Updated: Dec 19 2020

XYZ co. E-commerce Site Buildout Project

Prepared by:
Joanna James-Parks

ABC DESIGNS

XYZ CO. E-COMMERCE SITE BUILDOUT PROJECT

PROJECT MANAGEMENT APPROACH

BACKGROUND

The XYZ e-Commerce Website Buildout (hereon referred to as "the project" in this proposal) is a product development project. ABC has been procured to primarily build this site to fulfill XYZ customers' needs. XYZ also plans to contract ABC designs to maintain and service the site for five years after launch. The appropriate systems development life cycle approach for this project is one where we are building the product iteratively with frequent feedback. This approach is what is referred to as an Agile Approach.

PROCESS FRAMEWORK

Agile is a combination of iterative processes and incremental processes. There are multitudes of agile approaches that you might have heard of (Scrum, Kanban, etc), but they all follow the same general process. There are varying levels of importance assigned for project variables and resources. Each sprint is first prioritized, then executed in a time-boxed period, called a sprint. A potentially shippable product is delivered at the end of each sprint, with time for reflection and prioritization. The prioritization determines what specific usability and functional requirements will be completed in the upcoming sprint. The specific usability and functional requirements are described with an end-user perspective (referred to as "user stories")

REASONING

In this approach, the focus is on client satisfaction, team support, and continuous prioritization of requirements. This is best used in projects where the estimated inevitable change is very high. This allows teams to continually deliver value to the end-user, and adapt to feedback and environmental changes. Each release end-users can provide feedback to the team, refining the desired functionality.

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PROJECT TYPE AND SDLC

PHASE GATING

At delivery, successful projects have requirements that meet agreed-upon metrics. This is referred to as the "definition of done." The definition of done is used to get approval to move on to the next phase. This process is called "phase-gating." Phase gating keeps the team on track, satisfies quality and functionality requirements, and eliminates ambiguity. Phase gates exist in all development approaches, but the frequency and flexibility vary. An agile approach has phase gates repeated in each sprint rather than each stage. The phase gates are similar to the project life cycle, with the addition of prioritization at the first phase gate. Sequentially, they are as follows: prioritize, analyze, design, build, test, and deliver. Prioritizing is the scaffolding of the project so that all developers can work together. The analyze phase gate is the process of concepting requirements and "definition of done" for development tasks. Designing is the designing of the various deliveries to be developed according to the definition of done. The building is coding per the requirements described in the "definition of done." The testing phase gate focuses on testing all completed work in a single development branch separate from the live code. Finally, delivering is the deployment of all completed tasks to a live server.

REVIEW AND APPROVAL ROLES

For this project, we'll have four different types of reviews after each potentially shippable product is delivered. First, we'll have the product review with Tom Kane, and any interested/available stakeholders. Second, we'll have the sprint review with the core project team. The third is the sprint retrospective at the end of each sprint, and then we'll have customer/end-user reviews and feedback that is encouraged or incentivized with each new function/feature. The formal sign-offs and approvals take place at two critical phase gates. The prioritization stage, and final delivery. For prioritization, it will be signed off at the end of each sprint by the project sponsor and the project manager. For the final delivery and closeout of the project, it will be signed off by the project sponsor, project manager, and the CEO. This is more holistic and flexible instead of a lot of strict stage gates requiring sponsor approval that would impede project progress. Agile allows for consistent feedback and confirmation of expectations regularly throughout this project. The opportunity for the sponsor to halt the project if business needs are sufficient or overages in budget and schedule are projected to occur. The best approach to this project is to remain flexible for the client, allow them to be heard at each stage, which will build trust as the project moves on. This flexibility also best serves XYZ in their growth stage, as they learn more about their potential clientele and narrowly define their business objectives.

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KEY PERFORMANCE INDICATORS

Key performance indicators are measurable indicators that help to track a project's performance.

PROJECT KPI

Number of risks identified: The number of new risks that were not previously documented in the project risk register
Estimated at completion: A forecast of how much the total project will cost
Cost performance index: Index that compares the budgeted cost of the work you've accomplished so far to the actual amount spent; this is a ratio to measure the expense efficiency of a project—earned value divided by actual costs
Cost variance: The completed work cost when compared to the planned cost
Schedule variance: The completed work when compared to the planned schedule
Number of adjustments to the schedule: How many times your team has made adjustments to the completion date of the project as a whole
Schedule performance index (SPI): The project management KPI that will tell you whether you're ahead of or behind the planned project schedule

CAUSE VARIATIONS

Common cause variation refers to events that fall inside the upper and lower thresholds of the monitoring parameters you have established.
Special cause variations are variations outside the upper and lower threshold parameters set by the project.

CAUSE ANALYSIS

Value-added features: During project execution, if the project team discovers new value-added features, they need to be added to the project management plan.External events: These are all environment-related reasons that are outside control of the project team. They can include such things as industry competition events and government regulatory changes.Errors or omissions: These are occasional changes associated with errors and omissions in the project management plan. As the project team continues to discover and learn new things about project scope, changes may result.

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RISK REGISTER

A living document that contains identifiers and characteristics of the risk or opportunity, where risk management activities are recorded. The risk register also includes a "watch list" which is a list of all low priority risks to be monitored. The potential responses listed in the beginning stages of the risk register are then used as an input for the plan risk responses step. The risk register is an input for the risk statement.

RISK PROCESSES

- Risk Processes:
- Identify
- Perform QRA
- Perform QRA
- Plan Risk Responses
- Implement Risk Response

RISK ANALYSIS

Qualitative Risk Analysis: This is a subjective analysis of risks, by using judgment, probability and impact matrix, and other risk attributes to form an opinion of each risk's uncertainty, priority, and urgency. This reduces uncertainty and allocates time and resources to risk in order of priority.

Quantitative Risk Analysis: This step takes the prioritized list of risks from the qual risk analysis and then quantifies them by their EMV.

Formula: EMV (risk/opp) = chance of occurrence x resulting cost/profit EMV net - EMV risk + EMV opp

PLANNING RISK RESPONSE

Developing a strategy for how to deal with risk or schedule/budget impact before it happens.
This includes:
Agreement and Funding
Risk Response Owner
Cost-benefit analysis
Other documented options

RESPONSE STRATEGIES

Escalate
Avoid
Transfer
Mitigate
Accept
Response
Strategies for Opportunities
Escalate Exploit
Share
Enhance
Accept

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RISK REGISTER

RISK REGISTER CHART

Last updated: December 24th, 2020

Category	Name	RBS ID	Probability	Impact	Mitigation	Contingency	Risk Score after Mitigation	Action By	Action When
Server(a)	Server unstable	1.1.	low	medium	Manage daily	Engage backup server	2	Ted.W	within 2hrs
Module 23	Periodic abnormality	1.2.	medium	low	Track issues weekly	Assign owner	3		Immediately
Night Ops	Availability	2.1.	low	high	Assign owner	Weekly status reporting	3		10mins
Nature	Fire	2.2.	low	highest	911	Implement the appropriate response plan	1	Everyone	As per plan
Technical Support	Availability	3.1.	medium	high	Ensure adequate assignment	Hire externally	1		30mins
Functional Failure	Invalid response	3.2.	low	highest	Record and restart	Investigate further	1		30mins

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INTEGRATED CHANGE CONTROL

The following steps comprise XYZ's organization integrated change control process for all projects and will be utilized on the website buildout project

PROCEDURE

Step #1: Any stakeholder can identify the need for a change. The requestor will submit a completed XYZ change request form to the project manager.

Step #2: Project Manager log change in the change request register. The project manager will maintain a log of all change requests for the duration of the project

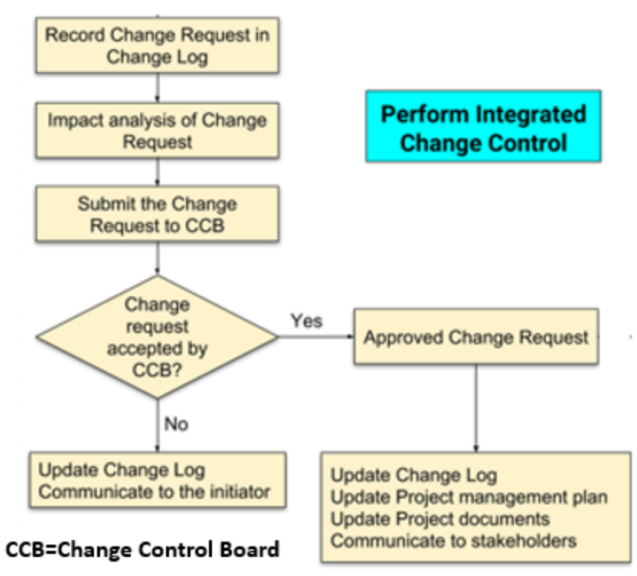
Step #3: Submit a change request to Change Control Board (CCB) The project manager will submit the change request and analysis to the CCB for review.

Step #4: CCB will conduct an evaluation of the impact of the change to cost, risk, schedule, and scope.

Step #5: The CCB will discuss the proposed change and decide whether or not it will be approved based on potential risk and impact.

Step #6: After the CCB decision, the project manager will update and re-baseline project documentation as necessary as well as ensure any changes are communicated to the team. All change requests will be logged in the change control register by the project manager and tracked from submission, analysis, approval status, and close.

ICC FLOWCHART



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COMMUNICATIONS MANAGEMENT PLAN

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INTRODUCTION

This Communications Management Plan sets the communications framework for this XYZ website buildout project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of the persons involved in this project. It also includes a communications matrix that maps the communication requirements of this project. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. A project team directory is included to provide contact information for all stakeholders directly involved in the project.

COMMUNICATIONS APPROACH

The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate. As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures and additional requirements are needed. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders. This methodology is consistent with the project's Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

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COMMUNICATIONS MANAGEMENT PLAN

CONSTRAINTS

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. The project manager is responsible for ensuring that communication activities are performed by the project team and without external resources which will result in exceeding the authorized budget. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix in order to ensure the project adheres to schedule constraints. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.ABC Corp. organizational policy states that where applicable, standardized formats and templates must be used for all formal project communications. The details of these policy requirements are provided in the section titled "Standardization of Communication" in this document.ABC Corp. organizational policy also states that only a Vice President or higher level employee may authorize the distribution of confidential information. The project manager is responsible for ensuring that approval is requested and obtained prior to the distribution of any confidential information regarding this project.

STAKEHOLDERS

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project. In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If the project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications. Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

PROJECT TEAM DIRECTORY

Project Team				
Core Team Members	**Name**	**Department**	**Telephone**	**E-mail**
Project Manager	Joanna James-Parks	PMO	(215) 826 -1991 ext 1	joannaleahjp@abcdesigns.com
Web Designer	Helen Peters	Design	(215) 826 -1991 ext 2	helenpeters@abcdesigns.com
Senior Developer	Jason Morris	Dev	(215) 826 -1991 ext 3	morris.jason@abcdesigns.com
Senior Web Designer	Scott Fassett	Design	(215) 826 -1991 ext 4	fassett.scott@abcdesigns.com
Consulting Analyst	Cindy Lewis	Operations	(215) 826 -1991 ext 5	lewis.cindy@abcdesigns.com

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COMMUNICATIONS MANAGEMENT PLAN

COMM MATRIX

The following table identifies the communications requirements for this project.

COMMUNICATION	PURPOSE	MEDIUM	FREQUENCY	AUDIENCE	OWNER	DELIVERABLE
Kickoff Meeting	Formally kickoff project. Review objectives and goals, scope and high level roles	In person / Face-to-face	Once	Project team Project sponsor Stakeholders	Project manager	Agenda
Sprint Planning	Prioritize user stories	In person / Face-to-face	After each sprint retrospective	Project team	Scrum Master	Sprint Plan
Daily Standup	Update team on current tasks	In person / Face-to-face	Daily	Project team	Project Manager	Notes/Weekly Status Updates
Sprint Retrospective	Review and analyze previous sprint	In person / Face-to-face	After each sprint retrospective	project team	Project Manager	Notes/Weekly Status Updates
Feature/Product Review Meetings	Project team demos features for client with PM mediation	In person/conference call for unavailable VIPs and relevant stakeholders	After each sprint	Project Team, VIPs, POCs and relevant stakeholder	Project Manager	Notes, User Stories, Epics,
Technical & Creative Design Meetings	Discuss, review technical & design problems and solutions.	In person / Face-to-face	As needed, casual	Technical team Creative team	Technical lead Creative lead	Agenda
Monthly Project Status Meetings	Update leadership on project status.	Face-to-face or Conference call	Monthly	Project manager Stakeholders	Project manager	Slide presentation Project schedule
Project Status Reports	Detailed report on project status including progress, costs, and problems.	Email	Monthly	Project manager Stakeholders	Project manager	Project status report Project schedule
Final Product Review	Project team demos features that fully fulfill contractual requirements for client with PM mediation	Email	Monthly	Project manager Stakeholders Project Team	Project manager	Closeout checklist project sign off and official release documents

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COMMUNICATIONS MANAGEMENT PLAN

MEETING AGENDA

Meeting agenda will be distributed 5 business days in advance of the meeting. The agenda will identify the presenter for each topic along with a time limit for that topic. The first item on the agenda should be a review of action items from the previous meeting, if relevant.

MEETING MINUTES

Meeting minutes will be distributed within 24 hours following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the parking lot list.

ACTION ITEMS

Action items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

PARKING LOT

A parking lot is a tool used by the facilitator to record and defer items that aren't on the meeting agenda; however, merits further discussion at a later time or through another forum. A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The parking lot list is to be included in the meeting minutes.

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COMMUNICATION MANGEMENT PLAN

For this project, ABC Corp. will utilize standard organizational formats and templates for all formal project communications. Formal project communications are detailed in the project's communication matrix and include:

KICKOFF

Kickoff Meeting – project team will utilize ABC Corp. standard templates for the meeting agenda and meeting minutes. Additionally, any slides presented will use the ABC Corp. standard slideshow template.

TEAM MEETINGS

Project Team Meetings – project team will utilize ABC Corp. standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ABC Corp. standard slideshow template.

TECHNICAL DESIGN

Technical Design Meetings - project team will utilize ABC Corp. standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ABC Corp. standard slideshow template

MONTHLY PROJECT STATUS

Monthly Project Status Meetings - project team will utilize ABC Corp. standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ABC Corp. standard slideshow template.

PROJECT STATUS REPORTS

Project Status Reports – project team will utilize ABC Corp. standard templates for meeting agenda and meeting minutes. Additionally, the standard project status report document, available on the share drive, will be used to provide project status. Informal project communications should be professional and effective but there is no standard template or format that must be used.

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COMMUNICATION MANGEMENT PLAN

ESCALATION

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. In order to ensure projects stay on schedule and issues are resolved, ABC Corp. will use its standard escalation model to provide a framework for escalating communication issues. The table below defines the priority levels, decision authorities, and timeframes for resolution.

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to revenue and/or schedule.	Vice President or higher	Within 4 hours
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule.	Project Sponsor	Within one business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Project Manager	Within two business days
Priority 4	Insignificant impact to project but there may be a better solution.	Project Manager	Work continues and any recommendations are submitted via the project change control process

** NOTE: Any communication including sensitive and/or confidential information will require escalation to VP level or higher for approval prior to external distribution.

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COMM MANAGEMENT

GLOSSARY

Term	Definition
Communication	The effective sending and receiving of information. Ideally, the information received should match the information sent. It is the responsibility of the sender to ensure this takes place.
Stakeholder	Individuals or groups involved in the project or whose interests may be affected by the project's execution or outcome.
Communications Management Plan	Portion of the overall Project Management Plan which details how project communications will be conducted, who will participate in communications, frequency of communications, and methods of communications.
Escalation	The process which details how conflicts and issues will be passed up the management chain for resolution as well as the timeframe to achieve resolution.

SIGN OFF

Sponsor Acceptance Approved by the Project Sponsor:
Tom Kane
Date: December 13th, 2020
Project Sponsor
XYZ Company Facilities Manager

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PROJECT PROGRESS MEETING AGENDA: ANALYSIS PHASE

The agenda for the project progress meeting for analysis phase.

CURRENT PHASE

What have we accomplished?

BUDGET

Are we over or under budget, and by how much?

SCHEDULE

What's the project timeline looking like, and what is the next phase looking like?

MITIGATION PLANS

Potential risks and plans for mitigation

QUESTIONS

Questions and answers

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PROJECT PROGRESS AND PERFORMANCE

We utilized Earned Value Management (EVM) to assess project progress and performance by using project actual costs and schedule against planned cost and schedule. We've provided a key for the formulas below for reference.

PROJECT PROGRESS AND PERFORMANCE

- Is your project on schedule, behind schedule, or ahead of schedule? (SPI) 1.71
- Is your project on budget, over budget, or under budget? (CPI) 1.79
- What will this project end up costing by the time it's completed? (EAC) $74,495.50
- How much budget will it take to complete the project from where we are now in the schedule? (ETC) $59,629.50
- From the budget we originally planned, will there be a variance at the end of the project? If so, what will it be?
- Will it be positive or negative? (VAC) -$58,851.45

EVM COMPONENTS

- What is current budget at completion (BAC): $133,346.95
- Determine your current project earned value (EV): $26,669.39
- Determine analysis phase actual cost (AC): $14,866.00
- Determine analysis phase planned value (PV): $15,595.00
- Determine estimate to complete (ETC): $59,629.50
- Determine estimate at complete (EAC): $74,495.50
- Determine variance at complete (VAC): $58,851.45
- Determine the current cost variance (CV): $11,803.39
- Determine cost performance index (CPI): 1.79
- Determine schedule performance index (SPI): 1.71
- What is your current schedule variance (SV): $11,074.39

BUDGET & SCHEDULE STATUS

- Is the project over budget or under budget? Under budget.
- Is the project on schedule or behind schedule? Ahead of schedule.

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PROJECT PROGRESS AND PERFORMANCE CONT'D

EVM COMPONENT FORMULAS AND CALCULATIONS

- Actual Cost (AC): Total actual cost incurred for the current phase **$14,866.00**
- Budget at Completion (BAC): Total project budget **$133,346.95**
- Cost Performance Index (CPI): EV /AC **$26,669.39/$14,866.00 =1.79**
- Cost Variance (CV): EV - AC **$26,669.39-$14,866.00 = $11,803.39**
- Estimate at Completion (EAC): BAC / CPI **$133,346.95/1.79 =$74,495.50**
- Estimate to Complete (ETC): EAC - AC **$74,495.50-$14,866.00= $59,629.50**
- Earned Value (EV): % work completed x BAC **20% x $133,346.95=$26,669.39**
- Planned Value (PV): Budget for phase **$15,595.00**
- Schedule Performance Index (SPI): EV/PV **$26,669.39/$15,595.00= 1.71**
- Schedule Variance (SV): EV - PV **$26,669.39-$15,595.00=$11,074.39**
- Variance at Completion (VAC): BAC - EAC **$133,346.95-$74,495.50**

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INTEGRATED CHANGE CONTROL

Change request form

Project Details:	
Project Name: *Enter the Project Name and reference ID.*	
Request #: *Unique identifier for this change.*	**Date of Request:** *Enter date of this change request.*
Requested By: *Person requesting the change*	
Request Description:	
Describe the change being requested. Be as specific as possible. If appropriate include technical details, diagrams, and a 'before and after' description. Include the reference IDs of impacted Product Descriptions.	
Reasons for this Change Request:	
Describe the reasons and purpose of this request (what is the business or technical driver). Explain the impact of the change request on the Business Case. For example the change may be required to manage a risk that if realized could prevent the project realizing a key business benefit.	

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INTEGRATED CHANGE CONTROL

Options considered to implement the change:
Document the options that have been considered and reviewed by the team.
Impact of each option (Cost, Scope, Schedule, Quality):
For each option, explain the impact on Cost, Scope, Schedule and Quality. See the Iron Triangle for more on Project Constraints .
Chosen solution:
Explain which option has been chosen and why.
Approval Signature(s) and Date(s):
List the Change Request Approvers including name, job title, signature and date. Typically the change approvers will include the Change Manager, Project Sponsor, Project Manager and the Risk Manager.

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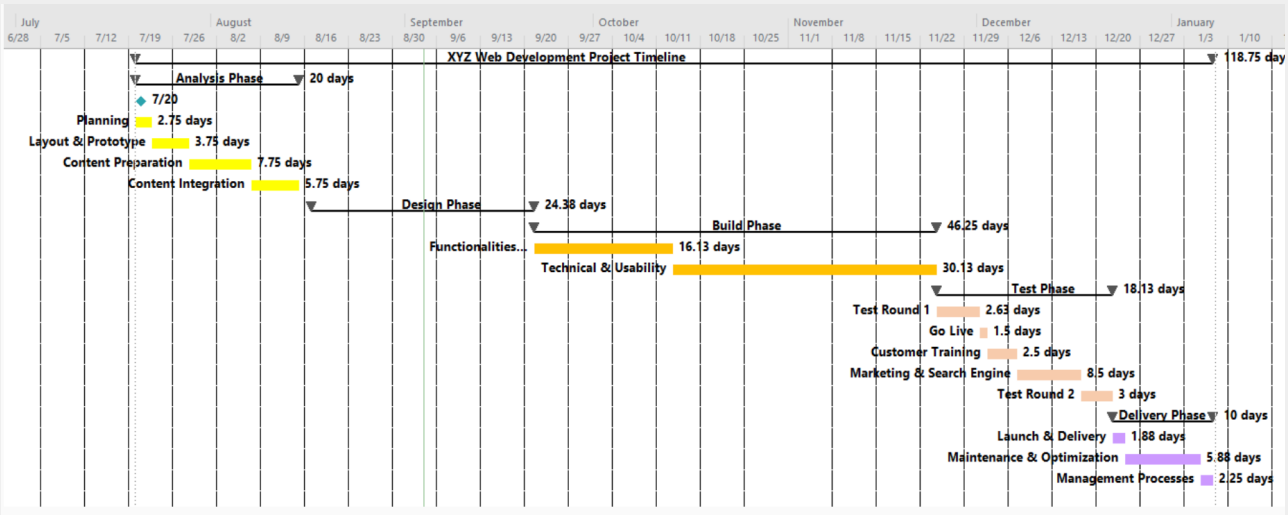
SCHEDULE & COST BASELINE

SCHEDULE BASELINE



COST BASELINE

Total project cost : $105,430.00
Project risk contingency reserve (15%) of project cost: $15,814.50
Total Project cost baseline: $121,224.50
Management reserve (10%) of project cost baseline: $12,122.45
Total cost budget: $133,346.95

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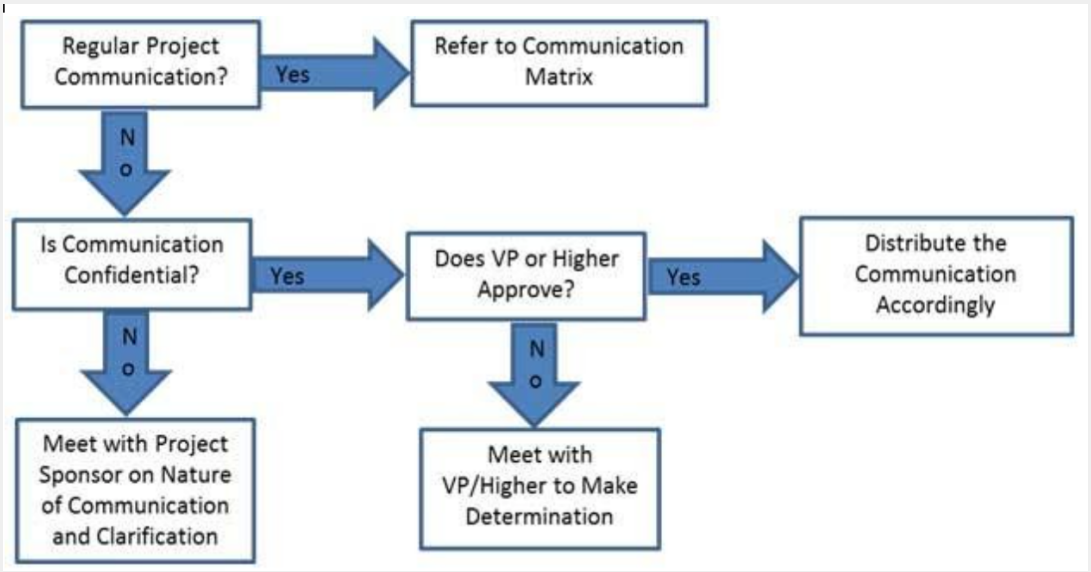
COMMUNICATIONS MANAGEMENT PLAN

COMM FLOW CHART

The communication flowchart below was created to aid in project communication. This flowchart provides a framework for the project team to follow for this project. However, there may be occasions or situations which fall outside of the communication flowchart where additional clarification is necessary. In these situations the Project Manager is responsible for discussing the communication with the Project Sponsor and making a determination on how to proceed.



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SUMMARY ASSESSMENT AFTER THE ANALYSIS PHASE

PROJECT COST INFORMATION

Analysis Phase Actual Cost							
WBS ID:	1.1	1.1.2	1.1.3	1.1.4			
Team member	Hours				Total Hours	Hourly rate	Total phase cost
PM	17	25	59	27	128	$65/hr	$8,320.00
CA	15	29	53	33	130	$65/hr	$6240.00
D	0	0	6	0	6	$51/hr	$306.00
SWD	0	0	0	0	0	$54/hr	$0
SD	0	0	0	0	0	$56/hr	$0
Total actual hours					264 hours	Actual cost	$14,866.00
Total planned hours					275 hours	Planned cost	$15,595.00
Variance					-11 hours	Variance	-$729.00

PROJECT COST INFORMATION

- Total project cost : $105,430.00
- Project risk contingency reserve (15% of project cost): $15,814.50
- Total Project cost baseline: $121,224.50
- Management reserve (10% of project cost baseline): $12,122.45Total cost budget: $133,346.95

Updated: Dec 19 2020

XYZ co. E-commerce Site
Buildout Project

Prepared by:
Joanna James-Parks

ABC DESIGNS

XYZ CO. E-COMMERCE SITE BUILDOUT PROJECT

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