Effective Project Management with SAP-Jam at Technische Universität Berlin

Michael Willmes | Project Lead ERM | Campusmanagement
Dr. Cornelia Raue | Change Management | Campusmanagement
Overview

- TU Berlin: Facts & Figures
- TU Berlin's Digital Vision
- SAP-Implementation: two Projects – one System
- Change Management
  - Definition
  - Action plan
- SAP-Jam in Project Communication
persons & positions

Michael Wilmes
background in political science and it management (and chinese studies)

- 20 years experience in higher education and public services,
  - „Internal Steering Models“ (Project) at FU Berlin
  - Head of the IT & Controlling Unit at FU Berlin
  - Head of IT-Center (Berlin Senate Department for Education, Science and Research)
- since 2015: Head of Department of SAP ERP Services

Cornelia Raue
sociologist

- 15 years experience in education and science Management
  - quality assurance (evaluation of study programs)
  - implementation of quality management in for studying and teaching
  - project management
- since 2015: Change Manager of the Programm Campusmanagement
## TU Berlin: Facts & Figures

<table>
<thead>
<tr>
<th>Students enrolled in winter term 2015/16</th>
<th>33,933</th>
</tr>
</thead>
<tbody>
<tr>
<td>male students</td>
<td>67%</td>
</tr>
<tr>
<td>foreign nationals</td>
<td>19.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff</th>
<th>total</th>
<th>externally funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>full professors</td>
<td>338</td>
<td>64</td>
</tr>
<tr>
<td>research associates</td>
<td>2598</td>
<td>1635</td>
</tr>
<tr>
<td>administrative, library, central staff</td>
<td>2131</td>
<td>263</td>
</tr>
<tr>
<td>Student assistants</td>
<td>2851</td>
<td>1099</td>
</tr>
</tbody>
</table>

### Funding (2015)

<table>
<thead>
<tr>
<th>Funding</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>state funding</td>
<td>310 Mio €</td>
</tr>
<tr>
<td>external funding</td>
<td>178.9 Mio €</td>
</tr>
</tbody>
</table>
TU Berlin: Facts & Figures

<table>
<thead>
<tr>
<th>School</th>
<th>Name</th>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Humanities</td>
<td>7</td>
</tr>
<tr>
<td>II</td>
<td>Mathematics and Natural Sciences</td>
<td>6</td>
</tr>
<tr>
<td>III</td>
<td>Process Sciences</td>
<td>6</td>
</tr>
<tr>
<td>IV</td>
<td>Electrical Engineering and Computer Science</td>
<td>6</td>
</tr>
<tr>
<td>V</td>
<td>Mechanical Engineering and Transport Systems</td>
<td>7</td>
</tr>
<tr>
<td>VI</td>
<td>Planning - Building - Environment</td>
<td>8</td>
</tr>
<tr>
<td>VII</td>
<td>Economics and Management</td>
<td>3</td>
</tr>
<tr>
<td>Central Institute</td>
<td>El Gouna (Egypt)</td>
<td></td>
</tr>
</tbody>
</table>
TU Berlin’s digital vision

Roadmap „Digitalisierung der TU Berlin“

Handlungsfeld SAP

Integrationsschicht
SAP – 3D-Drucksystem

Student Lifecycle Management SLM
Enterprise Resource Management ERM
Forschungsinformationsystem FIS

MOOCs
E-Learning

Medien/Bibliothek/Forschungsdaten


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TU Berlin's digital vision: basic situation

- Consolidation of IT-Infrastructure and basic IT services since several years
- Provides a variety of high-quality IT services for all students and employees
- Cooperative supply model: efficient supply with basic services and support of the development and introduction of an IT infrastructure adapted to research requirements
- tubIT understands itself as partner for research and education
TU Berlin's digital vision: basic situation

- Lack of consolidation of administrative computing and IT functions
- Decision for SAP as business platform
- Holistic approach and integrated solution for all areas of administration
- Implementation of Student Lifecycle Management as fully integrated solution in Germany (first time) included
SAP - implementation: two projects – one System

Aim of the Program
Campus Management:
effective administrative support for research and education by implementing an integrated software

Indicators of success:
✓ improved services
✓ making the most of the existing capacities
✓ higher employee satisfaction
✓ future oriented controlling
Thank you Michael for Introducing TU Berlin and our ambitious project to the auditory.

As you can see, starting a program like this, we had to invest quite a lot of thoughts into structuring and steering of the project.

That is, how Change Management comes into the play. Change Management is set up as a sub project that serves both projects (ERM and SLM).

(There was a discussion to set up sub-projects with horizontal tasks at the program level, however it was decided not to build a further meta-structure for the program. Thus some of those horizontal sub projects were subordinated to ERM and one to SLM.)
So why Change Management at all?
My talks with some of the participants of the Conference, confirmed my: an integrated CM from the very beginning is rather rare.

Empirical data shows:
only one quarter of IT-projects are successful in terms of time, budget or quality,
half of the IT-projects did not achieve their goals in some respects
And one quarter of the projects was given up at all. have to make major

- The decisive factors are social, political and cultural factors
- Because: IT-Projects are often organizational projects. This has to be taken into account.
- The larger the projects the more likely is a support by a Change Management
CM faces high expectations (not all related to the project…)

Almost everybody has his/her very own concept of CM

…..

And in fact, to a certain respect, all expectations are relevant and understandable.

Thus, first of all it is to define, what is the scope of CM for the Campusmanagement Program
Role Clarity

Change Management

➤ acts in order to achieve the aims of the project
➤ communicates and co-operates with all who are involved in the project or are affected by its results
➤ creates various occasions for the direct dialog between the staff and project members
➤ fosters accommodation and solving of conflicts and
➤ is neither the advocate of single stakeholders, the university executive board nor the employees.
Thus I take this expectations very serious.
They are a kind of background slight of my plans and actions

So what then are the aims of CM:

1. Communication (Information, Justification, Explanation – thats by the way also a reason why I am here at herug)
2. Taking care that all who will use the system get involved. And that is the challenge without slowing down the process
3. Getting the knowlegde and the competences in the Univeristy (to work with it and to further develope it)
4. Last not least: support the organizational changes caused by the IT.
The point of the focus of change over the time

First it is necessary
To create a common orientation
Than you need to have confidence and a coherent perception of the project (goals and content has to be reassured again and again, otherwise frustration is programmed)
Right know we start to school people for designing workshops
And we very much hope for first results in the SLM-Project in Fall with the go live of the Exames management.
Action Plan of Change Management

Providing Knowledge:
- transparency of the project (aims, processes, results)
- personal contact

Facilitating Volition:

Enabling Competence:

Target groups:
- professors
- students
- Staff
- project team
- leader of sub-projects
- interest groups (staff council, data security)
- executive board
- panels of academic self administration
- key user
- user
Action Plan of Change Management

Start 2016 January

Providing Knowledge:
- transparency of the project (aims, processes, results)
- personal contact

Facilitating Volition:
- fostering orientation & conviction, providing individual experiences, enabling participation

Enabling Competence

Target groups:
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Action Plan of Change Management

Start: 2016, January

Providing Knowledge:
- transparency of the project (aims, processes, results)
- personal contact

Facilitating Volution:
- fostering orientation & conviction, providing individual experiences, enabling participation

Enabling Competence:
- building up SAP-competences within own staff, accompany organizational change

Target groups:
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- key users
- user

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Action Plan of Change Management

Start 2016 January

Providing Knowledge:
- info-events & kick off
- press
- web presence
- newsletter
- reports to executive board & panels of academics and administration
- open office day

Facilitating Volition:

Enabling Competence:

Target groups:
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Action Plan of Change Management

Start 2016 January

Providing Knowledge:
- web-presence
- press articles & newsletter
- executive board & panels of ac. self administration
- reports to open office day

Facilitating Volition:
- visiting institutes and faculties
- surveys & opinion barometer
- using SAP-Jam
- meetings with staff Council & data security

Enabling Competence
- round table with program leader
- direct dialog
- executive board panels of academic self administration
- key user user

target groups:
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Action Plan of Change Management

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Facilitating Willing:
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- using SAP-Jam
- round table with program leader
- direct dialog
- meetings with staff Council & data security

Enabling Competence:
- team-building
- expert talks
- Work-group 'Change'
- advanced prototyping
- leadership trainings

Target groups:
- professors
- students
- staff
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- user
SAP-Jam in Project Communication


- „Note that computers can help to add values and transform data into information, but they can rarely help with context, and humans must usually help with categorization, calculation and condensing. A problem we all deal with throughout this book is the confusion of information – or knowledge – with the technology that delivers it“

- Can social software be the „missing link“?
SAP-Jam in Project Communication

How can we align social with work?

- Task due in 6 days
- How long should a New Hire Orientation last?
- Presentations of 40€
- New Year's Eve in Sydney
- Complete the task
- Created by Angela M. Cohen
- Complete the task
- Created by Angela M. Cohen

My Feed

Show: All | Unread | Threaded | Real Time
SAP-Jam in Project Communication

<table>
<thead>
<tr>
<th>Project Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>01_Initiationphase</td>
<td>knowledge management of SAP related content</td>
</tr>
<tr>
<td>02_Realisierungsphase</td>
<td>using SAP technologies for structured project work (almost) out of the box</td>
</tr>
<tr>
<td>03_Konzeptionphase</td>
<td>PRINCE2 combined with ASAP</td>
</tr>
<tr>
<td>04_Prototivveranstaltungsphase</td>
<td>breaking down „inside and outside walls“</td>
</tr>
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SAP-Jam in Project Communication

com.TUgether

providing a tool for relevant target groups with lack of IT support (like secretaries)
allowing feed back and evidence based decision making
self organized support and learning

<table>
<thead>
<tr>
<th>Name</th>
<th>Artikelnr.</th>
<th>Referenz</th>
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<tbody>
<tr>
<td>Bernd Huß</td>
<td>2016-01-12</td>
<td>Hamburg</td>
</tr>
<tr>
<td>Helmut Rau</td>
<td>2017-02-20</td>
<td>Berlin</td>
</tr>
<tr>
<td>Verena Dietz</td>
<td>2018-03-31</td>
<td>Munich</td>
</tr>
</tbody>
</table>

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SAP-Jam in Project Communication

current challenges:

- SAP-Jam as cloud solution and german „protection of privacy“ law(s)
- hybrid infrastructure
- customizing
- business case
Thank you!

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