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Monthly Status Report: July 2006
SAIC Maximo Implementation – National Cancer Institute

Date: Friday, August 4, 2006
Client: SAIC – Frederick, MD
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Progress Summary: July 2006

The mid-point month of July was a very revealing period for the Maximo Implementation Project. Major milestones related to the contract have been completed (see Progress Detail section) and other major tasks such as Data Migrations, Conference Room Validations, and Geac/Maximo Interface requirements workshop have started. Project Initiation Phase tasks are essentially complete and the Project Implementation Phase tasks are underway, as the Go Live date is only 8 weeks away.

Overall the cost budget is 34% expended, the allotted time line (7 weeks of 15 weeks) is 47% complete, while the schedule progress is only 38% thus trending the project to be behind schedule. With seven (7) of the fifteen (15) weeks consumed the project has not advanced as desired. This can be attributed to slippage within the Business Requirements Definitions Phase as highlighted by the following issues:

- Undocumented Business Processes
- Business Processes not uniformly defined and validated
- Data mapping and migration magnitude
- Exploring Custom (Non-Out of the Box) solutions

These slippages equate to downstream impacts on:

- Integration Business Requirements and Design
- Reports
- User Profiles Configuration in Maximo
- Workflow
- Maximo Customizations Tasks

Major emphasis has been placed on Data Migrations as the scope and magnitude, coupled with an extensive mapping exercise has extended the Data Migration completion date by several weeks, thus jeopardizing the Go Live date of September 24, 2006. It is recommended that Data Migrations be placed on an overtime schedule to achieve the desired completion date.

The Conference Room Validations began with questionable results as constraints imposed by delays in the Data Migrations and Definition of SAIC Business Requirements. Additionally the education of Maximo functionality for the team has continued in the workshops, thus taking additional time.



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The Maximo to Geac (and CyBorg) Integration Requirement Workshop was held and a draft of the Integration Plan Document (IPD) has been written, yet not released. The on-site Integration activities have been suspended until core Maximo database configurations and a firm planned use of Maximo is well defined.

As the Business Requirements are continuing to be identified the following changes to the Maximo Out-Of-The-Box configuration have been made:

- 230 new fields have been added to the Out-Of-The-box version of Maximo
- 965 database configurations have been made to the Out-Of-The-box version of Maximo (includes 230 new fields)
- Added one new screen and modified 7 different screens of the Out-Of-The-box version of Maximo

This is indicative of the requirements pushing the out of-the-box-solution to a customized implementation. Typically minimal changes are expected, but substantial changes have been made to the configuration of the Maximo Out-Of-The-Box version. Project Management will impose strict limitations on any further changes.

At the onset of data migrations there was a minor problem with the speed of the data loader. It is slower than expected, but not slow enough to be a contributing factor to the delay. Also the benefit of using the data loader for data migration process highly outweighs the speed related risks.

Progress Detail: July 2006

The contract identifies specific tasks within each phase for functional/technical tasks. A detailed status of the commercially defined tasks are provided as follows (*italics are from contract*)

Phase I - Project Initiation (95% Complete)

Task 1 – Assemble a Project Core Team: Complete

Task 2 – Conduct Training: Immersion Training is Complete

Task 3 – Finalize a Project Plan: Complete (created and presented to the Team)

Task 4 – Install Product and Train Administrators: 85% Complete. MXES product is installed and accepted, and System Administration Training is planned for August 15 and 16.

Task 5 – Actuate Report Writing Training – Scheduled to be delivered in September.

Phase II – System Implementation (30% Complete)

The purpose of this phase is to review detailed requirements in the functional/technical areas listed here, configure the Maximo products to support the requirements, and initiate product testing.

- *Processes. The Team will define the specific business processes that Maximo will support. MRO Software will assist in researching and defining those business processes, mapping the processes to Maximo, and demonstrating how to best utilize Maximo to support the business needs. MRO Software will also assist in documenting these processes to support the training program, which will be designed to demonstrate the processes to the end users. Defining the SAIC Business Processes has taken more time as business requirements expand and evolve. Examples: property requirements, GL accounting/funding requirements for accounting management within Maximo.*
- *Reports. The Team will identify specific reports that need to be generated for Maximo to be used. MRO Software will assist in reviewing the applicability of standard Maximo reports to*

SAIC-Frederick business needs. MRO Software can also assist SAIC-Frederick reports developers on understanding where data required for reports comes from in the Maximo table structure. Will not start until after the business requirements are defined and Maximo is configured for the business process scenarios.

- *Interfaces. The Team will detail the specific interfaces that must be developed to support the business processes across multiple core systems. MRO Software will conduct an integration workshop to identify and define specific data transfer requirements for each of the interface points, and to document those findings in an integration plan. MRO Software will also implement the Maximo Enterprise Adapters (MEA) technology to support the Maximo portion of the required interfaces. The Integration Business Requirement Workshop was held and the Integration Plan Document has been drafted, but not issued. Efforts on the integration can not be resumed until Maximo configuration is essentially complete. This could impact Go Live by approx 3-4 weeks.*
- *Conversion. The Team will define specific data conversion requirement that must take place in order to migrate from legacy systems to Maximo. Among other conversion requirements, the one-way migration of project information from Primavera to Maximo will be developed. MRO Software will work closely with the SAIC-Frederick data managers to define a detailed data map and scripts using the Maximo Data Loader to prepare for production cutover data conversion. The mapping and migration of existing data is underway with progress made. However, the scope and magnitude of the mapping of the data is substantially more than allowed for in the original budget plan. The MRO consultant budget for this task is 28 days and is now estimated to require about 50 days.*

Several factors are involved such as:

- inferior data and scrubbing of data before it is migrated to Maximo
- mapping of data continues and involves an understanding SAIC's business processes (needs) compared to Maximo's functionalities.
- New fields are being added, removed, changed in Maximo and process functionality (what data is needed, where to store it, etc.)
- The locations data is being scrubbed by SAIC and when it is finished and is loaded into Maximo then other tables may need to be updated (ASSETS, WORK ORDERS)
- Assets are being modified during SAIC taking inventory and will be modifying and adding more data, and only a subset of companies (a partial list of Vendors) has been loaded.

The remaining scope for data migration activities are:

- Major applications that need to be mapped, loaded, etc. are: Work Orders (now complete, Job Plans and PMs (will be loaded from the front end).
 - Need to load GLACCOUNTS for all applications.
 - Need to load Vendors
 - Need to load all Long descriptions for all applications.
 - Need to clean data that was brought over wrong due to Excel conversion, human error, etc.
- *Enhancements. The Team will identify and document any product extensions or enhancements that must be made to support the business processes and reports. Any enhancements that require the use of development tools beyond the configuration applications in Maximo will require Functional and Technical Specifications which must be approved by SAIC prior to any development work being performed. MRO Software has budgeted time for development of extensions using Java programming should the specifications documents be approved by SAIC. With the continuing discovery of business*



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requirements the number of product configuration changes to the application and database are encroaching on the border of customizations, thus imposing more time to create the solution than originally planned. The 15 week schedule does not have enough float to absorb development of any custom solutions.

- *Test Scripts. The Team will identify and define the specific test scripts that must be executed to ensure proper development of all interfaces, workflows, conversions, and enhancements. MRO Software will define the test script formats and content, assist in preparing for user acceptance testing, and lead a testing program to validate the completion of the developed solution. Not scheduled until early September.*
- *Training. The Team will define the training requirements for end users, develop training materials, and prepare a presentation strategy. MRO Software will work with the Core Team to define training strategies, courses, and materials. MRO Software will educate the trainers on the course materials. Not scheduled until late August*

Major Accomplishments and Progress for July:

1. MRO and SAIC Project Team continued to hold Business Requirement Workshops
2. Business Requirements have been partially defined for Work Orders, Assets, PMs, and Property
3. Data Mapping and Migrations continued
4. Data for Equipment, Inventory, Assets, and Employees has been loaded. It will be completed when the remaining data is available to migrate to Maximo
5. Preparations for Conference Room Validation were started
6. Conference Room Validation was initiated for PMs, Work Orders, Property, and Assets.
7. Created workshop documentation and reviewed with project team
8. The MRO team has added 230 new fields to the Out-Of-The-box version of Maximo
9. The MRO team has made 965 database configurations the Out-Of-The-box version of Maximo
10. Added one new screen and modified 7 different screens to date the Out-Of-The-box version of Maximo
11. Maximo education continued in the workshops.

Problems and Issues:

1. **Data Migrations** – As reported above the data migrations scope and effort has evolved as a visible issue. It will require extended use of MRO support and will impact the schedule. The delays in data migrations are impacting the following successive activities:
 - Business Requirements Completion
 - Conference Room Validations
 - Integration Design and Testing
2. **Firm Definition of SAIC Business Requirements** – The absence of signed off internal business processes (To Be) has resulted in additional time to make decisions specific to the use of Maximo. The evolving business requirements and continuing education of Maximo is consuming a significant amount of MRO consultant's time.
3. **Work Management versus Account Management** – The various funding practices with GL accounts/cost Centers have been explored and the decision on how Maximo will use this in various applications has taken additional MRO Consultant's time. It now appears that the requirements will be satisfied with minor configuration changes in Maximo



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- 4. **MRO Project Manager** – Extensive use of MRO Project Manager’s services have been required to keep the project at minimal customizations and provide guidance to the overall implementation. This is consuming the budget at a higher than planned burn rate.
- 5. **Integration to Geac** – The design, coding and testing of the integration between Maximo and Geac is estimated to take 7 weeks. The design of the integration can not begin until the firm Maximo requirements are defined, thus imposing the risk of not having the integration complete for the Go Live Milestone.

Process for Resolution:

- 1. **Data Migrations** – With approval the activities for the Data Migrations could be worked on an overtime basis, such as weekends, for the next two weeks, and at 10 hours per day. Additionally the project team should firm-up/reconcile understanding of both data mapping and data migration processes, consider migration of supporting data ONLY, with historical data migrated post-implementation and consider loading of some data “on the front-end” (such as job plans, PM schedules, etc.) rather than via the Data Loader. Additionally a Change Order will be submitted and if approved for the 30 additional days the MRO Data Migration consultant will continue to work with the SAIC team to get the data migrated to Maximo. Note: we explored adding additional personnel/resources from MRO and/or SAIC to this process; however, it was agreed that the complexity of the task (rather than amount of effort) is the cause of the delay.
- 2. **Firm Definition of SAIC Business Requirements** – It is recommended that all Maximo Business Requirements be submitted and signed off sooner than August 11 to meet the Go Live date of September 24. Additionally all Customizations must be documented.
- 3. **Work Management versus Account Management** – The architecture of Maximo is designed for Work Management, with flexibility in accounting. Recognizing this, the team has compromised between current accounting practices and Maximo functionality, thus avoiding Maximo customizations.
- 4. **MRO Project Manager** – The on site requirement of the MRO Project Manager is requiring about 3 days a week. Based on the continuing trend it is estimated that 20 additional days will be required until Go Live. This will require a change order which will be submitted
- 5. **Integration to Geac** – If the Business Requirements are completely defined for Maximo, and the data migrations near completion soon, the integration design can begin. The possibilities of having the integration complete for the Go Live milestone is quite low. As suggested, the Integrated Plan Document has been developed and submitted to the integration team members for review. Additionally the Integration Team members will gain access to the MEA to gain technical familiarity and to expose any risks early.

Project Cost and Schedule Analysis Summary:

At the end of July the project was 38% complete with an expended budget of 34%. Although not a significant cost variance it is indicative of under-spending relative to the physical progress.

The Cost Analysis Table includes the costs and financial status through the month of July. The actual costs are based on time sheets and estimated expense reports.

MAXIMO Implementation Project Cost Analysis: Through July 29, 2006

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ID	Task Name	% Complete	Duration	Start	Finish	2nd Quarter		3rd Quarter			4th Quarter	
						May	Jun	Jul	Aug	Sep	Oct	Nov
1	Maximo Implementation - SAIC-Frederick	38%	103 days	Wed May 24, '06	Fri Oct 13, '06							
2	Project Tasks & Milestones	38%	103 days	Wed May 24, '06	Fri Oct 13, '06							
3	Project Kick-Off Meeting	100%	5 days	Wed May 24, '06	Tue May 30, '06							
4	Week One - Business Requirements Workshops	100%	5 days	Wed May 24, '06	Tue May 30, '06							
5	Week Two - Immersion Training	100%	5 days	Mon Jun 19, '06	Fri Jun 23, '06							
6	Software Installation	100%	5 days	Mon Jun 26, '06	Fri Jun 30, '06							
7	Project Initiation Complete	100%	0 days	Fri Jun 30, '06	Fri Jun 30, '06							
8	Data Migrations Planning/mapping/migrating	65%	15 days	Mon Jun 26, '06	Fri Jul 14, '06							
9	Data Testing	35%	3 days	Mon Jul 17, '06	Wed Jul 19, '06							
10	Data Migration Complete	0%	0 days	Wed Jul 19, '06	Wed Jul 19, '06							
11	Conf Room Validation - Work Management	35%	10 days	Thu Jul 20, '06	Wed Aug 2, '06							
12	Conf Room Validation - Asset/ Purchasing/Inventory	25%	10 days	Thu Jul 20, '06	Wed Aug 2, '06							
13	MXES Configuration	25%	15 days	Thu Aug 3, '06	Wed Aug 23, '06							
14	Conf Validation Complete	0%	0 days	Wed Aug 23, '06	Wed Aug 23, '06							
15	Integration Workshops/Design/Testing	20%	35 days	Mon Jul 10, '06	Thu Sep 21, '06							
16	Reports/KPIs	0%	10 days	Thu Aug 24, '06	Wed Sep 6, '06							
17	System Administration Training	0%	2 days	Mon Aug 14, '06	Tue Aug 15, '06							
18	Actuate Report Training	0%	2 days	Wed Aug 16, '06	Thu Aug 17, '06							
19	Train the Trainers/Matl Prep (for End User Training)	0%	15 days	Mon Aug 14, '06	Fri Sep 1, '06							
20	End User Training	0%	30 days	Mon Sep 4, '06	Fri Oct 13, '06							
21	User Acceptance Testing	0%	9 days	Thu Sep 7, '06	Tue Sep 19, '06							
22	System Testing	0%	3 days	Wed Sep 20, '06	Fri Sep 22, '06							
23	Go Live	0%	1 day	Mon Sep 25, '06	Mon Sep 25, '06							
24	Project Management	63%	85 days	Wed May 31, '06	Tue Sep 26, '06							

