


TITLE PAGE-STOCK NO. 100TP

 **Smead**® MFG. CO. HASTINGS MN - LOS ANGELES - CHICAGO  
LOGAN OH - MCGREGOR TX - LOCUST GROVE GA

┌

BARS-CLAS BRIEFING PAPERS

for

└

STAT

**BARS - CLAS BRIEFING PAPERS**

**WHITE PAPER**

20 January 1988

MEMORANDUM FOR: Director of Logistics  
Director of Finance  
Director of Information Technology

FROM:



STAT

SUBJECT: CLAS/BARS White Paper

#### OVERVIEW

In December of 1986 when OIT, OL and OF selected the Cullinet software application packages, our respective offices prepared an implementation schedule that called for a 1 October 1988, Initial Operating Capability (IOC). The IOC date was driven by the delivery of the 1.3 release of Funds Control software which, in December 1986, was scheduled for delivery to us in January 1988. It is important to emphasize that the implementation planning in January 1987, was predicated on the timely delivery of the Funds Control Software...all parties realized when we did our initial implementation planning that the 1 October 1988, IOC date was ambitious even if the software was delivered as scheduled. The one thing that we absolutely needed to succeed, receipt of the Funds Control software, did not materialize.

Over the past several weeks, the BARS-CLAS Program Managers have turned their attention to a phased implementation because the 1.3 software will not be available until summer, 1988 (the 1.3 release of the manufacturing software is scheduled for March, 1988). The decision to bring up the packages in phases means additional work because interfaces will have to be written between the Inventory package and the Inventory Control and Contract Information Systems...the need for these interfaces will go away then the full system is brought up. Some data conversion will also be required if the packages are not brought up on a fiscal year basis. Data conversion of this magnitude will require significant expertise and resources.

The Office of Logistics is testing the following "manufacturing" software packages (release 1.2):

- Bill of Materials
- Inventory
- Order Entry
- Purchasing

The Office of Finance is testing the following packages:

Accounts Payable  
Funds Control (not yet available)  
General Ledger

#### WHAT WILL BE PROPOSED IN BOSTON

The following is a summary of what Cullinet proposed this week which we refined and will be presented in Boston:

1. Bring up the Bill of Material's Part Master and Cataloguing functions 1 October 1988
2. Bring up the Inventory package receipts, warehousing, and issues functions as soon as possible (may not be able to bring up with Bill of Materials but as soon thereafter as possible)
3. Bring up remaining manufacturing and finance software 1 October 1989

#### THE IMPORTANCE OF FUNDS CONTROL SOFTWARE

The Purchasing package passes procurement information to the Accounts Payable package, and eventually, Funds Control software will take dollar amounts from purchases and automatically pass them to the AP package and then update the appropriate General Ledger Chart of Accounts. The function, therefore, of 1.3 Funds Control software is to move dollar amounts between the relevant financial packages and generate real-time and on-line available funds balances. This means that the batch interface programs that update the General Accounting System on a nightly basis will no longer be required. This nightly processing of batch interface tapes to the General Accounting System is called the GAS Nightly Run Stream, a very intricate transfer of data from 22 batch programs that run most of the night in order to provide correct balances for the beginning of the new operating day. This will be replaced by the Cullinet software and represent a tremendous improvement in the accuracy, reliability, and operational capability of the new financial system.

#### OUR OBJECTIVES IN BOSTON

The Program Managers have several key objectives that we hope to achieve during the meeting in Boston which include in order of priority:

1. Agreement among the office directors on a specific phased implementation that Cullinet will guarantee with deliverables
2. A commitment on the part of Cullinet to meet all future software release dates for 1.3 Commercial and Funds so that we can proceed to implement the software
3. Ascertain that Cullinet's plans for mainframe application software is a long term commitment

	1986		1987											1988	
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Met with MSA and Cullinet	—														
Decision to go with Cullinet based on Funds Control, IDMS/R, Functionality		—													
Implementation ◦ Strategy for IOC 1 Oct 1988 ◦ Plan			—												
Load Packages				—	—										
Training 1.2				—	—	—									
Learning 1.2					—	—	—	—							
Develop Prototype										—	—	—	—		
Develop RTM														—	
Execute Prototype														—	—
Load 1.3															—

**BARS - CLAS BRIEFING PAPERS**

**ISSUES**

**TALKING POINTS**

## ISSUES

- Final Availability of Government Funds, Release 1.3
  - Continues to slip - Jan, March, July...
  - Impact on our resources, Staff
  - Status of feedback of our 1.3 Requirements of 6 Nov
  
- Final Availability of Commercial Manufacturing, Release 1.3
  - Available pre-final release ?
  - Compatibility with funds 1.3 ?
  
- Cullinet Commitment to IOC and post IOC Schedule
  
- On-Site Support Issues
  - Availability of Resources
  - Definition of on-site
  - Cleared personnel
  
- Long-term Commitment to Federal Market Place
  - Ability to support OMB & Congressional Requirement
  
- Corporate Direction
  - Personal productivity tools vs. mainframe applications



**BARS - CLAS BRIEFING PAPERS  
IMPLEMENTATION ALTERNATIVES**

12 January 1988

MEMORANDUM FOR:

STAT

FROM:

SUBJECT: Budget And Accounting Resources System (BARS)  
Implementation Alternatives

as you know, the issue of bringing up the BARS Accounting and Budget Execution (ABE) segment of the BARS-CLAS project is dependent on the delivery, testing, and acceptance of the 1.3 Funds Control, or "Government" software.

STAT

The implementation strategy that we defined in January 1987, commenced with prototype testing of the manufacturing and financial application packages in release 1.2 (1.1 for the General Ledger package) to be followed by a second iteration of prototype testing for release 1.3 (Commercial and Funds Control). It was understood that the 1.2 prototype testing was largely an exercise in package familiarization and hands-on training since the 1.2 release does not provide an incremental improvement over the capabilities of our existing system.

As a result of these software considerations, we considered BARS implementation alternatives that will minimize the following:

- o one-time data conversion from GAS and FRS to BARS
- o minimize utilization of resources between the present systems and BARS
- o parallel operations between GAS and ABE
- o interfaces required to pass data to GAS from either BOM, INV, or both packages

Much of my thinking is predicated on the fact that the INV package does not presently update the GL data records, and will not until the availability of 1.3 Funds. Therefore, it would seem that interfacing INV to ICS at this time would be a temporary/throw-away interface requiring additional resources. However, such an

interface would allow us to use the same interface programs currently utilized to update GAS, CONIF, and FARS.

My sense is that the scope of this interface conversion task and any one-time data conversion required by an implementation date other than 1 October 1988, would require substantially more resources than we currently have to bring up ABE on a fiscal basis. Therefore, we have assumed that if the 1.3 Funds release is unavailable to us before June 1988, 1 October 1989 is the earliest implementation date for ABE and the remaining OL packages.

Based on these assumptions, we identified the following three implementation alternatives for ABE:

1. Bring up the 1.3 release of Funds Control software 1 October 1989 (assumes delivery of 1.3 no later than June, 1988.)
2. Bring up the 1.3 release on 1 January, 1 April, or 1 July 1990, if there are further delays in delivery of the software. This would require significantly greater program resources for one-time data conversion from the present system to BARS.
3. Bring up the 1.3 software on or after 1 October 1989, with no parallel testing. The assumption is that two extensive prototype tests will preclude the requirements for parallel operations.

All of the alternatives require continued progress on the many items detailed in the BARS-CLAS Master Implementation Schedule of project plan. Some examples of significant tasks which must be completed prior to IOC include the following:

- o validation of data entry procedures in IDMS
- o definition of batch and on-line reports
- o installation of the GAO standard General Ledger Chart Of Accounts
- o testing that insures a satisfactory confidence level for cutover to BARS
- o completion of the Interface Control Documents
- o one-time data conversion if required
- o completion of all CULPRIT reports necessary for IOC
- o adequate user training

7 January 1988

MEMORANDUM FOR

STAT

FROM : OL/CLAS/Supply Team

SUBJECT : Recommendations for incremented IOC

1. The CLAS Project Supply Team has investigated the feasibility and subsequently the advantages and disadvantages of bringing Cullinet's Bill of Material (BOM) and Inventory Control (INV) packages on-line 1 OCT 1988 as the first step of an incremental implementation approach.

2. It is important to note that due to the extensive processing logic dependencies in our current system and the existing interfaces between the OF systems and other OL systems, it would be impossible to operate without the ICS in place and maintained as it is presently.

3. Based on our knowledge of the present functional requirements and the present automated systems that support them, our understanding of the Cullinet packages, and assuming that technical and functional support is not an issue, we believe it may be possible to complete either of the following goals by 1 OCT 88:

°bring both Bill of Materials (BOM) and Inventory Control (INV) on-line

°bring Bill of Materials on-line independently

4. The Bill of Materials package can operate on-line independently from other Cullinet packages but the Inventory Control package can not since it is dependent upon the Bill of Materials package. Therefore, we have listed the advantages and disadvantages by each package in order to keep the Bill of Materials information separate.

a. BILL OF MATERIALS (BOM)

ADVANTAGES

- ° Will provide customers with one of the major tools required to support future electronic requisitioning
- ° Provides item identification/cross reference capabilities that significantly surpass present capabilities
- ° Supports proposal to replace present federal stock number formatted item identifier with part number formatted item identifier
- ° Provides capability to build and automate BOM structure (Kits, Systems)

DISADVANTAGES:

- ° Two or more major conversion programs would have to be developed between ICS/GIMS and BOM/IDMS/R
- ° Some minor modifications to ICS would be necessary
- ° Significant Cognizant Office involvement/cooperation would be necessary
- ° Post-Production addition of parts would require input into ICS and BOM or run of modified conversion program
- ° Some adjustments to BOM table values and screen literals would be necessary

B. INVENTORY CONTROL (INV)

ADVANTAGES:

- Eliminate erroneous warehouse bin locations
- Supports capability for enhanced Bar Coding applications (Issues/Receipts)
- Enhance warehouse inventory capabilities (IAS)
- Enhance warehouse space visibility/utilization
- Visibility of actual quantity of part in a specific bin location
- Ability to assign a specific bin location to a part

DISADVANTAGES:

◦ Would require separately processing all issues, receipts and inventory adjustments in two systems or, developing major temporary interfaces between ICS/GIMS and INV/IDMS/R which would also necessitate some modifications to ICS. These temporary interfaces would only be used until the remainder of the 1.3 packages are installed.

◦ Technical and Functional support of two separate systems by OIT and OL.

◦ A conversion program would have to be developed between ICS/GIMS and INV/IDMS/R

◦ Would jeopardize proposal to replace present federal stock number formatted item identifier with part number formatted item identifier

4. In addition to the above, the following advantages/disadvantages would apply for either goal:

ADVANTAGES:

◦ The desirable 1 October 1988 date could be met, however, it would not be mandatory since fiscal year financial considerations would not play a part in the above proposals.

◦ An integral part of the Cullinet System would be in place when balance of the packages implemented

◦ User familiarization of Cullinet software would begin

DISADVANTAGES:

◦ A detailed requirements document would have to be formulated and prepared - a time consuming effort involving coordination between several groups within the Agency as well as Cullinet

◦ Time and resources required for acceptance testing

◦ User documentation would have to be formulated and prepared

◦ User training would have to be developed and provided

◦ Hardware availability would have to be explored

◦ Some areas would experience an increase in duties and workload

◦ Although new capabilities would be realized by the affected groups, they would have to invest significant time and resources to activate and maintain the system with the data necessary to provide these capabilities. Without this involvement the new capabilities can not be utilized.

6. Considering the relative value of the additional capabilities each package would provide and the cost for the effort (time and resources) to obtain these capabilities, it is our opinion that the most advantageous approach would be to implement ROM independently as step 1 of the incremental approach.

**BARS - CLAS BRIEFING PAPERS**  
**INTERFACES TO THE GENERAL ACCOUNTING SYSTEM**



21 January 1988

SUBJECT: BARS-CLAS Interfaces (External to Host System)

NAME OF INTERFACE

Agency Budget Formulation System (ABF)

Audit Staff

Bi-Weekly Payroll System

Civil Service Pay (CSRS)

Contract Information System (CONIF)

Federal Acquisition Requisitioning System (FARS)

Federal Employees Retirement System (FERS)

Financial Resources System (FRS)

Human Resources System (HRS2)

Inventory Control System (ICS)

PAYCIARDS

Special Payroll System (Non-NOC)

Station Accounting And Reporting Systems (STARS)

State Department

TRAPPER

Vendor Misc Check Payment (VMCP)

BARS - CLAS BRIEFING PAPERS  
CULLINET FEDERAL ADVISORY GROUP MEETING  
20 JANUARY 1988

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

PRESENTATION TO THE  
FEDERAL IDMS/R ADVISORY GROUP

JANUARY 20, 1988

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

MEETING OBJECTIVE:

Cullinet to address issues raised by the Advisory Group that will strengthen our partnership with our Federal Government clients.

ISSUES:

- o Support Services
- o Account Management
- o Pricing Strategy
- o GSA Schedule Status
- o Procurement
- o Cullinet Government Financial System
- o Systems Software Schedule

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES

SURVEY OBJECTIVE:

- o Identify the type of services that customers want Cullinet to provide
- o Identify the mix of on-demand and dedicated services
- o Quantify the demand to develop an appropriate staffing plan to meet the demand

SURVEY RESPONSE:

Number of Responses: 20

Number of Agencies: 19

KEY ISSUES:

- 1 End-user Services
- 2 Base Product Support
- 3 Onsite Education Services
- 4 Application Development Services
- 5 Dedicated Support

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES

KEY ISSUES:

End-user Service

- o 42% interest level
- o On-demand orientation
- o Service duration one week - one month

CONCLUSION:

- o Mainframe connectivity
- o End-user access to OLQ
- o Using GG/IG with IDMS/R
- o LANS/Protocols

ACTION:

- o Increment staff to dedicate CSR to this area
- o Develop service package
- o Formalize consulting service offerings

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES

CULLINET CONSULTING SERVICE FOR END-USER PRODUCTS

CONTENTS:

- o Written proposal
- o Predefined scope and objectives
- o Appropriate education classes
- o Onsite service days
- o Written deliverables

BENEFITS:

- o Custom tailored to your environment
- o Flexible number of days
- o Measurable results
- o Easier procurement through flexible service units
- o Establishment of Cullinet credentials



CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES

KEY ISSUE:

Base Product Support

- o 65% interest level
- o On-demand orientation
- o Service duration less than one week

CONCLUSION:

- o Formalize Performance and Tuning offering
- o Initiate detailed security service package

ACTION:

- o Performance consulting package available in February
- o Security consulting package available in March
- o Additional consulting packages developed monthly

**CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION**

**ACCOUNT MANAGEMENT**

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

ACCOUNT MANAGEMENT

KEY ISSUES:

Role of Account Manager

- o Program concept overwhelmingly supported
- o Communicate on a management level

CONCLUSIONS:

- o Program results correlated with frequency of visits
- o Group equally divided between monthly and quarterly visit frequency
- o Need Account Manager to get more involved in planning process
- o Locations outside Washington need increased focus

ACTION:

- o Existing Account Manager position to be filled within 30 days
- o Implement desired call frequency within 30 days
- o Hire additional Account Manager by May 1
- o Publish monthly Account Manager newsletter starting in March

CULLINET  
GOVERNMENT  
SYSTEMS  
DIVISION

SUPPORT SERVICES  
ACCOUNT MANAGEMENT

SUMMARY

SUPPORT SERVICES:

- o End-user Services
  - hire an additional CSR to focus on this area
  - package predefined services
- o Base Product Support
  - formalize Performance and Tuning Offering
- o Application Development Service
  - hire an expert System Specialist
  - package predefined services
- o Dedicated Support
  - increase staff by 50%
  - use existing Cullinet staff for short-term projects
- o Education Services
  - expand education services

ACCOUNT MANAGMENT

- o Fill existing Account Manager position within 30 days
- o Hire additional Account Manager by May 1
- o Publish monthly Account Manager newsletter in March

**BARS - CLAS BRIEFING PAPERS  
AGENDA FOR 22 JANUARY MEETING**

Proposed Agenda for 22 January 1988 Meeting

I. Introductions

II. BARS/CLAS Project Overview

III. Project Concerns

- a. Availability of Release 1.3
- b. On-site support
- c. Impact of IDMS/R Future on CAS
- d. Long Term Commitment of Federal Market Place

IV. Cullinet Proposal for Success of Project

BRIEFING PAPER TOPICS:

1. White Paper (Overview)
2. Issues and Talking Points
3. Implementation Alternatives
4. Interfaces to the General Accounting System
5. Cullinet Federal Advisory Group Meeting  
20 January 1988 (Veterans Administration)
6. Agenda for 22 January 1988 Meeting