Forming a Successful SAP Support Structure

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“For forms of government let fools contest; What’re is best administered is best.”

- Alexander Pope
Where we began

• Supporting independent systems - finance, human resources, student information
• Simple systems - simple team structures
• Very little coordination among teams
• Each system had dedicated IT resources
• Functional analysts? What are those?
Initial SAP Implementation

- One project team, shared goals, project manager
- All groups - HR, FI, IT - in “war room”
- IT staff drawn from existing systems
- HR, FI Functional Analysts drawn from and reporting to user offices
- ASAP Accelerated methodology
- Established three levels of support indicated above
Post Go-Live

- IT “goes home” - no longer in same space
- Still single project manager
- Team concept begins to deteriorate
- Work starts to move towards “work order” basis and starts to transition from concept of “single project” to “HR project” and “FI project”
Sometime later…

- Executive Team disengages
- User office teams separate
- Single team, shared priorities lost
- IT contracts all work on “work order” basis
- Priorities within functional areas are clear, but priorities within SAP are not
CM Project Begins

- CM group added as “new team”
- Existing support model adopted for CM project development
- Resources are not co-located
- IT contracts all CM work on “work order” basis
- “Priority” of CM unclear within environment
- Clarification of priorities results in CM completion
The CMU SAP Support Team

- Reengage Executive Team
- Create SAP Support Team under single director (IT)
- All SAP resources co-located
- Functional analysts work for both user office and IT
- Working back towards a single team and shared goals, while maintaining priorities of user offices
Questions and Discussion