Project Management – Ann Berry-Kline

Mindset/culture: Daily operations vs. project
How do you know the difference between daily operations and project work?

Lack of resources: Can’t spend time on project without giving up daily work.
How do I manage my time if I am assigned to a project; what happens to my daily work?
Roles/Acct

Active governance: regulate, review, and feedback.
Governance needs to be in place in order for Project Management process to be implemented. Functional roles.

Management support of project management
- Managing staff time.
- Know and manage capacity.
- Resource locking.

Process to get buy-in.
What is the process to vette a proposal?

Pool of knowledge.
How is a pool of knowledge attained, kept, nurtured, used effectively.

Experts pulled in too many ways.
Currently experts are pulled in too many ways. How do you better utilize “experts”; how do you develop new experts?

PM requires estimation skills that many people at UCSC are not good at. What can be done?
- Training
- Consultant Best Practice classes.

Approval is arbitrary; steering groups.
The process for approving projects seems arbitrary. Steering groups are created but there doesn’t seem to be any rhyme or reason behind their decision to say yes or no.

Communication within a project. Visibility: Where are projects kept?
There are problems communicating within projects. Typical communication tools available today from the PMG website in the tools and templates link are a status report, issues log, and change control document. Sending out minutes from project meetings is another useful tool for communicating. In the near future, PMG will be creating a single place for project information and working documents to live.

Conflicting priorities.
There seems to be conflicting priorities within the division. There doesn’t seem to be one common goal or vision. Groups feel like they are pulled in many different ways.

How can highly specialized skills be transferable? How can I, with a specialized skill, be better utilized? How would MM change my work-life?
The processes will affect every staff member to some degree. What we found is that many staff members are already dealing with aspects of MM.

MM seems bureaucratic.
To some extent, documenting and standardizing processes can seem bureaucratic. There is a balance to be struck between standardization of processes and workflow.

Breaks down funding walls.
Capacity and resource availability: manager-employee discussions need to take place that determine staff capacity.

Volunteerism –Will impede good schedule estimation in project management. Will impede timely design and implementation of processes.

Job board –The idea of some sort of a job board was brought up. This is valuable input. The ability to understand when resources are available will take some time. Understanding capacity will be a first step. Understanding resource needs for each project is a parallel step. Combining resource allocation and locking is the next step. Creating a skill pool would seem to be the next step.

Where to draw resources? How will the organization learn about available resources. How will staff know what skill sets are needed? Good questions! Similar progression as text after Job board.