



Acquisition for the New Millennium

Project Management

Planning for Success



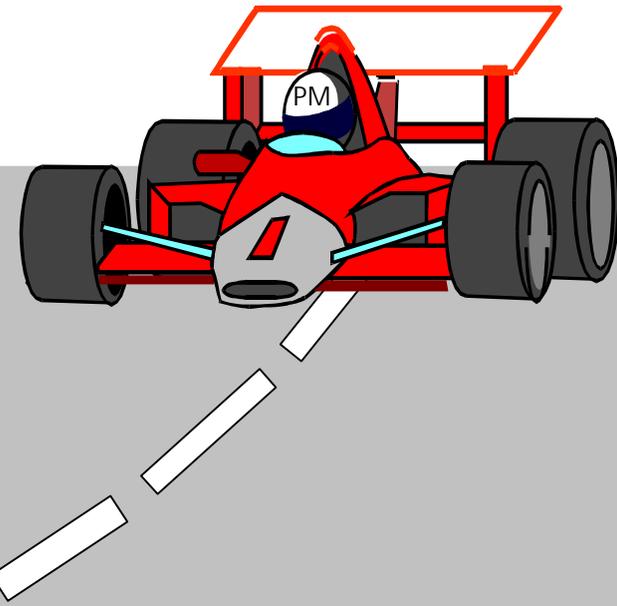
Today's Business Environment

- **Global competitiveness**
- **Strong focus on time-to-market**
- **Emphasis on reduced project costs**
- **Integration of technologies**



Accelerating Trends

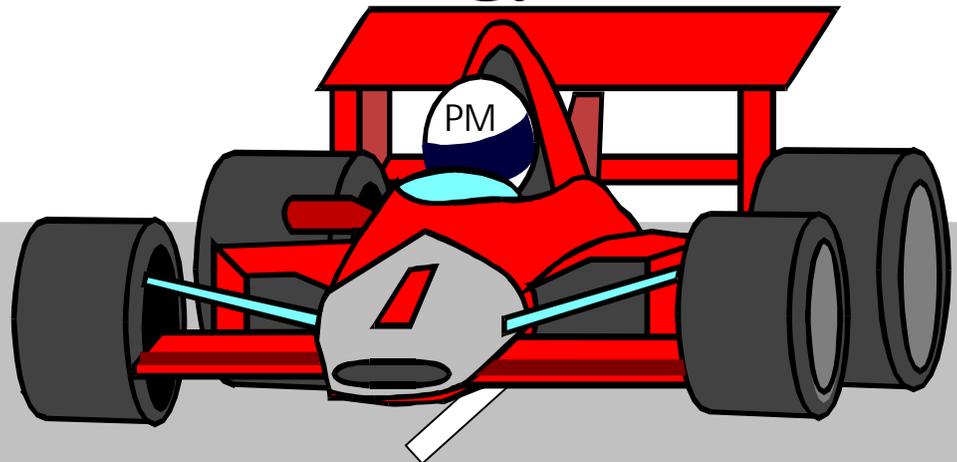
- **Corporate globalization**
- **Massive mergers and reorganizations**
- **Flatter organizations**
- **Drive for faster results**





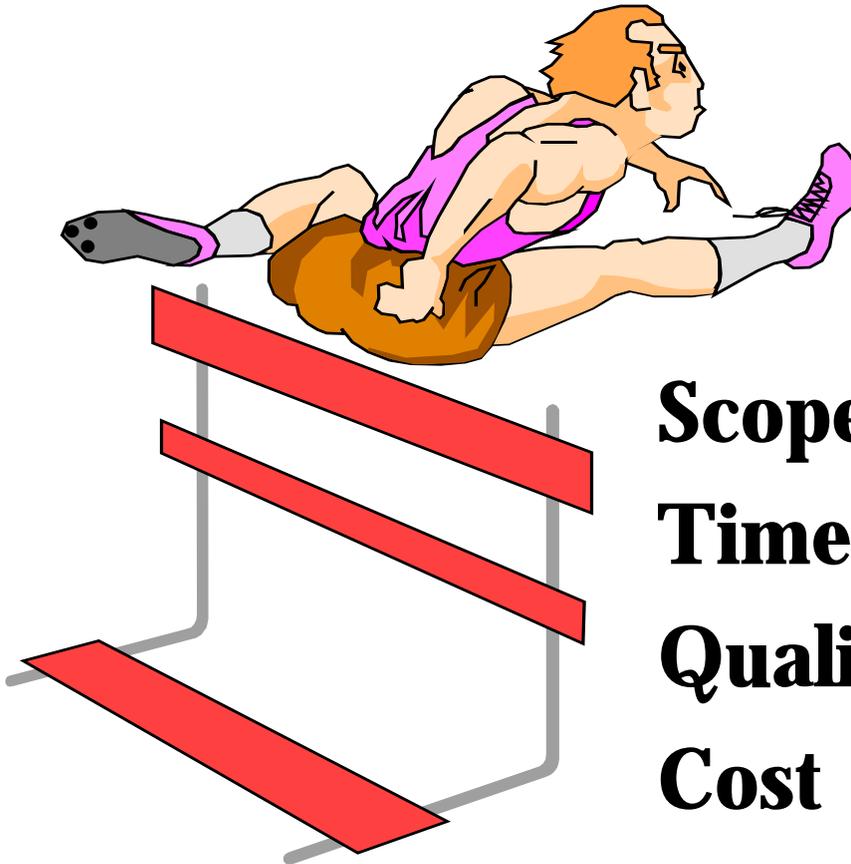
Accelerating Trends

- **Team environment**
- **Importance of interpersonal skills**
- **Multinational projects**
- **Recognition of cultural differences**
- **Dependence on technology**





Constraints to Hurtle



Scope

Time

Quality

Cost

Customer Satisfaction



The Marketplace

- **Rewards those that rapidly change to meet market conditions**
- **Kills those that change in the wrong direction (or won't change)**



Successful Change Must...

- **Be Managed**
- **Be orchestrated**
- **Be corporate, it cannot be just local.**



Corporate Change

- **Needs to harness the energy and support of individuals**
 - **Must be understood by all members**
 - **Must be traceable to all organizational levels**
 - **Must have buy-in**



Objectives

- **To Introduce the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) Framework**
- **To explain our PD project management skills development program**

DGS/PD John Ashbee/Earl Santee





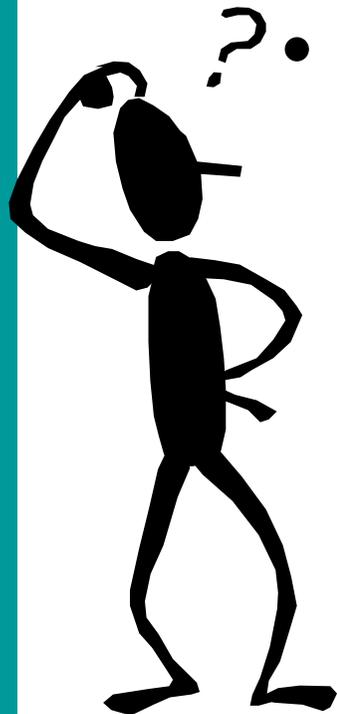
Project Management



Building professionalism in project management.™



What is Project Management?



? • ***The application of:***
knowledge,
skills, tools, and techniques
to all project activities
in order to meet or exceed
project stakeholder
needs and expectations



Why Project Management?

- **Project management provides a framework of methods, processes, monitoring and change control.**
- **Disciplined project management provides:**
 - **A focal point for effective communications, coordination, and control**
 - **Emphasis on time and cost performance**
 - **A plan to assess progress**



Program versus Project





Program vs. Project Management

Program

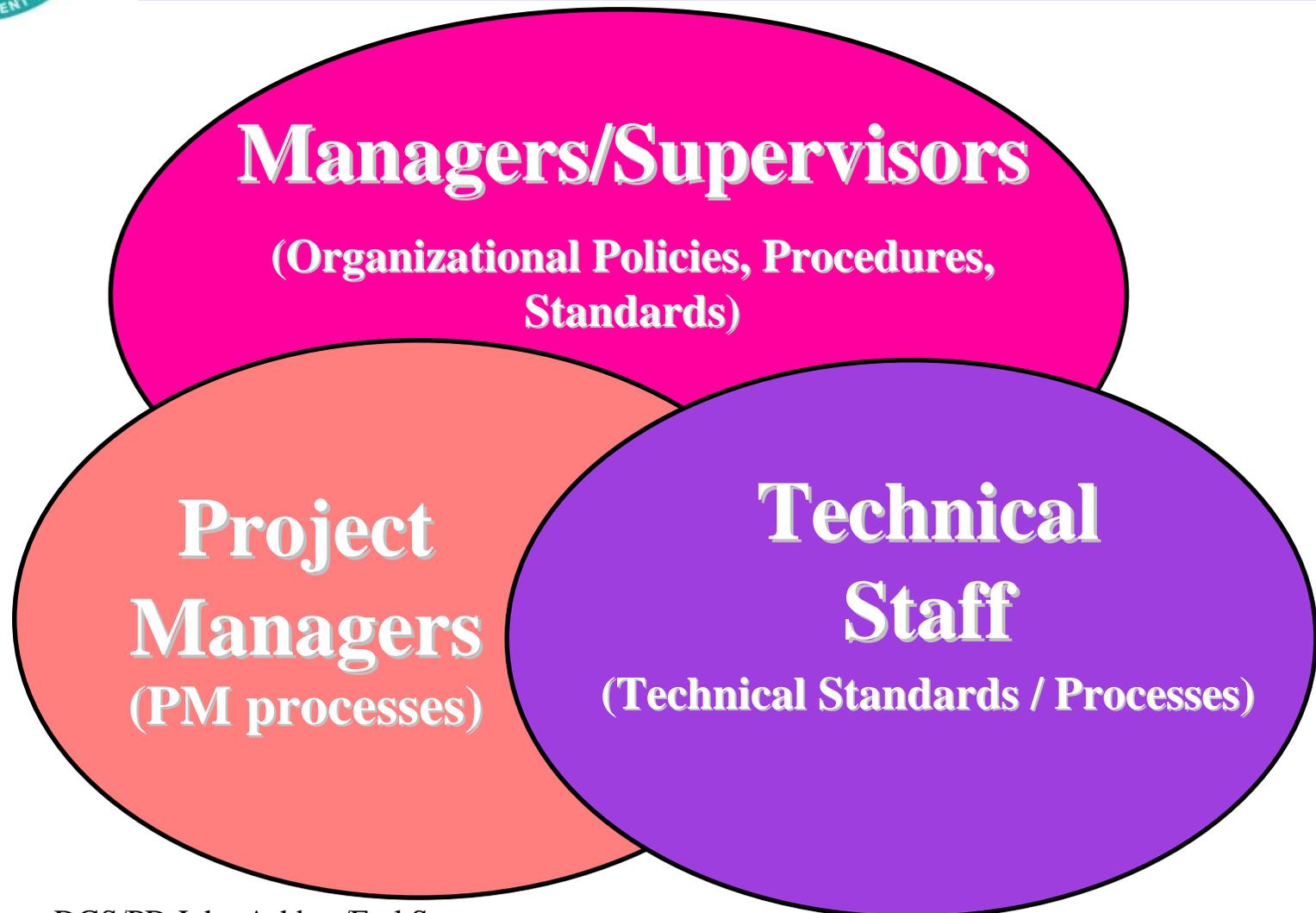
- Semi-permanent charter, organization, and goals
- Maintenance of status quo
- Standard product or service
- Homogeneous teams
- Ongoing

Project Management

- Original charter, organization and goals
- Catalyst for change
- Unique product or service
- Heterogeneous teams
- Start and end date



Roles and Responsibilities





The Question

What is PMI?



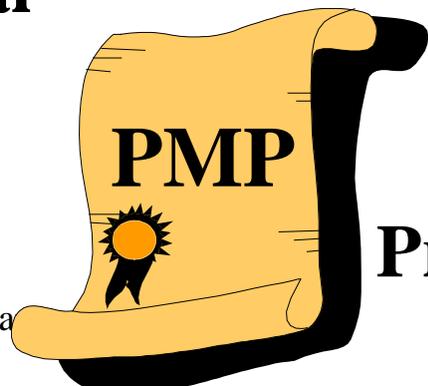
Project Management Institute



A Professional Society

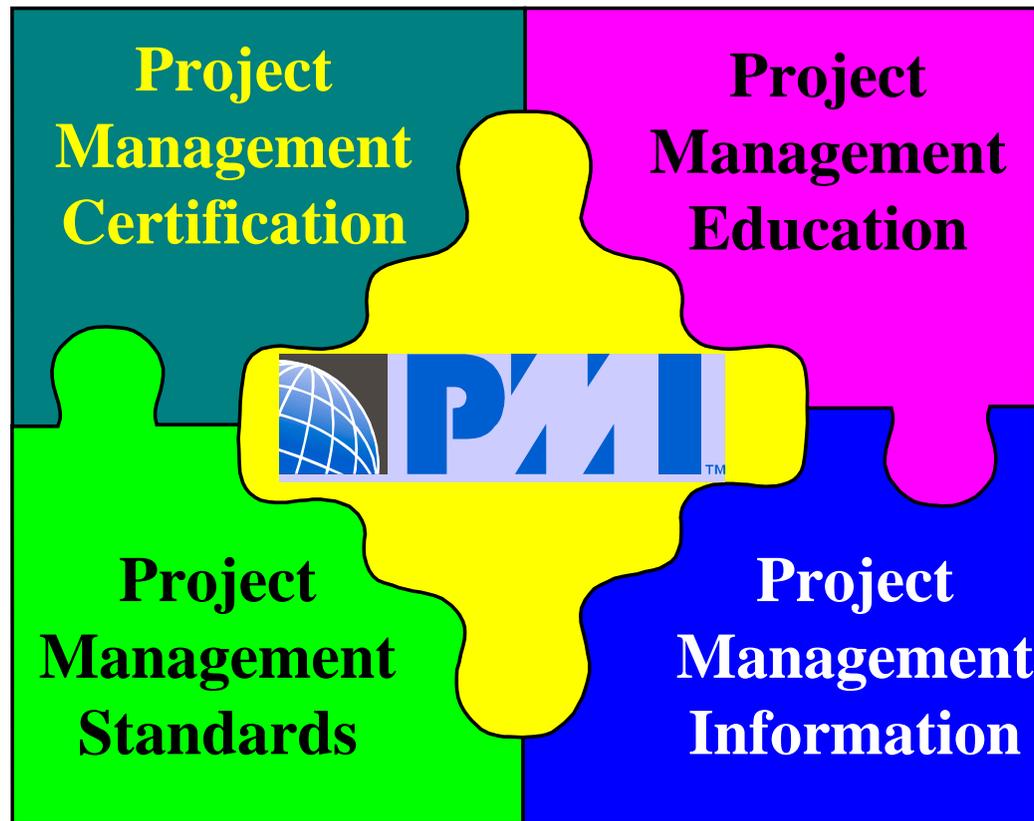


Project Management Body Of Knowledge



Project Management Professional Certification

Improving Your Organization's Effectiveness in Managing Projects





Organization PM Benefits

- **Increase stakeholder trust and confidence**
- **Continuously improve project:**
 - **Control**
 - **Change management**
 - **Probability of project success**





Organization PM Benefits

- Balance competing demands
- Improve monitoring and control (providing a consistent method for tracking tasks and milestones)
- Expand communication among participants
- Refine projections of resource requirements
- Provide a mechanism for performance measurement





Organization PM Benefits

- **Identify problem areas**
- **Clarify project goals and project scope**
- **Quantify project risk**
- **Rank projects**





PM Benefits for Individuals

- **Creates high visibility of project results**
- **Enhances both professional and personal growth opportunities**
- **Builds one's reputation and network**
- **Develops portable skills and experience**
- **Future source of company leadership**



Another Question

What is PMBOK?



PMBOK Grew From Multiple Industries



DGS/PD John Ashbee/Earl Santee



Its A Framework





PMBOK...

- **IS** a framework of project management principles.
- **IS** a series of tools for project managers AND project leads, team leaders, project team members, and other stakeholders.
- **IS NOT** a replacement for guidance such as ISO 9000, SAMM, or other State guidelines.

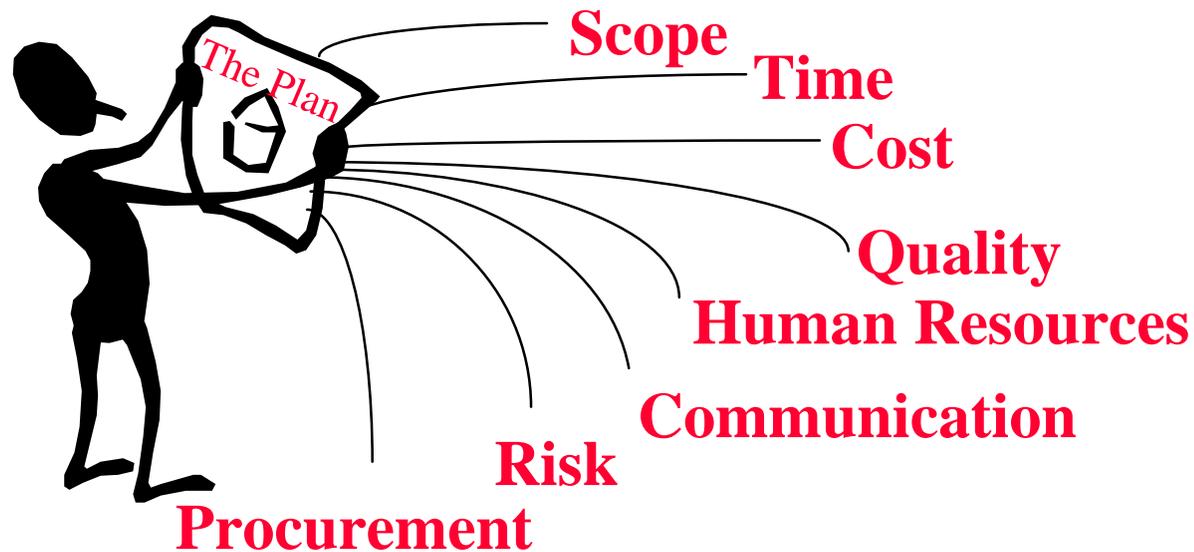


PMBOK Benefits

- **UNIVERSAL:** Common/generally accepted standards across multiple disciplines.
- **COMPLETE:** The big picture on the subject of project management.
- **SIMPLE:** Assembled in “cliff notes” format for ease of absorption.



“An Introduction to PMI’s Principles of Project Management”





Scope... (Requirements)

... the processes to ensure the project includes all of the work required, and only the work required, to complete the project successfully.

Things to Ensure:

- ✓ The “Project” is clearly defined and stated in terms of what the customer wants.
- ✓ The project manager is formally assigned with authority to proceed & apply resources.
- ✓ Requirements for the project are documented to include objectives and deliverables.
- ✓ The total scope of the project is broken down into “product” groupings.

Typical Artifacts:

- 📄 Project Charter
- 📄 Scope Statement
- 📄 WBS (Product Level)

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Scope Management Plan

DGS/PD John Ashbee/Earl Santee





Time... (Schedule)

... the processes to ensure timely project completion.

Things to Ensure:

- ✓ All activities to complete the WBS products are identified.
- ✓ The activities and the logical relationships between them are diagrammed.
- ✓ An estimated duration has been determined for each activity.
- ✓ Each activity in the project is scheduled with planned start and end dates.

Typical Artifacts:

- 📄 WBS (Activity Level)
- 📄 Network Diagram
- 📄 Activity Duration Estimates
- 📄 Gantt Chart

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Schedule Management Plan





Cost...

...the processes to ensure the project is completed within the approved budget.

Things to Ensure:

- ✓ The types of resources (skills categories) is determined in quantities and unit costs.
- ✓ The time-phased “usage” of resources is documented.
- ✓ The time-phased use of cost budget is documented.
- ✓ Instructions and constraints for work are documented for the project resources.

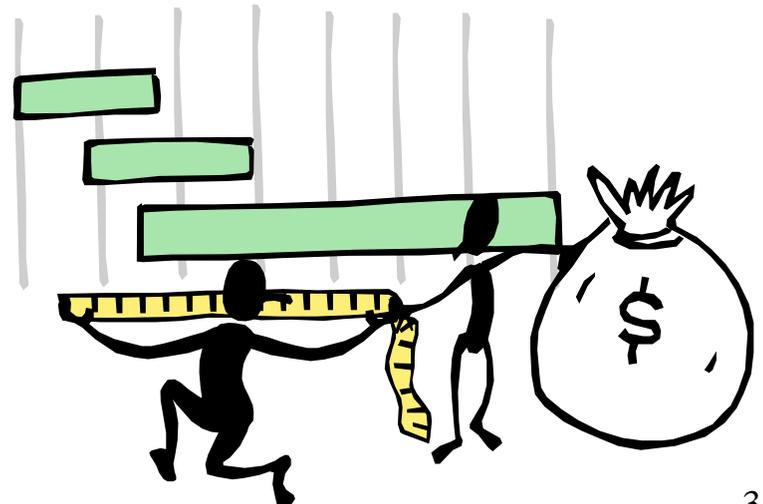
Typical Artifacts:

- 📄 Resource Pool
- 📄 Histogram (Usage Line)
- 📄 Cost Baseline
- 📄 Work Packages

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Cost Management Plan

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Quality...

...the processes to ensure the project satisfies the needs for which it was undertaken.

Things to Ensure:

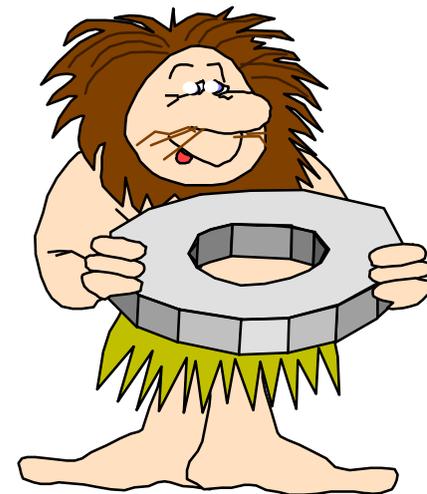
- ✓ The desired level of quality will be determined for the project.
- ✓ Quality items are defined as well as how they will be measured by the quality process.
- ✓ Verify that product is built in accordance to the quality standards.
- ✓ Corrective / preventative action is taken as a result of quality performance measurements.

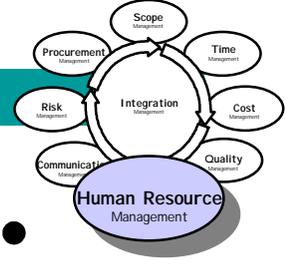
Typical Artifacts:

- 📄 Quality Standards
- 📄 Operational Definitions
- 📄 Quality Checklists
- 📄 Process Adjustments (as needed)

Policy/Guidance:

- 📖 Company Policy on Project Management
 - 📖 Quality Management Plan
- DGS/PD John Ashbee/Earl Santee





Human Resources...

... the processes to make the most effective use of the people involved with the project.

Things to Ensure:

- ✓ Roles and responsibilities are defined for project resources.
- ✓ Resource time-phased “availability” of resources is documented.
- ✓ Relevant project participants are identified and described.
- ✓ Appropriate staff have been assigned (by name) to the project.

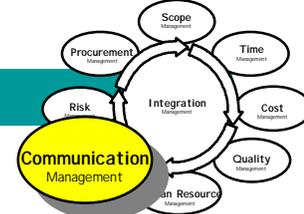
Typical Artifacts:

- 📄 Responsibility Assignment Matrix
- 📄 Histogram (Availability Line)
- 📄 Project Stakeholder Directory
- 📄 Project Staff Assignments

Policy/Guidance:

- 📖 Company Policy on Project Management
 - 📖 Staffing Management Plan
- DGS/PD John Ashbee/Earl Santee





Communication...

... the processes to ensure proper collection and dissemination of project information.

Things to Ensure:

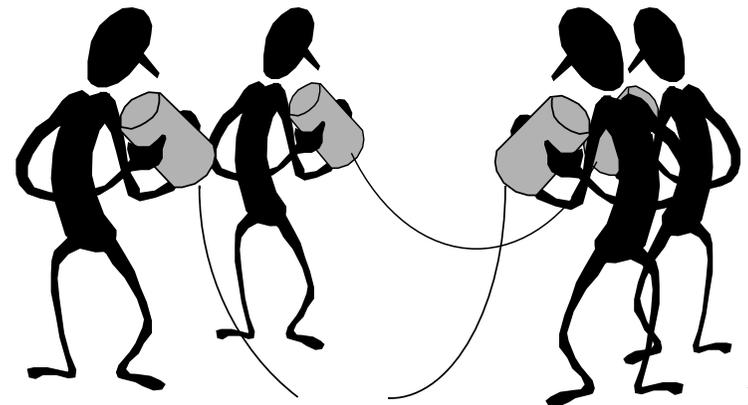
- ✓ Define “what” information and communication needs are required by stakeholders.
- ✓ Define “how” project information gets to project stakeholders when they need it.
- ✓ Define “when” performance information will be collected and disseminated.
- ✓ Document and verify project results for future benefit.

Typical Artifacts:

- 📄 Communication Management Plan
- 📄 Project Records
- 📄 Performance Reports
- 📄 Lessons Learned

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Communication Management Plan
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Risk...

... the processes concerned with identifying, analyzing, and responding to project risk.

Things to Ensure:

- ✓ Identify discrete occurrences that could effect the successful outcome of the project.
- ✓ Probability and impacts of risk have been identified.
- ✓ Pre-defined action steps to overcome adverse risk events are in place for the project.
- ✓ Cost and schedule reserves are in place to mitigate unplanned risks that occur.

Typical Artifacts:

- 📄 Risk Events
- 📄 Probability-Impact Matrix
- 📄 Risk Aversion Plans
- 📄 Cost/Schedule Reserves

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Risk Management Plan





Procurement... (Contracting)

...the processes to acquire goods and services from outside the performing organization.

Things to Ensure:

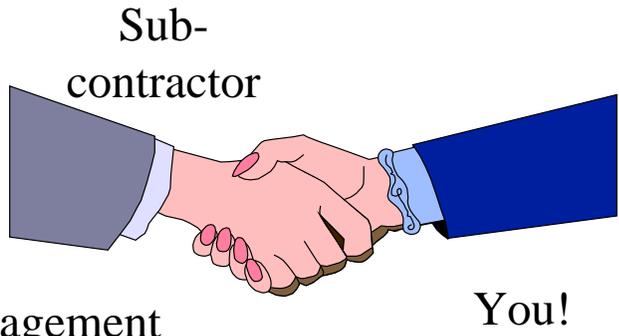
- ✓ Statements of Work are in place for subcontracting work on the project.
- ✓ Procurement documentation is in place to solicit proposals from prospective sellers.
- ✓ Solicitation strategies for accepting proposals from potential sellers are in place.
- ✓ Mutual binding agreements are in place with subcontractors and vendors as needed.

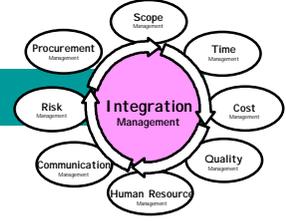
Typical Artifacts:

- 📄 Statement(s) Of Work
- 📄 Procurement Documents
- 📄 Proposals
- 📄 Contracts

Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Procurement Management Plan





Integration...

...the processes to ensure the elements of the project are properly coordinated.

Things to Ensure:

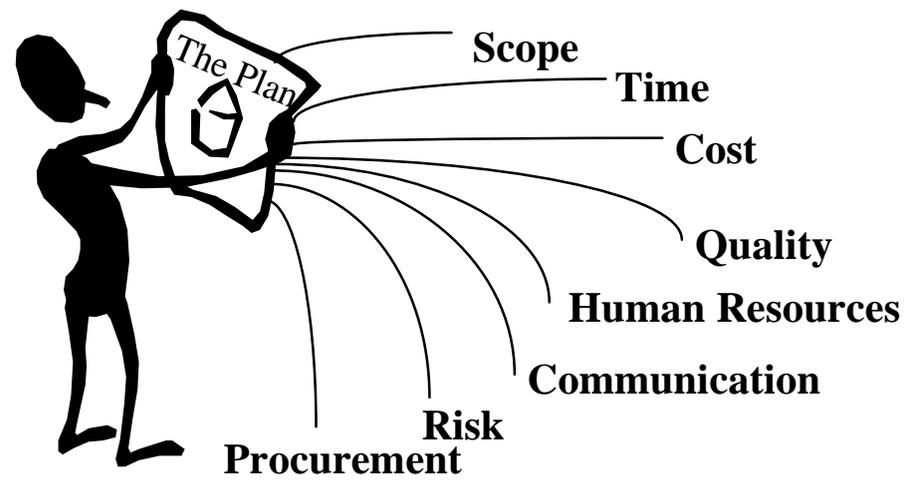
- All of the eight PMBOK areas are addressed in the Project Plan.
- Overall Project Status is tracked and controlled throughout the project life cycle.
- Overall change control and project configuration is maintained on the project.

Typical Artifacts:

- ✓ The Project Folder
- ✓ The Project Plan
- ✓ Project Status Reports
- ✓ Configuration Management Plan

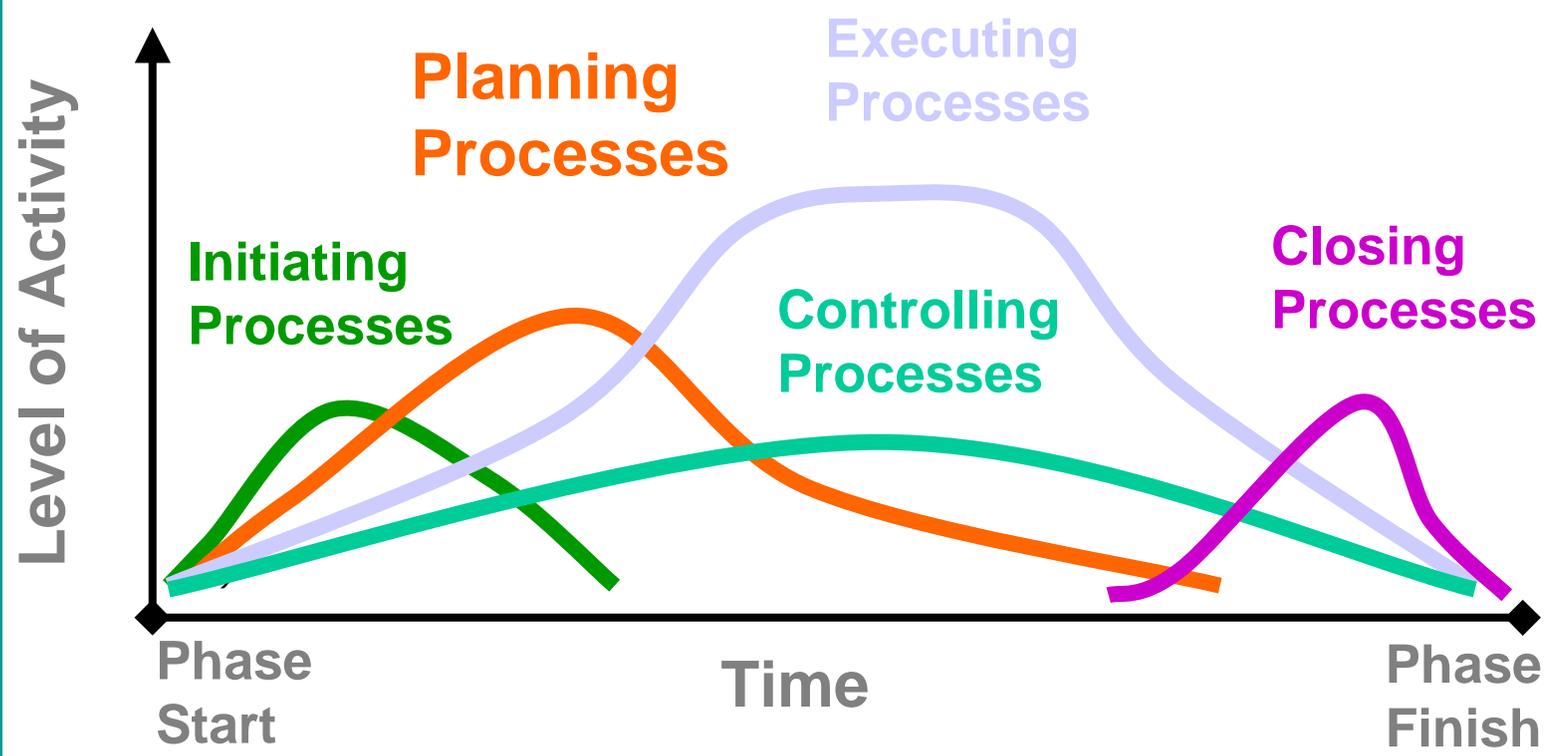
Policy/Guidance:

- ✓ Company Policy on Project Mgmt

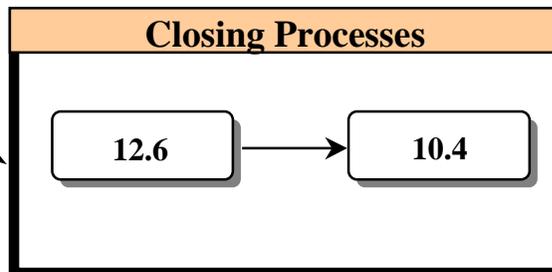
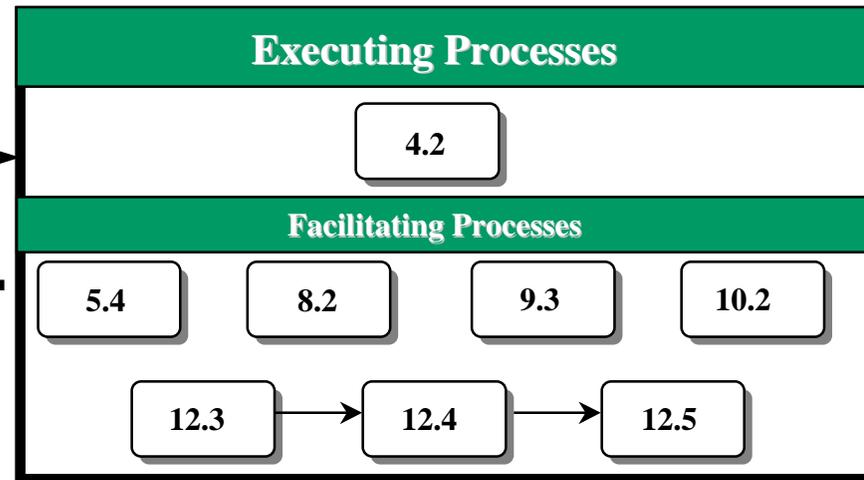
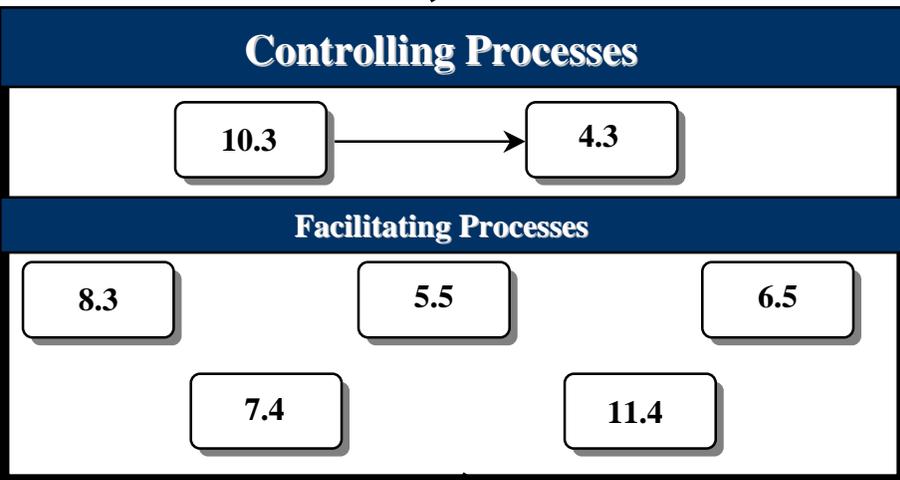
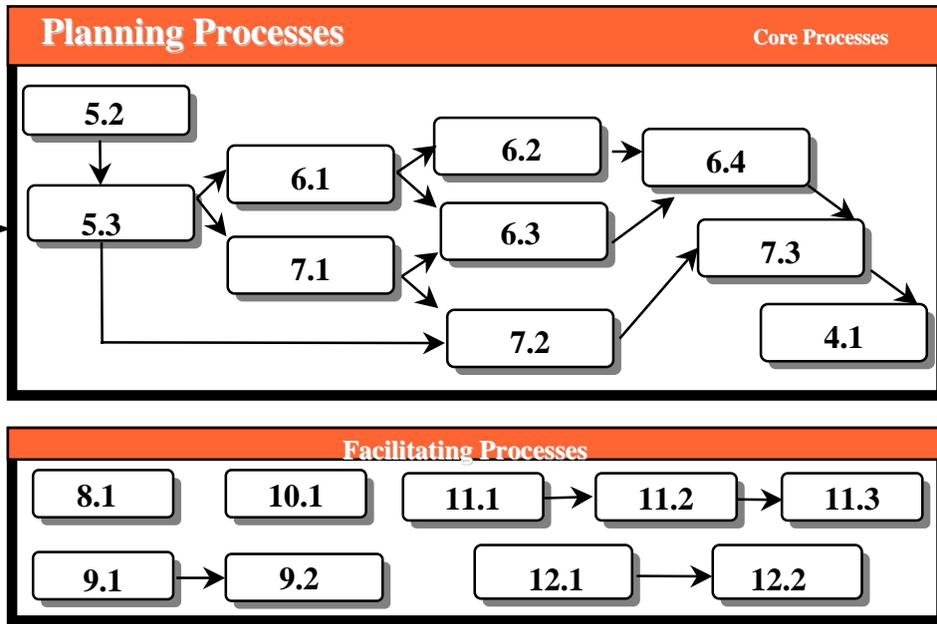
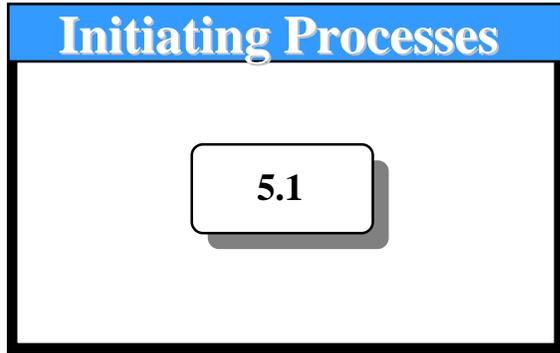




Phased Processes...



PM Phased Process

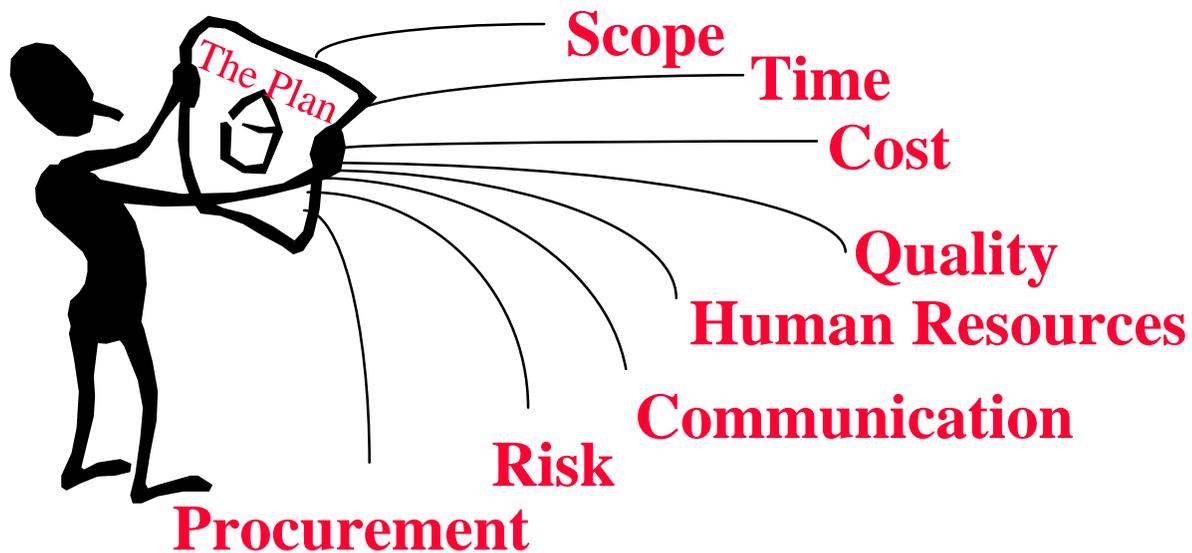


Activities keyed to the PMBOK



Procurement Division

“An Application of the PMI Principles of Project Management”





PD Training & Applications

Training Pyramid

Procurement Division Project Management Skills Development Program

Internship (Self Paced)

PM501- Project Management Internship, Special Projects (TBD hrs)

PMP Preparation (27 hrs + Self Paced)

PM401- Advanced Project Management, PMI Exam Preparation Study Group (27 hrs)

PM Tools (30 hrs)

PM301- Beginning PM Tools, Intro To MS Project v4.1 (6 hrs)

PM302- Intermediate PM Tools, Applying MS Project v4.1 (12 hrs)

PM303- Advanced PM Tools, Special Project using MS Project v4.1 (12 hrs)

Project Integration (18 hrs)

PM201- Project Integration I, Building the Project Plan (6 hrs)

PM202- Project Integration II, Project Plan Execution (6 hrs)

PM203- Project Integration III, Project Configuration Management (6 hrs)

The PMBOK Basics (48 hrs)

PM101- Project Scope Management (6 hrs)

PM102- Project Quality Management (6 hrs)

PM103- Project Time Management (6 hrs)

PM104- Project Risk Management (6 hrs)

PM105- Project Cost Management (6 hrs)

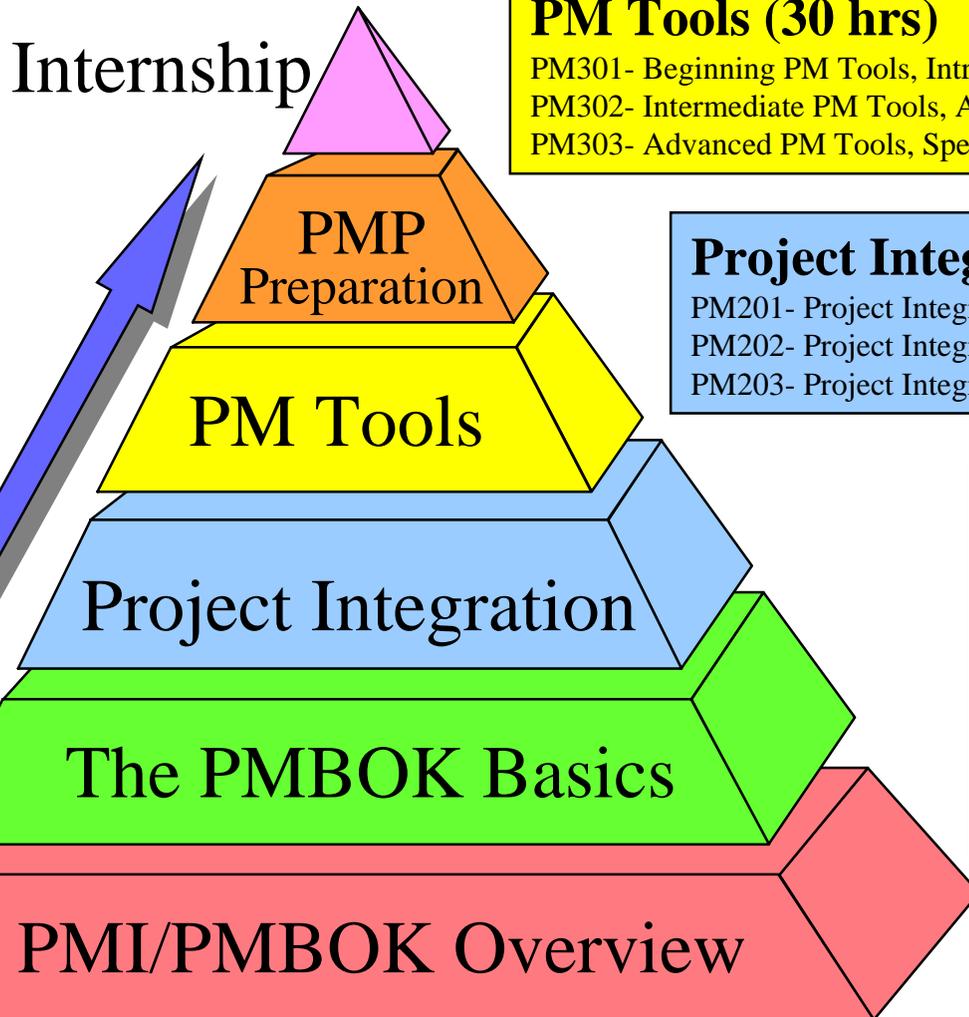
PM106- Project Communication Management (6 hrs)

PM107- Project Human Resource Management (6 hrs)

PM108- Project Procurement Management (6 hrs)

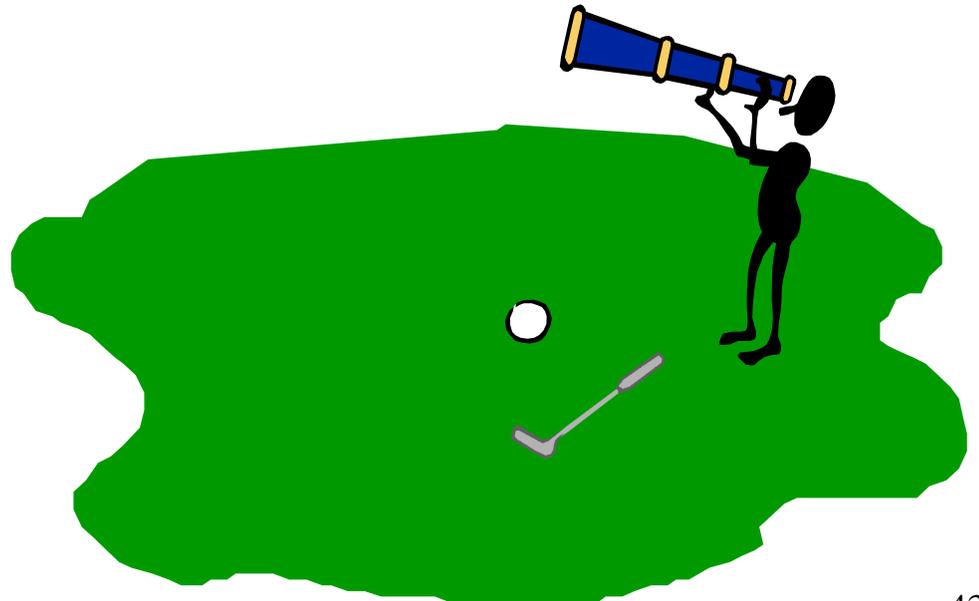
PMI/PMBOK Overview (2 hrs)

PM001- Overview Of PMI and the PMBOK (2 hrs)





Strategic Planning





Necessary Ingredients:

- ***Clear statements of Vision & Mission***
- ***Top Down Management Commitment***
- ***Involve all levels of management and supervision to articulate issues***
- ***Focus cross functional and line expertise on issues to obtain Goals and Objectives***
- ***Scope the resources to achieve Objectives***
- ***Document and make visible to all***



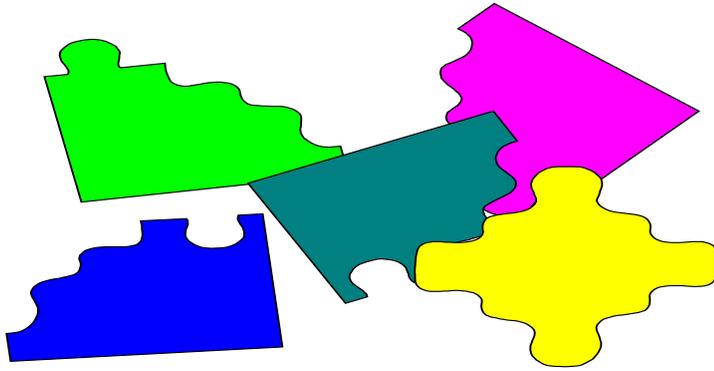
Organizational Maturity

Incompatible Operating Practices

Poor Communication

No Common Standards

Poor Outsourcing Strategy



Single Minded

Uniform Policies

Standard Processes

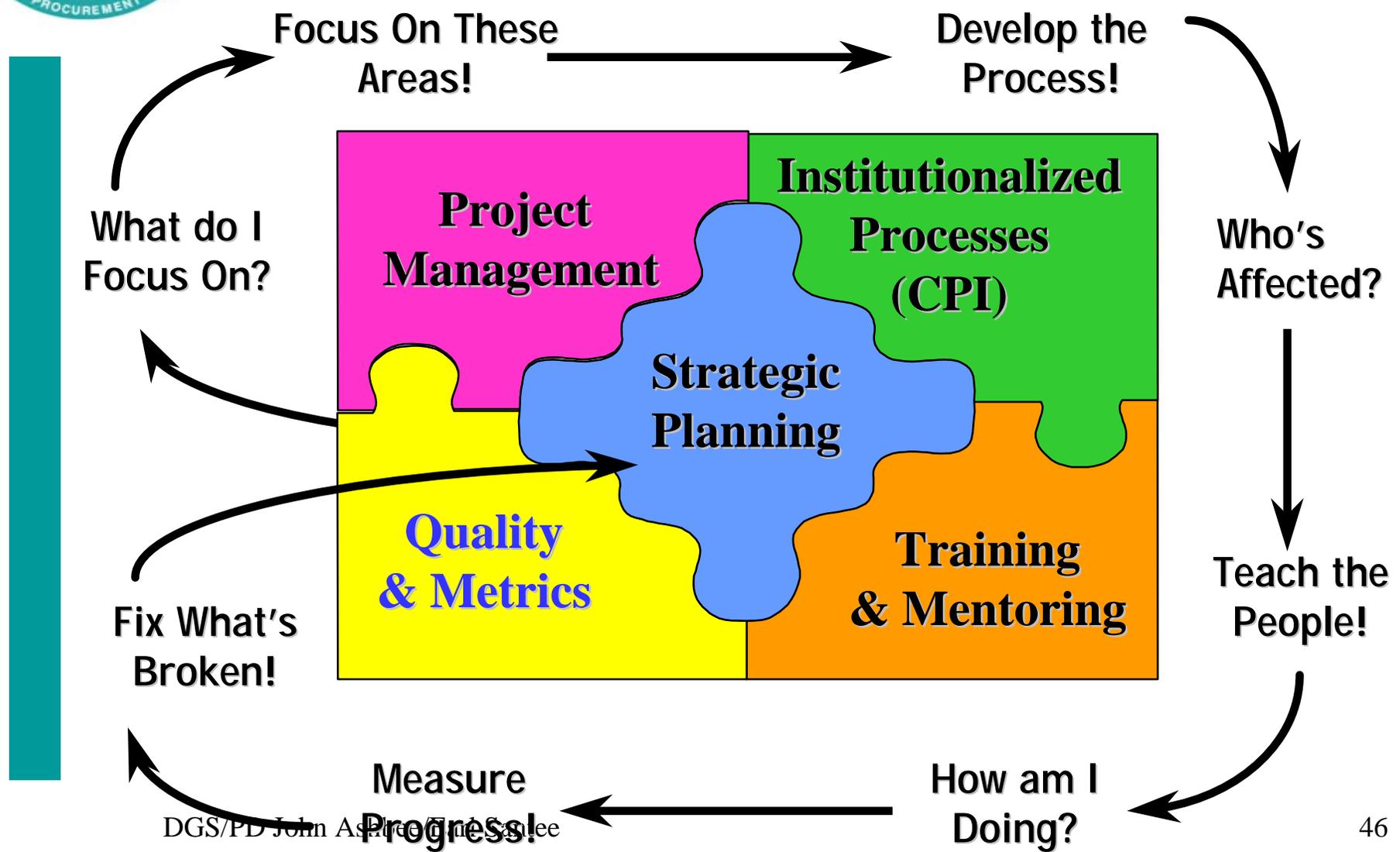
Effective/Efficient

Organization





Applying PMI Principles

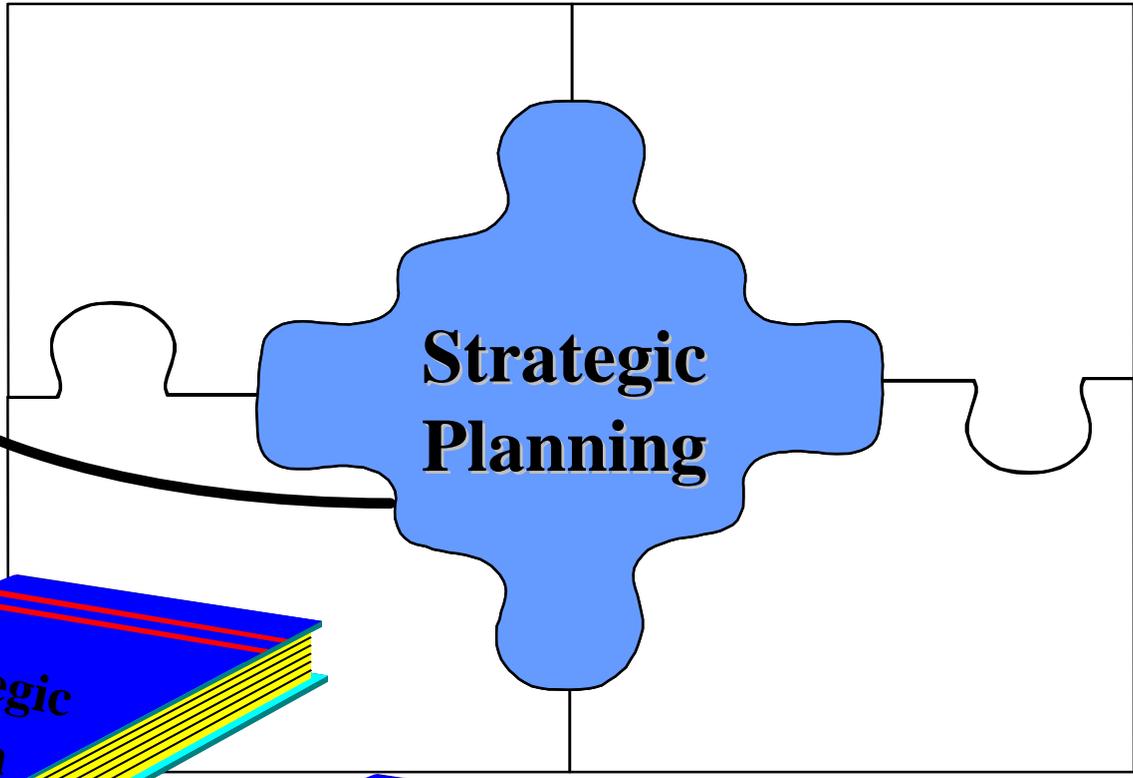




Strategy & Policy

Benefit
Direction
& Boundary

What do I
Focus
On?





Benefit Leadership

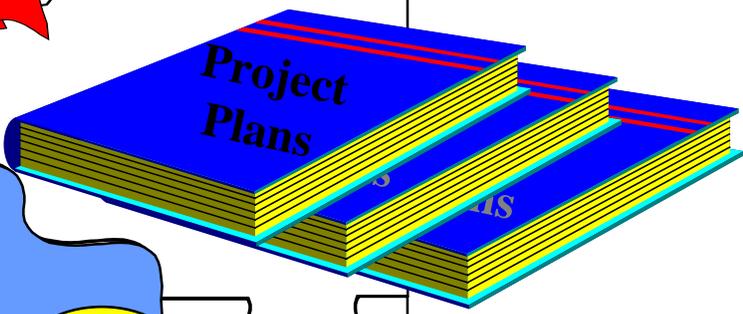
Project Management

Focus On These Areas!

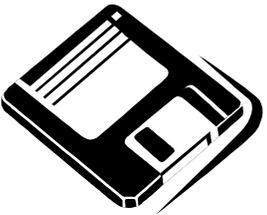
What do I Focus On?

Project Management

Project Charter



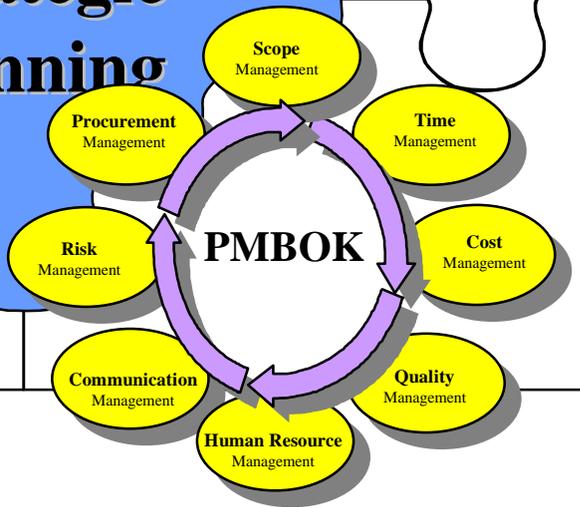
Strategic Planning



Commercial off-the-shelf

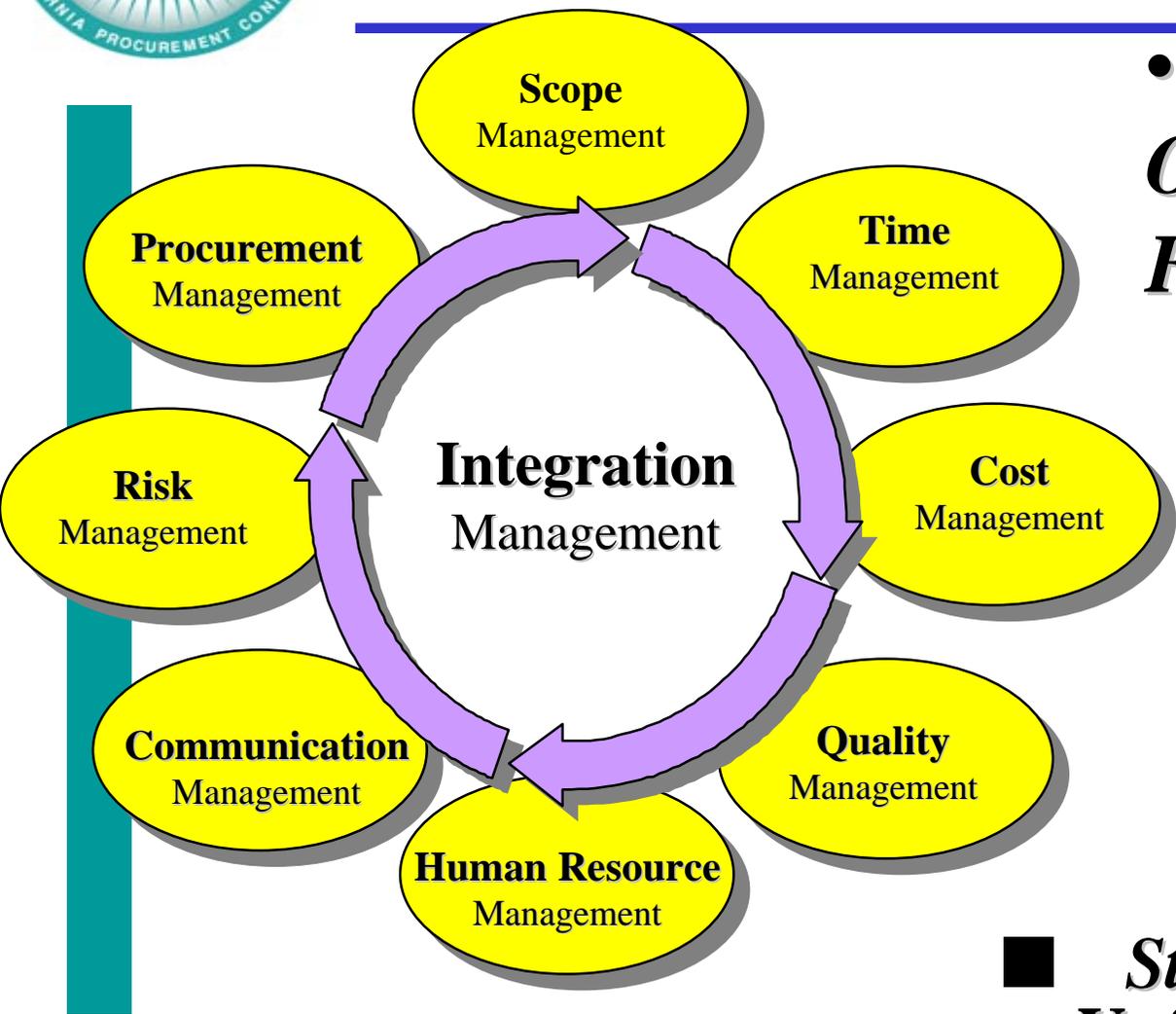


Intranet Technology





Project Management cont.



• The PMBOK Is Our Management Framework

It Provides:

- *Process Standardization***
- *Metrics/ Performance Measurement***

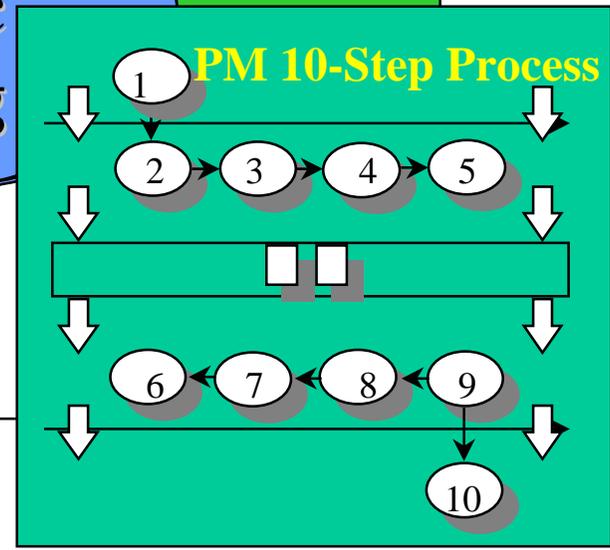
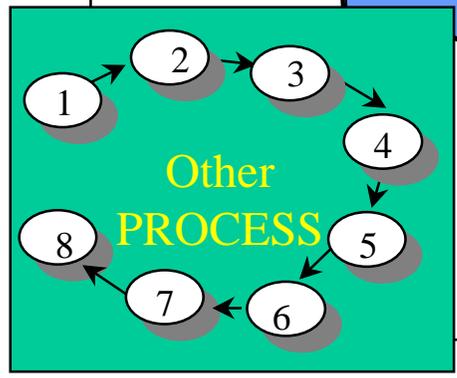
■ ***Structure for Upfront Planning***



Institutional Processes

Benefit
Standard
methods

Focus On These Areas! → Develop Process!

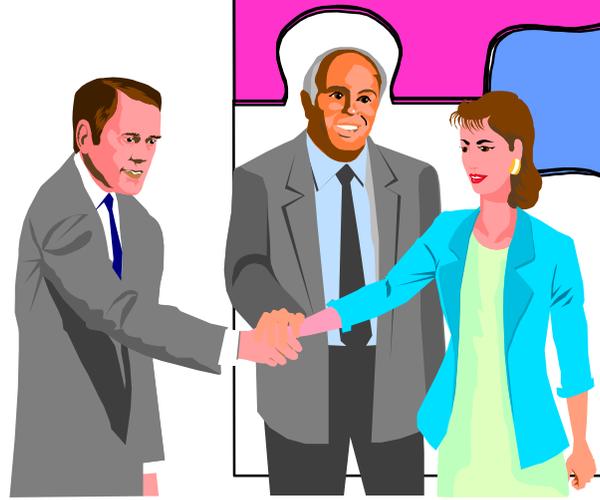




Training & Mentoring

Training/Workshops

Develop the Process!



Mentoring

DGS/PD John Ashbee/Earl Santee



Training & Mentoring Process

❖ **Developing the Right Types of Training**

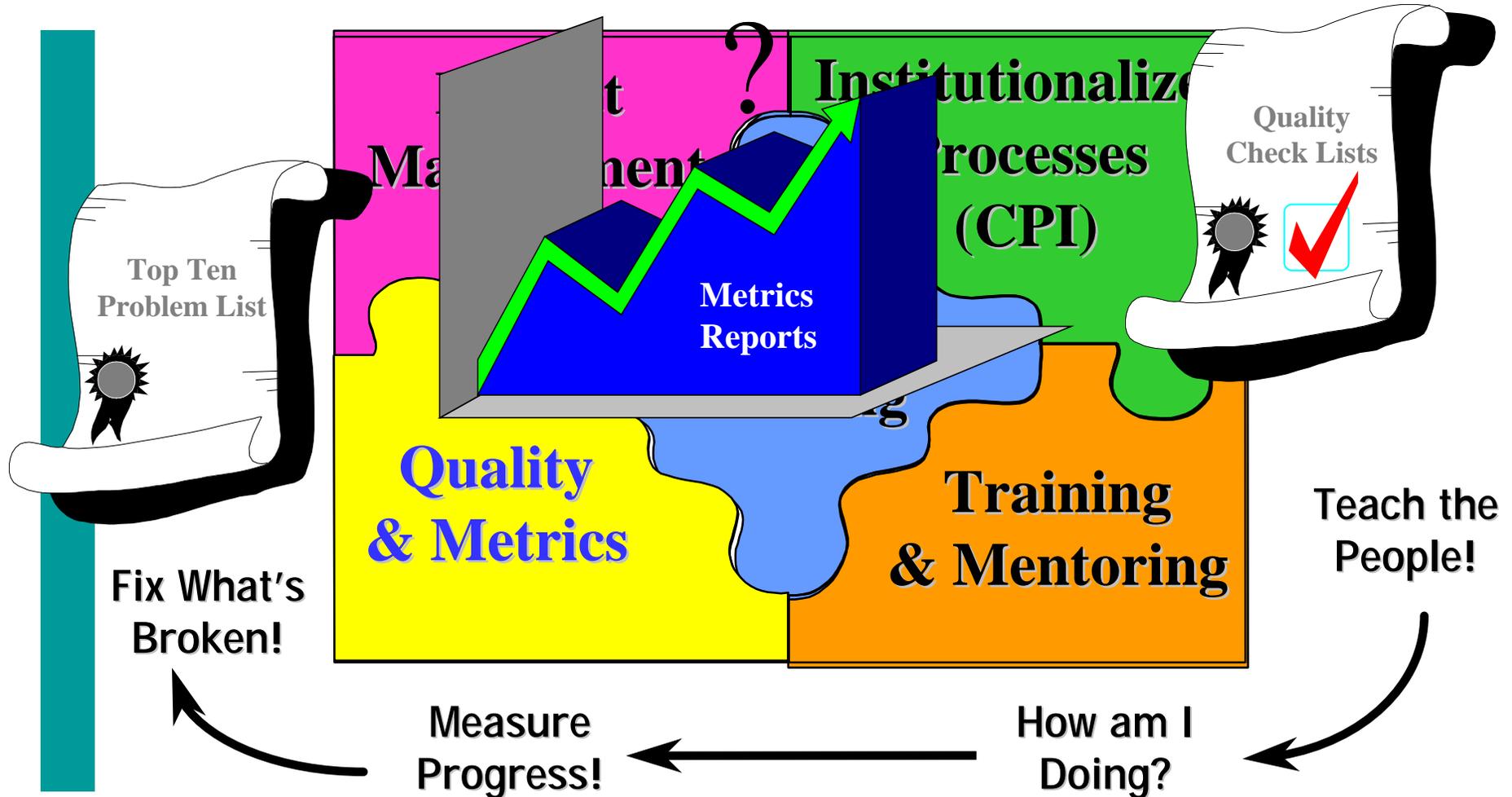


❖ **Identifying Types of Knowledge Abilities**

- Tailoring Training to Specific Needs

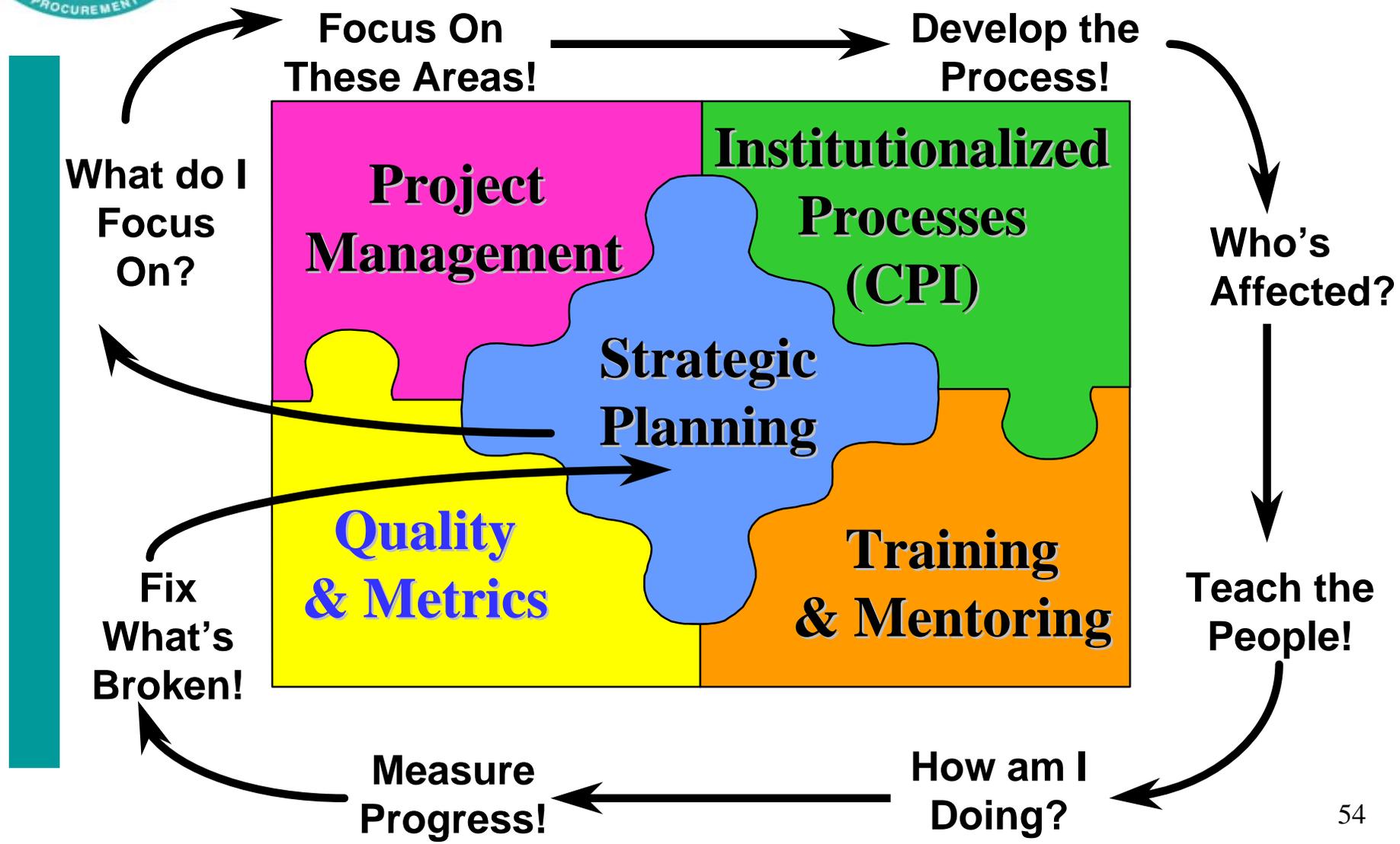


Quality & Metrics





Continuous Process Improvement

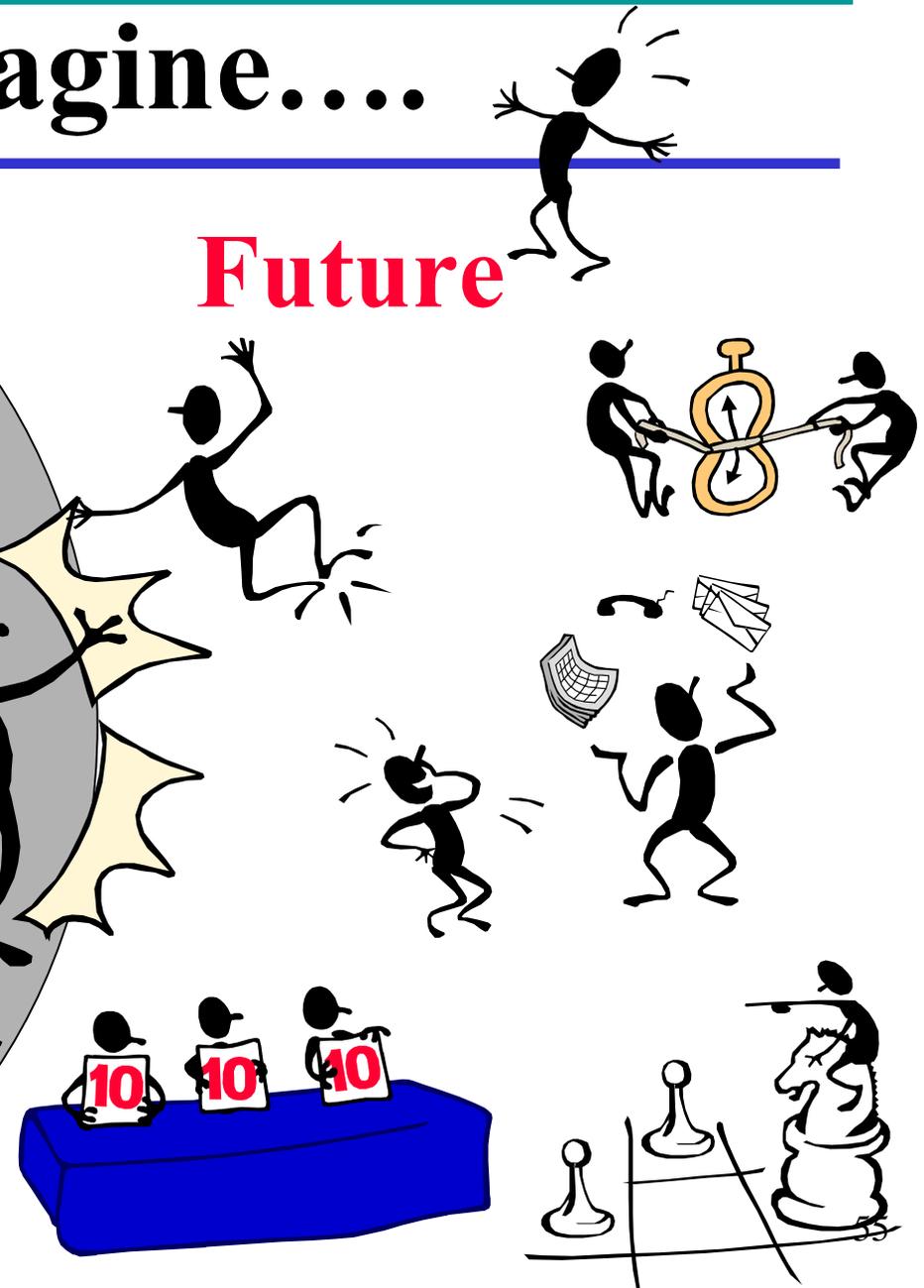




Imagine....

Today

Future





Changing Organizational Culture...

- **Strategic Planning**
- **Project Management**
- **Continuous Process Improvement**
- **Training & Mentoring**
- **Quality & Metrics Applications (Under Construction)**

no magic, just plain practice, patience, perseverance,

one mind at a time