

CS 428

ORG CHARTS AND

STATUS REPORTS

Fall 2019, Week #3

Bruce F. Webster

- ▶ Ideal: frequently reorganize and (re)assign tasks to use the best people at any given moment
- ▶ Real: time wasted coming up to speed, loss of 'gained knowledge', undocumented tasks/issues/responsibilities falling into the cracks, uncertain authority/gatekeeping
- ▶ Also real (in real-world): issues of prestige & ego, lack of talent/skill/interest in certain roles, misused authority
- ▶ Your team is welcome to take whatever approach you want, but be prepared to document and defend it
- ▶ Observations and experiences?

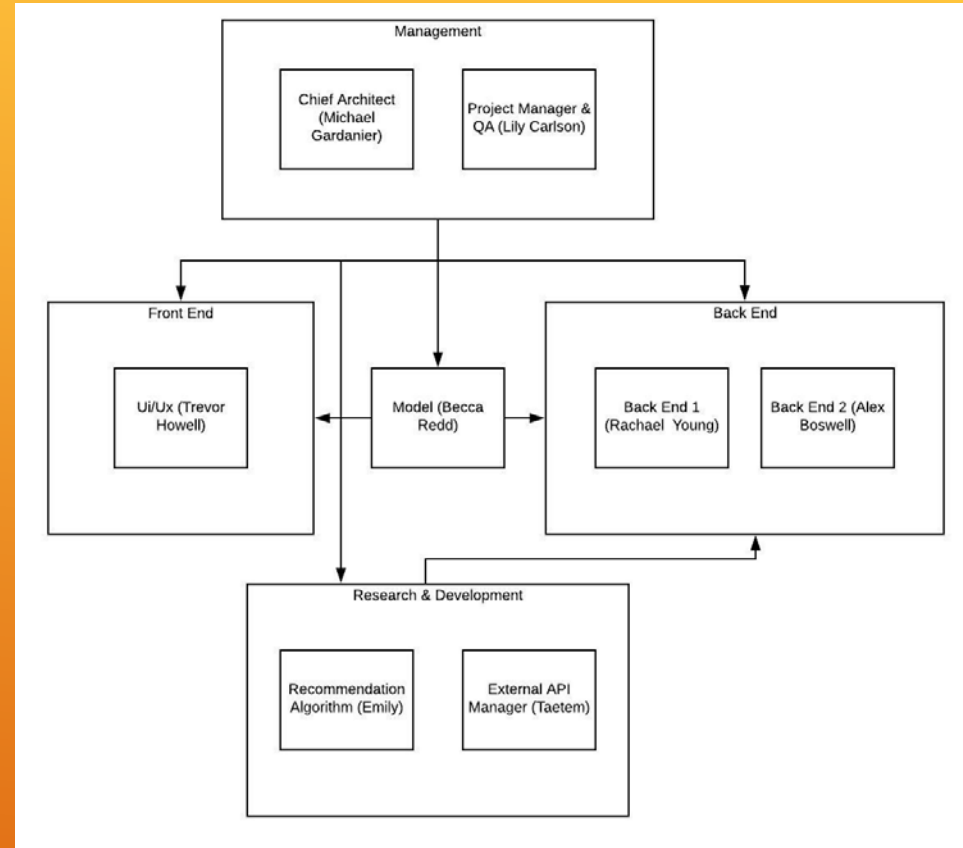
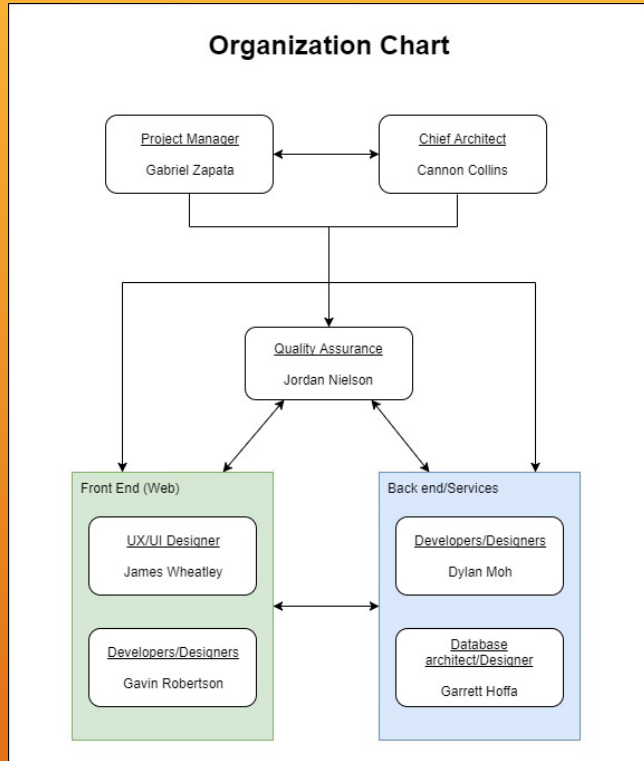
WHY HAVE ROLES AND TITLES AT ALL?

- ▶ Appropriate division of labor
- ▶ Focus on individual talents, skills, and interests
- ▶ Make responsibilities clear
- ▶ Establish lines of communication that reflect the target architecture (see "Remember Conway's Law" [Webster #2])
- ▶ Align individual goals with team goals (see "How to retain IT talent with goal alignment" [Webster #2])

WHY HAVE AN ORGANIZATION CHART?

- ▶ Deciding how you're going to decide those roles
- ▶ Not knowing what you need yet / not knowing what you don't know about your project yet (Armour)
- ▶ Competition for 'prestige' jobs (project manager, chief architect)
- ▶ Available talents/skills don't always match required positions
- ▶ Don't forget that you can reorganize and reassign at any time

CHALLENGES IN ORGANIZING A TEAM



ORG CHART EXAMPLES

- ▶ Project manager (mandatory)
- ▶ Chief architect (mandatory; must be different than PM)
- ▶ Designer/developer
- ▶ Quality assurance
- ▶ Librarian/configuration management
- ▶ UX/UI designer
- ▶ Tool builder
- ▶ Graphics/sound/music artist
- ▶ Technical writer
- ▶ Database architect/manager
- ▶ Sales/marketing/customer relations/support
- ▶ For wackier inspiration: <https://siliconvalleyjobtitlegenerator.tumblr.com/>

POSSIBLE ROLES/TITLES

- ▶ Define the following for each role/title:
 - ▶ Activities and deliverables responsible for
 - ▶ Any “gatekeeper” (approval/decision) authority
 - ▶ Management/communication lines with other team members
- ▶ Note: for smaller teams, a given person may have multiple roles
- ▶ Note: this is a separate document from the org chart (or you can embed the org chart in this document)
- ▶ Example from prior semester:
 - ▶ <https://github.com/lily514/book-app-428/wiki/Organization-Chart-and-Role-Requirements>

2ND DELIVERABLE: ROLES DOCUMENT

- ▶ Why a status report?
 - ▶ Reflects real-world practices
 - ▶ Lets me and Taylor know in more detail what is going on in each project
 - ▶ Increases intra-team transparency as to effort and progress
 - ▶ Tracks history of project over time

WEEKLY DELIVERABLE: STATUS REPORT

	A	B	C	D	E	F	G	H	I	J	K	L	M	N			
1	Project Name					Date					Project Manager						
2	Project Summary (including redirection)					Key Tasks			Progress	Status	Finish						
3									90%	On Track							
4												70%	Possible Delays				
5												43%	Delayed				
6												26%	Complete				
7												78%	On Track				
8												0%	Future Task				
9												0%	Future Task				
10												0%	Future Task				
11	Tasks Completed					Tasks Delayed			Tasks Planned								
12																	
13																	
14																	
15																	
16																	
17	Team Members -- Billable Hours					Key Project Risks and Issues											
18	Name	Role/Task	Hours	Type	Risks or Issue Description												
19			0.0	Risk													
20			0.0														
21			0.0														
22			0.0	Issue													
23			0.0														
24																	
25																	
26																	
27																	
28	Total		0.0														

MANDATORY STANDARD FORM

- ▶ **Project Name, Date** (of weekly report), **Project Manager** – self explanatory (I hope)
- ▶ **Project Summary (including redirection)** – brief description of project; should update as direction, scope, goals change
- ▶ **Key Tasks/Progress/Status/Finish** – list of *current* key tasks (remove completed ones), current % completed, whether it's on track, and estimated completion date
- ▶ **Tasks Completed** – tasks completed *this past week*
- ▶ **Tasks Delayed** - tasks put on hold for now + reasons why
- ▶ **Tasks Planned** – tasks to be worked on *this coming week*
- ▶ **Team Members – Billable Hours** – time each team member spent on the project this past week (including meetings, etc.)
- ▶ **Key Project Risks and Issues** – top 1 to 3 risks/issues that need to be handled

STATUS REPORT FIELDS

- ▶ Due every Saturday by midnight, starting this Saturday (09/28)
- ▶ Template is on CS 428 website (<http://cs428.cs.byu.edu/wp-content/uploads/2018/08/CS428-weekly-status-report.xlsx>)
- ▶ Post the status report on your team Wiki, with a **separate, clearly dated** link for each week's report
- ▶ Project Manager is responsible for ensuring it's submitted, but can assign another team member to do the actual reporting
- ▶ Recommendation: do billable hours on a Saturday-through-Friday basis, so that team members have all day on Saturday to report their billable hours for the prior week
 - ▶ Set a team deadline for reporting (say, noon on Saturday)
 - ▶ Failure to report hours should be marked as '0' or 'N/R' (no report)
 - ▶ No minimum weekly billable hours requirement, but I reserve the right to lower grades (or even fail) for lack of participation

WEEKLY STATUS REPORTING

- ▶ By midnight Saturday (9/28):
 - ▶ Create your org chart and your roles/responsibilities document. Full credit requires:
 - ▶ Both the org chart and the roles/responsibilities definitions (can be on a single Wiki page)
 - ▶ The org chart needs to show lines of communication and management (hint: **arrows**)
 - ▶ Roles/responsibilities needs to contain the information a few slides back
 - ▶ Also create your first status report and link to it on your team Wiki page
- ▶ Individually by midnight Saturday (9/28): listen to another podcast
- ▶ **Lecture next week (9/30): creating your project requirements**
- ▶ Readings for next week (9/30):
 - ▶ *Mythical Man-Month*, chapter 10
 - ▶ *Accelerate*, chapter 8
 - ▶ Online readings: Webster #2 (more relevant for this week's tasks)

TO DO FOR NEXT WEEK (9/30)