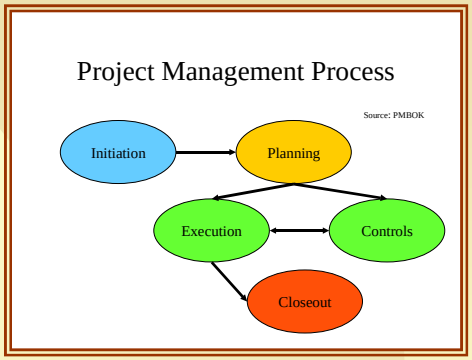


Section 4.0

Project Implementation

Break Timer

SkillRight

Roadmap to Project Management Success

Form Project Team

Statement of Work

Purpose

Project Background

Project Deliverables

Work Breakdown Structure

Responsibility Matrix

R A S

A S R

Network

Gantt

Resource Plan

Budget

$

TIME

PLAN

PROJECT NOTEBOOK

MEETINGS

REPORTS

IMPLEMENT

LESSONS LEARNED

CLOSE-OUT

LEADERSHIP

COMMUNICATION

Perform Tasks

Track Progress

Manage Change

Resolve Issues

Update Plan

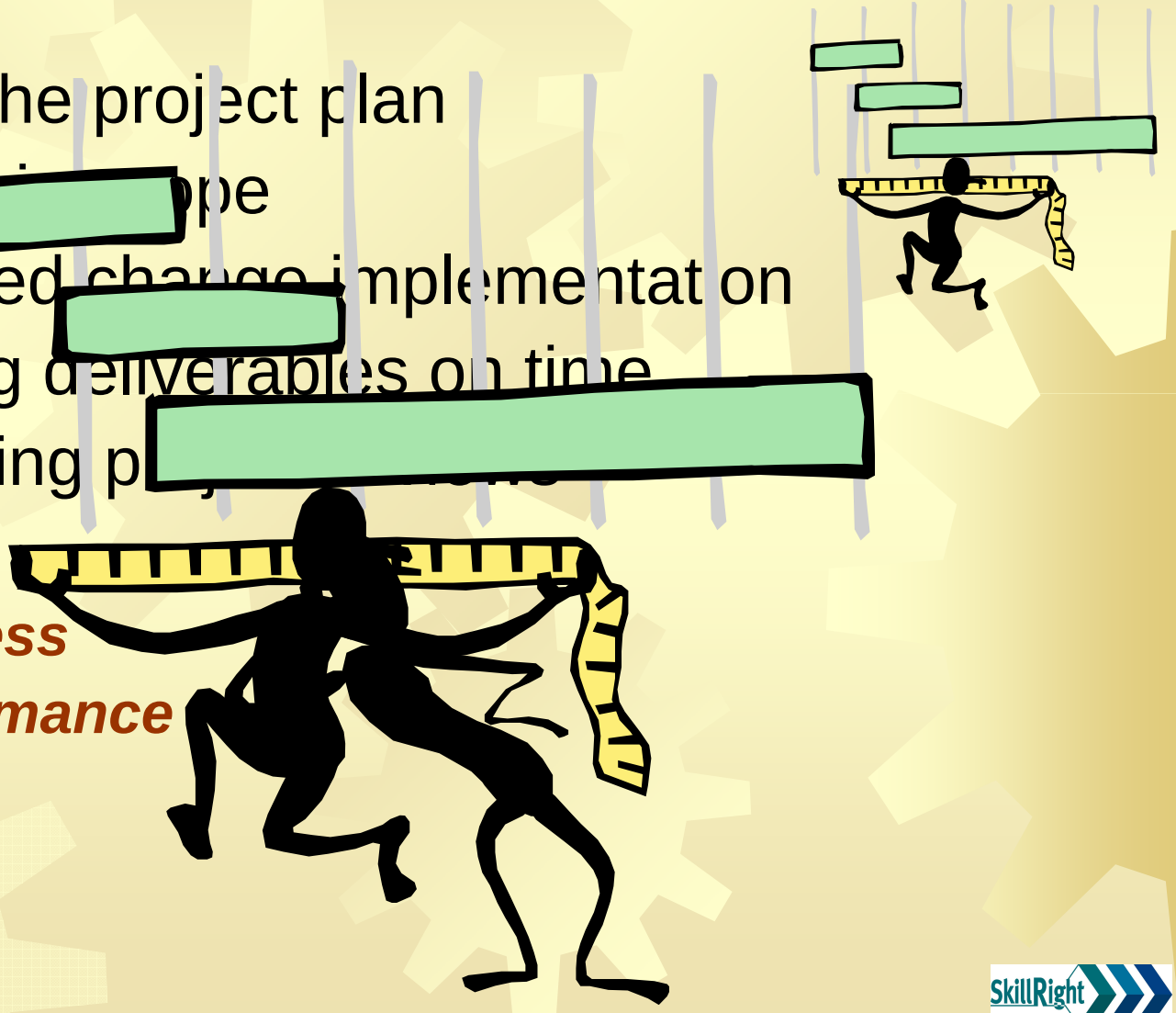
Conduct Close-Out Meeting

Share Lessons Learned

Evaluate Success

Factors that Ensure Success

- Update the project plan
- Stay within scope
- Authorized change implementation
- Providing deliverables on time
- Conducting project reviews
- MBWA
  - ***Progress***
  - ***Performance***
  - ***Moral***



Break Timer

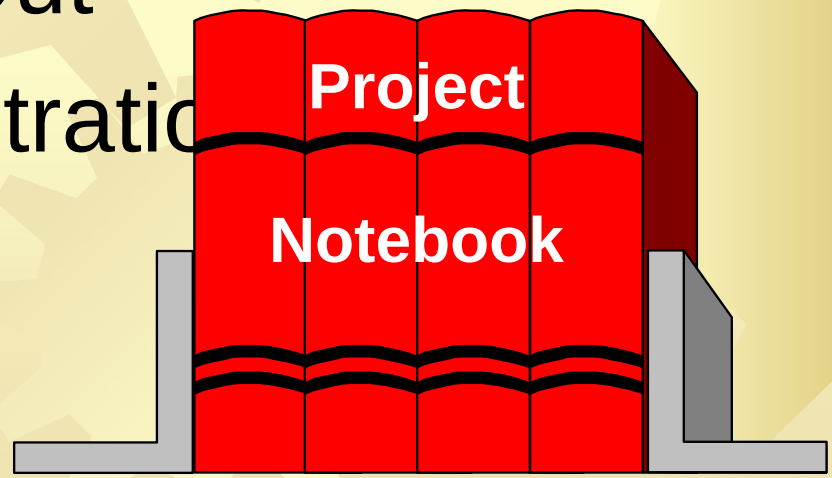
SkillRight

Project Manager's Role

- Managing customer expectations
- Carrying out project start-up activities
- Directing and supporting the project team by using leadership skills
- Tracking activities
- Communicating project status
- Managing change to control deviations from the established plan
- Resolving issues in a timely manner
- Maintaining the project notebook

Project Notebook

- Project History
- Project Plan
- Project Implementation
- Project Close-Out
- Project Administratio



Break Timer

SkillRight

Implementation Model

Break Timer

SkillRight

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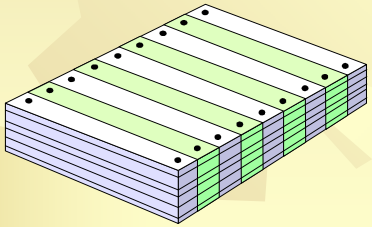
Collect Project Data



Team Member Status Reports

Team Member Status Review Meetings

Project Manager

Automated Information Systems

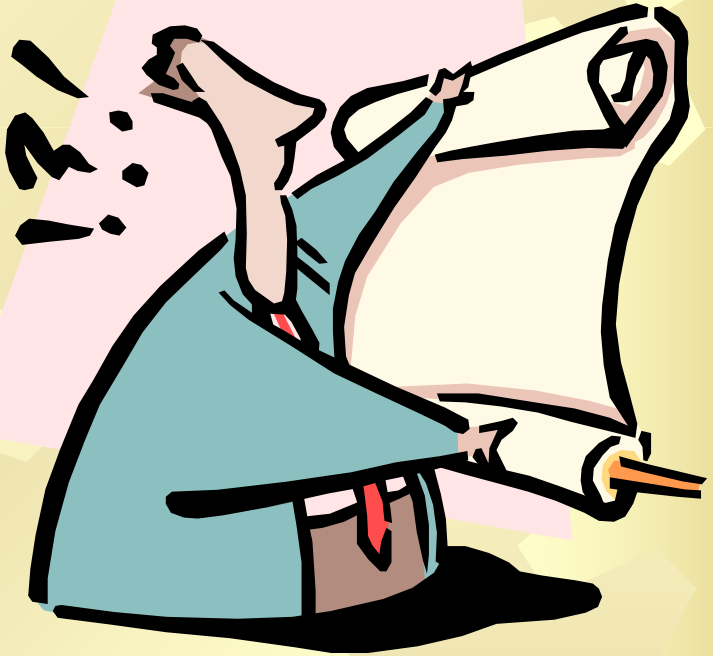
Supplier Status Reports/ Meetings

Break Timer

SkillRight

Reporting Activity Progress

- Estimate to complete (ETC)
- 80 hour rule



Break Timer

SkillRight

Percent Completion Reporting

Period	1	2	3	4	5	6	7	8
Planned	20	40	60	90	100			
Actual	20	40	60	90	94	96	97	97.5

Everything looks fine until you reach 90%!

Reporting Project Progress

- Progress review meeting
- Project reports

Break Timer

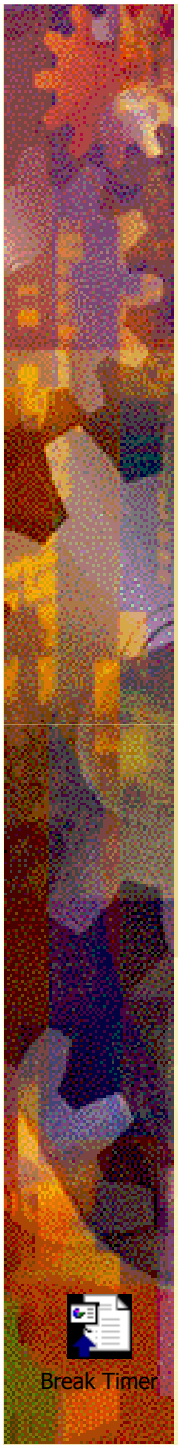
Project Progress Data

Audience	Level of Detail Presented
Senior management Project sponsor Customer Program manager	Summary data: – Summary activities – Decision matrix – Major risks – Serious Issues
Project manager Team members Cross-functional groups	Detail data: – All activities – Detail Gantt charts – All milestones – All risks and issues

Project Progress Review Meetings

- Review of action items from last meeting
- Update on activities and schedule
- Problem identification and corrective action planned
- Review of issues (closed, open, new)
- Change request status
- Risk status
- Plan for next period

Break Timer



Break Timer

PROJECT PROGRESS REPORT

Project Title	Date Submitted
Project Manager:	Report Period
Authorization Reference (Purchase Order, ...):	Contract Charge Number
Summary of Progress During Period	

Open Issues:	Responsibility:	Completion Date:
Reports/Correspondence Issued During Period:		
Meetings Attended During Period:		
Work Planned for Next Period:		

	Approved Budget	Expended During Period	Expended to Date	Remaining at End of Period
Budget Status				

Project Manager	Project Director

SkillRight

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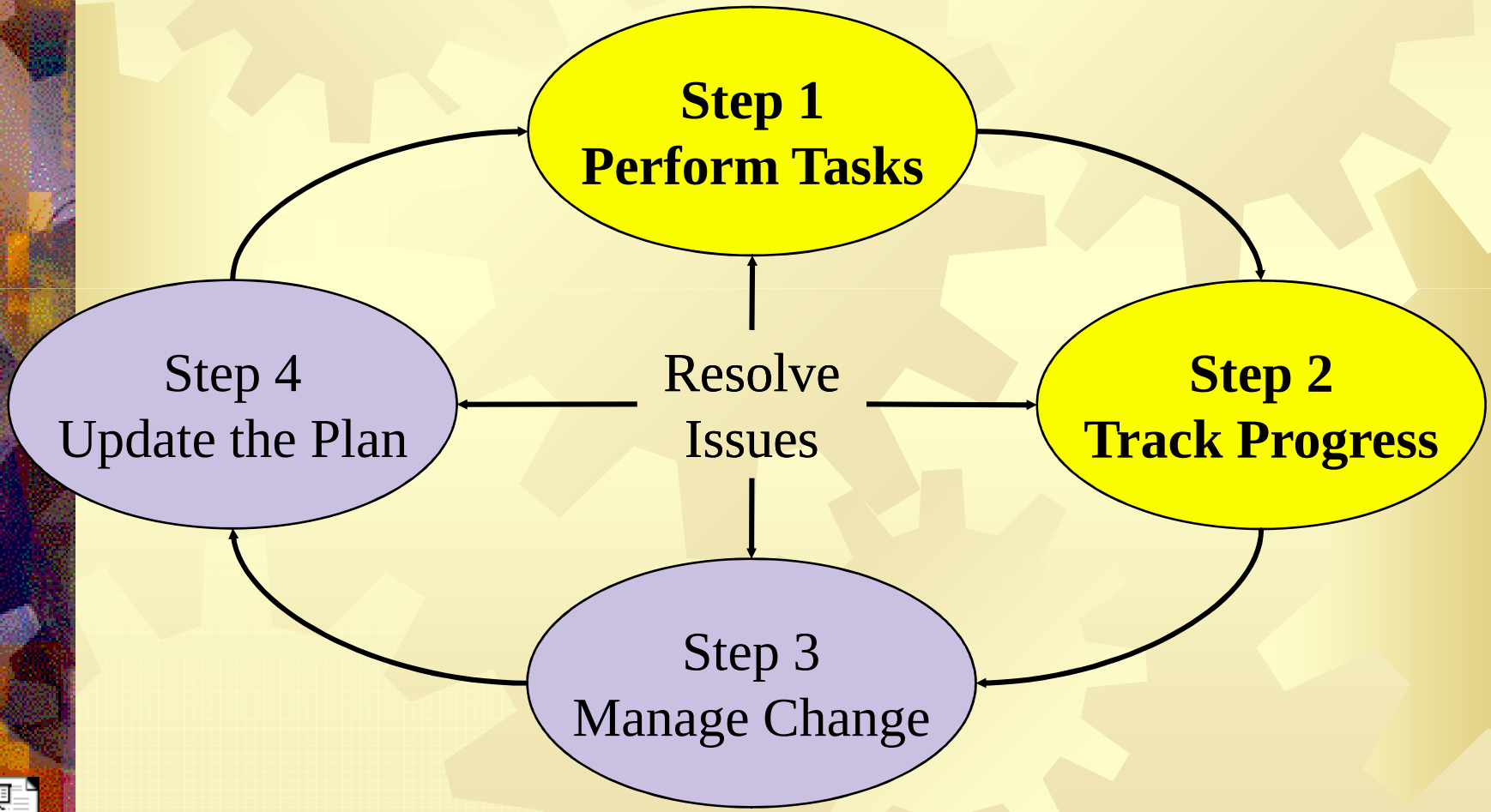
Project Tracking and Control



Break Timer

SkillRight

Compare Progress to Plan

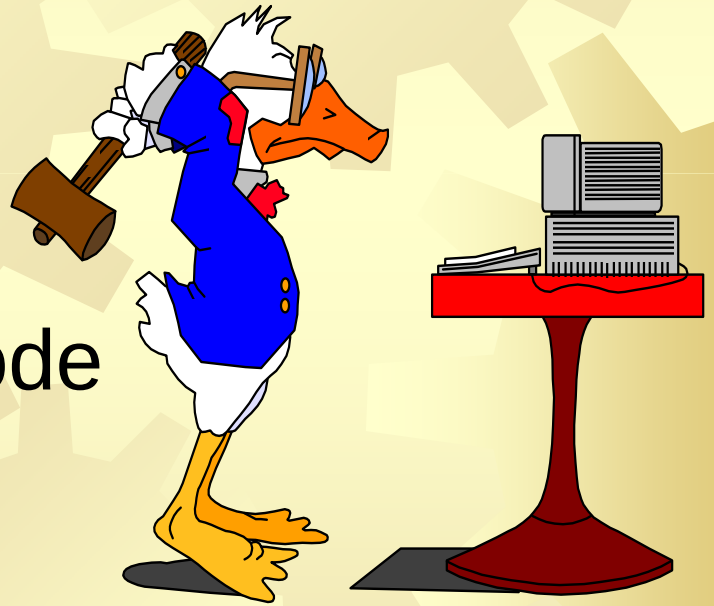
- Quality reviews
- Gantt schedule performance charts
- Cost performance charts
- Earned value techniques

Break Timer

SkillRight

Quality Reviews

- Product design
- Specifications
- Manuals
- Parts
- Computer program code



Break Timer

SkillRight

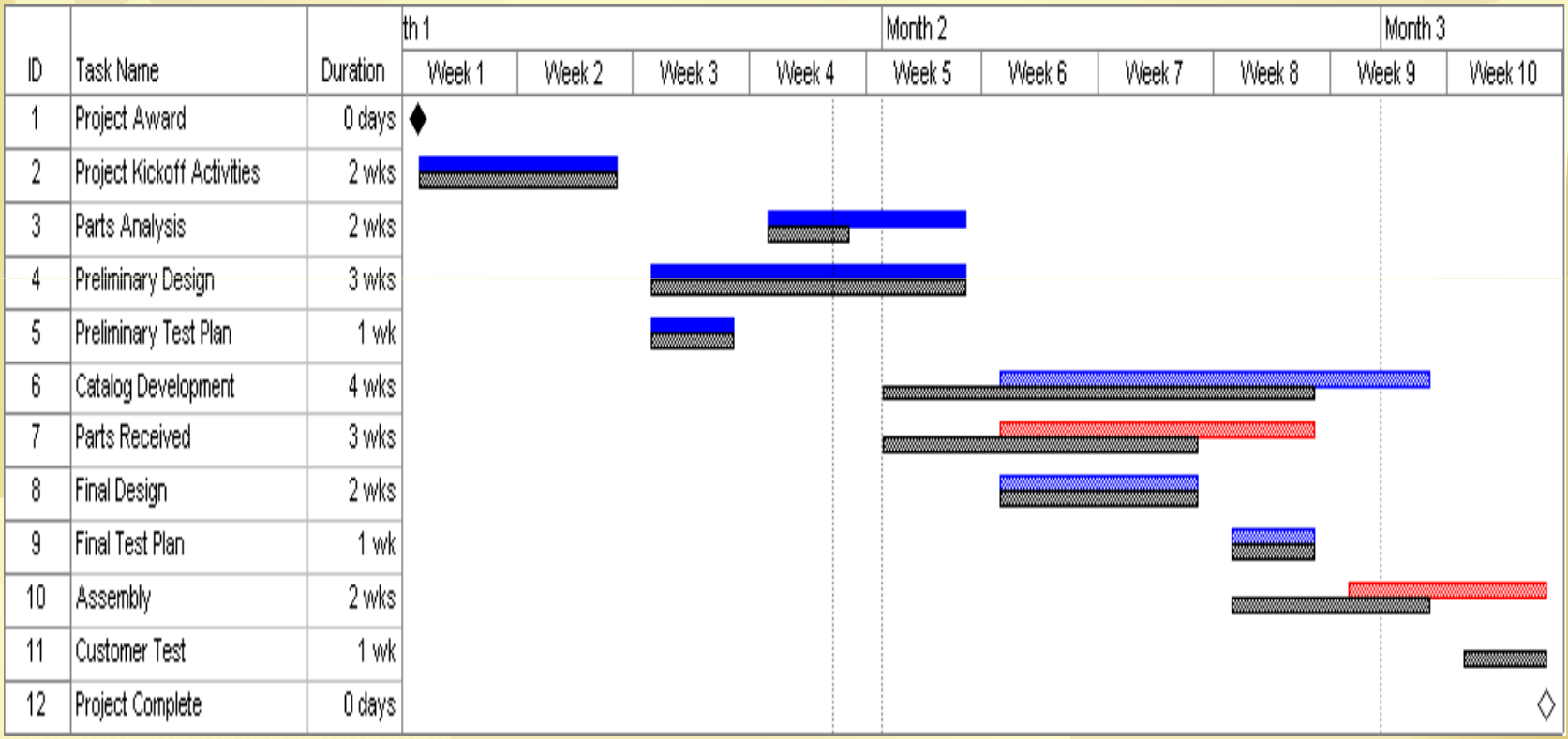
Schedule Performance Charts

- Gantt charts
- Cost Performance

Break Timer

SkillRight

Gantt Chart



ID	Task Name	Duration
1	Project Award	0 days
2	Project Kickoff Activities	2 wks
3	Parts Analysis	2 wks
4	Preliminary Design	3 wks
5	Preliminary Test Plan	1 wk
6	Catalog Development	4 wks
7	Parts Received	3 wks
8	Final Design	2 wks
9	Final Test Plan	1 wk
10	Assembly	2 wks
11	Customer Test	1 wk
12	Project Complete	0 days

Break Timer

SkillRight

Cost Performance

Week	Planned Value	Actual Costs
1	$3,000	$8,000
2	$6,000	$16,000
3	$18,000	$30,000
4	$30,000	$48,000
5	$44,000	$66,000
6	$54,000	
7	$64,000	
8	$80,000	
9	$83,000	
10	$89,000	

Cost Performance Chart

	1	2	3	4	5	6	7	8	9	10
PV	3	6	18	30	44	54	64	80	83	89
AC	8	16	30	48	66					

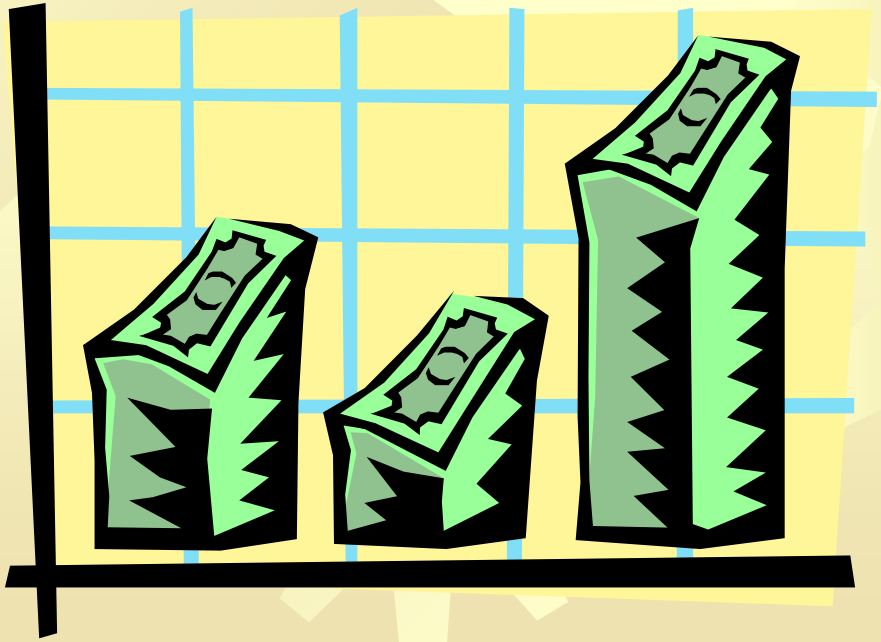
Weeks

Break Timer

SkillRight

Earned Value Analysis (EVA)

- Performance status based on costs
- Project projection tool
- Originated by government



Break Timer

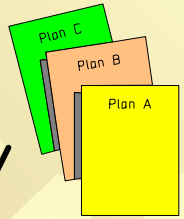
SkillRight

Earned Value Analysis System

Project Management Plan

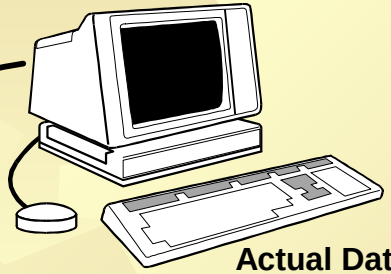
Deliverables identified in the WBS.

EV Criteria (calculating % complete)



Time reporting at the Work Package level.

Payroll/time report at the same level.



Actual Data Input

Tracking System

Budget Data

Monthly breakdown by deliverable.

Earned Value Reports

Budget line to end of Project.

Actual line to current date.

Earned value line (% complete X budget).

ETC/EAC.

Project Status Reports

Revised % complete & ETC.

Break Timer

SkillRight

Earned Value Analysis (EVA) Terminology

- Planned Value (PV)
  - This is the budget for what was scheduled to have been performed within the reporting period. This may also be called the budget plan, performance measurement baseline or planned earned value for this period.
- Actual Cost (AC)
  - The actual cost of work completed within a given reporting period. This includes only those costs related to work performed to date.
- Estimate to Complete (ETC)
  - What it will cost to finish the rest of the project or an individual work task.

EVA Terminology

- Budget at Completion (BAC)
  - The budget approved for the project. This is also called the performance measurement baseline for the project.
- Estimate at Completion (EAC)
  - Forecasted project cost determined at the end of each reporting period.
- Earned Value (EV)
  - This is the budgeted cost for the work that has actually been performed within the given reporting period. Actual earned value is the sum of the budgets for all work that has been completed for the reporting period. At the activity level, it is equal to the percent complete of an activity times its original budget.

Earned Value Costs

Weeks	Planned Value	Actual Costs	Earned Value
1	$3,000	$8,000	$3,000
2	$6,000	$16,000	$6,000
3	$18,000	$30,000	$18,000
4	$30,000	$44,000	$27,000
5	$44,000	$66,000	$36,000
6	$54,000		
7	$64,000		
8	$80,000		
9	$83,000		
10	$89,000		

Earned Value Analysis

	1	2	3	4	5	6	7	8	9	10
PV	3	6	18	30	44	54	64	80	83	89
AC	8	16	30	48	66					
EV	3	6	18	27	36					

Weeks

Break Timer

SkillRight

Earned Value Exercise

- Calculate the Earned Value Data for the project:
  - CV and CPI
  - SV and SVI
  - % Complete
  - % Spent
- Is the project in trouble?

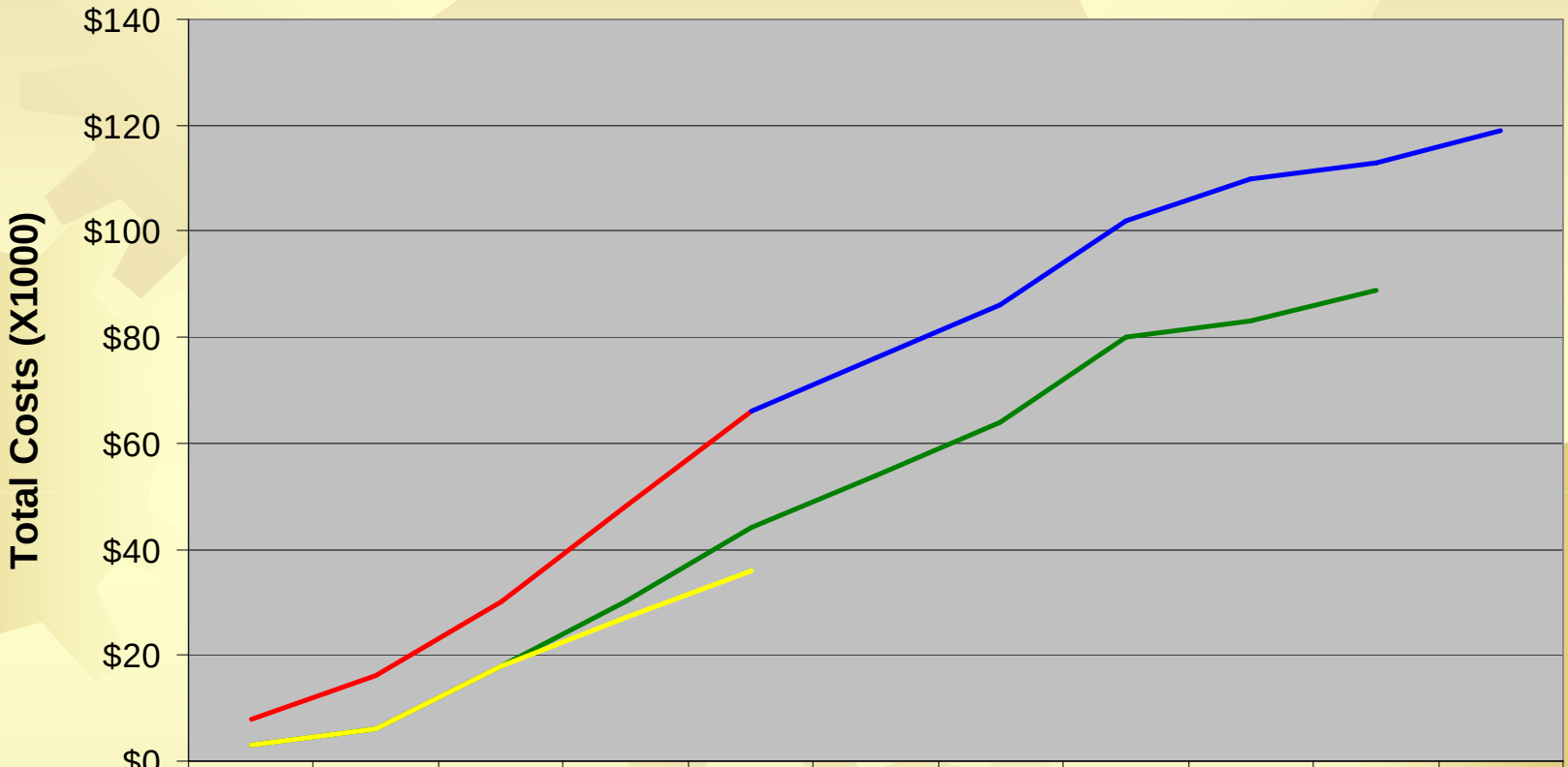
Break Timer

SkillRight

Exercise Answers

EVA Parameter	Indicator Value
CV	-$30,000
CPI	0.545
SV	-$8,000
SPI	0.818
% Complete	40.4%
% Spent	74.2%

Earned Value Cost Projections



	1	2	3	4	5	6	7	8	9	10	11
PV	3	6	18	30	44	54	64	80	83	89	
AC	8	16	30	48	66						
EV	3	6	18	27	36						
ETC					66	76	86	102	110	113	119

Weeks

Break Timer

SkillRight

EVA Projections

Estimate At Completion (EAC) = BAC/CPI

= 89/0.545 = 163.3

Estimate to Complete (ETC) = EAC – AC

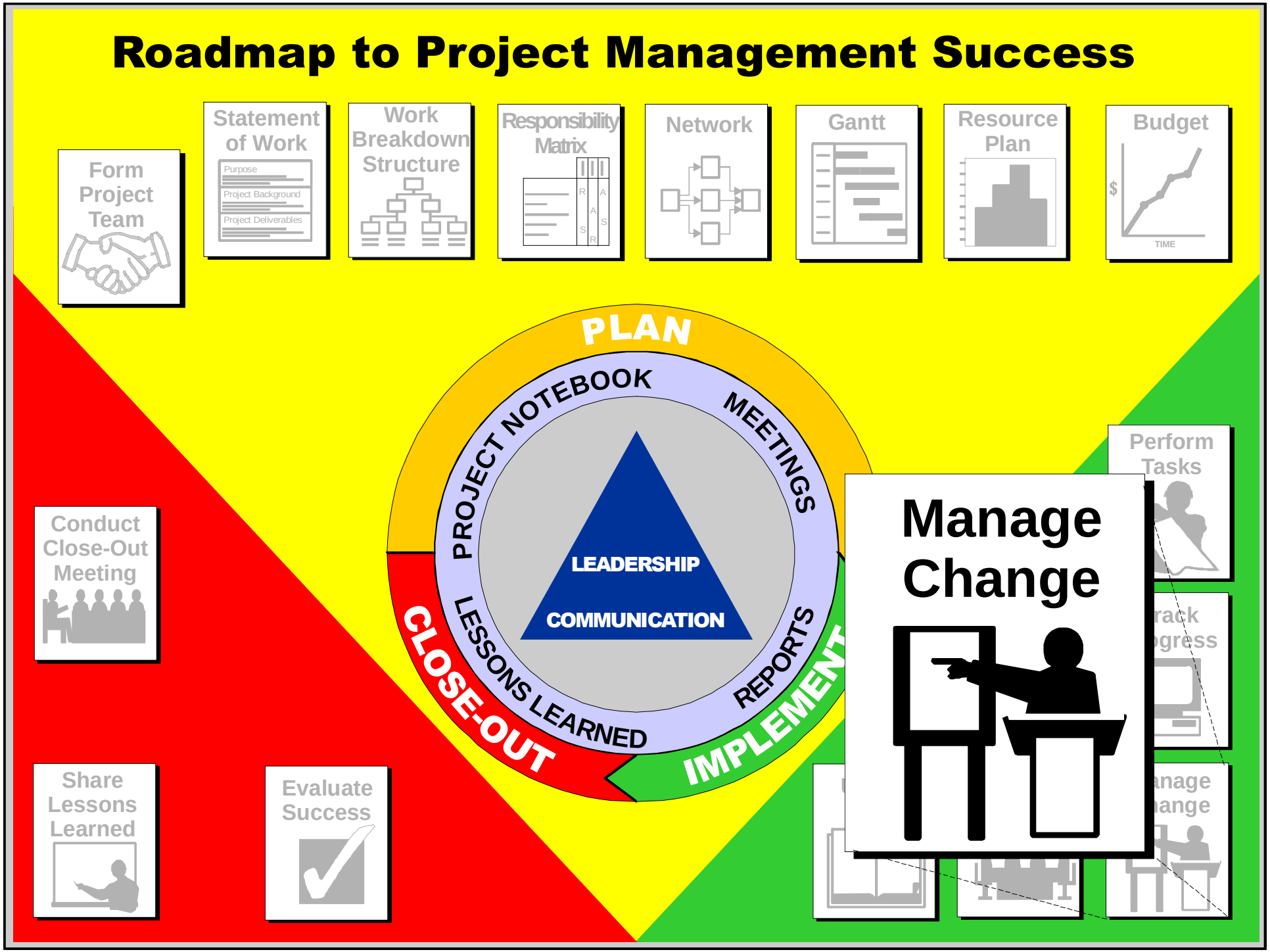
= 163.3 – 66 = 97.3

Estimated Additional Time = 2.2 Weeks

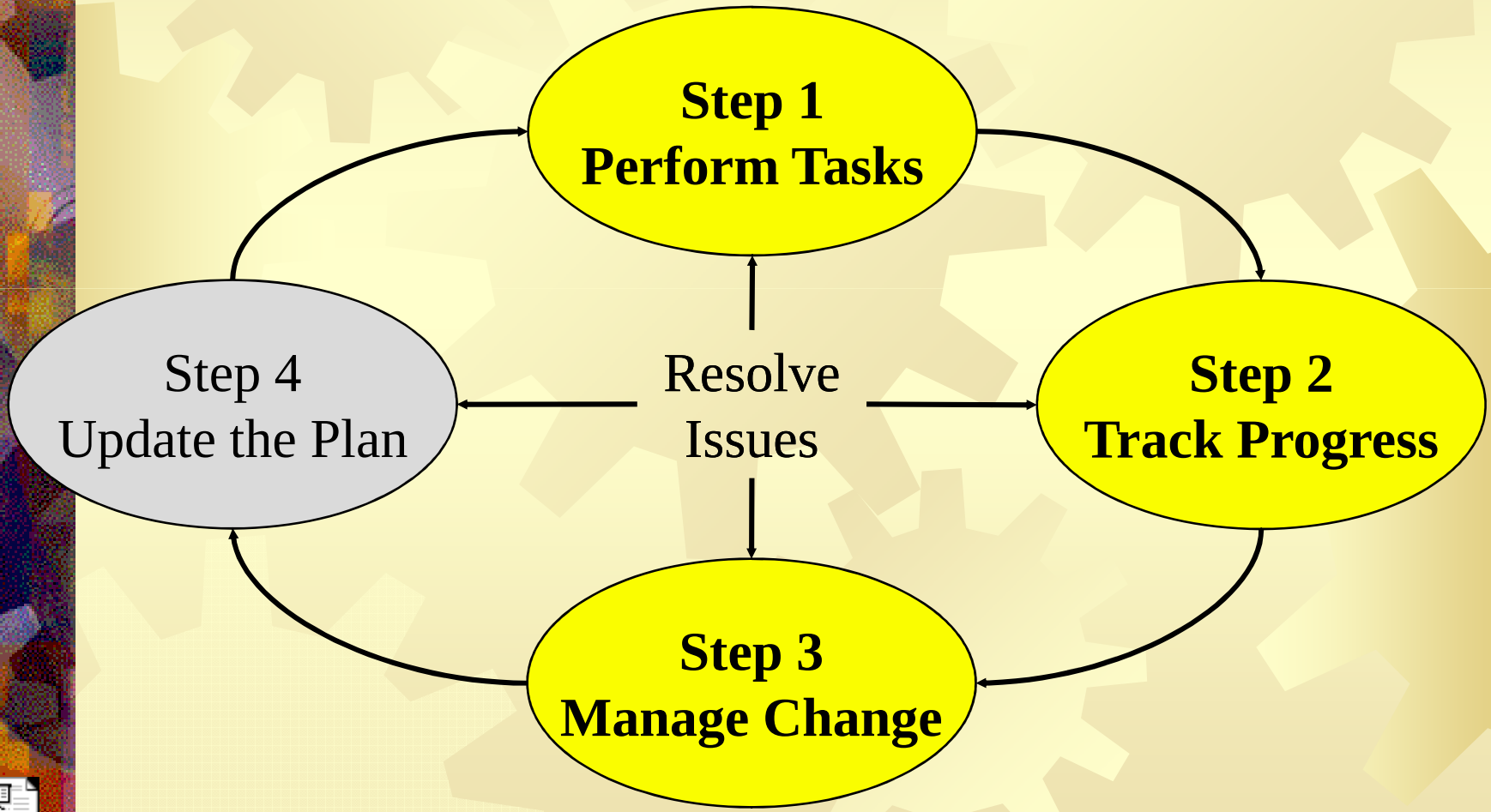
To complete this project it is estimated to take an additional $97,300 and it will be approximately two weeks late.

SkillRight

Roadmap to Project Management Success



Managing Project Change

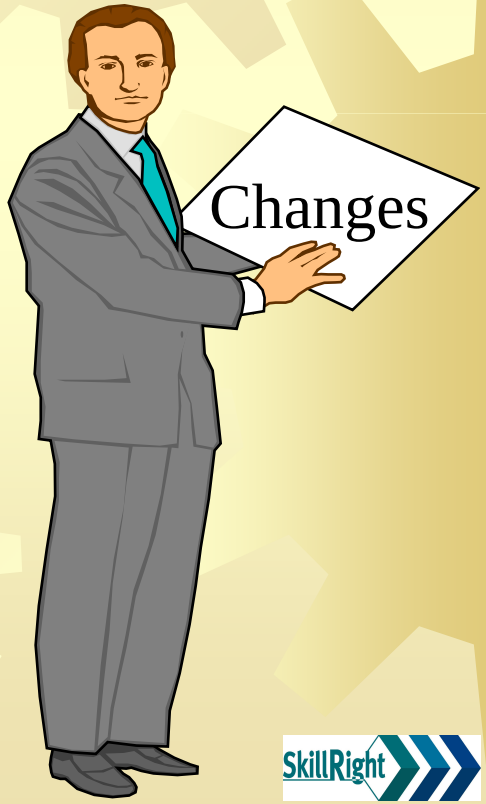


Break Timer

SkillRight

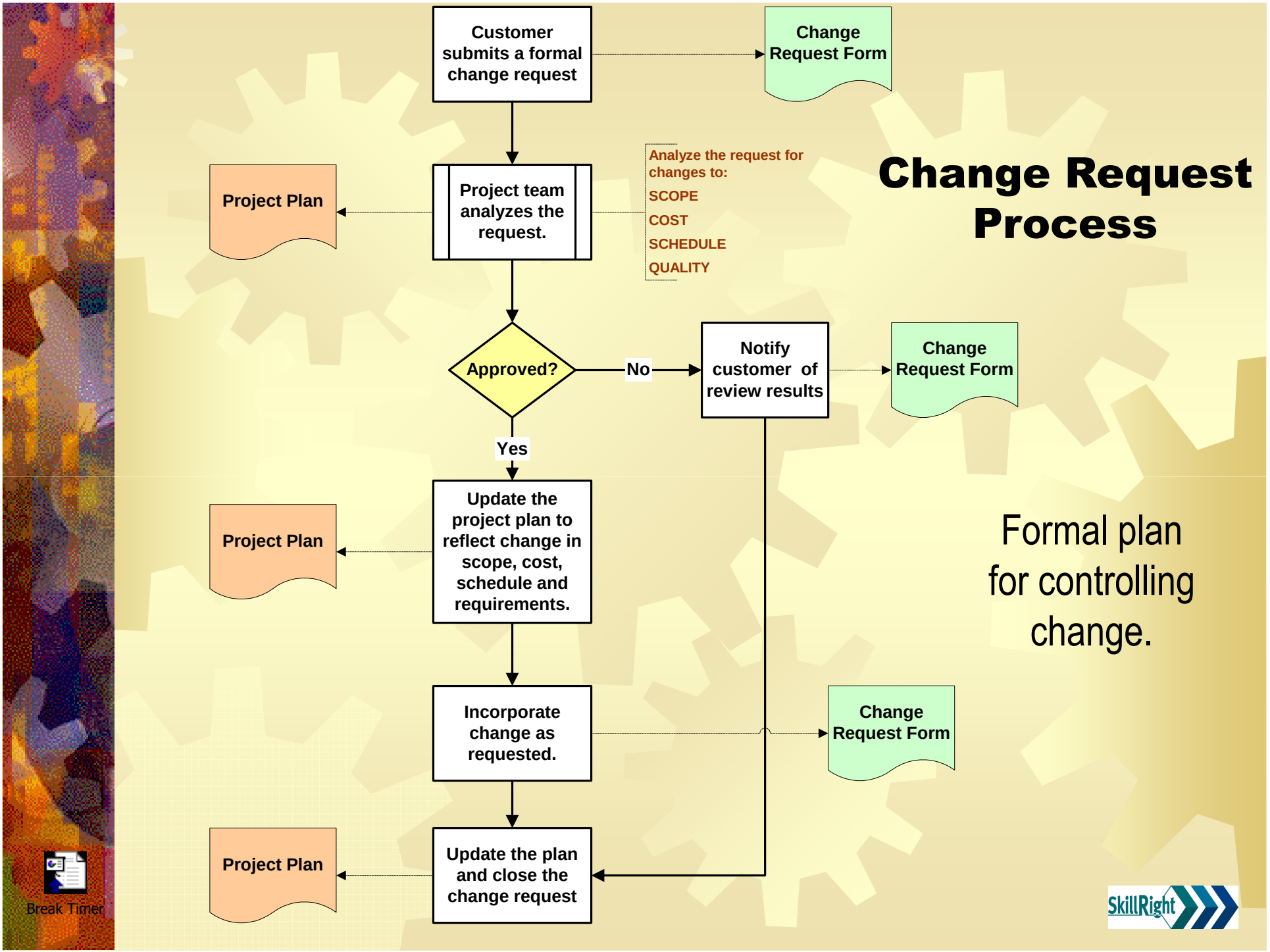
Categories of Change

- Customer requested
  - Typically the largest source of change
- All others
  - Internal company requests
  - Government regulation
  - Team members



Break Timer

SkillRight


Customer submits a formal change request
Change Request Form
Project Plan
Project team analyzes the request.
Analyze the request for changes to:
SCOPE
COST
SCHEDULE
QUALITY
Approved?
No
Notify customer of review results
Change Request Form
Yes
Project Plan
Update the project plan to reflect change in scope, cost, schedule and requirements.
Incorporate change as requested.
Change Request Form
Project Plan
Update the plan and close the change request
Break Timer
Change Request Process
Formal plan for controlling change.
SkillRight

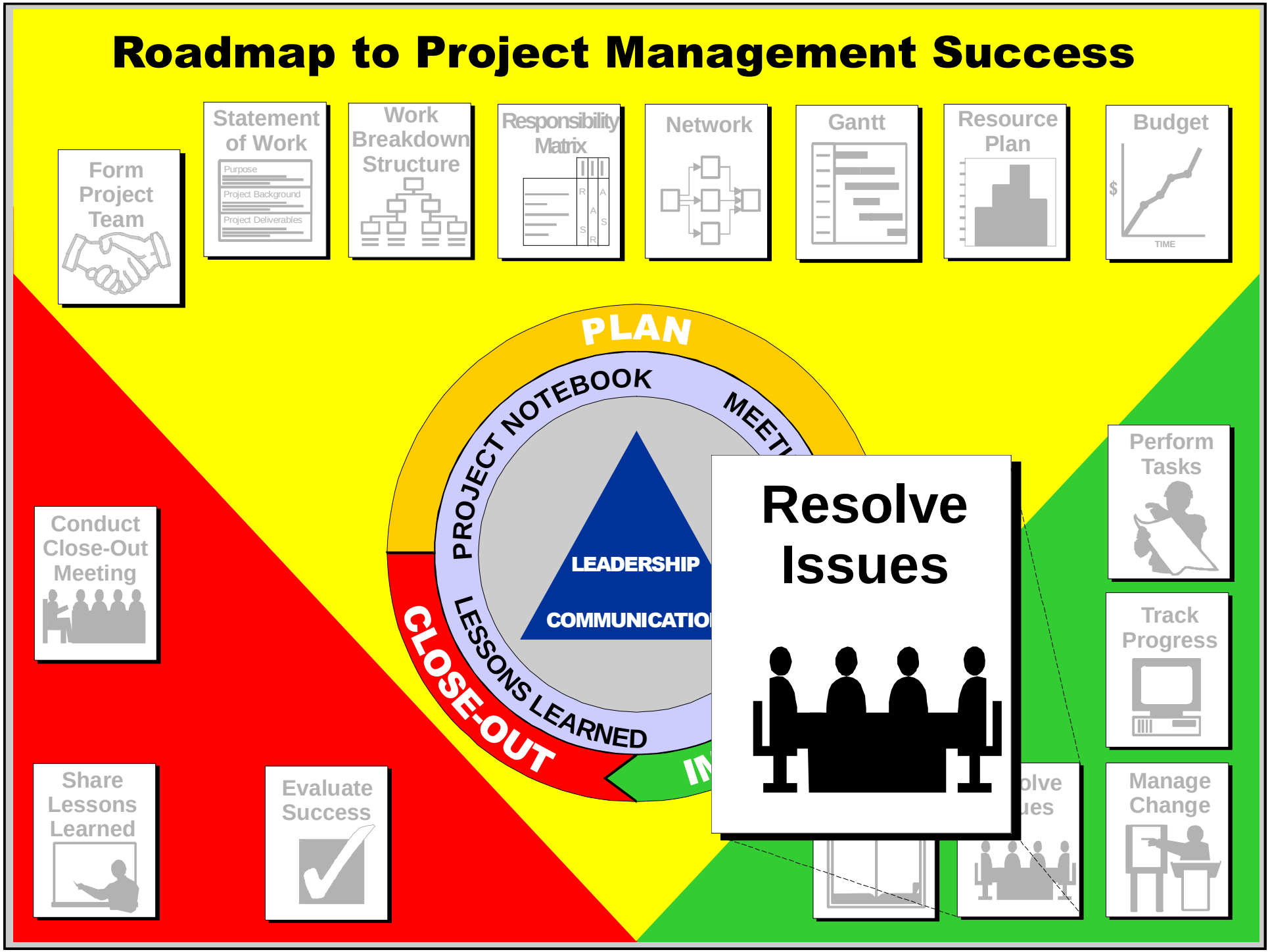
Addressing Project Changes

- Call a team meeting.
- Explain what the change is.
- Obtain feedback from team members.
- Identify alternative corrective options.
- Prepare a decision matrix.
- Select a recommended option(s).
- Present information to upper management/customer.
- Implement the approved course of action.

Decision Matrix

OPTION	IMPACT ON			RISK
	QUALITY	COST	SCHEDULE	
Describe course of action for this option	Quantify impact on quality	Quantify impact on cost	Quantify impact on schedule	Indicate level of risk as: H - high M - medium L - low
Use overtime to complete work that's behind schedule	No impact on quality	Will increase cost by 5%	Will get project back on schedule	L
Overlap work on later critical path activities by adding staff	No impact on quality	Will increase cost by 10%	Will get project back on schedule	H

Roadmap to Project Management Success



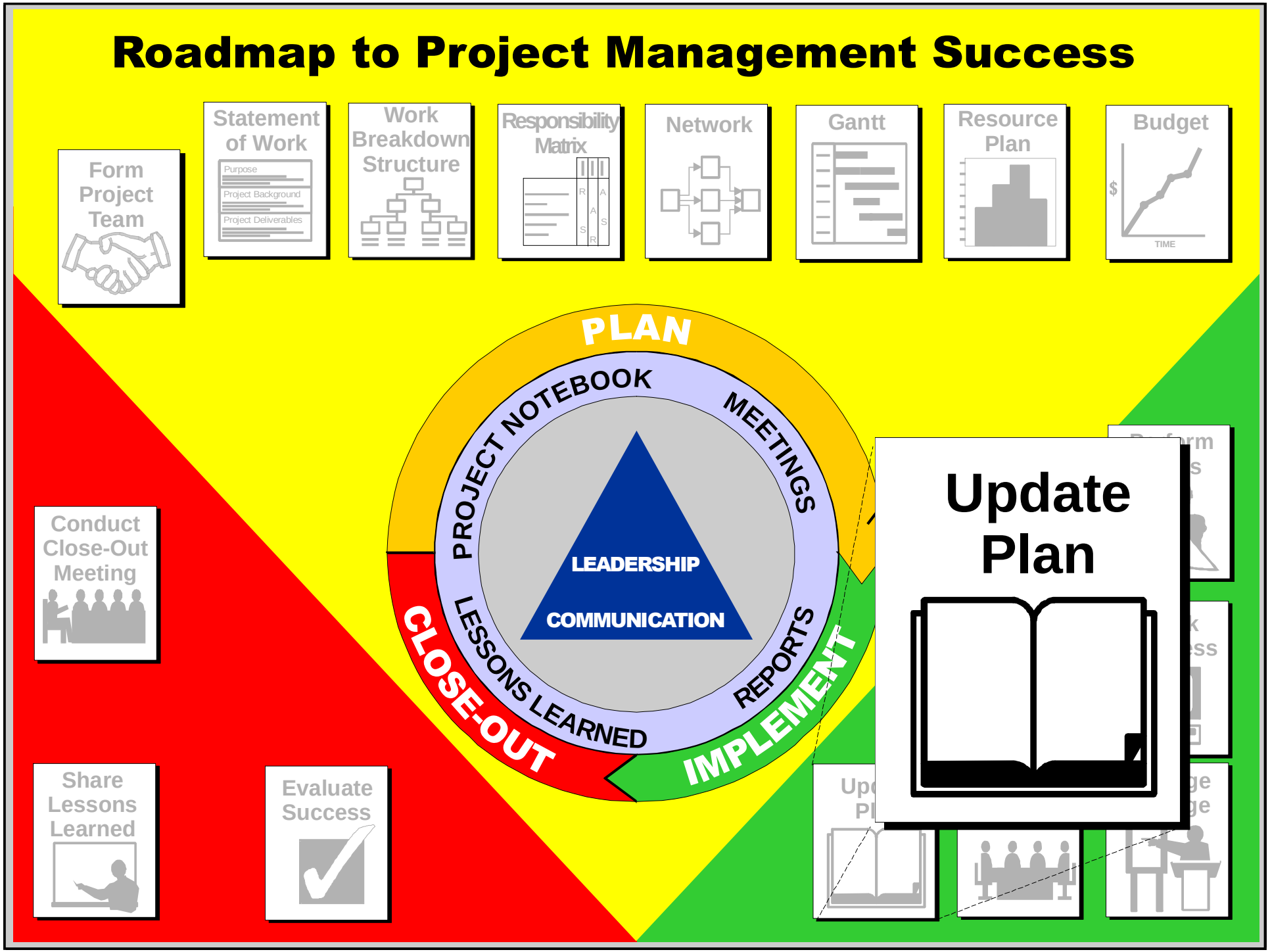
Issue Resolution

- Disagreements that should be …
  - Documented
  - Assigned
  - Scheduled
  - Tracked
  - Escalated
  - Resolved

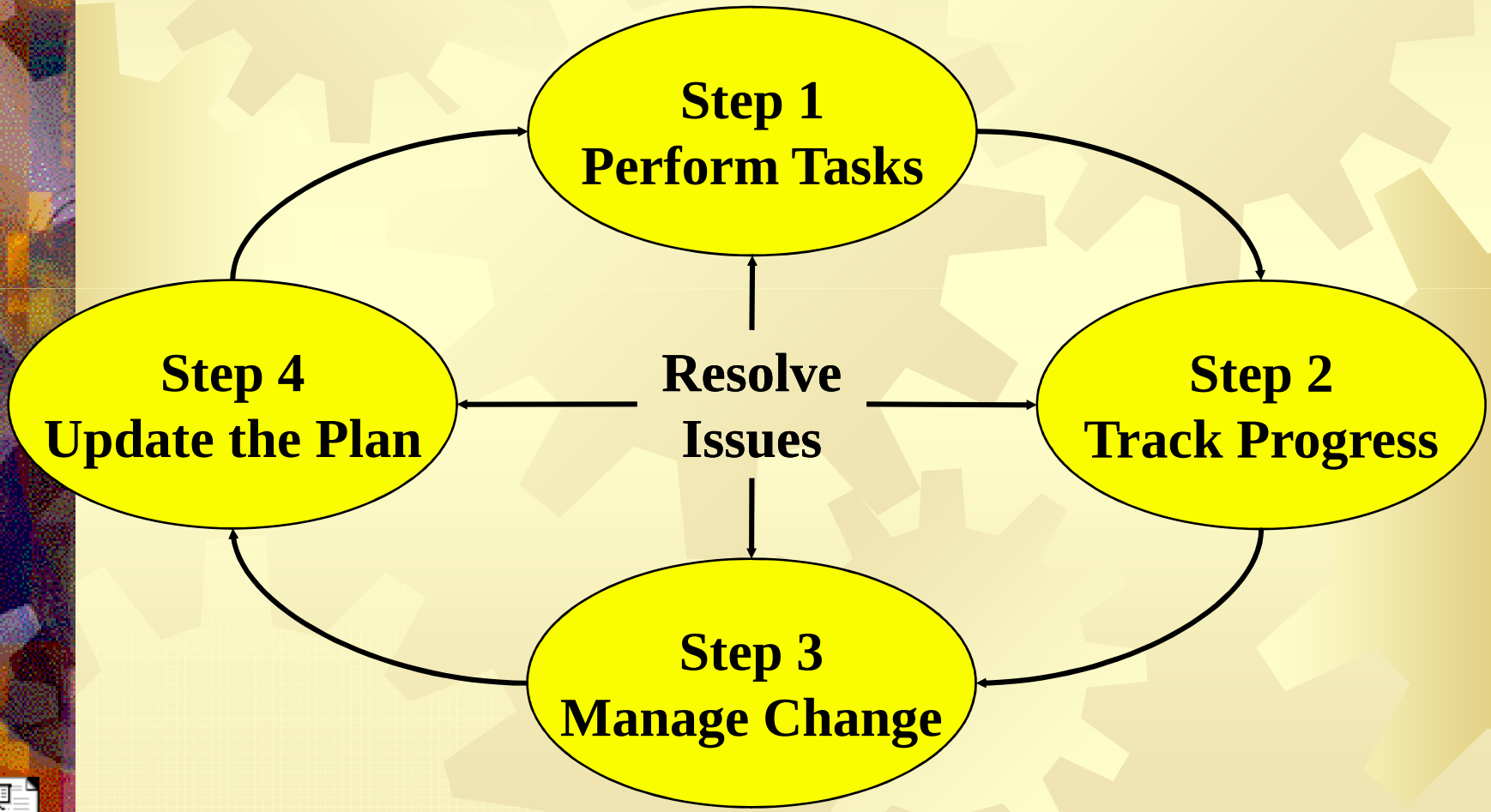
Break Timer

SkillRight

Roadmap to Project Management Success

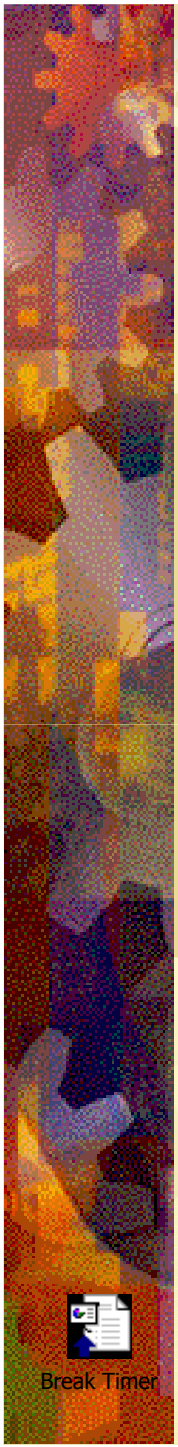


Plan Updates



Break Timer

SkillRight



Section 4.0

End of Implementation Phase

Break Timer