

**102. Please explain why you think the state should not delay the Wave 3 implementation of the Edison Financial component?**

**Wave 1**

1. Getting into the system and using it is the best way to learn it and to work out bugs in the system. If it's ready to go, wave 3 should begin.
2. Initial implementation has proven difficult. But if we are to have everyone on the same system - they must come on board. There should be MUCH improvement in the training classes and updates to the manuals should be kept current w/ Edison processing changes per OCR.
3. I believe that it has already been delayed long enough, and I also think that it makes things harder on the folks in F & A.
4. Having electronic records of transactions make sense if the technology functions properly.
5. We have accomplished the process of learning Edison's new payroll system. I feel the employees are now adapted and more comfortable with Edison and would be able to complete the process, maybe with some help for a few people.
6. The more you use a program, the more you get used to it and I've been able to discover short cuts just by training. It has been a lot better way of doing business.
7. The problems which currently exist most likely will not be soon resolved. If we have learned to live with the, the remaining agencies should be able to also.
8. Too expensive to delay. Using the old systems into the next fiscal year will create exponentially more work overall for the state.
9. You have invested so much into the system.
10. Cost as well as the 1000's of additional manhours needed to maintain 2 different systems. The likelihood that differnet system increase the change for errors as well as the potential for fraud or abuse. A beeter system comes with experience which comes from more use. Only an idiot would think that delaying a 4 year project in the last 3 weeks would be a good thing, escpecially if 2/3 of the rest of the state is all ready using it. It will also have a negative effect on vendors becuase they would have to understand 2 different systems.
11. I beleive if this process is delay for other agency it will cause a breakdown in communication with other agency. Ex. Tenant request workorder if other agency was Trained they would not have a clue Ex. Chartfield when old system had Allocment code instead. I truly be leive it should continue.

12. Just get this system up and running! Assign a key person to enter information into the system, so that jobs that are not related to Edison can continue without delay. I'm a therapist, not an accountant.
13. Why should those agencies be special? Either trash Edison like 4 other states have done and go back to STARS until we get a better system or move forward so we can all suffer together. Edison is not going to get better. So more testing won't do any good. The interface causes a lot of problems for STARS. There have been batches in STARS to disappear with no record of where it's gone. The only thing we can assume is it is the interface.
14. i have no reason for this - i really don't know
15. We are still having to complete tasks in STARS and Edison. If everyone was totally on one system, work efforts would hopefully be more productive, effective, and efficient that is if Edison would work properly and complete processes properly and not make my staff have to reconcile more than one module and system over and over causing possible duplications of payments and incorrect posting of payments.
16. The state has the system now - TOO late to give it back.
17. new system needed now
18. Might as well deal with it and see what happens rather than guessing.
19. The program seems to be working well.
20. No comment
21. There is going to be problems regardless when they go live. It will help the agencies already live to get there work done in a more timely manner instead of having to do your work in stars then turn around and do the same thing in edison. A lot of the issues have been worked out so I thin its time everyone go live and give wave one and 2 agencies a break.
22. All agencies should be under one system.
23. you really should have given me a "don't know" option on these. again, i only submit personal travel claims and that should be a separate survey as i'm sure my responses will skew the survey since i can't always say "don't know" or "don't use".
24. I believe you should have had another answer as I am not prevy to what the new Wave 3 implementation will consist of. We have not been told about any future updates.
25. don't know
26. Maybe one of these agencies will be able to provide insight into one of the problem areas so that it will move along more easily.

27. don't know
28. Additional problems may be identified with wave 3; modification can then be made to the system to correct all issues
29. Don't know what it is.
30. Not sure
31. get the kinks out
32. There is some business between the agencies,so it will be esier when both of them use edison.
33. ALL EFFORTS WOULD BE DEVOTED TO EDISON STATEWIDE. TWO SYSTEMS WOULD NOT HAVE TO BE MAINTAINED AND COMBINED.
34. no opinion
35. If Edison is working, everyone should be trained. Then when changes are made, everyone can be retrained.
36. All systems should be go.
37. Delay should only be used to do the needed updates and not to because we are worried the system has some problems. The sooner wave 3 implimentation is carried out, we can then work toward resolving any problems and issues associated with it. Altimately the money spent thus far will not be for nothing.
38. delaying would negate the benefit of having all state information on a single system
39. Overall the system works. The only thing that is needed is good trainers, and the availability of knowledgeable presonnel to assist the "third wave" agencies over the learning hump.
40. your halfway in the river need to sink or swim
41. How much more messed up can it get?
42. We are already into this and the last wave should be smoother...assuming we have learned from earlier mistakes.
43. We all will be using this system eventually; the training pieces need to be updated. The Edison manual does not contain all of the information necessary to process transactions accurately.
44. Edison is ready and there is no need to delay the inevitable. The system should work smoother once all agencies have implemented.

45. It should be uniform across the entire state
46. why have different methods of payments?
47. Most things on the computer, once you learn them saves time if your good at it.
48. everybody needs to be on the same system
49. wave 1 and 2 seem to be working
50. Complete what was started.
51. The scheduled implementation is July 1, which is the beginning of the new fiscal year; therefore, the whole fiscal year would be on Edison.
52. Continue to get everything started and do not delay.
53. Because it's working fine...
54. I believe Wave 3 implementation will not result in significant new issues. I think Waves 1 and 2 have brought to light many issues that have been addressed (either as fixed or with a manageable work around). I don't think postponing will result in any quicker "fix" of outstanding issues with the Human Resource Module. There will be a continued burden of having to merge and/or query information from dual systems to support State functions and reporting requirements.
55. Continuing to process in two different systems just makes things more difficult especially from the cash management perspective.
56. payments
57. na
58. make sure everyone is trained properly
59. I think it should not be delayed, mistakes are going to be made, they can be fixed. I was scared at first but I read my manuals and felt comfort I would not want to go back the old way much friendly user.
60. why would it be delayed?
61. nothing
62. Demand would increase for some of the batch reports that facilitate budgetary monitoring on the transaction level.
63. I am not yet that negatively affected by the Edison financial component

64. Bring the others on and find out what their problems will be. Delaying would probably benefit those taxpayers needing public assistance for income, food, etc. Not sure about this one.
65. no comment
66. They keep moving forward
67. Edison works, but only if you use it. Putting it off will only slow down the learning process. Wave 3 Agencies need go live so that they can be consistent with ALL of the State Agencies. All working on the same programs.
68. ?
69. I don't think delaying the start would change anything.
70. The agencies have had more than enough time to get ready for wave 3.
71. Because I do not care.
72. system works well enough, can build what has already been done, and it's going to happen eventually anyway
73. I don't know
74. MIGHT AS WELL GO AHEAD TO GET IT OVER WITH. WHY DELAY THE INEVITABLE.
75. We are committed to Edison. We are dependant on information from other agencies that would be delayed getting put in system.
76. There are bugs but I don't think it should delay the implementation.
77. It will be easier if they are on Edison also right now if you have to do a journal between an agency that is on edison and one that isn't it makes more work on the person entering the journal because you have to do it both in stars and in edison.
78. I don't think they will ever be ready. You have to work in the system and learn from you mistakes. Training does not cover a fraction of what you need to know.
79. If it makes the job of paying or receiving monies on invoices or accounts then they should implement Wave 3.
80. Edison does take more time, than the previous system, but the benefits seem to outweigh the inconvenience of our time. The overall Edison system seems to offer management much more control and oversight. Through Edison we seem to get paid much faster, than through the previous system.

81. everyone needs to be on the same page following the same procedures as soon as possible...makes operations more efficient and consistent.
82. We need to see how the system is going to handle full implementation.
83. Lets get the system implemented and find the problems.
84. Wave 3 starts on July 1, that means agencies will have one full year of accounting in Edison by June 2010. If wave 3 is delayed, then the agencies will have a portion of their accounting in STARS and a portion in Edison. From my experience, that makes it very difficult to do financial reporting and budget projections.
85. I am not sure who the Wave 3 agencies are? I would not delay unless the issues the Wave 1 and 2 agencies currently have are not correctable within a reasonable time frame.
86. It's not going to get any better to wait.
87. It is harder to process transactions with them if they are not in Edison, but I do think Edison will be much slower.
88. Not Sure
89. ?
90. Dive in, find the mistakes and get 'em fixed.
91. Many problems have been worked out and the entire state should be on the same system
92. the state has invested to much money inthis program, its got to work. And all the bugs will have to ironed out, if that makes any since.
93. We have committed to the new system and everyone needs to get on board and get acclimated.
94. Let's get this over with
95. No Opinion...don't use any of it
96. I think that a new system will be met with resistance to change and it will always take a while to work out the kinks.
97. we are moving forward and we should continue .
98. In talking with other agencies, you find that Wave 1 was somewhat painful but smoothed out as time went and it appears that Wave 2 agencies experience much better and less painful than Wave 1. I feel the lessons learned from the previous go-lives will enable Wave 3 to run better or the same as Wave 2.

99. I am not the person that should be answering the questions. I am not involved in the entire financial aspect of the program and I am not one of the individuals that they have had the pay check messed up or my insurance cancelled; those are the individuals edison needs input from.
100. WAVE 1&2 HAVE NOT BEEN FIXED.
101. The state agencies all need to be on the same system; I don't believe we can or should return to the former outdated, difficult to use, system.
102. its too late for wave 1 & 2 and delaying wave 3 will create more errors with dual entries in the old system
103. Waste of taxpayers money.
104. Had to answer something, not sure what is in wave 3
105. Human Error and a learning curve appear to be the major issues for Wave 1 and 2 now that the origina implementation has occurred. Wave 3 should implement easier than the others, many of the glitches have already been worked out. I really believe some very unfair publicity has been shared against Edison, every new system will have it's glitches and it's troubles. What TN stae workers need to do first and fore most is LEARN EDISON rather than trying to MAKE EDISON THE OLD 3270/HOD SYSTEM.
106. I don't know of any reasons to delay the implementation
107. What would be the point?
108. most of the bugs have been worked out the Wave 3 for other agencies will require specific agency modification to present processes.
109. I have no data to make that suggestion, but I had to select a "yes" or "no" answer.
110. don't know
111. It is inevitable.
112. no opinion
113. NA
114. everything is working okl
115. I really don't know but this survey did not give me an option to say I don't know.
116. Need to go ahead and let the departments involved in the Wave 3 implementation get their feet wet. It's now or never.

117. important to complete the project that they have started. Using onyl one system is important.
118. I don't know was not one of the choices.
119. It appears that by the number of training classes that are canceled for no enrollment, the wave 3 agencies are trained and ready to go. Why wait?
120. I think most of the people I associate with are feeling comfortable enough with the system now that they can handle it better
121. Stupid question....It will cost more money to delay, cause confusion and allow a few to control the outcome of thousands. The issues have been with users not being allowed training, poor leadership from the agency's management and interference by outside groups for personal gain.
122. What good would it do to delay it no changes will be made
123. Each Wave helps overall
124. blah blah blah
125. If we have to suffer through this why shouldn't other Departments. Maybe it needs to get a lot worse to get some action.
126. no opinion
127. If this is the path that has been chosen, then get everyone on the same system
128. I really could not answer yes because I don't work with Edison enough so I answered no. I don't like my pay checks being a different amount and receiving longevity funds when they are not due and not being allowed to pay them back as I choose. I don't know anything about the "Waves" so you are really asking the wrong person.
129. Because we should keep moving forward . That way the problems can be identified and corrected for everyone.
130. The pain will not subside simply by postponing the wave implementation
131. N/A
132. Not sure.
133. It could be helpful to have all State agencies using the same computer system to have good exchange of information, especially regarding accounting.
134. Might as well get everyone on the same page.
135. No need

136. ?????????
137. Because of the time and money already invested in this project.
138. it is coming so why delay
139. Everybody should be using the same system.
140. It is already set for July 2009
141. I have no Ideal what Wave 3 Is about.
142. The system will have troubles that can be worked through
143. no comment
144. Currently, the state is using several different systems to record transactions. It will be more efficient for audit purposes to get everything on the same system.
145. n/a
146. The state has invested to much in the system to turn back now. More thought and planning should have been given to developing a more user friendly product in the beginning instead of purchasing an off the shelf product that does not fit the states various operations.
147. Its problems are growing pains. Postponement will not help.
148. Now that I have learned Edison (mostly on my own) I rather like it. It makes issuing contracts and grants much easier than the old CATS system.I feel that the Edison system is reliable and I have not experienced any technical difficulties as I did with the CATS system.I especially like the migration from STARS to Edison in terms of contracts and grants. That was a very nice feature.
149. Wave 3 should not be delayed as problems should have been noted and corrected during the first 2 waves.
150. Just get it over with. We did it and seem to be doing just find now.
151. ?
152. I don't think we can go back, and staying where we are is problematic so we have no choice but to go forward and see if things improve once we all learn the system
153. The more people using it the more chance there is of finding the bugs.
154. IF DELAYED, WE HAVE TO WORK WITH 2 SYSTEMS, STARS AND EDISON WHICH IS VERY VERY TIME CONSUMING AND LEAVES A LOT MORE ROOM FOR MORE ERRORS. WHY THE DELAY? THEY REALLY SHOULD HAVE

BEEN BROUGHT ON WHEN WAVE 2 STARTED. WE HAD TO GET USE TO EDISON. THEY CAN TOO. IT WOULD BE A LOT EASIER FOR WAVE 1 AND WAVE 2 EMPLOYEES TO GET THEM ON WITHOUT DELAY.

155. I have no opinion on the previous question.
156. I am not having an issue with the Financial component, so I have no basis to recommend a delay.
157. The best way to find and fix issues with the Edison system is to operate it under the full State workload.
158. The program is in place. Decisions have been made as to how closely the system follows how the State does business. It is up to the State to modify how we do business to accommodate the Edison program. Each Wave aids the next Wave by identifying and hopefully correcting problems. A delay in one Wave will cost more time down the road. We have the program and we must learn how to use it and learn how to work around those areas that are not smooth.
159. Any new system has glitches--work them out and do not put them off at greater cost and in-efficiency.
160. I answered no. it should not be delayed. I should have been able to skip this comment.
161. Since we are stuck with Edison there is no reason to delay it.
162. at least everyone will be doing the same thing. inter-agency stuff will line up
163. No need to delay.
164. The system will work and now that we have started with various areas of implementation we should complete the process. Just make sure tht everyone is trained prior to implementation.
165. All new systems have problems that must be resolved. Delaying the implementation is not going to stop that from happening. It will only delay it. I believe that a lot of the problems that we are experiencing are due to working in 2 different systems.
166. We are expecting it and preparing for it.
167. Because there was not a "don't know" option for this answer.
168. I am unaware of the effects implenting the financial component will have on my department since I do not work in that office. The only options provided to choose from were yes, and no, although the appropriate answer for me is 'I don't know'.
169. Because Wave 1 and 2 are running and we need to see what impact if any Wave 3 will have.

170. I don't know
171. a lot of money has been spent and further delay will lead to more waste.
172. If Wave 1 and 2 are running, then 3 may as well run also. It doesn't make sense to have some agencies using Edison and the rest not. The state needs to be consistent.
173. Why would you delay implementation when most agencies have gone live on Edison?
174. It's already started. Unless Edison is completely done away with and we start anew then why not just jump in head first. Plus, TOPS, the old system is turning off and that is the crutch everyone is leaning on currently. If you keep TOPS on I would change my answer.
175. GET IT OVER WITH
176. the sooner everyone is on track the sooner the system will be working better
177. We have already spent millions. Not to mention the blood, sweat, and tears that have gone into making this system workable and learnable. We have come too far to turn back. Just Do It!
178. Does not affect me
179. As far as my limited experience goes with Edison (travel claims), I really have no thoughts on whether the implementation should be delayed. This question does not apply to anything I do.
180. no answer
181. Have no explanation
182. How else will you know how many more kinks there are
183. Maybe it will get better with time
184. If we are successfully managing Wave 1 and 2 with some difficulties, the state should be able to transition to wave 3 while the learning curve is decreasing, rather than starting over in the future.
185. Get everyone on board. Edison is going to be the States system there is no reason to hold it up.
186. Misery loves company. Why prolong something that is going to take place anyway. Might as well implement the system than prolong the agony. Employees need to start using the system so that Edison can determine what it needs to do to improve the system.
187. Not sure
188. Wave 3 will eventually start anyway.

189. Will something change? If not why not?
190. any new systems will have problems. delaying wave 3 will only prolong the problems. we should have learned some things from wave 7 and 2 to eliminated new problems.
191. Wave 1 and Wave 2 of the Financials component successfully went live with no major issues
192. The system seems to be functioning as designed as a whole. Individuals are experiencing startup frustration, but to my knowledge there are no critical errors.A delay of startup would incur more cost to the state. Unless there are specific issues that are pointed out that are critical to these wave 3 agencies, they should be ready to go live. Agencies are already using this software. A delay does not seem advisable, but it also does not seem like a great idea to make this decision based on frustrated employees. Individuals who know the functionality of the software should be able to make a decision based on what is best for the state, fiscally and procedurally.
193. It would be easier to identify and work out the kinks of the system if more users are using it daily.
194. Delaying won't do any good. Edison support people have enough work dealing with all the problems of Wave 1 and Wave 2 users. Pushing back Wave 3 will not have a material effect on increasing Wave 3 agency's readiness.
195. B/c there are going to be persistant problems with the system until everyone in the state is familiar with the Edison system
196. I don't even know anything about wave 3 therefore I wouldn't know why they should delay.
197. I don't really have any idea, but there was no option to say I don't know
198. Everyone should be on Edison
199. I think the state should delay any more Edison until what is malfunctioning is corrected!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
200. THE LONGER THE DELAY THE LONGER TO FIND OUT WHAT PROBLEMS LIE AHEAD
201. Each component links to other components of Edison. All users need to participate in order for each component of Edison to work properly and the Edison system to be successful overall.
202. No explanation
203. The majority of issues related to go-live have already been experienced and worked through with wave 1 and wave 2 agencies.

204. It works - problems are with business process not software. Comptroller's office is turning this into a political side show.
205. We are already using the system, let continue but provide the support the users will need to get over the learning curve.
206. If the lessons learned by Waves 1 and 2 are heeded, then Wave 3 will not be as problematic. Problems with not proceeding with Wave 3 implementation are greater than those with proceeding.
207. The only experience I have had is with the travel input function. Travel is paid very quickly.
208. We have been told they will not delay the Wave 3 implementation.
209. The next wave should not be delayed if the implementation is ready to be presented.
210. Stated earlier; your questions are duplicative. The system is working for Waves 1 and 2. I have personally talked to agencies in the earlier waves who say the processes do iron out and get better. The Wave 3 should not be delayed and would be a misuse of state taxpayer dollars.
211. Expenses payment is definitely faster than before
212. It is just postponing the inevitable. Why keep operating two systems going into a new fiscal year?
213. works fine
214. Trying to work in two systems for transactions and reporting is more time consuming than just being in one system.
215. n/a
216. The sooner other agencies implement this system, the quicker everybody can get on the proverbial same page as far as working as one cohesive unit ("a team").
217. It would delay billing
218. I think it would be better to go ahead and face any issues the Wave 3 agencies have now instead of later because each agency is different and may utilize different pieces and there may still be will be issues to resolve.
219. Go ahead with the implementation and work the bugs out as problems arise.
220. I have no idea who is involved in the Wave 3; however, until all persons are in the system, the problems can't be identified or fixed. If there is some major identified problem, I hope it is fixed prior to starting Wave 3.

221. need more info to determine why they should
222. Everyone needs to be on the same system. Just make it work for everyone.
223. Why not go ahead and muddy the water and see what happens.
224. Phase 1 and 2 have been implemented we might as well do phase 3 and move forward
225. They should deal with it just like the first two waves had to
226. I have no opinion
227. The Wave 3 would not have an impact on my use of Edison
228. Wave 1 and 2 have already been implemented. Delaying Wave 3 would only keep all state agencies from using the new systems. There haven't been enough real issues to delay Wave 3.
229. The state is already invested in this project, so it seems that all departments should go through the implementation process. The Wave 3 participants may encounter issues that may not have been previously addressed. Once all departments have been implemented, the state will be able to make a more comprehensive assessment of the project.
230. Only the people that do not use Edison at all would say not to put any of it off.
231. The system is running now. WE cannot go back to what we had. They need better training than what we received. They need to get with the system and start learning like we did.
232. With experience from first two implementations third should not be as great a problem
233. I just answered no because there was no option for I don't know.
234. Why delay implementation and effectively keep employees in fear of the unknown or dread of the inevitable?
235. If the Wave 3 people are giving the opportunity to have conference calls to discuss any questions they have and they help each other with them then I believe they will be able to succeed.
236. this survey is toooooo long... this is a problem...too much garbage involved...Just do it and get it done. I HAVE work to do.
237. The biggest issue is a resistance to something new rather than the system. Most of the misinformation is over. Delaying would just put the training farther in the past.
238. We have 2 waves live. We should all be on the same system even if it has problems. Consistency would be nice.

239. The State needs to be on the same fiscal year basis and we need to move forward with all using the system and work through technical issues and developing reporting in the system.
240. I really don't think a delay at this point would benefit anything. I think enough of the kinks have been worked out to be manageable.
241. don't have time for it at this stage of life
242. To get familiar with it and in practice all at once
243. CONTAIN TO MOVE FORWARD AS YOUR GOING WE WILL FIGURE IT OUT. THERE IS NOTHING WE CAN'T DO IN TN.
244. not involved
245. the sooner everyone logs on the sooner it crashes.
246. need to progress
247. We have to bite the bullet some time.
248. The transition has to be made someday and we should proceed. All modules are currently being used by Wave 1 and Wave 2
249. Edison will be more beneficial when all agencies and departments are using it.
250. na
251. It seems to me that the issues that remain can be corrected and moving forward with Wave 3 could only benefit those employees involved.
252. It doesn't make sense on any level.
253. It is to their advantage to start at the beginning of the fiscal year so that all of their financial transactions would be only in one component.
254. Why delay what going to happen anyway
255. We have a very expensive system..let's move ahead and master the problems
256. Its simply time to move on.
257. I do not have sufficient knowledge of how the system is used throughout the state.
258. You have to force change sometimes in order to make progress
259. Need to get the plan in motion

260. When the next wave of financial comes on-board there us usually a problem with our Attendance & Leave and financial part of Edison. Don't delay the inevitable. There's going to be problems from the start, might as well share the misery.
261. Does it matter
262. more education about the system will only improve it
263. It seems to be working ok
264. I don't know what a Wave 3 agency is so I am not sure how to answer this
265. I think that the agencies currently using Edison are not experiencing great difficulties and other agencies should be able to also use the Edison system for financial transactions.
266. I did in my previous comments. It's needlessly costly in both time and \$\$\$, and proof of concept has already been completed. At some point someone needs to make a decision - is business moving foward? The answer is yes. It's ugly and a lot of people are unhappy, but the State is still functioning and providing services to the citizens. When THAT stops, we have a problem. Edison will not stop that main goal. The State will remain able to offer services to the citizens it serves if we proceed with Wave 3 in July. (Frankly, a couple unhappy legislators who got their insurance yonked does NOT a failed implementation make. I don't care how unhappy they are, they are still alive and being paid. Politics need to be removed from this process, PERIOD, and we need to return to the core focus of what this government does. If Wave 1 and Wave 2 agencies are still meeting that core mission, go live should continue.)
267. no explanation
268. GET IT STARTED SO PROBLEMS CAN START GETTING WORKED OUT
269. not informed sufficiently to answer
270. don't know
271. It would be better for all agencies to be on Edison that way you do not have some looking at STARS reports
272. I would like to see other aspects implemented, such as access to changing my contributions to my 401K, etc. I don't have that now.
273. The financial component is fine.
274. Do not have answer
275. if we are going to use this system we need to go ahead and get started training, unless it is a budget issue.
276. fairness

277. We've paid dearly for this product. Let's plunge on in; the problems can be cleared while the program is in use. Inter-departmental trainings of the relevant pieces would be helpful. Trainers were OK, but in my class of 20, not a single person would have ANY instance of using the application we were sent to learn.
278. Because the first 2 waves have gone pretty smoothly.
279. As said before having to do transactions in both systems is a nightmare
280. One huge negative is the Division of Accounts having to maintain two sets of records- Stars and Edison. Postponing Wave 3 implementation will divert time and energies of those personnel from improving on the opportunities of Edison.
281. Get it all out there so employees can see the whole picture and the system
282. Problems are probably inevitable in any implementation of a system this large and complicated. It is probably best just to get the problems out of the way now as opposed to having them linger on further. It is difficult to work between two or more parallel systems for budget control and procurement. It makes sense to me to troubleshoot those problems from within a standard system and by delaying full implementation, we will unfortunately likely delay some of that necessary troubleshooting.
283. If employees are properly trained, the wave 3 implementation should be successful.
284. I don't know.
285. I do not know.
286. Data in STARS and Edison have to be consolidated for financial purposes.
287. unsure
288. I believe we are ready for all agencies to be live and it will also help improve things even more.
289. B/C it would cost more money.
290. We might as well all be in the same boat and work through the problems.
291. We made out ok. They have to get their feet wet sooner or later.
292. The state needs to move forward
293. might as well start and work thru the problems
294. Fiscal year end is June 30. If a delay occurs then additional work will be required for reconciliation. There would also be additional charges by the vendor.

295. This question is difficult to answer without knowing whether F&A utilized test data in generating year-end financial statement reports and analyzing the information for significant discrepancies. If this was done and the results met expectations, I don't think implementation should be delayed. However, if expectations were not met to ensure that the financial statement information was accurate and complete, there would be cause to delay implementation.
296. delaying the implementation is only putting of the inevitable. Does Edison have some problems, yes. Most of which are fixable problems if they would stop letting the staff go so they could be fixed. I don't agree with the fact that a small majority of agencies feel that they have the ability to decide they don't want to make the change. This was a STATE decision to implement the system now all agency should have to work with it whether they like it or not. Delaying the implementation is not going to fix the problems that Edison is having, in order for the full picture of the problems that need to be solved to be seen everyone should be up and running on the system.
297. This is our financial system. The Wave 3 implementation is at the start of the State's fiscal year and it would be cleaner if we could just get everyone on the same page. I am frustrated and concerned that the amount of work we will have to do in F&A is going to be overwhelming and that we are understaffed, but we just need to move forward and resolve the problems as they occur.
298. The state has made the commitment to use Edison--The system is excellent and will be a valuable tool when everyone gets on board. People are reluctant to change but after Edison is fully operational it will be a great asset for the state.
299. Because we should all be on the same system.
300. n/a
301. Most of the kinks should have already been worked out before Edison was even started.
302. The only way the new system is going to work is by hands on learning. On line training and class room training is not going to get the job done. Those of us in wave 1 had all the training and it did not help us. Once we went live and could see how the new system would affect our jobs could we move forward in making the system work for us to complete our jobs.
303. I believe it is too late to delay, the delay should have happened in wave 1. Wave 3 should go ahead and get into Edison and learn like everyone else
304. Make things simple to operate
305. I do not have all the particulars...it seems Wave 1 and 2 are progressing but I do not access all components.
306. no idea

307. Not sure as to what this implementation consists of.
308. We have invested large sums of dollars in this system-it will work, its already working for those in Wave 1 and 2. Lets get everyone on board and quit sending out surveys we know there are problems and we have let people give their opinions, no lets fix what is broken and quit playing with sensationalizing the problems or teasing employees with the possibility that we will abandon Edison. Good Grief!
309. If its ready do it
310. I am not aware of any reason to delay.
311. System is working well- progress should continue.
312. I will not have experience with Wave 3. I hope.

### **Wave 2**

1. Learning process completed at the user level for waves 1 and 2
2. It isn't going to fix the problem by waiting. The problems are there and are going to be there until Edison or the state finds ways to "fix" Edison.
3. Will not make any difference in the performance of the system.
4. Wave 1 and 2 have already been implemented. Why delay Wave 3?
5. I can't think of any reason to delay it.
6. I don't know
7. Wave 2 seems to be working in a timely manner
8. Because more work for wave 1 and 2. Edison should be scrapped altogether.
9. I have no idea.
10. We've already spent enough on this system, we shouldn't delay it and waste Tennesseans time and money anymore. Get it over with and move on with what we are paid to do.
11. Because it will prolong the issues of crossing between old and new system
12. The problems we experience in this transition are not insurmountable. It is my experience, in business and in government, that if one does not stay on track to implement a project, the project is more likely to fail or be abandoned. Tennessee has invested much in the Edison system; the system will ultimately achieve good functionality and will represent a vast improvement over the prior system. In the context,

- it seems best that all agencies should get accustomed to and operate out of the same playbook.
13. It does not really matter whether they wait or now. The issues I have experienced will take too long to fix and will just be blamed on employees not being given enough training anyway.
  14. It would be putting the entire process into one program rather than splitting it up.
  15. With detailed, specific to State of Tennessee Laws and Processes, training, Wave 3 should have a smoother implementation
  16. everyone should experience the same trouble that we have had
  17. Postponing the inevitable
  18. not sure the part i deal with works fine
  19. I have no knowledge of this aspect
  20. Better the service.
  21. People will eventually understand anything, if you give them adequate time to do so.
  22. I honestly have not had experience yet with anything but the travel claim aspect, but others in my division are getting by with the procurement components and if they are doing it, I imagine others can to.
  23. go ahead get it started so people can get familiar with the system now
  24. x
  25. Systems are systems. They all have the same basic function-if you have good input then you will have good output-and any glitches can be worked out.
  26. gotten too far - might as well go all the way if enough IT staff can work on wave 2 modification while pursuing wave 3
  27. it would make it a lot easier if all agencies were on edison
  28. It's come this far - go ahead and implement with the next group.
  29. To test the system to see can it handle all the government agency. That will be the truth test for edison. It got to work are dead.
  30. We have spent too much time and money on the project. Lets move on and fix the problems.
  31. Why should they?

32. All users need to be in same system for ease of use.
33. because delaying something is not always the best answer to the problem. Dealing with it while its fresh is best and getting it done.
34. We might as well get the bugs out of the system now, rather than later. I don't think that our fiscal officers were well trained on how to provide assistance to us.
35. As long as all current components are working as required there is no reason not to proceed with the next phase.
36. I don't know enough to say.
37. If the complete Edison system is going to be used adjustment are going to have to be made whenever it is implementated.
38. get it over with
39. I DO NOT KNOW IF THEY SHOULD DELAY IT OR NOT. DO NOT KNOW ENOUGH INFORMATION ON HOW IT DIFFERS IN ORDER TO GIVE AN OPINION.
40. Training will not improve for wave 3. Some problems have been resolved. Wave 3 may experience additional problems that will benefit all.
41. The sooner every one is on board the teh better things will be. Most people hate change the longer it is put off, complaints will continue and people will want to go back to what they know.
42. No agency I talked to are getting any thing paid in a timely matter any way.
43. Just do it. We have delayed this so many times. Stars is old and need to be laided to rest. Maybe if everyone is on the same system some of the issue will be addressed faster
44. I have no vested interest either way. I don't have enough information to say that delaying or not delaying will make a difference.
45. There's no point in putting off the inevitable.
46. I do not know what that affects. Persons in charge of Edison and know more about what it controls should make this decision. I do not have the facts. All I know is that we are already on it.
47. I really don't know. I haven't done any financials.
48. I don't know
49. Wave 1 and 2 have already been implemented.

50. I am not certain what the Wave 3 implementation is.
51. I don't know what wave 3 is, but paychecks and travel, wave 1 & 2 are ok.
52. All agencies should be on the same system.
53. not sure of all the processes in Wave 3
54. I think if they are going to do it. Don't delay it.
55. I have not personally encountered any problems, so I see no reason to delay.
56. it will not matter. the problems will still be there
57. If wave 3 is going to be implemented, might as well go ahead and do it unless better training is going to be provided.
58. They need to finish what they started.
59. to late, contracts are being dropped from old system
60. It doesn't matter to me, they need to be in as much misery as we are.
61. not applicable
62. Put wave 3 users in the same boat as all the rest of us.
63. Two systems should not continue to be maintained.
64. I don't know that there will be any affects on wave 2 agencies, we will have to see how the added weight of the work load will affect the integrity of the system
65. Keep all agencies on the same sheet of music.
66. DON'T KNOW ENOUGH.
67. Because we should go ahead & implement all the components because we will be using Edison to get used to it.
68. Let's all suffer through it!
69. Get everybody on it so then we can work out problems !!!! If they are not on it, how can they anticipate problems
70. I think it will be great to have the whole state using the same system
71. I said no because I really don't know?
72. it seems fine now

73. Due to the time and money invested in the Edison System. There will be some problems experienced; however, technical assistance and consultation can be provided to staff in order to work through the problems.
74. Because the workshops will help them. The help desk is a great tool, also. Everyone is in a learning mode.
75. I think with proper training everyone will be ready for it.
76. If other 2 waves are using Edison, all should.
77. It is going to happen sooner or later, go ahead and put it in place.
78. If EDISON has not developed improvements with the system between 1 & 2 and these still have not been developed for 3 it doesn't make any sense to wait, as it does not seem the issues will be resolved.
79. i hope by now they know what they are doing
80. Once the system is implemented, it will be less difficult, if those utilizing the system, can perform the task completely from step 1 through to it's completion. Some would retain the process better, if they learn it as a whole lesson as opposed to learning a portion here and there.
81. Why would they? Most other depts are on line with it now. Everyone should be working with the same system.
82. Let everyone be a part of the misery. And then perhaps the powers that be will confer with the primary users and take our input into consideration. Fundamentally, EDISON is workable, however, common sense and practicality is lacking.
83. I know of no fatal flaws.
84. the sooner system in place the better
85. I would have answered "Unknown" if it had been available.
86. To make it fair for all of those involved.
87. The system needs to go forward.
88. ?
89. I have had no experience with Wave 3 and cannot accurately answer questions concerning Wave 3 at this time.
90. finish what you start
91. They might as well suffer with the rest of us.

92. Everything seems to work fine. The only thing I see is operator error.
93. The system appears to be operating with few minor problems.
94. I don't think it is going to get any better with the delay.
95. We can not be fully integrated until all systems are brought online.
96. i dont care if they do or not .. just want to get everything in order so we can do our job
97. Get it done already.
98. We can't order anything like it is...get on with it!
99. I think it would be more beneficial for all agencies to participate for maximum feedback.
100. I would think that it would create more problems than we have now and make it harder to implement when the times comes and it has to be done.
101. don't know
102. Lets learn the whole system at one time..
103. It is already a hands on learning system and further delay can't affect that
104. I think it would be advantageous for the Wave 3 agencies to have all of their Financial data compiled in one system.
105. I know of no issues regarding the Wave 3 implementation. Have not been made aware of any issues.
106. I have no evidence that implementation of Wave 3 would have a negative impact
107. I don't know
108. the first two waves have already been implemented, maybe new users will have fresh input.
109. no opinion
110. Since I do not have that much activity with the financial part, I cannot make a definite decision on this matter.
111. If we weren't completely ready for it and had to basically learn as we went, then they should have to do the same and not get special treatment.
112. The sooner you get it up & going the system should run smoother.
113. Wave 3 will have pains but can get through them.

114. It's not going to have an effect on our functionality either way.
115. Need to give the program a chance and see what happens.
116. I do not have any direct experience to see any reason to delay. My prior experience with computer program implementation in previous employment helps me realize "bugs" have to be worked out.
117. Problems we are experiencing are known. Decisions have evidently been made not to correct them.
118. The processes have been worked for six months. The agencies that have not converted cannot continue to work in the old system with agencies that are working in the new system. Support agency staff cannot function effectively working on two different management systems.
119. I don't use it enough to know either way.
120. we're already in neck deep. We either continue or scrap the whole project.
121. It is too late at this point to correct the mistakes that have been made so delaying the conversion just delays the inevitable. The system works fine if the input is done properly; the real problems are 1) that parallel testing alongside legacy systems was not performed across the entire state, 2) control for certain functions is being hoarded at top levels or is being forced upon a limited number of staff who are unable to complete those functions, and 3) verification of data is virtually impossible because the ability to report and query the data is also being hoarded at top levels so that agencies cannot see what mistakes have been made and need to be corrected.
122. we have started the process, we need to continue.
123. Because I'm not having any problems with it.
124. Because we need to be working with the same program so we really know what is going on and how to solve it
125. don't know
126. It is going to be difficult enough to have information from two systems to combine for reports this year. I don't want this to continue another year.
127. .
128. Everybody needs to get on Edison so all the problems can get worked out.
129. To continue with the systems change
130. N/A

131. would have preferred a "don't know" option since I am not involved in using any other component other than travel claims
132. Why would they.
133. Have no opinion. We are using Edison for travel and leave request only
134. It doesnt matter when they go live they are going to have some of the same problem. Problems that will inhance your knowledge about all aspects of edison.
135. The most difficult time is the beginning, no matter when it is. Just get it behind us.
136. if it is going to happen get it over with
137. Wave 3 will complete all. we need to go forward. if you are going to post pone wave 3 then 1 and 2 should not have gone live. Its all or none.
138. do not know
139. do not know
140. really have no opinion but that was not an option.
141. Staff are becoming more comfortable with the use of the system and fewer mistakes are being made. The progam is more user friendly than the "green screen mainframe" system and easier to navigate. Not to mention the money already spend on this program.
142. I think Edison is a positive improvement over the way we previously conducted day to day operations. This phased implementation in conjunction with the departments not providing adequate training and answers, and their inability to identify and recognize potential issues prior to implementation have intimidated the employees that have to use the system. Just get on with it. I'm sick of all of this duplication of work and recordkeeping.
143. there was no option for "I don't know"
144. Let's all suffer through this together.
145. Don't know
146. Since I was not given a Not appicable I had to choose something.
147. Need to get all departments on-line as soon as possible.
148. It makes some tasks harder with some agencies on-line and some not. Also ACH needs to be in 1 system (not STARS and Edison).

149. The sooner everyone is on the same page, the better- delaying will just encourage negativity and delay acceptance by employees - who will not study and get ready until they have to
150. Might as well get it over with and get everyone on the same system
151. Unless there is a problem with the system, we should proceed.
152. I don't know. I didn't have that option.
153. we need all the help we can get-I would think wave 1-2-3-with each number get better
154. No comment
155. for my part i pretty well understand the ordering process
156. On the last two questions, you should have given an option of "don't know"
157. The sooner Wave 3 is implementation the sooner the State can begin building a "body of knowledge" for Edison. As in anything, there are those that comprehend faster than others. I believe for Edison to be the program that the 'State' wants it to be, competent users are needed.
158. needs to be done all at the same time.
159. I don't know.
160. don't know
161. I see no problems
162. Decline comment.
163. I do not know how Wave 3 will affect my agency and no of no issues that should prevent the state from moving forward.
164. Keep moving forward with faster response to issues identified.
165. I think that July 1 is an excellent time to begin rather than in the middle or end of a Fiscal Year like we did. This has made keeping records of transactions more confusing!
166. If we are going to Wave 3, why should we keep putting it off. I don't like the idea of Wave 3 is like working at a bank and things have to be so accurate or precise. Not much room for errors. But I do understand that it have to be when dealing with money. The past it only affected the agency locally. Easier to correct mistakes.
167. Everyone one in state government needs to experience the headaches of edison. If one has to do it all should. Besides we need to see if the system can handle everyone. It may crash.

168. The system can not be fully operational if it is continually postponed.
169. We already have wave 1 and 2 going and it makes sense to bring everyone on board with the new system before changes are made.
170. unknown
171. Id say all agencies should be on the same system which ever system it may be.
172. If this is the state's system everyone should be using it on their schedule date
173. Edison is a strong tool and all Wave should be implemented to assure accountability
174. If we are going to keep Edison, let's move on and make improvements where needed - no reason to wait!
175. Every agency needs to be in Edison
176. I liked getting reimbursed faster with a travel claim
177. get it over with
178. IF this is going to work DOT needs to be able to do this also. TWRA is much like DOT in buying gravel, equipment - If we have to be on it SO do they.
- 1) It would seem to be beneficial to have the entire state government utilizing a single uniform financial system. 2) Most problems we have run into have been transitional problems. Delaying implementation will only delay transitional problems. These type of problems are going to occur whenever wave three agencies make a change of this magnitude.
179. The quicker everyone is on the same system, the quicker we can get used to the change and avoid running on two tracks.
180. It appears wave 3 users will be just as prepared as others. No reason to delay the inevitable.
181. users need the information to continue to work with the system
182. We need to move forward with the new technology and work out the kinks as we go...
183. WHY
184. Don't know what wave three is
185. With the amount of money spent to date and the old system no longer available it seems the only option we have is to move forward. The overall impact to the state will be decreased job performance for the duties we need to do and more time spent on edison tasks unless we hire more fulltime people.

186. N/A
187. Why would we delay it ?
188. Needs to move forward
189. it was not that difficult to catch on to the new program
190. how much worse can it get? maybe it will get better?
191. Progress
192. It has started and needs to continue.
193. GOOD JOB
194. Go ahead and do it especially if it means we will all be paid twice a month.
195. Things will not improve simply by delaying implementation.
196. Others are already chained to this system. Everyone else will have to come on board or get rid of it.
197. You never know what the bugs will be until you start using the system.
198. Unless we're going to actually get rid of Edison, we need to go ahead and get everybody in and working with it.
199. The train is moving at this point and while there will be problems with going forward they can be anticipated but not necessarily those that may arise from putting on he brakes at this point.
200. Again, not sure what is included in Wave 3.
201. Delay would only postpone problems.
202. I think it will speed up the process
203. If the state has tested the component and found it adequate then there is no reason to delay implementation.
204. It will cost more to delay something that has already been half way done then to keep on the same track then fix the problems later.
205. NO IDEA
206. No
207. Implement wave 3 to more quickly eliminate problems and gliches. Get on with it.

208. No particular reason
209. More users = more feedback and ultimately a better product in the end.
210. To begin correcting problems
211. I have no idea what Wave 3 concerns.
212. It's clear from comments made by commissioners to the media and in email to the state workforce, that the state intends to continue on with implementing Edison, regardless of how severe the problems.....so.....why delay ??? ... go on and get it over with !!! Eventually all things will either run smoothly or implode. Edison was touted as the bright new idea changing the way the state does business...it certainly has! Vendors are complaining daily. The problem isn't so much that people resist "change"...the problem is that the "change" was supposed to expedite the workflow and reduce the workforce.
213. Keep things going as projected, barring that there are not already expected issues with implementation.
214. it's got to come on at some point.....just get it over with
215. We have this much invested in the program now, best to improve on it rather than scrap all of the time and money.
216. Don't know of a reason to delay other than training.
217. Everyone needs to be on the same page and if the state is going to use the system then everyone needs to be on it.
218. Wave 1 and 2 have worked and are easy to use. I have no problems with Edison. It does take longer to use Edison than other systems but that is only because I didn't have to use any system before.
219. No Comment
220. The system is here and is replacing the older system, use it.
221. n/a
222. If we get everyone using the new system, then we don't have to deal with any errors that occur between systems. Once everyone is on board, we can trouble shoot together and you only have one system interacting with itself.
223. Training issues can be resolved when there is a realized need.
224. If we can get through 1 & 2 everyone can get through 3.
225. The present systems seem to work fine.

226. Ready to proceed if adequate testing has been conducted
227. because its already in affect
228. WE ARE ALREADY USING PART OF THE SYSTEM,,,,,TO LATE TO GO BACK
229. Edison has already been ran on time and labor, travel and now accounting, needs to follow through now while the basics are all being implemented.
230. gone this far should finish it and see if the quirks could be worked out
231. Were in pretty deep now and it may make other components mess up.
232. Am clueless, but as I stated in a prior opinion, the thing has already started - if you stop now, it wouldn't help anything.
233. .
234. So we can see what needs to be fixed
235. LIke I said before it doesnt work!
236. Edison is here to stay, implementation of Wave 3 will get the troubleshooting process underweigh.
237. As a state, we need to proceed with all aspects of Edison since we have come this far.
238. If there are kinks to be worked out why start the process so they can be resolved quickly.
239. Because more problems will arise when bigger agencies are added on anyway, why delay this. SHARE THE PAIN.
240. We have delayed long enough let move forward.
241. Delay only slows the overall process it's better to work through the problems.
242. If the entire state is on board then all problems will be fixed all at once.
243. Assuming the procedures have been tested I think we should go forward. If experiences in phase two are overwhelmingly negative, corrections may need to be made before going to the next phase. And training should be afforded to users by super users before documents have to be provided.
244. I'm not sure.
245. Best to start with the new fiscal year
246. There do not seem to be as many issues/problems with the Financial component as there have been with the nightmares of the Time Management.

247. In for a penny, in for a pound. May as well go ahead & get it over with.
248. Do not use the system.
249. i'm not sure.
250. 2 waves already, lets finish
251. The legacy system is too old, the new system will serve the state better.
252. Delaying will not fix a flawed system.
253. If we are going to be using the system we need to go foward.
254. Everyone needs to be on the same page.
255. The majority of state agencies are already in Edison. Delaying wave 3 is not going to make a difference. Maybe wave 2 should have been delayed after problems ocured during wave 1.
256. Hopefully, with good training and what has been learned from the prior waves the sooner everyone is on the sooner everyone will be more comfortable with the program. I beleive part of the problem is that people do not like change.
257. Its time to go forward.
258. I think it all needs to be implemented so we can finally get to re-thinking whether or not this was a good decision to change over to the Edison system for everything in the first place.
259. I believe it should continue but give the employees understanding of what is required and how to do the job in the program.
260. I don't know the answer to this question.
261. it is the last wave and the rest of the state already is saddled with it so why delay for part of the workforce
262. The process needs to move forward & get everyone on board & then begin some serious fix-it operations.Delaying Wave 3 any longer is not going to make their implementation any better.
263. GO AHEAD AND IMPLEMENT
264. I DON'T KNOW WHAT WAVE 3 ENTAILS
265. like before do not know what wave three is about
266. Wave 2 seems to be working very well.

267. we can work out the kinks as we go.
268. It may as well be started. Maybe get some of the bugs worked out eventually.
269. All financial agencies should be on the same platform/software. Sharing, collecting and reporting data form different sources will cause inaccurate data capture and reporting. After wave 3, this system needs to be fine tuned, streamlined to the point that it can begin to pay back (recoup some of the cost) to the TN taxpayers.
270. Need to get Edison up an running so that the bugs can be worked out timely
271. ready to get it over with
272. We have made our committment, let's stick to it, work out the problems and move forward.
273. Not sure - no choice to pick that answer.
274. I think they have to work through problems like they have been with waves 1 and 2 and not stop using.
275. We should move forward and deal with the problems as they arise
276. Even though there has been many problems the system once established will be a benefit to the state
277. All agencies need to be using the same play book. It will prevent confusion. Things may not be perfect, but having agencies operating under two diffeerent systems is not the answer. Plus, it forces the wave 1 and 2 users to continue to operate in 2 seperate methods, one for interaction between business units who are wave 1 and 2 users and another method for interation between business units who are wave 1 and 2 with a wave 3 unit.
278. don't know enough to make a comment
279. I believe that to delay the implementation will only cost the state more money. We need to go ahead with the implementation and deal with whatever issues come up.
280. They are always delaying things - maybe they need to step up and actually do something on time
281. NOt Sure
282. it would probaly mess up the pay system.
283. They should continue with the process to the end, so we can have the whole picture.
284. IF IT HAS TO BE DONE, IT MIGHT AS WELL BE NOW

285. they have already started they need to finish and get it over with
286. I think the Edison project is working well enough for the wave 3 implementation to take place. any problems can be worked out after implementation.
287. All state agencies should be on the same system as soon as possible.
288. I have no idea what Wave 3 is...much less have an opinion on it.
289. The sooner Wave 3 is on board, the sooner we can stop entering info into TWO systems.
290. I can't imagine that it can get any worse.
291. Get it over with. The system has failed to perform in other states. Roll it out then fix or replace. Stop delaying in order to determine adequacy of the system.
292. Don't know what wave 3 is.
293. No comment.
294. As with any new system, once you learn to navigate the system, it becomes second nature. A large part of the problem is that people don't adapt to change very well.
295. System works fine, in my corner of the world. Money will be the only factor
296. It is going to happen anyway why delay
297. So the entire state is on the same page.
298. Things appear to be going well with Wave 2, move on into Wave 3 so the whole system will be up and running. If there are major concerns that I am unaware of, then of course handle those prior to moving into Wave 3.
299. Might as well get used to it sooner rather than later.
300. My experience is unique in that most of mine deals strictly with cashiering from a face2face customer service environment (DL)and there are not any great problems with iNovah that you wouldn't experience with ANY new system implementation. You'll never get all the bugs worked out of any system until it is in use no matter how long you delay.
301. No explanation
302. get it over with
303. Unknown
304. n/a

305. 0
306. The problems are not going to get fixed until they are identified and they aren't going to get identified until the system is used.
307. If we are stuck with this system there's no point in delaying and trying to keep two systems going. Just concentrate on making Edison work better.
308. It is time to have full implementation of this system, delays at this stage add to confusion
309. Eventually the issues/problems users face are worked out. Delaying the implementation will not mean the user will face any less problems.
310. I'm not sure who is affected by wave 3 but the only way to test the water is to jump in.
311. KNOW VERY LITTLE ABOUT IT
312. No comment.
313. The process has begun and should be completed.
314. I have no knowledge as to why they should, unless Edison is not ready for them....
315. Keep up the momentum.
316. The majority of the issues is the lack of hands on training, and lack of departmental knowledge of edison functions by the Fiscal division
317. The sooner everyone starts to use the system, the sooner the bugs can be worked out.
318. I THINK THAT WE NEED TO PROCEED BECAUSE IT WAS INEVITABLE THAT THIS CHANGE WAS COMING SO THE SOONER WE CAN GET THINGS STABILIZED THE BETTER.
319. idk
320. no comment
321. I think the process as a whole will become effective when the problems are worked out. Delaying the implementation would put us further back with Edison.
322. no reason
323. It has been long enough, need to get on with it.
324. Unless there are some concrete, serious system problems, the state should not delay deployment. If there are serious issues, then those issues should be rectified prior to any further release or deployment.

- 325. I think it is a good product that just needs some fine tuning
- 326. Because it won't be fixed even with a delay. Procrastination is the name of the game.
- 327. Don't know, but there was no option for "Don't know."
- 328. I feel like it's a good system it's doing what it was designed to do, I think a lot of the problems are with lack of communication and misunderstanding. Would have been nice to have someone that does the same job that I do that has used the system for awhile to come and help with first few day of implementtion.
- 329. We need to get a complete work flow picture of EDISON with all depts functioning in its environment. We need to start a new fiscal year all on the same page and deal with the system requirements and issues then. It would nice instead of having some things done both in STARS and EDISON and no one really sure where the accurarate reports can be found- having to combine information is too time consuming and opens the door to errors in reporting.
- 330. It is a new system. The quicker we all use it the quicker all issues will be resolved. You never go back once you start a large project like this.
- 331. 0
- 332. If change is going to happen, go ahead and make it and stop delaying. Then you'll know what needs to be fixed if any.
- 333. Let's get it started and learn the process.
- 334. It wont be any better in the future
- 335. Everybody else has had to go through it, they might as well too.
- 336. Had to answer the question yes or no. I don't have enough experience with the module or informatin on Wave 3 to recommend whether Wave 3 should be delayed or nor.
- 337. This system seems to work well for my purposes and should reduce costs. System needs to be in place and running ASAP.
- 338. Don't know
- 339. The growing pains will have to come sometime

### **Wave 3**

- 1. TOOOO MUCH MOMENTUM. PAYROLL LOOKING GOOD, LEARNING CURVE IS STARTING TO CLIMB. WAVE 1 AND 2 DEPARTMENTS HAVE SURVIVED, WHY NOT WAVE 3 MAKING IT OVER THE LEARNING CURVE HUMP

2. Hiring freezes/ personnel difficulties persist as long as Edison is in an implementation phase
3. I think that the systems should have been run parallel for a time with a testing version of the Edison system available. However, I am ready to jump in and see how the water is.
4. If Edison is really the system we need, we need to continue improving it and learning it better.
5. Get it going and let the people that have to use it daily tell you what problems they experience.
6. sooner the better
7. Sometimes it is best just to jump into a project. Just by doing, there is much to be learned.
8. I don't have a clue about this, but the survey didn't provide an answer for "I don't know" or "no opinion."
9. It's time to start
10. We need to rip the band-aid off and get it over with. Delaying it only postpones the inevitable.
11. The Edison program will be implemented to allow for purchasing supplies in our case. Delaying implementation delays our ability to proceed with testing without having to place rush orders or using credit cards for purchases. Delaying would prolong anticipation and anxiety of the unknown.
12. Even though I do not feel comfortable at this time with Wave 3, considering the amount of money that has been spent and the budget crisis, Wave 3 should be implemented as planned.
13. Ultimate implementation will not be served by delay.
14. The sooner we get into it, the better we can learn what more it is that we do not know. I don't think training will help - we will have to do it to know it.
15. Ready to go
16. I believe that we all should be on the same system beginning the new fiscal year plus I feel we can work thru the problems but it will take a while.
17. We are going to have to do it at some point, so we might as well give it a try.
18. Although I feel there will be huge problems with implementation of Financials, I believe we should go ahead with it and work through it now rather than delaying again. Employees lose interest when things are delayed.

19. We are going to have to learn Edison one day and today is as good as any day.
20. Wave 3 needs to be implemented. Until we go live in Edison, we will not be able to find the issues. Postponing will help no one.
21. Although there may be some issues arise, it is essential to move forward and utilize the system.
22. we need to move forward.
23. Any new system will have problems. With time and experience, staff will become proficient with Edison.
24. Actually I don't know what effect this would have. I had to choice one so I chose no
25. If it has to be done, then it needs to be done.
26. Edison is wave of the States future; investments have been made in the project and should implement the project. For the most part every employee all employees are now familiar with Edison and should be able to navigate through Wave 3.
27. We have committed a tremendous amount of engery, time and resources to the project. Go forward and discover what the challenges may be and begin a plan of corrective action once found.
28. It think we need go ahead and move forward since we have came this far.
29. The cost to maintain dual accounting systems does not make sense in today's fiscal climate.
30. Wave 3 should be implemented in a timely manner to begin at the rollover of the new fiscal year. This will eleviate the hardship of tracking information and keeping records one way and then having to combine that information with a new system.
31. Unknown
32. BECAUSE WE ARE ALREADY HAVING PROBLEMS SO THEY MIGHT AS WELL IMPLEMENT THE WAVE 3 TO SEE WHAT OTHER PROBLEMS WE HAVE TO GET THIS CORRECTED
33. I have no idea. There was no check box for "I don't know" on the last screen.
34. Need to get it over with and move on.
35. They did not have and I do not know. The only way to fine out is to try.
36. I am ready.

37. A lot of the departments (agencies) have already started Edison and have learned and worked out some of the problems encountered with using Edison, which should help the next wave of agencies when they begin use. Everyone needs to know how to use the new system and unless you get in there and try it, you can't learn and get good at using it.
38. If were going to use this system, we need to go ahead, and work out the problems as we go. It just worries me because we are all very unsure how it's going to go and who's going to help us if we have problems and how we correct errors that we may make.
39. Running both STARS & Edison is more costly & time consuming. I think once everyone is on one system, F&A (& Edison) personnel can focus on working out the kinks in Edison. I think it will be "painful" for a time, but that it will get better as issues get resolved. In previous questions, when asked about speed of payments to vendors, etc, I gave my answers (that it would be slower, etc) as my opinion at start up - I do believe, however, that once everyone learns how to use the system to it's fullest, that some processes will probably improve - just not at the beginning.
40. I all is sucessful in wave 1 and 2, I do not see any reason why wave 3 should be delayed. But is there still are issues I think it should be delayed until they are resolved.
41. Old system more cost effective and timely.
42. I don't have enough information about Wave 3 to be able to give a response.
43. The transition is inevitable. Better to adhere to established timetable.
44. They just need to get it out there so we can see what it is going to do and then figure out the problems later.
45. Since Wave 2 has been completed why not go on to Wave 3?
46. I've already forgotten most of the things I learned in training if it is delayed I'll forget all that I learned which will probably cause more errors.
47. It will cost the taxpayers even more by delaying. We have already postponed three times and with each delay comes more confusion. The implementation of this system has been poor. There is nothing to be gained by waiting. What we need now is good management.
48. I think Edison outlines processes (more objective)and keeps us all in cinq.
49. Putting off the implementation would enable people not to go ahead and learn the system and utilize it.
50. if all the systems are up and running normaly without problems then the system should be implemented as soon as possible
51. not sure what the wave 3 components are. there's not space for "don't know" so I replied no.

52. Not my area, but I feel like the Edison change should include all components.
53. Delaying will not solve any potential problems.
54. It would be much simpler for us to start the fiscal year in Edison rather than go mid year.
55. NOW IS AS GOOD AS TIME AS ANY
56. I don't think Edison Financials will improve significantly if there is a delay. We might as well go ahead with implementation and work out the bugs as we go. We have already been preparing for implementation for about one and a half years.
57. I think it will help to get payments due out on time as well as help catching errors in a timely manner, thereby making a better working relationship with State Government and its vendors.
58. I think we should go ahead, because the sooner the new system starts the sooner any bugs can be ironed out if necessary and we will be in line with the other departments. If it is delayed they this department will be behind everybody else.
59. No knowlege nor opinion; survey does not have a "no opinion" resonse.
60. We are prepared for Wave 3 and had all the required training.
61. Because with change comes a certain amount of time of adjustment for those things that need to be modified to make the system operate at it highest capacity. Still would have liked to have seen more hands on training for state employees and less on-line.
62. The delay will cost the tax payers more money in the long run.
63. .
64. Need to get something going to get the system implemented.
65. If it is comming anyway we might as well just do it. Hopefully all the bugs will get shook out. It is just such a tedious process.
66. because of the distrust issues, confusion, and constant delay causes anger and frustration to all.
67. If we are going to go ahead with the Edison system, I do think that it would be beneficial for all agency to be working with the same system.
68. Need to proceed as planned
69. Having two systems will cause to many problems