

IIS Project Management

Best Practices, Lessons Learned from the Field

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Project Management

What is Project Management?

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

What is a Project?

A project is a temporary endeavor undertaken to create a unique product, service, or result.



Process Groups

The five *process groups* are:

Initiating

Planning

Executing

Monitoring and Controlling

Closing

Process – a set of interrelated actions and activities performed to achieve a pre-specified product, result, or service. - Source PMBOK Guide (Fourth Edition)



Knowledge Area

The nine *knowledge areas* are:

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. **Project Communications Management**
8. **Project Risk Management**
9. Project Procurement Management

Project Communication Management

1. Identify Stakeholders
2. Plan Communications
3. Distribute Information
4. Manage Stakeholder Expectations
5. Report Performance

Identify Stakeholders

Stakeholder Analysis

- Identify all stakeholders associated with the project.
 - Create a list of key individuals or groups
 - Think internally, externally
 - Anyone or any group that will be impacted by the project in any way.
- Identify characteristics and rank them according to these characteristics
 - I.e.. Power, Support, Influence, Need
 - Most often might be interest and power
 - Mendelow's Matrix

	Low Interest	High Interest
Low Power	Minimal Effort	Keep Informed
High Power	Keep Satisfied	Key Players

Source: adapted from Johnson and Scholes (1999)



Plan Communications

Communication requirements analysis

- Analyze the communication requirements for your project
- Understand the organizational relationship
- Identify all the people involved in the project and locations
- Understand the needs
 - Stakeholders
 - Internal Partners
 - External Partners
- Define Communication Technology to be utilized
- Determine communication models and methods

Communication Plan

Sample Table of Contents

1. Introduction
2. Purpose
3. Scope
4. Communication Media
5. Document Descriptions
6. Meeting
7. Meeting Standards
8. Approval of Deliverables
9. Roles & Responsibilities List and Contact List
10. Issue Escalation
11. Acronyms and Terms/Abbreviations
12. Sharepoint or WIKI instructions and List of Users

Manage Stakeholder Expectations

During Execution of the Project

This is talking directly to the PM and what they need to be able to do.

- When do you use Formal vs Informal communication
- How do you best manage project teams, how about managing remote project teams
- When do you need to have face to face meetings vs remote meetings
- Is communication successful? Are you sure the message sent was received and interpreted correctly?

Skills Needed

- Interpersonal Skills
- Management Skills
- Leadership Skills

Bottom Line:

You will manage communications differently depending on where people or groups fall within your ranking.

You can make sure to focus your efforts on the highest priority groups while providing appropriate information to keep the less powerful groups happy.

Proper planning ahead of time ensures you are able to provide and maintain a sustainable communication plan as opposed to feeling as if you are constantly putting out fires or chasing your tail.



Bottom Line:

Remember the complexity of communication is represented by the following equation
“ $n(n-1)/2$ possible communication channels among n stakeholders”

That means if there are 30 stakeholders, the possible number of communication channels is $30 \times 29 / 2 = 435$.

By having a communication plan that outlines how you will communicate, to whom and when ensures you are spending your time creating the right type of information for the right group and it can be repeatable over time, striving to ensure efficiencies in time spent communicating.

Need to be prepared to adjust and reevaluate your plan. Communication will make or break the project.



Project Risk Management

1. Plan Risk Management
2. Identify Risks
3. Perform Qualitative Risk Analysis
4. Perform Quantitative Risk Analysis
5. Plan Risk Response
6. Monitor and Control Risks



Sample Risk Management Activities

Identify risks

Record risks

Evaluate risks

Develop risk responses

Review and approve risk plan

Monitor risks until final disposition.

Risk Identification

Risk Number - Enter unique identification number

Date Raised - Enter date the risk was identified.

Raised By - Enter name of the individual or group initiating the risk identification.

Risk Trigger- Identify item that could initiate risk.

Risk Description - Enter documentation to explain the risk scenario.

Risk Assessment, Analysis and Prioritization

Probability - Enter the likelihood the project will experience this risk

- A - LOW PROBABILITY FOR OCCURRENCE (25/75 OR LESS)
- B - MEDIUM PROBABILITY FOR OCCURRENCE (50/50)
- C - HIGH PROBABILITY FOR OCCURRENCE (75/25 OR MORE)
- D – KNOWN (This will occur; it's just a matter of when.)

Due Date - Enter date on which a decision must be made and/or action taken to address the risk.

Date Updated -Enter the date this risk was last updated.

Internal/External - Designate if this is an internal or external risk.

- INTERNAL – The factors of the risk are under the control of the project and/or its team members
- EXTERNAL – The factors of the risk are outside the control of the project and/or its team members.

Risk Assessment, Analysis and Prioritization

Potential Impact - Enter the impact and cost consequence to the project will be if this risk is realized.

- A – Minor irritant
- B – Painful, but the project can continue
- C – Serious wound; will slow the project
- D – Project will stop dead

Priority - Enter how the project continuation will be affected if this risk is realized, on a scale of 1 through 5, with 1 being the lowest priority based on the definition of the Probability and Potential Impact.

Assigned To - Enter the name of the individual(s) responsible for creating the risk plan for this risk.

Risk Assessment, Analysis and Prioritization

Status - Enter the status of the risk.

- OPEN – Risk is open and under investigation
- ACCEPTED – Risk has been assumed
- CLOSED – Risk threat has passed
- CANCELLED – Risk was deemed not to be a threat to the project.

Mitigation Approach - Enter the approach in which to address the risk.

- Accept
- Mitigate (try to lesson the impact)
- Transfer (this is when you would use things like insurance or contractual avenues to transfer the risk from you)
- Ignore



Bottom Line:

Risk management on its own is a full time job. Companies are created to just handle risk management for others. But this doesn't mean you can't do an appropriate risk assessment for your project with the tools and skill sets you have available.

There are many ways to gather what you need, information gathering techniques that can be used: brainstorming, interviewing, root cause identification, SWOT analysis, Sensitivity analysis, tornado diagrams, EMV analysis, decision tree analysis, Monte Carlo analysis. Use the techniques or approaches that are on scale with your projects and your needs.

You will want to identify, record, evaluate, and monitor project risks until period of vulnerability has passed.

Once a risk is certain it becomes an issue and should be managed through issue resolution. (real-time)



Bottom Line:

The process is followed in order to help minimize or eliminate the potential impact of a risk on a project. Being proactive.

This helps so you can inform affected groups and individuals of project risks throughout the project. Plus you have the necessary documentation and process in place to substantiate your risks and facilitate discussion with key stakeholders involved. (lends credibility)

Working together on developing a risk plan helps to ensure that as part of the process once risk has been acted upon, all members of the team support and understand the implications.

Risk happens, actively owning a Risk Management Plan help to ensure the project is in the position of power to make informed decisions.



Resources – More information

AIRA website for the IIS PM 101 Webinar

Project Management Institute – Check out your local chapter

Project Management Office

On the Web:

- Wikipedia
- Harvard Business Review
- Project Connections
- Project Smart.co (UK)
- Project At Work Business Solutions



Thank you

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