Project Definition

for

Training Subproject of the

Rest Easy Hotels' Improvement Project

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Revision history

Version number	Date	Summary of changes	Revision marks
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Approvals

This document has been approved by the following people. The signed approval forms are filed in the Project Control Book.

Name	Function	Date of approval	Signature

Distribution

This document has been distributed to:

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Several versions of the Project definition, each of which reflects the current understanding, may be issued during Defining. Updates may be issued at the end of Planning and later in the project as required.

1   Preface

This document provides a summary of the important characteristics of the project as understood at the end of Defining.

Its purpose is to:

- confirm the understanding of the Project charter by the delivery organization

- provide sufficient information about the solution and approach that the sponsor and delivery organization can agree to proceed to the Planning stage

- provide a framework upon which more detailed plans can be built

- document the delivery organization's plans for completing both Defining and Planning activities.

The structure of the Project definition includes the following components:

- Project objectives

- Project background

- Target solution and overall approach

- Project scope

- Planning framework

- Organization

- Financial

- Appendix A, B, and C

2   Project objectives

Pat Dipesto of the Rest Easy Hotel chain wants to increase the efficiency, profitability, and competitiveness of the hotel chain by automating their procedures in each hotel. She expects it to:

- Reduce their costs

- Improve their image and customer satisfaction rating

- Improve the sharing of customer data among their hotels so they can better attract repeat business and add new business

- Aid their marketing efforts

- Raise their occupancy rates

## 3	Business needs and environment

The Rest Easy Hotel Corporation is a private company with a chain of 20 exclusive resort hotels located throughout the world. They plan to increase this number in the coming year by adding four hotels. (Those four hotels are not in the scope of this project, because we do not when and if they will really be added, so we can not plan for them.)

Today the hotel chain follows a set of standard management and operating procedures that are mostly performed manually. Very few hotel and home office procedures are automated. Those that are, use out-of-date technology.

They expect to see the following improvements as a result of the automation of the processes:

- Reduce their costs
- Improve their image and customer satisfaction rating
- Improve the sharing of customer data among their hotels so they can better attract repeat business and add new business
- Aid their marketing efforts
- Raise their occupancy rates

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3.1 Project general scope and plan constraints

The proposed solution is to install and test an IBM midsize system running an end-to-end hotel-management system provided by the Sleep Away Software Group. The subproject that is being addressed by this document is to provide the training for the staff for each hotel within 1 week after the system is installed.

3.2 Solution background

This subproject delivers the creating and delivering of the training of the staff for each hotel. That training is required within one week of the system installation for each hotel.

3.3 Key requirements

A key requirement is that the training must be delivered for the staff of each hotel within one week of the system installation for each hotel.

## 4	Target solution and overall approach. Note: We are not completing this section for the preclass assignment.

In the following sub-sections, provide an overview of the target solution and the approach that will be used to develop and implement it.

4.1 General presentation of the target solution

Describe, at a high level, the way in which the project will go about delivering the solution. Summarize what will be delivered and refer to any technical work products that specify the solution in more detail.

4.2 Major components (High-level PBS) and level of uncertainty

Provide a high-level PBS for the major components of the solution. Include information about the level of uncertainty and complexity of the solution. Also provide information about the costs and duration.

4.3 Technical environment and key options

Document the requirements for a technical environment and any related key options.

4.4 Overall approach

Describe the overall approach to solving the business problem and how this project will contribute to the target solution. Show all the steps it will take to achieve the solution. For a program, this includes the strategy towards the objectives.

5   Project scope

The Rest Easy Hotels' Improvement Project is installing a new IBM hardware platform and integrating the Sleep Away software product on that platform. This subproject is delivering the training for the users of the new system in each of the 20 hotels around the world.

5.1 Position within the overall approach

This subproject is delivering the training for the users of the new system as it is being installed in the hotels. The users are the employees of each of the 20 hotels around the world.

5.2 Scope

Training materials, which consist of the instructor presentation and the student handout, must be developed for the personnel of each hotel, and must address the following:

- Training materials must be available and delivered in the native languages for each hotel location.
- Student handouts need to be available in softcopy because there is not enough room on the desk for a manual.
- Employees must be instructed regarding computer errors on guest bills.
- Focus must be directed to areas that help the front desk staff improve the hotel image and customer satisfaction ratings.
- Employees must be taught the functions relative to gathering and sharing customer data with other hotels.

- Training needs to be very basic to address the needs of trainees with no or limited computer experience.

A pilot class with the training materials, facilities, and a trained trainer must be conducted in a sponsor-designated hotel as part of the prototype system no later than six weeks before the targeted installation of the first hotel.

All reviews and updates to the training materials need to be completed at least two weeks before the first installation.

Trainers need to be identified and trained. They also need to be scheduled for the training in each of the hotels around the world. One or more of the trainers will conduct the training for the prototype system.

Training must be completed in each hotel within one week of installing the system:

- Each person must be scheduled for a training session.

- Each person must attend a training session.

- Backups need to be in place for the employees who are attending the training sessions, so the hotel can continue to operate.

- Training must be done in the hotel or transportation must be provided to get employees from the hotel to the training facility and back again.

5.3 Key points

The key points to be covered in the agreements are the:

- Timing of the training for the pilot.

- Timing of the training for the rollout.

- Content of the training. The training only covers the features and functions of the new system.

5.4 Major deliverables

The major deliverables are the:

- Training materials for the pilot

- Training materials for each of the hotels

- Actual classes for the pilot

- Actual classes for each of the hotels

5.5 Customer satisfaction

No customer satisfaction issues exist at this time.