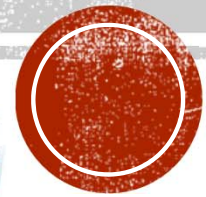
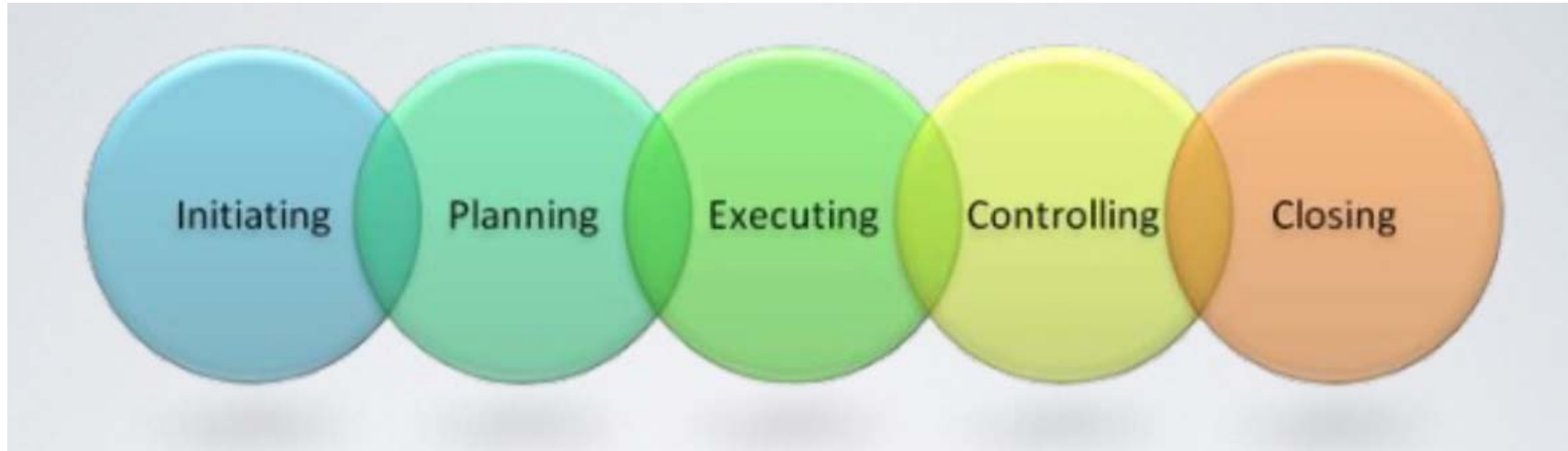


PROJECT MANAGEMENT INHERENT CHALLENGES

Vanessa Milchorena, PMP, ITIL
Los Angeles County
Internal Services Department



PROJECT LIFE CYCLE



PLC - KEY ACTIVITIES

- Initiating
 - Business Case
 - Project Charter
- Planning
 - WBS/Project Plan
 - Risk Assessment
 - Communication Plan
- Executing
 - Assign Team
 - Status reports and Meetings



PLC - KEY ACTIVITIES (CONT.)

- Controlling
 - Key Performance Indicators
 - Change Management
 - Risk Management
- Closing
 - Lessons Learned
 - Project Completion Sign-Off

The major challenges of every project are to align the project with:

- business strategy and objectives
- communication with stakeholders



CAN ANYONE BE A PM?

- Due to Resource Constraints, department employees often find themselves placed in the role of project management (PM), but they might not have the right “hard” skills to succeed
- Project Methodology is the foundation for project success



PROJECT CHALLENGES

- Project management is difficult enough even when things are going smoothly, but no project is without issues
- Issues will arise
- Every project is different, which means every project faces a different set of challenges



COMMON PROJECT CHALLENGES

No detailed
project plan

Scope
Changes

Ambiguous
Contingency
Plans

Undefined
Goals

No
documentation

Lack of
Communication

Inproper Risk
Management

Unrealistic
deadlines

Resource
Constraints



OVERCOMING CHALLENGES WITH SOFT SKILLS

- **Problem Resolution**

- Success is determined by the degree to which a Project Manager is able to react to, and proactively maneuver around, the difficult issues

- **Responding to Change**

- FACT of LIFE - Nearly ALL projects experience some change
- The best project managers learn to adapt fluidly to change
- Agile: “responding to change over following a plan.” This is an important recognition that priorities shift, new discoveries are made, and lessons are learned.



OVERCOMING CHALLENGES WITH SOFT SKILLS

- **Team Building**

- Bring groups together towards the common goal
- Delegate, don't Micro-Manage

- **Trust**

- A project manager must rely on their engineers and subject matter experts
- Must know when to question

- **Conflict resolution**

- Managing resources, when things are going well, isn't that hard.
- On the other hand, managing resources, when they are having issues with each other or with you is a different story



COMMUNICATION IS KEY



- Most project management problems can be solved with clear and frequent communication.

- Project Communication is the PMs responsibility
 - Daily Stand Up meetings (Agile)
 - No more than 15 minutes
 - Communicate Often
 - Weekly Status Reports to Stakeholders
 - Address issues or potential issues immediately



EXPERIENCE IS THE BEST TEACHER!

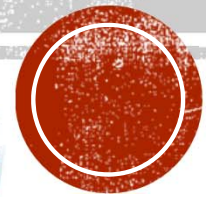
“It takes both hard and soft skills in order to make a project successful.

Almost all of the hard skills can be mastered in a few years, but most of us can continue to grow, cultivate, and refine our interpersonal skills for the rest of our career”



HOW TO POSITION YOUR PROJECT FOR SUCCESS!

Benny Chacko, MBA, PMP
Los Angeles County
Internal Services Department



TOPICS OF DISCUSSION

- Basics of Project Management & Challenges
- The Project Pitch
- Project Team
- Developing your Statement of Work and Requirements Matrix
- Tools to manage your project
- Lessons learned past projects
- Q & A



DEFINITION OF A PROJECT

- As defined by the Project Management Institute (PMI)

“A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.”



PROJECT MANAGEMENT CHALLENGES

- Projects are late and over budget
- Unrealistic timelines
- Scope Creep
- Project still does not meet the user's needs
- Resource attrition
- No time to maintain a library of documents
- Hard to obtain resources from outside of your team
- Multiple projects run concurrently
- Requirements that fall outside of the RFP but are needed. Contingency costs.



WHAT IS CONSIDERED A PROJECT IN YOUR ORGANIZATION?

- Quantify for your organization what is considered an “Official Project” versus a large task.
- Example: “A project is an endeavor that requires more than \$10,000 in expenses and requires more than 160 hours of effort.”
- Categorize small, medium, and large scale project and have a similar definition above for each one
- Depending on what ranking, the project will require certain deliverables



BASIC PHASES OF PROJECT MANAGEMENT



- Initiate
- Plan
- Execute
- Control
- Close



THE PROJECT MANAGEMENT TRIANGLE



KEY ELEMENTS TO PROJECT MANAGEMENT

- Help manage expectations and prepare the organization for change
- Help manage resources and make sure team members do not get stuck on tasks. If they are stuck help them by facilitating solutions to their problems
- Proper 360 Degree Communication is vital



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SKILLS OF A GREAT PROJECT MANAGER

- Communication Skills
- Ability to handle conflict and deal with criticism
- Strong organization skills
- Has the ability to put various pieces of the puzzle together and see the whole picture. Run parallel threads.
- Needs to have a good understanding of technology to manage tasks appropriately
- Can translate technical jargon to business terms and impact
- Understands cost
- Needs enthusiasm to inspire the team



IMAGE OF A PROJECT MANAGER

- Be approachable
- Be in control and maintain your posture
- Be positive but also realistic



Be Like a Duck!



THE PROJECT PITCH

There are **NO** IT Projects!

***There are only Business Projects
(with an IT Component)***



THE PROJECT PITCH

- Know your audience and speak in terms they understand. Use analogies if it helps.
- Justify your project request with factual data.
- Expose the risk if this project does not happen.
- Be creative in how you make the pitch. Get their attention!
- Come with a solution (i.e. funding, resources, pilot, etc.)
- Quantify the cost by **NOT** doing the project. “The project can pay for itself”
- Develop a short, concise project request document. Leave something for the sponsor to reference later. You will not get an approval right away to move forward.
- If not approved, it is OK. Go back again when the situation changes



YOU GOT APPROVAL! NOW WHAT?

- Identify team members and the structure. Who reports to who? The team should be able to withstand the length of the project. Have an Assistant Project Manager identified for multi-year projects.
- Business Project Manager vs. IT Project Manager
- Identify key sponsors and let them know what you expect from them
- Meet with the team immediately to identify any “final” scope changes.
- Develop a Work Breakdown Structure of tasks and formulate a project schedule
- Determine procurement method (if not already determined in project request)
- Determine Fixed Price vs. Time and Materials
- Determine communication method and document repository (i.e. network shared folder, SharePoint, etc.)



SETTING THE CORRECT EXPECTATION

- Develop Project Overview document to...
 - Explains the purpose of the project,
 - Identify major timeline
 - Areas of scope
 - What systems will be replaced or consolidated if applicable
 - Market the project and attract the right team members

- Do not overpromise if you are not sure whether you can deliver it.



BUILDING YOUR TEAM

- Needs to be a mix of technical and business users
- Identify roles immediately so everyone understands their responsibility
- Plan for attrition. Team members may be reassigned or leave the organization during the project lifecycle so plan for it.
- Create an open line of communication for team members that are not dedicated full time to the project.
- Do NOT assume everyone has been involved with every step of a project. Explain the big picture and format of how the project will be run



STEERING COMMITTEE

Purpose: Ensures business objectives are being met, resolves issues that cannot be done at the project team level, controls project scope, conducts formal acceptance of major project deliverables. It is not just to report only good news!

- Who should be in the committee?
 - Sponsors and executives that are actively engaged so they can make decisions.



IT CONTRACTING METHODS

- Request for Information (RFI)
- Request for Proposal (RFP)
- Invitation for Bid (IFB)
- Information Technology Support Services Master Agreement (ITSSMA)
- Enterprise Services Master Agreement (ESMA)



REQUEST FOR INFORMATION (RFI)

- Use it as a tool to learn as much as possible of what products are out there, current functionality, user experience
- Schedule vendor demonstrations if contractually possible to ask specific questions and get a preview of what is out there
- The goal through this exercise is to become an expert of what is in the marketplace and functionality that would benefit your organization



DEVELOPING YOUR STATEMENT OF WORK

- The Statement of Work (SOW) is critical and needs to clearly identify the expectation from the vendor. Combination of Tasks & Deliverables.
- Define S.M.A.R.T. tasks
 - **S**pecific
 - **M**easurable
 - **A**chievable
 - **R**esults oriented
 - **T**ime Bound

Avoid vague statements and words “Assist team...” or “Recommend...”

How do you hold the vendor accountable to it?

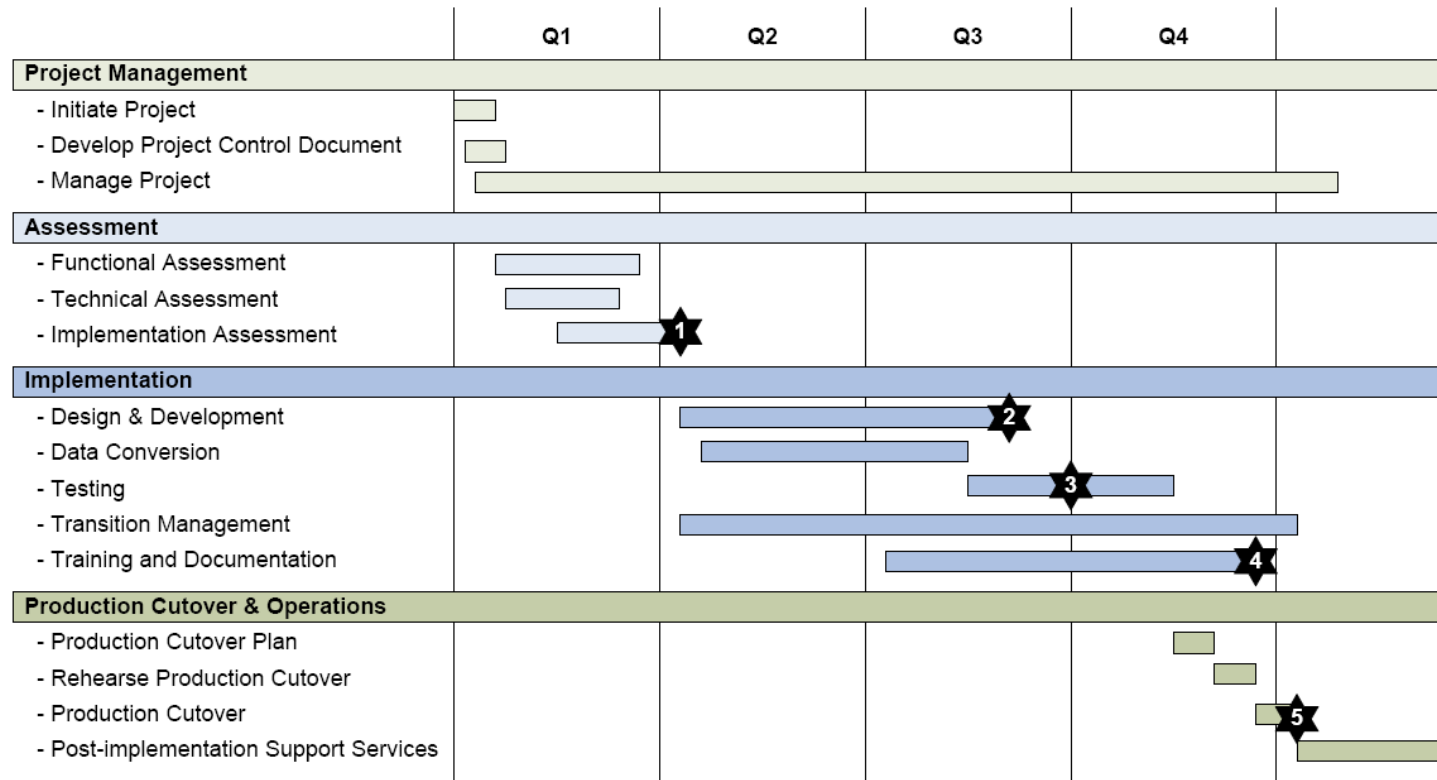


DEVELOPING YOUR STATEMENT OF WORK

- Review the most critical tasks and deliverables and ensure your payment schedule matches the importance of the deliverable.
- Keep in mind the goal of what you want accomplished for the project.
- Is it really necessary to come in and document every aspect of the current system if you are going to replace it?
- This Statement of Work will be a tool you use in the future to hold your vendor accountable so make sure you do not leave any tasks or deliverables open for interpretation.
- Initiate phased deliverables as check points to make sure the work is matching your expectations and tie them to pay points.



COTS SOW ROADMAP



Key Milestones

★1 - Implementation Assessment

★3 - Integrated System Test

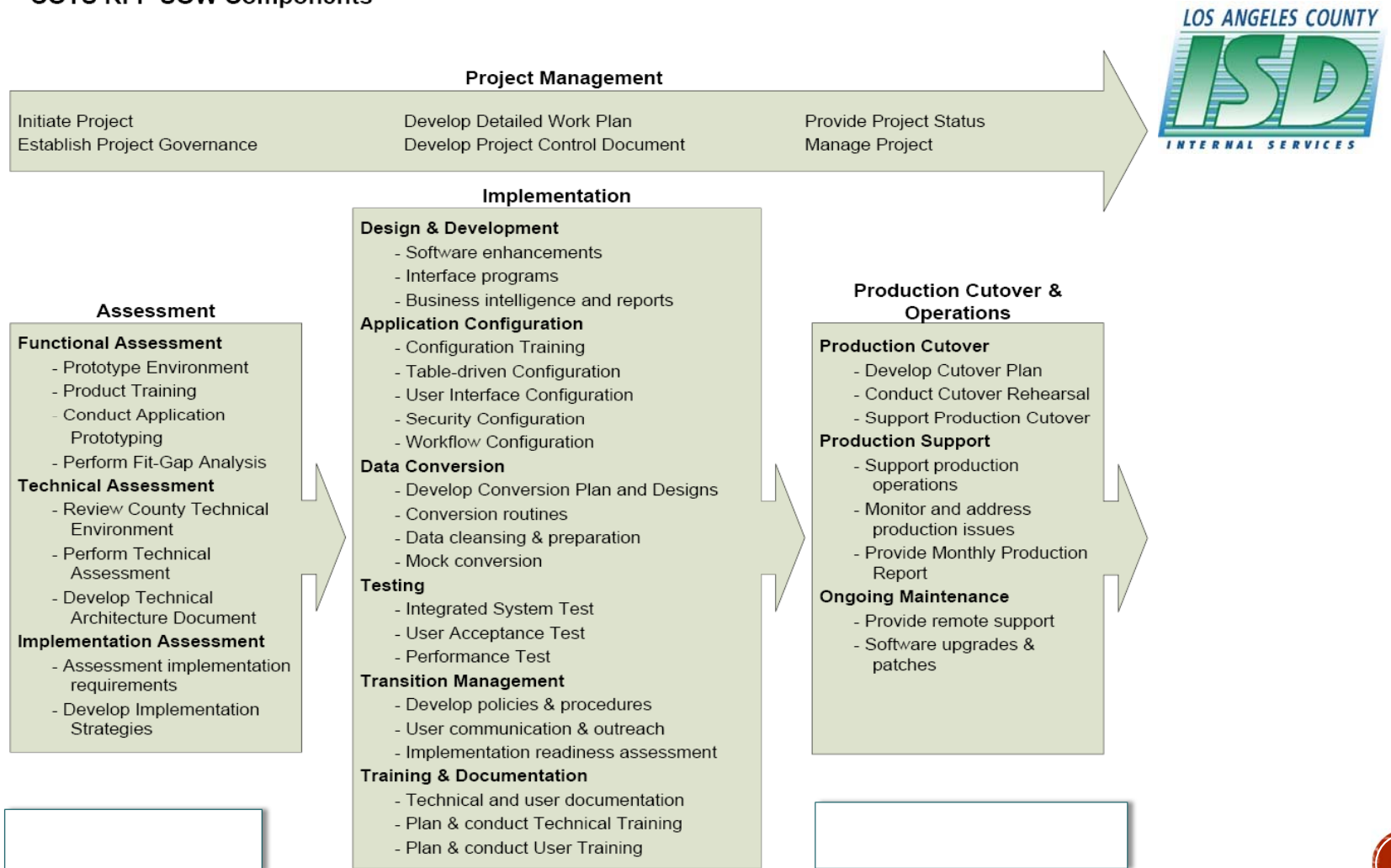
★5 - Production Cutover

★2 - Software Development

★4 - User Training



COTS RFP SOW Components



DEVELOPING YOUR REQUIREMENTS MATRIX

- General Requirements
- Business Requirements for each functional area
- Technical Requirements (i.e. architecture, database platform, reporting requirements, data migration, security, technical standards, performance requirements, etc.)
- Training Requirements
- Support and Maintenance Requirements



DEVELOPING YOUR REQUIREMENTS MATRIX

- The requirement includes an ID number, Requirement, a Mandatory/Optional field to indicate importance to the organization, YES/NO response, and an area for the vendor to explain their response.
- How do they meet that requirement? Is it Vaporware or does it exist today?

ID	REQUIREMENT	M	O	Y/N	EXPLAIN
	TECHNICAL REQUIREMENT				
1.1	The system must be capable of supporting 18,000 concurrent users				



THE ROLE OF THE SOW & REQUIREMENTS MATRIX

- The SOW holds the vendor's PERFORMANCE accountable
- The Requirements Matrix holds the vendor's PRODUCT accountable
- This is not an exercise to just get a vendor in the door but is a tool that should be used throughout the project
- Use these documents as leverage to ensure that you get a product that you want



VENDOR HAS BEEN SELECTED, NOW WHAT?

- Meet with vendor to set expectations and to develop game plan for schedule and refine project schedule
- Managing change for the organization needs to happen immediately so keep everyone informed and get their input.
- Include them in the process even if you think you know how it should be done!
- Have a kickoff meeting with all parties involved
- Revisit project purpose and ensure everyone understands the goal
- Define measures of success at the beginning so everyone knows what the goal line looks like



COMMON CHALLENGES TO CONSIDER EARLY

- Report writing- You have 1000 reports in the old system and these reports are required in the new system. Is someone going to write them? Who? When?
- Data migration- Are you going to keep legacy data? Any legal requirements?
- Workflow- Approval process for workflow? How do you manage your resources in the system especially if you do not have the same supervisor on every shift?
- List of values options- Have you identified all of the possible options for drop down menu options within the application will have?
- You wanted a software program that was customizable for your needs so make sure you plan for it and put the right people to help design it.
- How are you going to train personnel and deploy/cutover the new system?



REVIEW AND APPROVAL PROCESS

- Initiate formal review and approval process
- Deliverables
- Change Requests (Get quotes before the work begins!)



EFFECTIVE MEETINGS

- Send out meeting invites that clearly state the purpose
- Send out the agenda before the meeting
- If there is material to review send it before the meeting so everyone has a chance to review and come to the meeting with comments or decisions
- Everyone in the room should know why they are attending the meeting. Make sure you tell them why you have invited them and what you are expecting from them.
- Stay on time and steer the topics back to the agenda. Keep mindful of who is in the room and if the topic is relevant for everyone in the room. If not, then there should be a separate meeting with the players involved



EFFECTIVE MEETINGS

- Decide what you want accomplished and design the room accordingly
- Know where to sit for a meeting and where to place people. Avoid having negative team members sit next to each other. Their negativity feeds off each other and pollutes the group

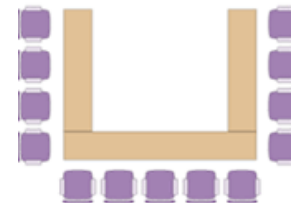
Problem Solving



Decision Making



Training



PROJECT STATUS MEETING TOOLS

- Project Schedule with Work Breakdown Structure activities in GANTT Chart Format (i.e. Microsoft Project)
- Issue Log
- Risk Matrix
- Contract or Statement of Work (If dealing with a vendor)



LESSONS LEARNED

- Don't let deadlines force you to deploy half-baked products
- Get buy-in from the beginning
- Hold the vendors and team accountable
- Team members need to be dedicated to the project. Collateral duties delay tasks and should be accounted for in the project schedule
- Throwing more bodies onto the project does not always accelerate the schedule
- Managing change starts from the initiation of the project and continues after deployment



LESSONS LEARNED

- Communicate, Communicate, Communicate
 - E-mail is not always the answer. Get out of your office and talk to people.
- Make sure executives understand the impact to your workload by their decisions
- Deadlines help create pressure for the team to perform
- Use the project schedule as a tool to consistently communicate tasks that need to be accomplished
- Recognize staff and motivate.
- “Slow down to speed up”



AUDIT COMPLETED PROJECTS

- After completing a project, have an independent organization member go back and audit the project to determine if the initially stated goals and budget were met.
- Helps to document lessons learned for future projects
- Helps build your credibility for future projects
- Great for marketing your project to the organization and the value produced



QUESTIONS?



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