

Group E
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SCOPE

This program will create an in-house pool of candidates from current company employees to fill future project management positions.

- This is a three phase program that includes:
 - Phase I: In-house familiarization of company terminology and practices.
 - Phase II: In-house mentorship.
 - Phase III: Formal education through local community colleges or university.
- This plan applies to Phase I of this program only.
- Curriculum will be designed and administered by a qualified PMP.
- Instruction for Phase I will include formal examinations.
- Candidates will pass incremental formal and final examinations as determined by sponsor quality specifications.
- This program will include 10 supervisor recommended employees and 1 primary instructor, all of whom must be approved by the sponsor.
- Recommended individuals will have been employed by the company for a minimum of 1 year.

CONSTRAINTS

DEADLINE

Phase I of this program allows 48 hours of instruction. This will be administered in 4-hour weekly blocks until completed. Allowances must be made to accommodate company related scheduling conflicts and customer commitments.

BUDGET

The budget will take into account instructor and student's base wages for a total of 528 hours of instruction. An additional 144 hours (total) of wage compensation will be allotted for the instructor's curriculum planning and preparation time. Provisional wage incentives may be incorporated into the budget upon its successful completion.

QUALITY SPECIFICATIONS

- I. Phase I success is contingent upon a 50% or greater student advancement to the mentorship program.**

If these results cannot be accomplished, the curriculum, instruction, or program itself may be revised, cancelled, or outsourced to a third party contractor with experience in implementing project management training programs.

II. Students will pass monthly quizzes with a minimum grade of 70% or better.

This requirement is necessary in order to minimize program candidate failure. By tracking their retention of instructional materials in measurable results on a monthly basis, the program can predict and adjust for candidate success rates.

III. Students will pass a written exam at the end of the program with a minimum grade of 85% to qualify for advancement to the mentoring program.

This is a necessary program requirement as management does not wish to invest further resources or training on program participants who cannot produce better than average results.

The quality specifications are the least flexible program constraint for these reasons.

PROGRAM STAKEHOLDERS

DIRCTOR OF HUMAN RESOURCES

- The HR director is the sponsor of the project and will be responsible for ensuring its success by mitigating any potential problems. The director will prioritize where the project fits into the company portfolio, assign someone to perform the job, and serve as the final arbiter of the project's success and continuation. The director will work closely with the project manager in developing a communications plan and the change and risk control systems, as well as serving as the liaison between the project core team and executive members. The director's interest in this program is that it will create a pool of qualified, in-house candidates to fill future project management positions.

COMPANY

The company is the customer of this program, as it will benefit from the final product resulting from its successful execution. By drawing on an internal pool of candidates, the company will save time and money by not having to pay for advertising, hiring, and training of project managers from external sources.

PROJECT MANAGER

The project manager is the focal point of the project and will be responsible for its planning, execution, and closing. He/she will coordinate with the sponsor, functional managers, instructor, and students to maintain the project schedule. The project

manager has a vested interest in this program because its success or failure reflects directly upon their ability to produce results and how well they can perform their role as a project manager.

FUNCTIONAL MANAGERS

Department supervisors are the functional managers and will recommend candidates for the program. It is their responsibility to determine any scheduling conflicts created by the candidate's absence while attending class and how to accommodate for them. They have a vested interest in the project because they recommend the candidates and will be working with them in the mentorship program. The candidate's success or failure is a direct reflection upon their judgment as well as their ability to coordinate their department's responsibilities with the conflicting resource requirements of other programs.

INSTRUCTOR

The instructor is a qualified PMP and serves as a functional manager with a comprehensive understanding of company policies and practices. They will be responsible for deciding the best way to instruct the students and how to manage the time and resources needed in the classroom environment. The instructor has a vested interest in the program because their tutelage will have a direct impact upon both the students' and the program's success. There is also the possibility of additional wage incentives and recognition for successfully completing the program.

RISK FORECAST

HIGHER PRIORITY PROGRAMS/CUSTOMER COMMITMENTS

Programs with a higher priority and customer commitments that contribute to the company's immediate portfolio or profit margin will take precedence over this program. If this program interferes with manpower requirements to successfully complete those other projects, this program can be temporarily delayed, suspended, or cancelled.

EMPLOYEE LEAVES THE PROGRAM OR COMPANY

The student employee may voluntarily leave the company or program before its completion or may be removed from it due to unacceptable performance. The candidate's employment may also be terminated prior to the program's completion due to a breach of company rules or conduct. This risk may affect the program in any of its three phases.

LACK OF INTEREST

There may not be sufficient interest in this program from current employees to warrant its charter. There is also the possibility that, even if there is adequate employee participation, there may be a lack of interest or available time on the part of qualified PMP's within the company to teach the program.