Course Project Plan

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MSDS 475

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Executive Summary

FPD Beverage Company currently has three product lines that are sold at several large box retailers and grocery stores. The business is complex and hinges on our leaders making accurate and timely decisions. Supply lines recently have not been effective and FPD products are arriving late in stores. We believe through artificial intelligence(AI) a dashboard can be constructed to aid our leaders at FPD. The goal of the dashboard is to educate our leaders on our operations and give them the tools to create a prosperous future for FPD.

The AI technologies will come from our third-party vendor Qliksense. The final dashboard capabilities will comprise geospatial analysis, data preparation, mobile availability, and data models. The data used in the dashboard data source is from FPDs' cloud storage.

There are several key assumptions for this project. First, the enterprise resource planning (ERP) system will capture all the needed information with data integrity. One week of AI tool training is sufficient time to get the analysts trained. Qlisksense has all the AI data tool capability we seek on this project. Lastly that the selected members of the project will have enough time to dedicate to this project.

Included in this project plan are various documents that detail aspect important aspects of FPD DM. There is the project scope statement, which is a list of high-level items such as project objectives, deliverables, limitations, and more. The priority matrix details the project's different priorities. Next is the work breakdown structure, a hierarchical overview of work packages. Then the work breakdown cost schedule will show for each work package who is responsible and the calculations behind the cost. While the responsibility matrix shows the owner of each deliverable. communication plan goes over the various meetings to be had and their cadence. Activity on node diagram will show activity relationships and the critical path. The project baseline budget breaks down the budget of the project by activity. The Gantt chart will display the timeline of activities. Risk matrices will show the risk of FPD DM and how to treat them. Lastly, the Project organization chart will show who is involved in the project team and the stakeholders. These various documents will serve project FPD DM to run smoothly and stick to the budget and schedule.

An estimated total budget for project FPD DM is $238,025. Included in the total budget is $10,000 for AI training that will take place over one week at the beginning of the project. Other costs will come from team members' wages. The WBS cost schedule will demonstrate how the cost is broken out by each activity. Also, we ask for an additional 10% or $23,802.5 to cover contingency plans regarding risk events. This 10% amount will only be used if needed. FPD DM is scheduled to be concluded within a 21.8-week duration. It will Start in July 2022 and Finish by Late November 2022. Today we for your formal approval of project FPD DM at the mentioned budget and schedule.

Project Scope Statement

- **Project Name**
  - FPD DM
- **Project objective**
  - Analysts will develop an AI tooled dashboard that provides information/metrics for sales and operations within 21.8 weeks at a cost not to exceed $238,025.
- **Project deliverables**
  - Define Requirements
  - Design Dashboard
  - Source/Clean Data
  - Develop Analytics Modles
  - Construct/Modify dashboard
  - Test Dashboard
  - Train Users
  - Deploy Dashboard
- **Project milestones**
  - Big Data Training Group AI tools training completion
    - July 7th
  - Wire Frame Template Selected by EOC
    - July 21st
  - Data Preparation
    - September 29th
  - Data exploration analysis
    - October 18th
  - Visuals created on the dashboard
    - November 14th
  - Dashboard user training
    - November 22nd
- **Technical requirements for this project**
  - QlikSense cloud storage data be used on dashboard
  - Analysts build models using their preferred software
  - Data in dashboard should be live or near it
  - Dashboard data short response time
  - Dashboard 24/7 availability
  - Dashboard accessible via device types (smartphone, tablet, laptop, desktop)
  - Secure data with dashboard permissions given to correct people
- **Limits and exclusions**
  - AI Tools training limited to one week
  - FDP Server size
  - Response time from cloud to the dashboard
  - Dashboard page size can only fit a limited amount of visuals
  - Only have a discrete amount of years worth of data

- **Review with sponsor**
    - CFO Paul Reporting

Priority Matrix

The Priority Matrix is a visual that displays time, performance, and cost criteria of a project. There are three options for each criterion: constrain, enhance, and accept. Constrain is where the criterion is fixed and must be met. Enhance is where the criterion is optimized. And lastly, accept is where the criterion is allowable to not meet the original plan.

	Time	Performance	Cost
Constrain		●	
Enhance	●		
Accept			●

Figure 1, Priority Matrix

For project FPD DM, time can be enhanced. Finishing as early as possible should be the priority. The consequences of finishing project FPD DM are severe as Walmart has threatened to leave FPD as a supplier due to late shipments. The faster the dashboard can be completed the faster the supply line can be fixed. Performance is constrained, and the specifications of the dashboard must be met in order for the project to be completed. Cost is accepted, there is potential for spending more to full time and performance parameters. FPD DM calls for optimizing time, completing all performance functionality, and increasing cost if needed.

Work Breakdown Structure, WBS Cost Spreadsheet, & Responsibility Matrix

A work breakdown structure(WBS) is a hierarchical chart that displays elements of the project such as major deliverables and work packages. For example, 1.1 Define requirements is a major deliverable for FPD DM. Below the WBS shows the major deliverables as the second row of nodes (1.1-1.9). There are a total of 9 major deliverables for FPD DM. Underneath the major deliverables are work packages, these are short-duration tasks that have a definite start and end date. FPD DM contains a total of 24 work packages. The chart illustrates how the amount of work packages per major deliverable varies.

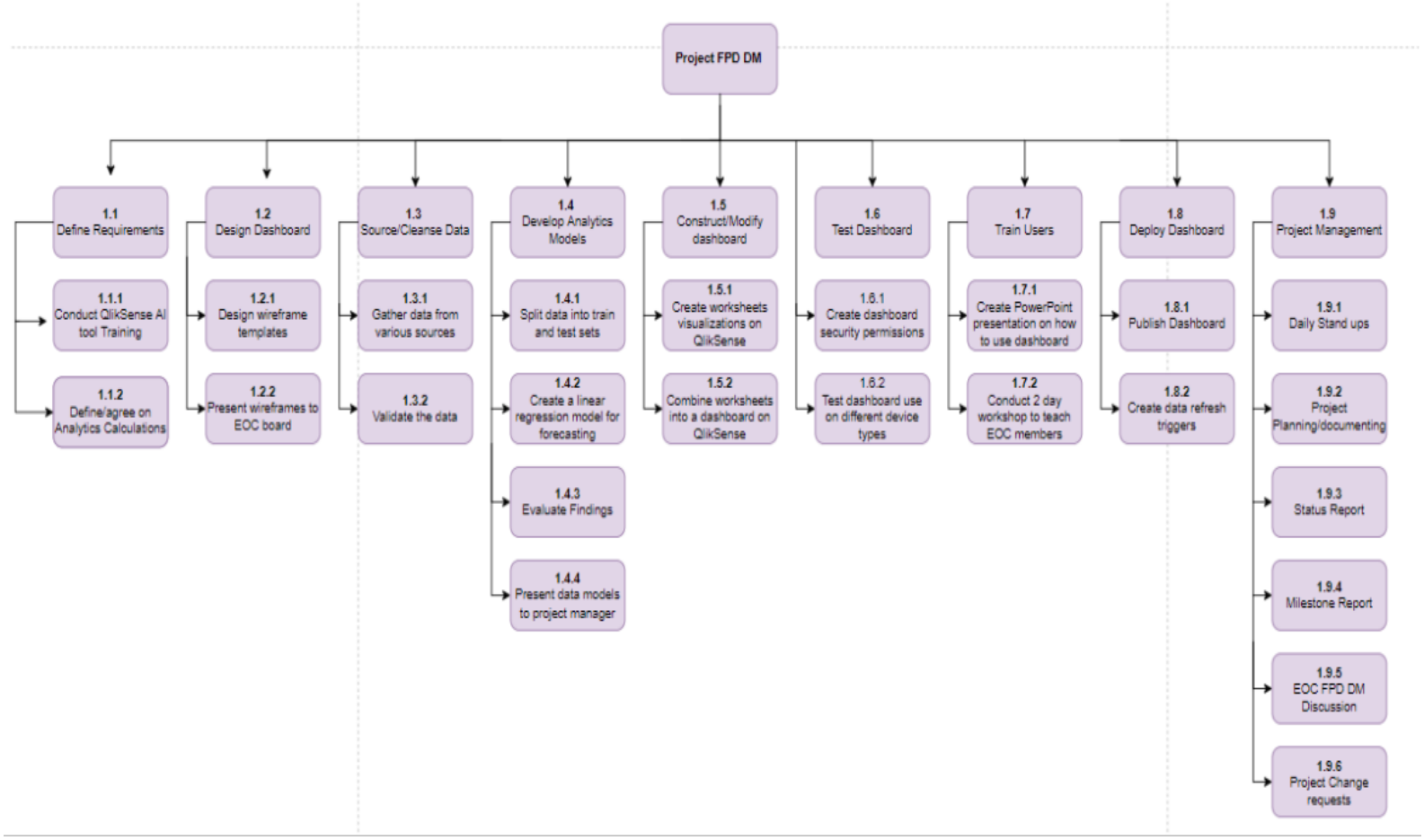


Figure 2, Work Breakdown Structure Diagram

The WBS Cost Schedule shows each work package's cost is allocated through various metrics. Important metrics shown are the number of resources, estimated hours to completion, estimating approach, labor rate, and total expense. The estimated total cost of FPD DM is $238,025. This number is lower than the budgeted $250,000. The total number of resources used is 44. The total calendar duration in hours is 1,746.1. Please use the WBS Cost Schedule
as a reference in the future for cost, and which project team members are responsible for each work package.

	Time-Cost Labor Estimates												
WBS ID	Task Description	Task Assigned to	Estimate (hrs)	Estimating Approach	Estimated Duration (hrs) (Estimate * 1.5)	Estimated Interruptions (hrs) (Estimate * 0.33)	Total Effort (hrs)	Labor Rate $/hr	Labor Cost Total $	Expenses	Total Costs	# of Resources	Calendar duration
1.0	Project FPD DM												
1.1	Define Requirements												
1.1.1	Conduct QlikSense AI tool Training *(Don't factor the hours - Assume full time training for this only)*	Mary, Andy, Benazir, Ann	160	Expert			160.0	$59	$ 9,400	$ 10,000	$ 19,400	4	40
1.1.2	Define/agree on Analytics calculations	Mary, Andy, Benazir, Ann	48	Historical	72.0	15.8	87.8	$59	$ 5,161	0	$ 5,161	3	29.28
1.2	Design Dashboard			Expert	-	-	-		$ -	0	$ -		
1.2.1	Design Wireframe templates	Benazir, Ann	80	Historical	120.0	26.4	146.4	$54	$ 7,832	0	$ 7,832	2	73.2
1.2.2	Present Wireframes to EOC Board and seek Approval	Benazir, Ann	5	Historical	7.5	1.7	9.2	$54	$ 490	0	$ 490	2	4.575
1.3	Source/Cleanse data				-	-	-		$ -		$ -		
1.3.1	Gather data from various sources	Andy, External Resource	80	Expert	120.0	26.4	146.4	$63	$ 9,223	0	$ 14,823	2	73.2
1.3.2	Validiate the data	Andy	40	Historical	60.0	13.2	73.2	$63	$ 4,612	0	$ 4,612	1	73.2
1.3.3	Cleansing the data	Mary, Andy, Benazir, Ann	640	Expert	960.0	211.2	1,171.2	$62	$ 72,224		$ 72,224	3	390.4
1.3.4	Select the datas' features to be used	Mary, Ann	80	Expert	120.0	26.4	146.4	$58	$ 8,418		$ 8,418	2	73.2
1.4	Develop analytics models				-	-	-		$ -		$ -		
1.4.1	Split data into train and test sets	Andy	24	Historical	36.0	7.9	43.9	$63	$ 2,767	0	$ 2,767	1	43.92
1.4.2	Create a linear regression model for forecasting	Mary, Andy	160	Expert	240.0	52.8	292.8	$64	$ 18,739	0	$ 18,739	2	146.4
1.4.3	Evaluate Findings	Mary	32	Historical	48.0	10.6	58.6	$65	$ 3,806	0	$ 3,806	1	58.56
1.4.4	Present data models to project manager	Mary, Andy, Gavyn	4	Historical	6.0	1.3	7.3	$71	$ 520	0	$ 520	3	2.44
1.5	Construct/Modify dashboard				-	-	-		$ -		$ -		
1.5.1	Create worksheets visualizations on QlikSense	Benazir, Ann	160	Expert	240.0	52.8	292.8	$54	$ 15,665	0	$ 15,665	2	146.4
1.5.2	Combine worksheets into a dashboard on QlikSense	Ann	8	Expert	12.0	2.6	14.6	$50	$ 732	0	$ 732	1	14.64
1.6.1	Create dashboard security permissions	Ann	4	Historical	6.0	1.3	7.3	$50	$ 366	0	$ 366	1	7.32
1.6.2	Test Dashboard use on different device types	Benazir	8	Historical	12.0	2.6	14.6	$57	$ 834	0	$ 834	1	14.64
1.6.3	Data accuracy test	Ann	8	Historical	12.0	2.6	14.6	$50	$ 732	0	$ 732	1	14.64
1.7	Train Users				-	-	-		$ -		$ -		
1.7.1	Create powerpoint presentation/documentation on how to use dashboard	Benazir, Ann	16	Historical	24.0	5.3	29.3	$54	$ 1,566	0	$ 1,566	2	14.64
1.7.2	Conduct 2 day workshop to teach EOC members and possibly other users on how to use dashboard	Benazir, Ann	16	Historical	24.0	5.3	29.3	$54	$ 1,566	0	$ 1,566	2	14.64
1.8	Deploy Dashboard				-	-	-		$ -		$ -		
1.8.1	Publish dashboard	Ann	2	Historical	3.0	0.7	3.7	$50	$ 183	0	$ 183	1	3.66
1.8.2	Create data refresh triggers that update the dashboard every 10 minutes	Benazir	2	Historical	3.0	0.7	3.7	$57	$ 209	0	$ 209	1	3.66
1.9	Project Management *(Put all project management time here - assume full time or half time and don't factor)*				-	-	-		$ -		$ -		
1.9.1	Daily Stand ups	Gavyn, Mary, Andy, Benazir, Ann	130	Historical	195.0	42.9	237.9	$64	$ 15,226	0	$ 15,226	5	47.58
1.9.2	Project Planning/documenting	Gavyn	104	Historical	156.0	34.3	190.3	$85	$ 16,177	0	$ 16,177	1	190.32
1.9.3	Status Report	Gavyn	52	Historical	78.0	17.2	95.2	$85	$ 8,089	0	$ 8,089	1	95.16
1.9.4	Milestone Report	Gavyn	39	Historical	58.5	12.9	71.4	$85	$ 6,066	0	$ 6,066	1	71.37
1.9.5	EOC FPD DM Discussion	Gavyn	36	Historical	54.0	11.9	65.9	$85	$ 5,600	0	$ 5,600	1	65.88
1.9.6	Project change requests	Gavyn	40	Historical	60.0	13.2	73.2	$85	$ 6,222	0	$ 6,222	1	73.2
	Total		1978		2,727.0	599.9	3,326.9		$ 213,025.12	-	$238,025.12	44.0	1,746.1

Figure 3, WBS Cost Schedule Table

A Responsibility Matrix details who on the project team is accountable for each deliverable. R in the chart means that project member is respobilbe for that deliverable. S means that project team member work on the deliverable but are not accountable for it, they only provide assistance. A third party will join for helping source/cleanse the data.

	Project Team				
Task	Mary	Andy	Benazir	Ann	3rd Party
Define Requirements	R	S	S	S	
Design Dashboard			R	S	
Source/Cleanse data	S	R	S	S	S
Develop analytics models	R	S			
Construct/Modify dashboard			R	S	
Test dashboard			S	R	
Train Users			S	R	
Deploy Dashboard			R	S	

R = Responsible
S = Support

Figure 4, Responsibility Matrix

Communications Plan

A communication plan is a table that details the various meetings/discussions that will take place throughout the duration of the project. The table should be used as a reference for the meeting cadence, who is leading each meeting, who is attending each meeting, and the medium of each discussion.

What Information	Target Audience	When?	Method of Communication	Provider
EOC FPD DM Discussion	EOC Group	Monthly	Meeting	Project Manager
Daily Standup	Analysts and Project manager	Daily	Meeting	Project Manager
Milestone Report	EOC Group & Senior Management	BiWeekly	Email and Hardcopy	Project Manager
Status Report	Project Sponsor	Weekly	Email	Project Manager
Accepted Change Requests	Project Manager, EOC group,	Anytime	Email and Hardcopy	Sales and Operations Department
AI Training	Analysts	One Week	Meeting	Big Data Training Group

Figure 5, Communications Plan Table

In the case of Project FPD DM there are six discussions. Project Manager, Gavyn Gallagher, will 4 of the discussions. The goal of these discussions is to move the project forward and to communicate progress with each other. The EOC group will meet once a month to discuss FPD DM at a high level. Other meetings will focus on lower-level details.

AON Network Diagram & AON spreadsheet

Activity On Node(AON) diagram shows the activity of a project as a network of nodes. The benefit of the diagram is that it can reveal the critical path of the project is. This path determines the minimum length of the projects' durations. If the critical path is delayed, the overall project is also delayed. The critical path is identified as the nodes with 0 slack. Slack is calculated as Late Start(LS)- Early Start(ES) OR Late Finish(LF) -Early Finish(EF). For FPD DM an activity is either one or 2 combined work packages.

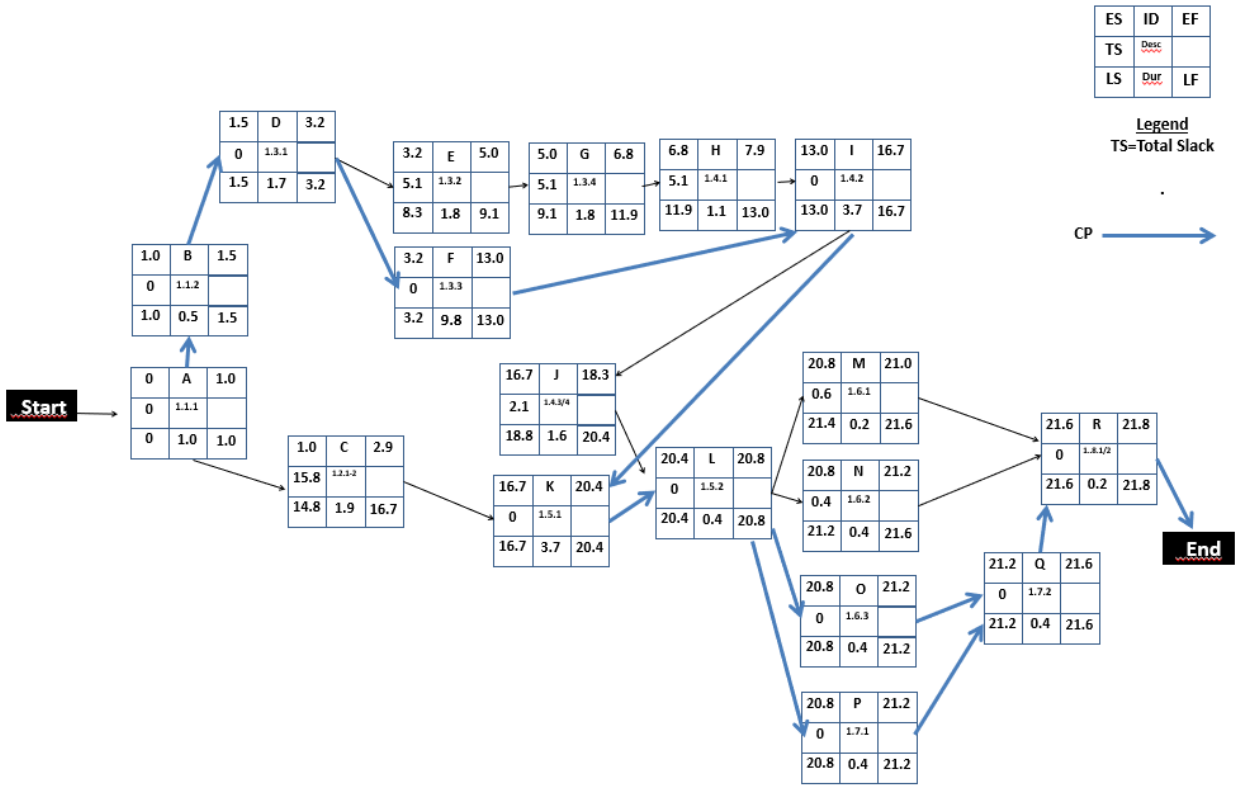


Figure 6, Activity On Node (AON) diagram

The critical path for FPD DM is A-B-D-F-I-K-L-(O or P)-Q-R. The project is scheduled to end in 21.8 weeks. Originally, Activity D was envisioned to take a duration of 3.7 weeks but was compressed by two weeks with the help of additional third-party resources. Since this activity D is in the critical path the project is now sped up by two weeks. Only seven of the activities have any slack. It is of utmost importance that the activities in the critical path finish no later than their late start.

Project FP DM

Activity/ Work Pkg	Duration	ES	LS	EF	LF	Slack
A	1.0	0	0	1	1	0
B	0.5	1	1	1.5	1.5	0
C	1.9	1	14.8	2.9	16.7	15.8
D	1.7	1.5	1.5	3.2	3.2	0
E	1.8	3.2	8.3	5	9.1	5.1
F	9.8	3.2	3.2	13	13	0
G	1.8	5	9.1	6.8	11.9	5.1
H	1.1	6,8	11.9	7.9	13	5.1
I	3.7	13	13	16.7	16.7	0
J	1.5	16.7	16.7	18.3	20.4	2.1
K	3.7	16.7	16.7	20.4	20.4	0
L	0.4	20.4	20.4	20.8	20.8	0
M	0.2	20.8	20.8	21	21.6	0.6
N	0.4	20.8	20.8	21.2	21.6	0.4
O	0.4	20.8	20.8	21.2	21.2	0
P	0.4	20.8	20.8	21.1	21.2	0
Q	0.4	21.2	21.2	21.6	21.6	0
R	0.2	21.6	21.6	21.8	21.8	0

Critical Path	A	B	D	F	I	K	L	O or P	Q	R
Critical Path Duration	21.8									

Figure 7, Activity On Node (AON) Spreadsheet

The AON spreadsheet above is a table that shows the various numbers that were displayed in the AON diagram. An early start is when the activity can first begin. A late start is the latest the activity can start to end the project on time. An early finish is the earliest possible time an activity can finish. The late finish is the latest an activity can finish with the project finishing on time. Based on the slack column you can see which activities are involved in the critical path. The critical path/paths and the overall duration are also listed.

Project Baseline Budget

PROJECT BASELINE BUDGET						Time Period (Weeks)																							
Act	DUR	ES	LF	Slack	Cost From WBS cost Spreadsheet	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
A	1.0	0	1	0	$ 19,400.00	19,400																							
B	0.5	1	1.5	0	$ 5,161.00		5,161																						
C	1.9	1	2.9	16	$ 8,322.00		4,380	3,942																					
D	1.7	2	3.2	0	$ 14,823.00			14,823																					
E	1.8	3	5	5.1	$ 4,612.00				2,562	2,050																			
F	9.8	3	13	0	$ 72,224.00				7,370	7,370	7,370	7,370	7,370	7,370	7,370	7,370	7,370	5,896											
G	1.8	5	6.8	5.1	$ 8,418.00						4,677	3,741																	
H	1.1	6,8	7.9	5.1	$ 2,767.00								2,767																
I	3.7	13	16.7	0	$ 18,739.00														5,065	5,065	5,065	3,545							
J	1.5	17	18.3	2.1	$ 4,326.00																		4,326						
K	3.7	17	20.4	0	$ 15,665.00																		7,197	4,234	4,234				
L	0.4	20	20.8	0	$ 732.00																					732			
M	0.2	21	21	0.6	$ 366.00																					366			
N	0.4	21	21.2	0.4	$ 834.00																					834			
O	0.4	21	21.2	0	$ 732.00																					732			
P	0.4	21	21.1	0	$ 1,566.00																					1,566			
Q	0.4	21	21.6	0	$ 1,566.00																						1,566		
R	0.2	22	21.8	0	$ 392.00																						392		
S (PM)	21.8	0	21.8	0	$ 57,380.00	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	2,608	
				BAC	$ 238,025.00	22,008	12,149	21,373	12,540	12,028	14,655	13,719	12,745	9,978	9,978	9,978	9,978	8,504	7,673	7,673	7,673	6,153	14,132	6,842	6,842	6,838	4,566		
Cumulative PV						22,008	34,157	55,531	68,071	80,098	94,753	108,472	121,217	131,195	141,173	151,151	161,129	169,633	177,306	184,979	192,652	198,805	212,937	219,779	226,621	233,459	238,025		

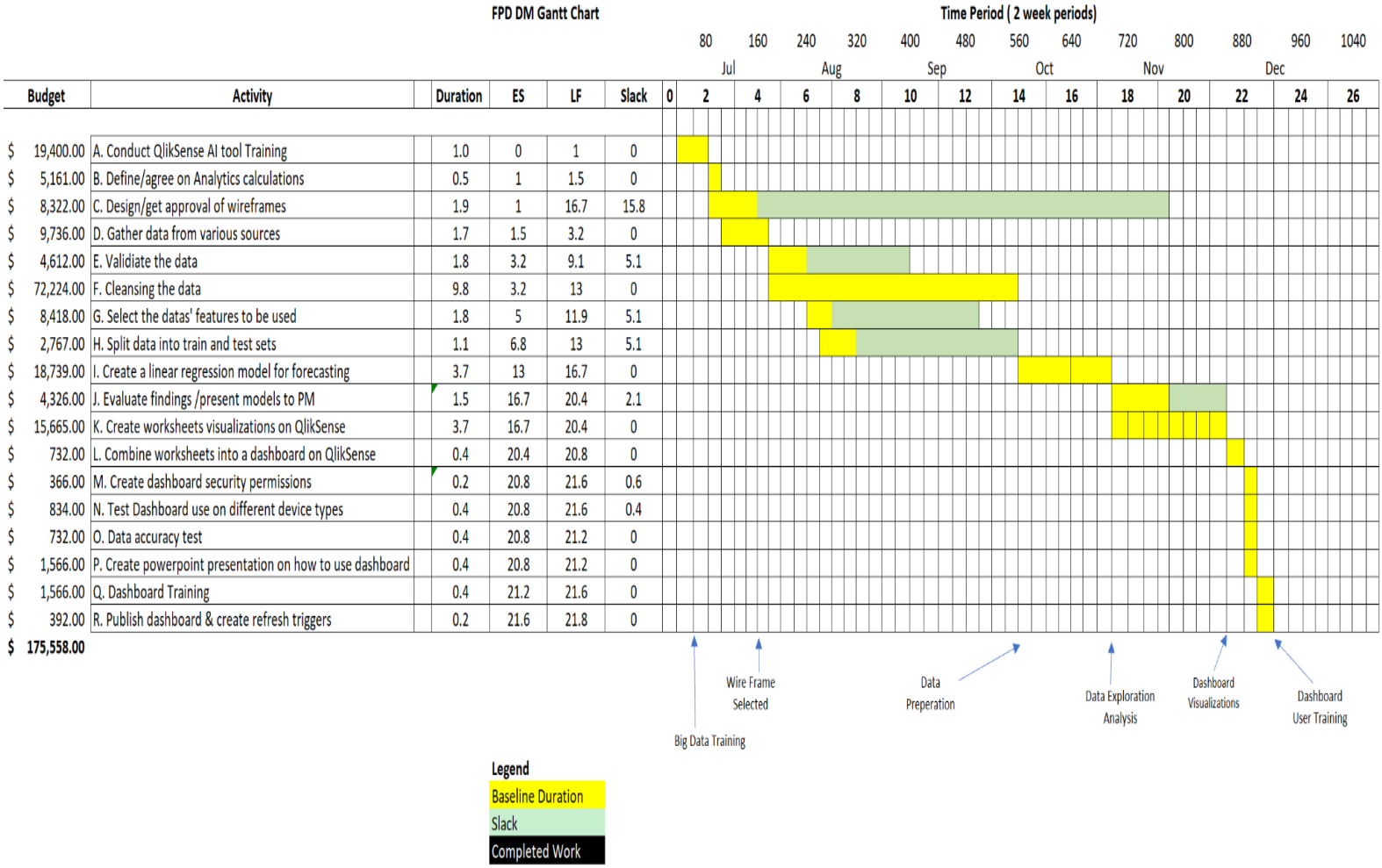
Critical Path	A-B-D-F-I-K-L-O-Q-R or A-B-D-F-I-K-L-P-Q-R
DUR	21.8

Figure 8, Project Baseline Budget Chart

The project budget baseline details how the cost is allocated to each activity over time in weeks. The Budget at completion (BAC) is the overall cost of the FPD DM at $238,025. The last row of the table is cumulative PV, which shows the total amount spent on the project each very week. Certain activities

take a duration that is not an integer and only part of the week is dedicated to that activity. This causes the amount spent on one activity each week to vary. For example activity, F has a duration of 9.8 weeks. In that final week, only 80% of the time was used on activity F causing the activity to have a lower cost. Another interesting note is that the most expensive week is the initial week of AI training. The range of cost for the week's budget goes from $4,655 - $22,008.

Gantt Chart



Budget	Activity	Duration	ES	LF	Slack
$ 19,400.00	A. Conduct QlikSense AI tool Training	1.0	0	1	0
$ 5,161.00	B. Define/agree on Analytics calculations	0.5	1	1.5	0
$ 8,322.00	C. Design/get approval of wireframes	1.9	1	16.7	15.8
$ 9,736.00	D. Gather data from various sources	1.7	1.5	3.2	0
$ 4,612.00	E. Validiate the data	1.8	3.2	9.1	5.1
$ 72,224.00	F. Cleansing the data	9.8	3.2	13	0
$ 8,418.00	G. Select the datas' features to be used	1.8	5	11.9	5.1
$ 2,767.00	H. Split data into train and test sets	1.1	6.8	13	5.1
$ 18,739.00	I. Create a linear regression model for forecasting	3.7	13	16.7	0
$ 4,326.00	J. Evaluate findings /present models to PM	1.5	16.7	20.4	2.1
$ 15,665.00	K. Create worksheets visualizations on QlikSense	3.7	16.7	20.4	0
$ 732.00	L. Combine worksheets into a dashboard on QlikSense	0.4	20.4	20.8	0
$ 366.00	M. Create dashboard security permissions	0.2	20.8	21.6	0.6
$ 834.00	N. Test Dashboard use on different device types	0.4	20.8	21.6	0.4
$ 732.00	O. Data accuracy test	0.4	20.8	21.2	0
$ 1,566.00	P. Create powerpoint presentation on how to use dashboard	0.4	20.8	21.2	0
$ 1,566.00	Q. Dashboard Training	0.4	21.2	21.6	0
$ 392.00	R. Publish dashboard & create refresh triggers	0.2	21.6	21.8	0
$ 175,558.00					

Figure 9, Gantt Chart

A Gantt chart is a visual of the activities and their baseline time and slack. It appears similar to the previous chart on the baseline budget. The difference is that the baseline budget focused on budget, while this Gantt chart focuses on baseline duration. Baseline duration is the minimal amount of time an activity can be completed by, in the Gantt chart it is represented by yellow cells. The green cells represent the slack of each activity. If an activity has slack it allows for finishing later than the baseline.

Activity C has a long slack duration and is not as pivotal in starting or finishing. At the bottom of the chart are the milestones of the FPD DM, the arrows represent where each milestone occurs.

Risk Matrices and overall project riskiness

There are five identified risks events for Project FPD DM:

- Risk 1 (R1) – Receiving unclean data with low data integrity and missing elements
- Risk 2 (R2) – Requiring additional resources to meet schedule due to other duties and lack of appropriate skills/experience
- Risk 3 (R3) – Define/socialize/accept performance metrics (how to calculate)
- Risk 4 (R4) – Issues with training and user adoption
- Risk 5 (R5) – Data not up to date and not secure

A risk assessment matrix rates each risk events on two criteria: likelihood and impact. An event can have many consequences but if it's the likelihood is low then it's not as risky. An event where both likelihood and impact is high is dangerous. The matrix also reveals each risk event's detection level or how easy it is to identify the event that occurred. An event that is hard to detect can even worsen a situation as there would be slower response times. The last column of a risk assessment matrix is when the risk event would occur. The risk assessment matrix for FPD DM is blow.

Likelihood and impact are measured on a scale of 1-5 for the risk assessment matrix and risk severity matrix. With 5 being the most severe and highest profitability of occurring. If you want more information on what a 1,2,3,4,5 is please refer to *Figure 13, Likelihood Impact Legend* in the appendix.

RISK ASSESSMENT MATRIX

Risk Event	Likelihood	Impact	Detection Difficulty	When
R1	3	5	1	Sourcing dataset
R2	2	3	2	Dashboard creation
R3	1	5	3	Building analytic models
R4 – Issues with training and user adoption	2	5	2	Dashboard launch
R5 – Data not up to date and not secure	3	5	4	Constructing dashboard

Figure 10, Risk Assessment Matrix

Four of the five risk events for FPD DM have an impact of 5. This means that if they occur the budget and/or schedule will be affected. However, the highest likelihood of any of these events occurring is a 3. R5 risk has the most difficult detection. All of the risk events occur in different stages of the project.

A risk severity matrix is a visual representation of the risk assessment matrix with color. The x-axis records impact and the y-axis is the likelihood. Green represents events that are inconsequential, not a real threat, and shall be ignored unless their status changes. The Yellow area is of medium concern, these risks should be monitored. While the red area poses the most severe danger and these risk events shall be dealt with.

RISK SEVERITY MATRIX

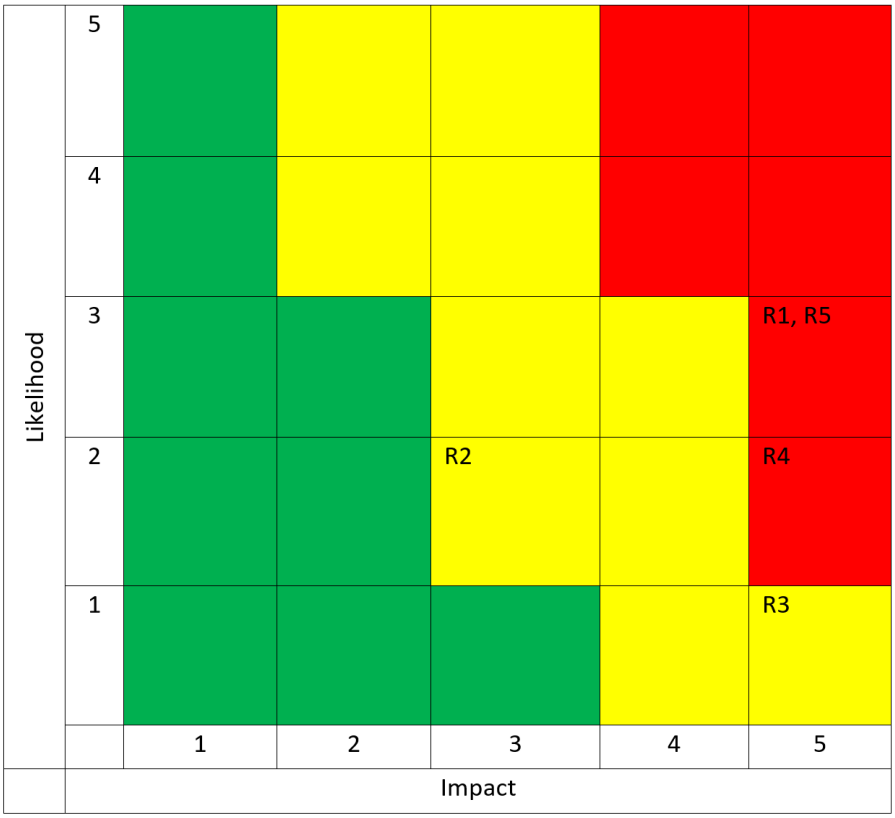


Figure 11, Risk Severity Matrix

FPD DMs' risk severity matrix is above. Two of the five events are in the yellow area and shall be monitored. The other three events fall into the red area that is of danger. There are no risk events that are in the green area. As you can see there is a good amount of risk involved in FP DM. In order to deal with these risks, a risk response matrix was created.

A risk response matrix is important as it houses the responses to each risk event and who is responsible for each risk. There are several response options on how to deal with risk: mitigation, transfer, escalate, avoid, and retain. It is situational on when to best use each response type. Other important information such as contingency plans on if the risk occurs are noted as well as what triggers the events. Triggers should be monitored by the responsible party.

RISK RESPONSE MATRIX

Risk Event	Response	Contingency Plan	Trigger	Responsible Party
R1	Mitigate Risk : Hold meetings to know where to get the proper data sources	Additional Trainings to clarify where clean data is located	Data fails accuracy test	Database Analyst
R2	Transfer Risk : Assign qualified people tasks	Increase Staff support	Milestones are missed	Project Manager
R3	Avoid Risk : Hold Metrics Meeting	Additonal Meetings to agree on metrics	Confusion on the team	Analytics Team
R4	Mitigate Risk : Do a thorough training session	Additional Trainings to solidify dashboard understanding	Message from Users	Supply Chain Analyst
R5	Transfer Risk : Create a live connection and set permissions	Hire 3rd party to guarantee data is live and secured	Data not updating after one hour or data breach	ERP Application Analyst

Figure 12, Risk Response Matrix

The risk response matrix for FPD DM above shows three different types of response: mitigate, transfer, and avoid. Mitigation is about reducing the likelihood of the event occurring/reducing the impact of the risk. Transfer risk is where the risk is then passed on to someone else. Avoid risk is where the risk event is to be eliminated. If any risk event is trigged then their response and contingency plan

will go into effect. An individual on the analytics team is responsible for risks R1, R4, and R5. The whole analytics team is responsible for R3.

Since there are 3 risk events in the yellow area and two in the red area. We believe that project FPD DMs' overall project riskiness is yellow. The project is at a medium to high risk of not completing at the specified budget and schedule. We believe we have the right people in place for this project to be a success. Also, contingency plans are prepared to handle risks if they do occur.

Project Organization Chart

A project organization chart demonstrates which members are involved and to who each member reports to. This chart is important as it shows all members involved in the project as well as the various hierarchy levels.

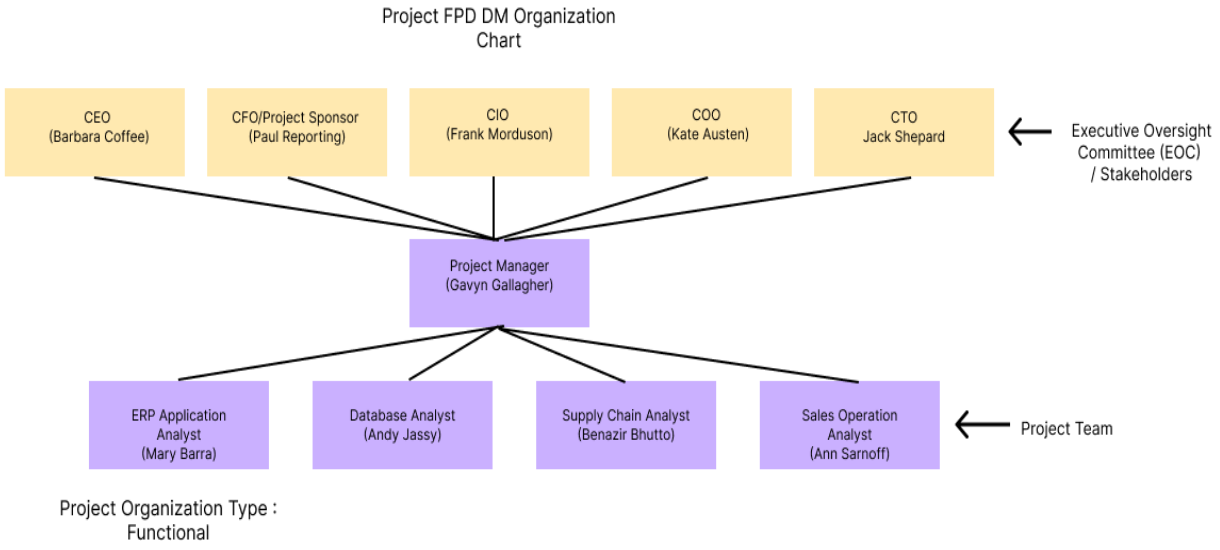


Figure 13, Project Organization Chart

Project FPD DM has an Executive Oversight Committee (EOC) of five members. The EOC are the stakeholders of the project. Members of the EOC are made up of high-ranking executives. CFO, Paul Reporting, is also the project sponsor and will provide support for the project. The EOC members are responsible for giving project FPD DM an overall direction, allocating resources, making key decisions, and approve of the final project. Project Manager, Gavyn Gallagher, is responsible for reporting updates to the EOC, managing the budget and schedule, design and monitoring milestones. The project team is responsible for the day-to-day planning and tasks, escalating issues to the project manager, and

providing business expertise. There are four members of the project team, and they each hold various analyst titles.

The project organization type chosen for this project is functional. The advantages of a functional organization are that it is flexible, offers in-depth expertise, and has easy post-project transition. The analysts in the project team can temporarily be assigned FPD tasks and concurrently work on their normal day-to-day tasks. The best people for the job in the organization have been selected to work on the project team. Once the project has finished the project team will continue their normal work again full-time. Functional organization type will offer effective organization for FPD DM.

Feasibility

Earned Value Management (EVM) will be used throughout the duration of project FPD DM to evaluate project success. The metrics in EVM allow for gauging project success in the middle and after the project is complete. EVM evaluates the success of the project schedule as well as the budget. A project may be successful on schedule but not on budget or vice versa. In order for project FPD DM to be a true success, it will need to be completed under the budget and before the deadline. These metrics will be readily available for the EOC team and can be discussed during each EOC FPD DM meeting.

Appendix

Likelihood/Impact Legend

1	Very low	Event extremely unlikely to occur/Extremely minimal impact to dashboard functions
2	Low	Event unlikely to occur/minimal impact to dashboard functions
3	Moderate	Event has less than 50% chance of occuring/Dashboard functions may be compromised but still usable
4	High	Event likely to occur/Dashboard functions will be compromised
5	Very high	Event extremely likely to occur/Dashboard will be rendered un-usable

Figure 14, Likelihood Impact Legend

Project Plan Self-Assessment Checklist

Project Plan Student Self Assessment		**Name:**	Gavyn Gallagher					
Project Plan Components	**Points**	Not Done	Some Elements	Some Elements of Competency	Done with some Major Flaws	Mostly done with Min Flaws	Completely Present	Score
Executive Summary	15	0	3	5	8	11	15	11
Project Scope Statement	10	0	2	4	6	8	10	10
Priority Matrix	5	0	1	2	3	4	5	5
Work Breakdown Structure & WBS Cost Spreadsheet	10	0	2	4	6	8	10	8
Communications Plan	5	0	1	2	3	4	5	5
AON Network Diagram & AON Spreadsheet	10	0	2	4	6	8	10	10
Project Baseline Budget	10	0	2	4	6	8	10	8
Gantt Chart w 3-4 milestones	10	0	2	4	6	8	10	8
Risk Assmt, Severity, & Response Matrices; FPD Project Risk Impact Summary	5	0	1	2	3	4	5	4
Project Organization	5	0	1	2	3	4	5	5
Feasibility	5	0	1	2	3	4	5	4
Integration	10						10	10
Scope ties with WBS								
Comm Plan identifies key stakeholders								
WBS ties to Gantt Chart								
WBS ties to Project Baseline Budget								
AON Diagram consistent w/ Gantt Chart								
Risk identification ties to WBS								
Extra Credit: enhances story								
Responsibility matrix	5	0	1	2	3	4	5	5
Other	0	0	1	2	3	4	5	
Project Plan Total	100							93
25% Course Grade - 600 points							Points Earned	558