



## Walters, Vivian (RER)

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**From:** Zawoyski, Andrew S. (ISD)  
**Sent:** Tuesday, August 20, 2013 4:49 PM  
**To:** Walters, Vivian (RER)  
**Cc:** Harris, Shanise (RER)  
**Subject:** FW: RFP 882 - ERP IMPLEMENTATION, INTEGRATION AND RELATED SERVICES  
**Attachments:** Input Doc-Project Measure Worksheet.doc; Scope for 882 for SBE review.docx

Vivian,  
Please find attached input document and scope for the subject RFP.  
Please advise if you require further information.  
Thanks,  
Andrew

*Andrew Zawoyski, CPPO*  
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**From:** Harris, Shanise (RER)  
**Sent:** Tuesday, August 20, 2013 3:50 PM  
**To:** Zawoyski, Andrew S. (ISD)  
**Subject:** FW: RFP 882 - ERP IMPLEMENTATION, INTEGRATION AND RELATED SERVICES

Hi Andrew,  
Were the attached documents meant for Vivian Walters?

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## **2.0 SCOPE OF SERVICES**

### **2.1 INTRODUCTION**

Miami-Dade County, hereinafter referred to as the “County”, as represented by the Miami-Dade Information Technology (ITD), Finance, Management & Budget (OMB), and Internal Services (ISD) Departments is soliciting proposals for implementation and integration services to lead a County-wide Enterprise Resource Planning (ERP) implementation of the PeopleSoft ERP applications, Hyperion Budgeting applications, and Oracle Analytics applications. The new ERP Solution will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting, and Reporting for the County. The Selected Proposer will manage the implementation of an ERP solution capable of meeting the requirements outlined in this Section 2.0 including but not limited to application architecting, business process design, application modification where required to meet business needs, implementation, configuration, testing, planning, data migration, documentation, training, development of required interfaces programs, change management, and subsequent post go-live support. The Selected Proposer must possess experience on par with the size and complexity of the County and provide all the needed expertise to bring a complete and connected suite of functional modules on line.

#### **2.1.1 ABOUT MIAMI-DADE COUNTY**

Miami-Dade County is the largest county in the State of Florida, and the seventh largest in the nation by population, employing approximately 26,000 workers who provide services to over 2.5 million residents. It includes unincorporated areas of the County and 36 municipalities, among them the cities of Miami, Miami Beach, Coral Gables, and Hialeah.

The County government is comprised of 25 departments providing a full range of services including, but not limited to, police and fire protection; health services; mass transportation; sanitation; water and sewer services; the construction and maintenance of highways, streets and other infrastructure; libraries; correctional facilities; parks, recreational and cultural facilities and events; the operation of an airport system; and a full service seaport. There are internal service providers such as the Internal Services Department, Finance Department and the Information Technology Department.

The County currently uses the ONLINE FAMIS suite version 5.1 (hereinafter referred to as FAMIS) and the Advanced Purchasing and Inventory Control System (ADPICS) from N. Harris Corporate (formerly Cogsdale Holdings, Ltd) for financials and procurement. This is a legacy, mainframe set of application modules running on an IBM mainframe 2098/P03 series computer under z/OS1.09 operating system. The online programs run under the control of a CICS Transaction Server 3.2 which performs the on-line transaction management. The Data Management structure of the files comprises mostly VSAM and Sequential files. Accessibility is through a mainframe terminal, Windows GUI, web services and batch interface files.

The County also uses a number of in-house developed applications to support Human Resources and Payroll. In addition, the County utilizes PeopleSoft HCM for recruitment (Talent Acquisition Management (TAM) and Candidate Gateway), Time & Labor for collection of time, and Discipline Tracking. The Miami-Dade Aviation Department (MDAD) and Water and Sewer Department (WASD) also utilize PeopleSoft for the Finance and Supply Chain systems. The major County facilities are connected via a County owned fiber optic network. The fiber is monitored and maintained by ITD. There are several computing facilities in the County.

### **2.2 PROJECT BACKGROUND**

Miami-Dade County purchased enterprise licenses for PeopleSoft Human Capital (HCM), Talent Acquisition, Candidate Gateway, and Financials/Supply Chain (FDMS) functionality in December of 2004. Since that time, the following functionality has been implemented:

- Talent Acquisition, Candidate Gateway – All County Departments
- Time and Labor (time capture) – Most County departments implemented
- Finance/Supply Chain – Two County departments implemented (MDAD-WASD)

Planning has been underway since 2011 to complete a full County-wide implementation of PeopleSoft HCM and FDMS for all County departments, making PeopleSoft the system of record for Human Resource/Payroll, Finance and Accounting, and Procurement (for current transactional/record counts, see Attachment A). In addition, the scope of the project was expanded to include Hyperion Budgeting and Planning, and Oracle Analytics applications. During 2013, the Hyperion portion of the project initiated, with plans for producing the County-wide 2013-14 budget under the Hyperion platform.

The County currently utilizes Documentum for all document management/attachments, which should be considered for ERP integration. With the above implementations in place, the County does have infrastructure environments configured and installed for the main PeopleSoft modules (under releases 8.9 and 9.1) and the Hyperion Budgeting/Planning application under release 11.1.2 or higher. Attachment D contains a review of the County's current infrastructure. The new ERP environment is expected to utilize PeopleSoft release 9.1 or higher, and Hyperion release 11.1.2 or higher.

### **2.3 OVERALL GOALS OF THE COUNTY**

The scope of the ERP implementation project will be to replace multiple legacy applications that currently support Human Resources, Payroll, Procurement, Finance and Accounting, and Budgeting. In addition, new functionality is expected for analytic reporting for both internal and external (transparency) reporting. Since PeopleSoft and Hyperion are partially implemented at the County, these systems, along with those listed in Attachment B, should be considered as not only target applications, but, also as legacy (existing) applications which must be moved to the finalized ERP target platform.

The ERP project is expected to be implemented in a structured and expeditious manner, ensuring that appropriate business process review, testing, documentation, training, change control, reporting, change management and communications occur. In addition, the resulting ERP implementation is expected to deploy “best practices” of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approvals and process efficiency.

It is expected that the Selected Proposer shall implement County-wide business process improvement by eliminating paper-based processes, redundant data collection, reliance on multiple tracking mechanisms and duplicative business functions between the many departments. The Selected Proposer shall plan and lead the project and report to a County defined Steering Committee, meeting key deliverables as described in this Section, along with directing a County team who will be assigned to work as internal team leads and subject matter experts throughout the ERP implementation. It is expected that the Selected Proposer will also plan and lead culture change management efforts, including team/employee training, and knowledge transfer to ensure that the County team will be able to fully support the on-going functionality/technologies for the ERP system. Team Training (technical and functional) should be included in the scope of the response and fees from the Selected Proposer. In addition, it is expected that the Selected Proposer will define and manage the incorporation of historic data.

Following is an outline of the County's goals and objectives as part of this ERP implementation:

1. Leverage the investment the County has made in the Oracle PeopleSoft products.
2. Migrate County Financial (FAMIS), Procurement Systems (ADPICS), Human Resources, Time & Leave, and Payroll to the PeopleSoft platform.
3. Implement the ERP system in a structured and expeditious manner, ensuring that appropriate business process review, testing, documentation, training, knowledge transfer, change control, reporting, change management and communications occur.
4. Streamline business processes by deploying "best practices" of the latest application release functionality through system integration and capabilities, e.g. automated workflows for automatic notifications and approvals.
5. Review the existing County Chart of Accounts structure/reporting levels and County data requirements in order to provide guidance and coordination for migration of the County to the best possible chart of accounts structure from its current structure.
6. Breakdown functional silos to present a unified, easy to use, and standardized set of self-services to citizens, employees and vendors.
7. Replacement of the non-standard and diverse departmental applications.
8. Review, evaluate and recommend a Data Warehousing plan to best manage access, reporting and archiving on current and historical County data.
9. Introduction of innovative and enhanced methods to manage Procurement and Human Resources for the County.
10. Improve departmental integration by reducing paper-based processes, reducing redundancy of data input and retention, and providing unified and integrated access to information for business decisions.
11. Train adequately the technical and functional support staff to support the new environment, and document appropriately the ERP System/configuration maintenance areas.
12. Develop a technology Center of Excellence organization to manage PeopleSoft ERP activities in the future including:
  - o Professional Change Management Team for ongoing communications with field staff for changes, upgrades, and orientation.
  - o Professional training organization using traditional methods as well as User Productivity Kit (UPK) for ongoing training.
  - o Professional Testing Support Group with a sound methodology and use of automated tools to support Departments in functional testing required after upgrades, patches and bundles to ERP database and application environments.
13. Interface the existing PeopleSoft Financials/Supply Chain systems that support the Aviation Department and Water/Sewer Department, to accommodate a countywide reporting and transactions in a single ERP structure.
14. Integration with other County's legacy systems (see Attachment C).
15. Enable the County to improve its preparedness for a disaster by having the ability to remotely access the ERP System, to complete all critical business transactions on off-site back-ups, and to facilitate disaster recovery by having applications and data in one integrated system.
16. Implement Oracle Analytics to fully integrate with all ERP and Hyperion modules to show key indicators and transparent reporting.

In addition, ERP software solutions are long-lived, legacy computer software systems with enormous capability including an impressive library of features and functions which are designed to be implemented in an organization over the course of years. County seeks a core level of capabilities or "base" implementation which will allow the ERP software solution to be

placed into a production mode without software failure or interruption in County's business and operational functions.

At the outset a pre-determined essential level of dash boarding, self-service windows and functions, workflows, approval processes, reporting and business intelligence features are to be implemented. County is looking for a carefully engineered implementation that focuses on fundamental capabilities which produce the most cost-effective benefits and will allow the County to build on this foundation.

Base functionality would include the following modules. See Section 2.5 "Functional and Technical Requirements" for a complete listing of functionality requirements:

- Asset Management (Financial tracking in PeopleSoft, Asset/Work Order Management in "EAM")
- Accounts Payable
- Accounts Receivable
- Bank Reconciliation
- Comprehensive Annual Financial Report
- Cash Management
- Debt Management
- General Ledger
- Grants Management
- Project Costing
- Payroll
- Human Resources
- Purchasing
- Risk Management

## **2.4 IMPLEMENTATION APPROACH**

The Selected Proposer shall provide whatever is necessary (project teams, tools and templates, methods, frameworks, and other capabilities) to support the services required to complete the Scope of Services, receive County acceptance signoff and ensure a successful implementation. The County is expecting an aggressive implementation approach, with a 48-month time frame from kickoff date. Selected Proposer may propose a phased implementation approach providing that major core functionality is implemented in the initial phase. If the Selected Proposer recommends a phased approach, each phase should include a unique project plan, timeline, scope, and deliverable milestones, and each phase should be priced as separate components of the whole. Phases can be implemented with parallel or overlapping timeframes. The County plans to select a primary implementation Selected Proposer who can provide the leadership, project control and services required to implement the ERP solution as outlined in this Solicitation. In addition to providing implementation and integration services, the County expects the Selected Proposer to provide and deliver a full training and culture change management plan.

Miami Dade County and the Selected Proposer shall enhance the Statement of Work (SOW) by creating a more detailed and comprehensive set of business, technical and functional requirements. This enhanced SOW shall serve as the "architectural blueprint" defining in greater detail the scope for the implementation project. The "architectural blueprint" along with a finalized multi-phased project timeline including deliverables for each phase and a breakdown of the requirements to be completed in each deliverable shall be the contracted basis for County's acceptance of Selected Proposer's work and delivery of vendor payments.

### **2.4.1 INITIATION AND DESIGN**

#### **2.4.1.1 Project Management Services**

County expects Selected Proposer to utilize project management skills, expertise and experience to execute the Selected Proposer's project management methodology. County is looking for the primary implementation Selected Proposer to provide strong project management leadership covering the full range of services including project plan development, issue management, risk management and change management.

#### **2.4.1.2 Business Objectives Worksheet**

As part of the ERP System implementation project initiation and Blue Printing phase, Selected Proposer shall produce a detailed worksheet highlighting the tangible, measurable, metrics that shall be improved upon as a result of the ERP System implementation project, along with associated timelines for achieving each metric.

#### **2.4.1.3 Project Kick-Off**

Selected Proposer shall conduct this session and create a corresponding presentation to communicate to stakeholders the ERP System implementation project team's roles and responsibilities, governance elements, project plan and deliverables, team member expectations, implementation approach and success measures.

#### **2.4.1.4 Project Charter**

Selected Proposer shall create, with input from the County, the Project Charter which shall include a vision statement, project purpose, guiding principles, project scope, project objectives, governance structure, and roles and responsibilities

#### **2.4.1.5 Issues Log**

Selected Proposer shall track project issues and their corresponding resolutions on the County SharePoint list.

#### **2.4.1.6 Project Plan**

Selected Proposer shall create, with input from the County, a Microsoft Project plan which shall define all of the activities, resources and investment required to complete the ERP System implementation project. This detailed project plan shall then be managed jointly between the County and Selected Proposer. The project plan will clearly delineate milestones and phases as appropriate.

Selected Proposer should also include a detailed staffing proposal listing consulting resources, by title and role and the required corresponding County staff to best assist in implementation.

#### **2.4.1.7 Culture Change Management Services**

Selected Proposer shall create, with the County's input, a joint Culture Change Management Plan that will outline the change management purpose, scope and approach for the ERP System implementation project, identification of stakeholders, communication, training planning, team/employee training, knowledge transfer and post-implementation strategies. Selected Proposer shall be responsible for plan execution and management of the culture change management plan.

#### **2.4.1.8 Employee Training/Knowledge Transfer Services**

Selected Proposer shall design, promote and employ the tools, classes and methods necessary to insure the completion of knowledge transfer, employee training activities and system documentation as needed during and by the completion of each phase of the ERP software solution implementation. Selected Proposer shall create and deliver a set of customized training courses designed to help familiarize the staff with the new ERP system, understand the

relevance to their specific jobs and tasks and identify shortcuts that can be used to increase their familiarity and efficiency with utilizing the new ERP System. Selected Proposer's standard implementation training methodology shall consist of creating course materials specific to the County system implementation and delivery of full, instructor-led courses, instructor-led workshops, and also creation and delivery of approved online training documentation using the Oracle User Productivity Kit (UPK).

Selected Proposer shall utilize a "train the trainer" approach. Selected Proposer shall provide formal Oracle Certified Training and knowledge transfer for the County Core Project Team and those County employees that are designated as trainers. Selected Proposer shall also guide and assist the County with the development of training materials to be used for the end-users, as well as participate in the end-user training delivery in a support role.

Selected Proposer shall be responsible for the development of County-specific UPK content. The UPK tool shall be utilized for developing training material and potentially test script content. Selected Proposer shall provide a detailed training plan to include project team formal training, and user training. In addition Selected Proposer shall provide comprehensive change management training to all departmental and executive levels as appropriate.

#### **2.4.1.9 Business Process Review**

Business Process Review will be comprised of activities to conduct a detailed business process analysis of each of the areas and related functional requirements identified in Section 2.5 and to focus on learning how each process shall be met and improved with the PeopleSoft system. Review sessions will address other internal and external systems and processes to meet the requirements of business processes (full lifecycle) as defined in the functional requirements in Section 2.5.

The review sessions should also include a review of the existing County Chart of Accounts structure/reporting levels and County data requirements in order to provide guidance and coordination for migration of the County to the best possible chart of accounts structure from its current structure. This should also include a review of the Chart of Accounts (COA) in the current MDAD-WASD platform for the possible integration of both structures. The MDAD-WASD implementation has been constructed using a single Chart of Accounts with two Business Units. The County expects that all the remaining Departments (at a minimum) will be managed with a standard chart of accounts with the ability for enterprise-level reporting including MDAD-WASD. Business Processes shall include consideration for Funds, Grants and Projects integration. Selected Proposer shall create complete Visio documents depicting the "To-Be" flow for any major business processes, and shall also provide a Chart of Accounts Use and Structure document.

#### **2.4.1.10 Fit Gap Analysis**

Selected Proposer shall conduct fit/gap sessions and should include as a minimum a comparison of PeopleSoft Best Practices with County current business processes in order to identify business process re-engineering opportunities, configuration issues, walk arounds, modifications, cross-functional and cultural impacts. It should also include a review of the County requirements for conversions (Section 2.4.2.3), interfaces (Attachment C), reports/queries (Attachment G), and workflows (Attachments H) in order to produce preliminary strategies for development/deployment. A review of security requirements should be included as well. A review of the MDAD-WASD PeopleSoft implementation should be included to leverage as much as possible in all of the areas listed above for a unified system.

Selected Proposer shall create documents identifying gaps between the County's functionality requirements, the PeopleSoft/Hyperion functionality, and other requirements reviewed during these fit/gap sessions.

**2.4.2 DEVELOPMENT, VALIDATION AND POST-IMPLEMENTATION SUPPORT**

**2.4.2.1 Configuration Services**

Selected Proposer, along with County subject matter experts (SMEs) shall configure the PeopleSoft /Oracle Financials/Supply Chain, HCM applications, Hyperion, Budgeting, Planning, and Analytics (all ERP modules as listed in Attachment B) according to the “architectural blueprint” provided by the Selected Proposer. Selected Proposer shall design and configure reports, workflows, approval processes, dashboards and self-service features along with all processes for Human Capital, Financials/Supply Chain, Hyperion, Budgeting and Analytics.

Selected Proposer shall be responsible for and shall conduct the process of setting up and testing the ERP System parameters and codes for each module in scope. This process includes the creation of a Configuration Workbook for each module, documenting the County system configuration.

**2.4.2.2 Customization Services**

Selected Proposer shall design and develop customizations according to the “architectural blueprint” including non-standard reports, workflows, approval processes, dashboards and self-service features. Selected Proposer shall design and configure the ERP system reports, workflows, approval processes, dashboards and self-service features along with all processes for Human Capital, Financials, Supply Chain, Hyperion and Budgeting.

**2.4.2.3 Data Conversion Services**

Selected Proposer shall lead and develop the data conversion tasks and work with the County to properly map and convert information to the new PeopleSoft data model. Selected Proposer shall work with the County to plan specific details of historic data conversion and ensure compliance with best practices and record retention policies/legal requirements. While the County will be responsible for extracting and scrubbing legacy data for conversion, the Selected Proposer shall be responsible for converting the scrubbed data into the PeopleSoft model. Based upon the volume of data being considered, Selected Proposer shall provide the data conversion methodologies, processes, conversion programs and any third party data conversion tools.

Selected Proposer shall provide technical design documentation for all conversions developed by Selected Proposer.

For purposes of determining level of effort for data conversion assume the County wishes to convert the following data (likely to be accomplished in various phases) as indicated. Selected Proposer shall also provide solid estimates for converting additional years of detail for each of the categories below:

<b>Data Conversion</b>		
<b>Data</b>	<b>Amount of Data to be Converted.</b>	<b>Current System(s)</b>
General Ledger	Prior and current year account balances and detail.	FAMIS
Purchasing	Vendor master file (includes Accounts Receivable and Accounts Payable Master Files) and all open POs.	ADPICS
Fixed Assets	All current asset information.	Various

Payroll Time and Leave	Any partial calendar year or fiscal year.	In-house developed IDMS
Human Resources	Approximately ten years of history, current employees, current hierarchy.	
Budget	Balances - 3 years.	FAMIS/ABDS/RFROL/Hyperion
Accounts Receivable	Outstanding receivables. No history.	Various
Accounts Payable	Open balances with vendor history for prior and current year.	FAMIS
Oracle PeopleSoft – existing implementation	All years	PeopleSoft

#### 2.4.2.4 Data Archival Services

Selected Proposer shall propose methodologies, designs, plans and solutions to permit the County to retain access to the data required to support historical functions (i.e. legal inquiries, audits) while the County sunsets the current systems after go-live. Creative plans shall include recommendations, plans and costs to convert more historical data than what is listed in the above table in order to limit or eliminate expensive or unreasonable data archival requirements.

#### 2.4.2.5 Interface Services

The list of current County systems required to interface with the current Payroll, Purchasing and Finance applications to perform daily business functions is provided in Attachment C – County's Current Computer System Interfaces. Some interfaces may be temporary and will no longer be needed once the ERP system is fully implemented. Selected Proposer shall design and create the required permanent and temporary interfaces. Selected Proposer shall also provide the technical design documentation for all developed interfaces.

#### 2.4.2.6 Testing Services

Selected Proposer shall be responsible for and will conduct the process of planning and documenting the ERP System test approach (Conference Room Pilots, System, User Acceptance, Performance, and Final Acceptance Testing). After the test plans are developed, Selected Proposer shall lead the execution of the testing activities, both from offshore and onsite.

The Selected Proposer shall develop and execute a test plan that at a minimum includes:

- Unit testing
- Integration testing
- User Acceptance Testing (UAT) - should provide all test case scenarios/scripts and predecessor/successor events and predecessor/successor batches to be used in Pre-Production batch testing. It will occur after development is complete (or substantially complete, as agreed to by the County)
- Performance and stress testing
- The participating departments shall be the final approval and acceptance authority for the test results prior to being moved into the Production environment
- Post go-live verification/acceptance

#### 2.4.2.7 Security

Selected Proposer shall create, implement and update a security matrix that defines security roles and responsibilities, and associated authorization profiles for these roles. Selected Proposer shall be responsible for the loading and testing of these security profiles.

#### **2.4.2.8 Reports and Workflows**

Selected Proposer shall design, develop and provide the reports and workflow processes as listed in Attachments G and H respectively and as defined in the discovery phase of the project.

#### **2.4.2.9 Go-Live Approach**

Selected Proposer shall create, manage and execute an operational system cutover plan to enable the County to Go-Live with all ERP systems at mutually agreeable project milestones. Selected Proposer shall consider operational impacts when establishing recommended cutover plan and go-live dates (e.g. moratorium, elections, etc.).

#### **2.4.2.10 Post-implementation Support**

Selected Proposer shall propose functional and technical post-implementation support services. These shall include but are not limited to functional help desk services and assistance with key functional tasks like month, quarter and year-end closings.

Selected Proposer shall provide 90 days of post-production support for each project milestone go-live date. Upon completion of the support period, Selected Proposer shall produce a summary report to document any outstanding tasks and recommendations for resolution. Moreover, Selected Proposer shall create a plan to transition production support to the County's long-term production support model during this period.

Post-production support shall include:

- Routine maintenance and support.
- Assistance with resolution of functional and technical issues as they are detected.
- Providing support and training as needed for users in the field.
- Design ongoing (post go-live) support plan for the management and maintenance of the ERP system, infrastructure, tools, and applications ensuring a best practice approach to maintaining ongoing updates of ERP platform and ensuring continual compliance with software Selected Proposer maintenance schedules.

Selected Proposer shall provide all Project Documentation to the County electronically. Selected Proposer will place all project documentation on a County SharePoint site.

#### **2.4.3 HYPERION INTEGRATION**

Selected Proposer shall design and complete implementation of Hyperion to include integration with PeopleSoft HCM, positions, compensation, and PeopleSoft Financials/Supply Chain integration for commitment control and budgeting for financial reporting.

#### **2.4.4 ORACLE ANALYTICS**

Selected Proposer shall design and complete implementation of Oracle Analytics to include integration with PeopleSoft HCM, positions, compensation, and PeopleSoft Financials/Supply Chain integration for commitment control and budgeting for financial reporting providing "best practice" structures for public sector entities. Selected Proposer shall design, plan, and implement "Public Sector best practice" standards related to County requirements.

#### **2.4.5 WATER & SEWER/AVIATION FINANCIALS INTEGRATION**

Selected Proposer shall develop a plan and provide an estimate for the integration of the existing WASD & AVIATION Financials/Supply Chain Implementation into the newly implemented ERP.

#### **2.4.6 MODIFICATIONS, CUSTOMIZATIONS AND ENHANCEMENTS APPROACH**

The goal of the implementation is to utilize standard PeopleSoft functionality wherever possible. This would alleviate the need for many customizations and modifications of the PeopleSoft environment. The Selected Proposer will adopt this approach and work collaboratively with the County from a functional and technical perspective to:

- Best utilize the standard functionality offered by PeopleSoft.
- Challenge the County in those areas where a business process change could be considered in order to better align that process with standard PeopleSoft functionality.
- Utilize the software-defined technical development methodology when it is collectively determined that a modification, extension and/or enhancement is needed to best accommodate the County business process requirement.
- The Selected Proposer's Project Change Request (PCR) process should drive the final validation and approvals required to authorize deviation from base functionality. In the event a requirement is discovered and a decision is required for non-base functionality, analysis is provided as part of the PCR process and that data is captured in the PCR and submitted to the "change committee or change control board" for a decision.

Should a modification, customization and/or enhancement need to be added, below are the tasks and activities around the technical development work the Selected Proposer shall provide:

##### Tasks:

1. Preparation of high-level documents that cover the purpose and requirements of modifications identified during Blueprinting and Fit/Gap Sessions and Testing.
2. Development of detailed design documents.
3. Review and approvals of design documents.
4. Programming and testing of approved modifications.

##### Activities:

1. Identify required modifications, customizations, and/or enhancements.
2. Prepare detailed design documents – Functional & Technical.
3. Review and approve detailed design documents (submit drafts).
4. Finalize design documents (obtain approval).
5. Develop modifications, customizations and/or enhancements.
6. Unit test modifications, customizations and/or enhancements.
7. User acceptance test modifications, customizations, and/or enhancements.
8. Go-Live plans for modifications, customizations, and/or enhancements.
9. Provide training and for modifications, customizations, and/or enhancements.
10. Change management

##### Task Deliverables:

1. Detailed functional design documents
2. Detailed technical design documents
3. Decision to modify the base PeopleSoft application