

# **Project Management: Key to the future success of your office**

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# Michigan State University

- Nation's pioneer Land Grant institution
- Located in East Lansing, MI
- 17 colleges
- 200 programs of undergraduate, graduate, and professional study
- Big Ten Conference
- Fall 2013 student population: 49,343
  - 37,278 undergrads

# About this Presentation

This presentation will:

- Provide a case for project management in our offices
- Provide an easy entry point into project management
- Focus on “practical” project management – keep it simple!
- Focus on \*KEY\* skills and tools
- Provide a big picture view of a mature project management organization and culture
- Provide references to more information if desired

# About this Presentation

This presentation will NOT:

- Lead to PMP certification
- Lead to the creation of a mature project management office (PMO)
- Prepare you or your staff to manage a multi-million dollar project



# Presenter Background

- Associate Registrar Academic Records.
- Not a career project manager.
- Started as a business applications software programmer.
- 1<sup>st</sup> project management assignment in 1999.
- 1<sup>st</sup> job as dedicated project manager and formal training in 2000.
- Primary responsibility of “IT Project Manager” from 2000-2008.
- PMP Certified since 2005.
- Most of career managing 3-7 medium sized IT projects at a time.
- Dedicated to single large multi-year project a couple of times.
- Management and supervision since 2008.
  - Software development team lead
  - Assistant Director in IT
  - Associate Registrar



# What is Project Management?

- Project Management is a:
  - Profession
  - Discipline
  - Skillset
  - Process
  - Management, supervision, and leadership
  - Tool

AND

It is an ART!



# Professional Organization(s)

- Project Management Institute (PMI)
- Project Management Book of Knowledge (PMBOK)
- Project Management Professional (PMP)

# Process Groups and Knowledge Areas

- The 5 Process Groups (per PMBOK)
  - Initiating
  - Planning
  - Executing
  - Monitoring and Controlling
  - Closing
- The 10 Knowledge Areas (per PMBOK)
  - Project Integration, Scope, Time, Cost, Quality, HR, Communication, Risk, Procurement, and Stakeholder Management



# Educational Opportunities

- HR classes
- 3<sup>rd</sup> party education companies
  - New Horizons
- PMI
  - Extensive professional development resources due to PMP continuing education requirements
- Degree Programs



# Project Management Applications

- Project work expanding from our leadership teams to all staff - examples:
  - Processes (new, re-engineering)
  - Change (policies, regulations, competitive factors)
  - Customer service delivery methods (web, mobile, social media)
  - IT “business” solutions (new technologies, new technology-based solutions)
  - Data (more sophisticated reporting requirements, analytics, and BIG data)
- Strategic work expanding from our executives to our leadership teams
- Technology is changing our day-to-day activities from processing routine tasks to managing the complex exceptions
  - Rote to thought work
- Our partners are speaking the project management language
  - Vendors
  - IT
- Inter-office initiatives

# Practical Implementation Approaches

- Our projects are small to medium.
- We don't need a PMO. We don't need PMPs.
- Develop key project management skills in our staff
- Create a culture of basic project management activities
- Become familiar with basic tools, templates, and deliverable for key activities

# Benefits of “Practical”

- Increases time spent on work with highest return (ROI)
- Reduce rework
- Reduce unproductive work
- Reduce doing unneeded work
- Reduce office paralysis (spinning in circles)
- Reduces time wasted in meetings
- Increases work on strategic tasks over operational tasks

# Key Project Management Skills

- Planning and Organization
- Communication
- Problem Solving
- Decision Making
- Organizational Results

# Key Project Management Activities

- Planning and Organization
  - Project Schedule
- Communication
  - Project Communication Plan
- Problem Solving
  - Managed Project Risk and Issues Lists
- Decision Making
  - Roles and Responsibilities Document
- Organizational Results
  - Status Reports

# Tool Basics: Project Schedule

- How are you going to get to the finish line?
- Core components include:
  - Tasks
  - Task owner
  - Task time estimates/due date
  - Task sequences and dependencies
  - Task phases or groupings
- Schedule/planning review points
- Microsoft Project is a common tool used
- Any spreadsheet software works too!

# Tool Basics: Project Schedule

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	% Complete
1	<b>Project Name</b>	<b>108 days</b>	<b>Wed 1/1/14</b>	<b>Fri 5/30/14</b>			<b>58%</b>
2	<b>Project Planning Phase</b>	<b>18 days</b>	<b>Wed 1/1/14</b>	<b>Fri 1/24/14</b>			<b>100%</b>
3	Complete Planning	18 days	Wed 1/1/14	Fri 1/24/14		Project Manager	100%
4	<b>Implementation Planning Phas</b>	<b>35 days</b>	<b>Mon 1/27/14</b>	<b>Fri 3/14/14</b>	<b>2</b>		<b>100%</b>
5	Identify XYZ	20 days	Mon 1/27/14	Fri 2/21/14		Lead Analyst	100%
6	Develop "Deliverable"	15 days	Mon 2/24/14	Fri 3/14/14	5	Lead Analyst	100%
7	<b>Implementation Phase</b>	<b>55 days</b>	<b>Mon 3/17/14</b>	<b>Fri 5/30/14</b>	<b>4</b>		<b>18%</b>
8	Identify XYZ	40 days	Mon 3/17/14	Fri 5/9/14		Analyst 1	25%
9	Develop "Deliverable"	15 days	Mon 5/12/14	Fri 5/30/14	8	Lead Analyst	0%



# Tool Basics: Communication Plan

- If you do nothing else, communicate effectively!
- Create audience “groups” and communicate intentionally to each
- General information sharing
  - Electronic methods (web, formal emails, etc.)
- Detailed information & decision-making
  - Face-to-face meetings have a purpose
- Effective meetings
  - Agendas, meeting highlights, and action items

# Tool Basics: Risks and Issues List

- Create tasks to identify and review issues
- Dedicate time to “worry”, then let it go and work
- Core components include:
  - Issue Title
  - Issue Description and Impact
  - Issue Due Date
  - Issue Owner
  - Issue Resolution

# Tool Basics: Risks and Issues List

ID	Issue Title	Issue Description	Due Date	Owner	Resolution
1	Policy Decision	Governance must approve policy change recommendation	4/10/2014	Unit Director	
2	Training Lead	A training lead needs to be identified	5/1/2014	Project Lead	
3	Ongoing Support	An operational support structure needs to be established	6/1/2014	Functional Manager	

# Tool Basics: Roles and Responsibilities

- Projects stall when decisions are not made
- Authority and responsibility are important
- Publish for the project team early
- Core components include:
  - Stakeholders by role
  - Stakeholders by name
  - Description of project responsibilities

# Tool Basics: Status Reporting

- Tool to push project pulse to stakeholder groups
- Know your audience
- It is OK to have multiple status reports
  - Communicate appropriately to each audience
- Core components include:
  - Red, Yellow, Green
  - Recognize accomplishments
  - Remind of upcoming tasks
  - Raise issues that may threaten project

# Tool Basics: Status Reporting

## Project Status Report

**Project Title:** New XYZ Policy  
**Report Date:** March 21, 2014

**Overall Project Status:** Green

### Summary

#### Accomplishments 03/10/14 to 03/21/14

- 

#### Activities or Objectives 03/24/14 to 04/04/14

- 

#### Project Issues

-

# A Key to Success in our Offices?

- Activity within our office is no longer top down.
- Activity occurs more frequently with partners.
- The skillsets associated with project management are essential.
- The tools found within the discipline can become an integration language between people, organizations, and cultures.

# Resources

- Project Management Institute (PMI)
  - [www.pmi.org](http://www.pmi.org)
  
- New Horizons Computer Learning Centers
  - [www.newhorizons.com](http://www.newhorizons.com)



Questions?



# Contact Information

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