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*OPM Mentors – Your source for Advancement of Project
Management Maturity in Organizations*

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A Results-Oriented Look at Project Oversight

Alignment with Strategy and Business Need

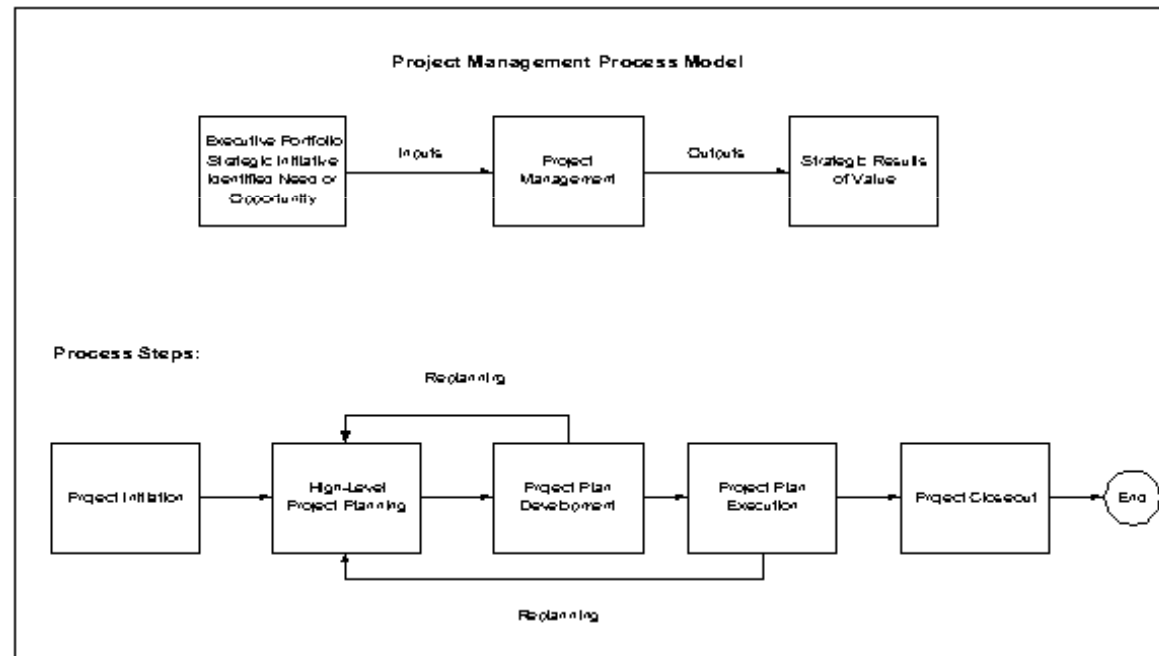
Appropriate Project Structure and Team Capability

Active Process Framework: policy, standards,
training and tools

Technical architecture and Organizational Project
Management Maturity

Project Life Cycle Process Model

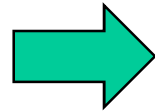
– Project Management Process Model ©



Management's View of PM

Management input

- Priorities of the Executive Portfolio
- Strategic Initiative
- Business Need or Opportunity
- Project resources



Management receives

- Strategic results of value
- Organizational benefits

[Oversight is intended to ensure these are delivered.]

Differing Management Needs

Management:



- Executives – Strategic Results and Preparing for the Future
- Financial Officers – Resource Adequacy, Accuracy and Control
- Operating Officers –Resource Efficiency and Deployment
- Division Managers – delivering on expectations
- Staff / Service Managers – policy

Project Manager's Focus

A Project Manager's focus

- Customer goals, project results/ROI
- Quality of the project's "unique" product
- Best practices, creative solutions, heuristics
- Evolving processes
- Executing the plan

PM must

- Apply project management processes and methods to manage risk caused by change
- Do things differently
- Resolve issues locally
- Use status and data as 'decision information'

Project Oversight

- Oversight is conducted by managers outside the project to confirm projects are autonomous and
- The project team has the capability to deliver [with the right resources, skills, knowledge, roles]
 - The construct of the project is realistic and valid
 - There is a strong project environment for success [aided by tools, with good management support]
 - Results of value will be comparable to the project investment and benefits will accrue to the sponsor.

Outcome of Oversight

Management can identify

- Issues to resolve
- Gaps to fill
- Areas to engage action
- Systemic weaknesses
- Risks to manage
- Needed alignment

Project Manager can

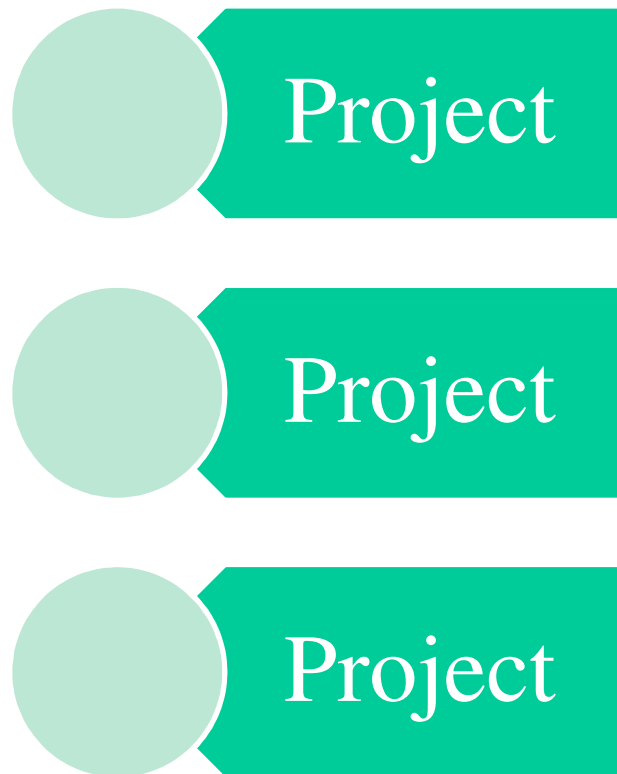
- Validate path of work
- Learn executive values
- Take preventive action
- Enlist higher support
- Prioritize areas of risk
- Adjust emphasis / focus

Who Performs Project Oversight?

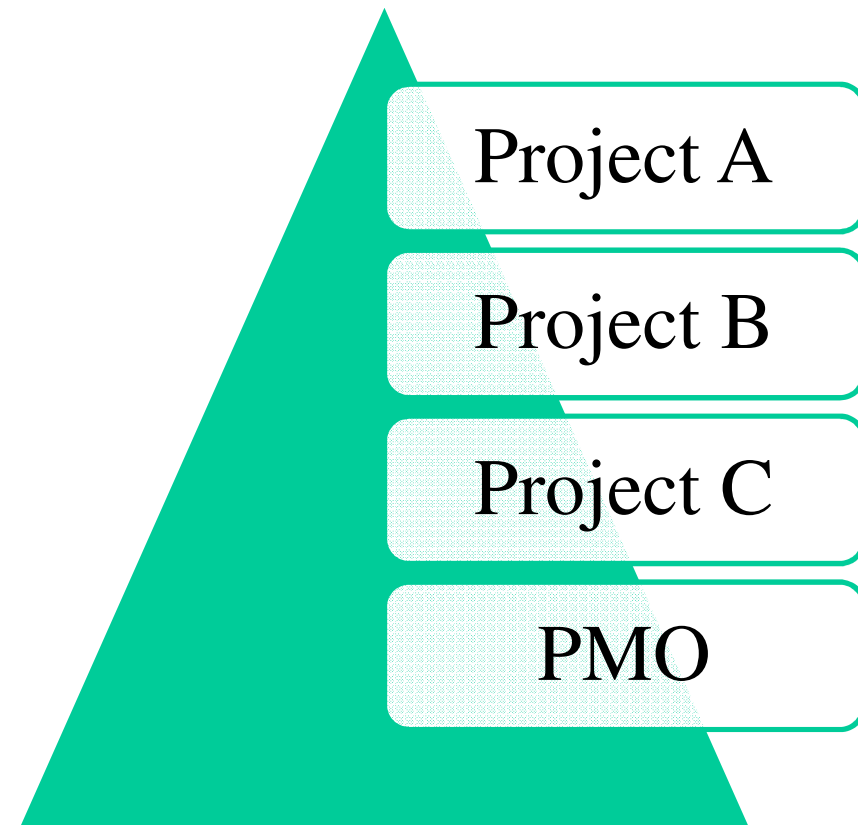
- Project/Program Management Stakeholders:
 - Senior executives (strategic alignment, ROI)
 - Project managers (to review work or align subprojects with strategy and goals)
 - Senior managers/program managers (responsible for success of projects under them)
 - Portfolio managers (align resources / priorities)
 - Researchers (to protect research data integrity)

Project Management Maturity

Less Mature Environment



More Mature Environment



Role of Organizational Project Management Maturity

- Organizations that are good at implementing strategy are also good at implementing projects! (Ibbs & Reginato)
- One element of project success is the role management plays in strengthening the project's environment for delivery / quality.

Executives Shape Environment

- Executives are responsible for the organization's viability and continuity.
- Like all other functions critical to the future success of the organization, project management and project success are the responsibility of top management.
- Of course, they delegate!

Oversight at Low Level Maturity

At low-level maturity, oversight should confirm

- Projects are defined as separate from operations
- Every project has an assigned project manager
- Project managers are trained in project management and properly selected for the job
- Projects undergo formal planning by the team
- Project plans are approved by management.

Oversight at Mid-Level Maturity

At mid-level maturity, oversight can confirm

- Best practices are used (individual projects)
- Defined standards and methods cross projects
- Oversight is conducted ‘project-by-project’
- Team members get training in project management in addition to the project manager
- Projects can utilize a ‘Project Office’ (PMO)

Oversight at High-Level Maturity

At higher-level maturity, oversight can confirm

- The integrated project life cycle methodology is used by project teams and by contractors
- Standards are similar across projects
- Projects are reviewed against the strategic plan before they are approved to begin
- Project benefits are tracked (program level)

Oversight at Highest Maturity Level

At highest levels of maturity, oversight confirms

- A process to improve project performance is in place (and supported by management)
- Best practices are applied across projects
- There is continuous improvement of processes
- Projects reuse 'lessons learned' (via a process)
- The methodology is maintained and improved.

Oversight of Governance

Governance is included in oversight to confirm

- Work is integrated across management levels
 - Strategic planning (executive level)
 - Management of Operations (multi-level)
 - Management by projects (13)
- There are processes for portfolio management, program management, and project management

Project / Program Governance

Oversight of *Management by Projects* includes

- portfolio management
- program management
- project management (human action using policy, standards, training, practices, skills) ⁽¹³⁾
- processes (tools and metrics)
 - Learned by the individual practitioner
 - Provided by the host organization

Oversight of Resource Control

Resource Control means monitoring human resources to ensure

- The committed *resources are made available to the program* consistent with commitments
- Resources are *allocated within the program* according to the plan
- *Appropriate* estimates are used
- The plan is *reasonably accurate*.

Project Resources

- Human Resources
 - Internal PM Expertise
 - External PM Expertise
- Knowledge of Program
 - Operations
 - Good Practices
 - Expected benefits
- Technical Architecture
 - Tools
 - Processes
- Financial Resources
 - Budget
 - Authority to allocate
- Management Support
 - Oversight and benefits
 - Governance

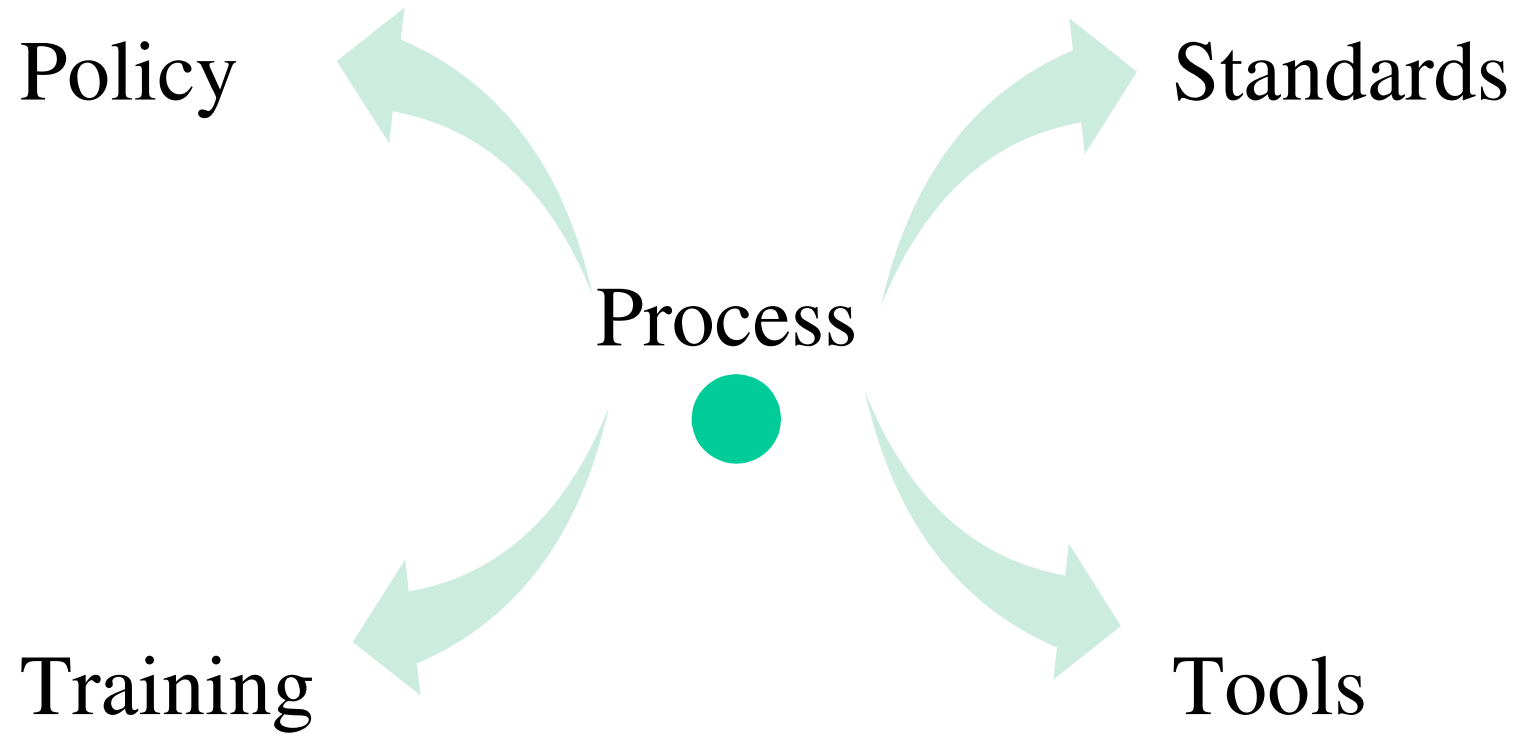
Managerial Oversight

Projects focus on the *triple constraint*
(schedule, cost and scope/progress)

Oversight focuses on the *framework for success*

- Does not duplicate what the project manager and team are already reviewing
- Produces insight into management lacks and gaps that can be used to take action.

The Framework



Areas for Oversight

Oversight can be used to monitor

- Application of the organization's policies and procedures
- Best practices associated with a given program
- Whether processes, procedures, and practices are
 - Properly *developed*
 - Properly *communicated*
 - *Implemented* in line with what management expects ⁽¹²⁾.

Oversight of Process

Oversight of Process is central to the project management framework since process

- Aligns work beyond individual assignments
- Directs input and innovation to the early tasks
- Reduces rework and improves quality
- Allows flexibility and encourages refinement

Process / Life Cycles are Defined

Project Life Cycle

- Initiation
- Planning
- Execution
- Close Out

Program Life Cycle

- Pre-Program Setup
- Program Setup
- Program Technical Architecture
- Program Closure

Product Development Life Cycle

- Initial Investigation
- Detailed Design
- Construct and Test
- Trial
- Release (19)

Oversight Review of Policy

Management oversight considers policy
awareness as well as documents to

- Stay in line with executive expectations
- Align across all levels of management
- Apply internally and to external contracts

(Policy does not change much over time.)

Oversight of Standards

Oversight confirms Standards are defined and accessible, including

- Project management standards (management)
- Technical standards (product or process)
- Company-wide standards (enterprise)
- Industry-wide standards (industry)
- Work standards (productivity, time use, etc.)

Oversight of Training

Oversight of Training ensures that it

- Supports quality and process within projects
- Takes the team into full work mode
- Is results-oriented (fills gaps)
- Aligns skilled resources (internally, externally)
- Addresses both boss' / subordinates' job roles
- Is evaluated and improved over time.

Oversight of Tools, Tool Use and Technical Architecture

Tools are applied

- Manual (checklists)
- Automated (hardware/software)
- Methods for work
- Templates
- Calculators (estimates)

Processes are defined

- Work processes
- Operating processes
- Project processes
- Program management processes
- Quality processes

Oversight of Controls / Measures

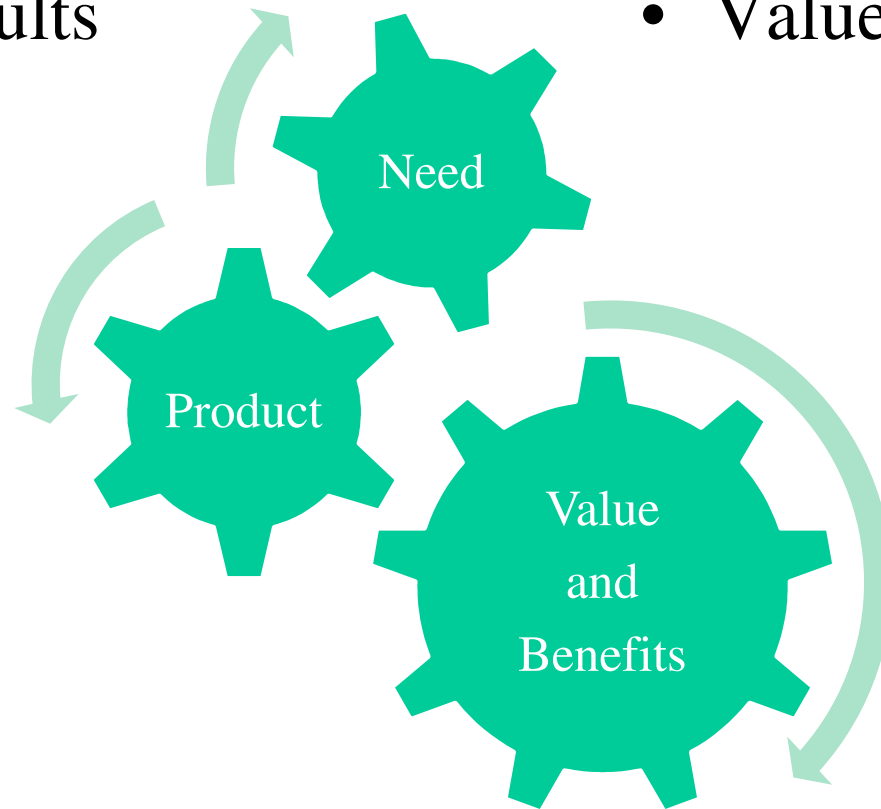
Oversight of controls and measures can

- Identify mismatch of control to project need
- Flag inefficient data collection (interference)
- Spot decision data that may not be valid
- Reduce unnecessary reporting
- Articulate where a project team will have permission to deviate from accepted practices

The Project's Focus?

- Results

- Value and Benefits



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