

TRANSFORMATIVE STUDENT-CENTRED LEARNING RECORD (*Transform-EDU*)

PROJECT GOVERNANCE STATEMENT

Revision History

Ver.	Date (DD/MM/YYYY)	Author	Author title	Role	Comments
1.0	25/02/19	Olivia Edge	TU Programme Manager	PMO Design	
2.0	25/03/19	Olivia Edge	TU Programme Manager	PMO Design	Governance Structure and Roles Updated
3.0	28/03/19	Olivia Edge	TU Programme Manager	PMO Design	Monitoring, Control and Escalation Updated
4.0	30/04/19	P Owende	Academic Quality Manager BN	Coordinator	Update of Project Status Reporting

Transformative Student-Centred Learning Record (*Transform-EDU*) Project is supported by:

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1.0 Project Governance Framework

The goal of Transform-EDU's project governance is to (a) define and implement the structure within which to execute the management and administration of the project and (b) to provide active direction, periodic review of work stream outcomes, and appropriate adjustments to ensure achievement of the planned outcome.

The roles and decision making authority of those in key governance positions are defined below and consolidated in Table 1.

1.1 Program Governance Structure and Roles

The following section outlines who will direct and oversee the project's work to ensure that the source of authority and decision-making is clear, that the work of management and oversight is efficient, and the needs for direction and timely decision making are addressed.

1.1.1 Executive Sponsor

Diarmuid O'Callaghan, Principal of the TU Dublin Blanchardstown campus, is the Executive Sponsor accountable for achieving the defined project outcome(s) as outlined in the funding call specification¹. As this project will impact on and benefit multiple areas of Technological University Dublin (TU Dublin), the Principals of TU Dublin City Campus and TU Dublin Tallaght campuses also share this accountability as joint signatories in the submission to the funding call.

1.1.2 Quality Assurance Group

The Quality Assurance Group (QAG) is a decision-making body within the Transform-EDU project governance structure. It is comprised of the campus Registrars who will provide, review and monitor strategic direction and policy guidance to the project team and other stakeholders.

1.1.3 Project Coordinator

The Project Coordinator (Philip Owende) is responsible for developing new TU Dublin capabilities as a consequence of delivering the Transform-EDU project. That is, the Project Coordinator will specify the measurable added value brought about by the integration and utilisation of the newly delivered capabilities. Therefore, the Project Coordinator is responsible for planning and managing the realisation of the benefits through the integration of the new capabilities that arise from the execution of the project into the TU Dublin's daily operating practices. Consequently, the Project Coordinator must manage the multiple outcomes of the Transform-EDU project and ensure that they remain aligned to the evolving strategy of TU Dublin.

1.1.4 Project Director

The Project Director (Cormac Doran), is responsible for overseeing the successful delivery of each work streams output/deliverables. This includes the consolidated tracking of all work streams plus formal sign-off of work stream deliverables to ensure they meet quality expectations. The role also includes the consolidation and resolution of the risks and issues that arise across work packages. The Project Director will also formally document, track and establish the impact of proposed work stream changes that may arise before progressing towards seeking formal change approval from the Project Coordinator. This is to ensure the project plan remains on track to completion.

¹ HEA Higher Education System Innovation and Transformation Call Application Form 2018

1.1.5 Work Package Leader

Each Work Package and Work Stream Leader has the overall responsibility for the successful initiation, planning, design, execution, monitoring, controlling and closure of their respective work package and work stream. Key among the duties is the recognition of the risks and issues that may impact the likelihood of success. Consequently, the Work Package Leader is asked to identify, measure and control risks and issues throughout the lifetime of the work package or work stream.

1.1.6 External Peer-Review

External peer-review of all substantive deliverables will be sought to validate outcomes, improve performance, and provide credibility.

Table 1 - Consolidated Governance Framework

Governance Overview				
Stakeholder	Role	Major Decision Area	Decision & Subject	Decision Qualifiers
Executive Sponsor Diarmuid O'Callaghan	Direction and Oversight <ul style="list-style-type: none"> • Approving the project's progress against the TU Dublin strategy and objectives. • Provide advice and impact assessments on strategy. • Resolving strategic issues with senior stakeholders. • Prioritisation of the project within TU Dublin. 	<ul style="list-style-type: none"> • TU Dublin Strategy 	<ul style="list-style-type: none"> • Project/Strategy Harmonisation and Advancement. 	<ul style="list-style-type: none"> • Final Authority on matters of Strategic Conflict. • Consulted and Advised on Project Changes and Spend.
Quality Assurance Group Ken Carroll Assumpta Harvey Mike Murphy	Directing and Advising <ul style="list-style-type: none"> • Create consistency in project governance. • Understand issues and needed changes. • Provide advice and assessment of potential impact. • Make needed adjustments within their respective campus. • Escalation point for project deviations. Manage interdependencies 	<ul style="list-style-type: none"> • Transition of Project deliverables to standard operating practice (SOP). 	<ul style="list-style-type: none"> • Readiness for integration into mainstream operations. • Policy Dissonance & Resolution. • Escalation resolution. 	<ul style="list-style-type: none"> • Final Authority on integrating changes from project phase to operation phase. • Final Authority on Policy escalation matters. • Consulted and Advised on Project Changes.
Project Co-ordinator Philip Owende	Management and Integration <ul style="list-style-type: none"> • Responsible for project success and achievement of defined outcomes. • Defining project governance (controls). • Develop benefit realisation plan. • Defining and tracking the key performance indicators for benefit realisation. 	<ul style="list-style-type: none"> • Project Boundaries 	<ul style="list-style-type: none"> • Change in Scope of Project. • Financial Management. • Project Quality. 	<ul style="list-style-type: none"> • Final Authority on Project Change Notifications (PCN) in Scope. • Final Authority on Spend. • Final Authority on project escalation matters. • Final Authority Project Delivery Acceptance Documents (DAD).

	<ul style="list-style-type: none"> • Integrates efforts, continuously assesses and refines approaches and plans. • Managing stakeholders' communication. • Aligning the deliverables (outputs) to the project's "outcome". • Implements the direction of the Executive Sponsor and / or Steering Committee. • Approving and authorising the funding for the project. • Managing the main project documentation. • Directs Project Director and Work Package Leads to achieve defined outcomes. • Preparing affected business areas for transition to the new way of working. • Optimising the timing of the release of new deliverables into business operations. 			
Project Director Cormac Doran	Project Management <ul style="list-style-type: none"> • Plans, organises, directs, and controls the project effort. • Manages on-time delivery of project deliverables. • Manages work within the project plan. • Coordinates the work packages and their interdependencies. • Advise the Project Coordinator on whether the work package outputs will lead to the realisation of the benefits. • Manages Work Package Leaders. • Managing risks and issues and taking corrective measurements. 	<ul style="list-style-type: none"> • Project Boundaries 	<ul style="list-style-type: none"> • Change in Scope of Project. • Project Quality. • Project Reporting. 	<ul style="list-style-type: none"> • Required to provide a thorough assessment of project changes and refer them to Project Coordinator. • Second point of escalation on work stream challenges. • Authority on project operational management.
Work Package Leader Jen Harvey	Work Package Management <ul style="list-style-type: none"> • Work Package planning and scope definition • Work Package activity planning and sequencing 	<ul style="list-style-type: none"> • Work Package (WP) Boundaries • Work Package Activity 	<ul style="list-style-type: none"> • Change in Scope of WP • Work Package management. 	<ul style="list-style-type: none"> • Required to provide a thorough assessment of work package changes and refer them to Project Director.

<p>Cormac McMahon Aidan Carthy Phil Mulvaney Cormac Doran Paul Dervan Larry McNutt Kevin O'Rourke Brian Bowe Sandra Thompson</p>	<ul style="list-style-type: none"> • Resource planning • Developing schedules/ time estimations/cost estimations • Work package documentation • Risk Analysis • Managing Risks and Issues • Monitoring and Reporting Progress • Team Leadership • Controlling Quality 		<ul style="list-style-type: none"> • Work Package Reporting. • Work Package Quality. 	<ul style="list-style-type: none"> • First point of escalation on work stream challenges. • Authority on work package operational management.
<p>External Peer-Review</p>	<p>Output Review</p> <ul style="list-style-type: none"> • Impartial review of work package/ work stream outputs. 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • -

1.2 Project monitoring and controlling

Transform-EDU will be monitored and controlled by tracking actual project performance against planned activities. The process of monitoring and controlling the project will support the team to complete the project on time, on budget and according to the specifications outlined in the project plan. Some of the key outputs of this process include:

- Status updates
- Change Requests
- Project plan updates
- Project documentation updates

1.2.1 Status Updates

The project coordinator must balance the requirements of the different work streams to control the overall performance of the project. This will be achieved through the creation of key performance measures that identify work stream performance at regular intervals during the course of the project. The frequency with which project status updates will be generated, and by whom, is captured in Table 2, below, and samples of the project's standard status update templates are provided in Appendix A.

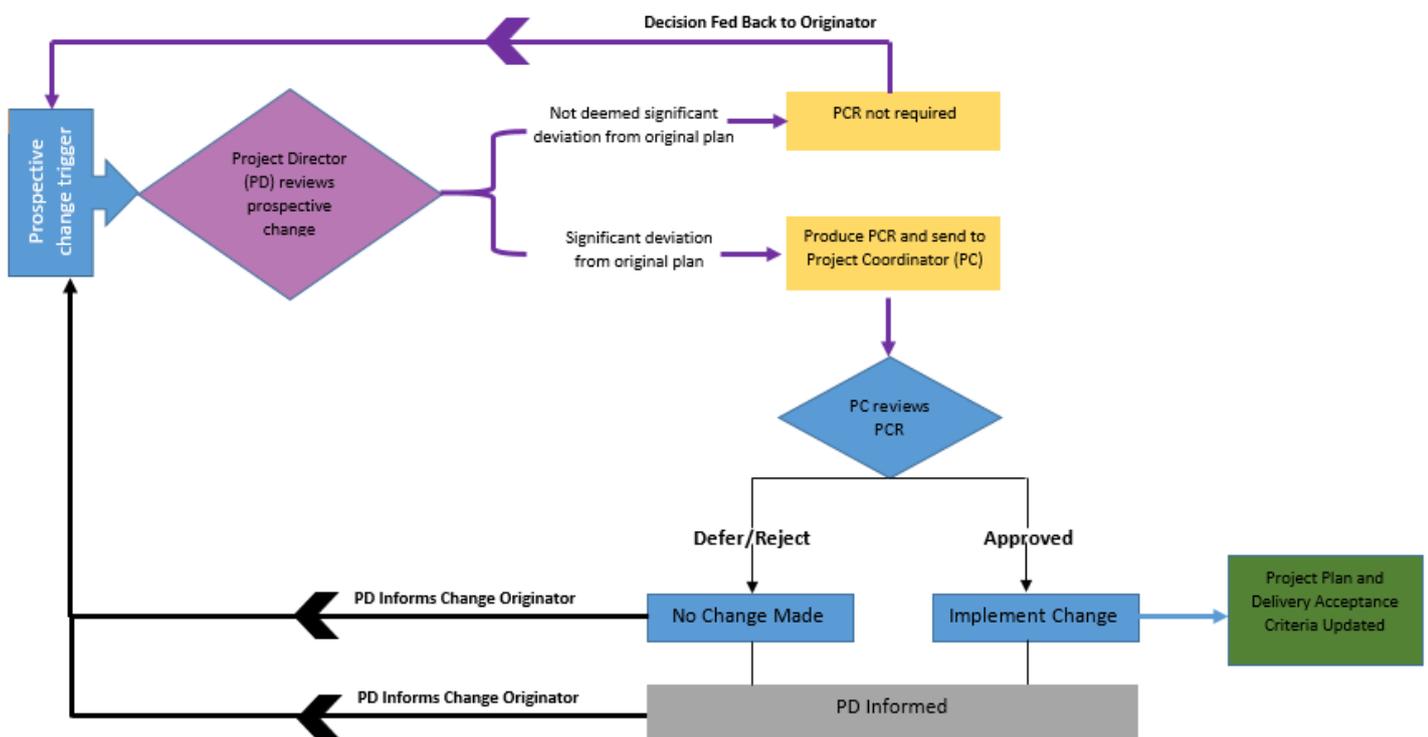
Table 2 - Project Communication Overview

Communication Overview				
Stakeholder	Role	Requirements	Updated By	Update Frequency
Executive Sponsor	Direction and Oversight <ul style="list-style-type: none"> • Approving the project’s progress against the TU Dublin strategy and objectives. • Provide advice and impact assessments. • Resolving cross-project issues and strategic issues with senior stakeholders. • Final decision maker. 	<ul style="list-style-type: none"> • Project Status Updates • Benefit Realisation Updates • Project Output Transition Updates 	<ul style="list-style-type: none"> • Project Coordinator (PO) 	Quarterly
Quality Assurance Group	Directing and Advising <ul style="list-style-type: none"> • Understand issues and needed changes. • Provide advice and assessment of potential impact. • Make needed adjustments within their own responsibility area. 	<ul style="list-style-type: none"> • Project Status Updates • Benefit Realisation Updates • Project Output Transition Updates 	<ul style="list-style-type: none"> • Project Coordinator (PO) 	Quarterly
Project Co-ordinator (PO)	Management and Integration <ul style="list-style-type: none"> • Responsible for project success and achievement of defined outcomes. • Defining project governance (controls). • Develop benefit realisation plan. • Defining and tracking the key performance indicators for benefit realisation. • Integrates efforts, continuously assesses and refines approaches and plans. • Managing stakeholders’ communication. • Aligning the deliverables (outputs) to the project’s “outcome”. • Implements the direction of the Executive Sponsor and / or Steering Committee. • Approving and authorising the funding for the project. 	<ul style="list-style-type: none"> • Weekly work package Status Updates from Project Director • Consolidated R.A.I.D reporting from Project Director • PCR from Project Director • DAD Notifications from Project Director • Escalation Notifications from Project Director • Budget requests from PD/expenditure reporting (locally from Blanch, Tallaght, City Campus, Consolidated Expenditure (LD) and PD for status updates) • ?? 	<ul style="list-style-type: none"> • Project Director (CD) – Status Updates • Finance Managers (AB,??,??) – Local Expenditure • Consolidated Expenditure – (LD) 	Monthly

	<ul style="list-style-type: none"> Managing the main project documentation. Directs Project Director and Work Package Leads to achieve defined outcomes. Preparing affected business areas for transition to the new way of working. Optimising the timing of the release of new deliverables into business operations. 			
Project Director (CD)	Project Management <ul style="list-style-type: none"> Plans, organises, directs, and controls the project effort. Manages on-time delivery of project deliverables. Manages work within the project plan. Coordinates the work packages and their interdependencies. Advise the Project Coordinator on whether the work package outputs will lead to the realisation of the benefits Manages Work Package Leaders. Managing risks and issues and taking corrective measurements 	<ul style="list-style-type: none"> Weekly Status Updates from WPLs R.A.I.D reporting from WPLs Project Change Notifications from WPLs DAD Notifications from WPLs Escalation Notifications from WPLs Expenditure Status Updates from WPLs 	<ul style="list-style-type: none"> Work Package Leaders (JH)(AC)(PM)(PD)(LMcN)(KO'R)(BB)(ST) 	Weekly
Work Package Leader (JH)(AC)(PM)(PD)(LMcN)(KO'R)(BB)(ST)(CD)	Work Package Management <ul style="list-style-type: none"> Work Package planning and scope definition Work Package activity planning and sequencing Resource planning Developing schedules/ time estimations/cost estimations Work package documentation Risk Analysis Managing Risks and Issues Monitoring and Reporting Progress Team Leadership Controlling Quality 	<ul style="list-style-type: none"> Daily/weekly status updates from work package contributors R.A.I.D identification, measurement and reconciliation from work package contributors Project Status Updates from Project Coordinator/ Project Director 	<ul style="list-style-type: none"> work package Contributors PD/PC 	Daily/ Weekly

1.2.2 Change Requests

In spite of the planning that took place during the initiation phase of this project, change is inevitable and must be successfully managed. Effective change control processes support the delivery of effective project outcomes, therefore, a formal change request process has been designed to mitigate against the risk of scope creep and project devaluation. The change control processes, which includes risk assessments that evaluate the potential risks of either approving or disapproving a change request, is outlined in Figure 1 and the project change request (PCR) template is can be found in Appendix B.



1.2.3 Project Outcome Signoff

As each workstream generates outcomes that will be transitioned into mainstream operations, it is important to document the transition process. Part of this process requires that each outcome has a set of criteria, co-created by the project team and the operational stakeholder, that must be adhered to before the outcome is deemed ready for transition. This process is referred to as the project delivery acceptance process. The goal of this process is to avoid the differing perceptions that may arise around the outcome that was wanted by the stakeholder versus the outcome that was delivered by the project team. Documenting delivery acceptance criteria and formally recognising that the deliverables or outcomes defined in the original agreed upon scope of work have been met mitigates against the risk of transition delays. A Delivery Acceptance Document (DAD) template is provided in Appendix C.

1.2.4 Escalation Process

An escalation process has been designed to support project efforts when something is blocking project progress and is beyond the control of a project team member. Risks or issues related to project objectives, resources, inter-group conflicts, scope disagreements or third party dependencies may trigger instigation of the escalation process. Such issues require higher level intervention as they likely require a higher form of authority and decision making to resolve them. The escalation process is captured in Figure 2, below.

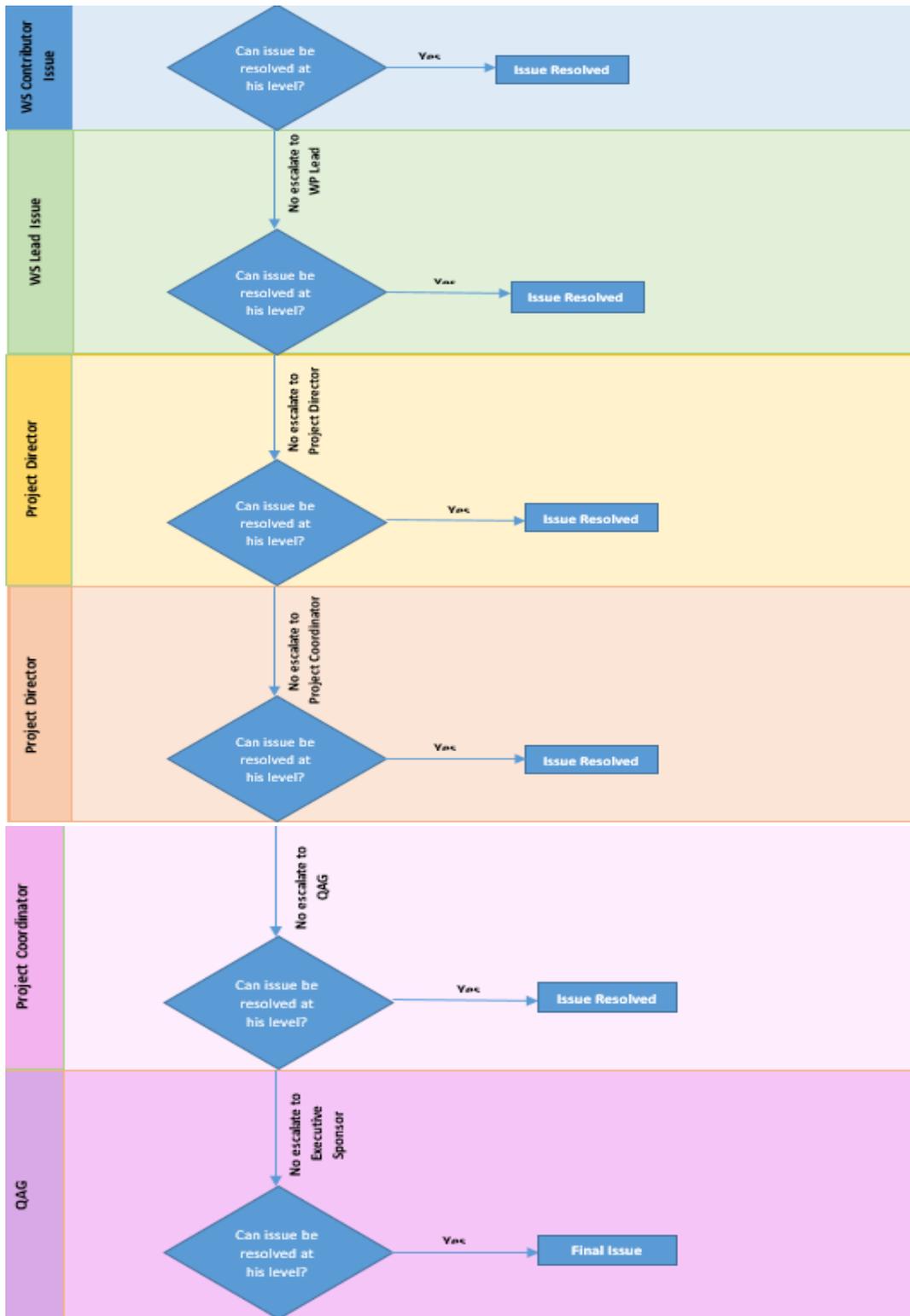


Figure 2. Escalation Process

Appendix A – Project Status Update Templates

This template is to be used for WP/Workstream progress reporting after the HEA 6 Month Project Report to the HEA signifying successful commissioning of *Transfrom*-EDU. Detailed minutes of project meeting to support the interim progress reporting.

Name: Transform-EDU Project WP/Workstream XX Reporting Period: Month Xx	Project Coordinator: Dr Philip Owende Project Sponsor: Dr Diarmuid O’Callaghan Start /End Date: Jan 2019-December 2021	Progress Status:
WP/Workstream Stage: Kick-off, Year 1, Year 2, Year 3 & Closing <i>[delete as appropriate]</i>		
WP/Workstream Objective Statement: xxx. <i>[Insert as appropriate]</i>		

Outline of WP/Workstream Status: <i>(For completion if progress Status not ‘Green’ – Highlight salient challenges, obstructions/Issues)</i>
Plan for Return to Green Status:

WP/Workstream Budget	Spend-to-date	Variance + Information

Project Activities:

Completed this period:	Planned but not completed	Plans for Next Period
1. 2.		1. 2.

Project Decisions:

Completed this period:	Planned but not completed	Planned Next Period
1. 2.		1. 2.

Project Risks:

Key Risks	Mitigation Plan	Contingency
1. 2.	1. 2.	1. 2.

Requests to Coordinator(C)/Director (D)/QAG:

Request Item:	C/D/QAG
1. 2.	

Guidelines for completing *Transform-EDU* Project Status Update:

This update is intended to be a SUMMARY of the project status, therefore, focus will be on salient points ONLY. Keep to one page and where necessary reference to details minutes of project meeting where progress is reported and outcomes shared.

Project Status: please state the status of your project according to the following (and colour code the box)

On track	Off Track, Plan in Place. No Schedule Impact	Off Track. Plan in place. Schedule impact	Roadblock. Project stalled
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WP/Workstream Objective Statement: please articulate the primary objective of WP/Workstream.

WP/Workstream status explanation: if the project is not on track (green), please list the salient issues/reasons.

Return to green plan: please outline the plan to get the project back on track.

Project budget / planned spend to date: please state the total project budget

Actual Spend to date: please state the actual spend-to-date

Budget variance cause: if there is a budget variance between planned spend and actual spend, please provide underlying reason. Also to be discussed with the Project Coordinator.

Project activities:

- **Completed this period** – Key activities completed
- **Planned but not completed** – Activities originally for this period but not completed.
- **Planned for the next period** – Activities planned for the next period.

Project decisions:

- **Completed this period** – Key decisions made by the WP/Workstream team.
- **Planned but not completed** – Key decisions planned but not completed
- **Planned for the next period** – Key decisions planned before the next update.

Project risks

- **Key risks** – List the key risks for the WP/Workstream at reporting stage, i.e., ONLY risks that will STOP the project from meeting all deliverables.
- **Mitigation plan** – List the mitigation plan for the identified risks (the plan to reduce the likelihood of the risk occurring)
- **Contingency plan** – Provide the WP/Workstream contingency plan for each key risk.
- **Requests to Coordinator(C)/Director (D)/QAG:** - Specific requests to escalate to Coordinator/Director/QAG. In most matters requiring escalation, it is most likely that practicable paths for solution/resolution stems from WP/Workstream team.

Appendix B – Project Change Request Form

Request ID _____ ▼

Project Change Request Form

Change Request Identification	
Requester _____	Date _____ ▼
Recipient _____	
Request Origin _____ ▼	
CR Origin _____ ▼	
Change Request short description	
<div style="border: 1px dashed black; height: 20px;"></div>	

Detailed Change Request description
<div style="border: 1px dashed black; height: 100px;"></div>

Estimated Impact Analysis
Estimated analysis workload (d) _____
Estimated analysis cost (€) _____
Estimated analysis end date _____
Analysis approval: Authority _____
Date _____

Appendix C – Delivery Acceptance Document (DAD)

This document should be used when a key deliverable from the Hotlist has been implemented and is ready to be taken into the live environment.

The person Responsible (R) for the execution of the deliverable must meet the criteria as specified by the recipient of the outcome. Upon the satisfactory achievement of the criteria, the recipient will sign off the DAD and the item is marked as closed on the Hotlist.

Deliverable Acceptance Document (DAD)

Title/Deliverable Name
Associated PDR

Deliverable Owner
Delivery Date
Deliverable Definition
Deliverable Completion Criteria
This Deliverable will be considered complete when:

Recipient Approval

Accepted - Yes/No
Accepted/Rejected By:
Date of Acceptance/Rejection
Reasons for Non-Acceptance/Comment