

A photograph of three young children, two girls and one boy, smiling and leaning over a desk in a classroom. They are looking towards the camera. The background shows a classroom setting with colorful posters on the wall.

# **Miami Dade County Public Schools**

**Cutover Plan Assessment Findings and  
Recommendation - FI Addendum  
M-DCPS Management Comments**

January 19, 2010



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## Scope of KPMG's Assessment

On October 5, 2009, Miami-Dade County Public Schools (M-DCPS or District) agreed to an addendum to the Agreement with KPMG LLP (KPMG) dated July 15, 2008 that would continue KPMG's point-in-time assessment of M-DCPS's ERP project during the month of October 2009. KPMG was engaged to assess the test solution strategy and operational readiness and cutover aspects of the e-Recruitment and Finance releases.

In order to accommodate timely feedback, KPMG separated the assessment of the e-Recruitment and Finance implementation releases that are planned to go-live in November 2010 and January 2010, respectively.

The KPMG e-Recruitment Test and Operational Readiness/Cutover Plan Assessment Findings and Recommendation Report was provide to M-DCPS on December 2, 2009. This report is an addendum to the December 2 deliverable and includes the assessment of the FI Cutover Plan.

This report addendum constitutes KPMG's observations and recommendations as a result of the field work conducted from January 4, 2010 to January 11, 2010.



## Approach

KPMG's assessment of the M-DCPS SAP Finance Cutover Plan is based on the review of the Miami-Dade County Public Schools FI Cutover Plan, "FI 2\_0 Detailed Cutover Planning.xls", provided to KPMG on January 4, 2010.

KPMG assessed the SAP FI Cutover Plan against the SAP ASAP Methods and Leading Practices.

KPMG's cutover plan assessment focused on the finance cutover plan and compared it to leading practice cutover procedures for system implementation projects.

The assessment included:

- Project management elements (e.g) responsible resources, estimated start and end dates, and durations)
- Communication procedures
- Production backup procedures
- Transports and transport validation procedures
- Data conversions and data validation procedures
- Security and user provisioning
- User help desk support procedures
- Day one go-live procedures



## Executive Summary

KPMG's report identifies observations and provides recommendations for improvement that should be considered by M-DCPS during the FI Release Cutover, and for future SAP module cutover planning.

Specifics over the procedures performed and results obtained are documented in the Assessment Results section of this report. KPMG discussed observations identified in this report with key M-DCPS SAP project management team members in order to share our findings and allow for a formal response that documents any corrective actions or alternative perspectives.

KPMG reviewed the 573 discrete tasks included in the Finance Cutover Plan identified that some tasks related to the cutover of key data elements which are expected to be included in a cutover plan were either not identified or not included in the cutover plan documentation.



## Executive Summary (Continued...)

Examples include: validation/ reconciliation of key conversions, business sign-off at completion of some critical tasks, after conversions backup procedures, go-live support procedures, including help desk support, and checklist of scheduled jobs required to be executed on day one after go-live.

Although some of these data elements may be captured in alternate M-DCPS documentation, including existing policies and procedures, or engrained in institutional knowledge, all information related to cutover activities should be documented in one central document.

A complete cut-over plan will help M-DCPS in planning, preparing and executing the SAP solution cutover. As such, an undocumented or incomplete plan may impact the effectiveness and timing of the finance module production cut-over.

It is leading practice to include detail and individual steps in the cutover plan to minimize the chance of a misstep as cutover periods are typically high stress and time constrained—two factors conducive to human error.



# Assessment Results

- Cutover Plan



## Assessment Results – Cutover Plan

KPMG reviewed the Finance Cutover Plan and noted that it covers tasks over technical configuration; system backups; data conversion loads and security roles.

- ◆ Each task within the cutover plan includes its dependency on another task and person as well as team responsible to execute this task.
- ◆ In addition, execution date/ time and estimated execution time is captured for each task.
- ◆ The plan doesn't group cutover tasks logically from start to finish therefore managing these tasks for completion can be very complex.
- ◆ Some critical cutover activities such as transport migrations, serialized inventory loads, PO load, etc. do not include tasks for process team validation/ sign-off to ensure completeness and accuracy.
- ◆ Some task descriptions (Workflow, Batch Scheduling, Web services, Entire X, etc.) are outlined at a high level and do not provide enough information to enable an alternate resource to address or complete the task.





## Assessment Results – Cutover Plan (Continued...)

- ◆ Some of the key Basis team activities are not tracked within the cutover plan such as final backup of the system after all the conversions, data loads, configuration activities and validations are completed.
- ◆ Tasks have not been included to facilitate communications with the project team on cutover procedures, go-live and status updates. Lack of communication with the project team may result in inappropriate resource scheduling, resulting in missed milestones.
- ◆ Tasks have not been included to initiate go-live support procedures including help desk support. Failing to include initiation for support procedures may result in delayed responses to user support requests.
- ◆ A checklist of scheduled jobs required to be executed on day 1 after go-live has not been included on the cutover plan. Omitting a checklist of day 1 activities on the cutover plan may result in operations personnel failing to execute all required activities.



## Recommended Next Steps



## Recommended Next Steps

- Organizing the groupings of related tasks from start to finish will ensure that all required activities related to a cutover object has been completed.

**MDCPS Management Response:** A filtering tool was used to group activities by due date. A Microsoft Project methodology was followed even though this was managed in an Excel spreadsheet.

- Each critical cutover task must only be marked as completed after the relevant owner sign-off or validation. This will ensure avoidance of crisis situations and a smoother transition to production.

**MDCPS Management Response:** E-mail was used as a means of sign off by relevant owners.

- Clearly define the tasks description and their related sub-activities to ensure transparency and clear understanding of the work that needs to be performed.

**MDCPS Management Response:** The team felt that most tasks had proper descriptions; however, more detailed descriptions will be used for Human Resources and Payroll releases.



## Recommended Next Steps

- Tasks may be included in the Cutover Plan to manage communications to the internal project team. Facilitating communications with the project team will ensure timely completion of assigned tasks and prompt response to identified issues.

**MDCPS Management Response:** E-mail was used to manage communication with internal project team. Daily meetings were also held to ensure effective communication.

- Tasks may be included in the Cutover Plan to manage communications to the user group. Facilitating communications with the user groups may increase user satisfaction, reduce help desk calls and ensure timely response to issues.

**MDCPS Management Response:** The communication that was required was managed by the Change Team using the District's communication tool (Weekly Briefing). This was considered a separate activity to the cut over and was managed as such.



## Recommended Next Steps (Continued...)

- Validation tasks may be included in the Cutover Plan after critical activities or those activities that are repetitive in nature. Validating accurate completion of tasks may reduce the collective number of errors and the number of hours required to detect and resolve the causes of noted issues.

**MDCPS Management Response:** Validation tasks were identified in the cut over the plan as separate activities. Additionally, the last week of cut over was set aside for validations by the different user groups.

- Tasks on the plan may define how to complete each activity with sufficient detail to enable an alternate resource to complete the activities if the assigned resource is unable to ensuring that the go-live target date is achieved.

**MDCPS Management Response:** Every team had alternate back ups that could complete tasks as needed. We will ensure that back ups are identified in the HR and Payroll cut overs.



## Recommended Next Steps (Continued...)

- Tasks may be included on the Cutover Plan to initiate go-live support procedures to ensure that support is available to the user community directly after go-live.

**MDCPS Management Response:** A separate support plan was used to manage all the support related activities.

- Tasks may be included on the Cutover Plan to ensure that scheduled jobs which are required to be run on the go-live date, are captured and assigned to responsible personnel to ensure that scheduled jobs are not forgotten.

**MDCPS Management Response:** High level activities were used to identify the batch process in the cut over plan. Additionally, a separate team and document was used to identify and schedule the batch jobs.

- Tasks may be included on the Cutover Plan to backup production at critical stages for contingency purposes in the event that errors occur and a roll back may be required.

**MDCPS Management Response:** The cut over plan had specific points where backups were taken to ensure a successful cut over.



# Appendix A: Documentation Reviewed



## Appendix A: Documentation Reviewed

- ◆ KPMG's assessment was also based upon reviewing the following finance cutover project documentation:

#	Description	Document Name / Application
1	FI 2_0 Detailed Cutover Planning.xls	Detailed plan of SAP finance cutover tasks.