Project Management
Tools for the Research Administrator’s Toolbox

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1. Project Management Basics

2. Elements of Project Management Highlights

3. Leadership and Teams

4. Example & Wrap
Turn of the Century Fathers of Project Management
Taylor, Fayol, Gantt
Defined: **Project management**
the discipline of planning, organizing, securing, and managing resources to achieve specific goals.

- The primary challenge of project management is to achieve all of the project goals and objectives while honoring the preconceived constraints.
A project is a *temporary endeavor* with a *defined* beginning and end (usually time-constrained, and often constrained by funding or deliverables)

- undertaken to meet *unique goals and objectives*

- typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations).
Elements:
  Time - known constraints
  Cost - who and what resources needed
  Quality - confined by value
  Scope - defined boundaries

Project management helps optimize the first three deliverables in order to ensure the overall success of the defined project.
PROJECT PHASES – from Gert Wijnen, 1984

A project is divided into six phases, each with its own activities:
1. *initiation* (idea): determine what the project should achieve and why;
2. *definition* (what): specify in detail the objective's requirements;
3. *design* (how): specify solution(s) to match the identified specifications;
4. *preparation* (how to make): validate with stakeholders, write implementation programme;
5. *implementation* (realise): execute the implementation programme and define aftercare;
6. *aftercare* (maintenance): acceptance, usage and maintenance of the project results by the organisation or customers.
Project Scope

The definition of what the project is supposed to accomplish and the budget (of time and money) that has been created to achieve these objectives.

*It is absolutely imperative that any change to the scope of the project have a matching change in budget, either time or resources.*
• Working out your Scope
  – Start with an agreed outcome – a high-level statement:
    • “We will electronically process all grant proposals”
    • “We will have an electronic Manual of Standard Operating Procedures”
    • [enter your/your boss’ project here]
From that agreed outcome, DECOMPOSE the project

- Work backward
- “Tasking”
- Teamwork
- Time – what you invest now you will save 10-fold in the coming phases
Who should I include in discussions?

- Primary stakeholders
- End-users
- “Experts”
- Management
- Future Users
• This project will include all Research Admin S.O.P.s
• This project will be accessible via the campus intranet web site
• This project will enable users to find procedures by function
• This project will provide the necessary procedures for department and central research administrators
• Collect requirements – reaching out
• Consider the processes that will be affected
• Consider the departments that will be affected
• Consider the People that will be affected
  – Remember preparation of training materials
  – Delivery of training
  – Computer capabilities
Be really careful when you document what the project is going to deliver, and ensure you spend extra time detailing what functionality is has been excluded as well as what assumptions you have made.
2 Project Plan
2.1 Schedule
Provide a summarised schedule for each of the phases and activities within the project.
• Defining your project’s scope:

  – Identify and describe the work necessary to bring project to life
  
  It is meant to ensure–contain-illuminate expectations
Project Scope Management

• processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
• Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project.

This means BOUNDARIES

You can not effectively manage the resources, time and money in a project unless you actively manage the project scope.
• Good **Scope Management** ensures that **All the Work Required** and **Only the Work Required** to Complete the Project is **Included** in the Project.
Meet Thy (known and expected) Enemy

SCOPe CREEP

Scope creep is the piling up of small changes that by themselves are manageable, but in aggregate are significant.
You can not effectively manage the resources, time and money in a project unless you **actively manage the project scope.**
Let me introduce Scope Creep:

• We’ll need to improve the intra-net site
• We need to re-work our pre-proposal budget review process
• We need to improve the department relations with central administration
• We should process contract requests electronically
Setting the boundaries on Scope Creep

• Lets set up a time to scope that out!
• No
• Keep in mind our timeline and our budget
• If we keep our focus, we can definitely address those needs in the future with the same approach
• Leadership

• Project management isn’t for sissies!
• The team you work with on the project will be a key to success.
• Find your role – and rise above expectation!
Desirable attributes of a Project Manager

Experience and knowledge of educational organisations and systems

Conductor
Administrator
Coordinator
Manager
Organiser
Negotiator
Planner
Conciliator
Business Professional
Politician
Technician
Communicator
Change Agent
Leader

Project Management Methods and Tools
The Project Management Office within OKED’s Research Operations team is staffed with experienced project managers that work with PI’s on large, complex, and translational projects to assist the PI in the administration of the project and allow the PI to maintain a focus on the science.

What we do

The PMO supports projects throughout the project lifecycle. The graphic below demonstrates how the traditional project lifecycle maps against the proposal/project lifecycle in the university environment.
YOUR NAME HERE!
YOUR COOL IDEA BROUGHT BACK TO CAMPUS!

Date:

<table>
<thead>
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<th>Project Charter:</th>
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<table>
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<tr>
<th>Project Scope Development:</th>
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<tr>
<td>Initiated Date:</td>
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<td>Assembled Team:</td>
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| Costs: |

| Time Frame: |

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<th>Decomposing Project into Tasks</th>
<th>Dept Contact</th>
<th>Costs</th>
<th>Target Date</th>
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It’s a wrap!!

- Overview of the field
- Elements
- Leadership & Teams
- Goal: A framework in which to place the ideas so that those ideas may come to fruition successfully
• Resources:
  – [www.pmi.org](http://www.pmi.org) The Project Management Institute website – includes Body of Knowledge, career info
  – [http://researchadmin.asu.edu/pmo](http://researchadmin.asu.edu/pmo)
  – Harvard Business Review
  – [www.projectinsight.net](http://www.projectinsight.net)

MAHALO!!