IT Project Management

Referent: Marc Herrmann, IBM
Certified IBM Senior Project Manager
PMP®

Albstadt, Dec. 16th 2010

Über mich

- Marc Herrmann
- 44 Jahre
- IBM Deutschland GmbH
- Projekt Management mit Schwerpunkt *Business Transformation* und *System Integration*
- Certified PMP
- Certified IBM Senior PM

Themen des Vortrages

- Was ist wichtig bei Projekten?
- Praxisbezogene Beispiele
- Wie läuft PM bei IBM
- Transformation von IT Projekt Management zur Hochzeitsplanung
- Wichtigste PM Focus Areas

Ziel des Vortrages

- Verinnerlichen der Bandbreite von Project Management
- Project Manager als Profession
- Komplexität von PM vermitteln
- Interesse wecken (praxisnahe Tipps)

Project

What is a project ? :

WWPMM (WorldWide Standard Project Management Method)
supports both of the following common and equivalent definitions:

- A temporary endeavor undertaken to produce an unique product or service.
  - Operations (such as manfacturing) and projects differ primarily in that operations are ongoing and repetive, while projects are temporary and unique (from PMI / Project Management Institute)

- A unique process, consisting of a set of coodinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the contraints of time, cost and resources (from ISO 10006)

Project Management

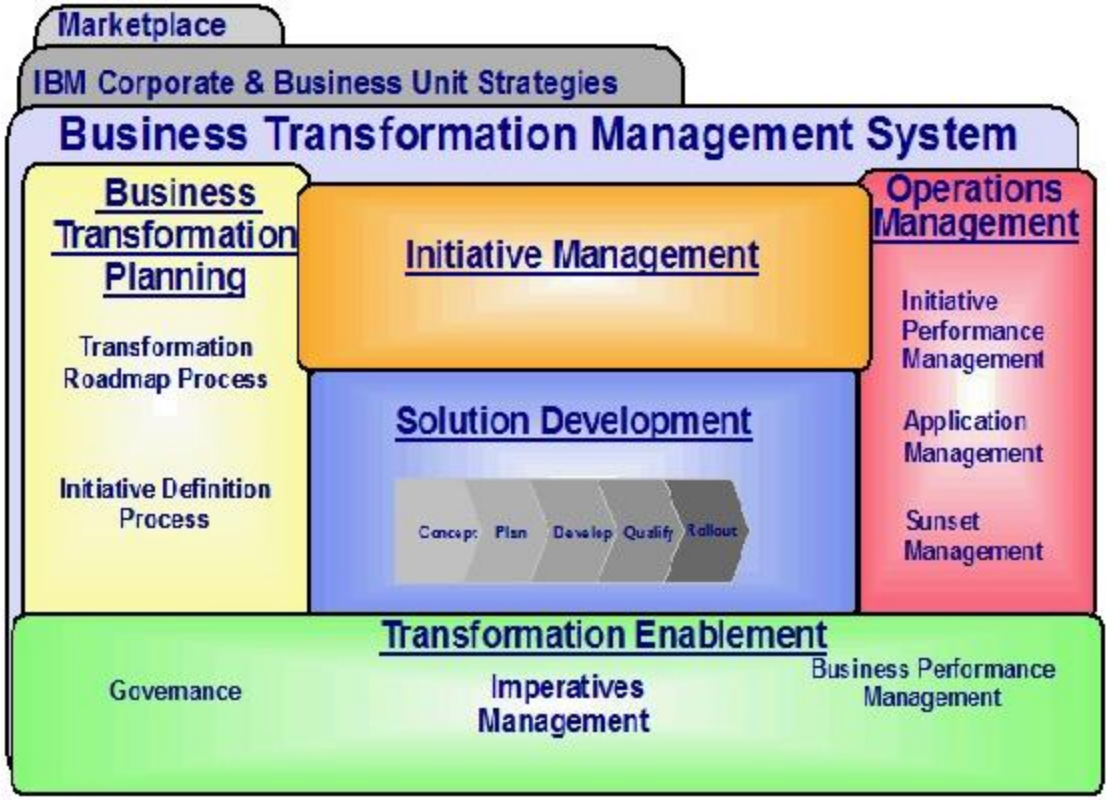
What is project management ?

- The application of knowledge, skills, tools, and techniques to project activities for the purpose of meeting or exceeding stakeholder objectives and expectations (from PMI)

- The planning, organizing, monitoring, and controlling of all aspects of the project in a continuous process to achieve its objectives (from ISO 10006)

Methodology

BTMT = Business Transformation Management Tool
BTMS = Business Transformation Management System
http://w3-03.ibm.com/transform/cio.nsf/main/BTMS



Selection of Engagement Methodology

Why do we use Engagement Models?

BTOP

Concept	Plan	Develop	Quality	Rollout	Lifecycle

ASAP

Evaluation	Project Preparation	Business Blueprint	Realization	Final Preparation	Go Live & Support	Sustain

GS Method

CRM

SE&A

.... plenty of others

Feasibility Study

High-Level

- Business Case
- Timeline
- Architecture Analysis
- Expert evaluation
- Expierences
- Assumptions
- etc.

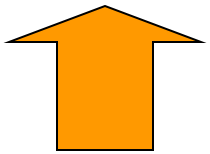
Project Authorization

Project Charter

- Responsible Executives
- Objective
- High Level business scope / Timeline
- Project Team
- Project Communication
- IPMT Acceptance and Authorization
  (Integrated Portfolio Management Team)
- Budget Source / Project Funding
- Project Charter Signatures

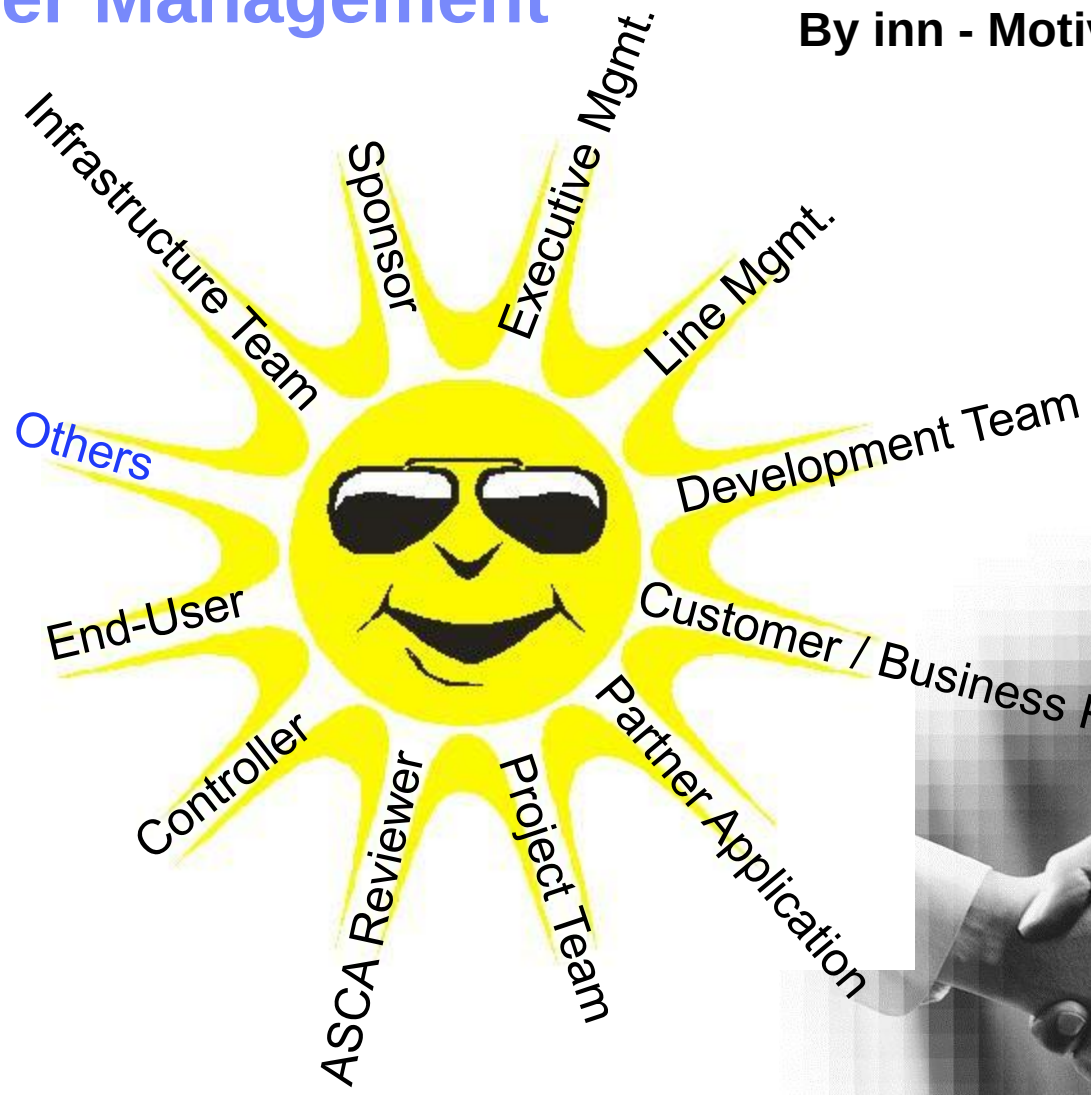
Concept Phase

- Objective Definition
- Kick-off Meeting
- Project Team Charter
  - Team Behaviors
  - How to communicate
- Roles & Responsibilities
- Detailed Communication Plan
  - Purpose of Meetings, Schedule, Owner
- Architecture Proposal
- Stakeholder / Sponsor Definition Session
- Risk / Issue / Assumption Analysis
- Tool Definition
- Business Requirement Definition
- Definition of Key Milestones / Timeline
- Cost estimate (ROM sizing = Rough Order Magnitude)

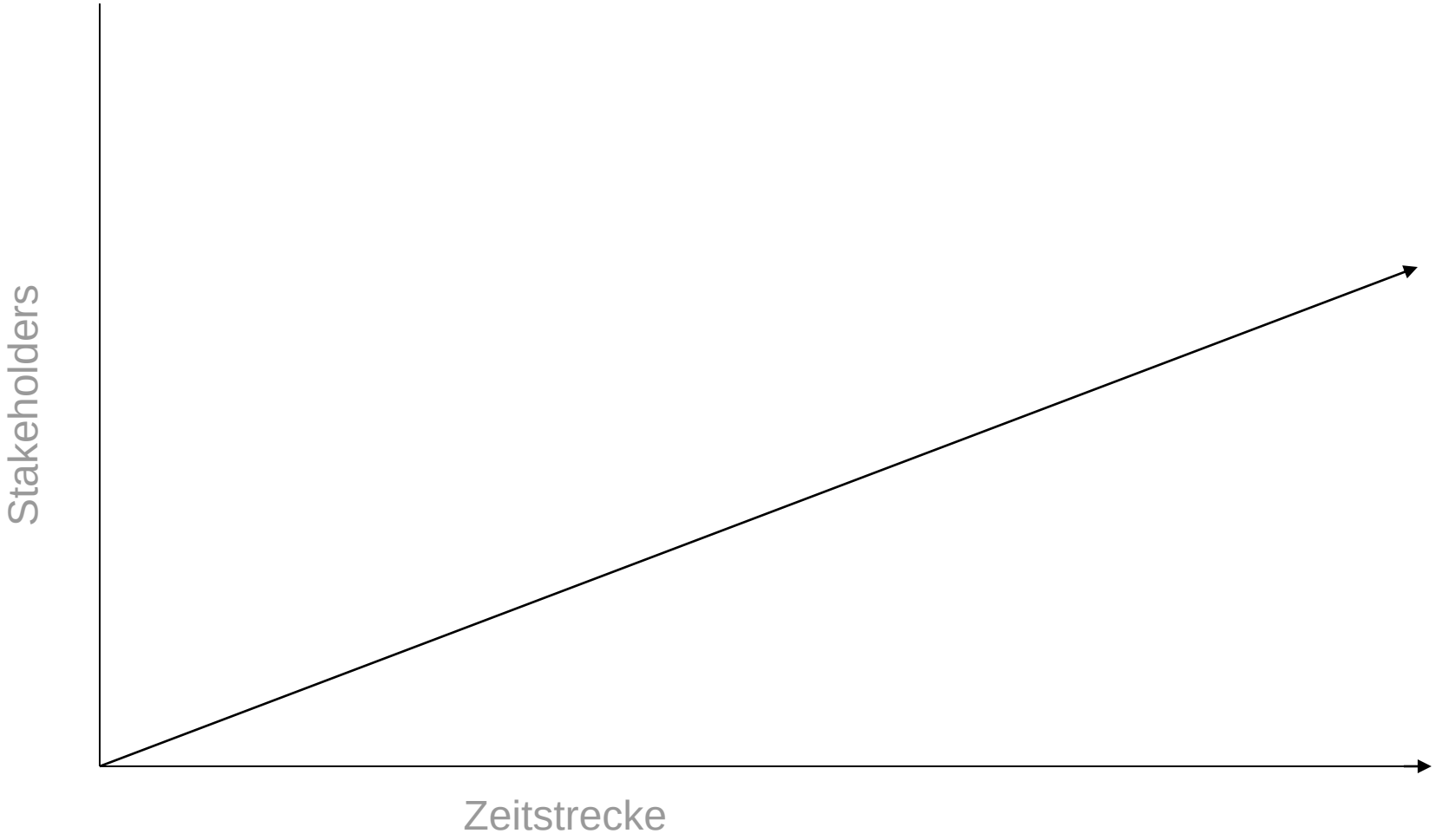


Stakeholder Management

By inn - Motivation



Stakeholder Communication



Example of Project Team

Project Manager

Dependency Mgmt.

Architecture

MTP
Move To Production

Technical Infrastructure

WW Deployment
GEO Deployment

E & T
Education & Training

Change Mgmt.

ASCA
Appl. Syst. Control Auditability

Data Migration

SPM
Solution Project Manager

Development

Performance Test

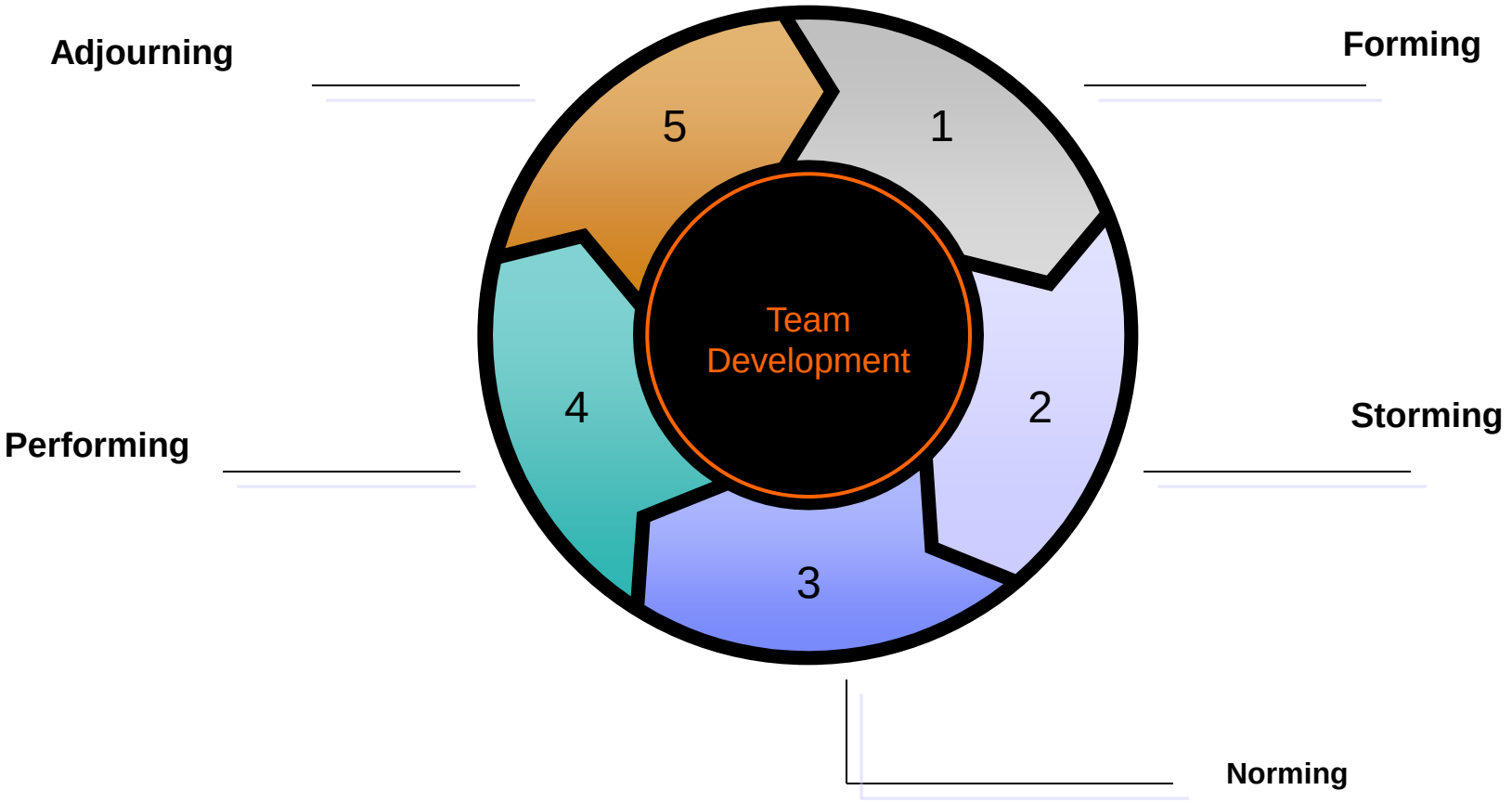
Security & Authorization

SIT/UAT
System Integration Test
User Acceptance Test

Íntegration Test

Focal Point Global Delivery

Team Development Model nach Bruce Tuckman



In Storming phase
Leader = Coach !

= gut zuhören und Probleme erkennen

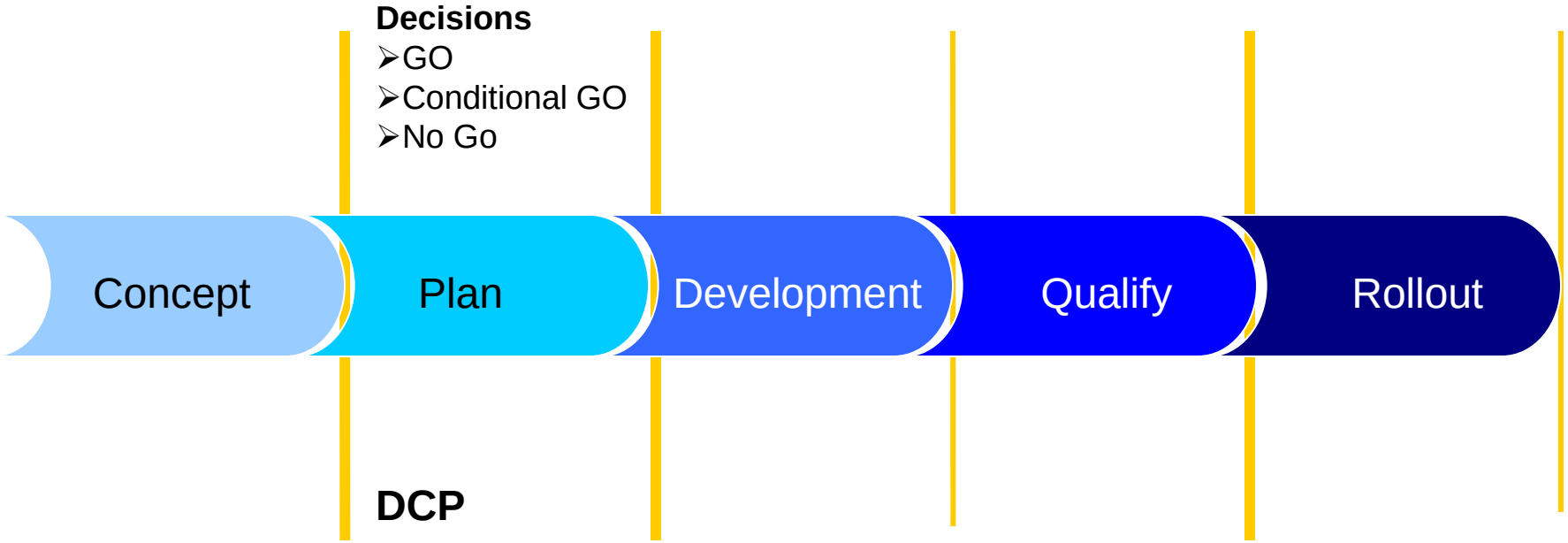
= aufmerksam beobachten

= nur einschreiten, wenn unbedingt notwendig

Decision Control Points (=DCP)

Checkpoint for :

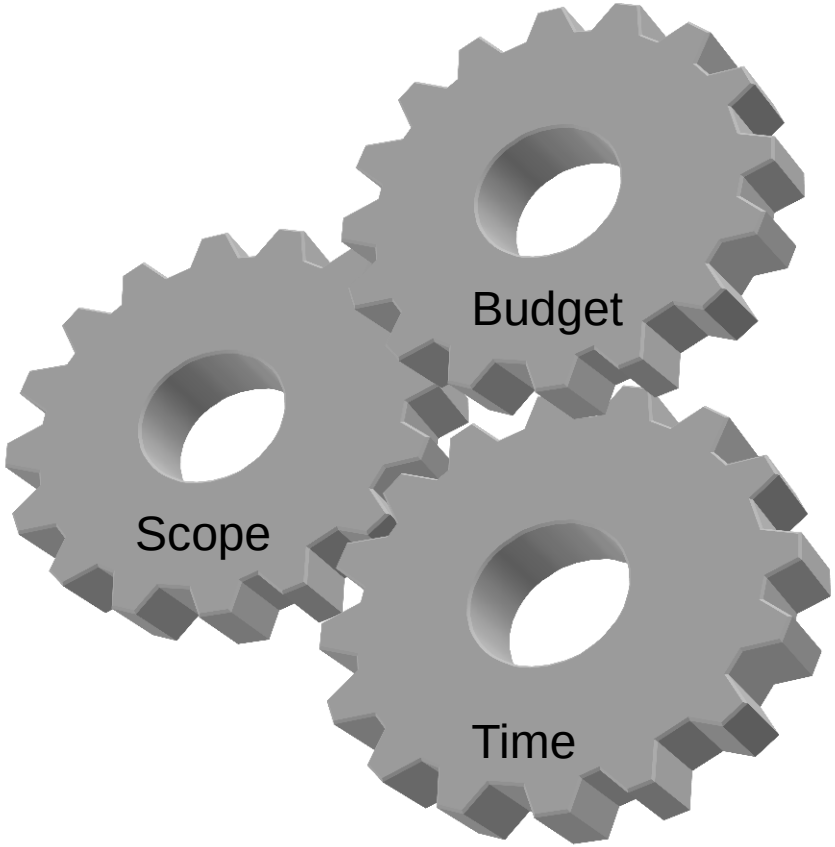
- Scope
- Financials
- Timeline
- Project Health
- Key Issues
- Key Risks



Plan Phase

- Transforming Business requirement to technical requirements
- Final Scope Definition (report card)
- Detailed MSP Plans
  - Definition of WBS (**W**ork **B**reakdown **S**tructure)
  - Resource assignments
- Developing Mitigation Plans for key risks and monitoring of minor risks
- Verify assumptions and transform into possible risks
- Architecture Definition
- Final Dependency Interlock
- Final Code Drop Dates / Test windows / MTP date
- Early Readiness Review
- Contracts (SOW, DOU)
- Communication → Change Management started
- Finial Definition of Key Milestones
- Stakeholder / Sponsor Walkthrough
- Educaton Planning

Triple Constraints



EVM
Earned **V**alue **M**ethod

Examples of measurements
BAC = Budget at completion
CPI = Cost Performance Indicator
SPI = Schedule Performance Indicator
EV = Earned Value

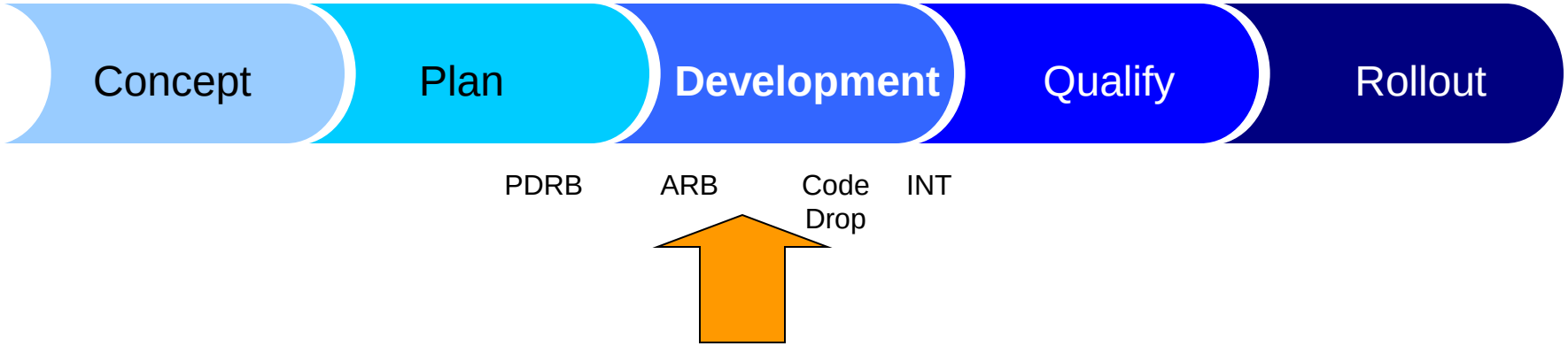
Concept | Plan | Development | Qualify | Rollout

Development Phase

- Solution Design (Plan Phase)
- PDRB = Process Definition Review Board (Plan Phase)
  - ASCA
  - Deployment
  - Partners
  - Stakeholder
- ARB = Architecture Review Board
- Code Development
- Code Drop
- Documentation
- Integration Test (INT)

→ Dependency Mgmt.

→ Education & Training



Development Phase

Interlock, especially by late deliverables

Code Drop ←→ Test Start

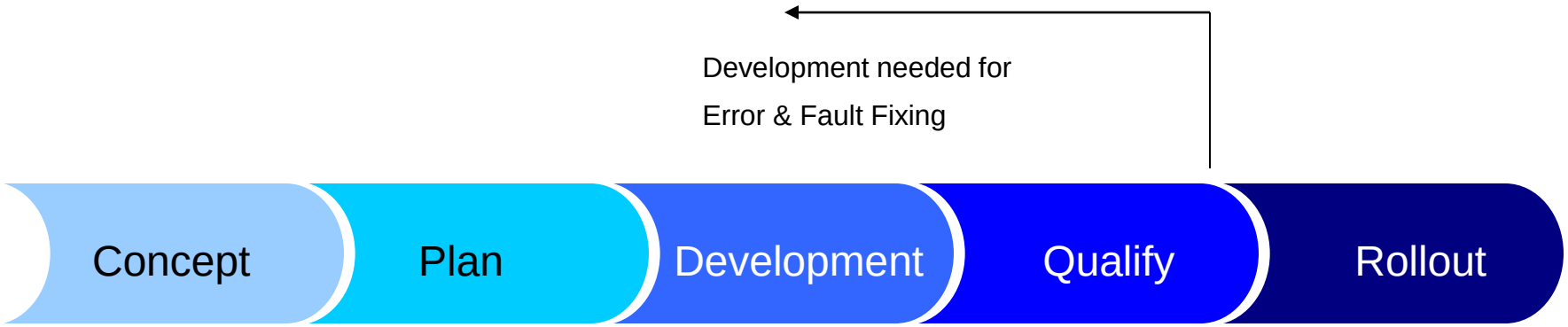
Qualify Phase

- Test Data Mgmt.
- Ongoing Development support for Error & Fault fixing needed
- Regression Test
- System Integration Test (End to End Testing)
- Performance Test
- User Acceptance Test
- Education & Training

End of Qualify Phase

Very critical time point within a project, because you have to manage all possible deplays and thats end up very often in weekend work!

Emergency list of test, development and system support resources



Rollout Phase

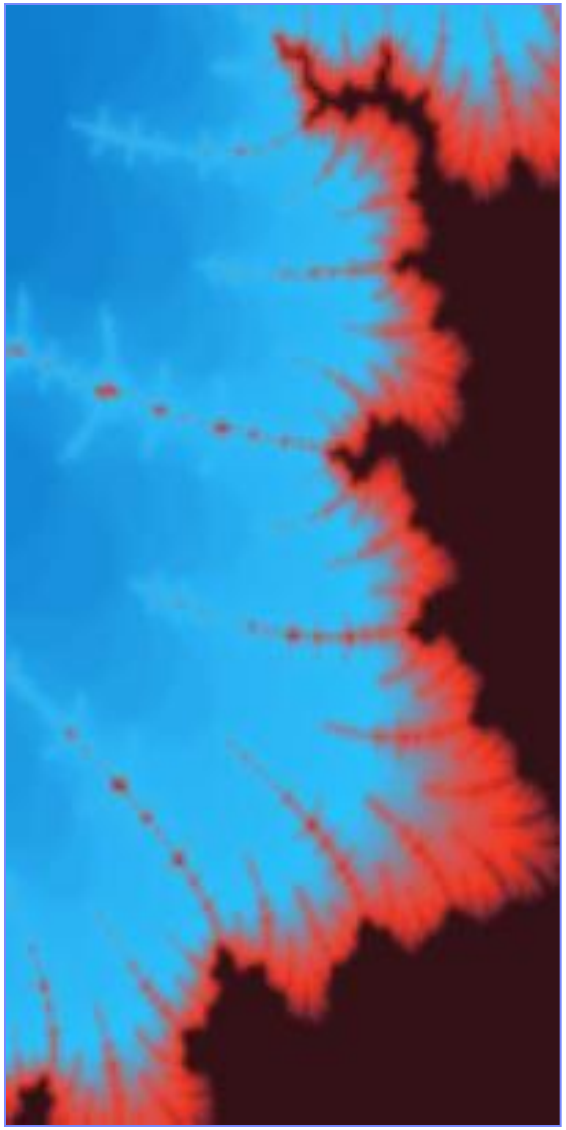
- ASCA Review
- Go Live Assurance Review
- Move to Production (MTP) activities (Go / No Go Calls)
- Go Live
- Contract closing
- Lessons Learned

Lifecycle / Warranty

- 90 days warranty (ManageNow fixing)

Eigene Erfahrung

- Walking around
- Betroffene Einbeziehen
- Schnelle Entscheidungen 6 aus 10 Richtige
- Aufgabe und Verantwortung übertragen



Kontakt

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How to become a certified Project Manager ?

Project Management Institute (PMI)

Independent Organization

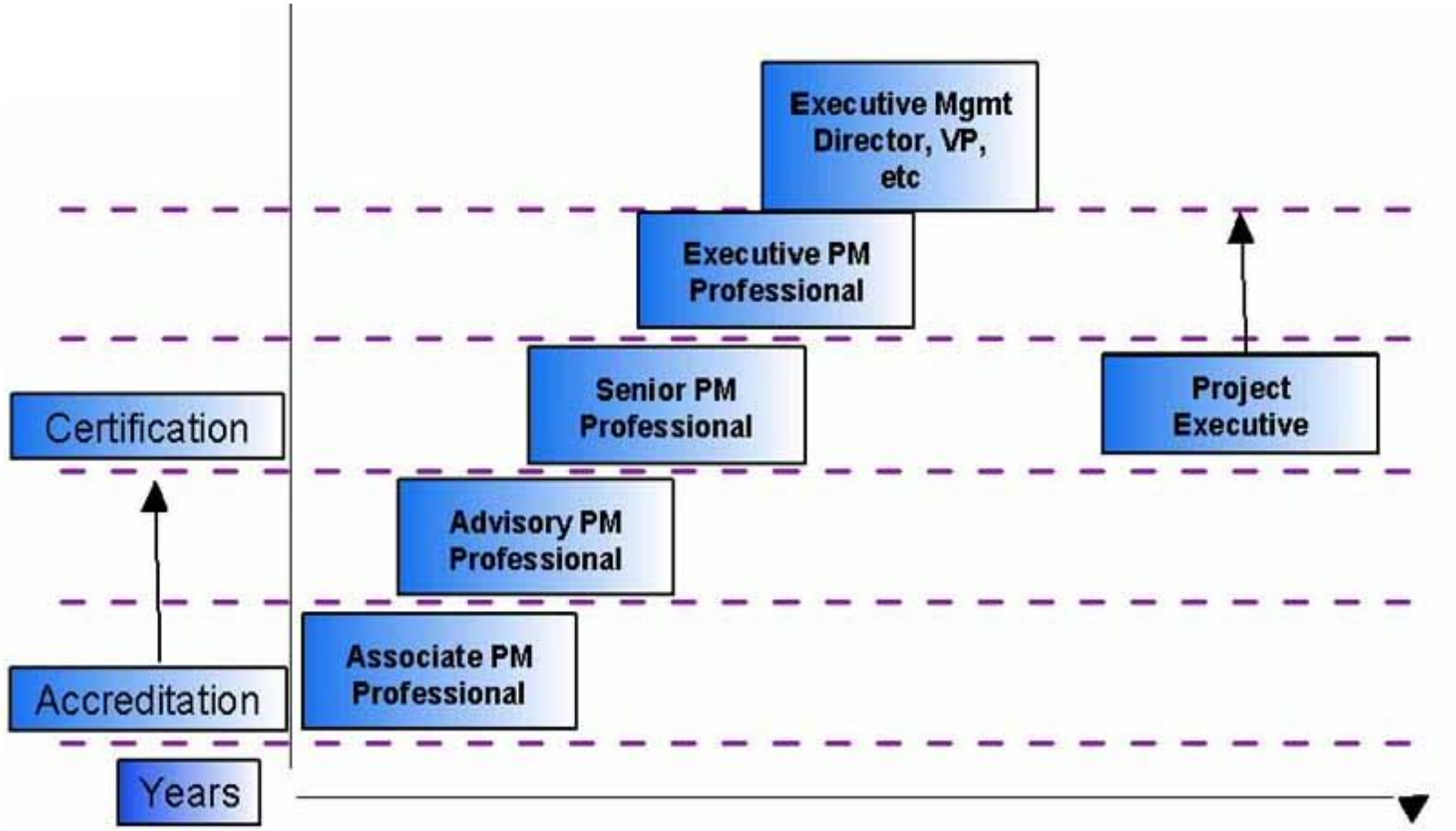
Getting PMP certified

- Membership
- Curriculum vitae (CV) – online
- Learning, learning, learning...
- Exam

IBM guided curriculum

PMP = Project Management Professional
https://www.pmi.org/MyPMI/Pages/Default.aspx

IBM Certification / Accreditation



IBM Accreditation

Advisory Project Manager
Proj. Mgmt. Tier 1 classes – Advisory Level

Pre-requisites
- Nomination / Mgmt.
- Package (one in detail descripted project)
- 3 years of expierence

IBM Certification

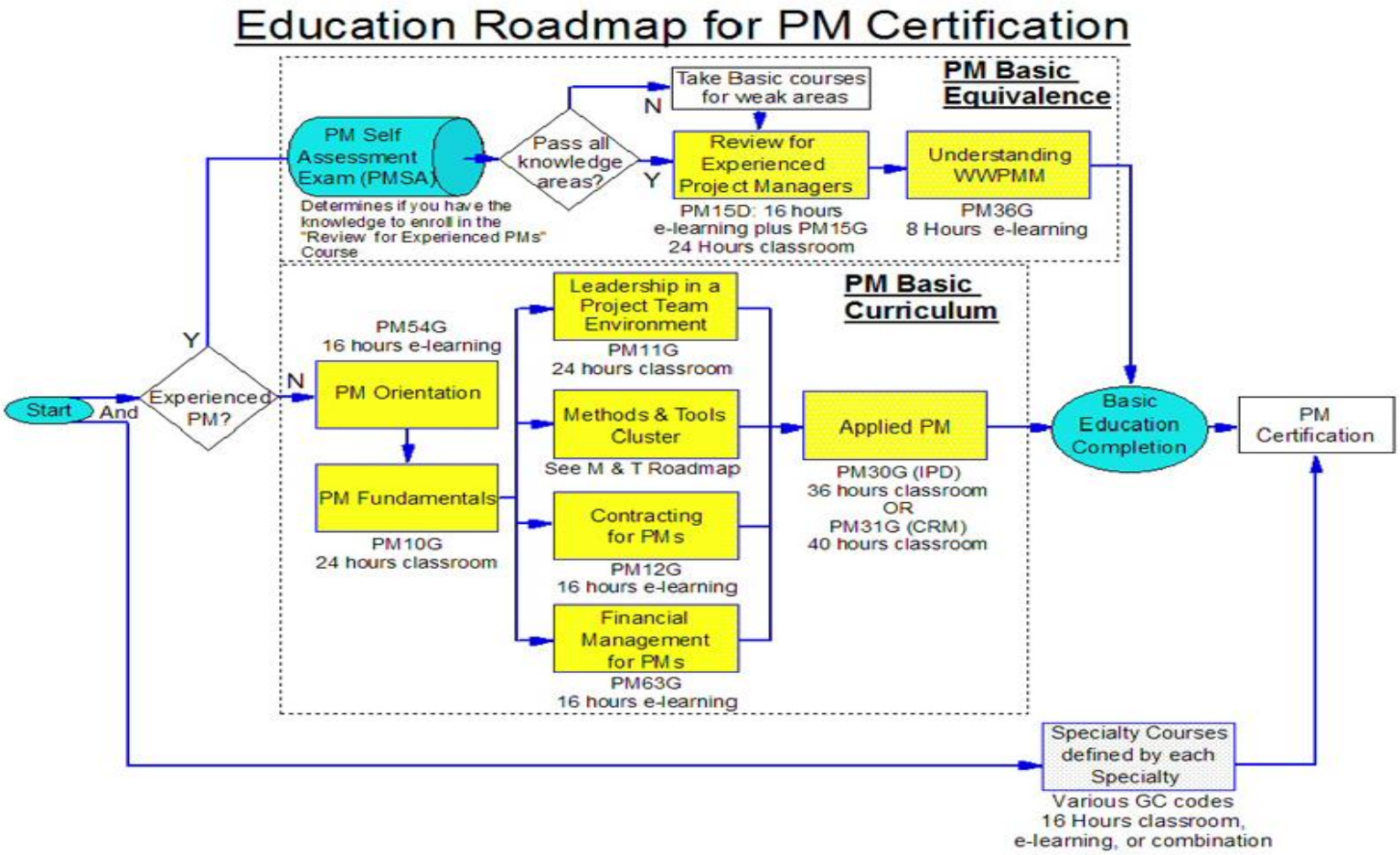
Certified IBM Senior Project Manager
Proj. Mgmt. Senior Level

Pre-requisites
- Nomination / Mgmt
- PMI Certification
- Package (three in detail descripted project)
- Review Board + 3 interviews
- Definition of specility
- 3 years of expierence
- Mentor (Certified Senior Proj. Manager)

Project Management Education / Training recommendation

- Participate in Proj.Mgmt. Communities
- PPD (Professional Potential Development)
- Rotations
  (Project Office Development, Test, Helpdesk, Operation)
- Project Management Fundamentals
- Seven Keys to success
- Earned Value Method (EVM)
- Rational Portfolio Manager (RPM)
- Project Control Book (PCB)
- MSP
- Lean Six Sigma (Yellow belt)

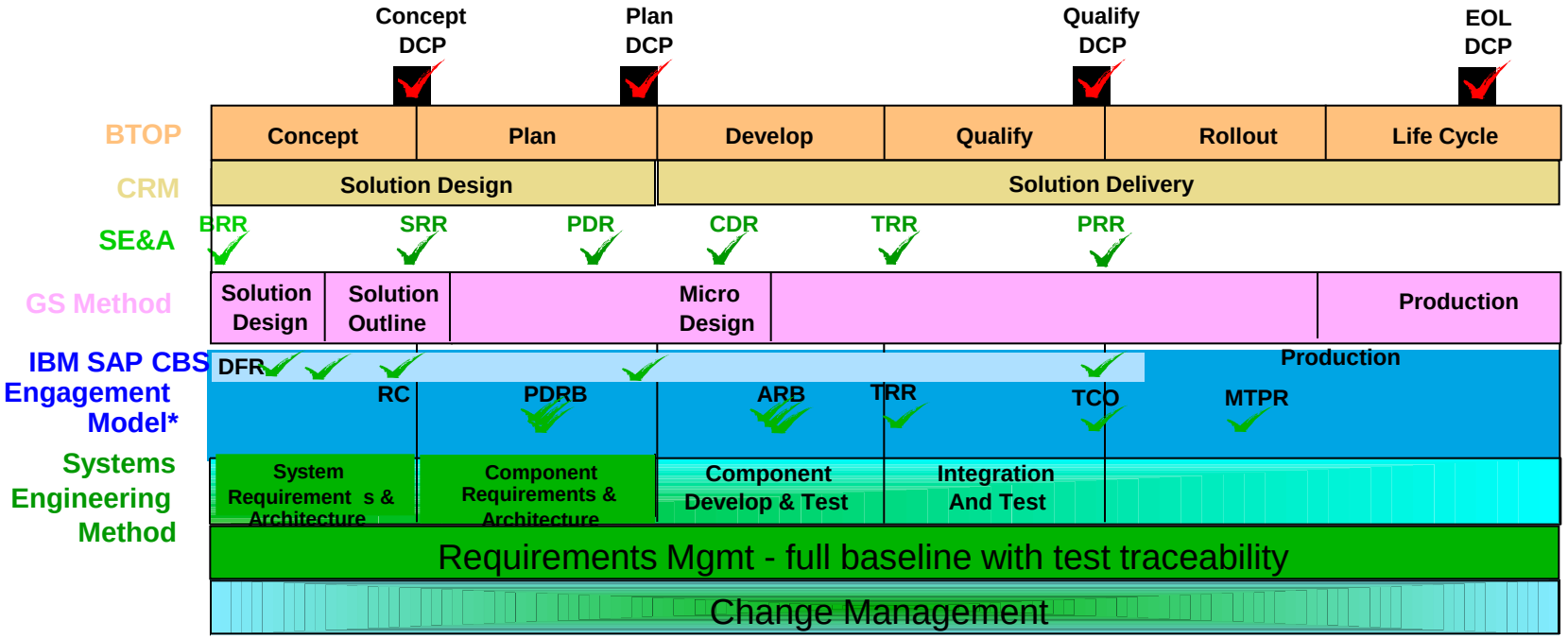
Certification IBM Senior Project Manager



Universität Hohenheim

Backup Slides

Methodology



- Gather Requirements
- Analyze Requirements and Define System Level Architecture
- Allocate Requirements
- Define Component Architecture
- Analyze and Allocate System Requirements to components
- Design
- Develop
- Test
- Sys Int Test
- Perf & Stress Test
- User Accept Test
- Move to Production
- Service Management

Systems Engineering Lead

Systems Engineering Support

Formal Reviews

DFR- Design Flow Review (level 1-5)
Owned by Business Process Owner
RC - Report Card Sign-off
PDRB - Process Design Review Board
ARB - Architecture Review Board
TRR - Test Readiness Review
TCO - Test Close Out
MTPR - Move to Production Review

BRR - Business Requirements Review (optional)
SRR - System Requirements Review
PDR - Preliminary Design Review
CDR - Critical Design Review
TRR - Test Readiness Review
PRR - Production Readiness Review

*Based on the Boston Consulting Group and the AMS MS, Global Service Method an SAP Development and Deployment Engagement Model has been established

Example of Communication Plan (Schedule)

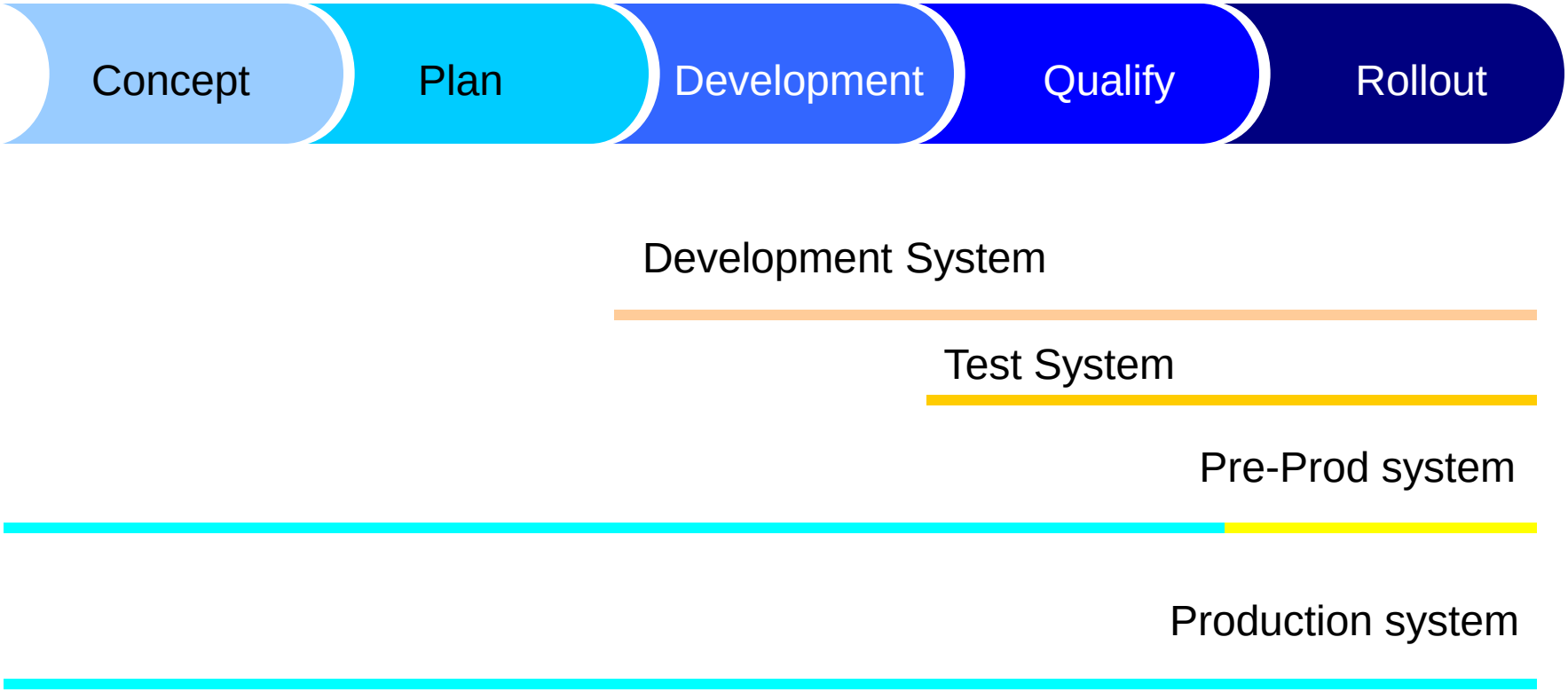
CET	EST	Monday	Tuesday	Wednesday	Thursday	Friday
08:00						
09:00					CBS AP deployment call	
09:30						
10:00			Overall CBS Dep Call			
12:00						
12:30						
13:00						
13:30	07:30					
14:00	08:00		CBS Core Team	Xcc Program Office	CBS Plan Owner Mtg	
14:30	08:30	CBS zEST AP PDT				zEST System& Perf. Executive Review (sponsor
15:00	09:00	CBS Partner Test Interlock		CBS program Test PDT call	CBS program PDT call	
15:30	09:30					
16:00	10:00	zEST PDT	CBS Change Mgt / Wkly BTR Meeting			
16:30	10:30					
17:00	11:00	PSL Meeting		Wkly Project Status Update / SAP Ldg E2E Mgt		
17:30	11:30				CBS Americas Deployment Call	E2E BT Council
18:00	12:00		SAP Ledger PDT			
18:30	12:30					
19:00	13:00					
19:30	13:30					
20:00	14:00					
20:30	14:30					
21:00	15:00					
21:30	15:30					
22:00	16:00					
		Denotes Xcc		Denotes CBS		Denotes zEST
				Denotes finance funded		Denotes SCT

Example of Communication Plan (Meeting Content Description)

Monthly CBS Overall Dependency Status

- **Purpose:** information on future CBS plans, issues, and challenges
- **Day/Time:** Tuesday, 10:00-10:30 (EST)/16:00-16:30 (CET)
- **Duration:** 30 minutes
- **Feeding Meetings:** none
- **Runs the Meeting:** John McCaig – CBS Dependency Manager
- **Attendees: Geo deployment reps, reps from partner applications**
- **Information to be displayed: discuss any specific topics and concerns, and to discuss any ideas and suggestions of relevance to the CBS program.**

Infrastructure



	Category	Item within category	Associate	Advisory (APM)	Senior (SPM)	Executive (EPM)	Executive Management
1	***Skills***	Basic PM Skill Template (proficiencies met)	Associate	Advisory	Senior	Executive	Executive
		PM specialty skills templates (proficiencies met)	-	Optional	One specialty	One specialty	Two specialties
2	***Résumé***	Curriculum vitae (CV), résumé	Required	Required	Required	Required	Required
		Project management	-	1 year	3 years	5 years	5 years
3	***Experience***	Technical/ industry/ business	2 years	3 years	3 years	3 years	Letter of sponsorship from IBM VP or GM
4	***Education***	Basic project management	Project Management Fundamentals The "Methods and Tools" cluster	Basic PM Curriculum (completed)	Basic PM Curriculum (completed)	Basic PM Curriculum (completed)	Basic PM Curriculum (completed)
		Specialty	-	16 hours/specialty (optional)	16 hours/specialty	16 hours/specialty	16 hours/specialty
		Currency	-	-	40 hours (can include Basic and Specialty education)	40 hours (can include Basic and Specialty education)	40 hours (can include Basic and Specialty education)
5	***Knowledge***	PMI Project Management Professional (PMP) examination	-	-	Pass	Pass	Pass
7	***Projects***	Number as project manager	-	1	3	4	4
8	***Giveback***		-	-	Two instances of Giveback	Two instances of Giveback	Two instances of Giveback