Appendix 2-A: AVVID Tiger Team Roles and Responsibilities

This appendix provides an in-depth review of each Tiger Team role, specific tasks, and responsibilities assigned to those roles. This appendix is also available at http://www.ciscopress.com/1587200880.

Executive Sponsor

Expertise: CEO, president, or level of authority that will help you resolve high-level issues and gain corporate buy-in from those impacted by the change.

Roles and responsibilities:

- Communicate the vision and provide a clear definition of what changes must occur.

- Demonstrate public support and commitment to the transition.

- Commit the resources required for successful implementation.

Steering Committee

Expertise: Senior-level executives with decision-making authority.

Roles and responsibilities:

- Influence the deployment of the project, keeping it focused on organizational goals.

- Help resolve issues that arise as a result of the conversion to keep the project moving forward.

- Act as the centralized customer voice, ensuring that user input is prioritized in the rollout.

Tiger Team Lead

Expertise: Director of voice services; overall management of telecom department. Requires an understanding of PBX telecommunications requirements, IP Telephony, support, operations, and finance.

Roles and responsibilities:

- Communicate the initiative's global deployment objectives, policies, and processes.

- Ensure that worldwide implementation standards are set and adhered to.

- Provide status reports to steering committee, executive sponsor, and so on.

- Establish priorities and requirements for each theater.

- Work to build teamwork and maintain business unit contacts throughout the organization.

- Help to establish objectives and metrics within each theater.

- Highlight common and theater-specific resource requirements.

- Identify and justify resources for AVVID programs.

- Track and report budget and resource allocations.

AVVID Program Manager

Expertise: Has had technology-specific training leading to a high-level understanding of how to manage and drive areas of the technology development, support, operations, implementation, and finance. Maintain high-level view of AVVID technologies. Has

comprehensive understanding of how the organization resolves issues and completes projects.

Roles and responsibilities:

- Gather, collect, refine, and report on key process, technology, team, and coordination issues.

- Identify priorities, milestones, deadlines, and tasks of the global team—both common and theater specific.

- Conduct weekly global track meetings.

- Define, maintain, track, and communicate the format and content of standard track deliverables.

- Identify key needs for resources, processes, measures, and tools for track processes.

- Provide measured business objectives (MBO) ratings to managers and individual contributors on performance.

- Communicate global technology deployment objectives and policies.

- Establish cross-functional team partnerships and strategies—internally and externally.

- Create, maintain, and build relationships with business units, internal teams, and customers.

- Assess integration and deployment practices and polices for technologies.

- Provide organization structures and process models within theaters.

- Manage AVVID budget, capital, expense, and resource allocations.

- Establish policies, priorities, and coordination requirements for technologies and theaters.

Core Tiger Team

Services/application program leads: IP Telephony, unified messaging, ICM/IPCC, transport, client services.

Expertise: Have a solid understanding and knowledge of applications and services provided through the deployment of a converged network. Be able to work with the Tiger Team to

gather user requirements, resolve issues, recommend policies and support processes, and coordinate application deployment.

Roles and responsibilities:

- Acquire assigned dedicated resources for AVVID technology deployments and assessments.

- Establish objectives, metrics, timelines, tasks, and deliverables for teams and contributors.

- Provide MBO ratings, rewards, and assessments to assigned resources, managers, and individual contributors.

- Gather and organize business plans from internal and external stakeholders.

- Provide technology deployment objectives to cross-functional design, implementation, and operations teams that align with internal and external business plans.

- Communicate with the business units on strategy, timelines, products, and features to be delivered and those that are needed.

- Communicate with business clients and operational/implementation teams on experiences, lessons learned, must-have features, nice-to-have features, and functions.

- Attend all key product development and marketing briefings.

- Provide management timetable for assessment and deployment of technologies.

- Approve all technology pilots and production deployment policies, configurations, and designs.

- Verify and establish processes for installation, testing, integration, architecture, and design of technologies.

- Acquire, assess, and provide recommended implementation and operational support processes, methodologies, and tools.

- Assess tools, methodologies, and resources for implementation and support.

- Manage technology-specific AVVID budget, capital, expense, and resource allocations.

- Establish priorities and coordination requirements for technology integration and deployments.

AVVID Engineering

Expertise: Requires expertise in both voice and data as well as a solid foundation with PBX dial plans, infrastructure, trunking, traffic analysis, and an understanding of user requirements.

Roles and responsibilities:

- Manage the development of the network designs.
- Facilitate issues in the implementation phase.
- Assist with testing procedures.
- Monitor network reliability.
- Provide backup expertise to the support team.
- Set design standards and templates for all applications and hardware installations.
- Work closely with the business unit and attend all key product development and marketing briefings.
- Facilitate all software and hardware upgrades.
- Provide compatibility matrices for all applications, software, and hardware platforms.

LAN Team

Expertise: Understands current LAN infrastructure requirements and its effect on the new converged data/voice IPT network.

Roles and responsibilities:

- Order catalyst chassis, power supplies, and 10/100 cards for all buildings and sites in coordination with IT-Telecom project managers (PMs). (The IT-Telecom PMs will order all FXS cards for buildings and Digital Gateway Cards for NOCs.) Both teams will work together in the installation and configuration, although most of the configuration will be done from the CallManager interface.
- Order sufficient capacity slot space and 6509 chassis to accommodate Foreign Exchange Station (FXS) ports, analog ports to service polycoms, faxes, and modems in each building.

- Provide the forecast capacity plan and management of tie lines and digital circuits to service provider networks required in the NOCs.

- Order and install the Catalyst 6509 equipment (chassis, power, ports) necessary to support Digital Gateways. (The IT-Telecom team will order the Lennon Digital Gateway cards.) Both teams will be responsible for installation and configuration setup for the Digital Gateways.

Theater Implementation Managers—Corporate, Americas, Field Sales Offices, EMEA, Asia Pacific

Expertise: Requires an understanding of core business requirements for a specific theater.

Roles and responsibilities:

- Communicate global technology deployment objectives and policies.

- Implement global and theater-specific designs, implementation policies, and operational policies.

- Provide management reporting for implementation, operations, and design functions.

- Provide feedback on lessons learned, needs, and experiences for implementation, support, and design teams.

- Implement methodologies and processes across theater-specific teams.

- Attend weekly global program and technologies meetings.

- Assess integration and deployment practices and polices for technologies.

- Provide organization structures and process models within theaters.

- Highlight common and theater-specific resource requirements.

- Acquire assigned dedicated resources for AVVID technology deployments and assessments.

- Establish objectives, metrics, timelines, tasks, and deliverables for contributors within theaters.

- Provide MBO ratings, rewards, and assessments to assigned resources and individual contributors.

- Gather and organize business plans and user requirements from internal clients and in-region managers.

- Assess tools, methodologies, and resources for implementation and support within theater.

- Manage theater-specific AVVID budget, capital expense, and resource allocations.

- Establish priorities and coordination requirements for theaters.

- Track all feature gaps and product feedback attained from user clients.

Remote Field Office-Theater Implementation PM Responsibilities—Countdown to Cutover

Twelve to ten weeks before cutover:

- Submit telco room requirements to telco carrier.

- Place order to extend telco d-marc if required.

- Verify existing telco/PBX services.

- Gather user data from client.

- Review telco drawing and approve or return for revisions.

- Verify overhead paging need/status.

- Review final design received from design team.

- Provide kick-off documentation to implementation team.

- Place telco order and request customer service records (CSRs) and site survey.

- Substantially complete (75 percent) floor plans received.

- Complete cabling for secondary main point of entry (MPOE).

- Place equipment orders.

Nine to seven weeks before cutover:

- Installation team provides statement of work (SOW) to project manager.

- Confirm telco order and number assignments.

- Request voice mail purchase order.

- Research and confirm equipment orders that were approved.

- Sign off and return SOW to installation team.

- Forward floor plan (FP) and extension information to local contact (field sales administrative manager, or FSAM).

- Place voice mail order.

- Receive voice mail quote.

Six to four weeks before cutover:

- Issue voice mail purchase order.

- Order Sprint 8XX numbers.

- Order polycom (operations center phones).

- Submit cutsheets to installation partner.

- Provide cutsheets to voice mail vendor.

- Submit cutsheet to partner.

- Finalize cut date with entire project team.

Three to one week before cutover:

- Complete disconnections and referrals (if applicable).

- Complete BDF and IDFs.

- Confirm equipment that is delivered to the site.

- Provide partner with access to the extranet.

- Provide IP information to the support vendor/organization.

- Submit pre-cutover web viper dates to program manager.

- Submit pre-cutover operations package to the IT-telecom team.

- Notify the change management group of office downtime.

- Install CallManager and configure LAN.

Cutover weekend:

- Deploy AVVID solution.

- Test AVVID and UPS.

- Update voice mail bill groups (new sites only).

- Perform end-to-end testing.

Day two of operation (cutover weekend):

- Prepare and submit post-cutover operations package.

- Facilitate the inventory and shipping of old PBX.

- Provide customer satisfaction report (first day of service).

- Cancel old world PBX maintenance agreement.

- Submit LAN as-built and handoff documents to partner.

- Submit LAN as-built and handoff documents to IT operations.

One week after cutover:

- Forward results of customer satisfaction report to team.

Support Track Lead

Expertise: Must have technical expertise and experience in both the voice and data world, as well as in-depth familiarity with technologies such as CallManager, IP phones, Personal Assistant, SoftPhone, Unified Messaging, and so on. Must also be able to understand the overall implementation vision and have the ability to plan support requirements for future applications and technologies and how they would seamlessly integrate into the current AVVID infrastructure.

Roles and responsibilities:

- Develop and drive global support process and standards within IT and customer advocacy (CA).

- Establish metrics.

Finance Track Lead

Expertise: Must have a comprehensive understanding of the financial process, such as creation and maintenance of budgets, financial closing, project commit process, and performance of ad-hoc financial analyses, including ROIs and scenario analysis.

Roles and responsibilities:

- Track spending against budget and support the day-to-day finances of the AVVID rollout.

- Build financial models and prepare ad-hoc scenario analysis for members of the team.

- Prepare and consolidate standard reporting based on data from each theater, including headcount and capital expenses.

- Help the team build a lease scenario analysis for equipment returns.

- Work with PMs to ensure that proper procedures for PBX equipment returns are in place to avoid additional lease fines.

- Identify ROI factors and keep the team in alignment with key business drivers.

- Manage depreciation factors, upcoming lease renewals, headcount, outside services expenditures, and equipment orders.

- Ensure that budgetary spending stayed on track and that the goals of the deployment were in line with the goals of the company.