

So You Have a Project

Applying Lessons and Tools from Project Management to Your Own Project





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Learning Objectives

By the end of this session, you will or will be able to:

- Develop a Project Definition Document
- Identify some key elements of a Work Breakdown Structure (WBS)
- Create a WBS



Learning Objectives

By the end of this session, you will or will be able to:

- Develop a network sequence diagram
- Discuss issues to consider when estimating time





Project Definition Document





"Plan the work;
work the plan!"





The Importance of Planning

Research shows that having a plan significantly increases the likelihood that a task or project will be done.



Creating a Project Definition Document





Project Definition Document

- **Purpose- Why?**
- **Goals/Objectives-** What do you hope to achieve?
- **Success Criteria-** What will make it a success?
- **Stakeholders**
- **Constraints-** What are the limitations?



Adapted from Gregory Horine, *Absolute Beginner's Guide to Project Management*



Project Definition Document

- **Resources**
- **Scope-** the boundaries of the project (cost, time, process, etc.)
- **Out-of-Scope-** What may related to, but not part of the project?
- **Risks-** What could go wrong?





Project Definition Document

- **Recommended approach-** What's the best way to get the work of the project done and why?
- **Organizational Change Issues-** What is the impact of changing the status quo?
- **Visuals**







Exercise

Create Your Project Definition Document





Work Breakdown Structure





What is a Work Breakdown Structure?

A hierarchical or ordered representation of the work that needs to be performed to complete a project.

Specific, Concrete, and Manageable Steps and Tasks





Show what *HAS* to
be done, not
WHEN!



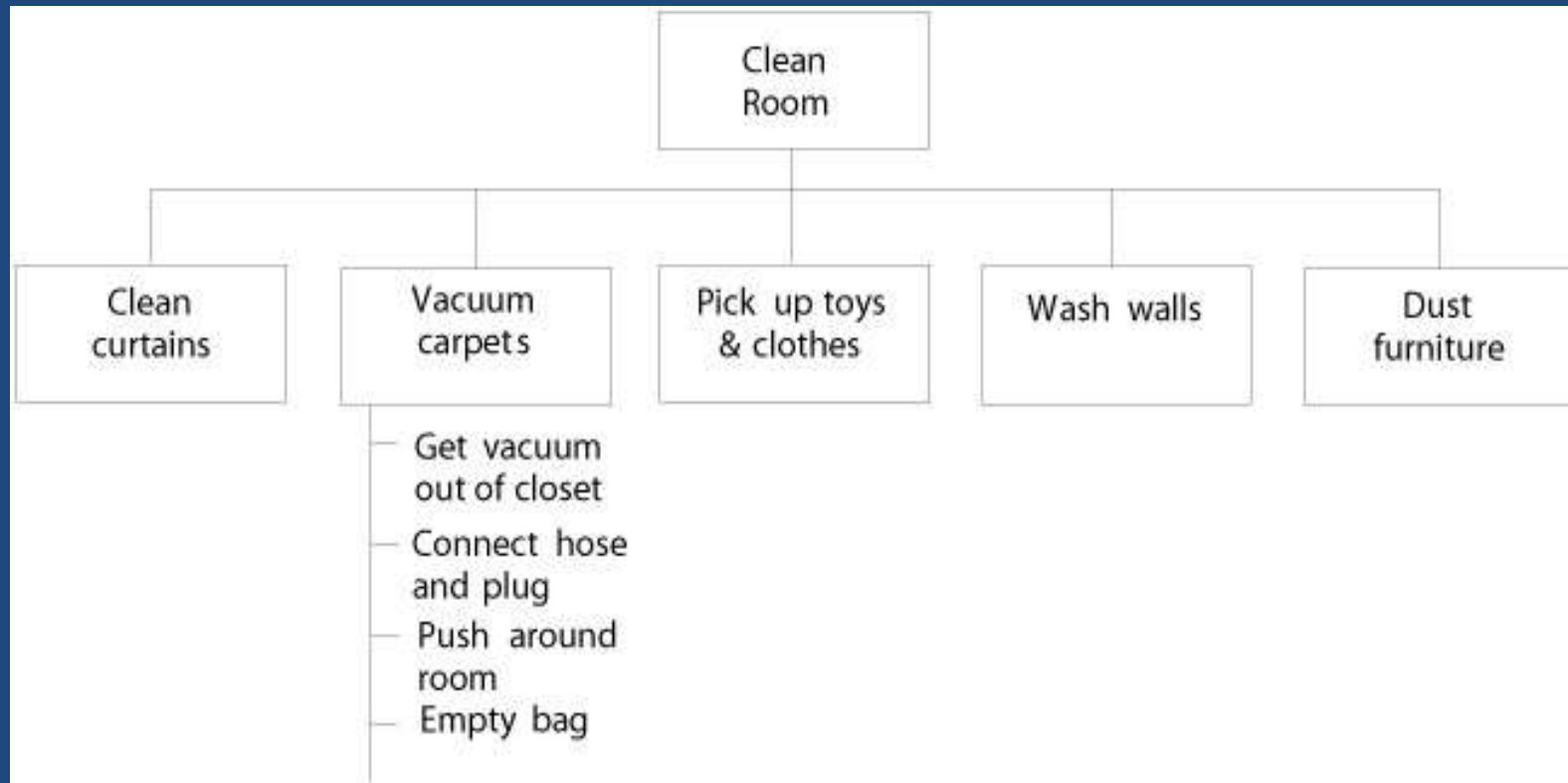


Before you Begin

- What are the primary deliverables?
- What do you want the end to look like?
- What are major project phases?
- Is there already a template available from a past project that I can use?



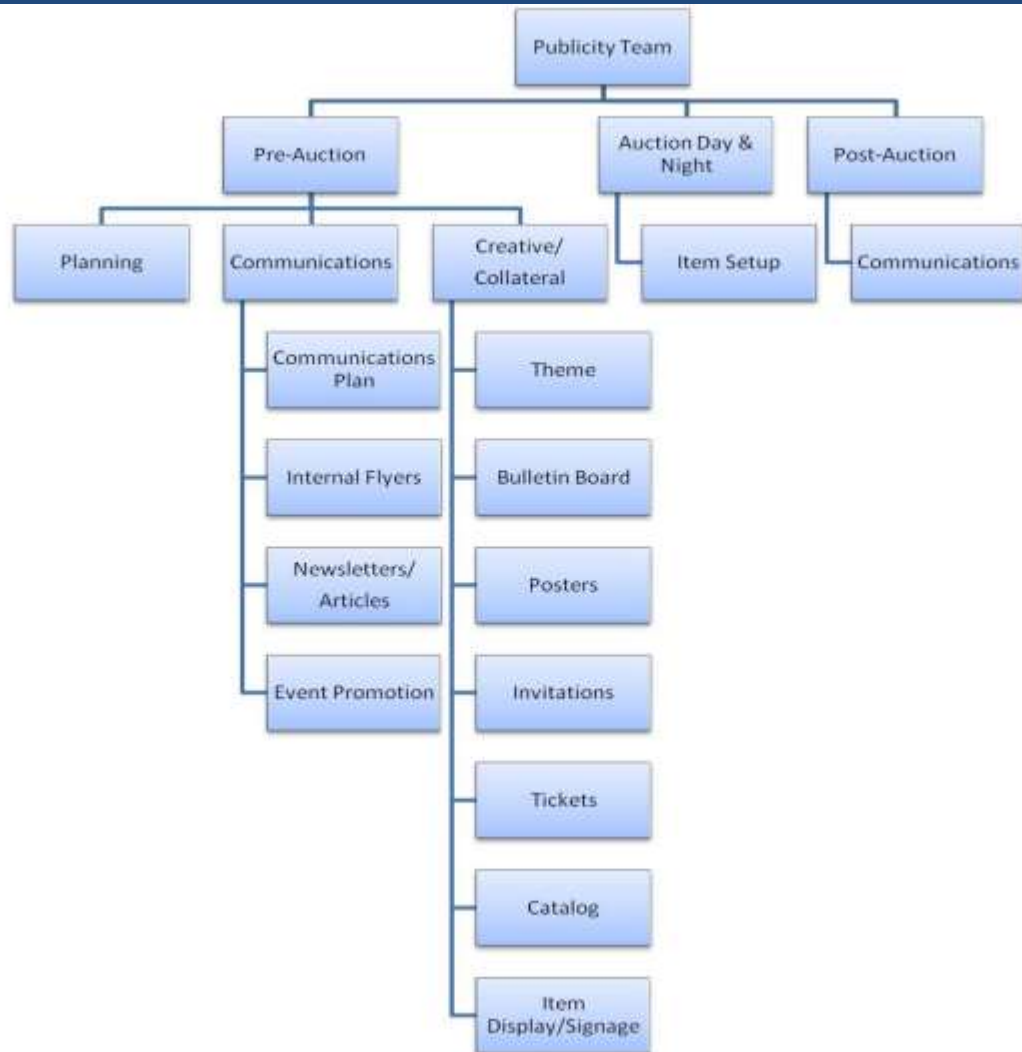
A Simple WBS



Lewis, James P. "Chapter 5 - Using the Work Breakdown Structure to Plan a Project". Fundamentals of Project Management, Third Edition. AMACOM, © 2007.



A More Complex WBS



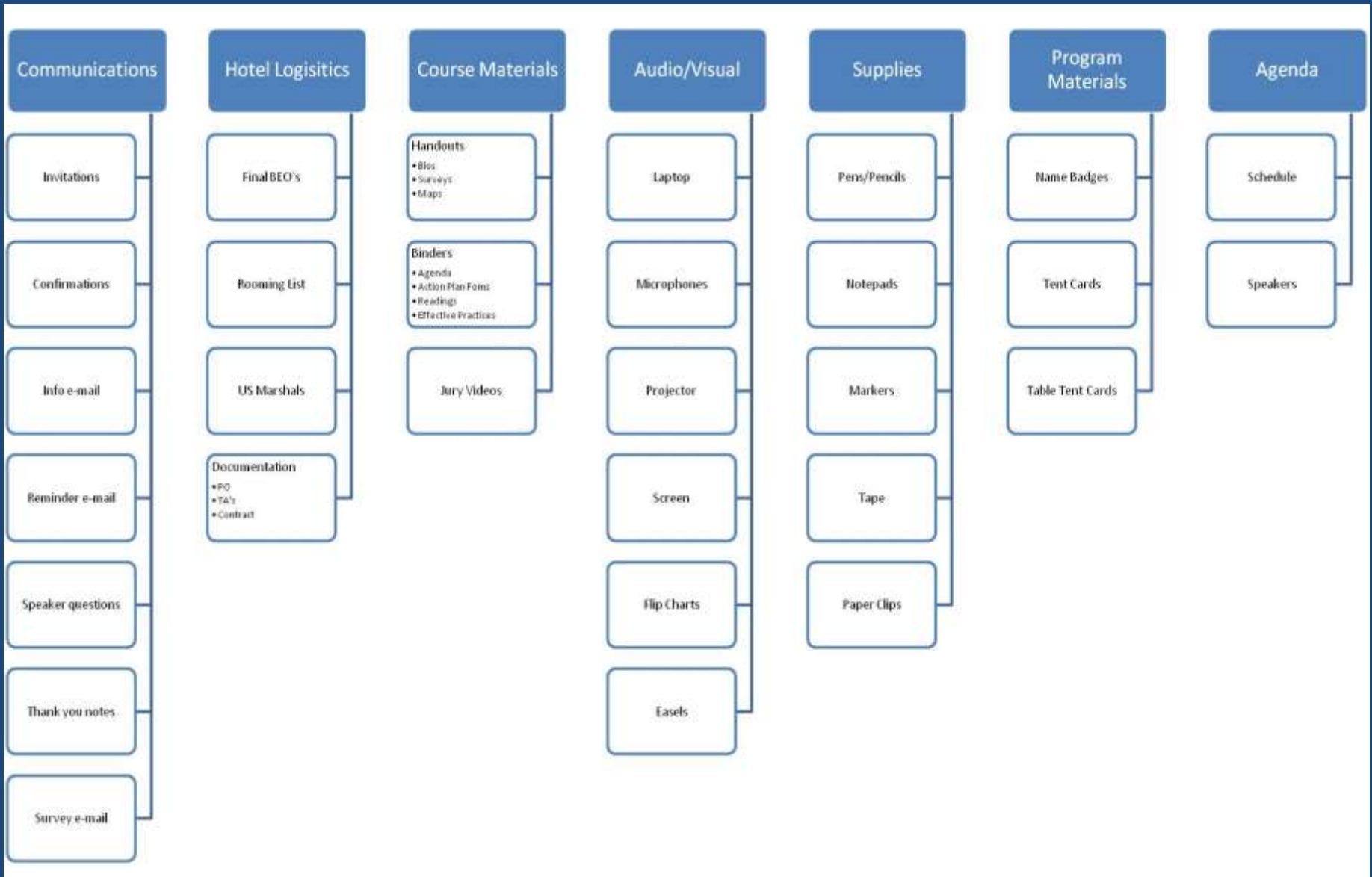
Do you Prefer This?...

ZER

AT-A-GLANCE

✓ Agenda/REAGONS	(PARTICIPANT LIST)
NAME BADGES	REGISTRATION LIST ✓
NAME TAGS - ^{PARAGRAPHS} _{ATTACHMENTS}	ISSUES FORMS ✓
Table Tent CARDS	ACTION PLAN FORMS ✓
A/V	Survey (→) ^{QUESTIONS FOR LIST} _{FOR LEAD}
- LAPTOPS (1)	QUESTIONS FOR SPEAKERS
- MIRRORS (1) ^{QUESTIONS} _{FOR LEAD}	EFFECTIVE PRACTICES
- PROJECTOR	REAGONS - ✓
- SCREEN (1)	BIBLIOGRAPHY - ✓
- FLIP CHART (2)	BIOGRAPHIES
- TABLETS	
(COURSE PACKETS (ASTRACH))	U.S. MARSHALS - ✓
REAGONS	
✓ E-MAIL UPDATE TO PARTICIPANTS	
HANDOUTS ¹³ _{MAPS} ^{ARTS} ✓	FIC MATERIALS ✓
NOTEPADS	AO MATERIALS ✓
SUPPLIES	POST WORKSHOP SURVEY ✓
EXERCISES / ACTIVITIES	(GRANT HANDOUT)
JURY NOTES	FINAL REGS
GRANT FORMS DRAFTS	FINAL DOCUMENTATION
HOPE SCHEMATIC	POC'S, CONTRACT
WELCOME LETTER	PO TA'S
	NAME CARDS
	REGISTRATION
	REGISTRATION
	REGISTRATION

...Or this?





The WBS should provide a snapshot of everything that has to be done to complete your project.

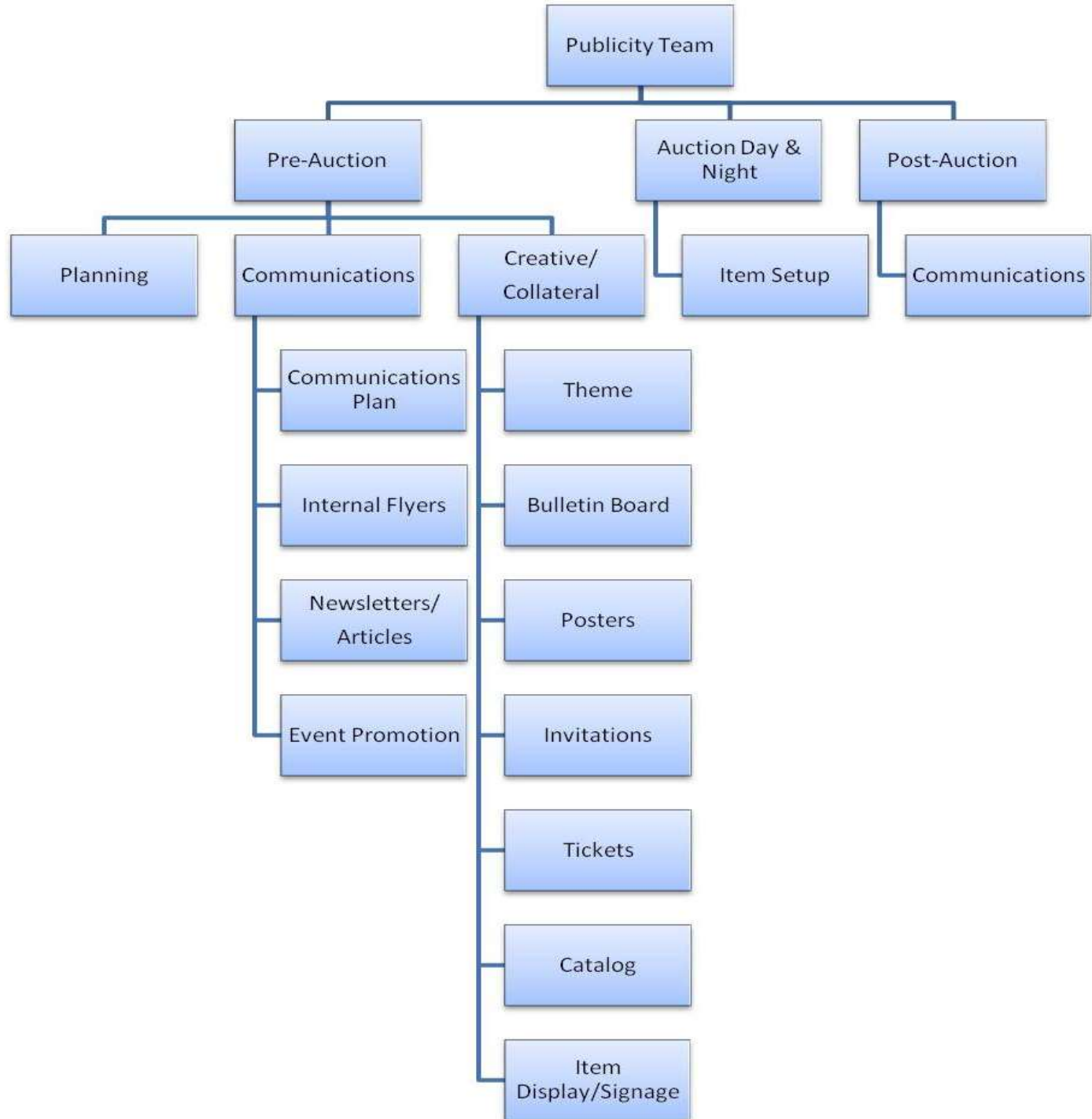




Exercise

Create a draft Work Breakdown Structure





Reviewing Your WBS

- All work of the project must be included.
- The WBS should be developed with the team (if applicable)
- The WBS is refined as the project progresses.
- Review and refine the WBS until all key project stakeholders are satisfied.



Adapted from Gregory Horine, *Absolute Beginner's Guide to Project Management*



Sequencing



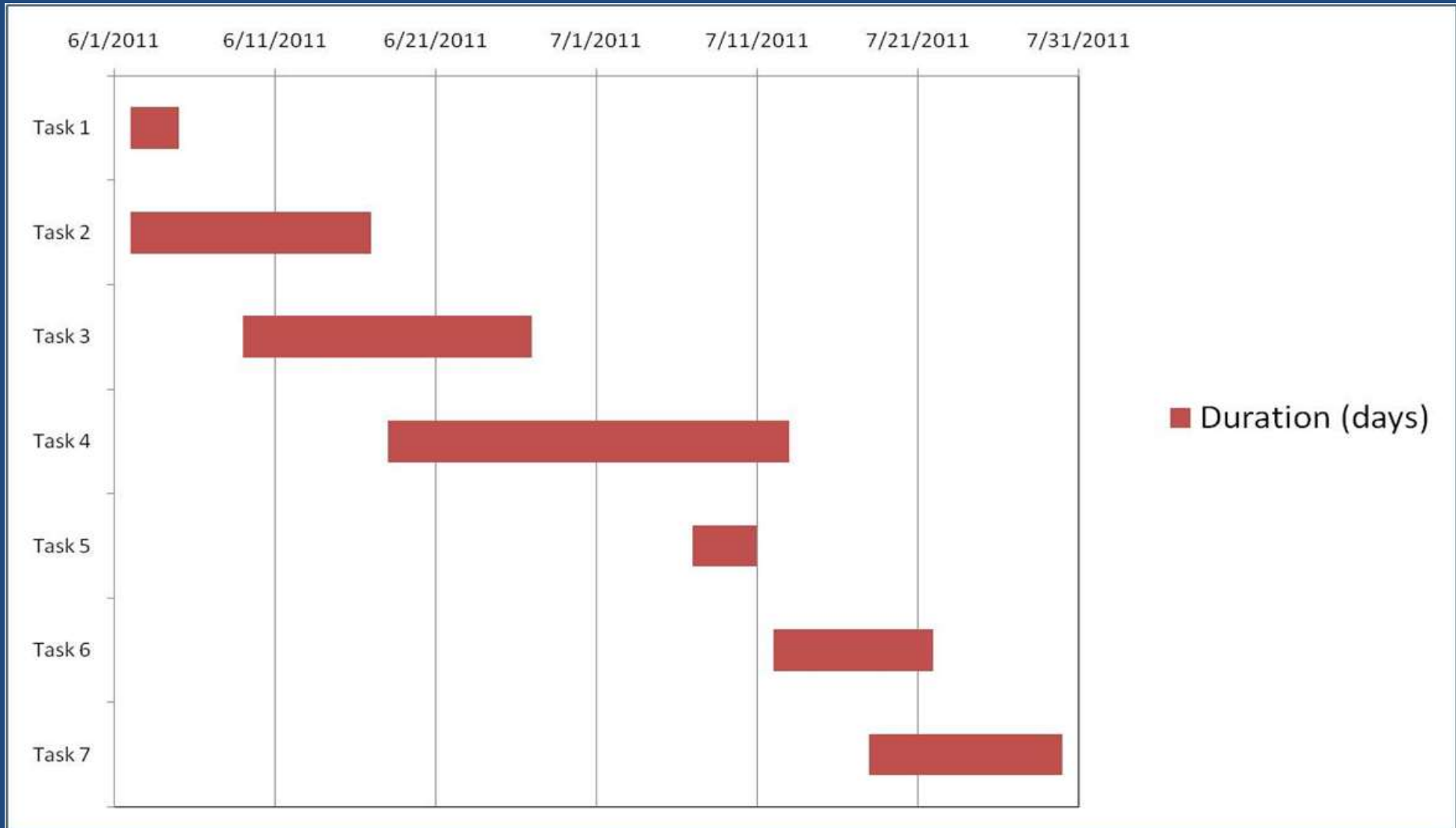


Sequencing

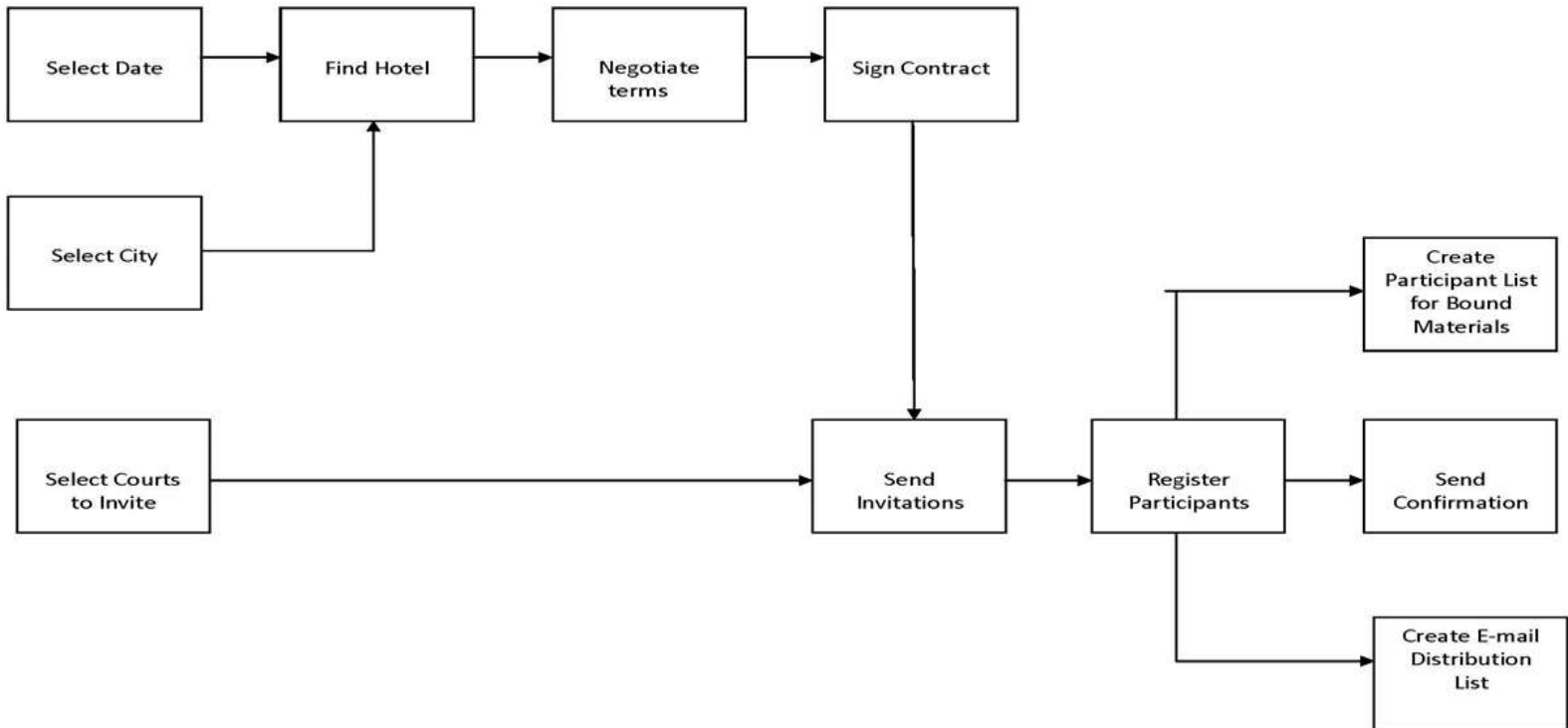
Determining when tasks are to be done, and in what order, can be as important to your project as determining which tasks are to be done.



A Simple Gantt Chart



Sequencing The Work: A Simple Network Diagram



Determining Your “Critical Path”

CRITICAL ACTIVITY

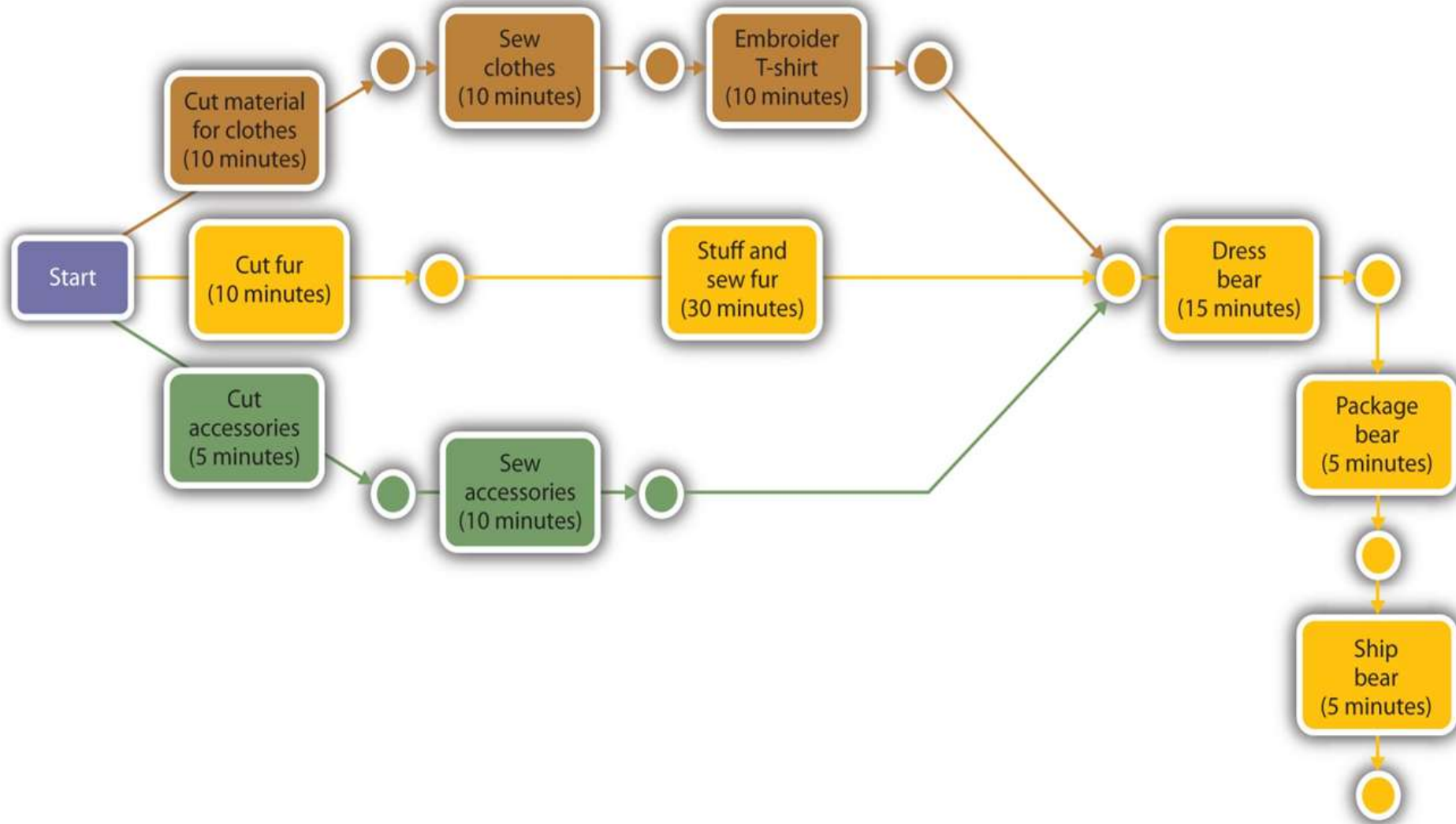
A critical activity or event is one that must be achieved by a certain time, having no latitude (slack or float) whatsoever.

CRITICAL PATH

The critical path is the longest path through a network and determines the earliest completion of project work.



A PERT Chart For Making A Vermont Teddy Bear





Exercise

Create a Network Diagram





Scheduling





The Importance of Scheduling

Are you a project manager, or
a project scheduler?





What Should a Schedule Be?

- Complete
- Realistic
- Accepted
- Formal

Adapted from Gregory Horine, *Absolute Beginner's Guide to Project Management*



What Goes Into The Schedule?

- WBS
- Effort estimates
- Task relationships
- Resources
- Risk response

Adapted from Gregory Horine, *Absolute Beginner's Guide to Project Management*



(adapted from Horine, 2009, p. 101).

Considerations For Estimating Time

Difficulty



Time

Novice: 90 min.

Experienced: 60 min.

Pro: 40 min.





The Harsh Reality of the “Eight Hour” Workday

You, and/or your team may not be available for an hour every day, much less for 8 hours a day.

When scheduling, be realistic and conservative



Photo Attributions

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