	Project Selection	Creating Requirements	Creating Project Schedules	Determining Project Costs	Evaluating Performance	Allocating Labor Resources
Current Industry Method	Most major organizations prepare a business case containing the project's estimated cost and ROI. An executive committee meets once or twice a year to decide which projects shall be funded (implemented). The selection of which projects to implement for an organization involves significant time and energy.	Many organizations create requirements for their projects in an outline form. Several tools exist that support requirement creation and maintenance, such as "Requisite Pro" and "DOORS." The tools usually provide linkage between the requirements and the test cases, helping to assure comprehensive testing.	Numerous individuals know how to use project scheduling tools, however few know how to effectively create and maintain schedules. Because of the inherent acceptance of the inaccuracy of the schedule, far too often the problem is further fueled by project managers failing to maintain the schedule in a timely fashion as the project progresses.	Most industries use an artificial count to estimate project costs (possibly square feet for construction). The majority of the IT industry uses lines of code, function points, nesting levels, or some other barometer, all lacking in their ability to accurately estimate project schedules and budgets.	Project team members often feel there is no correlation between their job performance and rewards. Rather, they often justifiably believe that the relationship they have with their supervisor is the most critical factor in deciding how well they are rewarded.	When a new project is launched in most organizations, key executives, the project office, or an executive committee meets with the project manager and project sponsor to allocate the current labor resources.
Current Problems	The choice of which projects to fund often includes the personal relationships of the project's sponsor with the executive committee members. Sometimes it includes the charisma of the project sponsor as opposed to the merits of the project. Another problem is that changes to projects occur all the time, not just once or twice a year. What was a good project investment last week may be a poor investment today.	Requirements are still the number one reason why so many projects fail. Little is done by current requirements tools to help assure the quality of the requirements. Too often requirements are interpreted differently by different project team members and stakeholders. Requirements are often changed without the notification of the appropriate individuals.	Unfortunately all current scheduling tools are reactive as opposed to being proactive. Schedules are created without appropriate dependencies, with missing labor resources, with work tasks too long in duration to have a high probability of being completed in the estimated time and budget.	Consistent and accurate project estimates are virtually non-existent throughout the world. Timely cost estimates in most organizations are next to impossible to sustain.	Too often, performance evaluations are not scientific. Most supervisors use their intuition when evaluating their staff. Staff members feel that their relationship with their supervisor is more important than their performance when it comes to financial rewards.	Organizations are fortunate to realize 70% of the time spent by their staff at work being applied to meaningful organizational work. The reasons are: 1. Individuals believe productivity is not as important as their relationship with their supervisor. 2. Project assignments are difficult to change and thus often wait for a task's completion (dependencies) to commence work.
EPPORA Solution	EPPORA changes the method from just two selection criteria (cost and ROI) to multiple criteria, with each criterion containing a weight as to its relative importance. EPPORA supports the fact that some criteria are negative and allows the experts within the organization to evaluate each project relative to each criterion. The evaluations are continuous as changes occur in the outside world affecting the scoring for each criterion, providing a continuous adjusted ranking of the projects.	EPPORA provides a requirements analysis tool to insure quality. It works by notifying key project stakeholders when a requirement is ambiguous (contains adjectives or adverbs), is difficult to test (compound requirements), and is difficult to understand (too wordy or difficult words). EPPORA also notifies key project team members and stakeholders when a requirement change occurs.	EPPORA scans each schedule task for the above problems and notifies designated individuals of the project and task ID when a "poor" scheduling action has been specified.	EPPORA allows a project manager to link each low-level requirement to one or more project tasks on a percentage basis. This allows EPPORA users to determine a project's or a requirement's cost in seconds.	EPPORA staff members have, as one of their attributes, the labor categories they support. Project managers creating and maintaining schedules use labor categories when assigning resources. When EPPORA assigns an individual to a task, it compares the actual time the task takes to be completed with the estimated time, and then determines the individual's productivity.	EPPORA allocates project team members to a task by assigning the most productive staff member for the needed labor category to the most important task (considering many other factors, such as existing task/project experience). EPPORA performs the allocation during every user-defined allocation period, which is between 2 and 10 weeks.
EPPORA Benefit	EPPORA provides: 1. A more objective method of evaluation, without emotion as to which projects should be implemented. 2. Continuous ranking of an organization's projects. 3. An audit trail of why each project was selected.	EPPORA improves the quality of a project's requirements by keeping executives and key project team members informed of poorly specified requirements and when changes occur in requirements.	EPPORA keeps management informed when non-industry approved schedule specifications occur and informs key project stakeholders whenever a milestone or deliverable is late, or appears it will be late with greater than a 50% probability. It also informs management when the schedule has not been updated in a timely manner.	As project managers improve their ability to accurately estimate task durations, the EPPORA method of linking each requirement to multiple tasks provides a dramatic improvement in any organization's ability to accurately estimate project costs and the cost of any requirement.	If staff members recognize that their productivity is the key factor in their financial rewards, they will tend to work harder. Management will have a barometer to evaluate employee performance. EPPORA calculates for each staff member their cost effectiveness for each labor category they support.	Changing the amount of hours a staff member works on productive activities from 28 (70% of 40 hours) to over 90% will have a major impact on an organization's bottom line. EPPORA automatic allocation of the resources will also minimize the amount of time executives and management spends allocating resources.

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