Caltech

Project Management
for Development Professionals

Amy Hanson and Mark Longo
March 25, 2022
2022 Meeting of the Minds Conference – West Coast

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Overview of Session

- Learn key terminology

- Learn phases and project manager's role in each phase

- Learn about tools and techniques for effective project management

- Learn how to create a project plan and prepare for the kickoff meeting

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What is Project Management?

3

QUIZ Are You a "Secret" Project Manager?

❑ Do you organize a team of people around a set of tasks?

❑ Do you find yourself responsible for getting a certain job done, whether it be by yourself or with a team?

❑ Do you create timelines and budgets?

❑ Do you create plans for a project, oversee the completion of the project, and then find yourself looking back on the project and exploring what went right and what went wrong?
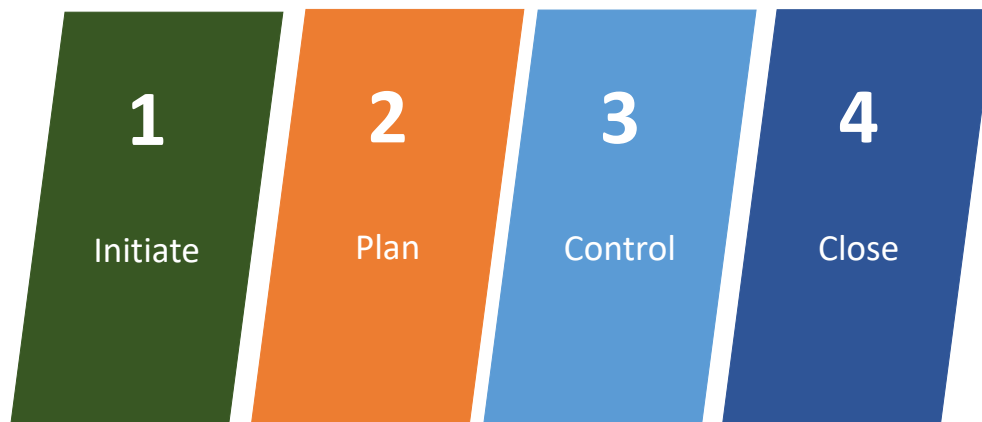
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A Project…

- Has a beginning and an end

- Has a specific, measurable objective

- Creates something new or is a one-of-a-kind effort

- Has boundaries (milestones, budget, deliverables)

- Has someone that is in charge

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The Four Phases of a Project

1	2	3	4
Initiate	Plan	Control	Close

6

Phase 1:
Initiate

7

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Elements of a
Project Charter

- Project Name
- Sponsor
- Project Manager
- Project Team
- Client
- Stakeholders
- Objective
- Deliverables
- Start Date
- Target Completion Date
- Budget
- Assumptions
- Signatures

10

Phase 2:
Plan

11

Develop Project Management Plan

12

Project Planning Basics

- Name of Project
- Scope
- Project Team/Resources
- Schedule
- Stakeholders
- Tasks/Assignments
- Risk Assessment
- Communication Plan

13

Who are your Stakeholders?

14

Using Technology

15

Project Kickoff Meeting

- Overview of the project
- Hear from the project sponsor
- Discuss roles and responsibilities
- Discuss communication
- Review project schedule, key milestones, and deliverables
- Bring food! (non-virtual kickoffs)

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Phase 3:
Control

17

Manage Stakeholder Expectations

- Engage sponsor and stakeholders

- Be transparent with them

- Address their concerns

- Avoid overhyping deliverables

	Keep Satisfied	Manage Closely
Power	Monitor	Keep Informed

Interest

18

19

Phase 4:
Close

20

Take Some Time to Reflect

Conduct a debrief/create a project review document…

- What went right? Be sure to celebrate successes!
- What went wrong? What can we improve for next time?
- Where did we overestimate? Underestimate?
- Did we go over budget? Under?
- Did we accomplish our objective?

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Applying Your Project Management Skills

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Skills of a Successful Project Manager

| Listen | Delegate tasks clearly and specifically | Facilitate discussion and understanding | Make support processes clear | Be adaptable |

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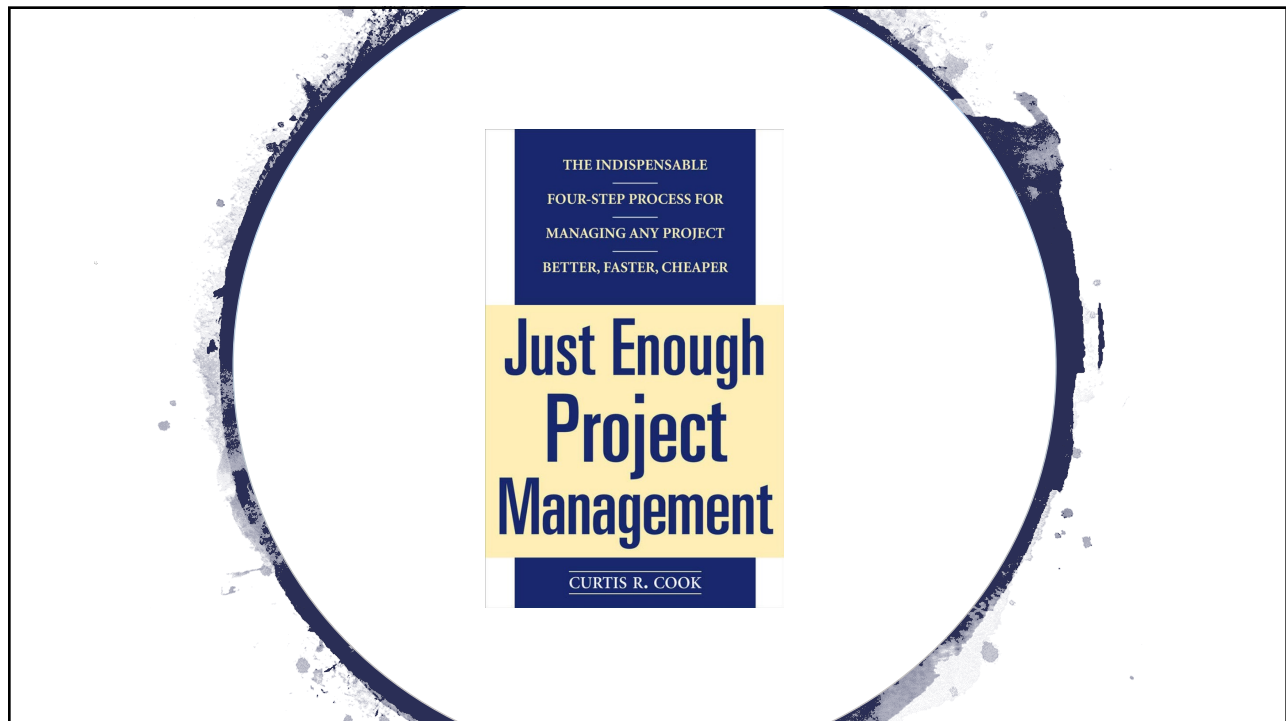
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Resources for Project Managers
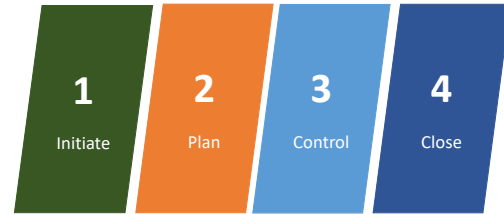
1	2	3	4
Initiate	Plan	Control	Close

- Project Management Key Terms and Concepts
- S.M.A.R.T. Goals Worksheet – Sample & Template *(Phase 1)*
- Project Charter – Sample & Template *(Phase 1)*
- Risk Assessment Matrix – Handout & Template *(Phase 2)*
- Communication Plan – Sample & Template *(Phase 2)*
- Project Kickoff Meeting Slide Deck – Sample & Template *(Phase 2)*
- Project Closeout Checklist *(Phase 4)*
- Debrief Meeting Agenda - Template *(Phase 4)*

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Learning Recap

- Learn key terminology

- Learn phases and project manager's role in each phase

- Learn about tools and techniques for effective project management

- Learn how to create a project plan and prepare for the kickoff meeting

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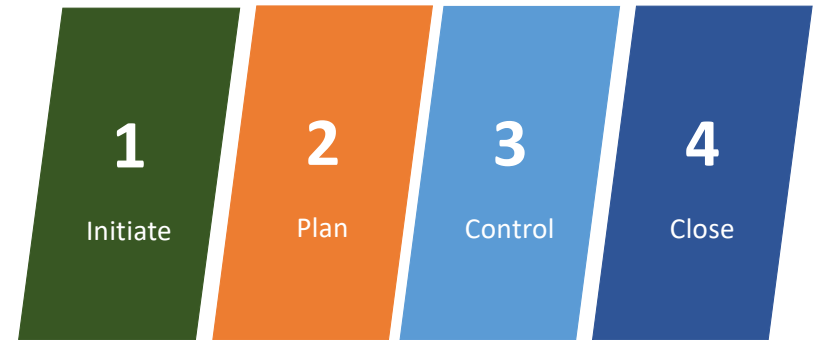
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Resources for Project Managers

1	2	3	4
Initiate	Plan	Control	Close

- Project Management Key Terms and Concepts

- S.M.A.R.T. Goals Worksheet – Sample & Template *(Phase 1)*

- Project Charter – Sample & Template *(Phase 1)*

- Risk Assessment Matrix – Handout & Template *(Phase 2)*

- Communication Plan – Sample & Template *(Phase 2)*

- Project Kickoff Meeting Slide Deck – Sample & Template *(Phase 2)*

- Project Closeout Checklist *(Phase 4)*

- Debrief Meeting Agenda - Template *(Phase 4)*

+Project Management Key Terms and Concepts

Adapted from Just Enough Project Management (Curtis R. Cook) and from the Project Management Institute, Guide to the Project Management Body of Knowledge by Kristin Maschka, Maschka Enterprises

Project: Any undertaking with a defined start and end point and specific, well-defined objectives that identify its completion.

Project Scope: What needs to be accomplished and the limits on time and cost, including human resources. Includes project objectives, major deliverables along the way, and constraints on time, budget and other resources. Provides a documented basis for making future project decisions and for confirming or developing a common understanding of project scope among the stakeholders.

> **Deliverable:** A tangible product or service that satisfies an objective, or is required on the path to achieving an objective.

Project Schedule. The planned dates for performing tasks and <u>the planned dates for meeting milestones, including the start and end of the project.</u>

> **Milestone**. A significant event in the project schedule, such as a known event/deadline constraining the work or the completion of a major deliverable along the way to completion. A milestone is not a task; it typically marks the completion of a set of tasks.

Stakeholder. Any individuals or organizational units who are involved in or may be affected by the project activities. They may also exert influence over the project and its deliverables.

SAMPLE

Project: New Proposal Process

Project Scope:

Development Strategic Objective: Create process to prioritize and execute major and principal gifts proposals and case statements

- Agreement on efficient and documented process for creation/revision of proposals from initiation to completion/distribution
- Clear and documented roles for reliable staffing/teams that support the process

Constraints on time, budget and other resources

- Cannot disrupt or pause the current flow of proposals.
- Can utilize Kristin Maschka as a facilitator if needed, to an amount agreed upon in advance with AVP.

Project Schedule.

- Project Start January 13/Beginning of Q2
- Agreement regarding interim triage process reached by mid Q2
- Stakeholder meetings (individual & group) completed by end of Q2/end of March
- Team identified for longer term project redesign by early Q3
- Agreement on new process and roles by end of Q3/end of June
- New process in use beginning of Q4/Beginning of July
- Assessment of success of new process and roles and identification of revisions by end of Q4/End of September
- Project End Sept 30, 2017

Stakeholders.

- AVP Development – SMT Sponsor
- ED Principal Gifts - Project Manager
- Principal Gifts Office
- ADR
- Advancement Communications
- Strategic Initiatives
- VP, President, Provost, VPs and Division chairs

QUESTIONS FOR CLARIFYING SCOPE, SCHEDULE AND STAKEHOLDERS

Project Scope:

- Do key stakeholders – especially the SMT sponsor and the project manager - have clear and shared understanding of what achieving this objective looks like in the end?
- What are the deliverables at the end of the project that identify its completion? (Think 1 to 3.)
- What is NOT included in the scope of this project at this time?
- What are the limits on the timeline? Does this project have to start or finish at specific times?
- What are the limits on budget or human resources available for this work?
- What assumptions do we already have about what will make this successful or what might get in the way?
- Are there other constraints that are important to note?

Project Schedule:

- When in the year should this work begin? End?
- What are the key milestones along the way to achieving this objective? (Note that milestones do not begin with a verb! They are not tasks; they are markers of key points along the way to achieving the project objectives.)
- Are their known external events or deadlines that affect this project?

Stakeholders:

- Who needs to be involved? Who is affected? How?
- Who is the project manager and who is the sponsor at the SMT level?
- Which individuals will be part of the team that must perform the tasks related to the project?
- Who will provide input/feedback? On what and when?
- Who should receive regular communication about the project's progress?
- Who approves the final deliverables and signs off on project success? Who is authorized to make other key decisions along the way?
- Do you have agreement among key stakeholders – including appropriate SMT members – as to the scope, schedule and stakeholders?

S.M.A.R.T. GOALS WORKSHEET

Crafting S.M.A.R.T. Goals are designed to help you identify if what you want to achieve is realistic and determine a deadline. When writing S.M.A.R.T. Goals use concise language, but include relevant information. These are designed to help you succeed, so be positive when answering the questions.

INITIAL GOAL	Write the goal you have in mind	
	Implement a digital fundraising and volunteer platform.	
S **SPECIFIC**	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?	
	We want to have a digital platform that easily encourages and tracks peer-to-peer fundraising for our alumni. We need to include Caltech Fund, Advancement Information Services, Caltech Alumni Association, and IMSS. We want to do this during this fiscal year. This is a goal because we need to increase undergraduate alumni participation to 28.7% this year.	
M **MEASURABLE**	How can you measure progress and know if you've successfully met your goal?	
	We will track our progress in Advance and Tableau.	
A **ACHIEVABLE**	Do you have the skills/tools required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?	
	We need to go through the vendor selection process and sign a contract. We will need to work with the vendor to build-out the platform. We would need to create new business processes for Gifts and Record to book the gifts and enter any bio information. We would also need to think reporting/status updates/statistics for platform engagement. Finally, we would need to develop a rollout plan.	
R **RELEVANT**	Why am I setting this goal now? Is it aligned with overall objectives?	
	Yes, this goal is a strategic objective for EAP that is assigned to the Caltech Fund.	
T **TIME-BOUND**	What's the deadline and is it realistic?	
	The deadline is 9/30/2019. I'm not sure we can get the platform ready to be launched in FY19. We might need to adjust expectations to launching next fiscal year depending on progress of effort by June.	
SMART GOAL	Review what you have written, and craft a new goal statement based on what the answers to the questions above have revealed	
	Implement a digital fundraising and volunteer management platform (what); to increase undergraduate alumni participation to 28.7% in FY19	

S.M.A.R.T. GOALS WORKSHEET

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INITIAL GOAL	Write the goal you have in mind
S **SPECIFIC**	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?
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R **RELEVANT**	Why am I setting this goal now? Is it aligned with overall objectives?
T **TIME-BOUND**	What's the deadline and is it realistic?
SMART GOAL	Review what you have written, and craft a new goal statement based on what the answers to the questions above have revealed

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PROJECT CHARTER

Name of Project:

Infrastructure for Capital Naming Opportunities

Project Scope:

Objective:

- ➢ Develop infrastructure for capital naming opportunities and implement it for capital projects that have an SMT approved fundraising plan.

Project Deliverables:

- ➢ Agreement on written procedure for determining, implementing, and tracking naming opportunities for capital projects.
- ➢ Approved list of capital naming opportunities (including gift minimums) for 4 capital projects that have an SMT approved fundraising plan.
- ➢ Inventory list of spaces on campus that are potential capital naming opportunities.
- ➢ Repository of existing named spaces on campus. (*Note*: This deliverable is contingent on getting a CASE summer intern to assist on the deliverable.)
- ➢ Summary report of capital namings on campus during the past 10 years.

Assumptions:

- ➢ We will be able to get all key stakeholders to sign-off on the procedure that will be proposed.
- ➢ We will be able to get SMT approved fundraising plans for capital projects.
- ➢ Project schedule may be delayed due competing priorities for the project team (e.g., BOT prep work, donor events, etc.).
- ➢ Project team will get a CASE summer intern to assist on the repository of existing named spaces deliverable.

Out of Scope:

- ➢ Process for donor signage and recognition relating to capital naming opportunities.

Project Schedule:

Milestone	Deliverable	Assigned To	Target Due Date
Project kickoff	Team assembled	Sponsor, Project Manager, Project Team	December 2016
Scoping and planning completion	Project Charter	Project Manager, Project Team	January 2017
Inventory via survey methodology unnamed spaces on campus	Inventory list of Unnamed Spaces	Project Team, Development Officers	February 2017
Internal benchmarking of capital namings on campus during the past 10 years	Summary report of capital namings on campus during the past 10 years	Project Manager, Project Team, Facilities	February 2017
Stakeholder meetings		Project Manager, Project Team	Q2 and Q3 FY 2017
Selection of CASE intern	Intern hired	Project Manager, Project Team	March 2017
List of approved capital naming opportunities for 4 projects (test proof of concept)	Product & Price Point Lists	Project Manager, Project Team, DIR Stakeholders	May 2017
Identify and document existing named spaces on campus	Repository of Existing Named Spaces on Campus	CASE Intern, Project Team, DIR Stakeholders	June 2017 – July 2017
Agreement on new procedure (refine and finalize procedures based on testing proof of concept with 4 projects)	Capital Naming Opportunities Procedure	Sponsor, Senior Management Team, Project Manager, Project Team	September 2017

Project Stakeholders:

- *Sponsor:*
    - AVP Advancement Services
- *Project Manager:*
    - Director of Strategic Initiatives
- *Project Team:*
    - Director of Stewardship
    - Assoc. Dir., Stewardship
    - Asst. Dir., Stewardship
- *DIR Stakeholders:*
    - Senior Management Team
    - Development officers (specifically those assigned to a capital project with an SMT approved fundraising plan)
    - CASE Summer Intern (June – July 2017)
    - Gift agreement team
    - Campaigns team
- *Campus Stakeholders:*
    - Facilities Office
    - Division Chairs/Division Administrators, including Student Affairs (as related to an SMT approved capital project)
    - Provost
    - President

Project Manager:

_____   _____

Director of Strategic Initiatives   Date

Sponsor Approval:

_____   _____

AVP, Advancement Services   Date

[Insert Company Logo Here]

PROJECT CHARTER

Name of Project:

Project Scope:

Objective:

Project Deliverables:

Assumptions:

Out of Scope:

Project Schedule:

Milestone	Deliverable	Assigned To	Target Due Date

Project Stakeholders:

➢ *Sponsor:*

➢ *Project Manager:*

➢ *Project Team:*

➢ *AAR Stakeholders:*

➢ *Campus Stakeholders:*

Project Manager:

_____   _____

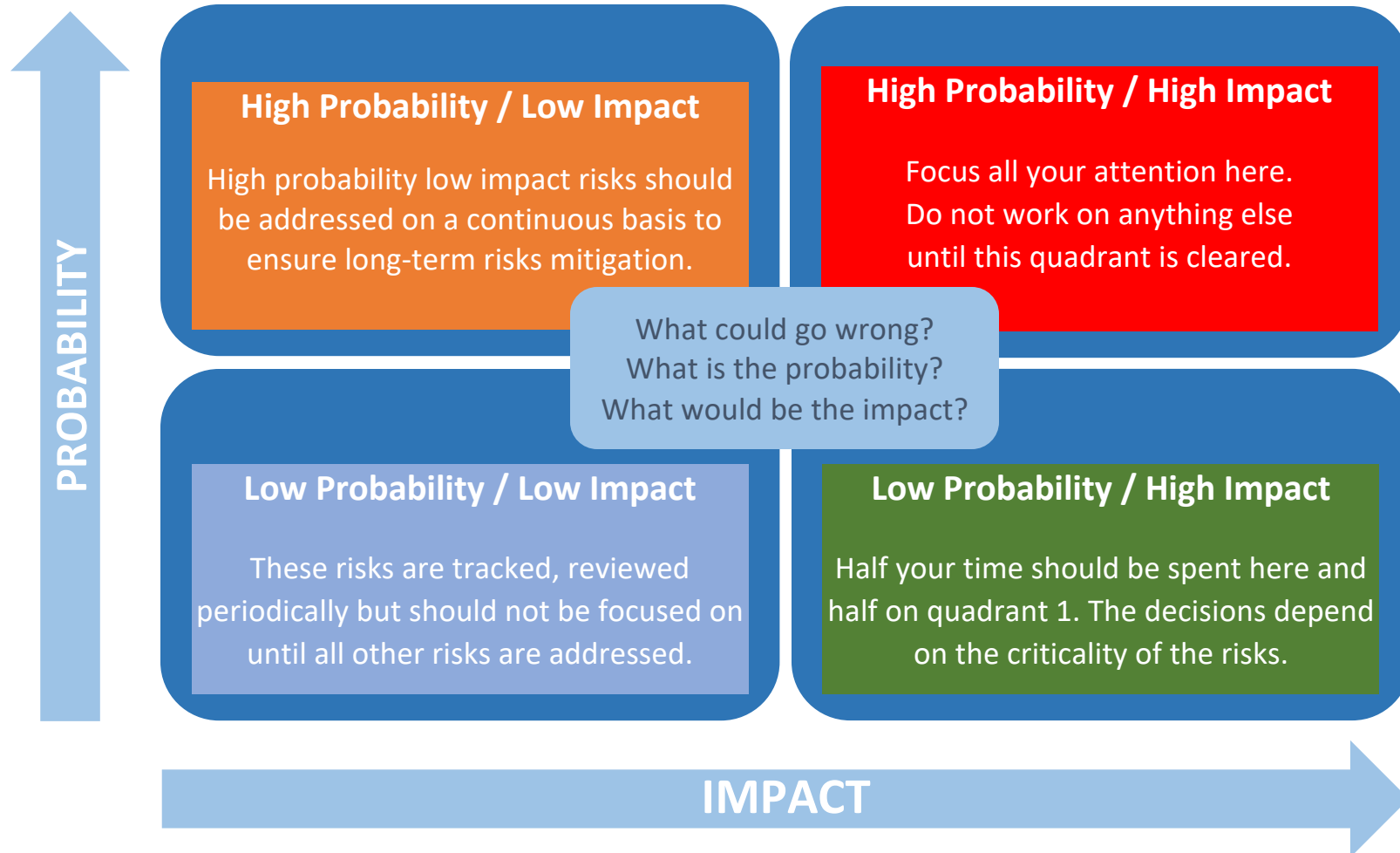Name   Date

Sponsor Approval:

_____   _____

Name   Date

RISK ASSESSMENT MATRIX

PROBABILITY

High Probability / Low Impact

High probability low impact risks should be addressed on a continuous basis to ensure long-term risks mitigation.

High Probability / High Impact

Focus all your attention here. Do not work on anything else until this quadrant is cleared.

What could go wrong?
What is the probability?
What would be the impact?

Low Probability / Low Impact

These risks are tracked, reviewed periodically but should not be focused on until all other risks are addressed.

Low Probability / High Impact

Half your time should be spent here and half on quadrant 1. The decisions depend on the criticality of the risks.

IMPACT

- **Avoid:** Not to proceed with project; change Project Plan or approach.
- **Accept:** Take no action. The impact is accepted – not recommended for high probability and high impact.
- **Mitigate:** Take action. The team considers options for reducing the probability of the risk happening in the first place or if it happens what are we going to do.
- **Transfer:** Can this risk be transferred or shared with another group?

RISK ASSESSMENT MATRIX

PROBABILITY

IMPACT
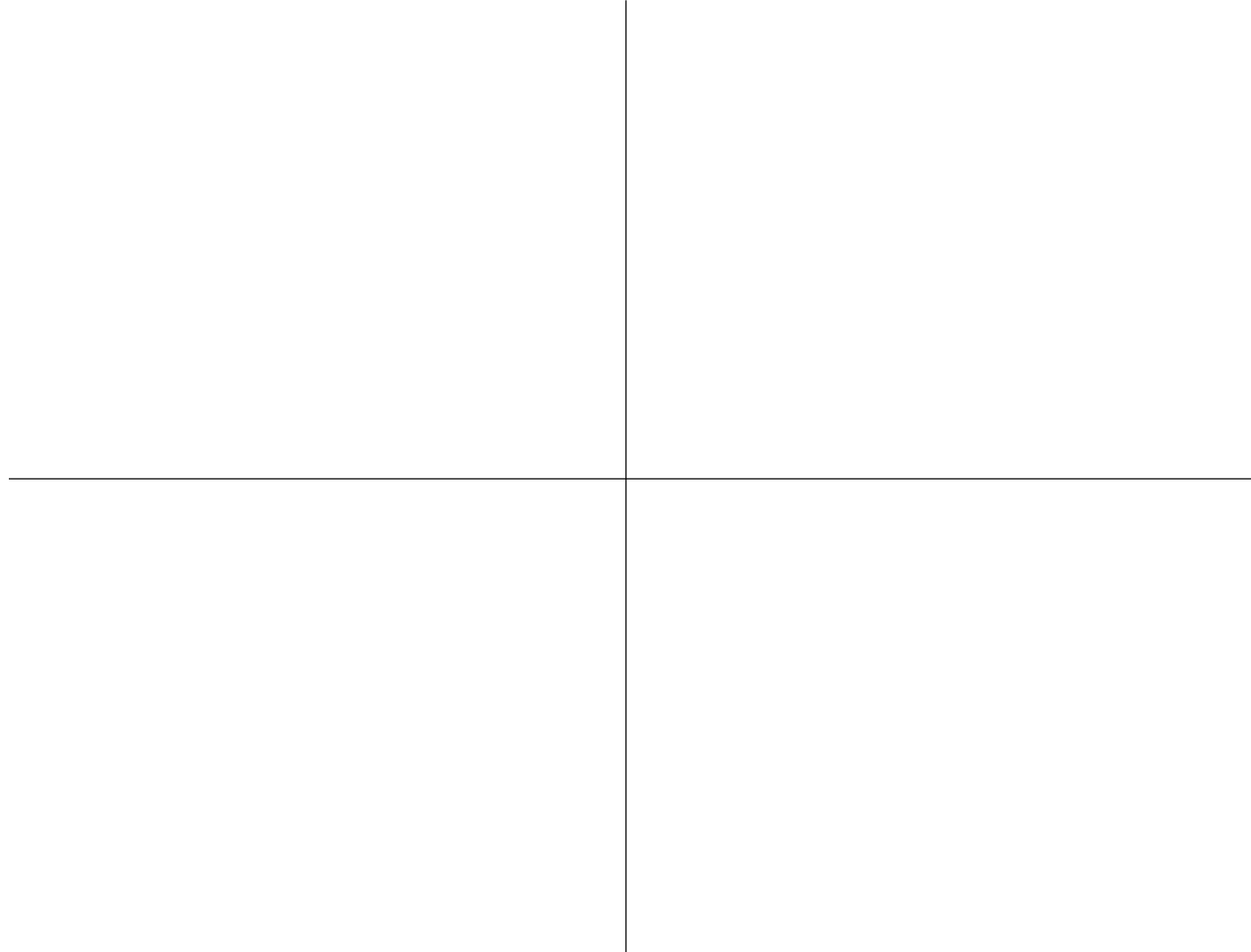
SAMPLE PROJECT COMMUNICATION PLAN EXAMPLE

COMMUNICATION PLAN:
SOFTWARE DEVELOPMENT TEAM

SUMMARY

This is the communication plan for the software development team. It covers our schedule of meetings, where we store our shared documents, and how we communicate at other times.

COMMUNICATION GOALS

- Keep each other informed about the status of tasks (i.e., green, yellow, or red).
- Ask for and offer help where needed.
- Track budget to actual.
- Help groom the product backlog.
- Define information so you can share it with product owners and other stakeholders.

STAKEHOLDER INFORMATION

| PERSON	ROLE / TITLE	CONTACT INFORMATION	COMMUNICATION FREQUENCY	FORMAT / CHANNEL	NOTES
Maria Hernández	Team Lead		Daily, weekly, monthly	The team lead facilitates the daily, in-person Scrum meeting, does weekly progress reports using Jira, and sends monthly, high-level timeline/budget/progress updates to the product owner by email.	Go-to for problem solving and questions
Jordan Oaks	Team Member - Programmer		Weekly	The team member/programmer participates in daily and weekly check-in meetings and emails.	Specializes in mobile
Wilbur Reynolds	Team Member - Programmer		Daily	The team member/programmer participates in daily and weekly check-in meetings and emails.	Oversees product backlog
David Runningbear	QA		Daily	QA reports on testing status and bug squashing.	
Sal Fiore	Release Manager		Weekly and as needed	The release manager updates release documentation.	Only person authorized to change release plan
Jennifer Planck	Product Owner		Monthly	The product owner reports team progress to leadership stakeholders monthly.	Not involved in daily Scrum meeting

COMMUNICATION TYPES

TYPE	WHEN / WHERE / PARTICIPANTS
DAILY SCRUM MEETING	We gather in person around the Scrum board for a stand-up meeting of 15 minutes.
SHARE	

- Each person reports on doing, done, to do.
- Problems are flagged.
- Ask for help if needed.

TYPE	WHEN / WHERE / PARTICIPANTS
SLACK CHANNEL	This is open-ended, real-time communication and file sharing.
SHARE	

- Include the burndown chart.
- Include documentation.
- Ask questions so everyone can see.

TYPE	WHEN / WHERE / PARTICIPANTS
SPRINT PLANNING AND RETROSPECTIVE	At the start and end of each two-week sprint, we meet to discuss what will be accomplished or to analyze the successes and failures of the past sprint.
SHARE	

- **Share two days in advance:**
  - Agenda for meeting
  - Product backlog
  - QA report
  - Attendees needed for meeting (includes product owner)
  - Budget
- **Meeting format:**
  - Agenda review
  - Review product backlog
  - Questions/discussions
  - Next steps review
- **Email (immediately after meeting):**
  - Meeting notes to all attendees
  - Sprint goals

TYPE	WHEN / WHERE / PARTICIPANTS
MONTHLY EMAILS	Maria (team leader) reports to Jennifer (product owner).
SHARE	

- Progress report vs. plan
- Help needed from other departments
- Issues
- Timeline
- Upcoming activities
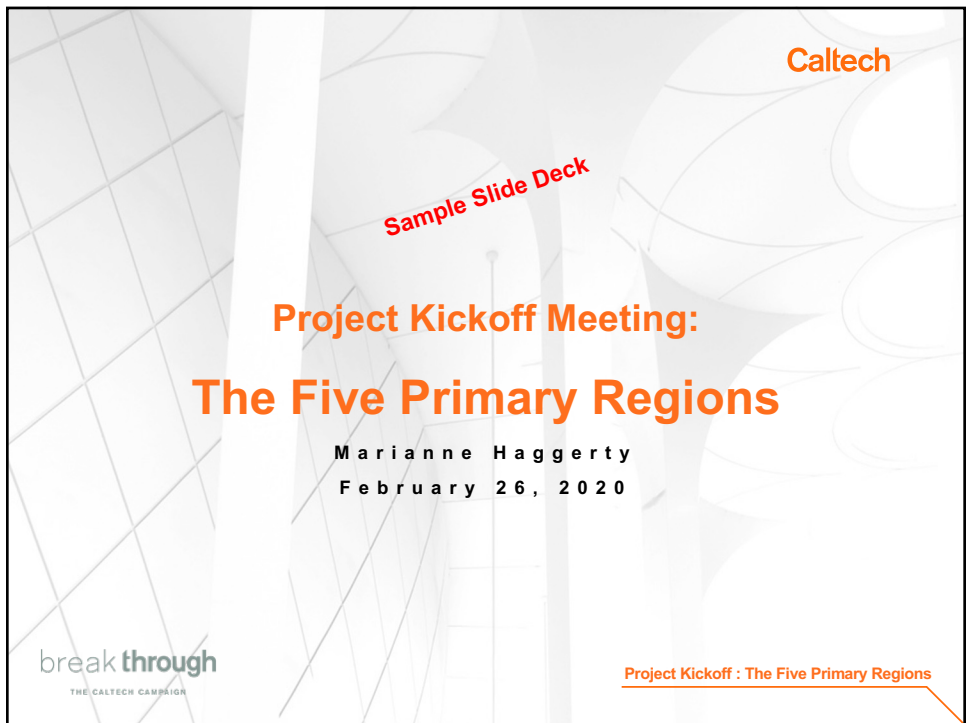
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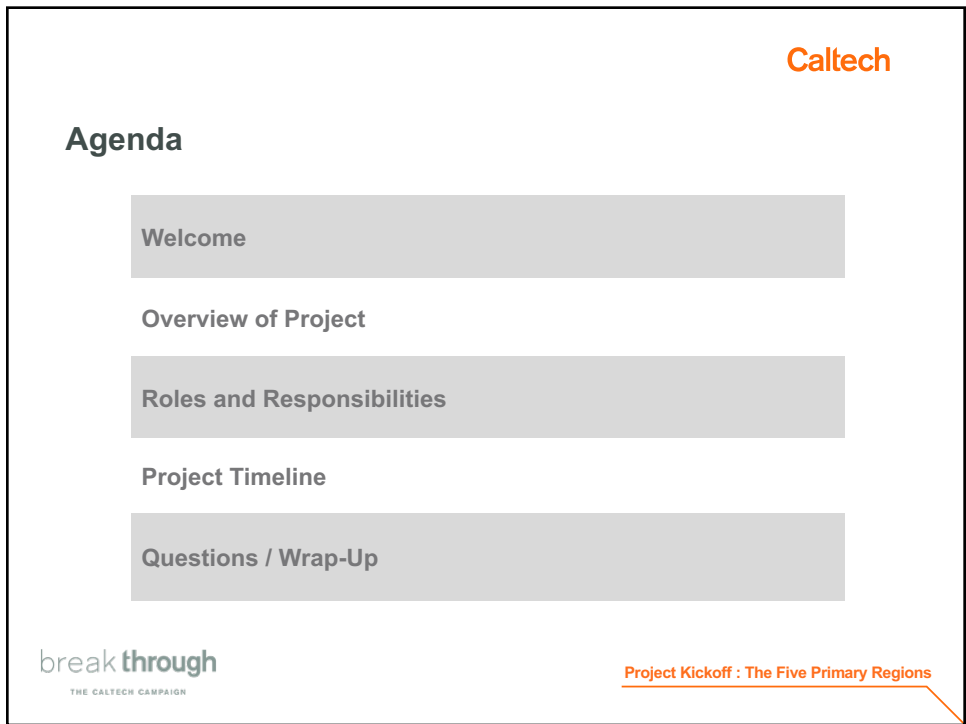
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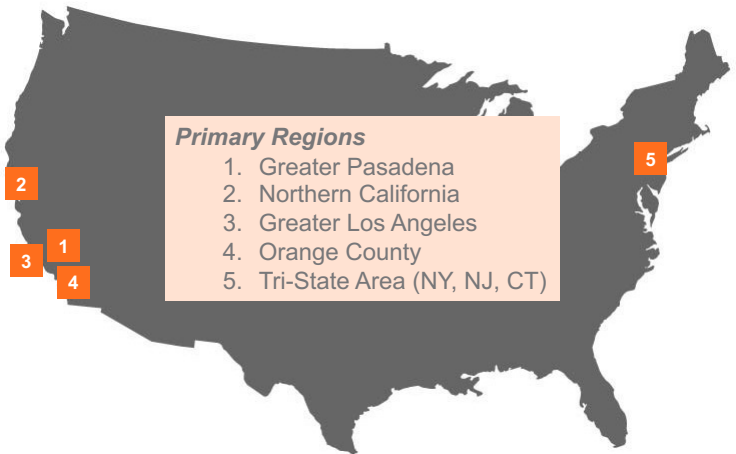
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Overview of Project: Scope

- Definition of current regional work at Caltech from all offices within AAR: AR, Development, EAP, Events

- Identify questions that we could inform with the available data

- Identify investments currently made in each region

- Identify outcomes from each region

break **through**
THE CALTECH CAMPAIGN

Project Kickoff : The Five Primary Regions

5

Caltech

Overview of Project: Deliverable

Report on assessment and recommendations on the five primary regions (in two phases, with feedback from VP and Project Team).

- o % of donors attending events
- o Conversion rate of non-donors into donors with 18 months
- o Composite ratings of prospects of our donors for events to help determine low, mid-level, or highly rated people
- o Overall ratio of staff members to event attendees
- o Draft engagement score (further discussion may be needed)

break **through**
THE CALTECH CAMPAIGN

Project Kickoff : The Five Primary Regions

6

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Roles and Responsibilities

Project Sponsor:	Marianne Haggerty
Project Manager:	Mark Longo (primary) Amy Hanson (secondary)
Project Management Team:	Lisa Farella, Lisa Soltero, Ryan Sullivan Belinda Bullock (administrative support)
Project Team:	Above plus: Rachel Cartmell, Catherine Reeves, Emily Fischer, Sarah Schneider, Megan MacDonald, Megan Denison, Elizabeth Cornejo, Kathleen LaManna, Nicole Weaver-Goller
Additional Key Stakeholders:	Dexter Bailey, Ann Moore

break **through**
THE CALTECH CAMPAIGN

Project Kickoff : The Five Primary Regions

7

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Project Timeline *(as of 2/24/2020)*

February	March	April / May
▪ Held Project Management Team Meeting (2/19)	▪ PMR/PAR start (3/2)	▪ Project Management Team Meeting (4/2)
▪ Financial Data started (2/19)	▪ Convene refreshed set of regional data to current date (3/5)	▪ Convene to assess available data (4/15)
▪ Kickoff Meeting with Full Project Team (2/26)	▪ Project Management Team Meeting (3/5)	▪ Convene around the data for analysis and recommendations (mid-May)
	▪ Project Management Team Meeting (3/19)	

break **through**
THE CALTECH CAMPAIGN

Project Kickoff : The Five Primary Regions

8

9

10

Project Kickoff Meeting:

[Project Name]

[S p o n s o r]

[D a t e]

Insert Company Logo Here

Project Kickoff: [Project Name]

1

Agenda

Welcome

Overview of Project

Roles and Responsibilities

Project Timeline

Questions / Wrap-Up

Insert Company Logo Here

Project Kickoff: [Project Name]
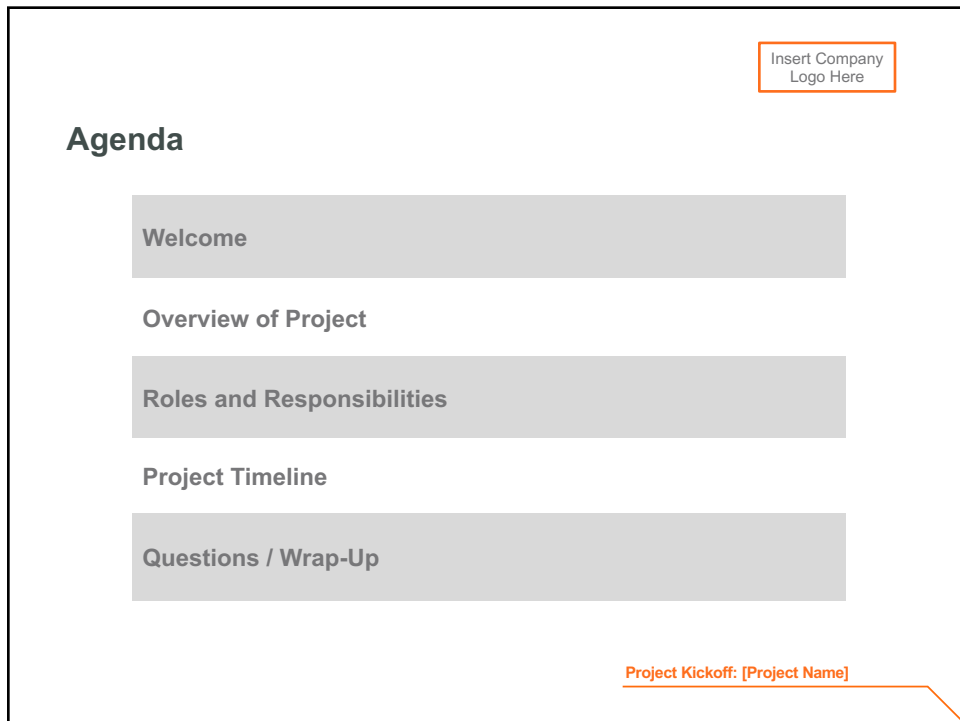
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Insert Company
Logo Here

Overview of Project: Objective

[Insert text describing project objective]

Project Kickoff: [Project Name]

3

Insert Company
Logo Here

Overview of Project: Scope

- Bullet #1
- Bullet #2
- Bullet #3
- Bullet #4

Project Kickoff: [Project Name]

4

Overview of Project: Deliverable(s)

- Bullet #1
- Bullet #2
- Bullet #3
- Bullet #4

Project Kickoff: [Project Name]

5

Roles and Responsibilities

Project Sponsor:	[Name of Sponsor]
Project Manager:	[Name of Project Manager]
Project Management Team:	[Name of Project Management Team Members]
Project Team:	[Name of Project Team Members]
Additional Key Stakeholders:	[Name of Additional Stakeholders]

Project Kickoff: [Project Name]

6

Project Timeline *(as of [DATE])*

[Insert project timeline chart or other visual]

Insert Company Logo Here

Project Kickoff: [Project Name]

7

Questions / Wrap-Up

Insert Company Logo Here

Project Kickoff: [Project Name]

8

PROJECT CLOSEOUT CHECKLIST

Project Name:		
Prepared By:		Date:

CLIENT (CHECK OFF WHEN COMPLETE)

Completed deliverables.
Installed and tested deliverables.
Prepared training materials / applicable documentation.
Agreement on level of follow-up support / transitioned to operations and support.
Verified customer satisfaction.
Notified all stakeholders of project closeout.
(Add additional items unique to your project.)

ORGANIZATION

Summarized and communicated learnings to the organization.
Prepared final reports.
Evaluated project performance.
Conducted final review with management.
Prepared and stored (digital / paper) project files.
(Add additional items unique to your project.)

PERSONNEL

Recognized and rewarded team performance.
Written performance evaluations for project team members.
Assisted in reassignment of project personnel.
Celebrated project.
(Add additional items unique to your project.)

ADMINISTRATION

Disposed of leftover project materials.
Closed down temporary site operations.
Submitted final invoices.
Forwarded all final payments.
(Add additional items unique to your project.)

Debrief for [PROJECT NAME]
[DATE]
[TIME]
[LOCATION]

Invited Participants: [NAMES]

AGENDA FOR TODAY'S REVIEW

- Welcome, introduction, and context for this review
    - A word from our sponsor….

- Ground rules for today:
    - Active participation
    - Equal representation (of ideas and perspectives)
    - Creativity
    - Openness to new ideas
    - Critical thinking (about the topic or idea)
    - "Yes … and"
    - Consensus where possible
    - Commitment to carry the results forward

- What was intended?

- What actually happened?

- What went well, and why?

- What can be improved, and how?

- The way ahead: Closing comments and next steps

THANK YOU!