

UNIVERSITY - ERP Implementation Project Project Health Check (PHC) and Re-Planning

Si2 Client

Australian University

Project

Customisation and implementation of a new ERP system consisting of Financials, HR and student information systems

Upgrade existing technology platform to support the new system

Time and material contract

Situation

Project Sponsor (University CFO) very concerned with the project progress, cost/schedule overruns and lack of control on the vendor undertaking the implementation

Time and materials contract with the implementation vendor, no clear responsibilities, statement of work, deliverable and system acceptance criteria

Complex environment with many internal stakeholders involved having different agendas

Project 6 months into implementation without Project Charter or implementation plan

Project managed on an ad hoc basis with no project management, planning and control processes

Implementation vendor constantly increasing the project team size (time and material) leading to rapidly escalating cost

Assignment Brief

Initial brief was to carry out Project Health Check, report on the project status and make recommendations on how it could be brought under control

Brief extended to assist implementing recommendations made:

- Restructure and re-plan the project
- Establish a project planning and control function based on Si2 processes
- Obtain internal key stakeholders agreement on scope, responsibilities and approval process
- Resolve issues with the software supplier and the implementation vendor

Action taken

Reviewed contract and project documentation

Interviewed key stakeholders and team members

Delivered the PHC report to Project Sponsor together with recommendations

Conducted workshops with all stakeholders to get agreement on roles responsibilities and the approval process

Reduced project scope to meet critical business requirements

Developed a realistic project plan and cost/schedule, obtained key stakeholders agreement

Implemented project planning, control and contract management processes based on Si2 project methodology

Provided planning and control services to plan and control project activities

Provided a Quality Assurance function to ensure that new project plan was achieved and issues did not go unresolved

Provided ongoing advice to the Project Sponsor on issues management and other matters requiring attention

Outcome

Project completed in line with revised project plan, cost and schedule

System accepted by end users and operational within one week of scheduled date

Si2's brief completed with all commitments and goals achieved

About Si2

System Integration Services International (Si2) is an Australian owned company which has been providing specialised services for the management of large and complex ICT projects since 1993.

Si2's experienced team of management professionals specialises in creating predictable outcomes from strategic decisions focussing on tangible business benefits for its clients, not technology. Si2 has successfully managed ICT projects in industries as diverse as aerospace, biomedical, defence, banking, finance, and manufacturing in Australia, New Zealand, Asia Pacific and North America. Si2 is an accredited organisation to ISO 9001:2000 for the management of large and complex IT projects.

Services Provided by the Si2

- Personalised Executive Coaching
- Project Benefits/ Cost/ Risk Evaluation
- Project Definition and Risk Minimisation
- Project Assurance through Audits and Reviews
- Project Planning and Control Services
- Project Risk Analysis and Management