REALIZING THE VALUE OF
PROJECT MANAGEMENT
SOUND FAMILIAR?

• We do not have time to plan
• I don’t care what it takes just get it done
• Drop everything you are doing
• This is a drop dead date
• We have done this type of project several times, we know what we are doing
• Organization, Structure, Guidance, Control and Learning
• Overview of Project Management
• Project Management Processes and Tools
• Spotting Failing Projects
• The Value of Project Management
WHAT IS A PROJECT?

• A project is a temporary endeavor undertaken to produce a unique product, service or result

• Characteristics of Projects
  • Temporary
  • Unique
  • Progressive Elaboration
WHAT IS A PROJECT?

• Examples of projects include:
  • Effecting a change in structure, staffing, or style of an organization
  • Developing or acquiring a new or modified information system
  • Constructing a building or infrastructure
  • Implementing a new business process or procedure
  • Running a campaign for political office
PROJECTS VS. OPERATIONS

- Projects
  - Performed by people
  - Constrained by limited resources
  - Planned, executed and controlled
  - Temporary
  - Unique

- Operations
  - Performed by people
  - Constrained by limited resources
  - Planned, executed and controlled
  - Ongoing
  - Repetitive
WHAT IS PROJECT MANAGEMENT?

- Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements

- Not just results – *the results you want*
WHAT IS PROJECT MANAGEMENT?

• Managing a Project Includes:
  • Identifying requirements
  • Establishing clear and achievable objectives
  • Adapting the specifications, plans, and approach to the different concerns and expectations of the various stakeholders
  • Balancing the competing demands of quality, scope, time and cost
WHAT IS PROJECT MANAGEMENT?

- Time
- Quality
- Cost
- Scope
WHAT IS PROJECT MANAGEMENT?
WHY IS PROJECT MANAGEMENT IMPORTANT?

• Organize your approach
• Generate a credible schedule
• Track progress and control your project
• Identify where to focus your efforts
• Identify problems early – before they are crises
• Saves you TIME....MONEY
PROJECT MANAGEMENT
PROCESSES AND TOOLS

• 5 Process Groups
  • Initiating, Planning, Executing, Monitoring and Controlling, Closing

• 9 Knowledge Areas
  • Integration, Scope, Time, Cost, Quality, Human Resources, Communication, Risk, Procurement

• 42 Processes
PROJECT MANAGEMENT
PROCESSES AND TOOLS

NOTE: The darker dotted lines represent relationships between Process Groups, the lighter dotted lines are external to the Process Groups.
<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Process Groups</th>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Controlling</th>
<th>Closing</th>
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<td>4.1 Project Plan Development</td>
<td>4.2 Project Plan Execution</td>
<td>4.3 Integrated Change Control</td>
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<td>5. Project Scope Management</td>
<td>5.1 Initiation</td>
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<td>5.2 Scope Planning</td>
<td>5.3 Scope Definition</td>
<td>5.4 Scope Verification</td>
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<td>6. Project Time Management</td>
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<td>6.1 Activity Definition</td>
<td>6.2 Activity Sequencing</td>
<td>6.3 Activity Duration Estimating</td>
<td>6.5 Schedule Control</td>
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<td>8. Project Quality Management</td>
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<td>8.1 Quality Planning</td>
<td>8.2 Quality Assurance</td>
<td>8.3 Quality Control</td>
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<td>9. Project Human Resource Management</td>
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<td>9.1 Organizational Planning</td>
<td>9.2 Staff Acquisition</td>
<td>9.3 Team Development</td>
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<td>10. Project Communications Management</td>
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<td>10.1 Communications Planning</td>
<td>10.2 Information Distribution</td>
<td>10.3 Performance Reporting</td>
<td>10.4 Administrative Closure</td>
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<td>11. Risk Project Management</td>
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<td>11.1 Risk Management Planning</td>
<td>11.2 Risk Identification</td>
<td>11.3 Qualitative Risk Analysis</td>
<td>11.5 Risk Monitoring and Control</td>
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<tr>
<td>12. Project Procurement Management</td>
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<td>12.1 Procurement Planning</td>
<td>12.2 Solicitation Planning</td>
<td>12.3 Solicitation</td>
<td>12.6 Contract Closeout</td>
</tr>
</tbody>
</table>
• Project Team Roles
PROJECT MANAGEMENT
PROCESSES AND TOOLS

- Project Charter
- Scope Statement
• Work Breakdown Structure (WBS)
PROJECT MANAGEMENT PROCESSES AND TOOLS

• Detailed Requirements and Specifications
PROJECT MANAGEMENT
PROCESSES AND TOOLS

• Network Diagrams
• Critical Path Method (CPM)
• Performance Evaluation and Review Technique (PERT)

- Schedule Baseline
- Gantt Chart
- Critical Path / Float
- Compression
• Resource Leveling
PROJECT MANAGEMENT

• Not all resources are equal
# Project Management Processes and Tools

- **Risk Register**

<table>
<thead>
<tr>
<th>Risk ID</th>
<th>Risk Description</th>
<th>Risk Category</th>
<th>Probability</th>
<th>Impact</th>
<th>Risk Score</th>
<th>Risk Ranking</th>
<th>Risk Trigger</th>
<th>Mitigation Plan</th>
<th>Cost of Mitigation</th>
<th>Contingency Plan</th>
<th>Risk Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FY 10 Process Reconciliations (EDE and App) are not completed through 6/30/11 by 7/1/11 in order to close out the Award Year</td>
<td>Process App</td>
<td>7</td>
<td>10</td>
<td>70</td>
<td>1</td>
<td>It appears that EDE 10 will not be completed on time</td>
<td>Add extra resources to the team(s) that need them in order to complete the reconciliations by 7/1/11.</td>
<td>$500</td>
<td>Possibly sign on to an engagement to provide P&amp;N resources to help reconcile 10 schools by the end of the Award Year.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Loss/Corruption of data in various databases</td>
<td>Process App</td>
<td>5</td>
<td>7</td>
<td>35</td>
<td>2</td>
<td>SharePoint EDE Matrix has crashed on 1/19/2011.</td>
<td>Develop and implement controls to protect the various databases (EDE/App/Sharepoint) by ensuring that all data is kept in a safe place and backed up regularly.</td>
<td>$5</td>
<td>Gather and rebuild databases based on back-up data.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>App Cash Reconciliation Process remains slow</td>
<td>Process App</td>
<td>6</td>
<td>5</td>
<td>30</td>
<td>3</td>
<td>The number of Cash Reconciliations performed per month does not increase</td>
<td>Allocate more knowledge and resources to the Cash-side Reconciliations.</td>
<td>$5</td>
<td>Continue to push through student-side Reconciliations as quickly as possible, but allocate more resources to the Cash-side when necessary.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Cash adjustments continue to be not be made timely in Accounting</td>
<td>Process App</td>
<td>8</td>
<td>3</td>
<td>24</td>
<td>4</td>
<td>Adjustments requested of Accounting become more than a month behind schedule</td>
<td>Continue to provide more detailed adjustment requests with the appropriate backup documentation, and keep track the requests on JIRA.</td>
<td>$500</td>
<td>Alert Stakeholders of the continuing problems, utilizing the reports available on Issue Tracker to provide specific status.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Electronic Refund System is unreliable</td>
<td>Process App</td>
<td>3</td>
<td>7</td>
<td>21</td>
<td>5</td>
<td>Electronic Refund System does not mirror actual refund requests</td>
<td>Maintain current system until we have multiple periods of the new system that mirrors the old system.</td>
<td>$5</td>
<td>Rely on old system until new system is up and running reliably.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Process App</td>
<td>Process App</td>
<td>1</td>
<td>6</td>
<td>6</td>
<td></td>
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</table>
• Risks will occur!
**PROJECT MANAGEMENT PROCESSES AND TOOLS**

- Change Control and Issue Management

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### Milestone Out of Scope

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<thead>
<tr>
<th>Ticket</th>
<th>Summary</th>
<th>Component</th>
<th>Version</th>
<th>Type</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>#732</td>
<td>Automatically marked unavailable</td>
<td>Misc.</td>
<td>enhancement</td>
<td>new</td>
<td>02/02/11</td>
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<tr>
<td>#718</td>
<td>Tx - MapSearch - Find Nearby - Export</td>
<td>Map Search</td>
<td>defect</td>
<td>reopened</td>
<td>12/10/10</td>
<td></td>
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<tr>
<td>#758</td>
<td>Workplace Data Question</td>
<td>Demographics</td>
<td>defect</td>
<td>new</td>
<td>03/22/11</td>
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<tr>
<td>#646</td>
<td>LA's BRAC and AEDC wrapper</td>
<td>Wrapping Site</td>
<td>task</td>
<td>accepted</td>
<td>12/10/10</td>
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<tr>
<td>#719</td>
<td>TX - map search - technical college</td>
<td>Map Search</td>
<td>defect</td>
<td>new</td>
<td>01/04/11</td>
<td></td>
</tr>
<tr>
<td>#745</td>
<td>Automated Property Reminder Email</td>
<td>Admin Features</td>
<td>defect</td>
<td>new</td>
<td>01/04/11</td>
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<tr>
<td>#751</td>
<td>SelectProfile page - change wording</td>
<td>Parish Info/Status</td>
<td>enhancement</td>
<td>new</td>
<td>01/20/11</td>
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### Milestone Production Support

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<th>Type</th>
<th>Status</th>
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<tr>
<td>#655</td>
<td>Search Notification Emails</td>
<td>Buildings &amp; Sites</td>
<td>defect</td>
<td>reopened</td>
<td>07/26/10</td>
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<tr>
<td>#709</td>
<td>Population Details Corrected Report for Property</td>
<td>Demographics</td>
<td>defect</td>
<td>new</td>
<td>04/13/11</td>
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<tr>
<td>#766</td>
<td>Admin Demo Report Custom - No Results</td>
<td>Admin Features</td>
<td>defect</td>
<td>assigned</td>
<td>04/05/11</td>
<td></td>
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<tr>
<td>#768</td>
<td>Don't Validate When Property is Unavailable</td>
<td>Buildings &amp; Sites</td>
<td>defect</td>
<td>new</td>
<td>04/21/11</td>
<td></td>
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<tr>
<td>#757</td>
<td>Not receiving EDI Region Emails when Prop Added</td>
<td>Admin Features</td>
<td>defect</td>
<td>lost</td>
<td>03/22/11</td>
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### Milestone Unassigned

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<td>#641</td>
<td>Custom Demographic reports, Generate as Excel</td>
<td>Demographics</td>
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<td>07/15/10</td>
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<td>#640</td>
<td>Custom Demo Report, Popstats CYYr</td>
<td>Demographics</td>
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<td>assigned</td>
<td>07/15/10</td>
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<tr>
<td>#654</td>
<td>Custom Report Downloads are Slow</td>
<td>Demographics</td>
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<td>07/20/10</td>
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<td>#652</td>
<td>Persons Per Household Demographic for Municipal Boundaries</td>
<td>Demographics</td>
<td>defect</td>
<td>new</td>
<td>10/04/10</td>
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<td>#663</td>
<td>Demographics equaling zero</td>
<td>Demographics</td>
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<td>assigned</td>
<td>12/15/10</td>
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<td>#729</td>
<td>Charts are slow to load</td>
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<td>12/15/10</td>
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<tr>
<td>#695</td>
<td>Tx - link to demographic report via email</td>
<td>Demographics</td>
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<td>11/11/10</td>
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</table>
• Project Status Reports with Earned Value Measurement

**Key Milestones:**
- Outside Plant Updates Complete (B) Q1 2011
- Alpha Launch (IP) Q2 2011
- Beta Launch Q2 2011
- Contacts & Negotiations Complete Q2 2011
- Reference Materials Developed (D) Q2 2011
- 2.2 Software release (GA)** (D) Q2 2011
- Marketing Materials & Media Campaigns Finalized Q2 2011
- Launch critical applications developed Q2 2011
- Full Launch** (D) Q3 2011

**Key Risks/Issues:**
- 6.2 software release miscellaneous delays
  - Alpha launch testing issues (e.g. output, quality, etc)
  - Project stability
  - Resource constraints (Ops)
  - Product applications testing (production environment)
  - Scope change requests (P&N)
  - Equipment Troubleshooting

**Key Accomplishments:**
- Alpha launch: completed 20 Alpha Test installations
- Alpha launch: active learning through monitoring and resolution of logged issues from live users (quality, system limits, etc.)
- Established new system (via project launch testing)
- Established sales and commercial product launch criteria
- Initiated remote configuration/integration process

**Key Plans for Next Period:**
- Continue Alpha launch testing (stress tests, etc.)
- Work towards establishing commercial project name
- Content provider, paper work regarding new system
- Continue program marketing materials (e.g. product manual, media campaigns, etc.)
- Beta launch prep activities

**Key Message:** Project is making significant progress through Alpha product testing, but key issues and risk factors (i.e. key vendor performance, resource constraints, network stability & design, etc.) still exist that will dictate timelines for upcoming key project deliverables and launch dates.
**Lessons Learned**

### Technology Management

<table>
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<th>Focus Area</th>
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<th>2</th>
<th>3</th>
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<th>Successes</th>
<th>Shortcomings</th>
<th>Recommended Solutions</th>
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### Resource Management

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<th>Shortcomings</th>
<th>Recommended Solutions</th>
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<td>Management Interactions</td>
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</table>
• Complete a formal lessons learned exercise
• Organize and retain important projects documentations
SPOTTING FAILING PROJECTS
• 59% to 94% of Projects Fail!

• “Projects fail because of context, not content.”
  (Thomsett, Radical Project Management, 2002, p37)
SPOTTING FAILING PROJECTS

• Some Bad Signs:
  • Poor project planning or no plan at all
  • Disagreement on project requirements
  • Lack of team involvement
  • Lack of a clearly defined end
  • Unrealistic demands
  • Failure or fear to stop or plan again
SPOTTING FAILING PROJECTS

- Reasons you may not be thinking of:
  - The Halo Effect....gone wild!
  - Mandated Dates
  - Stressed/Overworked Team Members
  - Nobody agreed on what the project was going to be in the first place
RECOVERING FAILING PROJECTS

• Stop the current progress and begin a re-planning effort.
• Determine the progress made to date and estimate the work and durations remaining.
• Determine impact to the other project management plans (cost, schedule, risk, communications, etc.)
• Re-publish the plan and reset expectations.
RECOVERING FAILING PROJECTS

• Sometimes it can’t be or shouldn’t be saved!
• Technology can be the biggest issue!
• If we had just two more weeks.........
THE VALUE OF PROJECT MANAGEMENT

- Allows for excellent organization and tracking
- Better control and use of resources
- Reduces complexity of inter-related tasks
- Allows measurement of outcome versus plans
- Early identification of problems and quick correction
- Streamlined communications up and down
- Focuses on prediction and prevention, not recognition and reaction
THE VALUE OF PROJECT MANAGEMENT

- Center for Business Practices survey results for average improvements
  - Project Execution 50%
  - Financial Performance 54%
  - Customer Satisfaction 36%
  - Employee Satisfaction 30%
THE VALUE OF PROJECT MANAGEMENT

• Top 10 Success Factors, CHAOS:
  1. User Involvement
  2. Executive Support
  3. Clear Business Objectives
  4. Emotional Maturity
  5. Optimization
  6. Agile Process
  7. Project Management Expertise
  8. Skilled Resources
  9. Execution
  10. Tools and infrastructure
THE VALUE OF PROJECT MANAGEMENT

- “80% of higher-performing projects use a certified project manager”

- 50% of project failure traceable to poor (or no) project management:
  - Bad estimates/deadlines
  - Scope changes
  - Poor resource planning

*PriceWaterhouseCoopers survey, 2007*
THE VALUE OF PROJECT MANAGEMENT

• Dr. James Norrie – Breaking Through The Project Fog

• Project Selection
THE VALUE OF PROJECT MANAGEMENT

• Dr. James Norrie – Breaking Through The Project Fog

• Project Selection
THE VALUE OF PROJECT MANAGEMENT

- Project Management is too much ‘overhead.’

All Projects are Managed!

The question is how effectively they are managed.
THANK YOU!

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LinkedIn: Mark Staley
• Project Management Body of Knowledge (PMBOK); Project Management Institute
• Project Management That Works; Rick Morris, 2008
• Effective Project Management: Wysocki, R.K., Beck Jr., R. & D.B.Crane, 1995
• TenStep® Project Management Process; TenStep, Inc.
• Stop Playing Games!; Rick Morris, 2010
• The Value of Project Management; Center for Business Practices
• Convincing executives of the value of project managements; Tom Mochal, 2003
PMI CREDENTIAL HOLDERS

318,421 (June 2010)
### 3.1 In which of the following (if any) IT functions or roles does your company expect to increase hiring during the coming 12 months?

<table>
<thead>
<tr>
<th>Role</th>
<th>Total</th>
<th>$&lt; 100M</th>
<th>$100M-999M</th>
<th>$1B+</th>
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<td>Project management</td>
<td>36%</td>
<td>21%</td>
<td>37%</td>
<td>50%</td>
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<tr>
<td>Programming/systems development</td>
<td>33%</td>
<td>28%</td>
<td>36%</td>
<td>33%</td>
</tr>
<tr>
<td>Help desk/tech support</td>
<td>30%</td>
<td>42%</td>
<td>30%</td>
<td>18%</td>
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<td>Systems integration</td>
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<td>IT governance</td>
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<td>End-user training/education</td>
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<td>Vendor management (including outsourcing)</td>
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