

**Contract Management  
Detail Analysis Documentation**

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## 1. INTRODUCTION

The main purpose of this document is an overall description and a complex analysis of an actual contract management and approval processes (internally called WF Contract; WFC) in UNIPETROL group yielding in a proposal of new solution.

This document was prepared using actually available documentation and granted access to the existing Lotus Notes applications and intranet. Finally it is based on many meetings and discussions with many people involved in the WFC.

The document summarizes in the following paragraphs and a lot of attachments\* information about

- ✚ Current approval application – this part provides a detail map of all existing approval flows served by Lotus Notes applications including basic statistic information.
- ✚ Organizational structure – this part strains to describe hierarchy towards the WFC
- ✚ User requirements – in this part an actual requirements and change request for a new WFC solution are listed
- ✚ Optimization recommendations – this part consists of several WFC improvement suggestions

and contains in the last chapter

- ✚ Proposal of common contract workflow for all companies within UNIPETROL group.

An implementation of the new WFC was an integral part of an ongoing project UniShawe and it was expected to be delivered within one phase of this project - but probably due to underestimated vendor analysis and/or lack of its knowledge or simply especially due to enormous complexity it has been eliminated from the scope in the end. The new WFC solution based on Microsoft Office Sharepoint Services (MOSS) is going to be delivered in very near future as a separate delivery. The planned implementation should take place as soon as possible since this area is very dynamic within UNIPETROL and it changes quite often.

This document describes an actual situation as of the September 2011.

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\* For a complete list of attachments see Chapter 5



## 2. RESOURCES

### 2.1. Organization and scope

UNIPETROL group consists of several petrochemical companies distributed across Czech Republic. The structure of the group at all is accessible in the Attachment 1.

The computer aided WFC is currently implemented and used at the UNIPETROL group companies listed in the following table except BENZINA where the manual process is still in place.

The new unified WFC solution should cover at least these ones if not even the whole group.

Company	Location	Number of employees
UNIPETROL, a.s.	Praha	31
UNIPETROL SERVICES s.r.o.	Litvínov	263
UNIPETROL DOPRAVA, a.s.	Litvínov	423
UNIPETROL RPA, s.r.o.	Litvínov	1752
PARAMO, a.s.	Pardubice	655
BENZINA, s.r.o.	Praha	88

### 2.2. Documentation

There is a set of an available documentation used for the WFC investigation in UNIPETROL group and for the preparation of this document here.

#### a) Organizational structure

An actual structure is documented in the Attachment 2 (up to -2 levels) and Attachment 3 (an overall view). Hierarchies are used for both, sequential multi level approval processes and for delegations, purposes.

Current WFC is integrated to the Organizational structure functionality provided by a specific Lotus Notes application, see Chapter 3.1. The new WFC solution will use the organizational structure functionality served by the MOSS, this functionality has already been implemented by UniShawe project.

## **b) Meeting minutes**

The recorded minutes from two meetings with reference to the WFC are available as the Attachment 4.

The meetings were dedicated to the processes simplification, definition of one common approval process and a unified dispatch note form.

## **c) Managing documents**

Elemental documents and rules with a direct impact on the contract approval process are attached as Attachments 5 to Attachments 8. Deeds of foundation, Organizational rules and Signing rules with some annexes have been downloaded from a company intranet and are attached as is.

These documents define responsibility levels and authorities to approve and/or sign contracts based on amount/price/time values. These rules are some way covered by actual WFC in Lotus Notes (mentioned in appropriate next chapters), some must be kept in mind by users.

All the rules and parameters should be transferred into the new WFC solution configurations and definitions and used automatically. Prior to it, the UNIPETROL should be asked for an updated set of these documents/information.

## **d) Decision 2007/08**

The director's decision 2007/08 belongs logically to the managing documents above. It is exposed here to highlight that there is not used any application for contract approval in BENZINA. It is completely manual process based on exchange of printed contract proposal with an enclosed cover page according to Attachment 16 as a log

## **e) User guides**

Lotus Notes applications are equipped with an extensive and good quality compiled user guides. Unfortunately it is not entirely up to date. Previous vendors finished delivery of applications in 2005 but several minor changes occurred later, some configurations changed. Furthermore, all helps have the same content for all even different applications with different designs and some functionality descriptions are totally missing. An example is approachable in Attachment 9.

## **f) Administrators documentation**

No documentation exists or has not been made available from a UNIPETROL side. That also goes for any architectural and/or design papers.

## 2.3. Contact persons

During the WFC analysis many people were asked for information, but not all of them gave the valuable response. So, only the really important WFC stakeholders are listed in a table below.

This “team” consists of key persons participating in the UniShawe project, skilled end users and/or data administrators of current Lotus Notes applications and finally IT development & operations representatives.

Name	Company	Position	Role, knowledge
K. Tkaczyk	UNIPETROL SERVICES	Processes optimization director	This analysis sponsor
P. Galera	UNIPETROL SERVICES	Project manager ICT	PM of UniShawe project
L. Síbr	UNIPETROL RPA	Legal services referent	LN WFC application data administrator and key user
J. Miškovský	UNIPETROL SERVICES	Project manager III	IT, LN DB background
M. Benešová	UNIPETROL SERVICES, UNIPETROL RPA	Lawyer, Legal department supervisor	LN WFC application key user
L. Friedrichová	UNIPETROL SERVICES	Lawyer	LN WFC application data administrator
R. Kopecká	PARAMO	Lawyer	LN WFC application key user
L. Hrabušická	BENZINA	Legal referent	Contract approval

## 3. LOTUS NOTES APPLICATIONS

The set of LN applications for WFC (furthermore LN WFC) was produced by Ability Development CZ, s.r.o., in year 2003 (<http://www.abilitydev.cz>) and further developed until 2005.

### 3.1. Organizational structure

For the new WFC solution the already implemented organizational structure in MOSS will be used and that is why it makes no sense to describe LN based OS application used by an actual WFC here.

### 3.2. Common description of LN WFC application

A new contract draft, a revision of existing one or an annex to already existing one is processed in some of LN WFC applications at the present time. The same database is used as an archive of all valid as same as cancelled contracts.

Processing is controlled by a dispatch note (CZ: Průvodka) – it shows current processing status – which must be filled by an author or a requestor\*. A draft of contractual document is attached as an attachment to the dispatch note. Also other important or necessary documents must be attached if any. For detailed information on the dispatch notes please see Attachment 10.

A system generated unique identifier is automatically assigned to the contracts dispatch note. The format is **###0-yyyy rev. 0 dod. 0**. The incremental number of contract **###0** is followed by the actual year. The revisions/annexes to already existing and valid contracts are differentiated by the incremental numbers behind the keywords **rev./dod.** starting with zero.

The author - depending on source company, contract type and content, company policy, processes and rules written in the valid Deed of foundation, Organizational and/or Signing rules (see Attachments 5 to Attachments 8) – chooses manually a processing flow (CZ: Oběh), editors, reminders, approvers, submitting manager<sup>†</sup> and also person which will sign the document in the end.

The dispatch note fields must be filled, several ones are required, and overall number of fields varies by the company and flow selected, and also by some dispatch note fields values entered. Next, depending especially on contract financial value and some other criteria (see Attachments 5 to Attachments 8)

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\* The author can input the contract into the application on behalf of the requestor. The requestor is “business user” which need the contract to have signed, the author is a person which presumably works at a procurement, a finance or a legal department and is sure aware how to fill the dispatch note and which approvers to select. The author and the requestor can be the same person, of course.

<sup>†</sup> If discussed at some meeting, see a next paragraph, then this person presents and argue it

the author decides whether the contract is going to be discussed and approved at the executives meeting and/or general meeting.

Every person involved in the contract approval process can ask for change, can create reminds, (and according to the response from the requestor) can approve it or not, or even can reject it completely and cancel processing of the proposed contract.

Once the contract is approved the requester ensures the original to be signed, scanned and attached to the dispatch note.

### 3.3. Information and statistics

In the following table there are the most important data about LN databases here. Table continues on a next page, for a reference see column *No*.

No	Company	LN DB Label	Server	Path *	DB Size	Docs †
1	UNIPETROL, a.s.	Smlouvy Unipetrol	U-DM1/ Unipetrol	Aplikace\Smlouvy\ Sml_UNIPETROL.nsf	1,5 GB	2 400
2	UNIPETROL DOPRAVA, a.s.	Smlouvy UNIDO	U-DM9/ Unipetrol	Aplikace\Smlouvy\ Smlouvy_UNIDO.nsf	1,4 GB	4 000
3	UNIPETROL RPA, s.r.o.	Smlouvy Výroba, Monomery, ...	U-DM4/ UNIPETROL	Aplikace\Smlouvy\ Smlouvy.nsf	7,2 GB	50 500
4	UNIPETROL RPA, s.r.o.	Smlouvy RAFINERIE, SCM	U-DM4/ UNIPETROL	Aplikace\Smlouvy\ Smlouvy_uniraf.nsf	2,6 GB	11 500
5	UNIPETROL RPA, s.r.o.	Smlouvy ZCA ‡	U-DM3/ UNIPETROL	Aplikace\Smlouvy\ Smlouvy_ZCA.nsf	0,2 GB	1 000
6	UNIPETROL SERVICES, s.r.o.	Smlouvy SSC	U-DM7/ UNIPETROL	Aplikace\Smlouvy\ Smlouvy_SSC.nsf	0,9 GB	2 700
7	PARAMO, a s.	Smlouvy PARAMO nové	P-DM1/ Paramo	Aplikace\smlouvy\ SmlN_PARAMO.nsf	7,3 GB	3 700

\* All contracts are stored in one database irrespective their status (live, valid, in process and archived). There is no other database for obsolete or canceled contracts. This column with the DB Size and Docs is useful for migration.

† Number of LN documents. Every contract consist of at least one LN document for each its version/revision/annex. Also each reminder to any contract is a separate LN document in database. So, number of LN documents is many times higher than number of all "real" contracts in the table on the next page.

‡ An approved contracts (uses simplified flow, see Attachment 11, dispatch note print is not available here) are furthermore and again processed/approved at the LN DB "Smlouvy Výroba, Monomery, Polyolefiny, OOR"

No*	Company	# of all live contracts <sup>†</sup>	# of valid contracts <sup>†</sup>	# of contr. in process <sup>†</sup>	# of arch. contracts <sup>‡</sup>	Contracts increment <sup>§</sup>
1	UNIPETROL, a.s.	554	540	14	951	150
2	UNIPETROL DOPRAVA, a.s.	1 483	1 466	17	621	250
3	UNIPETROL RPA, s.r.o.	4 279	4 018	261	9 036	1 000
4	UNIPETROL RPA, s.r.o.	4 123	4 003	120	270	1 000
5	UNIPETROL RPA, s.r.o.	326	307	19	97	100
6	UNIPETROL SERVICES, s.r.o.	377	264	<b>113<sup>!</sup></b>	217	75
7	PARAMO, a.s.	1 806	1 276	530	1 299	400



There number of actually processed contracts should be many times smaller in compare to total number of all ones (e.g. 5 to 10% of the total number). There is something wrong it the UNIPETROL SERVICES process, the number of processed contracts is close to 50%.

### 3.4. Basic functionality

There are summarized basic activities and functions which can be performed by a competent users<sup>\*\*</sup> in the table bellow. Sure some activities are allowed only under some conditions or special circumstances. These conditions are specified directly in textual description or written at the footnotes

\* Reference to the table on a previous page

<sup>†</sup> Total number of live contracts equals to number of processed contracts plus number of contracts in approval process: [# of all live contracts] = [# of valid contracts] + [# of contracts in process]

<sup>‡</sup> This number shows number of expired or cancelled contracts

<sup>§</sup> This number shows an estimation of average yearly increment

<sup>\*\*</sup> The competent users are (ref the table columns): Author, Requestor, Approver, Submitting manager, Executives or their meeting, General meeting participants (board of directors).



Activity	Description	* Author	Requestor	Editor	Approver	Sbm. mgr.	Executive	General
See the contract	See the dispatch note with all its attachments in any state of approval process or after finishing it. Limited to the only ones on which the user cooperated <sup>†</sup>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Define viewers	Add or remove people to/from access control list/distribution list	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Create dispatch note	Generate a new dispatch note, attach a contract draft, fill required and important fields, choose editors, approvers and flow	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Handle dispatch note	Edit the dispatch note <sup>‡</sup> Print the dispatch note	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Start process	Start the editing/approval process of the new contract		<input checked="" type="checkbox"/>					
Process contract	Issue and view reminders, ask for change, create notes, validate answers			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Edit reminders	Change the content of own reminders and notes <sup>§</sup>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Take over task	Reserve for personal processing if the task is assigned to a group of people			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Process requests	View and respond to reminders, change requests and notes (agree or disagree)		<input checked="" type="checkbox"/>					
Apply request	Agreed reminders, requests and notes must be applied in a new version of contract draft which must be attached		<input checked="" type="checkbox"/>					

\* The competent users are (ref the table columns): Author, Requestor, Approver, Submitting manager, Executives or their meeting and General meeting participants (board of directors)

<sup>†</sup> The access is granted to groups and also users from some position in organizational structure and higher

<sup>‡</sup> The dispatch note can be only edited until the processing of it is not started, also the selected flow can be changed under the same conditions

<sup>§</sup> Only open ones can be edited while keeping track of all changes

Activity	Description	* Author	Requestor	Editor	Approver	Sbm. mgr.	Executive	General
Approve contract	Approve the draft of contract and push it to the next level of process <sup>x</sup>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cancel contract	Reject the contract, the processing is stopped, contract draft must be completely rebuilt prior next approval if still required				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Delegate access	Temporarily delegate access to the dispatch note/contract for processing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ask question	Request assistance of any person in company, temporarily allow access <sup>†</sup>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Attach scanned contract	Fully approved contract must be signed and scanned in PDF into system as another attachment of the dispatch note		<input checked="" type="checkbox"/>					
Declare contract	Fully approved contract validity must be officially declared		<input checked="" type="checkbox"/>					
Archive contract	Based on system generated e-mail notification the contract requester is asked for contract (de)archiving <sup>‡</sup>		<input checked="" type="checkbox"/>					

<sup>x</sup> If using XLS sheet handout or agreed so called PER ROLAM approval then the granted person can make an approval or disapproval on behalf of the divisional meeting, meeting of the executives or the general meeting.

<sup>†</sup> The processing responsibility is not transferred to the asked person

<sup>‡</sup> The validity of expired contract can be changed vice versa, no dates are checked. The operations only change the flag for a view in which the contract is displayed (declared valid or archived). Also can be done manually without any previous e-mail notification.

### 3.5. Advanced functionality

In the Attachment 10 there are another uncategorized or minor functionalities written here.

There exist also several skilled people in UNIPETROL with the manager's rights to appropriate LN DBs, which are allowed to perform several advanced tasks and operations with the dispatch notes. Tasks and operations are written down in the table.

Task, operation	Description
Manage dispatch notes in general	Allow to view all contracts within LN DB and treat any erroneous or strange status of any contract dispatch note, replace users access rights (especially for dismissed/new employees)
Change flow	Can stop processing of any dispatch note and return it back tot the creation state which allows regular users to select required flow
Manage dispatch notes of cancelled contracts	Allow the dispatch notes of cancelled contracts to be edited which allows regular users to correct problems, completely rebuild the contract draft, attach right attachments or any required operation
Generate lists	Produce lists of all or only selected dispatch notes in any of predefined view
Support meetings	Can generate XLS outputs for a executive/general meetings and finally apply approval statuses of appropriate contract dispatch notes, approve contracts on behalf of executives/directors
Update dispatch notes	Using bulk operations can update several locked properties to a required values of all or only selected documents (for instance General meeting Yes No)
Define viewers	Define viewers on behalf of regular users (add or remove people to/from access control list)
Supports approval method "PER ROLAM"	Support the approval of contracts using the written form of communications if it is agreed by all involved approvers (used for approval of urgent contracts and/or previously disapproved)

### 3.6. Current flows

Tens of active contract approval flows exists within UNIPETROL group at this moment. These flows can be only of two kinds, for archiving and/or migration purposes only (it means without any approval process) and with a certain approval process. The concrete information is given in the following table.

Company	Number of LN DBs	Archiving flows	Processing flows
UNIPETROL, a.s.	1	1	1
UNIPETROL SERVICES s.r.o.	1	1	1
UNIPETROL DOPRAVA, a.s.	1	1	1
UNIPETROL RPA, s.r.o.	3	3	17
BENZINA, s.r.o.	0		
PARAMO, a.s.	1	1	5



The number of flows is fearful, see UNIPETROL RPA and PARAMO. Maybe due to a historical events it was easier to implement a new flow rather than to try to find a similarities and use a joint solution.

All the flows are quite identical. They differ only in the number of participants in the approving sequence, in the appearance of the dispatch note form, in number of fields on it and finally in the contract types appointed to these flows – it means that the author/requestor must according to the content of the contract draft choose a right approval flow to be processed right way.

The archiving flows are used for keeping record of already approved contracts in past but not archived yet or for the contracts which should not be approved by a top management. Archiving flows use the similar scheme as described in the following text and picture, the process is only finished at the gateway “Approval process finished?” (see one of the diamond symbols at the picture).

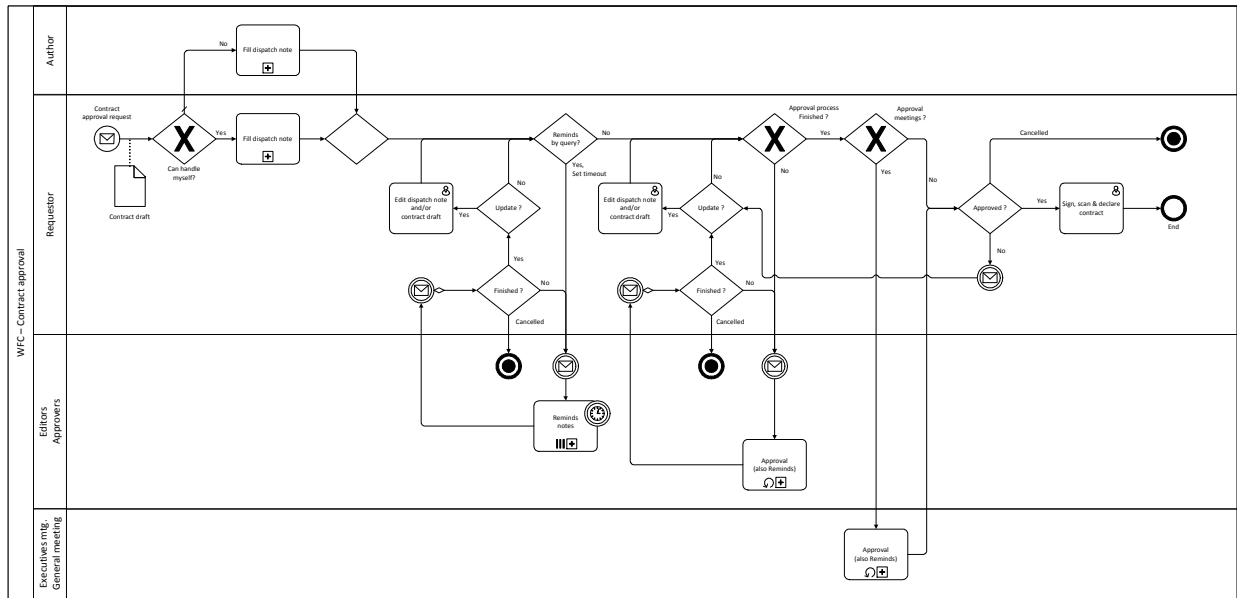
The approval ones are more difficult. Depending on parameters filled in the dispatch note the process continues with approval steps at the top management meetings, generally at the executive and/or general level. Te sequence of approving positions is documented in Attachment 11 and Attachment 12.

Unfortunately the requestor must always think about all people involved in approval flow and if somebody is missing and needed based on a previous experience or rules defined by managing documents than he or she must manually ask for cooperation using “Reminds by query” functionality.

A typical paradigm of processing flow is demonstrated by a next picture in BPMN<sup>\*</sup>. For a detailed view including sub-processes see Attachment 13.

This picture does not exactly show the sequence of all reminding and/or approving position dependencies (see Attachment 11 and 12) and is generalized. Properly, it would be controlled using business process rules functionality.

<sup>\*</sup> Business Process Modeling Notation by Business Process Management Initiative, <http://www.bpmn.org>



### 3.7. Views

The LN WFC application provides users with many views and filters, not all of them are available in all applications. Although it is not easy to separate it in an actual LN GUI, there exist these groups of views:

- ✚ Processing views – display lists of all dispatch notes for processing, approval and/or declaring, with reminders, with some filtered displays (by document type, department, requestor, flow, status, customer...) and finally featured views (e.g. long waiting times and persons in delay)
- ✚ Valid contracts views – display lists of approved and valid contracts filtered/grouped by many criteria (all contracts or by year, document type, department, termination period or expiration date, customer; declared and declared contracts by months, ...)
- ✚ Archiving views – display lists of archived contracts (all or filtered by archive date ...). Any of archived contracts can be “unarchived” (set as valid) in case of mistake or
- ✚ Special views – display for example tenant contracts, options, ...

The views differ by LN DB. A content of these views can be printed and/or exported fully or partially (only for selected items) into MS Excel for next processing.



The detailed list of all available views can be seen in Attachment 14.

### 3.8. Printouts and advanced outputs

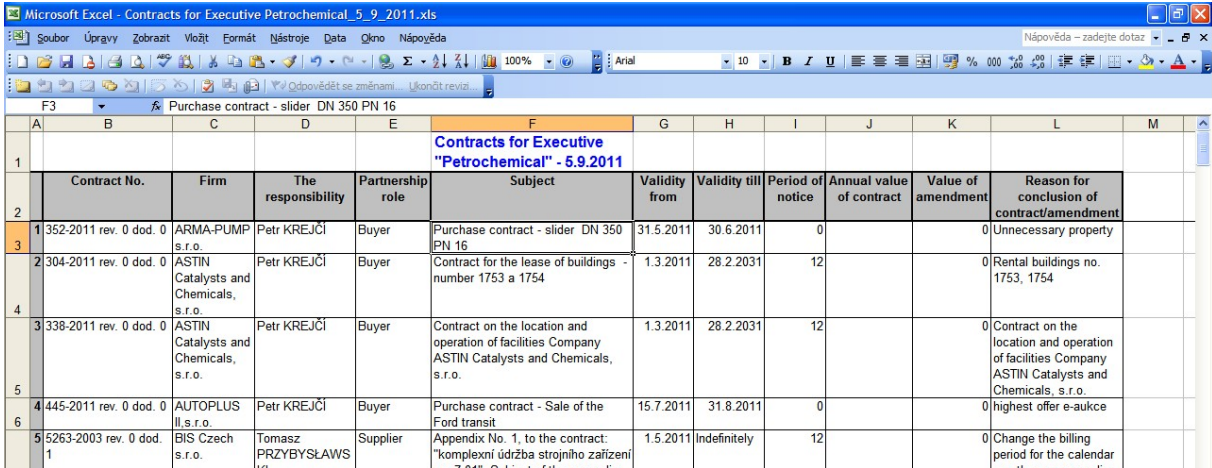
The LN WFC application generates on request dispatch notes printouts; see Attachment 15 for some examples.

Also several outputs directly in MS Excel format are possible – it is a special kind of contract views available for users with the advanced functionality available, see chapter 3.5.

This functionality is mainly used for offline (out of the WFC application) approval of contracts at the divisional meetings, meeting of executives and/or general meeting where these documents are strictly required:

-  List of contracts to be discussed and/or approved
-  Dispatch note of every separate contract to be discussed and/or approved

An example of some output follows on the picture below. All the generated printouts are unique in each separate flow. The detailed list of all available outputs can be seen again in Attachment 15.



Contracts for Executive "Petrochemical" - 5.9.2011												
Contract No.	Firm	The responsibility	Partnership role	Subject	Validity from	Validity till	Period of notice	Annual value of contract	Value of amendment	Reason for conclusion of contract/amendment		
1 352-2011 rev. 0 dod. 0	ARMA-PUMP s.r.o.	Petr KREJČÍ	Buyer	Purchase contract - slider DN 350 PN 16	31.5.2011	30.6.2011	0		0	Unnecessary property		
2 304-2011 rev. 0 dod. 0	ASTIN Catalysts and Chemicals, s.r.o.	Petr KREJČÍ	Buyer	Contract for the lease of buildings - number 1753 a 1754	1.3.2011	28.2.2031	12		0	Rental buildings no. 1753, 1754		
3 338-2011 rev. 0 dod. 0	ASTIN Catalysts and Chemicals, s.r.o.	Petr KREJČÍ	Buyer	Contract on the location and operation of facilities Company ASTIN Catalysts and Chemicals, s.r.o.	1.3.2011	28.2.2031	12		0	Contract on the location and operation of facilities Company ASTIN Catalysts and Chemicals, s.r.o.		
4 445-2011 rev. 0 dod. 0	AUTOPLUS II s.r.o.	Petr KREJČÍ	Buyer	Purchase contract - Sale of the Ford transit	15.7.2011	31.8.2011	0		0	highest offer e-aukce		
5 5263-2003 rev. 0 dod. 1	BIS Czech s.r.o.	Tomasz PRZYBYŚLAWSKI	Supplier	Appendix No. 1, to the contract: "komplexní údržba strojního zařízení č. 704" Subject of the responsibility	1.5.2011	Indefinitely	12		0	Change the billing period for the calendar month every second		

## 4. ANALYSIS RESULT

Original requirements on a WFC solution were catalogued too universally and it was probably the reason why the vendor has not been able to deliver it within expected time and proposed budget. But still the new WFC solution on MOSS should be developed and delivered soon.

### 4.1. Requirements proposition

The requirements should address all important points. On the other hands it is clear that some functionality must be simplified or redesigned upon discussion. This is described in the next chapter Recommendations. So the new solution:

#	Requirement
a)	Must be built on existing and used HW and SW (MOSS, WF Nintex, NT, MS SQL Server, VMware, ...) and respecting all group policies (high availability, disaster recovery, backup and restore, monitoring, operation requirements, security concept, easy upgradeability ...)
b)	Must be using standard, OOTB or packaged SW with minimum customizations and development
c)	Should utilize only one common application and one data store on background.
d)	Have to cooperate with AD/LDAP and utilize organizational structure implemented in MOSS
e)	Should provide a simple and comfortable GUI, it has to be user-friendly and using web browser
f)	Must facilitate contracts migration using some migration utility or one-time scripts/tools
g)	Must have an administrative tools for bulk operations, errors and non-standard statuses fixing
h)	Should respond quickly - achieve defined performance criteria (e.g. open record in 1 second ...)
i)	Should provide functionality available now in LN WFC solution as much as possible (described elaborately in previous chapters of this document)*, but especially <ul style="list-style-type: none"> <li>- auto numbering of contracts, dispatch note object, e-mail notifications</li> <li>- contract compilation, edit, approval, declaration, scanning, revisions, annexing, expiration and archival</li> <li>- secured and controlled access to contracts</li> <li>- keeping track of user actions during process and also normal usage</li> <li>- views availability and outputs generation</li> <li>- administrator and end user documentation</li> </ul>

\* Should be treated very carefully or even better after a very deep review resulting only the "musts" and nonsense

## 4.2. Recommendations

In opposite to the requirements there are the major recommendations mentioned here. Any applied recommendation can decrease the cost in the end (directly in the implementation phase or indirectly for the following maintenance and operation period). The UNIPETROL should think over it.

#	Recommendation
a)	Do not build a separate data store or even own application for any UNIPETROL company. Use only centralized one.
b)	Unify and simplify processes, minimize number of used flows and agree the same mechanism within UNIPETROL group. Finally the only one process flow can exist although heavily parameterized. A good suggestion is available in Attachment 4, which could be furthermore simplified by minimization of approval steps and abnormalities like in point g) below.
c)	Consider establishment of one centralized approval team for all the companies. It is legally possible; team can originate drafts of contracts and in the end make them ready to be signed by each company executives. (In UNIPETROL SERVICES? Purchasing department?)
d)	Try to separate contract compilation (reminders, change requests and notes) from an approval.
e)	Forbid off-line contracts approval using XLS sheets, force all users/groups to use application
f)	If possible consider parallel processing of contract draft. Try to implement timeouts followed by escalations.
g)	Disallow strictly bypassing, skipping over and jumping from the process. Also any other abnormalities and manual justifications.
h)	Simplify forms, minimize number of fields. Use one common form? Skip useless fields. If is some information really required but not used in application views move it from a dispatch note form to a separate file attached to the dispatch note (especially useful for calculated fields).
i)	Use automation as much as possible – do not select people/groups from an organizational structure, let it be set by application according to contract type and other properties/configuration.
j)	Redefine access rights requirements. Do not use end users. Use strictly and only groups assignments instead. Skip distribution list functionality; replace it by a regular DMS ACL and inheritance of rights.
k)	Consider usage of PDF file generated from a dispatch note in order to ensure unchangeability of information during approval process. Produce “nice” output documents.
l)	Disallow manual entering of customers’ information if not present in SAP R/3 system. Enter it into SAP R/3 and select it later from a list within the application.
m)	Integrate a solution with another systems in company, e.g. once a contract is approved why to approve an inbound invoice (sure if agree all details like amount, price ...)?





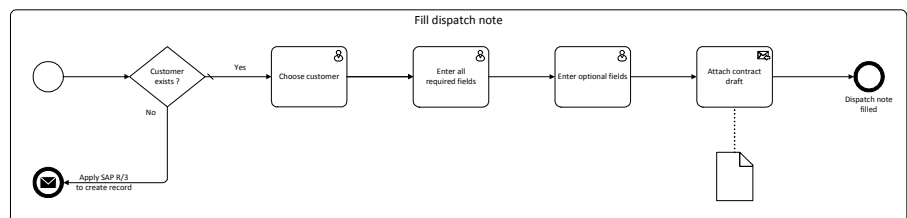
## 5. NEW WFC PROPOSAL



Based on the Requirements proposition and Recommendations summarized in chapter 4 there is a draft of an approval sequence here. It could be presented to all executives/involved people in all the UNIPETROL companies.

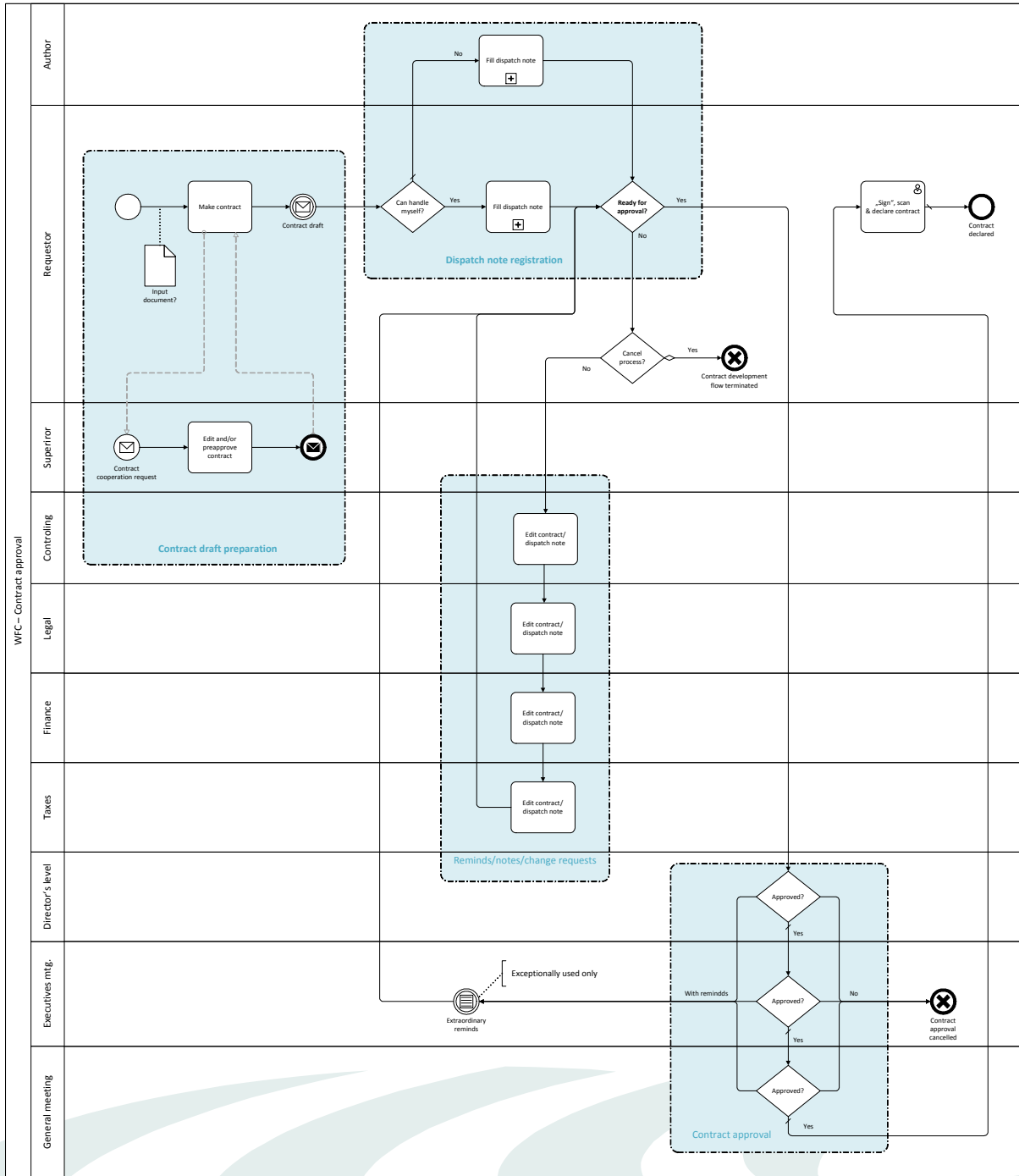
The main picture (available in MS Visio format as Attachment 17) is placed on a next page.

The process is spread into 4 major and quite independent task groups:

-  Contract draft preparation – Requestor and her/his superior(s) prepare a draft of contract. This task group can be even done out of the new WFC system (System in the following text). In this case nonsense or useless contracts will not get to the System
-  Dispatch note registration – Requestor or any author on her/his behalf enters contract into System. In opposite to actually used process, during the creation of dispatch note only in SAP R/3 existing customer can be selected now. And also no approval positions or other information are entered, everything is controlled by System's defined business rules (this sub-process is also available in Attachment 17)



-  Reminds/notes/change requests – Once the contract draft is ready for further processing a team of specialists (preferably of a service company) make reminds to the dispatch note or directly edit the contract draft in a revision mode. This subsequence is to be repeated until the draft is ready for approval. It means that all reminds are processed and contract is prepared, so nobody in following flow is going to raise any observation). The second possible end is a complete draft cancellation. This task group can be easily transferred into a parallel processing mode and utilizing timeout and escalation functionalities if required.
-  Contract approval – Prepared contract draft is approved by three levels of approvers or less as defined in business rules and conducted by the System. In this step no reminds should be created, this functionality should be used in only exceptional situations. The group of skilled editors (described in previous paragraph) should prepare contract well. Contracts at this step should be preferably approved. Pay attention to a fact that no direct superiors are involved in approval phase due to that they already cooperated in the beginning of flow.



## 6. LIST OF ATTACHMENTS

#	Content	Lang.	Filename(s)
1	Structure of UNIPETROL group	CZ	01 UNIPETROL GROUP - Structure.jpg
2	Organizational structure	CZ	02 Organizační struktura.xls
3	Full organizational structure (LN export)	CZ	02 Organizační struktura - Export.pdf
4	Meeting minutes - UniShawe project (2 files)	CZ	04 UniShawe MeetingMinutes {yymmdd}.doc
5	Deed of foundation (UNIPETROL RPA and UNIPETROL SERVICES only, 4 files <sup>*</sup> )	CZ, EN	05 Zakladatelská listina - company}.pdf doc}
6	Organizational rules (5 files <sup>†</sup> )	CZ	06 Organizační řád - {company}.doc
7	Signing rules (5 files <sup>†</sup> )	CZ	07 Podpisový řád - {company}.doc
8	Signing rules annexes (4 files <sup>‡</sup> )	CZ	08 Příloha Podpisového řádu - {company}.xls
9	Lotus Notes WFC user guide (UNIPETROL RPA exported example)	CZ	09 Příklad uživatelské příručky WFC aplikace v LN.doc
10	Dispatch note (screen samples, form fields) with a description of minor LN WFC functionalities	CZ	10 Průvodka - příklady, definice.xls
11	WFC Flows - list	CZ	11 Oběhy a schvalovatelé.xls
12	WFC Flows - LN DB configuration	CZ	12 Oběhy - konfigurace LN.doc
13	WFC Flows - MS Visio Flowchart	EN	13 LN WFC flows - map.vsd
14	Description of application views	CZ	14 Pohledy.xls
15	Printouts and advanced user outputs	CZ	15 Výstupy.xls
16	Decision 2007/08 - Benzina, cover sheet (pg. 4)	CZ	16 Rozhodnutí 2007-08 Benzina.doc
17	New WFC proposal	EN	17 Návrh nového schvalovacího procesu.vsd

\* UNIPETROL RPA (2 files CZ + 1 file EN) and UNIPETROL SERVICES (CZ)

† BENZINA, UNIPETROL DOPRAVA, UNIPETROL RPA, UNIPETROL SERVICES and UNIPETROL

‡ UNIPETROL DOPRAVA, UNIPETROL RPA, UNIPETROL SERVICES and UNIPETROL