Prof. Tim's consolidated Feedback & suggested best practices - IPP Submission #1Scope Statement: A good start to initiating the project. Mostly adequate requirements assessment and developed and project scope outline. Team mostly used best practices for deliverable and activity naming conventions. I am looking for you to develop a bit more clear and concise requirements that translate into well defined & specific deliverables. This will make it easier to develop sound and necessary & sufficient activities & tasks to complete the approved deliverables. Also, the team needs to better demonstrate to me that they understand how to develop WBS levels  Major Deliverables  Sub-deliverables (As we discussed in class). I am still seeing teams outline “Wat too much” project components as valued project deliverables. In a real project, project management is just 1 (usually level 2) deliverables. Obviously, PM is important as an effective control mechanism for the project. However, PM is “Not” the project. I want a clearer outline of “What” you will deliver to the client. Stakeholder Register (Initial): Adequate to good effort in updating the stakeholder register (SR) for submission 1. The team should now be at the end of the Stakeholder Analysis. Besides identifying who are the stakeholders, I am interested in you identifying their power and influence on the project. More importantly, start thinking how you will leverage this knowledge to manage the stakeholders’’ expectations and mitigate and risks they may bring to the project. What I will look for now as we move forward is to leverage the SR to assign project team SMEs for activity estimation and as the focal point of clear communications within your future Comm. Plans and project progress reports. Summary of WBS (Initial draft): Overall, somewhat adequate and mostly meaningful summary of WBS (Pls see my comments from Scope - above). The team will need to clean up some resource assignments and refine sub-deliverables / activities to ensure only valid sponsor coordinated deliverables are used (This should be part of your plan optimization checklist). Once again, I want to see a significant improvement in the WBS development to actually reflect the analysis and deliverables you plan to produce for this project. Also, please refine the PM sub deliverables and organize into one major deliverable versus having many “Project Management” activities in different locations. WBS is the backbone of the plan - it needs to be correct to manage a project. If you do not have a clear, factual and easy to follow WBS - you really do not have an effective project. Milestones: Milestone list – mostly adequate – all teams need significant improvement. Moreover, more consistent use of milestones (one for each deliverable) would make your plan clearer – use milestones as a senior management “roadmap” for better communicating the project. For example – any critical deliverable like – ‘Contractor selected” or Training Plan Completed” are excellent milestones that also serve as effective communications to all stakeholders. This is a best practice for communications and progress reporting! Project Schedule: Mostly effective to adequate schedule/WBS structure was demonstrated (See comments above). Deliverables are mostly adequate. I want to see more activities and tasks for each deliverable. Think that the activities must be sufficient to actually produce the stated deliverable - this is a best practice mental guide to earn and remember. As we discussed, Milestones are used but no consistently for the entire schedule. Too much high-level milestones were applied, and minimal amount actually attached to significant deliverables. This must improve over time as we iterate the project / WBS schedule into submission 2. We reviewed the best practices for milestones in class- pls remember the concepts we discussed. Activity dependencies are Ok. Some dependencies are in-place; but most are not - please begin this project refinement process. For activity dependencies, I challenge the team to strive to use more Start-to-Start linkages (concurrent activities) to accelerate the schedule. However, pls be mindful of the impact on resource allocation with concurrent activities. We will need to refine how best to use dependencies and well as learn lag/leads for selected tasks/activities as a schedule development tool. Critical Path (CP) - was it identified and was it logical to the team? Pls be mindful that the CP will change over time as we further develop the project schedule and apply actuals [duration time and costs] for variance analysis. Schedule notes must be added and must be clear on the relevant changes in the schedule. This is a communications best practice. Initial Cost Statement: Planned budget was mostly adequately developed from elementary activities and resource assignments. This will improve as you better define your WBS and plan of activities and tasks. The resource pool needs to be better identified with real names and clearer roles. This needs significant improvement for submission 2. Pls be careful to ensure the 100% rule is evident before applying resources to activity as this will drive operational costs. Moreover, I would like to see Opex and Capex (if any) specifically categorized outlined and presented in your in-class status report. A best practice from Tim is to strive to decompose your activities to the level where you can assign 1-person to the activity (work package concept). As we move forward – be certain you can discuss all known costs of your project to the deliverable level and be prepared to use cost estimates as a source for project risks, issues and decisions that you need from the sponsor. Ethics Statement: Ethics outline was adequate – but need more specifics on how ethical issues can derail a project. Ideally, an ethics policy would be part of the organization’s HR policies. Or, I have also seen similar type statements outlined in a Project Charter – then approved by Sponsor. Integrative Learning: Effective synergy was mostly evident in submission 1. Team mostly effectively tied the actual use of project management (PM) tools to best practice theory in this simulated project. However, project initiation and planning concept integration is minimal in submission 1. As as we progress – pls ensure you can integrate and synthesize elements of effective PM best practices and lessons learned you accumulated in the NEU PM program to the entire project plan. Now is the time to bring all the tools you learned into developing a well thought out plan. Communications: Somewhat effective communication & clarity – As always, I advise to leverage my PMO templates as a basic foundation for comm planning – this will ensure that each section is clear and on target to a ‘real’ project plan. I observed some errors in activity nomenclature and logic (linkage) of activities. Best Practice- Please always do a final check for any activity “hangars” (activities that are not linked to another activity or deliverable). Developing an effective WBS needs work as well as using MS Project - “Notes” As a source to clarify for the team and sponsor. Critical Thinking: Mostly adequate development of project deliverables, planning artifacts and project activities. Need improvement in further developing all inclusive (as much as possible) deliverables to accomplish the know business objectives for your assigned (XN) project and known case outline. My expectations are that you /team would make assumptions for further development of IPP – an essential element of critical thinking. Moreover, need to critically think of more exhaustive (Necessary and Sufficient) activities for each deliverable – always ask the question – “are these activities sufficient to satisfy the approved deliverable?” Prof. Tim’s Observations: Overall, adequate progress on your initial project schedule (WBS) and Integrated Project Plan (Submission 1). The team did an adequate job in defining your project’s scope, defining activities and allocating personal and cost ($) resources to each activity. We need to refine our WBS development to ensure we leverage all best practices we discussed in our program thus far. I will be looking for concise, SMART and easily understood project activities so that we can effectively manage our assigned projects. As with anything in effective Project Management – we can improve, and we must continually improve to help ensure a successful project. I know – you have heard this before! Let’s role!! Moreover, please ensure you also listen and adhere to the specific guidance I am giving to you during our in-class Team Project Status briefings! Many thanks to the team for your hard work – Keep pushing forward! We will discuss more in class. Professor Tim