5.6 Human Resources Plan

Group 3

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Anatomy of Project Orgs

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**Human Resources Plan**

**Project Introduction**  
 The Board of Regents for a university has decided that the I.T infrastructure is inadequate to serve the growing needs of the university. Although projects have been undertaken in the past to update and improve the infrastructure, these projects have often been off of schedule and over budget. It has been decided that an Enterprise Resource Planning (ERP) solution should be instituted to allow the university to “serve the university’s academic and administrative needs.” An ERP will allow for automation and integration of many legacy systems and it will allow the university to run more efficiently and effectively.

# **Project Background**

The university has recently joined a group of other universities as part of a new alliance. This new alliance requires the university to revisit its IT strategy, operations, policies, and budget to optimize the use of Information Technology assets and resources. Major IT projects are expected to take place in the future. One of these major projects is the implementation of a uniform enterprise resources planning system to serve the university’s academic and administration needs. It has been observed that the current organization structure is not set up for implementing this major project. This project will involve almost every single unit in the organization. The project will involve an update to the organizational structure and will also require training for the various departments on the new system. The project team will work with the other departments to convert their existing data into the new system and make sure that all these systems are now integrated.

# **Project Time Frame**

This project is expected to take 24 to 48 months to fully implement.

# **Project Scope**

The Board has decided to implement an Enterprise Resource Planning solution to leverage the capabilities of technology available today. An ERP system will allow the university to integrate all back office functions in the following areas:

* Financial management
* Supply chain and operations
* Customer relationship management
* Project management
* Human resources management
* Business intelligence

# **Goals, and Objectives**

The main objectives of this project is a new organizational structure that supports large projects and a fully functioning and integrated ERP system.

Deliverables include:

* Reorganizing the University and IT organizational structure.
* Selecting the vendor for ERP software that will meet all university needs.
* Ensure project stays on $350,000 budget with quality management.
* Provide a ticketing system for college departments to submit help desk tickets
* Provide training to end users for new system.
* Migrate university department data into ERP

Sub-deliverables include:

* Admissions and Enrollment request that the ERP provide an online self-service portal for current students to register and make payments. They would also like for it to be able to take transcripts requests, allow for prospective, current and former students to digitally sign documents. In addition, they request the ERP to be able to automatically upload and index documents by type, that are sent by digital transmission into the system. Enrollments requests they have the ability to know what degree program are most searched on the school website; also collect information for marketing to website visitors.
* Financial Aid Department requests the ERP to allow students to check Financial Aid status, as well as the ability to accept or reject financial aid rewards.
* Academics Department is requesting that the ERP have the ability to house online courses. They would like the ERP to be able to allow for students in the Mathematics, Engineering, Computer Sciences, Biology, Chemistry departments be able to use industry specific software (CAD, MATLAB etc.) that is very memory intensive and expensive for students to purchase on their own; but allow the software to be accessed from a virtual server. The ERP should be able to support mobile users.
* Human Resources is requesting that the ERP provide tools to keep an inventory of personnel to allow them to gain a greater ability to do strategic human resource hiring.
* Information Technology is requesting that the ERP be equipped with a web based interface that allows for each department to submit help desk tickets, with pull down menus that based on the selection the ticket will be queued to the appropriate I.T department. In addition, the IT department is requesting that the ERP has the ability to track I.T assets throughout their lifecycle. Webpage to inform of campus outages for I.T services (campus Wi-Fi or internet in dorms).
* Campus Police Department is requesting the ERP will allow them to send a real time alert in emergency situations campus wide such as an active shooter.
* Athletics Department would like for the ERP to allow for college sports fans to purchase tickets for games and events. In addition, allow for team schedules to be posted.

# **Project Staffing Plan**

## **Project Staffing Requirements**

This ERP project will require internal resource allocation and external resource acquisition. These resources will be needed for 16-48 months. The project will require some additional staff members and skill sets, but most of them will be reallocated to the project from other groups through the reorganization of the department. Project managers, programmers and information system resources assigned to the project will need to be dedicated full time to the project. The analysts and SMEs from other departments will be shared resources. Analysts will also support other projects within the IT department. Functional SMEs will be assigned to the project during specific phases to help define requirements from their departments and verify these requirements are satisfied by the new system. The Network Architect will also need to be consulted in the planning and implementation phases to ensure accurate transition. The below Matrix identifies the phases of the project each resource is needed.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Role** | **Initiating** | **Planning** | **Developing** | **Test** | **Implement** |
| Project Manager | X | X | X | X | X |
| Information System Specialist | X | X | X |  | X |
| Business Analyst | X | X | X |  | X |
| Functional Department SMEs | X | X |  | X | X |
| Programmer 1 | X | X | X | X | X |
| Programmer 2 |  |  | X | X | X |
| Network Architect |  | X |  |  | X |

## **Staffing Timeframes**

* The Project Manager will be chosen immediately.
* The Project team (Information system specialist, Business analyst, Programmers 1) within four weeks.
* Network architect will be chosen within six weeks.
* Functional Department SMEs will be added as needed during the process and be utilized during the training phase.

## **Staffing Counts**

1 Project Manager

1 Information System Specialist

1 Business Analyst

1 Network Architect

2 Programmers

5 Functional Department SMEs

## **Type of Labor Skills needed**

For the IT department’s reorganization project management and project office skills are needed. For this ERP project in particular we will need IT, project management and information system skills. We will also need support from the respective function subject matter experts (SMEs) to work with the project team to define and verify each department’s requirements. We will utilize existing functional SMEs and IT support but will need to onboard a project manager and an information systems resource.

## **Roles and Responsibilities**

***Project Manager***

The project manager will lead the team in all phases of the project. The main responsibilities of the project manager are to coordinate, communicate, plan, schedule and manage risk.

***Information System Specialist***

This person will be contracted to come support the team and provide their expertise and experience in working with ERP systems.

***Business Analyst***

The Business Analyst role will be the same as it was in the existing organization. They will be a shared resource with other project teams and provide analysis of the university operations and perform administrative functions.

***Network Architect***

The Network architect function will also be the same as in the previous organization however their support in this particular project will be to provide their knowledge and expertise in the universities network and security to ensure that the ERP system can be integrated with the universities system.

***Programmers***

The programmers will be dedicated to the project team through the entire project and their main responsibility is to program the ERP system based off the design formed in the planning phase of the project. In the testing phase they will work with functional SMEs to ensure that the system functions as intended.

***Functional Department SMEs***

The functional department subject matter experts (SMEs) are selected individuals from the various impacted departments that will be assigned to the project team to be focals for their department. Their main role is to ensure that the new ERP system will support their departmental needs and to set up communication and training plans with their departments regarding the ERP system. They will also support the beta testing of the system.

## 

## **Resource Qualifications**

The resources will be expected to have the required competencies and skills of their role before the beginning of the project. New information pertaining to ERP knowledge and new processes developed by the PMO group may be required and will be distributed by the responsible groups.

## **Training needs**

For the project the resources will be expected to have the required competencies and skills of their role before the beginning of the project. New information pertaining to ERP knowledge and new processes developed by the PMO group may be required and will be distributed by the responsible groups.

During the implementation phase members of each department will be trained on the

capabilities and usage of ERP to facilitate better usage of this system.

# **Materials/Other Resource Needs**

* Dedicated Server
* Use current network infrastructure
* Application Support
* Network support
* Appropriate ERP system application

# **Resource Company Information**

The University is considering using or consulting with Microsoft Dynamics for the ERP system. Microsoft Dynamics began working in computer systems as early as 1975. The system they propose has popularity and success with these types of former clients: Construction, Distribution, Education, Financial Services, Government, Healthcare, Manufacturing, Not for Profit, Professional Services, and Retail. This system has cloud-first technology and allows multiple divisions growth, technical support, customization, and longevity of business (Panorama, 2016).

# **Bidding and Contract Terms**

***Contract terms***

The only intended contract outside of the university is for the information system SME and the software package may be outsourced. The contract terms are as follows: Payments to the consulting firm will be divided into four equal parts, first payment upon acceptance of terms of contract, second payment when the system has been installed in all departments, third payment upon completion of initializing and testing all systems in all departments, and last payment when all departments have been trained.

# **Summary**

This project has two end goals, restructure the university’s organization to enable them to be more effective with projects going forward and to implement a new ERP system. The reorganization will happen first and the ERP project is expected to take 24 to 48 months. New roles and skills will need to be added to support this project. The human resources plan is a significant part of the project due to the reorganization and adding of new skills. If the new organization is not set up to properly support projects that impact all departments, it will impact the success of the project. The Human Resource plan will be updated as the reorganization progresses.

# **References**

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