Assignment 1 - Project integration management

PROJECT CHARTER

Project Title: Infrastructure Transformation Project

Project Sponsor: CIO

Date Prepared: 02/15/2016

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Project Customer: ABC Corp.

Course Section 601 - Group 4
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Project Purpose or Justification:

ABC Corporation is a fortune 1000 company having headquarter in College Station. It has over 5000 employees and has a full-fledged IT team to support its IT operations. We are part of the IT team of ABC Corporation which is responsible to execute the project in order to address the current business problem. The company currently has many applications hosted on the infrastructure in their own data centers – one in College Station and other in Houston. The hardware infrastructure on which the primary systems, i.e. HR/Payroll, CRM, Tech-Support and email, are hosted is nearing end of life and is out of warranty and support.

The single function application-to-server architecture is not fault tolerant and provides single point of failure. There is no plan in place to restore the four critical applications in case of a localized emergency with respect to power outage, sever weather, terror attack etc. Thus the current architecture needs to be changed in order to build redundancy and provide the business better uptime and system availability.

The management has decided to refresh the hardware and include virtualization for the servers for the primary systems and redesign the architecture for these four critical applications. This will help provide the opportunity to optimize the hardware and save on space, power, cooling and maintenance in addition to providing a more robust system architecture with built in redundancy.

Project Description:

The project will focus on complete analysis of the current system for the four critical applications i.e. HR/Payroll, CRM, Tech Support and email to enable the team to architect a solution with built in redundancy for the infrastructure on which the applications are hosted on. The project will focus on creating a virtual environment for the applications, mirror primary and secondary data bases, load balance two data centers to provide high availability across geographical locations.

The architecture will be designed by the internal IT team as they are skilled and experienced in both infrastructure and the applications of the corporations. Then the team proposes to engage a suitable vendor who could execute the implementation, deployment and go live of the new system.

Project and Product Requirements:

The project requires a detailed analysis of the current system to architect the new virtualized environment where the four applications will be hosted. The project requirements are detailed as following:

People: This requires skilled people with the following skill set.

Software Engineer – Application – Technical
System Engineer – Infrastructure
Software Engineer – HR / Payroll – Functional
Software Engineer – CRM – Functional
Software Engineer – email and tech support
System Engineer – Virtualization
System Engineer - Storage
Network Engineer
Data Base – Admin
System Admin

Hardware: Servers, Storage, routers, switches, load balancers, firewalls

Software: Virtualization software (HyperV or VM ware) – to be selected along with the deployment partner.

Implementation partner: To be selected from the list of existing vendors (IBM, Accenture, ATOS, TCS, Infosys and Cognizant)

Acceptance Criteria: The final criteria for acceptance will be a fully functional system where the four environments are moved and go live with the desired uptime and functionality. Examples of the breakdown of the acceptance criteria are provided below:

1. All requirements need to be formally approved by the respective stakeholders.
    - The work completed needs to be signed off as per below:
    - Work completed as per the scope of work signoff by internal teams
2. Work completed as per the Scope of work and contract signoff with the chosen partner for the implementation
3. Complete setup of the new infrastructure environment with all desired functionality
4. Backup & Restore testing completed successfully.
5. User acceptance testing (UAT) completed and the Senior User/Project Executive signed off on user acceptance testing.
6. Business Continuity Plan (BCP) is in place to be used in situations where the IT system is unavailable for whatever reason.

Initial Risks:

Below are the list of potential risk that the project may face. This is a preliminary list detailing known factors. There could be more risk elements over and above the below list which need to be identified and addressed as part of the project.

- A change in management policy or strategy
- Changes in legislation
- A failure or delays to the implementation of new technology
- Withdrawal of a partner
- A supplier's failure to deliver the hardware on time
- Services partner inability to implement the new environment on time and under budget
- Greater than anticipated resistance to the project
- Budget cuts
- Loss of project personnel due to attrition
- Failure or delays to an interfacing project
- Poor estimation of time or cost.

Project Objectives	**Success Criteria**	**Person Approving**
Scope:		
To build a new high available infrastructure for four primary systems	Successful implementation and go live of the four systems with all required functionalities	Project Manager and CIO
Time:		
One year	To go live with the new system within one year	CIO
Cost:		
USD 2.5 Mn	To complete the project within the budget	CIO & CFO
Quality:		
Compliance to company standards. Deliver uptime of 99.99% for the infrastructure. Deliver uptime of 99.99% for the application Deliver uptime of 99.99% for the database	Full adherence to the set objective	Project Manager & CIO
Other:		

Milestones:

Summary Milestones	**Due Date**
Project kick off	Feb 20, 2016
Requirement gathering	Feb 21, 2016
Requirement analysis	March 28, 2016
Scope definition	April 4, 2016
Architecture signoff	April 15, 2016
Partner Identification	April 30, 2016
Hardware and Software order	May 30, 2016
Hardware and software delivery	Aug 1, 2016
Implementation Start	Aug 1, 2016
Project go live	Jan 1, 2017
Project handover	Jan 30, 2017
Sign off	Feb 20, 2017

Estimated Budget:

Hardware and software cost: USD 1,500,000.00

Cost estimate breakdown for hardware and software (in USD):

Details	Qty.	Price per unit	Total Estimate
Servers	16	25000	400000
Storage	4	125000	500000
Virtualization Software	1	200000	200000
Other Software	1	150000	150000
Network	1	150000	150000
Load balancing	4	25000	100000
Total Estimate for Hardware and Software*			1,500,000.00

Implementation cost: USD 1,000,000.00

Note: Internal resources will be allocated to the project and their cost is not considered separately.
*Includes 1st year support for hardware and software.

Project Manager Authority Level

Staffing Decisions: The project manager will have the authority to hire additional staff if required. The project manager will be required to identify skilled resources from the existing teams and get them assigned to the project for the duration of the project.

The implementation partner chosen for the project will require to provide a detailed list of resources with skills, experience and CV along with their implementation plan. Project manager and the technical leads will have the authority to review the delivery team of the implementation partner. If deemed fit the project manager can request for change in resources provided by the implementation partner.

Budget Management and Variance: The budget for the project should not exceed 2.5 Mn USD including hardware, software and implementation. The project manager will be in charge of the budget allocation and control. Any change in the budget within the allocated limit of 2.5 Mn USD needs to be approved by project manager and the CIO. If at any point the project requires additional budget for items (hardware, software or services) not accounted for at the start of the project the same needs to go through the business case and approval process involving the CIO, CFO and the CEO.

Technical Decisions: The project manager will be supported by technical team leads from the four pillars i.e. HR/Payroll, CRM, Tech-Support and email. The project manager will take inputs from the respective experts during the course of the project. Each technical team lead will work closely with their team in ABC Corporation and the implementation team of service provider to execute the project.

Conflict Resolution: The project will have a clearly defined escalation matrix which should be followed by the respective stakeholders to bring to the notice of the management any conflicts or aberration in the project delivery. The project manager will be responsible for resolving all technical and functional issues / conflicts arising within the internal teams.

The project manager is also responsible for raising any issues with the service provider in order to discuss and resolve conflicts between the two teams. Any conflict involving the project manager or senior delivery or management representatives of the two organizations needs to be dealt with in the steering committee which has representation from senior management from both organizations.

Escalation Path for Authority Limitations: Project manager will have authority with respect to the scope, time and cost allocated to the project with approval from the CIO. Any deviation needs to be taken to the top management with a business case for approval.

Approvals:

_____	_____
Project Manager Signature	Sponsor or Originator Signature
_____	_____
Project Manager Name	Sponsor or Originator Name
Date:	Date: