PROJECT MANAGEMENT

SETTING UP A PROJECT

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CONSIDERATIONS

1. Financial viability – is the project worth undertaking?
2. Time – what time-scale are we working to?
3. Legal – Data Protection, Health & Safety etc
4. Resources - do we have the skills, the equipment etc?
5. Budget -
6. Constraints and Dependencies
7. Confidentiality

PROJECT MANAGEMENT

SETTING GOALS

SETTING GOALS 1

What are Goals?

Targets that are intended to be reached at a given point in time

Compare with Objectives:

General statements about the directions in which an individual or group intends to proceed, without stating specific targets to be reached at particular points in time

SETTING GOALS 2

Reaching a particular objective might involve several intermediate goals.

The following statement is classed as an objective:

"The objective of the Purchasing System Maintenance Project is to improve system response times"

An associated goal might be:

"To achieve sub second response times for the Purchase Order Update Function with forty concurrent users on the system by 20 June, 2014."

SETTING GOALS 3

Goals are the project “Destination. . . “ They relate to the broader project aspirations and identify the project “destination”. In other words what will the project accomplish? What is the desired final outcome? Projects may have more than one goal, and there may be many objectives for each goal.

Objectives are the project “Road Map . . . “ Objectives define a set of supporting actions to ensure the broader goals are accomplished. Objectives are your action plan or high level road map. They are specific steps or tasks that must be completed to reach the goal.

SETTING GOALS 4

Setting goals and objectives for projects is an essential step because they identify your destination and also provide a road map for getting there.

Projects will only succeed if they have clear goals and objectives.

Setting goals and objectives is a key project management responsibility.

SETTING GOALS 5

Goals are set taking stakeholders into consideration.

Who are stakeholders?

The people involved in or affected by the project, including:

- Project Sponsor
- Project Manager
- Project Team
- Support Staff
- Customers
- Users
- Suppliers

SETTING GOALS 6

Asking the right questions helps identify meaningful project goals and objectives

Why? Why are we doing this project? Why is it important to the organization? Why is it important to me and the team?

What? What problems is the project expected to solve? What are the real issues at the core of the project? What deliverables do management or the client expect from this project? What criteria will be used to judge success or failure? If we produce deliverables on time and on budget what else represents success?

Who? Who has a stake in the outcome?

How? How do various stakeholders goals differ?

SETTING GOALS 7

Goals and objectives must be SMART…

S is for Specific – well defined and clearly understood.

M is for measureable – you can measure the result of your goal or objective and know when it has been accomplished.

A is for Achievable – you have the resources and time to accomplish the project goals and objectives.

R is for realistic – goals and objectives must fit within the broad project and be a reasonable way of proceeding. For instance a project goal may be achievable, but not realistic, if it is not aligned with business or organizational goals.

T is for Time bound – Goals and objectives must have a deadline, otherwise they will be continually deferred, delayed or denied – and perhaps all three!

SETTING GOALS 8

Vital to record goal(s) in Project Plan.

Otherwise, how can failure or success of project (or parts of project) be assessed?

Reaching project goals equates to project success.

To achieve goals, you first have to define them clearly.

PROJECT MANAGEMENT

RESOURCE REQUIREMENTS

RESOURCE REQUIREMENTS 1

Resources are the means we use to achieve project objectives.

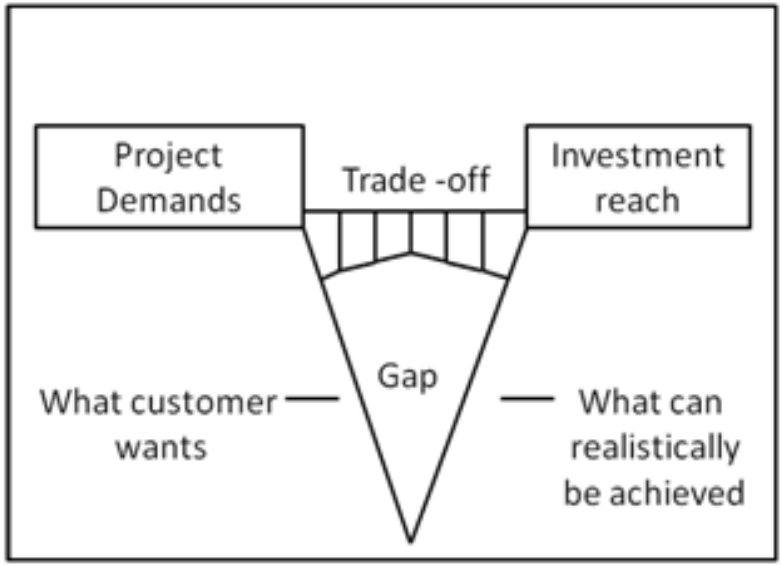
Primary resource is people with applicable skills and competencies.

Others include:

- capital
- facilities
- materials
- equipment
- information

RESOURCE REQUIREMENTS 2

Usually a gap between the investment reach of a project and the project demands.



RESOURCE REQUIREMENTS 3

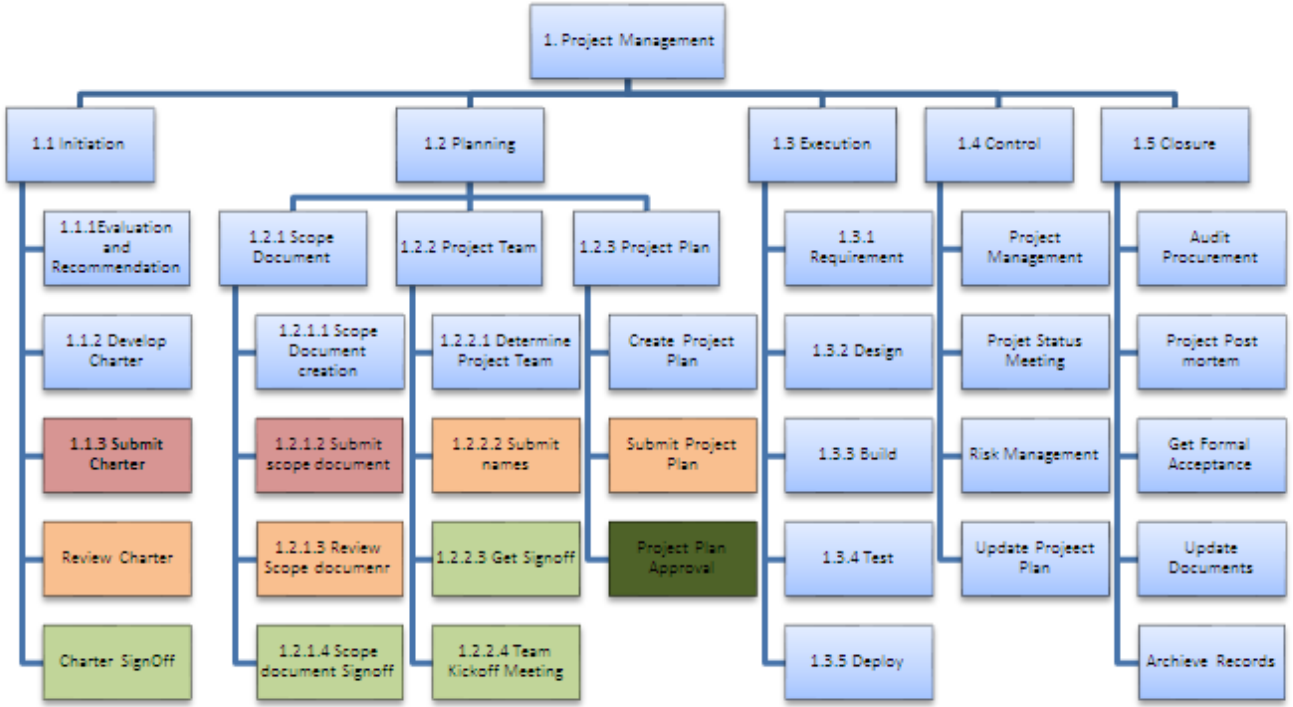
To ensure cost effective application of resources, must perform needs analysis

Will help define the project goals and objectives

The WBS is the base document for determining resource requirements

WBS is the decomposition of project into smaller components so that the scope of the project can be organised

RESOURCE REQUIREMENTS 4



RESOURCE REQUIREMENTS 5

Example resources:

Human: the roles responsible for or involved with the completion of any activity specified in the Project Plan.

Equipment: the equipment which will be needed to complete the project, eg: office equipment (PCs, photocopiers etc.), telecommunications equipment (cabling, switches etc.)

Materials: consumables (eg: photocopy paper, stationery, ink cartridges)

RESOURCE REQUIREMENTS 6

Affected by

- time constraints
- goals
- budget
- staff availability
- training needs
- communication needs

PROJECT MANAGEMENT

ROLES & RESPONSINILITIES

ROLES & RESPONSIBILITIES 1

Main consideration is the strength of each team member.

Assigning responsibilities for project team members boosts efficiency

Having a clear understanding of project roles allows the leader to develop a timeline

Who is in charge of which task

When the specific portion of the project is expected to reach completion.

ROLES & RESPONSIBILITIES 2

Productivity is enhanced when the responsibilities assigned closely align with the team member's strengths

Boosted productivity can arise when all members agree with the responsibilities assigned to them

Team members must know how to achieve the tasks assigned

Leaders assign tasks as a collaborative process

ROLES & RESPONSIBILITIES 3

Issuing responsibilities to team members gives each person a sense of ownership

They become invested in the project's outcome

This increases their efforts to create a quality product

Project team is more than Development team

Includes Sponsor and other stakeholders

They may have skills/insights that are useful

PROJECT MANAGEMENT

COMMUNICATION NEEDS

COMMUNICATIONS 1

‘Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact. Efficient communication means providing only the information that is needed’

A Guide to the Project Management Body of Knowledge (PMBOK®Guide) – Fifth Edition,

COMMUNICATIONS 2

What kind of communication is required? (Management Meetings, Team Meetings, Management Reporting, Project Records)

Who needs to be communicated with? (stakeholders)

How frequent is the communication required? (how often)

What needs to be communicated? (reports, meeting minutes, details or summary)

PROJECT MANAGEMENT

IDENTIFYING AND MITIGATING RISK

RISK IDENTIFICATION 1

Risk Category : Schedule

Schedule not realistic, only "best case".

Important task missing from the schedule.

A delay in one task causes cascading delays in dependent tasks.

Unfamiliar areas of the product take more time than expected to design and implement

RISK IDENTIFICATION 2

Risk Category : Requirement Risk

Requirements have been base lined but continue to change.

Requirements are poorly defined, and further definition expands the scope of the project

Specified areas of the product are more time-consuming than expected.

Requirements are only partly known at project start

The total features requested may be beyond what the development team can deliver in the time available.

RISK IDENTIFICATION 3

Risk Category : Project Management Risk

PM has little authority in the organization structure and little personal power to influence decision-making and resources

Priorities change on existing program

Project key success criteria not clearly defined to verify the successful completion of each project phase.

Projects within the program often need the same resources at the same time

Date is being totally driven by need to meet marketing demo, trade show, or other mandate; little consideration of project team estimates

RISK IDENTIFICATION 4

Risk Category : Product/Technology Risk

Development of the wrong user interface results in redesign and implementation.

Development of extra software functions that are not required (gold plating) extends the schedule.

Requirements for interfacing with other systems are not under the team's scope.

Dependency on a technology that is still under development lengthens the schedule.

Selected technology is a poor match to the problem or customer

RISK IDENTIFICATION 5

Risk Category : Customer Risk

Customer insists on new requirements.

Customer review/decision cycles for plans, prototypes, and specifications are slower than expected.

Customer insists on technical decisions that lengthen the schedule.

Customer will not accept the software as delivered even though it meets all specifications.

Customer has expectations for development speed that developers cannot meet.

RISK IDENTIFICATION 6

Risk Category : Human Resources & Contractors Risk

Critical development work is being performed by one developer

Some developers may leave the project before it is finished.

Hiring process takes longer than expected.

Personnel need extra time to learn unfamiliar software tools, hardware and programming language.

Contract personnel leave before project is complete.

Conflicts among team members result in poor communication, poor designs, interface errors and extra rework.

Personnel with critical skills needed for the project cannot be found.

Contractor does not deliver components when promised.

RISK MITIGATION

Appropriate training

Monitoring

Regular project review meetings

Appropriate communication