



Project Report

Team 6

Alexander Blank

Purva Chhatre

Felix Maier

Project Management

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Dr. Richard Sperry

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Purpose

The Project is going to be about starting a company in Oregon that will program apps for smart watches. The future business owner has recognized a market opportunity in that field as sales for smart watches worldwide are growing with increasing speed. In 2014 the worldwide revenue that was generated with smart watches was almost \$1.3 billion [1] and is expected to reach \$ 33 billion in 2020 [2]. As smart watches are at the very beginning of their product lifecycle they are right now purchased by the early adopters. These early adopters are furthermore expected to be rather ready to pay for apps as the majority of smart watch-users at a more mature phase of the lifecycle. This led the business owner to the decision to start a company in that field in order to serve that market demand. He talked to two of his acquaintances who he already worked together with on earlier projects and who he knows he can rely on. This project plan is supposed to bring have as result a company that is legally and physically established and has all the requirements to start operating right away after the project is terminated. Since this should happen as fast as possible to be quick at the market, the project plan needs to include every single element that the founding of a company in Oregon needs. The business owner realized furthermore that it requires more people to accomplish that goal within the shortest possible time. Therefore he hires five more people besides the two acquaintances who already are involved in the project and he will be part of the project team as well. The business owner will moreover be funding the project with his own capital.

Objectives

The ultimate goal of the project is to have an app programming company that is ready to go. This includes all the legal and bureaucratic elements that the state of Oregon requires, a suitable office that offers sufficient space for five developers that are going to be hired throughout the execution of this project as well. Other direct goals of this project are to prepare a process plan adhering to the budget and the timeline. The business objectives as the outcome of this project are providing the best possible requirements to have a business for producing high quality smart watch apps and achieving a flat organizational structure with quick communications to stay innovative.

The project will consist of five deliverables and overall 33 tasks. These deliverables are:

- find resources for Financing
- Find a business location
- Choose Name and Legal Structure
- Deal with bureaucratic paperwork
- Hiring Employees

General Approach

As the project is not taking place in an existing company there are no actual functional departments that supply the project team with their employees. Therefore, the involved people who make up the project team are taken together to hypothetical departments. The business owner hired the people respective to the needs for the project in order to be the best possible success. The business owner is a finance expert himself and together with two other people with a finance background he depicts the “finance department”. There are furthermore three legal experts who build the “legal department”. A third “department” consists of two HR experts who are taken together as the respective “HR department”. The Internal HR expert has been chosen to be the project manager since his profile fits best the requirements of a project manager who has to deal with and guide multiple people and parties. Nevertheless, all important decisions will be taken by the business owner. This results in a weak matrix project structure. This structure is attached in appendix C. The tasks are listed down and divided into subtasks in the work breakdown structure (appendix A). The Baseline Structure (appendix D) then includes the time required for the tasks, predecessors of the task and the responsible person. The RACI matrix attached in appendix B determines the responsibilities and accountabilities for each task and declares if someone needs to be consulted or informed about this task.

Schedules

To estimate the expected duration of each project task, the optimistic, pessimistic and most likely times were used to calculate the expected times. The times were determined in close collaboration of all the involved people in the project in order to have the most realistic ties. Durations were estimated on an hourly basis and together with the resource load table (appendix J) once again also on a daily basis. This is represented in appendix F. Based on this information, the Gantt chart diagram represents the project schedule with all the durations and predecessors in a visually vivid way. The expected times were furthermore used to visualize the project in the AON chart (appendix H). This important graphic displays the critical path of all the tasks without slack. The critical path’s overall time is 30 days, its . The project manager is 90% confident that he can get the project through successfully within 31.2 days. This is shown, together with the respective calculation in appendix I.

The baseline schedule, attached in appendix D, helps in comparing the actual progress with the estimated one and displays furthermore the chosen milestones and phase gates.

Identifying the milestones in a project helps in figuring out the major progress points that must be reached to achieve success. The major milestones identified in this project are:

1. Sign the leasing contract
2. Choose a legal structure

3. Register company in Oregon Business Registry (online) to get a Business Identification Number
4. Consult the labor market

Progress will be monitored at these milestone points.

Identifying the phase gates in a project will help the project manager to decide if the project is going the desired way and whether the further tasks should be continued or not. Therefore at each phase gate the project manager has to make a go or no-go decision.

The phase-gates identified in the project are:

1. After day 4 the financial situation will be evaluated in order to see if there are enough monetary resources available to continue with further tasks.
2. After day 11 there will be a phase gate As then the company will be officially registered and the team has to evaluate if the circumstances are beneficial for the further progression of the project.
3. After day 19 there will be a check to make sure that the main aspects are covered by insurance.

Of general importance is the fact that the project is going to start on Monday July 6 and that the team is going to work only Monday through Friday. This is also considered in the baseline schedule, the Gantt chart as well as in the resource load table and the planned value table as the weekends are included in these appendices but there is no work scheduled. This results in a desired project termination date of Thursday August 6th.

Resources

The project requires a total budget of \$ 10492.94, 322 labor hours and 31.2 days to complete. These costs include the salary of the HR, Legal and Finance, overhead costs of electricity, water, internet and phone, office supplies, and computers. HR consists of 2 resources, Legal has 3 resources and Finance has 3 resources including the business owner.

The costs on a per hour basis for each expert-discipline in Oregon are:

Per hour salary of an HR: \$29

Per hour salary of Legal: \$27

Per hour salary of Finance: \$33

Overhead costs including electricity, water, internet and phone, office supplies and computers: \$11.40

Licenses that are required in Oregon in order to be able to get a business started (one-time-fee): \$800

Appendix E shows the detailed budget and the appendix F shows the details of the activities along with the expected time and variances.

Personnel

The business owner had very specific requirements specifications for each member of the project team. Following is each of these job profiles mentioned for the respective team member.

The tasks of the Internal and external HR expert are:

- Internal HR: The Internal HR is responsible for the Billing during project work and managing the internal communications in the organization. Further tasks are to analyze the need for employees and the execution of the entire hiring process together with the external HR specialist and partially the business owner. The internal HR who has been chosen in the end showed exceptional organizing and leadership skills that qualify for managing the project. Therefore the internal HR expert has been chosen to be the project manager.
- External HR: The external HR is responsible for communicating with contact person for external partners and networking in order to get in touch with the best and suitable candidates for the demanded jobs. Thus, a very important part is the hiring process itself that the external HR expert is executing in close collaboration with the respective internal specialist and/or the business owner..

The tasks of the Federal Legal, state legal and local legal experts are:

- Federal – The federal legal is responsible for consultation with Business Owner, supporting contractual questions and looking out for changes in law.
- State – The state legal is responsible for supporting finance with information about possible state subsidies, consult HR in hiring process and Contact with partners in state government.
- Local - The local legal is responsible for supplying the project with knowledge about the local property market and furthermore supporting the Business Owner in contractual questions

The tasks of the Finance department which includes the business owner, bank expert and private funding are:

- Business Owner - Responsible for funding the project, supporting in operational financial work, and overlooking project work. He is moreover the person who is eventually making the every important decision throughout the execution of the project. This is a fundamental part in the organizational structure and leads to a weak matrix that underlies this project.
- Bank expert - The bank expert is responsible for connections to and communication with local, state and federal banks, collaboration with the Legal expert, providing cost comparison between actual and planned costs and funding money.
- Private Funding- The private funding expert is responsible for contacting business angels, venture capitalists, and other sources for money funding and supporting the Bank expert with project budgeting.

Each of the 33 tasks is assigned to one of the project team members as can be seen in the RECI matrix (appendix B). The workload for everyone is displayed in the resource load table in appendix J. It can be

seen that the workload for every member is highly concentrated in the first 60% of the project and then flattens distinctly. Overall, the workload for each expert never exceeds the 8 hours at any of the 31 project days. This means that no resource leveling is required in this project and the existing slack as seen in appendices H allows even enough space to cover certain schedule slips in multiple tasks.

Risk Management Plans

There could be five risks identified that might affect the project in terms of either time, cost or scope (appendix M). These risks are:

1. No suitable office location can be found in the desired amount of time
2. Disagreements between members in fundamental organizational questions that may lead to a project team split and the project collapse
3. No sufficient candidates for possible hires available at the time
4. No sufficient funding can be raised within the planned amount of time

The respective monitoring and risk response strategies to each of the risks are the following:

1. Calculate index for fictional perfect location and then monitor possible offices available. Everything in between 90% of perfect location needs to be considered and the best then will be taken
2. Suggestion box or weekly meetings with the subject of problems; Conflict Management techniques
3. Detailed analysis and assessment of every applicant and possible employee. Not only waiting for candidates to apply, but proactively search and call/mail promising candidates and offer job. Go to universities and try to directly hire highly skilled students
4. Close contact to possible funding partners. Call them daily. Have absolute convincing and secure business plan to convince them

Evaluation Methods

Throughout the project, the major milestones and the phase gates will be tracked by the project manager to assess the project and decide if there are enough resources to continue with further tasks. To ensure that the project meets the budget and the required timeline, the earned value of the project will be monitored by the project manager on a weekly basis. The planned value table following the 50-50 rule is shown in appendix K. The planned value chart is shown in appendix L. It can be observed that the major cost driver is the money that has to be paid for the project team members. Until day 18 all of them are involved in a variety of tasks and therefore the cumulative cost curve is increasing steep. After day 18 most of the work comprises only bureaucratic and standardized registration and application tasks in order to get the hired employees officially incorporated into the company. As shown in Appendix I the

probability of completing the project in 31.2 days is 90%. This will enable the project manager to track the actual progress with the estimated progress.

Also the cost variance (CV) will be monitored by the project manager on a weekly basis. This will help to keep the project costs under control and is especially important for the business owner who is funding the project with his private capital.

Project termination and evaluation

Although there is no actual company yet that is executing this project, its termination is still considered a termination by integration as many of the project outcomes and deliverables will be part of the then newly established organization. These are:

1. The business of developing apps becomes a part of the parent company
2. The equipment's and systems used in the project belongs to clockworks
3. The hired developers will work for the company

The resources that are actually working in the project however are not going to be part of the organization but will be released after the project is terminated successfully.

Also several project closure activities are part of the project termination process:

- Final review meeting between project manager and Business Owner
- Writing a final document in the form of a handbook that includes all the important aspects concerning legal structure, insurances, cooperation with external parties, etc
- Communicating performance of resources

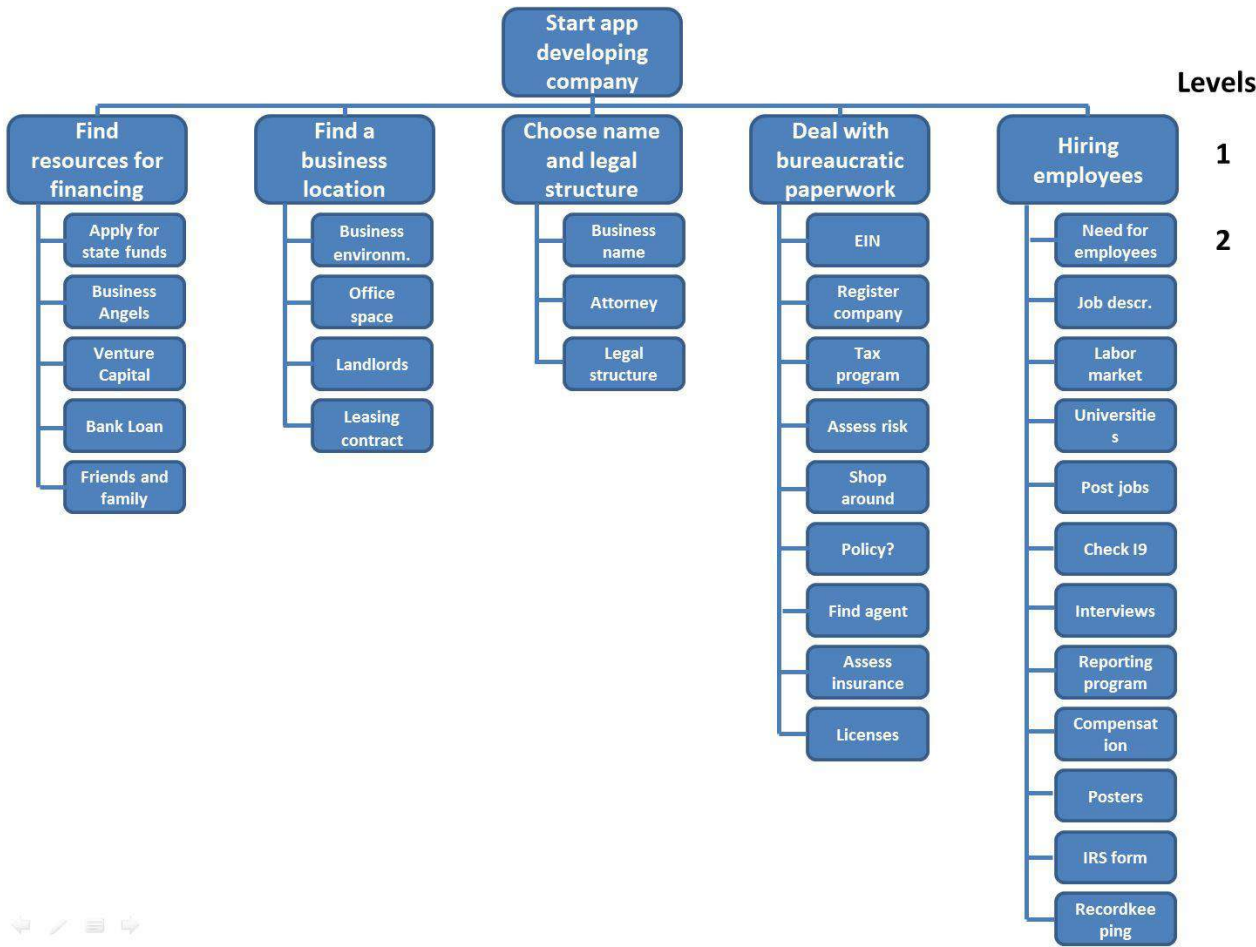
The termination activities are listed in detail in appendix O.

References

- [1] <http://appleinsider.com/articles/15/02/25/just-68m-smartwatches-sold-in-2014-at-an-average-price-of-189>
- [2] <http://www.techtimes.com/articles/25699/20150112/smartwatch-revenues-forecast-to-hit-32-9-billion-by-2020.htm>

Appendix

Appendix A: Work Breakdown Structure (WBS)

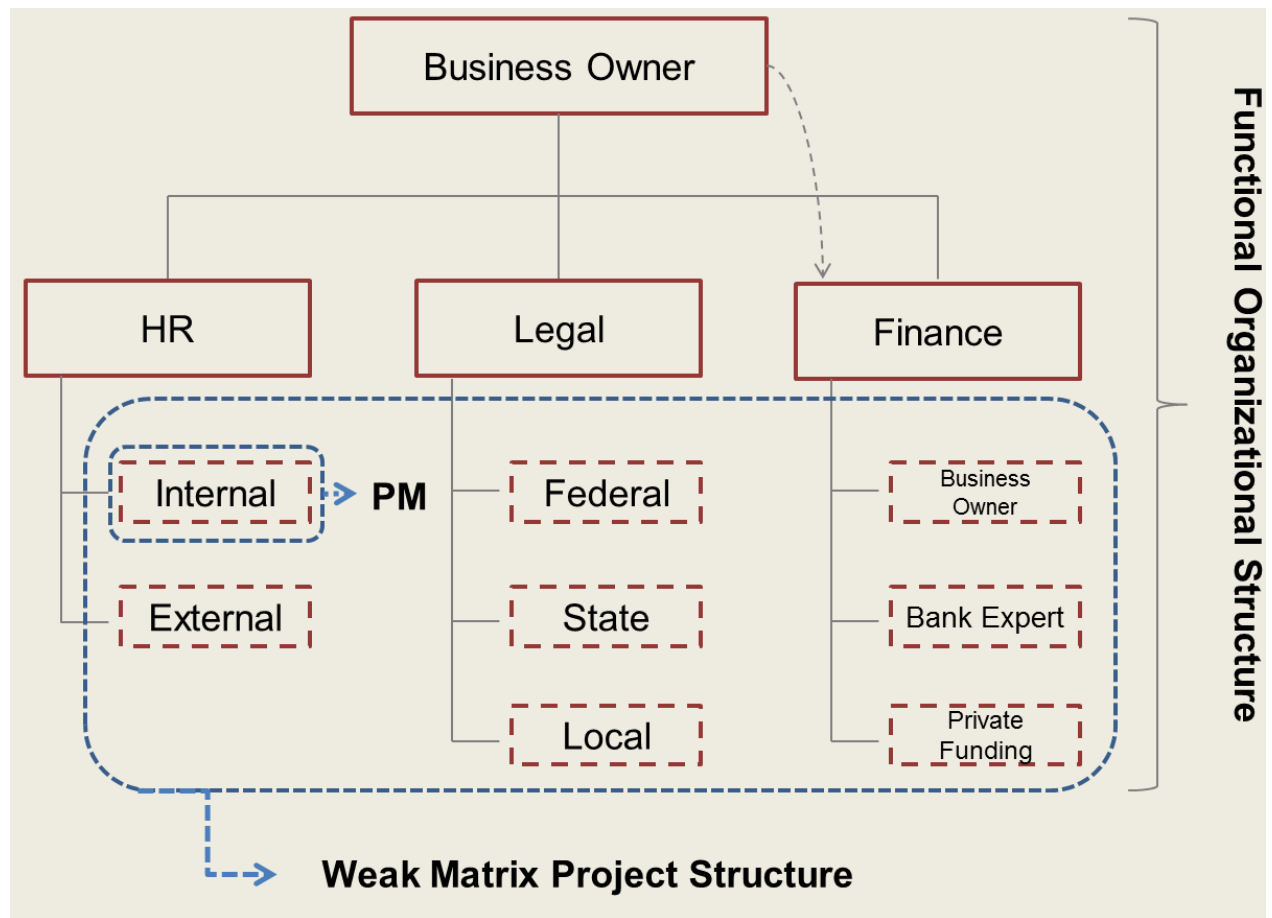


Appendix B: RACI Matrix

WBS	Responsibility																			
	Subject	Task	Internal	HR		Federal	Legal			Local	Business Owner	Finance	Bank	Expert	Private Funding					
1. Find resources for financing		a. Apply for state funds	I	I	I	C	C	I	I	I	R	A	R	R	R					
		b. Look for and contact business angels	I	I	I	C	I	I	I	I	A	R	R	R	R					
		c. Look for and contact venture capital organizations	I	I	I	C	I	I	I	I	A	R	R	R	R					
		d. Ask for bank loan	I	I	I	C	I	I	I	I	R	A	R	R	R					
		e. Talk to friends and family	R		R	R	R	R	R	R	R	R			A					
2. Find a business location		a. Review the business environment				I	R	A	A	I										
		b. Search for available office space				R	R	A	A	A										
		c. Contact landlords						R	A	R										
		d. Sign the leasing contract						R	A	R	A									
3. Choose Name and Legal Structure		a. Search for business name and business registry data base	A		R	I	R	R	I	I	I									
		b. Consult an attorney				R	R	R	R	A	I									
		c. Choose a legal structure						R	R	R	A									
4. Deal with bureaucratic paperwork (Business registration, Tax, Insurance, License)		a. Apply for an Employer Identification Number (EIN)				A	C	C												
		b. Register company in Oregon business registry (online) to get a Business Identification Number				A	C													
		c. Fill out Combined Employer's Registration to be assigned to a tax program				A	C													
		d. Assess risk				R	A	A	R	R	I									
		e. Shop around					A	A	R	R										
		f. Consider a Business Owner's Policy				I	A	A	R	R										
		g. Find a reputable, licensed agent				R	R	A	A	R										
		h. Assess insurance coverage on an annual basis				R	R	R	A	R										
		i. Check the state and local websites for licenses	I			R	R	R	A	A										
		a. Analyze the need for employees (to-do, skills, amount)	A							A										
5. Hiring Employees		b. Write job descriptions	A		I						I									
		c. Consult the labor market	R		A															
		d. Talk to universities	R		A						R									
		e. Post job offers on multiple platforms			R															
		f. Check (9) document for eligibility to work in the U.S.	R								I									
		g. Conduct job interviews	R																	
		h. Register in the New Hires Reporting Program within 20 days after hiring	R																	
		i. Obtain Worker's Compensation Insurance	R																	
		j. Post required posters (such as minimum wage or harassment)	R																	
		k. File for IRS Form 941 and Employer's Quarterly Federal Tax Return	R																	
		l. Set up Recordkeeping	R																	

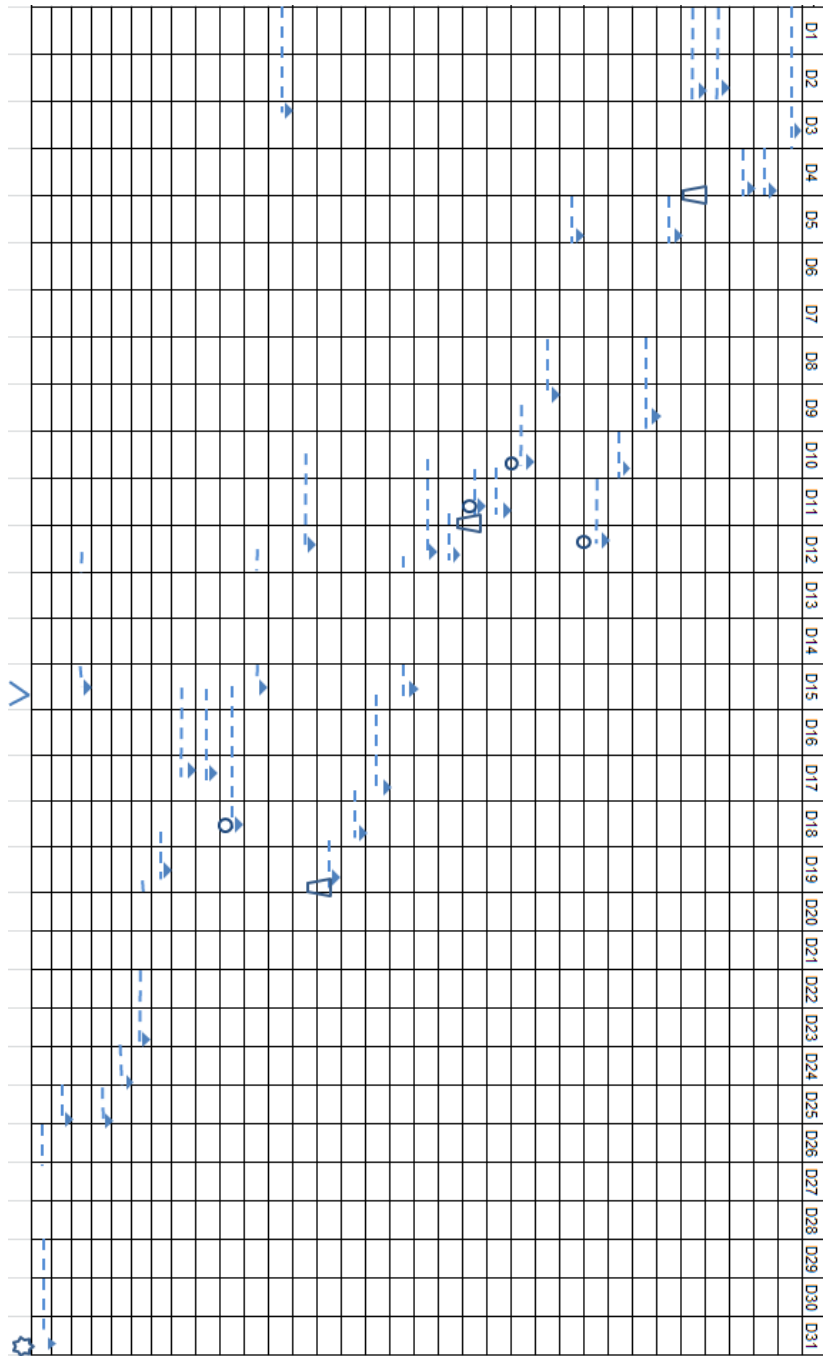
R: Responsible
 A: Accountable
 C: Consult
 I: Inform

Appendix C: Organizational Structure



Appendix D: Baseline Schedule

Subproject	Task	Time (Hours)	Time (Days)	Predecessor	Responsible Department	Dependent Department
1. Find resources for financing	a. Apply for state funds	10	3	-	Finance (3)	-
	b. Look for and contact business angels	9.8	1	1.a, 1.d	Finance (3)	-
	c. Look for and contact venture capital organizations	10.2	1	1.a, 1.d	Finance (3)	-
	d. Ask for bank loan	10	2	-	Finance (3)	-
	e. Talk to friends and family	16.3	2	-	Everybody	-
2. Find a business location	a. Review the business' environment	10	1	1.a - 1.e.	Legal local & state	Finance
	b. Search for available office space	20.2	1.8	2.a.	Legal (3)	-
	c. Contact landlords	5	1.2	2.b.	Legal local	-
	d. Sign the leasing contract	3	1.2	2.c.	Business Owner & Legal local	-
3. Choose Name and Legal Structure	a. Search for business name and business registry data base	2.5	1	1.a - 1.e.	HR (2)	Finance
	b. Consult an attorney	10	1.2	3.a.	Legal (3)	HR
	c. Choose a legal structure	10.2	1.2	3.b.	Business Owner + Legal	-
4. Deal with bureaucratic paperwork (Business registration, Tax, Insurance, License)	a. Apply for an Employer Identification Number (EIN)	2	1	3.c.	Legal Federal	Finance
	b. Register company in Oregon business registry (online) to get a Business Identification Number	2	1	3.c.	Legal Federal	Finance
	c. Fill out Combined Employer's Registration to be assigned to a tax program	2	1	4.a. & 4.b.	Legal Federal	-
	d. Assess risk	15.2	2	3.c.	Legal (3)	Finance
	e. Shop around	10	1.2	4.d.	Legal Local & State	-
	f. Consider a Business Owner's Policy	29.5	2.2	4.e.	Legal Local & State	-
	g. Find a reputable, licensed agent	10	1	4.f.	Legal (3)	-
	h. Assess insurance coverage on an annual basis	14.8	1	4.g.	Legal (3)	-
	i. Check the state and local websites for licenses	10	2	3.c.	Legal (3)	Finance
	a. Analyze the need for employees (to-do, skills, amount)	10.2	2.2	-	HR Internal	-
	b. Write job descriptions	5	1	4.i.	HR Internal	Legal
5. Hiring Employees	c. Consult the labor market	20	3.2	5.b.	HR (2)	-
	d. Talk to universities	15	2	5.b.	HR (2) & Business Owner	-
	e. Post job offers on multiple platforms	3	2	5.b.	HR External	-
	f. Check if document for eligibility to work in the U.S.	5	1	5.b. - 5.e.	HR Internal	Finance
	g. Conduct job interviews	10.8	2.3	5.f.	HR Internal & Business Owner	-
	h. Register in the New Hires Reporting Program within 20 days after hiring	5	1	5.g.	HR Internal	Finance
	i. Obtain Worker's Compensation Insurance	1	1	5.h.	HR Internal	-
	j. Post required posters (such as minimum wage or harassment)	1	1	-	HR Internal	-
	k. File for IRS Form 941 and Employer's Quarterly Federal Tax Return	1	1	5.i.	HR Internal	-
	l. Set up Recordkeeping	20.2	3.2	5.k.	HR Internal	-



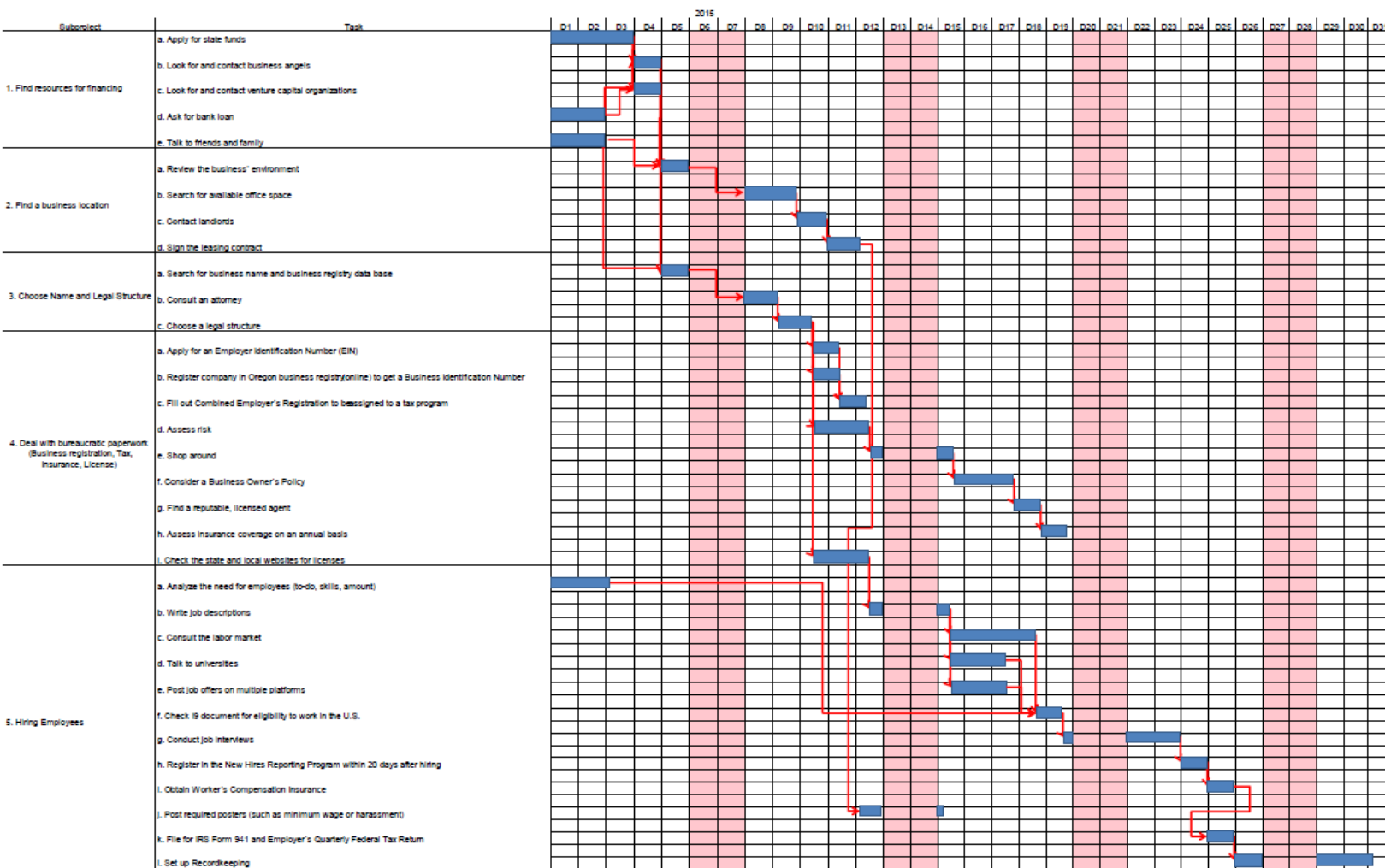
Appendix E: Project Budget

		Costs (\$)		Day																														
Resource Name		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
1	HR Internal	2047.48	184.14	184.14	26.88	0.00	38.26	0.00	0.00	0.00	0.00	0.00	119.20	0.00	0.00	182.40	182.40	118.80	118.10	127.89	0.00	0.00	138.50	138.50	142.00	68.00	182.70	0.00	0.00	182.70	182.70	27.70		
	Talk to friends and family	68.18	29.58	29.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Search for business name and business registry data base	36.26	0.00	0.00	0.00	36.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Analyze the need for employees (wages, skills, amount)	266.80	134.65	134.65	26.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Write job descriptions	146.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	87.00	0.00	0.00	58.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult the labor market	290.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55.10	89.90	89.90	55.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Talk to universities	146.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	43.50	72.50	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Check IR document for eligibility to work in the U.S.	146.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	86.00	87.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult job interviews	318.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.89	0.00	0.00	0.00	136.30	136.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Register in the New Hire Reporting Program within 20 days after hiring	146.00	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n			
	Obtain Worker's Compensation Insurance	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Post required posters (such as minimum wage or harassment)	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23.30	0.00	0.00	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	File for IRS Form 941 and Employer's Quarterly Federal Tax Return	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29.00	0.00	0.00	0.00	0.00	0.00			
	Set up Bookkeepers	617.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	182.70	0.00	182.70	182.70	37.78			
2	HR External	617.41	29.68	29.68	0.00	38.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	118.00	206.90	146.00	65.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Talk to friends and family	68.18	29.58	29.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Search for business name and business registry data base	36.26	0.00	0.00	0.00	36.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult the labor market	290.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55.10	89.90	89.90	55.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Talk to universities	146.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	43.50	72.50	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Post required posters (such as minimum wage or harassment)	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23.30	0.00	0.00	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
3	Legal Federal	981.45	27.64	27.64	0.00	0.00	0.00	0.00	176.68	143.10	146.61	172.90	66.27	0.00	0.00	0.00	18.09	86.82	106.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	Talk to friends and family	68.00	27.64	27.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Search for available office space	181.88	0.00	0.00	0.00	0.00	0.00	0.00	100.98	81.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult an attorney	91.80	0.00	0.00	0.00	0.00	0.00	0.00	75.60	16.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Choose a legal structure	46.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Apply for an Employer Identification Number (EIN)	64.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	32.48	21.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Register company in Oregon business registry (online) to get a Business Identification Number	64.00	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	41.04	11.48	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n			
	File out completed Employer's Registration to be assigned to a tax account	158.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.91	46.71	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n	n/n			
	Assess Risk	88.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Find a mediator, licensed agent	152.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.09	71.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Assess insurance coverage on an annual basis	152.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27.00	106.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Check the state and local websites for licenses	68.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.82	45.69	27.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
4	Legal Local	1691.64	27.64	27.64	0.00	136.00	0.00	0.00	176.68	186.61	194.40	147.16	126.62	0.00	0.00	146.40	180.90	163.88	86.82	106.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	Talk to friends and family	68.00	27.64	27.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Search for available office space	181.88	0.00	0.00	0.00	136.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult landlords	158.00	0.00	0.00	0.00	0.00	0.00	0.00	100.98	81.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Sign the leasehold contract	46.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.75	6.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consult an attorney	91.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Choose a legal structure	68.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Assess Risk	158.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45.90	22.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Shop around	158.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	41.04	68.31	27.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
	Consider a Business Owner's Policy	158.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00								

Appendix F: Detailed Schedule

Steps	Immediate Predecessor Steps	Optimistic Time (Hours)	Most Likely Time (Hours)	Pessimistic Time (Hours)	Expected Time (Hours)	Variance	Standard Deviation	Optimistic Time (Days)	Most Likely Time (Days)	Pessimistic Time (Days)	Expected Time (Days)	Variance
1. Find resources for financing												
a. Apply for state funds	-	9	10	11	10.0	0.11	0.33	2	3	4	3.0	0.11
b. Look for and contact business angels	1.a.1.d	7	10	12	9.8	0.69	0.83	1	1	1	1.0	0.00
c. Look for and contact venture capital organizations	1.a.1.d	9	10	12	10.2	0.25	0.50	1	1	1	1.0	0.00
d. Ask for bank loan	-	7	10	13	10.0	1.00	1.00	1	2	3	2.0	0.11
e. Talk to friends and family	-	14	16	20	16.3	1.60	1.00	1	2	3	2.0	0.11
2. Find a business location												
a. Review the business environment	1.a.-1.e	8	10	12	10.0	0.44	0.67	1	1	1	1.0	0.00
b. Search for available office space	2.a	16	20	25	20.2	2.25	1.50	1	2	2	1.8	0.03
c. Contact landlords	2.b	4	5	6	5.0	0.11	0.33	1	1	2	1.2	0.03
d. Sign the leasing contract	2.c	2	3	4	3.0	0.11	0.33	1	1	2	1.2	0.03
3. Choose Name and Legal Structure												
a. Search for business name and business registry data base	1.a.-1.e	1	2	6	2.5	0.69	0.83	1	1	1	1.0	0.00
b. Consult an attorney	3.a	7	10	13	10.0	1.60	1.00	1	1	2	1.2	0.03
c. Choose a legal structure	3.b	8	10	13	10.2	0.69	0.83	1	1	2	1.2	0.03
4. Deal with bureaucratic paperwork (Business registration, Tax, Insurance, License)												
a. Apply for an Employer Identification Number (EIN)	3.c	2	2	2	2.0	0.00	0.00	1	1	1	1.0	0.00
b. Register company in Oregon business registry (online) to get a Business Identification Number	3.c	2	2	2	2.0	0.00	0.00	1	1	1	1.0	0.00
c. Fill out Combined Employer's Registration to be assigned to a tax program	4.a, 8, 4.b	2	2	2	2.0	0.00	0.00	1	1	1	1.0	0.00
d. Assess risk	3.c	13	16	18	15.2	0.69	0.83	1	2	3	2.0	0.11
e. Shop around	4.d	8	10	12	10.0	0.44	0.67	1	1	2	1.2	0.03
f. Consider a Business Owner's Policy	4.e	25	30	32	29.5	1.86	1.17	1	2	4	2.2	0.25
g. Find a reputable licensed agent	4.f	8	10	12	10.0	0.44	0.67	1	1	1	1.0	0.00
h. Assess insurance coverage on an annual basis	4.g	12	16	17	14.8	0.69	0.83	1	1	1	1.0	0.00
i. Check the state and local websites for licenses	3.c	8	10	12	10.0	0.44	0.67	1	2	3	2.0	0.11
5. Hiring Employees												
a. Analyze the need for employees (to-do, skills, amount)	-	8	10	13	10.2	0.69	0.83	1	2	4	2.2	0.25
b. Write job descriptions	4.i	4	6	6	5.0	0.11	0.33	1	1	1	1.0	0.00
c. Consult the labor market	5.b	17	20	23	20.0	1.60	1.00	2	3	5	3.2	0.25
d. Talk to universities	5.b	12	16	19	15.0	1.00	1.00	1	2	3	2.0	0.11
e. Post job offers on multiple platforms	5.b	3	3	3	3.0	0.00	0.00	1	1	1	1.0	0.00
f. Check if applicant for eligibility to work in the U.S.	5.b, 4.3.e	4	10	16	10.8	0.69	0.83	2	4	4	2.0	0.11
g. Conduct interviews	5.f	10	10	16	10.0	0.11	0.33	1	1	1	1.0	0.00
h. Register in the New Hire Reporting Program within 20 days after hiring	5.f	1	1	6	1.0	0.00	0.00	1	1	1	1.0	0.00
i. Obtain Worker's Compensation Insurance	5.f	1	1	1	1.0	0.00	0.00	1	1	1	1.0	0.00
j. Post required posters (such as minimum wage or harassment)	5.i	1	1	1	1.0	0.00	0.00	1	1	1	1.0	0.00
k. File for IRS Form 941 and Employer's Quarterly Federal Tax Return	5.i	1	1	1	1.0	0.00	0.00	1	1	1	1.0	0.00
l. Set up Recordkeeping	5.k	18	20	23	20.2	0.69	0.83	2	3	5	3.2	0.25

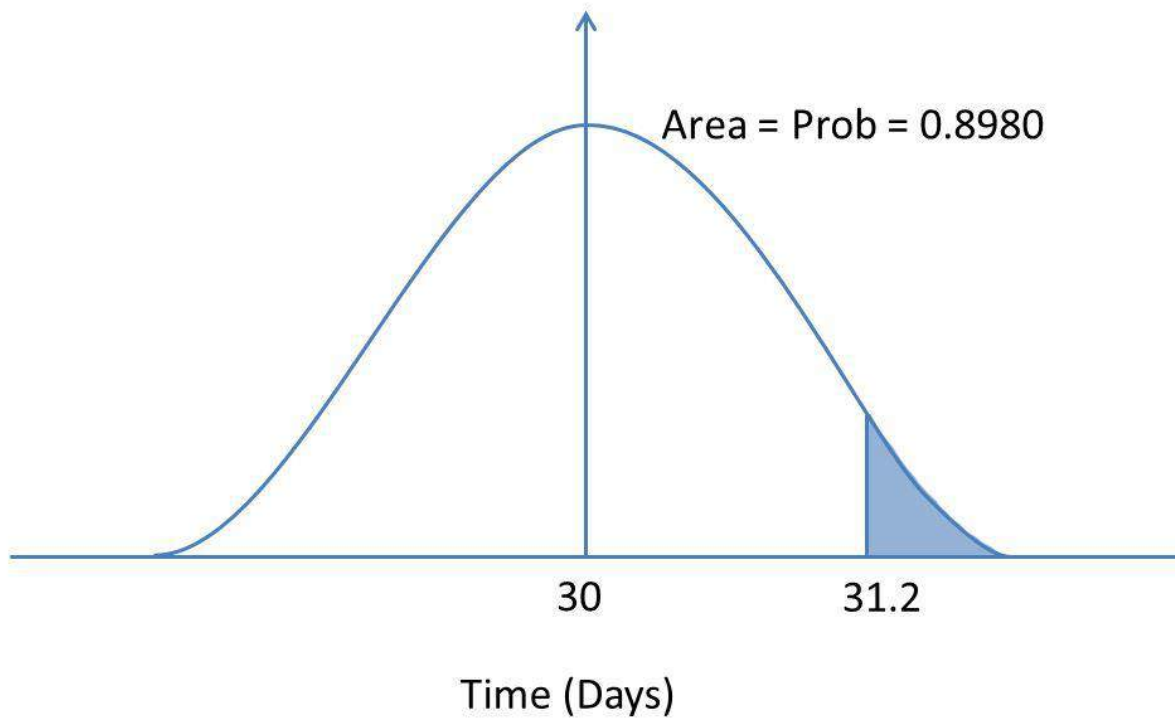
Appendix G: Gantt Chart



Appendix H: Slack Times

Steps	Latest Starting Point (LS)	Earliest Starting Point (ES)	Slack
1. Find resources for financing			
a. Apply for state funds	1	1	0
b. Look for and contact business angels	2	2	0
c. Look for and contact venture capital organizations	2	2	0
d. Ask for bank loan	2	1	1
e. Talk to friends and family	3	1	2
2. Find a business location			
a. Review the business environment	5	5	0
b. Search for available office space	8	8	0
c. Contact landlords	10	10	0
d. Sign the leasing contract	11	11	0
3. Choose Name and Legal Structure			
a. Search for business name and business registry data base	5	5	0
b. Consult an attorney	8	8	0
c. Choose a legal structure	9	9	0
4. Deal with bureaucratic paperwork (Business registration, Tax, Insurance, License)			
a. Apply for an Employer Identification Number (EIN)	10	10	0
b. Register company in Oregon business registry (online) to get a Business Identification Number	10	10	0
c. Fill out Combined Employer's Registration to be assigned to a tax program	29	11	18
d. Assess risk	10	10	0
e. Shop around	12	12	0
f. Consider a Business Owner's Policy	15	15	0
g. Find a reputable, licensed agent	17	17	0
h. Assess insurance coverage on an annual basis	29	18	11
i. Check the state and local websites for licenses	10	10	0
5. Hiring Employees			
a. Analyze the need for employees (to-do, skills, amount)	16	1	15
b. Write job descriptions	12	12	0
c. Consult the labor market	15	15	0
d. Talk to universities	16	15	1
e. Post job offers on multiple platforms	16	15	1
f. Check I9 document for eligibility to work in the U.S.	18	18	0
g. Conduct job interviews	19	19	0
h. Register in the New Hires Reporting Program within 20 days after hiring	23	23	0
i. Obtain Worker's Compensation Insurance	24	24	0
j. Post required posters (such as minimum wage or harassment)	29	12	17
k. File for IRS Form 941 and Employer's Quarterly Federal Tax Return	24	24	0
l. Set up Recordkeeping	25	25	0

Appendix I: Probability Diagram of completing project on time



$$D = 31.2$$
$$\mu = 30$$
$$SD = 0.943$$

$$Z = (33-31)/0.943 = 1.27$$

→ Z-value table: → 90%



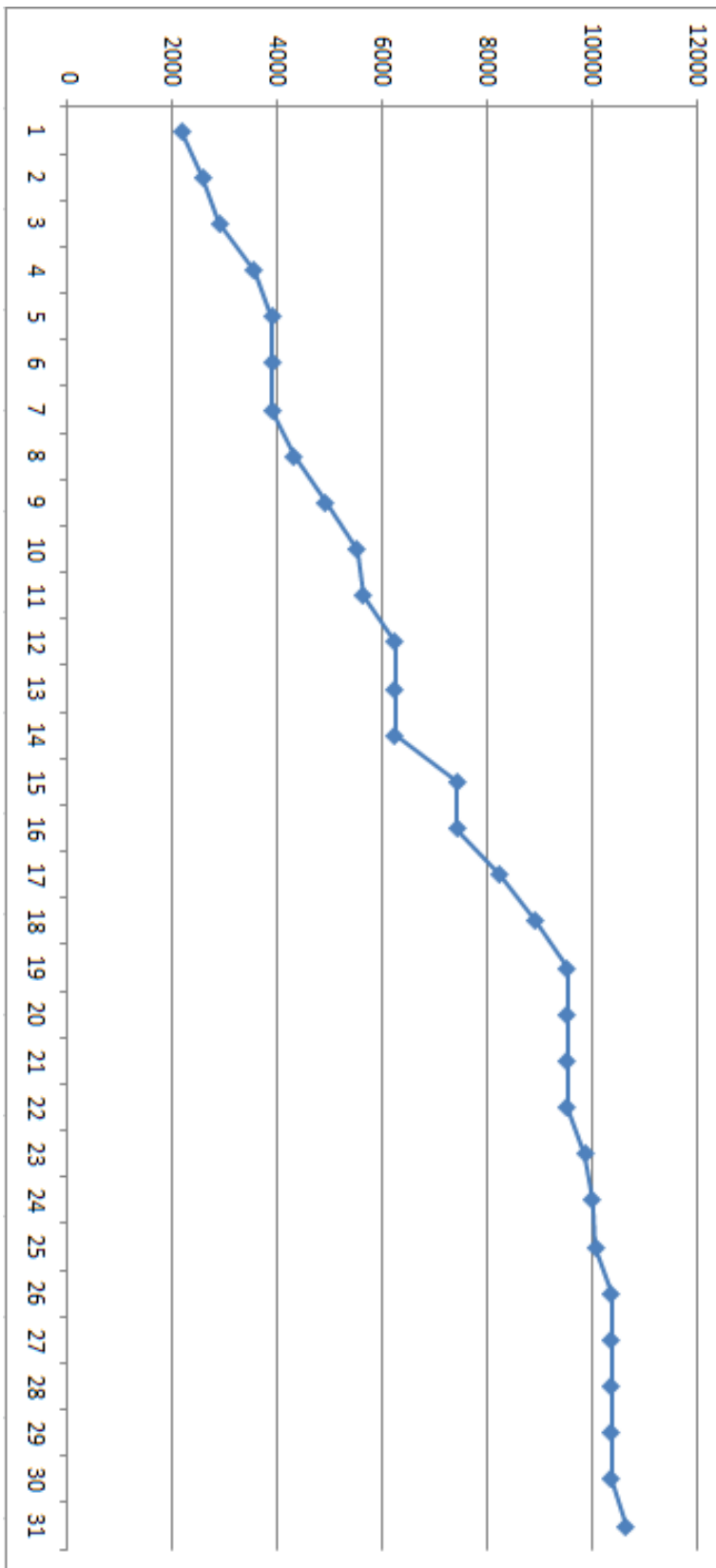
Appendix J: Resource load table

ID	Resource Name	Work (h)	Days																															MAX	Sum
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
1	HR Internal	76.58	5.66	5.66	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.80	0.00	0.00	5.60	5.60	4.10	3.90	4.41	0.00	0.00	4.70	4.70	5.00	2.00	6.30	0.00	0.00	6.30	6.30	1.30	6.30
	Talk to friends and family	2.04	1.02	1.02																															
	Search for business name and business registry data base	1.25				1.25																													
	Analyze the need for employees (to-do, skills, amount)	9.28	4.64	4.64	0.92																														
	Write job descriptions	5.00													3.00			2.00																	
	Consult the labor market	10.00																1.90	3.10	3.10	1.90														
	Talk to universities	5.00																1.50	2.50	1.00															
	Check ID document for eligibility to work in the U.S.	5.00																			2.00	3.00													
	Conduct job interviews	10.81																				1.41			4.70	4.70									
	Register in the New Hires Reporting Program within 20 days after hiring	5.00																								5.00									
	Obtain Worker's Compensation Insurance	1.00																									1.00								
	Post required posters (such as minimum wage or harassment)	1.00													0.80			0.20																	
	File for IRS Form 941 and Employer's Quarterly Federal Tax Return	1.00																									1.00								
	Set up Recordkeeping	20.20																										1.00							
																											6.30			6.30	6.30	1.30			
2	HR External	21.29	1.02	1.02	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	7.10	5.00	1.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.10	21	
	Talk to friends and family	2.04	1.02	1.02																															
	Search for business name and business registry data base	1.25				1.25																													
	Consult the labor market	10.00																1.90	3.10	3.10	1.90														
	Talk to universities	5.00																1.50	2.50	1.00															
	Post job offers on multiple platforms	3.00																0.80	1.50	0.90															
3	Legal Federal	36.35	1.02	1.02	0.00	0.00	0.00	0.00	0.00	6.54	5.30	5.43	6.40	2.41	0.00	0.00	0.00	0.00	0.67	3.66	3.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.54	36	
	Talk to friends and family	2.04	1.02	1.02																															
	Search for available office space	6.74								3.74	3.00																								
	Consult an attorney	3.40								2.80	0.60																								
	Choose a legal structure	2.55									1.70	0.85																							
	Apply for an Employer Identification Number (EIN)	2.00										1.20	0.80																						
	Register company in Oregon business registry (online) to get a Business Identification Number	2.00										1.20	0.80																						
	Fill out Combined Employer's Registration to be assigned to a tax program	1.00										0.60	0.40																						
	Assess Risk	5.06										1.52	2.53	1.01																					
	Find a reputable, licensed agent	3.33																		0.67	2.66														
	Assess insurance coverage on an annual basis	4.90																			1.00	3.90													
	Check the state and local websites for licenses	3.33										0.66	1.67	1.00																					
	4	Legal Local	62.65	1.02	1.02	0.00	0.00	5.00	0.00	0.00	6.54	6.13	7.20	5.45	4.76	0.00	0.00	5.20	6.70	6.07	3.66	3.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.20	63
Talk to friends and family		2.04	1.02	1.02																															
Review the business environment		5.00				5.00																													
Search for available office space		6.74								3.74	3.00																								
Contact landlords		5.00								0.83	4.17																								
Sign the leasing contract		1.50													1.25	0.25																			
Consult an attorney		3.40								2.80	0.80																								
Choose a legal structure		2.55									1.70	0.85																							
Assess Risk		5.06										1.52	2.53	1.01																					
Shop around		5.00																2.50																	
Consider a Business Owner's Policy		14.80																2.70	6.70	5.40															
Find a reputable, licensed agent		3.33																		0.67	2.66														
Assess insurance coverage on an annual basis		4.90																			1.00	3.90													
Check the state and local websites for licenses		3.33										0.66	1.67	1.00																					
5	Legal State	56.15	1.02	1.02	0.00	0.00	5.00	0.00	0.00	6.54	5.30	3.03	4.20	4.51	0.00	0.00	5.20	6.70	6.07	3.66	3.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.70	56	
	Talk to friends and family	2.04	1.02	1.02																															
	Review the business environment	5.00				5.00																													
	Search for available office space	6.74								3.74	3.00																								
	Consult an attorney	3.40								2.80	0.60																								
	Choose a legal structure	2.55									1.70	0.85																							
	Assess Risk	5.06										1.52	2.53	1.01																					
	Shop around	5.00																2.50																	
	Consider a Business Owner's Policy	14.80																2.70	6.70	5.40															
	Find a reputable, licensed agent	3.33																		0.67	2.66														
	Assess insurance coverage on an annual basis	4.90																			1.00	3.90													
	Check the state and local websites for licenses	3.33										0.66	1.67	1.00																			</		

Appendix K: Planned value table

Activity		Days																															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
1. Find resources for financing																																	
a. Apply for state funds		329.67	164.84		164.84																												
b. Look for and contact business angels		323.73				323.73																											
c. Look for and contact venture capital organizations		336.60																															
d. Ask for bank loan		328.68	164.34	164.34																													
e. Talk to friends and family		485.62	242.76	242.76																													
2. Find a business location																																	
a. Review the business environment		270.00				270.00																											
b. Search for available office space		645.84							273	273																							
c. Contact landlords		135.00								67.5	67.5																						
d. Sign the leasing contract		81.90										40.95	40.95																				
3. Choose Name and Legal Structure																																	
a. Search for business name and business registry data base		72.60			72.60																												
b. Consult an attorney		275.40							137.7	137.7																							
c. Choose a legal structure		275.40								137.7	137.7																						
4. Deal with bureaucratic paperwork (Business registration, Tax, Insurance, License)																																	
a. Apply for an Employer Identification Number (EIN)		64.00								27	27																						
b. Register company in Oregon business registry (online) to get a Business Identification Number		64.00									27	27																					
c. Fill out Combined Employer's Registration to be assigned to a tax program		27.00									13.5	13.5																					
d. Assess risk		409.86								204.93	204.93																						
e. Shop around		270.00										135	135																				
f. Consider a Business Owner's Policy		799.20												399.6				399.6															
g. Find a reputable, licensed agent		269.73																134.87	134.87														
h. Assess insurance coverage on an annual basis		386.90																	198.45	198.45													
i. Check the state and local websites for licenses		269.73									134.87	134.87																					
5. Hiring Employees																																	
a. Analyze the need for employees (to-do, skills, amount)		285.80	147.9		147.9																												
b. Write job descriptions		145.00										72.5					72.5																
c. Consult the labor market		660.00															290			290													
d. Talk to universities		465.00																	227.5	227.5													
e. Post job offers on multiple platforms		87.00																	43.5	43.5													
f. Check if document for eligibility to work in the U.S.		145.00																		72.5	72.5												
g. Conduct job interviews		670.22																	335.11	335.11						335.11							
h. Register in the New Hires Reporting Program within 20 days after hiring		145.00																								145.00							
i. Obtain Worker's Compensation Insurance		29.00																									29.00						
j. Post required posters (such as minimum wage or harassment)		29.00												14.5																			
k. File for IRS Form 941 and Employer's Quarterly Federal Tax Return		29.00																															
l. Get up Recordkeeping		685.80																															
Total		719.84	407.1	312.74	660.33	342.5	0	0	410.67	615.87	599	108.45	616.25	0	0	1182.6	0	805.47	695.82	606.06	0	0	0	0	335.11	145	58	292.9	0	0	0	292.9	
Cumulative Total		2187.5	2594.6	2907.3	3567.7	3910.2	3910.2	4320.8	4936.7	5535.7	5644.2	6260.4	6260.4	6260.4	7443	7443	8248.5	8944.3	9550.3	9550.3	9550.3	9550.3	9550.3	9885.4	10030	10088	10381	10381	10381	10381	10674		

Appendix L: Baseline planned value chart



Appendix M: Project risks and Response Strategies

Task/General subject to risk	Risk	Monitoring and Response Strategy
2.b.	No suitable office location can be found in the desired amount of time	Calculate index for fictional perfect location and then monitor possible offices available. Everything in between 90% of perfect location needs to be considered and the best then will be taken
Organizational Climate	Disagreements between members in fundamental organizational questions that may lead to a project team split and the project collapse	Suggestion box or weekly meetings with the subject of problems; Conflict Management techniques
5.c.	No sufficient candidates for possible hires available at the time	Detailed analysis and assessment of every applicant and possible employee. Not only waiting for candidates to apply, but proactively search and call/mail promising candidates and offer job. Go to universities and try to directly hire highly skilled students
1.a. – 1.e.	No sufficient funding can be raised within the planned amount of time	Close contact to possible funding partners. Call them daily. Have absolute convincing and secure business plan to convince them

Appendix N: Control Measures:

Control measures that are used in this project are:

- Milestones
- Phase Gates
- Cost Variance (CV)
- Earned Value (EV) in comparison to Planned Value (PV)

Appendix O: Project termination:

Tasks	Required		Required Date	Assigned Responsibility	Priority (1-less; 10-most)
	YES	NO			
A. Project Office (PO) and Project Team (PT) Organization					
1. Conduct Project Closeout Meeting	x		Day 31	Business Owner	8
2. Establish PO and PT release and reassignment plan		x			
3. Carry out necessary personnel actions	x		Day 31	HR	10
4. Prepare personal performance evaluation on each PO and PT member	x		Day 31	HR	6
B. Instructions and Procedures Issue Instructions for:					
1. Termination of PO and PT	x		Day 31	Business Owner	10
2. Close-out of all work orders and contracts	x		Day 31	Legal	10
3. Termination of reporting procedures		x			
4. Preparation of final report(s)	x		Day 31	HR	6
5. Completion and disposition of project file	x		Day 31	HR	5
C. Financial					
1. Close out financial documents and records	x		Day 31	Finance	8
2. Audit final charges and costs	x		Day 31	Finance	9
3. Prepare final project financial report(s)	x		Day 31	Finance	6
4. Collect receivables		x			
D. Project Definition					
1. Document final approved project scope	x		Day 31	Business Owner	4
2. Prepare final project breakdown structure and enter into project file		x			
E.Plans,Budget and schedules					
1. Document actual deliverable dates for all contractual deliverables and items	x		Day 31	Finance	4
2. Document actual completion dates for all contractual deliverables and items	x		Day 31	Finance	4
3.Prepare final project and task status reports	x		Day 31	Finance	5
F. Work Authorization and control					
1. Close out all work orders and contracts	x		Day 31	Legal	10
G. Project evaluation and control					
1. Assure completion of all action assignments	x		Day 31	Business Owner	4
2. Prepare final evaluation reports		x			
3. Conduct final review meeting	x		Day 31	Business Owner	8
4. Terminate financial, manpower and progress reporting procedures.		x			
H. Management and customer reporting					
1. Submit final report to customer		x			
2.Submit final report to management.		x			
I. Marketing and Contract Administration					
1. Compile all final contract documents with revision, waivers, and related correspondence		x			
2. Verify and document compliance with all contractual terms		x			
3. Compile required proof of shipment and customer acceptance documents		x			
4. Officially notify customer of contract completion		x			
5. Initiate and pursue any claims against customer		x			
6. Prepare and conduct defense against claims by customer		x			
7. Initiate public relations announcement regards contract completion		x			
8. Prepare final contract status report		x			
J. Extension New Business					
1. Document possibilities for project or contract extension, or other related new businesses		x			
2. Obtain commitment for extension		x			
K. Project Records Control					
1. Complete project file and transmit to designated manager		x			
2. Dispose of other project records as required by established procedures		x			
L. Purchasing and Subcontracting					
1. Document compliance and completion		x			
2. Verify final payment and proper accounting to project		x			
M. Engineering Documentation					
1. Compile and store all engineering documentation		x			
2. Prepare final technical report		x			
N. Site Operations					
1. Close down site operations		x			
2. Dispose of equipment and material		x			