CS 428 CREATING AN ORGANIZATION (AND AN ORG CHART)

Winter 2019

Bruce F. Webster

Why have roles and titles at all?

- 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 and issues falling into the cracks, uncertain authority/gatekeeping

- Also real (for formal organization): issues of prestige & ego, lack of talent/skill/interest in certain roles, misused authority

- You are welcome to take whatever approach you want, but be prepared to document and defend it

Why have an organization chart?

- Appropriate division of labor

- Focus on individual talents and interests

- Make responsibility clear

- Establish lines of communications that reflect the target architecture (see "Remember Conway's Law")

- Align individual goals with team goals (see "How to retain IT talent with goal alignment")

Examples
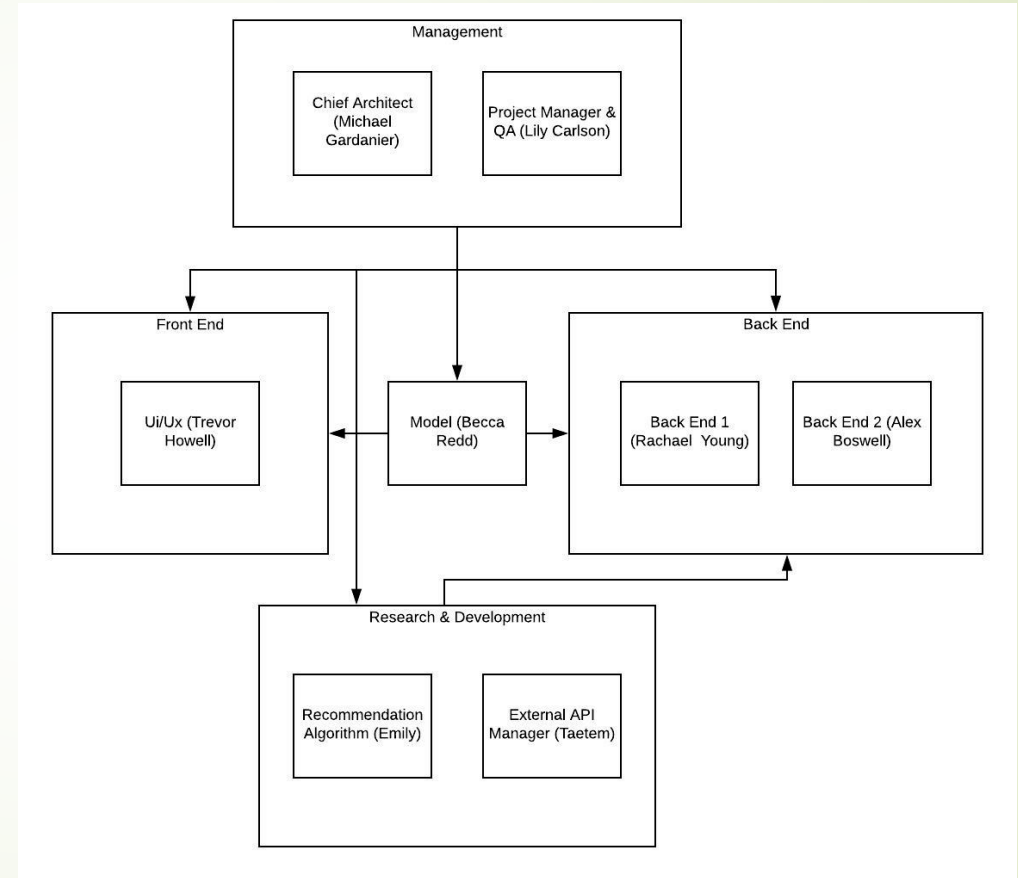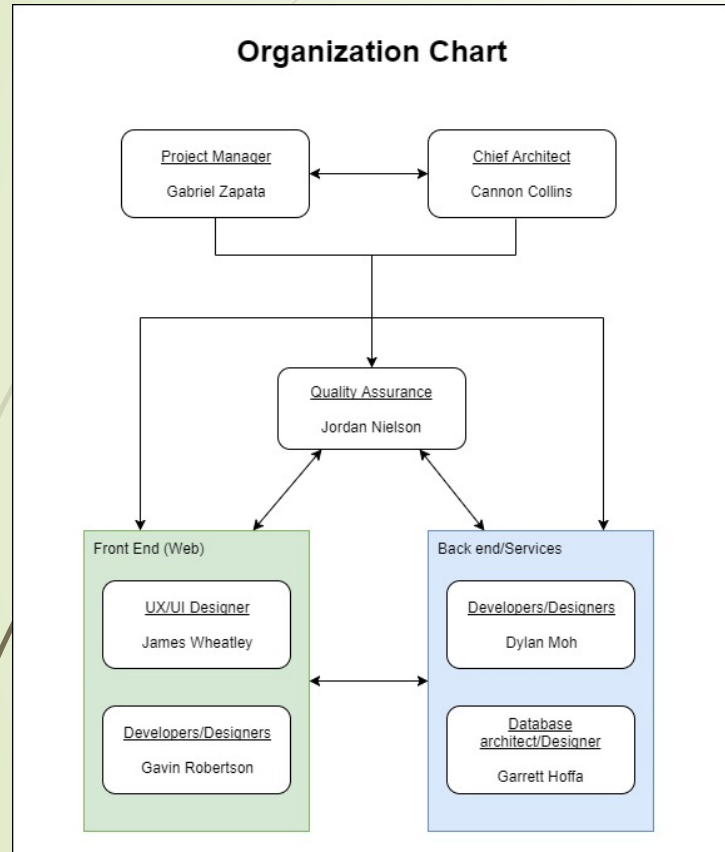
Possible Roles/Titles

- Project manager (mandatory)
- Chief architect (mandatory)
- Designer/developer
- Quality assurance
- Librarian/configuration management
- UX/UI designer
- Tool builder
- Graphics/Sound/Music artists
- Technical writer
- Database architect/designer
- Sales/marketing/customer relations/support

Define the following for each role/title:

- Deliverables responsible for

- Final approval/decision ("gatekeeper") authority

- Management/communication lines with other team members

- A description that's clear, even if the title is not (cf. "Silicon Valley Job Title Generator")

- Note: for smaller teams, a given person may have multiple roles, or a single role with multiple or expanded responsibilities

- NOTE: This is a mandatory document. You can embed the org chart in this document or make it separate.

- Example from a prior semester: https://github.com/lily514/book-app-428/wiki/Organization-Chart-and-Role-Requirements

Challenges in organizing a team

- Deciding how you're going to decide
- Competition for 'prestige' jobs (project manager, chief architect)
- Available talents don't always match required positions
- Forgetting that you can reorganize and reassign during the project
- Not knowing what you need yet
- Not knowing what you don't know about your project yet (cf. Armour)

Why a weekly status report?

- Reflects real-world practices
- Lets me and Shawn know in more detail what is going on in each project
- Increases intra-team transparency as to progress and effort
- Tracks history of project over time

Mandatory standard form (Excel sheet)

Status Report Fields

- **Project Name, Date, Project Manager** – self-explanatory
- **Project Summary (including redirection)** – brief description of project; should reflect changes in direction, narrowing of scope, etc.
- **Key Tasks/Progress/Status/Finish** – list of current key tasks, % completion, whether it's on track, and estimated completion date
- **Tasks Completed** – tasks completed this past week
- **Tasks Delayed** – tasks put on hold for now and reasons why
- **Tasks Planned** – new tasks due to start this week
- **Team Members – Billable Hours** – time spent on project during the past week
- **Key Project Risks and Issues** – top 1 to 3 risks/issues that need to be handled

Status Reporting

- Due every Saturday by midnight, starting this Saturday (02/02)
  - Template is available on CS 428 website (http://cs428.cs.byu.edu/wp-content/uploads/2018/08/CS428-weekly-status-report.xlsx)
- Determine who is responsible to submit the report
  - Typically the Project Manager, but can assign it to another team member
  - NOTE: each status report counts as 1% of every team member's overall grade, so you as a team want to assign *someone very reliable* to ensure these are filled out and posted on time.
- Recommendation: do billable hours on a Sat-Fri basis, so that team members aren't trying to finish up work on Saturday and then report their hours
  - Set a deadline for hours reporting as a team (e.g., by noon on Saturday)
  - No 'minimum' billable hours requirement, but it will be clear to everyone – your fellow team members as well as me – who is putting in time and who is not
  - Should any team member fail to report hours on time, the person putting together the report should put "N/R" ("Not reported") in the Hours column for that member, and that personal will not get the 1% credit for the status report (though the others will).
- Post it on your team wiki; make sure that all of your team status reports can be easily viewed or downloaded

Assignment: create & upload your team's org chart and roles/responsibilities doc

- Should be on your team's wiki in GitHub **by Saturday (2/2) at midnight**
  - Full credit requires:
    - Both the org chart and the roles/responsibilities doc (can be on a single project wiki page)
    - The org chart needs to show lines of communication and management (hint: **arrows**)
    - Roles/responsibilities document needs to contain the information listed a few slides back
- I will display each team's org chart and roles descriptions on Monday morning (2/4/18); someone from each team will have to explain the rational for that team's org chart (2-4 minutes)
- NOTE: First team status report also needs to be on your team's wiki **by Saturday (2/2) at midnight**