



# Financial Management Business Transformation (FMBT) Overview to the Shared Services Forum

October 13, 2022



**VA**



U.S. Department  
of Veterans Affairs

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# The Need for FMBT



## **VA currently uses a 35-year-old COBOL-based legacy Financial Management System (FMS), resulting in:**

- Failure to meet the federal financial regulations and mandates, including the intent of the DATA Act
- Long-standing audit findings due to inherent security vulnerabilities



## **VA made two previous unsuccessful attempts to replace its legacy financial system, leading to:**

- System workarounds and the development of add-on systems
- A fragmented financial and procurement system environment



## **Implementing a modern integrated financial and acquisition system will bring VA operations into the 21<sup>st</sup> century and improve services to those who serve the Veteran, allowing VA to:**

- Execute its budget, pay vendors and Veterans, and produce accurate financial statements
- Access accurate and robust data in real time, improving business intelligence reporting capabilities

# Current Program Status

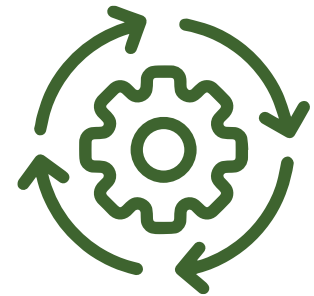
## Waves Completed

- NCA Finance go-live in November 2020
- VBA GOE Phase 1 go-live in February 2021
- VBA GOE Phase 2 go-live in May 2021
- NCA Acquisition go-live in April 2022
- Office of Management Plus (OM+) go-live in October 2022

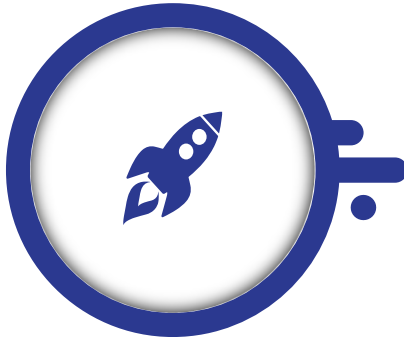


## Waves in Progress

- VBA Loan Guaranty (LGY)
  - Go-live: February 2023
- Office of Acquisition, Logistics, and Construction (OALC) and Office of Construction & Facilities Management (CFM): Major Construction
  - Go-live: June 2023
- Office of Inspector General (OIG)
  - Go-live: June 2023
- Office of Information and Technology (OIT)
  - Go-live: June 2023
- VHA Configuration Validation Pre-Wave
  - Completion: April 2023



# iFAMS by the Numbers



**5**

Successful Implementations



**3,804**

Approximate Unique Users



**585**

Average Daily Logins



**99.98%**

iFAMS Availability



**672,417**

Transactions Successfully Processed, Including:

96.3% of Interface Transactions

97.2% of User Transactions

\$4.527B in payments to Treasury



**94.4%**

Overall Customer Satisfaction

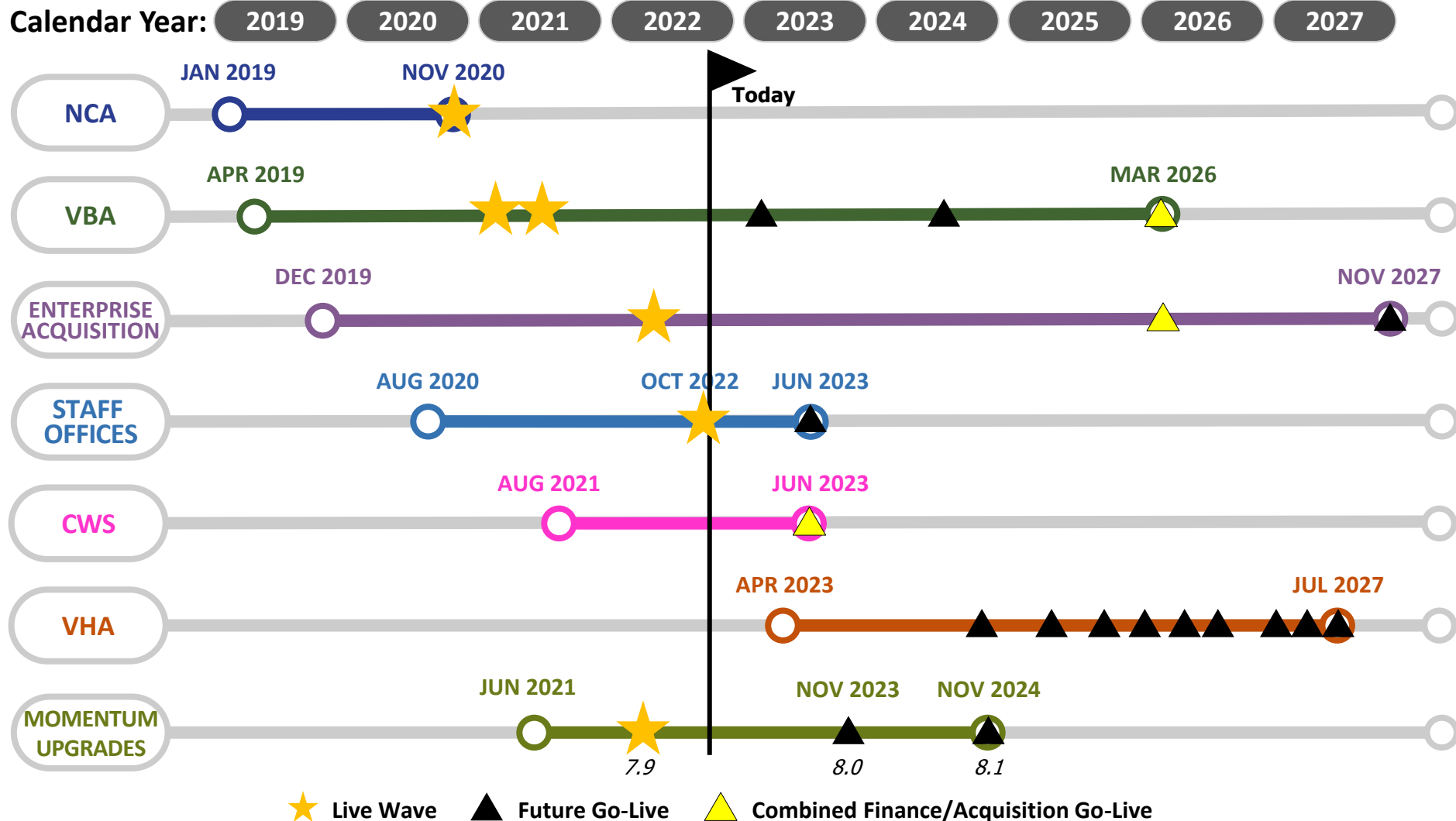
Resolution Rates:

99.9% First Call

97.1% All Cases

*\*Information as of October 11, 2022\**

# High-level Implementation Timeline





# FMBT Product Delivery Framework

## Scaled Agile Delivery Approach (Program Increments)

### Phase 0: Pre-Initiation



- Establish internal activities to better prepare for wave implementation
- Draft templates, timeline and prepare for customer and program engagement

### Phase 1: Initiation & Planning



- Establish the relationship between FMBT and the customer: refine assumptions, roles and responsibilities, scope, and schedule outlined in Pre-Initiation
- Complete the detailed planning of tasks and resources for the Wave; finalize scope and schedule

### Phase 2: Product & Testing



- Conduct customer sessions to define and review user stories and then configure the product
- Perform iterative User Acceptance Testing with the customer to configure the system

### Phase 3: Deployment & Transition



- Conduct final User Acceptance Testing and confirm readiness
- Execute deployment and cutover; offer extended support through Hypercare
- Resolve outstanding Risks & Issues and document Lessons Learned

# FMBT Customer Readiness

In alignment with VA Strategic Goals, FMBT is transforming VA business operations by modernizing business systems and then preparing and supporting those who serve Veterans



## PREPARING OUR CUSTOMERS

FMBT ensures VA employees are prepared for iFAMS through multiple readiness events, organizational change management (OCM) activities, familiarization sessions, training, and customer support at go live.

## SYSTEM-FOCUSED TRAINING

iFAMS system-focused training enables users to confidently navigate and complete their tasks in the new system. Sustainment training will support user refresh training, system release training, and new user training.

## HYPERCARE SUPPORT

FMBT provides Hypercare support, service desk, virtual chat support, and quick reference guides, and has established an iFAMS community of practice.



# Comprehensive Readiness Approach

*FMBT support activities are designed to keep users informed and build their capabilities to successfully use iFAMS.*



## ORGANIZATIONAL CHANGE MANAGEMENT (OCM)

Empower stakeholders to understand and effectively use iFAMS. Central to driving awareness, understanding process changes, increasing buy-in and adoption among stakeholders to propel lasting change.



**Operational Readiness**  
(Organizational, Process, Workforce)



**Gap & Impact Assessment**



**Workforce Readiness**  
(Site Visits)



**Stakeholder Mapping & Analysis**



**Workforce Readiness**  
(Change Champions)



**Labor Relations**



**Workforce Readiness**  
(Field Engagement)



**Org Change Assessment**



## TRAINING

Prepare VA's workforce to successfully adopt iFAMS by identifying skills and knowledge necessary to operate effectively based on an end user's specific roles.



**Core Competency Training**



**End User iFAMS Training**



## CUSTOMER SUPPORT

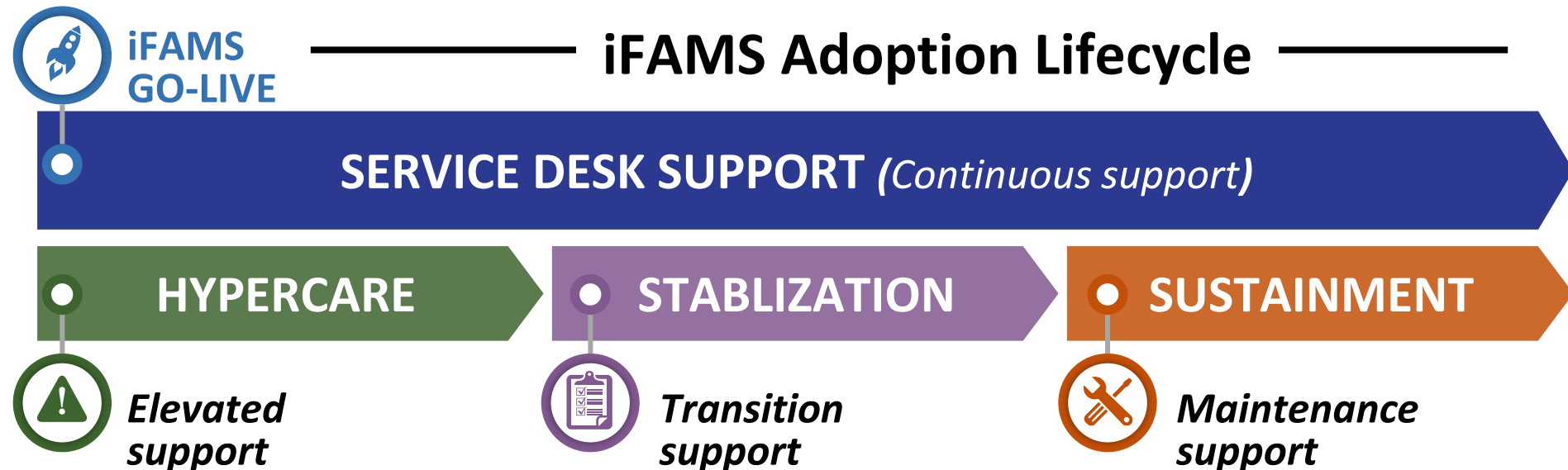
Establish and provide the necessary support for end users through each deployment of iFAMS, including managing customer inquiries and providing a central location to access ongoing assistance after Go-Live.



**Hypercare & Service Desk**

# Hypercare Overview

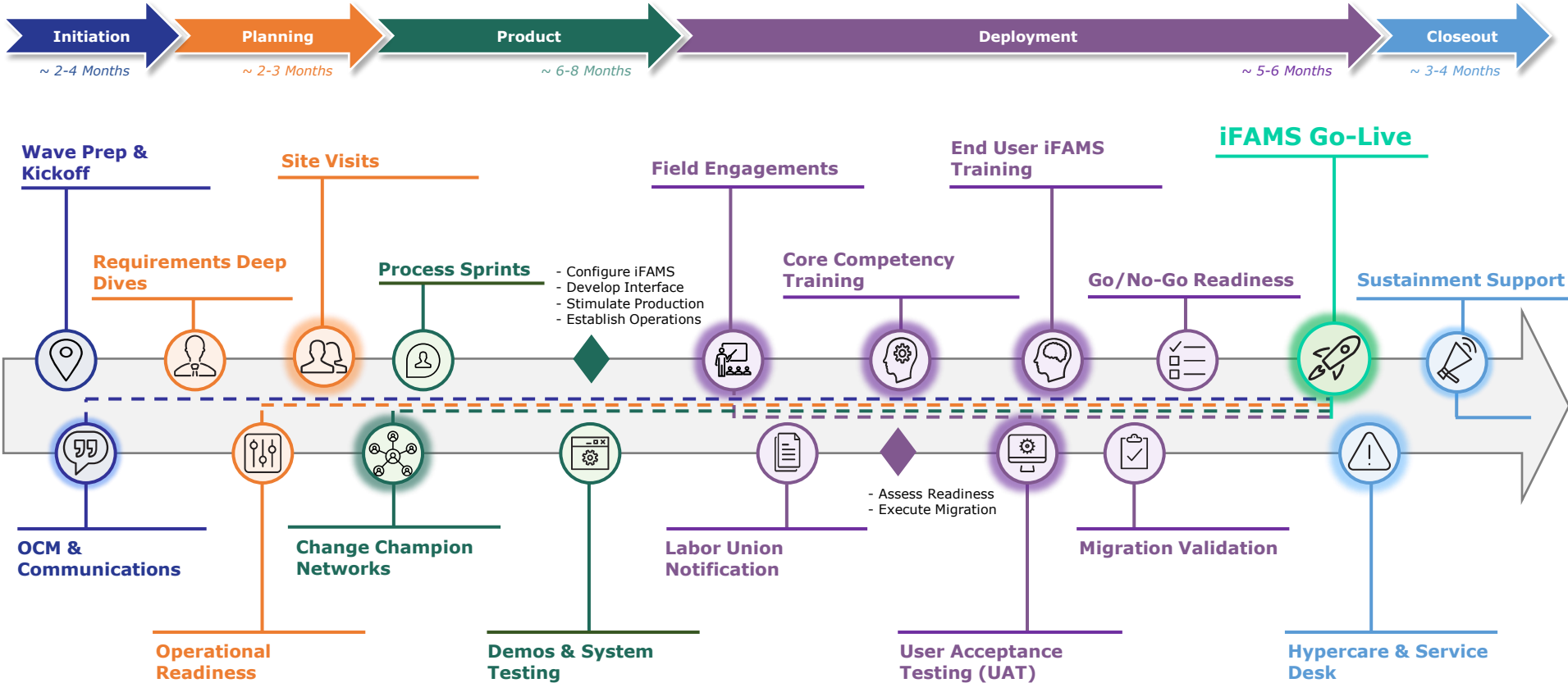
- Hypercare is the period immediately following go live where we provide an enhanced level of support to our customers
  - Hypercare leverages the foundational customer support (service desk) capability
  - Hypercare includes additional oversight, monitoring, reporting, and subject matter expertise immediately after Go-Live to mitigate any difficulties
  - It is a partnership between FMBT and VA's Financial Services Center (FSC) as we transition from implementation to operations



# The iFAMS Customer Journey

## A Guide to an iFAMS Wave

How will the Admin/Staff Office collaborate with the FMBT Program to ensure successful migration to iFAMS? Follow the journey of activities to understand the steps needed to accomplish the initiation, planning, product, and deployment phases of the iFAMS implementation.



**Note:** This journey illustrates the ideal course of iFAMS implementation, and it is subject to changes in sequence and timing of activities based on each wave's unique needs.

○ End User Activity    ○ Customer Activity    ◆ Non-Customer Activity

# Lessons Learned



## **iFAMS SANDBOX ACCESS**

Giving users earlier access to an iFAMS sandbox environment will improve user system knowledge and ease the transition from legacy systems to iFAMS



## **TARGETED COMMUNICATIONS**

Targeting communications to specific user groups will address gaps in user knowledge and increase customer satisfaction



## **HELP DESK CASE MANAGEMENT**

Improving workflow efficiency and grouping similar customer support cases will reduce case resolution times and increase customer satisfaction



## **USER ACCOUNT CREATION**

Simplifying the user account creation process will reduce user frustration with the system immediately following go-live



## **HYPERCARE CUSTOMER SUPPORT REPORTING**

Streamlining the Hypercare data reporting process will improve subsequent Hypercare periods through better analysis of user issues



## **USER EXPECTATIONS FOR GO-LIVE**

Clearly informing users what to expect immediately before, during, and after go-live will reduce user confusion and apprehension of go-live

# Questions