
Telco Corp.'s Organization Expansion Project

Project Charter

**Submitted by:
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Project Manager
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Project Name: Telco Corp.'s Organization Expansion Project

Summary of Project Origins and Objectives:

Telco Corp. has been serving the New York State as a regional telecommunication service provider for nearly 20 years. Headquartered in Syracuse, New York, CEO Bill Jackson has initiated this project. Their assets include a 2200 route miles fiber optic network, 20 Point-of-Presence (POP) locations. Telco Corp. recently acquired North Country Telephone, a family owned service provider for its expansion,. This acquisition expanded Telco's footprint with a complementing network covering rural part of Upstate New York and adding 300 miles of fiber cable assets as well as 3 POP locations. The acquisition terms mandated hiring of 15 employees from North Country Telephone, who would be relocated to Telco's headquarters in Syracuse, NY.

Primary objectives are:

- 1) To accommodate 15 new employees by repurposing and furnishing a part of Telco Corp.'s old warehouse space
- 2) To provide LAN connectivity to all the 15 PCs installed in the office space for accessing the company resources
- 3) Install 15 VoIP handsets to provide access to the VoIP PBX

Primary among the objectives of the project are to engineer, furnish and install (EF&I) all contract items as specified in the Request for Proposal (RFP). The project scope includes creation of cubicle-style work spaces in the old warehouse area and provisioning of hardware, software and communication equipment for the new employees.

Business Case

Telco Corp.'s CEO, Bill Jackson has initiated and sponsored a project to create additional office space for (15) employees, who have been hired from newly acquired North Country Telephone. As a mandate of acquisition terms, these new employees would be relocated to Telco's headquarters in Syracuse, NY.

The primary objective of the project is to engineer, furnish and install (EF&I) all contract items as specified in the Request for Proposal (RFP). The project scope includes:

- Creation of cubicle-style work spaces in the old warehouse area for interactive and organized working environment for the employees.
- Provisioning of hardware, software and communication equipment for the new employees, hired under the terms of acquisition agreement. These include high quality equipment and systems equipped with latest hardware and software for the employees so that they can keep up with the latest and upcoming technology and be highly productive.

Organizational Context

Telco Corp.'s organization expansion project work is scheduled to commence on the first Monday in March 4th and targeted to complete by prior to March 2021. The exact budget is still to be determined and is approximated and estimated using the fact that the new furniture, PCs and VoIP handsets are same or similar to the ones used in the old office and have standard specifications.

All materials used in the creation of office space for new employees are to be standardized and/ or to be consistent with materials used elsewhere in the organization

Sponsor: Bill Jackson, CEO Telco Corp.

Project Manager: Madhavi Kadam, Orange Technologies

Key Stakeholders

- Bill Jackson, CEO, Telco Corp.
- **John Smith, Director of Operations, Telco Corp.**
- **Sue Johnson, Purchasing Manager, Telco Corp.**
- Jack Hartman, CEO, Orange Technologies
- Isabella Cantina, team member, Orange Technologies
- Tom Johansen, team member, Orange Technologies
- Arjun Aditya, team member, Orange Technologies
- Samantha Peters, team member, Orange Technologies

Project Scope:

In-Scope Activities:

- Order new cubicle furniture to create (15) cubicle-style work spaces in the old warehouse area, that has been recently remodelled to accommodate future office space
- Interact with Procurement Department for deciding on the preferred furniture supplier.
- Ensure that the new furniture is of the same make, model and color as existing furniture
- Place order for 15 new laptop computers with required specifications and new VoIP handsets.
- Installation and testing of all the equipment following all the required testing procedures and processes.
- Procure and install the following in the new office space:
 - Fifteen (15) laptop computers with connectivity to the existing RAID disk storage system located in the main server room. Also ensure that the new computers are loaded with the Windows 10 Enterprise operating system, Microsoft Office Professional 2016 Suite, Microsoft Security Essentials and Adobe Creative Cloud.
 - Fifteen (15) VoIP handsets with connectivity to the existing VoIP PBX.

- A new Kyocera multi-functional color network printer-copier with scanning and faxing ability connected to the network in the old
- Warehouse area as well, allowing shared printing from any of the PCs on the network.
- A new Cisco ME3400 aggregation switch for providing connectivity to new laptop computers through Cat 6e cable
- Three (6) new Cisco Aironet wireless access points for providing coverage throughout the new office space. Each access point is to be connected through Cat 6e cable to the Cisco ME3400 aggregation switch
- Connect aggregation switch to the main router (Ciena 7609) in the main server room.

Out of Scope Activities:

- Development of schedule for updating and testing the systems on a frequent basis.
- Assigning work to the employees and role determination.
- Polishing, assembling and disassembling of the furniture (in case needed) later.
- Developing a plan for the interior decoration of the organization and layout of the new office.
- Buying new software and hardware for the other systems in the organization.

Deliverables:

1. Furnished office space for (15) new employees hired under the terms of acquisition agreement: Organizing and installing new furniture which is same in make, color as the old furniture in the office to create a comfortable, familiar, well organized and uniform work area for the employees.
2. Improve the existing connectivity by deploying 6 new Cisco Aironet wireless access points: The current connectivity would not be affected, and new office space will be provided with good connectivity using new access points.
3. LAN connectivity to company resources and access to the VoIP PBX: Successful installation and testing and of the 15 new VoIP handsets for proper connectivity with the existing system.
4. Documentation of Project and Status to:
 - 4.1. Keep track of the delivery of all the furniture and laptop computers and VoIP handsets.
 - 4.2. Maintain record of the installation process of the furniture.
 - 4.3. Document the installation and results of testing for all the laptop computers and VoIP handsets
 - 4.4. Maintain and store the payment records.
 - 4.5. Keep track of returns if any.
 - 4.6. Inform the Stakeholders regarding the project and its progress.

Management Constraints

- The project should cause minimum interruption during normal working hours and hence installations and removals can only be done during modified “Second Shift” from 5:00 pm to 11:45 pm (with 30 minutes of dinner break).
- The maximum Project duration allowable is 40 hours weeks (from Mar 02, 2020). The lead times for delivery of office furniture and other equipment are very insignificant compared to the total duration. However, such a situation could result in complacency and delayed decisions in selection and ordering of the office furniture and other equipment.
- The size of the team being small can affect the timely and successful completion of the project. If there are any unforeseen situations that arise that require additional workforce then it can affect the project as acquiring, hiring and training new people is always time consuming and also affects the budget of the project. Moreover, adding team members at a later stage of the project is not always beneficial as the new members are not familiar with the project development and may not be in sync with the vision and goals.
- Isabella Cantina is not available from March 23rd to March 27th (will resume work from the week of March 20th)
- Tom Johansen is not available from April 13th to April 17th (will resume work from the week of April 20th)
- Arjun Aditya is not available from April 20th to April 24th (will resume work from the week of April 27th)
- Samantha Peters is not available from May 11th to May 15th (will resume work from the week of May 18th)

Assumptions

- The lead times for delivery of office furniture and other equipment components are 9 and 5 weeks respectively on order placement.
- The project is approved to commence on March 4th.
- The Project Team and other stakeholders will comprise the in-person contact team. Project activities and timelines will be jointly decided and approved by the stakeholders.
- All project contact activities will be communicated to the Project Manager so that contact efforts can be efficiently coordinated, and status recorded.
- All the work and the billing will be made prior to the beginning of the fiscal year which starts on 1st of January, 2021.

Initial List of Potential Risks

- The installation process could cause interruptions in the normal working of the organization if not done during the assigned Second Shift from 5:00 pm to 11:45 pm
- The installation of new equipment would lead to testing and maintenance of the software and hardware systems.
- The lead times for delivery of office furniture and other equipment are very insignificant compared to the total duration.
- Delay in the project can be caused by several factors which include:

- Availability of new furniture of same make, model and color to match the existing furniture at the headquarters facility could also delay project execution.
- Minor delays anticipated resulting from non-availability of project team members. This would put additional work pressure on the balance project team members during this duration. Every effort will be made to provide enough lead time to ensure that project milestones are completed so that vacations or organizational communication lag time can be accommodated.
- Delayed or damaged items in the delivery of the office furniture and other equipment could also delay timely project execution. The damage can be physical that takes place during the delivery process or can be technical which can be identified only after installation. The items can have technical If any of the items are damaged it would lead to return of the items and additional time for the new items to arrive. Hence, it would not only increase the time delay as the return and arrival of new products would require filing new documentation etc. but would also affect the relationship between the companies.
- Installations and removals can be scheduled only during a modified “Second Shift” that is from 05:00 pm to 11:45 pm, which could result in potential delays during project execution especially with no overtime allowances for the project team members.
- Also, unforeseen challenges in installations and removals can cause interruptions in the work routine of Telco Corp.'s regular employees, developing in a situation which could cause unpleasantness. Such unpleasantness could also delay timely project execution.

Quality Management Approaches

The project team will ensure quality by undertaking testing to specifications of all deliverables. The network connectivity of PC's with common resources and VoIP handsets connectivity with existing VoIP PBX will also be tested as part of a detailed Quality plan that would be developed and duly approved by the Sponsor.

Roles and Responsibilities of Project Team

- Ultimate Approval at all project levels: Bill Jackson, CEO Telco Corp.
- Ultimate Approval authority at all project levels: Madhavi Kadam Project Manager (PM) responsible for execution of project in given time, budget and quality to meet specifications.
- Primary point of contact for the project: John Smith, Director of Operations
- Bill Jackson: CEO, Telco Corp. spearheaded the acquisition, responsible for overall operations and management of the project including communication with the chief shareholders.
- Sue Johnson: Purchasing Manager, Telco Corp. responsible for all administrative tasks associated with the reward and execution of the contract.
- Jack Hartman: CEO, Orange Technologies responsible for providing overall direction to the project, maintaining communication with chief shareholders.
- Isabella Cantina : Order cubicle furniture and creation of cubicle spaces.

- Tom Johansen : Installation of PCs along with required softwares and connecting them on network.
- Arjun Aditya : Installing and connecting VoIP handsets to VoIP PBX and installing Kyocera printer-copier.
- Samantha Peters : Connecting various components in data closet using Cat 6e cables Establishing Wi-Fi access points.

Project Phases

The project could be executed in 2 phases as follows:

- Procurement phase until deliveries of office furniture and other equipment components are completed.
- Installation, commissioning and testing phase when removal, installation and testing are undertaken. This phase would also include providing induction training of new employees.

Communication

An initial team meeting will be convened to discuss intervals of subsequent PRMs and status reporting. Approval of this Charter:

Approval of this Charter

Bill Jackson: _____	Date: _____
John Smith: _____	Date: _____
Sue Johnson: _____	Date: _____
Jack Hartman: _____	Date: _____
Madhavi Kadam: _____	Date: _____
Isabella Cantina: _____	Date: _____
Tom Johansen: _____	Date: _____
Arjun Aditya: _____	Date: _____
Samantha Peters: _____	Date: _____