The IT Project Management

Lesson 5

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Communication

One of the main tasks for a Project Manager is:

Communicate

With:

- The stakeholders of the project: The Shareholders (for very large and important projects), the Company's Top Management, the Company's middle Management involved in the project
- The Project Team
- The Responsibles of the activities required to achieve the project scope

Communication/2

The Project Manager should (must) communicate:

- At the **beginning** of the project, through a single, comprehensive and official document, the

Project Management Plan

- When the project is ready to start, through a formal

Kick off Meeting

- During the development of the project, through a regular issue of officials

Reports

Project Management Plan (PMP)

The **Project Management Plan** (PMP) is an **essential, official document** that details all the policies, procedures, processes, and other organizational rules that the Project will follow to achieve the Project's outcomes.

The PMP includes both Project planning and execution activities and thus acts as a guide for the project. Also, as the PMP has the potential to include a lot of information, the PMP development takes time as the plan is progressively elaborated

As detailing all such information isn't usually possible in one document, the PMP lists all the documents that are required to help the project manager to manage, execute, and control the project to achieve its objectives.

Project Management Plan (PMP)/2

The PMP should include the following key sections and topics:

- Project overview and strategy (includes Project definition and scope)
- Project dependencies and constraints
- Project roadmap
- Project governance (although in some cases the Project governance plan is documented separately)
- Organizational structure
- Project planning processes
- Project control processes
- Project execution processes (component and project management, schedule management, communications management, procurement management, etc.)
- Transition management processes (if any)
- Closeout processes
- Key Deliverables
- Risks and Assumptions
- etc.

Project Management Plan (PMP)/3

The Table of Contents is:

1. BACKGROUND AND REFERENCES

(Delivery Object, Customer, Expected Results, Project Class, Contractual Documents)

2. PROJECT ORGANIZATION

(PBS, ABS, OBS, WBS, Purchasing Plan, Measure and Control Methodologies, Reporting)

3. SUPPORTING MANAGEMENT ACTIVITIES

(Risks Management, Quality Management, Development, Configuration Management, Acceptance Criteria/Testing)

4. MASTER PLAN

5. TECHNICAL BUDGET

(Costs/Revenues/Margins, Economic Plan, Costs per Nature, Costs per Destination, Manpower per Origin, External Costs Plan, Invoicing and Cashing, EVA)

Project Management Plan (PMP)/4

Progetto ELTA: Centri di Salonicco e Patrasso
Project Management Plan

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Sommario: Questo documento contiene l'organizzazione del programma per la fornitura chiavi in mano dei due Centri Postali di Salonicco e Patrasso a ELTA, Ente Postale Greco, con la relativa pianificazione delle attività e gli indicatori economici/finanziari di commessa.

Redatto e Controllato
P.Filauro (PM) _____ _____

Approvato
OAU (A. Avagliano) _____

Project Management Plan (PMP)/5

INDICE

The Kick off Meeting

The Kick Off Meeting is the formal start of a project.

It is a ***crucial moment*** in the Project lifecycle

The Attendants should be:

- The project **Stakeholder:** the Company management, in case the Project is of high importance
- The **Responsibles** of the Teams involved
- The main human **Resources**: who will develop the Project
- The Project Management **staff**

The Kick off Meeting/2

A succesfull KoM should :

- Introduce the Attendants (if required)
- Summarize the Project, as described in the PMP: Customer, Scopes and Targets, Timing, Costs, Milestones, Risks, EVA, …..
- Introduce the Project Team
- Discuss and Make clear the Roles and responsibilities of the Attendants
- Explain the time schedule and the main Deliverables
- Q&A
- Launch formally the Project
- ***Get the blessing of the Bosses (very important !!!)***

Manage a Project

Once planned (and formally started), a Project **MUST be managed** in term of:

- **Activities progress**
- **Costs Analysis**
- **Risks Management**

As a plan is designed to not be abided by, we should:

- **Reprogram**

And, as we work in an organization:

- **Report**

Activities’ progress

- **Evaluate** «where we are» in term of **completed** and **in progress** activities
- **Compare** the current situation with the planned one
- **Verify** the milestones (if planned)
- **Control** the costs
- **Reprogramming** the remaining activities to the project end.

Remember: the management of the project activities based **only** on progress and time, **without** the COST control generally ends in a **very poor** project control. Thus the importance of the **Earned Value Management (EVM)**.

Progress control methodologies

Many are the ways to control the development of a project in term of time and progress, to be adapted to the different situations.

- Management Assessment: depend on the PM «feeling» (to be avoided: not trusty)
- Milestones achievement (how many milestones are required ?)
- 50/50: a just started task is 50% completed, the other 50% at the end
- 0/100: a task is considered completed only when finished
- Analytical Analysis
- A mix of above

Progress control methodologies/2

Cost Analytical Analysis

For each planned task (a leaf of the WBS) we can obtain:

- The cost of the manpower used up to the control moment: in general, what a DataBase contains are the costs of the hours spent for the task. Each person has an hourly cost: the total of the hours per the cost is what is in the dB. The consumption of the hours/costs at the control moment is the task progress. The importance of a single dB !
- The costs related to the supply of third party (equipments, consultancies, etc.) can be measured with the 50/50 methodology. 50% when the task starts (order to the purchasing dept), 50% at the delivery

Is it possible to assume that a progress in costs is a progress in task development ?

Risks Management

When planning the project, some risky task was identified and the risk table of the project, included that risk, completed.

For each risk we have: probability, preventive actions, containment actions, CONTINGENCIES (costs added to the project budget for implementing the actions and/or the acceptable, residual risk).

Risks Management/2

During the development of the project the risky task is met. We will:

- Find that the risk did not occur, by itself: we were pessimistic, but cautious. We should RELEASE the contingency, increasing the margin of the project (should …..)
- The risk is occurring (or near to occur): we launch the Preventive actions (identified and budgeted during the Risk analysis), and bear the related costs to eliminate the risk. The residual contingency (if any) sould be released to increase the project margin (should …)
- The risk is alive: we launch the Containement actions reducing the risk impact. The contingency (fully used) and the (budgeted) residual risk cost can not be released (and the margin does not increase)