

PROJECT CHARTER

Version	1.0
:	
Date:	2021/01/01

1. PROJECT DESCRIPTION

Purpose: Build Pro Construction Inc. (BPCI) staffing requirements are variable and engage a large volume of contractor resources from five different preferred resourcing and recruiting companies. Current management system and process is inefficient and needs to implement new workforce management systems to handle workforce more efficiently and to save money.

Justification: Implementing a cloud-based contingent workforce management system that will manage the full contractor lifecycle will benefit the company. These benefits include reduction in time to procure new resources, improved invoice accuracy, and less administrative effort for contractors, hiring managers, Supply Chain, and Finance.

BPCI estimates that by implementing this new process and system it can save \$295,000 per year.

Objectives:

- Sending recourse requests to the preferred vendors
- Receiving and evaluating submitted contractor profiles
- Putting in place the contract for the selected resource
- Gathering time and expense information from contractors and approval by managers
- Creation of invoices based on approved time and expense information and payment to the vendors

Success Criteria: Reduced timeframe and manual effort required to select and manage our contingent workforce.

2. SCOPE

Scope Definition: A one-year project with an initial project budget of \$625,000 to select and implement the new application. Software-as-a-Service (SaaS) model is implemented as ongoing and fees are estimated at \$175,000 annually. This project involves implementing a whole new system into the company, any pre-existing systems will be replaced.

Boundaries:

In Scope

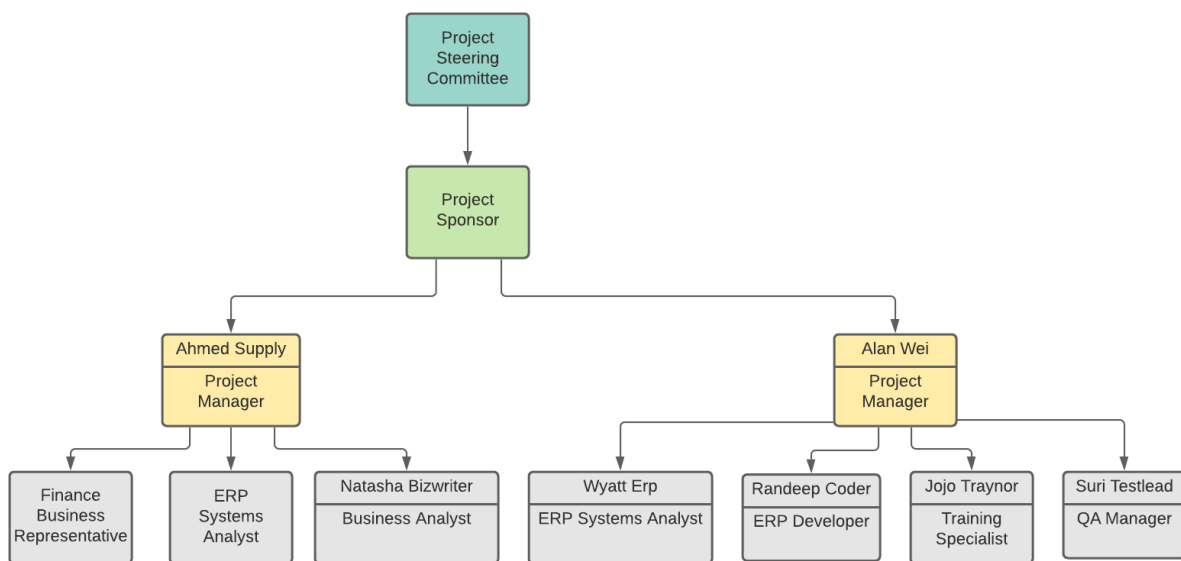
- Technical
 - Cloud application configuration
 - Financial interface for invoicing
 - Approved interface design and ready for testing
 - Integration testing
 - Integration test cases and results
 - User Acceptance Testing
 - UAT test cases and results
 - Training staffs to new application

- **Business**
 - *Software evaluation and selection*
 - *Reviewing and evaluating RFP document and responses*
 - *Go to market to choose the contingent workforce management application*
 - *Deployment of application in Red Deer Satellite Office then in Calgary Main Office*
 - *Requirements gathering and approval*
 - *Approved business requirements*
 - *Source and secure supply vendors*
 - *Data conversion*
 - *Data cleansing and load spreadsheets*

Out of Scope

- **Technical**
 - *Existing system is replaced and/or updated*
 - *Non-targeted platforms: Mobile OS (IOS, Android, and others)*
- **Business**
 - *No impact to existing services, just the way it's provided*

3. Organizational Chart



4. PROJECT TIMELINE / MILESTONES			Highlight = Milestone
Deliverables	Main Tasks	Start	End
Project Kickoff	<ul style="list-style-type: none"> Key documents approved 	February 1, 2021	February 1, 2021
Requirements and analysis	<ul style="list-style-type: none"> Initial market survey Requirements definition document 	February 2, 2021	March 2, 2021
RFP development	<ul style="list-style-type: none"> Request for Proposal document 	March 2, 2021	March 15, 2021
RFP released to Market	<ul style="list-style-type: none"> RFP issued RFP closed Vendors receive RFP 	March 15, 2021	March 15, 2021
RFP responses due from Vendors	<ul style="list-style-type: none"> Vendor responses received 	April 2 ,2021	April 2, 2021
Evaluation of Vendor Responses	<ul style="list-style-type: none"> Vendor Evaluation Checklists Vendor Demo Scenarios Vendor recommendation 	April 2, 2021	April 30, 2021
Contract Negotiations with Selected Vendor	<ul style="list-style-type: none"> Master Services Agreement (MSA) Statement of Work (SOW) 	April 5. 2021	May 28, 2021
Kickoff with Vendor	<ul style="list-style-type: none"> Project team kickoff 	May 31, 2021	May 31 ,2021
Blueprinting Requirements with Vendor	<ul style="list-style-type: none"> Application Blueprint (Design) Deployment Strategy Test Plan Data Conversion Plan 	May 31, 2021	June 25, 2021
Deployment 1 (Red Deer):			
Cloud Application Configuration	<ul style="list-style-type: none"> Application Configuration Cutover Plan 	June 26, 2021	September 17, 2021
Detailed Design of Financial System Interface for Benefits Administration	<ul style="list-style-type: none"> Detailed design document 	June 26, 2021	July 9, 2021
Build of Financial System Interface	<ul style="list-style-type: none"> Interface build 	July 12, 2021	August 13, 2021
Data cleansing and Preparation of Data Load Templates	<ul style="list-style-type: none"> Data cleansing Data load spreadsheets 	August 16, 2021	September 10, 2021
System Test	<ul style="list-style-type: none"> Integration Test Cases Integration Testing Test Results 	September 13, 2021	September 24, 2021
User Acceptance Testing	<ul style="list-style-type: none"> UAT Test Scenarios UAT Testing UAT Test Results 	September 13, 2021	September 24, 2021
End User Testing	<ul style="list-style-type: none"> Training Materials Staff/Vendor Training 	September 27, 2021	October 1, 2021
Deployment 1 Go Live		October 1, 2021	October 1, 2021
Deployment 1 Post Go Live Warranty and Support	<ul style="list-style-type: none"> Deployment of Technical Components Security Penetration Test Warranty Support Post Implementation Review 	October 4, 2021	October 29, 2021
Deployment 2 (Calgary):			
End User Training	<ul style="list-style-type: none"> Updated Training Materials Staff/Vendor Training 	November 1, 2021	November 12, 2021

Deployment 2 Go live		November 15, 2021	November 15, 2021
Deployment 2 Post Go Live Warranty and Support	<ul style="list-style-type: none"> Deployment of Technical Components Security Penetration Test Warranty Support Post Implementation Review 	November 15, 2021	December 15, 2021
Project Completion & Signoff	<ul style="list-style-type: none"> Final project financials Project Closure Report 	December 31, 2021	December 31, 2021

5. ASSUMPTIONS & CONSTRAINTS

Assumptions:

- New system can save \$295,000 per year
- Reduction in time to procure new resources
- Improved invoice accuracy
- Less administrative effort for contractors, hiring managers, Supply Chain, and Finance
- New Financial interface for invoicing
- Initial project resources are required throughout the project but not necessarily 100% from start to finish
- Consultants could be used as required by project plan

Constraints:

- A vendor must be selected before moving forward
- Cloud application configuration build complete before moving forward
- System test, user acceptance test and end user training complete before going live
- First deployment in Red Deer Satellite Office before deployment in Calgary
- Initial budget of \$625,000 to select and implement the application
- Project start at February 1, 2021 and completed by December 31, 2021

6. POTENTIAL ISSUES & RISKS

Issue / Risk	Description	Probability (H, M, L)	Impact (H, M, L)
Time constraints	<ul style="list-style-type: none"> Don't have enough time to complete task(s) 	H	H
Budget	<ul style="list-style-type: none"> Requires more funding to complete task(s) 	M	H
Involvement of multiple teams	<ul style="list-style-type: none"> Lack of communication Lack of clarity Confusion Different opinions Conflicts between departments 	M	M
Test results	<ul style="list-style-type: none"> Integration testing and user acceptance testing results are not met 	H	M
User training	<ul style="list-style-type: none"> Staff having trouble adapting to new system 	M	M
Vendor selection	<ul style="list-style-type: none"> None of the vendors are good enough A lot of vendors are more than above average and is hard to choose from 	M	H
Contract negotiations	<ul style="list-style-type: none"> Company and vendor cannot get into agreement 	M	H
Project timeline	<ul style="list-style-type: none"> Many tasks overlap No clear start and end date Estimating and/or scheduling errors 	H	H

	<ul style="list-style-type: none"> Pressure to reduce task durations results in increase of risk errors Added workload or time requirements because of new direction and/or policy 		
Application/System failure	<ul style="list-style-type: none"> System does not meet desired requirements Needs more time and/or money to fix Stick with what is at hand 	M	H
Worker's skillset	<ul style="list-style-type: none"> Lack of expertise for the tasks 	L	H
Legal	<ul style="list-style-type: none"> Legal action delays Pauses project 	L	M
Health and safety	<ul style="list-style-type: none"> Pandemic Work from home Lack of communication Lack of clarity Loss of resources and materials Loss of human-to-human interaction 	L	H
Work conflicts	<ul style="list-style-type: none"> Workers not in agreement Delay tasks Lowers team morale 	M	H
Security risks	<ul style="list-style-type: none"> Risk of physical or information security incident 	M	H

7. PROJECT BUDGET/ RESOURCES

Internal Project Resources:

- Project Manager (\$120k/year)
- Department Business representatives (not charged to project)
- Business and System Analysts: 2 (\$95k/year per person)
- ERP Developer: 1 (\$100k/year)
- QA Manager: 1 (\$85k/year)
- Training Specialist (external contractor, \$70/hour)

Consultants:

- Vendor Implementation Engagement Manager (N/C)
- Vendor Implementation Consultant (N/C)
- Security Testing Vendor (one-time, fixed cost of \$40k)

Month	February	March	April	May	June	July	August	September	October	November	December	Total
Project Manager	\$9,205.48	\$10,191.78	\$9,863.01	\$10,191.78	\$9,863.01				\$10,191.78	\$9,863.01	\$10,191.78	\$79,561.64
Business Analysts	\$7,287.67	\$8,068.49	\$7,808.22	\$8,068.49			\$3,904.11	\$7,808.22				\$42,945.21
System Analysts					\$1,301.37	\$8,068.49	\$8,068.49					\$17,438.36
ERP Developer					\$8,219.18	\$8,493.15	\$3,561.64					\$20,273.97
QA Manager								\$2,561.64				\$2,561.64
Training Specialist								\$2,800.00		\$5,600.00		\$8,400.00
												\$0.00
Security Testing Vendor									\$40,000.00			\$40,000.00
Total	\$16,493.15	\$18,260.27	\$17,671.23	\$18,260.27	\$19,383.56	\$16,561.64	\$15,534.25	\$13,169.86	\$50,191.78	\$15,463.01	\$10,191.78	\$211,180.82

8. PROJECT TEAM		
Role	Name	Expertise
<i>Project Manager</i>	<i>Alan Wei</i>	<ul style="list-style-type: none"> • <i>Planning, organizing, and directing the completion of specific projects</i>
<i>Business Lead</i>	<i>Ahmed Supply</i>	<ul style="list-style-type: none"> • <i>Knowledge of existing contingent workforce processes and vendors</i> • <i>Member of Working Committee</i>
<i>Finance Business Representative</i>	<i>Cash Ledger</i>	<ul style="list-style-type: none"> • <i>Knowledge of existing financial processes related to contingent workforce invoicing and payment</i> • <i>Member of Working Committee</i>
<i>Business Analyst</i>	<i>Natasha Bizwriter</i>	<ul style="list-style-type: none"> • <i>Supply Chain and Finance business processes</i>
<i>ERP Systems Analyst</i>	<i>Wyatt Erp</i>	<ul style="list-style-type: none"> • <i>ERP Finance application and interfaces</i>
<i>ERP Developer</i>	<i>Randeep Coder</i>	<ul style="list-style-type: none"> • <i>Coding for ERP application interfaces</i>
<i>QA Manager</i>	<i>Suri Testlead</i>	<ul style="list-style-type: none"> • <i>Test planning and oversight</i>
<i>Training Specialist</i>	<i>Jojo Traynor</i>	<ul style="list-style-type: none"> • <i>Trainer</i> • <i>Training development</i>