## ESR Roles and Responsibilities

<table>
<thead>
<tr>
<th>PROCUREMENT MANAGEMENT</th>
<th>PROGRAM MANAGEMENT</th>
<th>BUSINESS PROCESS IMPROVEMENT</th>
<th>ENTERPRISE ARCHITECTURE</th>
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<tbody>
<tr>
<td>ROLE</td>
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<tr>
<td>Establishes and leads overall procurement strategy for all ESR acquisitions</td>
<td>Establishes the methodology and technologies to drive program and project management</td>
<td>Establishes the framework and defines the process to drive process improvements using Lean Six Sigma (LSS) methodology and community</td>
<td>Leads overall enterprise architecture</td>
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<td>RESPONSIBILITIES</td>
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<tr>
<td>• Manages processes and technology platforms for all procurement activities</td>
<td>• Establishes program and project dashboards and metrics</td>
<td>• Consults with Process Lead to prioritize and plan for process improvement workshops</td>
<td>• Researches, determines and drafts architecture design documents</td>
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<td>• Liaises to partners for input, devil’s advocacy, consultation and negotiations support</td>
<td>• Reviews and curates project updates</td>
<td>• Manages the roundtrip lifecycle of Lean accreditation, including exception case management</td>
<td>• Reviews technical architecture design and engages Architecture Review Board for feedback and approval</td>
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<td>• Anticipates and manages possible risk/issues/collisions across projects that affect stakeholders</td>
<td>• Recruits, train and resource lead projects with Lean Bench Member(s)</td>
<td>• Designs and implements target technology standards, solutions development lifecycle processes, and enabling toolsets.</td>
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<td>• Applies Lean accreditation and determine which steps (Define, Measure, Analyze, Improve, Control) to complete to those projects</td>
<td>• Provides guidance to technical leads to design and implement systems integration, user experience, identity management infrastructure and data warehouse</td>
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<td>• Maintains library of current state process opportunities and dispositions</td>
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<tr>
<th>STRATEGIC ORGANIZATIONAL CHANGE MANAGEMENT</th>
<th>PROGRAM COMMUNICATIONS</th>
<th>EXPERT SOURCING FACILITATION</th>
<th>PROGRAM SPONSORSHIP</th>
<th>PROGRAM GOVERNANCE</th>
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<tr>
<td>Establishes the overall change management methodology and strategy</td>
<td>Establishes and executes a program communication strategy and plan</td>
<td>Oversees expert sourcing strategy and implementation</td>
<td>Initiates, charters, and authorizes the program</td>
<td>Endorses overall strategy</td>
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<tr>
<td>• Defines change management framework, tools, dashboards and metrics</td>
<td>• Distributes campus-wide and executive-level communications</td>
<td>• Provides and refines review rubric and guidelines</td>
<td>• Delivers major program announcements</td>
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<td>• In partnership with CL/CPs, designs and executes project OCM</td>
<td>• Ensures the project communication needs are supported adequately.</td>
<td>• Consults people managers and unit heads on expert sourcing strategy</td>
<td>• Is visible and accessible; communicates the changes</td>
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<tr>
<td>• In partnership with Program Manager and CL/CPs, manages risks/issues/collisions across projects that affect the campus community</td>
<td>• Ensures appropriate alignment across project communication plans</td>
<td>• Reviews and approves timely allocation of backfill /overload funding requests</td>
<td>• Proactively learns about and socializes the program</td>
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<td>• Identifies and escalates issues to Program and Project Governance and Sponsors</td>
<td>• Designs and implements metrics for measuring marketing channel efficacy</td>
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<td>• Responds to escalated program and project conflicts</td>
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<td>• Serves as primary spokesperson, establishes and oversees the execution of OCM strategy for specific audiences by applying methodologies</td>
<td>• Creates digital and traditional communications artifacts</td>
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<td>• Provides executive decision-making</td>
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<td>• Engages with employees outside scheduled events</td>
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<tr>
<th>PROJECT SPONSORSHIP</th>
<th>PROJECT GOVERNANCE</th>
<th>PROJECT ESCALATION</th>
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### ROLE
Ensures project success through leadership support

### RESPONSIBILITIES
- Delivers major project announcements
- Ensures presence at key events; communicate the changes
- Proactively learns about and socialize the project
- Responds to escalated conflicts
- Provides executive decision-making
- Engages with employees outside scheduled events

### ROLE
Provides leadership on strategic decisions and actions

### RESPONSIBILITIES
- Steers project by making decisions impacting strategy, scope, timeline and budget
- Provides or refers subject matter expertise
- Resolves and/or escalates conflicts
- Supports the changes in words, behaviors and actions

### ROLE
Responds to or resolves escalated conflicts and issues

### RESPONSIBILITIES
- Provides functional leadership and oversight in resolving process issues and organizational conflicts
- Engages VC Offices as needed to facilitate productive resolution of organizational change resistance and conflict
- Engages ITS/Health IS as needed to provide technical leadership and insights to inform decision-making
- Liaises to Program and Project Governance and Sponsors as appropriate

### BUSINESS PROCESS LEAD
Leads process review, design, reengineering, oversees solution(s) implementation

### CONFIGURATION LEAD
Leads out-of-the-box configuration and define implementation requirements

### SUBJECT MATTER EXPERT (SME)
Serves as process and subject matter expert

### SOLUTIONS ARCHITECT
Leads technical design and implementation of system solution(s)

### BUSINESS PROCESS LEAD
- Provides and identifies appropriate subject matter expertise and stakeholders for process review, design and reengineering
- Reviews and approves functional requirements
- Participates in and endorses results of user acceptance testing
- Partners with Configuration Lead to develop product expertise of selected vended or custom developed solution(s) in preparation for process improvement workshops
- Partners with Change Leader and Practitioner to influence and approve changes to existing processes, policies and procedures

### CONFIGURATION LEAD
- Develops product expertise of selected vended or custom developed solution(s)
- Develops functional and integration requirements, and provides configuration expertise to support systems integration
- Implements processes and functional requirements leveraging out-of-the-box configuration functionality
- Participates in and endorses results of functional and integration testing

### SUBJECT MATTER EXPERT (SME)
- Participates in and recommends the selection of solution(s) to address business needs
- Participates in the documentation, analysis, design and reengineering of current state business processes
- Participates in the gathering, reviewing and documenting of functional requirements
- Participates in the creation of content for project communication and end-user training
- Identifies and recommends strategy for closing end-user knowledge, skills and abilities gap(s)

### SOLUTIONS ARCHITECT
- Leads the design, analysis and execution of all systems integration and customizations in alignment with enterprise architecture standards
- Leads the review, analysis and testing of all technical deliverables from vendor(s), and provide sign off if applicable
- In partnership with the Project Manager, creates work breakdown structures (OTLs) and provides work estimates for all technical deliverables, and resource load if applicable
- Develops product expertise of selected vended or custom developed solution(s)
**ROLE**
Manages the overall project from initiation to completion

**RESPONSIBILITIES**
- In partnership with project team members, develops project documentation, work breakdown structures (OTLs), tracks progress to completion and provides regular project updates
- Negotiates with supervisors and assigns tasks to project resources
- Mitigates risks and removes roadblocks, serving as the first point of escalation for project team
- In partnership with Change Leader and Practitioner, integrates OCM plans /activities into project plan
- In partnership with Lean Bench managers, and Process and Configuration Lead, integrates process review, design and reengineering into project plan as applicable

**ROLE**
As the primary project spokesperson, establishes and oversees the execution of strategy for OCM

**RESPONSIBILITIES**
- Identifies and partners with the Change Practitioner to establish vision and change management strategy
- In partnership with the Change Practitioner, develops and executes OCM plans in alignment with program strategy
- Proactively engages sponsors, project governance and the campus community to disseminate information and advocates for change
- Addresses organizational change resistance
- Escalates issues to SOCM

**ROLE**
In partnership with the Change Lead and Project Manager, applies change management methodology

**RESPONSIBILITIES**
- Develops and executes project OCM plans (communications, training, coaching, resistance management, etc.)
- In partnership with Program Communications and Change Lead, creates, refines and directly/indirectly delivers content to target audiences leveraging multiple channels of communication
- In partnership with Change Lead, identifies and addresses organizational change resistance
- In partnership with Change Lead, identifies and plans for end-user needs to inform change management and end-user training plans
- In partnership with Change Lead, escalate issues to SOCM and partner to engage audiences

### ADDITIONAL LOCAL ROLES AND RESPONSIBILITIES WITH AN EYE TO PROJECT IMPLEMENTATION:

<table>
<thead>
<tr>
<th>SPONSORSHIP COALITION</th>
<th>CHANGE CHAMPIONS – NARROWER SCOPE</th>
<th>CHANGE NETWORK</th>
<th>PEOPLE MANAGERS</th>
</tr>
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<tbody>
<tr>
<td>SPONSORSHIP COALITION LEAD (LEVEL 1)</td>
<td>SPONSORSHIP COALITION MEMBERS (LEVEL 2)</td>
<td>In the context of Level 1 and 2, this is level 3 of the local sponsorship coalition.</td>
<td>This term is used to refer to the collection of individuals playing change management-related roles.</td>
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**ROLE**
Serves as organizational sponsor (one per Vice Chancellor or Central area), the primary point of contact for the Change Lead and other Sponsorship Coalition members

**RESPONSIBILITIES**
- Support changes in words, behaviors and actions
- Provide leadership guidance to individuals or groups as they recognize the need

**ROLE**
Serves as the leader, executor, and communicator for their Division and/or Department

**RESPONSIBILITIES**
- Serves as the primary point of contact for Change Champions and staff
- Proactively learns and advocates for future changes
- Attends periodic informational sessions
- Conducts presentations, facilitate meetings to inform Change Champions and staff
- Establishes two-way communication and feedback loops within local networks
- In partnership with project Change Leads and Practitioner, escalates and de-escalates organizational change resistance and conflicts

**ROLE**
Disseminates and advocates for positive change among impacted units and teams

**RESPONSIBILITIES**
- Stays informed by checking the website for updates, and reading materials relative to the project received from Sponsorship Coalition.
- Disseminates information received from Sponsorship Coalition (either written or in-person) to affected stakeholders
- Establishes two-way communication and feedback loops with front-line employees
- Encourages engagement and kindles a desire for training among staff
- Understands and takes responsibility for mitigating fear of the unknown

**CHANGE NETWORK COMPRISSES OF:**
1. Change Lead
2. Change Practitioner
3. Project Manager
4. Sponsorship Coalition Lead Level 1
5. Sponsorship Coalition Level 2
6. Change Champions – Narrower Scope Level 3

**ROLE**
Provide managerial support and leadership through the project life cycle to successfully implement project and enact changes required of staff

**RESPONSIBILITIES**
- CLARC* Communicator
- Liaison
- Advocate
- Resistance Manager
- Coach

*Information and tools provided in training sessions