ERP System Implementation

Project Charter

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1 INTRODUCTION

1.1 BACKGROUND

With Thompson Rivers University's (TRU) transition to university status in April 2005, TRU has been provided with a number of new opportunities to grow and develop. While much of the programming and services remain the same under the new entity, TRU has taken on new roles in graduate studies and in research and teaching. And, with the assumption of responsibility for BC's Open University as part of TRU-Open Learning (TRU-OL), TRU now has a provincial mandate for the provision of open learning. This change in the life of our institution compels us to revisit our institution's "Mission Statement" and "Values" and gives us an opportunity to set new institutional strategic goals and objectives. Once complete, the revised strategic planning document will provide key waypoints to guide the development of our university.

As the most comprehensive, primarily undergraduate university in Canada, TRU seeks to build on the strengths it has established for the quality and impact of its highly flexible, integrated, experiential and practical university learning experience. Specifically, TRU will seek to clearly establish itself as the University of Choice in the context of six distinct strategic goals. These include:

- The university of choice for student engagement;
- The university of choice for the integration of research and scholarship with teaching and learning;
- The university of choice for aboriginal students and first nations;
- The university of choice for open learning;
- The university of choice for international opportunities; and
- The university of choice for career success.

TRU has selected SunGard HE as the vendor of choice for its Enterprise Resources Planning System (ERP). The justifications for this include:

- TRU TRU-OL has significant depth of knowledge with Banner and has been running versions of this application for 10 years. Moreover, there is a good base of knowledge of this product in the BC Post Secondary Education system to support further development and ease integration with the BC Campus Portal.
- TRU is licensed to use significant portions of Banner. While additional investments will be required to enable TRU's expansion and growth, it would be poor fiscal stewardship to purchase and install another vendor solution given this fact.
- SunGard HE is a market leader and the one of the highest ranked Higher Education ERP software providers, according to the Gartner Group.

The SunGard HE Banner solution will also integrate with TRU's ancillary applications such as the Library, Retail and Warehousing/Distribution.

1.2   PROJECT GOAL AND OBJECTIVES

1.2.1   PROJECT GOAL

The project goal is the implementation of an integrated ERP application suite at TRU to support its strategic goals.

1.2.2   PROJECT OBJECTIVES

Within the overall goal as stated above the following objectives have been identified:

1. Enhance quality of TRU's online student, faculty and staff experience through secure self-service options;
2. Develop its national reputation for academic excellence and a quality student experience;
3. Implement business intelligence tools to support better decision making;
4. Continuously improve TRU's business processes; and
5. Lower IT costs and other operating expenses.

1.2.3   BUSINESS DRIVERS

Business drivers representing user expectations of the ERP system are summarized as follows:

1. Strengthen the position of TRU in the competitive higher education marketplace by providing our principal clients (students) with systems technology they expect from a University.

2. Offer easy-to-use reporting and interactive query tools to facilitate the management of information, including decision-support, managerial, costing and commitment information.

3. Optimize the fully integrated ERP system to:
   - Provide one system-of-record for TRU student records.
   - Facilitate the sharing of information between the closely intertwined operational areas (e.g., Human Resources and Payroll, Student System & Finance).
   - Provide integration capabilities between the core ERP system and edge system solutions.
   - Improve the efficiency of business processes by providing uniform systems solutions for both F2F and OL operations. This uniformity will provide the bridge between both F2F and OL program and course offerings.
   - Support the capturing of data at point-of-entry to minimize data duplication and redundancy.

4. Improve operational efficiency through

- Self-Service options for all stakeholders;
- More integrated workflow (i.e., End-to-End);
- More automated processes, reducing error-prone manual processes with less hand-offs, wait-states and handling;
- Less paperwork or paper flows; and
- Use of best practices.

5. Provide the capability to enforce varying acceptable levels of security over data, functions and processes within the system.

6. Provide flexibility allowing TRU to easily modify or develop functionalities to correspond with changing conditions, for example, changes in the Collective Agreements.

7. Provide customer relationship management capabilities by implementing a state-of-the-art CRM solution to enhance student engagement.

8. Facilitate TRU's integration with the BCCampus portal and suite of services.

9. Enable a Services-Oriented Architecture approach that facilitates the extension of TRU's enterprise architecture, resulting in a more agile TRU organization and better services for all constituencies.

1.3 PROJECT SCOPE

The following table represents the recommended project scope:

1. Identity Management Foundation (Identity Integrating Database)

2. Luminis Portal

3. Tutor Pay

4. Human Resources

5. Finance

6. Student System (including unique OL functionality)

7. Customer Relationship Management

8. Advancement

9. ODS and Data Warehousing

Detailed components of the Project Scope are contained within the Project Requirements document.

Phase I

1.4   APPROACH

The Project Steering Committee will collectively articulate the strategic direction for the resource integration initiative and manage project activities through the Project Management Office (PMO), which is comprised of 'stakeholder' representatives. The Project Management Office (PMO), in turn, provides guidance for work to be undertaken by various working groups.

The overall project approach is summarised as follows:

1.   Project Steering Committee will provide overall project direction and resolve strategic issues.

2.   The Project Management Office (PMO) will meet regularly to monitor project progress, review project deliverables, approve work products, resolve project delays and remove project barriers.

3.   The Project Management Office (PMO) will assign project tasks to the responsible work group(s), with established target dates and deliverables. Each Working Committee will be comprised of respective functional and site representatives.

4.   Where applicable, facilitated workshops will be conducted to formulate an operable framework for project activities to be undertaken or to identify and resolve project issues.

1.5   DELIVERABLES

The major deliverables for the ERP System Implementation Project includes:

1.   **System Implementation.** Successfully implement the application modules as prescribed in the project scope.

2.   **Business Process Improvement.** Develop business processes to optimize the system functionality without compromising efficiency and control.

3.   **Knowledge Transfer.** Facilitate knowledge transfer to the designated super users so they can be better equipped to (i) provide application support; (ii) conduct acceptance testing of upgrades or new releases; and (iii) serve to provide on-going training of new users or refresher training of existing novice users. Additionally, the knowledge transfer process will encourage the Institution to become more self-reliant.

1.6   CONSTRAINTS AND LIMITATIONS

The following risk factors may impose significant constraints and limitations on the direction and activities to be undertaken and may impact the ultimate timing and final delivery of the project:

- Executive and user expectations if not properly managed would create significant barriers to the successful implementation of the project.
- The scope and size of the project represents significant risk exposures.
- The tight time schedule may present significant challenges to provide an end-to-end solution in the initial implementation phases.
- The demand on key personnel within each functional area may pose significant risk given that the project schedule may conflict with peak workload periods.
- Training of the broader group in the user community requires significant time and resource commitments.
- Funding (or the lack of) may cause significant delays in the project schedule.
- Demands on skilled resources in the marketplace may pose significant challenges for TRU to provide backfills for their key resources.
- Intangibles, currently unknown and unidentifiable, may pose significant risks to the project.

Risk is defined as any factor that may potentially interfere with successful completion of the project. Risks are inherent in any project. Therefore, it is important for TRU to develop risk mitigation strategies that would serve to minimize the organization's exposures to any of the risk factors.

A current list of the full set of identified risks and their mitigation/deflection plans are contained in the Risk Management Log.

2 PROJECT STRUCTURE

2.1 PROJECT ORGANIZATION

2.1.1 PROJECT STRUCTURE

The following is the project organization designed to support the implementation of the ERP System.
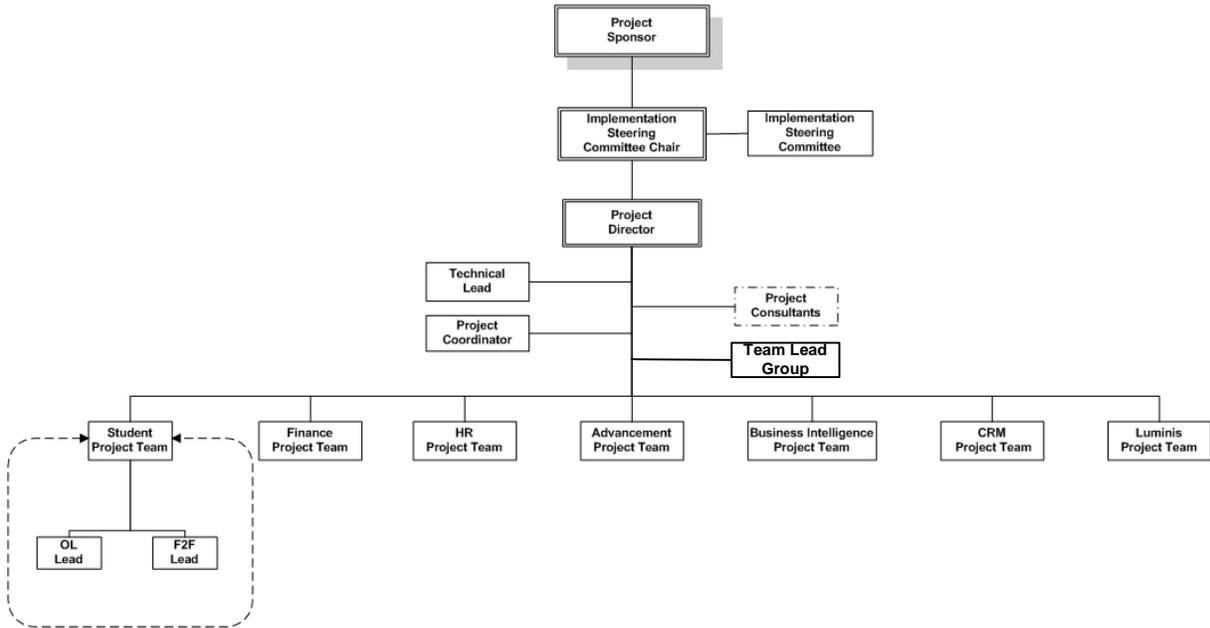
2.1.2 ROLES AND RESPONSIBILITIES

The following section describes the roles and responsibilities of each key individual or group within the project organization.

Project Sponsor. The Project Sponsor is the champion of the project, who will serve to:
- Provide strategic direction for the project.
- Obtain funding approval for the project.
- Ensure on-going commitment throughout the project.
- Work with the Implementation Steering Committee to facilitate timely decisions.

Implementation Steering Committee. The Implementation Steering Committee will serve to:
- Establish the overall direction of the project.
- Review and Approve the Project Charter.
- Ensure the availability of appropriate resources.
- Provide decision support.
- Provide management support to the project team.
- Liaise with the President's Council and the project team.

Budget Review Committee. The Budget Review Committee will serve to:
- Review the project budget.
- Review project expenses.
- Review Cost to Complete Reports.
- Meet on a monthly basis.
- Advise the Implementation Steering Committee of issues.

Project Director. The Project Director, in conjunction with the Project Management Office (PMO) will serve to:
- Provide project management for the duration of the project ensuring the overall direction and management of all aspects of the implementation align with the strategy established by the Project Sponsor and the Steering Committee.
- Provide project co-ordination and administrative support.
- Coordinate activities to ensure timely dissemination of project information in accordance to the Project Communication Plan as defined in the Project Charter.
- Develop and implement and maintain/update the master Project Plan.
- Provide co-ordination of all internal resources.
- Provide project liaison with external consultants.
- Monitor project tasks to ensure the timely delivery of work products.
- Develop, maintain and update all project related documentation, such as:
    - Project Issue Log designed to track issues identified throughout the project life cycle.
    - Training materials developed in conjunction with the Project Consultant and other sources.
    - Functional, user and technical documentation.

Consultant Team Leads. The **Consultant Team Leads** will work in conjunction with the Project Director to ensure the successful implementation of the ERP System suite of applications. The Project Consultants will serve to:
- Participate in the project management process.

- Conduct activities engaged in the specifying of detailed requirements, the review and analysis of business processes and the identifying/resolving of system and/or process issues.
- Provide advice on system set-up
- Provide guidance in creation of a project plan
- Conduct activities engaged in the (i) the set-up of a prototype for each application module as per implementation schedule; (ii) the functional testing of each prototype: (iii) the review, refinement and confirmation of the prototype; and, (iv) the tailoring of application modules in the Production environment.
- Provide functional users with formal training of pertinent functions before performing user acceptance testing and before the scheduled 'Go Live' of each application module
- Provide super users (team leads) with advanced training to facilitate knowledge transfer process, which is intended to mitigate the risk of TRU becoming over dependent on external consulting resources

Data Standards Working Group. The Data Standards Working Group will be a cross-section composed of at least one or two end users from each functional data area (i.e. Student, Human Resources, Finance). In addition, representatives from the Information Technology data security area and the Enterprise Portal Implementation Team will be designated. This working group will:

- Develop standards for data shared across the various components of the Banner system.
- Administer standards for the collection and maintenance of shared data during the implementation process.
- Determine data ownership, establish user security access levels and develop procedures for change permissions
- Define data maintenance standards/conventions, maintain tables of valid values, and formulate measures to ensure accuracy, validity, and completeness of shared institutional data.

Team Leads. Each Team Lead will serve to coordinate project work for their respective project team, which typically represents individual groups of applications. As prescribed by the approved duties/responsibilities, the Team Lead will:

- Coordinate project work for their respective project team or subject area(s) (e.g. Human Resources, Purchasing, and Finance etc.). He/she will coordinate the module setup, testing, data conversion and workflow analysis and, and ensure that training is provided to end users.
- Specific responsibilities include:
  - Coordination of a team who will assist with the set-up of the Banner System module specific to his/her area of expertise (e.g. Purchasing, Human Resources, Finance etc.).
  - Referring to legislation, corporate policy, statutory requirements, collective agreements etc. related to his/her area of responsibility to incorporate into the set-up of the module.

- Participation in the development of interface requirements and the subsequent manual/automated conversion of data, which includes data loading, data verification and data cleansing.
- Coordinate user acceptance testing for the application modules for which he/she is responsible. User acceptance testing includes developing test cases, testing application functions, comparing test results and resolving discrepancies.
- Coordinate/perform workflow analysis.
- Coordinate training for end users of specific application functions upon the deployment of the application.

Team Lead Group. The Team Lead Group is comprised of the Team Leads and the Consultant Team Leads. The Group works with the Project Director on identifying common issues and interfaces. They develop recommended strategies for implementation details and the coordination of tasks and activities that affect all teams.

Work Teams. Each Work Team will be composed of subject area experts and technical staff.

- Work team member responsibilities include:
  - **Work Guidance** – this position will assume the role as a super user and SME in his/her area of responsibility. He/she will provide advice and guidance to project team members related to the implementation of the module for which he/she is responsible.
  - **Functional Advice** – this position will provide technical project guidance as to how to implement policies, procedures, contract language etc. into the ERP system.
  - **Project Advice** – this position provides project advice to a Team Leader for the ERP System module in implementation of which she/he is involved.

2.2   PROJECT MANAGEMENT

Project management involves activities necessary to ensure the successful completion of the project. Project management activities include: (1) Project Control, (2) Project Planning, (3) Status Reporting, (4) Issue Management, (5) Change Management, (6) Risk Management, and (7) Quality Management.

2.2.1   PROJECT CONTROL

The Project will establish a project organization (see Section 2.1 above) with the mandate to meet project, technical, scheduling and cost requirements. The Project Director will be given full responsibility and authority to execute all aspects of the ERP System Implementation Project within the scope as defined by this Project Charter.

2.2.2 PROJECT PLANNING

The Project Management Office (PMO) will prepare and maintain a detailed project plan that serves to govern tasks and activities necessary to complete the project. The Project Plan entails target dates for key milestones and deliverables.

2.2.3 STATUS REPORTING

The Project Management Office (PMO) will conduct biweekly progress reviews and prepare monthly status reports for presentation at the Project Steering Committee monthly meetings. The progress reviews will cover technical, schedule related and resource aspects of the project. Status reports will focus on the accomplishments for the concluded reporting period, the planned activity for the next reporting period, and the identification and resolution of project issues.

2.2.4 ISSUE MANAGEMENT

Issue management is a process designed to address issues that may arise during the course of a project. Issues are always associated with some degree of risk to the project and therefore need to be assessed and resolved in a timely manner either within or outside of the project boundaries. Issues need to be resolved in a consistent and disciplined manner in order to maintain the quality of the deliverable, as well as to control schedules and cost.

The Issue Management Process provides the mechanism to ensure that issues are properly identified and documented, escalated for management review, and resolved quickly and efficiently. It includes (1) procedures for the identification, assignment and escalation of issues; (2) level of management that needs to be involved for escalation; (3) target timeline for issue resolution; and (4) the tracking of issues. The process is designed to handle technical problems or issues as well as to address process, organisational and operational issues.

2.2.4.1 Raising and Submitting an Issue

1. *Any project team member may raise project issues with a pre-designed Project Issue form.*

2. *The originator must assign a <u>tentative</u> priority to the issue together with a designated Issue Owner.*
   - ***Critical*** *– presents an immediate and critical obstacle to project work and deadlines.*
   - ***High*** *– may impact critical deadlines or the quality of major deliverables.*
   - ***Medium*** *– may impact future, less critical deadlines or sub-components of a deliverable.*
   - ***Low*** *– has no direct impact on any deadlines or quality of deliverables.*

2.2.4.2 Logging and Assigning Issues

1. *The Project Management Office (PMO) will review submitted issues and assign issues to the appropriate issue owner(s).*

2. *Once assigned by the Project Management Office (PMO), the designated Project Director will record the issues onto the Project Issue Log.*

3. *The designated Project Director will update the Project Issue Log with the appropriate status:*
   - *__Received__ – any issue that has been submitted but not yet accepted as an __Open__ issue.*
   - *__Open__ – any issue that has been accepted as a valid issue and is still in progress.*
   - *__In Progress__ – any issue that has had work started on either its resolution or analysis.*
   - *__Deferred__ – any issue that has been deferred to be resolved at a later bring forward date for stated reasons or any issue that has a temporary solution with the proviso that the issue be brought forward at a later date.*
   - *__Waiting Approval__ - any issue that has been resolved but is awaiting approval by the Team Lead Group.*
   - *__Resolved__ – any issue that has been resolved to the project team satisfaction.*

2.2.4.3   Managing Issue Resolution

1. *The designated Project Director will ensure that all stakeholders agree with the target resolution dates.*

2. *The designated Project Director will monitor the progress of outstanding issues within the following general guidelines:*
   - *__High__ – within 3 working days*
   - *__Medium__ – within 10 working days*
   - *__Low__ – best effort basis*

3. *The issue priority may be changed for valid business, technical, logistical or timing reasons. The designated Project Director will assess the validity of the change request in conjunction with all affected parties.*

4. *A designated Team Lead will escalate high priority issues as they become overdue:*
   - *__3 working days overdue__ – Issue Owner*
   - *__5 working days overdue__ – Project Management Office (PMO)*
   - *__10 working days overdue__ – Implementation Steering Committee*

5. *Once the issue is resolved, the issue owner(s) will notify the designated Project Director who will obtain agreement from the individual who raised the issue.*

2.2.4.4   Reporting Status

1. *The designated Project Director will track and update the progress status of all outstanding issues.*

2. *The designated Project Director will produce biweekly status reports for open, overdue and deferred issues as well as additional analysis reports that may be required by the project team. Note: Project team implies the Project Management Office (PMO) and respective Work teams.*

3. *The most current list and status of open issues may be found in the Issues Management Log.*

2.2.5 CHANGE MANAGEMENT

The Change Management Process provides a mechanism to manage request for changes to any project deliverables, including project scope and schedule. This process allows for change during the project's life cycle but always puts in the context of the latest project plan between the project team and management and, in the case of the contractors, as contractually agreed to. The following change control procedures consists of a series of steps that allows change to be identified, evaluated, priced and tracked through closure.

1. Change requests must be submitted, with a pre-designed change request form, to the Project Management Office (PMO) for review and assessment.

2. Once accepted as valid, the Project Management Office (PMO) must submit change requests to the Project Steering Committee for approval.

3. The Project Director must refine the project plan to incorporate tasks and activities resulting from any approved changes.

4. The designated Project Director must record all change requests and update the Change Request Log to reflect the status of each change request.

5. The designated Project Director must log any minor changes (i.e., low impact on costs or time schedule) and circulate them for information.

2.2.6 RISK MANAGEMENT

Risks are inherent in any project. A risk is defined as any factor that may potentially interfere with successful completion of the project. The challenge is to manage risks with a process that is unique to the project and reflects its operational environment (i.e., resources, complexity, size, etc.). It is important to recognise that risks are not events that have occurred, but rather events that might occur that would adversely impact the project. Events that have occurred and are impacting the project are addressed in either the Issue Management Process (see Section 2.3.4) and/or the Change Management Process (See Section 2.3.5).

Risk identification, risk action planning and risk monitoring are key tools to successfully completing a project. Part of controlling a project during its execution life cycle is to have an established risk management process. The iterative risk management process commences as part of project planning and continues to evolve until the project close out.

2.2.6.1 Risk Identification

Risk identification provides the project team the opportunity to alert management of potential risk factors before they become real threats to the project. Risks are listed, analysed for probability of occurrence and potential impact on the project, and prioritised. Risk identification occurs at the beginning of the project and continues throughout the project's life cycle.

1. *The project team will assemble an initial list of risk factors with impact analysed and priority assigned.*

2. *Any project team member may identify 'new' or additional risks at any time using the pre-designed Risk Management Control form.*

3. *In identifying project risks, the originator must complete the Risk Management Control form and provide information as follows:*

   - *Risk Identifier – the unique identifier for the risk statement*

   - *Risk Sources – the focus area, risk factor category and risk factors*

   - *Risk Condition – the existing conditions that may negatively impact the project*

   - *Risk Impact – the potential impact if the identified risk materialises*

   - *Risk Probability – the likelihood that the risk will actually occur*

   - *Risk Exposure – the overall threat of the risk to the project (*Note: This is typically used to establish ranking.)

   - *Risk Context – background information that serves to clarify the risk situation*

   - *Related Risks – inter-dependent risks*

4. *The originator must submit the Risk Management Control form to the Project Management Office (PMO) for review and action.*

2.2.6.2   Risk Action Planning

Risk action planning produces plans for addressing each major risk item and co-ordinates individual risk plans with the overall project plan. Risk planning ensures that project schedules and/or cost estimates are adjusted to ensure that adequate time is appropriated to properly develop and execute risk mitigation measures when required.

1. *The Project Management Office (PMO) will meet regularly to review existing and newly identified risks and to develop action plans to mitigate such risks.*

2. *The Project Management Office (PMO) will designate a project team member responsible for the agreed-to risk mitigation measures.*

3. *The Project Director will adjust the 'master' project plan to reflect time estimates required for the execution of risk mitigation measures.*

2.2.6.3   Risk Monitoring and Control

Risk monitoring and control involves the tracking of progress towards resolving identified risks and taking corrective action as planned. Risk tracking is essential to ensure that corrective actions have been executed as planned and are effective in mitigating the identified risks. Risk status-reporting serves to communicate the four possible risk situations: work-in-progress, resolved, change or re-work required, or newly identified.

1. *The designated Project Director will provide regular updates of all identified risks.*

2. *The Project Management Office (PMO) will meet regularly to review the statuses of all identified risks.*

3. *The designated Project Director will produce regular risk status reports for review by the Project Steering Committee.*

2.2.7   QUALITY MANAGEMENT

Quality and completeness of deliverables are managed on a regular basis at the working level through out the project organisation. The Project Director and the Project Management Office (PMO) are, jointly as well as individually, responsible for quality and completeness at all levels. In practice, project team members are charged with similar responsibilities for completing tasks that they are responsible for. In addition, the Project Director will conduct a post implementation review to examine the project outcome and to identify pitfalls, barriers and improvement opportunities.

2.3   PROJECT COMMUNICATION MANAGMENT

Project Communication Management includes processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. These communication processes provide essential links among people, ideas and information that are critical to the successful completion of the project. Each process may involve effort from one or more individuals or groups of individuals based on the needs of the project and each of which generally occurs at least once in the project life cycle. Although the following processes are presented as distinct and independent mechanisms, in practice they may overlap or interact in ways not detailed here.

Communication Types	Purpose	Process Description
Project Charter	Define the scope, objectives, project organisation, and overall approach of the project.	The Project Charter is the single point of reference on the project that should be read by all project team members, executives and anyone new to the project.
Sponsorship Communications	Legitimise project management, scope and goals to stakeholders and participants of the project.	A series of communications announcing and reinforcing executive sponsorship of the project. Sample mechanisms include: ▪ Presentations ▪ Announcement letter ▪ Memos ▪ Orientation sessions ▪ Kick-off meetings
Project Status Meetings	The purpose of these meetings is to track the progress of the project.	The Project Steering Committee will meet monthly to review project status and to formulate direction and decisions when required. The Project Management Office (PMO) will meet weekly to review: ▪ Primary accomplishments of each working committee during the week and tasks to be completed.

Communication Types	Purpose	Process Description
		▪ Discuss open issues and provide quick and viable resolutions. ▪ Update other general information.
Issue Log / Documentation	Document issues that arise throughout the project which are considered significant and may impact the project or scope.	The designated Project Director will be the custodian of the Issue Log and will endeavour to maintain and update the status of each issue.
Functional/Process Project Workbook	Document important project information for each Working Committee.	The Project Workbook is a single point of reference for each Working Committee. This information is shareable and accessible by all project participants and Project Steering Committee. A wiki will be used to manage this process.
Change Requests	Identify changes to project scope and submit requests to Project Steering Committee for review and approval.	Track changes that affect scope, budget, resources, deliverables and timelines.
Decision Requests	Identify and analyse project issues and submit requests to Project Steering Committee for review and decisions.	Track issues and corresponding decisions that impact the successful completion of the project.

2.3.1 SPONSORSHIP COMMUNICATIONS

The implementation of an ERP System at TRU is no small task. The project will touch everyone's work to some degree, and there will be challenges and frustrations, but the payoff is substantial. With the new ERP System solution, TRU will be better prepared to compete in the eMarketplace, and in the implementation process, will improve internal job activities and business processes.

Challenges

The complicated nature of an ERP System implementation suggests a high need for change management and constant, effective communication of project details and milestones. Communication channels must be established early and supported throughout the life of the project. The main challenges faced in creating an effective communications strategy are:

1. Maintaining communication with TRU satellite campuses
2. Nurturing consistent Executive support

3. Getting and maintaining employee buy-in throughout all TRU departments

4. Incorporating lessons learned from previous system implementations

5. Delivering and communicating early wins

Audience

Thompson Rivers University Executive, Board Members, President's Council, ERP System User Groups, General Staff

Products

Communication Type	Purpose	Process Description
GroupWise Conferences	GroupWise is currently the most reliable, accessible communication channel at the Institution, with the built-in ability for immediate audience response.	Regular updates will be posted (by members of the Project Team) and staff/user discussion encouraged in 2 new separate conferences: ERP User Group TRU staff ECom
Enterprise Portal Updates	Implementation information, progress updates, reports, and general project details need to be communicated in a forum more permanent than GroupWise. The Intranet serves this secure purpose and is accessible by all staff once Phase I of the project is complete.	All updates will be managed by the Project Director.
Open Forums	To provide TRU staff and ERP System user groups with an informal venue to discuss implementation issues and questions with Subject Matter Experts (SMEs).	Moderated Open Forums will be held monthly, paneled by the appropriate SMEs
Executive Presentations	The President's Council needs to hear brief, regular updates from the Implementation Steering Committee Chair on the implementation progress.	The Implementation Steering Committee Chair will provide brief presentations to the members of the President's Council at the bi-weekly meetings.

Communication Type	Purpose	Process Description
President's Council Presentations	The TRU President's Council needs to hear brief, regular updates from the Chief Information Officer (CIO), on the ERP implementation progress.	The CIO will provide brief presentations to the members of the President's Council at the bi-weekly meetings.
Executive/Management Memos	Memos to the Executive and Senior Management will reinforce presentation communication and provide regular, informal documentation of project details.	As a written follow-up to verbal presentations, the Executive and Senior Management will be provided memos with important project details and implementation milestones.
ERP System Newsletters	A regularly released ERP System newsletter will provide a written communication piece for general TRU staff to be informed of project details and milestones.	On a monthly basis, a 1 to 2 page newsletter will be produced and distributed as a PDF file to the E-Com conferences and Intranet.
Lunch & Learns	In the beginning of the Implementation project, general TRU staff will not be aware of most project details. Lunch & Learns provide an informal venue for distribution of information. Accessible by all staff.	Monthly Lunch & Learns will be held, as the implementation project begins. Presenters will be members from the ERP System Project Team.
User Group Orientation Sessions	The various ERP System user groups will need to be communicated with in a specific fashion as the implementation project progresses.	As each Phase of the Implementation schedule begins, the affected users will be informed of the details, scope, process, and communication procedures for the Phase.

Communication Type	Purpose	Process Description
ERP System University	As TRU users learn the ERP System software, a supportive learning environment will become conducive to a healthy implementation process.	Learning the applications will be the most important objective, but students will also examine and potentially reengineer existing TRU business processes. A learning plan, objectives and outcomes will be established.

3 STATEMENT OF WORK (SOW)

3.1 PROJECT START-UP

Project Start-Up includes any activities engaged in project initiation, planning and the transition from start-up to execution. Project Initiation is getting a project off to a formal start, with everyone knowing their role, agreeing what job is to be done, confirming there are good business reasons for doing it, and ensuring that any risks involved have been assessed.

3.1.1 PROJECT INITIATION

Project Initiation is aimed to confirm the scope, establish a work plan and assign resources to specific tasks. Project initiation serves to ensure stakeholders and participants have a thorough understanding about the scope of the project, standards and procedures as well as their roles and responsibilities.

3.1.2 PROJECT PLANNING

Project Planning defines the project activities and work products that will be performed/produced and describes how the activities will be accomplished.

3.1.3 PROJECT MANAGEMENT

Project management activities include: (1) Project Control, (2) Project Planning, (3) Status Reporting, (4) Issue Management, (5) Change Management, (6) Risk Management, (7) Quality Management and (8) Project Communication Management.

3.1.4 PROJECT TRANSITION

Project Transition involves activities that transform a project from the planning to the execution stage. In the project transition stage, 'kick-off' meetings are held to orient all stakeholders and participants.

3.2 SITE PREPARATION

Site Preparation includes any activities engaged in the review and analyses of the current operational environment of the various business areas; the set-up of the technical environment; the identifying of data conversion and interface requirements; and, the documentation of forms, training materials, etc.

3.2.1 TECHNICAL INFRASTRUCTURE

Technical Environment includes the set-up of hardware, infrastructure, application software as well as application and system security.

3.2.1.1 Technical Environment

Technical Infrastructure involves the planning and set-up of hardware and infrastructure, the resolving of any technical and support issues; as well as the installing/testing of the technical infrastructure including hardware, system and network security, etc.

3.2.1.2 Application Environment

Application Environment includes the installing of software and the set-up of different application environments, which may include Test, Development, Training, Production as well as system constants and application security, etc.

3.2.2 BUSINESS ANALYSIS

Business Analysis includes any activities engaged in the specifying of detailed requirements, the review and analyses of business processes and the identifying/resolving of system and/or process issues.

3.2.3 DATA CONVERSION AND INTERFACE

Data Conversion and Interface activities aim to identify and confirm data conversion and interface requirements; define program specifications for data conversion and interfaces; and, develop and test data conversion and interface programs.

3.2.4 DOCUMENTATION

Documentation implies the designing of forms, the preparation of user guides as well as the preparing of policy and procedure manuals. This process aims to design forms and produce easy-to-use materials for subsequent system training of users and to provide guidelines for standardized business processes.

3.3 PROJECT EXECUTION

Project Execution includes any activities engaged in (i) the identification and resolution of issues; (ii) the set-up, review/refinement and confirmation of the prototype for each application module as per implementation schedule; (iii) the development and testing of system interfaces; (iv) the conversion

and/or loading of data; (v) the training of end users; (vi) the execution of user acceptance testing; and, (vii) the cutover to production.

3.3.1 ISSUE RESOLUTION

Issue Resolution in Project Execution focuses on identifying and resolving application-specific issues. Since Issue Management is an iterative process, issues identified in preceding phases, but that remain outstanding, must be reviewed and resolved before the execution of other implementation activities.

3.3.2 APPLICATION SET-UP

Application Set-Up involves activities engaged in (i) the set-up of a prototype for each application module as per implementation schedule; (ii) the functional testing of each prototype: (iii) the review, refinement and confirmation of the prototype; and, (iv) the tailoring of application modules in the Production environment.

3.3.2.1 Prototype Set-Up

Prototype Set-Up involves the tailoring of each application module to reflect the specified user requirements and the agreed-to business processes. This process may involve several iterations of discussions with users until the system is set-up to function according to agreed upon functional requirements.

3.3.2.2 Functional Testing

Functional Testing includes (i) unit testing to confirm the functioning of the applications in a stand-alone mode; and, (ii) integration testing to confirm the functioning of the system in an integrated mode (i.e., end-to-end).

3.3.2.3 Prototype Confirmation

Prototype Confirmation includes activities engaged in reviewing the initial set-up of the prototype, refining of the prototype based upon user feedback, and confirming the final prototype with the same group of target users. Note that this is an iterative process, which involves refining the prototype until receiving final confirmation from the designated users.

3.3.2.4 Production Set-up

Production Set-Up involves the tailoring of individual application modules in the Production environment.

3.3.3   SYSTEM INTERFACES

System Interfaces includes the development and testing of system interfaces to automate the conversion of data and to facilitate integration between the Banner System and edge ERP systems.

3.3.4   USER TRAINING

User Training provides end users with formal training of pertinent functions before performing user acceptance testing and before the scheduled 'Go Live' of each application module.

3.3.4.1   ERP System Technical Training

On-site ERP System training aims to provide the designated personnel with technical and foundation training.

3.3.4.2   Data Capture Training

This serves to provide the data capturing personnel with training on applicable data entry screens to facilitate the manual loading of data.

3.3.4.3   Basic Training

Basic training will provide end users (including super users) with training on the basic system functionality of each application module as per implementation schedule. The intention is to train end users on functions pertinent to their respective jobs or tasks.

3.3.4.4   Advanced Training

This serves to provide the designated super users with training on the set-up and tailoring of each application module as per implementation schedule.

3.3.5   DATA CONVERSIONS

Data Conversions is the automated conversion or the manual loading of data onto the ERP System. Data may represent master records, current transactions, open balances and historical data. Included in this engaged activity is the cleansing or scrubbing of data converted with automated programs.

3.3.6   USER ACCEPTANCE TESTING

User Acceptance Testing is the volume testing of system functions in an integrated mode. Acceptance tests will be conducted to match the expected outcome pre-defined in test cases or scenarios.

3.3.6.1 Go Live

Go Live includes the cutover to production after User Acceptance Testing confirms the validity of each application module as per implementation schedule. Included is application support activities intended to help identify/resolve system and process issues that may emerge only after work has commenced with the production system.

3.3.7 PROJECT WRAP UP

The Project Close Out process is performed once the project objectives have been met. The first step is acceptance based upon predefined success criteria. The second step is the undertaking of a post-mortem review to specify lessons learned and to identify/resolve any outstanding issues.

3.3.7.1 Acceptance/SignOff

Project Acceptance is the signing off of the project based upon pre-defined acceptance criteria and the agreed upon acceptance process.

3.3.7.2 Post Production Review

Post Production Review facilitates the documentation of 'lessons learned' that may serve to provide key reference points for future system initiatives. In addition, the post production review aims to identify any issues that remain outstanding and recommend strategies for resolving those issues.

4   PROJECT SCHEDULE

4.1   HIGH-LEVEL PROJECT PLAN

The following table represents the recommended project schedule for the ERP system components:

Application	Functionality	Start Date[1]	End Date[2]
Identity Management Foundation	• Creation of IIDAS (Integrated Identity Authoritative Source -> Identity Integrating Database)	Apr 1, 2007	Dec 20, 2007
Enterprise Portal	• Student Email & Calendaring • General Announcements	Apr 1, 2007	Sep 1, 2007
Enterprise Portal	• Student Email & Calendaring for OL Students • All Employee and Alumni accounts created • Single Sign-On to OL Student and Tutor Web Apps • Single Sign-On to WebCT 6 • Single Sign-On to F2F Student and Faculty Web App • Single Sign-on to Webadvisor	Sep 1, 2007	Mar 17, 2008
Customer Relationship Management	• Recruitment • Prospect Services	Sep 1, 2007	TBD
Human Resources	• Employee Information • Employee Benefits • Organization Structure • Integration with Luminis Portal (Self-Service for Employees)	Jan 1, 2008	Jan 1, 2009

Application	Functionality	Start Date[1]	End Date[2]
Finance	• Chart of Accounts • General Ledger • Accounts Payable • Accounts Receivable • Budgeting • Non-Inventory Procurement • Integration with Luminis Portal	May 1, 2008	Jul 1, 2009
Student System F2F functionality	• Admission & Registration • Course Setup and Delivery • Workflow • Data transfer from old system • Integration with Inventory & Sales Orders System • Integration with Luminis Portal • General Person/General Student • Course Catalog • Degree Evaluation • Transcripts	Jan 1, 2008	TBD

Student System OL functionality	• OL Exam scheduling
	• Transfer and adjustments of existing customizations:
	  ▪ Tutor – Student association and TAP formula
	  ▪ Triggering assignment pay
	  ▪ Triggering student registration pay
	  ▪ Tutor substitution functionality
	  ▪ Course – package association with a course offering and Material Management
	  ▪ Integration with Distribution/Manufacturing module in JDE
	  ▪ "Tutor Portal" like and "OL Student Portal" like functionality (New Banner + Luminis will offer
		Jan 1, 2008	TBD

Application	Functionality	Start Date[1]	End Date[2]
	most of the required functionality). ▪ Web Registration (including course search engine and shopping cart). (New Banner + Luminis will offer most of the required functionality) ▪ Workflow		
Tutor Pay	• System Specifications. • Selection of Technology	Dec 1, 2006	June 30, 2007
Tutor Pay	• Server Setup • Development and Implementation	Jun 1, 2009	Dec 20, 2010
Advancement	• System Setup Modifications • Data Transfer • Integration with Luminis Portal	Aug 1, 2009	Nov 1, 2009
ODS and Data Warehousing	• Install Software • Develop understanding of relations between transactional and warehoused data • Map selected Colleague data and import • Add tables required to report for on a custom functionality • Integration with Luminis Portal	Feb 1, 2009	Jan 1, 2010
Out of Scope	• **Rationalization of TRU edge system solutions**		

NOTES:

The Implementation Schedule is subject to changes, depending on:

- **Project Start Date no later than Jan 1, 2008 Banner Core implementation**
- **Reality check with the detailed Project Plan**
- **Availability of key individuals assigned to the project**
- **Availability of Vendor's technical and training resources**