Project Management 101 for Training

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What is a Project

- A temporary endeavor undertaken to create a unique, product, service, or result.* PMBOK
  - Start and Finish
  - Collection of related Tasks (done in the correct order
  - Something new
  - Big, and a challenge (more than one person or ten tasks, longer than two weeks)

Why start a Project?

- Meet customer needs
- Create positive social or environmental contributions
- Improve efficiency, productivity, effectiveness, or responsiveness
- Enable change to facilitate organization transition
- Add sustaining benefits to existing programs, project, or operations

What is Project Management

- The application of knowledge skills, tools, and techniques to project activities to meet project requirements.

- Project management refers to guiding the project work to deliver the **intended outcomes**.

Why is it so hard?
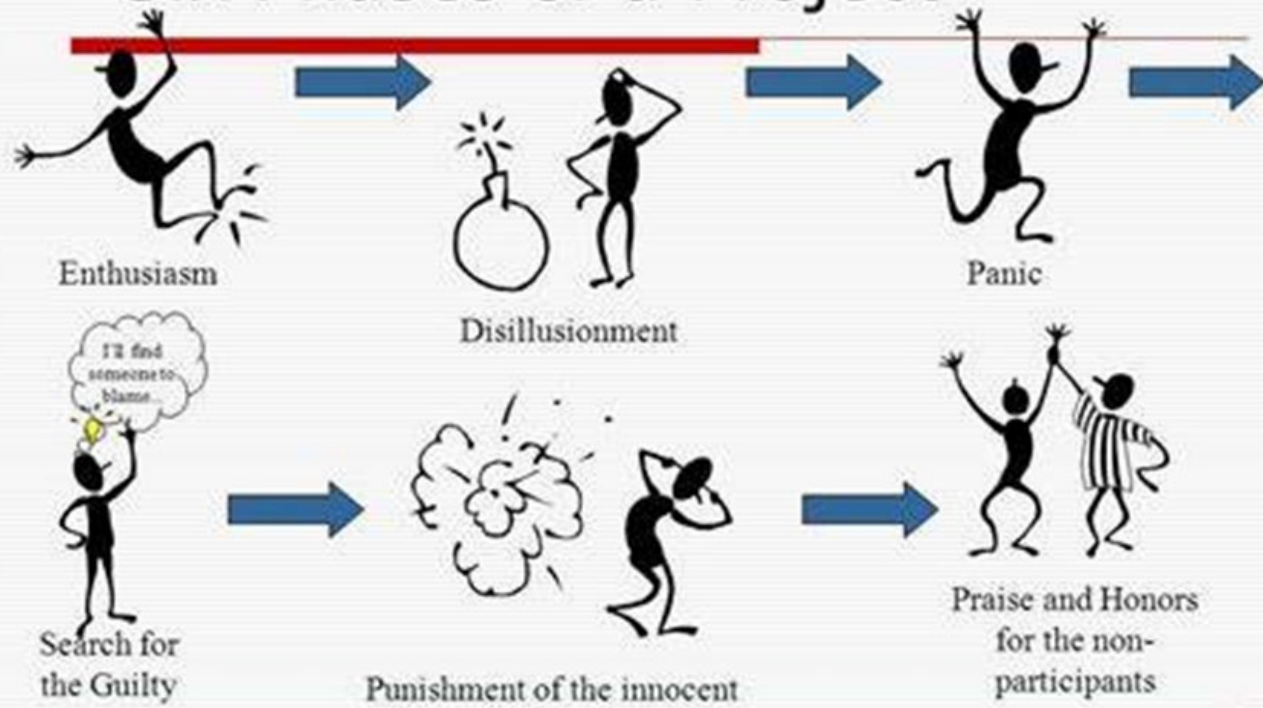
Project Failure

- A project is considered a failure when it has not **delivered** what was **required**, in line with **expectations.**

Project Life Cycle

Project Life Cycle vs ADDIE

Analysis   **Design**   **Develop**   **Evaluate**   **Implement**

PROJECT Conception & Initiation 1	PROJECT Definition & Planning 2	PROJECT Launch or Execution 3	PROJECT Performance & Control 4	PROJECT Project Close 5
Project Charter	Scope & Budget	Status & Tracking	Objectives	Post Mortem
Project Initiation	Work Breakdown Schdue	KPIs	Quality Deliverables	Project Punchlist
	Gantt Chart	Quality	Effort & Cost Tracking	Reporting
	Communication Plan	Forecasts	Performance	
	Risk Management			

Project Management Body of Knowledge 7th Edition

Principles of Project Management

Be a diligent, respectful, and caring steward	Create a collaborative team environment	Effectively engage with stakeholders	Focus on value
Recognize, evaluate, and respond to system interactions	Demonstrate leadership behaviors	Tailor based on context	Build quality into processes and deliverables
Navigate complexity	Optimize risk responses	Embrace adaptability and resiliency	Enable change to achieve the envisioned future state

Guide Behavior
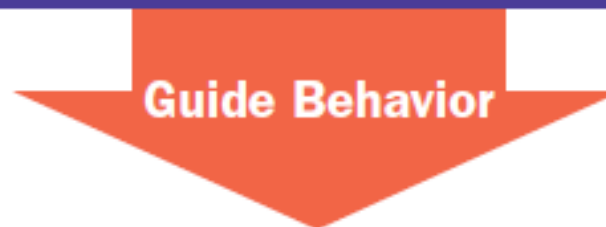
Project Performance Domains

Stakeholders

STAKEHOLDER PERFORMANCE DOMAIN

The Stakeholder Performance Domain addresses activities and functions associated with stakeholders.

Effective execution of this performance domain results in the following desired outcomes:

▶ A productive working relationship with stakeholders throughout the project.

▶ Stakeholder agreement with project objectives.

▶ Stakeholders who are project beneficiaries are supportive and satisfied while stakeholders who may oppose the project or its deliverables do not negatively impact project outcomes.

Team Performance

TEAM PERFORMANCE DOMAIN

The Team Performance Domain addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes.

Effective execution of this performance domain results in the following desired outcomes:

▶ Shared ownership.

▶ A high-performing team.

▶ Applicable leadership and other interpersonal skills demonstrated by all team members.

Development Approach and Life Cycle

DEVELOPMENT APPROACH AND LIFE CYCLE PERFORMANCE DOMAIN

The Development Approach and Life Cycle Performance Domain addresses activities and functions associated with the development approach, cadence, and life cycle phases of the project.

Effective execution of this performance domain results in the following desired outcomes:

▶ Development approaches that are consistent with project deliverables.

▶ A project life cycle consisting of phases that connect the delivery of business and stakeholder value from the beginning to the end of the project.

▶ A project life cycle consisting of phases that facilitate the delivery cadence and development approach required to produce the project deliverables.

PLANNING PERFORMANCE DOMAIN

The Planning Performance Domain addresses activities and functions associated with the initial, ongoing, and evolving organization and coordination necessary for delivering project deliverables and outcomes.

Effective execution of this performance domain results in the following desired outcomes:

▶ The project progresses in an organized, coordinated, and deliberate manner.

▶ There is a holistic approach to delivering the project outcomes.

▶ Evolving information is elaborated to produce the deliverables and outcomes for which the project was undertaken.

▶ Time spent planning is appropriate for the situation.

▶ Planning information is sufficient to manage stakeholder expectations.

▶ There is a process for the adaptation of plans throughout the project based on emerging and changing needs or conditions.

Planning Performance

PROJECT WORK PERFORMANCE DOMAIN

The Project Work Performance Domain addresses activities and functions associated with establishing project processes, managing physical resources, and fostering a learning environment.

Effective execution of this performance domain results in the following desired outcomes:

▶ Efficient and effective project performance.

▶ Project processes are appropriate for the project and the environment.

▶ Appropriate communication with stakeholders.

▶ Efficient management of physical resources.

▶ Effective management of procurements.

▶ Improved team capability due to continuous learning and process improvement.

Project Work

DELIVERY PERFORMANCE DOMAIN

The Delivery Performance Domain addresses activities and functions associated with delivering the scope and quality that the project was undertaken to achieve.

Effective execution of this performance domain results in the following desired outcomes:

▶ Projects contribute to business objectives and advancement of strategy.

▶ Projects realize the outcomes they were initiated to deliver.

▶ Project benefits are realized in the time frame in which they were planned.

▶ The project team has a clear understanding of requirements.

▶ Stakeholders accept and are satisfied with project deliverables.

Delivery

MEASUREMENT PERFORMANCE DOMAIN

The Measurement Performance Domain addresses activities and functions associated with assessing project performance and taking appropriate actions to maintain acceptable performance.

Effective execution of this performance domain results in the following desired outcomes:

▶ A reliable understanding of the status of the project.

▶ Actionable data to facilitate decision making.

▶ Timely and appropriate actions to keep project performance on track.

▶ Achieving targets and generating business value by making informed and timely decisions based on reliable forecasts and evaluations.

Measurement

UNCERTAINTY PERFORMANCE DOMAIN

The Uncertainty Performance Domain addresses activities and functions associated with risk and uncertainty.

Effective execution of this performance domain results in the following desired outcomes:

▶ An awareness of the environment in which projects occur, including, but not limited to, the technical, social, political, market, and economic environments.

▶ Proactively exploring and responding to uncertainty.

▶ An awareness of the interdependence of multiple variables on the project.

▶ The capacity to anticipate threats and opportunities and understand the consequences of issues.

▶ Project delivery with little or no negative impact from unforeseen events or conditions.

▶ Opportunities are realized to improve project performance and outcomes.

▶ Cost and schedule reserves are utilized effectively to maintain alignment with project objectives.

Uncertainty

Tailoring

KICKOFF!!

Project Background: Hoisting and Rigging Training is boring

Opportunity: Student will be more engaged and resulting in less hoisting and rigging incidents

Project Sponsors: Site Wide Committee
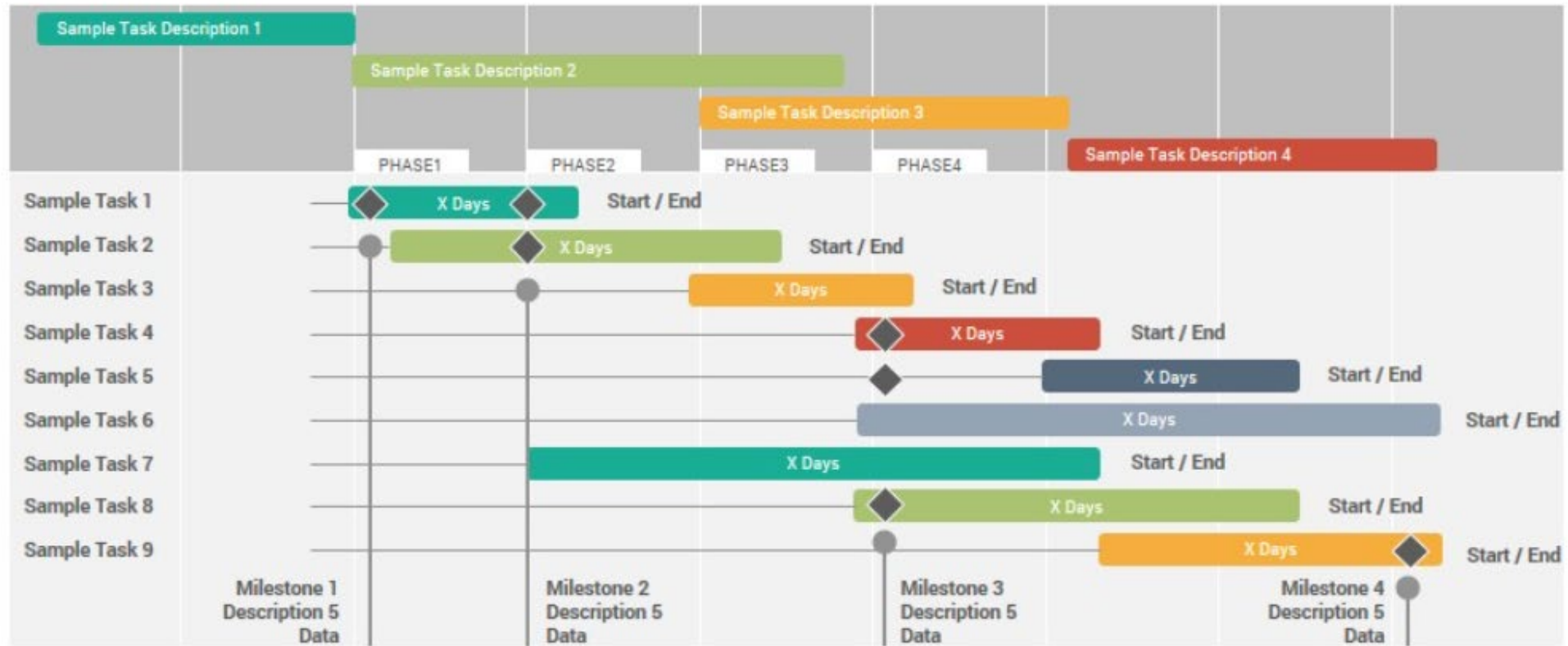
Project Champion: Owen Peters

High-Level Scope and Assumptions

- 8 hour course

- Developed for Non-Craft workers, Managers, Engineers and exempt staff involved in Hoisting and Rigging but do not perform the hands on aspect of rigging

- Will combine Equipment Custodian and Hanford Rigging Manual Overview courses

Risk	Probability	Impact	Owner	Actions to Support this Risk	Due Date	Status	Contingency/ Resolution

Positive and Negative Project Risks

Project Timelines

Project Resources

- What do you need to get this done:
- Human resources
- Materials
- Props, etc.
- Outside support

Project Planning

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- 25% No plan at all
- 25% Plan is only in your head
- 25% Plan is scribed out on a napkin or two
- 10% Gantt chart, that is a start
- 10% Gantt chart with critical path
- 10% Gantt chart based on critical path develop by a team!!!!! Winner!!!!!

WILL IT WORK?
WHAT IF IT DOESN'T?
WHO CAN WE BLAME?
CAN YOU KEEP A SECRET?

ANDERSON

"You'd be surprised the headaches you can avoid by addressing these four simple questions before beginning a project."

Project Monitoring

- Dashboards are critical

Questions