



OFFICE *of* HUMAN RESOURCES

ProjectDocs Library Project Overview

PM Brown Bag session

Date: April 30, 2013

Agenda

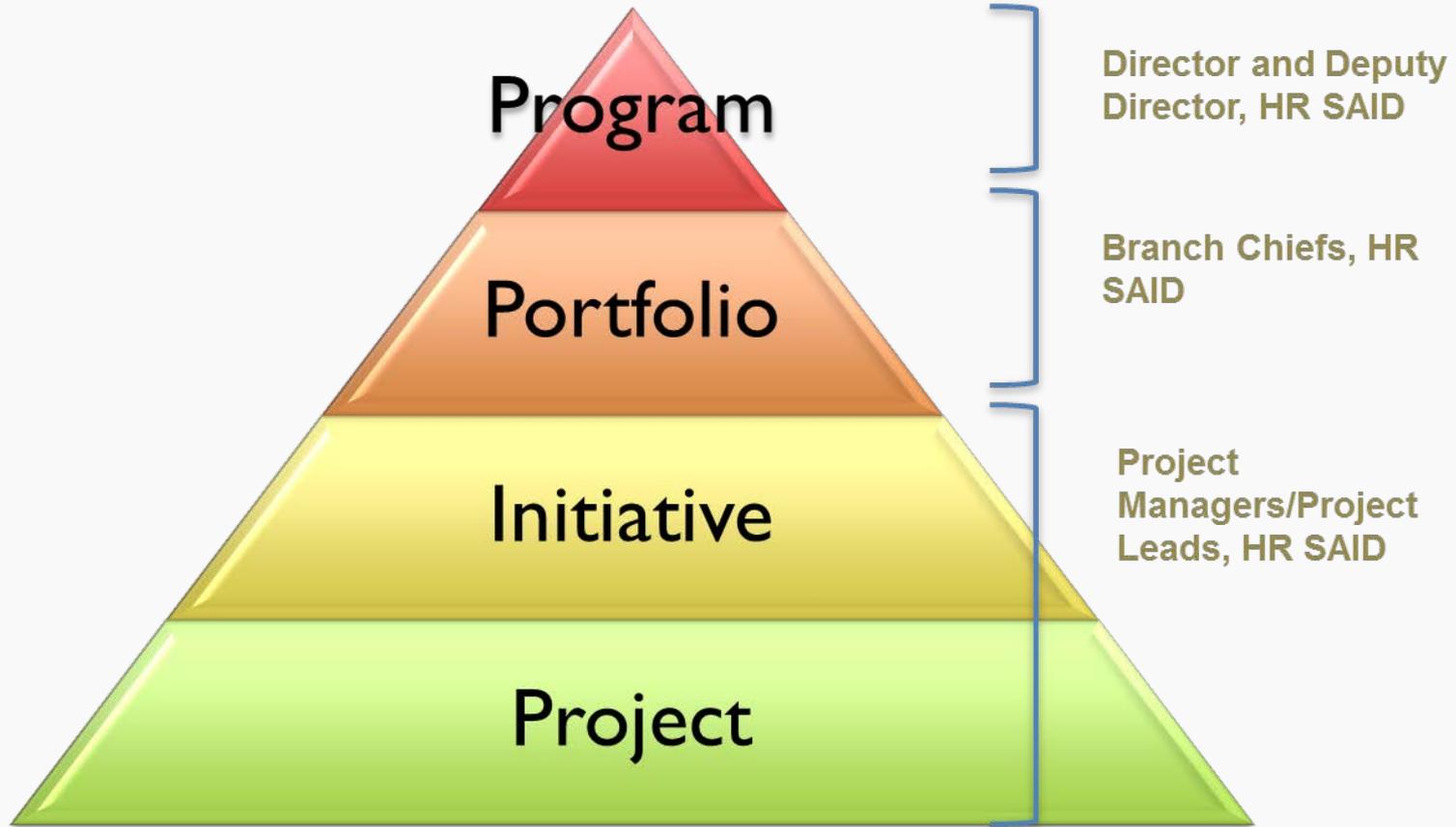
- Purpose of HR SAID's Project Management Office (PMO)
- Current HR SAID PMO Structure
- Background & Overview
- Governance
- Facets of the HR SAID PMO
- Review of Tools

Purpose of HR SAID and Project Management Environment

- HR SAID is entrusted with the responsibility of stewarding HR system solutions supporting NIH's business needs.
- The Division has grown and inherited projects and initiatives. It has experienced complexities in both managing and tracking work.
- An awareness and ability to manage the interdependencies within and across projects and initiatives is vital to timely completion and coordination of work.
- HR SAID must meet certain requirements presented by the OCIO and HHS CPIC policies.
- Over time, more projects and initiatives have been brought to the Division as a result of its high quality of service, talent, and cutting edge solutions solving diverse HR business issues.
- HR SAID is a dynamic, project-driven organization with shifting priorities and requirements based on the changing demands of NIH's business.
- All major work assignments within the Division are defined as *initiatives* and *projects*.



ProjectDocs Structure



Background & Overview

- In November 2009, there was a need to provide standardized processes, toolsets, and procedures for the management of branches, initiatives, and projects and provide meaningful project management reports to assess the health of the Division's operations and make business decisions.
- There was a need to account for more than 25 project leads and managers with varying degrees of project management experience.

HR SAID Certifications

Certification	Number Currently Credentialed
Project Management Professional (PMP)	6
Human Resource Information Professional (HRIP)	8
FAC P/PM Level I or II	15
Masters Certificate in Project Management	13



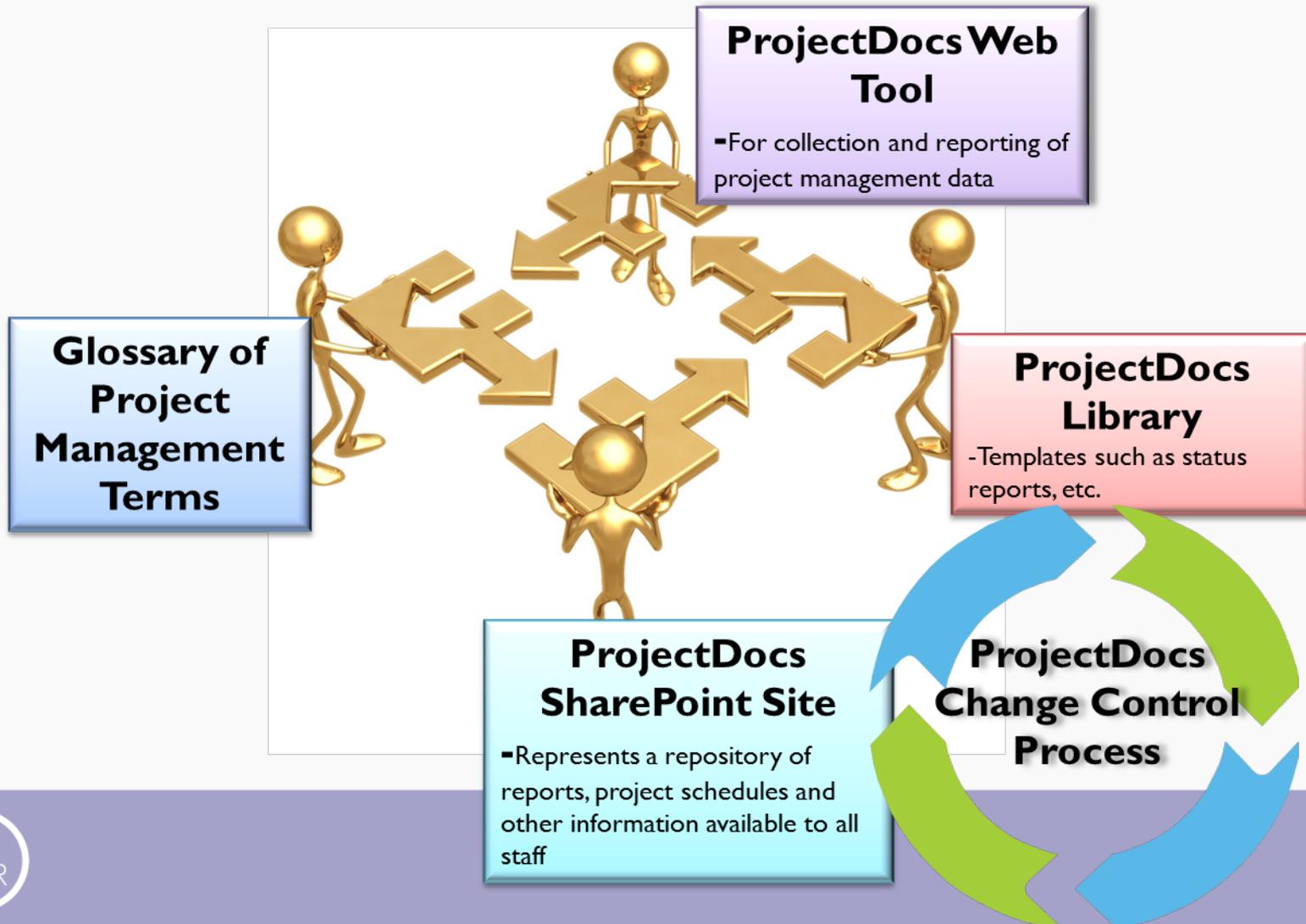
Development of Project Management Standard Operating Procedures (SOPs)

The scope of this work included four primary documents:

- 1) A Program Management (PMO) Governance Charter
- 2) A Reporting SOP
- 3) A Change Control SOP
- 4) An HR SAID New Employee Handbook



Facets of the HR SAID PMO



ProjectDocs Web Tool, Schedules, and SharePoint

ProjectDocs Web Tool

- ASP.NET forms (with Microsoft .NET 4.0 Framework and Visual Basic.NET) is used to administer resource workload, risks and issues, and program summary information.
- Microsoft SQL Server Reporting Services (SSRS) 2008 SR2 is used for reports.

Schedules

- Microsoft Project Pro 2010 w/IPSC is used throughout HR SAID for scheduling purposes.

SharePoint

- Portfolio management tools include Microsoft SharePoint for HR SAID's document management solution.



ProjectDocs Web Tool Reporting

Standardized reports provide consistency across initiatives and projects in HR SAID and provide meaningful information for management decisions and assessment.

Common reports include:

- Risk and Issues
- Accomplishments
- Milestones
- Resource Workload
- Program Summary

The Initiative Status Report (ISR) (previously known as 'Project Status Report' is another non Web Tool common report.





HR SAID Risks Log

Branch: All
 Initiative: All
 Project: All

Map	Impact	Probability	Status	Description	OMA Risk	Impact	Response Strategy
CSBAB							
Analytics							
Business Process Mapping							
Red	High	High	Open	Customer does not/can not fully articulate As-Is Process		Process models are inaccurate or incomplete	Mitigation
Red	High	High	Open	Financial Constraints		Limited budget for project	Mitigation
Red	High	High	Open	To-Be Process Models implementation (migration to new system)		Need leadership buy-in	Mitigation
Red	High	Medium	Open	Communication		Leadership buy-in	Mitigation
Red	Medium	High	Open	Customer does not follow standard processes		Leadership buy-in	Mitigation
Yellow	Medium	Medium	Open	Resource requirements (people)		No internal/ external SMEs to consult (none assigned to project)	Mitigation
Yellow	Medium	Medium	Open	Time Constraints/Schedules		Leadership priority	Mitigation
Data Integrity							
Red	High	High	Open	Financial Constraints		Limited/no budget for project; Project will not get off the ground	Mitigation
Red	Medium	High	Open	Identification of tool to validate and clean up DI Issues		If a tool is not purchased, will not be able to update/input or verify data	Mitigation
Red	Medium	High	Open	Securing leadership/ stakeholder buy-in		Project cannot get off the ground	Mitigation
Yellow	Low	High	Open	Training		No knowledge of how to capture data	Mitigation
Yellow	Medium	Medium	Open	Communication		Leadership buy-in	Mitigation
Yellow	Medium	Medium	Open	No approved budget or financial resources		If no budget is approved, OHR will not be able to support data integrity as a project	Mitigation
Reporting & Dashboards							

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.



HR SAID Issues Log

Branch: All
 Initiative: All
 Project: All

Impact	Identification Date	Resolution Date	Owner	Description	Response	Resolution
CSBAB						
Analytics						
Reporting & Dashboards						
High				Current service delivery model is unsustainable and short-sighted. Specifically, it does not help to educate CSD / servicing staff on how to obtain or analyze data, and forces project staff to spend more time on lower-value activities.	- Create training for CSD users □ - Create training for Analytics staff□ - Adopt a COE approach□ - Create training for managers	- Focus Analytics team efforts on more valuable activities□ - Empower users to fully utilize tools and resources
High				Currently the majority of standard reports are compiled manually. This is problematic because while SOPs have been created to instruct staff on how to compile the report, the majority of the team's time is spent on creating the report and not on analyzing.	- Consult with customers to assess current reporting to determine which reports should remain□ - Automate reports□ - Create and publish a schedule or reports availability□ - Establish periodic re-reviews of reports	- Automate queries and reports
High				OHR does not have a data management strategy which encompasses data quality and metadata standards for all HR data.	- Obtain charge for DM strategy □ - Develop a policy or guidance on the assessment and documentation of data quality and metadata	- Obtain the charge for creating a data management strategy with an emphasis on the elements within OHR's control and develop it
High				There is a lack of a change management process for Data Warehouse HR data elements. This lack of process leaves analytics and dashboard functions vulnerable to unstable and undefined data.	- Establish communication strategy for on-going communications□ - Establish change management strategy□ - Communicate with affected stakeholder	Establish a change management process with CIT to firmly establish SAID as the HR data area owner and create a process to review requested modifications periodically.
High				There is no governance of HR data which inventories use of HR data in downstream systems and how systems interface with each other to identify dependencies.	- Identify the various groups involved in HR's data□ - Establish expectations of communications	- Identify involved parties and establish appropriate communications
Low				No inventory of all data generated by HR or accessible to the Analytics project.	- Inventory all HR systems for data and reporting□ - Create maintenance strategy	- Create a high level inventory of the types of data available from each of the HR systems
Medium				Currently, there is no proactive monitoring of measures tied to overall organizational human capital issues and no identification of these measures	- Define key HC issues for the org□ - Create reports□ - Provide reports	- Identify & develop measures tied to the HC "health" of the organization

An Issue is a formally identified item related to a project that if not addressed may cause a project to be delayed, change its direction, diminish its quality, and/or increase its cost.

Monday, August 02, 2010



HR SAID Accomplishments

Branch: All
Initiative: All
Project: All
Between: 6/1/2010 and 6/30/2010

Accomplishment	Accomplishment Date	% Completed	Accountable
CSBAB			
ANALYTICS: INITIATIVE			
BPM: PROJECT			
M/A: Conduct first meeting with customer to understand needs	6/4/2010	100	
DASHBOARDING: PROJECT			
M/A: Complete Development of Element 1	6/9/2010	100	
M/A: Provide SAID Dashboard - June	6/23/2010	100	
REPORTING: PROJECT			
A: Provide Standard Monthly Reports -April 10	6/3/2010	100	
SURVEYS: PROJECT			
M/A: Create WITS AO Reports Training Report	6/17/2010	100	
M/A: Open Information Security Survey Pilot	6/28/2010	100	
CORE SYSTEMS: INITIATIVE			
ATRD: Project			
A:Provide ATRD environment information to PSC	6/25/2010	100	
CAPITAL HR: PROJECT			
A:AO Training NIAID	6/8/2010	100	
A:AO Training	6/10/2010	100	
M/A: Recertification Complete	6/15/2010	100	
A: Security Admin Signoff	6/15/2010	100	
M/A: Deliver Communications for Replacing EAM with AMS	6/25/2010	100	



HR SAID Milestone

Branch: All
Initiative: All
Project: All
Between: 6/1/2010 and 6/30/2010

Milestone	Milestone Date	% Completed	Accountable
CSBAB			
ANALYTICS: INITIATIVE			
BPM: PROJECT			
M/A: Conduct first meeting with customer to understand needs	6/4/2010	100	
DASHBOARDING: PROJECT			
M/A: Complete Development of Element 1	6/9/2010	100	
M/A: Provide SAID Dashboard - June	6/23/2010	100	
SURVEYS: PROJECT			
M/A: Create WITS AO Reports Training Report	6/17/2010	100	
M/A: Open Information Security Survey Pilot	6/28/2010	100	
CORE SYSTEMS: INITIATIVE			
CAPITAL HR: PROJECT			
M/A: Recertification Complete	6/15/2010	100	
M/A: Deliver Communications for Replacing EAM with AMS	6/25/2010	100	
M/A: AMS (IAM@HHS) Go Live	6/28/2010	0	
EBIS: PROJECT			
M/A: Complete system training	6/8/2010	100	
M/A: Complete Help Desk Support Training	6/11/2010	100	
M/A: Complete EBIS Website and Portal Updates	6/15/2010	100	
TRAINING SYSTEMS: PROJECT			
Close	6/4/2010	100	



Resource Workload Report

Initiative View for Branch: All

Month: March-2013

Max Hours: 168.00

Run Date: 4/16/2013 4:59:57 PM

	Administration	Analytics	Change Management	Core Systems	HR Systems Support	Information Management	Information Security	OD Governance	OD Management	Talent Management	Workflow Systems	Total
	2.00	154.00										156.00
										44.00	108.00	152.00
	7.50									160.50		168.00
				42.00								42.00
						152.00						152.00
	8.00			154.00								162.00
		168.00										168.00
	4.00			164.00			4.00					172.00
	30.00	78.00					5.00					113.00
											168.00	168.00
	10.00							132.00	14.00			156.00
	8.00				12.00	8.00				4.00		32.00
						168.00						168.00
					159.00							159.00
											161.00	161.00
	9.50			123.00								132.50
					161.00							161.00
	115.00	4.00		42.00								161.00
	10.00			170.00								180.00

Glossary of Project Management Terms

Glossary of Terms and Definitions – Parallel to the development of standard project management templates, a list of commonly-used project management terms were constructed along with their appropriate definitions. This glossary is available at all times and is particularly useful for new staff to adapt to the HR SAID environment.

ProjectDocs Library Glossary of Terms

Term	Definition	Source
Accomplishments	Are items that HRSAID provides to other Divisions each month that are in support of those Divisions. They are high level things that HRSAID actually completes each month that support or affect other Divisions in OHR or in NIH (i.e. AOs).	Jennifer Levithan/KPM
Accountable Resource	Ownership of quality and end result of process (OGC, CSI 6.2); exactly one person must be accountable for each activity. A management attribute organizations use to increase security and governance; if accountability for key activities are identified, documented, assigned, accepted and executed, then risks of errors in executing such activities are greatly reduced.	PMBOK, 3rd edition
Activity	A short phrase or label for each schedule activity used in conjunction with an activity identifier to differentiate that project schedule activity from other schedule activities. The activity description normally describes the scope of work of the schedule activity.	PMBOK, 3rd edition
Agreed Service Time	This is determined by the Business Owner of the Enterprise System. It is the hours and days when the Enterprise System is expected to be available to the End Users, based on several factors including user base and funding.	NIH ESWG 2013
Baseline	The approved time phased plan (for a project, a work breakdown structure component, a work package, or a schedule activity), plus or minus approved project scope, cost, schedule, and technical changes. Generally refers to the current baseline, but may refer to the original or some other baseline. Usually used with a modifier (e.g., cost baseline, schedule baseline,	PMBOK, 3rd edition



ProjectDocs Library

- Consists of more than 60 templates based on the EPLC Document Library
 - Some sourced from EPLC directly
 - Includes existing SOP and email templates
- Branded, standardized front matter including:
 - NIH & OHR Logos in the first page header
 - HR SAID's address is in the first page footer
 - Initiative/Project name, version number, version date and file saved location is represented on each front page
- A version history chart is included in front of each document

Template Front Page - Sample



<PROJECT/INITIATIVE NAME>

PROJECT MANAGEMENT PLAN

Version 1.0

Version Date: <mm/dd/yyyy>

File Name: <file_name.doc>

<File saved location>



Questions?

