

Project Plan Results Analysis

From PMGT611 Project Management Plan Part 2

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Abstract

This part of the assignment reads more like a working document. It includes discussions ideas and overall plans for the first part of Troy University's Information Technology Department (ITD) reorganization project. We have discussed why we feel the university is struggling. We've evaluated the overall current structure of the university ITD and provided input as to what needs to be done to improve it. Enclosed is what we feel is the optimal organization for project management and functionality. Many of the assumptions were based on research from the internet as well as generalized commonsense decision. We have also addressed the new mission statement and possible conflicts for the new structure. We provide a communications flow and make recommendations for conflict avoidance and resolution. The difficulties with the current Assistant Chief Information Officer (ACOI) were discussed with possible ideas for resolution. We believe that difficulty with the IT budget being used by Deans and other Directors may in part be because of the lack of credible project management with the current ITD and made suggestions for correcting the problem. The final portion of this paper explains the processes we had in accumulating our data.

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Part Two – The Project Questions

The Main Problems Facing ITD (Question 1)

There are a few problems facing the ITD for the university. One of the first is that they do not have a project oriented organizational structure. The IT department is organized into a functional structure. Many of the problems the university has faced in completing IT projects are reasoned by the nature of the functional structure.

Next the IT processes are not being controlled by the ITD, “IT related projects...are not planned and executed in coordination with the Information Technology Division.”(PMGT 611 Team Project) With the lack of oversight by the ITD and a project oriented structure the IT expertise and project ownership is weak. .

There are two managerial problems contribute to the poor project success. The lack of support by the ACIO for projects, and the fact that the university keeps using IT budget for other projects. The ACIO has no positive experience with project management; this could be why he doesn't see the necessity in projects. And, with IT productivity low management may feel that the IT budget would be better allocated elsewhere.

The deans and directors have been working IT issues outside of the ITD. A Stake holder interview to find out their needs is the first step fixing this problem. Next the new ITD will need to work closely with them and provide the products they need with in the allotted budget and IT structure.

The ACIO also has a reputation of not working well with others. This causes distrust and a lack of motivation to work with the IT department. He must be informed on his responsibility to meet the customer's needs professionally. With a major project on the horizon to integrate into a uniform enterprise resources planning system, all the IT project functions must be fixed.

Critique of the current ITD organizational structure (Question 2)

The overall structure of the Current ITD is a functional organization. Projects can be worked within this structure but it is not the most effective organization for working multiple projects. There is a lack of focus on the projects and little motivation to see them through to success. There is very little ownership in the outcome of the project, and the project workers answer to the functional head which means projects will take a back seat to functional work and no one is accountable.

Strengths: According to Larson and Gray the advantages of managing projects in a functional structure are: no changes in the organization, “there is maximum flexibility in use of staff”, the depth of expertise, and it is easy to transition back to normal career paths after a project. (2014)

Weaknesses: The disadvantages to managing projects in a functional structure are a lack of focus, poor integration, they are slow and there is a lack of ownership for the projects. (Larson & Gray, 2014, p69-70) These weaknesses are evident by only 32 percent of all projects being delivered on time and within budget, as well as the problems cited above.

Opportunities: The most immediate opportunity is to gain control of the IT systems and data bases throughout the university. Also, the University is currently in talks with other universities to develop a uniform enterprise resources planning system. The uniform enterprise resources planning system will integrate and automate academic and administrative needs for the university.

Threats: Many of the current data bases in the university are managed by their department and functional heads without oversight from the ITD. Security of University systems is unknown. There is also poor project credibility. ACIO’s poor attitude towards projects is also

a great threat to success and moral. He also has an unfavorable reputation throughout the university for not being very nice.

New Organizational Structure (Question 3)

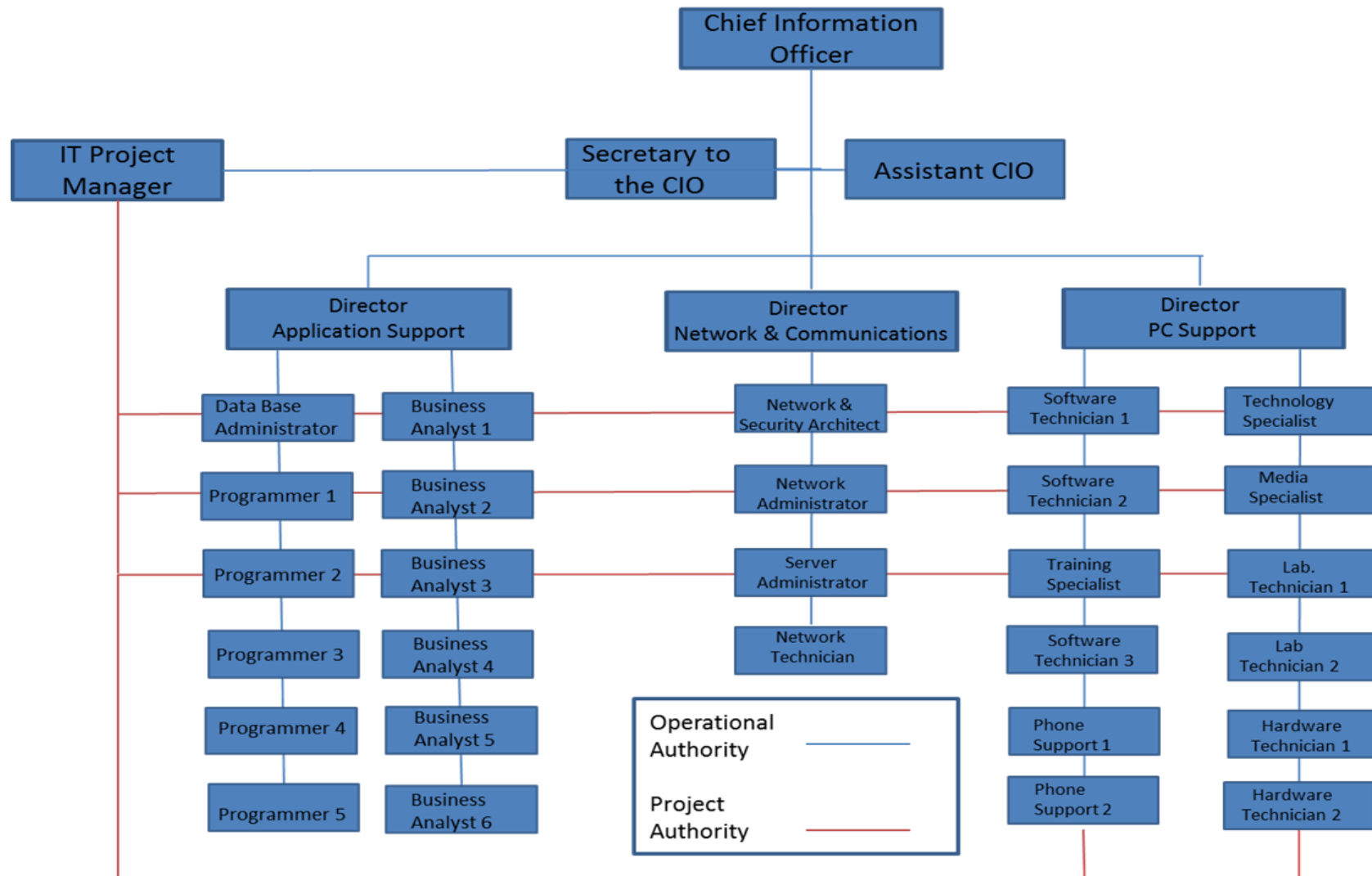
The new organizational structure for the ITD must be one that has a high focus on projects and provides for the functional needs of the University. “The matrix structure is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties.” (Larson & Gray, 2014) A strong matrix structure is what we are proposing.

Placing an IT project manager in charge of a more dedicated project teams will give the proper attention to projects and priorities based on the broader needs of the university not the more limited focus of a functional manager. Project times, scope and conflicts will be managed with a successful project focus. Finally, organizing into project teams will provide a sense of affinity with projects and ownership in the project outcome.

The IT PM will have the same authority as the ACIO. This makes the organization a strong matrix. The ITPM will be able to draw on the resources needed to complete projects and direct the IT project need of the university. The ITPM and ACIO will answer to the CIO who will help resolve conflicts and have the final say on operational and project needs.

Organizational Chart (Question 4)

This is the proposed new organizational chart:



Rolls and Responsivities for the new Organization: (Question 5)

Table 2 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)	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

Position	Role	Authority	Responsibility	Competency
Director of Application Support	Oversees all Data Base, programming, and analysis functions	Supervises 12 personnel and makes appropriate decisions related to their work	Provide for reliable data base maintenance, efficient programming, and thorough analysis for the IT Dept	Previous experience in managing IT systems; data base, programming, and business analysis background strongly desired
Director of Network & Communications	Coordinates all aspects of IT Dept media and network hardware	Acts as IT Dept Public Affairs rep, interfaces with network support reps	Consistent, excellent network performance and successful public relations	Public relations background; knowledge of network systems hardware
Director of PC Support	Directs all facets of campus wide technology support and service	Oversees a staff of 12 personnel and makes appropriate decisions related to their work	Reliable and friendly tech support; timely responses	Customer service background, experience with call-center style work centers. Creative and innovative customer support ideas desired
Data Base Administrator	Ensures reliable data base functionality	Can make data base maintenance and upkeep decisions	Supervise 5 programmers in the daily maintenance of a large-scale college IT network	Programming background and experience required. Must possess critical thinking skills and be able to monitor a multi-faceted system.
Programmer 1-5	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
Business Analyst 1-6	Perform analysis of IT Systems	Can make position-level decisions	Monitor performance, usage, and trends of IT systems	Experience in analysis and statistics
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	Monitor daily network operations	Previous experience in large scale network operations and maintenance

Position	Role	Authority	Responsibility	Competency
Server Administrator	Assist Network & Security Architect as needed	Can make positional level decisions	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 1-3	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 1-2	Provides over the phone IT support	Can make positional level decisions	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	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	Monitor and ensure smooth operation of class streaming equipment	Previous experience in distance/virtual learning environments with a strong emphasis on streaming video presentations
Lab Technician 1-2	Monitor status of computer lab equipment	Can make positional level decisions	Provide ready to use computers, printers, and scanners in the lab	Knowledge of IT Dept computer lab operations
Hardware Technician 1-2	Ensure IT Dept equipment is ready for use when needed	Can make positional level decisions	Repair and maintain computer, A/V, network, and server hardware as needed	2+ years experience in large scale network maintenance

Mission Statement and Specific Objectives of New Organization. (Question 6)

Mission Statement: The IT department leads in innovation, development and strategy of the universities most advanced information technologies; to include computer systems, software, storage systems, and IT security.

Furthermore, we have created an alliance with other universities to create a uniform enterprise resources planning system to serve all academic and administration needs.

Specific Objectives

- Update the organizational structure
- Revisit the IT strategy, operations, policies, and budget to optimize the use of Information Technology assets and resources
- Plan for major IT projects that are expected to take place in the future
- Train users on the new system
- Work with all departments to convert their existing data into the new system
- Ensure all systems are fully integrated

Analysis and recommendations for Conflict Remedies (Question 7)**Conflicts:**

- The current organizations inadequacy for implementing this major projects
- The projects conflict with many functional resources
- IT projects are not managed correctly and do not finish on time
 - 24% of all projects were cancelled before they are completed,
 - 44% of projects were late, over budget, and/ or missed meeting performance requirements
 - 32% of projects were delivered on time and within budget.

- IT-related projects within university departments and colleges are not planned and executed in coordination with the Information Technology Division (ITD).
 - The ITD is not aware of or cannot support several systems
- The Deans and Directors are unsupportive and believe it is not necessary to coordinate with ITD if the money is coming out of their budget
 - Deans and Directors also believe that they know better than ITD what systems can better serve their needs
- Issues with the Assistant CIO and a poor relationship between ITD and some university departments
 - The assistant CIO does not communicate well with university's deans and directors

Remedies: A new ITD organization will be put in place with a functioning IT project manager (PM). A balanced Matrix structure will dominate the culture. The ITPM will have the same authority as the Assistant CIO (ACIO).

The new Chief Information Officer (CIO) starts off the project correctly by meeting with the department that needed the most relationship building within the ITD. He obtains concerns and strength assessment from each director.

An ITD new CIO kickoff meeting is orchestrated to introduce the reorganization project plan. The director for application support (DAS) is promoted to the ITPM position and introduced as such with the applicable authority.

Implementation of the reorganization project will provide the tools necessary to regain control of ITD projects. The new structure will be a balanced matrix and commitments for resources from each functional organization will be established as part of each project plan.

CIO will meet with the Dean and Directors to explain the importance of not reallocating ITD funding. The CIO will also provide a plan and assurances of greater stewardship over the funds allotted to ITD projects. The CIO will also present the Reorganization Project Charter for approval, and introduce the potential ITPM to the Dean and Directors to provide further evidence of the commitment to IT projects.

The CIO will interview with the ACIO to establish his needs. During the interview the CIO and ACIO will establish customer service standards. The ACIO will have the opportunity to remain in his position if he agrees to the standards.

Analysis of Communication flow in the proposed organizational structure (Question 8)

Based on the organizational chart presented in question 4, the IT Department communication flow should be fairly straightforward. The New Director, Application Support, and other functional Directors will oversee the personnel under them; their subordinates are depicted in a descending manner. The New ITPM will function as an ACIO for all project operations. The Directors are all equal, and report all issues and concerns project commitments to the ITPM, who in turn passes them along, as needed, to the CIO. The CIO then reports to the College President/VP as needed. Information is pushed back down the same way. Deviations and cross-communication is allowed as needed, providing the appropriate supervisors and managers are kept informed.

Project oriented communications will be as agreed to in the appropriate project plan. As each project is completed the ITPM will report back to each Director on the quality of each individual's performance and any recommendations for award. ITPM may budget for and handout awards prior to the culmination of project. Any conflicts will be managed In

Accordance with the future conflict resolution plan to be implemented as part of the reorganization project.

IT Project Related Decisions In The New Organizational Structure. (Question 9)

In the new organizational structure IT project related decisions will be made by the Chief Information Officer (CIO), and the New ITPM. The ITPM has equal authority with the ACIO and is responsible for establishing procedures in project plans to indicate project resource and budgetary needs. The CIO and other stakeholders provide specific authorization for each project.

The CIO is responsible for overseeing all IT operations and ensures effective operation of ITD Systems, personnel, equipment, and projects. The ACIO will act on the behalf of the CIO as directed and has 'by direction' per the CIO and primarily be responsible for the functional operation of the ITD.

Functional Directors i.e., Director Applications Support, Director, Network and Communications and Director PC support, will all be signatory to each project plan. Once a project plan is approved assets allocated for the project will fall under the direction of the ITPM.

The control process will help to enforce the project scope. Before the project implementation there was a large failure rate. This control IT projects should confirm that projects are not approved until they have been fully thought out and are ready for successful implementation.

If a conflict occurs that involves a change to the project scope, then the change control process should be followed as outlined in the change control plan. Any change requests to the project scope are to be submitted to the change control board and the CIO has the final say and

approval for any changes. However, if the conflict does not involve change to the scope, the CIO and assistant CIO will still be involved in the resolution.

As the new IT project ramps up, a possible source of conflict could be scheduling and resources. An overhead schedule will be created before the project is started, but once the project begins schedule conflicts may arise. If any of the departments experience schedule conflict they are to report it to their functional Director. The Director will report to the CIO and ITPM. If the ITPM and functions Director cannot resolve the conflict, the CIO will evaluate the conflict and prioritize accordingly and give the administrator direction for moving forward.

Get the Deans and Directors Buy-in (Question 10)

Along with the University President, the Dean and Administration Directors will have final approval for the IT budget, IT project initiation and completion. As customers they will authorize project scope, budget, and constraints. Since they will play a vital role in the approval process of major IT project it is important to get their buy in and cooperation and coordination with any possible IT-related projects or problems.

The reorganization project will be introduced to regain the confidence in the ITD project process. The CIO will familiarize these stakeholders with the needs for the reorganization and present the proposed ITPM in a meeting to strengthen their position and commitment to ensuring greater control and accountability for all future IT projects.

The deans and directors will be identified as major stakeholders. All deans and directors will be included in the strategic planning from the beginning of every project. This will ensure that all the project meet the needs of the deans and directors.

Progress will also be communicated on a scheduled basis, via progress reports, these progress reports will detail out where the project stands and list upcoming milestones. Deans and

directors will also be notified before any configuration change and will be notified of change request. When a significant problem arises the dean and directors will be informed of the issue and the planned resolution.

Information Obtained by (Question 11)

Information to complete this project was found using library resources, course text book, and the assignment overview. The majority of the data regarding the organization was obtained from the group assignment overview. Two articles were obtained in order to estimate wages for budgeting using the new organizational structure. The library database was used to attain the two articles relating to IT wages. Assumptions were also made for any information that was not able to be obtained using the group assignment overview; these assumptions are outlined throughout the project. The *APA formatting and style guide* was used as a reference to ensure all formatting following the American Psychological Association's guidelines (American Psychological Association, 2012). Our project charter follows the *Project Management Body of Knowledge 5th Ed.*, this text was used to make sure our project charter fell under the correct guidelines (Project Management Institute, 2013).

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