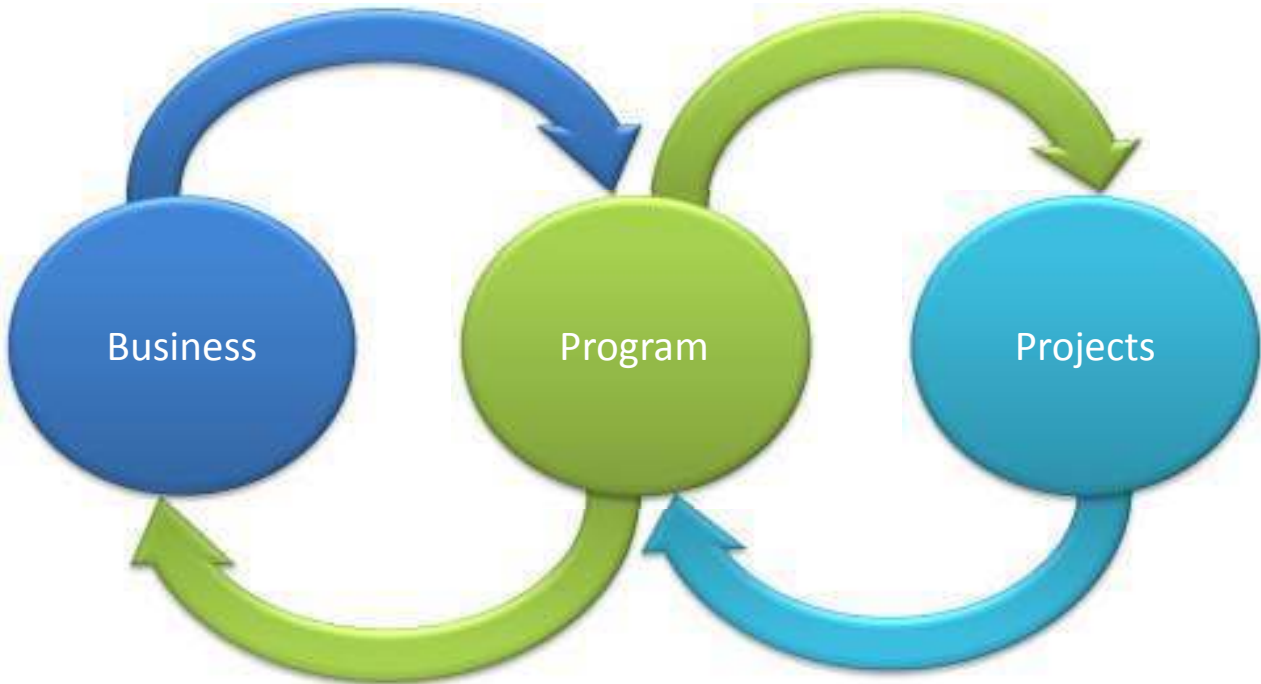


# Handbook of Program Feedback Loops



**Program: DEMO**

v.0.9.Demo



<b>Program name</b>	<b>DEMO</b>
<b>Program No.</b>	<b>123456</b>
<b>Program Sponsor</b>	<b>&lt;Customer Sponsor&gt;</b>
<b>Program Manager</b>	<b>&lt;Program Manager&gt;</b>
<b>Customer</b>	<b>&lt;Customer&gt;</b>
<b>Approval Date</b>	<b>10/21/2012</b>
<b>Complexity</b>	<b>&lt;Complexity&gt;</b>
<b>Category</b>	<b>&lt;Category&gt;</b>
<b>Size</b>	<b>&lt;Size&gt;</b>
<b>Status</b>	<b>&lt;Status&gt;</b>
<b>Date of status</b>	<b>&lt;Date of Status&gt;</b>
<b>Approval date of status</b>	<b>&lt;Approval date of status&gt;</b>

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## Program: DEMO

Method	Sheet	Requ. for program?	Selection	Print
1 Cover	<a href="#">Cover</a>	R	x	x
2 Table of Contents	<a href="#">Table of Contents</a>	R	x	x
3 Top-down Prg. Status	<a href="#">Top-down Prg. Status</a>	R	x	x
4 Bottom-up Prg. Status	<a href="#">Bottom-up Prg. Status</a>	R	x	x
5 Timesheet raw data	<a href="#">Timesheet raw data</a>	R	x	-
6 Estimate to complete	<a href="#">Estimate to complete</a>	R	x	x
7 Rolling plan	<a href="#">Rolling plan</a>	R	x	x
8 Traffic Light report	<a href="#">Traffic Light report</a>	R	x	x
9 Scoreboard Risiken und Changen		R	x	x
10 Erläuterung Risiken + Chancen		R	x	x
11 Detailbewertung Risiken		R	x	x
12 Detailbewertung Chancen		R	x	x
R: Required O: Optional -: not applicable				
<b>Other references</b>				
1	Homepage Gottfried Rudorfer	<a href="http://rudorfer.homedns.org">http://rudorfer.homedns.org</a>		
2	Homepage CA Technologies	<a href="http://www.ca.com">http://www.ca.com</a>		
3				

## Top-down Program Status

**Program: DEMO**

**CUSTOMER "DEMO" IMPLEMENTATION PROGRAM**

PROGRAM STATUS DATE: 12/16/2011

Update Top down status weekly!

Draft Planning as of Sept 2011																	Total		
Software	Project	09/11	10/11	11/11	12/11	01/12	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	Days	
<b>CA Service Desk Manager based</b>	Tenant1	Incident Management	10	20	20	20	20	20	10									120	
	Tenant2	Incident Management		5	15	15	15	15	15	5								100	
	SaaS Env	Interfaces			10	20	20	10	5	5	5		5	5	5	5		100	
	SaaS Env	Reporting				10	20	20	20	20	10							100	
	Tenant1	Problem Management				5	20	20	20	10								75	
	Tenant2	Problem Management					5	20	20	20	20	15	10					110	
	Tenant2	Change Management					11	19	30	29	33	32						156	
	Tenant3	Incident Management					10	12	10	12	10	20	20	20	15	10		139	
	Tenant3	Change Management											15	20	20	20	20	10	105
	Tenant3	CMDB					15	20	25	25	20	20	20	10				155	
	Tenant 4	Incident Management							10	20	20	20	20	20	10				120
	Tenant 4	Problem Management								5	15	15	15	15	15	15	5		100
	Tenant 5	Incident Management										10	20	20	20	20	5	5	120
	<b>Planned Total days</b>		<b>10</b>	<b>25</b>	<b>45</b>	<b>70</b>	<b>136</b>	<b>156</b>	<b>165</b>	<b>161</b>	<b>148</b>	<b>147</b>	<b>125</b>	<b>110</b>	<b>85</b>	<b>70</b>	<b>30</b>	<b>15</b>	<b>1500</b>
	<b>Planned Accumulated days</b>		<b>10</b>	<b>35</b>	<b>80</b>	<b>150</b>	<b>286</b>	<b>443</b>	<b>608</b>	<b>769</b>	<b>917</b>	<b>1065</b>	<b>1190</b>	<b>1300</b>	<b>1385</b>	<b>1455</b>	<b>1485</b>	<b>1500</b>	
<b>Planned avg. heads</b>		<b>0.5</b>	<b>1.3</b>	<b>2.3</b>	<b>3.5</b>	<b>6.8</b>	<b>7.8</b>	<b>8.3</b>	<b>8.0</b>	<b>7.4</b>	<b>7.4</b>	<b>6.3</b>	<b>5.5</b>	<b>4.3</b>	<b>3.5</b>	<b>1.5</b>	<b>0.8</b>		

Actuals until 2011-12 and Estimates stated in SOWs																	Total		
Software	Project	09/11	10/11	11/11	12/11	01/12	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	Days	
<b>Actual avg. Heads</b>		<b>0.3</b>	<b>2.3</b>	<b>3.0</b>	<b>1.5</b>	<b>6.3</b>	<b>7.3</b>	<b>7.8</b>	<b>8.0</b>	<b>7.4</b>	<b>7.4</b>	<b>6.3</b>	<b>5.5</b>	<b>4.3</b>	<b>3.5</b>	<b>1.5</b>	<b>0.8</b>		
<b>Actual Accumulated days</b>		<b>6</b>	<b>52</b>	<b>112</b>	<b>141</b>	<b>267</b>	<b>413</b>	<b>569</b>	<b>729</b>	<b>878</b>	<b>1025</b>	<b>1150</b>	<b>1260</b>	<b>1345</b>	<b>1415</b>	<b>1445</b>	<b>1460</b>		
<b>Actual Total days</b>		<b>6</b>	<b>46</b>	<b>60</b>	<b>29</b>	<b>126</b>	<b>146</b>	<b>155</b>	<b>161</b>	<b>148</b>	<b>147</b>	<b>125</b>	<b>110</b>	<b>85</b>	<b>70</b>	<b>30</b>	<b>15</b>	<b>1460</b>	
<b>CA Service Desk Manager based</b>	Tenant1	Incident Management	3	46	38	20	10	10										126	
	Tenant2	Incident Management	3		22	9	15	15	15	15	5							100	
	SaaS Env	Interfaces					20	10	5	5	5	5	5	5	5			70	
	SaaS Env	Reporting					20	20	20	20	10							90	
	Tenant1	Problem Management					20	20	20	10								70	
	Tenant2	Problem Management					5	20	20	20	20	15	10					110	
	Tenant2	Change Management					11	19	30	29	33	32						156	
	Tenant3	Incident Management					10	12	10	12	10	20	20	20	15	10		139	
	Tenant3	Change Management											15	20	20	20	20	10	105
	Tenant3	CMDB					15	20	25	25	20	20	20	10				155	
	Tenant 4	Incident Management							10	20	20	20	20	20	10				120
	Tenant 4	Incident Management								5	15	15	15	15	15	15	5		100
	Tenant 5	Incident Management										10	20	20	20	20	5	5	120

# Bottom-up Program Status



**Program: DEMO**

**CUSTOMER "DEMO" IMPLEMENTATION PROGRAM**

PROGRAM STATUS DATE: 12/16/2011

Update T&M status weekly!

**PROGRAM WORK PER RESOURCE NAME**

Resource Name	Worked hours	Rate per hour	Role
Offshore Consultant1	146	65.00	Offshore Consultant
Associate Consultant1	0	75.00	Associate Consultant
Sr Consultant1	55	90.00	Sr Consultant
Sr Consultant2	12	90.00	Sr Consultant
Architect1	6	96.00	Architect
Project Manager1	74	100.00	Project Manager
Associate Consultant2	41.5	75.00	Associate Consultant
Architect2	71	96.00	Architect
Sr Consultant3	0	90.00	Sr Consultant
Offshore Consultant2	120	65.00	Offshore Consultant
Offshore Consultant3	0	65.00	Offshore Consultant
Sr Consultant4	340	90.00	Sr Consultant
Architect3	262.25	96.00	Architect

Checksum over Roles                      1127.75 hours  
 Checksum over Projects                1127.75 hours

**PROGRAM WORK PER ROLE**

	Actual hrs.	Avail. Days	Avail. hrs.	Total hrs. SOW	Base hrs.	CR hrs.
Sum	1127.75	1359	10872.25	12000	12300	0
Sr Consultant	407	306	2449	2856	3000	0
Architect	339.25	313	2500.75	2840	3000	0
Offshore Consultant	266	217	1734	2000	2000	0
Associate Consultant	41.5	182	1458.5	1500	1500	0
Consultant	0	101	804	804	800	0
Project Manager	74	241	1926	2000	2000	0

**PROGRAM FINANCIALS PER ROLE**

	Hrl. Rate	Actual	Avail	Total SOW	Base	CR	Program Revenue			
							Month	2011-09	2012-03	2012-09
Sum	97000.50	967499.50	1064500.00	1064500.00	0.00	97000.50	Month	2012-03	0.00	
Sr Consultant	90.00	36630.00	233370.00	270000.00	270000.00	0.00	2011-09	4464.00	2012-04	0.00
Architect	96.00	32568.00	255432.00	288000.00	288000.00	0.00	2011-10	31193.00	2012-05	0.00
Offshore Consultant	65.00	17290.00	112710.00	130000.00	130000.00	0.00	2011-11	40903.50	2012-06	0.00
Associate Consultant	75.00	3112.50	109387.50	112500.00	112500.00	0.00	2011-12	20440.00	2012-07	0.00
Consultant	80.00	0.00	64000.00	64000.00	64000.00	0.00	2012-01	0.00	2012-08	0.00
Project Manager	100.00	7400.00	192600.00	200000.00	200000.00	0.00	2012-02	0.00	2012-09	0.00

**PROJECTS**

Project TM1 Tenant1 Incident Management									Project revenue		
	Actual hrs.	Avail. Days	Avail. hrs.	Total hrs. SOW	Base hrs.	CR hrs.	CV	Month	2011-09	2012-03	2012-09
Sum	851.75	24.8	198.25	1050	960	90	90058	Month	70874.50	2012-03	0.00
Sr Consultant	334	7.3	58	392	360	32	35280	2011-09	2160.00	2012-04	0.00
Architect	153.25	1.8	14.75	168	160	8	16128	2011-10	31193.00	2012-05	0.00
Offshore Consultant	266	-7.0	-56	210	160	50	13650	2011-11	24125.50	2012-06	0.00
Associate Consultant	41.5	9.8	78.5	120	120	0	9000	2011-12	13396.00	2012-07	0.00
Project Manager	57	12.9	103	160	160	0	16000	2012-01	0.00	2012-08	0.00
								2012-02	0.00	2012-09	0.00

Project TM2 Tenant2 Incident Management									Project revenue		
	Actual hours	Avail. Days	Avail. Hrs.	Total SOW	Base	CR	CV	Month	2011-09	2012-03	2012-09
Sum	276	65.5	524	800	800	0	72160	Month	26126.00	2012-03	0.00
Sr Consultant	73	30.9	247	320	320	0	28800	2011-09	2304.00	2012-04	0.00
Architect	186	-3.3	-26	160	160	0	15360	2011-10	0.00	2012-05	0.00
Offshore Consultant	0	0.0	0	0	0	0	0	2011-11	16778.00	2012-06	0.00
Associate Consultant	0	20.0	160	160	160	0	12000	2011-12	7044.00	2012-07	0.00
Project Manager	17	17.9	143	160	160	0	16000	2012-01	0.00	2012-08	0.00
								2012-02	0.00	2012-09	0.00

Over time add below further projects here



# Project Estimate to Complete



**Program: DEMO**

Update estimate to complete for each project weekly!

## Status for Project Tenant1

Role	Available MD	Remaining work planned	Avail (+) MD / Overrun (-) MD	Hrl. Rates	Avail (+) Cost / Overrun (-) Cost
Project Manager	12.9	11.4	1.5	100.0	1180.00
Architect	1.8	0.0	1.8	96.0	1416.00
Senior Consultant	7.3	10.5	-3.3	90.0	-2340.00
Associate Consultant	9.8	9.0	0.8	75.0	487.50
Offshore Delivery	-7.0	0.0	-7.0	65.0	-3640.00
Sum	24.8	30.9	<b>-6.1</b>	<b>426</b>	<b>-2896.50</b>
			<b>-4.7%</b>		<b>-3.2%</b>

### Project Plan

Role	Estimated MD + CRs	Actual Work planned	Remaining work planned
Project Manager	20	8.6	11.4
Architect	21	21.0	0.0
Senior Consultant	49	38.5	10.5
Associate Consultant	15	6.0	9.0
Offshore Delivery	26.25	26.3	0.0
Sum	131.25	100.4	30.9

### Timesheets / Actual work

Role	Estimated MD + CRs	Actual work performed	Available MD
Project Manager	20	7.1	12.9
Architect	21	19.2	1.8
Senior Consultant	49	41.8	7.3
Associate Consultant	15	5.2	9.8
Offshore Delivery	26.25	33.3	-7.0
Sum	131.25	106.5	24.8

## Rolling Plan



**Program: DEMO**

Update rolling plan with customer weekly!		Calendar Week 48					Calendar Week 49				
Project within Program		Mon 11/28/2011	Tue 11/29/2011	Wed 11/30/2011	Thu 12/01/2011	Fri 12/02/2011	Mon 12/05/2011	Tue 12/06/2011	Wed 12/07/2011	Thu 12/08/2011	Fri 12/09/2011
Dev Env.		CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development	CA Tenant 2 Development
QA Env.		Free	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing	CA Tenant2 Testing
Prod Env.		Production	Production	Production	Production	Production	Production	Production	Production	Production	Production
Project-TM1 Tenant1	CA Resource	CA Architect1	CA Architect1 CA Architect2	CA Architect1 CA Architect2	CA Architect1 CA Architect2	CA Architect1 CA Architect2	CA Architect1	CA Architect1 CA Architect2			
Project-TM1 Tenant1	Task(s)	Functional design for request and change management	Requirement specification for request and change management	Requirement specification for request and change management	Requirement specification for request and change management	Requirement specification for request and change management	Review requirement specification	Requirement specification signoff			
Project-TM1 Tenant1	Expected Output / Deliverable					Requirement Specification					
Project-TM1 Tenant1	Customer SME					Customer lead Architect1	Customer lead Architect1	Customer lead Architect1			
Project-TM2 Tenant2	CA Resource	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1 CA Offshore consultant1	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1	CA Sr Consultant1
Project-TM2 Tenant2	Task(s)										
Project-TM2 Tenant2	Expected Output / Deliverable	On-Site Move to QA environment.	On-Site Move to QA environment.	Documentation updates and technical testing to prepare for handover of QA	Documentation updates and technical testing to prepare for handover of QA Remote Work Move to QA environment.	Documentation updates and technical testing to prepare for handover of QA		UAT1 in Vienna	UAT1 in Vienna	Remote Rework for UAT1 Updating Release documentation and applying changes to QA environment	Remote Rework for UAT1 Updating Release documentation and applying changes to QA environment
Project-TM2 Tenant2	Customer SME										
Project-TM3 Tenant3	CA Resource										
Project-TM3 Tenant3	Task(s)										
Project-TM3 Tenant3	Expected Output / Deliverable										
Project-TM3 Tenant3	Customer SME										

## Traffic Light Report



**Program: DEMO**

Update traffic light report every month!

Program

As of December 2011

**Expected program benefits**

		Status	Trend
<b>Availability of resources</b>	Prevent Incidents from happening and to minimize the Impact of Incidents that cannot be prevented. < Enter short status in this line>		
<b>Roll Out capability</b>	Integration of Service Desk with external systems "A" and "B". < Enter short status in this line>		
<b>Reduce Costs</b>	Base infrastructure for the on-boarding of multiple tenants on a single physical system. < Enter short status in this line>		
<b>Aligned Planing</b>	Planning aligned to intial program plan < Enter short status in this line>		
<b>Faster and constant success</b>	Regular progress with regard to requiremnets of the business.		

**Projects**

**Project Status**

<b>Ongoing</b>		Overall Status	Schedule	Budget	Scope	Resources
<b>Tenant3 Incident Manag</b>	Implement Incident Management for Tenant 3 < Enter short status in this line>					
<b>Tenant2 Problem Manag</b>	Implement Problem Management for Tenant 2 < Enter short status in this line>					
<b>Finished</b>		Overall Status	Schedule	Budget	Scope	Resources
<b>Tenant1 Incident Manag</b>	Implement Incident Management for Tenant 1 < Enter short status in this line>					
<b>New / Eval</b>		Overall Status				
<b>Tenant 1 Change Manag</b>	Implement Change Management for Tenant 1 < Enter short status in this line>					

**Reporting categories**

Dimension	Project - Green	Project - Amber	Project - Red
<b>Schedule</b>	Next Milestone and overall plans on track.	Issues achieving next Milestone and/or overall timeline.	Next milestone and/or overall timeline will not be met.
<b>Budget</b>	Currently within budget and forecast to remain within budget.	Currently not in budget and/or overall budget will be exceeded by <5%.	Currently not in budget and/or overall budget will be exceeded by >5%.
<b>Scope</b>	Scope and objectives are agreed with all stakeholders and can be met.	Different understanding within stakeholder and/or objectives are in danger.	Scope/Objectives cannot be met currently.
<b>Resources</b>	Staffing is appropriate	Issues with staffing.	Cannot be executed with current staffing.



# Scoreboard der Risiken und Chancen



## Übersicht der Risiken

## Übersicht der Chancen

		Auswirkungen										Auswirkungen											
		1	2	3	4	5	6	7	8	9	10	10	9	8	7	6	5	4	3	2	1		
Wahrscheinlichkeit in %	100	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	100	Wahrscheinlichkeit in %		
	81	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	81			
	61	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	61			
	41	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41			
	21	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	21			
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	1	2	3	4	5	6	7	8	9	10	10	9	8	7	6	5	4	3	2		1	%

Risiken in roter Zone:	1
Risiken in gelber Zone:	0
Risiken in grüner Zone:	1
<b>Gesamtanzahl von Risiken in Bewertung:</b>	<b>2</b>

Chancen in grüner Zone:	1
Chancen in gelber Zone:	0
Chancen in roter Zone:	1
<b>Gesamtanzahl der Chancen in Bewertung:</b>	<b>2</b>

Vgl. 11.3.2.2. PMBOK 5th edition, page 329



## Erläuterung Risiken+Chancen

### **0- Identifikation:**

0-1- Gemeinsames (Kunde und Lieferant) ermitteln der Risiken mit Betrachtung der Wahrscheinlichkeit und der folgenden Konsequenzen.

0-2- Initiale Erfassung erfolgt im Zuge eines Brainstormings, danach monatliche Erfassung und Wiederbewertung. Wie beim Brainstorming üblich: Anfangs jede Wortmeldung zulassen, nichts diskutieren, jede Wortmeldung von Techniker Kunde, PM Kunde, Consultants, PM, weitere Stakeholder ohne Kommentar niederschreiben. Erst nachdem niemanden weitere Risikopunkte einfallen und die Liste vollständig ist, mit der Diskussion und Klarstellung der einzelnen Punkte beginnen!

0-3- Bei der weiteren Verfolgung konzentrieren wir uns auf die 10 wichtigsten Risiken (nach höchstem Exposure).

### **1- Wahrscheinlichkeit definieren:**

0 - 100% .....0% stellt kein Risiko dar, 100% ist ein Problem, da es bereits eingetreten ist.

Daher folgende Bewertung der Wahrscheinlichkeit:

eher unwahrscheinlich .....	15%
weniger wahrscheinlich .....	35%
eher wahrscheinlich .....	65%
sehr wahrscheinlich .....	85%

### **2- Folgekosten definieren:**

Eine Skala von 1 . . . 10 wird verwendet.

Zuordnung erfolgt anhand des Dreiecks Ressourcen, Zeit, Funktionalität:

2 .....	minimale Mehrkosten
4 .....	eine Seite gerät aus dem Gleichgewicht
6 .....	zwei Seiten geraten aus dem Gleichgewicht
8 .....	alle drei Seiten entgleisen
10 .....	Katastrophe

### **3- Risikoverfolgung**

Bei Besprechungen mit dem Kunden werden die Hauptrisiken aktualisiert. Jedes Monat werden die Risiken neu bewertet, ergänzt und dem Fortschrittsbericht hinzugefügt.



