PROJECT MANAGEMENT

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Project Management

There are multiple levels of project management

- Single Project Management/Leadership
- Multiple project oversight within a single department
- Cross-functional Projects within an organization

These projects create demands on the same resources within the organization across overlapping timeframes.

Leadership

Project Management is a matrix of roles, tasks, resources and communication that requires coordination.

As a member of the leadership team you are responsible for overseeing:

• multiple, single projects within your departments and the

• integration of multiple projects across the organizations.

Four Ps of Project Management

Plan: Planning and forecasting activities

Processes:

- A series of predetermined and well-structured processes: Steps

People: Essential component of project dynamics

- Dreadful combo: Poor planning & inadequate people

Power: Lines of authority

- Decision-makers and policies for implementation

Primary Constraints: Scope, Time, Quality, Budget

How do you ensure success?

Focus on the Key Essentials

Key Essential: Documentation

- Ensure clear understanding of project objectives

- Create the Project Plan and schedule
  - Tasks, decisions, timing

- Identify milestones (signoffs, invoicing, etc.)

- Identify required roles and resource demands

- Identify contractors and availability

- Identify material and equipment resources

Key essential: Communication

- Track completion status of routine plan elements

- Track also the <u>progress</u> of critical/risky/complicated plan elements

- Enable early escalation of concerns to appropriate level of leadership (quality/cost/schedule)

- Facilitate problem solving coordination

- Report milestone completion

- Acknowledge completions/successes

- Identify Best Practices moving forward

Key Essential: Leadership

- Set expectations and measures for project management
  - Accountability of staff and project leaders
  - Documentation
  - Communication

- Encourage development of best practice "tools"

- Ensure staff and project leaders are identified, trained and qualified for different project management "levels"
  - Within Projects
  - Managing the project book
  - Integration of multiple projects across the organization

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Tactical Elements of success

- Complete and robust Project Plans
  - Detailed schedules of resource demands

- Real-time tracking and communication tool
  - Communication plan & schedule

- Project prioritization and budgets
  - Cash-flow requirements and schedule

- Quality and Performance standards

- Training and oversight

Approach: Phased(Waterfall)

- Initiation: Develop Charter & Scope Statement

- Planning & Design

- Execution

- Monitoring & Controlling (Measurement)

- Closing

- Evaluation

Best for design and construction.

Effective Project Plans….

Project Plans that include….clearly defined:

- Outcomes, requirements and boundaries (Pre-project specs)
- Timeframe parameters/requirements
- Logical, measureable milestones
    - Logical groupings of tasks
    - Hurdles (signoff points),
    - Check off Sheets
- Roles and human resources
- Non-human resources (software, tools, etc.)
- Communication platform and easily updated activity
- Budget of hours, direct cost, indirect costs and cash flow projections
- Project close-out (review & evaluation for improvement)

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Effective Tracking tool….

- Accessible by everyone on the project

- Tracks:
  - Milestones and large tasks (timeline and completion)
  - Costs
  - Resources (Participants and hours)
  - Communications (to/from who, what & when)
  - Performance against budget/plan
  - Quality

- Dashboards, RACI diagrams, ComLogs, Gantt Chart

Let's take a look at some recent projects and discuss what worked well and what didn't work well.

Let's review:

Leadership Team Responsibilities

Leadership Responsibilities

- Communication
- Set priorities: Projects and Resources
- Set expectations & Standards for the Team
- Ensure Team sets & manages client expectations
  - Internal & External
- Ensure staff & Project Leader is trained & qualified
- Set meaningful & effective measurement
- Follow and maintain accountability
- Review and share continuous improvements

Communicate, Communicate, Communicate!

Org-Wide Project Management

Challenges….

- Overlapping Resource Demands

- Cash flow Requirements

- Org-wide, Real-Time Project Tracking

- Continuous Communication

- Cross-functional Teamwork

- Quality and Performance Tracking

- Project Reviews for Continuous Improvement

Ongoing tracking of projects, communication and leadership ensures success.

Questions?

THANK YOU FOR YOU ATTENTION!

Debra Englund, CEO

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