

# Principles of Project Management



County of Los Angeles  
**dpss**  
DEPARTMENT OF  
PUBLIC SOCIAL SERVICES

- Characteristics of a Project
- Project Structure
- Scope Creep
- Project Status Report
- Dashboard
- Highlight Success
- Questions



“ Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.”

-Joy Gumz

1

### IT STARTS WITH AN IDEA

Projects often start with an idea or goal that is defined in increasing detail through the project lifecycle.

2

### IT CREATES SOMETHING NEW

A project creates something new, a tangible or intangible deliverable that is unique.



3

### IT HAS A START AND FINISH

Projects are temporary. They have a clear start and end.

4

### IT ISN'T BUSINESS AS USUAL

Business as usual or Operations is repetitive – a set of steps are followed the same way to get the same result.

## 1. Setting Goals & Objectives

- Should be clearly defined to avoid ambiguity
- Should be clear, realistic and measurable
- Benefits of the projects
- Identify impacted stakeholders

## 2. Formalize Structure

- Clearly identify the project lead and project members
- Project lead must ensure the project is well managed and meets its objectives

## 3. Identify Executive Sponsor

Strong executive sponsor will:

- Help remove obstacles
- Identify project resources
- Can make or escalate issues or decisions that need to be made

## 4. Clearly Define Roles & Responsibilities

Everyone needs to understand:

- Their role and responsibilities in the project
- Who they report to
- What they are primarily accountable for

## 5. Defined Major Milestones

- What problem are you addressing
- What data is available to determine the baseline
- What are the major milestones that would be used to ensure project stays on track
- How do you know that you have achieved your milestones – Performance Outcomes

## 6. Project Status Report

- Develop a standard Project Status Reporting (PSR) template that everyone can use to track overall project performance
- Identify a team that reviews all PSRs and determines whether the project is on track – Green, Yellow or Red

## 7. Monthly Executive Meetings

Monthly Executive meetings should be conducted to:

- Provide project status updates
- Identify projects with interdependencies, resource issues, etc.
- Provide guidance to projects that are at risk of not meeting project goals and objectives

## 8. Project Closeout

Before a project is closed, a Project Closeout report should be developed that outlines:

- What worked well
- Lessons learned
- Frequency for ongoing Performance Metrics Reporting, if applicable

A successful Project Charter communicates clear direction on which problem is being solved.



Addresses the following:

**Clearly  
define  
the  
problem**

**Defines  
what is in  
and out of  
scope**

**Has clear  
measurable  
outcomes**

**Identifies  
impacted  
stakeholders**

**Clear  
established  
timeframes**

**How is data  
being  
measured  
and  
collected**

# Project Structure

Project Initiation to Address the following:

Board  
Priority



Strategic  
Priority

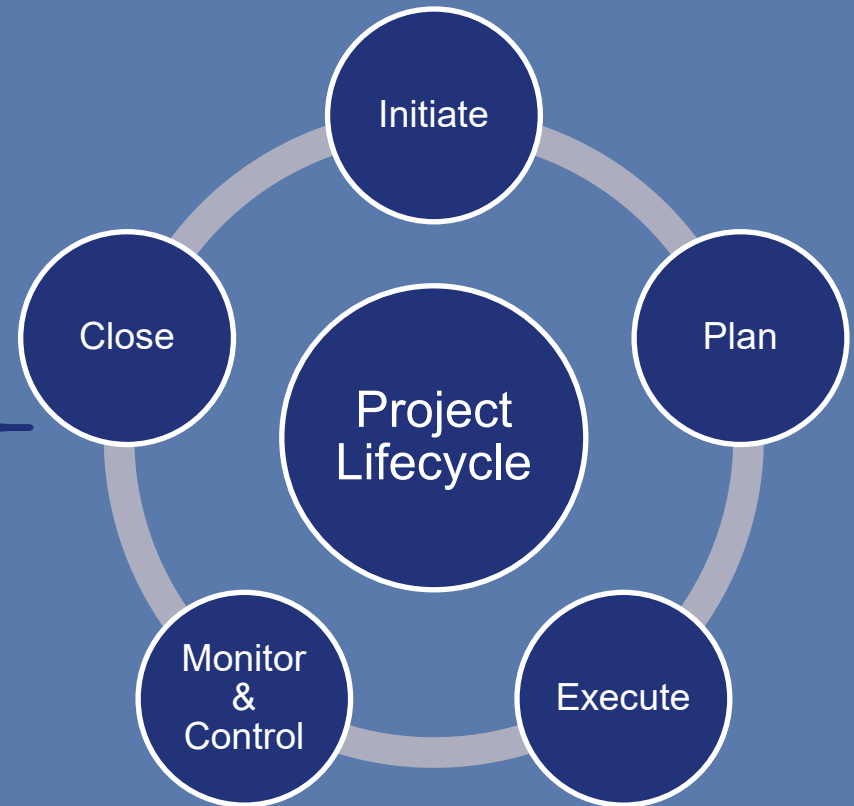


State or  
Federal  
Policy

## Request to Initiate a New Project

- Executives can request to launch a new project and must submit a Project Charter.
- The PMO Executive Committee, which meets monthly, will determine if the project is approved.
- If project is approved, it will be tracked by the PMO team via the monthly Project Dashboard.

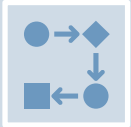
## PROJECT STATUS REPORT (PSR)







**Risk** – The project must clearly track risk and develop risk mitigation strategies. Project risks should be clearly outlined in the Project Charter and tracked via the Project Status Report (PSR) throughout the life of the project.



**Dependencies** – The Project Charter should highlight any project dependency. The dependencies should be tracked via the Project Status Report (PSR) and discussed at the Monthly PMO Executive Meeting.



**Project Plan** – The importance of a Project Plan is to list project milestones. The milestones should include, but not limited to, identifying responsible parties or persons and indicate start, middle and end dates that align with the project goal.



The PMBOK® Guide describes scope creep as “adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without customer approval”

# Project Status Report

SECTION I												
Report Month:	Sep-21	Overall Status:	G	Revised Status:		Start Date:	08/01/20	End Date:	12/31/24	Revised End Date:		
SECTION II												
Project ID#:		Project Name:	TAYportunity						Strategic Plan Objective:			
Executive Sponsor:	Roxana Molina	Project Lead:	LaShonda Diggs	Project Manager:	Shawn Amiel			Project Priority:	Board Motion-Other			
Project Description						Project Goals						
Expand workforce development services for the GROW TAY population with the goal of putting them on a path towards economic stability. Create a three-year Guaranteed Income Demonstration Program (GIDP) for 150 TAYs currently receiving GR benefits and participating in TAYportunity.						1. Expand employment services to 150 TAYs through a) Subsidized Employment; b) Entrepreneurship; and c) Apprenticeships. 2. Provide Guaranteed Income payments to 150 TAYs to study how the additional income impacts their lives.						
Impact:	The expansion of employment services will provide training and experience to this demographic that will increase their skillset and marketability.											
SECTION III												
Major Accomplishments during the Report Month						Upcoming Major Activities						
On July 13 and July 27, 2021, additional text campaigns were launched.						Release revised Administrative Release adding Orientation dates for July 2021 and onward, as needed.						
On July 8, 2021, draft of revised Administrative Release was sent out for clearance.						Explore additional opportunities for pre-apprenticeship and apprenticeship pathways outside SBWIB.						
Detailed implementation plan that highlights how the GIDP will be administered.						Integrate Guaranteed Income incentive into the program.						
Finalize Scope of Work for research firm.												
Draft Scope of Work for benefit counseling firm.												
SECTION I												
Milestone #	Milestones			Section / Individual Responsible	Start Date	End Date	Revised End Date	Progress	Status	Revised Status		
1.0	Identify Stakeholders			GROW Program								
1.1	Identify and meet with internal and external stakeholders			GROW	08/01/20	12/31/20		Completed	G			
2.0	Obtain data to measure the current state											
2.1	Assess current TAY data to determine if it captures all vital metrics			GROW	08/01/20	08/31/22		In Progress	Y			
2.2	Submit DSR to capture TAY population demographics or amend an existing report			GROW	09/01/20	11/30/20		Completed	G			
3.0	Funding											
3.1	Confirm the availability of funding for new GROW programs			GROW/FMD	08/01/20	10/31/20		In Progress	G			
3.1.1	Assess how funding will be used for program expansion			GROW	08/27/20	09/09/20		In Progress	G			
4.0	Training							In Progress	G			
4.1	Train staff on the concept of career paths, the career paths that are available, and how to enroll customers			GROW/Academy	09/01/20	02/04/21		In Progress	Y			
4.2	Re-implementing based on changes in the program and analysts			GROW/GR	05/01/21	10/31/21		In Progress	G			
5.0	Contracts											
5.1	Determine which contracts need to be amended to account for the additional programs			GROW/CMD	09/01/20	09/15/20		In Progress	R			
5.2	Meet with external stakeholders to discuss contract terms			CMD	10/01/20	10/31/20		In Progress	R			
Deliverables				Measures				Source				
Population Assessment				Age, language, household composition, skillset				Ad hoc Report, survey results				
Release policy to staff				Amount of referrals and quality of candidates selected				Tracking Reports				

## Department of Public Social Services Executive Dashboard Report Date: July 30, 2015

	Executive Team			Project Management Office			Bureau of Program & Policy			Bureau of Administrative Services		
	No. of Projects:	1		No. of Projects:	6		No. of Projects:	20		No. of Projects:	6	
	●	●	●	●	●	●	●	●	●	●	●	●
Strategic Plan	0	0	0	4	0	0	2	2	1	3	0	0
Other	1	0	0	0	1	1	10	4	1	3	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>0</b>
<b>PROJECT STATUS UPDATES</b>												
<b>Complete</b>	0			0			2			2		
<b>On Track</b>	1			4			12			6		
<b>At Risk</b>	0			2			8			0		

	Bureau of Special Operations			Bureau of Workforce Services			Bureau of Contract & Technical Services			DEPARTMENTAL TOTAL			
	No. of Projects:	4		No. of Projects:	6		No. of Projects:	19		No. of Projects:	62		
	●	●	●	●	●	●	●	●	●	●	●	●	
Strategic Plan	4	0	0	2	1	0	5	1	0	45	11	6	
Other	0	0	0	2	0	1	9	2	2	<b>Complete</b>			
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>14</b>	<b>3</b>	<b>2</b>	<b>On Track</b>			
<b>PROJECT STATUS UPDATES</b>											<b>At Risk(Red/Yellow)</b>		<b>17</b>
<b>Complete</b>	2			0			2						
<b>On Track</b>	4			4			14						
<b>At Risk</b>	0			2			5						

- ❑ Highlight Project Success.
- ❑ Highlight Team members contribution to the project.
- ❑ Over communicate the positive customer impact (whether internal or external).

This will not only highlight all the hard work but will also elevate staff moral.



