

University of Northumbria at Newcastle

**Student Administration & HR
Systems Replacement Project**

Project Charter

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1. BACKGROUND

UNN is in the process of replacing its core information systems for Finance, Student Administration and Human Resources (HR). The new SAP R/3 Finance system went live in August 1999 and UNN now wants to commence the selection of suitable Student Administration and HR systems.

The new Student Administration and HR systems will be integrated/interfaced to the SAP Finance system and the HR system will be integrated with UNN's payroll system (currently Paysolve).

UNN's preference is to select both Student Management and HR systems from the same supplier.

Student Administration implementation will take precedence over the HR implementation, as an overriding objective is to implement the Student Admissions system by September 2001.

The central objective of the project is to deliver an integrated, state of the art, flexible management information system for use in the university. The MIS will conform to the University's Information Strategy and will also be delivered to the desktop using web technology.

The project will consist of two principal phases:

- Phase 1: System Selection, and
- Phase 2: System Implementation

The objectives set out in this Charter are the enduring goals against which the project will be monitored throughout its lifecycle. The detailed planning in section 4 onwards will require updating as we move beyond the selection phase.

The main areas covered by this document are:

- Goals and objectives of the project
- Scope of the project
- Related initiatives and timetables
- Organisation, roles and responsibilities of the project team and project steering board for phase 1
- The approach to be taken
- A detailed plan and milestones for Phase 1
- Deliverables from Phase 1

The main objective of Phase 1 is for the University to have decided its preferred supplier by 31 July 2000.

2. PROJECT DEFINITION

2.1 Goals and Objectives

The project goals and objectives were developed from discussions with a number of key individuals within UNN and revised following wider consultation. The interviewees are listed in Appendix A. The table below describes the project goals and the objectives supporting those goals.

Goals	Objectives
<i>The system will meet the agreed core needs of all UNN stakeholders</i>	<ul style="list-style-type: none"> • This is not merely an administrative system, it will also serve as a core teaching support tool, to assist the student/tutor relationship, to support research activity and as a source of information for staff, students and the wider community • It will assist UNN in managing and promoting diversity and will not be designed solely around traditional student models • It will enable managers to deliver against the new HR strategy • From an ownership perspective, it will be characterised by robustness, ease of support and a low total cost of ownership relative to its functionality
<i>The system will allow UNN to operate as an integrated entity</i>	<ul style="list-style-type: none"> • There will be one single source of data eliminating the need for duplication of data input and data storage • The system will interface effectively with such legacy/external systems as necessary • It will be sufficiently scaleable to cope with the necessary number of users • It will promote the sharing of appropriate information throughout the University regardless of where the data originates
<i>The system will allow access to quality information</i>	<ul style="list-style-type: none"> • Staff can have confidence in the accuracy of the data • It will eliminate the need to go via an information “gatekeeper” for routine information • Greater openness and user friendliness will increase the incentive to maintain accurate data within the systems • It will allow improved planning and decision making by providing individuals with secure access to appropriate, accurate, consistent and timely information on their desktop • It will allow access to appropriate University information via the Internet including student and employee self-service facilities • “What-if” questions can be answered in a comprehensive manner, supported by consistent information from Finance, Student Administration, Estates and HR systems • It will provide the ability to extract data into a data warehouse
<i>The system will help UNN gain competitive advantage</i>	<ul style="list-style-type: none"> • It will have the flexibility to support diverse present and future needs including areas such as CATS, Distance Learning, management of placement activity and management of courses having non standard academic years • It will allow us to demonstrate the quality needed to win and maintain contracts with external partners • It will allow us to maximise income from funding bodies • It will facilitate more rapid reshaping of the academic programme in response to changing environmental factors and will allow UNN to meet the HR requirements associated with such changes • It will allow new and diverse communities of students, who may be located anywhere in the world, access to UNN courses • It will allow students to enrol and pay fees without the need to

	<p>visit a UNN campus</p> <ul style="list-style-type: none"> • It will provide information needed for strategic decision making in relation to student markets • It will serve as a tool to market UNN to potential students and staff
<i>The system will improve job satisfaction levels amongst UNN staff</i>	<ul style="list-style-type: none"> • It will be a tool to help staff do the job they are paid for, not an added source of frustration • It will ease the administrative burden by allowing users to work efficiently and effectively thus freeing time for those activities which add greater value • Staff will have readily accessible the day-to-day information they need to do their job • It will provide greater transparency for decision makers at all levels
<i>The project will be managed according to best practice and will maximise “buy in” across UNN</i>	<ul style="list-style-type: none"> • The project will be characterised by appropriate and meaningful two way communication with all stakeholders • The project will be embedded in the University’s Change Management programme • The system will be implemented according to leading practice i.e. so far as possible without the need for bespoke development • The project will be characterised by openness and honesty with regard to decisions, issues and progress • “Think UNN” will be the project maxim; all issues will be resolved to “best fit” overall university requirements

2.2 Organisational Scope

The project will identify a supplier/partner who will deliver a systems solution to meet staff and student user requirements at UNN. The definition of these requirements will incorporate the needs of all the main UNN departments involved in the Student Management and HR processes.

The systems will be used by authorised staff and students throughout the organisation.

Some level of access to UNN information may be required by external parties. These could include Government Agencies, Quality Assurance Agency, clearing houses e.g. UCAS, industrial clients and prospective students.

2.3 Logical Scope

The logical scope of the systems will be finalised as part of the Invitation To Tender (ITT) development. The key Student Administration and HR processes within the project scope are listed below.

2.3.1 Student Administration

- Applications and Admissions
- Academic Programme Administration (taught and research activities)
- Student Enrolment
- Research Students
- Student Assessment, Examinations and Progression
- Timetabling
- Graduation, Leavers and Alumni
- Reporting to External Bodies

- Management Information Production
- Student & Community Information

2.3.2 Human Resources

- Recruitment
- Contractual Administration
- Staff Development
- Establishment Management & Planning
- Absence Management
- Staff Records Maintenance
- Occupational Health Records
- Research Activity
- Reporting to External Bodies
- Management Information Production
- Employee & Community Information

2.3.3 Interfaces

The interfaces from Student Administration and HR systems to the following systems should be considered as part of the selection project:

- SAP Finance system
- Payroll system
- Accommodation system
- Estates system
- Library system
- Student ID database
- Clearing Houses
- RAE Database
- Future UNN Internet and Intranet applications (including ICT Learning Platform and other self-service facilities)
- Industry standard desktop applications

2.3.4 IT Support Infrastructure

In their response to the ITT, suppliers will be asked to specify the hardware and systems software infrastructure required to support the new system.

2.4 Temporal Scope

A key goal of the project is to implement a new Student Admissions system by September 2001. The immediate pressure to replace this system stems from the uncertainty surrounding the future of the current SAS package. The supplier CCSL has revoked plans to withdraw support for the product on 31st December 1999 but will not give a firm declaration of its intentions beyond 2000. The project milestones are therefore defined in this context.

The target date for deciding upon a supplier of Student Administration and HR systems is 31 July 2000. Please refer to the project plan in section 5 for a summary of key dates.

2.5 Related Projects

The projects listed below will compete for resources to some extent with this system selection project. The list is ranked to reflect the extent to which they are likely to compete for staff resources.

It is assumed that the project team will have access to appropriate output from these related projects during the course of the selection project.

Projects	Expected Completion
<ul style="list-style-type: none"> • Workflow Mapping: a team is mapping the current processes relating to student administration. There is a potential conflict with the selection project as some members of the workflow team will be required to contribute their process knowledge to the selection project. 	April 2000
<ul style="list-style-type: none"> • HR Review: the restructuring of staff and processes in the HR department is currently in progress. Approximately 40 staff are affected. 	August 2000
<ul style="list-style-type: none"> • Payroll Move: payroll will move from HR to the Finance department. 	February 2000
<ul style="list-style-type: none"> • SAP Phase II: investigating the extension of SAP functionality to Estates, Accommodation Catering & Conferences and the External Relations Department. 	July 2000
<ul style="list-style-type: none"> • IT Services Review: an action plan is being prepared in the light of a review by an external consultant on the split of support services between MIS, ISD and ZONES. There may be an impact on IT support during the selection project. The action plan is likely to be published and implemented throughout the course of 2000. 	In 2000
<ul style="list-style-type: none"> • ICT: will allow students to enrol and study via the Internet. A team led by Keith Varey is currently evaluating learning platforms and plans to report its findings to the Executive by May 2000. This is a long term project which will have an increasing effect on student administration over the next 3 years. 	May 2000
<ul style="list-style-type: none"> • Corporate HR initiatives: including ongoing change management and training and development projects and a new appraisal scheme. 	On-going
<ul style="list-style-type: none"> • Migration of MRS to SQL: this recent development is planned to improve performance of the current Marks Recording System and will involve key project members in a potential conflict of priorities. 	September 2000
<ul style="list-style-type: none"> • Estate Services Review: review and restructure of the Estate Services Department. 	October 2000
<ul style="list-style-type: none"> • Review of Research Degree Regulations: will result in major changes to the framework and processes and will require development of a medium term strategy for research systems. 	September 2000

3. RISKS AND ASSUMPTIONS

3.1 Risk Management Approach

As part of the development of this Project Charter, an assessment has been made of the major risks which could affect successful and timely completion of the project. The Project Manager will be responsible for maintaining a log of these risks as the project progresses, for identifying and implementing appropriate risk management strategies and for communicating the status of major project risks to the Project Steering Board.

The table below identifies the main risks likely to jeopardise the successful delivery of this project and the associated strategies designed to address them.

3.2 Risks

Risk	Risk Management Approach
People Risks	
Stakeholder relationships not managed The project team doesn't manage relationships with the current system managers and the wide variety of user groups that have an interest in the selection project	<ul style="list-style-type: none"> Establish clear service standards to be implemented by the Project Manager Develop effective two-way communication links with major clients
User expectations not met User expectations must be managed ahead of the implementation of the new systems	<ul style="list-style-type: none"> Ensure expectations are realistic and be open and honest about progress and issues
Managers reluctant to release staff to selection project Line managers may be reluctant to allow scarce staff resources to join or support the selection project team. Staff may be reluctant to join or support the project team pending restructuring in their home departments	<ul style="list-style-type: none"> Encourage sponsorship of the selection project from the highest level at UNN. Promote and communicate the importance of the project with Line Managers and Staff Identify key staff members and where possible actively work to retain key staff members within UNN
Project continuity affected by team members changing during the project There may be staff turnover of members of the project team	<ul style="list-style-type: none"> Implement a hand-over process that allows team members to join or leave the project team without unduly disrupting the work of the team Project Steering Board to consider HR initiatives to retain key staff
Some project team members have a conflict with their normal jobs Some of the selection project team will have on-going support and development roles for existing systems while they are on the project	<ul style="list-style-type: none"> Recognise the pressure on the team and be explicit about what tasks will be dropped or where normal commitments can't be met
The project team is not seen as properly representative of all interests The project team must earn the respect of University staff to give credibility to the project	<ul style="list-style-type: none"> Produce a clear specification for each of the roles in the project team Maintain regular and appropriate communication with all user groups Define a mechanism for capturing representations from interested parties and provide feedback and responses to all input

<p>Resentment caused as full resource cover for people joining the selection project team is not provided</p> <p>Staff joining the project should not disadvantage their home department by leaving it short-staffed</p>	<ul style="list-style-type: none"> • Management commitment to provide adequate resources. Full resource cover for people joining the selection project team must be agreed and provided
<p>UNN will not address the information management aspects needed to make the system work effectively</p> <p>There is an element of discipline involved in a truly corporate approach especially in relation to data structures and definitions</p>	<ul style="list-style-type: none"> • Identify roles and responsibilities in relation to information management • Promote the benefits of a corporate approach • Ensure that coding structures are sufficiently flexible to meet all needs
<p>Research needs are marginalised</p> <p>Requirements relating to research are complex and span both student and HR systems as well as the finance area</p>	<ul style="list-style-type: none"> • Identify a “research champion” within the project team
Technical Risks	
<p>Adequate support for current Student Administration systems</p> <p>CCSL, the suppliers of SAS, have stated that the current version 7.0 will not be supported after 2000</p> <p>UCAS is upgrading MARVIN its operations system and SAS will have to be modified to be compatible with MARVIN</p> <p>Support for SAS must be in place until the new system is implemented</p>	<ul style="list-style-type: none"> • Investigate CCSL's viability to provide support to the University prior to the implementation of new systems • Identify other in-house support options
<p>Short term disruption caused by dedicated IT support to HR removed on 5 January 2000</p> <p>The HR department's dedicated IT support is being absorbed by the ISD and Zone Support groups</p>	<ul style="list-style-type: none"> • Recognise that the HR department will continue to need support for its in-house systems
<p>Project room infrastructure not set up at the start of the project</p> <p>Adequate telecommunications, network other vital IT kit for the project room in the Technopole building may not be in place to the required timescale</p>	<ul style="list-style-type: none"> • Project Manager must keep the selection project a high priority to ensure delivery of fully equipped project accommodation
<p>User Departments demand system improvements and new system development on functions covered within the Project</p> <p>The Project needs to be undertaken within a pre-defined systems framework - not one which is constantly changing</p>	<ul style="list-style-type: none"> • Project Manager will ask Steering Board to declare a “development freeze” to ensure more certainty in implementation planning, prevent resource conflicts and lessen the dangers associated with replacing systems in a changing systems environment. • Similarly Project Steering Board will prevent the purchase or implementation of additional third party systems which impact upon the work of the project.

<p>ASAP SAP installation needs re-working to achieve full functionality</p> <p>The ASAP methodology means that SAP Finance has been installed without large scale optimisation or re-engineering. It may need further work to make the investment more cost-effective, thus causing possible delays in agreeing interfaces with the chosen Student and HR systems</p>	<ul style="list-style-type: none"> • Project Sponsor to ensure that a Quality Assurance and Optimisation check is undertaken on the SAP system before the Student and HR Systems are implemented
<p>Other Risks</p>	
<p>Very few suppliers able to deliver a suitable systems solution</p> <p>Initial investigations by the MISDU team indicate that very few suppliers may have a suitable working Student Administration and HR package</p>	<ul style="list-style-type: none"> • Ensure that the package suppliers provide details of the development status of their Student Administration and HR system modules in their responses to the ITT • If modules are being developed, obtain a specific date for completion of the work and establish what information exists to evaluate the suitability of the modules
<p>UNN becomes trapped in over-complexity</p> <p>The solution requirement for the organisation as a whole is likely to be complex because of the different organisation models and operations in the various departments</p>	<ul style="list-style-type: none"> • Representation of all organisation areas on the project team • "Think UNN" (i.e. University-wide) philosophy for the project • Identification of the best-fit solution to meet UNN's requirements • Project Steering Board and other senior management promote best-fit solution and ensure it is put in place
<p>Conflicts develop between the centre and faculties</p> <p>Requirements of the central departments may conflict with academic/faculty requirements</p>	<ul style="list-style-type: none"> • UNN-wide approach to process review and requirements definition • MISDU to maintain an overview of the fundamental requirements of the system and to take a pro-active role in resolving such questions on the basis of work being done effectively and responsibility exercised at the appropriate level
<p>Failure to get buy-in from non-central departments</p> <p>Past UNN projects have been seen as centrally led and as such failed to fully involve other parts of the organisation</p>	<ul style="list-style-type: none"> • Ensure project team members are drawn from a wide cross-section of the University staff and ensure communications are targeted to the relevant audience
<p>Failure to co-ordinate with other initiatives</p> <p>There are other known initiatives with potentially overlapping or conflicting scope or timescales</p>	<ul style="list-style-type: none"> • Application of scope management, early definition of interfaces, open communications
<p>Insufficient supplier response</p> <p>Too few or unsuitable suppliers respond to the advert</p>	<ul style="list-style-type: none"> • Early communication with key suppliers through procurement exercise
<p>Internal conflict - project team/supplier</p> <p>Disagreement over selection or design leads to project slippage</p>	<ul style="list-style-type: none"> • "Think UNN" applied as a project team maxim
<p>Little or no methodology experience</p> <p>No previous experience of the selection methodology within UNN</p>	<ul style="list-style-type: none"> • Ensure availability to project of methodology expertise. Provide early overview of methodology to project team

<p>Not enough resource available to project Staffing and other resources inadequate to meet demands</p>	<ul style="list-style-type: none"> • Clear definition of requirements up-front • Gain commitment of senior management and Project Steering Board to provide resources
<p>Supplier fails to deliver on time The project critically requires timely delivery of the supplier responses and demonstrations as well as strict compliance with agreed implementation deadlines by the chosen supplier</p>	<ul style="list-style-type: none"> • Agree project milestones and project methodology early with supplier • Include key activities such as response formats, demonstration formats and walk-through formats • Establish contingency plans • Include penalty clause in supplier contract
<p>Failure to meet tight timescales The target go-live date for Student Admissions (Sept 2001) means there is little contingency time available to the project</p>	<ul style="list-style-type: none"> • Proactive management of critical path
<p>External changes affect project scope Changes imposed externally may affect UNN processes or interface specification e.g. changes to the national qualifications framework</p>	<ul style="list-style-type: none"> • Project team must keep up to date with external developments and plan project timetable accordingly

3.3 Assumptions

Project Assumption
Project Sponsorship: David Chesser is the Project Sponsor.
Management Commitment: UNN Management (especially VC, DVCs, Executive, Deans, HODs & HOSs) fully support and are committed to the project. This commitment will be visible to the organisation as a whole and will not wane over time or become diluted by other priorities.
System Management: Managers of current systems will be fully involved in and committed to the project: they will make resources available to ensure project deadlines are met.
IT Infrastructure: Communications and IT infrastructure requirements will be put in place to agreed deadlines by UNN IT Support.
Organisation Commitment: The project assumes that all required UNN resources will be made available as necessary.
Process Change Management: The selection approach is designed to take advantage of process improvement opportunities. In order to meet timescales and minimise maintenance overheads, it is assumed UNN will change its organisation processes to meet the package where this is practical and makes good organisation sense - backing will be provided from the Project Steering Board.
Generic Requirements: The selected package will meet the defined needs of UNN without the need for major development.
Contracts: Arrangements will be in place with the supplier to enable the implementation phase to commence in September 2000.
Project Scope: The project assumes that once established as part of the requirements design stage, project scope will not be subject to further change for its duration.
Organisation Structure: This project assumes no significant changes to the current UNN organisation structure will be made during this phase of work. If any issues arise they should be considered promptly by the Project Board.
Communication: Characterised by openness and involving all stakeholders.
Cross Functional Teams: The project assumes that staff from all appropriate areas of the organisation will work together to deliver on the objectives, goals and timescales set out within the Project Charter.
User Expertise: For the project to progress at the accelerated rate required, the core project team and identified process experts must have a high degree of participation for the duration of the project.
User Training: Emphasis on appropriate user training as an integral part of the project delivery.
Staff Development: Focus on transferring knowledge to staff during the project and build a pool of resources at UNN.
Hardware/Software: Existing infrastructure will be used where possible and compatibility will be a factor in package selection. However, additional infrastructure requirements will be considered and implemented where necessary.
Organisation Knowledge of Project Team: All project team members are highly knowledgeable about their individual parts of the organisation.
Working Arrangements: Flexibility will continually be sought in working arrangements for the core project team.
IS Involvement: High involvement in package selection (including applications, systems, networks and local support).
Decision Making: Group decisions are recognised and advocated by the project team.

Budgetary Control: Budgetary constraints will be clearly articulated to the Project Steering Board by the Project Sponsor. The Project Manager will operate within budgets set and agreed by the Project Steering Board.

Other Initiatives: The impact on other initiatives will be carefully managed throughout at both project and Executive level.

Conflicting Interests: “Think UNN” will be the overriding consideration, but every effort will be made to accommodate the requirements of a particular School or Department where these are core to the University’s business.

4. PROJECT APPROACH

4.1 Approach to Overall Implementation

The overall project will include two principal phases:

- Phase 1 - System Selection
- Phase 2 - System Implementation

4.2 Phase 1: System Selection

At the heart of the approach is the fact that the project team will work closely with UNN users throughout the project. The main tasks in the project approach are outlined below.

- Stage 1 - Project Initiation: The project scoping is the foundation of the system selection project. This phase helps ensure that the project stakeholders agree on the purpose and scope of the project and on everyone's responsibilities. In addition, timescales for the system selection will be defined and agreed. This Project Charter is the principal deliverable.
- Stage 2 - Requirements Definition: The development of an Invitation To Tender (ITT) document will define the key requirements for the Student Administration and HR systems. Prospective suppliers will respond to the ITT.
- Stage 3 - Supplier Evaluation: The suppliers' responses will be evaluated to help shortlist the suppliers who will demonstrate their packages to the UNN project team.
- Stage 4 - Supplier Demonstrations: A demonstration agenda is developed. The agenda will be highly focused on key organisational system requirements. As such they will help ensure suppliers demonstrate how their product will fit the UNN's specific requirements.
- Stage 5 - Package Validation: The final evaluation/walk-through will include reference site visits and evaluations of other organisations that are using the software in the same way that UNN plans to use it. This will allow UNN to establish the extent to which the suppliers proposed solution meets user's needs in other similar organisations before committing to contracting with the supplier. If some parts of the preferred supplier's software are under development at the time of the walk-through, alternative methods will be adopted to evaluate the software and the supplier.

4.3 Procurement Process

University procurement is regulated by European Community procurement rules. The primary function of the rules is to open up the public procurement market and ensure the free movement of goods and services within the EU. The rules promote purchasing decisions based on value for money achieved through competition.

The University has to follow one of three procurement procedures. These are called the Restricted, Negotiated and Open procedures. The most appropriate procedure for this project is the Open procedure.

The Open procedure allows interested suppliers up to 52 days to respond to the ITT document. This means that the project timescale must incorporate the 52 day response period. The overall timeline is given in Section 5.

4.4 Key Roles, Activities & Deliverables

A key tenet of the approach will be that the requirements definition and supplier evaluations will be led by the phase 1 project team drawn from across UNN. The team structure is designed to ensure co-operative working and to deliver a solution which meets the requirements of the whole organisation.

Ernst & Young consultants will work closely with the UNN project team, on a part-time basis, throughout the selection project. Ernst & Young's role is primarily to:

- Provide a robust software selection methodology
- Support and coach the UNN project team through the software selection process
- Provide experienced specialist input to the software selection process

The critical decisions will be taken by the project team, as representatives of UNN, to ensure that the organisation feels ownership of the new system.

The activities and deliverables for the System Selection phase are described in the following table.

Stage	Activities	Deliverables
Stage 1 Project Initiation	Understand key activities Agree EC procurement procedures Agree scope Agree roles & responsibilities Prepare charter	<ul style="list-style-type: none"> • Project Charter (scope, objectives, deliverables, responsibilities) • Project work plan
Stage 2 Requirements Definition	Project Room set up Requirements definition Run interviews / workshops Understand key business processes Define system requirements	<ul style="list-style-type: none"> • Provision of project team room and project office • Communications infrastructure • Documented interview / workshop output • Invitation to Tender document • EC journal advert
Stage 3 Supplier Evaluation	Supplier Evaluation Issue ITT to supplier Manage suppliers tendering process Evaluate supplier responses Evaluation report	<ul style="list-style-type: none"> • Evaluation of suppliers responses • Evaluation model • Completed project team evaluations • Documented short-listing decision
Stage 4 Supplier Demonstration	Supplier Demonstrations Develop demonstration agenda Attend demonstrations Reference site visits	<ul style="list-style-type: none"> • Demonstration agenda • Demonstration scripts and data • Demonstration Issues Log
Stage 5 Package Validation	Final evaluation / Package walk-through Plan walk-through with supplier Agree acceptance criteria Evaluate walk-through results Commercial review of supplier contract	<ul style="list-style-type: none"> • Bespoke requirements, timings and costing • Outline implementation plan • Recommendation to Project Steering Board • Business case for recommendation to Employment & Finance Committee. • Commercially reviewed supplier contract

5. PROJECT PLAN

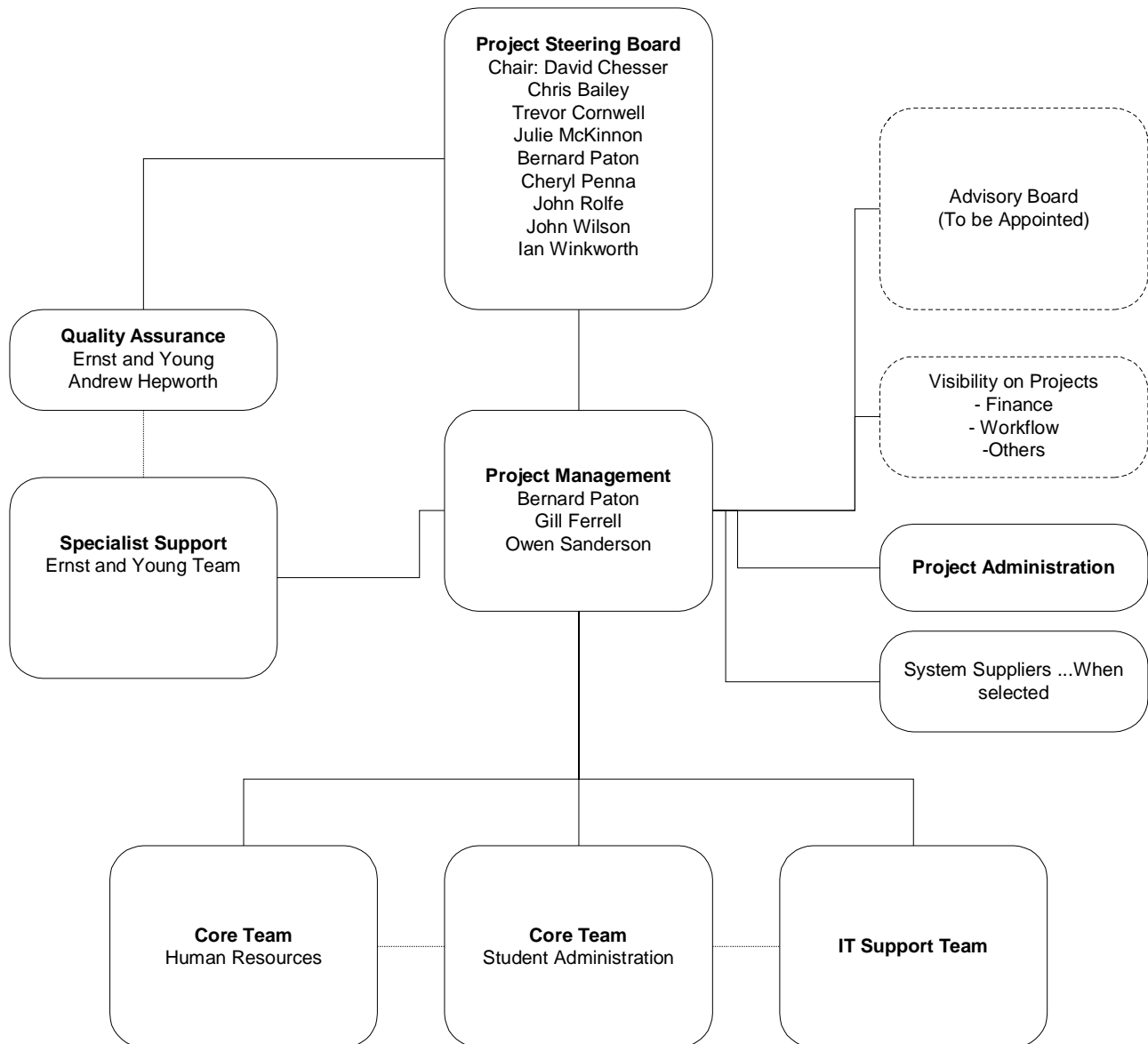
The following Gantt chart represents a summary of the initial project plan. The plan is a live document, which will be maintained by the Project Manager. Any required changes will be communicated through the project organisation structure as necessary.

ID	Task Name	Start	Finish	2000											
				Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	Project Phase 1 - Selection	Mon 06/12/99	Mon 31/07/00	[Gantt bar spanning Dec 1999 to Jul 2000]											
2	Stage 1 Project Scoping/Initiation	Mon 06/12/99	Mon 28/02/00	[Gantt bar from Dec 1999 to Feb 2000]											
6	Stage 2 ITT	Mon 17/01/00	Mon 15/05/00	[Gantt bar from Jan 2000 to May 2000]											
17	Stage 3 Supplier Evaluations	Mon 15/05/00	Fri 19/05/00	[Gantt bar from May 2000 to May 2000]											
21	Stage 4 Supplier Demonstrations	Thu 23/03/00	Mon 03/07/00	[Gantt bar from Mar 2000 to Jul 2000]											
30	Stage 5 Package Validation	Tue 04/07/00	Mon 31/07/00	[Gantt bar from Jul 2000 to Jul 2000]											

6. PROJECT ORGANISATION

6.1 Project Structure

The diagram depicts the project organisation structure.



6.2 Roles & Responsibilities

The table below describes the direct resources required for the selection project, planned to start in late February 2000 with an expected project completion date of 31st July 2000. To simplify the calculation of staff days it is assumed that the total elapsed time will be 22 weeks.

For example: the total Project Steering Board Members' staff days = 3 staff x 0.25 days per week x 22 weeks = 18 staff days for the project. Note that the days per week is an average for each role. This may vary from week to week depending on the tasks assigned.

In addition to the roles described below, there will be a need to involve subject matter experts from UNN from time to time during the selection project. There will not be a significant time commitment required from these people. For this reason their time is not reflected in the table.

Project Roles	Project Responsibilities	Number of People	Days per Week	Total Days for the Project
Sponsor / Chair	Champion the project and raise awareness at senior level Make key organisation/commercial decisions for the project Approval of ITT and other key documents Assure availability of essential project resources Approve budget and decide tolerances Lead the Project Steering Board Ultimate authority and responsibility for the project	1	0.25	5.5
Project Steering Board Member and current System Managers	Participation in Project Steering Board meetings for resolution of key issues and review and endorsement of work products, bespoke proposals and progress Champion the project and raise awareness at senior level Approval of ITT and other key documents Approve changes to the scope and provide whatever additional funds those changes require Resolve strategic and policy issues. Drive and manage change throughout the organisation Prioritise project goals with other ongoing projects Communicate with key organisational representatives	9	0.25	49.5

Project Management	<p>Obtain high level visibility on component projects such as:</p> <ul style="list-style-type: none"> • Student Administration Systems • HR System • Finance System • Other related projects <p>Monitor and respond to issues at programme level</p> <p>Direct communication with the wider organisation</p> <p>Act as focal point for managing high level concerns and problems</p> <p>Act as focal point for resolving resourcing issues</p> <p>Manage communication with the Project Steering Board and system managers</p> <p>Manage internal project communication</p> <p>Manage the project budget</p> <p>Main contact for E&Y specialist team</p> <p>Develop and maintain project charter</p> <p>Control project planning & control (including managing formal change control)</p> <p>Maintain issues log and implement appropriate responses</p> <p>Maintain risks log and implement contingent actions</p> <p>Provide status reports to Project Steering Board</p> <p>Maintain consistency in ITT</p> <p>Co-ordinate the activities of Team Leaders</p> <p>Serve as the technical contact for suppliers</p> <p>Provide technical advice to assist with the formulation of the functional requirements of the ITT</p> <p>Determine the final technical content of the ITT</p>	3	5	330
Advisory Board	<p>Provide feedback and comment from the wider User Community to the Project Management team</p> <p>Assess project development plans and comment on their implications for the general user population</p>			
Student/HR Team Leader	<p>Manage the functional teams' everyday tasks</p> <p>Manage ITT development</p> <p>Input to project planning & control (including managing formal change control)</p> <p>Support planning of deliverables</p> <p>Input issues log and implement appropriate responses where necessary</p> <p>Provide status reports to project manager</p> <p>Regularly communicate with system owners and managers</p>	2	5	220

IT Support Team	<p>Represent UNN IT support functions within the project</p> <p>Collate and organise technical information and issues from relevant IT support areas within UNN</p> <p>Ensure technical aspects of the project follow UNN standards</p> <p>Draft technical content of documentation produced during the project</p> <p>Provide general technical advice to all areas of the project</p> <p>Co-ordinate the involvement of ISD / Zone support staff</p>	1	2.5	55
Student/HR Team Member	<p>Develop ITT document</p> <p>Primary focal point and champion for the designated process (process owner)</p> <p>Communicate state of progress to designated UNN people</p> <p>Provide in-depth organisation knowledge</p> <p>Develop supplier evaluation model</p> <p>Conduct initial evaluation and decide short list</p> <p>Prepare demonstration agenda and scripts</p> <p>Attend demonstrations</p> <p>Conduct final evaluation/walk-through and select supplier</p> <p>Demonstrate an understanding of the processes within the scope of the project</p> <p>Demonstrate a breadth of knowledge about the different functional users requirements, faculties, schools, central departments etc.</p> <p>Consult widely with Subject Matter Specialists and other interested parties</p>	<p>6</p> <p>(4 Student Admin.)</p> <p>(2 HR)</p>	5	660
Project Administration	<p>Report to Project Manager</p> <p>Provide project office support</p> <p>Arrange meetings, take minutes</p> <p>Maintain documentation</p> <p>Administer the tendering process</p> <p>Arrange reference site visits</p>	3	5	330
Ernst & Young Specialist Support	<p>A range of inputs including support for:</p> <p>Methodology training and coaching</p> <p>Technical requirements definition</p> <p>Monitoring of technical impact</p> <p>Technical product assessment</p> <p>EU procurement advice</p> <p>Selection process support</p> <p>Leading practice advice on process definition</p> <p>Facilitation of workshops/demonstrations</p> <p>Liaison with suppliers</p>	2	n/a	tba

Ernst & Young Project Assurance	Review of requirements documentation Review of evaluation model Review of demonstration documentation Strategic advice to Project Steering Board & sponsor Independent review of project progress & performance	1	n/a	tba
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7. PROJECT CONTROL

The project will be monitored and controlled on a day-to-day basis by the Project Management. Progress will be evaluated by assessing the work completed, identifying variances, ensuring issues are resolved and ensuring the quality of delivered outputs.

There will be Project Steering Board meetings at key milestones and decision points as indicated in the project plan.

In order to facilitate effective team working, the project team will use MS Outlook and UNN Internet e-mail.

7.1 Issue Control

Project issues must be identified, prioritised and dealt with swiftly to ensure that dependent activities are not affected. Issues that arise during the life of the project will be documented in an Issue Log which will be maintained by Project Administration. Each issue will be evaluated and assessed by the Project Management and the appropriate actions initiated. Any urgent requests will be dealt with by the Project Sponsor on the Project Steering Board's behalf as they arise and reported to the next Project Steering Board meeting.

The procedure for dealing with issues is as follows:

1. Issues may be raised by any stakeholder. Issues should be logged with Project Administration, who will acknowledge receipt via e-mail to the author and document the issue in the log.
2. Issues will be considered initially by the Project Management and assigned either high or low priority.
3. Issues are expected to fall into one of two categories:
 - those which may be resolved through factual response, which will ordinarily be dealt with by the Project Management; or
 - those which may require input from the Project Steering Board (for example where project outcomes may fail to contribute to project goals and objectives as expected), which will be classified as *off-specification*.

A report on outstanding issues and off-specifications will be presented for consideration at meetings of the project steering board. The steering board members may wish to consult with user representatives on the detail of the report and to address outstanding issues.

7.2 Change Control

Where an issue proposes a modification to the delivered output of the project a Change Request will be recorded.

Each Change Request will be documented (including initiator, reasons and a description of the change required) and evaluated in terms of its impact. The appropriate actions required to resolve the requested change will then be determined. Change Requests will be dealt with by the Project Steering Board.

A report on outstanding Change Requests will be presented for consideration at meetings of the Project Steering Board.

7.3 Plan Update

Changes that need to be made to the detailed project plan will be identified throughout the life of the project. Any changes that require a change to the high level plan will be reconciled and reviewed with the Project Sponsor and Project Steering Board approval will be obtained at the next meeting.

7.4 Communication

Appropriate *two way* communication with stakeholders will be crucial to the success of the project. The matrix below identifies all the interested parties and the communication channels to be used for each group.

Stakeholders	Expected Communications	Frequency	Media
Project Steering Board (including current System Managers)	Issues reporting Status reporting	Dependent on timing and priority Project milestones	Generally, formal reports to be followed up by face to face contact where appropriate
Project Team	Documentation and standards Project knowledge Internal communications	In line with plan Ad hoc	Central repository, managed by project administration Group e-mail Team meetings
User Representatives	Informal communication of progress Discussion of issues Respond to issues raised	In line with plan Ad hoc on demand	Group e-mail, from project office Formal reports plus informal communication with Project Team
The wider organisation	Project progress Respond to issues raised	Ad hoc, or in line with milestones	At discretion of Steering Board members, user representatives and project manager
Vice Chancellor / UNN Executive	Project progress	Ad hoc, or in line with milestones	At discretion of Project Sponsor and Project Manager
Suppliers	Informal liaison for clarification of technical or selection requirements Formal procurement communications (e.g. notifications, debriefing)	As required In line with selection milestones	Defined contacts from Project Team UNN procurement in conjunction with Project Management

In view of the dispersed nature of the project stakeholders, electronic means of communication will be used where appropriate.

- Formal documents will be collected on a project server managed by the Project Team. The contents will be readable by any member of UNN staff but the ability to update documents will be limited to the Project Team. For communication purposes, consultants working on the project will be treated as UNN staff.
- Working documents will utilise Office 97 formats, apart from process diagrams, which will be held in VISIO 2000 diagram format. Published documents will be in portable document format (PDF) to allow access to users regardless of platform or software version.

7.5 Quality Assurance

The quality assurance for the project will be provided by an Ernst & Young consultant, who will provide process and technical advice from time-to-time and advice on issues and risks to the Project Steering Board.

7.6 Information Management

The availability and quality of information will be a critical contributory factor to successful achievement of project goals. Furthermore, it is expected that a culture of sharing information and knowledge will help the project team to ascend what may be a steep learning curve.

It is, therefore, intended to establish a knowledge repository on a designated server for the project which will hold formal documentation and useful reference documents and standards, as well as providing a forum for informal team communications.

The project knowledge repository will be managed by Project Administration.

Appendix A - People Interviewed to develop the project charter

<p>Executive</p>	<ul style="list-style-type: none"> • Prof Gilbert Smith. Vice-Chancellor • Prof Tony Dickson. Deputy Vice-Chancellor (Academic) • David Chesser. Deputy Vice-Chancellor (Resources) • Prof Kenneth McConkey. Dean of Faculty, Arts & Design • Prof Monica Shaw. Dean of Faculty, Social Sciences • Prof Roy Stephens. Dean of Faculty, Health, Social Work & Education • Prof John Wilson. Dean of Faculty, Engineering, Science & Technology • Prof David Weir. Director, Newcastle Business School.
<p>Focus Groups</p>	<p>HR</p> <ul style="list-style-type: none"> • Juliet Amos. Senior Personnel Adviser • Kate Fannon. Personnel Administrator • Dr Gill Ferrell. (formerly) Personnel Information Manager • Judith Storey. Information Officer • Joyce Winder. Information Officer <p>Student Administration</p> <ul style="list-style-type: none"> • Rev Michael Armstrong. Head of Academic Programme Admin. • Patrick Bellis. Senior Officer (Analyst/Programmer) • David Morgan. Systems Co-ordinator • Debra Shannon. Assistant Registrar, Engineering, Science & Technology <p>Finance</p> <ul style="list-style-type: none"> • Alan Hutchinson. Deputy Head of Finance
<p>Academic Heads of School</p>	<ul style="list-style-type: none"> • Prof Chris Bailey. Head of School, Humanities • Prof Derek Gardiner. Head of School, Applied and Molecular Sciences • Prof Elizabeth Gillott. Deputy Director, NBS • Prof Les Johnson. Head of School, Accounting • Prof Jean Potts. Assistant Dean, HSWE
<p>Senior Management/Other</p>	<ul style="list-style-type: none"> • Richard Bott. University Secretary • Phil Booth. Legal Administrator • Andy Sutton. Senior Administrator. • Phill Vergnano. Director, ACC • Siân Evans. Administration Manager, ACC • Dave Warman. Accommodation Manager, ACC • John Rolfe. Director, Student Services • Shelagh Groves. Assistant Director, Student Services • Ed Riddick. Assistant Director, Student Services • Trevor Cornwell. Acting Director, IT Services

	<ul style="list-style-type: none">• Maurice Langford. Acting Director, Human Resources• David Leslie. Director of Finance• Liz McDowell. Project Manager, UNNFURL• Andrew McKirgan. Corporate Planning Manager• Cheryl Penna. University Registrar• Dr Ruth Siddals. Head of Research Unit• David Thompson. Course Leader, NBS• Keith Varey. Project Manager, Systems Review• Ian Winkworth. Director, Learning Resources• Ian Winship. Global Electronic Campus Project• Val Wilson. Head of Strategic Planning Unit
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