UIC UNIVERSITY OF ILLINOIS AT CHICAGO

UIC *Human Resources*

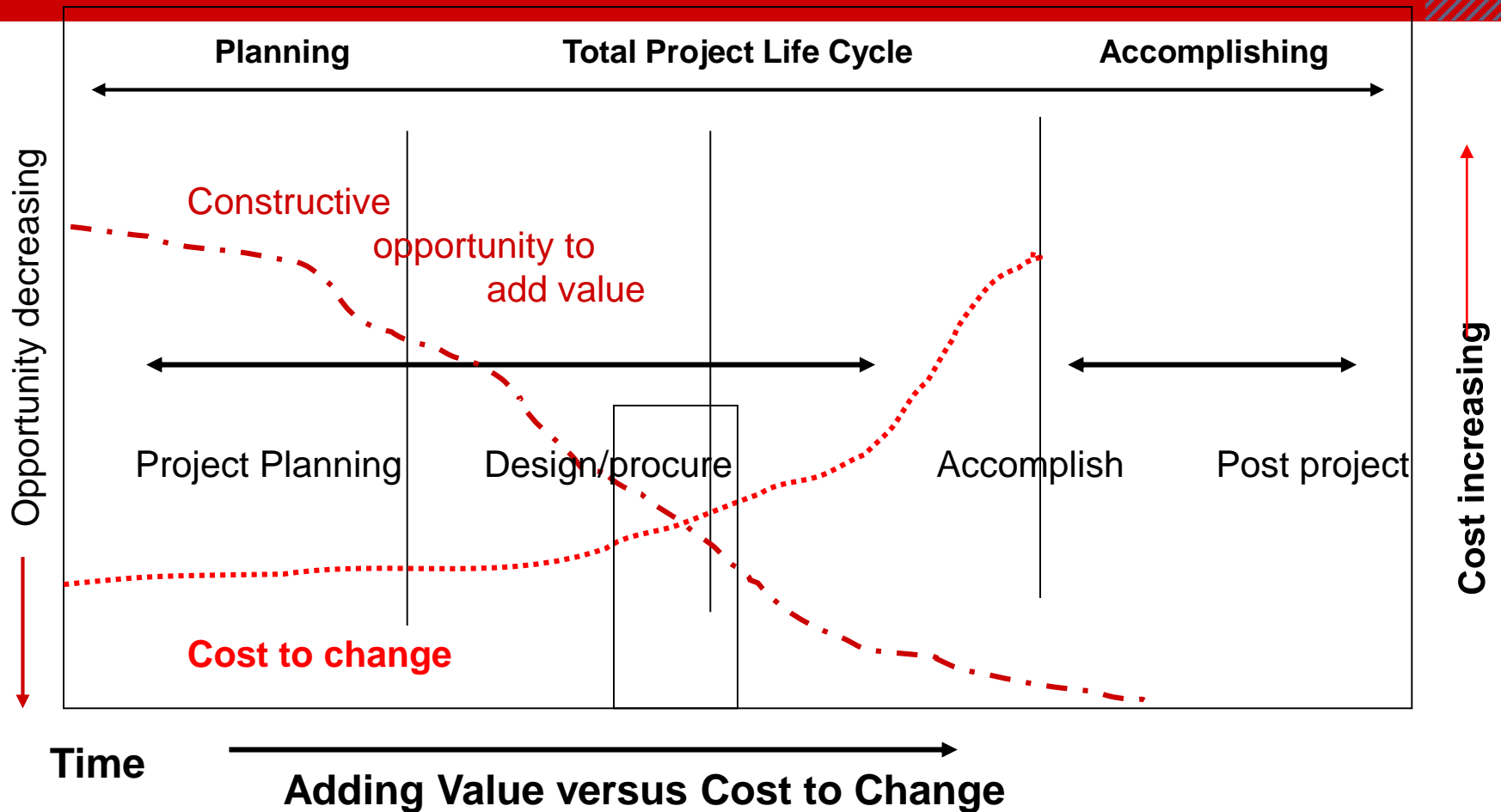# Strategies for Managing Projects

Strategies for Managing Projects

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Typical Life-Cycle Profiles

Adding Value versus Cost to Change

Aspects of Project Management

People Management

1. Defining the Project

2. Developing the Solution

3. Planning Implementation of the Solution

4. Developing Milestones

5. Reviewing Progress

6. Staying on Track/Course Correction

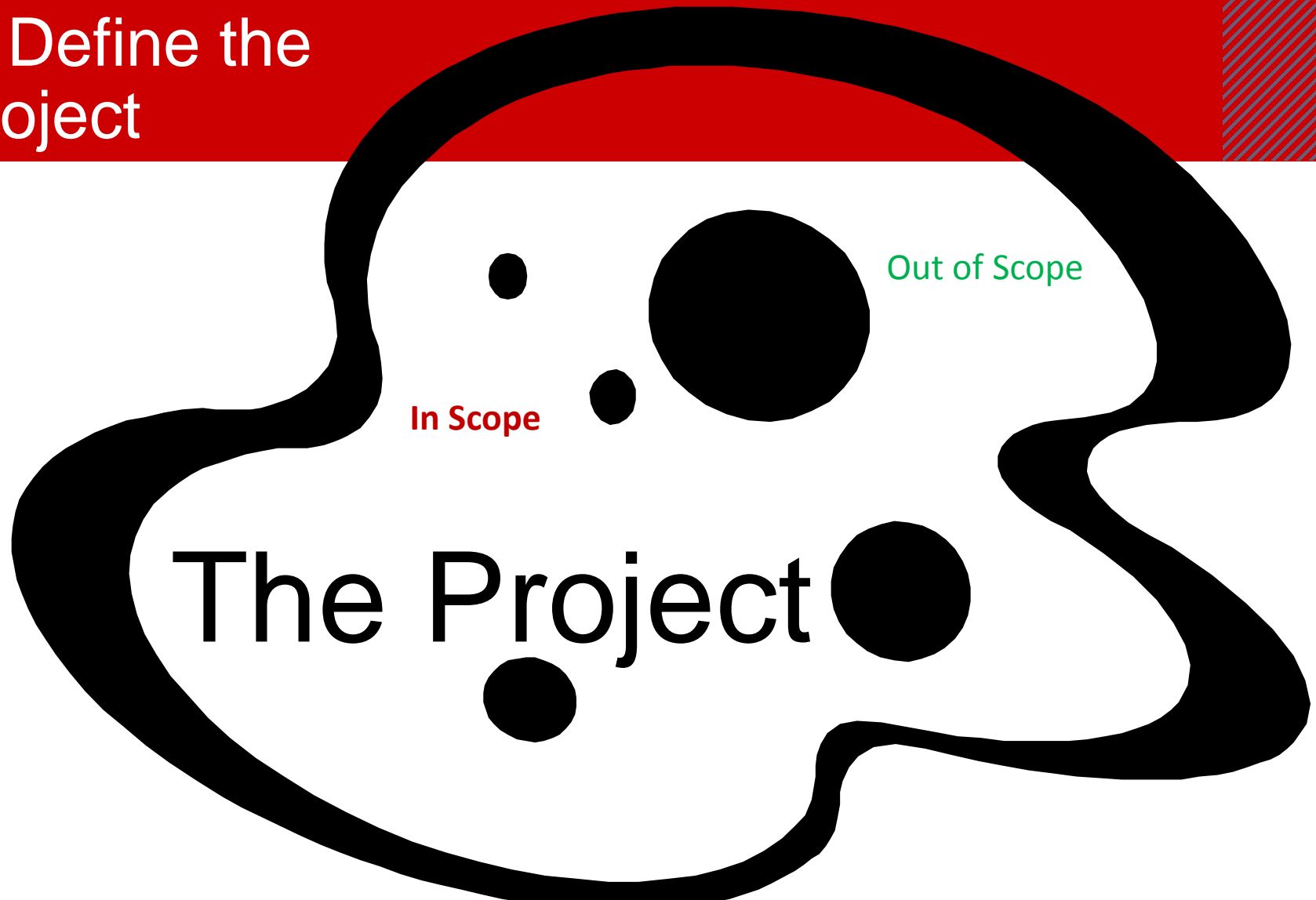7. Utilizing Technology to Support Project Management

People Management

A. *Identify the Team*
B. *Team Member's Responsibilities*
C. *Team Member's Performance*
D. *Conducting Team Meetings*

1. Define the Project

Amoeba

Out of Scope

In Scope

The Project

1. Define the Project

Out of Scope

In Scope
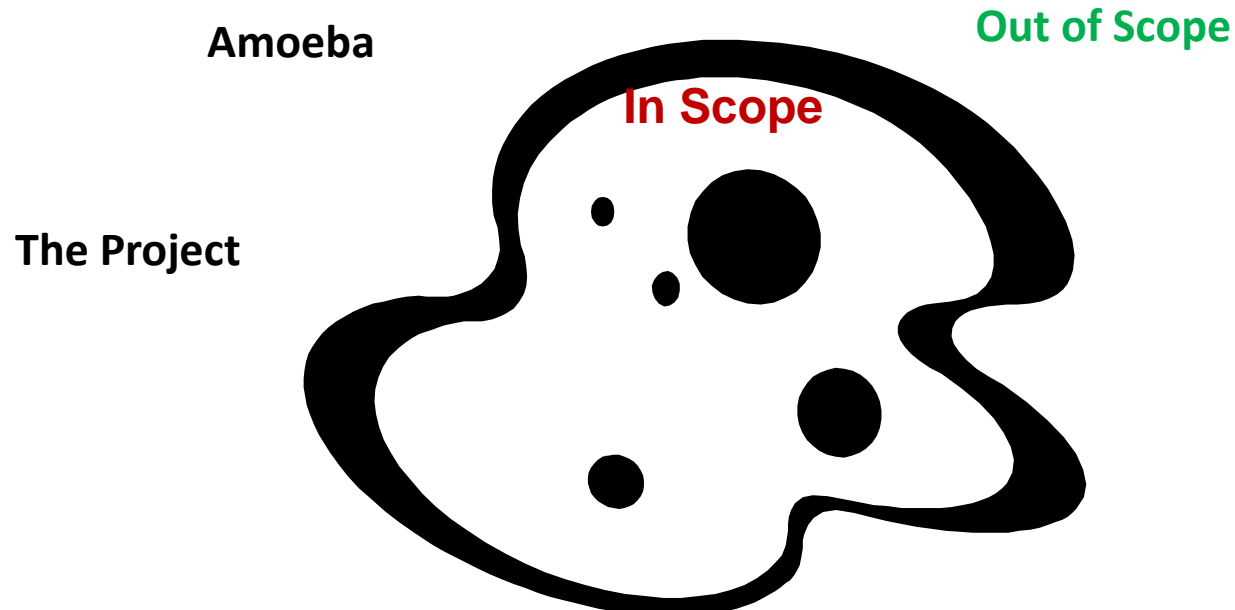
The Project

1. Define the Project

o Goal – End Result

o Purpose – Reason Behind Project

o Owner – Initiator of Endeavor

o Essential – Deliverables

o Assets – Powers, Dollars, SMEs

o Restrictions – Authority vs. Can't Dos

o Definition of Success – Achieve the Goal

Project Charter

1. Define the Project

Project Goal(s):

Project Owner: **Project Purpose:**

Project Assets to Use: **Project EssentialDeliverables:**

Project Restrictions: **Definition of Project Success:**

(Ensure these guidelines are agreed-to by the Project Owner and Project Team Members)

1.Define the Project

Create a Project Goal

    o Specific

    o Measurable

    o Achievable

    o Relevant

    o Trackable (Time Orientation)

1. Define the Project

Example of Project Goal

Reduce Campus Human Resources Cost for Storage of Employee Records by 50% by Academic Year 09-10

1. Define the Project

Goal – Reduce Costs of Employee Records

Purpose – Free up dollars for other purposes and free up space

Owner – Vice Chancellor for Human Resources

Essentials – Alternative storage means/ medium, implement alternative

Assets – SMEs on Records Retention, project funding

Restrictions – Records Retention Requirements

Definition of Success – Reduced cost by 50%
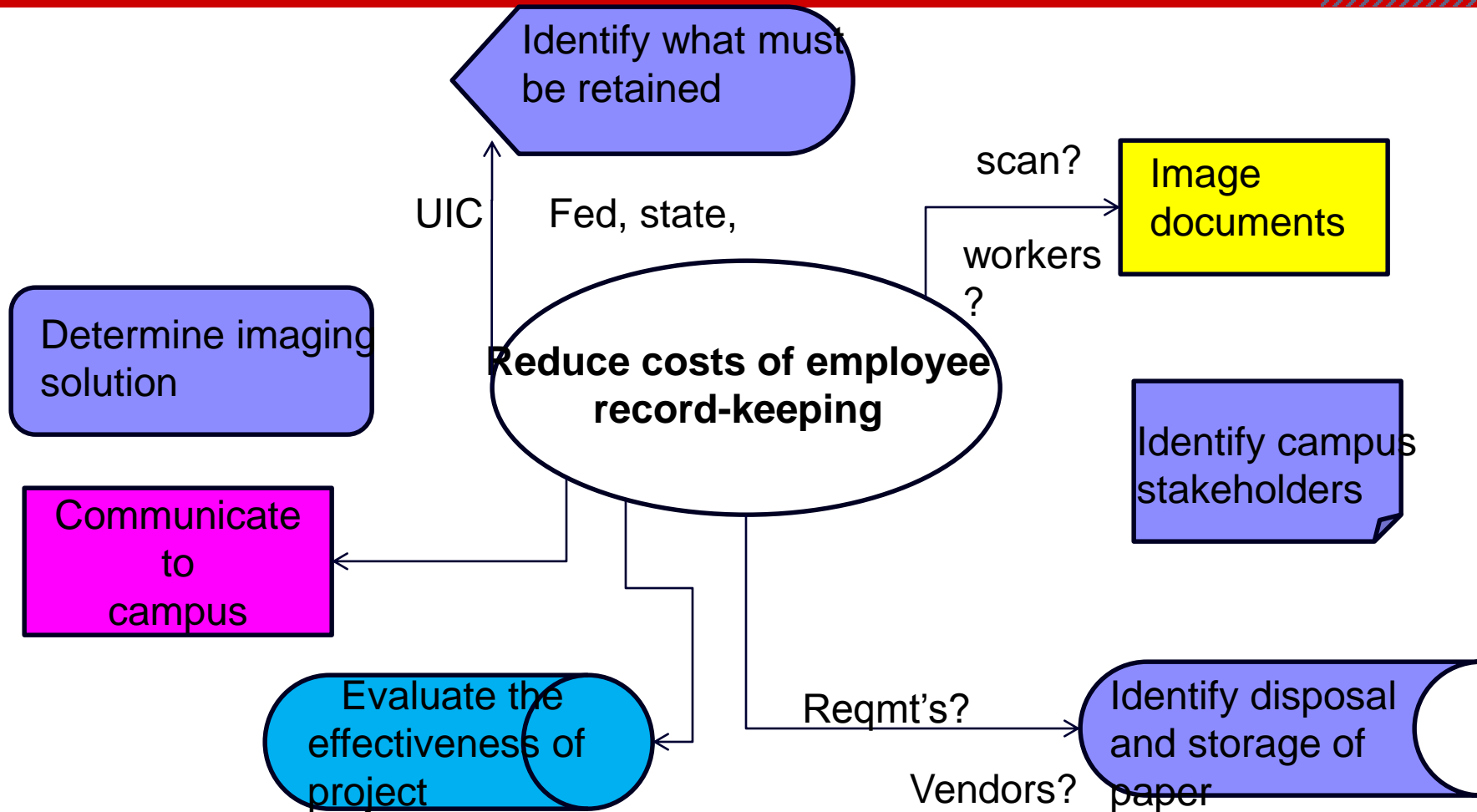
People Management

A. *Identify the Team*

B. *Team Members should be chosen based upon the skills they bring to a specific segment of the project or their overall knowledge of Project Management elements.*

C. *Team Members are selected after each project stakeholder organization or unit's role is defined.*

D. *Team Members are nominated through coordination between the project manager and functional unit management.*

E. *Team Members may be fully committed to the project or assigned part time throughout the scope or an element.*

2. Developing the Solution

- Creating Action Steps for the Project

1. Preparing

2. Implementing

3. Communicating

4. Evaluation

2. Developing the Solution: Mind Mapping

Identify what must be retained

scan?

Image documents

UIC   Fed, state,

workers?

Reduce costs of employee record-keeping

Determine imaging solution

Identify campus stakeholders

Communicate to campus

Evaluate the effectiveness of project

Reqmt's?

Identify disposal and storage of paper

Vendors?

2. Developing the Solution
- Prioritizing the Action Steps

o Evaluate the relationship of all your listed steps to each other. Determine the first step and then the logical second step, and so on....

o If you come to a point where you can't determine which step comes first, just choose one – steps can be done concurrently.

2. Developing the Solution
- Prioritizing the Action Steps

Sequence	Action Steps	Responsibility	Start Date	End Date	Status	Comments
	Identify paper doc retention reqmts					
	Determine imaging solution					
	Identify campus stakeholders					
	Identify disposal and storage of docs					
	Image docs					
	Communicate to campus					
	Evaluate the effectiveness					

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3. Planning Implementation of the Solution

o Troubleshoot your steps – for each step, ask "what could possibly go wrong in completing this step?"

o Assess that <u>likelihood</u> and, "if it did go wrong, what would be the <u>impact</u>?"

o If your assessment is a High or Medium for both the likelihood and the Impact, create a Preventative or Mitigating Action Step.

3. Planning Implementation of the Solution

Problem	Probability	Mitigating Steps
Fail to follow state, fed, univ., uic retention req.	Medium	Communicate via DDDH Contact Legal Contact UA
New docs are created	Medium	Plan for ability to add and delete

3. Planning Implementation of the Solution

o Result of Troubleshooting

- o Often adds steps to project
- o Can identify constituents and/or team members
- o Can identify responsibilities of team members

3. Planning Implementation of the Solution

Sequence	Action Steps	Responsibility	Start Date	End Date	Status	Comments
1.0	Communicate to campus					
2.0	Identify paper doc retention reqmts					
2.1	Determine document retention requirements with Legal and UA					
2.2	Research state doc retention reqmts					
3.0	Determine imaging solution					
4.0	Identify campus stakeholders					
5.0	Identify disposal and storage of docs					
6.0	Image docs					
7.0	Evaluate the effectiveness					

People Management

B. Team Member's Responsibilities

- o *Base upon Member's job responsibilities or known expertise*

- o *Think twice about cases where the Member wants the responsibilities to grow/develop*

- o *Initially assign general responsibilities and then discuss with individual Team Members*

- o *Develop dates working back from the finish date*

- o *Document these on Project Plan*

People Management

Sequence	Action Steps	Responsibility	Start Date	End Date	Status	Comments
1.0	Communicate to campus	Jack M	5/1/2008	12/31/2010		
2.0	Identify paper doc retention reqmts	Joyce W	5/1/2008	8/30/2008		
2.1	Determine document retention requirements with Legal and UA	Joyce W	5/1/2008	6/30/2008		
2.2	Research state doc retention reqmts	Joyce W	5/1/2008	6/30/2008		
3.0	Determine imaging solution	Ken S	10/1/2008	7/1/2009		
4.0	Identify campus stakeholders	Jack M	5/1/2008	8/1/2008		
5.0	Identify disposal and storage of docs	Ken S	5/1/2008	4/30/2008		
6.0	Image docs	Joyce W	1/1/2009	8/30/2009		
7.0	Evaluate the effectiveness	Jack M	11/30/2009	1/30/2009		

4. Developing Milestones

o Definition: Markers of reaching an identifiable stage in a task, used in project management.

    o Think in terms of:

        o Dates

        o Major Outcomes

        o Deliverables

o Work back from the expected date of project completion

4. Developing Milestones

Sequence	Action Steps	Responsibility	Start Date	End Date	Status	Comments
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5. Reviewing Project Progress

o Frequent review is the only way to achieve the goal

- o Unlikely that meeting less than monthly will keep team focused and making progress

- o Progress and working meetings should be scheduled in minimally 6-12 month time periods

- o Meetings should be agenda driven with set time allotment and clear responsibilities

5.Tracking and Reviewing Project Progress

o Identify a documenter for meetings and send out minutes shortly (within 1 week) after meeting

o Have team members identify whether their tasks are on track and indicate status on plan

o Indicate whether project overall is on track

On Track

Behind

Off Track

5.Tracking and Reviewing Project Progress

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People Management

o Team Member's Performance

o Dysfunctional behaviors can occur with any team.

- o Social loafing
- o Risky Shift
- o Groupthink
- o Abilene Paradox
- o Pilot / Co-pilot
- o Drop-your-Guard
- o Free Rider

6. Staying on Track and Course Correction

o All Action Steps which are yellow or red require immediate action

   o Assess what are the contributing factors to the delay

   o Can you impact these factors

   o Consider if remedial Action Steps are needed

7. Utilizing Technology to Support Project Management

o The Project Plan

o Conducting Meetings

o Team Communications

7. Utilizing Technology to Support Project Management

o The Project Plan
- o Excel vs. Word vs. Microsoft Project
- o Excel
  - o Version control (when updating… DocRet02252008.xls)
  - o Password protect the document to prevent unknown changes
- o Word lacks the functionality of Excel and Microsoft Project but more people know how to use it
- o Microsoft Project is complex and intended for very complex projects

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7. Utilizing Technology to Support Project Management

o Conducting Meetings
   o Web meeting tools
      o NetMeeting
      o AT&T

   o Enables meetings without have to go to a central meeting room

7. Utilizing Technology to Support Project Management

o Team Communications – Team Rooms

    o Provides a site where documents can be centrally located and accessed on the internet

    o Eliminates concerns about passing documents back and forth through email

    o Allows only team members granted access to view documents and can limit who may modify documents

    o Can "hide" documents from certain individuals and/or third parties

    o Examples - Eroom   Sharepoint (Microsoft)

Resources for Project Management

o Books
- o "Absolute Beginner's Guide to Project Management" by Greg Horine
- o "Project Management Jump Start" by Kim Heldman
- o "A Guide to the Project Management of Knowledge" by PMI

o Training Courses –
- o UIC's College of Business Administration
  - o http://www.uic.edu/cba/pdp/projectmanagementonline.html

- o Franklin Covey
  - o Project Management

In Summary

o Project Definition is Critical for Success

   o Scope Creep is the "Enemy"

o Management of People Issues Equally Important

o Project Management is Not a "Once Done" Item

o Continual Assessment and Adjusting is Required

Questions and/or Comments