

Project Management How To: The Work Breakdown Structure in Project Schedule Development

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What is “The Date?”

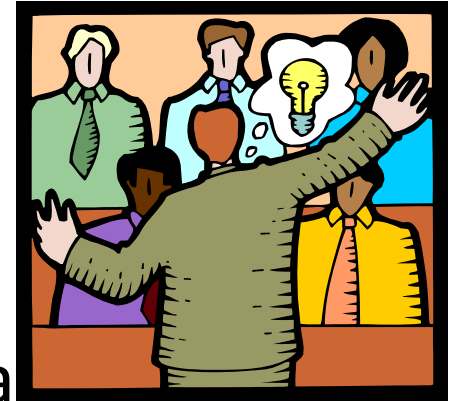
- PMs are often asked to quickly determine the duration of a proposed project, i.e., “When can we get this done?”
 - However, determining a project’s breadth and depth to accurately estimate effort and duration is a lengthy process if done from “scratch.”



- PMs may be asked to estimate a Project Schedule via the “SWAG” method to quickly come up with “The Date.”
 - However, the project is then often held to that “SWAG Date” regardless of what is discovered after the project is initiated, resulting in unrealistic milestone dates, scope creep, numerous project change requests, and over-stressed project team members.

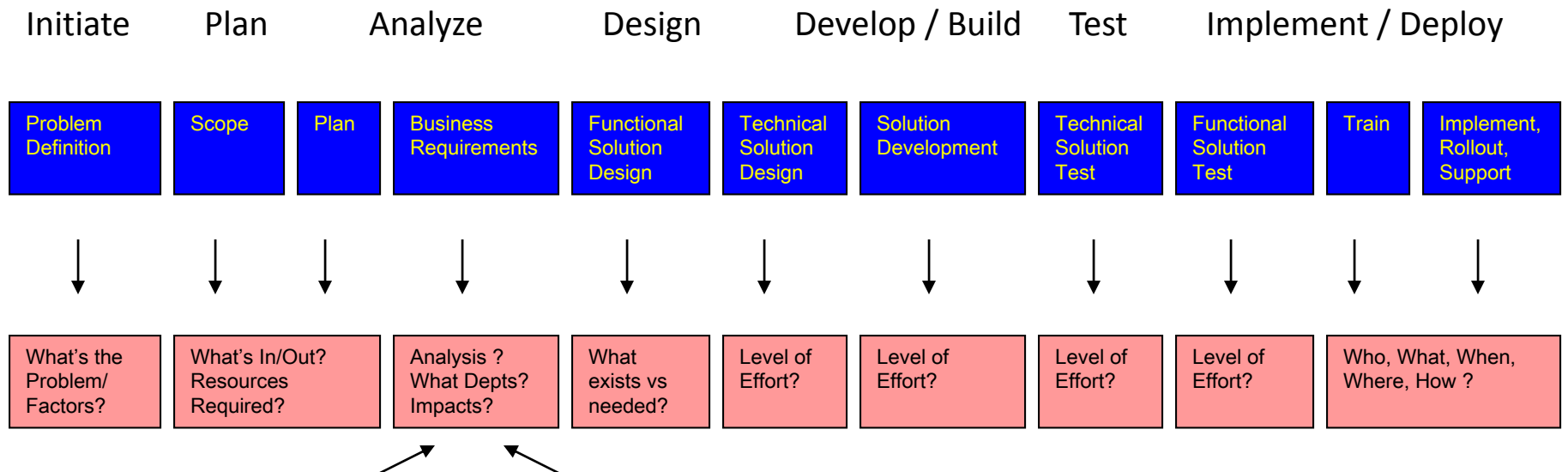
Work Breakdown Structure and the Template Project Schedule

- When used in conjunction with a **Template Project Schedule**, the **Work Breakdown Structure** assists the PM in quickly and efficiently determining accurate levels of effort and duration estimates and delivers a reliable, project-specific, preliminary schedule.
- The PM and project team are then able to commit to “The Date” with far more confidence.



Project Lifecycle & the WBS

- The Project Lifecycle provides the context for the Work Breakdown Structure.



For Business Process Reengineering Projects, determination of specifically where requirements gathering and analysis needs to take place and areas impacted is particularly difficult to nail down because business processes have a ripple effect throughout the organization.

Project Lifecycle & the WBS

- The WBS is a deliverable-oriented grouping of project elements that organizes and defines the overall work scope of the project.
- The WBS is used to develop or confirm a common understanding of the overall scope of the project as well as identify the individual components of project work within the context of the Project Lifecycle.
- The WBS facilitates answering the Who, What, Where, & When questions within each component of the Project Lifecycle.

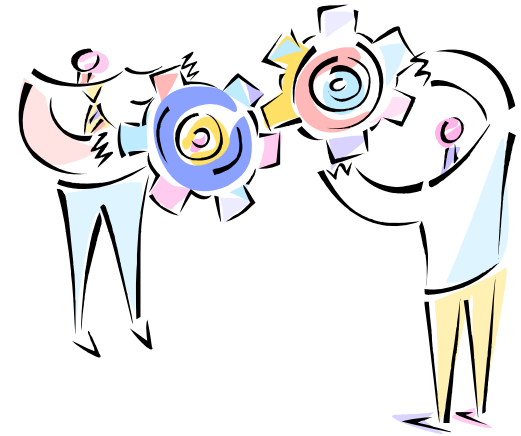
Work Breakdown Structure - Value Added

- The WBS categorizes the work to be done on a project into “chunks of work” that create the major deliverables of the project.
- The WBS facilitates the decomposition of the major project deliverables into manageable components or “work packages.”
- These work packages should be at a level of granularity which enables them to be completed by 1-2 associates in 2-4 weeks.

Work Breakdown Structure - Teamwork

The WBS process:

- Helps the team visualize the work to be done to complete the project.
- Drives out often undiscovered or overlooked tasks and deliverables through brainstorming.
- Facilitates building a valid project schedule by capturing tasks in manageable increments.
- Enables tasks/deliverables to be accurately estimated and resource requirements to be better defined.
- Fosters teamwork and task ownership because the entire team participates in it's creation.



Work Breakdown Structure Sessions

- Agenda:
 - Mission/Goals
 - Project Resources
 - Work Breakdown Structure Process
 - Conduct WBS
- Review the project's mission/goals with project team. Share the charter, plan, or leadership directives with them.



Work Breakdown Structure Sessions

- Review/validate the project team. Identify who else or what other functional areas may need to be included. This should be revisited during or after the WBS session.
- Explain the WBS process to the team. Continue to coach and encourage the team throughout the session.

Work Breakdown Structure Sessions

- The project team begins by listing the major life cycle dimensions and subject matter areas in a matrix.
- The team will break out into logical sub-teams
- Typically using a flip chart and post-its, each sub-team will conduct activity/task definition, driving down to more and more granular subtasks until they achieve a list of activities/tasks at the appropriate level of granularity.



Work Breakdown Structure Sessions

- Implicit in this process is the need to define the activities/ tasks such that the project objectives will be met.
- This is an iterative process. The teams may clarify or correct activity/task descriptions as they move forward.



Work Breakdown Structure Sessions

- One approach is to label each activity/task with the logical functional area responsible and the life cycle location; e.g., technical/ design, functional/testing, change mgmt/development, training/implementation.
- Once the teams believe they have identified all the appropriate activities/tasks, they may begin activity sequencing. This involves identifying the interactivity and logical relationship between tasks and ordering them appropriately. This process often drives out yet more activities/tasks that were missed earlier.

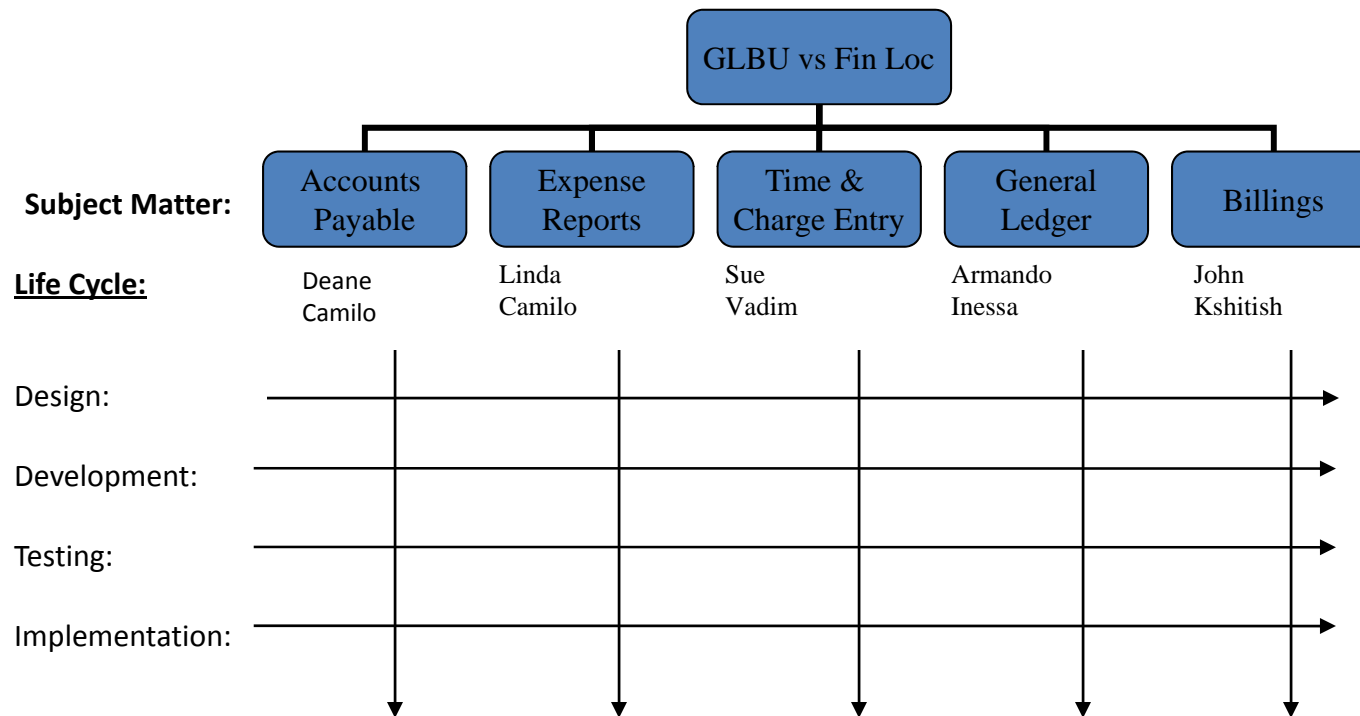
Work Breakdown Structure Sessions

- Accurately identified and sequenced activities/tasks readily support later development of a realistic and achievable project schedule.



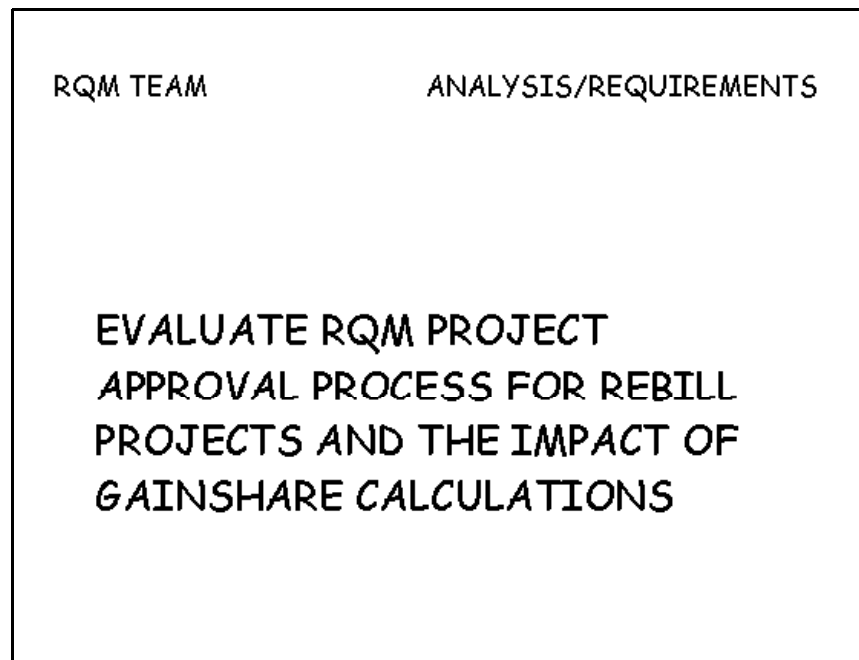
Work Breakdown Structure Sessions

Work Breakdown Structure Resource Matrix



Work Breakdown Structure Sessions

Activities/tasks are labeled with the logical functional area responsible and the life cycle location; e.g., technical/ design, functional/testing, change mgmt/development, training/implementation.



Work Breakdown Structure and the Template Project Schedule

- A WBS that accurately identifies and sequences the activities/tasks readily supports development of a realistic and achievable project schedule.



- When used with a Template Project Schedule based on a typical project lifecycle, the WBS assists the PM in transforming the template project schedule into a project-specific schedule.

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
Planning Activities/Tasks —————>

Project-Specific
Change Management
Activities/Tasks —————>

	Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrcr Names
0	Template Project Schedule	0%	337.33 days?	Tue 1/4/05	Tue 5/2/06		
1	1 Project Management/ Initiation	0%	30 days	Tue 11/1/05	Wed 12/14/05		
2	1.1 Executive Summary/Mission Statement	0%	5 days	Tue 11/1/05	Mon 11/7/05		FinPrjMgr[20%]
3	1.2 Establish Sponsorship	0%	5 days	Tue 11/1/05	Mon 11/7/05	2SS	FinPrjMgr[1%]
4	1.3 Project Plan/Charter	0%	10 days	Tue 11/1/05	Mon 11/14/05		
5	1.3.1 Define Scope	0%	5 days	Tue 11/1/05	Mon 11/7/05	3SS	FinPrjMgr[1%]
6	1.3.2 Complete Business Needs Analysis (as part of Project Scope/Charter)	0%	5 days	Tue 11/1/05	Mon 11/7/05		
10	1.3.3 Investment Plan	0%	5 days	Tue 11/8/05	Mon 11/14/05	5,6	FinPrjMgr[1%]
11	1.3.4 Define Issues Tracking	0%	5 days	Tue 11/1/05	Mon 11/7/05	5SS	FinPrjMgr[1%]
12	1.3.5 Risk Assessment & Mitigation	0%	5 days	Tue 11/1/05	Mon 11/7/05	11SS	FinPrjMgr[1%]
13	1.3.6 Establish High Level Milestones	0%	5 days	Tue 11/1/05	Mon 11/7/05	12SS	FinPrjMgr[1%]
14	1.3.7 Specify Project Team/Resources/Roles & Responsibilities	0%	5 days	Tue 11/8/05	Mon 11/14/05	13	FinPrjMgr[20%]
15	1.3.8 Develop Project Plan	0%	5 days	Tue 11/8/05	Mon 11/14/05	14SS	FinPrjMgr[1%]
16	1.3.9 Define Communication Plan	0%	5 days	Tue 11/8/05	Mon 11/14/05	15SS	FinPrjMgr[1%],FinKnmMgt SM
17	1.3.10 Define Change Management Process	0%	5 days	Tue 11/8/05	Mon 11/14/05	16SS	FinPrjMgr[1%],FinKnmMgt SM
18	1.4 Signoff on Project Plan/Charter from All Parties	0%	1 day	Tue 11/15/05	Tue 11/15/05	4	
19	1.4.1 Begin Baseline	0%	1 day	Tue 11/15/05	Tue 11/15/05		FinPrjMgr[1%]
20	1.5 Change management	0%	30 days	Tue 11/1/05	Wed 12/14/05		
21	1.5.1 Review Desired State/Future State	0%	5 days	Wed 11/2/05	Tue 11/8/05	95	FinKnmMgt SME[30%],FnBsC
22	1.5.2 Define Change Issues	0%	3 days	Wed 11/9/05	Fri 11/11/05	21	FinKnmMgt SME[20%],FnBsC
23	1.5.3 Impact Assessment	0%	5 days	Mon 11/14/05	Fri 11/18/05	22	FinKnmMgt SME[30%],FnBsC
24	1.5.4 Training Plan	0%	0 days	Wed 12/14/05	Wed 12/14/05	135	FinKnmMgt SME[30%],FnBsC
25	1.5.5 Communication Plan	0%	10 days	Wed 11/9/05	Tue 11/22/05	21	FinKnmMgt SME[20%],FnBsC
26	1.5.6 Implementation Plan	0%	5 days	Tue 11/1/05	Mon 11/7/05		FnBsCnstt[20%],FinAll SME[20%]
27	1.6 Kick off Project	0%	2 days	Wed 11/16/05	Thu 11/17/05	18	

Template Schedule is preloaded with “generic” resources to facilitate resource estimation.

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
Business Process Analysis
Activities/Tasks



Project-Specific
Business Requirements
Activities/Tasks



	Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrcr Names
35	2 Business Process Analysis	0%	213 days	Tue 1/4/05	Tue 11/1/05		
36	2.1 Complete As Is Process Maps & Narratives	0%	1 day	Tue 1/4/05	Tue 1/4/05		
37	2.1.1 Review As Is Process for Business Process 1	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
38	2.1.2 Review As Is Process for Business Process 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
39	2.1.3 Complete As Is Process Map & Narrative for Business Process 1	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
40	2.1.4 Complete As Is Process Map & Narrative for Business Process 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
41	2.1.5 Obtain Sign Off for Process Maps & Narratives	0%	1 day	Tue 1/4/05	Tue 1/4/05		
42	2.2 Complete Detailed Business Requirements	0%	2 days	Tue 1/4/05	Wed 1/5/05		
43	2.2.1 Gather Detailed Business Requirements for Business Process 1	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
44	2.2.2 Gather Detailed Business Requirements for Business Process 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
45	2.2.3 Document Detailed Business Requirements for Business Process 1	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
46	2.2.4 Document Detailed Business Requirements for Business Process 2	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
47	2.2.5 Obtain Sign Off for Detailed Business Requirements	0%	1 day	Tue 1/4/05	Tue 1/4/05		
48	2.3 Complete Impact Analysis (as part of Business Process Analysis)	0%	1 day	Tue 11/1/05	Tue 11/1/05		
49	2.3.1 Complete Impact Analysis	0%	1 day	Tue 11/1/05	Tue 11/1/05	FnBsCnstt[50%]	
50	2.3.2 Facilitate Final Decision based on Impact Analysis	0%	1 day	Tue 11/1/05	Tue 11/1/05	FnBsCnstt[50%]	

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
Business Solution Design
Activities/Tasks

	Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrcr Names
51	3 Solution Design	0%	214 days	Tue 1/4/05	Wed 11/2/05		
52	3.1 Complete Fit Gap Analysis	0%	2 days	Tue 1/4/05	Wed 1/5/05		
53	3.1.1 Complete & Document Fit/Gap Analysis for Business Process 1	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
54	3.1.2 Complete & Document Fit/Gap Analysis for Business Process 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
55	3.1.3 Prioritize Gaps Identified	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
56	3.1.4 Obtain Sign Off for Fit Gap Analysis and Prioritization	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
57	3.2 Complete Functional Design Specifications for Gaps	0%	1 day	Tue 1/4/05	Tue 1/4/05		
58	3.2.1 Complete Functional Design Specifications for Module/Application 1	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
59	3.2.2 Complete Functional Design Specifications for Module/Application 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
60	3.2.3 Complete Functional Design Specifications for Custom Interfaces	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
61	3.2.4 Complete Functional Design Specifications for Reports	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
62	3.2.5 Complete Functional Design Specifications for Security	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
63	3.2.6 Obtain Sign Off for Functional Design Specifications	0%	1 day	Tue 1/4/05	Tue 1/4/05		
64	3.3 Create/Update Application Configuration Documentation (includes Fits)	0%	1 day	Tue 1/4/05	Tue 1/4/05		
65	3.3.1 Create/Update Configuration Documentaion for Module/Application 1	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
66	3.3.2 Create/Update Configuration Documentaion for Module/Application 2	0%	1 day	Tue 1/4/05	Tue 1/4/05	FnBsCnstt[50%]	
67	3.3.3 Obtain Sign Off on Configuration Documentation	0%	1 day	Tue 1/4/05	Tue 1/4/05		
68	3.4 Complete Final Business Process Maps & Narratives	0%	2 days	Tue 1/4/05	Wed 1/5/05		
69	3.4.1 Complete Final Business Process Maps & Narratives for Business Process 1	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
70	3.4.2 Complete Final Business Process Maps & Narratives for Business Process 2	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
71	3.4.3 Work with Compliance to Update Control Matrix for Business Process 1	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
72	3.4.4 Work with Compliance to Update Control Matrix for Business Process 2	0%	2 days	Tue 1/4/05	Wed 1/5/05	FnBsCnstt[50%]	
73	3.4.5 Review & Obtain Sign Off from PM on final Process Maps, Narratives & Contr	0%	1 day	Tue 1/4/05	Tue 1/4/05		

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
Technical Design
Activities/Tasks

	i Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrc Names
97	4 Technical Design	0%	14 days	Tue 11/1/05	Fri 11/18/05		
98	4.1 Design Architecture Diagram	0%	5 days	Thu 11/3/05	Wed 11/9/05	96	FinOpSysIS SME[30%]
99	4.2 Design Technical Environment	0%	5 days	Thu 11/3/05	Wed 11/9/05	98SS	FinOpSysIS SME[30%]
100	4.3 Model Design	0%	5 days	Thu 11/3/05	Wed 11/9/05	98SS	FinOpSysIS SME[30%]
101	4.4 Model Walkthrough	0%	2 days	Thu 11/10/05	Fri 11/11/05	100	FinOpSysIS SME[30%],FnBs
102	4.5 Security Design	0%	5 days	Mon 11/14/05	Fri 11/18/05	101	FinOpSysIS SME[30%]
103	4.6 Design Documentation	0%	5 days	Thu 11/3/05	Wed 11/9/05	98SS	FinOpSysIS SME[30%]
104	4.7 Design Production Support Plan	0%	5 days	Mon 11/7/05	Fri 11/11/05	103SS+	FinOpSysIS SME[30%]
105	4.8 Conduct Technical Design Review	0%	5 days	Thu 11/10/05	Wed 11/16/05	103	FinOpSysIS SME[30%]
106	4.9 Review Designs with Business Owners	0%	2 days	Thu 11/17/05	Fri 11/18/05	105	FinOpSysIS SME[30%],FnBs
107	4.10 Signoff on Tech Design by Business Owners	0%	0 days	Fri 11/18/05	Fri 11/18/05	106	FinPrjMgr[25%],FnBsCnsl
108	4.11 Design Integration Test Plan	0%	2 days	Tue 11/1/05	Wed 11/2/05		FinOpSysIS SME[30%]
109	4.12 Design System Test Plan	0%	4 days	Thu 11/3/05	Tue 11/8/05	108	FinOpSysIS SME[30%]
110	4.13 Design Complete	0%	0 days	Tue 11/1/05	Tue 11/1/05		
111	4.14 Revisit project plan / re-estimate effort, cost	0%	1 day	Tue 11/1/05	Tue 11/1/05	110	FnBsCnsl[20%],FinAll SME[
112	4.15 Revisit Scope / Signoff by Project Sponsors	0%	3 days	Wed 11/2/05	Fri 11/4/05	111	FnBsCnsl[20%],FinAll SME[

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
Business Solution Development
Activities/Tasks



Project-Specific
Technical Solution Development
Activities/Tasks



	Task Name	% Cmpplt	Duration	Start	Finish	Pred	Rsrcr Names
113	5 Development	0%	30 days?	Tue 11/1/05	Wed 12/14/05	110	
114	5.1 Functional Development	0%	11 days?	Tue 11/1/05	Tue 11/15/05		
115	5.1.1 Process Development - Determine & document specific processes	0%	5 days	Tue 11/1/05	Mon 11/7/05		FnBsCnstt[20%],FinAll SME[
116	5.1.2 Data Development and/or Clean Up - prepare data to be used in processes	0%	5 days	Tue 11/8/05	Mon 11/14/05	115	FnBsCnstt[20%],FinAll SME[
117	5.1.3 Security Development - Functional	0%	1 day?	Tue 11/15/05	Tue 11/15/05	116	FnBsCnstt[20%],FinAll SM
118	5.1.3.1 Determine Roles for Security	0%	1 day?	Tue 11/15/05	Tue 11/15/05		FnBsCnstt[20%],FinAll SME[
119	5.1.3.2 Work with IS to implement Security roles within the application	0%	1 day?	Tue 11/15/05	Tue 11/15/05		FnBsCnstt[20%],FinAll SME[
120	5.2 Technical Development	0%	30 days	Tue 11/1/05	Wed 12/14/05		
121	5.2.1 Solution Build based on Technical Design	0%	20 days	Tue 11/1/05	Wed 11/30/05		FinOpSysIS SME[50%]
122	5.2.2 Set Properties in QA	0%	1 day	Wed 12/7/05	Wed 12/7/05	125	FinOpSysIS SME[50%]
123	5.2.3 Security in QA	0%	1 day	Thu 12/1/05	Thu 12/1/05	121	FinOpSysIS SME[50%]
124	5.2.4 Migration of Build to QA	0%	2 days	Fri 12/2/05	Mon 12/5/05	123	FinOpSysIS SME[50%]
125	5.2.5 Publish to Dev/QA	0%	1 day	Tue 12/6/05	Tue 12/6/05	124	FinOpSysIS SME[50%]
126	5.2.6 Prototype	0%	7.5 days	Tue 11/1/05	Thu 11/10/05		
127	5.2.6.1 Configure Prototype	0%	5 days	Tue 11/1/05	Mon 11/7/05		FinOpSysIS SME[50%],FnBs
128	5.2.6.2 Demonstrate Prototype	0%	2.5 days	Tue 11/8/05	Thu 11/10/05	127	FinOpSysIS SME[20%],FnBs
129	5.2.7 Unit/System Testing	0%	5 days	Thu 12/8/05	Wed 12/14/05		
130	5.2.7.1 Data Unit Test (functionality, data, format)	0%	2 days	Thu 12/8/05	Fri 12/9/05	122	FnBsCnstt[20%],FinAll SME[
131	5.2.7.2 Unit Test (functionality, data, format)	0%	2 days	Mon 12/12/05	Tue 12/13/05	130	FnBsCnstt[20%],FinAll SME[
132	5.2.7.3 Security Unit Test (by security developer)	0%	1 day	Wed 12/14/05	Wed 12/14/05	131	FnBsCnstt[20%],FinAll SME[
133	5.2.7.4 Stress Test (if applicable)	0%	1 day	Wed 12/14/05	Wed 12/14/05	132SS	FnBsCnstt[20%],FinAll SME[
134	5.2.7.5 Document Unit/System Test Completeness	0%	0 days	Wed 12/14/05	Wed 12/14/05	133	
135	5.2.7.6 Ready for User Acceptance Testing	0%	0 days	Wed 12/14/05	Wed 12/14/05	134	

WBS to Template Project Schedule

From WBS: —————> To Template Project Schedule:

Project-Specific
User Acceptance Testing
Activities/Tasks

	Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrcr Names
136	6 UAT Testing	0%	92.33 days	Thu 12/15/05	Thu 4/27/06		FinUATCrds SME[1%],FinUAT S
137	6.1 Planning	0%	25 days	Thu 12/15/05	Mon 1/23/06		FinUATCrds SME[1%],FinUAT S
138	6.1.1 Overall Calendar	0%	5 days	Thu 12/15/05	Wed 12/21/05		FinUATCrds SME[1%],FinUAT S
145	6.1.2 UAT Methodology	0%	9 days	Thu 12/22/05	Fri 1/6/06		FinUATCrds SME[1%],FinUAT S
149	6.1.3 Communication	0%	20 days	Thu 12/22/05	Mon 1/23/06		FinUATCrds SME[1%],FinUAT S
152	6.1.4 Test Lab	0%	5 days	Wed 12/21/05	Thu 12/29/05		FinUATCrds SME[1%],FinUAT S
158	6.2 Develop UAT Benchmark Test Script Development Estimates	0%	8 days	Mon 1/9/06	Wed 1/18/06		FinUATCrds SME[1%],FinUAT S
159	6.2.1 Populate Matrix by Functional Area	0%	6 days	Mon 1/9/06	Mon 1/16/06	145	FinUATCrds SME[1%],FinUAT S
168	6.2.2 Review Business Scenarios	0%	2 days	Tue 1/17/06	Wed 1/18/06		FinUATCrds SME[1%],FinUAT S
170	6.3 Q1 Database Refresh (if required)	0%	5 days	Thu 1/19/06	Wed 1/25/06	169	FinUATCrds SME[1%],FinUAT S
171	6.4 Develop UAT Benchmark Test Script Execution Estimates	0%	6 days	Thu 1/19/06	Thu 1/26/06		FinUATCrds SME[1%],FinUAT S
172	6.4.1 Populate Matrix by Functional Area	0%	6 days	Thu 1/19/06	Thu 1/26/06		FinUATCrds SME[1%],FinUAT S
180	6.5 Develop Scripts	0%	18 days	Fri 1/27/06	Tue 2/21/06		FinUATCrds SME[1%],FinUAT S
181	6.5.1 Script Training	0%	4 days	Fri 1/27/06	Wed 2/1/06		FinUATCrds SME[1%],FinUAT S
185	6.5.2 Write Scripts	0%	14 days	Thu 2/2/06	Tue 2/21/06		FinUATCrds SME[1%],FinUAT S
189	6.6 Develop Business Cycles	0%	28 days	Fri 1/27/06	Tue 3/7/06		FinUATCrds SME[1%],FinUAT S
194	6.7 Develop UAT Schedule	0%	57 days	Fri 12/30/05	Tue 3/21/06		FinUATCrds SME[1%],FinUAT S
199	6.8 Begin UAT Testing	0%	33.33 days	Wed 3/8/06	Mon 4/24/06		FinUATCrds SME[1%],FinUAT S
208	6.9 Regression Testing	0%	3 days	Mon 4/24/06	Thu 4/27/06		FinUATCrds SME[1%],FinUAT S

WBS to Template Project Schedule

From WBS:  To Template Project Schedule:

Project-Specific
Implementation & Go-Live
Activities/Tasks

	Task Name	% Cmplt	Duration	Start	Finish	Pred	Rsrcr Names
211	7 Training	0%	94.33 days	Thu 12/15/05	Mon 5/1/06		FinUATCr SME[1%],FinUAT S
212	7.1 Determine Functional Training Needs	0%	5 days	Thu 12/15/05	Wed 12/21/05	113	FnBsCnstt[20%],FinAll SME[20%]
213	7.2 Determine End User Training Needs	0%	5 days	Thu 12/22/05	Fri 12/30/05	212	FnBsCnstt[20%],FinAll SME[20%]
214	7.3 Develop Training Plan	0%	3 days	Tue 1/3/06	Thu 1/5/06	213	FnBsCnstt[20%],FinPriMgr[20%],
215	7.4 Develop Course Content	0%	3 wks	Fri 1/6/06	Thu 1/26/06	214	FnBsCnstt[20%],FinAll SME[20%]
216	7.5 Develop Training Materials	0%	3 wks	Fri 1/27/06	Thu 2/16/06	215	FnBsCnstt[20%],FinAll SME[20%]
217	7.6 Train the Trainers	0%	5 days	Fri 2/17/06	Thu 2/23/06	216	FinAll SME,FinTrainer[50%],HRTr
218	7.7 Schedule Training Rooms for Users and Functional	0%	2 days	Fri 2/17/06	Mon 2/20/06	216	FinTrainer[20%],HRTrainer[20%]
219	7.8 Schedule User Training	0%	2 days	Fri 2/24/06	Mon 2/27/06	217	FnBsCnstt[20%],FinPriMgr[20%],
220	7.9 Schedule Functional Training	0%	5 days	Tue 2/28/06	Mon 3/6/06	219,218	FnBsCnstt[20%],FinPriMgr[20%],
221	7.10 Training Kick off	0%	2 days	Thu 4/13/06	Mon 4/17/06	136FS-2	FnBsCnstt[20%],FinPriMgr[20%],
222	7.11 Perform User Training	0%	2 wks	Mon 4/17/06	Mon 5/1/06	221	FinAll SME[150%],FinTrainer[75%
223	7.12 Perform Functional Training	0%	2 wks	Mon 4/17/06	Mon 5/1/06	221	FinAll SME[150%],FinTrainer[75%
224	8 Implementation	0%	0 days	Thu 4/27/06	Thu 4/27/06		
225	8.1 Validate/Sign-off on Production	0%	0 days	Thu 4/27/06	Thu 4/27/06	136	FinPriMgr[20%]
226	9 Communicate Successful Go - live	0%	0 days	Thu 4/27/06	Thu 4/27/06	227	FinKnmMgt SME[20%],FinPrih
227	10 Go Live	0%	0 days	Thu 4/27/06	Thu 4/27/06	224	
228	11 Policy and Procedures	0%	1 day	Tue 11/1/05	Tue 11/1/05		
229	11.1 Direct KM to SMEs for creation of policy and procedures	0%	1 day	Tue 11/1/05	Tue 11/1/05		FinPriMgr
230	11.2 Create PP documentation	0%	1 day	Tue 11/1/05	Tue 11/1/05		FinKnmMgt SME[20%]
231	12 Transition to Support	0%	3 days	Thu 4/27/06	Tue 5/2/06		
232	12.1 Ensure new application and/or processes will be supported by FSQA	0%	3 days	Thu 4/27/06	Tue 5/2/06	225	FinPriMgr

WBS to Template Project Schedule

Template Project Schedule allows you to quickly replace “generic” resources with actual resources to assign tasks.

The screenshot displays a Gantt Chart in Microsoft Project. The task list on the left includes:

- 2 Business Process Analysis
- 2.1 Complete As Is Process Maps & Narratives
- 2.1.1 Review As Is Process for Business Process 1
- 2.1.2 Review As Is Process for Business Process 2
- 2.1.3 Complete As Is Process Map & Narrative for Business Process 1
- 2.1.4 Complete As Is Process Map & Narrative for Business Process 2
- 2.1.5 Obtain Sign Off for Process Maps & Narratives
- 2.2 Complete Detailed Business Requirements
- 2.2.1 Gather Detailed Business Requirements for Business Process 1
- 2.2.2 Gather Detailed Business Requirements for Business Process 2
- 2.2.3 Document Business Requirements for Business Process 1
- 2.2.4 Document Business Requirements for Business Process 2
- 2.2.5 Obtain Sign Off for Business Requirements
- 2.3 Complete Impact Analysis
- 2.3.1 Complete Impact Analysis for Business Process 1
- 2.3.2 Facilitate Fit Gap Analysis
- 3 Solution Design
- 3.1 Complete Fit Gap Analysis
- 3.1.1 Complete Fit Gap Analysis for Business Process 1
- 3.1.2 Complete Fit Gap Analysis for Business Process 2
- 3.1.3 Prioritize Gaps for Business Process 1
- 3.1.4 Obtain Sign Off for Fit Gap Analysis and Prioritization
- 3.2 Complete Functional Design Specifications for Gaps
- 3.2.1 Complete Functional Design Specifications for Module/Application 1
- 3.2.2 Complete Functional Design Specifications for Module/Application 2
- 3.2.3 Complete Functional Design Specifications for Custom Interfaces
- 3.2.4 Complete Functional Design Specifications for Reports

Two dialog boxes are open:

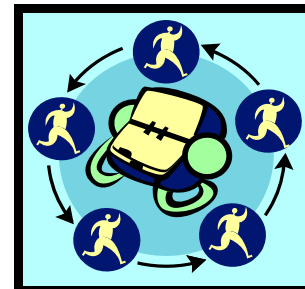
- Replace Resource:** Shows the current resource 'FnBsCnslt' and a list of available resources. 'Nathee Nimsakont' is selected in the list.
- Assign Resources:** Shows the task 'Review As Is Process for Business Process 1' and a list of resources. 'FnBsCnslt' is selected, and the 'Replace...' button is highlighted.

Task Name	% Cmpit	Duration	Start	Finish	Pred	Rsrc Names
2 Business Process Analysis	0%	213 days	Tue 1/4/05	Tue 11/1/05		
2.1 Complete As Is Process Maps & Narratives	0%	1 day	Tue 1/4/05	Tue 1/4/05		
2.1.1 Review As Is Process for Business Process 1	0%	1 day	Tue 1/4/05	Tue 1/4/05		FnBsCnslt[50%]
2.1.2 Review As Is Process for Business Process 2	0%	1 day	Tue 1/4/05	Tue 1/4/05		FnBsCnslt[50%]
2.1.3 Complete As Is Process Map & Narrative for Business Process 1	0%	1 day	Tue 1/4/05	Tue 1/4/05		FnBsCnslt[50%]
2.1.4 Complete As Is Process Map & Narrative for Business Process 2						FnBsCnslt[50%]
2.1.5 Obtain Sign Off for Process Maps & Narratives						FinPrjMgr[50%],FnBsCnslt[50%]
2.2 Complete Detailed Business Requirements						FnBsCnslt[50%]
2.2.1 Gather Detailed Business Requirements for Business Process 1						FnBsCnslt[50%]
2.2.2 Gather Detailed Business Requirements for Business Process 2						FnBsCnslt[50%]
2.2.3 Document Business Requirements for Business Process 1						FnBsCnslt[50%]
2.2.4 Document Business Requirements for Business Process 2						FnBsCnslt[50%]
2.2.5 Obtain Sign Off for Business Requirements						FnBsCnslt[50%]
2.3 Complete Impact Analysis						FnBsCnslt[50%]
2.3.1 Complete Impact Analysis for Business Process 1						FnBsCnslt[50%]
2.3.2 Facilitate Fit Gap Analysis						FnBsCnslt[50%]
3 Solution Design						
3.1 Complete Fit Gap Analysis						
3.1.1 Complete Fit Gap Analysis for Business Process 1						FnBsCnslt[50%]
3.1.2 Complete Fit Gap Analysis for Business Process 2						FnBsCnslt[50%]
3.1.3 Prioritize Gaps for Business Process 1						FnBsCnslt[50%]
3.1.4 Obtain Sign Off for Fit Gap Analysis and Prioritization						FnBsCnslt[50%]
3.2 Complete Functional Design Specifications for Gaps						
3.2.1 Complete Functional Design Specifications for Module/Application 1						FnBsCnslt[50%]
3.2.2 Complete Functional Design Specifications for Module/Application 2						FnBsCnslt[50%]
3.2.3 Complete Functional Design Specifications for Custom Interfaces						FnBsCnslt[50%]
3.2.4 Complete Functional Design Specifications for Reports						FnBsCnslt[50%]

Metrics – WBS/TPS Value Added

- Time to accurately estimate project schedule:
 - Sans WBS/TBS
 - Interview each SME individually
 - Develop project schedule from scratch
 - Multiple iterations and cross-referencing
 - Hopefully capture 70% + of actual scope

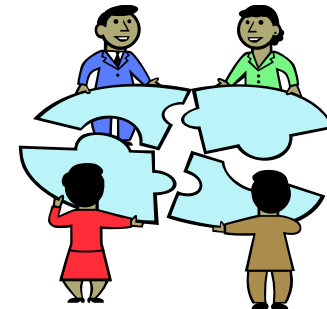
2 to 3 Weeks at Best



Metrics – WBS/TPS Value Added

- Time to accurately estimate project schedule:
 - With WBS/TBS
 - 1 or 2 sessions with cross-functional team
 - WBS feeds the TPS yielding a Project-Specific Schedule
 - Fewer iterations with more collaboration.
 - Capture 95% + of actual scope

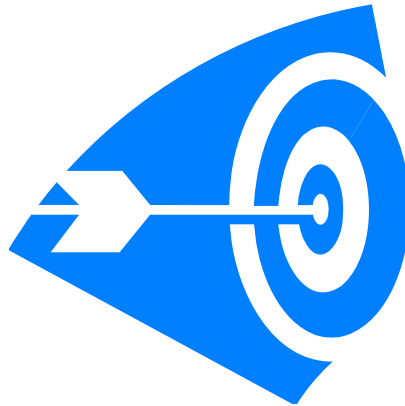
**2 to 3 DAYS at Best
to 1.5 Weeks at Most**



Metrics – WBS/TPS Value Added

- Time to accurately estimate project schedule:
 - Even without a TPS, time to accurately estimate should be significantly reduced by the use of the Work Breakdown Structure.

1 to 2 Weeks at Most



Questions?

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