



OFFICE OF THE VICE-PRESIDENT – RESEARCH & INNOVATION

RAISE Sub-Project Charter (Version 1.0)

Sub-PROJECT: MRA Rework in SAP UI5

University of Toronto February 27, 2018

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Version Control

| Version | Date | Author | Summary (include section or page number) |
|---------|-------------------|-----------------|------------------------------------------|
| V1.0 | February 8, 2019 | Robert Dirstein | |
| V1.1 | February 27, 2019 | Robert Dirstein | Minor text edits post PLG |
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Project Overview

Section A

Project Title: MRA rework in SAP UI5

Project Period: February 8, 2019 to August 8, 2019

Project Sponsors:

Renee Brost, Chief Administrative Officer

Judith Chadwick, Assistant VP Research Services

Lori Ferris, Associate VP, Research Oversight & Compliance

Derek Newton, Assistant VP, Innovation, Partnerships & Entrepreneurship

RAISE Project Manager: Robert Dirstein

Project Objective

Section B

Initiative Purpose:

Since the launch of MRA in the spring of 2013 approximately 20,000 applications have been submitted for University approval through the system.

Reworking the MRA system in SAP UI5 technology at this time provides a number of benefits:

- An improved user experience
 - Including an Adaptive UI (User Interface automatically reconfigures to adapt to the user's screen)
 - Mobile friendly
 - Faster response times
- Simplified maintenance (removal of Java systems)
- An opportunity to capitalize on the lessons learned from the initial roll-out of MRA and subsequent MR systems
- An opportunity to incorporate SSHRC SIG and other block grant programs into MRA, providing a consistent methodology for PIs applying for funding managed by the VPRI's Offices

Additionally SAP will be withdrawing support for our current Portal environment in December 2020 and for the Java in 2024

As well, the current SIG system is running on 20 year old technology and is at risk of failure.

| Project Scope/deliverables: | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Includes | Does Not Include |
| <ol style="list-style-type: none"> 1. Charter document 2. Project Plan 3. Business/Functional documentation 4. Mock-ups of main UI, Approval Screen, & Application list 5. Consultation with user groups 6. Rework of all existing Java screens in UI5, e.g. Application UI 7. Rework of outward facing (visible to PIs etc.) ABAP screens in UI5, e.g. POWL 8. Rework of all Workflows (BPM Java to ABAP) 9. Rework of required data services/tables (OData) 10. Rework of any inward facing (VPRI offices) ABAP screens which must be changed as a result of changes to the data services/tables 11. Functionality to handle SSHRC SIG program and similar block grant programs 12. Minimal changes to the current business rules incorporated in the system and functionality with the exception of 10 above. | <ol style="list-style-type: none"> 1. Ongoing maintenance 2. Any reprogramming of current U of T SAP R/3 reports 3. No business process or workflow not listed under "Includes" |

Measurable Success indicators:

1. Improved user experience
2. Simplified maintenance

Strategy / Tools to be used:

The key tools for this proposal include, but are not limited to, the following:

- RIS in ECC 6.0
- SAP NetWeaver Portal (the web interface).
- SAP ABAP technologies:
 - ABAP Workbench – for development. This includes programming tools and Data Dictionary and any other ABAP tools as needed.
 - ABAP Workflow – to replace BPM
 - SAP OData and UI5 – to replace web services and WDJ UIs
- Other toolsets available and appropriate.

Stakeholders:

The key stakeholders in this project are:

- Faculty members
- Academic Administrators
- Business Officers
- RSO & IPO staff members
- Enterprise Applications and Solutions Integration, Office of the CIO

Roles and Responsibilities

Structure of the project

a) Project Leadership Group (PLG)

- Judith Chadwick, AVP-RSO, VPRI
- Lori Ferris, AVP-ROCO, VPRI
- Derek Newton AVP-IPO, VPRI
- Renee Brost - CAO
- Cathy Eberts, Director, Solutions Development, EASI

Duties and Responsibilities of the PLG

- i) Define project objectives and deliverables that support business goals
- ii) Provide project oversight
- iii) Determine, review and approve project scope, prioritization
- iv) Review and approve project milestones, approaches and solutions by phase
- v) Define, approve, and uphold implementation policies, standards and processes
- vi) Review policy issues and make decisions or recommend specific action as appropriate
- vii) Approve project budget
- viii) Ensure commitment of human resources
- ix) Meet bi-weekly or as necessary with the Project Manager to review and assess project status
- x) Review and approve change requests that impact scope, functionality, prioritization and approach
- xi) Trouble-shoot on specific issues brought forward by the Project Manager
- xii) Ensure coordination and alignment between project and VPRI strategic directions and operations
- xiii) Communicate with stakeholders/research community in order to promote buy-in for change (e.g., change management, cultural change, etc.)

b) RAISE Project Manager – Robert Dirstein

Duties and Responsibilities of the Project Manager

The role of the Project Manager is to implement the project according to specifications agreed to with the PLG, including the following functions:

- i) Plan, execute, and finalize project and sub-projects according to deadlines and within budget
- ii) Coordinate the efforts of team members in order to deliver sub-projects according to plan
- iii) Effectively communicate project expectations to team members in a timely and clear fashion.
- iv) Liaise with project stakeholders as required for project implementation.
- v) Plan and schedule project timelines, milestones and costs using appropriate tools
- vi) Provide updates to the PLG of executed performance and completion in comparison to the project plan and budget, and forecasts of milestone completion and costs on a regular basis.
- vii) Ensure timeliness of milestones and deliverables and that the program stays within scope and budget

- viii) Determine the frequency and content of status reports from the project team, analyze results, and troubleshoot problem areas.
- ix) Ensure timely resolution of issues affecting program success, raising issues to the PLG as necessary
- x) Propose project success criteria and use these as a basis for reporting to the PLG throughout project life cycle.
- xi) Estimate the resources and participants needed to achieve project goals.
- xii) Determine and assess need for additional staff and/or consultants and, upon PLG approval, make the appropriate recruitments if necessary during project cycle.
- xiii) Develop full-scale project plans and associated communications for project team, and draft project progress/milestone achievement communications for release through PLG.
- xiv) Supervise project staff; delegate tasks and responsibilities as appropriate
- xv) Identify and resolve issues and conflicts within the project team.
- xvi) Identify and manage project dependencies and critical path.
- xvii) Develop and deliver progress reports, proposals, requirements documentation, and presentations.
- xviii) Proactively manage changes in project scope, identify potential crises, and devise contingency plans in consultation with the PLG
- xix) Coach, mentor, motivate and supervise project team members, and influence them to take positive action and accountability for their assigned work.
- xx) Oversee quality control throughout the project life cycle
- xxi) Review relevant University of Toronto research related policies
- xxii) Determine scope of documents to be handled by the system
- xxiii) Chart existing business processes in order to define current business activities for the development of procedures and models
- xxiv) Meet with decision makers, systems owners, and end users to define business, financial, and operations requirements and systems goals
- xxv) Research, review, and analyze the effectiveness and efficiency of existing processes and develop strategies for enhancing or further leveraging these processes
- xxvi) Prepare and deliver reports, recommendations, or alternatives for improving processes in operating systems across the organization
- xxvii) Identify and establish scope and parameters of process analysis in order to define impact, outcome criteria, ROI and measure-taking actions
- xxviii) Collaborate in the planning, design, documentation, development, testing and deployment of new applications, and enhancements to existing applications
- xxix) Develop, standardize, and maintain new or improved processes based on findings and analysis.
- xxx) Communicate process changes, enhancements, and modifications – verbally or through written documentation – to management, staff, and other employees so that issues and solutions are understood
- xxxi) Understand and follow EASI business process and system development protocols, including creating formal business specification, software design specification, undertaking testing and obtaining sign offs
- xxxii) Create documentation of value flow, process models, specifications, diagrams, and charts to provide direction to system programmers
- xxxiii) Liaise with various business groups in the organization to facilitate implementation of new or improved business processes
- xxxiv) Coordinate and perform in-depth tests, including end-user reviews, for modified and new processes, and other post-implementation support

Resourcing

TBA

Project Parameters**Section C****Constraints:**

- Funding
- Staff resources (other projects)
- Availability of knowledgeable consultants (if required)

Assumptions/Risks

- a) VPRI staff resources will be made available as required for interviews, testing, workshops, documentation creation and training.
- b) EASI staff resources will be made available as required for technical installations and support, programming, testing and workshops.
- c) Strong support from U of T senior management will be available.
- d) An empowered and dedicated trained resource team will be assigned.
- e) Resistance to change will be managed at the departmental level.
- f) Escalation process for project issues will be in place.
- g) Knowledge transfer from RS project team members to End Users must be successful.
- h) Timely decision making.
- i) Access for users who are not appointed staff will be available, e.g. Hospital Approvers & Hospital Divisional Research Office Staff

Other people involved in project

| Name | Responsibility | E-Mail ID |
|-------------------|-----------------------|-----------------------------|
| Annaliza Co | Subject matter expert | annaliza.co@utoronto.ca |
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