PROJECT MANAGEMENT Framework

3/3/2011
By Karla Campbell
Project Manager
PMP Certificated
UCOP
Topics

1. Benefits Of Project Management
2. Definitions
3. Roles
4. Project Process Groups
5. Best Practices
6. Tools and Services
7. Appendix (Templates)
1. Benefits of Project Management

- What are the benefits to Project Management?
  - Ability to balance competing demands
  - Clear and understood project scope and problem statement
  - Identification of project risks with documented strategies
  - Consistent method for monitoring and controlling project deliverables and milestones
  - Improved communication among project team, executive sponsor, leadership and stakeholders
  - Ability to measure project performance
  - Early Identification of potential problems
  - Understanding of impact to timeline and critical path when deliverables are changed
2. Definitions

- **What is a Project?**
  - A *Project is a temporary endeavor undertaken to create a unique product or service.*

- **What is Project Management?**
  - Is the process of using proven tools and techniques to manage the scope, time and cost of a project.

Any change to one will effect the others
All sides are equal
2. Definitions

- **Baseline**
  - Original approved Project Scope, timeline and cost, a place

- **Gantt Chart**
  - Graphic display of activities in the schedule represented by bars charts

- **Issue**
  - Topic or point that is in question or dispute, a matter that is not settled or clear. Best Practices are to state it as a question (see Appendix for template)

- **Milestone**
  - A significant activity or event in the project

- **Scope**
  - A paragraph describing the characteristics of a project and sum of the product or services. If a date is a driver or budget is a driver put this in the scope definition
  - It is equally important to have a paragraph or bullets on what is out scope, this may be difficult in the beginning of the project but as the project develops this will become more clear

- **SME (Subject Matter Expert)**
  - Is a person who exhibits the highest level of expertise in performing a specialized job, task, or skill within an organization
  - Functional teams are usually formed through subject matter expertise
2. Definitions

- **Stakeholders**
  - Person or organization (e.g., customer, sponsor, another organization, or the public) that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project. A stakeholder may also exert influence over the project and its deliverables.

- **Risk**
  - An event or condition that may occur and it may have a positive or negative impact on the project.
    - How to determine **Priority** (see Appendix for template)
      - Impact – what is the impact if this risk was to occur
      - Probability – what is the likelihood this risk will occur

- **Risk Strategies**
  - **Mitigation** - reduce impact and if possible probability
  - **Avoidance** - avoiding or eliminating the cause
  - **Transference** – shifts impact and transfer risk to a third party
  - **Acceptance** - no plans - willing to accept consequences

- **WBS**
  - Work Breakdown Structure – Hierarchical representation of deliverables; each level represents more detail and definition. Great tool in planning or laying out the project schedule; and can assist in identify stakeholders (see Appendix for template)
3. Roles

What are all the roles you will need on a project team?

- **Executive Steering Committee**
  - Provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view; provides insight on long-term strategies in support of legislative mandates; ensure business objectives are being adequately addressed and the project remains under control.

- **Executive Sponsor**
  - Provides the official backing, resources, strategic direction and approval of the project. Helps project owner navigate through political environment and monitors political environment to help project adjust; owns the final product; signs off on charter and scope objectives.

- **Project Owner**
  - Overall responsibility for project implementation:
    - Keeps the project on track by meeting with project manager on a consistent basis; provides and locates resources for the project and resolves any resource allocation issues; when roadblocks occur for team - prevent scope and schedule creep; decision maker on day to day activities; escalates issues or concerns to the executive sponsor; ensures executive sponsor is briefed on status of project.
    - Responsibility of the planning and execution of any project to meet the project objectives; Prepares project documentations for input and sign off; Tracks and monitors project progress; Escalate issues and risks to and from the core project team to Executive Sponsor for decisions; Responsible for the proper closing of a project; **Maintains an objective point of view throughout the project.**
4. Process Groups

- Project Management Process Groups

- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing
4. Process Groups

• INITIATING
  – Recognizing that a project is worth doing
  – Determining what the project should accomplish
  – Defining the overall project goal
  – Defining general expectations of customers, management, or other stakeholders
  – Defining the general project scope and problem statement
  – Selecting initial members of the project team
  – **Deliverable** = Project Charter
4. Process Groups

• PLANNING
  – Refining the project scope
  – Listing tasks and activities
  – Sequencing activities
  – Developing a workable schedule and budget
  – Assigning resources to the activities
  – Getting the plan approved “baseline”
  – **Deliverable** = Project Management Plan
4. Process Groups

• EXECUTION
  – Leading the team
  – Meeting with team members
  – Communicating with stakeholders
  – Resolving conflicts that always arise during a Project
  – Approve change request
  – Securing necessary resources (money, people, equipment) to carry out the project plan
  – **Deliverable** = RFQ/RFP or Distribution of the schedule, issues and risks on a weekly basis
4. Process Groups

• MONITORING and CONTROLLING
  – Monitoring deviations in budget or schedule
  – Taking corrective action
  – Evaluating potential impacts of project
  – Initiating change request process
  – Rescheduling the project activities
  – Adapting resource levels
  – Adjusting project goals (as long as you have revisited planning)
  – Getting changes approved by stakeholders
  – Updating project documentation
  – **Deliverable** = Progress reporting
4. Process Groups

• CLOSING
  – Validating the last of the tasks are complete in the project plan
  – Releasing resources
  – Lessons learned
  – Final vendor payment
  – Writing a final project report
  – Sponsor sign off
  – Closing out the files
  – **Deliverable** = Transition or turnover plan to production support; a Lesson Learned document
## 5. Best Practices

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| Planning | | You may have several Kick Off Meetings;  
• Senior Management; Executive Steering  
• Core Project Team  
• Stakeholders |
| Planning | | Documents  
• Project Scope  
• If the project does not have a project charter, problem statement must be included in the project scope |
| Execution | |  |
| Monitoring Controlling | |  |
| Closing | | Important to celebrate successes throughout the project as well as tracking lessons learned! |
6. Tools and Services

- Microsoft Checklist Pro
  - Word
  - Excel
  - Visio
  - PowerPoint
  - Project

- Project Checklist
  (see page 14)
  - Templates
  (see Appendix)

- Karla Campbell
  (karla.campbell@ucop.edu)
  510-987-0707

- Project Management Institute (PMI)
  (pmi.org)
7. Appendix – WS SHIP Project Structure

**Advisory Group →**  
(COC, COVC, COVCA, CUCSA, ITLC, etc.)

**Executive Steering Committee:**  
Brostrom, Gottfredson, Plotts, Taylor, & White

**Executive Sponsor:**  
Nathan Brostrom

**Project Owner:**  
Mike Baptista & Heather Pineda

**Functional Team:**  
Maria Blandizzi, Charlie McDonough, Alan Moloney, Karla Campbell, et. al.

**Campus Managers (informal):**  
To be determined by Project Owner & his/her Functional Team

**Lead Staff**  
(Reese, Crowder, Baird)
# 7. Appendix – WS SHIP Project Structure Roles and Responsibilities

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<th>Resource Full Name</th>
<th>Title</th>
<th>Area</th>
<th>Business Phone Number</th>
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<tr>
<td>Nathan Brostrom</td>
<td>EVP, Business Operations, UCOP</td>
<td>Business Operation</td>
<td>(510) 987-9029</td>
<td><a href="mailto:Nathan.brostrom@ucop.edu">Nathan.brostrom@ucop.edu</a></td>
<td>Executive Sponsor</td>
<td>Decision maker; provides direction, guidance.</td>
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<tr>
<td>Mike Baptista</td>
<td>Executive Director, UCOP</td>
<td>Human Resources</td>
<td>(510) 987-9383</td>
<td><a href="mailto:Michael.Baptista@ucop.edu">Michael.Baptista@ucop.edu</a></td>
<td>Project Owner</td>
<td>Direction, support, arbitration,</td>
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<tr>
<td>Heather Pineda</td>
<td>Director, UCOP</td>
<td>Human Resources</td>
<td>(510) 987-9232</td>
<td><a href="mailto:Heather.Pineda@ucop.edu">Heather.Pineda@ucop.edu</a></td>
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<tr>
<td>Karla Campbell</td>
<td>Project Manager</td>
<td>Office of Strategic Change Resource</td>
<td>(510) 987-0707</td>
<td><a href="mailto:Karla.Campbell@ucop.edu">Karla.Campbell@ucop.edu</a></td>
<td>Functional Team, Project Manager</td>
<td>Subject Matter Expert in Project Management</td>
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<tr>
<td>Maria Blandizzi</td>
<td>Director, Special Projects, UCSF</td>
<td>Student Academic Affairs</td>
<td>(510) 987-9551</td>
<td><a href="mailto:Maria.blandizzi@ucsf.edu">Maria.blandizzi@ucsf.edu</a></td>
<td>Functional Team, Coordination of Workgroup</td>
<td>Manage project plan, monitor, document</td>
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<tr>
<td>Alan Moloney</td>
<td>Director, UCOP</td>
<td>Purchasing and Contracts</td>
<td>(510) 987-0824</td>
<td><a href="mailto:Alan.moloney@ucop.edu">Alan.moloney@ucop.edu</a></td>
<td>Functional Team, Procurement Consultant and Lead on RFP</td>
<td>Manage the RFP process; a lead in negotiations of vendors utilizing the consultants.</td>
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<tr>
<td>Charles McDonough</td>
<td>Manager, Student Health and Counseling, UCSF</td>
<td>Student Health and Counseling</td>
<td>(415) 476-1584</td>
<td><a href="mailto:charles.mcandonough@ucsf.edu">charles.mcandonough@ucsf.edu</a></td>
<td>Functional Team, Coordination of Workgroup</td>
<td>Subject Matter Expert, Project Coordination</td>
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7. Appendix – Problem Statement

Problem Statement Template:

The problem of (description) affects (list stakeholders affected). The impact of which is (describe the impact of the problem). A successful solution would (list some key benefits of a successful solution).

Problem Statement Example (provided by Rational Unified Process (RUP)):

The problem of untimely and improper resolution of customer service issues affects our customers, customer support reps, and service technicians the impact of which is customer dissatisfaction, perceived lack of quality, unhappy employees and loss of revenue. A successful solution would provide real-time access to a troubleshooting database by support reps and facilitate the timely dispatch of service technicians to only those locations that genuinely need their assistance.
Also, having a description of each box is helpful to fully understand what the deliverable is trying to achieve.
# 7. Appendix - Schedule

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7. Appendix - Schedule
# 7. Appendix – Issues List

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<td>10/8/2010</td>
<td>What is the purpose of an issues List</td>
<td>2/28 - Make your notes brief but enough to understand what is going on and how this issue is being resolve; 2/23 - Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.</td>
<td>Alan</td>
</tr>
<tr>
<td>2</td>
<td>Yellow</td>
<td>2-High</td>
<td>RFP</td>
<td>10/8/2010</td>
<td></td>
<td>2/28 - Make your notes brief but enough to understand what is going on and how this issue is being resolve; 2/23 - Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.</td>
<td>Maria, Alan</td>
</tr>
<tr>
<td>3</td>
<td>Green</td>
<td>3-Medium</td>
<td>Labor</td>
<td>10/22/2010</td>
<td></td>
<td>2/28 - Make your notes brief but enough to understand what is going on and how this issue is being resolve; 2/23 - Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.</td>
<td>Heather</td>
</tr>
<tr>
<td>4</td>
<td>Green</td>
<td>4-Low</td>
<td>Contract</td>
<td>9/30/2010</td>
<td></td>
<td>2/28 - Make your notes brief but enough to understand what is going on and how this issue is being resolve; 2/23 - Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.</td>
<td>Karla</td>
</tr>
</tbody>
</table>

**Key**
- # - unique number
- **Status** - Indicator - (red) will cause delays, (yellow) - may cause delays -(green) - on target,
- **Priority** - Urgent=cannot continue if not resolved; High=must be resolved; Medium=must be resolve can have business "work around"; Low=does not need to be resolved by project delivery
- **Regarding** - One or two words categorizing the item - staffing, communications, Labor, budget - be consistent
- **Date Opened** - list the date mm/dd/yyyy item was opened
- **Description** - Issue should be stated with a question,
- **Assigned to** - Responsible to get resolution and is accountable for this issue (coordinate discussions, escalate if help is needed.
- **Target Close Date** - Date in which items is targeted to be resolved

**Definition of an Issue** -
A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

## 7. Appendix - Risk List

### Definition of a Risk -

An uncertain event or condition that, if it occurs, has a positive or negative effect on a project objectives. (PMBOK Guide – Third Edition – 2006)

### Key

- **Consequences** - if this risk does occur what are the consequences (positive or negative)
- **Impact, Probability**: 1-High, 2-Medium, 3-Low
- **Priority** - result from the Look Up table regarding input from Impact and Probability - 1-Very High, 2-High, 3-Medium, 4-Low, 5-Very Low
- **Strategy** - Avoidance, Transference, Mitigation, Acceptance = Avoidance - avoiding or eliminating the cause; Transference - transfer risk (third party); Mitigation - reduce impact; Acceptance - no plans - willing to accept consequences

### Contingency Plan

- If possible are there contingency plans that can be executed if the Risk occurs

<table>
<thead>
<tr>
<th>#</th>
<th>Event/Risk Description</th>
<th>Consequences</th>
<th>Opened by</th>
<th>Date Opened</th>
<th>Impact</th>
<th>Probability</th>
<th>Priority</th>
<th>Strategy</th>
<th>Contingency Plan</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resources must be available on this project</td>
<td>If resources are not available it will have a negative impact on timeline and budget.</td>
<td>1-High</td>
<td>1-High</td>
<td>1-Very High</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Priority Table

<table>
<thead>
<tr>
<th>Impact</th>
<th>Probability</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-High</td>
<td>1-High</td>
<td>1-Very High Risk</td>
</tr>
<tr>
<td>1-High</td>
<td>2-Medium</td>
<td>2-High Risk</td>
</tr>
<tr>
<td>2-Medium</td>
<td>1-High</td>
<td>2-High Risk</td>
</tr>
<tr>
<td>2-Medium</td>
<td>2-Medium</td>
<td>3-Medium Risk</td>
</tr>
<tr>
<td>3-Low</td>
<td>1-High</td>
<td>3-Medium Risk</td>
</tr>
<tr>
<td>1-High</td>
<td>3-Low</td>
<td>3-Medium Risk</td>
</tr>
<tr>
<td>2-Medium</td>
<td>3-Low</td>
<td>4-Low Risk</td>
</tr>
<tr>
<td>3-Low</td>
<td>2-Medium</td>
<td>4-Low Risk</td>
</tr>
<tr>
<td>3-Low</td>
<td>3-Low</td>
<td>4-Low Risk</td>
</tr>
</tbody>
</table>