The 411 on Managing Your Grant’s Deliverables, Schedule and Budget
Agenda

- Project Management Overview – Helen Sullivan
  - Process, Forms, Documents, Tools, Data Collection, Communication
- Break
- Risk Management and Controls – Dianne Leveridge, PMP
- Managing Budgets – Ann Beheler
- Communication – Ann Beheler
- Working with Business Advisory Councils – Ann Beheler
- Project Management in the Context of Change – David McNeel
- Adapting to Changing Goals – Gordon Snyder
- Working w/ National Visiting Committee – Gordon Snyder
- Q&A
Overview of Project Management

Project Management practices cover:
- Integration
- Scope
- Time Management
- Human Resources
- Risk
- Quality
- Cost
- Communications
- Procurement
Project Management Overview (Cont’d)

A Project Manager must utilize:

- Knowledge
- Skills
- Tools
- Techniques

For serious study on project management, consider classes on Project Management leading to PMP certification. Check out: http://www.pmi.org

Managing Your Project

- Start high level and breakdown into components
- Goals, Objectives and Tasks
- Scope each activity and determine who, what, when, where and how much ($)
- Make sure that you have success measurements in place before you start (Your evaluator can help with this.)
Managing Your Project (cont’d)

- Establish roles and responsibilities
- Conduct checkpoint, leadership or stakeholder meetings to stay on track
- Connect activities with budget and success measurements
- Have a “lessons learned” session after major events or yearly
Take a Moment…

In context of your grant program:

- Start a “to do” list of what you want to take away
- Have I identified all tasks related to the goals?
- Have I created a method of tracking activities, budget and evaluation?
- Have I scheduled regular reviews with project leadership and stakeholders?
Regardless of the projects you are facing (large or small), you can benefit from using one or more tools:

- Processes
- Roles and Responsibilities
- Meetings/Ground Rules
- Time Management
- Project Plan/Tools
Processes

- Think about how you are going to approach your project.

- What processes do you need to follow?

- Are there other people involved, and do they know the processes that are required?

- Be sure they know what’s involved with this project, the expectations of what they should bring to the table, what is required, when it is due, etc.
Processes

Simply stated:

- Processes capture what you plan to do in order to accomplish a task or goal
- Write down the steps so you can use as a basis for modification later (i.e., repeating the process)
- Established processes help replicate your success
- Processes make it easier to determine success measurements
Process example (budget)

**Budget Processing**

1. As PI and CO-PI, you are responsible for ensuring that invoices for work done at your campus are submitted to the Project Office in a timely manner (monthly).
   - Your business office can help you with this, and in some cases, they may prefer to make the submission. Just check with them.
2. I need a rollup view of the expenses you are submitting and the category where they fall:
   - Salary
   - Fringe
   - Equipment
   - Travel
   - Participant Support
   - Other
   - Indirect
3. Make sure you have supporting information for your reimbursement requests.
4. Indicate where the expense check needs to be sent and to whose attention.
5. Refer to the OMB guidelines on expenditures.
Roles and responsibilities

- This is very important to establish up front
- Who is the key person in charge (prime)? What are his/her responsibilities?
- Who are the others working on the project? What are their responsibilities?
- Everyone should know up front who is on the team, what each role is and who is responsible for what.
Roles and responsibilities

Example: Job Skills Validation Project with Business and Industry and College Faculty

Industry Subject Matter Experts
- Participate in validation ratings and discussion

Faculty Subject Matter Experts
- Attend as observer (participate only if called on)

Facilitator
- Process expert responsible for efficiency and effectiveness of meeting

Recorder
- Records discussion and prepares meeting minutes
In order to accomplish your project with other people involved, you’ll probably be conducting meetings to plan, report status, resolve issues, etc.

Effective meeting techniques:

- Plan a date most convenient to all
- In person is best, but you can also conduct remote meetings with conference calls, Centra, NetMeeting, etc.
- If this is a first meeting or special activity meeting, set ground rules
- Establish agenda: put topics in order that they need to be addressed, name the person addressing the topic, set a time to cover each topic
- Start on time and end on time
- Get the names of the attendees, capture the actions, set the next meeting date
- Publish the minutes and actions from the meeting in a timely manner
- Followup on actions before the next meeting (if appropriate)
Ground rules

Example: Ground Rules from Validation Mtg.

- Please Turn off cell phones/pager or put on silent/vibrate mode
- Recognize that SMEs come from a variety of business environments
- Respect differing opinions
- Participate fully in:
  - Validation ratings
  - Discussion - your input is VERY IMPORTANT
Plan like a normal meeting, plus:

- Have all materials the team needs to launch project
- To help you remember the points you want to make, create talking notes
- Explain processes you will use
- Provide templates
- If there is a large amount of material, organize in a binder
Information binder for meetings

- **Table of Contents**
- TAB 1) Project Management Tab
- TAB 2) Goals of NTRTC Grant & High Level Timeline
- TAB 3) NTRTC Budget
- TAB 4) Supplemental Information
- TAB 5) Project Activity Information (Sub-Team Results)
Time management

- Make the most effective use of the tools you have:
  - GroupWise: not just for email
    - Track tasks, schedule meetings, keep notes, checklist
    - Let the email filing cabinets work FOR you
  - Explore the MSOffice suite
    - FrontPage, OneNote, Publisher, Access
  - Prioritize
    - A, B, C – A 1st, B 2nd, C Toss out?
  - Delegate
    - You don’t have to do everything – explore your options
The Project Plan

You need to know and track the following:

- Task
- How long will it take
- Who is doing it
- Start and end date of the task
- Cost associated with the task
- Does it depend upon another activity in order for it to be accomplished?
Project tools, templates

Tools to create and track your project
- Excel spreadsheets
- MSProject
- OneNote
### Excel Program Plan example/template

<table>
<thead>
<tr>
<th>Goals (THE PLAN)</th>
<th>Expected Results (how it builds the consortium)</th>
<th>Evaluation (success measurement)</th>
<th>Prime (Who is Accountable)</th>
<th>Consortium Participation (Who is responsible)</th>
<th>Budget Allocation per Activity</th>
<th>Dependences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1:</strong> Systemic reform in technical education through modified curriculum delivery processes.</td>
<td>Identify top two IT jobs which students can prepare for through community college training. Conduct gap analysis. Disseminate to use in curriculum modification.</td>
<td>Set target number of requirements that consortium colleges have in common. Alignment between requirements and industry needs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective A:</strong> Strategies to increase student readiness and effectiveness in the workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MSProject example

1 Goal 1: Program Improvement

2 Objective A: Determine skills required by the region for convergence technology.

3 Establish CTC Business Advisory Council

4 Schedule regular Business Advisory Council meetings

5 Perform a job task analysis and develop solid up-to-date market research data regarding the need for convergence technologies curricula.
Project Name: Internship
Company Name: Convergence Technology Center
Presenter Name: Helen Sullivan
Description
Develop internship process for the Convergence Technology degree programs suitable for use at three colleges: Collin, Dallas and Tarrant, with a potential for this process to be used at other colleges.

Project Goals
Create process to launch internship program in January 2006
This process is related to the convergence technology degree plans which were approved by the CTC Business Advisory Council
A CTC Convergence Technician survey in the summer of 2005 indicated that 90% of the businesses surveyed thought that internships should be part of the degree program, and 10 businesses volunteered to participate.
Information tools

- Accomplishment Forms help track results of events. You may need this data to show success or create a baseline against future events.

- Survey tools such as Zoomerang provide a quick and easy way to gather information, such as meeting feedback, feedback from businesses, assessing success of events, etc.
Lessons Learned

After the completion of your project, conduct a Lessons Learned session with your stakeholders. You can make improvements to make your next project more successful.

_We learn wisdom from failure much more than from success. We often discover what will do by finding out what will not do; and probably he who never made a mistake never made a discovery._ - Samuel Smiles, 1816-1904
References


“The Fast Forward MBA in Project Management” - Eric Verzuh

*Software/online tools:*

Excel, Centra, NetMeeting, FrontPage, OneNote, Publisher, Access, GroupWise, MSProject

http://www.pmi.org
http://www.zoomerang.com
http://www.ganttthead.com/
Navigate to today’s templates

- [http://www.high-technology-center.org/](http://www.high-technology-center.org/)
- Click on Project Teams
- Select Management Team (menu on left side)
- Click on Activities
  - Program Plan Example
  - Project Plan Template
  - Kick-off Meeting Binder Example
  - Talking Notes Example
  - Roles and Responsibilities Template
  - Process Example (Budget)
  - Major Accomplishments Template
Thank You!!

Helen Sullivan
Director
Convergence Technology Center
hsullivan@cccccd.edu
972-377-1648

(Note: Many of these templates were created under the NTRTC funded by the National Science Foundation Grant No. 0202408. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.)

10/30/2007 ATE Conference 28
Risk Management

Dianne Leveridge, PMP, MCPM
“An uncertain event or condition that, if it occurs, has a positive or negative effect on at least one project objective, such as time, cost, scope, or quality.”

_PMBOK, Third Edition_
Risk Management

- What events can impact this project?
- What results if these events occur?
- What can be done to prevent/encourage these events?
Characteristics of Risk

- Definable event
- Probability of occurrence
- Impact of occurrence
- Situational
- Interdependent
Risk Identification

- What events can impact this project?
  - Begin with Work Breakdown Structure
  - Negative or positive events
  - Impact
    - Scope
    - Schedule
    - Cost
    - Quality
Risk Identification

- WBS
- Documentation
- Information
- Checklists
- Assumptions
- Diagramming

• Risk Register
• No Analysis
• Ranked Order
Risk Identification

- Information
  - Root Cause identification
  - Team & Stakeholder Interviews
  - SWOT* Analysis
  - Delphi Technique

- Diagramming
  - Cause & Effect
  - Flow charts
  - Decision Trees & Influence Diagrams

*Strengths, Weaknesses, Opportunities, Threats
Risk Quantification

What results if these events occur?
- Scope change
- Quality change
- Schedule change
- Budget change

Deliverables change – It Depends
## Quantification - Probability

<table>
<thead>
<tr>
<th>Probability</th>
<th>Very Low</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improbable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low Probability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Probable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Probability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 100% probability corresponds to Very High
- 85% probability corresponds to High
- 65% probability corresponds to Medium
- 35% probability corresponds to Low
- 15% probability corresponds to Very Low
- 0% probability corresponds to Improbable

**Notes:**
- Probability is a measure of the likelihood of an event occurring.
- The table categorizes probabilities into five levels: Very Low, Low, Medium, High, Very High.
- The probability percentage ranges from 0% to 100%.

**Source:** ATE Conference

**Date:** 10/30/2007
Risk Mitigation

- What can be done to prevent/encourage these events?
  - Review project progress w/ Project Team & Sponsors
  - Reserve Contingency fund
  - Response Planning – plan a response for each risk and execute if event occurs
  - Revisit Plan – review risk register often
## Sample Risk Register

<table>
<thead>
<tr>
<th>Risk Factors</th>
<th>Probability</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding removed</td>
<td>Medium</td>
<td>Project cancelled</td>
</tr>
<tr>
<td>Resources removed</td>
<td>Medium</td>
<td>Schedule increases, cost increases</td>
</tr>
<tr>
<td>Additional funding approved</td>
<td>Low</td>
<td>Hire contractors</td>
</tr>
</tbody>
</table>
Helpful Websites

Contact Information

- Dianne Leveridge, PMP
- Capstone Consulting
- dleveridge@speedbeam.com
- 859-227-3700
Managing Budgets

- Budgets need to be aligned with grant goals
- Decisions must be made based on data and business rationale.
- Budget rules are complex – refer to the OMB circular
- NSF budgets likely don’t match your college’s chart of accounts – need cross-reference
- Monthly reporting and monitoring is very important to ensure that charges have gone against the correct accounts. (Corrections typically need to be made in a timely manner.)
- Quarterly review of budgets spent/remaining and adjust to better support goals and objectives of grant
Communication on all levels

- Information is power – don’t hoard it!

- Leadership team (PI, Co-PI’s, Sr. staff) need to confer regularly, preferably twice monthly

- Faculty from all major institutions need to confer at least monthly – more often on sub-projects in process

- Keep and publish minutes, action items, and updates to timelines
Communication on all levels

- Updates to the key administrators and Presidents of all major partners at least quarterly

- Updates to other staff, faculty and administrators at least periodically

- Update Business Advisory Council at least quarterly

...and speaking of BAC's
Getting the Business Advisory Council to “own” your program

Education is a business, and there are consumers for our product, our graduates.

- Businesses and Industries
- Governments agencies
- Non-profits
- Universities

Determine which businesses, industries, agencies, non-profits, and universities should be represented

- Distribution of size and type
- Do not limit to just large companies; medium and small companies provide perspective and are likely to hire as well
What you want from BAC

- Establish expected time commitment per quarter
- Establish expectations of involvement activities
  - Job skills validation – detail the process
  - Course and curriculum validation/modification
  - Job forecasting - anecdotally and through surveys
  - Internships
  - Job shadowing
  - Providing expertise in set-up and operation of labs
  - Donating equipment or other resources
  - Providing speakers at student, public and education events
  - Helping with recruitment
  - Teaching Case Study courses
  - Consulting with students
Recruiting the right people

- **Recruit**
  - High-touch
  - Pick businesses and industries, universities and agencies that hire people with the job descriptions representing your curriculum.

- **Contact the President (talk with the administrative assistant and get a referral if the President isn’t available)**
  - Share your vision of what the program can mean to the area.
  - Explain the importance of the company’s having a subject matter expert, usually first-line manager, involved in the BAC. (Typically the HR representative can also be involved, but you have to have a SME as well.)
  - Make sure you point out what’s in it for the company or educational institution to be involved.

- **Drop the fact that you have grants from NSF, DOL, etc. if you have them. This carries a lot of weight.**

- **Be sure to establish time expectations of BAC members**
Initial Meeting

- Invite all faculty to attend as observers
- Publicity – invite reporters/writers
- Refreshments
- Time – early morning best
- Explain how important they are to the program and what their companies will get from their involvement
- Clarify roles and responsibilities between BAC and educators
- Explain need for quarterly meetings and establish dates for the year
- Ask for their initial forecast report – what’s “hot”, where hiring is expected, etc.
- Review opportunities for helping from your “sales script”
- Stick to the agenda and keep discussion rolling, limiting those who might want to dominate
- Acknowledge the importance of their time by starting and stopping on time regardless of whether or not your agenda is complete. End early if you have what you need. You can always complete your work on email.
- Take minutes; publish them; have next BAC approve them.
Recognition and Reporting

- **BAC recognition**
  - News releases/articles
  - Thank you emails (personal, not mass emails)
  - Thank you letters to the President
  - Certificates
  - Plaques

- **Reporting**
  - Quarterly minutes, distributed to all members and faculty and/or newsletters
  - Yearly accomplishment report – not just body counts
  - Have students present
Keep BAC fresh

- At least one new member each quarter
- Talk with each member individually at least yearly to ask them what they think you could do differently to obtain more from them or the entire BAC

Benefits from following this approach

- Business ownership of your curriculum and your program in general
- Interest in hiring your students
- Faculty recognize and understand business requirements first-hand
- Business representatives likely to sponsor events and/or teach for you
- Letters detailing the business support and commitment – to use supporting new grants and activities
Your turn - application

Identify who currently is integrally involved and who needs to be in your Business Advisory Council – try to fill out the tables on the reverse side of your handout
Thank You!!

- Dr. Ann Beheler
- Principal Investigator
- Convergence Technology Center
- abeheler@cccccd.edu
- 972-897-8344
Project Management in the Context of Change: Staying Focused and Relevant

Center for Innovation in Technological Education
David McNeel, Director
Project Management in the Context of Change:
Staying Focused and Relevant

- Refocusing from quantitative to qualitative goals and objectives
- Utilizing both strategic and tactical (operational) advice and guidance
- Identifying and aligning with pace-setter businesses and industries
- Establishing and maintaining multi-tier relationships
- Leveraging professional and governmental organizations
- Maintaining an economic and workforce development perspective
- Remembering that sustainability demands adaptability