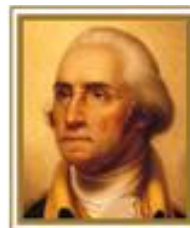


Project Management Student Association (PMSA) Project Palooza Conference

Project Charter
Version 1.5
February 11, 2009



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC

Abstract: This charter outlines the statement of scope, goals and objectives, and resources for the project. It is a living document, and serves as the reference of authority for the future of the project.

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1.0 Project Overview

1.1 Project Description

The Project Palooza Planning Committee (PPPC) is a group of graduate students responsible for the tasks associated with the planning and successful execution of The George Washington University (GWU) 2009 Project Management Day; this includes, but is not limited to, topic selection, fundraising, speaker recruitment, and logistical arrangements. The PPPC is also charged with ensuring the continuation of the GWU Project Management Day by fully documenting the planning, preparation, execution, and lessons learned, as well as creating and preserving a set of relationships with alumni and sponsors to be drawn on for support and participation in successive years. The PPPC will complete this obligation by conducting a full briefing for the incoming 2009-2010 Project Management Student Association (PMSA) Board over the summer of 2009.

The GWU Project Management Day was the result of an internal brainstorming session the 2008-2009 PMSA held in September 2008. The PMSA board had come to the conclusion that the poorly attended guest speaker sessions that the boards of previous years had held were not providing enough value to continue. The PMSA board came up with a number of objectives that they believed were important for the improvement of the PMSA for the current year's students and future students. These objectives include:

- Drawing on Alumni experience for discussions, networking, and financial support
- Building relationships with professional project management groups (PMI, IPMA, etc)
- Establishing organizational infrastructure for future PMSA boards
- Providing real value to the MSPM student body and gaining mass participation

The creation and execution of the first GWU Project Management Day should result in meeting most of these objectives in the 2009 time frame. This event will occur over the duration of a single Saturday in April of 2009 (estimated), beginning in the morning and ending in the early evening. The event will include speakers, round table discussions, software demos, competitions, and of course meals. The details and final decisions regarding the planning, development and execution of this project will be documented as defined in the upcoming requirements and design documents.

The PPPC recognizes that this is a significant undertaking (which is why all other traditional PMSA activities for the duration of the 2008-2009 year have be deferred) and in keeping with our academic and professional training, we have established this charter to serve as the keystone for all future project activities and success.

1.2 Project Scope

This section of the project charter will outline the scope for both the actual project management conference, and also the project itself.

1.2.1 Conference Scope

The deliverables of the conference are a day of planned activities, to include:

- **2 Vendor Software Demos:** Solicit two different vendors (MS, Niku, Primavera, etc) to demo their products and provide free full or discounted versions to attendees.
- **1 PMI Sponsored Speaker:** Ask PMI to pick a topic and speaker (unless we have a theme to stick with) to come in and give a one hour lecture/discussion
- **1 IPMA Sponsored Speaker:** Ask IPMA to pick a topic and speaker (unless we have a theme to stick with) to come in and give a one hour lecture/discussion
- **Keynote Speaker:** Find a reputable key note speaker to give an hour or lecture/discussion.
- **Alumni Round Table Discussion:** 5 to 10 Alumni are invited to discuss and debate career paths in project management post MSPM. What are their lessons learned, suggestions, war stories, etc
- **Resume Building Workshop (for project managers):** Find experts in PM who can review a series of Resumes that PM students use and discuss what works and what does not.
- **Sponsored Breakfast**
- **Sponsored Lunch**

Note: that this is the early set of planned deliverables; circumstances beyond the project teams control may force a reduction of the deliverables in some fashion. Conversely, an unforeseen opportunity may arise allowing for a more ambitious deliverable to be added. Please see the Risk Management Plan.

1.2.2 Project Scope

To successfully deliver the event, as outlined above, each PPPC team member will be involved in a number of activities; they are listed here with a brief description:

- **Team Building:** One PPPC member will recruit peers from the general MSPM student body to participate in planning and execution activities, as well as to gather alternative support (financial and otherwise) that students may have access to.
- **Topic Selection:** Members will select a topic(s) that is relevant, on the cutting edge of Project Management and of a scope suitably covered by a event.
- **Institution Interface:** Members will investigate and make use of resources available at GWU which may include financial accounts, procurement, offices and meeting rooms, computer accounts, sorting and mailing, graphic design and printing, phone lines, etc.
- **Fundraising:** Members will identify potential sources of financing—for example, corporate sponsorships, institutional grants and Alumni—and pursue such sources to fully fund the event.
- **Budgeting:** Members will establish and maintain a budget to ensure completion of the task within the group's financial means, as determined by fundraising success.
- **Advertising:** Members will advertise the event by appropriate methods, which

may include word-of-mouth, website, email, flyers, and GWU and Sponsor publications (local PMI chapter, etc).

- **Contributor Recruitment:** Members will identify and invite a range of talented speakers, panel members or poster presenters as befits the chosen event format.
- **Update Documentation:** Members will maintain appropriate documentation for their activities, updating this Project Charter and other project documents for the duration of the project and to the level, which is deemed required.

1.3 Project Objectives

This section will discuss the high level project objectives from both the event perspective and the project perspective.

1.3.1 Event Objectives

The objectives of the Project Palooza event include:

- Execute the event as planned, within cost, time, and scope
- Obtain a positive feedback from participants and attendees
- Achieve as many of the project scope objectives as possible
- A minimum of 50 participants during the course of the day (Alumni, professors, and current students)

1.3.2 Project Objectives

The objectives of the project include:

- Re-define the value that PMSA delivers to the student body
- Leave behind an example framework for future PMSA conferences (goals)
- Establish a PMSA Alumni support network for future PMSA's to draw upon for project and financial support.
- Contact list of Alumni
- Begin a network of sponsors for PMSA to draw on for future programs

2.0 Project Approach

2.1 Quality Objectives

The following objectives have been identified to ensure that quality is built into the project from inception until closing.

- Each member of the executive board puts forth their best effort to make sure the event is successful.
- Solicit feedback from people whom attended the function. (paper and online survey)
- Project will be planned, developed, and executed through a body of knowledge derived from the Project Management Body of Knowledge. TM

2.2 Roles and Responsibilities

The purpose of this matrix is to assign project team members to activity categories, define role responsibilities, and define relationships between groups.

The goals of the Resource Assignments Matrix (RAM) are to:

- Define roles and responsibilities of project stakeholders.
- Improve overall project team and stakeholder communication.
- Proactively identify gaps in assignments, accountability, or resources.
- Clarify cross-functional interactions between project team members.
- Document project interdependencies with other enterprise initiatives.
- Define project team interactions with supporting resources and departments.

KEY:

R – Responsible for the completion of the task (Task can be delegated to this person)

P – Participation Required

I – Input Required

N – Notification Required

A – Approval Required

≠ - Not Applicable

Please click the object below to view the RAM.



Resource
Assignment Matrix.xls

General Requirements of Managers

All managers on the project have unique and common responsibilities and expectations (of them). The unique responsibilities are outlined below; the common responsibilities are as follows:

- Will set and meet commitments, as documented in the project plan, weekly meetings, and other formal and informal communications
- Will set aside the time required to meet the commitments of the role they have accepted
- Will coordinate with other managers and project team members when responsibilities and activities overlap
- Will provide direction and oversight to their assigned team
- Will document and manage the known and unknown risks on an ongoing basis, for the duration of the project
- Will meet all GWU requirements regarding fund raising and handling of project funds, as well as the ethical guidelines setup and documented by the Project Management Institute (PMI)

A complete list of the roles and responsibilities for the project can be located by clicking the icon below.



Roles and
Responsibilities.doc

2.3 Support Sources

The following resources have been identified as potential support for the project.

- MSPM Department
- Professors
- PMI
- IPMA
- Sponsors (documented and identified),
- MSPM Student Body as well as PMSA Student body

2.4 Risk Management

Information regarding how project risks will be managed can be found in the [Risk Management Plan](#).

2.5 Financial Progress Tracking and Reporting

The project and project team will follow the rules and requirements established by George Washington University for tracking of funds, contracts and progress reporting for the scope of the project.

3.0 Change Management

3.1 Purpose

Changes to the project are inevitable but without a process for analyzing, approving, and communicating those changes, the project will be at risk. This section defines change, outlines a process for handling change, and specifies the document(s) to use when implementing a change.

3.2 Changes Defined

Changes are defined as any alteration in the plan that will affect the schedule, budget, WBS, or personnel assigned to a task. This includes:

- Requests to add or delete items from the WBS
- Requests to change Schedule
- Problems that require altering the WBS
- Problems that require altering Schedule
- Changes in personnel
- Significant changes to the Scope of the Conference

3.3 Process

Changes must follow a process prior to implementation. First, the impact of the change must be analyzed to determine its impact on the project, including a risk analysis. Then, the change must be approved by either the project manager or the committee. Following approval, the appropriate project documents must be updated.

3.3.1 Process Flow

The Change Management Process Flow demonstrates how changes will be managed on the project.

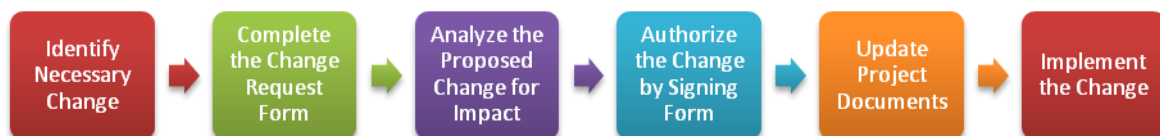


Figure 1: Change Management Process Flow

3.3.2 Project Manager Approved Changes

The project manager may approve minor changes as defined as:

- Changes that do not affect the budget
- Changes that do not require re-base lining
- Changes that do not move the event date

3.3.3 Committee Approved Changes

The committee may approve the following changes:

- Changes that affect the budget
- Changes that require re-base lining
- Changes that move the event date
- Changes that impact guests or speakers
- Changes that affect any aspect of the project previously marked complete

3.4 Applicable Documents

Prior to implementation, the *PMSA Change Request Form* must be completed. After implementation, see section 4.1.2 in the project charter.



Change Control
Form.doc

4.0 Risk Management Plan

4.1 Introduction

The Risk Management Plan section will address the purpose of the plan, the risk management process, and risk management roles and responsibilities.

4.1.1 Purpose

The Risk Management Plan (RMP) for The George Washington University (GWU) 2009 Project Management Day (aka Project Palooza) project will establish the process for implementing proactive risk management as part of the overall management of the project.

The risk management approach is tailored to effectively anticipate and mitigate the risks that have critical impact on Project Palooza's objectives. While schedule and financial issues are a primary concern, both early on and throughout all project phases, risk management considers both internal and external sources for cost, schedule, speaker, and financial risk. Early and aggressive detection of risk is one of our objectives because it is typically easier, less costly, less disruptive, and stressful to make changes and correct work efforts during the earlier, rather than later, phases of the project.

This document describes the process to:

- Identify risk events and risk owners
- Evaluate risks with respect to likelihood and consequences
- Assess the options for the risks and develop mitigation plans
- Track risk mitigation efforts
- Conduct periodic reassessments of project risks

The RMP will be updated and the identified risks will be tracked until they are retired.

4.1.2 Applicable Documents

The following documents are linked and therefore must be updated to reflect relevant changes made to any aspects of the project:

- **Project Charter:** is a logical document whose purpose is to bring together the key information needed to start the project on a sound basis; and to convey that information to all concerned with the project. In short, this is the, "who, why, what, when, and how", part of the project. It defines all major aspects of a project and forms the basis for its management and the assessment of overall success.
- **Schedule** details the deliverables, work packages, activities, and tasks from a schedule perspective. All items are contained within a hierarchical structure and have documented associations that drive the schedule from a start date to a finish date. Resources and other items may be tracked [here](#).
- **Deliverable Breakdown Structure (DBS)** details all major deliverables within the project. Ideally, it will be created as one of the first documents. It facilitates

the schedule development. This document is graphical in format.

- **Project Management Plan (PMP)** defines the approach to be used by the project team to deliver the intended project management scope of the project. It is a formal approved document that defines how the project is executed, monitored, and controlled. It usually contains one or more of the subsidiary management plans and other planning documents.

4.1.3 Definitions

The following definitions are used throughout the Risk Management Plan:

- **PMI** – Project Management Institute
- **IPMA** – International Project Management Institute
- **MSPM** – Master’s of Science in Project Management
- **Alumni** – Former students in the MSPM program

4.2 Conference Scope

The deliverables of the conference are a day of planned activities, to include:

- **2 Vendor Software Demos:** Solicit two different vendors (MS, Niku, Primavera, etc) to demo their products and provide free full or discounted versions to attendees.
- **1 PMI Sponsored Speaker:** Ask PMI to pick a topic and speaker (unless we have a theme to stick with) to come in and give a one hour lecture/discussion
- **1 IPMA Sponsored Speaker:** Ask IPMA to pick a topic and speaker (unless we have a theme to stick with) to come in and give a one hour lecture/discussion
- **Keynote Speaker:** Find a reputable keynote speaker to give an hour long lecture/discussion.
- **Alumni Round Table Discussion:** 5 to 10 Alumni are invited to discuss and debate career paths in project management post MSPM. What are their lessons learned, suggestions, war stories, etc
- **Resume Building Workshop (for project managers):** Find experts in PM who can review a series of Resumes that PMS use and discuss what works and what does not.
- **Sponsored Breakfast**
- **Sponsored Lunch**

4.2.1 Deliverable Work Breakdown Structure

The Deliverable Work Breakdown Structure (DWBS) for the project is included in this section.



Project Palooza
WBS.vsd

4.3 Risk Management Process

The risk management process is comprised of four phases: identification, assessment, response, and monitoring

4.3.1 Risk Identification

Examine all project elements in detail. Identify, describe, and document cost, schedule, technical, financial, and other risks. The identification process will begin during the initiation phase and continue throughout the project life cycle. The identification will help with the identification of potential issues, hazards, threats, opportunities, and vulnerabilities that could affect work efforts or plan. The project utilizes several methods for identifying risk:

- Examination of the work breakdown structure (WBS) to uncover risk areas
- Management of a risk assessment
- Interviews with subject-matter experts (SME) (e.g. event planners)
- Reviewing risk management efforts from similar projects

The One Day Conference Project will use the Risk breakdown structure model referenced below to ensure that potential risk items will not be overlooked.

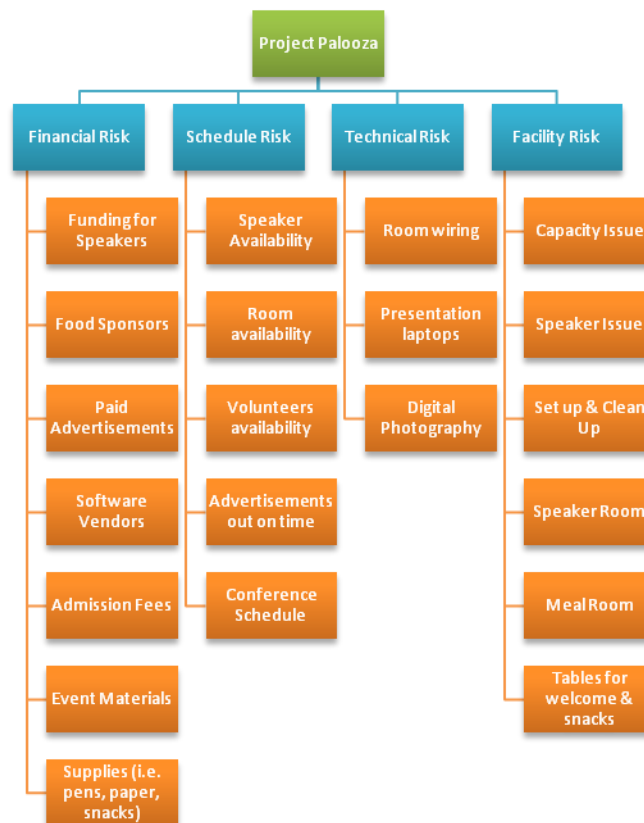


Figure 2: Risk Breakdown Structure (RBS)

4.3.2 Risk Assessment

During the assessment phase, the project analyzes each risk to isolate its cause and to determine its effects. The project rates the risk in terms of its probability of occurrence and its severity of impact to cost (i.e., dollars), schedule (i.e., time), as applicable.

The probability of a risk issue is the chance that the risk will materialize as a “real project problem.” This probability will be expressed in qualitative terms (i.e., high, medium, or low). The risk impact is a measure of how the project is affected if the risk issue materializes. Qualitative assessments will be used as an initial filter, but all high and medium risks must be further assessed.

The criteria for qualitative assessments follow:

A high-occurrence of the undesirable event will result in:

- Inability of the conference to meet primary deliverables (i.e. speakers)
- Late delivery
- Project funding not available for this particular deliverable

A medium occurrence of the undesirable event will result in:

- Some conference requirements not being met
- Major intermediate milestones not being met
- Possible funding still being considered for deliverable

A low occurrence of the undesirable event will result in:

- Some conference requirements not being met
- Intermediate milestones not being met, therefore, putting a major milestone in jeopardy
- An overrun at cost account level that is offset by under-runs

Overall risk assessment is the product of combining the probability of occurrence with the severity of impact as follows:

Probability of Occurrence	Severity of Impact	Overall Project Risk
High	High	High
High	Medium	High
Medium	High	High
High	Low	Medium
Low	High	Medium
Medium	Medium	Medium
Medium	Low	Low
Low	Medium	Low
Low	Low	Low

Table 1: Probability Impact Matrix

Once the risks are assessed, they are categorized into defined risk categories providing

a means of looking at risks according to their source, and are prioritized.

4.3.3 Risk Response

Risk response is the process that identifies, evaluates, selects, and implements options to set risk at acceptable levels given project constraints and objectives. This includes the specifics on what should be done, when it should be accomplished, who is responsible, and its associated cost and schedule. The handling strategy is determined by the overall risk assessment rating as indicated below.

Overall Risk Assessment	Handling Strategy
High	The project manager updates the status on the risk on a daily basis until the risk is closed. The risk owner documents the risk avoidance actions (i.e., actions taken to avoid or eliminate the source of the risk, and reduce the probability of occurrence to zero), risk mitigation actions (i.e., actions taken to mitigate the severity of the impacts of a risk and reduce the consequences to zero), and the contingency actions (i.e., actions taken to protect the attainment of the project goals and to lower risk items).
Medium	This strategy provides the same handling as that for high risks, but on a less frequent basis (i.e. periodic risk status reviews, instead of daily).
Low	The project manager adds the risk to the 'watch list' for possible escalation.

Table 2: Risk Response Strategy

For each of these actions, measurable tracking criteria and decision dates are documented.

The most critical component of risk response is the development of alternative courses of action, workarounds, and fallback positions, with a recommended course of action for each critical risk.

Options for handling risks typically include alternatives such as the following:

- Risk avoidance by changing or lowering demands, while still meeting conference needs
- Risk control by taking active steps to minimize risks
- Risk transfer by reallocating conference requirements to lower the risks
- Risk monitoring by watching and periodically reevaluating the risk for changes to the assigned risk parameters
- Risk acceptance by acknowledging the risk but not taking any action

4.3.4 Risk Monitoring

Risk monitoring is the process that systematically tracks and evaluates the performance of risk-response actions against established metrics throughout the acquisition process

and develops further risk-handling options, as appropriate. To effectively control and manage risks during the work effort, the project regularly monitors the risks and the status or results of risk-handling actions. This includes the establishment of a schedule for each risk-handling activity that includes: the start date and anticipated completion date, a list of commitment of resources for each to allow successful execution of the risk-handling activities, and the ultimate results of the actions taken.

4.4 Risk Management Roles and Responsibilities

Risk Management Roles and Responsibilities describe the project risk management organization, which includes the following areas:

- Responsibility and authority of the risk management organization and the integration of risk management functions with other project activities.
- Interfaces between the project risk management organization and vendors.

4.4.1 Project Manager

The project manager has the overall responsibility for risk management on the project. The project manager may delegate this authority to another individual or team.

The PM is responsible for the following:

- Establishing the RMP
- Providing the resources necessary to implement the RMP
- Approving the implementation of risk mitigation plans for risks rated high and providing the necessary resources
- Reviewing the project risks and directing actions as necessary
- Communicating risk activities to the project team
- Participating in the identification of risks

4.4.2 Risk Manager

The risk manager is the overall coordinator of the RMP. The risk manager is responsible for the following:

- Maintaining the RMP
- Facilitating risk identification
- Maintaining the risk management database
- Reviewing risk control actions for completeness, feasibility, and adequacy
- Evaluating costs associated with risk control actions
- Performing risk status accounting
- Tracking efforts to reduce medium and high risks to acceptable levels
- Facilitating risk assessments
- Preparing risk briefings, reports, and documents as required for project reviews
- Assembling risk assessment information from systems integration activities

- Reviewing the RMP for completeness, feasibility, and adequacy
- Ensuring a timely and complete status of all systems engineering risk issues
- Reporting systems engineering risk status as part of internal reviews

4.4.3 Risk Individual Contributor

The risk individual contributor is responsible for the following:

- Supporting risk identification
- Developing risk assessments
- Supporting risk filtering as necessary
- Developing and recording status of own risk mitigation and contingency actions
- Evaluating the effectiveness of any control actions
- Identifying and assessing any new risks as necessary
- Reporting risk status as part of internal reviews

4.4.4 Stakeholder Participation

Stakeholder responsibilities include such items as providing dedicated or part-time project resources, attending project risk management meetings, participating in risk identification and response planning, providing subject-matter expertise, etc. At minimum it includes:

Acceptors will be expected to attend risk management meetings (scheduled well in advance) or send an authorized proxy.

Acceptors will be asked to gather data (when needed) for qualitative analysis. Per the risk management plan, this will only be done for identified risks that are rated HIGH, unless the acceptors request lower risks to go through the same process.

4.4.5 Vendor Participation

Suppliers can be a key part of controlling risks and supplier participation is considered mandatory. The project leadership team works with vendors to define the details of their involvement, and their definition is documented and communicated to the project team.