
Self Service Portal would be live	• Enabling this access channel for the Agency's customers will help us confirm the effectiveness of the functionality and the performance of the application
On-site support	• Providing face-to-face support to *myBIS* users during the critical weeks after deployment of the pilot will foster quick and effective resolution of issues that may arise

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Figure 5-42. A myBIS Production Pilot implementation will help validate the system's readiness, the team's preparation, and UC staff's adaptability while confirming that the Agency's goals are met

Another aspect in the planning of a *myBIS* Production pilot is the preparedness of the pilot's participants. Prior to deployment, we would make a concerted effort to communicate with UC staff participating in the pilot about the business changes in the UC modernization effort and how *myBIS* would impact their day-to-day operations. The training necessary to use *myBIS* and other procedural changes needed by the chosen pilot sites would be provided. The project team would also inform other participating stakeholders such as employers and partner agencies about the changes and implementation.

Prior to deployment of the Production Pilot, we would collaboratively work with the AWI UC Modernization Project team to confirm the best approach to provide support. Implementation support starts before system implementation with the outreach work conducted with UC staff and system users. Getting the pilot participants to understand the new functionality and expectations for their roles is a critical task that will support the implementation effort.

During this time, the plans and placement for the maintenance and operations infrastructure and team would be consolidated. After pilot deployment, UC staff using the new system would be supported by a robust maintenance and operations infrastructure as well as with an on-site support team that would oversee the success of day-to day operations in the pilot location for the first few weeks after go-live.

Monitoring the Pilot. Constant and careful monitoring of the Production Pilot is fundamental in order to verify that all functionality is operational; that the application is stable and performs as expected; and that the data

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converted is complete and presents no errors. Similarly, it is important to corroborate that there are no adverse impacts on staff productivity and workloads; that reports and interfaces are running smoothly; and that business processes are performed without major challenges. The project team would monitor how the roles, jobs, and teams support the new capability and how well the application achieves target performance levels during the pilot.

Whether it is through a report of the pilot operations or through the data collected by the on-site support teams, the goal would be to monitor and resolve any issues as they arise. We would identify and document actions to resolve issues, and outline any improvements necessary to achieve the desired target performance.

After further analysis of the Production Pilot, we will communicate the findings and action plans that will help us to prepare for the final system implementation. Communication and demonstration of the production pilot results to all stakeholders would help us generate support for the new capabilities. Positive Production Pilot results would demonstrate that *myBIS* is functionally useful and addresses the Agency's business requirements.

Pilot Operations Report. The Implementation team would continuously analyze data concerning usage, performance and user feedback during the Production Pilot. Summarized results documented in a single report, the Pilot Operations Report, would be available for AWI to review. This report would include peak usage, usage patterns, hardware performance and software performance.

All issues, modifications and enhancements identified during the pilot by the implementation team would be documented and tracked. We would later review the issues with the Agency and determine the right solution. Exit criteria for the Production Pilot include stakeholder satisfaction, system performance, data accuracy, and application operability. AWI and the *myBIS* project team would determine together the detailed list of exit criteria for the Production Pilot.

Finally, we would present our findings, in both digital and hardcopy formats, to the Executive Steering Committee. Together we review each of our findings from the Pilot. Once the Executive Steering Committee approves the final Pilot Operations Report, we would use the report to certify that the solution is ready for statewide use.

Conclusion. Our UC solution is being successfully deployed to the State of Illinois. The initial claims filing internet application in Illinois has improved service to claimants while providing newer technology to support future initiatives. We foresee similar benefits could be achieved with our UC solution for AWI.

We intend to utilize our local Florida team for State of Florida implementations, as well as seasoned and senior staff from the Illinois IBIS engagement. We have demonstrated the benefits of a local "on-the-ground" implementation team, and rely on this model for quality delivery and to encourage stakeholder adoption.

Our well established approach to Unemployment Compensation and enterprise implementations allows our solution to be installed faster with more dependable reliability and support. Our team brings a field tested installation toolset to UC. The wide range of installations of the underlying software/hardware components demonstrates its capability to handle diverse organizational structure and service delivery models, as well as divergent business rules for non-profit coalition type organizations.

The Web-based architecture provides for easier statewide rollout of our UC solution. Our solution is a highly configurable, easy to use product designed for the Unemployment Compensation environment. The

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solution incorporates many years of Unemployment Compensation solution experience to provide for a minimal learning curve for new users during rollout.

We bring deep expertise to quickly install and rollout *myBIS* on time and within budget. Our reliance on proven technologies as the technical basis for our solution provides for quality and long term supportability for *myBIS*. Accenture has demonstrated high quality on-time, on-budget delivery of complex statewide initiatives for the State of Florida through the successful implementation of the MyFloridaMarketPlace system and the Department of Business and Professional Regulation (DBPR) Enterprise Licensing systems.

Our team would apply our hard earned experience, skills and field tested management methods to the installation and implementation of *myBIS*. We would work closely with AWI and each UC stakeholder group to encourage the use of *myBIS* and minimize the business impact of implementation through our phased release approach.

5.2.2 End User Training Approach and Methodology

New technology can transform the way an agency does its work. However, new technology can only go as far as the users will take it. They have to understand it, know how to use it and realize its value in order for real transformation to take place. Training is crucial to transforming an agency.

AWI faces challenging demands in today's environment and recognizes its need to implement new and efficient business processes and technologies to help accomplish its business objectives and deliver the desired services to Floridians. In our experience, a training program that provides users the right skills and knowledge to perform effectively plays an important role in the overall success of the *myBIS* implementation.

Our proposed training approach meets AWI's needs by preparing AWI users to deliver UC services using the new system and processes beginning Day 1. It uses a combination of training tools and methods to deliver role-based, process driven training to functional users, super users, customer service staff, technical support users and AWI project team resources in a clear and concise manner to achieve the desired results.

We have used this approach here in Florida on the REAL project to train approximately 400 end users for the Office of Financial Regulation using presentation, instructor and student guides, and supplemental activities for a variety of roles. More recently, we helped users in Illinois prepare for the implementation of IBIS by developing online documentation such as job aids and "Did You Know" documents.

We bring a proven approach with a range of learning and training experiences to AWI. Recently, we received the Bersin & Associates 2010 Learning Leaders Award in "Learning and Talent Technology Excellence." This award recognizes Accenture for using technology to make learning more efficient, relevant and accessible. We bring these experiences, a broad set of tools and assets to help AWI build the necessary skills, knowledge and capabilities to deliver UC services using the new *myBIS*.

Our role-based training program provides a blend of effective and cost efficient training methods and support tools to build the knowledge and skills AWI resources need to perform their roles using the new myBIS

- Diverse learning needs of AWI audiences are addressed using **content appropriate methods**
- **Role-based training** provides users the opportunity to learn in the context of the work they do
- **Simulated training environment** provides opportunities for hands-on practice
- Use of the support tools and **online help** is **integrated into the training** experience
- Training development and delivery is aligned to the implementation schedule to provide **just-in-time learning**
- Super users are developed to support the implementation

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Training Approach. Our proposed training approach designed for AWI and the *myBIS* Solution trains AWI's large user population using methods that are effective and cost efficient. We recognize that AWI knows its business, its staff and Agency culture better than anyone does. As such, we collaborate with AWI each step of the way as we design, build and deliver a training program to support the *myBIS* implementation. Figure 5-43 describes the features and benefits of our approach.

The first step is conducting a user needs assessment to determine user roles based on functions they perform currently and what they will do in myBIS. We carefully evaluate the new processes to identify roles that will perform them. Based on the assessment, we develop a detailed training plan that is right for AWI and addresses the knowledge and skills required for the AWI UC system users to use the new myBIS application effectively and supporting technology. The detailed training plan also includes an approach for AWI's continuing education and training on ongoing updates to the myBIS Solution.

Our proposed myBIS Training is role-based, meaning that it would target specific work items and business or support processes training to the appropriate level of staff within the process. This is an effective approach to training as it maximizes the time learners spend in training, by focusing the content on the audience's specific job functions and prevents users from sitting through irrelevant training.

Training is aimed at skill acquisition and helping end-users become self-sufficient in the use of the myBIS Solution. It provides new system functionality instruction in sufficient detail so staff knows how to perform their assigned duties within the new environment. We design training courses to teach new skills incrementally. By building on content presented in prerequisite courses, we help to facilitate retention and reinforcement of the new skills and knowledge. We have used similar approaches on some of our largest and most complex implementations such as the C-IV project in California where we trained 12,000 users with this approach.

Features	*Benefits for AWI*
Role-based & Process Driven	• Provides training that is meaningful and relevant to the learner's role • Maximizes the learners' time spent in training
Blended Training Methods with Hands-on Experience	• Accommodates the diverse learning styles and content in an efficient and cost effective manner • Provides users an opportunity to try out myBIS in a low risk environment • Enables users to build confidence and demonstrate the new skills before go-live
Incremental Learning	• Enables users to build on and reinforce newly acquired skills and knowledge
Online Help and Documentation	• Provides the users easy access to myBIS help and reference information • Incorporates use of the tools into each training session so myBIS users gain familiarity and build confidence in using them for support
Just-in-Time Delivery	• Increases retention as it enables learners to immediately apply and use their newly acquired skills and knowledge
Learning Tracked and Validated	• Validates that training participants have learned the required skills and knowledge prior to gaining access to the system to perform business transactions • Identifies areas for remediation • Confirms that the training program helped AWI achieve its objectives

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Figure 5-43. Features and Benefits of our myBIS Training approach

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We use training methods and tools that are appropriate to the course content, based on the functional roles of the audience. Our approach includes two primary training methods instructor led training and web-based training. The instructor led sessions are delivered either in an Agency-provided classroom, or via a virtual session. With the instructor led training, interaction with the instructor and other class participants is encouraged, drawing on the existing capabilities and skills of end users. In addition, we supplement these training methods with a variety of support tools including hands-on exercises, online help, job aids and student guides. Select web-based training and online help can be available to support external users who need to learn how to access and use *myBIS* upon agreement.

The training program designed, developed and delivered with adult learning principles and industry standard instructional methodology in mind includes instructor led, classroom training with hands on exercises and web-based training. Our holistic approach is built around industry recognized *Bloom's Taxonomy of Learning Domains* and is delivered around three levels of educational activities, knowledge, skills and capability as shown in Figure 5-44.

Best Value

Along with the instructor facilitation, participants perform practice and test exercises using a production-like training environment permitting new skill practice and enhanced learning. Use of the training environment provides opportunities for "real" practice performing the Unemployment Compensation (UC) business functions in *myBIS*.

We work closely with AWI to develop the training materials that include trainer and student guides, job aids, training environment, online help and other reference materials. Involving AWI staff early to help develop training materials is beneficial in a number of ways.

First, AWI staff knows the UC users and Florida environment best and leveraging this knowledge the training becomes more relevant and meaningful to the users. Second, involving AWI staff in the development and delivery of training helps AWI build content knowledge as well as knowledge in developing and maintaining the training materials.

myBIS training is delivered "just in time," or approximately 30 days before going live on each of the three (3) releases and in accordance with the training schedule. We provide AWI with a schedule for training

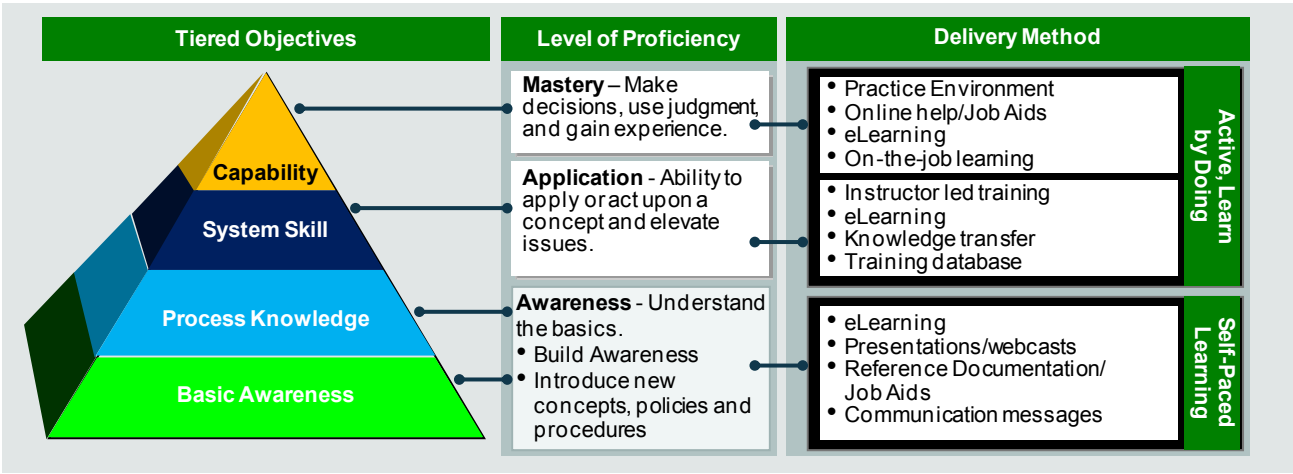

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Figure 5-44. Our tiered approach to training incrementally builds the desired knowledge and skills staff would need to perform their assigned duties effectively within the myBIS Solution

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delivery that aligns with the implementation schedule. We develop the training schedule to include additional capacity to accommodate extra sessions, should a class require rescheduling. Together, we establish a process where trainers track attendance and class completion and provide status information to AWI on a weekly basis during training delivery. This includes courses that require rescheduling.

"Best training I've ever had"
"All-in-all, the training was very informative and useful and the materials given will be very helpful when working the actual cases in office."

- Florida Office of Financial Regulation REAL project

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The instructor guides focus the trainers during training delivery and student guides support students as they perform the hands-on training exercises. Training is delivered using step-by-step user and system instructions that include data field options and status updates. Online help provides step-by-step context-sensitive help on processes for specific *myBIS* functionality and contains page level descriptions of the functions of the system page. Access and use of *myBIS* online help is integrated into classroom training to helps users become familiar with the on-line help tool that will be available to them after training is complete. This allows users to help themselves after implementation by knowing where to go for information.

We collect training evaluations, and analyze and prioritize the results. We incorporate lessons learned, fixes and enhancements into subsequent training releases.

Training Development Methodology. Our comprehensive training program meets AWI's needs for the *myBIS* implementation. We focus on equipping the various AWI audiences with the right knowledge, tools, and support. These assets build the skills AWI needs to deliver services and support the implementation and ongoing activities.

Our training approach is based on Accenture's experience designing and delivering hundreds of transformational and training programs each year. As shown in Figure 5-45, our methodology is proven and scalable and provides training tools, processes, and templates that we bring to AWI. This saves time during training development because we can reuse templates and minimize risk to the training schedule. It follows standard instructional design models and we work in collaboration with AWI to tailor the templates and processes for the *myBIS* training program.

Plan and Analyze - During the Plan and Analyze phase, we work with AWI to conduct an end user needs assessment of UC staff. Based on the results, we develop the overall Training Plan and refine the training curriculum for each audience group. We define the overall training courses, topics and audiences so that the users receive the appropriate level of training while minimizing the impact of the training on Florida's UC business operations. This information described in the curriculum architecture or framework covers planned training for all training target groups, including external users. The training plan also includes an approach for continuing education and training for software application. Once completed, we submit the Training Plan to AWI for review and approval.

Design - During this phase we work with AWI to determine the specific user roles for a given release. We match roles to the business functions that users perform, helping to determine their training needs. We work in collaboration with AWI to finalize the specific learning objectives, delivery method, estimated durations and create detailed outlines for each module. The training team confirms training material standards to provide consistency during the development of the training materials that include on-line training scenario simulations, training guides, on-line help, and job aids. We design the training modules so that learning is incremental and

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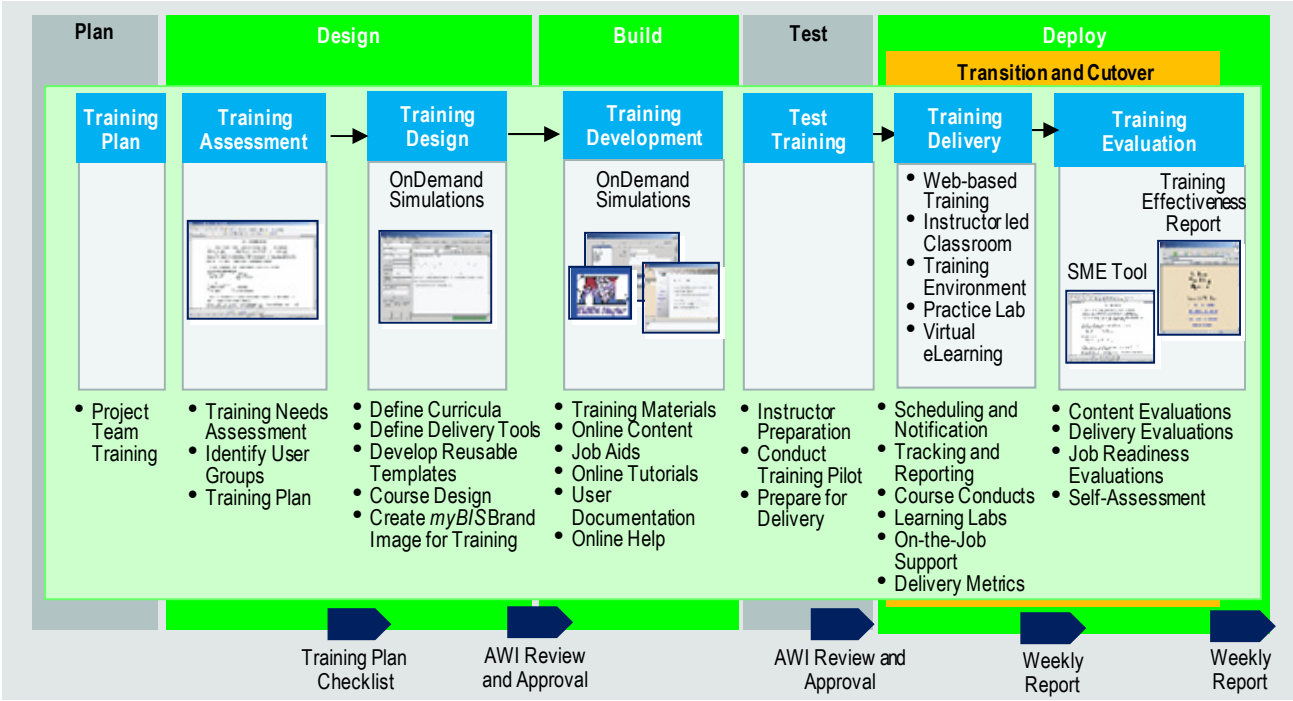

Figure 5-45. Accenture's proven training methodology is well defined and is designed to adapt to AWI's need to help prepare the diverse group of end users for their myBIS roles

one module builds on the next. We identify training exercises, simulations and define the inventory for the online help to be developed. After review and approval of the design documentation by AWI, we move to the Build phase.

Build - The training team develops the training materials based on the approved designs. The team builds presentations, user and trainer guides, eLearning courses, and job aids. We also establish the training database and populate it with data to support the training exercises and simulated exercises. The team works in collaboration with AWI to develop the Training Deployment Plan that provides the detailed approach for training logistics, administration and delivery. Training development aligns with the development cycle of the *myBIS* solution so that training materials correspond to the newest features of the system. AWI reviews and approves training materials prior to moving to the next phase.

Test - In this phase, we test the training materials to validate that the courses work as designed to meet the desired learning objectives, and to validate the estimated course durations. Based on the testing results, we identify and prioritize any discrepancies and update and finalize the training materials accordingly. Our trainers also prepare for delivery by performing pilot sessions of the training courses. AWI sets up and prepares the necessary classrooms, users register for courses, and training delivery logistics and administrative procedures are finalized. AWI reviews and approves training deliverables prior to moving to the Deploy phase.

Deploy – In this phase, we deliver the training to the end users at the AWI training facilities by prepared trainers, virtually, or at the users' desktop. The training schedule for each release aligns with the implementation schedule so AWI staff would receive just in time access to system training.

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Training Methods and User Support Tools. Our proposed *myBIS* training approach combines training methods and tools to present content in a way users with different learning styles can learn. To determine which method(s) and tools are most effective for a particular audience, we consider the size and location of the audience, characteristics and information about learning style of the audience, and the complexity level of the content and skills to learn. Figure 5-46 shows how we use these training methods and tools to create a learning experience that builds skills and knowledge, enables hands-on practice and provides support during and after training.

Instructor Led Training (ILT) – Classroom-based training delivered by a knowledgeable instructor using presentations, training database, online simulations, or all three. Each session includes short periods of either in person or virtual instruction, followed with opportunities for hands-on exercises. Participants receive a training guide, job aids and access to online help. ILTs also include assessments to determine new skill retention.

Web-based Training (WBT) – A form of eLearning, web-based training is self-paced, interactive learning that users can complete at any time and at their own pace. Learners using web-based training modules are able to complete simulations to try out what they have learned and receive immediate feedback when they have gone off course. We use this training method for large audience groups, to provide introductory information as a prerequisite to more advanced courses. We have also used Web-based training courses as an option for refresher training.

Best Value

Job Aids – Word, Excel or Power Point documents, that provide helpful tips, systematic instructions or reference information. In our experience on other large training programs, job aids are critical support tools that help users perform their day-to-day activities. Job aids are also accessible online for easy, point of need access

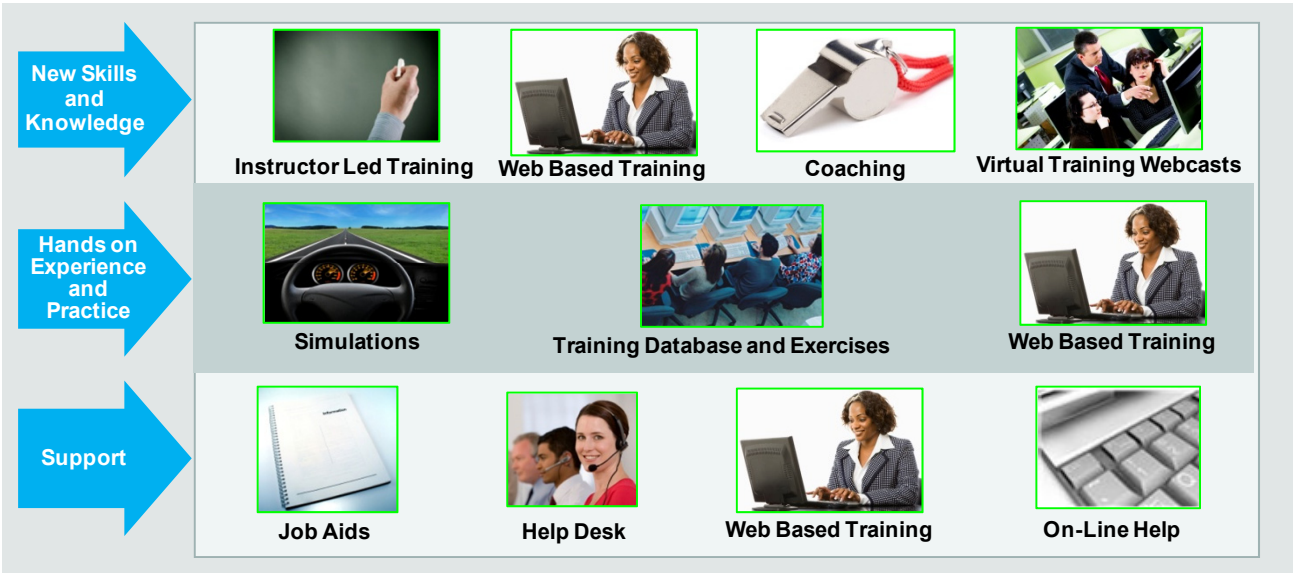

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Figure 5-46. We consider a range of learning options and media to support the learners training experience

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Training Environment – An online *myBIS* environment that provides a realistic, non-production *myBIS* environment for users to complete training scenarios to practice and test what they have learned. We use the training environment during the instructor led training sessions.

Coaching – We provide coaching and training to business and technical support resources involved with the project. We also prepare AWI super users to be coaches in support of the Accentrue trainers and end users during the instructor led training sessions.

Online Help – Online information that is accessible within the new system, and enables end users easy access to information that relates to a specific topic.

Training Environment. A key element of our training approach provides users with ample time for hands-on practice in a simulated, but realistic *myBIS* environment. We establish the *myBIS* training environment to include a variety of data that allows students to explore the *myBIS* through hands-on exercises. The instructor led training courses provide short periods of instruction, followed with hands-on exercises to be completed using the training environment. The data in the training environment is designed to use a "refreshable" copy of the training environment for examples and exercises.

We build the training data specifically to support end user training delivery to 1,600 end users. Trainers use the training environment to demonstrate basic concepts and transactions and students then practice the newly learned concepts and transactions by performing hands-on realistic scenarios in the training environment. The training database contains one set of data, replicated to support multiple, concurrent sessions. The data is realistic and relevant to the processes being trained, but is made up to avoid data privacy issues. The training environment also simulates the sending and receiving of data from other systems during training sessions.

For each course, we create a set of data for use by the classroom participants. Each participant logs into the database at the beginning of the training session, and works with a unique set of data to support the exercises performed during class. Each participant uses a separate set of data preventing participants from interfering with each other's exercise transactions.

The training environment allows for multiple, concurrent training sessions prior to each of the three release go-lives. We establish a schedule for "refreshing" the training database that aligns with the training schedule. We also develop an easy-to-use process so trainers could "refresh" the training database on their own, without technical assistance, on an exception basis**.**

Training Development Tools. The *myBIS* training solution utilizes training development and delivery software that allows users to learn the new business functions and application in a variety of ways. Users can view demonstrations of the training scenarios via simulation, participate in completing training exercises based on realistic scenarios, and have the opportunity to test their knowledge performing new business functions. The following summarizes the tools we would use:

- Microsoft Suite: MS Word, PowerPoint and Excel - used to create the presentations, instructor led training materials, job aids and reference materials
- Adobe Creative Suite and Adobe Connect: Creating web-based training with Flash-type content and delivery of virtual training sessions
- Oracle User Productivity Kit (UPK): Used to create the business process simulations, job aids and online help

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***myBIS* Training Curriculum.** In this section, we summarize the proposed training curriculum for each of the specified *myBIS* audiences, including the functional end users, super users, customer service staff, and technical support staff. As discussed earlier, we conduct a training needs assessment to validate and refine the training curriculum by role. Based on the results of the assessment, as well as input from the newly designed *myBIS* process and system designs, we work closely with AWI staff to finalize the curriculum (content) for each audience group and confirm the training method.

Functional End User Training Curriculum. This audience group includes approximately 1,600 UC supervisors, specialists and support staff. Training is focused on skill acquisition and helping end-users become self-sufficient in the use of the *myBIS* application software. Training for this group is primarily instructor led training supplemented with hands-on practice, as well as self-paced web-based training. Training is role-based, meaning that users complete training that is relevant to their UC process role(s).

For this audience, we develop core module training on the functionality supported by the *myBIS* solution. Training includes introductory web-based training modules and advanced instructor led courses, as shown Figure 5-47. The introductory courses are prerequisites to advanced courses and content presented in the advanced courses builds on the content presented during the introductory courses.

Best Value

Because training is role-based, users only attend training relevant to their role in AWI. We refine this proposed curriculum based on the newly defined roles and newly designed business processes and the results of the training assessment. We integrate use of the training environment, online help, simulations and job aids into each course. We also include exercises designed to test, or validate that participants achieved the expected proficiency levels. This allows users to focus quickly on what they need to know to perform without the distraction of other training on functionality they may never use.

Course / Content Area	Method	Duration	Description
Release 1			
Overview of Self Service Internet Portal	Virtual	2 Hours	This course provides awareness to UC staff, of the new self-service internet portal available to claimants. It includes an overview of the new self-service internet, its features, navigation and support available to claimants who will be using it.
Release 2			
myBIS Overview for Customer Contact Center Representatives	Instructor Led	1 Day	This course introduces the new IVR and CRM capabilities of *myBIS* and tracking, logging, and managing customer requests.
Benefit Payment Control – Overview	Web based	2 Hours	This introductory course provides an overview of the Benefit Payment Control functionality and processes included in *myBIS*.
Benefit Payment Control	Instructor Led	2.5 Days	This course provides instruction on how to use the new system in support of identifying, investigating and pursuing wage/benefit conflicts, fraud, overpayments and collections.

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Course / Content Area	Method	Duration	Description
Release 3			
myBIS Fundamentals and Navigation	Virtual WBT	4 Hours (Virtual) 2 Hours (WBT)	This course provides an overview of *myBIS*, new *myBIS* concepts and navigation techniques, as well as an introduction to: • Basic Claimant Information • Include Expanded Claims History • Electronic Case Folder Subsequent courses build on the content presented in this course. This is self-paced and made available as needed for refresher training.
Manager and Supervisor Basics	Virtual Web-based	4 Hours (Virtual) 2 Hours (WBT)	This course provides *myBIS* managers and supervisors an overview of the *myBIS* solution, key changes, and information they will need to manage and supervise others who are using the *myBIS* solution.
Reporting Overview	Web-based	2 Hours	This course provides an overview of the reporting features and capabilities of *myBIS*. It includes the basics on how to access and run reports. The respective functional training course addresses reports used to perform specific business functions (for example, claims, appeals or audits) and builds on the content provided in this course.
Claims – Overview	Web-based	2 Hours	This introductory course provides an overview of the Claims functionality, as well as the new features, concepts and processes included in *myBIS*.
Claims	Instructor Led	4.5 Days	This course builds on the information from the Claims Overview course to teach claims processors how to use the *myBIS* Solution to process claims, including claims for special programs, such as Trade Readjustment Act (TRA), Short Time Compensation (STC), and Disaster Unemployment Assistance (DUA) claims. Hands-on exercises will enable participants to practice processing a variety of claims.
Adjudication – Overview	Web-based	2 Hours	This introductory course provides an overview of the Adjudication functionality, as well as the new features, concepts and processes included in *myBIS*.
Adjudication (including Benefit Charging)	Instructor Led	4 Days	This course builds on the information from the Adjudication Overview course to teach adjudicators how to use the *myBIS* Solution to review evidence and make final determinations including Benefit Charging. Hands-on exercises will enable participants to practice processing a variety of determinations.
Appeals - Overview	Web-based	2 Hours	This introductory course provides an overview of the Appeals functionality, as well as the new features, concepts and processes included in *myBIS*.
Appeals	Instructor Led	2 Days	This course builds on the information from the Appeals Overview course to teach appeals processors how to use the *myBIS* Solution to process employer and claimant protests regarding initial claim determinations and coordinate formal administrative hearings. Hands-on exercises will enable participants to practice processing a variety of appeals.

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Course / Content Area	Method	Duration	Description
Audit - Overview	Web-based	2 Hours	This introductory course provides an overview of the Audit functionality, as well as the new features, concepts and processes included in *myBIS*.
Audit	Instructor Led	1 Day	This course builds on the information from the Audit Overview course to teach auditors how to use the *myBIS* Solution to perform their auditing functions. Hands-on exercises will enable participants to use *myBIS* to perform their role.
Special Payments – Overview	Web-based	2 Hours	This introductory course provides an overview of the Special Payments functionality, as well as the new features, concepts and processes included in *myBIS*.
Special Payments	Instructor Led	3 Days	This course builds on the information from the Special Payments Overview course to teach auditors how to use the *myBIS* Solution to process special payments. Hands-on exercises will enable participants to use *myBIS* to complete a variety of special payment transactions.

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Figure 5-47. Our proposed training curricula for Functional End Users is aligned to the Implementation releases and provides just-in-time training to users based on their role(s)

Based on training evaluation feedback we make relevant updates to the training materials prior to transitioning the materials to AWI for ongoing training delivery. Users can access training guides, online help and WBTs for refresher training in prerequisite class information or other required knowledge when necessary or for those unable to achieve a passing score on the tests and exercises.

Super User Training Curriculum. We understand that AWI will identify approximately 70 Super Users to play a key role in support of AWI before and after implementation of the *myBIS* solution. These Super Users include functional and technical analysts, trainers, key Agency staff, and other staff as identified by AWI. To be effective as Super Users, they need to develop advanced knowledge of the *myBIS* solution prior to go live. Our approach prepares them effectively for their role with a combination of targeted activities, knowledge transfer, and end user training. We work closely with AWI to understand the anticipated role(s) and responsibilities of the super users and align the learning opportunities accordingly. Examples of the activities that Super Users may be involved in to develop advanced skills and knowledge include the following:

- Participating in key project design and build activities functional design sessions
- Participating in testing activities including assistance with developing and executing test scripts
- Assisting with the development of business rules
- Participating in the pilot sessions of the functional end user training prior to the start of end user training delivery
- Serving as a “coach” during end user training to support and assist the Accenture trainers

Customer Service, Help Desk and User Support Specialist Training Curriculum. Our *myBIS* training program also prepares AWI’s 50 customer service, help desk and user support specialists so they are capable of providing effective help desk and user support services to AWI’s *myBIS* users. The training curricula for this audience group includes attendance in the Functional End User training courses, as well as training to address the additional knowledge and skill areas shown in Figure 5-48.

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Course / Content Area	Method	Duration	Description
Customer Service	Instructor Led	1 Day	This course provides customer service basics including: • Customer Service concepts and guidelines • User Support techniques • Help Desk Management • Diagnosing and Troubleshooting • Customer Relations
Application Architecture	Knowledge Transfer	—	Designated Accenture team members provide information about the application architecture of the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Application Architecture Design Document • Execution Architecture Design Document • Application Architecture Specification • Code walkthroughs
Security and Access Controls	Knowledge Transfer	—	Designated Accenture team members provide information about the *myBIS* solution security and access controls using knowledge transfer sessions. In doing so, they provide instruction using the following: • Role & Authorization Matrix • Application Security Design Document
Software Maintenance	Knowledge Transfer	—	Designated Accenture team members provide information needed to maintain the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Detailed Design Documents • JavaDoc Code Documentation • Application Coding Standards • Application Development wiki • Application Development How To Documents
Reporting, Ad Hoc Querying and Data Warehousing	Knowledge Transfer	2 Days	This instructor led course teaches participants how to create ad hoc queries.

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Figure 5-48. Our proposed Customer Service Training builds on the training for functional end users by providing customer service staff with additional information and opportunities to learn and develop the necessary skills to perform their role

Technical Support Training Curriculum. One component of our *myBIS* training program prepares the AWI's 20 Technical Support staff with the skills and knowledge needed to perform technical support for the *myBIS* Solution. Much of the training for this group occurs via knowledge transfer sessions during which designated Accenture resources present and walk-through specific project documentation and/or deliverables to transition the necessary information to AWI's technical support staff. Our proposed training approach provides the right amount of presentation of content as well as provides reference documentation for after the go live as shown in Figure 5-49.

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Content Area	Method	Description
Application Architecture	Knowledge Transfer	Designated Accenture team members provide information about the application architecture of the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Application Architecture Design Document • Execution Architecture Design Document • Application Architecture Specification • Code walkthroughs
Security and Access Controls	Knowledge Transfer	Designated Accenture team members provide information about the *myBIS* solution security and access controls using knowledge transfer sessions. In doing so, they provide instruction using the following: • Role & Authorization Matrix • Application Security Design Document
Web Services	Knowledge Transfer	Designated Accenture team members provide information about the web services associated with the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Location of WSDL for each service • Service definition and description • Service Inventory
Firewall and Infrastructure Support	Knowledge Transfer	Designated Accenture team members provide information about *myBIS* firewall and infrastructure support using knowledge transfer presentation sessions. In doing so, they provide instruction using the following: • Hardware Install Guides • Software Install Guides • Execution Environment Specification • Operations Architecture Design Document
Software Maintenance	Knowledge Transfer	Designated Accenture team members provide information needed to maintain the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Detailed Design Documents • JavaDoc Code Documentation • Application Coding Standards • Application Development wiki • Application Development How To Documents
Printing	Knowledge Transfer	Designated Accenture team members provide information needed to understand the printing functionality associated with the *myBIS* solution using knowledge transfer sessions. In doing so, they provide instruction using the following: • Detailed Design Document for Correspondence and Print Batch Jobs • Execution Environment Specification

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Figure 5-49. We provide the right training to prepare AWI's Technical Support staff for their role(s)

Training Delivery and Logistics. This section describes our approach for *myBIS* training delivery and logistics. For each of the three (3) proposed *myBIS* releases, we create a training schedule that allows for delivery of training in time to meet the implementation schedule. Additionally, we work closely with AWI in preparing the training schedule so that the number of participants in a given training session is sized effectively to allow for hands-on computer training.

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Training would be available for existing employees and new hires during the implementation phase of the Project. As indicated in the ITN, the training courses are delivered to approximately 1,600 end users, based on their specific Agency role.

Training Delivery. In preparation for training delivery, our trainers complete practice sessions or pilot of each instructor led course. AWI super user and help desk groups participate in pilot sessions. We suggest that some of the AWI super users become the in-class liaisons to support the trainers as well as provide local input and insight during each training session. We prepare our trainers and provide them the materials so that training delivery is consistent from one training sessions to another.

Training Schedule. As a rule of thumb and a general leading practice, our goal is to schedule training no more than 30 days in advance of go-live so that newly acquired skills remain fresh in users' minds. Of course, we need to consider the number of users, locations and the number of training classrooms available during this timeframe before finalizing the schedule. In collaboration with AWI, we create additional review activities closer to go-live if the schedule for training pushes the 30 days.

Training is scheduled with the time and location for each trainee and enough advance notice to allow supervisors to request schedule changes. We will manage the training schedules and instructor and course evaluations. We will track training attendance and course completion and provide reports to AWI for updates to employee training records. We build in approximately 10% additional capacity to allow flexibility in scheduling, should additional sessions be required.

Training Logistics and Administration. While AWI is responsible for scheduling the training class dates, reserving classrooms, providing in-class liaison staff, scheduling attendees and providing logistical support, Accenture supports AWI in these activities by providing a preliminary training schedule that is aligned with the with Release implementation. Training for end users is delivered at locations throughout the State of Florida as specified in the Training Plan. We work with you to determine the best instructor to student ratio based on each of the capacity of each training location and the number of users per role. We also schedule training nearby in order to reduce time away from the office and to save on travel costs.

Methods and Tools Used to Assess Training Effectiveness. We evaluate the effectiveness of the *myBIS* training and validate the users' competency with the new system. Our evaluation method uses components of the widely accepted, industry standard *Kirkpatrick's Evaluation Model*. This model identifies four levels at which to evaluate learning:

- **Reaction** - how the participant felt about the training or learning experience.
- **Learning** - increase in knowledge measurement - before and after.
- **Transfer to** behavior – assess users' ability to apply what they have learned, back on the job
- **Results** – assesses the effectiveness of training on the business

Our approach enables assessments of learning effectiveness at the first two levels, Reaction and Learning, immediately after each training session. The other two levels, Transfer to Behavior and Results, are more difficult to measure immediately, as they require that users have been performing their job using the new system and processes for some time. AWI supervisors could conduct assessments for levels three and four at specified intervals, typically three to six months following an implementation.

During the training Design phase, we work in collaboration with AWI to define the specific learning objectives and performance goals for each course. Based on those objectives, we develop the training assessment, such as the one shown in Figure 5-50. Assessments address the following:

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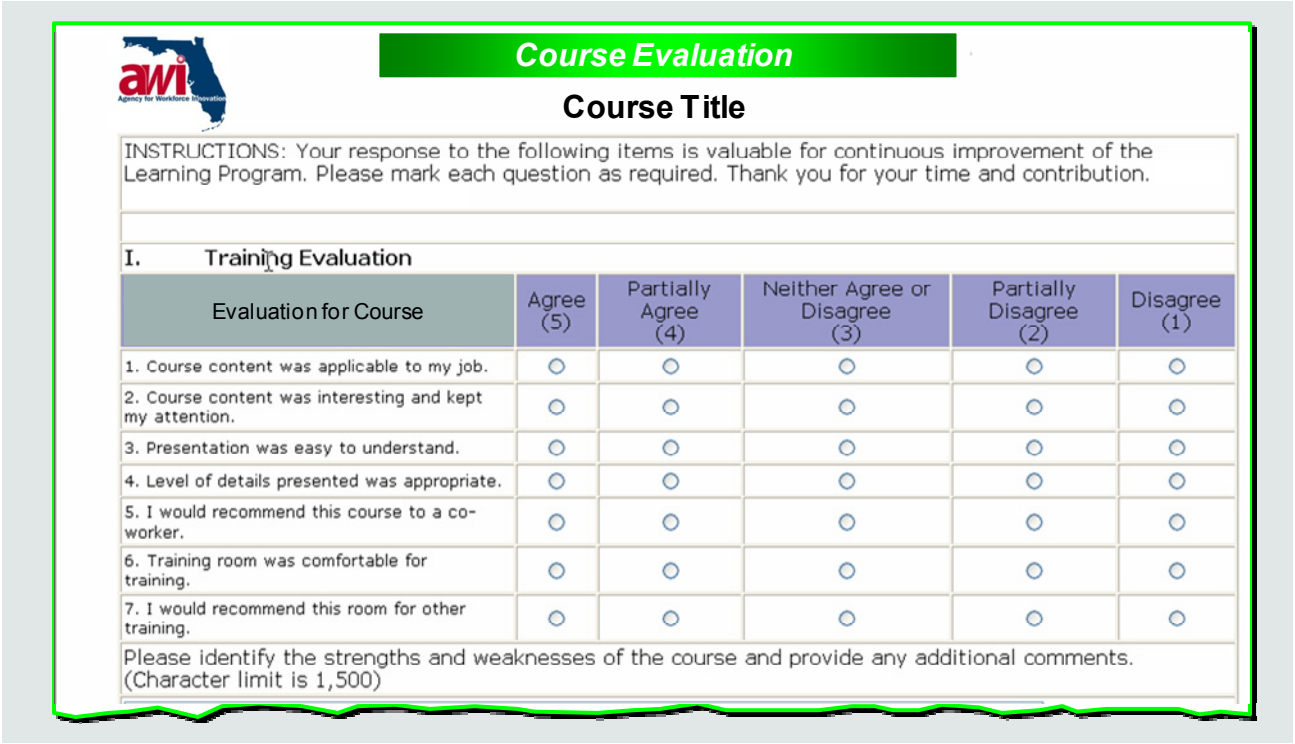

Course Evaluation

Course Title

INSTRUCTIONS: Your response to the following items is valuable for continuous improvement of the Learning Program. Please mark each question as required. Thank you for your time and contribution.

I. Training Evaluation

Evaluation for Course	Agree (5)	Partially Agree (4)	Neither Agree or Disagree (3)	Partially Disagree (2)	Disagree (1)
1. Course content was applicable to my job.	○	○	○	○	○
2. Course content was interesting and kept my attention.	○	○	○	○	○
3. Presentation was easy to understand.	○	○	○	○	○
4. Level of details presented was appropriate.	○	○	○	○	○
5. I would recommend this course to a co-worker.	○	○	○	○	○
6. Training room was comfortable for training.	○	○	○	○	○
7. I would recommend this room for other training.	○	○	○	○	○

Please identify the strengths and weaknesses of the course and provide any additional comments. (Character limit is 1,500)

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Figure 5-50. As part of our focus on the ongoing improvement of the AWI training program, we evaluate every course to help quickly assess training performance

- Did the participant complete the required training?
- Can the participant perform the skills identified?
- Does the participant know which support tools are available and can they use them effectively?
- Can the participant apply the skills they learned?

Training courses include exercises to support the learning objectives and “test’ the knowledge and skills gained by participants. Successful completion of these activities warrant a passing score and indicate the participant’s basic understanding of the skills and techniques covered in the course. Test results are stored as part of the participant training information.

To assess effectiveness of each course, our trainers administer a survey at the end of the course. We use the survey tool from SurveyMonkey to develop and administer the surveys. Participants complete an evaluation at the completion of the course. Trainers also complete a survey at the end of each course to capture any comments, issues with delivery, and/or to identify any students who had difficulty with tasks and the actions that they took.

The Training Leads, in collaboration with AWI, analyze the evaluation results and compile a Training Report that summarizes the training evaluations results for the given training period. It reports against the agreed upon metrics and presents any variances from expectations. Information such as the number of users trained, number of sessions, and summarized participant and trainer feedback, prioritized training action and/or improvement items could be included in the report.

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If this evaluation indicates that the training is inadequate, Accenture and AWI work in collaboration to identify improvements to the training program and training materials. Examples of improvement items could include changes to trainer delivery style, changes in the time allotted to cover specific content, changes in the instructions, additional trainer instructions, additional or updated job aids, or changes to a training exercise or scenario.

Knowledge Transfer. Knowledge transfer and transition is critical from Accenture to UC stakeholders concerning the functionality, use, and reporting capability of our proposed *myBIS* Solution. Capturing and transitioning this knowledge becomes essential for AWI staff to operate and maintain the *myBIS* Solution independently after implementation.

Best Value

Our knowledge transfer approach, as shown in Figure 5-51, begins early in the project schedule and continues throughout the project lifecycle. Based on the role, we define specific learning plans so each individual knows what they will need to learn, how they will learn it and when it needs to be completed. Our approach leverages the "learn-by-doing" concept and relies on AWI staff participating in key project activities to gain first-hand experience, knowledge, while receiving coaching, and support from us. Our collaborative staffing model provides a mix of Accenture and AWI resources to facilitate the transition of knowledge from Accenture to AWI staff in preparation for deployment and post-production ownership. To carry out knowledge transfer, we use the following methods:

- One-to-one transfer – Includes one-on-one discussion and detailed instructions on how to complete a task
- Training sessions – Used for presenting knowledge transfer topics to a group of resources
- Monitored Tasks – Tasks assigned to an AWI resource that are reviewed by Accenture team member
- Job aids – Step by step instructions to complete a task
- Documentation – Review and discussion of user or technical documentation

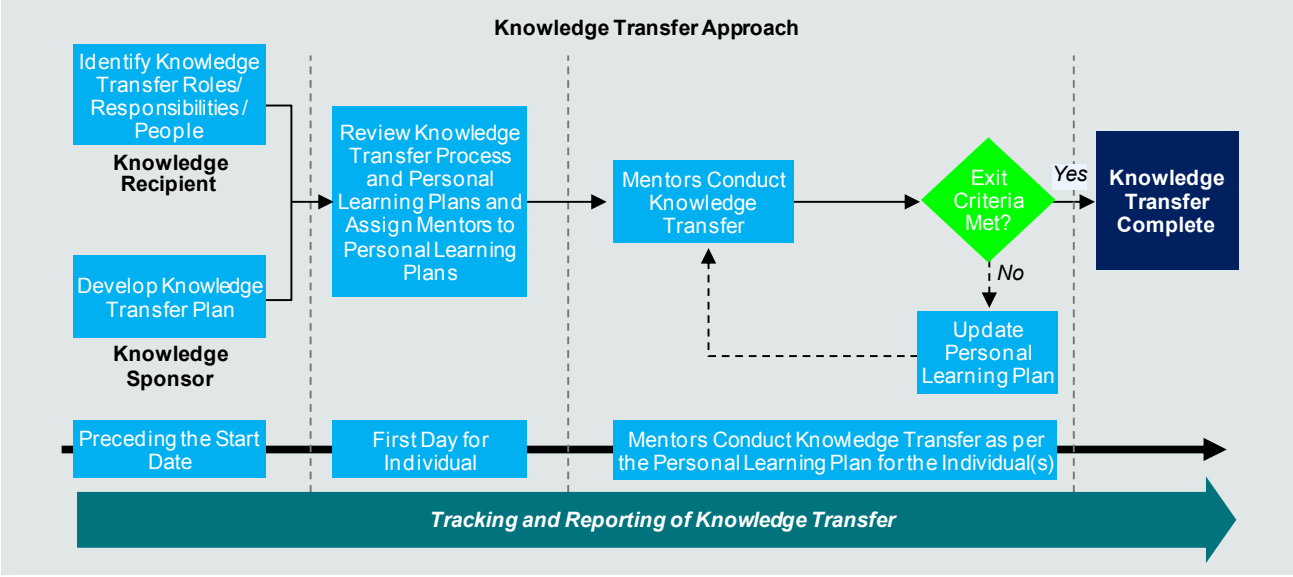

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Figure 5-51. Our approach to knowledge transfer builds skills incrementally and facilitates a smooth transition of project knowledge to production resources

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5.2.3 User Documentation

Documentation is a key component to maintaining newly acquired skills and ongoing operation of *myBIS*. Our easy to use documentation allows users to get to information they need quickly and provides clear, concise system instruction reducing time spent wading through irrelevant information.

You have invested a great deal of time, resources and dollars in the "extreme makeover" of your technology and business processes. After training and implementation have occurred, you want to rely on clear, accurate, and helpful documentation to continue to assist staff and serve customers. User and technical documentation that represents the *myBIS* Solution is necessary to make certain historical information about Florida's new UC system and new processes live on during and after the project. We create documentation throughout the entire *myBIS* project including design, development and implementation. Figure 5-52 summarizes the features and benefits of our approach to User Documentation.

Features	Benefits
Tailored to AWI and updated throughout the project lifecycle	• Increases the usability and relevance of the documentation • Incorporates feedback from reviews to increase relevance and acceptance by AWI • Promotes design and operational knowledge transfer
Technical, end user and operational documentation	• Provides documentation to support targeted audience needs • Reduces implementation risk by providing accurate and current reference information
Document repository for easy access and point of need reference	• Provides AWI easy access to reference documentation • Provides consistency as documentation is located in one place
Integrated with Knowledge Transfer approach	• Increases AWI's familiarity with the content and use of the documentation

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Figure 5-52. Accenture brings tools and processes to utilize, customize and maintain production ready content that supports online help, user manuals and requirement traceability as a starting point for AWI user documentation

User documentation is available online to users of the *myBIS* Solution in the form of frequently asked questions (FAQ's), context sensitive online help, and downloadable versions of the training guides. These options enable users to complete refresher training without the need for formal classroom attendance. This documentation also includes information for technical users regarding system operations. Information includes troubleshooting tips, completing software upgrades, and general maintenance tasks.

Best Value

User Documentation. We create user documentation to support the *myBIS* solution. As needed, the *myBIS* training sessions introduce and use user documentation. Use of the documentation during training helps users become familiar with the documentation available to them, know how to access it, and become comfortable using it. User documentation is also available to users online, via the application or website. User documentation development follows the project's review and approval process. *myBIS* user documentation deliverables includes those shown in Figure 5-53.

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myBIS User Documentation Deliverables	Description
Training Guides	MS Word documents used during training delivery and available as reference after training sessions are complete. These guides outline the contents of the training session, provide key conceptual context and content, and direct users where to go to obtain the online systematic instructional information. The training program and activities leverage the online help, online tutorials, job aids and reference materials by incorporating their use in the training session.
User Manuals	Documentation in a manual format that provides easy-to-access and abbreviated information that could include navigation, conceptual, and procedural/process tips and hints for completing a system task from end-to-end.
Reference Materials	MS Word, Excel, Power Point and PDF documents that provide information to the users about preparing for and performing transactions in the system. This could include interim procedures, guidelines using converted data, cross-walking old to new forms, etc.

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Figure 5-53. We provide easy-to-access user documentation deliverables to assist and support users during training as well as post implementation

Context-Sensitive Online Help. We create online help to provide users one-click access and systematic instruction to help them use the system and to troubleshoot problems. Online help provides page level descriptions of items found on each system page as well as basic actions performed on that page. Field descriptions include standard definitions of the information recorded in the field. Once accessed, users can navigate to other pages within the online help window by clicking on links to associated pages. The user may also conduct searches or find additional information by using the index. Online help also contains a glossary of system terms. *myBIS* online help supports AWI users with information they need, when they need it. We introduce and use the online help during training to teach users how to use it.

Through our experience developing online help on other system implementations, we have learned that there is a fine line between providing enough information to be helpful and getting caught up in policy decisions that may not be standard across the Agency. We will collaborate with AWI to determine the best balance of information so that *myBIS* online help is easy to maintain going forward and helpful to users at the same time. As part of our solution, we create the online help deliverables shown in Figure 5-54. Once developed, the online help content follows the project's review process. We update online help based on the feedback received from AWI.

Online Help	Description
Context Sensitive Online Help	Provides context sensitive step-by-step instruction, field-level, and reference information for users to access during training as well as back at the place of work
Glossary	Provides definition of system terminology if not commonly used by AWI
Online Tutorials	Provides interactive instruction to users on completing a task without the guidance of an instructor

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Figure 5-54. We create online help to provide support to myBIS users when it is needed

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Manuals. We collaborate with you to determine the best format for a comprehensive user manual for *myBIS*. The user manual provides detailed information for using the new system and covers features and capabilities of the system. The manual includes step-by-step instructions for how to complete end-to-end actions in the system. Diagrams, screen views, and examples are included for clarification. The manual also includes a subject index, glossary of terms, and cross-references to similar processes. The *myBIS* user manual provides support both during initial training and after implementation.

The comprehensive user manual also includes quick reference guides with simple day-to-day tasks outlined. Written for non-technical users, this guide includes basic instructions for areas such as basic searches, and logging in and out of the system. It includes graphics of buttons or fields and callouts for quick visual references. The user manual can be printed if the user so chooses.

Technical Documentation. Throughout the project lifecycle, we produce documentation that we use to document decisions and approaches, facilitate knowledge transfer, support training, and provide reference information. We use these documents to train and support AWI technical users. The documentation also supports the transition of knowledge from Accenture to AWI staff. Documents such as the system maintenance or operations manuals provide background and reference information to AWI project team members and technical support staff. We use this documentation to prepare AWI for its role in ongoing operations and support of the *myBIS* Solution.

Both user manual and technical documentation are housed in *myBIS* online help which enables users to access the most update to date information available and saves on printing costs as users only print the documentation when needed.

We also update the requirements matrix to reflect that the user manual addresses the *myBIS* solution functionality. We revise the manuals based on the approved Deliverables Expectations Document (DED) and results of the AWI review and approval process.

5.2.4 Deliverables

Accenture will be responsible for generating and submitting all of the deliverables in a timely manner. A deliverable expectation document (DED) and a review of the deliverable itself will precede all deliverables submitted to AWI to confirm mutually agreed upon content, format, and tool. The Agency has committed to a ten (10) day review turn-around.

All deliverables identified for payment require Agency approval. Documents will be distribution per the list outlined in section 10.1.3 in the ITN. Upon approval of a deliverable, the Agency will send formal notice to the contractor. Previous accepted deliverables will have their technical content reviewed for accuracy as subsequent deliverables are accepted and updated as necessary. Figure 5-55 on the following pages lists the deliverables by release and estimated delivery date.

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Deliverable Name	Phase	Estimated Delivery Date
Planning		
Project Charter	Planning	3/31/2011
Approved Deliverable Approach Document	Planning	3/31/2011
Approved Project Management Methodology Document	Planning	3/31/2011
Consolidated Project Management Plan	Planning	3/31/2011
Statement of Work	Planning	3/31/2011
Hardware and Software Procurement Plan	Planning	3/31/2011
Release 1		
Functional Requirements Specifications	Requirements Validation	3/31/2011
Technical Requirements Specifications	Requirements Validation	3/31/2011
Interface Requirements Specifications	Requirements Validation	3/31/2011
Requirements Traceability Matrix	Requirements Validation	3/31/2011
Implementation Plan	Requirements Validation	3/31/2011
Test Plan	Requirements Validation	3/31/2011
General Design Page Specifications	Design	3/31/2011
General Design Interface Specifications	Design	3/31/2011
General Design Batch Specifications	Design	3/31/2011
Development and Testing Guidelines	Design	3/31/2011
System Integration Test Scripts	Design	3/31/2011
Functional Detail Design Page Specifications	Design	4/30/2011
Technical Detail Design Interface Specifications	Design	4/30/2011
Technical Detail Design Batch Specifications	Design	4/30/2011
Approved To-Be Processes	Design	4/30/2011
User Acceptance Test Completion	Testing	6/30/2011
Test Plan	Testing	6/30/2011
Training Plan	Testing	6/30/2011
Revised Project Controlling Documents	Implementation	6/30/2011
Release 2		
Functional Requirements Specifications	Requirements Validation	6/30/2011
Technical Requirements Specifications	Requirements Validation	6/30/2011
Interface Requirements Specifications	Requirements Validation	6/30/2011
Requirements Traceability Matrix	Requirements Validation	6/30/2011
Test Plan	Testing	6/30/2011
Training Plan	Testing	6/30/2011
General Design Page Specifications	Design	7/31/2011
General Design Interface Specifications	Design	7/31/2011
General Design Batch Specifications	Design	7/31/2011
Revised Project Controlling Documents	Design	7/31/2011

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Deliverable Name	Phase	Estimated Delivery Date
Approved To-Be Procedures	Design	9/30/2011
Test Plan	Design	9/30/2011
Data Conversion Plan	Design	9/30/2011
Disaster Recovery Plan	Design	9/30/2011
Functional Detail Design Page Specifications	Design	11/30/2011
Technical Detail Design Interface Specifications	Design	11/30/2011
Technical Detail Design Batch Specifications	Design	11/30/2011
Implementation Plan	Testing	3/31/2012
Production Pilot Plan	Testing	6/30/2012
User Acceptance Test Completion	Testing	6/30/2012
System Integration Test Scripts	Testing	6/30/2012
ILT Training Materials	Training	3/31/2012
WBT Training Materials	Training	3/31/2012
New User Procedures	Training	3/31/2012
Revised Project Controlling Documents	Implementation	6/30/2012
Release 3		
Functional Requirements Specifications	Requirements Validation	8/31/2011
Technical Requirements Specifications	Requirements Validation	8/31/2011
Interface Requirements Specifications	Requirements Validation	8/31/2011
Requirements Traceability Matrix	Requirements Validation	8/31/2011
General Design Page Specifications	Design	1/31/2012
General Design Interface Specifications	Design	1/31/2012
General Design Batch Specifications	Design	1/31/2012
Approved To-Be Processes	Design	1/31/2012
Test Plan	Design	1/31/2012
Revised Project Controlling Documents	Design	7/31/2012
Functional Detail Design Page Specifications	Design	8/31/2012
Technical Detail Design Interface specifications	Design	8/31/2012
Technical Detail Design Batch Specifications	Design	8/31/2012
System Integration Test Scripts	Testing	10/31/2012
Disaster Recovery Test Results	Testing	5/31/2013
System Integration Test Completion	Testing	5/31/2013
ILT Training Materials	Training	2/28/2013
WBT Training Materials	Training	2/28/2013
New User Procedures	Training	2/28/2013
Production Pilot Completion Report	Production Pilot	6/30/2013
Administrative Project Closure Report	Implementation	6/30/2013

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Figure 5-55. Having the right deliverables and deliverable schedule sets the appropriate milestones to keep the project on schedule

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5.2.5 Service Levels and Liquidated Damages

A comprehensive Service Level Agreement (SLA) is an essential requirement for the provisioning and receipt of services for *myBIS*. The SLA defines the quality parameters for the delivery of the system maintenance and support services. The SLA, or portions of it, will become active once a component of the *myBIS* solution is implemented in production, starting with the Web Portal. The details of the SLA will be finalized during the negotiation phase as specified in the ITN.

When performed effectively, design, development, implementation and operations and maintenance services result in substantial positive gains including:

- Improved productivity
- Improved system reliability
- Decreased time to implement changes
- Reduced error rates

The SLA for *myBIS* system maintenance support focus around the onsite problem identification and resolution, as well as onsite analysis, design, development, testing, and implementation of modifications and enhancements. Content in Figure 5-56 are examples only and are intended to initiate the service level discussion. The SLA is a living document that we work with you to adapt to your changing needs as we progress through the project. We look forward to the SLA detailed discussions during the negotiation phase.

Activity	*Service Level*	*Measurement*	*Maximum Volume*	*Success Factor*
User Support	**Service Types involved:** • **System Support (e.g. investigation into claims eligibility decisions)** • **Product Knowledge (e.g. assistance with changing FileNet workflows)**			
Respond to user queries	Problem logged as SIR and workload estimated within 2 business hours	Time between logged call/received e-mail and SIR creation	SIRs per day (forwarded via help desk)	90% < 2 business hours
Identify solution	Root cause analysis started within 8 business hours	Time between SIR creation and analysis creation		90% < 8 business hours
	Identify temporary solution within 3 business days	Time between SIR creation and temporary solution creation		90% < 3 business days
	Identify permanent solution within 5 business days	Time between SIR creation and permanent solution creation		90% < 5 business days

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Activity	Service Level	Measurement	Maximum Volume	Success Factor
Transaction Problems	**Service Types involved:** • **System Support (e.g. investigation into database error, interface problems, application crash)** • **Product Knowledge (e.g. incorrect values on Business Objects report)**			
Respond to transaction problem	Problem logged as SIR and workload estimated within 1 hour if Emergency request, 4 business hours otherwise	Time between logged call/received e-mail and SIR creation	SIRs per day	90% < 1 hour for Emergency request 90% < 4 business hours otherwise
Identify workaround	Identify workaround within 2 hours if Emergency request, 1 business day otherwise	Time between SIR creation and workaround creation (time of reply to the SIR)		90% < 2 hours for Emergency request 90% < 8 business hours otherwise
Identify solution	Identify permanent solution within 1 business day if Emergency request, 2 business days otherwise	Time between SIR creation and permanent solution creation (time of reply to the SIR)		90% < 1 business day for Emergency request 90% < 2 business days otherwise
Report bug to system supplier	Within 1 business day	Time between SIR creation and system supplier request creation (time of reply to the SIR)	SIRs per day	90% < 1 business day
Follow up system supplier bug report	Daily for Emergency requests, weekly otherwise	Time between supplier follow-up requests logged on SIR		90% daily for Emergency request 95% weekly otherwise
Test system supplier solution/patch	Test case creation within 2 business days of receipt Test case execution within 3 business days of test case	Time between solution receipt and test case creation Time between test case creation and test start		90% < 2 business days 90% < 3 business days
Software Releases	**Service Types involved:** • **Scheduled Development and Maintenance (e.g. regression testing and implementation of a new system release)**			
Regression test system	Completion within 3 weeks following the installation in the test environment	Time between installation in test and completion of regression test	Releases per year	90% < 3 weeks
Implement new release	Minimum every 4 months	Time between releases implemented in production		90% < 4 months
	Implementation within 2 business days of agreed implementation	Time between agreed implementation and actual implementation		90% < 2 business days

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Figure 5-56. The Accenture myBIS SLA defines the quality parameters for the system maintenance service

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