Fukushima Daichii Reactors Accident Request for Proposal

"Plan Schedule Management"

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Anatomy of Project Organizations

PMGT-612

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Table of Contents

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Process Summary

The Plan Schedule Management process consist of "establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule" (PMI, 2013). This process provides the project manager an outline of how a schedule should be managed through the entirety of the project (PMI, 2013).

When it is time for the project manager to develop the schedule management plan, the project manager should refer to the Project Management Plan in section 4.2.3.1. of the PMBOK and use the scope baseline and other cost risk related information. The Work Breakdown Structure within the scope baseline is helpful in defining task durations and communication decisions. The project manager should also be aware of the enterprise environmental factors such as the influences of the organization's culture, resource availability, and all unplanned situations that affect organizational of process assets such as historical information (PMI, 2013).

When developing the Schedule Management Plan, the project manager should use or seek expert judgment first before making any major decisions. Expert judgement gives great insight into historical issues which a text book cannot offer. Expert judgment combined with analytical techniques such as software to determine methodology, estimating approaches, and format should be all the tools needed to successfully collaborate in meetings to develop a schedule (PMBOK, 2013).

Plan Schedule Management in a Global Setting

As always, different time zones and cultural barriers affect management processes in a global setting. The value of a schedule and being punctual differs in many countries. The project manager can plan and coordinate a detailed project with a reader friendly schedule and still incur

project delay due to the local country's perception of time. It is extremely important for the project manager to understand the country's culture, their value of time and add additional time buffers to decrease risk (Wagner & Barkley, 2010). Taking those factors in consideration will force the project manager and the team members to focus in developing different methods that will be concentrated on critical chain scheduling. Instead of focusing each task on its duration, the focus will have to be shifted to the appropriated starting and end times. This will require a higher level of flexibility by stakeholders that would normally happen on a typical, domestic project. The program sponsor might be given the responsibility in determining the importance of time in delivery of the project, especially with the program sponsor is unaware of the global challenges involved in the project. On virtual teams, this task is even more difficult, and in some cases nearly impossible, so the project sponsor and project managers must come into an agreement during the planning phase of the project to ensure all parties understand the potential delays in schedule that a global project might face during each project cycle.

Application on a Failed Project

Developing a schedule management plan on a failed project may have stipulations depending on the urgency of the recovery project. If the project lacks urgency, the schedule management plan should remain the same because the plan itself describes the guidelines to developing the Plan Schedule Management (Wagner & Barkley, 2010). Generally speaking, poor scheduling practices, or the inability to deliver the project on schedule, are the major causes of project failure.

In a failed project, the team has the challenge to conduct a root cause analysis to evaluate the barriers that prevented the project or any of its tasks to be accomplished on time. Once the analysis is complete, the project team must determine the best course of action to remove those

barriers if the project can still be saved (Smith, 2012). For example, if a stakeholder is unable to complete their task or deliver a manufactured part needed for assembly of the product, the project manager should evaluate the contract, and if permitted, release that stakeholder from the contract, or at the very least, be allowed to use a secondary supplier in case of the first not having the ability to fulfill their contract. This type of safeguard can prevent work stoppages in the project that will prevent meeting the proposed schedule.

Fukushima Daiichi Applicability

Regarding Japan and the Fukushima Daiichi recovery, our group should not have an issue with establishing the Plan Schedule Management as described in the PMBOK. The main reason is Japan values time and understands the importance of having and adhering to a schedule (Mallinson, 2016). As the project manager develops the schedule, he will know to make realistic times for all members because a minute late to a meeting is a sign of disrespect to the Japanese. Realistic times and goals will decrease the possibility of cultural disconnect.

In the case of the Fukushima reactors accident, the project has a high level of priority from mainly two different perspectives. The first one is regarding decommissioning the reactors in a safe way to prevent any further accidents. This task alone will require a major logistic coordination between TEPCO, stakeholders, and the Japanese in order to be completed successfully. Since the overall main project will take decades to be accomplished, one of the challenges is to provide the proper training and qualify essential personnel in a consistent cycle to have continuity to the job. Gantt charts with Critical Paths highly emphasized and checklists on regular intervals will be the best tools to keep the project on track.

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