Assignment 1A

IST 345: Managing Information Systems Projects

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Spring 2024

February 11, 2024

# Project Identification

* Name: **Project Modernizing Macy’s Management**
* Project Identification Number: **100202**

# Summary of Project Origin and Description

Provide a high-level summary of why this project is being chartered and what the project will involve. (This information can be pulled from the case study.)

As privacy regulations grow more intricate and the demand for flexible remote work rises, businesses in all industries find increasing advantages in adopting cloud-based Human Capital Management (HCM) solutions. The contemporary business landscape emphasizes the creation of an intuitive user experience across various devices, enabling employees to access necessary information wherever and whenever required. Moreover, the escalating frequency of mandatory updates for the existing on-premises HCM solution poses an unsustainable strain on the organization's IT resources. The Risk Management department of the organization is keen on mitigating the risk associated with potential breaches, and cloud-based solutions, appropriately contracted, offer protections beyond what on-premises solutions can provide. Macy's department stores aim to capitalize on such technologies, leading to the initiation of this project, which involves the replacement of the current HCM system with a cloud-based solution.

This IT-centric project encompasses several key objectives, including the substitution of the current HCM system with Workday HCM, the development of dashboards for Macy's management at the corporate headquarters and store managers, granting them the capability to monitor human resources key performance indicators anytime and anywhere. Additionally, the project entails the modification of the Macy's Mobile App to integrate the Workday HCM software, establishing a connection to Macy's time clock system, and facilitating leadership access to the dashboards.

# Project Business Case

Provide the expected results, or impact, of the project. What benefits will result from this project? This information can be pulled from the case study.

Numerous research studies highlight the compelling rationale for adopting cloud-based Human Capital Management (HCM) systems. The advantages of transitioning to the cloud encompass specific benefits such as enhanced scalability, increased operational flexibility, automatic and timely software updates, and a reduction in capital expenses associated with system replacement. Failure to implement a cloud-based HCM solution leaves organizational information vulnerable, significantly elevating the risk of data breaches and compromising data security.

In summary, the decision to adopt cloud-based HCM systems extends beyond immediate advantages, encompassing improved collaboration, data-driven decision-making, agility in adapting to change, global accessibility, and continuous innovation. Failure to embrace cloud-based HCM solutions not only jeopardizes data security but also limits an organization's ability to leverage the benefits offered by modern HR technologies.

# Product Deliverables

* Cloud-based HCM system
* Series of HR dashboards with ability to monitor KPIs
* Modified Macy’s Mobile App

# Process Deliverables

* Team meetings
* Stakeholder meetings
* Status reports
* Reports of any changes
* Preliminary Project Charter/Scope for CTO
* Work breakdown structure
* Schedule of project on Microsoft Project
* Project Report for CEO
* Summary of Project for presentation to Board of Directors, other executives
* WBS for CTO

# Known Constraints

* Time: CEO Jeff Gennette wants the new HCM live and in-use by April 1, 2025
* Cost: Budget constraints have not been set

# Out of Scope

Beneath this heading, list any tasks or work that is out of scope for this project. This is not explicitly in the case study. You will have to think through this. What do you want to make sure your stakeholders know is out of scope or not included in the project?

* Re-designing of the Macy’s Mobile Application: Other than incorporation of the Workday HCM software into the application, the IT project team will not be re-designing the Macy’s Mobile Application for other personal use.
* Continuous updates to the cloud-based HCM software: Upon completion of this project, the IT team will not be expected to continue updating the HCM software that we will be implementing.
* Customization of the cloud-based HCM software: The IT team is not responsible for extensive customization and aesthetic of the new software.
* Re-organization of data into new software: Once the cloud-based HCM software is installed into Macy’s system, the IT team will not be responsible for how the data is organized.
* Installation of other software other than cloud-based HCM software: The IT team is only expected to replace the current HCM system with a cloud-based HCM software for the benefit of Macy’s, installation of other software was not identified.
* Legal compliance: Aside from regulations from HR, the IT team is not responsible for complying with regulations beyond their framework.

# Assumptions

Beneath this heading, list any assumptions you have made in preparing this charter. What resources do you assume will be provided in order for this project to be successful?

* The entirety of the IT project team will be available throughout the duration of the project and will complete their individual parts of the project.
* The IT project team will be accurately compensated for their time spent doing the project.
* The IT project team will be given the necessary resources and materials to be able to execute the necessary objectives for this project.
* There will be no need for any more personnel other than those listed for the project team in order to complete the project.
* The environment Macy’s is providing to the IT team will allow for testing of the new system to occur effectively and efficiently.
* The amount of time allotted to complete the project is realistic and will not be changed.
* Stakeholders (CEO, CTO, CHRO, Workday Senior Vice-President of Systems) will be available and open to discussion about the needs of the project team as well as discuss their own concerns and feedback with the team.
* Stakeholders (CEO, CTO, CHRO, Workday Senior Vice-President of Systems) will maintain these positions throughout the entire duration of the project.
* Stakeholders will only expect the project team to replace the current HCM system with Workday HCM software that is also incorporated in the Macy’s Mobile App as well as dashboards that provide management within Macy’s to be able to monitor KPIs.

# Project Team and Organizational Reporting Structure

List all Project team member names, project roles, and organizational reporting structure. Be sure to include your sponsor(s) and project manager (you)!

|  |  |  |
| --- | --- | --- |
| **Name** | **Project Role, Title** | **Reports to** |
| Aimee Mann | Senior Programmer | Project Manager |
| Stephanie Harris | Database Administrator | Project Manager |
| Jerold Elsworth | Business Systems Analyst | Project Manager |
| Stuart Hamm | Programmer | Senior Programmer |
| Antony Levin | Information Security Specialist | Senior Programmer |
| Geddy Lee | Data Analytics Specialist | Senior Programmer |
| Phillipe Lesh | Testing Specialist | Business Systems Analyst |
| Tina Weymouth | Workday HCM Systems Analyst | Workday Systems Integration Analyst |
| Christina Squire | Workday Systems Integration Analyst | Business Systems Analyst |
| Christina Esposito | Project Manager | CTO |
| Jeff Gennette | Chairman and Chief Executive Officer (CEO) | Board of Director |
| Victoria Wooten | Chief Technology Officer (CTO) | CEO |
| Danielle Kirgan | Macy’s Chief Human Resources Officer | CEO |
| Dr. Joan Entwhistle | Workday Senior Vice-President of Systems | CEO |

# High-level Phases and Milestones

Provide a list of project phases and milestones which will give the reader and management an understanding of the general sequence of the project.

Phases:

1. Initiation Phase (March 1, 2024 – March 15, 2024

* Project Charter Approval
* Stakeholder Identification and Analysis
* Preliminary Estimation of Budget
* Meeting of team

1. Planning Phase (March 16, 2024 – April 15, 2024)

* Detailed Project Plan Development
* Risk Assessment and Management Plan
* Work Breakdown Structure Creation
* Contract Negotiation with Workday

1. Execution Phase (April 16, 2024 – March 31, 2025)

* Workday System Integration
* Data Migration from Existing HCM to Workday
* Modification of Macy’s Mobile Application
* Dashboards Development
* Prototype Testing and Feedback
* Finalizing of Budget

1. Monitoring/Controlling Phase (Simultaneously with Execution Phase)

* Regular Progress Reports
* Issue Tracking and Resolution
* Quality Assurance
* Budget Monitoring and Adjustments as Necessary
* Stakeholder Communication

1. Closure Phase (April 1, 2025 – April 15, 2025)

* Final System Testing and Validation
* Training Sessions for End Users
* Transition to Live System
* Prepare list of Lessons Learned throughout project
* Comprehensive Project Report Preparation
* Project Handover to Operations Team

Milestones:

1. Project Charter/Scope Approval
2. Completion of Detailed Project Plan
3. Workday HCM Software Integration
4. Modification of Macy’s Mobile Application
5. Dashboard Development
6. Prototype Testing and Feedback
7. Workday HCM software completion
8. Comprehensive Project Report Submission

# Project Integration Plan

Provide the reader with an understanding of how you will integrate the project. This includes describing the forms you will use, how you will manage changes, procedures, and the types and frequency of the meetings you will hold.

* Change Tracking
  + Establish a high-level change control process where changes can be documented and managed
  + The typical process for this will involve submission, evaluation, approval, and final implementation
* Communication
  + Utilizing collaboration platforms such as email to quickly and efficiently communicate necessary information throughout the duration of the project
  + Conduct project meetings twice a week with IT team to ensure members understand tasks given to them
  + Conduct bi-weekly team meetings with stakeholders (Chariman/CEO, CTO, CHRO, Workday Senior Vice-President of Systems) to communicate progress, necessary changes, issues that may arise as well as gather feedback regarding any concerns with the project
* Organization
  + Leverage Project Manager to ensure project can be completed in a timely manner, make updates as necessary, and share with the IT team

# Initial Risks and Responses

List the initial risks to this project, and your team’s planned responses to those risks.

|  |  |  |
| --- | --- | --- |
| **#** | **Risk** | **Response** |
| 1 | Unawareness of the extent of how outdated the current system is | The IT team will be sure to educate themselves on the extent of the issue they are dealing with so they can better plan the extent of work for each team member. |
| 2 | Limited time to complete the project | The IT team will work diligently and remain on schedule to ensure the project is completed on-time. |
| 3 | Limited IT team members | Leverage the expertise of each member to ensure that members are working in the areas they have the most knowledge in. |

# Signatures

Include Named Signature Lines/dates for the Sponsor(s), Project Manager (you), and those individual stakeholders with decision-making authority, at a minimum. Add additional lines if necessary by copy/pasting provided lines. Be sure to replace “name, project role” with the signatories’ names and project roles.

Jeff Gennette, Chairman and Chief Executive Officer (CEO) February 11, 2024

Victoria Wooten, Chief Technology Officer (CTO) February 11, 2024

Danielle Kirgan, Macy’s Chief Human Resources Officer February 11, 2024

Dr. Joan Entwhistle, Workday Senior Vice-President of Systems February 11, 2024

Christina Esposito, Project Manager February 11, 2024