



ERP Deliverables Series

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Enterprise Systems Strategic Planning

Work Breakdown Structure

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V1	January 2009	Prepared for generic use
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1. Work Breakdown Structure Descriptions

This document describes the work breakdown structure (WBS) for the Strategic Planning and other related projects of the XYZ Enterprise Systems Program. Enterprise Systems refers to an enterprise resource planning (ERP) system consisting of an integrated set of computer application modules and related software that will support the fundamental business processes of the enterprise. Also included in the Program are the Information, Communications and Technology (ICT) infrastructure and related technology solutions that support the ERP Systems and other operations of the enterprise.

This document addresses three initial projects in the Program, which are summarized below:

A – Solutions Strategy: This project assesses the needs, develops an overall strategy and business case, and describes the tactical plans for implementing the Enterprise Systems and ICT Infrastructure Solutions.

B - Rapid Solutions Deployment (RSD): This project will oversee other specific projects that will develop and implement a number of systems and/or ICT infrastructure initiatives that are ready for, or require early implementation and do not necessarily have to wait for the overall Solutions Strategy in order to begin. RSD initiatives have not been identified but are nevertheless expected to arise during the course of the Strategic Planning Phase.

C – Establish an ERP Program Office (EPO): This project is concerned with establishing an EPO to manage and/or devolve the portfolio of existing and potential ERP solutions, ICT infrastructure, business processes and related operations supporting the XYZ enterprise. Further, the EPO will manage the portfolio of all programs and projects related to the XYZ Enterprise Systems Program.

The WBS is used to help organize the large number of activities and tasks into a hierarchy four levels deep. The coding of the four levels of WBS used for projects is briefly explained below:

A The first level of work breakdown structure (WBS) is a **project** and identified with a single letter (e.g. A, B, C...).

AA Within each project, the major phases are the second level WBS and are indicated by double letters (e.g. AA, AB, AC...).

AAA Each phase is broken down into a third level WBS called an activity which uses a triple letter identification scheme (e.g. activities within phase AB are ABA, ABC, ABD...).



AAAA Each activity may be broken down into a fourth level WBS called a task which uses a four letter scheme (e.g. tasks within activity ABC are ABCA, ABCB, ABCC, ABCD...).

A WBS can go to further levels of detail as needed and appropriate. Deliverables are associated with the lowest level of WBS, which are sometimes referred to as 'work packages'.

The remainder of this document describes the entire WBS for the three initial projects of the XYZ Enterprise Systems Program.

2. A – ERP Solutions Strategy

The major objective of the Strategic Planning Project of the Enterprise Systems Program is the development of an ERP Solutions Strategy. The strategy will address the future ERP and ICT infrastructure needs of the enterprise. The term "enterprise" is used to encompass all of the organizations and key stakeholders involved with the XYZ organizations.

The approach used throughout the strategy development has several simple premises:

- ***The people (i.e. management and users) who will implement the strategy must be in agreement with the strategy.***
- ***The strategy must be based on a detailed knowledge of the enterprise in business terms; that is, where it is now and where it is headed.***
- ***The strategy must be flexible in order to accommodate the needs of the wide variety of stakeholders.***

A good deal of relevant work has already been accomplished and will be incorporated into this project; however, to a large extent, the ERP Solutions and Strategy are still unknown. Many questions need to be answered in the Solutions Strategy for the ERP and ICT Solutions to become a reality. Although not an exhaustive list of questions, the following are representative of the issues that will be addressed and answered in the Project:

- What are the future ERP and ICT needs that cannot be cost effectively met by today's IT technology and existing networks? How will it compare with what others are doing? What will happen if we do not implement ERP Solutions?
- Who will be able to use the Solutions? What features and functions will be supported? What are the expectations for performance, capacity, reliability, security and throughput?



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- How much will it cost? Are there savings and benefits compared to alternative solutions or no technology? Is there a good business case for the investment? Who will pay for it? Can the capital investments be financed? Will there be any real alternative choices or options?
- When will it be ready for use?
- Will it meet future needs?
- How will the Program and Projects be planned, managed, operated and supported?

The remainder of this section of the WBS describes the proposed approach, methodology and deliverables to develop the ERP Solutions Strategy. It is structured into three main projects:

AA ERP Solutions Strategic Direction;
AB ERP Solutions Strategy Development; and
AC ERP Solutions Implementation Plan.

2.1 AA - ERP Solutions Strategic Direction

The objective of this first phase of the ERP Solutions strategy development is to assess how well the existing ICT infrastructure supports the business needs and objectives of the XYZ enterprise and to establish an overall direction for the Enterprise Systems Program. The ERP Solutions Strategic Direction Phase is comprised of six activities:

AAA Executive Management Initial Program Vision;
AAB Review Business Direction and Needs;
AAC Conduct Internal Assessment;
AAD Conduct External Assessment;
AAE Define Key Issues, Opportunities & Needs; and
AAF Establish ERP Solutions Strategic Direction

Combined, these tasks are designed to answer the following general questions regarding the nature and extent of IT solutions and ICT infrastructure at XYZ:

- Where is the enterprise positioned today?
- Where is the enterprise heading?
- Where is the competition heading?
- What are the relevant technology trends?
- Where does the enterprise need to go?
- What are the issues involved in going in the chosen direction?
- What are the options and the trade-offs involved in achieving the chosen direction?



The answers to these questions are documented in the **“ERP Solutions Strategic Assessment and Direction”** which is the major deliverable of this phase. The activities are described in the following paragraphs.

2.1.1 AAA - Executive Management Initial Project Vision

One of the first and most important tasks of this project is the conduct of a one-day facilitated session with executive management of XYZ and key partners to gain consensus regarding the goals, objectives and specific expectations of the program and strategic planning project. The session presumes that the group has been briefed on the goals and expectations of the project prior to project start-up. The executive management group should consist of the Executive Steering Committee (ESC) and other selected individuals. This activity is designed to achieve a series of specific goals:

- Establish rapport among the leaders;
- Contribute to the understanding of the program and project;
- Gain consensus on work plans of the initial projects and clarify initial priorities, expectations and commitments;
- Discuss and resolve organizational, leadership, governance, approval and decision-making structures and processes; and,
- Identify and discuss other related issues.

The project team will develop the agenda and participant list for the facilitated session. The results will be summarized and included in the **“ERP Solutions Strategic Assessment & Direction”** document.

2.1.2 AAB - Review Business Direction & Needs

The objective of this activity is to develop an understanding of the enterprise business direction(s) and needs that could be related to or enabled by the use of ERP systems and services. This includes enterprise objectives, products and services, marketplace position, critical success factors, organization, geographical locations, stakeholders, types of facilities, and main functions. Additionally, major issues and opportunities are identified, together with an early assessment of the level of IT support provided to the enterprise.

This understanding of the overall direction of XYZ will be developed through an interview program and/or focus group sessions with senior management and people involved with business strategic planning.

Existing planning documents (i.e. corporate strategic plans, system strategic plans, etc.) and other available literature will be reviewed and incorporated as appropriate. External relationships and other potential stakeholders will be identified and their business directions considered as appropriate.



The major deliverable of this activity is a summary of “Business Direction and Needs” which is reviewed with the Executive Steering Committee (ESC) and incorporated into the “**ERP Solutions Strategic Assessment and Direction**” deliverable.

2.1.3 AAC - Conduct Internal Assessment

The objective of this activity is to assess the existing areas within XYZ that could be involved with supporting the Program. Where applicable, this assessment will determine the direct and indirect costs and human effort associated with IT and ICT planning, management, infrastructure, applications, usage, operations and support.

The deliverable of this activity is an “Internal Assessment” document which will be incorporated into the final “**ERP Solutions Strategic Assessment and Direction**” document. The Internal Assessment will include a brief description of the use of ICT within XYZ (e.g. legacy systems) that could be used to support the Program, a discussion of the applications and technology deployed, new projects in progress, the organization structure and tasks involved with ICT, and an assessment of user satisfaction.

This project consists of four major tasks:

AACA - Organizational Assessment

An assessment of the existing IT and ICT organization is conducted to obtain a detailed understanding of the cost effectiveness of management, planning, procurement, implementation, operation, usage, maintenance and support of ICT related to the enterprise. This activity provides a starting point and base line for future comparisons of options.

AACB - Technology & Applications Assessments

This task provides an inventory and assessment of the existing ICT technology infrastructure and applications environment. The assessment of the current environment will include a determination of the number, type, capacity, security, topology and status of ICT technologies and the applications including ERP that could be used to support the Program.

Information will be obtained by reviewing existing documentation, conducting user and management interviews.



AACC - Cost Studies

In this task, the current direct and indirect, fixed and variable costs and level of work effort associated with the current planning, management, use, operation, and support of ICT infrastructure of the enterprise are determined.

Cost information resulting from this task will be provided to the Business Case Analysis portion of the project.

AACD - User Satisfaction Assessment

An understanding of user satisfaction with the current IT solutions, ICT capabilities and infrastructure will be obtained, in addition to a general understanding of future ICT requirements.

The assessment will use statistically valid survey techniques and/or focus groups with knowledgeable users. Previous studies will also be reviewed and incorporated into the assessment of user satisfaction.

2.1.4 AAD - Conduct External Assessment

This activity of the ERP Solutions Strategic Direction surveys and assesses the use of ERP and related ICT solutions in other similar enterprises. ERP, ICT, and other technology trends are also examined and related to the enterprise.

The deliverable of this activity is an “External Assessment” which is incorporated into the “**ERP Solutions Strategic Assessment and Direction**” deliverable. This activity consists of two major tasks:

AADA - Enterprise Solutions in Other Organizations

In this task, we will first identify other organizations working within an advanced ERP and ICT infrastructure. Where appropriate, we will develop an understanding of their ICT capabilities, infrastructures, applications, issues, opportunities, financing and pricing models, as well as generally learning from their experiences.

On-site visits to these locations may be required to truly obtain an in-depth understanding of the use of ERP solutions.

AADB - Technology Trends

This work task researches technology and industry trend information to ensure that the development of the ERP Solutions takes advantage of evolving technologies and to identify “leapfrogging” opportunities to be included in the ERP Solutions strategy and design.

2.1.5 AAE - Define Key Issues, Opportunities & Needs

This activity develops a description of the issues and opportunities revealed in the previous activities, and develops a comprehensive set of needs. Key issues are those problems or threats that must be addressed by the strategy or the Program. Key opportunities are those areas of strength or technology factors, which provide the greatest potential to the Program for the utilization of ERP Solutions. The key opportunities include the rapid solutions deployment (RSD) areas already identified.

The deliverable of this activity is a definition of “ERP Solutions Issues and Opportunities” which is incorporated into the “**ERP Solutions Strategic Assessment and Direction**” deliverable.

The needs and expectations of ERP Solutions for the XYZ Program will be synthesized from all of the stakeholder groups. Further, ideas for innovative and collaborative approaches to use and market the ERP Solutions by the stakeholders will also be identified.

2.1.6 AAF - Establish ERP Solutions Strategic Direction

The final activity concludes the development of a strategic direction by drawing together each of the topics from the earlier activities in order to develop and agree on a statement of direction for the ERP Program. The major deliverable from this activity is the “**ERP Solutions Strategic Assessment and Direction**” which includes a “vision” for the ERP Solutions. The activity consists of two major tasks:

AAFA - ERP Solutions Vision

The ERP Solutions vision is an overall conceptual view of the ERP Solutions for the enterprise. The vision is developed by taking into account the business needs and direction of the enterprise and the information gathered from the internal and external assessments. From that information, we can determine the overall conceptual view of the ERP Solutions in terms of its future for the XYZ enterprise. Objectives for the ERP Solutions can then be defined, along with the critical success factors and associated priorities.

AAFB - Prepare/Review “ERP Solutions Strategic Assessment & Direction”

The final task of this phase is the preparation and review of the “**ERP Solutions Strategic Assessment and Direction**” document. The vision articulated in the previous work activity will be an important part of the document. The “vision” and summary of the strategic assessment and direction will be presented to the Executive Steering Committee.



2.2 AB - ERP Solutions Strategy Development

The second phase of the Strategy Project develops the ERP Solutions Strategy that describes the infrastructure, applications, information and support architectures and expected costs of the ERP Solutions. The process of developing the strategy is conducted by the senior members of the Project Team and then reviewed with key personnel at specific milestones. The process involves the evaluation and synthesis of many factors including, but not limited to: locations and environmental factors; mission criticality; investments and provisions for sustainability; future needs & opportunities; priorities of the Program; technical feasibility; operational feasibility; migration paths; executive and stakeholder support; financial costs & benefits; other opportunities; and rates of absorption of change by the enterprise. The main deliverable is the “**ERP Solutions Strategy**” which consists of six activities:

ABA	Business Development Plan
ABB	Applications Architecture
ABC	ICT Architecture
ABD	Policies, Standards & Guidelines
ABE	Planning, Organization, Management & Operations Frameworks
ABF	ERP Solutions Strategic Plan
ABG	Executive Support Plan

2.2.1 ABA - Business Development Plan

The first activity of the Strategy development identifies potential opportunities for stimulating business development and otherwise supporting the business strategic plan of the enterprise.

Information gained from other organizations in the previously completed External Analysis will be used in this activity, as well as existing documentation and reports, and interviews with selected business, community and government representatives as appropriate. The major deliverable from this activity is the “Business Development Plan” which is reviewed with the ESC and incorporated into the “**ERP Solutions Strategy**”.

2.2.2 ABB - Applications Architecture

The objectives of this activity are to understand and document the front-line and back-office applications and business processes required to support the enterprise and their interactions and interfaces with other applications. These high-level requirements are then analyzed to determine their fit with known ERP solutions sets.



The deliverable of this activity is the “Application Architecture” which is reviewed with the ESC and incorporated into the “**ERP Solutions Strategy**”.

2.2.3 ABC - ICT Architecture

This activity develops a description of the ERP Solutions architecture needs to support both users (on-site, back-office and partners) and applications to conduct its business efficiently and effectively.

The activity will develop an architectural landscape defining the high-level functions (layers), components and interfaces within the ERP Solutions. An “Initial ICT Design” will then be developed to provide a conceptual, high level description of the target ERP Solutions environment. This is followed by an “Initial ICT Migration Plan” to describe migration scenarios from the existing ICT implementations (i.e. current state) to the desired architecture (e.g. end state) including expected evolutionary and sustainability changes.

The deliverable of this activity is the “ICT Architecture” that contains the initial ERP Solutions design and migration path. This deliverable is reviewed with the ESC and incorporated into the “**ERP Solutions Strategy**”. The activity is composed of four tasks:

ABCA - Telecom Networking Architecture

This task reviews the findings and analyses of previous phases and projects, and develops the ICT infrastructure recommendations required to meet the current and future wireless and wireline telecom networking demands.

ABCB - IT Servers and Workstations Architecture

This task develops the computer architecture (e.g. servers, fixed and mobile workstations, handheld computing devices, telemetry, process control, etc.) model and defines the functional components or layers, their interfaces with each other, and the recommended technologies. The objective is to define a blueprint or framework for the construction of an open, flexible, scalable and adaptable infrastructure that can meet current and future ERP Solutions requirements.

ABCC - Initial ICT Design

The objective of this task is to draft the technical landscape of the ICT infrastructure to support ERP Solutions giving an overview of the building blocks, including their functional descriptions and interfaces.



ABCD - Initial Migration Plan

The objective of this task is to draft sample scenarios on how the ERP Solutions ICT infrastructure can be implemented over time and how operations can migrate to the use of the new infrastructure. Migration can include parallel systems, upgrades, big bang, stress and acceptance testing considerations, training, fallback considerations, and support requirements.

2.2.4 ABD - Policies, Standards & Guidelines

The Standards activity will establish the initial standards, policies and guidelines (based on or compliant with existing XYZ and industry standards) for the ERP Solutions and develop a strategy for periodic changes. This activity is comprised of three tasks:

ABDA - ERP Solutions Policies

The objective of this task is to identify issues pertaining to the construction, implementation, sharing, operating, supporting and managing the ERP Solutions and define the associated policies. Some sample policies that need to be developed include:

- Degree of autonomy that a partner or user group may have, or the standard interface that they must use, before they will be allowed to attach to the ERP Solutions;
- Authority the ERP Solutions program office or operating entity may have;
- Usage chargeback and funding policies (e.g. profit or cost centre?);
- Policies for reconfiguring and upgrading equipment, software, networks or other ICT components;
- Security policies;
- Network availability, performance and security objectives;
- SLA - service level agreement objectives such as performance, availability, capacity, backup and disaster recovery; and,
- User responsibilities.

ABDB - ERP Solutions Standards

This task defines the standards for the ERP Solutions to ensure interoperability and investment protection. Standards will be set up for each layer in the ICT Architecture. The standards will be based on or compliant with existing XYZ standards and on open, and widely accepted, international and industry standards whenever possible. Included will be recommendations on how new standards can be nominated and incorporated, and how obsolete technology can be phased out.



ABDC - ERP Solutions Guidelines

This task outlines general directions providing guidance to users of the ERP Solutions, for example:

- How to connect LANs, workstations or other systems to the ERP Solutions; how to select the interfacing equipment such as router or gateways; and,
- How to request new or enhanced services.

2.2.5 ABE - Organization, Management & Planning Frameworks

This activity develops the organization framework(s) required to implement, manage and plan the future of the ERP Solutions for the XYZ enterprise. Specifically, frameworks will be developed for:

- Planning, management and support of ERP Solutions services;
- Support for new ERP requirements; and
- Special ERP services as required.

Aspects of the ERP Solutions organization such as the reporting structure, the skills, training and core competencies are examined. The ICT Solutions Organization Strategy describes the steps needed to take the organization from the present position to one that supports the Project when the ERP Solutions Strategy is in place.

The major deliverables from this project are “ERP Solutions Organization Strategy” and “ERP Solutions Management & Planning Frameworks”. The deliverables are reviewed with the ESC and incorporated into the “**ERP Solutions Strategy**”. The project is composed of two tasks:

ABEA - Organizational Strategy

In this task, we will develop an organization structure for the coordinated planning and management of the ERP Solutions. Details around reporting structures, communication structures, and decision-making structures will be developed.

ABEB - Management & Planning Frameworks

The specific ICT management practices, operational procedures, change management capabilities, and planning and implementation methods will be developed in this task.

2.2.6 ABF - Support Infrastructure

This activity will define the disciplines and tools required to ensure the ERP Solutions remains reliable, responsible, efficient, secure and open to



change and growth. A well thought-out support infrastructure is critical to the success of the Program given the geographical remoteness and complexity of the demands put on the solutions by the different users and stakeholders.

The major deliverable is the “Support Infrastructure” which is reviewed with the ESC and incorporated into the “**ERP Solutions Strategy**”. This activity has four tasks:

ABFA - Systems Management

Systems Management and Administration is concerned with the definition of the roles and responsibilities of the individuals and groups involved with ERP Solutions technology. This task anticipates the work or tasks required to properly support the technology including the split between on-site, local and remote administration and support.

The output of this task is a report detailing the recommended disciplines, tools and support strategies for the following areas:

- Problem, Defect, Issue, Risk, and Opportunity management;
- Scope Change management;
- Help desk and user support;
- Unit, Integration, User Acceptance, Regression, etc. Testing;
- Availability, Performance and capacity management;
- Back-up and recovery with transaction and data integrity;
- Software distribution, update and license management;
- Acquisition, asset and configuration management; and,
- Service Level agreements.

ABFB - Network Security & Disaster Recovery Plan (DRP) Procedures

The purpose of this task is to ensure the on-going availability, integrity and confidentiality of ERP and ICT resources (e.g. hardware, software, networks, etc.). Availability of information resources means that information is accessible and can be used when needed. Disruption is the partial or complete unavailability of information resources including systems or services because of intentional or unintentional physical, environmental, people actions or software logic problems.

The “Information Protection Plan” describes the measures to preserve the integrity, confidentiality, authorized usage and availability of information and information resources.

“Threat & Risk Assessment” is the process of identifying the threats to information resources and assessing the risk that the information



resources can be compromised in terms of confidentiality, availability and integrity. If satisfactory for a specific information resource, then it does not need to be included in a business resumption plan. Some Project locations and/or mission critical applications may justify significantly more investment in prevention and recovery/restoration provisions than other locations.

The “Business Resumption Plan” most often referred to as a Disaster Recovery Plan or Continuity Plan deals with preventing, mitigating, and recovering from the disruption of essential services, programs and operations including information resources. The focus is on the recovery aspects of continuity (e.g. the state when information resources are available and operational again following a disruption).

This task should build on the existing security initiatives of the Project and/or consider adopting a suitable framework and guidelines and adapting them to meet the specific needs of the Project. This would include but not be limited to:

- Business Resumption Planning;
- Information Security;
- Administrative, Organizational and Personnel Security;
- Physical and Environmental Security;
- Computer Hardware Security;
- LAN & Communications Security;
- Software and Database Security; and,
- Operations Security.

ABFC - Organization & HR Issues

This task will identify the numbers and locations of support personnel along with the expected level of skills and experience. The source of these people and need for retraining will also be addressed along with roles, responsibilities and plan for deployment.

ABFD - User Training & Support

The User Training & Support activity develops the requirements for user training and support including methods, tools, venues, trainers, and training programs. Implementing the training and support will require close coordination with the overall implementation of the technology.

2.2.7 ABG - ERP Solutions Strategic Plan

This phase concludes the strategy development activity and consolidates the work into the “ERP Solutions Strategy” deliverable. The costs,



benefits, and resources needed to implement the ERP Solutions are estimated and provided to the Business Case Analysis Team. The final part of this phase provides for the discussion of the ERP Solutions Strategic Plan with the ESC, so that the logic behind the findings can be explored and agreed in detail.

2.3 AC - ERP Solutions Implementation Plan

The ERP Solutions Implementation Plan phase describes the tactical plans for developing and implementing the ERP Solutions strategy. First, detailed project descriptions are developed. Then an analysis is done to ensure that the technical methods that are needed to implement these projects are consistent with the plans for the ERP Solutions organization (in terms of such things as the skills and tools available). Finally, an integrated ERP Solutions Tactical Plan comprising a timetable, costs, benefits, and resources needed, is developed and agreed upon. The phase consists of three activities:

- ACA Implementation Area Analysis
- ACB Implementation Approaches
- ACC ERP Solutions Tactical Implementation Plans

2.3.1 ACA - Implementation Area Analysis

The first activity begins with the outline project descriptions that were developed earlier, and develops detailed project charters. Projects are grouped together into other programs if appropriate, and all definitions are validated against the ERP Solutions Strategic Plan to ensure that the plans as a set continue to match up with the business needs of the Program.

2.3.2 ACB - Implementation Approaches

The second activity examines the suggested technical and migration approaches for each project, and adjusts these to ensure that the portfolio of support requirements is compatible with the ERP Solutions Strategic Plan. Project dependencies are examined, and a project schedule is developed. The indicative costs and benefits, and the resource requirements are calculated and added to the project charter along with the project definitions, costs, benefits, resource requirements, assumptions, critical success factors and scheduling.

The major deliverable from this activity is "Implementation Approaches.

2.3.3 ACC - ERP Solutions Tactical Plan(s)

This phase concludes by finalizing all the project charters and agreeing upon the ERP Solutions Tactical Plans. The major deliverable from this



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activity is “ERP Solutions Tactical Plans” which is reviewed with the ESC. This consolidated document describes each project including an overview of the technology and service level requirements. Where appropriate, RSD sub-projects are identified separately. A workplan WBS, Gantt Chart and estimates of effort by activity and skill type is presented for each project. Each project has an individual statement of costs, benefits, impact and risks. The ERP Solutions Tactical Plans are summarized into an overall workplan and schedule, a resource plan, and a financial plan.



3. B - Rapid Solutions Deployment Project

The Rapid Solutions Deployment (RSD) project is anticipated to run parallel to the Strategic Planning Project. RSD projects develop and implement a systems and/or ICT infrastructure that are ready for, or require early implementation and do not necessarily have to wait for the overall ERP Solutions Strategy in order to begin. Some of the RSD initiatives contemplated have not yet been identified but are nevertheless expected to arise during the course of the Strategic Planning Phase. Suggested criteria for approval of an RSD project include:

- A compelling technical, financial and operational business case for the life-cycle of the initiative;
- Consistency with the ERP Program;
- Minimal distraction to the ERP Program and related XYZ resources; and/or,
- Other compelling justification



4. C – Establish an ERP Program Office (EPO)

This project is concerned with establishing an EPO to manage and/or devolve the portfolio of existing and potential ERP solutions, ICT infrastructure, business processes and related operations supporting the XYZ enterprise. Further, the EPO will manage the portfolio of all programs and projects related to the XYZ Enterprise Systems Program.

Some of the functions anticipated for the EPO include but are not limited to the following:

- Portfolio, Program and Project Management
- Project Planning, Scheduling & Control
- Performance & Status Reporting
- Accounting & Budget Control, Financial Reporting
- Problem, Defect, Issue, Risk, and Opportunity management
- Scope Change management
- Help desk and user support
- Unit, Integration, User Acceptance, Regression, etc. Testing
- Availability, Performance and capacity management
- Back-up and recovery with transaction and data integrity
- Software distribution, update and license management
- Acquisition, asset and configuration management
- Service Level agreements
- Procurement & Contract Administration
- Human Resources Development
- Document Administration & Support
- Facilities, Furnishings, Furniture, Office Equipment & Supplies
- Physical Security & Logistics
- Deliverables Coordination
- Policies, Guidelines, Procedures & Tools
- Communications & PR
- QA & Methods
- Risk Management
- Business Case Analysis
- Interim ERP/ICT Operations, Management and Support
- Website, Intranet and Extranet support
- Office Management, Project Support