

Lessons Learned

Dated

v. 070528

Navy Lessons Learned

DMHRSi is a major change in the way we do business in our Navy facilities. We have to face the fact that commands will take several months to fully understand and embrace the application after training. They will also require a good deal of monitoring and assistance by the NMSC team.

GENERAL

1. Standard Org structure must be completed at least 60 days prior to beginning of training.
2. AMD must be completely processed to reflect current structure at least 60 days prior to training.
3. Current AMPPS file that reflects the most current billet file must be loaded in DMHRSi and SPMS at least 60 days prior to training. This is necessary to ensure assignments for Enlisted, Civilians, and Contractors are migrated correctly.
4. The Site Project Officer and the HR department must be ready and able to dedicate 40% of their time during the 30 days prior to loading local data and at least 80% of their time during the training phase.
5. The Site Project Officer and NMSC site coordinator must work very closely to identify super users, time card approvers, and supervisors for the command. (This may take several sessions of DMHRSi review.)
6. The MID shop must dedicate the necessary hours during the 30 days prior to training to ensure all super users and timekeeper PCs are correctly configured with the appropriate version of J-Initiator. This includes all computers in the training room as well.
7. Training facilities and command requirements must be analyzed to develop an effective master training plan for the super users and timekeepers. How self service training is conducted is tailor to meet the needs of the individual command.
8. Any changes in super user assignments, prior to training, must be communicated to the NMSC site coordinator immediately.
9. MID and the Site Project Officer must develop a solid plan for distributing passwords to the self service community. This is a major undertaking even for a small command.
10. Providing briefings to the Directorate/ Department Head meetings provides valuable information to the command leadership and allows management the opportunity to prepare for the necessary changes brought on by DMHRSi.
11. Upon receipt of super user accounts and self service accounts, the HR shop and Project Officer should do a scrub of the lists to ensure all required accounts are present.
12. Make sure all super users schedules are cleared for training. This includes the shoulder to shoulder training. The shoulder to shoulder training is as important as the classroom training.
13. Each of the module owners; HR, E&T, LCA, Readiness, and Manpower should have internal meetings to discuss and determine the changes that will be required in business practices. Prior to training, the five modules collaborate as a team during the weekly web conference. It is strongly recommended these individuals continue to meet at least weekly for a period of 6-8 weeks following training with a representative from NMSC to discuss changes and DMHRSi nuances.
14. Each command should develop and publish a DMHRSi user account management policy and stick to the policy. That policy will determine how a command grants levels of access to the application and how an individual would request various roles within DMHRSi at that command.
15. The command shall ensure that the SAA uses the site User and Responsibility report from Discoverer Viewer to help manage user accounts.
16. All super users in the various modules will read and adhere to the Navy Business Rules for using DMHRSi. To deviate from the Business Rules will result in Navy data quickly becoming non standardized.
17. Internal transfers, PCS transfers, changes in supervisors, and changes in timecard approvers MUST be reported to HR & the LCA departments as soon as they occur. Not only

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do these contribute to quality data management, but allow all request for training and time card submissions to flow properly.

18. The success of DMHRSi is very dependent on the strong support of the command leadership, not just the CO and XO, but from all of the Directors and Department Heads as well as the CPO mess.
19. Many of the command's normal processes will have to be altered such as check in/check out procedures, Prospective gain notifications, local training requests, managing command recall information, MEPRS data collection, etc.
20. Commands need to provide as much visibility as possible to DMHRSi and this may include providing links on their local intranet, remind staff of the importance of time card submission through Plan of the Day, Commanders Calls, Department Head Meetings etc.
21. DMHRSi is the beneficiary of the new Standard Organization policies. Directorates, Departments and Divisions will be called the same thing across the enterprise.
22. The more the Project Officer understands the requirements and operations of the functional areas (Manpower, Personnel, E&T, LCA, Readiness) the smoother the implementation will go. Selection of the Project Officer, their performance, and command support of that person is directly proportional to the success of the deployment. This person ideally would be a mid grade officer who has knowledge of Navy Manpower/Personnel. Should be a person who can motivate others to accomplish tasks and can bring consensus to the group. Will be directly accountable to the Commanding Officer and will work with the Implementation Contractor Site Coordinator. Should have a PRD of at least 9 months out. Should attend all training sessions of super users.
23. Super-user selection is critical. Selected Super-users should remain in their positions for at least 6-9 months after implementation begins. It will take them that long to become completely comfortable with the system.
24. Commands need to be provided a schedule of when refreshes occur and what data is affected in order to allow for verification of data.

PRE DEPLOYMENT

1. Functional experts (Super Users) from the five functional areas should form a team early on and maintain constant communication. Their cohesive networking will go a long way in the successful deployment and use of DMHRSi. The resulting effects on one module caused by another module can not be emphasized enough. After training the group needs to continue to meet at least weekly, for a minimum of two months to discuss command issues.
2. Selection of the proper super users is critical to the successful deployment and training period. Commands should work closely with the NMSC team to fully understand the expectations and responsibilities of all users. This includes understanding the difference between Time Card Approvers and Time Keeper Specialists. Ideally all Super User should be identified and accounts requested 30 days prior to training. Commands should receive the completed list of Super users at least 14 days prior to training and at least 7 days prior to training to facilitate command distribution.
3. Activity Manpower Document changes must be fully integrated and loaded into the application at least 60 days prior to the commencement of training.
4. The Site Project Officer selection is critical to the successful deployment at any command. This person should probably be an O4 or O5 with direct access to the leadership at the command. This person should be prepared to devote 30-40% of their time with pre-deployment activities and 80% of their time during the training phase.
5. The HR department must be prepared to devote approximately 40% of their time during pre-deployment. They must be proactive to ensure that Personnel and Assignment information in SPMS is accurate and provide timely updates to the data team.
6. The Site Project Officer must keep the NMSC site coordinator aware of any changes that could impact training or the students that will attend the training. The NMSC site coordinator is also tasked to work with the Site Project Officer in determining the best

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method and approach to self service training that works best for that particular command. This shall also include making sure the training facilities are reserved and ready for training.

7. The MID department and the Site Project Officer must develop a solid plan for the distribution of user names and passwords. More than one command has experienced chaos because a solid plan was not in place to distribute several hundred, if not thousands, of user names and passwords over a 2-3 day period.
8. The MID department is critical to the successful deployment and training processes. They are tasked with and responsible for the installation of the proper version of J-Initiator. This must be done for every computer that will be used by a super user, time keeper specialist, students in a training room and the instructor. The importance of this can not be over emphasized and must be accomplished before any training can begin.
9. Frequent briefings to Directorate/Department Head meetings provides valuable updates and allows management the opportunity to prepare for the necessary business practice changes that will be necessary.
10. Upon receipt of the super user list of user names and passwords, the Site Project Officer must do an immediate scrub of the list for accuracy and if changes are needed, notify the SAA to request changes right away from the MHS Help Desk.
11. The validation of HR information between the command and the data team is critical and must be accomplished as soon as possible each week. Accurate and timely validation will go a long way in preventing confusion later on.
12. Command should ensure that all super users are cleared for training and that they in fact attend. Coupled with this is the critical shoulder to shoulder training that will occur at the super user's desk.
13. It is strongly recommended that each command develop and publish a workable policy for the creation of super user accounts. That policy determines who at the command will be granted what level of access to sensitive personnel data.
14. Commands should endeavor to meet all of the timelines for completion of tasks that are outlined in the Site Implementation Plan and Activity Report (SIP/AR). These dates were derived from lessons learned from prior deployments are realistic for a successful deployment.
15. It is important to make sure the command understands the routine updates from source feeds that occur and when they occur.
16. It is important to obtain a list of all the personnel that are in the DMHRSi database prior to commencing training and obtaining user names and passwords. Often times there are personnel in the database (DMHRSi) that are no longer at the command. Purging those records prior to commencing training is extremely helpful.
17. Command should document their "AS IS" processes that are impacted by DMHRSi. This will facilitate understanding of how DMHRSi will change the way they do business and help to point out how areas will now be asked to work closer together (Manpower/Personnel/LCA especially).
18. Weekly meetings of the functional areas proved very helpful. It reinforced the relational aspects of all of the functional areas, provided the opportunity identify problem areas, and enabled the super-users to be pro-active in resolving issues.

TRAINING

1. An absolute understanding of date tracking, update, correction, replace & insert is a must for functional area users. If they don't understand these pieces of data entry they will cause problems for themselves.
2. Learning how to use the history tracking is also very useful. It allows for tracking who has corrected mistakes or to identify users who may need further training in a specific area.
3. Training needs to be improved in how to access reports from the application. This is particularly true of the functional areas. View lists folders are a powerful piece of the application. Part of using these lists is understanding how to export the data and convert it

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to an excel spreadsheet. Equally important is the use of Discoverer Viewer. Navy has developed several customized reports and produced a list of highly recommended reports with recommended frequency of running them. Know how to produce the reports is only part of the solution. The other part is what does the data mean and what to do with it.

4. Students must be taught and fully understand the importance of the online help and Tutor processes.
5. The NMSC Site Coordinator will work closely with the Site Project Officer to develop and tailor the actual training schedule as they best understand the needs of the command. The training evolution for a Navy facility is three weeks duration, with the exception of the Medical Centers which is 5 weeks.
6. Prior to training beginning, the site must commit the time and energy of all super users to make sure they not only attend the class room training but remain available for the critical shoulder to shoulder training.
7. All super-users need to be brought together to understand basic functions and commonality of the system. Super-user training in the HR role must begin with lessons on the interdependence of Manpower/Personnel. A solid understanding of Billets vs. Bodies is essential in correctly using the HR functionality.
8. It is critical to the super users that they learn how to use Discoverer Viewer and View Lists to exploit the full potential of the application
9. Training supervisors and timecard approvers prior to training self service is very helpful. Sessions work well if a representative from LCA is there to answer command specific questions concerning projects/tasks and other MEPRs related questions.
10. Sustainment and reinforcement training needs to be offered frequently and in different venues. Not everyone responds well to i-learning. Commands will be responsible for sustainment training so the person who will be responsible needs to attend as many super user and supervisor/timekeeper training sessions as possible.
11. All training evolutions must be Just in Time Training. Any lag between training and actual use will negatively impact the understanding and use of DMHRSi. This is particularly true of the Super-user roles. Trainees need to use the system in "real time" with live data as soon as possible after training to reinforce what they have learned. Lag time between training and use will negatively impact their understanding and use of DMHRSi.
12. Self Service training should be the last thing taught and must be taught just prior to use. Individuals should log onto the system within 24 hours of training if at all possible and update their password and personal information. If at all possible timecard templates should be created as soon as possible after training while the information is fresh in the students mind.

Labor Cost Accounting (LCA)

1. The site must validate the list of tasks that they are provided from NMSC to ensure that the proper MEPRS codes are loaded for that command
2. Organizational Time Card Approvers must be proactive in helping to train all the personnel in t Trainers need to emphasize the use of the tutor processes that are incorporated into the application heir respective departments on the proper way to create templates and which tasks to charge time to.
3. LCA Specialists have to understand the sequence of events that must occur for end of month processing and how the DCPS file feeds into the application for reconciliation.
4. It is critical that everyone that is a time card approver/time keeper specialist or the LCA specialist run the time card status report in accordance with the Navy business rules
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7. It is critical that everyone that is a time card approver/time keeper specialist or the LCA specialist run the time card status report in accordance with the Navy business rules
8. In SPMS the Skill Type and Skill Type suffix is automatically populated based on Occupational code. In DMHRSi this has to be hand entered by the HR department.
9. The hours are entered into SPMS/MML on a monthly basis, SPMS performs a validation as the user is entering data to ensure the minimum number of hours is entered for all assigned (military and civilian) personnel that were onboard the entire month (the process looks at the HR data to determine the reported and detach dates – if either of these dates occur during the reporting month this validation is performed) based on the number of workdays in the month. For example, if a month had 22 weekdays (to account for normal workdays and holidays). For assigned personnel that were onboard the entire month, if the total hours entered for the individual did not total 176 (22 days * 8 hours), a warning message would appear on the screen informing the user the total hours are less than the expected amount. The user has to acknowledge the correct number of hours was entered prior to saving the records. DMHRSi does not have any validations that will stop the EAS IV output file from being created data submitted by the user does not meet DoD business rules for labor reporting

Human Resources (HR)

1. After loading a command's data it is imperative that sufficient time be allotted for data validation. HR needs to verify that all required data is present and correct, i.e., supervisors, positions, skill type/suffix, etc.
2. It is critical that HR department monitor daily: personnel checking in/out, departmental transfers, changes in supervisors, changes in time card approvers, status of MED HOLD personnel, status of Reserve personnel, status of students, status of borrowed labor, status of volunteers and contractors.
3. Maintenance of supervisors and timekeepers is a must.
4. When supervisors detach from the command or transfer within the command, all employees they supervise must have their records changed to reflect the new supervisor. When a person becomes a new supervisor, that role must be reported to Help Desk to allow the person access as a supervisor.
5. Super users must understand the relationship between an ORG+JOB+POSITION. People Group = work center
6. In SPMS the Skill Type and Skill Type suffix is automatically populated based on Occupational code. In DMHRSi this has to be hand entered by the HR department
7. Assignment information must be kept up to date to facilitate accurate time card submission.

Manpower

None at this time

Education & Training

None at this time

Readiness

1. Commands should fully utilize EMPARTS until DMHRSi is deployed throughout BSO 18
2. To truly monitor a commands readiness posture, the information fed into DMHRSi must be current and accurate
3. A representative from the POMI shop should also have the role of Time Keeper Specialist to enable them to enter time for deployed personnel

SAA (HELP DESK)

1. Prior to beginning any super user training, EUDs must be verified to have j-initiator loaded with the correct certificates. Appropriate internet active X and java settings must also be ensured. Connectivity verification must also be done.

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2. All computers in the classroom must be verified to be "DMHRSi" compliant (j initiator installed, correct certificate, connectivity, security settings, etc.
3. It is highly recommended that the command have a link on their local intranet for members of the command to request password resets.
4. To ensure the security of the system is maintained, the SAA must be made aware of changes in super user roles and transfers to effect necessary role changes.
5. The command should set up a workable plan for granting and removing roles and responsibilities
6. The information management department must be involved in the implementation from the start. The IM/IT shops are vital to successful deployment. They provide the backbone of support for the sites. The SAA, infrastructure support, EUD configuration, and Tier 0 helpdesk function will initially take a significant level of effort.
7. Using command intranet for distributing information, Quick Reference Cards (QRCs), Frequently Asked Questions (FAQs) and quick links is very helpful.

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ANDREWS	Account Management	Help Desk will only accept requests for new accounts from SAA	Need to have primary and alternate identified			
SCOTT	Change Management	There's got to be a way to include the ADKAR as in internal tool and export to sites via another means that will make more immediate sense to them	More guidance is needed for the site CMWG from a process standpoint on how to implement change			Add step-by-step processes, agendas, etc to Change Management Plan
USAFA	Communication	Communication lacking on data collection process - what data was supposed to be collected, why some was not loaded, what to validate	Data collection reports must be responsive and relevant to both the Program Office and the sites	PSI developed Site Implementation Plan/Activity Report (SIP/AR) to standardize data reporting	Report should include data statistics, data breakdown, and the plan for handling bad data	
ARMY	Communication	Outlying clinics have been left out of the loop causing training to react to the issues during training	No process to identify outlying medical assets			Need to develop plan on how to identify other medical assets on base
USAFA	Communication	Sites not sure of the purpose and attendees needed for the pre-site visit	Provide agenda, read-aheads prior to site visit	AF CM Team will start communication with site 30 days prior to Initial Site Visit to improve understanding		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
PSI	Communication	anonymous surveys were too difficult to sort out when received	Trainer evaluation forms need to be printed with module and trainer name	Included in training materials from PSI		
ARMY	Communication	Recent update was not communicated until users logged in help desk tickets because they could not get into the system. Turns out that the text file had been updated but info was not disseminated to user population	Need to have better communication on updates to the J-initiator program	PSI suggested using the DMHRSi initial webpage can be used for much of this. It can house the information and new files.		Need to follow up to make sure this action was implemented
TYNDALL	Communication	Site did not understand purpose for having to map out all current processes in site CMWG	Sites need to understand that CM Team is not there to tell them how to do business, but to help them improve their processes using DMHRSi. In order to do that, both sides must understand current business process for each site	Purpose explained in more detail at both Scott and Tyndall site CMWG meetings		Include better explanations in Site Implementation Guide and Change Management Plan. Provide examples of what we hope to accomplish
USAFA	Data Preparation	Source system data was loaded in DMHRSi but was not always accurate or current	Source system data must be validated prior to loading in DMHRSi	Pre-implementation phase increased to 120 days to allow for more time to validate data		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
PSI	Data Preparation	Multiple files received from same site - difficult to tell what is most current	Tracking process must accurately timestamp site data as it is collected and validated	PSI will rename files received with date/time stamp		
USAFA	Data Preparation	DMHRSi terminology was used on templates that sites were not familiar with	Process to collect data needs to ensure site comprehension of data elements and ensure that data is received in a standardized format	Templates reviewed to ensure common AF terminology is used	Cross-talk given to PSI data team to map AF term with DMHRSi term	
USAFA	Data Preparation	Site lacks understanding of what data is required by the application to function properly, what data is mandatory by Service policy, and what data is optional	Sites need to understand how the collected data will be used in DMHRSi		Rodney to create screenshots showing where collected data will be visible in DMHRSi	Need to develop data demonstrations, comprehensive briefings
PSI	Data Preparation	Some sites lack technical knowledge and staffing to complete data templates	Each site manages local data differently - some in databases, some in spreadsheets, some on pen & paper, etc		Wendy M and Mike assessing at Scott and Tyndall	Need to determine LOE needed by site for data collection process

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
USAFA	Data Preparation	MEPRS 4th level FCC codes were expected to be loaded	4th Level FCC codes need to be loaded programmatically - too time consuming for manual input and users cannot submit time until complete	RITPO agreed 4th level FCCs will be loaded for the site by PSI		
USAFA	Data Preparation	Data was not completely loaded prior to the start of training	Insufficient time for local data load	Pre-implementation phase increased to 120 days		
PSI	Data Preparation	Lack of access to query the DMHRSi production database as well as Discoverer Reports that lack the appropriate data were a cause for less than credible data validation process	Sites lacked knowledge of RITPO provided resources to validate data loaded in DMHRSi			Rodney and Kim need to validate this issue is resolved
PSI	Data Preparation	Local data requires a specific cut off date prior to implementation	If data timelines are not met effectiveness of training is impaired	Deadlines included in SIP/AR		
USAFA	Data Preparation	Sites were asked for user list and it was not used to generate passwords. Login IDs and passwords were created by UIC/PAS codes	Need to develop process for managing DMHRSi accounts	CSC updated process and is now based on SSN inventory and super user listing		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
NAVY	Data Preparation	The timeframes provided by RITPO for the actual data gathering were not realized	Allow more time and give more assistance throughout the data gathering process	Pre-implementation phase extended to 120 days		
NAVY	Data Preparation	Due to future end-dates associated with the assignments loaded, the manager self-service functionality does not work correctly	Loaded assignments should not have future end dates			Need to follow up to see if CR was filed
TYNDALL	Data Preparation	Many updates were identified that need to be made in MILPDS during data validation	Source system data must be updated prior to transition to DMHRSi	Tyndall making updates in source systems		
SCOTT	Documentation	Many individuals commented on the over-use of "business-speak" and private business language in the documents - from the briefings on down, there remains many Navy references in the PSI materials; the most common example was "enterprise-wide"	All documentation given to the sites during pre-implementation should be easily understandable and written using AF terminology			Scrub all material to provide a more AF-friendly and consistent terminology, and the PSI materials need to be edited with this in mind

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
NAVY	Education and Training	The Student Training Record worksheet only pulls data for training that was actually enrolled in DMHRSi and marked as attended. When the training history data was loaded into DMHRSi, it was loaded as Additional Training. This additional training information is not showing up in the Student Training Record worksheet	Historical training needs to be loaded in a useful format.	Competency API created and released to PROD in NOV.	Still need to test to make sure it works correctly	
ANDREWS	Education and Training	Using their current program RAT, several hundred people are automatically enrolled in the Medical Unit Readiness Training based on their expiration dates. Without this capability in DMHRSi, they must load each trainee individually	Need the ability to mass enroll people for programs. Also need ability to enroll someone for part of a program	Mass Enroll ability loaded to PROD MAY 2005		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
USAFA	Education and Training	Sites want to be able to create courses	Courses need to be managed at the Service level to prevent duplication		LtCol Harvey will design standard form	A standard form will be created to make it easy for sites to submit requests to add additional courses
USAFA	Education and Training	Sites want to be able to create classes for ad-hoc courses	Sites need a "miscellaneous" course to use that they can create classes for tracking purposes			Wyn will set up a generic course in DMHRSi that can be used for this purpose
USAFA	Education and Training	Sites are unclear on the relationship between COURSE, OFFERING, and CLASS	Need QRC to explain hierarchy of COURSE, OFFERING, CLASS			Mike will write QRC
USAFA	Education and Training	Sites can still create courses and offerings even though an additional role was created to prevent this.	Need to add WARNING statement to training material to let sites know they are not supposed to create courses or offerings - these must be requested through the AFMS E&T SME		Decision based on Tri-Service business rule to standardize and manage course listings	Training material needs to be updated
USAFA	Education and Training	Loading instructor resources is based on employee name only. This can be confusing if people within the organization have similar names	When loading instructor resources, it is important to include middle initial if names are similar			

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
PSI	Help Desk	The site is involved in the help desk escalation process, but this is a point of confusion with the site personnel	There was no consistent functional or technical process at the Tier 0 level to resolve DMHRSi issues	Tier 0 guidance included in Site Implementation Guide		
PSI	Implementation	During implementation, there were no Service personnel that could address policy and change management questions/issues	Services need to take ownership of Change Management	AF hired Change Management Team to provide on the ground support		
PSI	Implementation	Inadequate coordination between data owners and data migration team caused data conflicts to occur	Weekly status meetings with site during pre-implementation is extremely valuable for site prep, data, training, etc	Weekly site meetings between PSI and sites now on pre-implementation schedule		
ANDREWS	Implementation	Users forgot URL to access DMHRSi	Creation of an MGMC Intranet link to DMHRSi worked extremely well to facilitate end-user access to the URL		Recommend this be done at all sites	
NAVY	Labor Cost Accounting	There is no Tri-Service policy for capturing time for non-MEPRS reporting facilities	At this time, AF will not capture time at non-MEPRS facilities	Training for non-MEPRS facilities will be consistent with training provided to the site with the exception of LCA		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ANDREWS	Labor Cost Accounting	Time was assigned to inappropriate codes requiring LCA Manager to reject timecard. Employees were unfamiliar with the codes they should be using	Need to create QRCs listing the MEPRS codes applicable to a particular work area	LCA Manager should work with timekeepers to develop cheat sheets and provide additional training		
USAFA	Labor Cost Accounting	Reservists are not costing correctly	Even if not active, the Reserve ORG needs to have a start date and classification type	ORG updated		Validate this was added to training material
USAFA	Labor Cost Accounting	How do we report time for Summer Hires?	Summer Hires are reported as volunteers	Added to Business Rules	Per LCA SME	
ANDREWS	Labor Cost Accounting	How are members assigned to the patient squadron tracked?	Patient Squadron members are reported as volunteers	Added to Business Rules	Per LCA SME	
MOODY	Manpower	Should civilian LPNs be identified as techs or nurses in DMHRSi?	Civilian LPNs should be classified as medical technicians (4NOX1). This is consistent with the skill and supervision level required for the LPN vs. RN. Business Rule 3.1 refers to using the AFSC equivalent for contractors and volunteers.	Inserted Business Rule 3.2 - "Units will contact AF/SGMP Manpower SME for guidance when there is a question as to the appropriate AFSC to use for contractor or volunteer positions"		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
PSI	Marketing	Lack of marketing materials impacted DMHRSi implementation	Need more marketing material		Mike is now lead for Marketing	Develop Marketing material
NAVY	Marketing	Many of the employees were unaware of the capabilities of the application	Marketing Plan needs to be enhanced			Additional marketing material needs to be developed
ARMY	Reports	DMHRSi does not have an approved strategy for ad hoc query of the system. Units will be incapable of retrieving data from system in a manner in which it is needed	Discoverer Plus (ad hoc reporting tool) difficult to use	RITPO creating ad hoc report writing training that will be given to sites approximately 6 weeks after other training completed		Services have not been given training plan to review
ARMY	Reports	Canned reports were not usable.	All current reports need to be re-evaluated for operation, information and general need. May need to generate additional reports	Services met and reviewed all current reports. CRs were filed to request changes to reports and will be tracked through the CCB process		
TT-1710184	Reports	Birthday Roster has no date range on the report so you get people on the report that are no longer at the facility	There are 2 Birthday Rosters in DMHRSi - one in Discoverer Viewer and one in View Folders. If user signs in as Specialist and uses View Folders to run report, and checks	CR 214 filed to fix/delete report in Discoverer Viewer	CR has LOW/5 priority, so is on the bottom of the list to get fixed	

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			the "Current Employee" checkbox, report should work correctly			
USAFA	Roles and Responsibilities	Self-Service Manager Roles were not provided	Supervisors can benefit from this system, but only with the proper access to data		If user has Manager Self-Service but does not supervise anyone, they do not have access to any additional information	Look at possibility of assigning Manager Self-Service to all users
ARMY	Roles and Responsibilities	When an SAA is resetting passwords, they need a report to make sure they are resetting for the correct employee	The process for resetting passwords is not clearly defined. SAA role is not site specific.	AF Business Rule: until the SAA role is site specific, all password resets will be referred to the MHS Help Desk	Work-around	
USAFA	Roles and Responsibilities	HR and LCA both need to attend the HR training because LCA AF POCs enter some HR data.	LCA needs some portions of HR data	HR portions added to LCA block on MTP		
NAVY	Roles and Responsibilities	Discoverer Viewer access was not linked to roles	New Specialist role is created for each site - these are not generic roles.	A new item was added to SIP/AR to ensure Discoverer links are tested prior to training		

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SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
NAVY	Roles and Responsibilities	Unclear delineation of Responsibilities. Still have individuals not knowing if they need to be in certain classes or not.	Roles need to be clearly defined and delineated.	CM Team working with site CMWG to identify personnel during data collection phase		
TYNDALL	Roles and Responsibilities	Although it appears Superintendents may have a lot to gain from this system, it is not clear how they fit into the picture	Need to clearly define role for indirect supervisors such as Squadron Superintendents, First Sergeants, Functional Managers, etc			Supvs will attend classroom training for all business areas to help us determine what access they need to the system
ARMY	Security	Manager self-service has the ability to search for the records of anyone within the Army. They are not limited to the population within their hierarchy.	This ability creates a serious potential for privacy act violations	RITPO removed the search feature from Manger Self-Service role. Manager will only be able to see the personnel within their hierarchy but will not be able to troubleshoot for individual who should be there but are not		
SCOTT	Site Visit/ Change Management Visit	CMV Exec Brief was loaded to site's intranet	Recommend sites load briefings to their intranet so all interested users can view			Include in Site Implementation Guide

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
SCOTT	Site Visit/ Change Management Visit	After Exec Brief, CM Team met individually with each SQ/CC to discuss how DMHRSi will affect their squadron	CM Team should meet with each SQ/CC & Supt after the Exec Brief and prior to the OIC/NCOIC meetings during the Change Management Visit			Add to Change Management Plan
SCOTT	Surveys	Project Coordinator would like a survey for the Site PM to fill out showing how well the CM Team members performed	Need feedback on performance of CM Team members from site	CM Team PM will make personal phone call during Assessment phase to survey how well CM Team members performed	CM Team PM felt we did not need to send another survey to be filled out, but felt a personal phone call where the questions could be asked would be appropriate instead of it coming directly from the PC in charge of the site	Add to Change Management Plan
SCOTT	Surveys	Users felt the CM survey is too long	Surveys need to be as short as possible		Wendy M & Kim re-writing survey to make more relevant and interesting to promote user willingness to fill out	Review CM survey to see how it can be improved
ANDREWS	Sustainment	Sites noted a need for a dedicated post-implementation resource	Sustainment of this application will be a challenge especially immediately after training has been	CM Team will help site CMWG prepare for sustainment		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
			completed			
PSI	System	Lack of a supervisor in DMHRSi causes numerous workflow issues. Supervisors must be manually updated	Need to review/revise the processes used to assign supervisors in DMHRSi	CR requested to have supervisor information fed from MILPDS - now in PROD	Workflows have been fixed so they are no longer so dependent on supervisor	
ANDREWS	System	Once users create a timecard template, the aliases drop off when the template is recalled.	Difficult for users that use multiple codes to keep track of what the codes mean	CR submitted, timecard was redesigned to allow task name - released to PROD NOV 2005		
ARMY	System	HR personnel must go through too many screens to in process a new person	Need rapid in processing sheet to allow quick entry of new personnel	Quick Entry Form created from submitted CR - released to PROD OCT 2006		
MOODY	System	Contractors were not costing correctly on EAS report	Contractor type must be NS. Data was loaded incorrectly.	API corrected to prevent error in the future		
USAFA	System	Borrowed Labor is not costing correctly	LCA needs additional LCA Exception Manager role		LCA Exception Manager role was created to allow visibility of non-site personnel	

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
MOODY	System	After changing a data field when exiting the screen, a pop-up comes up saying "UPDATE" or "CORRECT". You must choose one of the two. If you realize you made an error at this point, there is no way to cancel the action	WORK-AROUND: choose either option, then cancel the action	CR 335 filed to fix this option, but requires an enhancement from Oracle		
Testing	System	Cannot add an emergency contact and phone number in the same transaction	WORK-AROUND: add emergency contact and save. Then update the emergency contact with the phone number and save.	CR 554 filed with LOW/4 priority		
NAVY	System	Timekeeper Entry Mass Edit re-submits all timecards even if it is not selected for submittal and already approved	WORK-AROUND: enter time without mass edit	CR 556 filed with HIGH/3 priority		
Testing	System	In the E&T module, from the Learner Enrollments and Subscription page, when attempting to update an enrollment, clicking the "UPDATE" icon will hang the system	WORK-AROUND: must select enrollment and use the "UPDATE ENROLLMENT" button instead			Need to research to see if CR submitted

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
		up				
Testing	System	Unable to change the parent for an organization from the organization screen	WORK-AROUND: use Organizational Diagrammer to change parent organization	CR 553 submitted with HIGH/2 priority		
NAVY	System	Pop-up blockers interfere with some of the functionality in DMHRSi	Pop-up blockers need to be turned off			
MOODY	Technology	Timekeepers were not able to run necessary reports	Timekeepers also need J-initiators loaded on their systems	Because Timekeepers change frequently, the business rule has been changed to load J-initiator on every system, thereby deleting high maintenance level and preventing report issues		
PSI	Training	Trainers were expected to have access to PROD, know people's jobs, etc	No process for trainers to escalate Service adoption issues	AF CM Team will work with sites to get answers to policy and procedure questions		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
PSI	Training	One trainer and 2 BPEs may not be enough staff to perform all required training and administrative duties based on current schedule	It is imperative that the pre-site prep tasks occur to ensure the schedule allows for adequate personnel to provide STS coaching, training, administrative duties	Master Training Plan revised to accordion out based on number of personnel at site and what training needs to take place		
PSI	Training	Lack of standardized method to document training for self service and super users	There was no process to document in DMHRSi who was trained at the site	AF users will enroll in DMHRSi training course within DMHRSi to show comprehension of training		
PSI	Training	TRAIN instance is not in sync with PROD	Users need to see the same screens when they are in training as they will use in PROD	TRAIN now refreshed one week after PROD		
PSI	Training	No training materials to train Discoverer reports as it is not a part of the current training plan	Users need to be trained on Discoverer reports	Discoverer Report training added to Master Training Plan		
PSI	Training	The TRAIN instance time out and password expiration is very disruptive to the class	TRAIN needs to remain stable to minimize class disruption	Time out and password expiration removed from TRAIN		
PSI	Training	Folder tools information in on-line help, but not		Included in MTP		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
		in training material				
PSI	Training	Not enough hands-on in training for super users to comprehend lessons	Labs need to be created for each class	Included in MTP		
PSI	Training	SAA not able to troubleshoot if DMHRSi issue can be fixed locally	SAA training should include descriptions of common errors and resolutions	Included in Site Implementation Guide		
PSI	Training	STS coaching was not standardized so all sites received similar coaching	Need STS checklists	STS checklists created. Student and trainer will sign		
PSI	Training	DMHRSi PROD was down and training/STS could not be conducted	No contingency plan for system/network downtime	PSI developed screenshots for use in contingency training		
MOODY	Training	Entire site training process is too rushed. Site super users are inundated with a great deal of material and are expected to assimilate/apply it and to be functional support when the self-service users become active	Sites need a smoother transition into using DMHRSi	CM Team will help site CMWG with BPR		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ARMY	Training	The training process needs major revisions in order to be a more meaningful experience for instructors as well as trainees. At present, instructors are not experts in DMHRSi and most have no functional orientation. Interaction between instructors and functional SMEs is not fluid. Functional SMEs are not fully involved.	Users need to be able to take the training and apply it to their business processes	AF SMEs review all training material and make changes to reflect how an AF site works		
MOODY	Training	Super-users are forced to come back for additional self-service training which takes them away from their additional tasks of getting the system ready for the self-service users	Users should only have to attend one training session	self-service training is now included with super-user training		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ARMY	Training	When we teach self-service, we simply go over the process as listed in the curriculum. We are not teaching any troubleshooting for common problems or we are teaching incomplete corrective actions	Self-service and Manager Self-Service courses need to be improved		Wynde is working to develop adequate training	Need to develop adequate training for Self-Service and Manager Self-Service
ARMY	Training	No CBT for timekeeper training	CBT is needed to train timekeepers just like any other user of DMHRSi	RITPO developed CBT		CBT not yet loaded in MHS Learn. Services have not received CBT for review
ARMY	Training	When we leave a site, it is necessary to leave them with copies of all of the training material used during implementation.	Sustainment of hard copies of training material will be unsustainable	Best solution is to create an implementation website, which houses the latest and greatest version of the training material. Sites can access the site as needed for training of new personnel or refresher training		Need to follow up to make sure this action was implemented
USAFA	Training	No SAA training materials in on-line help	Tutors need to be created for SAA role	Tutors written and loaded to PROD		

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ANDREWS	Training	Concerned regarding post-implementation support and continued training	Sites continue to need assistance after training is completed	CM Team will be available to each site after trainers have left to provide additional support	PA will be on the ground at end of training and week after to assist with transition	
	Training	In order to make training successful and to facilitate learning, the trainers should assess the skills and computer literacy level of the audience and training should be designed accordingly	Training issues concerning computer skills and competencies of the users will need to be addressed			
USAFA	Training	Training material was very poor and not user friendly	Training material needs to be written using terms the AF sites will understand	CM Team/SMEs review all training material to ensure it is easily understandable by AF personnel		
USAFA	Training	Users felt the trainers were not very knowledgeable in the application	Trainers need to know the application and be able to explain the application to others	PSI enhanced their training course	CM Team audited and approved new training team	

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
ANDREWS	Training	Service members weren't clear about their roles in DMHRSi nor did they have a clear appreciation of the training to be accomplished. Due to the short notification, key personnel were unavailable for training and suitable attention wasn't given to providing back-ups. Long standing training was already scheduled that wasn't shared with the RITPO staff and their contractors.	A Site Project Plan - endorsed by RITPO, the Service Lead, and the site - that details respective roles and responsibilities, communication flows, and scheduling of activities is very important.	Site Implementation Guide, SIP/AR, and Communication Plan developed.		
ARMY	Training	Obtained a list of the MEPRS codes applicable to a department prior to conducting supervisor/self-service training for that department. The list was provided by the MEPRS staff	This allows better communication between the instructor and the employees. Made the training more realistic when we used the codes they were already familiar with			

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
USAFA	Travel	Initial base access for contractors became a timely issue, requiring them to get new security badges and fill out documentation	Anyone deploying to a site must find out the security procedures for base access prior to arrival			
PSI	User Acceptance	Commanders and Senior Leadership need to be more involved	Without Command support, the site will never use DMHRSi	Exec Staff briefed and asked to take specific steps to effect change in their organization	Guidance is given to Leadership on specific proactive actions that will foster change	
USAFA	User Acceptance	Civilians uncomfortable with reporting holiday time as leave	Civilian Leave and Military Leave are used to reporting holidays since this represents non-available time. It does not affect pay.			Needs to be included in enhanced self-service training
MOODY	User Acceptance	Military and civilian personnel had very different levels of acceptance of a new application	Market the uses, benefits, impact of DMHRSi differently to each type of personnel	Looking at possibility of creating specific person type self-service training		DIT reviewing options for training self-service users
NAVY	User Acceptance	At sites where Leadership, in spite of their personal opinions, actively promoted, reported on and used the application, the implementation of DMHRSi was far more successful	Leadership's attitude toward the application had a definite correlation to the application's acceptance among the site personnel	CM Team Change Management Plan and Exec Brief will outline specific steps on how Leadership can promote the application		Detailing steps Leadership can take to show involvement with application

Air Force Lessons Learned

SOURCE	Category	ISSUE	LESSON LEARNED	ACTION TAKEN	COMMENTS	PENDING ACTIONS
MOODY	User Acceptance	Smaller sites require personnel to wear many hats and perform many job functions	Need to assess the impact of DMHRSi on personnel at each site	Added to Change Management Plan		
	User Acceptance	Newly assigned personnel who were introduced to DMHRSi after arrival had an easier time adapting to the change	More difficult to change when you are changing business processes - newcomers expect to have to learn a new way of doing things	CM Team will assist site CMWG with BPR		Develop a generic overview presentation which can be incorporated into all newcomers briefings at all facilities