CELT
Center for Educational Leadership and Technology

IT Architect and Clerk of the Works Services

A Successful, World-class Approach to Large-scale IT Implementation

- How can risks be identified, tracked, and mitigated throughout your large-scale IT implementation?
- How can the gap between your learning organization's needs and business processes and the vendor's knowledge of the software application be closed?
- Who can provide oversight, coordination and mediation among organizations to ensure a successful implementation that is on time and within budget?

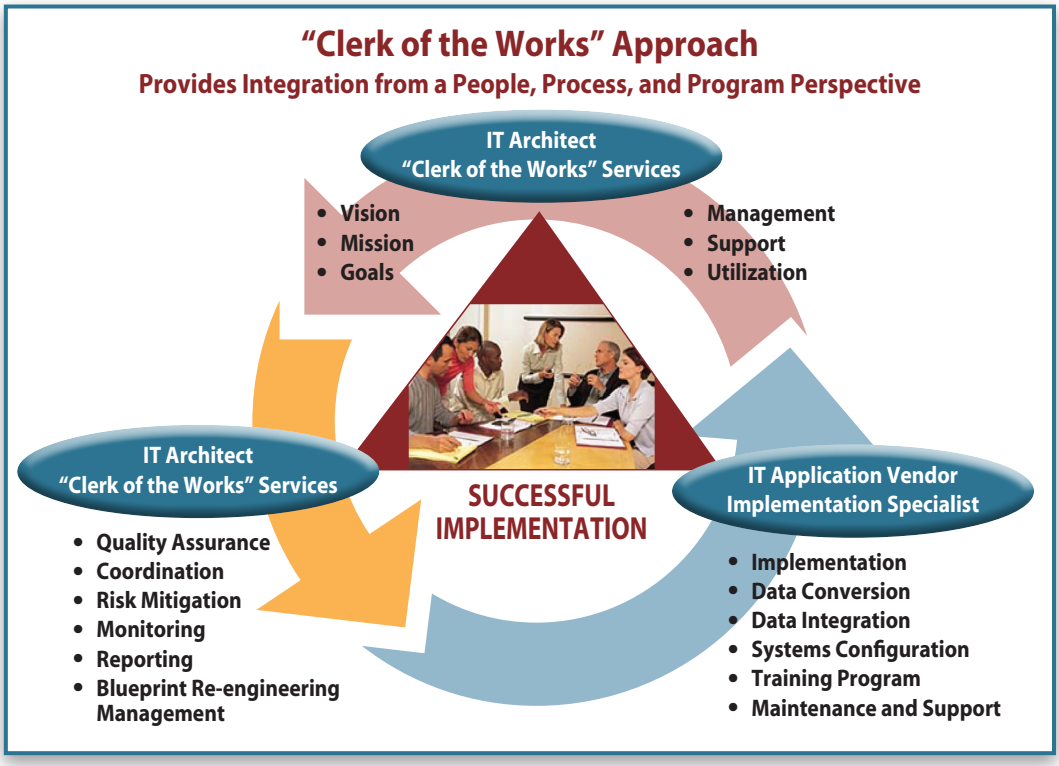
Aligning Leadership, Learning, and Technology for Nearly Three Decades

IT ARCHITECT AND CLERK OF THE WORKS SERVICES

The Concept

A "Clerk of the Works" in the building trade is a professional quality assurance manager, traditionally employed by the general contractor and funded by the project owner. Through rigorous and detailed reviews and coordination of products, services, business processes, and utilization, the "Clerk of the Works" ensures that both the client's and the vendor's interests are never compromised and the technology is fully maximized.

The Center for Educational Leadership and Technology (CELT) has adapted this time-tested and valued physical infrastructure function as a subset of its IT Architect role for needs assessment, systems procurement, and implementation management.



The Need

As noted in the graphic above, it is of utmost importance that the vendor's implementation specialist and the learning organization's project manager work together as a team to improve implementation efficiency and assure successful utilization. The "Clerk of the Works" service approach provides oversight and coordination among the staff of the many organizations involved. CELT's experience, having worked with nearly all the major IT vendors and hundreds of public and private schools/districts, regional service education centers, state departments of education, and national education organizations, provides us the unique ability to offer incomparable guidance. Through teamwork, success is assured!

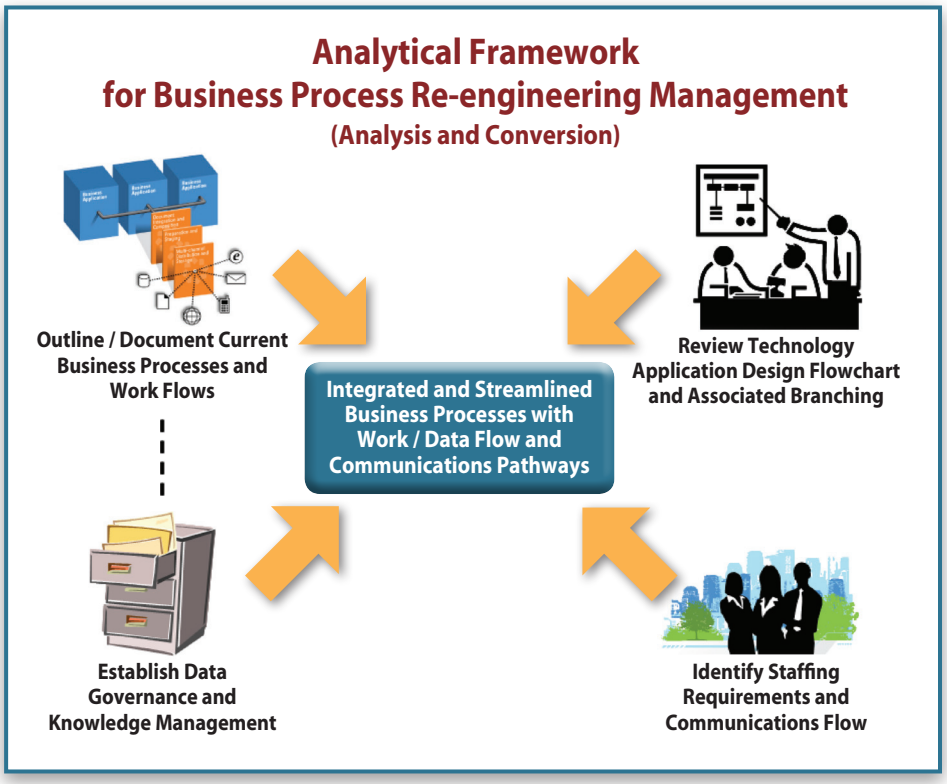
The Benefits . . .

- Fosters Checks and Balances
- Builds Intellectual Synergy through Teamwork
- Mitigates Risks and Cost Overruns
- Provides Seamless Business Continuity
- Reduces Strain on Personnel
- Builds Internal Capacity
- Resolves Disputes in a Timely Way and Avoids Delays
- Improves Overall Project Success and End-user Satisfaction
- Builds Constituency Support
- Aligns Internal Process with Applications

The Approach

The *Clerk of the Works* service provides detailed performance specifications, system configuration, data conversion, system and network integration, and implementation management similiar to a *Clerk of the Works* in construction projects.

In the context of a major technology implementation, the framework shown to the right is used as a guide to ensure all organizational processes, work/communication flows, data management and governance, as well as staffing requirements, are aligned with the new technology system. A mismatch in any one of these critical areas can severely limit the chances for a successful implementation and seamless transition.



The "Clerk of the Works" service is typically paid for by the selected IT application vendor as an optional component of its IT implementation cost. However, selection and supervision is done by the learning organization. This approach aids in providing adequate checks and balances and fosters proactive teamwork. The following duties are performed within the context of the Analytical Framework:

- Reviews monthly project performance reports on the progress of work
- Monitors the quality and effectiveness of the implementation
- Facilitates regular project oversight review meetings
- Proactively performs risk mitigation activities
- Mediates disputes or issues
- Ensures compliance with all contract terms and conditions

For Learning Organizations

CELT is pleased to provide more information regarding the importance of these services to your IT implementation results.

For IT Application Vendors

These CELT services may be included in your implementation proposal, thereby improving the chances for selection and a smooth implementation. In the future, this service will be included in the RFPs to ensure successful implementation.

Qualifications for Clerk of the Works Services

In order to fulfill this coordination role, the selected provider of "Clerk of Works" services should meet the following qualifications:

- Successfully conducted research and planning services for a government agency, preferably an educational organization of similar size and complexity, within the last three to five years.
- Prior experience providing leadership development and/or management services to educational organizations, regional education service centers, and state/federal organizations.
- Has conducted implementation and oversight services for minimum of three to five years.
- Proven project management and oversight experience.
- Implementation experience for the major applications in education: Student Information Systems, Finance, Human Resources, Learning Management Systems
- Proven record of maintaining and implementing operational best practice models.

About CELT... For nearly three decades, CELT has helped align leadership, learning, and technology in support of improved student achievement by working collaboratively with educational organizations to support and transform teaching, learning, and administrative processes. CELT is one of the leading and most comprehensive providers of research, planning, and implementation services for public/private schools, education service agencies, and departments of education. CELT's purpose is to help learning organizations attain their vision, mission, and goals by integrating high-quality, mission-critical programs, services, and technology with the organization's people and processes in a timely, efficient, and cost-effective way.

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