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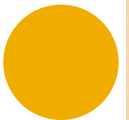
A QUICK INTRODUCTION TO MODERN PROJECT MANAGEMENT

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February 6, 2008

WHO IS HARLAN?

- Vocational Sociologist, GMU
- Over 20+ years in working PM
 - Building remodels and moves
 - IT migrations, systems and DB, data and voice
- Over 20+ years in training
 - 9+years in dedicated training
 - Currently with Learnit!



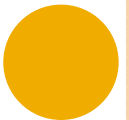
DEFINITION OF PROJECTS

- One U.S. organization that promulgates project management technologies and best practices is Project Management Institute (PMI).



DEFINITION OF A PROJECT

- A project is a temporary sequence of tasks with a distinct beginning and end(s) that is undertaken to create a unique product or service.
- There must be clearly defined objectives to indicate when the project is complete.



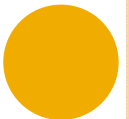
DEFINITION OF “OPERATIONAL” WORK

- Routine, regular, or easily performed work.
- Effort (work hours of labor) is known or very easily determined; therefore, estimates to complete in effort and duration have high confidence.



EFFECTS OF “OPERATIONAL” WORK ON PLANNING

- Estimating completion times can often be reduced to formulaic thinking and no need for careful planning of detailed steps.
- Budgets and timelines can be easily estimated and can be matched relatively easily.



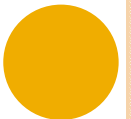
DEFINITION OF “PROJECT” WORK

- Not-routine, “special,” or work that has not been performed before.
- Effort (work hours of labor) is unknown; therefore, estimates to complete in effort and duration have a sliding scale of confidence.



EFFECTS OF “PROJECT” WORK ON PLANNING

- Estimating completion times can best be determined by careful, detailed planning.
- Budgets and timelines require thorough investigation and evaluation.



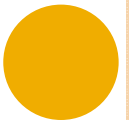
THE NEED FOR PLANNING OF “PROJECT” WORK

- An organization’s Project Portfolio prioritizes and evaluates projects for relevance and effectiveness.
- Feasibility based on costs and personnel availability need to be evaluated and determined to be reasonable (in light of the proposed benefits).

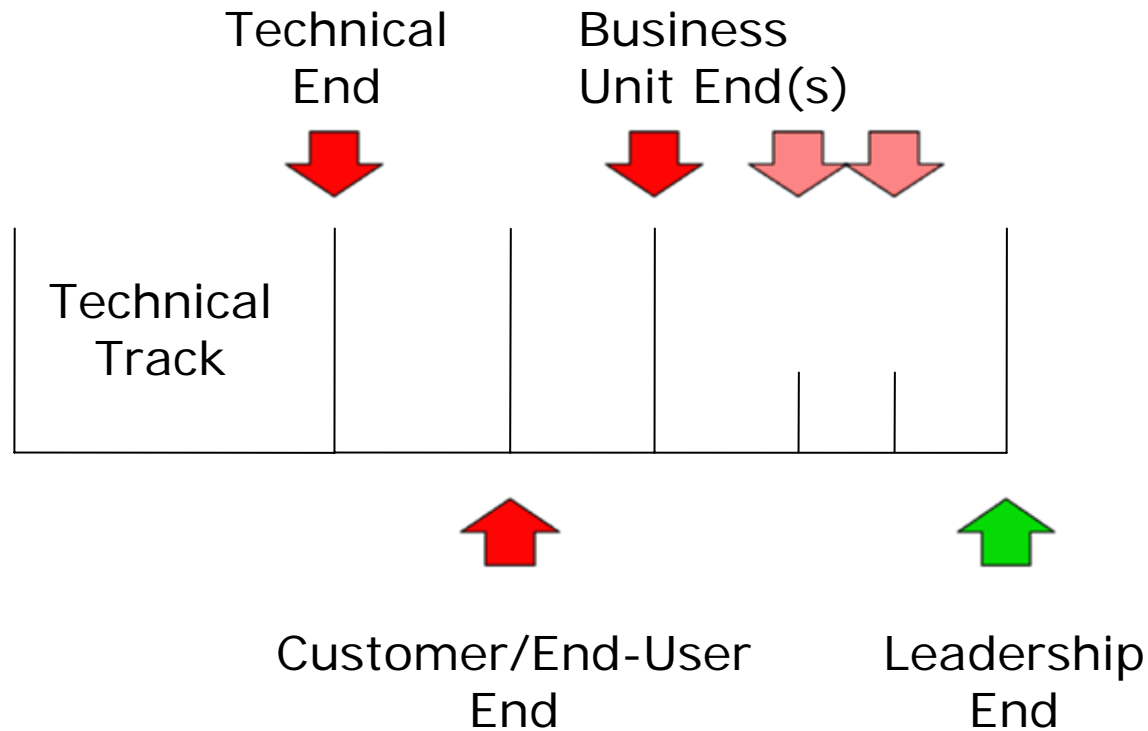


DEFINITION OF A PROJECT, REVISITED

- There must be clearly defined objectives to indicate when the project is complete at each end of the project's deliverables.
- Remember, adjectives are not deliverables, they are “goals.”

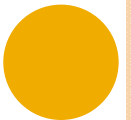


THE MULTIPLE “ENDS” OF A PROJECT

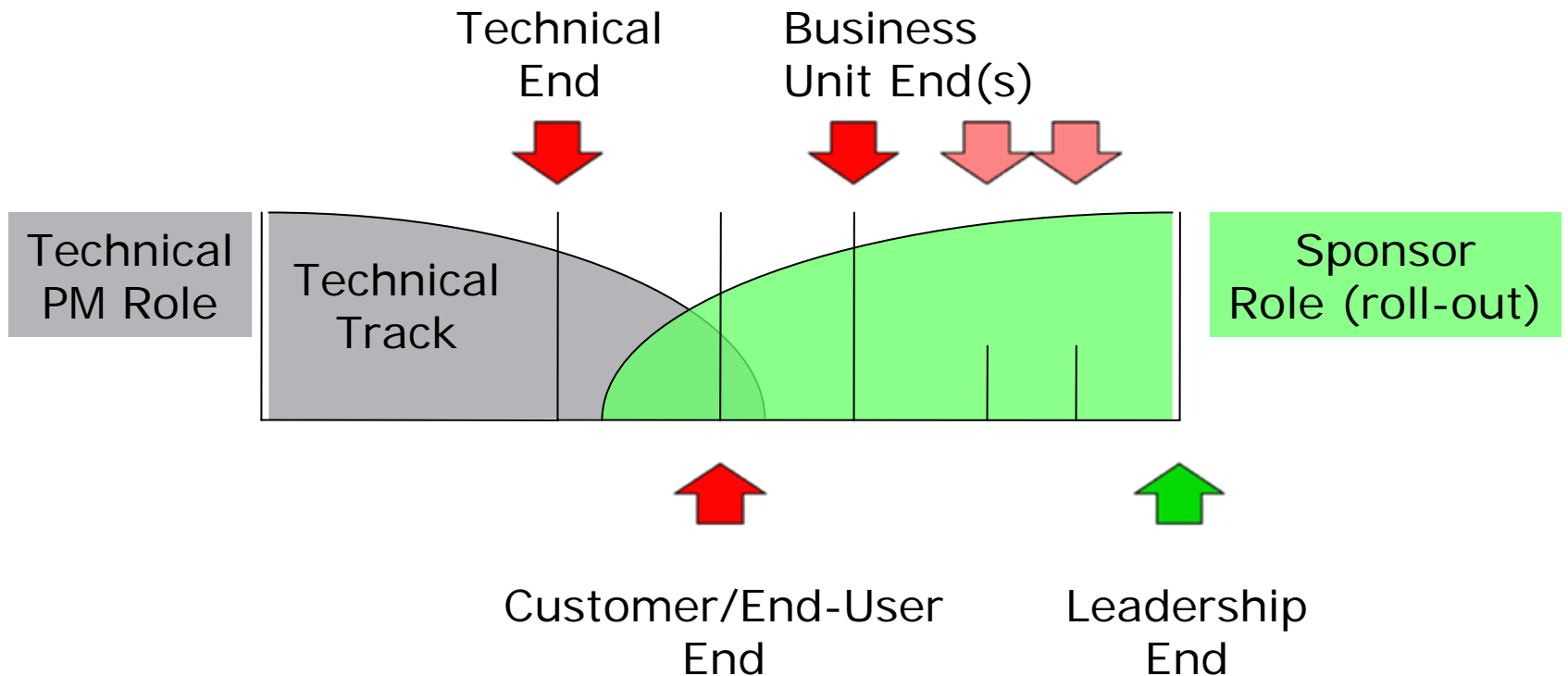


PROJECT MANAGEMENT PLAYERS

- The Project Manager- Responsible for the entire or “technical track” of the project.
- Sponsor – the business champion of the project who supplies authority and funding and manages “going operational.”
- Team Members – persons who work the tasks in the project.
- Stakeholders – people with an interest in the project’s completion.

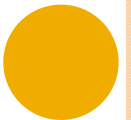


A PROJECT'S PATH TO OPERATIONS



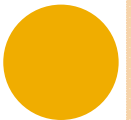
TYPES OF PROJECT TEAM ORGANIZATION

- Functional – team members from functional departments are used.
- Projectized - a project management office is created, staff is dedicated.
- Matrix – some mix of the above two organizational structures for the project team.



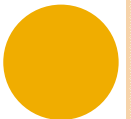
THE HR DIMENSIONS OF PROJECT PLANNING

- Resource Availability has become one of the driving factors in delivering project work on time.
- Job Descriptions and Performance Objective Documents must reflect the demand for project and operational time to allow for matching availability to ensure improved on-time performance.



PMI'S PROJECT MANAGEMENT PROCESSES

- Project Initiating
- Project Planning
- Project Executing
- Project Controlling
- Project Closing



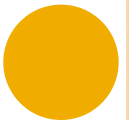
PROJECT PROCESS - INITIATING

- An idea is positioned as a new project
 - Market Change, internal need, new technology, customer need, senior management mandate.
- The idea is evaluated
 - For relevance to the organization's goals
 - For effectiveness to reach the goal(s)
 - Benefit analysis (ROI)



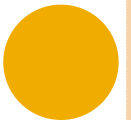
PROJECT PROCESS - PLANNING

- The **Scope Statement**
 - Project justification
 - Product description
 - Project objectives
 - Project deliverables
 - What will not be delivered



PROJECT PROCESS – PLANNING PROCESSES

The Storyboarding technique for planning Scope

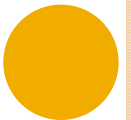


PROJECT PROCESS – PLANNING PROCESSES

The Storyboarding technique for planning Scope

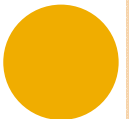


The secret is to think backwards!



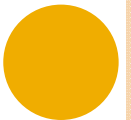
PROJECT PROCESS – PLANNING SCHEDULES

- Durations
 - Tracked in two “modes”
 - The number of work hours needed to complete a work package is called effort.
 - Effort feeds into costs and resource allocation.
 - The “turnaround time” for the work package to be completed.
 - This is called duration and leads to the final project completion date.
 - Remember to add “overhead” time such as revisions, start up times, etc.
 - Work availability must not be ignored!



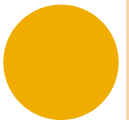
PROJECT PROCESS – PLANNING RISKS

- Risk Analysis to Project, especially the Critical Path
 - Brainstorm with subject matter experts, do research, and discuss with team members possible risks to the project.
 - Create a written document containing contingency plans.



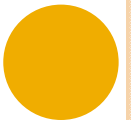
PROJECT PROCESS – EXECUTING

- Assemble the Team
 - Identify technical/interpersonal skills of potential/mandated team members.
 - Identify and recruit.
 - Negotiate to fill skills gaps.
 - Ensure that availability matches demand.



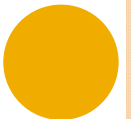
PROJECT PROCESS – EXECUTING

- Do not be afraid to be “specific.”
- Be very, very detailed on the outcome – quantity, duration, quality, cost, function, etc.
- Be very, very clear on “First Draft” schedule vs. “Final Draft” schedule.
- Do not be afraid of “micro-management.”



PROJECT PROCESS – TECHNICAL CLOSURE

- Lessons Learned
 - Project review meeting – all members
 - Use debriefing method
 - Include all aspects of project
 - Keep it positive!
 - Discuss what worked
 - Discuss what didn't work for future benefit
 - Document and store
 - Celebrate!



PROJECT PROCESS – OPERATIONAL HANDOFF

- Obtain Final, Formal Sign-Off
 - Present Project Closure Report to sponsor
 - Demonstrate completion of the project
 - Obtain final sign-off
 - Negotiate next steps in the event of sign-off failure



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Questions and Discussion

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Thank you for your
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