

Mirror Health External Website Reconstruction Plan Project Plan

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1. Project Overview

Present State Assessment

The website of an organization should accurately represent its services, culture, vision, mission statement and values at the very least. It should be able to market and place itself within a larger context.

Currently, Mirror Health’s website does not represent the organization accurately, as a not-for-profit organization. Funders and service users are unable to understand what Mirror Health is about if they were to just visit the website. The links do not work and the website is not appealing. The organization still gets calls from clients’ that Mirror Health no longer provides services to, which reinforces the fact that service users are confused.

The website’s Human Resources section is a link called “Join Us”, which is quite plain and simple. Job postings are unable to be put up in this section, and there are grammatical mistakes within the description of the organization. The Volunteer Link within the Human Resources section is outdated with old references to positions that are no longer available. There is no description of the positions within the organization for individuals looking to apply, and no details on the application process.

Business Case and Value Proposition

In today’s global media, the internet is one of the most popularized resources available. It provides easy and fast access to information at your fingertips. No longer do people have to go to a library or search through articles for relevant information. It is all about someone forming a query, and then going ahead and typing it into a search engine. With so much information available on the world wide web, it has become even more apparent that an organization such as Mirror Health, with 350 employees, be able to represent itself professionally and meaningfully through a website.

Since June 2009, the organization has undergone several changes internally. With the stabilizing of services, the organizations' strategic direction is to now really zone into building a reputation for its services with external stakeholders, partners, and service users. It involves growing the organization in a strategic way through new hires and building a stronger volunteer program. A website of an organization can really assist Mirror Health in this strategic direction by representing the type and quality of services it provides effectively and allowing for applicants to apply online if they want to join the organization. An organization must have an impressive website, in order to expand its awareness.

This project will attempt to reconstruct the website so that it not only is able to represent the new Mirror Health as it is a provider of mental health and community support, but does so in a functional and notable way. The project fits into the business strategy of allowing for stabilization, growth and marketing the organization within the field of mental health and community support. It involves reconstructing several areas on the website which help to achieve the goals of the organization.

VISION

To improve the Mirror Health's' website in a way so that it accurately represents it's current services, eliminates all references to rehabilitation services and provides a useful human resources section.

Project Background and Project Description

For 25 years, Mirror Health has provided various rehabilitation services including occupational therapy and physiotherapy. This has been the revenue earning portion of the organization. The organization also provided mental health services to those facing mental health challenges, such as dual diagnosis and acquired brain injury. This part of the organization has a total of 15 sites and programs across the city of Toronto.

In June 2009, the organization decided that the business was expanding at a compelling pace, and decided to separate from its rehabilitation services through a mutually agreed acquisition in which 230 self-employed workers would leave the organization to another called Trust Health Services. Mirror Health would only be a provider of mental health and community support services as of June 2009, and would receive funding from specific funders, including the Ministry of Health and Long Term Care and Central LHIN to run the organization.

The intent of this project is to re-construct the website of the organization so that the organization is accurately represented to those wanting to learn more about Mirror Health, as it is today, a provider of mental health and community support. It will allow for those wanting to apply to understand the application process and

easily apply online. The Executive Director has thoughtfully selected key members of the organization to be a part of this project, and has selected the Human Resources Manager to be the Project Manager of this project. Each member has a background that will be able to contribute to the overall success of the website.

The website itself has six main links on its home page including:

- About Us
- Join Us
- Programs and Services
- Media and News
- Contact Us
- Links

Only three of the above will be focused on for the purpose of this project, which will be the About Us, Join Us, and Programs and Services' links, along with the Home Page itself.

Stakeholders

| Stakeholders | Role | Status | Impact |
|--|--|--|--|
| Ministry of Health and Long Term Care and Central LHINS | Provide funding for programs and sites | Will be provided with initial project plan and status updates by the Project Manager. High level of knowledge, low resistance. | Project will allow for funders to better understand our services and culture at the organization. |
| Human Resources Department | Evaluates staff and work-life balance. Involved with hiring and terminating process at organization. | High level of knowledge, low resistance. | Easier recruitment tool for the HR Department with the online application process. Helps to build a profile for the organization. |
| Communications Department | Providing users of the website an update as to what is going on within the organization. | High level of knowledge, moderate level of resistance due to increased workload. | Will help in communicating to users on what goes on within the organization through a different means, in an effective way. Looked on as a high profile project. |
| Service Users | Users visit website after being referred to organization; they look | Low level of knowledge, low | Will be able to better understand the organization and what |

| | | | |
|---------------------------|---|---|---|
| | at what services are available at organization. | resistance. | we can offer them. |
| Executive Director | Initiating Sponsor | High level of knowledge, low resistance | Will be seen as industry leaders in high profile project. |

Preliminary Project Team

| Roles | Responsibilities | Team Member |
|-----------------------------|--|---|
| Initiating Sponsor | <ul style="list-style-type: none"> - Provides ultimate sign-off on project. - Provides initial approval for the schedule, budget and resources. | Executive Director and CEO, Joshua Fisher |
| Sustaining Sponsors | <ul style="list-style-type: none"> - Exercises authority over the project, including approving project deliverables. - Provides support for the project and communicates the rationale and benefits to managers in the project. - Monitor and manages the impact of the project on the organization operations. | Director, Corporate Services, Carl Josi |
| Project Manager | <ul style="list-style-type: none"> - Coordinates the project resources, including project team meetings and weekly update reports from project team members. - Monitors and controls process. - Manages project issues, changes, and risks. | Human Resources Manager, Martha Ali |
| Project Team Members | <ul style="list-style-type: none"> - Produces Deliverables, provides input to the project and works on assigned tasks in the work plan. | <ul style="list-style-type: none"> - Manager, Communications, Sarah Dial - IT Manager, David Fry - IT Assistant, Michael Ben |

| | | |
|----------------------|---|---|
| | | <ul style="list-style-type: none"> - HR Coordinator, Nibha Varma - Executive Assistant, Meera McKleen - Clinical Manager, Christine Bentley - Clinical Manager, Nile Kruger |
| Change Agents | - Facilitate the website launch of the organization | - Current Mirror Health staff and volunteers |

2. Scope, Vision, Assumptions/Constraints

Scope of the Project

The scope of this project is to reconstruct the organization website, so that those visiting the website will be able to understand the organization accurately. It also involves creating a useful Human Resources section for volunteers and future applicants.

The following outlines what is in scope of the project and what is out of scope of the project:

| | |
|---------------------|--|
| In Scope | <ul style="list-style-type: none"> - The website should promote current services and culture at Mirror Health, and will include the new mission, vision and values. - There should be no references made to rehabilitation services that were once a part of the organization. - The Human Resources section should be developed so that there are more resources available for volunteers and those wishing to apply to the organization. - An online link will be made available for those wishing to apply online in the Human Resources section. |
| Out of Scope | <ul style="list-style-type: none"> - Reconstructing the intranet for the organization staff. It will only focus on the external website. - Training and maintenance of the website post reconstruction. - How the website will be marketed to external stakeholders |

| | |
|--|---|
| | <p>and service users after the launch of the website.</p> <ul style="list-style-type: none"> - Other marketing and recruiting tools and techniques such as brochures, online social networking websites, or social fairs. - Strategic growth strategies that the organization can use outside of the website. |
|--|---|

VISION

To improve the Mirror Health's website in a way so that it accurately represents its current services, eliminates all references to rehabilitation services and provides a useful human resources section.

Assumptions and Constraints

Assumptions:

Resources Assumptions

- The staff that are involved in this project have the knowledge base and strength that will be able to assist in project success.
- The project team is available and will be able to make time to come to meetings and work on the project tasks on their own time as required.
- The project team is required to work on this project on a part time basis, fulfilling their own roles and responsibilities in the organization simultaneously.

Environmental Assumptions

- There is enough room and availability of boardrooms at the head office for the project team to have meetings and work out of it required.
- The information collected in the preliminary stages of the project through a staff survey, will help to understand how staff view their organization.

Budgetary Assumptions

- No third-party consulting is required or can be afforded in this project;

- All staffing costs incurred (i.e. time taken for staff to work on the project team) will be included in the project budget.

Functionality Assumptions

- The project team will assume that the content on the website should stay within organization policies and procedures, and within legislative provisions (i.e. no references shall be made to applicants providing information on their marital status, age, etc.)

Constraints:

Resource Constraints:

- The constraints of the project include the timeline: Since staff are currently wearing multiple hats, the timeline will have to be very strategic so that staff are not overburdened with their current roles and responsibilities within the organization. They will be working on this project on a part time basis.
- Another constraint is that staff are unable to take on additional projects while on this one. This project will be taking on priority over all others.
- A significant number of the project team does not have any technical experience in developing a website. Their expertise is within their fields which will help in contributing key knowledge areas. Two members of the project team are strictly clinical staff, therefore their knowledge area and contributions will be greatly in these areas.
- There is no budget available for this project, other than money spent for salaries of current staff involved with the project. Since Mirror Health is a not-for-profit organization, there is limited funding provided by the Ministry of Health and Long-Term Care. This means that every penny cent has to be accounted for and approved by the Ministry. The Ministry does not approve funding for projects like these. Therefore, the organization will have to make do with the resources they have. No external expertise can be hired for this project.

Timeline Constraints

- The website is to be launched in September 2011. With project team members only working part time on this project, from a scheduling perspective, time may pose as a constraint.

Environmental Constraints

- Those making key decisions within this project are not a part of the project team, but are project sponsors. They are not always easy to contact since they work primarily off-site, within the community.

3. Objectives and Success Criteria

| Project Objectives | Success Criteria |
|---|---|
| <p>Improve the organization website so that it accurately represents the organization as a provider of mental health and community support.</p> | <ul style="list-style-type: none"> - No references to Rehabilitation Services are made on the website. - Sections of website are able to reflect the culture of the organization, and the new mission, vision, and values of the new Mirror Health. - Stakeholders and partners of the organization are able to read about the organization and its available services. They should be able to get a gage of the culture within the organization, and what Mirror Health strives for. A survey will be sent out to ensure that the website meets these standards. |
| <p>New visitors to the website find the human resources section informative and user-friendly, with a wide range of resources available.</p> | <ul style="list-style-type: none"> - One group of users that will use the website are those applying for a job or looking for volunteer opportunities. This group should be able to find the Human Resources and Volunteer section to be easy to use and follow. It is informative and user-friendly. - The Human Resources section will also include a link to apply online. This will allow for applicants to better understand the application process. The success criteria will be the number of resumes that are received after the website launch in comparison to current statistics. |

4. Project Structure Human Resources Plan

The staffing and human resources plan for the external reconstructing website project consists of a work breakdown structure and a responsibility assignment matrix to ensure that the preliminary project team members understand the tasks that are involved within the scope of this project.

4.1. Organizational Chart – Reporting Relationship

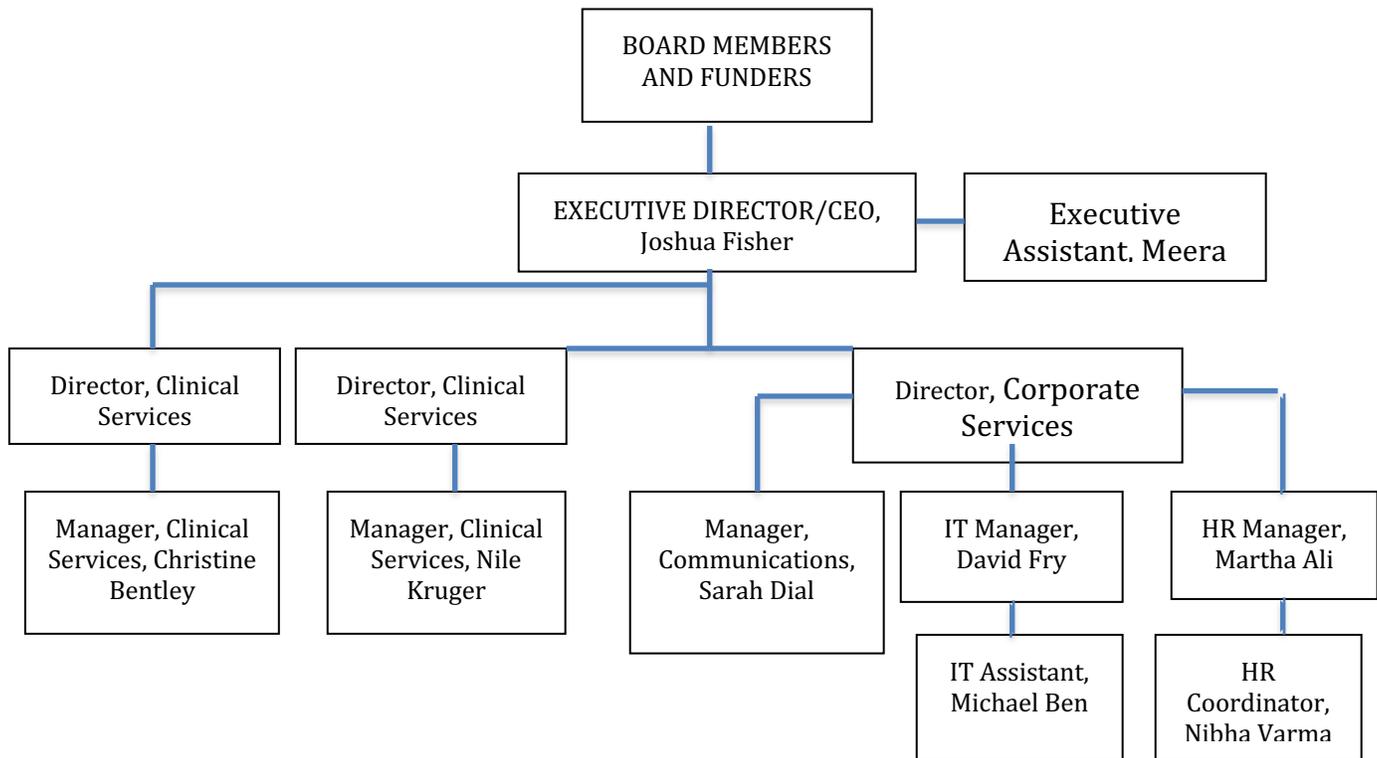


Figure 1: This chart is the Organizational Chart and outlines reporting relationships within the roles of the organization. This Organizational Chart includes administrative staff and senior management.

4.2. Project Organizational Chart

A Project Organizational Chart will be a part of the staffing and human resources plan as it attempts to outline the reporting relationships within the scope of the project. This will assist the project team in understanding the structure of the project.

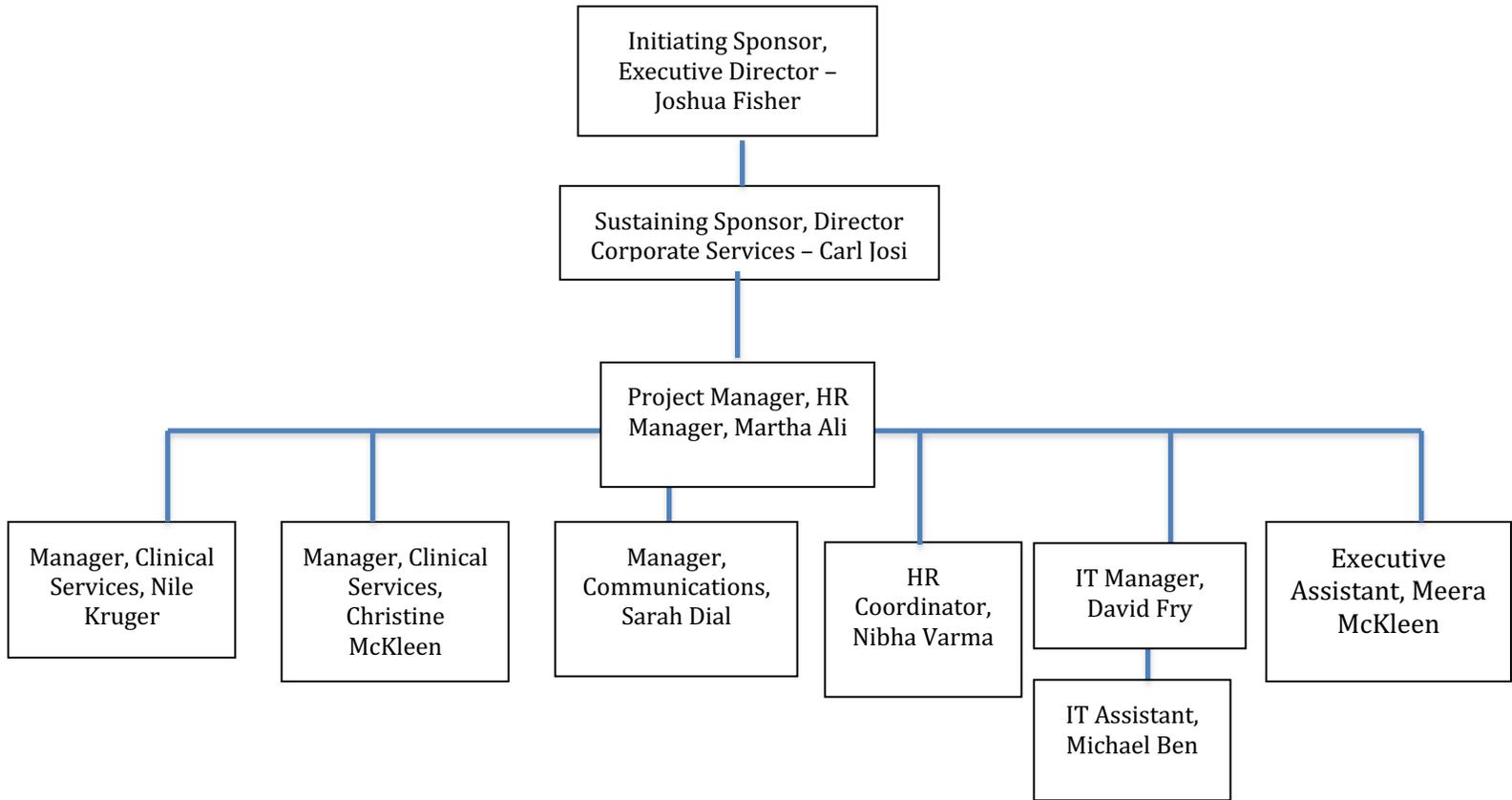


Figure 2: This chart represents how staff will be organized within the scope of the project.

4.3. Work Breakdown Structure:

The work breakdown structure is an essential part in a project because it outlines the tasks involved in a project. Using the work breakdown structure, the Project Manager can then assign the following tasks to the preliminary project team as shown in the Responsibility Assignment Matrix below in section 4.4.

1. Concept
 - 1.1. Evaluate current website design
 - 1.1.1. Define shortcomings of website
 - 1.1.2. Specify areas of website that are lacking purpose or are not functioning
 - 1.2. Define user requirements
 - 1.2.1. Website content requirements
 - 1.2.2. Flash elements
 - 1.2.3. Interactive modules in Human Resources Section
 - 1.3. Reporting requirements
 - 1.3.1. Bandwidth and usage
 - 1.3.2. Page views
 - 1.3.3. Session length for application login
2. Establish the Website Design
 - 2.1. Design elements
 - 2.1.1. Company logo and header of website
 - 2.1.2. Footer of website
 - 2.1.3. Colour Scheme and theme
 - 2.1.4. Font – type and size
 - 2.2. Overall Layout
 - 2.2.1. Navigation layout
 - 2.2.2. Optional modules to include in website
 - 2.3. Content elements
 - 2.3.1. About us page
 - 2.3.2. Join us Page
 - 2.3.3. Programs and Services Page
 - 2.3.4. Media and News page
 - 2.3.5. Contact Us Page
 - 2.3.6. Links to other services
3. Select the Technical Framework
 - 3.1. Evaluation options against website requirements
 - 3.2. Evaluate the cost and time needed to develop website
4. Implement Technical Framework
 - 4.1. Build back end support
 - 4.2. Build front end user interface
 - 4.3. Integrate back end and front end
5. Load Content on website
6. Test website

- 6.1. Navigation through website links
- 6.2. Interactive elements
 - 6.2.1. Human Resources Online Application Link
- 6.3. Browser compatibility
- 7.0. Roll out website
 - 7.1. Establish target date
 - 7.2. Create communication plan to external and internal stakeholders
 - 7.3. Launch website and create user access

4.4. Responsibility Assignment Matrix

The Responsibility Assignment Matrix uses the Work Breakdown Structure to map out and assign the responsibilities of the project team.

Work Breakdown Structure Activities

| | 1.1. | 1.2. | 1.3. | 2.1. | 2.2. | 2.3. |
|------------------------|------|------|------|------|------|------|
| Initiating Sponsor | | | | | | |
| Sustaining Sponsor | | | | | | |
| Project Manager | | R | | | | |
| Communications Manager | | P | | R P | R P | R P |
| IT Manager | R | | R | | | |
| IT Assistant | P | | P | | | |
| HR Coordinator | | P | | | | |
| Executive Assistant | | | | | | |
| Clinical Manager | | | | | | |
| | 3.1. | 3.2. | 4.1. | 4.2. | 4.3. | 5.0 |
| Initiating Sponsor | | | | | | |
| Sustaining Sponsor | | | | | | |
| Project Manager | | R P | | | | |
| Communications Manager | | | | | | |
| IT Manager | P | | R P | R | R | R P |
| IT Assistant | | | | P | P | P |
| HR Coordinator | | | | | | |

| | | | | | | |
|------------------------|------------|------------|-------------|-------------|--|--|
| Executive Assistant | | | | | | |
| Clinical Manager | | | | | | |
| | | | | | | |
| | 6.0 | 7.1 | 7.2. | 7.3. | | |
| Initiating Sponsor | | | | | | |
| Sustaining Sponsor | | | R P | | | |
| Project Manager | | R P | | R | | |
| Communications Manager | | | | | | |
| IT Manager | R P | | | P | | |
| IT Assistant | | | | | | |
| HR Coordinator | | | | | | |
| Executive Assistant | | | | | | |
| Clinical Manager | | | | | | |

R = Responsible Individual
P = Performing Individual

5. Procurement Plan Research

It is important to look at the Procurement Plan is to look at whether or not it is a good idea to outsource the Website Reconstruction Project to a third party service provider, or to utilize internal resources. A Make-or-Buy Analysis was conducted to estimate the cost of outsourcing.

Three different website developers were contacted to gain an understanding of the price ranges available.

| | Media Eyes | .Com Creativity | Net Establishers |
|--------------------------------|----------------------|-----------------|------------------|
| Price Range for Website Design | \$5000 - \$6000 | \$3500 | \$7000 |
| Implementation and Testing | \$3500 | \$3500 | \$2500 |
| Total Cost | \$8500-\$9500 | \$7000 | \$9500 |

The benefits over time could essentially mean that Mirror Health benefits in that the organization can rely on a third party company and increase their accountability in the project. Essentially the third party company becomes the provider of services and would sign a contract. This will allow for Mirror Health to

focus it's resources as a not-for-profit organization, on it's core day-to-day business functions.

The benefits in looking at a third party is that if the project team does not feel confident in their skill sets to be able to re-construct a website, having a third party does reduce vulnerability and provides a safety net.

After assessing the current budget however and the funding available, it was decided that Mirror Health does not have the funds to purchase services from a third party company. Since each dollar amount spent must be justified to the Ministry, spending this much money is not part of the budget.

The Make-or-Buy Decision therefore holds to use the resources available within the organization to re-create the website.

6. Cost Control

6.1. Cost Performance Baseline

| <u>Personnel</u> | Week 1-4 | Week 4-8 | Week 8-12 | Week 12-16 | Totals |
|---|-----------------|-----------------|------------------|-------------------|--------------------|
| Salaries: | | | | | |
| IT and Facilities | 3 Hours | 10 hours | 30 hours | | \$2400.00 |
| Communications | 7 Hours | 10 Hours | 60 Hours | 4 Hours | \$1850.00 |
| Human Resources | 4 Hours | 40 Hours | | | \$2464.00 |
| Executive Assistant | 4 Hours | 14 Hours | 4 Hours | 4 Hours | \$728.00 |
| Management and Directors | 5 Hours | 20 Hours | 10 Hours | 10 Hours | \$3000.00 |
| Total: | 22 Hours | 94 Hours | 104 Hours | 18 Hours | \$10,442.00 |
| <u>Other Expenses:</u> | | | | | |
| Supplies | | | | | \$400.00 |
| Computer Services including bandwidth upgrade | | | | | \$1200.00 |
| Total: | | | | | \$1600.00 |
| Total | | | | | \$12,042.00 |

6.2. Cost Management Plan

For the purposes of this project, a Schedule Performance Index will be calculated to measure the progress that was actually achieved compared to the progress that

was planned for the project. Schedule Performance Index is calculated by looking at the earned value and the planned value. For the purposes of calculating these values, salaries will be used to decipher how many hours went into the project. The number of actual hours worked will be calculated by the Project Manager using the weekly status reports that will help for tracking purposes. The number of hours that was planned for the project will be taken from the work breakdown structure.

$$SPI = EV / PV$$

Any changes that are made to the project that will impact the progress of the project will impact the costs, and therefore it is important for the changes to go through the change management process outlined in section 9 of the project plan.

7. Schedule Management

7.1. Summary Milestone Schedule

Project Team Referenced below:

Project Sponsor: Joshua Fisher

Project Manager: Martha Ali

Project Team Members: Sarah Dial, Meera McKleen, Christine Bentley, Nile Kruger, Nibha Varma, Michael Ben, David Fry

The key milestones that influence the project phases are:

| Milestone | Date | Status | Responsible | Issues/Comments |
|---|---------------|--------|------------------------------|-----------------|
| Initiating The Project | | | | |
| Identify Project Team | June 3, 2011 | | Martha Ali and Joshua Fisher | |
| Hold the initial kick-off meeting and get Project Charter signed by project team and stakeholders | June 10, 2011 | | Martha Ali | |
| Planning the Project | | | | |
| Scope Statement is completed | June 17, 2011 | | Martha Ali | |
| Work Breakdown Structure is completed and | June 24, 2011 | | Martha Ali | |

| | | | | |
|---|-------------------|--|------------------------------|--|
| approved | | | | |
| Tasks are prioritized and assigned to team members | June 27, 2011 | | Martha Ali | |
| Schedule and timelines are finalized and approved by project sponsor | July 1, 2011 | | Martha Ali | |
| Executing the Project | | | | |
| Staff and department inputs and ideas are collected | July 15, 2011 | | Meera McKleen | |
| References to Rehabilitation Services are all removed from website | July 15, 2011 | | Sarah Dial | |
| Ideas of how to promote the organization are finalized into a template. | July 22, 2011 | | Sarah Dial and Meera McKleen | |
| Resources and articles on website are completed. | July 29, 2011 | | Sarah Dial | |
| Human Resources section of website is complete. | August 5, 2011 | | Nibha Varma | |
| Website template is approved by the Project Sponsor. | August 10, 2011 | | Joshua Fisher | |
| Links on website are completed | August 12, 2011 | | David Fry | |
| All links in Human Resources section on website are completed | August 12, 2011 | | David Fry | |
| Website testing is completed. | August 16, 2011 | | David Fry | |
| Website rollout expected | September 1, 2011 | | Martha Ali | |
| Monitoring and Controlling the Project | | | | |

| | | | | |
|--|-------------------|--|---|--|
| Progress reports are due every Monday of the week. | | | ALL – to be handed in the Martha Ali, Project Manager | |
| Reports given to the board and funders | Every other week | | Martha Ali, Joshua Fisher | |
| Closing of Project | | | | |
| Website is launched in Corporate Services team meeting. | September 5, 2011 | | Martha Ali | |
| Project sponsor signs and approves the project as complete | September 5, 2011 | | Joshua Fisher | |
| Project Manager completes a final project Lessons Learned report | September 7, 2011 | | Martha Ali | |
| Post-project report is submitted. | September 9, 2011 | | All | |

7.2. Control Schedule Tools

It is important to be able to use the following tools to protect the schedule and ensure that it remains on track.

Performance Reviews:

The Project Team will have weekly reviews with the Project Manager to review the project progress and expectations. This is important as it allows for corrective actions to take place early on and build a relationship of open communication between the team members.

Microsoft Project Software:

The Project Manager will utilize Microsoft Project Software to ensure that the project remains on time and allow for easy tracking of deliverables.

Change Management

The Change Management process outlined in section 9 of the project plan will allow the Project Manager to ensure that any changes to the project are followed

through a process. This is a huge area as changes to the project highly impact the schedule.

8. Communications Plan

The key component is a project's success is effective and efficient communication. This plan provides a framework that will be used within the context of the project to allow for project team members' and stakeholders' to be informed, involved, allow for buy-in throughout the duration of the project.

This communication plan is intended for the following audience:

Preliminary Project Team

- Initiating Sponsor – Executive Director and CEO, Joshua Fisher
- Sustaining Sponsor – Director Corporate Services, Carl Josi
- Project Manager - Human Resources Manager, Martha Ali
- Project Team Members:
 - Manager, Communications, Sarah Dial
 - IT Manager, David Fry
 - IT Assistant, Michael Ben
 - HR Coordinator, Nibha Varma
 - Executive Assistant, Meera McKleen
 - Clinical Manager, Christine Bentley
 - Clinical Manager, Nile Kruger

Other Stakeholders:

- Ministry of Health and Long Term Care and Central LHINS
- Human Resources Department at Mirror Health
- Communications Department at Mirror Health
- Service Users

8.1. Communication Methodology

Communication methodology that will be used within the Website Re-Construction Project will be in two specific directions:

Top Down: Communication in this area will be provided by management and leadership within the project to provide guidance and instructions to all project team members. Leadership within the organization must speak in a unified and supportive voice about the project and the significant it holds within the organization.

Bottom Up: Mirror Health is a not-for-profit organization that would like to highlight on being open and supportive to all of it's staff. The values of the

organization include sustaining a culture of understanding and personal worth. To ensure that employees feel like their voices are heard and increase the confidence of the staff involved in the project, it is important to communicate the process in which solutions and decisions are made, and allow for inclusiveness in the process. This includes consulting project team members and asking for input on an ongoing basis.

When changes need to be made within the project, the Project Manager will provide a bridge between management and staff to allow for open communication, including the details of specific benefits of the change.

External Stakeholder Communication

Since Mirror Health is directly funded by various other sources, there will be ongoing communication with external stakeholders and the Board of Directors to ensure that there is no gaps. They will be notified by the Initial Sponsor of the project by the Executive Director and CEO of Mirror Health, alongside efforts of the Project Manager. Ongoing communication will be required through the use of E-Mail that will allow for open communication.

8.2. Communication Distribution Outreach

The following are methods that have been established to communicate events that are established for this project:

Weekly Status Reports: All Project Team Members are to provide weekly status reports to the Project Manager. The reports will include the following information that will be tracked against the project plan:

- Summary of tasks performed in this week, broken down by day
- Summary of tasks or milestones that still need to be met
- Summary of the issues that have arisen

Bi-Weekly Project Team Meeting: The purpose of a bi-weekly project team meeting is to allow for every member of the project team to openly communicate any issues, solutions and updates to the team. Since many of the tasks within this project are linked, this will allow for effective team communication.

Bi-Weekly Leadership Meeting and Status Reports: The purpose of this meeting is to allow for the Project Manager and the Sustaining Project Sponsor to meet on an on-going basis and provide status updates. The Project Manager will send a status report prior to this meeting to the Sustaining Project Sponsor for review.

External Stakeholder Communication: This document will be sent out as an e-mail through the Executive Director and CEO to all external stakeholders as an update of the project. This will allow for open communication and increased partner

interaction. The Project Manager will assist in creating this update e-mail to be delivered, based on three specific occasions: Project Announcement, Project Feedback and Update (mid-project), and Project Launch.

9. Quality Plan

The purpose of having a quality plan in place throughout the duration of the project is to develop expectations in terms of the quality of the work produced and allow for proactive efforts in meeting those expectations.

9.1. Quality Management Role

The Project Manager, Martha Ali, will be providing quality management support as part of her role as a Project Manager. Her support will largely focus on managing the quality of the project's deliverables and improving the project processes.

Specified Duties of the Project Manager in Quality Planning:

The acting Quality Manager, Martha Ali, will be responsible for maintaining the quality control procedures within the scope of this project. She is to act as a focal point for quality issues that may arise and will be required to continuously liaise with external and internal stakeholders to ensure that the quality of the deliverables is at the appropriate level.

As such, through this role, the Quality Manager will be required to:

- Coordinate activities and reports and ensure timely completion within the Project Team.
- Provide monitoring and audition of project activities so that it is in conformance with the project plan.
- Ensure communication between all stakeholders is provided and set-up validation environments, and using status reports to aid the project.

9.2. Quality Management Plan

The Quality Management Plan includes the tools and techniques involved in quality assurance within the project.

The following tools will be used:

9.2.1. Quality Metrics

The goal in using a Quality Metrics is to be able to track the quality of work within stages of the project. The following metric outlines the goals within the project, the attributes that are attached to it, and how it will be measured.

| Goals | Attributes | Measurement |
|--------------------------------------|----------------------------|--|
| Website Structure | Content | References to Rehabilitation Services are all removed and focused on current services as a not-for-profit organization. Testing involves run-through content to ensure that content is fully representative of organization by Project Team. |
| | Links | All links are working during testing period. This includes the Human Resources Section to ensure that applicants are able to apply online, along with all other links to pages within the website. Quality assurance will be conducted through system testing. |
| | Understandability | A pilot group will be given the website as a test of functionality. The main focus will be to measure if the website communicating what it is suppose to communicate. |
| | End-user compatibility | The pilot group will also test if the website is user-friendly and easy to understand. The main focus is the end product performance and the website outputs. |
| Organization Structure and Processes | Project Team Communication | This area governs the communication that will take place within the team and to external stakeholders. The |

| | | |
|--|-----------------------------|--|
| | | Project Manager will ensure that all communication is efficient and meaningful. |
| | Roles and Responsibilities | The roles and responsibilities within the project will be governed by the Project Manager to ensure that all team members are able to fulfill their existing roles along with the added roles required by the project. This will be tracked by the Project Manager through weekly one-on-one audits with team members. |
| | Maintainability of product | The website is required to be maintained after it is implemented and launched within the organization. Continuous quality assurance includes having audits by the IT Manager and Clinical Directors on an on-going basis. |
| | Performance of Project Team | The Project Manager will perform quality audits on the work performed by the Project Team within the span of the project to ensure that rework and process adjustments are not required. |

9.2.2. Quality Assurance Tools

Quality assurance tools that will be used throughout the project include:

- a) Benchmarking: Improvements in the process and within the project will be compared to specific project processes used within other not-for-profit organizations within the industry. The Human Resources Department will be asked to ask their HR Network for ideas to continuous ensure that the best practices are used for quality assurance.

- b) Cause-And-Effect Diagrams: Since Mirror Health is dealing with limited resources, this tool will be able to assist in ensuring that issues that come up can be traced back to a root cause.
- c) Quality Audits: Quality audits will be performed by the Project Manager at various times within the project to ensure that each Project Team Member is performing quality work and to validate the deliverables.

10. Change Management Plan

Changes to the Project Plan are expected to arise as the project progresses. While change is required, it is vital to note that since the project team members are currently existing employees of Mirror Health and have other positions, any changes will impact at least one of the following factors being the available time, available resources, or the project quality.

Given the impact any modifications to the Project Plan will make, all changes must be coordinated using the following procedure:

- 1) The required change must be documented by the Project Manager as soon as the issue of the change is raised. Please see Appendix A for the Change Document Form that is to be used for this purpose.
- 2) The Project Manager will review the change, and provide details as to the impact the issue will have on the project scope, schedule, staffing and spending as identified. The issue will then be sent to the Sustaining Sponsor, for review and decision.
- 3) Upon receiving the issue, the Sustaining Sponsor will work with the Project Manager to reach a consensus opinion as to whether the change is to be approved, modified or altogether rejected.
- 4) A decision matrix could be used if required to assist the Sustaining Sponsor, to review the issue and render a final decision.
- 5) Following the decision, the Project Manager will then administer the change and modify the Project Plan if required.
- 6) The Project Manager is then responsible to coordinate a project team meeting if required and notify members of the change.

| | | | |
|----------|---------------|---------------------|---------------|
| Revision | Date Revision | Issue Submitted By: | Submitted To: |
|----------|---------------|---------------------|---------------|

| | | | |
|--------|--------------|--|--|
| Number | Issue Raised | | |
| | | | |

Description of Issue:

Figure 3: This figure is the Change Control Form to be used for **Mirror Health Website Reconstruction Project**. Any changes must be submitted using this form.

11. Risk Management

11.1. Risk Management Plan

The following chart breaks down the associated risks involved in this project. They are divided into people risk, financial risk and structure/process risks.

| Risk | Risk Owner | Risk Probability | Potential Impact | Risk Response Strategy |
|--|-----------------|------------------|------------------|--|
| <p>People Risk:</p> <p>Mirror Health is now solely a non-for-profit organization, with no additional money coming in from its rehabilitation services. The resource risk in this project is possibly reaching the stage of overburdening staff involved in the project, as no external consultants can be hired for the purposes of this project.</p> | Project Manager | High | Medium | It is important to be able to estimate time and schedule accordingly. In order to update the website, all project team members must understand the time dedication required for this project before signing off on the Project Charter. The Project Manager will need to check-in with members to ensure that they are not overburdened. |

| | | | | |
|---|-------------------------------------|--------|------|--|
| <p>People Risk:</p> <p>This project runs a risk in the level of technical skills and experience the project team has in developing a website. The members of the project are well versed in their areas of expertise, but have minimum experience in this kind of technical project. This may prolong the project, and skew the project timelines.</p> | IT Supervisor | High | High | <p>During the kickoff meeting, each member of the project team will be given a binder of expectations that come with the project. The IT Supervisor will assist project team members on any technical knowledge required. It will be spelled out to each project team member that support and motivation is necessary in this project.</p> |
| <p>Financial Risk:</p> <p>With so many changes within the organization, Mirror Health may find it difficult to afford to undertake a project of this kind in terms of salary expenditures and time allocated to work on this project.</p> | Project Manager | Medium | Low | <p>Although the project is coming at a time after so many changes have occurred, this project is very important for Mirror Health in terms of marketing the organization. The time allocation will be carefully plotted out, and each staff members' time carefully spent in this project.</p> |
| <p>Structure/Process Risk:</p> <p>The project runs a risk of the sponsors, funders, or board members do not like the website.</p> | Project Manager and Project Sponsor | High | High | <p>These are stakeholders that are impacted by the project, and who must have buy-in for everything that the organization does. The Project Manager and Project Sponsor, together, will talk to the board and receive their buy-in by providing explicit details of the project. Sponsors and funders</p> |

| | | | | |
|--|-------------------------------------|--------|--------|---|
| | | | | will be provided with an outline of the project, and given an announcement of when to expect the launch of the new website. |
| Structure/Process Risk: If we change the website drastically, the project has the potential of creating confusion with those using our services. Those who use our services often face mental health challenges. This may pose confusion for them. | Project Manager and Project Sponsor | Medium | Medium | The website will have to be able to be easy to use. To minimize confusion, a newsletter to all our clients can be sent out. It is also wise to allow for tools on the website to allow for user-friendly access, such as a choice to increase or decrease size. |
| Structure/Process Risk: The project runs a risk of not having the right content available on the website and it does not appeal to the end users. | Project Manager and Project Sponsor | Low | Low | All website content must be approved by the Executive Director, who will sign off on the website template. There is also a survey that will be sent out to all staff, to collect ideas. The Executive Director will work with the Board Members to ensure they also agree to the content. |

Risk Probability: **High, Medium, Low**
Potential Impact: **High, Medium, Low**

11.2. Risk Impact Scale

Define Impact Scale for the purpose of the risks are listed below:

| | High /.30 | Medium /.20 | Low /.10 |
|-------------|--------------------------------|------------------------------------|------------------------------|
| Cost | High cost increase in project. | Moderate cost increase in project. | Low cost increase in project |
| Time | High impact on | Moderate impact | Low impact on |

| | | | |
|-------------------------------|---|---|--|
| | timeline of project. | on timeline of project. | timeline of project. |
| Risk | May increase the risk probability on a high scale within the project. | May increase the risk probability on a medium probability within the project. | Hardly noticeable increase in risk probability within the project. |
| Scope | Highly increases the scope of the project. | Moderate increases the scope of the project. | Low increase in the scope of the project. |
| Impact on stakeholders | High impact on stakeholders. | Moderate impact on stakeholders. | Low impact on stakeholders. |

The tools and techniques that will be used in the scope of this project to identify and assess risks are:

Brainstorming and Interviewing: The project team will have the opportunity during weekly team meetings to discuss as a team and individually with the Project Manager, how they feel about the project and the risks that they foresee. Since each team member comes from a specific field, their opinions and input is of great value. The Project Manager will make a point to take the responses received through the individual interviews and brainstorming meetings, and focus on key points that were raised.

Delphi Technique: The technique is used to gain knowledge from a panel of experts within the business area. This technique is especially used within the scope of this project, since it incorporates experts from each department to contribute to the project team. Together, each member of the team will be able to identify diverse risks and responses to risks within the project. For example, the human resources coordinator, is expected to be able to highlight risks in not having the correct content within the online application process for new hires.

11.3. Risk Probability and Impact Matrix

The following table displays how the risks that are developed within the project will be categorized using the Probability and Impact Matrix. This matrix is a method used to categorize risks as threats or opportunities, and take the necessary steps required depending on the scale of the risk identified.

| Probability | Threats | | | Opportunities | | |
|-------------|---------|------|------|---------------|------|------|
| 0.90 | 0.40 | 0.60 | 0.80 | 0.80 | 0.60 | 0.40 |
| 0.60 | 0.30 | 0.40 | 0.60 | 0.60 | 0.40 | 0.30 |
| 0.40 | 0.20 | 0.30 | 0.40 | 0.40 | 0.30 | 0.20 |
| 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 0.15 | 0.10 |

| | | | | | | |
|------|------|------|------|------|------|------|
| 0.10 | 0.05 | 0.08 | 0.10 | 0.10 | 0.08 | 0.05 |
|------|------|------|------|------|------|------|

11.4. Risk Register

To assist the Project Manager in keeping track of the risks that arise within project, a Risk Register has been developed to allow for accurate tracking.

| Risk Number | Risk Level | Risk Name | Risk Description | Risk Cause | Potential Response to Risk | Risk Owner | Impact of Risk | Status |
|-------------|------------|-----------|------------------|------------|----------------------------|------------|----------------|--------|
| | | | | | | | | |
| | | | | | | | | |

12. Project Approval Requirements:

Listed below are the criteria for which the project team will judge this project to be successful.

| Criteria (what constitutes success) | By (Who decides the project is successful) | Sign-off By |
|--|--|------------------------------|
| No References to Rehabilitation Services | Project Sponsor | Joshua Fisher |
| Website promotes mission, vision, values and culture of new organization | Project Sponsor | Joshua Fisher |
| Human Resources Section of website provides useful resources for volunteers/applicants and has an application submission link that works well. | Project Sponsor and Project Manager | Joshua Fisher and Martha Ali |

13. Project Close-Out Plan:

For the purposes of this project, the project close-out plan will have the following objectives:

- A Lessons Learned Report that will incorporate feedback from all team members, put together by the Project Manager
- A Post-Project Report that will be submitted by the Project Manager to the Project Sponsor and Project Initiator
- Recognition of outstanding work and dedication to the project
- Archiving of project records and documentation

13.1. Lessons Learned Report

The Lessons Learned Report will utilize the Lessons Learned Matrix below to assist the Project Manager. This Matrix will focus on five-seven key areas that indicate the possible issues and obstacles in the project, and possible recommendations for future projects.

| Lessons Learned Matrix | | | |
|------------------------|--------------------------------------|--|-----------------------------|
| Topic | How is it related to current project | Possible Recommendations for Future Projects | Those Impacted by the issue |
| Due Dates | | | |
| Timelines | | | |
| Changes to project | | | |
| Team Communication | | | |

13.2. Post-Project Report

The Post-Project Report will document the history of the project. It will provide a document trail of the various aspects of the project including the schedule, budget, and work breakdown structure as a reference for other projects of a similar size and scope.

Other areas that should be included in this report include:

- Short-Term success of the project
- Culture of the project team
- Successful risk assessment and techniques
- Processes used to ensure quality assurance and change management

- Human Resources plan and organization

13.3. Outstanding Work

For the purposes of this project, it has been decided that outstanding work will be recognized to those employees that demonstrate excellent work and dedication. Since Mirror Health is a not-for-profit organization, it is especially important that Senior Management takes the time to recognize staff for going above and beyond the normal span of their workload. Staff will be recognized within team meetings, in the organization-wide newsletter and during the launch of the website.

13.4. Archiving of Project Documentation

It is the Project Managers' responsibility to ensure that all documentation is appropriately archived as an important source of information to assist in improving future projects within the organization. This includes meeting minutes from all team meetings, status reports, variance reports, website testing reports, checklists, and all standard project documents that were part of the project.

14. Project Sign-Off Work Authorization:

Planned Start Date: June 3, 2011

Planned Website Launch Date: September 5, 2011

Cost: \$14,180

Priority: **High**

Sign-off:

Project Manager: _____ Date: _____

Project Sponsor: _____ Date: _____

Project Team:

| |
|--|
| |
|--|