



J I B E

Management and Technology Consulting

# R12 Upgrade & Governance Risk and Compliance

Bringing all the pieces together.

1. R12 Upgrade Considerations and Findings
2. Governance Risk and Compliance (GRC) Overview
3. Applying GRC to Your Upgrade

# R12 Upgrade Considerations and Findings

Jim Williams



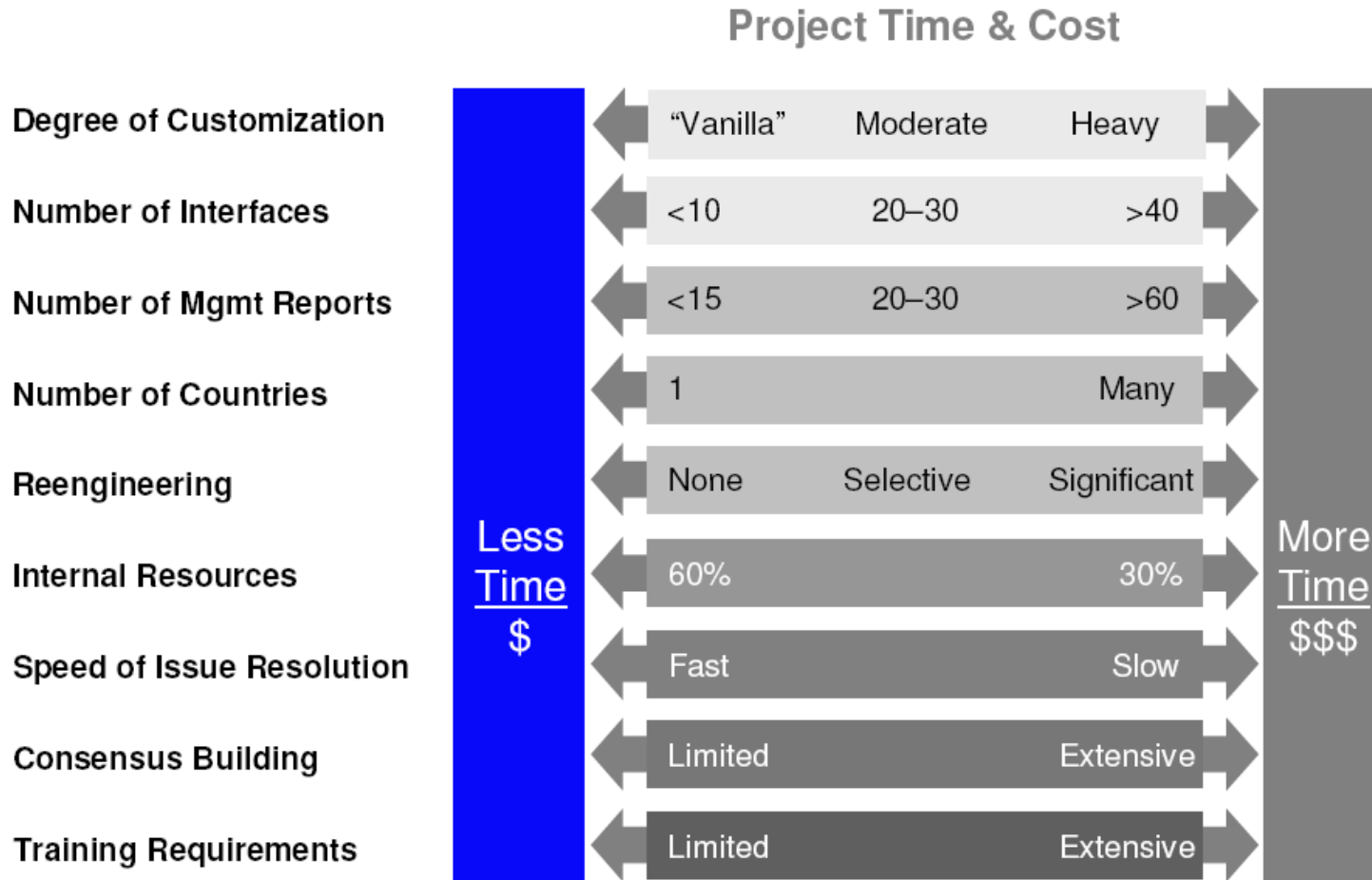
# Key Considerations for an R12 Upgrade

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1. Tech Stack Readiness & Upgrades
2. Customizations and Reporting
  - Eliminate vs. retrofit
  - Concentrate where architecture has changed
3. Functionality and/or Business Process
  - Existing Functionality
    - Regressions Testing
    - Master Data Clean up and Management
  - New Functionality Adoption
    - Mandatory: varying degrees of SLA, Supplier-TCA
    - Voluntary: revenue recognition, landed costs, OBIEE/A
4. Minimize Downtime

# Key Considerations for an R12 Upgrade

Factors That Drive the Upgrade  
Duration, Cost and Risk can vary



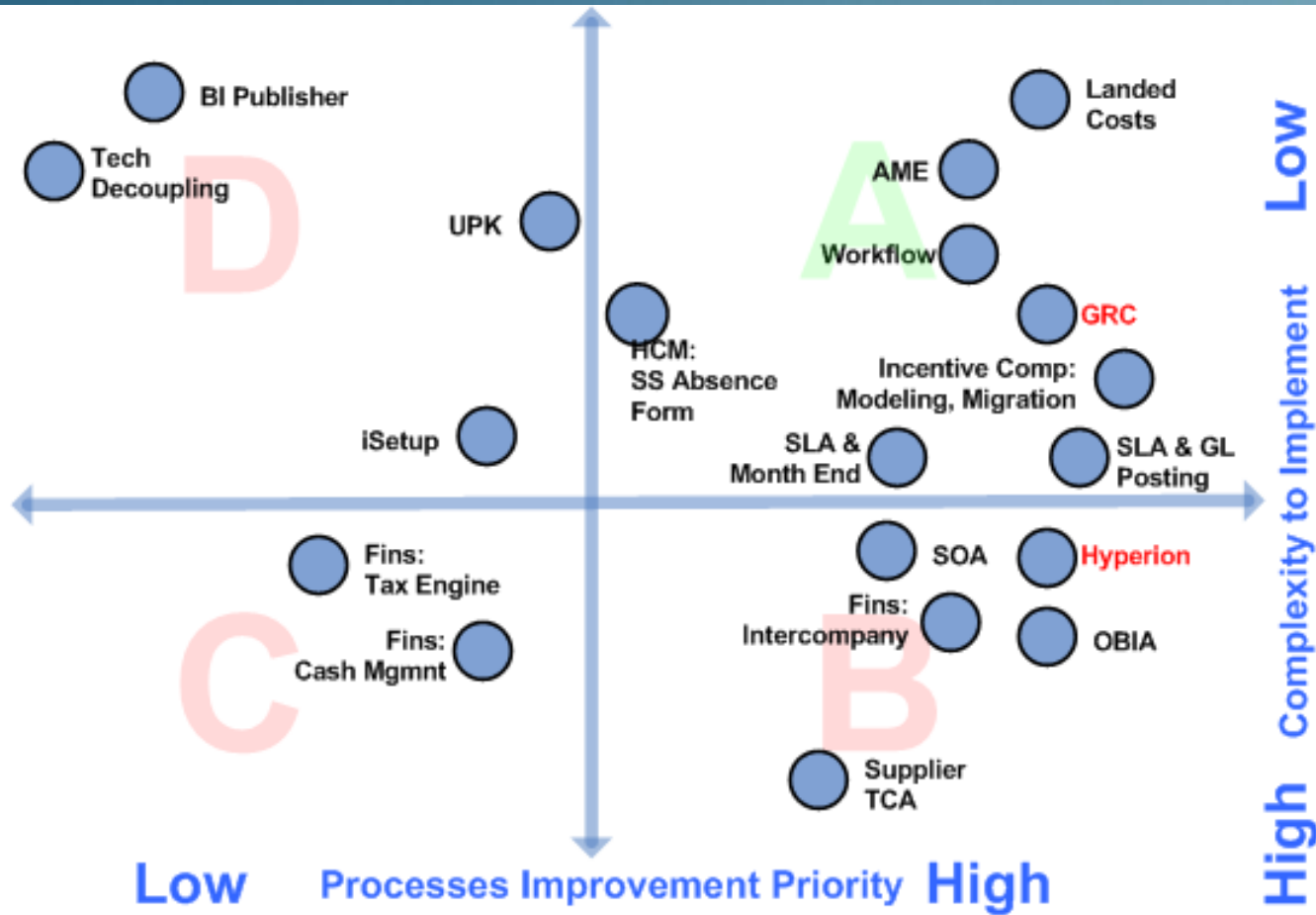
# Typical ERP Upgrade Steps

	Initiaiton	Cycle 1	CRP1, 2... n	UAT	Deploy
Major Task	Project Planning	Technical/DBA Upgrade	Full Functional Upgrade (Iterative)	User Acceptance	Upgrade "Weekend"
Tasks	<p><b>Upgrade or Re-implement?</b></p> <ul style="list-style-type: none"> <li>-Form Team, Budget, Project Plan, Assign Resources</li> <li>-Target a Go-live Date: tentatively schedule downtime</li> </ul>	<ul style="list-style-type: none"> <li>-Tech Stack Readiness</li> <li>-Patch Tech stack for Apps Footprint and Platform</li> <li>-Begin Customization Analysis</li> <li>-Assess New Functionality Impact: SLA &amp; Supplier Architecture: "Delta Training"</li> <li>-Begin Rationalizing New Functionality to Process Requirements</li> <li>-Replace customizations if possible</li> </ul>	<ul style="list-style-type: none"> <li>-Regression test current processes</li> <li>-Test/affirm new functionality</li> <li>-Refine test scripts</li> <li>-Regression test high priority customizations: AR/revenue recognition, OM workflows</li> <li>-Retrofit surviving customizations: start</li> <li>-Performance test and tuning</li> <li>-Timings of upgrade: confirm, or move downtime for upgrade weekend</li> </ul>	<ul style="list-style-type: none"> <li>-Finalize test scripts</li> <li>-Fully adopt new functionality and incorporate into business processes</li> <li>-Retrofit surviving customizations: complete</li> <li>-Document disposition of all customizations (including eliminated)</li> <li>-Full end-to-end and performance testing</li> <li>-Finalize timings</li> </ul>	<ul style="list-style-type: none"> <li>-Based on timings, confirm scheduled downtime</li> <li>-Execute upgrade cutover plan</li> <li>-Go Live</li> <li>-Deploy system to users and production support processes</li> </ul>

Jibe Varies Service Levels Depending on Scale, Scope, and Complexity

Upgrades Can Be Technical to Transformational

# Findings Overview: Quadrant Analysis



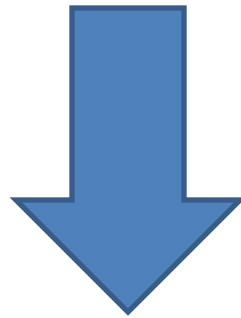
Quadrant	Priority	Complexity	R12 Functionality
A	High	Low	Provides high return within a shorter time span
B	High	High	Provides high return with longer implementation time lines
C	Low	High	Low priority initiatives
D	Low	Low	Combine with related high return functionality

# Applying Governance Risk and Compliance to Your Upgrade

Jim Williams

## Traditional Formula

Managing Access and Controls



Users<sub>n</sub> + Roles<sub>n</sub> + Custom Responsibilities<sub>n</sub>

# Separation of Duties & Access

## Traditional Process: How Many People Have User Access Spreadsheets Like These?

Number	Last Name	First Name	GL	FA	AP	AR	CM	OM	QP	PO	OPM SA	OPM INV	OPM FIN	OPM P.EXE	OPM P.DEV	OPM P.Plan	HRMS
103	User 1	User 1															
289	User 2	User 2															
102																	
104																	
161																	
740																	
700																	
101																	
304																	
289																	
272																	
343																	
769																	
782																	
725																	
160																	
862																	
767																	
106																	
248																	
840																	
243																	
764																	
112																	

LEVEL1	LEVEL2	LEVEL3	LEVEL4	LEVEL5	LEVEL6	USR_FUNC_NAME	SU GL Administrator	EN GL Administrator	ER GL Administrator	CS GL Administrator	SU GL Controller
JOURNALS	ENTER Journals	Find Journals	Find			Navigator General Ledger <Responsibility>					
			New Journals			Find Journals					
			New Batch			Journals New					
			Enter Journals			Batch					
			New Journal			Enter Journals					
			Review Journal			Journals New					
			Review Batch			Batch					
			More Actions			Find Batches					
			Reverse Batch			More Actions					
			Post			Reverse Batch					
			Find Journal Batches			Post					
			Post			Default Reversal Period					
			Review Batch			Post					
						Navigator General Ledger <Responsibility>					
						Find Journal Batches					
						Post Journals					
						Batch					

# Separation of Duties & Access

ORACLE Application Access Controls Governor

Sign Out Profile About Help [Username : steve]

Navigation: Home, Access Policies, Policy, Definition, Entitlements, Global Conditions, Global Path Conditions, Remediation, Report Center, Administration

Policy Name*	Description	Policy Type*
Enter Employee (PSFT)* Enter Payment (ORCL)	HR/PTP	Monitor
Modify Chart of Accounts and Enter Journals	Modify Chart of Accounts and Enter J...	Monitor
Enter and Post Journals (PSFT) 2	Enter and Post Journals (PSFT) 2	Monitor
Enter and Post Journals (PSFT)	Enter and Post Journals (PSFT)	Monitor
Enter Journal & Post Journal (PS)	Enter Journal & Post Journal (PS)	Monitor
Invoices*Suppliers	Inv*Sup SOD rule	Approval Re...
Enter Journal & Post Journal	Enter Journal & Post Journal (ORCL)	Monitor
General Ledger Role	General Ledger Role (PS)	Monitor
Create Payment & Approve Payment	Create Payment & Approve Payment	Monitor
Create Supplier & Process Invoice	Create Supplier & Process Invoice	Monitor
Enter Journal & Post Journal(1)	Enter Journal & Post Journal (ORCL)	Monitor
Create Contact & Enter Credit Memo	O2C	Monitor
Personal Dat1	Data1	Monitor

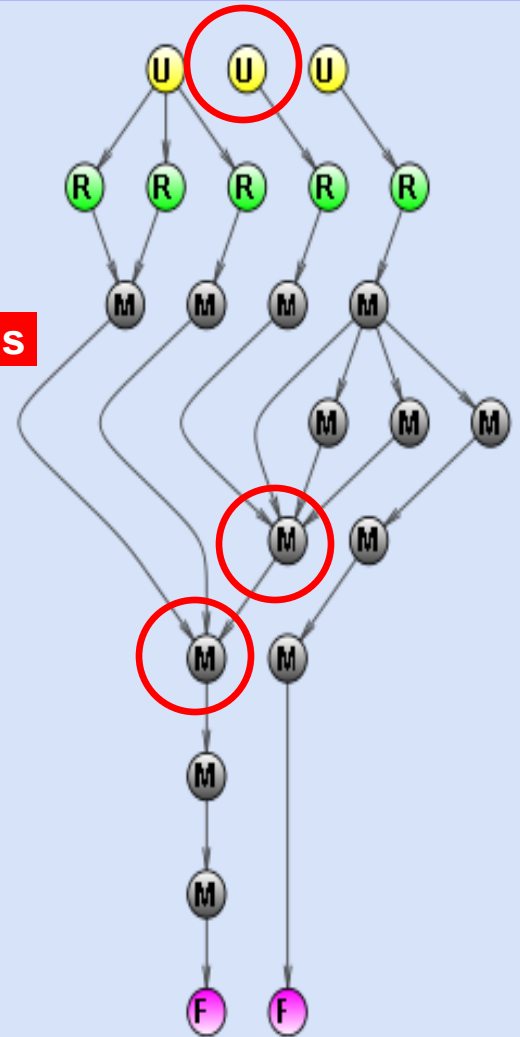
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Element Name	Description	Datasource	Platform
<input type="checkbox"/> AND			
<input type="checkbox"/> Pay-Employee	HCCPSS1035	HRMS	Peop Soft
<input type="checkbox"/> Personal Information-En	HCCPSS1060	HRMS	Peop Soft
<input checked="" type="checkbox"/> OR			
<input type="checkbox"/> Payments	AP_AXPAPAWKB	la2035	Orac
<input type="checkbox"/> Payment Batches	AP_AXPAPAWKB_BATCH	la2035	Orac

Oracle Application Access Controls Governor 8.0 - Copyright © May 2008, Oracle. All Rights Reserved. Oracle is a registered trademark of Oracle and/or its respective owners.

**Policy Library**

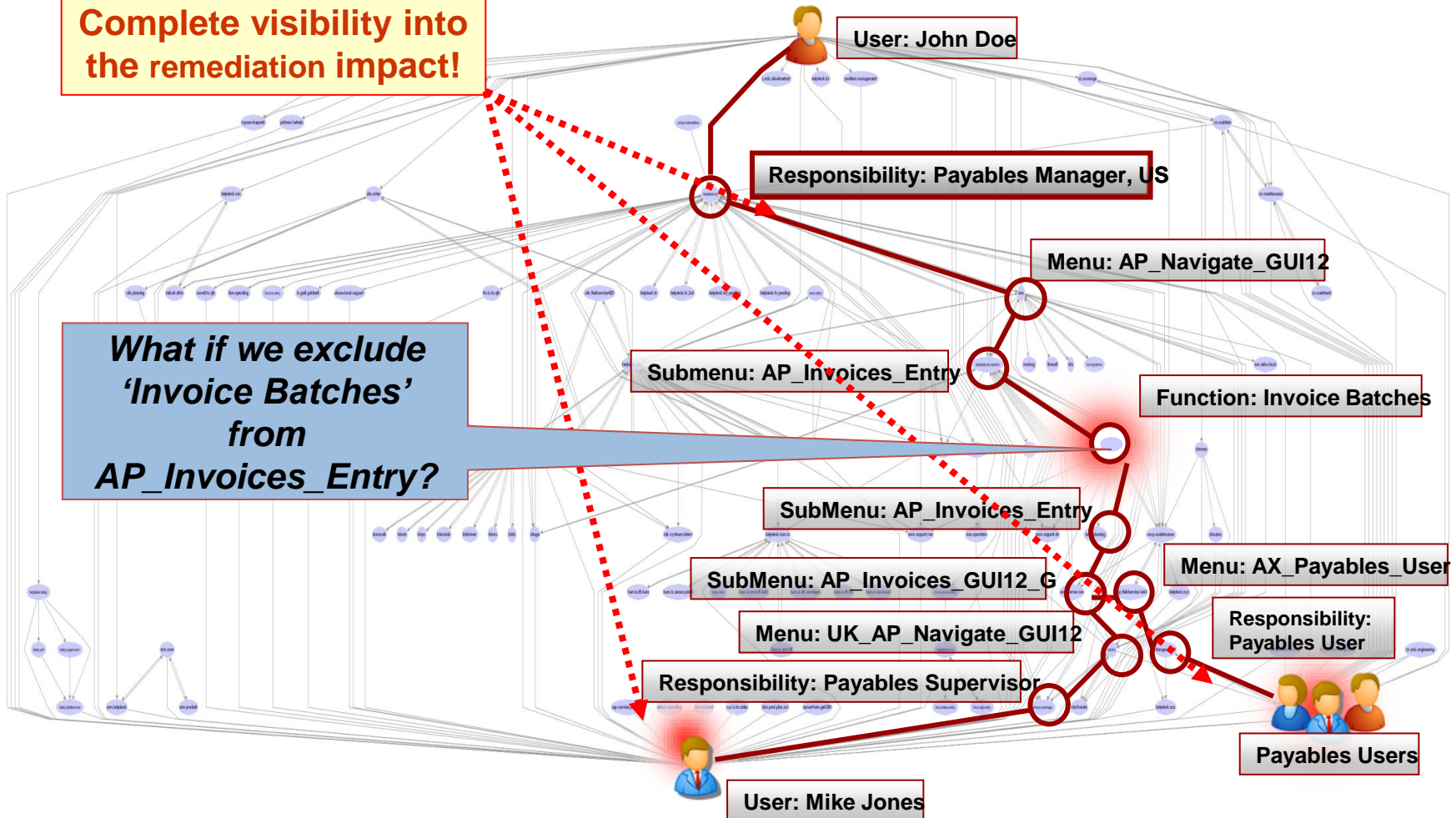
**Conflict Paths**



# Separation of Duties & Access

Complete visibility into the remediation impact!

What if we exclude 'Invoice Batches' from AP\_Invoices\_Entry?



# Configuration Management

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Pre-Upgrade

Post-Upgrade

V11 & R12 Snapshots

Comparisons: expected gaps and enhanced R12 functionality

R12 snapshots

Comparisons: dev & test alignment, expected gaps with production

**R12 Go-live**

# Seeded Policies (EBS)

Implement GRC  
with Seeded  
Control Policies

Analyze and  
Report Gaps

Immediate  
Risk Status

