# University of Wisconsin System

# HUMAN RESOURCE SYSTEM IMPLEMENTATION

# PROJECT CHARTER

Prepared By: CIBER, Inc.

Date: 10/17/2007

*Abstract: This document describes the business case, objectives, scope, and potential risks for the Human Resources (HRS) Implementation project for the University of Wisconsin. It is the primary output of the Planning Definition phase for this project, and should be updated to reflect new information developed during the Project Planning phase.*

# CHANGE HISTORY

| VERSION | DATE | CHANGED BY | CHANGE |
|---|---|---|---|
| 0.1 | 08/20/2007 | Amy Little | Original |
| 1.0 | 08/27/2007 | Amy Little | Changes submitted by: Elise Barho, Al Crist, Lorie Docken, Jack Duwe, Dick Laufenberg, Diane Mann, Ed Meachen, and Carla Raatz. |
| 2.0 | 09/12/2007 | Amy Little | Changes submitted by: Lorie Docken and Ed Meachen |
| 3.0 | 09/18/2007 | Amy Little | SCEC meeting |
| 4.0 | 09/24/2007 | Amy Little | Lorie Docken |
| 5.0 | 09/26/2007 | Amy Little | Lorie Docken |
| 6.0 | 10/01/2007 | Amy Little | Elise Barho, Lorie Docken and Amy Little |
| 7.0 | 10/04/2007 | Amy Little | Elise Barho and Lorie Docken |
| 8.0 | 10/09/2007 | Amy Little | Lorie Docken |

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# Executive Summary

The University of Wisconsin System (UWS) determined that a planning process to replace the legacy appointment payroll system was needed. UWS contracted with CIBER, Inc. to conduct a "Project Charter" effort to better understand potential project scope, objectives, and strategies, and to provide an analysis identifying functional and technical issues, business requirements, and implementation strategies for replacing the legacy system.

The purpose of this document is to provide information to University decision makers regarding the replacement of the University of Wisconsin's legacy appointment payroll system. The executive summary provides historical information on the current system, describes why a replacement is needed, and defines the high-level need, objectives and scope for a possible replacement project.

The sections following the executive summary outline proposed project governance, project management strategies and controls that the University of Wisconsin can use in the course of implementing the Oracle/PeopleSoft Human Capital Management Suite and related modules, known as the Human Resource System (HRS) project. The document will continue to be revised and refined as the University of Wisconsin progresses through additional project planning phases.

## Introduction

The current University of Wisconsin Payroll System has served University of Wisconsin's needs since approximately 1975. Over 40,000 administrators, faculty, staff and student workers from all University of Wisconsin campuses are paid through this system. The legacy system has provided the University of Wisconsin with good service for over 30 years, and the University has extended this operational lifetime through several internal initiatives; however, the system's operational lifetime is nearing its end.

Both technology and the needs of higher education have changed considerably since the legacy system was implemented and while the legacy system has meet UW needs for more than 30 years, the system lacks the functionality and efficiency that today's human resource environment demands. The legacy system limits the UW's ability to deliver more strategic human resource management capabilities and business process reinvention to our stakeholders. Replacing the legacy system with HRS will result in substantial benefits to the UW by improving data integrity; increasing standardization of policies, practices, and service delivery; eliminating the numerous institutional shadow systems; and providing self-service to its employees.

Any project involving a complex system with this many functions and users will require several years to define, plan and implement. ***University of Wisconsin must begin considering their implementation strategy now.***

## Project Planning Time Line

Phase 1: Project Initiation/Discovery

The first stage of a project begins with Project Initiation/Discovery.
Within CIBER's methodology, the activities necessary to support UW System Phase 1 Project Initiation/Discovery are called "Project Definition" and "Readiness Assessment." This is the phase where the Project Charter document is created. Phase 1 began in June 2007 and concluded in October 2007 with the publication of the initial Project Charter document. The Project Charter will continue to be refined throughout all phases of the project.

Phases 2: Fit-Gap Analysis

The Fit/Gap Analysis is conducted to determine the overall implementation requirements for the University. The results of the Fit/Gap Analysis will be documented and a formal phased Project Plan will be developed. The CIBER consultants will be reliant upon the leaders or "subject matter experts" from

UWSA and UW Campuses to actively participate and give honest and open feedback on UW System processes during the Fit/Gap discussions.
The CIBER Fit/Gap Analysis uses the "best practices" as defined and incorporated in the Oracle/PeopleSoft system. The best practices in the Oracle/PeopleSoft system will then be compared to UW systems and processes. The fit/gap sessions will give the end users the opportunity to compare potential gaps in the system functionality with existing business process. If discovered that the Oracle/PeopleSoft software will not meet the needs of a specific business requirement, the following will take place:
1. The gap (issue) will be documented:
2. CIBER will then work with UW System to help design a possible business process to conform to the delivered software;
3. If a process cannot be altered, CIBER and the University of Wisconsin team members will document the business need, and provide alternate solutions and estimates that avoid modifications to the base system for review by the HRS Steering Committee; and
4. Once the HRS Steering Committee decides on the appropriate solution, the solution will then be added to the task on the Project Plan.

Phase 2 will begin in first quarter 2008 and take approximately six months to complete.

Phase 3: Implementation Plan and Budget
Once the Project Charter and Fit/Gap sessions have been completed and approved by UWSA, the next task is development of a detailed Project Plan. The detailed Project Plan will reflect the specific tasks, assignments, effort, and milestones required to meet the implementation requirements. Every functional and technical task required to implement the Oracle/PeopleSoft software suite will be defined and included in the Project Plan. The Project Plan will also capture the workarounds, re-engineered business processes, or custom bolt-ons that come out of the Fit/Gap Analysis. The Project Plan will also confirm the cost of the overall project and its duration.

It will take approximately four weeks to develop the implementation plan and budget in phase 3.

## Project Charter Overview

The project charter phase is a crucial first formal step in every project. It establishes a foundation for the project by ensuring that all project participants share a clear understanding of the project goals and agree on how these objectives will be achieved. By working through this process, the project vision, scope, and objectives – ***what*** the project is designed to achieve – is defined. The process included group meetings on campus to inform and solicit feedback from potential project stakeholders, and began to identify potential project team members – those ***who*** will participate in the implementation. These interviews were the first key communication points through which University of Wisconsin personnel had an opportunity to provide input and ideas on not only ***how*** the new HRS system should be implemented, but also ***why*** it should be implemented and on what goals/milestones implementation success or failure will be measured.

The project charter phase began with a review of existing project documents[1], and individual interviews with executives and staff who are involved with supporting the current legacy appointment payroll system. All invitees to these interviews received an introductory document explaining the project charter phase, and the intent of the requirements gathering meetings. The complete list of resources interviewed can be found in Appendix 1.

In addition to campus interviews, a larger group meeting was held at UW-Eau Claire on July 10, 2007 with the UW System Service Center Advisory Committee and payroll representatives. This group answered several of the readiness assessment questions in order to provide broader campus input. All campuses were represented with the exception of Parkside and their responses to the readiness assessment questions were submitted via email.

The Project Charter document will continue to be revised and refined as the University of Wisconsin progresses through additional project planning phases.

[1] Existing project documentation includes meeting minutes from Advisory Group meetings, and from meetings University of Wisconsin held with other users of the current mainframe applications, planning documents, , and “lessons learned” from previous system implementation projects at the University of Wisconsin.

## Strategic Business Drivers

There are several strategic business drivers for the HRS implementation project.

**Changing the Human Resources Environment:** The business environment and fundamental needs of human resources, benefits and payroll have changed over the past 30 years and the ability of the current legacy appointment payroll system to adapt to these changes has decreased over time.

**Opportunities Presented by New Technology:** It has been over 30 years since the legacy payroll system was implemented, both the functionality and technology of "off the shelf" software systems have dramatically improved. Moving to a new application will provide much more intuitive end-user navigation and broader access to information, and greater flexibility to meet centralized and decentralized needs and the University of Wisconsin's evolving needs. Today's end users expect nearly continuous and real-time access to university information systems. The legacy appointment and payroll applications do not allow this, and its core design and technology will never truly allow this.

**Enterprise System**: Each of the different human resources environments (supplemental shadow systems) at the University of Wisconsin grew informally, without the benefit of formal planning or management globally. Because of their reach across campuses, and because the information contained in these systems is necessary for regulatory reporting, the University of Wisconsin must bring this data together into one system that is appropriately maintained as an enterprise application. The data in this one integrated system would contain the master data and would be more reliable.

**User Support for Change:** During project charter interviews with more than one hundred current and potential users of HRS, there was significant support for replacing the current system**.** Most interviewees felt it was time to move to a system that is more flexible and more user-friendly. Technical staff members who were interviewed were looking for an appointment and payroll solution that will not only be more flexible but will grow with the university as well. Interviewees, both functional and technical resources alike, are looking for a new system that is less complicated to maintain so that work time can be allocated to more meaningful tasks. This confluence of user and community support should not be wasted.

# Project Objectives

Potential project objectives were derived from existing documents and from facilitated interviews with stakeholders from the University of Wisconsin.

The summary objectives below provide the highest-level view of goals for the project. These are further supported or amplified by the detailed project objectives in the body of the report below.

### *Summary Objectives*

Objective 1: Implement one integrated University system of record for human resource, benefits and payroll data that allows for the flexibility to meet specific campus and regulatory requirement needs. Provide access to relevant and accurate current, historical, and future data that support business processes and requirements.

Objective 2: Implement an integrated system which allows for accurate, timely, mandatory and legal delivery of benefits and pay to all employees.

Objective 3: Provide a system that substantially improves service to the end-users, faculty, staff and student employees and that supports institutional initiatives taking into account growing service demands.

Objective 4: Improve the quality of the institutional and employee related data the University of Wisconsin maintains. Increase data integrity, control, and records management.

Objective 5: Empower end-users with access to integrated data for analysis to support operational and strategic decision-making.

Objective 6: Minimize duplicate and triplicate entry of data and ensure the collection and verification of data is performed at the source, only once (by employee, department, division, institution, or regulatory agency.)

Objective 7: Increase the degree of standardization for policies, practices and service delivery related to HR, Benefits and Payroll.

Objective 8: Implement a flexible system that allows for future development.

# Project Principles

Project principles do not directly lead to a project deliverable or output, but support a better project environment, and foster the successful achievement of project objectives.

If the HRS Implementation is approved, the University of Wisconsin will follow the principles articulated below during the planning and implementation phases of the project. The summary principles below provide the highest-level view of goals for the project. These are further supported or amplified by the detailed project objectives in the body of the report below.

### *Summary Principles*

Principle 1 - Formal project management: University of Wisconsin will implement and execute formal project management processes to ensure the success of this project. These will be based on project management best practices and lessons learned from previous implementation projects at the University of Wisconsin System and will be adapted to the specific needs and structure of this project.

Principle 2 – Inclusive project governance: University of Wisconsin will establish a project governance structure that involves faculty and staff, the campuses and system administration; and executives, functional and technical system users appropriately. This structure, those appointed to it, and their responsibilities will be made publicly available on the project website.

Principle 3 – Transparent project decision making: University of Wisconsin System will establish a decision-making process that is transparent, clearly documented and that takes into account the different kinds of decisions (strategic, tactical, operational) and the scope of effect (system configuration, departmental, university-wide, etc.) these decisions may have. Decisions will be made by the appropriate groups or individuals.

Principle 4 – Open and effective communication: The project will include full, open and collaborative communication to all university and other affected constituencies.

Principle 5 – Balance of scope and needs: University of Wisconsin will make every effort to achieve the best balance between a limited technology replacement project, and one including business processes improvement.

Principle 6 – Commitment of Resources to support the legacy system, and the implementation of HRS and UW related projects: Ensure adequate staff and technical resources to operate the current legacy system while implementing HRS and related inter-dependent UW projects.

# Planning the HRS Project Scope

Project scope is used to define what major system functions, modules and interfaces will be included in the funding, planning and implementation effort of the project. It is important to define both what will be included in scope, and what will not be in scope, so that this information is clearly presented to all project stakeholders.

As the project progresses through fit-gap analysis, the scope of major system functions, modules, and interfaces will be defined for this HRS implementation. As part of the fit-gap phase, CIBER will lead several sessions for UW functional leaders, subject matter experts, and technical staff. The purpose of the fit-gap sessions is to define requirements for system functionality and to document the "fit" or "gap" between the requirements and the Oracle/PeopleSoft application.

The major system functions that will be reviewed in the fit-gap phase include but are not limited to the areas of:

- Absence Management (Absence planning allowing employees and managers the ability to track and request leave.)
- Benefits Administration (Automation of benefit plan procedures, eligibility verification and enrollment management.)
- Human Resources (The module covers a broad range of functionality to support the management of human resources such as Affirmative Action, compensation, personnel-related budget functions (annual pay plan processing and payroll report), position management, regulatory reporting, and self-service features.)
- Payroll (Administration, payroll processing and management of time in order to run an efficient payroll operation.)

For a complete list of Oracle/PeopleSoft modules and related areas that are candidates for fit-gap analysis, refer to Appendix 2.

The fit-gap analysis and the resulting project scope will be reviewed and approved by the UW Service Center Executive Committee and the HRS Project Steering Committee. Prior to an implementation, the project scope must be clearly and completely defined. Any changes in scope after the implementation phase begins must be handled through change control, and are very likely to affect the project schedule, resources and cost.

### *UW Related projects*

The implementation of HRS will have a significant, far reaching impact on many existing systems at the University of Wisconsin. The HRS implementation because of the inter-connectedness of the data and the integration with other systems will spawn new projects not yet identified to facilitate the exchange of information and business processes. The University of Wisconsin will want to consider managing the HRS implementation and the multiple inter-dependent projects as a "program."

The project management teams for the HRS Implementation project, each of the projects noted below, and those projects yet to be defined must maintain regular and formal communication and coordination. A governance structure should exist to facilitate the communication, coordination, and management of the "program" of projects.

**UW Related projects:**

1. Campus Solutions implementations and upgrades to version 9.0
2. Ongoing Shared Financial System projects (SFS, Expense/Travel, Supply Chain)
3. Ongoing Grants Projects
4. Person Hub investigation
5. Identity Management, Authentication and Authorization, and Provisioning Projects.

6. Organizational structure analysis (UDDS database)

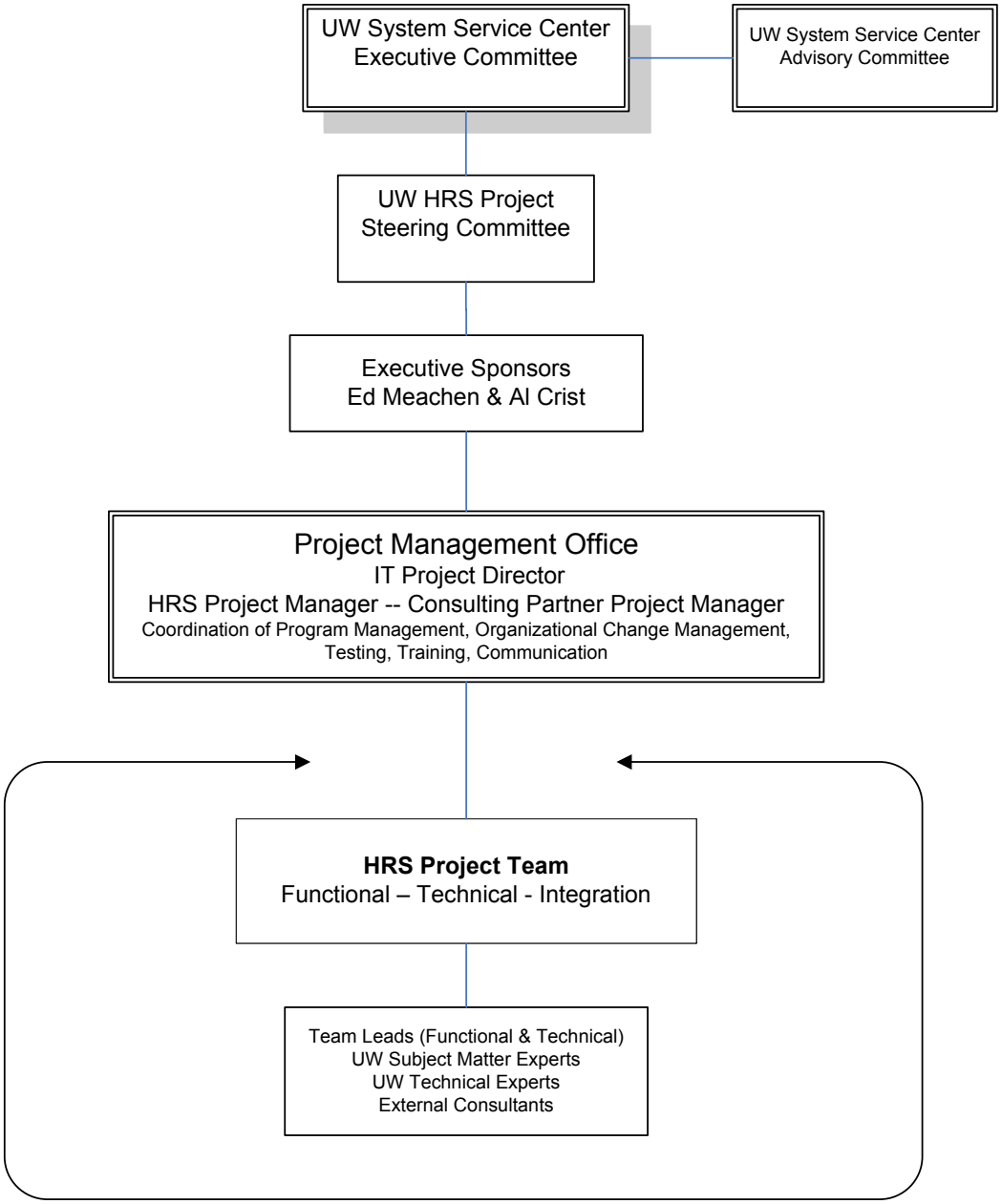
### *External project*

The Department of Administration's Integrated Business Information System (IBIS) is a project initiative external to the HRS implementation. The University of Wisconsin must maintain communication with the IBIS project team with regular reporting to ensure coordination.

## Project Structure Summary

The project structure defines roles and responsibilities and team structure for the HRS implementation. The project structure plays an important role in day-to-day functioning of the team. Some of these roles may be shared and the responsibilities assumed by more than one individual. In other cases, a person may assume more than one role. An important factor in the quality and effectiveness of the project is to ensure that the responsibilities are assigned to the appropriate individual(s). The project governance model, and the roles are summarized in the section below.

**HRS Project Structure**



# Role Descriptions

## *UW System Service Center Executive Committee*

UW System Service Center Executive Committee provides input to the Executive Sponsors on HRS project issues, appoints the HRS Project Steering Committee, works with the HRS Project Steering Committee to develop project budget and sponsors budget request to the Common Systems Review Group, monitors status of HRS implementation, and resolves conflicts presented by the Executive Sponsors and HRS Project Steering Committee.

The UW System Service Center Executive Committee:

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|---|---|
| Don Mash, Chair | Executive Senior Vice President, UWSA |
| Darrell Bazzell | Vice Chancellor, UW-Madison |
| Al Crist | Associate Vice President, UWSA |
| Debbie Durcan | Vice President – Finance, UWSA |
| Jack Duwe | Deputy CIO, UW-Madison |
| Ed Meachen | Associate Vice President, UWSA |
| Andy Soll | Vice Chancellor, UW-Eau Claire |

Ex-Officio Members:

| | |
|---|---|
| Elise Barho | HRS Project Manager |
| Sue Chamberlain | Assistant Vice President, UWSA |
| Lorie Docken | IT Project Director, UWSA |
| Richard Laufenberg | Director, UW System Service Center |
| Carla Raatz | UW-Madison, HR Director |

## HRS Project Steering Committee

The HRS Steering Committee collectively decides major project objectives, schedules, and priorities and is responsible for the overall success of the project effort and for ensuring that the project effort meets the business requirements for the University function, cost, schedule, and quality. The HRS Steering Committee also makes decisions on project issues escalated by the Project Office. Typically, issues are presented to the Steering Committee when the issue impacts the project budget, timeline or institutional policies. Issues having an impact on more than one department or organizational unit may also be presented to the Steering Committee for resolution.

HRS Project Steering Committee:

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|---|---|
| Ed Meachen, Chair | Executive Sponsor |
| Al Crist | Executive Sponsor |
| Sue Chamberlain | Asst VP for UWS HR (HR Rep) |
| Greg Diemer | UW-Stevens Point, CBO |
| Jack Duwe | UW-Madison, Deputy CIO (CIO's designee) |
| Greg Lampe | UW Colleges, Interim Provost/Vice Chancellor |
| Kathy Pletcher | UW-Green Bay, CIO |
| Carla Raatz | UW-Madison, HR Director |
| Karl Sparks | UW-Milwaukee, HR Director |
| Donna Weber | UW-Eau Claire, HR Director |

Ex Officio Members of the Project Steering Committee:

| | |
|---|---|
| Lorie Docken | Project Director, UWSA |
| Elise Barho | HRS Project Manager |
| Doug Hendrix or designee | Representative from Shared Financial System |
| To be determined | Budget Office Representative |
| To be determined | Payroll Representative (Campus) |
| To be determined | Implementation Partner Project Manager |
| Diane Mann | DoIT, Director, Application Development & Integration |
| Richard Laufenberg | Director, UW System Service Center |

## Executive Sponsors (Ed Meachen and Al Crist)

The Executive Sponsors have the authority to resolve project management issues, assign resources and recommend or approve project expenditures and plans. The senior executives are the driving force behind the project, and have a unique ability to identify issues that need to be considered from a university-wide point of view.

## UW System IT Project Director

The UW System IT Project Director is responsible for directing the strategic aspects of the project implementation ensuring integration, coordination and consistency throughout the project. The Project Director is responsible for maintaining awareness of the external environment and facilitating public relations in support of the project.

## HRS Project Manager

The Project Manager is responsible for project coordination and communication while staying within the parameters of the budget and timetable. The Project Manager is responsible for leading and managing University activities on the project. This individual is the primary point of contact for project team members (staff and consultants) and is responsible for resolving internal issues within the agreed-upon timeframes.

### *Project Management Office*

The **project management office** will include University of Wisconsin staff tasked with following project management best practices, and with project communication and administrative tasks including documentation, testing and training coordination. The Project Office team will ensure that all relevant reports are made to the Executive Sponsors, the Project Steering Committee, the UW System Service Center Executive Committee, and any other UW System group as appropriate.

### *HRS Implementation Project Team*

The HRS Implementation Project Team is responsible for ensuring that specific project goals are accomplished as a team. Team areas will be formed around functional business processes, technology infrastructure, and integration. The project team will be comprised of functional leads, technical leads, and subject matter experts.

### *Implementation Partner*

CIBER is recommending that the University of Wisconsin engage an Implementation Partner. An Implementation Partner will provide project management, functional, and technical consulting expertise.

### *UW System Service Center Advisory Committee*

The UW Service Center Advisory Committee will provide guidance to the individual project teams, to the Project Manager, and to the Service Center Executive Committee and the HRS Project Steering Committee. The committee will be responsible for analyzing project issues, policy questions and decisions in the broader context of the University environment, and within State and Federal regulations.

### *Campus Project Liaisons (Site Leaders)*

Campus Project Liaisons are project members from each UW campus who are responsible for providing leadership and facilitation of the HRS Implementation at the specified site. The site leaders are responsible for advocating for their campus' needs and viewpoints, and providing two-way communication and feedback between their campus and the project team.

In addition to the project liaisons, each institution may want to consider additional campus-based team members to act as the stakeholders contact for the project at the institutional level. The campus contact(s) role is to be the primary contact for project communications, and to will be responsible for disseminating HRS information within their division to all interested parties (i.e., individuals who work in the payroll, benefits, personnel, and technical areas).

# Project Overview

## Business Case

As noted in the executive summary, there are several strategic business drivers for the HRS Implementation project.

**Changing human resources and payroll environment:** The business environment and fundamental needs of human resources, benefits and payroll have changed in the last 30 years, and the ability of the current legacy appointment and payroll systems to adapt to these changes has decreased over time. The current system was based on a high volume administrative business office support model, and payroll business process from the 1970s. New applications will better reflect the new business processes, and the new data and information needs relevant to higher education specifically in human resources, benefits and payroll in 2007 and the future. New systems are designed to be more flexible and extendible, to better meet the demands of expanded clientele, including faculty, staff and student employees. New systems are also designed to support on-demand and real-time access to data, and to provide better automation and workflow, which allows universities to be more nimble in meeting customer needs.

**Opportunities presented by new technology:** It has been over 30 years since the legacy payroll system was implemented, both the functionality and technology of "off the shelf" software systems have dramatically improved. These systems now offer:

1. Improved end-user navigation, which allows users to become effective in a shorter time, and expands the potential user community beyond "expert back-office users" to faculty, student employees and other infrequent users.
2. The ability to audit and store a great deal more information than in the legacy appointment payroll systems.
3. Improved end-user access to data through reporting and interfaces.
4. More streamlined technical support and maintenance of the system.
5. Enhanced integration and interfacing with other internal systems (i.e.: the Shared Financials System, etc.) and external systems (Department of Administration, etc.) Vendor solutions also include delivered support for new federal mandates, such as tax updates and so forth.
6. Higher system availability, because of improved processing.

**Simplified and consistent integration:** Automation of interfaces and "workflow" tools that route multi-step tasks from one responsible person to the next is a great advantage for using an ERP solution. Using an integrated solution means that workflow can exchange data with other "modules" as delivered. This streamlines and speeds operations, and reduces the effort to integrate and maintain workflow across multiple applications. Integration between HRS and the financials system means that the critical payroll process is provided by the vendor, and does not have to be developed in-house. Financial information management "rules" are shared between the applications to guarantee consistent data handling. HR position budgets and committed/actual salary expenditures are reflected in both the HRS and SFS systems in real-time.

**User support for change:** During project charter interviews with more than one hundred current and potential users of HRS, there was significant support for a system change. Most felt that the legacy appointment payroll systems had provided good service and that the University of Wisconsin had done a good job extending its lifetime. But most interviewees felt it was time to move to a system that is more flexible and more reliable. This presents the University of Wisconsin System with a unique opportunity: Large system implementation projects involve significant cost, effort and change and are almost always resisted by some portion of the user community. Further, University of Wisconsin has had mixed success with some previous implementations, leading to natural concern over attempting another. Despite these factors, the interviewees generally believe this project is necessary. This confluence of user and community support should not be wasted.

**Dated technology:** The current legacy appointment payroll systems are based on dated technology that is no longer mainstream and will not be significantly improved moving forward. This has several effects:

1. University of Wisconsin is limited both in the ease with which modifications to the system can be made, and in the amount of time and effort each requires.
2. The effort to integrate or interface this system with other systems is considerable.
3. System updates and maintenance require more resources than they would with newer technology. As a result, the system does not provide high availability.
4. Many of the people we interviewed voiced concerns over the amount of times the current system goes down. This unexpected outage causes great stress on the back office payroll operations since they must go through many gyrations in order to generate paychecks. It was discussed in several of our interviews that this issue is not experienced by many employees and it is a transparent process conducted by the payroll back office. Because only a few end-users are inconvenienced by the system's performance the payroll office was concerned that many of the decision makers and possible team members would not understand the benefit of going to a new HRS system.

**Staffing concerns:** Aging technology presents University of Wisconsin with a staffing risk.

1. The pool of individuals with technical expertise with the legacy appointment payroll system is shrinking, and staff turnover and retirements will affect the University of Wisconsin's ability to support effectively the legacy appointment payroll systems.
2. If the Oracle/PeopleSoft Human Capital Management technology is implemented, the University of Wisconsin has a much greater pool of resources to choose from. In addition, the UW System already has experience with PeopleSoft Financials and PeopleSoft Campus Solutions, so the HRS project can tap on those resources. The UW's Oracle/PeopleSoft's experience base can be leveraged in many phases of the implementation from conversion all the way through go-live.

## Functional Readiness Assessment

The functional readiness assessment revealed that enthusiasm for the project is mixed and resources are slightly nervous to start another new project. Many team members are still trying to recover from staff burnout from previous projects. While there is universal agreement that the HRS project should go forward, most of the campuses are tightly staffed which mean that back-fill will be crucial to the project's success.

Change readiness, in terms of business process change, was also discussed as an item of concern for the HRS project during many of our interviews. These situations could include when we see stakeholders get into a position of defense, and resist the change initiative. The resources assigned to the project should be business process change agents. Team members should approach the implementation based on business requirements of the university and business processes rooted in best practice, not historical practice.

Another point which is crucial, and which the stakeholders endorsed, is the importance of adopting the business processes inherent in Oracle/PeopleSoft's Human Capital Management module, and the necessity of modifying the University's business processes to be in concert with the best practices inherent in the software application. Experience has shown that the more a university customizes the application, the more issues that arise later and the more the user community is unhappy with the final product over the long-term. There is the additional aspect of the difficulty applying patches, fixes, and new software releases, provided by Oracle/PeopleSoft, to program code that has been customized. Significant additional time must be spent reviewing the effect of this new code on the customization and insuring that the intended result is still achieved. The most drastic effect of customizations is on future upgrades. The amount of analysis involved and the amount of testing involved is time-consuming. Initial customizations require testing on the current release. It gets far more expensive when one considers that each customization will have to go through the same implementation and testing for every future upgrade.

As a general guideline, we have found that the future impact of customizations is three times the original development cost. The Service Center Executive Committee has already started to prioritize business process review items and has just begun working on standardizing of practices.

## Technical Readiness Assessment

The technical team members interviewed were openly excited about the possibility of the implementation of Oracle/PeopleSoft's Human Capital Management software. While there were many reasons presented, the most common theme during the interviews was the need to have a more flexible system and one that is less complicated to maintain.

The Systems Engineering and Operations department at UW-Madison's Division of Information Technology in particular seems to have thoroughly reviewed how to configure the databases and system architecture in order to ensure project success. While they have a solid plan prepared, there is some concern about the conflicting initiatives such as Supply Chain, Grants and Shared Financial System projects. Even with all of the competing initiatives this team was upbeat and excited to do their part to ensure a successful process.

The development team may be difficult to staff in-house with experienced Oracle/PeopleSoft resources if an upgrade to Campus Solutions occurs during the same time frame along with the Program Release. Since the university is already live on Financials and Campus Solutions, it would be natural to try to leverage some of the existing resource experts on-site. In order to support the project sufficiently to handle the implementation and the complex conversion work involved it will be critical to staff this project with the appropriate resources. The development team might not be sufficiently staffed to handle the volume of work necessary during the implementation due to the conflicting initiatives. Activities such as conversion, interfaces and any approved customizations might require short term additions to the team. We will be better able to assess their role in implementation after the Fit/Gaps sessions.

## Readiness Assessment Reviews

CIBER strongly recommends that the University of Wisconsin System work with a Certified Oracle/PeopleSoft Implementation Partner during their implementation to provide support in, not only project management, but also in considering various alternatives to issues, based on the way other universities handle similar situations. CIBER, in particular, employs consultants who have previously implemented the software at many universities and all CIBER Human Capital Management consultants have a minimum of 10 years of Oracle/PeopleSoft experience.

Effective communication will be CRITICAL to the success of the HRS project. It is a common feeling that there is a very active "rumor mill" at the campuses, and misinterpretation of information could be detrimental to the success of the project. It was also felt that if opinions were solicited from the campus by the project team, and the reasons for the change in business process were explained in detail, that the campus representatives would be receptive. The stakeholders felt it important that there be clear explanations for all decision making; and that the reasons behind decisions be communicated clearly. This is a very critical aspect in the campus's acceptance of the new system.

## Detailed Project Objectives

The detailed objectives below were derived from documents compiled over the last several years, as University of Wisconsin considered the future of HRS, and from the facilitated interviews conducted in preparation for this project charter. Summary objectives are re-stated here, with supporting information for each noted below.

*Objective 1: Implement one integrated University system of record for human resource, benefits and payroll data that allows for the flexibility to meet specific campus and regulatory requirement needs. Provide access to relevant and accurate current, historical, and future data that support business processes and requirements.*

- Implement a system that allows for a single, university-wide view of human resource, benefit and payroll data.
- Develop a process and structure that provides robust, ongoing, updated documentation, both during the project and after the cutover to production.
- Develop a process and structure that provides robust, ongoing, updated training, both during the project and after the cutover to production. Ensure that training is provided at the right time for a given audience.
- Ensure that any significant changes to the centralized/decentralized model are properly planned, budgeted, and staffed for success through implementation and into production. Ensure that any functions that require increased training or effort from departmental staff are appropriately identified and supported.
- Ensure that the campuses have the ability to obtain required data from the HRS system. With Oracle/PeopleSoft, based on role security, campuses should have access to the pages and tools required to perform their jobs.

*Objective 2: Implement an integrated system which allows for accurate, timely, mandatory and legal delivery of benefits and pay to all employees.*

- Comprehensive Regulatory and Tax Updates are provided on a regular, published schedule as part of the software maintenance agreement from Oracle.
- Timely tax updates and patches and fixes should be applied based on an identified schedule. Tax updates are released quarterly and should be applied based on an agreed-upon schedule.
- Ensure accuracy for state and federal compliancy.

*Objective 3: Provide a system that substantially improves service to the end-users, faculty, staff and student employees and that supports institutional initiatives taking into account growing service demands.*

- Select and implement an application that provides workflow and automation tools that enhance productivity, and provide more effective communication with end users and employees.
- Implement a system based on flexible technology that can support evolving institutional priorities and end-user needs.
- Implement "self-service" functionality to allow faculty, staff, students and other system constituencies to have direct access to their own data.
- Implement an application whose core end-user functions accommodate infrequent as well as high-volume users.
- Maintain required functionality.
- Provide quick access to information through tight integration with the portal, and through the implementation of reporting tools.
- Provide better integration of and service to the human resources, benefits and payroll information to the campuses not effectively served by the legacy appointment payroll systems.
- Provide real-time or near real-time interfaces between appropriate internal and external entities.
- Implement a plan that provides robust and configurable security, and that will effectively implement relevant federal and state legislative requirements, as well as University policy.
- Utilize tools and technologies that make it easier to exchange data with both appropriate internal systems and outside entities (other databases, vendors, Department of Administration, etc.).
- Implement the necessary technical infrastructure to expand the provision of high system availability and reliability, moving toward near 24 hours per day, 7 days per week, 365 days per year.

*Objective 4: Improve the quality of the institutional and employee related data the University of Wisconsin maintains. Increase data integrity, control, and records management.*

- Work to understand and clean up legacy appointment payroll data, before and during conversion into the new system.
- Utilize the greater flexibility, detail and granularity of a new system to track data the University of Wisconsin can not (or does not) currently store in the legacy systems.
- Consider revising business processes and adopting best practices to ensure consistency in handling data, while taking into account the differing needs of campuses and units.
- Use delivered software controls to assure data standardization, integrity and records retention.
- Where appropriate, allow the individuals who own or are closest to data to perform data entry.
- Where possible and reasonable, consolidate disparate supplemental shadow databases into the single, enterprise repository.
- Based on previous system audits the accuracy and consistency of the data contained in the legacy appointment and payroll systems need to be brought up several levels. Having a central repository for human resources, benefits and payroll information is critical.

*Objective 5: Empower end-users with access to integrated data for analysis to support operational and strategic decision-making.*

- Take advantage of portal and data warehouse capabilities to provide users with integrated access to multiple data sources.
- Where it makes good business sense, consolidate disparate supplemental shadow databases into the easily-accessed enterprise repository.
- Deliver a common tool set to end-users for data reporting, extraction and analysis. Provide users with the knowledge, training and capacity to enable them to perform their own reporting.

*Objective 6: Minimize duplicate and triplicate entry of data and ensure the collection and verification of data is performed at the source, only once (by employee, department, division, institution, or regulatory agency.)*

- Minimize duplicate entry for end-users by creating one integrated system for human resources, benefits and payroll.
- Employee and Manager Self-service will be a key component of the implementation plan and will go a long way in providing a higher level of service by enabling owners of data to access and update their own information.
- Utilize workflow to enable supervisors to authorize transactions and leverage approval routings function as a more streamlined system.
- By allowing employees to enter their own employee information through self-service, the amount of paperwork that needs to be processed in the various business offices will be substantially reduced.

*Objective 7: Increase the degree of standardization for policies, practices and service delivery related to HR, Benefits and Payroll*.

- Consistent application of a common set of rules, data elements and definitions such as Common ID, Person Hub and Identity Management are examples of current business process focuses.
- While Oracle/PeopleSoft supports standardization, it also offers flexible configuration to keep legitimate, value added campus differences.
- Implement an HRS solution with as few customizations as possible.

*Objective 8: Implement a flexible system that allows for future development.*

- Leverage delivered integration points between the other Oracle/PeopleSoft applications for a more seamless approach for table updates. Utilize application messaging when appropriate so that the different databases are kept in sync.
- Oracle/PeopleSoft architecture enables having separate testing, training and development environments, which will enable higher quality testing and decrease re-work and production system downtime.
- Data access, self service, business processes rooted in best practice, not historical practice, and use of the web-interface translate to enabling Administrative staff to evolve from a tedious, dual-entry, transaction oriented role to service oriented organization.

# Project Principles and Assumptions

## Detailed Project Principles

The project principles below were derived from lessons learned during previous system implementations at the University of Wisconsin and from implementation experiences at other institutions of higher education. These guiding principles will affect project structure, project operational and administrative processes, and the interaction of the project with the larger University community. Principles do not directly lead to a project deliverable or output, but support a better project environment, and foster the successful achievement of project objectives. Summary principles are re-stated here, and further amplified by options noted in the table below.

| Principle 1: *Formal project management*<br><br>The *University of Wisconsin will implement and execute formal project management processes to ensure the success of this project. These will be based on project management best practices and lessons learned from previous implementation projects at the University of Wisconsin System and will be adapted to the specific needs and structure of this project.* |
|---|
| • University of Wisconsin will use the charter documents to establish clearly why the project must be done, project objectives and scope, project governance and structure, project controls and management strategies, and suitable method(s) for monitoring progress and success.<br>• The implementation and deployment plan will include the transition to production, and will attempt to predict and respond to the issues and needs of a post-production environment.<br>• University of Wisconsin will assess training, documentation and reporting needs as part of implementation planning, and appropriate work related to these areas will begin in early phases of the project.<br>• An external auditor will review and audit policy, procedures, project management, and project progress at specific intervals throughout the implementation.<br>• University of Wisconsin will define and set up the necessary processes and resources for change management, issue management, risk management and both project and product quality assurance activities as part of the implementation planning phase.<br>• System dependencies will be fully understood and documented, and external projects and initiatives that may affect this project will be monitored throughout the life of this project. |

Principle 2: *Inclusive project governance*

*University of Wisconsin will establish a project governance structure that involves faculty and staff, the campuses and system administration; and executives, functional and technical system users appropriately. This structure, those appointed to it, and their responsibilities will be made publicly available on the project website.*

- University of Wisconsin will establish champion(s) to advocate and articulate the need for the project.
- University of Wisconsin will establish a Project Steering Committee to provide executive-level support for the project. This group will be established and cohesive prior to the beginning of detailed implementation planning.
- Project executives will establish an agreement with the Chancellors and President about the expected extent of their involvement.
- The project budget will include a full-time project director and manager, with full-time project administrative staff as appropriate to handle project communications, management and tracking, financial tracking and human resource issues.
- University of Wisconsin will create a separate project staff and backfill their former positions to ensure that team members can devote their attention to the project, and those academic units or departments are not left under-staffed.
- The appropriate IT and technical staff will be included in the project team. This will include staff who work with technical architecture, authentication/authorization, identity management, provisioning, web and portal design, and others, as well as application development staff.

Principle 3: *Transparent project decision making*

*University of Wisconsin System will establish a decision-making process that is transparent, clearly documented and that takes into account the different kinds of decisions (strategic, tactical, operational) and the scope of effect (system configuration, departmental, university-wide, etc.) these decisions may have. Decisions will be made by the appropriate groups or individuals.*

- The project governance structure will include both project and University executives, and others with authority over project decisions, and their roles will be clearly defined.
- Campuses and departments will be represented through dedicated Project Liaisons and through other part-time positions to be defined. These individuals will be apprised of, and involved in appropriate decisions.
- The decision-making process will explicitly reference the governance structure, so that it is clear "who makes what decisions."
- University of Wisconsin will establish a format for documenting decisions, including the original issue, alternatives explored and costs, those who participated in the process, and the final decision. These documents will be publicly available both during the project and once the application is in production.

Principle 4: *Open and effective communication*

*The project will include full, open and collaborative communication to all university and other affected constituencies.*

- University of Wisconsin will establish communication with faculty, staff and other potentially affected constituencies in the earliest phases of the project, and maintain this throughout the project.
- The project will involve faculty, staff and any other governance groups as necessary.
- The project plan will be explicit about the total costs of the project, especially those to be funded by campuses or units outside of the project budget.
- The project will include a detailed and complete communication plan, identifying the target audiences, the right messages, the appropriate senders, the communication channels, and the right timing for communication. This plan will establish communication guidelines for internal team communications as well as those to executives, and university and other stakeholders.
- University of Wisconsin will establish and maintain connections between the project team, advisory groups, campus, academic departments and system offices through organizations such as a "Liaisons" group.
- The project management team will actively manage expectations for all project participants and stakeholders throughout the project.
- Project communications will clearly and accurately present what the project (and system) can and will do, versus what it can't or won't do.

Principle 5: *Balance of scope and needs:*

*University of Wisconsin will make every effort to achieve the best balance between managing expectations and customization requests and a project including business processes improvement.*

- When delivered functionality conflicts with existing business processes or needs, University of Wisconsin will give consideration to the following:
    1. Process change (revising the business process to meet system requirements),
    2. System modification (customizing the system to meet business process requirements), and
    3. A blend of process change and systems modification.
- When considering options for addressing change, each approach will be researched and documented, and the short- and long-term costs for each will be estimated. Primary consideration will be given to changing the business process and options will be escalated through formal issue, change and risk management as appropriate, and the final decision will be publicly documented.

Principle 6 – Commitment of Resources to support the legacy system, and the implementation of HRS and UW related projects:

*Ensure adequate staff and technical resources to operate the current legacy system while implementing HRS and related inter-dependent UW projects.*

- Adequate resources must be assigned to the legacy system in order to meet legal requirements such as tax updates and such.
- Legacy environment will be frozen unless changes are absolutely required.
- Additional enhancements should not be scheduled or made to the legacy environment once a HRS project begins.
- Provide adequate staff and financial resources throughout the implementation of HRS and related UW projects.

## Key Project Assumptions

- University of Wisconsin will establish a decision-making process and authority that is empowered to prioritize issues and resources in order to maintain project implementation timeframes and costs.
- The appropriate University Project Team members and Subject Matter Experts will be available at relevant times throughout the overview training sessions, fit-gap sessions and analysis.
- University of Wisconsin will dedicate adequate resources to all phases of the project. Team members will have sufficient knowledge and decision making authority to make appropriate project decisions.
- Project work will be conducted in a dedicated workspace at the University of Wisconsin in Madison. Adequate facilities will include office space, administrative supplies, conference room facilities, telephone, workstations, network access, and administrative support for large volume copying and document preparation for project team members. Primary project team members should occupy this space in order for proper communication and knowledge transfer to occur.
- Technical team will be engaged through the entire project from fit/gap through go-live. Technical team will also reside in the common dedicated workspace for the HRS implementation team.
- University of Wisconsin will engage an Implementation Partner, such as CIBER, for their implementation.
- CIBER will provide a series of two-day overview sessions prior to the actual Fit/Gap Sessions. The Overview Sessions will prepare Team Members to actively participate in Fit/Gap Sessions. Team Members will make every effort to attend the appropriate Oracle/PeopleSoft training classes prior to the start of implementation.
- Project hardware and software infrastructure will be defined, in place, and supported by the University of Wisconsin. In addition, the appropriate support personnel will be trained and in place.
- University of Wisconsin will remain current with Oracle/PeopleSoft delivered patches and fixes including tax updates.
- Identity Management solution will be determined and the project underway before the HRS implementation begins.
- University of Wisconsin will have made a decision on a Data (Person) Hub before the HRS implementation begins.
- Backfill needs will be reviewed and resources will be trained and in place before the fit/gap sessions begin in 2008.
- The HRS implementation project will follow and utilize the current security infrastructure already in place at the University of Wisconsin.

## Summary Risks

Several project risks were identified through the Project Charter interview process. A high-level summary of risks appears below; a detailed list of initial project risks and potential mitigation strategies appear in Appendix 3.

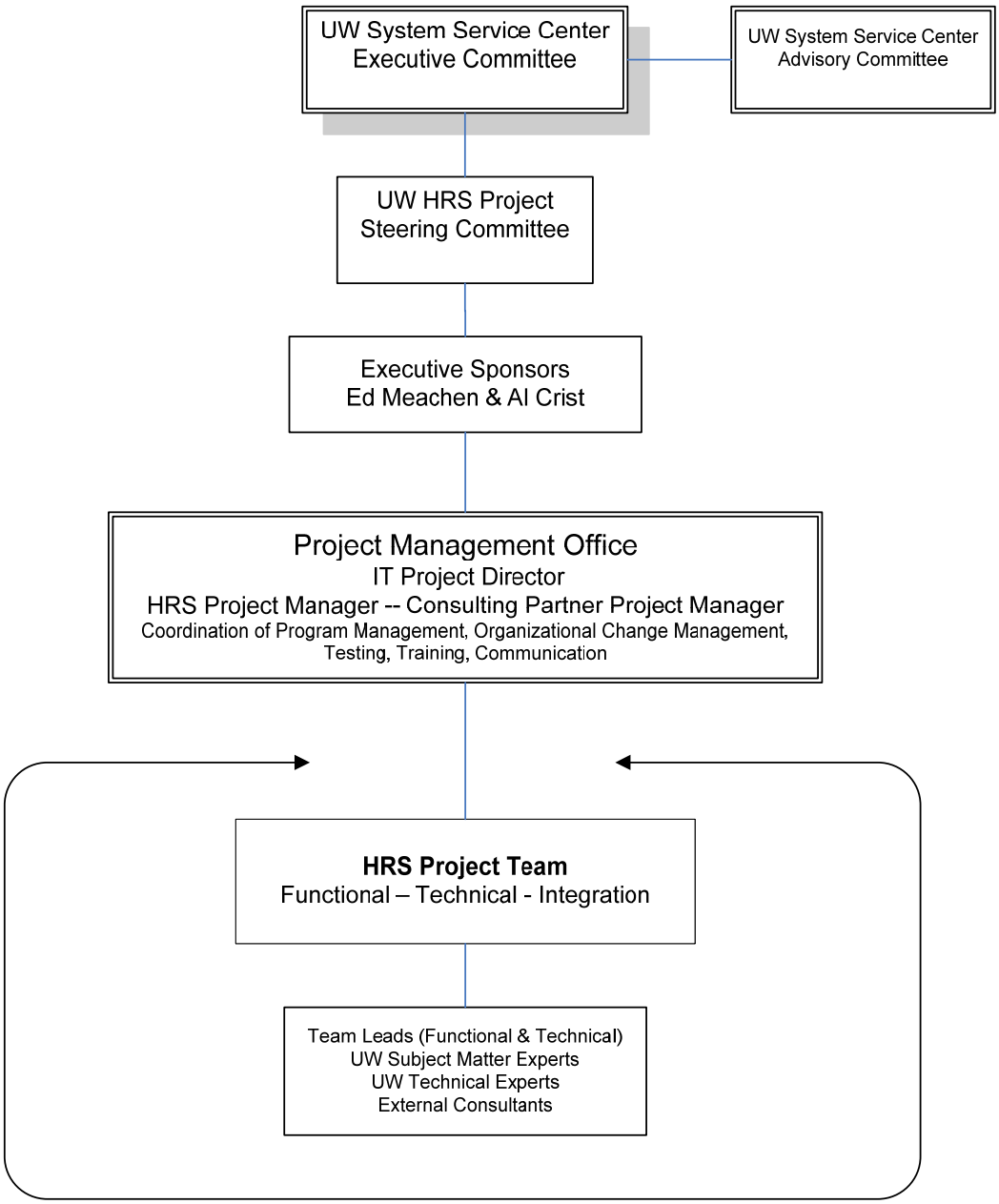
Summary of identified project risks:

- Ability to achieve total and complete organizational support to ensure success.
- Engaging executive attention to the HRS project.
- Change readiness and business process re-engineering expertise.
- Timeliness of decision-making.
- Competing initiatives.
- Appropriateness of resources.
- Project credibility.

# Project Structure

The project structure defines roles and responsibilities and team structure for the HRS implementation. The project structure plays an important role in day-to-day functioning of the team. Some of these roles may be shared and the responsibilities assumed by more than one individual. In other cases, a person may assume more than one role. An important factor in the quality and effectiveness of the project is to ensure that the responsibilities are assigned to the appropriate individual(s). The project governance model, and the roles and detailed descriptions for each position are described in the section below.

**HRS Project Structure**



# Role Descriptions

## *UW System Service Center Executive Committee*

This committee provides input to the Executive Sponsors on HRS project issues.

***Typical Responsibilities***

- Provides advice and input to the Executive Sponsors
- Appoints the HRS Project Steering Committee
- Works with the HRS Project Steering Committee to develop project budget and sponsors the HRS project budget request to the Common Systems Review Group
- Monitors the status and progress of the implementation
- Resolves conflicts presented by the Executive Sponsors and the Project Steering Committee

The UW System Service Center Executive Committee:

| | |
|---|---|
| Don Mash, Chair | Executive Senior Vice President, UWSA |
| Darrell Bazzell | Vice Chancellor, UW-Madison |
| Al Crist | Associate Vice President, UWSA |
| Debbie Durcan | Vice President – Finance, UWSA |
| Jack Duwe | Deputy CIO, UW-Madison |
| Ed Meachen | Associate Vice President, UWSA |
| Andy Soll | Vice Chancellor, UW-Eau Claire |

Ex-Officio Members:

| | |
|---|---|
| Elise Barho | HRS Project Manager |
| Sue Chamberlain | Assistant Vice President, UWSA |
| Lorie Docken | IT Project Director, UWSA |
| Richard Laufenberg | Director, UW System Service Center |
| Carla Raatz | UW-Madison, HR Director |

## *HRS Project Steering Committee*

The HRS Steering Committee collectively decides major project objectives, schedules, scope, and priorities, and is responsible for the overall success of the project effort and for ensuring that the project effort meets the business requirements for the University function, cost, schedule, and quality.

This committee also makes decisions on project issues escalated by the Project Office. Typically, issues that have an impact on the project budget, scope, timeline or institutional policies are presented to the Steering Committee. Issues affecting more than one department or organizational unit may also be presented to the Steering Committee for resolution. In either case, the Steering Committee will review the options and recommendations presented by Project Office and either approve the recommendation or reject it with an explanation of the reason(s) for rejection. If the recommendation requires a significant scope, resource or budget change, it will be forwarded to the Executive Sponsors and to the UW System Service Center Executive Committee for review and approval.

***Typical Responsibilities***

- Oversees human and financial resource allocation
- Oversees unresolved implementation and integration issues
- Oversees overall project plan
- Develops measurement benchmarks of project's progress and success
- Provides project vision and direction
- Manages policies and procedures impacted by and required by the project
- Resolves escalated issues in a timely fashion
- Defines project ownership, organization and reporting relationships
- Resolves high-priority issues
- Works with the Project Director, the Project Manager and the UW Service Center Executive Committee to develop the project budget
- Approves all alterations to the project plan
- Insures inter-institutional, inter-divisional and inter-project cooperation throughout the project

The Steering Committee collectively decides major project objectives, schedules, and priorities and is responsible for the overall success of the project effort and for ensuring that the project effort meets the business requirements for the University function, cost, schedule, and quality.

The HRS Project Steering Committee:

| | |
|---|---|
| Ed Meachen, Chair | Executive Sponsor |
| Al Crist | Executive Sponsor |
| Sue Chamberlain | Asst VP for UWS HR (HR Rep) |
| Greg Diemer | UW-Stevens Point, CBO |
| Jack Duwe | UW-Madison, Deputy CIO (CIO's designee) |
| Greg Lampe | UW Colleges, Interim Provost/Vice Chancellor |
| Kathy Pletcher | UW-Green Bay, CIO |
| Carla Raatz | UW-Madison, HR Director |
| Karl Sparks | UW-Milwaukee, HR Director |
| Donna Weber | UW-Eau Claire, HR Director |

Ex Officio Members of the Project Steering Committee:

| Name | Title and location |
|---|---|
| Lorie Docken | Project Director, UWSA |
| Elise Barho | HRS Project Manager |
| Doug Hendrix or designee | Representative from Shared Financial System |
| | Budget Office Representative |
| | Payroll Representative (Campus) |
| | Implementation Partner Project Manager |
| Diane Mann | DoIT, Director, Application Development & Integration |
| Richard Laufenberg | Director, UW System Service Center |

## *Executive Sponsors (Ed Meachen and Al Crist)*

The Executive Sponsors have the authority to resolve project management issues, assign resources and recommend or approve project expenditures and plans. The senior executives are the driving force behind the project, and have a unique ability to identify issues that need to be considered from a university-wide point of view. The Executive Sponsors may also empower others with some of the responsibilities noted below as appropriate.

***Typical Responsibilities***

- Works with Project Manager and Project Director between Steering Committee meetings to help resolve problems, develop Steering Committee agendas, provide input into tactical decisions, and provide support for resolution of inter-project (integration/interface) issues.
- Approves all project related contracts and deliverables
- Helps the project team allocate resources based upon the project plan
- Meets with the project team periodically to help the Project Manager and Project Director with difficult team issues.
- Assesses institutional impact of issues/challenges and determines the ability of the organization to supplement or reinforce business unit strength. This responsibility includes face-to-face meetings with individual institutions to understand and help resolve issues.
- Communicates with Chancellors, Provosts, Chief Information Officers, Chief Business Officers, etc.
- Together, the sponsors cast the tie-breaking vote in the event that a management group is unable to reach closure on its own or when business decisions have implications beyond functional jurisdiction.
- Advocates for and represents the project with internal UW stakeholders, legislators, and Regents

## *UW System IT Project Director*

The UW System IT Project Director is responsible for directing the strategic aspects of the project implementation ensuring integration, coordination and consistency throughout the project. The Project Director is responsible for maintaining awareness of the external environment and facilitating public relations in support of the project.

The Project Director will ensure resource needs are met and will hire and/or assign personnel for the project implementation, in conjunction with the Project Manager. The IT Project Director and Project Manager will interview and assign consultant and University of Wisconsin resources to the project implementation team.

The Project Director will be responsible for the overall direction of the implementation and will prioritize project and task teams in conjunction with the Project Manager in order to meet overall project goals and objectives.

***Typical Responsibilities***

- Directs the implementation project, including but not limited to the following:
  - Facilitates regular reporting, reviews and audits
  - Ensures quality assurance procedures take place
  - Provides project direction, organization, resource alignment, and allocation
  - Ensure coordination between HRS and other projects
  - Develop and acts as custodian for the project's vision
  - Ensures the appropriate management framework is in place
  - Reviews high-level deliverables and deadlines
  - Addresses financial aspects of the project
  - Assists the Project Manager in the resolution of issues
  - Secures an implementation partner
  - Responsible for group motivation
  - Coordinates and fosters teamwork
  - Resolves resource conflicts
  - Ensures proper closure for project
- Develops and implements strategic objectives for the project which are aligned with the team's strategic initiatives

## *HRS Project Manager*

The Project Manager is responsible for project coordination and communication while staying within the parameters of the budget and timetable. The Project Manager is responsible for leading and managing University activities on the project. This individual is the primary point of contact for project team members (staff and consultants) and is responsible for resolving internal issues within the agreed-upon timeframes.

The Project Manager will manage the activities of the project team members (staff and consultants) and will ensure coordination between the HRS project and other projects at the University of Wisconsin; and will provide overall project leadership. The Project Manager will work with the Project Director in assigning resources to the project.

The Project Manager will manage the activities of all University of Wisconsin staff, both technical and functional, and work with line managers to ensure appropriate participation in the project.

***Typical Responsibilities***

- Manages the implementation project, including but not limited to the following:
  - Develops and maintains the project plan
  - Monitors the status and progress of the project, and the quality of deliverables
  - Identifies and manages project risks
  - Monitors project scope and expectations
  - Provides project direction, organization, resource alignment, and allocation
  - Reviews and approves deliverables
  - Ensures consistency of activities and deliverables across teams
  - Manages project priorities
  - Monitors project schedule and milestones
  - Identifies resource needs.
- Leads the Implementation and Task Teams. This includes coordinating and/or facilitating team meetings and communication between all teams and the University community.

## Project Management Office

The **project management office** will include University of Wisconsin staff tasked with following project management best practices, and with project communication and administrative tasks including documentation, testing and training coordination.

| PMO Roles: |
|---|
| IT Project Director, UWSA |
| HRS Project Manager |
| Implementation Partner Project Manager |
| Project Administrative Support |
| Training Coordinator/Document Specialist |
| Communication Specialist |
| Testing Coordinator |
| Implementation Partner Account Manager |

The Project Office team will ensure that all relevant reports are made to the Executive Sponsors, the Project Steering Committee, the UW System Service Center Executive Committee, and any other UW System group as appropriate.

## Roles in the Project Office:

### Training Coordinator/Documentation Specialist

This individual is responsible for the coordination of training activities and the development of training materials and documentation.

#### Typical Responsibilities

- Coordinates the scheduling and setup of training facilities
- Develops and maintains training materials
- Develops, customizes and maintains end user documentation
- Executes the Training Plan for the project
- Maintains attendance records and evaluation forms

### Communication Specialist

All project communication initiatives will be coordinated by this person to ensure that information is disseminated in an accurate and a timely manner.

#### Typical Responsibilities

- Executes and maintains the Communication Plan for the project
- Creates meeting minutes and task status reports
- Coordinate application branding and identity efforts with University Relations

### Administrative Support

Administrative support personnel provide assistance with the preparation of project documents, meetings, and communications.

#### Typical Responsibilities

- Maintains calendars
- Maintains project document library and files
- Coordinates logistics for meetings, conference calls

## HRS Implementation Project Team

The teams work closely with the Project Manager, the System-wide ERP Integration Team, and the Technology Infrastructure team. The HRS Implementation teams are responsible for ensuring that specific project goals are accomplished as a team. Team areas may be formed around functional business processes such as employee recruitment processing, time collection, absence management, and payroll processing; HR processing, and position management/pay planning; technology infrastructure, and integration.

## Functional Leads

The functional team lead serves as the primary contact for a particular functional area, and typically devotes 100% of his or her work day over the course of the implementation to project activities. The team lead works closely with the functional implementation partner expert and technical lead, and will lead the implementation of the respective module(s). The team lead will be responsible for coordinating meetings, managing and resolving team issues, reporting progress to the project management team as well as serving as liaison between the Project Team and departmental management.

***Typical Responsibilities***

- Assists in the planning of the implementation project
- Assists in the administration of the implementation project schedule/timeline
- Reviews definition and documentation of the business processes, policies and procedures relating to the ERP system
- Reviews implementation requirements
- Reviews functional specifications and test scripts for a given area of expertise
- Collaborates with other Implementation Team members
- Attends and participates in the implementation meetings
- Leads his or her assigned Task Team(s)
- Responsible for achieving team milestones
- Coordinates end-user training with their respective department's staff
- Reports progress of team to project management
- Coordinates and facilitates team meetings
- Manages identification and resolution of team issues
- Reviews and approves team deliverables
- Assures that deliverables meet the business and/or technical requirements
- Acts as a project "ambassador" to other University constituencies

***Typical Qualifications***

- Able to focus on the whole and think in terms of what is good for the entire system
- Project Management experience
- Lead and manage others
- Encourages innovation and manages change well
- Motivator
- Able to multi-task
- Works well with all implementation project team members including campuses and site leads
- Communicate effectively
- Takes the initiative to get things done
- Accountable for their decisions and responsibilities
- Is not afraid to hold others accountable
- Takes personal responsibility for project success
- Knowledge of business requirements
- Full-time position located in Madison.

## Technical Leads

In partnership with the Function Team Leader, the Technical Co-Leader is responsible for providing technical leadership and support throughout the implementation of HRS.

Typical responsibilities:

- Partners with Function Team Leader to develop overall strategies of design and implementation to meet business requirements
- Makes complex technical decisions with significant impact on the business function. Works closely with Project Manager, Functional Team Leaders, and other Technical Team Leaders to solve issues and maximize use of the system
- Participates in continuous process improvement efforts in end-user departments to leverage the value of the HRS implementation
- Provides technical understanding of the capabilities, functionality, and configuration during implementation
- Works in partnership with Functional Team Leaders to identify areas of opportunity for improvement in system performance, features, or functionality
- Develops and documents strategies, processes, and procedures for technical components of the HRS module(s)
- Analyzes, designs, develops, and implements solutions including but not limited to customization, interfaces, integration points, bolt-ons, and reports. In consultation with the Project Manager and the Infrastructure Team Lead, determines the appropriate toolset to employ for conversion, interfaces, reports, bolt-ons and customizations
- Works with the Infrastructure Team (data conversion, integration, reporting, testing). Provides the conduit from the functional team to the Infrastructure Team.
- Anticipates system and business process problems and makes recommendations for resolution.
- Analyzes requests for design change and recommends appropriate actions to Project Manager and Function Team Leader
- Assumes responsibility for the quality of the configuration, customizations, interfaces, integration points, bolt-ons in the particular functional area
- Identifies requirements for on-going support

Typical qualifications:

- Experience in business process design
- PeopleSoft implementation experience
- Project management experience
- Strong leadership abilities
- Ability to multi-task
- Ability to work well with Functional Team Leaders, implementation project team (both functional and technical), and campuses
- Excellent written and verbal communication skills
- Full time position located in Madison

## Functional/Technical Subject Matter Experts (SMEs)

These individuals perform as project team members and as subject matter experts during the course of the implementation to the project. These individuals will become the system experts, through direct, day-to-day knowledge transfer from consultants, and through hands-on use of the application through all phases of the implementation.

### ***Typical Responsibilities***

- Provides knowledge of end user needs
- Provides knowledge of business processes and procedures
- Attends and participates in the implementation meetings
- Proposes implementation requirements

- Develops functional specifications and test scripts for a given area of expertise
- Leads the definition and documentation of the business processes, policies and procedures relating to the use of the system for a given area of expertise
- Ensures that the necessary testing, prototyping and piloting tasks are completed, according to the agreed upon timelines and deadlines, and that related documentation is complete and accurate
- Provides communication of business needs and gaps to team leads
- Examines business processes for improvement opportunities
- Aids in and carry out testing
- Assists with data conversion/interfaces
- Assists in training
- Aids in report definition
- Assists in building and reviewing prototypes

### *Technology Infrastructure Team*

The team works closely with the Project Manager, the Functional Team Leads, the Technical Team leads, and the System-wide ERP Integration team. The Technology Infrastructure Team is responsible for the planning, design, and implementation of the infrastructure required to support the applications.

***Typical Responsibilities***

- Platform
- Application architecture
- Integration
- Warehousing and reporting
- Middleware

### *Integration Team*

The implementation of HRS will have significant and far-reaching impact on many existing systems. The Integration team is responsible for ensuring the interconnectedness of the data and the integration with other systems. Other systems may include the Shared Financial System, Student Information Systems, Grants, security systems, identity management, and other strategic interoperability points yet to be identified. The selection of appropriate Integration Team membership is critical to the success of integration planning as integration team participation will be crucial to the success of the HRS implementation.

### *Task Teams*

Task Teams will be created and organized throughout the duration of the implementation project. Each team will be assigned responsibilities and action items by the Implementation Team. For example, a Task Team may be organized to test and prototype the functionality of the employee Open Choice registration in the new Oracle/PeopleSoft system. The team(s) will report their outcomes and findings to the Implementation Team. Please note that these teams are dynamic. That is, they may be created and dissolved as required to perform specific tasks during the implementation.

## *Implementation Partner*

CIBER is recommending that the University of Wisconsin engage an Implementation Partner. The following roles that an implementation partner may provide are described below.

### *Implementation Partner Lead*

The Lead is responsible for following implementation methodology and for completing project deliverables in accordance with the contract provisions and the Project Charter document. The Implementation Partner Lead works closely with the Project Manager to communicate project progress, identify and resolve key issues, and carefully manage the scope of the project.

***Typical Responsibilities***

- Supervises Vendor team
- Assists with developing and maintaining the project plan
- Monitors project progress
- Reports on project status to University of Wisconsin and internal management
- Follows project controls that ensure the quality of project deliverables and minimize disruption to the project schedule
- Provides application knowledge and expertise to the client and to the Project Team
- Ensures that the client accepts all deliverables and that the appropriate sign-offs are obtained

### *Implementation Partner Account Manager*

The Implementation Partner Account Manager provides leadership and quality assurance for the project, and functions as the primary contact for accounting issues. The Account Manager works closely with the Project Manager and Leads to ensure that the project deliverables are completed and accepted in accordance with contract provisions and the Project Charter document.

***Typical Responsibilities***

- Evaluates the integrity of the project scope
- Performs periodic quality assessments
- Provides assistance with issue resolution
- Assists Lead with managing the staffing and scheduling of personnel
- Resolves billing and contract issues

### *Implementation Partner Functional Experts*

The primary role of the Implementation Partner functional expert is to provide expertise in the application, industry-specific areas and module-specific functions and business processes.

***Typical Responsibilities***

- Works with University of Wisconsin team members to best ensure knowledge transfer
- Assists in resolving gaps, whenever possible, by recommending work-arounds, process improvements, customizations, or modifications
- Provides leadership and support with setting up system tables
- Provides leadership and support with testing the system during modeling and system acceptance to ensure that University of Wisconsin requirements are met
- Assists with data identification for conversion activities
- Reports on project status, progress, and issues to the appropriate team lead in a timely manner
- Transfers knowledge to appropriate University of Wisconsin personnel
- Provides functional guidance to the Project Team
- Provides options for issue resolution and identifies business process improvement opportunities

## *UW System Service Center Advisory Committee*

The UW Service Center Advisory Committee will provide guidance to the individual project teams, to the Project Manager, and to the Executive Committee and the Project Steering Committee. The committee will be responsible for analyzing project issues, policy questions and decisions in the broader context of the University environment, and within State and Federal regulations.

## *Campus Project Liaisons (Site Leaders)*

Campus Project Liaisons are project members from each UW campus who are responsible for providing leadership and facilitation of the HRS Implementation at the specified site. The site leaders are responsible for advocating for their campus' needs and viewpoints, and providing two-way communication and feedback between their campus and the project team.

***Typical Responsibilities***

- Provides leadership to site
- Communicates project details
- Facilitates training
- Works with subject matter experts along with functional and technical staff
- Ensures the necessary testing, prototyping and piloting tasks are completed, according to the agreed upon timelines and deadlines, and that related documentation is complete and accurate for the site

In addition to the project liaisons, each institution may want to consider additional campus-based team members to act as the stakeholders contact for the project at the institutional level. The campus contact(s) role is to be the primary contact for project communications, and to will be responsible for disseminating HRS information within their division to all interested parties (i.e., individuals who work in the payroll, benefits, personnel, and technical areas).

Regional cooperation would be ideal so campuses situated in close proximity could work together and create a regional support structure. The University of Wisconsin may also want to consider forming a user group to support the Site Leaders.

# Project Management Strategies

## Project Plan

A project the size and complexity of the University of Wisconsin's HRS project will be managed through the use of a Project Plan. The Project Plan depends heavily on the Project Charter, a governing framework defining the approach and established boundaries for the project. The Project Charter provides written documentation of the high-level project objectives, strategies and controls, as well as high-level project scope. It is also the first opportunity for the entire institution to define, understand and agree to the project.

The project plan will clearly define the phases, resource requirements, detailed tasks, deliverables and the target start and end dates for each phase and the overall project. The project plan tasks are specified at a level of detail necessary to reflect task accountability by resource. The plan also organizes the effort to achieve the ultimate deployment following the defined implementation strategy.

The project plan is a dynamic document and as the implementation progresses, it must be updated to reflect the impact of business decisions and redesign, scope changes, and risk mitigation activities. Additional detail will be added as Project Teams develop more detailed plans. The Project Manager and Team Leads will update the project plan on a weekly basis to reflect work accomplished and the current project status. Tasks behind schedule will then be addressed by the Project Team and, if necessary, the Project Steering Committee.

## Organizational Change Management

Any project with the scope of an ERP implementation will introduce change into an organization, and the University of Wisconsin may use this opportunity to review existing processes, and adopt best practices where they provide benefit and can be implemented with reasonable effort. These kinds of changes can impact both individuals and departments, and may affect departmental interactions, working habits and even institutional culture. Institutional change must be carefully managed to ensure that the outcome of any change is positive.

A strong Organizational Change Management program will include an integrated communications plan, training and documentation plan, and an organizational development plan, which will be tied into the overall project so that activities take place at appropriate times.

Once the project moves into the implementation planning phase, the University of Wisconsin should plan for, and develop a support structure for the following general phases of a Change Management process:

- **Planning the Organizational Change Program:** developing a dynamic change plan with milestones and feedback loops tied to the phases of the system implementation.

- **Generating Sponsorship:** Ensuring that the leadership team is on board and committed, and that they understand and act on their roles as required for the successful outcome of program. As University of Wisconsin moves forward, the Steering Committee and Project Sponsors will need to fill this role.

- **Managing Organizational Impacts:** Determining the extent to which current processes and institutional characteristics are aligned with the requirements of the planned business processes. Understanding the new work processes that will be implemented, and defining the job and workplace skills required to support the new organization. Assessing the current level of skill within the affected user population and comparing current to desired skills.

- **Preparing End Users:** Providing stakeholders with a clear understanding of specific changes, how the changes affect them, and how the changes fit into the bigger picture is imperative to create end user acceptance and advocacy.

- **Providing Production Support Post Go-Live:** Because the University of Wisconsin may implement several major human resources system modules and additional reporting tools in overlapping phases, there will be a need to provide production support for some modules while others are still being implemented. The demand will be particularly heavy when implementation activities have to be coordinated with the normal process of the employment lifecycle. The organizational and staffing impacts of these competing needs have to be considered and managed.

## Project Communication

Project Team communication serves a vital link to the University community, helping to share important decisions and milestones. From executives to end-users to students, individuals are much more responsive to change when they have a sense of involvement, and some advance notice of possible changes.

Communication serves several key goals: education, obtaining buy-in, and providing information to those individuals impacted by changes to policies and practices. The implementation project is a vast and complicated process that impacts an organization and the participants in a variety of ways throughout its duration and at its conclusion. That is why it is essential to carefully plan the communication that will occur over the course of the project.

Key Elements of the Communication Plan:

- Project Events and/or Milestones
- Communication Audience
- Mode(s) of Communication
- Key Messages
- Frequency of Communication
- Communication Owner
- Planned Communication Date

An effective Communication Plan:

- Provides an organized and planned approach to the delivery of key communications during the course of the project.
- Clearly assigns responsibility, outlines the schedule of communication to key audiences, and identifies the most effective mode(s) of communication.
- Supports the change management effort by providing change information incrementally over a period of time.

| Process | Process Steps |
|---|---|
| Define Key Events, Audiences, and Communication Vehicles | 1. The Implementation Team defines the key audiences.<br>2. The Team identifies viable and effective modes of communication.<br>3. The Team reviews the Key Events that should be included in the Communication Plan. |
| By Target Audience Define Key Events and Communication Message | 1. The Team reviews, by target audience, each Key Event and devises the message as well as mode(s) of communication.<br>2. The Team documents each Key Event and the recommended message. |
| Communication Plan Manager Assigned | The team selects a member who becomes responsible for the development of the detailed communication plan and the communication as defined in the Communication Plan. |
| Communication Plan Created and Distributed to the Team | 1. The Communication Manager completes the detailed Communication Plan.<br>2. As events occur, the Communication Manager is responsible for executing the communication to target audiences or assigning the task to another team member. |

The University of Wisconsin has previously used project websites, and this project website should be supported and updated throughout the project.

# Testing

Testing must be an on-going activity throughout all phases of a project and should be an integral component of quality assurance efforts. CIBER is recommending that the University of Wisconsin follow comprehensive testing methodology for the HRS project. Testing starts at the unit level, as team members test portions of the functionality encompassed within a single module, interface, report or modification. Data modeling is used to test delivered functionality. Customizations, interfaces and reports are first tested by their developer before they are submitted for testing by functional users. Functional users will conduct a unit test of the customization, report or interface and formally accept it before it is moved to production.

As the implementation of the project progresses, so does the nature of testing. After each module has been thoroughly unit tested, integration testing begins. As integration testing proceeds, more end-user participation is needed. CIBER recommends that there be one person (a central point of contact or testing coordinator) responsible for tracking the status of test scripts and the documented results of each test. Any test scripts which identify errors should be tracked and given to the appropriate person to resolve. After the error has been resolved, it should be re-tested by the same individual who originally uncovered the error.

The next step in the testing cycle is to carry out system testing, to validate that the entire system performs as expected. During this testing the output from the scripts (including process, interface and reporting outputs) is compared to the output from the legacy appointment payroll systems. Unexpected discrepancies will be analyzed, resolved, and re-tested. This cycle is repeated until the team (and the user community) is confident that the new system is ready for production.

For each module the Project Team should develop detailed test plans and acceptance criteria. These plans will be integrated and coordinated for the testing of inter-module processes. The plan should also identify one or more Testing Coordinators. It is our hope that some of the test scripts created during the Appointment, Payroll, and Benefits System (APBS) project can be used during this implementation as well.

# Training

In order to provide the greatest benefit to users, gain the greatest return on investment in a new system, and to be able to operate it effectively without consulting support, it is critical to provide thorough and effective training. Project Team members must become experts in the operation of the software, and end users must become self-sufficient in its use. Executives should have enough knowledge of the system to understand its capabilities and its requirements for operations and on-going maintenance.

Training for Project Team members should not be restricted to the formal sessions outlined below, but will also naturally occur as a result of active participation in the implementation effort. Training and documentation both evolve over the course of the project, and will continue to do so once the University of Wisconsin is in production. Timely and active involvement in both formal and informal experiences will position the University of Wisconsin not only for a successful and cost-effective implementation, but will allow for effective post-production support without the continuing cost of consulting support.

The University of Wisconsin's training strategy will be further defined during implementation planning, and should include the following components.

## Project Team Training

University of Wisconsin team members directly involved with the implementation project activities, both functional and technical, must attend application and technical training applicable to their specific application.

## Knowledge Transfer

University of Wisconsin project team members will participate fully in the project, from the Fit/Gap phase through configuration, system testing and deployment. Knowledge transfer happens naturally when project team members work with their functional and technical consulting counterparts on a daily and weekly basis. It is this "informal" training as much or more than any formal training that enables team members to become experts in the configuration and use of the application. University of Wisconsin has committed to backfill key positions to ensure that team members are able to participate in this manner.

## End User Training

For small groups, training may take place one-on-one within an office environment. For larger groups the University of Wisconsin will need to establish a training environment that will accommodate many campus end-users.

During Project Charter interviews, several attendees commented that this project could not adopt a "one size fits all" approach to training, and identified some specific types of possible end-user training:

- Basic application navigation
- Training tailored to a specific job or business process: "Tell me what I need to know to do my job"
- Focused training that explains how to perform a single function, for infrequent users who just need to know how to perform one task
- Detailed training that includes an explanation of configuration choices for some back-office, expert or "power" users who need to understand the process, its inputs and outputs, and the reason for the process
- Training for users who generate high-volumes of transactions
- Training in how to run reports, as well as how to create reports.
- Training to explain new features or functions that users may not be aware of

## Delivery

Most vendors offer a mix of training delivery options including classes at remote locations, onsite training, computer-based and self-paced training. These are designed to maximize training while minimizing staff absence and controlling costs. In addition, most ERP application vendors offer a training "kit" that the client can purchase and customize to reflect institutional business practices and terms. During the HRS implementation the University of Wisconsin will utilize the User Productivity Kit (UPK) which can be rolled-out at various stages during the implementation.

## Dedicated Training and Documentation Staff

System test scripts and business process documentation can serve as a good foundation for end-user Training Guides, however dedicated implementation staff are required to create and adapt these materials. It is important for the University of Wisconsin to designate Training and Documentation Coordinators to manage these processes, and to ensure that these functions are supported throughout the implementation and into Production.

## Support for Training in Production

It is unfortunately, quite common for system training to be provided only in the context of an implementation. Once a system is in production, most institutions abandon training as too

expensive. However, the need for ongoing training was consistently and repeatedly identified in many of the Project Charter interviews conducted for this project.

CIBER strongly recommends that project funding and planning includes a plan, and the resources to achieve ongoing training once the system is in production.

# Documentation

Documentation is critical to support end-users, to manage change to the system throughout its lifetime, and to ensure consistent and appropriate use of the system. Current and accurate documentation facilitates training, and reduces the cost of system corrections and modifications. The documentation effort will be an integral part of the project, and must be conducted throughout the course of the project, not just at the end.

The development of documentation for the system is the responsibility of project team members, with the help of a Documentation Coordinator. This is the only way to ensure that the documentation will meet the University of Wisconsin's needs. Implementation partners can also provide guidance and support, and can provide samples and templates of end-user documentation and customization specifications. As noted elsewhere, vendor training and documentation "kits" may also aid in creating, maintaining and providing access to documentation.

In order to be effective, delivered Oracle/PeopleSoft system documentation must be supplemented with documentation of all customizations and custom institutional processes or terms. All documentation for customizations and summaries should be incorporated into end-user manuals or online help. Customization documentation will include bridges and interfaces to and from the system, all reports, queries, and logic designed and built to extend the delivered system, all procedures needed to operate the system, and terminology used in conjunction with the system.

Documentation falls into the following categories:

## *User Documentation*

User documentation consists of detailed descriptions of how to utilize the completed system. This includes business processes, desk procedures to be used in concert with the on-line system, and run procedures for any batch runs. It should also include definitions where University of Wisconsin terminology is different from that used within the system documentation. User documentation should be process based, offering "how to" guidance as staff perform their daily activities.

University of Wisconsin may elect to define several levels of user documentation, one for typical users, one for high volume users and another for "power users" who have additional system responsibilities such as table maintenance, troubleshooting, etc. This would consist of the basic user's manual plus documentation of the additional functionality.

User documentation is not static. To be of value, it must be updated as system functionality changes or new procedures are implemented. Documentation planning should include the designation of staff responsible for on-going documentation maintenance throughout the life of the system. CIBER recommends that documentation be located in a centralized, on-line location with complete user access. This will eliminate excessive paper consumption and allow updates to be done in one place without distribution concerns.

### *Setup and System Documentation*

Setup documentation describes the various table setups in the system. This documentation will contain the rationale for table setup choices, as well as listings of table contents. Table definition begins in the Fit/Gap process and continues through all subsequent phases. Setup documentation is often initially developed by consulting resources in conjunction with project leads, but must be maintained by University of Wisconsin staff through the project, and into the operational life of the system.

System documentation consists of several parts. File layouts for all bridges and interfaces to and from the system will be documented. Any customizations or added logic will be documented. All designed reports and queries that extend the system will be documented with layouts and logic specifications. Database designs and data rules outside of the Oracle/PeopleSoft database will be documented. In short, all extensions of the system that make up the resulting solution should be documented.

## Deployment

Deployment of the new system will take place throughout the life of the project, and extend into the production life of the system. Access to the system will need to be provided in a systematic way, supported with training.

Project Team members will be the first group requiring access to the application. Any software needs to be installed and appropriate security granted prior to system modeling with University of Wisconsin setup values.

As the project progresses, more business users will need system access as they assist with populating control tables, building test cases, and testing. Procedures must be developed to request, approve, and maintain user access. Access security is further described below.

## Security

Security encompasses who will have what access to information housed within the system. There are many layers of security to be understood and configured in order to ensure that the University of Wisconsin's data is secured according to federal, state and institutional guidelines.

At the outset of the project, the University of Wisconsin should identify staff with the skills to configure and manage the general areas of security noted below

1. Network environment security: Although network security is a general IT security responsibility for the University of Wisconsin, any new HRS application will greatly expand the number of potential remote users (via Self Service over the web), and also change the way some network resources are used within the University of Wisconsin network cloud (through use of batch and end-user reporting capabilities). At least one University of Wisconsin employee must be an expert in network, file and print server security, firewall, web access, etc., and this person must participate in the installation and configuration of the application environment, and on-going security discussions about user accounts and access.
2. Application Security: At least one University of Wisconsin employee must receive formal training in managing application security, and should have the responsibility of Security Administrator included in his/her formal job description. This will include managing user accounts, profiles and permission lists, a well as security related to batch processes and end-user query and reporting. It will also include managing how developers access development tools, and what objects they can affect.
3. Database Security: The project team must include a DBA who is expert with security at the database level. This includes configuring access both for functional end-users and for application developers, and establishing a security plan for both operational and backup or offline copies of all data.

4. Security Policy: Security includes both technical and regulatory considerations. The University of Wisconsin security team should include an employee who has access to, and understands the state and federal regulatory requirements the University of Wisconsin must conform to, and can interpret them in the context of the project. This becomes even more important as the University of Wisconsin expands web and self-service access.

System security will be defined throughout the course of the project. The specifics for providing security access and data usage within the system will be determined as the project progresses. Prior to acceptance testing, University of Wisconsin should execute a security test to verify that the setup properly restricts access while allowing for individuals to complete their work.

# Project Management Controls

## Records Management

The preservation of university history and the conversion of data from one medium to another should be approached by following the guidelines established by the Records Office at the University of Wisconsin. Records Declaration will also need to be followed during the HRS implementation to ensure proper archiving and conversion is achieved. The HRS Project Office will work in conjunction with the Records Office to ensure there is a successful records management system implemented. The main goal is to follow the standardization that has been established based on the UWSA policy and the American National Standards Institute (ANSI).

Confidentiality will need to be addressed throughout the HRS implementation and the Board of Regents and legal policy (Admin Rule 12- WI AD 12) will need to be understood for the full impact on the project and business processes.

## Decision-Making and Issue Escalation Process

In the context of escalation, CIBER recommends the following additional guidelines:

- The Project Team Leads should be empowered to make decisions on how to utilize the delivered Oracle/PeopleSoft applications to meet the University business needs.
- The Project Management team will address issues that affect the project plan, resource requirements, deliverables or internal project schedule.
- The Project Steering Committee will address University policy issues, and changes of scope, cost, calendar or quality.
- The appropriate Project Advisory Group(s) and Project Liaisons (Site Leads) will be involved as necessary to provide guidance, and to advocate both for their respective constituencies, and for the project when a decision is reached.

Decision delays, especially on critical issues, can adversely impact the project timeline and budget. As the project progresses, project team members will become more involved with analysis and testing of system processes and how these processes will support the University's business needs. During these activities, issues may arise that could impede the progress of the project. If an issue cannot be resolved by the team leads within one business day, it will be brought to the attention of the Project Manager.

If the issue cannot be resolved in a timely manner then the Project Manager will escalate the issue to the Project Steering Committee for deliberation, and a final resolution will be made.

## Issues Management

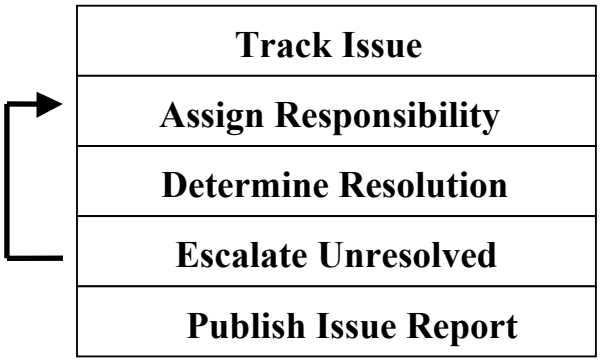
Issues are events requiring a decision to avoid negative impact on the project. These events exclude changes in system functionality, system problems or scope changes. Most issues result when a project's needs require a change in a University's culture, business practice or procedures. Effective risk management should anticipate many such events but it is not possible to avoid all issues. Issues arise throughout the project and must be addressed expeditiously. Some issues require research or additional information; others can be dispatched immediately. All project issues must be assigned and tracked until resolved.

*Success Factors:*

It is important to quickly identify and define potential issues to ensure project activities are not delayed. Project Team members should work together with Project Liaisons and business process owners of the affected business area to achieve a well thought-out solution. Careful consideration should be given to the following:

- Communicate the issue-handling process to entire Project Team
- Create a central issue repository with access for all Project Team members
- Conduct team discussions to properly identify and document the issue
- Report the issue status to all affected
- Assign a specific resource to lead the resolution process
- Prioritize issues according to urgency and impact on the project
- Follow a defined escalation process for high-level issues
- Utilize a formal issues tracking tool

The Issue Management process contains the following five steps:




Each team member will need to track issues in some type of system log. This iterative process, which is the responsibility of the entire team, is further described below:

**1. Track project issue**

At a minimum, the following information is required for the reported issue:

- Name of the person reporting the issue
- Date the issue was identified
- Nature of the issue
- Issue identifying number
- Consequences and timeframe of consequences if issue is not resolved

**2. Assign responsibility for each issue**

The Project Manager will identify and publish an owner for each issue (i.e., someone given the responsibility to ensure the issue is closed in an appropriate manner). The Project Manager will set target dates for closure and interim status reporting and add the following to the Issues Log:

- Name of the issue owner
- Target Date for issue closure
- Interim Date(s) for reporting status

**3. Determine Issue Resolution**

The Project Manager will document the recommended resolution to the issue and any alternatives to be considered and add the following to the issue report:

- Resolution required to solve the issue
- Impact of implementing resolution

**4. Escalate Unresolved Issues**

The Project Manager will raise awareness of unresolved issues to the correct stakeholders as soon as possible to minimize negative project impacts.

- Suggest resolution strategies and identify where lead or Executive support is needed
- Follow through on the direction given by the stakeholders and Advisory Groups

The Project Manager will approve the resolution actions recommended. If the recommended action impacts the scope, schedule, cost, or quality of the project, the change control process will be triggered.

The Project Manager will add the following to the Issues Log:

- Final disposition of issue
- Who is responsible for carrying out the resolution
- Executive approval, if required
- Close out date

**5. Publish Issues Log**

The Project Manager will maintain a log of all issues. The Issues Log will be visible to all team members. They will ensure accuracy of the log and the status of each issue. At a minimum, the Issues Log will have the following information:

- Issue identifying number
- Date issue identified
- Brief description
- Who was assigned the research
- Final disposition
- Close out date

The Project Manager will ensure that a complete history of all issues is retained. The Project Manager will notify key stakeholders in writing within five business days about new issues that may cause a significant change in project scope, schedule, cost, or quality.

### *Technical Issues Tracking*

A centralized Technical Issues Log will be established for tracking system errors/issues and their resolution. This log can then serve as a technical troubleshooting document for University of Wisconsin resources. This log must include cases submitted to the system vendor, as well as their resolution. The University of Wisconsin's software may be used in place of a Technical Issues Log, so long as project-related issues can be separately categorized and easily accessed by project team members.

## Policy Management

As noted above, some issues that arise during the project will require a change in the institution's procedures or policies. Issues that affect business procedures for a single business unit or function may be handled through normal Issues Management, however, those issues that affect procedures for more than one unit, or that affect official University policy require additional review.

The Project Steering Committee is responsible for policy management issues and changes.

The escalation process for policy issues should follow the same first three steps noted in Issue Management above:

**1. Escalate Policy Recommendation to Project Liaisons (Site Leads)**

The Project Manager will escalate a policy analysis and recommendations first to Project Liaisons for review and comment by each campus. Any changes or notes received from Project Liaisons will be returned to the issue owner to be incorporated into the recommendation.

**2. Escalate Policy Recommendation**

The Project Office will escalate policy issues to the appropriate committees who will review the proposed policy in the context of existing University policy and the broader state and federal context.

**3. Escalate Policy Recommendation to Project Steering Committee**
Policy changes or recommendations that have broad impact, or that may require a change in staffing, project scope or cost to the institution should be escalated to the Project Steering Committee for review prior to formal implementation.

**4. Publish Policy Recommendation/Escalate to Change Management**
Once a policy has been properly reviewed and approved, it should be published as appropriate to its level and type. All policy issues must be tracked in the Issues Management Log, and as part of the Project Documentation. Changes to University policies should also be published with other similar policies as appropriate.

Finally, if the policy involves changes in university culture or procedures, it should be escalated through Change Management

## Change Control

The change management process addresses the needs and affects of change on the University and its organizational structures and business processes. Change management is concerned with how the project affects the institution, and should live beyond the implementation of any new system.

The change control process encompasses any alterations to the tasks, resources, schedule, quality, or costs of deliverables for the project itself. Change control is internal to the project, occurs primarily during implementation, and is used to control and maintain scope, schedule and budget.

The Fit/Gap process is the primary discovery tool for determining changes to the baseline system. The University of Wisconsin intends to pursue a balanced strategy when gaps are identified, as articulated in the project principle area, and re-stated here:

> When delivered functionality conflicts with existing business processes or needs, University of Wisconsin will give equal consideration to
> - Process change (revising the business process to meet system requirements),
> - System modification (customizing the system to meet business process requirements), and
> - A blend of process change and systems modification.
>
> When considering options for addressing change, each approach will be researched and documented, and the short- and long-term costs for each will be estimated. Options will be escalated through formal issue, change and risk management as appropriate, and the final decision will be publicly documented.

Once customizations and modifications have been identified and approved as a result of the Fit/Gap process, any additional changes to the baseline system will be regulated by the change control processes.

Some changes are imposed on the project as a result of external events beyond the control of the team. Examples of these external events include turnover of team members, illness of a key project resource or imposition of new requirements by an external regulatory body. Each of these changes must be evaluated for its impact on the project, and agreement reached on the approach to address the change.

Change control will include effective tracking, monitoring, and control over changes by:

- Establishing a central point of control and a decision-making process
- Minimizing any changes, even those that are easy to make (which can cause a project to go out of control when too many are proposed). This step includes identification and analysis of alternatives
- Requiring a business case to be documented and approved through the appropriate approval process. This process should be used for both changes identified in the Fit/Gap process and any subsequent changes

Change control also includes changes to the tasks agreed to in the Project Charter and the Project Plan approved at the conclusion of the implementation planning phase. New requirements that surface over the course of the project (resulting in increased estimates of effort) are also subject to the change control process.

Examples of events or circumstances that may invoke the change control process include:

- Someone requesting a system modification
- Resolution of an issue requiring a change
- Identification of an action to address a risk
- Software release upgrades
- Changes in the University of Wisconsin‘s business climate
- Team lead turnover
- Decision to change the content or format (and therefore, the quality) of training or documentation
- Inability to support Project Team commitments

*Key Elements of the change control Process:*

- Establishment of project baseline, usually the Project Charter and Project Plan, variation from which triggers the change control process.
- Documentation and analysis of proposed changes, including alternatives and costs.
- Formal approval process.
- Structured tracking of proposed changes.

Notification of intended changes must be communicated in writing from Functional Leads to the Project Manager, and should include justification and analysis of the impact on the project. This analysis must include an estimate of the system objects affected, any impacts to the target module and to other system modules, and an estimate of the time required to complete the change.

## Deliverable Acceptance

Deliverable Acceptance is an essential part of the functional users taking ownership of the new application. Deliverable Acceptance can be associated with individual tasks or project milestones. It may also have legal and contractual ramifications. Acceptance of individual tasks is more a function of individual ownership and accountability, while acceptance of a milestone frequently has contractual implications. Re-visiting tasks after a milestone signoff is likely to cause a change of scope.

Deliverable Acceptance will require sign off by the appropriate team lead and functional director, as well as the Project Office.

In order to maintain the project schedule, end users should take no more than 10 business days from initial delivery of each deliverable to confirm that the deliverable substantially conforms to the specifications. Should any Deliverable Acceptance request be declined, it will be required for the person rejecting to state specific reasons. This allows for the Project Team to understand and focus on the issues causing the refusal and act on them in a timely manner.

If an end user does not provide notice to the Project Office during the 10 day period, the deliverable will be deemed accepted.

Upon rejection, the responsible team member or members may take 10 days (or longer, if mutually agreed upon in writing) to correct the issues identified when the deliverable was rejected. The deliverable will then be resubmitted to the Acceptance process.

## Quality Assurance

There are several methods to monitor and assure project quality. One of the most important is for the appropriate University of Wisconsin staff to be fully engaged in all phases of the implementation project. This ensures that the University's business needs are communicated to the project team and are therefore, more likely to be met. It also ensures that once the application is in production and consultants have departed, University of Wisconsin is fully prepared to utilize and support the application.

The Project Charter outlines controls and strategies, including testing requirements, signoff of deliverable acceptance, and development standards. Adherence to and successful execution of the established procedures for change control, risk management, Issues Management, Status Reporting, and Communications help to assure quality output.

The testing approach described above is another key component in Quality Assurance. Any project that involves software should include "code review" in the Quality Assurance plan. This step identifies errors in programming code (in customizations, interfaces or reports) before it gets to the system testing stage. Carefully and consistently following the progression from reviewed and approved functional specification, to reviewed and approved technical specification, to developer unit-testing, to user unit-testing ensures that a program is accurate prior to integration with the application.

Finally, the University of Wisconsin may consider using a non-project resource to provide a review on a periodic basis, usually after meeting major milestones. The objective of these reviews is to ensure that the project is complying with established processes and methodologies. This resource could be a University of Wisconsin employee who is not involved in the project, but who has sufficient awareness and expertise to be able to evaluate it at a high level. Alternatively, the University of Wisconsin could use an external consulting firm or other resource for this purpose.

## Risk Management

Risks are events that *could* have an impact on the project, and that require an action (not just a decision). Risks may affect any or all or the major aspects of the project: scope, schedule, resources, and quality. The risk management process is a structure for identifying, assessing, addressing, monitoring, and communicating the status of potential risks.

It is important to note that a project can include both positive and negative risks, and both types require identification and planning. Negative risks are easier to identify. For example, if a critical member of the team becomes ill and can't complete his tasks, this delays other tasks, and may cause a ripple effect through the entire project.

But it is as important to consider and manage positive risks. For example, the team may complete work on a major task several days before they were scheduled to work on the task. If the following (dependent) tasks can't also be moved up, then a window of slack time develops. This can be capitalized on for other work, if it is recognized in a timely manner. If this slack time isn't handled properly, then some members of the team may be idle until the next task can start.

Once a risk is identified, risk mitigation strategies will be developed and invoked to eliminate or reduce the potential risk whenever possible. On a monthly basis, project management will formally review these risks and the documentation will be updated to reflect new risks and any changes to probability, impact or strategies, actions, assignments, and deadlines. When the impact of a risk could become an obstacle to the project success, or when previously identified risk mitigation actions remain incomplete, the risk will be escalated to the Project Steering Committee.

The risk management log is used to track the key risks associated with the project, estimate the likelihood they will occur, and estimate possible loss due to each risk. After identification, risks with the highest probability are given the highest priority. University of Wisconsin will define and set up the necessary processes and resources for risk management as part of the implementation planning phase.

In any given week, Project Management should be focused on the top five or top 10 risks, as prioritized above. "Active" high-priority risks should be escalated to the Project Steering Committee as needed for resolution.

# Appendices

## Appendix 1 – Project Charter Interviewees

| Institution | Last Name | First | Title | Roles: |
|---|---|---|---|---|
| UWSA | Mash | Don | Executive Senior Vice President | UWSA Administration<br>CSRG, Executive<br>Chair, UW Service Center Exec Committee |
| UWSA | Martin | Rebecca | Senior Vice President | UWSA, Office of Academic Affairs |
| UWSA | Durcan | Debbie | Vice President | UWSA Finance Co-Chair, CSRG Chair, SFS Executive Committee<br>Mbr, UW SC Exec Committee |
| UWSA | Crist | Al | Associate Vice President | UWSA HR<br>Mbr, UW SC Exec Committee<br>Executive sponsor, HRS Project |
| UWSA | Harris | Freda | Associate Vice President | Budget & Planning (Include Lynn Paulson, Renee Stephenson) |
| UWSA | Hendrix | Doug | Associate Vice President | UWSA Financial Administration<br>Ex officio, SFS Exec Committee |
| UWSA | Meachen | Ed | Associate Vice President | UWSA CIO<br>Co-Chair, CSRG<br>Mbr, UW SC Exec Committee<br>Mbr, SFS Exec Committee<br>Executive Sponsor, HRS Project |
| UWSA | Chamberlain | Sue | Assistant Vice President | HRIS<br>Chair, UW SC Advisory Committee<br>Ex officio, UW SC Exec Committee |
| UWSA | Dunek | Laura | Records Manager | (Records Management Team Conference) |
| UWSA | Gordon | Julie | Director | UWSA, Operations Review and Audit |
| UWSA | Kenyon | Vicki | Special Assistant to Associate VP, HR | |
| Eau Claire | Soll | Andy | Vice Chancellor | Business & Student Services<br>Mbr, CSRG<br>Mbr, UW SC Exec Committee |
| Madison | Bazzell | Darrell | Vice Chancellor | Administration<br>Mbr, UW SC Exec Committee<br>Mbr, SFS Executive Committee<br>Mbr, CSRG |

| Institution | Last Name | First | Title | Roles: |
|---|---|---|---|---|
| Madison | Duwe | Jack | Associate Director | Deputy CIO (App Dev, Systems Eng & Operations)<br>Mbr, UW SC Exec Committee<br>Mbr, SFS Executive Committee<br>Ex-officio, CSRG |
| Madison | Frazier | Ken | CIO, Interim | |
| Madison | Gustafson | Alice | Project Manager | Administrative Process Redesign |
| Madison | Ingram | Laura | HR | Service Center |
| Madison | Kerl | Colleen | Payroll | Service Center |
| Madison | Kraemer | Ron | Associate Director | Deputy CIO (Network, Enterprise Internet, Security)<br>Chair, IAA Governance |
| Madison | Laufenberg | Richard | Director | Service Center |
| Madison | Norris | Tim | | Office of Budget, Planning & Analysis |
| Madison | O'Rourke Benjamin | Kathleen | Benefits | Service Center |
| Madison | Raatz | Carla | Director | UW-Madison HR, Director<br>Ex officio, UW SC Exec Committee |
| Madison | Scott | Tom | Senior ERP Strategist, DoIT | |
| Madison | Applications Development | | DoIT | Diane Mann, Derrian Jones, Carol Block |
| Madison | Data Conversion | | DoIT | Darlene Younger, Bob Mayville, Derrian Jones, Dorothy Gertsch |
| Madison | Security, identity management, person hub | | DoIT | Ron Kraemer, Chris Holsman, Jim Lowe, Brian Busby |
| Madison | Service Center Management Team | | | Richard Laufenberg (General), Colleen Kerl (Payroll), Laura Ingram, Kathleen O'Rourke Benjamin |
| Madison | Student Payroll/Kronos | | | Richard Laufenberg, Carolyn Wuethrich, Mary Kirk, Jennie Jenson, Michele Rohde, Colleen Kerl |
| Madison | Systems Engineering & Operations | | DoIT | John Peterson, Doug Flee, Dave Lawver, Al LeFleur |
| | HRS Project Manager | | | |
| | UW Service Center Advisory Committee | | 47 Representatives | Meeting at UW-Eau Claire, July 10 |

# Appendix 2 – Fit-Gap of Oracle/PeopleSoft modules & related functionality:

The scope of an HRS project will be defined as the University progresses through fit-gap analysis. The list below contains Oracle/PeopleSoft modules that are candidates for fit-gap analysis. These areas will be evaluated for their benefit to the UW. As part of implementation planning, these areas will be explicitly included or excluded from the HRS project scope.

- ***Absence Management*** – control over absence planning and compensation operations allowing employees and managers alike the ability to track and request leave within one application.
- ***Benefits Administration*** – Enables automation of benefit plan procedures, performs eligibility verification and enrollment management. Automates benefits processing of personal status changes and then identifies the qualifying changes, checks eligibility and automates the processing and the communication of the change in employee benefits.
- ***eDevelopment*** – supports personal and professional development for all employees. This functionality addresses training management, delivery, skills and competency management, career and succession planning.
- ***Enterprise Learning Management*** – provides learning needs for the workforce, customers and partners by automating and assigning relevant courses, locations and more.
- ***ePerformance*** – aligns employee performance with objectives, assess performance and includes a 360-degree performance evaluations.
- ***HelpDesk for Employee Self Service, Human Resources and Human Resources Dashboard*** – call center solution and allows the entire workforce to log and track their own cases and solve their own HR problems.
- ***Human Resources*** – this module includes the functionality such as Affirmative Action, Compensation, Faculty Events, Family Medical Leave Act (FMLA), FICA status, Personnel-related budget functions (annual pay plan processing, position control, and payroll reporting), Position Management, Salary/pay Plans, and Self-Service features.
- ***Payroll*** – administration, payroll processing and management of time in order to run an efficient payroll operation.
- ***Payroll – Self-Service (ePay)*** – allows employees online access to view their payroll information as well as monitor and update their withholding, deductions and direct deposit information.
- ***Planning and Budgeting –*** Non-personnel related functions of the current Annual Budget System such as the supply and expense, budgets, budget allocations and budget summaries.
- ***Reporting*** – Regulatory Reports will be included in the HRS implementation.
- ***Records Management*** – ensure proper protocol for identifying, classifying, archiving, preserving and destroying of records is followed.
- ***Talent Acquisition Manager/Candidate Gateway*** module which is the Recruiting solution delivered by Oracle/PeopleSoft.
- ***Time and Labor*** – enables employees and managers alike to enter time and time-related data from any web browser. Information attributed to employees can be recorded and expressed in hours or punch-in and punch-out times.
- ***Workflow –*** determine the level of workflow authorizations and processed for delivered workflow.

The fit-gap review will also include functions that are or may be external to the Oracle/PeopleSoft modules such as:

- ***Data Warehousing*** – a key component of the HRS project includes both the development of data warehouse and delivery of a web accessible data for analytics and a reporting tool for ad-hoc reporting.
- ***Interfaces and integrations*** between HCM and existing University of Wisconsin systems including state and federal required information and systems.
- ***Substantial Presence Testing*** – ability to track tax status and categorizations for non-resident aliens.
- ***Time collection options –*** ability to use a time collection devices.

# Appendix 3 – Initial Risks

The risks listed below were compiled from the 100 resources who were interviewed over a period of two months. Possible mitigation strategies are also described.

| Risk 1: *Ability to achieve total and complete organizational support to ensure success.*<br><br>Various opinions and numbers have been communicated on when/if the legacy system will be retired. Level of expectations may be different based on campuses who are used to doing for themselves and those that rely on Service Center to handle things, causing a disconnect. Commitment to the project is an uphill battle. |
|---|
| • Focus messages to audiences' before formal project launch (now).<br>• Include Executive level discussions early on in the Communication Plan<br>• Continue to communicate through life-cycle of the project – including good stuff along with the 'bad' stuff.<br>• Incorporate vision in team name, website, and notes for meetings<br>• Get agreement on scope up front so an integrated appointment, payroll and benefit system meets the needs of the UW System for human resources, benefits, payroll, affirmative action, hiring, recruitment, person/position budgeting, etc., and provide integration with other administrative systems.<br>• Define success as narrowly as possible and tie it directly into institutional vision.<br>• Identify, discuss, and eliminate practices established in past which re-enforce differing expectations that go back to the Peterson vs. Warf system users. |

| Risk 2: *Engaging executive attention to the HRS project*<br><br>It is difficult to get top-level executives engaged in human resource projects. |
|---|
| • Executive Committee and the Project Steering Committee MUST be heavily involved and engaged throughout the project. Committee members should frequent the project area occasionally and not just when things are in crisis.<br>• Presence must be displayed through physical presence and through visioning and hard decision-making.<br>• Create formal communication channels to CIO, CBO, Provosts, and Chancellors and assign responsible parties.<br>• Ask for input and feedback rather than provide updates.<br>• Implement Communications User Group recommendations. |

| Risk 3: *Change Readiness*<br><br>The organization is not ready to change. |
|---|
| • Execute Change Management Plan<br>• Include a dedicated Change Management Lead<br>• Leverage institutional Change Management expertise (e.g.; Professors, Business School) to conduct training.<br>• Complete a formal Change Readiness benchmark survey with periodic follow-up<br>• "Build it and they will come." |

| Risk 4: *Business Process Re-engineering expertise*<br><br>Formal Business Process redesign and Change Management skills may contribute to lack of progress on making lasting changes. |
|---|
| • Continually reengineer and simplify business policies, processes and practices throughout the implementation and ongoing business operation.<br>• Provide BPR training to key staff<br>• Utilize experts from institution to provide BPR oversight<br>• Utilize implementation partner, or external 3rd parties. |

| Risk 5: *Timeliness of decision making*<br><br>The governance structure and organization culture indicates that decision making may be a long process. Identification of differences in business practices has begun but there is risk that this process will not be resolved prior to the design phase of the implementation. |
|---|
| • Expectation is that most issues will be resolved and decisions made within the Project Steering Committee. Those that cannot be resolved or those that require additional resources will be forwarded to the SCEC. SCEC will go to Common Systems for resources as appropriate.<br>• Work should continue on these processes up-to and through the fit/gap sessions. |

| Risk 6: *Competing initiatives*<br><br>The Grants project should be completed and HRS needs DoIT staff to be involved. It is likely that Campus Solutions will be moving forward to a 9.0 implementation which means SA tech resources would not be reallocated to HRS project. The Program Release is scheduled for first part of 2008 which is utilizing some of the same resources needed for HRS. |
|---|
| • Project shift may be needed if resources are still engaged on other projects<br>• Legacy appointment payroll system updates and work may not be completed or deferred until new system.<br>• Hire additional resources<br>• Augment with consulting with knowledge transfer occurring for those ongoing into production tasks. |

| Risk 7: *Appropriateness of resources*<br><br>Adequate resources need to be assigned to the HRS project throughout the lifetime of the implementation. Additional risk exists that UWS uses the same people for competing initiatives. |
|---|
| • UWS SCEC will review recommendations for all resources.<br>• Include an application/interview process.<br>• Define skill set for team leads and subject matter experts.<br>• Develop criteria for the implementation team<br>• Provide adequate backfill resources throughout the implementation and ongoing business operation. |

| Risk 8: *Silos/Lack of Partnering*<br><br>Lack of dedication and commitment will impact collaboration efforts negatively. |
|---|
| • Emphasize that the team roles do not end when they leave the meeting - HR communicates to IT. IT communicates to HR, Benefits and Payroll.<br>• Work should not be completed in isolation. Common Team Location should be used for project.<br>• Bring in end users from all areas for meaningful roles.<br>• Open and honest communication re-enforcing that this is not an exclusive club.<br>• Ensure links are established between committees via ex-officio members.<br>• Survey campuses to ensure they have a say and their business requirements are met. |

| Risk 9: *Issue identification process not defined*<br><br>Issues are identified day to day at campuses by end users and other institutional business and IT staff. Issues may include data elements, impact, dual entry, access (data warehouse). Risk is that these items are not incorporated into the system design, thus increasing chance for re-work. |
|---|
| • Develop a formal and standardized process to request, evaluate and act on recommendations for functionality changes.<br>• Utilize a common 'report ticket' system.<br>• Assign issues to qualified resources.<br>• Follow-up on those issues and communicate process. |

| Risk 10: *Conversion*<br><br>Conversion will be incomplete, not fully tested, or have scope beyond what is commonly accepted as "ERP Best Practice." |
|---|
| • The more data elements in IADS, the cleaner the conversion to a new ERP.<br>• Re-use what we can from APBS.<br>• Validation of conversion should occur at each campus and/or division and department.<br>• Validate information loaded from the Shared Financials System. |

| Risk 11: *Supplemental Shadow Systems will continue*<br><br>Concern is that supplemental shadow systems will continue which means multiple data entry or multiple sources for HRS information. |
|---|
| • Define commitment of the elimination of supplemental shadow systems and what this actually means.<br>• Identify commonly held set of data elements<br>• Identify duplication of entry<br>• Ensure user needs and requirements are being met, therefore, decreasing need for shadow systems.<br>• Expand definition of Common Systems, if needed. |

| Risk 12: *Project Credibility*<br><br>Previous enterprise system initiatives have had mixed success, which causes a credibility gap for this project. |
|---|
| • Plan and execute a comprehensive communication plan. Include regular updates to stakeholders through various channels.<br>• Ensure that this project's principles and plan include the lessons learned from earlier University of Wisconsin ERP projects.<br>• Fund and involve Project Liaisons (Site Leads) for each campus, and ensure that campuses and departments have opportunities to participate, and provide feedback throughout the project.<br>• Hold a project-wide kickoff meeting that includes all project members from the team up through the Executive Sponsor.<br>• Provide early overview, demo and training opportunities for team members and other stakeholders to become familiar with the process.<br>• Ensure that the project team includes experienced consulting support. |

| Risk 13: *Project "Sticker Shock"*<br><br>The realistic cost of the project will cause negative push-back from both university and external constituencies. The project may not secure adequate funding for the desired scope. |
|---|
| • Begin communicating the reasons this project is necessary now, and communicate this widely.<br>• Clearly explain how this project will affect support for faculty, staff and student employees.<br>• Ensure that the project budget and scope is realistic both in terms of achieving project objectives, and in the context of the University's other priorities.<br>• Provide cost estimates as soon as they are sufficiently understood.. |

| Risk 14: *Testing methodology is lacking*<br><br>Risk that high level testing issues are never addressed and team will just move on – thus they will not know if it was a unit failure or a module failure. |
|---|
| • Software tools for testing are critical of a system of this size. SFS will be utilizing these tools during the testing phase of their project this fall since their go-live date is scheduled for 2008.<br>• Re-use testing scripts from APBS as a starting place<br>• Incorporate sign-off and milestone reviews in project methodology<br>• Train team on proper testing approach and triaging of issues<br>• Include a mix of people on team who work to solve immediate issues and big picture people.. |

| Risk 15: *Customization needs remain high*<br><br>Reengineering favors 'vanilla' implementation |
|---|
| • Implement a policy where requester must present/champion their customization request, up to and including to SCEC or more likely to the Project Steering Committee.<br>• Full participation in the fit/gap sessions will help with 'surprises' later on in the project.<br>• Change or eliminate business processes.<br>• Use a common set of business rules, data elements and definitions to meet the core needs of UW institutions and UWSA<br>• Purchase add-ons or develop them internally to provide value added functionality when necessary. Windstar is an example for substantial presence.<br>• Use new releases or "upgrades" of purchased software to keep the system current. |