



# OE RESOURCE REQUEST APPLICATION

University of California, Berkeley

## I. SPONSORSHIP

A. Initiative [OE Project]

Initiative [OE Project]	Shared Services		
Initiative Manager	Thera Kalmijn		
Phone		E-Mail	

B. Sponsorship

Sponsor Name	John Wilton		
Sponsor Signature		Date	
Sponsor Name			
Sponsor Signature		Date	
OE Program Office Signature		Date	

C. Give the title of the resource

<b>PROJECT TITLE: Applications Support Center</b>
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## II. PROBLEM STATEMENT/CASE FOR CHANGE

A. Identify and describe what needs the proposed solution is seeking to address.

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| 1. Three OE projects, BearBuy, Cal Planning and Timekeeping, are scheduled to roll out in cohorts to the campus in the first half of 2012. Although each project has outreach and user training plans, none of the projects currently include plans (or funding) for Tier 1 support. |
| 2. A Client Contact Center in shared services will not be implemented until July 2012 at the earliest. Therefore we need an interim solution to bridge the period of time between the first cohort rollout (January 2012) through June 2012.   |
| 3.   |

B. Describe the solution that is being proposed to meet the identified need(s).

The Campus Shared Services Implementation (CSSI) team will partner with the Operational Excellence projects BearBuy, CalPlanning and Timekeeping to develop and implement a help desk to provide user/customer support for the three applications scheduled to roll out in cohorts during the first half of 2012. Up to six new staff FTE will be recruited and trained by project partners for the Applications Support Center, which will be merged with the existing Service Desk in IST (presently dedicated to BFS support).
This project will be led and coordinated by the Campus Shared Services Implementation team, with support from

IST and members of the BearBuy, CalPlanning and Timekeeping Project Teams. When Shared Services is implemented on the campus, the Application Support Center will become part of that organization.

- C. Describe the alternate approaches you evaluated in the process of developing this proposal and why those alternatives were not selected.

Three alternatives were considered:

1. Each project could pursue its own solution and submit separate resource requests and project plans.
2. Existing resources in the sponsoring functional units could be called upon to provide support to campus users.
3. The service could be outsourced.

None of these alternatives were practical. Alternative 1 was rejected because it is more cost effective and efficient to develop a single, coordinated resource. Although the staff to be recruited will be trained in depth to primarily support one specific business application, the co-location of support center staff will allow for provision of additional coverage for specific applications that might be needed in the event of surge events associated with cohort rollouts. All staff will receive common technical and customer service training, and each will be cross trained on all the applications.

Alternative 2 will be deployed to a limited extent, but only in those cases where functional expertise is necessary to resolve an issue. (Each participating OE Project in partnership with their functional sponsors will define the appropriate escalation points and define resolution paths appropriate for the specific business application.) The goal is to avoid burdening high level functional staff with high volumes of routine user questions. Developing a well-trained and agile Applications Support Center is a more sustainable solution that can scale according to anticipated call surges.

The third alternative was not selected for two reasons. First, detailed scripts and use case scenarios are not currently available and it will not be possible to develop them in time for launch. We anticipate that the staff who are recruited to staff the Center will go through User Acceptance Training and will contribute to the knowledge base and training materials in a continuous feedback loop. Second, the CalPlanning and BearBuy project teams in particular felt strongly that some literacy with BFS and BAIRS would be needed in order for the Center to be responsive to user questions.

### III. IMPACT AND STRATEGIC ALIGNMENT

- A. Describe how the proposed solution aligns with the OE goals:

- Reduce administrative costs and enable the campus to direct more resources to teaching and research
- Advance an effective and efficient operating environment
- Instill a culture of continuous improvement that leads to high quality performance and outcomes

By creating a single coordinated resource to support BearBuy, Timekeeping and CalPlanning, we can provide reliable, effective support to campus users. The proposed solution is also the most cost efficient of the available options. This proposal is therefore well aligned with the OE goal of advancing an effective and efficient operating environment.

Application Support Center Staff will receive technical, service quality, and product training, and will be expected to provide strategic input into system redesign or development efforts based on user needs.

Application support Center staff will also develop/refine training materials, FAQs, and knowledge base entries based on consultation with users and ongoing interactions with functional and technical teams. This aligns with the OE goal of instilling a culture of continuous improvement that leads to high quality outcomes.

B. Identify any other anticipated benefits in implementing the proposed solution.

Implementing the Applications Support Center will support the rollouts of BearBuy, Timekeeping, and CalPlanning and will help these very high impact OE projects to achieve their full strategic and savings goals.

Effectively leveraging existing OE Project and IST resources will allow us to implement the solution at a relatively low cost.

The proposed solution will reduce confusion and misinformation during cohort rollouts through the utilization of highly trained, knowledgeable staff using consistent, customer satisfaction driven processes.

The Applications Support Center will support the campus community through a significant transition to modern workplace technologies, the adoption of standard, best practices, and will help to make the desired changes in behavior around procurement, timekeeping, and budgetary planning and analysis “stick”.

C. Identify the risks of not implementing the solution.

Not implementing the Applications Support Center could negatively impact the rollouts of BearBuy, Timekeeping, and CalPlanning and may prevent these OE projects from achieving their full strategic and savings goals.

If users do not have access to adequate support, they may have difficulty completing transactions or make errors which could disrupt business operations across the campus and negatively impact large numbers of faculty, staff and students.

If these high visibility OE projects do not roll out successfully, it will negatively impact the perception of Berkeley’s Operational Excellence program and could set back acceptance and implementation of Shared Services.

D. Describe the constituency that is intended to benefit from the proposed solution (e.g. students, faculty, staff, 1-many units)

The staff in units who will use the new systems will benefit most by having access to the support needed to carry out their work. The faculty and students served by the system users will benefit because the Application Support Center will facilitate the transition to the new applications and associated standard processes, and disruption in business services will be minimized.

E. Describe the extent to which this proposed solution is a collaborative effort either within campus or with external partners.

This project leverages the existing resources of four OE projects – Shared Services, BearBuy, Timekeeping, and Cal Planning – as well as the physical and technical infrastructure of the existing IST Service Desk. Project team members will work in collaboration to identify requirements, develop training materials, and recruit and train professional staff.

The Application Support Center will utilize an existing automated call distribution system (ACD) supported by IST, an electronic ticketing system supported by IST (Footprints), and take advantage of unassigned space in a facility already being leased by the campus. In addition, we will draw on an existing management structure in IST; an IST staff member responsible for the current IST Service Desk will act as the interim supervisor for the new team to be recruited.

F. If applicable, describe how the proposed solution may enable additional projects to be considered.

G. What is the impact of the proposed solution on the existing systems and processes? Does it eliminate the need for existing systems and processes?

The Application Support Center will support the campus transition to standard business processes, particularly in the areas of procurement and timekeeping. Scripts and a knowledge base will be developed as part of the training materials for Application Support Center Staff, resulting in consistent, repeatable answers to questions and process steps, as opposed to local folklore. The Application Support Center will support the movement of the campus toward standardized business practices

H. What is the impact on the proposed solution on the workload?

Profile/Impact in hours	Current Workload	1-time workload requirement	Ongoing workload requirement
Student			
Staff			
Faculty			

**IV. WORK PLAN AND PROPOSED SOLUTION DESIGN**

A. Provide a statement of:

- Deliverables — results the solution must deliver to achieve the stated objectives.
- Constraints — factors that may limit the options for providing the solution (*e.g., an inflexible deadline*).

Deliverables:

- Applications Support Center providing Tier 1 support to BearBuy, CalPlanning and Timekeeping applications from initial rollout period (January, 2012) through June 30, 2012.
- Applications Support Center will migrate to a shared service environment once Campus Shared Services has established a client contact center.
- Tier 1 questions encompass all application specific questions, with issues surrounding application not working, system issue, enhancements, etc. going to Tier 2 and up.

<p>Constraints:</p> <ul style="list-style-type: none"> <li>• An inflexible deadline, ability to hire staff and team resources are all constraints that could affect the solution.</li> <li>• Transitional support desk resolves all Tier 1 questions. “Tier 1” scope, escalation points, and resolution paths will be defined by each OE application project team (Timekeeping, BearBuy, and CalPlanning).</li> <li>• Shared Services, BearBuy, CalPlanning and Timekeeping supply adequate resources to successfully execute transitional help desk.</li> <li>• Adequate resource for business process documentation, workflow, communication, training and change management exist.</li> </ul>
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B. Provide a work plan for the proposed solution with high-level steps to complete the solution, including timeline. (Try to limit your plan to no more than seven steps.)

	MILESTONE	TIMELINE
1.	Initiation Phase Complete	10/07/2011
2.	Design Phase Complete	11/18/2011
3.	Build Phase Complete	12/02/2011
4.	Test Phase Complete	12/16/2011
5.	Go Live	01/13/2012

C. What are the data requirements for the proposed solution?

Requirements data sets from each of the project teams to be identified.
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D. What are the technical requirements for the proposed solution?

Workflow and ticketing systems. Data storage and DBA to create tables, views, performance metrics and reports. Additional requirements may be identified by the project teams.
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E. What are the greatest risks for the proposed solution and the plan to reduce or eliminate the risks?

	RISK	MITIGATION PLAN
1.	Timelines slip or are not met – Desk doesn’t open in January	Communicate with team on a weekly basis on project status, progress and schedule to keep team on task and take corrective action where necessary. Changes in project scope or schedule are identified and communicated to stakeholders and sponsors.
2.	User Acceptance: It may be difficult to deliver a support desk that will be acceptable or usable for everyone	Work with each business application team to identify requirements for each application. Requirements will drive help desk build.
3.	Resources are unavailable	Detailed project plan is utilized and resource availability constraints and changes are identified, resolved and communicated to the stakeholders.
4.	Quick, definitive decisions will need	Clearly define roles, responsibilities and decision rights associated

	to be made	with the project.
5.	Shared Services does not launch in July 2012	A new resource request will be made to fund center through the gap.
6.	Additional resources are needed for Support Center during surges.	Resources from UCSF and/or within the OE projects will be designated to assist during surges.

F. How does the proposed work plan allow for evaluation and course correction to ensure the outcomes meet the campus needs?

Each of the Applications to be supported will have a project team and project manager to move the work effort along. A project plan will be developed for each with Application team specific milestones to ensure project remains on track.

**V. CHANGE MANAGEMENT**

A. What is the change management plan to successfully implement the outcomes of the proposed solution?

In addition to the change plans specific to each application (which include readiness assessments, skills and competency identification, training and communication), the Application Support Center will aid the transition of support for Timekeeping, BearBuy and CalPlanning through:

- Stakeholder updating and engagement
- Baseline metrics assessment
- Appropriate classification of jobs
- Workforce transition assistance (as needed) to affected units
- Training on technical, business process, and soft skills, including service, for new staff
- Clear communication for users regarding where to go for different levels of support
- Clear communication for service center staff regarding escalation procedures and issue resolution
- Service Level Agreements and enforcement

B. What incentives and/or disincentives are proposed to influence behavioral changes necessary for the successful outcome of the proposed solution?

The Application Support Center will support the change goals previously identified for the BearBuy, Timekeeping and CalPlanning Projects.

C. Who has been identified as the change leaders and implementers to carry out the changes necessary for the successful outcome of the proposed solution?

Thera Kalmijn, Shared Services Executive Director  
 Amy Robinson, Shared Services Project Manager  
 Sandra Moran, Shared Services Project Consultant  
 Ron Coley, Procurement Program Sponsor  
 Jim Hine, E-Procurement Program Manager  
 Jon Conhaim, BearBuy Project Manager  
 Tyson Nagler, Procurement Team  
 Ken Anderson, Procurement Team  
 Jeannine Raymond, Timekeeping Project Sponsor  
 Lisa Coulter, Timekeeping Team  
 Steve McCabe, Timekeeping Project Manager  
 Erin Gore, Cal Planning Project Sponсор

Cathy Lloyd, CalPlanning Project Manager  
 Shel Waggener, Chief Information Officer  
 Harold Pakulat, IST – Client Services

**VI. FUNDING MODEL AND BUDGET**

A. Could the proposed solution move forward with partial funding? If yes, describe the revised scope, including the associated savings impact.

Not fully funding the Applications Support Center would negatively impact the rollouts of BearBuy, Timekeeping, and CalPlanning because insufficient staffing resources would be unequipped to handle the surges anticipate with cohort rollouts. This may frustrate users and overburden functional staff providing Tier 2 support. Successful rollouts of these high visibility OE projects are essential to sustain the momentum of Berkeley’s overall Operational Excellence program.

B. What is the plan for sustainable funding to support ongoing operations of the proposed solution?

Funding is requested for up to six FTE Business and Technical Support staff from December 2011 at the earliest (dependent on recruitment timeline) through August 2012. The first phase of a Shared Services Organizational is planned for implementation in June 2012, but we have included two additional months of funding for staff in this request in the event that Shared Services Implementation is delayed.

C. Please download and fill out the OE Resource Request Budget Template located at [location] and follow the instructions on the first worksheet in the workbook to complete the budget ant line descriptions. Include both completed sheets with the Resource Request.

**VII. ASSESSMENT PLAN**

Please use the table below to detail your metrics.

METRIC CATEGORY	SPECIFIC MEASURE	MEASURE BASIS	DATA COLLECTION METHOD	DATA COLLECTION FREQUENCY	FUNCTIONAL OWNER OF DATA COLLECTION	LARGER GOAL TO WHICH METRIC RELATES
<b>FINANCIAL PERFORMANCE</b>						
<b>1 Low support cost per user</b>	Avg cost	Per user	Financial and Ticketing System Reports	Quarterly	CSSI, unit manager	Reduction of X% in average cost per user
<b>OPERATIONAL PERFORMANCE</b>						
<b>1 Use of Support Desk Campus wide</b>	% of Users using Desk Services	User	Table of users	Monthly	?	
<b>PRODUCT / SERVICE QUALITY</b>						
<b>1 Key Performance Indicators</b>	Customer Satisfaction Score	Customer Satisfaction Survey	Survey	Random sampling of transactions	CSSI	High quality services, performance and outcomes
<b>2 Good User Customer Satisfaction</b>	Customer Satisfaction Score	Customer Satisfaction Survey	Survey	Random sampling of transactions	CSSI	High quality services, performance and outcomes

<b>EMPLOYEE SATISFACTION</b>						
<b>1 User satisfaction of desk service</b>	Customer Satisfaction Score	Customer Satisfaction Survey ?????	Survey	Monthly	CSSI	High quality services, performance and outcomes
<b>CUSTOMER SATISFACTION</b>						
<b>1 Good User Customer Satisfaction</b>	Customer Satisfaction Score	Customer Satisfaction Survey ?????	Survey	Random sampling of transactions	CSSI	High quality services, performance and outcomes