

Collegiate Project Services ERP Project Manager

Overview

This document describes the activities (Part 1) and deliverables (Part 2) to provide project management support and change management services for an institution's implementation.

Part I: Project Management Support and Change Management Support Activities

1. Schedule, Track and Control the Implementation Task Activities

- 1.1. Facilitate the development and refinement of professional, dependency-driven project plans for all phases of the project, and then provide oversight and scheduling support for the continuous maintenance of these plans.
- 1.2. Coordinate and participate in weekly schedule updates, ensuring the focus is directed toward keeping critical path tasks on schedule.
- 1.3. Continuously monitor performance against plan and give early warnings and feedback to project teams whose schedules are slipping. Routinely discuss and brainstorm with project team leaders any item(s) on the project plans that are in negative slack.
- 1.4. Intervene, as needed, to provide schedule compression tools and facilitate schedule compression activities to keep the various project phases on schedule.
- 1.5. Provide a leadership role in the process of identifying and focusing team efforts on the dependencies among the various project components.
- 1.6. Ensure project issues are documented on the Issues Log and tracked to resolution.
- 1.7. Participate in a number of weekly, biweekly, and monthly meetings, as needed, to help keep the various module implementations running smoothly.

2. Monitor and Report Progress to the Project Sponsor and Executive Steering Team

- 2.1. Provide weekly flash reports to the project sponsor on the progress of each module implementation.
- 2.2. Produce a monthly executive dashboard report for the Steering Team, focusing on key success metrics of the project, such as progress against schedule and progress against budget.
- 2.3. Advise and act as a sounding board to the project sponsor and the executive steering team.

3. Provide Clarity, Focus and Teamwork Support to all Project Teams

- 3.1. Help structure, organize, and focus key project teams by facilitating the development of team charters, delivering the necessary team training, monitoring team performance, and providing interventions, as needed, to improve the effectiveness of the various teams during the life of the contract
- 3.2. Work closely with the key project team leaders to ensure the project teams address and prioritize their activities, conduct effective team meetings, reach decisions by consensus, and communicate well with the stakeholder groups.
- 3.3. Help structure, focus, and facilitate the project steering team, as needed, to ensure the appropriate guidance is provided, boundaries are established, and barriers to project success are dealt with effectively during the life of the project.
- 3.4. Propose teambuilding interventions with selected teams throughout the project, as needed, to improve project performance.

4. Provide Project Communication and Organization Development Interventions

- 4.2. Facilitate the development and execution of a project communication plan to ensure all stakeholders understand the goals of the project, the reason for the project, the progress being made on the project, and are prepared for milestone events during the life of the project.
- 4.3. Recommend change management and organization development interventions, as needed, for dealing with potential project people problems that may occur, such as resistance to change, poor teamwork, leadership issues, and “politics.”
- 4.4. Develop and oversee the implementation of the change impact analysis plan
- 4.5. Conduct “lessons learned” sessions after each module implementation to continuously improve later module implementations. Carry out a final “lessons learned” session upon project completion.

5. Continuously Develop Internal Project Management Capabilities at the University

- 5.2. Provide one-on-one coaching and specialized training, as needed, for key team leaders, sponsors, steering team members, schedulers, and others to improve the roles performed by these individuals, thus improving the likelihood of project success.
- 5.3. Develop the internal project management capabilities of key University personnel by modeling, involving, and tutoring selected individuals in skills relating to project management methodology, tools and software, teamwork, and group decision-making.

Part 2. Deliverables

1. A detailed dependency-driven schedule of the hundreds of tasks required to implement the selected ERP software
2. A system for obtaining weekly updates from all project teams
3. A set of rules to determine an early warning system when the critical path project tasks are in jeopardy
4. Facilitated schedule compression sessions or other interventions with project teams who have go-live dates in jeopardy
5. Regularly scheduled and conducted meetings of the implementation team, steering team, and various project sub-teams
6. Weekly status reports of progress against schedule
7. Monthly narrative report of project progress, concerns, and suggested courses of action
8. Monthly executive dashboard report showing progress against schedule and progress against budget
9. Quarterly formal review sessions with key project stakeholders
10. Leadership coaching sessions with project team leaders and others when needed
11. Team meeting skills, decision-making skills, problems solving skills, and consensus building skills training for project teams, as needed
12. Implementation and tracking of the project communication plan
13. Problem solving sessions, teambuilding sessions and other organizational development interventions, as needed, to improve the effectiveness of the project implementation
14. Periodic progress reports on the implementation of the change impact analysis interventions