CURRENT ERP IMPLEMENTATION ASSESSMENT

Viability and Assessment Report: Final Readout | March 14, 2018

AGENDA

- Objectives & Scope

- Approach

- Executive Summary

- ERP Implementation: Interview Themes

- ERP Implementation: Findings and Observations

- ERP Implementation: Specific Module Level Findings

- ERP Implementation: GAP Analysis

- ERP Implementation: QA, Testing and Requirements

- ERP Implementation: Project Management, Schedule and Reporting

- Summary and Recommendations

Objective: Get a 360° view to determine the viability of the current solution and go-live target

The assessment covered 5 areas:

1. Governance & Communication
2. Program & Project Management
   - Risk and Issue Management
   - Scope and Requirements Management
   - Resource and Knowledge Management
   - Program View and Planning
3. Delivery Activities & Processes
   - QA & Test Strategy
   - Data Quality and Data Conversion
   - Overall readiness
4. Technical Implementation
5. Solution Alignment to Business

1. Is there clear "line of sight" to a viable go-live?
2. Is the solution architecture aligned to best practices?
3. Does the solution generally align to GP business needs?

List of Interviewees

Domain Experts:	Domain Experts:	Domain Experts:
AP, GL, Payments:	**Data:**	**Security:**
• Mary Jane	Lauren Reynolds GT	• Christine Kelly
• Jim Konchel GT	**Procurement:**	• Allison Walters
• Mike Kolkay GT	Chris Maldonado - GT	Leadership:
HCM:	**QA:**	• Pat Begley COS
• Liz Unkle	• Ryan Wise - GT	• Mike Dugan CFO
• Imran Siddiqui	• Marianna Jones	• Matt Young VP IT
• Tanveer Iqbal GT	• Sean Druelinger	• Sonia Ardeel PM
Projects:	**Financials:**	• Dan Mills GT EM
• Gina Jebbia	• Georges Kragbe	• John Fleming OCM
• Ben Bohning GT	**Expenses:**	Additional Sources:
AR:	• Lauren Reynolds GT	• Dry Run – 7 Days
• Dave Snodgrass GT	**IT:**	
Fixed Assets:	• Rob Blitz	
• Richard Williams GT		

Approach

NOTE: High level findings were shared with GP and GT. Often this 2 way communication allows different groups the opportunity to refute or validate a finding

This validation and analysis was implemented as follows:

- A 3 week time-boxed effort

- Interview style meetings with Executive, Management and Operations team members

- Observer in 7 dry run sessions

- Interviewed 26 SMEs from both GP and GT

- An interview log was maintained for traceability to reconcile differing points of view

- Reviewed available information and project artifacts (Project documents, schedule, status reports, etc.)

- GAP analysis verified with actual artifacts where possible

- Notation Used: Items that are good or in place are noted with a check mark bullet point, items that need attention are noted with an arrow bullet point

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Executive Summary

The goal of this 3 week time boxed effort was to provide clarity to the earliest viable time for which go live is possible, as well as provide insight into the quality of the overall solution. General findings Include:

1. Overall the implementation team is knowledgeable

2. Envisioned solution will provide much benefit (e.g. Significantly reduced timeline for project close out)

3. Currently no clear line of sight to go live – This clarity is blocked by challenges with the current project management methodology, data and product quality.

4. Additional concerns related to how the configured solution maps to GPs desired business workflow.

1. Governance & Communication

➢ **Findings**: Major issues result from not following a standard decision process. Project health and performance needs to be measured and managed

➢ **Recommendations** : Team structure, governance model and processes need formal rollout. Entire team needs to be educated on a new level of rigor and traceability

2. Program and Project Management

➢ **Findings**: Unclear management of and reporting on Actions, Decisions, Risks, and Issues results in a costly reoccurring theme of implementation re-do, multiple testing cycles and resource dependencies

➢ **Recommendations**: Define and implement decision flows; standard templates and processes that are date, milestone and metric driven with clear call out in advance of risks turning into issues. Ensure these roll up to a program view, so that no activities get forgotten

3. Delivery Processes and Activities

➢ **Findings**: Incomplete plan for Data Quality, Data Conversion and QA resulting in bottlenecks, resource dependencies and work stream blockage

➢ **Recommendations**: Develop a data conversion strategy and QA strategy that does not rely on implementation team. Leveraging resources with correct skillset and no bandwidth limitations

4. Technical Implementation

➢ **Findings**: Sound OOB implementation that requires some tweaks. Bigger concern with how business processes flow to configuration and cross module flow through.

➢ **Recommendations**: Ensure the implementation team is focused on implementation activities that align to their skills and bandwidth constraints. Establish a one team approach that involves GP in both functional and technical decisions to ensure coordination between modules.

5. Solution Aligned To Business

➢ **Findings**: Requirements high-level without detail that shows the flow through to other modules, which has been evident in issues raised and findings in the dry run tests

➢ **Recommendations**: Quickly finalize requirements and business process to configuration alignment, leveraging a business process and solutions analyst

Summary: With quick & precision adjustments & investment, in alignment with the recommendations in this assessment, a good quality go live would be possible in late September/early October.   This will be tight, so transformative change is a must.

<u>Listed below are some recurring themes that came up during the interviews</u>

<u>1. The Positive</u>:
➢ Implementation team seems knowledgeable
➢ Envisioned solution will have significant benefits and process improvement over the current ERP solution

<u>2. The Not So Positive</u>:
➢ "Clunky"
➢ Siloed
➢ Unsure where we are in the project
➢ No clear line of sight to project end
➢ More of a technical install, than consultation on best practices and decision impacts
➢ No clear plan that shows milestones & risks beyond 1 week out
➢ Emotions & frustration high
➢ Unclear leadership - Directed by GT, without guidance, explanation, or empowerment

<u>3. Observation</u>:
➢ There are positives, though it was hard drawing them out, because they are getting overshadowed by the negatives

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Findings by Work stream

Findings, Observations and themes

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Stream-wise Assessment: Strengths include an experienced team with good technical knowledge

Improvement areas include standardization, execution excellence aligned to best practices, integrated modules and approved GP workflow

1. Governance:
- ✓ Most project Artifacts and Documentation exists in some form
- ➢ However, are a WIP, available in different locations (mostly in GT Repository), and in some cases out of sync
- ➢ Limited clarity on program team structure
- ➢ Decision process needs strengthening
- ➢ Governance Model needs to be formally rolled out and teams educated on "How we do things"
- ➢ No clear visibility into project health (Metric, KPIs, etc.)

2. Communications:
- ✓ Weekly Reporting and Steerco meeting established
- ➢ Lack of consistent communication to stakeholders
- ➢ Status reporting and rigor can be improved
- ➢ Unclear management for Actions, Decisions, Risks, and Issues
- ➢ Decision flow needs to be defined & implemented
- ➢ Standard templates needed for simple tactical items
- ➢ Need visibility on all work streams for schedule clarity

3. Risk and Issue Management:
- ✓ Risk and Issue logs exist
- ➢ No standard process to manage and review risks with GP
- ➢ No clear tracking at both the project & program levels
- ➢ Escalation process needed for unresolved issues
- ➢ Consistency needed in rating of risks/issues
- ➢ No impact or callouts for dependencies, issue and risks stating that if signoff does not occur by specific dates (i.e. "Ground Zero") - in some cases just getting less than a week notice

4. Scope and Change Management:
- ➢ Minimum viable product needs to be frozen
- ➢ Lack of process around scope management
- ➢ Feedback: On the fly changes and fixes without GP review
- ➢ Lack of clarity on specific deliverables (e.g. Government reporting)
- ➢ Siloed solutions (e.g. HCM generally complete, but not part of dry run)
- ➢ No clear plan and impact analysis of R13

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5. Resource and Knowledge Management:
- ✓ High-level resource plan and document repository available
- ➢ Inefficiency due to lack of intuitive structure in Knowledge Repository
- ➢ Missing detailed plan for resource allocation
- ➢ GP Technical team is new to Oracle.
- ➢ GT implementation team is still learning GPs specific business needs
- ➢ Need for consultative services
- ➢ Bandwidth Issues
- ➢ Requirement gaps, require cycles of refinement

7. Technical Implementation:
- ✓ Appears to be mostly OOB implementation
- ➢ Relatively high number of SRs, Defects, an no-runs exist
- ➢ Not always align to a reviewed and approved business workflow
- ➢ Some issues with integrated modules
- ➢ No clear plan and impact analysis of R13
- ➢ Limited detail for requirements, just high level requirement

6. Delivery Processes And Activities:
- ✓ Document the Environment, Configuration and Release management plans are progressing but are a WIP
- ➢ Data Quality is a known issue
- ➢ No clear schedule or actionable plan to complete data conversion required to complete downstream activities
- ➢ Most resources are shared across activities, have significant bandwidth constraints, and in some cases do not have skill set perfectly aligned to specific are of responsibility
- ➢ Defect analysis and resolution is being worked by highly compensated domain SMEs, rather than QA/Test engineer and Test associates, which could make defect resolution a long and expensive process that is not repeatable when GP goes to make future changes after go-live
- ➢ No viable or sustainable test plan in place. Wrong skillset for QA.
- ➢ No single view of all test cases, defects and requirements. No visibility into test coverage of all requirements
- ➢ Need process and tool integration for both SIT and UAT Support
- ➢ No complete inventory of non-implementation or out of scope items, that would be required to truly go live with the end to end solution
- ➢ No solution to integrate existing Vendor Management module which is in production that would allow entire solution to be merged in production

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8. Solution Alignment To Business:
- ✓ OOB Cloud solution that prescribes foundational workflow
- ➢ Revenue, cost and other details not as easy to find in drill downs, may require specialized reports
- ➢ Issues still being uncovered associated with how business processes flow through to configurations
- ➢ GP not involved in configurations associated with the flow of data from one module to another. These configurations are defined by one implementation lead speaking to another

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Projects

- Minor accounting issues in Inter Company Costing and Billing transactions. Configurations need to be fixed. Finalize the Inter Company Invoice format.

- Contingent worker process involves too many steps. Receiving is done on POs for the amount of hours worked by the contingent worker. It will be a huge task to Receive if the number of contingent workers is too big. CW OTL entered hours are costed at $0 rate and Revenue is recognized based on the hours entered by the CW. In this case, someone has to make sure that Costing and Revenue recognition are done in the same accounting period.
  - o Suggestion: Can Contingent workers hours be costed on OTL transactions at actual rate using the Labor Cost Override option?
- Not able to receive over the PO amounts so need to be change orders for additional receiving.
  - o Suggestion: Can we not setup Over-Receipt Action to **None** so that Receiving can be done over the specified quantity?
- Overtime scenario was not tested during the Dry run phase

Cash Management
- There is not much clarity on Bank reconciliation process

HCM

- Payroll and Benefits are implemented only for US entity.
- During Payroll parallel run testing, observed that Tax calculations in Oracle were slightly different from Deltek.
- For UK and few other entities, SafeGuard will be implemented. For this implementation, outbound interfaces need to developed and tested. Will this be the responsibility of GPs team?

- Absence management accounting issues (PTO accrual either not getting accounted or going to wrong account).
- Benefits accounting issues – Not sure if the benefits are getting accounted or going to right account.
- Payroll was run parallel for testing purposes. The first run had too many issues because of the source data quality.

Expenses

- It has been decided that Diner's Club expenses will be processed outside of Oracle system because of the following reasons
  - In Diner's club transaction file the credit card numbers are not masked.
  - There is a substantial cost for procuring a new server for processing the file.
- Suggestion: Setup a server (or SFTP) to receive an encrypted transaction file using PGP encryption from Diner's club.

GAP Analysis by Work stream

An analysis of documentation, process, tools and implementation

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	Documentation Available	Process Defined	Approved by Stakeholders	GAPS	Roll-Out Plan	Rollout Completed	Tool Implementation
	Complete/Partial/ None	Yes/WIP/No/Not Required	Yes/WIP/No/Not Required	No GAPs/Minor/Major	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required
o Governance							
Governance Model	Partial	No	No	Major	No	No	Not Required
Program Team Structure	Partial	WIP	WIP	Major	No	No	Not Required
Meetings & Cadence	Partial	Yes	WIP	Major	No	No	Not Required
Stakeholder Decision Process, Log	Partial	WIP	No	Major	No	No	No
Program Level RACI	None	No	No	Major	No	No	Not Required
o Communication Management							
Communication Plan	Partial	WIP	WIP	Minor	No	No	Not Required
Weekly Status Meeting & Report	Partial	WIP	WIP	Minor	Yes	No	Not Required
Governance Meeting & Report (SteerCo)	Partial	WIP	WIP	Minor	Yes	Yes	Not Required
Action Items Management Process	Partial	WIP	No	Major	Yes	No	Not Required
Contact List and Availability Plan	Partial	WIP	WIP	Minor	Not Required	Not Required	Not Required

Observation 1 –Many processes and documents are a WIP, and have not been consistently approved, rolled-out and accessible.

Observation 2 – Most processes have gaps that needs to be closed quickly; all processes need to be rolled out to the team.

Observation 3 – Tools & Processes need to be defined for proper management.

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(ERP) Implementation: GAP Analysis

	Documentation Available	Process Defined	Approved by Stakeholders	GAPS	Roll-Out Plan	Rollout Completed	Tool Implementation
	Complete/Partial/ None	Yes/WIP/No/Not Required	Yes/WIP/No/Not Required	No GAPs/Minor/Major	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required
o Risk & Issue Management							
Risk Management Process	Partial	No	WIP	Major	Yes	No	Not Required
Issue Management Process	Partial	No	WIP	Major	Yes	No	Not Required
Escalation Process	Partial	No	WIP	Major	No	No	Not Required
o Scope & Requirements Management							
Scope Management Process	Partial	WIP	WIP	Major	Yes	No	No
Change Request Process & CCB	Complete	Yes	Yes	No GAPS	Yes	Yes	Not Required
SDLC Methodology	Partial	WIP	WIP	Major	Yes	No	Not Required
o Resource and Knowledge Management							
Program Level Plan and artifcts	Partial	No	No	Major	Yes	No	No
Inter stream Resource Dependency: Business & Technical	None	WIP	No	Major	Yes	No	Not Required
Resource Onboarding Process and Kit	No	No	Not Required	Minor	No	No	Not Required
Program Level Artifacts in Repository	Partial	WIP	WIP	Minor	Yes	Yes	Yes

Observation 4 – Scope and Risk Need to be more tightly managed, with client sign off, aligned to the overall business workflow and solution.

Observation 5 - Most aspects around Resource and Knowledge management need to be addressed. Clear need for cross-team resource dependencies, Program Repository and Onboarding Kit.

Observation 6 – All the test case scenarios are not covered and test scripts need to be redefined.

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	Documentation Available	Process Defined	Approved by Stakeholders	GAPS	Roll-Out Plan	Rollout Completed	Tool Implementation
	Complete/Partial/ None	Yes/WIP/No/Not Required	Yes/WIP/No/Not Required	No GAPs/Minor/Major	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required	Yes/WIP/No/ Not Required
o Delivery Processes & Activities							
Data Conversion	Partial	WIP	WIP	Major	WIP	No	No
QA Strategy	Partial	WIP	WIP	Major	WIP	No	WIP
Data Quality	None	No	No	Major	No	No	Not Required
Environment & Infrastructure Plan	Partial	WIP	WIP	Minor	WIP	No	Not Required
Configuration Management Process	Partial	WIP	No	Minor	No	No	Not Required
Release Management	Partial	WIP	WIP	Major	Yes	No	Not Required
System Upgrade Management (e.g. R13)	Partial	WIP	WIP	Major	Yes	No	Not Required
o Technical Implementation Oracle Fusion 12							
HCM (Payroll, Benefits, Absence Management, Core HR)	Yes	WIP	WIP	Minor	Yes	No	Not Required
Procurement	Yes	WIP	WIP	Minor	No	No	Not Required
Fixed Assetts	Yes	WIP	WIP	No GAPS	No	No	Not Required
Projects	Yes	WIP	WIP	Major	No	No	Not Required
OTL	Yes	WIP	WIP	Minor	No	No	Not Required
Expenses	Yes	WIP	WIP	Major	No	No	Not Required
Financials (AP, AR, GL)	Yes	WIP	WIP	Minor	No	No	Not Required
o Solution Alignment To Business							
High Level Requirements	Yes	Yes	Yes	No GAPS	Yes	Yes	Not Required
Detailed Requirements	WIP	WIP	WIP	Minor	No	No	Not Required
Data Flow Across Modules	WIP	WIP	WIP	Major	No	No	Not Required
Are envisioned Insights realized (via drill down)	WIP	WIP	Not Required	Minor	No	No	Not Required
Maintenance Strategy Post GoLive	No	WIP	No	Minor	Yes	No	Not Required

Observation 7 - No unified view of all items that need to be in place to ensure low risk healthy go-live.

Observation 8 - Projects and Payroll Data Conversion appear to need more attention then some of the other modules.

Observation 9 - Requirements not detailed across modules. Custom reporting may be needed for some expected insights.

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QA, Testing and Requirements

Validation of the approach to testing to ensure product quality

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Defect View

Source of Defects	Volumes
VSTS (tested & no runs)	ERP 803 Incidents (646 no runs, 79 defect, 73 fixed needs regression)
Implementation vs GP Aligned Workflow	Unclear
SR log	37
Outputs of SIT, Regression and Dry Run	Unclear
Other (e.g. Activity List, HCM, Vendor Management)	Unclear

<u>Observations:</u>
1. Test plan not fully created
2. Not all test cases loaded
3. No single view of defects to provide line of sight or progress
4. Inadequate Requirements Coverage (i.e. requirement to test cases mapping (RTM) not complete)
5. There appears to be at least some defects with HCM stored in a separate VSTS project
6. Defect classification needed
7. Above items are required to formulate a clear plan for UAT and also important inputs into program level dashboards for program and project health

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Defect View

Recommendations:

Sample Test Case

Recommendations: Observing a high number of no-runs and a high number of open requirements. It is recommend that a solid test plan get implemented ASAP to enable schedule predictability, quick time to market and higher product quality

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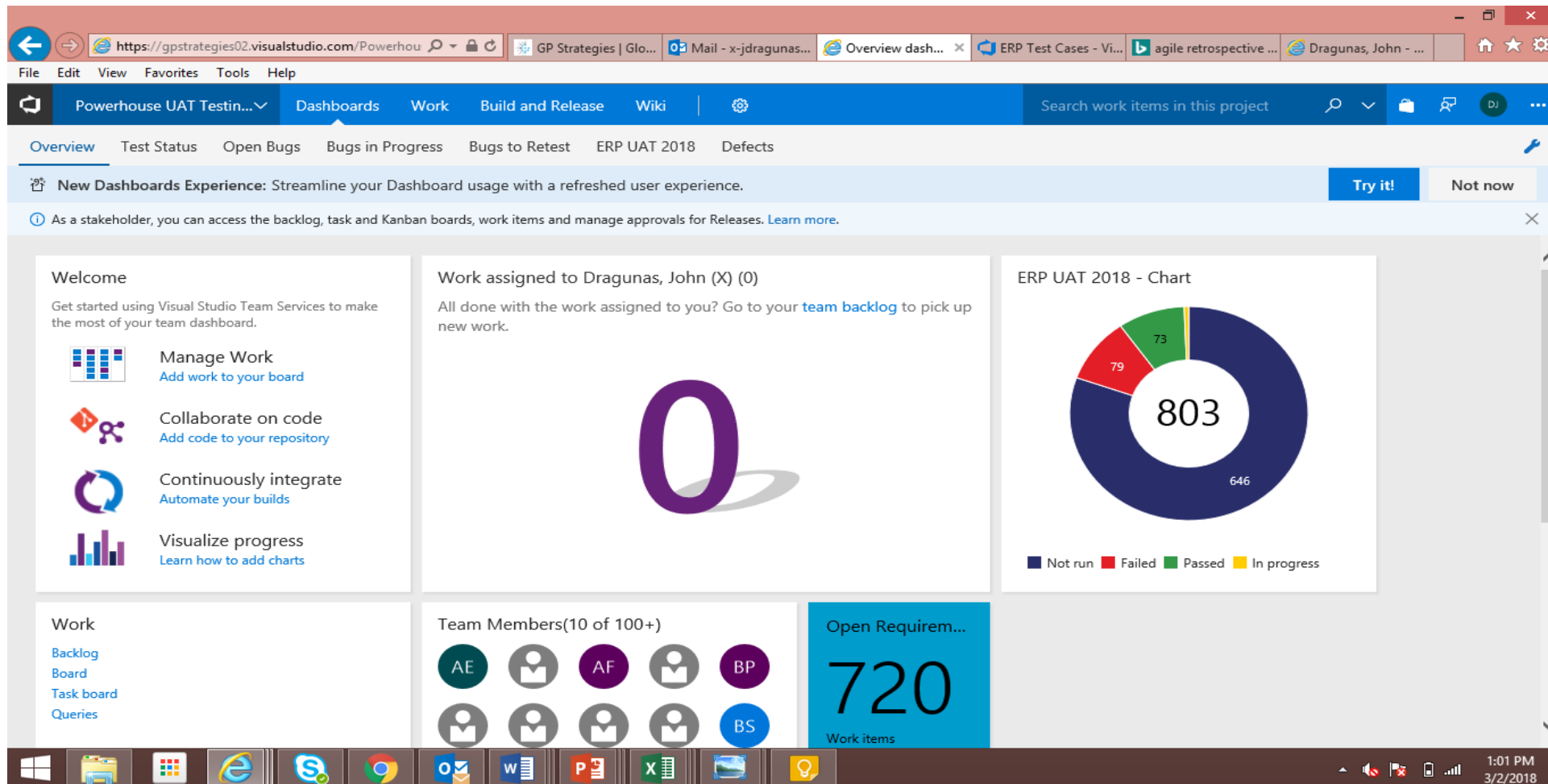
Sample Test Case

Recommendations: Apply a formal test strategy such that test cases can be efficiently executed in a standalone manner. Else the cost goes up, the quality goes down and the you risk schedule delay.

Observations:

1. Not testable as a standalone test case
2. No expected value
3. Not attachments or comments
4. Without fixing the test case, it Requires a data sheet and domain SME, that may not be practiced in standard QA or tooling methodology
5. As is would require team triage and defect resolution would be slower and costly

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Sample Requirement

Recommendations: Ensure there is clarity or at least traceability back to the requirement with signoff.

Observations:
1. Just a title, no requirement details
2. No signoff or traceability
3. No indication of approval at the requirement level
4. One of the sources for project health dashboards. Formulated based on requirements, test coverage and defect burndown

SR Log

Recommendations: 37 open SRs with Oracle. It is recommended that these items be tracked in VSTS to drive closure, obtain a single view of all defects mapped to requirements and tested as part of a complete plan

SR Number	Severity	Product/Service Type	Problem Summary	Status	Contact	Last Updated	Service/Environment
3-16972362721	1-Critical	Oracle Fusion Enterprise Contracts Management Cloud Service	Web Service SOAP API - updateContractToActive method processes slowly	Review Update	Peter Marshalek	3/8/2018 8:23	eetz-test.gsi
3-16471122461	1-Critical	Oracle Fusion Expenses Cloud Service	Per Diem: Too Many matching records	Customer Working	Khalil Pillai	3/8/2018 7:26	eetz-dev2.gsi
3-15870554261	1-Critical	Oracle Fusion Expenses Cloud Service	[IMPL SPT] Oracle Cloud Edit Per Diem Policy ADFDI Upload and Download Takes a While and Crashes	Cloud Deployment Scheduled	Peter Marshalek	2/4/2018 12:22	eetz-test.gsi
3-16628435671	1-Critical	Oracle Fusion Project Billing Cloud Service	[IMPL SPT] 27390861 Error When Running Generate Invoices for Intercompany Contracts	Development Working	Ben Bohning	3/6/2018 6:33	eetz-dev2.gsi
3-16409291561	2-Significant	Oracle Fusion Advanced Collections Cloud Service	Manage Data Access for Users User Interface not showing data.	Review Update	Anand Gopimohanan Nair	2/23/2018 9:02	eetz-dev1.gsi
3-16723721181	2-Significant	Oracle Fusion Expenses Cloud Service	[MPL SPT] When uploading Corporate Card Transactions, the new Corp Card fails to match employee.	Customer Working	Khalil Pillai	2/15/2018 10:00	eetz-dev2.gsi
3-16916940761	2-Significant	Oracle Fusion Financials Common Module Cloud Service	Lookups: Lookup Type XXGP_CUSTOMER_CLIENTS already has lookup code meaning Ceasars Entertainment	Development Working	Dave Snodgrass	2/21/2018 19:02	eetz-test.gsi
3-16663734511	2-Significant	Oracle Fusion Financials Common Module Cloud Service	Help customizing global templates	Development Working	Jay Crump	1/19/2018 8:45	eetz-test.gsi
3-16598986363	2-Significant	Oracle Fusion Financials Common Module Cloud Service	No results from OTBI Subject Area	Review Update	Anand Gopimohanan Nair	3/8/2018 8:15	eetz-dev1.gsi

Observations:
1. No Aging, Submit Date
2. No Estimate for Completion
3. Consider if all SRs are fixable through defect resolution process, rather than an Oracle SR

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Project and Schedule Analysis

Understand if a clear and complete view exists for a
viable go live date

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Go-Live Schedule Analysis
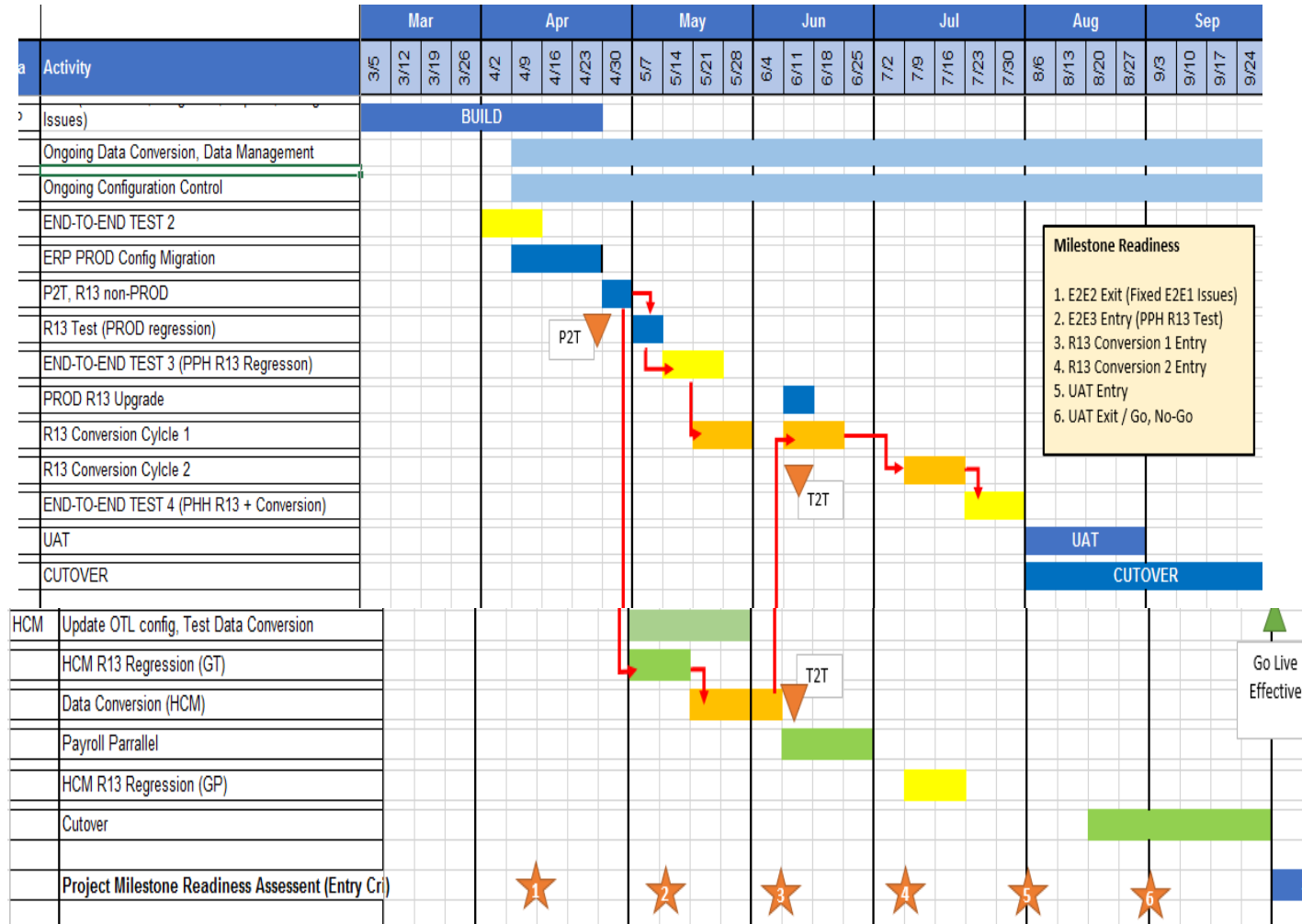
Schedule Observations:

1. Schedule lists about a 6 month runway to go live.
2. What minimum data conversion is required to finish build?
3. What is current view of when conversion will complete? Why is conversion past UAT?
4. Why do end to end test, prior to build?
5. Schedule should incorporate all activities required for go-live (GP and GT: OCM, Training, etc.)
6. Vendor Management currently in prod should be incorporated in test plan
7. What is the 2 month cutover? Is it cutover to new system? If so, does that mean no activity (invoicing, expenses, etc.) for 2 months?
8. Since there are 2 cycles of conversion, P2T cloning should occur before final UAT.
9. What is the impact if October go-live is missed?
10. Given observations Late September/Early October would be the earlies viable date to be go live ready, provided recommendations are implemented.

Status Meeting & Status Report Analysis

•**Dashboard**

	This Report	Previous Report	Status Reason (if Not Green)
Status Date	1/8/2013	1/1/2013	
Overall Status	On Schedule	On Schedule	
Schedule Status	On Schedule	On Schedule	
Scope Status	On Schedule	On Schedule	
Resource Status	On Schedule	On Schedule	

•**Tasks Completed or In-Progress This Week**
  1.XX
  2.XX
•**Planned, But Not Accomplished**
  1.XX
  2.XX
•**Tasks to Be Completed Next Week**
  1.XX
  2.XX

Key Decisions

#	Decision	Impact	Decision Date
1			
2			
3			

Observations & Recommendations:
- ✓ The updated status report is significant improvement over the previous version
- ➤ It is assumed/recommend that the dashboard will tie to an updated approved and fixed schedule
- ➤ It is recommend that the task view also have a **callout for critical tasks and associated dependencies further downstream**. This will address feedback that GP hears about risks turning to issues with less than a weeks notice
- ➤ It is recommended that Key Decisions have a Decision Owner. As an alternative, it may be better that all key decisions require sign-off from the governance board and all dependent module leads
- ➤ All key decisions should be recorded in a single decision log for audit purposes. This can be recorded in VSTS with associated requirement.
- ➤ Consider if meeting cadence needs to increase and if duration can be decreased

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Status Meeting & Status Report Analysis: Issue and Risk Log

A typical risk register contains:
- ➤ A risk category to group related risks
- ✓ Risk breakdown structure identification number
- ✓ A brief description or name
- ✓ The *impact* (or *consequence*) with rating
- ✓ The probability of its occurrence with rating
- ➤ The *Risk Score*
- ✓ Common *mitigation steps* are Identify, Analyze, Plan Response, Monitor and Control.
- ➤ Risk Action Owner
- ➤ Mitigation Action Due Date

Issue Log (from new proposed status report) →

Risk Log (from new proposed status report) →

Observations:
- ✓ The updated status report is an improvement over the previous version
- ➤ It is recommend that you add
  - ▪ **Risk/Action Owner** – This will be important to ensure no obstacles to go live
  - ▪ **Due Date** – This will be important to track and ensure actions are taken at the appropriate times
- ➤ Need to have a "Call Out" of dependencies and risks. Sometimes this call out may need to be daily if the overall risk score is high

#	Description	Actions Taken	Assigned To	Status
1				
2				
3				
4				

#	Description	Impact/Severity (Negligible, Marginal, Critical, Catastrophic)	Probability (Improbable, Remote, Probable, Expected)	Response (Avoid, Transfer, Mitigate, Accept)
1				
2				
3				
4				

Steering Committee Analysis

<u>Findings & Observations:</u>
- ✓ NOTE: We have not observed or participated in an GP steering committee. The observations below are based on stakeholder interviews, as such based on individual opinions
- ➢ 2 hour long meeting
- ➢ Ties up a large number of individuals & senior leadership
- ➢ Multi-tasking, Focused when called upon
- ➢ There are no action items, decision logs or minutes from Steering Committee. Only decks provided by GT

Recommendations:
1. Set clear agenda that will allow for shorter meeting
2. Externalize problem solving and make the meeting about driving final approved decisions
3. Invite other participants as need. This may require knowing agenda and topics in advance

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Recommendations

Quick & precise adjustments will make a good quality go live possible

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Recommendation: Though the elements of the governance model exists, GP Strategies will need to ensure inclusion of Solution and Cross Module advisory teams as required for system dependencies

Active involvement of GP Strategies stakeholders with an end to end view throughout the program Is Critical

ORACLE®   GP STRATEGIES™ **

Oracle (Oracle Representative / Customer Success Manager)	GP Strategies	Governance Meetings	Delivery / Advisory

Oracle Representative

Customer Success Manager

IT Exec Leadership IT Director(s)

Program Manager

Program Manager Business Process Architect Business Lead(s)

Program Manager Core team

Monthly Meet — **Executive Committee**
- Strategies
- Business Guidelines & Principles
- Contract (Cost Model)

Biweekly Meet — **Steering Committee**
- Project /Program Review
- Change Request Reviews
- Timely Decisions

Weekly Meet — **Weekly Status**
- Project Activities
- Change Management
- Status Reporting
- Dependencies Tracking

Daily Meet — **Daily Standing Meeting**
- Daily Activities
- Daily Planning
- Status Reporting

Delivery Leadership

Advisory Group Program Manager

Program Manager Team Leads

Program Manager Team Leads Core Team

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Recommendations – Program and Project Management:

➢ Critical: For Line Of Sight – Establish a Program Level Dashboard to drive and measure progress

➢ Modify project structure as illustrated on the next slide. This can be implemented in alignment with the steps below

Priority 1 (Critical to establish program and project level view ASAP):

1. Define Program level **RACI - articulate ownership, accountability, formal Governance**

2. **Program Level Dashboard** View (simple & actionable) as part of Steering Committee meetings

3. Define a **formal Rollout plan** with kickoff (…welcome to the new project)

4. Finalize program & project Plans that show both **Task and Resource dependencies**

5. Rigor, follow-up and **callouts** of Risks, Issues, Action Items, and Decisions

Priority 2:

1. Establish an accessible and intuitive Program Repository

2. Ensure 100% compliance with Change Control Processes leveraging

3. Finalize delivery processes (Configuration, Release Mgmt., Environments and SDLC Methodology).

4. Active Management of Program Level View with KPIs around key success factors.

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RECOMMENDATIONS: Program & Project Management Structure

Observations:

- One team approach needed
- GP Must take the "A" on decisions, even if Consulting Partner is responsible
- GP must align skill with roles and not allow a resource plan that causes bandwidth issues
- GP Program Manager responsible for outputs
- Partner provided coaches may be worth investment
- GT Architects need to calibrate with PM, PO and IT to take recommendations and decision points to Steering Committee for quick decisions

Steering Committee

Program Manager

Legend
- Consulting Partners
- GP Strategies Team

Tracks

Functional

Change Management

Technical

Project Manager

Product Owner

Architect Roles

GP IT

Solution Architect   ←Calibrate inputs for Steering Meeting→   **Technical Architect**

Joint Team Roles

Functional Team
- Financial Team
- SCM Team
- HCM / PR Team
- PPM Team
- PBSC Team
- Cloud System Admin

Business Process Team
- Financial
- SCM
- HCM / PR
- PPM
- PBSC
- Quality Assurance

Technical Team
- Data Conversion Lead / Dev.
- Tech Lead / Dev. – CEMLI
- PBMS Management Lead / Dev.
- PaaS Developer
- Testing for SIT

Technical Team
- Data Conversion Leads
- DW
- IT Team / Network
- Legacy Integration
- Quality Assurance

Recommendations – Data Conversion:

Critical: Improvements needed to data quality & conversion that are causing blocks to the build phase of the project

Achieve visibility into timeline of conversion process within the Specify and Design Phases

Data Conversion Strategy

Specify & Design (Duration 1-3 Weeks**):**

- A Data Definition
- Acceptable quality standard level for go-live
- An estimate for ETL, Data Validation and Oracle Load timeline

Build:

- Confirm data contract,
- Define repeatable data mapping (i.e. ETL Strategy) strategy that improves data quality and is repeatable

Cleanse: Implement ETL strategy

Monitor:

- Benchmark progress
- data validation

Leverage an iterative approach to resolve, control and monitor **data quality**

Components

1 DQ Strategy
4 Analyze
5 Matching
8 Reporting
2 Data Governance
3 Data Stewardship
7 Consolidation
6 Standardization

Metadata Framework

Specify | Design | Build | Cleanse | Monitor

Implementation Methodology

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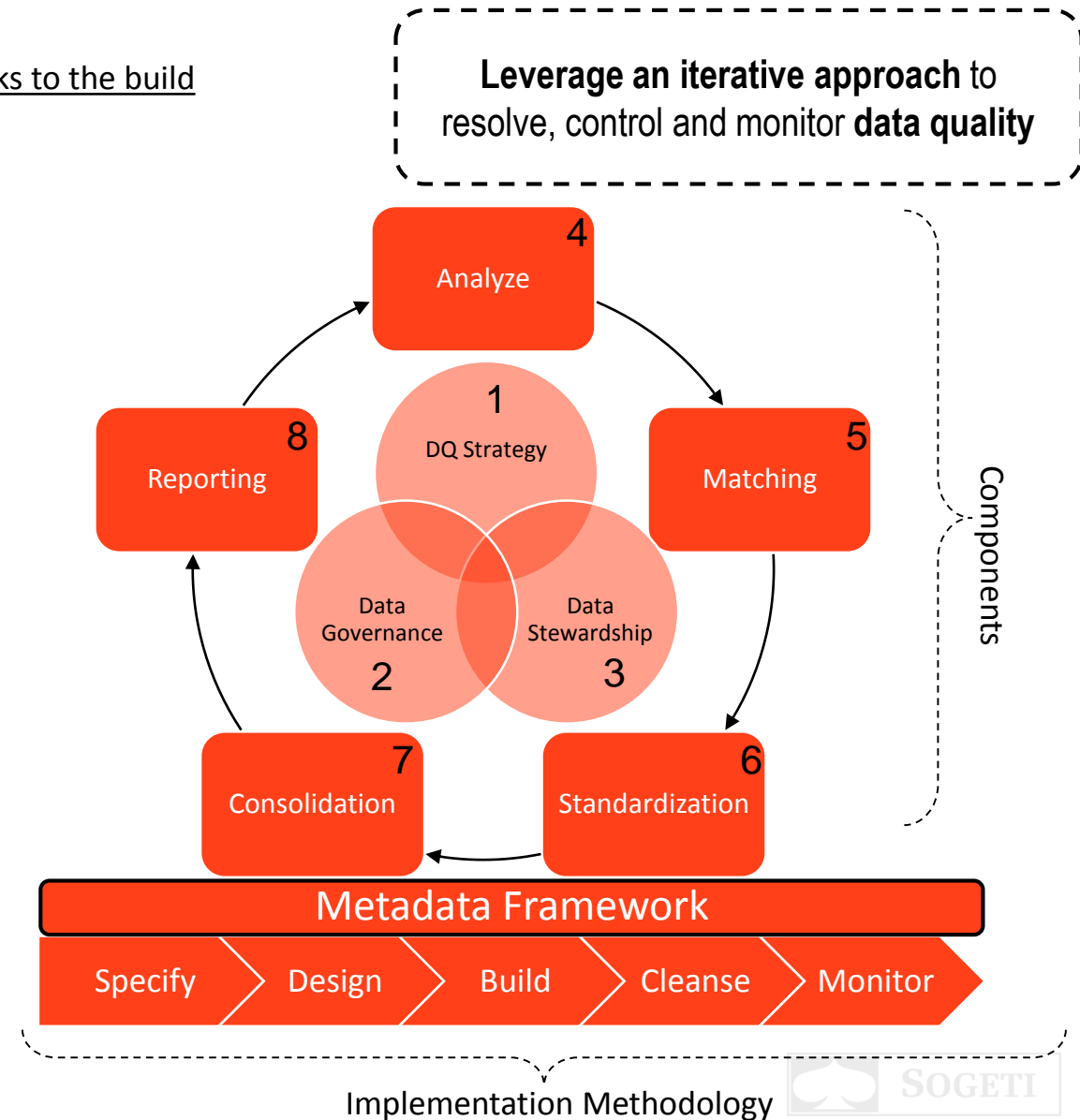
Recommendations – QA/Test Strategy:

➢ Critical: Formal Test Strategy Needed. This will improve quality of ERR solution, reduce cost as well as time to market, reduce cost

➢ A Single View Dashboard with defect burndown Chart is critical to confirm schedule on track

Process flow: Detailed Requirements → High Level Design → Detailed Design & Development → System Testing → SIT → UAT → GO-LIVE

- Requirement / Test / Defect
  - **Effective Reporting**
  - **Close collaboration**

- System Testing:
  - **Risk based TMAP aligned Test Strategy**
  - **Prioritise Critical flows**

- SIT:
  - **Pending stories**
  - **Risk Based Critical Path testing**

- UAT:
  - **Reuse test cases from system and SIT testing**

Priority 1 (Define QA Strategy):

1. Design a test strategy to best support ERP Implementation

2. Use VSTS as a single repository for all defects (System, Regression, E2E and UAT)

3. Ensure test cases align to standard practices (i.e. approved, independent and self-explanatory)

4. Requirements to Test cases mapping

5. Use Test Engineers instead Domain SMEs

Priority 2 (Test Plan Implementation) :

1. Implement test plan to ensure quality deliverables.

2. Baseline execution pace

3. Define minimal UAT acceptance plan

4. Monitor overall dashboard to ensure project schedule/timeline

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Recommendations – QA/Test Strategy:

	Analysis and Design	Execute (Iterative Build and Test)	E2E Testing, Acceptance & Stabilization	Deployment

Activities

Test Strategy & Planning

Elaboration/Planning
- Participate in Rapid Design Workshops
- User Stories (US) Clarification and Confirmation
- Develop Test Scenarios
- Create Requirement Traceability Matrix (RTM)

Construction
- Develop Test Cases
- Identify Regression suite for previous Iteration
- Update RTM with Test Case mapping
- Identify Test Data Needs
- Deploy to Test

Verification & Validation
- Execute TestCases
- Log/Retest Defects
- Execute Regression
- Conduct Early Business Testing (EBT)

E2E System Integration Testing

E2E Stress, Volume and Performance Testing

User Acceptance Testing (UAT) support

Release Regression Testing

Deployment Readiness testing (DR)

Production Roll Out

Sprint1	Sprint2	Sprint3	Sprint...N

Application Testing – Insurance product/ Integration

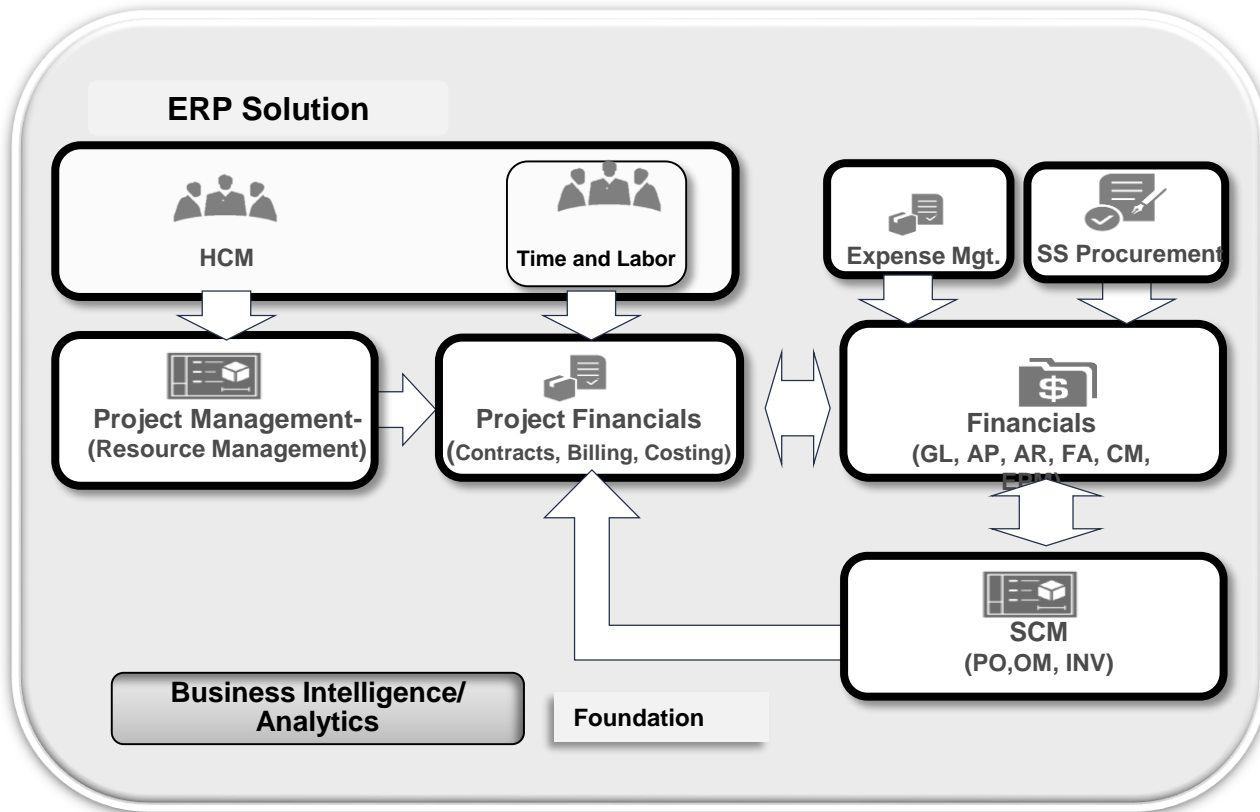System Integration Testing (SIT)

Data Migrating Testing (Validation – Sanity, Data Integrity Testing)

Early Business Testing (EBT) – Coordination by UAT Manager

Release Planning and Regression Testing

Early Stress, Volume and Performance Testing

System Testing (ST)

Deliverables

- Test Strategy
- Test Estimates & Schedule
- Test Environment Management Requirements
- Automation Strategy and Release Regression

Test Plan	Test Scenarios	Test Cases	Test Results

Performance Test Plan and Scenarios

Early Performance Test Scripts and Test Execution

Requirement Traceability Matrix

Regression Test Suite Automation

- E2E Test Plan
- E2E Scenarios, Test Cases and Test Results
- UAT Plan, Scenarios, Test Case, Execution and Results
- E2E Performance Test Execution
- Release Regression

- Deployment Test Readiness
- Deployment Test Results
- Warranty Support (Defect Analysis and Retest Report)

ERP Solution

- HCM
- Time and Labor
- Expense Mgt.
- SS Procurement
- Project Management- (Resource Management)
- Project Financials (Contracts, Billing, Costing)
- Financials (GL, AP, AR, FA, CM,
- SCM (PO,OM, INV)

Business Intelligence/ Analytics

Foundation

NOTE: Sound OOB implementation of individual modules that require some tweaks. However, accounting issues and configuration gaps exist between modules.

Recommendations:

1. Leverage a strong Product Owner and Business Process Analyst to ensure requirement gaps and refinements are quickly finalized
2. Advisory support to compare envisioned workflow to typical workflows and pitfalls found in other organizations and standard practices
3. Track all items out of scope for GT, that will be required for go-live (e.g. security, rollback, etc.)
4. Accounting configurations need to be verified by business owner
5. Identify opportunities for process automation
6. Advise and support for Government Reporting

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THANK YOU