

*Happily Ever After:  
Project Management Tips  
and Tricks for the  
SAMHSA Grantee*

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# Project

**A temporary endeavor undertaken to create a unique product or service.**

# Project Management

**The application of knowledge, skills, tools, and techniques to project objectives to meet stakeholder needs and expectations.**

# Project failure and success

- Projects fail at the beginning, not the end
- Projects are successful based on the ability of the project manager to: lead, manage, and motivate



# Elements of Project Success

- **Delivered as promised—Project produced all the stated deliverables.**
- **Completed on-time—Project completed within the approved schedule.**
- **Completed within budget—Project completed under the approved budget.**
- **Delivered quality—Project deliverables met all functional, performance, and quality specifications.**

# Elements of Project Success (continued)

- **Achieved original purpose—The project achieved its original goals, objectives, and purpose.**
- **Met all stakeholder expectations—The complete expectations of each key stakeholder were met.**
- **Maintains "win-win" relationships—The needs of the project are met with a "people focus" and do not require sacrificing the needs of individual team members or vendors.**
- **TIP : identify, document, review, and approve any criteria that will be used to measure the success of the project during the project definition and planning processes.**

# Elements of Troubled Projects

Reason	Example(s)	Key Learning Points
Project not aligned	Project not aligned with organizational goals. Project not aligned with other projects.	Verify alignment before project starts.
Lack of management support	Insufficient funding. Insufficient resources. Issues not resolved. Senior mgmt performance criteria not aligned with project success criteria.	Understand project impact of organizational structure. Ensure proper senior mgmt involvement in project organization. Advocate PMO and Steering Committee structures.
Lack of stakeholder "buy-in"	Purpose and goals not clear. "Trust" relationship not established. Inadequate communications. Mismatched expectations. All stakeholders not involved.	Gain acceptance of project purpose, goals, and success criteria up front. Ensure all stakeholders are identified and consulted. Constantly communicate and validate understanding.

# Elements of Troubled Projects

Reason	Example(s)	Key Learning Points
Lack of clarity on roles and responsibilities	Inefficient work efforts. Missed deadlines. Lower team morale. Delayed issue resolution.	Use <i>Responsibility Matrix</i> to clarify all roles and responsibilities. Review roles and responsibilities with each individual. Validate expectations in advance.
Poor communications	Inconsistent, incomplete, or non-existent info on key project metrics. Inadequate tracking and monitoring of project progress. Not listening to stakeholder concerns or feedback. Not using proper mediums for certain project communications. Messages not clear/occur too often.	Develop a project <i>Communications Plan</i> that is acceptable to all stakeholders. Establish tracking and monitoring mechanisms during planning. Constantly seek questions and feedback. Understand each stakeholder's perspective Clearly set context of each message .
Resource conflicts	Lack of dedicated team members. Key resources not available when scheduled.	Develop project Resource Plan. Gain commitments from Resource Mgrs. Use centralized organizational structure for resource planning/ deployment.
Inadequate project manager	Lack of leadership. Inexperienced, untrained, or ineffective project manager.	Organizational commitment to PM education. Use of PM mentorship programs.

# Project Management Tools

Tool	Description	Value
Project Schedule	Shows all work efforts, properly estimated, with logical dependencies, assigned to responsible resources, scheduled against a calendar	Key for directing all project team work efforts Key for managing expectations Allows for impact and what-if simulations when things change
Status Reports	Periodic reviews of actual performance versus expected performance	Provides essential information to stakeholders Allows for timely identification of performance variances
Milestone Chart	A summary of the detailed project schedule showing progress against key milestones	Allows stakeholders to see high level project progress on one page
Project Organization Chart	Shows all project stakeholders and the working relationships among them	Allows team members to get a better understanding of project roles and organizational dynamics
Staffing Management Plan	Lists how project resources will be acquired, when they are needed, how much they are needed, and how long they will be needed	Key for building schedule Key for properly managing resources
Responsibility Matrix	Defines all project roles and indicates what responsibilities each role has	Key for managing expectations Establishes accountability

# Project Management Tools

Tool	Description	Value
Communication Plan	Defines the how, what, when, and who regarding the flow of project information to stakeholders	Key for managing expectations Establishes buy-in
Quality Management Plan	Defines the approaches and methods that will be utilized to manage the quality levels of project processes and results	Key for managing expectations regarding quality, performance, and regulatory compliance matters Impacts work efforts and project schedule Establishes accountability
Risk Response Plan	Lists each identified risk and the planned response strategy for each	Communicates potential issues in advance Proactive measures help reduce impact to project
Change Request Form	Captures essential information for any requested change that impacts scope, schedule, or budget	Allows change item to be properly assessed and communicated before action is taken
Project Notebook	Used by project manager to maintain official record of important project documents and deliverables	Part of managing project information

# Leadership and Management

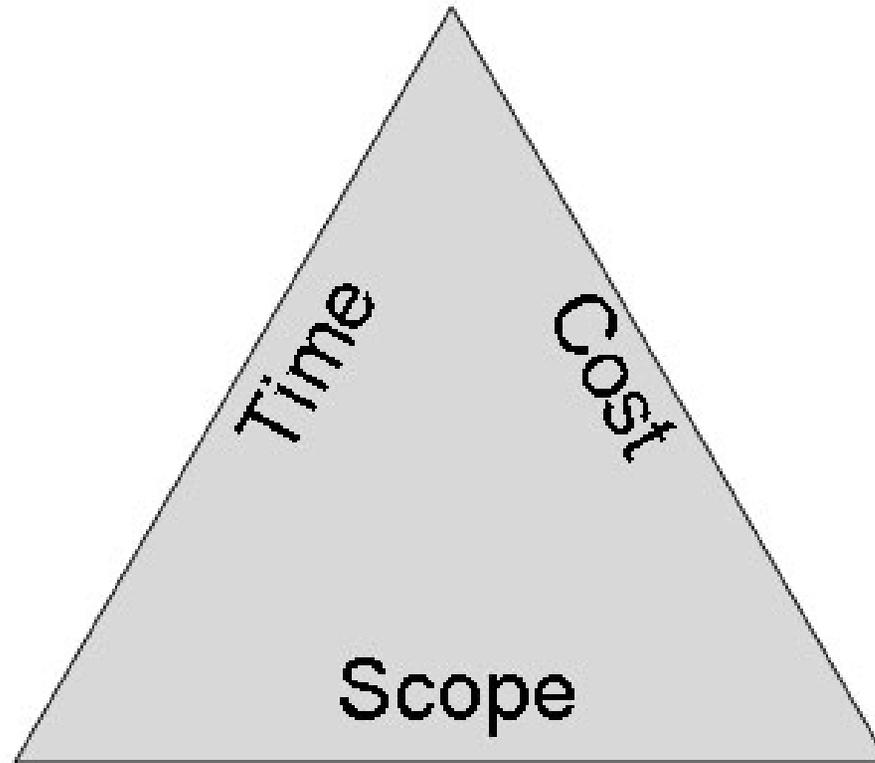
- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Vision and Strategy</li><li>• Establishing Direction</li><li>• Aligning People</li><li>• Communicating</li><li>• Negotiating</li><li>• Motivating and Inspiring</li></ul> | <ul style="list-style-type: none"><li>• Planning</li><li>• Finance and Accounting</li><li>• Personnel Administration</li><li>• Technology</li><li>• Organizational Development</li><li>• Delegation</li><li>• Team Building</li></ul> |
| <ul style="list-style-type: none"><li>• Influencing Organizations</li><li>• Overcoming Barriers to Change</li></ul>   | <ul style="list-style-type: none"><li>• Conflict Management</li><li>• Solving Problems</li></ul>  |

# PMBok

## (Project Management Body of Knowledge)

- Scope - What needs to be done?
- Time - What is the sequential order and pace of the tasks involved?
- Cost - How much will the tasks and resources cost?
  
- Quality/Fidelity - Produced to what standards?
- Information/Communications - What information must be communicated back and forth to make it all happen?
- Human Resources - What people are required, with what skills?
- Contract/Procurement - What commitments must be procured, or what resources must be contracted for?
- Risk - What is the degree of uncertainty associated with the work?

# Triangle of project tangibles



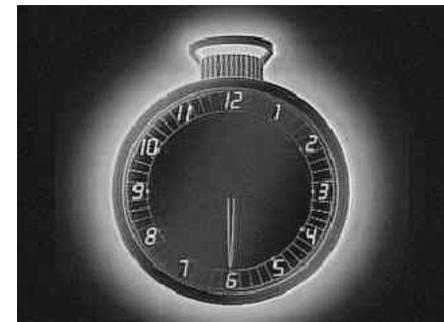
# Scope

- Defining scope and creating a work plan
- Critical path(s)
- Scope creep



# Time

- Direct relationship between scope and cost
- Execute and control aspects of PM introduce variation
- Sequencing and sequence transitions
- Many public sector projects, and projects with organizational interdependencies struggle with timing
- Systems for monitoring time



# Cost

- Staff time, travel, other direct
- Direct relation to scope and time and subject to variation in those parameters



# Quality Management

- **Quality management principles**
  - Customer-focused
  - Process & systems approach
  - Continual improvement
  - Factual approach to decision-making
  - Repeatability
- **Standardization & uniform approach**

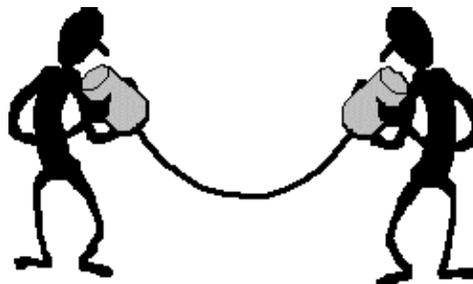
# Stakeholders

- Individuals and Organizations
  - Actively Involved in Project
  - Interests Affected by Project
- 
- Who are your stakeholders?
  - How are they involved?
  - How are their interests affected?



# Communication

- Tend to focus on planning, organizing, doing and fixing
- Communication may be inadequate, of poor quality, or unidirectional
- Two essential ingredients in projects: people and the effective exchange of ideas.
  - Without people nothing gets done
  - Without communication nobody knows what to do
  - The nature of a project is that it has not been done before



# Communications Management

- **Communication strategy**
  - Critical to success
  - Network for dissemination of information
- **Conversion of data into information**
  - Presentation in digestible format
  - Evaluation of status
  - Identify non-conformance
  - Formulate reaction plans
- **Standard reporting procedures**
  - Level of reporting / detail
  - Frequency
  - Sensitivity classification
  - Method & distribution

# Human Resources

- For human services work, able and committed staff are key for effectively managing a project consistent with cost, time, scope plans
- Mismatched hiring, managing challenging employees, and staff turnover are major sources variation for timing, cost, and ability to achieve full scope
- Personnel issues can influence morale and the mental health of managers and other staff
- Find and rely on HR professionals to help

# Contracts/Procurement

- Understanding mechanisms, appropriate use, and process
- Plan for defining, monitoring/managing work, inspecting and approving deliverables, paying invoices.

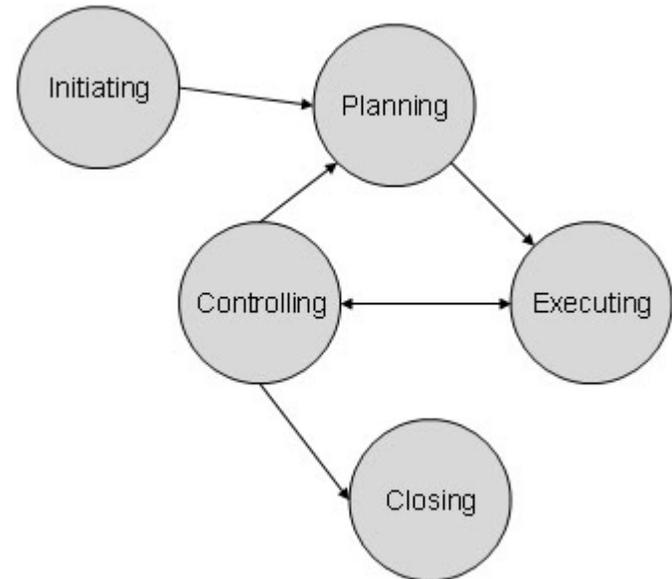


# Risk Management

- Identify critical success factors
- Identify risk throughout project cycle
- Key behavioral variables
  - Quality of team & top management support
  - Client acceptance
- Regular reviews external & internal built into project/ program cycle

# Project Phases

- Initiating the Project - **project need identified, initial solutions proposed, project manager selected**
- Planning the Project - **create a plan for ways to achieve the project objectives**
- Executing the Project - **project team executing the project work according to plan**
- Controlling the Project – **managing compliance with the project plan in balance with time, cost, and scope constraints as the project moves along**
- Closing the Project - **completing final reports and finalizing any financial audits**



# Example of Project Phases

- Conceptual planning
- Grant application
- Award notification
- Execute/Control
  - Start-up – hiring/training/systems
  - Implementation of communication and procurement plans
  - Implementation of data collection and quality control plans
  - Implementation of work plan and financial monitoring
- Project close-out

# Execution

- Making strategy work is more difficult than the task of strategy making
- Managers Are Trained to Plan, Not Execute
- Let the "Grunts" Handle Execution
- Execution Is a Process, Not an Action or Step

# Decision Making

- The key to reaching mastery in decision-making is the ability to focus your physical, mental, and emotional resources on an issue to reach decision clarity faster and easier.
- Clarity is a feeling of certainty and of internal alignment with the solution.
- The objective of a decision-making process is to reach clarity.
- A right decision is one when the decision maker is emotionally and mentally congruent with it.



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