



ADMINISTRATIVE MEMORANDUM NO. 137

SUBJECT: TECHNOLOGY PROJECT - ENTERPRISE RESOURCE PLANNING SYSTEM (ERP) OF THE GENERAL SECRETARIAT

CONSIDERING:

That in recent years, the Board of External Auditors has underscored the importance of updating the Oracle Electronic Business Suite (OASES) system—the Enterprise Resource Planning System that is used to manage all financial and human resources operations of the OAS General Secretariat (GS/OAS) and provides data to other critical systems;

That since 2014, the version of the OASES software used by GS/OAS has not been supported by the vendor, meaning that whenever the Department of Information and Technology Services (DOITS) has problems with this platform, Oracle cannot provide the technical support necessary for restoring the system;

That, additionally, DOITS can no longer introduce modifications/updates/security patches in the platform, and that the risks of weaknesses are very high and in seeking to prevent these, DOITS has developed outside this platform applications that fill the gap between what GS/OAS needs and what the Enterprise Resource Planning System can provide, but always based on the existing information in the database that supports the current System, a database that needs maintenance and is no longer supported; and

That by resolution CP/RES. 1100 (2160/18), the Permanent Council authorized the necessary resources, deposited in a technology fund, to finance the update of the Enterprise Resource Planning System in the cloud (Technology Project or the project),

DECIDES:

To establish the governance and execution mechanisms necessary for execution of the Technology Project. DOITS will serve as General Manager of the Technology Project. However, each area of the Secretariat for Administration and Finance will continue to lead and own its corresponding functional area.

A handwritten signature in blue ink, appearing to read 'Charles H. Grover'.

Charles H. Grover

Secretary for Administration and Finance

Original: Spanish
August 17, 2018

Attachment A: Guidelines – Enterprise Resource Planning System (ERP) of the General Secretariat



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Secretariat for Administration and Finance (SAF)

July 2018

TECHNOLOGY PROJECT
ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)
OF THE GENERAL SECRETARIAT

Secretariat for Administration and Finance

SUBJECT: Technology Project - Enterprise Resource Planning System (ERP) of the General Secretariat

I. Definitions

AMS: Administrative management units of the GS/OAS

CAAP: Committee on Administrative and Budgetary Affairs

CSMEG: Core Subject Matter Experts Group: This "core group" will attend all working meetings where the new processes to be implemented are analyzed, defined, and tested. It will be a subgroup of the SMEG. It will be formed by the General Project Manager, and its function will be to provide coherence in implementing the new ERP. It will be composed of specialists in human resources, finance, procurement, AMS, and a representative of the Strategic Counsel for Organizational Development and Management for Results

DFS: Department of Financial Services

DGS: Department of General Services

DHR: Department of Human Resources

DOITS: Department of Information and Technology Services

DPS: Department of Procurement Services

ERP: Enterprise Resource Planning System

General Project Manager: The highest authority, responsible for project execution.

GS/OAS: General Secretariat of the Organization of American States

OASES: OAS Enterprise System: obsolete Enterprise System to be replaced by the new ERP

PC: Permanent Council

SAF: Secretariat for Administration and Finance

SMEG: Subject Matter Experts Group

Steering Committee: The program's sovereign body, responsible for the strategic planning of the project

Technical Secretariat: Provides administrative assistance to both the Steering Committee and the General Project Manager. Provides the administrative support necessary for project execution.

II. Governance and execution mechanisms

For purposes of execution of the Technology Project, this Memorandum establishes the following management model:

a. Creation of a Steering Committee. Strategic level

Under the direct supervision of the Secretary for Administration and Finance. This Committee shall be composed of:

Supervision: Secretary for Administration and Finance

Members: Director of the Department of Financial Services
Director of the Department of Human Resources
Director of the Department of Procurement Services
Director of the Department of General Services
Director of the Department of Information and Technology Services (General Project Manager)
Representative of the Strategic Counsel for Organizational Development and Management for Results
Director of the Department of Legal Services (DLS) or representative of the DLS

This Committee shall have the following functions:

1. Provides the leadership necessary to ensure project continuity at the strategic and operational levels.
 2. Ensures that the future ERP implemented is aligned with the objectives of the Organization.
 3. Selects the personnel who, based on the requirements to be presented by the General Project Manager, are to be assigned for project execution.
 4. Takes the necessary decisions on the applicability of internal regulations and rules/procedures so as to be able to ensure project continuity.
 5. If necessary, defines new rules/procedures for approval through the Organization's usual channels.
 6. Ensures that decisions taken regarding the implementation of new business processes are strictly and objectively based on needs of the Organization, and are aligned with best business practices.
 7. Ensures at the Organizational level all change management and knowledge management-related aspects.
 8. Through the use of the skills database, promotes skills-based management in redesigning and implementing project-related business processes.
- b. Creation of a new operational structure for execution of the project. Operational level**

The operational structure will be composed of the following work teams:

1. **SMEG:** Multidisciplinary team of experts in their work areas, composed of representatives of the different departments of the SAF, representative of the Strategic Counsel for Organizational Development and Management for Results, representative of the DLS, and representatives of the different AMS.

Functions of this group will include analysis, definition, implementation, and testing of the solution to be developed. It is a *sine qua non* condition that all members of this group have specific knowledge of each area's processes and procedures, and desirable for them also to have knowledge of the cross-cutting processes of the Organization.
2. **DOITS technical support team**
Functions of this group will include providing the necessary technical support during project execution.
3. **Technical support team of the external company responsible for implementing the solution on the selected platform**
Functions of this group will include providing technical advice in all functional areas related to project execution.
4. **Technical support team of the external company providing the selected platform**
Functions of this group will include providing advice to the technical support team regarding all matters related to the selected platform.
5. **Team to provide technical support on change management techniques**
Functions of this group will include providing advice to GS/OAS on the general application of change management techniques.

This structure will report to the Director of DOITS (General Manager of the Technology Project).

The General Project Manager will receive support from a project leader responsible for technical aspects and a project leader responsible for financial management aspects. Both project leaders will come from DOITS.

The General Project Manager will also have support from the Technical Secretariat.

Functions of the General Project Manager:

1. Ensures execution of the project.
2. Exercises administrative control of the project, budget allocation, assigned resources, and execution times.
3. Presents to the Steering Committee the possible solution alternatives in the event that operational issues are detected that are detrimental to normal execution of the project.
4. Commands and coordinates the CSMEG.
5. Approves all technical aspects of project execution.
6. Works day-to-day on execution, in coordination with the assigned project leader.
7. Defines the architecture (technological resources), principles, and strategies for implementation of the ultimate solution.
8. Conducts the final negotiation with the selected providers of the execution times, deliverables, and control points to ensure proper project execution.
9. Provides project progress reports to the Office of the Inspector General.
10. Provides project progress reports to the CAAP of the PC when appropriate.

Annexed hereto is the full operational diagram.

Clearances: CEDORG – Luis Porto
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