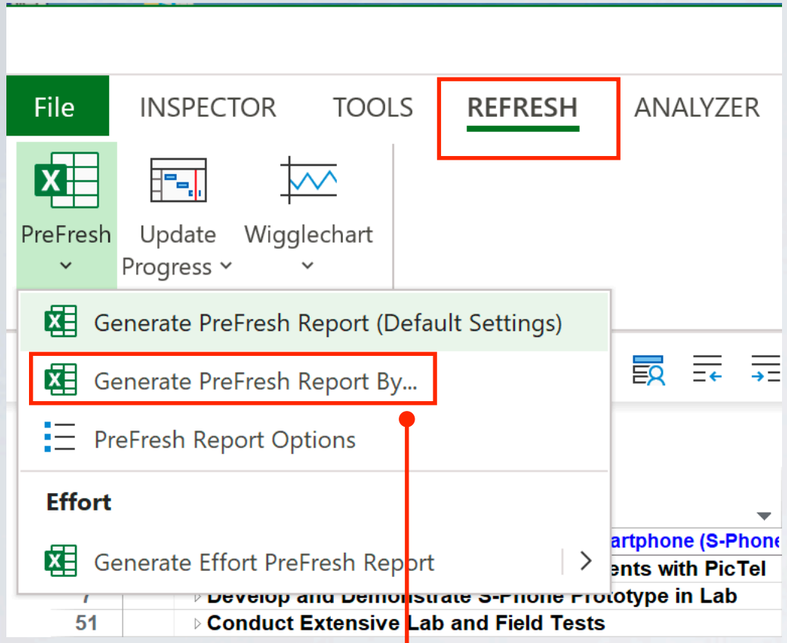
Reporting & Analysis Seminar

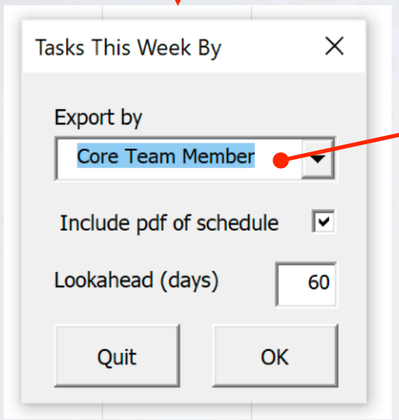
Topics

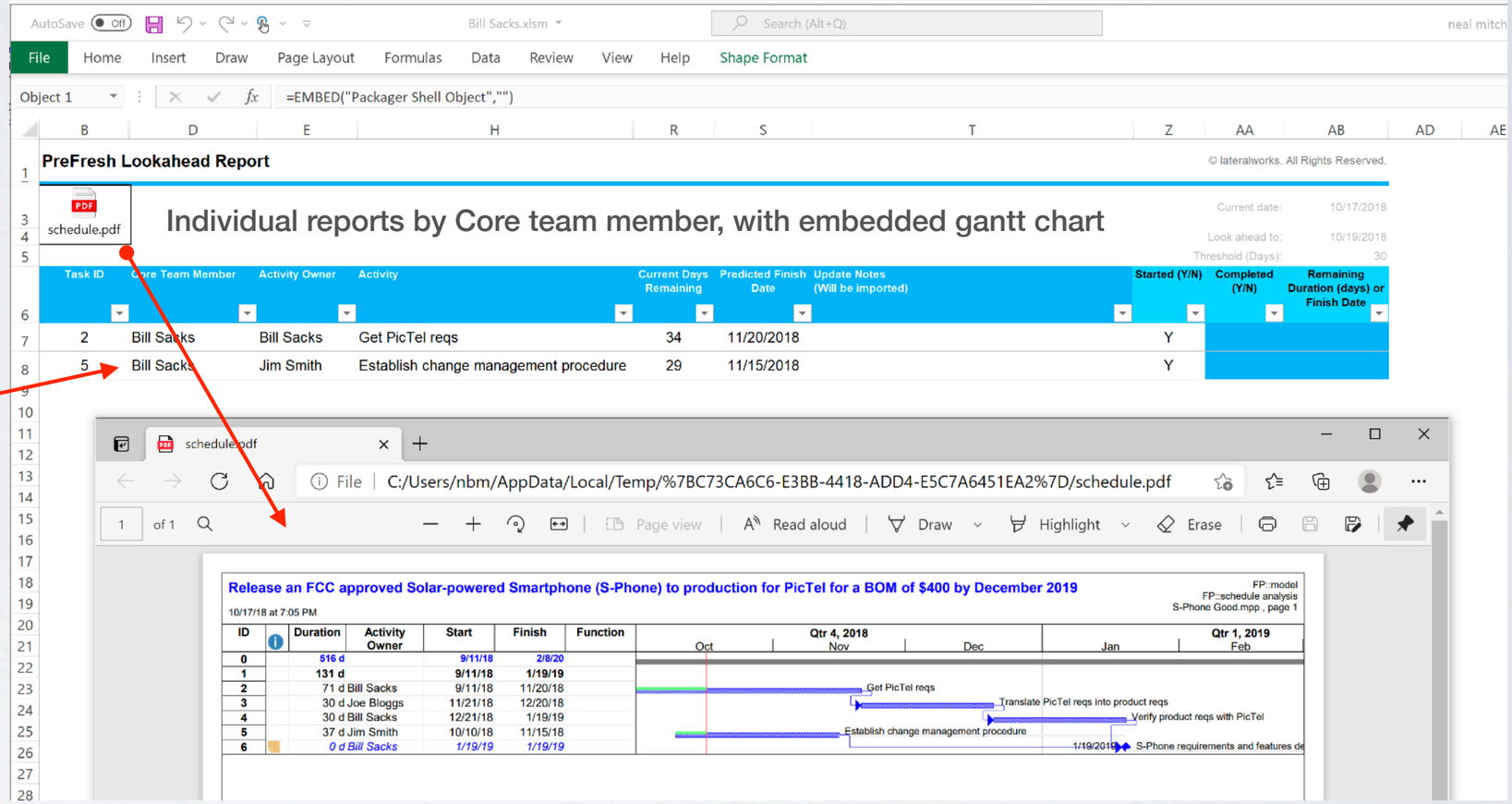
- Day before the Refresh meeting
- Immediately after Update
- During Refresh meeting
- After Refresh meeting (same day)
- An example report set
- How to create example report set
- CP Analysis (with Gantt)
- Additional analysis reports
- Acceleration Questions
- Low Overhead Reporting - concepts

Day before the Refresh meeting

PreFresh Report (by Core Team Member)

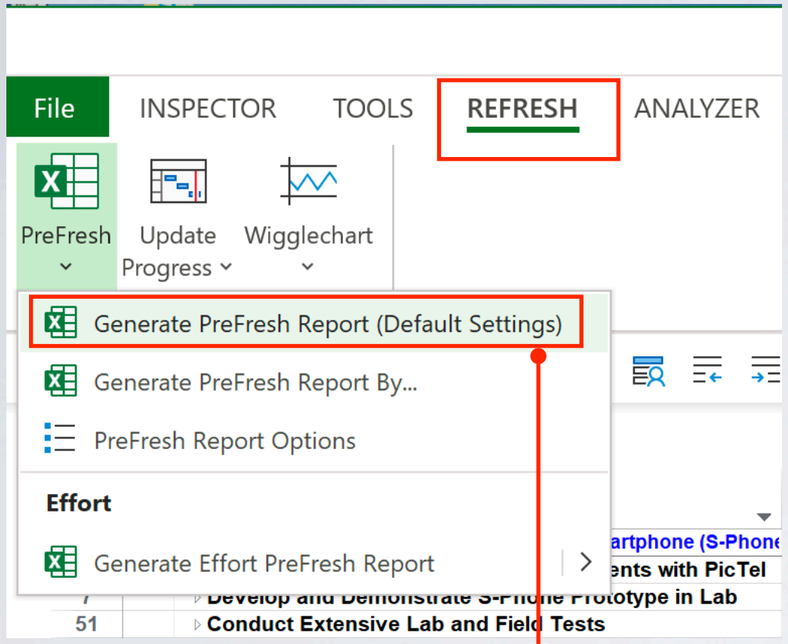






- Can be posted on, for example Google Docs for shared access or emailed to each owner
- Posted or sent day before Refresh meeting; owners can update the Google Doc or come prepared to the Refresh meeting with updates

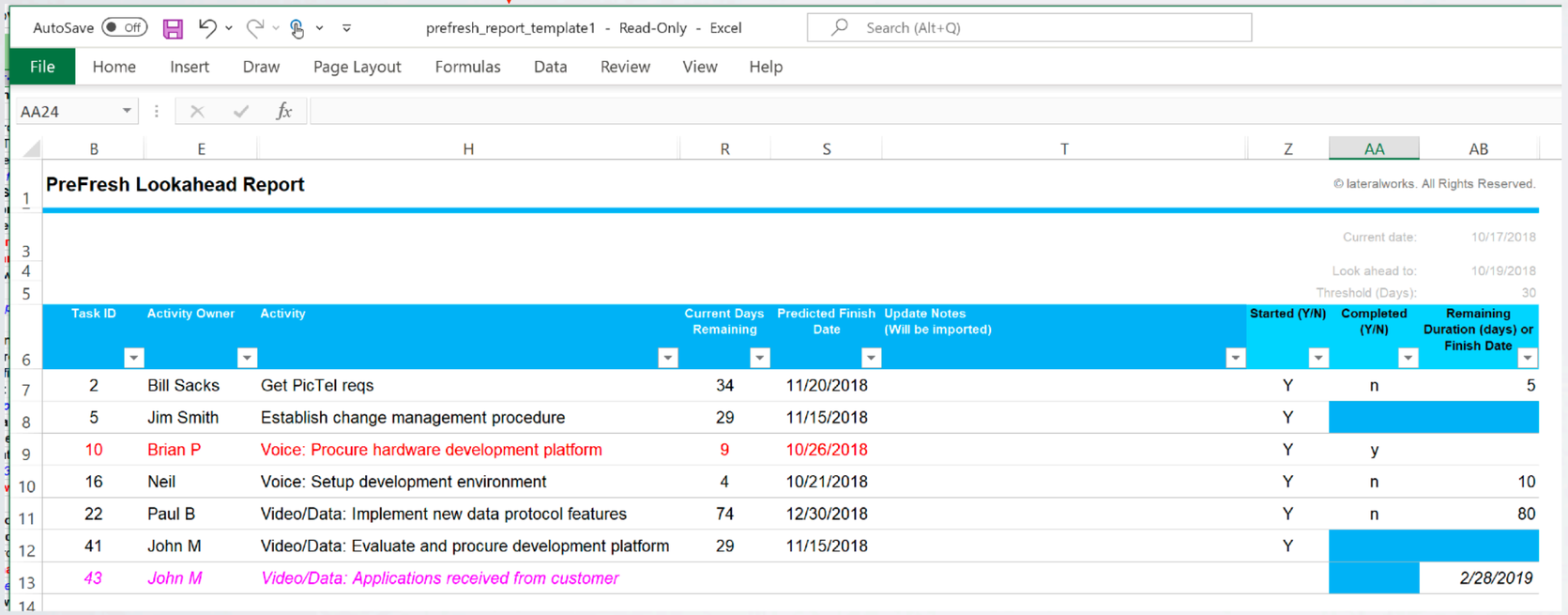
Note: When posted to a cloud shared service, embedded PDF gantt charts do not work



PreFresh Report (all)

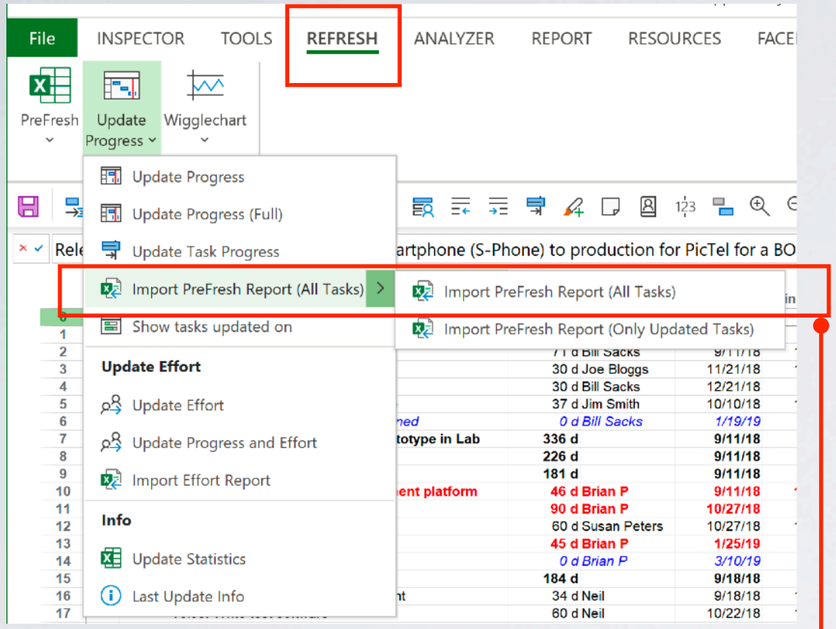
Use cases:

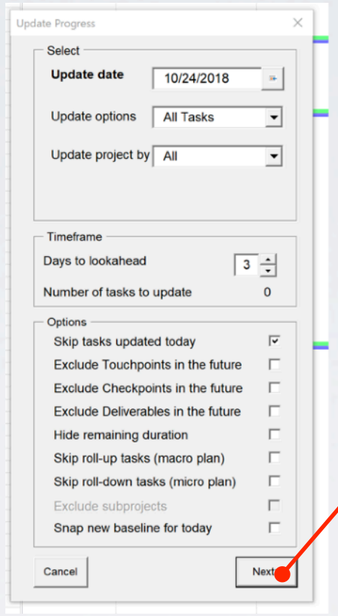
1. Send day before meeting, Core Team Members use to collect updates from their team members and come prepared to Refresh meeting
2. Post to cloud day before meeting, Core Team Members collect updates from their team members and input to online sheet by close of business day before Refresh. PM downloads and imports before the Refresh meeting
3. Post or send day before meeting, then use as an input device to collect updates from Core Team Members during Refresh meeting
4. Post or send day before meeting, then use as an input device to collect updates from Core Team Members during Refresh meeting when using the Update Progress wizard



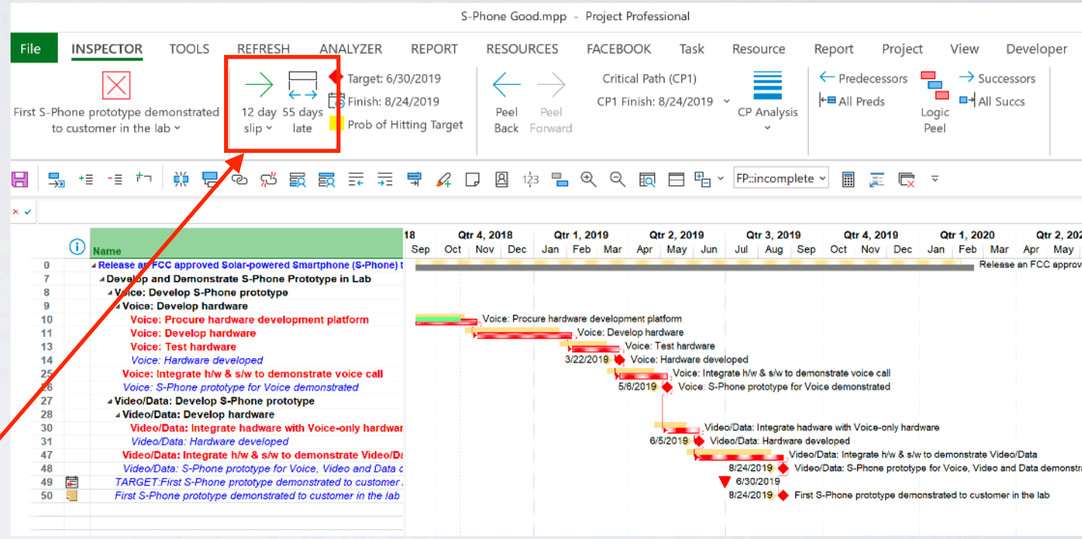
Task ID	Activity Owner	Activity	Current Days Remaining	Predicted Finish Date	Update Notes (Will be imported)	Started (Y/N)	Completed (Y/N)	Remaining Duration (days) or Finish Date
2	Bill Sacks	Get PicTel reqs	34	11/20/2018		Y	n	5
5	Jim Smith	Establish change management procedure	29	11/15/2018		Y		
10	Brian P	Voice: Procure hardware development platform	9	10/26/2018		Y	y	
16	Neil	Voice: Setup development environment	4	10/21/2018		Y	n	10
22	Paul B	Video/Data: Implement new data protocol features	74	12/30/2018		Y	n	80
41	John M	Video/Data: Evaluate and procure development platform	29	11/15/2018		Y		
43	*John M*	*Video/Data: Applications received from customer*						*2/28/2019*

PreFresh Report (all)





After importing, click “Next” to be presented with CP to next target with baseline before update, note schedule change



After importing, status is written back to report

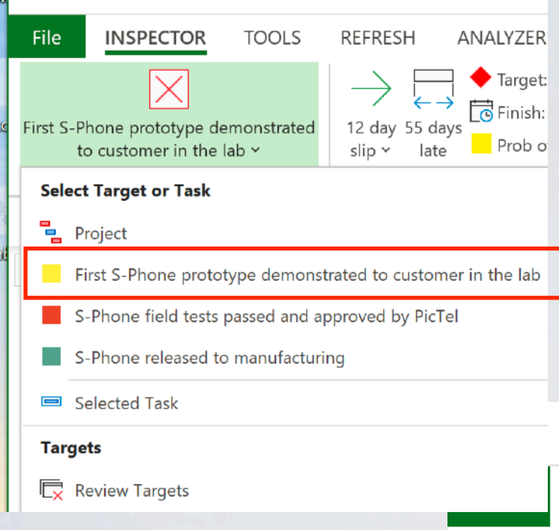
PreFresh Lookahead Report

Current date: 10/17/2018
Look ahead to: 10/19/2018
Threshold (Days): 30

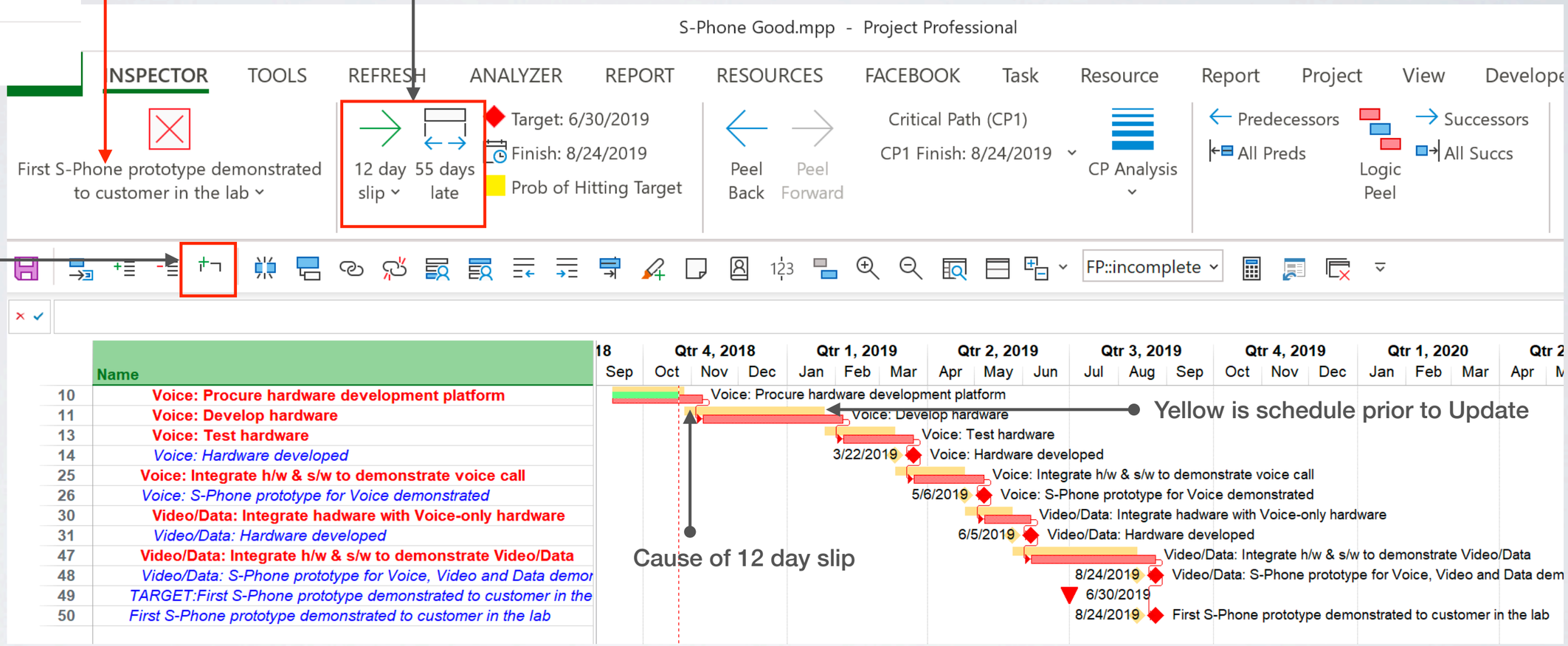
Task ID	Activity Owner	Activity	Current Days Remaining	Predicted Finish Date	Update Notes (Will be imported)	Started (Y/N)	Completed (Y/N)	Remaining Duration (days) or Finish Date	Import Report
2	Bill Sacks	Get PicTel reqs	34	11/20/2018		Y	n	5	Finish date pulled-in by 23 days
5	Jim Smith	Establish change management procedure	29	11/15/2018		Y	n	10	Finish date pulled-in by 13 days
10	Brian P	Voice: Procure hardware development platform	9	10/26/2018		Y	n	15	Finish date slipped by 12 days
16	Neil	Voice: Setup development environment	4	10/21/2018		Y	n	10	Finish date slipped by 12 days
22	Paul B	Video/Data: Implement new data protocol features	74	12/30/2018		Y	n	80	Finish date slipped by 12 days
41	John M	Video/Data: Evaluate and procure development platform	29	11/15/2018		Y			NO STATUS: Assume not finished. No change
43	*John M*	*Video/Data: Applications received from customer*						*2/28/2019*	NO STATUS: Assume not completed. No change

Immediately after Update

After Update is finished…analyze schedule change



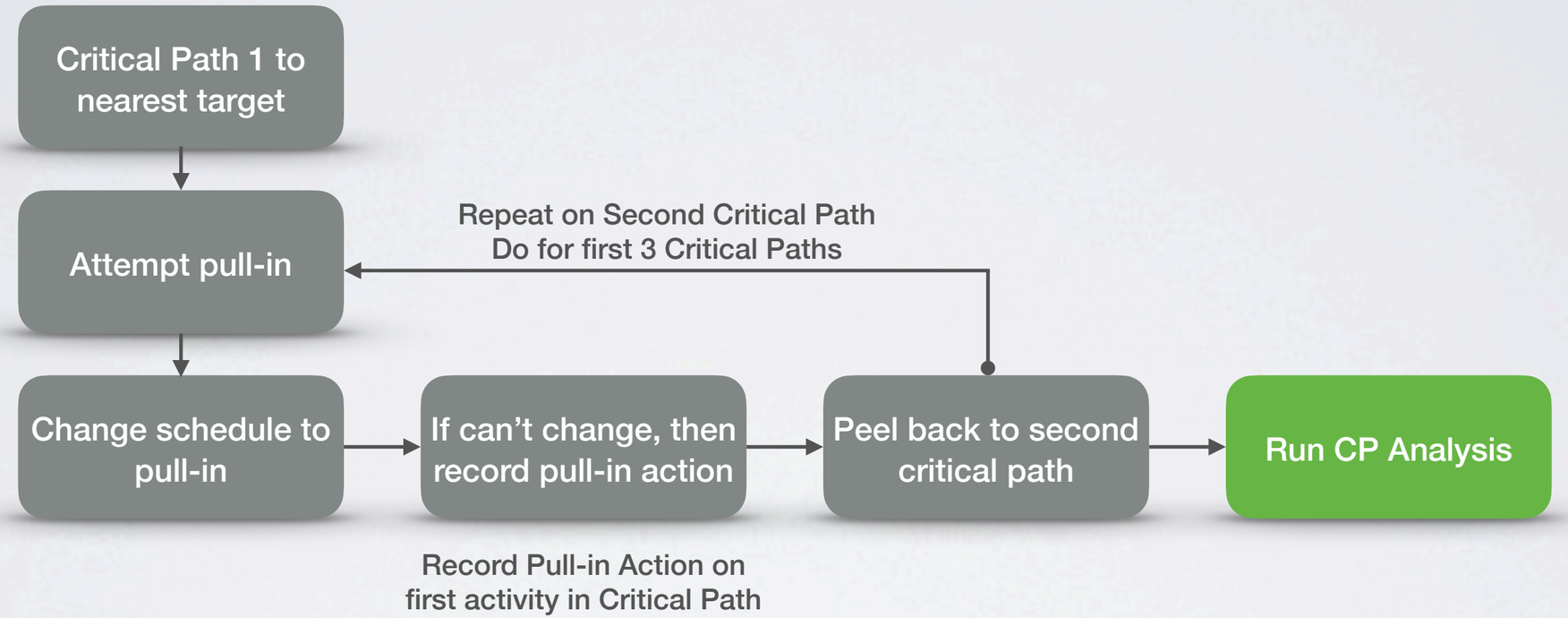
Presented with CP to next target with baseline before update, note schedule change



12 day slip rippled through CP to target milestone

During Refresh meeting

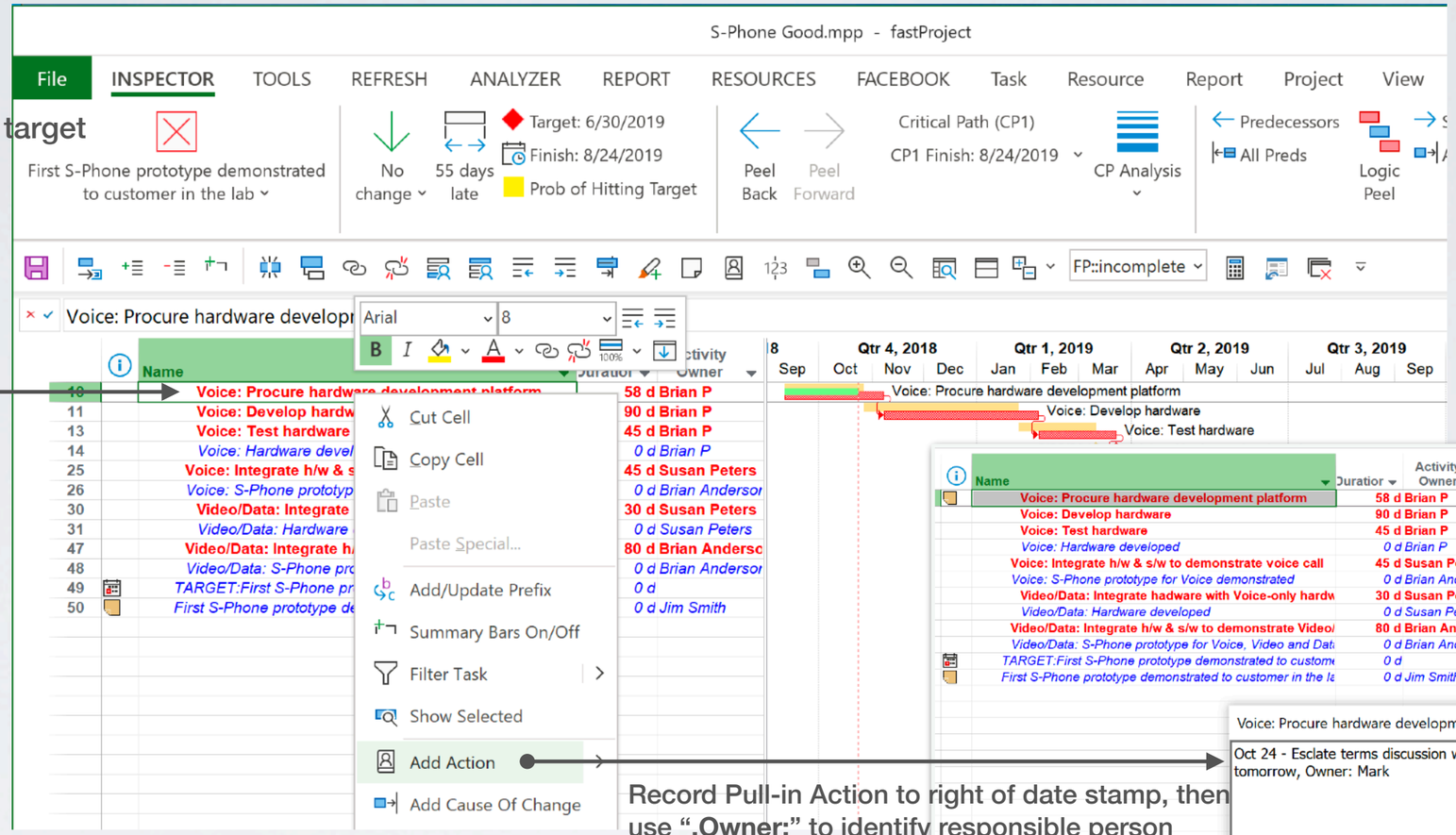
Workflow Record Pull-in Actions



Record Pull-in Action(s)

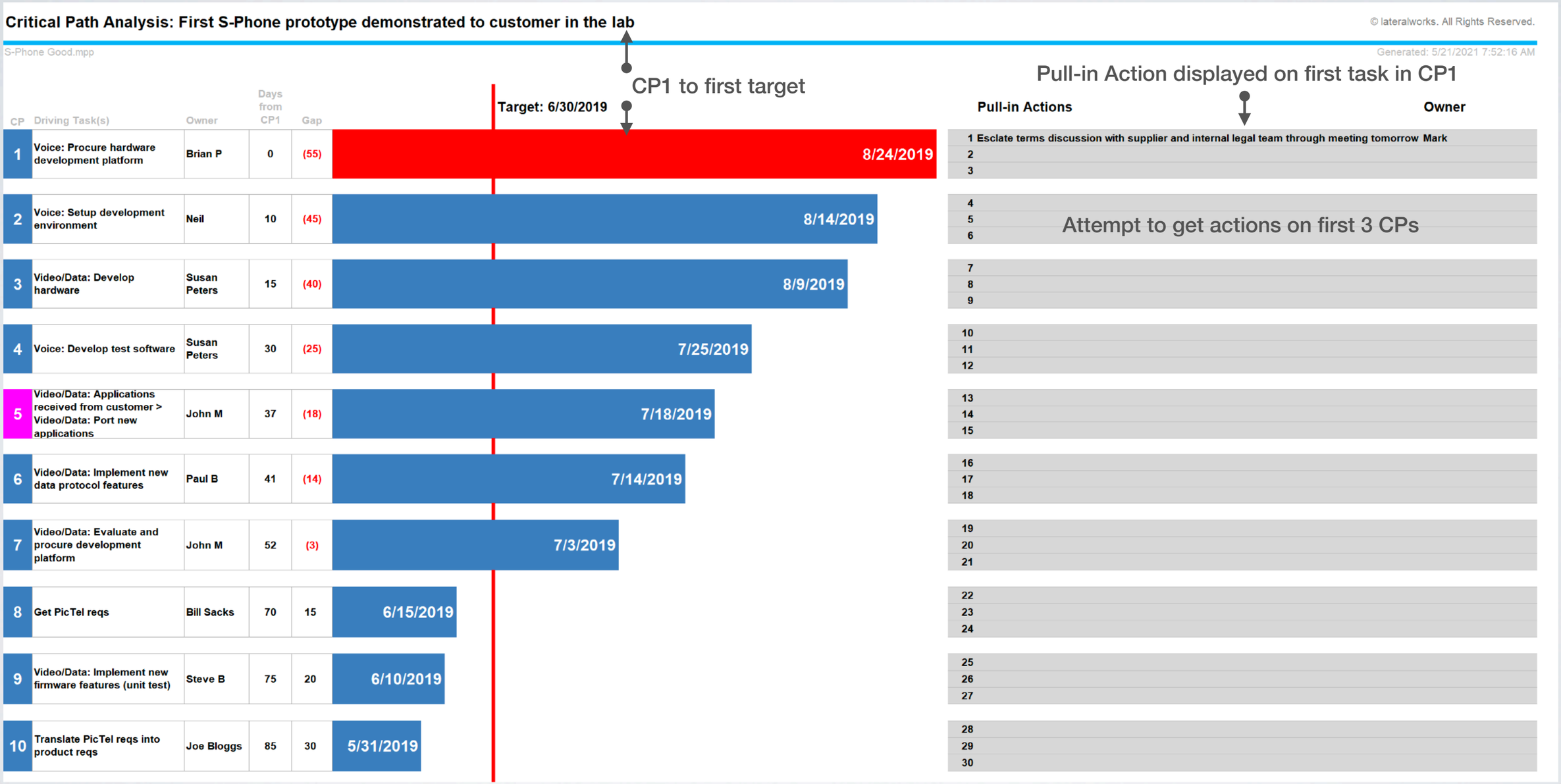
Critical Path to first target

Right mouse click

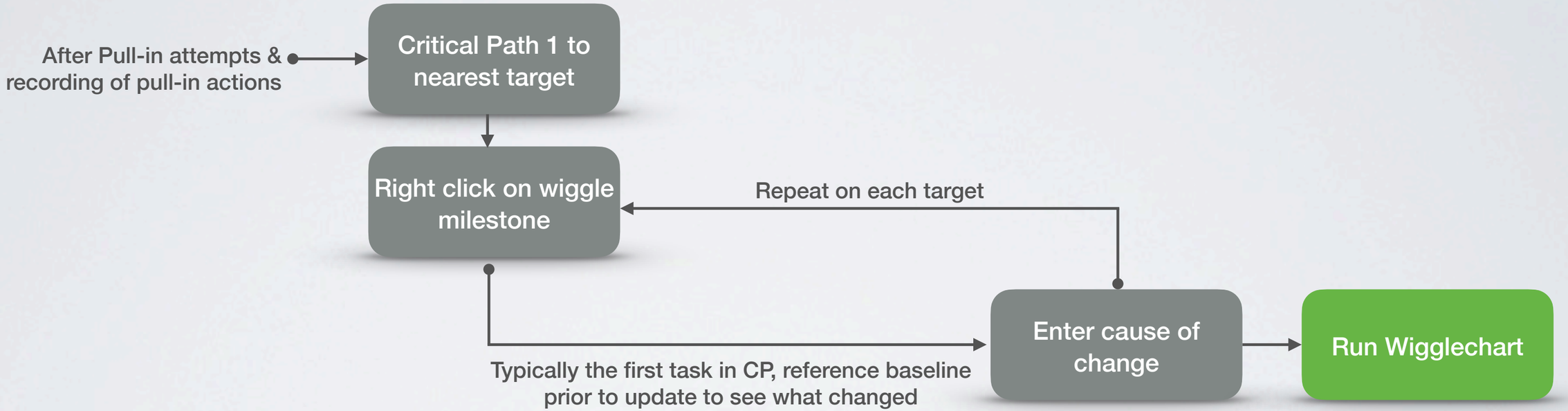


Record Pull-in Action to right of date stamp, then use “**,Owner:**” to identify responsible person

Pull-in Action Critical Path Analysis Report

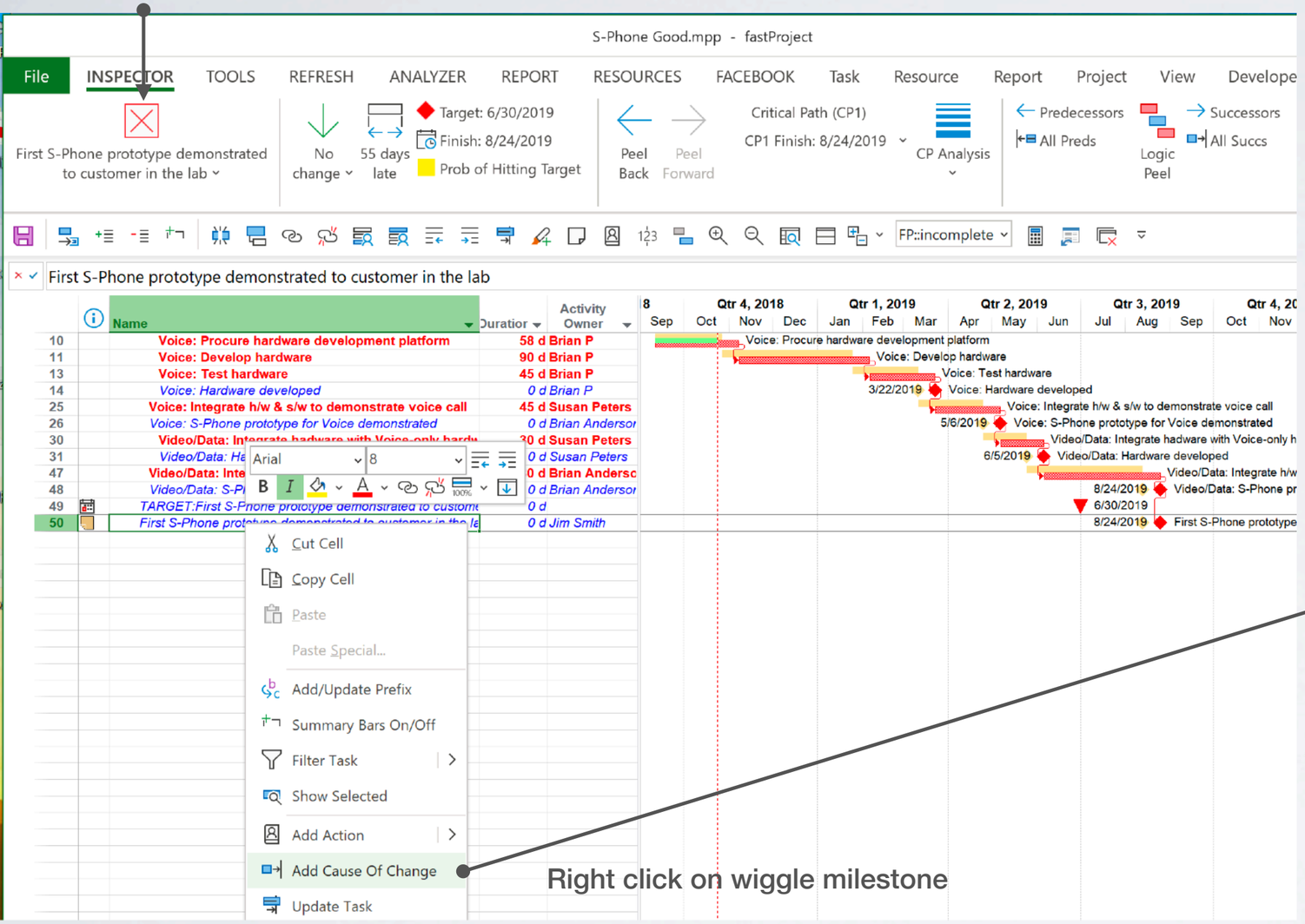


Workflow Record Cause of Schedule Change

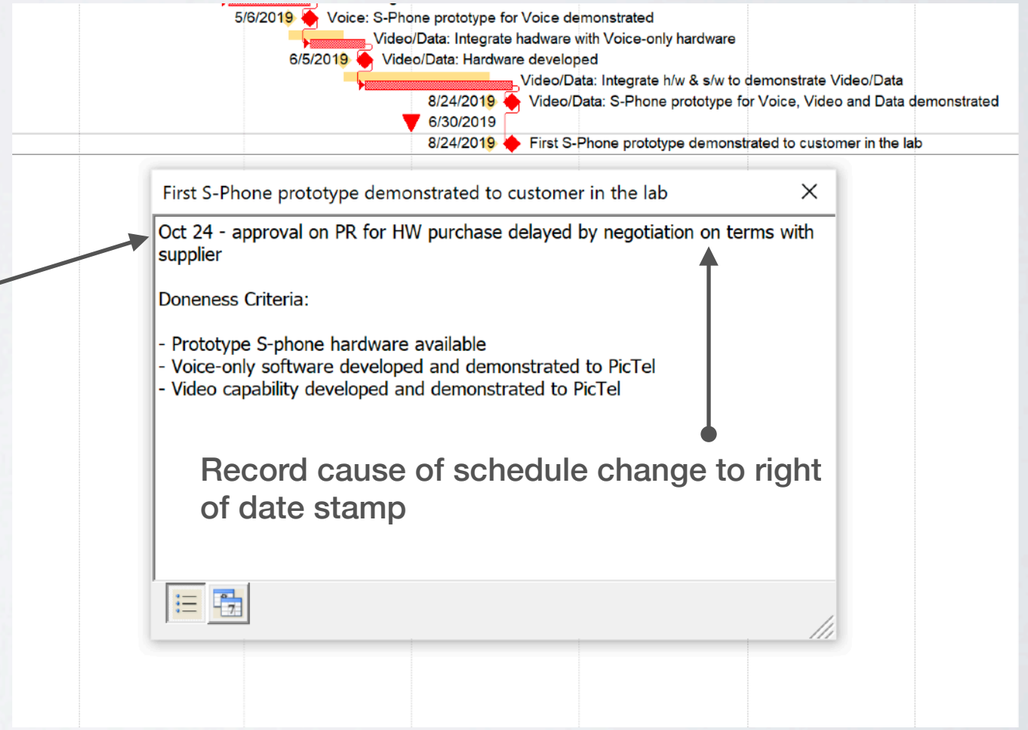


Cause of Schedule Change

Start with first target, repeat for each target



Right click on wiggle milestone



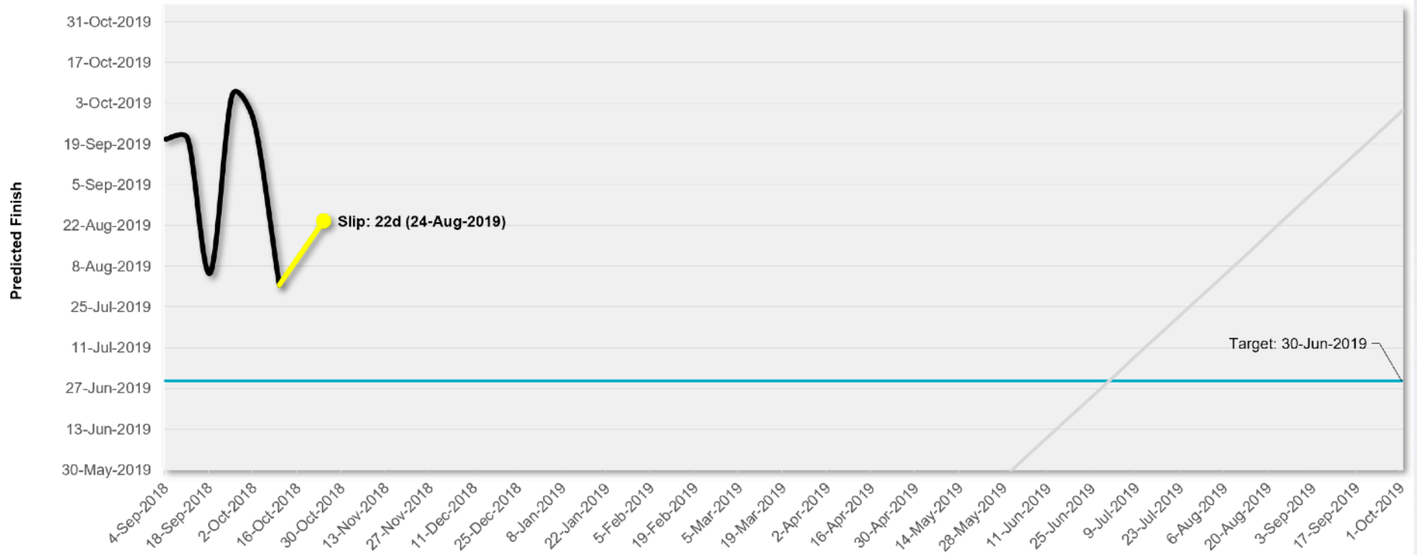
Cause of Schedule Change Wigglechart

Wigglechart

S-Phone

Generated: 10/24/2018

Target Milestone	Target	Predicted Finish	Days to Target	Gap (days)	Pull-in/ Week	Health
First S-Phone prototype demonstrated to customer in the lab	**30-Jun-2019**	**24-Aug-2019**	**250 days**	**Late: 55d**	**1.5**	

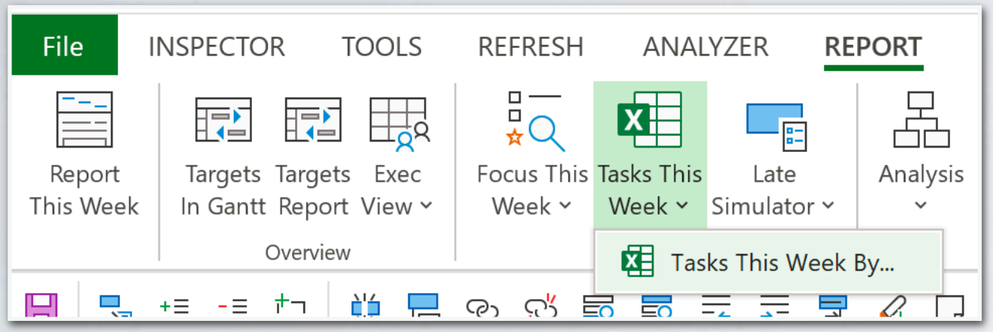


Date	Impact	Caused By	Action Needed	Help Required
10/24/18	Slip: 22d	approval on PR for HW purchase delayed by negotiation on terms with supplier		
10/10/18	Pull-in: 56d			
10/10/18	Pull-in: 19d	Overlapped lab, field amd network trials	Scrub schedule with field trial team and customer to add risk mitigation items due to increased risk	

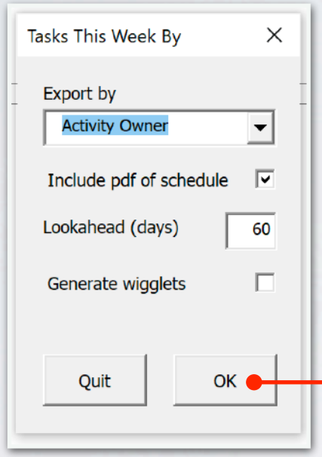
After Refresh meeting (same day)

Report This Week (by owner)

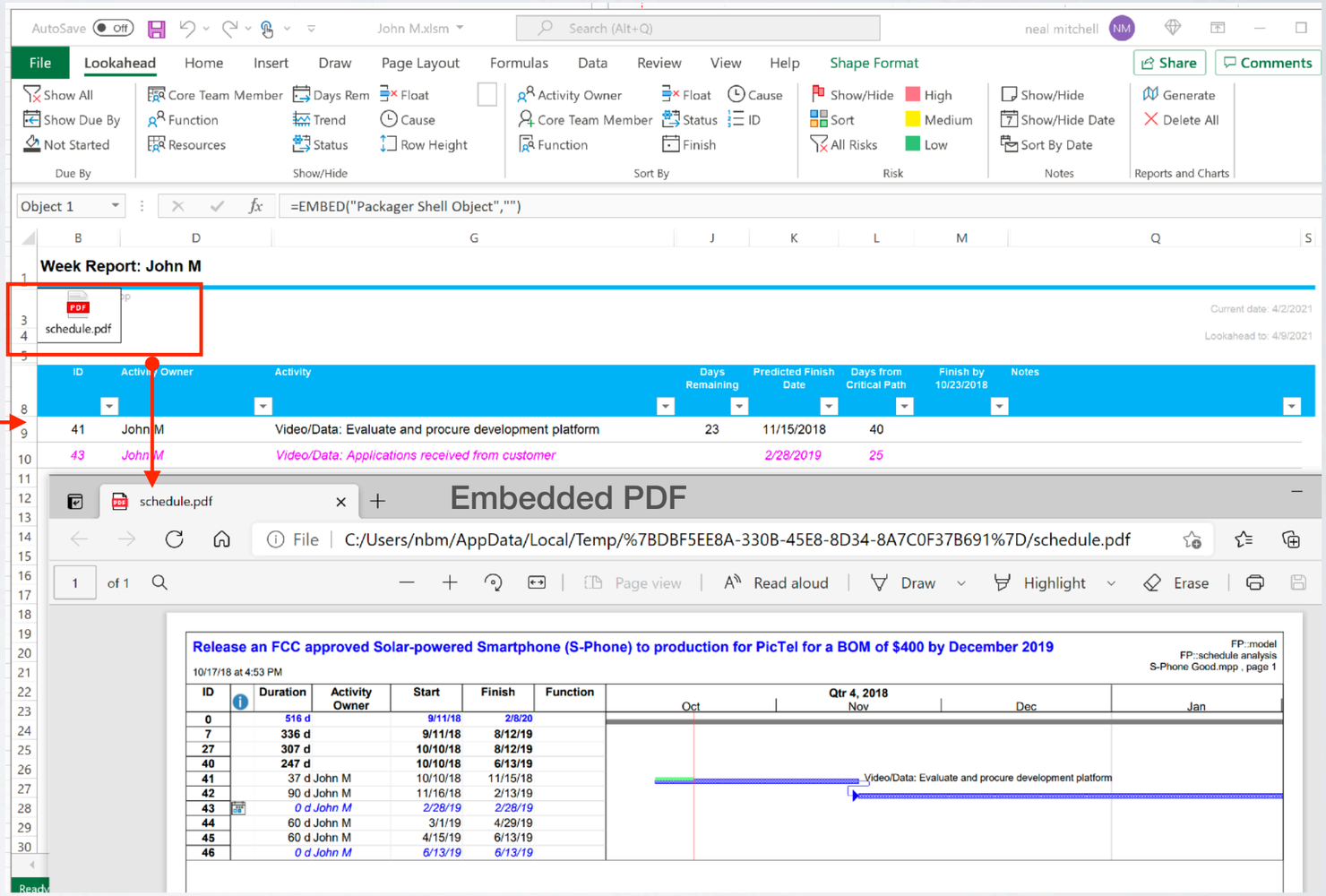
Used as a task list for each owner for the coming week



Generates individual reports by owner, this is an example of one owner's report



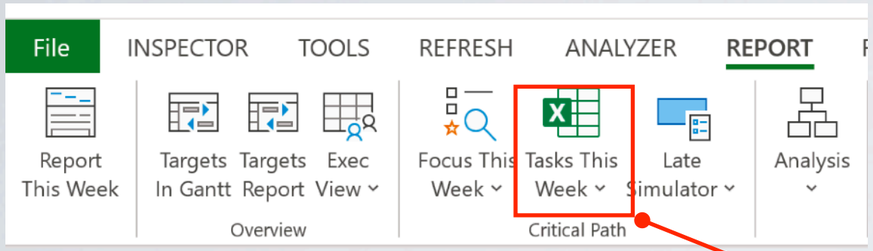
Individual reports by owner, with embedded gantt chart



- Can be posted on, for example Google Docs for shared access or emailed to each owner
- Posted or sent after Refresh meeting, for tasks in the coming week (per owner)

Note: When posted to a cloud shared service, embedded PDF gantt charts do not work

Report This Week (all)



- Can be posted on, for example Google Docs for shared access or emailed to Core Team Members
- Posted or sent after Refresh meeting, for tasks in the coming week (per owner)

File | Lookahead | Home | Insert | Draw | Page Layout | Formulas | Data | Review | View | Help

G35

This Week Report

S-Phone Good.mpp

Current date: 4/2/2021

Lookahead to: 4/9/2021

Tasks that should be in-progress or not-started next week

ID	Activity Owner	Activity	Days Remaining	Predicted Finish Date	Days from Critical Path	Finish by 10/30/2018	Notes
2	Bill Sacks	Get PicTel reqs	0	10/28/2018	70	☒	
3	Joe Bloggs	Translate PicTel reqs into product reqs	30		85		
5	Jim Smith	Establish change management procedure	3	11/2/2018	140		
10	Brian P	Voice: Procure hardware development platform	8	11/7/2018	0		
16	Neil	Voice: Setup development environment	3	11/2/2018	10		
22	Paul B	Video/Data: Implement new data protocol features	73	1/11/2019	40.75		
33	Steve B	Video/Data: Implement new firmware features (unit test)	100		75		
37	Mike P	Video/Data: Implement new data protocol features (unit test)	100		70		
41	John M	Video/Data: Evaluate and procure development platform	16	11/15/2018	52		
43	*John M*	*Video/Data: Applications received from customer*		*2/28/2019*	*37*		

Indicates should be complete by next refresh

Touch-point to watch

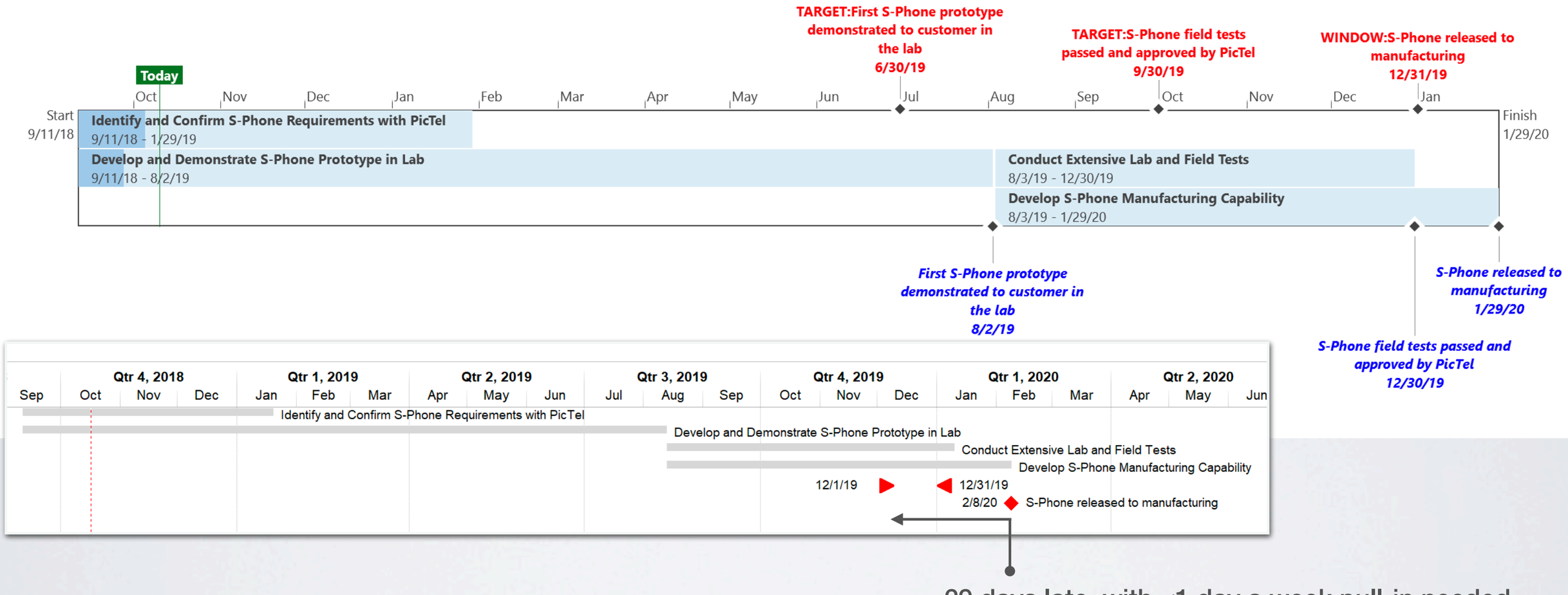
Critical Path task

Record notes during week for import day before Refresh meeting

Filter by owner

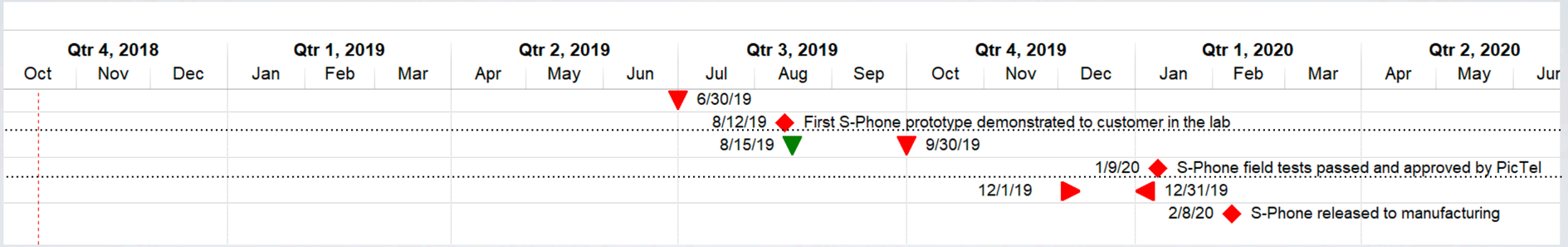
An example report set

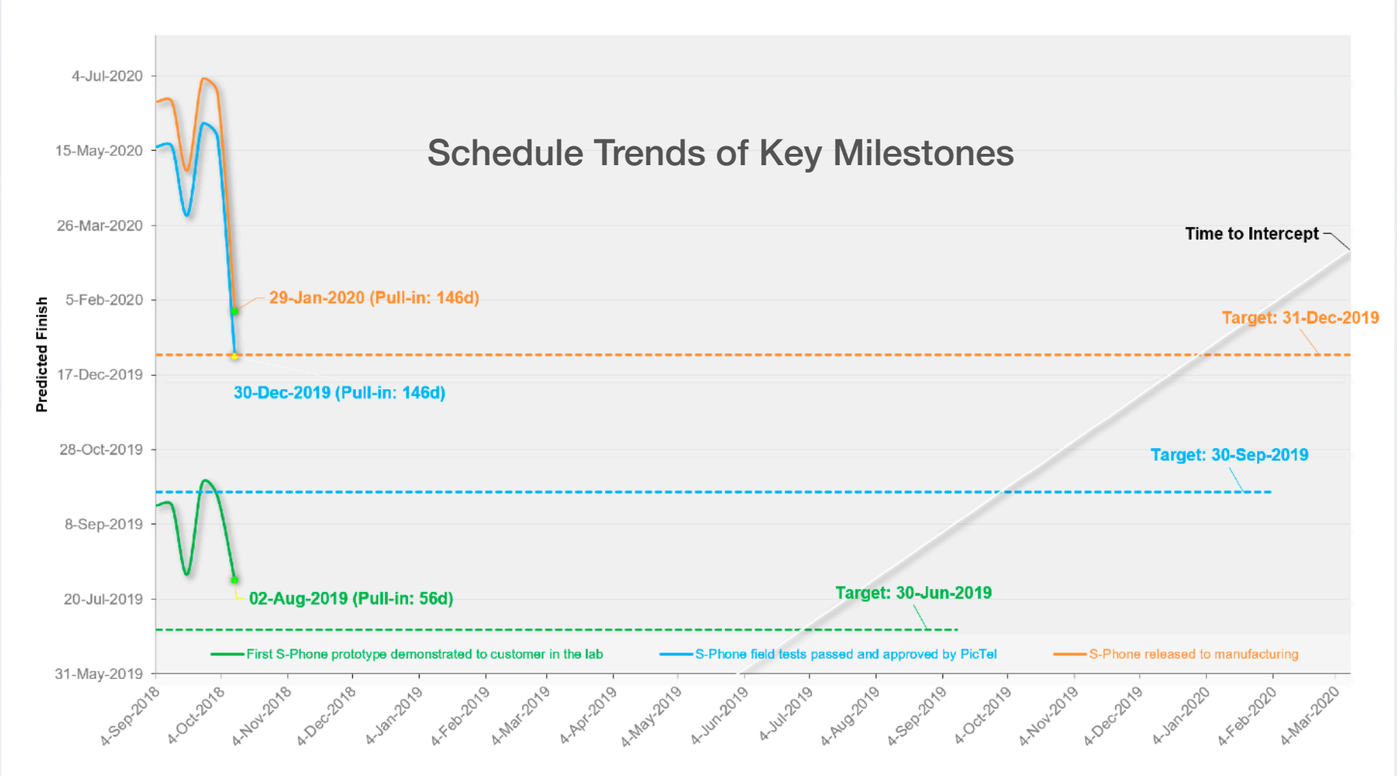
Schedule Overview



29 days late, with <1 day a week pull-in needed

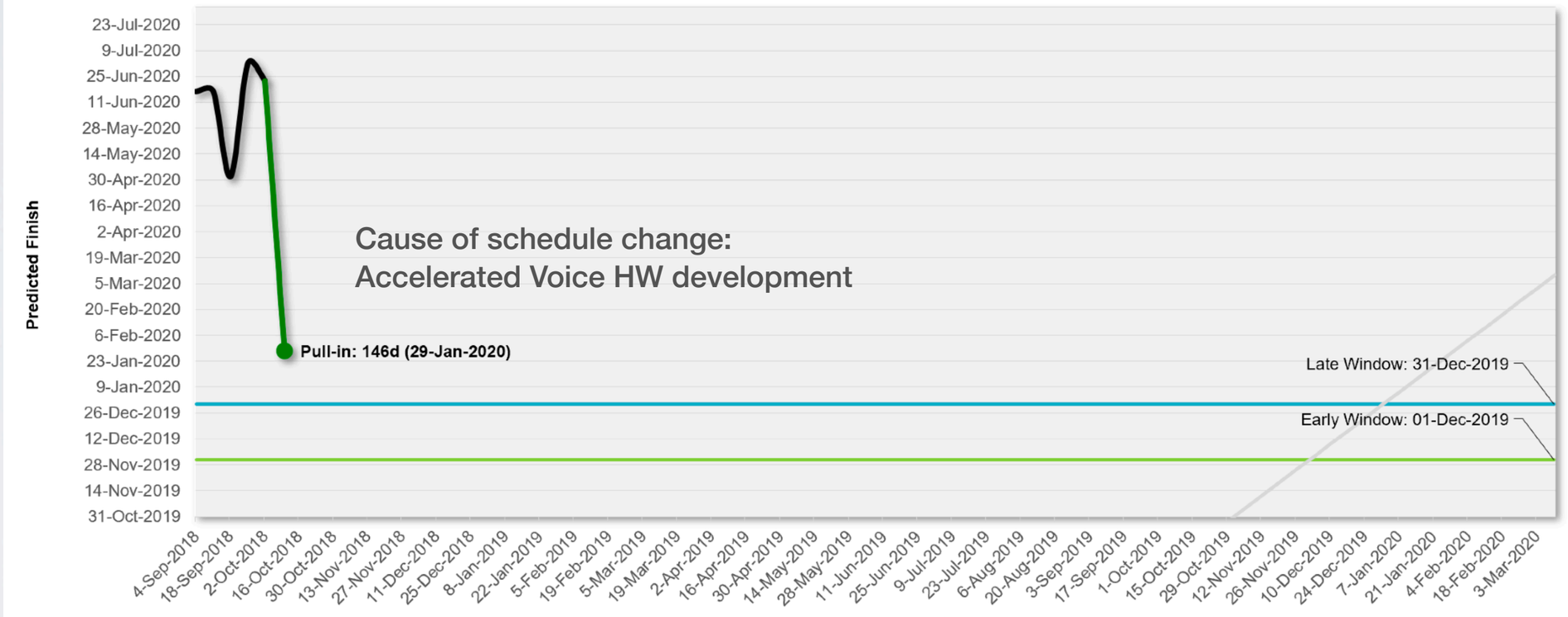
Current Schedule Relative to Target Commitments



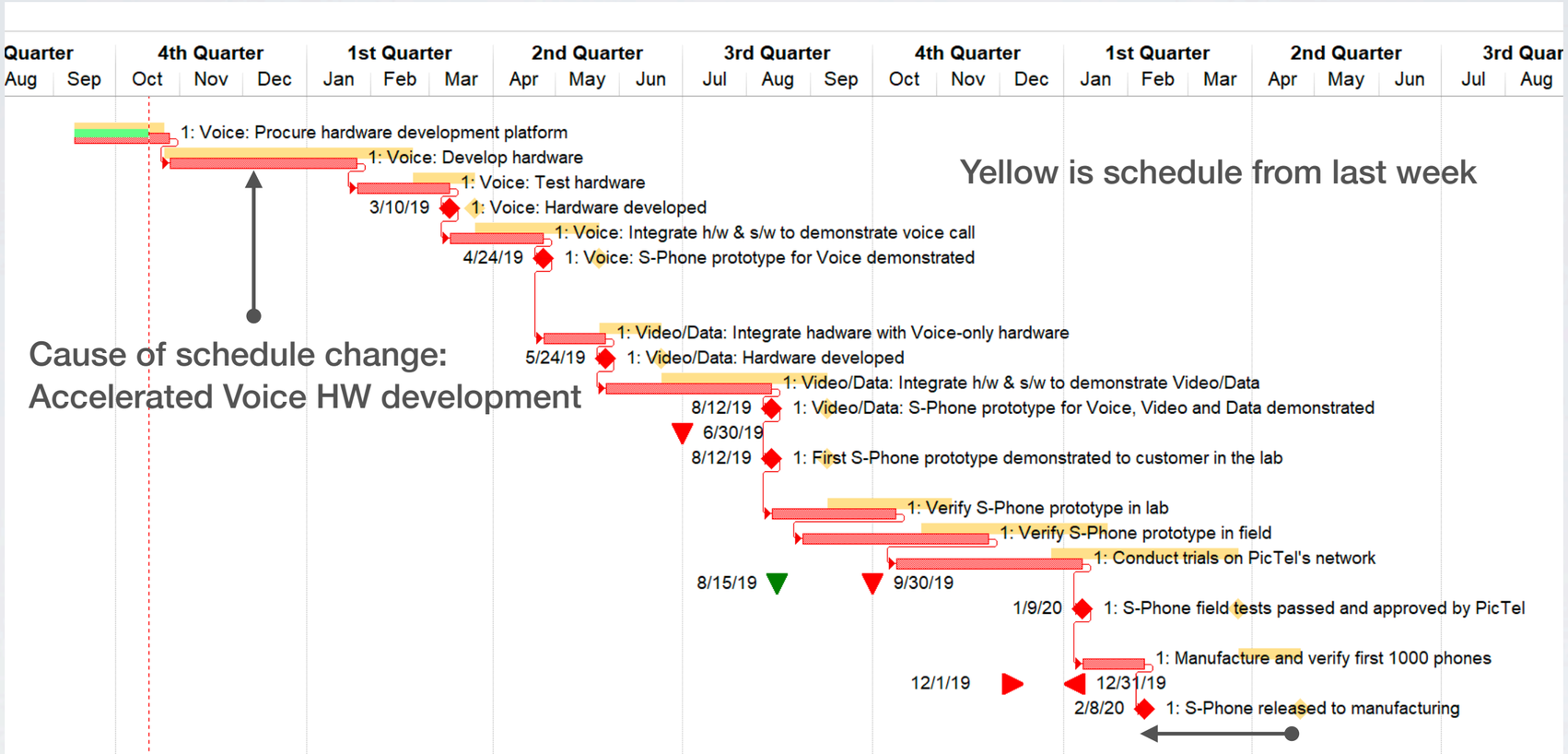


Release to Manufacturing Schedule Trend

Target Milestone	Target	Predicted Finish	Completed On	Gap (days)	Pull-in/ Week	Health
S-Phone released to manufacturing	**31-Dec-2019**	**29-Jan-2020**		**Late: 29d**	**0**	



Critical Path to Release to MFG Final Milestone

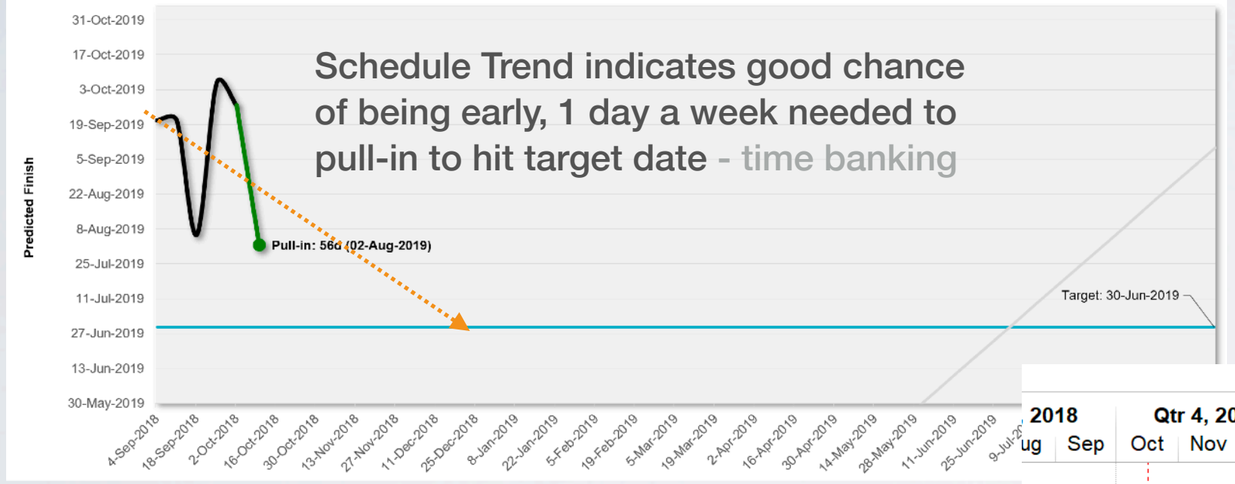


Focus on next target milestone

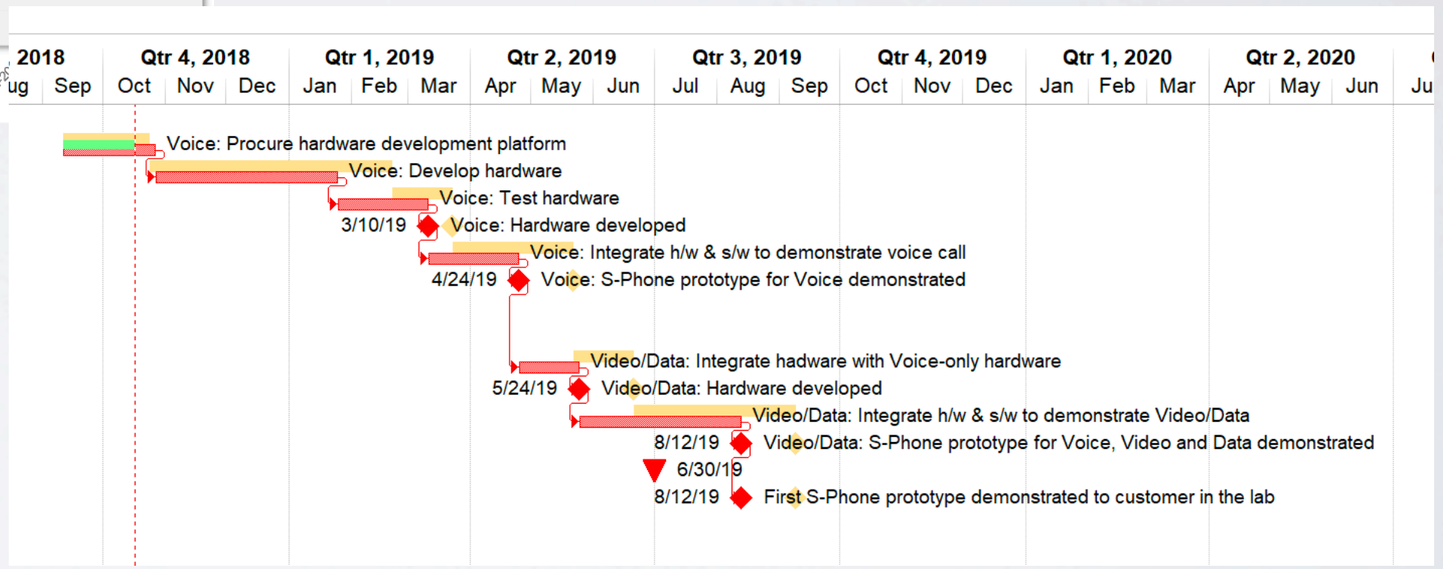
project within the project

Next Milestone: Prototype Demonstrated in Lab

Target Milestone	Target	Predicted Finish	Completed On	Gap (days)	Pull-in/ Week	Health
First S-Phone prototype demonstrated to customer in the lab	30-Jun-2019	2-Aug-2019		Late: 33d	1	



Schedule Trend of Protos Demo'd in Lab



Critical path to Protos Demo'd in Lab

This is the next key milestone

Schedule Trends of Critical Path Tasks to Proto Demonstrated in Lab

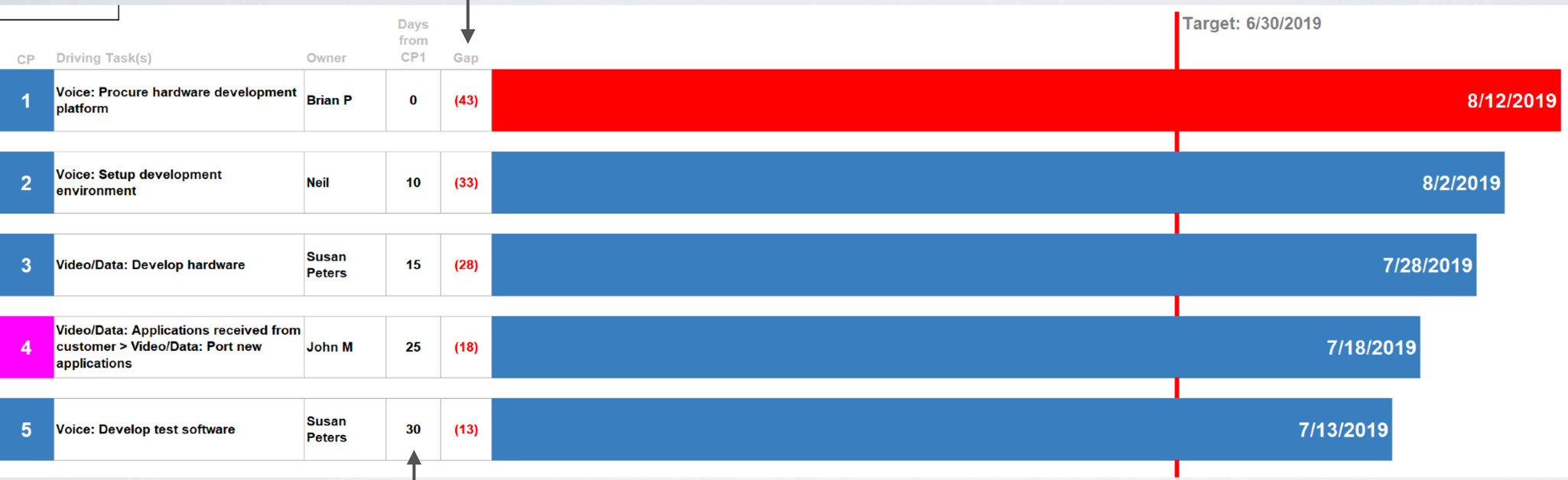
Wigglets	Trend Since 9/11/2018 (days/week)	Trend (days/timeframe)	Days From Critical Path
Voice: Integrate h/w & s/w to demonstrate voice call	10.3	Slipped 53 days over the past 36 days	0
Video/Data: Integrate h/w & s/w to demonstrate Video/Da	5.3	Slipped 27 days over the past 36 days	0
Voice: Procure hardware development platform	4.3	Slipped 18 days over the past 29 days	0
Voice: Test hardware	0.5	Slipped 2 days over the past 29 days	0
Voice: Develop hardware	3.1	Pulled-in 13 days over the past 29 days	0
Video/Data: Integrate hadware with Voice-only hardware	3.1	Pulled-in 13 days over the past 29 days	0
Video/Data: Hardware developed	*3.1*	*Pulled-in 13 days over the past 29 days*	*0*

Significant slippage on these critical path tasks

Critical Paths to Proto Demo'ed in Lab with pull-in actions

Days from Target Date

CP	Driving Task(s)	Owner	Days from CP1	Gap
1	Voice: Procure hardware development platform	Brian P	0	(43)
2	Voice: Setup development environment	Neil	10	(33)
3	Video/Data: Develop hardware	Susan Peters	15	(28)
4	Video/Data: Applications received from customer > Video/Data: Port new applications	John M	25	(18)
5	Voice: Develop test software	Susan Peters	30	(13)

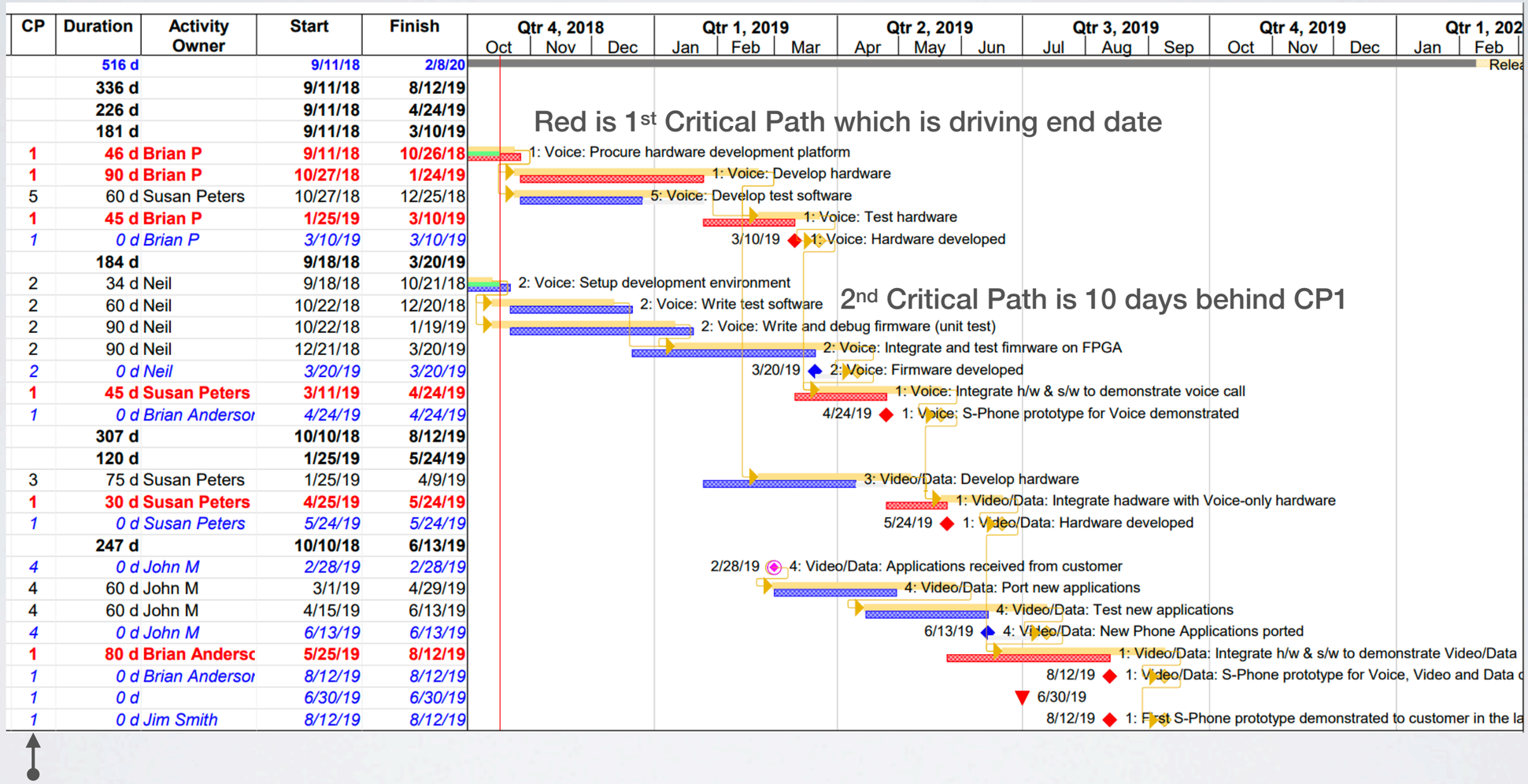


Actions	Owner
1 meet with sourcing and accelerate PR	Jack
1 Explore using supplier's cloud service	Jill
1 start development on cloud emulator	Jane

Days behind each Critical Path

Pull-in actions on top 3 critical paths

Critical Paths to Proto Demo'ed in Lab - first 5 paths

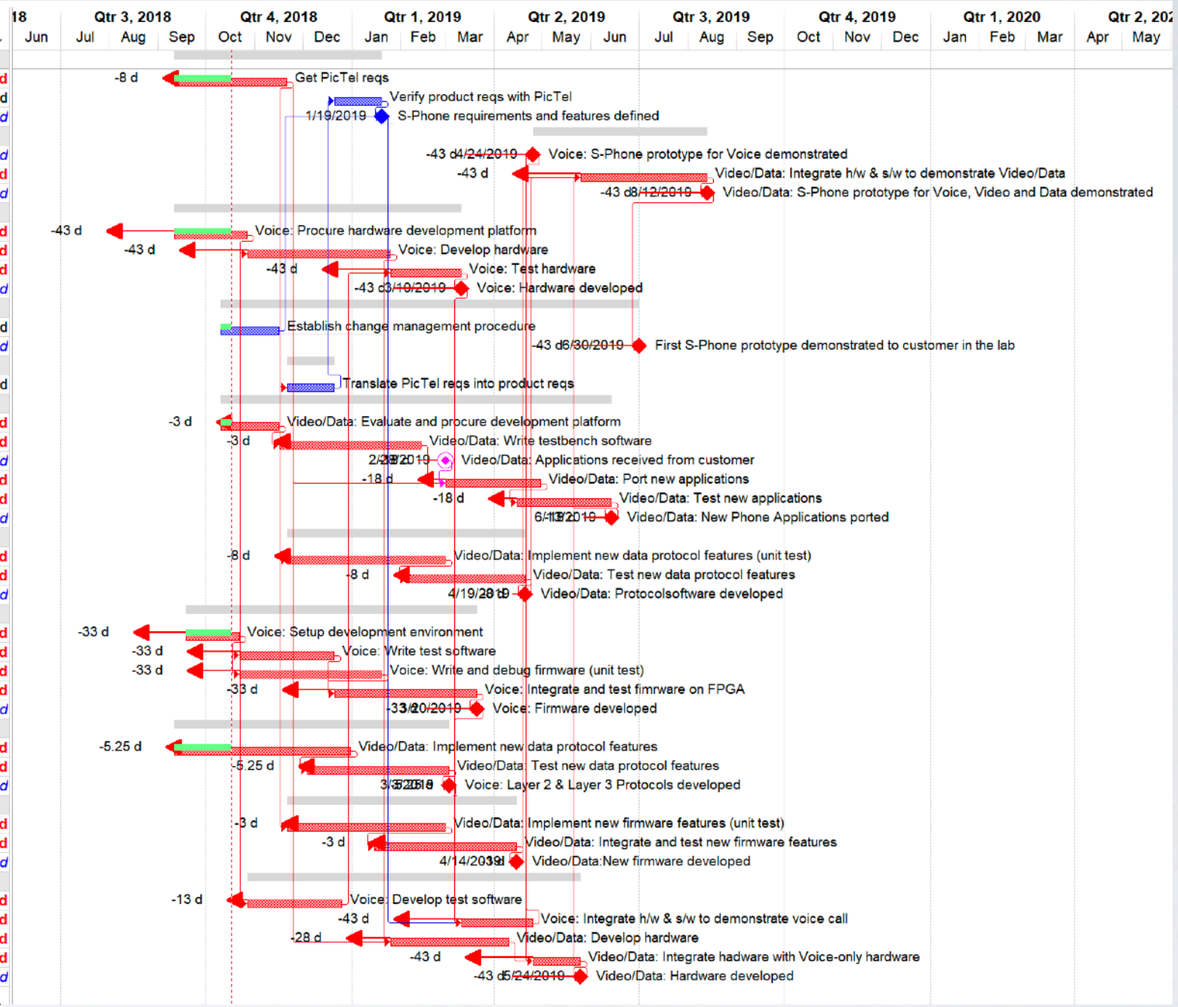


CP	Duration	Activity Owner	Start	Finish
	516 d		9/11/18	2/8/20
	336 d		9/11/18	8/12/19
	226 d		9/11/18	4/24/19
	181 d		9/11/18	3/10/19
1	46 d	Brian P	9/11/18	10/26/18
1	90 d	Brian P	10/27/18	1/24/19
5	60 d	Susan Peters	10/27/18	12/25/18
1	45 d	Brian P	1/25/19	3/10/19
1	0 d	Brian P	3/10/19	3/10/19
	184 d		9/18/18	3/20/19
2	34 d	Neil	9/18/18	10/21/18
2	60 d	Neil	10/22/18	12/20/18
2	90 d	Neil	10/22/18	1/19/19
2	90 d	Neil	12/21/18	3/20/19
2	0 d	Neil	3/20/19	3/20/19
1	45 d	Susan Peters	3/11/19	4/24/19
1	0 d	Brian Anderso	4/24/19	4/24/19
	307 d		10/10/18	8/12/19
	120 d		1/25/19	5/24/19
3	75 d	Susan Peters	1/25/19	4/9/19
1	30 d	Susan Peters	4/25/19	5/24/19
1	0 d	Susan Peters	5/24/19	5/24/19
	247 d		10/10/18	6/13/19
4	0 d	John M	2/28/19	2/28/19
4	60 d	John M	3/1/19	4/29/19
4	60 d	John M	4/15/19	6/13/19
4	0 d	John M	6/13/19	6/13/19
1	80 d	Brian Anderso	5/25/19	8/12/19
1	0 d	Brian Anderso	8/12/19	8/12/19
1	0 d		6/30/19	6/30/19
1	0 d	Jim Smith	8/12/19	8/12/19

Critical Path Priorities

Late Simulation Proto Demo'd in Lab

Name	Duration	Latest Start	Latest Finish	Days To Pull-in (Red)/Float
Activity Owner: Bill Sacks	131 d	9/11/18	1/27/19	
Get PicTel reqs	**71 d**	**9/11/18**	**11/20/18**	**-8 d**
Verify product reqs with PicTel	30 d	12/28/18	1/26/19	7 d
S-Phone requirements and features defined	*0 d*	*1/27/19*	*1/27/19*	*7 d*
Activity Owner: Brian Anderson	110 d	3/13/19	6/30/19	
Voice: S-Phone prototype for Voice demonstrated	*0 d*	*3/13/19*	*3/13/19*	*-43 d*
Video/Data: Integrate h/w & s/w to demonstrate Video/Data	**80 d**	**4/12/19**	**6/30/19**	**-43 d**
Video/Data: S-Phone prototype for Voice, Video and Data demonstrated	*0 d*	*6/30/19*	*6/30/19*	*-43 d*
Activity Owner: Brian P	181 d	9/11/18	1/27/19	
Voice: Procure hardware development platform	**46 d**	**9/11/18**	**10/26/18**	**-43 d**
Voice: Develop hardware	**90 d**	**9/14/18**	**12/12/18**	**-43 d**
Voice: Test hardware	**45 d**	**12/13/18**	**1/26/19**	**-43 d**
Voice: Hardware developed	*0 d*	*1/27/19*	*1/27/19*	*-43 d*
Activity Owner: Jim Smith	264 d	10/10/18	6/30/19	
Establish change management procedure	37 d	10/10/18	1/26/19	72 d
First S-Phone prototype demonstrated to customer in the lab	*0 d*	*6/30/19*	*6/30/19*	*-43 d*
Activity Owner: Joe Bloggs	30 d	11/28/18	12/27/18	
Translate PicTel reqs into product reqs	30 d	11/28/18	12/27/18	7 d
Activity Owner: John M	247 d	10/10/18	5/26/19	
Video/Data: Evaluate and procure development platform	**37 d**	**10/10/18**	**11/15/18**	**-3 d**
Video/Data: Write testbench software	**90 d**	**11/13/18**	**2/10/19**	**-3 d**
Video/Data: Applications received from customer	*0 d*	*2/11/19*	*2/11/19*	*-18 d*
Video/Data: Port new applications	**60 d**	**2/11/19**	**4/11/19**	**-18 d**
Video/Data: Test new applications	**60 d**	**3/28/19**	**5/26/19**	**-18 d**
Video/Data: New Phone Applications ported	*0 d*	*5/26/19*	*5/26/19*	*-18 d*
Activity Owner: Mike P	150 d	11/13/18	4/12/19	
Video/Data: Implement new data protocol features (unit test)	**100 d**	**11/13/18**	**2/20/19**	**-8 d**
Video/Data: Test new data protocol features	**75 d**	**1/27/19**	**4/11/19**	**-8 d**
Video/Data: Protocolsoftware developed	*0 d*	*4/12/19*	*4/12/19*	*-8 d*
Activity Owner: Neil	184 d	9/18/18	2/15/19	
Voice: Setup development environment	**34 d**	**9/18/18**	**10/21/18**	**-33 d**
Voice: Write test software	**60 d**	**9/19/18**	**11/17/18**	**-33 d**
Voice: Write and debug firmware (unit test)	**90 d**	**9/19/18**	**12/17/18**	**-33 d**
Voice: Integrate and test fimrware on FPGA	**90 d**	**11/18/18**	**2/15/19**	**-33 d**
Voice: Firmware developed	*0 d*	*2/15/19*	*2/15/19*	*-33 d*
Activity Owner: Paul B	173.25 d	9/11/18	2/25/19	
Video/Data: Implement new data protocol features	**111 d**	**9/11/18**	**12/30/18**	**-5.25 d**
Video/Data: Test new data protocol features	**90 d**	**11/28/18**	**2/25/19**	**-5.25 d**
Voice: Layer 2 & Layer 3 Protocols developed	*0 d*	*2/25/19*	*2/25/19*	*-5.25 d*
Activity Owner: Steve B	145 d	11/18/18	4/12/19	
Video/Data: Implement new firmware features (unit test)	**100 d**	**11/18/18**	**2/25/19**	**-3 d**
Video/Data: Integrate and test new firmware features	**90 d**	**1/12/19**	**4/11/19**	**-3 d**
Video/Data:New firmware developed	*0 d*	*4/12/19*	*4/12/19*	*-3 d*
Activity Owner: Susan Peters	210 d	10/14/18	4/12/19	
Voice: Develop test software	**60 d**	**10/14/18**	**12/12/18**	**-13 d**
Voice: Integrate h/w & s/w to demonstrate voice call	**45 d**	**1/27/19**	**3/12/19**	**-43 d**
Video/Data: Develop hardware	**75 d**	**12/28/18**	**3/12/19**	**-28 d**
Video/Data: Integrate hadware with Voice-only hardware	**30 d**	**3/13/19**	**4/11/19**	**-43 d**
Video/Data: Hardware developed	*0 d*	*4/12/19*	*4/12/19*	*-43 d*



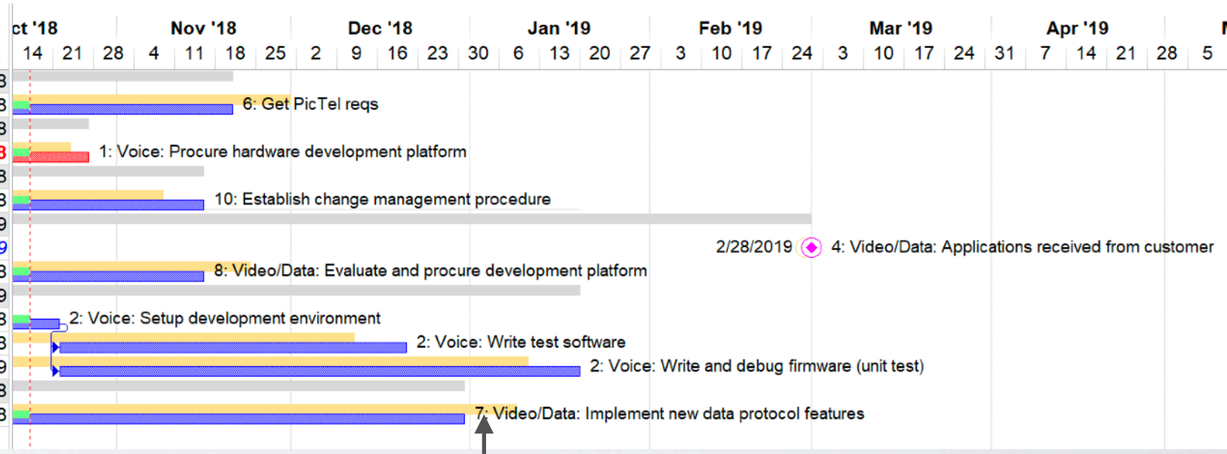
Days needed to be pulled-in to hit target date on time

Acceleration Priorities Proto Demo'd in Lab

Name	Activity Owner	Function	Completion Group	Needed Date	Current Date	Days Late/Early
Voice: Procure hardware development platfo	Brian P			9/14/2018	10/26/2018	(43)
Voice: Develop hardware	Brian P			12/12/2018	1/24/2019	(43)
Voice: Test hardware	Brian P			1/26/2019	3/10/2019	(43)
Voice: Hardware developed	Brian P			1/27/2019	3/10/2019	(43)
Voice: Integrate h/w & s/w to demonstrate v	Susan Peters			3/12/2019	4/24/2019	(43)
Voice: S-Phone prototype for Voice demonst	Brian Anderson			3/13/2019	4/24/2019	(43)
Video/Data: Integrate hadware with Voice-or	Susan Peters			4/11/2019	5/24/2019	(43)
Video/Data: Hardware developed	Susan Peters			4/12/2019	5/24/2019	(43)
Video/Data: Integrate h/w & s/w to demonstr	Brian Anderson			6/30/2019	8/12/2019	(43)
Video/Data: S-Phone prototype for Voice, Vi	Brian Anderson			6/30/2019	8/12/2019	(43)
First S-Phone prototype demonstrated to cu	Jim Smith			6/30/2019	6/30/2019	(43)
Voice: Setup development environment	Neil			9/19/2018	10/21/2018	(33)
Voice: Write test software	Neil			11/17/2018	12/20/2018	(33)
Voice: Write and debug firmware (unit test)	Neil			12/17/2018	1/19/2019	(33)
Voice: Integrate and test fimrware on FPGA	Neil			2/15/2019	3/20/2019	(33)
Voice: Firmware developed	Neil			2/15/2019	3/20/2019	(33)
Video/Data: Develop hardware	Susan Peters			3/12/2019	4/9/2019	(28)
Video/Data: Applications received from cust	John M			2/11/2019	2/28/2019	(18)
Video/Data: Port new applications	John M			4/11/2019	4/29/2019	(18)
Video/Data: Test new applications	John M			5/26/2019	6/13/2019	(18)
Video/Data: New Phone Applications ported	John M			5/26/2019	6/13/2019	(18)
Voice: Develop test software	Susan Peters			12/12/2018	12/25/2018	(13)
Get PicTel reqs	Bill Sacks			11/13/2018	11/20/2018	(8)
Video/Data: Implement new data protocol fe	Mike P			2/20/2019	2/28/2019	(8)
Video/Data: Test new data protocol features	Mike P			4/11/2019	4/19/2019	(8)
Video/Data: Protocolsoftware developed	Mike P			4/12/2019	4/19/2019	(8)
Video/Data: Implement new data protocol fe	Paul B			12/25/2018	12/30/2018	(5)
Video/Data: Test new data protocol features	Paul B			2/25/2019	3/3/2019	(5)
Voice: Layer 2 & Layer 3 Protocols develope	Paul B			2/25/2019	3/3/2019	(5)
Video/Data: Implement new firmware feature	Steve B			2/25/2019	2/28/2019	(3)
Video/Data: Integrate and test new firmware	Steve B			4/11/2019	4/14/2019	(3)
Video/Data:New firmware developed	Steve B			4/12/2019	4/14/2019	(3)
Video/Data: Evaluate and procure developm	John M			11/13/2018	11/15/2018	(3)
Video/Data: Write testbench software	John M			2/10/2019	2/13/2019	(3)
Translate PicTel reqs into product reqs	Joe Bloggs			12/27/2018	12/20/2018	7
Verify product reqs with PicTel	Bill Sacks			1/26/2019	1/19/2019	7
S-Phone requirements and features defined	Bill Sacks			1/27/2019	1/19/2019	7
Establish change management procedure	Jim Smith			1/26/2019	11/15/2018	72

What to focus on in the coming week

CP	Days from CP	Name	Duration	Activity Owner	Start	Finish
		Activity Owner: Bill Sacks	71 d		9/11/18	11/20/18
6	35	Get PicTel reqs	71 d	Bill Sacks	9/11/18	11/20/18
		Activity Owner: Brian P	46 d		9/11/18	10/26/18
1	0	**Voice: Procure hardware development platform**	**46 d**	**Brian P**	**9/11/18**	**10/26/18**
		Activity Owner: Jim Smith	37 d		10/10/18	11/15/18
10	115	Establish change management procedure	37 d	Jim Smith	10/10/18	11/15/18
		Activity Owner: John M	142 d		10/10/18	2/28/19
4	*25*	*Video/Data: Applications received from customer*	*0 d*	*John M*	*2/28/19*	*2/28/19*
8	40	Video/Data: Evaluate and procure development platform	37 d	John M	10/10/18	11/15/18
		Activity Owner: Neil	124 d		9/18/18	1/19/19
2	10	Voice: Setup development environment	34 d	Neil	9/18/18	10/21/18
2	10	Voice: Write test software	60 d	Neil	10/22/18	12/20/18
2	10	Voice: Write and debug firmware (unit test)	90 d	Neil	10/22/18	1/19/19
		Activity Owner: Paul B	111 d		9/11/18	12/30/18
7	38	Video/Data: Implement new data protocol features	111 d	Paul B	9/11/18	12/30/18

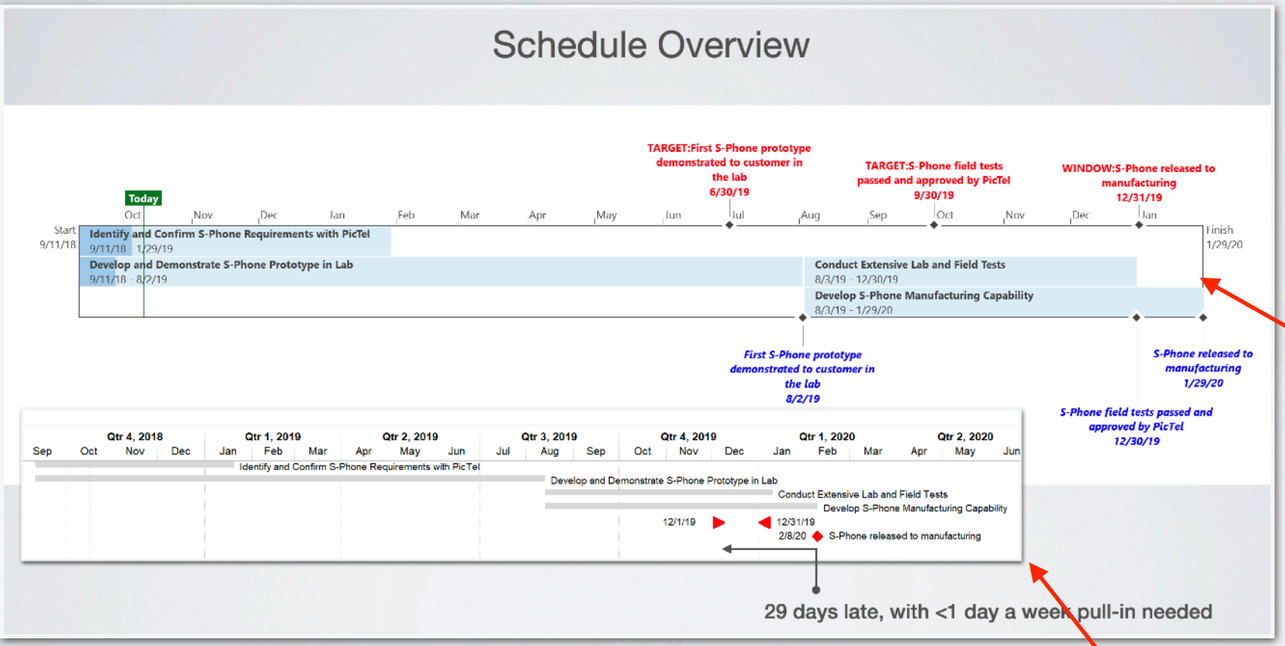


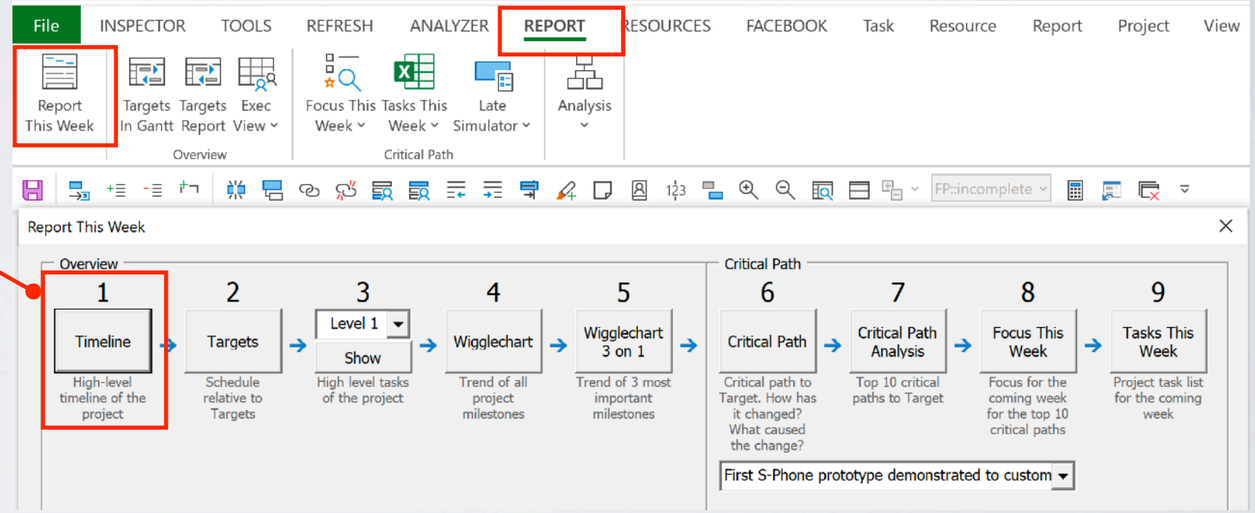
Amount of float time

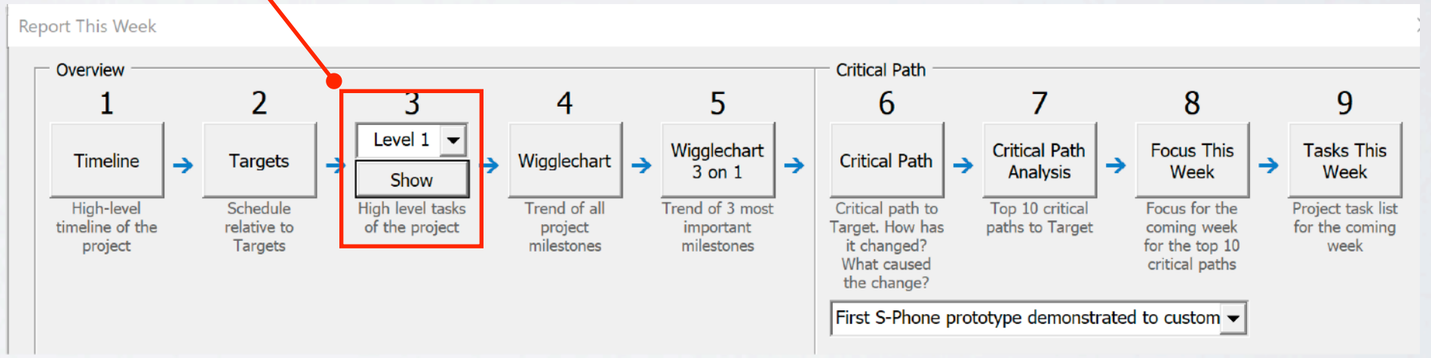
Critical Path Priorities

Yellow is baseline from last week

How to create example report set

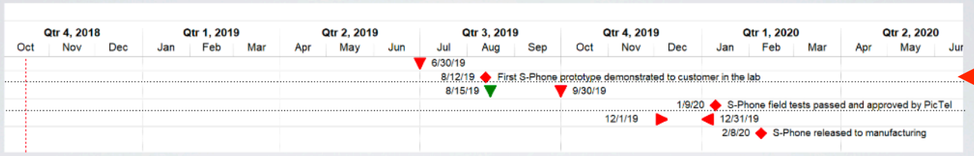


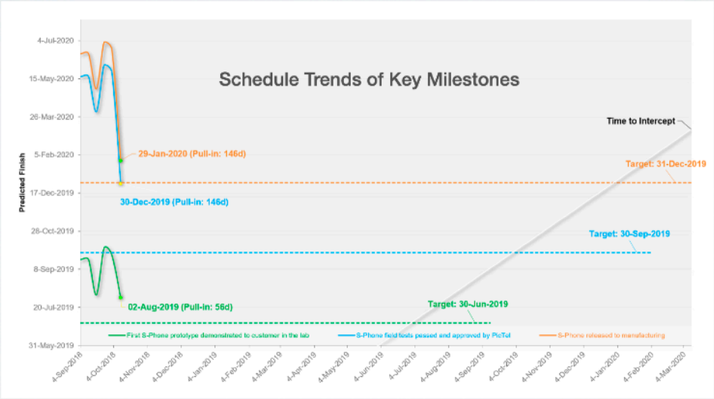


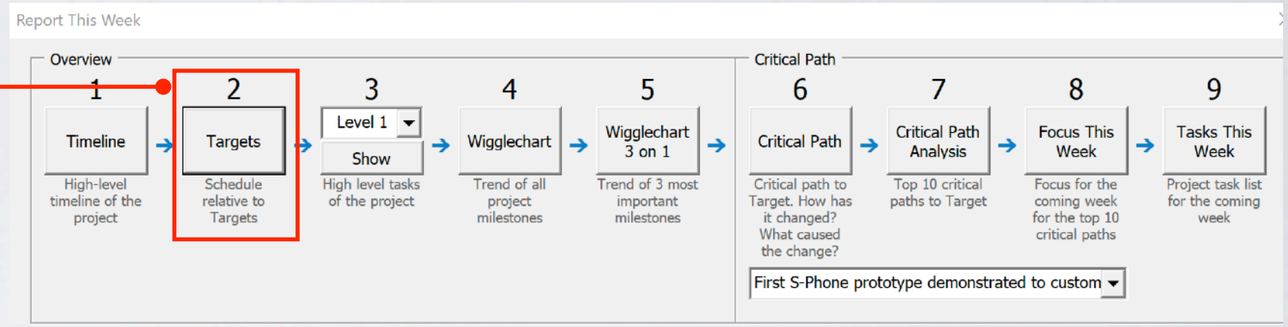


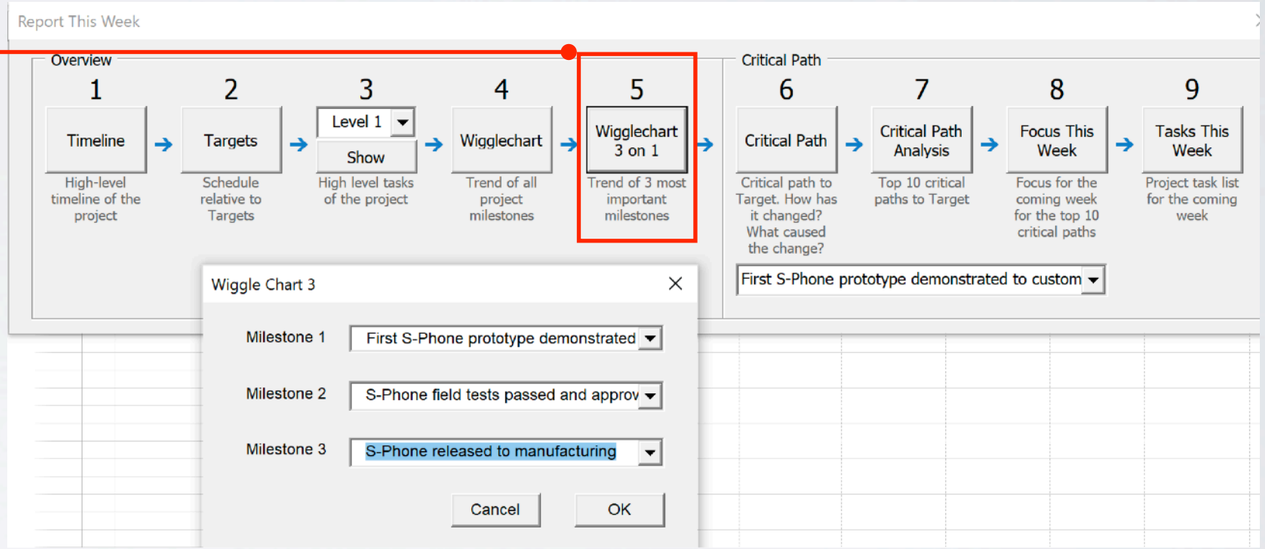
Purpose: Overview of top-down schedule project relative to the final target

Current Schedule Relative to Target Commitments





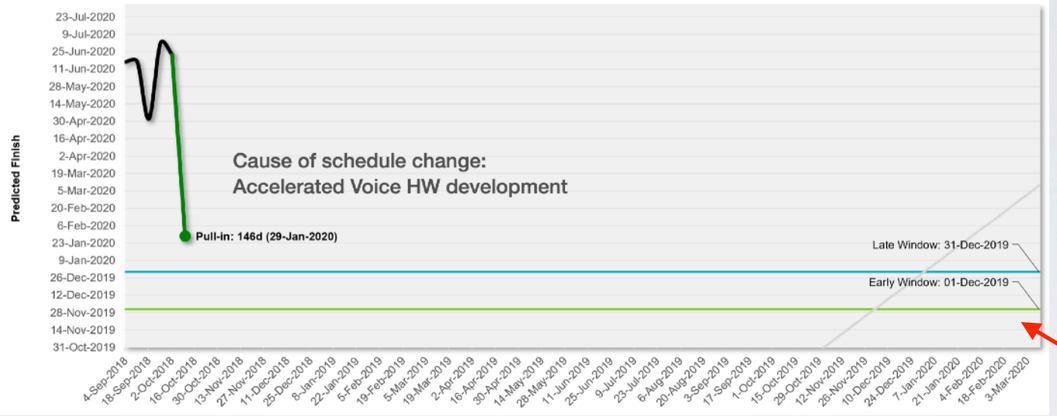


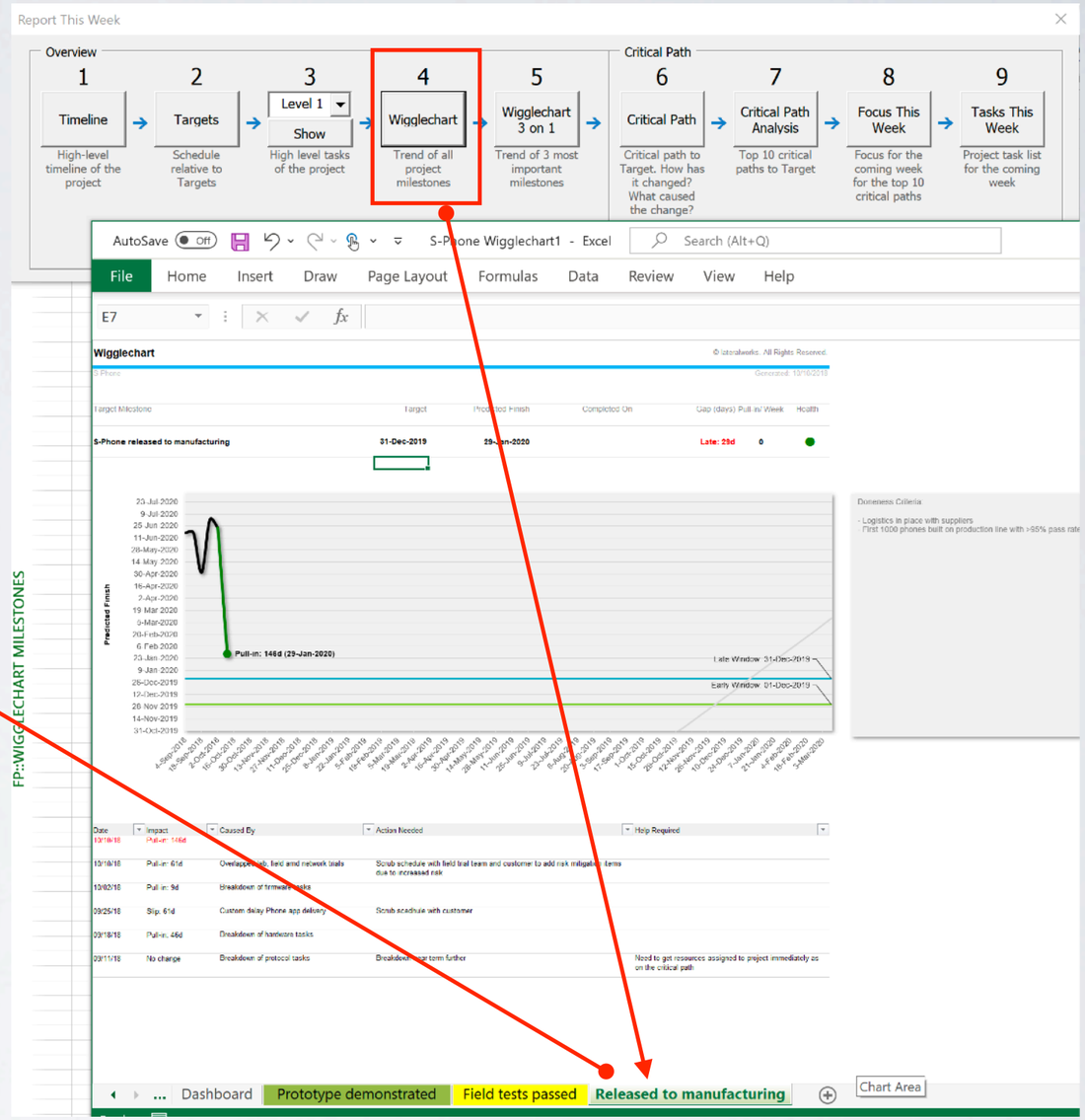


Purpose: Schedule relative to targets with how each is trending

Release to Manufacturing Schedule Trend

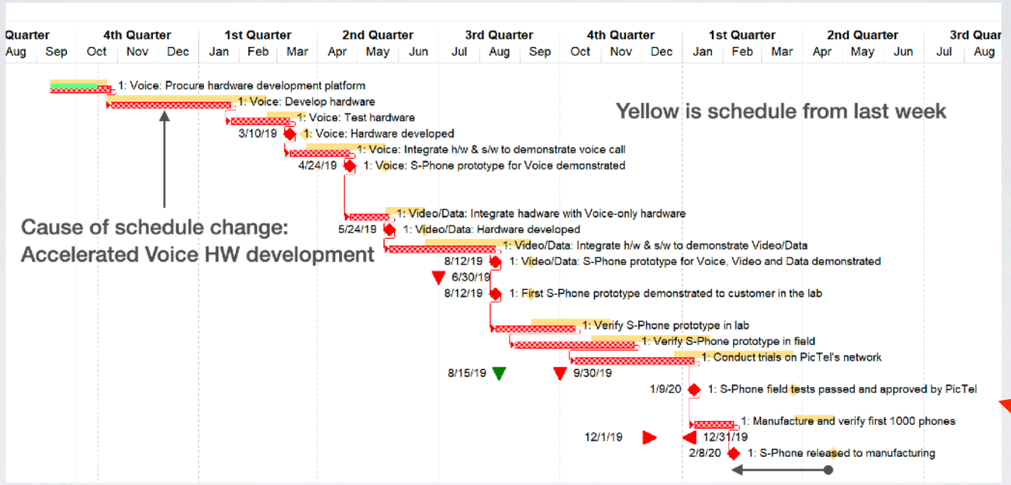
Target Milestone	Target	Predicted Finish	Completed On	Gap (days)	Pull-in/ Week	Health
S-Phone released to manufacturing	**31-Dec-2019**	**29-Jan-2020**		Late: 29d	0	



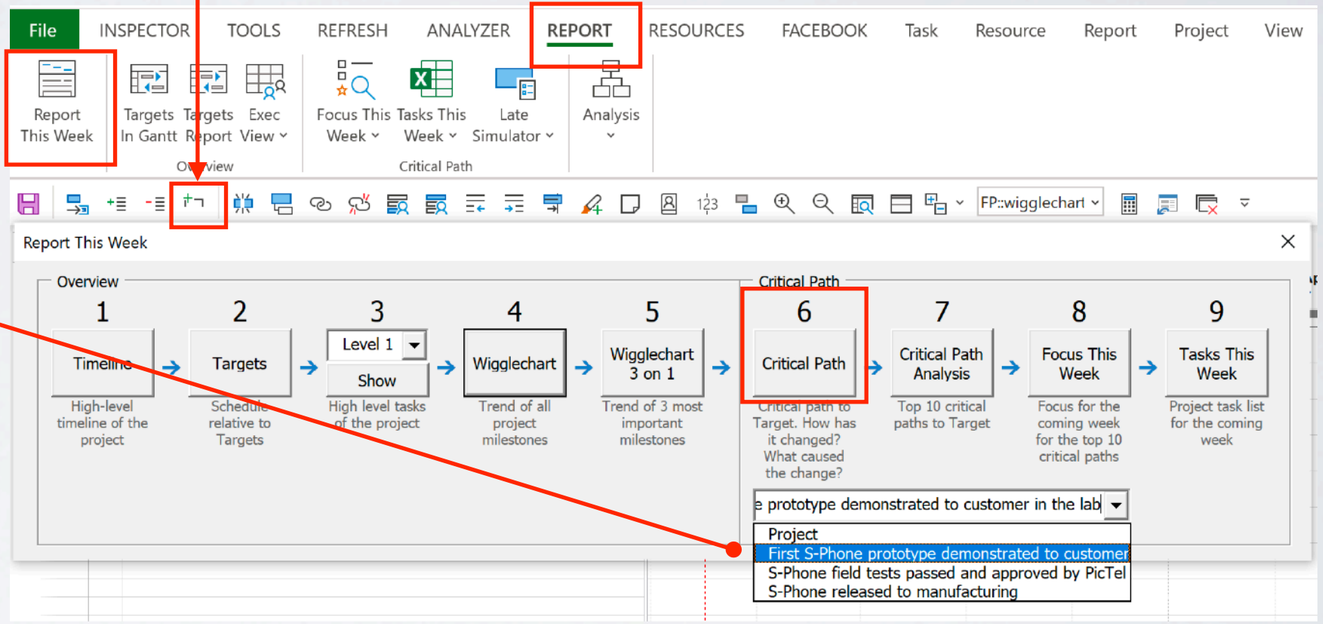


Purpose: Focus on final project target and how it is trending. Indicates overall health of the project.

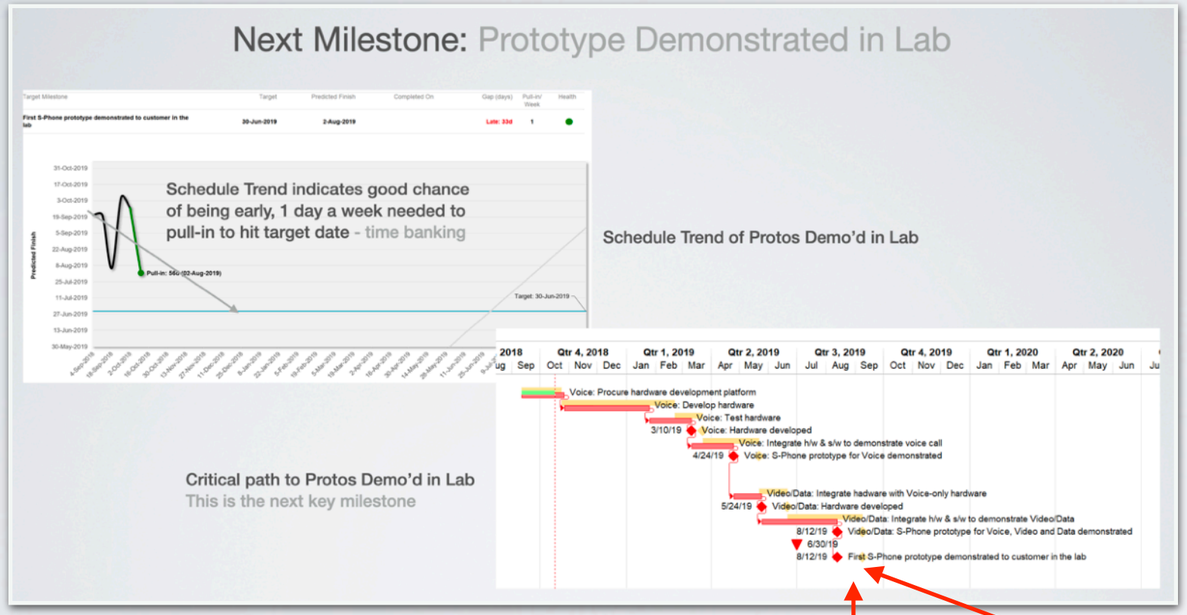
Critical Path to Release to MFG Final Milestone

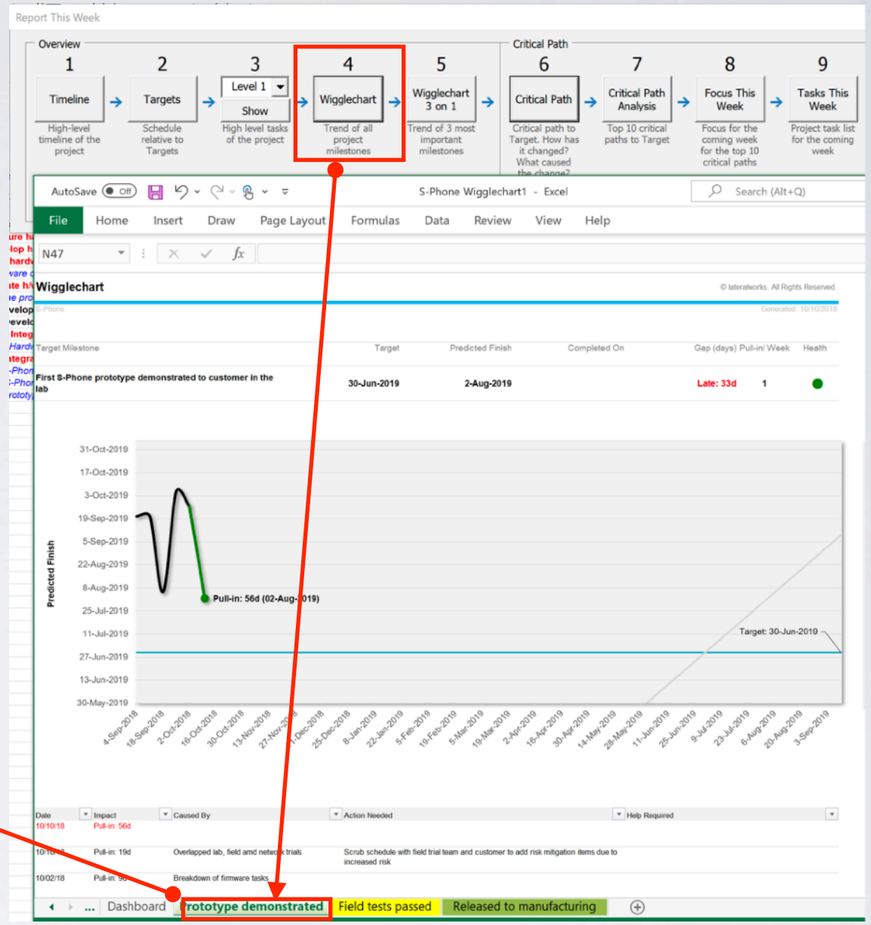


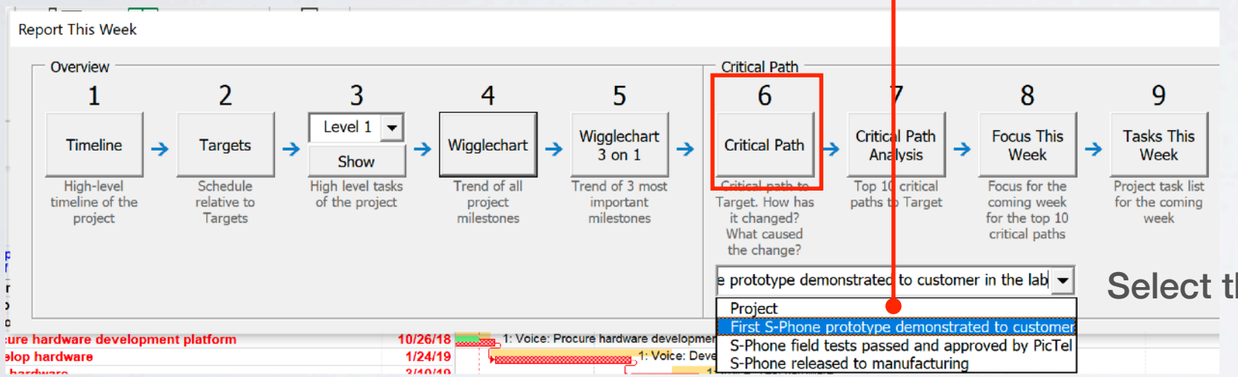
Use to reduce the vertical height of the Gantt Chart



Purpose: Shows the critical path drivers pushing out the final target milestone. Cause of current schedule.







Select the target to focus on

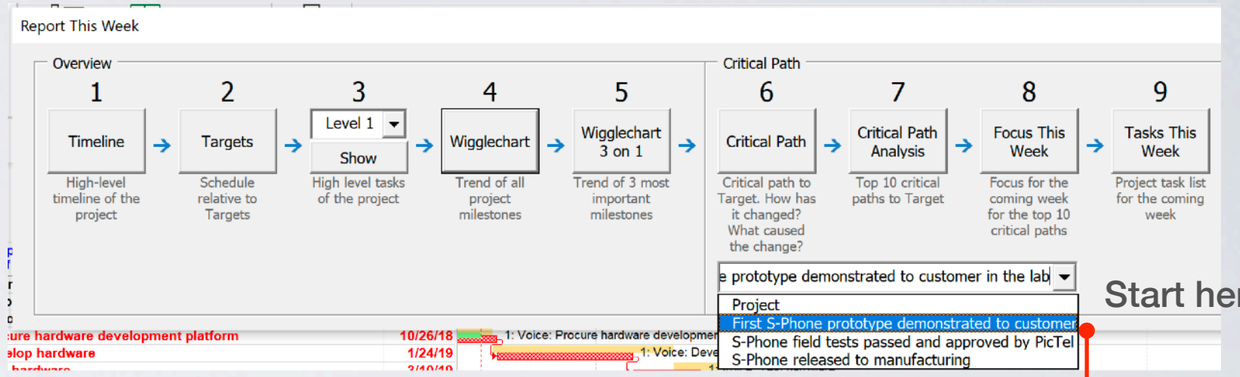
Purpose: Focuses on next nearest target showing schedule trend and driving critical path tasks. Focus on near term pull-in.

Schedule Trends of Critical Path Tasks to Proto Demonstrated in Lab

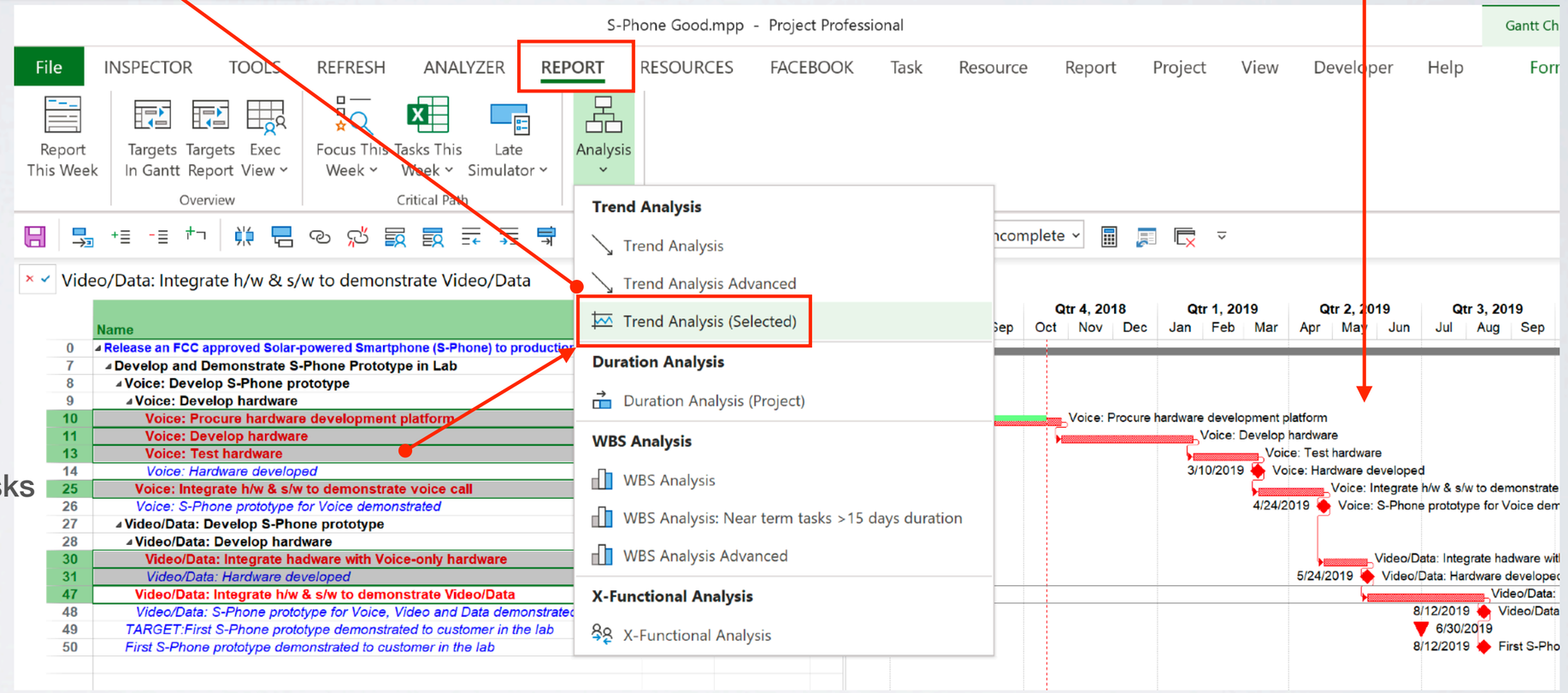
Wigglets	Trend Since 9/11/2018 (days/week)	Trend (days/timeframe)	Days From Critical Path
Voice: Integrate h/w & s/w to demonstrate voice call	10.3	Slipped 53 days over the past 36 days	0
Video/Data: Integrate h/w & s/w to demonstrate Video/Da	5.3	Slipped 27 days over the past 36 days	0
Voice: Procure hardware development platform	4.3	Slipped 18 days over the past 29 days	0
Voice: Test hardware	0.5	Slipped 2 days over the past 29 days	0
Voice: Develop hardware	3.1	Pulled-in 13 days over the past 29 days	0
Video/Data: Integrate hadware with Voice-only hardware	3.1	Pulled-in 13 days over the past 29 days	0
Video/Data: Hardware developed	*3.1*	*Pulled-in 13 days over the past 29 days*	*0*

Significant slippage on these critical path tasks

Sorted by trend

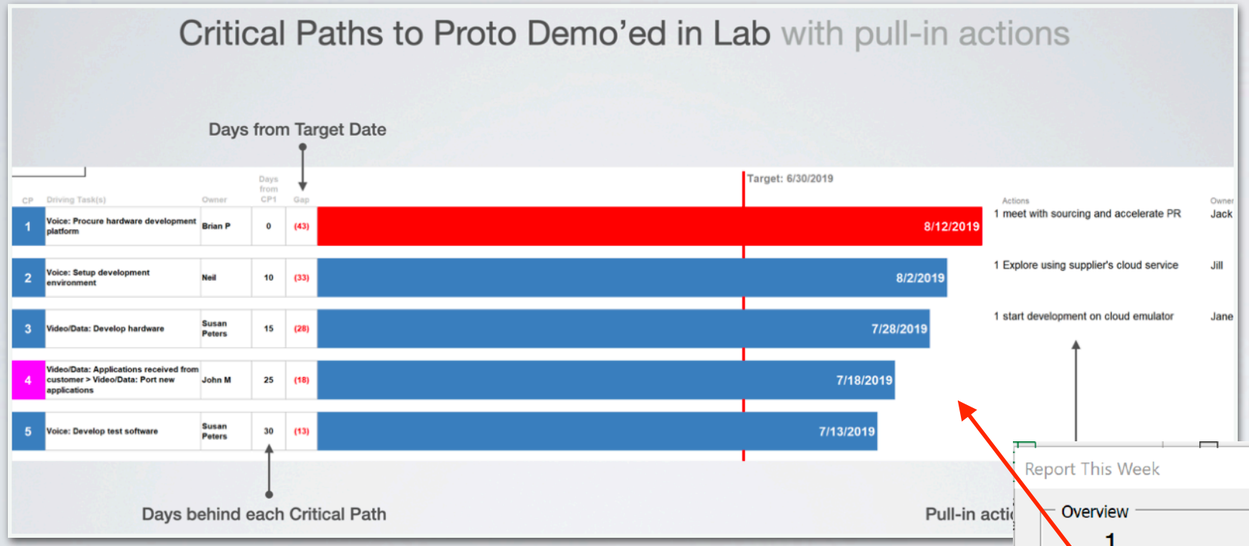


Start here

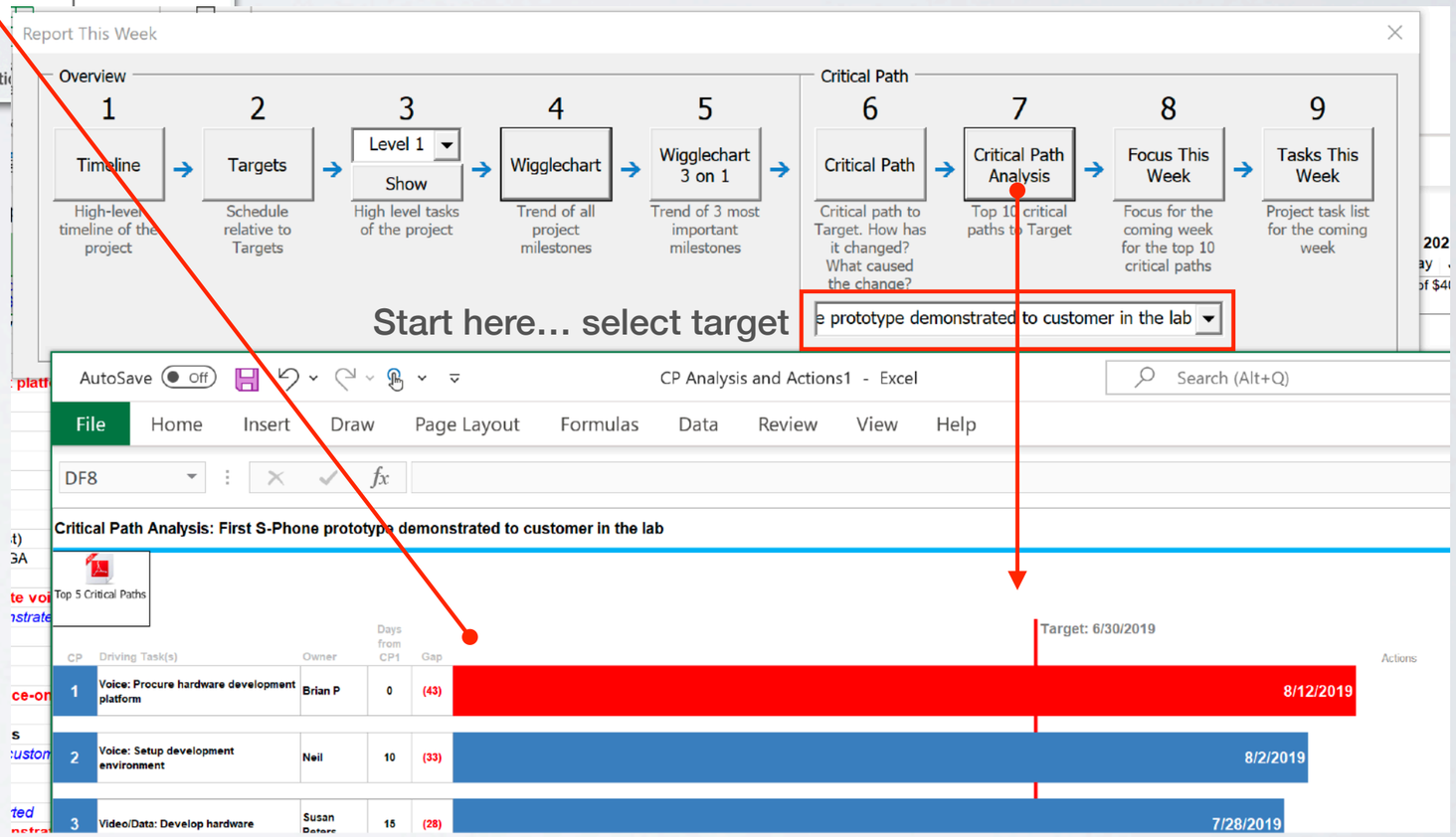


Highlight tasks

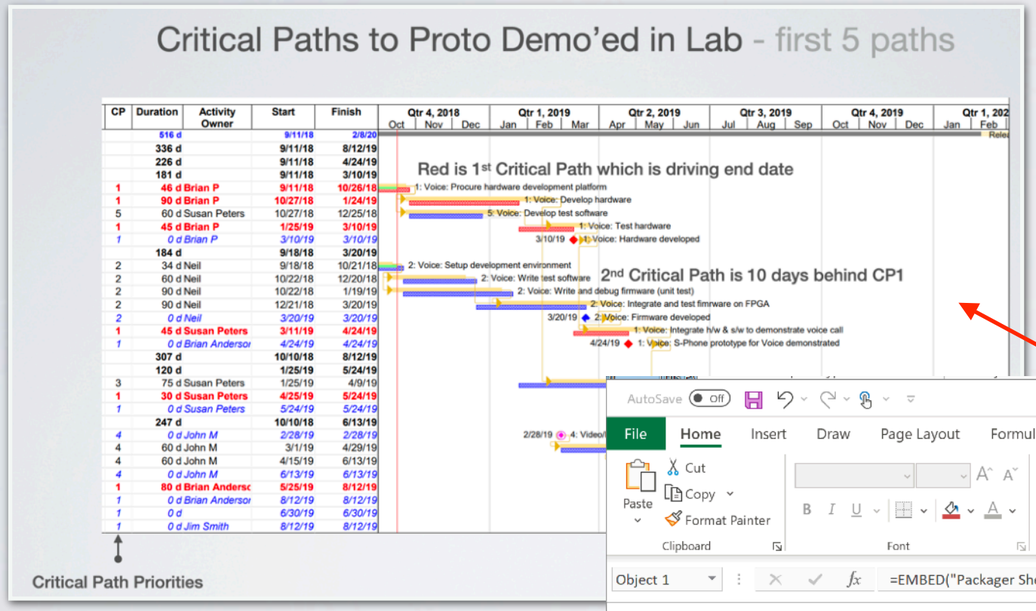
Purpose: Drill down of schedule trends of the critical path tasks to the next nearest target. Indication of health of critical path and likelihood of future slip.

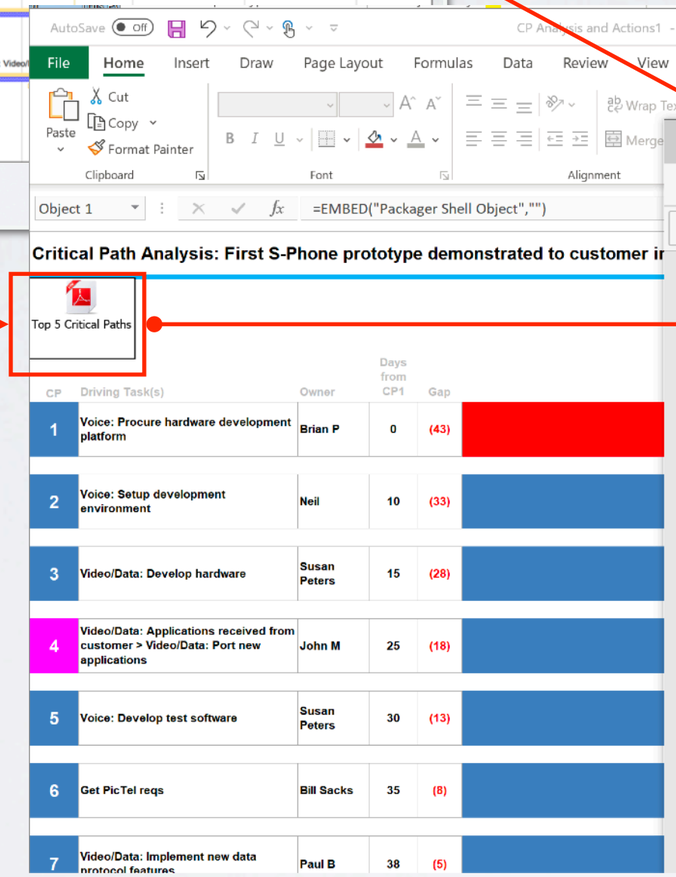


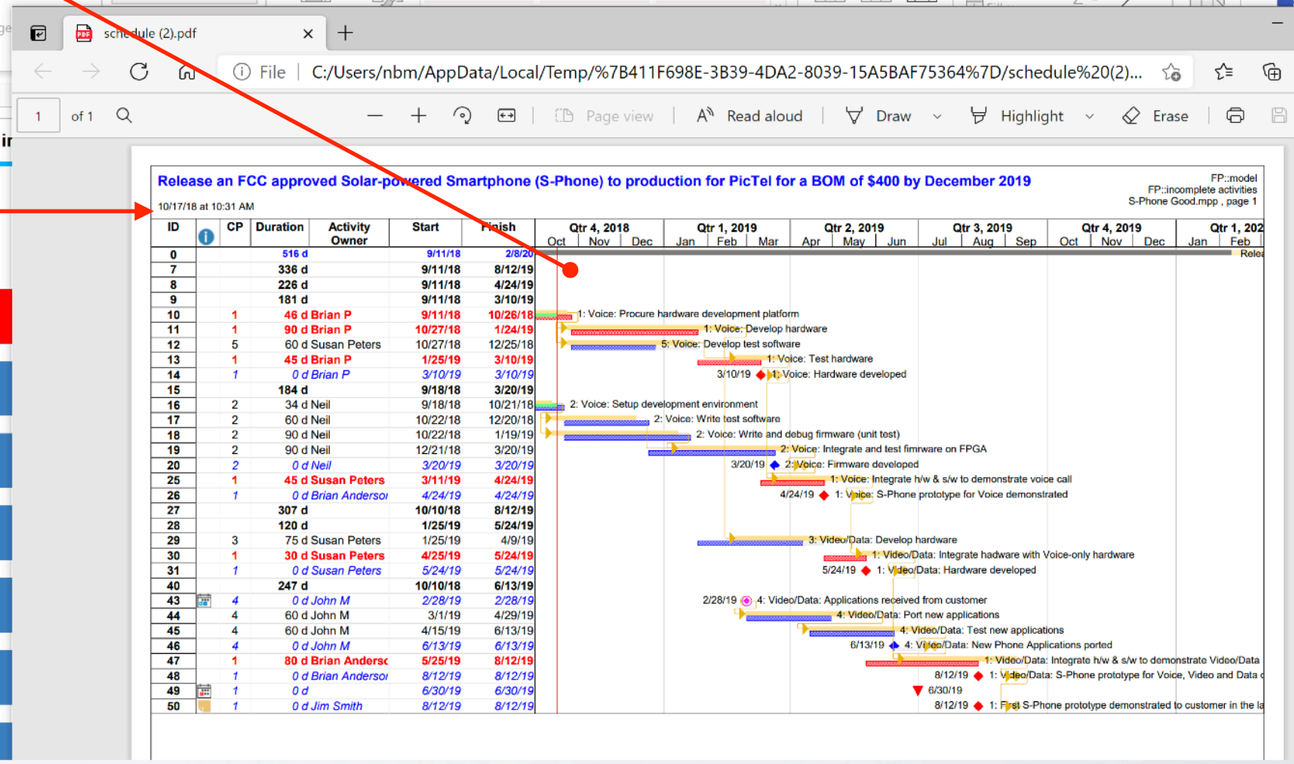
- Type pull-in actions into CP Analysis chart during Refresh Meeting with team members present, follow-up next meeting to confirm they got done
- Take actions on at least the first 3 critical paths



Purpose: The top critical paths leading to the next nearest milestone. Indicates where to focus after the first critical path.



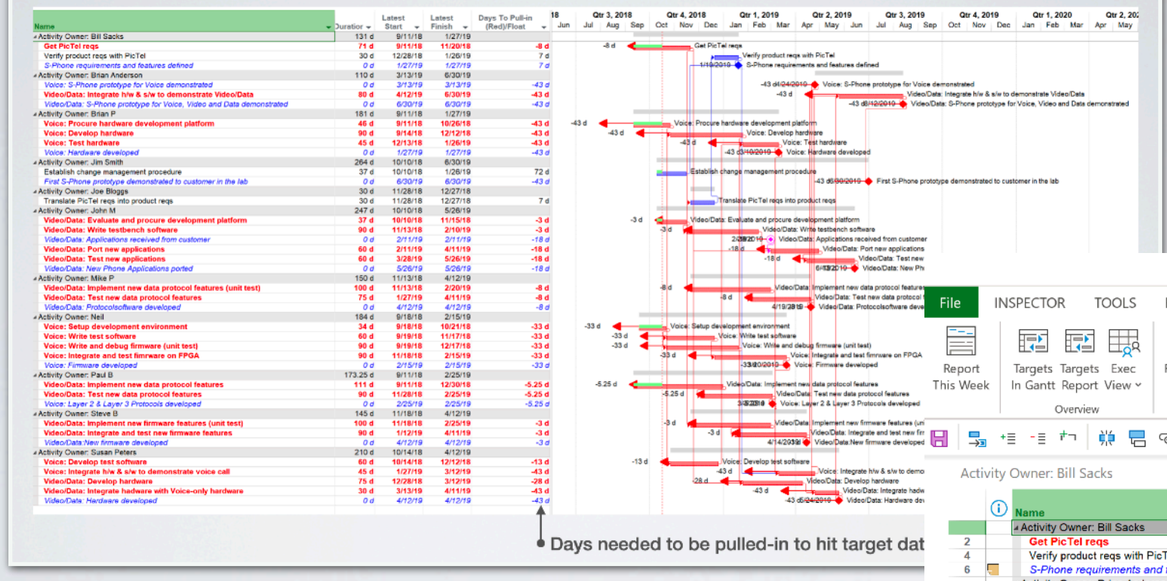




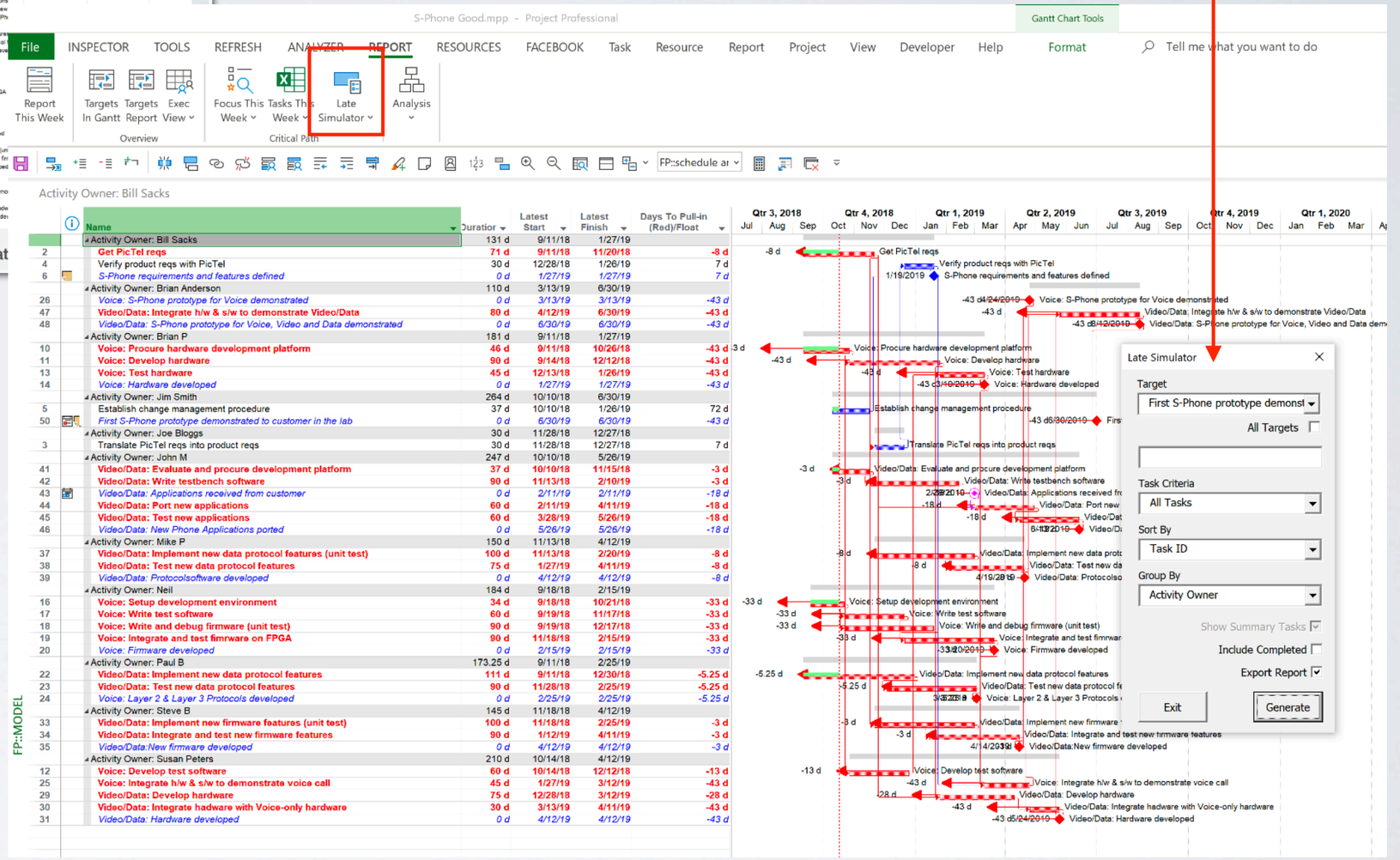
Automatically embeds the Gantt PDF of the target that was selected (see previous slide)

Purpose: Gantt Chart representation of top 5 critical paths to next nearest milestone.

Late Simulation Proto Demo'd in Lab



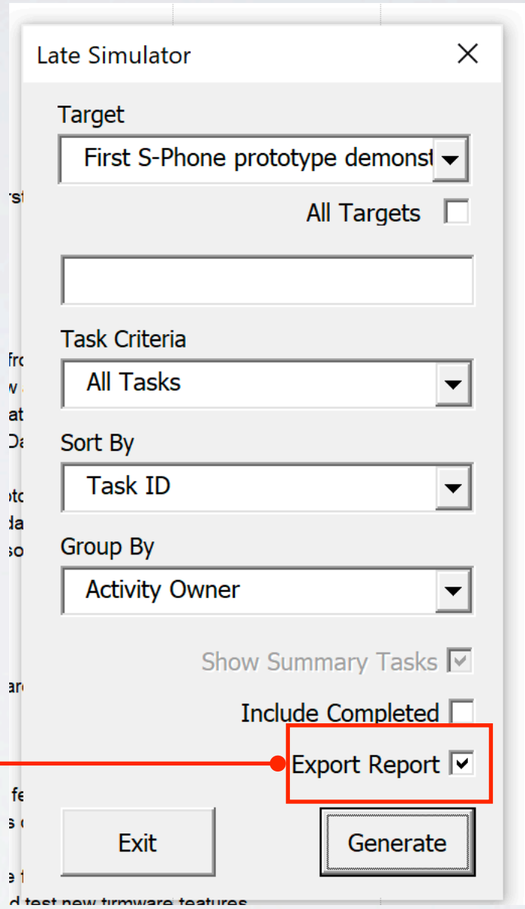
- Select target
- Can select specific tasks (task criteria)
- Group by task owner
- Select generate Report (see next slide)



Purpose: Indicates the number of days needed to be pull-ed in to hit the next nearest target on time.

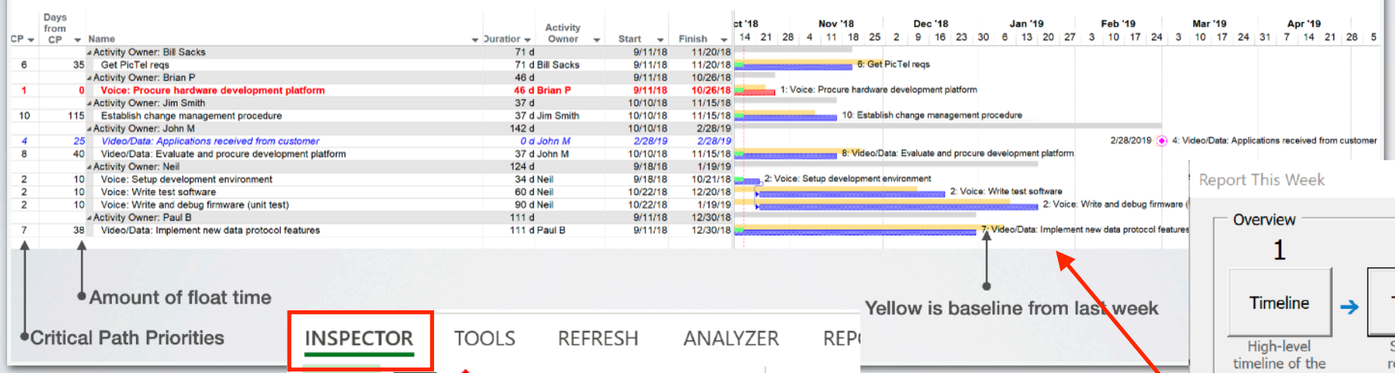
Acceleration Priorities Proto Demo'd in Lab

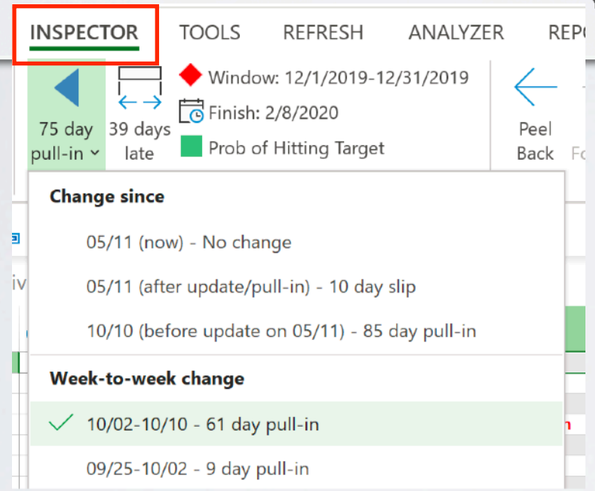
Name	Activity Owner	Function	Completion Group	Needed Date	Current Date	Days Late/Early
Voice: Procure hardware development platfo	Brian P			9/14/2018	10/26/2018	(43)
Voice: Develop hardware	Brian P			12/12/2018	1/24/2019	(43)
Voice: Test hardware	Brian P			1/26/2019	3/10/2019	(43)
Voice: Hardware developed	Brian P			1/27/2019	3/10/2019	(43)
Voice: Integrate h/w & s/w to demonstrate v	Susan Peters			3/12/2019	4/24/2019	(43)
Voice: S-Phone prototype for Voice demonsl	Brian Anderson			3/13/2019	4/24/2019	(43)
Video/Data: Integrate hadware with Voice-or	Susan Peters			4/11/2019	5/24/2019	(43)
Video/Data: Hardware developed	Susan Peters			4/12/2019	5/24/2019	(43)
Video/Data: Integrate h/w & s/w to demonstr	Brian Anderson			6/30/2019	8/12/2019	(43)
Video/Data: S-Phone prototype for Voice, Vi	Brian Anderson			6/30/2019	8/12/2019	(43)
First S-Phone prototype demonstrated to cu	Jim Smith			6/30/2019	6/30/2019	(43)
Voice: Setup development environment	Neil			9/19/2018	10/21/2018	(33)
Voice: Write test software	Neil			11/17/2018	12/20/2018	(33)
Voice: Write and debug firmware (unit test)	Neil			12/17/2018	1/19/2019	(33)
Voice: Integrate and test fimrware on FPGA	Neil			2/15/2019	3/20/2019	(33)
Voice: Firmware developed	Neil			2/15/2019	3/20/2019	(33)
Video/Data: Develop hardware	Susan Peters			3/12/2019	4/9/2019	(28)
Video/Data: Applications received from cust	John M			2/11/2019	2/28/2019	(18)
Video/Data: Port new applications	John M			4/11/2019	4/29/2019	(18)
Video/Data: Test new applications	John M			5/26/2019	6/13/2019	(18)
Video/Data: New Phone Applications ported	John M			5/26/2019	6/13/2019	(18)
Voice: Develop test software	Susan Peters			12/12/2018	12/25/2018	(13)
Get PicTel reqs	Bill Sacks			11/13/2018	11/20/2018	(8)
Video/Data: Implement new data protocol fe	Mike P			2/20/2019	2/28/2019	(8)
Video/Data: Test new data protocol features	Mike P			4/11/2019	4/19/2019	(8)
Video/Data: Protocolsoftware developed	Mike P			4/12/2019	4/19/2019	(8)
Video/Data: Implement new data protocol fe	Paul B			12/25/2018	12/30/2018	(5)
Video/Data: Test new data protocol features	Paul B			2/25/2019	3/3/2019	(5)
Voice: Layer 2 & Layer 3 Protocols develope	Paul B			2/25/2019	3/3/2019	(5)
Video/Data: Implement new firmware feature	Steve B			2/25/2019	2/28/2019	(3)
Video/Data: Integrate and test new firmware	Steve B			4/11/2019	4/14/2019	(3)
Video/Data:New firmware developed	Steve B			4/12/2019	4/14/2019	(3)
Video/Data: Evaluate and procure developm	John M			11/13/2018	11/15/2018	(3)
Video/Data: Write testbench software	John M			2/10/2019	2/13/2019	(3)
Translate PicTel reqs into product reqs	Joe Bloggs			12/27/2018	12/20/2018	7
Verify product reqs with PicTel	Bill Sacks			1/26/2019	1/19/2019	7
S-Phone requirements and features defined	Bill Sacks			1/27/2019	1/19/2019	7
Establish change management procedure	Jim Smith			1/26/2019	11/15/2018	72



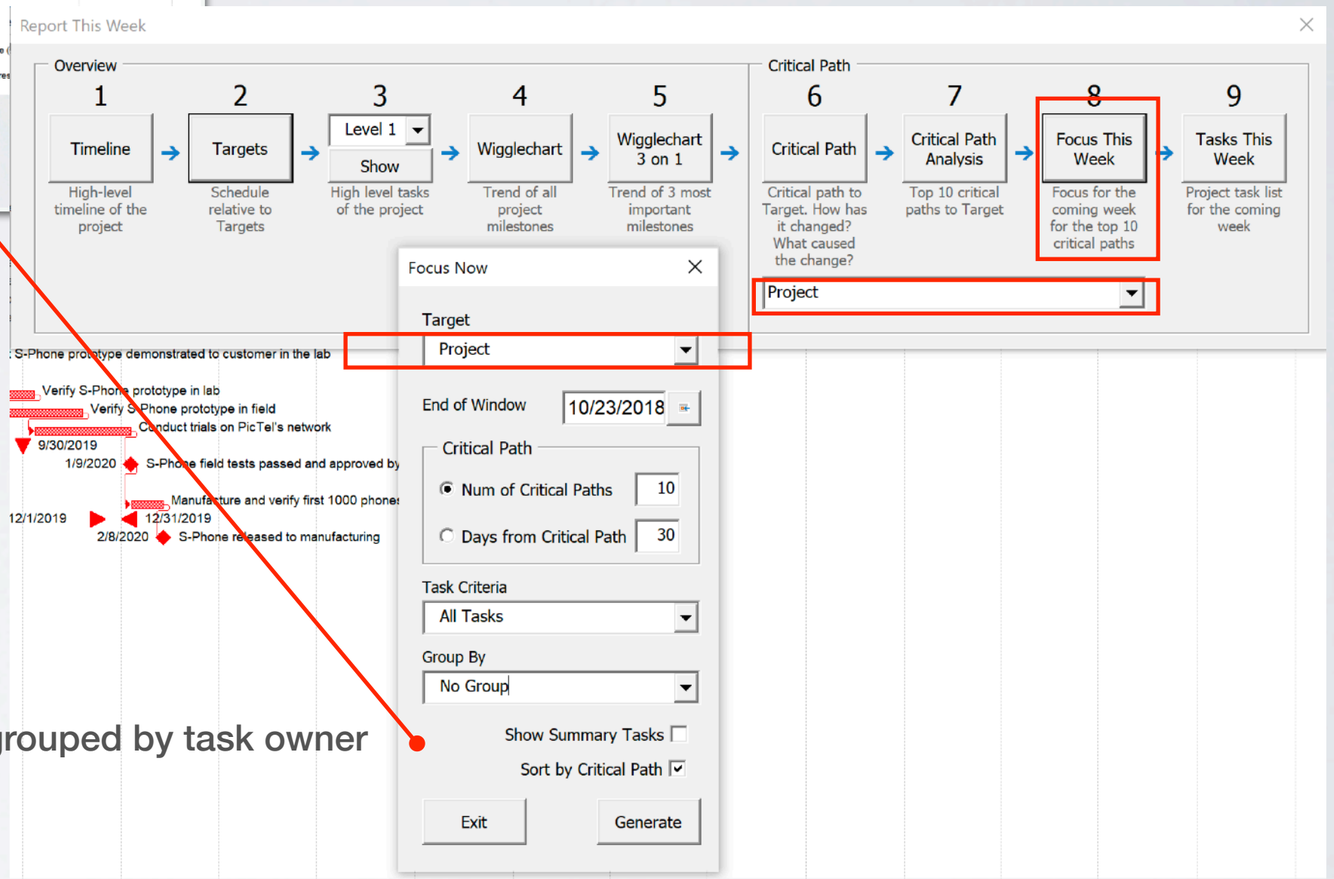
Purpose: Lists the tasks that need to be accelerated based on the number of days they need to be accelerated to hit the next target on time.

What to focus on in the coming week





Included baseline from before the Refresh meeting



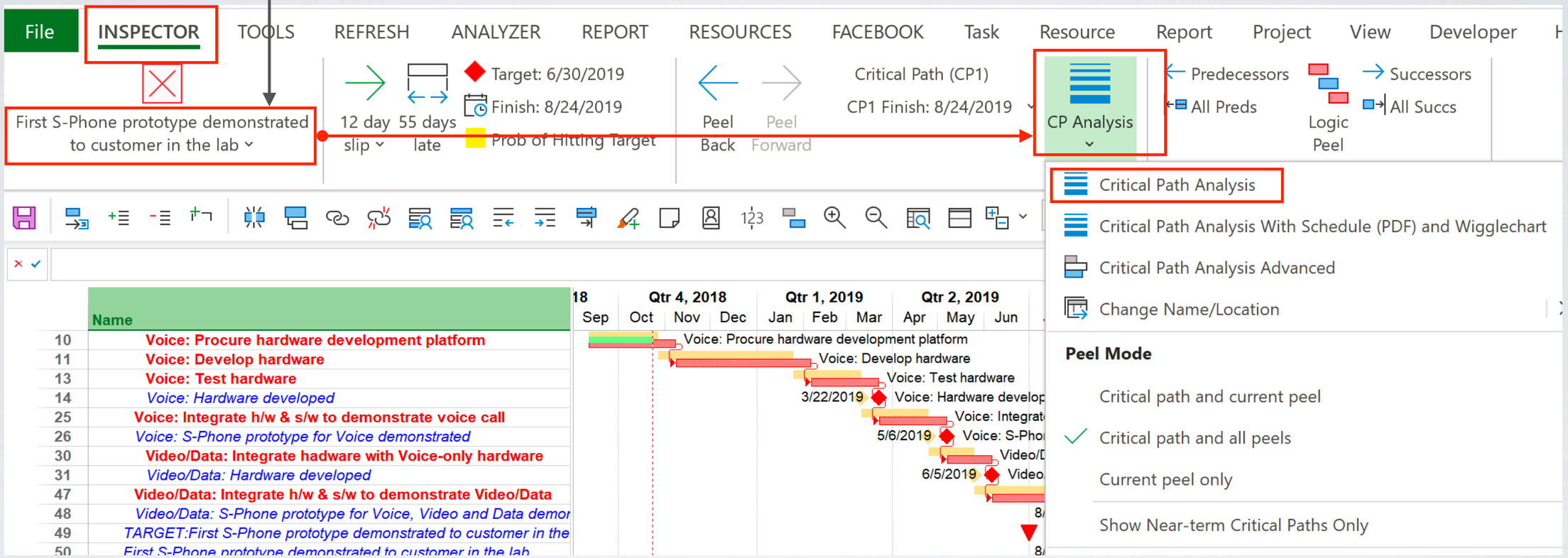
In this case, grouped by task owner

Purpose: Focuses team on what they need to do in the coming week, prioritized by nearness to the critical path of the project.

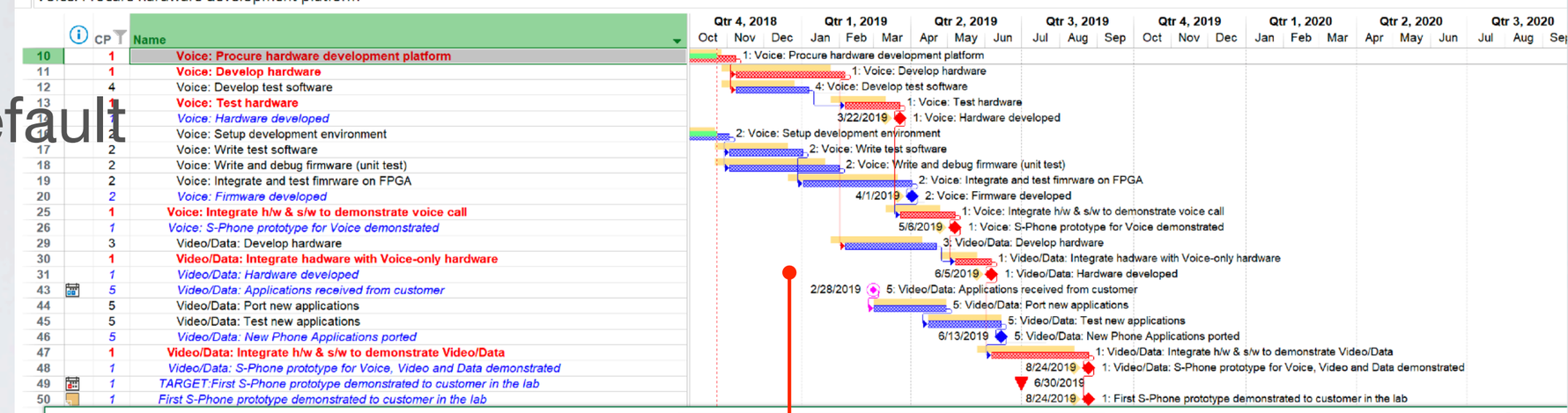
CP Analysis (with Gantt)

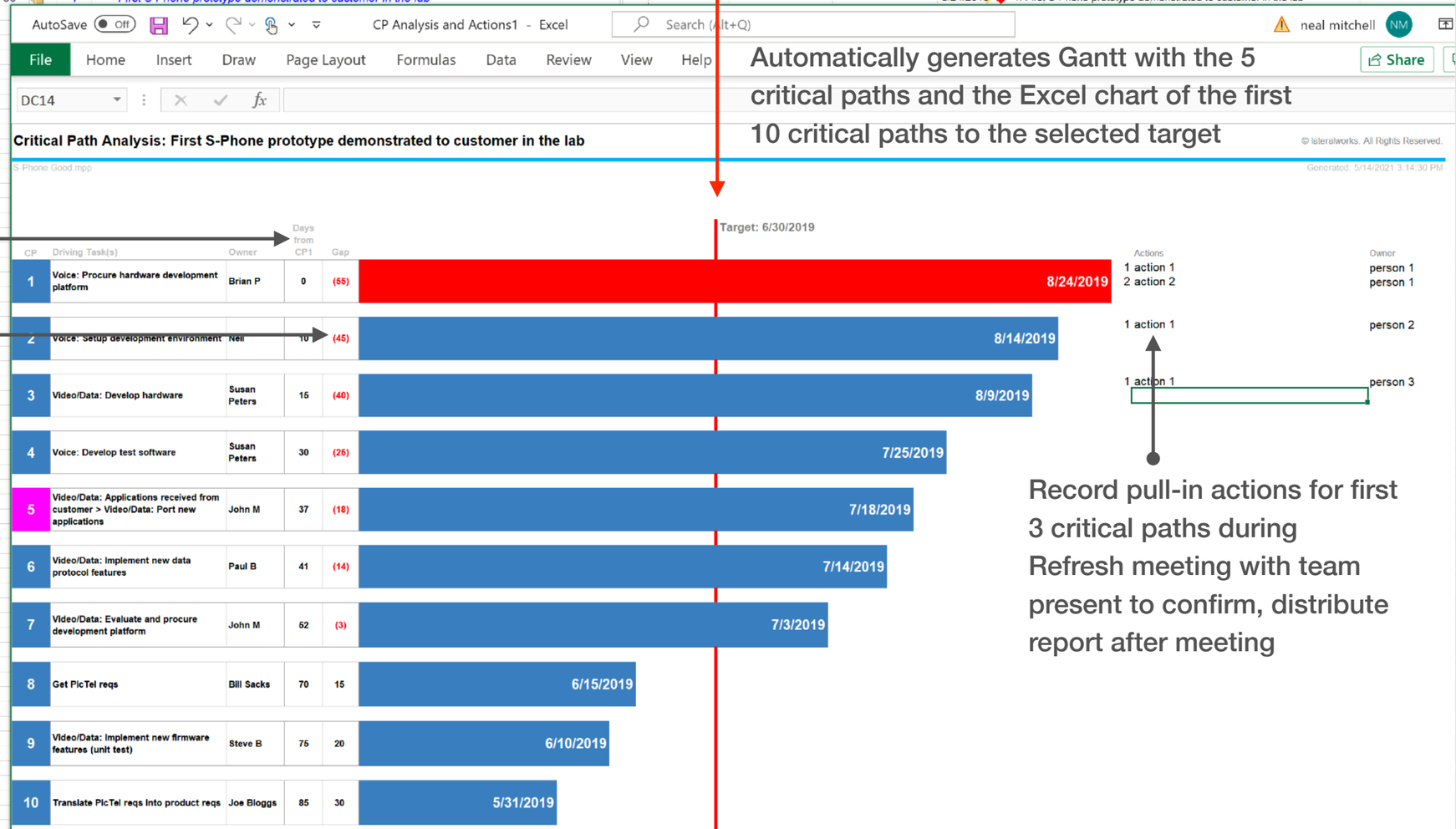
CP Analysis - default

CP Analysis report is based on the Target selected



CP Analysis - default





Automatically generates Gantt with the 5 critical paths and the Excel chart of the first 10 critical paths to the selected target

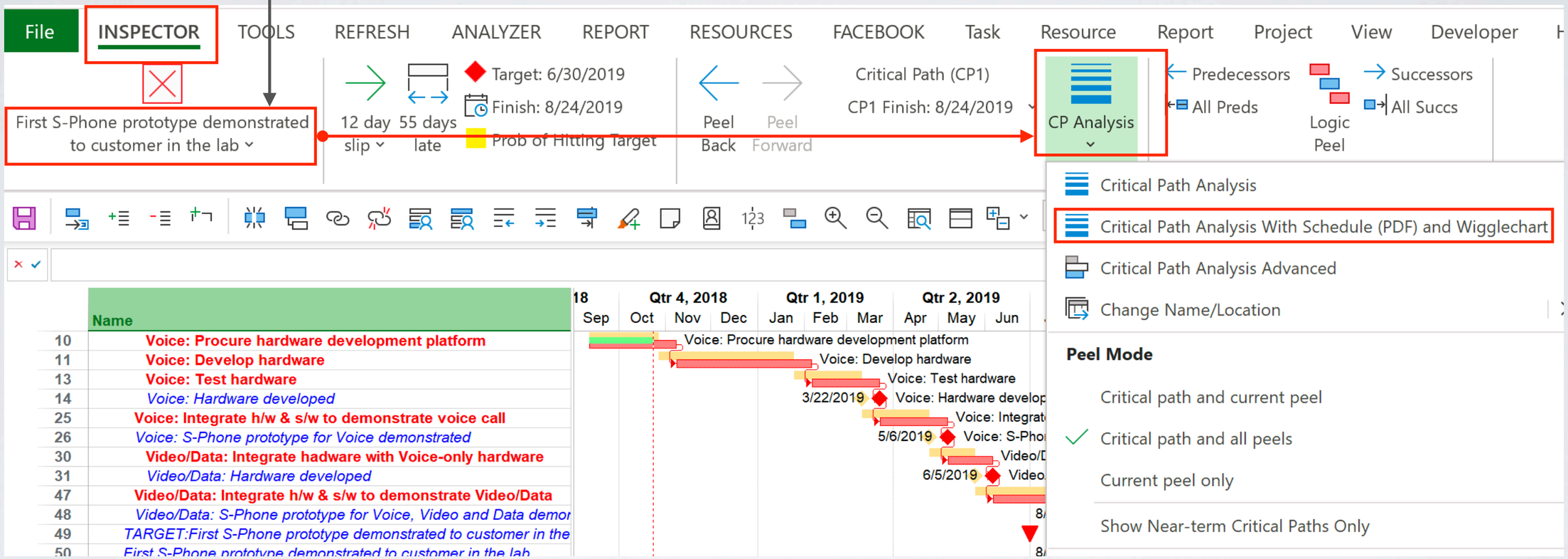
Days behind Critical path 1

Gap from target date

Record pull-in actions for first 3 critical paths during Refresh meeting with team present to confirm, distribute report after meeting

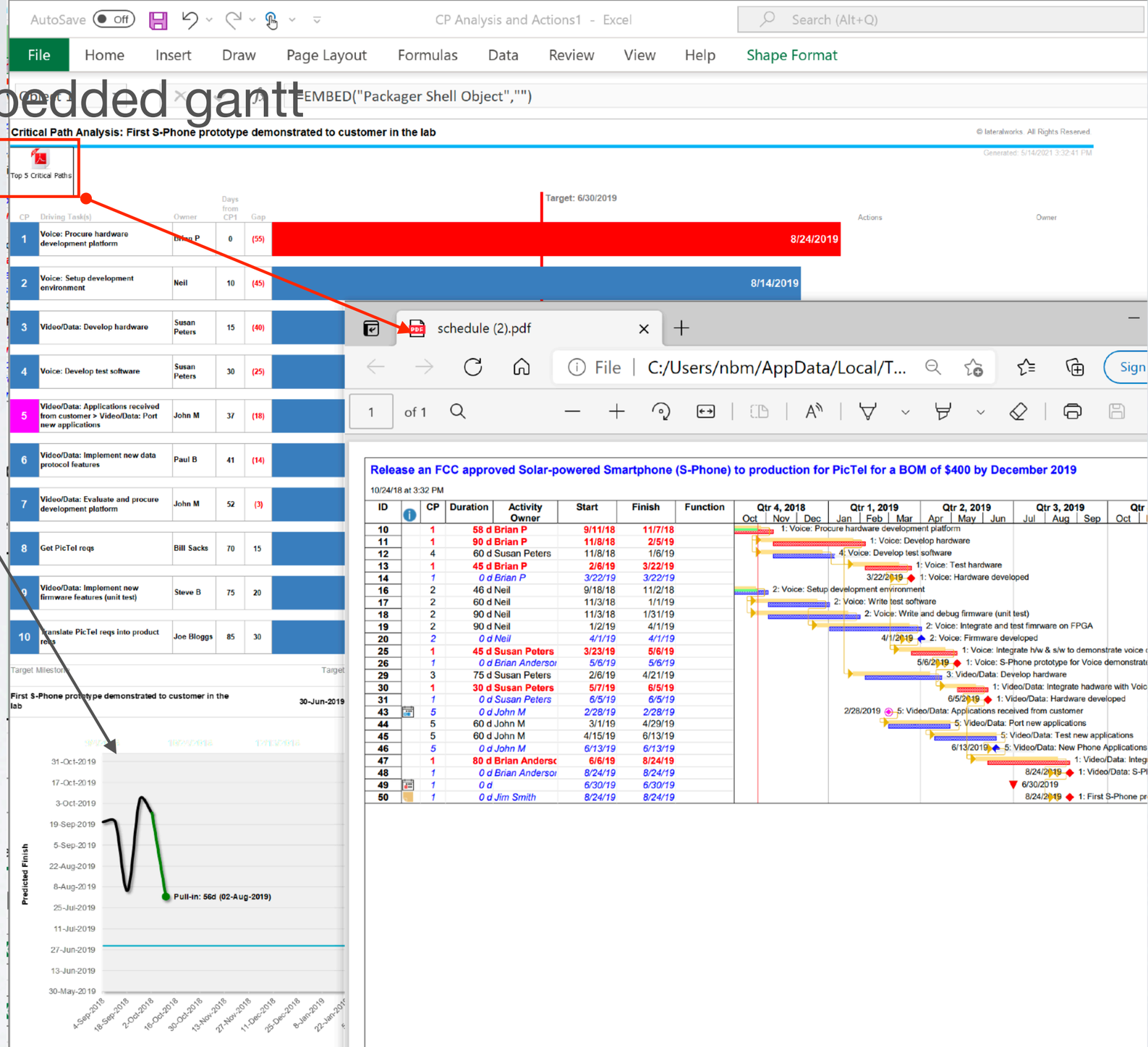
CP Analysis - with embedded gantt

CP Analysis report is based on the Target selected



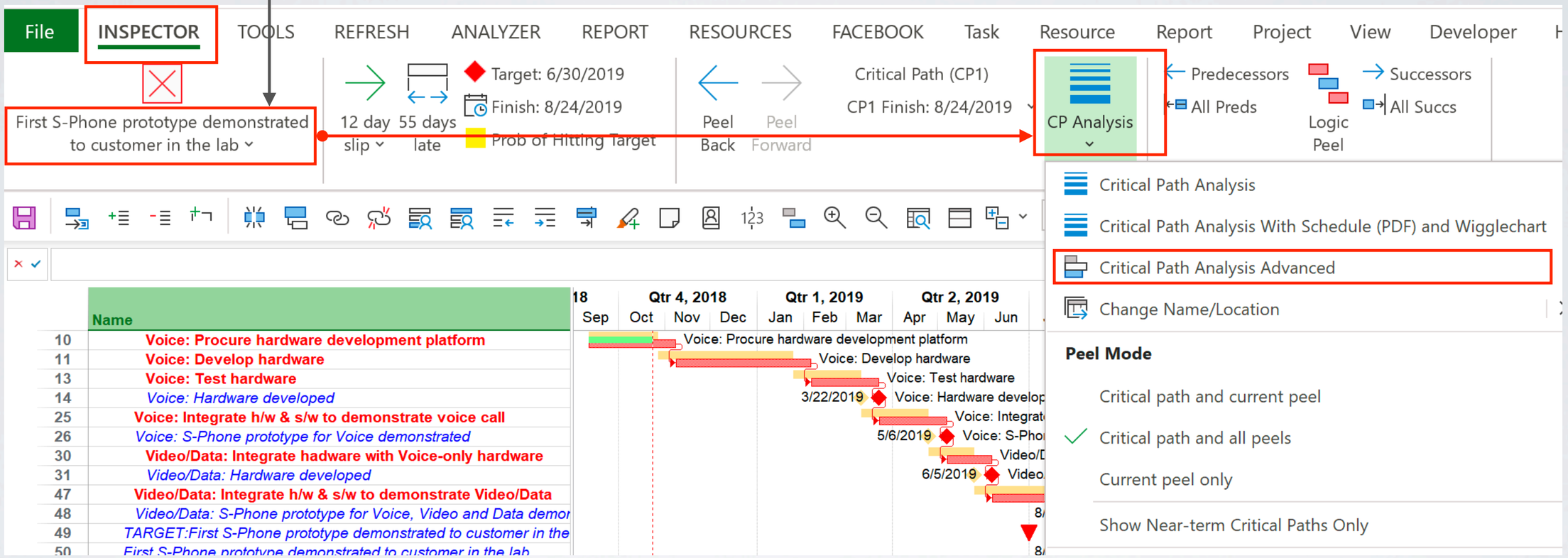
CP Analysis - with embedded gantt

- Embedded PDF of first 5 critical paths
- Includes wigglechart to target that was selected in the Inspector
- CP Analysis report is based on the Target selected
- This Excel file is an excellent report to send to Core Team Members (one stop shop that requires only one click to get)



CP Analysis - advanced

CP Analysis report is based on the Target selected



CP Analysis - advanced

Select how far from the first critical path you would like to see

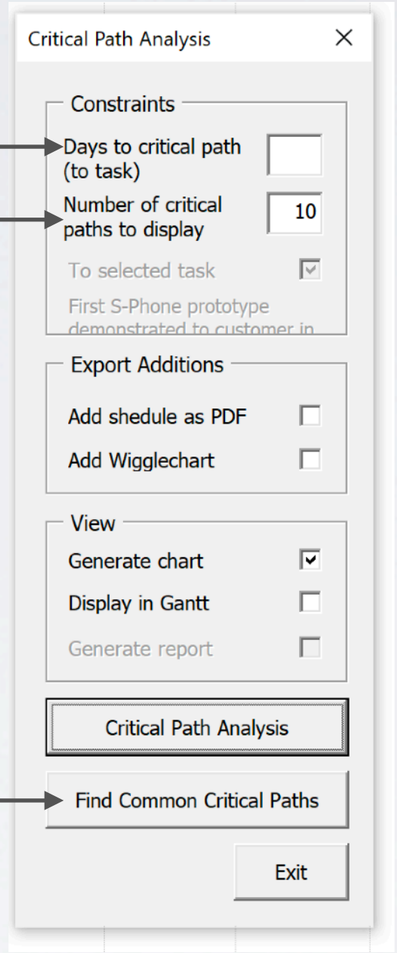
Narrow or expand number of critical paths

Include add-in reports

Viewing options

Executes choices (above)

Find where multiple critical paths converge, these are the highest leveraged tasks to get pull-ins



Acceleration Questions

High level questions…

How far off are we from our target date (+ or -)?	What is the schedule trend? • Are you slipping or are you accelerating the schedule? • If slipping, do we have enough time remaining to recover? • What are your recovery plans? • If on schedule, what are you doing to pull-in the schedule? • What are the top 3 future slips you are expecting? • What are you doing now to mitigate these future slips?
Do you have confidence that the team will/can hit the target date? • If not, what do you need to do to increase your confidence level?	What factors will be/are barriers to timely delivery (per our customer commitments)? • What are the top 3 technical problems or innovations needed? • What are you doing to solve them? • How do plan to overcome these barriers? • What are the other non-technical barriers that need to be removed in order to go faster?
What is the critical path? • What steps are you taking to accelerate the critical path? • What can I do to help you accelerate the critical path? • What do you need that you are not getting now? • What is the 2nd through 5th critical paths? • What are you doing to accelerate the 2nd-5th critical paths? • What is your management process to continually accelerate the schedule?	

Strategic questions

- Do we have to “make” it? Could we “buy” it instead?
- Could we establish a development/alliance partner?
- Is it possible to change the product definition/functionality?
- How about re-use and/or use of common parts?
- Can we challenge the base technology assumptions?
- Is there a common reference architecture available (reuse vs. create from scratch)?

Tactical questions

- Can we eliminate (non-value) activities?
- Could we make more activities take place concurrently?
- Could we find more resources internally?
- Could we find contract resources outside?
- Could we realistically reduce the duration estimates?

Questions for task owners (Part A: content of schedule)

- Have you defined the right doneness criteria for XYZ target milestone?
  - If yes, do you have all the tasks identified to fulfill the doneness criteria for the next major target milestone?
  - If no, what is missing?
- Are the right tasks in the schedule?
- Do your durations reflect realistic risk and/or the estimated learning cycles needed, etc.?
- Are these the correct dependencies?
  - Within your project, and across to/from other functions?

Questions for task owners (Part B: acceleration of schedule)

- Could any of your durations be accelerated?
  - What do you need to make them go faster?
- Can you start anything sooner?
- What can be done differently, eliminated, concurrently, or changed to make XYZ go faster?
  - What do you need to make this happen?
- Given your knowledge today, will you meet your schedule?
  - If not, what are the barriers to finishing your part by X target date?

Low Overhead Reporting - concepts

Principles:

- All reporting is one page for each topic
- Never let it flow to a second slide
- Minimize overhead, reuse data from project schedule (instead of recreating it)
- Limit filtering, use live data
- Lots of white space, don’t fill up the slides
- Should take less than 30 minutes a week/project to generate

Slide 1 Project Summary

- High level report of current health of the project and where it is trending (4 bullet points)
  - Status / where are we now?
  - Why are we where we are now?
  - What are we doing about it?
  - What help do we need (from executive reviewers)?

Slide 2 Trends of Key Milestones

- 3-1 Wigglechart or single Wigglecharts
  - Includes status of each milestone + help needed (drawn from wigglechart files)

Slide 3 Critical Path

- A. Overall project critical path (against last baseline)
- B. Near term path to next major milestone
- Include short description of each path
- Identify problems and any needed help requested

Slide 4 Peels

- Show 3-5 peels (with wigglets of last milestone in the peel)
- Show Pull-in Actions (by critical path)
- Describe issues and potential problems
- Request any help needed

Slide 5 Risks

- List and describe open project risks that cause low confidence in the schedule
- For each risk, describe the mitigating actions being implemented
- Retire risks that are closed / resolved

If you only had one slide…