

PRODUCT vX.Y (November 01, 2006 – June 1, 2007)

My Role:

I was the project manager on this project.

Description:

The VERSION vX.Y was a maintenance release of the PRODUCT software. The goal was to have a fixed schedule and variable scope. Stated in another way, our goal was to build as much scope as possible in to the PRODUCT by the release date.

Scope:

The final scope contained three major changes and several minor changes. The software is available in three languages, English, German, and French. The deliverables were the following:

- New versions of the software for English, German, and French
- New hard drive images for the manufacturing process
- Backup hard drive image
- Three master CD for the creation of distribution CDs
- CD artwork for all master and distribution CDs.
- Validation protocols for all changes, for all three languages
- Updated regression test protocols for all three languages
- Validation testing results
- Regression testing results
- Release notes
- Updated change request forms
- Updated change requests in the change tracking system
- Updated source code captured in the source code management system
- Project closure documents, which confirmed that all software changes were documented, captured, and approved prior to the release of the PRODUCT to manufacturing

Team Description:

Product Manager (1)	Oversee the changes to the product, published product documentation, and product release notes
Project Manager (1)	Manage the scope, schedule, and resources for the project, the software development life cycle, and hazard and risk mitigation strategies
Software Developer (1)	Responsible for software updates and design documentation updates

Software Quality (2)	Participate in design reviews to understand the changes, write verification and validation protocols, execute tests and capture results
Tech Support (2)	Represent the voice of the customer with respect to usability
Regulatory Assurance (2)	Review and approve plans, processes, and documentation for regulatory compliance
Documentation Specialist (1)	Documentation and process support
Scientific Researcher (1)	Oversee the study, documentation, design and development complex system processes and algorithm. Assist in reviewing software designs to verify process and algorithm correctness
Lab Technicians (3)	Perform studies and testing of the system during the research and testing phases
Software Reviewers (3)	Review each software change for correctness and completeness
Process Engineer (1)	Create process validation on updated hard drive and distribution CDs
Manufacturing Support (5)	Perform process validation on new CDs and hard drive
Document Control (3)	Capture and control all project documentation. Check documentation for regulatory compliance
Graphic Artist (1)	Update the published artwork for the CDs and release notes
Purchasing Specialist (1)	Responsible for the purchase of equipment and supplies needed by the team
Sponsors (6)	Six Leadership team sponsors/stakeholders ranging from the company president, through VPs and functional managers, who are the dollar and resource owners.

Initiating:

I held a team restart meeting when I became the project manager. The team reviewed the scope, research, risks, and schedule. We found that the scope for the project was different than previously stated. A gathering of all stakeholders was required to determine the project's true scope.

Planning:

I created a new schedule once the scope was properly defined. One of my main efforts was to ensure that our process was documented in accordance with company policies. Weekly team meetings were used to monitor the projects progress. As the planning phase progressed the team decided to include some requested scope that had originally been excluded.

Execution, Monitor and Control:

Team meetings were held weekly, and I used them to keep status on schedule, action items, up coming events, team needs, resource conflicts, and scope control. These meetings were documented in meeting minutes and controlled in a Microsoft share point site.

Resource conflicts became a major issue part way through the project when another project fell behind schedule. This required that we decrease the number of secondary software fixes we planned to include. I was able to manage the situation so it did not impact our primary scope.

Monthly Status meetings were held to communicate with the sponsors and stakeholders. They were most interested in the status of each enhancement and what additional software fixes were to be included.

Close:

The software release was managed in two steps. The first step was to review all of the documents for correctness. This included verification that those documents had been created, reviewed, and approved. The second step is an official release meeting, which included the list of actions that needed to happen to bring the new version of software in to production, and what should happen to existing product inventory. This project completed on schedule.

Time Estimates:

Process Group	Time (hours)
Initiating	40
Planning	120
Execution	950
Monitor and Control	60
Close	80