Project Management Plan from PMGT611

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Team 1 Team Project Part 1

by

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Abstract

This assignment places team members as the new Chief Information Officer (COI) of a university, which we named Troy University. The university has joined an alliance with others to develop a uniform enterprise resource planning system to serve the university's academic and administrative needs. This alliance requires the university's Information Technology Department (ITD) to analyze and fix its IT strategy, operations policies and budget to optimize resources. Troy University's IT department has a poor track record of project success; many of the IT processes are completed at the university department level without ITD involvement; the IT budget is being utilized by deans and directors without ITD knowledge and Department heads work around current Assistant CIO (ACIO) and because of his gruffness. The ACIO doesn't not support project processes. The CIO has a new PMP certified Director of Applications Support who is eager and willing to work in a project environment. Our team members have decided that the ITD at Troy University needs to be reorganized into a more project friendly system. We have decided to hire the Director of Application Support as an ITPM and develop a balance matrix structure. The assignment will be to develop a project plan for the reorganization of the IT department. From the existing ITD we selected 13 positions, not to include the CIO to assist in the reorganizational project. We established constraints of a $185,000 budget and 45 working days to complete the reorganization. The remainders of project's details are contained herein.

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Project Charter

Project Justification or Purpose

The current Information Technology (IT) organizational structure at Troy University has been ineffective at managing IT projects, securing university data base systems and providing adequate customer service. There is a move by university management towards a "uniform enterprise resource planning system to serve the university's academic and administrative needs, lowering cost and improving efficiency. Both Bill Clinton and Barack Obama have said that universities face a poor outlook if they cannot lower their costs." (The future of universities, 2014)

Purpose:

The Project will develop a project oriented organizational structure to more effectively manage IT Department (ITD) projects and processes. The project will also reestablish procedures to secure university data base systems and all IT processes, and educate all users on the new organization and procedures and establish a plan for future integrations of a uniformed Enterprise Resource Planning (ERP) system. "[The] ERP aims to integrate all the departments of a company into one database so that there is a single, uniform system holding all of the organization's data and information."(Mielach, 2011) This will enhanced the ITD infrastructure to meet the upcoming challenges.

Measurable Project Objective and Project Goals

The Objectives for this project are to reorganize the IT organizational structure in to a project oriented organization, increase IT project accountability, and improve IT project success by 65%, reduce project budget overruns by 75% and establish the infrastructure for future ERP system integration.

High Level Requirements

Business Need or Opportunity

Reorganizing the ITD system facilitates money savings by gaining control of IT products, eliminating waste and providing increased system integrity and preparing the University for future projects, which from a strategic standpoint, will:

- Automate admissions
- Provide one-stop student access
- Simplify records management
- Support faculty record keeping
- Manage university financial resources
- Strengthen decision-making through enhance data capability (Enterprise Resource Planning (ERP) System)

This project will allow the university to reduce cost by eliminating waste, redundancy and inadequate systems security. In turn this will increase revenue through reduced cost. It will also prepare the university to participate in the proposed ERP system. “The main strategic aim of ERP are saving time and increasing productivity so that organizations can in turn be more efficient and profitable.” (Mielach, 2011).

Expected Benefits

The project will establish the organization to gain control of the ITD’s dismal IT projects success rate of 32%. Upon completion, it will facilitate adequate staffing for greater control of IT systems, reduce waste by improving the IT project processes, providing project oversight and documentation and increasing the overall efficiency of the universities IT system.

The immediate expected return will be a 75% decrease in lost revenue due to poorly managed projects.

Future benefits of this project will establish the organizational basis for the ERP system implementation with other cooperative members and further reducing administrative cost and increasing resources.

Project Scope:

The scope of the project is to revisit and reorganized the universities IT management structure and policies, optimize the use of current IT assets and resources, and establish the IT Project Manager position while remaining within the budgetary constraints. The project will also prepare the IT organization for implementation of a uniform ERP system.

Assumptions Constraints and Risks

Assumptions:

- University administration is committed to the future ERP systems upgrade therefore will be dedicated to the restructure
- IT budget and needs will be given the priority needed to complete the project
- The economy and university enrolment will remain on a growth-oriented path
- There are no major shortages in materials, software or manpower that develop contrary to current IT and department work force structure

Constraints: The constraints established for the project are: it will be accomplished in 45 days and a budget of $185,000.

Risks: The possible threats which may cause delay or cancelation of the project:

- Failure to hire the new Project Manager
- Lack of appropriate funding

- Poor IT discipline by the university staff
- Drastic economic downturns, drastic enrolment
- Shortfalls and unforeseen natural disasters
- Another danger is the possibility of not being able to work with the current ACIO in the new organizational structure

Any of the above outside influences can change the schedule, scope or cost of the project. These changes would require reevaluations by the stakeholders whether to proceed or not.

Summary Milestone Schedule

Project Start and Finish Dates

The project will begin 10 days after approval and shall be completed in 45 days.

Major Deliverables

Table 1 *Project Deliverables*

Deliverable	Start	Finish
• Needs Analysis, Hire ITPM	Start Date (SD)	SD+2 days
• SWOT Analysis, Project Charter	SD+2	SD+5
• Project Plan, New Organization Chart Roles and responsibilities for new structure with revised position descriptions	SD+6	SD+15
• Mission state and statement of objectives for the new organization	SD+16	SD+18
• Conflict resolution plan & •Communication plan	SD+19	SD+24
• HR Plan	SD+25	SD+30

• Security & Data Base Plan	SD+31	SD+36
• ITD & End User Trained on New Data input criteria and Procedures, New Organization Analysis	SD+37	SD+43
• Sponsor Acceptance signed, Publish processes and lessons learned	SD+44	SD+45

Summary Budget

Project Budget

The budget of $185,000 was established based on salary information for the 45 days use of 12 currently employed IT personnel with a mean salary of $75,000 annually spending 50% of their time on the project; plus adding a permanent IT Project Manager to be assigned at $117,000 annual salary; and $10,000 for hardware and software needs.

Resources

The resources for this project are readily available. The establishment of the Project office will be accomplished by promoting the director of applications support to the Project Management (PM) position and giving her equal authority to the Assistant Chief Information Officer (ACOI). All other IT departments will dedicate 50% of their time to the project. As the training and implementation process begins each department will be converting their processes to the new procedures therefore the project will become part of their primary duties and will be accounted for as such. Each academic department IT point of contact will be training on how to function within the new IT organization.

A Resource calendar and Safety documentation are not required for this reorganization project and will not be included in further documents.

Stakeholders list:

Table 2 *Stake Holders List*

Name	Organizational Position	Role in Project	Contract Information
Dr. Jeffery Snodgrass	University President	Customer Funding	University email Cell phone
Team 1	CIO	Project Sponsor	University email Cell phone
Tawana Hensley	ITD Director of Applications	ITPM	University email Cell phone
Jack Johnson	ACIO	Provide resources support as needed	University email Cell phone
James Orlando	ITD Network & Communications Director	Provide resources support as needed	University email Cell phone
Desiree Wilson	ITD PC Support director	Provide resources support as needed	University email Cell phone
IT Project Team	TBD in HR plan	TBD in HR Plan	University email Cell phone

Sign-offs:

The terms above are agreeable for implementation and further development of the project. The signatories below have affirmed their commitment to continue development of the said project, including the timeline, budget and human resource planning.

X_____ X_____

(University President) (Chief Information Officer)

Date_____ Date_____

(Assistant CIO) (Director of Applications)

X_____ X_____

(Director of Network & Communications) (Director of PC Support)

Project Scope Statement

Business Need

The University is part of a new alliance. Under this alliance, a number of major technology initiatives will take place, including the implementation of a major ERP system. There have been past problems with implementing IT projects at the University. These issues include cancelled projects, budget overruns, delay in implementations, underperformance, and lack of user involvement in requirements. In addition, there have been communication, management and project management issues within the IT organization. There is a need to resolve past problems and to ensure project success in the future.

Project Objectives

Establish a new IT organizational structure in order to better support IT projects. The structure will allow for the management of IT projects not only internally, but also across university departments and colleges. Regain operational control of all university IT functions and provide oversight for future IT operations.

Project Benefits

The benefits derived from the successful completion of this project include the following:

- Reduction in the likelihood of cancelled projects due to cost issues, poor vendor selection, or systems lack of usefulness to the end-user
- Better management of IT project budget
- Delivery of IT projects within projected timeframes
- Improved record of IT project performance metrics
- Enhanced end-user satisfaction with IT projects
- Better project management over IT projects

- Improved communication among stakeholders

Project Scope

The scope of this project includes the following activities:

- Identify and analyze each current problems facing the ITD organization
- Analyze the current IT organization structure to include strengths and weaknesses
- Develop a new organizational structure that would improve outcomes, along with evidence supporting the new structure
- Develop a new organizational chart to support the revised structure
- Define all roles and responsibilities related to the new structure; including added or changed roles or duties
- Develop a mission statement and statement of objectives for the new organization
- Develop Conflict resolution recommendations
- Establish a new communication plan
- Create new policies regarding decision and conflict resolution flow
- Develop a plan for obtaining buy in for the new organization

Included are the development of project artifacts supporting the activities in scope above to include a project plan, management briefings, and quality controls plans.

Project Deliverables

- Hire IT PM
- ITD organizations problem analysis paper
- Analysis of strengths and weakness
- New organizational chart with written evidence supporting the new structure
- Roles and responsibilities for new structure with revised position descriptions

- Mission state and statement of objectives for the new organization
- Conflict resolution plan
- Communication plan
- Decisions and conflict resolution policy
- Departments Trained on New Data input criteria and Procedures
- Publish Processes and Lessons Learned

Acceptance Criteria

As project deliverables are completed, the Project Manager will review criteria assigned, evaluate if the criteria was met, sign-off on successful completion of the deliverable or forward the task back to the responsible organization. The deliverables package and benchmarks will then be submitted to the CIO and University President for concurrence and redress if needed. The CIO and University President will review; upon approval they will sign the acceptance letter for project completion.

Project Exclusions

Excluded are specific plans for ERP and system development and delivery, development of budgets for items that do not support the delivery of specific items described in the scope above, and other activities not supporting the scope above.

Constraints:

The constraints to this project are listed below:

- Budget of $185,000
- Time frame of 45 days from start date

Assumptions:

- Staff available as outlined in the project charter

- Commitment from the University for the reorganization
- The economy and university enrolment will remain on a growth-oriented path
- Working hours as outlined in the project charter

Scope Management Plan

The scope management plan will serve to manage the project and stakeholders. Often Stakeholders will want to make changes, sometimes major and other times minor, to a project and will go directly to the project manager. What they don't understand is, no matter how minor, any changes to a project could affect the schedule and cost of a project. The scope management plan will be used as a guideline for this project. The plan documents the process for formulating the scope statement, the creation of the work breakdown structure (WBS), maintaining the WBS, the procedure for the acceptance of the completed project deliverables, and the process control how request for variations to the comprehensive project scope statement will be handled (Project Management International, 2013).

Scope Management Approach

The Work Breakdown Structure (WBS) and Scope Statement will outline the scope for this project. Throughout the course of this project the Project Manager will have exclusive responsibility of the scope management. The permitted documentation for handling the scope will be established by the Project Manager and Stakeholders. This documentation will include, but not be limited to, work performance measures and deliverable checklist. Scope change requests must be submitted to the Project Manager. The Project Manager in cooperation with the CIO and University President will assess the requested change against constraints and university needs. Once the scope change request approved it will be submitted to the Change Control

Board (CCB). Change request can be initiated formally or informally, but must follow the Change Management plan outlined in this project.

Creation of the Work Breakdown Structure

The Work Breakdown Structure will be used as a blueprint for the project, and will be a key part of the planning process. The WBS will be created by the project team, and will be used by everyone on the project and can be used as an instrument to understand what the project team expects to convey. The project scope as well as project deliverables will be segmented into smaller levels of work packages. By segmenting the work into smaller levels, the work will be more manageable. As the scope of the project is created more detail will be added to the WBS. All activities in the WBS should follow in line with the projects scope. The WBS will show the different levels of the project and will serve as an outline of the project. The structure will start with major project deliverable of reorganizing the organizational structure. From there the major deliverables will be identified and added to the WBS. Each deliverable will have several work packages that will need to be completed to finish the deliverable. Cost and time estimates will be added to each item within the WBS in order to help the planning process. The PM will assign task to individuals from the WBS, the major deliverables will be managed by the PM and the minor deliverables will be managed by the person assigned to it.

Maintaining and Approving the Work Breakdown Structure

The Project Manager will conduct a daily update check; this time will be used to update the WBS. All responsible parties assigned to tasks in the WBS will provide the Project Manager a daily update of their responsibilities, if their task is on track, behind, or completed. The WBS time tables will be adjusted as updates are given. The Project Manager will conduct a weekly meeting with all active task leaders. They will evaluate progress and execute process hand off to

subsequent task leaders or assign re-accomplishment tasks as needed. This will be a brief meeting to confirm that all tasks are on track, and the schedule will be adjusted as needed. Any major schedule changes must be brought to the project team's attention. As change request are approved the WBS will need to be updated to reflect the approved changes.

Scope Verification

In order to ensure the completed deliverables will be obtained in an acceptable manor, the Project Manager will verify interim deliverables against the scope statement and WBS. Once the Project Manager has verified that the completed deliverable meets what was called out in the scope, he can sign off on it. The Project Manager is ensuring that the deliverables have met the requirements called out. All major stakeholders will then approve the completed deliverables and sign off on their completion.

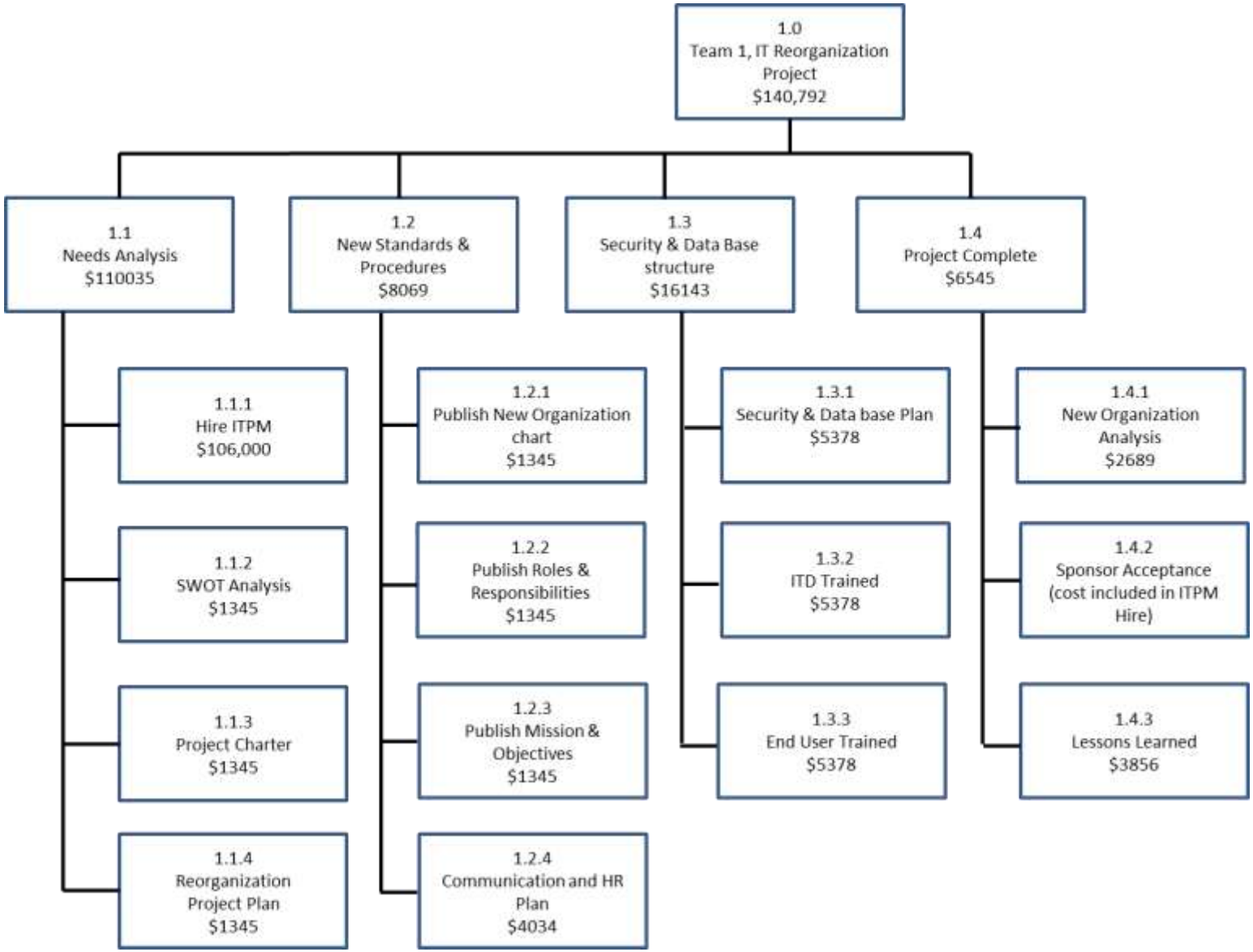
Scope Control

In order to keep control of the scope and avoid scope creep, all project deliverables must be completed as detailed in the project scope. Any changes to the project scope must be formally approved and follow the outlined change control process. Throughout the project, the Project Manager will compare the project scope baseline to where the project currently is and compare the differences. If variations are found a preventive action plan will be defined and implemented.

Work Breakdown Structure (WBS)

The WBS for the project is dislplayed according to PMBOK figure 5-11(see Figure 1). A working WBS structure will be developed via MS Project13 to track the acutal project tasks using established PMI procedures.

Figure 1 Work Breakdown Structure (WBS) With Cost Breakdown



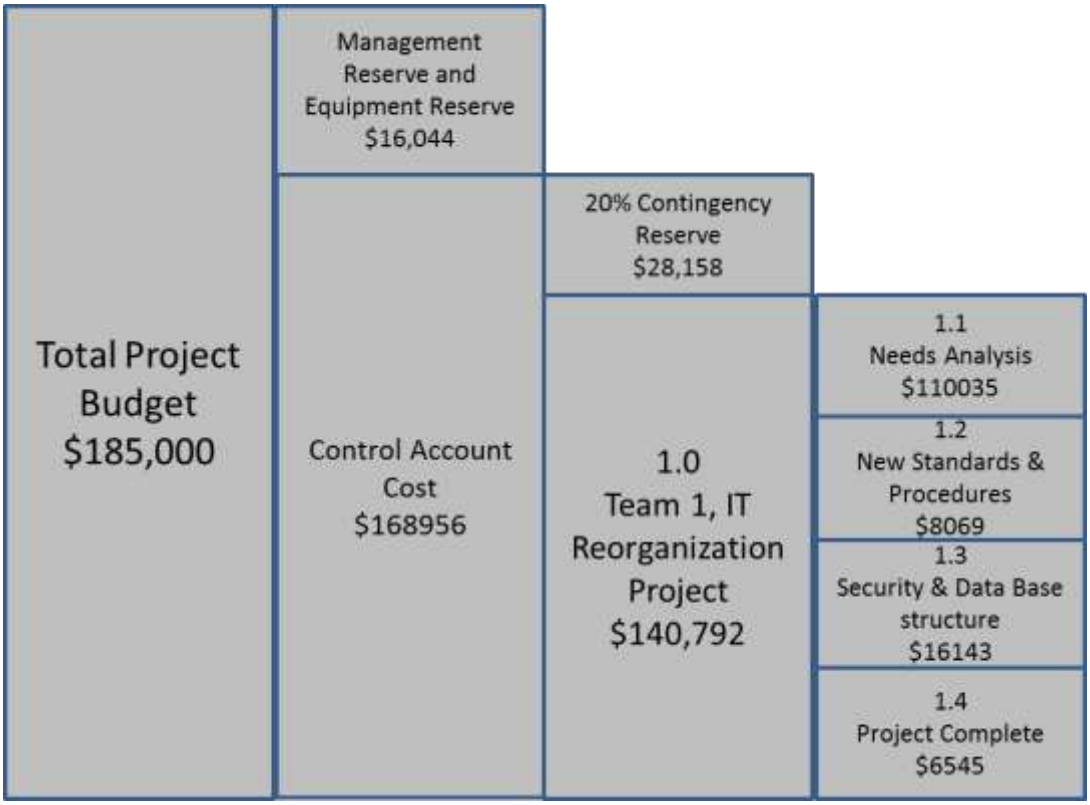
Project Budget

The Project Budget is based on budget components outlined in PMBOK Figure 7-8. (2013) Except, the budget was calculated using "Work Package Cost Estimates" for each WBS element (See figure 1).

The Control Accounts for each WBS element are added together and contained in each milestone which were added to obtain the total project cost without reserves. A Contingency Reserves, of 20% was established. A management reserve of $16,044 was added, which includes the $10,000 equipment reserve discussed in the project charter. This brings the budget into agreement with the original $185,000 cost estimate.

Cost analysis was obtained from the internet for an average IT specilsist salary, the orginal estamate was $75000 the refered average was $77,000 since the figure were close we used the orginal figure. (IT Manager: Salary) The ITPM salary was obtained from the PMI website which estimated $84,500. (Project Manager, Information Technology (IT) Salary) The cost of annual healthcare, from Forbs Magazine, for the new hire $22,000. (Munro, 2013) This gave us a total cost of $106,000 for the new position. The remaining costs were calculated using three IT specailist, at above rate, time number of days in the deliverables schedule in the Project Charter. This number was then multiplied by 50% because each worker was to spend 50% of there day on the Project. The completed Budge Componets are listed below. (See Figure 2)

Figure 2 Project Budget Components



Teams Recommended Organization Structure

(See HR Plan)

Communications Plan

Stakeholder Communications Requirements

The main stakeholders are the College Vice-President, the Chief Information Officer (CIO), the Assistant CIO (ACIO), the IT Project manager, and the Director of Application Support (D-AS), the Director of Network and Communications (D-NC), and the Director of Personal Computer (PC) Support (D-PC).

The College VP requires an immediate update on the new IT departmental organization structure. Once that is delivered, he will only need a monthly update on IT Department efficiency.

The CIO will need an immediate update on the new members of the three IT Department committees. Once that is delivered, The CIO expects daily reports on the status of IT Department systems, weekly update emails from each of the committee Directors, and a once per week in person meeting to discuss corrected issues, on-going problems, and future plans.

The Committee Directors will receive daily email updates on customer feedback received the day prior, as well as daily progress reports from their committee members. The daily requirement may be relaxed once the IT Department has improved its overall efficiency.

Communication Matrix

(See Table 3)

Table 3 *Communication Matrix*

IT Department Communications Matrix							
What Information	**Target Audience**	**When**	**Method of Communication**	**Information to be Communicated**	**Reason for Distribution**	**Resources to be Used**	**Provider**
New IT Dept Organization Chart	College VP	TBD	Email	New Dept organization and committee members	Submit for approval	Computer	CIO
New IT Dept Divisional Members	CIO	TBD	Email	New committee members within IT Dept	Submit for approval	Computer	Divisional Managers
Daily Progress Reports	IT PM	Every Morning	Process Dashboard	Status of work performed the previous day	Daily progress monitoring	Process Dashboard program	Divisional Managers
Weekly Progress Reports	CIO	Every Monday morning	Email	Status of work performed the previous week	Weekly progress monitoring	Computer	Divisional Managers
Weekly IT Dept Meeting	CIO	Every Monday morning	In person meeting	Projects/Work for the upcoming week(s)	Process monitoring/strategic planning	Computer/Paper/PowerPoint	Divisional Managers
Daily Customer Feedback Reports	Divisional Managers	Every Morning	Email	Summary of daily Customer Feedback/Complaints	Monitor customer satisfaction	Computer	Divisional Members
Status of Network and Comms Equipment	IT PM	Every Morning	Email	Status of IT Systems; up or down? Outages?	Monitor system status	Computer	Divisional Managers
IT Dept Monthly Efficiency Report	College VP	Once per month	In Person meeting	Status of IT Systems, work performed, customer feedback	Required per college administration policy	PowerPoint	CIO

Escalation Process

If an issue develops, the IT Department's escalation process is outlined below and identifies the required time frame and appropriate management contact:

Table 4 – *Escalation Process*

Issue Ranking	Whom to Contact	Method	Timeframe
High	CIO	Phone	Immediate
Medium	Divisional Managers	Phone/Email	24 hours
Low	Divisional Managers	Email	72 hours

Definitions:

High: An issue that requires immediate attention and effects the entire department. This issue will upset campus operations if not immediately resolved.

Medium: An issue that requires attention within 24-28 hours and may affect IT Department Operations if not resolved quickly.

Low: An issue that requires attention within one week. It will not affect the overall day-to-day operations of the IT Department but should be addressed and noted.

Method for updating and refining the Communications Management Plan

The Divisional Managers and the IT Project Manager will review this plan at least every six months. Changes shall be made as needed or required.

Glossary

Divisional Managers – Refers to the Database, Network, and Server Administrators

Divisional Members – Refers to the employees who work for the three Divisional Managers

Information Flow Charts

See the Human Resources Plan

Communication Constraints

Not Applicable

Quality Management Plan Outline

QM Plan Overview

Once per week, the ITD Quality Management (QM) team will select a project portion of to examine. Based on the division, the QM team will construct a testing plan to use in conjunction with the questions listed on Appendix A. The testing plan will be designed to examine the functionality of the selected division's processes in order to thoroughly examine its earned value. The answers to the questions will then be combined with the results of the QM test and problem areas will be identified. Correction actions will be suggested, alternate methods offered, and sample plan of action to ensure compliance with policy will be drafted.

Table 5 *ITD QM Team*

Position	Name	Contact	Office
Director of Quality Management	Brian Abbott	Cell phone number: (757) 635-9558	Room 3
QM Analysis Assistant	Malcolm Reynolds	Cell phone number: (757) 445-1210	03-K64
ACIO	Jack Johnson	Cell phone number: (757) 445-4532	Room 2

All QM concerns will be immediately forwarded to the ITPM who will inform the CIO of any possible project delays due to QM issues.

Human Resources (HR) Plan

This Human Resources Plan will enable the Information Technology (IT) organizational change and allow management to effectively manage the transition from current operations to a more effective project oriented IT department. Thus creating greater control over information, records, systems and IT related processes. The IT plan will define employee responsibilities and provide a series of tools for the Chief Information Officer (CIO), Assistant Chief Information Officer (ACIO) and IT Project Manager (PM) to accomplish these goals.

Project Background

In preparation for upcoming changes to the university's IT departmental workload and responsibility, it has become necessary to update the current organizational structure, develop a project management oversight position and place greater responsibility for IT operational and security oversight on current IT offices

Project Time Frame

The time frame for this project will begin 10 days from the agreement to proceed and culminate after a 45 business day cycle. This is, of course, dependent upon no foreseeable delays due to extra ordinary events, natural disasters, power outages, or other nature, economic, or geopolitical phenomena.

Project Scope

The project scope is to identify the positions, personnel, expertise, and responsibilities needed to accomplish the IT reorganization. It will include creating the IT PM position, restructuring the IT lines of authority, developing procedures to report problems and security issues, organizing project teams from existing employees and training on project roles and responsibilities.

Goals and Objectives

The goals and objectives for this project are to establish an IT organization with project management capabilities, structure and attitude, which will assume responsibility for all IT operations including security, software assignment and protocols, and IT records keeping.

Project Staffing Plan

The project staffing for this project will come from current IT employees and the hiring of one new IT person to replace two promoted positions. The current applications support director will be recruited to take the new IT PM position. They will assist in promoting the replacement from inside the application's organization and will assist in hiring a new staff member for that organization. The new structure will create only one new position; the IT PM who will have equal authority with the ACIO.

Project Staffing Timeframe

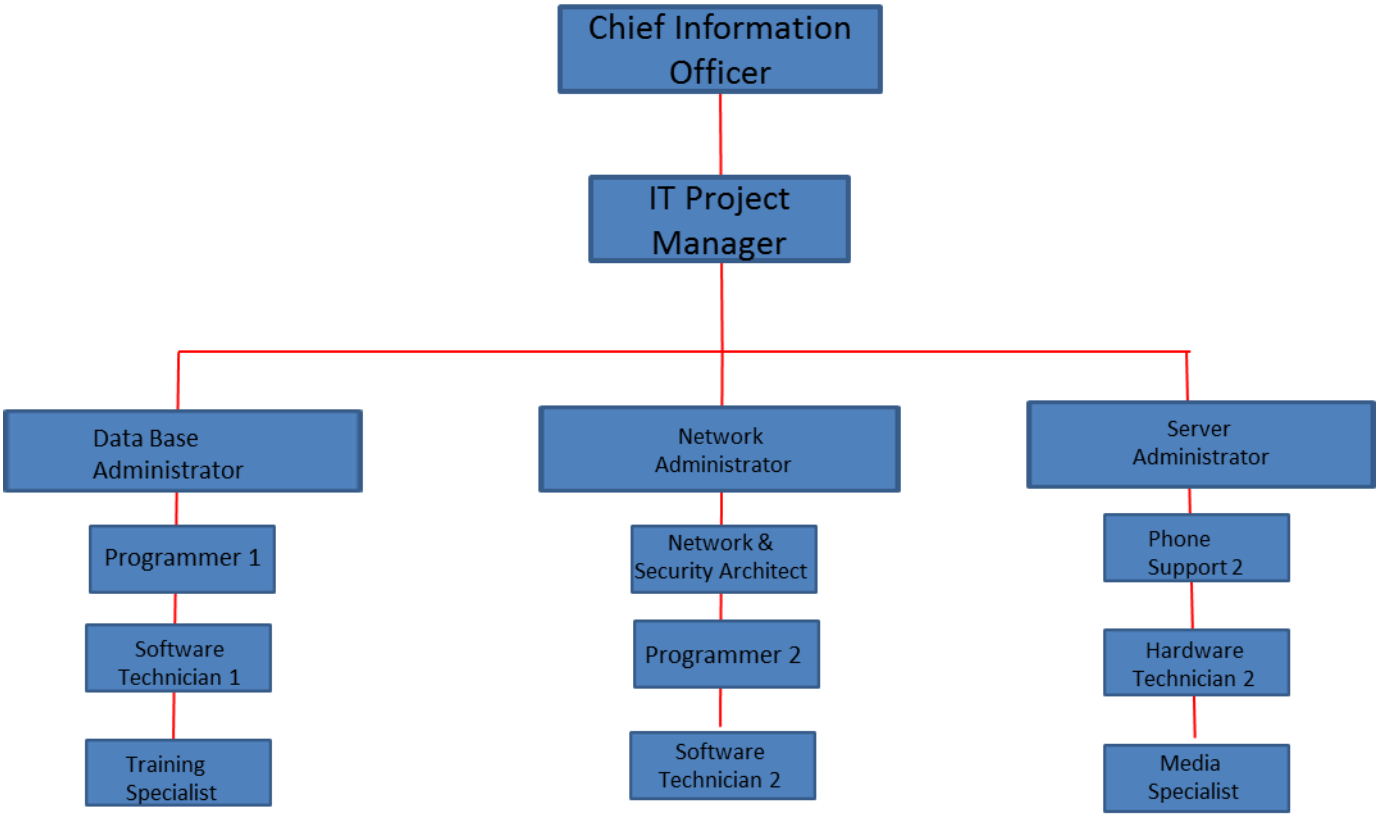
There will be a 10 day timeframe between the agreement to proceed and the start of this project. Given this short period of time, a job listing to replace the employee that will move to the applications support director position will be posted prior to the final agreement. Interviews will also begin prior to the signed agreement; however, job offers will not be made until the agreement has been finalized. Once the agreement has been finalized the 10 days period will be used to bring the new employee on board and finalize the job offer.

Project Staffing Requirements

The operational organization for the IT department will remain as currently organized. During this this restructure a Balanced Matrix Organization will be overlaid which will include all the components needed to manage IT projects that may be implemented. The overall staffing

requirement and lines of authority will be as depicted in the following organizational chart (Table 6). Project Organization Chart is indicated by the red lines.

Table 6 Organizational Chart



Type of Labor Skills Needed

Roles and Responsibilities:

The roles and responsibilities for the project are depicted in Table 7.

Table 7 Rolls and Responsibilities

Position	Role	Authority	Responsibility	Competency
University President	Final approval for IT budget; Accepts and or approves IT project initiation and completion	Authorizes Projects Scope Budget, and Constraints	Directs overall Universities Mission business model	Firm knowledge of University Mission, and Vision and how Projects will impact each.
Chief Information Officer (CIO) (Project Sponsor)	Oversees IT operations and provides IT Project oversight	Direct IT operations within the parameters assigned by the University President	Ensures successful operation of IT systems, personnel, equipment and projects	Knowledge of how IT fits into the University business model; Manages and directs personnel processes, organizations in IT infrastructure
Assistant CIO	Assists CIO as needed and acts on their behalf as directed	Has 'By direction' authority per the CIO	Ensures successful operation of IT systems, personnel, equipment and projects	Knowledge of how IT fits into the University business model; Manages and directs personnel processes, organizations in IT infrastructure
Secretary to the CIO	Coordinates all aspects of CIO's schedule and assists with correspondence	Can sign for mail as needed and answers CIO's phone when required	Ensure all Dept correspondence is handled in a timely manner. Provide CIO with resources to complete daily tasks	Proficient in MS Office Suite with a strong emphasis on MS Outlook. Excellent interpersonal skills; excels at customer service
IT Project Manager	Directs and coordinates all aspects of IT Dept projects	Can make project-level decisions	Provide Directors with guidance and resources to successfully complete Dept projects	5+ years in Project Management related activities. Proficient in MS Project. Possesses strategic vision, self-motivation, and strong leadership skills
Data Base Administrator	Ensures reliable data base functionality	Can make data base maintenance and upkeep decisions	Project Subject Matter Expert (SME) for data base issues. Supervise daily maintenance of a large-scale college IT network	Programming background and experience required. Must posses critical thinking skills and be able to monitor a multi-faceted system.
Position	**Role**	**Authority**	**Responsibility**	**Competency**

Programmer 1-2	Program and write computer code as required	Can make position-level decisions	Program and write code needed to maintain database	Proficient in Windows, Mac, Linux, C++, Java, and Adobe
Network & Security Architect	Monitors network status and safeguards against breaches	Has 'By direction' authority from CIO for network security	safeguard, protect, and adjust network as needed to ensure security	5+ years' experience in cyber security and maintenance, preferably in a management role
Network Administrator	Assist Network & Security Architect as needed	Can make positional level decisions	Project SME network function Monitor daily network operations	Previous experience in large scale network operations and maintenance
Server Administrator	Assist Network & Security Architect as needed	Can make positional level decisions	Project SME for server issues, Monitor status of campus servers	Previous experience in large scale server operations and maintenance
Network Technician	Perform network maintenance as needed	Can make positional level decisions	Perform network maintenance as needed	3+ years' experience in maintenance on a large scale network and related operations
Software Technician 1-2	Updates and maintains software as needed	Can make positional level decisions	Ensure software currency for efficient network operations	Previous experience with software maintenance
Training Specialist	Prepares training documents for IT related products	Can make positional level decisions	Ensure training presentations are user-friendly and easy to understand	Proficient in MS Office Suite; emphasis on MS Word and PowerPoint
Phone Support 1	Provides over the phone IT support	Can make positional level decisions	Project Internet Phone (IP) integration, Ensure friendly, clear, and accurate customer service	Must speak the English language clearly. Must possess a tremendous ability for patience and dealing with potentially upset persons
Technology Specialist	Maintains and controls IT Dept A/V equipment	Can make positional level decisions	Consult on project technology needs, Set up and operate A/V equipment as needed	Previous experience with A/V set up and operations to include computers, projectors, monitors, and sound systems
Media Specialist	Assists Technology Specialist with streaming presentations	Can make positional level decisions	Project Public affairs, assist development of training products, Monitor and ensure smooth operation of class streaming equipment	Previous experience in distance/virtual learning environments with a strong emphasis on streaming video presentations
Hardware Technician 1-2	Ensure IT Dept equipment is ready for use when needed	Can make positional level decisions	Consult and correct project hardware issues. Repair and maintain computer, A/V, network, and server hardware as needed	2+ years' experience in large scale network maintenance

Staff Management Plan

The Staff Management Plan will indicate how the project will be staffed and define how the allocations for the manning budget will be dispersed. It will also direct the time frame for the release of resources, training requirements, recognition plan and compliance requirements. Since this is project is an organizational restructuring, the requirement for Resource Calendars and Safety issues do not exist.

Staff Acquisition: To staff this project the position of IT Project Manager will be created and filled by the appointment of the existing Director of Applications Support. The new position will be offered at an annual salary of $117,000, which will be included in the project but will be added to next year's annual budget to include incentives, bonus, and benefits commensurate with the competitive market. The position of Director of Applications Support will be filled through promotion from within the organization and the staff person's position vacated by the promotion will be advertised for hire. Additionally, beginning day eight of the project, all members of the project team (as indicated in the organizational chart) will dedicate 50% of their allotted workday to the PM for project related activities. Any additional time requirement will need to be approved through the Change Control Process.

Resource Calendars: Not Applicable.

Staffing Counts: The IT staff resources as indicated in Staff Acquisition paragraph will be utilized throughout the eight deliverables of this project. The chart below is a visual output outlining what staff members will be needed during the different deliverable stages. This method of a staff head count, or time-phased staffing, was used because it follows the project tasks. This chart was created using the work breakdown structure within Microsoft Project. The Project Manager can use this tool to track project progress. The Project Manager will also use this chart

to ensure staff is available as the deliverables approach and to confirm staff is not over utilized at any point in the project.

Table 8: Staff Counts

Deliverable Name	Resource Names
Establish criteria for New IT Organization	IT PM
Complete Project Plan and establish Project Office	IT PM
Establish New University IT procedures	IT PM,Database Admin,Network Admin,Server Admin,Network & Security Archivist
Publish and Implement procedures and security and controls	IT PM,Database Admin,Network Admin,Server Admin,Media Specialist,Network & Security Archivist
Establish Data base conversion teams & procedures	IT PM,Database Admin,Network Admin,Server Admin
Train departments on New Data input criteria and Procedures	IT PM,Training Specialist,Hardware Tech,Software Tech 1,Programmer 1,Phone Support,Software Tech 2,Programmer 2
Evaluate organizational structure against future needs; Document processes and lessons learned	IT PM,Database Admin,Network Admin,Server Admin,Programmer 1,Software Tech 1,Phone Support,Network & Security Archivist,Hardware Tech,Training Specialist,Programmer 2,Software Tech 2
Project Complete Publish Lessons learn	IT PM,Media Specialist,Database Admin,Hardware Tech,Network & Security Archivist,Network Admin,Phone Support,Programmer 1,Programmer 2,Server Admin,Software Tech 1,Software Tech 2,Training Specialist

Staff Release Plan: Day 35 of the project, staff members no longer required by the PM will be released to their functional manager, either all at once or incrementally, as needed. This

release is predicated upon the needs of the PM and Functional manager in coordination. The project will have priority; if staffing can be met by other members of the project team and the PM concurs, critically skilled staff may return to their functional manager as needed.

Training Needs: The Training needs for this project are based upon identifying the new organizational structure, training new security and control requirements, and informing the end user how to function within the new organization. Project staff and IT staff training will take place starting day 18 and be completed by day 28 as part of the implementation process for new protocols. End user training will be conducted by selected members of the project staff starting on day 30 and shall be completed by day 35.

Recognition and Rewards: Troy University will recognize and reward individuals who demonstrate excellence in the field of IT management and knowledge of processes. Every month the project will select one employee to be the employee of the month. This individual will have their picture taken and place on the wall of fame. They will also be rewarded one day of vacation to use at their leisure within one calendar year. Two individual awards, the IT Excellence award and IT Management award will be presented at the end of each fiscal year to the employee(s) (one person per award) that exhibited excellence in the IT field. These people will be nominated by management and recognized nationally in the IT world magazine. Both of the winners of the Excellence and Management awards will receive and plaque, their picture taken and placed on the wall of fame, and one week of paid vacation time. Troy University values its employees and is constantly looking for ways to improve morale.

Compliance: All current IT Department members will be provided a copy of this plan and given three days during which to review it. At the end of three days, each member will initial the "New HR Plan Review' sheet, which will be located at the check-in desk at the front door to

the IT Department. Future employees will be provided a copy of this plan during their orientation and allowed three days to review it. Upon completion, they will email their supervisors indicating they have read and understood the plan. Any HR related issues that arise after this plan has been published will use this plan as the basis for reference and dispute settlement. The CIO will have the final say in all HR related matters. Any HR matters that need to be taken further will be referred to the college HR Department.

Safety: Not Applicable

HR Plan Summary

The success of this project to reorganize the IT Department for Troy University will require the dedication and commitment of all IT staff, university management and IT project team, as outlined in this document. The cost is estimated at $185,000 should consume 45 working days. The overlying need for this reorganization is the outdated structure of the current IT department and future project requirement for integration into a universal ERP system. The money allocated for this project will come from the university management and IT budgets.

Change Management Plan: ITD Re-organization

Change Initiation

Change can be initiated both informally and formally.

Informal change: suggestions can be submitted via the 'CIO's Suggestion Box.' Three of these boxes will be placed through the IT Department spaces. Any department member may submit a suggestion/change request via these boxes. This system is anonymous; employees do not need to put their name on the suggestion sheet.

Formal change: suggestions will be submitted via the attached change request form. Form (Appendix B) will be submitted via the IT Dept. chain of command. The CIO will review

all submitted change requests and they will be discussed at the weekly department progress meetings.

Change Process Overview

Change Request Forms can be downloaded from the IT Dept. SharePoint page. Once completed, they should be submitted to your supervisor. Forms will be reviewed by the Divisional Mangers, the IT Project Manager, and ultimately forwarded to the CIO. The CIO will review all requests submitted the previous week at the Weekly Progress Review Meeting and discuss any changes (s)he feels should be made. If a requested change is approved, the Chance Control Board (CCB) will be tasked with drafting the change implementation. The CCB will have two days to review the change and shall formally meet on the third day after receiving the change notice. The CCB shall submit a formal assessment within two weeks. The CIO will make all final decisions. Regardless of approval or rejection, all submitted requests will be electronically maintained for two years.

Change Control Board

Each Divisional Manager shall select one primary and one alternate member of the CCB from their Division.

Roles and Responsibilities (non-CCB)

When a change is initiated, two members of the College's Admin Dept., selected by their Divisional Manager, shall be assigned as members of the CCB. One of the selected individual's must have served as an Admin Representative to the CCB prior, the other need not have. Their responsibilities will solely be administrative in nature. They will assist the CCB in maintaining versions of the change proposal as it progresses, documenting paperwork, tracking schedule and budget, and ensuring the necessary stakeholders are identified.

Sponsor Acceptance

As part of the last deliverable the sponsor and stakeholders will review and accept or reject the results. There are two days to allow for questions and response. The acceptance will be documented on the Sponsor Acceptance Form (Appendix C).

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Appendix A

Project Team: **Date:**

Task: **Due Date:** **Percent complete:**

Operations:

Do they report their daily progress?
Are Functional managers cooperating?
Are team functioning effectively?
What action is taken if an employee is not completing their work?

QC Plan Testing

TBD

Additional Information

As required

Corrective Action

Discuss what measures or changes can be implemented to improve work flow or divisional efficiency

Appendix B

<table>
<tr><td colspan="3">Project Name:</td></tr>
<tr><td colspan="2">Change Title:</td><td>Change Request #:</td></tr>
<tr><td colspan="2">Affected Item (WBS Element):</td><td>Request Date:</td></tr>
<tr><td>Change Requested by (name):</td><td colspan="2">Project Manager (name):</td></tr>
<tr><td>Phone #:</td><td colspan="2">Phone #:</td></tr>
<tr><td>Email:</td><td colspan="2">Email:</td></tr>
<tr><td colspan="3">Proposed change:
(Describe the change requested. Do NOT include reason and justification, just the change. Use attachments if necessary)</td></tr>
<tr><td colspan="3">Rationale for Change:
(Describe the need for the change, including specific reference to any problems the change will resolve. Use attachments if necessary)</td></tr>
<tr><td colspan="3">Scope Impact:</td></tr>
<tr><td colspan="3">Schedule Impact:</td></tr>
<tr><td colspan="3">Budget Impact:</td></tr>
</table>

Potential Risks:

Disposition: Approved or not approved

Rationale:

Implementation Plan:

Change implementation assignee

Resources required

Personnel:

Budget:

Other (equipment, etc.…):

Targeted completion date for project plan to be updated with the changes:

Change Reviewers Name/Signatures

CCB Rep:_____Signature_____

CIO:_____Signature_____

Documented and cataloged on (Date):_____

Appendix C

ITD Sponsor Acceptance Form

Project Identification: ITD Reorganization Project

Major Deliverables:

- ITD organizations problem analysis paper
- Analysis of strengths and weakness
- New organizational chart with written evidence supporting the new structure
- Roles and responsibilities for new structure with revised position descriptions
- Mission state and statement of objectives for the new organization
- Conflict resolution plan
- Communication plan
- Decisions and conflict resolution policy
- Departments Trained on New Data input criteria and Procedures
- Publish processes and lessons learned

Explanation of Deviations from Project Plan:

Budget Adjustments:

Project Time Constraint: Completed Early by____, Meet Constraint, Exceeded Time by____

The above project is accepted by those whose signatures appear bellow. All further responsibility on said project, other than as outline in prescribed written agreements, belong to those who accepted the project.

X_____Date_____ X_____Date____

(University President) (Chief Information Officer)

X_____Date____	X_____Date____
(Assistant CIO)	(Director of Applications)
X_____Date____	X_____Date____
(Director of Network & Communications)	(Director of PC Support)