

2.0 INTRODUCTION

2.1 Study Objectives

The mandate of this study was to identify the requirements for a new headquarters FMS and determine the best approach to acquiring and implementing the system.

During our study, it became apparent that the critical needs of senior management went beyond the basic financial areas in the areas of operational planning and performance evaluation. Our recommendations, therefore, have gone beyond the defined scope to provide a strategy for meeting these essential needs, with FMS being the first supporting module to be implemented.

2.2 Project History

In March of 1985, External Affairs initiated a project to identify the requirements for a new headquarters FMS and to determine the best approach to implementing the system.

The study was divided into four phases. These were:

1. General Definition of Requirements

This phase identified the current situation and related issues. System objectives and general requirements were then defined. During this phase, over 130 interviews were conducted ranging from the executive level (ADM) to first line supervisors in accounting operations.

2. Functional Architecture

This phase resulted in a conceptual data model with supporting data dictionaries. The model defined the entities of a new FMS, their data attributes and relationships. In addition, a conceptual process model (office model) was developed to identify the sources of data and user interfaces.