Q-Tech and MEATS by ANDY



Project management Report

Esther Uribe

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## Introduction

MEATS by ANDY is a family-owned chain known for selling high-quality meat products. However, the company has been having problems regarding its online ordering system over the past several months. Increasing levels of customer dissatisfaction made MEATS by Andy staff feel like the company needed a directional change.

The MEATS by ANDY ERP system handles cash/credit transactions, sales, and financial reporting. They have agreed to let Q-tech make changes to the company website and also create a mobile app. The update and modification of this sales application will enable customers to order products either from the MEATS by ANDY website or the mobile app. This new implementation will allow the company to view sales performance and site visit reports as well as store any other critical information.

## Project Management Approach

The Project manager, Esther Uribe, has the responsibility for managing this project and any Subsidiary Management Plans. The PM will also be responsible for all communication with MEATS by ANDY on the project status. The project team will consist of personnel from the coding, quality control, technical writing, and testing groups. The Project Manager will work with all resources to perform project planning. All project plans will be sent to and approved by the project sponsor. The Project Manager will be delegating all tasks to each team member, and this will be signed off by both the project manager and project sponsor, Rick Lane.

The following plans and strategies are intended to lead the team through all project components. The project manager is responsible for communication with organizational managers and stakeholders on the progress and performance of project resources.

## Project Scope

This project's scope includes the planning, design, development, and testing of the improved MEATS by ANDY e-commerce website and new mobile app. The scope of this project also includes the completion of all documentation, manuals, and training aids to be used in conjunction with the software. Project completion will occur when the software and documentation package has been successfully executed and transitioned to the client, MEATS by ANDY. Work will be performed internally, and no portion of this project will be outsourced. The scope of this project does not include any changes in requirements to standard operating systems to run the software, software updates, or revisions.

The purpose of this project is to create an internet-based application that has sales performance and site visit reports for MEATS by ANDY. The application must have both desktop and mobile capabilities. The store website’s capabilities will be built using the company web hosting platform as MEATS by ANDY already has a website however it is not functioning up to standard. The system will fix any issues presented in the client's current web platform, reducing the margin of error with online orders, and will also allow customers to order products through a new mobile application.

## Milestone List

The below chart lists the major milestones for the project. These are all extremely critical to the project. There may be smaller milestones that are not included on this chart but are in the project schedule.

|  |  |  |
| --- | --- | --- |
| Milestone | Description | Date |
| Requirements | Basic requirements of assembling the project team and executing it. | 04/05/2023 |
| Design | Creating the design for the ERP and E-commerce system and design of desktop and smartphone applications. | 05/24/2023 |
| Development | Enhance website functionalities. | 07/14/2023 |
| Equipment & Testing | Evaluate platform requirements, Test API integration and fix any bugs that may appear. | 06/21/2023 |
| Launch | The application is ready to share with the public. | 08/24/2023 |

## Schedule Baseline

The WBS for the project is comprised of work packages that do not exceed 40 hours of work but are at least 4 hours of work. Work packages were developed through close collaboration among project team members and stakeholders with input from functional managers and research from past projects.

The WBS Dictionary defines all work packages for the p. These definitions include all tasks, resources, and deliverables. Every work package in the WBS is defined in the WBS Dictionary and will aid in resource planning, task completion, and ensuring deliverables meet project requirements.

The Project Schedule was derived from the WBS and Project Charter with input from all project team members. The schedule was completed, reviewed by the Project Sponsor, and approved and base-lined. Any proposed changes to the schedule will follow the change control process established.

If established boundary controls are exceeded, a change request will be submitted to the Project Manager. The Project Manager and team will determine the impact of the change on the schedule, cost, resources, scope, and risks.

## Change Management Plan

As a team we want to change the way the MEATS by ANDY ERP system works, making it more efficient by fixing the current issues their website is facing and adding a mobile capability. We will implement a new system that will be used both by customers and company staff. To achieve this we have hired a new set of employees assigning them to create a new database and app design that will make tasks more straightforward.

To ensure that everything works smoothly we want to ensure that the team can express their concerns about the new system. Not only this but we also want to receive feedback about how to make the system more efficient. We want employees to feel heard, and therefore make changes to the system depending on the severity of the complaints.

Step #1: This step is where team members express the need for change in the form of a request. Team members must first complete the form (shown below) and submit it to our change manager.

|  |  |  |  |
| --- | --- | --- | --- |
| Change Request: | Request made by: | Date of Request: | Reasons for change: |
|  |  |  |  |

Step 2#: The change manager will log in any changes submitted through the form. As a result, the change manager will have an updated log of all change requests made throughout this project.

Step #3: If the change request is approved by the change manager, it will be passed on to the rest of the team members. The project manager, change manager, and requestor will be responsible to meet and discuss the effects of this request on the project.

Step #4: Here, the team members will implement the requested change, considering that it has already been approved. The change manager, project manager, and requestor will now determine the amount of time needed to complete this request.

Step #5: The project manager will now update project documents if needed. It is also the project manager's responsibility to keep team members and stakeholders updated on project changes. The project manager and change manager will be responsible for documenting the changes to the project.

## Communications Management Plan

The communications management plan will serve as the communications required for this project to ensure project success. This plan will define the roles of the project team members, therefore creating an efficient form of communication that will be used throughout this project.

The communications manager, Mary Phillips will take the lead role when it comes to the preservation of effective communication throughout the project. The communications requirements for this project are shown in the communication matrix displayed below. The project team directory is also included as part of our communications requirement.

**Communications Conduct:**

Meetings:

The Project Manager will distribute a meeting agenda at least 2-3 days prior to any scheduled meeting, all participants are expected to review the agenda prior to the meeting. During these meetings, the designated timekeeper will assure that the group stays within the time frame stated in the agenda. The recorder will take notes and distribute them to the team after the meeting. It is crucial that all participants attend the meetings on time, phones and other electronic devices should be silenced to minimize potential distractions.

Email:

All emails pertaining to the implementation of a paperless record system project should be strictly professional, free of error, and provide brief communication. Attachments should be in one of the organization's software suite programs and comply with established company formats. If the email means to bring an issue forward, it should first establish what the issue is, provide a brief explanation of the issue and provide a recommendation on how to resolve said issue. The project manager should be included in all emails referring to the implementation of a paperless record system project.

Informal Communication:

Informal communication is necessary for the successful completion of this project. As a result, the Project Manager has created a Microsoft teams group chat to address any issues, updates, or concerns with the team in a timely manner.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Communication Type | Description | Frequency | Format | Participants | Deliverable | Owner |
| Weekly Status Report | Email Summary of Project Status. | Weekly | Email | Project Sponsor, Team, and Stakeholders | Status Report | Project Manager |
| Weekly Project Team Meeting | Meeting to review project status | Weekly | Virtual | Team Members | Updated action register | Project Manager |
| Project Monthly Review | Present Project status to team and sponsor. | Monthly | In-person and virtual if necessary | Project Sponsor, Team, and Stakeholders | Status presentation | Project Manager |
| Project Gate Reviews | Present project phases, and kick off next phase. | As Needed | In-person and virtual if necessary | Project Sponsor, Team and Stakeholders | Phase completion Report and Project Status | Project Manager |
| Technical design Review | Review of technical designs | As Needed | Virtual | Project Team | Technical Design Package | Project Manager |

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Email | Phone # |
| Rick Lane | Project Sponsor | rlane@qtech.com | (630) 555-6066 |
| Esther Uribe | Project Manager | euribe@qtech.com | (312) 300-2974 |
| Mary Phillips | Change & Communications Manager | mphillips@qtech.com | (773) 326-9434 |
| Kevin Jones | Risk & Quality Manager | kJones@qtech.com | (630) 968-1749 |
| Jimmy Kimmel | Staffing Manager | jkimm7@qtech.com | (889) 586-5555 |
| Harry Styles | Testing Specialist | hstyles@qtech.com | (567) 958 -8889 |
| Serena Williams | Senior Programmer | swilliams@qtech.com | (675) 597-4675 |
| Jack Black | Technical Writer | jblack@qtech.com | (456) 665-6778 |
| Ruth Bader | Programmer | rbader@qtech.com | (346) 567- 5655 |

## Cost Management Plan

The Project Manager will be responsible for managing and reporting on the project’s cost throughout the duration of the project. The project manager will review the project’s cost performance and present the information during the monthly project status meeting. Only the Project Sponsor and Project Manager can amend the project budget. There will be monthly reports given to the project sponsor and MEATS by ANDY to keep track of the budget.

The project budget plan is also available for your review, displaying a breakdown of all costs including additional overhead. Cost and Schedule Performance indexes will be reported monthly by the Project Manager to Project Sponsor. Variances of 15%, or +/- 0.2 in the cost or schedule performance indexes will change the status to red or critical. This will be reported and will require corrective action from the Project Manager to bring the cost and schedule performance indexes back in line with the allowable variance. A cost manager has been designated to measure and track cost and schedule indexes and will either solve any presented issue immediately or forward it to the PM. All updates will be documented and shown to sponsors and client as soon as available.

## Procurement Management Plan

The Project Manager will provide oversight and management for all procurement activities under this project. The Project Manager is authorized to approve all procurement actions up to $50,000. All expenditure over $2,00 is required to be approved by the project manager. The Project Manager will work with the project team to identify all items or services to be procured for the successful completion of the project.

The Project Manager will ensure that these procurements are reviewed by the Program Management Office. If procurement becomes necessary, the Project Manager will be responsible for the management of any selected vendor. All approval must be acknowledged in written format and stored.

## Project Scope Management Plan

The scope management plan for the ERP project would involve clearly defining and documenting the scope of the project, this includes deliverables, features, and functionalities of the final product. Scope management will be the sole responsibility of the Project Manager. The PM, Sponsor, and Stakeholders will establish and approve documentation for measuring the project scope.

Any proposed changes will be reviewed by the Project Manager, however, both the MEATS by ANDY and the PM will have the final decision. The project Manager will evaluate all requests before submitted to the project manager through a written request. The PM will evaluate the request before forwarding the information to the client. Upon the client's approval, the Project Manager will update all necessary project documents and communicate the change with the project team and stakeholders.

The Project Sponsor is responsible for formally accepting the project’s final deliverable. This acceptance will be based on a review of all project documentation, testing results, and completion of all tasks and product functionality.

## Schedule Management Plan

Project Schedules for the MEATS by ANDY project will be done using Microsoft Project, the deliverables will be identified in the Work Breakdown Structure. The project schedule will have information regarding task assignments for each deliverable, the duration of each task, and the critical paths of this project.

The Project Manager will delegate tasks to each resource. Once a basic schedule is developed it will be reviewed by the project team and any resources assigned to project tasks. The project team must agree to the proposed work and assignments. Once this is done, the project sponsor will review and approve the schedule and then it will become the baseline. The project manager will closely follow the project’s progress, ensuring that everything is up to schedule. The client will receive weekly status reports during weekly meetings.

**Roles and responsibilities for schedule development are the following:**

* The Project Manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The PM will also create the project schedule using MS Project and validate the schedule with the project team, stakeholders, and project sponsor.
* The Project Team is responsible for participating in work package definition, sequencing, duration, and resource estimating. The project team is also required to review and approve the proposed project schedule.
* The Project Sponsor will participate in reviews of the project schedule and approve it.
* The project stakeholders will participate in reviews of the proposed schedule and validate it.

## Quality Management Plan

The project manager and team members will work together to develop a quality management plan for the creation of the new mobile app and adaptation of the MEATS by ANDY website. It is crucial that the team ensures that the work is completed at an adequate level of quality from individual work to the final project deliverable. The quality management plan should include all project goals as well as deliverables and objectives.

**The following are the quality roles and responsibilities for the project:**

The Project Sponsor is responsible for approving all quality standards for the project. The Project Sponsor will review project tasks and deliverables to ensure compliance will be established and approved quality standards.

The Project Manager is responsible for quality management throughout the duration of the project. The Project Manager is responsible for implementing the Quality Management Plan and ensuring our processes and documentation are aligned with what has been stated in the plan. The Project Manager is also responsible for communicating and tracking all quality standards to the project team and stakeholders.

The Quality Manager is responsible for recommending tools and methodologies for tracking quality and standards to the project manager. The Quality Manager will create and maintain Quality Control throughout the project.

The remaining members of the team as well as stakeholders will be responsible for assisting the Project Manager and Quality Manager in the establishment of acceptable quality standards.

Quality control: for the project will utilize tools and methodologies recommended by the Quality Manager for ensuring that all project deliverables comply with approved quality standards. The mobile application created must ensure that clients can successfully order products without any errors. To meet deliverable requirements and expectations, both the website and mobile app must meet quality performance standards established.

Quality Assurance: Quality Assurance for this project will ensure that all projects being used in the completion of the project meet acceptable quality standards. These standards are set to maximize efficiency and reduce waste. Project Manager will track and measure quality and compare them to the established standards. If any changes are approved by the project sponsor it is the Project Manager’s responsibility to communicate any changes to the project team and stakeholders so that the quality of the project is not affected.

## Risk Management Plan

The approach for managing risks for this project includes a very detailed approach where the project team identifies, scores, and ranks the various risks. The team will identify risks ahead of time to implement a strategy from the beginning of the project.

Identifying risks is a priority as we do not want the project to be affected negatively in any way. Any risks identified must be assessed and documented. Risk assessment means analyzing how a given situation could affect the project milestones, schedule, and or budget. An approach for the resolution of each risk must be identified if the risk is deemed a high priority. The Risk Manager should ensure that each risk is ranked by considering the likelihood of it happening and the potential effects said risks could have on the project. It is the Project Manager’s and Risk Manager’s job to create a risk response plan for every risk identified so that in the case that they do occur no time is wasted, and action is taken right away.

The Project Manager must ensure that there is an effective line of communication between the team and stakeholders so that everyone remains updated on the status of the project and any risks that arise. The Risk Manager must ensure that the Risk Register is constantly updated and accurate as the actions listed here are critical for the wellbeing of the project. Failure to create a Risk Register with all appropriate details could risk the completion of the project.

## Risk Register

The following table is a risk register, highlighting potential risks that might affect the creation of a new ERP System and the creation of a mobile application.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Risk No. | Type of Risk | Risk Description | Impact | Probability | Contingency Plan |
| 1 | Limited resources | The team does not have enough resources to complete the project | High | Low | The heads of the departments will compile a list of resources the team will need in order to complete the project. Cost-benefit analysis developed. |
| 2 | Overbudget | The project is out of the estimated budget | High | Low | The project sponsor will compile an estimated budget which will be followed by the team. Cost Management Plan is developed and followed closely by team. |
| 3 | Data Breaches | Unauthorized person gains access to sensitive consumer information | High | Low | The security department will work hard to ensure a risk-free and secure environment for keeping data, network, and devices secure. |
| 4 | Project delay | The project runs over the estimated completion date | Medium | Moderate | The stakeholders, project sponsor, and project team communications will assure the project is completed on the estimated completion date. |
| 5 | Performance Risk | The consumer reviews are still negative as the website continues to have glitches | Medium | Low | The quality manager and project team will assure the performance of the new system will be successful. There will also be a testing phase to ensure there are no glitches in the new system. |

## Staffing Management Plan

All work will be performed internally as there is no need to outsource work. Staffing requirements involve the following:

**Project Manager (1 position) –** responsible for the management of the MEATS by ANDY project. The PM is responsible for planning, creating, and managing all activities involving the project. The PM is responsible for all communication, and performance evaluations as well as monitoring the use of resources and ensuring that the team can accomplish project deliverables.

**Senior Programmer (1 position) –** responsible for oversight of all coding including both website and mobile applications. Responsible for working with the project manager and ensuring quality is up to standard, also has to create reports, manage any risks involving the coding aspect of the project, and will update the project manager on the coding aspect of the project.

**Programmer (1 position) –** responsible for implementing and designing the implementation of the technical aspects of the project. Responsibilities also include risk identification and status reporting. Will also aid the senior programmer in whatever they need when it comes to coding.

**Risk & Quality Specialist (1 position) –** Responsible for assisting the project manager with quality control. Also responsible for tracking quality control and assurance standards. Has to complete quality reporting and metrics for Project Manager.

**Testing Specialist (1 position) - responsible** for helping establish testing specifications for the project, and ensuring all testing resources are coordinated. Must check for any errors or glitches before system launch.

**Technical Writer (1position)** – responsible for all project documentation and reporting. Responsible for assisting the PM in Configuration Management and revision control for all project documentation. Also responsible for scribing duties during all project meetings and maintaining all project distribution lists.

## Resource Calendar

Q-Tech will require all team members for the duration of the project. Team members are expected to work 40 hour work weeks, the project is expected to last 5 Months . If team members are not expected to work 40 hours a week at any given point in the project, the Functional Manager will keep them informed on what is expected of them for the time being. A resource report can be generated through MS project upon request.

## Cost Baseline

The cost baseline for the project includes all budgeted costs for the successful completion of the project.

|  |  |  |
| --- | --- | --- |
| Project Phase | Budgeted Total | Comments |
| Planning | $12, 870 | Includes work hours for all project team members for gathering requirements and planning project. |
| Design | $29,216 | Includes work hours for all project team members for work involving conceptual design. |
| Development | $25,608 | Includes work hours for all project team members for coding of system. |
| Testing | $20,420 | Includes all work hours for testing of the MEATS by ANDY software. |
| Completion and Wrap-up | $17,072 | Includes all work hours for transitions to operations and project closeout. |
| Miscellaneous Expenses | $14,150 | Other project expenses, including printing, software subscriptions and other supplies. |

## Quality Baseline

This project must meet the quality standards establishes in the quality baseline. The project must meet or exceed the quality baseline values in order to achieve success.

|  |  |  |
| --- | --- | --- |
| **Quality Baseline** | **Measurable Metrics** | **Acceptable Level** |
| **Efficiency** | Time to complete a task, number of steps required to complete a task, percentage of tasks completed on time | Average time to complete a task: reduced by 30%, number of steps required to complete a task: reduced by 50% |
| **Security** | Number of security incidents or breaches, percentage of data encrypted, percentage of compliance with data protection laws and regulations | Number of security incidents or breaches: 0, percentage of data encrypted: 100% |
| **Reliability** | System uptime, number of system failures, time to recover from a failure | System uptime: 99.9%, time to recover from a failure: <30 minutes |
| **User-friendliness** | Number of user complaints or support requests, time for new users to become proficient, user satisfaction level | Number of user complaints or support requests: <5%, user satisfaction level: ≥90% |