BCNET
Shared IT Services for Higher Education & Research

Conference 2017

Jennifer Casey – SFU

Chandra Beaveridge – UVic

Susan Bush - CapU

Take off with an Idea, Land with a Project

A Look at Continuous Process Improvement

Who are we?

Jennifer Casey – jcasey@sfu.ca
Manager, Project Management Office
Simon Fraser University

Chandra Beaveridge – cvb@uvic.ca
Project Management Process Manager
University of Victoria

Susan Bush - susanbush@capilanou.ca
Manager, Project Management Office
Capilano University

Agenda

- Each University will cover the following:

  - Project Management

  - Challenges

  - Solutions

Project Management Process at SFU

- Project Management Maturity
  - Introduction of the PM Process in 2015
  - PMO Manager October 2016

- IT Service Process Adoption Analysis
  - Project Charter content & quality
  - Time spent on Project Charter
  - Time spent on project before writing a Project Charter

Project Management Challenges at SFU

- Our Challenges
  - Limited experience filling a Project Charter document

  - Unfamiliar with Project Management terminology

  - Time investments on ideas / requests

  - Ad-hoc projects being worked on without review and approval

  - Large projects with multiple ways to approach it were being actioned outside Review Committee

Solutions at SFU

- Project Management Process Information Sessions
  - Enterprise & Local IT

- Introduction of the Project Proposal Process
  - Starting the conversation early
  - Multiple ways to approach a project

- Introduction of PMO as project gate
  - Process coordination
  - Document review & approval to next gate

- Communication
  - Encourage discussions with PM's and PMO to review options for process

Project Management Process at UVic

- Project Management Maturity
  - Introduction of the PM Process in 2006
  - Project Management Process Manager in 2014

- IT Service Process Adoption Analysis
  - Project Plan content & quality
  - Time spent on Project Plan
  - Time spent on project before writing a Project Plan

Project Management Challenges at UVic

- Our Challenges
  - Excitement over solutions leads to lack of focus on problem identification

  - Lack of clarity as to where planning ends and execution begins

  - "Urgent" projects

Solutions at UVic

- Requirements gathering focus:
  - Bring focus away from name brands
  - User Stories and other requirements gathering techniques

- (Re) Introduction of the Project Charter Process
  - PMO Advisory Committee
  - Leadership buy-in

- Introduction of Program Management
  - Creation of detailed program road maps
  - Bring attention to upcoming initiatives

Project Management Process at CapU

- Project Management Maturity
  - Introduction of the PM Process in December 2011
  - Project Management Process re-introduced in January 2015

- IT Service Process Adoption Analysis
  - Consistency of adoption of the process
  - Sponsorship role and acceptance
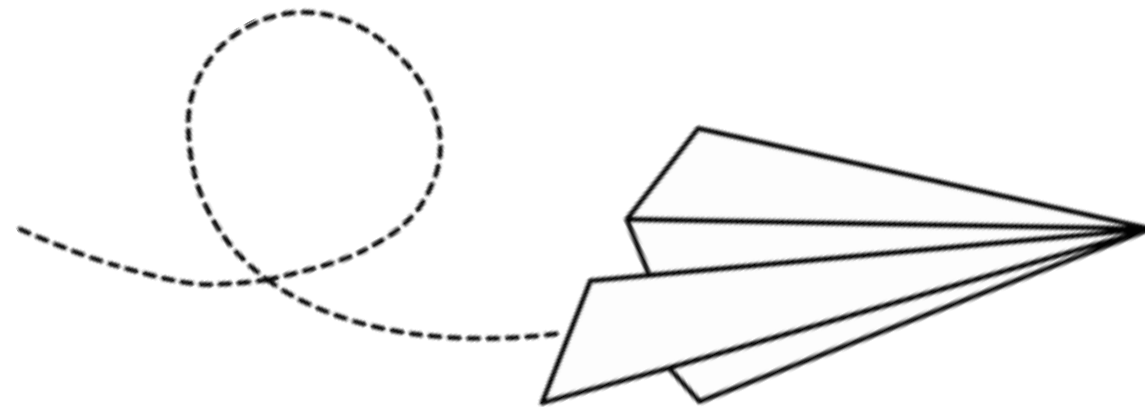 - General understanding of the phase/gate methodology

Project Management Challenges at CapU

- Our Challenges
    - Focus on "implement this solution" by some departments

    - Project Prioritization

    - Demand Management

Solutions at CapU

- Requirements gathering focus
  - Focus away from writing solution specifications in Expression of Interest (Charter)
  - Train more on requirements gathering techniques
  - Set expectations upfront

- Project Review Board
  - Reduce number of decision-makers
  - Move approval lower
  - Revamp project prioritization factors and weightings

- Resource estimations
  - Increase participation by line managers in estimating tasks
  - Re-validate as project progresses and re-forecast plan

Do we share any challenges?

Have you arrived at any of the same solutions?