



USNH Project FRESH
Project Administration Document

Prepared by: Project Fresh Management Team
Approved by ESC on May 16, 2000

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Procedure for Reporting Project Status to the ESC

Introduction

It is the responsibility of the project director, with the assistance of the team leaders, to prepare a monthly report for the ESC. The following outline lists the items to be included in the report.

- **Project Work Plans and Deliverables**
 - High level objectives for the quarter.
 - Any changes in the due dates of the approved baseline plan
 - Status of deliverables
 - completed
 - in progress
 - at risk
- **Status of ESC Action Items**
 - Changes in Scope
 - Software Modifications
 - Business Process Changes
 - Issues
- **Communications**
 - Accomplishments in previous month
 - Upcoming initiatives
- **Project Expenditures**
 - Actual (Y-T-D)
 - Anticipated
- **Other Information**

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Guidelines for Process Group Recommendations

Including Business Process Solution Designs, Issue Identification, Modification and Major BPR Requests

Introduction

These guidelines establish a recommended procedure for process groups to publish interim recommendations for review by a larger audience. Each of the process groups contains representation from a wide group of constituencies. They will review the issues and processes and identify possible solutions. However, these groups are not the entire audience that will be affected by the recommendations. Therefore, there is a need to provide opportunities for feedback on the various issues from a wider audience. These guidelines offer a process to provide for such an opportunity.

Description of Process

As each group identifies potential solutions to processes and tasks, the group will review the potential solutions until they reach a consensus. Once they reach consensus and are ready to share their recommendations, the process group will complete the *Business Process Solution Design, Issue Identification and/or Modification/BPR Request Form* provided in Exhibit A of this document.

During their solution design work, the process group may also find that a potential solution requires a system modification, major business process redesign or raises issue(s) that can not be resolved within the process group. At this point the process group will complete the *Business Process Solution Design, Issue Identification and/or Modification/BPR Request Form*, as found in Exhibit A, and complete the applicable sections.

Depending upon the type of solution, issue or request, the recommendations will flow through a variety of steps.

Proposed solutions or recommendations not involving a system modification or major business process redesign

A solution which does not significantly impact other areas

If the proposed solution or recommendation does not involve a system modification or major business process redesign, the proposed solution will be completed in a format similar to *Exhibit A, Business Process Solution Design, Issue Identification and/or Modification/BPR Request Form*. The process group chair and the group's team lead will review the document for completeness and will discuss with the designated process owner(s) for their input. The team lead is then responsible to bring the document to the management team for review. The management team will determine the next step. For many recommendations or working assumptions, the information will be posted to the designated area of the web for review and comments as well as communicated in summary form to the ESC. Each week the communications to the campuses will include all new items posted.

A solution which does significantly impact other areas

When a solution or recommendation impacts more than one area, the proposed recommendation or solution will be directed in a different manner. If the group is proposing a solution that should be addressed by another group, information will be provided in a format similar to *Exhibit A, Business Process Solution Design, Issue Identification and/or Modification/BPR Request*. The process group chair and the group's team lead will review the information for completeness as well as the recommended course of action. The team lead will bring the issue to the management team. The management team will determine the next course of action. This will most likely be brought to the integration team for further review or could be passed to another process group for review. These recommendations will also be regularly reported to the ESC with their status. The management team and the integration team will determine the appropriate time to publish these items to the web for further commentary. When they are published, they will be included in the weekly communications to the campuses.

Solutions that significantly impact the community or that may be controversial

Items that may have significant impact on the community due to either cultural or political concerns will follow the above processes. In addition, they will always be reviewed by the integration team to further address the viability of a solution, and the proposed solution from the integration team will be reviewed by the ESC prior to posting to the web or following the recommended solution. These items will be published to the web at the appropriate time as determined by the above groups.

Proposed recommendations or solutions involving a system modification or major business process redesign

Solutions involving a system modification or a major business process redesign (BPR)

Items that propose a system modification or major BPR will require the information described above plus additional information. MIS will need to review the proposed solution with the functional team to determine both the feasibility of the solution from a technical viewpoint and a rough estimate of the effort required to perform any modifications or programming needed for this request. This information will be required for the cost analysis to be included with the request. This cost analysis is not detailed and should be to the nearest thousands of dollars. It should however include an estimate for MIS resources, purchased programs or equipment and other one-time purchase requirements. The cost analysis should estimate any required on-going costs such as MIS resources required during an upgrade, departmental and central office staffing needs, ongoing support staff required, maintenance agreements, or any other continuing costs estimated on an annual basis. This will be entered into the form and a 5-year cost will be calculated. In addition, the cost analysis should include any anticipated savings that may result from the modification or BPR.

The requesting group will also be asked to rank the request on the basis of perceived need. For example, is this required to do business on the go-live date, or could it be deferred.

Issues Identification

Issues that arise as process groups develop solutions and recommendations

As the process groups identify potential business process solutions, issues that require resolution from a broader group of constituents may surface. Issues can be initiated by any member of a process group via the web-based issue form, which automatically populates an issue-tracking database, or through *Exhibit A, Business Process Solution Design, Issue Identification and/or Modification/BPR Request*. The issue should then be discussed with the appropriate team lead. The team lead will review the issue with the management team. The issues database will be updated as to the disposition of the issue, and the team lead responsible for bringing the issue to the management team will relay the status of the issue to the originating group. Issues will be reported regularly to the ESC. The management team will determine the appropriate time to publish these issues to the web. When they are published, they will be included in the weekly communications to the campuses.

Issues will be tracked through the issue database and status updates and issue detail reports will be provided as requested or on a monthly basis.

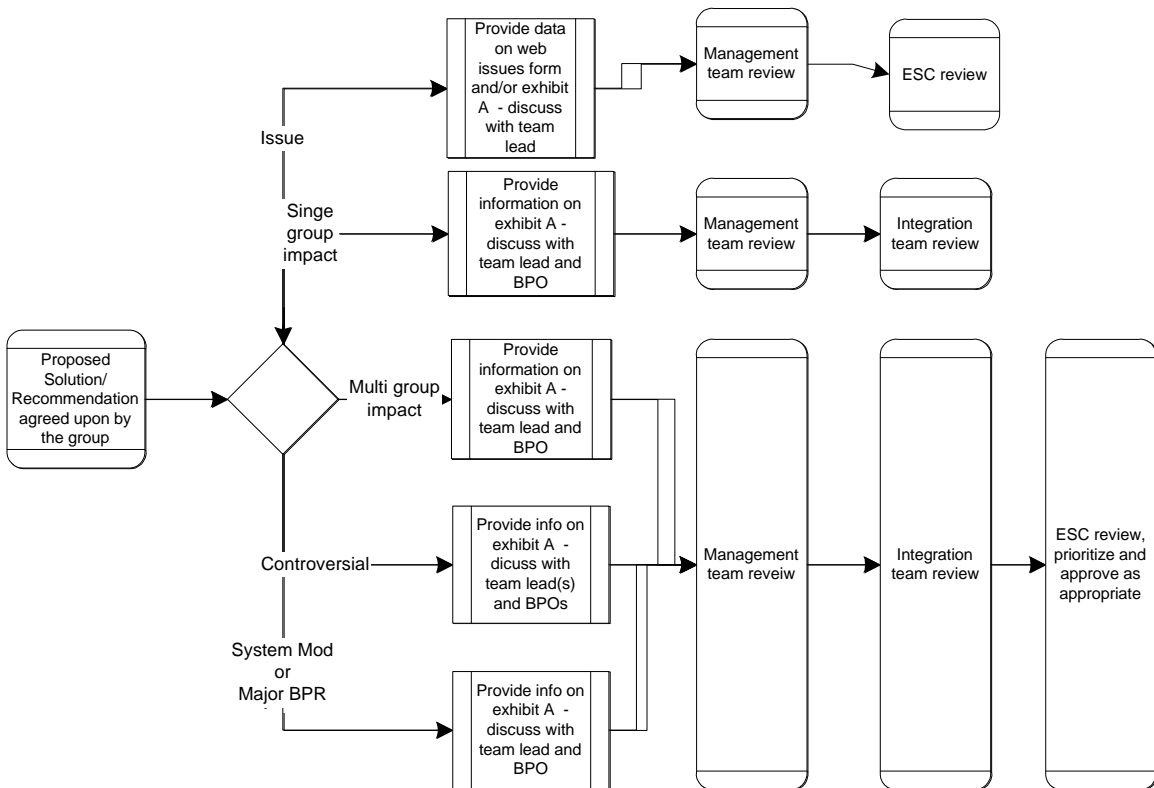


Figure 1 - Process Flow

Information to be provided

All recommendations will provide for the following:

- A description of the process/issue being addressed
- A brief description of how the process works today or the issue is managed today
- A description of the recommended process/solution
- Alternatives reviewed
- Pros and cons of the relative merits of the recommended solution/process versus the alternative solutions.

If the recommendation requires a modification or major business process redesign, additional information needs to be supplied.

- Identification and estimate of any one-time costs to be incurred for facilities, personnel, additional software/hardware, or other one-time costs that would need to be incurred to support the recommendation.
 - For a system modification this would include an estimate of programmer or other technical support staff to write the initial solution.
 - For any major business process redesign this could include any physical space alterations, equipment purchases, temporary personnel required or other costs related to operations required to support a transition to the redesigned processes.
 - Identification and estimate of continuing costs to be incurred. This would include any continuing support staff required, annual maintenance fees, or other regularly occurring expenses due to this recommendation.
 - For a system modification this should address the anticipated costs of reworking the modification for each upgrade of the system software.
 - For a major business process redesign costs of increased staffing needs, continuing maintenance dollars or support dollars required for hardware or software and any other continuing costs required to support the redesigned process.
- Identification of any cost savings or increases in productivity USNH would incur as a result of the recommendation.
 - For a business process redesign, this would include changes in personnel staffing or reallocation of existing personnel.
 - For a business process redesign or system modification, this would include increases in productivity or output.
- Identification and estimates of the costs USNH would incur if the proposed solutions were not implemented, or comparisons with other alternatives. These could include a comparison with the alternative solutions of the same costs discussed above including anticipated costs avoided by one solution versus another.
 - For a modification this could include the cost to continue to do business as it is done today with or without the support of a new system. Additional personnel required by the process without the proposed modification or possible risks, fines or sacrifices in internal controls or fiduciary responsibility to safe guard information or assets.

- For a major business process redesign the costs could include the same types of costs associated with a modification as well as delays in processing documents or increased workloads on departmental staff.

The exhibits attached are provided as a convenience. All are available on the web to facilitate completion.

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Procedure for Review and Approval of Deliverables

Introduction

This procedure establishes a formal process for the review and approval of project deliverables by project management and the ESC.

Description of Deliverables

The deliverables for each project phase are described in the “Implementation Methodology and Deliverables” section of the *Project Definition Document*. Standard templates for the content and format of the deliverables have been established by project management and are available on the project’s web site.

Review and Approval Process

The Project Director and appropriate team leader, also known as project management, must sign off on all major project deliverables as shown in the table below. Many of the deliverables listed below will be initiated by the process group chairs, but if a deliverable is not initiated by the process group, the team leader is responsible for sharing the proposed deliverable with the appropriate process group chairs. The ESC will also review and approve selected deliverables when indicated.

Project Deliverable	Project Management	ESC
Project Definition Document	X	X
Project Administration Document	X	X
Project Technical Management Document	X	X
Requests for scope changes and software modifications	X	X
Requests for policy and major organizational and procedural changes	X	X
High-level project work plans	X	X
Project budgets and major expenditures	X	X
Documentation of current processes	X	
Project team training plan	X	
Process group charters and members	X	X
Major gap report	X	X
Select business process solution designs	X	X

Project Deliverable	Project Management	ESC
Technical infrastructure design	X	
Data conversion plan	X	
Test plans	X	
Test results	X	
Executive summary of test plans	X	X
End User Training plans and curricula	X	
End User Training materials	X	
Executive summary of end user training plans	X	X
Transition to production plan	X	X
User support plans	X	X
Updated policy manuals	X	
Updated procedure manuals	X	
User manuals	X	
Continuous improvement plans	X	X

Acceptance of Deliverables

Once a deliverable has been reviewed and approved, acceptance of the deliverable can occur orally, via e-mail, memo, etc. This is applicable for all of the deliverables identified in the in the above table except for the following items:

- Requests for scope changes and software modifications
- Requests for policy and major organizational and procedural changes
- Business process solution designs

The three deliverables listed above will be completed on the form included in the *Guidelines for Process Group Recommendations Including Business Process Solution Designs, Issue Identification, Modification and Major BPR Requests* section of this document. These forms identify and require authorizing signatures for acceptance of the deliverable.

Planning Process

Levels of Planning

Project FRESH will involve different levels of planning ranging from high-level timelines to detailed task lists. This procedure defines the basic planning that will take place within Project FRESH and the applicable tools and methods that will be used to complete this planning.

Overall Project Timeline

The project director and project technology and communication specialist will create and maintain an overall project timeline. This timeline will include project milestones, major project phases, important project dates, and scheduled training sessions/technical activities.

High-Level Work Plans

The project director and project technology and communication specialist will maintain high-level project work plans that include the major activities and deliverables associated with the various phases of the project. These plans will be integrated with and updated by the status of the detailed plans maintained by the team leaders.

Detailed Work Plans

The team leaders, in conjunction with their process groups, will create and manage work plans that identify detailed project activity that is scheduled to occur during the upcoming three month time period. The detailed work plans will include process group related activities, the tasks associated with such activities, the resources assigned to complete the tasks and the percent of work completed for each task.

Master Schedule

A master schedule listing the standard meeting time for process group meetings, work sessions, etc. has been created to facilitate the scheduling of project activities. This schedule is available on-line at the project's web site and should be referred to when planning meetings or work sessions.

Tools/Methods

Project FRESH will utilize Microsoft Project to create work plans for the project including the high-level work plan(s) that are maintained by the project director and the detailed plans that are developed by the team leaders. Activities within the detailed project plans will roll up to appropriate summary activities within higher level plans.

Microsoft Excel may also be used to supplement the Microsoft Project work plans. Detailed check or task lists may be maintained in Excel in order to facilitate distributed updating of task status, narrative comments, etc. Detailed tasks contained in Excel

should reference a corresponding summary activity in the appropriate MSProject work plan.

Procedures for IT Task Assignments

Task Definition

A unique IT task will be defined as any task of a sufficient magnitude of effort or criticality to the project to warrant tracking by the management team. A request for assistance that is not covered by an existing assigned task would be one indicator of the need to initiate a new task. IT process team members' participation in mapping solutions would not be considered a new task, but the resulting data conversion task(s) would constitute a new task. Problems resulting from Banner application errors, bugs or installation related problems are examples of issues that do not require an additional supporting task assignment.

Task Origination

New IT tasks may be generated by any member of the project management team or process group chairs. New tasks are initiated by completing the *Project FRESH New IT Task Creation Form*. A copy of this form may be found on the project's web site. This form is to be completed by the originator with the assistance, if required, of the IT process team members, the appropriate FISHS team leader or the IT team leader. It is essential that the originator fully completes the form and references the supporting documentation.

Authorization Flow

- Originator completes documentation and emails form as attachment to process group chair.
- Process group chair emails to appropriate team leader.
- Team leader sets functional area priority and emails project manager and cc's IT team leader.
- Project manager sets project priority and assigns task to IT team leader and copies the originator.
- The IT team leader will assign resources and track the task in MS Project.

Priority Review

It will be necessary to continually review the status of assigned tasks as deadlines approach and as new work is assigned. The project management team, as part of the normal status review process, will conduct this review. Any change in task status at the project level will be communicated expediently to the originators.

Project FRESH New IT Task Creation Form

Originator Information

____ Finance ____ HR ____ Other (explain) _____

Originating process group _____

Key process group contacts _____ (phone) _____

_____ (phone) _____

_____ (phone) _____

Executive Summary of Task

Address of supporting documentation: _____

Task Priority

- Level 1 – Essential to perform business operations at go-live date.
- Level 2 – Essential to perform business operations (some date flexibility).
- Level 3 – Highly desirable to add as soon as possible.
- Level 4 – Desirable to add (some date flexibility).
- Level 5 – Desirable to aid development, but not required for deployment.

Functional area priority ____ Project priority ____ ESC (if required) ____

Task Timing

Earliest date that functional team will have solution definition: _____

Earliest date when dependencies are scheduled to be in place to support testing: _____

Latest date possible to have solution delivered at go-live: _____

Procedure for Requesting and Allocating Funds from the Project FRESH Budget

General

Project FRESH will comply with all USNH financial and personnel policies and procedures.

The Project Director has ultimate responsibility for the Project FRESH budget. The UNH Central Administration Business Service Center (BSC) is responsible for Project FRESH business transactions, subject to the appropriate approval requirements.

Authorization of Project Expenditures

Non-Personnel Expenditures

Base Application Software

The purchase of all base application software requires approval by the ESC Chair. Base application software are the Banner modules that contain the core applications functionality as opposed to auxiliary systems such as reporting tools.

Services Procured from External Service Providers

All contracts between USNH and external service providers (e.g. SCT or other consultant/service provider) must be signed by the ESC Chair and USNH Treasurer. Once such contracts are executed, the Project Director can schedule consulting services and authorize related invoices for services up to the total number of committed hours included in the contract.

Central Systems Hardware

Specific central systems hardware, including database servers and related disk drives, will be recommended by the UNH Director of Enterprise Computing and endorsed by the Assistant Vice President, CIS. All central systems hardware purchases must be approved by the ESC chair.

Equipment Required for the Project

The Project Director may authorize the purchase of desktops, printers, and other equipment required for use by the Project FRESH team for orders up to \$25,000. Orders in excess of \$25,000 require approval by the ESC Chair.

Equipment Purchased for Use By Campuses and System Offices

Desktops and other equipment purchased from Project FRESH funds for use by individual campuses and system offices require approval by the ESC Chair.

Travel, Conference Fees, Supplies, and Other Office Expenses

The following individuals are authorized to expend Project FRESH funds for purchases within the listed areas and amounts specified below. Purchases outside the designated areas and/or amounts require approval by the Project Director.

Individuals: Bill Baber; Sue Desrosiers, Carol Powers, Alice Samuel, Jackie Snow

May purchase goods in the following areas: supplies, travel expenses, conference registrations, publications, software, and business meals.

For amounts up to: \$1,000 per trip, event or event expenditure.

Individuals wishing to purchase items with Project FRESH funds who are not listed above and who are not members of the ESC must receive prior approval from the Project Director or team leaders as appropriate. Team leaders may not approve expenditures above their purchase delegation.

Personnel Expenditures**Additional Functional and Technical Staff Working on the Project**

The ESC Chair must authorize the creation and filling of positions for functional and technical project staff members if such positions are not explicitly included in the project budget. Requests to hire individuals into positions included in the project budget must be approved by the Project Director.

Campus Functional and Technical Support

Requests to process personnel transactions for campus functional and technical support (including backfills, increased work schedules, etc.) can be approved by the Project Director as long as such transactions will not result in expenditures that exceed the designated budget allocation for each unit or campus. Personnel transactions that result in an excess expenditure require approval by the ESC Chair. In either case, there must be a tangible outcome from these campus-based positions that will directly benefit Project FRESH by incurring this type of expenditure.

Methods of Approval

The required approvals set forth in this procedure can be evidenced by written signatures on contracts or forms (as required by USNH policy and procedures), e-mails, or memorandums as appropriate.

Procedure to Schedule SCT Consulting/Training Sessions and Review and Approve SCT Trip Reports and Invoices

Purpose

This procedure describes the manner in which SCT consulting/training trips will be scheduled and how SCT trip reports and invoices will be reviewed, reconciled, and authorized for payment. Similar procedures will be followed for consulting services procured from other vendors.

Procedure

The functional and technical services provided by SCT, including training and consulting trips, that are required for the Project FRESH implementation are defined in the SCT Education/Consulting Plan. The team leaders may schedule consulting/training sessions directly with the SCT project manager.

The SCT consultant/trainer will forward a trip report detailing the objectives, activities and billed hours after each consulting or training session has occurred to the appropriate team lead, the project director and the project's technology and communication specialist.

The team leader will review the trip report in a timely manner to verify that the billed hours are reasonable and accurate. The team leader will inform the project director and the project's technology and communication specialist that the billed hours are acceptable. The hours will then be logged and tracked by the project's technology and communication specialist.

If the billable hours presented on a trip report are not reasonable and/or accurate, the team leader may dispute the hours with SCT's account consultant. If the team leader does not wish to pursue the inquiry directly, they may refer the issue to the project director for resolution. Preparation and follow-up time incurred by consultants are allowable expenses as long as they are reasonable. Additionally, reasonable time spent working on the USNH engagement while traveling via plane, train, etc. are also allowable.

The SCT invoice will be sent to the project's technology and communication specialist, who will match the invoice against the correct trip report and verify the billed hours. Once this verification has taken place, the invoice will be forwarded to the project director who will authorize payment. The invoice will then be sent to the UNH Central Administration BSC for payment scheduling.

Copies of the invoices will be filed by consultant and organized by date.

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Procedure for Creating and Mobilizing Process Groups

Business process groups will be created to design the future business processes based on the capabilities of the Banner application. Process groups will generally include business process owners or their designees, other USNH system office staff including IT representatives, and campus-based management and end users.

The creation of a process group must be authorized by the ESC. Team leaders will work with business process owners to assemble the following preliminary information that will be reviewed by the ESC:

- The group's charter
- Individuals assigned to the group along with their respective roles (e.g. chair, advisor, regular group member, resource pool member, etc.)

Once the group's charter and membership have been approved by the ESC, the team leader and process group chair will work together to develop or refine the work plan for the group. Whenever possible, process group members should be notified of their assignments at least four weeks prior to the date on which their participation is required.

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Communications

General Principles

Information should:

- Be timely and widely distributed.
- Promote opportunities for broad and constructive dialogue.
- Present a consistent image of the project.
- Generally be made available in multiple formats.
- Be properly approved before distribution (for significant initiatives).

Communication Initiatives

Website

The Project FRESH website is the primary source of news and information for the project. The site contains information on the project's background, organizational structure, timelines and calendars, meeting agendas and minutes, and details, when available, on end-user training and support. The site also provides an opportunity for user feedback via web-enabled forms and e-mail links to project staff.

The website is updated and maintained by the Project FRESH technology and communication specialist. Content will be provided by a variety of sources including the project director, team leaders, project technology and communication specialist, process groups, etc.

Newsletter

An e-mail based Project FRESH newsletter will be created on a monthly basis and distributed to USNH staff. The newsletter will highlight significant accomplishments and describe important upcoming activities. The newsletter will also advertise the website, upcoming meetings and forums, etc.

The project technology and communication specialist is the editor of the newsletter and responsible for soliciting and writing articles. The project director and team leaders will review the draft before a final copy is produced.

Articles in USNH Publications and Press Releases to Non-USNH Publications

Articles will be submitted to publications, both USNH and non-USNH, when requested by the ESC or project management. These articles will be used to increase general awareness of the project and highlight significant and newsworthy accomplishments or goals.

The project technology and communication specialist is responsible for soliciting and writing/reviewing articles. The project director, team leaders and ESC, as appropriate, will review and authorize articles before they are submitted for publication.

Presentations and Forums

Project FRESH management will provide updates at various meetings and forums. Some of these meetings will be standing commitments; others will occur as requested.

The project technology and communication specialist is responsible for coordinating material and developing presentations for these meetings and forums. The completed presentation will be reviewed by the appropriate members of project management before it is finalized.

The table below summarizes the project's communication efforts.

Format	Objective	Audience	Timing	Responsibility
Website	Provide readily available and timely project news and information	USNH user community, project participants, general public	Updated as activities occur	Maintained by PTCS. Content developed by PD, TL, PTCS, Process Groups, etc.
E-mail based newsletter	Highlight major activities and accomplishments	USNH user community	Published on a monthly basis	PTCS with contributions from PD, TL, etc.
Articles in USNH publications	Spotlight significant achievements and newsworthy events	USNH user community	As necessary to highlight significant accomplishments	PTCS with contributions from PD, TL, etc.
Press releases to non-USNH publications	Spotlight significant achievements and newsworthy events	General public	As necessary to highlight significant accomplishments	PTCS/News bureau with contributions from ESC, PD, TL, etc.
Presentations and forums	Provide updates geared towards specific groups	USNH user community	As requested or as scheduled	PTCS/PD/TL

Key - PTCS = Project Technology and Communication Specialist, PD = Project Director
TL = Team Leads, ESC = Executive Steering Committee

Role of the Campus Communication Liaisons

The campus communication liaisons (CCL) work with the project management team to plan campus-based communication efforts for their respective campuses. This includes disseminating project information to their respective campuses and collecting campus input to share with project management. The project technology and communication specialist will create a weekly communiqué for the campus communication liaisons to assist them in their efforts.

Procedure for Removing SCT Consultants

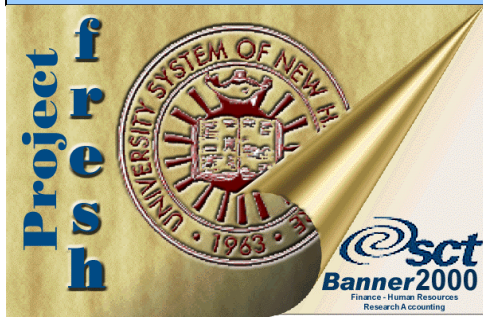
SCT will make every effort to place their most qualified consultants on the USNH account. However, there may be occasions when the skill set or style of an individual consultant is not a good match for Project FRESH.

All requests to remove SCT consultants from the USNH account must be forwarded to the USNH project director by the respective team leader. The USNH project director, SCT project manager, and team leader will discuss the request to determine if removal is required. Actions of this type will be recorded in the monthly report to the ESC.

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Exhibits

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Select Process Group	Date:
Title:	
Chair: Team Lead:	

- Human Resources**
 Technical
 Finance

This is a:
(Select all that apply.)

- Business Process Solution Design Document
- Issue
- Request for modification to the system software
- Request for major business process redesign (BPR)

This request is:

- Essential to do business on the “go live” date
- Desired but not essential on the “go live” date
- Required within 1 year of “go live” with work-arounds
- Desirable to be on the “wish list” items after go live.

Description of Process:
 Recommended Solution:
 Alternate Solutions:
 Pros of Recommended Solution:
 Cons of Recommended Solution:
 MIS Analysis of Solution:
 Proposed Process Flow:
 Cost Analysis:
 Other Comments:

- | | |
|--|--|
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |
| <input type="checkbox"/> Included - See page | . <input type="checkbox"/> Not Applicable. |

- | | | | |
|--|------------------------------|-----------------------------|---|
| MIS has reviewed this proposal. | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| A flowchart of the proposed solution is attached | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| A cost benefit analysis is attached | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| Including the cost of MIS resources | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| Including equipment costs | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| Including departmental staffing needs | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| Including central office staffing needs | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |
| Including continuing costs | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not Applicable |

Authorization/Approvals section on reverse side.

Authorization/Approval by Team Lead(s), Process Group Chair(s), Project Director, ESC Chair

Name

Signature

Date

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Description of Process:

Recommended Solution:

Alternative Solutions:

1.

Pros of Recommended Solution

•

Cons of Recommended Solution

•

MIS Analysis of Recommended Solution

Proposed Process Flow:

Cost Analysis:

Other Comments