

# Achievement-driven Project Management (AdPM™)

## 1. Broadbrush Project Planning (Use the Achievement hierarchy on the other side)

- ❑ **MOS™** - How the client/user/sponsor will measure the success of the project, the strategic business result.
- ❑ **HLA™** - The measured achievements “stepping-stones” that will lead us from where we are to the MOS™.
- ❑ **Scope & Assumptions**- Assumptions about customers, employees and systems that will “stop the show.”
- ❑ **Authorities, Leadership, Reward Processes**- Authority to assign work, evaluate and reward performance.

### Task Entry Screen (View, More Views, Task Entry)

ID	Resource Name	Units	Work	ID	Predecessor Name	Type	Lag
1	PM	1	80h	4	60% response in customer sur	FS	0d
3	VPM	0.25	20h	5	95% response in employee su	FS	0d

## 2. Work Breakdown Structure

- ❑ Enter your High-level Achievements into the Gantt chart, skipping lines between each. Then subdivide the High-level Achievements into smaller achievements.
- ❑ Remember, each entry in the work breakdown structure must create a clear performance expectation that tells the person what a “good” job is before they start work.
- ❑ Observe the 2-6 week rule (nincompoop exception).
- ❑ No laundry lists, “to do” lists ...activity trap.

Click to read hints

## 3. Predecessor Network & Resources

- ❑ Enter predecessors in the lower right of the Task Entry screen
- ❑ Remember to check for dangles in the network.

## 4. Setting up Resources

- ❑ Set up resources on the Resource Sheet (Max. units are FTE).
- ❑ Remember capacity is always defined in relation to the capacity for work of a full time person as defined in the calendar. With the standard 5-day, 8-hour calendar, 1.0 means full time, 40 hours a week, 0.5 means half time, 20 hours a week.

## 5. Assigning Resources

- ❑ Then we go back to the Task Entry View and assign resources to tasks using the “two-heads” icon.
- ❑ Most tasks should have one person assigned to the majority of the work.
- ❑ Remember, do not enter start and finish dates, let the software level your resources and determine the start and finish dates from the predecessors and resource capacity.

### Resource Sheet (View, Resource Sheet)

ID	Resource Name	Initials	Group	Max. Units	Std. Rate	Ovt. Rate	Cost/Use	Ac
2	trainees	t	HR	900%	\$12.00/hr	\$18.00/hr	\$0.00	Pr
3	VPM	V	MFG	25%	\$40.00/hr	\$40.00/hr	\$0.00	Pr
4	VPE	V	ENG	25%	\$45.00/hr	\$45.00/hr	\$0.00	Pr
5	VPS	V	Sales	25%	\$38.00/hr	\$38.00/hr	\$0.00	Pr
6	VPKM	V	MKT	25%	\$55.00/hr	\$55.00/hr	\$0.00	Pr
7	BadgerCon	B	outside	300%	\$150.00/hr	\$150.00/hr	\$200.00	En
8	BadgerTra	B	outside	100%	\$0.00/hr	\$0.00/hr	\$0.00	En
9	mfgteam	m	MFG	1,000%	\$25.00/hr	\$25.00/hr	\$0.00	Pr
10	engteam	e	ENG	400%	\$37.00/hr	\$37.00/hr	\$0.00	Pr
11	salesteam	s	Sales	400%	\$32.00/hr	\$32.00/hr	\$0.00	Pr
12	mktteam	m	MKT	700%	\$36.00/hr	\$36.00/hr	\$0.00	Pr
13	VPHR	V	HR	400%	\$30.00/hr	\$30.00/hr	\$0.00	Pr
14	Gert	G	IS	50%	\$20.00/hr	\$30.00/hr	\$0.00	Pr
15	Tom	T	IS	100%	\$12.00/hr	\$18.00/hr	\$0.00	Pr
16	Sue	S	IS	100%	\$20.00/hr	\$30.00/hr	\$0.00	Pr
17	Bud	B	IS	100%	\$20.00/hr	\$30.00/hr	\$0.00	Pr
18	Pam	P	IS	100%	\$15.00/hr	\$22.50/hr	\$0.00	Pr
19	NY Consul	N	outside	100%	\$150.00/hr	\$150.00/hr	\$1,500.00	En
20	Computer	C	IS	1,000%	\$100.00/hr	\$100.00/hr	\$2,000.00	Pr

### Start from Task Entry then: upper View, Tracking Gantt lower Format, Details, Resource Work

ID	Resource Name	Units	Work	Ovt. Work	Baseline Work	Act. Work	Rem. Work
13	VPHR	1	15h	0h	5h	5h	10h
7	BadgerCon	3	518h	0h	336h	168h	350h

## 6. Tracking Actuals

- ❑ Upon approval, save the Baseline (Tools, Tracking, Save Baseline).
- ❑ Each week reset the current date to the “as of” date of the status reports.
- ❑ Then from the task entry screen, click into the upper half of the split screen, click on Views, Tracking Gantt. Then click into the lower window and click Format, Details, Resource Work.
- ❑ Enter either the % complete or the actual and remaining hours.
- ❑ Use the Tracking Gantt and the Earned Value table (Views, Table, More tables, Earned Value) for forecasts of the budget, SV and CV.