

Project Delivery Summit 2013

Track 1: Project Management

Session 9: Tips for Project Success

Leveraging Project Resources

August 28, 2013

Speaker Introduction

Paul Abrams

EPMO Project Manager
Xerox State Healthcare
paul.abrams@xerox.com

Experience

- PMP with 20 years project management experience
Child Support, Information Technology, Electric Utility, Commercial and Government Healthcare

Qualifications

- Leverage opportunities to deploy technology to support business needs
- Analyze requirements and identify solutions to satisfy corporate goals and objectives
- Assign resources, build schedules and motivate teams
- Manage business process improvement projects

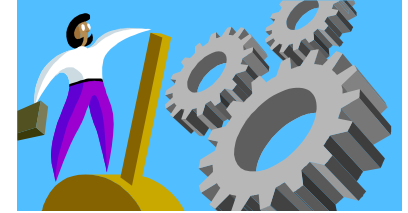
Projects

- Statewide Automated Child Support System (SACSS)
- Market Redesign and Technology Upgrade (MRTU)
- Worker's Compensation Bill Review System (BR4)
- California Medicaid Management Information System (CA-MMIS)

Session 9: Tips for Project Success

Leveraging Project Resources

Leveraging Project Resources



“A project as defined by PMI is a temporary endeavor taken up to create a unique product or service.” (PMBOK)

Project Stakeholders

- Senior management, customers, project team members

Business Partners

- Individuals outside the immediate project team
- Build networks, increase project knowledgebase and maintain flexibility

Industry Standards

- Apply best practices and industry standards (don't reinvent the wheel)

Lean Six Sigma

- Reduce waste, improve processes and capture the gains

What is Leverage?

“Give me a place to stand and a rod long enough, and I shall move the world!”
(Archimedes)

A. Power (Project Manager)

- Great or marked ability to do or act; strength; might; force

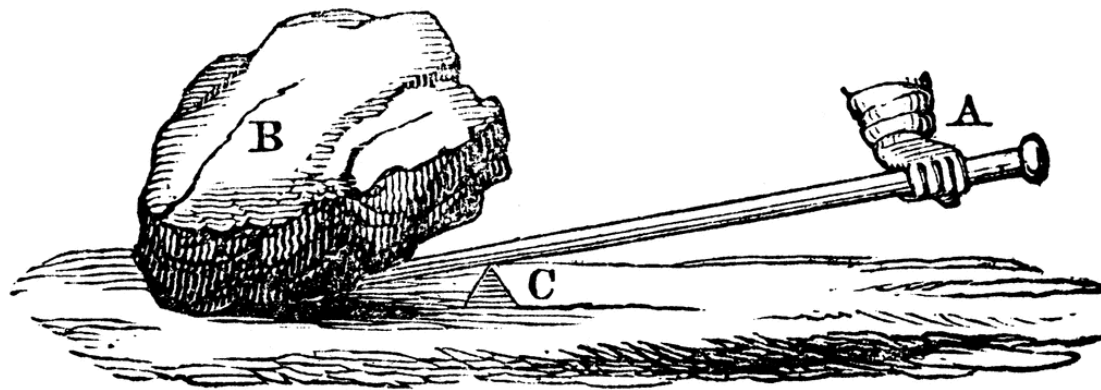
B. Weight (Project Challenges)

- Downward force; the heaviness of a person or thing; move the big rocks

C. Fulcrum (Standards, Frameworks)

- Point of support, or support where a lever turns

PMs who leverage resources face fewer and less severe project challenges



Leveraging Project Resources - Stakeholders



Project Stakeholders

- “Persons or organizations actively involved in a project, or whose interests may be affected positively or negatively by execution of a project.” (PMBOK)

Leverage by

- Securing sponsorship and resources from senior leadership
- Establishing project governance, change and approval processes
- Increasing transparency and involvement for decision-making
- Involving users during project development to secure buy-in
- Preparing staff for new work processes and leverage their skills

Leveraging Project Resources - Stakeholders



Stakeholder Analysis

- Document responsibilities of approvers, workers, SMEs (RACI)
- Role-based, living document for the life of the project
- Identify dependencies between stakeholders
- Know who to contact for change requests, escalations, etc.

Name	Organization	Role	Responsibility	Communication Level	Communication Channels
[Enter name]	[Enter company name]	[Enter role(s), functions, or title(s) on project org]	<p>Responsible: Those who do work to achieve the task. There can be multiple resources responsible.</p> <p>Accountable: (Also Approver) The resource ultimately answerable for the correct and thorough completion of the task. There must be exactly one A specified for each task or deliverable.</p> <p>Consulted: Those whose opinions are sought; use two-way communication.</p> <p>Informed: Those who are kept up-to-date on progress; one-way communication is sufficient.</p>	<p>Involved Extensively/Key Decision Maker (e.g., State project management)</p> <p>Document Approver/SME (e.g., team leads)</p> <p>Keep Informed/Address Concerns (project team members, key operations staff)</p> <p>Send Materials/Need-to-know Basis (e.g., Providers)</p>	[Enter approved communication mediums to other groups and stakeholders – i.e., email, phone conversation, meetings, through managers, etc.]

Leveraging Project Resources – Business Partners



Business Partners

- Persons or organizations who share mutual business interests and contribute toward project success

Leverage by

- Combining partner resources to align organizational and staffing levels
- Sharing administrative, financial, and risk liabilities
- Applying technology and industry best practices
- Providing training and knowledge transfer to project team members
- Assigning specialized resources to non-core competencies

Leveraging Project Resources – Business Partners



Business Partners on the CA-MMIS Project

Xerox State Healthcare, LLC

- Information Technology Services

CGI

- Quality Management Organization (QMO)
- Enterprise Project Management Office (EPMO)
- Test Support, Planning and Execution

IBM

- System Development and Operations

Risk of leveraging sub-contractors is reduced as State of CA builds relationships and gains knowledge, skills and experience from partners

Leveraging Project Resources – Industry Standards

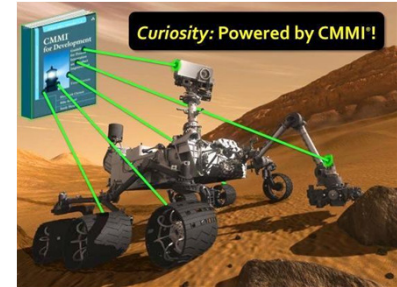


Project Management Body of Knowledge (PMBOK)

- Internationally recognized standard for project management (IEEE 1490-2003)
- PMBOK (General) - Provides the fundamentals of project management
- Methodology (Specific) - Defines what, how, who, when and how much
- A generally accepted set of good practices that may be used on most projects most of the time
- Reflects the collaboration and knowledge of working project managers

The CTA, the Center for Project Management and several state agencies developed the California Project Management Methodology (CA-PMM SIMM 17) using the PMBOK and state best practices.

Leveraging Project Resources – Industry Standards



Capability Maturity Model Integration (CMMI)

- International standard of performance management (Carnegie Mellon)
- Structured view with 5 levels of process improvement
- Culture of change: capability vs. target level (learning curve)
- Navigation and pointing aid for NASA's Curiosity Mars rover

Five CMMI Levels (Landscaping Example)

- Level 1 (Initial): Mow lawns
- Level 2 (Repeatable): Schedule times and sequence to mow lawns
- Level 3 (Defined): Assign recurring tasks and organize employees
- Level 4 (Quantitatively Managed): Streamline schedules and routes
- Level 5 (Optimized): Manage work systematically by a combination of process optimization and continuous process improvement

Leveraging Project Resources – Industry Standards



Institute of Electrical and Electronics Engineers (IEEE)

- Leading developer of international standards for telecommunications, information technology, and power generation products and services

IEEE 1058-1998 Standard for Software Project Management Plans

- Format, content and processes of software project management plans

IEEE 12207-2008 Software Life Cycle Processes

- Describes the lifecycle of a software product
- Facilitate communication among acquirers, suppliers and other stakeholders

DHCS defined IEEE standards in the CA-MMIS contract to provide a common language and set of practices to produce predictable and consistent results

Leveraging Project Resources – Industry Standards



CA-MMIS Requirements Management Plan

The methodology used in this Plan adheres to:

- PMBOK Third Edition
- CMMI Level 2 for project management methodology
- CMMI DEV
- IEEE 1058-1998 Software Project Management Plans
- IEEE 12207-2008 Software Lifecycle Processes
- The State's commitment to best practices for Project Management
- California Technology Agency standards

The use of standards improves project performance, reduces business risk, reduces cost, encourages innovation and utilizes best practices

Leveraging Project Resources – Lean Six Sigma

6σ

Industry Wide Framework for Process Improvement

- Lean: Preserving value with less work (Toyota Production System 1990s)
- Six Sigma: Reduce errors and minimize process variability (Motorola 1985)
 - Obtain strong management leadership and support
 - Measure process capability and implement improvements
 - Decide on the biggest bang for the buck
 - Prioritize on low-hanging fruit to show success and gain momentum

Leveraging Project Resources – Lean Six Sigma

6σ

Define: What is the problem?

Measure: Where is the pain?

Analyze: What is the root cause?

Improve: Implement the solution

Control: Hold the gains



Activities **DEFINE**

- Define the Problem
- Maximize Team Effectiveness
- Understand VOC
- Tollgate Review



Activities **MEASURE**

- Map the Process
- Collect and Validate Data
- Define Baseline Performance
- Tollgate Review



Activities **CONTROL**

- Operationalize the Solution
- Sustain the Improvements
- Tollgate Review



Activities **IMPROVE**

- Select Solution
- Test the Solution
- Implement Solution
- Tollgate Review



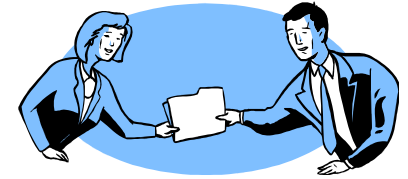
Activities **ANALYZE**

- Identify Root Cause
- Define $y = f(x)$
- Quantify the Opportunity
- Tollgate Review

Session 9: Tips for Project Success

Library of Resources

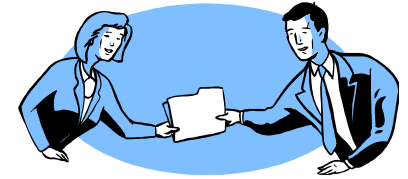
Library of Resources



Enhanced Business Collaboration

- Central libraries of project resources accessible any time
 - Single sources of project documentation
 - Project deliverables, work products and information accessible to clients
 - Supports IV&V, IPOC, etc. to provide project transparency
 - Searchable libraries
 - Application security through role-based access rights
- Web-based access for non-technical users
 - Browser provides a familiar client interface
 - Easy to use and intuitive web sites
- Workflows for reviews, signatures and approvals

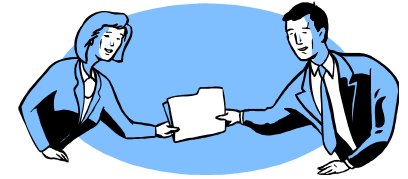
Library of Resources



Business Collaboration Throughout the Project

- Inception: Project management plans and schedules
- Elaboration: Requirements and architecture deliverables
- Construction: Design documentation, test plans and defect tracking
- Transition: Implementation plans and system manuals

Library of Resources



Centralized File Sharing

- Utilize document metadata for sorting and filtering (SharePoint lists)
- Collaborate on document development
- Use version control for reviews and document restore
- Post and share documents over the Internet
- Review change request artifacts and documentation

Library of Resources



Project Documentation

- MS SharePoint

Project Schedules and Enterprise Resource Pool

- MS Project Server

Business Rules and Requirements Management

- IBM DOORS

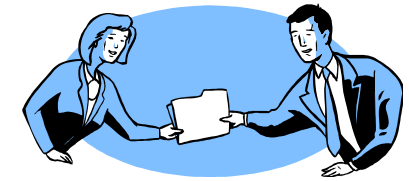
Software Testing

- Rational Quality Manager

Defect Management, Change Management

- Rational Clear Quest

MS SharePoint



Library CA-MMIS Home CA-MMIS Sites External Links

Library



- View All Site Content
- Accounts Receivable
- ATG Requests
- Deliverables Library
- Document Tracking List
- HP Formal Correspondence
- Letters
- LLK Library
- Manuals
- Operational Artifacts
- Provider Publications
- Rescind/Obsolete
- SOPs
- Work Materials
- Work Products
- Recycle Bin

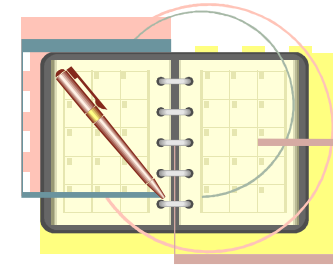
Library > Deliverables Library

Deliverables Library

Actions Settings

<input type="checkbox"/>	Type	Name	Title	Del ID	Sub ID	Ext	Cntrl Number	Document Type	Sub Type	Doc Stat
<input type="checkbox"/>	Count = 1078									
Del ID : (13)										
Del ID : A.1 Takeover Project Schedule (42)										
<input type="checkbox"/>	Count = 42									
<input type="checkbox"/>		FI-A0201 Baseline Version 3.0, Takeover Project Schedules Deliverable Review Comments T0241	FI-A0201 Baseline Version 3.0, Takeover Project Schedules Deliverable Review Comments T0241	A.1 Takeover Project Schedule	05			N/A	Comment Review Form (CRF)	N/A
<input type="checkbox"/>		Updated Takeover Project Schedule - HP CRF	Updated Takeover Project Schedule - HP CRF	A.1 Takeover Project Schedule	05			N/A	Comment Review Form (CRF)	N/A
<input type="checkbox"/>		Updated Takeover Project Schedule DHCS CRF - A.1_05	Updated Takeover Project Schedule DHCS CRF - A.1_05	A.1 Takeover Project Schedule	05			N/A	Comment Review Form (CRF)	N/A
<input type="checkbox"/>		Consolidated v3 DHCS Comment Responses 2-24-11	Consolidated v3 DHCS Comment Responses 2-24-11	A.1 Takeover Project Schedule	05			N/A	Comment Review Form (CRF)	N/A

Library of Resources



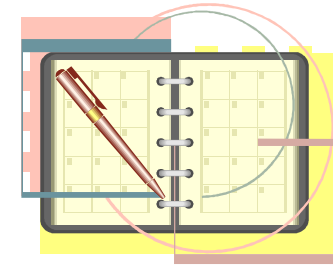
MS Project Server

- Manage master schedules and project schedules
- Administer an enterprise-wide resource pool of project team members
- Provide visibility across the entire project life cycle

IBM DOORS

- Verify that contractual requirements are met with system solutions
- Engage stakeholders in a collaborative requirements process
- Generate traceability reports to fully align designs and tests

Library of Resources



Rational Quality Manager

- Create test plans, test cases, and test scripts with procedures
- Support status tracking as test cases progress through test execution
- Provide a source for test execution metrics

Rational Clear Quest

- Provide the data of record for disposition of change requests
- Track change requests, their disposition, and status
- Monitor the number, reason, type, and associated risk of changes

