GoBlock®

Logistics Tech Consultants

Let’s modernize your warehouses together.

Typical PMO Structure and General Responsibilities of Workstreams

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Workstream Structure.

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Steering Committee (Executive Leaders and Stakeholders)

Program Management Office (Manager/Assistant)



Building



Material Handling Equipment



Systems and Data



Process Readiness



Facility Readiness



HR & People Readiness



Testing and Acceptance



Conversion and Transition



Financial Controls

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Building.

- Identify Architect and General Contractors (if needed)
- Identify Permitting Requirements; Manage Permitting
- Identify Building Capabilities (hanging loads, floor loads, power loads, sprinkler/water)
- Manage modification/fit out (slab, roof, walls, etc.)
- Fire Protection, Safety, and Loss Prevention/Security – infrastructure and procedures (sprinkling, etc.)
- Internal finishing (e.g. painting, lighting, dock lifts, convenience outlets, heating and ventilation)
- Coordinate with HR & People Readiness workstreams on maintenance training

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Material Handling Equipment.

- Lead Conceptual Design sessions (equipment and software)
- Select material handling vendor(s) and partner(s)
- Lead MHE Detailed Design sessions - with Building, Systems and Processes workstreams
- Assist the Building workstream with MHE permitting
- Equipment Procurement
- Equipment Delivery
- Site Management of Installers and On-Site Trades
- Safety of Site installation - with Building workstream
- MHE Commissioning
- MHE Training – with Process and People/HR workstreams
- Participate in Testing and Acceptance activities

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Systems and Data.

- Lead Systems Detailed Design sessions –with Processes and MHE workstreams
- Systems configuration/modification, development, unit testing
- Systems integration, development, unit testing
- Servers, LAN/WAN, backup and disaster recovery, security and access
- IT equipment procurement and installation – RF, cabling, printer, workstations – with Building and Facilities workstream
- Data readiness and conversion
- Establish testing and production server environments
- Participate in Testing and Acceptance activities
- Develop Conversion and Ramp Up Plans for Systems and Data - with Conversion and Transition workstream
- Develop reporting to measure transition and ramp up progress

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Process Readiness.

- Generate the Process definition - Description of Operations (DOO) – with Systems and MHE workstreams
- Develop SOPs, work instructions, job aides
- Operational signage, placard instructions, work boards, etc.
- Update slotting and inventory Plans – with Conversion and Transition workstream
- Develop shift plans – with People Readiness workstream
- Specify Reporting and KPIs to measure new operations
- Coordinate Training activities - with People Readiness workstream
- Review and Approve of Testing and Acceptance activities
- Manage people and product for Testing and Acceptance activities
- Coordinate daily operations during installation activities

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Facility Readiness.

- Procure and make ready other MHE equipment (forklifts, carts, batteries, etc)
- Label new storage and processing areas throughout the facility
- Erect facility signage, and stripe areas (work, pedestrian, egress)
- Set up operator work stations (tables, pack, small tools)
- Prepare facility for new maintenance activities
- Procure and ready operating consumables (tape, wrap, labels)
- Coordinate with Conversion and Transition workstream for successful start up
- Participate in Testing and Acceptance activities

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HR & People Readiness.

- Lead new management organization development (if required)
- Develop new job description(s)
- Salary and wage planning
- Staff transfer, recruitment and hiring – with Conversion and Transition workstream
- Shift and Labor Planning – with Process Readiness workstream
- Coordinate training curriculum development
- Coordinate training material development (for end users) – others may develop materials
- Facilitate the Training the Trainers, and Train the End Users – other may be instructors
- Communications to current employee base – with Conversion and Transition workstream
- Work with Process Readiness on staffing the Testing and Acceptance phases

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Testing and Acceptance.

- Document the processes/systems changes to test
- Work with MHE and Systems workstreams to monitor unit testing
- Develop cross-workstream testing strategy, schedule, and resources
- Develop cross workstream scripts, and data/material/people requirements
- Approve of MHE rate and volume testing methodology
- Determine final Acceptance Criteria
- Lead cross functional testing, daily meetings, reporting, and bug fix
- Monitor testing progress against Acceptance Criteria
- Final Sign Off Recommendation of Readiness for Go Live

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Conversion and Transition.

- Mission Control during the conversion and transition
- Work with other workstreams to plan and facilitate the smooth transition. Key items to focus during transition include:
  - Movement of equipment and supplies internally and/or from other facilities (with Facilities)
  - Hiring Plans, Staffing, and Training of Employees (with HR)
  - Inventory Redeployment internally, and/or Purchase Planning/Slotting (with Processes)
  - Systems and Data Cutover (with Systems)
  - Develop Contingency Plans for Risks
  - Change Management: determine impact on key stakeholders - suppliers, employees, external customers, internal customers, other stakeholders (like municipalities) - and develop communication and implementation plans to address impact
  - Lead communication and issue resolution during Conversion (KPIs, ramp up progress)

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Financial Controls.

- All project accounting, budgets, estimates, and reforecasts
- Purchasing and Procurement approvals process
- PO, Invoice, and Payments processing
- Project Change approvals process
- Post Implementation Business Case realization

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