

RESEARCH PMO BROWN BAG LUNCH

THURSDAY, JUNE 18, 2020

**“PROJECT COMMUNICATIONS AND RISK
MANAGEMENT”**

Anne E. Geary, MBA,PMP – Sr. Program Manager

Shareen Hinson, MBA, CSM - Sr. Project Manager

Margeya Patel, BS - Project Business Analyst

AGENDA

- Housekeeping items
- Introductions
- Key Aspects of Communications Management
- Key Aspects of Risk Management
- Risk and Communication Activities by Role and Methodology
- RACI Matrix
- Communication and Risk Terminology
- Waterfall Communication and Risk Management Approach
- Waterfall Risk Probability and Impacts
- Agile Communication Management Approach
- Agile Risk Management Approach
- Research PMO Tools and Resources
- Questions/Survey

HOUSEKEEPING

- Interactive training and opportunities with virtual education
 - Indicate you have a question in Chat
 - Enter Questions into the Chat
- Survey information

INTRODUCTIONS

- PMO
 - Team intros; Margeya, Shareen, and Anne
- Participants
 - Name, Functional Team
 - Your experience working on a project team and any specific issues or questions about Risk and Communications Management
 - Why you signed up for this event, what you hope to learn?

KEY ASPECTS OF COMMUNICATIONS MANAGEMENT

- Successful projects require clear communication that not only highlights what's working well but also the areas that need to be improved
- "...a project manager should spend 90% of their time communicating!" *
- Communication happens through both formal and informal processes and using verbal and written mediums.
- Effective communication will occur throughout the project lifecycle, beginning with the Project Charter and ending with the collection of Lessons Learned
- Clear communication is key to identifying and managing risk

Communication Examples

Formal: Team Meetings ~ Working Sessions ~ Weekly Status ~ Steering Committee Meetings ~ Phase/Gate Evaluations ~ Creating & Approving Documentation ~ Lessons Learned
Informal: Ad Hoc Skype & Other Unplanned Interactions

KEY ASPECTS OF RISK MANAGEMENT

- Successful projects require the identification of potential risks early and throughout the project
- Risks are potential negative impacts to the project
- Risk can have an impact on the quality, cost and timing of a project
- Risk will have a negative impact if it becomes an Issue and there is no contingency plan
- Issues are materialized Risks and will have an impact on the project

Risk Examples

Technical ~ Management ~ Commercial ~ Individual Risks

RISK AND COMMUNICATION ACTIVITIES BY ROLE AND METHODOLOGY

Role*	Methodology	Stakeholders*	Communication	Risk
Project Manager	Waterfall	All stakeholders including: <ul style="list-style-type: none"> - Technology Team - Steering Committee - Project Owners - End User 	<ul style="list-style-type: none"> - Weekly status reporting - Monthly steering committee - Regular team status meetings - System updates - Project documentation 	<ul style="list-style-type: none"> - Identify/Document - Escalation - Prioritization - Mitigation planning and management**
Project/Product Owner	Waterfall/Agile	<ul style="list-style-type: none"> - Executive Sponsor - Scrum Team - End Users - Customers - Subject Matter Expert - Risk Owner - Communications Owner 	<ul style="list-style-type: none"> - Regular status meetings - Scrum ceremonies - System demonstrations - System updates 	<ul style="list-style-type: none"> - Respond & Communicate - Prioritize & Monitor - Mitigation planning & management**
Scrum Master	Agile	<ul style="list-style-type: none"> - Scrum Team - Product Owner - Release Planner 	<ul style="list-style-type: none"> - Regular status meeting - Scrum ceremonies - System updates - Release planning 	<ul style="list-style-type: none"> - Identify/Document - Escalate - Monitor - Status Updates
Business Analyst/Quality Assurance	Waterfall/Agile	<ul style="list-style-type: none"> - Scrum Master - Product Owner - Developers - End Users - Subject Matter Expert - Risk Owner - Communications Owner 	<ul style="list-style-type: none"> - Regular status meetings - Process discussions/mapping - QA testing - User acceptance testing - Defect lifecycle owner 	<ul style="list-style-type: none"> - Identify - Escalate - Monitor - Status Updates
Developers	Waterfall/Agile	<ul style="list-style-type: none"> - Project Team - End Users 	<ul style="list-style-type: none"> - Regular progress status 	<ul style="list-style-type: none"> - Identify - Escalate - Monitor - Status Updates

WHO'S RESPONSIBLE, ACCOUNTABLE, CONSULTED AND INFORMED (RACI)?

RACI Matrix Example

- Use of a RACI Matrix can improve communication by helping to set expectations for all members of the project team, including Sponsors and Owners
- Successful projects are enabled by a clear understanding of roles and responsibilities

*Have you used this before?
Did you ever have a problem with a project that
could have been resolved with this information?*

COMMUNICATIONS AND RISK MANAGEMENT KEY TERMINOLOGY

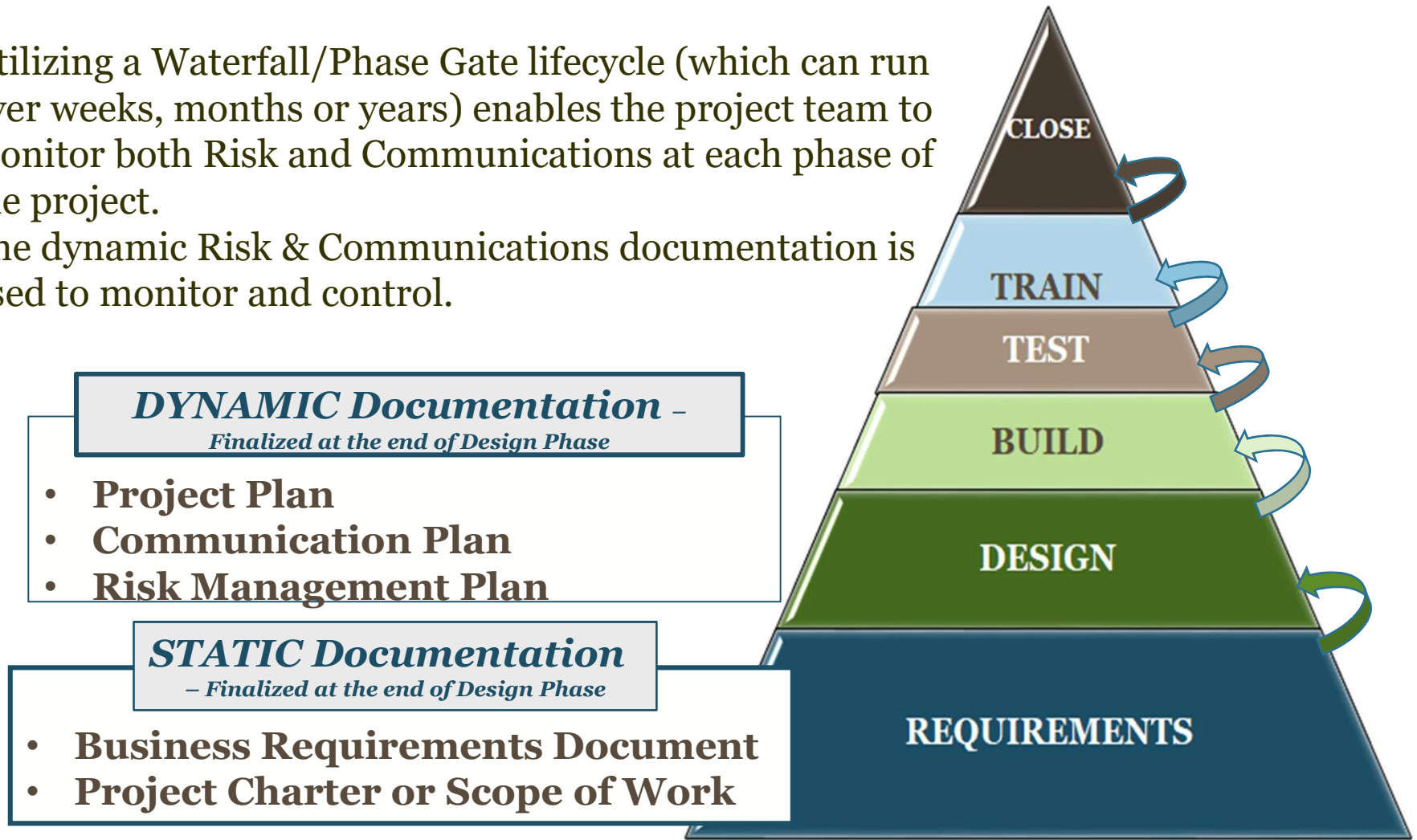
- Communications Management Plan
- Communication Methods
 - Interactive Communication – meetings, phone calls, instant messaging, and videoconferencing
 - Push Communication – letters, memos, emails, reports, faxes, voicemails, blogs, and press releases
 - Pull Communication – web portals, intranet sites, e-learning, or knowledge repositories
- Communication Requirements Analysis
- Communication Technology
- Risk Management Plan
- Risk Acceptance and Avoidance
- Risk Mitigation
- Realization of Risks / Issue Management

*What looks familiar?
What do you want to learn more about?*

*Reference #1 & Appendix B

WATERFALL COMMUNICATION AND RISK MANAGEMENT APPROACH

- Utilizing a Waterfall/Phase Gate lifecycle (which can run over weeks, months or years) enables the project team to monitor both Risk and Communications at each phase of the project.
- The dynamic Risk & Communications documentation is used to monitor and control.



WATERFALL RISK PROBABILITY AND IMPACTS

Table 11-1. Example of Definitions for Probability and Impacts

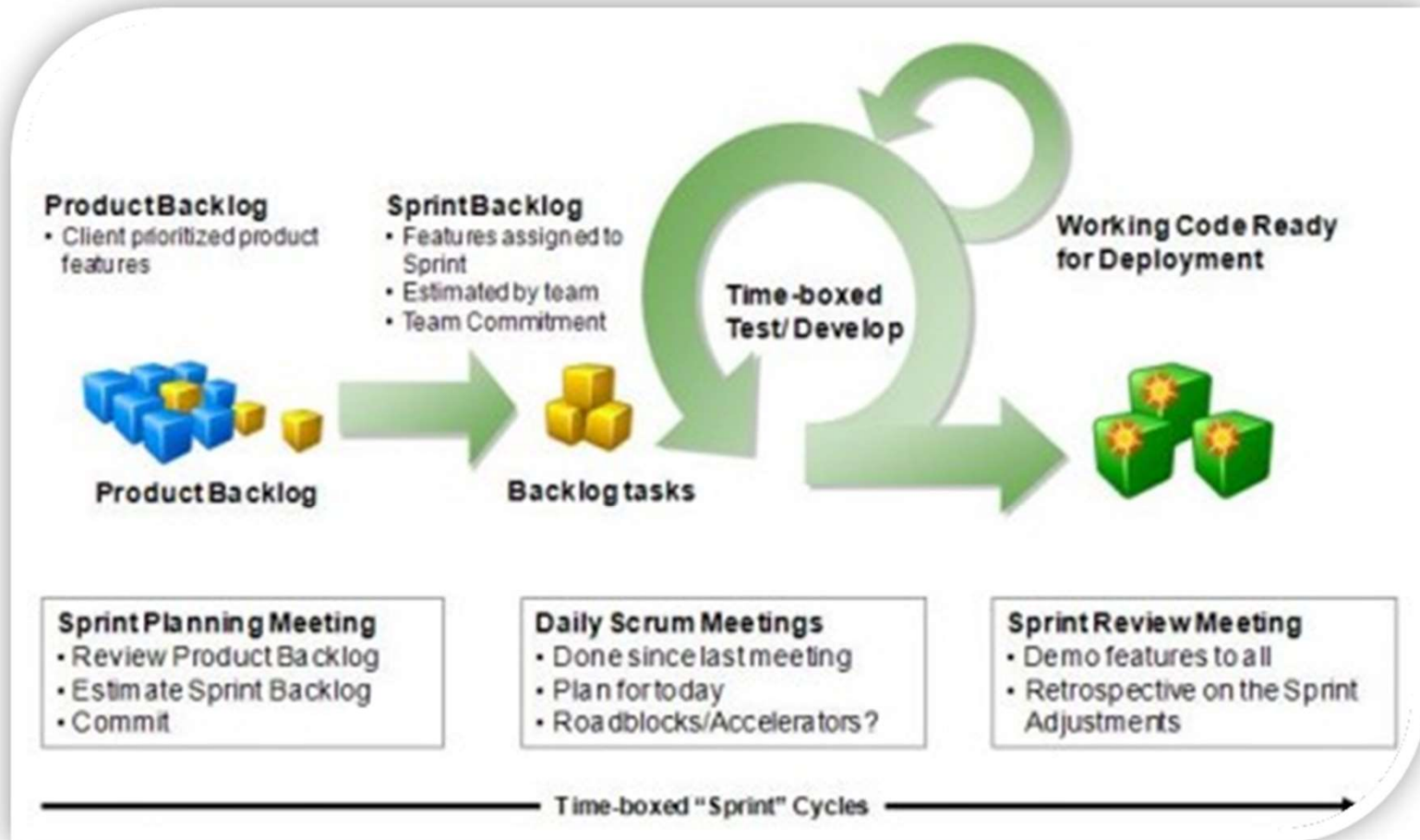
SCALE	PROBABILITY	+/- IMPACT ON PROJECT OBJECTIVES		
		TIME	COST	QUALITY
Very High	>70%	>6 months	>\$5M	Very significant impact on overall functionality
High	51-70%	3-6 months	\$1M-\$5M	Significant impact on overall functionality
Medium	31-50%	1-3 months	\$501K-\$1M	Some impact in key functional areas
Low	11-30%	1-4 weeks	\$100K-\$500K	Minor impact on overall functionality
Very Low	1-10%	1 week	<\$100K	Minor impact on secondary functions
Nil	<1%	No change	No change	No change in functionality

Alien	→	Very High
Stranger	→	High
Repeater	→	Medium
Runner	→	Low
Runner	→	Very Low
Runner	→	Nil

- **Additional risk is familiarity with the technology or process:**
 - **Alien - No knowledge or implementation experience (High Risk / Waterfall)**
 - **Stranger – Knowledge is limited, no implementation experience (Medium Risk/Waterfall)**
 - **Repeater – Knowledge is high, implementation experience exists (Lower Risk/Lean Waterfall)**
 - **Runner – Knowledge is extensive, implementation is routine (Low/No Risk/ Lean Waterfall)**

*Reference #1

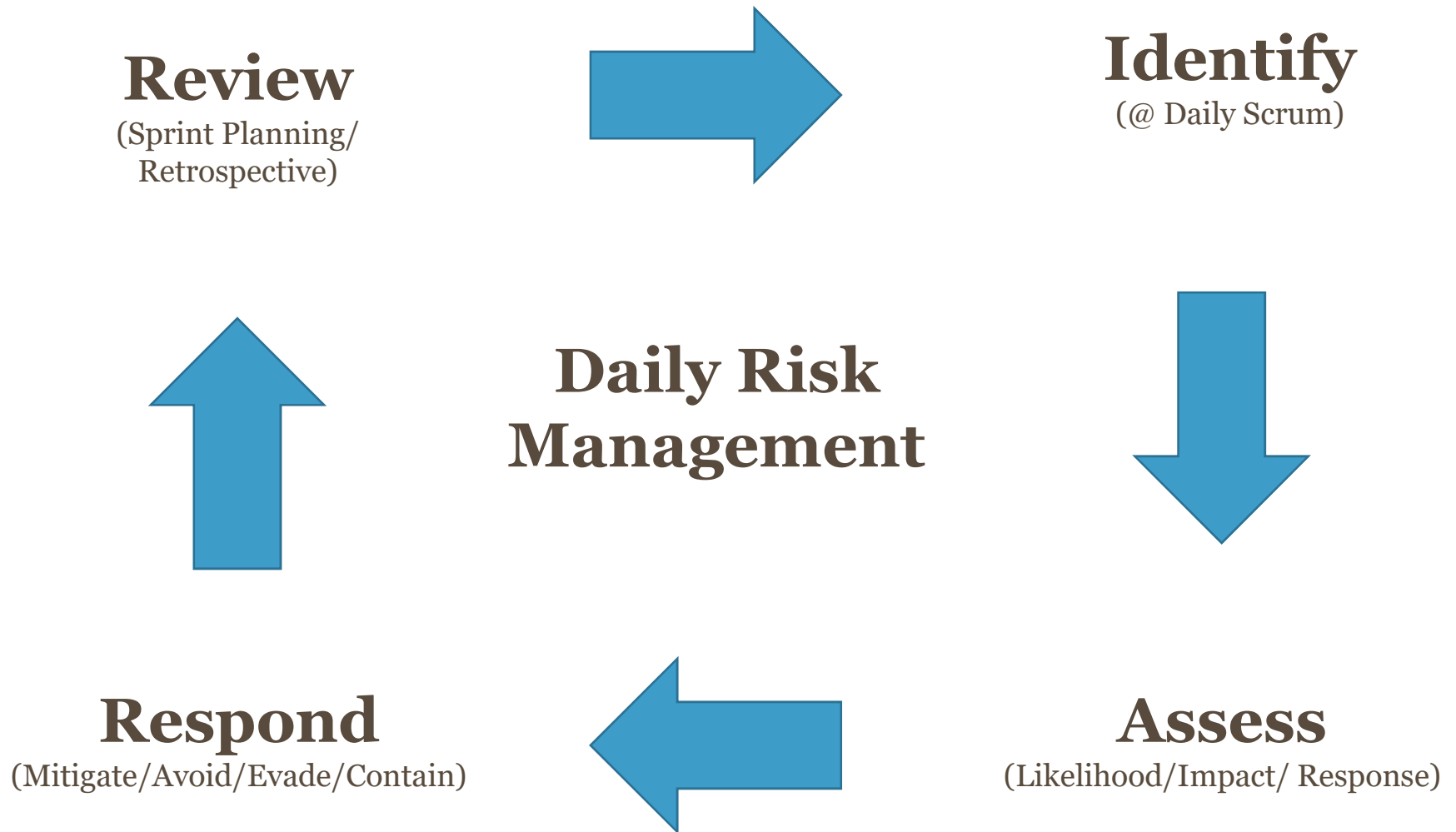
AGILE COMMUNICATION MANAGEMENT APPROACH



- Agile teams engage in constant communication through regular scheduled meetings including a daily Scrum (Standup) meetings

*Reference #2

AGILE RISK MANAGEMENT APPROACH



PRIMARY TOOLS FOR THE RESEARCH PMO

- MS Office 365 Suite; Word, Excel, Visio, Skype, SharePoint (TBD), Outlook, Power Point, Teams, One Note and Project
- Smartsheet; sheets, forms, reports, dashboards and calendars
- [Research PMO Website:](#)
 - Submit a question to us
 - Register for our next Brown Bag in FY21 Q1
 - Request Project or Process Improvement Support
- [Research PMO Portfolio;](#) Program and project visibility
- Coming Soon Research PMO Key Deliverables

What tools are you using?

ADDITIONAL RESOURCES

- Take a class at CHOP:
 - Project Management
 - Process Improvement
 - MS Office
 - DISC with your team
 - CLI: Presenting with Impact: Presentations Skills Workshop
 - Virtual Meeting Technology Coaching Session

Questions?

Don't Forget to Complete your Survey

REFERENCES

1. PMBOK Guide, A Guide to the Project Management Body Of Knowledge, 2018, Sixth Edition, Project Management Institute
2. Pisuwalar, Ubaid, 2019, A Comprehensive Guide on Agile Methods for Modern Software Development. Retrieved from <https://www.peerbits.com/blog/agile-software-development.html>

APPENDIX A - PROJECT ROLES AND DESCRIPTION

- **Project Manager (PM)/Scrum Master (SM)** – The person authorized by the performing organization to lead the team that is responsible for achieving the project objectives.
- **Business Analyst (BA)** – The person who serves as the liaison between the business community and the technical solution providers throughout the project life cycle.
- **Subject Matter Expert (SME)** – Typically a member of the business team, or an external consultant, assigned to the project to support requirements, testing and training activities.
- **Project Owner / Product Owner** – An individual, or two, that has decision authority over the scope and deliverables for a project. They are typically a member of the project team.
- **Communications Owner** – The person responsible for creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

*Reference #1

APPENDIX A CONTD. - PROJECT ROLES AND DESCRIPTION

- **Risk Owner** – The person responsible for monitoring the risk and for selecting and implementing an appropriate risk response strategy.
- **Quality Assurance** – An individual or a group that implements the processes of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used.
- **Executive Sponsor** – An individual or a group that provides resources and support for the project, program, or portfolio, and is accountable for enabling success.
- **Stakeholder** – An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.
- **Technology / Scrum Team** – Includes, but is not limited to, development, infrastructure, application or architecture support roles.

*Reference #1

APPENDIX B - KEY TERMINOLOGY

- **Communications Management Plan** – A component of the project, program, or portfolio management plan that describes how, when, and by whom information will be administered and disseminated.
- **Interactive Communication** – Between two or more parties performing a multidirectional exchange of information in real time. It employs communications artifacts such as meetings, phone calls, instant messaging, some forms of social media and videoconferencing.
- **Push Communication** – Sent or distributed directly to specific recipients who need to receive the information. This ensures that the information is distributed but does not ensure that it actually reached or was understood by the intended audience. Artifacts include letters, memos, reports, emails, faxes, voicemails, blogs and press releases.
- **Pull Communication** – Used for large complex information sets, or for large audiences, and requires the recipients to access content at their own discretion subject to security procedures. Methods include web portals, intranet sites, e-learning, lessons learned databases, or knowledge repositories.
- **Communication Requirements Analysis** – A tool for analyzing and determining the information valuable to the project stakeholders so that they can make good decisions.
- **Communication Technology** – A tool that examines and decides the particular form of technology to be used for project communication, such as written, face-to-face, or virtual communication.

*Reference #1

APPENDIX B CONTD. - KEY TERMINOLOGY

- **Risk Management Plan** – A component of the project, program, or portfolio management plan that describes how risk management activities will be structured and performed.
- **Risk Acceptance** – A risk response strategy whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs.
- **Risk Avoidance** – A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact.
- **Risk Mitigation** – A risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat.
- **Issue Management** – Procedures defining issue controls, issue identifications, and resolution and action item tracking.

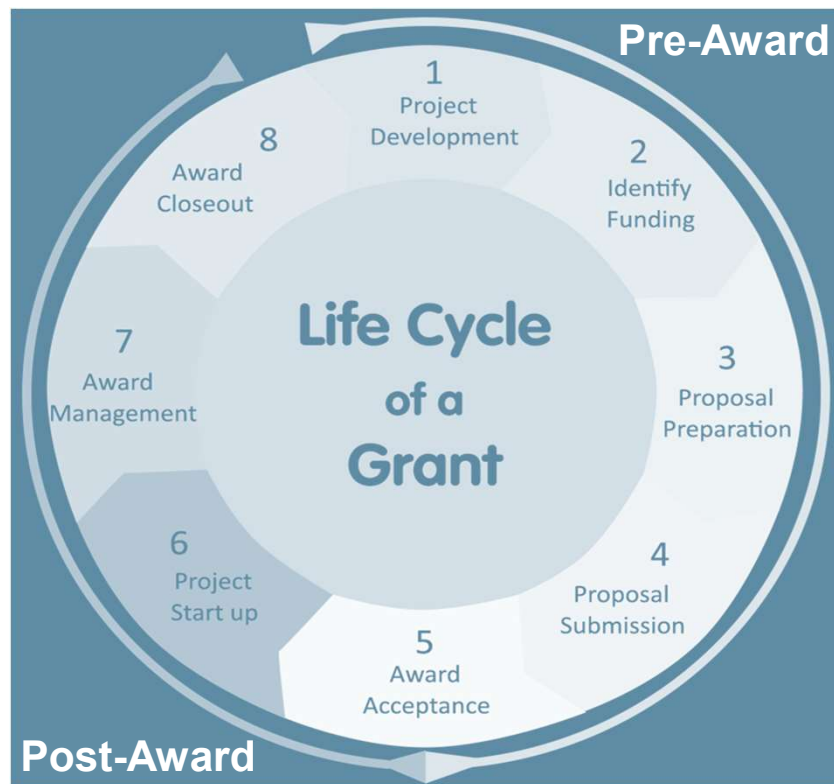
*Reference #1

APPENDIX C - AGILE

- **Planning Phase** – Understanding the customers need and determining the requirements.
- **Analysis Phase** – The Analysis Phase is where you break down the deliverables in the high-level Project Charter into the more detailed business requirements.
- **Design Phase** – Depending on the subject of the project, the products of the design phase can include dioramas, sketches, flow charts, site trees, HTML screen designs, prototypes, photo impressions and UML schemas.
- **Implementation Phase** – The project takes shape during the implementation phase. This phase involves the construction of the actual project results.
- **Testing Phase** – During the testing phase, developers find out whether their code and programming work according to customer requirements. And while it's not possible to solve all the failures you might find during the testing phase, it is possible to use the results from this phase to reduce the number of errors within the software program.
- **Maintenance Phase** – The maintenance phase of the SDLC occurs after the product is in full operation. Maintenance of software can include software upgrades, repairs, and fixes of the software if it breaks. Software applications often need to be upgraded or integrated with new systems the customer deploys.

*Reference #2

APPENDIX D - KEY COMMUNICATIONS AND RISK ACTIVITIES APPLIED TO THE GRANT LIFECYCLE



Cycle	Roles
Project Development	PI
Identify Funding	PI, Study Team
Proposal Prep	PI, Study Team, SPO, RBM, CTFM
Proposal Submission	PI, SPO
Award Acceptance	PI, SPO, RBM, GCS, Specialized Accounting
Project Startup	PI, RBM
Award Mgmt.	PI, RBM
Award Closeout	PI, RBM, SPO