Chapter 8 Solution

Challenge

One of the issues that surfaced in this chapter was:

Delays during the vendor procurement process have delayed the project finish date past the grant expiration date.

As discussed in the solution for the Learn How to Solve Problems exercise, this is a top priority issue because the grant money covers most of the expenses for the Brisland Hospital scheduling system.

One solution to this problem shows promise. The scheduling system vendor has proposed the following change to their solution:

1. They develop a custom module to directly integrate the cancer scheduling solution with the rest of the hospital's scheduling system. This will save time when compared to the activities proposed by the cancer scheduling team to link the systems together. If successful, the project would conclude prior to the grant expiration date.

2. The vendor's custom module would increase the system cost by 10%, but it would be offset by the shortened schedule because hospital staff members won't have to work with the cancer ward scheduling team for as long as currently planned.

3. The new module also would expand the capability of the scheduling system to feed cost data to the hospital's accounting system, which has generated enthusiasm from the hospital's finance department.

Your sponsor and the Change Review Board have approved the change request to have the vendor perform this work.

You are using the following project management tools and plans to manage your project schedule, budget, resource plan, risk plan, communication plan, and quality plan. Determine which of these tools and plans will have to be updated to reflect this change request. Provide an overview of the changes that will need to be made.

Solution

This change request will most likely affect every tool and plan you use to manage the project.

Schedule

*   Add new tasks for the additional work the vendor will perform.

*   Change the cancer scheduling integration tasks which include hospital personnel.

*   Downstream tasks should change as well. The vendor will provide functionality that was not in the original plan, so testing and training for the new functionality need to be added to the schedule.

Budget

- Change the vendor payments and timing for those payments.

- Reduce cost in the budget due to the decreased time required from hospital personnel.

- Increase cost due to additional testing and training for the new functionality.

Resource plan

- Add the additional resources required from the vendor, as well as for testing and training for the new functionality.

- Reduce the time required by hospital personnel due to this new functionality.

Risk plan

- Custom functionality will probably increase risk. Brainstorm these risks with the vendor and add them to the risk plan.

- Changes to the accounting system and the need for personnel who understand the custom code may present a risk to the hospital. Brainstorm these risks and add them to the risk plan.

- Additional schedule delays could occur if the new custom code does not work well or proves to be difficult to write, test, and install. Brainstorm these risks with the vendor and add them to the risk plan.

Communication plan

- Review your communication plans between the vendor and the cancer scheduling team, and your vendor and the hospital accounting team. If necessary, change the communication plan to accommodate the new custom code activity and resulting functionality.

Quality plan

- Add testing processes and acceptability standards to the quality plan to assess the new custom code.

Bonus answer!

- Give yourself extra credit if you identified additional risk, cost, and resourcing for ongoing maintenance for the custom code after it is installed and the project is complete. If the new code needs to be changed frequently to accommodate scheduling system changes or accounting system changes, code maintenance could get expensive and cause delays for the hospital.