Company XYZ

O3 Development & Project Methodology Project

February 24, 2003

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Consulting, Inc.

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# Introduction

COMPANY XYZ, Inc. has requested that Consulting, Inc. assist them in delivering their 03 product and components to market, while developing and implementing a project methodology throughout their organization.

These documents were prepared by Consulting, Inc., with input from COMPANY XYZ, Inc. as the project definition document. The dates provided are estimates and may be revised as further knowledge is obtained. This document is a living document and will be revised periodically as warranted.

## Consulting, Inc. Project Methodology

There are four milestones of the Consulting Project Methodology to produce all contracted deliverables. It is anticipated that this project will range from 185 to 215 hours of consulting time unless approved by COMPANY XYZ.

Target dates for each deliverable can be found in the Project Deliverables section on page 9.

| **Milestone & Deliverable High-Level Definition** | Milestone Target Date[[1]](#footnote-1)♣/Responsibility |
| --- | --- |
| *Milestone 1* – *Develop Project Objectives, Specifications, Considerations, History & Strategy* | **Complete March 3rd**  |
| * Interview Senior management and document overall Project Goals, Objectives, Specifications, History & Strategy
 | * Project Manager PM
 |
| * Document overall understanding of Corporate-wide project & obtain approval by COMPANY XYZ
 | * Project Manager PM
 |
| * Develop Consulting internal project plan for managing customer deliverables.
 | * Project Manager PM
 |
| *Milestone 2* *– Develop Methodology for decision making* | **Start March 3rd**  |
| * Interview Key resources to assess and evaluate current business processes and expectations of new processes.
 | * Project Manager PM
 |
| * Create Work Breakdown structure for Overall Project
 | * Project Manager PM
 |
| * Obtain approval of COMPANY XYZ management to progress to Reporting development
 | * Project Manager PM
 |
| * Develop an initial framework of Corporate Decision Support tools. Define how and to what level of detail, projects need to be reported to Sr. Management
 | * Project Manager PM
 |
| *Milestone 3 – Develop Project Plan for 4 new projects and integrate with existing project plan for O3 product* | **Start March 10th**  |
| * Interview key individuals to determine full scope of work down to the individual task for each PRODUCT and determine and resolve any duplication or overlap.
 | * Project Manager PM – Rolling interviews based on product assumptions and constraints.
 |
| * Develop the Work Breakdown Structure to include specifics for each product’s unique requirements and deliverables
 | * Project Manager PM
 |
| * Identify Objectives & Resource needs for each work package
 | * Project Manager PM
 |
| * Develop resource activity lists to assess resource profiles
 | * TBD
 |
| * Develop resource learning curve plan and incorporate into project plan.
 | * TBD
 |
| *Milestone 4 – Develop Reporting process* | TBD to follow after initial critical product deliverables |
| * Create Templates for repetitive tasks
 | * Resources Manager
 |
| * Develop Management reporting for on-going management of product development projects, including aspects for cost and schedule and quality
 | * Resources Manager
 |
| *Milestone 4 – Develop Project Plan and manage the specification check process which MUST be completed prior to the China show at the end of March 2003.* | **Start February 28th**  |
| * Work with Tim Engineer on developing a spec check project plan.
 | * Project Manager PM
 |
| * Work with Tim Engineer to ensure preparation for the March Show.
 | * Project Manager PM/Resources Manager
 |

# Project Definition Document

***Nothing in this document replaces or changes any commitments contained in the Contracts signed by all parties.***

This Project Definition Document contains the conditions surrounding the entire project. The document defines the rules of the project and outlines the roles for those directly involved in the project during the life cycle of the project. This document is used as the framework to the project. It defines the construct of resources, whose responsibilities include the analysis of the current business processes and associated processes, both technically and functionally, and the development of a comprehensive toolset to ensure that the critical business issues of the COMPANY XYZ, Inc. business are met.

## History & Mission

COMPANY XYZ, was incorporated in 19??………

At present, COMPANY XYZ services the ABC Market. It is estimated that COMPANY XYZ, Inc. holds over 90% of the market share, however, competition is beginning to emerge.

COMPANY XYZ’s Mission is ……. COMPANY XYZ is committed to providing products and services that consistently exceed customer expectations by constantly looking for and acting upon opportunities that will add value and strengthen relationship with present and future customers.

## Business Objectives/ Corporate Values & Considerations

The Business Objectives/Corporate Values and Considerations outline the vision and direction of the Project COMPANY XYZ, Inc.

The overall business objectives of the organization, as described by COMPANY XYZ, Inc. management, include:

* Objective 1
* Objective 2

COMPANY XYZ, Inc. feels very strongly about maintaining and nurturing key Corporate Values and Considerations of the management team. Considerations are defined as the terms for which they will accept success.

* Treat vendors, customers and employees with respect and compassion.
* Never compromise on safety
* Insist on quality controls from the onset
* Stress Quality of life and the opportunity for fulfilling work

## Project Objectives

## Project Description

COMPANY XYZ, Inc. has hired Consulting, Inc to assist in delivering the new product and its components to market through the use of sound Project Management tools and techniques. As a result, a corporate-wide project methodology will be implemented, which is to be used on all current and future projects.

Consulting, Inc. has been hired to evaluate the current system and to provide detailed recommendations and deliverables to the COMPANY XYZ, Inc. Executive Committee.

The overall intent is to ensure a successful delivery of the 03 components while developing a set of tools for implementation that can be defined as templates for re-use within the organization.

The following are a list of current projects and their associated drivers, which are in various stages of planning. Our approach will be to develop a cascading implementation process for the new methodology as the following are developed and implemented.

* Project 1
* Project 2
* Project 3

These Projects will deliver three new products to market by 2003.

## Project Benefits and Goals

The benefits and goals anticipated by this project are multi-faceted.

The Goal of the project is to define and implement a new project methodology throughout the COMPANY XYZ, Inc. organization.

The Benefits of the project include:

* Benefit 1
* Benefit 2
* Benefit 3

The project objectives outline the requirements for success deliver. They define the boundaries and limits of the project. For COMPANY XYZ, the project can be broken down into two segments—development of the project methodology and the implementation of this methodology within its organization.

The Project Methodology project will:

1. Define the overall objectives of the COMPANY XYZ, Inc. organization
2. Define a consistent and effective way in which to measure project performance and effectiveness
3. Create a Formal Project Plan or refine an existing one for each of the 5 existing projects outlined above.
4. Develop Operating Templates for all standard processes

The Implementation project will:

1. Utilize all methodologies and tools developed, in delivering 5 critical products to market as well as the implementation of the spec check process.
2. Will evaluate the usefulness of these tools and improve them as necessary.
3. Manage the delivery of these products to market by identifying and hiring necessary resources to support critical delivery dates.

## Project

## Scope

The project scope statement is a succinct description of the project which summarizes its primary goals and objectives.

The COMPANY XYZ project scope is…….

##

## Project Assumptions

Assumptions are suppositions that must be agreed to in order to guarantee success of a project. The following represents assumptions made for the implementation of COMPANY XYZ, Inc. project

General Assumptions

* TBD
* TBD

#### Technical Assumptions

* TBD

Constraints:

* Although plans exist for hiring new staff, the current staffing at COMPANY XYZ includes:
	+ Matt Engineer - Engineer
	+ Matt Designer – Graphic Designer
	+ Tim Engineer – Assistant Engineer & Sales
* Sr. Management will not be available in the office from 3/22 to approx. 4/1/03.

Exclusions:

* Consulting, Inc. is currently not contracted to be involved in the implementation of the developed methodologies beyond the month of May, 2003, unless expressly requested by COMPANY XYZ, Inc.

Strategies:

* The initial strategy for Project 1 is……
* Marketing research is expected to be performed for ALL new COMPANY XYZ products. The results of this research must provide a valid business opportunity for COMPANY XYZ.
* Quality Assurance – TBD.

## Project Issues

Project Issues include those that could delay or have an impact on the project implementation and are ranked by priority and normally require upper management resolution. At the onset of the Project Definition Phase, known issues will be recorded. These issues will be updated and new ones added and prioritized as they arise. Current issues include:

|  |  |  |  |
| --- | --- | --- | --- |
| Issue | Rank | Documented on: | Resolved on: |
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## Project Deliverables

‘Project Deliverables’ is a list of the work products that are to be produced during the project and are usually limited to tangible documents or materials produced during the project by either COMPANY XYZ, Inc. or Consulting.

***Project Deliverables and responsible parties for this project include the following:***

|  |  |  |
| --- | --- | --- |
| **Description & Deliverable** | **Resource** | **Status** |
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#

Team Charters

This section describes the roles played by members of teams or groups that are involved in the project process.

## Executive Committee

The Executive Committee will be responsible for making executive decisions regarding the project development and those policies affecting its use. Policy decisions affecting the project will be made in an efficient manner. Delays in making decisions or reporting solutions to other committees will impact the timeline of the project. The Executive Committee will have the ultimate responsibility for the overall project progress including contract compliance, budget, policy, and resources.

Project issues will be addressed as needed. Decision meetings will be scheduled in advance and their time and location noted.

***The Executive Committee will:***

* Make policy decisions within its authority;
* Oversee the overall project deliverables;
* Expedite decisions and issue directives;
* Approve priorities established by the Functional Project Teams;
* Approve the allocation of resources;
* Keep senior management informed of progress and issues.

***The Executive Committee consists of the following individuals:***

* CEO
* Accountant, CFO

## Functional Project Teams

Within COMPANY XYZ, Inc., several projects will be managed concurrently. Each project can and most likely will overlap with the other projects being managed. Ideally and in order to avoid any duplication of effort, the current projects underway and their associated will have project leads assigned.

These Functional Project Teams will be the primary liaisons between all groups involved in the implementation process and are responsible for assuring vendor compliance, monitoring schedules, and directing issues toward resolution.

As COMPANY XYZ builds its organization, each Functional Project Team member will play an active role in research and input to the project decisions and recommendations. Each member may also be a leader or member of one or more Work Teams. He/she may have responsibility for the implementation of tasks and deliverables that are assigned. These Team members will serve as liaisons to their respective constituencies and will encourage and coordinate the attendance of non-Team personnel at Team meetings when required.

***The Functional Project Teams will:***

* Develop tasks and assign responsibilities to the Teams;
* Review problems and issues, then make recommendations to the Enterprise and Steering Committees, when necessary;
* Maintain open communications among team members and the user community through electronic mail, teleconferencing, videoconferencing, group meetings, and other methodologies;
* Ensure the completion of major tasks;
* Make decisions by consensus;
* Have regular meetings and keep minutes or summary of meetings actions;
* Provide status reports to the Executive Committee, and other interested audiences.

***Expectations of Functional Project Team Members:***

* Detailed knowledge of their application area;
* Ability to work as a team and interact regularly to accomplish specific tasks;
* Ability to freely express themselves and participate in discussions and decisions without fear of negative consequences;
* Ability to value and listen to each and every other member of the team;
* Willingness to volunteer when leadership needs arise;
* Ability to be a team player and lend support to all final decisions;

At present, no Functional Project Teams exist for the COMPANY XYZ projects. The following matrix identifies key individuals within the COMPANY XYZ organization and their areas of expertise, which will be the source of developing the project plans and project methodology. As new employees are hired, functional leads and teams will be created.

| **Functional Lead** | **Functional Departments** | **Product Involvement** |
| --- | --- | --- |
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## Work Teams

The Work Team Charter defines the responsibility of individuals and provides specific tasks for each as part of the project process. These Teams will be established, as needed, by the Functional Project Teams.

Work Teams will be established to perform specific activities in the project plan. Members of the Work Teams are responsible for providing information to the Functional Project Teams and assisting them in making decisions, as well as recommending overall solutions.

***The Work Teams could be assigned to:***

* Complete an operations analysis, including work flow, input/output forms, output forms, and reports;
* Define and test user procedures for their area;
* Provide research support for issue and problem resolution, as directed by the Functional Project Teams;
* Assist in the definition and design of the implementation plan and strategy;
* Validate procedures for their areas;

The following list of individuals has been identified as the resources for the COMPANY XYZ Project Methodology project. In addition to Team members listed below, several other persons will be involved as needed.

| **Resource** | **Resource Type** | **Responsibilities** |
| --- | --- | --- |
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## Risk Assessment Statement

Risk Assessment is an area in which vulnerable aspects of the project are identified and which alerts project personnel to project risks and encourages the questioning of assumptions upon which the plan is based.

Risk Management is the process of managing the areas of exposure in the project and is accomplished by a) anticipating the potential areas wherein the project may be vulnerable and b) proactively strategizing ways to manage the risk. One way to manage risk is through Quality Reviews, which ensure adherence to the project methodology, challenge the project approach, and review project outputs and work documents.

The COMPANY XYZ project plan will schedule several review meetings to ensure progression of meeting contract deliverables as well as ensuring customer buy-in to recommendations.

Based on the meetings held to date with COMPANY XYZ, Inc.’s staff, the following areas were identified as potential risk during the project:

| **Risk** | **Plan** |
| --- | --- |
| Competition coming out with competing products | TBD |
| Economic factors – willingness and ability to buy COMPANY XYZ products | TBD |
| Production Cut-off dates are too early to meet. | TBD |
|  |  |
|  |  |

# Management Approach

This section describes the mechanisms for which the COMPANY XYZ, Inc. project will be managed and controlled.

The management of multiple inter-related projects with limited resources is a difficult task. In order to successfully manage such projects, a structure must be in place to ensure timely communication and feedback on issues, opportunities and risks.

## Managing Development

The development of the COMPANY XYZ, Inc. project deliverables will be performed utilizing a “rolling process development and implementation” methodology where

* High Level Projects, subprojects, milestones and interrelationships will be defined
* A structure and definition of specific phases and their associated hand-offs will be defined.
* Ownership of each phase and associated responsibilities will be defined.
* Prioritization of each phase will be determined.
* The team will commence the development and detailed project plan for each of the phases based on priority.
* As phase definition is completed, the owner of the subsequent phase will be able to commence its detailed definition stage.
* This process will continue until all phases have been detailed and work begun.

From a management standpoint, the initial definition of the phases and their associated priorities is critical to ensuring timely implementation of all projects.

The initial development of the phased approach and through the prioritization of each phase should be addressed and agreed upon immediately upon the commencement of the project.

Due to the speed for which the customer requests completion of the project(s), it is recommended that the key stakeholders and project team meet at a minimum of twice per week to ensure assumption and prioritization validation. This will eliminate any mis-directions and unnecessary use of resources.

Any schedule and/or direction changes will be agreed upon in those meetings, schedules adjusted and tasks recorded and communicated.

## Scope Management

Scope will be defined out of the work breakdown sessions. Each task will be defined utilizing a work-package document similar to the work-package.doc document provided.

The deliverables, objectives and time associated with each work-package will be developed based on the priorities set forth above. Where possible, those responsible for doing the work will be involved in the work-package definition process.

The Project Manager will assign all work-packages as necessary per the project plan based on the prioritization of the different phases.

## Communications Management

Regular communications between all stakeholders and project team members is imperative to the success of the overall plan. Due to the limited resources initially on the project, many of these Communications will be performed as part of the “every other day” meetings or the weekly project reviews.

Below is an initial plan for regular communication with each stakeholder by the Project Manager.

|  |  |  |
| --- | --- | --- |
| **Stakeholder** | **Communication** | **Frequency** |
| CEO,  | Overall project statusObjectives Accomplished & Progress assessmentIssues needing resolutionSolutions needing approval | Minimum weekly by Project Manager, or as needed |
| CFO, Accountant,  | Project Detail ReviewsSolution ReviewsOverall Project StatusAll requirements which may affect financial opportunities. | Daily in the initial phase of the project to ensure that all project details are addressed.Solution reviews will be as needed prior to presenting alternative solutions and recommendations to the CEO. |
| Team Members by Project | Work assignments for up-coming period(s)Performance Reviews on work-package accomplishmentsIssues identification & solution discussion | Every other day Project Team meetings will be held through the 1st month during development of the plan. Weekly Project Team meetings will be held for all project teams as implementation commences. |

## Schedule & Cost Management

Any issues identified through normal communication channels, must be presented to the Project Manager for review and determination of priority. Once prioritized, they will be incorporated into the overall schedule.

Project Insight will be the tool of choice for maintenance of the project schedule and work-package assignments.

Some items will not be considered a priority, however they will be recorded as such for consideration at a later time. These un-prioritized items will be retained in an excel spreadsheet table and will be reviewed periodically for prioritization.

As progress is reported based on work-package completion, there may be either co-dependencies affected—positively or negatively—and/or availability of resources will become a critical path item. The Project Manager’s role will be to continuously monitor those dependencies and either address them directly or work with Sr. management to ensure any risks are minimized.

## Human Resource Management

Probably the most challenging aspect of the COMPANY XYZ, Inc. project will be the management and training of resources as they are hired to work on the implementation of COMPANY XYZ projects.

As part of our “rolling process development and implementation” project, the definition of work will be critical in defining the types of resources to be hired. Once hired, a process will have been developed to quickly educate and tool each employee to ensure the fastest learning curve possible.

As part of that process, an evaluation tool will be developed to ensure the new employee is meeting stated goals and objectives. Any issues affecting the successful training of an employee must be brought to the Project Manager’s attention, immediately.

## Quality Management

As stated earlier in the Business Objective, Corporate Values and Considerations section, COMPANY XYZ, Inc. sets a high standard for Safety in its products, quality which consistently exceeds customers’ expectations, and integrity of its employees and contractors. Quality will not be compromised.

The definition of quality is the ability for the product or deliverable to meet stated or implied specifications. The entire project team is responsible for identifying to the Project Manager any identified quality issues. The team will work together to resolve any issues and implement the appropriate actions to rectify.

## Risk Management

As the COMPANY XYZ, Inc. project plan is developed and execution of that plan commences, new risks and opportunities arise. Each work-package will address expected risks, which will be prioritized. As risks become apparent, it is the entire team’s responsibility to raise the issues during regular project team meetings or sooner if a risk impact is imminent.

**Decisions**

**March 21, 2003**

COMPANY XYZ will…………….

1. ♣ Milestone Target Dates assume a Project Start Date of Feb 24th. [↑](#footnote-ref-1)