Program Management Effectiveness
The Lost Art

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Keynote Speaker
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Agenda

Intro to Program Management

Metrics and Methodology

Program Governance

Program Management Tool Box

Managing a Global Workforce

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Key Program Management Trends

97% of organizations believe project management is critical to business performance and organizational success

77% of organizations have an established, company-wide project methodology.

80% of organizations have a dedicated Project Management Office (PMO)

44% of project managers use no software, even though the use of PM software is linked to increased performance and satisfaction

45% of organizations using PM software use Microsoft Project

Less than 1/3 of all projects were successfully completed on time and on budget over the past year

The United States economy loses **$50-$150 billion** per year due to failed IT projects

75% of business and IT executives anticipate their software projects will fail

Average cost of IT project overrun is **>27%**

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The Art of Program Management

Program Management
manages a team and outcomes
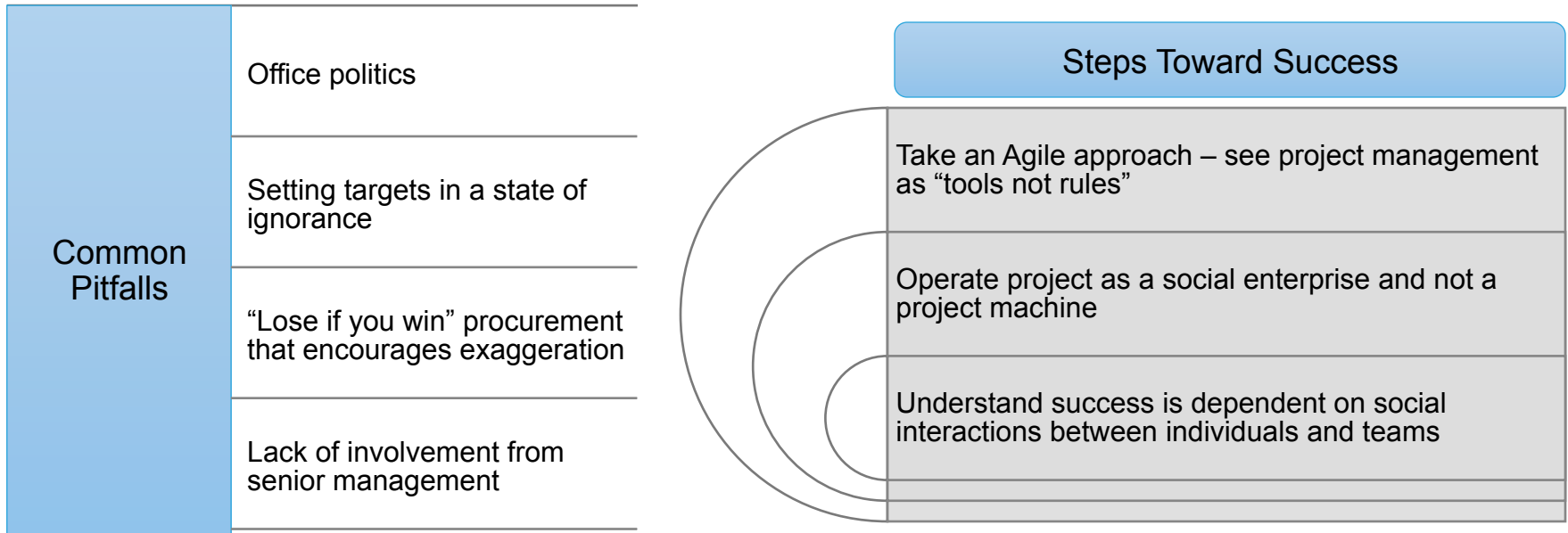
Project Management
manages a plan

Program VS. Project Management

- Every program is different – learn from each one and be flexible in how methodology is applied
- Team dynamics and politics give every program a different personality
  - ❖ Changes during the course of the engagement will occur
- Do not underestimate:
  - ❖ The importance of Subject Matter Expertise in creating the plan
  - ❖ The importance of appropriate kick-off and preparedness
- Discipline in following program methodology is critical to overall program success

Effective program management facilitates optimization of costs, resources and staffing, integrates and resolves inter-project dependencies and deliverables, and advances achievement of expected benefits

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Why Program/ Project Management Fails

Organizations without an established project management methodology report higher instances of unsuccessful projects

Common Pitfalls

- Office politics
- Setting targets in a state of ignorance
- "Lose if you win" procurement that encourages exaggeration
- Lack of involvement from senior management

Steps Toward Success

- Take an Agile approach – see project management as "tools not rules"
- Operate project as a social enterprise and not a project machine
- Understand success is dependent on social interactions between individuals and teams

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Project Metrics vs. Business Metrics
How to link the two

A good metric is comparative, understandable, actionable and (usually) numeric

Business Metrics

Cost savings
Increased revenue
Customer satisfaction
Employee engagement

Project Metrics

Budget
Schedule
Defects, etc.
Action Items Open/Closed
Staffing

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Project Metrics
How to Estimate the Health of the Project

A good metric is comparative, understandable, actionable and (usually) numeric

Define
- Different types of projects require different types of metrics
- What information will you collect?
- Try and leverage information already being collected so as not to create extraneous processes

Collect
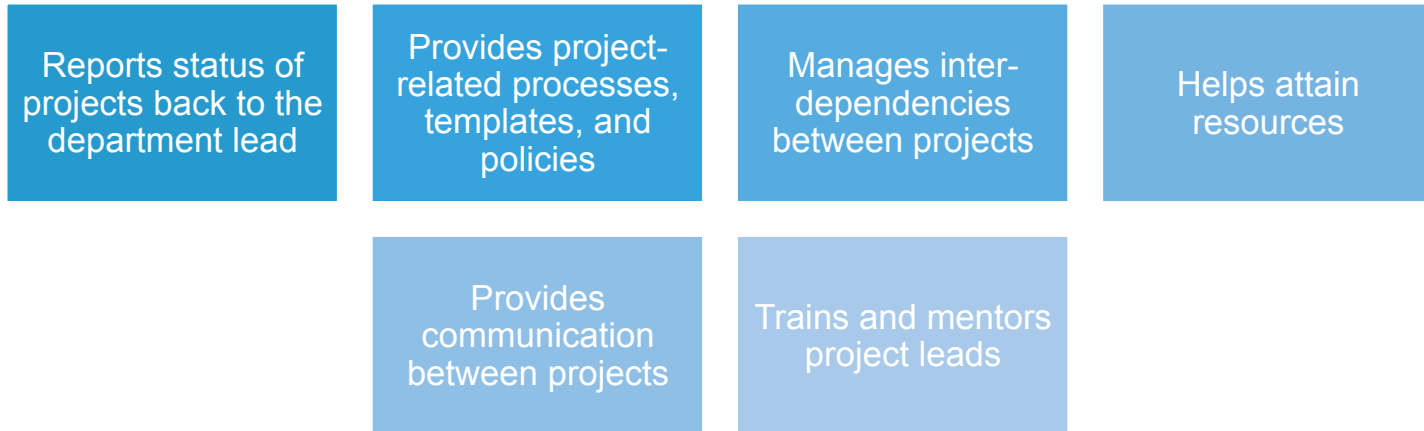- How will you collect the information?

Analyze
- What methods will you use to process and analyze the information?

Report
- How will you report the results?
- How will you use the reported metrics to characterize, evaluate and improve the project?
- Store information for future benchmarking

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The PMO Office

- Is not an actual "office"

- Is the role (person) that is responsible for maintaining standard project governance processes and facilitating the sharing of information including: tools, resources, methodologies, and techniques

- Has the following responsibilities:

Reports status of projects back to the department lead	Provides project-related processes, templates, and policies	Manages inter-dependencies between projects	Helps attain resources
	Provides communication between projects	Trains and mentors project leads	

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Program Governance

Effective program governance provides a mechanism for leadership to "steer" project operations during a project life cycle

Resources and work flows can't be managed statically

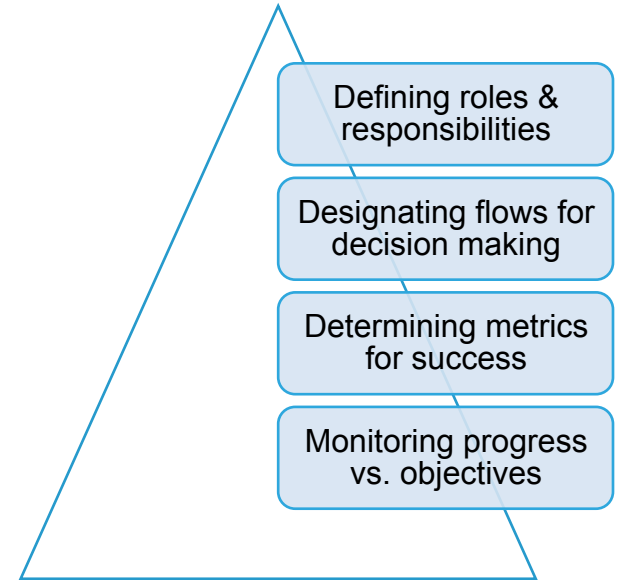Governance is critical to establishing accountability to strategic goals

The program governance body must react to:			
Changing economic conditions	Industry adjustments	Upstream corporate decisions	Resource constraints

Defining roles & responsibilities

Designating flows for decision making

Determining metrics for success

Monitoring progress vs. objectives

"Alignment" is not a one time event: it is a continuous process of responding to opportunities and risks

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Program Governance

Executive Leadership	
↕ Communication back and forth	
PMO	
↕ Communication back and forth	
Project Lead	
↕ Communication back and forth	
Project Team	
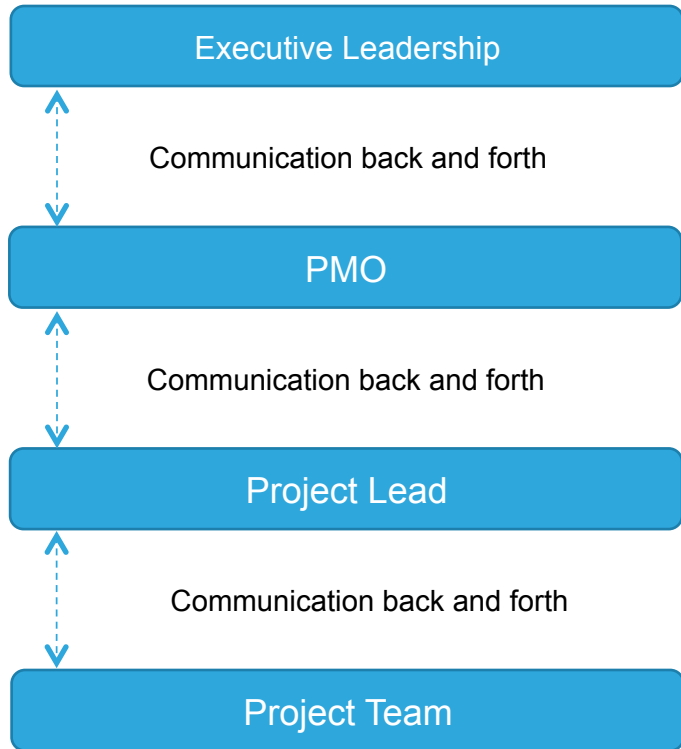
Executive Oversight

- Investment decisions
- Cost-Benefit analysis
- Risk tolerance
- Key resource decisions

Outcomes Oversight

- Benefit realization
- Resource utilization
- Risk mitigation
- Issue resolution

Project Oversight

- Budget and scope management
- Resource management
- Milestone and deliverables management
- Quality and Risk Management

Benefit realization

- Works on activities outlined in the project plan
- Adheres to budget and timeline
- Delivers a high-quality product
- Provides updates to the Project Lead

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Project Management Tool Box

PM tools reduce "execution risk," the risk that designated project activities will not be carried out correctly.

Project Plan

- Dynamic project plan
- Sets due dates for all tasks
- Assigns project resources
- Highlights task dependencies

RAID Log

Tracks, mitigates and resolves risks, actions, issues and decisions

Action-Oriented Meeting Minutes

- Assigns action items to team members
- Records significant decisions
- Documents and historicizes status discussion

Work Stream Status Report

- Provides high-level overview of project activities and overall progress
- Maintains structure and direction for status call discussions

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Constraints and Dependencies

- **Constraints** are "something that limits or restricts someone or something"
- There will always be constraints and these constraints impact the project in different ways and at different times
- Project constraints are caused by scope, time cost, quality, resources, client satisfaction

- **Dependencies** are relationships between tasks that determine the order the tasks must be completed
- Oftentimes have a "finish-to-start" relationship: The preceding task(s) must be completed before moving to the succeeding task(s)
- Tasks may have multiple preceding and multiple succeeding tasks
- Are important to include in the project plan because they: Automatically create "slack" in the project
- Allow the project lead to see the "domino effect" impact of pushing one task out that other tasks my be dependent on to start

Projects are dependent upon the environment in which they take place

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Technology Project Methodology:
Waterfall VS. Agile

Traditional "Waterfall" Methodology

- Sequential design approach: move to the next step once previous is complete

Pro: Easy to manage due to the rigidity of the model; each phase has specific deliverables and a review process.

Con: does not allow for much reflection or revision

Agile Methodology

- Follows an incremental approach
- Developers start off with a simplistic project design, and then begin to work on small modules; work on modules is done in weekly/ monthly sprints, project priorities are evaluated and tests are run

Pro: iterative, highly conducive to live feedback

Con: the final product can be grossly different than what was initially intended

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HR Cloud - Are you ready to begin the journey?
It is critical for organizations to prepare BEFORE the project starts

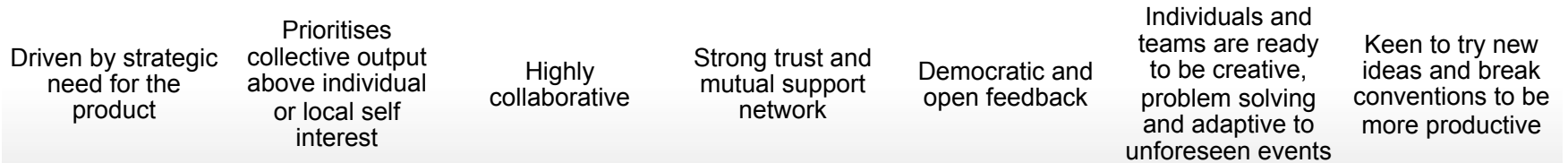| Topic	Key Considerations	Impact
Team Identification and training	✓ Does your team know the product before the project start? ✓ Do you fully understand the effort required of your core team? ✓ Do you understand the various resource requirements outside of your core team?	• The team's ability to keep up with the pace of the project will be diminished if they are learning on the "fly" • Resource backfilling will be required for core team members • Non-core team member requirements often times impact the critical path and could be difficult to obtain,. i.e. IT resources
Existing Technology Inventory	✓ Has your overall HR System architecture been created? ✓ Do you have an inventory of all data sources and understand the transformation requirements? ✓ Have you inventoried ALL integrations?	• Technology changes during implementation will impact timeline due to long lead times • Data conversion is a key challenge for clients when all sources have not been identified or if there are multiple inputs • Integration development follows traditional waterfall methodology and must start as early as possible to prevent project delays

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HR Cloud - Are you ready to begin the journey?
It is critical for organizations to prepare BEFORE the project starts

Topic	Key Considerations	Impact
Future Technology Requirements	✓ Do you understand the requirements to transport data during implementation ✓ Do you fully understand the Integration architecture requirements ✓ Do you have an integrated HR Portal and user experience strategy?	• Data privacy and sheer data volume requirements will impact various workstreams • IT procurement and projects have long lead time and could impact timelines if not planned early • Clients often assume the cloud platform will assume the role a portal and normally the functionality falls short, requiring clients to add budget.
Various HR Specific Impacts	✓ Have you made a determination on position or job management? ✓ Is your job catalog(job titles/descriptions/family/job code) consolidated and synchronized globally? ✓ Can you identify and assign cost centers appropriately? ✓ Are you able to effectively articulate security requirements?	• Position/Job management strategy and job catalogs drive many processes and have significant impacts to usability if they are not consolidated and streamlined • Cost centers impact many areas such as integrations and could hamper overall success if not implemented correctly • Security decisions and design are a critical component of an implementation and impact many aspects of the product

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Managing the Global and Diverse Workforce of Today

The High Performance Team:

Driven by strategic need for the product

Prioritises collective output above individual or local self interest

Highly collaborative

Strong trust and mutual support network

Democratic and open feedback

Individuals and teams are ready to be creative, problem solving and adaptive to unforeseen events

Keen to try new ideas and break conventions to be more productive

Program Management discipline is even more critical to global organizations

Focus on initially getting all teams aligned.

Site visit may be required

Be sensitive to time difference

NOT They, WE....

Study cultural differences

Leadership alignment critical

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