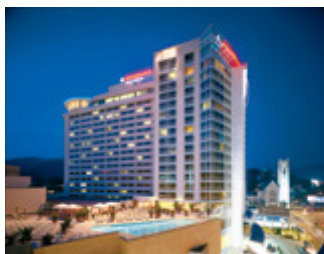


**EXECUTIVE UPDATE**

July is a busy time of year for most of our clients as they begin the new fiscal year. For sites that have recently gone live - Congratulations! For sites marking an anniversary of our journey together, we thank you for being such valued partners. One such partner, the Arizona Department of Economic Security (ADES), is celebrating the 20th anniversary of their GFS version 6.0. We congratulate their team on this milestone! We are just as excited to welcome a new site to the AMS Advantage family - the California Department of Transportation ([Caltrans](#)). **More »**

**Join us for CGI Forum 2008**

Join us for CGI Forum 2008, our 30th Anniversary, October 19-22, 2008 at the Renaissance Hollywood Hotel in Hollywood, California. **More »**

**AMS Advantage 3.8: See the New User Interface**

What does Advantage have in common with MySpace and YouTube? The technology behind these powerhouse websites, Rich Internet Applications (RIA), has allowed us to develop an exciting new face for AMS Advantage Financial Management and Human Resources Management. Coming in release 3.8, users will experience more efficient and user-friendly navigation within documents, activity folders, inquiries, and references pages. "With every release we add more functionality. With 3.8 we also wanted to increase the productivity of the average user by making a quantum leap in the user interface," said Pat Colacicco, Vice President, CGI. **More »**

**Call for AMS Advantage 3.8 Beta Participants**

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**CLIENT SUCCESS****AMS Advantage ERP Means Transformation for Utah, Orange, Tucson**

We sat down with several customers at CGI Forum 2007 to discuss their relationship with CGI, their experience with AMS Advantage, and how the software is helping to transform their operations. We also asked them to share lessons learned from their ERP implementations that they would recommend to anyone about to undergo a similar effort for their government.

**More »**

**Simplifying Maintenance and Increasing Productivity: Why the Idaho Transportation Department Chose Platinum Services**

With an annual budget of \$500 million, the Idaho Transportation Department (ITD) oversees 1,829 employees. They manage more than 5,000 miles of highway, 1,700 bridges, 30 recreational and emergency airstrips, 30 rest areas, 10 fixed points of entry, federal grants to 12 rural and urban public transportation systems, state rail planning, rail project development and bicycle and pedestrian planning and

defects, validate new product features, and promote accuracy of instructions and overall product readiness. [More »](#)

## **CGI Selected by State of California Department of Transportation to Build Next Generation Enterprise Resource Planning and Business Intelligence Solution**

**Fairfax, Virginia, June 9, 2008** - CGI Group Inc. (TSX: GIB.A; NYSE: GIB), a leading provider of information technology and business process services, announced today that it has been selected by the State of California Department of Transportation (Caltrans) to deliver its web-based AMS Advantage® 3 enterprise resource planning (ERP) and business intelligence (BI) solution for use by both Caltrans' headquarters and district offices. The 4-year contract is valued at US\$20.2 million. [More »](#)

projects.  
[More »](#)

## **City of Springfield Prepared to Streamline with Flexible CGI Trainings**

Effective training is a critical component of every successful ERP project; it builds collaborative teams, elevates awareness and instills confidence in the new system. More importantly, it provides the practical skills, knowledge and competencies necessary to take ownership of the system and manage it well into the future.

[More »](#)

## **Moving Legacy Mainframe Programmers to Web Technology: The Utah Success Story**



Utah's Division of Finance, which oversees 19,000 employees and an annual operating budget of \$15 billion, is a division of the State of Utah Department of Administrative Services serving Utah citizens and state agencies with fiscal leadership and quality financial systems.

[More »](#)

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**EXECUTIVE UPDATE**

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## **Letter from Pat Colacicco, Vice President, AMS Advantage Program**

July is a busy time of year for most of our clients as they begin the new fiscal year. For sites that have recently gone live - Congratulations! For sites marking an anniversary of our journey together, we thank you for being such valued partners. One such partner, the Arizona Department of Economic Security (ADES), is celebrating the 20th anniversary of their GFS version 6.0. We congratulate their team on this milestone! We are just as excited to welcome a new site to the AMS Advantage family - the California Department of Transportation ([Caltrans](#)).

The AMS Advantage team has been hard at work on your behalf on a number of fronts:

- Helping 13 clients implement Advantage 3, and preparing another 17 clients for their upcoming upgrades to the 3.7 release;
- Developing the client-requested features and enhancements for release [3.8](#) due out in early 2009
- Announcing client success and analyst accolades to the marketplace, including the [Commonwealth of Kentucky's "Best of Kentucky" award](#) and AMS Advantage Procurement's placement in the [Challenger's quadrant](#) of Gartner's Sourcing Application Magic Quadrant, 2008;
- Conducting User Focus Groups for targeted improvements in the [user interface](#) (to be released in 3.8);
- Finalizing the session calendar and logistics for the CGI Forum this October 19-22 with the help of your elected [Steering Committee](#);
- Attending events across the country, including the AASHTO subcommittee event in Mississippi and GFOA in Ft Lauderdale, to discuss the latest requirements and trends to incorporate into our solutions.

I look forward to seeing you in Hollywood for [CGI Forum 2008](#), our 30th anniversary, where I will share more in my Program Update Session.

**Have a question?** Contact Pat today at [patrick.colaccico@cgi.com](mailto:patrick.colaccico@cgi.com). Don't miss his Session at CGI Forum 2008:

### **AMS Advantage Program Update and User Feedback**

(General Interest)

2301

Tuesday 1:30 pm – 2:30 pm

Level: All

By now, you will have heard about the latest strategy, direction and new features for the AMS Advantage ERP products you are using, as well as how to optimize AMS Advantage for your organization. Now you have an opportunity to ask CGI leadership questions that are most relevant to your needs. Join the AMS Advantage Leadership Team for a lively, unpredictable and always informative open forum.

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).



## PROGRAM UPDATE

## AMS Advantage 3.8: See the New User Interface

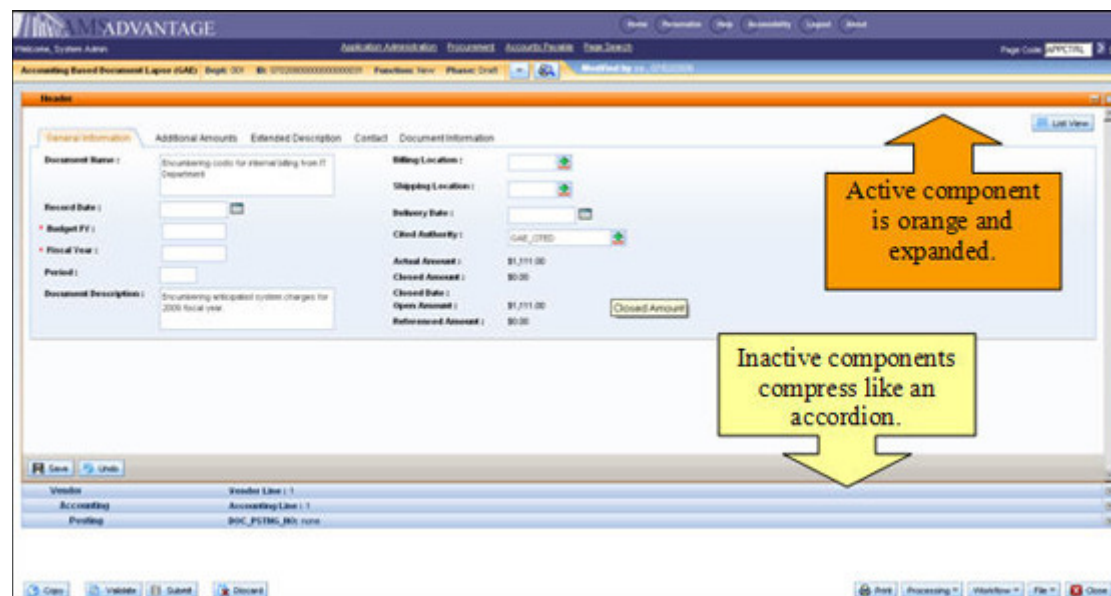
What does Advantage have in common with MySpace and YouTube? The technology behind these powerhouse websites, Rich Internet Applications (RIA), has allowed us to develop an exciting new face for AMS Advantage Financial Management and Human Resources Management. Coming in release 3.8, users will experience more efficient and user-friendly navigation within documents, activity folders, inquiries, and references pages. "With every release we add more functionality. With 3.8 we also wanted to increase the productivity of the average user by making a quantum leap in the user interface," said Pat Colacicco, Vice President, CGI.

The User Interface Focus Group launched in September 2007 with a focus on just that, improving productivity. Today, document HTML restructuring is complete and document rebuilding is in progress for the first quarter 2009 release. At [CGI Forum 2008](#) in Hollywood, California October 19 – 22nd attendees will see it for themselves first hand.

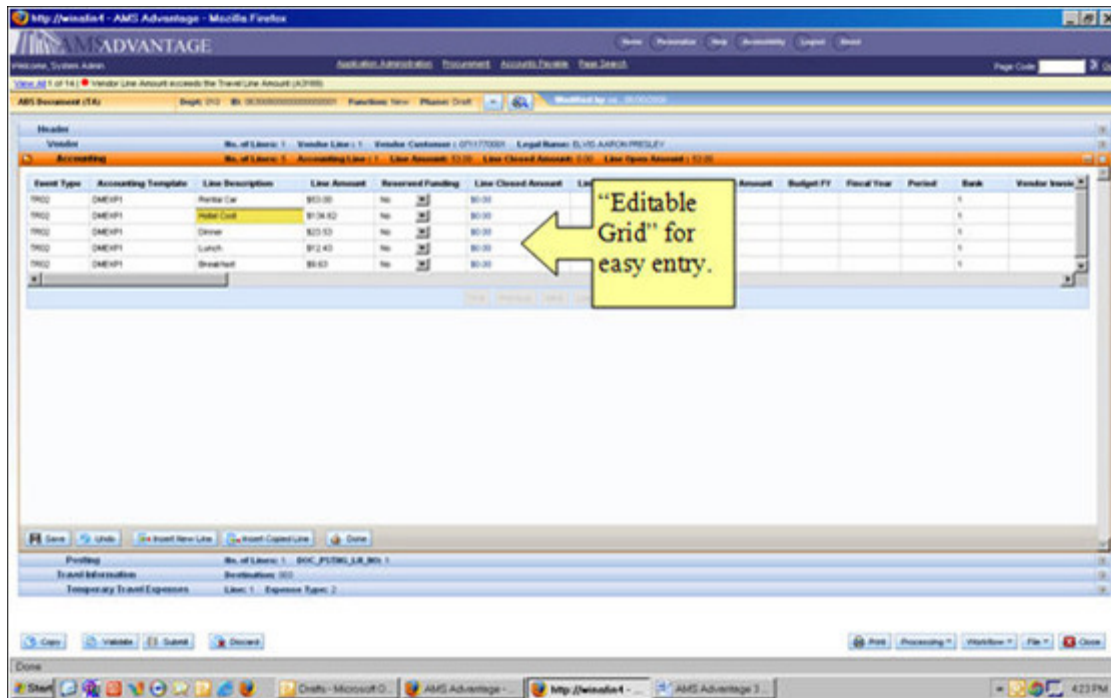
"It was very exciting to be a part of the focus group and being able to give have some input in the discussions," said Joyce Ford, Denver International Airport, "I am excited about the new changes for AMS Advantage users."

Here is a quick overview of how the new user interface, including many RIA technology components that improve user interaction.

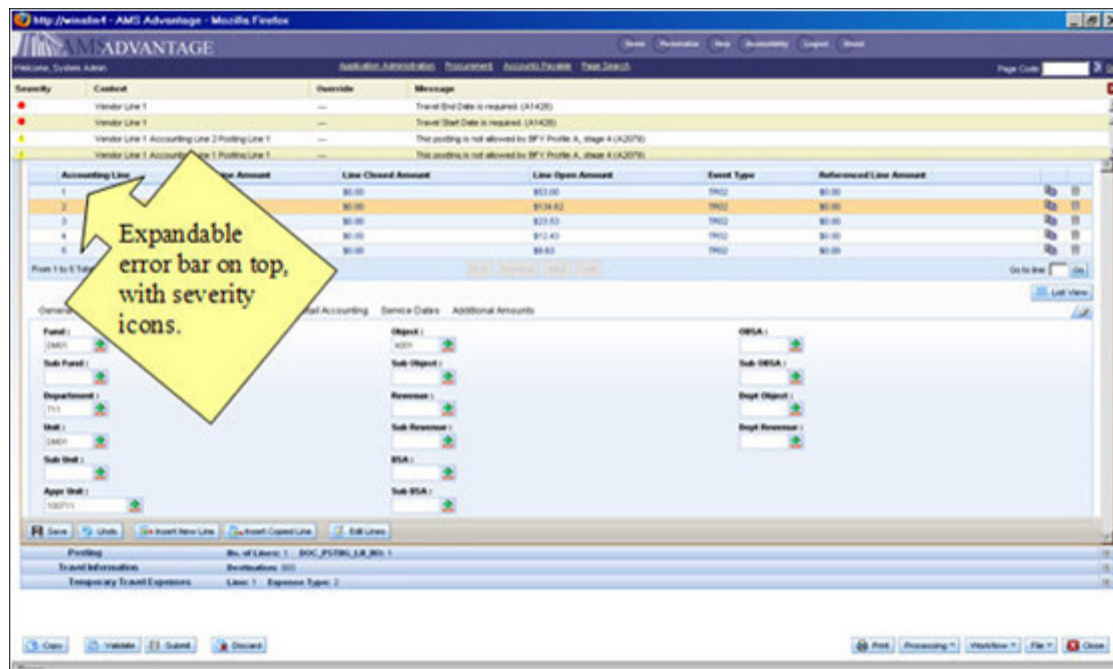
- Quicker Navigation.** A new 'accordion model' displays what is immediately necessary so users can flip quickly through document components without the traditional HTML page repaints. Remaining items are 'lazy loaded' for on demand use. With a new 'quick-switch' feature, users can switch from one set of detail lines for one summary to another, without having to leave the current tab.



- Faster Editing.** The new 'editable grid' feature allows users to edit multiple document lines together via an online spreadsheet-like interface within the document component.



- Reduced Scrolling.** Now all actions, including buttons and links, are displayed at all times, reducing scrolling. Easy keyboard shortcuts are also included. The traditional left-side navigation panel is gone, in exchange for significantly more screen real estate for speeding up data entry and user review. "One of our major complaints during document preparation was the amount of mouse-work and scrolling involved," said Mike Mason, City of Tucson, "With the new functionality input, editing and general document navigation is greatly improved."
- Faster Data Entry.** Employs 'type ahead' on fields with a code option. This new feature suggests valid options as the user types so they do not have to leave the screen to scan through the entire pick list. "One of the complaints was the level of effort required for data entry," said Jerry Gearheart, State of Utah, "The ability to "hide" document data fields we don't use and the spreadsheet like data entry/upgrade grid will reduce and simplify this activity. For example, the spreadsheet allows users to view several accounting or commodity lines at one time, make changes to all of the lines in one view, and then update the document all at once. We really look forward to implementing and using the User Interface features coming with "AMS Advantage 3.8."
- Personalize without Coding.** Personalize fields using rules rather than time-consuming code-changes, including adjust the fields on documents, reorder fields in both editable areas and grids of data in documents, rename the fields, hide them from view, or set them as required for user-entry.
- Easier Error Handling.** The error panel now expands out onto the document to display a scrollable list of errors and special icons highlight the severity of the errors.



"The needs of our clients are clear," continued Pat Colacicco, "Improvements to the user interface mean improvements to productivity. We believe that these enhancements, and the ability for sites to simplify their pages without software changes, will do just that."

Special thanks to our active client advisors; Bob Davis, Los Angeles County, CA, Jerry Gearheart, State of Utah, Mike Mason, City of Tucson, AZ, Joyce Ford, Denver International Airport, CO, Martha Payne, Cobb County, GA, Bob Davis, Commonwealth of Virginia, and Melinda Canady, Wake County, NC. "

Have a question? Contact Mats Landstrom, CGI group leader at [mats.landstroem@cgi.com](mailto:mats.landstroem@cgi.com).

Ready to see a sneak peak of the new user interface? Don't miss the following CGI Forum 2008 Sessions:

- 2410: A Functional Overview of the 3.8 User Interface Enhancements: The New Face of AMS Advantage (General Interest, Financial, HR/Payroll)
- 3302: A Technical Overview of the 3.8 User Interface Enhancements (General Interest, Technical)

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).



## PROGRAM UPDATE

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### Call for AMS Advantage 3.8 Beta Participants

At CGI, the beta version stands at a critical step in the full development cycle. By partnering with members of our client community, the AMS Advantage Program addresses the needs of this critical step, working together to identify and eliminate defects, validate new product features, and promote accuracy of instructions and overall product readiness.

As the 3.8 beta process gets underway, CGI is looking for Advantage Financial, HRM and Performance Budgeting clients that are interested in volunteering to be a Beta Test Site. As a Beta Program site, clients gain access to beta software and documentation with involvement in the development cycle. Technical support is provided throughout the duration of the beta test period as well as one-on-one contact with the Product Management and Marketing teams and product training sessions through regular conference calls.

Participation in the Beta Program is beneficial not only for CGI, but also for the customer, by providing:

- Early access to product code.
- Installation Support for the 3.8 release including on site resource to perform baseline installation of the 3.8 software.
- Familiarization training on the 3.8 modifications including an overview of the new 3.8 UI.
- One-on-one collaboration, including installation and technical support, with the Development team, Training, Product Management.
- More stable code due to multiple individuals testing in many environments.
- Relationship-building opportunities with other beta sites.
- Product training sessions during conference calls.
- Improved documentation and training materials.
- The ability to roll out the product in your production environment immediately upon official GA release. (Please note that you must upgrade to the GA release for production environment. However, participation in the Beta program and the familiarity with the software should position you well for the upgrade and greatly reduce the upgrade effort).
- Resulting knowledge gained from participating on the beta program.

The following requirements apply for participation in the beta program:

- Utilization of the products offered in the program, i.e., Financial, HRM, Performance Budgeting
- In production on the current minor release (v3.7)
- Able to be committed to the beta effort with dedicated and appropriate staffing resources
- Willingness to complete all responsibilities in a five (5) to six (6) week timeframe
- Willingness to upgrade the production environment to v3.8, within 6-9 months of GA.

CGI selects a specific number of customers to become AMS Advantage 3.8 Beta Program sites for each beta product. These sites will work with our development teams to test the beta product(s) prior to public release, and they will be expected to commit to the following requirements:

- Test the product for a minimum of 16 to 24 hours a week.
- Install the product within two (2) business days of receiving it.
- Complete system test cases covering client business scenarios.
- Commit to testing some of the new 3.8 modifications.
- Report on defects found during beta testing within one (1) business day.
- Apply defect fixes to product code as required.
- Participate in conference calls, as scheduled.
- Answer survey questions, as needed.
- Periodically report feedback to the product team on reliability, stability, and readiness of product for the marketplace.
- Provide feedback regarding product training, documentation and help systems.
- Provide the required hardware to adequately test the product.



- Provide remote access to the site's test environment to expedite defect resolution.
- Host on-site visits from CGI as needed.
- Complete all beta site responsibilities with five (5) to six (6) weeks after receiving the beta release.
- Participate in the AMS Advantage 3.8 Beta Program under a Memorandum of Understanding (MOU).

If your site is interested in participating in the Beta Program for an AMS Advantage 3.8 product, please fill out [the Participant Request Form](#) provided and forward it to the AMS Advantage Product Manager, Atul Singh, at [atul.singh@cgi.com](mailto:atul.singh@cgi.com). The surveys must be received by August 11, 2008. The beta site(s) selected will be notified during the week of September 2, 2008.

Don't miss seeing 3.8 in action at the following CGI Forum 2008 Sessions:

- 1201/1301: What's New in AMS Advantage 3.8 Financial Management and Procurement, Part 1/2 (Financial, Procurement)
- 1203/1303: What's New in AMS Advantage 3.8 Human Resources Management, Part 1/2 (HR/Payroll)
- 1306/1405: What's New in Performance Budgeting 3.8, Part 1/2 (Budget)
- 2410: A Functional Overview of the 3.8 User Interface Enhancements: The New Face of AMS Advantage (General Interest, Financial, HR/Payroll)
- 2202: Grants Tracking: New Module Coming to AMS Advantage 3.8 (Financial)
- 2205: Salary Projection Scenarios: An In-Depth Look at New Performance Budgeting 3.8 Functionality (Budget)
- 3302: A Technical Overview of User Interface Enhancements in 3.8 (General Interest, Technical)

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

## PROGRAM UPDATE

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### Join us for CGI Forum 2008



*Join us for CGI Forum 2008, our 30th Anniversary, October 19-22, 2008 at the Renaissance Hollywood Hotel in Hollywood, California.*

#### Why attend?

CGI Forum 2008 is the premier networking and educational event for the AMS Advantage community. With 150 in-depth sessions and abundant networking opportunities, the Forum is your can't-miss opportunity to share with and learn from others in your field. Sessions cover financial, human resources, budget, reporting and procurement management, as well as numerous technical and general interest topics.

This year marks an important milestone for our AMS Advantage community—the 30th anniversary of our event. From the humble beginnings of a small user gathering to today's rich conference format with more than 450 client attendees, the Forum remains the most effective use of your organization's training dollars. You can't afford to miss this event—and here's why:

- Targeted learning sessions tailored to your specific area, system and level of expertise
- Access to other users, CGI leadership and product experts who have extensive experience in the implementation and upgrade process
- Abundant networking opportunities with daily activities and evening events
- A technology Showcase that includes hands-on experiences with the full suite of AMS Advantage ERP solutions and access to CGI's best-of-breed partners
- Opportunities to earn valuable continuing professional education (CPE) credits

Best of all, each AMS Advantage client site receives two complimentary registrations, making it easy and affordable to participate in this important event.

#### Hotel information

The stylish Renaissance Hollywood Hotel is one of the most well known and premier properties in

Hollywood, California—the entertainment capitol of the world. Boasting a sophisticated mid-century modern design and breathtaking views of LA, this dazzling landmark hotel captures the legendary glamour and excitement of Hollywood's illustrious past.

As cornerstone of the spectacular Hollywood & Highland Center retail and entertainment destination, the Renaissance Hollywood Hotel plays neighbor to trend-setting shops, world-class restaurants, legendary landmarks and state-of-the-art entertainment venues, including Kodak Theatre, home of the annual Academy Awards® ceremonies. Within steps of the hotel you will also find the Hollywood Walk of Fame, Grauman's Chinese Theatre and Disney's El Capitan Theatre—home of Jimmy Kimmel Live.

### **Hotel reservations**

To make reservations, contact hotel reservations and reference "CGI Forum 2008." Simply provide your preferred check-in and check-out dates to make reservations under our group block. The program will begin on Sunday evening and conclude on Wednesday afternoon. Please make travel arrangements accordingly.

Renaissance Hollywood Hotel  
1755 N. Highland Avenue  
Hollywood, California 90028  
Phone: 323-856-1200  
Reservations: 1-800-769-4774

Room Rate: \$199 USD per night (single/double occupancy) + tax

Hotel Cut-off Date: September 29, 2008

To learn more about CGI Forum 2008 or to register, visit [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

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**PROGRAM UPDATE**

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## **Striking a Balance between Risk and Reward on Your ERP Project**

It is nearly impossible to innovate and transform without taking risk. The key is to change how you think about risk, and remember it is about balancing the risks you are willing to take and the goals you want to achieve. We had an opportunity to catch up with Ms. Ruth Steinberg, Vice President of Consulting Services with CGI, to learn more about her experience mitigating and managing risk for the best possible results on your ERP project.

### **What is the difference between mitigating risk and managing risk?**

You see these terms tossed about in the marketplace a lot these days, but there is an important difference to understand when considering your next project. The difference is all about innovation. I like to use the example of the 401k – as an employee you can either put your money in the 401k or you can put it under your mattress. Either way you are taking action, but the results are very different – the difference between keeping what you have and growing what you have. By putting it under your mattress you are mitigating all risk that the market will crash and you will lose your investment, but you are also eliminating the possibility of growth and change that comes with taking some risk. By putting your money into your 401k or a 457B you can manage the level of risk you want to take. You can put the money in an interest-bearing account and collect some small level of interest, or you can put it in emerging market stocks and hope they take off and make you a millionaire. Most of us balance our money across different choices that fit our comfort level with risk.

ERP project risk works the same way. You can *mitigate* risk by trying to protect yourself from all of the risks identified. An example would be to program a new computer system to do exactly the same processes and functions as an older system. You would be ensuring user adoption (because the processes would not change very much), and upgrading the technology, but what are you really achieving? Are you moving the organization forward or positioning for future changes?

By changing how you think about risk, by *managing* your risk, you open yourself up to see the potential benefits of a strategy – in light of the potential risks. That gives you the ability to innovate, or in other words, transform your organization.

### **You talk about risk and innovation in the same breath. But how do you strike the balance?**

There are hundreds of scientific models out there that assess your ability to tolerate investment risk, but none designed to get you thinking about your attitude toward – and capacity for – risk as an ERP project. There is no right answer to this one. Each of us, as managers, needs to understand our level of risk tolerance in order to make the proper decisions.

You strike the balance when you look at risk as a set of scales. On one side is the benefit you will achieve by doing the (risky) action, on the other side, the consequence. We see it all the time; clients tell us they want to get the system installed in 12 months. The benefits of a 12-month project are innumerable but it might be safer to take 18 months.

Defining the appropriate timeline is a critical step in CGI's delivery methodology. What is the impact of a schedule slip? Does the money go away because grant funding expires? Would there be a change of administration that might affect the project? Are these things that you can live with, or can you take some small action now to protect yourself, even if the desired 12-month timeline turns into 18 months? The question really becomes one of management and strategy, and not a project-type question.

**One step that organizations take is to implement an Executive Steering Committee to manage risk. Is that the answer?**

An Executive Steering Committee is not the answer, but it's certainly one solid step toward managing risk. There are many questions we have to address: How do you make the Executive Steering Committee effective? How does the risk management function report to the Committee? Is everyone on the Committee committed to taking similar levels of risk? Is the Committee really empowered to make decisions, or are they a conduit to the real decision maker (e.g. governor, or mayor, or commissioner)? How does that impact the project decisions and the level of risk taken?

Quite often, we see "Executive Steering Committee" as the answer to managing risk, and it really is just the beginning of the answer. There needs to be a risk management function on the project.

#### **How important is it to have a dedicated Risk Manager on the project?**

A dedicated Risk Manager is critical. No project is too big or too small. Notice I didn't say a "full-time" Risk Manager. It is important this person be autonomous, not tied to the day-to-day activities of the project. A dedicated Risk Manager helps the Executive Steering Committee see the full impact of their decisions, and strike that balance between risk and innovation.

For example, suppose you are trying to decide whether to implement the full asset management capabilities of your ERP, or to reduce your timeline, cost, and risk, by simply using basic asset accounting features. Implementing the basic features will keep us on track with the project timeline and control cost, but with what result? The day an asset such as a laptop with social security numbers on it goes missing, the ability to track the location of specific assets is critical to the organization. Are we willing to take that risk? These are the kinds of conversations that need to take place at the Committee level.

Simpler risks can be managed within the project team, Jane Doe, a critical resource on the conversion team has been heard grumbling about the hours needed to make the project successful. What should be done? How does that affect other people on the project? What happens if she leaves?

The Risk Manager is the person who takes control when risks need to be elevated to the Committee, and who thoroughly explores and evaluates each risk.

#### **How does a Business Case help to manage risk on an ERP project?**

I often see organizations spend a large sum of money to implement a new system and then struggle to justify why. Especially when there is a change in administration, it is important to establish your business case up front. What do you hope to accomplish? Make it tangible! This is not to say that all of the benefits need to save money, they just need to be measurable. The business case also needs to tie to the risks you are willing to take.

For example, let's say you want to improve payroll office efficiency through automation. How will you manage the risk of unions taking exception to the system if they perceive it as threat to their membership? What actions can you take, what is your plan if they take action? All of that should be built into the business case and the risk management strategy – because it has a significant impact on the overall results of the project. Is it worth doing this project and spending the money if you can't actually improve the efficiency of the payroll office? The business case is where you outline and evaluate the first set of risks.

#### **What is the one key takeaway you want us to leave with?**

It is nearly impossible to innovate and transform without taking risk. Try to change how you think about risk. Remember it is about balance and *managing*, not *mitigating*.

**Have a question?** Contact Ruth today at [ruth.steinberg@cgi.com](mailto:ruth.steinberg@cgi.com).

Don't miss her Session at CGI Forum 2008:

**How to Manage Risk More Effectively: Focus on Risk Mitigation, Not Risk Elimination, For Successful ERP Project Results**

(General Interest)

1411

Monday 2:45 pm – 3:45 pm

Level: All

This session provides the insight to improve ERP deployment by mitigating risk – not eliminating it. You will learn how an objective risk management process helps identify, minimize and manage the risk of ERP projects. This session focuses on managing risk for the core components of an ERP project – people, process and technology. Learn why you need to consider risk in your business case, and how to avoid counter-productive activities and spot problems early to empower government ownership, rather than vendor ownership, of ERP projects.

*CPE Credits: Specialized Knowledge and Applications*

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

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**PROGRAM UPDATE**

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## **CGI Congratulates Gordon Bruce, City and County of Honolulu, "Doing, Dreaming and Driving" with AMS Advantage ERP**

CGI congratulates Mr. Gordon Bruce, CIO and Director, Department of Information Technology, City and County of Honolulu for being named as one of the Top 25 Doers, Dreamers and Drivers in 2008. Government Technology Magazine and the Center for Digital Government recognizes individuals as the best in public sector professionals working to improve their government organization through technology.

When Mayor Hannemann was searching for a new Director and CIO for the City to overhaul the Department and expand e-government initiatives, he turned to Mr. Gordon Bruce to modernize the City's technology and consolidate multiple disparate systems. A 25 year veteran of the industry, Mr. Bruce established himself as a leader and technologist as the CIO for the Estate of James Campbell and helped pioneer the first U.S. teleport to be awarded the prestigious International Teleport Development of the Year in 2000. He is the former CIO of the Queen's Medical Center, one of the top 200 non-profit hospitals in the U.S.

As Director and CIO for the City and County of Honolulu, Hawaii, Mr. Bruce quickly established himself as an agent for change. For example, prior to his arrival typewriters and paper were the "technology" of choice and many employees had never used a computer.

The technology transformation began when Mr. Bruce partnered with CGI to modernize the City and County of Honolulu's core financial functions by implementing the AMS Advantage Financial Management solution. The project replaced four outdated legacy systems and consolidated Honolulu's financial information into one central repository that has reduced redundant data entry, streamlined paper processes and improved collaboration across departments.

"With CGI we laid down the platform for my vision," said Mr. Bruce. "We replaced a 38-year-old financial system with a new state-of-the-art ERP solution in 18 months – on time and on budget."

Today the City and County of Honolulu has seen many improvements, including a real-time disaster recovery plan and a fresh approach to vendor relationships that has them communicating and working side-by-side. The City and County has started the next steps in collaboration with CGI; implementing AMS Advantage Human Resources Management (HRM) and Performance Budgeting (PB) solutions. Integrated with AMS Advantage Financial Management, HRM and PB will further the city's goal for increasing efficiency, accountability and reporting for decision-making.

"I'm honored to have received this mention and to be included in the company with such distinguished professionals," said Mr. Bruce. "As Director and CIO of the City and County of Honolulu, I was given an opportunity to transform the Department of Information Technology and expand e-government initiatives for our citizens. By leveraging the best technology available, we have achieved these goals. It's very exciting to be recognized for the hard work that we have put forth."

"We congratulate the ground-breaking work that Gordon has done for Honolulu and are proud to have partnered with him to achieve some of these results," said Pat Colacicco, Vice President, AMS Advantage Program, "This success illustrates CGI's ability to provide government agencies with innovative technology solutions. AMS Advantage helps governments achieve the highest level of performance services to their constituents. We look forward to continuing our work with Gordon and the City and County."



Have a question? Contact Gordon at [gbruce@honolulu.gov](mailto:gbruce@honolulu.gov).

Don't miss networking at CGI Forum 2008:

Sunday, October 19th 5pm to 7pm

- 5pm to 7pm: Special Event, Welcome to Tinseltown

Monday, October 20th:

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: Peer-to-Peer Roundtable Luncheon
- 5:30pm to 7pm: Showcase Reception

Tuesday, October 21st

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: AMS Advantage Users' Group Luncheon
- 6:30pm to 10:30pm: Special Event, Hollywood Nights

Wednesday, October 22nd

- 7:30am to 8:30am: Continental Breakfast
- 12:15pm to 2pm: Luncheon and Closing Keynote

Don't forget about the Showcase, Monday and Tuesday 9:30am to 12pm and 2:30 to 5:30pm.

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

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**PROGRAM UPDATE**

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## **CGI Positioned in Challenger Quadrant in 2008 Magic Quadrant for Sourcing Application Suites**

CGI is pleased to announce that Gartner Inc. placed CGI in the Challengers quadrant of Gartner's 2008 Magic Quadrant for Sourcing Applications Suites.<sup>1</sup> According to the report, Challengers "have phenomenal references because they are attentive to their customers and deliver solid products that work....Challengers lack the portfolio breadth of vendors in the Leaders and Visionaries quadrants, often following what their customers request to create their road maps."

AMS Advantage Procurement, a fully integrated component of the AMS Advantage ERP suite, automates, streamlines and integrates the entire public sector purchasing process. It supports the entire procurement cycle from request to solicitation, response evaluation to contract management and online ordering—all while saving time, reducing cost and increasing organizational efficiency.

"With CGI's AMS Advantage Procurement, we have a complete government sourcing solution that meets today's County purchasing needs and provides additional capabilities we can grow into," said Tara Crisp, Cobb County, Georgia. "With government sourcing, old habits die hard, but CGI is committed to keeping us at the forefront of public sector purchasing."

### **About the Magic Quadrant**

The Magic Quadrant is copyrighted April 2008 by Gartner, Inc. and is reused with permission. The Magic Quadrant is a graphical representation of a marketplace at and for a specific time period. It depicts Gartner's analysis of how certain vendor's measure against criteria for that marketplace, as defined by Gartner. Gartner does not endorse any vendor, product or service depicted in the Magic Quadrant, and does not advise technology users to select only those vendors placed in the "Leaders" quadrant. The Magic Quadrant is intended solely as a research tool, and is not meant to be a specific guide to action. Gartner disclaims all warranties, express or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

To download the report, please visit [www.gartner.com](http://www.gartner.com).

Don't Miss Learning More at CGI Forum 2008. For example:

- 1108/1211: "Req" to Check Workflow in AMS Advantage Financial Management, Part 1, 2
- 2106: Between Request and Award: Creating and Evaluating Solicitations
- 2206: Evaluating Solicitation Responses in AMS Advantage Procurement: How Does it Work?
- 2307: Online Bidding and Award Processes in Vendor Self Service
- 2406: Mitigating Contract Management Challenges with AMS Advantage Procurement
- 3102: Report from the Field: Implementing P-Cards
- 3106: Implementing Vendor Self Service
- 3206: Maximizing Your Investment in AMS Advantage Procurement
- 3313: Going Once, Going Twice-Sold! Exploring Auctions in AMS Advantage Procurement

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

<sup>1</sup>Gartner, Inc. "Magic Quadrant for Application Outsourcing Suites 2008" by Debbie Wilson, April 18, 2008

## PROGRAM UPDATE

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### CGI at State & Local Conferences

You can visit CGI and learn more about our state and local partnerships and offerings at any of our upcoming events. We hope to see you there!

#### **NASACT Annual Conference**

August 9-13, 2008  
Chicago, Illinois

#### **NASCIO Annual Conference**

September 21-25, 2008  
Milwaukee, Wisconsin

Want to connect with CGI onsite? Contact Lindsay Brindley, CGI State and Local Events Manager, at [Lindsay.Brindley@cgi.com](mailto:Lindsay.Brindley@cgi.com).

#### **Don't miss networking at CGI Forum 2008:**

Sunday, October 19th 5pm to 7pm

- 5pm to 7pm: Special Event, Welcome to Tinseltown

Monday, October 20th:

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: Peer-to-Peer Roundtable Luncheon
- 5:30pm to 7pm: Showcase Reception

Tuesday, October 21st

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: AMS Advantage Users' Group Luncheon
- 6:30pm to 10:30pm: Special Event, Hollywood Nights

Wednesday, October 22nd

- 7:30am to 8:30am: Continental Breakfast
- 12:15pm to 2pm: Luncheon and Closing Keynote

Don't forget about the Showcase, Monday and Tuesday 9:30am to 12pm and 2:30 to 5:30pm. Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

## CLIENT SUCCESS

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### An Update from the AMS Advantage Steering Committee Chair

As your elected community representatives, the User Group Steering Committee provides important input to CGI's product roadmap and communications plan. We advise CGI on the annual Forum, provide feedback on product and strategy updates, and participate in CGI's Software Change Control Board (SCCB), which means we contribute to the review, analysis, and prioritization of baseline product enhancements for future releases.

We interact with CGI throughout the year via conference calls and emails, and we also meet with them in person three times a year. In this letter, I'd like to share some highlights from our May meeting at the CGI headquarters in Fairfax, VA.

As part of an overall program update, the CGI staff shared several new initiatives with us for streamlining ERP implementation costs. We heard about sites who are upgrading, one using the Upgrade Starter Kit. There was also good news from the [User Interface](#) group: the financial team has already begun rebuilding their screens.

Forum planning also kicked into high gear with a sneak-peak at this year's venue and a discussion of lessons learned from last year. For example, the newly introduced Peer-to-Peer Roundtables were popular, but the Committee decided that the overall experience would be improved by offering pre-registration for topics and two CGI facilitators per table.

We've got a wide range of site experience levels attending the [Forum](#) these days, which means a wide range of sessions is available to accommodate each audience. The team has prepared a wide range of introductory process sessions for our new sites as well as new super-user sessions to help sites maximize their Advantage usage. A special emphasis continues on client presenters who will bring you real-world experiences that supplement CGI professionals' experiences.

I want to encourage each and every one of you to review your Forum brochure carefully and consider your ability to attend this excellent educational event. This event is for you! See you in Hollywood!

Have a question? Contact Fran at [fran.pinkston@ky.gov](mailto:fran.pinkston@ky.gov).

Don't miss your opportunity to network with the Steering Committee at CGI Forum 2008:

#### **AMS Advantage Users' Group Meetings by Site Type**

(General Interest)

1501-1505

Monday 4:00 pm – 5:30 pm

Level: All

The users' group meetings are the perfect opportunity to network with your peers, share experiences and collaborate with users who have similar backgrounds and expertise. Monday's users' group meetings are designated by government organization type and will be led by a Steering Committee facilitator.

1501 – City Users' Group Meeting

1502 – County Users' Group Meeting

1503 – K-12 Users' Group Meeting

1504 – State and Large Users' Group Meeting

1505 – Department of Transportation Users' Group Meeting

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

## CLIENT SUCCESS

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### AMS Advantage ERP Means Transformation for Utah, Orange, Tucson

We sat down with several customers at CGI Forum 2007 to discuss their relationship with CGI, their experience with AMS Advantage, and how the software is helping to transform their operations. We also asked them to share lessons learned from their ERP implementations that they would recommend to anyone about to undergo a similar effort for their government.

We wanted you to be among the first to hear the resulting video clips with the experiences and lessons learned of three long-term AMS Advantage customers. We are using the videos across the country to tell the story of how AMS Advantage has aided government transformation.

#### David "Judd" Houser, Financial Systems Supervisor – Technical, State of Utah

Financial Systems Supervisor (Technical) for the State of Utah, speaks about working as a team with the CGI staff, the ease of accessing data within AMS Advantage and about transitioning the State's technical team from mainframe to web-based technologies.

- ["They were very much vested in our success..."](#)

#### Philip Daigneau, Team Lead CAPS Financial, Orange County, CA

Team Lead CAPS Financial for Orange County, CA, talks about the County's need to keep up with change to support new technical requirements as well as to support the new generation of County employees. He discusses CGI's "team" partnership with the County for the last 20 years, and the key to managing change: communication.

- ["Maybe this should be called the GRP system..."](#)

#### Mike Mason, Finance Administrator, City of Tucson, AZ

Finance Administrator for the City of Tucson, AZ, recommends training, training and more training to anyone about to undertake an ERP implementation. They chose AMS Advantage because it was built specifically for government accounting nuances. Listen to Mike describe the benefits Tucson has received from their implementation, and how easy it is for new users to get started with the system.

- ["CGI understands the government process..."](#)

If you find these helpful, consider submitting your own, in your own words. CGI is inviting clients to join us for interviews at CGI Forum 2008 in Hollywood, California. Contact Cheryl Smith, AMS Advantage Marketing and Communications Manager at [cheryl.smith@cgi.com](mailto:cheryl.smith@cgi.com).

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## CLIENT SUCCESS

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### City of Springfield Prepared to Streamline with Flexible CGI Training

Effective training is a critical component of every successful ERP project; it builds collaborative teams, elevates awareness and instills confidence in the new system. More importantly, it provides the practical skills, knowledge and competencies necessary to take ownership of the system and manage it well into the future.

We had an opportunity to sit down with Amanda Cagwin, Chief Accountant for the City and Mike Lesko, Inventory Manager for the Utility, to learn about how the blend of instructor-led classroom and virtual hands-on and self-study training is working to support their project. A joint implementation with the Utility City, Water, Light & Power (CWLP) for Springfield, the upgrade includes Financial Management, Budgeting, Procurement, Human Resources and Payroll and reporting.



**Amanda Cagwin**, C.P.A., joined the city four years ago. A member of the Association of Government Accountants, Amanda is the chief accountant for the City.



**Mike Lesko**, joined the Utility nine years ago after years with the police department as a civilian inventory supervisor. This experience prepared him to take on inventory manager for the Utility and take the lead on procurement for the upgrade project.



**Dan Powell** (B. Comm., C.A., M. Ed.) was the lead CGI trainer for the project. An adult education professional with over 27 years financial management, enterprise-wide software and adult education experience, Dan brings a combination of instructional, technology and financial and operational management experience to all aspects of the curriculum.

### How did the traditional classroom training set the stage for the project's implementation team?

**Amanda Cagwin (City):** CGI started the project with an in-depth four-day product walk-through, two days for overview and two days of specific topics, which gave us our first hands-on experience with the new system. We learned the basics of navigation and tables, and how information goes into the system and what is available for monitoring and reporting. This gave us the foundation we needed to think about how to best configure the system.

**Mike Lesko (Utility):** We also learned how transactions flow through the system and interact with the many integrated components of the software. After seeing only demonstrations with only high concept explanations, it was nice to dig into the details. It started to highlight for me the major differences between 2x and 3x and where we can take steps to streamline the procurement process. And the intro business cases gave me ideas for how our resulting business scenarios might play out, like reducing data entry and paper.

**Dan Powell (CGI):** This is why CGI developed this initial training for a site's implementation team members; brief yet focused. People want the common elements, such as navigation, that will carry them forward into the next phase of training. Yet, this is the first time they are interacting with the system, so they also want to get the information they need to spark the questions that carry them forward into the business process discussion.

### Was there a "bond" established in the classroom between the instructor and the group that helped make the transition to the virtual classroom smooth?

**Mike Lesko (Utility):** Shaking hands, putting faces to names and swapping ideas in the traditional classroom is what helps build the team's repoire. This is a joint project, a single implementation of 3x. A big change from the two separate 2x implementations we have today. Dan got that right away; this is not just project team training. We are bringing together a group of people with different experiences around a common goal. I imagine that can be a challenge, from an instructor point of view, to gauge all those different learning styles and still make training effective.

**Amanda Cagwin (City):** That is where Dan and CGI were very accommodating. We all have a common goal, and we used the traditional classroom, the face-to-face to begin the "rally" behind it. Getting to know people really helps, for example, on one of the breaks, I learned that Dan and I share a common background; we were both auditors in a former role.

**Dan Powell (CGI):** It is interesting, the paths people take, the experience they bring to each new role.

**Amanda Cagwin (City):** He also shared his experiences from other clients. That real-world experience is what really gets the team thinking about how to leverage the system, improve our processes.

**Dan Powell (CGI):** I try to bring that experience, whether it is of the system, processes, other client experiences or a small dose of humor, every day to the classroom, whether it is traditional classroom or virtual.

**Mike Lesko (Utility):** It gave us the confidence to trust the virtual classroom and the self-study experiences, and make them more effective.

### How does the instructor-led, hands-on virtual training work?

**Amanda Cagwin (City):** The simulated, real-world environment allowed us to try things and test our growing skills.

**Mike Lesko (Utility):** This was critical – helping us become comfortable with the day-to-day usage, but confident enough to tackle every day challenges.

**Dan Powell (CGI):** The fully functioning AMS Advantage training environment supports that purpose. People are still receiving instruction, but they are trying things for themselves, risk-free.

**Mike Lesko (Utility):** Letting us take that next step on our own re-enforces what we are learning. Yet, there is mentoring every step of the way – we never felt alone because we always had our instructor to reach out to, not just some automated training system to query.

**Amanda Cagwin (City):** People tend to feel that a traditional classroom is the only way to go. But the same level of guidance, interaction and experience is possible in the virtual classroom as well. For some it may be a cost-savings approach, but it does not compromise the critical learning process required to be effective owners of our new system.

**Mike Lesko (Utility):** And it is flexible. I could attend the sessions that made sense for me, and even sit in on other areas, for example accounts payable, where I just wanted to understand.

**Amanda Cagwin (City):** Depending on my workload, I could take the training right from my desktop and go at my own pace. Other times, the team gathered in the training center. That is when the conversations really got going, sometimes with Dan but sometimes with Dan on mute!

**Dan Powell (CGI):** I had a feeling! Sometimes you guys were just too quiet. But I have to say it is the nature of training no matter where you are. As soon as the people start talking amongst themselves, problem solving amongst themselves, you know the training is taking hold.

**Mike Lesko (Utility):** With everyone bringing their questions into the virtual environment, we also had the opportunity to hash out issues and ideas that would help us configure the system to best support our business processes.

#### **I understand self-study is a component of the virtual training?**

**Amanda Cagwin (City):** I really enjoyed the self-study because I could go at my own pace. Each user is assigned a specific curriculum and I could do it during the day, or at night, and in an environment that works best for me.

**Mike Lesko (Utility):** It gave me a head start on the topics we were to cover in the virtual classroom what I need to think about up front. I had questions on how we were doing things in 2x and how we would do them in 3x, and this way I was ready.

**Amanda Cagwin (City):** And while our self-study was really intended for pre-training, I understand people on the team worked it both ways. Some would do it as pre-training, others would do it afterwards to re-enforce what they learned in the virtual classroom.

**Dan Powell (CGI):** Either way, it re-enforces the learning thus far and prepares the project team to participate in the configuration training and activities to come, specifically with an understanding of a particular business area.

**Amanda Cagwin (City):** For example, we started by entering a simple purchase order, but with each step of the exercise we saw how it flowed through the system.

**Mike Lesko (Utility):** A big goal for the project is focusing on how we make things more efficient. Examples like Amanda just described gave me lots of ideas of how we are going to achieve that

with the new system.

**Amanda Cagwin (City):** What also made a difference was the fact that CGI, specifically Dan, was available to us the entire time if we are stuck or have a question. CGI's approach is all about training adults, who are more resistant to change. So I guess it is part education, part change management.

**Dan Powell (CGI):** And yet, over time they needed me less and less as they were able to do more and more on their own. Their questions became more detailed, more complex. It is amazing to me to see how people pick up the new skills and run with them! All you have to do is challenge them.

#### **You are about through with your core team training – what are some of the early results?**

**Amanda Cagwin (City):** People know how to navigate the system, and they know their business areas. Based on this, we are making informed decisions about how to configure the system so we can begin prototyping and testing. Plus, there were some great "a ha" moments for me, a difference between 2x and 3x. For example, now we can jump right to the detail instead of waiting for a nightly process or report to run. The accountant in me wants to see where it went – and now I can.

**Mike Lesko (Utility):** And workflow – now we can route based on dollar amount or commodity code, not just on assigned levels. Now we have notification, so instead of looking to see if you have an alert, you receive a real alert. Plus some neat new tricks like copy forward which will save users a lot of time.

**Amanda Cagwin (City):** Something else I walked away with; just how many different types of learners we have on the project. For example, some really look to the step-by-step instructions, while others were comfortable moving ahead on their own. This gave us great insight into how to plan for effective end user training.

**Mike Lesko (Utility):** It also supported the collaboration between the City and the Utility. We discovered how we are doing things differently, the reasoning for them and how we can come to a working understanding.

**Amanda Cagwin (City):** Many of the CGI consultants on site also sat in on the training, taking notes as we discussed ideas, to bring them into the configuration process.

**Dan Powell (CGI):** Yes, the trainers work hand-in-hand with the combined CGI, City and Utility project team, ensuring our training keeps pace with project activities and supports the projects goals.

#### **What are the next steps for the City?**

**Amanda Cagwin (City):** This is a big opportunity for the City and the Utility. We're not just upgrading, we're improving our business processes. So we're tearing apart our business processes to see how we can do better. And we're doing prototyping for Financial Management that will feed into the testing process.

**Mike Lesko (Utility):** We just finished initial procurement prototyping sessions, now we're looking at our business practices, and streamlining workflow and approvals.

**Amanda Cagwin (City):** We are also putting together our end user training.

**Mike Lesko (Utility):** We have a decentralized procurement process, it runs through a central area, but documents can be input by anyone. We have a large end user group to train, some who

have been here for years, others for weeks. But with the new system I think we'll be able to limit people's access to the specific types of purchases they do which I believe will make training and rollout easier.

**Amanda Cagwin (City):** And we are using what we learned from CGI about adult learners, the different levels of experience and different styles of learning, to help us roll out something truly effective.

These are just some of the ways CGI is helping clients train for implementation and upgrade. Have a question? Contact [Amanda.Cagwin@cwlp.com](mailto:Amanda.Cagwin@cwlp.com), [Mike.Lesko@cwlp.com](mailto:Mike.Lesko@cwlp.com) or [daniel.powell@cgi.com](mailto:daniel.powell@cgi.com).

Don't Miss Learning More at CGI Forum 2008:

### **End User Training: Preparing Both the Trainers and the Students**

(General Interest)

1109

Monday 9:45 am – 10:45 am

Level: All

This session will focus on two aspects of end user training: first, the approach taken to fully prepare the line staff to develop the training materials and deliver the end user training, and second, the approach to fully prepare end users to be successful with the new system.

*CPE Credits: Specialized Knowledge and Applications*

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

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**CLIENT SUCCESS**

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## **Simplifying Maintenance and Increasing Productivity: Why the Idaho Transportation Department Chose Platinum Services**



With an annual budget of \$500 million, the Idaho Transportation Department (ITD) oversees 1,829 employees. They manage more than 5,000 miles of highway, 1,700 bridges, 30 recreational and emergency airstrips, 30 rest areas, 10 fixed points of entry, federal grants to 12 rural and urban public transportation systems, state rail planning, rail project development and bicycle and pedestrian planning and projects.

In 2003, the ITD selected CGI to replace their aging legacy system with the web-based, built-for-government AMS Advantage ERP. Their goal was a truly integrated fund

accounting and ERP system with a user-friendly interface they could implement with few customizations.

In February 2006, the ITD went live with the web-based AMS Advantage Financial Management solution. Today, all Federal Highways Administration (FHWA) and other federal project reimbursement components reside in one system and Idaho was the first state to submit NHTSA budget changes and reimbursement requests electronically. With online forms, they have automated inventory and purchasing workflow, provided web-based timesheets for all employees, and have detailed codes to support grant and project accounting needs.

In July 2006, the Department took advantage of Platinum Services, CGI's premium 24/7 support and customization support, to improve efficiency and streamline upgrades. Here Gordon Wilmoth, Controller for Idaho's Department of Transportation, shares a behind-the-scenes look at why they chose Platinum Services and the benefits they receive.

### **What challenges first made you look at Platinum Services?**

The Idaho Transportation Department has a very good relationship with CGI and as we moved forward, we wanted their collaboration on a number of challenges. The biggest one we faced was the number of customized processes and interfaces that were somewhat complicated to maintain. We wanted to explore ways of simplifying and increasing productivity.

Like most organizations these days, ITD has limited resources to share among numerous initiatives. With CGI Platinum Services, we would have a wide array of resources available to help us when we needed them without expending that cost year-round for equivalent full-time Idaho resources.

Another reason we chose Platinum Services was that having our customizations as well as our configurations merged and tested with each new release would put us on a consistent upgrade path. This means we could take advantage of fixes fast and continuously improve our business processes.

### **How would you characterize the Department's relationship with CGI?**

The best way I can describe it is teamwork; it is never ITD and CGI. It is the team. This collaboration, along with CGI's knowledge of our business, makes them a valuable contributor to

our decision making process.

Their collaboration is tactical. For example, we had several nightly cycle processes that were overlapping. With their input, we were able to streamline the processes and better balance the processing schedule.

When we realized jobs that ran yesterday weren't running today, we had no idea why. CGI helped us get to the bottom of the issue: people had access to critical tables that allowed for human error. Together we addressed the issue, but CGI went the extra mile; helping us put a new process in place to avoid this in the future.

CGI is proactive, offering suggestions that help us be more productive, such as parameter changes and scripting changes. And it is not just their own experience with their product, government in general, and our business; they bring in the experiences of their other clients, what works, what didn't work, to help guide us.

### **Can you walk us through Platinum Services?**

The key here is communication; we enjoy and look forward to our weekly meetings with CGI. There is always an agenda to keep us on task with our goals, but there is always enough open discussion to address and respond quickly to new developments. CGI takes thorough minutes, which they share with us and I often refer back to throughout the week to get my bearings.

It may sound mundane, but when things are going well it is because the mundane things are in place. This consistent and careful communication ensures we are all on the same page so we can operate smoothly throughout the week. For example, with everyone on the same page, emails and quick phone calls are enough to keep the team on track and moving forward, together.

### **What benefits are you seeing with Platinum Services?**

The number one thing that impressed me, and continues to impress me today, is CGI's commitment to our success. When we inadvertently set parameters incorrectly or made other human errors that made it impossible to run a critical process, for example the AD chain, the team stayed by our side during the evening, over the weekend, and did whatever it took to get to the bottom of the problem. What's more, they didn't just identify the problem, they went above and beyond the call of duty and resolved it and then ensured that the knowledge and findings are shared with us. I honestly don't know what we would have done without their help during that crisis.

With CGI's deep resource pool, they continue to exceed my expectations of availability and response time. For example, one of the main benefits we are seeing is their help in scheduling jobs and interfaces. We have a lot of what I call narrow time windows that we have to work to run nightly cycle jobs, interface jobs, and numerous backups. CGI brought in functional experts to help us make sure that as the dominoes fall, they fall in precise order without jobs, interfaces and backups stepping on each other. This collaboration has helped us greatly with the scripting and scheduling effort.

Having our customizations and configurations merged in the releases is helping our upgrade process immensely, helping us focus on improving productivity day-to-day as well as plan for the future. For example, CGI helps us identify where our customizations have become baseline with each new release, helps us improve processes, and keeps us as close to the baseline as possible.

CGI does not draw a line in the sand based on the contract or limit us to a number of calls. They focus on the needs of our business, take ownership of the problem, bring the right technical and functional resources necessary to explore the problem, and work with us toward the solution. They have a sense of pride and ownership in our success.

Bottom line, CGI is there when we need them, and sometimes they are aware of our problems and necessary improvements before we are; this really helps us stay on top of the situation and make



informed decisions every step of the way.

#### **I understand you are in the process of upgrading to 3.7?**

Yes, we used CGI's additional upgrade services whose consultants worked closely with our dedicated CGI Platinum team. We really appreciated CGI's recommendations. They helped us by highlighting the new 3.7 features, such as the multi-thread processor, and patches that will aid our operations. But this analysis was not in a vacuum. They looked at our customizations and matched them to baseline functionality. They looked at our business processes and identified new features that would streamline our operations. And they looked at it strategically – what will put us on the path to future benefits? By putting the information in front of us, we were able to make informed decisions and justify the move to 3.7. Without their expertise, it would have taken us much longer to sort through all of the new functionality, and decide whether we would use it or not, and how we would use it.

CGI really took ownership of our upgrade. They collaborated with us to develop a work plan that incorporated the merging and testing of new functionality. They tested all of our customizations with the new functionality and they tested all of the processes in 3.7. And their testing was thorough.

For example, they found a problem with running the overhead rate job that they are now working to get fixed in 3.7 and the data corrected in our current release prior to cutting over. CGI has clearly been around the block more than a few times on these upgrades, and their expertise and guidance is proving invaluable.

We are scheduled to go live on 3.7.0.1 in September over the Labor Day holiday.

#### **What would you recommend to other clients now considering Platinum Services?**

ITD chose to take advantage of CGI's Platinum Services because we did not have the resources available to accomplish what we needed to support our business processes. We looked at acquiring those resources, but realized that there was no way we could afford to maintain all those resources, compared to what we pay for Platinum. When we did the cost/benefit comparison, Platinum Services was a bargain and we plan to maintain this relationship into the future. I'm not sure what we would have done had we not made that decision.

Have a question? Contact Gordon at [gordon.wilmoth@itd.idaho.gov](mailto:gordon.wilmoth@itd.idaho.gov).

**Platinum Services:** With CGI, clients can choose the level of service that is right for them – from basic issue resolution and regulatory upgrades, to premium 24/7 and customization support to end-to-end operations management. With Platinum Services, clients enjoy a more personalized level of service with a dedicated team of subject matter experts knowledgeable in their specific customizations and configurations and responsible for issue and defect resolution. When it is time to upgrade, the CGI team delivers each release with customizations and configurations already merged and ready for testing. For more information on how Platinum Support can benefit your organization, please contact Larry Honarvar at [larry.honarvar@cgi.com](mailto:larry.honarvar@cgi.com).

CLIENT SUCCESS

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## Moving Legacy Mainframe Programmers to Web Technology: The Utah Success Story



Utah's Division of Finance, which oversees 19,000 employees and an annual operating budget of \$15 billion, is a division of the State of Utah Department of Administrative Services serving Utah citizens and state agencies with fiscal leadership and quality financial systems.

In 2004, the State of Utah once again collaborated with CGI to upgrade to the Web-based AMS Advantage Financial Management solution with a focus on eliminating previous customizations, transforming paper-intensive processes into online efficiencies and automating approvals. In 2006, the State of

Utah's new FINET solution went live on time and on budget. Today, Utah achieves its mission through solid teamwork and a built-for-government centralized solution used by 40 departments (or 10,000 users) including the Department of Transportation. Benefits achieved include:

- Reduced customizations lower the cost of ownership
- Payment printing and filing have been minimized with online access to information
- Revenue tracking is linked back to the individual project, by project code, providing the additional details the state needs for tracking revenue with robust and detailed online inquiries
- Workflow has automated paper-processing and accelerated approval processing
- Paper reporting is a burden of the past with online, rapid access to information with an online self-service environment for downloading specific and current information real time, rather than pouring through mountains of data

One of the biggest challenges the State encountered during their implementation was making the transition from legacy to modern technology. Here Judd Houser, Financial Systems Supervisor – Technical for the State of Utah, shares a behind the scenes look at overcoming some of this challenge.

### What is your background?

My background was very strong on the mainframe – I had been a mainframe analyst/programmer for a little over twenty years. I started as a COBOL programmer and then moved into Systems Programming where I installed and maintained the operating system, working very closely with IBM. The State of Utah hired me for my mainframe skills and I soon moved up to the position of Technical Supervisor. Currently I have a staff of six analysts that report to me. As a team, we were very successful in maintaining and upgrading the legacy AMS Advantage Financial application as it resided on the mainframe.

### Were you concerned with moving from the mainframe to web technology?

When AMS Advantage 3 first came along, there was a little bit of fear. At least that is how I would characterize it. Certainly, I was leaving my comfort zone. I had to move to new technology with a new architecture. Like everyone else, I had read many articles about the legacy mainframe programmer. Several of the articles indicated how difficult it was to teach and train mainframe programmers in the new architecture, and that many mainframe programmers couldn't make the transition. In all honesty, those thoughts ran through my mind. I went several nights; more than several nights, lying awake worrying about whether I was personally going to be able to make that transition.

**What was the turning point for you?**

I said to myself at one point, I do not have a choice. I have to make this transition. I have to move to the new architecture and I have to embrace it, learn it, and understand it. I have to be willing to let go of many of my preconceived notions for the new architecture. I need to let go of the security I felt working on the mainframe. Over the last four plus years, I have worked hard at doing just that. I have worked hard to be successful in the new arena.

**How did you take your experience and apply it to help your team?**

One of the things I tried with my team was having very open dialogs where we discussed moving from the mainframe to Web technology. We specifically talked about what it meant to us as mainframe programmers. I tried to be strong for my team to give them a feeling of reassurance. I believed that they would be successful. At the same time, I tried to let them know that I too was feeling a lot of the same apprehension and fear that they were feeling. As we started getting closer to actually moving off the mainframe, we would have both formal and informal meetings in my office where we openly discussed our feelings and what the impact meant to us professionally. As I listened to concerns voiced from my staff, I would try to focus them on areas where they needed to learn. No one on my staff had senior level experience with Web architecture. We all needed training and exposure to the new technology.

In a nutshell, I really tried hard to not discount their fear and let them know it is OK to have these feelings. I continually reinforced the notion that we are going to get through it as a team. I believed there would be stability within our careers although I did not call it stability at the time. Rather, I told them just how confident I was that we would be successful and that we could move forward into the new architecture.

**From a technical standpoint, what recommendations would you make to other clients heading down this path?**

If there is one thing I learned from this entire effort, it is that the best practices I learned while working on the mainframe still apply and that many of the processes and procedures I believe in were still applicable. Bottom line, I did not have to abandon good, sound business processes that I had developed over the last twenty years. A strong foundation in organization works just as well with Web technology as it did with mainframe technology.

Judd's other recommendations for teams about to go through their ERP implementation are below:

- Beyond almost anything else you can do, be very methodical and well organized in your approach. As a team, we hit the ground running when we started the AMS Advantage 3 upgrade.
- Before starting, we had a good knowledge base of our current modifications and we knew each modifications scope as it applied to the mainframe. We had designs and unit test instructions for each of our modifications. Take the time up front to prepare technically as well as functionally.
- Review the modifications to your legacy system to see if they need to be reapplied. We reviewed each one of our Advantage 2 modifications very carefully, of which there were over two hundred. We reviewed them from both a technical perspective as well as a functional perspective. We looked at the feasibility of moving them into the new application. From a division perspective, were these modification required? We talked to our customers and involved them in the decision.
- Continue to follow the traditional approach of analysis and design. Once we had a base set of modifications that we needed to apply, we took the same methodical approach to implementing them that we took when we were on the mainframe. We did all of our work in a standalone development environment. We documented our unit tests. We keep very close track of all the components that we modified. We followed good change control procedures and good version control.

**I understand you are presenting a session at CGI Forum 2008 on this topic? Why should folks attend?**

If your site is planning on a major shift in its financials where you will be moving off the mainframe and onto the Web environment, I encourage you to attend. I will share first hand accounts of what happened at the State of Utah. I will describe our successes as well as our struggles and I will focus on the impact it had with our programming staff.

Want more? Listen to Judd and representatives from the City of Tucson, Arizona and Orange County, California talk about how CGI is "[very much vested in our success](#)." Have a question? Contact Judd at [jhouser@utah.gov](mailto:jhouser@utah.gov).

Don't miss his Session at CGI Forum 2008:

**Transitioning Your Mainframe/COBOL Experts to New Technologies**

(2.x, General Interest)

3109

Wednesday 8:30 am – 9:30 am

Level: Excited to Get Started, Shell-Shocked

Uncertainty, trepidation, hesitation and apprehension. Do any or all of these describe your feelings when you think about transitioning your technical team from legacy to web-based technologies? You are not alone. Join Judd Houser, Financial Systems Supervisor from the State of Utah, as he discusses their struggles to overcome this challenge and their end result: success.

CPE Credits: Computer Science

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

## CLIENT SUCCESS

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### AMS Advantage Client News

Whether it is streamlining business processes, taking advantage of new functionality or just staying current on maintenance, on thing is clear: the AMS Advantage client community continues to transform.

Congratulations to the following CGI clients:

- City of Rockville, MD from AMS Advantage 2x Human Resources Management to 3.5.1.4 in March 2008
- State of Utah from AMS Advantage 3.5.1.2 Financial Management to 3.7.0.1 in March 2008 and the first client live on 3.7.0.1
- Southwest Florida Water Management District, FL from AMS Advantage 3.4.1 to 3.7.0.1 in April 2008
- Baltimore County, MD from AMS Advantage 3.6.0.2 Human Resources Management to 3.7.0.2 in April 2008
- Aldine Independent Schools, TX from AMS Advantage 3.5.1 Financial Management to 3.7.0.1 in April 2008
- Anne Arundel County Public Schools, MD from AMS Advantage 3.5.1 Financial Management to 3.7.0.1 in April 2008
- Columbus Consolidated Government, GA from AMS Advantage 3.5.1 Financial Management to 3.7.0.1 in May 2008
- Commonwealth of Kentucky from AMS Advantage 3.6.0.1 FM to 3.6.0.3 in May 2008
- State of Iowa from AMS Advantage 3.4.1 Financial Management to 3.7.0.1 June 2008.
- The Department of Public Works at Los Angeles County, California went live on July 1, 2008 with additional modules of the AMS Advantage ERP solution. The new modules replace DPW's legacy department specific system with AMS Advantage functionality for financial management, procurement, inventory management, cost accounting, and employee time collection.
- Baltimore County, Maryland from AMS Advantage 2 Financial Management to 3.7.0.1 in July 2008.

We look forward to continuing our partnership with the following clients that have re-signed with AMS Advantage:

- Commonwealth of Kentucky has awarded the final phase of eMARS to implement the web-based AMS Advantage Performance Budgeting, upgrading from BRASS.
- [Monterey County, California](#), an AMS Advantage Financial Management client since 1985, signed a contract to upgrade to 3.7 and implement Performance Budgeting and Human Resources Management.

We are honored to welcome the following client that has recently signed a brand-new contract into the AMS Advantage community:

- The [California Department of Transportation \(Caltrans\)](#), the nation's largest Department of Transportation has signed the contract with CGI for their E-FIS project, the department's implementation of AMS Advantage ERP. In addition to installing core financials, the team will build an Enterprise Application Integration (EAI) architecture and will lead an extensive conversion effort to move 4TB of legacy data into the system and data warehouse from a multitude of stand-alone systems.

Congratulations to the following clients:

- The Commonwealth of Kentucky's Personnel Cabinet won the "Best of Kentucky" award for their Career Opportunities System (COS) based on AMS Advantage Talent Management, powered by Kenexa BrassRing.
- The State of Missouri won the "[Stevie Award](#)," presented as part of the sixth Annual American Business Awards, for their Missouri Accountability Portal. An initiative to address government

transparency the portal draws on data from AMS Advantage Financial Management and HRM. Congratulations to Carolyn Aggeler, Donna Peterson, John Berhorst, Amy Raburn, and Alicia Weaver.

- This year, Arizona Department of Economic Security celebrates 20 years with GFS!

Congratulations to the ten (10) clients who are live with 3.7:

- Aldine Independent School District, TX
- Anne Arundel County Public Schools, MD
- Baltimore County, MD
- Columbus Consolidated Government, GA
- City of Gainesville, FL
- State of Iowa
- Palm Beach County, FL
- Southwest Florida Water Management District, FL
- State of Utah
- Wake County, NC

Read [Upgrading to AMS Advantage 3.7: "A Big Win" for Southwest Florida Water Management District, FL](#) to learn more about why your colleagues are upgrading to 3.7 or read [all about it](#).

Do you have news to share? Contact Cheryl Smith, AMS Advantage Marketing and Communications Manager at [cheryl.smith@cgi.com](mailto:cheryl.smith@cgi.com).

Don't miss networking at CGI Forum 2008:

Sunday, October 19th 5pm to 7pm

- 5pm to 7pm: Special Event, Welcome to Tinseltown

Monday, October 20th:

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: Peer-to-Peer Roundtable Luncheon
- 5:30pm to 7pm: Showcase Reception

Tuesday, October 21st

- 7:15am to 8:15am: Continental Breakfast
- 12pm to 1:30pm: AMS Advantage Users' Group Luncheon
- 6:30pm to 10:30pm: Special Event, Hollywood Nights

Wednesday, October 22nd

- 7:30am to 8:30am: Continental Breakfast
- 12:15pm to 2pm: Luncheon and Closing Keynote

Don't forget about the Showcase, Monday and Tuesday 9:30am to 12pm and 2:30 to 5:30pm.

Register today at [www.cgi.com/forum2008](http://www.cgi.com/forum2008).

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