VCU SOMTech
School of Medicine

2022

SOMTech Project Management Essentials

Module 2: Overview

What is Project Management?

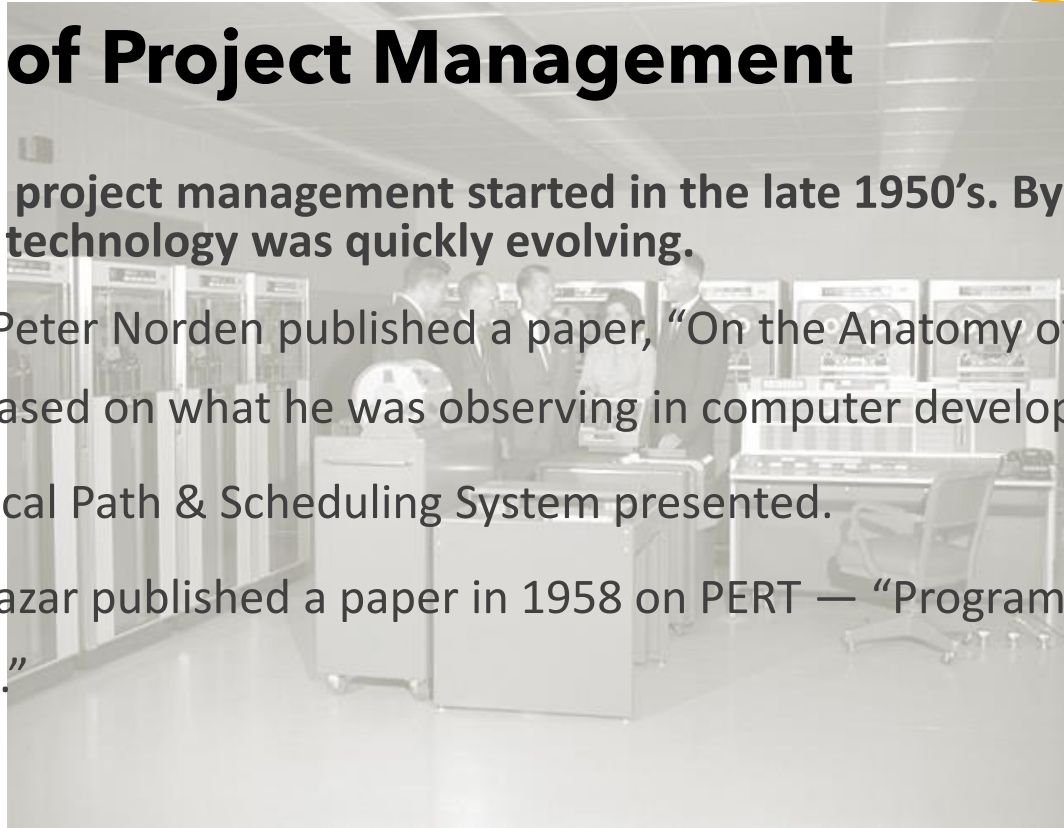*The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.*

-Project Management Institute (PMI)

History of Project Management

"Modern" project management started in the late 1950's. By the early 60's, computer technology was quickly evolving.

- In 1958, Peter Norden published a paper, "On the Anatomy of a Development Project" based on what he was observing in computer development at IBM.

- *New* Critical Path & Scheduling System presented.

- Willard Fazar published a paper in 1958 on PERT — "Program Evaluation Review Technique."

What is a project?

It's a temporary endeavor undertaken to create a unique product, service or result.

-Project Management Institute (PMI)
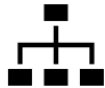
Key Characteristics of Projects:

- <u>Every project has definite beginning and end.</u>
- The result is *unique*, different from all other products or services provided by the subject organization.
- Operations and maintenance activities are not projects if activities are for the continued use of a product or service.
- Significant procurements are not projects if for ongoing maintenance and operations of IT assets. For example, server or network upgrades.
- Requires a team of people across the department, across the organization and/or involves vendor participation.
- Defined project structure including assigned project sponsor, project team and project manager, where appropriate.

Characteristics of successful projects

Project Sponsor Support

A plan that shows an overall path & clear responsibilities that can be used to measure progress during the project

Frequent, effective communication among everyone involved in the project

A Controlled Scope

Agreement among the project team, internal/external clients, and management of the goals of the project

4 Project Life Cycle Phases

INITIATION	PLANNING	EXECUTION & CONTROL	CLOSEOUT
• Project concept created and approved • Project and the project manager are named in the charter • Project charter approval indicates all interested parties agree on the project goals	• Details of how to execute the project are built out • Change management strategy defined • Project schedule created • Develop communication plan • Identify dependencies • Host project kickoff	• Perform the actual work outlined in the project schedule • 90% or more of the project's effort occurs here • Manage communications and stakeholder engagement • Assess project against schedule • Document and monitor risks • Evaluate and calculate KPIs	• Transition to operations • Complete project documentation & archive • Lessons Learned -review successes and failures to improve future projects • Formal Acceptance

Methodologies Used

The 2 primary project management methodologies used within SOMTech are Iterative and Scrum:

Iterative/Hybrid

The Iterative approach is based on PMI standards and best practices. While there may be some aspects of Waterfall within the project such as defining requirements prior to development starting, the majority of the project work is organized and managed using iterations. Project deliverables and work streams can run in parallel or sequentially. The iterative life cycle allows for modifications to be made and adapts as the project progresses.

Scrum

Scrum is new to SOMTech. According to The Scrum Guide™, scrum is "a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.[1]" Scrum is the most widely used and popular agile framework. The term agile describes a specific set of foundational principles and values for organizing and managing complex work.

Tool Suite

smartsheet	Collaboration and work management software as a service (SaaS) used for project tracking/scheduling, logs, planning, card view (like Kanban board), and workflow automation. *(VCU Collaboration Services manages enterprise license)*
Microsoft Teams	Communication/collaboration platform used for chat (including chat channels for project teams), collaboration, document file sharing and storage via Sharepoint, virtual meetings, etc.
Google Workspace	Productivity and collaboration tool suite. Primarily use Google drive and docs for project documents and storage plus Jamboards for interactive training/whiteboarding.
SharePoint	Collaborative service that enables projects to share and collaborate on documents, set up document libraries, and websites (e.g. SOMTech PMO site).
Deskpro	Helpdesk software with knowledgebase platform. SOMTech is currently only using the knowledgebase feature for publishing help/how-to articles and documentation for each of its units. The SOMTech PMO documents and templates are also uploaded and categorized in the knowledgebase.
Azure DevOps	Software development platform for developers to plan, collaborate on code development, builds, and deployments. DevOps is used by SOMTech Application Services for development, testing, Scrum processes to manage work including projects, wiki pages, and documentation.