



Project Charter
For
PeopleSoft Student Information System
Business Process Re-engineering and
Organizational Design Project

July 31st, 2006

Table of Contents

BACKGROUND AND CONTEXT.....	5
SCOPE AND OBJECTIVES	5
OBJECTIVES	5
IN-SCOPE	5
<i>OSU Sponsor Departments (with associated PeopleSoft Module)</i>	<i>5</i>
<i>Colleges Impact</i>	<i>6</i>
OUT-OF-SCOPE.....	6
<i>Colleges Business Process Re-engineering</i>	<i>6</i>
<i>Non-Sponsor Groups (Internal or External) Re-engineering</i>	<i>6</i>
<i>Office of Human Resources (OHR) Business Process Re-engineering.....</i>	<i>7</i>
KEY ASSUMPTIONS AND SUCCESS FACTORS.....	7
RISKS	8
BPR PHASES AND KEY DELIVERABLES.....	9
DESIGN PHASE (PROCESS / ROLES).....	9
PEOPLE TRANSITION DESIGN	10
TIMELINE AND IMPLEMENTATION STRATEGY.....	10
STAFFING STRATEGY	11
COST OF OWNERSHIP ANALYSIS	11
DEPENDENCIES	11
SUCCESSFUL COMPLETION OF FIT/GAP ANALYSIS.....	11
DESIGN PHASE (SYSTEM) OCCURRING IN PARALLEL WITH BPR PROCESS DESIGN PHASE.....	12
INTEGRATION TEST / SYSTEM TEST / USER ACCEPTANCE TEST	12
PARTNERSHIP MANAGEMENT - TRAINING DEVELOPMENT & DELIVERY, COMMUNICATION.....	12
PROJECT FOUNDATIONS	13
ORGANIZATIONAL CHANGE MANAGEMENT.....	13
FISCAL MANAGEMENT.....	13
SCOPE MANAGEMENT.....	13
STAFF/HUMAN RESOURCES MANAGEMENT	14
DECISION MAKING.....	14
APPROVALS.....	15
EXECUTIVE STEERING COMMITTEE	15
STAKEHOLDERS	15
SIS LEADERS	16
APPENDIX A - BPR ROLE RESPONSIBILITIES AND REQUIREMENTS.....	17
BPR MANAGER.....	17
BPR PROCESS LEAD	17
BPR ANALYST.....	18
SPONSOR HR LEAD.....	18

APPENDIX B – BPR PHASES TIMELINE20

APPENDIX C – BPR TEAM ORGANIZATIONAL CHART21

APPENDIX D – RISKS AND POTENTIAL MITIGATING ACTIONS22

Executive Summary

Over the past few months, there has been an effort to understand the activities, timing and staffing associated with Business Process Re-engineering (BPR) and Organizational Design (OD) in connection with the PeopleSoft Student Information System (SIS) Implementation project. The SIS Project Charter highlights BPR as an important element of the project yet sets the expectation that the SIS sponsor departments will perform any required BPR work. Therefore, this effort is aimed at identifying what BPR related activities were not already included in the SIS Implementation project scope.

Through this effort, we defined two major phases of work related to BPR that were not included in the SIS Implementation project plan yet are important to complete in conjunction with the existing phases of the SIS Implementation project. First, we identified Process/Role Design phase which involves activities related to taking recommended PS Process flows/roles and modifying them to become OSU “To-be” processes and roles (process mapping). Secondly, we identified People Transition Design phase which involves activities related to aligning current people in sponsor departments to the new OSU “to-be” roles well before training and go-live.

Due to these additional phases and associated activities, we identified the need for additional resources to focus on these two new BPR related phases. We identified the need for BPR Process Leads, BPR Analysts, BPR Manager, and Sponsor HR Leads for the timeframe corresponding with the start of Fit/Gap in May 2006 until end of People Transition Design estimated to be October 2008. More specifically, the BPR Process Leads we are requesting as follows: 1.0 FTE from OUR, 0.5 FTE from SFA, 0.5 FTE from F&D, 0.5 FTE from G&P, and 0.5 FTE from UA&FYE. We identified the need for 3.0 FTE BPR Analysts (1.0 FTE serving as the College Process Analyst), 1.0 FTE BPR Manager throughout the project. Additionally, we identified the need for 1.0 FTE HR Lead (from the SIS sponsor areas) to be staffed centrally.

These resources are above and beyond the other roles identified as part of the SIS Project team (i.e. Functional Leads, Business Analysts, Training Developers, PS Experts, etc.). Additionally, the people in these newly identified BPR roles will work closely with the SIS project team and in conjunction with their efforts. Therefore, as BPR activities are planned and completed, there will be close communication and coordination with the SIS project team.

We also anticipate that the BPR Process Leads identified from the sponsor departments will have gained valuable knowledge of the OSU “to-be” processes that they can play important roles in system testing, end user testing and end user training. The amount of time required of these people after October 2008 will be determined throughout the SIS project.

Identifying BPR Process Leads from the sponsor departments is critical for a couple key reasons. First, this will be an investment by the sponsoring department in key person(s) who develop knowledge of the OSU “to-be” processes, roles and system and who will stay as part of their departments after Go-Live to help their departments assimilate to the new processes, roles and system. Secondly, having a BPR Process Lead involved in the project focusing on business processes which enable required business outcomes, can help to insure that department maintains their competitive advantage by maintaining highly effective business processes within the frame of the new PS integrated student system.

This SIS implementation is comprehensive across campus and impacts many business processes in the sponsor areas as well as non-sponsor areas. Therefore, focusing on the business process changes as much as the required system changes are critical. Hundreds of people will be directly or indirectly impacted by this project. Therefore, managing this change across the people impacted and proactively planning for people transition to their new business processes and enabling technology (i.e. PeopleSoft) is critical.

Background and Context

Over the next several years, The Ohio State University is planning to replace much of its legacy information systems and information technology architecture used to support its Student Administration processes. The systems initiatives to implement a new Student Information System (SIS) are currently in motion. It is understood that the implementation of new software applications in support of Student Administration processes will require significant changes in the business processes, job descriptions, and organizational structures that are currently in place at the University. The Office of Enrollment Services and Undergraduate Education (OESUE) is charged with addressing this Business Process Re-engineering (BPR), and Jeff Allen is responsible for leading this effort.

The PeopleSoft Student Information System project charter has some specific language around business process re-engineering. For example, in the Assumption section on page 8, one of the points confirms that “Major business process re-engineering and organizational change will be accomplished by the business and academic units and will be completed at appropriate times during the project schedule”. Also, on page 12 under Dependencies, the last bullet point reads “Business/Academic-unit re-engineering will be completed.” Finally, on page 13, under Project Foundations – Organizational Change Management, there is a paragraph that discusses how change management will be managed centrally and the last sentence of that paragraph reads “All business process re-engineering efforts will be managed by the individual business units”. Given this language in the Project Charter, it is clear that business process re-engineering efforts are an important part of the success of this project yet out of the original scope of the PS Student Information System project. Therefore, this BPR project charter aims to identify the key activities, work effort and timing of BPR related activities.

Scope and Objectives

Objectives

This BPR effort shares the same objectives as that of the Project Charter for the PeopleSoft Student Administration System Project. In addition to these objectives, the BPR project aims to complement the system aspect of the SIS project with a balancing focus on business processes and driving out the detail of how they will work for OSU. Additionally, a key objective is to develop a team of business process subject matter experts who not only design the OSU “to-be” processes but play a key leadership role within their departments after go-live.

In-Scope

The scope of the Business Process Re-engineering (BPR) and Organizational Design (OD) includes the five sponsor departments (and their associated sub-departments) which are directly impacted as key users of the PeopleSoft Student Administrative system.

OSU Sponsor Departments (with associated PeopleSoft Module)

- Office of Graduate & Professional Admissions (Recruiting & Admissions)
- Office of Undergraduate Admissions & First year Experience (Recruiting & Admissions)
- Office of Student Financial Aid (Financial Aid)

- Office of University Registrar (Student Records / Academic Advisement)
- Fees & Deposits (Student Financials, AP/GL)

Colleges Impact

The scope of this BPR effort includes working with the colleges (Undergraduate, Graduate, and Professional Programs) so that system and process decisions during Fit/Gap and Design are made with the right balanced perspective from key areas impacted. In some cases, the college’s needs may heavily influence the ultimate decision made. But in all cases, colleges will need to understand how decisions will impact their area. We also recognize that since there are many colleges to consider, it is unrealistic to have every college represented during key decisions. Therefore, we are going to engage the SIS Sub-committee of the College Advisory Committee (CAC), lead by Jack Cooley, to represent the colleges collectively and we will engage this group at the right time during Fit/Gap and Design phases. We will also work closely with the Change Management Liaison Group to coordinate communications. Similarly, we will also engage representation from the Professional and Graduate Programs and Graduate School during Design Phase.

We are also identifying which college activities or processes have some interface with a central student administration system by identifying which of the college activities require a “view” of centralized data, require “receiving” data, or require “sending” data. Identifying these data interfaces help the BPR team identify which college processes might be impacted if a sponsor area business process changes. The BPR team would then communicate such impacts to the colleges via the CAC so that the CAC can take the appropriate actions.

Out-of-Scope

Colleges Business Process Re-engineering

While this project includes CAC sub-committee members to participate at the right time during BPR efforts and gain an understanding of how the sponsor business processes impact the colleges, re-engineering the college’s business processes or activities are NOT in the scope of this BPR effort. Having said that, the BPR team can provide some framework, direction and analysis time (see Staffing and Timing section) to the colleges should they do any of their own re-engineering efforts related or unrelated to the SIS BPR activities.

Non-Sponsor Groups (Internal or External) Re-engineering

Additionally, many other OSU departments, sub departments and external groups will be impacted by sponsor department BPR efforts. This BPR effort does not include re-engineering any processes within these groups. However, assigned project Functional Leads, Business Analysts, Process Leads, etc. are empowered as part of their project roles to seek feedback and input from designated representatives from these other departments and groups when making recommendations. So while re-engineering of these groups is out-of-scope, the interfaces and impacts to these groups will be considered in-scope as they relate to sponsor area business processes. The following is a starting list of the non-sponsor departments or groups that may be impacted by this BPR effort. A complete list will be driven out during Fit/Gap and Process/Role Design.

• Professional Programs	• Regional Campuses	• College Net
• Graduate Programs	• University Housing	• Student Affairs
• Graduate School	• Resource Planning	• Diploma / Bulletin Services
• OAA	• Accounts Receivable	• NCAA
• Student Health	• Campus Reps	• Bank Lockbox

• SASSO	• Honors & Scholars	• Various Vendors
• Athletics	• NSCDS – Federal Government	• Application Services
• Special Events	• Ohio Board of Regents	• Department of Education
• Mail Services	• Federal Processors (CPS)	• AP Testing

Office of Human Resources (OHR) Business Process Re-engineering

The BPR team may help identify key “touchpoints” between SIS related business processes and OHR business processes, which will be communicated to OHR. Also, if it is found that an SIS process must be re-engineered and it has an OHR touchpoint, the BPR team will invite an OHR representative to participate in the re-engineering session/discussions. That said, reengineering of any OHR related business processes, either related to the SIS project or not, are ultimately the responsibility of the OHR area and not the BPR team of the SIS project.

While it’s possible that touchpoints with OHR may be missed, it will be the responsibility of the BPR team to make every effort to identify known touchpoints and be sure to communicate these, as well as decisions surrounding these touchpoints, to OHR. This will give OHR additional exposure to the decisions reached in BPR sessions and offer OHR a chance to agree or disagree with these decisions. This effort will be addressed in two ways: First, OHR will be informed of the entire schedule of BPR process mapping sessions that will take place during the Design Phase of the project. This will allow OHR to plan ahead to attend key sessions or to ask the BPR team to note OHR touchpoints if OHR attendance is not possible. In the event that OHR attendance is not possible but highly desired, the BPR team will make every effort to reschedule sessions to allow for any necessary OHR attendance. Second, regardless of OHR availability and attendance, a conscious effort will be made to consider OHR impacts of a given process, especially when an HR representative cannot attend.

Key Assumptions and Success Factors

The following are key assumptions and success factors based on professional experience and discussions with other universities that have implemented PS Student Administration System. These success factors are a starting list and the intent is to build on this throughout the life of the project. Some context in understanding these success factors is that the more of these that are adhered to in the project, the higher the chances of overall success. As projects stray from these success factors, the chances of overall success reduces. This list also provides a foundation for many of the recommendations made in this document.

1. BPR / OD activities must be done together with the system integration activities. Business process design and system modifications must be done interactively and concurrently to achieve a healthy “check and balance” between modifying the system and modifying the business process to accommodate OSU policies and goals.
2. Agreement that PS Student business processes are reasonably close to best practices. Therefore, it is reasonable to *start* with “vanilla” PS process maps and then determine what changes must be made, if any, to make the business processes acceptable to OSU.
3. Business processes should be the “framework” throughout the project for key phases/activities such as fit/gap, design phase, integration testing, systems testing, and training.
4. Make the necessary investments in internal people to participate throughout the life of the project so that there will be sufficient “experts” coming back to the sponsor departments at “go-live”.

5. The organizational design effort will be a sensitive topic for sponsor department end users. Giving department personnel a good understanding of how their departments and roles will change as early as possible in the project will help people assimilate the changes more effectively. The Change Management Team has a plan for regular communications and training initiatives. We will work to coordinate activities between the project teams.
6. This overall SIS project must be viewed as a “campus owned” project and not owned by individual departmental silos.
7. This Student System implementation is highly integrated, complex, and significant stakeholder impact. Therefore, estimating the total effort with best information currently available is important in order to allocate the right resources, especially early in the project.
8. Governance process must be highly structured and decision rights clear. (See page 14 for “decisions”).
9. Expect that we will not get the system and process design perfectly right the first time. Therefore, must build in time for “iterative design” and “design rework mechanisms” throughout the project to find and prioritize design issues as early as possible before go-live.
10. Ideally, the Application Development, Partnership Management and BPR/OD teams would be logistically close to each other when working on project activities. However, from a BPR perspective, having the Process Leads and Process Analysts logistically close to the departments they represent is most important so that the PL’s and PA’s can easily gather perspective and feedback from their departments on key process design decisions.
11. End users must be trained on business processes in addition to their role within the business process so that they can play a key role in achieving the intended business outcomes.
12. The milestones and timelines defined for the Student system project will not change due to the BPR/OD activities.
13. BPR team will be empowered by the University to make recommendations and decisions regarding business processes related to the sponsor areas.
14. This project will create as minimal disruption to OSU business as is possible.
15. Project team members will receive training in the modules areas on which they will focus.
16. The appropriate resources, with the appropriate skills, will be available and assigned to the project as determined by the project plan.
17. During this project, both the OESUE and the Treasurer’s Office may be planning major office moves which the BPR team will have to consider during Process Design.
18. For areas identified as out-of-scope for this BPR project, the assumption is that BPR will be done at the right time, if needed, by those areas (i.e. HR, Colleges, etc.)

Risks

The following are some risks related to the BPR/OD efforts which have been identified at the time of creating this Project Charter. This serves as a “starting list” for risks since we anticipate identifying additional risks over time. Proactively identifying risks along with mitigating actions is critical to the success of this BPR/OD effort. Refer to Appendix D for initial thoughts on potential mitigating actions associated with each risk below.

1. Expectation of “zero sum” staffing approach presents the risk that if we define more demanding to-be roles, the current staff cannot fulfill these new roles based on current skills and/or experience.
2. PeopleSoft Student system has functional modules which *may* drive significant consolidation of current sub-departments which consequently impact many current roles/positions. The risk with such a major organizational change is the degree of acceptance by the existing sponsor departments.
3. BPR Process Leads and BPR Analysts may not have a lot of process mapping experience.

4. It is challenging to draw clear boundaries around the scope of the BPR team focused on SIS sponsor areas. The risk is that other non-sponsor areas assume or believe that the BPR team will help them re-engineer their areas.

BPR Phases and Key Deliverables

Design Phase (Process / Roles)

In the Process/Role Design phase, the BPR team will seek the most efficient and effective way to create the OSU to-be process maps and roles by leveraging available resources and not “re-inventing the wheel”. For example, PeopleSoft has defined “vanilla” business processes and generic roles which are enabled by their software functionality. However, PeopleSoft clearly points out that these processes and roles are intended to be starting points for each university to adjust to their unique policies and operations. Therefore, during to-be process map development, we will have a starting point for process and role definitions and then rely on several key inputs to help drive OSU to-be processes and roles. Among the key inputs to these OSU to-be process maps are Fit/Gap PTR’s, OSU policies, as-is process maps, wish list from previous as-is process sessions, key recommendations from as-is process sessions, and experience via the people assigned from each sponsor department.

Given these two interrelated Design phases, there needs to be a “healthy balance” between modifying the system to accommodate OSU processes vs. accepting new OSU to-be process maps and changing the organization to fit the new processes. Each person on the team must understand this balance and let the overall guiding principles for system modifications and process changes resolve any issues regarding this balance.

The “vanilla” PS processes that will not change significantly can be done early in the Process/Role Design phase. Small modifications or configurations can be noted along the way and communicated to the project team. Roles can be defined for these processes early. We will know generally which PS processes will not change since Fit/Gap provides that perspective. Secondly, there are those “vanilla” PS processes which require significant change in order to become OSU to-be processes. The development of these OSU to-be process maps will require functional designs as key input before making final process decisions. Therefore, these process maps tend to be done closer to the end of the Process/Role Design phase and may require a couple iterations to get them right.

OSU to-be process maps also include the roles that will be performing the process steps (i.e. swim lanes). The process maps will identify other departments or sub-departments impacted by that process and how they are involved. The final result are documented OSU to-be process maps and roles which serve as key content for communications, training, testing, and generally helping other stakeholders understand the decisions that have been made regarding how processes will work in the future. Role definition involves taking the roles that were associated with process steps in the to-be process maps and creating role descriptions. Additionally, we will need to understand how many new roles have been identified. BPR, Change Management, Application Development and OIT Security will work collaboratively with Business Sponsors to identify what levels of PeopleSoft security levels are required for each OSU to-be role. Finally, the effort of understanding and documenting all the OSU to-be process maps and associated roles provides key input to the next phase of People Transition Design.

Organizational Design includes making decisions around organizing departments by process vs. function, consolidating or removing existing sub-departments, design how IT staff will be part of to-be

departments, relationship of positions/roles within a department, etc. Some of these decisions may have been discussed and resolved as part of Fit/Gap but Design phase is when we confirm and add key decisions related to future sponsor area's organization.

In summary, the key deliverables from this Design phase are:

- OSU “To-be” Business Process Maps
- OSU “To-be” role descriptions
- OSU “To-be” sponsor area organizational design schematics

People Transition Design

This phase is estimated to take about 5 months and starts after the completion of the Process Design phase. This phase takes the to-be roles and breaks into logical positions within the to-be departments and then gets into the people transition activities associated with moving to the new department organizational design in support of the new OSU to-be process maps.

The following are the key activities and deliverables in this phase:

- Develop overall staffing model approach / strategy
- Mapping of old roles to new roles
- Define job positions
- Identify number of people needed per job position
- Define organizational structure with position relationships
- Mapping people to positions (first draft)
- Identification of position shortages / overages
- Develop staff retention plan
- People recruiting and selection
- Physical environment design
- Create people transition plan
- Perform “skill gap” analysis
- Plan and execute “skill gap” training

Timeline and Implementation Strategy

This BPR effort done in conjunction with the SIS Implementation Project will take approximately 18 months from start of Fit/Gap to end of People Transition Design. The two BPR/OD phases occur within the same timeline as the Student Administration project. See APPENDIX B – BPR Phases Timeline.

Before the end of People Transition Design, there will be a determination regarding what additional BPR efforts will be required and/or how the BPR team can participate in testing and/or training. From a BPR standpoint, there is nothing that we see unique to BPR which would alter the key milestone dates of the SIS Implementation project. Therefore, the BPR implementation strategy aligns closely with that of the SIS project strategy and timeline.

A more detailed timeline of the BPR Design Phase and People Transition Phase will be developed during Fit/Gap phase.

Staffing Strategy

The BPR team will be staffed primarily by Ohio State full time employees. The role of BPR Manager will be staffed by external consultant. On the BPR Team, it is important to have people with strong knowledge of the OSU sponsor departments who also have a solid understanding of PeopleSoft Campus Solution modules. We confirmed that this unique blend of background and experience does not exist so our approach is to find people who understand the OSU sponsor departments very well and then define a clear plan for getting them the training they need to understand PeopleSoft functionality to the point where they can be successful in developing OSU “to-be” business processes.

This may be the first time some of the BPR team has participated in a business process re-engineering effort. Therefore, there will be some BPR specific training required. Additionally, we want the BPR team to challenge the status quo of how processes work today. Therefore, we feel that an experienced external BPR Manager can help lead the BPR team to have that challenging mindset throughout the BPR effort.

APPENDIX C describes the key BPR roles, staffing, and the percentage time commitment during Fit/Gap, Design and People Transition Design phases. The HR Generalists will be needed toward the end of Process/Role Design and throughout People Transition.

Additionally, the BPR Process Leads and BPR Analysts that have spent dedicated time in these important project phases will become very knowledgeable on business processes and PS Student modules. Therefore, we anticipate that these key players will play a role during System Testing, User Acceptance Testing and Training. How much time required from each BPR Process Lead and BPR Analyst will be determined at designated checkpoints throughout the project.

For more detailed description of the BPR Role Responsibilities and Requirements, see Appendix A

Cost of Ownership Analysis

OES&UE and OUT have re-allocated resources from their existing staff and/or cash resources to adequately address the need of this project.

FTE’s Re-allocated from sponsor area resources:	3.5 FTE
Consultant or Term Hires for this life of project:	2.5 FTE: Approximately \$1,000,000

Note: The College Process Analyst (1.0 FTE) is funded by the SIS Project

Dependencies

Successful completion of Fit/Gap Analysis

Fit/Gap Analysis phase is aimed at identifying key fits and gaps collectively across the software modules. One of the major outputs of the Fit/gap Analysis phase are Project Team Recommendations (PTRs) in the area of configurations, system modifications, interfaces, reports, major process changes, new & changed roles, and major organizational changes. These PTRs will serve as key input to the subsequent Design phase. This BPR project plan assumes that the right players have been identified to participate in this Fit/Gap Analysis phase in order to deliver the output needed to execute subsequent BPR/OD related activities.

Major organizational changes impacting sponsor departments need to be confirmed and agreed in Fit/Gap phase. For example, one organizational change identified so far is related to four departments (Registrar, Student Financials, Financial Aid, G&P Admissions) impacted by the PS Student system will physically move into one building in 2009. Additionally, there is on-going discussion across those departments to create common front counter services. This key decision needs to serve as input to the BPR “to-be” process map creation in the Design phase. Therefore, this organizational change, if applicable, will be included within the timeframe of this PS Student project.

Related to BPR, Fit/Gap phase needs to deliver a perspective on the process groups analyzed. First, Fit/Gap must confirm if a “vanilla” PS process will stay reasonably close to become the OSU to-be map. This implies no significant software modifications and no violations of OSU policy, and a general agreement that the process will work for OSU. Secondly, Fit/Gap must confirm which of the PS process flows will have to change significantly to conform to OSU policies and overall vision. Most likely, software modifications will be required so those major system changes will be documented via PTRs.

Design Phase (System) Occurring in parallel with BPR Process Design phase

The System Design phase is focused on designing and configuring the software so that it works according to the Fit/Gap design and enables the OSU to-be business processes. The System Design phase and Process/Role Design phases occur concurrently and in many cases are iterative in achieving the right balance between system and process changes.

Integration Test / System Test / User Acceptance Test

Put simply, integration and system testing is meant to test that the delivered system is performing *as designed*. The first imperative is that during Design phase, the system modifications, interfaces, configurations, etc. are designed to enable the OSU to-be business processes. And the BPR Process Leads are key players working with the SIS project team to ensure this as part of Fit/Gap and Design. However, from a department end user perspective, we need to test to make sure the system *as designed* truly enables the OSU to-be business processes. Basically, we need a “design rework mechanism”. Given the joint system and process work during Design phase to design the system to enable the OSU to-be business processes, we would anticipate that most business processes will not require BPR testing. However, for business processes that are either critical or have changed significantly from the going-in “vanilla” PeopleSoft process maps, we recommend BPR testing. Testing these business processes as early as possible in the project lifecycle is critical so that any major issues can be discovered before training and go-live. For business processes that will not change dramatically from what PS has recommended, we would NOT need to retest “vanilla” functionality and processes.

Partnership Management - Training Development & Delivery, Communication

Throughout the BPR phases, we will stay in close communication and coordination with the Partnership Management team. Below are some comments on three most relevant and major Partnership Management topics and any BPR interfaces.

Conceptual Design Sessions. The fundamental purpose of Conceptual Design Sessions is to provide the core business unit staff and other key system users an opportunity to preview the planned system functionality. Partnership Management will look to validate the accuracy of their Conceptual Design Session content by reviewing the “to-be” Process Maps developed by the BPR team and Functional Designs developed by the Application Development teams during Design Phase.

Transition Workshops. Transition workshops give system users and other audiences an opportunity to learn about specific process, policy or system impacts. Transition workshops are meant to cover a

wide audience of people including sponsor business units, college/department users, HR users, and other impacted audiences. To the extent that Partnership Management needs to share major process changes, policy changes with this wider audience, the BPR team deliverables (OSU “to-be” process maps, roles and organization) will provide key content for these workshops.

End User Testing. This is an opportunity for a subset of users to participate in system testing activities. It gives the Change Management team a chance to validate some of their training materials and get a read on the comfort level of users. BPR may want to participate in some of these sessions, as well, in order to gauge user comfort levels.

After the People Transition Design phase of the BPR Project, we anticipate that the BPR Process Leads and Process Analysts who have invested significant amount of time participating in Fit/Gap phase and lead role in developing the OSU to-be process maps can play a significant role related to training development and delivery. Specific plans related to their participation in training will be identified throughout People Transition Design phase.

We recognize that training has multiple components. BPR, Change Management and the Business Sponsors will work together to define classroom training “units” that are focused on teaching sponsor department end users how to effectively execute their end-to-end business processes including system related steps as well as non-system steps and/or decisions. Getting end users an understanding of their end-to-end business process, regardless of where the system is leveraged, is important. And similar to system testing, we anticipate that we may not need to have this type of classroom training on all the business processes, just on the ones that are more complex, mission critical, or business processes that are significantly different than current. All the other non-classroom system training tools (playground, job aids, etc.) identified are still very important and necessary. The OSU to-be process maps which were created in Design phase are key inputs to the training phase.

During People Transition Phase, the BPR team will identify any “skill gap” training required. “Skill gap” training we define as additional training identified for person(s) who need some fundamental training *beyond* standard system training in order to be successful in their future positions. In the People Transition Phase, the BPR team will identify which skill gap training is required and formulate a plan for executing such training. The BPR team will work closely with Partnership Management in coordinating such “skill gap” training with the traditional system training.

Project Foundations

Organizational Change Management

This project will affect many diverse constituencies. Change Management activities will be managed centrally by the project team to ensure completeness, accuracy, efficiency and effectiveness. Each business area will have significant input and responsibility to their direct constituencies, but training, readiness activities and external communications will be managed centrally.

Fiscal Management

Budget control, reporting, tracking and approvals will be tightly managed by the Program Director, throughout the project life cycle to control costs. This will provide the management team the necessary information to proactively address any issues. Financial updates will be communicated regularly.

Scope Management

During the course of this BPR project there will be times when a change which is outside the approved project deliverables, is requested. BPR will follow the Scope Management Procedure of the SIS Project which provides the ability to manage and resolve these issues. This process utilizes the approved project charter, which establishes the baseline for project deliverables and timelines as the standards against which the request is analyzed. As new work or changes to existing deliverables are uncovered, a Change Request form is completed.

Staff/Human Resources Management

This project will run concurrently with the SIS Implementation project as well as other enterprise-wide projects (e.g HR v8.9, Financials v8.9, Data Warehousing) and numerous staff involved in the Student Administration project will also be involved in the other projects. As work plans are developed it will be important to assess and include overhead associated with managing multiple projects.

Additionally, phases and milestones will be tracked closely. Phase containment will be an integral component of staff management and will incorporate both kick-off sessions at the beginning of each phase to explain roles, deliverables and milestones as well as lessons learned sessions at the end of each phase. Proactively planning for life events and staff time is essential to the project success.

Decision Making

The decision making process for this BPR process will be consistent with the decision process employed for the SIS Implementation project. Recommendations for business process and organizational design decisions will be facilitated by the BPR Process Leads, reviewed by relevant Advisory team(s), and approved by the Executive Steering Committee. We anticipate that the BPR Team will uncover some issues with significant organizational impact or the BPR team will uncover processes/policies that span across areas that are outside the scope of the BPR Team. For these issues, we will discuss with the Executive Steering Committee and/or Executive Sponsor level, as needed, as early as possible to help set our direction before completing policy, process or organizational designs.

Approvals

I understand and agree with the goals, scope and objectives, recommendations and approach as described in this document.

I approve the start-up of this project within the scope outlined in this document. I understand that changes in scope, budget or major milestones require the approval of sponsors and executive sponsors.

Executive Steering Committee

Jeff Allen

Nancy Campbell

Leslie Flesch

Martha Garland

Kay Meyer

Diane Owens

Mike Veres

Stakeholders

Julia Benz

Mabel Freeman

Nance Hoza

Brad Myers

Al Rodack

Michele Wade

SIS Leaders

Glenn Donaldson

Nanci Gobey

Bill Karl

Geoff Novak

Julia Snyder

Rick Termeer

Danny Williams

APPENDIX A - BPR Role Responsibilities and Requirements

We have identified four key roles to work with the overall PS Student project team to focus on BPR/OD. The following summarizes the role responsibilities and requirements for finding the right person(s).

BPR Manager

Key Responsibilities

- Overall leadership / management of BPR and OD efforts during fit/gap, Process/Role Design and People Transition phases
- Overall participant in fulfilling the project charter of achieving the appropriate balance between modifying the system to fit the OSU processes vs. modifying the processes to fit the "vanilla" PS software. Challenge BPR team to think outside of their current practices and processes.
- Responsible for planning and execution of OSU to-be process/role map development
- Work closely with Business Application Project Director
- Help plan and develop BPR training for team participants
- Assures OSU to-be process maps are completed as planned; direct and mentor teams in development of mitigation strategy when execution is behind schedule
- Assures that OSU to-be processes/roles are synchronized across the functional areas
- Monitor progress of OSU to-be process/role definitions; provide progress reports to project management team
- Identify, monitor, report and resolve OSU to-be process/role issues when possible and escalating to Business Sponsor Group when necessary
- Work collaboratively with other project leaders and department directors
- Contribute to the overall project Risk Management Plan with key risks and mitigation plans

Key Requirements

- 7-10 years of IT project management experience
- Experience leading large BPR related effort that was done in conjunction with system implementation, preferably at a large higher education institution
- Experience and knowledge of PS student modules is preferable
- Strong leader with interpersonal flexibility working with wide range of client leaders and project team members
- Full time person

BPR Process Lead

Key Responsibilities

- Participate in Fit/Gap sessions to develop knowledge of PS business processes, provide perspective on PS process fits/gaps and gain understanding of key decisions made via PTRs.
- During Process/Role Design phase, lead in developing recommended OSU to-be process/role maps using PS process flows as the "starting point" and working closely with application team BA's and FL's as needed.
- Ensure the OSU to-be business processes meet the business objectives and are effectively supported by the recommended system design changes
- After OSU to-be process/role maps are complete, be positioned to play a key role in working with the Partnership Management in helping to develop and execute end user training
- Leverage BPR/OD Process Analysts in developing process/role recommendations.

- Lead communicator of the recommended process flows to the application team for overall agreement and team buy-in
- Lead communicator on presenting team recommended process maps to the Business Sponsor Group as needed
- Coordinate business process integration across sponsor areas
- Aligned to one module team and represent OSU departments impacted by the PS module they represent

Key Requirements

- Have solid understanding of the current OSU department they represent
- Solid understanding of policies impacting OSU (local, federal, state, internal OSU, department, etc.)
- Capable to learn and participate in PS process flow training (PS process training will be provided in preparation for this role)
- Strong ability to use process mapping documentation tool (i.e. MS Visio)
- Experience on IT system projects
- Ideally one person (vs. multiple people splitting time)

BPR Analyst

Key Responsibilities

- Develop SME level leadership in “vanilla” PS business process flows
- Serve as key analysts as related to OSU to-be business processes/role designs
- Work with BPR Process Lead in developing OSU to-be process map documentation (including swim lanes)
- Active role in resolving and/or helping BPR Process Leads resolve process/role issues as needed
- Participate in Fit/Gap decision document review and Friday process meeting with application BA’s and FL’s
- Aligned by functional teams/modules

Key Requirements

- Knowledge of current OSU departments, people and processes
- Capable to learn and participate in PS process flow training
- Strong ability to use process mapping documentation tool (i.e. visio)

Sponsor HR Lead

Key Responsibilities

- Work with BPR PL and BPR Analysts to develop recommended OSU to-be roles and organizational design
- Work with their department leadership to develop new to-be positions
- Help department leadership map people to new to-be positions within their departments
- Key liaison between sponsor department and central OSU HR

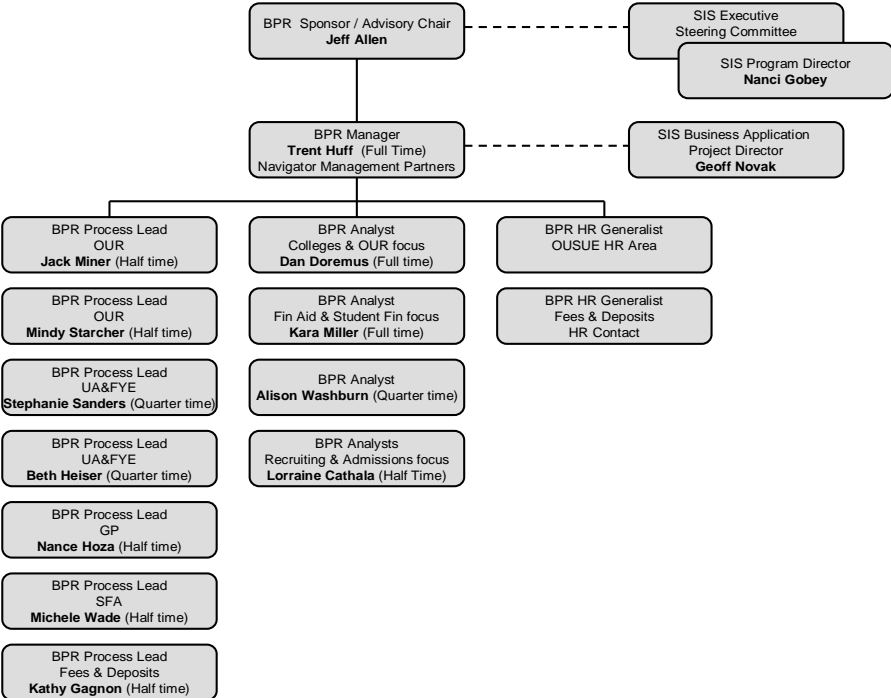
Key Requirements

- Must come from the SIS Project sponsor areas
- Strong knowledge of the people and organization of their sponsor department
- Strong knowledge of central and common OSU HR policies
- Experience with organizational design concepts

In addition to these four key roles, we have identified other project roles that will have an impact or can help with the BPR/OD activities associated with the SIS project implementation. We wanted to leverage existing project roles to dedicate to the BPR effort as much as possible knowing that these activities must be done in conjunction with the other system related activities.

- **Functional Project Managers** – this role will include BPR/OD activities within their functional area. Therefore, they will have general understanding of BPR/OD activities throughout the project.
- **Functional Leads** – this role is part of the overall SIS project team that will review and confirm the OSU to-be maps before going to the Business Sponsors.
- **Business Analysts** – these people will be called upon by the BPR Process Leads to help provide expertise and perspective on an ad-hoc, as needed basis.
- **Subject Matter Experts** – these people are not formally on the project team and SME time was NOT estimated in this analysis. BPR PL's will call on these SMEs as needed, and ad-hoc basis. SME's could come from the sponsor departments or other non-sponsor departments / sub-departments impacted.
- **Training Developers** – training developers will participate part time throughout the Design phase in key process / role review sessions in order to start understanding key process decisions made so they are prepared with content knowledge going into training.
- **PeopleSoft Expert** – these people will be called upon by the BPR PL on an as needed, ad-hoc basis and will participate in the process /role final review sessions.
- **OSU Central Accounting analysts** – functional experts in their areas, especially in the area of existing PeopleSoft financials and interfaces.
- **OSU-Office of Human Resources** – deep understanding of OSU HR policies/procedures and have good organizational design experience.
- **SIS Sponsor Department Directors** – key players in the People Transition Design phase of this project in addition to other responsibilities related to the systems portion of the project.

APPENDIX C – BPR Team Organizational Chart



APPENDIX D – Risks and Potential Mitigating Actions

Risk	Potential Mitigating Actions
<p>1. Expectation of “zero sum” staffing approach presents the risk that if we define more demanding to-be roles, the current staff cannot fulfill these new roles based on current skills and/or experience.</p>	<ul style="list-style-type: none"> • Identification of “skill gap” training as soon possible during People Transition Design so that additional training can be made available to these people to position them better to qualify for a to-be position. • Invest in department leaders (BPR PL’s) from the start of the project to <i>return</i> to their departments upon project completion to play key leadership roles in helping people execute their business processes using the new PS student system.
<p>2. PeopleSoft Student system has functional modules which <i>may</i> drive significant consolidation of current sub-departments which consequently impact many current roles/positions. The risk with such a major organizational change is the degree of acceptance by the existing sponsor departments.</p>	<ul style="list-style-type: none"> • Supervisors and Sub-department director roles become more of business process expert roles with combination of supervision and processing responsibilities. • Identification of PS process groups which may require a process group supervisor which may end up being similar in responsibility to a current sub-department director. • Need to leverage decision approval process and include executive level approval for such decisions with major organizational and people implications
<p>3. BPR Process Leads and BPR Analysts may not have a lot of process mapping experience.</p>	<ul style="list-style-type: none"> • Need extensive PS process training and process mapping training during Fit/Gap for key BPR roles so that they are prepared when the Process Design phase begins. • BPR PL’s will participate in Fit/Gap sessions which will increase their knowledge of PS processes and functionality. Fit / Gap sessions will be conducted using a business process framework.
<p>4. It is challenging to draw clear boundaries around the scope of the BPR team focused on SIS sponsor areas. The risk is that other non-sponsor areas assume or believe that the BPR team will help them re-engineer their areas.</p>	<ul style="list-style-type: none"> • Include in BPR workplan clear communication channels in working with the Colleges and with the OHR upgrade project to help clarify how key BPR activities will get done across all the projects.