

Project Management

Project Communications *Setting the Right Expectations*

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March 16, 2006

Agenda

Set the Right Expectations

- What is a Project?
- Dealing with Project Management Pressures
- Managing Executive Sponsor Expectations
- Establishing Project Structure
- Creating the Project Charter
- The Kickoff Meeting

Execute on those Expectations

- Communication Protocols
- Project status reporting
- Managing Issues

Wrap up / Questions and Answers

What is a “Project”?

A project is a temporary collection of activities with a defined start and end point that is undertaken to create a unique product, service or outcome.

Characteristics of a project:

- Performed by people
- Constrained by resources
- Planned, executed, and managed
- Definite start and end dates
- Unique — different in some distinguishing way from similar projects or services
- Non-routine

What is “Project Management”?

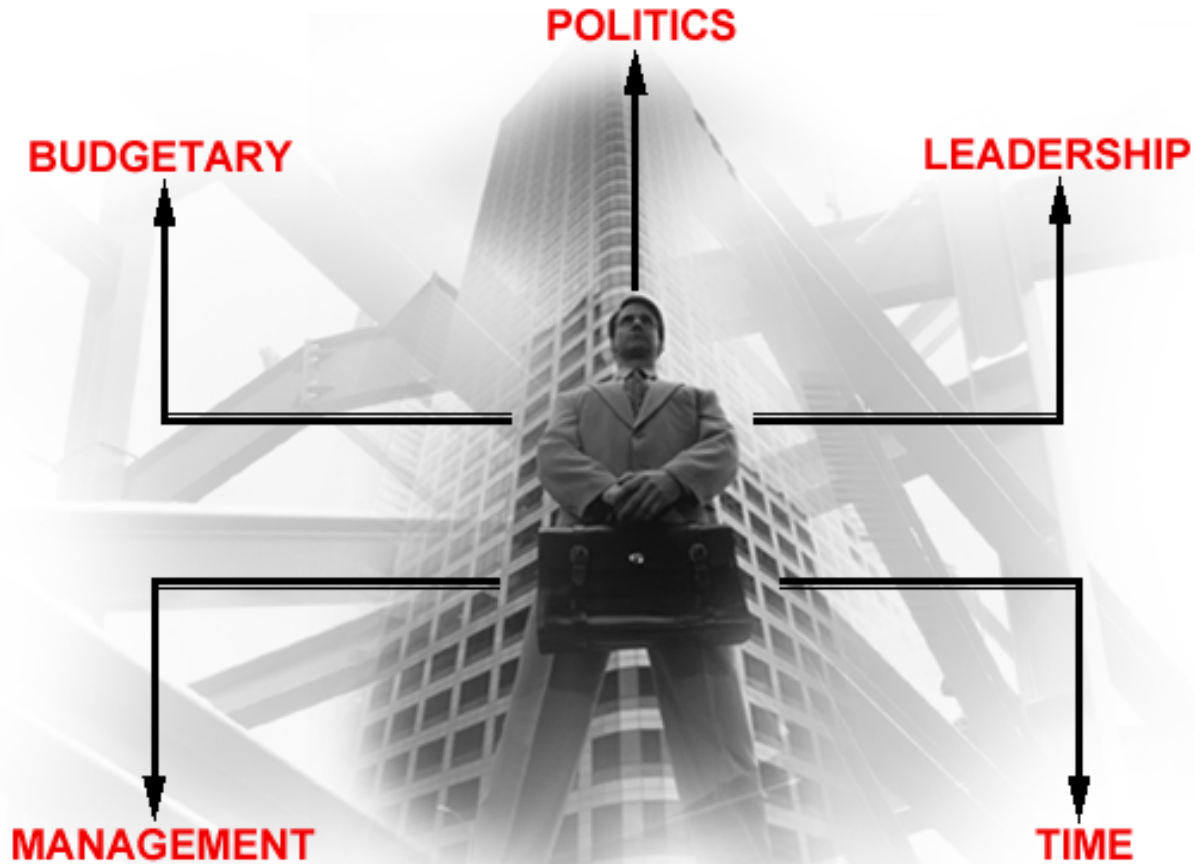
Project management can be viewed as:

A standard, repeatable, and measurable approach to managing and delivering solutions

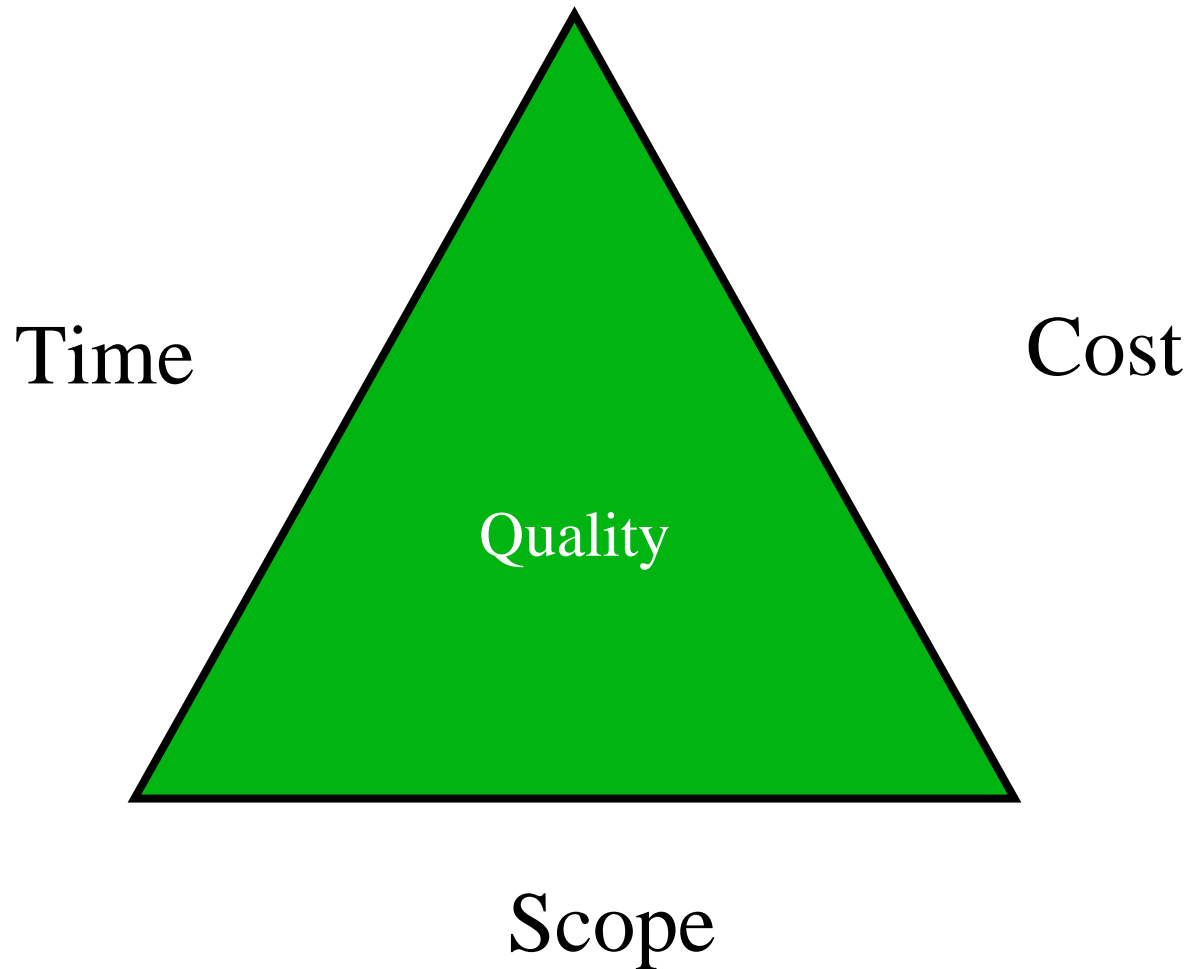
Project management involves balancing demands among:

- Scope, time, costs, and quality
- Stakeholders with differing needs and expectations

Project Management Pressures



Project Measurements



Decision Making Matrix

Audience: Sponsors and decision makers

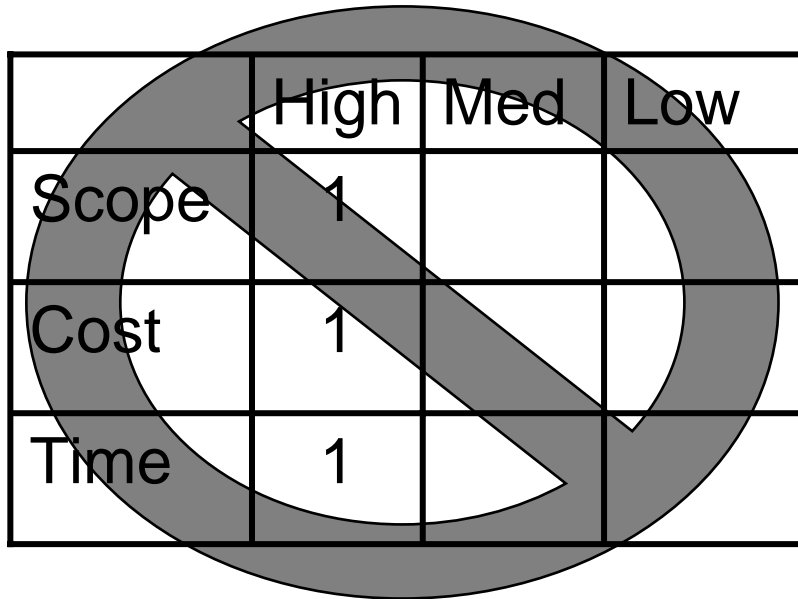
When: Establish at project start.
Re-assess at phase completions.

Why: Communication tool that helps to keep expectations in alignment.

	High	Med	Low
Scope			
Cost			
Time			

Use the Decision Making Matrix to determine best alternatives to address changes in the project that may have impact to scope, cost, or time by anticipating which aspect in the matrix the project sponsors consider to be the highest priority.

Decision Making Matrix – Put to Use



	High	Med	Low
Scope	1		
Cost	1		
Time	1		

	High	Med	Low
Scope			3
Cost		2	
Time	1		

There can be only “1” and each aspect must be rated. All decision makers need to complete the matrix. If there is disagreement, the decision makers are not in alignment and that will spell trouble for you as the project progresses.

With this matrix, how will you present alternatives to the sponsor to adjust the project as needed?

Managing Projects

A successful project has three phases:

1. Defining Project Objectives and Approach – **Planning**
2. Managing the Project – **Fieldwork/Execution**
3. Closing the Project – **Deliverable/Wrap Up**

Projects are structured based on these phases

Why Structure a Project?

- Establish a baseline for project scope
- Define initial approaches for managing the project
- Establish involvement, sponsorship and commitment
- Establish project controls

In other words, the project structure is the “Rules to Play” for the project.

Project Controls

Project controls are plans and processes used to keep a project on schedule and within budget.

- Budget – cost control
- Work plan – time and schedule control
- Communication plan – information controls
- Resource plan – resource control
- Change control process – scope control
- Problem resolution process – issue management control

Goals

Aspirations/aims of the client stating the direction it will focus efforts in support of its mission

The end toward which effort is directed

Goals are expressed in verb statements.

While a goal statement is high level, phrasing should adequately limit potential solutions right from the start

Webster's Ninth New Collegiate Dictionary

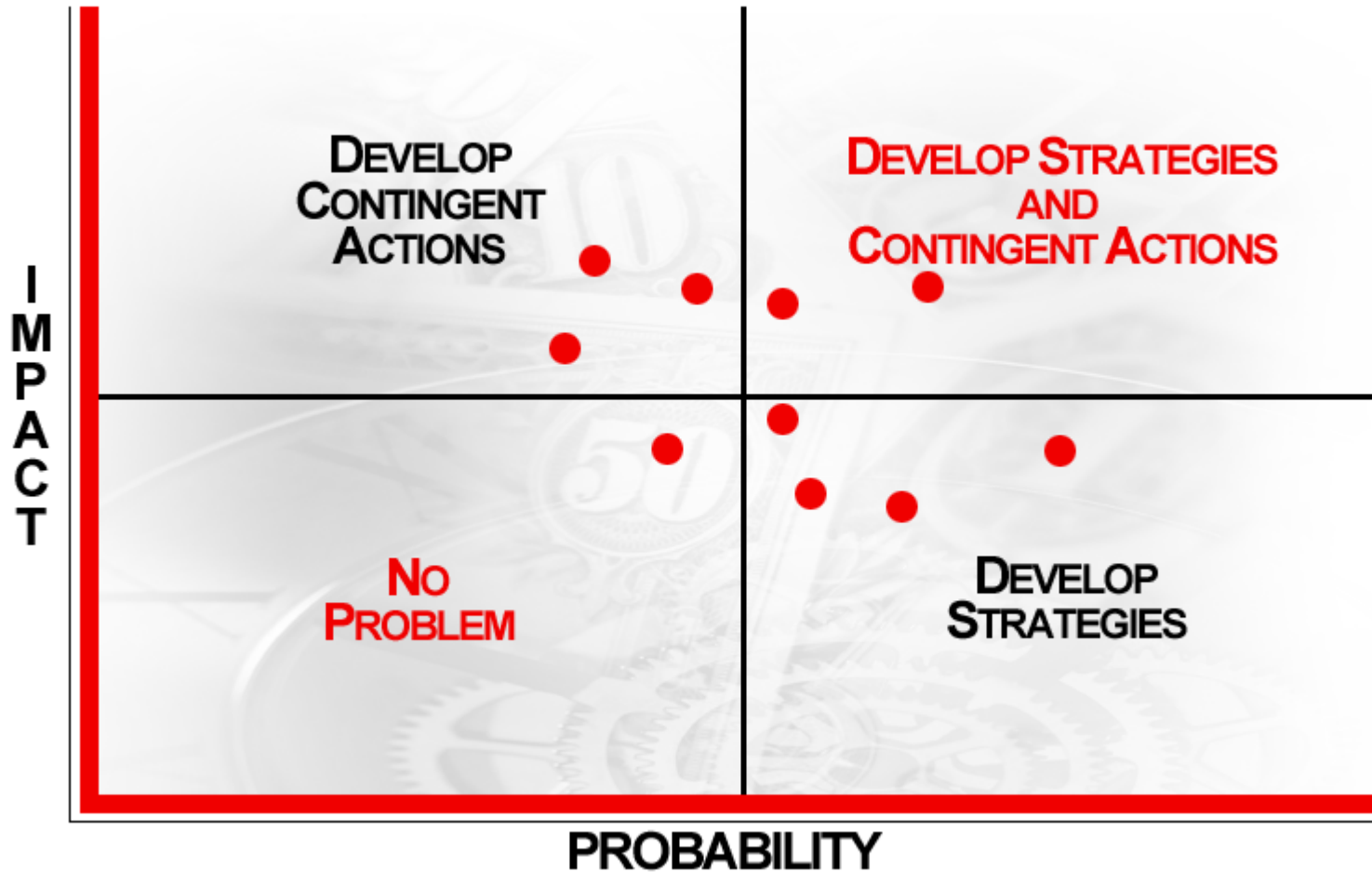
Project Risk Management

A risk is any potential event that might delay a project, increase its cost, or otherwise harm the project

Project risk major processes:

- Risk identification
- Risk quantification
- Risk response development
- Risk response control

Developing Risk Management Plan

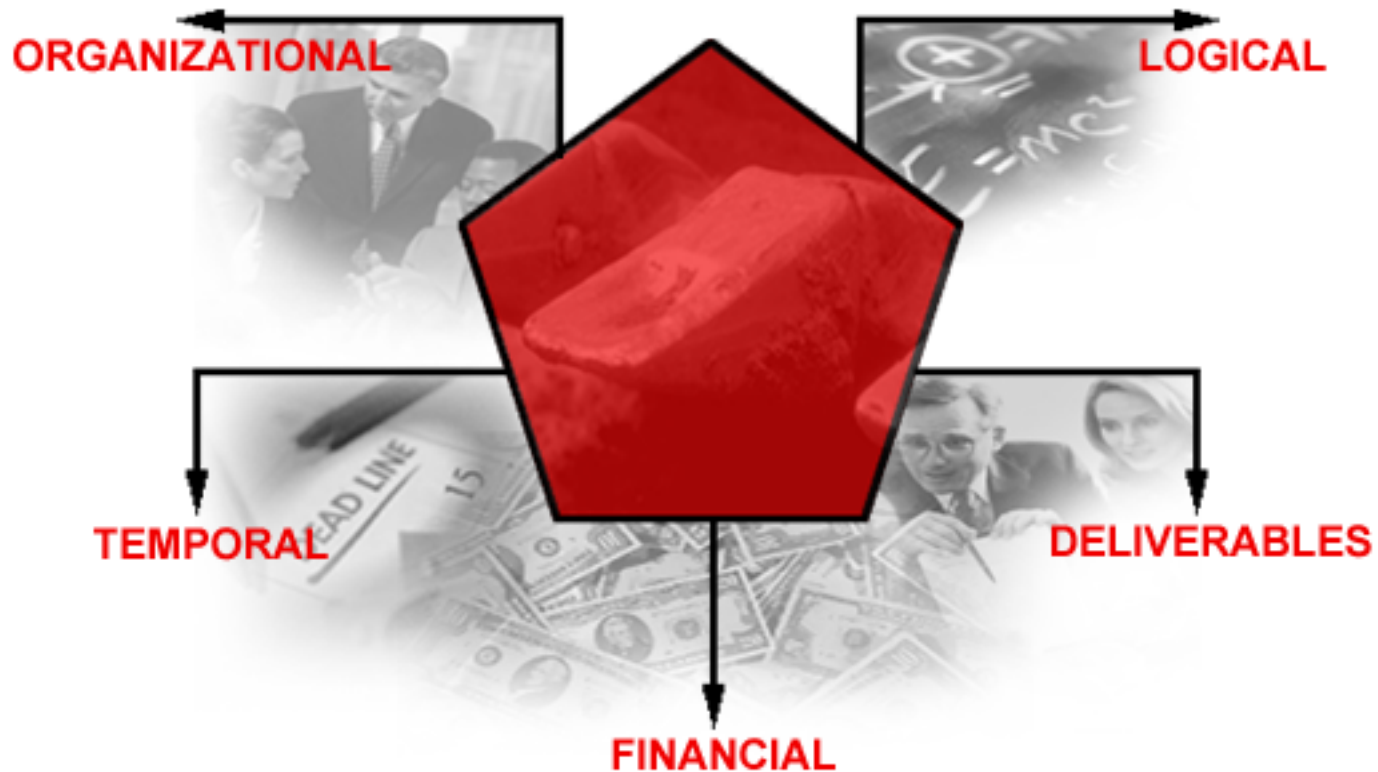


Project Scope

Processes required to ensure that the project includes the work required, and only the work required, to complete the project successfully.

Concerned with defining and controlling what is or is not included in the project.

Dimensions of Project Scope



Project Milestones – What are they?

Key project events that signify the completion of significant portions of work

Milestones help to determine if the project is on track for agreed upon completion.

Milestones are opportunities to re-confirm scope.

The Decision Making Matrix is reviewed after each milestone.

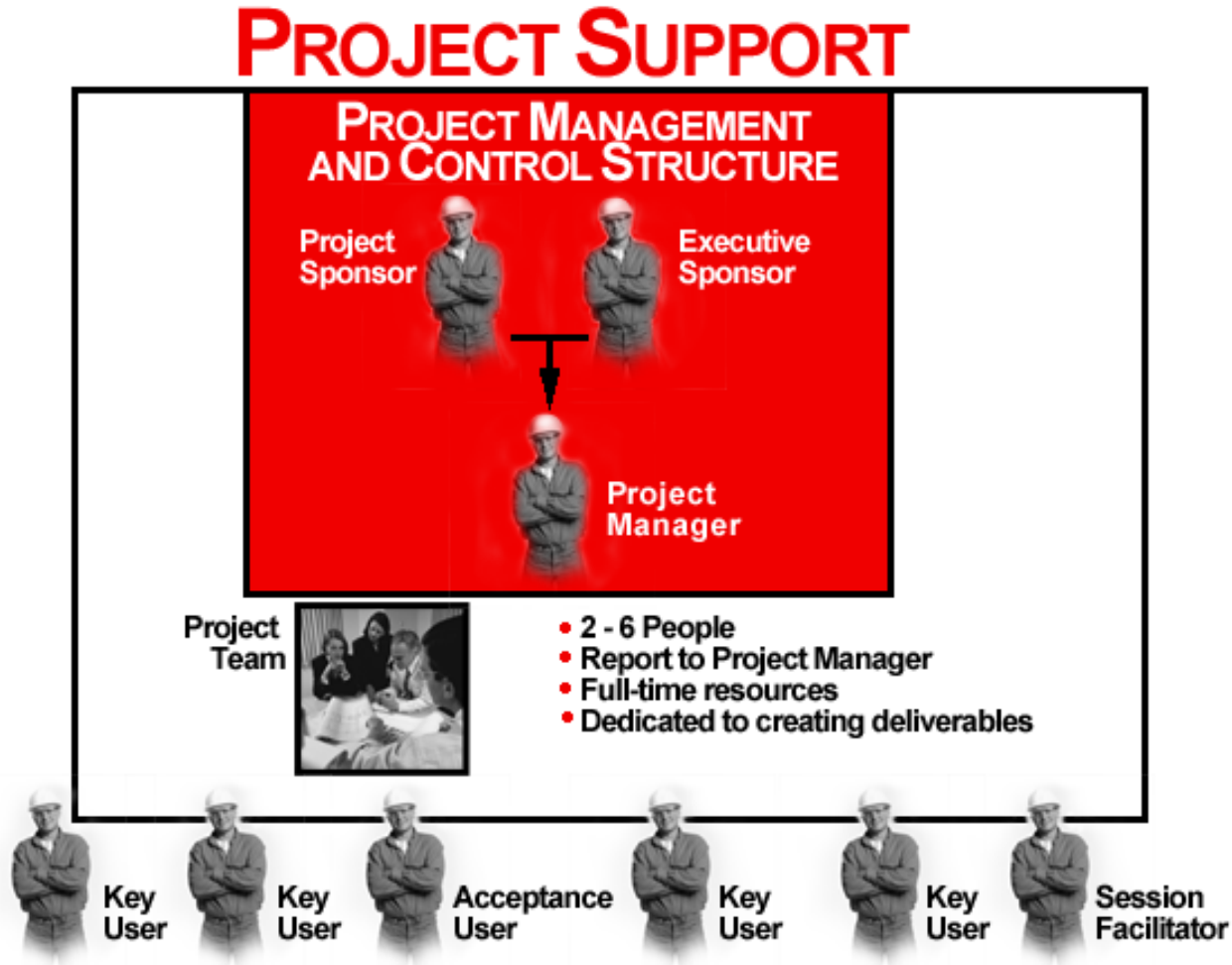
Assumptions

When estimating scope (budgets, timelines...) we base them on certain assumptions

Only list the major assumptions that can severely impact the projects success

Don't go overboard on assumptions but make sure they cover major risks

Defining the Project Organization



Work Estimates

An estimate of the work effort in hours or staff days required to complete the work element

Standards based on history are preferable

A distinction must be made between work effort and duration; e.g., vacation, meetings, re-work, etc.

Agree upon how budget estimates and actuals are expressed (by hours? By person? By day?)

The Work Plan

Any tool that communicates:

- Task organization
- Resource Assignments
- How resources are managed against schedules
- When milestones are achieved
- Project end date and deliverable completion

The tool should be easy to use, easy to communicate, and easy to read.

Project Charter

A project charter establishes a common understanding of the project and serves as an agreement among the project sponsor, stakeholders, and the project manager.



Project Charter

It will answer the questions:

- Why is this project needed
- What is the project to achieve
- What must be delivered
- What exists now
- How will the deliverable be completed
- Who will develop the deliverable
- When will this work occur

The Kickoff Meeting

- Consider Meeting Participants. Executive Sponsor must participate.
- Develop an agenda
- Confirm scope and approach
- Confirm roles and responsibilities
- Introduce the team, as appropriate
- Review potential timeline or resource challenges
- Establish status meetings

Communication Plan

Used to organize, plan, and control communications. The plan defines what you communicate, to whom you communicate, and when you communicate. Consider:

- **Type of communication**
(Status report, executive briefing, milestone announcement)
- **Frequency of communication**
(Daily, weekly, etc.)
- **Audience**
(Decision Makers? Influencers? Stakeholders?)
- **Purpose**
(What do you want your communication to accomplish?
Expectation management? Rumor control? Status update?)

Communication Protocols

WHO: Determines who will meet on a regular basis to discuss the project progress.

HOW: Written status reports with regular meetings? One or the other?

FREQUENCY: Weekly? Daily? The frequency should be determined based on the dynamics of the project.

Executing on Expectations

TIME: Timeline and Milestone Progress Reporting

COST: Effort and resource status compared to budget

SCOPE: Report against agreed upon scope. Note any changes or “discoveries” that may impact the final deliverable.

Also include early observations and report any issues or challenges that may impact the time, cost or scope of the project if they are not addressed.

Managing Issues

- Issues should be tracked based on potential impact to time, cost or scope.
- Categorize each issue based on the potential impact.
- Assign owners and due dates based on when the issue needs to be addressed before it will impact the project.

Thank you!

Any Questions?

