# PROJECT MANAGEMENT
Framework
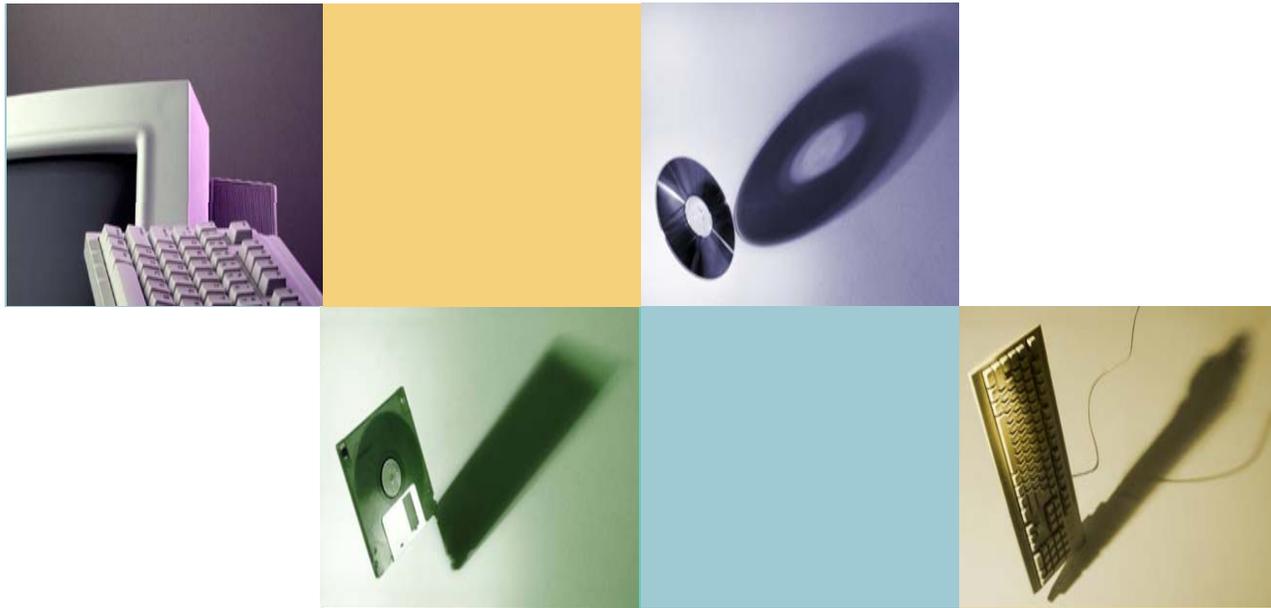
3/3/2011
By Karla Campbell
Project Manager
PMP Certificated
UCOP

Topics

1. Benefits Of Project Management

2. Definitions

3. Roles

4. Project Process Groups

5. Best Practices

6. Tools and Services

7. Appendix (Templates)

1. Benefits of Project Management

- **What are the benefits to Project Management?**
  - Ability to balance competing demands
  - Clear and understood project scope and problem statement
  - Identification of project risks with documented strategies
  - Consistent method for monitoring and controlling project deliverables and milestones
  - Improved communication among project team, executive sponsor, leadership and stakeholders
  - Ability to measure project performance
  - Early Identification of potential problems
  - Understanding of impact to timeline and critical path when deliverables are changed

2. Definitions

- What is a Project?
  - *A Project is a <u>temporary</u> <u>endeavor</u> undertaken to create a <u>unique</u> product or service.*

- What is Project Management?
  - Is the process of using proven tools and techniques to manage the scope, time and cost of a project.
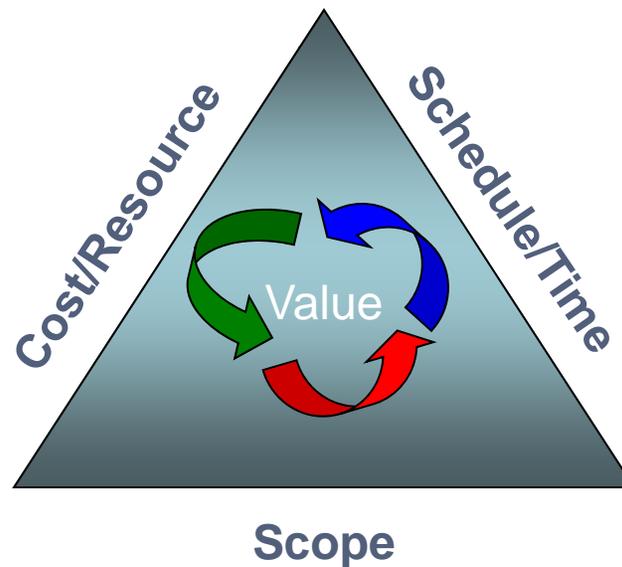
Any change to one will effect the others
All sides are equal

2. Definitions

- **Baseline**
  - Original approved Project Scope, timeline and cost, a place
- **Gantt Chart**
  - Graphic display of activities in the schedule represented by bars charts
- **Issue**
  - Topic or point that is in question or dispute, a matter that is not settled or clear. Best Practices are to state it as a question (see Appendix for template)
- **Milestone**
  - A significant activity or event in the project
- **Scope**
  - A paragraph describing the characteristics of a project and sum of the product or services. If a date is a driver or budget is a driver put this in the scope definition
  - It is equally important to have a paragraph or bullets on what is out scope, this may be difficult in the beginning of the project but as the project develops this will become more clear
- **SME (Subject Matter Expert)**
  - Is a person who exhibits the highest level of expertise in performing a specialized job, task, or skill within an organization
  - Functional teams are usually formed through subject matter expertise

2. Definitions

- **Stakeholders**
  - Person or organization (e.g., customer, sponsor, another organization, or the public) that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project. A stakeholder may also exert influence over the project and its deliverables

- **Risk**
  - An event or condition that may occur and it may have a positive or negative impact on the project.
    - How to determine Priority (see Appendix for template)
      - Impact – what is the impact if this risk was to occur
      - Probability – what is the likelihood this risk will occur

- **Risk Strategies**
  - <u>Mitigation</u> - reduce impact and if possible probability
  - <u>Avoidance-</u> avoiding or eliminating the cause
  - <u>Transference</u> – shifts impact and transfer risk to a third party
  - <u>Acceptance</u> - no plans - willing to accept consequences

- **WBS**
  - Work Breakdown Structure – Hierarchical representation of deliverables; each level represents more detail and definition. Great tool in planning or laying out the project schedule; and can assist in identify stakeholders (see Appendix for template)

3. Roles

- What are all the roles you will need on a project team?
 - **Executive Steering Committee**
    - Provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view; provides insight on long-term strategies in support of legislative mandates; ensure business objectives are being adequately addressed and the project remains under control
  - **Executive Sponsor**
    - Provides the official backing, resources , strategic direction and approval of the project. Helps project owner navigate through political environment and monitors political environment to help project adjust; owns the final product; signs off on charter and scope objectives
  - **Project Owner**
    - Overall responsibility for project implementation:
      - Keeps the project on track by meeting with project manager on a consistent basis; provides and locates resources for the project and resolves any resource allocation issues; when roadblocks occur for team - prevent scope and schedule creep; decision maker on day to day activities; escalates issues or concerns to the executive sponsor; ensures executive sponsor is briefed on status of project
      - Responsibility of the <u>planning</u> and <u>execution</u> of any project to meet the project objectives; Prepares project documentations for input and sign off; Tracks and <u>monitors</u> project progress; Escalate issues and risks to and from the core project team to Executive Sponsor for decisions; Responsible for the proper <u>closing</u> of a project; *M<u>aintains an objective point of view through out the project</u>*

4. Process Groups

- Project Management Process Groups
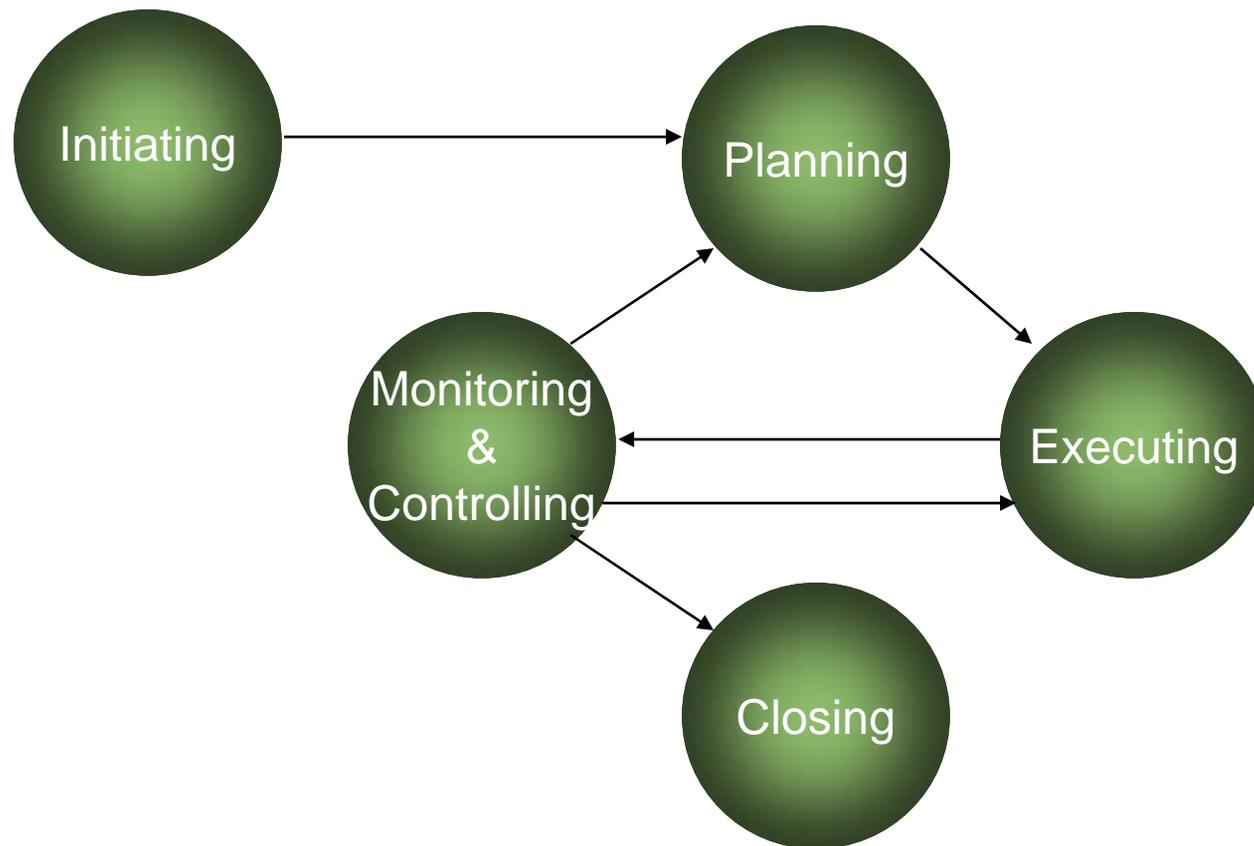
4. Process Groups

- INITIATING
  - Recognizing that a project is worth doing
  - Determining what the project should accomplish
  - Defining the overall project goal
  - Defining general expectations of customers, management, or other stakeholders
  - Defining the general project scope and problem statement
  - Selecting initial members of the project team
  - <u>Deliverable</u> = Project Charter

4. Process Groups

- PLANNING
  - Refining the project scope
  - Listing tasks and activities
  - Sequencing activities
  - Developing a workable schedule and budget
  - Assigning resources to the activities
  - Getting the plan approved "baseline"
  - <u>Deliverable</u> = Project Management Plan

4. Process Groups

- EXECUTION
  - Leading the team
  - Meeting with team members
  - Communicating with stakeholders
  - Resolving conflicts that always arise during a Project
  - Approve change request
  - Securing necessary resources (money, people, equipment) to carry out the project plan
  - Deliverable = RFQ/RFP or Distribution of the schedule, issues and risks on a weekly basis

4. Process Groups

- MONITORING and CONTROLLING
  - Monitoring deviations in budget or schedule
  - Taking corrective action
  - Evaluating potential impacts of project
  - Initiating change request process
  - Rescheduling the project activities
  - Adapting resource levels
  - Adjusting project goals (as long as you have revisited planning)
  - Getting changes approved by stakeholders
  - Updating project documentation
  - <u>Deliverable</u> = Progress reporting

4. Process Groups

- CLOSING
  - Validating the last of the tasks are complete in the project plan
  - Releasing resources
  - Lessons learned
  - Final vendor payment
  - Writing a final project report
  - Sponsor sign off
  - Closing out the files
  - <u>Deliverable</u> = Transition or turnover plan to production support; a Lesson Learned document

5. Best Practices

1	Component	Comments
Initiating	❑ Sponsor/Owner of product or service ❑ Project Charter/Business Need	Problem Statement should be included in the Project Charter
Planning	❑ Kick Off Meeting ❑ Stakeholders identified ❑ Core Project Team Identified	You may have several Kick Off Meetings; •Senior Management; Executive Steering •Core Project Team •Stakeholders
Planning	❑ Project Scope; includes out of scope ❑ Success Criteria ❑ Assumptions ❑ Constraints ❑ Requirements ❑ Roles and Responsibilities ❑ Communication Plan ❑ Timeline ❑ Issues ❑ Risks ❑ Cost/Budget	Documents •Project Scope •If the project does not have a project charter, problem statement must be included in the project scope
Execution	❑ Team Meetings ❑ Change Request form ❑ Updating Issues, Risk ❑ Managing RFQ/RFP	
Monitoring Controlling	❑ Progress Reports ❑ Executive Summary ❑ Reconciling back to scope and problem statement	
Closing	❑ Contracts Closed ❑Turnover documents completed ❑ Lessons Learned meetings ❑Team Celebrations	Important to celebrate successes throughout the project as well as tracking lessons learned!

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6. Tools and Services

Microsoft

Checklist

Project Assistance

- Word
- Excel
- Visio
- PowerPoint
- Project

- Project Checklist
  (see page 14)
- Templates
  (see Appendix)

- Karla Campbell
  (karla.campbell@uc op.edu)
  510-987-0707

- Project Management Institute (PMI)pmi.org
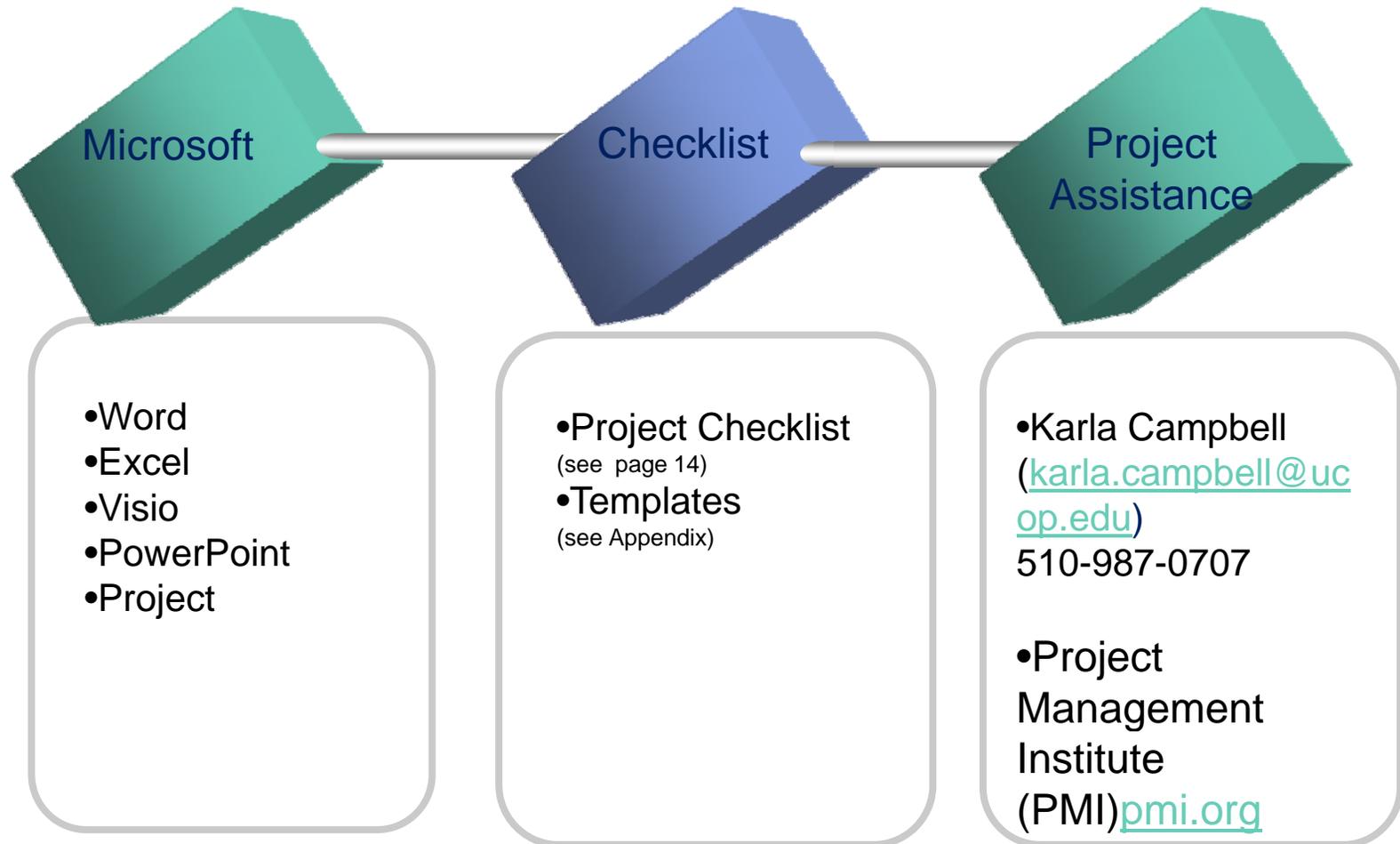
7. Appendix – WS SHIP Project Structure

Advisory Group →
(COC, COVC, COVCA,
CUCSA, ITLC, etc.)

Executive Steering Committee:
Brostrom, Gottfredson, Plotts,
Taylor, & White

←**Lead Staff**
(Reese, Crowder,
Baird)

↓

Executive Sponsor:
Nathan Brostrom

↓

Project Owner:
Mike Baptista &
Heather Pineda

↓

Functional Team:
Maria Blandizzi, Charlie
McDonough, Alan Moloney,
Karla Campbell, et. al.

↓

Campus Managers (informal):
To be determined by Project
Owner & his/her Functional
Team
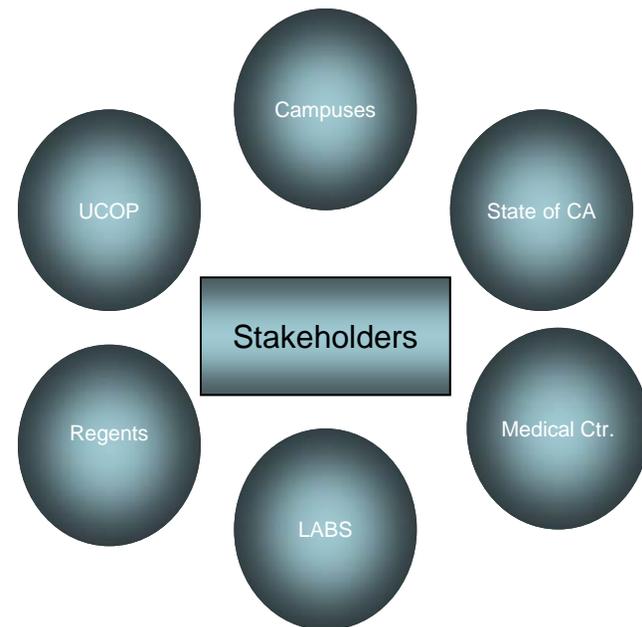
7. Appendix – WS SHIP Project Structure Roles and Responsibilities

Resource Full Name	Title	Area	Business Phone Number	Business Email	Project Role	Responsibilities
Nathan Brostrom	EVP, Business Operations, UCOP	Business Operation	(510) 987-9029	Nathan.brostrom @ucop.edu	Executive Sponsor	Decision maker; provides direction, guidance.
Mike Baptista	Executive Director, UCOP	Human Resources	(510) 987-9383	Michael.Baptista @ucop.edu	Project Owner	Direction, support, arbitration,
Heather Pineda	Director, UCOP	Human Resources	(510) 987-9232	Heather.Pineda@ ucop.edu	Project Owner	Direction, support, arbitration,
Karla Campbell	Project Manager	Office of Strategic Change Resource	(510) 987-0707	Karla.Campbell@ ucop.edu	Functional Team, Project Manager	Subject Matter Expert in Project Management
Maria Blandizzi	Director, Special Projects, UCSF	Student Academic Affairs	(510) 987-9551	Maria.blandizzi@ ucsf.edu	Functional Team, Coordination of Workgroup	Manage project plan, monitor, document
Alan Moloney	Director, UCOP	Purchasing and Contracts	(510) 987-0824	Alan.moloney@u cop.edu	Functional Team, Procurement Consultant and Lead on RFP	Manage the RFP process; a lead in negotiations of vendors utilizing the consultants.
Charles McDonough	Manager, Student Health and Counseling, UCSF	Student Health and Counseling	(415) 476-1584	charles.mcdonou gh@ucsf.edu	Functional Team, Coordination of Workgroup	Subject Matter Expert, Project Coordination

7. Appendix – Problem Statement

Problem Statement Template:

The problem of (description) *affects* (list stakeholders affected). *The impact of which is* (describe the impact of the problem). *A successful solution would* (list some key benefits of a successful solution).

Problem Statement Example (provided by Rational Unified Process (RUP)):

The problem of untimely and improper resolution of customer service issues *affects* our customers, customer support reps, and service technicians *the impact of which is* customer dissatisfaction, perceived lack of quality, unhappy employees and loss of revenue. *A successful solution would* provide real-time access to a troubleshooting database by support reps and facilitate the timely dispatch of service technicians to only those locations that genuinely need their assistance.

1. Project Start

2. Contracts

3. Meetings

4. Structure

5. Reporting

6. Communications

2.1 New Vendor Contracts

- 2.1.1 Anthem "CONTRACTS/ FINANCIAL ARRANGEMENTS"
- 2.1.2 Delta "Contracts"

3.1 Anthem "Implementation Meetings"

3.2 Delta "Sale notification"

4.1 Program Structure
- 4.1.1 UCOP Write *delegation* of Authority for the program
- 4.1.2 UCOP Documentation of Program Admin and Plan design
- 4.1.3 UCOP Stop Loss Coverage
- 4.1.4 UCOP Determine GSHIP office staffing

4.2 Accounts
- 4.2.1 Anthem
  - 4.2.1.1 Anthem "Acct. Structure"
  - 4.2.1.2 Anthem "Forms Required"
    - 4.2.1.2.3 Complete internal group set up forms

4.3 Banking
- 4.3.1 UCOP
- 4.3.2 Anthem
- 4.3.3 Delta

4.4 Benefits
- 4.4.1 Anthem
  - 4.4.1.1 Anthem "SPD" (Summary Plan Docs)
  - 4.4.1.2 Anthem "Health Management"
  - 4.4.1.3 Complete HMC paperwork
  - 4.4.1.4 Benefit Programming/ Systems
  - 4.4.1.5 Medical and Vision Eligibility
- 4.4.2 Delta
  - 4.4.2.1 Delta "Benefit Design"
  - 4.4.2.2 Delta "Open Enrollment"
  - 4.4.2.3 Delta "Evidence of Coverage"

4.5 Eligibility
- 4.5.1 UCOP/Wells Det. intl address - must be domestic
- 4.5.2 Anthem
  - 4.5.2.1 Medical and Vision Eligibility
  - 4.5.2.2 Anthem "ID Cards"
- 4.5.3 Wells
  - 4.5.3.1 Voluntary Enrollment
- 4.5.4 Delta
  - 4.5.4.1 ID Cards

4.6 Audit
- 4.6.1 Anthem
  - 4.6.1.1 Anthem Performance Guarantees
- 4.6.2 Delta
  - 4.6.2.1 Delta Implementation Audit

5.1 Anthem
- 5.1.1 Anthem "Utilization Reports"
- 5.1.2 Anthem "Post Implementation"
- 5.1.3 Anthem "Performance Guarantees"

5.2 Delta, Anthem, UCOP
- 5.2.1 Delta, Anthem, UCOP Variance (Experience) Reports

5.3 Delta
- 5.3.1 Delta Reporting
- 5.3.2 Delta Electronic Eligibility Reporting

5.4 Delta, Anthem, UCOP Load production eligibility file
- 5.4.3 Wells, UCOP Finalize rates

6.1 Anthem
- 6.1.1 Anthem Create and produce Highlight Brochure/student mailing
- 6.1.4 Anthem Develop Microsite (website) and customize by campus
- 6.1.5 Anthem Development and Distribution of Standard and Custom Collatera

6.2 Delta
- 6.2.1 Delta "Custom Website"
- 6.2.2 Delta Materials

6.3 Wells Fargo
- 6.3.1 WF Demonstrate Online Waiver Site

- Also, having a description of each box is helpful to fully understand what the deliverable is trying to achieve.

7. Appendix - Schedule

	i	SS#	WBS	Group	Task Name	M	% Compl	Duration	Start	Finish	Dep.	Owner
0			0		⊟ UCOP GSHIP		95%	206 days?	Thu 5/13/10	Fri 3/4/11		
1	✓		1	**UCOP**	**Project Start**		100%	1 day	Thu 5/13/10	Thu 5/13/10		Mike B
2			**2**		⊟ **Contracts**		65%	168 days	Fri 5/14/10	Wed 1/12/11		
3			**2.1**		⊟ **New Vendor Contracts**		65%	168 days	Fri 5/14/10	Wed 1/12/11		
4	✓		2.1.1	UCOP	Create and Send LOI to vendors		100%	10 days	Fri 5/14/10	Thu 5/27/10	1	Alan M
5	✓	61	2.1.2	UCOP	Create draft template of contract for UC SHIP		100%	35 days	Fri 7/23/10	Fri 9/10/10	4	Alan M,Heather,Michael B
6	✓		2.1.3	UCOP, Anthem	Send contract to Anthem (ASO) and Delta for review		100%	5 days	Mon 9/13/10	Fri 9/17/10	5	Alan M,Heather,Michael B
7	✓		2.1.4	UCOP, Delta	Receive contract from Delta and start review		100%	5 days	Mon 9/20/10	Fri 9/24/10	6	Alan M,Heather,Michael B
8	✓		2.1.4	UCOP, Anthem	Receive contract from Anthem and start review		100%	5 days	Mon 9/20/10	Fri 9/24/10	6	Alan M,Heather,Michael B
9			2.1.6	UCOP, Anthem	Anthem Review and revise draft Medical	◆	42%	45 days	Mon 9/27/10	Wed 12/1/10	8	Alan M,Heather,Michael B
10	▦		2.1.7	UCOP, Anthem	Anthem Review and revise draft Vision	◆	75%	25 days	Wed 10/27/10	Fri 12/10/10	9	
11			2.1.8	UCOP, Anthem	UCOP Prepare with final OGC review and final contract; send to Anthem to sign - Medical		75%	10 days	Mon 11/1/10	Mon 12/6/10	9	Alan M,Heather,Michael B
12			2.1.9	UCOP, Anthem	UCOP Prepare with final OGC review and final contract; send to Anthem to sign - Vision		0%	30 days	Thu 12/2/10	Wed 1/12/11	9	Alan M,Heather,Michael B
13			2.1.10	UCOP, Anthem	Final Contract signed Anthem - Medical	◆	0%	0 days	Mon 12/6/10	Mon 12/6/10	11	Alan M,Heather,Michael B
14			2.1.11	UCOP, Anthem	Final Contract signed Anthem - Vision	◆	0%	0 days	Wed 1/12/11	Wed 1/12/11	12	Alan M,Heather,Michael B
15		62	2.1.12	UCOP, Delta	Delta Review and revise draft		42%	45 days	Mon 9/27/10	Wed 12/1/10	7	Alan M,Heather,Michael B
16		63	2.1.13	UCOP, Delta	UCOP Prepare with final OGC review and final contract; send to Delta to sign		75%	10 days	Mon 11/1/10	Mon 12/6/10	9	Alan M,Heather,Michael B
17			2.1.14	UCOP, Delta	Final Contract Signed Delta	◆	0%	0 days	Mon 12/6/10	Mon 12/6/10	16	Alan M,Heather,Michael B
18			**2.1.15**		⊟ **Anthem**		74%	127.25 days	Fri 5/28/10	Wed 12/1/10		
19	✓📝		2.1.15.1	Anthem	Draft Performance Guarantee Agreements		100%	50 days	Fri 5/28/10	Mon 8/9/10	4	Jeanette
20			2.1.15.2	UCOP	Approve Performance Guarantee for Implementation and combine Agreements		50%	39 days	Sun 9/26/10	Fri 11/19/10	19	Heather,Michael B
21			2.1.15.3	Anthem	File signed Performance Guarantee Agreements		25%	7 days	Mon 10/11/10	Wed 12/1/10	20	Jeanette
22	📝		2.1.15.4	Anthem, UCOP, Hewitt	Develop and Sign BAA between UC GSHIP and Anthem		75%	48 days	Fri 7/16/10	Mon 11/15/10	4,8	Jeanette,Heather,Hewitt,M
23			2.1.15.5	Anthem	File signed Business Associate Agreement	◆	0%	0 days	Mon 11/15/10	Mon 11/15/10	22	Jeanette
24	✓		**2.1.16**		⊟ **Delta**		100%	0 days	Tue 6/15/10	Tue 6/15/10		
25	✓📝		2.1.16.1	Delta	Prepare / Deliver BAA contract draft		100%	0 days	Tue 6/15/10	Tue 6/15/10	97FS-1 day	Rose
26	✓		2.1.16.2	Delta, UCOP	Review and revise draft BAA		100%	0 days	Tue 6/15/10	Tue 6/15/10	25	Task cancelled 8/10 No B
27	✓		**3**		⊟ **Meetings**		100%	37 days	Thu 5/13/10	Tue 7/6/10		
28	✓		**3.1**	**Anthem**	⊟ **Anthem (Implementation Meetings)**		100%	37 days	Thu 5/13/10	Tue 7/6/10		
29	✓	1	3.1.1	Anthem	Send notification of sale to all internal departments		100%	1 day	Fri 5/14/10	Fri 5/14/10	1	Jeanette

7. Appendix - Schedule
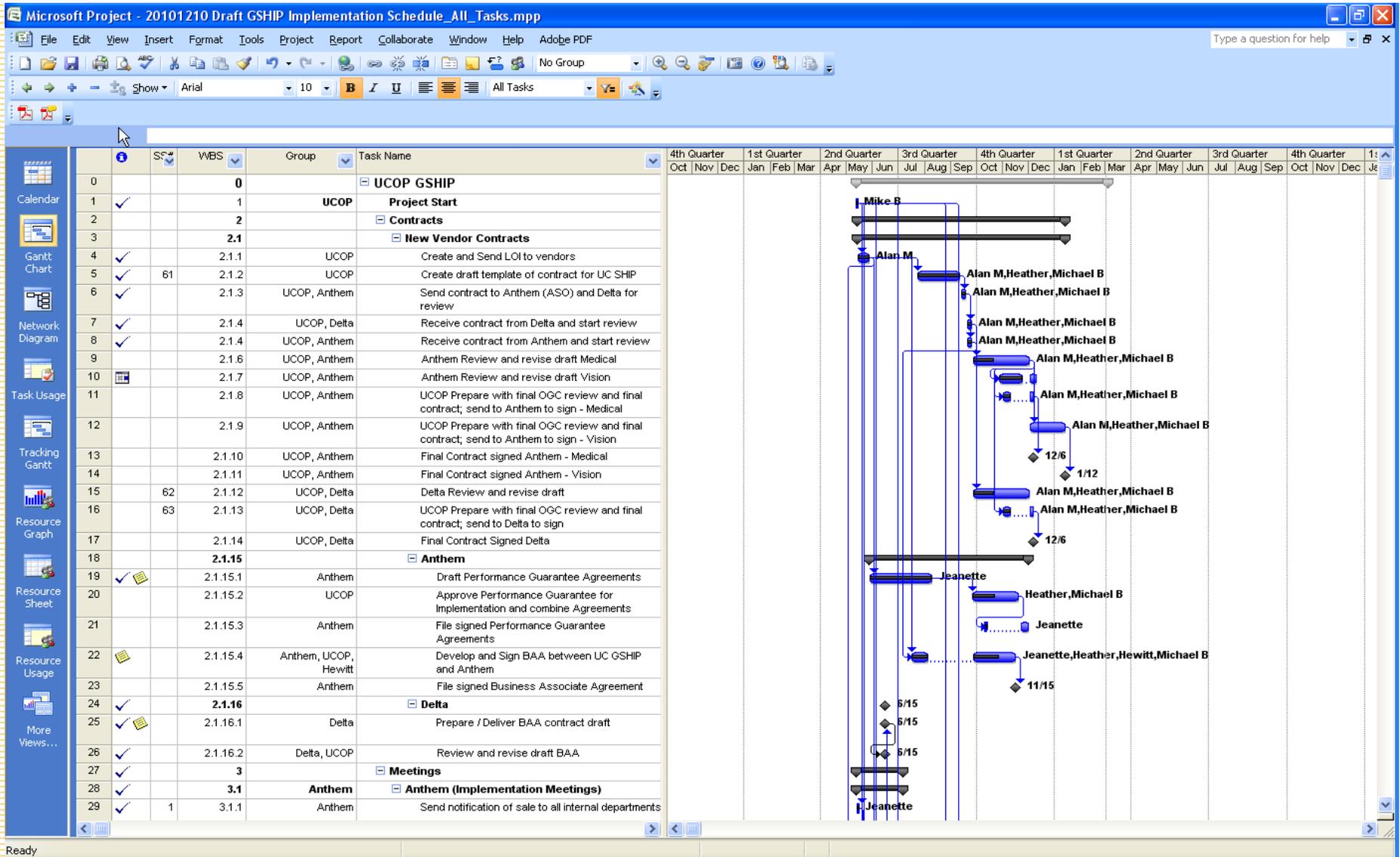
Key
 # - unique number
Status - Indicator - (red) will cause delays, (yellow) - may cause delays -(green) - on target,
Priority - Urgent=cannot continue if not resolved; High=must be resolved; Medium=must be
resolve can have business "work around"; Low=does not need to be resolved by project delivery
Regarding - One or two words categorizing the item - staffing, communications, Labor, budget
- be consistent
Date Opened - list the date mm/dd/yyyy item was opened
Description - Issue should be stated with a question,
Actions Plans - latest plan to resolve this issue, best to start with a date to separate notes
Assigned to - Responsible to get resolution and is accountable for this issue (coordinate
discussions, escalate if help is needed.
Target Close Date - Date in which items is targeted to be resolved

Definition of an **Issue** -

A point or matter in question or in dispute, or a point or matter
that is not settled and is under discussion or over which there
are opposing views or disagreements.
(PMBOK Guide – Third Edition – 2006)

Sort By:

#	Status	Priority	Regarding	Date Opened	Description	Action lans	Assigned to
1	Red	1-Urgent	Staffing	10/8/2010	What is the purpose of an issues List	**2/28 -** Make your notes brief but enough to understand what is going on and how this issue is being resolve; **2/23 -** Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.	Alan
2	Yellow	2-High	RFP	10/8/2010		**2/28 -** Make your notes brief but enough to understand what is going on and how this issue is being resolve; **2/23 -** Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.	Maria, Alan
3	Green	3-Medium	Labor	10/22/2010		**2/28 -** Make your notes brief but enough to understand what is going on and how this issue is being resolve; **2/23 -** Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.	Heather
1	Green	4-Low	Contract	9/30/2010		**2/28 -** Make your notes brief but enough to understand what is going on and how this issue is being resolve; **2/23 -** Purpose of an issues list is for tracking and knowing who is working on what issue. Also to have a record of how an issues was resolved.	Karla

7. Appendix - Risk List

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Key
Consequences - if this risk does occur what are the consequences (positive or negative)
Impact, Probability: 1-High, 2-Medium, 3-Low
Priority - result form the Look Up table regarding input from Impact and Probability - 1-Very High , 2- High , 3- Medium, 4- Low, 5- Very Low
Strategy - Avoidance, Transference, Mitigation, Acceptance = <u>Avoidance</u> - avoiding or eliminating the cause; <u>Transference</u> - transfer risk (third party); <u>Mitigation</u> - reduce impact ; <u>Acceptance</u> - no plans - willing to accept consequences
Contingency Plan- If possible are there contingency plans that can be executed if the Risk occurs

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Definition of a **Risk** -

An uncertain event or condition that, if it occurs, has a positive or negative effect on a project objectives. (PMBOK Guide – Third Edition – 2006)

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#	Event/Risk Description	Consequences	Opened by	Date Opened	Impact	Probability	Priority	Strategy	Contingency Plan	Owner
1	Resources must be available on this project	If resources are not available it will have a negative impact on timeline and budget.			1-High	1-High	1-Very High	**Mitigation** - working with leadership and department directions to verify resource availability; should be resolved by 4/1/11		

Priority Table

Impact	Probability	Priority
1- High	1-High	1- Very High Risk
1- High	2- Medium	2- High Risk
2- Medium	1-High	2- High Risk
2- Medium	2- Medium	3- Medium Risk
3- Low	1- High	3- Medium Risk
1- High	3- Low	3- Medium Risk
2- Medium	3- Low	4- Low Risk
3- Low	2- Medium	4- Low Risk
3- Low	3- Low	4- Low Risk

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