**WORKSTREAMS (ROLES AND RESPONSIBILITIES)**

The following subsections outline the high-level roles and responsibilities of both Citizens and the ERP Vendor for each deliverable. The columns on the following tables include:

* ERP Vendor — Includes ERP Software Vendor, ERP Implementation Vendor and designated subcontractors, if applicable
* Citizens — Citizens including affiliates/locations where required

Role Definition:

* R — Responsible for delivery; leads the activity and responsible for all work products and deliverables from the activity
* A — Approval authority
* P — Participates in the completion of the deliverable/activity

**Program Management Workstream**

The ERP Vendor will review documentation and work with key project members to validate and refine project PMO, goals, scope, standards, planning, constraints, risks, success factors, resources, project organization, analysis, and related artifacts.

The ERP Vendor will provide insight and recommendations to ensure that project preparation is complete. Once complete the ERP Vendor and Citizens will commence the ERP implementation design and build phases. Citizens would like to have the ERP Vendor provide the following services:

* Program/Project management services that utilize best-practice methodologies, tools and processes to manage the project, including plan management, issue resolution, knowledge management, and status reporting.
* Provision and use of a knowledge management system (i.e., Citizens’ project portal, M.S. SharePoint, or equivalent)
* Complete Planning and Preparation
* Validate the project goals, process designs, scope and objectives
* Identify, onboard and train Core Team Members

Key deliverables categories include, but are not limited to, the following:

* Project Governance
* Project Planning
* Project Standards, Methods and Tools
* Stakeholder/Executive Leadership Communication
* Resource Management

| **Roles and Responsibilities** | **ERP Vendor** | **Citizens** |
| --- | --- | --- |
| **Initiating** |   |   |
| Develop Project Charter  | R | A |
| Identify Stakeholders | ***P*** | R/A |
| Developing risk management plan | R | P/A |
| **Planning** |   |   |
| Develop Project Management Plan (including project approach, methodologies, governance) | R | A |
| Define Scope Document | R | P/A |
| Develop WBS/Schedule (including implementation sequence) | R | A |
| Develop Resource Management Plan (Including Citizens Resources) | R | P/A |
| Risk mitigation strategies and actions | R | P/A |
| **Executing** |   |   |
| Publish Weekly Status Reports | R | A |
| Perform periodic Risk Assessment | R | P/A |
| Conduct Procurements | ***P*** | R/A |
| Manage Budget/Schedule/Resources  | ***P*** | R/A |
| Direct & Manage Project Execution | R | P/A |
| Conduct Various Stakeholders Meetings/Minutes | R | P/A |
| **Closing** |   |   |
| Conduct Knowledge Transfer Sessions | R | P/A |
| Document Lessons learned | R | A |
| Close Procurements | ***P*** | R/A |
| **Monitoring** |  |   |
| Work with 3rd Party Vendor on Project Monitoring, Risk Mgmt. Oversight, & Quality Assurance | ***P*** | R |
| Perform Change Management | ***P*** | R/A |
| Verify, Control and Monitor Scope Changes | R | P/A |
| Perform Quality Control | R | P/A |
| Administer Procurements | ***P*** | R/A |
| Establish Project Governance | R | P/A |
| Establish Program Level Communications/Tools/Methods/Templates | R | P/A |
| Establish Project Management tools, templates, Communication methods and best practices | R | P/A |
| Determine resource allocation and schedule for PMO and Project status meetings | R | P/A |
| Presentations to Steering Committee and Executive Committee Meetings | ***P*** | R/A |
| Communicate with various PMO working groups about the project progress/risks/issues | R | P/A |
| Budget/Schedule/Resource updates | R | P/A |
| Establish Project Governance | R | P/A |

**Organizational Change Management Workstream**

The ERP Vendor will have a limited Organizational Change Management (OCM role. The Vendor’s role will be limited to training and provision of best practices to assist Citizens with its OCM initiative.

Citizens would like to have the ERP Vendor provide the following services:

* A comprehensive training plan, training material, and train-the-trainer execution from the start of the project and throughout the life of the project.
* Depending upon the selected support model, this may include the development of ongoing training requirements and plans in order to sustain the efficiencies gained from the ERP implementation1

Key deliverables categories include, but are not limited to, the following:

* Training/Learning/Knowledge Transfer

| **Roles and Responsibilities** | **ERP Vendor** | **Citizens** |
| --- | --- | --- |
| **Organizational Impact**  |   |   |
| Developing Change Readiness Strategy & Objectives | ***P*** | R/A |
| Evaluating Organizational Transition Impact (e.g., user guides, training, new process flows, reclassification, staff displacement) | ***P*** | R/A |
| Develop Business Process Change Plan and Change Policy statement | ***P*** | R/A |
| Executing Organizational Change Management plan | ***P*** | R/A |
| **Roles & Responsibilities**  |  |  |
| Evaluating roles and responsibilities based on the ERP implementation | ***P*** | R/A |
| Identifying Super Users | ***P*** | R/A |
| Developing strategies to account for gaps in roles and responsibilities based on ERP implementation (IT & Business) | ***P*** | R/A |
| **Training and Knowledge Transfer**  |  |  |
| Developing training material, logistics and schedule for Train-the-Trainer Sessions | R | P/A |
| Developing training material, logistics and schedule for all Training except Train-the-Trainer | ***P*** | A |
| Load the developed training into the LMS and make the training available through the LMS | R | P/A |
| Change Readiness Training/Knowledge Transfer | ***P*** | R/A |
| Change Leadership Training | ***P*** | R/A |
| Audience Analysis | ***P*** | R/A |
| Conducting Train-the-Trainers Training | R | P/A |
| Conducting End User Training |  | R/A |
| Conducting Developers Training1  | ***P*** | A |
| Conducting System Administrator Training1  | ***P*** | R/A |
| Conducting DBA and other related Training1  | ***P*** | R/A |
| Developing/providing training and knowledge transfer to Citizens in order to properly configure, support, and maintain Third Party software1 | R | A |
| Executive Alignment Training | ***P*** | R/A |
| **Team Communication**  |   |  |
| Communication Process | ***P*** | R/A |
| Key Messages | ***P*** | R/A |
| Communication Vehicles | ***P*** | R/A |
| Communication Schedule/Frequency | ***P*** | R/A |
| Change Readiness Metrics | ***P*** | R/A |
| **Compliance & Regulation** |  |  |
| Assessing the ERP environment for all regulatory mandates affecting Citizens | ***P*** | R/A2 |
| Documenting service-level objectives and requirements | ***P*** | R/A2 |
| Defining and approving overall operations and administration policies and obtain approval | ***P*** | R/A2 |
| Defining and approving overall technical support policies and procedures and obtain approval | ***P*** | R/A2 |
| Providing recommendations to comply with Citizens requirements | ***P*** | R/A2 |

1. Roles and responsibilities may vary depending upon the hosting and support alternative proposed by the vendor
2. Citizens may engage a third-party to assess compliance.

**Functional Areas and Solutions Workstream**

The ERP Vendor will be required to validate, refine, and take accountability for requirements, business process workflows and gap-analysis for the new ERP system. The ERP Vendor will develop System and Process Designs for Citizens’ approval. This service also involves developing a functional detail specifications, design and build strategy, approach and plan. In addition, this includes any related functional RICEFW (Reporting, Interfaces, Customizations, Enhancements, Forms and Workflow) objects, testing and functional preparedness as well as ensuring accurate and reliable data is available in the ERP solution.

The ERP Vendor is responsible for identifying all Reporting and Regulatory Requirements for all locations in which Citizens operates. The ERP Vendor will be required to determine, consider and factor in all mandated reporting and regulatory-related business requirements as part of the ERP implementation.

Citizens would like to have the ERP Vendor provide the following services:

* Business scenarios, processes designs, and process steps organized in a hierarchical structure
* Project documentation assigned to scenarios, processes or process steps
* Transactions assigned to the process steps that specify how business processes should be handled in the ERP implementation
* Detail Design Requirements
* Ensuring consistency across the enterprise for data design, data standards, and data governance
* Enabling improvements in data quality so that reporting and resulting decision-making is more effective
* Reducing work-around, re-work, and reconciliation associated with poor data quality
* Requirements and specifications for RICEFW objects

Key deliverables categories include, but are not limited to, the following:

* Requirements Analysis and Validation
* Functional Business Process Designs
* RICEFW Specifications Development
* Data Management Strategy
* Data Conversion Strategy and Plan
* Data Mapping and Specification
* Procedures for all manual conversions/loads
* Testing and Confirmation

| **Roles and Responsibilities** | **ERP Vendor** | **Citizens** |
| --- | --- | --- |
| **Requirements Analysis and Validation** |  |  |
| Conducting interviews, group workshops and surveys | R | P/A |
| Facilitating consensus with Citizens requirements groups and representative stakeholders | R | P/A |
| Validating requirements defined to date | R | P/A |
| Developing business rule descriptions and required white papers to help drive package configuration activities and facilitate knowledge transfer to Citizens | R | P/A |
| Developing technical requirements documents to describe platform, architecture, and integration requirements for related solution components that are required to supplement software or hardware vendor documentation | R | P/A |
| Integrating all interdependent requirements from other Citizens improvement project | R | P/A |
| Developing training requirements for End Users, Citizens trainers, Developers, System/ERP Administrators, and DBAs1 | R | A |
| Developing security and authorization requirements | R | P/A |
| Develop Requirements Traceability Matrix (RTM to be used during Testing Phase) | R | A |
| Performing preliminary configuration to effectively align business processes where required | R | A |
| Developing functional requirements documents and related data definitions and information flows that are required to supplement ERP documentation | R | A |
| Develop Functional Specifications Matrix (To be used during Design/Development & Testing Phases) | R | A |
| Obtain Sign-off from business users on Functional Specifications & RTM | R | P/A |
| **Functional Business Design**  |  |  |
| Business process design (including business process best practices) | R | P/A |
| Defining end user training strategy | R | P/A |
| Defining organizational alignment and action/sponsorship plans | ***P*** | R/A |
| Organizational risk assessment | ***P*** | R/A |
| Creating design documentation that specifies all ERP application footprint components, project modules, data flows, interface components and associated operations procedures for Citizens ERP implementation environment | R | A |
| Creating design documentation that specifies package configuration choices and recommended options according to the consensus business rules developed during the requirements definition | R | A |
| Obtaining Citizens oversight and approval through coordination with Citizens’ project management office and executive steering committee | R | A |
| Creating design documentation to account for interdependent requirements from other Citizens application or business process initiatives | R | P/A |
| Contributing current state business process and data-related technical knowledge materials and subject matter personnel to complete design specification documents and deliverables | R | P/A |
| Providing assistance, expertise, and resources to Citizens in developing and gathering current state business process and data-related technical knowledge materials and subject matter personnel to complete design specification documents and deliverables | R | P/A |
| Contributing future state business process and technical knowledge and subject matter personnel who understand how the ERP implementation can best be designed to improve business processes and achieve business benefits | R | P/A |
| Facilitating interviews, workshops and surveys to obtain and gain consensus on design input | R | P/A |
| Creating Interface design documents to integrate ERP and Non- ERP applications accounting for Co-Existence of legacy systems  | R | P/A |
| Authorizing and approving technology plan through coordination with the appropriate Citizens technology standards group or advisors | R | A |
| Defining ERP implementation configuration and development standards and methodologies  | R | A |
| Confirming that the ERP implementation can technically and functionally support the design specification documents and deliverables | R | A |
| Defining business requirements, developing design and implementing end-to-end business processes using ERP and Third Party software | R | P/A |
| Installing the ERP implementation development, test, and training hardware and software in the appropriate facilities necessary to support the application development/configuration, integration and testing platform requirements, including any elements required for supporting any new or enhanced functions or features1 | R | A |
| **RICEFW Specifications**  |  |  |
| Develop Forms Design and Specifications | R | P/A |
| Develop Reports specifications | R | P/A |
| Develop and Design Interfaces to ERP and Non-ERP applications & Components | R | P/A |
| Develop and Design Controls, Security features, User Roles etc. | R | P/A |
| Design and Develop Workflows for all the ERP Modules | R | P/A |
| **Testing** |  |  |
| Creating unit, integration (end-to-end) and regression test plans that are fully documented and repeatable  | R | A |
| Creating user acceptance, performance, and stress test plans that are fully documented and repeatable  | ***P*** | R/A |
| Develop specifications for various Testing Environments  | R | A |
| Develop a comprehensive testing schedule | R | A |
| Develop tools and templates to document and discuss various Test Results | R | A |
| Develop Acceptance criteria for various tests and scenarios | R | A |
| **Data (General)** |  |  |
| Ensure that data design documentation and knowledge of required data entity relationships are provided to Citizens | R | A/P |
| Ensure that data design related to new ERP functionality from the selected ERPsolution is understood by Citizens | R | A/P |
| Provide experience, knowledge, and guidance for all local regulatory data requirements for all in-scope geographies  | P | A/R |
| **Data Cleanse** |  |  |
| Identify all sources for master file and transaction file data within the legacy environments | P | R/A |
| Ensure that legacy data requiring conversion is cleansed and rationalized prior to loading into the ERP solution | P | R/A |
| **Data Governance** |  |  |
| Determine the business need and approach for historical data conversion and retention | P | R/A |
| Define data standards across Citizens’ enterprise | P | R/A |
| Define master data maintenance processes and workflows in support of business requirements | R | P/A |
| Design new data governance processes and organizational model required for the ERP implementation | R | P/A |
| Identify and secure accountability for required data stewards within Citizens’ regions and businesses | P | R/A |
| Ensure compliance with data standards and data governance processes | P | R/A |
| Implement new data standards and governance across Citizens’ enterprise | P | R/A |
| **Data Conversion** |  |  |
| Develop Data Conversion Strategy and Plan as per implementation schedule | R | P/A |
| Develop data mapping and related specifications for automated conversions | R | P/A |
| Develop procedures for all manual conversions/loads | R | P/A |
| Design and execute mock migrations as per implementation schedule | R | P/A |
| Execute all manual conversions/loads | P | R/A |
| Validate converted data throughout the testing processes, including mock migration | P | R/A |

**Technical Areas and Solutions Workstream**

Citizens has not made any final decisions on the hosting arrangement of the ERP system. Citizens will either host the ERP system (on-premise) or will use an externally hosted solution (e.g., SaaS, cloud, Vendor-hosted). Absent this decision, Vendors are offered the flexibility to propose one or multiple solution alternatives.

For an on-premise solution, Citizens will acquire any hardware, ancillary equipment and software required to establish the ERP environment appropriate to meet the system requirements and adhere to Citizens’ standards. The ERP Vendor will provide Citizens with guidance on technical specifications and tools (e.g., hardware sizing, etc.) required to support the acquisition. The ERP Vendor, in conjunction with Citizens, will be required to develop a technical infrastructure environment plan for ERP implementation, the associated system management and security requirements including:

* Design the technology infrastructure required to support the ERP Project including evaluation of hardware requirements, ERP software installations, ERP environment builds and sizing support.
* Define, develop and implement enterprise system management procedures to facilitate that the system operates within required parameters and is available to project team and business end users as needed. This effort includes system administration, technical support, scheduling, and backup and recovery/restore procedures.
* Define, develop and implement application, network and operating system security to enable the appropriate Citizens resources to have the required access to perform their daily duties while the system and data are kept secure based on Citizens’ business and compliance requirements.

For an externally hosted solution, the ERP Vendor will acquire and implement any hardware, ancillary equipment and software required to establish the ERP environment appropriate to meet the system requirements and adhere to Citizens’ standards.

The ERP Vendor will be required to oversee and support the configuration and tuning of technical infrastructure components in support of the project. Close planning and coordination between all parties will be necessary by the ERP Vendor to minimize missteps. Examples of technical infrastructure topics include, but are not limited to:

* Operating platform applications
* Operating systems
* Database products and tools
* Security products and tools
* Network and system monitoring products and tools
* Web servers
* Application integration products
* User interface tools
* Upgrade and Release Management Strategy
* Detailed Application Component Architectures — ERP Vendor will be required to define and describe the detailed application components needed.
* Detailed Hardware Component Architectures — ERP Vendor will be required to define, describe and certify the detailed hardware components needed.
* The ERP Vendor will be responsible to provide post implementation support of Citizens solutions for approximately 90 days after each deployment. This will include support for transition roll out sites, the design, development and implementation of design gaps that occurred during the design phase.

Requirement may vary depending upon the hosting and support alternative proposed by the vendor

This service also involves designing, configuring, developing, implementing and testing the technical ERP system and all related components. This also includes designing/validating the technical landscape, environment management, development of the technical RICEFW objects, and managing quality.

Citizens has identified existing applications/software which Citizens envisions will be replaced by, or interface with, the ERP solution in Appendix 4 "Citizens Applications and Conversion Requirements.” However, the ERP Vendor is expected to provide recommendations to Citizens of which existing applications/software will best be interfaced and what systems should decommissioned/replaced by the ERP implementation. The ERP Vendor shall work with Citizens to develop a detail plan for decommissioning legacy systems.

Citizens would like to have the ERP Vendor provide the following services:

* Build and test a complete business and system environment, including:
	+ - Recommendations for compliance to ERP implementation environment criteria, certifying that the installation of the ERP implementation instance and environment, including database sizing and partitioning, are in compliance with the standards for the respective software release
		- Review Citizens’ service level requirements and performance benchmarks, and deliver a complete hardware architectural design certified to meet recommended requirements
* Data Migration and conversion of Citizens’ legacy data (in coordination with Citizens/contractors)
* Integration with Citizens’ supporting applications (temporary or permanent, in coordination with Citizens/contractors)
* Monitor Pre-Production Environments
* Manage Environment Configuration and Build Control
* Ensure System Performance and Reliability
* Prepare system for production release
* Prepare the internal and external organization for Go-Live

Key deliverables categories include, but are not limited to, the following:

* Technical Design and Landscape
* Environment Management
* RICEFW Realization
* Testing and Quality

|  |  |  |
| --- | --- | --- |
| **Roles and Responsibilities** | **ERP Vendor** | **Citizens** |
| **Environment Management** |  |  |
| Developing Procurement Plan1 | ***P*** | R/A |
| Providing guidance and tools necessary to appropriately determine the computer hardware and systems software requiredto establish all application environments (i.e., development, test, staging, training, and production) to meet Citizens requirements1 | R | P/A |
| Determining Bill of Material for all required purchases1 | ***P*** | R/A |
| Purchasing/procuring all computer hardware and systems software required to establish all application environments to meet Citizens requirements1 | ***P*** | R/A |
| Identifying all software licenses for any required software development tools, application programming and testing platforms, database software, application and Web server operating platforms, and any other software that is required to establish the necessary application environments to meet Citizens requirements1 | ***P*** | R/A |
| Purchasing/procuring all software licenses for any required software development tools, application programming and testing platforms, database software, application and Web server operating platforms, and any other software that is required to establish the necessary application integration and testing environment and ongoing production environment appropriate to meet Citizens requirements1 | ***P*** | R/A |
| Setting IT and architectural standards and related acquisition policies and procedures | ***P*** | R/A |
| Conducting the necessary validation process required to ensure compliance to the ERP Vendor’s criteria for successful implementation. | ***P*** | R/A |
| Ensuring that all activities comply with the ERP system standards for the respective software release. | R | P/A |
| Complying with best practices IT standards and architectures and Citizens acceptance processes | R | P/A |
| **Technical Design & Landscape** |  |  |
| Setting up enterprise wide user roles and authorizations | ***P*** | R/A |
| Executing data readiness activities  | R | P/A |
| Developing functional requirements documents and related data definitions and information flows that are required to supplement the ERP system documentation | R | P/A |
| Coding of automated data conversions mapping, and loads into the ERP product, using best practices tools and techniques that are consistent with the ERP vendor provided architecture and development standards | R | P/A |
| Provision of, and guidance on, an automated tools for extracting production data, redacting and scrambling sensitive data, and loading data into non-production environments (e.g., test, training). | R | P/A |
| Defining the ERP BW data warehouse and data model/requirement standards and methodologies | R | P/A |
| Determine which Citizens priority reports can and cannot be satisfied through standard, out-of-the-box, reports and tailor reports or develop new reports to satisfy the gaps | R | P/A |
| Installing the ERP Infrastructure Environment1 | R | P/A |
| Establishing the overall parameters for standards, policies, and procedures for all integration and testing activities | R | P/A |
| Establishing ERP application product-specific standards, methodologies, and tools for all integration and testing activities | R | P/A |
| Establishing ERP implementation data and information management standards, methodologies, and tools to support integration and testing activities | R | P/A |
| Providing best practices to stage systems before production turn-over | R | P/A |
| Managing the operational facilities and overall test environment1 | R | P/A |
| Developing technical requirements documents to describe platform, architecture, and integration requirements  | R | P/A |
| Establishing initial cutover and go-live plan and obtain Citizens approval | R | P/A |
| **RICEFW Realization** |  |  |
| Configuring baseline ERP system1 | R | P/A |
| Coding interfaces to non-ERP systems  | R | P/A |
| Coding enhancements to the ERP implementation | R | P/A |
| Defining best practice tools and techniques wherever applicable | R | P/A |
| Coding automated data conversion loads into the ERP implementation  | R | P/A |
| Coordinating and executing manual data loads to the ERP implementation | R | P/A |
| Verifying results of data loads to the ERP implementation | R | P/A |
| Fix Data issues in legacy systems and facilitate reloading | ***P*** | R/A |
| Facilitating and leading configuration and development reviews | R | P/A |
| Develop RICEFW – Coding, Configuration and Reviews | R | P/A |
| **Testing** |  |  |
| Develop scripts and perform Unit Testing on RICEFW  | R | P/A |
| Develop scripts and perform Data Migration Testing | R | P/A |
| Develop scripts and perform System Testing | R | P/A |
| Develop scripts and perform Integration Testing | R | P/A |
| Develop scripts and perform Performance and Stress Testing1 | ***P*** | R/A |
| Develop scripts and perform User Acceptance Testing | ***P*** | R/A |
| Sharing test results/defects/remedies with Citizens’ for approval/lessons learned | R | P/A |
| Providing Citizens subject matter expertise to design and testing | R | P/A |

1. Roles and responsibilities may vary depending upon the hosting and support alternative proposed by the vendor

**Deployment and Ongoing Support Workstream**

Citizens has not made any final decisions on the ongoing operational support services of the ERP system. Citizens may secure in-house resources, Vendor, or other services for ongoing support services. This will depend in part upon the hosting decision. Absent this decision, Vendors are offered the flexibility to propose one or more support models.

* This may include the provision of ongoing production support and maintenance of the ERP system for a five year period and beyond as negotiated with Citizens. In this scenario, the Ongoing Services Provider will be responsible for coordinating all activities with the software product vendor and other third parties as part of the provision of ongoing production support and maintenance services.

Citizens would like the ERP Vendor to perform the services related to readiness validation, moving the stage or “wave” of users and functions from the pre-production environment to the live production environment, transition coordination, and support for the critical first ~90 days of live operation. Also includes planning and execution of final tests, technical training, cut-over activities, system monitoring and optimizations as needed.

Citizens would like to have the ERP Vendor provide the following services in conjunction with creating project deliverables for this workstream:

* Work with the functional teams to ensure all functional areas have comprehensive system cutover plans
* Continuously assess deployment readiness to proactively identify potential issues as early as possible

Key deliverables categories include, but are not limited to, the following:

* Production Readiness
* Monitoring and Help Desk
* Technical Operations and Maintenance
* Ongoing Operations and Support1

|  |  |  |
| --- | --- | --- |
| **Roles and Responsibilities** | **ERP Vendor** | **Citizens** |
| **Production Readiness** |  |  |
| Defining deployment criteria and delivery requirements | R | P/A |
| Performing any manual methods required as part of the data migration from existing systems to new systems and performing selected integration and stress testing to validate that the solution is ready for production (including the development and use of temporary interfaces as needed) | ***P*** | R/A |
| Delivering site-specific system and user documentation | R | P/A |
| Conducting pre-installation site surveys to assess site readiness against a set of best practices checklist criteria | R | P/A |
| Reviewing readiness of cutover deliverables | R | P/A |
| Organizational Change Readiness and training activities to ensure Citizens Readiness | ***P*** | R/A |
| Completing final installation of ERP and non-ERP infrastructure1 | R | P/A |
| Migrating data from existing systems to new ERP applications  | R | P/A |
| Performing user acceptance testing to validate that the solution is ready for production | ***P*** | R/A |
| Approving and sign-off on all site-specific migrated data |   | A |
| Coordinating deployment and support activities with Citizens and site management teams | R | P/A |
| Conducting post-implementation acceptance tests | R | P/A |
| Approving production implementation “Go/No-go” decisions | ***P*** | A |
| Reviewing/approving post-implementation acceptance test results | ***P*** | A |
| **Technical Operations and Maintenance** |   |  |
| Developing site-specific transition plans that encompass business process, operations, and organization alignment (Business and IT) | R | A |
| Establishing ongoing production Support organization (IT and Business)1 | ***P*** | R/A |
| Establish backup , Disaster Recovery and other infrastructure related activities for ongoing support and maintenance of ERP & Non ERP applications1 | R | A |
| Perform the Go-Live cut-over to production the system | R | P/A |
| System fixes to correct system level performance problems | R | P/A |
| Data fixes to correct improperly converted files or tables | R | P/A |
| Data fixes to correct translation or load errors for interfaces | R | P/A |
| Data fixes to correct update errors from application configuration or parameter table settings that are not consistent with the intended design | R | P/A |
| Training fixes to correct interpretation and documentation errors related to user or technical training documentation or other training delivery media. | R | P/A |
| Performing appropriate shutdown activities for converted systems | ***P*** | R/A |
| Conducting Lessons Learned activities | R | P/A |
| Implementing support organization transition | R | P/A |
| Updating all documents associated with the Warranty Service fixes, as defined in the migration and support section of the SOW | R | P/A |
| Providing personnel to manage Warranty Service requests and related tracking through resolution and sign-off | R | A |
| Approving all Warranty Service fixes with formal sign-off | ***P*** | R/A |
| Establish System Shutdown schedule, any batch jobs schedule, periodic purge jobs, synchronization activities, EDI & other interface jobs | R | P/A |
| **Monitoring and Help Desk1** |   |  |
| Establish various levels of Help Desk Support procedures | R | P/A |
| Conduct knowledge transfer session and establish a Knowledge Management Repository to deal with issues, incidents, support and other problems | R | P/A |
| Perform System Monitoring activities to support Go-Live and transition period | R | P/A |
| Providing help desk management personnel to approve the transition plan and to accept responsibility for ongoing applications maintenance services that will be provided by the appropriate party | ***P*** | R/A |
| Providing business and data management liaison personnel to approve the transition plan and to accept responsibility for ongoing relationship management of the vendor-provided help desk and overall application management services, if applicable | ***P*** | R/A |

1. Roles and responsibilities may vary depending upon the hosting and support alternative proposed by the vendor