

# INTRODUCTION TO PROJECT MANAGEMENT

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11 – Noon

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# WHAT IS PROJECT MANAGEMENT?

**A Project defined:** “A project is a complex, non-routine, one-time effort limited by time, budget, resources and performance specifications designed to meet customer needs.” (Gray & Larson, 2007; PMBOK, 2008)

**Project Management Defined-**The application of knowledge, skills, tools and techniques to project activities to meet the project requirements. (PMBOK, 2008)

# DO I REALLY NEED PROJECT MANAGEMENT?

**We use PM concepts and processes every day at work and in personal life**

- Trainings/conferences**
- Document development**
- Computer systems**
- Planning travel and trips**
- Planning a wedding**

**In WIC, PM formalizes thought processes to ensure success in our MIS and EBT projects.**

# PROJECT MANAGEMENT INSTITUTE (PMD) KNOWLEDGE AREAS (PMBOK, 2008)

- **Integration Management**: Has the SA recognized all areas of the entire project to ensure they will ‘play well together’?
- **Scope Management**: Has the SA applied appropriate and sufficient focus to define and control what is and what is not included in the project?
- **Time Management**: Has the SA created a project timeline and milestones to ensure timely completion of the project? Is the SA in control of the critical path?
- **Procurement Management**: Has the SA included the necessary processes to purchase or acquire the products, services or results from outside their WIC Agency or outside their project team to perform the work?
  - Sole Source concerns
  - Fair and equal procurement
  - Contract approval and implementation – the role of FNS

# PROJECT MANAGEMENT INSTITUTE (PMI) KNOWLEDGE AREAS

- **Cost Management**: Does the SA have a clear idea of the processes involved in planning, estimating, budgeting and controlling costs with EBT or MIS within their approved budget?
- **Quality Management**: Has the SA determined a quality management system to incorporate quality polices, objectives, and responsibilities so the project will satisfy and meet the needs of the project?
- **Human Resource Management**: Are appropriate and sufficient SA and contractor staff assigned to the EBT projects? These are your human resources; does the HR plan account for holidays, vacations, leaves of absence and does this support the schedule?

# PROJECT MANAGEMENT INSTITUTE (PMI) KNOWLEDGE AREAS

**Communications Management**: Does the State Agency recognize all the stakeholders and the importance of communication with each of the stakeholders?

-Create a Communications table, very simple. This is included in the overall, larger, communications plan.

-No hard rules on format, but plan needs to cover Who, What, When, How, how often and Why.

-Add other data to the plan as necessary to ensure all stakeholders are identified and addressed in the plan, and supports changes in the project.

-Easy to reference

# PROJECT MANAGEMENT INSTITUTE (PMI) KNOWLEDGE AREAS

## **Risk Management:**

Has the SA performed some level of risk management planning, to identify, prioritize, analyze, and perform an appropriate level of risk mitigation so they can monitor and control the risks if they occur?

-Create risk log, can be a simple stop light report or more complicated with alerts and assigned mitigation for risks of higher degree.

-Risks can be costly if not managed, mitigation is imperative for high impact and high probability risks.

-Proper risk identification ensure proper risk mitigation. Lets define several risks.

- Contract changes/Multiple contracts
- Minimal State agency resources
- Stakeholder collaboration and communication inadequate

# DO I REALLY NEED PROJECT MANAGEMENT?

**Yes – You do:** Effective and proper Project Management can increase the success rate in our MIS and EBT projects.

- APD's need to reflect State agency Project Management approach
- PM provides oversight and ownership to projects to utilize federal funding appropriately
- Provides SAs tools to monitor and control the project for issues and show-stoppers

## **References:**

Gray C. and Larson W. (2007) *Project Management the managerial process*, (Various). New York, NY: McGraw-Hill

Project Management Institute, Inc. (2008). *A guide to the project management body of knowledge* (4<sup>th</sup> ed.). Pennsylvania: Project Management Institute, Inc.

**In WIC, PM formalizes thought processes to ensure success in our MIS and EBT projects.**

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## Credentials:

### – Project Management Institute (PMI)

- Project Management Professional (PMP)
- Other letters

### – Formal Education

- Institutional Degrees (College, Universities)
- Certificates (Trade schools)

*So they passed the test, but what about....*

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## **Experience:**

### **– Time**

- Years, months, hours
- Technical cycles, evolutions, paradigm shifts

### **– Industries**

- Private sector (Mfg, Services, Telecom..)
- Public sector (Health and Human Services, Military..)

### **– Size**

- Number of resources, duration, complexity (technologies, Interfaces)

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## **Experience(cont.):**

### **– Project types**

- **Ground up implementations**
- **Maintenance and support**
- **Transition from current to new vendor**

### **– Specifics to your business needs**

- **Do they know about Health and Humans Services?**
- **Do they know Food and Nutrition Service?**
- **Do they know WIC?**

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## **Ability to handle the disciplines:**

### **– PMI Knowledge Areas**

- Some are good with all and others with a few

### **– What to expect vs. “by the book”**

- E.g. Will you really be doing Earned Value
- E.g. Will you really be recording actual effort

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## Track record:

- **Look at the person not the company**
  - Consider the company's ability to support the person
- **Look for completed projects of your type**
  - Successes – Ask why?
  - Failures – Ask why?
- **Look for an industry recognized success rating**
  - Ask around, call those references (good and bad)

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## **What not to focus on (if you can):**

- Concentrated technical experience of PM**
- Project schedule detail and recording**
- Actuals vs. Estimates. Beware of the overhead**
- Earned Value management. Again..overhead**

# WHAT TO LOOK FOR IN A PROJECT MANAGER

## Other Thoughts:

- Look for the PM's organization skills
- Good people skills
- Watch out for a “Yes” man. Expect push back
- Can handle the “hard” questions and issues
- Keep your “regular” job in mind when planning
- Be open to the contractor's use a Deputy PM
- Travel requirement and PM's ability to handle it

# PRESENTER INFORMATION

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# QUESTIONS

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