

City of Houston Performance Management System Implementation Project Plan
27%

ID	Task Name	Duration	Start	Finish	Resource Names	Comments/Notes
1	Phase I: Training Development	77 days?	Tue 6/19/12	Wed 10/3/12	Project Team	
2	SharePoint Acquisition & LMS Content	6 days?	Mon 7/30/12	Mon 8/6/12	Special Assignment	S. Ward will explore and follow-up
3	Revise Administrative Procedure (PM Process)	59 days?	Tue 6/19/12	Fri 9/7/12	Salary Admin.	
4	Review Draft AP	4 days?	Tue 6/19/12	Fri 6/22/12	Salary Admin.	Edits rec'vd from S. Ward, A. Haller, M. Walker, & C. Wilson
5	Receive AP Final Edits	4 days?	Mon 6/25/12	Thu 6/28/12	Salary Admin.	
6	Present Final Draft	1 day?	Thu 6/28/12	Thu 6/28/12	Salary Admin.	
7	Approval From ARA (First Pass)	15 days?	Fri 6/29/12	Thu 7/19/12	Salary Admin.	Estimated time to promulgate
8	Approve Revised AP (Team)	15 days?	Fri 6/29/12	Thu 7/19/12	PMSI Team	Soft approval - proceed with training dev.
9	Received & Implement Recommendations from ARA	9 days?	Mon 7/9/12	Thu 7/19/12	Salary Admin.	OCR discretion to share with HOPE Executive Officer
10	Approval From ARA (Second Pass)	37 days?	Thu 7/19/12	Fri 9/7/12	Salary Admin.	
11	Present Final Changes to the Team	1 day?	Thu 7/19/12	Thu 7/19/12	Salary Admin.	By noon - closed of business send notice Janet & Robbin
12	Approved Revised AP (OCR)	2 days?	Fri 7/20/12	Mon 7/23/12	O. Reid	OCR has the AP and will be reviewing it today
13	Send Final Draft to ARA	4 days?	Tue 7/24/12	Fri 7/27/12	Salary Admin.	
14	Send to Department Directors	9 days?	Wed 8/8/12	Mon 8/20/12	Department Directors	Follow-up with OCR on the AP 3-20 (today)
15	Send Final Draft Legal	7 days?	Tue 8/21/12	Wed 8/29/12	ARA	Follow-up with D. Fleming (Janet McCown)
16	Send Final Draft to Mayor	1 day?	Fri 9/7/12	Fri 9/7/12	ARA	Estimated time to promulgate
17	Revise Performance Management Guidelines	54 days?	Tue 6/19/12	Fri 8/31/12	Salary Admin.	
18	Make Guidelines Revisions	5 days?	Tue 6/19/12	Mon 6/25/12	Cape Center	Edits rec'vd from S. Ward, R. Duplessis, A. Haller, & M. Walker
19	Receive Performance Management Guidelines Final Edits	22 days?	Mon 6/25/12	Tue 7/24/12	Cape Center	Proofing & On Track (Carolyn will be dedicated)
20	Review Guidelines by the Editorial Committee	9 days?	Tue 7/24/12	Fri 8/3/12	HR Editorial Committe	Editorial committee to vet by 7/27/2012; S. Ward Narrative; Positive & Active
21	Approve Guideline Revisions (Initial)	7 days?	Fri 7/27/12	Mon 8/6/12	O. Reid	
22	Proceed with Training Development & Reformat Document	9 days?	Tue 7/31/12	Fri 8/10/12	Special Assignment	Move to Ericka Horton for reformat to adhere to dept. standards
23	Finalize reformat	1 day?	Fri 8/17/12	Fri 8/17/12	Special Assignment	OCR - will be required to review (provide dates and response times)
24	Send Final Reformat to O. Reid	1 day?	Mon 8/20/12	Mon 8/20/12	Salary Administration	
25	Send to Guidelines to Department Directors	6 days?	Tue 8/21/12	Tue 8/28/12	Dept. Directors	Includes ARA and Legal
26	Process feedback	1 day?	Mon 8/27/12	Mon 8/27/12	Salary Administration	
27	Approve Guidelines (Final)	1 day?	Fri 8/31/12	Fri 8/31/12	O. Reid	
28	Deploy Communications/Change Management	65 days?	Tue 6/26/12	Mon 9/24/12	Communications	
29	Connect Performance Mgmt. Project to City's Initiative	14 days?	Tue 6/26/12	Fri 7/13/12	Salary Admin.	Isolated event & dept. need to complete this activity
30	Notifies Dept. Directors of Strategic Initiative Across Depts.	14 days?	Tue 6/26/12	Fri 7/13/12	O. Reid	O. Reid should update dept. directors
31	Facilitate PM Rebranding Campaign	21 days?	Tue 6/26/12	Tue 7/24/12	Communications	Naming Contest (Use Suggestion)
32	Receive Rebranding Suggestions	5 days?	Tue 6/26/12	Mon 7/2/12	Salary Admin.	
33	O. Reid Vets Rebranding Suggestions with Directors	5 days?	Tue 6/26/12	Mon 7/2/12	O. Reid	OCR sent email to directors - responses expected by 7/12/12
34	Finalize Branding Campaign Top 3	9 days?	Tue 7/3/12	Fri 7/13/12	Cape Center	Created Branding Survey for Employees (In queue)
35	Poll Employees & Finalize Rebranding name	5 days?	Mon 7/16/12	Fri 7/20/12	Cape Center	Cape Ctr. Will facilitate and communicate results to LDR
36	Finalize Logo	6 days?	Mon 7/16/12	Mon 7/23/12	Communications	Received several mock-ups and the final "blue on blue" was approved
37	Send Broadcast Announcing New Brand & Logo	2 days?	Mon 7/23/12	Tue 7/24/12	Communications	Send by tomorrow 7/24/2012
38	O. Reid Introductory Memo	12 days?	Wed 8/1/12	Thu 8/16/12	Communications	
39	Draft & Approve Director's Introduction Memo	9 days?	Wed 8/1/12	Mon 8/13/12	Communications	Citywide distribution & Incorporate LMS Link for the Intro Video
40	Send Introduction Memo	1 day?	Thu 8/16/12	Thu 8/16/12	O. Reid	Discuss at Director's Memo (Release Flyer)
41	O. Reid Introductory Video	22 days?	Tue 6/26/12	Wed 7/25/12	Communications	
42	Draft Final Omar's Intro Video Script	16 days?	Tue 6/26/12	Tue 7/17/12	Communications	
43	Record Omar's Intro Video Script	1 day?	Wed 7/18/12	Wed 7/18/12	Communications	Record at 10:00 am at the E.B. Cape Center
44	Polish Omar's Intro Video Script	1 day?	Thu 7/19/12	Thu 7/19/12	Communications	
45	Post Omar's Intro Video & Publish on LMS	5 days?	Thu 7/19/12	Wed 7/25/12	Cape Center	Connect intro PowerPoint message to the video
46	Mayor's Introductory Video	26 days?	Mon 8/20/12	Mon 9/24/12	Communications	

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47	Follow-up with Janice Evans	5 days?	Mon 8/20/12	Fri 8/24/12	Mayor's Office	
48	Prepare Mayor's Script	1 day?	Fri 8/31/12	Fri 8/31/12	Communications	
49	Recording the Mayor's Presentation	1 day?	Mon 9/24/12	Mon 9/24/12	Mayor's Office	Proclamation Date
50	Prepare Mayor's HEAR Presentation for Distribution	1 day?	Mon 9/24/12	Mon 9/24/12	HTV	
51	Incorporate in the HEAR Training	1 day?	Mon 9/24/12	Mon 9/24/12	Cape Center	
52	Council Connection	1 day?	Mon 8/27/12	Mon 8/27/12	T. Ramirez	
53	Debrief Chiefs of Staff for each Council Office	1 day?	Mon 8/27/12	Mon 8/27/12	Vernita Jones	
54	Develop Introduction to Training	37 days?	Wed 6/27/12	Thu 8/16/12	Salary Admin.	
55	Publish Project 1-pager Flyer	37 days?	Wed 6/27/12	Thu 8/16/12	Communications	Send as an attachment with the introductory memo
56	Stakeholder Presentations	43 days?	Mon 7/23/12	Wed 9/19/12	Project Mgmt.	
57	Preliminary Conversation with OCR Regarding Info Distribution	2 days?	Mon 7/23/12	Tue 7/24/12	Project Mgmt.	
58	HOPE	5 days?	Mon 7/23/12	Fri 7/27/12	Project Mgmt.	
59	HR Strategic Team Meeting	4 days?	Mon 7/23/12	Thu 7/26/12	Project Mgmt.	Recurrence
60	Department Directors	9 days?	Mon 7/23/12	Thu 8/2/12	Project Mgmt.	
61	Department Leadership Teams	27 days?	Tue 8/14/12	Wed 9/19/12	Project Mgmt.	
62	HDHHS Leadership Team	1 day?	Tue 8/14/12	Tue 8/14/12	Project Mgmt.	
63	PRD Leadership Team	1 day?	Fri 8/17/12	Fri 8/17/12	Project Mgmt.	
64	ITD Leadership Team	1 day?	Tue 8/21/12	Tue 8/21/12	Project Mgmt.	
65	HPL Leadership Team	1 day?	Fri 8/31/12	Fri 8/31/12	Project Mgmt.	
66	PD Leadership Team	1 day?	Wed 9/5/12	Wed 9/5/12	Project Mgmt.	
67	HAS Leadership Team	1 day?	Thu 9/6/12	Thu 9/6/12	Project Mgmt.	
68	HEC Leadership Team	1 day?	Wed 9/19/12	Wed 9/19/12	Project Mgmt.	
69	Project Webpage Development & Trinkets	49 days?	Wed 6/27/12	Mon 9/3/12	Communications	Will use Choice (Need Connection w/ Right People)
70	Discovery	3 days?	Wed 6/27/12	Fri 6/29/12	Communications	
71	Development	21 days?	Fri 6/29/12	Fri 7/27/12	Communications	Confirm development timeline next week
72	Lanyards, Buttons, etc.	1 day?	Mon 9/3/12	Mon 9/3/12	Communications	
73	Stakeholder Communications	18 days?	Mon 8/13/12	Wed 9/5/12	Communications	
74	Send Information Disclaimer to TTT	1 day?	Mon 8/13/12	Mon 8/13/12	Cape Center	P. Smith will use disclaimer as needed
75	Send 3-Tier Training Strategy to Directors	6 days?	Mon 8/13/12	Mon 8/20/12	Cape Center	
76	Send AP 3-20 Approval Announcement	1 day?	Tue 9/4/12	Tue 9/4/12	Communications	Pushed back - being reviewed by Legal
77	Send HEAR Process Guidelines Announcement	1 day?	Wed 9/5/12	Wed 9/5/12	Communications	Pushed back - being reviewed by Legal
78	HTV Partnership (Marketing)	2 days?	Wed 8/22/12	Thu 8/23/12	HTV	
79	Initiate Discussion with HTV	1 day?	Wed 8/22/12	Wed 8/22/12	Project. Mgmt	
80	Discuss HEAR Marketing Strategy with HTV	1 day?	Thu 8/23/12	Thu 8/23/12	Communications	
81	Develop Training Program	77 days?	Tue 6/19/12	Wed 10/3/12	Cape Center	
82	Identify Train-the-Trainer (TTT - Wave 1)	77 days?	Tue 6/19/12	Wed 10/3/12	Cape Center	
83	Create Initial TTT List	11 days?	Tue 6/19/12	Tue 7/3/12	Cape Center	Confirm # of TTT for 5K users & Add Dept. to List
84	Send Email to Director Requesting Possible TTT	2 days?	Tue 7/10/12	Wed 7/11/12	Cape Center	Send to Omar for Approval
85	Receive Department Director Feedback	10 days?	Fri 7/20/12	Thu 8/2/12	Cape Center	Noel sent to Linda on 7/10 @ 4:44 pm
86	Finalize TTT List	11 days?	Fri 7/20/12	Fri 8/3/12	Cape Center	Toya TTT from Council & Send Orientation Email to TTT
87	Draft & Approve Communications to TTT	8 days?	Thu 8/9/12	Mon 8/20/12	Cape Center	Will be required
88	Initial Communications (Welcome & Next Steps)	1 day?	Thu 8/9/12	Thu 8/9/12	Cape Center	
89	Send Secondary Communications	8 days?	Thu 8/9/12	Mon 8/20/12	Cape Center	3-Tier Training Strategy (forward from email sent to directors)
90	Manage TTT Commitment Lists	8 days?	Tue 7/31/12	Thu 8/9/12	Cape Center	Ongoing activity
91	Conduct TTT Orientation (General Overview)	1 day?	Wed 9/12/12	Wed 9/12/12	Cape Center	2 hrs - 9 -11 am (suggested agenda items sent to C. Jackson)
92	Train the TTT (Requires General Overview)	3 days?	Mon 10/1/12	Wed 10/3/12	Cape Center	Modified

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93	Develop Manager/Supervisor (M/S) Curriculum	56 days?	Mon 6/25/12	Mon 9/10/12	Cape Center	
94	Develop Manager/Supervisor (M/S) Training Material	56 days?	Mon 6/25/12	Mon 9/10/12	Cape Center	4-hr Training
95	Create WBT on AP 3-20 (Required for all Mgrs/Sup)	56 days?	Mon 6/25/12	Mon 9/10/12	Cape Center	
96	Develop WBT	12 days?	Fri 8/3/12	Mon 8/20/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
97	Launch WBT	11 days?	Mon 8/27/12	Mon 9/10/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
98	Create a Audience Type for HEAR Trainers	1 day?	Mon 8/27/12	Mon 8/27/12	Cape Center	S. Ward will create audience type
99	Release WBT in the LMS	11 days?	Mon 8/27/12	Mon 9/10/12	Cape Center	
100	Identify Mgr./Sup. Targeted for WBT	3 days?	Mon 8/27/12	Wed 8/29/12	Cape Center	Use S. Ward
101	Fine Tune Mgr./Sup. List (Civilian)	3 days?	Mon 8/27/12	Wed 8/29/12	Cape Center	S. Ward send email for J. McCown for civilian lists
102	Fine Tune Mgr./Sup. List (Classified)	2 days?	Mon 8/27/12	Tue 8/28/12	Cape Center	D. Poor will deliver output file and validate list
103	Market it to Mgrs/Sup	3 days?	Wed 8/29/12	Fri 8/31/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
104	Confirm WBT Release Date	1 day?	Mon 6/25/12	Mon 6/25/12	O. Reid	Obtain approval from O. Reid
105	Training Plan	11 days?	Mon 7/30/12	Mon 8/13/12	Cape Center	Provide updates on the project plan creation
106	Develop a HEAR Best Practice (Sustainability)	11 days?	Mon 7/30/12	Mon 8/13/12	Cape Center	L. Porter; Dyanne Marks
107	Create Pre-work Activities	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	Firm completion date is 9/10/12 (grace if needed)
108	Create Instructor Manual	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	E.B. Cape will internally audit the final product and approve deliverable
109	Create Participant Manual	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	E.B. Cape will internally audit the final product and approve deliverable
110	Create PowerPoint	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	E.B. Cape will internally audit the final product and approve deliverable
111	Create Post-test	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	E.B. Cape will internally audit the final product and approve deliverable
112	Present Final M/S Deliverable	28 days?	Wed 8/1/12	Fri 9/7/12	Cape Center	E.B. Cape will internally audit the final product and approve deliverable
113	Phase II: Training Deployment (M&S - Wave 2)	141 days?	Mon 7/2/12	Mon 1/14/13	Cape Center	
114	Training Roll-out (Wave 2)	130 days?	Mon 7/2/12	Fri 12/28/12	Cape Center	
115	Develop Training Schedules & Finalize Room Reservations	30 days?	Mon 7/2/12	Fri 8/10/12	Cape Center	Need to discuss this item (DRAFT should be close to Final)
116	Training Communications	4 days?	Fri 8/31/12	Wed 9/5/12	Communications	
117	Draft Mandate Memorandum Regarding M&S Training	1 day?	Fri 8/31/12	Fri 8/31/12	Communications	From the Mayor Office
118	Record Mayor's Video Introduction	1 day?	Wed 9/5/12	Wed 9/5/12	Communications	See lead item #46
119	Roll-out M&S Training	58 days?	Wed 10/10/12	Fri 12/28/12	Cape Center	5 Training Sites (Scheduling to begin next week)
120	Revise Chapter 14	1 day?	Mon 1/14/13	Mon 1/14/13	Salary Admin.	
121	Revise both instrument (Ch. 14)	1 day?	Mon 1/14/13	Mon 1/14/13	Salary Admin.	
122	Phase III: System Go-live	114 days?	Wed 8/8/12	Mon 1/14/13	PMSI Team	
123	Identify & Configure New System	83 days?	Wed 8/8/12	Fri 11/30/12	PMSI Team	
124	Develop & Document Business Requirements	26 days?	Wed 8/8/12	Wed 9/12/12	Cape Center	Modeanne (Lead) - N. Pinnock, S. Ward, C. Wilson, P. Spada, A. Haller
125	Complete Initial Requirements Development	6 days?	Wed 8/8/12	Wed 8/15/12	Cape Center	
126	Distribute Requirements Survey to Dept. Directors	1 day?	Fri 9/7/12	Fri 9/7/12	Cape Center	
127	Process Feedback and Update Requirements Document	4 days?	Fri 9/7/12	Wed 9/12/12	Cape Center	
128	Identify Data Elements	1 day?	Mon 8/20/12	Mon 8/20/12	Cape Center	
129	Finalize Requirements and Distribute to IT	1 day?	Thu 8/30/12	Thu 8/30/12	Cape Center	
130	Develop Technology Requirements	17 days?	Thu 8/30/12	Fri 9/21/12	ITD	Date range will change
131	Vet Software Options	10 days?	Mon 10/1/12	Fri 10/12/12	PMSI & ITD	
132	Discuss Funding (Licensing, Building, or Buying)	23 days?	Mon 10/1/12	Wed 10/31/12	Finance	
133	Software Acquisition	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	
134	Review data	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	
135	Identify gaps/issues	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	
136	Resolve issues	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	
137	Test	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	
138	Go-Live	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD	

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139	Develop Basic End-user Material (BEU - Wave 3)	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	2-hr Training
140	Create Pre-work Activities	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
141	Create Instructor Manual	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
142	Create Participant Manual	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
143	Create PowerPoint	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
144	Create Post-test	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
145	Present Final BEU Deliverable	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change
146						
147	LEGEND	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	LEGEND
148	Groups	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	LEGEND
149	Black - OCR, Legal, ARA, Mayor, PMSI Collaboration	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
150	Purple - Cape Center	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
151	Blue - Communications	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
152	Green Salary Administration	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
153	Teal - Project Management	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
154	Maroon - Special Assignment	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
155	Olive - ITD (Cape)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
156	Task Monitoring	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
157	Gray - Delayed Task (1-2 occurrences)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION
158	Red - Delayed Task (3 or more occurrences)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION