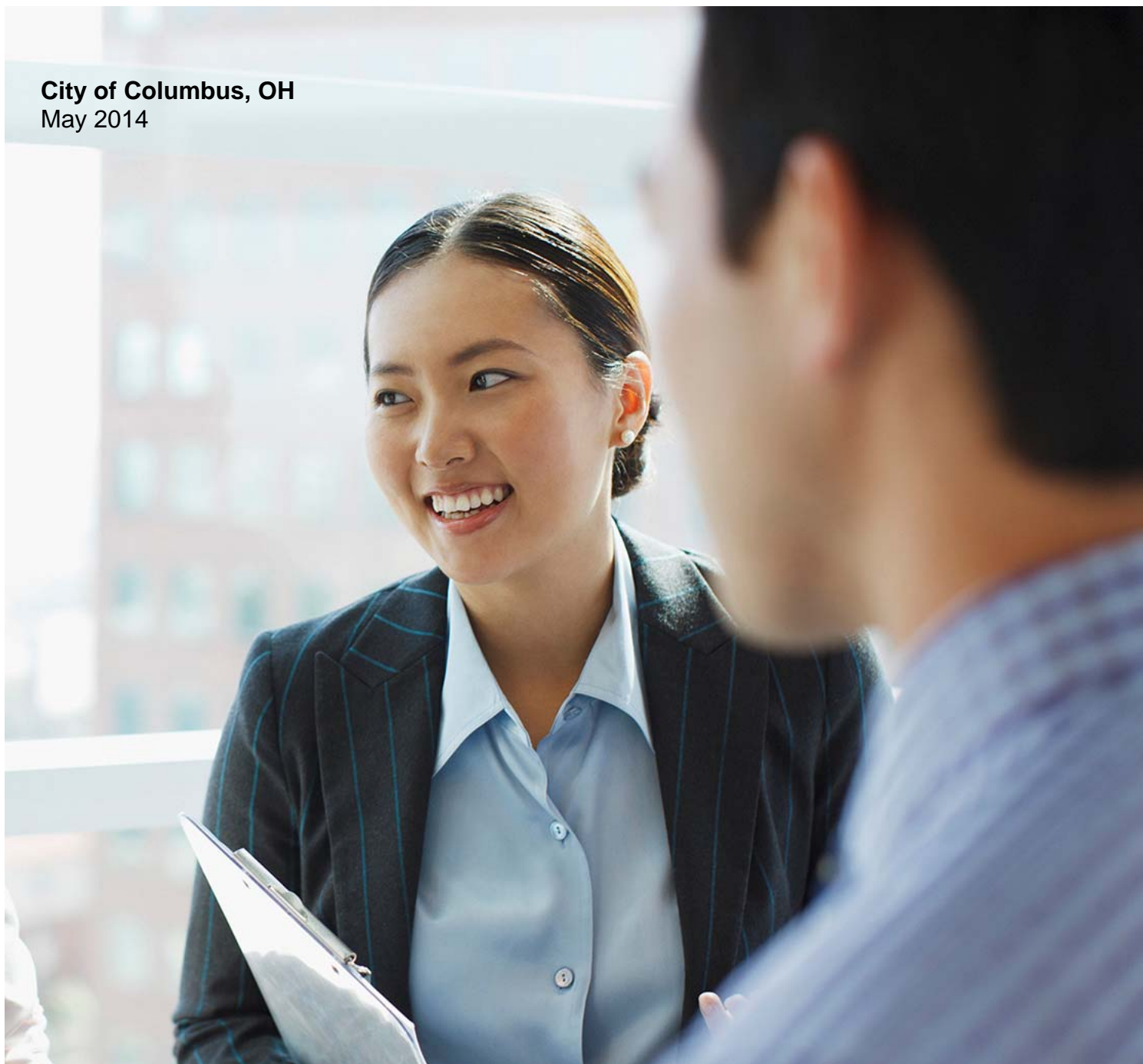**City of Columbus, OH**
May 2014

Xerox Solution Summary
Lawson (Infor) Related Services

For City of Columbus, Ohio

City of Columbus Solution Summary

TABLE OF CONTENTS

City of Columbus Solution Summary

Xerox appreciates the opportunity to present this solution summary to the City of Columbus. The City currently owns the Infor Lawson (Lawson) toolkit for Human Resources and has been attempting to implement this solution for approximately six years. Xerox has provided a solution to help the City achieve success in a reasonable timeline with the appropriate risk mitigation and assurance of success that the City seeks. This solution is expected to do six major things for the City of Columbus:

A. Perform a deep assessment and planning phase for reimplementation of Lawson (3 months)
B. Have Lawson in production use, within 12 months of the end of the assessment, in a manner that enables strong business processes and with less customizations than is currently anticipated
C. Perform the re-implementation using payment milestones that are tied to proven success
D. Incorporate enterprise content management solution (ECM) which will be integrated with Lawson and will provide access to images of key documentation for HR, Payroll and Self-Service and use these images during approval processes where logical
E. Host and manage the system in a manner that allows for stability, high system performance, and consistent data management.
F. Include quality management structure that assures City satisfaction and success throughout project and throughout steady state period.

This solution summary includes all components except the enterprise content management solution as the City is reviewing these solutions currently. Once a solution is decided, the only additional costs will be those associated with that implementation project. This solution summary already includes the complementary efforts in the Lawson system to rollout an ECM solution.

Please reach out if you have any questions regarding this document to Anthony Mannino William.Mannino@xerox.com or 561-309-6708 or Victoria Malinchak at Victoria.M.Brown@xerox.com or 561-308-6541.

Solution Highlights

The following describes the services provided:

- Assessment includes
  - o Thorough deep dive into creating a better future state for the City
  - o Determining what previous work still has merit and what needs revisiting
  - o Involving City leadership to have involvement in the strategy and guiding principles to assure that the reimplementation happens in an aligned manner.

- Re-implementation of existing solutions in a manner that
  - o Includes business process improvement
  - o Collaborates with City of Columbus staff to provide all available options during decision making process
  - o Provides better use of existing system and results in a reduction of at least 20% of current customizations
    - ▪ Includes management of final customizations in future state
  - o Includes proven change control methodology and system controls for consistency in data and system performance
  - o Aligns payments with City of Columbus demonstrated success
  - o Assumes use of – and integration with – an enterprise content management solution (ECM) to provide access to images of key documentation for HR and use of these images during approval processes where logical
  - o Assumes use of TBD replacement Performance Management solution that will have birdirectional interface with Infor/Lawson.

- Application Hosting and Management in US data center
  - o US based application support team
  - o Xerox owns its data centers (no leased property)
  - o Payments delayed until value is demonstrated

Background and Understanding

Xerox recently performed an review at the City of Columbus regarding current setup and plans to use the Lawson solution and to identify opportunities for a better implementation strategy and a plan to provide stability via a hosted and managed offering.

The City had many pain points, including the following that were shared with Xerox:

- Overall project slowness
- Setup is very large
- List of customizations / custom reports is very long
- Inconsistent results across product lines (product lines out of synch)
- Gaps are not complete and others are not working as expected
- Conversions taking too long
- No enterprise content management (document imaging) solution in place
- Too many project starts and stops over time and lack of continuity (many stopping places) instead of continuous project work
- Security structure is more complicated than desired
- System does "weird things" regularly

Xerox performed the review by meeting with functional and IT users and performing a two-pronged approach to address both the macro and micro strategies required. From a macro perspective, Xerox validated the need for application management, hosting, enterprise content management (imaging), and better change control processes.

From a micro perspective, Xerox determined that the City's system had its shortcomings due to a variety of reasons and most of these reasons appear to be related to incomplete or inaccurate guidance in the past. Even the large number of customizations and custom reports (which are attributable to the City's desire to use them) are likely many more than is actually needed, again due to the lack of information that the City had when deciding to use customizations.

Xerox spent many hours in the system with the City team using methodical review techniques to identify the following situations:

- System setup was not aligned with what City was trying to accomplish
    - Identified circumstances where City was misinformed, under informed, or not informed
    - Identified circumstances where core functionality were not used but were being instead being accommodated through a customization.
- System setup was functional but not built efficiently
    - Multiple examples found including:
        - Hundreds of unnecessary pay codes
        - Additional build in the HR suite to accommodate GL account defaulting that was overriding an existing value with the same value

- - Unnecessary user fields that could be better managed elsewhere
- ➢ Functionality was never shared with City team
  - o Examples include:
    - ▪ Demonstration of correct use of supervisor table and defaulting
      - • City expected to populate this manually beforehand
    - ▪ Better use of Absence Management enrollment functions to eliminate manual steps that the City believed were necessary
    - ▪ Ten to fifteen areas reviewed, when explained by Xerox, shared information for each that the City had never heard (and this in just 8 hours of system review) that would have made them consider a different build structure.
- ➢ Best practices don't appear to have been used very much.   System appears to be mostly just "building what the City requested" without guidance on how to balance those needs with what the system does best.   The requests of the City are key and extremely important but the best avenue to achieve them is only possible if all of the possibilities are discussed and creative use of the system is considered as well.
  - o Examples include:
    - ▪ Unnecessary use of date fields and additional build and manual maintenance that isn't actually necessary
    - ▪ Field use is one-dimensional in many cases.   Xerox will provide foresight on how fields can be expected to be used in the future (e.g. interface to new time and attendance solution down the road) and plan for that now so there is no rebuild later.

As a result, Xerox's understanding of the City's needs are very clear now and the solution contained in this document will provide a single back to pat (throat to choke) to achieve success for the City.   Xerox demonstrated in a few days on-site how much more valuable the Xerox approach is for the City and how it can quickly benefit the City's project.   It also demonstrated a need to revisit most of the setup and processes to apply some fresh logic and leverage opportunities to achieve more efficient outcomes as we develop a new, leaner, future state.

Project Timeline (all components)

Task	City of Columbus Project Timeline															
	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Hosting System Build and Migration		Test Rollout									Prod Testing and Planning			Prod (Live)		
Assessment Process																
Activity 1: Project Planning and Kickoff																
Activity 2: Project Team Remedial Training																
Activity 3: System Design, Build/Rebuild , and Conference Room Pilot																
Activity 4: Interface and Conversion Review and Planning																
Activity 5: Business Strategy Review #1																
Activity 6: Unit Testing																
Activity 7: Business Strategy Review #2																
Activity 8: System Integrated Testing																
Activity 9: Business Strategy Review #3																
Activity 10: Parallel Testing																
Activity 11: Business Procedures Finalization																
Activity 12: Go-Live Planning																
Activity 13: Readiness Assessment																
Activity 14: End User Training																
Activity 15: Production Build																
Activity 16: Production (Go-Live) and Post Go-Live Support																

CITY RESOURCES	HOURS FOR EACH MONTH -->																Hours by Role
City Project Manager / Director	60	60	40	60	120	120	120	120	120	120	120	120	120	120	120	80	1620
Human Resources and Benefits Lead	80	80	60	80	120	120	168	168	120	120	120	120	120	168	168	168	1980
Human Resources and Benefits Assistant Lead	40	40	20	40	80	80	80	80	80	80	80	80	80	80	80	80	1100
Absence Management Lead	80	60	40	80	120	120	168	168	120	120	120	120	168	168	168	168	1940
Absence Management Assistant Lead	40	40	20	40	80	80	80	80	80	80	80	80	80	80	80	80	1100
Personnel Lead	80	80	60	80	120	120	168	168	120	120	120	120	120	168	168	168	1980
Personnel Assistant Lead	40	40	20	40	80	80	80	80	80	80	80	80	80	80	80	40	1060
Payroll Lead	80	80	40	120	16	16	128	168	168	120	120	120	120	168	168	168	1800
Payroll Assistant Lead	40	40	40	40	16	16	80	80	80	80	80	80	80	80	80	40	952
Finance Lead (Integration with GL)	24	24	40	40	40	40	40	40	40	40	40	40	40	40	40	20	588
Technical Support 1 (Legacy systems only)	40	40	20	40	120	120	168	168	120	120	120	120	120	168	168	168	1820
Technical Support 2 (Legacy systems only)	40	40	20	40	80	80	80	80	80	80	80	80	80	80	80	40	1060
Documentation Support 1	80	80	80	168	168	168	168	168	168	168	168	168	168	120	80	40	2160
Documentation Support 2	0	0	0	168	168	168	168	168	168	168	168	80	0	0	0	0	1424
Communications Lead	20	20	20	40	40	40	80	80	80	80	80	80	80	80	80	40	940
End-users (Testing and/or buy-in) required this month (10 to 20 end-users)	No	No	No	No	No	No	No	No	No	No	Yes	No	Yes	No	Yes	No	0
Hours by Month	744	724	520	1076	1368	1368	1776	1816	1624	1576	1576	1488	1408	1600	1560	1300	
																GRAND TOTAL	
																21524	

Note: City will also provide Leadership (Steering Committee / Decisions / Escalation) and Internal Audit on an as needed basis

Phase I: Assessment

In order to properly formulate accurate costs for the reimplementation and to assure that the project happens smoothly, thoroughly, and with every possible chance to succeed – a formal assessment will take place. The assessment will include considerations for improved City business processes as well as Infor 10 considerations. As the City is aware, the final date for use of the Lawson (Infor) version 9.0.1 without paying an additional support fee (City's current version) is May 31, 2016. Therefore, the assessment assumes the use of Infor 10 as the "go-live" solution for the City at the end of the reimplementation project, unless the City decides that the timeline provides enough steady state timing before version 10 is required. In either case, the version 10 considerations are vital as that will be the main solution for the City at some point (and likely for at least three years).

Value Proposition

Why Xerox for Assessment Services?
- Process and culture-focused approach
- Proven methodology (see Edge Methodology which has been supplied to the City)
- Deep product knowledge (similar to that has already been demonstrated at the City)
- Exact experience
    - We have provided multiple references of clients who had a failed or failing Lawson implementation and we not only brought them live, but they have been happily in steady state for multiple years. Examples include:
        - Guilford County, NC – couldn't get Lawson HR/Payroll live. In the papers on a regular basis. Within 12 months they were live and have been happily in steady state for almost three years. Same products as City.
        - Kennedy Health – couldn't get Lawson HR/Payroll to meet business needs and was looking at other options. Within nine months they were reengineered and soon thereafter upgraded and purchased Lawson Financials and Procurement (which we implemented). They have been happily in steady state for about three years. Same products as City.
- Entire assessment fee will be credited back to the City
- This IS a net new implementation for the City and we have the particular experience (see reimplementation section) to leverage during the assessment

Scope of Assessment Consulting Services

Xerox has provided an assessment strategy that will assure that the reimplementation project is both comprehensive and more efficient than prior efforts.   The Assessment strategy phase includes the following and is expected to last approximately three months.

Activity 1: Current State Assessment

During Activity 1, Xerox will assess the way in which the City currently does business and the current Lawson setup in Test from a detail perspective (the "current state") with processes reviewed and documented. This will serve as a baseline as the updated future state is designed. The assessment of the current state will include interviews, possible surveys, current system review, report review, workflow/process review, and review of other documentation. Xerox will use templates in the review of business processes.

Xerox will also take special care to document known challenges to the original project so that they may be addressed and remedied as part of the future state considerations (and reimplementation plan).   This includes attention to cultural considerations as a means to prepare for the change management activities that will occur as part of the reimplementation process.

It should be noted that many future state design discussions will take place as part of the current state review process. It should be further noted that the current state review process will be performed on all business functions included in the scope of Services.

- Outcomes

    - Current State Assessment Summary, which includes:

        - Summary of process and key findings
        - Summary of known challenges to date
        - Compilation of documentation
        - Copies of relevant forms
        - Samples of current reports generated — standard and customized
        - Completed surveys and interview summaries

Activity 2: Future State Design (amends existing future state plan)

During Activity 2, Xerox will lead the process of future state design. While the current state review is completed, the focus on a revised future state design begins. This future state design activity is meant to create ideal future state processes that may or may not be enabled by Lawson system, but is vital to operational efficiency. The hundreds of best practice workflows and processes from Xerox' toolkit will be considered for the City, but only those practices that

are logical for the City will be included in the future state design. In addition, new practices may be developed using parts of other proven models. The development of the City future state will be a combination of business requirements (including management goals / vision), best practices, and other practices deemed best for the City. Additional attention will be given to key business processes where Xerox can bring its proven toolkits (including roadmaps) to make the process fruitful for the City.

The future state design will include considerations for culture change (which occurs throughout the Project) includes guidance and habit reinforcement toward future state desired behaviors.

It should be noted that:
   A. The future state activity will re-introduce the project teams to the Lawson solution with a fresh look and all possibilities regarding functionality and efficiency will be discussed, including many options that may have been missed in prior attempts
   B. This activity will also include a fresh look at core system tools including security, reporting, and portal (web interface) features.
   C. While the future state design evolves through the reimplementation project, the original Future State and Gap Analysis document (see next activity) will act as a guiding framework of conceptual, procedural, and functional goals to lead the Project team toward a set of processes and corresponding Lawson functionality that is aligned with the City goals.

- Outcomes

   – Future state documentation (vision)
   – Future state preliminary workflow

Activity 3: Gap Analysis

During Activity 3, Xerox will lead the process of gap analysis. This process includes reaching a consensus within the Project team to fully understand future state goals and have a plan that demonstrates how future state goals will be achieved. Many of the gaps will be bridged by the use of Lawson functionality. Other gaps may be process improvements or other solutions. Since the Lawson modules for each solution have varying degrees of integration, consensus across the Project team (end-to-end process flows) is crucial. The gap analysis will – in some cases – continue the current state if the current state is determined to indeed be the best (most logical) practice for the City.

Xerox' experience helps determine actual business changes after enablement of future state, which helps determine the following for each item on the future state:

- What is necessary to enable the future state:

- Likely enabled by Lawson
- Likely enabled by other solutions
- Likely enabled by other process

- Delays for future state implementation:

  - Funding
  - Bandwidth issues
  - Competing projects
  - Other delays

- Roadblocks to enabling future state:

  - Contractual/legal requirements
  - Lack of executive support
  - Lack of agreement amongst facilities

- Outcomes

  - Updated future state documentation to demonstrate new technology / processes
  - Updated future state workflows
  - Gap analysis document with concerns, issues, roadblocks
  - Interface / conversion requirements
  - Summary of potential application modifications required to meet business needs, if required, based on possible application selections
  - Updated Scope, Approach, and Pricing for Phase II based on assessment findings
  - Review with Project leadership to deliver future state/gap analysis, associated workflows, and project costs, as well as to ensure that tasks, deliverables and Project direction are aligned with expectations and acceptable to the City.

Note: The hosting and application management services described later in this document should occur simultaneously with this assessment process, thus allowing the new future state, Xerox hosted solution to be fully available to the City during the reimplementation process.

City of Columbus Project Resources - Assessment

Xerox requests that the following resources will be dedicated to the project as described. Please see timeline for hours by month / activity for each resource.   Please note that Xerox will act as Infor/Lawson technical lead.   All City of Columbus technical support is for legacy systems only.

- City of Columbus Project Manager / Director ....0.50 FTE
- Human Resources and Benefits Lead ....0.50 FTE
- Human Resources and Benefits Assistant Lead ....0.25 FTE
- Absence Management Lead ....0.50 FTE
- Absence Management Assistant Lead ....0.25 FTE
- Personnel Lead   ....0.50 FTE
- Personnel Assistant Lead...0.25 FTE
- Payroll Lead   ....0.50 FTE
- Payroll Assistant Lead..0.25 FTE
- Finance Lead   ....0.10 FTE
- Technical Support 1 ....0.50 FTE
- Technical Support 2 ....0.25 FTE
- Documentation Support 1..0.50 FTE
- Training and Communication Function ....0.10 FTE
- **SUBTOTAL ....4.95 FTE**
- Executive Steering Committee .... As needed
- Internal Audit   .... As needed

Phase I (Assessment): Pricing

Xerox will provide the following resources to perform the assessment over a three month period.

Consultant Classification	Anticipated Resource
HR, Payroll, Benefits and Absence Mgmt Lead	Michelle Sanders
Project Documentation Lead	Victoria Malinchak
Technical Consultant 1	Bill Alt
Technical Consultant 2	Derrick McFarland
Strategy and Quality Advisor	William Anthony Mannino

Note: Profiles for the Project Team have been provided to the City of Columbus

Fixed Fee Pricing (includes travel related expenses)

Activity	Amount Due
Project Initiation	$40,000
Delivery of Draft Assessment	$60,000
Review with Executive Team	$25,000
Estimated Total	**$125,000**

Note: This entire fee of $125,000 will be credited back to City of Columbus at the conclusion of the reimplementation project.   (Note that the final milestone of the reimplementation project also has a fee of $125,000).

Phase II: Reimplementation

This section provides the overview and details of the reimplementation project. Xerox has provided a thorough solution for the city as well as pricing that is reliable, based on what is known today. Xerox will review and adjust the scope with the City after the assessment is completed to align with final requirements. The reimplementation costs will not exceed the amounts described in this solution summary and Xerox will make every effort to provide a complete solution for a lesser amount.

Value Proposition

Why Xerox for Reimplementation Services?

- Process and culture-focused approach continues from assessment period
- Proven methodology (see Edge Methodology which has been supplied to the City)
- Deep product knowledge (similar to that has already been demonstrated at the City)
- Exact experience (see note in assessment section)
- Complete solution for fixed-fee
- Payments tied to City success not simply effort (which has caused issue in the past)
- This IS a net new implementation for the City and we have the particular experience to thoroughly help:
  - Almost 200 Lawson projects to date
  - Net new implementations of Infor 10 are extremely rare. There are only about 50 clients using Infor 10 now and most are upgrades. Xerox has been performing one of the few active Infor 10 implementations (Rush University Med Ctr in Chicago), which began in August 2013.
- Xerox understands that this MUST succeed for the City. We have:
  - Pulled together our best and brightest including our Lawson HR and Technical team leads and our main strategist – all directly providing services on this project
    - This team has worked together – at Xerox – for over seven years and has over 15 years of experience each – with Lawson tools.
  - Prepared the solution described below which WILL deliver success for the City at a price that is no more than described and likely less after the assessment fully validates project needs.
  - Full commitment at all senior levels of the organization to make this a combined strategic partnership and win for both the City and Xerox.

Scope of Reimplementation Consulting Services

Xerox has provided a reimplementation strategy that will assure that the reimplementation project meets the following goals for the City:

- o Focus on business process improvement and best use of system
- o Leverages change management approach throughout project with special attention to cultural considerations and careful handling of related challenges
- o Strong but approachable project management approach with deep functional knowledge and over 20 years of experience.   This approach is key for success
  - Special combination of skills in our Lawson HR/Payroll Team Leader, Michelle Sanders
- o Collaboration with City of Columbus staff to provide all available options during decision making process
- o Provides better use of existing system and results in a reduction of at least 20% of current customizations
  - Includes management of final customizations in future state
- o Includes proven change control methodology and system controls for consistency in data and system performance
- o Aligns payments with City of Columbus demonstrated success
- o Assumes integration with an enterprise content management solution that commonly works with Lawson (e.g. Perceptive or Hyland)
- o While the goal is to enable an ideal and efficient future state with this reimplementation, Xerox will make every effort to use/leverage all existing work performed to date that aligns with the updated future state.   However, we also will standardize documentation to make it more valuable for the City and make the project more efficient and methodical as we move toward a strong future state.
  - This approach balances the need to create comprehensive documentation and the avoidance of unnecessary rework, which also uses the City project team's time most efficiently.

Activity-based approach to success for the City of Columbus

Our solution follows the activities described below leveraging our proven "Edge" methodology. Xerox has provided its compete "Edge" methodology as the last attachment in this document. This approach balances quality control measures, thorough system build, dynamic process improvement, change management, proven knowledge transfer techniques.   This approach will be used for the City's reimplementation project which assumes the use of Infor 10 as the "go-live" solution for the City (unless the City decides that the timeline provides enough steady state timing before version 10 is required).   Details are described in the following activities.

Activity 1: Project Planning and Kickoff

Expectations are set with regard to anticipated project timeline, resource allocations for both the City and the Xerox team members to achieve the desired project timeline. In addition, the responsibilities for each member of the project team are defined. The project plan is developed to identify tasks associated with accomplishing the project expectations on time and on budget. The project methodology includes multiple change management checkpoints that are used in concert with other project activities to assure that such considerations are continually addressed.

It is expected that as a result of this activity, assigned members of the project team will have a high-level understanding of the project as a whole. Furthermore, the Xerox Project Manager will communicate to the project team the tasks that must be accomplished within each milestone, the responsible party(s) and specific start and completion dates. The critical path issues are stated and will continue to be emphasized throughout the project. A Project Charter will be developed and agreed upon. The Project Charter describes meeting schedules and attendees, issue resolution, communications approach, change control, change management, sign-off of key tasks, testing and training approaches and general overall project expectations.

- Outcomes

    - Preliminary Project Plan
    - Project Charter
    - Change Management overview and approach
    - Project Guidelines, Standards, and Norms discussion
        - Includes relaunch of project branding and project communication plan
    - Goals Statement
    - Kickoff and meeting facilitation
    - Overview of implementation methodology
    - Review High-Level Project Plan with team
    - High-level education plan
    - Review of Project Scope and Goals with team
    - Creation of Issues Log / Database

Activity 2: Project Team Training

Xerox will work with the City to define training requirements and create a training plan. Xerox will then perform remedial training for team members who already have exposure to the solution. New team members and some existing team members will receive additional Xerox training prior to the Xerox remedial training and ongoing training process.

This training process will be performed through exercises using City of Columbus data (similar to Application Exploration exercises) using scripts from the Xerox toolkit or others that the City desires. Also, because much of the City team is knowledgeable on the solution already, possible procedural changes and setup considerations will be documented as well.

In addition, the ongoing Xerox knowledge transfer approach the reinforcement of skills learned and bridging knowledge gaps. With the Xerox experience, knowledge transfer is subsequently reinforced throughout the project tasks.

- Outcomes

    - Training Plan
    - Remedial Training sessions with team
    - Process Flow training class
        - Specifically requested by City

Activity 3: System Design, Build/Rebuild, and Conference Room Pilot

The team will leverage the information from the assessment process to build the initial redesigned solution. This is the opportunity to build and update preliminary application setup (and the procedural processes required) in the new Xerox hosted test environment. Preliminary setup and procedures are the product of this phase. Design documentation will be a collaborative effort, leveraging Xerox templates and effort of both City and Xerox resources.

At the end of Conference Room Pilot, the City will have tested the preliminary build and will have recommendations for changes to be incorporated prior to Unit Testing. As part of the continuing business reengineering process, system components will be reviewed with respect to how the City's business will be conducted to achieve future state efficiency.

- Outcomes:

    - Completed System Design and Build/Rebuild (Initial configuration)
    - Completed Conference Room Pilot (CRP)
    - Completion of Initial Design Documentation
        - Use of new standardized templates

Activity 4: Interface and Conversion Review and Planning

The existing interfaces and conversions, the information from the assessment, and the CRP process provide the information needed to plan and begin work on the updated interfaces and conversions. These tools will evolve throughout the testing phases and will be finalized during System Integrated and Parallel Testing. Verification plans for both interfaces and conversions to validate the data are completed. Finally, the responsibility for completion of these tasks is assigned. Xerox anticipates providing support with up to 80 interfaces and conversions (combined). The City is responsible for the legacy data as it relates to interfaces and conversions as well as City FTP tools. Xerox will create the interfaces and conversions (and leverage what exists and is part of new future state) and will manage the Lawson processes and data.

Note: One interface is expected to be with TBD performance management solution (likely bidirectional interface). The Infor/Lawson components of the interface are included.

- Outcomes

    - Interface and Conversion Plan

        - Includes next steps, specifications, and expected tool to be used
        - Phases include: Identification, scoping, design, coding, and testing
        - Final list of Interfaces and Conversions (includes method to be used to interface, import, or export data).
        - Verification Plan document
        - Updated interfaces and Conversions flow chart
        - Updated Project Plan with task assignments for interfaces and conversions

Activity 5: Business Strategy Review #1

This activity includes an evaluation of Conference Room Pilot: what went wrong, what was right, what changes should be implemented. These are just a few of the questions addressed. The procedural and system setup changes outlined here will be used in Unit Testing. Special attention is paid to do a review, update, and go forward discussion about the change management process, including midstream adjustments that may be required.

- Outcomes:

    - Facilitation of Business Strategy Review Session 1
    - Updated Design Documentation
    - Change Management Checkpoint

Activity 6: Unit Testing

Unit Testing allows the setup and procedural changes to be put in place and validated. Unit Testing follows the same process and scripts as CRP testing but for a much larger population. The goal of Unit Testing is to complete the initial build so the system is ready for full integrated testing (System Integrated Testing). Setup changes are made during this process and the activity is reviewed during Business Strategy Review # 2.

The City will use scripts where logical but may also use business processes that still align with the future state. The Business Procedures Development process is an ongoing process that occurs throughout the project. These business procedures that are a product of this phase will serve as the basis for the City's procedure manual. In addition, the team will begin to define roll-out schedules and timing of completion of procedure documentation (and training).

- Outcomes:

    – Support with testing and use of test scripts
    – Support with setup changes
    – Guidance with documentation creation

Activity 7: Business Strategy Review #2

This activity consists of an evaluation of Unit Testing (and other activities, if required). If issues remain, these should be addressed. It will likely be necessary to make further changes to both the setup and procedures. Changes are made and incorporated into the System Integrated Testing process. Special attention is paid to do a review, update, and go forward discussion about the change management process, including midstream adjustments that may be required.

- Outcomes:

    – Facilitation of Business Strategy Review Session 2
    – Updated Design Documentation
    – Change Management Checkpoint

Activity 8: System Integrated Testing

This Activity includes the testing and validation of all modules, interfaces and integration with and between other applications and systems (including ECM solution), conversion programs, converted data, volume and stress testing and performance of system. The System Integrated Testing (SIT) process leverages the benefits of a large population – as used during Unit Testing – with the necessary step to fully test all interfaces and peripheral technologies.

City training resources will become engaged during this activity to prepare them for the train the trainer approach (which begins during Parallel Testing).

- Outcomes:

  – System Integrated Testing Test plan
  – Facilitation of testing and issue resolution process
  – Stress Test plan
  – Facilitation of Stress Testing process
  – Completion of System Integrated Testing

Activity 9: Business Strategy Review #3

This activity consists of an evaluation of System Integrated Testing (and other activities, if required). If issues remain, these should be addressed. It will likely be necessary to make further changes to both the setup and procedures. Changes are made and incorporated into the Parallel Testing process. Special attention is paid to do a review, update, and go forward discussion about the change management process, including midstream adjustments that may be required.

- Outcomes:

  – Facilitation of Business Strategy Review Session 3
  – Updated Design Documentation
  – Change Management Checkpoint

Activity 10: Parallel Testing

This is the final group of tests for the new application prior to production use. Any discrepancies should be documented and explained. This is a mission critical step in the methodology. Parallel Testing continues until the team feels that the solution is ready for go-live (formally discussed during Readiness Assessment). As the parallels commence and positive results are identified, end-user testing will be scheduled and performed.

- Outcomes:

  – Completion of Parallel Testing Process
  – Updated training plan with end-user training schedules

Activity 11: Business Procedures Finalization

Business procedures are reviewed, evaluated and, if necessary, modified so they reflect the necessary changes to run the final solution effectively.

- Outcomes:

  – Final business procedures
  – Updated design documentation

Activity 12: Go-Live Planning

Xerox will work with the City team to lead the go-live planning process, provide a go-live plan, including information regarding cutover and support. If possible, it is recommended that a help desk be initiated for purposes of the go-live.

- Outcomes:

    – Go-Live Plan
    – Detailed Cutover List
    – Contingency plan

Activity 13: Readiness Assessment

The results of all testing is reviewed again, as is feedback from training sessions and additional sources. Outstanding issues are reviewed, resolved or are determined to be post go-live tasks. The purpose of this step is to determine if the project is ready to proceed to go-live status. Xerox will facilitate the Readiness Assessment meeting. Final discussions about Change Management process and final considerations for go-live and beyond are discussed. The team agrees on readiness for go-live and approach.

- Deliverable:

    – Readiness Assessment Meeting facilitation

Activity 14: End User Training

Once issues have been resolved from the integrated testing and early parallel testing and the procedures are documented, end user training can take place. (It is likely that some user training could occur during the parallel testing process, if desired).   It is expected that a train-the-trainer approach will be used for more intensive training requirements, while use of training aids – ideally through the City intranet and/or training site – will be used for less intensive training needs. Depending upon the number of resources available, training may be completed prior to parallel testing so that other end-users in the City's department can participate in the parallel testing.

- Outcomes:

    – Guidance and Support with End-User Training

Activity 15: Production Build

Xerox will work with the City to finalize the production build in preparation for go-live. This includes leveraging both long-term, agreed upon setup, as well as last minute changes in order to have most complete solution ready for go-live. The change control process (which is used throughout the project) will assure that the final setup is both accurate and signed-off.

- Outcomes:

  – Production environment and applications build and sign-off

Activity 16: Production (Go-Live)

Xerox personnel will work with the City throughout the go-live process. The go-live will be timed with the beginning of a pay period. Xerox will be on-site for productive use (go-live) of the system and will address post go-live issues and facilitate a smooth transition following go-live. Xerox will provide support to the City for two pay periods after go-live (anticipated to be 30 days) and will provide on-site support (unless otherwise requested by City). The Xerox team will also provide additional knowledge transfer, issue resolution, and recommendations for ongoing improvements.

- Outcomes:

  – Go-Live Support
  – Issue Resolution

Re-implementation Assumptions

A. Less than 100 customizations are expected to be in final product but all future state customizations are included in monthly application support fees (see next section).
   a. Implementation will include necessary customizations to make the system functional for the City.
      1. Customizations include Screens, reports, stored procedures for Payroll (user exits)
         1. Health and Safety is also heavily customized
         2. Sponsors will approve all customizations prior to final scope inclusion
B. Process Automation assumes at least 20 flows and less than 50 total.
C. Assumes up to five LBI dashboards.
D. Personnel Action screen (PA52) includes up to 200 edits written in 4GL.
E. Assumes the City will continue to use separate log-ins for ESS and MSS.

City of Columbus Project Resources - Reimplementation

Xerox requests that the following resources will be dedicated to the project as described. Please see timeline for hours by month / activity for each resource.   Please note that Xerox will act as Infor/Lawson technical lead.   All City of Columbus technical support is for legacy systems only.

- City of Columbus Project Manager / Director ....0.50 FTE
- Human Resources and Benefits Lead ....0.75 FTE
- Human Resources and Benefits Assistant Lead ....0.50 FTE
- Absence Management Lead ....0.75 FTE
- Absence Management Assistant Lead ....0.50 FTE
- Personnel Lead   ....0.75 FTE
- Personnel Assistant Lead..0.50 FTE
- Payroll Lead   ....0.75 FTE
- Payroll Assistant Lead...0.50 FTE
- Finance Lead   ....0.25 FTE
- Technical Support 1 ....0.75 FTE
- Technical Support 2 ....0.25 FTE
- Documentation Support 1...1.00 FTE
- Documentation Support 2...0.50 FTE
- Training and Communication Function ....0.25 FTE
  - **SUBTOTAL ....8.50 FTE**
- Executive Steering Committee .... As needed
- End-users (Testing and/or buy-in)... As needed
- Internal Audit   .... As needed

Phase II (Re-implementation): Pricing

Xerox will provide the following resources to perform the reimplementation over a 13 month period (Live in 12 months plus one month of post go-live support).   After the 13 month period, the Xerox application management team (see Hosting and Application Management section) would take over steady state management and support.   This section provides the overview and details of the reimplementation project.

Consultant Classification	Anticipated Resource
HR, Payroll, Benefits and Absence Mgmt Consultant	Dawn Carnell or Elizabeth Boos, per City preference
Project Manager (Functional HR/PR skillset)	Michelle Sanders
Technical Consultant 1	Bill Alt
Technical Consultant 2	Derrick McFarland
Strategy and Quality Advisor	William Anthony Mannino

 * All resources are subject to City approval

Note: Profiles for the Project Team have been provided to the City of Columbus

Fixed Fee Pricing (includes travel related expenses)

Milestone	Success Considerations	Amount Due
Beginning of System Integrated Testing	Conference Room Pilot and Unit Testing are both complete and City has deemed the system ready for final pre-Parallel Testing (aka System Integrated Testing)	$300,000
Beginning of Parallel Testing	System is clearly functional and ready for Parallel (pre go-live) testing	$360,000
Production (Go-Live)	Review with Executive Team	$800,000
45 Days after Go-Live	Post go-live support is completed	$125,000
	Estimated Subtotal	**$1,585,000**
	Discount for Contract by 9/30/2014	**$125,000-**
	Estimated Total	**$1,460,000**

Note: The actual cost for Phase II, based on what we know today, would be $1.35M after refund of $125K assessment fee (separate from $125K discount above).   The pricing for this Phase is provided without the benefit of the assessment and is a number that Xerox knows can be committed for success today.   Xerox expects to identify opportunities to reduce this amount during the assessment phase and will provide and updated scope, approach, and pricing as part of the assessment that will not exceed $1.585M and is expected to be much lower.   This is dependent on how many customizations and custom reports can be eliminated as part of the new project. The goal is at least 20% reduction of customizations, but the more that are eliminated, the less work for the team.

Hosting / Application Management Services

Xerox is pleased to present City of Columbus with this solution summary describing the hosting and management of their Lawson environment. This solution represents a 3 year commitment as well as a 5 year commitment. Our solution assumes version 10 will be used unless the City decides that the timeline provides enough steady state timing before version 10 is required. This activity should begin concurrent with the assessment process to minimize overall project timeline.

For the configuration and database, and based on the need for the City to absolutely succeed, we recommend the Oracle configuration – although the price is higher. We do also feel that the City will be happy with the Microsoft configuration but it would be even happier with the Oracle configuration. Approximately 45% of our hosted clients use Oracle/AIX and approximately 45% use SQL/Windows. Both are high quality but the Oracle platforms have less technical challenges.

Value Proposition

Why Xerox for Hosting and Application Management services?

- ➢ Extremely powerful solution provided with high horsepower and system memory
  - o Performance won't be a concern for many years
  - o Xerox can downsize the configuration if desired by the City (cost reduction)
- ➢ Award-winning service and track record from US-based team
- ➢ Customer Service excellence with 18+ years of Infor hosting experience
- ➢ End to End Infor services: consulting, hosting, technical and functional support
- ➢ Our size and partnerships with key vendors provides strong pricing now and faster issue escalation later (i.e. Oracle, Microsoft, Cisco, and IBM)
- ➢ Dedicated support tuned to the City of Columbus' specific requirements
- ➢ Patches, service packs, upgrades, and full management of customizations are included
- ➢ 100% renewal rate across our Infor/Lawson client base in past 36 months
- ➢ More than half have been ex-clients of competitors
- ➢ Termination for convenience option
  - o We are the best. We don't need to trap our clients because they won't want to leave. This is a unique value proposition.
- ➢ Xerox has dozens of US data centers to leverage (risk mitigation, esp. for D/R)
- ➢ Other Xerox services can later be bundled and value can be expanded – such as enterprise content management (imaging) hosting or workforce management (time and attendance).

Hosting and Application Management Solution Overview

The following describes the services provided:

- Lawson hosting and application management support for a 36 or a 60 month term.
- Database support for solution
- Installation and migration of Lawson to Xerox data center
- Lawson consists of 2 environments: Production and Non-Production
- Non-Production includes four product lines
- Standard disaster recovery is provided
- Proactive monitoring of OS, applications and DB is provided
- OS support for AIX and Windows
- Includes the following Lawson products
  - Human Resources Suite (1,000 users)
  - Employee and Manager Self-Service (1,000 users)
  - Design Studio
  - Lawson Business Intelligence
    - Includes Process Flow and Smart Notifications
  - MS Add-ins
- 2 options are provided:
  - Option 1:   Lawson on SQL/Windows (similar to current state)
  - Option 2:   Lawson on AIX / Oracle (still uses some windows, but limited)

- The table below reflects the configuration proposed to support City of Columbus's Lawson environment:

Lawson Environment				
Server Description	QTY	Service	OS	SAN (GB)
Option 1				
IBM p740 2 processors 16cores 3GHz 128GB RAM*	1	LPAR1: Lawson Oracle Databases	AIX	900GB
		LPAR2: Lawson Environments including Web Environments	AIX	
4vCPUs 16GB RAM	2	Lawson Business Intelligence	Windows	150GB ea
4vCPUs 16GB RAM	2	Smart Office	Windows	100GB ea
4vCPUs 48GB RAM	1	Infor Ming.le Server	Windows	200GB
4vCPUs 48GB RAM	1	Infor Process Automation	Windows	200GB
Option 2				
X3650 2CPU 64GB RAM*	1	Lawson SQL Databases	Windows	900GB
X3650 2CPU 64GB RAM*	1	Lawson Environments including Web Environments	Windows	
4vCPUs 16GB RAM	2	Lawson Business Intelligence	Windows	150GB ea
4vCPUs 16GB RAM	2	Smart Office	Windows	100GB ea
4vCPUs 48GB RAM	1	Infor Ming.le Server	Windows	200GB
4vCPUs 48GB RAM	1	Infor Process Automation	Windows	200GB

Enterprise SAN Storage Allocations (Standard DR)

	Total SAN Allocation (GB)
Lawson PRD Environments	150
Lawson TST Environments	750
LBI, Smart Office, IPA, and Ming.le Environments	900
Boot area for OS/DB/Apps	200
TOTAL SAN	2000

Support Details

Xerox provides manned Lawson Technical and Functional support services for a twelve hour period during each regular business day (excluding Xerox holidays) between the hours of 7:00 a.m. and 7:00 p.m. Monday – Friday in customer's primary time zone in the continental United States ("Prime Shift Availability"). Xerox also provides manned support to customer 24 x 7 x 365 outside of customer's prime shift availability for Severity 1 cases. Technical and functional support services are defined as follows:

- Installation and basic configuration of Lawson application software, including pre-configured customer or system if required. Customer must specify the required Lawson software version, patch level and pre-configured customer or system. If Xerox must re-install due to customer's failure to provide accurate information, the re-installation will be performed on a time and materials basis at Xerox's prevailing hourly rate(s) then in effect.
- Lawson administration (e.g. instance profile and parameter settings, adjustments)
- Installation of Lawson interfaces identified in customer's current environment.
- Configuration of Lawson supported printers.
- Monitoring and tuning of Lawson software.
- Problem analysis and resolution
- Coordinating with Lawson, third party vendors and customer
- Performing product line copies or database refreshes across all Lawson instances, as follows:
    o Customer shall receive up to two (2) product line copy and two (2) database refreshes per month.
    o Additional copies may be requested by customer and will be provided at an additional fee.
    o Xerox will obtain customer's consent prior to performing any product line copies or database refreshes.
    o Three (3) business days notice is preferred for performing product line copies and database refreshes.
- Consultation with customer on Lawson related technical issues
- Lawson support for importing/migrating legacy data to the Lawson database. Xerox does not write data transfer programs or take responsibility of the accuracy of data transferred.
- Lawson support for stress and transition testing. Xerox does not conduct customer's stress test and does not provide tools for stress testing.
- Release management:
    o Xerox will provide unlimited hours of support per contract year to cover application of standard software releases.
    o Included in release management:
        ▪ Application of Maintenance Service Packs (MSP), Environment Service Packs (ESP), Critical Transfer Packs (CTP)
        ▪ Paint Screens

- Patching and upgrades for 3rd party products required by Lawson (e.g. BSI, Java, Perl)
- New self-service installs (install only, functional setup not included)
- Customized COBOL reports, interfaces and modifications.
- Support and maintenance of existing City of Columbus customizations
  - Includes maintenance once customizations are functional
- Not Included in release management:
  - Portal or self-service customizations

Customized programs/modifications or any other development type activity requested by customer will be billed on a time and materials basis at Xerox's prevailing hourly rate in effect at that time. A prior written estimate will be provided for customer's approval and no work will commence prior to Xerox's receipt of such approval. Xerox will promote all changed and new program source based on its change management methodology for the hosted Lawson software, utilizing DEV, TST and PRD environments. Customer is responsible for performing additional quality assurance tests on all programs/modifications promoted by Xerox.

OS Support

Xerox will provide AIX and Windows operating system administration support as detailed below. Customer requests for OS access must be documented via amendment and will result in the waiver of the affected SLAs. Other non-standard system access will also require an amendment in order to document such access for audit purposes. OS administration services are defined below:

- Installation and upgrade of OS and related systems software.
- Correct problems and exploit new features to enhance performance of Lawson
- Definition, configuration and maintenance of OS, disk and file systems
- Administration of OS level security including user IDs and permissions as may be required by Lawson and third party application software programs or applications.
- Interface with hardware and software vendors as required for problem determination and resolution
- Installation of additional hardware in response to customer's evolving capacity requirements. If third party installation or upgrade of hardware or software components requires involvement of third party suppliers as billable items, customer will be notified prior to the installation for approval and this will be deemed a pass-through expense.
- Lawson supported printer configuration

Database Administration

The database is tightly coupled with each Lawson applications and will be administered in accordance with Lawson best practices. Database administration functions are defined below:

- Database installation and configuration
- Patch maintenance

- Physical and logical design and layout
- Database monitoring
- Database management and optimization (tuning)
- Database problem analysis and resolution, including coordination with database vendor, Lawson, and customer
- Database upgrades are provided as billable projects.

Network – Xerox Managed Network

Xerox provides the following network equipment and administration services:

- Redundant Cisco ASA Firewalls at Xerox datacenter
- Xerox will configure, monitor and manage Xerox supplied network equipment.
- Xerox will coordinate problem resolution with vendors and network service providers from Xerox data center to equipment at customer's premises, excluding customer provided ISP.
- Connection will also allow customer staff access to the Lawson database for report writing and other needs
- Connection avoids the need for other intermediary products (such as Citrix) to access the entire Lawson solution housed in the Xerox datacenter
- Provide network connectivity to Xerox disaster recovery site.

Monitoring

Xerox provides 24x7 proactive monitoring and alerting services for the following:

- Operating systems
- Application components including databases
- Network and related components
- Automated tape management system

Availability

- Standard availability
  o 99.7% SLA Availability for Production systems
  o 99.0% SLA Availability for all Non-production systems.

Disaster Recovery

- Standard tape based disaster recovery
  o 24hrs Recovery point objective
  o 72hrs Recovery time objective
  o Annual test is included

Backup Support

Xerox provides the following backup and recovery services:

- Implementation of backup strategy and procedures

- Daily, weekly and monthly backups of the database, archive logs and file systems as defined below.
- Management of backup software and associated media performed, utilizing current Xerox backup format and media as follows:
  o Customer may request the restore of data previously backed up. This work effort will be performed during normal business hours, but may be performed during non-business as agreed upon by Xerox and customer at no additional charge. If the restore must be performed based upon a failure or negligence of Xerox, no charges will be assessed for the restoration process.
  o Offsite data can be requested returned for next day delivery, or expedited at an additional charge,
  o Any customer requested shipment of tapes to any of its alternative locations will be performed on a time and materials basis at Xerox current hourly rate.
  o Upon agreement termination or expiration, customer may either request the return of all tapes or alternatively to request their destruction. An additional fee may apply.

Production				
Description	Daily	Weekly	Monthly	Annually
OS & Data	Incremental	Full	Full	December/Yearly
SAP DB	Incremental	Full	Full	December/Yearly
Retention Period	15 Days	15 Days	13 Months	7 Years

Non-Production	
Description	Daily
OS & Data	Incremental
SAP DB	Full
Retention Period	15 Days

Service Delivery Manager

The following services will be provided by the assigned service delivery manager
- Capacity management and reporting
- Monthly service level reporting
- SSAE 16 Annual reporting

Pricing – SQL / Windows Option

Xerox is pleased to provide City of Columbus with the following pricing schedules.

Note – pricing below demonstrates reduced pricing as part of "Best and Final" process in April 2014.

City of Columbus 36 Month Pricing Lawson: SQL/Windows	
Solution	**Monthly Recurring Fee**
- Installation, configuration and setup of Lawson environments - Lawson hosting and application management services - Installation and migration of current environment	$23,869

City of Columbus 60 Month Pricing Lawson: SQL/Windows	
Solution	**Monthly Recurring Fee**
- Installation, configuration and setup of Lawson environments - Lawson hosting and application management services - Installation and migration of current environment	$22,000

Delayed fees – as requested by City and consistent with other project components:

Fees are payable starting when production system is used initially (stress testing, etc.) – approximately month 11

Pricing – AIX/Oracle Option

Xerox is pleased to provide City of Columbus with the following pricing schedules.

Note – pricing below demonstrates reduced pricing as part of "Best and Final" process in April 2014.

City of Columbus 36 Month Pricing Lawson: Oracle/AIX	
Solution	**Monthly Recurring Fee**
- Installation, configuration and setup of Lawson environments - Lawson hosting and application management services - Installation and migration of current environment	$30,321

City of Columbus 60 Month Pricing Lawson: Oracle/AIX	
Solution	**Monthly Recurring Fee**
- Installation, configuration and setup of Lawson environments - Lawson hosting and application management services - Installation and migration of current environment	$27,467

Delayed fees – as requested by City and consistent with other project components:

Fees are payable starting when production system is used initially (stress testing, etc.) – approximately month 11

Hosting Assumptions

- Systems included in this proposal are configured for Customer's requirements per the Customer's sizing inputs for Lawson version 10.x and existing releases of other applications in scope, based on customer's current hardware sizing and requirements.
- Incremental fees will apply in the event of future version upgrades to proposed component systems that result in additional hardware requirements. System is currently designed for growth up to 30% over current user counts.
- Incremental functionality, user counts, or customer implementation of new components may require scaling of the baseline systems at an associated cost.
- Migration assumes a mutually agreed upon data migration method
- Current City of Columbus environment (which is running version 9.0.1) will be upgraded to 10 during the migration to Xerox's hosted solution and further project work will occur in the version 10 environments.
- All Lawson, Oracle and Windows licenses will be provided by the customer. All AIX licenses are included. Client to provide Windows OS licensing and maintenance.

City of Columbus Project Resources – Hosting and Application Management

The need for City resources on an ongoing basis is limited. We anticipate the following model for ongoing operations:

- City Support Leads (up to 5)
    - Each Lead will triage issues and decide which make sense to involve Xerox and will leverage the help desk for all such issues
    - Other requests will come from the same team
        - Change control requests
        - Non-critical patches and service packs
    - Team will meet monthly with Solution Delivery Manager to discuss:
        - System performance
        - Issues and resolution paths
        - Critical patches
        - Ongoing strategy (including upgrades)
- End User Security Management
    - Does not require a technical resource and skill set currently exists at City
- Occasional Technical Support with Legacy systems or network issues, etc.

Appendix A: Xerox Qualifications

Xerox Qualifications - General

Xerox is a global leader in IT services, business process outsourcing and document management with 140,000 employees worldwide. Xerox was founded in 1906 as The Haloid Company; named Xerox in 1958 and Xerox Corporation in 1961. Xerox acquired Affiliated Computer Services (ACS) in 2010. Xerox is headquartered in Norwalk, CT and the Chairman and CEO is Ursula M. Burns. Xerox Business Services headquarters are in Dallas, Texas.   Xerox provides services throughout the world.

Xerox offers IT outsourcing (ITO) services and business process outsourcing (BPO)—including data processing, transportation solutions, HR benefits management, finance support, and customer relationship management services—for commercial and government organizations worldwide. We also provide extensive leading-edge document technology, services, software and genuine Xerox supplies for graphic communication and office printing environments of any size.

Services – We deliver technology-based offerings through the following major service lines:

- ITO Services—Our ITO services include technology infrastructure, IT consulting services and application portfolio management. Our technology infrastructure services include mainframe, midrange, hosting, network, cloud computing, remote infrastructure management and end-user computing. Our IT consulting services include strategy and architecture, ERP implementation and integration, and application development and maintenance, while our application portfolio management services include application implementation and integration, application support, legacy modernization, applications development and messaging.

- BPO Services—Our BPO group handles most back-office functions, including customer care, document and data management, finance and accounting services, human capital management, and payment services. These tasks are resource-intensive and contain one or more technology-enabled processes. By contracting with us, you can concentrate on your key business strategies while we manage and operate the "non-core" business processes that may not be essential to your offerings.

- Enterprise Print Services—Xerox is the managed print services market leader with more than 50 percent of the global market share. Our managed print services offering helps organizations move from a traditional technology procurement approach toward a true managed service that delivers contracted savings, business efficiency, a secure environment, an improved environmental footprint and innovation.

The table below contains key facts about Xerox, Inc.

Key Facts	Detail
# of Employees	140,000
# of Patents	9,400+ active patents – This is a testament to our ongoing dedication to innovation.
Year Founded	1906
Dollars Spent on Research and Development	$781 million (spent through 2010)
Annual Revenue	$22 Billion (2010)
Leadership	CEO Ursula M. Burns, Chairman and Chief Executive Officer – Our CEO since July 2009, and Chairman of the Board since May, 2010, Burns joined Xerox as a mechanical engineering summer intern in 1980. During her tenure, she has headed up many of the initiatives that strengthened Xerox's leadership in document technology and services.
Locations	160 countries
# of Years in Business	49

Track Record

As Xerox grows, so does the recognition we receive from leading business publications, distinguished industry experts, market influencers, and trade associations. Our hard work and success have garnered a number of prestigious awards and industry rankings, as a company and as a top-tier service provider in many vertical markets. Publicity from these honors gives current and prospective clients, partners, employees, and investors a better opportunity to learn more about what sets apart Xerox. It also gives us visibility at the local, national, and global level and, based on the prominence of this recognition, demonstrates our value and credibility as a leader of the BPO and IT industries. The following are some of recent recognitions and accolades received within the marketplace:

Other third party recognition includes:

➢ Best in KLAS Award (Top Category Ranking) for Implementation – Financial ERP (Lawson), 2013, 2012, 2011, 2010, 2008, and 2007
➢ **Note:** Highest Ranked Lawson Hosting vendor as well including 2013.
➢ Awarded Systems Integrator of the Year Global Winner (Americas) by VMware
➢ Awarded Gold Medal for Best Use of Games in Learning
➢ Silver Medal for Best Custom Content in Learning by Brandon Hall
➢ Outsourcing Relationship Management Award for Best Transition Process
➢ Ranked no. 24 in the Top 500 Largest Solutions Providers by VARBusiness
➢ Ranked No. 2 of the Best Performer of HRO Services by Global Services 100
➢ Ranked in the Top 20 Training Outsourcing Service Providers by TrainingOutsourcing.com
➢ Call Center Industry Advisory Council (CIAC) PaceSetter Award
➢ First to build and operate a global network of 25 BPO Centers of Excellence

We know that, for our customers, we are expected to put our expertise into action – talented, dedicated people with a "can do" attitude. This philosophy of doing what it takes to get the job done has helped us achieve high levels of customer satisfaction. Everyone at Xerox makes a point to exceed expectations by providing outstanding service. We go the extra mile to deliver recognized quality services to government entities.

Lawson (Infor) Solutions - Summary

Xerox has been providing Lawson hosting and consulting services since 1996 and continues its long-term Lawson (Infor) partnership.   Xerox is an Infor-certified partner that serves our clients in local, state and federal government agencies, hospitals, health systems, retail, transportation, manufacturing and financial services industries. Xerox has one of the largest teams in the US with over 75 senior level consultants and over 150 resources providing support across areas affecting Lawson (Infor) (including database, network, etc.)

Our Application and Technical Consultants are vendor certified and come with an average of 15 years of experience in their respective roles across multiple industries and hold degrees such as MBA, MHA, and DBA. Additionally, Consultants are cross-certified in Lawson (Infor) automated process flow, reporting and analytic products. Our Technical consultants are certified by Lawson (Infor) in Security, System Administration, Application Programming Tools, and Process Flow Administration and have credentials as database administrators and/or are experienced programmers.

Xerox has been servicing clients in the Enterprise Resource Planning/Optimization (ERP/ERO) space and providing Lawson (Infor) specific consultation and project assistance since 1996. As an Infor certified partner, Xerox has access to the same training and support structure as Infor's own implementation consultants as well as to support tiers that are unreachable by direct clients or non-preferred Infor/Lawson partners. In addition, Xerox continues to leverage its knowledge of and experience with industry best practices, leading applied experience in the implementation of Infor / Lawson solutions and rapid implementation methodologies to deliver on-time on-budget projects to our clients.

Lawson (Infor) Hosted Solutions at Public Sector Clients

Xerox has provided similar services to the following public sector clients over the past five years (all are current Lawson (Infor) hosting clients):

- City of Carrollton, TX
- State of South Dakota
- Parkland Hospital, Dallas, TX
- Cook County, IL (HHS)
- Brooklyn Public Library
- Personnel Board of Jefferson County, AL
- City of Nashua, NH

The solution provided to these public sector clients is consistent with the solutions being offered to the City of Columbus which includes full management of the system and applications as well as ongoing application management services that allow the City of Columbus to focus on customer service to its residents and Xerox to fully manage its Lawson (Infor) solution.

Xerox Hosted and Application Management Offering

As noted, Xerox has a long history of providing high quality, full hosting and application management services for Lawson(Infor) ERP applications. We support Lawson (Infor) environments that are hosted at one of our world class data centers, or hosted in our clients' facilities.

Xerox Data Centers are fully owned and operated by Xerox. They are SSAE16, ITIL and ISO 20000 certified facilities. Xerox owns all aspects of the relationship with our Lawson (Infor) customers. There are no partners, no leased facilities, if there is an issue Xerox handles and addresses directly. We are our Lawson (Infor) customer's "one hand to shake" or "one back to pat".

Our data centers are in carefully chosen areas due to the following requirements:

    A. Access to power
    B. Ability to setup enhanced power backup solutions
    C. Dual telecom POPs (Verizon and AT and T POPs in same location – quite rare)
    D. Low seismic activity
    E. Topography is durable for safety and vaulting of disaster tapes
    F. Low incidence of storms / hurricanes (far inland)

Lawson ERP hosting clients are supported through a leveraged staffing model. Staffing varies for each client and is based on the footprint of the hosted environment, special add-on services and activity volume.

Common to each client support engagement is a customer technical lead who has a full understanding of the specific hosted environment and an application service delivery manager with experience supporting Lawson customers. The Lawson technical lead typically has three to five customers to support. The service delivery manager will be integrated into Xerox's Strategic Business Unit supporting you and will coordinate closely with their infrastructure counterparts. Service delivery managers typically support three to eight customers, depending on size and customer requirements.

Xerox's Lawson practice provides the following services every day for our clients:

    ➢ Technical Support
    ➢ Installation & configuration of core environment, applications, middleware and ancillary products
    ➢ Application patches, environment service packs & patches
    ➢ Application incident identification, management and resolution

- Coordination with Lawson GSC for 3rd level incident management & bug fixes (Environment. & Product Line)
- Environment tuning and optimization
- Product line copies/refreshes
- Security administration
- Functional Support
- Resolve "How-to" questions from end-users
- Programmatic configuration enhancements
- Coordination with Lawson GSC for 3rd level incident management & bug fixes (Application)
- Customized paint screens
- Program debugging
- Patching strategy and impact consulting
- New features and functionality consulting
- Programming
- Modifications for existing Lawson programs
- Troubleshoot programs.

In addition to the significant Lawson hosting experience listed above, Xerox has deep Lawson consulting expertise. Our Lawson application consultants are experienced professionals in Finance, Human Resources, Payroll, and Procurement.

Our Technical consultants are certified by Lawson in Security, System Administration, Case Tools, LBI Administration and have credentials as database administrators and/or are experienced Cobol programmers. A number of our Lawson consultants hold degrees such as MBA, MHA, DBA, and are cross-certified in ProcessFlow and Lawson Reporting Suite and Crystal. We utilize a complete implementation methodology (Edge) and an array of thoroughly tested Lawson solutions, tools & templates. We bring a comprehensive project management methodology for the implementation of all Lawson components and technologies.

This has been proven with our 200+ Lawson implementation projects and the customers we support each and every day.

Appendix B: Help Desk Details

A.   Lawson (Infor) Managed Services Team

  ➢ Development: Technology Strategy (Cloud, Data Centers, etc.): 12
  ➢ Implementation: 77
  ➢ Support / Administration: 61
      o   Includes US-based Blythewood Help Desk Team

B.   Team Members

  ➢ Average Years of Experience: Over 15
  ➢ Technical Resources: Certified by Infor, Oracle, Microsoft, IBM, and/or Cisco

Help Desk Tools
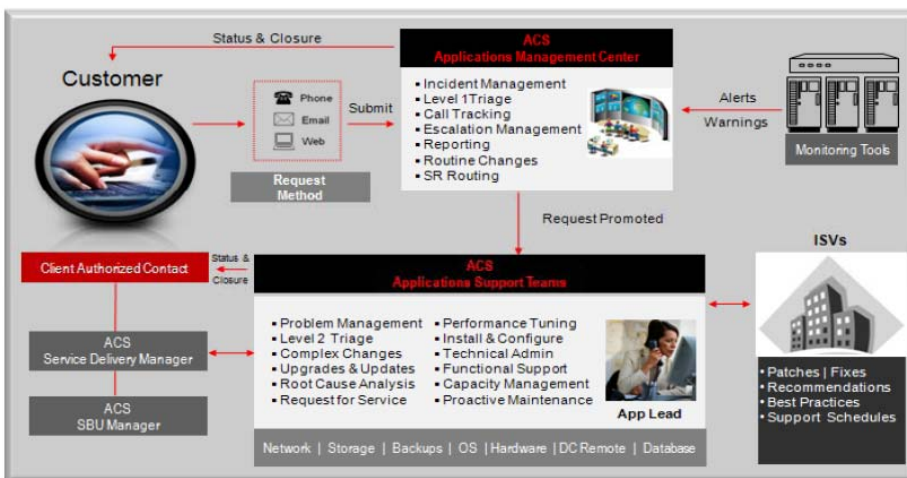
Help Desk Tools (continued)

Source

WEB

PHONE

EMAIL

There are three primary ways to submit a request to Application Services:

- ACS Web Portal: https://amscap.acs-inc.com/

- Phone: Toll-free at (800) 944-1983

- Email: custcare@acs-inc.com

Remedy Web Portal – Home Screen

Features
- Displays all of your Company's requests or only the requests you submitted
- Ability to search on a date range or by ticket number
- Submit new requests through the New Issue link

New request link
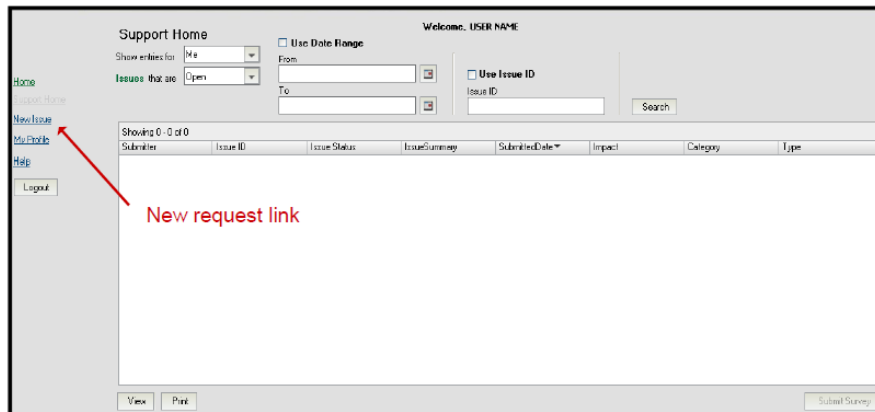
Help Desk Tools (continued)

Remedy Web Portal – New Issue Form
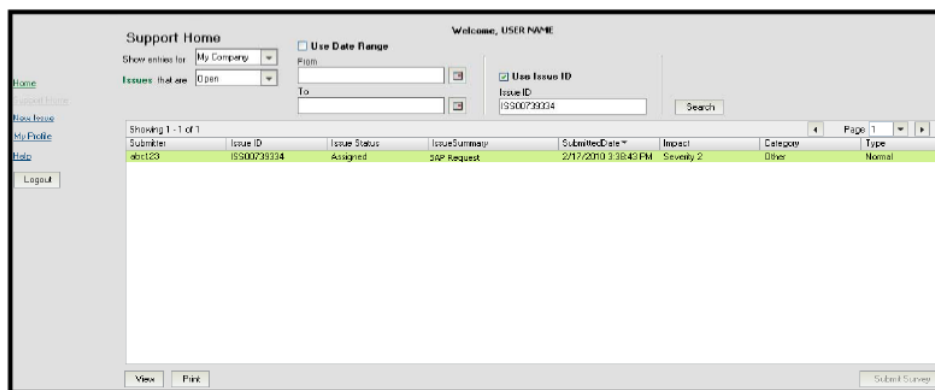
- Your Name and Company information will be auto-populated
- Customer Impact: Specify the severity of the request
- Classification: Select the value that best categorizes the request
- Details: Provide the details of the request
- Attachments: Attach any supporting documents that would assist the support teams in fulfilling your request. Click in the Attachment box and then click add. This will prompt you to browse for your attachment.
- Click Submit to create the new ticket

Remedy Web Portal – Ticket Status

- The latest status of the request can be viewed through the Remedy Web Portal

- From the home page, select the request and click View

- You may also Print the request details by clicking on the Print button

Monitoring Dashboards

Availability Management

Environment Type	Current Rating	Previous Rating
Production	On Target	On Target
Test	On Target	On Target
Network	On Target	On Target
Development	On Target	On Target
Other	On Target	On Target

Rating	Description
On Target	All environments met or exceeded Target SLA Percentage
Missed	One or more environments missed the SLA Target

System Performance

Environment Type	Current Rating	Previous Rating
Production	Yellow	Green
Test	Green	Green
Development	Green	Green
Other	Green	Green

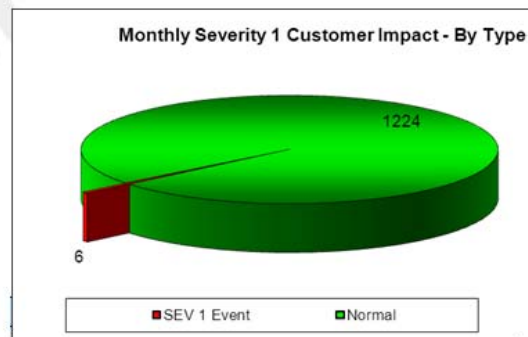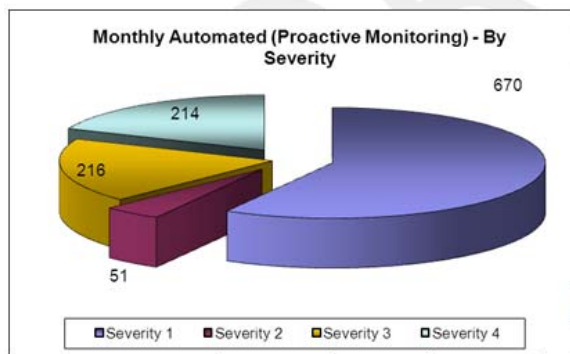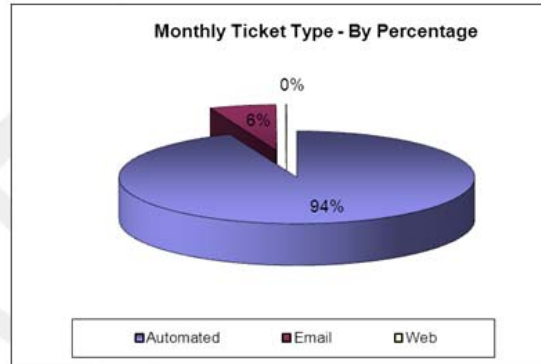| Rating	Description
Green	Your system is running optimally. No action is necessary at this time.
Yellow	Your system is operating well, however, we have some recommendations that will help your system operate more efficiently. See the recommendations below for more details.
Red	We have identified some issues with your system that should be addressed as soon as possible. See the recommendations below for more details.

Application Health

Environment Type	Current Rating	Previous Rating
Production	Yellow	Green
Test	Green	Green
Development	Green	Green
Other	Green	Green

Rating	Description
Green	Your system is running optimally. No action is necessary at this time.
Yellow	Your system is operating well, however, we have some recommendations that will help your system operate more efficiently. See the recommendations below for more details.
Red	We have identified some issues with your system that should be addressed as soon as possible. See the recommendations below for more details.

Monitoring Dashboards (continued)

Incident Management

Monthly Ticket Status
The number of tickets that were created during the month and their Status

Assigned Group	OPEN	CLOSED	Grand Total
AMS Customer Support	0	619	619
AMS ESM	1	15	16
AMS Lawson	31	291	322
AMS Unix Support	5	43	48
AMS Windows	1	2	3
AMS Oracle	7	9	16
AMS Transport Team	0	201	201
Grand Total	45	1180	1225

Monthly Ticket Type - By Percentage

Monthly Automated (Proactive Monitoring) - By Severity

Monthly Severity 1 Customer Impact - By Type

Open Issues by Age

Category	<15	15-30	31-60	61-90	90+	Grand Total
Implementation	1					1
Other	5	1	1			7
System Monitor	19	7	4	4	1	35
Unix	4	1				5
Unscheduled Outage		1				1
AR Task Upload			1			1
Lawson	5	1		1		7
Grand Total	34	11	6	5	1	57

This is the number of tickets not Closed and how long they have been Open.

Severity 1 Events

Issue ID	Create Date (MST)	Assigned Group	Source	Summary	SID	Outage Duration (Minutes)
ISS00717784	01/07/2010 04:48 PM	AMS App Support	Automated	ouei10dt-eid - Operations Escalation: Ping Failure. Node down.	EID	122
					EIT	122
ISS00723481	01/17/2010 05:28 PM	AMS Lawson	Email	spool internal error-VERY URGENT	PRD	0
ISS00723986	01/18/2010 02:06 PM	AMS Network	Phone Call	Intermittent Internet Device	BLY-Link	5
ISS00724516	01/19/2010 03:08 PM	AMS Lawson	Email	spool internal error-VERY URGENT	PRD	0

Change Management

Monthly Change Volume - By Class and Support Group				
Assigned to Group	Quick Change	Normal Non-Prod Change	Normal Production Change	Emergency Change	Grand Total
AMS Network	6		1	1	8
AMS SAN Support	10				10
AMS Lawson	6	4	1		11
AMS NetBackup	2				2
AMS Blythewood Operations	1				1
Grand Total	25	4	2	1	32

Monthly Change Execution - By Percent

- Closed Successfully — 73%
- Cancelled — 13%
- Request for Change — 7%
- WIP — 7%
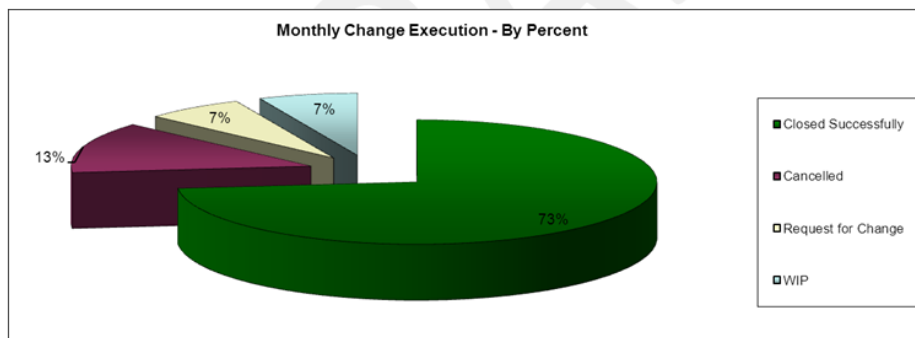
Backup SLA Summary

Appendix C: Data Center Overview

Blythewood, one of our Xerox-owned, SSAE16 and SAS70 audited, ISO20000 certified data centers which is planned to be the primary site for the City of Columbus. It is located near Columbia, SC which just is a ride down I-77. We would welcome the City to take a tour should it so choose. Our data center includes the following attributes:

Security

- Physical Security

    - Security is provided 24x7x365 for the campus and building. There are external and internal cameras that monitor all entrances to the facility and to critical areas of the facility.

    - Cameras record on a six month DVR loop. These are also monitored real-time 24/7 by Xerox Security.

    - The building has after hours audible motion detection for back halls and office area

    - Facility has badge reader control system with 5 levels. It is audited monthly for accuracy.

Distributed Systems

- IBM, HP, SUN, Compaq, Gateway and Dell Platforms

- Windows, SAP, UNIX, LINUX and AIX Operating Systems
- 3000+ Devices Supported

- Approximately 1.8 Petabytes of storage

Telecommunications

- Multiple Carriers

- TWC OC12 (Public Ring)

- AT&T and Verizon OC12 (Public Ring)

- Dark Fiber (20 OC192 capacity)

- Dual Access to Building

- CISCO Centric

Xerox Cloud and Mainframes

- 3000 MIPS

- Approximately 450 TBs of DASD storage

Environmental

• Generators (3) 1500kw Cummins Diesels – 8000 Gallon Fuel Tank

• UPS – (4) 750 kw MGE units

- HVAC – Twelve 30T CRAC Units maintain computer room cooling.
- Below Floor Water Detection
- 1301 Halon Fire Suppression
- Above and Below Floor Smoke Detectors

Blythewood Command Center

Appendix D: Edge Methodology

Please find the Xerox Edge Methodology on the following pages.   This describes in detail our project management approach and the techniques that we use to have such successful projects and happy clients.   This track record allows Xerox to continue to win awards for our Infor/Lawson services year over year as we act as long-term partners to our clients.

EDGE Methodology

Organized **P**rocesses
And
Uniform **S**tandards in **P**roject **M**anagement
(OPUS-PM)

Table of Contents

I. Introduction

Background

Businesses are challenged by rapid changes and increasing complexity due to global markets, evolving technologies and a mobile work force. Projects undertaken to provide innovative products, services and solutions, provide an effective competitive and growth response in this volatile business environment. Project management concepts have emerged as a way to engage standard business practices to ensure successful outcomes.. Project management processes are effective management tools for successful definition, design, development and deployment of products, services, and innovative solutions.

Objectives

The overall objective of the project management Organized Processes and Uniform Standards in Project Management (OPUS-PM) is to provide premier project management professionalism and expertise to clients, through knowledge and implementation of a disciplined and structured project management process.

Specific OPUS-PM objectives:

- Provide **O**rganized approach for implementation of project management concepts

- Provide **P**rocesses consistent with best practices and standards of the Project Management Institute (PMI[®])

- Provide **U**tilization of effective project management tools and techniques

- Provide **S**tandards for consistent implementation of defined procedures

- Provide a deliverable-oriented process

- Provide project management Guidelines and forms

- Facilitate development of documentation required for the Project Portfolio

- Ensure consistency with project management tools, models, processes and education

- Enhance project management professionalism of associates

Continued on next page

I. Introduction, (continued)

Audience

The audience for this document is Xerox consultants who are responsible for project management of effective delivery of client or internal products and services.

To effectively and proficiently use the project management Methodology defined in this document, knowledge and application of the following is required:

- Project Management - Processes, Concepts and Techniques
- MS Office Professional (Word, Excel, PowerPoint, Visio)
- MS Project 2000
- Projected Revenue System
- RMS

Out of Scope

OPUS-PM is not a project management textbook, nor is it a substitute for education or training in project management concepts, tools or techniques.

OPUS-PM does not include explanations or training for

- Project Management Processes
- Project Management Knowledge Areas
- Project Management Outputs
- Project Management Techniques
- Project Management Tools

"How To's"Steps, or Instruction, or Coaching

As noted, this is not a textbook or replacement for education or training. However, throughout this document are specific references to guidelines, forms, and guides that provide and assist the ways to perform the tasks defined.

I. Introduction, (continued)

Audits

Periodic audits of all projects are performed to verify effective application of the Xerox EDGE PM-Methodology, OPUS-PM.

An audit checklist is used to verify that Xerox project managers produce the required project management documentation throughout the project life cycle; and a review of their documentation content is conducted to ensure appropriate application of project management concepts, techniques and technology.

Continuous Improvement:

Xerox EDGE Methodology, OPUS-PM is continuously validated and improved.

OPUS-PM is validated and updated for continuous alignment with current best practices project management, as defined by the Project Management Institute and documented in the Guide to the Project Management Body of Knowledge (PMBOK Guide), the standard for project management certified by the American National Standard Institute.

A product feedback form may be submitted by Xerox project managers and is used to enhance OPUS-PM with the functions and features that ensure effective and efficient application of best practices project management.

II. Project Office Support

Introduction

A Project or Program Office is established to optimize enterprise performance in delivery of projects or programs. The full-functioning project office includes seven major functions:

- **Knowledge Management**: education, training and knowledge repositories
- **Standards, Methods & Procedures**: project management and product delivery processes
- **Technologies**: selection and deployment of technical tools
- **Executive Decision Support**: timely and accurate business information
- **Portfolio & Resource Management**: multi-project and asset management
- **Professional Development**: professional recruiting, recognition, reward and retention programs
- **Continuous Improvement**: products and processes quality assurance programs

Project Office Support:

OPUS-PM facilitates implementation of the Project Office functions and enables project managers and team members to effectively perform their designated project office function:

- **Knowledge Management -** OPUS-PM provides the vehicle to demonstrate, apply and perform *best practices* project management concepts, tools and techniques; as well as provide effective project documentation

- **Standards/Methods & Procedures -** OPUS-PM ensures effective project management via disciplined processes, defined procedures and structured outputs

- **Technologies -** OPUS-PM effectively integrates with all project management software tools

- **Executive Decision Support -** OPUS-PM enables effective dissemination of quality information to all project stakeholders

II. Project Office Support Continued

Project Office Matrix Continued

- **Portfolio & Resource Management -** OPUS-PM supports development and documentation of the Project or Program Notebook, as well as effectively track the enterprise portfolio of mission-critical projects

- **Professional Development -** OPUS-PM facilitates effective assessment and promotes development of individual and team performance

- **Continuous Process Improvement -** OPUS-PM is a quality assurance process, providing both process entrance and exit criteria, and process controls and reviews

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Project Office Matrix

Reference the following *Program/Project Office Matrix,* which defines the functions of a PMO.

Program/Project Office

Knowledge Management	Process Standards, Methods & Procedures	Technologies	Decision Support	Portfolio & Resource Management	Professional Development	Continuous Process Improvement
Identify project management education and training requirements Recommend options for formal project management education and training Provide seminars and other informal project management education and training through OJT and project management mentoring and coaching Implement a repository for project and program management Provide an interactive project and program data environment for lessons learned and process improvement	Develop and deploy a project management process consistent with best practices concepts, tools and techniques: • Consistent with standards promoted by the Project Management Institute • Processes, functions techniques and deliverables outlined in the *PMBOK® Guide*: – Initiating – Planning – Executing – Controlling – Closing Develop and deploy product development life-cycle processes consistent with industry current best practices Develop deliverable-oriented, disciplined and structured processes Develop standard forms and templates for function outputs and major process deliverables	Implement tools and technologies to improve efficiencies and elevate the productivity of project and Program efforts. Implement standard project tools and technologies to facilitate the implementation of process standards, and promote effective application of methods and procedures. Implement standard program office tools and technologies to support enhanced PMO functions and capabilities	Disseminate quality information in order to facilitate effective executive decisions for programs or projects Provide standard program/ project communications to all stakeholders, in scheduled, required periods Provide processes for major functions: • Obtain accurate and timely program/project information • Issue required program/ project progress/ milestone reports • Conduct or facilitate required issues resolution and decision meetings • Develop and conduct required presentations	Provide overall quality assurance of programs/projects by effectively managing a group of projects through coordinated processes Ensure all enterprise initiatives and goals are realized through established projects and allocated resources Manage program and/or project milestone inter/intra-project dependencies, and required resources Provide processes for Portfolio Management: • Opportunity Submission • Opportunity Screening • Project Prioritization • Project Registration • Project Activation Provide processes for program management of materials, equipment and human resources	Provide the organization with professional project management associates for all programs and projects: • PM-Process specialist • Program management • Project management • Project coordination • Project assistance • Project implementation Define required project management professionalism and knowledge requirements for project management associates Define project management performance and technical skills Define process and procedures for project management mentoring, development and recognition programs: • Mentor program • Competency maturity program • Professional career program	Ensure all PMO functions and associated processes continually meet enterprise requirements and stakeholder expectations Define stakeholder deliverable expectations for PMO functions Perform periodic continuous process improvement tasks for PMO functions: • Establish performance acceptance criteria • Capture performance results • Compare results to acceptance criteria • Identify variances • Perform variance analysis • Implement corrective action and/or process improvements
• Formal education and training programs • Informal training processes and programs • Data repository • Interactive data environment	• Project management standard processes, and methods & procedures • Product development life-cycle standard processes, and methods & procedures	• Project management tool • Program office tool	• Distribution lists • Stakeholder communications • Status meetings • Program Dash-Board Reports • Program Portfolio Notebook	• Screening models • Project prioritization • Enterprise Portfolio Management • HR assignments • Resources allocation	• PM performance and technical skills requirements • PM Mentor Program • PM Competency Maturity Program • PM Career Path	• New processes • Enhanced processes • Retired processes

III. Overview - OPUS-PM Process

Description

Organized Processes and Uniform Standards in Project Management, OPUS-PM provides a systematic approach to managing projects. Complemented by leadership capabilities, OPUS-PM promotes a quality project experience, and ensures quality deliverables. OPUS-PM supports various industry sectors, ensures consistency in project management functions and outputs, and complies with concepts and principles established by the Project Management Institute (PMI®).

(Reference the *Project Management Process Integration Matrix* at the end of this section for details.)

Contents

Each OPUS-PM process section includes:

- Overview of the project management process
- Functions to perform
    - Analysis to perform
    - Activities to complete
    - Deliverables to produce
    - Approvals to obtain
- Recommended Guidelines that explain the contents for specific project management outputs
- Recommended forms to facilitate implementation and documentation of the process
- Recommended classes or workshops for education and training in specific processes or techniques
- Recommended guides for additional information on specific processes or techniques
- Forms for specific project documentation

III. Overview - OPUS-PM Process, (Continued)

Outline

OPUS-PM includes five major sections, corresponding to the five project management process groups:

- Initiating
  - Identify the Opportunity
  - Identify Scope
  - Signed contract Xerox,
  - Identify Project Manager
  - High Level Project Timelines
  - Identify Senior Leadership support (Project Sponsor(s)
  - Identify Team Structure (Project Organization Chart)Establish client relationship and engagement environment
  - Define project objectives and deliverables
  - Produce Project Charter
  - Produce Business Management Deliverables (scope)
- Planning
  - Define project management and product/services development activities
  - Identify project teams, communication reporting, metrics
  - Produce Project Plan
  - Produce Business Management Deliverables
- Executing
  - Perform project management and product/service development activities, including project communication, contractual scope,
  - Quality reviews, milestones, project team reporting
  - Manage project triple constraints: deliverables, schedule and budget
  - Provide Project Performance Reports
  - Produce Business Management Deliverables
- Controlling
  - Implement project control procedures to ensure quality
  - Manage project risks, issues
  - Process change requests and resolve issues
  - Provide Project Control/ Corrective Action documentation
  - Produce Business Management Deliverables
- Closing

- Provide Project Actual Results
- Conduct Project Retrospect and Performance Reviews
- Archive Project Documents
- Provide hand off documents to the client team(s), Provide Lessons Learned
- Close Business Management Systems
- Complete sign off documents from the client and provide turn over documents in a client turn over meeting

Flow   See OPUS-PM Process Flow for further detail.

OPUS Process Flow

Product/Service Opportunity

Start: Client Opportunity

Scope Definition / SA Procedures

Client Proposal/Contract

Continue to Initiating Process

Initiating Process

Signed Client Contract

Initiating Process

Project Charter & Business Management Deliverables

Charter Approved

—No—

Yes→ Continue to Planning Process

Planning Process

Approved Project Charter

Planning Process

Project Plan & Business Management Deliverables

Baseline Approved

—No—

Yes→ Continue to Executing Process

Executing Process

Approved/Baseline Project Plan

Execute Plan

Performance Reports & Business Management Deliverables

Triple Constraint Met

Yes→ Continue to Controlling Process

—No—

All Tasks Complete

Yes→ Continue to Closing Process

Controlling Process

Performance Deviations

Take Corrective Action

Q/A Criteria Met

Yes→ Return to Initiating, Planning, or Executing Process

—No—

Closing Process

Complete Closing Process

Product Acceptance

Yes→ Project Retrospect Performance Reviews

No→ Return to Controlling Process

Project End

Page 13

Project Management Process Integration Matrix

Knowledge Areas

	Initiating	Planning	Executing	Controlling	Closing
Integration Management	Charter Development	Plan Development	Plan Execution	Overall Change Control	Overall Project Documentation
Scope Management	I Define Scope	Scope Planning Scope Definition	Scope Verification	Scope Change Control	Scope Documentation
Time Management	High-Level Time Estimate or High Level Project Plan	Activity Definition Activity Sequence Activity Duration Estimating Schedule Development	Schedule Development	Schedule Control	Schedule Documentation
Cost Management	High-Level Budget Prelim. Budget Spreadsheet Projected Revenue Update	Resource Planning Cost Estimating & Budgeting Budget Spreadsheet & Projected Revenue Updates	Cost Budgeting Budget Spreadsheet & Projected Revenue Updates	Cost Control AR/ Tracking	Cost Documentation Close in Projected Rev. AR/Tracking
Quality Management	Define Quality Management Approach	Quality Planning	Quality Assurance	Quality Control	Quality Documentation
Human Resource Management	Define Human Resource Management Approach	Organizational Planning	Identify Staffing for each phase Staff Acquisition Team Accounting Notification	Team Education	Team Turnover Documentation
Communication Management	Define Project Communications Management Approach Phase 0 for Consultants	Communications Planning	Information Distribution Performance Reporting	Performance Reporting	Results Documentation
Risk Management	Risk Management Planning Risk Identification	Risk Management Planning Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning	Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning	Risk Monitoring & Controlling Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning	Risk Documentation
Procurement Management	Define Procurement Management Approach	Procurement Planning Solicitation Planning Solicitation	Solicitation Source Selection Contract Administration	Contract Administration	Contract Close-out

PM Outputs/ Deliverables	Project Charter & Business Management Deliverables	Project Plan & Business Management Deliverables	Project Progress Reports & Business Management Deliverables	Performance Measurements, Updated Plans & Business Management Deliverables.	Project Documents, Lessons Learned & Close Business Management Deliverables

IV. Initiating Process

"Recognizing that a project or phase must begin, and committing to do so." *A Guide to the Project Management Body of Knowledge*, Project Management Institute

Process Description

The initiating process identifies the project products and services, defines the project objectives, and produces the Project Charter and Xerox Business Management deliverables. This information enables project owners and sponsors to make an informed commitment to proceed with the project, and begin the planning process.

Inputs

- Contract/Service Agreement/Proposals/Statement of Work
- Interviews with Key Stakeholders Senior Leadership
- Reporting methods
- Corporate Policies & Guidelines (clients) Reporting Agency Guidelines (JCAHO,CLEA etc
- Other Client Background Information
- Pre-project Documentation
- Project Charter Development Team obtain Charter sign off from the client

Functions

I. Identify Inputs Assimilate the inputs.

- Review and analyze all inputs to the Initiating Process

  - Review the proposal/Scope of Work (SOW)/Contract/Service Agreement to define the strategic initiatives supported by the project and the impact the project has on the business.
  - Review information obtained during interviews with client.
  - Review existing client corporate policies and guidelines to identify potential constraints, identify required policies and procedures, and provide quality specifications.
  - Review pre-project documentation and current issues that have been identified by the organization to gain insights from a feasibility study, preliminary Project Plan, or lessons learned documentation.
  - Define the organizational impact and competitive significance of the project.

IV. Initiating Process, (Continued)

**Functions
continued**

II. Conduct Interviews with Key Stakeholders of Project

■ Verify known deliverables and project requirements

■ Identify new deliverables and project requirements

III. Produce the Project Charter. (Refer to the Project Charter Guidelines and Form)

A. Produce preliminary version of Project Charter from initial input gathered (i.e. SOW, etc)

B. Conduct Project Charter development session

– Communicate project objectives

– Engage commitment from Senior Leadership/project sponsor

– Identify deliverables and documentation

C. Update required components of Project Charter document

■ Identify the initiatives and communicate to the project team
■ Document the expected outcomes and benefits of the project
■ Identify business impacts and risks
■ Identify the project stakeholders
■ Document the mission of the project

■ Identify the objectives of the project

■ Identify the clients requirements of the project

– Describe the desired outcomes of the project and its services, systems, processes

– Document the project deliverables

– Identify the stakeholders responsible for the acceptance of the deliverables and the deliverable metrics that will ensure success of the project

– Document out of scope activities

■ Identify the major milestones of the project and their dependencies

IV. Initiating Process, (Continued)

Functions continued

- Document project requirements and assumptions in order to ensure project success

- Identify project constraints. These might include time, cost, or resource constraints that the business environment or management team has imposed on the project.

- Define project team organizational chart and project associated activities for each team member

- Describe the responsibilities for each role

  − Determine whether the role will be supplied by a client team member or an outsourced team member in-house source or should be outsourced

- Define Steering Committee team and authority if applicable
- Estimate duration of the preliminary schedule

- Develop a Preliminary order of magnitude budget (i.e. cost to client and revenue to Xerox) for the project. Include cost estimates for labor, capital, and expense items

- Document major risks to the project. For each risk, estimate the probability of occurrence, assess the impact, and develop a strategy to address the risk.

- Document the need for any special equipment or material for the project. Determine how the equipment and material will be procured.

- Determine and document how project communication will be conducted between team members, management, and other project stakeholders. Identify any special reporting requirements.

- Document use of special tools/technologies used during the project execution

- Create a Project Charter (refer to the Project Charter Guidelines and form included in this document)

- Define resource requirements for Project Plan Development Team

IV. Initiating Process, (Continued)

Functions continued

IV. Conduct Contract Compliance Audit (refer to Guidelines and Forms in this document). Verify all contract Terms and Conditions (T&C's) map to the deliverables defined in the project Charter and update Charter as required.

V. Obtain Approval to Proceed with the Project and Begin the Planning Process.

■ Conduct Project Charter review session with the Project sponsor

■ Obtain approval of the Project Charter from the project sponsor, project owner, and other stakeholders whose approval is required. (The Project Charter Guidelines and form in this document includes an "Agreement Approval Form" to be used for signature approvals of the charter.)

VI. Produce Business Management Deliverables (refer to Technology Quick Reference Guides section of this document)

■ Create Phase 0 document for all outsourced consultants

■ Update Projected Revenue System with preliminary budget information.

■ Update Project with estimated Resource Requirements

■ Create Preliminary Budget Spreadsheet for specific type of contract

   − Fixed Fee

   − Time and Materials (T&M)

   − Outsourcing

IV. Initiating Process, (Continued)

Outputs   **I. Project Charter** (refer to the Project Charter guidelines and form included in this document):

- Executive Summary
- Strategic Business Alliance
    - Specific strategic initiatives
    - Impact or criticality to the business
    - Project stakeholders
- Project Definition
    - Mission
    - Objectives
    - Scope
    - Quality specifications
    - Project Assumptions
    - Project Constraints/Risks
    - Resource requirements
    - Time Estimates
    - Preliminary budget
    - All Project Risks
    - Project Resource Material/equipment procurement
    - Performance report requirements
- Related products and deliverables
- Approvals
- Appendices
    - Statement of Work/CCCD (Contract document)
    - Client and Xerox Corporate Policies & Guidelines

II. Project Plan Development Team

III. Business Management Deliverables (refer to Technology Quick Reference guides section)

- Phase 0 documentations/client information
- Identify Benchmarks
- Preliminary Budget Spreadsheet for specific type of contract
- Current data
- Contract compliance audit document (refer to forms section)
- Updated Projected Revenue System

Continued on next page

IV. Initiating Process, (Continued)

References

- Forms that are required or recommended to effectively manage activities and document process outputs
    - Project Charter
    - Agreement Approval
    - Agreement Commitment
    - Contract Compliance Audit form
    - Identify Security/HIPAA guidelines
    - Business Management Tools Quick Reference Guides
- Courses and workshops that train project management associates in *best practices* project management concepts and techniques
    - Project Management Processes & Techniques
- Documentation of project management concepts and techniques provided with courseware.
    - Project Management Processes & Techniques
- **Textbooks -** Recommended reading for additional information of project management concepts and techniques
    - *A Guide to the Project Management Body of Knowledge,* Project Management Institute
    - *Fundamentals of Project Management*, J. Lewis

V. Planning Process

"Devising and maintaining a workable scheme to accomplish the business need that the project was undertaken to address." *A Guide to the Project Management Body of Knowledge*, Project Management Institute

Process Description

The planning process produces a comprehensive Project Plan that identifies the tasks necessary to produce the customers' required products/services. It provides plans for managing all aspects of the project including scope, time, cost, quality, resources, communication, risk and procurement of additional materials and equipment. The planning process acknowledges that requirements and conditions may change as the project proceeds and includes development of project control procedures to manage the changes. Xerox Business Management deliverables are also produced.

Inputs

- Project Charter
- Preliminary Budget Spreadsheet
- Lessons Learned from prior projects
- Corporate Policies and Guidelines
- Project Plan Development Team

Functions

I. Assimilate the Inputs.

- Continually review the Project Charter to ensure the Project Plan aligns with the approved project scope. The Charter defines the project scope and provides cost estimates, assumptions, constraints, quality specifications, major risks, human resource requirements, and guidelines for material and equipment procurement. The components of the Project Charter provide the basis for Project Plan activities and tasks. Lessons Learned from previous projects identify beneficial activities to include in the project as well as problems to avoid and potential risks to mitigate. Corporate Policies and Guidelines contribute to definition of required procedures and quality specifications.

V. Planning Process, (Continued)

Functions continued

II. Take Action to Produce the Project Plan. (Refer to the Project Plan Guidelines and Form)

- Conduct Project Plan "kick off" development session
    - Communicate requirements
    - Engage commitment
    - Produce process deliverables
- Define the project deliverables, product and/or services
    - Define acceptance criteria
    - Define deliverable dates
- Establish project controls (refer to PM Controls section)
    - Document the procedures to manage change to the project baseline time, cost, and deliverables
    - Document the project communication plan to ensure effective distribution of decision support information to stakeholders
    - Document the procedures to ensure effective procurement and management of required resources and equipment
    - Define and document the inspection and quality assurance procedures to ensure quality deliverables and a quality team environment
    - Define and document the procedures to identify, assess and mitigate project risks
    - Document the escalation procedures to identify, assess and resolve project issues
    - Identify and include the forms required to facilitate project implementation and documentation

V. Planning Process, (Continued)

Functions continued

■ Create a Work Breakdown Structure (WBS) for the project (refer to the WBS outline attached to this section and the WBS-OPUS-PM form included in this document)

A) Identify the activities required for product/service ("P/S") development phases including but not limited to

- P/S Definition
  - Define P/S deliverables
  - Define P/S performance criteria
- P/S Design
  - Design P/S process and/or system solution
  - Design P/S human and/or equipment architecture
- P/S Development
  - Produce P/S deliverables
  - Inspect P/S deliverables
  - Test P/S deliverables
- P/S Deployment
  - Transition P/S to lifecycle management
  - Establish P/S at user location
  - Provide training for P/S

V. Planning Process, (Continued)

Functions continued

B) . Identify the tasks required to ensure effective project management and quality checks for all nine project management knowledge areas, including but not limited to:

- Scope Management
    - Finalize scope
    - Ensure scope verification
    - Ensure scope change control

- Time Management
    - Sequence activities
    - Estimate activity durations
    - Develop schedule
    - Monitor schedule

- Cost Management
    - Estimate activity costs
    - Develop budget
    - Monitor budget
    - Provide accounting information

- Quality Management
    - Perform quality checks
    - Monitor entrance/exit criteria
    - Provide lessons learned

- Human Resource Management
    - Identify resource requirements
    - Acquire resources
    - Assign resources
    - Ensure optimum performance by resources
    - Provide performance feedback

V. Planning Process, (Continued)

**Functions
continued**

- Communications Management
  - Conduct meetings
  - Produce project performance/decision support information
  - Distribute project performance/decision support information
- Risk Management
  - Perform risk identification and assessment
  - Develop risk responses
- Procurement Management
  - Identify procurement resource requirements
  - Identify and select vendors/contractors
  - Obtain procurement resources
  - Administer/monitor contract terms and conditions
  - Close contract
- Integration Management
  - Produce Project Charter
  - Produce Project Plan
  - Conduct Project Retrospect

C) . Identify the tasks required to ensure effective Contract Management throughout the project life cycle.

- Contract Compliance Process Audit (refer to guidelines and forms in this document)
- Earned Value Report (refer to guidelines and forms in this document).

- Define project schedule in MS Project 2000 with a baseline
  - Determine the sequence of tasks
  - Estimate the work effort for each task
  - Estimate the duration for each task

Continued on next page

V. Planning Process, (Continued)

Functions continued

- Define a project budget for baseline estimates
    - Estimate the cost for each task. Sum tasks for project cost.
- Create the Organizational Breakdown Structure (OBS) and the Resource Assignment Matrix – This information should be captured and tracked on the Resource Sheet in MS Project 2000.
    - Define, in detail, the project team, client team members and other stakeholders roles and responsibilities required for the project
        - Determine the skill requirements for each role
        - Identify the responsibility that each role has for the phases of the project products/services lifecycle.
        - Document use of tools for the roles and responsibilities
        - Document any need for special training or technology.
    - Develop an Organizational Breakdown Structure to indicate which work elements have been assigned to which organizational units or individuals. Indicate the estimated work effort required, expected duration, required skills, and responsibility for task completion.
    - Document the resources required for each task and obtain commitments for the resource assignments.
- Baseline the project scope, schedule and budget
    - Convert all assumptions to facts or mitigated risks
    - Accommodate all constraints
    - Accommodate confidence factors for time and cost estimates
- Produce the Project Plan documentation (refer to the Project Plan Guidelines included in this document)

V. Planning Process, (Continued)

Functions continued

III. Conduct Contract Compliance Audit (refer to Guidelines and Forms in this document). Verify all contract Terms and Conditions (T&C's) and the major deliverables defined in the project are included in the WBS and update WBS as required.

IV. Obtain Approval to Proceed with the Project and Begin Executing the Project Plan.

- Obtain approval of the Project Plan from the project sponsor, project owner, or other stakeholders whose approval is required. Be sure that the project owners and sponsors agree that their signed acceptance of the Project Plan indicates approval to begin the executing process for the baseline plan.

- Use Agreement Approval form to obtain required signatures (included in the Project Charter form)

V. Produce Business Management Deliverables. (Refer to Technology Quick References Guide section)

- Update Novient with required resources
- Update Budget Spreadsheet for specific contract type
- Update Projected Revenue on Xerox Web
- Create MS Project file (with schedule & WBS)
- Provide Time and Billing Resource assignment notification

V. Planning Process, (Continued)

Outputs

I. Project Plan (refer to the Project Plan guidelines and form included in this document)

- Project Definition
- Project Deliverables
    - In Scope
    - Out of Scope
- Project Cost Estimates
    - Capital Items
    - Expense Items
    - Labor Items
    - Total Budget Estimate
- Schedule
- Organizational Breakdown Structure
    - Roles and Responsibilities Matrix
    - OBS Definition
    - Resource Assignment Matrix
- Work Breakdown Structure
    - Product/Services Development Activities
    - Project Management Process Activities
    - Contract Management Activities
- Project Controls
    - Overview
    - Scope Management Approach
    - Human Resource Approach
    - Communications Management Approach
    - Procurement Management Approach
    - Quality Management Approach
    - Risk Management Approach
- Approvals

V. Planning Process, (Continued)

Outputs continued

II. Business Management Deliverables

- Current Novient data
- Current Budget Spreadsheet defined for specific contract type
- Current Projected Revenue System data

References

- **Guidelines:** Forms that are required or recommended to effectively manage activities and document process outputs

    - Project Plan
    - Agreement Approval
    - Agreement Commitment
    - Change Log
    - Change Request
    - Contract Compliance Audit
    - Earned Value Tracking
    - Issues Resolution Log
    - Issues Resolution Worksheet
    - Meeting Agenda
    - Meeting Documentation
    - Meeting Preparation
    - Status Reports
    - Risk Quantification Documentation
    - Risk Quantification Documentation with EMV (Expected Monetary Value)
    - Risk Summary and Priority List
    - Work Breakdown Structure
    - Business Management Tools Quick Ref Guide

V. Planning Process, (Continued)

References continued

- **Project Management Education -** Courses and workshops that train project management associates in *best practices* project management concepts and techniques

  - Project Management-The Management Discipline for the 21st Century

  - Project Management Processes & Techniques

  - Assessing and Managing Risks

  - MS Project™ classes

- **Project Management Guides -** Documentation of project management concepts and techniques provided with courseware

  - Project Management Processes & Techniques

- **Textbooks -** Recommended reading for additional information of project management concepts and techniques

  - *A Guide to the Project Management Body of Knowledge,* Project Management Institute

  - *Fundamentals of Project Management*, J. Lewis

  - *Running a Meeting that Works,* Robert F. Miller

  - *Human Resource Skills for the Project Manager,* Vijay K. Verma

  - *The World's Greatest Project*, Russell W. Darnall

  - *Project and Program Risk Management,* Edited by R. Max Wideman

  - *The Cost/Schedule Control Systems Criteria*, Lee R. Lambert

OPUS-PM WBS Outline

1.0 Project Charter & Business Mngmt. Deliverables

1.1 Conduct Project Charter Development Session

1.2 Define project goals

1.3 Define product/service deliverables

1.4 Define project management deliverables

1.5 Define assumptions and constraints

1.6 Estimate time and cost

1.7 Perform Contract Compliance Audit

1.8 Obtain project Charter approval

1.9 Produce XeroxXerox Business Management

2.0 Project Plan & Business Mngmt. Deliverables

2.1 Conduct Project Plan Development Session

2.2 Define project product/service deliverables

2.3 Establish project controls

2.4 Define WBS for p/s development and implementation activities/tasks

2.5 Define WBS for project management implementation activities

2.6 Perform Contract Compliance Audit

2.7 Baseline Project Plan

2.8 Obtain approval of baseline plan

2.9 Produce XeroxXerox Business Management Deliverables

3.0 Project Deliverables

3.1 Perform WBS product/service development and implementation activities

3.2 Perform WBS project management implementation activities

3.3 Manage project performance

3.4 Produce XeroxXerox Business Management Deliverables

3.5 Perform Contract Compliance Audit

3.6 Earned Value Percent Complete Reporting

4.0 Project & Business Mngmt. Deliverables Completion

4.1 Obtain formal acceptance of products/services

4.2 Provide final time and cost

4.3 Provide final accounting information

4.4 Terminate contract

4.5 Perform project retrospect

4.6 Release project team

4.7 Close XeroxXerox Business Management Systems

4.8 Perform Contract Compliance Audit to transfer to LifeCycle Management (outsourcing only)

VI. Executing Process

"Coordinating people and other resources to carry out the plan."
A Guide to the Project Management Body of Knowledge, Project
Management Institute

**Process
Description**

The executing process carries out the Project Plan. The activities,
outlined in the Plan for definition, design, development and
deployment of the required products/services, as well as to manage the
project and provide required project outputs, are performed. Project
progress reports are produced and distributed on a regular basis to all
stakeholders, including team members, customers, end-users, owners,
sponsors, and management.

Inputs

- Project Plan

- Project Guidelines and forms (e.g.: Guidelines for meeting
  minutes, agendas, standard reports, etc)

- Corrective Actions (outputs from the controlling process)

- Budget Spreadsheet

VI. Executing Process, (Continued)

Functions

I. Assimilate the Inputs

- The Project Plan is the action map for managing the project and producing the product and project management deliverables. The execution process ensures all plan project management activities and product development tasks are performed.

II. Take Action to Produce the Product/Services and Project Management Deliverables.

- Conduct Executing process "kick-off" meeting with project team
    - Communicate plan
    - Engage commitment
    - Produce process deliverables
- Perform the WBS activities of the Project Plan
    - Manage the project tasks defined in the Project Plan
    - Manage the product delivery tasks defined in the Project Plan
    - Update activity status (% complete) Perform
    - Change (scope, time & cost) Control procedures
    - Assess impact on time, cost, and deliverables
    - Obtain appropriate approvals
    - Revise and/or develop new baseline plan
- Perform Human Resource control procedures
    - Acquire staff for projects
    - Assign resources to project tasks
    - Implement training defined in Project Plan
- Conduct Steering committee reviews (when applicable)
- Perform Communications control procedures
    - Provide decision support information defined in Plan
    - Produce progress/Status Reports
- Distribute deliverables to stakeholders as outlined in Plan

Continued on next page

VI. Executing Process, (Continued)

Functions continued

- Perform Quality control procedures
  - Conduct overall project performance check
  - Conduct product inspection
  - Resolve issues
- Perform Risk control procedures
  - Continuously identify and assess project risks
  - Develop and implement risk responses
- Perform Procurement control procedures
  - Obtain procurement resources
- Manage vendor performance
  - Administer vendor contracts
  - Manage project performance
  - Track time, cost, and scope
  - Provide variance reports

III. Obtain Approval to Continue the Executing and Controlling Processes.

- Provide project stakeholders with decision support information on a regular basis with project progress reports
- Obtain approvals at designated quality gates/checkpoints to continue executing the Project Plan

IV. Produce Business Management Deliverables

- Update Novient
- Update Budget Spreadsheet
- Update Projected Revenue System
- Update & submit Revenue Recognition Report (Earned Value Tracking)
- Perform contract compliance audit

VI. Executing Process, (Continued)

Outputs	**I. Project Progress Reports**

I. Project Progress Reports
- Cost Tracking
- Schedule Tracking
- Scope Verification
- Issue Tracking
- Action Items
- Overall Project Progress (milestones, successes, major issues, morale)
- Earned Value Analysis (EVA) Status Reports

II. Business Management Deliverables
- Current Novient
- Current Budget Spreadsheet
- Current Projected Revenue System
- Submitted Revenue Recognition Report. (Earned Value Tracking)
- Steering committee review sessions

VI. Executing Process, (Continued)

References   ■   **Guidelines -** Forms that are required or recommended to effectively manage activities

   – Agreement Approval
   – Agreement Commitment
   – Contract Compliance Audit
   – Earned Value Tracking
   – Meeting Agenda
   – Meeting Documentation
   – Meeting Preparation Worksheet
   – Program Dashboard Report
   – PM Status Reports
   – PM Status Report EVA
   – Xerox Client Status Reports
   – Business Management Tools Quick Ref.

■   **Education -** Courses and workshops that train project management associates in *best practices* project management concepts and techniques

   – Project Management Processes & Techniques
   – Assessing & Managing Risk
   – MS Project™ classes

■   **Project Management Guides -** Documentation of project management concepts and techniques, (provided with courseware)

   – Project Management Processes & Techniques

■   **Textbooks -** Recommended reading for additional information of project management concepts and techniques.

   – *A Guide to the Project Management Body of Knowledge,* Project Management Institute
   – *The Cost/Schedule Control System Criteria*, Lee R. Lambert
   – *Human Resource Skills for the Project Manager*, Vijay K. Verma

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VII. Controlling Process

"Ensuring that project objectives are met by monitoring and measuring progress and taking corrective action when necessary." *A Guide to the Project Management Body of Knowledge*, Project Management Institute

Process Description

The controlling process ensures the project is progressing as planned. It applies quality assurance techniques to ensure product deliverables meet the specifications outlined in the Quality Management Plan and introduces corrective action to eliminate unsatisfactory performance. This process provides effective change management for all aspects of the project including overall change control, scope change control, schedule control, cost control, quality control, and risk response control.

Inputs

- Project Plan
- Status Reports
- Change Requests
- Issue Resolution Log
- Status Report – EVA (Earned Value)
- Risk Summary and Priority List
- Budget Spreadsheet
- Earned Value Tracking Report

VII. Controlling Process, (Continued)

Functions

I. Assimilate the Inputs.

■ The Project Plan provides the details and performance criteria for inspecting project and the product deliverables. The progress reports provide status of the project progress. Change requests are managed and issues resolved in accordance with control procedures defined in the Project Plan.

II. Take Action to Build the Product and Project Management Deliverables.

■ Implement change management procedures when changes are proposed. Update the Project Plan as necessary to meet current baseline time, cost, quality, and scope requirements.

   – Control overall project change

   – Control changes to the project scope

   – Control changes to the project schedule

   – Control changes to the project budget

   – Respond to changes to current risks list any new risks as identified and document risks changes

   – Monitor the quality of the product to determine whether or not it meets specified standards

■ Produce and distribute performance reports (reference Communication Management Plan)

■ Produce corrective action plans

■ Produce an updated or new-baseline Project Plan

■ Produce required addenda to project charter

■ Perform Contract Compliance Audits

Continued on next page

VII. Controlling Process, (Continued)

Functions continued

III. Obtain Approval to Continue the Executing and Controlling Processes.

- Update the management team, project owner, and project sponsor on a regular basis with project performance reports

- Obtain required approval signatures in accordance with the controls procedures defined in the plan (refer to Project Controls Procedures section of this document)

IV. Business Management Deliverables
- Update Novient
- Update Budget Spreadsheet
- Update Projected Revenue
- Report Projected Utilization
- Report A/R Tracking data

Outputs

I. Project Performance Reports
- Status Report - EVA
- Status Report
- Change Request
- Change Control Log

II. Modified or new-base lined WBS

III.   Revised, modified or addend
IV.   Project Plan

IV. Business Management Updates
- Current Novient
- Current Budget Spreadsheet
- Current Projected Revenue System
- Resource Utilization reported
- A/R status reported

VII. Controlling Process, (Continued)

References

- **Guidelines:** Forms that are required or recommended to effectively manage activities and document process outputs.
    - PM Controls in Project Plan Section
    - Change Log
    - Change Requests
    - Contract Compliance Audit
    - Earned Value Tracking
    - Issues Log
    - Issues Resolution
    - Risk Qualification
    - Risk Quantification
    - Risk Quantification with EMV
    - Status Report
    - Xerox Client Status Reports
    - Project Utilization Report
    - A/R Tracking Report
    - Business Management Tools Quick Ref Guides
- **Project Management Education -** Courses and workshops that train project management associates in *best practices* project management concepts and techniques.
    - Project Management Processes & Techniques
    - MS Project™ Classes
- **Project Management Guides -** Documentation of project management concepts and techniques, (provided with courseware)
    - Project Management Processes and Techniques
- **Textbooks -** Recommended reading for additional information of project management concepts and techniques
    - *A Guide to the Project Management Body of Knowledge*, Project Management Institute
    - *The Cost/Schedule Control Systems Criteria*, Lee R. Lambert
    - *The World's Greatest Project*, Russell W. Darnall

VIII. Closing Process

"Formalizing acceptance of the project or phase and bringing it to an orderly end." *A Guide to the Project Management Body of Knowledge*, Project Management Institute

Process Description

The closing process documents the final outcomes of the project, both in terms of product delivery and project management delivery. Products and/or services are delivered, project actual results are reported, project contracts are closed and project lessons learned are documented.

The project team and key stakeholders may participate in the closing activities.

Project outputs are archived in Xerox's Project document Repository (currently EM database)

Inputs

- Last, approved Project Charter
- Last, client approved Project Plan
- Project results
  - Final Status Reports
  - Final Status Report EVA
- Completed Business Management Deliverables

Continued on next page

VIII. Closing Process, (Continued)

Functions

I. Assimilate the Inputs.

- Review the Project Charter and the Project Plan to assess project performance against the documented standards and guidelines. The actual project results are documented in the final progress and performance reports.

II. Obtain Approval to Close the Project.

- Provide the final project documentation to the project sponsors, owners, and management for approval
- Conduct Client Satisfaction Review Session (include CPO)
- Obtain formal, signed acceptance of the product and/or service deliverables to close the project

III. Take Action to Build the Product and Project Management Completion Deliverables.

- Close and settle project contracts
- Resolve any remaining action items or issues
- Provide final accounting information
  - Provide final products/services invoice details
  - Provide final billable expenditures details
- Conduct a project retrospect session with the entire project team
  - Discuss and document successes
  - Discuss and document opportunities for improvement
  - Communicate the results to all project stakeholders
  - Update the organization's lessons-learned data store
- Generate final project documentation to report project and product results
  - Produce final scope documentation
  - Produce final cost documentation
  - Produce final quality documentation
  - Produce final risk documentation
- Provide project performance documentation
  - Complete required project performance review documentation
  - Provide performance feedback to team members

Continued on next page

VIII. Closing Process, (Continued)

Functions Continued

IV. Close Business Management Systems
- Close project in Projected Revenue System
- Close project and end schedules in Novient.
- Post all output documents to EM database
- Obtain Letter of Reference
- Obtain Referrals
- Produce "White Paper"
- Produce Thank-you Note for Client

Outputs
- Final Project Documentation
- Lessons Learned
- Archived Project Notebook
- Project Performance Review documentation
- Updated Project Document Repository (EM database)
- Closed Business Management Systems
- Completed Client Satisfaction sign-off in Charter
- Client Reference Letter
- Client Referrals
- White Paper on the project
- Client Thank-you Note.

VIII. Closing Process, (Continued)

References

- **Guidelines -** Forms that are required or recommended to effectively manage activities and document process outputs

    – Lessons Learned

    – Project Performance Reviews

    – Reference Letter

- **Project Management Education -** Courses and workshops that train project management associates in *best practices* project management concepts and techniques

    – Project Management Processes & Techniques

- **Project Management Guides -** Documentation, of project management concepts and techniques, (provided with courseware)

    – Project Management Processes & Techniques

- **Textbooks -** Recommended reading for additional information of project management concepts and techniques

    – *A Guide to the Project Management Body of Knowledge,* Project Management Institute