



Project Management Constituent Group Meeting Minutes

Session: Wednesday, October 2, 12:40 – 2:10 p.m. (81 participants)
Facilitator: **Deborah Lauriano**
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Topics of Open Discussion

1. Projects that lose support
2. Developing a PMO (Project Management Office)
3. What makes a good PM (Project Manager)
4. Assigning resources
5. Training
6. Creating a PM Culture
7. Tools
8. Folio Management *PMI (Project Management Institute)

POINTS

Has anyone moved from decentralized to centralized PMO environment?
Corporate did not decentralize IT. Just project distribution.

Example 1: Staff - one certified project manager, trained staff managed four projects concurrently.

Example 2: Implement tools and methodology using MS Project with current staff. Excel with template is also used for small projects. More info PMI/Franklin Covey add people as training is requested.

Q: Has anyone developed/bought an in-house PM course or are you sending people outside?

A: 2- developing their own (including?)

P: CIO (Champion) helps when creating PMOs

Q: Who runs content, developed by outside company?

A: They do.

P: 1 Different levels of training
2. Professional development plan
3. Web, plus hands on training
- antthead.com (good resources)
- certification in project management
- PSI International

Q: Who makes a good project manager?

A: Detail oriented, analytical, logical (technical), people skills
Maybe good to not be overly technical because they can't relate to end-users.
Some technical resources available/otherwise project may not go the way they are planned.

P: Project Teams Technical/Customer service and management with file log to track issues.

Methods:

Common Methodology: scope, schedule, status, requirements

Customized:

- documents, details, outlines, tasks
- lessons learned
- database/historical data
- process to add new info to PM plan
- risk management

Big Projects turned into "programs"

John Hopkins Summary Level: Senior Managers receive a roll-up

Detail Plan: In order to have meaningful tracking of projects tasks, tasks are broken into subtasks to be no more than 5 days long

Coordination of Multiple Projects

- Some using MS Project Central with similar plans (8 projects)
- Utilize web interface for roll out
- 2002 version of MS Project may be better

Other Tools

- Pacific Edge Project Office (better for large PMOs)
- Excel Spreadsheets
- Web logs (logger.com) O'Reilly book on web logging
- File Maker Pro
- Banner
- Lotus Notes exposed to SQL for reporting

Work Flow: People may not see big picture; time tracking is not useful in all cases. Staff must see what is being done with time tracking, otherwise they will be reluctant to track time. Schools not using work flow to route work to staff during a project.

Projects/Priorities and Rating Submissions

Most people trying to determine criteria for determining projects.

- May include cost benefit analysis
- Oversight committee with membership; including all divisions
 - Peers should participate to help with buy-in
 - Top Tier Priorities (timeline)
 - Could be an opportunity to train additional resources

Major Review: Bi-annually. Process is well designed and communicated. (Some review criteria: Safety? Legal mandate?)

POINTS:

- Understanding relationships/impact on other projects and departments.
- Framework in place with peer review may eliminate very closely related projects (ghost systems).
- Meetings with senior leaders help determine problems with multiple systems with the same goal.

**Communication is key (University of Minnesota willing to share plan)
Creating peer groups at high levels gets by in
Culture of Communication

Assigning People to Projects

- Go through channels, negotiate with peer managers
- Work out priorities

Frequency of team meetings:

- Weekly meetings at a minimum?
- Walking around to see what people are doing very important
- Create meetings if non currently exist
- Schedule regular meetings plan in advance. More frequently more work done on project.
- Meetings 5 minutes - 1 hour (don't waste time)
- Agenda - solicit topics in advance so that people come prepared
- Make meeting worth while
- Post Mortem Meeting
 - Post Mortem Sessions Lessons learned (presentation at HEUG in Dallas 2002)
 - Separate post mortems from celebration of project
- Mid-year lessons learned to be sure projects are worthwhile

Small Shop Project Management - not dedicated project management

Q: What about the people who are left behind? Who is holding down the fort?

A: Bring on the "left behind" to review work done by Project Team
Use cross training to give others opportunities to be on teams
Remember people "left behind" may be new end users or maintainers of the new product,
and they should be included in the whole process, so that their needs are included
Give choices for roles

Q: What if it the project goes bad?

A: Close it
Turn the rock over redo it after re-analysis of existing projects
Bring in end users or "the left behind" to give fresh ideas
**Must have strong sponsor
**Get milestones, tangible evidence - not just talk - quick deliveries
Motivation causes problems with moving projects forward.
PMI has some statistics regarding failed projects
**Need culture to understand problems
Failures - over budget or over schedule?

Redefine success in projects:

Phase/Approval helpful to determine loss early

Value for certification/PMI

Cost Factors annual fee

Test \$350-\$400

Certification looked at as a basis/minimum

IT projects looked at for litigation (4,000 hours over 5 year period)

Must show 30-40 hours over years to sit for exam

Some classes available 7-10k for full curriculum

Prep course - \$3,000 total

CEUS certain number per year, some free/some for a fee (66 every three years)

Presentation Classes can count towards CEUs

Quality of people who are certified

- Oklahoma sees improvement with certified people with both internal and major projects.

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