Project Completion Report

HUBS Upgrade FY16

April 20, 2016
Major Benefits Achieved

- Most significant - **Eliminated an exception to the current desktop standards for administrative staff in terms of web browser requirements, as HUBS users will no longer require the use of Internet Explorer 8 that is no longer the standard browser at Harvard.**
- Second benefit – **Mitigated the risk of not being on a supported database platform or incurring a cost of 20% of the support fees, that could have been incurred to receive extended support from Oracle beyond January 2016**
- Third Benefit – **Provided a better user experience including navigation and usability improvements in addition to improved system response times**
• **Key Success Factors**
  - Assumed reliability and stability of the vendor software is realized
  - Completion of the upgrade is made by November 2015, so the software is available to the user base for the next heavy-use budgeting cycle
  - Availability of Performance Architects known consultant resource
  - Availability of shared, not solely designated, required internal resources as allocated to the project
  - Ongoing support and guidance from the project Steering Committee
  - Collaborative effort from the schools

• **Areas for Improvement**
  - Oracle vendor management, in regards to SR’s and response times
  - Communication – although we didn’t run into any issues, there may be improvements we could implement
  - Possible review of the contract resource screening process - we had a contract resource issue, who had to be replaced
# HUBS Upgrade - Vision

## The Vision for the HUBS Upgrade

The Harvard University Budget System (HUBS) is upgraded to the latest stable Hyperion Planning and Essbase application release available from the vendor in order to provide maximum browser compatibility and application performance to budget and financial planners across Harvard while at the same time providing a platform compatible with the Oracle 12c database.

## Objectives

1. Perform technical upgrade of Hyperion Planning and Essbase from the current 11.1.2.2 version to the 11.1.2.4.00 version.
2. Convert from the classic user interface that requires the use of Internet Explorer 8 to the ADF-based user interface that provides support for Internet Explorer 10.
3. Update hands-on training materials, simulated courses, job aids, work instructions and Wiki pages to reference the ADF-based user interface.
4. Upgrade underlying Oracle database to the 12c version prior to end-of-life support.

## Guiding Principles

1. Unless inherent with the upgrade, the implementation of new functionality will occur in subsequent releases, assuming prioritization from the business sponsor.
2. Training and reference materials will be consolidated as appropriate during the conversion in order to provide a more manageable portfolio of materials to maintain in the future.
3. Though the major milestones and activities will follow a more traditional waterfall approach, Agile practices will be employed as appropriate to maximize collaboration and transparency including team planning sessions, daily stand-ups, and retrospectives.
4. An upgrade of the production environment after mid-November in 2015 will pose challenges to the budget calendar and all steps will be taken for a late October to early November upgrade.

## Key Performance Indicators

1. All Hyperion Planning and Essbase components running in production on the 11.1.2.4.00 product version prior to November 25, 2015 (Thanksgiving holiday).
2. All HUBS applications utilize the ADF-based user interface.
3. All references to the user interface, including screen shots and navigation steps, are updated in the set of documentation to be retained after the upgrade.
4. Oracle 12c is the database platform in the production environment.
Vital Statistics

- Project Name: HUBS Upgrade FY16
- Project Manager(s): Karen Stelle
- Functional Area: OFSP
- Sponsor(s): Jonathan Paul, Mike Landino, Mitch Rogers

<table>
<thead>
<tr>
<th>Phase</th>
<th>Planned Start</th>
<th>Actual Start</th>
<th>Planned Finish</th>
<th>Actual Finish</th>
</tr>
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<tbody>
<tr>
<td>Plan</td>
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<th>Phase</th>
<th>Total Approved</th>
<th>YR1 Budget</th>
<th>YR2 Actual</th>
<th>YR3 Budget</th>
<th>YR3 Actual</th>
<th>Savings or Cost Overruns</th>
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<td>Plan</td>
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<td>Implementation</td>
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<td>Change Request(s)</td>
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<td></td>
<td></td>
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Project ROI

• Did the project have an anticipated ROI?
  • No.

Paste the ROI calculation workbook cells here using Paste>Special>Worksheet object

N/A

• Did the project achieve projected savings or income? Please explain.
  – Yes, it saved the possibility of a 20% database support surcharge
Problem or Opportunity Statement:

- Staff using HUBS currently need Internet Explorer 8 installed on their desktop or via a virtual instance of this web browser being provided to them. This requires coordination with desktop support areas to ensure that HUBS users have the appropriate setup that they need for use with the system given that this browser version is no longer the default in use in most areas of the University.

- The Oracle database needs be upgraded to version 12c before the end of January 2016 or the risk of not being on a supported database platform can be assumed or a cost of 20% of the support fees would need to be incurred to receive extended support from Oracle beyond January 2016.

Problem Resolved or Opportunity Realized: -

- New, upgraded version that supports browser standards
- Upgraded version of Oracle database eliminated the risk of being unsupported
- New user interface delivers a better user experience, including navigation and usability improvements, in addition to improved system response times due to performance optimizations
- New and updated training materials were created
Benefits Realization

• Anticipated Benefits: Use Objectives

1. Perform technical upgrade of Hyperion Planning and Essbase from the current 11.1.2.2 version to the 11.1.2.4.00 version.

2. Convert from the classic user interface that requires the use of Internet Explorer 8 to the ADF-based user interface that provides support for Internet Explorer 10.

3. Update hands-on training materials, simulated courses, job aids, work instructions and Wiki pages to reference the ADF-based user interface.

4. Upgrade underlying Oracle database to the 12c version prior to end-of-life support.

• Achieved Benefits:
  – Did the project actually achieve the anticipated benefits? Yes
  – How did you measure the benefits?
    • Based on the objectives documented in the project Charter and the ITCRB documentation
  – Will there be ongoing KPIs or metrics reported?
    • This was only a technical upgrade. Performance will be monitored on a continuous basis.
  – Who is accountable for tracking and reporting the metrics?
    • Product Owner and ATS technical team

• Other Benefits
  – Additional benefits realized with some increased scope, as we also upgraded SmartView and ensured HUBS is compatible with FireFox 38+
  – Team collaboration experience was improved via resolving an unexpected, show-stopper incident
Features and Requirements Delivery

Did the project deliver all planned features and requirements? Yes

- HUBS aligns with desktop and enterprise technology standards in use at Harvard
- Provides IE10 compatibility for use with HUBS, eliminated need for IE8, and can now receive patching for IE11 and beyond
- Eliminated the possibility of increased fees for extended vendor support
- New user interface delivers a better user experience, including navigation and usability improvements, in addition to improved system response times due to performance optimizations
- Introduced the capability for building data-entry forms and reports that is even compatible and provides better mobile/tablet experience

List any planned features/requirements that were not delivered.

- N/A

List any significant changes to scope.

- Additional benefits were realized with some increased scope, as we also upgraded SmartView and ensured HUBS is compatible with FireFox 38+
## Project Quality

<table>
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<tr>
<th>Product Defects/Bugs</th>
<th>Closed</th>
<th>Open</th>
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<tbody>
<tr>
<td>Critical</td>
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<td>0</td>
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<tr>
<td>High</td>
<td>7</td>
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<tr>
<td>Medium/Low</td>
<td>36</td>
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Summarize any remaining open critical defects and project issues.

<table>
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<tr>
<th>Description</th>
<th>Owner</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no open critical defects</td>
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Transition

Ongoing Governance
• Who is the product owner? Sandeep Basnet
• Describe ongoing governance for defect correction and enhancement requests. Resumed existing governance and added a Working Group

Ongoing Support
• Who is the service owner? Mary O'Brien
• Describe the support team/structure – Same existing core support from ATS Technical Team and FSS Functional Team
• Describe how the support team was trained/prepared – They participated in the project and read the applicable Oracle documentation

Communication and Engagement –
• Described what worked
  – Communication plan and the overall project plan was strictly followed
• What didn’t work and why?
  – The decentralized environment created some challenges ensuring all needed parties were adequately informed
Lessons Learned

Surprises:
• Show stopper issue appeared because of a technical bug
• Training consultant was not up to the task required
• There were two unexpected dependencies
  – Requiring SmartView upgrade
  – Adding FireFox38+

Best Practices:
• Tools used or practices and processes followed that would be valuable for other projects?
  – Project site on Confluence ensured project-related document and artifacts were available to all
  – MS Project kept us on track and ensured all tasks were captured
• What tools, practices or processes that would have helped manage this project more effectively?
  – MS Project Server would be helpful for more efficient project plan sharing
  – Automated testing tools to create testing standards and efficiency

Lessons Learned:
– Before going into project mode, appropriate time needs to be spent in creating the team, governance and communications plan.
– Always know there will be unknowns encountered. Consider options and backup plans.
– Transparency is important. It doesn’t make sense to hide issues and that eliminates the possibility of resolution assistance.
– Have fun and laugh.