



Project Management 101

Successful Implementation Through
Effective Project and Change Management



Presenters

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Agenda

Project Management
Change Management
Case Study - Illinois



The Basics of Project Management

- What defines a Project?
 - PMBOK: Project Manager Book of Knowledge
 - Work that produces a unique product, service, or result
 - Temporary duration (project has a definite beginning and end)
- What is Project Management?
 - The application of knowledge, skills, tools and techniques to project activities to meet the project requirements
- Who is a Project Management Professional (PMP)?
 - Someone who is certified by the Project Management Institute
 - Project managers must meet certain requirements and then pass a 180-question exam



PROJECT MANAGEMENT

The Role of the PM:

- Leadership
- Communication
- Foresight

➤ *These are the keys to every **successful** project*







Project Integration

- Knowledge area that contains the tasks that withhold the overall project together and integrates the project into a unified whole
- Steps include:
 - Develop Project Charter
 - Develop Project Management Plan
 - Direct and Manage Project Work
 - Manage Project Knowledge
 - Monitor and Control Project Work
 - Perform Integrated Change Control
 - Close Project or Phase



Project Scope

- Work and deliverables included in the project
- The Project Scope Management includes six processes:
 - Plan Scope Management
 - Collect Requirements
 - Define Scope
 - Create a Work Breakdown Structure
 - Validate Scope
 - Control Scope



Project Schedule

- Timing of work and deliverables
- Project Schedule Management Steps:
 - Plan Schedule Management
 - Define Activities
 - Sequence Activities
 - Estimate Activity Duration
 - Develop Schedule
 - Control Schedule



Project Cost

- Overall budget and cost
- Project Cost Management includes:
 - Estimate Costs
 - Determine Budget
 - Control Costs



Project Quality

- Meeting standards and quality that meets the needs of the stakeholders
- Three processes:
 - Plan quality management
 - Manage Quality
 - Control Quality



Project Resources

- How the project is carried out and completed using desired resources
- The processes included are:
 - Plan Resource Management
 - Estimate Activity Resources
 - Acquire Resources
 - Develop Team
 - Manage Team
 - Control Resources



Project Communications

- Keeps all the team members and stakeholders involved informed
- Three processes for the PM:
 - Plan Communications Management
 - Manage Communications
 - Monitor Communications



Project Risk Management

- Controlling threats to the success of the project
- Seven processes for the PM:
 - Plan Risk Management
 - Identify Risks
 - Perform Qualitative Risk Analysis
 - Perform Quantitative Risk Analysis
 - Plan Risk Responses
 - Implement Risk Responses
 - Monitor Risks



RISK MANAGEMENT

Strategies for Negative Risks:

- Avoid
- Transfer
- Mitigate
- Accept

Strategies for positive Risks:

- Exploit
- Enhance
- Share
- Accept



Project Procurement

- Usual but not on every project
- Process of purchasing or acquiring products, services, or results from outside the project team
- Project Procurement Management processes include the following:
 - Plan Procurement Management
 - Conduct Procurements
 - Control Procurements

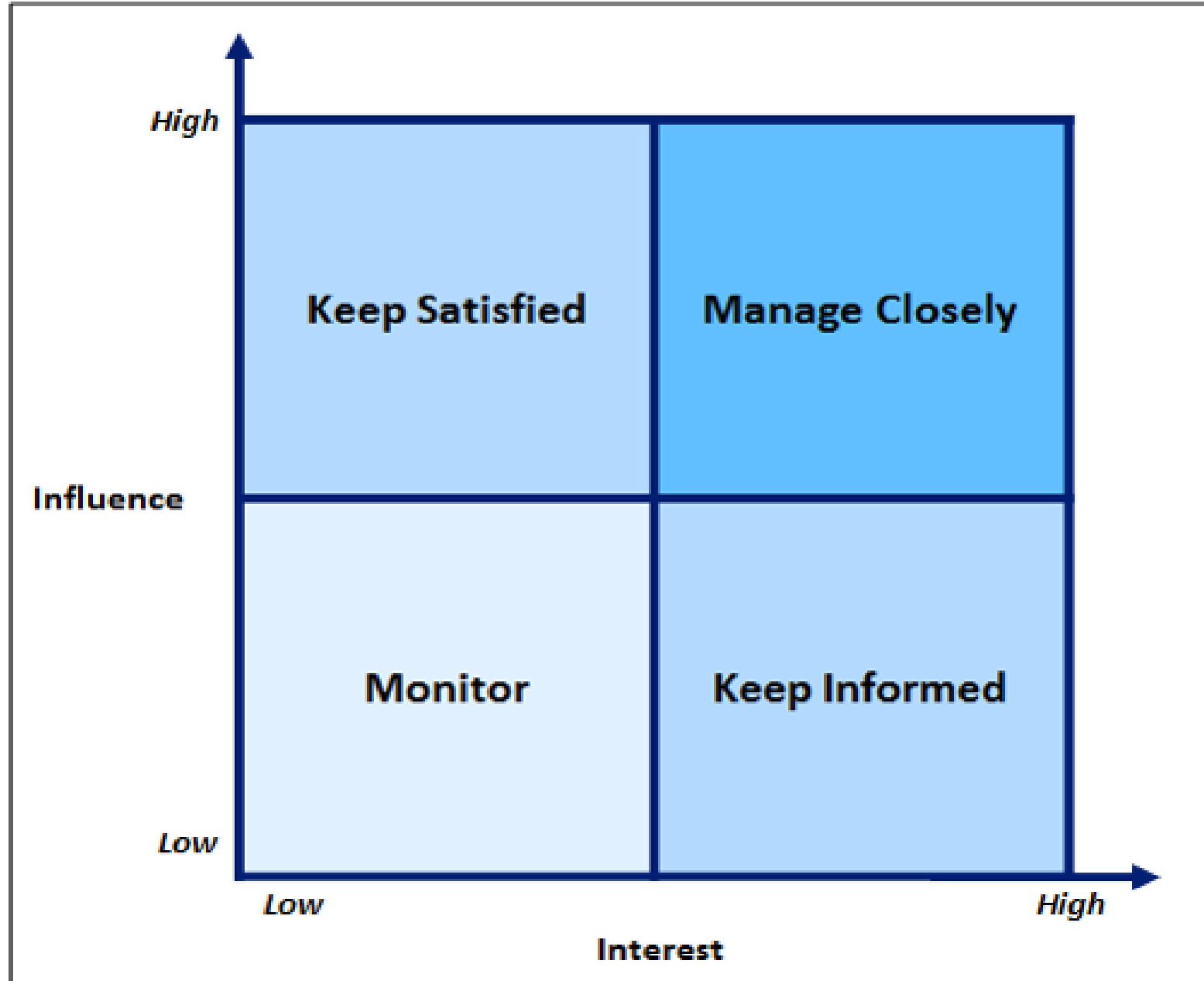


Project Stakeholders

- Involving key individuals who can determine the success or failure of the project
- The four processes involved in Project Stakeholder Management:
 - Identifying Stakeholders
 - Plan Stakeholder Engagement
 - Manage Stakeholder Engagement
 - Monitor Stakeholder Engagement



Stakeholder Management





Project Management Methodology

- Project Management Methodology
 - Agile v. Waterfall
 - Lean characteristics
- PMP Certification (slide – PMP Institute, # of people certified)
- Change management (or how to keep your employees happy and not quitting)



Project Management Methodology

- Agile methodology is a way to manage a project by breaking it up into several phases
- Involves constant collaboration with stakeholders and continuous improvement at every stage
- Once the work begins, teams cycle through a process of planning, executing, and evaluating
- Continuous collaboration is vital, both with team members and project stakeholders
- Iterative approach tends to mitigate risk with continuous checks
- “Scrum Master” leads team using Agile project management through course of project



Project Management Methodology

- Waterfall methodology is a linear project management approach
 - Stakeholder and customer requirements are gathered at the beginning of the project and then a sequential project plan is created to accommodate those requirements
 - Each phase of the project cascades into the next, following steadily down like a waterfall
 - Been around for a long time so proven but can be risk prone
- “Wagile” methodology
 - When an agile approach morphs into a more waterfall approach
 - Can occur when insufficient resources are dedicated to project



Project Management Methodology

- What is Lean? A methodology to provide a new way to think about how to organize activities to deliver more benefits and value to individuals while eliminating waste
- Principles in Action
 - Rapid Improvement Event (RIE): Four consecutive days when the root cause is determined and an implementation plan is created. The solution is immediately implemented.
 - Just Do It: Process to develop an implementation plan or an already known solution. Commonly completed in a single daylong meeting.
 - Improvement Project: Similar to an RIE, the root cause is determined and an implementation plan is created. It has a larger scope than an RIE and is addressed over a series of meetings.



Change Management

- Change management is an enabling framework for managing the people side of change
- Project management, which focuses on the technical side of change, and change management, which focuses on the people side of change, both play critical roles in change success
- **WITHOUT CHANGE MANAGEMENT**
 - Employees feel surprised and besieged by change
- **WITH CHANGE MANAGEMENT**
 - Employees feel prepared, equipped and supported



Change Management - ADKAR

Awareness

Desire

Knowledge

Ability

Reinforcement



Questions?



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