

# STATE OF CONNECTICUT

**CORE-CT SURVEY REPORT**  
**APRIL 1, 2005**

**AUDITORS OF PUBLIC ACCOUNTS**  
KEVIN P. JOHNSTON ♦ ROBERT G. JAEKLE

# TABLE OF CONTENTS

---

<b>EXECUTIVE SUMMARY .....</b>	<b><i>i-iii</i></b>
<b>BACKGROUND .....</b>	<b>1</b>
<b>OBJECTIVES, SCOPE, AND METHODOLOGY .....</b>	<b>2</b>
<b>Interpreting the Results of the Core-CT Survey.....</b>	<b>3</b>
<b>RESULTS OF Core-CT Survey .....</b>	<b>4</b>
<b>Section 1 - User Friendliness.....</b>	<b>4</b>
<b>Section 2 - User Assistance.....</b>	<b>11</b>
<b>Section 3 - User Training and Instruction .....</b>	<b>17</b>
<b>Section 4 - Reporting .....</b>	<b>21</b>
<b>Section 5 - Processes and Reconciliations .....</b>	<b>26</b>
<b>Section 6 - User Security.....</b>	<b>30</b>
<b>Section 7 - User Confidence .....</b>	<b>34</b>
<b>Section 8 - Core-CT Rating.....</b>	<b>36</b>
<b>RESPONSE FROM THE HONORABLE NANCY WYMAN, STATE COMPTROLLER ..</b>	<b>38</b>
<b>CONCLUSION .....</b>	<b>41</b>
<b>Appendices:</b>	
<b>A. Summary of Help Desk Calls .....</b>	<b>42</b>
<b>B. Table of Survey Responses .....</b>	<b>44</b>

## **EXECUTIVE SUMMARY**

In accordance with the provisions of Section 2-90 of the Connecticut General Statutes, we have conducted a survey to evaluate user experience with Phase 1, Financials and Human Resources, of the recently-implemented Core-CT system, the State of Connecticut's computer system developed to replace various financial and administrative computer systems. The survey addressed user-friendliness, user assistance, user training and instruction, reporting, business processes and reconciliations, user security, user confidence, and allowed participants to grade Core-CT. Most of the survey participants responded during the months of July and August 2004. In addition, we obtained certain information regarding the Core-CT Help Desk and Core-CT training from Core-CT Project personnel.

The results of the survey are summarized below and are discussed in further detail in the "Results of Core-CT Survey" section of the report.

---

**User Friendliness**      Section 1 of the survey dealt with user friendliness. The statements in this section focused on ease of navigation, response times, new Core-CT terminology, system availability, and efficiency and effectiveness.

Ease of navigating the system, system availability, and ability to complete tasks without the system freezing up all received overall favorable ratings. However, participants overwhelmingly indicate that since implementation of the Core-CT system, they are less efficient and less effective in their jobs. Additionally, most report that there has been an increase in their workloads. (See Section 1.)

---

**User Assistance**              User assistance is available in the form of job aids, flowcharts, and a Web-based Learning Assistant. Additionally, users can contact the Core-CT Help Desk for functional or technical questions and problems.

Most respondents rated user assistance components of the system unfavorably. (See Section 2.)

---

**User Training and Instruction**      Responses concerning training and instruction indicate that on-going training in existing Core-CT functions is needed and wanted. At the time of the survey, less than half the respondents reported that they had received adequate training to perform their jobs satisfactorily. (See Section 3.)

---

---

**Reporting**

A significant majority of respondents have indicated that their reporting needs have not been met. Although some users have developed ways to compensate for certain system reporting weaknesses, most would like to see system-wide improvements in this area. (See Section 4.)

---

---

**Processes and Reconciliations**

The ability to process transactions and events, whether financial or personnel, is at the heart of any accounting and human resource system. This section of the survey addressed understanding the chart of accounts, inclusion of significant transactions in Core-CT, flow of related transactions from one user to another, and reconciliation of system and source information.

Most users are familiar with the chart of accounts, as it relates to their processes, and can determine which account codes to use. However, over half the respondents report that not all significant transactions or events are reflected in Core-CT. Only half of all respondents indicate that they reconcile system information to related source information. (See Section 5.)

---

---

**User Security**

Most users report that system security is not an issue. They change their passwords as the system prompts, have a good understanding of security protocols, and can obtain assistance if they have access needs outside their usual Core-CT functions.

Some indicate that at times security needs seem to take precedence over their need to do their jobs adequately. (See Section 6.)

---

---

**User Confidence**

Respondents overwhelmingly report a lack of confidence in the Core-CT system. The statements in this section focused on users' assessment of system accuracy and quick access to information. (See Section 7.)

---

**Core-CT Rating**

The survey was sent to randomly-selected users and to selected fiscal, personnel, and/or payroll managers in the month of July 2004. Most responses were returned during the months of July and August 2004. At that time, users and managers gave the Core-CT system a grade of C minus. Among respondents who use the system 20 or more hours per week, the grade was D plus; those using the system less than 20 hours per week gave the system a grade of C. (See Section 8.)

*This page intentionally left blank.*

## **BACKGROUND**

In 2003, the State of Connecticut implemented Phase 1 of Core-CT for its Financials and Human Resources Management System (HRMS) functions. Core-CT is a web-based system. The Core-CT software was purchased from PeopleSoft. With the January 2005 takeover of PeopleSoft by Oracle, the system is currently supported by Oracle. The State of Connecticut contracted with Accenture, a management consulting, technology services and outsourcing company, to implement the Core-CT system. The Financials component was available for use on July 8, 2003, and the HRMS component was available for use on October 27, 2003.

Oracle has committed to supporting the PeopleSoft software that comprises Core-CT through 2013.

As of November 12, 2004, the State had expended nearly \$105 million on Core-CT development and implementation. These expenditures were specifically for Core-CT, and were made from the General Fund and three separate bond funds.

The purpose of implementing the new system is to replace the State's existing core financial and administrative computer systems. These include systems for central and agency accounting, purchasing, accounts payable, assets, inventory, payroll, time and attendance, worker's compensation, personnel, and other business systems. The goals for the Core-CT system are to streamline government operations, increase efficiency, facilitate better decision-making, standardize and modernize technology, eliminate redundancies, and perhaps most significant, avoid replacing the State's existing systems piecemeal to accomplish all of the foregoing. The Core-CT project has been guided by a steering committee and directed by a management team comprised of officials from the Office of the State Comptroller, the Office of Policy and Management, the Department of Administrative Services, and the Department of Information Technology.

Core-CT Financials users have on-line processing access from 6 a.m. to 7 p.m. Monday through Saturday. On-line processing availability for HRMS users is from 6 a.m. to 7 p.m. Monday through Friday and from 6 a.m. to 4 p.m. on Saturdays. There are some exceptions to these schedules, when users are locked out of the system to accommodate central processing needs.

Financials training for Core-CT users began in April 2003 in preparation for the July 8, 2003, system availability date. HRMS training began in July 2003 for the October 27, 2003, HRMS system availability date. The curriculum consisted of overview sessions on Financials and HRMS business processes as well as query and ad hoc reporting. HRMS classes covered Human Resources, Benefits, Payroll, Time and Labor and Workers' Compensation. Classes for Financials users addressed Purchasing, Accounts Payable, Accounts Receivable, and the General Ledger, as well as one course on Vendors, Purchase Cards, and Grant Transfers. These classes were for the Phase 1 implementation.

The Help Desk functions to assist users with questions or problems that cannot otherwise be resolved. The Help Desk is staffed from 8 a.m. to 4:30 p.m. Monday through Friday. A user

may e-mail the Help Desk with concerns at any time. Requests for assistance are logged in at the Level 1 Help Desk, and may then be referred to the Level 2 Help Desk. The Level 2 Help Desk generally handles the more complex functional matters. As of December 31, 2004, Help Desk statistics showed 366 open tickets awaiting resolution. From July 8, 2003, through the end of December 2004, the Help Desk has logged approximately 29,000 calls. Refer to Appendix A for a summary of Help Desk calls, including a distribution of open Help Desk issues at December 31, 2004.

The Core-CT Administration has been working on implementation of Phase 2 Financials, which includes five different modules: billing, asset management, inventory, projects, and contracts. The billing component was available to users at February 1, 2005; it involves all those agencies that issue bills to external customers and/or other State agencies. The scheduled implementation dates for asset management and inventory is July 2005 and for projects and contracts, July 2006. In addition, the Phase 1 Financials modules were updated at the end of January 2005.

## **OBJECTIVES, SCOPE, AND METHODOLOGY**

The Auditors of Public Accounts, in accordance with Section 2-90 of the Connecticut General Statutes, are responsible for examining the performance of State entities or operations to determine their effectiveness. We conducted a survey of randomly-selected Core-CT users to assess their experience with Core-CT. This survey does not constitute an audit.

Based on rosters of persons identified as Core-CT users, we sent surveys to more than 450 randomly selected Financials and HRMS users. In addition, a slightly modified version of the user questionnaire was sent to 83 fiscal, personnel, and payroll managers. We received 268 responses in total, 233 from users, and 35 from managers. Thirty-four of the 233 users who responded were not in the random sample, having been asked to respond to the survey by managers or co-workers, or voluntarily electing to participate in the survey. Of the remaining 199 user respondents, 62 chose to remain anonymous. The results of this survey are not, nor were they intended to be, statistically viable and cannot, therefore, be extrapolated to the entire Core-CT user population. However, they do represent the experience of the respondents and provide solid observations and feedback that can be useful to Core-CT administration.

We modeled the Core-CT user and manager surveys on a survey conducted by the Vermont Office of the State Auditor for VISION, the State of Vermont's accounting system. VISION is also a PeopleSoft program. Our survey was a nine-part document with 47 statements about Core-CT use. Users were asked to indicate whether they agree or disagree with each statement. Response options were "Strongly Agree," "Agree," "Disagree," "Strongly Disagree," or that the statement was "Not Applicable" to the user. Managers were asked to respond to the same statements, in terms of evaluating the system for the Core-CT users they manage. The 48<sup>th</sup> item on the survey was a rating of the Core-CT system; respondents were asked to grade the system, with response options of A, B, C, D, or F.

In addition to the survey, we interviewed certain Core-CT Project Help Desk and Training personnel.

## **INTERPRETING THE RESULTS OF THE CORE-CT SURVEY**

The results of the survey are summarized graphically in the pages that follow. We summarized responses for all 268 respondents, and for two sub-groups of user-only respondents. The two sub-groups do not include any of the managers' surveys, and consist of 125 respondents who use Core-CT for 20 hours or more per week and 104 respondents who use the system for less than 20 hours per week. Four users did not indicate their hours of Core-CT use, and therefore, their responses could not be included in the sub-group analyses or summaries.

Although there were 268 responses in total, including 229 sub-group responses, sometimes respondents left a response field blank, or indicated that a statement was "Not Applicable" to them. These "Not Applicable" responses and blanks are not included in the graphic and verbal summaries in the following pages. The verbal summary identifies the response group, and, immediately following in parentheses, the number of responses to the subject statement, excluding the "Not Applicable" responses and the blanks. The percentage of respondents who agree with the statement and the percentage of respondents who disagree are also stated. The graphic summary shows the distribution of responses from all three groups, stated in percentages, according to respondents who strongly agree, agree, disagree, and strongly disagree with the subject statement.

Some survey participants modified certain of their responses by indicating degrees of agreement somewhere between "Strongly Agree" and "Agree," and of disagreement somewhere between "Disagree" and "Strongly Disagree." All such responses were standardized for our summary. Modified agreement responses were categorized as "Strongly Agree" and modified disagreement responses, as "Disagree." Some responses were marked between "Agree" and "Disagree." We re-allocated the responses evenly between "Agree" and "Disagree" for the summary. The unedited distribution of all responses, as originally indicated by the participants, is presented in Appendix B.

The graphs summarize the responses for all three groups of survey participants, the Combined User and Manager Responses, Users who use Core-CT 20 hours or more per week, and Users who use Core-CT less than 20 hours per week. The color code to the graphs is presented below.

-  = Combined User and Manager Responses
-  = Users who use Core-CT 20 hours or more per week
-  = Users who use Core-CT less than 20 hours per week

## RESULTS OF CORE-CT SURVEY

### Section 1 – User Friendliness:

Items one through 12 of the survey addressed user friendliness, focusing on such factors as ease of navigation, response times, new Core-CT terminology, system availability, and efficiency and effectiveness.

Most respondents reported favorably on ease of navigating through the Core-CT system (72.4 percent), system availability (74.3 percent) and ability to complete tasks without the system freezing up (59.8 percent). However, respondents rated other factors less favorably. In total, 77.3 percent of respondents disagreed with the statement that Core-CT has made them more efficient in their jobs. Among respondents who use Core-CT for 20 or more hours per week, the rate of disagreement with that statement increased to 82.4 percent. Results were similar for evaluating Core-CT's affect on employee effectiveness and change in workload.

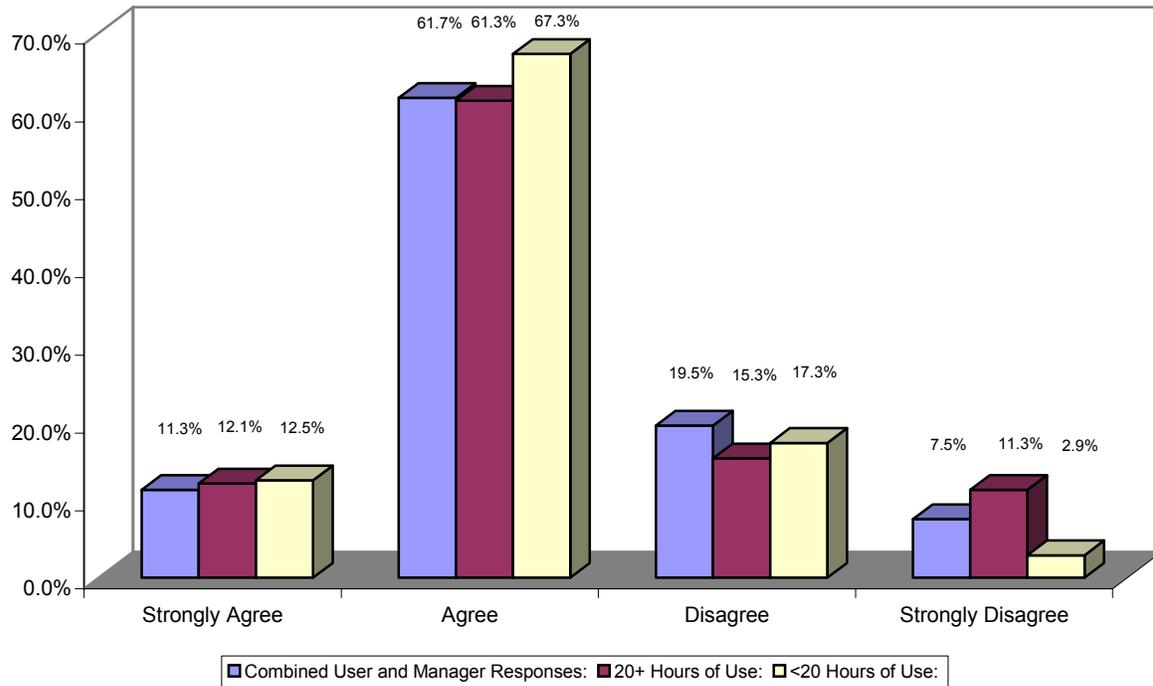
In general, the tone of the comments relating to user friendliness was more negative than positive. Frustration was a common theme, and many respondents reported that it took longer to do their jobs since Core-CT was implemented than it did before.

- Core-CT has doubled my workload.
- I am working an average of 10 to 12 hours overtime per pay period because of all the extra work Core-CT has created.
- Core-CT has rendered competent, efficient, and effective employees inefficient and ineffective.
- The workload has increased dramatically at the same time that the workforce has contracted.
- The tasks I am responsible for doing and overseeing took less than a day in the old system, and now the same tasks can take at least two, and maybe three, days.

We note that some respondents injected a positive note.

- Tasks in Core-CT are more time-consuming, although this situation should improve with increased familiarity with the software.
- This is the first time the State has integrated all of these systems. Therefore, you would expect that there would be significant changes in the way things are done.

**Statement 1. I navigate through Core-CT relatively easily.**

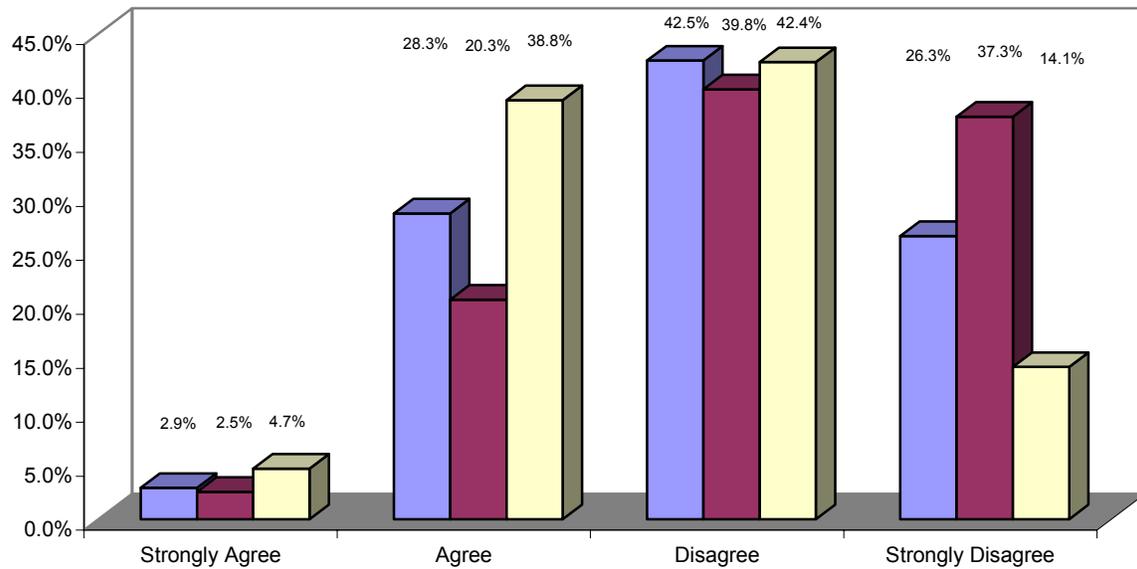


Combined User and Manager Responses (266): 72.9 percent agree; 27.1 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (124): 73.4 percent agree; 26.6 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (104): 79.8 percent agree; 20.2 percent disagree.

**Statement 2. Most of my business processes were easily integrated into Core-CT.**

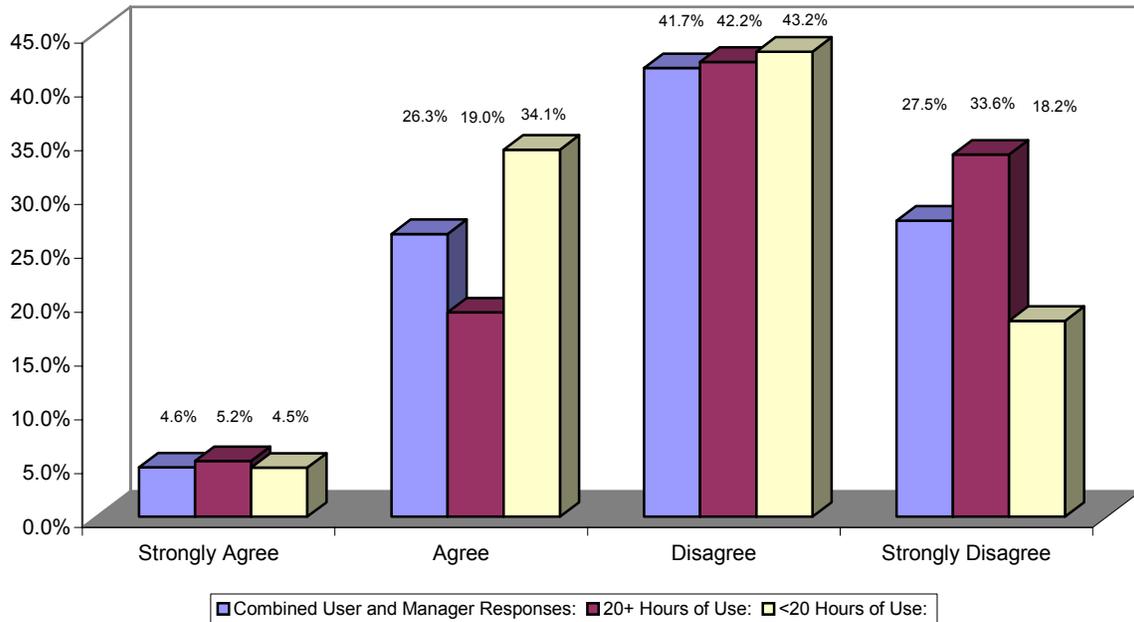


Combined User and Manager Responses (240): 31.3 percent agree; 68.8 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (118): 22.9 percent agree; 77.1 percent disagree.

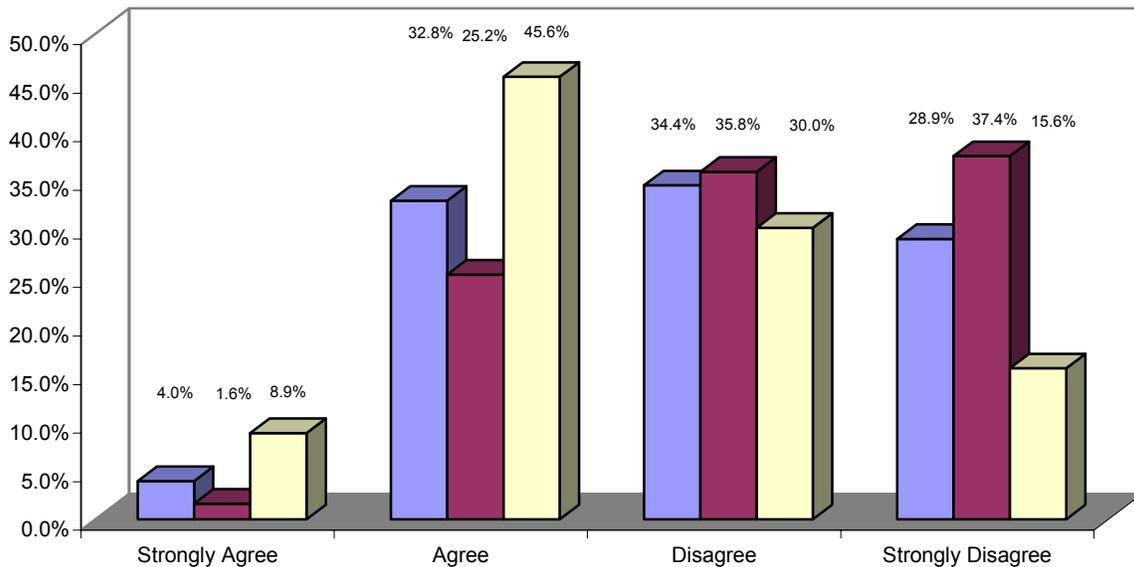
Users only, with less than 20 hours of Core-CT use per week (85): 43.5 percent agree; 56.5 percent disagree.

**Statement 3. It was not necessary to substantially modify my business processes to use Core-CT.**



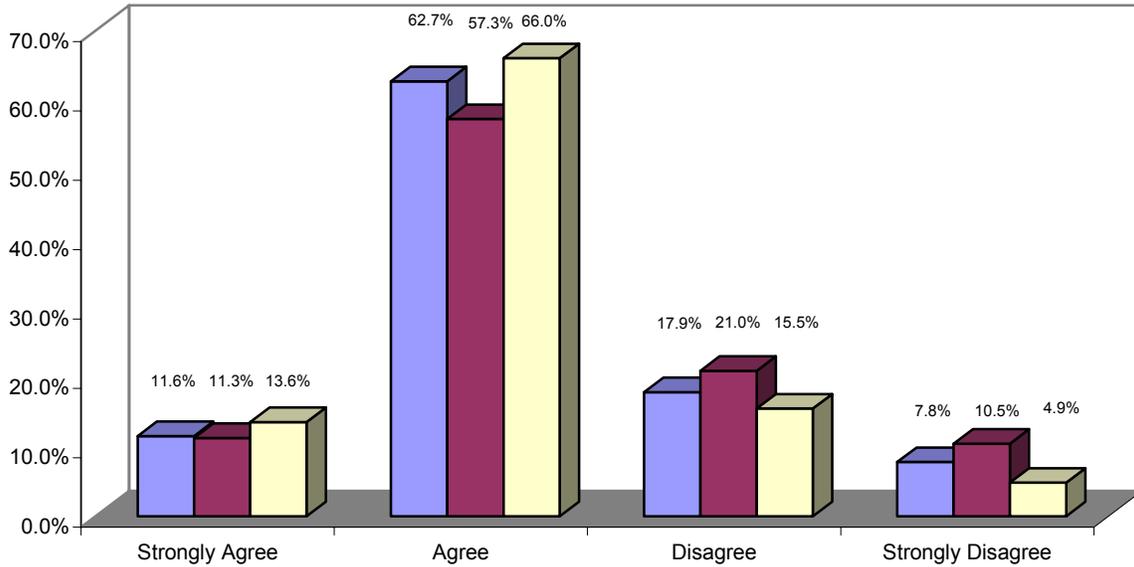
Combined User and Manager Responses (240): 30.8 percent agree; 69.2 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (116): 24.1 percent agree; 75.9 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (88): 38.6 percent agree; 61.4 percent disagree.

**Statement 4. I am able to process transactions with few or no problems.**



Combined User and Manager Responses (253): 36.8 percent agree; 63.2 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (123): 26.8 percent agree; 73.2 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (90): 54.4 percent agree; 45.6 percent disagree.

**Statement 5. Core-CT is available when I need to use it.**

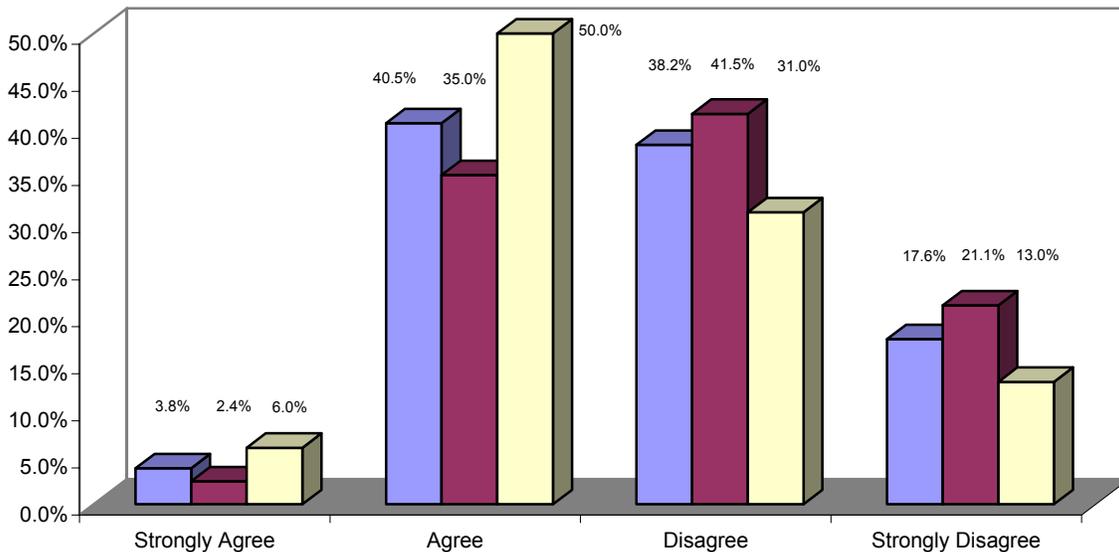


Combined User and Manager Responses (268): 74.3 percent agree; 25.7 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (124): 68.5 percent agree; 31.5 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (103): 79.6 percent agree; 20.4 percent disagree.

**Statement 6. Core-CT processing response times are satisfactory.**

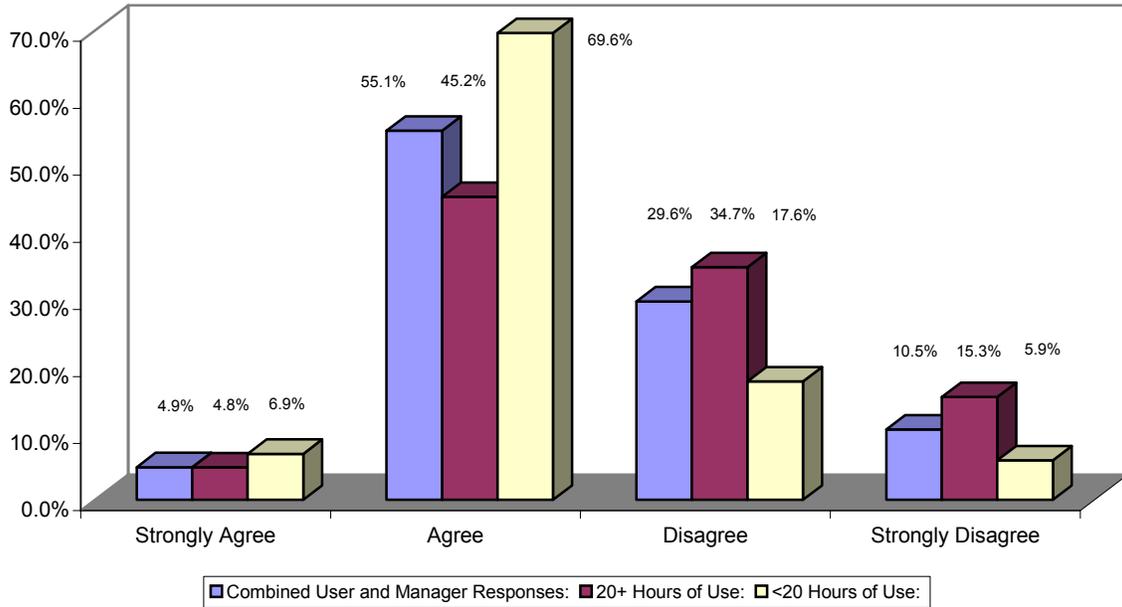


Combined User and Manager Responses (262): 44.3 percent agree; 55.7 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (123): 37.4 percent agree; 62.6 percent disagree.

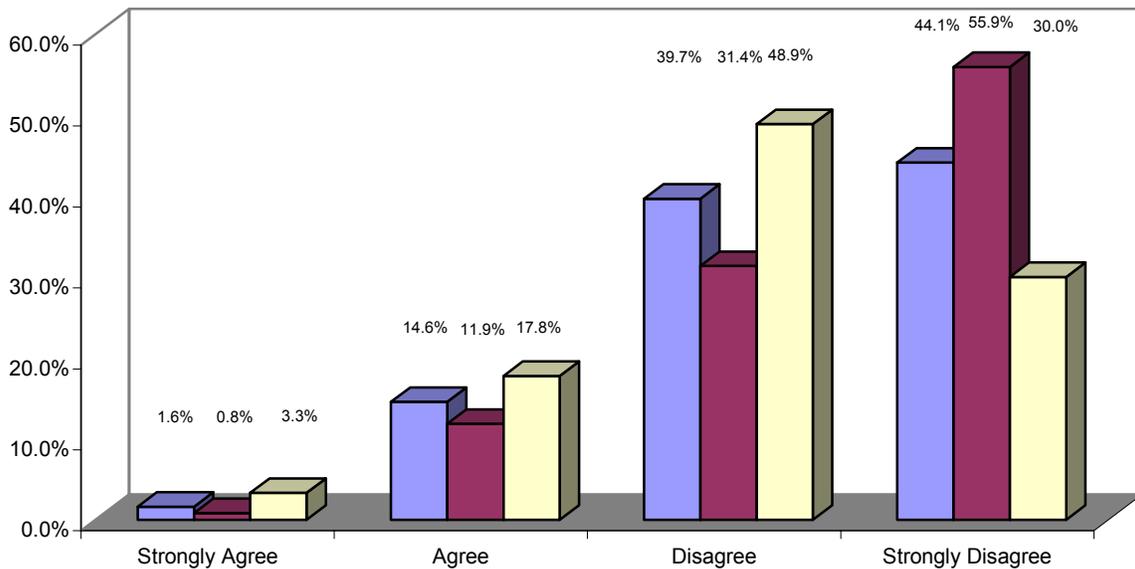
Users only, with less than 20 hours of Core-CT use per week (100): 56 percent agree; 44 percent disagree.

**Statement 7. I am able to complete my tasks on Core-CT without the system freezing up.**



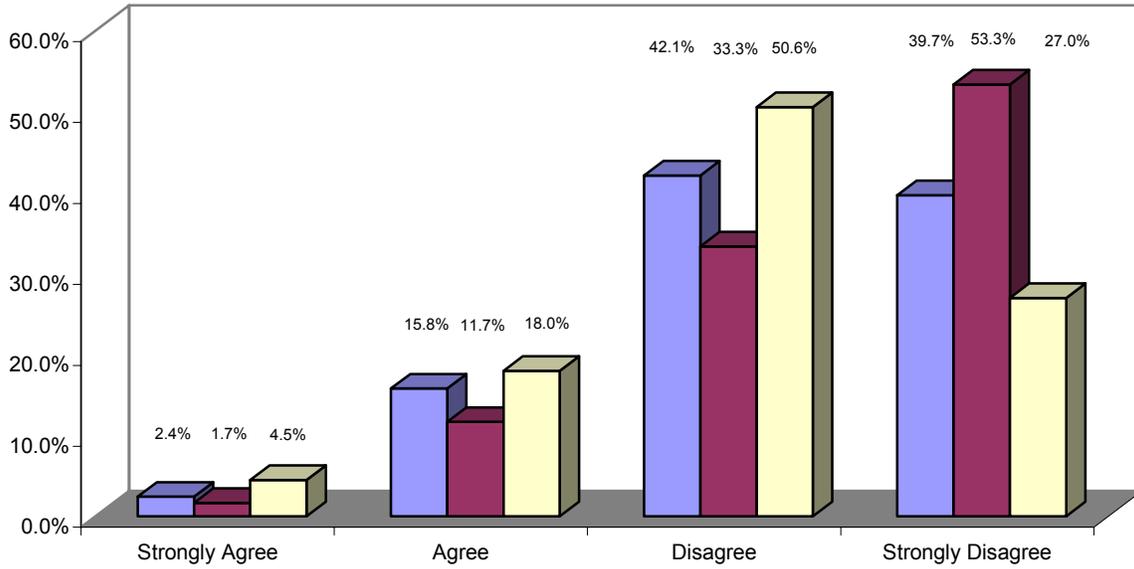
Combined User and Manager Responses (267): 59.9 percent agree; 40.1 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (124): 50 percent agree; 50 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (102): 76.5 percent agree; 23.5 percent disagree.

**Statement 8. Core-CT has made my job more efficient.**



Combined User and Manager Responses (247): 16.2 percent agree; 83.8 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (118): 12.7 percent agree; 87.3 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (90): 21.1 percent agree; 78.9 percent disagree.

**Statement 9. Core-CT allows me to do a more effective job.**

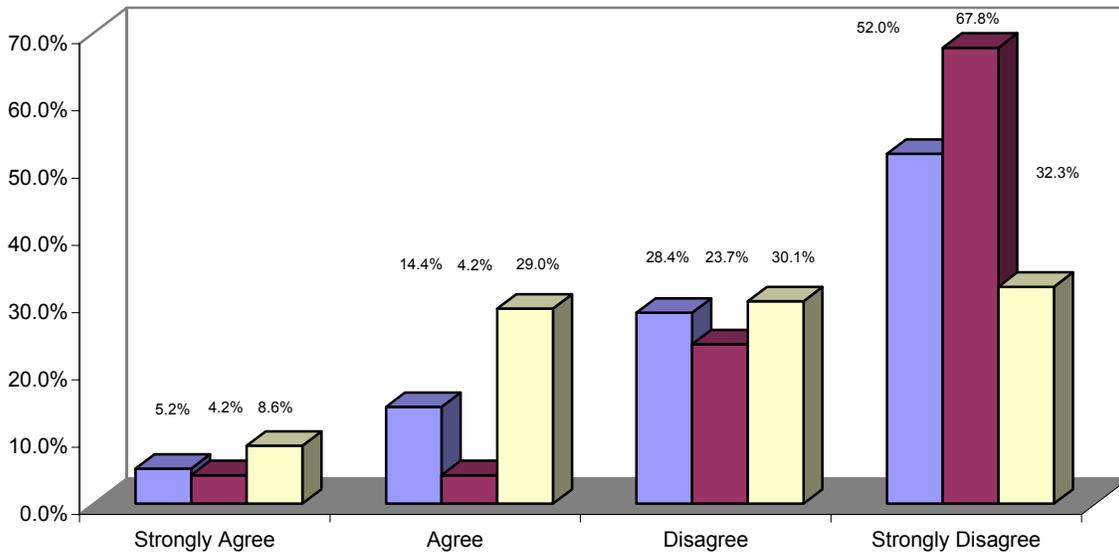


Combined User and Manager Responses (247): 18.2 percent agree; 81.8 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (120): 13.3 percent agree; 86.7 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (89): 22.5 percent agree; 77.5 percent disagree.

**Statement 10. I have not noticed an increased workload with Core-CT.**

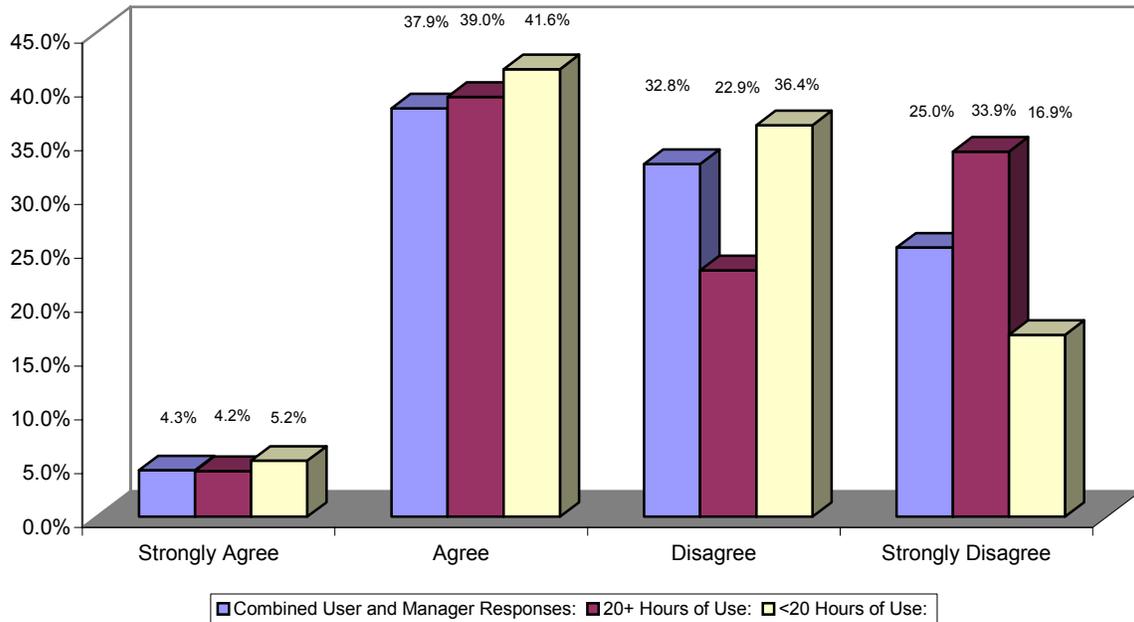


Combined User and Manager Responses (250): 19.6 percent agree; 80.4 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (118): 8.5 percent agree; 91.5 percent disagree.

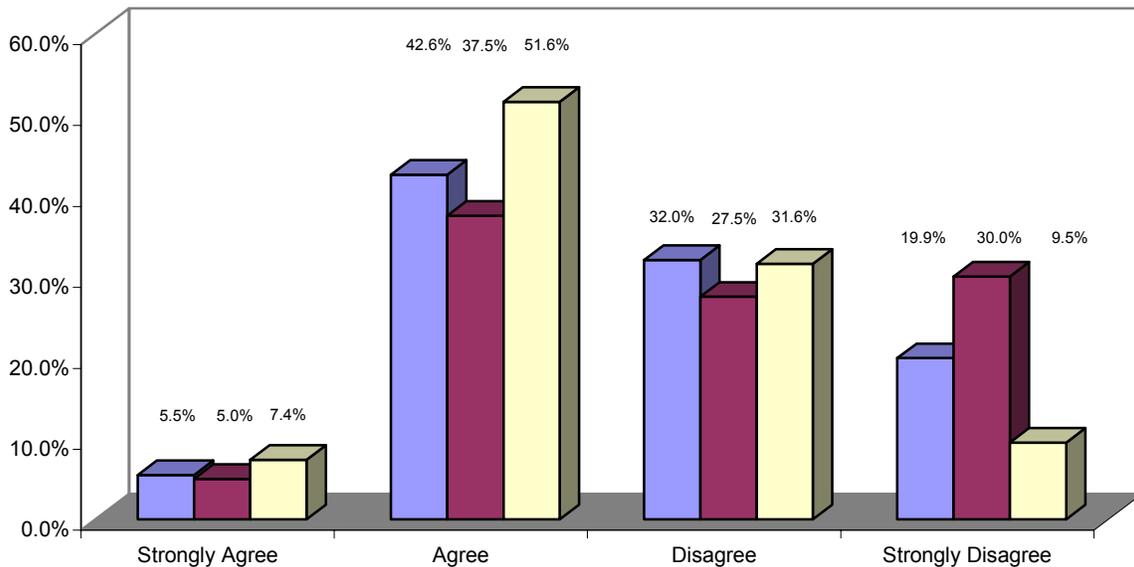
Users only, with less than 20 hours of Core-CT use per week (93): 37.6 percent agree; 62.4 percent disagree.

**Statement 11. It has been easy for me to translate terminology from the legacy system to the new Core-CT terminology.**



Combined User and Manager Responses (232): 42.2 percent agree; 57.8 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (118): 43.2 percent agree; 56.8 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (77): 46.8 percent agree; 53.2 percent disagree.

**Statement 12. The new Core-CT terminology has been easy for me to understand and use.**



Combined User and Manager Responses (256): 48 percent agree; 52 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (120): 42.5 percent agree; 57.5 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (95): 58.9 percent agree; 41.1 percent disagree.

## **Section 2 – User Assistance**

Assistance for Core-CT users is available from several sources. The system itself provides help in the form of the Web-based Learning Assistant, flowcharts for various processes, and job aids. A user can access these resources through the Core-CT website if a problem occurs or a question arises. In addition, Core-CT sponsors a Help Desk, which users can call for functional or technical questions and problems.

Statements 13 through 21 surveyed user experience with these various types of user assistance. Although the majority of respondents agreed that reference guides and flowcharts are available to assist them, the usefulness of these aids was not rated favorably by the majority of respondents. Only 38.6 percent of respondents agreed with the statement that information in the reference guides is easy to understand and apply; only 37.7 percent indicated that the flowcharts are easy to understand and use.

Respondents rated the Core-CT Help Desk more harshly. Only 24.5 percent of respondents agreed with the statement that Core-CT Help Desk personnel can answer or resolve all their functional questions. One interesting variation on the response to that statement presented itself. Of users who use Core-CT 20 hours or more per week, only 19.3 percent agreed with that statement. The rate of agreement increased to 37.9 percent for users who use Core-CT less than 20 hours per week.

Only 10.9 percent of respondents would call the Help Desk before asking other Core-CT users for assistance. Although this seems to be a negative commentary, it should be noted that the Comptroller, through the Core-CT website, recommends that users seek help from each other, and especially from their agency’s specialist(s), known as “Super-Users,” before referring their questions and problems to the Help Desk.

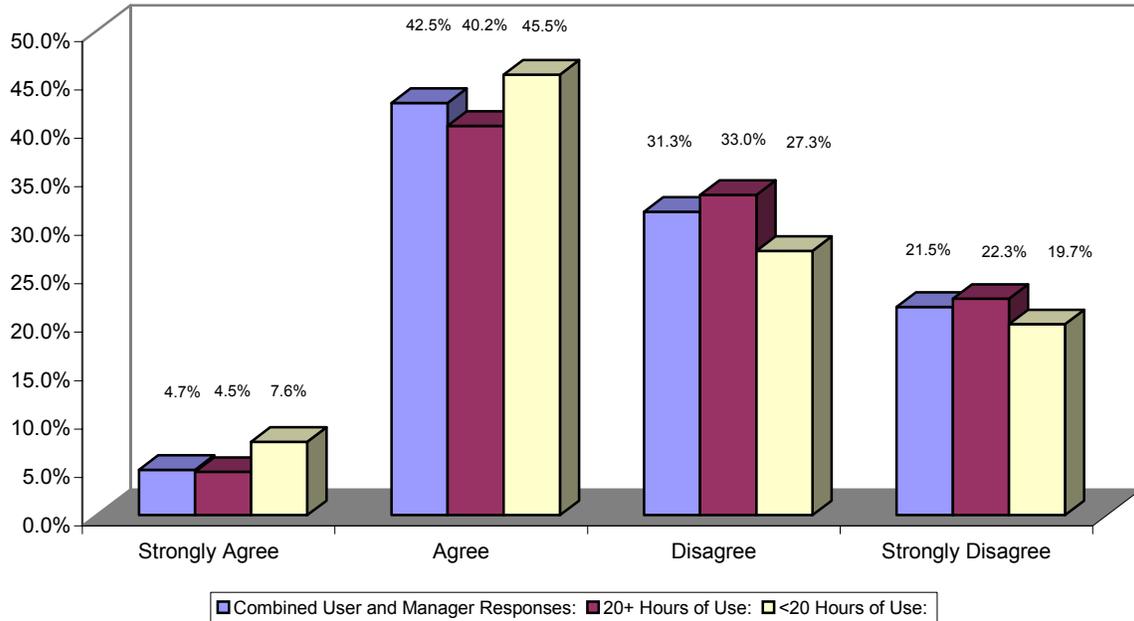
Many respondents added comments indicating that the Core-CT aids are too general to be helpful, take too long to use, contain errors, or are not current. Other recurring comments centered on the Help Desk, indicating that although the Help Desk might be quick to respond, especially by assigning a ticket number to the complaint, the hoped-for resolution was not rendered quickly. Some respondents also added that sometimes Help Desk personnel have insufficient expertise with their problem areas to be helpful. Four respondents stated that Help Desk tickets were closed before the matter was resolved.

Some respondents offered suggestions or outlined processes that work for them in obtaining the assistance they need.

- Our agency met on a regular basis to come up with processes whereby we could use the system to perform our agency’s specific functions.
- I find that sending e-mails to Core-CT support is much more efficient than calling the Help Desk.
- We printed our own reference guides for our work.

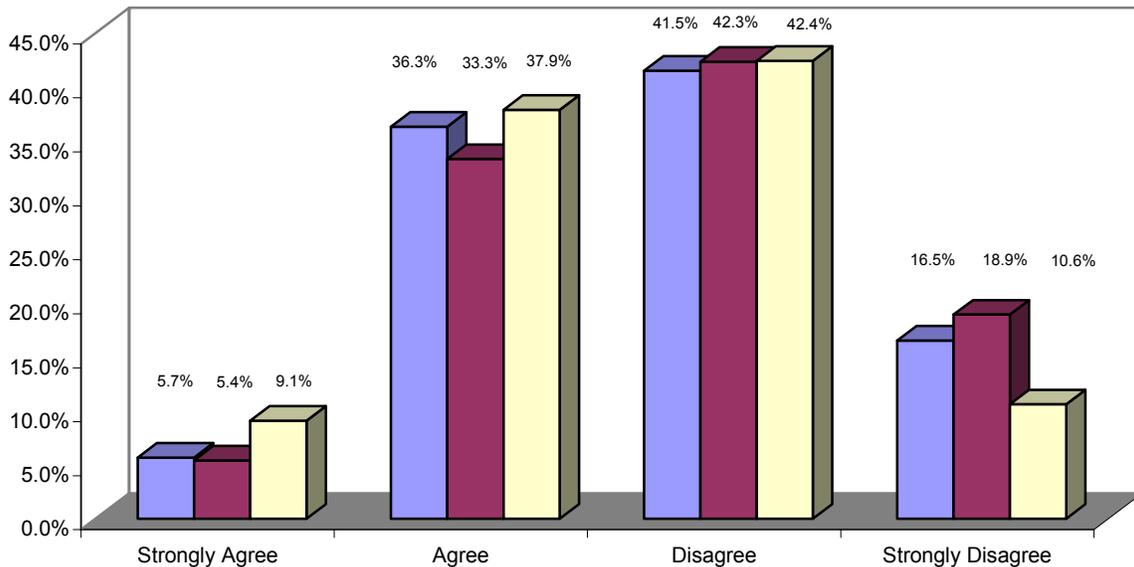
Graphic and narrative summaries of the responses to statements 13 through 21 follow.

**Statement 13. Core-CT Help Desk personnel answer my calls promptly.**



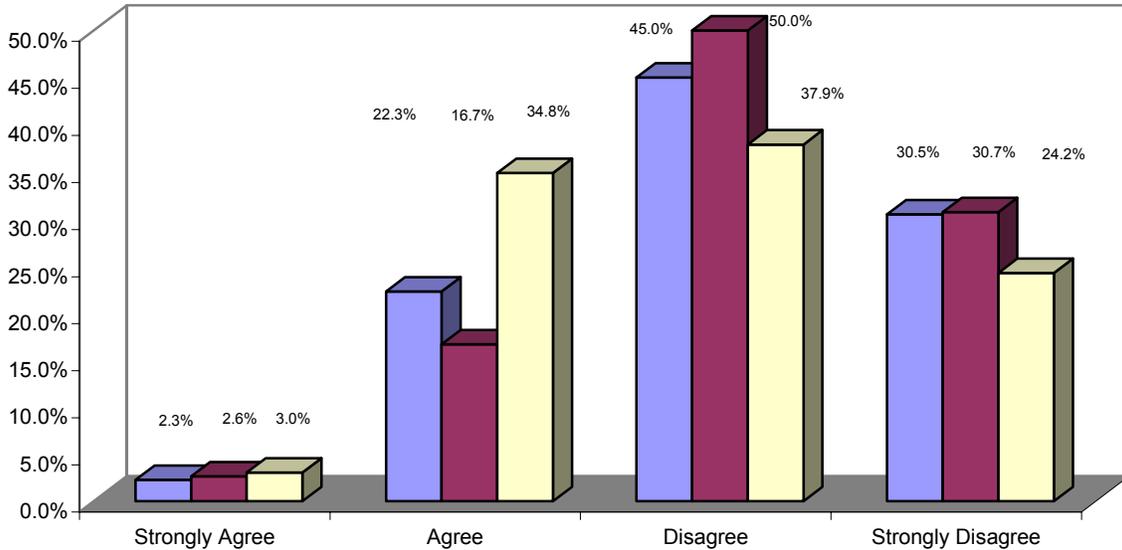
Combined User and Manager Responses (214): 47.2 percent agree; 52.8 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (112): 44.6 percent agree; 55.4 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (66): 53 percent agree; 47 percent disagree.

**Statement 14. Core-CT Help Desk personnel return my calls promptly.**



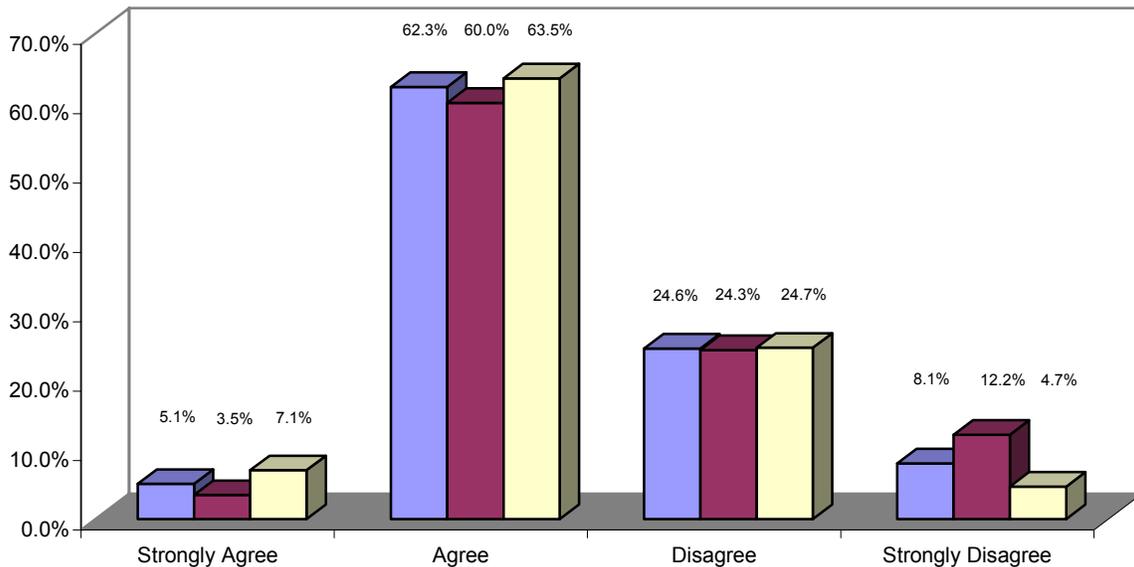
Combined User and Manager Responses (212): 42 percent agree; 58 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (111): 38.7 percent agree; 61.3 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (66): 47 percent agree; 53 percent disagree.

**Statement 15. Core-CT Help Desk personnel can answer/resolve all my functional questions.**



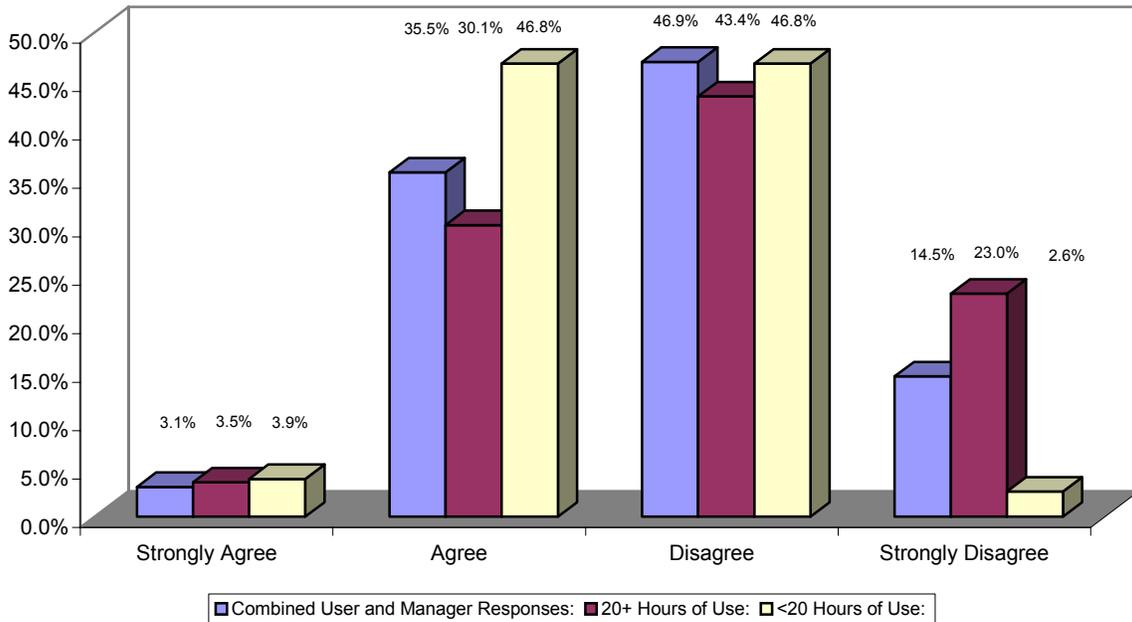
Combined User and Manager Responses (220): 24.5 percent agree; 75.5 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (114): 19.3 percent agree; 80.7 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (66): 37.9 percent agree; 62.1 percent disagree.

**Statement 16. I have reference guides to help me navigate through my business processes.**



Combined User and Manager Responses (236): 67.4 percent agree; 32.6 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (115): 63.5 percent agree; 36.5 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (85): 70.6 percent agree; 29.4 percent disagree.

**Statement 17. It is easy for me to understand and apply the information in the reference guides.**

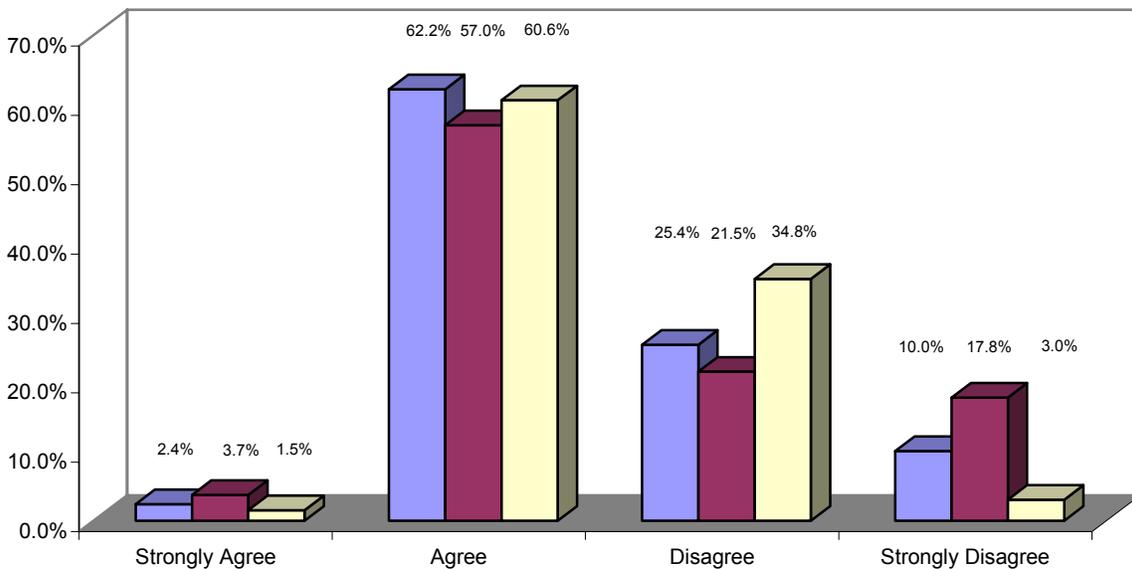


Combined User and Manager Responses (228): 38.6 percent agree; 61.4 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (113): 33.6 percent agree; 66.4 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (77): 50.6 percent agree; 49.4 percent disagree.

**Statement 18. Flow Charts of Core-CT business processes are available to help me understand the new processing of transactions.**

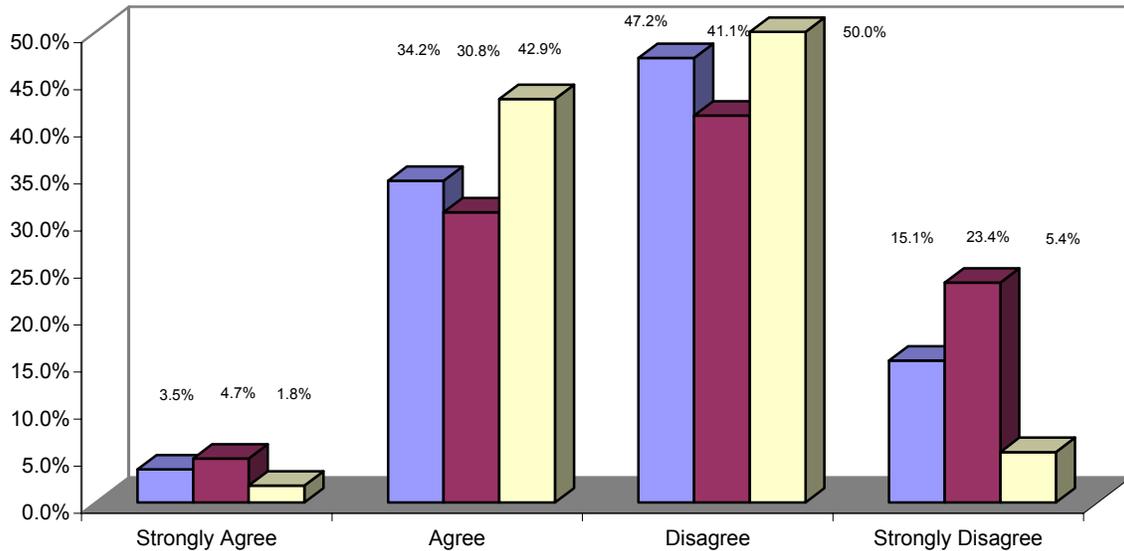


Combined User and Manager Responses (209): 64.6 percent agree; 35.4 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (107): 60.7 percent agree; 39.3 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (66): 62.1 percent agree; 37.9 percent disagree.

**Statement 19. Flow Charts of Core-CT business processes are easy for me to understand and use.**

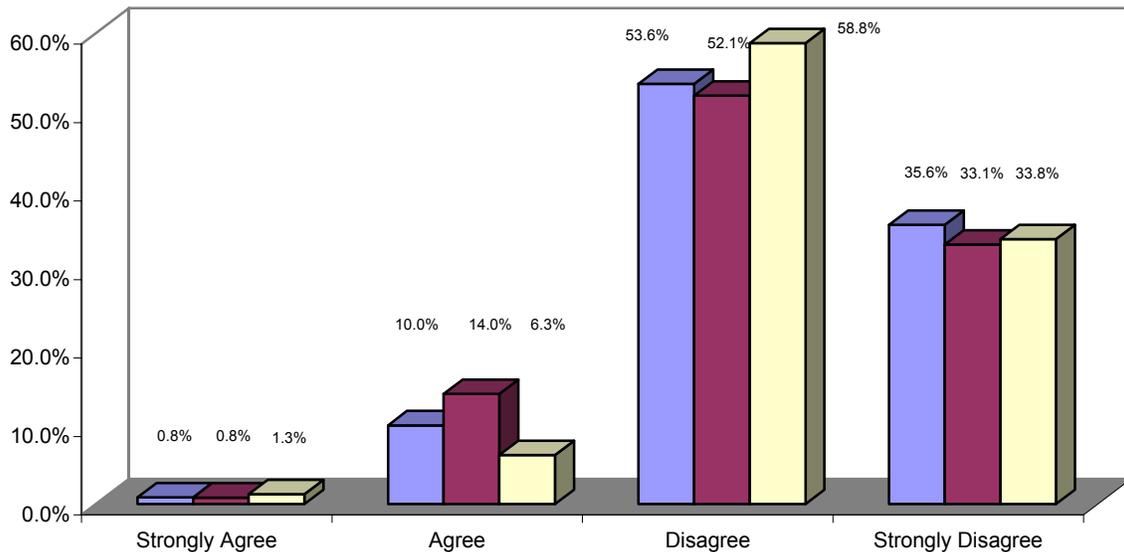


Combined User and Manager Responses (199): 37.7 percent agree; 62.3 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (107): 35.5 percent agree; 64.5 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (56): 44.6 percent agree; 55.4 percent disagree.

**Statement 20. If I am unsure of a process, I seek assistance from the Help Desk before checking with other staff or colleagues.**

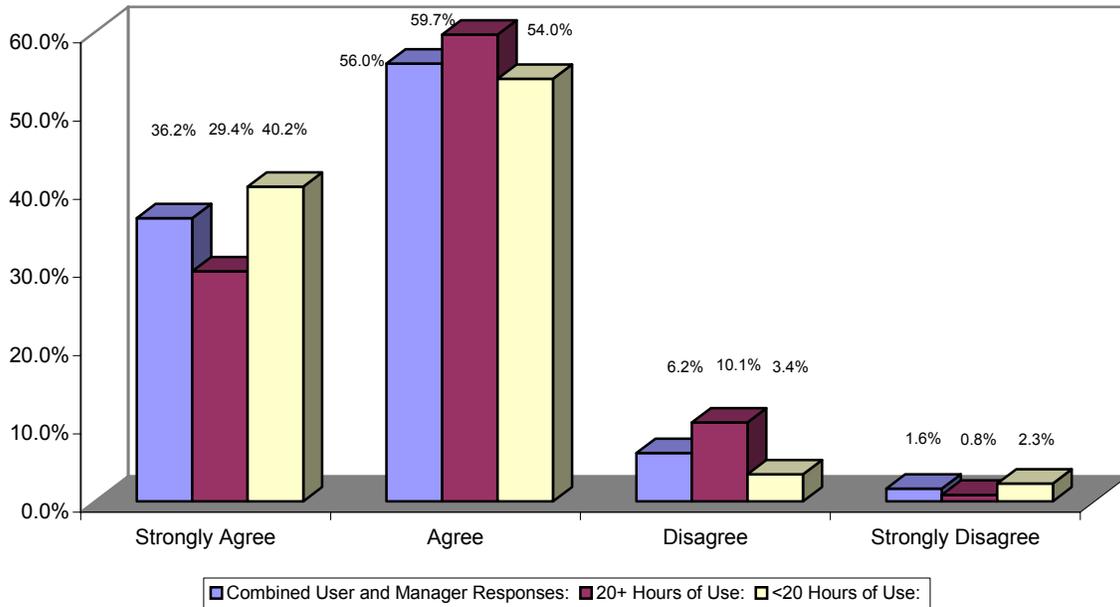


Combined User and Manager Responses (239): 10.9 percent agree; 89.1 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (121): 14.9 percent agree; 85.1 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (80): 7.5 percent agree; 92.5 percent disagree.

**Statement 21. If I am unsure of a process, I seek assistance or answers from other staff or colleagues before calling the Help Desk.**



Combined User and Manager Responses (243): 92.2 percent agree; 7.8 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (119): 89.1 percent agree; 10.9 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (87): 94.3 percent agree; 5.7 percent disagree.

### **Section 3 – User Training and Instruction**

Responses concerning training and instruction reveal that on-going training in existing Core-CT functions is needed and wanted. Statements 22 through 27 dealt with this aspect of the new system.

Combined User and Manager responses show that 45.6 percent believe they have received adequate training on navigating through Core-CT to perform their jobs satisfactorily. The report on adequacy of training varies according to hours of use. Only 38 percent of users who use the system 20 or more hours per week report that their training was adequate. For users with less than 20 hours of use per week, the rate is 56.6%.

Although a majority of respondents received training from Core-CT trainers (88.7 percent), many also received training from their own agency personnel who had received training from Core-CT trainers. Sixty-six respondents reported receiving Core-CT-sponsored training only, and 91 respondents reported that they received training sponsored by their agencies in addition to the Core-CT-sponsored training. We noted only a very slight difference in overall rating (Statement #48) between users who had training from Core-CT as well as their own agencies, and users who had Core-CT training only, for users who use the system 20 or more hours per week.

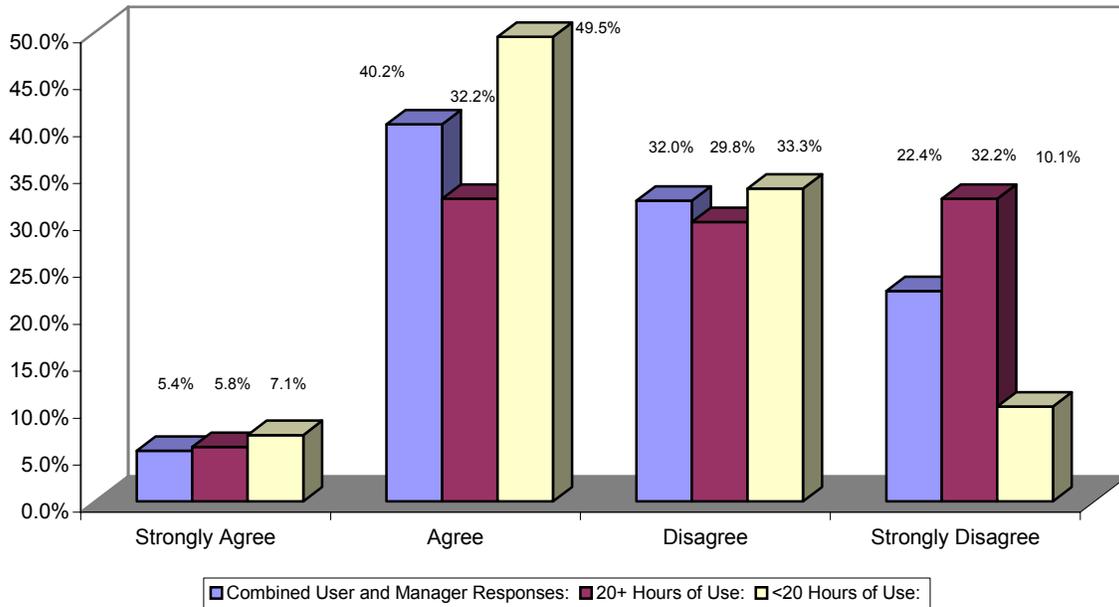
Some recurring comments regarding weaknesses in training and instruction include the generic nature of the training, the unfamiliarity of trainers with the State’s accounting, payroll, and personnel needs, the lack of “real-life” training, and timing of the training.

- Additional user-specific training is needed for navigating as the training was generic and you could not gain hands-on experience.
- The time between the “conceptual” training and actual use was too long; people forget.
- Training classes received prior to “go live” were general and not applicable to our operations.

Some respondents report that the more recent training has improved. In addition, some agencies or groups of users are now doing their own training or networking with other users when additional training is needed.

The results of survey responses for Statements 22 through 27, along with graphic presentation, are offered in the following pages.

**Statement 22. I have received adequate training on navigating through Core-CT to perform my job satisfactorily.**

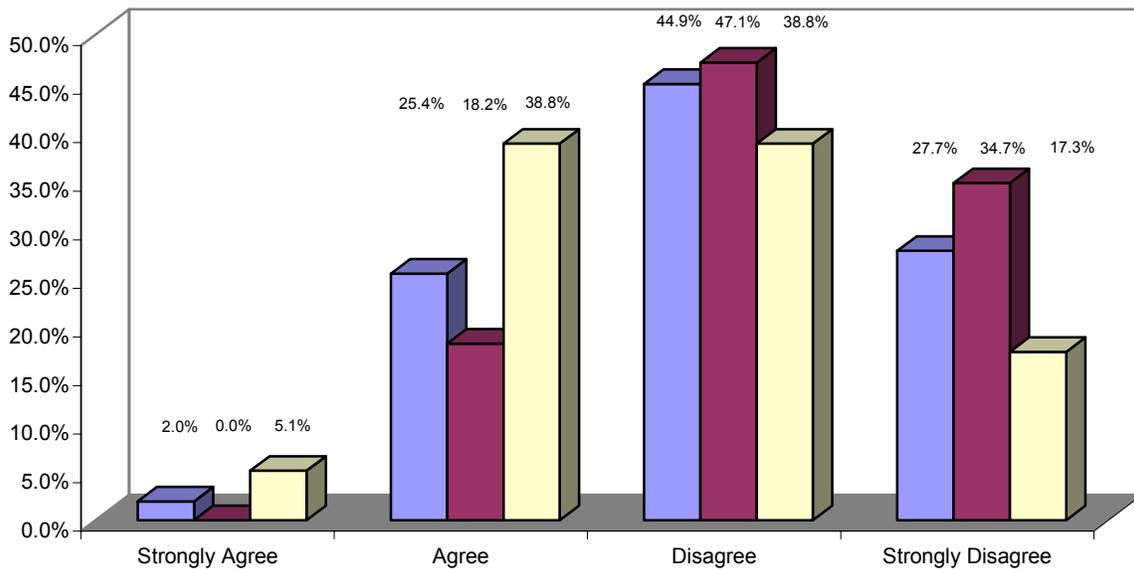


Combined User and Manager Responses (259): 45.6 percent agree; 54.4 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (121): 38 percent agree; 62 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (99): 56.6 percent agree; 43.4 percent disagree.

**Statement 23. I require no additional training to use the system to do my job satisfactorily.**

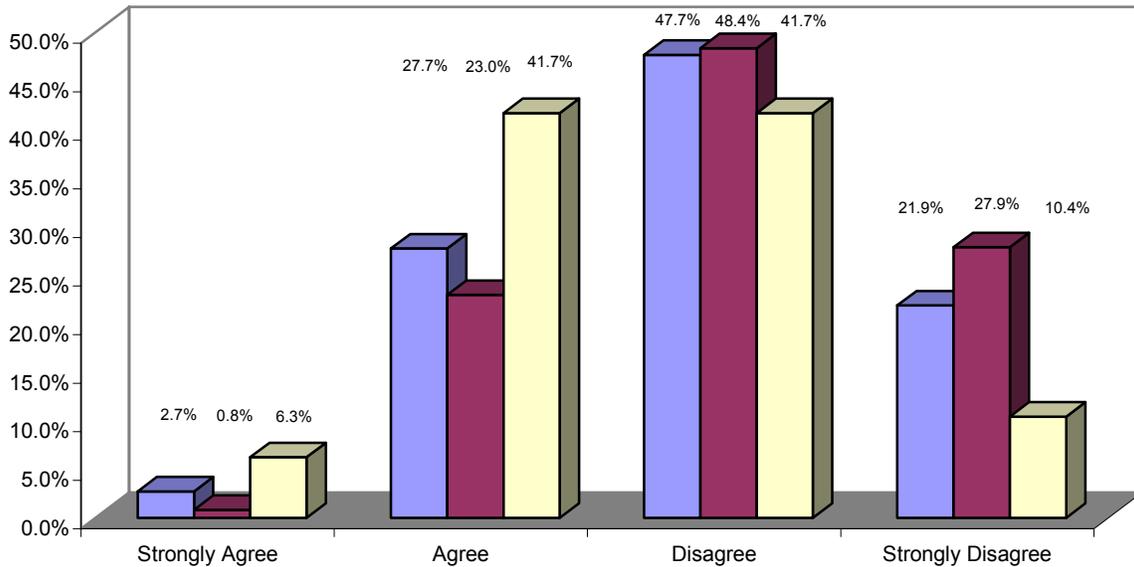


Combined User and Manager Responses (256): 27.3 percent agree; 72.7 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (121): 18.2 percent agree; 81.8 percent disagree.

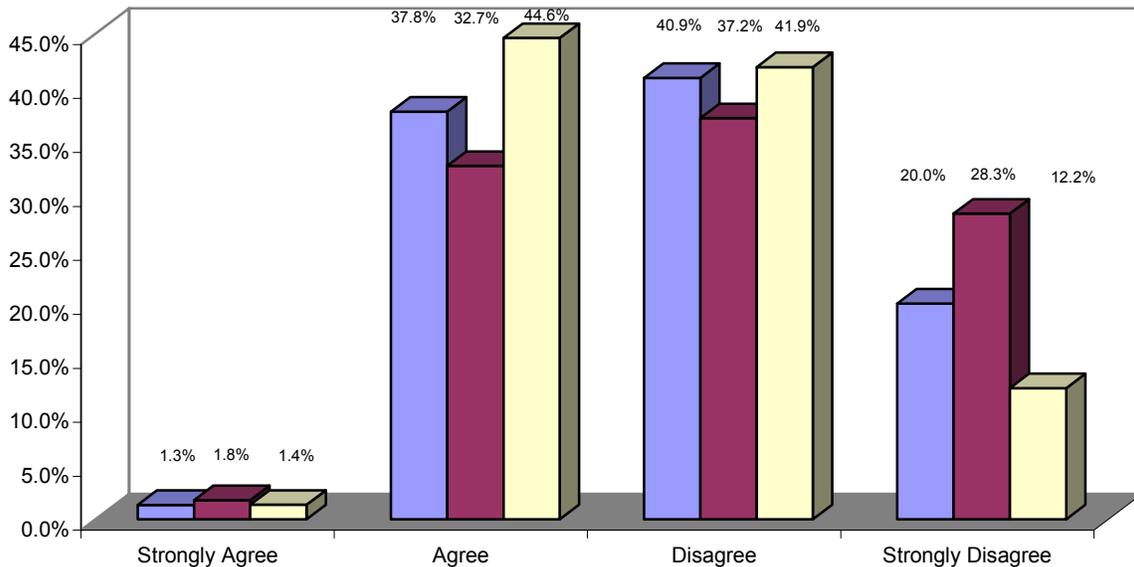
Users only, with less than 20 hours of Core-CT use per week (98): 43.9 percent agree; 56.1 percent disagree.

**Statement 24. It has not been necessary for me to request additional training or instruction on accessing the information I need to do my job.**



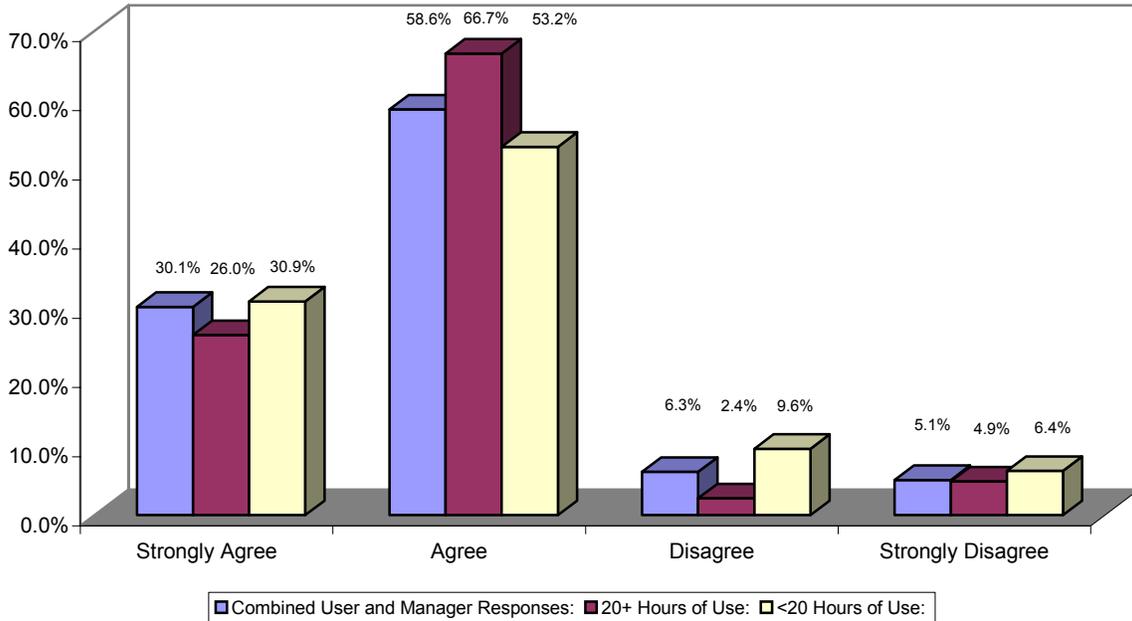
Combined User and Manager Responses (256): 30.5 percent agree; 69.5 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (122): 23.8 percent agree; 76.2 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (96): 47.9 percent agree; 52.1 percent disagree.

**Statement 25. New business processes are clearly documented and provided to me.**



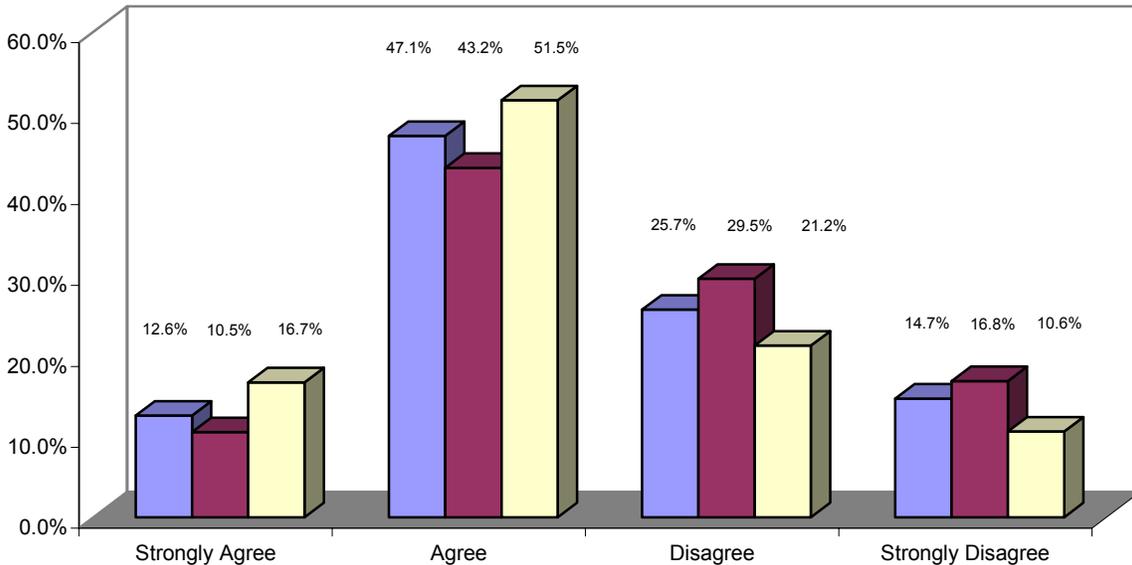
Combined User and Manager Responses (225): 39.1 percent agree; 60.9 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (113): 34.5 percent agree; 65.5 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (74): 45.9 percent agree; 54.1 percent disagree.

**Statement 26. I attended classes sponsored by Core-CT.**



Combined User and Manager Responses (256): 88.7 percent agree; 11.3 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (123): 92.7 percent agree; 7.3 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (94): 84 percent agree; 16 percent disagree.

**Statement 27. I attended classes sponsored by my agency, and taught by agency personnel who had received training from Core-CT [trainers].**



Combined User and Manager Responses (191): 59.7 percent agree; 40.3 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (95): 53.7 percent agree; 46.3 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (66): 68.2 percent agree; 31.8 percent disagree.

## **Section 4 – Reporting**

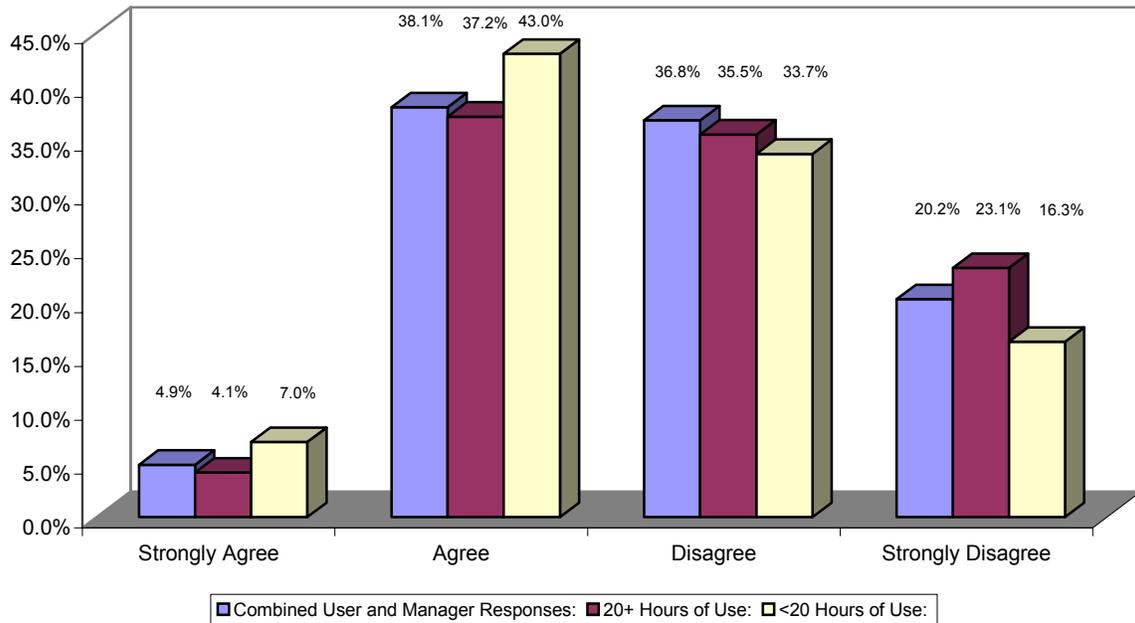
Most Core-CT users and managers indicated that Core-CT reporting remains a problem area for them. An overwhelming 82.2 percent responded that their reporting needs have not been met.

Many comments indicated that running and printing reports is a cumbersome process, that information contained in the reports is inconsistent with other reported information, or that the reports do not provide useful information. Several respondents state that they would like to see reports that mirror those that were available under the legacy systems. Some of the comments also showed how users were compensating for system reporting weaknesses.

- Running reports is cumbersome and time-consuming, and while they are running, I cannot do other work.
- It is easy to run reports, not so easy to run reports that give what you need.
- We recently had a day of Core-CT reporting tutoring from an agency super user that was helpful.
- We pull down system information and program our own reports at the agency level to obtain the information we need.

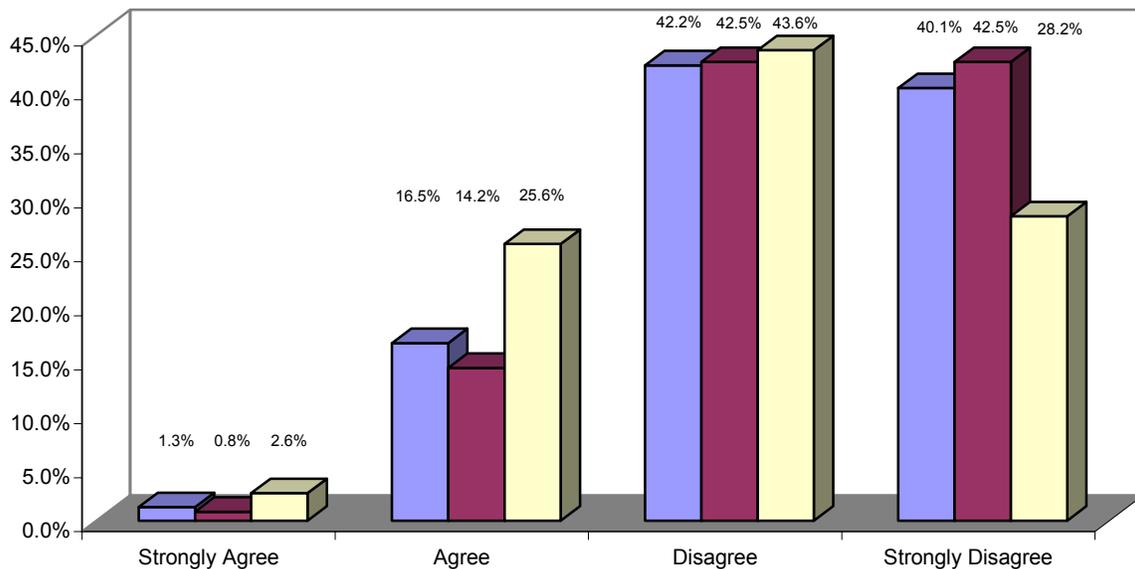
The results of survey statements 28 through 34, regarding reporting issues, are summarized in the following pages.

**Statement 28. I can view and/or print the reports that I require from Core-CT.**



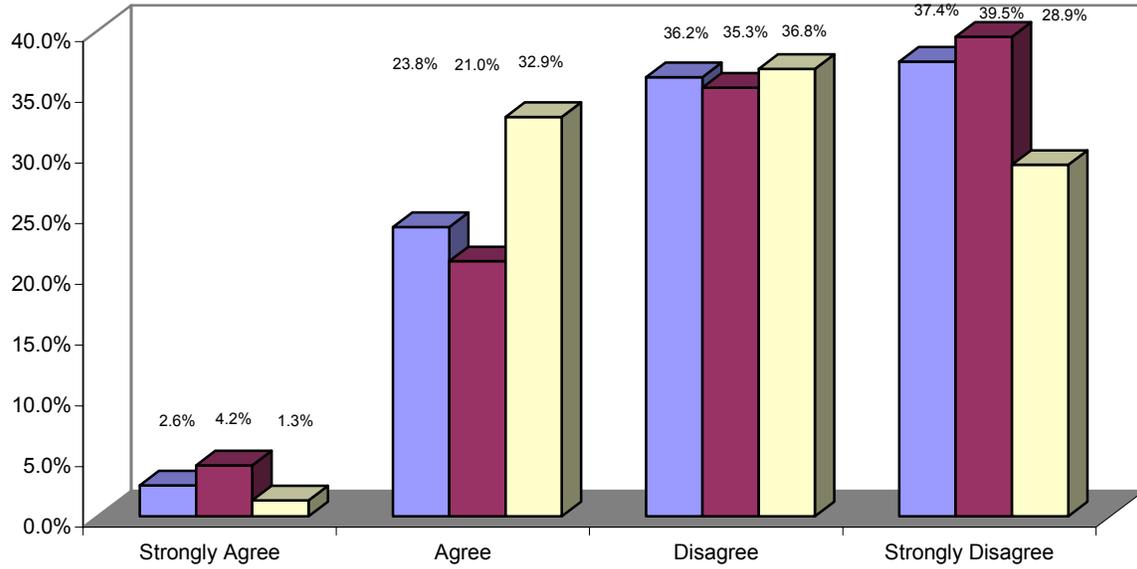
Combined User and Manager Responses (247): 42.9 percent agree; 57.1 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (121): 41.3 percent agree; 58.7 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (86): 50 percent agree; 50 percent disagree.

**Statement 29. I am able to rely on Core-CT for all my reporting needs.**



Combined User and Manager Responses (237): 17.7 percent agree; 82.3 percent disagree.  
 Users only, with 20 or more hours of Core-CT use per week (120): 15 percent agree; 85 percent disagree.  
 Users only, with less than 20 hours of Core-CT use per week (78): 28.2 percent agree; 71.8 percent disagree.

**Statement 30. Running reports from Core-CT is easy.**

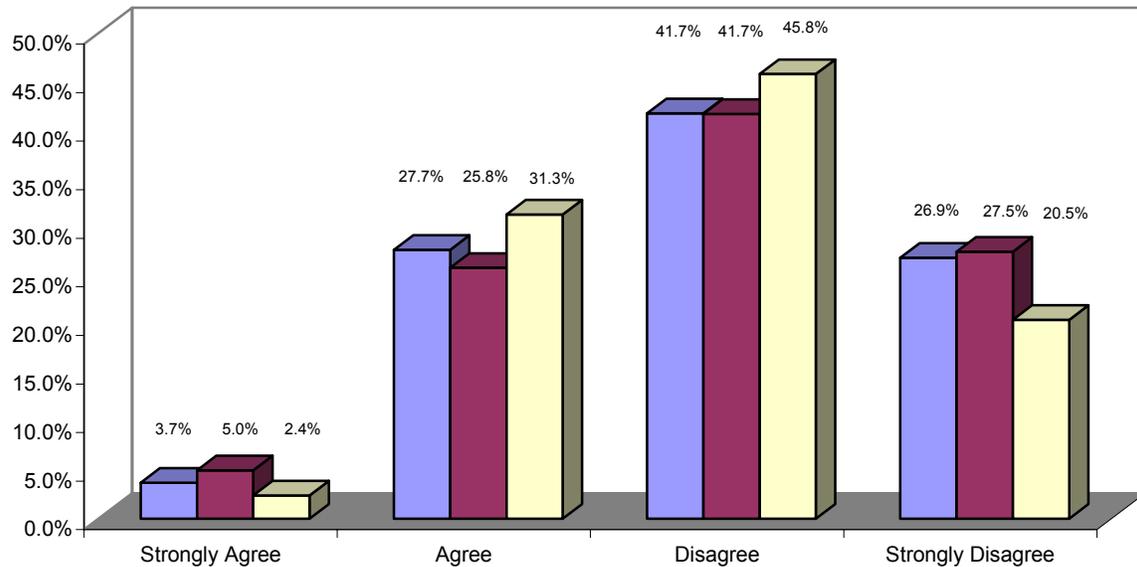


Combined User and Manager Responses (235): 26.4 percent agree; 73.6 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (119): 25.2 percent agree; 74.8 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (76): 34.2 percent agree; 65.8 percent disagree.

**Statement 31. I am fully aware of the Core-CT reporting capabilities.**

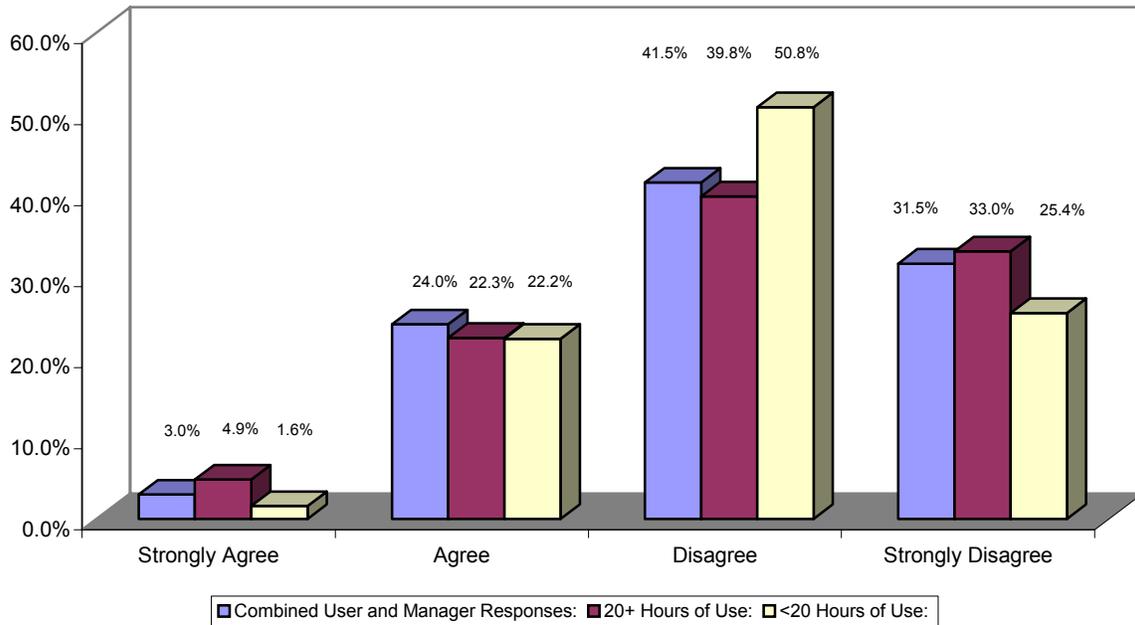


Combined User and Manager Responses (242): 31.4 percent agree; 68.6 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (120): 30.8 percent agree; 69.2 percent disagree.

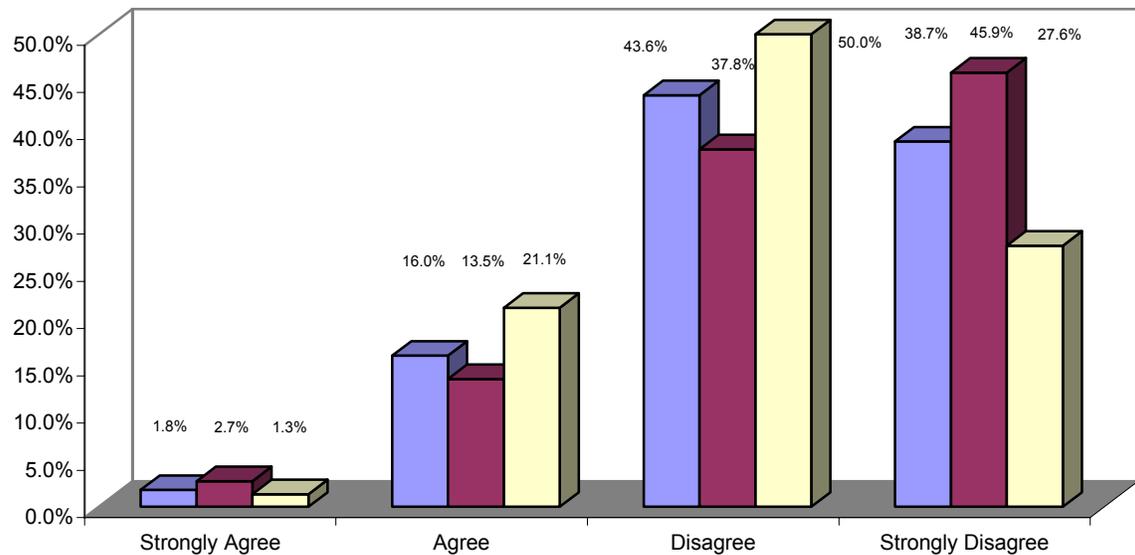
Users only, with less than 20 hours of Core-CT use per week (83): 33.7 percent agree; 66.3 percent disagree.

**Statement 32. My reporting needs were included in the Core-CT report development effort.**



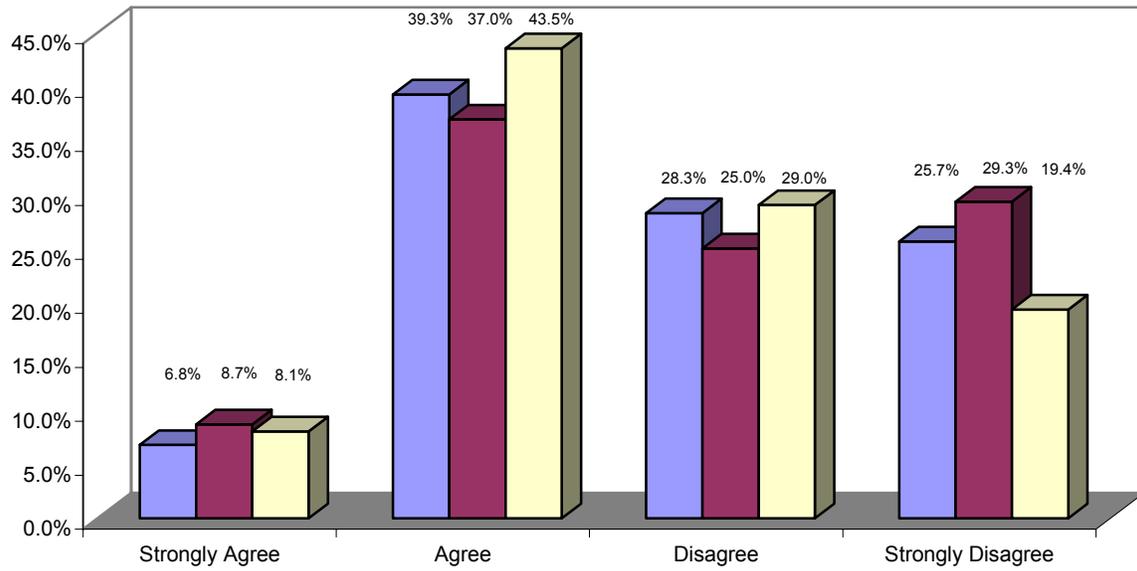
Combined User and Manager Responses (200): 27 percent agree; 73 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (103): 27.2 percent agree; 72.8 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (63): 23.8 percent agree; 76.2 percent disagree.

**Statement 33. My reporting needs have been met.**



Combined User and Manager Responses (225): 17.8 percent agree; 82.2 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (111): 16.2 percent agree; 83.8 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (76): 22.4 percent agree; 77.6 percent disagree.

**Statement 34. I reconcile Core-CT reports to related backup.**



Combined User and Manager Responses (191): 46.1 percent agree; 53.9 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (92): 45.7 percent agree; 54.3 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (62): 51.6 percent agree; 48.4 percent disagree.

## **Section 5 – Processes and Reconciliations**

Statements 35 through 40 address understanding the chart of accounts, inclusion of significant transactions in Core-CT, flow of transactions, or portions thereof, from one user to another, and reconciliation of system and source information. Most respondents reported that they are familiar with the chart of accounts and that they are able to determine what account codes to use for their business processes. However, less than half of all the respondents, 47.7 percent, indicated that not all significant transactions or events are reflected in Core-CT. There was a dramatic variation in the responses on this matter between users who use Core-CT 20 or more hours per week, and users who use the system less than 20 hours per week. Only 37.9 percent of the former group agreed that all significant transactions are appropriately reflected in Core-CT, whereas 60.8 percent of the latter group agreed with the statement.

One concern regarding this or any other system arises over recording portions of a transaction by multiple users. If one user cannot properly complete his or her system-related tasks until another user has completed his or her tasks, it may become a problem if the prior user has not recorded his or her portion of the transaction appropriately.

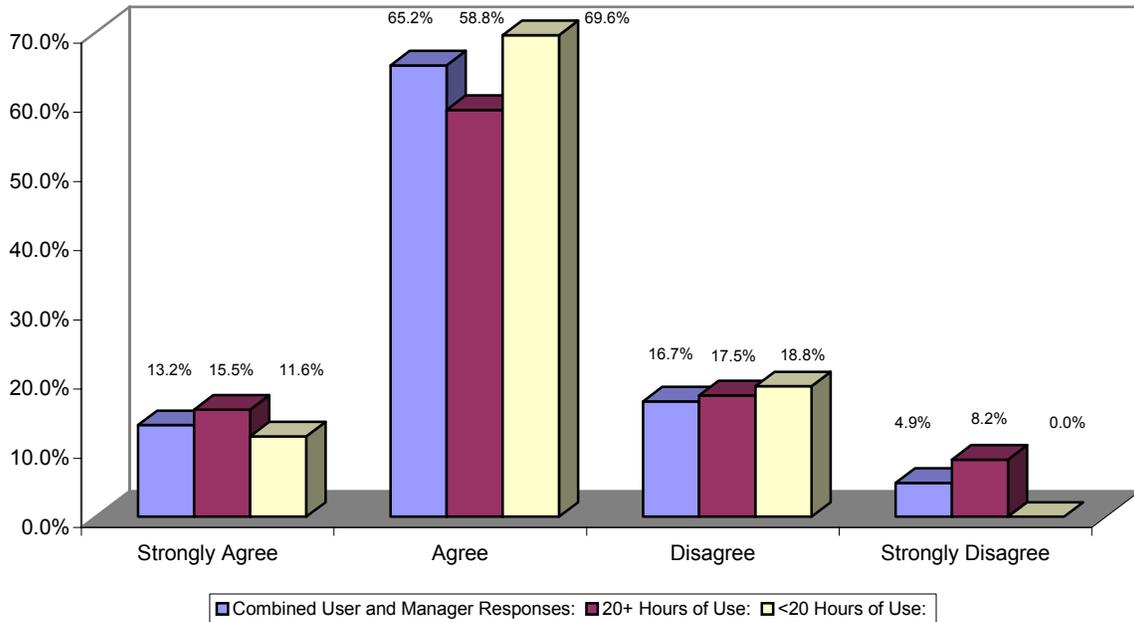
- You can find certain things that are in error if they stand out, but most errors are buried.
- In our agency, Human Resources and Payroll work well together. If there is a problem with something that is input by someone else, it is easy to resolve.
- It is not easy to determine prior input from another user when it's time for me to approve.

Users also addressed other concerns in their comments.

- Federal billing is a very significant part of our transactions, and we still are unable to bill the Federal Government on Core-CT.
- We still experience some payroll problems and errors as well as delays in changing location codes. It is not easy to tell if your transaction has been approved or not.
- It took me longer to understand the personnel side of Core-CT, the effect of one transaction on another, and making sure all steps are completed so that employees have a correct record.
- Reconciliation to source information is the biggest problem.

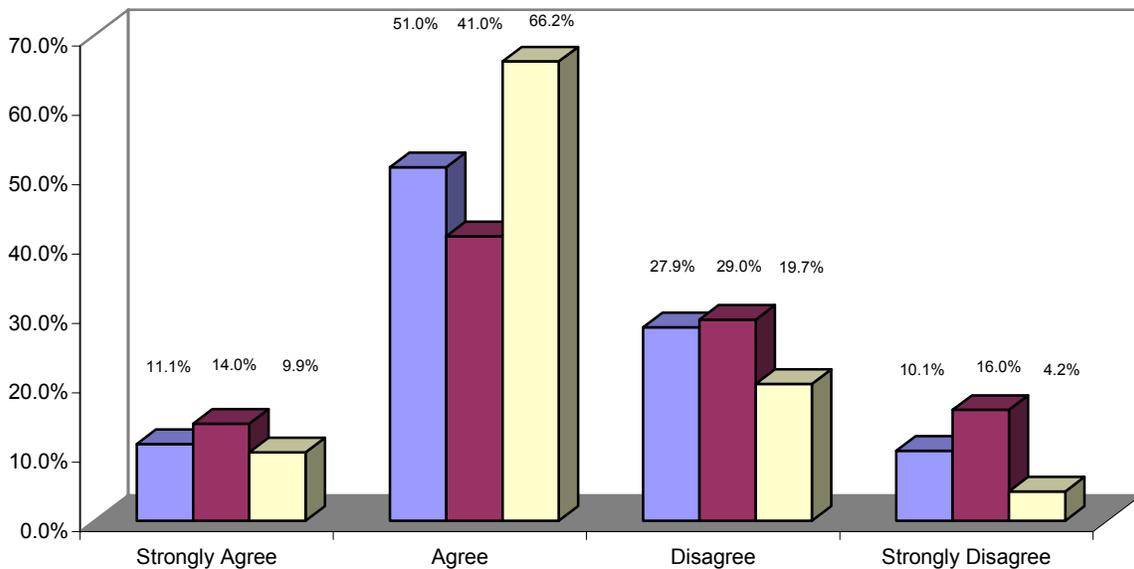
The responses to the six statements focusing on processes and reconciliations are summarized in the following pages.

**Statement 35. I am familiar with the Core-CT chart of accounts, as it relates to my business processes.**



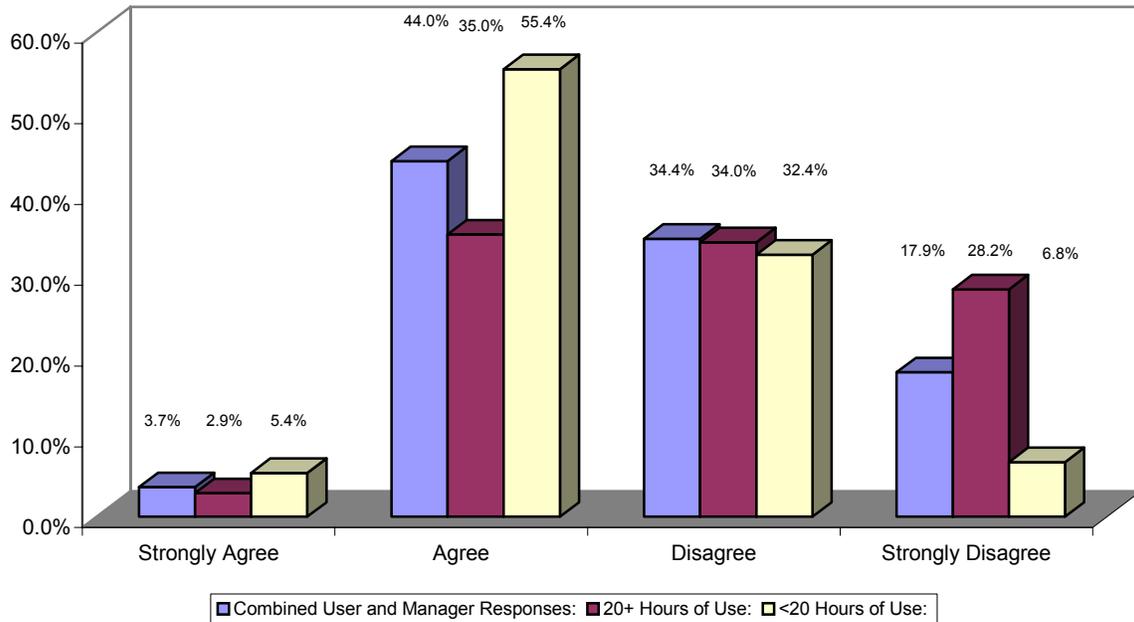
Combined User and Manager Responses (204): 78.4 percent agree; 21.6 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (97): 74.2 percent agree; 25.8 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (69): 81.2 percent agree; 18.8 percent disagree.

**Statement 36. I find it relatively easy to determine what Core-CT account code(s) to use for my business processes.**



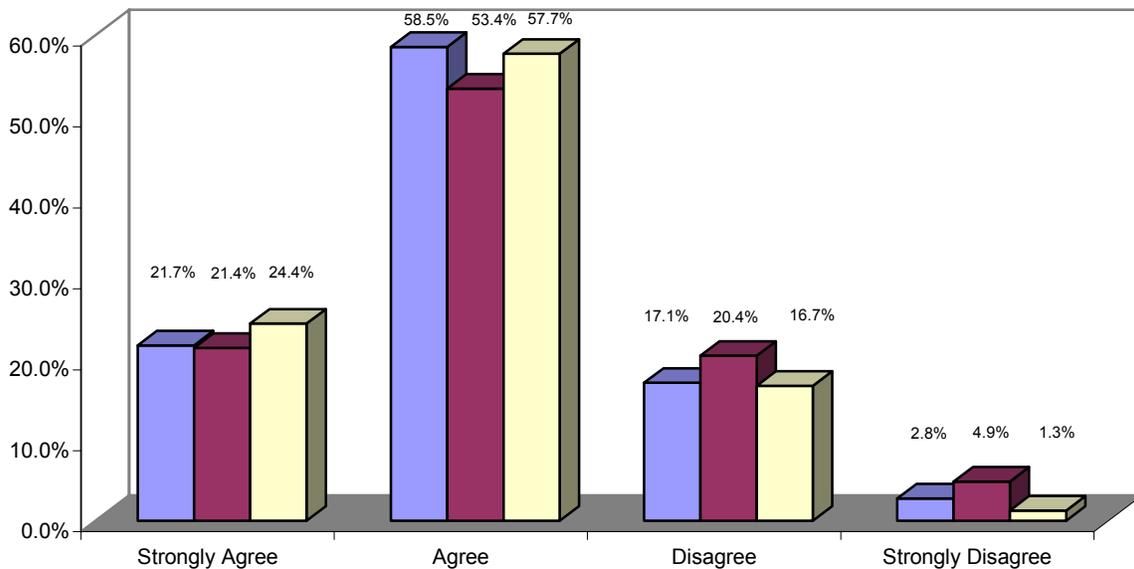
Combined User and Manager Responses (208): 62 percent agree; 38 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (100): 55 percent agree; 45 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (71): 76.1 percent agree; 23.9 percent disagree.

**Statement 37. All significant transactions and/or events are appropriately reflected in Core-CT.**



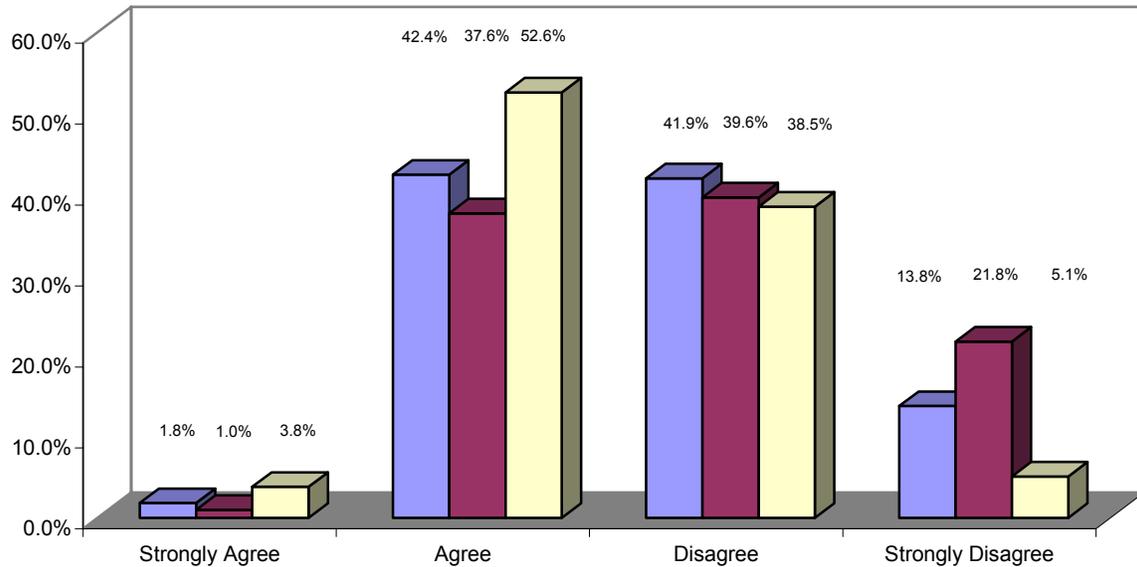
Combined User and Manager Responses (218): 47.7 percent agree; 52.3 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (103): 37.9 percent agree; 62.1 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (74): 60.8 percent agree; 39.2 percent disagree.

**Statement 38. Successful completion of my business process(es) depends on appropriate and accurate prior input by another user.**



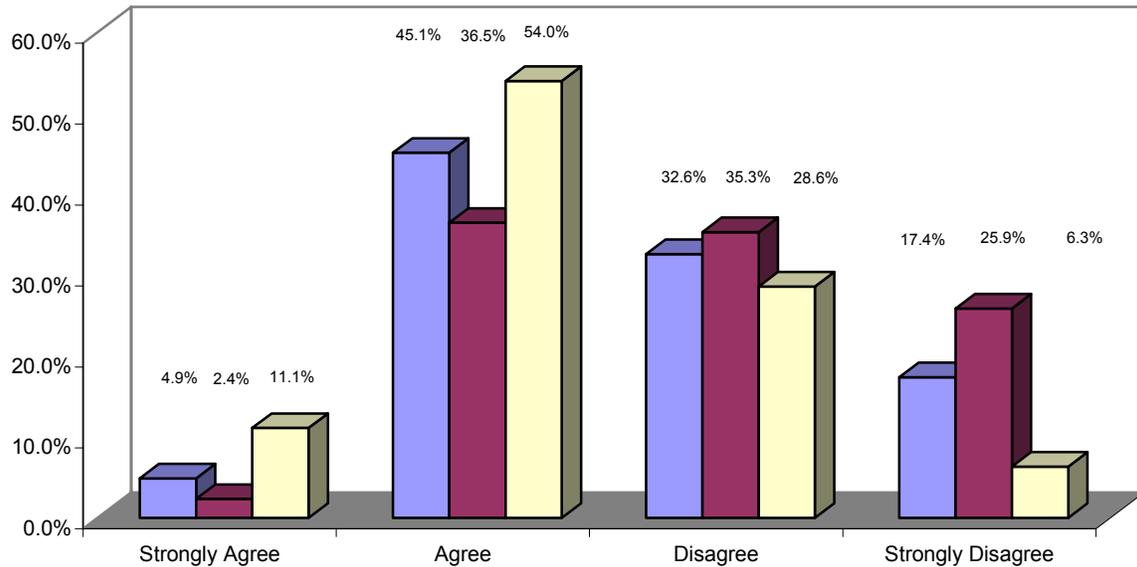
Combined User and Manager Responses (217): 80.2 percent agree; 19.8 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (103): 74.8 percent agree; 25.2 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (78): 82.1 percent agree; 17.9 percent disagree.

**Statement 39. It is easy to determine if the necessary prior input is appropriate and accurate.**



Combined User and Manager Responses (217): 44.2 percent agree; 55.8 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (101): 38.6 percent agree; 61.4 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (78): 56.4 percent agree; 43.6 percent disagree.

**Statement 40. I reconcile my Core-CT system to related source information on a timely basis.**



Combined User and Manager Responses (184): 50 percent agree; 50 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (85): 38.8 percent agree; 61.2 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (63): 65.1 percent agree; 34.9 percent disagree.

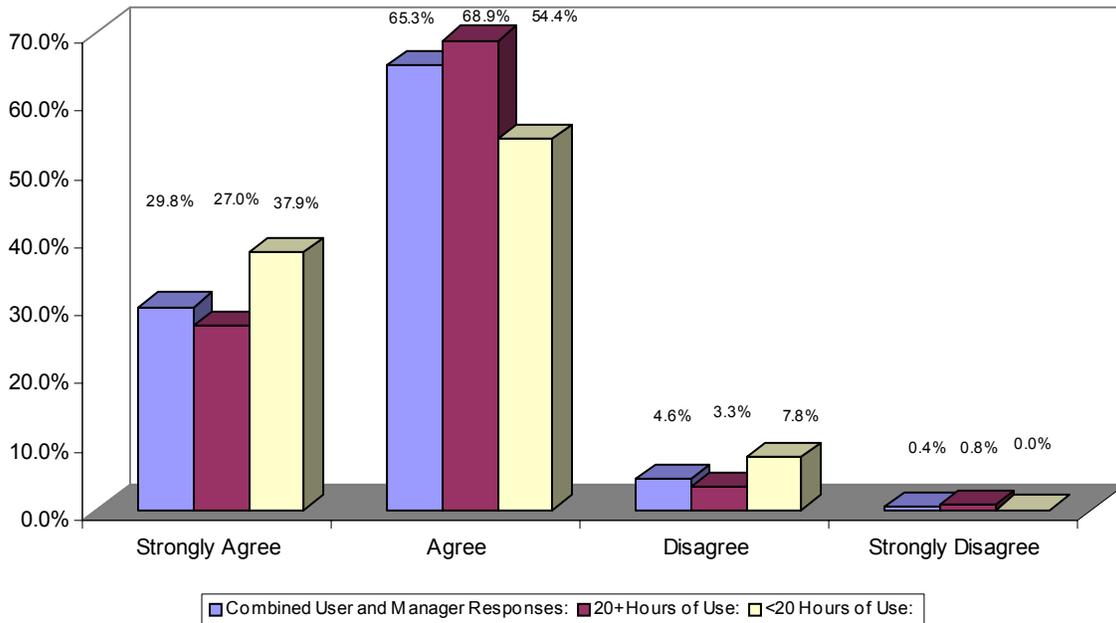
## **Section 6 – User Security**

For most users, system security is not an issue. However, some of the comments indicated potential problems, and some respondents reported that security concerns override their need for access to do their jobs adequately.

- I don't like the idea that I can access Core-CT from my home computer.
- As security liaison for my agency, I have received no training, though Core-CT security personnel have been helpful in determining what we need as problems arise. I am not confident that only the roles required have been assigned. Role descriptions are vague at best; functions we used to perform are not always related to role descriptions, even if they sound the same.
- We cannot have access to records of employees who have left the agency; we must contact another agency for this information when it is needed.
- With each transaction processed by multiple users who only see certain fields and add their piece of the puzzle, there are very few users with enough roles to see what the completed picture looks like.
- Access is too limited to use Core-CT effectively, especially to correct errors and generate reports.

Statements 41 through 45, summarized below, address issues of user security.

**Statement 41. I change my Core-CT password at least every 60 days.**

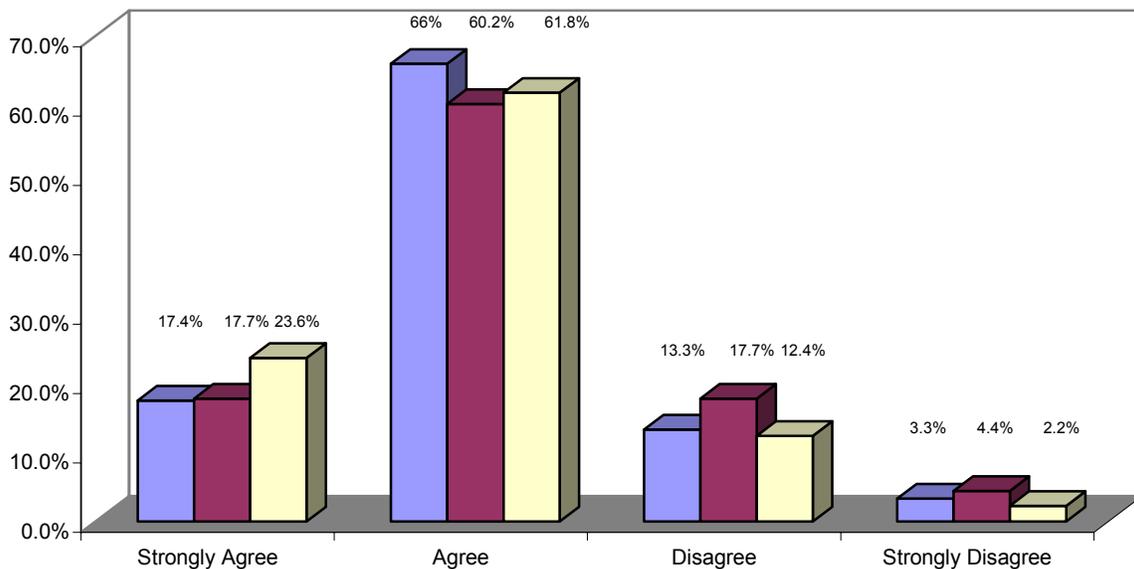


Combined User and Manager Responses (262): 95 percent agree; 5 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (122): 95.9 percent agree; 4.1 percent disagree.

Users only, with less than 20 hours of Core-CT use per week (103): 92.2 percent agree; 7.8 percent disagree.

**Statement 42. Clear security protocols have been issued.**

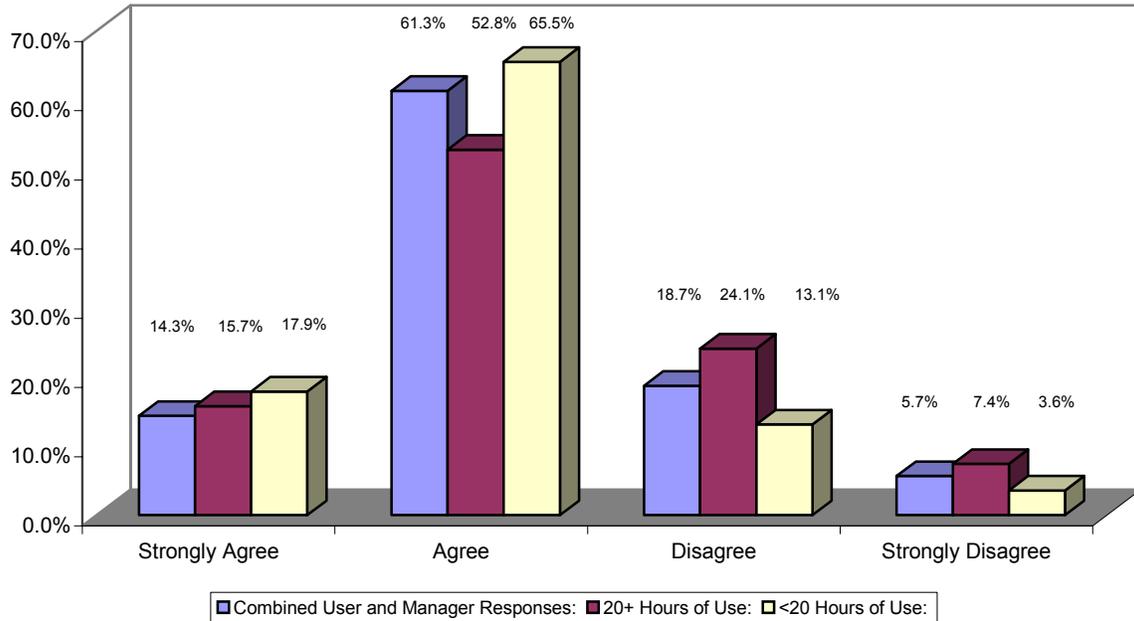


Combined User and Manager Responses (241): 83.4 percent agree; 16.6 percent disagree.

Users only, with 20 or more hours of Core-CT use per week (113): 77.9 percent agree; 22.1 percent disagree.

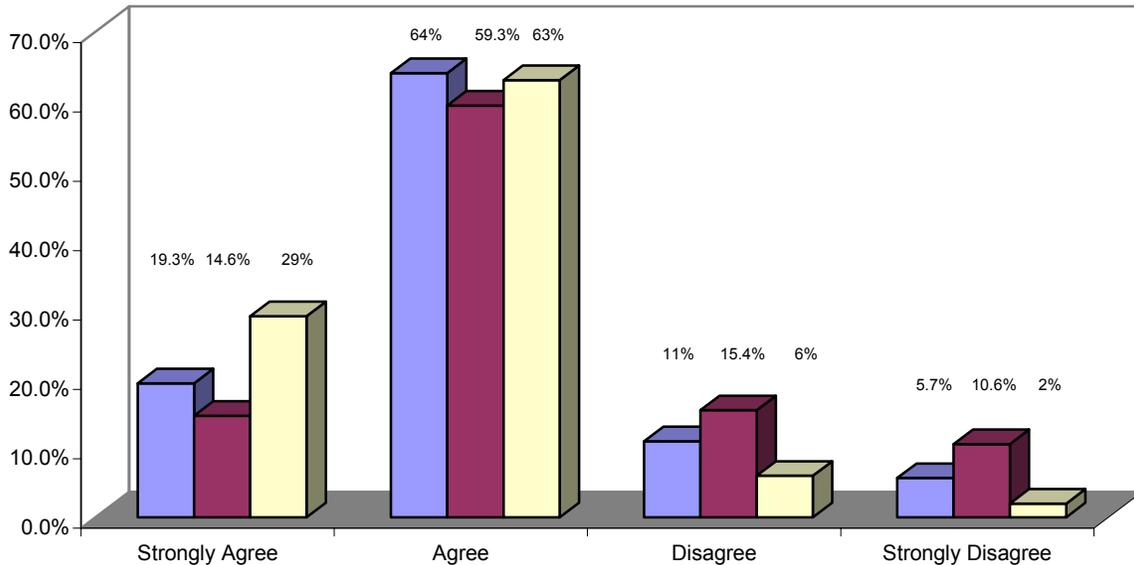
Users only, with less than 20 hours of Core-CT use per week (89): 85.4 percent agree; 14.6 percent disagree.

**Statement 43. The security protocols are easy to understand.**



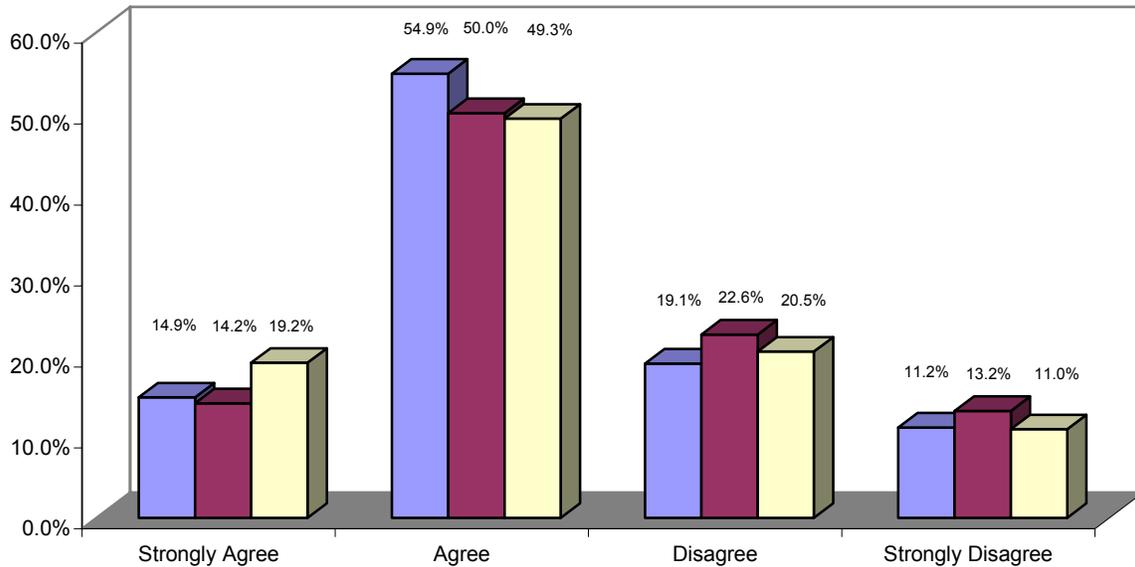
Combined User and Manager Responses (230): 75.7 percent agree; 24.3 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (108): 68.5 percent agree; 31.5 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (84): 83.3 percent agree; 16.7 percent disagree.

**Statement 44. I have been given access only to the areas that are needed for me to satisfactorily do my job.**



Combined User and Manager Responses (264): 83.3 percent agree; 16.7 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (123): 74 percent agree; 26 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (100): 92 percent agree; 8 percent disagree.

**Statement 45. When I have access needs outside my usual Core-CT functions, I can get prompt assistance from my supervisor or from Core-CT administration.**



Combined User and Manager Responses (215): 69.8 percent agree; 30.2 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (106): 64.2 percent agree; 35.8 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (73): 68.5 percent agree; 31.5 percent disagree.

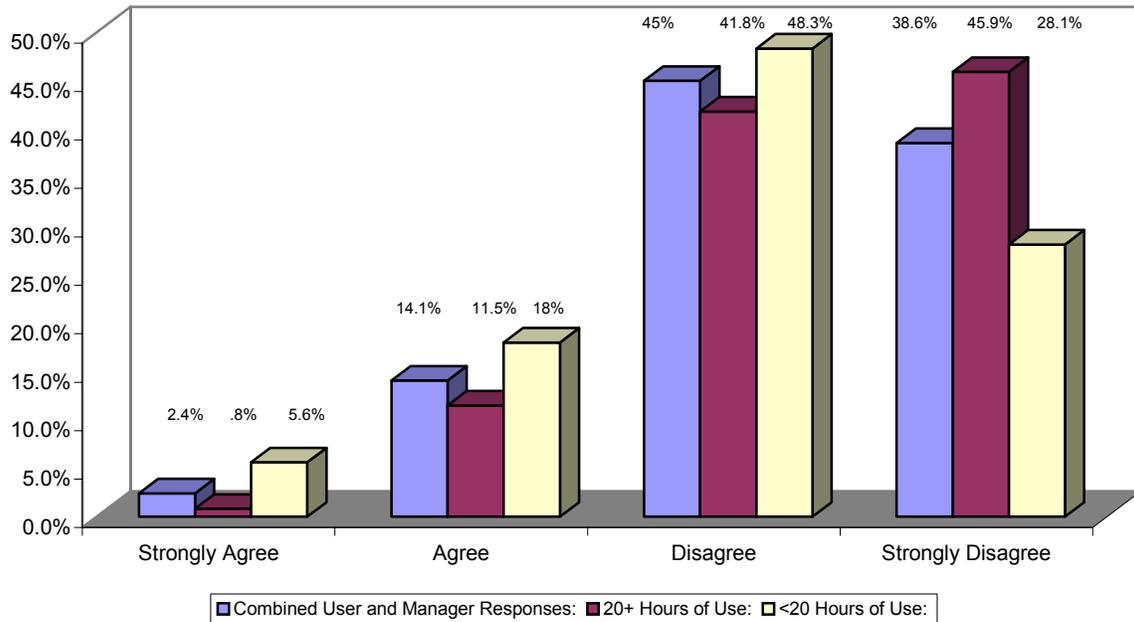
## **Section 7 – User Confidence**

Respondents' confidence in the Core-CT system is very low, in both its accuracy and quick accessibility to information. A significant 83.5 percent reported a need to use non-Core-CT documentation to ensure accuracy of records, and 80.2 percent indicated that they need to maintain separate records to ensure quick access to information.

Although most comments reflect this unfavorable position on user confidence, we note that opinions vary.

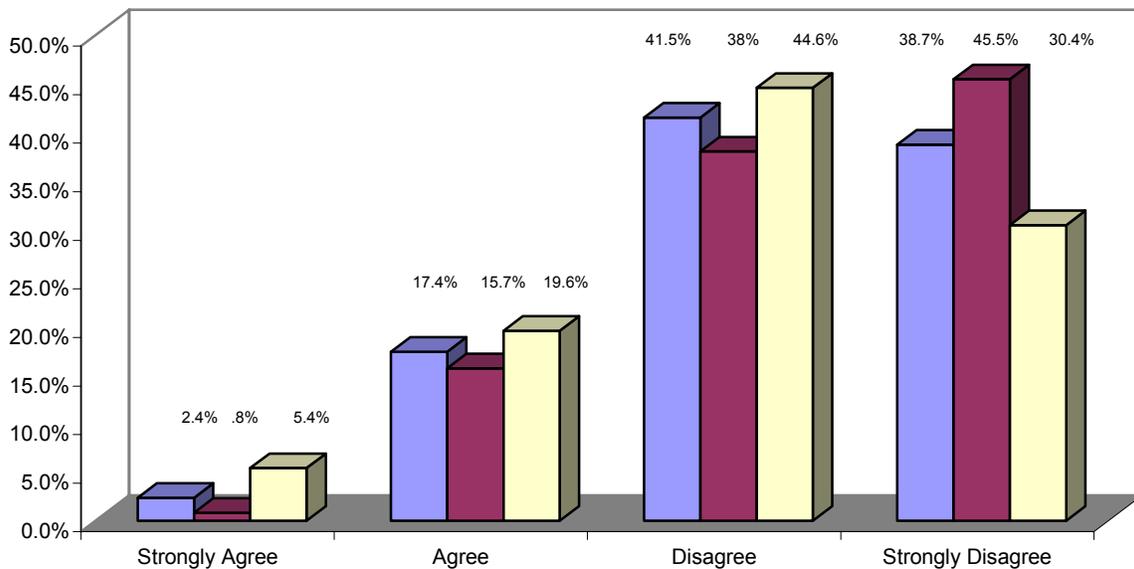
- I feel Core-CT has the ability to give us accurate information as needed. I need more practice being able to identify where to obtain this information.
- I do not have full confidence in the system as of this date. I'm hoping as time goes on, and the more I use the system, and the more the system is adjusted, the more confidence I will have in the Core-CT system.
- For as long as I have worked with my agency, we have always kept a separate informational database. There are many reporting needs that are met with our systems, and it keeps us organized.
- I feel confident in the information provided by Core-CT; I just don't feel confident that I will have access to it when I need it.
- Core-CT provides a snapshot of information. In order to compare data month to month or quarter to quarter, you will have to rely on reports produced outside the system. I don't see a way around this reality. Again, no system can be the be all and end all without extensive and expensive reprogramming.
- I have no confidence in Core-CT. I now need to keep manual records that are more understandable and readily accessible.

**Statement 46. I do not feel a need to use or rely on separate, non-Core-CT spreadsheets or documents to ensure accuracy.**



Combined User and Manager Responses (249): 16.5 percent agree; 83.5 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (122): 12.3 percent agree; 87.7 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (89): 23.6 percent agree; 76.4 percent disagree.

**Statement 47. I feel confident that information in Core-CT can be retrieved quickly and easily; therefore, I do not need to rely on separate, non-Core-CT documents, spreadsheets, or files for quick access to information.**



Combined User and Manager Responses (253): 19.8 percent agree; 80.2 percent disagree.  
Users only, with 20 or more hours of Core-CT use per week (121): 16.5 percent agree; 83.5 percent disagree.  
Users only, with less than 20 hours of Core-CT use per week (92): 25 percent agree; 75 percent disagree.

## **Section 8 – Core-CT Rating**

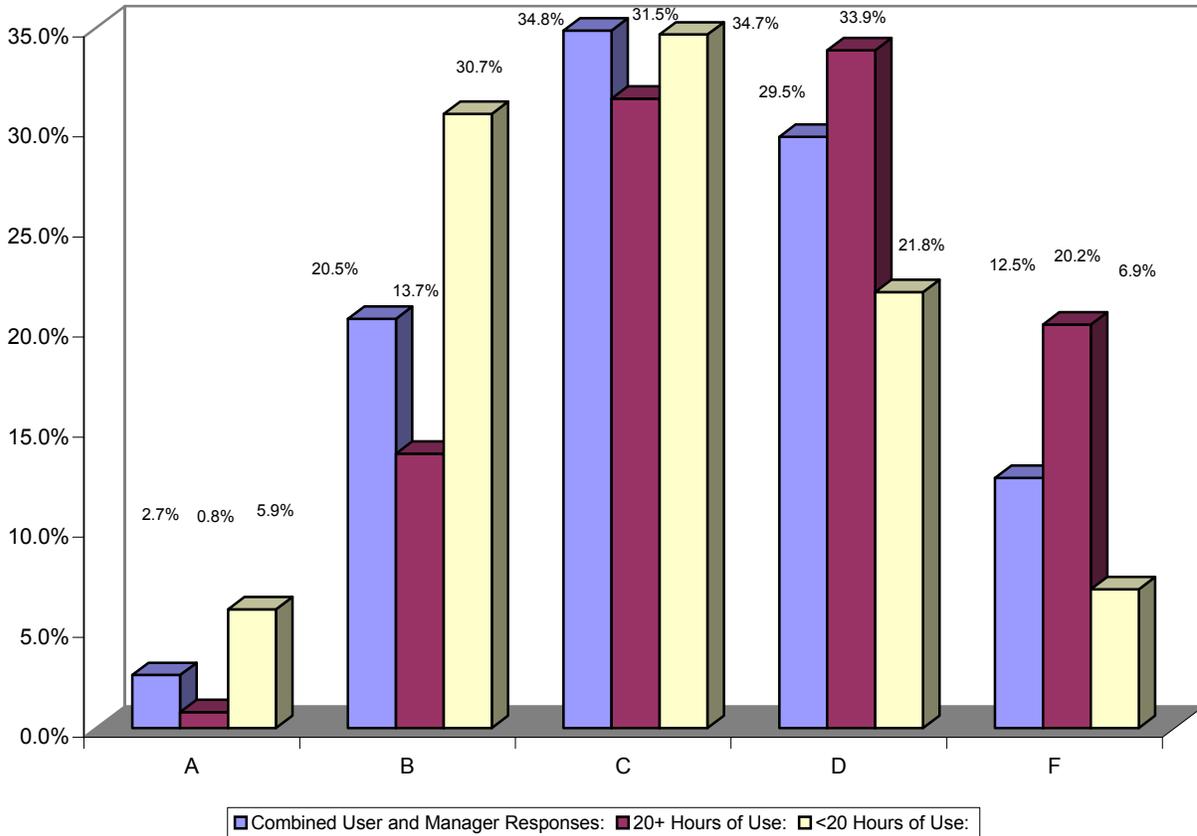
The average rating from all survey respondents combined is C minus. Respondents who use Core-CT 20 or more hours a week rated the system more severely than those who use it less than 20 hours a week. Those respective scores are D plus and C. This appears to be a reflection of the level of frustration in relation to the amount of time spent on the system during a workweek.

Although these scores may not be as good as Core-CT administration might have hoped, some of the comments provide insight into the problems users face, and suggest possible solutions or, at least, improvements.

- I think Core-CT itself can become a good tool. I just think that there needed to be better preparation and training to make a smoother transition. Many, if not most, users are not well enough versed in database creation to build their own EPM reports. I think more effort should have been made to build public reports that matched the ones we routinely ran in the legacy system.
- I don't believe that Core-CT is an issue. I believe that inadequate training on the Core-CT system is, and will continue to be, an issue. There should be more formal training.
- This past year has been difficult for a variety of reasons, but we have begun the climb for the learning curve and will be in a better position this new fiscal year. Training classes are needed for new users and advanced classes are needed for those of us who need reports for our day to day responsibilities. There should be a class on what standard reports are available and then a separate class for the EPM Ad Hoc reporting. In my opinion, training must continue for the Phase 1 modules.
- At this moment, Core-CT is middle of the road; it is a very labor-intensive system and requires a great deal of time. I cannot get the reports I need out of it, but I hope that will improve.
- The biggest need for improvement is in payroll, time and labor, and benefits. Too much manual verification is required and numerous software changes should be made to improve this aspect of Core-CT so that it is user-friendly and reliable.
- Core-CT has great potential but it seems clear to me that many state processes have been "shoehorned" into an application that is more appropriate to the private sector. I look forward to getting better, more accurate information as the system matures.
- It would be useful to conduct "public hearings" with Core-CT users to discuss problems, ask questions, or suggest changes or adjustments to the program.
- The Core-CT system from inception is, in a word, "flawed". The product appears to have been pushed into service long before Peoplesoft, The State of Connecticut and my agency were ready. The Core-CT Team (after one year of service) still does not fully understand the intricacies of Peoplesoft's programming. Agencies were ill advised on how to prepare for conversion and, with a round of layoffs and early retirement, left completely understaffed to deal with a learning curve. For all the data entry and effort that goes into processing each type of transaction correctly in Core-CT, the products which we are able to output are staggeringly inadequate. We are only able to produce and validate the most basic information. Core-CT has brought in an EPM expert to help the State meet it's reporting needs, yet to date, after several failed attempts, Core-CT does not offer an

accurate purchase order balance report. The year-end process continues to be nothing short of a mockery.

**Statement 48. Today, I would give Core-CT a grade of:**



Combined User and Manager Responses (264): A – 7; B – 54; C – 92; D – 78; F - 33

Users only, with 20 or more hours of Core-CT use per week (124): A – 1; B – 17; C – 39; D – 42; F - 25

Users only, with less than 20 hours of Core-CT use per week (101): A – 6; B – 31; C – 35; D – 22; F – 7

## **RESPONSE TO THE CORE-CT SURVEY REPORT FROM THE HONORABLE NANCY WYMAN, STATE COMPTROLLER**

### **Background**

Prior to Core-CT, the State's financial and human resource (H/R) infrastructure consisted of six different core financial-H/R systems that were 15 to 20 years old. Those six legacy systems used three different programming languages, ran on four types of computers, and used five different database packages. There were numerous redundant systems that agencies had developed for their own needs. Furthermore, the company supporting the State's payroll system had notified the State that they would be terminating that support. Consequently, new technology needed to be installed in order to sustain the State's core financial-H/R needs.

Core-CT is a statewide system that employs the PeopleSoft Enterprise software, with some modifications, to perform the State's financial payroll, and human service functions. Not unexpectedly, the installation of a system of this size brings challenges and varying levels of frustration to users who have become comfortable with the legacy systems over the years. Moreover, all agencies were significantly impacted by the administration's layoff of over 2,800 employees and an early retirement incentive that resulted in the loss of 5,000 employees, many with the institutional knowledge needed for a successful technology transfer of this scope. Business offices and employees with technical expertise were hit particularly hard by the layoffs and retirements. The Core-CT team itself lost 25 out of 100 of its support staff. As a result, agencies across the State have been trying to cope with fewer staff while at the same time implementing a historic technology change.

With the above description of the environment in which Core-CT was implemented in mind, the following information addresses the results of the survey:

### **User Friendliness**

Core-CT was intended to change the State's business processes in two major ways: first, to standardize business practices across agency lines, and, second, to enforce the business policies and procedures mandated by the central agencies. In the legacy systems, agencies often used different business practices to perform the same function, as well as interpret the same provision in a bargaining contract differently. The greater control offered by an integrated system such as Core-CT results in an enormous amount of change for the user agencies. Employees have had to learn new business practices and processes, as well as a new computer system. Over time, we expect efficiency and effectiveness to improve as system bugs are eliminated, business and system processes are tuned, and users acclimate themselves to all of the capabilities and best practices the system has to offer. We also continue to provide feedback to PeopleSoft regarding changes needed in future upgrades that are geared toward user friendliness.

## **User Assistance**

The Core-CT help desk has been challenged to provide quality service to users since the system was implemented. During and right after go-live, the number of calls understandably often outpaced the team's ability to respond as quickly as one would have hoped. However, as the system stabilizes, we are currently experiencing a manageable number of Help Desk calls. We have been working to put rigorous processes in place to ensure that all help desk staff provide the same level of service and follow the same standards for all calls. We are also committed to improving the coordination between the Level One (triage) and Level Two (resolutions) Help Desks.

## **User Training and Instruction**

Core-CT centrally trained over 4,000 users for a total of 70,000 training hours. That training was conducted while the lay-off and ERIP were affecting both the Core-CT support staff and all agencies. Consequently, many agencies were at a loss as to whom to train. This resulted in the overbooking of training classes with State employees who would not necessarily end up performing that particular role. To complicate matters further, when training such a large user base, the curriculum must focus primarily on 'routine' business practices, with marginal room for agency-specific tasks. Core-CT trained 'super users' in many agencies who were relied upon to transfer their knowledge to users in their agency, but, again, agency resources were so taxed that the knowledge transfer was sometimes unattainable before go-live. Since go-live, the Core-CT team functional experts and the Help Desk staff have been working with agency users to improve their system skills, and agency-specific training labs have been well attended. Technical and functional 'swat teams' have been deployed to many agencies to work with users on-site. The Core-CT team is also planning a continuing education curriculum that will be web-based and thereby easily accessible to any State user of the system. The Core-CT team has reviewed the feedback from training evaluations during Phase 1 and is implementing several recommendations for the implementation of the Phase 2 Financials modules. In particular, three areas have been addressed. First, more of the training will be computer-based so users can access the courses on demand; second, the data used in the Phase 2 training will be provided directly from agencies so that trainees will be using actual State data scenarios; and, three, most of the training will be provided by State employees, who possess in-depth knowledge of State business processes.

## **Reporting**

The Core-CT team is aware of the gaps in user ability to create the standard reports they need from the system itself and the ad-hoc reports from the separate Enterprise Performance Management (EPM) data warehouse. The initial training in general did not provide enough information about reporting. Additional reports and changes to existing reports are needed to improve users' access to data they need to conduct daily business. Financials User Group meetings are highlighting the available reports that are useful to agencies. The Core-CT team is also developing a catalog containing the names of all available reports, as well as their description, layout, and intended user population. There will be a cross-reference index to

associated legacy system reports to help the users find the reports they need. New reports and changes to existing reports are being generated as the team reviews agency feedback.

Currently, there are hundreds of standard reports delivered in Core-CT, and a job aid is available on the Core-CT web site that maps the delivered reports back to the legacy system reports. Additionally, the EPM reporting facility provides users with the capability of producing one-time reports for such uses as FOI requests and unique agency reporting requirements, without the need for a programmer to create the report. Although many users are successfully employing EPM for their agency needs, some are still having difficulty writing the queries. The Core-CT team has established EPM workshops, conducted on Thursdays and Fridays to allow agency employees to work on their own queries under the guidance of an EPM team member.

### **Processes and Reconciliation**

A key concept of an ERP system such as Core-CT is that data has a single point of entry into the system, eliminating redundant keying. Consequently, the successful completion of a transaction is dependent upon the accurate prior input of data by another user. The Core-CT team continues to work with agencies through user groups, help labs, and onsite visits to minimize the snags occurring in both data accuracy and agency business processes.

### **User Confidence**

User confidence in the system should improve over time as the transaction bugs are fixed (particularly in the Financials modules), as users' expertise improves, and the reporting issues are resolved. These concerns are being aggressively addressed by the Core-CT team and are improving.

### **Summary**

Core-CT has modernized the State's information technology into an integrated system of mainstream technology with a single point of entry for H/R, payroll, and financial data. As an integrated system, Core-CT eliminates many duplicate and non-value added activities that existed in the legacy systems. The implementation of Core-CT has been a historic, massive undertaking for the State of Connecticut. As with any other implementation of this size and scope, issues have arisen that impact the users' ability to perform agency functions. The Core-CT team has been working successfully to resolve many of these issues, with a singular goal in mind: to help our State employees use the system effectively and efficiently. The survey results provide the team with information it can use to continue to make needed improvements.

## CONCLUSION

In conclusion, we wish to express our appreciation to all the Core-CT users and managers who took the time to respond to this survey and to share their views on the Core-CT system. Additionally, we express our appreciation for the cooperation and courtesies extended to our representatives by the officials and staff of the Office of the State Comptroller, the Department of Information Technology, and the Core-CT Project Team. Finally, we would like to thank the personnel in the Vermont Office of the State Auditor, who shared relevant information concerning its survey of users of Vermont's VISION accounting system.

Laura Rogers  
Associate Auditor

Approved:

Kevin P. Johnston  
Auditor of Public Accounts

Robert G. Jaekle  
Auditor of Public Accounts

**Appendix A  
Help Desk Statistics**

Table 1 below shows the number of calls to which the Help Desk responded, for assistance with Core-CT, through December 2004. Calls, or e-mails, are logged in at the Level 1 Help Desk. Level 1 Help Desk personnel handle basic issues, and the more complex matters are routed to Level 2 Help Desk personnel for resolution. Though not presented below, we note that calls for “Correct History” assistance, for correcting personnel or payroll records, comprise 48 percent of the total Human Resource Management System (HRMS) calls for Help Desk assistance from August through December 2004. (“Correct History” data was first recorded separately in August 2004.)

<u>MONTH</u>	<u>Total Calls</u>	<u>Level 1 Financials</u>	<u>Level 2 Financials</u>	<u>Open Financials Tickets at Month End</u>	<u>Level 1 HRMS</u>	<u>Level 2 HRMS</u>	<u>Open HRMS Tickets at Month End</u>
July 2003	1,645	582	1,063	178	0	0	0
August 2003	1,650	643	1,007	149	0	0	0
September 2003	1,377	632	745	120	0	0	0
October 2003	1,889	697	794	93	126	272	78
November 2003	2,432	378	567	113	481	1,006	185
December 2003	2,210	345	628	71	397	840	225
January 2004	2,137	256	708	132	419	754	157
February 2004	1,561	283	542	135	183	553	132
March 2004	1,948	328	629	126	249	742	136
April 2004	1,653	350	528	180	223	552	104
May 2004	1,544	337	565	207	215	427	161
June 2004	1,819	380	570	104	225	644	233
July 2004	1,581	239	348	69	216	778	249
August 2004	1,399	194	399	86	160	646	199
September 2004	1,286	183	251	77	190	662	194
October 2004	1,078	128	219	93	178	553	246
November 2004	1,019	101	221	82	163	534	252
December 2004	1,144	102	259	99	184	599	267
Totals	29,372	6,158	10,043		3,609	9,562	

Table 1 – Phone calls and e-mails for Core-CT assistance (raw data)

From the information above, it is easy to see that monthly Help Desk activity has generally decreased since the early days of Core-CT. The table below, Table 2, provides an overview of changes in Help Desk activity from quarter to quarter.

<u>Quarter Ending</u>	<u>Financials</u>			<u>HRMS</u>		
	<u>Calls This Quarter</u>	<u>Change from prior Quarter</u>	<u>Percent Change from prior Quarter</u>	<u>Calls This Quarter</u>	<u>Change from prior Quarter</u>	<u>Percent Change from prior Quarter</u>
9/30/03	4,672	NA	NA	NA	NA	NA
12/31/03	3,409	(-) 1,263	27%	3,122	NA	NA
3/31/04	2,746	(-) 663	19%	2,900	(-) 222	7%
6/30/04	2,730	(-) 16	1%	2,286	(-) 614	21%
9/30/04	1,614	(-) 1,116	41%	2,652	(+) 366	16%
12/31/04	1,030	(-) 584	36%	2,211	(-) 441	17%

Table 2 – Changes in Help Desk activity from quarter to quarter  
 (-) = a decrease in activity; (+) = an increase in activity

At the close of business on December 31, 2004, Help Desk personnel reported 366 open Help Desk tickets. These include 99 open Financials matters and 267 open HRMS matters. Details of these open items are presented in Table 3 below. Of the 366 open tickets, 16 await action from People Soft, and 19 require action from the System Development Team.

<u>FINANCIALS:</u>	<u># of Open Tickets</u>
Accounts Payable, Accounts Receivable, Purchase Orders, General Ledger	87
Application	3
Financial EPM (Reporting)	2
Technical Support	7
Total Open Financials Help Desk Tickets	99
<b>HUMAN RESOURCES MANAGEMENT SYSTEM (HRMS):</b>	
Benefits	129
Human Resources	72
HRMS EPM (Reporting)	2
Payroll	26
Security	30
Technical Support	8
Total Open HRMS Help Desk Tickets	267
Total Open Help Desk Tickets	366

Table 3 – Analysis of open Help Desk tickets at December 31, 2004

**Appendix B**  
**Core-CT Survey (with Responses)**

“In 2003, the State of Connecticut implemented Phase I of Core-CT Financials and Human Resources Management System (HRMS). Our Office is conducting this survey to assess Core-CT user experience since the July 8, 2003, Financials go-live date and the October 27, 2003, HRMS go-live date.

You are receiving this questionnaire because your name was randomly selected from a list that identified you as a Core-CT user. Please answer as candidly as possible. Persons responding to this survey will not be identified in any of the resulting reports. While inclusion of your name in this survey is optional, we request that you include your name so that we may contact you if we need additional information.”

We requested the following identifying information from all participants.

Name (optional):

Title (optional):

Telephone number (optional):

E-Mail address (optional):

Department / Agency (optional):

On a scale of 1 to 5, rate your overall computer literacy, with 5 representing the highest level of computer literacy.

How many hours a week do you spend using Core-CT? / What percent of your time does this represent?

Briefly describe your Core-CT user role(s). (Examples: Approve requisitions; record receipt of goods; enter timesheet data; etc.)

If you are a designated Financials and/or HRMS Super User, please identify the module(s) for which you are responsible.

For statements 1 through 47, we requested that respondents indicate whether they Strongly Agree, Agree, Disagree, Strongly Disagree or whether the statement is Not Applicable. Some survey participants modified certain of their responses by indicating degrees of agreement somewhere between “Strongly Agree” and “Agree,” and of disagreement somewhere between “Disagree” and “Strongly Disagree.” In addition, some responses were marked between “Agree” and “Disagree.” Although such responses were standardized for our graphic and verbal summaries, presented on pages 4 through 37, all responses are summarized in the following pages as given by the respondents, without modification. Similarly, responses to statement 48, Core-CT Rating, were standardized for presentation in the graphic and verbal summaries. These, too, are summarized as originally presented by the respondents, in the following pages.

Legend for interpreting tables, below, for statements 1 through 48:

Combined = Combined User and Manager Responses (268 responses)

U = User Responses Only (233 responses)

M = Manager Responses Only (35 responses)

20+ = Users Only, with 20 or more hours of Core-CT use per week (125 responses)\*

<20 = Users Only, with less than 20 hours of Core-CT use per week (104 responses)\*

\*NOTE: Four User respondents did not indicate the number of hours per week they use Core-CT, and therefore, could not be included in the analyses based on hours of use.

**Section 1. User Friendliness**

*Statement 1. I navigate through Core-CT relatively easily.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>&lt;20</b>
<b>Strongly Agree</b>	30 (11.2%)	28 (12.0%)	2 (5.7%)	15(12.0%)	13 (12.5%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	164 (61.2%)	148 (63.5%)	16 (45.7%)	76 (60.8%)	70 (67.3%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Disagree</b>	52 (19.4%)	38 (16.3%)	14 (40.0%)	19 (15.2%)	18 (17.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	20 (7.5%)	18 (7.7%)	2 (5.7%)	14 (11.2%)	3 (2.9%)
<b>Not Applicable or Blank</b>	1 (0.4%)	0 (0.0%)	1 (2.9%)	0 (0.0%)	0 (0.0%)
<b>Total Responses</b>	268	233	35	125	104

*Statement 2. Most of my business processes were easily integrated into Core-CT.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>&lt;20</b>
<b>Strongly Agree</b>	7 (2.6%)	7 (3.0%)	0 (0.0%)	3 (2.4%)	4 (3.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	68 (25.4%)	57 (24.5%)	11 (31.4%)	24 (19.2 %)	33 (31.7%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	102 (38.1%)	85 (36.5%)	17 (48.6%)	47 (37.6%)	36 (34.6%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	63 (23.5%)	56 (24.0%)	7 (20.0%)	44 (35.2%)	12 (11.5%)
<b>Not Applicable or Blank</b>	28 (10.4%)	28 (12.0%)	0 (0.0%)	7 (5.6%)	19 (18.3%)
<b>Total</b>	268	233	35	125	104

*Statement 3. It was not necessary to substantially modify my business processes to use Core-CT.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>&lt;20</b>
<b>Strongly Agree</b>	11 (4.1%)	10 (4.3%)	1 (2.9%)	6 (4.8%)	4 (3.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	63 (23.5%)	52 (22.3%)	11 (31.4%)	22 (17.6%)	30 (28.8%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Disagree</b>	100 (37.3%)	89 (38.2%)	11 (31.4%)	49 (39.2%)	38 (36.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	66 (24.6%)	55 (23.6%)	11 (31.4%)	39 (31.2%)	16 (15.4%)
<b>Not Applicable or Blank</b>	27 (10.1%)	26 (11.2%)	1 (2.9%)	8 (6.4%)	16 (15.4%)
<b>Total</b>	268	233	35	125	104

*Statement 4. I am able to process transactions with few or no problems.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	10 (3.7%)	10 (4.3%)	0 (0.0%)	2 (1.6%)	8 (7.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	82 (30.6)	74 (31.8%)	8 (22.9%)	31 (24.8%)	41 (39.4%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
<b>Disagree</b>	85 (31.7%)	70 (30.0%)	15 (42.9%)	43 (34.4%)	27 (26.0%)
<b>Disagree / Strongly Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Strongly Disagree</b>	73 (27.2%)	61 (26.2%)	12 (34.3%)	46 (36.8%)	14 (13.5%)
<b>Not Applicable or Blank</b>	15 (5.6%)	15 (6.4%)	0 (0.0%)	1 (0.8%)	13 (12.5%)
<b>Total</b>	268	233	35	125	104

*Statement 5. Core-CT is available when I need to use it.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	31 (11.6%)	28 (12.0%)	3 (8.6%)	14 (11.2%)	14 (13.5%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	167 (62.3%)	141 (60.5%)	26 (74.3%)	71 (56.8%)	68 (65.4%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
<b>Disagree</b>	47 (17.5%)	43 (18.5%)	4 (11.4%)	26 (20.8%)	16 (15.4%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	21 (7.8%)	19 (8.2%)	2 (5.7%)	13 (10.4%)	5 (4.8%)
<b>Not Applicable or Blank</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	268	233	35	125	104

*Statement 6. Core-CT processing response times are satisfactory.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	10 (3.7%)	9 (3.9%)	1 (2.9%)	3 (2.4%)	6 (5.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	105 (39.2%)	94 (40.3%)	11 (31.4%)	43 (34.4%)	49 (47.1%)
<b>Agree / Disagree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	1 (0.8%)	2 (1.9%)
<b>Disagree</b>	99 (36.9%)	82 (35.2%)	17 (48.6%)	51 (40.8%)	30 (28.8%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	46 (17.2%)	40 (17.2%)	6 (17.1%)	26 (20.8%)	13 (12.5%)
<b>Not Applicable or Blank</b>	5 (1.9%)	5 (2.1%)	0 (0.0%)	1 (0.8%)	4 (3.8%)
<b>Total</b>	268	233	35	125	104

*Statement 7. I am able to complete my tasks on Core-CT without the system freezing up.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	13 (4.9%)	13 (5.6%)	0 (0.0%)	6 (4.8%)	7 (6.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	146 (54.5%)	130 (55.8%)	16 (45.7%)	56 (44.8%)	71 (68.3%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
<b>Disagree</b>	78 (29.1%)	61 (26.2%)	17 (48.6%)	43 (34.4%)	18 (17.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	28 (10.4%)	26 (11.2%)	2 (5.7%)	19 (15.2%)	6 (5.8%)
<b>Not Applicable or Blank</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Total</b>	268	233	35	125	104

*Statement 8. Core-CT has made my job more efficient.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	3 (2.9%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	34 (12.7%)	29 (12.4%)	5 (14.3%)	13 (10.4%)	15 (14.4%)
<b>Agree / Disagree</b>	4 (1.5%)	4 (1.7%)	0 (0.0%)	2 (1.6%)	2 (1.9%)
<b>Disagree</b>	96 (35.8%)	81 (34.8%)	15 (42.9%)	36 (28.8%)	43 (41.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	109 (40.7%)	94 (40.3%)	15 (42.9%)	66 (52.8%)	27 (26.0%)
<b>Not Applicable or Blank</b>	21 (7.8%)	21 (9.0%)	0 (0.0%)	7 (5.6%)	14 (13.5%)
<b>Total</b>	268	233	35	125	104

*Statement 9. Core-CT allows me to do a more effective job.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	6 (2.2%)	6 (2.6%)	0 (0.0%)	2 (1.6%)	4 (3.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	37 (13.8%)	29 (12.4%)	8 (22.9%)	13 (10.4%)	15 (14.4%)
<b>Agree / Disagree</b>	4 (1.5%)	4 (1.7%)	0 (0.0%)	2 (1.6%)	2 (1.9%)
<b>Disagree</b>	102 (38.1%)	85 (36.5%)	17 (48.6%)	39 (31.2%)	44 (42.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	98 (36.6%)	88 (37.8%)	10 (28.6%)	64 (51.2%)	24 (23.1%)
<b>Not Applicable or Blank</b>	21 (7.8%)	21 (9.0%)	0 (0.0%)	5 (4.0%)	15 (14.4%)
<b>Total</b>	268	233	35	125	104

*Statement 10. I have not noticed an increased workload with Core-CT.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	13 (4.9%)	13 (5.6%)	0 (0.0%)	5 (4.0%)	8 (7.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	36 (13.4%)	33 (14.2%)	3 (8.6%)	5 (4.0%)	27 (26.0%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Disagree</b>	71 (26.5%)	58 (24.9%)	13 (37.1%)	28 (22.4%)	28 (26.9%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	130 (48.5%)	111 (47.6%)	19 (54.3%)	80 (64.0%)	30 (28.8%)
<b>Not Applicable or Blank</b>	17 (6.3%)	17 (7.3%)	0 (0.0%)	7 (5.6%)	10 (9.6%)
<b>Total</b>	268	233	35	125	104

*Statement 11. It has been easy for me to translate terminology from the legacy system to the new Core-CT terminology.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	10 (3.7%)	9 (3.9%)	1 (2.9%)	5 (4.0%)	4 (3.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	87 (32.5%)	78 (33.5%)	9 (25.7%)	45 (36.0%)	32 (30.8%)
<b>Agree / Disagree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	2 (1.6%)	1 (1.0%)
<b>Disagree</b>	75 (28.0%)	55 (23.6%)	20 (57.1%)	26 (20.8%)	28 (26.9%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	58 (21.6%)	53 (22.7%)	5 (14.3%)	40 (32.0%)	13 (12.5%)
<b>Not Applicable or Blank</b>	35 (13.1%)	35 (15.0%)	0 (0.0%)	7 (5.6%)	26 (25.0%)
<b>Total</b>	268	233	35	125	104

*Statement 12. The new Core-CT terminology has been easy for me to understand and use.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
Strongly Agree	14 (5.2%)	13 (5.6%)	1 (2.9%)	6 (4.8%)	7 (6.7%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	107 (39.9%)	96 (41.2%)	11 (31.4%)	45 (36.0%)	48 (46.2%)
Agree / Disagree	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	3 (2.9%)
Disagree	80 (29.9%)	62 (26.6%)	18 (51.4%)	33 (26.4%)	29 (27.9%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	51 (19.0%)	46 (19.7%)	5 (14.3%)	36 (28.8%)	9 (8.7%)
Not Applicable or Blank	12 (4.5%)	12 (5.2%)	0 (0.0%)	4 (3.2%)	8 (7.7%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

**Section 2 User Assistance**

*Statement 13. Core-CT Help Desk personnel answer my calls promptly.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
Strongly Agree	9 (3.4%)	9 (3.9%)	0 (0.0%)	4 (3.2%)	5 (4.8%)
Strongly Agree / Agree	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
Agree	89 (33.2%)	76 (32.6%)	13 (37.1%)	44 (35.2%)	30 (28.8%)
Agree / Disagree	5 (1.9%)	4 (1.7%)	1 (2.9%)	2 (1.6%)	1 (1.0%)
Disagree	65 (24.3%)	54 (23.2%)	11 (31.4%)	36 (28.8%)	18 (17.3%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	46 (17.2%)	38 (16.3%)	8 (22.9%)	25 (20.0%)	13 (12.5%)
Not Applicable or Blank	53 (19.8%)	51 (21.9%)	2 (5.7%)	13 (10.4%)	37 (35.6%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

*Statement 14. Core-CT Help Desk personnel return my calls promptly.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
Strongly Agree	11 (4.1%)	11 (4.7%)	0 (0.0%)	5 (4.0%)	6 (5.8%)
Strongly Agree / Agree	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
Agree	76 (28.4%)	63 (27.0%)	13 (37.1%)	36 (28.8%)	25 (24.0%)
Agree / Disagree	3 (1.1%)	2 (0.9%)	1 (2.9%)	2 (1.6%)	0 (0.0%)
Disagree	87 (32.5%)	75 (32.2%)	12 (34.3%)	46 (36.8%)	28 (26.9%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	35 (13.1%)	28 (12.0%)	7 (20.0%)	21 (16.8%)	7 (6.7%)
Not Applicable or Blank	55 (20.5%)	53 (22.7%)	2 (5.7%)	14 (11.2%)	38 (36.5%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

*Statement 15. Core-CT Help Desk personnel can answer/resolve all my functional questions.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
Strongly Agree	5 (1.9%)	5 (2.1%)	0 (0.0%)	3 (2.4%)	2 (1.9%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	47 (17.5%)	42 (18.0%)	5 (14.3%)	18 (14.4%)	23 (22.1%)
Agree / Disagree	4 (1.5%)	4 (1.7%)	0 (0.0%)	3 (2.4%)	1 (1.0%)
Disagree	97 (36.2%)	83 (35.6%)	14 (40.0%)	56 (44.8%)	25 (24.0%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	67 (25.0%)	51 (21.9%)	16 (45.7%)	35 (28.0%)	16 (15.4%)
Not Applicable or Blank	48 (17.9%)	48 (20.6%)	0 (0.0%)	10 (8.0%)	37 (35.6%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

*Statement 16. I have reference guides to help me navigate through my business processes.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	12 (4.5%)	10 (4.3%)	2 (5.7%)	4 (3.2%)	6 (5.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	146 (54.5%)	124 (53.2%)	22 (62.9%)	69 (55.2%)	53 (51.0%)
<b>Agree / Disagree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	1 (0.8%)	2 (1.9%)
<b>Disagree</b>	56 (20.9%)	47 (20.2%)	9 (25.7%)	27 (21.6%)	20 (19.2%)
<b>Disagree / Strongly Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Strongly Disagree</b>	19 (7.1%)	18 (7.7%)	1 (2.9%)	14 (11.2%)	4 (3.8%)
<b>Not Applicable or Blank</b>	31 (11.6%)	30 (12.9%)	1 (2.9%)	9 (7.2%)	19 (18.3%)
<b>Total</b>	268	233	35	125	104

*Statement 17. It is easy for me to understand and apply the information in the reference guides.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	7 (2.6%)	7 (3.0%)	0 (0.0%)	4 (3.2%)	3 (2.9%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	78 (29.1%)	68 (29.2%)	10 (28.6%)	34 (27.2%)	34 (32.7%)
<b>Agree / Disagree</b>	6 (2.2%)	5 (2.1%)	1 (2.9%)	1 (0.8%)	4 (3.8%)
<b>Disagree</b>	104 (38.8%)	85 (36.5%)	19 (54.3%)	49 (39.2%)	34 (32.7%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	33 (12.3%)	28 (12.0%)	5 (14.3%)	26 (20.8%)	2 (1.9%)
<b>Not Applicable or Blank</b>	40 (14.9%)	40 (17.2%)	0 (0.0%)	11 (8.8%)	27 (26.0%)
<b>Total</b>	268	233	35	125	104

*Statement 18. Flow charts of Core-CT business processes are available to help me understand the new processing of transactions.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	5 (1.9%)	5 (2.1%)	0 (0.0%)	4 (3.2%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	129 (48.1%)	100 (42.9%)	29 (82.9%)	61 (48.8%)	39 (37.5%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	0 (0.0%)	2 (1.9%)
<b>Disagree</b>	52 (19.4%)	46 (19.7%)	6 (17.1%)	23 (18.4%)	22 (21.2%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	21 (7.8%)	21 (9.0%)	0 (0.0%)	19 (15.2%)	2 (1.9%)
<b>Not Applicable or Blank</b>	59 (22.0%)	59 (25.3%)	0 (0.0%)	18 (14.4%)	38 (36.5%)
<b>Total</b>	268	233	35	125	104

*Statement 19. Flow charts of Core-CT business processes are easy for me to understand and use.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	7 (2.6%)	6 (2.6%)	1 (2.9%)	5 (4.0%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	68 (25.4%)	57 (24.5%)	11 (31.4%)	33 (26.4%)	24 (23.1%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Disagree</b>	94 (35.1%)	73 (31.3%)	21 (60.0%)	44 (35.2%)	28 (26.9%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	30 (11.2%)	28 (12.0%)	2 (5.7%)	25 (20.0%)	3 (2.9%)
<b>Not Applicable or Blank</b>	68 (25.4%)	68 (29.2%)	0 (0.0%)	18 (14.4%)	47 (45.2%)
<b>Total</b>	268	233	35	125	104

*Statement 20. If I am unsure of a process, I seek assistance from the Help Desk before checking with other staff or colleagues.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	24 (9.0%)	22 (9.4%)	2 (5.7%)	17 (13.6%)	5 (4.8%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Disagree</b>	128 (47.8%)	113 (48.5%)	15 (42.9%)	63 (50.4%)	47 (45.2%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	85 (31.7%)	68 (29.2%)	17 (48.6%)	40 (32.0%)	27 (26.0%)
<b>Not Applicable or Blank</b>	28 (10.4%)	27 (11.6%)	1 (2.9%)	3 (2.4%)	24 (23.1%)
<b>Total</b>	268	233	35	125	104

*Statement 21. If I am unsure of a process, I seek assistance or answers from other staff or colleagues before calling the Help Desk.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	88 (32.8%)	70 (30.0%)	18 (51.4%)	35 (28.0%)	35 (33.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	136 (50.7%)	121 (51.9%)	15 (42.9%)	71 (56.8%)	47 (45.2%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	15 (5.6%)	15 (6.4%)	0 (0.0%)	12 (9.6%)	3 (2.9%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	2 (1.9%)
<b>Not Applicable or Blank</b>	25 (9.3%)	23 (9.9%)	2 (5.7%)	6 (4.8%)	17 (16.3%)
<b>Total</b>	268	233	35	125	104

**Section 3 User Training / Instruction**

*Statement 22. I have received adequate training on navigating through Core-CT to perform my job satisfactorily.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	14 (5.2%)	14 (6.0%)	0 (0.0%)	7 (5.6%)	7 (6.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	104 (38.8%)	89 (38.2%)	15 (42.9%)	39 (31.2%)	49 (47.1%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Disagree</b>	83 (31.0%)	71 (30.5%)	12 (34.3%)	36 (28.8%)	33 (31.7%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	58 (21.6%)	50 (21.5%)	8 (22.9%)	39 (31.2%)	10 (9.6%)
<b>Not Applicable or Blank</b>	8 (3.0%)	8 (3.4%)	0 (0.0%)	3 (2.4%)	5 (4.8%)
<b>Total</b>	268	233	35	125	104

*Statement 23. I require no additional training to use the system to do my job satisfactorily.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	5 (1.9%)	5 (2.1%)	0 (0.0%)	0 (0.0%)	5 (4.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	65 (24.3%)	60 (25.8%)	5 (14.3%)	22 (17.6%)	38 (36.5%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	115 (42.9%)	98 (42.1%)	17 (48.6%)	57 (45.6%)	38 (36.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	71 (26.5%)	60 (25.8%)	11 (31.4%)	42 (33.6%)	17 (16.3%)
<b>Not Applicable or Blank</b>	12 (4.5%)	10 (4.3%)	2 (5.7%)	4 (3.2%)	6 (5.8%)
<b>Total</b>	268	233	35	125	104

*Statement 24. It has not been necessary for me to request additional training or instruction on accessing the information I need to do my job.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	7 (2.6%)	7 (3.0%)	0 (0.0%)	1 (0.8%)	6 (5.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	71 (26.5%)	68 (29.2%)	3 (8.6%)	28 (22.4%)	40 (38.5%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	122 (45.5%)	102 (43.8%)	20 (57.1%)	59 (47.2%)	40 (38.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	56 (20.9%)	44 (18.9%)	12 (34.3%)	34 (27.2%)	10 (9.6%)
<b>Not Applicable or Blank</b>	12 (4.5%)	12 (5.2%)	0 (0.0%)	3 (2.4%)	8 (7.7%)
<b>Total</b>	268	233	35	125	104

*Statement 25. New business processes are clearly documented and provided to me.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	2 (1.6%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	84 (31.3%)	70 (30.0%)	14 (40.0%)	36 (28.8%)	33 (31.7%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	2 (1.6%)	0 (0.0%)
<b>Disagree</b>	91 (34.0%)	73 (31.3%)	18 (51.4%)	41 (32.8%)	31 (29.8%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	45 (16.8%)	42 (18.0%)	3 (8.6%)	32 (25.6%)	9 (8.7%)
<b>Not Applicable or Blank</b>	43 (16.0%)	43 (18.5%)	0 (0.0%)	12 (9.6%)	30 (28.8%)
<b>Total</b>	268	233	35	125	104

*Statement 26. I attended classes sponsored by Core-CT.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	77 (28.7%)	62 (26.6%)	15 (42.9%)	32 (25.6%)	29 (27.9%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	150 (56.0%)	134 (57.5%)	16 (45.7%)	82 (65.6%)	50 (48.1%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	16 (6.0%)	12 (5.2%)	4 (11.4%)	3 (2.4%)	9 (8.7%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	13 (4.9%)	13 (5.6%)	0 (0.0%)	6 (4.8%)	6 (5.8%)
<b>Not Applicable or Blank</b>	12 (4.5%)	12 (5.2%)	0 (0.0%)	2 (1.6%)	10 (9.6%)
<b>Total</b>	268	233	35	125	104

*Statement 27. I attended classes sponsored by my agency, and taught by agency personnel who had received training from Core-CT [trainers].*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	24 (9.0%)	21 (9.0%)	3 (8.6%)	10 (8.0%)	11 (10.6%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	90 (33.6%)	77 (33.0%)	13 (37.1%)	41 (32.8%)	34 (32.7%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	49 (18.3%)	42 (18.0%)	7 (20.0%)	28 (22.4%)	14 (13.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	28 (10.4%)	24 (10.3%)	4 (11.4%)	16 (12.8%)	7 (6.7%)
<b>Not Applicable or Blank</b>	77 (28.7%)	69 (29.6%)	8 (22.9%)	30 (24.0%)	38 (36.5%)
<b>Total</b>	268	233	35	125	104

**Section 4 Reporting**

*Statement 28. I can view and/or print the reports that I require from Core-CT.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	12 (4.5%)	11 (4.7%)	1 (2.9%)	5 (4.0%)	6 (5.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	92 (34.3%)	82 (35.2%)	10 (28.6%)	45 (36.0%)	36 (34.6%)
<b>Agree / Disagree</b>	4 (1.5%)	3 (1.3%)	1 (2.9%)	1 (0.8%)	2 (1.9%)
<b>Disagree</b>	89 (33.2%)	73 (31.3%)	16 (45.7%)	43 (34.4%)	28 (26.9%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	50 (18.7%)	43 (18.5%)	7 (20.0%)	28 (22.4%)	14 (13.5%)
<b>Not Applicable or Blank</b>	21 (7.8%)	21 (9.0%)	0 (0.0%)	3 (2.4%)	18 (17.3%)
<b>Total</b>	268	233	35	125	104

*Statement 29. I am able to rely on Core-CT for all my reporting needs.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	1 (0.8%)	2 (1.9%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	38 (14.2%)	36 (15.5%)	2 (5.7%)	16 (12.8%)	20 (19.2%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	2 (1.6%)	0 (0.0%)
<b>Disagree</b>	99 (36.9%)	85 (36.5%)	14 (40.0%)	50 (40.0%)	34 (32.7%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	95 (35.4%)	76 (32.6%)	19 (54.3%)	51 (40.8%)	22 (21.2%)
<b>Not Applicable or Blank</b>	31 (11.6%)	31 (13.3%)	0 (0.0%)	5 (4.0%)	26 (25.0%)
<b>Total</b>	268	233	35	125	104

*Statement 30. Running reports from Core-CT is easy.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	6 (2.2%)	6 (2.6%)	0 (0.0%)	5 (4.0%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	54 (20.1%)	50 (21.5%)	4 (11.4%)	25 (20.0%)	24 (23.1%)
<b>Agree / Disagree</b>	4 (1.5%)	3 (1.3%)	1 (2.9%)	1 (0.8%)	2 (1.9%)
<b>Disagree</b>	83 (31.0%)	70 (30.0%)	13 (37.1%)	42 (33.6%)	27 (26.0%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	88 (32.8%)	71 (30.5%)	17 (48.6%)	47 (37.6%)	22 (21.2%)
<b>Not Applicable or Blank</b>	33 (12.3%)	33 (14.2%)	0 (0.0%)	5 (4.0%)	28 (26.9%)
<b>Total</b>	268	233	35	125	104

*Statement 31. I am fully aware of the Core-CT reporting capabilities.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	8 (3.0%)	7 (3.0%)	1 (2.9%)	5 (4.0%)	2 (1.9%)
<b>Strongly Agree / Agree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Agree</b>	67 (25.0%)	58 (24.9%)	9 (25.7%)	31 (24.8%)	26 (25.0%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Disagree</b>	101 (37.7%)	90 (38.6%)	11 (31.4%)	50 (40.0%)	38 (36.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	65 (24.3%)	51 (21.9%)	14 (40.0%)	33 (26.4%)	17 (16.3%)
<b>Not Applicable or Blank</b>	25 (9.3%)	25 (10.7%)	0 (0.0%)	5 (4.0%)	20 (19.2%)
<b>Total</b>	268	233	35	125	104

*Statement 32. My reporting needs were included in the Core-CT report development effort.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	6 (2.2%)	6 (2.6%)	0 (0.0%)	5 (4.0%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	48 (17.9%)	37 (15.9%)	11 (31.4%)	23 (18.4%)	14 (13.5%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Disagree</b>	83 (31.0%)	76 (32.6%)	7 (20.0%)	41 (32.8%)	32 (30.8%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	63 (23.5%)	51 (21.9%)	12 (34.3%)	34 (27.2%)	16 (15.4%)
<b>Not Applicable or Blank</b>	67 (25.0%)	62 (26.6%)	5 (14.3%)	22 (17.6%)	40 (38.5%)
<b>Total</b>	268	233	35	125	104

*Statement 33. My reporting needs have been met.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	3 (1.1%)	3 (1.3%)	0 (0.0%)	2 (1.6%)	1 (1.0%)
<b>Strongly Agree / Agree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Agree</b>	36 (13.4%)	31 (13.3%)	5 (14.3%)	15 (12.0%)	16 (15.4%)
<b>Agree / Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Disagree</b>	98 (36.6%)	83 (35.6%)	15 (42.9%)	42 (33.6%)	38 (36.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	87 (32.5%)	73 (31.3%)	14 (40.0%)	51 (40.8%)	21 (20.2%)
<b>Not Applicable or Blank</b>	42 (15.7%)	41 (17.6%)	1 (2.9%)	13 (10.4%)	28 (26.9%)
<b>Total</b>	268	233	35	125	104

*Statement 34. I reconcile Core-CT reports to related backup.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	13 (4.9%)	13 (5.6%)	0 (0.0%)	8 (6.4%)	5 (4.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	74 (27.6%)	61 (26.2%)	13 (37.1%)	34 (27.2%)	26 (25.0%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	0 (0.0%)	2 (1.9%)
<b>Disagree</b>	53 (19.8%)	42 (18.0%)	11 (31.4%)	23 (18.4%)	17 (16.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	49 (18.3%)	40 (17.2%)	9 (25.7%)	27 (21.6%)	12 (11.5%)
<b>Not Applicable or Blank</b>	77 (28.7%)	75 (32.2%)	2 (5.7%)	33 (26.4%)	42 (40.4%)
<b>Total</b>	268	233	35	125	104

**Section 5 Processes / Reconciliation**

*Statement 35. I am familiar with the Core-CT chart of accounts, as it relates to my business processes.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	27 (10.1%)	23 (9.9%)	4 (11.4%)	15 (12.0%)	8 (7.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	132 (49.3%)	107 (45.9%)	25 (71.4%)	57 (45.6%)	47 (45.2%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	0 (0.0%)	2 (1.9%)
<b>Disagree</b>	33 (12.3%)	29 (12.4%)	4 (11.4%)	17 (13.6%)	12 (11.5%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	10 (3.7%)	9 (3.9%)	1 (2.9%)	8 (6.4%)	0 (0.0%)
<b>Not Applicable or Blank</b>	64 (23.9%)	63 (27.0%)	1 (2.9%)	28 (22.4%)	35 (33.7%)
<b>Total</b>	268	233	35	125	104

## Auditors of Public Accounts

Statement 36. I find it relatively easy to determine what Core-CT account code(s) to use for my business processes.

	Combined	U	M	20+	-20
Strongly Agree	23 (8.6%)	21 (9.0%)	2 (5.7%)	14 (11.2%)	7 (6.7%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	106 (39.6%)	90 (38.6%)	16 (45.7%)	41 (32.8%)	47 (45.2%)
Agree / Disagree	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
Disagree	58 (21.6%)	44 (18.9%)	14 (40.0%)	29 (23.2%)	14 (13.5%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	21 (7.8%)	20 (8.6%)	1 (2.9%)	16 (12.8%)	3 (2.9%)
Not Applicable or Blank	59 (22.0%)	57 (24.5%)	2 (5.7%)	25 (20.0%)	32 (30.8%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

Statement 37. All significant transactions and/or events are appropriately reflected in Core-CT.

	Combined	U	M	20+	-20
Strongly Agree	8 (3.0%)	7 (3.0%)	1 (2.9%)	3 (2.4%)	4 (3.8%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	95 (35.4%)	79 (33.9%)	16 (45.7%)	36 (28.8%)	41 (39.4%)
Agree / Disagree	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
Disagree	73 (27.2%)	59 (25.3%)	14 (40.0%)	35 (28.0%)	23 (22.1%)
Disagree / Strongly Disagree	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
Strongly Disagree	39 (14.6%)	35 (15.0%)	4 (11.4%)	29 (23.2%)	5 (4.8%)
Not Applicable or Blank	50 (18.7%)	50 (21.5%)	0 (0.0%)	21 (16.8%)	29 (27.9%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

Statement 38. Successful completion of my business process(es) depends on appropriate and accurate prior input by another user.

	Combined	U	M	20+	-20
Strongly Agree	47 (17.5%)	41 (17.6%)	6 (17.1%)	22 (17.6%)	19 (18.3%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	127 (47.4%)	102 (43.8%)	25 (71.4%)	55 (44.0%)	45 (43.3%)
Agree / Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Disagree	37 (13.8%)	35 (15.0%)	2 (5.7%)	21 (16.8%)	13 (12.5%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	6 (2.2%)	6 (2.6%)	0 (0.0%)	5 (4.0%)	1 (1.0%)
Not Applicable or Blank	51 (19.0%)	49 (21.0%)	2 (5.7%)	22 (17.6%)	26 (25.0%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

Statement 39. It is easy to determine if the necessary prior input is appropriate and accurate.

	Combined	U	M	20+	-20
Strongly Agree	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	3 (2.9%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	92 (34.3%)	81 (34.8%)	11 (31.4%)	38 (30.4%)	41 (39.4%)
Agree / Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Disagree	91 (34.0%)	72 (30.9%)	19 (54.3%)	40 (32.0%)	30 (28.8%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	30 (11.2%)	26 (11.2%)	4 (11.4%)	22 (17.6%)	4 (3.8%)
Not Applicable or Blank	51 (19.0%)	50 (21.5%)	1 (2.9%)	24 (19.2%)	26 (25.0%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

*Statement 40. I reconcile my Core-CT system to related source information on a timely basis.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	9 (3.4%)	9 (3.9%)	0 (0.0%)	2 (1.6%)	7 (6.7%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	83 (31.0%)	67 (28.8%)	16 (45.7%)	31 (24.8%)	34 (32.7%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	60 (22.4%)	49 (21.0%)	11 (31.4%)	30 (24.0%)	18 (17.3%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	32 (11.9%)	26 (11.2%)	6 (17.1%)	22 (17.6%)	4 (3.8%)
<b>Not Applicable or Blank</b>	84 (31.3%)	82 (35.2%)	2 (5.7%)	40 (32.0%)	41 (39.4%)
<b>Total</b>	268	233	35	125	104

**Section 6 User Security**

*Statement 41. I change my Core-CT password at least every 60 days.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	77 (28.7%)	71 (30.5%)	6 (17.1%)	32 (25.6%)	39 (37.5%)
<b>Strongly Agree / Agree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Agree</b>	171 (63.8%)	144 (61.8%)	27 (77.1%)	84 (67.2%)	56 (53.8%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	12 (4.5%)	12 (5.2%)	0 (0.0%)	4 (3.2%)	8 (7.7%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
<b>Not Applicable or Blank</b>	6 (2.2%)	4 (1.7%)	2 (5.7%)	3 (2.4%)	1 (1.0%)
<b>Total</b>	268	233	35	125	104

*Statement 42. Clear security protocols have been issued.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	42 (15.7%)	41 (17.6%)	1 (2.9%)	20 (16.0%)	21 (20.2%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	159 (59.3%)	126 (54.1%)	33 (94.3%)	68 (54.4%)	55 (52.9%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	32 (11.9%)	31 (13.3%)	1 (2.9%)	20 (16.0%)	11 (10.6%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	8 (3.0%)	8 (3.4%)	0 (0.0%)	5 (4.0%)	2 (1.9%)
<b>Not Applicable or Blank</b>	27 (10.1%)	27 (11.6%)	0 (0.0%)	12 (9.6%)	15 (14.4%)
<b>Total</b>	268	233	35	125	104

*Statement 43. The security protocols are easy to understand.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	33 (12.3%)	32 (13.7%)	1 (2.9%)	17 (13.6%)	15 (14.4%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	141 (52.6%)	114 (48.9%)	27 (77.1%)	57 (45.6%)	55 (52.9%)
<b>Agree / Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Disagree</b>	43 (16.0%)	37 (15.9%)	6 (17.1%)	26 (20.8%)	11 (10.6%)
<b>Disagree / Strongly Disagree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Strongly Disagree</b>	13 (4.9%)	12 (5.2%)	1 (2.9%)	8 (6.4%)	3 (2.9%)
<b>Not Applicable or Blank</b>	38 (14.2%)	38 (16.3%)	0 (0.0%)	17 (13.6%)	20 (19.2%)
<b>Total</b>	268	233	35	125	104

## Auditors of Public Accounts

Statement 44. I have been given access only to the areas that are needed for me to satisfactorily do my job.

	Combined	U	M	20+	-20
Strongly Agree	51 (19.0%)	47 (20.2%)	4 (11.4%)	18 (14.4%)	29 (27.9%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	168 (62.7%)	139 (59.7%)	29 (82.9%)	73 (58.4%)	63 (60.6%)
Agree / Disagree	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
Disagree	27 (10.1%)	25 (10.7%)	2 (5.7%)	18 (14.4%)	6 (5.8%)
Disagree / Strongly Disagree	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
Strongly Disagree	15 (5.6%)	15 (6.4%)	0 (0.0%)	13 (10.4%)	2 (1.9%)
Not Applicable or Blank	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	3 (2.9%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

Statement 45. When I have access needs outside my usual Core-CT functions, I can get prompt assistance from my supervisor or from Core-CT administration.

	Combined	U	M	20+	-20
Strongly Agree	32 (11.9%)	29 (12.4%)	3 (8.6%)	15 (12.0%)	14 (13.5%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	118 (44.0%)	91 (39.1%)	27 (77.1%)	53 (42.4%)	36 (34.6%)
Agree / Disagree	1 (0.4%)	1 (0.4%)	0 (0.0%)	1 (0.8%)	0 (0.0%)
Disagree	41 (15.3%)	39 (16.7%)	2 (5.7%)	24 (19.2%)	15 (14.4%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	24 (9.0%)	23 (9.9%)	1 (2.9%)	14 (11.2%)	8 (7.7%)
Not Applicable or Blank	52 (19.4%)	50 (21.5%)	2 (5.7%)	18 (14.4%)	31 (29.8%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

## Section 7 User Confidence

Statement 46. I do not feel a need to use or rely on separate, non-Core-CT spreadsheets or documents to ensure accuracy.

	Combined	U	M	20+	-20
Strongly Agree	6 (2.2%)	6 (2.6%)	0 (0.0%)	1 (0.8%)	5 (4.8%)
Strongly Agree / Agree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Agree	34 (12.7%)	30 (12.9%)	4 (11.4%)	13 (10.4%)	16 (15.4%)
Agree / Disagree	2 (0.7%)	2 (0.9%)	0 (0.0%)	2 (1.6%)	0 (0.0%)
Disagree	111 (41.4%)	94 (40.3%)	17 (48.6%)	50 (40.0%)	43 (41.3%)
Disagree / Strongly Disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Disagree	96 (35.8%)	83 (35.6%)	13 (37.1%)	56 (44.8%)	25 (24.0%)
Not Applicable or Blank	19 (7.1%)	18 (7.7%)	1 (2.9%)	3 (2.4%)	15 (14.4%)
<b>Total</b>	<b>268</b>	<b>233</b>	<b>35</b>	<b>125</b>	<b>104</b>

*Statement 47. I feel confident that information in Core-CT can be retrieved quickly and easily; therefore, I do not need to rely on separate, non-Core-CT documents, spreadsheets, or files for quick access to information.*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>Strongly Agree</b>	6 (2.2%)	6 (2.6%)	0 (0.0%)	1 (0.8%)	5 (4.8%)
<b>Strongly Agree / Agree</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Agree</b>	43 (16.0%)	38 (16.3%)	5 (14.3%)	19 (15.2%)	18 (17.3%)
<b>Agree / Disagree</b>	2 (0.7%)	2 (0.9%)	0 (0.0%)	1 (0.8%)	1 (1.0%)
<b>Disagree</b>	103 (38.4%)	87 (37.3%)	16 (45.7%)	46 (36.8%)	40 (38.5%)
<b>Disagree / Strongly Disagree</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>Strongly Disagree</b>	98 (36.6%)	85 (36.5%)	13 (37.1%)	55 (44.0%)	28 (26.9%)
<b>Not Applicable or Blank</b>	15 (5.6%)	14 (6.0%)	1 (2.9%)	3 (2.4%)	11 (10.6%)
<b>Total</b>	268	233	35	125	104

### **Section 8 Core-CT Rating**

*Statement 48. Today, I would give Core-CT a grade of:*

	<b>Combined</b>	<b>U</b>	<b>M</b>	<b>20+</b>	<b>-20</b>
<b>A</b>	7 (2.6%)	7 (3.0%)	0 (0.0%)	1 (0.8%)	6 (5.8%)
<b>A-</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>B+</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>B</b>	50 (18.7%)	46 (19.7%)	5 (13.9%)	16 (12.8%)	29 (27.9%)
<b>B-</b>	4 (1.5%)	3 (1.3%)	1 (2.8%)	1 (0.8%)	2 (1.9%)
<b>C+</b>	5 (1.9%)	5 (2.1%)	0 (0.0%)	2 (1.6%)	3 (2.9%)
<b>C</b>	83 (31.0%)	69 (29.6%)	13 (36.1%)	36 (28.8%)	32 (30.8%)
<b>C-</b>	4 (1.5%)	1 (0.4%)	3 (8.3%)	1 (0.8%)	0 (0.0%)
<b>D+</b>	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>D</b>	76 (28.4%)	65 (27.9%)	12 (33.3%)	41 (32.8%)	22 (21.2%)
<b>D-</b>	2 (0.7%)	1 (0.4%)	1 (2.8%)	1 (0.8%)	0 (0.0%)
<b>F</b>	32 (11.9%)	31 (13.3%)	1 (2.8%)	25 (20.0%)	6 (5.8%)
<b>F-</b>	1 (0.4%)	1 (0.4%)	0 (0.0%)	0 (0.0%)	1 (1.0%)
<b>NA or Blank</b>	4 (1.5%)	4 (1.7%)	0 (0.0%)	1 (0.8%)	3 (2.9%)
<b>Total</b>	268	233	36*	125	104

\* One manager commented: “It would be a “D” in the business office [Financials] and a “B” in the personnel office [HRMS].”