Software Project Management Plan

Version 1.0

for

Manage Your Health (MYH) Recreation & Wellness Intranet Project

Change History

Revision	Date	Description	Author(s)
1.0	5/5/2020	Initial Release	Poorna Chandra Gopal Zarina Hussain Eric Lianda Danielle S. Peterson

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1. Overview

Manage Your Health, Inc. (MYH) is a Fortune 500 company that provides a variety of healthcare services across the globe. MYH has more than 20,000 full-time employees and more than 5,000 part-time employees. MYH recently updated its strategic plan in which key goals include reducing internal costs; increasing cross-selling of products; and exploiting new Web-based technologies to help employees, customers, and suppliers work together to improve the development and delivery of healthcare products and services.

Below are some ideas the IT department has developed for supporting these strategic goals:

1. Develop a recreation and wellness intranet application
2. Develop an application to track employee healthcare expenses and company healthcare costs
3. Develop an application to improve cross-selling to current customers
4. Develop a web-based application to improve development and delivery of products and services

1.1. Project summary

1.1.1. Purpose, scope, and objectives

The goal of the Health and Wellness Intranet Project is to empower MYH employees for personal growth, success and fulfillment through the comprehensive health tracking and management system. This system will allow employees to improve their physical and mental health by registering for company-sponsored classes and programs. Through this initiative, MYH can track data on employee involvement, which will ultimately allow the organization to negotiate lower healthcare premiums with insurance companies. Simply, this project will improve the wellbeing of the organization's employees, while also saving the company money.

The project team is responsible for producing research reports, design documents, software code for the intranet (including the final, ready-to-use system), and user training materials. Key milestones and tasks necessary to complete each item of the deliverables are included in the Work Breakdown Structure, Gantt charts, and project schedule. Each of these elements are discussed in-depth in this document.

1.1.2. Assumptions and constraints

Key assumptions include:

- MYH, Inc. pays 20 percent more than the industry average for employee healthcare premiums primarily due to poor health of its employees.
- The recreation and wellness intranet application will help improve employee health within one year of its rollout.
- With healthier employees, the company can negotiate lower health insurance premiums, providing net savings of at least $30/employee/year for full-time employees over the next four years.
- The project is estimated to take six months to complete and will cost approximately $200,000.

1.1.3. Project deliverables

The primary deliverable will be an intranet to help MYH employees improve their health by attending company-sponsored classes and programs. This application will include the following capabilities:

- Allow employees to register for company-sponsored recreational programs, such as soccer, softball, bowling, jogging, and walking.
- Allow employees to register for company-sponsored classes and programs to help them manage their weight, reduce stress, stop smoking, and manage other health-related issues.
- Track data on employee involvement in these recreational and health-management programs.
- Offer incentives for people to join the programs and do well in them (e.g., incentives for achieving weight goals, winning sports team competitions, etc.).

1.1.4. Schedule and budget summary

The project is estimated to complete in six months and cost approximately $200,000. More information about each estimate is provided in following sections of this document.

1.2. Evolution of the SPMP

This is the first version of the Software Project Management Plan for the Health and Wellness Intranet Project. This document should be updated with every subsequent iteration of the system.

2. References

This document follows the Software Management Plan template as outlined in the IEEE Std 1058-1998.

3. Definitions

Manage Your Health, Inc. (MYH): A Fortune 500 company that provides a variety of healthcare services across the globe. The organization has more than 20,000 full-time employees and more than 5,000 part-time employees. The Recreation & Wellness Intranet project will be completed and used by MYH employees.

Project: A temporary endeavor undertaken to create a unique product, service, or result. Projects often have a unique purpose, are temporary, drive change and enable value creation, are developed using progressive elaboration, require resources from various areas, have a primary customer or sponsor, and involve uncertainty.

Intranet: A private enterprise network that is designed to support an organization's employees to communicate, collaborate, and perform their roles. This network can only be accessed by authorized users.

Task: An element of work normally found on the WBS that has an expected duration, cost, and resource requirements; also called an activity.

Work breakdown structure (WBS): A deliverable-oriented grouping of the work involved in a project that defines its total scope.

4. Project organization

4.1. External interfaces

The Recreation and Wellness Intranet Project should integrate with existing external organizational interfaces. In other words, there are several interfaces that should continue to function as expected after the implementation of the Recreation and Wellness Intranet Project. For example, the intranet should seamlessly incorporate up-to-date employee information from the Human Resources database to ensure that only current employees may access the system. Therefore, the intranet will follow all organizational guidelines and policies for company-wide system integration.

4.2. Internal structure

The internal structure of the Health and Wellness Intranet is detailed in the scope management section of this document.

4.3. Roles and responsibilities

The roles and responsibilities for this project are discussed in the staffing plan section of the document.

5. Managerial process plans

5.1. Project start-up plan

This section outlines the estimation plan, staffing plan, resource acquisition plan, and training plan for the Health and Wellness Intranet Project.

5.1.1. Estimation plan

5.1.1.1. Activities to help estimate resources/durations

In addition to the tasks we have identified in the WBS and Gantt chart, we recommend including the following activities to help estimate necessary resources and durations to complete the Recreation and Wellness Intranet Project:

- Create forms for specification elicitation
- Elicit specifications
- Determine if team should pursue COTS intranet or build system in house

Each of these activities seamlessly integrates with the others, and combined they comprise a large portion of the planning activities required for this project. Creating forms for the specification elicitation activity can easily be overlooked; however, it is an incredibly important step for our team to understand all of the functional and non-functional requirements for this project. These forms include survey questionnaires, open- and close-ended interview questions, and criteria for observations. We will better understand expectations for design and functionality attributes, as well as the definition of success for this project. We must give all stakeholders the opportunity to convey their wants and needs for the new intranet in a way that is as clear as possible. By reducing any ambiguity in this phase of the project, we can help eliminate any unnecessary delays and rework later during the development phase.

Eliciting specifications is another activity that can greatly help estimate resources and durations for the project. After creating the forms in the previous activity, we will distribute surveys, conduct interviews, and make observations to better understand the specifications. Although this activity is standard for all software development projects, many of the associated tasks can easily be overlooked. However, each of these tasks is an essential step in this phase. For example, after collecting all of the information we must then collect and analyze this data to identify and prioritize the specifications. As we better understand the different wants and needs of the stakeholders, we will be able to estimate the resources we need to develop the intranet and how long each phase of the project will take.

After analyzing the specifications and estimating the time and resources necessary to satisfy each requirement, we must carefully consider developing the intranet in house versus purchasing a COTS system. Top leaders of the organization have allocated $200,000 and six months to complete the project. The project manager must carefully assess whether the team can complete the intranet provided these constraints. If the team can do so, he may also consider outsourcing some of the work to help complete the project within the established budget and time limitations. If he estimates the team cannot complete the project, he must research available COTS systems to find one within the scope and budget proposed by top leadership.

5.1.1.2. Approach for collecting requirements

The first step in collecting requirements is to identify stakeholder needs. In our Recreation and Wellness Intranet project, the capabilities that are expected are clearly defined. However, user input is required in order to design the intranet site, making it fun, fast, and easy to use. The project manager is the "subject matter expert" and his input will add the most value in terms of design, program options, data gathering, and analysis. The company also will utilize a data gathering technique by distributing electronic surveys to employees and other stakeholders for feedback on design, recreational program options, tracking options, and incentives. The intranet will also have a portal that will be enabled through login credentials. Employees will be able to visualize the programs/classes they are enrolled in and have the ability to manually enter activity or integrate with their favorite mobile device. The technical team will design and develop how the program will store and manage data, which will be utilized for reporting purposes. The project team will ultimately evaluate stakeholder/employee feedback, brainstorm, and use benchmarking from other health management models to finalize the requirements.

5.1.2. Staffing plan

The project management team devised a responsibility assignment matrix, RACI chart, and a resource histogram to help outline the staffing plan for this project.

5.1.2.1. Responsibility assignment matrix

In our WBS, the testing phase is divided into these sub processes:

a. Initial testing
    - Writing a test plan
    - Unit testing
    - Error identification
    - Error correction

b. Module integration testing
    - Registration module integration testing
    - Tracking module integration testing
    - Incentives module integration testing

c. Final testing
    - System testing

User acceptance testing

In order to create Responsibility Assignment Matrix (RAM) and RACI chart, we made these assumptions:

- Project manager is involved in all processes of testing. He is responsible and is performing in writing a test plan, unit testing and user acceptance testing. He is also performing in integration testing and system testing
- Robert, a network specialist is performing in writing a test plan, integration testing and is responsible for performing system testing
- Danielle, a business analyst, is performing only in writing a test plan
- Trae, a programmer/analyst is performing in writing a test plan. Furthermore, Trae is responsible for in all three phases of module integration testing
- User representatives are performing in all the testing processes, but not in writing a test plan
- Outside consultants are involved in unit, module integration, and final testing

	WBS Testing Activity									
OBS Units		1.1.1	1.1.2	1.1.3	1.1.4	1.2.1	1.2.2	1.2.3	1.3.1	1.3.2
	Project manager	R P	R P	R P		P	P	P	P	R P
	Network specialist	P		P		P	P	P	R P	
	Business analyst	P								
	Programmer/analyst	P	P	P	R P	R P	R P	R P		
	User representatives		P	P		P	P	P	P	
	Outside consultants		P	P	P	P	P	P	P	P

R = Responsible organizational unit
P = Performing organizational unit
Below is a RACI chart (Responsibility, Accountability, Consultation, and Informed roles for project stakeholders)

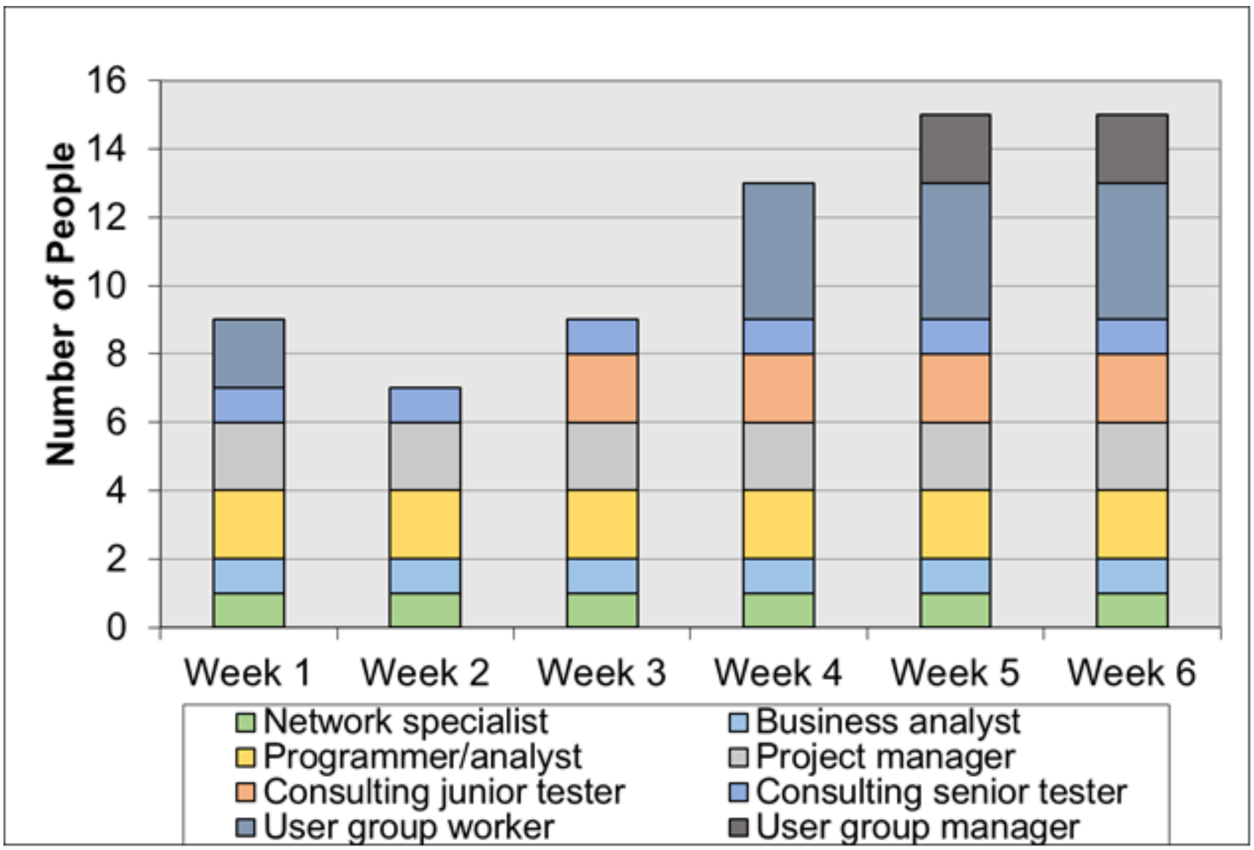
5.1.2.2. RACI chart

	Tony Prince programmer / analyst & project manager	Robert - network specialist	Danielle business analyst	Trae - programmer / analyst	User representatives	Outside consultants
Writing a test plan	R	C	C	C	I	I
Unit testing	R	I	I	A	A	A
Error identification	R	A	I	R	R	R
Error correction	R	I	I	R	R	R
Registration module integration testing	I	A	I	R	A	C
Tracking module integration testing	I	A	I	R	A	C
Incentives module integration testing	I	A	I	R	A	C
System testing	C	R	I	I	C	C
User acceptance testing	R	I	I	I	A	C

5.1.2.3. Recreation and wellness intranet project resource histogram

Date: 04/07/2020

Resource	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Network specialist	1	1	1	1	1	1
Business analyst	1	1	1	1	1	1
Programmer/analyst	2	2	2	2	2	2
Project manager	2	2	2	2	2	2
Consulting junior tester	0	0	2	2	2	2
Consulting senior tester	1	1	1	1	1	1
User group worker	2	0	0	4	4	4
User group manager	0	0	0	0	2	2



Assumptions:

Both groups needed for testing over a period of six weeks

- One senior tester for all six weeks
- Two junior testers for the last four weeks
- Two user group workers for the first week
- Four user group workers for the last three weeks
- Two user group managers for the last two weeks

5.1.3. Resource acquisition plan

This project will be completed internally; therefore, all resources including personnel and money will be acquired from the MYH organization.

5.1.4. Project staff training plan

There will be no additional training conducted for the project personnel. Each member has the necessary technical and managerial skills required for the project from previous work experiences and training sessions.

5.2. Work plan

5.2.1. Work activities

The following section includes the work activities for the project as illustrated through the requirements traceability matrix, project scope statement, and complete Work Breakdown Structure.

5.2.1.1. Requirements traceability matrix

Requirement No.	Requirement Description	Req Category	Source	Status	Risk Item(s)	Validation Test Case	Prerequisites
1	Secured intranet site accessible to only internal employees	Software	Project Charter/Requirements Document		External user access	Internal user testing, external user testing	
2	User input form for registration	Software	Project Charter/Requirements Document		Design and layout not user-friendly	Internal testing through employees, stakeholders	1
2.1	Name of employee input box	Software	Requirements Document		User not entering data	Validation rules to enter required data should be tested internally	1,2
2.2	Employee ID input box	Software	Requirements Document		User not entering data	Validation rules to enter required data should be tested internally	1,2
2.3	Program selection dropdown	Software	Requirements Document		User not entering data	Validation rules to enter required data should be tested internally	1,2
2.4	Class selection dropdown	Software	Requirements Document		User not entering data	Validation rules to enter required data should be tested internally	1,2
2.5	User portal	Software	Requirements Document		User not registered	User should have login credentials to access portal which will be provided via email after registering	1,2
2.5.1	Data visualization of progress and enrollment information	Software	Requirements Document		User not registered, login credentials do not work	User should have login credentials to access portal which will be provided via email after registering. Password recovery reset mechanism.	1,2, 2.5
2.5.2	Ability to integrate activty through mobile app	Software	Requirements Document				1,2,2.5.1
2.5.3	Ability to enter activity data manually	Software	Requirements Document				1,2,2.5.1
3.1	Automated app tracking integration	Software			Activity data not being recorded	Internal testing for app integration	
3.2	Manual tracking integration	Software			Activity data not being recorded	Internal testing for required manual entry if no app is being used	
4	ETL process to extract and store program data	Software	ProjectCharter/Requirements Document		ETL not housing the data properly	Data should be QA'd for discrepency by developer team	1,2,3,4
5	Data visulization dashboard to measure program success	Software	Project Charter/Requirement Document		Measures not recorded or displayed properly	Data should be QA'd for discrepency by developer team	1,2,3,4

5.2.1.2. Project scope statement

Project Title: Recreation and Wellness Intranet Project

Date: Feb 25 **Prepared by** Tony Prince, Project Manager, tony.prince@myh.com

Project Summary and Justification: The IT department has developed an idea to achieve the newly stated strategic goals of the organization. The idea is about a project to create an application within the organization. This project provides an application through the company's intranet, where the employee could improve their health by registering for the company-sponsored recreational programs like soccer, softball, jogging, and classes to manage their weight, reduce stress, and quit smoking. The application also tracks data on employee's involvement in these recreational and health-management programs. In addition, it offers incentives to the employee to join the program and do well in each activity. The project will help the organization decrease the health premium costs, improve employee's health, as well as save about $30 per employee per year for full-time employees over the next four years. The final budget for the project is $200,000. An additional $40,000 per year will be required for operational expenses of the application after the project is completed. Estimated benefits are $200,000 each year. It is important to focus on the system paying for itself within one year.

Product Characteristics and Requirements:

1. Registration for courses: The authorized users can access the intranet and register for company-sponsored recreational programs like soccer, softball, jogging, walking, and health-related classes and programs.
2. Employee engagement: The application must be capable of tracking data on employee involvement in the recreational and health-management programs and provide insight for reducing their weight, quitting smoking, and reducing stress.
3. Template and tools: The intranet site allow the user to create their own profile and register for the recreational classes and activities. There will be user manuals and guides setup and these files will be in Microsoft Word, Microsoft Project, or in HTML or PDF format, as appropriate.
4. Reward programs: The intranet site tracks the employee progress in the registered activities and provides incentives for those employees who are consistently performing well.
5. Articles: Articles posted on the intranet site will have the appropriate copyright permission. The preferred format for articles will be PDF. The project manager may approve other formats as necessary.
6. Links: All links to external sites will be tested on a weekly basis. Broken links will be fixed or removed within five working days of discovery.
7. The “ask the expert” feature must be user-friendly and capable of soliciting questions and immediately acknowledging that the question has been received in the proper format. The feature must also be capable of forwarding the question to the appropriate expert (as maintained in the systems expert database) and be capable of providing the status of questions that are answered. The system must also allow payment for advice, if appropriate.
8. Security: The intranet site must provide several levels of security. All internal employees will have access to the entire intranet site when they enter their login credentials to access the main, corporate intranet. Part of the intranet will be available to current users based on verification with the current user database. Other options for the intranet will be available after negotiating a fee or entering a fixed payment using pre-authorized payment methods.
9. Search feature: The intranet site must include a search feature for users to search by program, activity, classes, keywords, etc.
10. Accessibility: The intranet site must be accessible using a standard Internet browser. Users must have appropriate application software to open several of the templates and tools.
11. Availability: The intranet site must be available 24 hours per day, 7 days per week, with one hour per week for system maintenance and other periodic maintenance, as needed.

Summary of Project Deliverables

Project management-related deliverables: Business case, charter, team contract, scope statement, WBS, schedule, cost baseline, status reports, final project presentation, final project report, lessons-learned report, and any other documents required to manage the project.

Product-related deliverables: Research reports, design documents, software code

1. Survey: Survey current users to help determine desired content, features and suggestions for making the intranet site more user friendly.
2. Activities: The intranet site will have at least five activities, three classes, and two recreational programs initially. There will be additional activities, classes, and programs be added based on the employee survey results.
3. Articles: The intranet site will include at least ten useful articles about relevant topics of the programs and classes. The intranet site will have the capacity to store at least one thousand articles in PDF format with an average length of ten pages each.
4. Insights: The intranet site will record the employee and perform analytics based on several parameters and will provide insights to the employee to improve their health.
5. User request: The intranet site will include an application to solicit and process requests from users.
6. Intranet site design: An initial design of the new intranet site will include login page, sign up/create account page, employee profile, employee demographics, employee interests, a site map, and the list of activities, classes, and programs in which the employee wants to register.
7. Daily stats: The intranet site will show the daily activities that the employee has registered.

Project Success Criteria: Our goal is to complete this project within six months for no more than $200,000. The project sponsor has emphasized the importance of the project paying for itself within one year after the intranet site is complete. To meet this financial goal, the intranet site must have strong user inputs. We must also develop a method for capturing the benefits while the intranet site is being developed, tested, and after it is rolled out. If the project takes a little longer to complete or costs a little more than planned (not to exceed the additional $40,000 in operational expenses estimated per year), the firm will still view it as a success if the employee health improves. Additionally, if the project reduces the health care costs for employees and the health insurance premium costs for the company, it will be viewed as a success.

5.2.1.3. Work breakdown structure

Project Name: Recreation and Wellness Intranet Project

1. Project Management Activities
    1. Project Initiation
        1. Project Manager selection
        2. Project stakeholder's identification
            1. Stakeholder register
            2. Stakeholder involvement
        3. Project charter development
    2. Project Planning
        1. Project team creation
        2. Project resource estimations
            1. Scope estimate
            2. Cost estimate
            3. Activity duration estimate
        3. Project risk analysis
            1. Risk identification
            2. Risk response plan
    3. Project Execution
        1. Meetings
            1. Weekly team meetings
            2. Bi-weekly stakeholder meetings
        2. Knowledge management
            1. Documentation updates
    4. Project Monitoring and Controlling
        1. Project documents updates
            1. Change requests
            2. Requirements updates
            3. Project management plan updates
        2. Project portfolio management
            1. Strategic goal alignment
            2. Resources management
    5. Project Closing
        1. Lessons learned
        2. Final reports

2. Product Requirements Identification
    1. Software requirements elicitation
        1. Business case development
        2. Use cases creation
            1. Employee interviews
            2. Employee observation
            3. User documentation
    2. Software requirements documentation

3. Product Design
    1. Software architecture
        1. Employee features
            1. Recreational program registration
            2. Health management program registration
        2. Company features
            1. Employee involvement tracking
            2. Incentive offers
    2. Test cases
        1. General software functionality
            1. Compatibility with existing company site
        2. User privilege classifications

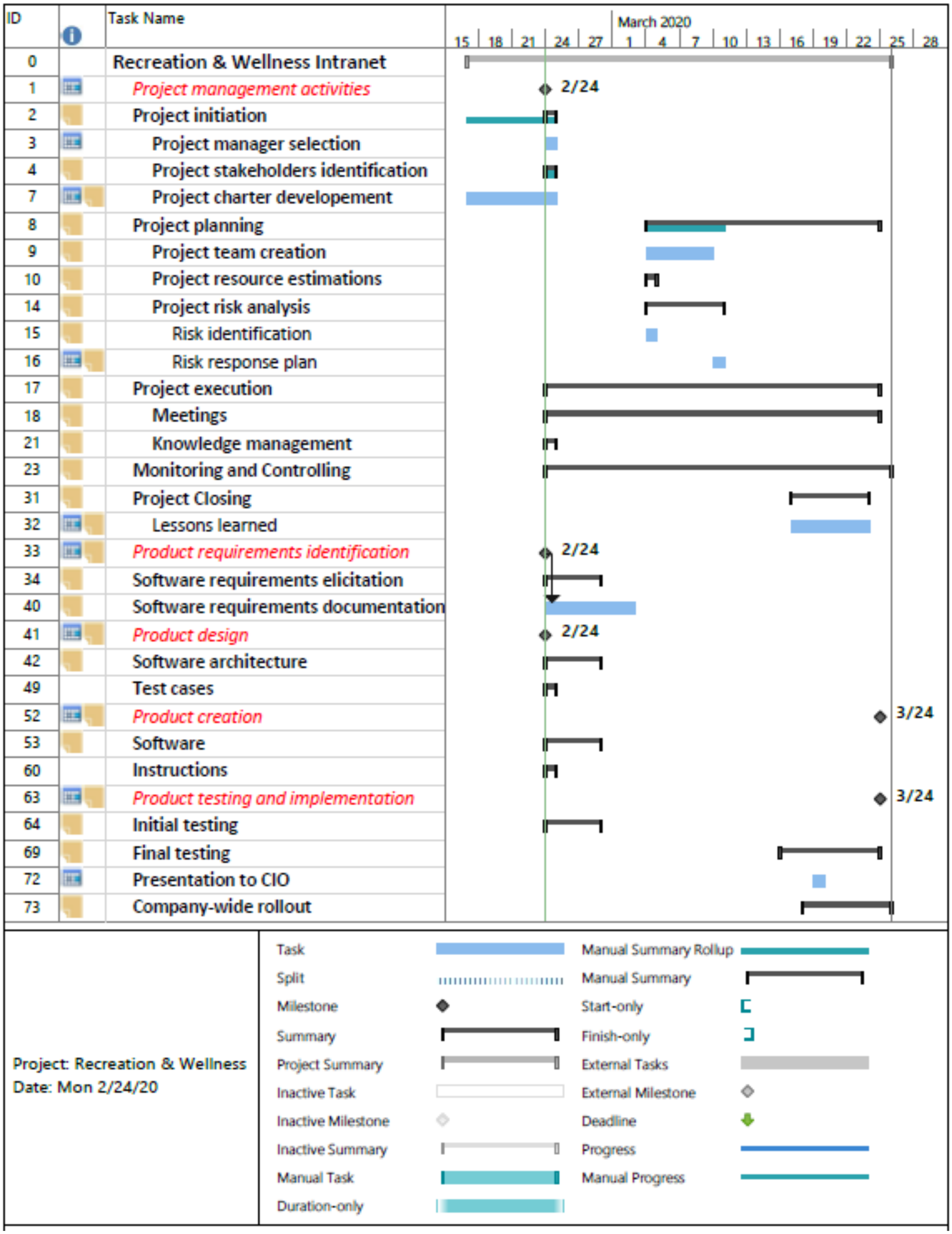
4. Product Creation
    1. Software
        1. Employee features
            1. Recreational program registration
            2. Health management program registration
        2. Company features
            1. Employee involvement tracking
            2. Incentive offers
    2. Instructions
        1. User manuals
        2. Information/training sessions

5. Product Testing and Implementation
    1. Initial testing
        1. Generic test cases
        2. Privilege-based test cases
        3. Error identification
        4. Error correction
    2. Final testing
        1. Corrections testing
        2. Code refactoring
    3. Presentation to CIO
    4. Company-wide rollout
        1. Distribute user manuals/documentation
        2. Launch training sessions

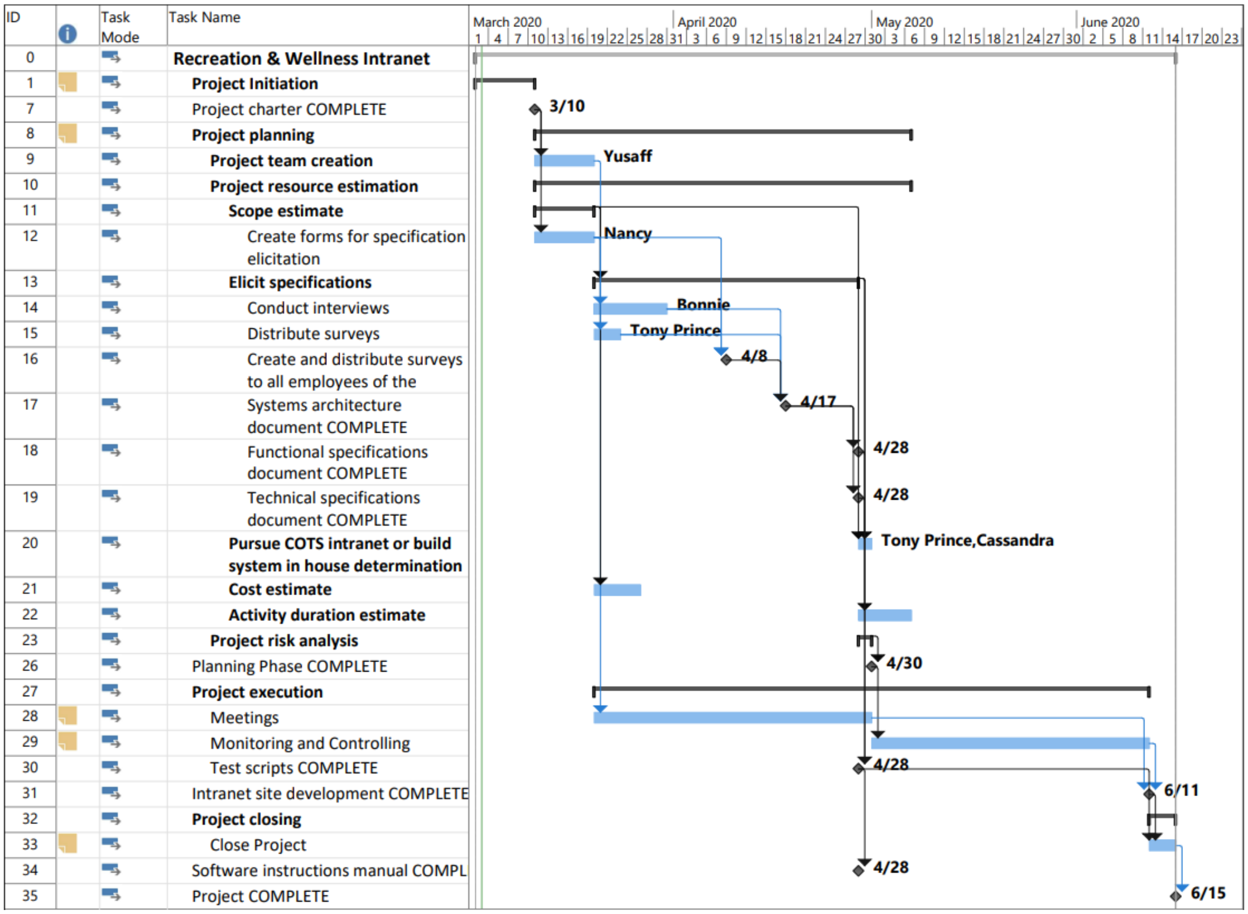
5.2.2. Schedule allocation

The following Gantt charts and network diagram illustrate the proposed schedule for this project.

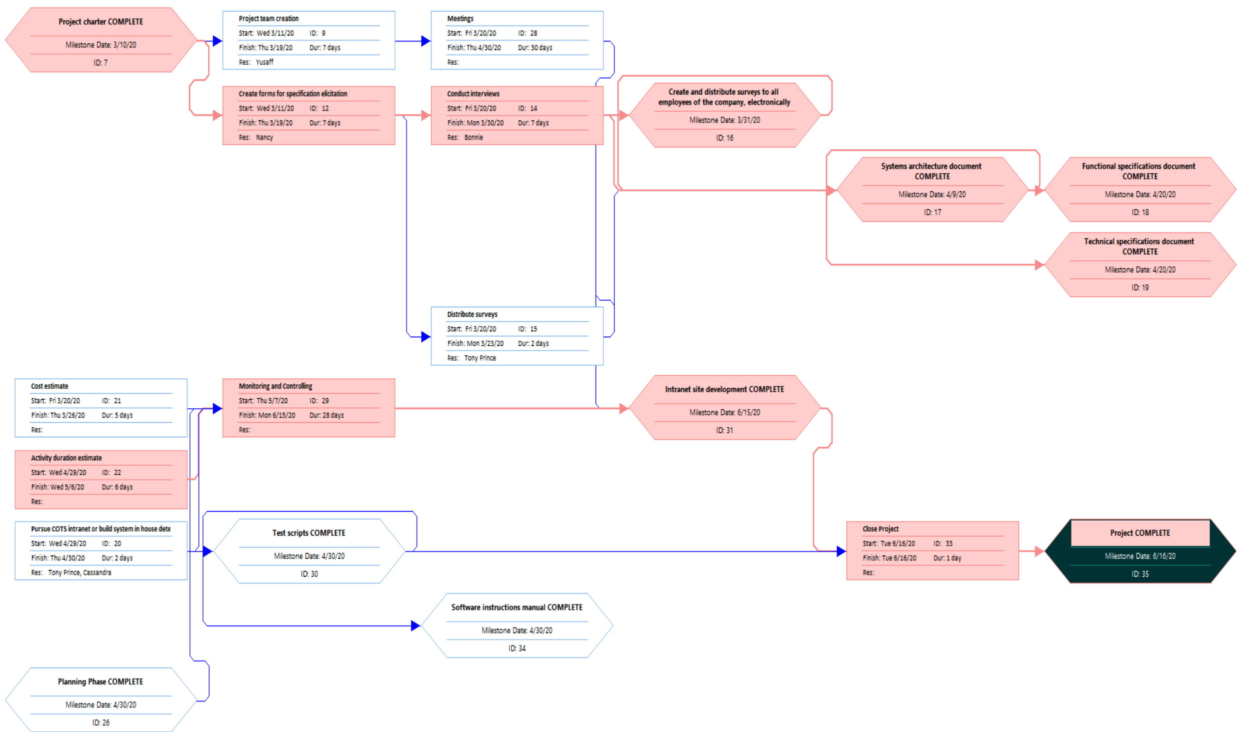
5.2.2.1. Gantt chart



5.2.2.2. Updated Gantt chart using Project 2016



5.2.2.3. Network diagram



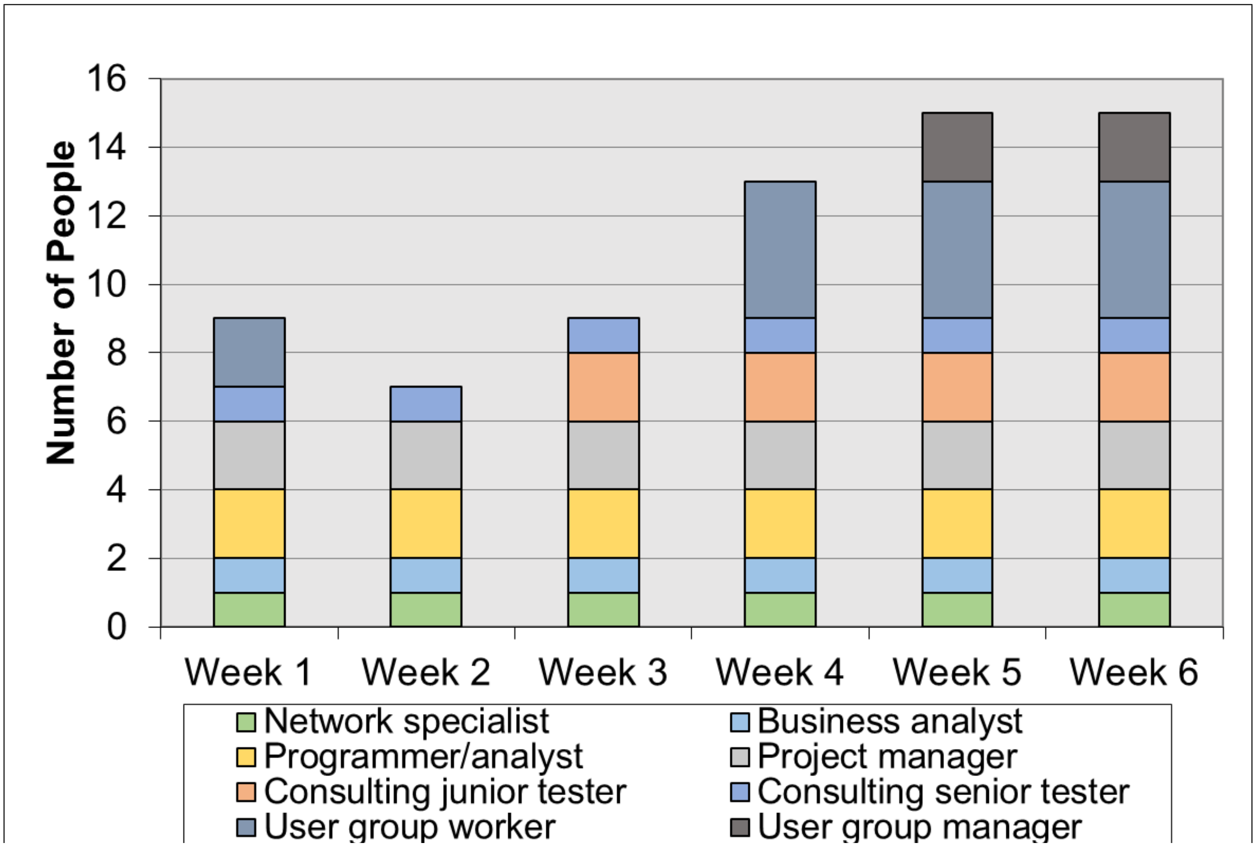
5.2.3. Resource allocation

This project requires several team members with varying technical and business skillsets. The follow table outlines the personnel requirements for the project.

Testing phase allocation assumptions:
Both groups needed for testing over a period of six weeks

- One senior tester for all six weeks
- Two junior testers for the last four weeks
- Two user group workers for the first week
- Four user group workers for the last three weeks
- Two user group managers for the last two weeks

Resource	**Week 1**	**Week 2**	**Week 3**	**Week 4**	**Week 5**	**Week 6**
Network specialist	1	1	1	1	1	1
Business analyst	1	1	1	1	1	1
Programmer/analyst	2	2	2	2	2	2
Project manager	2	2	2	2	2	2
Consulting junior tester	0	0	2	2	2	2
Consulting senior tester	1	1	1	1	1	1
User group worker	2	0	0	4	4	4
User group manager	0	0	0	0	2	2



5.2.4. Budget allocation

The budget and cost estimates for this project are discussed in-depth throughout other sections for this project. As previously mentioned, the budget for this project is $200,000.

5.2.5. Schedule control plan

In order to identify and schedule the associated tasks for this project, the team has identified several key milestones necessary to complete the intranet.

5.2.5.1. Milestones for the Recreation and Wellness Intranet Project

Milestone 1: Project Charter
SMART Goal: Authorize, summarize, and document project objectives.
Description: Project manager will review the project submission with stakeholders and project team for approval.
Timeline: One week

Milestone 2: Create and distribute surveys to all employees of the company, electronically
SMART Goal: Specify project requirements.
Description: Project team will create a survey to identify purpose and design of intranet site by employees/user input in order to understand the wants and needs from this project.
Timeline: One week

Milestone 3: Functional specifications document
SMART Goal: Implement an efficient, fully functional intranet site that is visually appealing and user-friendly.
Description: Business analyst and programmers describe intranet site's intended capabilities, appearance, and interactions with users in detail.
Timeline: One week

Milestone 4: Technical specifications document
SMART Goal: The intranet site will have multiple capabilities and features that will support the stakeholder needs and potentially exceed expectations.
Description: Business analyst and programmers create a document that explains what the intranet site will do and how the project team plans to achieve these goals.
Timeline: One week

Milestone 5: Systems architecture document
SMART Goal: Share the knowledge between people working in different functional areas of the project, as well as for knowledge transfer to new participants.
Description: Business analyst and programmers create a document to map the program. We will use it to see, at a glance, how the software is structured.
Timeline: Two weeks

Milestone 6: Intranet site development
SMART Goal: Intranet site with features and capabilities built out - dev (development) mode
Description: Programmers will develop a working intranet site with all components of the functional and technical specifications ready for testing.
Timeline: Two months

Milestone 7: Test scripts
SMART Goal: Verification of functionalities and capabilities of the intranet site.
Description: QA tester will design test cases containing registration metrics and scenarios to ensure all functionalities are working per specifications.
Timeline: Two weeks

Milestone 8: Software instructions manual
SMART Goal: Document with comprehensive instructions on how to utilize the intranet site.
Description: The user guide or software instructions will be a step by step guide on how to utilize the intranet site and will be documented/written by the project team in collaboration.
Timeline: Two weeks

5.2.6. Budget control plan

The following sections outline the specific budget plan for the Health and Wellness Intranet Project.

5.2.6.1. Cost model

Project Name: Recreation and Wellness Intranet Created March 24

WBS Categories	Internal Labor	$/hour	Internal $ Total	External Labor	$/hour	External $ Total	Total Labor	Non-labor	Total Cost
1. Project management	200	$100	$20,000			$ -	$20,000		$20,000
2. Requirements definition	350	$60	$21,000			$ -	$21,000		$21,000
3. Website design			$ -			$ -	$ -		$ -
3.1 Registration for recreational programs	200	$60	$12,000			$ -	$12,000		$12,000
3.2 Registration for classes and programs	200	$60	$12,000			$ -	$12,000		$12,000
3.3 Tracking system	300	$60	$18,000			$ -	$18,000		$18,000
3.4 Incentive system	300	$60	$18,000			$ -	$18,000		$18,000
4. Website development			$ -			$ -	$ -		$ -
4.1 Registration for recreational programs	150	$60	$9,000			$ -	$9,000		$9,000
4.2 Registration for classes and programs	150	$60	$9,000			$ -	$9,000		$9,000
4.3 Tracking system	300	$60	$18,000			$ -	$18,000		$18,000
4.4 Incentive system	300	$60	$18,000			$ -	$18,000		$18,000
5. Testing	300	$60	$18,000			$ -	$18,000		$18,000
6. Training, rollout, and support	100	$60	$6,000			$ -	$6,000		$6,000
Subtotal									$179,000
Reserves (10% of total estimate)			$ -			$ -	$ -		$17,900
Total	**2,850**		**$179,000**	**-**	**-**	**-**	**$179,000**	**-**	**$196,900**

Assumptions:
$100/hr Project manager labor rate
$60/hr Project team members labor rate
No work is outsourced

No additional hardware costs

5.2.6.2. Cost baseline

Recreation and Wellness Intranet Cost Baseline Created March 24

	Months						
WBS Items	1	2	3	4	5	6	Totals
1. Project Management Activities							
1.1 Project manager	3333.333	3333.333	3333.333	3333.333	3333.333	3333.333	20000
2. Product Requirements Identification							
2.1 Software requirements elicitation	5250	5250					10500
2.2 Software requirements documentation	5250	5250					10500
3. Product Design							
3.1 Recreational program registration		6000	6000				12000
3.2 Health management program registration		6000	6000				12000
3.3 Employee involvement tracking		9000	9000				18000
3.4 Incentive offers		9000	9000				18000
4. Product Creation							
4.1 Recreational program registration		5400	3600				9000
4.2 Health management program registration		3600	3600	1800			9000
4.3 Employee involvement tracking		1800	3600	7200	5400		18000
4.4 Incentive offers		1800	3600	7200	5400		18000
5. Product Testing and Implementation							
5.1 Testing			4800	9600	3600		18000
5.2 Company-wide rollout							
5.2.1 Distribute user manuals/documentation						3000	3000
5.2.2 Training sessions						3000	3000
6. Reserves			2000	4000	5000	6900	17900
Totals	13833.33	56433.33	52533.33	29133.33	17733.33	9333.333	196900

5.2.6.3. Additional assessments

Assume that you have completed three months of the project. The BAC was $200,000 for this six-month project. You can also make the following assumptions:

PV = $120,000
EV = $100,000
AC = $90,000

5.2.6.3.1. Cost variance, schedule variance, CPI, and SPI

Cost variance = 100,000 - 90,000 = $10,000
Schedule variance = 100,000 - 120,000 = $-20,000
Cost performance index (CPI) = 100,000/90,000 = 111%
Schedule performance index (SPI) = 100,000/120,000 = 83%

5.2.6.3.2. Project status

The project is currently doing well in some respects but not well in others. The SPI is less than 100%, which indicates the project is behind schedule. On the other hand, the CPI is greater than 111%, signifying that the project is under budget. Therefore, moving forward the project manager should work to get the project back on schedule while keeping the costs within the budget.

5.2.6.3.3. Estimate at completion

Estimate at completion (EAC) = 200,000 / 1.11 = $180,180.20

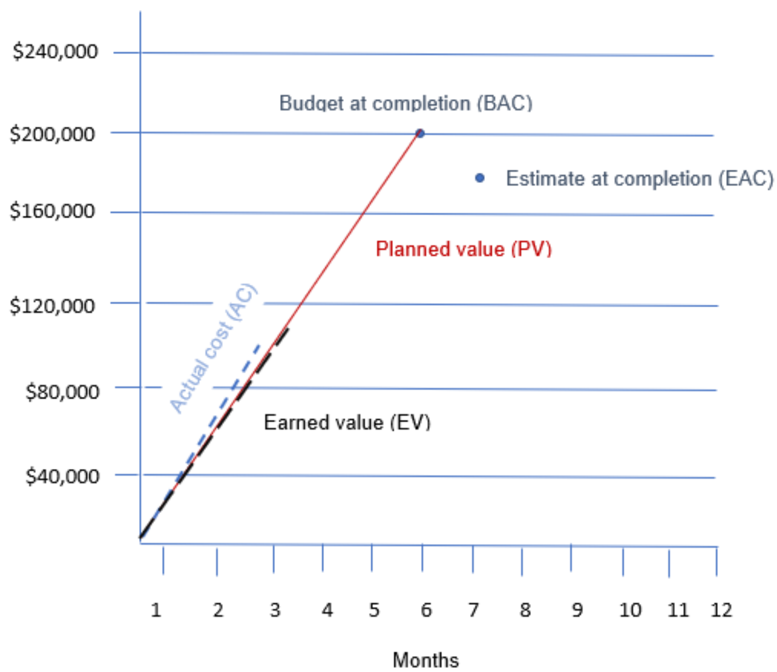
With this calculation, we see that the project is performing better than planned. We were given a budget at completion (BAC) of $200,000, which means that the team would complete the project under the estimated budget.

5.2.6.3.4. Project finish estimate

Estimated time to complete = Time estimate/SPI = 6 months/.83 = 7.2 months. The project is projected to take 6 months to complete so it is estimated that it will take 1.2 months more than planned.

5.2.6.3.5. Earned value chart

The following is an earned value chart for project after three months:



5.2.7. Quality control plan

Different tools and mechanisms will be used to measure and control the quality of MYH such as Splunk, Power Business Intelligent (BI) tool and a random survey embedded into the code. MYH uses Splunk as its main enterprise monitoring tool while Power BI is the enterprise reporting tool. Splunk utilizes a monitoring agent that will be installed on all the Recreation and Wellness Intranet's servers. Power BI will be embedded into the Recreation and Wellness Intranet's code. Microsoft excel will also be used in instances where progress needs to be measured or entered manually. Progress will be measured as follows:

1. Number of people that used the system to register for Health and Recreational programs and courses will be measured using Splunk. Splunk will monitor the number of users that will click on the submit button under the registration page.

2. A report on the number of people on medical leave will be created on a weekly basis using the Power BI tool. The report will be automated and emailed to a specified list of recipients. A monthly report

will also be automated. The monthly report will show comparison trends of the number of employees who took medical leave with the expectation that these numbers will continue to decrease.

3. The costs of Healthcare for the employees will be compared against other data that is not in the Recreation and Wellness Intranet. Power BI will be configured manually to integrate the date entered by the business analyst and the data generated from the Recreation and Wellness Intranet. The cost report will be on a yearly basis.

4. The response time of the application after each transaction will be measured using Splunk. An alert will be set to send notifications to the application administrators whenever the average response times exceed 10 seconds. An alert will also be sent when the servers and any URL cannot be pinged indicating that the application might be offline.

5. User friendly UI and satisfaction will be determined by user engagement which will be monitored using Splunk and a random user survey. Splunk will send a weekly report on the number of return users. A random survey pop-up will ask users to rate their satisfaction. The survey results will then be summarized using Power BI and sent out to the executives via an automated email system.

5.2.8. Reporting plan

The following sections outline the primary methods with which the project team plans to communicate with the other stakeholders.

5.2.8.1. Three different communications media

The HR resource that left the organization was responsible for planning resource management, acquiring resources and resolving issues and conflicts between the project team members. The role needs to be refilled by another HR resource preferably one that is internal to Manage Your Health, Inc. A new HR representative is urgently needed due to the constrained project timeline. Unfortunately, the previous HR resource left the organization due to irreconcilable differences between the HR person and a member of the user group that is extremely vocal and hard to work with.

The following communications media are suited to the communication needs of the Recreation and Wellness Intranet project based on the current circumstances:

1. Meeting
2. Phone call
3. E-mail

5.2.8.1.1. Meeting

Due to the circumstances that forced the previous HR resource to resign, it is prudent that we communicate with the HR team directly through a face to face meeting or if need be, we can schedule a Zoom meeting. Oral communication via meetings and informal talks with the HR department will help bring important information into the open. The meeting is intended to prove to the HR management team that the project team members are not as toxic as the previous HR partner indicated, despite the one member of the user group that is extremely vocal and hard to work with. The best way to prove that is by having the HR team meet with the project team members.

Given the nature of the circumstances, communicating by meeting in person or virtually through Zoom will be the most effective way to get support from the HR department.

5.2.8.1.2. Phone call

A phone call would be adequate if the HR team is not available to meet soon, since we have a constrained timeline that is compelling us to onboard a new HR representative as soon as possible.

5.2.8.1.3. E-mail

Email can be used during initial communication with the HR department about the need for their support. However, if the HR department is too busy to meet in person or have a Zoom or phone call, then the project team will choose email communication. Email may not be effective in addressing the fall out between the HR resource and a member of the user group that is extremely vocal and hard to work with. Therefore, email should be the last resort.

5.2.8.2. Communications management plan

This partial communications management plan will help address some of the challenges identified in this project. These issues include finding a replacement HR representative, managing the difficult user, improving the project team's weekly status reports, and compiling and storing all project reports and documents.

5.2.8.2.1. Stakeholder communications requirements

It is the responsibility of the stakeholders to communicate relevant information about the project to the team and the project manager. In turn, the project manager must share with the stakeholders the status, deliverables, and other related information. The method of communication will depend on the information being shared. For example, in some instances throughout the project, the communication will be informal such as through emails, phone calls, and some in-person conversations. Other times, the information should be shared through formal documents and meetings. The frequency of these communications will depend on the project's requirements and durations.

5.2.8.2.2. Information to be communicated/received and frequency

This table outlines the information to be communicated including the format, content, and level of detail along with the group that must produce it and the group that will receive the information.

Information	Format	Content	Detail	Producer	Recipient
Weekly status report	Hard copy and meeting	Project updates, conflicts/challenges, solutions for issues	Detailed	Project team	Project manager
Monthly status report	Hard copy and meeting	Project updates, deliverables	Detailed	Project manager/team	Stakeholders
Training plan	Hard copy	Plan for system training after launch	Detailed	Launch team	Project team, stakeholders
Software implementation plan	Email	Rollout plan after development	Detailed	Launch team	Project team, stakeholders
Additional project status updates	Email, phone call, informal meetings	Updates/status reports supplemental to monthly status reports	Brief	Project manager/team	Stakeholders

5.2.8.2.3. Escalation procedures for resolving issues

This partial communications management plan attempts to address existing communication issues between the project team, the users, and the stakeholders. However, should future problems arise, everyone within each sector must know who to speak with to resolve the conflict. According to company policy, should a problem arise within the project team, the members may report the incident to their direct supervisor. In this case, the team members would communicate the issue to the project manager due to the small size of the team. The project manager should also directly work with any of the users that might have an issue. However, before the users report the problem, they should try to settle the dispute amongst themselves if it is a problem between two or more people within the user group. Similarly, the stakeholders should try to resolve any issues among themselves before consulting the project manager; however, this might be more difficult because of their varying locations and occupations. Regardless of his/her involvement, the project manager must be notified of any conflicts that arise and how they have been addressed. The PM should keep a record of these problems and track them throughout the project lifecycle. These problems will serve as lessons learned for future projects.

5.2.8.2.4. Weekly progress report

Project Name: Recreation and Wellness Intranet Project Team Member Name: Tony Prince Date: 04/14/2020 Reporting Period: 04/14 – 04/21
Work completed in this reporting period: Completed stakeholders' communications analysis to summarize an overview of required communications standards for the project. Created issue log for the most recent issues related to the project.
Work to complete in the next reporting period: Write a document that describes suggested approaches for managing conflicts with any hard-to-work with personnel.
What is going well and why: The project is currently under budget and it looks like we will continue at the same pace enabling the project to stay under budget till the end of the working period. Majority of team members are getting along well, and they are completing their work in a timely fashion.
What is not going well and why: It appears that, even most of the tasks are done on time, the project will not be completed on the scheduled time. Furthermore, one of the team members steals all the attention at every meeting. This user is extremely vocal with the status of the project. This user is making it extremely hard to work with other stakeholders, since not all stakeholders are able to state their opinion during our meetings.
Suggestions/Issues: Approach the above-mentioned user and suggest possible solutions to his issues. I must be very careful with the approach and choose the method carefully in order to maintain a positive environment within the team.
Project changes: Staff of the project must be changed a little. The user posing issues must be resolved or removed from the project staff. Other than that, everything should stay the same.

5.2.8.3. Two suggested approaches for communicating with the hard-to work-with user

Team members often have different personality traits, which can be beneficial for a project. For example, different personalities and communication styles can help avoid groupthink. However, these differences can sometimes lead to intragroup conflicts or communication issues between the team and stakeholders. In the context of the Recreation and Wellness Intranet project, the team is having problems with a member of the user group that supports the project. This person is allegedly extremely vocal and hard to work with, and other users can hardly get a word in at meetings. While there are many ways to address this conflict, the following options provide different approaches: 1. designate a project team member that gets along with the user to do most of the communication, 2. if the problem persists, conduct coaching sessions with that users to understand and resolve the problem.

The first approach to solving this communication issue recommends selecting a representative from the project team that works best with the user as the liaison between the individual and the team. This method is most useful when the project is well underway or when the project/task is of low importance. In other words, this tactic should be used as a temporary fix in light of much more pressing issues or activities related to the project. With this solution, the member from the project team might meet with the user individually or in a small group to obtain his/her feedback about the project outputs. In this way, the user would still be able to express his/her complete opinions without taking time from other users or stakeholders during meetings. This could greatly reduce some of the tension among the users and between the users and the other stakeholders and project team. However, in the long-term the project team must be cautious about seeming to show preferential treatment toward this individual. In other words, while this solution might work well to reduce existing tensions, it could also seem like the team is favoring the difficult users by giving him/her more meeting time compared to others. Therefore, if the project team must work with this individual for a very long project or if this user will participate in other projects, the team should strive for a long-term solution.

One approach that would work well for the long-term would be to conduct coaching sessions with that user to understand and resolve the problem. For example, the user might be behaving in such a way because they don't feel heard or respected by the rest of the users. Therefore, his/her solution is to act out in meetings with the project team. For this reason, a higher-ranking member from the project team or company should meet with the user to understand his/her behavior. This team member will be able to determine the root cause of the communication problem and can help the user resolve the issues, which would provide a long-term fix. For example, the team member might be able to moderate conversations between the user and the rest of the user group to help the individual feel more respected and able to share his/her ideas. Similarly, the team member might be able to help the user communicate more effectively to others through coaching sessions. Although this approach also devotes a considerable amount of time to the user, it provides a long-term fix that will greatly improve current and future project performance. By identifying and correcting the root cause of the communication issues, the project team can ensure this behavior does not persist.

Depending on the status of the project, the team can either implement a short-term or long-term solution to correcting these communication issues with the user. In the short-term, the team can select a team representative to work with the user; however, for the long-term, the team must identify the root cause and correct the behavior. Regardless of the approach, the project team must address this communication issue before it extends to other users, stakeholders, and team members, which could substantially derail the project's success.

5.3. Risk management plan

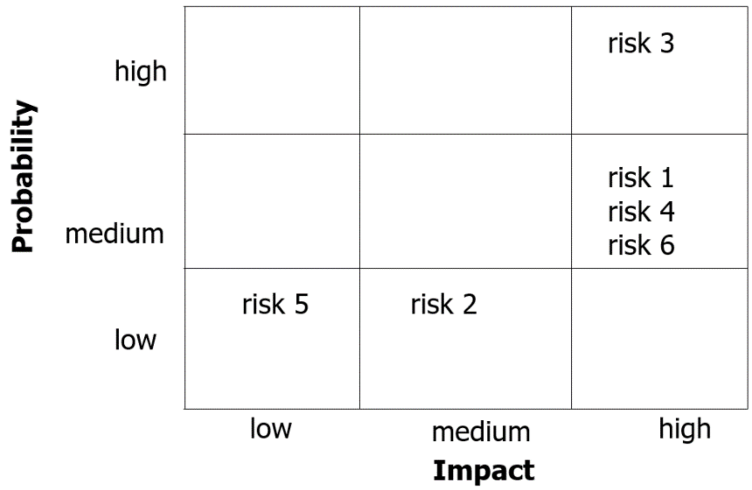
The following sections outline how the project team plans to identify and respond to the positive and negative risks associated with this project.

5.3.1. Risk register

Risk Register for Recreation and Wellness Intranet Project

Sl No	Rank	Risk	Description	Category	Root Cause	Triggers	Potential Responses	Risk Owner	Probability	Impact	Status
R3	1	Users being uncooperative	In order to work successfully on the project, we need the cooperation from users. If the users are obstructing the project, we will not be able to complete the project, or we will, but with a significant increase in costs and time.	People / Organizational risk (Human resources)	Users do not like the change.	There is not enough support from user management in order to make the users cooperative and explain them the importance of the project.	The project manager must schedule a meeting with the users and user management to set up a positive environment for the project.	Project Manager	High	High	The Project Manager had a meeting with the users and user management and set up a positive foundation for the project.
R1	2	Key team members leaving the company	In case we lose a team member, we will lose time by including another person on the team, or in reassigning tasks to the team members. We might also need to find a new representative for that specific group.	People / Organizational risk (Human resources)	Getting a better job offer or an employee wasn't stimulated properly.	Project manager realizes that the person wasn't motivated and the tasks weren't challenging enough.	Make sure your team members are familiar with the entire project and the big picture, so they can take over in situations like this. Include team members in the task assignments. That way they can choose what to take and what is challenging enough for them.	Project Manager	Medium	High	The Project Manager will set up a meeting with the team members and reevaluate task assignments in a week.
R4	3	Team members are not providing good status information	In case that reporting is not appropriate, we might omit some important issues in connection with the project. That can cause the problem to arise in later stages of the project, which would require from us to go back to earlier stages and redo our work. This would set us back, delayed the project completion and increased the costs.	Structure / process risk (Communications)	Communication procedures are not defined well.	The project manager realized that while defining communication procedures, team did not go into details and some instructions were omitted.	The project manager needs to ensure all the steps in communication procedures are defined. He needs to reevaluate the Communication procedures after they are completed, find potential holes in descriptions, and fix them.	Project Manager	Medium	High	The Project Manager, together with the team members went over all of the communication procedures and added the omitted parts.
R6	4	Late completion of testing	We might underestimate the time necessary for completion of the testing phase of our project. That can lead toward delays of the project rollout.	Structure / process risk (Time)	Certain errors in product development were not considered when creating the testing plan.	Due to poor reporting, the project manager was never aware of certain issues.	Make sure reporting is done according to well defined communication procedures.	Programmer / Analyst	Medium	High	The Programmer / Analyst will make sure all reporting is done properly and go in depth of testing plan to make sure everything is included.
R2	5	Defective server	We might encounter a server failure during developing or even testing phase. That might slow us down, increasing the time to complete the project and the costs of repairing the server.	Technology (Hardware technology)	Defective hard drive.	Defective products might be a symptom of a low-quality supplier.	Ensure the supplier provides you with the adequate warranties and the possibility of a fast replacement of defective parts.	Network specialist	Low	Medium	The Network specialist will make sure there is a contract clause to address a risk of a defective server.
R5	6	Reducing consulting costs	Organization might be able to negotiate lower-than-average costs for consultants, because of the fact that the consultant group enjoys working with our company on this project.	Financial (Costs)	We have worked with this consulting company before and established a good business partnership.	The project manager and other senior managers did not take in consideration that we've worked with this company before and that we might get discounts.	Make sure the project manager knows the consulting group that will work on this project and the company's history with this specific consulting group.	Project Manager	Low	Low	The Project Manager received a report about the consulting group that will work on a project and is prepared for the meeting with them next week to discuss the possible discounts.

5.3.2. Probability/impact matrix



5.3.3. Risk Score

The table below shows the risk score based on the information gathered in the risk register. The highest risk – a negative risk (R3) has a score if 10/10. The risk of users being uncooperative is already being seen within the project team members hence the probability of it occurring is high. Its impact is high such that it is causing other risks to occur such as loosing key team members. The negative risk ranks the lowest after calculating the risk score with a risk factor of 0.1/10. Due to an inaccurate estimation, the project may end up being under budget, however this risk will remain a positive risk only if the other five risks are successfully mitigated.

			Risk Register for Recreation and Wellness Intranet Project			
Sl No	Rank	Risk	Description	Probability	Impact	Risk Score
R3	1	Users being uncooperative	In order to work successfully on the project, we need the cooperation from users. If the users are obstructing the project, we will not be able to complete the project, or we will, but with a significant increase in costs and time.	High (100%)	High (Rating 10)	10
R1	2	Key team members leaving the company	In case we lose a team member, we will lose time by including another person on the team, or in reassigning tasks to the team members. We might also need to find a new representative for that specific group.	Medium (50%)	High (Rating 10)	5
R4	3	Team members are not providing good status information	In case that reporting is not appropriate, we might omit some important issues in connection with the project. That can cause the problem to arise in later stages of the project, which would require from us to go back to earlier stages and redo our work. This would set us back, delayed the project completion and increased the costs.	Medium (50%)	High (Rating 10)	5
R6	4	Late completion of testing	We might underestimate the time necessary for completion of the testing phase of our project. That can lead toward delays of the project rollout.	Medium (50%)	High (Rating 10)	5
R2	5	Defective server	We might encounter a server failure during developing or even testing phase. That might slow us down, increasing the time to complete the project and the costs of repairing the server.	Low (10%)	Medium (Rating 5)	0.5
R5	6	Reducing consulting costs	Organization might be able to negotiate lower-than-average costs for consultants, because of the fact that the consultant group enjoys working with our company on this project.	Low (10%)	Low (Rating 1)	0.1

5.3.4. Response strategy

5.3.4.1. Negative risk

One primary negative risk for this project is that a key member from the Human Resources department left the company. This individual provided incredibly important support for the project. Without finding a new representative from HR to take the previous member's, the project team lacks the full support they need to complete the project successfully. The lack of participation from HR could result in employee data being incorrectly added or left out. In other words, this could cause errors in the system, which might lead to delaying the project completion or going over budget.

For a new HR representative to support the team, the project manager will have to form a rapport with one of the department members and convince them to assume the former member's duties. The HR member might not know about this project, so the PM will have to explain the project, its intended benefits, and how HR plays into its success. The best way for the PM to do this is by setting up a meeting with one of the HR members. The meeting will likely last two hours, plus additional time to answer follow-up questions and establish a plan of action for the remainder of the project. In total, the project manager will devote approximately five hours to this strategy. The only costs associated with this plan will stem from the time both the PM and the HR manager will devote to this portion of the project. Calculating the salaries of each individual, the total cost estimate for this strategy is approximately $200.

5.3.4.2. Positive risk

The project currently under budget and has been so for much of its duration. While this indicates the project manager did not accurately estimate some of the costs associated with the project, it also signifies the organization has extra money to either reinvest into this project or to save for future projects. The project manager should attempt to keep the project under budget for as long as possible without compromising the success of the project. Not only will this help save the company money, but it also could enhance the reputation of the project manager as someone who can save the organization financial resources.

It is difficult to plan the specific tasks and cost and time estimates required to pursue this strategy. In simple terms, the project manager should attempt to maintain the status quo for using resources as the rest of the project progresses. Recent financial assessments revealed that the estimate at completion (EAC) was $180,180.20. This calculation supports the idea that the project is performing better than planned. Furthermore, the project team was given a budget at completion (BAC) of $200,000, which means that the team would complete the project under the estimated budget. In other words, by maintaining current spending practices, the final cost for the project will be $180,80.20. By also looking at the schedule performance index (SPI), the project will take a total of 7.2 months to complete. However, it is important to note that these calculations will not be affected by this positive risk. In other words, by pursing this risk, the project team will not add any additional tasks or time and cost estimates to what has already been planned.

5.4. Project closeout plan

Once the Health and Wellness Intranet has been approved by the CIO, the project team will submit the final lessons learned and analysis of project objective document to the project manager. Each team member will then report to his/her direct supervisor as outlined in the organizational structure diagram for their following tasks and projects.

6. Supporting process plans

6.1. Verification and validation plan

As previously mentioned, the final intranet must be verified by the CIO before it officially launches. However, the project scope will be validated with the stakeholders before the project begins.

6.1.1. Strategy for scope validation

It is always necessary to validate the project with the customers and intended users. One of the initial steps in validation includes project scope validation. To verify projects, four inputs are essential. These inputs are the deliverables, the WBS dictionary, the project scope management plan, and the project scope statement. Deliverables are essential inputs in projects. They are used to compare the project scope statement and to ensure that the projects are correct. The WBS dictionary provides definitions for deliverables and for every component used in the project. Project scope statement describes the scope of the project and includes the major deliverables.

One of the major factors in the project process is to have customers/users participate. The best way to get the scope validated is through setting up a scope review meeting with the team lead and the project team. The project manager will go over each requirement that is drafted in the scope statement and use techniques and tools that verify project scope by getting approval on the documentation. A scope that is fulfilled is a complete project in theory. For the projects to be verified, the deliverables must be accepted, and the corrective actions must be recommended.

6.2. Quality assurance plan

Project quality is one of the major aspects in marking a project as a success. The quality of the software product should meet the expectations of the stakeholders. The software application should adhere to the requirements that were initially drafted and finalized. Following are the list of quality plan standards and requirements that were finalized upon discussion with the stakeholders and understanding their needs and requests.

6.2.1. Quality standards/requirements

6.2.1.1. Number of people that used the system to register for Health and Recreational programs and courses

There will be a mechanism to log the online registration process to monitor how many employees used the system for search and registration purposes. Our built-in feature will log all online registrations for programs and courses by username and department. The total number of registered users will then be compared to the total number of employees giving us a percentage that we can compare to our requirements.

6.2.1.2. Number of people on medical leave

We will monitor the number of people that took medical leave after 6 months and 1 year of implementation of the system. We expect people to use the system to register for health programs, participate in programs and improve their health condition. Therefore, they will take fewer medical leaves than before, leading toward decreased healthcare costs. From each department, we will acquire the list and number of people that are on medical leave. We will compare the numbers to the numbers from the previous period and in that way be able to see what the percentage of people on medical leave is now and how big it was before the system rolls out.

6.2.1.3. The costs of Healthcare for the employees

The main business purpose of the development of the system is a decrease in healthcare costs. Financial department will provide us with healthcare costs for a period of a year after the system is rolled out. We will compare these results to the results from previous year and to an industry standard.

6.2.1.4. The response time of the application after each transaction

This was one of the requests made by a user. We do not want users to give up, because the system did not respond in a timely fashion. Interface, database and reporting must be optimized and fast. A feature in the system will log the system response time. Through analysis of this data we will be able to track the system's performance and work on the improvements if necessary.

6.2.1.5. User friendly UI and satisfaction

We will use surveys to measure user satisfaction. If our employees find the system easy to use and fun, they will continue using it in the future and therefore continue the work on improving their health. We will conduct a user satisfaction survey for the new system one month after the system rolled out. This survey will target the points like ease of use, user-friendliness and fun-to-use factors. The survey will be mandatory for all employees that use the system for registration. We will then go over the results and compare the number of satisfied and very satisfied users to the total number of users that filled the survey.

6.2.2. Progress Measurement

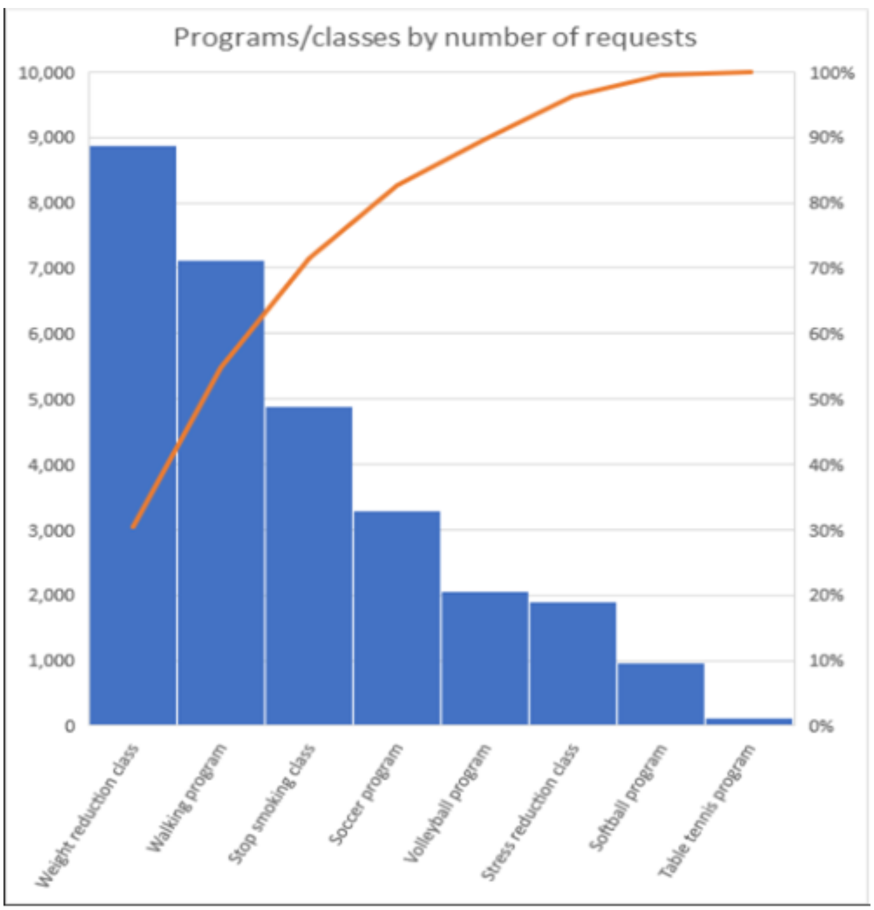
The progress for the requirements created above will be measured using Splunk, Power Business Intelligent (BI) tool and a random survey embedded into the code. MYH uses Splunk as its main enterprise monitoring tool while Power BI is the enterprise reporting tool. Splunk utilizes a monitoring agent that will be installed on all the Recreation and Wellness Intranet's servers. Power BI will be embedded into the Recreation and Wellness Intranet's code. Microsoft excel will also be used in instances where progress needs to be measured or entered manually. Progress will be measured as follows:

1. Number of people that used the system to register for Health and Recreational programs and courses will be measured using Splunk. Splunk will monitor the number of users that will click on the submit button under the registration page.
2. A report on the number of people on medical leave will be created on a weekly basis using the Power BI tool. The report will be automated and emailed to a specified list of recipients. A monthly report will also be automated. The monthly report will show comparison trends of the number of employees who took medical leave with the expectation that these numbers will continue to decrease.
3. The costs of Healthcare for the employees will be compared against other data that is not in the Recreation and Wellness Intranet. Power BI will be configured manually to integrate the date entered by the business analyst and the data generated from the Recreation and Wellness Intranet. The cost report will be on a yearly basis.
4. The response time of the application after each transaction will be measured using Splunk. An alert will be set to send notifications to the application administrators whenever the average response times exceed 10 seconds. An alert will also be sent when the servers and any URL cannot be pinged indicating that the application might be offline.

5. User friendly UI and satisfaction will be determined by user engagement which will be monitored using Splunk and a random user survey. Splunk will send a weekly report on the number of return users. A random survey pop-up will ask users to rate their satisfaction. The survey results will then be summarized using Power BI and sent out to the executives via an automated email system.

6.2.3. Pareto chart

Requested Programs/Classes	# of Times Requested
Walking program	7,115
Volleyball program	2,054
Weight reduction class	8,875
Stop smoking class	4,889
Stress reduction class	1,894
Soccer program	3,297
Table tennis program	120
Softball program	976



7. Additional plans

7.1. Project procurement plan

7.1.1. Memo to senior management

Re: Incentive program management and employee training for Recreation & Wellness Intranet

The Recreation and Wellness project team agrees with senior management on hiring an outside organization to manage the incentive program. However, the team argues that they should remain in charge of the employee training portion of the rollout. As the developers of the intranet, the team best understands the system, its features and functionalities, and the ways in which the employees will use this resource. Additionally, after an extensive interview and observation period with the employees, the team is aware of common questions and concerns the employees have about the system. Therefore, the team can address these elements in the initial training sessions. If an outside firm were to conduct the training, they might not include some of these important questions, leading to multiple training events and resources, which would cost the organization additional money.

Furthermore, the project team has already included developing training materials in its schedule and cost estimates. Therefore, the organization has already allocated money and time for these tasks. In comparison, it would take many more resources to outsource this project. Additional tasks would include writing and distributing the RFPs, interviewing potential companies, providing initial and follow-up information about the system, and helping distribute final training materials to all employees. In other words, it would actually save time and money by allowing the project team to lead the employee training section of the project. Therefore, the project team strongly urges senior management to reconsider its decision to outsource the employee training portion of the rollout.

7.1.2. Ratings and scores for each criterion and total weighted scores for three proposals

Criteria	Weight	Proposal 1	Proposal 2	Proposal 3
Management approach	15%	80	90	60
Technical approach	15%	90	50	90
Past performance	20%	70	95	90
Price	20%	90	80	80
Interview results and samples	30%	80	95	65
Weighted project scores	100%	81.5	84.5	76

Based on the weighted scoring model above, the recommended proposal would be number 2 since it has the highest weighted score. The proposal has more weight in comparison to the other two when it comes to management approach, past performance, and interview results and samples. Proposal two does show weakness in technical approach in comparison to the other two proposals. However, it is often the supplier's management team - not the technical team - that makes procurement successful.

7.1.3. Potential clauses

Manage Your Health, Inc. (MYH) will implement an incentive fee contract associated with the outsourced company to encourage MYH employees to utilize the intranet and maximize the benefits. There are 20,000 full-time and 5,000 part-time employees.

- All MYH employees, both full-time and part-time are eligible as part of the Recreation Wellness Intranet project. Each employee usage of the intranet project and improvisation of health and welfare, will act as a contributing factor for cost-savings of healthcare premiums.

- A performance incentive of five (5) percent of the cost savings of health premiums that results from the outsourced company will be paid 60 days following the close of the quarter throughout the terms of any purchasing or arrangement.

- MYH will pay the outsourced for allowable costs of $10,000. The final cost of the project is forecasted to be at $200,000. If the final cost is less than the expected cost, both MYH and the outsourced company benefit from the cost savings, according to a negotiated share formula (85/15).

- This agreement shall commence on or about January 1, 2021,and terminate on December 31, 2022. Termination of this agreement shall not affect payments due for contracts that extend beyond December 31, 2022.

- This agreement will be renewed only upon the written approval of the parties hereto.

- This agreement is non-cancelable by the MYH, during its term except for breach of a material provision of this agreement. In the event the alleged breach is not so corrected within the sixty (60) day period, MYH may thereafter deem this agreement immediately terminated.

7.2. Project stakeholder management

7.2.1. Stakeholder register for recreation and wellness project

Prepared by Eric Lianda Date: 4/28/2020

Name	Position	Internal/ External	Project Role	Contact Information
Tony	Project manager	Internal	Senior project manager	tony@myh.com
Hillary	VP of Operations	Internal	Project sponsor	hillary@myh.com
Bonnie	Programmer/ analyst	Internal	Team member	bonnie@myh.com
Poorna	Programmer/ analyst	Internal	Team member	poorna@myh.com
Zarina	Programmer/ analyst	Internal	Team member	zarina@myh.com
Danielle	Programmer/ analyst	Internal	Team member	danielle@myh.com
Patrick	Network specialist	Internal	Team member	patrick@myh.com
Nancy	Business analyst	Internal	Team member	nancy@myh.com
Gayle	VP of human resources	Internal	Project sponsor	gayle@myh.com
Yusaff	Human resource Analyst	Internal	Human resources specialist	yussaff@myh.com
Cassandra	Financial analyst	Internal	Finance specialist	cassandra@myh.com
Eric	Sr Manager of User experience	Internal	MYH app user representative	eric@myh.com
Supplier A	Supplier	External	System trainer	suppliera@ku.com

7.2.2. Stakeholder management strategy

Name	Power/Interest	Current engagement	Potential management strategies
Hillary	High/high	Supportive	Hillary is very smart and direct. She wants the company to take full advantage of this project to lower healthcare premiums. She likes short and frequent updates. She appreciates the work smart and not hard strategy.
Gayle	High/high	Resistant	Gayl has been with the company for several years and has a great insight and is highly respected. She is currently resisting the financial cost for outsourcing the incentive program and wants to build an in-house strategy. Need to convince her through forecasting and cost-benefit analysis, that the outsourced company will aid in payoff within a year of launch.
Supplier A	High/medium	Neutral	Supplier A has been procuring with the companies for many years for various incentive programs. He is smart and strategic. Need to maintain a good business relation for current and future collaborations through communication and competitive compensation.
Tester	Medium/medium	Neutral	Raj has been on the user group testing for a year now and he has proved himself as a useful asset. Giving him more opportunities would bring a refreshing perspective to the company as well as advance his career.

7.2.3. Issue log

Issue #	Description	Impact	Date Reported	Reported by	Assigned to	Priority	Due Date	Status	Comments
1	Yusaff turned in two-week notice.	Yusaff was the go-to person for resource allocation and overtime, needed to replace.	Feb 4, 2020	Eric	Gayle	11	Mar 2020	Closed	New hire - Rebecca Mill replaced Yusaff.
2	Ryan not getting enough time to test cases within time.	Making Ryan frustrated and delaying his work schedule.	Feb 21, 2020	Eric	Eric	3	Mar 4, 2020	Closed	Raj was added to the user testing group.
3	Last two meetings were unproductive.	The group has met twice this week with no significant update. That is not a good use of time.	Mar 10, 2020	Hillary	Zarina	5	Mar 17th, 2020	Open	Zarina to create a progress dashboard in Power BI to measure where we are in order to share with stakeholder s.
4	User input form not saving name in text field.	The user enters his/her name and hits tab but the text disappears.	Mar 23, 2020	Raj	Zarina	1	Mar 24, 2020	Closed	Fixed the code.
5	IT dept running low on ETL resources.	Would cause delay in tables and schemas to store data in database	Apr 1st, 2020	Danielle	Gayle	2	Apr 3rd, 2020	Open	Gayle is working with the IT dept.to prioritize resources to work on

		systems.							intranet project.
6	Supplier has not sent SOW	Statement of work needs to be signed by the CFO and returned to the supplier so that they can start their development strategy which is a 30 day deliverable after the signed SOW has been submitted.	Apr 10, 2020	Eric	Eric	4	Apr 20, 2020	Closed	SO received, signed for approval, and submitted to the supplier.