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[GFOA: Where, What, Who, When, Why, and How of ERP Project Management](#)

Regardless of the type or size of organization, project scope, software vendor, or project budget, every government that's going through an enterprise resource planning (ERP) project will need a project manager. The amount of time or number of people dedicated to the role may vary; however, perhaps no other role on the project is as critical to the overall success of the project as the project manager. The Project Management Institute (PMI), the leading member association to support project management professionals, defines project success as "the consensus view across intended beneficiaries, other stakeholders, and project participants that a project was perceived to have delivered value that was worth the effort and expense." ERP projects are notorious for low success rates, which also puts a spotlight on the value of a project manager and the role they play.

So, why do so many governments begin an ERP project without defining the role of a project manager and assigning a qualified individual to this position?

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Government Finance Officers of America

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