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# USAID ENERGY POLICY PROGRAM

## JOB DESCRIPTIONS ERP IMPLEMENTATION PROJECT AT NTDCL

DRAFT VI.2

**June 2014**

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## JOB DESCRIPTIONS

### ERP IMPLEMENTATION PROJECT AT NTDCL

DRAFT VI.2

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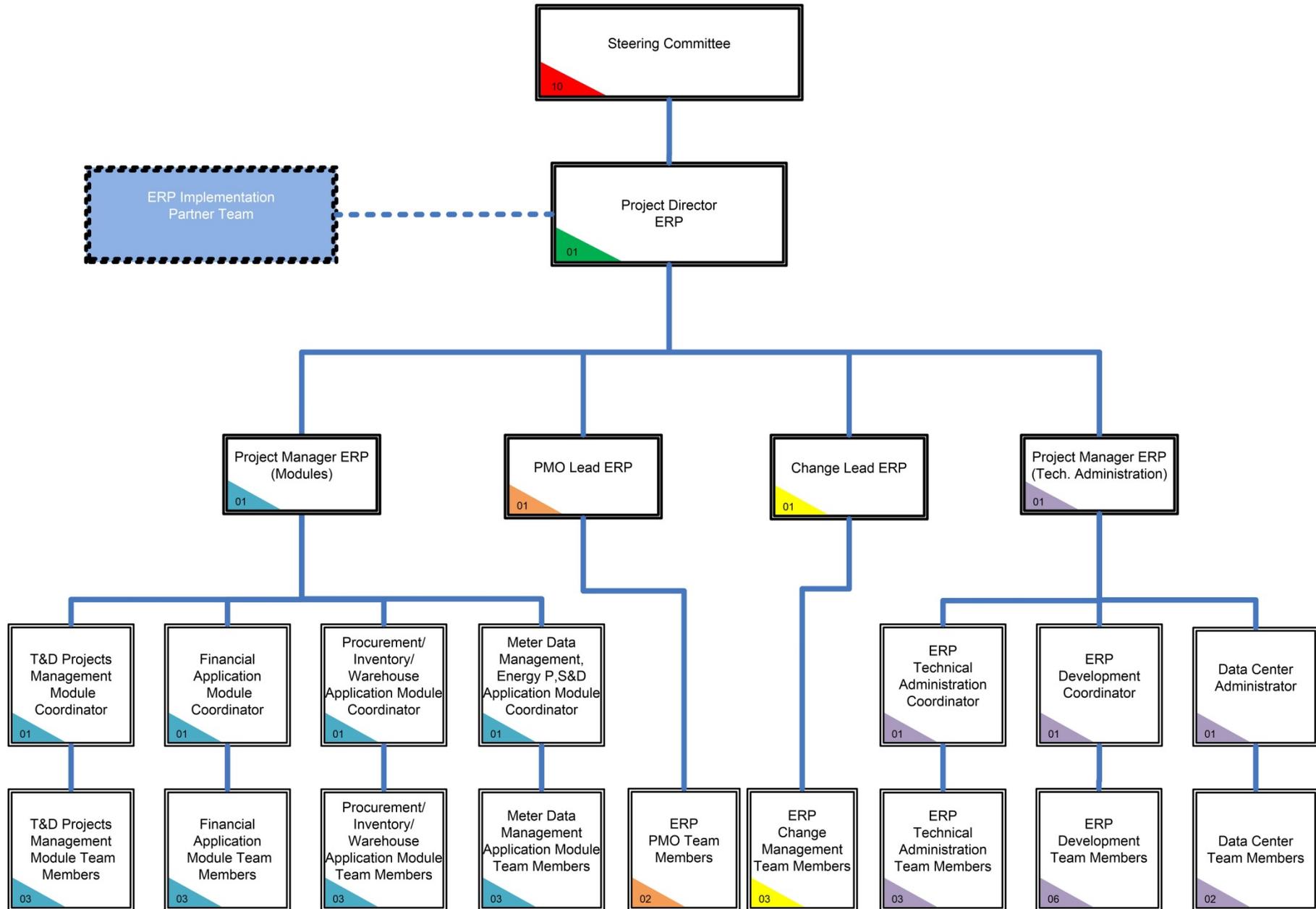
#### **DISCLAIMER**

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## Table of Contents

1.	Proposed NTDCL ERP Org. Structure.....	1
2.	Project Director ERP.....	2
3.	Project Manager ERP (Modules).....	5
4.	PMO Lead ERP.....	9
5.	Change Lead ERP.....	11
6.	Project Manager ERP (Technical Administration).....	14
7.	T&D Projects Management Module Coordinator.....	19
8.	Financial Application Module Coordinator.....	19
9.	Procurement/ Inventory/Warehouse Application Module Coordinator.....	19
10.	Meter Data Management, Energy Purchase, Sales & Distribution Application Module Coordinator.....	19
11.	ERP Technical Administration Coordinator.....	22
12.	ERP Development Coordinator.....	25
13.	Data Center Administrator.....	27
14.	ERP Module Team Member.....	30
15.	ERP PMO Team Member.....	32
16.	ERP Change Management Team Member.....	34
17.	ERP Technical Administration Team Member.....	37
18.	ERP Development Team Member.....	39
19.	Data Center Team Member.....	41

# Proposed NTDCL ERP Project Org. Structure



Job	Project Director ERP	OVERALL RESPONSIBILITY
Position	Project Director ERP	<ul style="list-style-type: none"> <li>• Represents the business viewpoint and keeps the project aligned with NTDC strategic direction</li> <li>• Ultimately accountable for ERP project, provide direction, decision-making and delegation</li> <li>• Responsible for committing resources, effective communication and supporting ERP Project Managers (Modules Project Manager and Technical Administration Project Manager)</li> <li>• Make sure that ERP project job positions and roles are filled by appropriate human resource with the right knowledge, skills, experience, commitment, authority and accountability</li> <li>• Regularly report to Project Steering Committee with progress, status and risks/issues information</li> <li>• Assess continuing project viability at key points such as authorize different stages or phases</li> <li>• Respond to external influences</li> <li>• Manage ERP vendor according to NTDC's contract</li> <li>• Lead and champion Change at NTDC</li> <li>• Promote an environment of learning and growth within ERP project team</li> <li>• Ensure that the resulting business changes are supported and sustainable</li> </ul>
Project	ERP	
Reports to	ERP Project Steering Committee	
Location	NTDC (WAPDA House)	

PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS	
Critical Job Elements	Performance Standards
<b>1. Business / Operating Results</b>	
Ultimately responsible for successful implementation of ERP modules at NTDC	<ul style="list-style-type: none"> <li>• Successful Implementation and integration of all ERP modules</li> <li>• Ensuring all the deliverables according to their deadlines</li> </ul>
Responsible for committing resources, effective communication and supporting ERP Project Managers (Modules Project Manager and Technical Administration Project Manager)	<ul style="list-style-type: none"> <li>• Economical deployment and optimum utilization of all ERP resources</li> <li>• Extent of financial efficiency attained to contribute towards NTDC's profitability</li> </ul>

Responsibility to carry out an instrumental role in building relationship with ERP vendor	<ul style="list-style-type: none"> <li>• Effective conformance to contract between ERP vendor and NTDCCL <ul style="list-style-type: none"> <li>• Honesty in exchanges of information</li> <li>• Integrity in dealings</li> <li>• Maintaining proper relationship with the vendor</li> <li>• Fairness (conflict of interest, procurement integrity)</li> </ul> </li> </ul>
Lead and champion Change at NTDCCL	<ul style="list-style-type: none"> <li>• Effective liaison amongst NTDCCL departments in institutionalizing change</li> <li>• Effective focus simultaneously on the hard (structures and systems) and the soft (corporate culture)</li> </ul>
Mentor Pro-active ERP PMO	Effectively mentor ERP PMO on the following: <ul style="list-style-type: none"> <li>• Mobilising/shaping ERP program</li> <li>• Active management of risks/milestones/benefits/costs/resources</li> <li>• Define/Own Project Methodology by implementing a set of tools and processes that are pragmatic and fit for purpose</li> <li>• Report consolidation and distribution and document management</li> </ul>
ERP project job positions and roles are filled by appropriate human resource with the right knowledge, skills, experience, commitment, authority and accountability	Consistent high performance to reach beyond assigned targets for ERP project
Coordinate with other departments' heads	Effectively address risks/issues, bottlenecks concerning different NTDCCL departments
<b>2. Customer Satisfaction</b>	
Formulation of ERP implementation strategy together with the respective business department heads	All milestones of ERP project are achieved amicably
<b>3. Employee Management</b>	
<ul style="list-style-type: none"> <li>• Integrate vendor's consultants with NTDCCL ERP team</li> <li>• Prevent knowledge drain</li> <li>• Develop recognition programs that help employees' retention</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a smooth knowledge transfer when the consultants leave. Make sure that vendor's consultants and NTDCCL ERP team work side-by-side throughout the implementation.</li> <li>• Needs to identify staff members that are critical but are high turnover risks early in the project</li> <li>• Set up events for employees to communicate and vent about the working environment</li> </ul>

**POSITION SPECIFICATIONS**

Education/ Qualification	Experience
<ul style="list-style-type: none"> <li>Bachelor’s or Master’s degree or equivalent in Engineering (Electrical, Power etc.), Computer Science, Information Technology, MIS, Project Management or related field</li> <li>Master’s in Business Administration would be a plus</li> </ul>	<ul style="list-style-type: none"> <li>(12+ years)<sup>1</sup> with knowledge and experience of leading and managing business processes of the Utility Industry.</li> <li>ERP life cycle management knowledge and experience would be highly regarded</li> </ul>

<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>Project Management</li> <li>Oracle or SAP module specific would be a plus</li> </ul>
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Competencies	Behavioural Skills & Personal Qualities	Skill Level*				
		Leadership skills	1	2	3	4
		Strong interpersonal skills	1	2	3	4
		People management and delegation skills	1	2	3	4
		Problem solving and decision making skills	1	2	3	4

* Skill Level is defined as	1	Basic	3	Very Good
	2	Good	4	Expert

<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>Knowledge of Business Processes of the Utility Industry</li> <li>Ability to handle pressure situation</li> <li>Exercise independent judgment</li> <li>Strong stakeholder management</li> <li>Strong verbal and written communication skills</li> <li>Good presentations skills</li> <li>Ability to motivate others</li> <li>Self-motivated</li> <li>Keen to develop and learn new skills</li> <li>Keen to share knowledge with colleagues</li> </ul>
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<sup>1</sup> Exceptional cases are encouraged to apply and the minimum number of years of experience will be reconsidered

<b>Job</b>	ERP Project Management	<b>OVERALL RESPONSIBILITY</b>
<b>Position</b>	<b>Project Manager ERP (Modules)</b>	<ul style="list-style-type: none"> <li>• Performs day-to-day ERP project management activities</li> <li>• Has authority to run ERP project within Project Steering Committee approved constraints</li> <li>• Ensure that the project's products are delivered with the tolerances of time, cost, quality, scope, risk and benefits</li> <li>• Responsible for ERP project producing a result capable of achieving the benefits defined by Project Steering Committee</li> </ul>
<b>Project</b>	ERP	
<b>Reports to</b>	Project Director ERP	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
<ul style="list-style-type: none"> <li>• Define Scope &amp; a Formal Signoff</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that Business Blueprint documents of all ERP modules must have detailed requirements of users business processes, "As is" and "To be" analysis. The documents must be completed within allocated time and duly approved by the business users.</li> <li>• Specification of new functionality/system enhancement must be adequately documented for future reference. Any changes, if required, must be updated in the Business Blueprint document before configuration activities are performed.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop, update and implement Project Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement Schedule Management Plan (Activities, Dependencies, Timelines and Resources) &amp; a Formal Signoff,</li> <li>• Develop and implement Communications Management Plan (what information project stakeholders will receive and when and how they will receive it),</li> <li>• Develop and implement Risks/Issues Management Plan,</li> <li>• Develop and implement Resource Management Plan,</li> <li>• Develop and implement Quality Management Plan,</li> <li>• Develop and implement other Project Management Plans as per need of the project</li> </ul>

<ul style="list-style-type: none"> <li>• Direct &amp; manage ERP project execution</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that modules' configuration activities must be in accordance with the Business Blueprint documents and completed within time allocated</li> <li>• Make sure that Testing must be properly conducted and documented i.e. Test script, data for testing, comparison of anticipated &amp; actual results, and user acceptance / satisfaction for the business processes configured into the system. It must be completed within allocated time.</li> <li>• Make sure that effective training of all ERP modules is provided to the business users</li> <li>• Effectively manage project risks and issues by implementing Risks/Issues Management Plan</li> <li>• Also make sure that data verification and validation activities are performed according to the project plan</li> </ul>
<ul style="list-style-type: none"> <li>• Distribute information</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively execute Communication Management Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Manage stakeholders expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively manage expectations of project stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor &amp; Control Project Work</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively monitor project activities to ensure quality assurance and quality control</li> <li>• Schedule technical and management reviews at least once a week and track progress carefully against the original plan</li> </ul>
<ul style="list-style-type: none"> <li>• Perform Integrated Change Control</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively document and manage change requests for all ERP modules which includes devising mechanism for approval and rejection of change requests</li> </ul>
<ul style="list-style-type: none"> <li>• Close Project or Phase &amp; a Formal Signoff</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that all handover and acceptance activities are effectively carried out</li> </ul>
<b>2. Customer Satisfaction</b>	
Capacity to meet duties/responsibilities assigned by ERP Project Director/ERP Project Steering Committee from time to time in view of ERP project's successful implementation at NTDC	ERP Project Manager will be required to keep track of activities by documenting the user issues and their resolutions to ensure that ERP modules run smoothly

3. Employee Management	
<ul style="list-style-type: none"> <li>Integrate vendor's consultants with NTDCL ERP team</li> <li>Prevent knowledge drain</li> <li>Develop recognition programs that help employees' retention</li> </ul>	<ul style="list-style-type: none"> <li>Ensure a smooth knowledge transfer when the consultants leave. Make sure that vendor's consultants and NTDCL ERP team worked side-by-side throughout the implementation.</li> <li>Needs to identify staff members that are critical but are high turnover risks early in the project</li> <li>Set up events for employees to communicate and vent about the working environment</li> </ul>

POSITION SPECIFICATIONS									
Education/ Qualification			Experience						
<ul style="list-style-type: none"> <li>Bachelor's or Master's degree or equivalent in Computer Science, Information Technology, Engineering, MIS, Project Management or related field</li> <li>Master's in Business Administration would be a plus</li> </ul>			<ul style="list-style-type: none"> <li>(10+ years)<sup>2</sup> leading and executing ERP projects with at least 2 full life cycle implementations</li> <li>Past experience of successful delivery of ERP projects in the Public Sector would be a plus</li> </ul>						
<b>Trainings (Preferred)</b>		<ul style="list-style-type: none"> <li>Oracle or SAP module specific certification</li> <li>PMI-PMP/ACP, PRINCE2</li> </ul>							
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>	Leadership skills		1	2	3	4		
		Strong interpersonal skills		1	2	3	4		
		People management and delegation skills		1	2	3	4		
		Problem solving and decision making skills		1	2	3	4		
*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good	2	Good	4	Expert
<b>Knowledge/ Abilities</b>		<ul style="list-style-type: none"> <li>A comprehensive Oracle or SAP background across a variety of modules</li> <li>Database, Front end, System Analysis knowledge</li> <li>Strong stakeholder management</li> <li>Strong verbal and written communication skills</li> <li>Good presentations skills</li> <li>Ability to motivate others</li> <li>Self-motivated</li> <li>Calm under pressure and can meet tight deadlines</li> <li>Keen to develop and learn new skills</li> <li>Keen to share knowledge with colleagues</li> </ul>							

<sup>2</sup> For Outstanding cases minimum number of years can be reconsidered.

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<b>Job</b>	ERP PMO	<b>OVERALL RESPONSIBILITY</b>  The basic responsibility of ERP PMO Lead is to oversee the full project management life cycle and software development life cycle for the implementation of ERP modules at NTDCL.
<b>Position</b>	<b>PMO Lead ERP</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	Project Director ERP	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
Supervising and leading the ERP project team to oversee the impacts and interdependencies amongst ERP modules and working to ensure initiatives meet the goals and objectives of the leadership	- Ability to understand "the big picture" and to apply advanced knowledge of project management methodology, best practices, tools and processes
Establish and implement Issue and Change Management procedures	- Train ERP team on the methodology of Issue and Change Management
To establish and implement methodology for getting project status updates from ERP Module Coordinators	- To establish and implement methodology for getting project status updates from ERP Module Coordinators
Provide templates of the documents to be prepared such as project charter, scope document and project plan etc.	- Contribute to the development of enhanced metrics to provide more insight to Leadership and to allow teams to self-correct in time to avoid project delays and to remain on budget
Training and mentoring of ERP team on project management methodologies	- Effective Training of ERP team
Ensure monitoring and controlling of ERP modules' implementations so that to meet agreed scope, timeline and budget	- Effective monitoring and controlling of ERP modules' implementations
To keep track of Human Resources engaged in ERP project and manage resource conflicts	- Effective management of human resource on ERP project
<b>2. Customer Satisfaction</b>	
Has expert experience in Project/Program Management and able to lead in the coaching and mentoring of ERP team to help them achieve individual expectations and deliverables	- Demonstrates the ability to adapt to and lead, change, and coach others in the acceptance and support of change
<b>3. Employee Management</b>	
Develop project management competency, management skills and career planning of the team	- Successful completion of ERP project within the given timeframe, using assigned resources.

**POSITION SPECIFICATIONS**

Education/ Qualification	Experience
<ul style="list-style-type: none"> <li>- Master’s degree or equivalent in business administration, public administration, information science, project management, engineering or related field</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 7 years of ERP project management experience</li> </ul>

<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>• PMI PMP/ACP Certification or PRINCE2</li> <li>• Six Sigma Green Belt</li> <li>• Primavera or MS Project</li> </ul>
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Competencies	Behavioural Skills & Personal Qualities	Skill Level*				
		Leadership skills	1	2	3	4
		Strong interpersonal skills	1	2	3	4
		People management and delegation skills	1	2	3	4
		Problem solving and decision making skills	1	2	3	4

* Skill Level is defined as	1	Basic	3	Very Good
	2	Good	4	Expert

<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>• Expert understanding of Project Management Body of Knowledge (PMBOK) Discipline (Integration, Scope, Time, Quality, Human Resources, Communications, Risk Management, Procurement) and understanding of Agile methodology</li> <li>• Expert understanding of software development and infrastructure project lifecycles</li> <li>• Ability to effectively manage time, prioritize work, multi-task across many assignments</li> <li>• Experience with applying Lean or Six Sigma tools and techniques to process improvements</li> <li>• MS Office (especially MS Excel, Power Point, MS Project, MS Visio)</li> <li>• Oracle Primavera</li> </ul>
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<b>Job</b>	ERP Change Management	<b>OVERALL RESPONSIBILITY</b>
<b>Position</b>	<b>Change Lead ERP</b>	The basic responsibility of ERP Change Lead is to make human resources at NTDCCL ready for change and conduct them to move to the new environment and map them to the new way of running business. ERP Change Lead needs to plan and implement people side of Change Management program.
<b>Project</b>	ERP	
<b>Reports to</b>	Project Director ERP	
<b>Location</b>	NTDCCL (WAPDA House)	

**PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS**

Critical Job Elements	Performance Standards
<b>1. Business / Operating Results</b>	
Develop and deploy change management methodologies and procedures to guide the ERP adoption process	<ul style="list-style-type: none"> <li>- Create a vision to direct the change effort along with developing strategies for realizing that vision</li> <li>- Focus should be on change in the attitude and behavior of NTDCCL human resource from a task oriented approach to process oriented approach</li> </ul>
Develop and implement change management, communications, training and resistance management plans	<ul style="list-style-type: none"> <li>- To develop resource and responsibility authorization matrix</li> <li>- Clear definition of roles and responsibilities</li> <li>- Selection of Power Users and End Users based on ability, initiative, interest and most importantly aptitude rather than on seniority basis</li> <li>- Change Management plan should focus on promoting resources from within NTDCCL (preferably)</li> <li>- Develop well-structured Communication Plan that helps in communicating/coordinating across NTDCCL departments</li> <li>- Training Plan should focus on train the trainer (TTT) approach</li> <li>- Continuously diagnosing gaps and analysing feedback to manage resistance</li> </ul>
Develop a role-based training curriculum and design training materials for Power Users and End Users to meet the project training needs	<ul style="list-style-type: none"> <li>- Training manuals should cover end-to-end demonstration of the business processes</li> <li>- Training manuals should include integration processes as well</li> </ul>
Design the scheduling of Power User and End User trainings	<ul style="list-style-type: none"> <li>- Well-structured scheduling of training sessions</li> <li>- Proper evaluation mechanism should be in place for evaluating the training knowledge provided to Power Users and End Users</li> </ul>

Design specific communication products, including proposing topics, determine appropriate medium and target audience, write drafts, finalize texts, coordinate approval and distribution	<ul style="list-style-type: none"> <li>- Use every vehicle possible to communicate vision &amp; strategies related to change</li> <li>- Arrange promotional activities to promote ERP modules across NTDC departments</li> <li>- Rewards should be designed for outstanding Power Users and End Users</li> </ul>
<b>2. Employee Management</b>	
Assemble a group with shared commitment and enough power to lead the change effort	<ul style="list-style-type: none"> <li>- Institutionalize change practices in corporate culture</li> </ul>

POSITION SPECIFICATIONS							
Education/ Qualification			Experience				
<ul style="list-style-type: none"> <li>- Master's degree or equivalent in business administration, public administration, information science, engineering or related field</li> <li>- Experience in Change Management &amp; Organizational Development is desirable</li> </ul>			<ul style="list-style-type: none"> <li>- Minimum 8 years of total work experience and 4 years of relevant experience required</li> </ul>				
<b>Trainings (Preferred)</b>		<ul style="list-style-type: none"> <li>• Organizational Change Management</li> <li>• Organizational Development</li> <li>• Project/Program/Portfolio Management</li> <li>• Agile Project Management</li> <li>• ERP Life Cycle Management</li> </ul>					
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>			
		Leadership skills		1	2	3	4
		Strong interpersonal skills		1	2	3	4
		People management and delegation skills		1	2	3	4
Problem solving and decision making skills		1	2	3	4		
*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good		
		2	Good	4	Expert		
<b>Knowledge/ Abilities</b>		<ul style="list-style-type: none"> <li>- Understand the process and activities related to the design, build and implementation phases of an ERP project</li> <li>- Understand the various aspects of change management, including organizational development</li> <li>- Identify how to manage changes required to improve business processes</li> <li>- Develop and implement training curriculum and materials</li> <li>- Tailor language, tone, style and format of communication to match the audience</li> <li>- Integrate knowledge with broader strategic, policy and operational objectives</li> </ul>					

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<b>Job</b>	ERP Project Management	<b>OVERALL RESPONSIBILITY</b>
<b>Position</b>	<b>Project Manager ERP (Technical Administration)</b>	<ul style="list-style-type: none"> <li>• Performs day-to-day project management activities related to <b>Data Center deployment, ERP Technical Administration and ERP Developments</b></li> <li>• Assure network &amp; end user equipment availability for all ERP NTDCCL Go-Live and rollout sites</li> <li>• Has authority to complete activities within Project Steering Committee approved constraints</li> <li>• Ensure that the project's products are delivered with the threshold of time, cost, quality, scope, risk and benefits</li> <li>• Responsible for ERP project producing a result capable of achieving the benefits defined by Project Steering Committee</li> </ul>
<b>Project</b>	ERP	
<b>Reports to</b>	Project Director ERP	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
<ul style="list-style-type: none"> <li>• Define Scope &amp; a Formal Signoff</li> </ul>	<p><b>Data Center Deployment</b></p> <ul style="list-style-type: none"> <li>• Define scope for Data Center deployment by documenting and signing off from the relevant stakeholders</li> </ul> <p><b>ERP Technical Administration</b></p> <ul style="list-style-type: none"> <li>• Define scope of ERP Technical Administration by documenting and signing off from the relevant stakeholders</li> </ul> <p><b>ERP Developments</b></p> <ul style="list-style-type: none"> <li>• Business Blueprint documents must have detailed requirements of users business processes, "As is" and "To be" analysis. The documents must be completed within allocated time and duly approved by the business users.</li> <li>• Specification of new functionality/system enhancement must be adequately documented for future reference. Any changes, if required, must be updated in the Business Blueprint document before configuration activities are performed.</li> </ul>

<ul style="list-style-type: none"> <li>• Develop, update and implement Project Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement Schedule Management Plan for all 3 functions (Activities, Dependencies, Timelines and Resources) &amp; a Formal Signoff</li> <li>• Develop and implement Risks/Issues, management Plan for all 3 functions</li> <li>• Develop Communications and Access Management Plan related to Data Center Deployment and ERP Technical Administration</li> <li>• Develop and implement Resource Management Plan for all 3 functions</li> <li>• Develop and implement other Project Management Plans as per need of the project</li> </ul>
<ul style="list-style-type: none"> <li>• Direct &amp; manage ERP project execution</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that all activities related to Data Center deployments are completed within the project constraints</li> <li>• Make sure that all activities related to ERP Technical Administration are completed within the project constraints</li> <li>• Make sure that all activities related to ERP Developments are completed within the project constraints</li> </ul>
<ul style="list-style-type: none"> <li>• Distribute information</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively execute Communication Management Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Manage stakeholders expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively manage expectations of project stakeholders related to 3 functions</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor &amp; Control Project Work</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively monitor project activities to ensure quality assurance and quality control</li> <li>• Schedule technical and management reviews at least once a week and track progress carefully against the original plan</li> </ul>
<ul style="list-style-type: none"> <li>• Close Project or Phase &amp; a Formal Signoff</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure that all handover and acceptance activities are effectively carried out and signed off</li> </ul>
<ul style="list-style-type: none"> <li>• Proactively identify requirements in order to improve efficiency and control by providing Data &amp; Voice connectivity to the users at NTDC ERP Go-Live and rollout sites</li> </ul>	<ul style="list-style-type: none"> <li>• Number of opportunities identified and evaluated</li> <li>• Interaction with NTDC telecom department and service providers regarding Internet connection relating issues for NTDC ERP Go-Live and rollout sites</li> </ul>
<ul style="list-style-type: none"> <li>• Plan &amp; Design technical solutions for IT Data &amp; Voice Network to the users at NTDC ERP Go-Live and rollout sites</li> </ul>	<ul style="list-style-type: none"> <li>• Cost awareness and remaining within budget</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure LAN/WAN Network projects implemented under enterprise networking and Data Center are well integrated and upgraded / enhanced according to business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Completeness of activities within time and budget</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure development of IT Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Effective dedicated budget for IT Infrastructure (Software/Hardware/Services)</li> <li>• Complete End user computer equipment (e.g. printers, scanners, notebooks, desktops, UPS, routers, switches, PDAs, LCD screens etc.) for NTDC headquarter and remote sites to be available on time and within budget as per plan</li> </ul>
<b>2. Customer Satisfaction</b>	
Capacity to meet duties/responsibilities assigned by ERP Project Director/ERP Project Steering Committee from time to time in view of ERP project's successful implementation at NTDC	<ul style="list-style-type: none"> <li>• ERP Project Manager will be required to keep track of activities by documenting the user issues and their resolutions</li> </ul>
Respond promptly to Management instructions for service and assistance	<ul style="list-style-type: none"> <li>• Number of complaints unresolved at the end of reporting day</li> </ul>
Coordinate and lead Technical team members in the design, development and implementation of the suitable network	<ul style="list-style-type: none"> <li>• Design, development and implementation of suitable network within ERP project plan for all NTDC Go-Live and rollout sites</li> </ul>
<b>3. Employee Management</b>	
<ul style="list-style-type: none"> <li>• Integrate vendor's consultants with NTDC ERP team</li> <li>• Prevent knowledge drain</li> <li>• Develop recognition programs that help employees' retention</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a smooth knowledge transfer when the consultants leave. Make sure that vendor's consultants and NTDC ERP team work side-by-side throughout the implementation.</li> <li>• Needs to identify employees that are critical but are high turnover risks early in the project</li> <li>• Set up events for employees to communicate and vent about the working environment</li> </ul>
<ul style="list-style-type: none"> <li>• Guide the Network Department Managers in operational activities to ensure compliance with departmental goals, objectives and budget</li> </ul>	<ul style="list-style-type: none"> <li>• Assure all complaints are addressed timely in a timely manner</li> </ul>

**POSITION SPECIFICATIONS**

Education/ Qualification	Experience
<ul style="list-style-type: none"> <li>Bachelor’s or Master’s degree or equivalent in Computer Science, Information Technology, Software Engineering, MIS, Project Management or related field</li> <li>Master’s in Business Administration would be a plus</li> </ul>	<ul style="list-style-type: none"> <li>(10+ years)<sup>3</sup></li> <li>Past experience of successful delivery of IT projects in the Public Sector would be a plus</li> </ul>

<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>Network related trainings (such Wireless, Routing &amp; Switching Concepts etc.)</li> <li>CCNA, CCNP</li> <li>Thorough knowledge of Network Protocols</li> <li>PMI-PMP/ACP, PRINCE2</li> </ul>
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Competencies	Behavioural Skills & Personal Qualities	Skill Level*				
		Leadership skills	1	2	3	4
		Strong interpersonal skills	1	2	3	4
		People management and delegation skills	1	2	3	4
		Problem solving and decision making skills	1	2	3	4

* Skill Level is defined as	1	Basic	3	Very Good
	2	Good	4	Expert

<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>Knowledge of Network topologies and architecture</li> <li>Working knowledge of Server and PC operating systems</li> <li>Ability to interface with technical and engineering personnel in order to discuss technical issues pertaining to problems, purchases or technical specifications</li> <li>Working knowledge of routers and switches</li> <li>Strong stakeholder management</li> <li>Strong verbal and written communication skills</li> <li>Good presentations skills</li> <li>Ability to motivate others</li> <li>Self-motivated</li> <li>Calm under pressure and can meet tight deadlines</li> <li>Keen to develop and learn new skills</li> <li>Keen to share knowledge with colleagues</li> </ul>
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<sup>3</sup> For Outstanding cases minimum number of years can be reconsidered.

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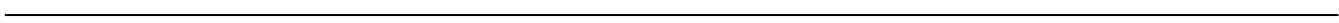
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Job	ERP Functional / Technical Coordinator	OVERALL RESPONSIBILITY
Position	<b>ERP Module Coordinator</b> <ul style="list-style-type: none"> <li>• T&amp;D Projects Management Module Coordinator</li> <li>• Financial Application Module Coordinator</li> <li>• Procurement/ Inventory/Warehouse Application Module Coordinator</li> <li>• Meter Data Management ( Energy Purchase, Sales &amp; Distribution) Application Module Coordinator</li> </ul>	<p>The primary responsibility of ERP Module Coordinator is to look after effective implementation/Developments as well as monitoring of issues and their resolutions. Also to ensure smooth and consistent delivery of services to internal customers while proactively identifying and proposing changes in policies and procedures to further streamline ERP services. In addition, he/she is responsible to provide ERP module specific training to Business Users. He/she is also responsible to ensure effective coordination between his/her module with other respective modules.</p>
Project	ERP	
Reports to	ERP Project Manager (Modules)	
Location	NTDCL (WAPDA House)	

PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS	
Critical Job Elements	Performance Standards
<b>1. Business / Operating Results</b>	
<p>Responsible for ERP modules implementation at NTDCL.</p> <ul style="list-style-type: none"> <li>• Responsible for developing business blue print document</li> <li>• Finalize Business Process definition with Process owner</li> <li>• Responsible for Managing efficient Testing and Training</li> </ul>	<ul style="list-style-type: none"> <li>• Business blue print document must have detail requirements of users, business processes, "As is" and "To be" analysis. The document must be completed within allocated time and duly approved by the user.</li> <li>• Configuration activities must be in accordance with the business blue print document and completed within time allocated.</li> <li>• Testing must be properly conducted and documented i.e. Test script, data for testing, comparison of anticipated &amp; actual results, and user acceptance / satisfaction for the business processes configured into the system. It must be completed within allocated time.</li> </ul>
Maintain optimum level of ERP functional services to internal customers by ensuring Service Level Agreements and Key Performance Indicators are met.	Response time in delivering solutions to companywide IT related issues
Critically analyze problem sets and develop problem solving strategies	Extent of understanding latest technological developments

Coordinating with other Functional experts for Integration related issues.	Functional staffs are expected to provide support to each other for issues related to integration between modules in a professional and timely manner
Configure the system and validate the design. Obtain buy-in from both the business process owners and end users. Also track errors for resolution.	Each business process should fulfil the business requirements
Plan, prioritize and utilize resources effectively and economically in order to ensure consistent and quality services	Effective resource utilization

## 2. Customer Satisfaction

Resolving routine user queries, troubleshooting and providing timely support to ensure that their specific modules run smoothly.	Functional expert will be required to keep track of activities by documenting the user issues, their statuses, and their resolutions, and issuing logs for review to ERP Project Manager (where required). Routine issues must be resolved with 24 hours (depending upon the nature of problem)
Arrange ERP module specific training workshops for Business End Users	Functional Consultants are expected to develop ERP module specific training manuals and arrange training workshops for all relevant internal customers

## 2. Employee Management

Management of day to day ERP module specific related activities	Follow-up and ensure conformity with compliance and other regulations
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POSITION SPECIFICATIONS						
Education/ Qualification			Experience			
<ul style="list-style-type: none"> <li>Bachelor's or Master's degree or equivalent in Computer Science, Information Technology, Software Engineering, MIS, Project Management or related field</li> <li>Master's in Business Administration would be a plus</li> </ul>			<ul style="list-style-type: none"> <li>(5 years)<sup>4</sup> of relevant module specific experience</li> </ul>			
<b>Trainings (Preferred)</b>		<ul style="list-style-type: none"> <li>Oracle or SAP Training/ Certification</li> <li>Database and Front end Trainings/Certification</li> </ul>				
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>		<b>Skill Level*</b>			
		Leadership skills	1	2	3	4
		Strong interpersonal skills	1	2	3	4
		People management and delegation skills	1	2	3	4
		Problem solving and decision making skills	1	2	3	4

<sup>4</sup> For Outstanding cases minimum number of years can be reconsidered.



<b>Job</b>	ERP Technical Administration	<b>OVERALL RESPONSIBILITY</b>  To manage ERP technical administration functions
<b>Position</b>	<b>ERP Technical Administration Coordinator</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	Project Manager ERP (Technical Administration)	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>

<b>1. Business / Operating Results</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
Installation and Configuration Management	<ul style="list-style-type: none"> <li>Upgrade ERP System as per the vendor recommendations and guidelines</li> </ul>
Patching and upgrades Management	<ul style="list-style-type: none"> <li>Periodic patches and updates to meet requirements of System Modification by a Consultant / to enhance added functionality of ERP System</li> <li>ERP System Upgrades in switching from older version to new version</li> </ul>
Users Administration	<ul style="list-style-type: none"> <li>Creations of ERP users</li> <li>Giving required authorizations to users</li> </ul>
Backup and Recovery Management	<ul style="list-style-type: none"> <li>Assure backup taken according to the backup policy</li> <li>Assure there is data loss when recovery is required</li> <li>No data loss when partial recovery required.</li> </ul>
Disaster Recovery Management	<ul style="list-style-type: none"> <li>Convert standby ERP System to Production System</li> <li>Rebuild ERP Standby System from Production System</li> </ul>
Data Migration	<ul style="list-style-type: none"> <li>Data import request in ERP System</li> <li>Number of requests imported to fulfil end user requirements or to enhance current setup/added functionality</li> </ul>
Performance Tuning and Optimization	<ul style="list-style-type: none"> <li>Frequently tuning of server performance in response of ERP related queries</li> <li>Efficient optimization of hardware resources to increase response time of server to end-users.</li> </ul>
System uptime	<ul style="list-style-type: none"> <li>Minimize production downtime during the client copy</li> </ul>

ERP System migration	<ul style="list-style-type: none"> <li>No data loss when performing ERP system migration to new hardware, new ERP enhancement or change of OS platforms</li> </ul>
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**2. Customer Satisfaction**

<ul style="list-style-type: none"> <li>Uninterrupted service to ERP Users</li> <li>Respond promptly to ERP Users Complaints</li> </ul>	<ul style="list-style-type: none"> <li>Smooth operation and availability of ERP System</li> <li>Resolve approved complaints</li> <li>Keep Performance measurement i.e. No. of complaints unresolved (Due to waiting for approval / due to incomplete information from user end)</li> </ul>
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**2. Employee Management**

Ensure that team members are fully familiar with latest technologies / advancement	<ul style="list-style-type: none"> <li>Perfectness and professionalism of team members in providing ERP services</li> </ul>
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**POSITION SPECIFICATIONS**

Education/ Qualification	Experience
<ul style="list-style-type: none"> <li>Bachelor / Masters of Computer Sciences</li> </ul>	<ul style="list-style-type: none"> <li>5 - 8 years</li> </ul>

<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>Database Administrator Certification</li> <li>ERP Systems Administration Certification</li> <li>OS Linux / Unix Certification</li> <li>SAN certifications</li> </ul>
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Competencies	Behavioural Skills & Personal Qualities	Skill Level*			
		1	2	3	4
	Leadership skills	1	2	3	4
	Strong interpersonal skills	1	2	3	4
	People management and delegation skills	1	2	3	4
	Problem solving and decision making skills	1	2	3	4

*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good
		2	Good	4	Expert

<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>Strong working Knowledge of Databases (Oracle / DB2 / SQL Server etc.)</li> <li>Ability to pick new technologies and grow personal skill set with new technologies</li> <li>Superior analytical skills</li> </ul>
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<b>Job</b>	ERP Technical Administration	<b>OVERALL RESPONSIBILITY</b>  The basic responsibility of ERP Developments Coordinator is to develop, maintain, and support software applications for ERP systems
<b>Position</b>	<b>ERP Development Coordinator</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	Project Manager ERP (Technical Administration)	
<b>Location</b>	NTDCL (WAPDA House)	

**PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS**

Critical Job Elements	Performance Standards
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**1. Business / Operating Results**

Define, develop, test, analyze, and maintain software programs and applications	<ul style="list-style-type: none"> <li>- System &amp; software requirements analysis</li> <li>- System &amp; software design</li> <li>- Implementation and software unit testing</li> <li>- Reports developments</li> <li>- Integration and testing</li> <li>- User Acceptance Testing</li> <li>- Addressing New/Change requirements</li> <li>- Support during post implementation</li> </ul>
Actively participate in code/design reviews as well as brainstorming sessions	<ul style="list-style-type: none"> <li>- Research and develop solutions within ERP environment according to defined business requirements from business experts</li> <li>- Apply technology standards and industry best-practices</li> </ul>
Develop program and system documentation	<ul style="list-style-type: none"> <li>- Document requirements as per the industry best practiced templates</li> </ul>
Analyse and assist in resolving issues	<ul style="list-style-type: none"> <li>- Fixes software errors in a timely and accurate fashion</li> </ul>
Operate as an internal technical expert on developments in ERP environment	<ul style="list-style-type: none"> <li>- Consult with users and software architects to build and develop solutions</li> </ul>

**2. Employee Management**

Assist and train developers to become internal technical experts	<ul style="list-style-type: none"> <li>- Number of developers trained and retained as NTDCL valuable resources</li> </ul>
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POSITION SPECIFICATIONS							
Education/ Qualification			Experience				
- Bachelor / Master's degree in Computer Science			- Minimum 8 years (overall) experience out of which minimum 4 years of managing off the shelf ERP experience and minimum 4 years of core software development experience				
<b>Trainings (Preferred)</b>		<ul style="list-style-type: none"> <li>• Software Development Life Cycle (SDLC) and its application</li> <li>• Programming language certification</li> <li>• OS / DB Certification</li> </ul>					
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>			
		Leadership skills		1	2	3	4
		Strong interpersonal skills		1	2	3	4
		People management and delegation skills		1	2	3	4
Problem solving and decision making skills		1	2	3	4		
*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good		
		2	Good	4	Expert		
<b>Knowledge/ Abilities</b>		<ul style="list-style-type: none"> <li>• In-depth understanding of Software Development Life Cycle (SDLC) and its application</li> <li>• Detail-oriented with strong organizational skills</li> <li>• Work well with minimal supervision, delivering results under pressure</li> <li>• Knowledge of multiple programming languages is a plus</li> </ul>					

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<b>Job</b>	IT Data Center	<b>OVERALL RESPONSIBILITY</b>  Overall responsibility of planning, management, control and administration of IT Data Center
<b>Position</b>	<b>Data Center Administrator</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	Project Manager ERP (Technical Administration)	
<b>Location</b>	NTDCL (WAPDA House)	

**PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS**

Critical Job Elements	Performance Standards
<b>1. Business / Operating Results</b>	
Help in installation, testing and commissioning of Data Center	<ul style="list-style-type: none"> <li>• Make sure that deliverables offered by vendor shall be completed with their required accessories, fittings and tool kits and all products' technical specifications shall be submitted with the technical proposal accompanied by their instruction manuals and Single Line Diagrams (SLDs)</li> <li>• Also make sure that the goods supplied under the contract are new, un-used, of the most recent or current models and incorporate all the latest improvements in design and materials</li> <li>• Also make sure that the selected equipment hardware and software shall not be at End of Life (as to the RFP) and End of support (as per RFP) for after final acceptance</li> </ul>
Maintaining electrical infrastructure for Data Center	Assure minimum unscheduled downtime
Maintaining efficient cooling environment of all equipment in data center	Maintaining temperature as per data centre operations and maintenance SOP
Maintaining Physical and data security of data center	Manage Access Control List Proper maintenance of Biometric and other fire detection and suppression devices
Maintenance of UPS, Gen. sets , MPB, and ATS panels	Assure Timely maintenance by vendor.
Develop disaster recovery plan and business impact analysis	RTO/RPO identification
Develop Redundancy in data centre infrastructure with respect to dual path , UPS, Genset , ATS panels, main breakers, industrial sockets, DB's, PDU's, AVR, etc.	Assure there is no downtime in planned maintenance activities. Assure there is no Single point of failure.

2. Customer Satisfaction	
IT Services, IT NOC and Servers	Availability of Servers, Network Equipment, critical applications and supporting services 24/7 in Data Center Operation

3. Employee Management	
Co-ordination within Department	<p>Coordinate activities by scheduling work assignments, setting priorities and distributing the work between subordinates</p> <p>Conduct inter-departmental meetings in order to discuss issues</p>
Management of Team Work	To achieve overall / specific Departmental goals / tasks

POSITION SPECIFICATIONS							
Education/ Qualification			Experience				
<ul style="list-style-type: none"> <li>Masters in Computer Engineering/Science</li> </ul>			<ul style="list-style-type: none"> <li>Minimum 08 years related</li> </ul>				
<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>Data Center Management and Operations Certification / Training</li> <li>Disaster Recovery Planning and Execution</li> </ul>						
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>			
		Leadership skills		1	2	3	4
		Strong interpersonal skills		1	2	3	4
		People management and delegation skills		1	2	3	4
Problem solving and decision making skills		1	2	3	4		
*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good		
		2	Good	4	Expert		
<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>Data Center Operations</li> <li>24/7 Support Services</li> <li>Infrastructure/ design of data Center</li> <li>Power/ NW/ High-end servers</li> </ul>						

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<b>Job</b>	ERP Functional / Technical Consultant	<b>OVERALL RESPONSIBILITY</b>  The basic responsibility of ERP Module Team Member is to provide support for ERP implementation and issues. He/she is also responsible for providing ERP training to business users.
<b>Position</b>	<b>ERP Module Team Member</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	Respective Module Coordinator	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>

<b>1. Business / Operating Results</b>	
<p>Responsible for ERP modules implementation at NTDCL.</p> <ul style="list-style-type: none"> <li>Participate in the process of developing business blue print document</li> <li>Participate in ERP Configuration activities</li> <li>Preparation of Functional / Technical Specifications</li> <li>Go-Live and Technical Support Functions</li> </ul>	<ul style="list-style-type: none"> <li>Business blue print document must have detail requirements of users, business processes, "As is" and "To be" analysis. The document must be completed within allocated time and duly approved by the user</li> <li>Configuration activities must be in accordance with the business blue print document and completed within time allocated</li> <li>Testing must be properly conducted and documented i.e. Test script, data for testing, comparison of anticipated &amp; actual results, and user acceptance / satisfaction for the business processes configured into the system. It must be completed within allocated time.</li> </ul>
Identify ERP Module Coordinator about the individual problem areas and suggest appropriate interventions for the purpose of maintaining a productive work environment in assigned domain	Track number of ERP module complaints resolved at the end of reporting day
Support ERP Module Coordinator in provisioning of related accurate data for ERP reporting requirements that may arise from time to time	Track number of ERP module assignments delivered on time
Configure ERP system and validate the design. Track errors for resolution.	Ability to manage expectations in a cross-functional team across the department
<b>2. Customer Satisfaction</b>	
Resolving routine user queries, troubleshooting and providing timely support to ensure that the specific ERP module run smoothly	Track number of user queries answered within time
Prepare / update ERP training manuals and execute ERP training sessions for end users	Training manuals should be prepared and prepared Training sessions conducted

Respond promptly to ERP module specific complaints and assistance	Should track number of complaints resolved
Delivery of accurate ERP module specific reporting requirements	Track number of accurate reports delivered

POSITION SPECIFICATIONS							
Education/ Qualification			Experience				
<ul style="list-style-type: none"> <li>University Graduate recognized by HEC</li> <li>Engineering Graduate or Masters</li> </ul>			<ul style="list-style-type: none"> <li>(1-3 year)<sup>5</sup></li> </ul>				
<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>ERP Training/ Certification</li> </ul>						
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>			
		Leadership skills		1	2	3	4
		Strong interpersonal skills		1	2	3	4
		People management and delegation skills		1	2	3	4
Problem solving and decision making skills		1	2	3	4		
<b>* Skill Level is defined as</b>	1	Basic	3	Very Good			
	2	Good	4	Expert			
<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>Databases</li> <li>Front end</li> <li>System Analysis and design</li> </ul>						

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<sup>5</sup> Exceptional cases are encouraged to apply and the minimum number of years of experience will be reconsidered

<b>Job</b>	IT ERP PMO	<b>OVERALL RESPONSIBILITY</b>  The basic responsibility of ERP PMO Team Member is to assist in the development of the project management methods, systems, tools and techniques in order to ensure continuous improvement of the department capabilities in project management.
<b>Position</b>	<b>ERP PMO Team Member</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	ERP PMO Lead	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
Assist the ERP PMO Lead in the development of the Project Development Plan in conjunction with all related and concerned ERP modules. The Project Development Plan should describe the overall key and major milestones of the project development phases	<ul style="list-style-type: none"> <li>- Critical milestones are met in accordance with the Project Development Plan throughout the project development phases</li> </ul>
Co-ordinate, expedite and report all activities related to the project development phases	Co-ordinate, expedite and report all activities based on: <ul style="list-style-type: none"> <li>• Time (duration)</li> <li>• Resource Utilization</li> <li>• Budget</li> <li>• Other related attributes</li> </ul>
Assist the ERP PMO Lead for all periodical status meetings (weekly, bi-weekly, etc.)	<ul style="list-style-type: none"> <li>- Make project status presentations based on feedback taken from all concerned stakeholders</li> </ul>
Prepare the documentation of meeting minutes related to the specific project meetings and ensure circulating them to all related/concerned stakeholders	<ul style="list-style-type: none"> <li>- Document and follow-ups on action items decided and written down in meeting minutes</li> </ul>
Responsible for all communication coordination related to ERP PMO with all concerned functions	<ul style="list-style-type: none"> <li>- All stakeholders to the project are on-board and a constant feedback mechanism is followed</li> </ul>
Document lessons learned from ERP module specific implementations and archive them for future projects	<ul style="list-style-type: none"> <li>- Feedback from all concerned stakeholders should be taken on lessons learned</li> </ul>
<b>2. Customer Satisfaction</b>	
Assist ERP PMO Lead in training and mentoring of project team members on project management methodologies	<ul style="list-style-type: none"> <li>- Prepare material and presentations on project management covering knowledge areas and process groups</li> </ul>



<b>Job</b>	ERP Change Management	<b>OVERALL RESPONSIBILITY</b>
<b>Position</b>	<b>ERP Change Management Team Member</b>	ERP Change Management Team Member is to assist ERP Change Lead to make human resources at NTDCL ready for change and conduct them to move to the new environment and map them to the new way of running business.
<b>Project</b>	ERP	
<b>Reports to</b>	ERP Change Lead	
<b>Location</b>	NTDCL (WAPDA House)	

**PRINCIPAL ACCOUNTABILITIES & PERFORMANCE STANDARDS**

Critical Job Elements	Performance Standards
<b>1. Business / Operating Results</b>	
Assist Change Lead to develop and deploy change management methodologies and procedures to guide the ERP adoption process	<ul style="list-style-type: none"> <li>- Assist Change Lead to implement strategies for realizing change vision</li> <li>- Focus should be on change in the attitude and behavior of NTDCL human resource from a task oriented approach to process oriented approach</li> </ul>
Assist Change Lead in developing and implementing change management, communications, training and resistance management plans	<ul style="list-style-type: none"> <li>- Assist in developing Authorization Matrix</li> <li>- Assist in selection of Power Users and End Users based on ability, initiative, interest and most importantly aptitude rather than on seniority basis</li> <li>- Assist in developing well-structured Communication Plan that helps in communicating/coordinating across NTDCL departments</li> <li>- Assist in developing Training Plan</li> <li>- Assist Change Lead in continuously diagnosing gaps and analysing feedback to manage resistance</li> </ul>
Assist in developing a role-based training curriculum and design training materials for Power Users and End Users to meet the project training needs	<ul style="list-style-type: none"> <li>- Assist in developing training manuals that cover end-to-end demonstration of the business processes and also include integration processes</li> </ul>
Assist in designing the scheduling of Power User and End User trainings	<ul style="list-style-type: none"> <li>- Assist in scheduling of training sessions</li> <li>- Assist in developing and implementing proper evaluation mechanism for evaluating the training knowledge provided to Power Users and End Users</li> </ul>

Assist in designing specific communication products, including proposing topics, determine appropriate medium and target audience, write drafts, finalize texts, coordinate approval and distribution	<ul style="list-style-type: none"> <li>- Use every vehicle possible to communicate change vision and strategies</li> <li>- Arrange promotional activities to promote ERP modules across NTDC departments</li> <li>- Rewards should be designed for outstanding Power Users and End Users</li> </ul>
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<b>2. Employee Management</b>	
Assist Change Lead in assembling a group of employees across NTDC departments with shared commitment and enough power to lead the change effort	<ul style="list-style-type: none"> <li>- Assist in institutionalizing change practices in corporate culture</li> </ul>

<b>POSITION SPECIFICATIONS</b>						
<b>Education/ Qualification</b>			<b>Experience</b>			
<ul style="list-style-type: none"> <li>- Master's degree or equivalent in business administration, public administration, human resource, information science, engineering or related field</li> <li>- Experience in Change Management &amp; Organizational Development is desirable</li> </ul>			<ul style="list-style-type: none"> <li>• Minimum 2 years</li> </ul>			
<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>• Organizational Change Management</li> <li>• Organizational Development</li> <li>• ERP Life Cycle Management</li> </ul>					
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>		
		Leadership skills	1	2	3	4
		Strong interpersonal skills	1	2	3	4
		People management and delegation skills	1	2	3	4
		Problem solving and decision making skills	1	2	3	4
<b>* Skill Level is defined as</b>	1	Basic	3	Very Good		
	2	Good	4	Expert		
<b>Knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>- Understand the process and activities related to the design, build and implementation phases of an ERP project</li> <li>- Understand the various aspects of change management</li> <li>- Identify how to improve business processes</li> <li>- Develop and implement training curriculum and materials</li> <li>- Tailor language, tone, style and format of communication to match the audience</li> <li>- Integrate knowledge with broader strategic, policy and operational objectives</li> </ul>					

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<b>Job</b>	IT ERP Technical Administration	<b>OVERALL RESPONSIBILITY</b>  To assist ERP Technical Administration Coordinator in operations and administration of all ERP servers
<b>Position</b>	<b>ERP Technical Administration Team Member</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	ERP Technical Administration Coordinator	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
Installation and Configuration of ERP System	<ul style="list-style-type: none"> <li>Install ERP System as per the vendor recommendations and guidelines</li> </ul>
Application, DB, OS Patching and upgrades	<ul style="list-style-type: none"> <li>Timely patches application and update of ERP System</li> </ul>
System Backup and Restoration	<ul style="list-style-type: none"> <li>Backup taken according to the backup policy</li> <li>Assure there will be no data loss when recovery required on complete failure</li> </ul>
Users Administration	<ul style="list-style-type: none"> <li>ERP users definition</li> <li>Give required authorizations to users</li> </ul>
Data Migration	<ul style="list-style-type: none"> <li>Handle data Import and export request in ERP System</li> </ul>
Performance Tuning and Optimization	<ul style="list-style-type: none"> <li>Frequently tune server performance in response of ERP system.</li> <li>Assure there is efficient optimization of hardware resources to increase response time of server to end-users</li> </ul>
System Uptime	<ul style="list-style-type: none"> <li>Assure no downtime production downtime during the client copy</li> <li>Assure quality aspects while data migration</li> </ul>
<b>2. Customer Satisfaction</b>	
<ul style="list-style-type: none"> <li>Uninterrupted service to ERP Users</li> <li>Respond promptly to ERP Users Complaints</li> </ul>	<ul style="list-style-type: none"> <li>Smooth Operation and availability of ERP System</li> <li>Keep track of number of complaints resolved</li> <li>Keep track of number of complaints unresolved (due to waiting of approval / due to incomplete information from user end)</li> </ul>

POSITION SPECIFICATIONS							
Education/ Qualification			Experience				
<ul style="list-style-type: none"> <li>Bachelor's Degree in computer science</li> </ul>			<ul style="list-style-type: none"> <li>(2 – 3 years ) experience of system administration</li> </ul>				
<b>Trainings (Preferred)</b>		<ul style="list-style-type: none"> <li>Operating system administration training / certification</li> <li>Database administration training / certification</li> <li>ERP Application Administration</li> </ul>					
<b>Competencies</b>	<b>Behavioural Skills &amp; Personal Qualities</b>			<b>Skill Level*</b>			
		Leadership skills		1	2	3	4
		Strong interpersonal skills		1	2	3	4
		People management and delegation skills		1	2	3	4
Problem solving and decision making skills		1	2	3	4		
*	<b>Skill Level is defined as</b>	1	Basic	3	Very Good		
		2	Good	4	Expert		
<b>Knowledge/ Abilities</b>		<ul style="list-style-type: none"> <li>Good working Knowledge of OS and Database administration</li> <li>Ability to pick new technologies and grow personal skill set with new technologies</li> <li>Superior analytical and problem resolving skills</li> </ul>					

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<b>Job</b>	ERP Developments	<b>OVERALL RESPONSIBILITY</b>  The basic responsibility of ERP Developments Team Member is to develop, maintain, and support software applications for ERP systems under the guidance of ERP Developments Coordinator
<b>Position</b>	<b>ERP Development Team Member</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	ERP Developments Coordinator	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>

<b>1. Business / Operating Results</b>	
Define, develop, test, analyze, and maintain software programs and applications	<ul style="list-style-type: none"> <li>- System &amp; software requirements analysis</li> <li>- System &amp; software design</li> <li>- Implementation and software unit testing</li> <li>- Reports developments</li> <li>- Integration and testing</li> <li>- User Acceptance Testing</li> <li>- Addressing New/Change requirements</li> <li>- Support during post implementation</li> </ul>
Actively participate in code/design reviews as well as brainstorming sessions	<ul style="list-style-type: none"> <li>- Research and develop solutions within ERP environment according to defined business requirements from business experts</li> <li>- Apply technology standards and industry best-practices</li> </ul>
Develop program and system documentation	<ul style="list-style-type: none"> <li>- Document requirements as per the industry best practiced templates</li> </ul>
Analyse and assist in resolving issues	<ul style="list-style-type: none"> <li>- Fixes software errors in a timely and accurate fashion</li> </ul>
Strive to become an internal technical expert on developments in ERP environment	<ul style="list-style-type: none"> <li>- Consult with users and software architects to build and develop solutions</li> </ul>

<b>POSITION SPECIFICATIONS</b>	
<b>Education/ Qualification</b>	<b>Experience</b>

<ul style="list-style-type: none"> <li>- Bachelors or Master's degree or equivalent in Computer Science, Software Engineering or related field</li> </ul>	<ul style="list-style-type: none"> <li>- Minimum 3 years of core programming experience</li> </ul>
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<b>Trainings (Preferred)</b>	<ul style="list-style-type: none"> <li>• Certification / training of different software development platforms</li> <li>• Project Methodology/Agile Methodology</li> </ul>
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<b>Job</b>	IT Data Center	<b>OVERALL RESPONSIBILITY</b>  Help in installation, testing and commissioning of Data Center at NTDCL. Once deployed, perform daily routine health checks of all Data Center equipment and to monitor the physical environment of Data Centers and assure that all electrical and cooling equipment are running up to the optimal level
<b>Position</b>	<b>Data Center Team Member</b>	
<b>Project</b>	ERP	
<b>Reports to</b>	IT Data Center Administrator	
<b>Location</b>	NTDCL (WAPDA House)	

<b>PRINCIPAL ACCOUNTABILITIES &amp; PERFORMANCE STANDARDS</b>	
<b>Critical Job Elements</b>	<b>Performance Standards</b>
<b>1. Business / Operating Results</b>	
Proactive Monitoring	- Monitor all parameters of UPS and other environmental factors of data center facility
Access control monitoring	- Update Access control and its monitoring - log and monitor each activity that is done inside data center
Escalate environmental problems immediately to vendor team for remedial actions	- Monitor data center uptime as per standard tier 3 data centers
Abnormal Shutdowns	- Assure abnormal shutdowns
Proactively Monitor UPS / DB / Breaker Logs and solve HW problems with the help of vendor	- Assure a proactive monitoring of all system environment management system generated logs
<b>2. Customer Satisfaction</b>	
Participate in preparation of Business Continuity Plan	- Implement business continuity plan
Execution of underpinning contracts with vendor and assure that SLA targets are achieved	- Keep track of number of breaches of SLA per month
<b>3. Employee Management</b>	
Escalate data center issues immediately to vendor/technical team for remedial actions	- Keep track of number of problems reported per month that reduce downtime
Risk Management	- Timely escalation of environmental risks to appropriate authorities



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