



Improving the Outcomes of Significant Endeavors

National Association for Program Information and Performance Measurement (NAPIPM) Conference

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Services, Inc.

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Introduction

- Started '92
- 40+ project in 10 states

Mission

“Protect the Customer”





Agenda

- Definition - Project
- Lessons Learned
 - Examples of projects
 - How project management helped past projects
- Research - How Research supports these lessons learned
 - Reasons Projects Fail/Succeed
 - Is it worth the trouble – Steve McConnell
- What Has Project Management Look Like
 - Project Manager
- How to Make it Happen
- Q&A - Discussion



Definition

What is a Project

- “A project is a temporary endeavor undertaken to create a unique product or service” – from the Project Management Institute



Lessons Learned

Project Experiences (Program areas)

Project Descriptions

- Welfare Reform/WorkFirst '97 – time allowed (6 mo)
- Special Commitment Center (sex offender program)– after ~ 5 years of inadequate progress, contempt of court from the federal courts
- Division of Developmental Disabilities (DDD)
 - Multiple small projects - regaining credibility of the Division
 - Children's Medicaid Personal Care (MPC) – clarification of policy and rates
 - Implementation of Adult MPC Assessment
- Merger – DDD into Aging and Adult Services Administration
- Fircrest Downsizing – the downsizing of an institution for DDD

Lessons Learned

Observations - How Project Management Helped

- Clear roadmap which yielded improved outcomes through
 - Clearly defined scope
 - What are the needed products
 - What are the tasks in order to develop the products
 - Realistic schedule though sequential development
 - Team focus (reducing the swirl)

- Improved morale (“motivating”)

- More effective development
 - fewer person-hours
 - improved outcomes

- Enhanced Communication



Key Point

"If you don't know where you are going, any road will do."
Chinese Proverb

Research

Reasons IT Projects Succeed

State of Maryland says that “Basically, these best practices are...”*

1. The commitment and active involvement of executive level personnel and intended users
2. Full-time and qualified on-site project management
3. Establishing well-defined and agreed-upon system requirements
4. Keeping the scope to a manageable size or breaking it into components
5. Defining the responsibilities of all parties on the development team, and establishing a well-defined process for bringing all the pieces together

<http://www.ola.state.md.us/Reports/Performance/>

Look for Report 444817 [IT Performance 2004 final.pdf](#)

* - This adapted from the Standish Report
Standish International Group, Inc.
Chaos Report, 1999 - 2003

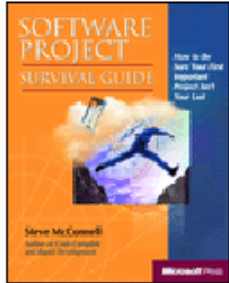


Key Point

-Good project management often contributes to good outcomes or success

Research

Is Project Management affordable with tight budgets?



Steve McConnell,
Software Project
Survival Guide

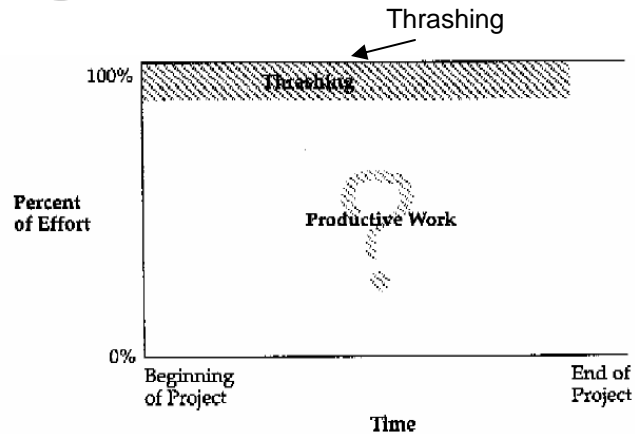


Figure 3-1 Mistaken perception that ignoring process increased the proportion of productive work on projects

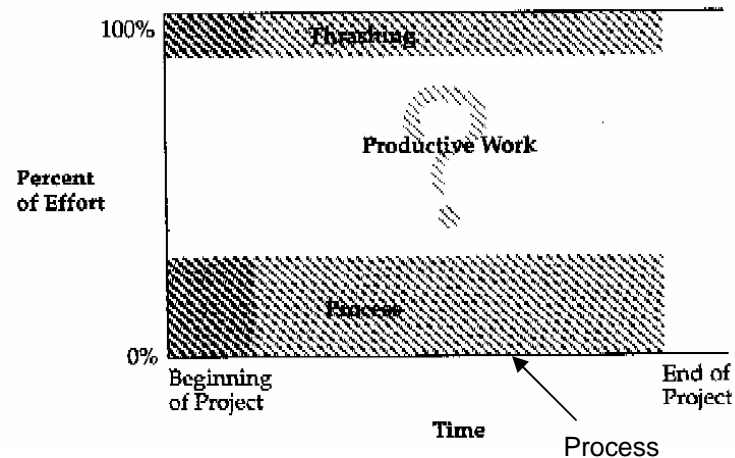
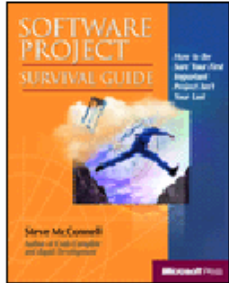


Figure 3-2 Mistaken perception that an attention to process will decrease the proportion of productive work (Process seen as overhead)

Research

Is this affordable with tight budgets? (cont'd)



Steve McConnell,
Software Project
Survival Guide



Key Point(s)

- Skipping process costs money
- Project Management is often not in the budget

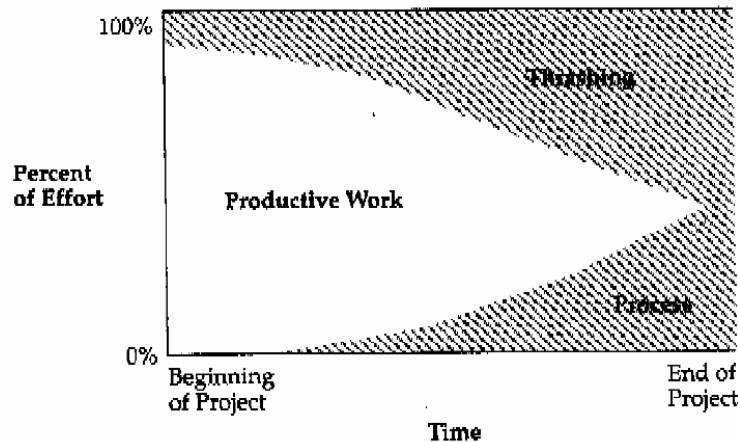


Figure 3-3 Real experience of projects that pay little attention to process. As the project environment becomes increasingly complicated, thrashing and process both increase

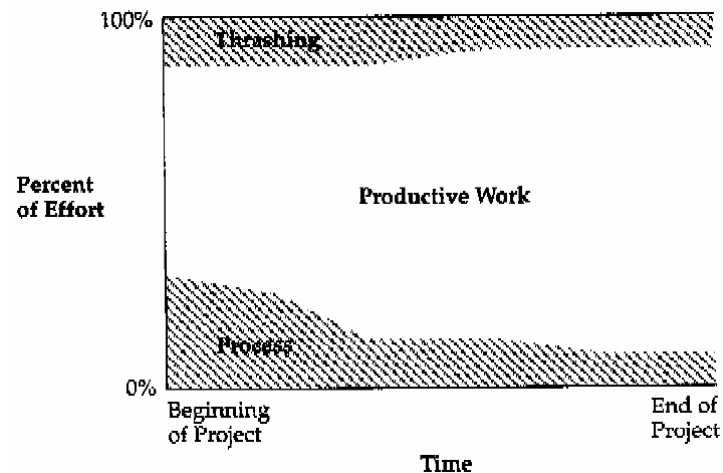


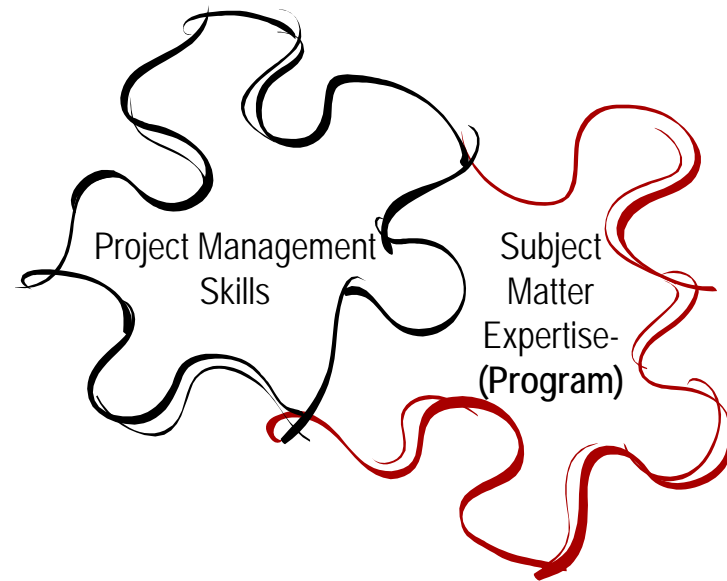
Figure 3-4 Experience of projects that focus early attention on process. As the team gains experience with its processes and fine tunes them to the working environment, the time spent on process and thrashing both decrease.

What Project Management May Look Like

Complementary Skills

Past Experiences

- Client teams often do NOT need help w/ subject matter expertise
- Client teams often DO need help with organizing the Subject Matter Experts (SMEs) for projects/initiatives (project management)
- Client teams often do not have the project management skills needed
- Additional project management support nearly always requires the vision and support of an executive



Key Point

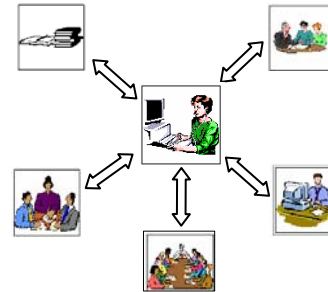
-Project Management Support does not need to be done by a SME or program person

What Project Management May Look Like

Tiers of Support

1. Project Planning

- Develop Detailed Roadmap w multiple teams (using MS Project)
- Results
 - Products/Deliverables defined
 - Tasks defined w/ schedule of tasks
 - Dependencies between teams defined



2. Project Planning and Consulting

- Develop Detailed Roadmap (see above)
- Advising and assisting the project manager (from the program side) on
 - How is the project going
 - Issues
 - Implementing needed processes
 - Is the vision of the executive being achieved
 - Governance



Key Point

- Frequently the project manager is the from the “program”, and project management support is Tiers 1 & 2

3. Project Management

- Serve as Project Manager (Soft skills...Hard skills)
- Directing the team
- Be responsible for the outcomes



How to Make it Happen

Overview – Key Components of Implementing Project Management

From Our Experience

Resources and Support

- Enlist executive support
 - In the project
 - In project management processes after explaining specifics of project management processes
- Acquire or develop project management skills

Principles to be considered

- Non Consensus
- No Fault
- Management must support – effort for PM, etc. is “real work”
- Best effort not good enough

Key Focus Area (based on our experiences)

- Build a project plan – the roadmap or skeleton
- Manage to the plan, update weekly or bi-weekly
- Using the roadmap, incorporate other project management processes as needed

Utilization of Soft skills

- Nurturing
- Complementing SMEs



Key Point(s)

-This addresses the Maryland Report ...

1. The commitment and active involvement of executive level personnel and intended users
2. Full-time and qualified on-site project management

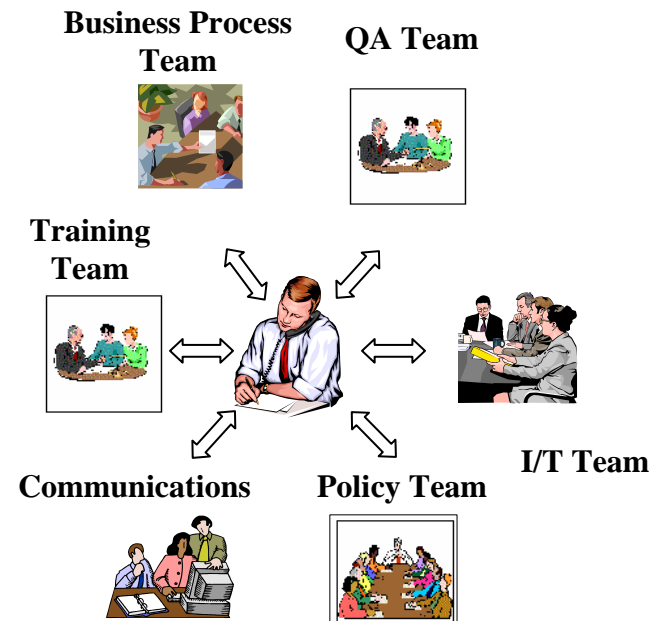


How to Make it Happen

Overview – Building the Roadmap (Project Plan)

Building the Master Project Plan (Multiple teams involved)

1. Project Management support interviews leads of areas involved
 - Develop Sub-plan of each area
 - Define tasks, dependencies between tasks, and durations
2. Integrate the sub-plans into Master Plan
3. Reconcile schedule problems by adjusting Master Plan
4. Update Master Plan ~ 1-2 weeks



Key Point

-This addresses the Maryland Report

5. Defining the responsibilities of all parties on the development team, and establishing a well-defined process for bringing all the pieces together

How to Make it Happen

Syntax for Sub-plans

Define

- Products/deliverables
- Tasks
- External dependencies

Microsoft Project
is used

	ID	Task Name	r '04				Apr '04						
			7	14	21	28	4	11	18	25			
>> External Dependency (dependency on another team)	42	Help Screens Development											
	43	>> Finalized Policies Approved by Mgmt (3/25)											
	44	Develop Word Document of Help Screen Changes											
	45	Modify Help Screens in Appl (Mozilla)											
Task	46	Conduct Review of Help Screens in Mozilla											
	47	Incorporate Help Screen Changes											
	48	Review Screens/Mozilla (in Tacoma)											
	49	Incorporate Comments											
	50	<<Finalized Help Screens Ready for I/T (4/9)											
<< Product or deliverable	51	Promote Changes to PROD											
	52	<<Help Screens Changes In Production											



How to Make it Happen

Example - sub-Plans into Children's MPC Master Plan

Sub-plan for Policy Development

ID	Task Name	Feb '04				Mar '04				Apr '04			
		1	8	15	22	29	7	14	21	28	4	11	18
14	Policy Development	2/16 [█] 3/25											
15	<i>Develop Policy Proposals for Undefined Policies</i>	2/16 [█] 3/16											
16	<i>Review/Finalize Policies w/ Mgmt, Policy Team</i>	3/10 [█] 3/17											
17	Develop Form to Support Policy	3/19 [□] 3/22											
18	<<Policy Form Avail for Training Matl Dev	3/22 [█] 3/22											
19	Redefine Policy, Protective Supervision w/ Low CPS Scores	3/22 [□] 3/24											
20	Review Policy, Protective Supervision w/ Low CPS Scores	3/24 [□] 3/24											
21	Review Policies w/. Exec Mgmt	3/25 [□] 3/25											
22	<<Finalized Policies Approved by Mgmt (3/25)	3/25 [█] 3/25											

Sub-plan for Help Screens Development

ID	Task Name	Mar '04				Apr '04			
		7	14	21	28	4	11	18	25
42	Help Screens Development	3/25 [█] 4/16							
43	>> Finalized Policies Approved by Mgmt (3/25)	3/25 [█] 3/25							
44	Develop Word Document of Help Screen Changes	3/25 [□] 3/26							
45	Modify Help Screens in Appl (Mozilla)	3/29 [□] 3/30							
46	Conduct Review of Help Screens in Mozilla	4/1 [□] 4/1							
47	Incorporate Help Screen Changes	4/2 [□] 4/6							
48	Review Screens/Mozilla (in Tacoma)	4/7 [□] 4/7							
49	Incorporate Comments	4/8 [□] 4/9							
50	<<Finalized Help Screens Ready for I/T (4/9)	4/9 [█] 4/9							
51	Promote Changes to PROD	4/12 [□] 4/16							
52	<<Help Screens Changes In Production	4/16 [█] 4/16							

Finalized Policies

- A product in one plan
- An external dependency in another sub-plan
- Projected to be complete on 3/25, schedule reflects this





How to Make it Happen

Customer's Comments - having Master Plan

Overview of how integrated planning helped with the success of the project

- Team level
 - Forces all parties to do adequate planning
 - Ensures that dates and dependencies between parties were in compliance with the overall schedule requirements of the project
 - Enabled defining the needs for system development – got to see the whole picture and fill in the gaps
 - Enabled the development of overall system development needs (such as “system” testing) by providing visibility to missing functions

- Management and Steering Committee Level
 - Provided knowledge to management to make needed adjustments
 - Provided valuable communication to the steering committee with detail that was accurate



How to Make It Happen

Project Management Process

Likely Project Management processes to be needed

- Project Planning and Tracking (already discussed)
- Issue Management
 - Issues become way of resolving or validating key decision
 - Escalation path defined
- Quality Assurance during development
- Risk Management

Descriptions of these processes and others from State of Washington website

<http://isb.wa.gov/tools/pmframework/index.aspx>

How to Make It Happen

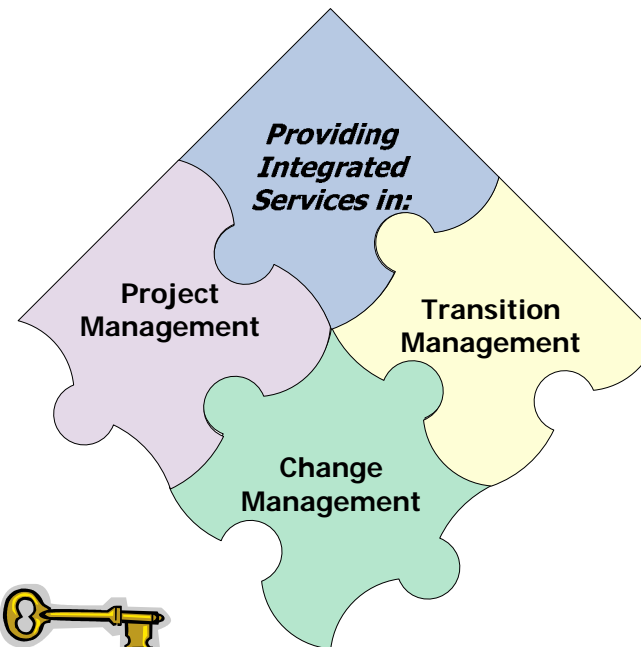
Sometimes Project Management Isn't Enough

Sometimes Project Management isn't enough to achieve the outcomes desired

Examples

- A “culture” change was desired
- A significant change was being implemented. Needed buy-in of staff
- Significant field re-organization

When this occurs, integration of Project Management and Organization Development may be needed



Key Point

-This helps address the Maryland Report regarding intended users

1. The commitment and active involvement of executive level personnel and intended users

How to Make It Happen

Use of Integrated Framework



Project Management Tiers of Support

Project Planning



Project Planning
and Consulting



Project Management



Change Management (Kotter)

- Establish a Sense of Urgency
- Create the Guiding Coalition
- Develop a Vision and Strategy
- Communicate the Change Vision
- Empower Broad-based Action
- Generate Short-Term Wins
- Consolidate Gains and Produce More Change
- Anchor New Approaches in the Culture

Transition Management (Bridges)

The Ending

- Identify Who's Losing What
- Expect Grieving
- Give People Information *repeatedly*
- Define What's Over and What's Not

The Neutral Zone

- Allow time for re-orientation and redefinition

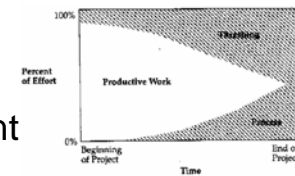
The New Beginning

- Communicate purpose of changes
- Picture how Outcomes will look
- Create a Plan
- Define People's roles in the plan

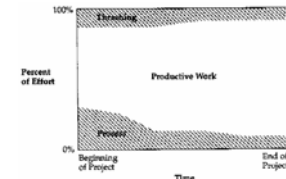
Summary

Improving the Outcomes of Significant Endeavors

- Lessons Learned
 - Examples of projects
 - How project management helped – clear, efficient, motivating
- Research - How research supports these lessons learned
 - Reasons Projects Succeed – use of project management is significant
 - Is it worth the trouble? – Steve McConnell information
- What Project Management May Look Like
 - Tiers
 - SME not required
- How to Make it Happen
 - Integrated Planning
 - Implementation of processes
 - Include Organizational Development if needed
- Q&A - Discussion



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Questions and Answers

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