Your Role as the Project Manager

Cynda Jones, RN, MS, PMP
Kristi Skillingstad, MPM

"The list of project manager's responsibilities is either very long or very short. The short one is: the project manager is responsible for everything."

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Learning Objectives

- Define roles that always belong to the Project Manager

- Identify strategies that define your role during project initiation to close

- Identify recurring scenarios that will alert you that your role needs to be clarified

- Strategies for defining all team roles

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Objective #1:
Define roles that always belong to the Project Manager

Role (and Credibility) of the PM

- Know where we are going
- Know how you are going to get there
- Identify and secure your resources
- Identify roadblocks
- Know your project status

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Role (and Credibility) of the PM

- *Know where we are going* = Scope
- *Know how you are going to get there* = WBS (Schedule), Task List, Timelines
- *Identify and secure your resources* = development of project team, budget, knowing your competing resources
- *Identify roadblocks* = Risk
- *Know your project status* = WBS (Schedule)

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On Time, Budget and Within Scope

The PM is responsible for all Knowledge Areas*

- Integration
- Scope
- Time
- Cost
- Quality

- Human Resource
- Communications
- Risk
- Procurement

* Refer to PMBOK Project Management Process Groups and Knowledge Areas

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Project Manager Job Description

- Facilitate the definition of project scope, goals and deliverables
- Define project tasks and resource requirements
- Develop full scale project plans
- Assemble and coordinate project staff
- Manage project budget
- Manage project resource allocation
- Plan and schedule project timelines
- Track project deliverables using appropriate tools

- Provide direction and support to project team
- Quality assurance
- Constantly monitor and report on progress of the project to stakeholders
- Present reports defining project progress, problems and solutions
- Implement and manage project changes and interventions to achieve project outputs
- Project evaluations and assessment of results

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Discussion – 5 Minutes

- What other roles are always assigned to the PM in the projects you typically manage?

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Strategies for being a successful project manager

- *Know your role and do it well*

Objective #2:
Identify strategies that define your role during project initiation to close

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Initiation to Close

- Review your role during the project kick off

- Introduce yourself

- As the WBS (schedule) and Task Lists are created, evaluate anything that has the PM assigned and assure it is appropriate

- Be cautious when tasks are given to those overcommitted or incompetent, monitor closely and engage management early

- Have an operational transition plan

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Discussion

- Is it easier to just do it yourself sometimes?
  - When you complete tasks that are not assigned to you what are the immediate and long term effects?

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Strategies for being a successful project manager

- *Know your role and do it well*
- *Assure that your entire team and major stakeholders clearly know what your role is*

Objective #3:
Identify recurring scenarios that will alert you that your role needs to be clarified

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Our Top 10 list

Top 10 Reasons a PM may need to clarify their role better:

- 10. The project has formally closed and moved to operations you are still running all the utilization reports

- 9. If a deliverable is not completed on time the PM automatically is assigned to complete it

- 8.   It's 6:00 PM on Friday your still at work….and the Project Team has been gone since Noon

- 7.   You get a forwarded email that is a mile long about your project

- 6.   You kick off a meeting and someone asks who you are…

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Top 10 Reasons a PM may need to clarify their role better:

- 5.   Modified by name shown on your project timeline is someone other than you

- 4.   Your assigned to a project in progress and you are asked to give the status update in the first meeting you attend

- 3.   You set up a meeting and the team asks you to bring food

- 2.   There was just a meeting about your project and you were not included

- 1.

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Strategies for being a successful project manager

- *Know your role and do it well*
- *Assure that your entire team and major stakeholders clearly know what your role is*
- *Remind your team of your role periodically*

"Poor role definition – for all roles in the project, but especially for the project manager – places even qualified personnel into situations where they are doomed to failure by requiring them to do too much and be an expert in everything." Paul Dinsmore, PMP

Objective #4: Strategies for defining team roles

Why formally define project roles?

- Clarifies expectations on the project
- Assures that ownership/leadership roles are understood
- Helps teams understand what others do
- Assures that all non-assigned roles do not get assigned to the PM!

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How Do We Define Project Roles

- Assure that responsibilities are not duplicated
- Align roles and responsibilities with project and product deliverables
- Review with team members – assure understanding
- Assure senior management by in

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Tools and Documentation of Roles Responsibility Matrix Example

	Major Tasks	Standards	Regional Teams	Vendor	IT	Release Committees
					Owner/Priority	
1	Pre-Work			A	A	R
4	Virtual Kick Off Distribution	I	I	I	I	R
7	Begins Testing	R	C		C	
8	Identify Training Needs	R	C		C	
9	Training Material Development	R	C		C	I
10	Review Process Designs	R	A		C	
12	Provider/All User Training	A	R	C	C	I
14	Operational Readiness	A	R		A	I
15	T-Minus Schedule	C	C		A	R
16	Go-Live Support Plan		A	A	A	R
17	Go/No Go Authorization	A	A	A	R	I
18	Downtime	I	I	A	R	I
19	Go-Live	A	A	A	A	R
21	Post Live Support	C	A	A	R	C

- (**R**)esponsible
- (**A**)ccountable
- (**C**)ontribute
- (**I**) nformed

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Tools and Documentation of Roles (Work Breakdown Structure) WBS
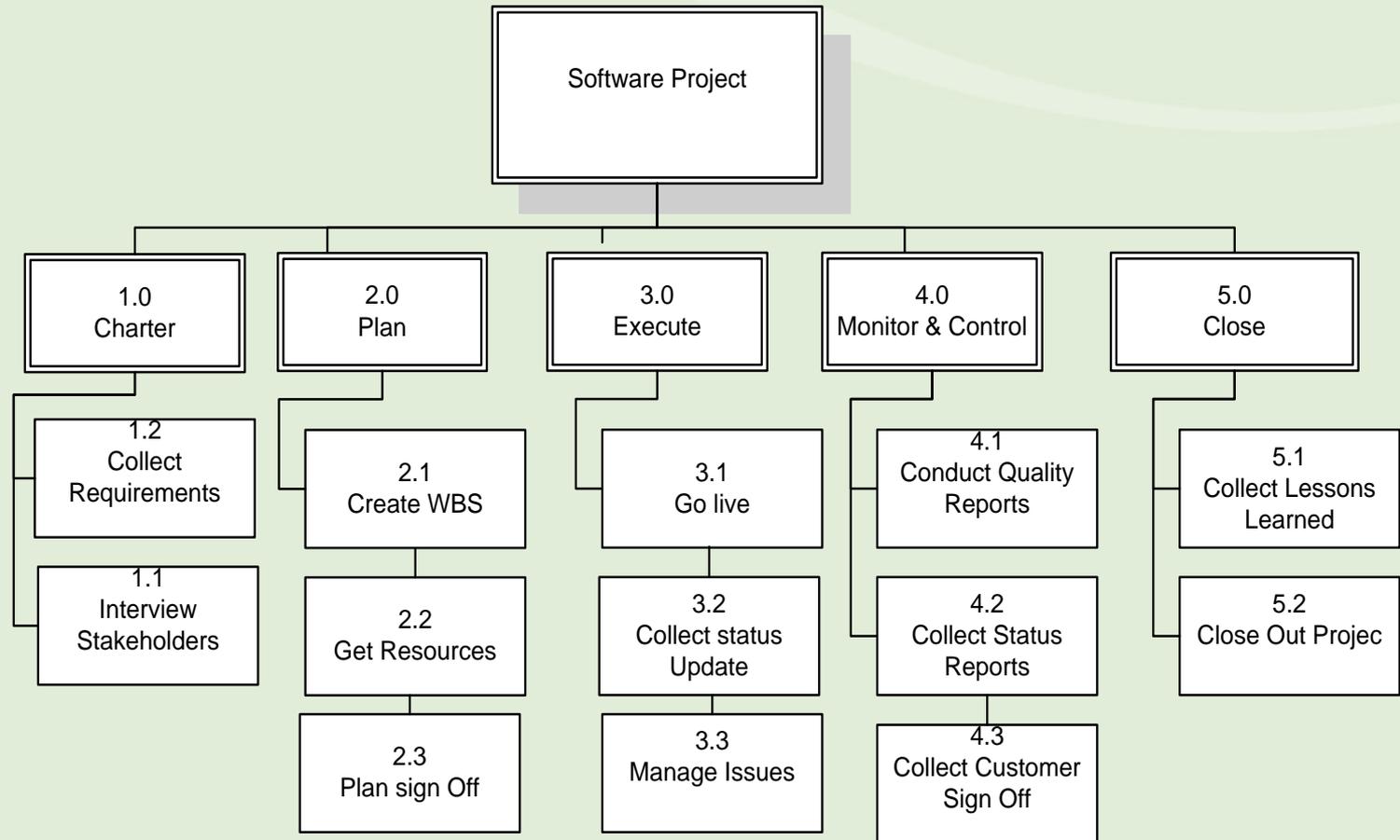
Tools and Documentation of Roles Task List

Detailed Task List

ID	Task	Responsible	Owner SubGroup	Region	Assigned To Sub Group	Start Date	End Date	Status	Notes
939	Reports for Order Entry to Verified, and Order Entry to Acknowledged	Brandon Niewenhaus /Maria Coughlin		AMCK	Steering Committee	12/5/2011	3/19/2012	In Progress	4/30 - Candy to reach out to Brandon - Cynda did send a request and ask that this be added to Candy's and Jill's Menu's. Per Brandon the Entered to Acknowledged report is done and just need to be approved. 4/23 per Brandon he is finishing up - he needs to verify that a few items are pulling the right times from the audit, and then he will put the code in to hide the ones under 30 minutes. We need

- Best use of the Task List:
  - One person responsible
  - Start and End Date
  - Manage effectively

Initiation to Close

- High-level roles reviewed at Kick-off and throughout project
- WBS identifies responsible parties
  - Time estimates
  - Operational Manager review and agree to assignments – Sign Off
- Resource Change
  - Update WBS/Task List
  - Validate
- Managing those who do not complete their tasks
  - OPPM
  - Escalation
  - Ask for reassignment of task
- Hand off to Operations – Transition Plan
  - Operations has clear expectations as to the transition from project to operations
  - Operations has the knowledge, skills, abilities and resources to operationalize

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Strategies for being a successful project manager

- *Know your role and do it well*

- *Assure that your entire team and major stakeholders clearly know what your role is*

- *Remind your team of your role periodically*

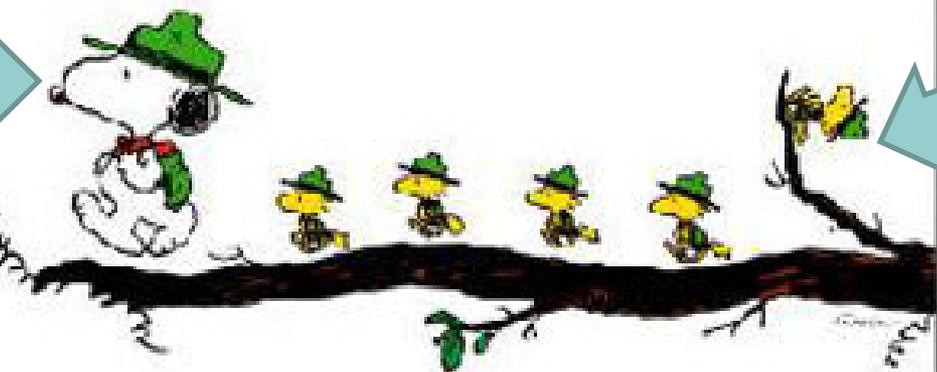- *Know your entire teams and Stakeholders role and assure they do it well!*

Summary/Ending Discussion

- What one strategy that was discussed today do you feel will be most helpful/effective in your day to day work as a PM, and why?

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