



## THE PMO AND PROJECT MANAGEMENT

WHY, WHAT & HOW?

CHRIS DOWHOWER , PROJECT MANAGEMENT DIRECTOR, PMP, VIZO FINANCIAL

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## Objectives

- What is a project?
- What does it look like today?
- Project Management- What is it & what's the point?
- PM Methodologies, the processes and tools.
- How does this work in real life?
- What is a PMO?
- How will this work for us?
- What do I have to do?
- Q&A



## What is A Project?

A temporary endeavor with a beginning and an end that creates a unique product, service, or result . (PMI,PMBOK v1.3)

Operational work is different than a project, operations are ongoing and repetitive. Projects are temporary and unique.

Repetitive elements does not mean it's not a project-different variables make it unique.



## Some Common Characteristics.....

A million things to do..... All important...All top priority running from fire to fire.

Money , time and resources get wasted because we didn't plan ahead or decisions were made in a silo.

Weak or no standard processes. Techniques are used inconsistently.

Nobody ever has time to plan but those same individuals have to find the time to fix the mistakes - Planning viewed as a delay instead of a foundation.

Projects deemed successful, even though there was lack of planning, heavy stress on resources, overtime, over budget, impact to stakeholders and even late.



## What is Project Management?

### Formal PMI Definition:

The application of knowledge, skill, tools and techniques to project activities to meet the project requirements.



### Real World PM Methodology:

It's a science and an art that follows a systematic process. It's planning, planning, planning and some more planning..... Then get it done, right – the first time, on schedule and in budget.  
Providing the framework, processes, guidelines and techniques to manage the people and the work.



## What is the value of Project Management?

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Communicating & managing expectations more effectively.

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Saving effort and cost with proactive scope management.

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Completing projects on time and in budget.

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More predictability.

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A better solution with better quality the first time thru – Less re-work.

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Resolving problems quickly and efficiently.

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Resolving or realizing risk before it occurs.

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Stopping bad projects faster.

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Improved work environment.



## The Project Management Process - IPECC

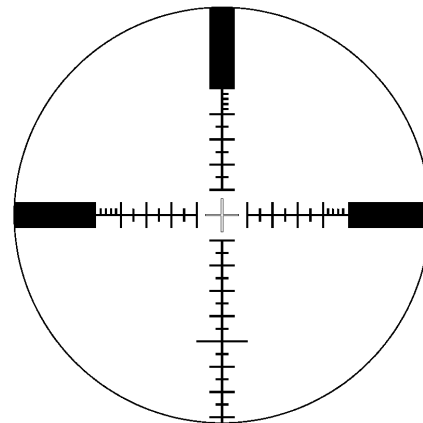
- Initiate
- Plan
- Execute
- Measure and Control
- Close

overlapping  
and iterative...



## Initiation

- Start the Cycle
  - Project Charter Request
  - Iteration Meetings
  - Champion Determined
  - Prioritization



## Initiation Processes

- Look at historical information
- Divide large projects into phases
- Identify stakeholders
- Document business need , objectives, constraints and assumptions
- Develop preliminary scope
- Develop project charter



## Planning (inputs project charter and preliminary scope statement)

- Plan the Project  
What exactly do you want and don't you want?
  - Break it down.
  - Who, What, When, How Much, How Long, What If?
  - Are we all on the same page?
  - Let's write that down.



## Planning Processes

- Management plans
- Create scope statement
- Determine team
- Work Breakdown Structure (WBS)
- WBS Dictionary
- Activity lists
- Network diagrams
- Estimate resource requirements
- Estimates for time and cost
- Determine critical path
- Roles and responsibilities
- Risk management
- Procurement
- Formal approval of the Project Plan
- KICK-OFF



## Execute

- Let's do it
  - Complete the work packages
  - Follow the plan
  - Let's make sure we all know what's going on



ACTION IS TAKEN  
STRATEGY IS FOLLOWED  
TASKS ARE COMPLETED



## Execute Processes

- Execute the plan
- Work to produce the product scope
- Changes and corrective action
- Send/receive information
- Team building
- Recognition/ rewards
- Status Meetings



## Measure & Control

- Check it and act
  - Measure to the plan
  - Manage changes
  - Preventative actions



## Measure & Control Processes

- Measure against baseline
- Measure against plan
- Determine variances and response
- Keep the scope in check
- Configuration management
- Change control
- Risk
- Manage Reserve
- Issue logs
- Conflict resolution
- Performance checks



## Closing

- End the Cycle
  - Formal acceptance
  - Administrative closure
  - Lessons learned
  - Historical archiving





## Closing Processes

- Procedures
- Complete contracts
- Confirm work done to requirement
- Index and archive
- Lessons learned documentation
- Hand off product
- Release resources
- Celebrate!!!



First things first, Let's get things started: Who is the ultimate decision maker, who am I accountable to, what do they want, what would they consider a success and who is holding the wallet??



**So Let's  
get real  
.....And  
Have a  
Party!!**

Let's start things off with a Charter.....This is where we are formally authorizing a project. It is the project managers understanding of what the sponsor wants, assumptions, who the initial players are and helps set priority.



## Initiation.....



### Project Charter "Birthday Bash"

**Project Title and Description:** Kim's 50<sup>th</sup> Birthday Bash  
This project is to throw an awesome 50<sup>th</sup> Birthday Party for "Kim" and her closest friends and family. The Party will be a surprise and should include food, music and entertainment.

**Project Manager Assigned and Authority Level:** Chris Dowhower  
Chris Dowhower shall be the project manager for this project and have the authority to select team members, assign the deliverables for achieving the scope of the project, and managing the team. Chris will also be responsible for any third-party interactions or vendor relationships. Chris has spending authority up to project budget.

**Initial Team:**  
Jerry (Kim's Husband) shall be the project sponsor and Dana (Kim's sister) will be the project lead. Additional team members have been identified as follows: Dave (Kim's Dad), The 3 Kids (Kim's Children), Rose (Kim's Mom).

**Stakeholders:**  
Kim, Party Guests

**Objectives:**  
To coordinate and execute a 50<sup>th</sup> B-day party by April 15<sup>th</sup>, 2018 and stay within an \$850.00 budget.

**Business Case:**  
A birthday party for loving wife at \$850.00 is a savings of \$4150.00 over a \$5000.00 divorce.

**Project Constraints and Assumptions:**  
Identify Constraints and Assumptions: (Factors that limit the team's options such as resources, budget, schedule and scope: every assumption is a risk)

- Kim's and several guests are vegetarian.
- Temporarily invited in April.
- \$850.00 Budget.
- Heavy Dues of service will satisfy the "Food" deliverable.
- Decorations will be a requirement.
- We are assuming Kim loves wine.

**Product Description / Deliverables:** (What are the specific deliverables, and what will be the result (product) of the project?)

- Project Management activities
- Location
- Guests
- Food/Beverage
- Decorations
- Entertainment
- Music

Signed and Approved By: \_\_\_\_\_  
Sponsor - Jerry Husband of Kim Date



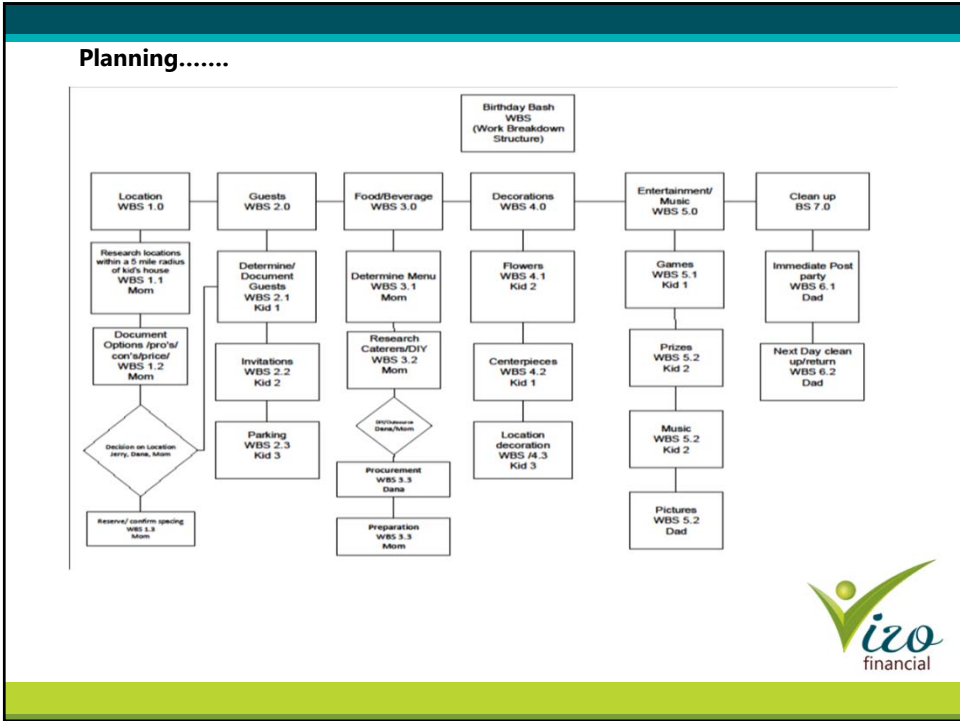
## OK so I know what we want to do, but does everyone else??? Let's make a plan...

This is where we spend a LOT of our time. Planning- we walk thru the whole project and break it down. We group think to see it from different perspectives and understand the impact of one effort to another. We break down work, dependencies, ownership and estimate time to complete.

We also start to lay out our plans-how we are going to communicate, how we are going to manage risks and change. We build our timelines and understand what work is critical to meeting our end date.

Kick-Off!!!





### Planning.....

Risk Listing	Assumptions and response	Mitigation
Location:		
Inside/Outside unstable weather		Plan indoor event
Cost		DIY whenever possible
Attendance		Over invite and early distribution to assure best possible attendance
Guests:		
Dietary restrictions		Varied menu
"Surprise"		Assumption / Mitigation arrange for event parking; notify attendees at invitation
Decorations:		
Color coordinated		Assumption

#### Plan Quality Management

**COMMUNICATION**

We have our plan so let's do it!

Execution is about performing the work and keeping everyone on the same page

Lots of communication

Team Development

Quality Assurance

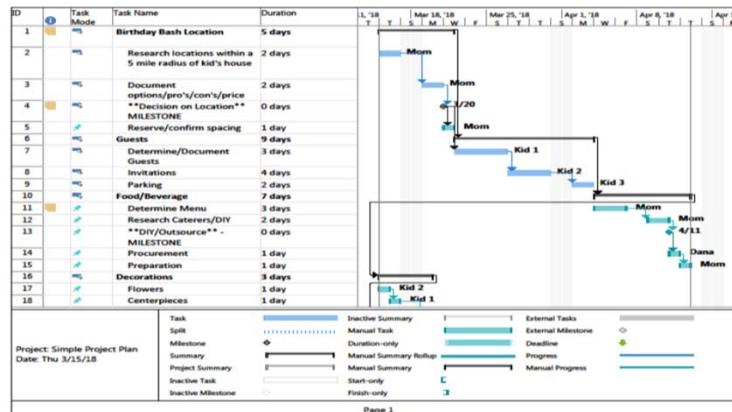
Managing the project progress

And what makes sense.....



## Execution.....

We agreed to it- let's get to it!



## Staying on track

Things change, but luckily we have a plan and a way to control it.

This is where we are making sure we are doing what we set out to do.

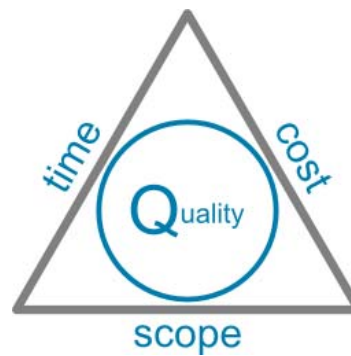
And when things need to change we have a process to control Scope/Time/Cost.

Always keeping an eye on quality and getting us back on track if need be.



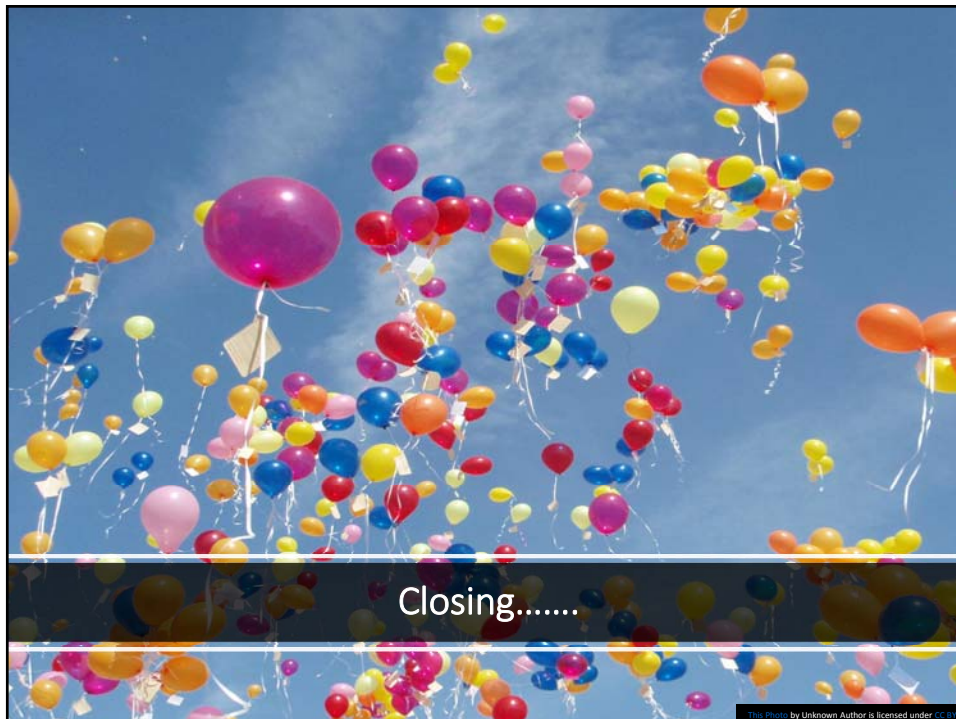
## Project triple constraint

- Scope
- Time
- Cost



**Woo hoo-  
We did it-  
Time to  
Party!!!!**

- We did it- we have completed what we set out to do how we set out to do it.
- And we make sure of it!
- I'm making sure my Birthday Girl had a blast- my guests are talking about the party for weeks to come, my sponsor isn't broke, loves what we did and everyone can kick back and relax.
- I'm also going to make sure to remember how we did this- what a great time!
- Approvals, verifications, lesson learned formal acceptance release resources.



Closing.....

## The PMO

The PMO is the department that centralizes the management of projects they provide :

Project Managers

Resources

Training

Policies

Methodologies

Templates

And manage the interdependencies between Organizational initiatives



**How's  
that going  
to work  
for us.....**

- Each project is different
- The PM needs to determine what processes fit with what project
- That doesn't mean to suggest that each process group does not provide value
- It means you must find the balance

- Prioritize
- Champion
- Plan
- Communicate
- Celebrate



## What do I have to do???

- Participate with the process
- Open and honest communications- all the way around
- Provide real assessments
- Pro-active versus reactive
- Be part of the team



## Some of my favorite quotes.....


"First, have a definite, clear practical ideal; a goal, an objective. Second, have the necessary means to achieve your ends; wisdom, money, materials, and methods. Third, adjust all your means to that end." ~ Aristotle

"If you don't know where you are going. How can you expect to get there?" ~ Basil S. Walsh



**Q & A**      Questions?

Thanks!



**Chris Dowhower**

Project Management Director  
1-800-365-8278 EXT. 1023  
Cdownhower@VFCCU.ORG

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