EPMO INDICATIVE LIST OF RESOURCES AND PROFILES

ERP Project Management Office Manager

Role

The ERP Project Management Office Manager (EPMO Manager) plays a key role in ensuring that the portfolio of ERP related projects are implemented in a coherent manner, based on portfolio vision and high level conceptual design. He/She plans and manages the execution of the projects within the scope of the ERP portfolio to ensure they are completed on-time, within budget and to the agreed quality level. The EPMO Manager ensures the optimal use of the overall resources and provides a link between all ERP related projects, the business and ICT. The EPMO Manager will gradually increase the ERP footprint of WIPO in accordance with the plan by managing projects based on a repeatable industry standard methodology. He/She will have responsibility for supervising and coordinating the work of Project Managers on a day-to-day basis, and fulfils the role of Secretary to the Project Portfolio Board.

Organization

The EPMO Manager heads the ERP Project Management Office (EPMO) and reports on a day-to-day basis to the Acting Director - Resource Planning, Program Management and Performance Division. The EPMO Manager will support the Project Portfolio Board in the day-to-day management and execution of the projects and to ensure the overall ERP Portfolio of Projects is successfully introduced into WIPO in accordance with the vision. He/ She will supervise other members of the EPMO. The EPMO Manager will be responsible for managing relationships and contracts with key vendors and service providers across the ERP Portfolio of Projects.

Main duties:

Manage the delivery of the portfolio of projects based on the vision and integrated conceptual design within the planned timeframe and approved budget

Support the Project Portfolio Board in managing the business case and realizing the business benefits

Ensure the optimal usage of resources whilst balancing the needs across the ERP projects and other WIPO projects / initiatives, ensuring conflicts are resolved in consultation with the CIO and other business heads

Define the project management methodology, governance processes and control mechanisms that all projects within the EPMO must adhere to, covering, but not limited to, planning, tracking, issues, risks, changes, escalation, quality and lessons learned

Prepare and support Project Portfolio Board meetings; prepare for Member State and Audit Committee meetings

Lead and motivate the project management team and the EPMO team and ensure behavioural expectations of team members are established

Manage the information flows between the various projects and the different stakeholders to ensure progress is reported, timely decision making achieved and approval of key deliverables is obtained

Authorize work within the authority delegated by the Project Portfolio Board and communicate any potential deviations outside of agreed tolerances to allow corrective actions to be introduced

Manage and monitor work performed by external suppliers and ensure, along with the Procurement and Contracts Division, that contractual obligations are respected

Ensure consistent, coherent and comprehensive testing and end user training across all solutions

Keep the wider WIPO organization informed on the progress of ERP Projects and the achievement of business benefits

Liaise between the ERP Projects and the wider Strategic Realignment Program (SRP) / other organization initiatives

Project Manager(s)

Role

The Project Manager(s) plays a key role in ensuring ERP related projects are implemented on-time, within budget and to the agreed quality level. The Project Manager(s) ensures the optimal use of the project resources and provides a link between all ERP related projects, the business and ICT. The Project Manager(s) will gradually increase the ERP footprint of WIPO by managing projects based on a repeatable industry standard methodology.

Organization

The Project Managers are part of the ERP Project Management Office (EPMO) and report to the EPMO Manager. The managers will support each other to ensure the overall ERP Portfolio of Projects is successfully introduced into WIPO. They will work closely with other members of the EPMO, such as the Business Solution Architect, and with the wider project resources, such as the business and the ICT Technical Architect. The Project Managers will help to develop WIPO's Project Management capabilities and may act as coach and mentor to other members of ICT.

Main duties:

Manage the delivery of projects through the design, development and deployment stages within the planned project timeframe and approved budget;
Ensure the optimal utilization of project team resources;
Follow the project management methodology, governance processes and control mechanisms as defined by the EPMO;
Ensure project issues, risks and changes are captured, resolved and escalated as appropriate;
Liaise with the EPMO to ensure that work is neither overlooked nor duplicated on other projects;
Lead and motivate the project team and ensure behavioural expectations of team members are established;
Manage the information flows within a project to ensure progress is accurately reported, timely decision making achieved and approval of key deliverables is obtained;
Authorize work within the authority delegated by the Project Board and communicate any potential deviations outside of agreed tolerances to allow corrective actions to be introduced;
Manage and monitor work performed by external suppliers and ensure, along with the Procurement and Contracts Division, that contractual obligations are respected;
Ensure solutions are comprehensively tested, users adequately trained, agreed quality standards attained, defined benefits are achieved and lessons learned captured.

Business Solution Architect

Role

The Business Solution Architect plays a key role in ensuring the ERP related business processes are integrated, efficient, and effective, correctly governed and support the strategic goals and objectives of WIPO. This person ensures the optimal use of the ERP modules and provides the link between the ERP, the business and the overall ICT architecture. The Business Solution Architect works to develop an integrated view of the enterprise using a repeatable approach, cohesive framework, available industry standard techniques and best practices.

Organization

The Business Solution Architect reports to the EPMO Manager and works closely with the Technical Architect in ICT to align technical solutions with business needs. The Business

Solution Architect will help to develop WIPO's Enterprise Architecture capabilities and may act as coach and mentor to other members of ICT. In addition, the Business Architect will work with representatives from every level of the organization soliciting strategic imperatives from senior leaders and executives, operational process requirements from business unit managers and data requirements from end-users. Finally, the Business Solution Architect will provide direct input into the governance processes that will be needed to support the business processes and the execution of various business scenarios.

Main duties:

Develop a business architecture strategy based on an assessment and understanding of the ERP solution, business scenarios, organizational objectives, performance management considerations, business benefits expected, the regulatory framework and best practices.
Apply a structured approach and methodology to ensure the data and information requirements from an integrated ERP solution for all stakeholders are met, including member states, customers, senior management, operational business heads and end-users.
Capture the tactical and strategic ERP goals that provide traceability through the organization and map these to metrics that provide ongoing governance.
Describe the primary business functions of the ERP and distinguish between customer-facing, supplier-related, business execution and business management functions.
Define the set of strategic, core and support processes for the ERP that transcend functional and organizational boundaries; identify and describe external entities such as customers, suppliers, and external systems that interact with the ERP; and describe which people, resources and controls are involved in the ERP processes.
Identify the ERP data shared across the enterprise and the data relationships.
Ensure the roles and responsibilities to support each ERP process are clearly mapped to each business units / subunits capability and are consistent with the accountability framework and the Responsibility Authority and Accountability (RAA) matrix.

Business Intelligence Data Architect

Role

Results Based Management and improved Enterprise Performance information will be the foundations of the integrated ERP system. To this end it is required to build an integrated collection of data stores to service the operational reporting, BI & analytics needs of all business functions including Finance, HR, Procurement, Development and Program Management. This is a crucial role, with responsibility to define the BI strategy, identify data sources and to support the development and execution of a plan for the implementation of BI capability within the Organization

Organization

Reporting to the EPMO Manager, the Business Intelligence Data Architect will be responsible for the design of WIPO Business Intelligence platform architecture, working closely with the Business Solutions Architect and Business Process Management Specialist.

Main duties:

An excellent communicator, as input from key stakeholders is going to be essential, the key responsibilities will include:
Reviewing the current BI capabilities, tools and architecture;
Review and define reporting architecture;
Defining Data Dictionaries in accordance with Business and IT stakeholders;
Developing a deep understanding of source applications, of the related business processes and of business information needs;
Review the quality of data across key sources, identify key issues and develop strategies to address these;

Supporting the Business Solutions Architect and EPMO Manager in articulating the overall direction for the BI stream of work;

Assisting in the creation of statements of work for each architectural project and oversee project delivery;

Facilitating project design reviews and sign off data dictionary enhancements;

Providing regular status reports on the BI stream of work; reporting to stakeholders including communicating up-to-date project plans;

Overseeing activities for ensuring data quality and completeness in the data warehouse and supporting projects /work streams (e.g. Enterprise Performance and Customer Relationship Management);

Own the BI application technology layer, liaise with the Technology team for keeping up to date all BI environments;

Defining a Data Quality Management roadmap using existing data quality tools;

Assisting the BI Application Support Team with production support issues as and when necessary.

Business Process Management Specialist

Role

The Process Management Specialist plays a key role in ensuring the ERP related business processes are efficient and effective, while striving for innovation, flexibility and integration with technology.

Organization

The Process Management Specialist reports to the EPMO Manager and works closely with the ICT department to align business processes with technical solutions.

Main duties:

Responsible for Business Process Management activities and life cycle. Analyze together with the business owner the requirements, map current business processes, identify opportunities for improvement. Design, model, monitor, and optimize processes. Apply knowledge, skills, tools, techniques and systems to define, visualize, measure and control processes with the goal to meet customer requirements;

Design and develop Business Process Management Software Applications in accordance with established software engineering guidelines and standards;

Provide support to the users for the corresponding software applications;

Provide training to the users;

Prepare and maintain process documentation and training materials.

Change Management Specialist

Role

The Change Management Specialist will play a key role in helping projects to be successfully introduced into WIPO. This role will focus on the people side of change - including changes to business processes, systems and technology, job roles and organization structures. The primary focus will be creating and implementing change management plans that anticipate and address change issues and maximize employee engagement. The Change Management Specialist will work to drive faster adoption, greater ultimate utilization and higher proficiency on the solutions thus ensuring business benefits are rapidly achieved.

Organization

The Change Management Specialist is part of the ERP Project Management Office (EPMO) and reports to the EPMO Manager. The specialist supports the other members of the EPMO to ensure the overall ERP Portfolio of Projects is successfully introduced into WIPO. While the

Change Management Specialist does not have supervisory responsibility, this person will have to work though many others in the organization to succeed. The Change Management Specialist will act as a coach for senior leaders and executives in helping them fulfil the role of change sponsor. The Change Management Specialist will also support project teams in integrating change management activities into their project plans. Finally, the Change Management Specialist may provide direct support and coaching to front-line managers and supervisors as they help their direct reports through transitions.

Main duties:

Apply a structured change management approach and methodology for the people side change caused by projects and change efforts;

Develop a change management strategy based on a situational awareness of the details of the change and the groups being impacted by the change;

Identify potential people-side risks and issues, and develop specific plans to mitigate or address the concerns;

Conduct readiness assessments, evaluate results and present findings in a logical and easy-to-understand manner;

Develop a set of actionable and targeted change management plans - including communication plan, sponsor roadmap, coaching plan, training plan and resistance management plan;

Support the execution of plans by employee-facing managers and business leaders;

Be an active and visible coach to executive leaders who are change sponsors;

Create and manage measurement systems to track adoption, utilization and proficiency of individual changes;

Create and enable reinforcement mechanisms and celebrations of success;

Ensure the necessary training is provided to users and work with project teams to integrate change management activities into the overall project plan;

Work with communication, training, HR and other specialists in the formulation of particular plans and activities to support project implementation.