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UNIVERSITY OF ALBERTA

**Financials 9.1 Upgrade Project**

## **Training Development & Delivery Plan**

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**Prepared by:** Barry Scott, Administrative Information Systems

David Dittaro, Administrative Information Systems

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## Financials 9.1 Upgrade Project: Training Development & Delivery Plan

This document requires review and approval by the following individuals. The due date for acceptance is **April 17, 2012**. Should an approver or reviewer not respond or be unable to respond by that date, the deliverable will be considered accepted by that person.

Reviewers	Signature	Sign Date
<b>Julie McClelland</b> , Assistant Dean, Administration, Faculty of Science/		
<b>Brian Boytang</b> , University Chief Accountant and Associate Director, Financial Services		
<b>Elly Ducharme</b> , Senior Financial Accountant, Financial Services		
<b>Frances Olinkin</b> , Manager Production Services, Financial Services		
<b>Ceinwen Arndt</b> , AIS Service Delivery Manager, Finance & Research		
<b>Sundip Mhamane</b> , TCS Upgrade Project Manager		
<b>Barry Scott</b> , Project Steward, AIS		
<b>Harinath Katta</b> , TCS Program Manager		
<b>Michael Walesiak</b> , Associate Director, Finance and Information, Research Services Office		
<b>Chandra Wanigaratne</b> , Manager/Info Management, Research Services Office		

Approvers	Signature	Sign Date
<b>Jody Brookwell</b> , Business Lead / Director, Logistics & Business Services, Supply Management Services		
<b>Michele Pearce</b> Business Lead / Director, Financial Services - Financial Accounting and Reporting		
<b>Lorraine Deydey</b> , Business Lead / Director, Research Services Office		

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### Background

The main objective of this project is to upgrade the PeopleSoft Financials application from version 8.9 to 9.1 for the 10 existing modules, such as General Ledger, Accounts Payable and Travel & Expense. In addition to the “core upgrade”, there are two other major objectives. Electronic approvals will be implemented for travel & expense claims, purchase requisitions, and delegation of signing authority. Also, the eProcurement module will be implemented for entry of electronic requisitions (eRequisitions); purchases currently initiated by a paper requisition will, in the future, be done directly in PeopleSoft. The upgrade project is considered the introductory point for electronic entry and approval of financial transactions, and will be further expanded on post-upgrade (e.g., direct link to preferred supplier catalogs).

A training strategy for the project was released in October 2011. With the business scope now finalized, the purpose of this document is to confirm how training will be developed and delivered for go-live in August 2012.

### Key Assumptions

#### *Timing*

1. The assumption at the time the strategy was developed is that the go-live date was May 19, 2012. The go-live date for the Financials 9.1 Upgrade project is now August 21, 2012. The dates in this document have been adjusted accordingly.

#### *Training Content Development*

2. All training will be developed using Oracle’s User Productivity Kit (UPK). This is consistent with the approach taken by the University since 2009 for PeopleSoft-related training.
3. The on-line training can be presented in a classroom setting in an instructor-led mode, presenting either using the UPK Player or by generating a learning guide in PowerPoint.
4. Word-based learning guides can also be generated out of UPK.
5. For existing modules, delta training can either be developed in UPK or as a Word-based learning guide. On the recent Faculty of Extension project, new functionality was developed in UPK and delta changes were documented in Word and PowerPoint as a “What’s New for Campus Users” guide. Assume same for this project.
6. Grants, Contracts, and Contracts have already been developed in UPK as part of the Grants 2.0 project. As such, they will only require minimal updates.

#### *Training Delivery Methods*

7. For new functionality, training will be developed in UPK for on-line access in a self-learning mode. This is more convenient and effective for the learner as the training is available anytime, anyplace.
8. Training will be accessible on-line using the AIS website ([www.ais.ualberta.ca](http://www.ais.ualberta.ca)) under PeopleSoft Training. The training is single sign-on (SSO) enabled and so anyone with a CCID has access.
9. On-line training will be available in both Do-It and Try-It modes.
10. UPK development will follow guidelines documented in the University of Alberta UPK Deployment Guidebook, dated December 10, 2010.

#### *Training Standards*

11. As required, the project team will work with Organizational Learning and Effectiveness (OLE), who are responsible for the PeopleSoft User Training Program (PSUTP), to ensure that standards for training materials are met, and to determine how to transition these materials into the PSUTP program after the project.

### *Roles & Responsibilities*

12. The Training Lead role will be responsible for delivery of this plan.
13. The Financials 9.1 Upgrade project team will be primarily responsible for the development of training materials with the input and support of Subject Matter Experts from the central service units: Financial Services, Supply Management Services, and Research Services Office.

### *Management and Other*

14. In addition to system training, there will be emphasis placed on non-system factors which, if not addressed, might impede the acceptance of new processes and procedures.
15. Approval to proceed with training steps will be provided by the Training Lead &/or the responsible Business Leads.

## Training Scope / Types of Training

This scope of this training plan, outlined in Appendix A, has been developed to address the needs of campus users.

It is assumed that the central service units (Financial Services, Supply Management Services and Research Services Office) will provide training and process support for their specialized roles, such as SMS buyers. Also, those units will be responsible, working with the Change Team to develop procedures and forms, using roughly the same timelines as training development. See transition-based activities below for more elaboration.

The types of training are listed below. Note that these are not mutually exclusive. Grants, Contracts and Project Costing will, for example, require both “delta” and existing UPK-based training development.

- A. **Existing module “delta” training** which addresses the changes users will experience between Financials versions 8.9 and 9.1. Because it is temporary in nature, to introduce new features for example, it is best developed as a learning guide in Word or PowerPoint.
- B. **Existing PSUTP courses:** any existing PeopleSoft courses which the PeopleSoft User Training Programs (PSUTP) manages for Financials modules would need to be updated to, for example, replace screen shots with 9.1 versions. These courses include Financials Basics (FN01), Intro to Financial Reports (FN02), External Billing (F02), AP JV Entry (W03/P02), Purchase Requisitioning (P03), and Travel & Expense (T01). These will need to be reviewed with Organizational Learning and Effectiveness who have the responsibility for these courses. Some, such as P03 and T01, will need to be replaced given those functions are undergoing significant changes. If replaced, this would ideally be developed in Oracle User Productivity Kit (UPK).

Other Financials Resources on the PSUTP site that will need review and potential updates:

- SpeedCode Inquiry – Learning Summary;

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- Setup your Financial Management Center (Financials Quick Links);
- Download eTRAC to Excel;
- PeopleSoft Icons, Buttons, and Hotkeys;
- Running a PeopleSoft Report;
- Save Search Criteria;
- Pop-up Blockers;
- Using Production and Reporting Simultaneously (obsolete); and,
- Other Research resources on the PSUTP site that will need review and potential updates.

Other Research resources maintained by AIS that will need review and potential updates:

- Research Administration (UPK);
- Researcher Home Page (Researcher Self-Service) - web video/.pdf;
- eTRAC Inquiry and Reporting - Word document; and,
- Grants 2.0 Delta Guide (Researcher Self-Service) – Word document/

- C. **Existing UPK-based training:** the Grants, Contracts and Project Costing modules were developed in UPK 3.1. As part of training development, the UPK content will be updated to UPK 3.6, screen shots will be updated to Financials version 9.1, and general clean-up will be done to have these modules be more consistent with other Financials modules in UPK.
- D. For **new functionality** such as eRequisitions, Travel&Expense and Electronic Approvals, on-line training will be developed to provide detailed, step-by-step instructions on how to, for example, enter an eRequisition and complete an electronic approvals. This will be developed in Oracle UPK. *Note:* the approach (i.e., how topics are developed) for Electronic Approvals could be different than how topics are development for new functionality such as entering a T&E claim. The approval process, for example, should be role-based similar to what was done for the Electronic Grades process.
- E. For **transition-based activities**, while training may be involved, this will largely be achieved through readiness and business process-driven activities. This addresses preparation of central service units and service providers for the upgraded application in two areas:
- Business processes, procedures and forms which will change;
  - Knowledge transfer and ``soft skills`` development which will help in the adoption of system and process changes as well as any organizational changes.

### Training Development Roles & Responsibilities

The roles required for training development and delivery are outlined below. The 3 key roles are training lead, content specialist, and subject matter expert. Given training will be on-line, there is no need for classroom instructors.

#### **Training Lead**

- Manage training and skills development program to ensure deliverables are met

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- Manage all aspects of training administration
- Guide the training team through the stages of development and delivery
- Develop curriculum and lesson plans for a broad range of participants
- Participate in lead meetings and other stakeholder meetings as required
- Oversee job role-mapping to course requirements
- Develop and deliver a knowledge transfer and sustainability plan

Fulfilling this role will be the joint responsibility of Barry Scott and David Dittaro.

### ***Curriculum Designer and Developer (Content Specialist)***

The content specialist is typically a business analyst with PeopleSoft expertise who would be the primary author of content developed in Oracle UPK. They are assisted by Subject Matter Experts from the business units.

- Update content in accordance with content create/edit/review cycle
- Update content based on SME feedback
- Compliance with the project-specific content creation plan and publishing cycle, and content standards
- Must have been trained &/or have experience with Oracle UPK

The content specialists will be Tamin Pretty and Andrew Tecza, AIS Business Analysts. Andrew will be primarily responsible for AR, Billing and GL modules. Tamin will be primarily responsible for Grants, Contracts, Project Costing, AP, Purchasing, Assets, and Travel&Expense modules. Responsibility for eProcurement will be determined.

### ***Central Service Unit Subject Matter Experts (SMEs)***

- Providing input on content outline requirements
- The understanding of business processes for area of expertise
- Reviewing existing UPK content
- Contribute to scripts for new UPK content
- Compliance to the UPK content creation plan
- Communicating with Content Specialists and UPK Administrator to ensure document status is updated and current

The subject matter experts who will work with the content specialists are as follows.

<b>Modules</b>	<b>Subject Matter Experts</b>
Grants, Contracts, Project Costing	Lorena Li, Chandra Wanigaratne, Michael Walesiak
Purchasing, eProcurement, Travel & Expense	Stefan Sicking, Wendy Abel
General Ledger	Brian Boytang, Elly Ducharme
Accounts Payable	Nicole Fluet
Assets	Don Koebel, Brian Boytang
AR, Billing	Cindy Bizon

### ***OLE Learning Specialist***

A learning specialist from Organizational Learning and Development may be assigned to work with the training development team to ensure alignment of project training with the PSUTP program and standards.

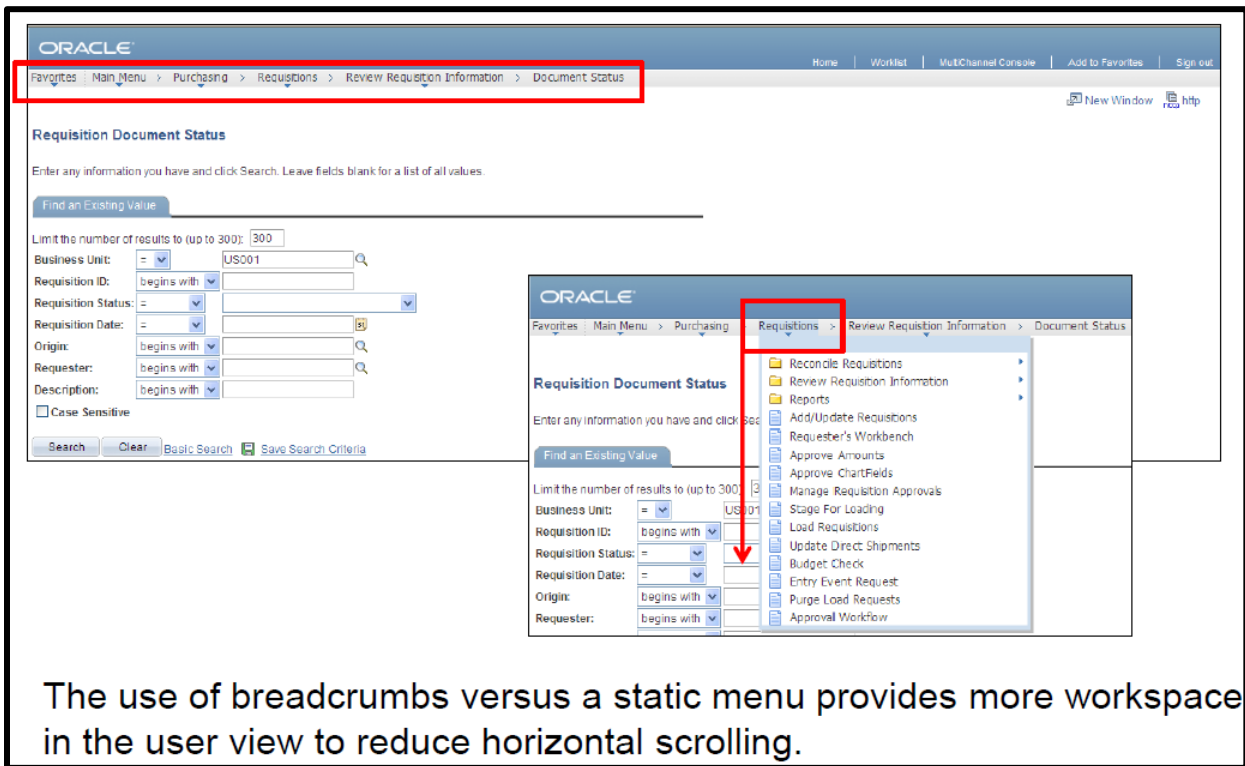
- Assists in the ongoing development, administration and delivery of training and educational programs in connection with management and promotional development, on the job training and employee orientations.
- Develops and administers training courses and other non-technical training modules which may include facilitation, coaching, communication, and leadership.

## Training Development Steps – Existing Modules

The method for developing training will be slightly different for existing modules and new functionality.

1. Delta training will address any significant items which are new for campus users. An example is new navigation in version 9.1, see screen shot below which is typical of content found in a delta guide. Topics will be organized by module or by group of modules. Development of each delta topic will begin with an outline developed by the content specialists and SMEs. It is important that the delta or “what’s new” guide content be developed first, as it may be the source for types of training.

Figure 1: New Navigation in Version 9.1 (Example)



2. Once the topic outline is approved, the content specialist will develop the training materials with the assistance of SMEs.
3. Once developed, the training content will be reviewed by SMEs and, if possible, a focus group of campus users.
4. The training content will be published as a UPK topic, learning guide or otherwise.
5. Review existing training materials to determine if a topic is covered by existing Financials training in the PSUTP. Working with the Learning Specialist, assess the extent that existing materials must be



updated and then determine whether it is better to update the existing materials or replace/rebuild the existing course in its entirety.

### **Training Development Steps – New Development**

The anticipated topics for new development are listed in the next section. All new development will be in UPK.

1. Each topic should begin with an outline developed by the content specialist and SMEs. If the content specialist and SME are in agreement, then development can proceed without an outline.
2. The content specialist will develop the training materials with the assistance of SMEs.
3. Once developed, the training content will be reviewed by SMEs and, if possible, a group of campus users through UAT or a Focus Group.
4. The training content will be published as a UPK topic.

### **New Development Training Topics**

The following list of topics is provided for illustrative purposes only. The topics will be finalized through the outline and design steps which are scheduled for April to June timeframe.

Training topics will be organized by functions (e.g., travel & expense) and training scenario (e.g., claim entry). Together, all the scenarios form the scope of training for new development. Each scenario will have an outline developed.

Each topic should stand on its own, covering a process end-to-end or addressing a unique function. For example, the unique steps to enter a travel claim in multi-currency will be a separate topic. It should not be included in the main topic for TE1 (Claim Entry) as multi-currency will be used infrequently.

#### ***Travel & Expenses***

<b>ID</b>	<b>Scenario Name</b>	<b>Description</b>
<b>TE1</b>	Claim Entry	Pre-travel notification and claim entry by one of the following: <ul style="list-style-type: none"> <li>• Claimant</li> <li>• Authorized Users – Delegate</li> </ul>
<b>TE2</b>	Claim Review	Internal control review of claims only: <ul style="list-style-type: none"> <li>• Internal Control Review</li> </ul>
<b>TE3</b>	Claim Approval	Travel authorization and claim approval by: <ul style="list-style-type: none"> <li>• Account Holder - Financial Authority</li> <li>• Account Holder Delegate</li> <li>• Account Holder One-up</li> </ul>
<b>TE5</b>	Financial Control and Reporting	Reconciliation and reporting
<b>TE6</b>	Central Support	Central administration and reporting

#### ***eProcurement***

<b>ID</b>	<b>Scenario Name</b>	<b>Description</b>
<b>EP1</b>	Requisition Entry	Online requisition entry <ul style="list-style-type: none"> <li>• Requester</li> </ul>
<b>EP2</b>	Requisition Approval	Requisition approval including threshold limits approval by: <ul style="list-style-type: none"> <li>• Requester (Auto-approval of Operating Purchase Requisition)</li> </ul>

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		<ul style="list-style-type: none"> <li>• Account Holder</li> <li>• Account Holder Delegate</li> <li>• Special Category Approver – Radioactive</li> </ul>
<b>EP4</b>	Purchase Order Creation	PO creation and change order processing (SMS Only))
<b>EP5</b>	Financial Control and Reporting	Reconciliation and reporting
<b>EP6</b>	Central Support	Central administration and reporting

### **Financial Delegation**

<b>TE4/ EP3</b>	Delegation Assignment and Managing Delegations	Assigning and managing delegation of financial signing authority
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## Training Audiences

The following list training audiences is provided for illustrative purposes only. The audiences by user group or role will be finalized during Training Design.

<b>Campus Community User Groups</b>	<b>Group Description</b>
Employee	Those who enter or have entered on their behalf travel & expense claims &/or purchase requisitions.
Researcher (Project Holder)	Those who enter or have entered on their behalf travel & expense claims &/or purchase requisitions related to research.
Research Project Administrator	Those who may enter claims and requisitions on behalf of researchers.
Department Internal Control Reviewers	For internal control review purposes only
Human Resource Services	Approves Professional Expense Reimbursements (PER) which will be entered by employees (where applicable) as an expense claim.
Department Manager	May be a claimant, requester or account holder
Dean, Director, Chair	May be a claimant, requester or account holder
Associate VPs/VPs	May be a claimant, requester or account holder
Vice Provost/Provost	May be a claimant, requester or account holder
Senior Financial Officers	Those who are responsible for reconciliation and operational reporting within a faculty/department

The following audience can take advantage of the training content develop for the campus community, and can develop their own training as required.

<b>Core Project User Groups</b>	<b>Group Description</b>
Central Service Units	Units responsible for central administration within the University: Supply Management Services, Research Services Office, Financial Services, and Facilities & Operations
Application Management Support	TCS personnel and AICT Helpdesk

## Timeframe and Deliverables

There are four major steps in the development and delivery of training. The timeframes indicated below are for the core upgrade. Some scope related to electronic approvals will be delivered later and its training development will need to be accelerated to ensure the end date of Aug. 21<sup>st</sup> is achieved.

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1. **Topic Outlines:** confirms all of the content to be developed. Depending on the nature of the topic, may require a formal review process, or, if simply requiring updates to the screen shots for example, may be informal. One document will address all types of training.
2. **Training Design:** detailed design of the content to be developed or updated for each topic. Depending on the nature of the topic, design may not be required. The delta guide will require its own design.
3. **Training Content Development:** several review cycles required before final version is ready for posting.
4. **Posting Training Materials:** making the materials available to users and communicating to users what training is available for them (based on their role) and how to access it.

Phase / Milestone	Description / Comments	Primary Responsibility	Start Date	End Date
Training Plan Approved		Barry Scott		Apr. 5
Training Outlines Developed	For all scenarios in new development and delta topics	Dave Dittaro, Content Specialists	Mar. 26	Apr. 30
Training Lead Onboard		Barry Scott		May 10
Training Outlines Reviewed & Approved		Training Lead		May 18
Training Design (*)	Will be done in conjunction with UAT	Content Specialists	May 22	Jun 21
Training Development (*)	Will be done later in UAT cycle	Content Specialists	Jun 22	Aug. 3
Test On-line Training: Beta Version	Later in the UAT cycle, provide on-line training for user testing to confirm its correctness and usability.	Training Lead	Aug. 3	Aug. 18
On-line Training Final Version	For posting to the training website.	Training Lead		Aug. 18
Post training on-line	Communicate to users what training is available and how to access it.	Training Lead		Aug. 21

(\*) Some development related to Electronic Approvals will not be completed until June and so UAT and training development will be done on later dates.

## Appendix A: Training Scope

### 1. Research Administration (Priority 1)

- Overview
  - Process Flow
  - Related Policies and Procedures
- Grants Management Tools
  - Using RSO Home Page
  - Using Task Management
- Proposal Development – Create to Submit
  - Prepare and Submit Proposals
    - Create Proposal
    - Update Proposal
    - Submit Proposal
  - Supplemental Information
    - Using My Proposals
    - Search for a Proposal
    - View Customer (Sponsor)
    - View Customer (Sponsor) Program Details
    - Add Non-U of A Employee
- Proposal Development – Update to Award Generation
  - Proposal Update to Award Generation
    - Update Proposal V2
    - Generate Award
  - Supplemental Information
    - Validate Indirect Cost
    - Add Sub-recipient
- Award Management – Setup to Activation
  - Overview
  - Review and Update Award
  - Review and Update Project and Contract
    - Assign Project Manager
    - Assign Project Chatfield Attribute
    - Review and Update Contract Header
  - Complete Project and Contract Setup
    - Assign Rate Sets to Project Activities
    - Create Funds Distribution
    - Review Accounting Distribution
    - Review and Assign Revenue Plans
    - Review and Assign Billing Plans
  - Complete Activation Process
    - Activate Award, Contract and Project

- Finalize Project Budget
- Create SpeedCode

## **2. External Billing (Priority 2)**

- Overview
  - Process Flow
  - Related Policies, Procedures and Forms
- Bill Entry
- Printing Invoices
- Correcting Errors
- Maintain Bill Status
- Monitor Invoices
  - Inquiry
  - Queries

## **3. AP Journal Voucher Entry (Priority 2)**

- Overview
  - Process Flow
  - Related Policies, Procedures and Forms
- Correcting AP Voucher Line Distribution
  - Review Vouchers
  - Entering an AP Journal Voucher
  - Verify AP Journal Vouchers
    - Inquiry
    - Queries

## **4. Electronic Tracking and Research and Awards Online (eTRAC) (Priority 3)**

- Overview
- Security Access
- Searching for Projects
- Inquiry
- Reporting

## **5. Researcher Home Page (Priority 3)**

- Overview
- Security Access
- Searching for Proposals or Projects
- Viewing Proposals
- Viewing Projects

## **Procurement and Electronic Approvals Scope**

### **1. Purchase Requisitioning (Priority 1)**

- Overview
- Process Flow
- Roles and Responsibilities
- Related Policies and Procedures
- Create Requisition (Requester)
  - Define Requisition
  - Add Item or Service
  - Review and Submit
    - Insert Comment and Attachment (e.g., Vendor Quote)
    - View Accounting Lines
    - View Print
    - View Routing
    - Submit Requisition
- Approve Requisition (Approvers)
  - Via Email Notification
  - Via Manage Requisitions
- Monitor Requisitions
  - View Requisition Cycle in Manage Requisitions
  - View PO
  - View Voucher
  - View Payment

## 2. Travel & Expenses (Priority 1)

- Overview
  - Process Flow
  - Related Policies, Procedures and Forms
  - Roles and Responsibilities
- Claimant Entry (Claimants and Authorized Data Entry Users)
  - Create
    - Travel Notification
    - Expense Report
      - Travel Reimbursement
      - Expense Reimbursement
      - Professional Expense Reimbursement
    - Travel Advance
  - Maintain
    - Travel Notification
    - Expense Report
    - Travel Advance
  - Inquire
    - Travel Notification

- Expense Report
  - Payment
  - Year End Considerations
  - Assign Authorized Data Entry Users
- Internal Control Review (Research Only)
  - Review
    - Expense Reports
      - Expense Reimbursement
      - Travel Reimbursement
    - Travel Advances
  - Reconcile Travel Advances
  - Update Employee Profiles
  - Correct or Transfer Posted Expense Reports
  - Year End Considerations
  - Verify Expense Reports and Travel Advances
    - Inquiry
    - Queries
- Approval Expense Transactions (Approvers)
  - Approve
    - Travel Notifications
    - Expense Reports
      - Travel Reimbursement
      - Expense Reimbursement
    - Travel Advances
  - Reconcile Travel Advances
  - Update Employee Profiles
  - Correct or Transfer Posted Expense Reports
  - Year End Considerations
  - Verify Expense Reports, Travel Advances and Travel Notifications
    - Inquiry
    - Queries

### 3. Manage Delegations (TBD)

- Add Delegates (Budget Owner)
- Update Delegates (Budget Owner)
- Accept/Reject Delegation (Delegate)
- View Delegations (Budget Owners and Delegates)