NYSITS 2022

Project Management & Supervision

AGENDA

➤ Other resources

➤ Project Management

➤ Supervision / Administrative Supervision

Next week:

➤ Brief review of all topics

OTHER RESOURCES

➤ Project Management

  ● Management's Guide to Project Success

> **Start here: Management's Guide to Project Success**
>
> Management's Guide to Project Success [PDF, 3.3 MB] `Download`
>
> This is the same as the file on the source site, it's just a lot smaller.
>
> Management's Guide to Project Success (2-up) [PDF, 3.3 MB] `Download`
>
> This 2-up version is better for printing purposes, or for reading on a tablet in landscape orientation.
>
> MGtPS diagrams only [PDF, 285 KB] `Download`
>
> This file is an extract of the diagram pages from MGtPS.

OTHER RESOURCES

➤ Project Management

  ● NYS Project Management Guidebook

> **For more details: NYS Project Management Guidebook Release 2**
>
> The chapters are all separate PDFS at the source site, so here are some combined files.
>
> Table of Contents and Preface [PDF, 454 KB] `Download`
>
> Section 1: Project Management Lifecycle [PDF, 9.7 MB] `Download`
>
> Section 2: Project Management Topics [PDF, 460 KB] `Download`
>
> Section 3: System Development Lifecycle [PDF, 3.3 MB] `Download`
>
> Appendices [PDF, 476 KB] `Download`
>
> And if you want the whole thing as one file, here it is. This is a LARGE document of over 700 pages.
>
> nys_pm_guidebook_all_sections [PDF, 13 MB] `Download`
>
> nys_pm_guidebook_all_sections_2up [PDF, 13 MB] `Download`

OTHER RESOURCES

➤ Project Management

> Free online courses:
>
> - Coursera – Fundamentals of Project Planning and Management by University of Virginia
> - edX – Introduction to Project Management by The University of Adelaide
> - PMI – https://www.pmi.org/kickoff (waterfall and agile versions available)
> - MIT – System Project Management (very technical / detailed)
>
> ProjectMinds' Quick Guide to Project Management [PDF, 271 KB] **Download**
>
> Or you can try looking at everything tagged project management on this site.

OTHER RESOURCES

➤ Supervision

- Performance Problem Flowchart
- CSEA booklets 6 and 18

> Performance Problem Flowchart [PDF, 742 KB] **Download**
>
> CSEA Booklets:
>
> - Booklet 6 – Supervision
> - Booklet 18 – Administrative Supervision / Supervision II

OTHER RESOURCES

➤ Supervision

- OpenStax books: Principles of Management, Chapter 15 Introduction to Business, Chapter 6
- NYS PM Guidebook - Section 2, Chapter 2

> Free books available online:
>
> - OpenStax "Principles of Management" book
>   I recommend starting at Chapter 15 – Managing Teams
> - OpenStax "Introduction to Business" book
>   I recommend starting at Chapter 6 – Management and Leadership in Today's Organizations
> - NYS PM Guidebook Section 2, Chapter 2 – Leadership

OTHER RESOURCES

➤ Supervision

> Free online courses:
>
> - edX – Exercising Leadership: Foundational Principles by Harvard University
> - Harvard Business School – Resilient Leadership (quick 35-min activity)
>
> Or you can try looking at everything tagged supervision on this site.

PROJECT MANAGEMENT

3 DIFFERENT SUBJECTS

SUPERVISING A PROJECT

G25 / M1

> These questions test for the ability to conduct and supervise the activities necessary to achieve the goals and deadlines of a specific project. The questions cover such topics as setting up the project, developing the work plan for the project, assigning and reviewing work, evaluating performance and progress, coordinating phases of the project, handling problems as they arise, and meeting deadlines.

PROJECT MANAGEMENT FUNDAMENTALS

G27 / M2

These questions test for knowledge of the techniques and concepts of project management. They may cover terminology and concepts; project scheduling and control techniques (e.g., CPM); creating and evaluating bids; monitoring project progress; controlling a project timeline; and evaluating the project.

PROJECT MANAGEMENT

G29 / M3
M4 , M5 , M6
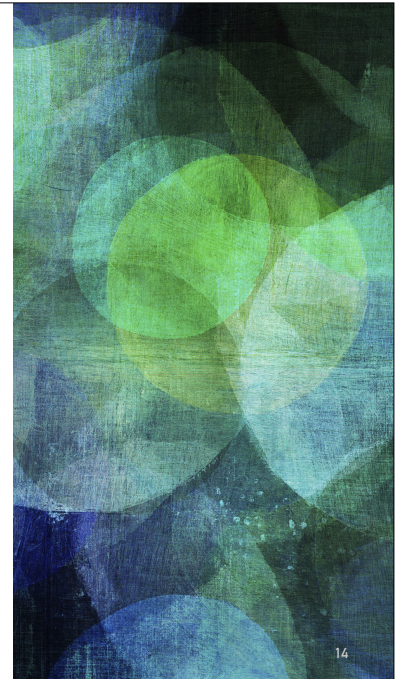
These questions test for the primary project management knowledge areas across all phases of the project management life cycle. The major project management knowledge areas are: Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resources Management, Communications Management, Risk Management, and Procurement Management. The phases of the project management life cycle are: Origination, Initiation, Planning, Execution and Control, and Closeout. These questions may also include activity definition and sequencing, cost estimating and tracking, schedule tracking, change control, stakeholder identification and management, quality planning, communications planning, risk identification, and risk monitoring.

WHAT IS A PROJECT?

Temporary - has a definite beginning and end
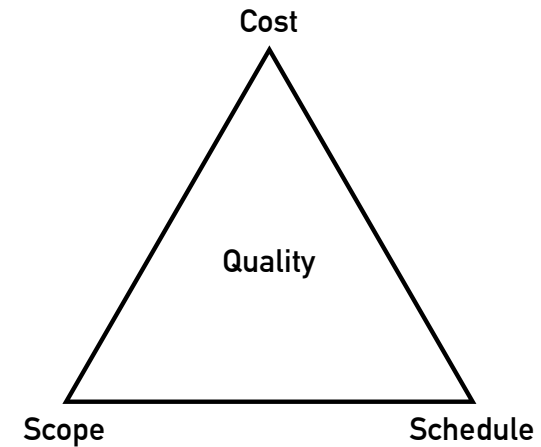
Produces a unique deliverable

SMART OBJECTIVES

SPECIFIC

MEASURABLE
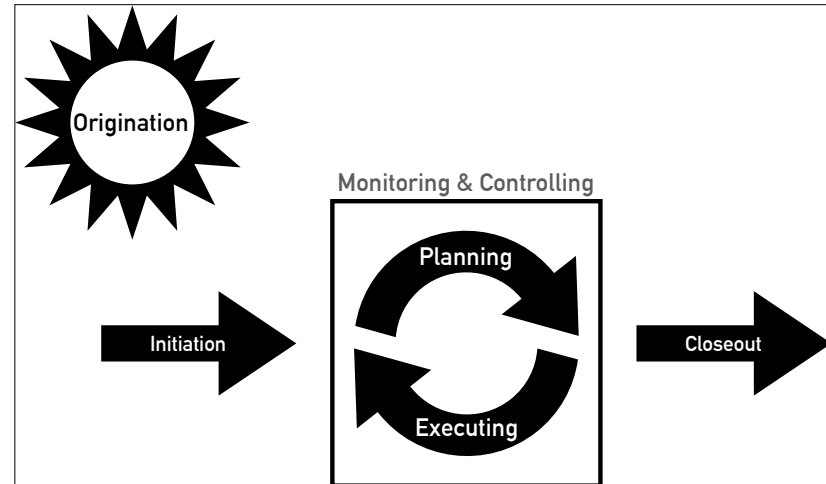
ACHIEVABLE

RELEVANT

TIME-BOUND

PROJECT CONSTRAINTS

PROJECT PHASES

PROJECT INITIATION

PROJECT INITIATION

Process	Task	Why is it important?
Prepare for the Project	Identify Project Sponsor	A project without a Project Sponsor is like a ship without a rudder – no matter how sleek the hull or how tall the masts, it just can't get anywhere useful.
	Conduct Kick-off Meeting	To continue with a ship metaphor, it's important to get everybody on board before setting sail!
Define CSSQ	Develop High-Level Schedule	Can't sail the seven seas without a map!
Perform Risk Identification	Identify and Document Risks	Identifying and documenting risks is like putting up lighthouses. Fewer wrecks.
Develop Initial Project Plan	Develop Communications Plan	Frequent and comprehensive communications is one of the key project success factors.
Confirm Approval to Proceed to Next Phase	Gain Approval Signature	Just how far out on the plank are you willing to walk? Thought so.

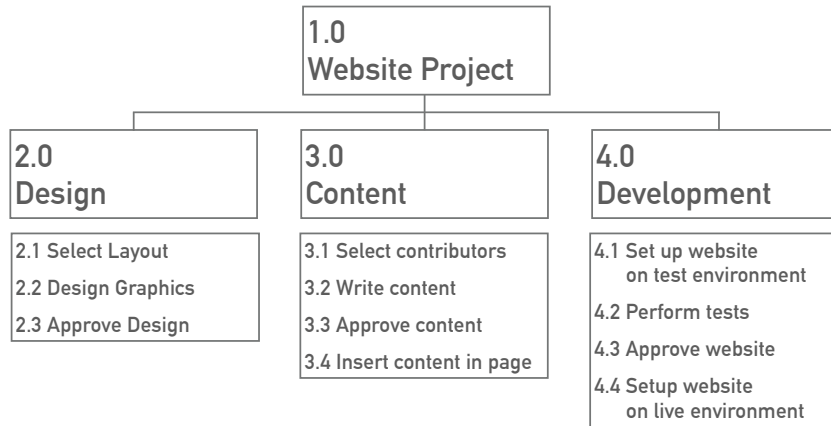*New York State Project Management Guidebook Release 2, p. 117*

KICK-OFF MEETING

➤ Introduction

➤ Objectives

➤ Planning

➤ Risks

➤ Stakeholders

➤ Organization

➤ Roles & responsibilities

➤ Q & A

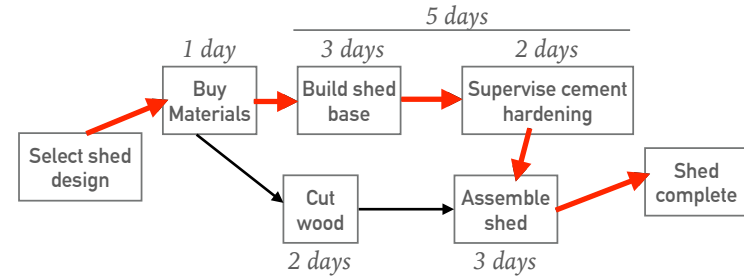➤ Next Steps

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PROJECT PLANNING

WORK BREAKDOWN STRUCTURE
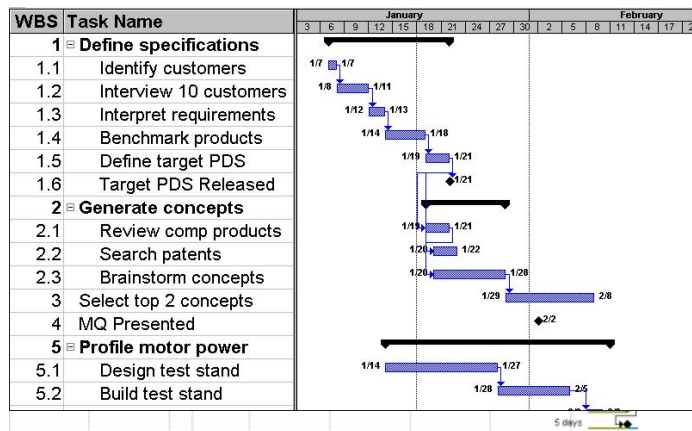
1.0 Website Project

- **2.0 Design**
  - 2.1 Select Layout
  - 2.2 Design Graphics
  - 2.3 Approve Design
- **3.0 Content**
  - 3.1 Select contributors
  - 3.2 Write content
  - 3.3 Approve content
  - 3.4 Insert content in page
- **4.0 Development**
  - 4.1 Set up website on test environment
  - 4.2 Perform tests
  - 4.3 Approve website
  - 4.4 Setup website on live environment

NETWORK DIAGRAM

5 days

1 day	3 days	2 days

Select shed design → Buy Materials → Build shed base → Supervise cement hardening

Cut wood — 2 days → Assemble shed — 3 days → Shed complete

CRITICAL PATH

GANTT CHART

WBS	Task Name	January	February
1	Define specifications		
1.1	Identify customers	1/7 – 1/7	
1.2	Interview 10 customers	1/8 – 1/11	
1.3	Interpret requirements	1/12 – 1/13	
1.4	Benchmark products	1/14 – 1/18	
1.5	Define target PDS	1/19 – 1/21	
1.6	Target PDS Released	1/21	
2	Generate concepts		
2.1	Review comp products	1/19 – 1/21	
2.2	Search patents	1/20 – 1/22	
2.3	Brainstorm concepts	1/20 – 1/28	
3	Select top 2 concepts	1/29 – 2/8	
4	MQ Presented	2/2	
5	Profile motor power		
5.1	Design test stand	1/14 – 1/27	
5.2	Build test stand	1/28 – 2/5	

5 days

RISK MATRIX

LIKELIHOOD

HIGH

MED

LOW

LOW   MED   HIGH

IMPACT

DEALING WITH RISK

AVOID

TRANSFER

MITIGATE

ACCEPT

PROJECT EXECUTION

CONTROLLING & MONITORING

➤ Review Meetings

➤ Resolving conflicts

➤ Resolving project problems

  ➤ Resources

  ➤ Schedule

  ➤ Budget

  ➤ Scope Creep

➤ Controlling Change

PROJECT CLOSEOUT

Slide 33

- Lessons Learned
- Administrative Closeout
- Celebrate Accomplishments!

Slide 34

PLANNING AND MANAGING WORK

3 DIFFERENT SUBJECTS

Slide 35

SUPERVISION

G27 / M2

Slide 36

" These questions test for knowledge of the principles and practices employed in planning, organizing, and controlling the activities of a work unit toward predetermined objectives. The concepts covered, usually in a situational question format, include such topics as assigning and reviewing work; evaluating performance; maintaining work standards; motivating and developing subordinates; implementing procedural change; increasing efficiency; and dealing with problems of absenteeism, morale, and discipline.

ADMINISTRATION

G27 / M2 , G29 / M3
M4 , M5 , M6

"

These questions test for knowledge of the managerial functions involved in directing an organization or an organizational segment. These questions cover such areas as: developing objectives and formulating policies; making decisions based on the context of the administrator's position and authority; forecasting and planning, including succession planning; organizing; developing personnel; coordinating and informing; guiding and leading; testing and evaluating; and budgeting.

ADMINISTRATIVE SUPERVISION

G29 / M3
M4 , M5 , M6

"

These questions test for knowledge of the principles and practices involved in directing the activities of a large subordinate staff, including subordinate supervisors. Questions relate to the personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. These questions cover such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.
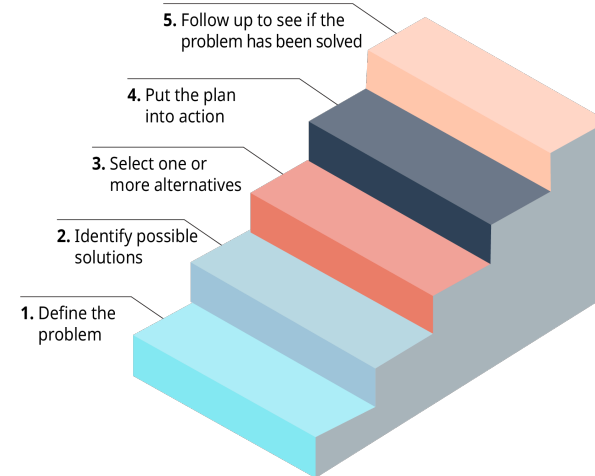
MANAGEMENT ACTIVITIES – POSDCORB

➤ Planning

➤ Organizing

➤ Staffing

➤ Directing

➤ Coordinating / Communicating

➤ Reporting

➤ Budgeting

PROBLEM-SOLVING

5. Follow up to see if the problem has been solved

4. Put the plan into action

3. Select one or more alternatives

2. Identify possible solutions

1. Define the problem

PERFORMANCE PROBLEMS

Is the issue worth pursuing?

PERFORMANCE PROBLEMS FLOWCHART

Are expectations clear?

Do they need resources?

Do they know there's a problem?

Is success penalized? Is poor performance rewarded? Is there any penalty?

Is there a skill deficiency?

Can the task be made easier?

Are there any other obstacles?

Adapted from https://pdhonline.com/courses/p129/p129content.pdf
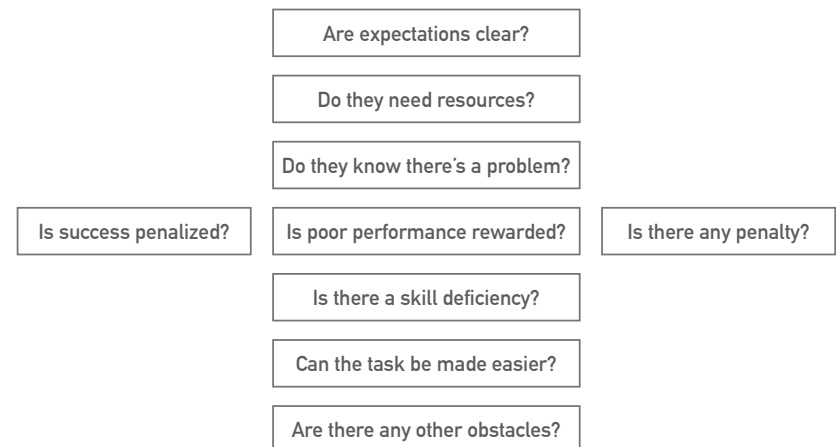
PERFORMANCE PROBLEMS FLOWCHART

Do they want to change?

Adapted from https://pdhonline.com/courses/p129/p129content.pdf

SARAH'S SUPERVISION QUESTION TIPS

➤ Underline or circle tricky wording (e.g. <u>least</u>). Maybe label T/F choices.

➤ "Does it disrupt work?"

➤ Take all grievances seriously.

➤ Delegate work! (But *never* delegate discipline!)

➤ In most cases, more direct approaches are better.

➤ Be wary of words that are too **strong** for the situation (e.g. frank, forceful).

➤ Remember the same questions are given across the state, for people in different jobs at different agencies.

REVIEW QUESTION 1

Which criteria would be best for a supervisor to use when assigning work?

A) assign the most tiring and repetitive tasks to new employees

B) assign all unimportant work to slower employees

C) assign tasks based on your employees' abilities

D) let employees choose their own tasks based on what they do best

REVIEW QUESTION 2

Which statement <u>least</u> represents a basic principle of the employee appraisal process?

A) appraisals should be based mostly on objective observations

B) the supervisor's value judgements can affect the appraisal

C) appraisal of future potential should be based on subjective judgment

D) employee strengths should be emphasized rather than weaknesses

REVIEW QUESTION 3

Which factor is <u>least</u> important when setting up vacation schedules?

A) the competence of each employee

B) how essential each employee's services will be

C) the vacation preferences of your employees

D) your unit's anticipated workload

REVIEW QUESTION 4

In trying to reduce your employee turnover rate, which of the following initial steps would be <u>least</u> appropriate?

A) Review training procedures to see if they can be improved.

B) Ask a few trusted employees for their insights.

C) Be more lenient about performance standards and time off to increase morale in your unit.

D) Review records of past employees to look for underlying causes.