



Using a Project Management Approach to Improve Project Success!

Presented by:

Susan Fritzen, PMP & Letitia Cisco-Smith, PMP
Fayetteville Public Works Commission

PRESENTATION GOALS

- **Basic Components of a Project**
- **Benefits of Cross Functional Teams**
- **Creating a PM Role and/or a PMO**
- **Tips for a Successful Project!**

DISCUSSION TOPICS

- **About Fayetteville PWC**
- **PWC's Journey to a PMO**
- **Sample Projects Using this Method**
- **Fundamentals of a Project: Scope-Schedule-Budget**
- **PMI Methodology**
- **Top 10 Attributes of a Project Manager**
- **Picking the Right Team Members**
- **Tips for a Successful Project**

FAYETTEVILLE PUBLIC WORKS COMMISSION

Services: Electric, Water, Wastewater

Customers: 113,000

Meters: 80,000 electric & 95,000 water

Org. structure: 635 FT employees:

(breakdown including Temporary staff)

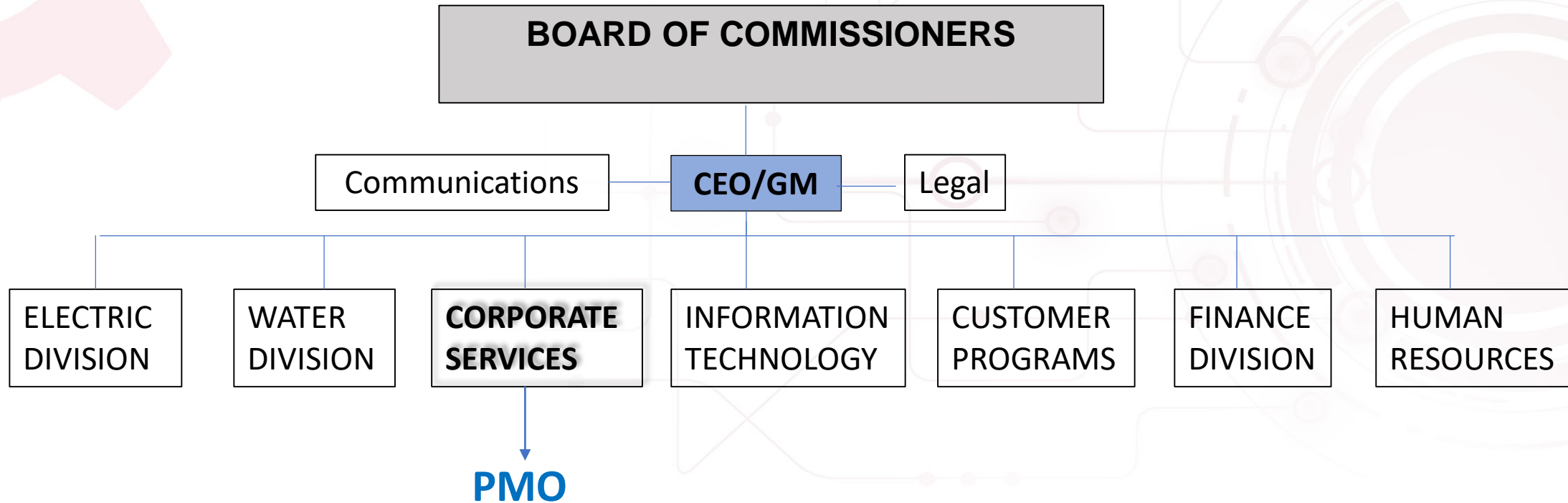
188 Administration

291 Electric & Water Operations

81 Electric, Water & WW Plants

114 Operations Support (Fleet, Warehouse, UFS)

PWC ORGANIZATIONAL STRUCTURE



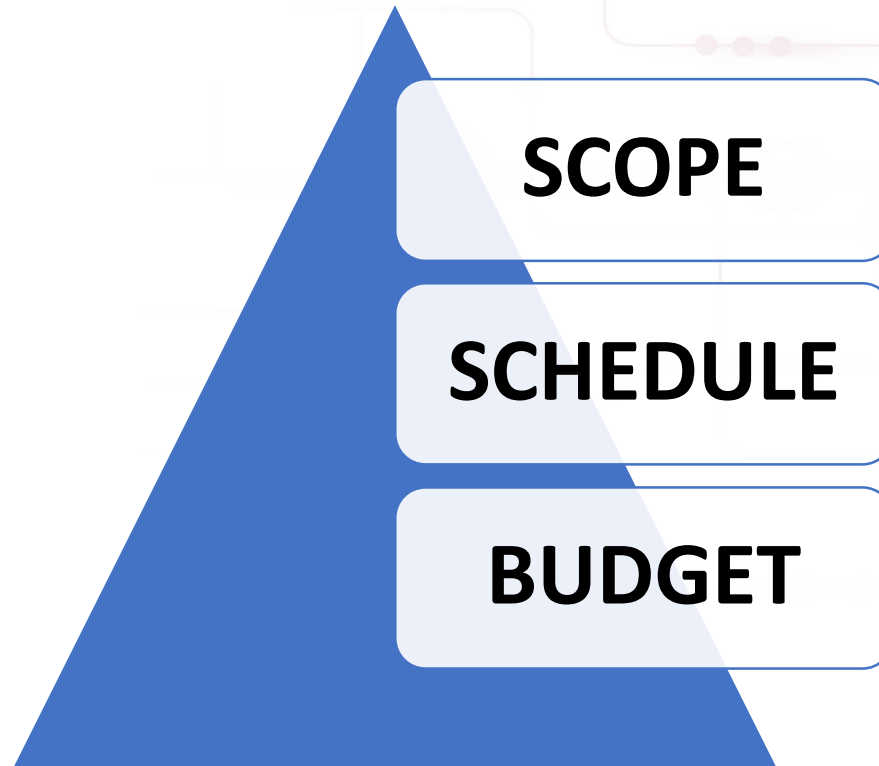
PWC's JOURNEY TO A PMO

- 2008 Created role of Special Projects Manager**
- 2011 Companywide Reorganization- reallocated staff**
- 2012 Hired PM's for AMI and ERP projects**
- 2012 Formed Corporate Development dept & hired CD manager**
- 2015 Created role of Program Management Supervisor & formed PMO**
- 2016 Created role of Process Improvement Analyst- includes Change Management responsibilities**

PROJECTS LED BY PWC's PMO

- **AMI PROGRAM- (all water & electric meters)**
- **NEW CUSTOMER PORTAL**
- **OUTAGE MANAGEMENT SYSTEM**
- **CUSTOMER KIOSK – 24 hr. payment option**
- **ERP- (replacement of 5 legacy IT systems)**

FUNDAMENTALS OF A PROJECT



PROJECT MANAGEMENT INSTITUTE (PMI)

FIVE (5) PROCESS GROUPS

- 1. Initiating*
- 2. Planning*
- 3. Executing*
- 4. Monitoring & Controlling*
- 5. Closing*



PROJECT MANAGEMENT INSTITUTE (PMI)

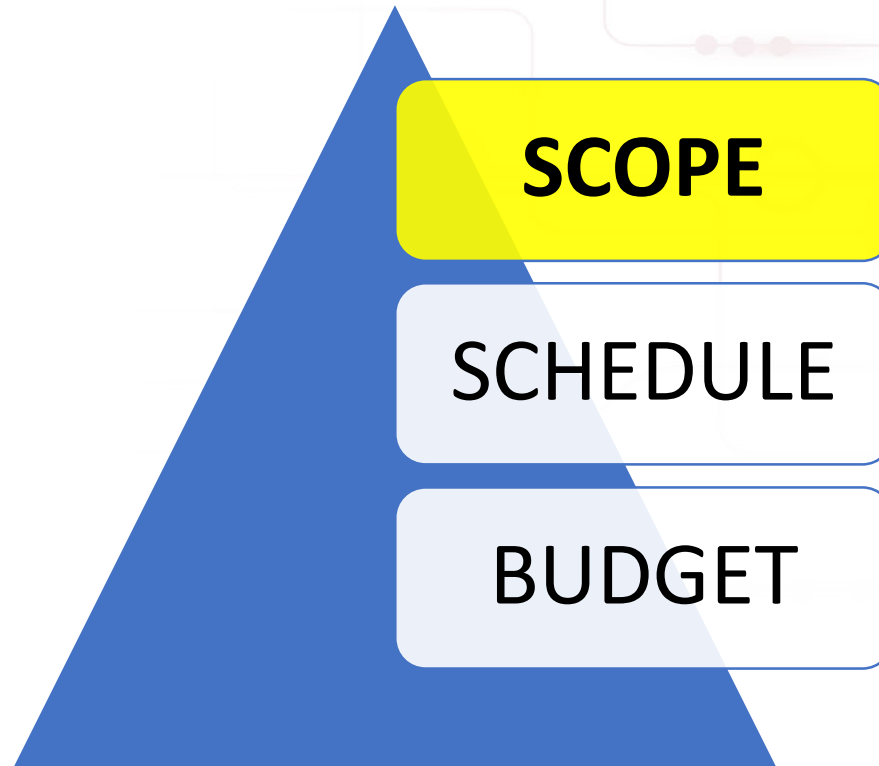
TEN (10) KNOWLEDGE AREAS

Project Integration Management	Project Human Resource Management
Project Scope Management	Project Communications Management
Project Time Management	Project Risk Management
Project Cost Management	Project Procurement Management
Project Quality Management	Project Stakeholder Management

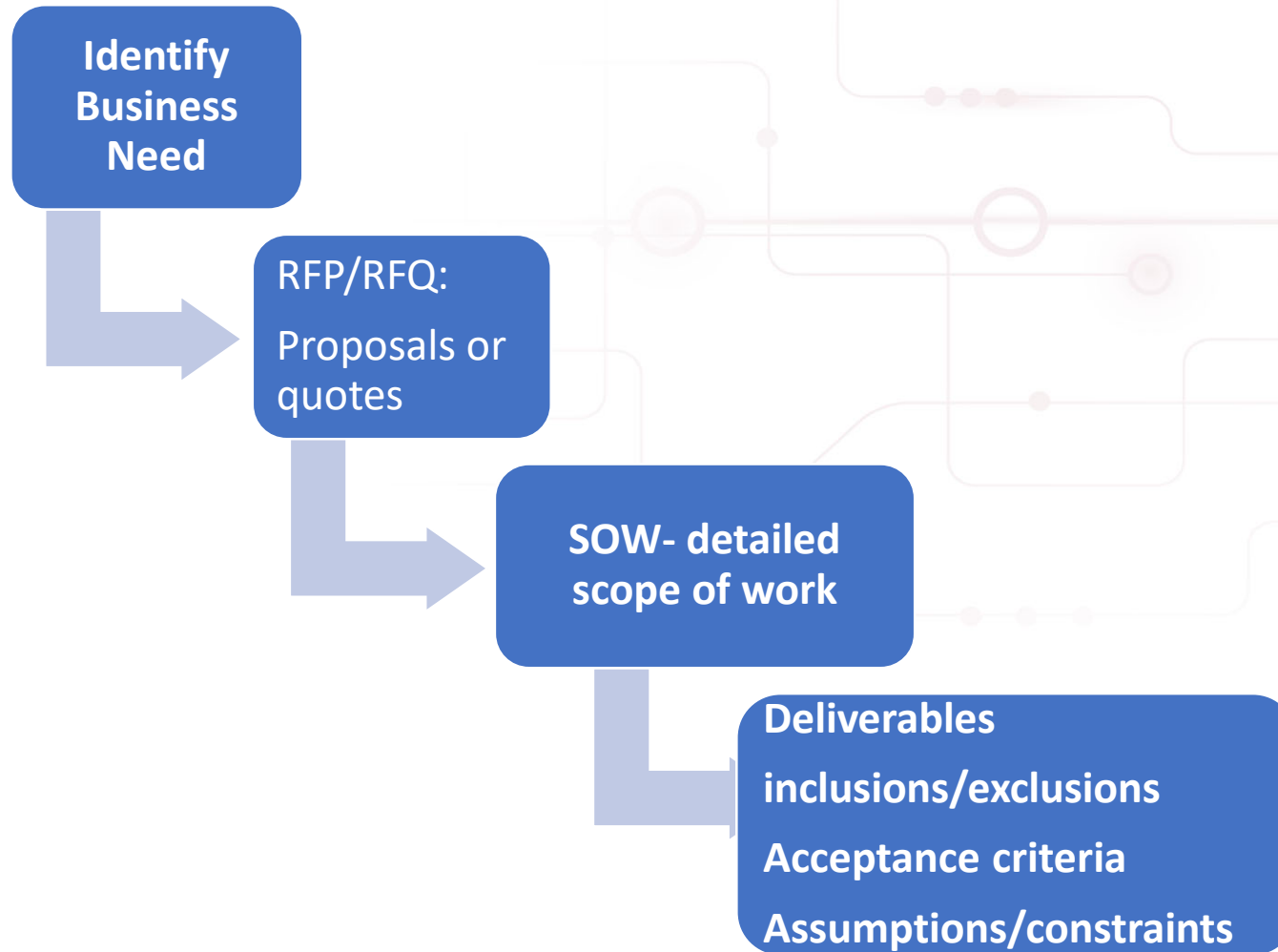
PMO Project Management (PM) Process Quick Guide

Project Phase	Deliverables	Responsible	Accountable	Inputs
Phase 0 Prerequisite/Prior to Project Execution	Project Discovery - Conduct project analysis	PM	PMO Supervisor	Strategic Roadmap/Governance Process
	High-Level Business/Stakeholder Requirements/Business Rules - Gather high-level business requirements and rules from the business units	PM	PMO Supervisor	Project Discovery
	Request for Proposal (RFP)/Statement of Work (SOW) - If vendor required for project, solicit vendors via an RFP that includes details of the work required (SOW)	Purchasing	PM	High-Level Business/Stakeholder Requirements/Business Rules
	Proposal - Submit (Vendor to Purchasing) documented response to the RFP.	Purchasing	PM	RFP
	Contract - Document agreement with awarded vendor.	Purchasing	PM	Proposal
	Scope of Work - Detail the work that a vendor will be performed under a contractual agreement.	Purchasing	PM	Contract
	Service Agreement - Agreed upon terms of services to be rendered by awarded vendor.	Purchasing	PM	Contract
Initiating Initiate the Project	Project Charter - Confirm scope, project team and high-level milestones	PM	PMO Supervisor	Project Discovery
	Kick-off - Formal start of project	PM	PMO Supervisor	Project Charter
Planning Plan Project Management Execution Define and Design Solution	Project Management Planning (PMP) Documents - Plan project execution	PM	PMO Supervisor	Project Charter
	Project Schedule - Create project timeline	PM	PMO Supervisor	Project Charter
	Business Requirements - Detail the business requirements for desired solution	App Spec	PM	High-Level Business/Stakeholder Requirements/Business Rules
	Functional Requirements Document (FRD) - Define the desired solution	App Spec	PM	Business Requirements
	Technical Design Document (TDD) - Design the desired solution	Vendor/IS	PM	FRD
Executing Execute and Monitor Project Build/Develop Solution Deploy Solution to Production	Solution Build/Development - Build the solution	Vendor/IS	PM	TDD
	Functional Testing (Quality Control/QC) - Verify the solution	Vendor/IS	PM	Solution Build/Development
	Implementation/User Acceptance Testing (UAT)/Training - Deliver the solution to the business along with validate and train end-users	App Spec	PM	Functional Testing (Quality Control/QC)
	Production Deployment - Install the solution into the production environment	App Spec	PM	Implementation/User Acceptance Testing (UAT)/Training
Monitoring & Controlling Monitor Solution Performance	Project Warranty - Monitor solution performance, resolve issues and gather metrics	Vendor/IS	PM	Production Deployment
Closing Transition Project to Operations/Maintenance Close Project	Operations Transition - Transfer the solution responsibilities to operational owners	PM	PMO Supervisor	Project Warranty
	Lessons Learned - lessons learnt are experiences distilled from a project that should be actively taken into account in future projects	PM	PMO Supervisor	Project Warranty
	Team Member Evaluation - PM feedback on team member performance; Information taken into account for future projects	PM	PMO Supervisor	Project Warranty
	Post Project Survey - Feedback from the team regarding their project experience; Information taken into account for future projects	PMO Supervisor	CD Manager	Project Warranty
	Project Close - PM closes project to include PMP documentation	PM	PMO Supervisor	All Closing Activities

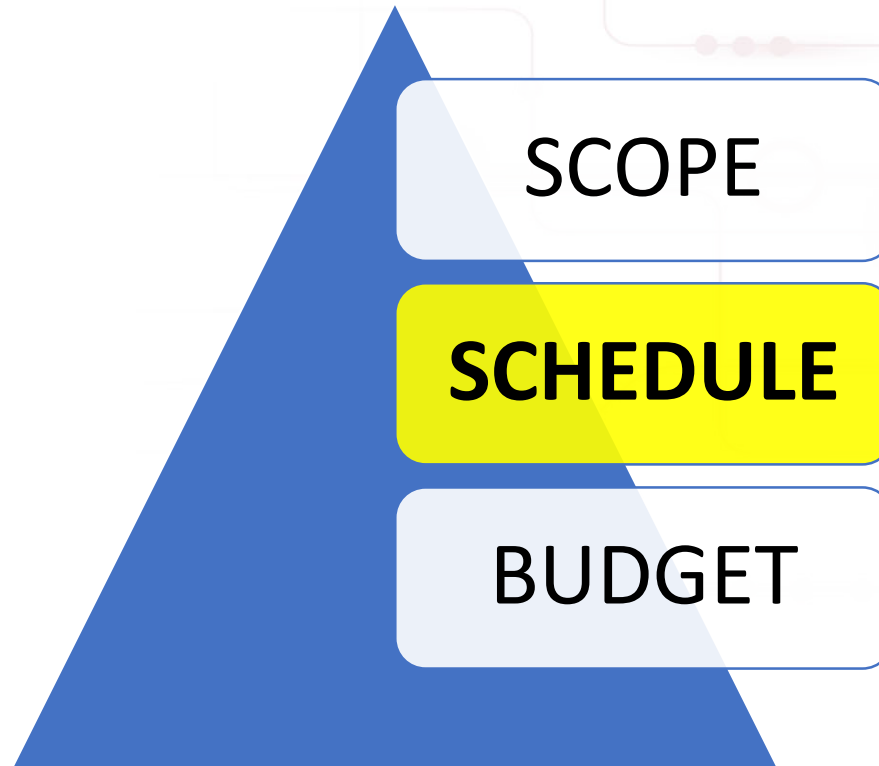
FUNDAMENTALS OF A PROJECT



PROJECT SCOPE



FUNDAMENTALS OF A PROJECT



PMO PROJECT SCHEDULE TEMPLATE

ID	% Complete	Task Name	Duration	Start	Finish	Predecessors	Resource Names
0	0%	Project Schedule Template v10.05 20200115	167 days	Fri 11/1/19	Mon 6/22/20		
1	0%	Communicate/Update Project Status	1 day	Fri 6/19/20	Fri 6/19/20	145FF	PM
2	0%	Project Initiation	19 days	Fri 11/1/19	Wed 11/27/19		
3	0%	Project Discovery Completed/Approved	0 days	Fri 11/1/19	Fri 11/1/19		PMs,PMO Supervisor
4	0%	Complete Project Charter	12 days	Fri 11/1/19	Mon 11/18/19		
5	0%	Develop Project Charter (Define Project Scope)	10 days	Fri 11/1/19	Thu 11/14/19	3	PM
6	0%	Project Charter Ready for Review	1 day	Fri 11/15/19	Fri 11/15/19	5	PM
7	0%	Approve Project Charter	1 day	Mon 11/18/19	Mon 11/18/19	6	Project Sponsor
8	0%	Project Charter Complete	0 days	Mon 11/18/19	Mon 11/18/19	4	
9	0%	Create Project Management Documentation	5 days	Tue 11/19/19	Mon 11/25/19		
10	0%	Create the PMP Matrix	5 days	Tue 11/19/19	Mon 11/25/19	8	PM
11	0%	Create the Stakeholder Registry (Identify Stakeholders/Team)	1 day	Mon 11/25/19	Mon 11/25/19	10FF	PM
12	0%	Create Project Budget	1 day	Mon 11/25/19	Mon 11/25/19	10FF	PM
13	0%	Create Risk Register	1 day	Mon 11/25/19	Mon 11/25/19	10FF	PM
14	0%	Create Action Item List	1 day	Mon 11/25/19	Mon 11/25/19	10FF	PM
15	0%	Create Project Schedule	1 day	Mon 11/25/19	Mon 11/25/19	10FF	PM
16	0%	Project Management Planning Documents Complete	0 days	Mon 11/25/19	Mon 11/25/19	9	
17	0%	Kick-off the Project	1 day	Tue 11/26/19	Tue 11/26/19		
18	0%	Conduct Project Kick-off	1 day	Tue 11/26/19	Tue 11/26/19	16	PM
19	0%	Share Communications/Change Management Plan with Team	1 day	Tue 11/26/19	Tue 11/26/19	18FF	PM
20	0%	Deliver/Review Stakeholder Register with Team	1 day	Tue 11/26/19	Tue 11/26/19	18FF	PM
21	0%	Project Kicked-off	0 days	Tue 11/26/19	Tue 11/26/19	17	
22	0%	Complete Project Initiation Phase Gate Review	1 day	Wed 11/27/19	Wed 11/27/19	21	PMO Supervisor,CD Manager
23	0%	Project Initiation Complete	0 days	Wed 11/27/19	Wed 11/27/19	22	
24	0%	Project Planning and Design	58 days	Thu 11/28/19	Mon 2/17/20		
25	0%	Planning	52 days	Thu 11/28/19	Fri 2/7/20		
26	0%	Requirements	27 days	Thu 11/28/19	Fri 1/3/20		
27	0%	Gather Functional Requirements	20 days	Thu 11/28/19	Wed 12/25/19	2	App Specialist
28	0%	Define the As-Is Process	2 days	Tue 12/24/19	Wed 12/25/19	27FF	App Specialist,Process Improvement Analyst,Business
29	0%	Define Proposed To-Be Processes	2 days	Tue 12/24/19	Wed 12/25/19	27FF	App Specialist,Business,IS/Vendor,Process Improvement Analyst
30	0%	Define Use Cases/User Stories	2 days	Tue 12/24/19	Wed 12/25/19	27FF	App Specialist,IS/Vendor
31	0%	Define Data Requirements	2 days	Tue 12/24/19	Wed 12/25/19	27FF	App Specialist,Business,IS/Vendor
32	0%	Define Reporting Requirements	2 days	Tue 12/24/19	Wed 12/25/19	27FF	App Specialist,Business,Corporate Analyst
33	0%	Complete the Functional Requirements Document (FRD)	5 days	Thu 12/26/19	Wed 1/1/20	27	App Specialist,IS/Vendor
34	0%	Finalize the FRD	1 day	Thu 1/2/20	Thu 1/2/20	33	App Specialist,IS/Vendor
35	0%	Create/Maintain Requirements Traceability Matrix	1 day	Thu 1/2/20	Thu 1/2/20	34FF	App Specialist
36	0%	Approve the FRD (Functional Requirements)	1 day	Fri 1/3/20	Fri 1/3/20	34	Innovations Manager,IS/Vendor Lead
37	0%	Requirements Complete	0 days	Thu 1/2/20	Thu 1/2/20	34	



PMO PROJECT SCHEDULE TEMPLATE

ID	% Complete	Task Name	Duration	Start	Finish	Predecessors	Resource Names
38	0%	Baseline Project Management Documentation	26 days	Fri 1/3/20	Fri 2/7/20		
39	0%	Confirm Approval of Requirements (FRD)	1 day	Fri 1/3/20	Fri 1/3/20	36FF	PM
40	0%	Confirm Approval of Design (TDD)	1 day	Fri 2/7/20	Fri 2/7/20	60FF	PM
41	0%	Schedule	10 days	Mon 1/6/20	Fri 1/17/20		
42	0%	Finalize/Baseline Project Schedule	10 days	Mon 1/6/20	Fri 1/17/20	26	PM
43	0%	Project Schedule Baselined	0 days	Fri 1/17/20	Fri 1/17/20	42FF	
44	0%	Cost/Budget	10 days	Mon 1/6/20	Fri 1/17/20		
45	0%	Establish/Refine Project Budget	10 days	Mon 1/6/20	Fri 1/17/20	26	PM
46	0%	Finalize/Approve Project Budget	1 day	Fri 1/17/20	Fri 1/17/20	45FF	PM
47	0%	Project Budget Approved	0 days	Fri 1/17/20	Fri 1/17/20	46	
48	0%	Baseline/Update the PMP Matrix	1 day	Mon 1/20/20	Mon 1/20/20	41,44	
49	0%	Revalidate Project Scope (Update Charter if necessary)	1 day	Mon 1/20/20	Mon 1/20/20	48FF	PM
50	0%	Baseline/Update the PMP Matrix	1 day	Mon 1/20/20	Mon 1/20/20	49FF	
51	0%	Complete Project Planning Phase Gate Review	1 day	Mon 2/10/20	Mon 2/10/20	38	PMO Supervisor,CD Manager
52	0%	Approve Project Scope	1 day	Tue 2/11/20	Tue 2/11/20		Project Sponsor
53	0%	Prepare/Deliver Sponsor Update	1 day	Tue 2/11/20	Tue 2/11/20	51	PM
54	0%	Receive Approval (Project Scope) from Sponsor	1 day	Tue 2/11/20	Tue 2/11/20	53FF	PM
55	0%	Design	25 days	Mon 1/6/20	Fri 2/7/20		
56	0%	Complete the Technical Requirements	10 days	Mon 1/6/20	Fri 1/17/20	26	IS, Vendor
57	0%	Design the Technical Solution	10 days	Mon 1/20/20	Fri 1/31/20	56	IS, Vendor
58	0%	Complete the Technical Design Document (TDD)	5 days	Mon 2/3/20	Fri 2/7/20	57	IS, Vendor
59	0%	Conduct Design Review	1 day	Fri 2/7/20	Fri 2/7/20	58FF	PM
60	0%	Approve the Design	1 day	Fri 2/7/20	Fri 2/7/20	59FF	IS/Vendor
61	0%	System or Product Design Finalized	0 days	Fri 2/7/20	Fri 2/7/20	60FF	
62	0%	Complete Project Design Phase Gate Review	1 day	Mon 2/10/20	Mon 2/10/20	55	PMO Supervisor,CD Manager
63	0%	Approve Design (Move to Execution Phase)	5 days	Tue 2/11/20	Mon 2/17/20		Project Sponsor
64	0%	Prepare/Deliver Sponsor Update	5 days	Tue 2/11/20	Mon 2/17/20	62	PM
65	0%	Receive Approval (Project Planning/Design to Execution) from Sponsor	1 day	Mon 2/17/20	Mon 2/17/20	64FF	PM
66	0%	Project Planning Complete	0 days	Mon 2/10/20	Mon 2/10/20	62	
67	0%	Project Execution and Solution Build/Test/Implementation	73 days	Tue 2/4/20	Thu 5/14/20		
68	0%	Project Management	55 days	Mon 2/24/20	Fri 5/8/20		
69	0%	Track Issues/Actions/Risks	1 day	Mon 2/24/20	Mon 2/24/20	91SS	PM
70	0%	Plan Project Metrics	1 day	Mon 2/24/20	Mon 2/24/20	69SS	PM,Business,Innovations Manager,Data Analytics Manager
71	0%	Plan Departmental Impact/Changes	1 day	Mon 2/24/20	Mon 2/24/20	69SS	PM,Business,CD Manager,Innovations Manager,Project Sponsor
72	0%	Confirm Approval of System Testing	1 day	Mon 3/23/20	Mon 3/23/20	95FF	PM
73	0%	Confirm Approval of Functional Testing	1 day	Mon 4/6/20	Mon 4/6/20	100FF	PM
74	0%	Confirm Approval of Pre-UAT	1 day	Mon 4/6/20	Mon 4/6/20	106FF	PM
75	0%	Plan Communication (Internal/External) Activities	1 day	Tue 4/7/20	Tue 4/7/20	74,73	PM



PMO PROJECT SCHEDULE TEMPLATE

ID	% Complete	Task Name	Duration	Start	Finish	Predecessors	Resource Names
76	0%	Confirm Approval of UAT	1 day	Tue 4/21/20	Tue 4/21/20	118FF	PM
77	0%	Receive Go/No-Go Live Approval	5 days	Wed 4/22/20	Tue 4/28/20	76	PM
78	0%	Confirm Deployment	5 days	Fri 5/1/20	Thu 5/7/20	130FF	PM
79	0%	Send Go-Live Email	1 day	Fri 5/8/20	Fri 5/8/20	78	PMO Supervisor
80	0%	Build	30 days	Tue 2/4/20	Mon 3/16/20		
81	0%	Submit Change Request (as required)	10 days	Tue 2/4/20	Mon 2/17/20	24FF	IS,App Specialist
82	0%	Build and Configure DEV Environment	10 days	Tue 2/4/20	Mon 2/17/20	24FF	IS,Vendor
83	0%	Build and Configure Solution to include Unit Testing	20 days	Tue 2/18/20	Mon 3/16/20	82,81	IS,Vendor
84	0%	Build/Configuration Complete	0 days	Mon 3/16/20	Mon 3/16/20	83	
85	0%	Test	41 days	Mon 2/10/20	Mon 4/6/20		
86	0%	Submit Change Request (as required)	1 day	Mon 3/16/20	Mon 3/16/20	80FF	App Specialist,IS
87	0%	Build and Configure TST Environment	10 days	Tue 3/3/20	Mon 3/16/20	80FF	IS,Vendor
88	0%	System Migrated to the TST Environment	5 days	Tue 3/17/20	Mon 3/23/20	87	IS,Vendor
89	0%	Complete System/Regression/Integration (Technical Verification) Testing	31 days	Mon 2/10/20	Mon 3/23/20		
90	0%	Develop System Test Cases/Scripts	10 days	Mon 2/10/20	Fri 2/21/20	61	IS,Vendor
91	0%	Execute System Testing	5 days	Mon 2/24/20	Fri 2/28/20	90	IS,Vendor
92	0%	Execute Regression Testing	5 days	Mon 3/2/20	Fri 3/6/20	91	IS,Vendor
93	0%	Execute Integration Testing	5 days	Mon 3/9/20	Fri 3/13/20	92	IS,Vendor
94	0%	Complete/Deliver Verification Test Report	5 days	Mon 3/16/20	Fri 3/20/20	93	IS,Vendor
95	0%	Approve Verification Test Report	1 day	Mon 3/23/20	Mon 3/23/20	94	Vendor,Innovations Manager,IS/Vendor Lead
96	0%	Complete Functional (Functional Verification) Testing	31 days	Mon 2/24/20	Mon 4/6/20		
97	0%	Develop Functional Test Cases/Scripts	10 days	Mon 2/24/20	Fri 3/6/20	90	App Specialist,IS/Vendor
98	0%	Execute Functional Testing	5 days	Tue 3/24/20	Mon 3/30/20	72,97	App Specialist,IS/Vendor
99	0%	Complete/Deliver Functional Test Report	5 days	Tue 3/31/20	Mon 4/6/20	98	App Specialist,IS/Vendor
100	0%	Approve Functional Testing	1 day	Mon 4/6/20	Mon 4/6/20	99FF	Innovations Manager,IS/Vendor Lead
101	0%	Functional Testing Complete/Solution Ready for End-User	0 days	Mon 4/6/20	Mon 4/6/20	74,73	
102	0%	Complete Pre-UAT (End-User Verification) Testing	21 days	Mon 3/9/20	Mon 4/6/20		
103	0%	Develop Pre-UAT Test Cases/Scripts	10 days	Mon 3/9/20	Fri 3/20/20	97	App Specialist
104	0%	Execute Pre-UAT Testing	5 days	Tue 3/24/20	Mon 3/30/20	72,103	App Specialist
105	0%	Complete/Deliver Pre-UAT Test Report	5 days	Tue 3/31/20	Mon 4/6/20	104	App Specialist
106	0%	Approve Pre-UAT Testing	1 day	Mon 4/6/20	Mon 4/6/20	105FF	Innovations Manager
107	0%	Verification/Pre-UAT Complete/Solution Ready for UAT	0 days	Mon 4/6/20	Mon 4/6/20	74,73	
108	0%	Complete Build/Test Phase Gate Review	1 day	Tue 4/7/20	Tue 4/7/20	101,107	PMO Supervisor,CD Manager
109	0%	Implementation	22 days	Mon 3/23/20	Tue 4/21/20		
110	0%	Submit Change Request (as required)	1 day	Mon 4/6/20	Mon 4/6/20	85FF	IS,Vendor
111	0%	Build and Configure UAT Environment	5 days	Tue 3/31/20	Mon 4/6/20	85FF	IS,Vendor
112	0%	Migrate System to UAT Environment	5 days	Tue 4/7/20	Mon 4/13/20	111,110	IS,Vendor
113	0%	Implement	22 days	Mon 3/23/20	Tue 4/21/20		

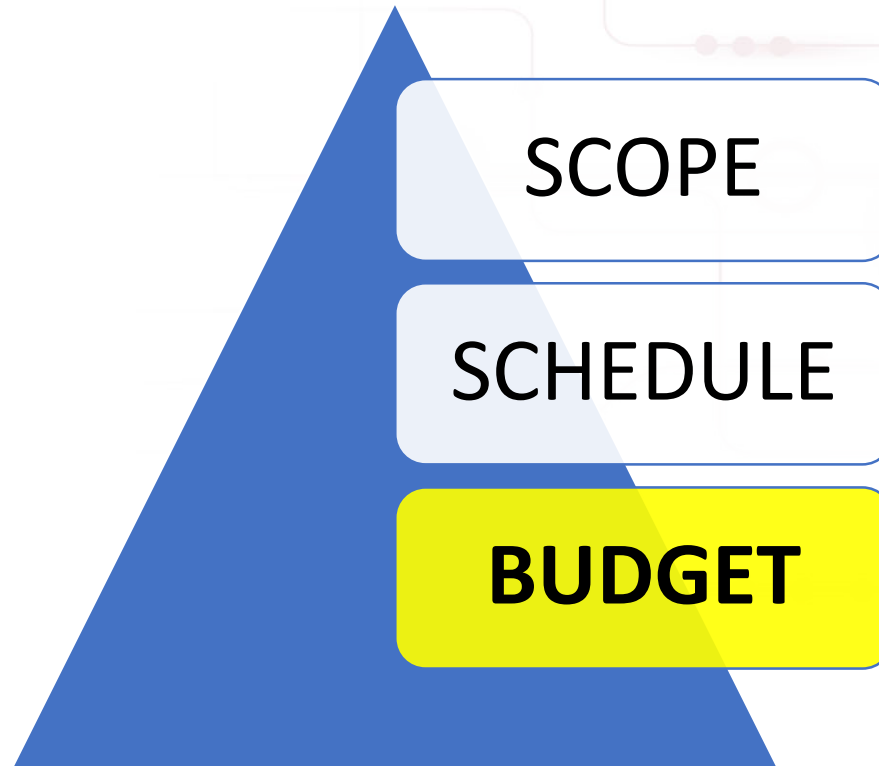


PMO PROJECT SCHEDULE TEMPLATE

ID	% Complete	Task Name	Duration	Start	Finish	Predecessors	Resource Names
114	0%	Create UAT Test Cases/Scripts	10 days	Mon 3/23/20	Fri 4/3/20	103	App Specialist
115	0%	Execute User Acceptance Testing	10 days	Tue 4/7/20	Mon 4/20/20	101,107	App Specialist,Business
116	0%	Create Training Documents/Schedule	10 days	Tue 3/24/20	Mon 4/6/20	85FF	App Specialist
117	0%	Provide Training to Customers	5 days	Tue 4/7/20	Mon 4/13/20	114,115SS,116	App Specialist,Business
118	0%	Receive Approval of Validation Testing from the Business	1 day	Tue 4/21/20	Tue 4/21/20	115	Innovations Manager
119	0%	Solution Accepted by Business Owner	0 days	Tue 4/21/20	Tue 4/21/20	118,76	
120	0%	Complete Project Implementation Phase Gate Review	17 days	Wed 4/22/20	Thu 5/14/20	119	PMO Supervisor,CD Manager
121	0%	Approve Project Go/No-Go Live	5 days	Fri 5/1/20	Thu 5/7/20		Project Sponsor
122	0%	Prepare/Deliver Sponsor Update	5 days	Fri 5/1/20	Thu 5/7/20	77SS,78SS	PM
123	0%	Receive Approval (Project Initiation to Planning/Design) from Sponsor	1 day	Thu 5/7/20	Thu 5/7/20	122FF	PM
124	0%	Deploy	23 days	Tue 4/7/20	Thu 5/7/20		
125	0%	Develop Deployment/Cutover Plan	10 days	Tue 4/7/20	Mon 4/20/20	115FF	IS
126	0%	Submit Change Request (Production Move)	5 days	Wed 4/22/20	Tue 4/28/20	77SS	App Specialist,IS
127	0%	Approve Change Request	5 days	Wed 4/22/20	Tue 4/28/20	126FF	IS
128	0%	Deploy Solution	5 days	Wed 4/29/20	Tue 5/5/20	125,127,119	IS,Vendor
129	0%	Conduct Smoke Testing/Approval	2 days	Wed 5/6/20	Thu 5/7/20	128	App Specialist,IS/Vendor
130	0%	Approve Smoke Testing	2 days	Wed 5/6/20	Thu 5/7/20	128	Innovations Manager
131	0%	Solution Deployed/Cutover Complete	0 days	Thu 5/7/20	Thu 5/7/20	129,130	
132	0%	Complete Project Execution Phase Gate Review	1 day	Fri 5/8/20	Fri 5/8/20	131	PMO Supervisor,CD Manager
133	0%	Project Execution Complete	0 days	Fri 5/8/20	Fri 5/8/20	132	
134	0%	Project Monitor and Control	21 days	Fri 5/8/20	Fri 6/5/20		
135	0%	Control Project Scope	1 day	Fri 5/8/20	Fri 5/8/20	26,133FF	PM
136	0%	Control Project Schedule	1 day	Fri 5/8/20	Fri 5/8/20	41,133FF	PM
137	0%	Control Project Budget	1 day	Fri 5/8/20	Fri 5/8/20	44,133FF	PM
138	0%	Control Project Risks	1 day	Fri 5/8/20	Fri 5/8/20	133FF	PM
139	0%	Manage Action Items	1 day	Fri 5/8/20	Fri 5/8/20	133FF	PM
140	0%	Post Deployment	20 days	Fri 5/8/20	Thu 6/4/20		
141	0%	Monitor the Rollout and Take Corrective Action as Necessary	1 day	Fri 5/8/20	Fri 5/8/20	142SS	App Specialist,IS/Vendor
142	0%	Manage Issues (during Warranty)	20 days	Fri 5/8/20	Thu 6/4/20	124	PM
143	0%	Project Monitoring/Controlling Complete	0 days	Thu 6/4/20	Thu 6/4/20	140	
144	0%	Complete Project Monitoring/Controlling Phase Gate Review	1 day	Fri 6/5/20	Fri 6/5/20	143	PMO Supervisor,CD Manager
145	0%	Project Closing	11 days	Fri 6/5/20	Fri 6/19/20		
146	0%	Complete Operations Transition Plan	5 days	Fri 6/5/20	Thu 6/11/20	142	PM
147	0%	Complete Lessons Learned	1 day	Thu 6/11/20	Thu 6/11/20	146FF	PM
148	0%	Evaluate Team Members	5 days	Fri 6/12/20	Thu 6/18/20	147	PM
149	0%	Send Project Survey	1 day	Fri 6/12/20	Fri 6/12/20	147	PMO Supervisor
150	0%	Closeout Project Artifacts	1 day	Fri 6/19/20	Fri 6/19/20	148	PM
151	0%	Project Closing Complete	0 days	Fri 6/19/20	Fri 6/19/20	150	



FUNDAMENTALS OF A PROJECT



PROJECT BUDGETS

FIRM FIXED PRICE

- Most common
- Vendor bears all risks
- Milestones attached to deliverables

TIME & MATERIALS

- Moderate risk to utility depending on project
- Most used for short term, very defined project
- Often used for staff augmentation and consultants

COST PLUS FIXED FEE

- Moderate risk to utility depending on project
- Most used for short term, very defined project
- Often used for staff augmentation and consultants



TOP 10 ATTRIBUTES OF A PROJECT MANAGER

- 1. Effective Communication Skills**
- 2. Strong Leadership Skills**
- 3. Team Builder/Collaborator/Negotiator**
- 4. Knowledgeable**
- 5. Strategic and Tactical Thinker**
- 6. Cool Under Pressure**
- 7. Good Decision Maker**
- 8. Empathic**
- 10. Problem Solver**

“The Ideal Team Player” by Patrick Lencioni

HUMBLE

- The most important of the 3 virtues
- Humility is the single greatest and most indispensable attribute of being a team player

HUNGRY

- A manageable and sustainable commitment to doing a job well and going above and beyond when its truly required
- Hungry people almost never have to be pushed by a manager because they are self-motivated and diligent

SMART

- Having common sense about people
- Good judgement and intuition of the group dynamics and the impact of their words and actions

TIPS FOR A SUCCESSFUL PROJECT!

- **EXECUTIVE SPONSORSHIP**
- **IDENTIFY & MANAGE STAKEHOLDERS**
- **CLEAR & WELL DEFINED PROJECT OBJECTIVES**
- **STRONG DUE DILIGENCE EFFORTS**
- **A SOLID PROJECT PLAN**
- **COMMUNICATION! COMMUNICATION! COMMUNICATION!**
- **ORGANIZATIONAL CHANGE MANAGEMENT**
- **CELEBRATE SUCCESS & RECOGNIZE EFFORTS**
- **LESSONS LEARNED**



Susan Fritzen, PMP
Chief Corporate Services Officer
Fayetteville Public Works Commission
susan.fritzen@faypwc.com
910-223-4004

Letitia Cisco Smith, PMP
Project Manager
Fayetteville Public Works Commission
letitia.cisco@faypwc.com
910-223-4937



The energy behind public power

www.electricities.com

FOLLOW US ON SOCIAL MEDIA:



@ElectriCitiesNC



@ElectriCitiesNC



@ElectriCitiesNC



/company/ElectriCitiesNC