Why Project Management?

Presenter: Scott C. Radtke
Director of Project Management
Fall 2012
What is a PMO?
PMI: A formalized approach to Project Management
Introduction to Project Management Basics
How this approach can improve project success
What tools does the PMO utilize
How can the PMO help with your project?
Project Management Office (PMO)

- Started 3-1/2 years ago
- PMO is part of the ITS Department
- Adopted PMI Methodology
- Completed 38 projects including:
  - Groupwise to DMail Migration
  - DegreePlan
  - Innovation Station
  - Marketplace/uStore
  - Virtual In-Seat Learning (VISL)
- Currently 11 active projects
- 3 full time Project Managers
- "The right projects done right"
Project Management Institute (PMI)

- More than 650,000 members in over 185 countries
- Largest not-for-profit membership association for the project management profession
- Founded in 1969 by Project Managers
- Headquartered in Newton Square, PA
- Publishes the Project Management Body of Knowledge (PMBOK)
- All PMO are members of WMPMI
What is a project?

- A project is a temporary endeavor undertaken to create a unique product, service, or result.
  - Key notes
    - A project has a definite beginning and end date
    - Creates something unique

Transfer of ownership at end date
- Project team to operational leadership
- Acceptance of product, service or result
Introduction: Who is a Project Manager?

The person responsible for seeing the project through to completion.

- Organizes the Project Team
  - Representatives from key stakeholders
- Keeps the Project Team on Task
  - Oversees development of Project Charter, Project Plan, Communication Plan, Project Risk Management and other tools to keep project on track
- Communicates with the Project Sponsor and Stakeholders
- Manages each project phase
Introduction: Project Sponsor

A person that provides key resources to the project

- Financial
- Team member resources
- Makes key decisions about the project
- May also play the role of Project Champion
  - Strong advocate for the project's goal
Introduction: Triple Constraint Theory

- Three primary project constraints
  - Time
  - Scope
  - Budget (Resources)

- Increase or Decrease any one and it affects the others
  - Increase Scope - usually need more resources and time
  - Decrease time - need more resources to maintain scope
  - Decrease Budget - Less scope to balance
Project Phases

Defined by PMI as

- Initiation
- Planning
- Executing
- Monitoring and Controlling
- Closing

Each phase is important to improve the chances of project success
Initiation Phase

- The proposal and selection process
  - Choosing the Right Projects to do
- Portfolio Management
  - A collection of project and proposals grouped to facilitate effective management of resources that meet strategic business objectives
  - Includes prioritization of projects being undertaken by the organization
    - IT Advisory council assists in this prioritization
  - Helps with effective Resource Management
- The Kick-off Meeting
- The Project Charter
The Project Charter

- The "contract" of the project
- Defines:
  - What (description)
  - Justification
  - Scope (boundaries)
  - Timeline / Budget
  - Sponsors, Project Team and Stakeholders
- Goal is to define the need, not the solution. The project team will develop the solution.
- No Charter / No Project (PMI)
- PMO Metric - Charters completed and signed within 30 days of proposal approval
Most important phase of a project
Usually consumes the most time

Project Meetings
- Regular Schedule to keep on track
- Invitation by PM to those that need to attend
- Considerate of others time
  - Who needs to be involved
  - Role attendance plays

Communication Plan
- Communication internal to the project
- Communication to end-user stakeholders of upcoming changes
- PMO Communications Tool: Basecamp
Planning Phase

- **Work Breakdown Structure (WBS)**
  - Project broken down into activities (tasks)
  - Related tasks into groups or lists
  - Project Plan
  - Can be used to obtain necessary resources
  - Living Document that should be updated at project team status meetings

- **PMO uses Basecampa for management**

- **Project Risk Management**
  - Risk Management Plan
  - Identification, Impact, Triggers, Strategies
  - Review at each Status Meeting
Executing Phase

- Plan approved and project go-ahead given by sponsor
- Implementation of plan begins
- Physical work of the project is done
- Procurement of material
- Development of procedural documentation
- Training
- Go-Live
Monitoring and Controlling

- Concurrent with Executing
- Keeping on track
- Maintained within Scope
- Change Management
Project Closing

- Often overlooked
- Documentation of Lessons Learned
- Team Congratulations
- Completion of any Support Documentation
- Sign off and ownership Transfer to operations
- Update of Project Documentation and Archive
- Project Review and Satisfaction Survey
  - PMO Metric: Overall Satisfaction Rate of Project Management > 95%
What impact has this had on project success?

- Greater project completion rate
- Improved communications
- Cross-functional involvement
- Clear transfer of ownership
- Historical repository of past projects
  - Charters
  - Project plans
  - Lessons Learned
- Requests for PMO involvement beyond IT projects
  - VISL, OrgSync, Admission Standards, WellConnect, Innovation Station
Tools of the PMO

Doing Projects Right

- **Project Management Information System (PMIS)**
  - Basecamp / Google Drive
  - Keeps all communications, tasks, documents, and resources related to a project in one place

- **Templates**
  - Google Drive
  - PMO Web page
Tools of the PMO

Doing the Right Projects
- Project Portfolio Management (PPM)
  - Proposal Process
  - PPM Roadmap
- Resource Management
  - PPM Roadmap

Measuring how are we doing
- PMO Metrics
- Project Success Stories
How can the PMO help you?

- Provide access to our project templates
- Offer training in use of Basecamp for management of Departmental Projects
- Provide training in Risk Management
  - Risk Management Interactive Game
- Classroom guest speaker in Project Management course
- Manage your cross-functional project
  - Must go through interview/proposal approval process
So... Why Project Management?

- Proven methodology for success
- Improved project communication
  - Charter - expectation/scope/responsibilities
  - Formal Communication Plan / all stakeholders
  - Using a PMIS (Basecamp)
- Better project selection process
  - Doing the right projects
  - Roadmap
- Improved Resource Management
- Lessons Learned and Closing
- Clear hand-off and transfer of ownership
Thank you for attending!

Questions & Comments

"No matter how much you push the envelope, it'll still be stationery"