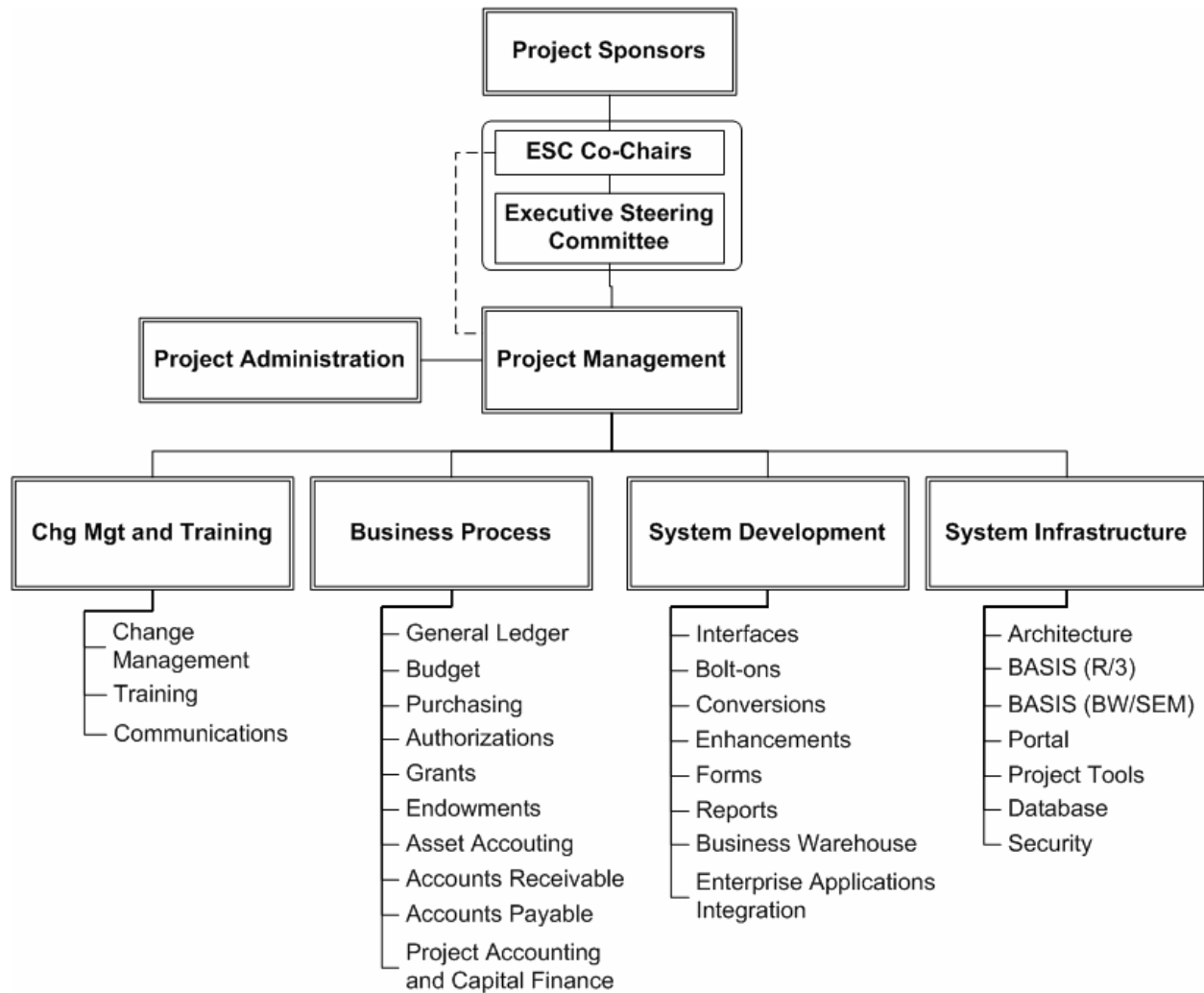


1 Overview

The Project Team Structure is based on a collaborative team effort, drawing resources and skills from UC, IBM and SAP. The structure is designed to support knowledge transfer to UC staff so that UC can establish a core competency in the operation and maintenance of the SAP system.



Financial Systems Replacement Project Organization Structure

2 Roles and Responsibilities

2.1 Project Management

2.1.1 Project Sponsor

The Project Sponsor defines the FSRP's vision and goals. The Project Sponsor:

- Is the ultimate owner of the project and has decision-making power in the fulfillment of the primary responsibilities, as outlined for the Steering Committee Members
- Maintains the final authority to set priorities, approve scope, and settle University-wide issues
- Promotes the FSRP project throughout the organization
- Has final budget authority.

The UC FSRP project has two sponsors: the CIO and CFO. The Project Sponsors meet regularly with the Executive Steering Committee Co-Chairs and Project Managers.

2.1.2 Executive Steering Committee Co-Chairs

The Executive Steering Committee (ESC) Co-chairs represent the Project Sponsors in defining and executing the FSRP project. The responsibilities of the ESC Co-Chairs include:

- Chair the Executive Steering Committee
- Represent the Executive Steering Committee at the Sponsors Meetings
- Support timely decision making by resolving escalated issues and routing decisions to the Sponsors or Executive Steering Committee.

2.1.3 Executive Steering Committee

The Executive Steering Committee (ESC) sets project priorities, approves scope, and resolves University-wide issues in accordance with the vision and goals set by the Project Sponsors. The Executive Steering Committee aids in promoting the SAP implementation project throughout the organization. The primary responsibilities of the Executive Steering Committee members include:

- Monitor project budget, scope and schedule
- Commit required resources to the project
- Maintain congruence between FSRP and other associated initiatives
- Monitor the Risk Management Plan and Mitigate Risks
- Assess organizational impacts and act as change leaders
- Empower the core project team to make decisions
- Resolve escalated issues
- Generate timely decisions, supporting Project Management to accomplish the project goals
- Sign-off of phase milestones
- Recommend whether or not the system should go live.

The IBM and UC Project Managers attend Executive Steering Committee meetings.

2.1.4 IBM Project Executive

The IBM Project Executive (PE) has overall IBM executive responsibility for IBM's performance on the project. The PE oversees the quality delivery of services to the project, and works with University Executive Management to provide oversight for the project. The Project Executive is responsible for overall contract management, staffing, financial plans, customer satisfaction and issue resolution. The

IBM Project Executive is authorized to act on behalf of the IBM Corporation in reaching agreements with UC.

The IBM PE shares overall executive management with the UC Project Sponsors, with parallel responsibilities including:

- Ultimate owner of IBM's performance including resource performance and quality of deliverables
- Serves as counsel to the UC Project Sponsors to minimize risk and facilitate the acceptance of change
- Promotes the FSRP project throughout the IBM organization.

The IBM Project Executive is a member of the Executive Steering Committee, and participates in steering committee meetings.

2.1.5 UC Project Manager

The UC Project Manager (PM) owns the project deliverables and is responsible for day-to-day project management. The PM is the primary liaison with the Steering Committee. The FSRP project will have two UC Project Managers – a Technical PM and a Business Process PM. For responsibilities that encompass both the technical and process domains (e.g. process decisions that impact technical scope or vice versa), the UC Business Process PM will be the lead UC Project Manager.

The UC Project Manager responsibilities will be shared between the UC PM and the IBM PM, and will include:

- Definition of the implementation strategy
- Preparation and maintenance of the project plan, project budget, work plan, and project charter
- Supervision of project activities and production of all deliverables
- Acquisition, assignment and ongoing management of project resources
- Communication of project status to the Executive Steering Committee, Project Sponsors, and the Project Team
- Resolve/escalate project issues.

The PM must proactively anticipate project deviations and be responsible for taking immediate corrective action. It is also the PM's responsibility to obtain an understanding of the overall SAP business process integration in the University's environment – the PM must be able to participate in blueprinting UC's business processes.

The PM participates in the Executive Steering Committee and Sponsors Meetings. The PM participates as an active member of the Change Management Team.

2.1.6 IBM Project Manager

The IBM Project Manager assists the UC Project Manager in the definition and execution of project deliverables and the day-to-day management of the entire project. The IBM Project Manager is the main liaison between the Team Leads and the Executive Steering Committee. The responsibilities of the IBM Project Manager include:

- Providing methodology guidance for implementation approach
- Assisting project management and project team in understanding the implementation approach
- Aiding in the definition of project deliverables and critical target dates to be reflected in the project plan
- Assisting in the definition of project scope and objectives
- Aiding in the resolution of issues when necessary
- Assisting project managers, consultants, and individual teams when necessary in the execution of activities and the production of deliverables.

The IBM Project Manager must proactively anticipate project **deviations** with the UC Project Manager, communicate such deviations when appropriate to Executive Steering Committee members and Project Sponsors and facilitate taking immediate corrective action.

The IBM Project Manager is responsible for the ongoing management of IBM resources assigned to the project and for the tracking of the IBM consulting budget.

The IBM Project Manager participates in the Executive Steering Committee and Sponsors Meetings.

2.1.7 Project Administrator

The Project Administrator assists in providing project support through ownership and management of project documentation, project applications and the facilitation of project team communications and processes. This role involves managing some project related metrics, such as the percentage of tasks completed, the quality, cost and time involved in project planning.

The Project Administrator is responsible for providing administrative support to the project at the direction of the Project Manager(s).

2.2 Business Process

2.2.1 Business Process Team Lead

The Business Process Team Lead (PTL) is responsible for the process areas and the project deliverables, along with day-to-day management of the business areas. The PTL ensures that combined output from individual process areas is integrated to provide an effective overall solution. The PTL works with the Project Manager to develop and manage scope, assign and schedule resources, and to monitor deliverable progress. The PTL is responsible for identifying the impacts and requirements for the business processes to support the organization's "To-Be" vision within the SAP System, and for verifying that the business objectives are being met by the Project Team.

The PTL manages the effort to analyze and document the decomposition of the University's business processes, and directs and works with the business process team members, owners, and users to:

- Develop the business design
- Configure the system and validate the design
- Test and document the implementation
- Obtain buy-in from both the business process owners and users
- Ensure that the business objectives are being met by the process team.

The PTL also manages the execution of testing (per the Statement of Work), including:

- Working with the project team to identify mission critical business process scenarios
- Identifying transactions and data to be tested; managing expected results versus actual results, and reasons for differences
- Coordinate test case review with business units /users
- Assigning follow up tasks to re-configure and retest
- Tracking of error resolution.

The PTL conducts workshops and presentations to validate business processes and solutions with the user community, in conjunction with the business process team members.

In addition, the PTL works closely with the technical team in the design and development of reports, forms, interfaces, and conversions. The PTL may also execute both the detailed design and the configuration of the SAP System.

The PTL should also ensure the transfer of skills between consultants and UC team members.

2.2.2 Business Process Team Member

The Business Process Team Member (PTM) is responsible for the execution of the detailed design and configuration of UC's business processes within the SAP System. This includes working with the PTL in the analysis and decomposition of the business processes, documenting the business process requirements, and designing and configuring the SAP System to support the organization's "To-Be" process vision. The PTM should also aid in the design of reports, forms, interfaces, and conversions. The PTM is also involved in system unit and integration testing. This includes performing the test, making changes in configuration based on results, and error resolution.

The PTM should conduct workshops and presentations to validate business processes and SAP solutions with the user community. The PTM is responsible for working with the user documentation developers and trainers in the identification of business processes, and SAP technical system tasks to be documented. The PTM will be the primary source of Super Users who will provide support in the first few months after implementation, as well as implementing future releases of the software.

Responsibilities of the Business Process Team Members include:

- Obtain a detailed knowledge of SAP for their specific process area, and a sound understanding of how it interacts with other areas
- Gain a clear understanding of project scope and objectives
- Specify the requirements for business processes to support the organization's "To-Be" vision with the SAP system
- Develop, document and test the functional design
- Define scripts of business process flow as a basis for SAP configuration
- Create the detailed design and configuration of the SAP system in support of their functional area
- Design simple forms and reports
- Identify mission critical scenarios and data objects to be tested
- Create scripts for and executes unit testing and integration testing
- Identify, resolve or escalate issues
- Conduct or participate in workshops and presentations to validate business design with the user community in conjunction with the business process team members
- Assist the end user documentation team in the identification of business processes and system tasks to be documented
- Assist in developing and providing training to the end users and development resources
- Provide post-implementation production support.

2.2.3 Business Process Owner

The Business Process Owner (BP Owner) owns the business process from a strategic point of view and is responsible for its automation in the new FSRP system. The BP Owner works directly with the Business Process Team Lead (PTL) and team members to communicate the success factors associated with the BP Owner's business process areas. The BP Owner is responsible for approval of the SAP solution for their assigned business area(s). The BP Owner is usually a member of UC's senior management, for example – Controller, Vice President, Purchasing Director, etc. The BP Owner can also be an Executive Steering Committee member.

BP Owner primary responsibilities are to:

- Ensure the business objectives are met by the SAP System
- Work with the PTL to validate the "To Be" view of the business processes

- Participate in Change Management activities
- Commit, and ensure the participation of, Subject Matter Experts from their business areas
- Identify, resolve and/or escalate project issues
- Develop and execute the transition plan for team members moving to/from their non-project jobs
- Approve and sign off the validity of converted data
- Approve the plan for, and successfully execute, User Acceptance Testing.

2.2.4 Application Consultant

The Application Consultant (AC) provides SAP software expertise. The AC effectively transfers SAP design and configuration knowledge to both Business Process Team Leads and other team members. The AC also acts as an advisor and aids the project team in all tasks, as necessary.

Responsibilities of the Application Consultant include:

- Plan and execute the development, documentation and testing of the functional design
- Plan and execute the design and development of reports, forms, interfaces and conversions
- Plan and executes the creation of the detailed design and configuration of SAP in support of their functional area
- Assist in the identification of mission critical scenarios and data objects to be tested
- Assist in the creation of scripts for, and execution of unit and integration testing
- Identify, resolve and/or escalate issues
- Conduct or participate in workshops and presentations to validate business design with the user community in conjunction with the business process team members
- Provide implementation experiences from other SAP installations to aid in the design process
- Assist the project team in all tasks as required.

2.3 Subject Matter Expert (SME)

Subject Matter Experts are involved in the project on a temporary basis to provide process-specific requirements and knowledge when necessary. The primary role of the SME is to assist the core project team to ensure the final implementation efficiently and accurately supports UC's business processes. To this end, the SME works closely with the Business Process Team.

Responsibilities of SME's include:

- Locate and provide all necessary documentation requested by Functional and Integration Test teams for the successful completion of the implementation
- Participate in workshops and presentations to validate the business design and business rules being implemented
- Define sources of data and business rules for data conversion and interfaces
- Assist in defining and reviewing test scenarios and aid in writing test scripts to exercise the new system and data
- Participate actively in user acceptance test
- Participate in change management activities as required
- Participate in the definition of end user training requirements and materials for their particular area of functional expertise.

2.4 System Infrastructure

2.4.1 Infrastructure Team Lead

The primary responsibility of the Infrastructure Team Lead (ITL) is to manage the completion of all technical project deliverables. The ITL must be able to work with the Project Manager to complete the technical requirements planning, and to plan and manage the technical scope and resources schedule.

Other responsibilities include communicating and providing day-to-day technical direction of the project, including detecting project deviations, and being responsible for taking immediate corrective action; developing and managing the Cutover Plan, and acting as the communication link to the Business Process Team and other IT organizations within the University.

2.4.2 Infrastructure Architect

The Technical Architect is responsible for the overall technical architecture of the SAP System. The Technical Architect receives direction from, and reports to, the Technical Team Lead.

2.4.3 Infrastructure Team Member

The primary responsibility of the Infrastructure Team Member (ITM) is to provide guidance and advice for all technical aspects of the SAP implementation project. The ITM must work with the Project Manager and the Technical Team Lead to complete the technical requirements planning, and then to carry out the technical SAP System tasks.

Other responsibilities may include:

- Providing technical day-to-day direction for the project, including detecting project deviations, and taking immediate corrective action
- Perform system and database administration activities
- Developing and managing the Cutover Plan, prior to go live and production start up
- Identify, resolve and/or escalate issues
- Acting as the communication link with the Business Process Teams and other IT organizations.

The Technical Team Member can be a consultant for one or more areas, such as SAP System Administration, Database Administration, Network Administration and Operating System Administration.

2.4.4 System Administrator

The SAP System Administrator is responsible for:

- Providing day-to-day SAP BASIS support
- Configuring, monitoring, tuning, and troubleshooting the SAP technical environment on an ongoing basis
- Performing checks, tasks, and backups within the technical environment
- Scheduling and executing the SAP Transport Management System (TMS) and Computing Center Management System (CCMS)
- Managing and executing SAP installations, upgrades and system patches.
- Operating system installation, upgrades, patches, backups, performance and tuning
- Security for the operating system environment.

2.4.5 Network Administrator

The Network Administrator is responsible for:

- Network planning, installation, upgrades and patches
- Network security, and the ongoing management of the OSS connection

- Network connections to front-end systems, printers, routers and both application and database servers.

2.4.6 Authorizations Consultant

The Authorizations Consultant is responsible for managing the SAP security and authorization environment. Responsibilities include:

- Design and document standards and procedures for SAP user/account administration
- Profile creation and maintenance
- Authority management for the associated SAP environment for interfaces.

The Authorizations Consultant works closely with the Business Process Team and under the joint direction of the Business Process Team Lead and the Technical Team Lead to ensure authorizations are integrated with business processes and system roles.

2.4.7 Database Administrator

The Database Administrator's primary areas of responsibility are:

- Database configuration and tuning
- Backup and recovery management
- Database growth management
- Database security
- Support other technical initiatives – e.g. BASIS activities – as required.

2.5 System Development

2.5.1 System Development Team Lead

The System Development Team Lead works with the Project Manager(s) to estimate, plan, and manage the system development aspects of the project. The System Development Team Lead is responsible for:

- Identifying the critical system development milestones and ensuring that they are included in the overall project plan
- Identifying requirements with the Business Process Team for development effort (e.g. conversions, interfaces, reports, etc.) and participating in the development of the data conversion strategy
- Managing the process of data conversion, interfaces, reports and SAP user exits development as well as the development of cross-application components etc.
- Ensuring that adequate documentation is produced for system and application development tasks
- Working closely with the project manager to define standards for project and documentation, including TMS, ABAP/4, etc.
- Provide technical development assistance and guidance to the System Developers
- Participate in Go-Live (cut over) plan development, testing and execution.

Depending on the size and complexity of the implementation, this person can also perform the Systems Developer role.

2.5.2 System Developer

The System Developer is responsible for the data mapping, design, development, and testing of conversion programs, interface programs, ABAP enhancement programs, SAPScript, ABAP custom reports and forms, system integration and data warehouse support. The System Developer works with the System Development Team Lead in the management and documentation of the development

projects, including definition of development standards and policies. The System Developer may also assist the System Development Team Lead in the development of a Production Support Plan for the custom development.

2.6 Change Management

2.6.1 Change Management Team Lead

The Change Management Team Lead assists Project Management in assessing, planning and executing change management activities. The Change Management Team Lead is responsible for managing the Change Management Team, executing Change Management activities and producing Change Management deliverables.

2.6.2 Change Management Team Member

The role of the Change Management Team Member is to determine where and how the implementation of the FSRP System will affect the organization and identify and execute strategies and plans that will minimize organizational impact and improve the acceptance and adoption of the new system.

Change Management team members are responsible for developing and executing change management activities and producing change management deliverables. In this role they will:

- Plan and assess the organizational impact of the ERP system,
- Establish appropriate organization metrics to track change effectiveness and adoption
- Assess organization change readiness
- Assist in the definition of organizational roles and responsibilities
- Perform stakeholder analysis
- Define and execute a communications plan that includes all internal and external project-related communication.

2.7 End User Training

2.7.1 End User Training Team Lead

The End User Training Team Lead assists Project Management in planning and developing the end user training strategy. The End User Training Team Lead responsibilities include:

- Create the Project Team Training Plan
- Create the End User Training Strategy
- Create Training Standards, Templates and Prototypes
- Manage and participate in the execution of training strategies and plans.

2.7.2 End User Training Team Member

The End User Training Team Member is responsible for developing and executing training activities and producing training deliverables at the direction of the End User Education Team Lead. Responsibilities include:

- Undertake an end user assessment
- Develop training standards prototypes and templates
- Develop training materials
- Conduct training classes and workshops

- Provide Train-the-Trainer education to other UC staff as required
- Work with Project Team Members to ensure training activities are aligned with business processes and rules contained in the SAP solution
- Co-ordinate with the Change Management team to ensure training and change management activities are aligned.

2.8 Quality Assurance

2.8.1 IBM Quality Assurance

The IBM Quality Assurance (IBM QA) is responsible for project quality assurance through the execution of the Quality Review Program (QRP), and by encouraging the proper use of processes and methodologies to maximize quality throughout the project lifecycle. The IBM QA will review the project on a regular basis, in accordance with the project status and profile.

IBM QA reviews will focus on the following areas: scope management, issue management, project management, client management, third party management, project approach, methodology and technology, economics, estimates and scheduling, staffing and closure.

2.8.2 UC External Auditor

The UC External Auditor is responsible for assessing and evaluating the FSRP project's compliance with application, data or technical standards, controls and procedures. The UC External Auditor communicates findings and recommendations to the UC Audit Committee and copies Executive Steering Committee and Project Management.

2.8.3 UC Internal Auditor

The UC Internal Auditor is responsible for assessing and evaluating the FSRP project's compliance with application, data or technical standards, controls and procedures. The UC Internal Auditor communicates findings and recommendations to the Steering Committee and Project Management. Responsibilities include:

- Ensuring the presence of adequate internal controls (technical and process)
- Ensuring the presence of adequate security and authorizations
- Ensuring the presence of audit trails
- Reviewing business process procedures
- Reviewing the reconciliation results of data conversion.