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Individual Draft #3 (F23)

Modeling Assignment #3 – Garden State Associates – Part II

Part I:

1. Draw a **Scope Diagram** for the project on-boarding process. Be sure to identify sources or destinations for each IGOE element. Use Harmon Figure 8.11 as a template and consult the Lecture Resource **What is IGOE?** (The Lecture Resources contain a blank Scope Diagram MS-Word template.)
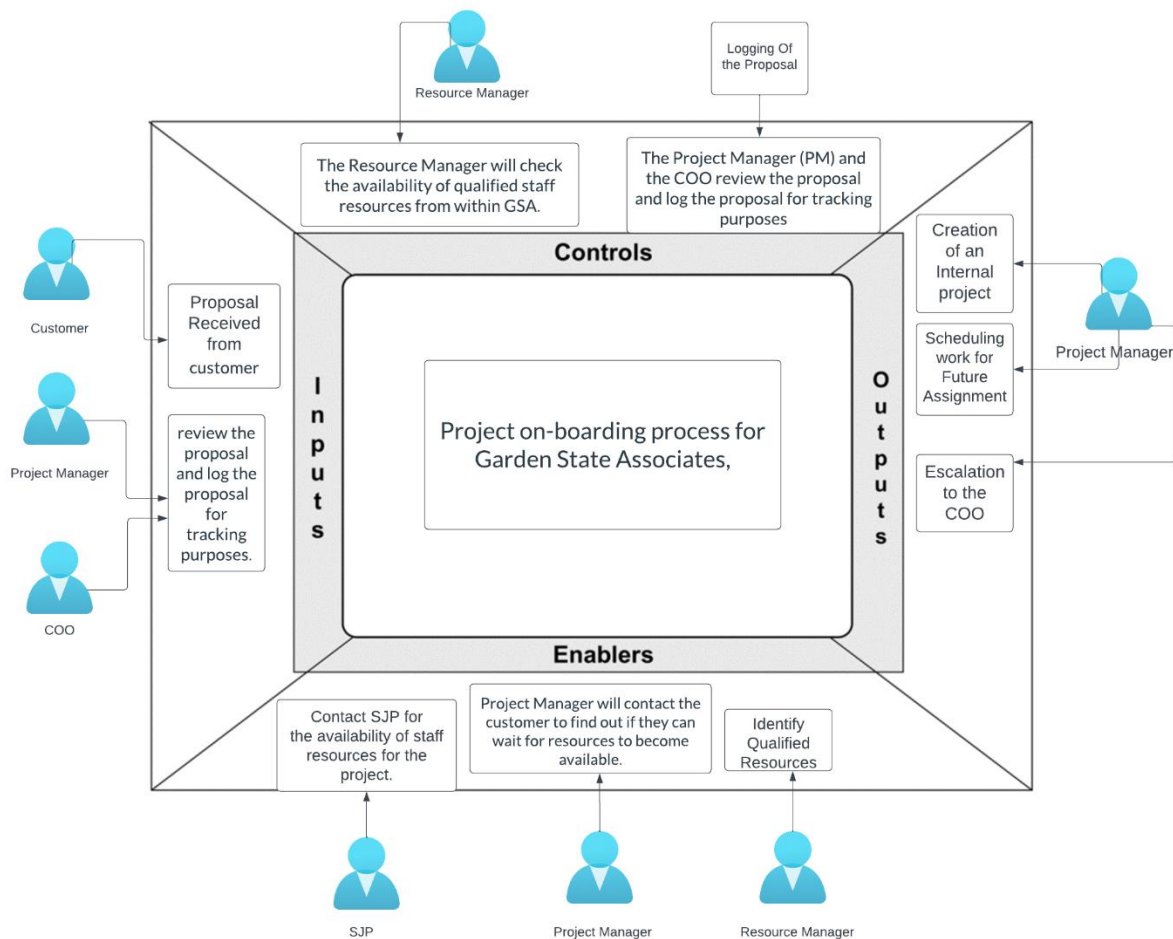
A. What triggers this process?

The trigger for this process is the consulting engagement proposal from a potential customer. This is the event that initiates the entire sequence of steps. When the Project Manager for GSA receives this proposal, it sets off the chain of actions that make up the process.

B. What is the process outcome?

The outcome of this process can vary depending on certain conditions, but generally, it results in one of the following:

1. Creation of an Internal Project: If GSA has the necessary staff resources available, the Project Manager creates an internal project and assigns the staff to it. This is the ideal outcome, where GSA can fulfill the proposal using its internal resources.

2. Scheduling Work for a Future Assignment: If internal resources are not available but the customer is willing to wait, the Project Manager schedules the work for a future time when resources are expected to be available.

3. Escalation to the COO: If the customer cannot wait and GSA is unable to provide immediate resources (either internally or through SJP), the Project Manager escalates the issue to the COO for resolution. This could potentially lead to different outcomes based on the COO's decision, which might include finding alternative solutions or even declining the proposal.

2. Harmon suggests that all process re-design problems are divided into one of six broad types (See Harmon, Appendix I). As a generalization, we identify the majority of the first four types of problems when we create a scope diagram and we define most of the latter two types of problems when we create process flow diagrams.

   A. Based on your Process Scope Diagram, identify and briefly describe two potential problems you see in each of these four generic areas. You may need to make some reasonable assumptions because you lack specific details in the scenario. Just provide some reasonable problems and a sentence or two that clearly explains them, *in the context of this scenario.* Submit the problems as an ordered list in each generic area. The goal here is for you to properly apply Harmon's Problem Analysis Checklists.

      1. Problems with Inputs and Outputs

A. Incomplete or Inaccurate Proposals: If the consulting engagement proposals received are incomplete or contain inaccuracies, this can lead to misjudgments in resource allocation.

B. Miscommunication of Resource Needs: The Resource Manager might not correctly interpret the staff resources needed from the proposals.

2. Problems with Guides

A. Unclear Evaluation Criteria: The criteria used by the PM and COO to review and evaluate proposals might be outdated or not clearly defined, which can lead to bad decision-making.

B. Inefficient Resource Management Policies: If the policies guiding the Resource Manager in identifying and checking resource availability are inefficient, this can lead to delays or errors in resource allocation.

3. Problems with Enablers

A. Limited Availability of Qualified Staff: A chronic shortage of qualified staff within GSA can force the process into the external resource-seeking steps, causing delay.

B. Inadequate Project Management Tools: If the Project Manager lacks efficient tools for tracking and managing internal projects, this could lead to inefficiencies in project execution and resource management.

B. Based on the Process Flow Diagram, describe at least two Flow problems you feel should be addressed.

1. Dependency on External Resources

Problem Description: The process mainly depends on external resources (SJP) when internal resources are not available. This dependency can introduce significant delays and uncertainties. If SJP is unable to provide staffing resources, the process then moves to customer communication for waiting decisions, adding further potential delays.

2. Sequential Escalation and Decision-Making

Problem Description: In cases where the customer cannot wait and GSA lacks immediate resource availability, the process requires escalation to the COO for resolution. This step adds an additional layer in the decision-making process, which could be time-consuming and might not always result in a feasible solution.

3. Based on the lecture on process characteristics and GSA's project on-boarding process
   A. How would you describe the **degree of structure** of the process? Is it appropriate?

      Ans: The process appears to be moderately structured. It follows a defined sequence of steps starting from proposal receipt, resource assessment, and allocation, to customer communication and escalation procedures. However, there seems to be flexibility in certain stages, such as resource allocation (internal vs. external) and customer negotiations. This degree of structure is generally appropriate.

   B. How would you describe the **range of involvement** for the process? Is it appropriate?

      Ans: The involvement ranges from high-level roles like the COO to more operational roles like the Project Manager and Resource Manager. The process also involves external parties (SJP) for resource allocation. The involvement is necessary for comprehensive decision-making and resource management. However, it's crucial to ensure that the involvement of high-level executives (like the COO) is optimized to prevent bottlenecks and ensure efficient use of senior management time.

   C. What the **level of integration** between GSA and SJP's process as described? Is it appropriate?

      Ans: There is a notable level of integration between GSA and SJP, especially in situations where internal resources are insufficient. This integration is a crucial contingency plan for resource allocation

   D. How would you describe the **rhythm** of the process?

      Ans: The rhythm of the process seems to be variable, largely dependent on the availability of internal resources and the responsiveness of external parties (SJP) and customers. The process can be swift if internal resources are readily available, but it can also be prolonged in case of external dependencies and escalations. This variable rhythm can be challenging to manage, as it can lead to uncertainties in project scheduling and resource management.

<u>**Part II**</u>:

Make the following changes to the "As-Is" BPMN diagram. You will need to re-draw the BPMN diagram, incorporating these changes:

1. Rather than the Project Manager (PM) reviewing all projects with the COO, assume that just the project manager reviews the consulting engagement proposals. At the same time (in parallel), the Resource Manager identifies the resources needs for the project.
2. If there is an exceptional situation in the Resource Manager's review, then the COO reviews the situation and decides whether to continue or decline the project.
3. The Project Manager (PM) does not escalate the issue to the COO if there are not sufficient resources. Either the project request is scheduled or cancelled depending upon business rules that have been specified.
4. The COO reviews all exceptions and the application of business rules at the end of the processing of each request. This allows the business executive to modify the exception handling process and the business rules used by the project manager. Treat this as one sub-process. It is not necessary to decompose this.
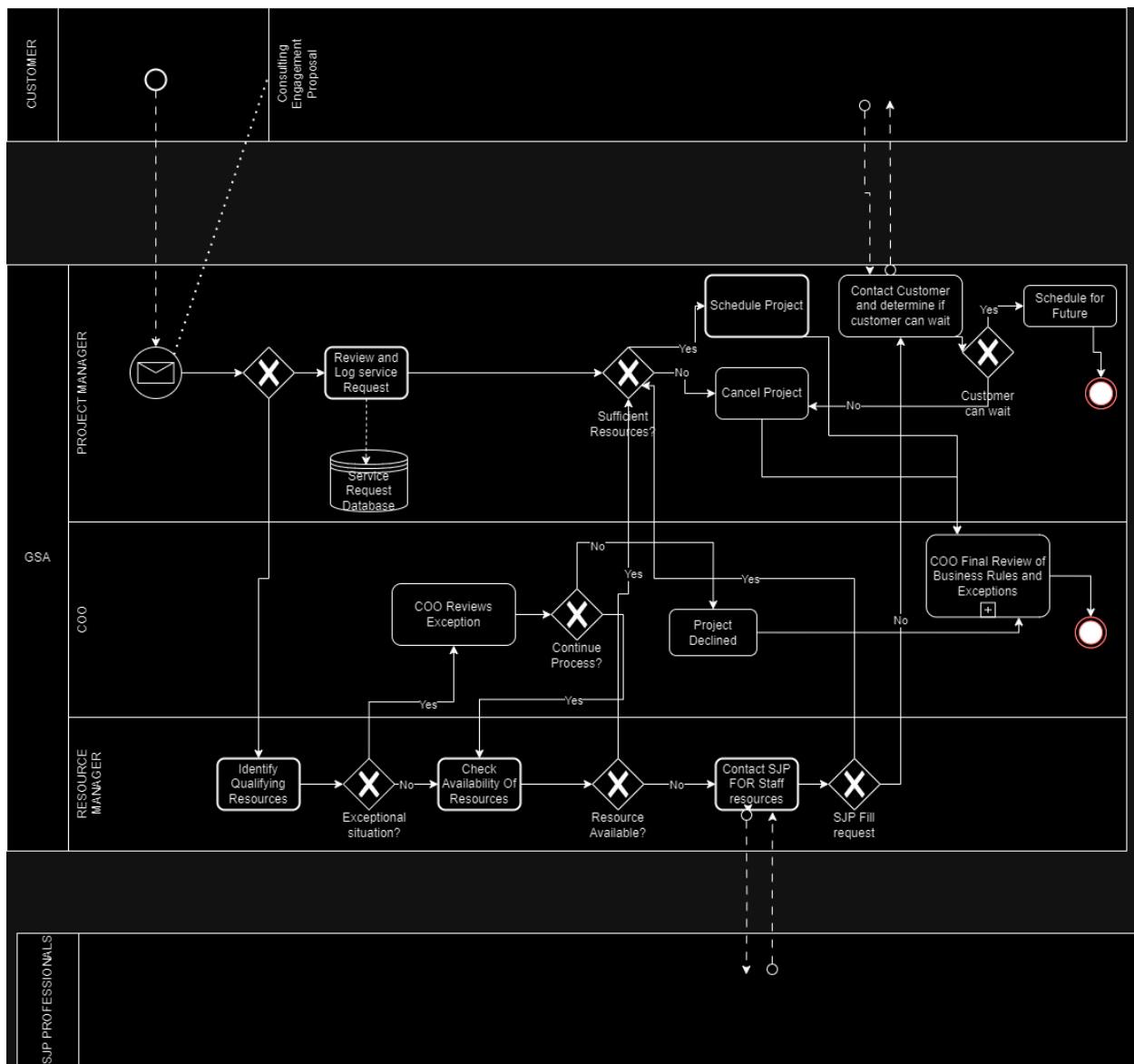
BPMN 2.0

Part III

Specify four (4) Key Performance Indicators for the project on-boarding process for GSA. You may use ideas from Harmon, Chapter 5 or the Unit #3 lecture on process performance.

1) Proposal Review Time:

     The average time taken from the receipt of a consulting engagement proposal to the completion of its review by the Project Manager and the COO. The Goal is to decrease the time, it takes to review proposals, ensuring a swift response to potential clients. Target would be to set a specific target duration for proposal reviews, such as within 2 business days.

2) Resource Allocation Efficiency:

     The percentage of projects for which internal staff resources are successfully allocated without the need to reach out to SJ Professionals (SJP) or other external sources. The Goal is to maximize the use of internal resources and minimize the dependency on external partners. The Target to aim for a high percentage, such as 90%, indicating that most projects are staffed internally.

3) External Resource Fulfillment Rate:

     The success rate at which SJP or other external partners can provide the necessary staffing resources when GSA's internal resources are unavailable. The goal is to ensure a reliable backup plan with external partners for resource fulfillment. Target is to maintain a high fulfillment rate, such as over 80%.

4) Customer Wait Time Acceptance Rate:

     Definition: The proportion of customers who are willing to wait for resources to become available when immediate internal or external resources are not available. The goal is to understand customer flexibility and willingness to delay project initiation. Target is aiming for a high acceptance rate, which indicates good customer relations and a willingness to wait, such as 75%.