What is a project?

A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. At the WVU Health Sciences Center a project must be at least 40 hours of work. If the defined work is less than 40 hours, the project management methodology does not need to be followed. Examples of projects include: designing and implementing a new educational program, installing a new computer system, and submission of an institution-wide grant. Projects can involve one team member or many, and the budgets can range from zero to millions of dollars.

What is project management?

Project management is the discipline of planning, organizing, securing, and managing resources to achieve specific goals. The tool used at the WVU Health Sciences to manage projects is the Bamboo software application.
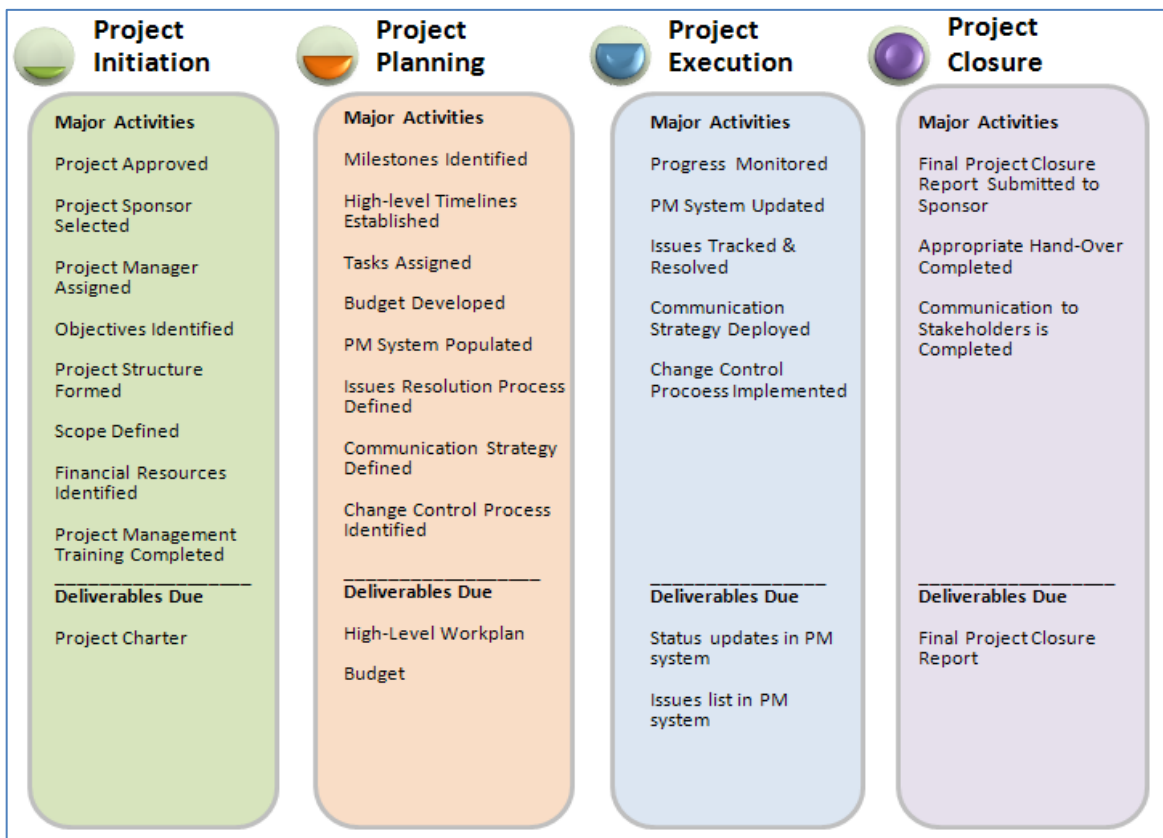
What are the benefits to implementing project management?

The benefit to using project management is that it allows our institution to proactively monitor projects throughout the year - instead of waiting until the end of the year to figure out what we have not accomplished. It also gives project managers the appropriate tools so they can accomplish their goals in an effective manner. Other benefits include:

- Ensures appropriate resource planning
- Proactive identification of project constraints and issues
- Appropriate planning should reduce re-work and/or elimination of work on projects that are never completed
- Ability to track and monitor projects so that they are completed within defined time frame

What is a project management methodology?

A methodology for managing a project is a logical step-by-step process for successful planning, control and delivery of the project. Typically a methodology in project management describes every step in depth, so that a project manager will know they will need to do in order to deliver and implement the project on time, on-budget and to the customer's satisfaction. The project management methodology developed for the WVU Health Sciences is a streamlined approach due to the types of projects that will be managed.

Project Initiation	Project Planning	Project Execution	Project Closure
Major Activities	**Major Activities**	**Major Activities**	**Major Activities**
Project Approved	Milestones Identified	Progress Monitored	Final Project Closure Report Submitted to Sponsor
Project Sponsor Selected	High-level Timelines Established	PM System Updated	Appropriate Hand-Over Completed
Project Manager Assigned	Tasks Assigned	Issues Tracked & Resolved	Communication to Stakeholders is Completed
Objectives Identified	Budget Developed	Communication Strategy Deployed	
Project Structure Formed	PM System Populated	Change Control Procoess Implemented	
Scope Defined	Issues Resolution Process Defined		
Financial Resources Identified	Communication Strategy Defined		
Project Management Training Completed	Change Control Process Identified		
Deliverables Due	**Deliverables Due**	**Deliverables Due**	**Deliverables Due**
Project Charter	High-Level Workplan	Status updates in PM system	Final Project Closure Report
	Budget	Issues list in PM system	

What is a Project Sponsor?

A project sponsor will be a senior executive in the HSC who is ultimately responsible for the success of the project. **The responsibilities for which the sponsor is accountable for include:**

- Ensures that the project is aligned with the Health Sciences Strategic Plan
- Assists the project manager with issues resolution
- Ensures that the project stays on schedule, on-budget, and meets customer's satisfaction
- Approves (or seeks approval) of changes in project schedule, budget, or goals/objectives
- Provides timely decisions to the project manager
- Clarifies business priorities and strategy
- Provides required resources for the completion of the project
- Supports the project managers
- Directs stakeholder communication

What is a Project Manager?

A project manager is the person responsible for accomplishing the stated project goals/objectives. Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the triple constraints for projects, which include cost, time, and quality. A project manager should deliver a project on time, within budget, according to specifications. A project manager often represents their constituents and has to determine and implement their exact needs - based on knowledge of the group they are representing. The term and title 'project manager' has come to be used generically to describe anyone given responsibility to complete a project. However, it is more properly used to describe a person with the full responsibility and level of authority required to complete a project. If a person does not have high levels of both responsibility and authority then they are better described as a project administrator, coordinator, facilitator or expeditor. The responsibilities to which the project manager is accountable for include:

- Preparing and defining the project scope of work, timeline, financial plan, and deliverables
- Identifying project team and respective roles and responsibilities
- Identifying the resources requirement
- Managing all aspects of the project plan and budget
- Coordinating directly and indirectly with project staff to ensure successful completion of   the project
- Tracking project deliveries using project management tools
- Resolving, tracking and escalating critical issues
- Reporting on project progress and communicated relevant information

How does a Project Team function?

The make-up and type of Project Teams will depend on the size and scope of the project. A large scale project may have a Steering Committee as well as a Project Team; whereas a small project may only elect to form a Project Team. The Project Team – is a group composed of people who will actually do the project work. The Project Steering Committee is a group composed of the Project Sponsor, senior leadership, and project manager. This committee oversees the project and is responsible for ensuring the project progresses as planned and that all open issues are addressed. Additionally, the committee approves scope and budget changes. Each committee and team developed for the project should be identified in the scope document noting the purpose for the committee, the membership, time commitment and responsibilities.

Questions?

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