



412th Test Wing

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Air Force Plant 42 Program Management ITEA Presentation

U.S. AIR FORCE

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What Is Project Management

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Definition: A temporary endeavor undertaken to create a unique product, service, or result.

Criteria:

- A project is temporary-it has a defined beginning and end
- A project is unique in that it is not a routine operation
- A project is measureable and progressively elaborate
- A project often includes people who don't usually work together, but collectively work towards a single goal



Project Management Utilization

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Many organizations meet project threshold criterion for implementing and following PM processes, but do not acknowledge the need for formal project management processes as an operating guideline.

Reasons:

- Organizational unfamiliarity with skillset
- Consider PM processes bureaucratic, burdensome, and costly
- Utilize whomever, whenever necessary to manage projects

Plant 42 is an example of an organization that utilizes whomever, whenever necessary to manage projects-not necessarily a bad thing, but not necessarily a good thing.

- Increases risk...which increases cost



Project Management Technique

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People have been running projects for about as long as civilization has been around and things seem to be getting done no matter the technique.

What makes the difference between a great project and one that faces costly challenges?

- Structure/Organization
- Consistent processes
- Repeatable processes

Project Management Institute developed the Project Management Book of Knowledge (PMBOK)

- Surveyed thousands of project managers and analyzed successful and unsuccessful projects to develop relevant processes
- Has become industry standard



Project Management Processes

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There are 47 PM processes identified in the PMBOK.

Five Main Process Groups:

- **Initiating:** Processes performed to define a new project or a new phase of an existing project
- **Planning:** Processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives
- **Executing:** Processes performed to complete the work defined in the project management plan
- **Monitoring and Controlling:** Processes required to track, review, and regulate the progress and performance of the project
- **Closing:** Processes performed to finalize all activities across all Process Groups to formally close the project or phase



Planning IS Important

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All of the PM processes are important, but planning is the most important process. (Julie's opinion)

24 of the 47 PM processes are in planning.

Planning is considered a critical phase because the best execution will fail if it follows a faulty plan.

Lack of planning can lead to risk exposure and impact cost, schedule, and performance negatively.

Project complexity increases project risk.



Risk

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Every project has risk.

Risk assessments are accomplished in the planning phase.

- Known Risk
- Unknown Risk

Planning without guidelines or proven processes increase risk.

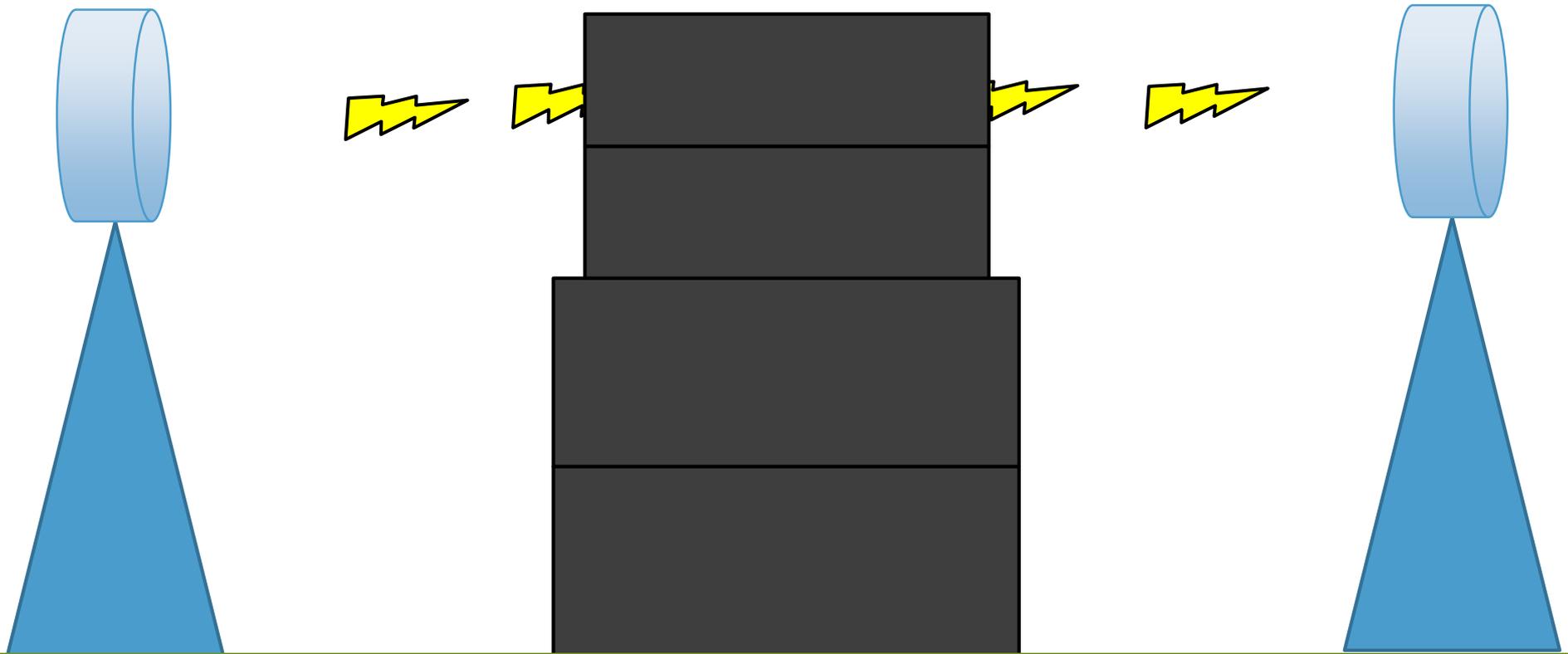
Despite your best efforts, sometimes the unexpected happens.

Options for mitigating risk:

- Do nothing-assume the risk into your project
- Do something-explore options to mitigate risk



The Cost of Missing Step 1-A True Story





Red Flags

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How do you know when a project lacks effective PM processes?

- Lack of output
- Delayed Schedule
- Ambiguous/incomplete requirements
- Scope/Design changes during planning and execution
- Inaccurate estimates
- One person doing all the work
- No communication amongst team members
- Project requirements and end product are dissimilar
- Costly oversights/mistakes

The Bottom line is money-ALWAYS-Delays to schedule impact cost. Substandard product performance impacts cost. Everything impacts cost.



Going Forward

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Plant 42 is restructuring organization to include Project Management permanently.

Implementing small changes first to ensure success and encourage culture change.