

BUSINESS IMPROVEMENT RECOMMENDATION

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BUSINESS IMPROVEMENT RECOMMENDATION

A
PROJECT

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of the University of Alaska Anchorage

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MASTER OF SCIENCE

By

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Business Improvement Recommendation

Project Management Plan

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001	09/09/2015	Walter Y. Youlo	Table of content
002	10/5/2015	Walter Y. Youlo	Draft Project Management Plan
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004	11/7/2015	Walter Y. Youlo	Edited document, rearrange subsidiary plans and fine tune PMP and project scope to specific project.
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010	01/25/2015	Walter Y. Youlo	Project document updated.
011	02/03/2016	Walter Y. Youlo	PMP Appendixes updated.
012	02/17/2016	Walter Y. Youlo	Scope/Deliverable change, PMP updated to reflect.
13	04/08/2016	Walter Y. Youlo	Updated

Approvals

 CHANTAL A. MARTIN, PROJECT SPONSOR

 DATE

 WALTER Y. YOULO, PROJECT MANAGER

 DATE

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1 INTRODUCTION

1.1 PURPOSE

The purpose of the ProBrainiac Project Management Plan (PMP) document is to provide the project stakeholders with an approved working guide for how the project will be managed during execution.

The PMP outlines how the project work will be managed by the Project Manager (PM), project sponsor throughout the project phases ensuring efficient, timely, execution of the project and deliverable as outlined in the project charter.

1.2 PROJECT MANAGEMENT PLAN

The PMP describes the overall purpose and scope of the project and includes all necessary subsidiary plans related to the ProBrainiac business improvement project. The PMP also outlines the project team organization, stakeholders, and project methodology that will be employed during the execution of the business improvement project to analyze the processes use by ProBrainiac.

1.3 REFERENCES

Project Management Institute (PMI)

Project Management Book of Knowledge (PMBOK 5th edition)

1.4 ACRONYMS

COMP	Communication Management Plan
CMP	Change Management Process
CP	Cost Management Plan
HRP	Human Resource Plan
PM	Project Manager
PMP	Project Management Plan
PMBOK	Project Management Book of Knowledge
QMP	Quality Management Plan
RTM	Requirement Traceability Matrix
RMP	Risk Management Plan
SMP	Schedule Management Plan
WBS	Work Breakdown Structure

1.5 DOCUMENT MAINTENANCE

This project management plan for ProBrainiac will be reviewed and updated weekly.

2 PROJECT ORGANIZATION

2.1 PROBRAINIAK PROJECT STRUCTURE

The ProBrainiac project organization is broken down with the project sponsors at the top supported by the PM. The PM is support by the MSPM advisory committee and key stakeholders located at the bottom right of the project organization chart.

The PM is the only resources assigned to the project. The project academic advisory committee will provide feedback and guidance to the PM to assist with developing a complete PMP that meets the requirements for the MSPM department.

See Appendix A: Stakeholders register for a complete list of project stakeholders.

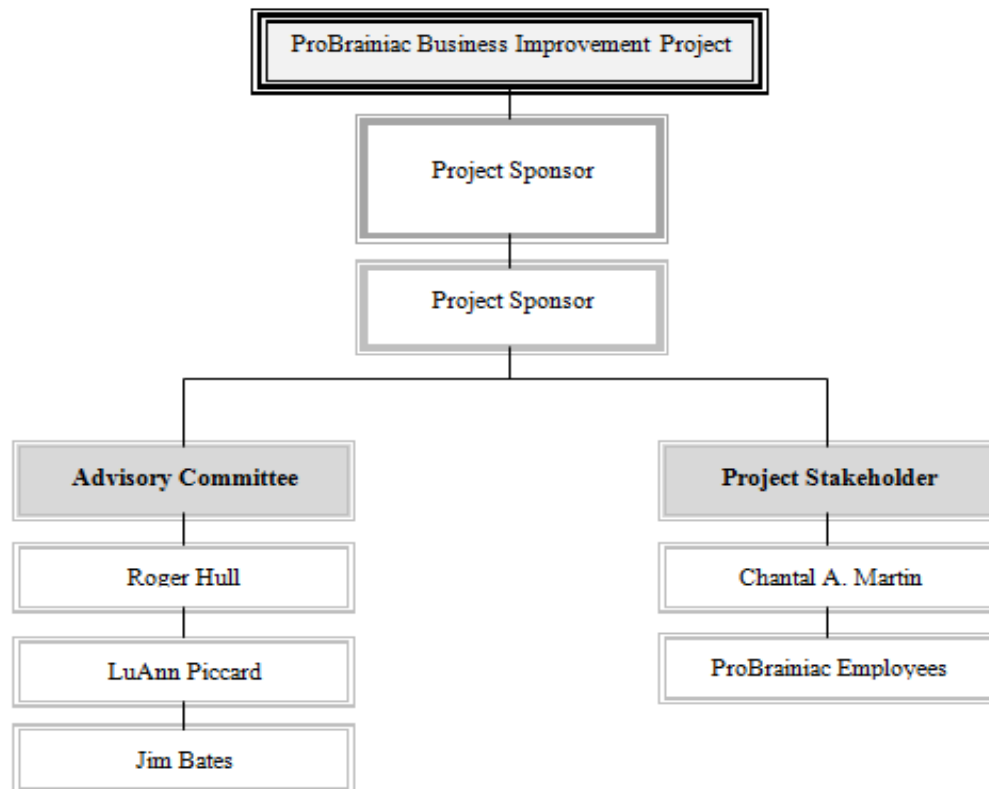


Figure 1: Project Organization Chart

2.2 ROLES AND RESPONSIBILITIES

ROLES AND RESPONSIBILITIES
Title: Project Manager
Name: Walter Y. Youlo
<p>Role: The project manager is responsible for developing project plans. The project manager leads, manage and coordinate all activities and deliverables related to the project.</p>
<p>Responsibilities:</p> <ul style="list-style-type: none"> - Develop and maintain the project management plan. - Monitors project milestones, activities, timelines, resources, and critical paths. - Develop and track project quality metrics. - Oversee project activities and reviewing project deliverables. - Measure and verify project scope and evaluate the need for scope change requests. - Facilitate scope change requests, assess the impact of the scope changes and communicate outcomes of scope change requests. - Organize and facilitate scheduled change control meetings. - Identify ProBrainiac project stakeholders’ communication needs, prepare communication messages and engage stakeholders during the project. - Conduct risks identification, qualitative risk analysis (impact and probability), risk response planning, assessment and implementation. - Document information in the project risk register. - Update project documents upon approval of all changes.
Title: Project Sponsor
Name: Chantal A. Martin
<p>Role: The project sponsor is responsible for defining the project scope in conjunction with the project manager.</p>
<p>Responsibilities:</p> <ul style="list-style-type: none"> - Approve or deny scope change requests as appropriate - Makes key decisions for the project <p>Initiating change Approving changes Ultimately responsible for the project Accept project deliverables</p>

Title: Primary Advisor
Name: Roger Hull
Role: The role of the primary advisor is coaching, providing feedback and assessing project management documents and project deliverables
Responsibilities: <ul style="list-style-type: none"> - Provide agreed feedback on a timely basis - Attend final presentation - Coordinate input from academic committee members for 4 PPMs and final project deliverables - Assignment of PPM score - Go/No checkpoint recommendation - Assign a final grade
Title: Committee Member
Name: LuAnn Piccard
Role: The role of the committee member is coaching, providing feedback and assessing project management documents and project deliverables.
Responsibilities: <ul style="list-style-type: none"> - Provide agreed feedback on a timely basis - Attend final presentation - Provide input to the student primary advisor for 4PPMs and final project deliverables - Go/No checkpoint recommendation
Title: Committee Member
Name: Jim Bates
Role: The role of the committee member is coaching, providing feedback and assessing project management documents and project deliverables.
Responsibilities: <ul style="list-style-type: none"> - Provide agreed feedback on a timely basis. - Attend final presentation. - Provide input to the student primary advisor for 4PPMs and final project deliverables. Go/No checkpoint recommendation.

Table 1: ProBrainiac Project Roles and Responsibilities

3 PROJECT PLANNING

The PMP is primarily based on the project management processes described in the Project Management Book of Knowledge, 5th edition. The methodology for planning this project utilizes aspects of the PMBOK where applicable.

4 SCOPE MANAGEMENT PLAN

4.1.1 Purpose

The purpose of the Scope Management Plan (SMP) is to provide a framework for the ProBrainiac business improvement project and project deliverables. The SMP documents the scope approaches, and defines the scope of the ProBrainiac business improvement project. The SMP also assists the project manager with scope change control, work breakdown structures (WBS) and verification and control measures.

4.1.2 Scope Statement

This business improvement project will assess the current recruitment process used by ProBrainiac using lean value stream mapping to eliminate unnecessary steps while streamlining the current process for evaluating and placing potential candidates for job openings. The goal is to reduce the number of “touches” in the current recruitment process by fifty percent. This project will also create a basic qualification-screening checklist that will be used when evaluating potential applicants for job openings and an organizational breakdown structure with dedicated teams for specific business sectors.

4.1.2.1 Project Deliverables:

Business Improvement Plan containing:

- Improved recruiting process flow chart
- Basic qualifications screening checklist
- Organizational breakdown chart

4.1.2.2 Project Assumptions:

- Sufficient data is available for accurate analysis of organizational processes
- Adequate research material will be available related to recruitment businesses to develop best practices for business growth.
- Academic advisor/committee member will be available for feedback

4.1.2.3 Project Exclusions:

- Does not include plan for actual establishment of the business
- This project scope does not include acquiring applicable licenses and business permits to operate
- Project does not include training, hiring, and management of personnel
- This project does not include PM support for business advertisement, web support, or securing financing necessary for implementation.

4.1.2.4 Project Constraints:

- Project management plan developed for this project must meet criteria established by the University of Alaska, Anchorage MSPM Program’s requirements for quality, completeness, deadlines and Project Management Standards.
- Business Improvement Recommendation and project deliverables must be completed by the end of Spring Semester 2016.
- Budget for completing the business improvement plan will not exceed \$200.
- Time according to PM686A and B PPM milestones.
- PM is the only resource dedicated to this project.

Constraint Priority Matrix			
	Schedule	Scope	Resource
Constraint	X		
Enhance		X	
Accept			X

Table 2: Constraint Priority Matrix

4.1.2.5 Critical Success Factors

- All the project deliverables are submitted in a timely manner.
- Communicate with project advisory committee and the project sponsor for feedback and guidance
- Upon completion of the execution phase of the project, all deliverables are accepted by the project sponsor and MSPM department.

ProBrainiac business improvement project final deliverables will be delivered to the project sponsor after completion of academic deliverables for the project in PM A686B.

4.1.3 Scope Management Approach

For the ProBrainiac business improvement project, the management of the project scope will be the sole responsibility of the PM. The scope of the ProBrainiac business improvement project will be summarized in the following documents:

- Project Charter
- Scope statement
- Work Breakdown Structure (WBS)
- WBS Dictionary
- Requirement Traceability Matrix
- Scope Change Control Process

4.1.4 Scope Change Control Process

Changes to the project scope may be proposed by anyone involved in the project to include the PM, sponsor, and internal or external stakeholders. The PM and sponsor are responsible for approving project changes related to the ProBrainiac business improvement project. Project measurements will be the responsibility of the PM and will include monitoring and controlling project scope to ensure conformance with sponsor needs, deliverable quality requirements, and acceptance criteria.

Scope change requests for the ProBrainiac business improvement project will be submitted to the PM for evaluation and approval using the project change management process described in section 14.1.2, and the change management flowchart included in 14.1.2 of this project management plan. Approved changes to project scope will be implemented by the PM, and all project-related documents will be updated to those reflect changes. Approved and implemented scope changes will be documented in the change log and be summarized during the next project status briefing.

See Appendix B- Change log

The Project Sponsor, academic advisors, and other stakeholders may initiate changes in project scope by completing the Project Change Request form and submitting it to the PM via email.

The ProBrainiac project scope changes will be categorized as internal or external changes based on the following criteria:

Internal Scope Change – Internal changes are changes resulting from within ProBrainiac, project sponsor or project manager. Examples of an internal change include, change in business policy and sponsor requested changes.

External Scope Change – Changes resulting from an external source or implemented because of an external factor affecting the project. Examples include academic requirements.

4.1.5 Scope Verification

During the project lifecycle, the PM will verify project deliverables against the original project scope as defined by the project scope statement, WBS and WBS Dictionary, Requirements Traceability Matrix and established acceptance criteria. Once the project deliverables are validated, the sponsor and project manager will formalize acceptance of ProBrainiac business improvement deliverables.

4.1.6 Scope Control

The Project Manager will control the scope during all phases of the project life cycle and leverage the project schedule, WBS, and WBS dictionary to ensure only the work outlined in the scope are performed and meet stakeholder requirements and acceptance criteria. The project manager will also monitor the project and progress to ensure adherence to scope control processes.

All scope changes will be analyzed by the PM for impact to the project. The Project Manager will then either deny the change request if it does not apply to the intent of the project or convene a change control meeting with the project sponsor to review the change request and perform an impact assessment of the change. If the change request is approved, the PM will re-baseline the project, update the WBS and implement the change.

4.1.7 Work Breakdown Structure

The work breakdown structures (WBS) of the ProBrainiac business improvement project reflect the entire scope of the project. The WBS for the business improvement project was created by decomposing the project's main deliverables into work packages using hierarchical decomposition. The first level of the WBS includes the major deliverables which are further decomposed into lower level deliverables and finally into work packages that can be monitored and control. Work packages are further detailed in the WBS dictionary which includes specific activities that will be used to develop a detailed schedule. 100% of the project's work will be included in the WBS.

See Appendix C: WBS and WBS Dictionary.

4.1.8 WBS Dictionary

The WBS dictionary includes details for each of the work packages in the WBS, including activities, estimated duration, responsible party and other relevant information. Deliverables and work packages are numbered within the WBS for easy reference.

4.1.9 Requirement Traceability Matrix

See Appendix D: RTM

5 SCHEDULE MANAGEMENT PLAN

The ProBrainiac business improvement schedule will be monitored, tracked, and controlled by the Project Manager. The ProBrainiac project schedule will be created and managed using Microsoft Project 2013 and WBS Schedule Pro. Project schedule changes will be tracked against the baseline to identify variances. Approved changes in the project schedule will be recorded in Appendix, B-change log. The project manager will monitor project and adjust the project schedule to account for risk and opportunities during the project life cycle.

ProBrainiac project schedule changes must be accompanied by the following:

- Activity, deliverable, and milestone impacted by change
- Reason the change is being requested

5.1.1 Schedule Management

The SMP identifies the procedures and processes for managing the schedule during different phases of the project. This plan outlines responsibilities for maintaining, tracking, and reporting schedule progress.

5.1.2 Schedule Change Request

During the ProBrainiac business improvement project, the PM must monitor and adjust the project schedule accordingly should the following occur:

1. New tasks or deliverables cause baseline milestones to slip.
2. The project scope is changed or new scope is approved.
3. A new constraint impacts the planned delivery date of the final project deliverable.
4. A key resource is redirected, and no backup is planned.

6 COST MANAGEMENT PLAN

A detailed cost management plan for the ProBrainiac business improvement project is not necessary. There are no costs associated with this project.

7 QUALITY MANAGEMENT PLAN

The Quality Management Plan (QMP) will define and measure the quality of the work done on the ProBrainiac business improvement project to ensure the stakeholder's quality requirements and standards are aligned with project success criteria and met. The ProBrainiac business improvement project QMP will establish the processes by which project products and processes used must conform to the project plan and meet specified requirements and standards.

7.1.1 Quality Management

The QMP identifies the activities, processes, procedures and tools used to manage the quality of the project and the final improvement deliverables.

Quality methodologies described in this plan will apply to all deliverables produced over the full project life cycle.

Quality management is an iterative process and for this business improvement project, project quality management will consist of:

1. Identification of participant expectations and issues
2. Determining quality and acceptance criteria for project deliverables
3. Development of an approach to measure achievement
4. Conducting meetings between the PM and stakeholders to discuss the assessments
5. Determining appropriate actions to improve the quality of the project product
6. Updating the quality management plan

7.1.2 Quality Management Process

7.1.2.1 Define Process Quality:

- Final project deliverables for the ProBrainiac business improvement project must contain all the stated
- Final project deliverables for the ProBrainiac business improvement project must contain all the stated deliverables.

The PM will utilize success criteria outlined in the ProBrainiac business improvement charter and the PMP to define specific project quality requirements and standards. The following list of project quality success criteria must be met:

QUALITY MEASUREMENT METRICS			
Critical Success Factors		Metric	Priority
1	All the project deliverables are complete and submitted in a timely manner	<ul style="list-style-type: none"> - The number of errors and missing items detected. - Total work hours spend to correct errors. 	High
2	Communicate with project advisory committee and the project sponsor for feedback and guidance.	<ul style="list-style-type: none"> - Meet with primary advisor and committee members biweekly. 	High
3	Project and PMP deliverables approve at each phase gate.	<ul style="list-style-type: none"> - Get a GO decision from MSPM department at each phase gate 	High

Table 3: Quality Measurement Matrix

7.1.3 Measuring Process-Product Quality

The Project Manager will assess the project during planning and execution to determine if the project’s processes conform to the requirements of the project plan, and final deliverables meet stakeholder quality requirements and expectations.

The PM will also manage the daily QM activities, including keeping track of how project activities meet quality standards and log it in the quality control log. See Appendix E: Quality management log.

7.1.4 Improving Process-Product Quality

Processes throughout the project life cycle will be documented and utilized to improve processes as the project progresses. The PM will review processes, assessments, and reports critical to the project and makes necessary changes to assure process quality and control product quality. To maintain the integrity and accuracy of project documents, the PM will ensure all changes are processed and approved through the project’s change control process and logged in Appendix B-change log.

Process/Product Quality checklist

1. Assess process and product conformance to standards and criteria.
2. Identify and determine root causes of deficiencies.
3. Implement preventative and corrective action plans record results of the actions taken.
4. Ensure that corrective action produced desired results.

See section 14: Change management plan for additional details

7.1.5 Tools

The following tools will be used to develop, maintained and track project quality.

1. Microsoft (MS) Word – Document Development
2. MS Project – Project Work Plan
3. Risk Register – to describe, organize, prioritize, track and display project risks.
4. Requirements Traceability Matrix-to include acceptance criteria associated with stakeholder requirements

8 HUMAN RESOURCE MANAGEMENT PLAN

A detail Human-resource management for the ProBrainiac business improvement project is not needed the PM is the only resource for this project.

9 STAFFING MANAGEMENT PLAN

A detailed staffing management plan for Staffing for the ProBrainiac business improvement project is not needed. Staffing for this project is limited to the Project Manager.

10 COMMUNICATION MANAGEMENT PLAN

The ProBrainiac business improvement project Communication Management Plan (COMP) includes approaches to develop, maintain, and manage communication among ProBrainiac project stakeholders. A detailed list of the project stakeholders and communication needs is located in Appendix A-Stakeholder Register.

10.1.1 Purpose

The purpose of the ProBrainiac COMP is to outline how communications will be managed during the business improvement project. The PM will communicate with the project sponsor and stakeholders using Table 3- Communication matrix and Figure 2-communication flow chart.

The COMP describes the means and methods of communication between all internal and external stakeholders. The COMP also explains the different formal and informal communication processes that will be utilized to enhance communication between the PM, ProBrainiac, the academic committee, and other interested parties.

10.1.2 Communication Process

Formal and information communication will be conducted during this project. Formal communication between the PM and ProBrainiac stakeholders will include meetings, telephone conferences, status reports, and briefings. Informal communication will include emails and telephone calls. A biweekly status report will inform the project sponsor and academic stakeholders about the progress of the project and address any stakeholder concerns. Each status report will contain the following items.

- Changes to the project
- Project progress status
- Project schedule
- Status of issues or risks

- Future or planned activities

The project status report will inform the project sponsor and academic stakeholders of progress and work completed. The information provided will contain enough detail to allow stakeholders to make informed decisions and maintain insight into the status of the business improvement project.

10.1.3 Project Communication Matrix

The chart below describes the communication methods that will be used by the PM and their frequency.

COMMUNICATION TYPE	PREPARED BY	PARTICIPANTS	PURPOSE OF COMMUNICATION	FREQUENCY	DELIVERABLE	TRANSMITTAL METHOD
Project Kickoff Meeting	Project Manager	- PM - Sponsor - Stakeholders	Introduce PM and project. Identify and review project objectives.	Once	- Agenda - Meeting	Video meetings
Project Sponsor Meeting	Project Manager	- PM - Sponsor	Discuss detailed status, issues and concerns related to business improvement project.	Weekly	- Agenda - Meeting - Project schedule and plans	Telephone and Video meetings
Academic Advisor Meeting	Project Manager	- PM - Academic advisors	Discuss project status, ask questions, and solicit feedback.	Bi-weekly	- Meeting - Project plan feedback	Meeting, email and Telephone
Project Status Report	Project Manager	- PM - Sponsor - Academic advisors	Give an overview of the project status, issues, and concerns related to the Project schedule, work, resources, and risk.	Every 3-Weeks	- Project Status Report - Project schedule progress	Oral presentation and discussions Soft copy of project status report provided to sponsor

Table 4: ProBrainiac Project Communication Matrix

10.1.4 Project Communication Flowchart

The ProBrainiac project communication flowchart below provides a visual representation of the project communication process and allows for better understanding of how the process is intended to work. During the ProBrainiac business improvement project lifecycle there may be occasions or situations, which fall outside the project communication flowchart where additional clarification is necessary. In these situations, the PM is responsible for discussing communication with the project sponsor and making a determination on how to proceed.

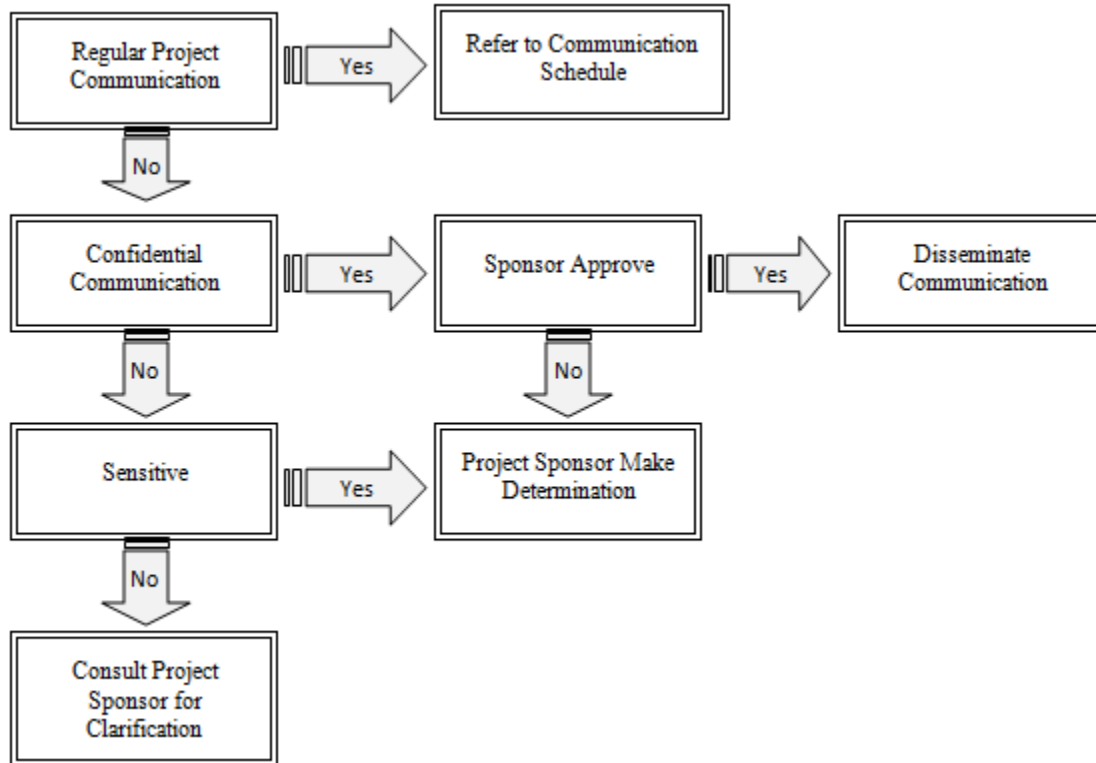


Figure 2: Project Communication Flowchart

10.1.5 Communication Escalation Process

Timely and efficient communication is vital to successful project completion. As such, communication disputes, conflict, or discrepancies regarding ProBrainiac project communication will be resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing issues. ProBrainiac business improvement project communication escalation will use the table below for escalating communication issues.

The table below defines the priority levels, decision authorities and timeframes for resolving communication issues.

PRIORITY	DEFINITION	DECISION AUTHORITY	TIMEFRAME FOR RESOLUTION
Priority 1	Major impact to project. If not resolved quickly, there will be a significant adverse impact to project schedule and progress.	Project Sponsor	Within 6 hours
Priority 2	Medium impact to project, which may result in some adverse impact to project schedule.	PM	Within 24 hours
Priority 3	Minor impact to project, which may cause minor difficulties to project schedule, but no significant negative impact.	PM	Within 48 hours
Priority 4	Insignificant impact to project and schedule, but there may be a better solution.	PM	Work continues, and any recommendations are submitted via project change management process in section 14.1.2.

NOTE: Any ProBrainiac business improvement project communication including sensitive or confidential information will require sponsor approval prior to distribution.

Table 5: ProBrainiac Project Communication Escalation Process

10.1.6 Communication Terminology

TERMS	DEFINITION
Decision Authority	The individual who is responsible for approving communication.
Escalation	The process which details how conflicts and issues will be passed up the project organization chain for resolution as well as the timeframe for resolution.

Table 6: ProBrainiac Project Communication Terminology

11 RISK MANAGEMENT PLAN

The Risk Management Plan (RMP) includes processes by which potential threats to project success will be identified, mitigated, exploited, or eliminated. Risk management is an integral part of project management from project initiation through closeout.

See Appendix F: Risk Register.

11.1.1 Purpose

The purpose of the Risk Management Plan (RMP) is to describe the methodology that will be used to identify, track, mitigate, and exploit internal and external project risk.

11.1.2 Risk Management

The RMP documents all risks associated with the business improvement recommendation project and risk management methodologies that will be used to identify, prioritize and respond to risks during the project. Participants Roles and Responsibilities

11.1.3 Risk Management Procedure

The outline below shows the process used during risk identification, analysis, and response planning and management.

Step 1 – Identify: Identify risks that could impact project objectives, internal, external, positive, and negative. Risk identification involves a process where strengths, weaknesses, opportunities and threats are transformed into identified risks and documented in a risk register. Identified risks can be analyzed and risk responses planned and managed.

Step 2 – Analyze: Perform qualitative analysis to assess the probability and impact of identified risks. This information can prioritize the risks and help determine risk responses. This information is documented in the risk register. Risk analysis involves classification and prioritization of risks, provides recommendations for responding to risks, and regular review of risk status. The tools and methodologies used for analysis may include the expert judgment, and root caused analysis. The output of this analysis is additional information that can be included in the risk register.

Step 3 – Plan: Determination of appropriate risk responses (Avoid, mitigate, transfer, accept, enhance, exploit, and share), the specific actions planned, and potential triggers. Owners for risks are established as appropriate, and schedule and budget contingencies are established. All additional information is documented in the risk register.

Step 4 – Implement: Risk implementation involves the execution of risk management and response strategies, assessing their impact, making adjustments, and recording status information in the risk register.

Step 5 – Monitor and Control: Monitoring and controlling risks involves assessing risks, responses, and impacts. It also includes reporting status of existing risks, identifying new risks and retiring risks that are no longer relevant. Updated information is recorded in the risk register.

Step 6 – Continuous Management: Effective risk management requires ongoing communication throughout the project life cycle. PM will continuously manage risk during the project life.

		Risk Probability				
		Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E
SEVERITY	Catastrophic	I	Extremely	High		
	Critical	II	High	High		
	Marginal	III		Medium		LOW
	Negligible	IV		LOW		
	Opportunity	V				

Table 7: ProBrainiac Project Risk Management Matrix

11.1.4 Risk Register

See Appendix F

11.1.5 Risk Control

The PM will monitor and control both internal and external project risk using risk register and risk identification form.

11.1.6 Risk Rating/Severity

See Table5 Risk Management Matrix

11.1.7 Risk Identification Form

See Appendix G

11.1.8 Lessons Learned

Lessons learned will be included with final project document.

12 PROCUREMENT MANAGEMENT PLAN

A detail procurement plan is not needed for the ProBrainiac business improvement project because no resources will be procured for the project.

13 STAKEHOLDER MANAGEMENT PLAN

The PM for ProBrainiac business improvement projects will manage project stakeholders according to the stakeholder register.

See Appendix A: Stakeholder Register

13.1.1 Stakeholder Circle

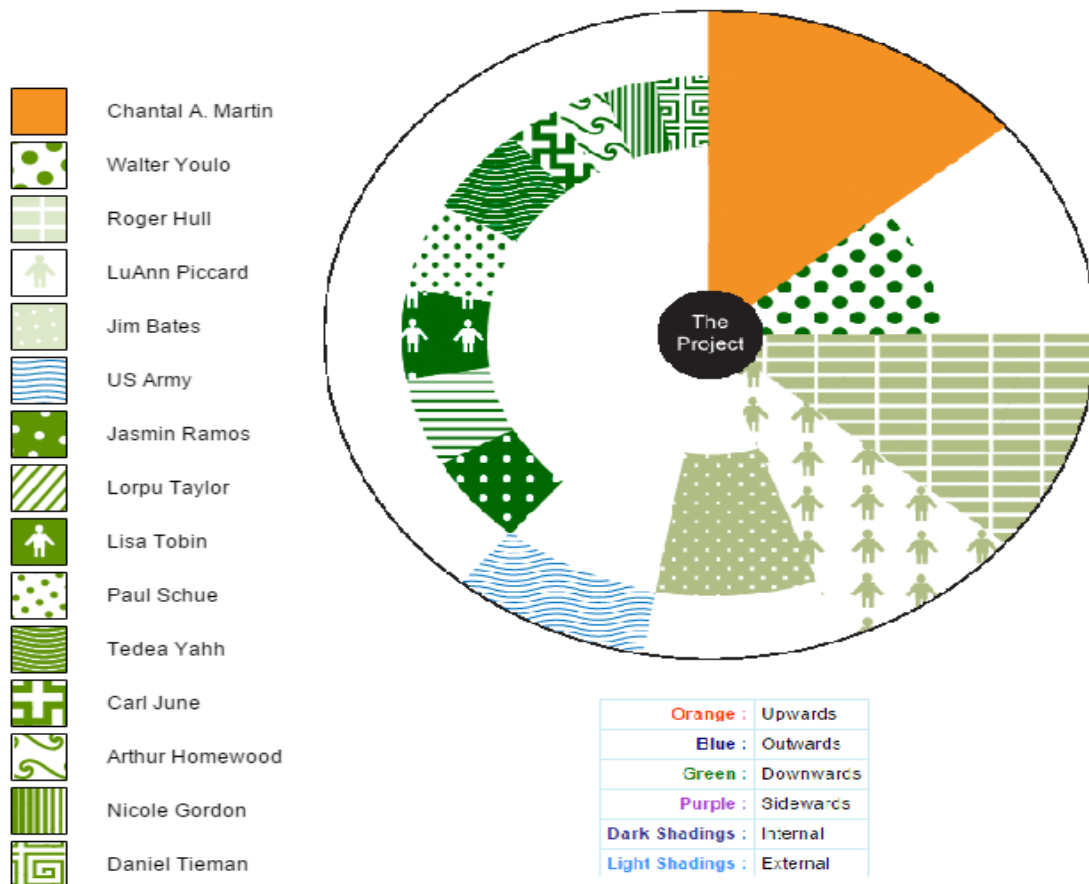


Figure 3: Stakeholder Circle

13.1.2 Power Interest Grid

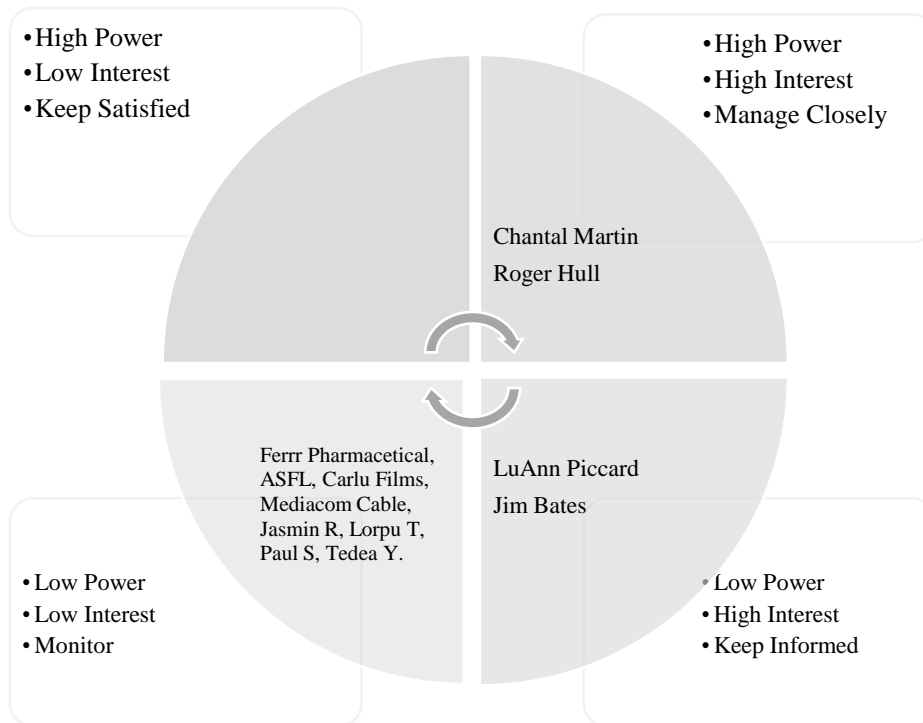


Figure 4: Power Interest Grid

14 CHANGE MANAGEMENT PLAN

The Change Management Process (CMP) establishes the processes to define, manage, and document project changes.

14.1.1 Purpose

This Change Management Plan address how changes are requested, accepted, rejected, implemented, documented and communicated during the ProBrainiac business improvement project.

14.1.2 Change Management Process

Changes made during this business improvement project will follow the change management flowchart and procedure outlined in sections 14.1.2, and 14.1.3 below. The change management process outlined in this section of the PMP is a formal, repeatable process designed to minimize the risk when project changes become necessary. Internal and external stakeholders of the ProBrainiac business improvement project may request changes using this process.

This CMP will be used to prevent unauthorized changes, minimize disruptions, and ensure proper analysis and input when a change request is made.

The Change Management Process includes the following activities:

1. ID issue and necessary change
2. Initiate Change
3. Assess
4. Prioritize
5. Approve/Deny
6. Validate
7. Implement

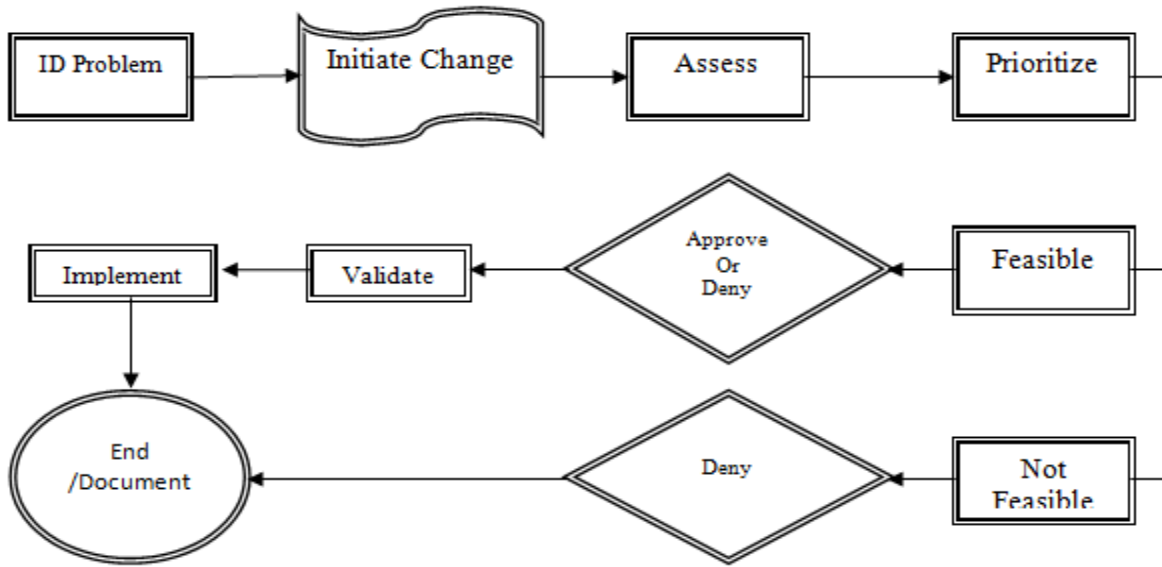


Figure 5: Change Management flow chart

14.1.3 Change Management Process Breakdown

14.1.3.1 Change Request

The Change Management Process begins with the request, and the completion of the change requests form. The change requests form must be a written document and include the following information:

- Originator information
- Type of change
- Status
- Detail description of the change
- Reason for change
- Affected project areas

See Appendix H: Change Request Form

ProBrainiac project change request will be evaluated and assigned one of the following change types:

TYPE	DESCRIPTION
Scope	Changes affecting project scope
Duration	Changes affecting project duration
Deliverable	Changes affecting project deliverables
Product	Changes affecting products
Quality	Changes affecting project quality
Time	Changes affecting project time
Resource	Changes affecting project resources
Processes	Changes affecting process
Cost	Change affecting cost
Others	Change affecting project documents i.e. document updates

Table 8: ProBrainiac Project Change Request Type

ProBrainiac project change request will be evaluated and assigned one of the following status types:

STATUS	DESCRIPTION
Initiated	Change request has been initiated, but not yet assessed
Assessing	Change request is being assessed
Prioritized	Change request has been prioritized and assigned a priority criteria
Approved	Change request has been approved
Denied	Change request has been denied
Validating	Change request is undergoing validation
Implementing	Change request is being implemented
Closed	Change request is closed and documented

Table 9: ProBrainiac Project Change Request Status

14.1.3.2 Change Assessment

The Project Manager is responsible for analyzing all change requests and assessing their impact to the project. Change analysis will involve the following:

1. Priority Level (High, Medium, and Low)
2. Impact
3. Cost
4. Effect on Scope
5. Effect on Schedule

ProBrainiac project change request will be assessed using the following priority criteria:

PRIORITY	DESCRIPTION
High	Changes involving scope, duration, deliverables, product or quality
Medium	Changes involving time, resources and processes
Low	Changes involving cost or others

Table 10: ProBrainiac Project Change Request Priority Level

14.1.3.3 Change Approval

The PM upon initiating a change request will analyze the change and make the recommend approval or denial. Final determination will be made by the PM and sponsor. Once the change is approved, the PM will implement and validate the change.

14.1.3.4 Change Implementation

The PM is responsible for implementing approved changes, assessing impact and updating project documents. The PM will document changes using Appendix B: change log and make revisions to the project baseline and associated documents.

15 PROJECT EXECUTION

15.1 PROJECT MANAGEMENT PLAN EXECUTION

The PMP and all subsidiary plans will be executed throughout the project life cycle in accordance with established processes and procedures documented in the various subsidiary plans developed by PM. The PM is responsible for executing and monitoring project progresses to ensure that the PMP is being executed according to establish procedures outlined in the PMP.

16 PHASE CLOSE-OUT AND LESSONS LEARNED

16.1 CONDUCTING FORMAL LESSONS LEARNED


Closeout and formal lessons learned are project management activities performed at the end of each phase of the project to ensure closure of current activities before proceeding to the next phase. Closeout will include a review of all goals and objectives of the completed phase, recording lessons learned and applying them to future work.

16.2 ADMINISTRATIVE CLOSURE

The administrative closure of the project completes, collects and archives project documents to complete academic requirements and transfer the project's products to the project sponsor.

17 APPENDICES

17.1 APPENDIX A: STAKEHOLDER REGISTER

Project Manager		Walter Youlo		Stakeholder Register										
Project Name		Business Improvement Recommendation												
Project Description														
STAKEHOLDER REGISTER				IDENTIFICATION INFORMATION			PROJECT REQUIREMENTS/EXPECTATIONS			CLASSIFICATION			COMMUNICATION	
ID	Name	Title	Contact Information	Major Requirements	Measure Of Success	Expectations	Classification	Current Level of Support	Desire Level of Support	Influence	Frenquency	Level of Detail		
Internal Stakeholders														
1	Chantal Martin	Project Sponsor	cmartin@probrainiac.com	Identify current processes and practices, conduct the necessary research and make the recommendation. Identify significant issues and areas for improvement within the organization.	Deliver the project within the allotted time and meet the establish expectations outlined in the project charter.	Improve business process to enable a small business to establish a niche in the recruiting industry	Very Active	High	High	High	Bi-weekly	High-Level		
2	Walter Youlo	Project Manager	kidvash19@gmail.com	Utilize project management template, processes, and methodology to develop a project management plan and demonstrate knowledge of mastery of project management processes.	Identify project Stakeholders, stakeholder requirements, and success criteria. Complete each project milestone on schedule to meet project deliverable and timelines and satisfied stakeholder requirement. Deliver a PM plan that meets graduate level requirements for PM department.	Actively manage the project through stakeholder engagement and project planning to deliver the stated final deliverable.	Very Active	High	High	Medium	Weekly	Detail		
3	Jasmin Ramos	Employee	jramos@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail		
4	Lorpu Taylor	Employee	ltaylor@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail		

5	Lisa Tobin	Employee	ltobin@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
6	Paul Schue	Employee	pschue@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
7	Tede Yahh	Employee	tyahh@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
8	Carl June	Employee	Cjune@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
9	Arthur Homewood	Employee	Ahoomwood@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
10	Daniel Tieman	Employee	dtieman@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail

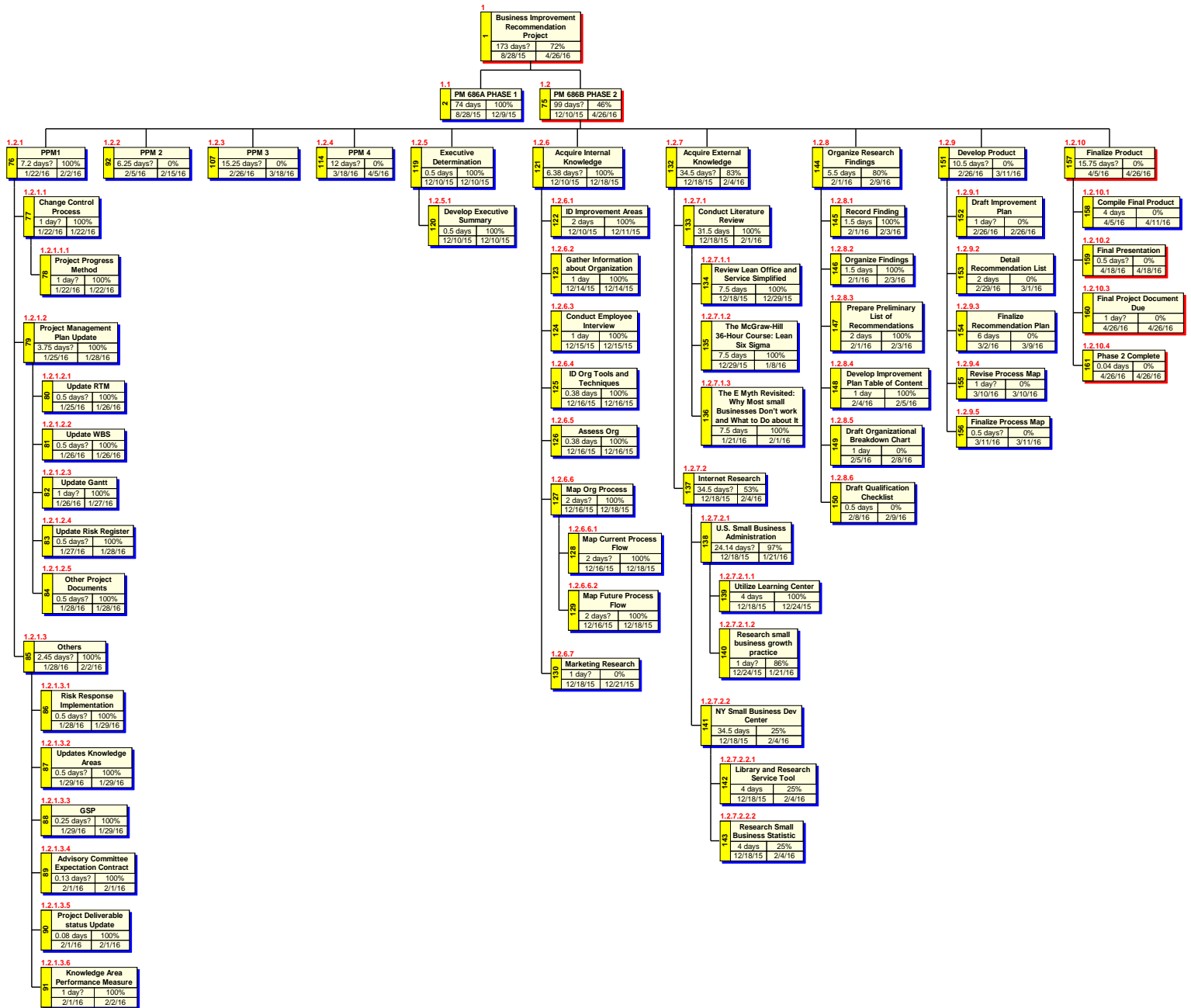
11	Nicole Gordon	Employee	ngordon@probrianaiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.	Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
12	Nuha Youlo	Spouse	Nuha_Y@yahoo.com	Successfully complete Project Management Program	Complete degree requirement	Complete MSPM program and continue to help with house chores	Active	High	High	High	Daily	Detail
13	US Army	Employer	NA	Successfully complete Project Management Program	Graduate from the MSPM program in May 2016	Meet all academic standards set by MSPM Department	Active	Medium	High	High	Weekly	Low

External Stakeholders												
14	Roger Hull	Primary Advisor	rkhull@uaa.alaska.edu	Knowledge of and demonstrated mastery of project management principles and practices. The project must include demonstrated understanding and application of several project management knowledge areas. Demonstrate the ability to select or design an appropriate project, establishing relevant, measureable objectives. Be able to scope and deliver project results that achieve stated objectives.	Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project life cycle.	Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.	Very Active	High	High	Low	Weekly	High-Level
15	LuAnn Piccard	Committee Member	lpiccard2@uaa.alaska.edu	Demonstrate proficiency in the identification, analysis and understanding of user and stakeholder needs and requirements for the product of the project (e.g. templates, tools, results, deliverables, etc.) and the ability to translate these needs into project outcomes that clearly and measurably address and meet these needs and established acceptance criteria with demonstrated customer satisfaction.	Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project lifecycle.	Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.	Very Active	High	High	Low	Bi-weekly	High-Level
16	Jim Bates	Committee Member	jbates@go-big.com	Demonstrate proficiency in the identification, analysis and understanding of user and stakeholder needs and requirements for the product of the project (e.g. templates, tools, results, deliverables, etc.) and the ability to translate these needs into project outcomes that clearly and measurably address and meet these needs and established acceptance criteria with demonstrated customer satisfaction.	Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project lifecycle.	Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.	Very Active	High	High	Low	Bi-weekly	High-Level

17.2 APPENDIX B: CHANGE LOG

CHANGE LOG							
PROJECT:						DATE	
Change No.	Change Type	Description	Requestor	Date Submitted	Date Approved	Status	Comments
CR001							
CR002							
CR003							
CR004							
CR005							
CR006							
CR007							
CR008							
CR009							
CR0010							

17.3 APPENDIX C: WORK BREAKDOWN STRUCTURE AND WBS DICTIONARY



WBS	Task Name	Description
1	Business Improvement Recommendation Project	Pro Brainiac Business Improvement project using lean value stream mapping
1.1	PM 686A PHASE 1	Project Phase One
1.1.1	Communication Plan	Plan for managing communication between stakeholder during the project life
1.1.2	PPM 1	Academic deliverable
1.1.2.1	Stakeholder ID and Analysis	Identify project stakeholder using the stakeholder analysis document
1.1.2.2	Project Charter	
1.1.2.2.1	Project Abstract	Develop an abstract for the project and the final paper
1.1.2.2.2	Charter	Develop the project charter draft
1.1.2.3	Preliminary Project Schedule	
1.1.2.3.1	ID Milestones	Identifying project milestones on the initial draft of the project schedule
1.1.2.3.2	Activities	Plotting project activities and work packages in the schedule
1.1.2.3.3	Sequencing	Sequencing the schedule to show the relationship between task
1.1.2.3.4	Timelines	Determining the project timelines
1.1.2.4	Preliminary Work Breakdown Structure	
1.1.2.4.1	WBS Task	ID work packages
1.1.2.4.2	WBS Dictionary	Create a WBS Dictionary
1.1.2.5	Admin	
1.1.2.5.1	Sponsor Letter	Request sponsors letter.
1.1.2.5.2	Develop Problem Statement	Develop a problem statement for the project and how you intend to address the
1.1.2.5.3	GSP/Written Agreement From Advisor/Committee Members	Submit GSP to MSPM department
1.1.3	Project Status Update	
1.1.3.1	Performance Reports	Status Report
1.1.3.2	Project Status Reports	Status Report
1.1.4	PPM 2	
1.1.4.1	Project Scope Statement	Develop a scope statement draft
1.1.4.3	Updated Project Schedule	Update the project schedule
1.1.4.4	Updated WBS	Update the project work breakdown structure
1.1.4.5	Table of Content Final PM Plan and Final Project Report	Creat a draft TOC for PMP and subsidiary plans
1.1.4.6	Research Sources and Key Words	Identify research sources and keywords
1.1.4.7	Preliminary Research Methods and Approach to Analysis	Draft preliminary research method to be use during the project

1.1.4.8	Admin	
1.1.4.8.1	Signed Student/Advisory Committee Contract	Get signatures for committee contract
1.1.5	IRB	
1.1.5.2	Establish IRB Account	
1.1.5.2.1	Submit IRB Account Screen Shot	Create and IRB account and submit screen shot with Next PPM deliverable.
1.1.5.3	Start IRB Training	Start mandatory IRB web based training
1.1.5.4	Develop Interview Questions	
1.1.5.4.1	Review Interview Questions	Develop and review interview questions.
1.1.5.5	Finish IRB Training	Complete IRB web based training
1.1.5.7	Project Status Update	
1.1.5.7.1	Performance Reports	Status Report
1.1.5.7.2	Project Status Reports	Status Report
1.1.6	PPM 3	
1.1.6.1	Draft PM Plan with Developed Project Scope	Draft PMP and fully develop project scope.
1.1.6.2	Revised Abstract	Revised project abstract document
1.1.6.3	Research Methods/Instruments Description	Update research methods and description
1.1.6.4	Product/Outcome Description	Identify the project product outcome, describe the result of the project.
1.1.6.5	Updated Gantt Chart	Update project files and Gantt chart
1.1.6.6	Knowledge Areas Updates-Applied and Demonstrated, Showing Mastery	Update project knowledge areas
1.1.6.7	Project Status Update	
1.1.6.7.1	Performance Reports	Status Report
1.1.6.7.2	Project Status Reports	Status Report
1.1.6.8	Admin	
1.1.6.8.1	IRB Training Completed	Finish IRB training
1.1.6.8.2	IRB Proposal for Department Review and Approval	Submit initial IRB quick review checklist
1.1.7	PPM 4	
1.1.7.1	Advisor Approved Research Instrument	Submit research instruments to advisor for approval
1.1.7.2	Draft Presentation	Draft final presentation
1.1.7.3	Final PMP	Finalize PMP
1.1.7.4	Refined Description of Project Product Deliverables	Refined initial description of project product deliverables
1.1.7.5	Knowledge Area Update	Update projects knowledge areas.
1.1.7.6	Updated Gantt Chart	Update project Gantt chart
1.2	Phase 1 Complete	department.

1.3	PM 686B PHASE 2	
1.3.1.2	Project Management Plan Update	
1.3.1.2.1	Update RTM	Update project RTM
1.3.1.2.2	Update WBS	Update project WBS
1.3.1.2.3	Update Gantt	Update project schedule and Gantt
1.3.1.2.4	Update Risk Register	Update the project risk register if new risks are ID.
1.3.1.3	Others	
1.3.1.3.1	Risk Response Implementation	
1.3.1.3.2	Updates Knowledge Areas	Update project knowledge areas
1.3.1.3.3	GSP	Submit GSP to MSPM department
1.3.1.3.4	Advisory Committee Expectation Contract	Sign 686B advisory committee contract
1.3.1.3.5	Project Deliverable status Update	Update project deliverable status
1.3.1.4	Knowledge Area Performance Measure	Update project knowledge areas and performance measures
1.3.2.1	Updated Abstract	Update project abstract
1.3.2.2	Updated Table of Content	update project and final report table of content.
1.3.2.3	Updated Research Sources and Keywords	Update research sources as needed.
1.3.2.4	Validated Research analysis	Validate research analysis
1.3.2.5	Project Progress Report	Status report
1.3.2.6	Project Management Plan Update	
1.3.2.6.1	Update RTM	Update RTM
1.3.2.6.2	Update WBS	Update WBS
1.3.2.6.3	Update Gantt	Update schedule
1.3.2.6.4	Update Risk Register	Update the project risk register if new risks are ID.
1.3.2.6.5	Other Project Documents	
1.3.2.7	Risk Response Implementation	Response to risk that occurred during project life.
1.3.2.8	Project Deliverable Status Update	Update project deliverable
1.3.2.9	Knowledge Area Performance Measure	
1.3.3.1	Working Draft Paper	Develop a working draft of the project paper
1.3.3.2	Revised Abstract	Revise the project abstract
1.3.3.3	Research results and analysis	Record findings from research and interviews and analyze.
1.3.3.4	Preliminary conclusion and project deliverables	
1.3.3.5	Updated Project schedule	Update project schedule
1.3.3.6	Knowledge Area Performance Measure	Update knowledge areas and performance measures
1.3.4.1	Draft Presentation	Develop the presentation draft
1.3.4.2	Final Report	Develop the final project reports
1.3.4.3	Updated Project schedule	Update project schedule
1.3.4.4	Knowledge Area Performance Measure	Update knowledge areas and performance measures

1.3.5.1	Develop Executive Summary	
1.3.6.1	ID Improvement Areas	Identify improvement area within the organization
1.3.6.2	Gather Information about Organization	Gather information about the organizational process
1.3.6.3	Conduct Employee Interview	Conduct interview with ProBrainiac employees
1.3.6.4	ID Org Tools and Techniques	ID current organization tools use by ProBrainiac.
1.3.6.5	Assess Org Process	Assess the ProBrainiac organization processes
1.3.6.6	Map Org Process	
1.3.6.6.1	Map Current Process Flow	Draft a process flow map of the current recruiting process
1.3.6.6.2	Map Future Process Flow	Draft a map for the streamlined process flow.
1.3.6.7	Marketing Research	
1.3.6.7.1	Research Recruitment Practices	Research recruiting practices
1.3.7.1	Conduct Literature Review	
1.3.7.1.1	Review Lean Office and Service Simplified	Literature research on lean value stream mapping
1.3.7.1.2	The McGraw-Hill 36-Hour Course: Lean Six Sigma	Literature research on lean value stream mapping
1.3.7.1.3	The E Myth Revisited: Why Most small Businesses Don't work and What to Do about It	Literature research on lean value stream mapping
1.3.7.2	Internet Research	
1.3.7.2.1	U.S. Small Business Administration	
1.3.7.2.1.1	Utilize Learning Center	Use the university learning center resources to research small business practices
1.3.7.2.1.2	Research small business growth practice	Use the university learning center resources to research growth practices for small businesses
1.3.7.2.2	NY Small Business Dev Center	
1.3.7.2.2.1	Library and Research Service Tool	Utilize NYC small business decision centers online library and service tool to
1.3.7.2.2.2	Research Small Business Statistic	Conduct research about small business statistics
1.3.8.1	Record Finding	Record findings from research and interviews
1.3.8.2	Organize Findings	Organize research finding into a single document
1.3.8.3	Prepare Preliminary List of Recommendations	Prepare the drafted list of recommendations
1.3.8.4	Develop Improvement Plan Table of Content	Develop TOC for the business improvement plan
1.3.8.5	Draft Organizational Breakdown Chart	Draft an organization breakdown chart based on research findings
1.3.8.6	Draft Qualification Checklist	Develop a draft of the basic qualification checklist.
1.3.9.1	Draft Improvement Plan	Develop a draft of the business improvement plan
1.3.9.2	Detail Recommendation List	Create the detail list of recommendations
1.3.9.3	Finalize Recommendation Plan	Finalize the plan
1.3.9.4	Revise Process Map	Revise the process map
1.3.9.5	Finalize Process Map	Finalize the process map-this will be the final copy.
1.3.10.1	Compile Final Product	Compile all project deliverables into a single business improvement plan document

17.4 APPENDIX D: REQUIREMENT TRACEABILITY MATRIX (RTM)

REQUIREMENTS TRACEABILITY MATRIX								
Project Name		Business Improvement Recommendation						
Project Manager		Walter Y Youlo						
Project Sponsor		Chantal A. Martin						
ID	Customer Need or Requirement	WBS ID	Requirement Type	Status	Priority	Requirement Owner	Source	Acceptance Criteria
Academic Requirements PMA686A								
001	Create required documents for PPM Deliverable 1	1.1.2.1, 1.1.2.2.2, 1.1.2.3.1, 1.1.2.4.1, 1.1.2.3.2, 1.1.2.3.3, 1.1.2.3.4	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686A syllabus.
002	Create required documents for PPM Deliverable 2	1.1.4.3, 1.1.4.4, 1.1.5, 1.1.5.2	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686A syllabus.
003	Create required documents for PPM deliverable 3	1.1.6.1 - 1.1.6.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor
004	Create required documents for PPM deliverable 4	1.1.7.1 - 1.1.7.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor in second GO/No-GO phase.
005	Submit Course deliverables on time	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Course and project deliverables are submitted to blackboard on time.
006	PM A686A Oral Presentation	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Prepare and present a 20-minute presentation on PM A686A PMP and project.
007	Develop a project PMP with all subsidiary plans	1.1.7.3	Academic	Completed	High	PM	MSPM Department	PMP document meets MSPM department standards for 686A and 686B.
008	Submit research methodology for approval	1.1.7.1	Academic	Completed	High	PM	MSPM Department	Research methodology approved by Primary advisor.
009	Final PM A 686A course deliverable	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Consolidate and submit final course deliverable by the deadline. December 8, 2015
Academic Requirements PMA686B								
010	Create required documents for PPM Deliverable 1	1.2.1, 1.2.1.1, 1.2.1.1.1, 1.2.1.2, 1.2.1.2.1, 1.2.1.2.2, 1.2.1.2.3, 1.2.1.2.4, 1.2.1.2.5, 1.2.1.3, 1.2.1.3.1, 1.2.1.3.2, 1.2.1.3.3, 1.2.1.3.4, 1.2.1.3.5, 1.2.1.4	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686B syllabus.
011	Create required documents for PPM Deliverable 2	1.2.2, 1.2.2.1, 1.2.2.2, 1.2.2.3, 1.2.2.4, 1.2.2.5, 1.2.2.6, 1.2.2.6.1, 1.2.2.6.2, 1.2.2.6.3, 1.2.2.6.4, 1.2.2.6.5, 1.2.2.7, 1.2.2.8, 1.2.2.9	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686B syllabus.

011	Create required documents for PPM Deliverable 2	1.2.2, 1.2.2.1, 1.2.2.2, 1.2.2.3, 1.2.2.4, 1.2.2.5, 1.2.2.6, 1.2.2.6.1, 1.2.2.6.2, 1.2.2.6.3, 1.2.2.6.4, 1.2.2.6.5, 1.2.2.7, 1.2.2.8, 1.2.2.9	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686B syllabus.
012	Create required documents for PPM deliverable 3	1.2.3, 1.2.3.1, 1.2.3.2, 1.2.3.3, 1.2.3.4, 1.2.3.5, 1.2.3.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor
013	Create required documents for PPM deliverable 4	1.2.4, 1.2.4.1, 1.2.4.2, 1.2.4.3, 1.2.4.4	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor in second GO/No-GO phase.
014	Submit Course deliverables on time	1.2.1, 1.2.2, 1.2.3, 1.2.4	Academic	Completed	High	PM	MSPM Department	Course and project deliverables are submitted to blackboard on time.
015	PM A686B Oral Presentation	1.2.4.1	Academic	Completed	High	PM	MSPM Department	Prepare and present a 30-minute presentation on PM A686A PMP and project.
016	Update project PMP with all subsidiary plans	1.2.1.2, 1.2.2.6,	Academic	Completed	High	PM	MSPM Department	PMP document meets MSPM department standards for 686A and 686B.
017	Final PM A 686B course deliverable	1.2.1, 1.2.2, 1.2.3, 1.2.4	Academic	Completed	High	PM	MSPM Department	Consolidate and submit final course deliverable by the deadline. April 27, 2016
Project Requirements								
18	Performance literature research on small business growth strategies, lean value stream mapping	1.3.7.1.1, 1.3.7.1.2, 1.3.7.1.3	Functional	Completed	High	PM	Sponsor	Include recommendation for business growth in business improvement plan
19	Develop Interview questions for recruiting process assessment	1.1.5.4, 1.1.5.4.1	Functional	Completed	High	PM	Sponsor	Review interview questions with my primary advisor
20	Interview ProBrainiac Employees	1.3.6.3	Functional	Completed	High	PM	Sponsor	Perform interviews with ProBrainiac employee to gather all the necessary information on the recruiting process.
21	Develop a recruitment process flowchart to map current recruiting process. Develop an improve process flowchart to show recommended process.	1.3.6.6.1, 1.3.6.6.2	Functional	Completed	High	PM	Sponsor	Deliver a flow chart to show the improved recruiting process and benefits. All deliverables are accepted by project sponsor.

22	Create a quick qualification screening checklist with minimum qualification requirements	1.3.8.6	Functional	Completed	High	PM	Sponsor	Develop a quick qualification checklist that will be used to screen applicant's resume for client's basic qualification requirements. All deliverables are accepted by project sponsor.
23	Detail organizational breakdown structure with recommendations for a recruiting team breakdown	1.3.8.5	Functional	Completed	High	PM	Sponsor	Develop an organizational breakdown structure for the current number of employees to with a recruiting team breakdown. All deliverables are accepted by project sponsor.
24	Develop recommendations for business growth and expansion based on research on small business growth practices.	1.3.8.3	Functional	In Progress	Medium	PM	Sponsor	Include recommendation for business growth in the business improvement plan.

17.5 APPENDIX E: QUALITY CONTROL LOG

Project Title: _____

Date Prepared: _____

ID	Category	Decision	Owner	Date	Comment/Result

17.6 APPENDIX F: RISK REGISTER

RISK REGISTER											
Project Name:		Business Improvement Recommendation									
Project Manager Name:		Walter Youlo									
Project Description:											
ID	Current Status	Risk Impact	Probability of Occurrence	Risk Map	Risk	Risk Description	Project Impact	Risk Area	Triggers	Risk Response Strategy	Response Strategy
R001	Open	Medium	Medium	Yellow	Communication	Lack of communication between project sponsor and PM. Project sponsors may be busy during the week. PM must schedule predesignated communication time to prevent conflicts.		Scope, Schedule	Lack of response from the project sponsor.	Mitigation	Schedule communication and meetings with the project sponsor well in advance. Arrange alternate forms of communication.
R002	Open	Medium	Medium	Yellow	Committee member availability	Committee member schedule may not support effective communication on a weekly basis to discuss the project.	Limited guidance during planning phase of the project	Project Management	Project manager does not receive feedback from committee members when solicitude.	Mitigation	Inform Committee Advisor of PMP deliverables expected review dates via class announcement, e-mail, phone, UAA collaboration area and UAA PPM & deliverable's folder.
R003	Open	Medium	Low	Green	Lack of adequate interview results	Interview question does not yield the desire result.		Schedule	Poorly formulated interview questions.	Mitigation	Generate interview questions and review them with committee advisors.
R004	Open	Medium	Low	Green	Sponsor push back	Project sponsor disagrees with the direction of the project and interferes with execution.	Scope, Schedule changes during project execution	Scope, Schedule	Project sponsor shows signs of a shift in the organization focus of goal during project execution.	Mitigation	Communicate with the project sponsor weekly to discuss progress and direction.
R005	Closed	Medium	Low	Closed	Illness	Project Manager or Family Member gets sick will cause project deliverables not submitted on time and low quality	Extend project execution	Project Management	Notification	Acceptance	Complete each of the project deliverables' ahead of schedule.
R006	Open	Medium	Low	Green	Lack of detail in PMP	PMP lacked the necessary detail to execute the project and produce the stated deliverables.	This will require change to the project management plan and accompany documents	Project Management	Committee Member Feedback	Mitigation	PM request advisor input and ensure PMP is reviewed and checked for detail and accuracy and content.
R007	Open	Medium	Low	Green	Schedule lacks detail	Project schedule does not adequately capture the work necessary to complete the project.	Require changes to the project schedule and WBS	Schedule	Committee Member Feedback	Mitigation	Develop a detail project schedule and see feedback from academic advisor biweekly.

R008	Open	Medium	Low	Green	Project Sponsor Illness	Project sponsor is unavailable due to illness. Project communication and updates delays.	Possibility of sudden changes to project schedule. PM is unable to get input from the project sponsor.	Schedule	Notification from project sponsor	Acceptance	Delay in information transmission between project manager and project sponsor. Project manager moves forward with the project with minimum input from the project sponsor. Complete project work ahead of schedule. Plan alternate communication times and gather as much information as possible to enable continuation of work should the risk occur.
------	------	--------	-----	-------	----------------------------	--	--	----------	-----------------------------------	------------	---

17.7 APPENDIX G: RISK IDENTIFICATION FORM

Originator:		Origination Date:	
Risk Title			
<u>Risk Description</u>			
Concern:			
Consequences:			
<u>Risk Context</u>			
Date Identified:		Impact to Critical Path:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Probability of Risk:		(%)	Impact to Project:
			(1=low, 5=high)
Impact Start Date:		Impact End Date:	
Responsible Person:			
Program Area:			
Affected Project Phase:			
Risk Areas:	<input type="checkbox"/> Cost, <input type="checkbox"/> Describe:		
	<input type="checkbox"/> Schedule, <input type="checkbox"/> Describe:		
	<input type="checkbox"/> Performance, Describe:		
	<input type="checkbox"/> Other, Describe:		
Risk Control:	<input type="checkbox"/> Internal, <input type="checkbox"/> External, or <input type="checkbox"/> Internal and External		
Current Status:	<input type="checkbox"/> Candidate Risk		
<u>Recommended Mitigations</u>			
<u>Recommended Contingencies</u>			
<u>Other Noted Historical Events</u>			

17.8 APPENDIX H: CHANGE REQUEST FORM

Change Request			
Project Name		Change Number	
Requested By		Date of Request	
Presented To			

Change Name		Type of Change	

Detail Description	
Reason for Change	

Affected Project Areas	(Including a list of affected deliverables)

Priority Level	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
-----------------------	--

Assessment				
------------	--	--	--	--

Impact				
---------------	--	--	--	--

Effect on Project Cost				
-------------------------------	--	--	--	--

Item Description	Hours		Dollars	
	Reduction	Increase	Reduction	Increase
Analysis	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Total net change in cost				

Effect on Project Scope	
--------------------------------	--

Effect on Project Schedule	(including estimated completion date for change)

Approved Signature: _____

Rejected Signature: _____

17.9 APPENDIX I: PROJECT GANTT CHART

ID	WBS	Task Mode	Task Name	Start	Finish	Work
1	1		Business Improvement Recommendation Project	Fri 8/28/15	Tue 4/26/16	551.05 hrs
2	1.1		PM 686A PHASE 1	Fri 8/28/15	Wed 12/9/15	299.85 hrs
3	1.1.1		Communication Plan	Fri 8/28/15	Mon 8/31/15	1.5 hrs
4	1.1.1.1		Communication Distribution	Fri 8/28/15	Fri 8/28/15	0.5 hrs
5	1.1.1.2		communication Plan Complete	Mon 8/31/15	Mon 8/31/15	1 hr
6	1.1.2		PPM 1	Fri 8/28/15	Fri 9/18/15	40 hrs
7	1.1.2.1		Stakeholder ID and Analysis	Tue 9/1/15	Wed 9/2/15	3 hrs
8	1.1.2.2		Project Charter	Wed 9/2/15	Mon 9/7/15	7 hrs
9	1.1.2.2.1		Project Abstract	Wed 9/2/15	Thu 9/3/15	3 hrs
10	1.1.2.2.2		Charter	Thu 9/3/15	Mon 9/7/15	4 hrs
11	1.1.2.3		Preliminary Project Schedule	Mon 9/7/15	Wed 9/9/15	8.5 hrs
12	1.1.2.3.1		ID Milestones	Mon 9/7/15	Wed 9/9/15	4 hrs
13	1.1.2.3.2		Activities	Mon 9/7/15	Tue 9/8/15	2 hrs
14	1.1.2.3.3		Sequencing	Mon 9/7/15	Tue 9/8/15	1.5 hrs
15	1.1.2.3.4		Timelines	Mon 9/7/15	Tue 9/8/15	1 hr
16	1.1.2.4		Preliminary Work Breakdown Structure	Tue 9/8/15	Thu 9/10/15	4 hrs
17	1.1.2.4.1		WBS Task	Tue 9/8/15	Wed 9/9/15	2 hrs
18	1.1.2.4.2		WBS Dictionary	Wed 9/9/15	Thu 9/10/15	2 hrs
19	1.1.2.5		Admin	Fri 8/28/15	Fri 9/18/15	17.5 hrs
20	1.1.2.5.1		Sponsor Letter	Fri 8/28/15	Fri 9/18/15	16 hrs
21	1.1.2.5.2		Develop Problem Statement	Tue 9/1/15	Tue 9/1/15	1 hr
22	1.1.2.5.3		GSP/Written Agreement From Advisor/Committee Members	Tue 9/1/15	Tue 9/1/15	0.5 hrs
23	1.1.3		Project Status Update	Thu 9/10/15	Fri 9/11/15	0.55 hrs
24	1.1.3.1		Performance Reports	Thu 9/10/15	Fri 9/11/15	0.5 hrs
25	1.1.3.2		Project Status Reports	Thu 9/10/15	Thu 9/10/15	0.05 hrs
26	1.1.4		PPM 2	Fri 9/11/15	Mon 9/28/15	146.5 hrs
27	1.1.4.1		Project Scope Statement	Fri 9/11/15	Fri 9/11/15	2 hrs
28	1.1.4.2		Requirement Documents	Fri 9/11/15	Wed 9/16/15	8 hrs
29	1.1.4.3		Updated Project Schedule	Fri 9/11/15	Fri 9/18/15	102.5 hrs
30	1.1.4.3.1		Milestones	Fri 9/11/15	Fri 9/11/15	0.5 hrs

17.10 APPENDIX J: PROJECT CHARTER

[See: Attached Document:](#)

CHANGE LOG

PROJECT:						DATE	
Change No.	Change Type	Description	Requestor	Date Submitted	Date Approved	Status	Comments
CR001	Others	PMP updated, change control type updated to reflect other changes than initially listed. I.e. Project document updates.	Project Manager	28 Dec 2015	28 Dec 2015	Closed	Change was implemented and approved by the PM with sponsor notification.
CR002	Product/Process	Change in the project interview process. Employee lack of knowledge required PM to adjust the interview method. Change the word survey for research methods.	Project Manager	4 Jan 2016	25 Jan 2016	Closed	Change was implemented and approved by the PM. However, due to sponsor absence and lack of communication notification was delayed until 25 Jan 2016.
CR003	Others	Project document updated.	Project Manager	25 Jan 2016	25 Jan 2016	Closed	Change was implemented and approved by the PM with sponsor notification.
CR004	Scope/Deliverable	Project Scope/Deliverable change: Recommendation for growth and Expansion remove form list of deliverables and project scope.	Project Manger and Project Sponsor	17 Feb 2016	18 Feb 2016	Closed	Change proposed by project sponsor in agreement with project manager
CR005							
CR006							
CR007							
CR008							
CR009							
CR0010							

Change Request Form				
Project Name	Business Improvement Recommendation		Change Number	
Requested By	Project Sponsor		Date of Request	17 Feb 2016
Presented To	Project Manager			
Change Name	Eliminate project deliverable		Type of Change	Scope/Deliverable
Detail Description	Project Scope/Deliverable change: Recommendation for growth and Expansion remove form list of deliverables and project scope.			
Reason for Change	Project sponsor elected to pursue business expansion and growth at a later time.			
Affected Project Areas	Recommendations for business growth/expansion will be eliminated from the list of the project deliverable.			
Priority Level	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			
Assessment				
Impact	The impact of the project scope change will reduce the number of deliverables for the final product. However, the main project deliverable will remain.			
Effect on Project Cost				
Item Description	Hours		Dollars	
	Reduction	Increase	Reduction	Increase
Analysis			\$ 0.00	\$ 0.00
Total net change in cost				
Effect on Project Scope	Change will reduce project scope and eliminate one component of the project deliverable.			
Effect on Project Schedule	Change will be implemented before PPM #2 February 26, 2016.			

Approved Signature: _____

Rejected Signature: _____

BUSINESS IMPROVEMENT RECOMMENDATION

A

PROJECT

Presented to the Faculty
of the University of Alaska Anchorage

in Partial Fulfillment of the Requirements

for the Degree of

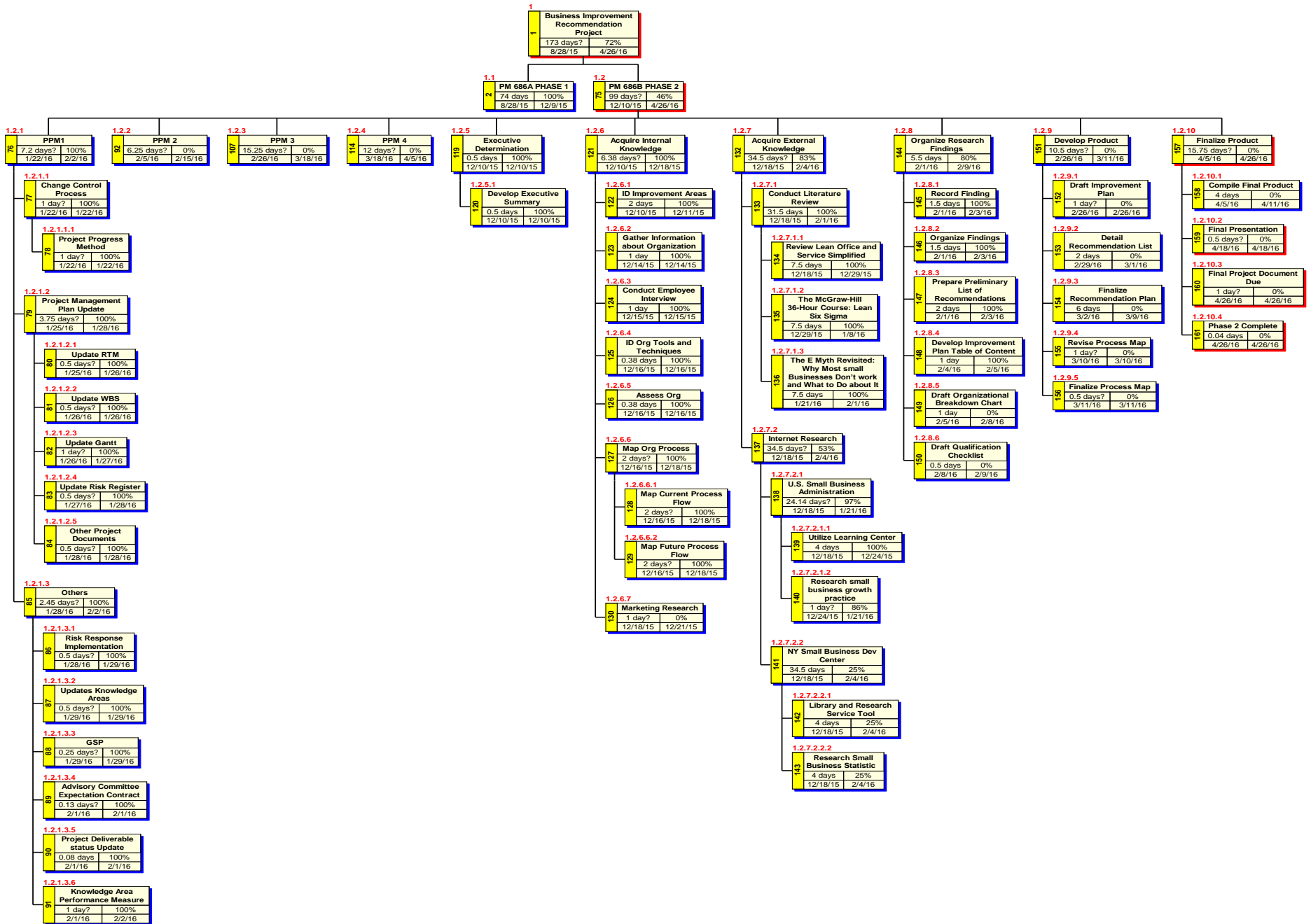
MASTER OF SCIENCE

By

Walter Youti Youlo, B.S.

Anchorage, Alaska

May 2016



BUSINESS IMPROVEMENT RECOMMENDATION

By

Walter Youti Youlo

RECOMMENDED:

James Bates, M.S., PMP

LuAnn Piccard, M.S., PMP

Roger Hull, PMP, CRISC
Chair, Advisory Committee

LuAnn Piccard, M.S., PMP
Chair, Engineering, Science, and
Project Management Department

APPROVED:

Kenrick Mock, Ph.D.
Associate Dean, College of Engineering

Date

BUSINESS IMPROVEMENT RECOMMENDATION

A

PROJECT

Presented to the Faculty
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Anchorage, Alaska

May 2016

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ABSTRACT

As the number of small businesses across the United States continues to grow, many business owners lack the insight and focus on tailoring their products and services to suit the needs of their clients. Small-business owners often struggle to do more with fewer resources, in an attempt to compete with well establish organizations. According to the Small Business Administration (SBA), over expansion is one of the leading causes of small business failure. ProBrainiac, which is a full-service recruitment agency, has been forced into the precarious position of over expansion in an attempt to remain competitive with its larger and more established competitors. The current business practices have led to an increase in the time it took to fill the client job opening requests. ProBrainiac's current recruiting process includes multiple internal handoffs; resulting in customers having to engage with various employees at ProBrainiac during a single application. This lack of internal continuity increases the work and time it takes to complete a request. The company did not have a standardized process map, checklists, or dedicated teams for managing client requests, which has led to unneeded delays and customer dissatisfaction. The absence of standardization exacerbated the effects of over expansion; placing the company at greater risk of failure. These shortcomings have existed since the inception of the organization in 2014 and continue today. The business improvement project will evaluate and improve the current recruitment processes utilizing value stream mapping; to develop a streamlined recruiting process map. The project will also develop an organizational breakdown chart, and a standardized checklist for applicant's resumes screenings. The objectives of this project are two-fold; first, reduce the time required to process client requests. A reduction in the amount of time spent processing client requests will increase the effort directed towards building employee-client relationships and rapport between ProBrainiac and its customer base. The secondary goal is to improve employee efficiency through the implementation of an increased level of standardization within company processes. Streamlining allows a single employee acting as a manager to oversee requests from each industrial sector and process the request to completion.

KEYWORDS:

Business improvement, Basic qualification checklist, Organizational Breakdown chart, Business process improvement, Recruitment processes flow chart, Value stream mapping, Takt time

INTRODUCTION

This ProBrainiac business improvement project began with the need to develop a capstone project that met the University of Alaska, Anchorage Masters of Science Project Management program graduate requirements. Upon careful consideration, the project manager selected ProBrainiac's project due to the nature of the business, as well as the process and the final deliverable. The recruiting process of ProBrainiac was then assessed in its entirety, and the recommendations presented to the project sponsor as deliverables. This analysis allowed the project manager to develop an "as is" and "to be" value stream map (VSM) depicting the process flow. The VSM was designed to improve ProBrainiac's recruiting process; allowing the business owner and project management team to visualize current shortcomings, and implement improvements. This project also delivered an organization breakdown structure designed to streamline and enhance the recruiting process by assigning teams to target a specific sector and business focus.

This project report outlines the rationale behind the project development plan and its implementation. The report also addresses the end state of the project and discusses the different approaches taken by the project manager during the execution phased of the project. This report summarizes the project flow to demonstrate the manner in which the project manager managed this project using the project management plan (PMP) and subsidiary plans through execution to achieve the stated project deliverables. Finally, this report is a synopsis of the final project deliverables and set of useful tools that can be implemented quickly and applied to other business processes.

BUSINESS CASE

ProBrainiac (Professional Brainiac) was founded in 2014 and headquartered in New York City, New York. ProBrainiac is a full-service recruitment, retained search, and temporary staffing firm serving clients across many sectors of industry, and through the United States. ProBrainiac specializes in finding top talent for their customers within several areas of practice, to include technology, finance, medical and health services, human resources, nonprofits (501(c)(3)'s) and front office support. The goal of the services provided by ProBrainiac to their clients is a cost savings option when businesses seek to be paired with talented individuals. Accomplishing this goal requires an in-depth understanding of the market in which the client operates to provide quality services and candidates to their customers. Understanding current and future market variability involves a high degree of communication between ProBrainiac's employees and their prospective clients. ProBrainiac's long-term vision includes growing their team in the next two years and expanding their areas of focus. In addition to expanding their employee pool, they plan to streamline processes, tools and provide sufficient training and support to enable all ProBrainiac employees to provide excellent communication and customer service to their clients. Unlike their competitors, ProBrainiac is a company that takes pride in their ability to function remotely and their drive to cultivate a working environment for their employees that provides for a greater work-life balance to all of its personnel.

PROJECT OBJECTIVE

The scope of this project includes an assessment of ProBrainiac recruiting process using lean value stream mapping (VSM) with the goal of reducing the number of “touches” in the current recruitment process. This project will also create a qualification-screening checklist to be used when evaluating potential applicants for job openings, and an organizational breakdown structure with dedicated teams for specific business sectors. The objective of the ProBrainiac business improvement project was to apply lean VSM to outline the recruitment process flow from intake to completion. The main project deliverable is a streamlined future state VSM of the hiring process with waste eliminated, and efficiency improved. Secondary deliverables included a checklist, an organization breakdown structure.

ORGANIZATIONAL ANALYSIS

It was necessary for the project manager to do a brief analysis of the organization, to understand the organizational requirements and business needs of ProBrainiac. The current organizational processes lack standardization, specifically in their recruiting process. Employees handle client request absent specific roles and responsibilities, hence, there is a high risk of duplication of effort. ProBrainiac teams consist of recruiters with varying degrees of experiences across different sectors of the industry that their clients service. Although ProBrainiac employees operate in a highly cooperative environment, information decimation and client requests are often processed at sluggish pace due impart to the absence of set standards and a failure to implement measurement criteria.

ProBrainiac takes advantage of its remote culture to operate with minimum overhead cost. This feature of the business allows for significantly lower offered rates when compared with their competitors; while simultaneously seeking to increase their clientele by targeting clients who operate with smaller budgetary requirements. This marketing strategy has proven to be beneficial as it provides ProBrainiac with a competitive edge over their larger competitors. However, their competitive edge is negated by the lack of a standardized process which in turn decreases ProBrainiac’s ability to efficiently use their available resource pool to its maximum potential. The lack standardization highlights an inability to process greater number of client requests. Also, the absence of a well-defined and thoughtful training program for new employees reinforces and furthers the inefficient use of available resources. As ProBrainiac has yet to automate their recruitment tracking processes, they lack effective an effective means of tracking client requests from intake onto completion, which has led to duplication of effort among their employees resulting in waste.

PROJECT BACKGROUND

Project Deliverables

The project deliverables as outlined in the PMP are below:

- Improved recruiting process flow chart - Develop a value stream map of the current organization recruitment process that charts the “as is” process flow and create a value stream map of the improved process flow
- Basic qualifications screening checklist-A basic checklist employed as a screening tool for ProBrainiac resume screening during the recruiting process
- Organizational breakdown chart - A breakdown chart that recommends a structure for improving and streamlining the recruiting process by developing small functional teams for each area of focus

Project Exclusions

The following is a list of project exclusions associated with ProBrainiac business improvement recommendation project.

- The project does not include plan for actual establishment of the business
- This project scope does not include acquisition of applicable licenses and business permits to operate
- Project does not contain training, hiring, and management of personnel
- This project does not include PM support for business advertisement, web support, or securing financing necessary for implementation

Project Constraints

The following is a list of project constraints associated with ProBrainiac project.

- Project management plan developed for this project must meet criteria established by the University of Alaska, Anchorage MSPM Program’s requirements for quality, completeness, deadlines and Project Management Standards
- All business improvement recommendations and project deliverables completed by the end of Spring Semester 2016
- Budget for completing the business improvement plan will not exceed \$200
- Time according to PM686A and B PPM milestones
- PM is the only resource dedicated to this project

Exhibit 1 below shows the project constraint priority matrix with regards to process execution.

Constraint Priority Matrix			
	Schedule	Scope	Resource
Constraint	X		
Enhance		X	
Accept			X

Exhibit1: Constraint Priority Matrix

Critical Success Factor

The following is a list of critical success factors associated with ProBrainiac project.

- All the project deliverables are submitted in a timely manner.
- Communicate with project advisory committee and the project sponsor for feedback and guidance
- Upon completion of the execution phase of the project, all deliverables are accepted by the project sponsor and MSPM department.

PROJECT EXECUTION BREAKDOWN

INITIATING

The initiating process group involves processes that define a new project and or new phases of a preexisting project which include the steps necessary to attain authorization for project or phase startup (PMBOK, 2013). The initial project development and project scope were developed during the summer before PM 686A, and the project manager completed a “fine-tuning” of the project scope during the first two weeks of class. The project scope was later expanded to include the use of lean value stream mapping (VSM). The nature of the described project, as well as time constraints, controlled the scoping of this project. However, the project scope as per the graduate requirements required an adjustment to incorporate sufficient amount material to demonstrate mastery of the prescribed project management knowledge areas and methodologies while still presenting a final product that meets or exceeds requirement's outline by the University of Alaska Master of Science Project Management (MSPM) Department.

Guidelines established by the MSPM Department required an academic advisory committee consisting of three members; also, the student advisory committee, at a minimum required no less than one full-time member of the MSPM faculty. To ensure project success, the project manager selected specific board members who possess a wealth of knowledge and expertise related to the project management field, professional background, a refined

understanding of the lean VSM, as well as an increased understanding of organizational process improvement. The selection of this business improvement recommendation project directly resulted from ProBrainiac organizational needs. ProBrainiac is a small business; hence, the need to employ streamlined processes to ensure they can maintain a competitive edge is of the utmost importance for the continued success of their organization. The project manager scheduled a meeting with the project sponsor to determine the internal organizational needs, narrowed the scope to assessing the recruitment process, developing an organization's breakdown chart to display an efficient analysis of resources, and a checklist for quick screening of potential recruit's resumes.

There were numerous unique challenges associated with the development of this project. Specifically, the project manager and the sponsor were located in different time zones while operating on varying schedules. Another challenge faced by the Project Manager was employing the steps associated with lean VSM to map the ProBrainiac recruiting process. There were significant problems associated with the approach taken because employees were not readily available for in-person meetings or brainstorming sessions. To ensure project success, the project manager adjusted his approach to facilitate the smooth collection of information which was essential to the VSM process. A combination of interviews was conducted using video teleconferencing (VTC), and telephonic communications to facilitate the gathering critical information to evaluate the recruiting process and the organization.

PLANNING

The planning process group establishes the scope of the project, defines the objective and determines the work needed to achieve that project goal (PMBOK, 2013). During the initial development of the Project Management Plan (PMP), the project manager communicated with the project sponsor to develop an effective communication plan that was flexible enough to fit the sponsor and project manager's schedule. Development of the PMP revolved around the academic requirements as well as the product deliverables. A project charter developed and presented during the initiation phase of the project life cycle, documented and set the scope of the project based on communication between the project stakeholders around the organizational needs. Subsequently, a comprehensive stakeholder analysis was conducted to capture each stakeholder and their relationship to the project. Project stakeholders included the project sponsor, employees, academic advisory committee, and anyone with the potential to influence or affect the project. Exhibit 2: Power Interest grid below list stakeholders and their proximity to the project.

Power Interest Grid

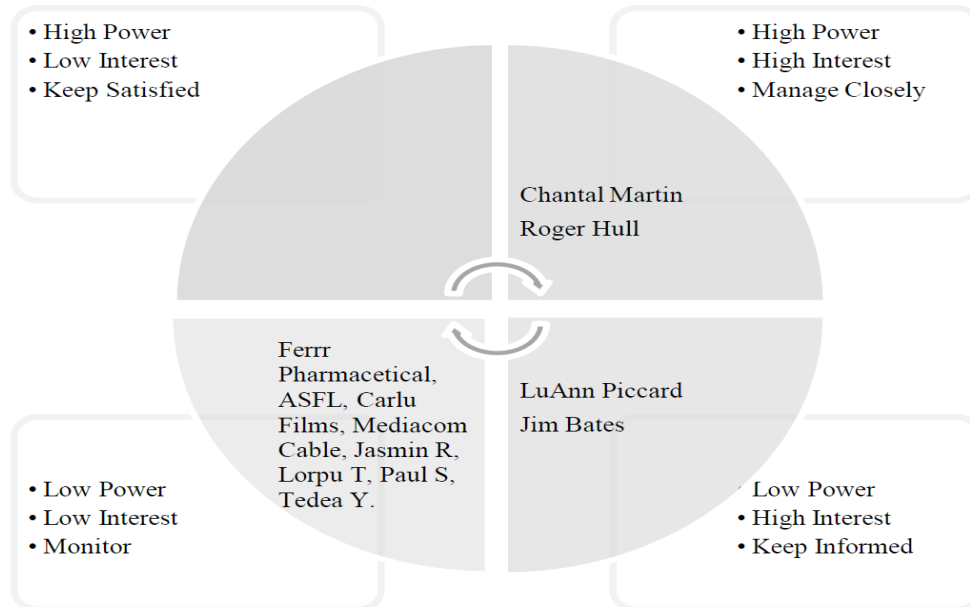


Exhibit2: Power Interest Grid

The project scope development presented some challenges during the planning stages, however, with help from the academic advisory committee and project sponsor; the project manager refined the scope to meet the academic and project deliverable requirements. A group collaboration effort was encouraged by the academic advisory committee and utilized by the project manager to improve project quality. The lack of a complete project team and the project manager acting as the single resource meant the project did not benefit from the additional review offered by other members of the project team. However, there were many advantages and benefits to employing collaborative group sessions. First, each project manager was able to solicit feedback from fellow students to correct glaring errors and address missing items in the project charter. Second, the group collaboration offered a chance for the project manager to seek inputs from other students while refining the charter and PMP.

The project charter was drafted in conjunction with the preliminary project abstract, the project schedule, the work breakdown structure (WBS) and administration requirement to include project sponsor letter, graduate study plan, and advisory committee commitment. After initial feedback on the drafted PMP, the project manager made the necessary corrections to ensure the PMP met the academic requirement and demonstrated mastery of project management processes.

Preliminary PMP table of content (TOC) was created, along with a WBS dictionary that listed each task and provided definitions for each work package and their specific meaning. The preliminary research sources, keywords, research methodology, and approaches were developed for the project report in this phase. One critical step of the research was to ensure completion of internal review board (IRB) training and present interview questions during

the IRB process. After completion of IRB training, it was determined by the MSPM department and the IRB coordinator that ProBrainiac business improvement project did not require an IRB review because the project was focused specifically on business processes.

The next stage of the planning process was the combination of the work already performed in project planning to draft the PMP, and subsidiary plans necessary to execute the project to completion. Updates were made to the project schedule, work breakdown structure and submitted along with project knowledge area as academic deliverables. Applied knowledge areas will be discussed in the lessons learned section of this report. After considerable feedback from advisory committee and student collaboration team, adjustments were made to the PMP and subsidiary plan to enhance the project execution. The project manager also created tables and flowchart to demonstrate the approach to change and communication management visually with advice from advisory committee members.

EXECUTING

The executing process group consists of the work performed to complete the work outlined in the PMP (PMBOK, 2013). During the project execution, the project manager followed the PMP and subsidiary plans described in each section of the PMP. Updates were made to the PMP as the project progressed through the execution phase and closing as issues that were not addressed by the PMP became apparent. As interviews and project deliverables were completed, appropriate sections in the PMP were adjusted and updated to reflect the changes made while employing the change management plan (CMP). Project execution also required adjustment to interview approaches. The location of project sponsor and stakeholder made it challenging to conduct VSM using the standard in-person sessions. The project manager decided to use a combination of interviews and meetings to gather the necessary information required for assessing ProBrainiac recruiting process. Multiple interviews were conducted to get an accurate picture of the organizational process to be evaluated using VSM.

Project planning occurred in the fall semester, and the execution continued during the summer break and on into the spring semester. The project schedule was broken down into academic deliverable and project deliverables. After each deliverable completion, the project manager employed the schedule management plan to update the project schedule to reflect the level of work performed on each work package. Because the project manager, sponsor and ninety percent of the project stakeholders operated on different schedules and time zones, stakeholder management and engagement although critical in all project became the backbone of this project and were essential to achieving the desired outcome. During the execution phase, the initial interviews conducted by the project manager revealed a significant flaw in the interview process. Employees lacked a basic understanding of the recruitment process; hence, there were minimum interaction and responses during initial interviews. Because the project manager identified this lack of knowledge as a possible risk in the planning phase, the project risk register was used to address the

deficiency. Additional risk and risk mitigation will be discussed in the monitoring and controlling section of this report as well as the lessons learned section.

During the literature review of VSM, PMI Organizational Project Management Maturity Model OPM 3 knowledge foundation was added to the original list. Literature review, collection of internal and external knowledge about ProBrainiac, Internet review, and interviews reflected a significant amount of work performed on this project. Estimations of the project work were based on the project manager's best guess about the time required to complete each work package. As the literature review progressed, the necessary time for completion of project works aligned and proved valuable, mostly due to the project manager strict adherence to the schedule. In some cases, the presumed overestimations of the hours required for completing the project work later aligned with actual time it took to complete the work.

MONITORING AND CONTROLLING

The monitoring and controlling group involves the processes that track project performances, changes and change initiations (PMBOK, 2013). During the planning phase of the project, a comprehensive risk management plan (RMP) was developed to capture each risk and anticipate a strategy to deal with realized risk. The project manager utilized the risk-management plan to address each risk realized to manage and keep the project on schedule. After the following risk had occurred, (R001)-communication, (R003)-lack of adequate interview results and (R005)-illness. As project risks were realized, the project manager adjusted the risk mitigation measures outlined in the risk management plan to reflect actual mitigation measures. The risk-management plan described how each risk is assessed concerning the project, and the responses to take if the identified risks occur during the project life cycle. Each risk recorded and captured in the risk register was assessed and selected to narrow the focus to the critical risk associated with this project. During project execution, the risk register was consistently updated to reflect additional risk, and mitigation plans were updated to show the actual vs. planned mitigation measures implemented during risk realization. Project risks not captured in the original risk register were identified and later documented using the risk identification form.

During the monitor and controlling phase of the project, the project manager referred to the PMP to ensure project execution according to the processes described in PMP and subsidiary plans. The communication management plan was instrumental in stakeholder engagement during each meeting. Although the project manager did not achieve the desired level of stakeholder engagement during the project execution, the communication plan and schedule established in the PMP allowed the project manager to adjust communication approach after project risk (R001) was realized. Later during the project lifecycle, a request for a scope change was made by the project sponsor and focus on three key deliverables. The change sought by the project sponsor eliminated the business expansion recommendation, but kept the remaining deliverables intact. Utilizing the scope management and change management process outlined in the PMP, the project manager assessed the change request and documented all

changes using the change request form and change control log. After approval of the change request by the project sponsor and project manager, all project documents to include the PMP and other appropriate documents were updated according to the CMP.

CLOSING

The project closing consists of the processes that formally close out the project after the work, phases or contract obligations are fulfilled (PMBOK, 2013). The closing phase of the project is ongoing at the time this project report is written. The project closing phase will consist of a final project report, project deliverables, final presentation and academic deliverables outlined by the MSPM department. Closeout of this project will follow the academic deliverables requirement described in the syllabus and phase two of this project will be completed on April 26, 2016.

RESEARCH METHODS AND APPROACH

The location of the project sponsor and business versus the location of the project manager meant a different approach to the VSM process. Communication and meetings with the project sponsor and stakeholder were conducted using electronic media such as video teleconference (VTC) and call in meetings. During the VSM process, the project manager relied on telecommunication and meetings to hold sessions and interviews. The interview process consisted of the research approaches below. The project manager performed interviews to gather information about the process to be assessed using VSM. Internet research allowed the project manager to understand VSM using training videos and demonstrations of basic VSM. A literature review related the lean, VSM, small business practices, and an analysis of internal business processes was used to assess and map ProBrainiac recruiting process flow, organizational breakdown, and client requirements.

The three broad areas of the project research used the following approaches:

- Interview ProBrainiac employees to collect data on the current recruiting process flow, organization breakdown, and client requirements or client demand rate (CDR).
- Conduct a literature review to understand VSM tools to provide the necessary framework for using VSM when outlining the recruiting process within ProBrainiac.
- Perform Internet research by searching online publications for information on business process improvement.
- Utilize UAA Consortium Library Learning Center to research VSM application and process improvement practices.
-

INTERVIEWS

Interviews and video communication were employed as the primary means of information gathering for this project because the project sponsors and employees were based outside the state of Alaska. The goal of the information gathering process was to establish a clear picture of the current situation, then used the information gathered to develop a future state VSM.

The interviews of ProBrainiac employees were conducted using the interview strategy outlined by the project manager in Appendix E to collect data related to the process improvement. During each interview, a set of questions designed to target and elicit answers directly related to the recruiting process, were pose to each of ProBrainiac employees. The information gathered from the interviews was used to develop the current state VSM. The present or "as is" VSM was presented and used by the project manager, project sponsor and employees to identify areas of improvements. A fundamental difficulty faced by the project manager during the initial interview was the employee's lack of knowledge about the process flow. This issue is discussed below and in detail in the lessons learned section of this report. Initial interviews did not gather sufficient information because ProBrainiac employees were unaware of the standards and processes already in place within the organization. Each employee followed a non-standardized self-taught approach to the recruiting process, which resulted in a lack of consistencies in the data collected.

Interview Questions for Process Owner:

The interviews were conducted using established interview protocol in Appendix E tailored to each employee and their preferences. Interview questions were developed to ensure the project manager received accurate information related to the recruiting process as it was currently employed. Questions were posed to all ProBrainiac recruiters to assess the recruitment process, organizational structure, tools currently used, roles, responsibilities and time for completing each task.

During the initial interview process, the project manager determined the interview questions also included terms that were unfamiliar to the interviewees in the context of their work; hence, the interviews were restructured to simplify terms and provide additional details to the respondents. It became apparent after the first three interviews were conducted that ProBrainiac employees displayed significant hesitation when discussing their lack of knowledge about the process already employed within their organization. Before subsequent meetings and interviews were conducted, the project manager informed each employee that the information collected was anonymous and related to the process only. Employees were also made aware of the fact that the project manager did not record names and personal information, with relation to the interview responses.

After familiarizing each employee with the current process, the project manager conducted subsequent interviews to identify the established process compare to the actual process being employed. Secondary interviews were a direct

result of the issues discussed above. A single combined session was conducted to capture inputs from all staff and identify areas on the current state VSM where improvements could be made. The product of that meeting was the identification of the shortcomings in the organization and the recruiting process. Overall, the interviews and combine session yielded the most information for the completion of the VSM process.

The results of the initial interviews are displayed in Exhibit 3 below. The result of each interview session is broken down into the following categories of employees who were:

- Aware of the current process
- Unaware of the current process
- Understands the process
- Does not understand the process
- Able to explain the process in detail
- Unable to explain the process in detail

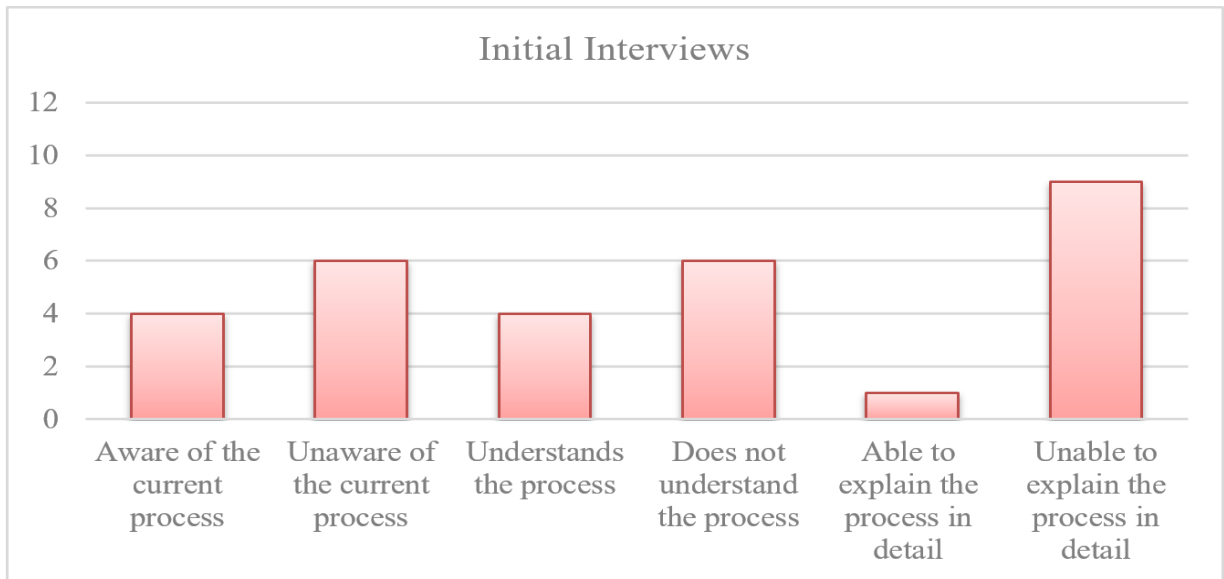


Exhibit 3: Initial Interviews

After adjusting the interview protocol and strategy, the project manager conducted additional interviews to collect information about the process cycle time (C/T), lead time (L/D), queue time (Q/T) and change over times (C/O). Gathering information in these specific areas proved difficult as employees were unfamiliar with lean processes and VSM. Each area required detail explanation from the project manager so that employees could be familiar with Lean terms to ease the information-gathering process. The results of the secondary interviews are recorded in Exhibit 4 below.

During the secondary interviews, the number of employees who were aware of the current process increased from four during the initial interview to ten. The project achieved 100% awareness for the established process, increase understanding of the process from the original four employees to eight and gained a 50% increase that subsequently

reduced the number of staffs who did not understand the recruiting process from six to two. Finally, the number of employees who were unable to explain the process in detail was reduced from nine to six, a 33% improvement.

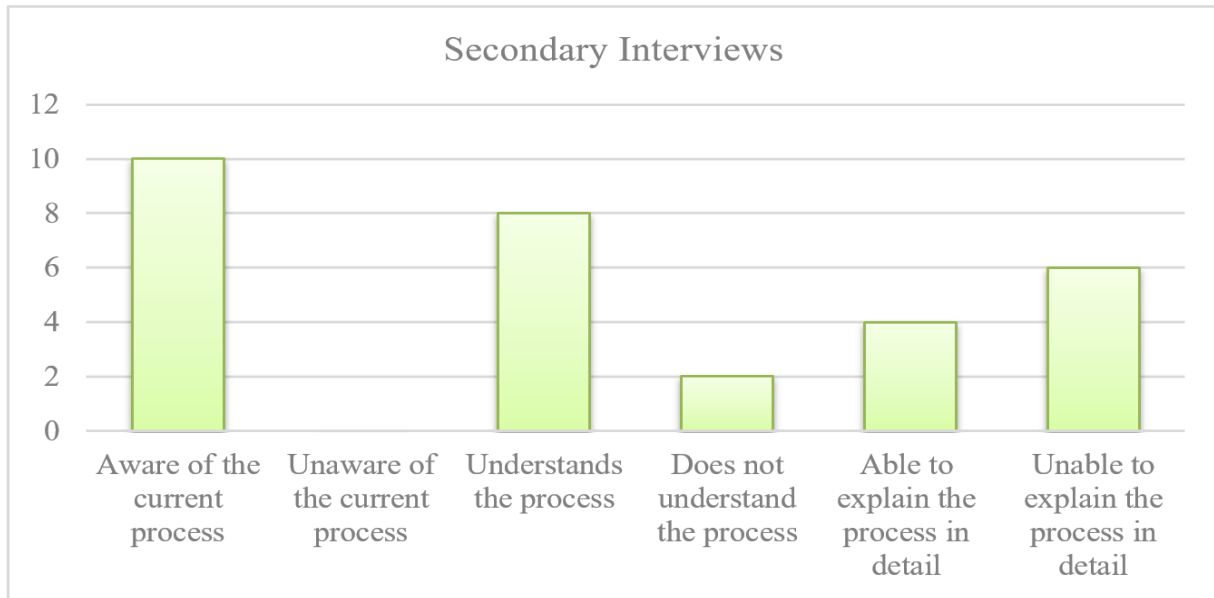


Exhibit 4: Secondary Interviews

The interview questions below were used in both the primary and secondary interview process to gather the VSM data. Information gathering focused on the essential information requirement below.

Key Information Requirement:

- Key activities
- Roles and responsibilities
- Problems that affect process performance
- Key business goals that the process change
- List of basic client requirements (Must have certification or skills that each applicant must possess)
- Organizational breakdown with roles and responsibilities

Process Related Interview Questions:

- How is the recruiting process initiated? (Client Initiated or Service Provider Initiated)
- What triggers the recruiting process? (Client request or recruiter search for job vacancies)
- Are there multiple ways to perform the recruitment process?
- When is the process complete?
- How is it determined when one stage of the process is completed?
- What is the average time it takes to complete each stage?
- Is the process documented during execution?

- What is the recruiting process end state?
- Are there rules of checklist that governs the process steps and completion status?
- What parts of the recruiting process could be eliminated to make the process more streamlined?
- Where in the recruiting process are most of the time and effort expended?
- How often is work repeated? Where in the recruiting process does repeat work occur?
- How is the recruiting process supposed to happen vs. what occurs?
- When the timeline is short, what steps in the process are skipped or eliminated?
- Is the handoff physical or electronic?
- How could this process be improved?

Roles and Responsibility Question:

- What is your role in the recruiting process?
- What are your assigned duties, with regards to the recruiting process?
- What are the tasks in the recruiting process and the time it takes on average to complete each task?
- How many people in your section or team is involved with the recruiting process? (“touch”)
 - a. Who are they?
 - b. What are their roles?
- Where does handoff occur?

Additional Questions:

- Describe the recruiting process from beginning to end. What are the process goals and objectives?
- Is process quality measured?
- Are there key performance indicators in the recruiting process?
- What are some of the basic requirements client lists must have for potential applicants?

LITERATURE REVIEW

The literature review of this project was implemented and executed to afford the project manager a better understanding of value stream mapping (VSM) and capture information on value stream mapping, organizational process improvement and small business practices. Information gathered in the literature reviews was employed in developing and mapping organization processes and creating a present “as is” and a future state “to be” VSM. At the conclusion of the literature review, the PM had developed a clearer understanding of lean VSM process.

Sources of literature review included:

Lean Office and Service Simplified, The Definitive How to Guide.

The E Myth Revisited, Why Most Small Business Don't work and What to Do About It.

The McGraw-Hill 36 Hour Course Lean Six Sigma.

Organization Project Management Maturity Model (OPM3) Knowledge Foundation Third Edition

Literature reviews were performed during the project execution to understand the different aspects of the small business environment as well as developing the project manager's understanding of lean VSM, Organizational Project Management Maturity Model (OPM3) and six sigma DMAIC tools that were employed in the analysis of the recruiting process to achieve the project deliverable. Each book addressed a different area of knowledge related to the project objective. Lean Office and Service Simplified, The Definitive How-to Guide, was selected to give the project manager better insight on lean practices used to improve office processes. The scope of this project dealt with the improvement of a recruiting process; hence, the information provided in this guide can be applied to the project and VSM process.

During the literature review and organizational assessment of ProBrainiac, the project manager determined that many of the tools discussed in this book related to applying lean in the office environment may be employed not only to improve the recruiting process for ProBrainiac, but the process applies to the organization breakdown and basic qualification checklist. This text discussed the importance of creating a standard of work for office services, developing flow, and establishing a visual management system in services.

As the current operational environment of ProBrainiac is non-standardized, and there are no visible standards for accomplishing each task in the recruiting process. It is important that standards be established to ensure efficient completion of tasks. Standardizing the work defines the particular sequence of events that occurs when a function is performed, set the time required to complete each task and ensure consistency with time. Standardization of the works in conjunction with training and documentation provides continuous process quality. Non-standardization results in failure to perform certain activities that are required to complete the process, inability to complete activities in the prescribed time and task are accomplished in a manner that negatively affect the process. By visualizing the documentation of work, the process quality is maintained, and the processes can be adhered to (Locher, 2011).

Visually displaying the standard work process ensures employees are aware. Visualized processes also offer the added benefit of improving an organization such as ProBrainiac. As the current process within the organization lacks a standard, a plan to visually represent the present recruiting through VSM may prove effective. There are many benefits to be realized from process standardization and visualization. Benefits include 75% reduction in the learning curve of new employees, gain in productivity and efficiency, process flexibility, and improvement in customer service through consistency (Locher, 2011). The list below are the steps for creating standard work in the and office environment such as ProBrainiac.

Steps to Creating Standard Work

1. Identify the activity
2. Prioritize each activity by importance
3. Identify individual teams to develop the standard for work for each key activity
4. Observe the current process and identify opportunities to streamline

5. Get consensus on best practices
6. Create a simple visual documentation of the process
7. Conduct training in the new standardized process
8. Monitor for effectiveness, issues, and compliances

Flow development in an office environment is part of the lean concept of value, flow, pull and perfection. Flow is an essential element of the value stream, and the VSM process is designed to create flow by streamlining processes to eliminate waste, shorten or eliminate wait times. Lean flow concept goal is to reduce the number of interruptions in the process by employing the following approaches. By combining activities, role and responsibility, performing functions continuously, and performing operations simultaneously with other related activities. VSM process is a visualization that depicts the process flow (Locher, 2011).

Control the process by implementing a visual management system to track the streamlined process. Visual control ensures sustained process flow and continuous improvement over time. By monitoring the process, it is easy to determine if the customer demands are achieved. In an organization such as ProBrainiac, the tracking method can be used in combination with the VSM to ensure adherence to the new streamlined process. The Takt table below shows an example of a visual management technique. The Takt time identifies the time it takes to complete a process and also sets the pace for the work processing (Locher, 2011).

Hours	Plan	Actual	+/-	Comments
0800-1000	10	5	-5	Delay in communication

Exhibit 5: Takt Time Image
Source: (Locher, 2011)

The E Myth Revisited, Why Most Small Business Don't work and What to Do About It, contributed to the project manager research by giving an insight into some of the challenges faced by small businesses. Each small business is subjected to the management style of the business owner, and the success or failure of the business may be determined by the management approach (Gerber, 1995). This literature was selected to allow the project manager to make business improvement recommendation related to managerial tactics. However, scope change requested by the project sponsor eliminated business growth strategy.

Depicting the process flow required an understanding of the process as it occurring. Mapping the process flow as it observed it a critical step to accurately recording the process for improvement. To accurately map the process flow, every detail of the process must be gathered and the more detail that is analyzed, the more accurately the process reflects the actual state. There are significant difficulties associated with mapping the process flow; often details are ignored because they are considered insignificant, process mapping is determined by the level of detail in the mapping process (Shaffie & Shahbazi, 2012).

The McGraw-Hill 36 Hour Course Lean Six Sigma proved to be a valuable resource in the process mapping approach. To collect detail data about a process, the project manager must first gather and develop a better understanding of the process flow from beginning to end (Shaffie & Shahbazi, 2012). There are many steps involved in the mapping process and the steps, and objectives are listed below.

1. Determine the scope- this move of the flow mapping process sets the boundaries of the issues the improvement is undertaking. During this stage, the beginning point and the end point of the process are clarified, allowing realistic assessment and avoiding scope creep (Shaffie & Shahbazi, 2012).
2. Determine the steps- during this phase the team gather information to determine what's happening the targeted area. This step is useful if the members who are performing the work are included. Team members talk about the process, and little credence is given to order or priority (Shaffie & Shahbazi, 2012).
3. Identify and list key inputs and outputs- this step determines the inputs and outputs of each step and the individual providing them (Shaffie & Shahbazi, 2012).
4. Arrange the steps in order- the steps are arranged in the order they are performed. This step is crucial as failure to organize the steps accurately may prevent effective changes (Shaffie & Shahbazi, 2012).
5. Assigned symbols to the mapped process- there are different symbols used in the mapping process. In this step symbols are assigned to the planned process to give a visual representation of key areas and decision points in the process (Shaffie & Shahbazi, 2012).

The next step in the process mapping is to validate the process. Validation of ProBrainiac processes was done by comparing information gathers from employees during the interview and information-gathering phase. Because of the location of the project organization and project manager, the process walk through was conducted using employee and project sponsor explanation of the process flow. The process walk though ensures all critical steps were captured and accurately represent on the process map (Shaffie & Shahbazi, 2012). During this step, the following questions were asked.

- What happens?
- What could go wrong?
- Who does what?
- How is it done?
- When is it done or when is it considered complete?

Value stream approach was employed in conjunction with Organizational Project Management Maturity Model (OPM3) process improvement steps to assess the current recruiting practice for ProBrainiac and perform the analysis to make improvements. Process improvement has been applied to significant effects in many organizations as a technique to improve efficiency. The steps within the OPM3 process improvement method include standardizing, measuring, controlling, and improving (Organizational Project Management Maturity Model: (OPM3), 2013).

The first step of the process improvement tool applied during the assessment of the ProBrainiac recruitment process was the standardization. Standardize process improvement steps were used as a check tool to understand the hiring process and identified critical information required for the development of an accurate VSM. The key sub-steps of the standardization process include emplacement of a governing body for the process, process documentation, communicating the process, and adherence (Organizational Project Management Maturity Model: (OPM3), 2013). Each sub-step was used during the evaluation of ProBrainiac to align this process with the OPM3 process improvement steps.

The measurement step is performed after process standardization is completed. This analysis determines the effectiveness of the process within the organization. This step was employed to gather information about ProBrainiac recruitment process and collection information related to the activities performed during recruitment. Sub-steps of the measurement phase include identification of customer focus measures, identifying the critical characteristics, measuring the key process components, identifying upstream measures, and measuring critical inputs (Organizational Project Management Maturity Model: (OPM3), 2013)

The next step in process improvement is controlling. The control step is implemented after standardization and measurement. The control step includes the following sub-steps to achieve control of best practices. Process control plan with upper and lower control units, implementing a process control program and observe process operation and consistency over time (Organizational Project Management Maturity Model: (OPM3), 2013).

The last step towards the process improvement is the actual improvement performed after the process has been standardized, measured and controlled. Improvement is a continuous effort that goes beyond simple updated to the process. The improvement includes identifying the root of the problem, establishing the underlying cause related to low performance, focusing the effort on improvement solutions, and finally the integration of the improvement to align with the current completion methods (Organizational Project Management Maturity Model: (OPM3), 2013). Exhibit 6 below shows each step of the process improvement steps and the end state of process efficiency and effectiveness.

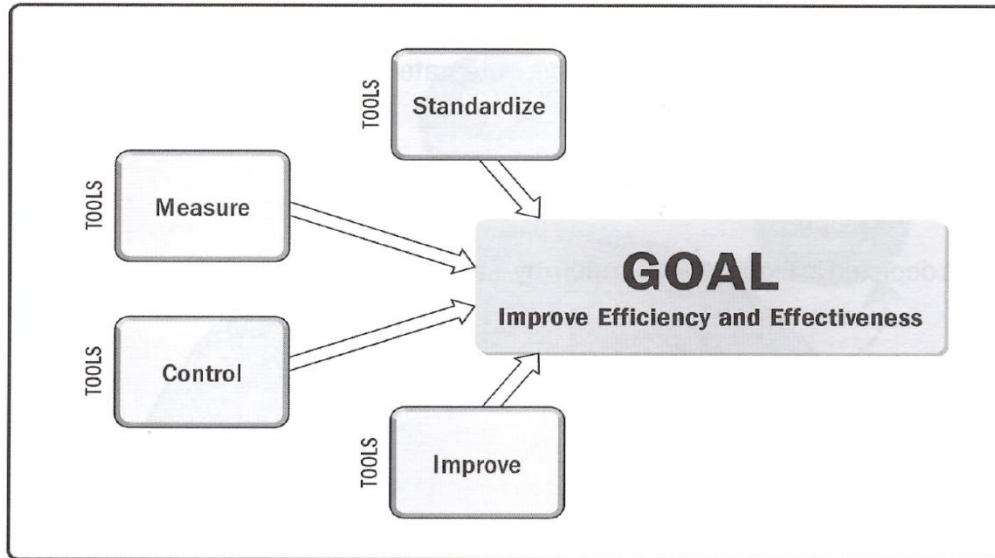


Exhibit 6: Process Improvement Steps

Source: (Organizational Project Management Maturity Model: (OPM3), 2013)

In the execution of this project, the project manager employed a combination of the OPM3 model and standard VSM approach in assessing ProBrainiac recruiting process to improve the organizational process by applying a combination of Lean VSM and OPM3. OPM3 process improvement proved useful in evaluating ProBrainiac recruitment process because of the simplicity and ease of application. Although the OPM3 cycle was designed for organization project management assessment, the project manager tailored the model and steps to assessing the recruiting process. Each step of the OPM3 cycle was applied in the process evaluation and the organizational assessment to gather information about the ProBrainiac processes, tools and practices. The steps of the OPM3 cycle are listed below.

1. **Acquire Knowledge: Prepare Assessment:** The first step applied during this process was the knowledge acquisition step. During this stage, the project manager collected information about ProBrainiac mission, goals, and values to understand the organization's vision, pain points, and objective. Understanding the organizational structure covers the strategy which deals with the mission, vision, product and services. The information collection on people focused on individual skills, roles, processes, and tools. Process information discussed the stability of current processes, communication, process interaction, and degree of automation. Technology or product deals with understanding the automation tools or lack thereof and templates currently employed. (Organizational Project Management Maturity Model: (OPM3), 2013).
2. **Perform the Assessment:** This step consisted of establishing the plan, defining the scope, conducting the assessment, and initiating the change. (Organizational Project Management Maturity Model: (OPM3), 2013). In this step, the project manager conducted the assessment of ProBrainiac as outlined in the research method and PMP.

3. **Manage Improvement: Plan for Improvements:** This step of the cycle involves making a decision about which areas are the priority for improvements (Organizational Project Management Maturity Model: (OPM3), 2013).
4. **Manage Improvement: Implement Improvement:** This step in the cycle required the project manager to apply the improvements made or recommended. Improvements may be carried out as a project management and organizational change methods. (Organizational Project Management Maturity Model: (OPM3), 2013). The project manager applied the proposed changes to the VSM process to assess how the change impact the current organizational practices.
5. **Management Improvement: Repeat the Process:** The last step of the cycle, determined if the changes applied affected the business. (Organizational Project Management Maturity Model: (OPM3), 2013). For this project, this step will not be implemented as the scope of the project dealt specifically with the development of VSM of the current state and future state.

Exhibit 6 below shows the OPM3 cycle and how the cycle is implemented.

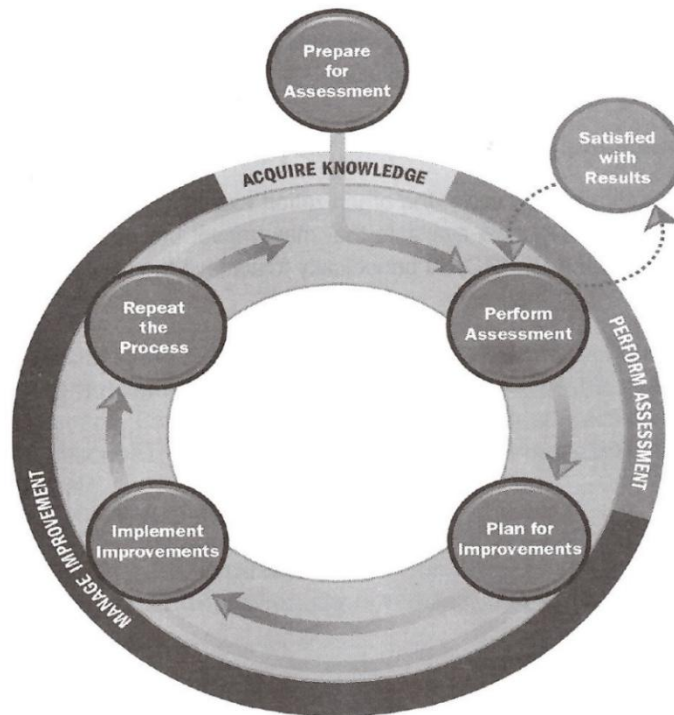


Exhibit 7: Organizational Project Management OPM3 Cycle
Source: (Organizational Project Management Maturity Model: (OPM3), 2013)

VSM is a lean tool used to assess process flow in lean. VSM employs a stepped approach first to assess the current state of the process by documenting the process flow using a walkthrough. The product of the walkthrough is the development of a current state map. The walkthrough of the process being assessed shows a visual representation of the current state. The second phase of the VSM approach involves identifying areas of improvements using a kaizen burst to plan improvement target. The kaizen session is used to determine the cause of waste, and the final product of this step is the development of the future state map with the non-value added waste eliminated. In the third stage of the VSM, the improvements identified in the future state VSM maps are implemented and assessed to facilitate the continuous development of the process. (Rahani & al-Ashraf, 2012). Exhibit 7 below shows the VSM phases and objectives.

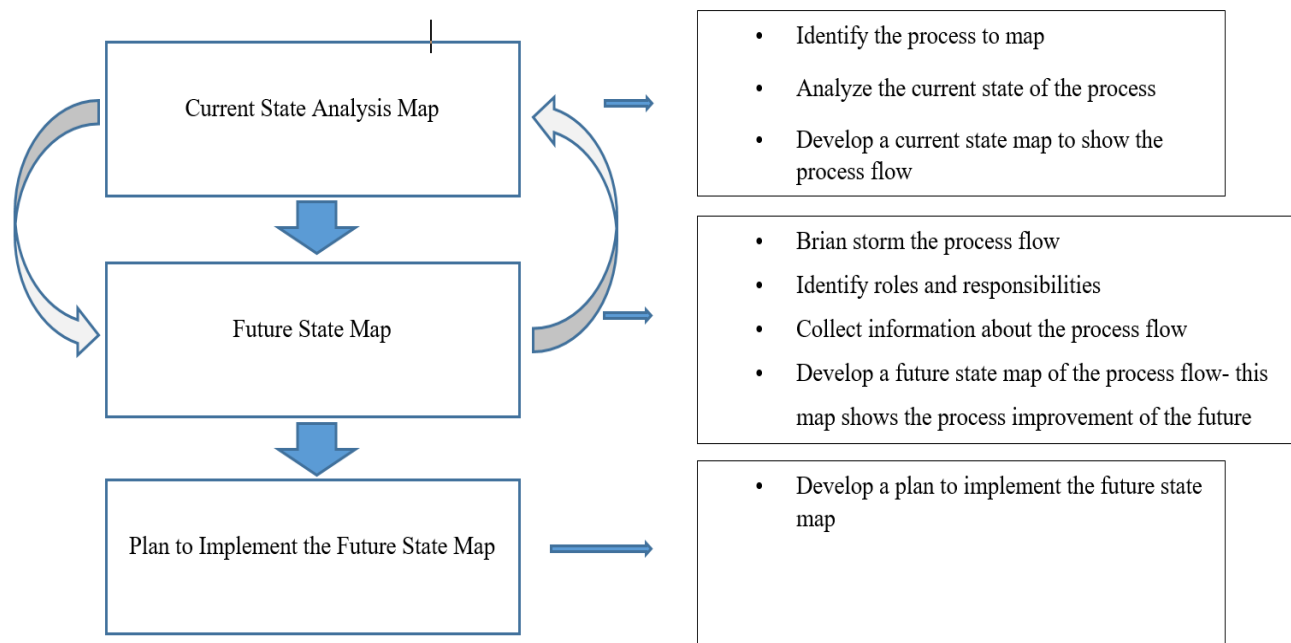


Exhibit 8: VSM Phases and Objectives

The current state walkthrough in the VSM process identifies the process to be mapped. In the context of this project, that process was the recruitment process used by ProBrainiac to assess applicants to meet the client requests. The walk-through assessment collects data about the process to develop a current state map. This current state "as is" map ensures the areas assessed for improvement are accurate, and waste is identified and eliminated in the future state VSM (Tyagi, Choudhary, Cai, & Yang, 2015). At each phase of the VSM process, the objectives are identified. The future state analysis employed different information-gathering techniques such as brainstorming to identify roles and responsibilities, time, and bottlenecks in the process to be used. Information gathered on the process flow is used to develop the future state map to show the recommended improvements.

Information gathering for "as is" map for ProBrainiac recruiting process employed a combination of the standard VSM phase's outlined in Exhibit 7, OPM3 process improvement steps shown in Exhibit 5, and the project manager

adaptation of OPM3 cycle steps shown in Exhibit 6. Each of these approaches was employed at varying degree to gather information about the process and organization.

Information collected during the employee interviews allowed the project manager to develop a current state VSM that reflected the Cycle Time (CT), Takt time, customers demand rate (CDR), communication flow, queue times, roles and the number of operators involved at each stage during the process. The current state VSM was analyzed to determine areas of improvement by identifying tombstone's areas or zones of significant waste, value added (VA), non-value added (NVA) and business non-value added (BNVA). The project manager focused on areas of improvement where process steps could be eliminated and cycle time reduced to yield quick improvement. After the process is mapped and all the steps are recorded, the next phase in the process to determine the value added (VA) or necessary step, non-value added (NVA) and the Takt time study (Shaffie & Shahbazi, 2012). Takt time analysis is performed after the process is mapped and discussed among the team. The Takt time or operational cycle is the rate at which the entire cycle is completed to meet the customer demands (Shaffie & Shahbazi, 2012).

In the case of ProBrainiac process improvement, the mapped process is reflected in the current state map and the future state map. The improved process is represented in the future state VSM after process improvements were completed. The current business process description documents the process from beginning to end. The process table below shows ProBrainiac recruiting process breakdown from start to finish. The current state process description, Exhibit 9 outlines the steps, inputs, description, owner, tools employed and the output of each step. The resulting current state VSM map reflects this documented process. Exhibit 10 shows the measured metric gathered for the current state VSM.

"As Is" Process Description					
Step	Input	Process Description	Process Owner	Tools	Output
Intake/Requisition	Client request	Client make request for job opening	Account Manager	Email-Telephone	Job Request Opening
Assignment	Job fill request	Account manager assign job to specific individual on and availability basis	Recruiting Manager	Email	
Sourcing	Job fill request	Recruiter pull applicant resumes	Recruiters	Email	List of applicant Resumes "Sources"
Resume Review	Potential Sources	Applicant resumes are review against the client minimum requirements to establish qualifications	Business Developer	Manual/Electronic	List of Potential Applicant
Phone Screening	Applicant	Applicant is screened over the telephone to verify resume with follow up questions	Recruiters	Telephone	Interview Appointment
Interview	Appointment	Initial interview is conducted by ProBrainiac	Business Developer	Telephone/In Person	Offer Proposal
Offer Stage	Qualified Applicant	Resumes of the best qualify applicant is forward to client for offer.	Recruiting Manager	Email-Telephone	Client Offer

Exhibit 9: Process Description Current State "As is"

Measurable Metrics & Performance "As Is"				
From Current State Map				
Process Step	Cycle Time	Process Time	FTQ	Queue Time
Intake/Requisition	30 mins	1 day	50%	
Assignment	1 min	10 mins	100%	1 day
Sourcing	4 hours	5 days	100%	1 days
Resume Review	1 hour	3 days	70%	5 days
Phone Screening	30 Mins	3 days	70%	3 days
Interview	1 hour	1 day	95%	3 days
Offer Stage	30 mins	15 days	50%	15 days

Exhibit 10: Measurable Metrics & Performance “As is”

The future business process description documented the future state of the process after cycle time was reduced and the process streamlined to eliminate waste. The resulting future state VSM map is included in Appendix 2. The table below captured the future state of the ProBrainiac recruiting process. Exhibit 12 shows the measured metric gathered for the future state VSM.

"To Be" Process Description					
Process	Input	Process Description	Process Owner	Tools	Output
Intake	Client request	Client make request for job opening	Recruiting Manager	Email-Telephone	Job Request Opening
Sourcing	Job fill request	Recruiter pull applicant resumes	Recruiters	Email	List of applicant Resumes "Sources"
Screening	Applicants	Applicant resumes are review against the client minimum requirements, then screened and interviewed.	Recruiting Manager	Telephone/In Person	List of Potential Applicant
Offer Stage	Qualified Applicant	Resumes of the best qualify applicant is forward to client for offer.	Recruiting Manager	Email-Telephone	Client Offer

Exhibit 11: Process Description Current State “As is”

Measurable Metrics & Performance "To be"				
Target From Future State Map				
Process Step	Cycle Time	Process Time	FTQ	Queue Time
VP	10 mins		100%	
Intake	30 mins	1 day	60%	1 day
Sourcing	4 hours	2 days	100%	2 days
Screening	1 hour	1 days	90%	1 days
Offer Stage	30 mins	15 days	70%	15 days

Exhibit 12: Measurable Metrics & Performance “To be”

Measurable Metrics & Performance Actual				
Actual (Post Implementation)				
Process Step	Cycle Time	Process Time	FTQ	Queue Time
VP				
Intake	30 mins	1 day	70%	1 day
Sourcing	8 hours	3 days	100%	3 days
Screening	1 hour	1 day	100%	1 day
Offer Stage	1 hour	12 days	50%	12 days

Exhibit 13: Measurable Metrics & Performance “Actual-Post implementation”

Takt time is calculated using the formula below.

$$Takt = \frac{(effective\ hours \times \#\ of\ shift)}{demand\ or\ Customer\ demand\ rate\ (CDR)}$$

Takt time is useful in determining the number of resources required to perform the task, and identifying areas of bottlenecking in the process flow (Shaffie & Shahbazi, 2012).

INTERNET RESEARCH

Key areas of the Internet research for this project were focused on the following key sectors. ProBrainiac is a company based in New York City, hence the New York Small Business Division Center (NYSBDC) website should have provided the best resource for understanding the local competition. However, the NYSBDC site required membership to gain access to the database. Furthermore, the site did not supply sufficient information related businesses similar to ProBrainiac.

- New York Small Business Division Center
 - a. Library and Research Service Tool
 - b. Small business statistics page

Although the NYSBDC website did not provide sufficient information specifically related to the subjects above, changes in the scope of the project eliminated the need to focus on said areas. The additional information gathered about VSM, process improvement, and free VSM excel tool allowed easy development of the value stream map. The lead source of process improvement derived from PMI Organizational Project Management Maturity Model OPM3 book. Additional information included VSM presentation and web session and videos on VSM that the project manager employed to get a better understanding of the VSM process.

Internet research areas:

- Process improvement practices
- Values stream mapping tools

CONCLUSIONS AND RECOMMENDATION

Before the information gathering and research phase, the project manager lacked knowledge on VSM and process improvement. By combining the OPM3 process improvement steps and standard VSM step using the information gathered from the literature and Internet research. The project manager acquired the knowledge on VSM and process improvement using Internet resources as a learning tool. This project focused on improving the business process by using lean VSM. However, the project manager limited knowledge and project constraints facilitated the adaptation of an unconventional approach to VSM and the information-gathering process.

Information gathering for process improvements was conducted in a nontraditional manner through interviews using targeted questions designed to solicit information about the recruiting process. As project execution revealed additional difficulties in the information-gathering process, the interview strategy was revised to meet the project needs. Although the Internet research conducted on the NYSBDC site failed to yield sufficient information on recruiting businesses, additional information on VSM, process improvement and VSM tool identified during Internet research proved useful for the project deliverable's preparation. The results of this method and analysis were used to develop a business improvement plan which contained the project deliverables that are listed in the project charter and PMP. Results of the organizational analysis were used to draft the organizational breakdown structure, the quick screening checklist and a comprehensive before and after VSM.

Recommendations

The benefit of going through the Business Process Improvement (BPI) process for ProBrainiac was that many of the improvement recommendations can be made immediately. As process improvement is an ongoing process, the project manager recommends implementing the following recommendation. There are no anticipated change management issues identified as a result of the recommended changes.

- Develop a standard operating procedure (SOP) that combines the operating procedure with training to ensure the process and product are consistent, and quality of service provided to the client is maintained. SOP will ensure new employees have a reference point, and trainers can refer to such references when training additions to the team
- Establish standardize training on processes for employee
- Visualize the recruiting with the current state VSM so each employee is aware of the process

- Improve communication between employees and establish measurement criteria for assessing the process. Specifically, measurement criteria may be setting timeline with minimum and maximum wait time for queues in the process flow
- Develop teams based on employee experiences in specific service sectors to maximize employee effort and focus employees on specific client request to establish rapport between client and ProBrainiac

LESSONS LEARNED

An important step through the closeout process throughout the project is an exhaustive compilation of the experience gained during the project life. A comprehensive set of lessons learned allows the project manager and project team to record both the issues and opportunities encountered during execution. Lessons learned creates a wealth of information, which can be referenced later in future projects. Improving a business process involves cooperation and a balanced understanding of the processes and practices.

Early in the planning phase of the ProBrainiac business improvement project, the project manager consulted with the project sponsor to identify the most important issues to target and address. The initial project scope was narrowed to ensure the project met sponsor's demands. During the planning phase of this project, the project manager outline performed scope changes and modifications with sponsor's input and approval during the development of the project management plan (PMP).

Communication is a vital part of a successful project completion, during the project execution project manager must ensure constant communication between project stakeholders. Communication management and stakeholder engagement must be handled carefully to ensure project completion.

The initial interview's sessions with ProBrainiac employees were unsuccessfully and failed to produce the necessary results. Interview questions were appropriate worded and adapted to achieving precise results while allowing the employee to elaborate on their understanding of the current process flow. However, unfamiliar terms and a lack of employee knowledge about the recruiting process led to insufficient results. Six out of the ten interviewed could not adequately outline the recruitment process or identify each step of the current process. Employee lacked understanding about the process, process functions, expected completion times during each handoff, and their roles and responsibilities during the recruiting process.

- To achieve the desired result, the project manager outlined the recruiting processes as described by the project sponsor and made it available to each ProBrainiac employee before their second interview.

As a project progresses through their lifecycles, risks realizations are handled using the project risk analysis and register. Specific risks realized during the project execution were processed according to the project risk registers. Risks realized during the project execution were unique to this project. Initiate risk responses identified in the project risk register did not match the actual risk response due to the severity of the risk and the time of occurrence.

Project Risk realized and responses:

During the planning phase of the project, the project manager and sponsor discussed the possibility of sponsor absence due to maternity leave. However, complications arose that prevented communication between the project manager and sponsor despite having pre-scheduled communication times as established by the risk register response strategy and communication management plan.

- Actual risk response plan involved the project manager identifying alternate times to communicate with the project sponsors after any significant break in communication. The project manager reestablished contact with project sponsor using social media, then resume normal communication as per the CMP. The project manager also follow-up each communication session as verification to ensure everyone on the project team were on the same page about the information discussed.

Unexpected illness during the project execution required the project manager to halt all work on the project and deal with the emergency. Although the resulting risk did not delay the project, the initial risk mitigation measure outlined in the risk register was adjusted to match the actual risk reduction measure employed.

- The initial mitigation strategy called for the acceptance of the risk. However, due to the severity of the risk, the project manager elected to change the response strategy.

OPPORTUNITY FOR FUTURE RESEARCH

During the project execution and evaluation of the people, process, and product of ProBrainiac, the project manager determined that the organization employed no electronic tools such as databases to manage client's information and collect data. By employing an information system, ProBrainiac can gather valuable data about its processes to measure the effectiveness of the process. As the organization improves and expands, additional research may be conducted to determine how best to integrate new processes and improve the standardize processes. Further research may be undertaken to apply additional lean tools to improve the organization and how to integrate lean into all areas within the organization vs. using lean tools to improve specific processes.

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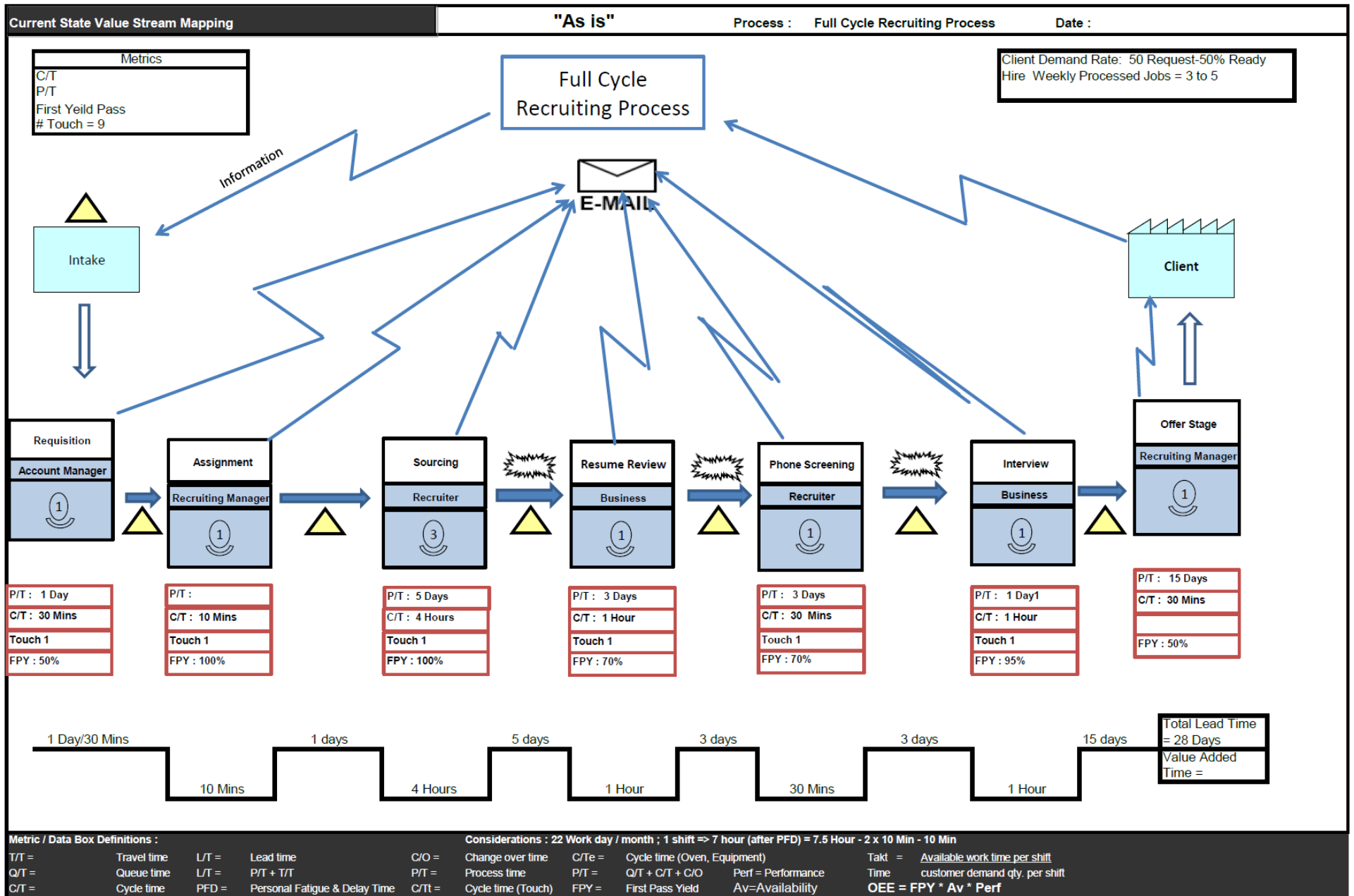
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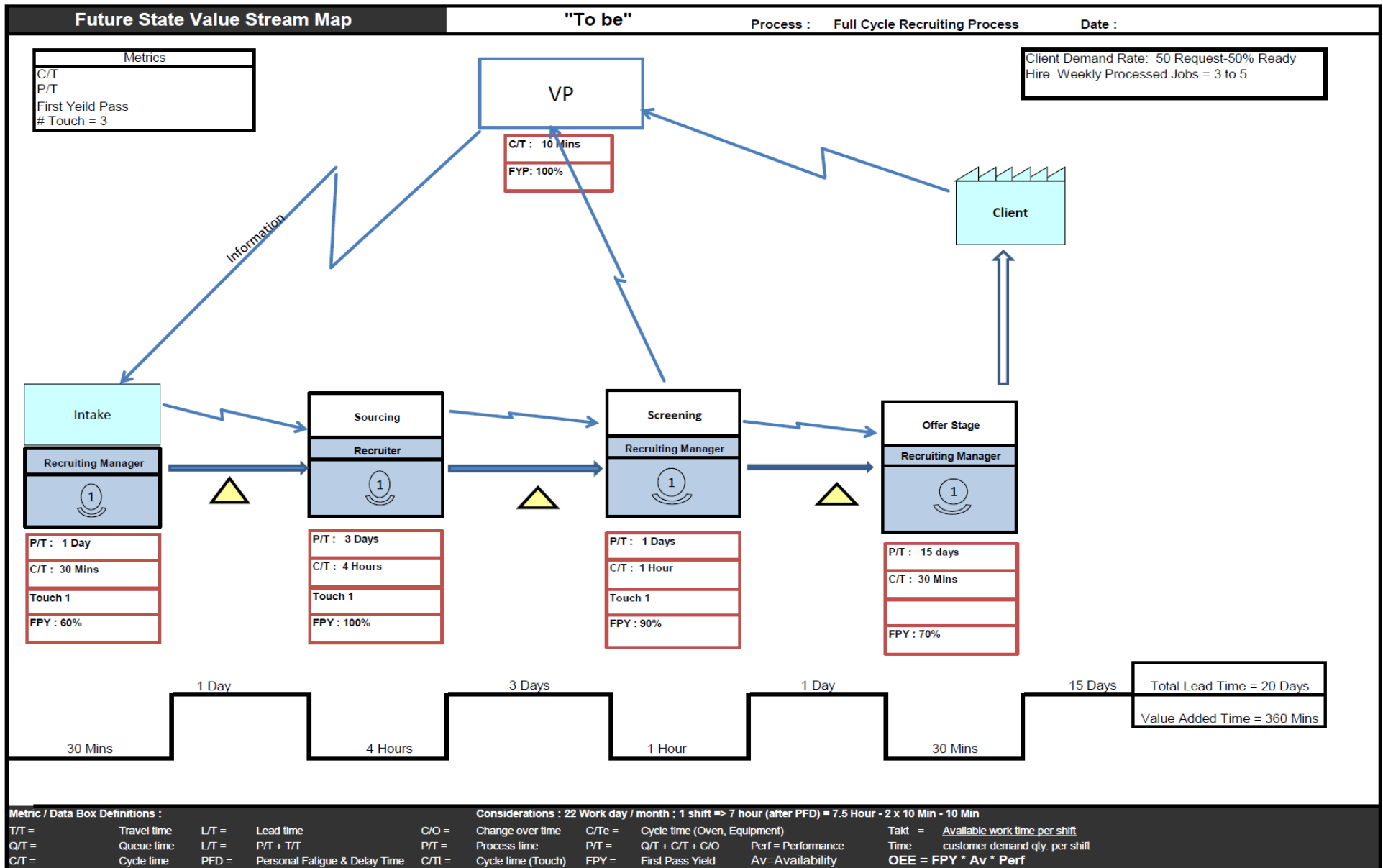
Appendix A: Business Process Improvement Plan

See Attach Plan

Appendix B: Value Stream Map Current State "As Is"



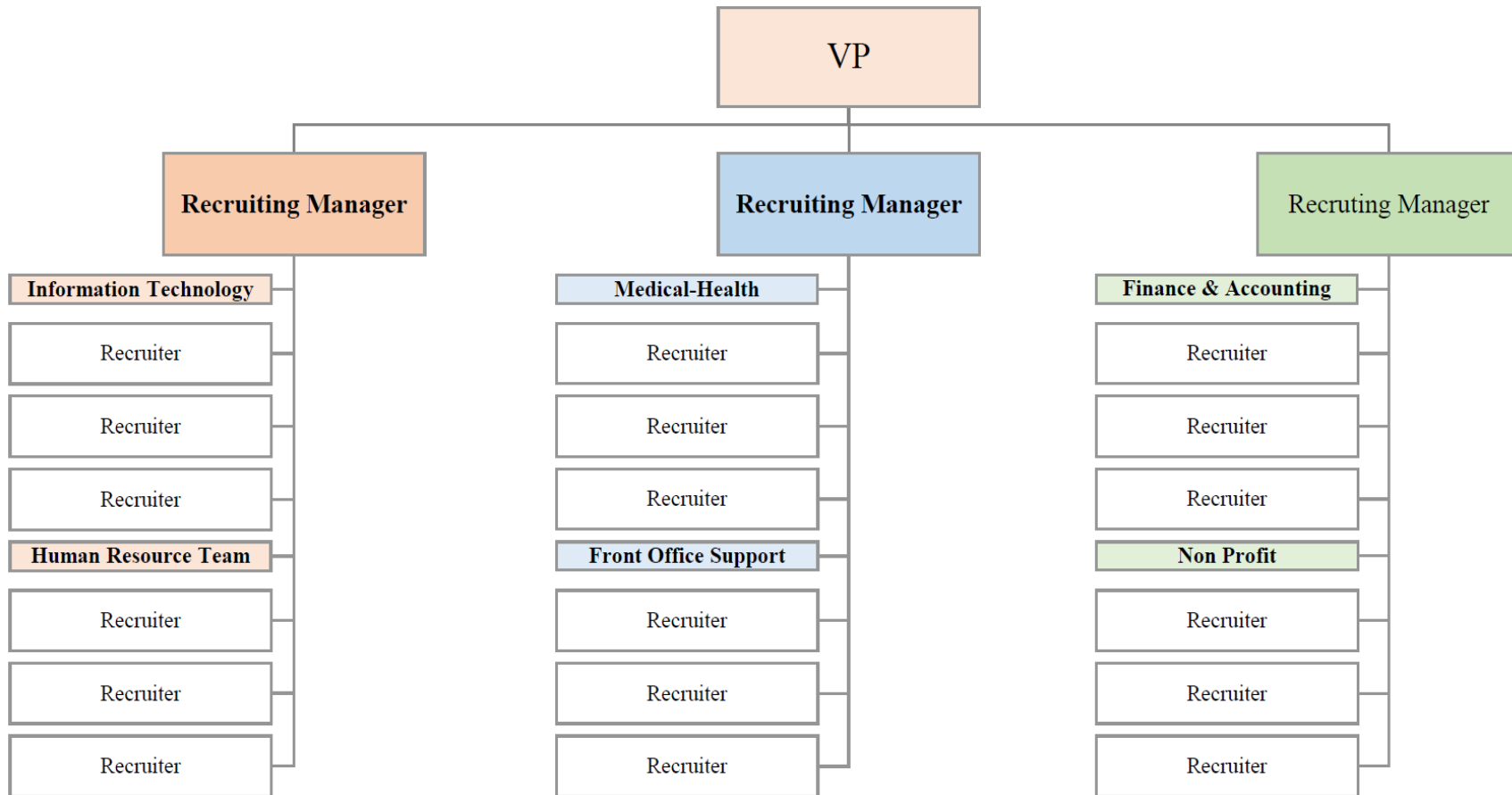
Appendix C: Value Stream Map Future State: "To Be"



Appendix D: Checklist

See Attached

Organization Breakdown Chart



Interview Strategy and Protocol

Interview Strategy






















1. Welcome
 - Opening greetings
 - Explain the interview rationale and reason
2. Establish rapport
 - Explain the interview rationale and reason and benefit to the organization
 - Get interviewee buy in
 - Make the interviewee aware that responses to interview questions are confidential and names are not released or associated with specific answers
3. Explain the interview process
 - Time allotment
 - Process to be assessed and note taking during the interview
4. Conduct interview
 - Asked specific questions related to recruiting process only
 - Get interviewee buy in





























Interview Protocol






































































Thank you for participating in this interview session. I am a graduate student with the University of Alaska Anchorage Master of Science Project Management Program, and this project and interview are part of my Capstone Project. The goal of this interview is to map your organization current recruiting process to get an accurate picture of the process to create a present state Value Stream Map (VSM) and a future state VSM to eliminate waste and streamline the process and improve efficiency. The interview will take between 30 to 60 minutes depending will include 20 to 25 questions related to the recruiting process, roles and responsibilities.

































































With your permission, I will take notes during this interview process to accurately record responses. Notes will consist of the processes, task and completion times. All information gathered during this interview is confidential and interviewee names are not associated with responses. Results of this interview and follow-up interview will be used to create VSM to streamline your organization recruiting process.


















Your participation in this interview is voluntary. However, it is highly encouraged as your participation will contribute to the improvement of processes utilized in your workplace. You are free to withdraw your consent to this interview at any time during the interview without consequence. Do you have any questions or concerns before we begin? With your permission, we will begin the interview.
































ID	WBS		Task Mode	Task Name	Start	Finish	Work
1	1			Business Improvement Recommendation Project	Fri 8/28/15	Tue 4/26/16	551.05 hrs
2	1.1			PM 686A PHASE 1	Fri 8/28/15	Wed 12/9/15	299.85 hrs
3	1.1.1			Communication Plan	Fri 8/28/15	Mon 8/31/15	1.5 hrs
4	1.1.1.1			Communication Distribution	Fri 8/28/15	Fri 8/28/15	0.5 hrs
5	1.1.1.2			communication Plan Complete	Mon 8/31/15	Mon 8/31/15	1 hr
6	1.1.2			PPM 1	Fri 8/28/15	Fri 9/18/15	40 hrs
7	1.1.2.1	 		Stakeholder ID and Analysis	Tue 9/1/15	Wed 9/2/15	3 hrs
8	1.1.2.2			Project Charter	Wed 9/2/15	Mon 9/7/15	7 hrs
9	1.1.2.2.1	 		Project Abstract	Wed 9/2/15	Thu 9/3/15	3 hrs
10	1.1.2.2.2			Charter	Thu 9/3/15	Mon 9/7/15	4 hrs
11	1.1.2.3	 		Preliminary Project Schedule	Mon 9/7/15	Wed 9/9/15	8.5 hrs
12	1.1.2.3.1			ID Milestones	Mon 9/7/15	Wed 9/9/15	4 hrs
13	1.1.2.3.2			Activities	Mon 9/7/15	Tue 9/8/15	2 hrs
14	1.1.2.3.3			Sequencing	Mon 9/7/15	Tue 9/8/15	1.5 hrs
15	1.1.2.3.4			Timelines	Mon 9/7/15	Tue 9/8/15	1 hr
16	1.1.2.4	 		Preliminary Work Breakdown Structure	Tue 9/8/15	Thu 9/10/15	4 hrs
17	1.1.2.4.1			WBS Task	Tue 9/8/15	Wed 9/9/15	2 hrs
18	1.1.2.4.2			WBS Dictionary	Wed 9/9/15	Thu 9/10/15	2 hrs
19	1.1.2.5			Admin	Fri 8/28/15	Fri 9/18/15	17.5 hrs
20	1.1.2.5.1	 		Sponsor Letter	Fri 8/28/15	Fri 9/18/15	16 hrs
21	1.1.2.5.2			Develop Problem Statement	Tue 9/1/15	Tue 9/1/15	1 hr
22	1.1.2.5.3	 		GSP/Written Agreement From Advisor/Committee Members	Tue 9/1/15	Tue 9/1/15	0.5 hrs
23	1.1.3			Project Status Update	Thu 9/10/15	Fri 9/11/15	0.55 hrs
24	1.1.3.1			Performance Reports	Thu 9/10/15	Fri 9/11/15	0.5 hrs
25	1.1.3.2			Project Status Reports	Thu 9/10/15	Thu 9/10/15	0.05 hrs
26	1.1.4			PPM 2	Fri 9/11/15	Mon 9/28/15	146.5 hrs
27	1.1.4.1			Project Scope Statement	Fri 9/11/15	Fri 9/11/15	2 hrs
28	1.1.4.2			Requirement Documents	Fri 9/11/15	Wed 9/16/15	8 hrs
29	1.1.4.3	 		Updated Project Schedule	Fri 9/11/15	Fri 9/18/15	102.5 hrs
30	1.1.4.3.1			Milestones	Fri 9/11/15	Fri 9/11/15	0.5 hrs

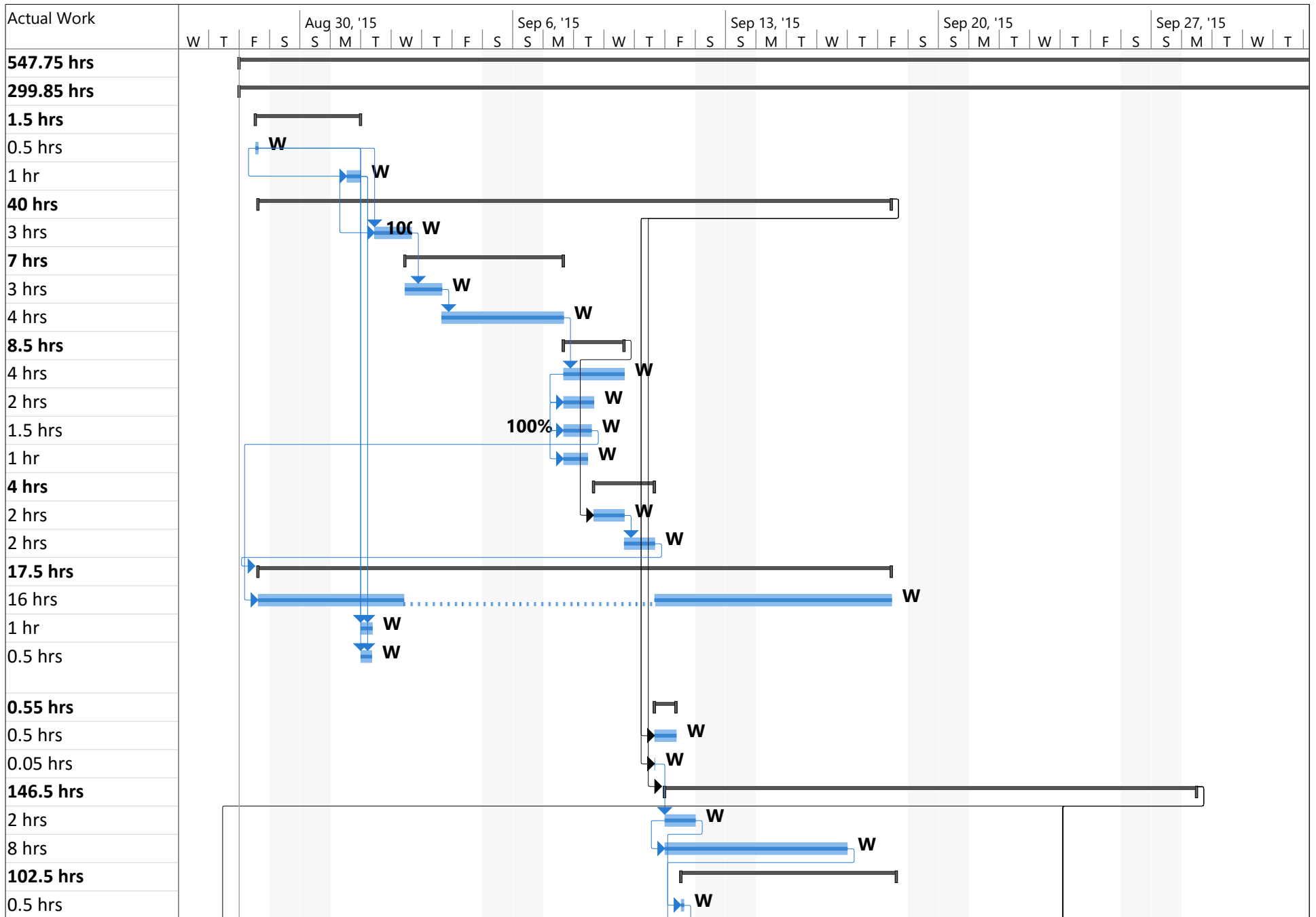
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31	1.1.4.3.2			Activities	Fri 9/11/15	Fri 9/18/15	100 hrs
32	1.1.4.3.3			Sequencing	Mon 9/14/15	Mon 9/14/15	1 hr
33	1.1.4.3.4			Timelines	Mon 9/14/15	Tue 9/15/15	1 hr
34	1.1.4.4	 		Updated WBS	Mon 9/14/15	Mon 9/21/15	8 hrs
35	1.1.4.4.1			WBS Task	Tue 9/15/15	Mon 9/21/15	4 hrs
36	1.1.4.4.2			WBS Dictionary	Mon 9/14/15	Mon 9/21/15	4 hrs
37	1.1.4.5	 		Table of Content Final PM Plan and Final Project Report	Tue 9/15/15	Thu 9/17/15	4 hrs
38	1.1.4.6	 		Research Sources and Key Words	Wed 9/16/15	Fri 9/18/15	4 hrs
39	1.1.4.7	 		Preliminary Research Methods and Approach to Analysis	Thu 9/17/15	Tue 9/22/15	6 hrs
40	1.1.4.8			Admin	Fri 9/11/15	Mon 9/28/15	12 hrs
41	1.1.4.8.1	 		Signed Student/Advisory Committee Contra	Fri 9/11/15	Mon 9/28/15	12 hrs
42	1.1.5	 		IRB	Fri 8/28/15	Thu 9/24/15	8.55 hrs
43	1.1.5.1			IRB Process	Fri 8/28/15	Thu 10/22/15	20 hrs
44	1.1.5.2			Establish IRB Account	Fri 8/28/15	Fri 8/28/15	2 hrs
45	1.1.5.2.1			Submit IRB Account Screen Shot	Fri 8/28/15	Fri 8/28/15	2 hrs
46	1.1.5.3			Start IRB Training	Fri 8/28/15	Mon 8/31/15	1 hr
47	1.1.5.4			Develop Interview Questions	Mon 8/31/15	Tue 9/1/15	3 hrs
48	1.1.5.4.1			Review Interview Questions	Mon 8/31/15	Tue 9/1/15	3 hrs
49	1.1.5.5			Finish IRB Training	Tue 9/1/15	Wed 9/2/15	2 hrs
50	1.1.5.6			Submit IRB	Fri 8/28/15	Fri 8/28/15	0.5 hrs
51	1.1.5.7			Project Status Update	Thu 9/24/15	Thu 9/24/15	0.55 hrs
52	1.1.5.7.1			Performance Reports	Thu 9/24/15	Thu 9/24/15	0.5 hrs
53	1.1.5.7.2			Project Status Reports	Thu 9/24/15	Thu 9/24/15	0.05 hrs
54	1.1.6			PPM 3	Thu 9/24/15	Wed 10/7/15	90.75 hrs
55	1.1.6.1	 		Draft PM Plan with Developed Project Scope	Thu 9/24/15	Fri 10/2/15	10 hrs
56	1.1.6.2			Revised Abstract	Mon 9/28/15	Mon 10/5/15	4 hrs
57	1.1.6.3	 		Research Methods/Instruments Description	Mon 9/28/15	Wed 9/30/15	4 hrs
58	1.1.6.4	 		Product/Outcome Description	Tue 9/29/15	Wed 10/7/15	10 hrs
59	1.1.6.5			Updated Gantt Chart	Tue 9/29/15	Wed 10/7/15	2 hrs

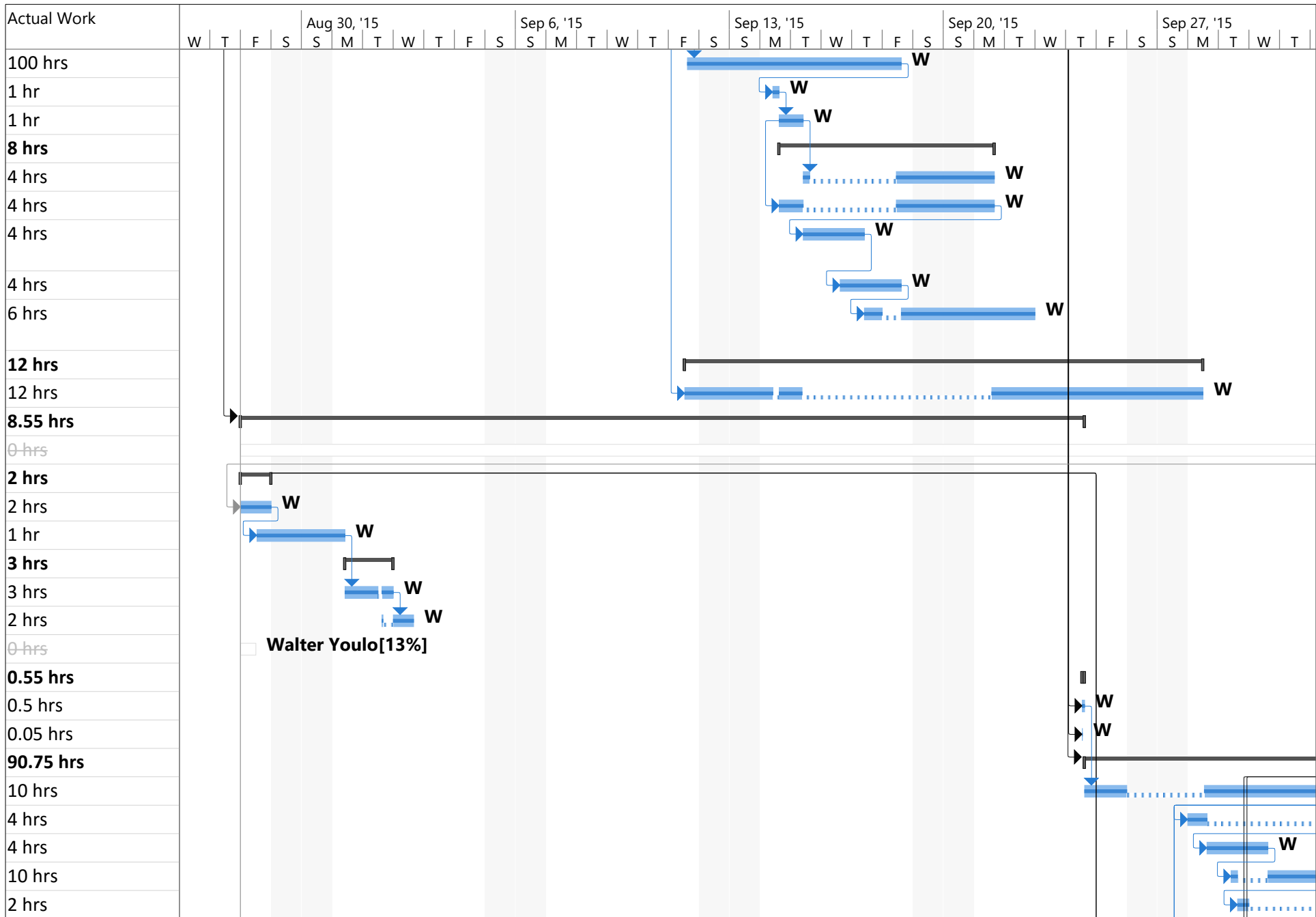
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60	1.1.6.6	  		Knowledge Areas Updates-Applied and Demonstrated, Showing Mastery	Wed 9/30/15	Wed 10/7/15	48 hrs
61	1.1.6.7			Project Status Update	Mon 9/28/15	Mon 9/28/15	0.75 hrs
62	1.1.6.7.1			Performance Reports	Mon 9/28/15	Mon 9/28/15	0.5 hrs
63	1.1.6.7.2			Project Status Reports	Mon 9/28/15	Mon 9/28/15	0.25 hrs
64	1.1.6.8			Admin	Fri 9/25/15	Thu 10/1/15	12 hrs
65	1.1.6.8.1	  		IRB Training Completed	Fri 9/25/15	Thu 10/1/15	10 hrs
66	1.1.6.8.2	  		IRB Proposal for Department Review and Approval	Fri 9/25/15	Mon 9/28/15	2 hrs
67	1.1.7			PPM 4	Wed 9/30/15	Wed 12/9/15	12 hrs
68	1.1.7.1	  		Advisor Approved Research Instrument	Wed 9/30/15	Wed 10/14/15	1 hr
69	1.1.7.2	  		Draft Presentation	Wed 9/30/15	Thu 10/15/15	2 hrs
70	1.1.7.3	  		Final PMP	Thu 10/1/15	Tue 10/20/15	4 hrs
71	1.1.7.4	  		Refined Description of Project Product Deliverables	Mon 10/5/15	Fri 10/23/15	2 hrs
72	1.1.7.5	  		Knowledge Area Update	Mon 10/5/15	Tue 10/27/15	1 hr
73	1.1.7.6			Updated Gantt Chart	Mon 10/5/15	Thu 10/29/15	2 hrs
74	1.1.7.7			Phase 1 Complete	Wed 12/9/15	Wed 12/9/15	0 hrs
75	1.2			PM 686B PHASE 2	Thu 12/10/15	Tue 4/26/16	251.2 hrs
76	1.2.1			PPM1	Fri 1/22/16	Tue 2/2/16	12.9 hrs
77	1.2.1.1			Change Control Process	Fri 1/22/16	Fri 1/22/16	2 hrs
78	1.2.1.1.1	  		Project Progress Method	Fri 1/22/16	Fri 1/22/16	2 hrs
79	1.2.1.2			Project Management Plan Update	Mon 1/25/16	Thu 1/28/16	6 hrs
80	1.2.1.2.1			Update RTM	Mon 1/25/16	Tue 1/26/16	1 hr
81	1.2.1.2.2			Update WBS	Tue 1/26/16	Tue 1/26/16	1 hr
82	1.2.1.2.3			Update Gantt	Tue 1/26/16	Wed 1/27/16	2 hrs
83	1.2.1.2.4			Update Risk Register	Wed 1/27/16	Thu 1/28/16	1 hr
84	1.2.1.2.5			Other Project Documents	Thu 1/28/16	Thu 1/28/16	1 hr
85	1.2.1.3			Others	Thu 1/28/16	Tue 2/2/16	4.9 hrs
86	1.2.1.3.1			Risk Response Implementation	Thu 1/28/16	Fri 1/29/16	1 hr
87	1.2.1.3.2	  		Updates Knowledge Areas	Fri 1/29/16	Fri 1/29/16	1 hr
88	1.2.1.3.3	  		GSP	Fri 1/29/16	Fri 1/29/16	0.5 hrs

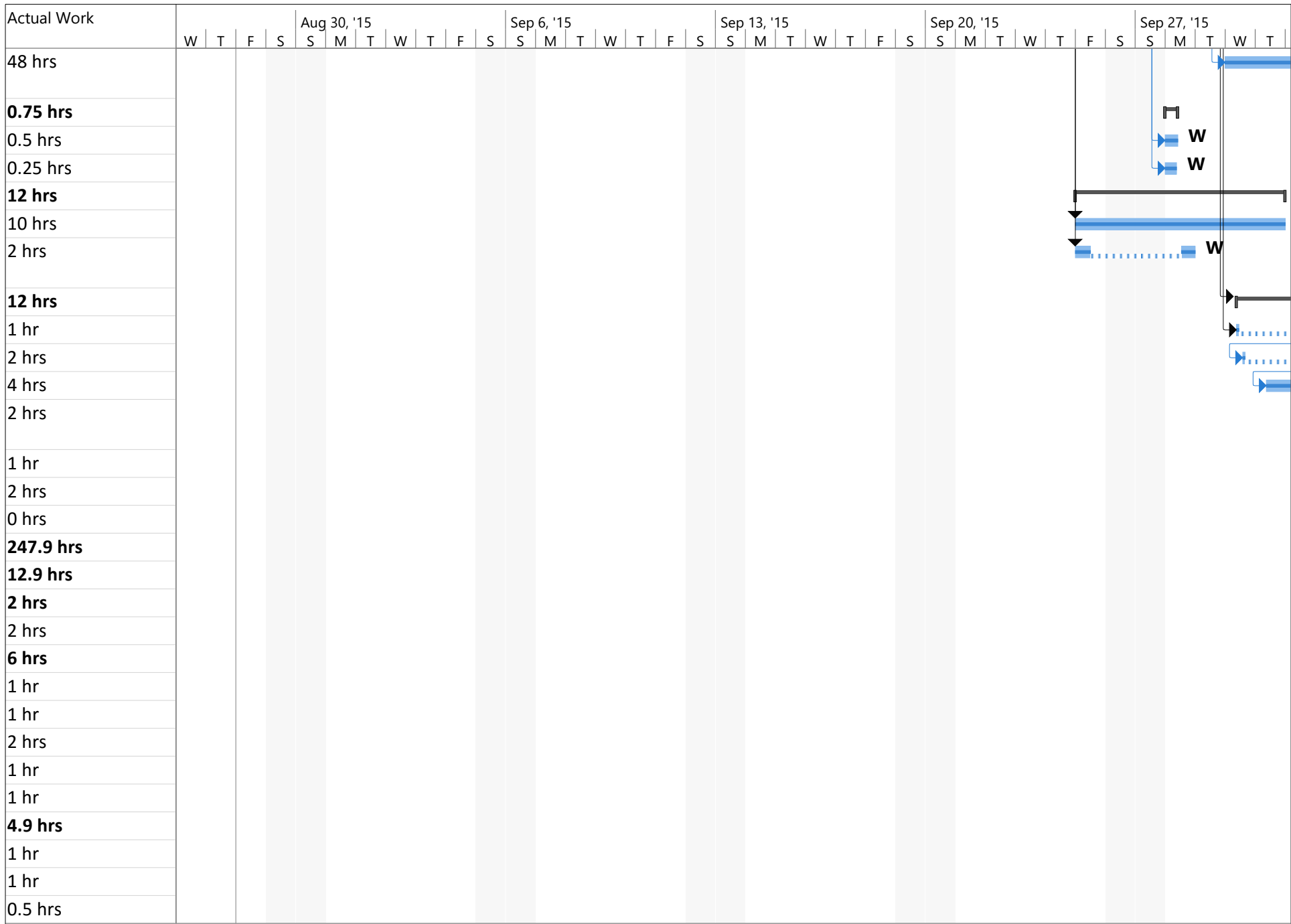
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89	1.2.1.3.4	  		Advisory Committee Expectation Contract	Mon 2/1/16	Mon 2/1/16	0.25 hrs
90	1.2.1.3.5			Project Deliverable status Update	Mon 2/1/16	Mon 2/1/16	0.15 hrs
91	1.2.1.3.6			Knowledge Area Performance Measure	Mon 2/1/16	Tue 2/2/16	2 hrs
92	1.2.2			PPM 2	Fri 2/5/16	Mon 2/15/16	12.5 hrs
93	1.2.2.1			Updated Abstract	Fri 2/5/16	Fri 2/5/16	1 hr
94	1.2.2.2			Updated Table of Content	Fri 2/5/16	Fri 2/5/16	1 hr
95	1.2.2.3			Updated Research Sources and Keywords	Mon 2/8/16	Mon 2/8/16	0.5 hrs
96	1.2.2.4	  		Validated Research analysis	Mon 2/8/16	Mon 2/8/16	0.5 hrs
97	1.2.2.5	  		Project Progress Report	Mon 2/8/16	Mon 2/8/16	0.25 hrs
98	1.2.2.6			Project Management Plan Update	Mon 2/8/16	Thu 2/11/16	5 hrs
99	1.2.2.6.1			Update RTM	Mon 2/8/16	Tue 2/9/16	1 hr
100	1.2.2.6.2			Update WBS	Tue 2/9/16	Tue 2/9/16	1 hr
101	1.2.2.6.3			Update Gantt	Tue 2/9/16	Wed 2/10/16	1 hr
102	1.2.2.6.4			Update Risk Register	Wed 2/10/16	Wed 2/10/16	1 hr
103	1.2.2.6.5			Other Project Documents	Wed 2/10/16	Thu 2/11/16	1 hr
104	1.2.2.7			Risk Response Implementation	Thu 2/11/16	Thu 2/11/16	1 hr
105	1.2.2.8			Project Deliverable status Update	Thu 2/11/16	Thu 2/11/16	0.25 hrs
106	1.2.2.9			Knowledge Area Performance Measure	Thu 2/11/16	Mon 2/15/16	3 hrs
107	1.2.3			PPM 3	Fri 2/26/16	Fri 3/18/16	30.5 hrs
108	1.2.3.1	  		Working Draft Paper	Fri 2/26/16	Mon 3/14/16	24 hrs
109	1.2.3.2			Revised Abstract	Tue 3/15/16	Tue 3/15/16	1 hr
110	1.2.3.3			Research results and analysis	Tue 3/15/16	Wed 3/16/16	2 hrs
111	1.2.3.4			Preliminary conclusion and project deliverables	Wed 3/16/16	Thu 3/17/16	2 hrs
112	1.2.3.5			Updated Project schedule	Thu 3/17/16	Thu 3/17/16	1 hr
113	1.2.3.6			Knowledge Area Performance Measure	Fri 3/18/16	Fri 3/18/16	0.5 hrs
114	1.2.4			PPM 4	Fri 3/18/16	Tue 4/5/16	28 hrs
115	1.2.4.1			Draft Presentation	Fri 3/18/16	Mon 3/21/16	2 hrs
116	1.2.4.2	  		Final Report	Fri 3/18/16	Tue 4/5/16	24 hrs
117	1.2.4.3			Updated Project schedule	Fri 3/18/16	Fri 3/18/16	1 hr

ID	WBS		Task Mode	Task Name	Start	Finish	Work
118	1.2.4.4			Knowledge Area Performance Measure	Fri 3/18/16	Fri 3/18/16	1 hr
119	1.2.5			Executive Determination	Thu 12/10/15	Thu 12/10/15	4 hrs
120	1.2.5.1			Develop Executive Summary	Thu 12/10/15	Thu 12/10/15	4 hrs
121	1.2.6			Acquire Internal Knowledge	Thu 12/10/15	Fri 12/18/15	34 hrs
122	1.2.6.1			ID Improvement Areas	Thu 12/10/15	Fri 12/11/15	4 hrs
123	1.2.6.2			Gather Information about Organization	Mon 12/14/15	Mon 12/14/15	8 hrs
124	1.2.6.3			Conduct Employee Interview	Tue 12/15/15	Tue 12/15/15	8 hrs
125	1.2.6.4			ID Org Tools and Techniques	Wed 12/16/15	Wed 12/16/15	3 hrs
126	1.2.6.5			Assess Org Process	Wed 12/16/15	Wed 12/16/15	3 hrs
127	1.2.6.6			Map Org Process	Wed 12/16/15	Fri 12/18/15	8 hrs
128	1.2.6.6.1			Map Current Process Flow	Wed 12/16/15	Fri 12/18/15	4 hrs
129	1.2.6.6.2			Map Future Process Flow	Wed 12/16/15	Fri 12/18/15	4 hrs
130	1.2.6.7			Marketing Research	Fri 12/18/15	Mon 12/21/15	8 hrs
132	1.2.7			Acquire External Knowledge	Fri 12/18/15	Thu 2/4/16	76 hrs
133	1.2.7.1			Conduct Literature Review	Fri 12/18/15	Mon 2/1/16	45 hrs
134	1.2.7.1.1			Review Lean Office and Service Simplified	Fri 12/18/15	Tue 12/29/15	15 hrs
135	1.2.7.1.2			The McGraw-Hill 36-Hour Course: Lean Six Sigma	Tue 12/29/15	Fri 1/8/16	15 hrs
136	1.2.7.1.3			The E Myth Revisited: Why Most small Businesses Don't work and What to Do about It	Thu 1/21/16	Mon 2/1/16	15 hrs
137	1.2.7.2			Internet Research	Fri 12/18/15	Thu 2/4/16	31 hrs
138	1.2.7.2.1			U.S. Small Business Administration	Fri 12/18/15	Thu 1/21/16	15 hrs
139	1.2.7.2.1.1			Utilize Learning Center	Fri 12/18/15	Thu 12/24/15	8 hrs
140	1.2.7.2.1.2			Research small business growth practice	Thu 12/24/15	Thu 1/21/16	7 hrs
141	1.2.7.2.2			NY Small Business Dev Center	Fri 12/18/15	Thu 2/4/16	16 hrs
142	1.2.7.2.2.1			Library and Research Service Tool	Fri 12/18/15	Thu 2/4/16	8 hrs
143	1.2.7.2.2.2			Research Small Business Statistic	Fri 12/18/15	Thu 2/4/16	8 hrs
144	1.2.8			Organize Research Findings	Mon 2/1/16	Tue 2/9/16	15 hrs
145	1.2.8.1			Record Finding	Mon 2/1/16	Wed 2/3/16	3 hrs

ID	WBS		Task Mode	Task Name	Start	Finish	Work
146	1.2.8.2			Organize Findings	Mon 2/1/16	Wed 2/3/16	3 hrs
147	1.2.8.3			Prepare Preliminary List of Recommendations	Mon 2/1/16	Wed 2/3/16	4 hrs
148	1.2.8.4			Develop Improvement Plan Table of Content	Thu 2/4/16	Fri 2/5/16	2 hrs
149	1.2.8.5			Draft Organizational Breakdown Chart	Fri 2/5/16	Mon 2/8/16	2 hrs
150	1.2.8.6			Draft Qualification Checklist	Mon 2/8/16	Tue 2/9/16	1 hr
151	1.2.9			Develop Product	Fri 2/26/16	Wed 3/9/16	27 hrs
152	1.2.9.1			Draft Improvement Plan	Fri 2/26/16	Fri 2/26/16	12 hrs
153	1.2.9.2			Detail Recommendation List	Mon 2/29/16	Tue 3/1/16	4 hrs
154	1.2.9.3			Finalize Recommendation Plan	Mon 2/29/16	Mon 3/7/16	12 hrs
155	1.2.9.4			Revise Process Map	Tue 3/8/16	Tue 3/8/16	2 hrs
156	1.2.9.5			Finalize Process Map	Wed 3/9/16	Wed 3/9/16	1 hr
157	1.2.10			Finalize Product	Tue 4/5/16	Tue 4/26/16	11.3 hrs
158	1.2.10.1			Compile Final Product	Tue 4/5/16	Mon 4/11/16	8 hrs
159	1.2.10.2			Final Presentation	Mon 4/18/16	Mon 4/18/16	1 hr
160	1.2.10.3			Final Project Document Due	Tue 4/26/16	Tue 4/26/16	2 hrs
161	1.2.10.4			Phase 2 Complete	Tue 4/26/16	Tue 4/26/16	0.3 hrs







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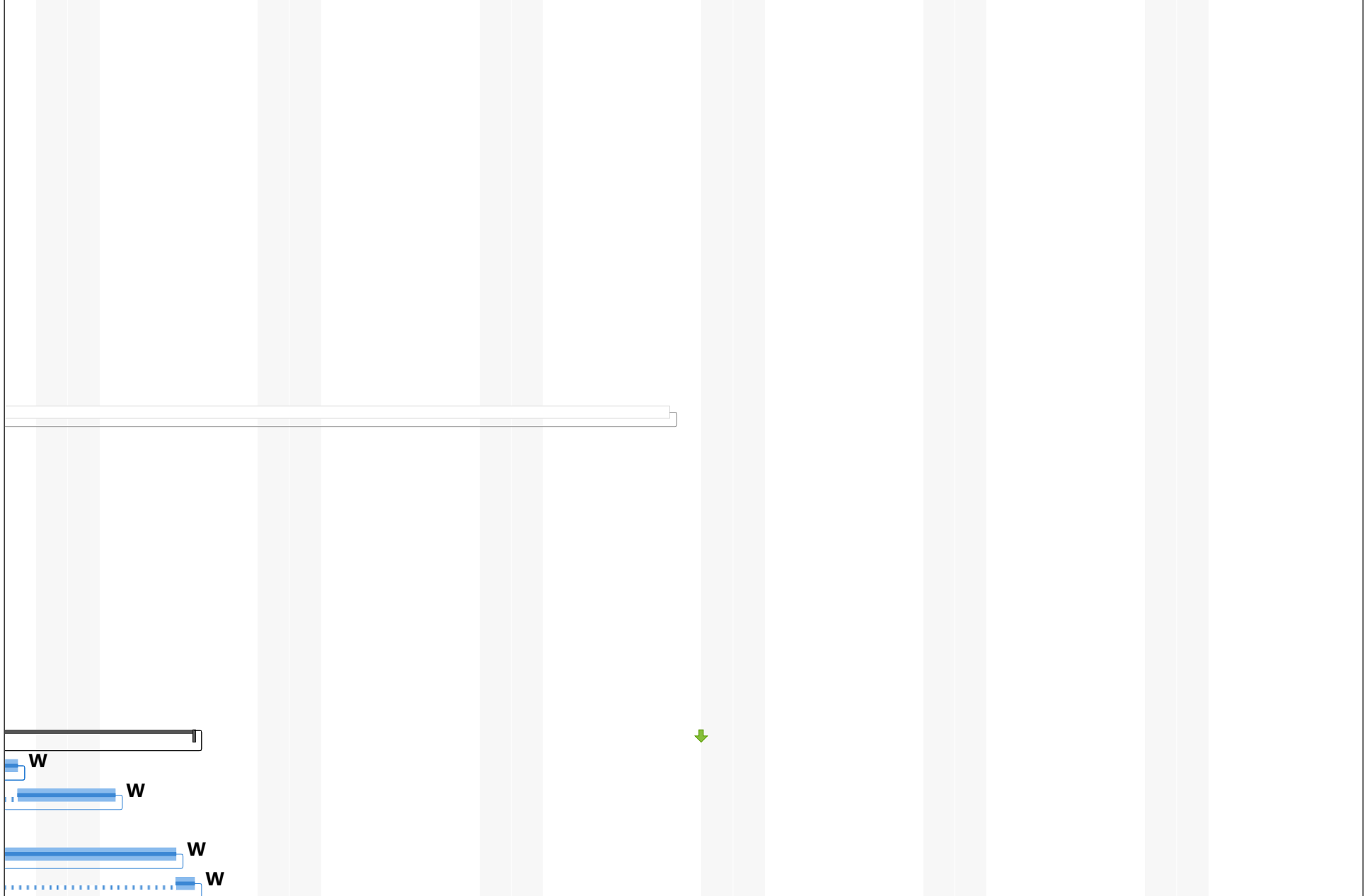
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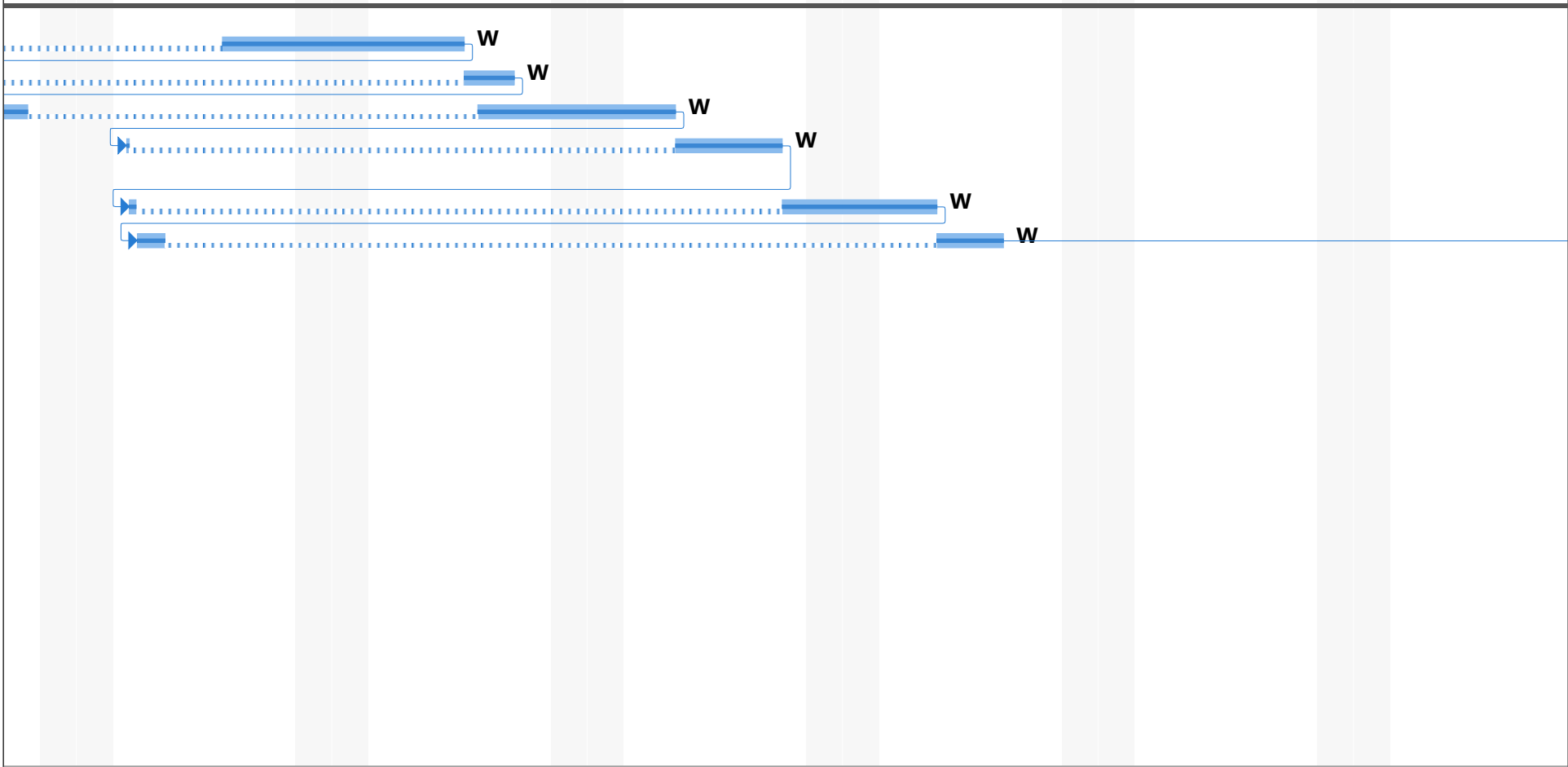
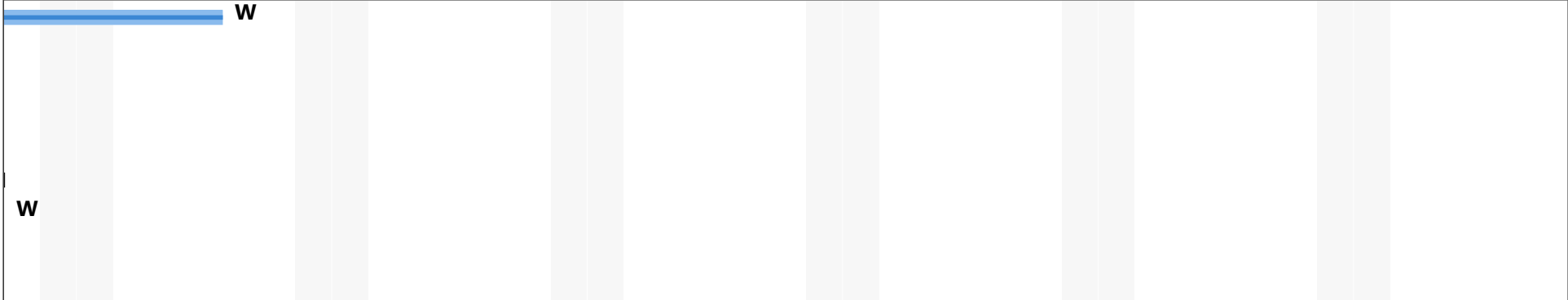
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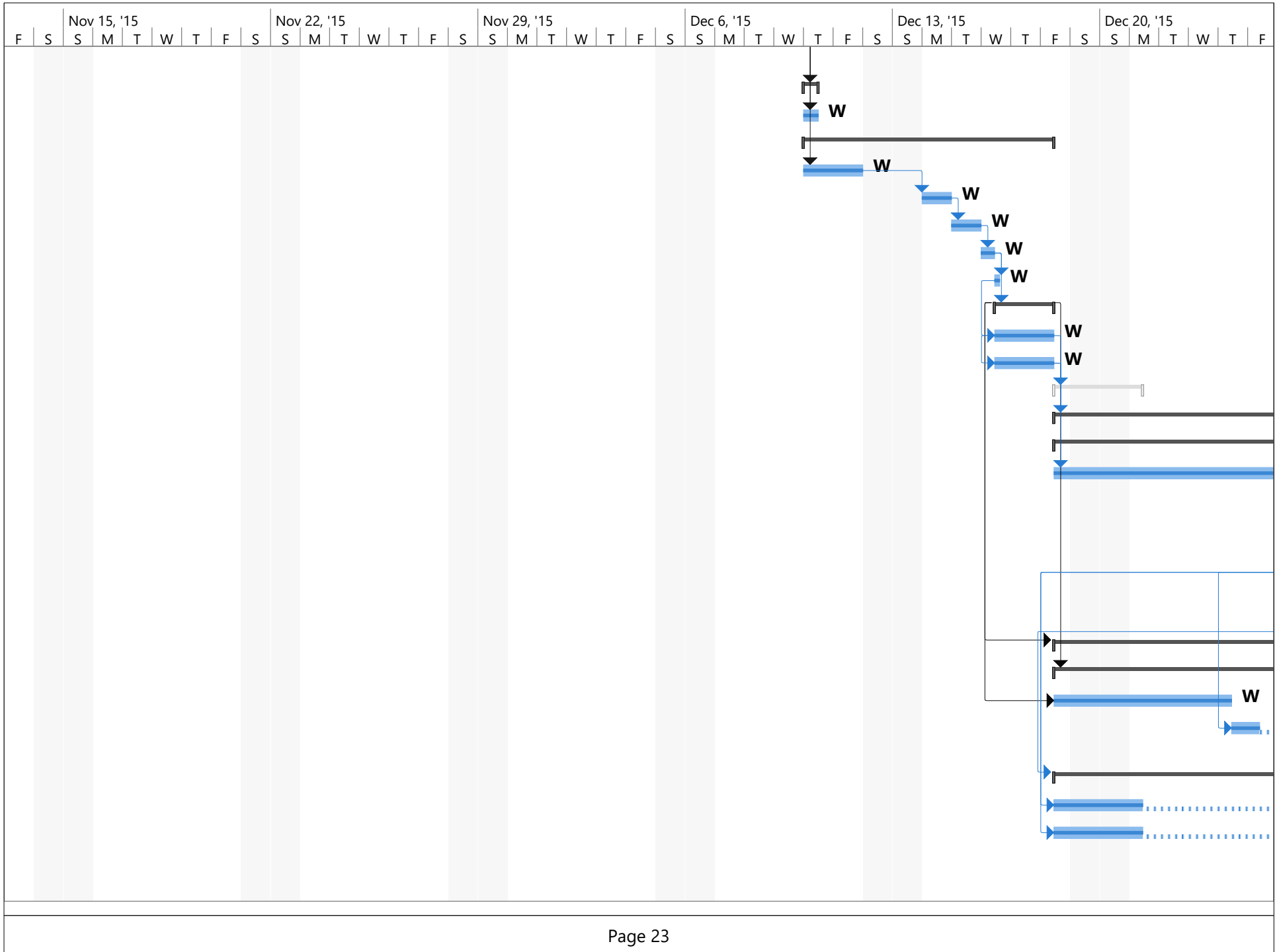
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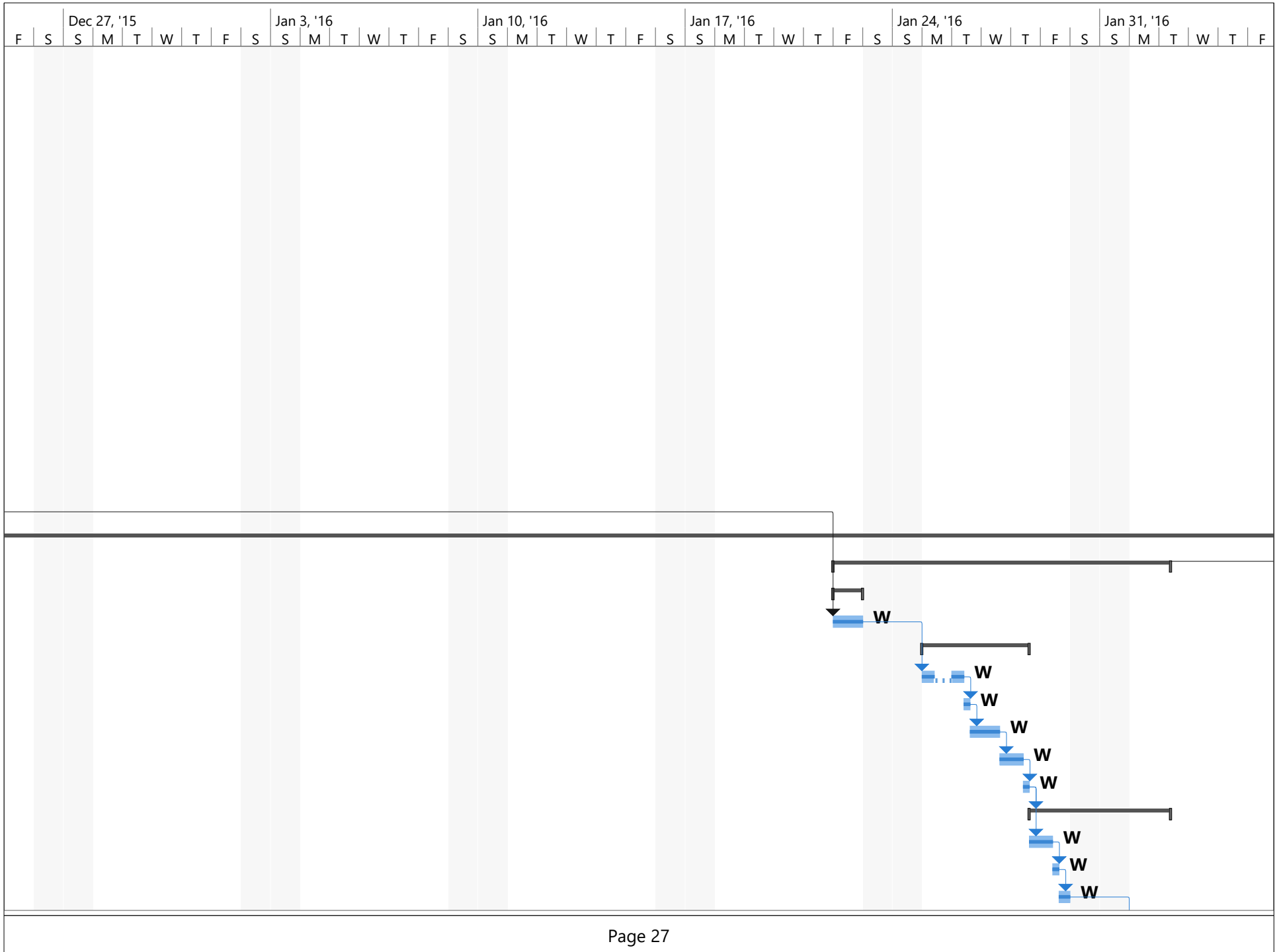


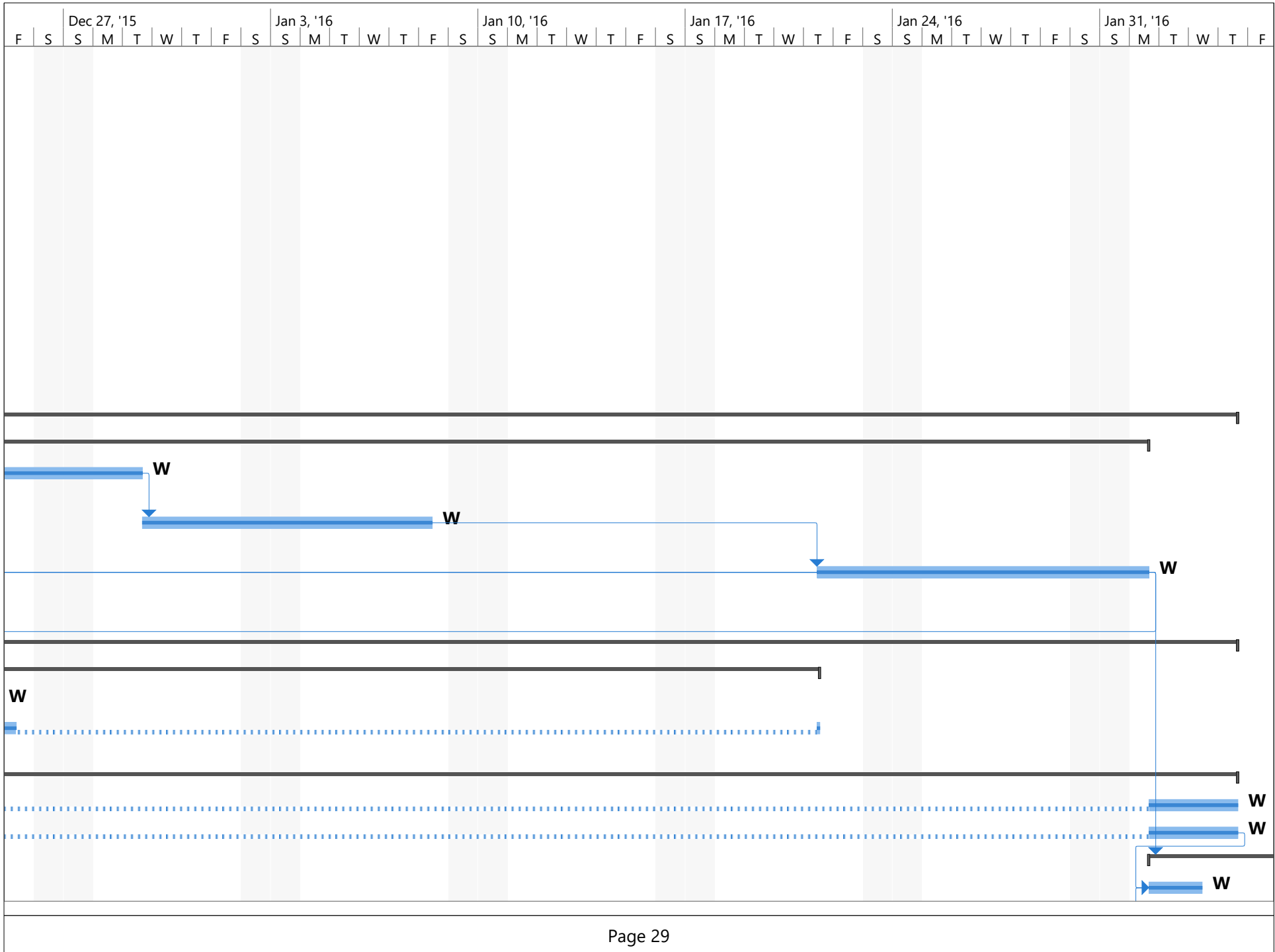
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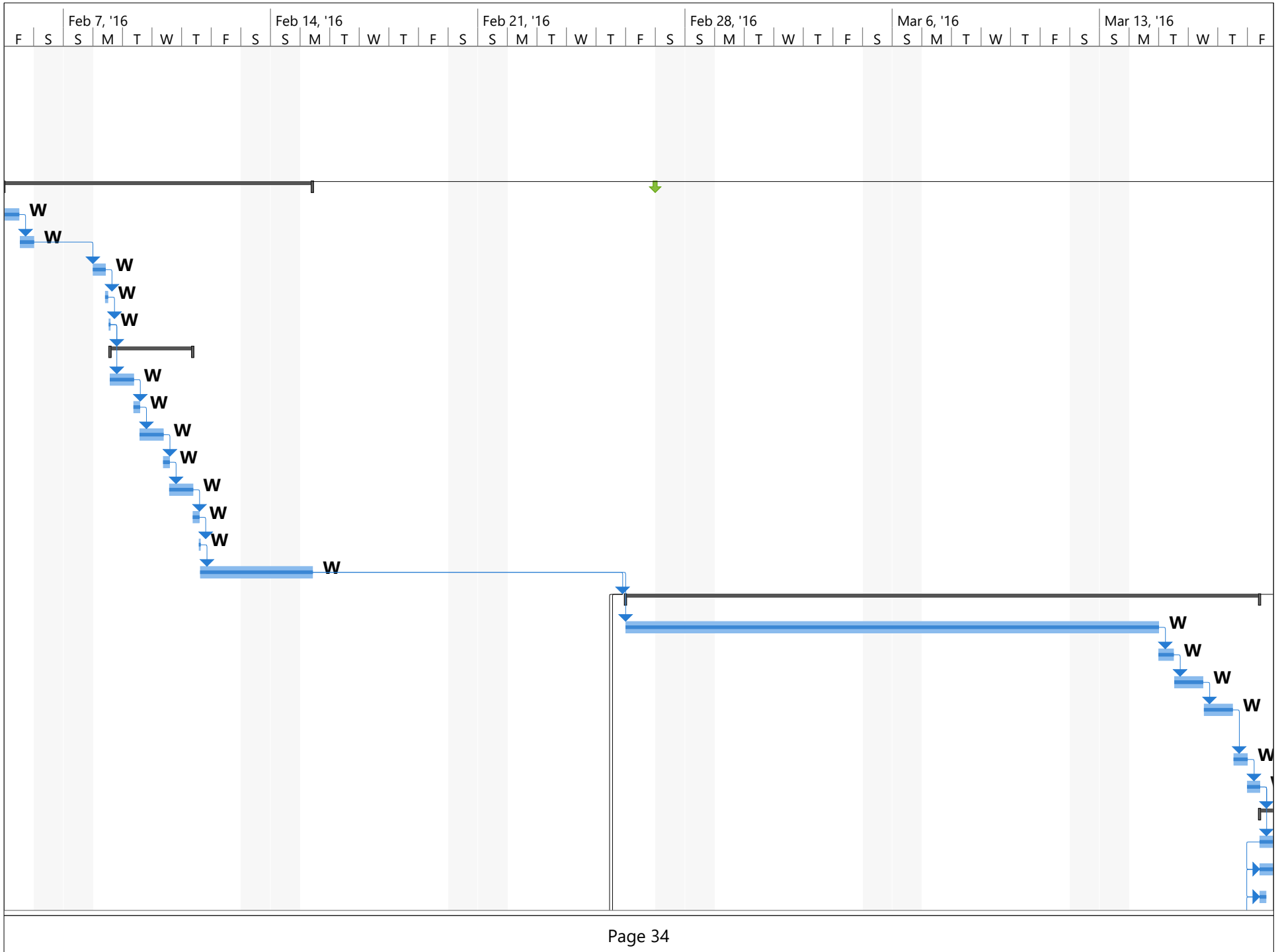
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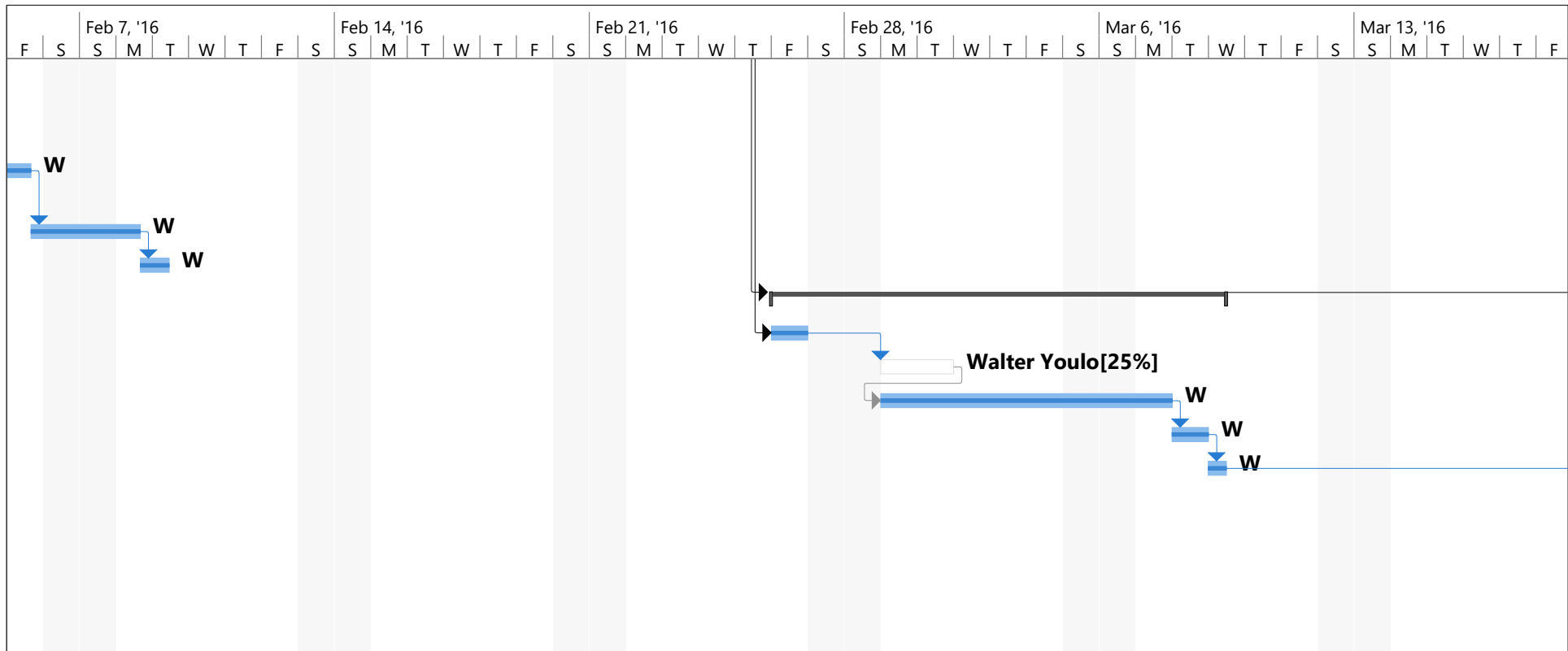
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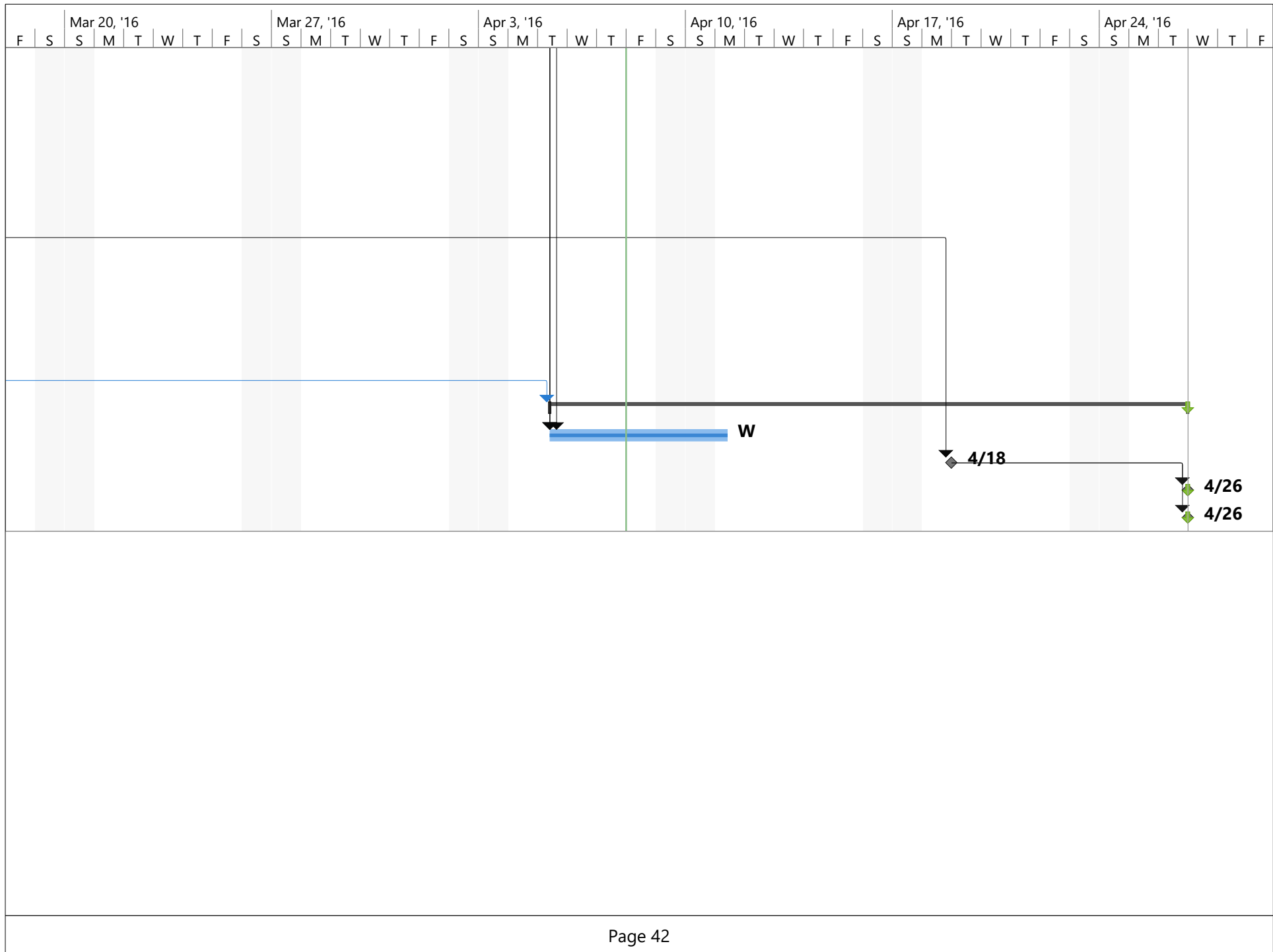
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Project: Walter Youlo Master Co
 Date: Fri 4/8/16

Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Critical	
Project Summary		Manual Summary		Critical Split	
Inactive Task		Start-only		Progress	
Inactive Milestone		Finish-only		Manual Progress	



PROBRAINIAC BUSINESS IMPROVEMENT PLAN

BUSINESS IMPROVEMENT RECOMMENDATION

Project Manager: Walter Youlo

ProBrainiac Business Improvement Plan Business Improvement Recommendation

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ProBrainiac Business Improvement Plan
Business Improvement Recommendation

REVISIONS HISTORY

REVISION	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE
001	First Draft	Walter Youlo	02/26/2016
002	Updated	Walter Youlo	03/15/2016

INTRODUCTION

Business Process Improvement (BPI) is a process of assessing and improvement of processes, by improving quality, efficiency, and maximizing productivity and resource utilization. Business process improvement, streamline processes by eliminating non-values added steps and activities and employing incremental enhancement.

The objectives for the ProBrainiac initiative includes the following:

- Increasing Effectiveness – Does the process meets the intended end state and achieve the desire end state? Did the process achieve the desires result and satisfy the customer or client needs?
- Improve Efficiency – Is the process streamered line and efficient? Are resources utilized in in an efficient manner? How easily is the process employed or implemented.
- Adaptability – Does the process provide enough flexibility to facilitate adaptation to changing business needs? Can the process be easily modified to fit similar processes and change with business requirement?

The BPI initiative can be performed wherever there is an organization need to improve a process or there is a need to reduce waste and redundancy or to ship practices and process to meet a new strategic goal. This BPI plan is a guide for ProBrainiac to employ when performing internal assessments of processes and practices to streamline workflow and reduce duplication of effort.

The goal of the guide is to establish and identify the processes involve in a BPI initiative, so they can be easily replicated when undertaking BPI initiative within the organization. The ProBrainiac Improvement Plan for the Business Improvement Recommendation project establishes the step and approaches taken to assess the ProBrainiac recruiting process to achieve efficiency in the process.

PURPOSE AND OBJECTIVES

The purpose of this business improvement plan is to outline and present the requested deliverable outline in the original business improvement recommendation project charter considering accounting for approved changes to the project scopes. This guide describes the activity of capturing ProBrainiac full service recruiting process to create a current state map. During the project the current state map evaluated with inputs from ProBrainiac stakeholders and project sponsor to eliminate and develop a propose the future state map that eliminated redundant steps and streamlines the recruiting process. The proposed future state map shows the improved process with the non-value added steps eliminated. This document provided templates that could be used to identify, prioritize, document, map and assess ProBrainiac business processes for improvement opportunities.

The ProBrainiac Business Improvement Plan will accomplish the following objectives:

- It Provides a current state map of the ProBrainiac recruiting process to identify weaknesses, waste and non-value added.
- It recommends a future state map of the recruiting process with the non-value added steps eliminated, better process flow, better efficiency.
- Recommend improvements to organization breakdown structure in order to optimize the use of resources(employees) and identify where technological solutions may support the process and organization.
- Present a quick assessment checklist, to be used during the recruiting process for faster assessment of applicant resumes.

ORGANIZATIONAL GOALS AND OBJECTIVES

The strategic goals and objectives of ProBrainiac BPI initiative included the following:

- Process standardization
- Improve efficiency and increase the number of client request process monthly without increasing the number of employees.
- Improve customer service and improve customer acceptance rate in the offer stage of the process.

The ProBrainiac improvement recommendation project is a process improvement initiative to streamline current recruitment processes by standardizing the process, eliminating unnecessary steps, remove redundancy and implementing a system of visualizing the process so that employees have ready access and improving the workflow. Finally, information capture from ProBrainiac employees was used to design the current value stream map (VSM). The current stake map was assessed, without the organization by the project manager to develop the future state map.

PROCESS PRIORITIZATION

The embedded template below can be used by ProBrainiac to analyze and prioritize additional process for improvement. This template can be adapted to assessed core processes as well as high level processes. The current project focused on the recruitment process. The lack of standardize document and visual representation of business process a combination of literature

ProBrainiac Business Improvement Plan
Business Improvement Recommendation

CURRENT BUSINESS PROCESS DESCRIPTION “AS IS”

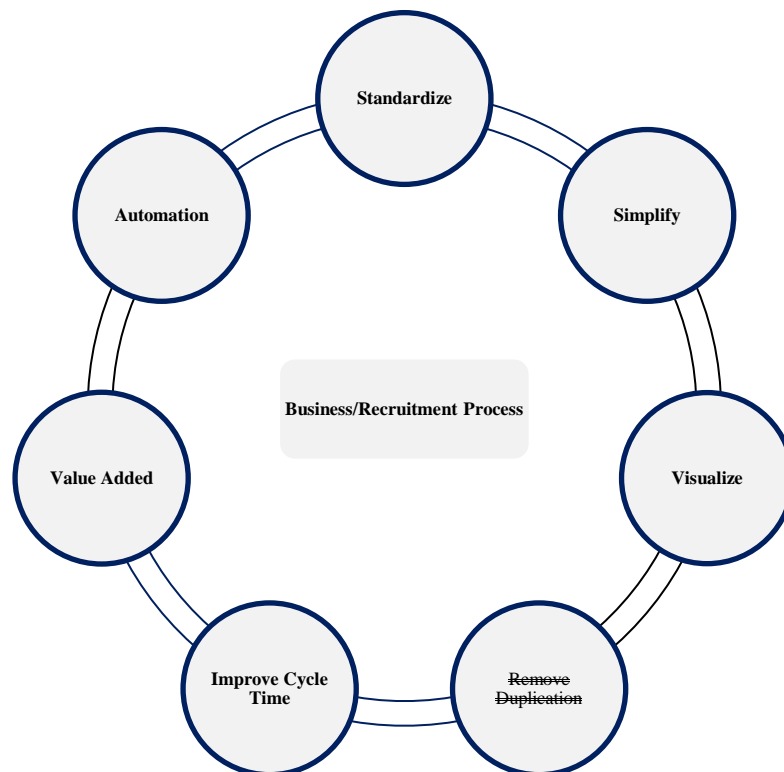
The current business process description documents the process from beginning to end. The process table below shows ProBrainiac recruiting process breakdown from beginning to end. The resulting current state VSM map is included at the end of this document.

"As Is" Process Description					
Step	Input	Process Description	Process Owner	Tools	Output
Intake/Requisition	Client request	Client make request for job opening	Account Manager	Email-Telephone	Job Request Opening
Assignment	Job fill request	Account manager assign job to specific individual on and availability basis	Recruiting Manager	Email	
Sourcing	Job fill request	Recruiter pull applicant resumes	Recruiters	Email	List of applicant Resumes "Sources"
Resume Review	Potential Sources	Applicant resumes are review against the client minimum requirements to establish qualifications	Business Developer	Manual/Electronic	List of Potential Applicant
Phone Screening	Applicant	Applicant is screened over the telephone to verify resume with follow up questions	Recruiters	Telephone	Interview Appointment
Interview	Appointment	Initial interview is conducted by ProBrainiac	Business Developer	Telephone/In Person	Offer Proposal
Offer Stage	Qualified Applicant	Resumes of the best qualify applicant is forward to client for offer.	Recruiting Manager	Email-Telephone	Client Offer

The goal of the future state document is to show the improve streamline process flow. This section of the improvement plan shows the improvement to the process flow. Using the current state map, the PM and ProBrainiac employees identify areas of waste, and duplication. Targeted area of improvement is represented on the current state VSM as a Kaizen burst or tombstone.

Interviews and group meetings were conducted by the PM with ProBrainiac employees who perform the work to document and recommend improvements to the current state VSM to increase efficiency and effectiveness. The PM used a combination of OPM3 process improvement steps and VSM approach to examine the recruiting process.

Improvement Focus



For the recruitment process the PM focused in these areas. However, they main focus of the process improvement was streamlining the current state map and improvement the recruitment process:

- Standardization- requires the activity be performed with consistency. By ensuring the process and standardize, customer service can be improved repeated. Standardization also ensures ease of training when new employees are being trained.

- Simplification of the process ensures streaming. Fewer complexities in the business process ensure better understanding and efficiency. During the interview process, it was discovered that employees did not understand the process, hence they did not meet the intent of the process.
- Visualize of the process ensure employees have a reference. Visualization allows the process to be easily understood by the employee responsible for the work.
- Eliminate duplication, ensure the work is not repeated and each touch on the process during the cycle adds value to the process. The current state VSM process showed areas in the current state map where a step did not add value. Specific steps would be combined with other steps to reduce the cycle time and shorten the overall completion time.
- Improving the cycle time and improving process efficiency is the idea behind the VSM process. Reducing cycle time is eliminating waste. The goal is to compare the cycle time against the process time. Cycle time is the time it takes for the activity to be completed from beginning to end, and the process time is the time it takes for the activity to be completed without the waste and wait time. By understanding this area in the process, it is possible to reduce the cycle in the process.
- Value added determines if a particular step, task, or activity adds value to the process by shortening completion time, improving the quality, or improving customer satisfaction. Tasks that adds no value to the process are eliminated as waste. Task can be combined to reduce the time it takes to completion hence increasing the value added of the combine task.
- Automation is speeds up task and improve activity, by making it faster, easier and accurate. Automation also allows the organization to gather data on the process and analyze said data to improve the process. Automation or processes, is a recommendation for future study and research for improving ProBrainiac.

The future business process description documents the future state of the process after cycle time is reduced, and the process is streamlined. The resulting future state VSM map is included at the end of this document. The table below captures the future state of the ProBrainiac recruiting process.

ProBrainiac Business Improvement Plan
Business Improvement Recommendation

"To Be" Process Description					
Process	Input	Process Description	Process Owner	Tools	Output
Intake	Client request	Client make request for job opening	Recruiting Manager	Email-Telephone	Job Request Opening
Sourcing	Job fill request	Recruiter pull applicant resumes	Recruiters	Email	List of applicant Resumes "Sources"
Screening	Applicants	Applicant resumes are review against the client minimum requirements, then screened and interviewed.	Recruiting Manager	Telephone/In Person	List of Potential Applicant
Offer Stage	Qualified Applicant	Resumes of the best qualify applicant is forward to client for offer.	Recruiting Manager	Email-Telephone	Client Offer

RECOMMENDATIONS

Processes for Immediate Implementation

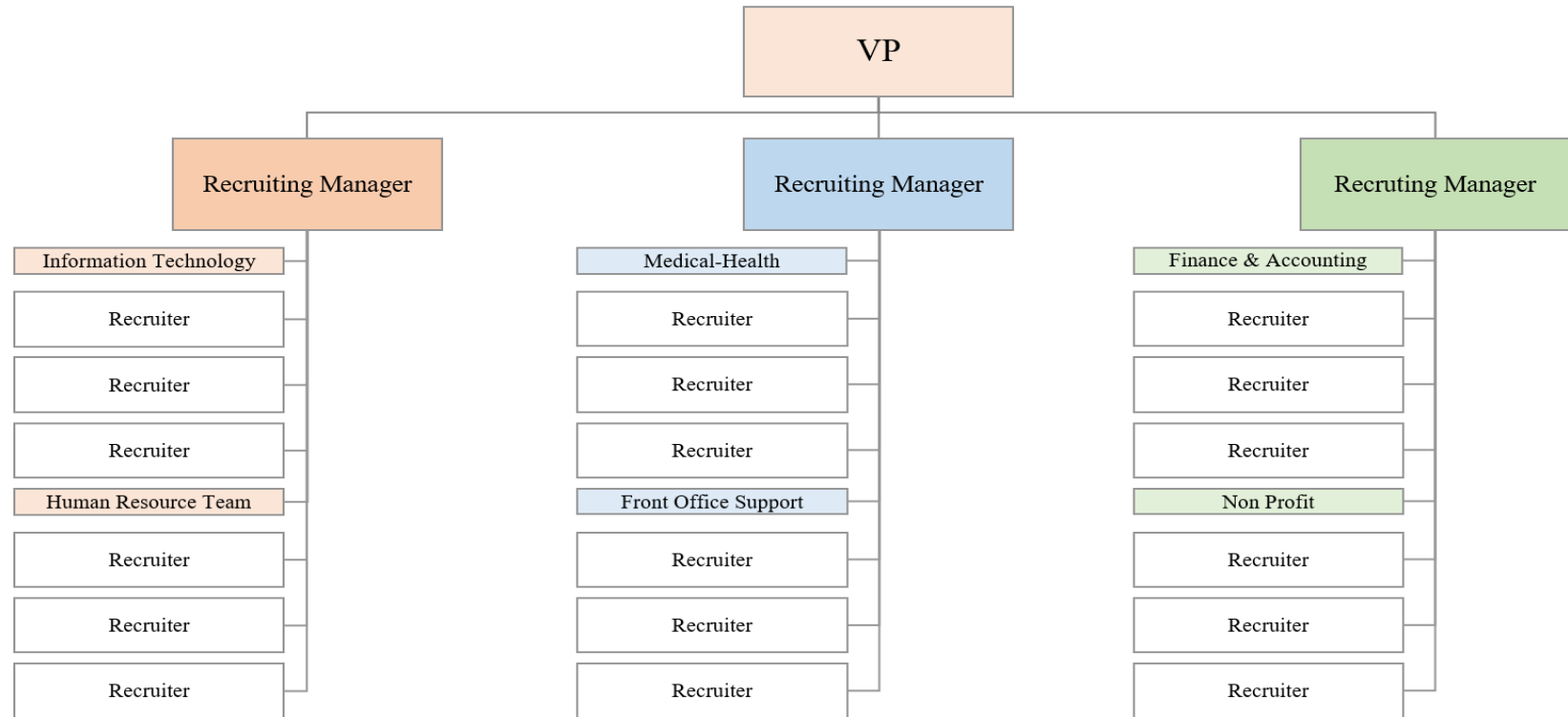
The benefit of going through the BPI process for ProBrainiac was that many of the improvement recommendations can be made immediately. As process improvement is an ongoing process, the project manager recommends implementing the following recommendation. There are no anticipated change management issues from implementing the recommended changes.

- Develop a standard operating procedure (SOP) that combines the operating procedure with training to ensure the process and product are consistent, and quality of service provided to the client is maintained. SOP will ensure new employees have a reference point, and trainers can refer to such references when training additions to the team.
- Establish standardize training on processes for employees.
- Visualize the recruiting with the current state VSM so each employee is aware of the process.
- Improve communication between employees and establish measurement criteria for assessing the process. Specifically, measurement criteria may be setting timeline with minimum and maximum wait time for queues in the process flow.
- Develop teams based on employee experiences in specific service sectors to maximize employee effort and focus employees on specific client request to establish rapport between client and ProBrainiac

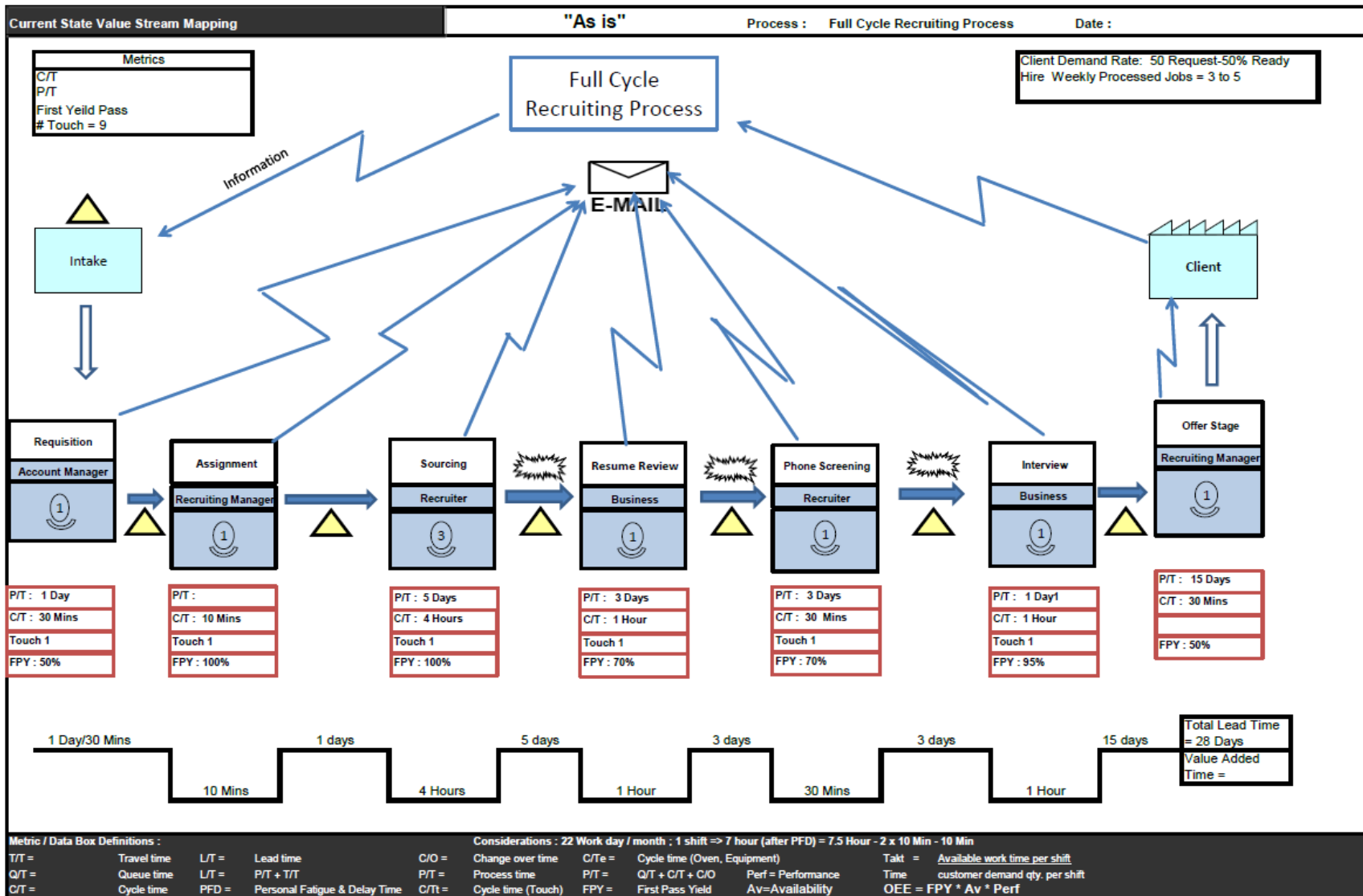
Additional Recommendation for Automation

It is also recommended that ProBrainiac invests in a database to automate information dissemination and processing. Automation will allow ProBrainiac to collect measurable data on processes and make future process improvement easier.

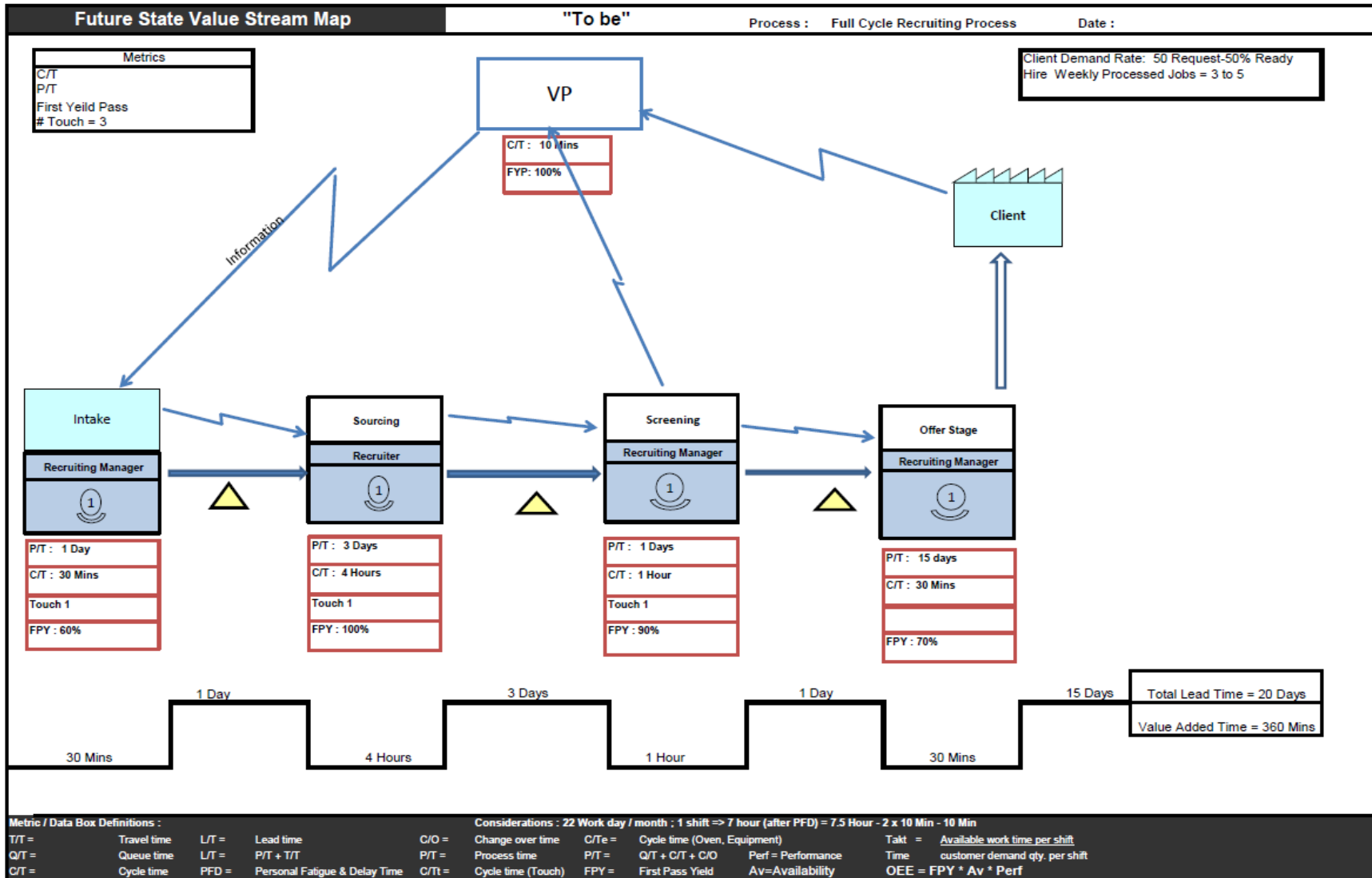
RECOMMENDED ORGANIZATION BREAKDOWN CHART



CURRENT STATE VSM



FUTURE STATE VSM



CHECKLIST

ACCEPTANCE

Approved by:

_____ Date: _____
<Name of Approver>
Business Improvement Recommendation Business Sponsor

_____ Date: _____
<Name of Approver>
Business Improvement Recommendation Project Manager

REQUIREMENTS TRACEABILITY MATRIX

Project Name		Business Improvement Recommendation						
Project Manager		Walter Y Youlo						
Project Sponsor		Chantal A. Martin						
ID	Customer Need or Requirement	WBS ID	Requirement Type	Status	Priority	Requirement Owner	Source	Acceptance Criteria
Academic Requirements PMA686A								
001	Create required documents for PPM Deliverable 1	1.1.2.1, 1.1.2.2.2, 1.1.2.3.1, 1.1.2.4.1, 1.1.2.3.2, 1.1.2.3.3, 1.1.2.3.4	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686A syllabus.
002	Create required documents for PPM Deliverable 2	1.1.4.3, 1.1.4.4, 1.1.5, 1.1.5.2	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686A syllabus.
003	Create required documents for PPM deliverable 3	1.1.6.1 - 1.1.6.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor
004	Create required documents for PPM deliverable 4	1.1.7.1 - 1.1.7.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor in second GO/No-GO phase.
005	Submit Course deliverables on time	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Course and project deliverables are submitted to blackboard on time.
006	PM A686A Oral Presentation	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Prepare and present a 20-minute presentation on PM A686A PMP and project.
007	Develop a project PMP with all subsidiary plans	1.1.7.3	Academic	Completed	High	PM	MSPM Department	PMP document meets MSPM department standards for 686A and 686B.
008	Submit research methodology for approval	1.1.7.1	Academic	Completed	High	PM	MSPM Department	Research methodology approved by Primary advisor.
009	Final PM A 686A course deliverable	1.1.2, 1.1.4, 1.1.6, 1.1.7	Academic	Completed	High	PM	MSPM Department	Consolidate and submit final course deliverable by the deadline. December 8, 2015
Academic Requirements PMA686B								

REQUIREMENTS TRACEABILITY MATRIX

Project Name		Business Improvement Recommendation						
Project Manager		Walter Y Youlo						
Project Sponsor		Chantal A. Martin						
ID	Customer Need or Requirement	WBS ID	Requirement Type	Status	Priority	Requirement Owner	Source	Acceptance Criteria
010	Create required documents for PPM Deliverable 1	1.2.1, 1.2.1.1, 1.2.1.1.1, 1.2.1.2, 1.2.1.2.1, 1.2.1.2.2, 1.2.1.2.3, 1.2.1.2.4, 1.2.1.2.5, 1.2.1.3, 1.2.1.3.1, 1.2.1.3.2, 1.2.1.3.3, 1.2.1.3.4, 1.2.1.3.5, 1.2.1.4	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686B syllabus.
011	Create required documents for PPM Deliverable 2	1.2.2, 1.2.2.1, 1.2.2.2, 1.2.2.3, 1.2.2.4, 1.2.2.5, 1.2.2.6, 1.2.2.6.1, 1.2.2.6.2, 1.2.2.6.3, 1.2.2.6.4, 1.2.2.6.5, 1.2.2.7, 1.2.2.8, 1.2.2.9	Academic	Completed	High	PM	MSPM Department	Documents submitted are in accordance with PM A686B syllabus.
012	Create required documents for PPM deliverable 3	1.2.3, 1.2.3.1, 1.2.3.2, 1.2.3.3, 1.2.3.4, 1.2.3.5, 1.2.3.6	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor
013	Create required documents for PPM deliverable 4	1.2.4, 1.2.4.1, 1.2.4.2, 1.2.4.3, 1.2.4.4	Academic	Completed	High	PM	MSPM Department	Receive GO from Academic advisor in second GO/No-GO phase.
014	Submit Course deliverables on time	1.2.1, 1.2.2, 1.2.3, 1.2.4	Academic	Completed	High	PM	MSPM Department	Course and project deliverables are submitted to blackboard on time.
015	PM A686B Oral Presentation	1.2.4.1	Academic	Completed	High	PM	MSPM Department	Prepare and present a 30-minute presentation on PM A686A PMP and project.
016	Update project PMP with all subsidiary plans	1.2.1.2, 1.2.2.6,	Academic	Completed	High	PM	MSPM Department	PMP document meets MSPM department standards for 686A and 686B.
017	Final PM A 686B course deliverable	1.2.1, 1.2.2, 1.2.3, 1.2.4	Academic	Completed	High	PM	MSPM Department	Consolidate and submit final course deliverable by the deadline. April 27, 2016

Project Requirements

REQUIREMENTS TRACEABILITY MATRIX

Project Name		Business Improvement Recommendation						
Project Manager		Walter Y Youlo						
Project Sponsor		Chantal A. Martin						
ID	Customer Need or Requirement	WBS ID	Requirement Type	Status	Priority	Requirement Owner	Source	Acceptance Criteria
18	Performance literature research on small business growth strategies, lean value stream mapping	1.3.7.1.1, 1.3.7.1.2, 1.3.7.1.3	Functional	Completed	High	PM	Sponsor	Include recopmmendastion for business growth in business improvement plan
19	Develop Interview questions for recruiting process assessment	1.1.5.4, 1.1.5.4.1	Functional	Completed	High	PM	Sponsor	Review interview questions with my primary advisor
20	Interview ProBrainiac Employees	1.3.6.3	Functional	Completed	High	PM	Sponsor	Perform interviews with ProBrainiac employee to gather all the necessary information on the recruiting process.
21	Develop a recruitment process flowchart to map current recruiting process. Develop an improve process flowchart to show recommended process.	1.3.6.6.1, 1.3.6.6.2	Functional	Completed	High	PM	Sponsor	Deliver a flow chart to show the improved recruiting process and benefits. All deliverables are accepted by project sponsor.
22	Create a quick qualification screening checklist with minimum qualification requirements	1.3.8.6	Functional	Completed	High	PM	Sponsor	Develop a quick qualification checklist that will be used to screen applicant's resume for client's basic qualification requirements. All deliverables are accepted by project sponsor.
23	Detail organizational breakdown structure with, recommendations for a recruiting team breakdown	1.3.8.5	Functional	Completed	High	PM	Sponsor	Develop an organizational breakdown structure for the current number of employees to with a recruiting team breakdown. All deliverables are accepted by project sponsor.

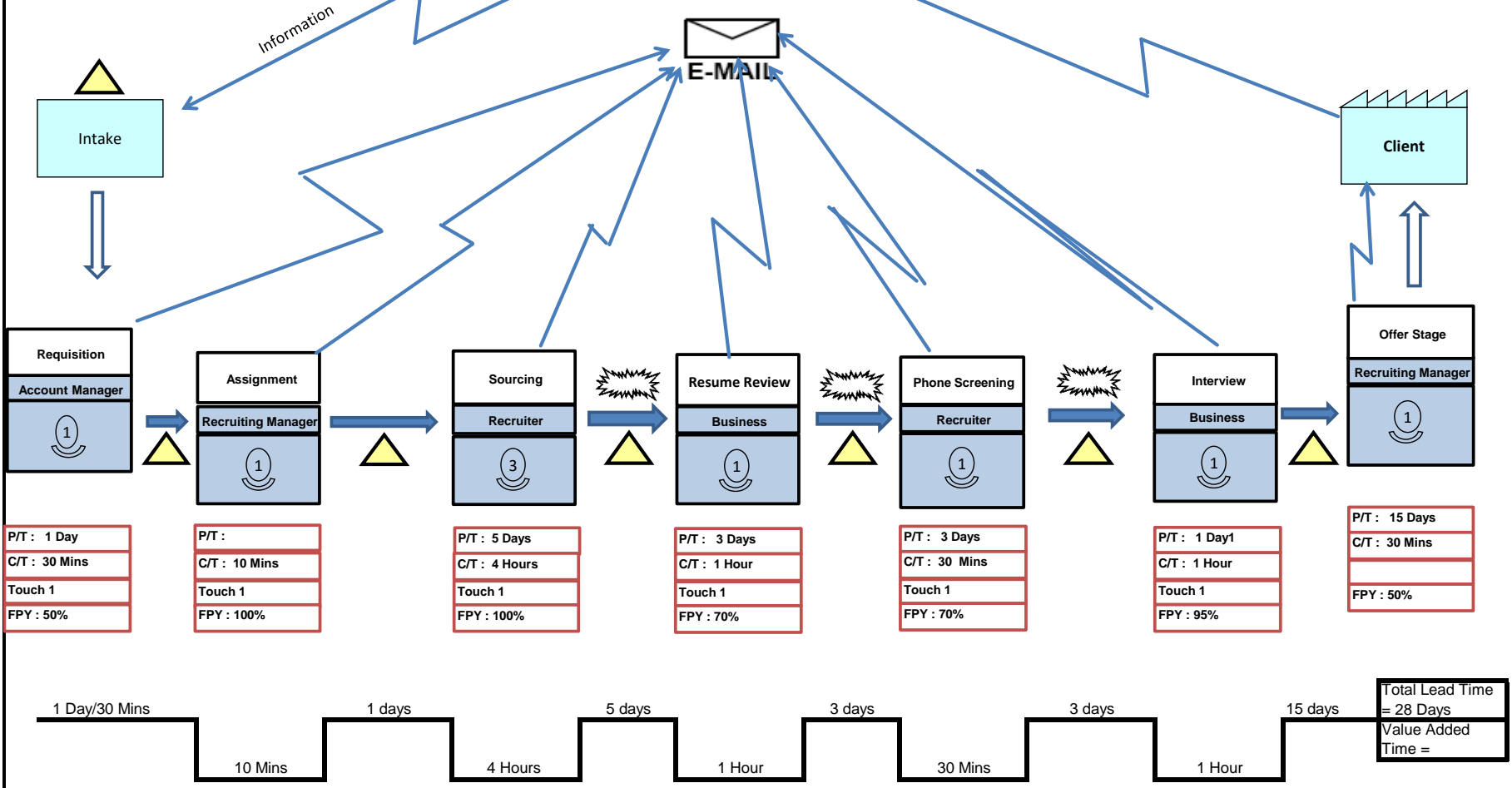
REQUIREMENTS TRACEABILITY MATRIX

Project Name		Business Improvement Recommendation						
Project Manager		Walter Y Youlo						
Project Sponsor		Chantal A. Martin						
ID	Customer Need or Requirement	WBS ID	Requirement Type	Status	Priority	Requirement Owner	Source	Acceptance Criteria
24	Develop recommendations for business growth and expansion based on research on small business growth practices.	1.3.8.3	Functional	In Progress	Medium	PM	Sponsor	Include recommendation for business growth in the business improvement plan.

Metrics
C/T
P/T
First Yeild Pass
Touch = 9

Client Demand Rate: 50 Request-50% Ready Hire
Weekly Processed Jobs = 3 to 5

Full Cycle Recruiting Process



Metric / Data Box Definitions :

T/T = Travel time	L/T = Lead time	C/O = Change over time	C/Te = Cycle time (Oven, Equipment)	Takt = Available work time per shift
Q/T = Queue time	L/T = P/T + T/T	P/T = Process time	P/T = Q/T + C/T + C/O	Time = customer demand qty. per shift
C/T = Cycle time	PFD = Personal Fatigue & Delay Time	C/Tt = Cycle time (Touch)	FPY = First Pass Yield	OEE = FPY * Av * Perf

Considerations : 22 Work day / month ; 1 shift => 7 hour (after PFD) = 7.5 Hour - 2 x 10 Min - 10 Min

Current	Future	Ideal
Timeline 	Operator 	
Ded. Proc. 	Shared Proc. 	Proc. Time 15 sec. Processing Time
Verbal Info 	Proc. Cell 	Prod. Lead Time 3 days Production Lead Time
See Sched. 	Tel. Info 	Tel. Info E-MAIL
Elec. Info 	Man. Info 	FAX
Supplier/ Customer 	OR 	Manual pull/ Withdrawal
Production Control 	MRP/ ERP Other Info 	Order Input
Kanban Post 	Signal Kanban 	Production Kanban
Withdrawal Kanban 	Kaizan Burst 	Queue
Load Leveling OX OX	Store / WIP 	Safety Stock
Inventory 	First in, First out FIFO 	MAX=XX LOV
Push: Matl. Move 	Push 	Sequenced Pull : OR
Shipment 		
External Movement 	Warehouse 	
Define effective Work hour/day x working day & calculate Takt time. Record all your assumptions.		

RISK REGISTER

Project Name: Business Improvement Recommendation

Project Manager Name: Walter Youlo

Project Description:

ID	Current Status	Risk Impact	Probability of Occurrence	Risk Map	Risk	Risk Description	Project Impact	Risk Area
R001	Open	Medium	Medium	Yellow	Communication	Lack of communication between project sponsor and PM. Project sponsors may be busy during the week. PM must schedule predesignated communication time to prevent conflicts.		Scope, Schedule
R002	Open	Medium	Medium	Yellow	Committee member availability	Committee member schedule may not support effective communication on a weekly basis to discuss the project.	Limited guidance during planning phase of the project	Project Management
R003	Open	Medium	Low	Green	Lack of adequate interview results	Interview question does not yield the desire result.		Schedule
R004	Open	Medium	Low	Green	Sponsor push back	Project sponsor disagrees with the direction of the project and interferes with execution.	Scope, Schedule changes during project execution	Scope, Schedule
R005	Closed	Medium	Low	Closed	Illness	Project Manager or Family Member gets sick will cause project deliverables not submitted on time and low quality	Extend project execution	Project Management
R006	Closed	Medium	Low	Closed	Lack of detail in PMP	PMP lacked the necessary detail to execute the project and produce the stated deliverables.	This will require change to the project management plan and accompany documents	Project Management
R007	Closed	Medium	Low	Closed	Schedule lacks detail	Project schedule does not adequately capture the work necessary to complete the project.	Require changes to the project schedule and WBS	Schedule
R008	Open	Medium	Low	Green	Project Sponsor Illness	Project sponsor is unavailable due to illness. Project communication and updates delays.	Possibility of sudden changes to project schedule. PM is unable to get input from the project sponsor.	Schedule

Triggers	Risk Response Strategy	Response Strategy
Lack of response from the project sponsor.	Mitigation	Schedule communication and meetings with the project sponsor well in advance. Arrange alternate forms of communication.
Project manager does not receive feedback from committee members when solicitude.	Mitigation	Inform Committee Advisor of PMP deliverables expected review dates via class announcement, e-mail, phone, UAA collaboration area and UAA PPM & deliverable's folder.
Poorly formulated interview questions.	Mitigation	Generate interview questions and review them with committee advisors.
Project sponsor shows signs of a shift in the organization focus of goal during project execution.	Mitigation	Communicate with the project sponsor weekly to discuss progress and direction.
Notification	Acceptance	Complete each of the project deliverables' ahead of schedule.
Committee Member Feedback	Mitigation	PM request advisor input and ensure PMP is reviewed and checked for detail and accuracy and content.
Committee Member Feedback	Mitigation	Develop a detail project schedule and see feedback from academic advisor biweekly.
Notification from project sponsor	Acceptance	Delay in information transmission between project manager and project sponsor. Project manager moves forward with the project with minimum input from the project sponsor. Complete project work ahead of schedule. Plan alternate communication times and gather as much information as possible to enable continuation of work should the risk occur.

Future State Value Stream Map

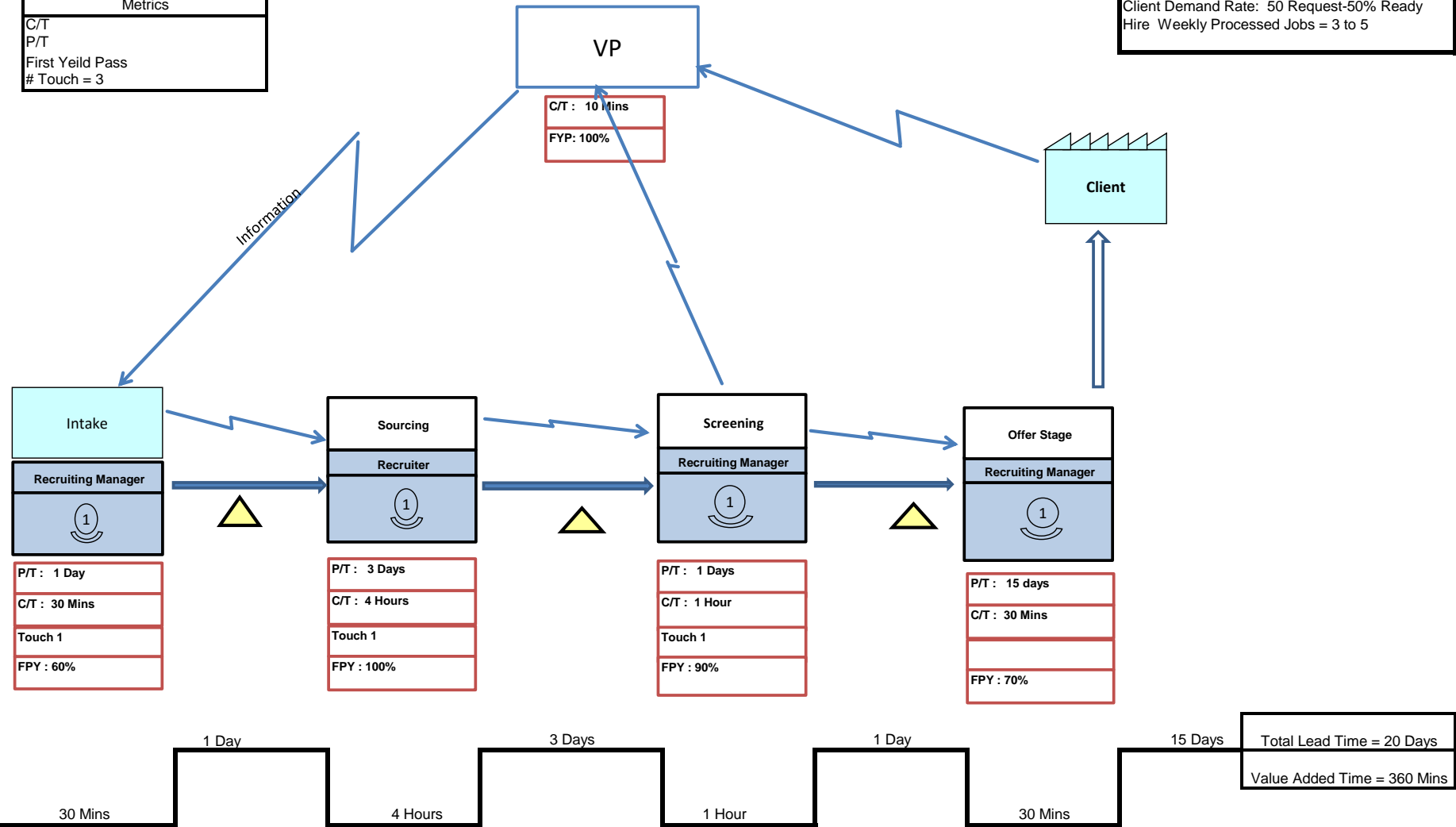
"To be"

Process : Full Cycle Recruiting Process

Date :

Metrics
C/T
P/T
First Yeild Pass
Touch = 3

Client Demand Rate: 50 Request-50% Ready Hire Weekly Processed Jobs = 3 to 5
--



Metric / Data Box Definitions :

T/T = Travel time	L/T = Lead time	C/O = Change over time	C/Te = Cycle time (Oven, Equipment)	Takt = Available work time per shift
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C/T = Cycle time	PFD = Personal Fatigue & Delay Time	C/Tt = Cycle time (Touch)	FPY = First Pass Yield	OEE = FPY * Av * Perf

Considerations : 22 Work day / month ; 1 shift => 7 hour (after PFD) = 7.5 Hour - 2 x 10 Min - 10 Min

Current	Future	Ideal
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Verbal Info 	Proc. Cell 	Prod. Lead Time 2 days Production Lead Time
See Sched. 	Tel. Info 	Tel. Info E-MAIL FAX
Elec. Info 	Man. Info 	
Supplier/ Customer 	OR 	Manual pull/ Withdrawal
Production Control 	MRP/ ERP Other Info 	Order Input
Kanban Post 	Signal Kanban 	Production Kanban
Withdrawal Kanban 	Kaizen Burst 	Queue
Load Leveling 0 X 0 X	Store / WIP 	Safety Stock
Inventory 	First in, First out FIFO 	
Push: Matl. Move 	Push 	Sequenced Pull : OR
Shipment 		
External Movement 	Warehouse 	
Define effective Work hour/day x working day & calculate Takt time. Record all your assumptions.		

Project Manager		Walter Youlo		Stakeholder Register	
Project Name		Business Improvement Recommendation			
Project Description					
STAKEHOLDER REGISTER		IDENTIFICATION INFORMATION		PROJECT REQUIREMENTS/EPECTATIONS	
ID	Name	Title	Contact Information	Major Requirements	Measure Of Success
Internal Stakeholders					
1	Chantal Martin	Project Sponsor	cmartin@probrainiac.com	Identify current processes and practices, conduct the necessary research and make the recommendation. Identify significant issues and areas for improvement within the organization.	Deliver the project within the allotted time and meet the establish expectations outlined in the project charter.
2	Walter Youlo	Project Manager	kidvash19@gmail.com	Utilize project management template, processes, and methodology to develop a project management plan and demonstrate knowledge of mastery of project management processes.	Identify project Stakeholders, stakeholder requirements, and success criteria. Complete each project milestone on schedule to meet project deliverable and timelines and satisfied stakeholder requirement. Deliver a PM plan that meets graduate level requirements for PM department.
3	Jasmin Ramos	Employee	jramos@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
4	Lorpu Taylor	Employee	ltaylor@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.

5	Lisa Tobin	Employee	ltobin@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
6	Paul Schue	Employee	pschue@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
7	Tedea Yahh	Employee	tyahh@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
8	Carl June	Employee	Cjune@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
9	Arthur Homewood	Employee	Ahoomwood@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
10	Daniel Tieman	Employee	dtieman@probrainiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.

11	Nicole Gordon	Employee	ngordon@probrianaiac.com	Improve recruiting processes to minimize the number of steps and work needed from the start to the end of the recruiting process.	Straightforward and easy understand recommendations and changes.
12	Nuha Youlo	Spouse	Nuha_Y@yahoo.com	Successfully complete Project Management Program	Complete degree requirement
13	US Army	Employer	<u>NA</u>	Successfully complete Project Management Program	Graduate from the MSPM program in May 2016
External Stakeholders					
14	Roger Hull	Primary Advisor	rkhull@uaa.alaska.edu	Knowledge of and demonstrated mastery of project management principles and practices. The project must include demonstrated understanding and application of several project management knowledge areas. Demonstrate the ability to select or design an appropriate project, establishing relevant, measureable objectives. Be able to scope and deliver project results that achieve stated objectives.	Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project life cycle.

15	LuAnn Piccard	Committee Member	lpiccard2@uaa.alaska.edu	<p>Demonstrate proficiency in the identification, analysis and understanding of user and stakeholder needs and requirements for the product of the project (e.g. templates, tools, results, deliverables, etc.) and the ability to translate these needs into project outcomes that clearly and measurably address and meet these needs and established acceptance criteria with demonstrated customer satisfaction.</p>	<p>Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project lifecycle.</p>
16	Jim Bates	Committee Member	jlbates@go-big.com	<p>Demonstrate proficiency in the identification, analysis and understanding of user and stakeholder needs and requirements for the product of the project (e.g. templates, tools, results, deliverables, etc.) and the ability to translate these needs into project outcomes that clearly and measurably address and meet these needs and established acceptance criteria with demonstrated customer satisfaction.</p>	<p>Deliver quality project deliverable on time and demonstrate knowledge and mastery o project management processes throughout the project lifecycle.</p>



OBJECTIVES	CLASSIFICATION				COMMUNICATION	
	Classification	Current Level of Support	Desire Level of Support	Influence	Frequency	Level of Detail
Improve business process to enable a small business to establish a niche in the recruiting industry	Very Active	High	High	High	Bi-weekly	High-Level
Actively manage the project through stakeholder engagement and project planning to deliver the stated final deliverable.	Very Active	High	High	Medium	Weekly	Detail
Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail

Simple processes that is easily repeatable	Active	Medium	Medium	Low	Monthly	Detail
Complete MSPM program and continue to help with house chores	Active	High	High	High	Daily	Detail
Meet all academic standards set by MSPM Department	Active	Medium	High	High	Weekly	Low
Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.	Very Active	High	High	Low	Weekly	High-Level

<p>Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.</p>	<p>Very Active</p>	<p>High</p>	<p>High</p>	<p>Low</p>	<p>Bi-weekly</p>	<p>High-Level</p>
<p>Present the PM department with a quality PMP that clearly states the project deliverables. Present the project to class and committee members and move to execution upon receipt of go form PM department. Execute the project by compiling project documents, plan, research, and presentation to deliver a high-quality project presentation and well illustrated final paper during the closing phase of the project life cycle.</p>	<p>Very Active</p>	<p>High</p>	<p>High</p>	<p>Low</p>	<p>Bi-weekly</p>	<p>High-Level</p>

Basic Qualification Checklist

Applicant:	
Recruiter:	
Position:	
Location:	
Sector	
Information Technology <input type="checkbox"/>	Medical/Health/Pharmaceuticals Services <input type="checkbox"/>
Finance & Accounting <input type="checkbox"/>	Human Resources <input type="checkbox"/>
Front Office Support <input type="checkbox"/>	Non-Profit <input type="checkbox"/>
Education Level	
High School <input type="checkbox"/>	Bachelor's Degree <input type="checkbox"/>
Master's Degree <input type="checkbox"/>	Doctorate Degree <input type="checkbox"/>
Associates Degree <input type="checkbox"/>	
School Attended	
Special Certification/Technical Skills	
None Technical/Soft Skills	
Availability	
Full Time <input type="checkbox"/>	Part Time <input type="checkbox"/>
Seasonal <input type="checkbox"/>	Others <input type="checkbox"/>
Previous Position Held/Job Title	

Salary Request:

Additional Screening Requirements

US Citizen: Yes No

Potential Red Flags

Gap in Resume

Numerous Jobs

Meet Skill Requirements: Yes No

Meet Experience Requirements: Yes No

Applicant Categorization

Exceeds Client Minimum Requirements: Yes No

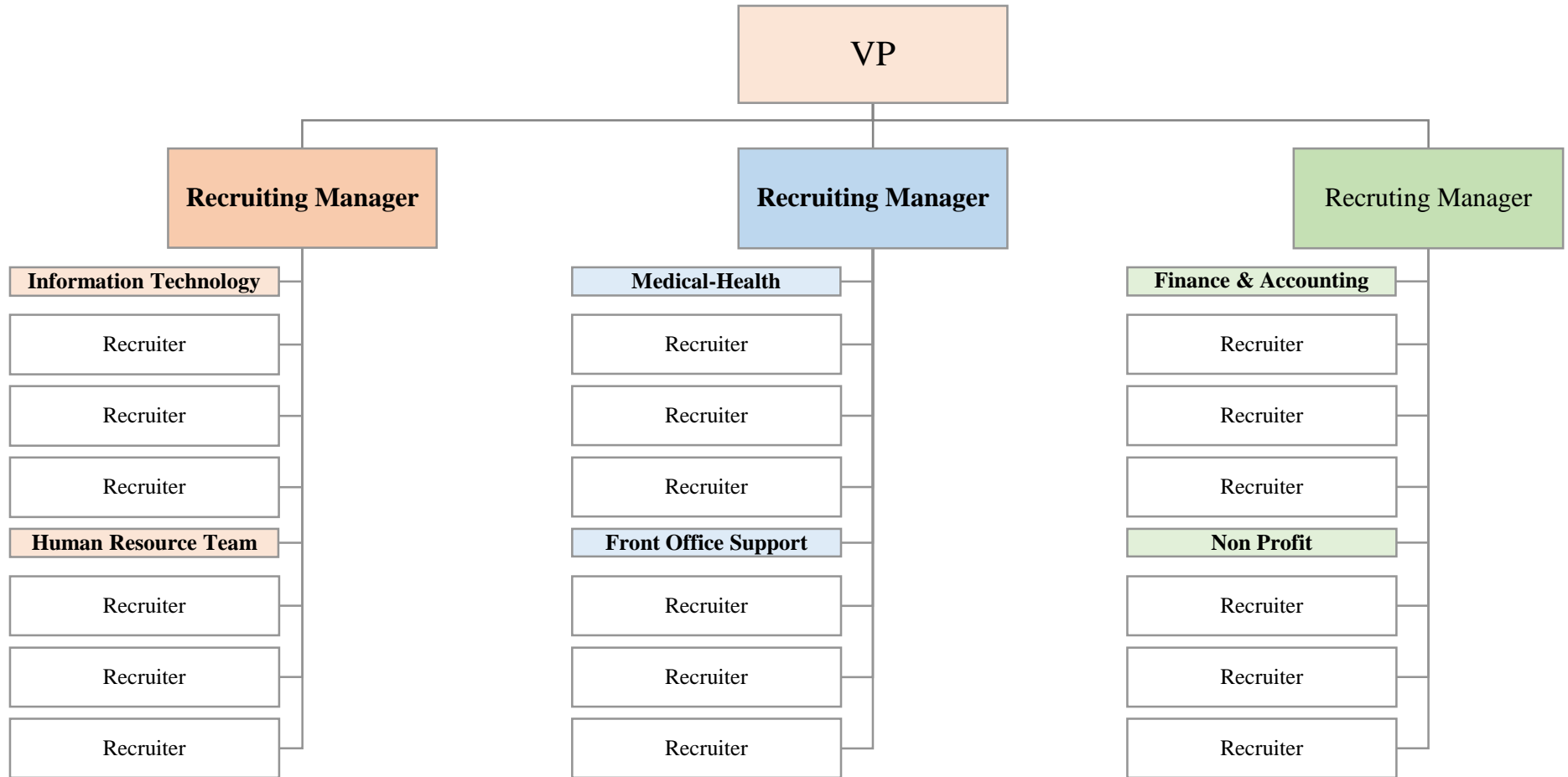
Meets Client Minimum Requirements: Yes No

Does Not Minimum Requirement: Yes No

Notes



Organization Breakdown Chart



Interview Strategy and Protocol

Interview Strategy

1. Welcome
 - Opening greetings
 - Explain the interview rationale and reason
2. Establish rapport
 - Explain the interview rationale and reason and benefit to the organization
 - Get interviewee buy in
 - Make the interviewee aware that responses to interview questions are confidential and names are not released or associated with specific answers
3. Explain the interview process
 - Time allotment
 - Process to be assessed and note taking during the interview
4. Conduct interview
 - Asked specific questions related to recruiting process only
 - Get interviewee buy in

Interview Protocol

Thank you for participating in this interview session. I am a graduate student with the University of Alaska Anchorage Master of Science Project Management Program, and this project and interview are part of my Capstone Project. The goal of this interview is to map your organization current recruiting process to get an accurate picture of the process to create a present stake Value Stream Map (VSM) and a future state VSM to eliminate waste and streamline the process and improve efficiency. The interview will take between 30 to 60 minutes depending will include 20 to 25 questions related to the recruiting process, roles and responsibilities.

With your permission, I will take notes during this interview process to accurately record responses. Notes will consist of the processes, task and completion times. All information gathered during this interview is confidential and interviewee names are not associated with responses. Results of this interview and follow-up interview will be used to create VSM to streamline your organization recruiting process.

Your participation in this interview is voluntary. However, it is highly encouraged as your participation will contribute to the improvement of processes utilized in your workplace. You are free to withdraw your consent to this interview at any time during the interview without consequence. Do you have any questions or concerns before we begin? With your permission, we will begin the interview.

PROJECT CHARTER



Business Improvement Recommendation

VERSION: 005

REVISION DATE: November 11, 2015

Version	Date	Name	Description
001	03092015	Walter Youlo	Draft
002	20092015	Walter Youlo	Updated
003	15102015	Walter Youlo	Updated Document
004	19102015	Walter Youlo	Updated RACI, Power Interest Grid
005	11112015	Walter Youlo	Review

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Section 1: BUSINESS CASE

ProBrainiac (Professional Brainiac) was founded in 2014. Headquartered in New York City, it is a full-service recruitment, retained search, and temporary staffing firm serving clients across the US. They specialize in finding top talent for their clients within a few practice areas, which include technology, finance, medical, and health services, human resources, and front office support. ProBrainiac provides a cost savings option when pairing talented individuals with clients. Accomplishing their goals requires an in-depth understanding of the market in order to provide quality service to their clients. Understanding current and future market involves high-level communication with prospective clients. ProBrainiac long-term vision includes growing their entire team to about 100 employees in the next two years. In addition to expanding their employee pool, they plan to streamline processes, tools, and provide effective training and support to ensure that all ProBrainiac employees provide excellent communication and customer service to their clients. ProBrainiac is a company that takes pride in their ability to function remotely and provide work-life balance to all of its employees unlike their competitors.

Section 2: PROJECT OVERVIEW

2.1 Problem Statement

The recruiting process at ProBrainiac is increasing the time it takes to fill the client request. The ProBrainiac current recruiting process includes multiple handoffs that add no value to the recruitment process. There are no standardized process maps, checklists, or dedicated teams for managing client requests; hence requests from different industry sectors are handled on an availability basis where clients are forced to engage with multiple employees during a single request.

This problem has existed since the inception of the organization in 2014. By evaluating and improving the current recruitment process, developing an organizational breakdown chart and creating a standardized screening checklist, the time it takes to process client request could be reduced significantly. The additional time gained could be used to build employee client relationship ensuring future business. Employee efficiency may significantly improve by achieving some level of standardization.

Section 3: PROJECT DESCRIPTION

3.1 Preliminary Scope

The objective of the ProBrainiac business improvement project is to assess the current recruitment process using lean value stream mapping to facilitate the elimination of unnecessary steps in the process. This project will map ProBrainiac current recruitment process, analyze the process, and develop recommendations for a streamlined recruitment process. The project will also analyze the current organization structure and create a basic qualification-screening checklist and an organizational breakdown chart to simplify work and processes within the organization.

Project Includes

- Development of Project Management Plan and all Subsidiary Plans

Business Improvement Plan containing:

- Improved recruiting process flow chart
- Basic qualifications screening checklist
- List of best practices for business growth and expansion
- Organizational breakdown chart

Project Exclusions

- Does not include a plan for actual establishment of the business.
- This project scope does not include acquiring applicable licenses and business permits to operate.
- Project does not include training, hiring, and management of personnel.
- This project does not include PM support for business advertisement, web support, or securing financing necessary for implementation.

3.2 Constraints

- Project management plan developed for this project must meet criteria establish by University of Alaska, Anchorage MSPM's requirement for quality, completeness, deadline and established Project Management Standards.
- Business Improvement Recommendation and project deliverables must be completed by_____.
- Budget for completing the business improvement plan cannot exceed \$200.
- Time according to PM686A and B schedule

- PM is the only resource dedicated to this project.

Constraint Priority Matrix			
	Schedule	Scope	Resource
Constraint	X		
Enhance		X	
Accept			X

Table 1: Constraint Priority Matrix

3.3 Acceptance Criteria

Acceptance criteria for this project include:

- Project Management Plan must meet Graduate Studies standards establish by University of Alaska, Anchorage MSPM Department.
- Recommendation must be supported by research.
- Improvement plan must contain sufficient information to support recommendation.

3.4 Assumptions

Assumptions for this project include:

- Sufficient data is available for accurate analysis organizational processes.
- Adequate research material will be available related to recruitment business to develop best practices for business growth.
- Academic advisor and committee members will be available for feedback.

Section 4: RISK

Project risk analysis for the ProBrainiac business improvement project is included in the project management plan. The Project manager will assess the risks associated with the project to include positive and negative risk and will actively manage risk by implementing appropriate measures to mitigate to exploit project risks.

4.1 High-Level Risk

The following high-level risks for the Business Plan have been identified. It is the role and responsibility of the project manager to identify and employ the necessary risk mitigation and avoidance strategies as appropriate to minimize the likelihood of these risks occurring during the project life cycle:

- Withdrawal of support by project sponsor
- Disapproval of project research methods
- Availability of the project sponsor

Section 5: PROJECT AUTHORITY, MILESTONE AND DELIVERABLES

5.1 Funding Authority

Funding for this project will be the responsibility of the project manager. Funding will be limited to the budget required to produce the business plan. Funding for the implementation of the business plan is the responsibility of the project sponsor upon acceptance of the project deliverables.

- Project deliverable will be revived by project sponsor/owner.
- Project manager will manage and monitor project deliverables.
- Deliverables will be revived and monitored by Primary Advisor and committee members.

5.2 Project Summary Milestones

The project summary milestone list below reflects product and services to be delivered to the end user as well as PM and other project related work.

Milestone/Deliverable Phase 1	
PPM1 due September 11, 2015	
Project Stakeholder ID and Analysis	
Project Charter	
Preliminary Project Schedule	
Preliminary Project WBS	
Abstract	
Sponsor Support Letter	
Preliminary GSP/Written Agreement from Committee	

Milestone/Deliverable Phase 1	Target Date
PPM2	
Project Scope Statement	October 02, 2015
Requirement Doc	October 02, 2015
WBS Update	October 02, 2015
Schedule Update	October 02, 2015
PMP Table of content	October 02, 2015
Preliminary Research Methods	October 02, 2015
Knowledge area measurement	October 02, 2015
Student/Advisory Committee Contract	October 02, 2015

Milestone/Deliverable Phase 1	Target Date
PPM3	
Written Draft PMP	October 23, 2015
Revised Abstract	October 23, 2015
Description of expected research methods	October 23, 2015
Description of expected product e outcome	October 23, 2015
Gantt chart updated	October 23, 2015
Updated knowledge areas	October 23, 2015
IRB training complete	October 23, 2015

Milestone/Deliverable Phase 1	Target Date
PPM4	
Final PMP	November 20, 2015
Advisor approve research instrument	November 20, 2015
Draft presentation	November 20, 2015
Refined description of project product deliverables	November 20, 2015
Knowledge areas	November 20, 2015
Updated Gantt chart	November 20, 2015
IRB	November 20, 2015
Phase 1 Complete	

Milestone/Deliverable Phase 2	Target Date
See PMP and project schedule for Phase 2 Milestones	

Section 6: PROJECT ORGANIZATION

6.1 Project Structure/Key Stakeholders

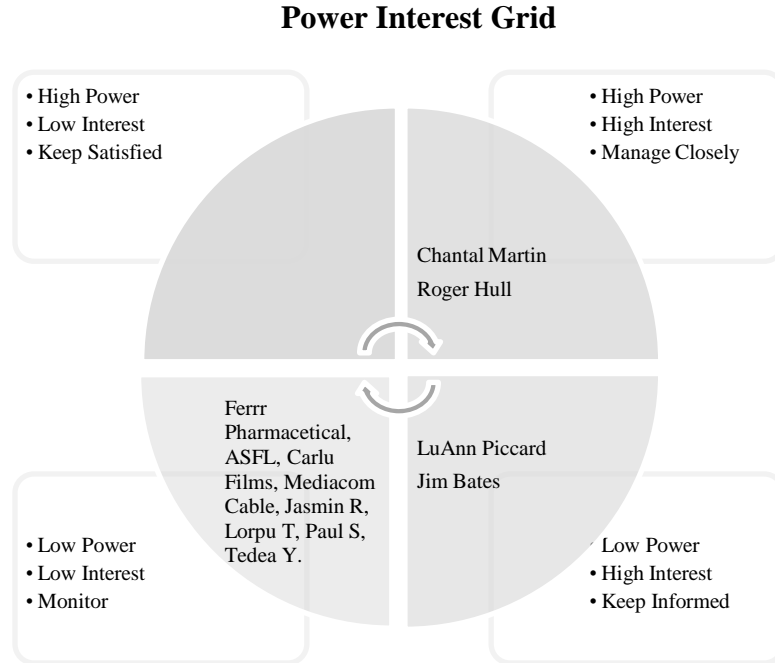


Figure 1: Power Interest Grid

6.2 Roles and Responsibilities

The chart below summarizes the role and responsibility of key stakeholders

Role	Responsibility
Chantal A. Martin	Project Sponsor/Owner
Walter Youlo	Project Manager
Roger Hull	Primary Advisor
LuAnn Piccard	Advisor
Jim Bates	Advisor

6.3 Responsibility Matrix

The RACI matrix below is a graphical representation of a more detailed perspective of responsibilities, reflects by functional role, and assigned responsibility for key milestones and activities.

Major Milestone	C A Martin	Walter Youlo	Roger Hull	LuAnn Piccard	Jim Bates
Project Charter Draft	A	R,A			
Project Schedule Draft	C	R			
WBS Draft	C	R			
Sponsor Support Letter	R		C	C	
Project Management Plan	C,I	R	A	A	A
Legend R = responsible for execution (may be shared) A = final approval for authority C = must be consulted I = must be informed					

Table 2: Responsibility Assignment Matrix

Section 8: PROJECT MANAGER

The project manager for the duration of this project is Walter Y. Youlo. The PM will manage all project tasks, scheduling, and communication related to the project. The PM team consists of the PM with committee advisors acting in an advisory capacity only. The PM is authorized to approve all budget expenditures up to, and including, the allocated budget amounts. PM will provide weekly updates to the Project Sponsor and Advisory Committee.

Section 9: AUTHORIZATION

This section provides the names and authorization, once signed, for the project to move forward in accordance with the information contained in this charter.

Prepared by the Project Manager:

Date: _____

Walter Y. Youlo

Approved by the Project Sponsor:

Date: _____

Chantal A. Martin



BUSINESS IMPROVEMENT RECOMMENDATION

Walter Y Youlo
MSPM PM686B

Agenda

- Background-Business Case
- Scope-Deliverables-CSF
- Research and Improvement Approach
- Process Flow-Value Stream Map
- OPM3 Adaptation
- Analysis
- Future Research
- Recommendations

Project/Organization Background

- ProBrainiac
 - Founded in 2014
 - Full service recruitment business
 - Small staff



Business Case “Why”

- Provide cost savings option
- Streamline processes
- Provide excellent communication and customer service to their clients
- Personal Investment in the Organization

Project Scope/Deliverables

- Evaluate ProBrainiac recruiting process using lean value stream mapping (VSM) with the goal of reducing the number of “touches” in the current recruitment process
- Assess organization structure and develop recommendation for streamlining
- Develop a resume screening checklist to improve the screening process

Critical Success Factors

- Project/Product
 - Product is easily understood
 - All the project deliverables submitted on time
 - All deliverables are accepted by the project sponsor
 - Communicate with advisory committee and sponsor for feedback

Research Methodology/Approach

- Collect data on the current recruiting process flow
- Conduct literature review to understand VSM tools
- Perform Internet research
- Utilize UAA Consortium Library Learning Center to research VSM

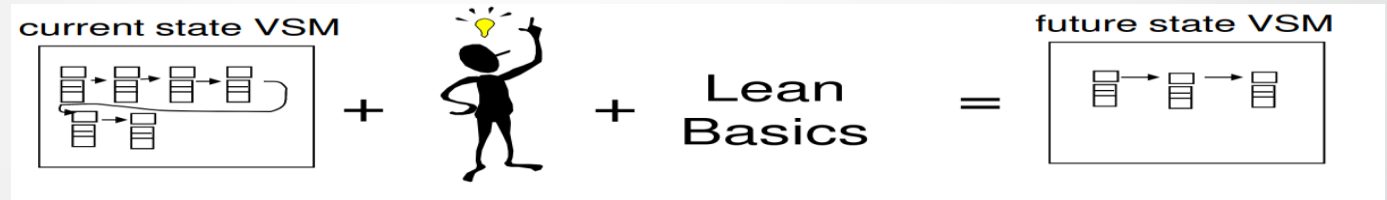


Improvement Approach-Lean Tool

- Value Stream Mapping (VSM):
 - A lean process planning tool employed to optimize results and eliminate waste or non value added. The goal of VSM is to providing optimum value to customer with minimum waste.
 - VSM ties in localize improvements
 - Allows a visualization of waste and show a plan to eliminate the waste

VSM Simplified and Phases

- Perform analysis and record current state
- Apply leans steps
- Develop future state



VSM Phases



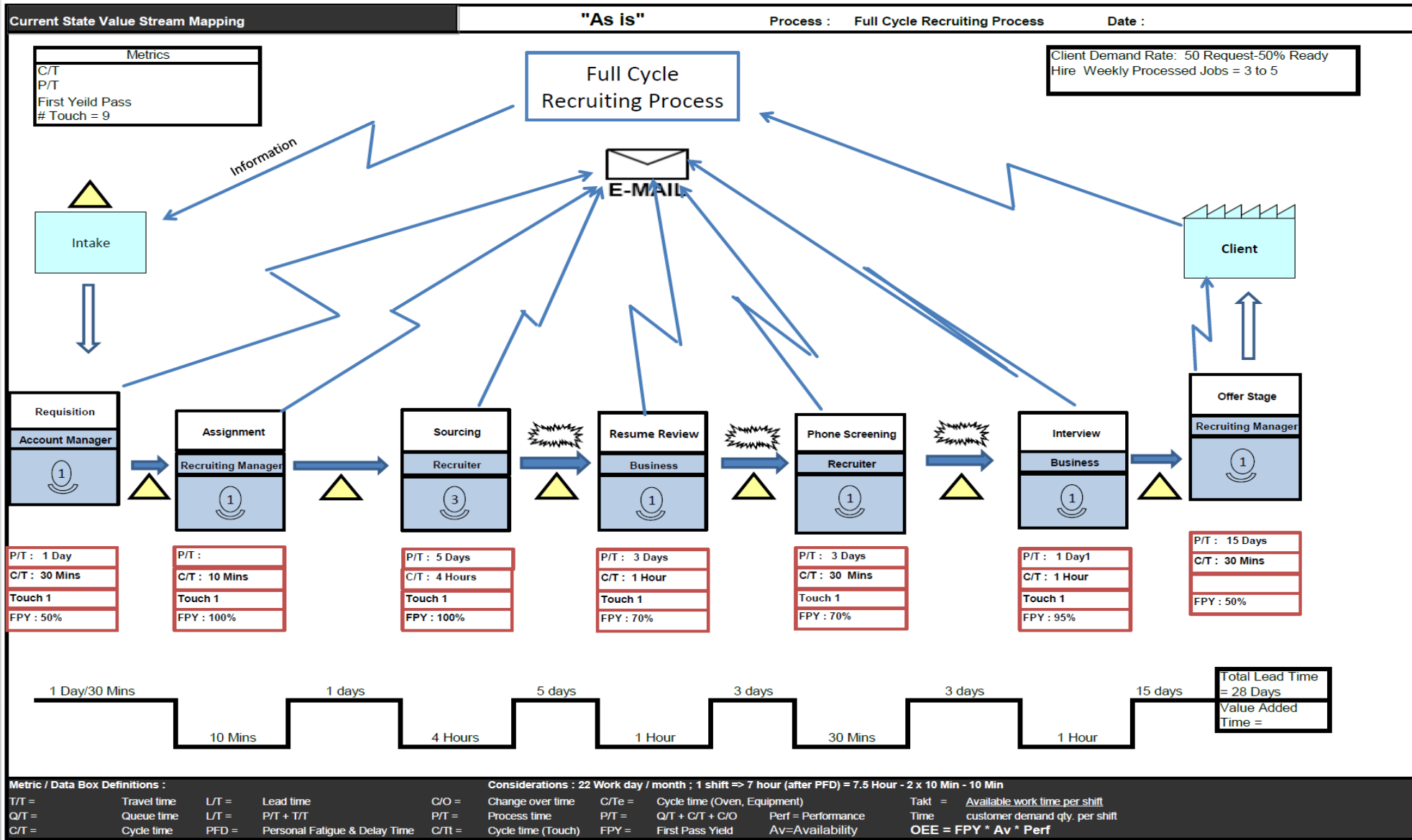
ProBrainiac Process Flow "As Is & To Be"

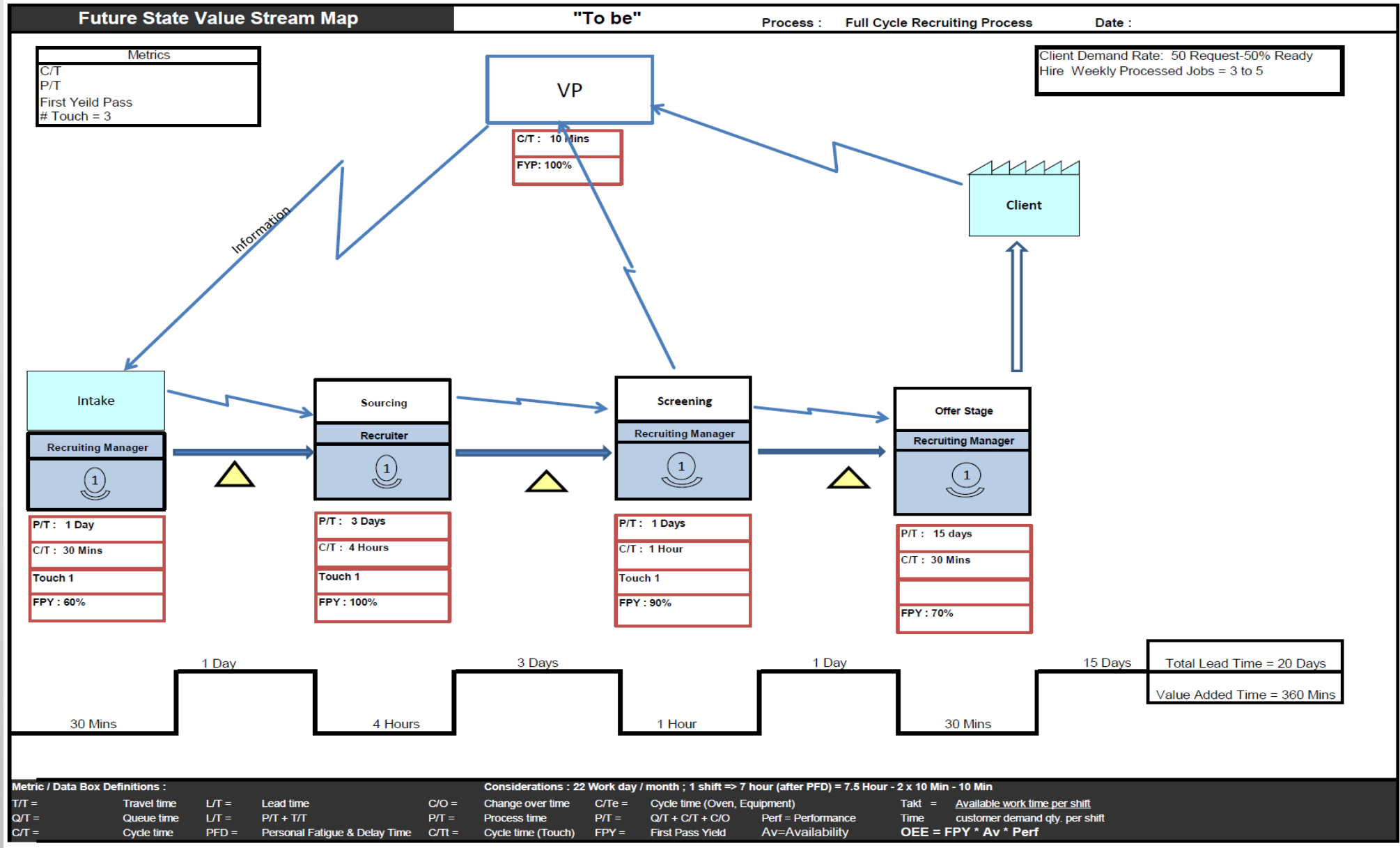
Measurable Metrics & Performance "As Is"			
From Current State Map			
Process Step	Cycle Time	Process Time	FTQ
Intake/Requisition	30 mins	1 day	50%
Assignment	1 min	10 mins	100%
Sourcing	4 hours	5 days	100%
Resume Review	1 hour	3 days	70%
Phone Screening	30 Mins	3 days	70%
Interview	1 hour	1 day	95%
Offer Stage	30 mins	15 days	50%

Measurable Metrics & Performance "To be"			
Target From Future State Map			
Process Step	Cycle Time	Process Time	FTQ
VP	10 mins		100%
Intake	30 mins	1 day	60%
Sourcing	4 hours	2 days	100%
Screening	1 hour	1 days	90%
Offer Stage	30 mins	15 days	70%

ProBrainiac Process Flow “Actual”

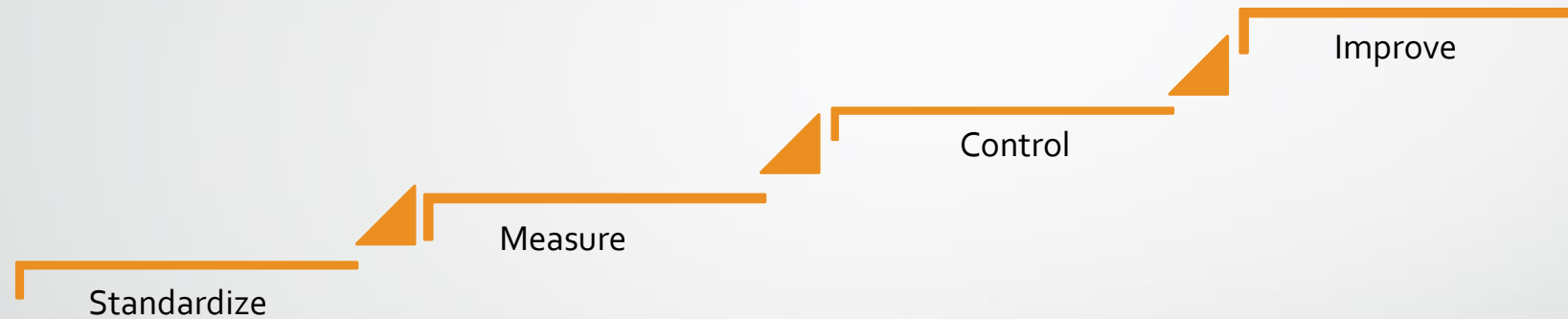
Measurable Metrics & Performance Actual			
Actual (Post Implementation)			
Process Step	Cycle Time	Process Time	FTQ
VP			
Intake	30 mins	1 day	70%
Sourcing	8 hours	3 days	100%
Screening	1 hour	1 day	100%
Offer Stage	1 hour	12 days	50%





Organizational Project Management Maturity Model (OPM₃)

- OPM₃ Goal: Improve efficiency and effectiveness by



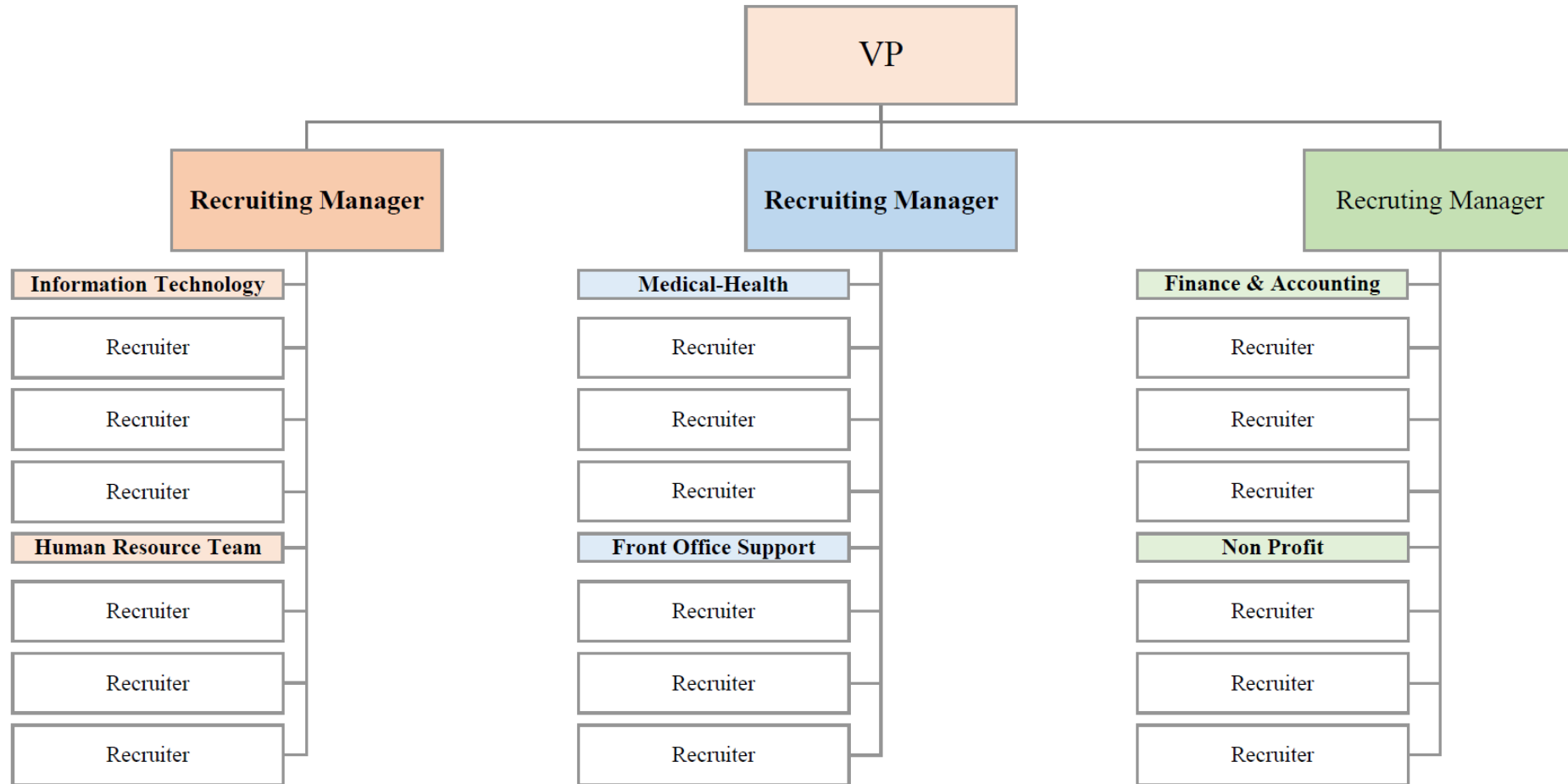
- OPM₃ Cycle:



Basic Qualification Checklist

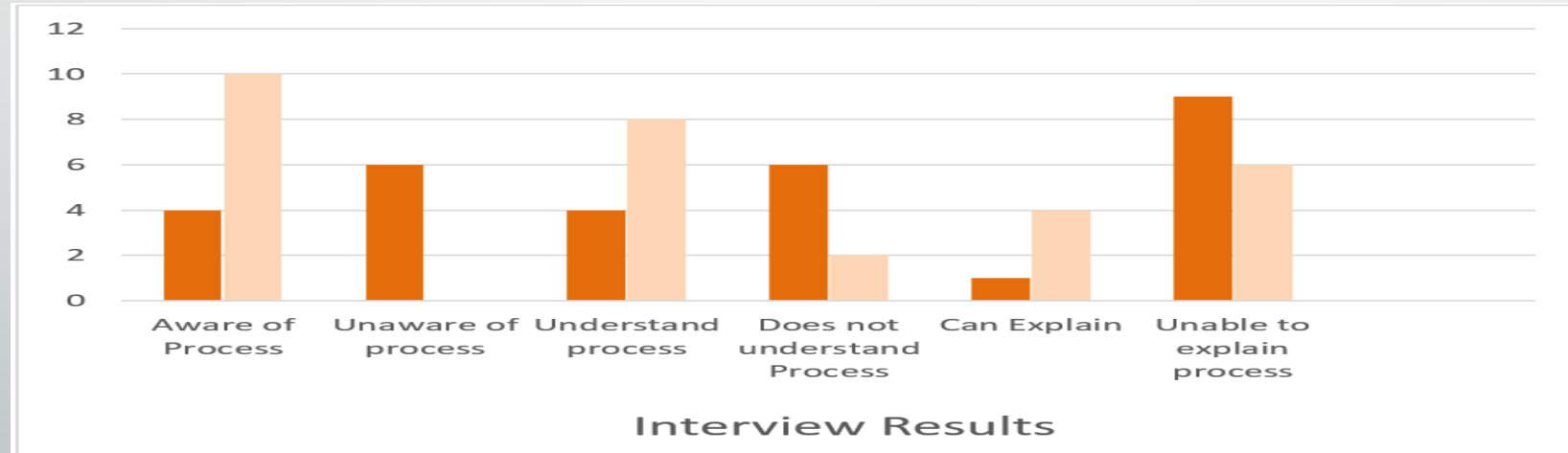
Applicant:			
Recruiter:			
Position:			
Location:			
Sector			
Information Technology	<input type="checkbox"/>	Medical/Health/Pharmaceuticals Services	<input type="checkbox"/>
Finance & Accounting	<input type="checkbox"/>	Human Resources	<input type="checkbox"/>
Front Office Support	<input type="checkbox"/>	Non-Profit	<input type="checkbox"/>
Education Level			
None	<input type="checkbox"/>	Bachelors	<input type="checkbox"/>
Masters	<input type="checkbox"/>	Doctorate	<input type="checkbox"/>
4 Year	<input type="checkbox"/>	Others	<input type="checkbox"/>
School Attended			
Special Certification/Technical Skills			

Organization Breakdown Chart



Interview Purpose

- Key activities
- Roles and responsibilities
- Problems that affect process performance
- Key business goals that the process change
- List of basic client requirements
- Organizational breakdown with roles and responsibilities



Walter Youlo PM 686B Business Improvement Recommendation

Organizational Analysis Results

- Recruiters have varying levels of experience
- Lack standardization
- Unspecified roles and responsibilities
- Inefficient information dissemination
- No identifiable measuring criteria

Change Management Approach

- Scope Change Request
- PM assessed request using change management plan
- Recorded the change
- Implement the change

Further Research

- As the organization improves and expands, additional research may be conducted to determine how best to integrate new processes and improve the standardize processes.
- Additional research may be undertaken to apply additional lean tools to improve the organization and how to integrate lean into all areas within the organization vs. using lean tools to improve specific processes.

Recommendations

- Develop a standard operating procedure (SOP)
- Combine SOP with training to ensure the process and product are consistent
- Establish standardize training on processes for employees
- Visualize the recruiting with the current state VSM so each employee is aware of the process
- Improve communication between employees and establish measurement criteria for assessing the process
- Develop teams based on employee experiences in specific service sectors to maximize employee effort and focus employees on specific client request

Project knowledge Area

Project Risk Management

Project Application:

There were no realized risks during weeks 13, 14 and 15 of project execution. The project manager has continuously been monitoring the project risk to ensure project remains on track. Project risk management will be handled according to the risk management plan outlined in the PMP and risk register. Appropriate risk mitigation measures will be implemented if and when a risk is identified or occurred.

Risk monitoring and mitigation measures are listed below. PM accounted for all associated risks identified during the project-planning phase on the risk register. The PM will continue monitoring the project during execution and take appropriate actions if and when the risk occurs. New risk will be handled in accordance with the risk management plan and risk register.

No additional risk has been identified since the last occurrence and identification of the following risk.

Number of identify risk realized: 3

Number of unidentified risk realized: 1

See risk response implementation document and risk register for newly identify risk.

Risk Name	Response Strategy
Risk Name: Communication Risk ID: R001 Status: Open Impact: Medium	<ul style="list-style-type: none">- Actual risk response strategy involved PM identifying alternate times to communicate with the project sponsors after any significant break in communication. PM reestablished contact with project sponsor using social media, then resume normal communication. PM also follow-up each communication session as verification that everyone was on the same page with the information discussed.
Risk Name: Lack of Adequate Interview Results Risk ID: R003 Status: Open Impact: Medium	<ul style="list-style-type: none">- To achieve the desire result, PM outlined the recruiting processes as described by the project sponsor and made it available to each ProBrainiac employee prior to their second interview.- After familiarizing each employee with the process, PM conducted a second interview to identify the intended process compare to the actual process.

<p>Risk Name: Illness Risk ID: R005 Status: Close Impact: Medium</p>	<ul style="list-style-type: none">- To mitigate this risk, the initial response strategy called for the PM to accept the risk and continue the project work were the risk to occur. However, due to the severity of the situation, the PM elected to change the response strategy. To ensure risk acceptance the PM made the decision to cancel recreational travel to make lost time and utilize the remainder of the holiday break to continue project work. The actual response strategy differed from the stated response strategy due to the impact of the risk.
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Stakeholder Management

Project Application:

- Stakeholder measurement has been applied during the project to track stakeholder needs and aligned those needs with the project goals. The project manager has consistently engaged with the stakeholder to determine their current level of support or resistance and update stakeholder register and profile in accordance with the stakeholder management in the PMP.
- The project manager has maintained communication with key stakeholders by scheduling meetings with project stakeholder and academic advisors for project feedback and inputs. Communication during the final staged of the project has been focused on collection residual information and information sharing with project stakeholders. Communication with committee members has been focused on refining the project deliverables. Future meeting with committee members is focused on the final polishing of the project deliverable.

Communication was maintained with project stakeholders during and throughout the final stages during the project execution and closeout. The project manager also provided weekly updates to the project sponsor and academic advisors for project updates and feedback. The project manager provided timely updates to project sponsors, ensuring consistent sponsors support to the project. The project manager also ensured project sponsor was engaged during the project execution.

Performance Measure:

Planned Stakeholder engagement/communication: Weeks 13, 14 and 15 updated

Weekly Engagement		Project Sponsor	Advisory Committee	ProBrainiac Employees	Percentage
Planned					
Week 1	14 – 18 Dec 2015	1		10	
Week 2	21 – 24 Dec 2015	1		10	
Week 3	11 – 15 Jan 2016	1		10	
Week 4	18 – 22 Jan 2016	1			
Week 5	25 – 29 Jan 2016	1	3	10	
Week 6	1 – 5 Feb 2016	1	3	10	
Week 7	08 – 12 Feb 2016	1	3	8	
Week 8	15 – 19 Feb 2016	1		2	
Week 9	22 – 26 Feb 2016	1	3	0	
Week 10	29 – 4 Mar 2016	1	3	0	
Week 11	7 – 11 Mar 2016	1	3	0	
Week 12	14 – 18 Mar 2016	1	0	0	
Week 13	21 – 25 Mar 2016	1	3		
Week 14	28 – 01 Jan 2016	1	3		

Week 15	04 – 08 Jan 2016	1	3		
Achieved					
Week 1	14 – 18 Dec 2015	1		8	81%
Week 2	21 – 24 Dec 2015			8	72%
Week 3	11 – 15 Jan 2016			10	91%
Week 4	18 – 22 Jan 2016				0%
Week 5	25 – 29 Jan 2016	1		7	57%
Week 6	01 – 5 Feb 2016	1	1	6	57%
Week 7	08 – 12 Feb 2016	1	1	8	83%
Week 8	15 – 19 Feb 2016	1		2	100%
Week 9	22 – 26 Feb 2016	1	1		50%
Week 10	29 – 4 Mar 2016	1	2		75%
Week 11	7 – 11 Mar 2016	1	1		50%
Week 12	14 – 18 Mar 2016	1	1		100%
Week 13	21 – 25 Mar 2016	1	2		75%
Week 14	28 – 01 Jan 2016	1	1		66%
Week 15	04 – 08 Jan 2016	1	2		75%

The communication tracking table above shows planned vs achieved communication between the project manager and project stakeholders. The red numbers are the planned stakeholder engagement, and the green numbers show the number of successful stakeholder engagement vs the planned. The percentage on the right side of the tables shows the percent of engagement. Weeks where engagements fell below an acceptable threshold are shown in red. During weeks 13, 14, and 15 the PM was unable to engage stakeholder above the acceptable threshold in week 14 due to scheduling conflicts.

Project Quality Management

Project Application:

During week 13- 15 the project manager will continue to assess the project until closing to ensure the project’s processes conform to the requirement's outline in the PMP and academic deliverable with the final deliverable meeting stakeholder quality requirements and expectations.

The PM will also manage the project activities, including keeping track of how project activities meet quality standards and also track the quality of the project communication, stakeholder management, and the quality of the project work completed.

Performance Measure:

QUALITY MEASUREMENT METRICS	
All the project deliverables are complete and submitted in a timely manner.	- The number of errors and missing items detected. - Total work hours spend to correct errors.
Communicate with project advisory committee and the project sponsor for feedback and guidance. Communicate with project stakeholder committee and the project sponsor for feedback and guidance.	- Meet with primary advisor and committee members biweekly. - Engage project stakeholder to discuss issues and stakeholder needs. Create lessons learned document.
Project and PMP deliverables approve at each phase gate.	- Get a GO decision from MSPM department at each 686B phase gate
Document editing	- Have a reviewer or editor for the project documents. Before submission.

The table below shows the current progress of academic and project deliverables.

Project Deliverable Tracker		% Completed
PPM 1		100
<ul style="list-style-type: none"> - Project management plan and document update 		
PPM2		100
<ul style="list-style-type: none"> - Updated abstract - Final Paper TOC - Research sources and key words - Validated Research Analysis 		
PPM3		100 %
<ul style="list-style-type: none"> - Working draft paper - Revised abstract - Research results analysis - Preliminary Conclusion - Knowledge area update - Updated Project schedule 		
PPM4		100 %
<ul style="list-style-type: none"> - Presentation - Final report - Knowledge area update - Updated Project schedule 		
Deliverables		
Value Stream Process Map	100%	3/31/2016
Organization Breakdown Chart	100%	3/15/2016
Qualification Checklist	100%	3/15/2016
Project Report	100%	4/8/2016
Research		
Research is completed. Data analysis is complete.		

Lessons Learned

An important step through the closeout process throughout the project is an exhaustive compilation of the experience gained during the project life. A comprehensive set of lessons learned allows the project manager and project team to record both the issues and opportunities encountered during execution. Lessons learned creates a wealth of information, which can be referenced later in future projects. Improving a business process involves cooperation and a balanced understanding of the processes and practices.

Early in the planning phase of the ProBrainiac business improvement project, the project manager consulted with the project sponsor to identify the most important issues to target and address. The initial project scope was narrowed to ensure the project met sponsor's demands. During the planning phase of this project, the project manager outline performed scope changes and modifications with sponsor's input and approval during the development of the project management plan (PMP).

Communication Management:

- Communication is a vital part of a successful project completion, during the project execution project manager must ensure constant communication between project stakeholders. Communication management and stakeholder engagement must be handled carefully to ensure project completion.
- Maintain constant communication with key parties. Plan alternate means of communications should the primary means of communications fail.
- Verify communications between each key stakeholder and ensure a summary of discussions is disseminated for clarification.

Stakeholder Management:

- The initial interview's sessions with ProBrainiac employees were unsuccessfully and failed to produce the necessary results. Interview questions were appropriate worded and adapted to achieving precise results while allowing the employee to elaborate on their understanding of the current process flow. However, unfamiliar terms and a lack of employee knowledge about the recruiting process led to insufficient results. Six out of the

ten interviewed could not adequately outline the recruitment process or identify each step of the current process. Employee lacked understanding about the process, process functions, expected completion times during each handoff, and their roles and responsibilities during the recruiting process.

- To achieve the desired result, the project manager outlined the recruiting processes as described by the project sponsor and made it available to each ProBrainiac employee before their second interview.

Project Risk realized and responses:

- As a project progresses through their lifecycles, risks realizations are handled using the project risk analysis and register. Specific risks realized during the project execution were processed according to the project risk registers. Risks realized during the project execution were unique to this project. Initiate risk responses identified in the project risk register did not match the actual risk response due to the severity of the risk and the time of occurrence.
- During the planning phase of the project, the project manager and sponsor discussed the possibility of sponsor absence due to maternity leave. However, complications arose that prevented communication between the project manager and sponsor despite having pre-scheduled communication times as established by the risk register response strategy and communication management plan.
- Actual risk response plan involved the project manager identifying alternate times to communicate with the project sponsors after any significant break in communication. The project manager reestablished contact with project sponsor using social media, then resume normal communication as per the CMP. The project manager also follow-up each communication session as verification to ensure everyone on the project team were on the same page about the information discussed.
- Unexpected illness during the project execution required the project manager to halt all work on the project and deal with the emergency. Although the resulting risk did not delay the project, the initial risk mitigation measure outlined in the risk register was adjusted to match the actual risk reduction measure employed.

- The initial mitigation strategy called for the acceptance of the risk. However, due to the severity of the risk, the project manager elected to change the response strategy.
- Constantly monitors identified risk and apply the mitigation measures if the risk occurs. Continue to monitor realized risk because of the likelihood that the same risk may occur multiple times during the project life cycle.



University of Alaska, Anchorage
Engineering, Science & Project Management
University Center, Room 155
3901 Old Seward Highway
Anchorage, Alaska 99503

RE: Walter Youlo PM 686 Capstone Project

Dear Mr. Hull,

The purpose of this letter is to express support for Walter's capstone project. The topic of this project is Business Improvement Recommendation for an existing Recruitment, Retained Search, and Temporary Staffing Firm. Approached with the proposal to develop a detailed, business improvement plan for our business, I welcomed the opportunity.

This project will deliver a list of recommendations on how to improve our business processes and focus. Walter has agreed to undertake this project and I look forward to working with him to accomplish this plan. A comprehensive analysis of our recruiting practices and the resulting recommendations will enable us to improve the way we conduct business. The resulting recommendations will also help us establish a permanent foothold in a competitive recruiting market.

If you have any further question, please feel free to contact me at anytime regarding this project.

Regards,

C.A. Martin
Chantal Anita Martin