

CMU 2811
REQUEST FOR PROPOSAL:
Section 5.5.1: Governance & Project Management

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1. Introduction

Section 5.5.1 provides activity and responsibility guidance to the System Integrator as it prepares its response and is not meant to replace or dictate the System Integrator's methodology or approach. However, it is asked that the System Integrator clearly indicate any material exceptions to contents of Section 5.5.1 to CMU. The System Integrator should review all RFP documents, including other Schedules and Exhibits, to understand the expected services represented in this document.

Section 5.5.1 sets forth roles and responsibilities of the Parties for the full life cycle project management, governance, and relationship management activities through all project phases. This schedule also defines management of the relationship between CMU and the Supplier, including:

- Objectives
- Initial CMU Team Organization and Governance Structure
- Governance and Project Management Roles & Responsibilities

2. Objectives

- Utilize one CMU Core Team, descriptions outlined below, throughout all phases of the project.
- Utilize a network of technology and infrastructure leads and business subject matter experts across business units and processes.
- Understand and leverage the existing CMU Governance Structure to make informed decisions on escalated items when appropriate.
- Clearly define governance roles (e.g., who has decision rights vs. input rights) and refine/optimize such roles when needed.
- Provide information to all decision-makers and stakeholders in a consistent and timely manner to keep the project execution within budget and schedule.
- Issues and decisions that are escalated should include a recommendation and rationale from the group/party initiating the escalation.
- Minimize instances where decisions are re-visited due to lack of proper participation, lack of information, lack of decision documentation, or lack of adherence to the governance rules established.
- Provide full transparency to and stronger identification of key decisions that have more significant impact on cost, schedule, resources, value, business operations, and risk.
- Allow the Supplier to have an appropriate role in the Governance structure, e.g., authority to reassign project resources including CMU representatives, provide recommendations for 3rd party products/services etc.
- Assist CMU to define resource model, capacity planning and startup activities.
- Establish and adhere to guiding principles for design, project execution and team dynamics.

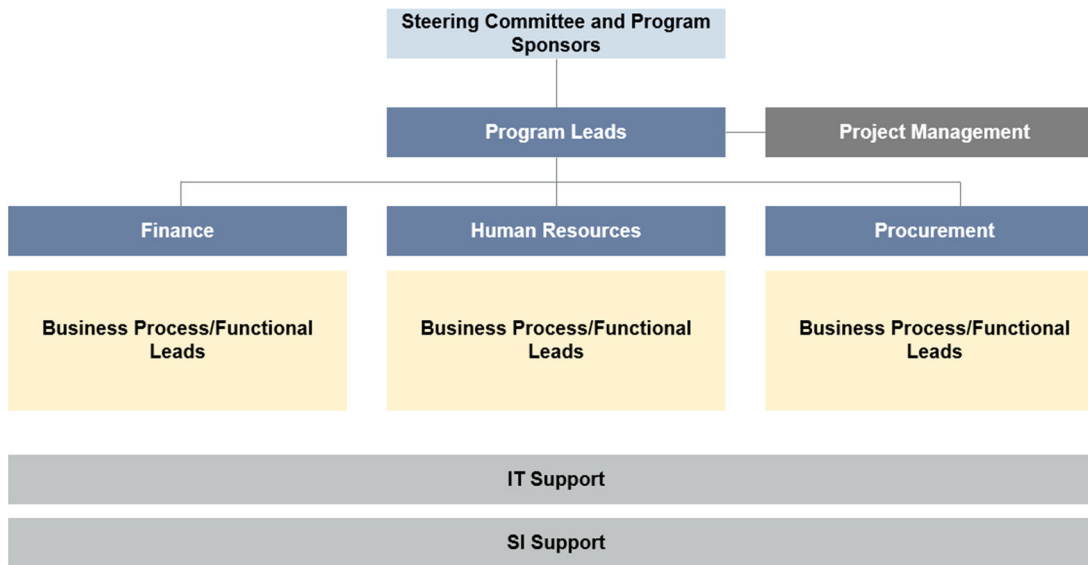
As a key part of Supplier's response, the Supplier should describe how its approach to governance will be conducted during the design, testing, implementation, and ultimate go-live of CMU's solution. Furthermore, the Supplier should describe how its project management and governance approach will work in this transformation project. The Supplier is encouraged to tailor its responses to CMU's organization as a medium sized, higher education institution.

3. Current CMU Team Organization

3.1 Governing Structure

CMU is proposing a governing structure with appointed Program Leads, Functional Leads, and ERP Steering Committee and Program Sponsors. These groups, along with a CMU Project Manager, will oversee the work across all business process workstreams. Technical capabilities across all business processes will be supported by a shared pool of CMU IT Support resources, as well as SI Support resources.

Figure 1: CMU ERP Implementation Governing Structure



3.2 Overview of Key Decision Groups and Meeting Cadence

Table 1: Key Governing Groups

	Roles & responsibilities	Example decisions
Steering Committee and Program Sponsors <i>Meets bi-weekly or weekly</i>	Provide strategic guidance on the program roadmap and make final decision on choices impacting scope, timeline, budget or key design choices while acting as change champions Own the business case / benefit realization, review program status against timelines, and approve scope change requests , while ensuring participation across all business stakeholders	<ul style="list-style-type: none"> • Final sign off on deployment readiness • Approve change requests • KPIs for business benefit development • Approval of scope change

Program Leads <i>Meets daily</i>	Own program-wide operations, status, and business process standardization / design choices , including escalation of deviations; responsible for bringing in the field’s POV and driving change management in the org	<ul style="list-style-type: none"> Design change management communications to various stakeholders
Business Process/Functional Leads <i>Meets daily</i>	Work with the SI to represent and design best practice business processes within approved scope , overseeing and driving template development, testing, and roll-out phases	<ul style="list-style-type: none"> Design CMU’s future business process Partake in system design for Finance and HR modules Test system functionality
Project Management <i>Meets daily</i>	Drives coordination across ERP program, bringing best practices, tracking and reporting status to create transparency, and leading comms and change management	<ul style="list-style-type: none"> Track and report project state to stakeholders Work with SI to develop and implement OCM
IT Support <i>Meets bi-weekly</i>	Drives technology decisions and coordinates technical support for areas such as infrastructure, enterprise architecture, middleware, data and analytics platforms while mobilizing proper IT resources	<ul style="list-style-type: none"> Identify apps to be integrated to HR and Finance modules Oversee security decisions (password policy, etc.) Work with SI to design and test CMU’s SSO (if applicable)

3.3 Detailed Roles and Responsibilities

3.3.1 Steering Committee & Program Sponsors

- Approve strategic program decisions relating to overall implementation.
- Provide overall project guidance.
- Establish that the project direction is consistent with CMU’s overall business plans and transformation initiative and is aligned with CMU’s business drivers.
- Resolve major business policy issues and conflicts that impact the project.
- Approve all scope changes that impact funding, contingency use, and/or timing.
- Review the project’s progress.
- Report on progress of the program to President, Senior Leadership Team, and key stakeholders.
- Provide formal program communications and updates.
- Set overall goals and performance criteria.

3.3.2 Program Leads

- Program Leads (HR, Finance, Procurement, IT, and Project Management Leads) will ultimately be responsible for managing all execution aspects of the project including performance, quality of deliverables and successful completion of the engagement. All Program Leads will have the following responsibilities:
 - Focus on overall readiness to end or begin each new project phase, as well as impacts to the targeted project go-live.

- Oversee the completion of weekly status reports.
 - Assess and adopt practices to mitigate project risks.
 - Coordinate with other project leads to ensure objectives and timelines are well understood and third-party commitments to the delivery timelines are secured.
 - Have awareness and understanding of design decisions that are being made
 - Work closely to manage the core project team to monitor the project's progress and allocate resource assignments consistent with project priorities.
 - Oversee architecture and development teams responsible for the deployment and release management of developed code and configuration, reports and integrations.
 - Maintain the vendor relationship between CMU, Supplier and selected software products.
 - In conjunction with CMU Program Sponsors, report on progress of the project to ERP Steering Committee and key stakeholders.
- Additionally, each Program Lead will have a specific role and responsibilities, as outlined below

3.3.3 Program Management (PM)

- Provide Delivery Assurance, Change Management & Communications, Finance & Value Tracking, and Vendor Management services to the project team.
- Provide support to Program Leads and project execution core team.
- Coordinate publication, review and signoff of major program deliverables.
- Drive the completion of weekly status reports.
- Ensure project plans and schedules are maintained, deliverables tracked effectively, and resource utilization is managed according to plan.
- Coordinate activities to meet defined quality objectives.
- Assist with managing and updating project risks, issues and change control.
- Communicating impacts to program leadership core team.
- Monitor deliverables against time, budget, and quality standards.
- Provide regular status updates to the CMU Program Leads.

3.3.4 Functional Leads

- Drive individual decision-making and own design process for functional process
- Participate in daily standups with Business Process Lead to chart progress for L2 capability
- Identify gaps between ERP design and field requirements. Draft and submit change requests when necessary
- Ensure data accuracy and completeness
- Provide 'hands-on' input to SI regarding configuration of system
- Identify / help source critical SMEs for functional area
- Manage / develop SMEs throughout implementation
- Support documentation and validate new processes.
- Help communicate change impact for user community for function
- Perform 'hands on' testing for functional process to ensure quality

- Drive change management for functional process to ensure user adoption
- Contribute in setting goals in bi-weekly sprint planning

3.4 Decision Escalation Path

CMU' anticipated decision escalation path is described below.

- Daily operational decisions (90-95% of decisions) will be handled by Functional Leads and Business Process Leads. The Functional Lead identifies any gap between ERP design and business requirement, with impact on strategy, budget, timeline or resourcing.
- Program decisions which require a change request review (4-10% of decisions) will be handled by Program Leads. Depending on impact on cost, timeline, resources, change request decision is escalated to Program Sponsors in a weekly meeting.
- If a change request requires drastic scope or budget change such as adding additional modules, decision requires Steering Committee and Program Sponsor input.

4. Project Management Roles and Responsibilities

Table 1 provides more specificity regarding activities and responsibilities associated with Governance and Relationship-Project Management expected services. The key activities include:

- General Planning and Program/Project Management
- Resource Management
- Contract Management
- Financial Management
- Performance Management

CMU and the Supplier will assign key responsibilities required to appropriately co-manage these processes to satisfy the service requirements within all active contracts and associated services being performed for CMU.

An “X” is placed in the column under the Party that will be responsible for performing the task. Supplier responsibilities are indicated in the column labeled “Supplier.”

Table 2: Governance and Relationship Management Roles and Responsibilities

Governance and Project Management Roles and Responsibilities	SI Vendor	CMU
General Planning and Program/Project Management		
1. Provide input to, document and agree to governance structure and relationship management roles and responsibilities.	X	
2. Provide best practices advice with respect to program/project management templates, tools, and processes.	X	
3. Adhere to CMU policies, standards, and frameworks with respect to planning, governance, and program/project management.	X	
4. Review and approve or otherwise reject governance and program management methodology, tools, structures, processes, procedures and templates.		X
5. Prepare for and participate in Project Management, Governance Board and ERP Steering Committee meetings as asked by CMU.	X	
6. Create and prioritize action plan based on Project Management and ERP Steering Committee meetings. Document key decisions and resolutions.		X
7. Review and approve the action plan created by the Project Management team.	X	
8. Develop the project roadmap with milestones and stage gates until successful Go Live and extending into Hypercare period.	X	
9. Suggest amendments and approve the project roadmap.		X
10. Provide proactive recommendations that address escalated issues and risks.	X	
11. Review and approve or otherwise reject inputs and other materials prepared for the meeting.		X
12. Provide input and best practices guidance on the business case and impacts of potential scope changes.	X	
13. Provide work product and deliverables quality assurance and internal processes to ensure complete, relevant, and accurate outputs.	X	
14. Provide guidance and timely inputs to support deliverables and outputs.		X
15. As needed and requested, provide work product and deliverable quality	X	

Governance and Project Management Roles and Responsibilities	SI Vendor	CMU
assurance for CMU-led outputs.		
16. Create acceptance criteria for all work products and deliverables.		X
17. Review and approve or reject contracted work products and deliverables.	X	
18. Perform budget impact analysis when faced with project schedule, resource, scope alternatives and decisions.	X	
19. Approve or reject all budget changes and requests.		X
20. Perform post go-live risk, issues, adoption, and optimization assessments during go-live/warranty period	X	
21. Provide recommendations for post Go-Live improvements	X	
Resource Management		
22. Based on industry best practices, plan resources and implementation services that promotes effective use of staff to deliver the project objectives in an optimized manner.	X	
23. Based on the industry best practices, recommend an approach/plan, describing the costs, benefits, and value of such an effort.	X	
24. Approve the approach/plan for continuous management.		X
25. Provide CMU’s Program Leads and PMO with accurate and timely information on the current and future use of resources.	X	
26. Inform CMU’s Program Leads and PMO of potential Key Personnel staffing changes and any additional personnel assignments planned for new projects / Services.	X	
27. Inform the Supplier of any dedicated CMU team member staffing changes.		X
28. Review and authorize (or decline to authorize) Key Personnel changes to existing Services as well as for new projects and Services.		X
29. Acquire and maintain project management training curricula, offerings, and materials.	X	
30. Report on training usage and conformance of resources and suggest changes if needed or necessary.	X	
31. Support with internal and external resource planning and assignments to achieve latest plan milestones and schedule commitments.	X	
32. Submit, review, and manage data about resources and their use.	X	
Contract Management		
33. Monitor compliance with contract terms.		X
34. Monitor and revise contracts as applicable and review recommended contract modifications requested by the Supplier.		X
35. Monitor and revise contracts as applicable and review recommended contract modifications provided by CMU.	X	
36. Provide data required to assess performance criteria and holdbacks (if applicable).	X	
37. Identify and manage performance criteria and holdbacks (if applicable).		X
38. Approve or reject Change Requests as per contracted Change Control process.		X
39. Work collaboratively with CMU to ensure timely and well-defined contract execution for subsequent services beyond the current services	X	

Governance and Project Management Roles and Responsibilities	SI Vendor	CMU
being delivered.		
Financial Management		
40. Monitor and manage financial administration practices and procedures associated with the contract.	X	
41. Monitor and manage financial administration practices and procedures associated with the entire program.		X
42. Maintain an audit trail and records of all costs and associated time and expenses incurred under the contract.	X	
43. Review and approve or otherwise reject and request for clarifications for records of costs and associated time and expenses incurred under the contract		X
Performance Management		
44. Assist CMU and/or CMU assigned independent 3 rd party with measuring, documenting, and communicating program performance with respect to schedule, budget, resource, milestone, deliverable quality, and knowledge transfer adherence to acceptance criteria and success metrics as per the contract.	X	
45. Review and monitor Supplier performance against agreed upon performance criteria.		X
46. Conduct periodic and formal reviews and reports on root causes of service delivery issues or other relationship related matters, and document and provide root cause fixes.	X	
47. Ensure Value Realization metrics are recorded and complied with throughout the execution of all contracted services.	X	
48. Participate in any independent quality or risk assessment reviews that CMU has contracted with an independent 3 rd party.	X	
Value / Benefits Realization		
49. Collaborate with key stakeholders / leads to determine appropriate Objectives and Key Results (OKRs) and/or KPIs that align with desired business outcomes.	X	
50. Create benefits realization framework and process to measure the OKRs and/or KPIs; establish process to review progress.	X	
51. Approve the process to manage benefit realization.		X
52. Assign ownership and accountability as to who owns and tracks the actual benefits and provides the benefit/outcome data.		X
53. Recommend a periodic feedback mechanism to validate initial business case assumptions / bring back lessons learned to calibrate benefits realization.	X	