

Project Team Roles and Responsibilities (DETAILED DESIGN PHASE)- Scheduled to begin Jan 2017			
Executive Sponsors	Robin Van Harpen & Johannes Britz	Office of the Vice Chancellor, Finance & Administrative Affairs Office of the Provost	<ul style="list-style-type: none"> • Champion the project throughout the university • Acts as the link between the project, the UWM Budget Planning Task Force, and management decision making groups • Consider recommended strategies to address known project risks Receive and accept, escalate, or otherwise take action on recommendations
Project Sponsor	Robin Van Harpen	Office of the Vice Chancellor, Finance & Administrative Affairs	<ul style="list-style-type: none"> • Has overall accountability for the project • Provides business expertise and guidance to the Functional Leadership team • Acts as an arbitrator in making decisions that may be beyond the authority of the ISS Leadership
Executive Steering Committee	Robin Van Harpen Johannes Britz Tim Danielson Bob Beck Tom Scrivener Kathy Heath Sylvia Banda	Office of the Vice Chancellor, Finance & Administrative Affairs Office of the Provost AVC, Human Resources AVC, CIO Information Technology Interim Director, Purchasing Director Integrated Administrative Services, FAA Senior Project Manager	Make Decisions <ul style="list-style-type: none"> • Responsible for initial model determination • Determine framework for the ultimate service delivery model and resource management design • Ratify final service delivery model and implementation plan

<p>Advisory Committee</p>			<ul style="list-style-type: none"> • Guide, influence and advise on the implementation of the ISS Organization • Support the implementation of the ISS Organization • Advise on the implementation of the initial hub and broad implementation • Provide input and guidance on policy and process issues that arise during implementation • Provide input into the Service Level Agreements • Garner buy-in and support from key stakeholders and address push back. Communicate project information as appropriate <p>Key Deliverable: 1) Data Analysis, feedback and project support</p>
<p>Project Manager</p>	<p>Sylvia Banda</p>	<p>bandas@uwm.edu</p>	<ul style="list-style-type: none"> • Define scope, plan and manage project delivery • Responsible for planning, organizing, managing, controlling and communicating on all phases of project • Provides process expertise, tracking and reporting • Ensures risks and issues are identified and communicated in a timely fashion • Works collaboratively across stakeholder groups to resolve complex issues and avoid risks to the project • Ensure the project team and key stakeholders are kept informed across relevant project activities • Communicate effectively with impacted staff and stakeholders • Manage change in coordination with team leads • Ensure effective operational handover of the project to the organization’s operational team

<p>ISS Leadership Team (will include ISSO Director)</p>	<p>Bob Beck Tim Danielson Kathy Heath Sylvia K Banda Tom Scrivener</p>	<p>rjbeck@uwm.edu tjdaniels@uwm.edu zheath@uwm.edu bandas@uwm.edu scrivene@uwm.edu</p>	<ul style="list-style-type: none"> • Provides subject matter expertise and functional/subject matter expertise, ownership, leadership and accountability for assigned project results • Provides business expertise and guidance to the Project Manager • Provide direction, empower, motivate and develop others to achieve project goals • Foster a partnership approach to working with key stakeholders • Establish and proactively manage project relationships • Assist with the facilitation of project team sessions as needed to encourage involvement and understanding of all aspects of change • Ensure the appropriate change expertise is engaged during the project to ensure compliance with campus policies and any people related changes • Facilitate the identification of project resource requirements and works with resource managers and the project manager to construct project teams • Manage their functional teams and pursues the team’s given objectives (i.e. project tasks) • Establish direction and vision for project teams • Resolve issues and escalates to Project Sponsor when needed • Take action on recommendations with decisions or escalation / support of recommendations to Executive Sponsors • Facilitate information gathering • Provide context and surface concerns • AVCs intervention to monitor and correct any team performance issues
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<p>ISS Detailed Design Project Team Lead</p>			<p>Those of a team member (refer to Project Charter Roles and Responsibilities) plus:</p> <ul style="list-style-type: none"> • Identification of any new or reconfigured IT tools • Provide guidance to team based on ISS Leadership direction. • Communicate and resolve coordination issues with other teams. • Ensure team is consistently delivering work to the standards established by ISS Leadership. • Clearly establish team priorities and facilitate completion of activities based on established priorities. • Ensure that the team takes collective responsibility for the work they do. • Effectively resolve issues within the team, escalating concerns to Functional Leadership as appropriate. • Ensure understanding of and adherence to the ISSP Guiding Principles and other project practices and consistently demonstrate commitment to project principles and practices. • Provide guidance and understanding about the scope and importance of work of the team so the entire team works together effectively and understands why they are so valuable. • Ensure collaboration with and among functional sub groups and subject matter experts. • Clarify and effectively communicate team objectives and requirements, ensuring team is focused on priority activities and issues are resolved in a timely manner and escalated to ISS leadership as necessary. • Document and report progress for visibility to the team, functional sub groups, other teams, and the ISS Leadership. • Lead and facilitate constructive communication with the team. • Develop a strategy to ensure team accomplishes its goals. • Recommend training for team and team members as appropriate
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ISS Lead PMO			<p>Those of a team member (refer to Project Charter Roles and Responsibilities) and provide support to the Team Lead Role. In addition:</p> <ul style="list-style-type: none"> • Apply the project management process /structure established by the ISS Project Manager to the management of their team’s work plan. • Prepare the team work plan and ensure alignment with the overall ISS project plan developed by the ISS Project Manager. • Responsible for developing and implementing a timeline the team will use to accomplish their goals. • Ensure that all team members understand their roles and accept their responsibilities. • Escalate issues that cannot be resolved by the team to the ISS Project Manager and communicate team views to ISS Leadership. • Analyze risk and instigate avoidance activities. Establish contingency plans and identify trigger events and responsibility for initiating corrective actions. • Keep ISS Project Manager informed of progress, risks and issues. • Keep stakeholders informed of progress and issues. • Involve functional expertise in team’s key decisions and risk strategies. • Establish and publish clear priorities for team activities. • Coordinate the team’s management and technical decisions. • Arbitrate and resolve team conflict and escalate appropriately to the ISS Project Manager. • Ensuring that every member of the team is contributing to the work assigned to their team. • Remove impediments where possible and escalate to the ISS Project Manager when necessary, ensuring continued progress by the team. • Ensure that all team members turn up promptly to team meetings including stand up, retrospective and planning so that meeting time is most effective. • Communicate clear instructions to team members. • Listen to team members' feedback. • Provide input on the performance of team members to their respective functional leaders.
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<p>Process Improvement & Training Team</p>			<ul style="list-style-type: none"> • For each of the core activities that will move to the ISS Organization, help determine and document processes, tools, practices, procedures and reporting guidelines for the initial ISS Organization processes • Prioritize processes for change / improvement • Support the creation of new processes, practices, procedures and reporting guidelines that will be used in the ISS Organization • Identify any additional workflow or technology changes needed to further optimize the processes, practices, procedures, reporting • Work with the Facilities Planning and Transition team to ensure this is worked into implementation • Provide recommended training guides for the new process rollout • Provide understanding, interpretation and articulation of campus culture, policies and procedures • Develop materials such as process flows, standard operating procedures, job descriptions and training manuals • Identify skills required for staff to perform these functions • Provide leadership, expertise and insight • Recommend ongoing review and continuous improvement of processes once the ISS Organization is operational • Recommend Onboarding Plan for new ISSO employees • Identification of any new or reconfigured IT tools <p>Key Deliverables:</p> <ol style="list-style-type: none"> 1) Flowcharts and standard operating procedures documenting the in-scope processes 2) Recommended policy changes 3) Skillset and task lists, training plans for process improvement 4) Training plans and materials for new ISSO clients
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<p>Organizational Design Team</p>			<ul style="list-style-type: none"> • Responsible for analyzing data and making detailed recommendations such as: <ul style="list-style-type: none"> ○ Number of hubs ○ Grouping of hubs ○ Location ○ Funding mechanism ○ Governance structure • Determine in-scope and out-of-scope activities • Recommend the design for hubs on the campus and recommend this model to the Executive Sponsors • Recommend hub grouping for Executive Sponsor approval • Recommend prototype and sequencing of hubs • Recommend staffing plan for hubs • Review options and recommend the funding mechanism for ISSO for Executive Sponsor approval • Provide guidance around mechanisms for accountability • Provide leadership, expertise and insight • Provide understanding, interpretation and articulation of campus culture, policies and procedures <p>Key Deliverables:</p> <ol style="list-style-type: none"> 1) Recommended ISSO model for the Executive Sponsors, including number of hubs, hub groupings, funding mechanism and governance structure <p>Organization Competencies:</p> <ul style="list-style-type: none"> ✓ Strong Communication and Change Management practices ✓ Thorough data and design analytical skills
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<p>Facilities Planning & Transition Team</p>			<ul style="list-style-type: none"> • Identify available space on campus and frame the challenges and opportunities related to the space • Identify the resources needed by the ISSO staff and provide significant input into the transition plan • Develop transition plan for staff to move staff into new space • Coordinate unit movement into physical space • Coordinate movement / sequencing to new space • Assess and recommend technology needs <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Identification of a suitable space(s) for the initial hub that will be implemented • Coordinate and plan the physical preparation of the initial hub including furniture, telecom and modification of the facilities (if needed) <p>Organization Competencies:</p> <ul style="list-style-type: none"> • Flexibility and Creativity
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<p>ISS Communications Lead</p>			<ul style="list-style-type: none"> • Team Lead expectations as defined for all ISSP Team Leads (refer to Project Charter Roles and Responsibilities) <p>Specific to the Communications/ Change Management Team:</p> <ul style="list-style-type: none"> • Develop overall Communication Strategy in agreement with ISS Leadership. • Ensure timely delivery of key objectives as defined in the Communication Strategy. • Work closely with the ISS Leadership team to create communication messages. • Evaluate existing communications for consistency and effectiveness and suggest changes to improve or replace the current communication strategy. • Act as a liaison for the ISS Project with University Relations. • Synchronize ISS project communication efforts with other campus communication priorities. • Regularly meet with ISSP Leadership to identify communication needs for the ISS Project. • Provide input to the communications plan and timeline developed by the communications Team Project Manager. • Responsible for measuring the effectiveness of ISS Project communications. • Review all ISS project communication to ensure the brand and messaging is consistent. • Report to the ISS Leadership on all matters related to communication for the project.
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<p>ISS Change Management Lead</p>			<ul style="list-style-type: none"> • Team Lead expectations as defined for all ISSP Team Leads (refer to Project Charter Roles and Responsibilities) <p>Specific to the Communications/ Change Management Team:</p> <ul style="list-style-type: none"> • Clearly identify ISS project stakeholders and establish stakeholder groups, as well as their characteristics. • Apply a structured methodology and lead change management activities by applying the established change management process and tools to create a strategy to support adoption of the changes required by the ISS project. • Support the design, development, delivery and management of communications. • Assess the change impact by conducting impact analyses, assessing change readiness and identifying key stakeholders. • Support training efforts by providing input, documenting requirements, and supporting the design and delivery of training programs. • Work with stakeholders and the project team to prioritize collected change impacts. • Complete change management assessments. • Identify, analyze and prepare risk mitigation tactics. • Identify and manage anticipated resistance. • Provide input to the actionable deliverables for the five change management levers: communications plan, ISS roadmap, coaching plan, training plan, and resistance management plan. • Support the ISS organizational design and definition of roles and responsibilities. • Integrate change management activities into project plan. • Define and measure success metrics and monitor change progress. • Support change management at the organizational level. • Assist with the interpretation of change impacts into feasible options, and communicate these back to the ISS Leadership. • Communicate change impacts to Project Manager, ISSP Leadership, Sponsors, and other Stakeholders so that issues and solutions are clearly understood.
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<p>Communication and Change Management Team</p>			<ul style="list-style-type: none"> • Provide input into the communications strategy and specific communication pieces • Provide input into the implementation communication plan • Determine the most appropriate methods to reach each stakeholder group and campus community • Provide input into messaging (content, delivery and timing) • Help share the vision, dispel rumors and mitigate turbulence • Gather feedback and disseminate information throughout the implementation process • Keep the campus community informed about the project • Generate ideas to help overcome obstacles as they come • Provide leadership, expertise and insight • Provide understanding, interpretation and articulation of campus culture, policies and procedures <p>Key Deliverables:</p> <ol style="list-style-type: none"> 1) Communication Plan 2) Periodic communication delivered in a variety of formats <p>Organization Competencies:</p> <ul style="list-style-type: none"> ✓ Strong Communication and Change Management skills
<p>Functional Sub-groups (Accounting, HR, IT and Procurement) <i>these groups will vary over design and implementation</i></p>			<ul style="list-style-type: none"> • Subject matter experts for the functions in-scope • Be advocates for process improvements • Engage in discussions to resolve specific issues • Bring knowledge of local unit practices • Bring knowledge of central unit practices • Actively participate in process recommendations • Collaborate and recommend solutions • Review and address unresolved issues from the design and implementation phases

<p>Unit Liaisons</p>			<ul style="list-style-type: none"> • Facilitate readiness activities to help build awareness and understanding within their 'units' • Bring a deep understanding as well as a perspective on the changes and challenges faced by the campus • Be the primary point of contact between the project and their unit • Understand the new processes and their impact on current unit operations • Disseminate information from Unit Rep meetings (presentations, messages, etc.) to their unit colleagues <p>Key Deliverables:</p> <ol style="list-style-type: none"> 1) Strong two-way communications and a collaborative approach when implementing the ISS Organization 2) Support of the ISS Organization
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