

PROJECT MANAGEMENT PLAN

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MASTERS OF SCIENCE PROJECT MANAGEMENT CAPSTONE

PMGT 690

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Project Scope Statement

The purpose of the ITD Organizational Change Project is to improve the communications and performance of IT operations. This project meets the University's need for improved efficiencies across the ITD by ensuring IT related projects will be coordinated with the ITD thus enabling projects to be completed on time and within budget. The project deliverables shall include an analysis of the main ITD problems, strengths and weaknesses of the current structure, a new structure proposal, a new organizational chart, roles and skills needed for the new structure, mission and objectives of the new structure, conflict analysis with recommended remedies, communication flow analysis and a project related decision process. The objectives of the ITD Organizational Change Project are to eliminate outsourcing, keep University IT projects within the ITD, and improve relationships between the ITD and University Departments.

High level risks for this project include ensuring implementation is completed without impacting ongoing ITD operations and ensuring there are no issues with training users on the new system, and working with every department to convert their existing data into the new system and make sure that all these systems are integrated. Success will be determined by the Project Sponsor once the system is implemented and one full IT project has been completed on time and within budget that meets the objectives with no discrepancies.

Milestone Schedule

The project plan will be submitted and approved in accordance with the milestone schedule below. Upon approval of the project plan resources will be assigned to the project and work will commence within 5 business days. The Project Sponsor must approve any schedule changes which may impact milestones. The high level milestone schedule is:

Dec 22, 2014 – New Organizational Design Completed

Dec 24, 2014 – Project Plan Complete and Approved

Jan 9, 2015 – Phase I Completed

Jan 26, 2015 – Phase II Completed

July 14, 2015 – Phase III Completed

July 29, 2015 – Phase IV Completed



WORK BREAKDOWN STRUCTURE

In order to effectively manage the work required to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work. This will allow the Project Manager to more effectively manage the project's scope as the project team works on the tasks necessary for project completion. The project is broken down into four phases: the internal training phase; the ITD Liaison training phase, the implementation phase and the results and closing phase. Each of these phases is then subdivided further down to work packages which will require no more than 40 hours of work and no less than 4 hours of work (see WBS structure below).

Figure 1.1, Work Breakdown Structure (WBS)

GANTT CHART

		Task Mode ▾	Task Name ▾	Duration ▾	Start ▾	Finish ▾	Predecessors ▾	Resource Names ▾	Cost ▾
1			Initial Steering Committee Meeting	1 day	Fri 12/5/14	Fri 12/5/14		Domingo	\$160.00
2			Initial Project Team Meeting	1 day	Fri 12/5/14	Fri 12/5/14		Domingo, Jeremy, Reese	\$480.00
3			ITD Problem Analysis	2 days	Mon 12/8/14	Tue 12/9/14	2	Domingo, Jeremy, Reese	\$960.00
4			Problem Solution Recommendations	1 day	Wed 12/10/14	Wed 12/10/14	3	Reese, Domingo, Jeremy	\$480.00
5			Project Plan Creation - Organizational Restructure	1 wk	Thu 12/11/14	Wed 12/17/14	4		\$0.00
6			Project Charter Creation	1 day	Thu 12/18/14	Thu 12/18/14	5	Domingo	\$160.00
7			Scope Statement & Management Plan	1 day	Thu 12/18/14	Thu 12/18/14	5	Domingo	\$160.00
8			WBS Creation	1 day	Thu 12/18/14	Thu 12/18/14	5	Jeremy	\$160.00
9			Project Budget	1 day	Fri 12/19/14	Fri 12/19/14	8	Jeremy	\$160.00
10			Organizational Re-structure Recommendation	1 day	Mon 12/22/14	Mon 12/22/14	9	Domingo, Jeremy, Reese	\$480.00
11			Project Communication Plan	1 day	Tue 12/23/14 12/23/14	Tue 12/23/14	10	Reese	\$160.00
12			Quality Control Plan	1 day	Tue 12/23/14	Tue 12/23/14	10	Reese	\$160.00
13			Project Human Resource Plan	1 day	Tue 12/23/14	Tue 12/23/14	10	Domingo	\$160.00
14			Change Control Plan	1 day	Tue 12/23/14	Tue 12/23/14	10	Jeremy	\$160.00
15			Steering Committee Meeting-Project Plan	1 day	Wed 12/24/14	Wed 12/24/14	14	Domingo	\$160.00
16			Sponsor Acceptance	1 day	Thu 12/25/14	Thu 12/25/14	15		\$0.00
17			ITD Reorganizational Re-structure Phase I	1 day	Fri 12/26/14	Fri 12/26/14	16		\$0.00
18			ITD Internal Organizational Re-structure Training	2 wks	Mon 12/29/14	Fri 1/9/15	17	Jeremy	\$1,600.00
19			ITD Reorganizational Re-structure Phase II	1 day	Mon 1/12/15	Mon 1/12/15	18		\$0.00
20			ITD Support Policy Letter	1 day	Tue 1/13/15	Tue 1/13/15	19	Domingo	\$160.00

GANTT CHART	21			University Department Heads ITD Support Meeting	1 day	Tue 1/13/15	Tue 1/13/15	19	Domingo, Jeremy	\$320.00
	22			University Department ITD Liaison Training	2 wks	Tue 1/13/15	Mon 1/26/15	19	Reese, ITD Liaison	\$3,200.00
	23			ITD Organizational Re-structure Phase III	1 day	Tue 1/27/15	Tue 1/27/15	22		\$0.00
	24			University Department ITD Liaison Implementation	6 mons	Wed 1/28/15	Tue 7/14/15	23	ITD Liaison	\$19,200.00
	25			Feedback from Department Heads and IT Project Managers	6 mons	Wed 1/28/15	Tue 7/14/15	23		\$0.00
	26			ITD Organizational Re-structure Phase IV	1 day	Wed 7/15/15	Wed 7/15/15	25		\$0.00
	27			Lessons Learned	2 wks	Thu 7/16/15	Wed 7/29/15	26	Domingo	\$1,600.00
	28			ITD Project Metrics Re-Evaluation	2 wks	Thu 7/16/15	Wed 7/29/15	26	Reese	\$1,600.00
	29			Project Closing	1 day	Thu 7/16/15	Thu 7/16/15	26	Jeremy	\$160.00

BUDGET MANAGEMENT

Costs for this project will be managed at all levels of the Work Breakdown Structure (WBS). Control Accounts (CA) will be created at this level to track costs. Earned Value calculations for the CA's will measure and manage the financial performance of the project. Credit for work will be assigned at the work package level. Work started on work packages will grant that work package with 50% credit; whereas, the remaining 50% is credited upon completion of all work defined in that work package. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be changed to red in the project status reports. This will require corrective action from the Project Manager in order to

bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project change request and be must approved by the Project Sponsor before it can become within the scope of the project.

Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2
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COST VARIANCE RESPONSE PROCESS

The Control Thresholds for this project is a CPI or SPI of less than 0.8 or greater than 1.2. If the project reaches one of these Control Thresholds a Cost Variance Corrective Action Plan is required. The Project Manager will present the Steering Committee with options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the Steering Committee selects a corrective action option, the Project Manager will present the Steering Committee with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan it will become a part of the project plan and the project will be updated to reflect the corrective actions.

PROJECT BUDGET

The budget for the ITD Organizational Change Project is \$42,000.00. It's to be funded through the FY15 Information Technology Division Budget.

The budget for this project is detailed below. Costs for this project are presented in various categories...

Fixed Costs:	\$32,000.00
Material Costs	\$10,000.00
Total Project Cost	\$42,000.00
Management Reserve (20%)	\$8,400.00

COMMUNICATIONS PLAN

The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate. As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons.

Additionally, updates may be required as the project matures and additional requirements are needed. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders. This methodology is consistent with the project's Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

STAKEHOLDER COMMUNICATION REQUIREMENTS

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. This feedback will be maintained by the project manager in the project's

Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

Communications Matrix

The following table identifies the communications requirements for this project.

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	Face to Face	Once	Project Sponsor Project Team Stakeholders	Project Manager	Agenda Meeting minutes	Soft copy archived on project SharePoint site and project web site
Project Team Meetings	Review status of the project with the team.	Face to Face Conference Call	Weekly	Project Team	Project Manager	Agenda Meeting minutes Project schedule	Soft copy archived on project SharePoint site and

							project web sit
Technical Design Meetings	Discuss and develop technical design solutions for the project.	Face to Face	As Needed	Project Technical Staff	Technical Lead	Agenda Meeting minutes	Soft co archive on proj ShareP site and project web sit
Monthly Project Status Meetings	Report on the status of the project to management.	Face to Face Conference Call	Monthly	PMO	Project Manager	Project Status Report Project schedule	Soft co archive on proj ShareP site and project web sit
Project Status Reports	Report the status of the project including activities, progress, costs and issues.	Email	Monthly	Project Sponsor Project Team Stakeholders PMO	Project Manager	Project Status Report Project schedule	Soft co archive on proj ShareP site and project web sit

References

Larson, E. W. & Gray, C. F. (2014). *Project management: the managerial process with MS Project 2007* (6th Ed.). New York, NY: McGraw-Hill/Irwin.

Lussier & Achua (2013). *Leadership Theory, Application, & Skill Development* (5th Ed.). Mason, OH: South-Western.