Project Management

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Acronyms used in this module:

APD – Advance Planning Document
APDU – Advance Planning Document Update
FNS – Food and Nutrition Service
IS – Information System
IT – Information Technology
PM – Project Management/Project Manager
SDLC – Systems Development Life Cycle
SME – Subject Matter Expert
USDA – United States Department of Agriculture
WIC – Supplemental Nutrition Program for Women, Infants, and Children

2

References:

FNS Handbook 901
www.fns.usda.gov/apd
Project Management Institute
www.pmi.org
New York State Project Management Guidebook Release 2
www.its.ny.gov/pmmp/guidebook2/index.htm
North Dakota Information Technology Department
www.nd.gov/itd/standards/project-management

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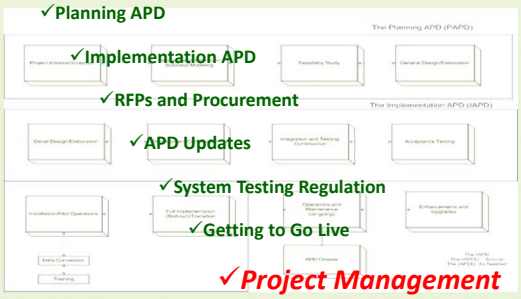
You are here…

- ✓APD Overview
- ✓Planning APD
- ✓Implementation APD
- ✓RFPs and Procurement
- ✓APD Updates
- ✓System Testing Regulation
- ✓Getting to Go Live
- ✓***Project Management***



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Learning Outcomes

At the end of this module, you will be able to:

- Define a project
- Identify project management life cycle stages
- Differentiate between SDLC methods
- Define Project Management
- Name the Triple Constraints
- Describe general project management skills
- Identify PM's 10 Knowledge Areas

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What is a Project?

- It's a ***temporary*** group activity designed to produce a ***unique*** product, service or result.
- A project is ***temporary*** in that it has a defined beginning and end in time, and therefore defined scope and resources.
- A project is ***unique*** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal.

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Project Management Life Cycle

- Project Origination
- Project Initiation
- Project Planning
- Project Execution and Control
- Project Closure

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Project Management Life Cycle

- Project Origination
  - Project proposal
  - Proposal evaluation and selection
  - Management or budget commitment

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Project Management Life Cycle

- Project Initiation
  - Project Charter and Kick-off
  - Define Cost/Scope/Schedule/Quality
  - Perform Risk Identification
  - Initial Project Plan
  - Confirm Approval to Proceed

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Project Management Life Cycle

- Project Planning
  - Project Planning Kick-Off
  - Refine the Cost/Scope/Schedule/Quality
  - Perform Risk Assessment
  - Refine Project Plan
  - Confirm Approval to Proceed

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Project Management Life Cycle

- Project Execution and Control
  - Conduct Kick Off Meeting
  - Manage Cost/Scope/Schedule/Quality
  - Monitor and Control Risks
  - Manage Project Execution
  - Gain Project Acceptance

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Project Management Life Cycle

- Project Closeout
  - Conduct Post-Implementation Review
  - Perform Administrative Closeout

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Systems Development Life Cycle

The systems development life cycle (SDLC) is a process for planning, creating, testing, and deploying an information system.

Phases of the SDLC:

Initiation
Requirements Analysis
Design
Construct
Acceptance
Implementation

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Common SDLC Methods

- Waterfall
- Spiral
- Agile

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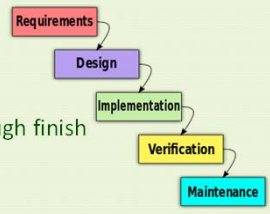
Common SDLC Methods

- Waterfall
  - Linear
  - Sequential
  - Defined start through finish



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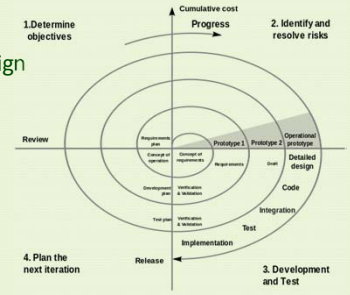
Common SDLC Methods

- Spiral
  - Up front design
  - Iterative
  - Risk driven
  - 4 phases



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Common SDLC Methods

- Agile
  - Incremental
  - Short iterations
  - Collaborative
  - Adaptive

(http://karthiksangi.files.wordpress.com/2009/07/agile1.gif)

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Progress Check

What is a project?

It's a _____ group activity designed to produce a _____ product, service or result.

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Progress Check

What is a project?

It's a ***temporary*** group activity designed to produce a ***unique*** product, service or result.

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Progress Check

Which of the following is ***not*** a Project Management life cycle stage?

A. Planning
B. Closure
C. Development
D. Initiation

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Progress Check

Which of the following is ***not*** a PM life cycle stage?

A. Planning
B. Closure
C. Development
D. Initiation

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Progress Check

Which of the SDLC methods is linear and sequential?

A. Agile
B. Spiral
C. Waterfall
D. None of the above

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Progress Check

Which of the SDLC methods is linear and sequential?

A. Agile
B. Spiral
C. Waterfall
D. None of the above

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Progress Check

Agile and Spiral both use incremental development, but Agile has shorter iterations.

☐ True

☐ False

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Progress Check

Agile and Spiral both use incremental development, but Agile has shorter iterations.

- [x] True
- [ ] False

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What is Project Management?

It is the application of knowledge, skills, and techniques to execute projects effectively and efficiently.

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Project Management 101

One of the first things you learn in project management is..

that the focus of a Project Manager is always…

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The PM Triple Constraints

- Time
- Cost
- Scope

Manage these or they will manage you!

28

Professional and conscientious project management is critical to a successful outcome!

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What makes this all work?

A good, solid, professional project manager

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Project Manager Skills

- Program area knowledge, standards, and regulations
- Understand the project environment
- Be organized and detail oriented

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Project Manager Skills

- Be a leader and manager

- Be an effective communicator
- Be a problem solver

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Project Manager Skills

- Be a good negotiator
- Strive to improve other interpersonal skills
  - Listening
  - Diplomacy
  - Respect

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Project Management Knowledge Areas

1. Project Integration Management
2. Project Scope Management

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Beware of Scope Creep

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Ask these questions!

- Is it a must?
- Can the customer/user do the job without it?
- Does it contribute to the viability of the system?
- Does it add value as a feature/function to the system?
- Is it worth the additional cost?

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Project Management Knowledge Areas

3. Project Time Management

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Project Management Knowledge Areas

4. Project Cost Management

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Budget/Cost Management

- Monitor project spending
- When a variance occurs, determine the cause
- Change the execution of the project, reduce scope, or submit an APDU
- Prevent unapproved changes to the project

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Project Management Knowledge Areas

5. Project Quality Management
6. Project Human Resource Management

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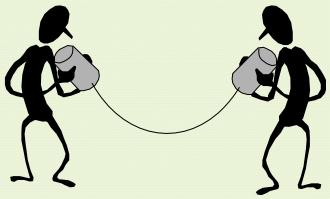
Project Management Knowledge Areas

7. Project Communications Management



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Communication

- Communicate objectives frequently
- Recognize different perspectives
- Manage expectations
- Share success and broadcast achievements
- Invite feedback

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Project Management Knowledge Areas

8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management

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FNS Project Monitoring

- Schedules
- APDUs
- Reports
- Calls
- On-site monitoring

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Keys to Successful Project Management

- Strong Management Support
- Goals to IT
- Communicate Objectives
- Defined Principles
- Review Projects

45

Keys to Successful Project Management

- Recognize Perspectives
- Be Proactive
- Give IT department and SMEs a seat
- Everyone Shares Success

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Progress Check

What is Project Management?

It is the application of_____, _____, and _____to execute projects effectively and efficiently.

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Progress Check

What is Project Management?

It is the application of ***knowledge***, ***skill***s, and ***techniques*** to execute projects effectively and efficiently.

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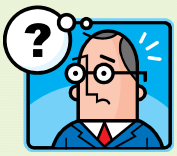
Progress Check

What are the Project Management Triple Constraints?



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Progress Check

What are the Project Management Triple Constraints?

Time
Cost
Scope

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Progress Check

Name some of the general PM skills?

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Progress Check

Which of the following are PM Knowledge areas?

A. Project Quality Mgmt.
B. Project Time Mgmt.
C. Project Risk Mgmt.
D. All of the above

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Progress Check

Which of the following are PM Knowledge areas?

A. Project Quality Mgmt.
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D. All of the above

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Progress Check

Which PM Knowledge area focuses on the coordination of all the project management activities?

A. Project Scope Mgmt.
B. Project Integration Mgmt.
C. Project Human Resource Mgmt.
D. Project Communications Mgmt.

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Tip

Successful project management is delivering a quality product that meets the customer's requirements within time, scope, and budget.

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Tip

A good project team can be the key to a successful project!

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Reminder

Submit APDUs Timely!

- An Annual APDU is due 60 days prior to the anniversary of the initial PAPD/IAPD approval date
- An As Needed Update is due as soon as the trigger condition (time, budget, scope) becomes known to the State, but no later than 90 days from the time when significant changes are anticipated to occur.

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Reminder

Not obtaining Federal prior approval may cost the State funding that may have been approved if submitted in advance.

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Your next goal…

- ✓APD Overview
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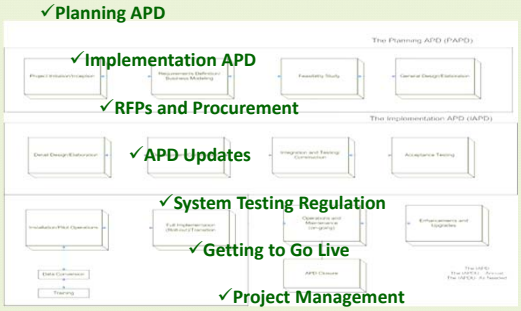

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An engraved invitation from FNS Handbook 901
www.fns.usda.gov/apd

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