<u>**Welcome**</u> **to today's presentation**

GSA Project Management Practices

The presentation will start at *Noon* **Mountain Time**

Note: Phones are automatically muted during the presentation. You have the ability to send questions and feedback to the **host** through the chat feature.

If there are multiple attendees at your location, please indicate your city and the number in your group in the chat window (i.e. San Francisco – 3)

Client Enrichment Series

Project Management Practices

Presented by
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Office of the Commissioner

GSA Public Buildings Service

Agenda

- Why Project Management?

- Project Initiation

- Communications

- Requirements Development

- Schedule Management

- Project Close-Out

- Wrap Up

Importance of Project Management

PBS Mission

To Promote Effective, Mobile, Sustainable workplace solutions for federal agencies at best value for the American Taxpayer

PBS's emphasis on Project Management practices:

1. Ensures the right people with the right skills lead project teams
2. Fosters a collaborative approach - where resources across the organization can be leveraged to deliver projects
3. Promotes mission focus through PM standards, measurement, and quality assurance

Result: Solutions that meet our clients needs and exceeds their expectations

The Project Management discipline is essential to delivery of PBS's mission

Client Transaction Survey – You Told Us…

Increased <u>communications</u>, I have expiring lease and I don't know what their status is…when someone is sick, no one takes over, so they need to <u>improve handoffs</u> on sickness, transfers, etc.

Better <u>communication</u>, instead of waiting for weekly conference calls, have more one on one discussions

More frequent <u>updates</u> by the project manager

Just be more responsive, provide a little more clear follow-up. It was mainly <u>communication</u>, trying to get in touch with people

Put the <u>agency's concerns</u> before GSA

More forcefully to stick to an agreed upon <u>schedule</u> that was put into place at the beginning of the project

They could have managed the <u>schedule</u> better and could have been more cognizant of our <u>requirements</u>
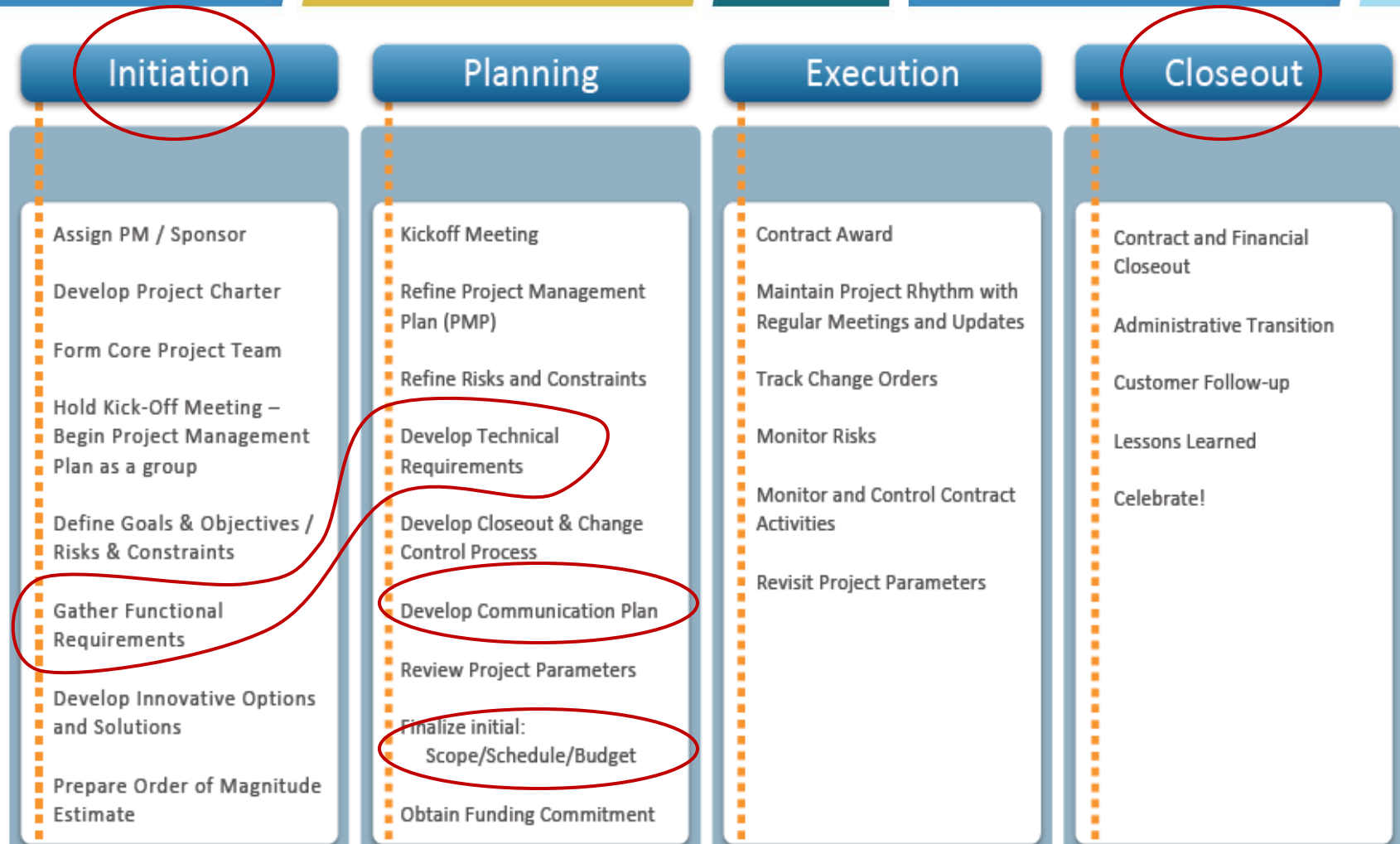
<u>Communication</u> is really lacking. Not responding at all is worse than giving bad news

There needs to be established guidelines and <u>procedures</u> that come from PBS headquarters that we could have in hand. PBS needs to <u>communicate</u> what we should be getting as customers that are the <u>standard</u>

GSA

GSA Public Buildings Service

Project Challenges - Themes

- Client feedback themes
  - Poor communication
  - No schedule
  - Takes too long
  - Surprises
  - Over budget
  - Requirements not met
  - Poor client experience
- PM practices vary across project types
- Inconsistent levels of service delivery

GSA GSA Public Buildings Service

Project Lifecycle

Initiation

- Assign PM / Sponsor
- Develop Project Charter
- Form Core Project Team
- Hold Kick-Off Meeting – Begin Project Management Plan as a group
- Define Goals & Objectives / Risks & Constraints
- Gather Functional Requirements
- Develop Innovative Options and Solutions
- Prepare Order of Magnitude Estimate

Planning

- Kickoff Meeting
- Refine Project Management Plan (PMP)
- Refine Risks and Constraints
- Develop Technical Requirements
- Develop Closeout & Change Control Process
- Develop Communication Plan
- Review Project Parameters
- Finalize initial: Scope/Schedule/Budget
- Obtain Funding Commitment

Execution

- Contract Award
- Maintain Project Rhythm with Regular Meetings and Updates
- Track Change Orders
- Monitor Risks
- Monitor and Control Contract Activities
- Revisit Project Parameters

Closeout

- Contract and Financial Closeout
- Administrative Transition
- Customer Follow-up
- Lessons Learned
- Celebrate!

Project Initiation

Improvement strategies

- Project Manager is assigned early, engages customer early
- Project Manager is the primary point of contact through life of project
- No intentional hand-offs throughout project
- Necessary resources identified early
- Core team formed early
- Timely acknowledgement of requests
- Proactive planning for expiring leases

Client benefits of improved Project Initiation

- Reduces late notification of space actions
- Allows time for options to be explored
- Allows time for requirements to be fully developed

Project Initiation – Q&A

Use your chat feature now to ask a question or send us feedback.

Option A: Questions or Written Feedback. Ask a question or send us a few sentences describing how we are doing at starting projects.

Option B: Score the following statement:

I am seeing improvement in how GSA personnel are

starting my projects with my organization

1 = getting worse, not better

2 = no improvement

3 = improvement, but still inconsistent

4 = improvement, and getting more consistent

5 = significant improvement noted

Project Communication

Improvement Strategies

- Every project has a communication plan, tailored to meet communication preferences of client

- Regular project meetings, project updates

- Strategies for stakeholder communication

- Identify key decision makers on project – GSA and client

- Risk planning & identify how problems will be escalated if/when needed

Client benefits with improved project communication

- Key decisions documented

- Fewer / no surprises to client

- Improved coordination between GSA team members, GSA contractors

- Improved coordination between GSA, broker, and lessor

- Improved coordination between various stakeholder groups

Project Communication – Q&A

Use your chat feature now to ask a question or send us feedback.

Option A: Questions or Written Feedback. Ask a question or send us a few sentences describing how we are doing at managing project communications

Option B: Score the following statement:

I am seeing an improvement in how GSA is managing project communications with my organization

1 = getting worse, not better

2 = no improvement

3 = improvement, but still inconsistent

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5 = significant improvement noted

Requirements Development

Improvement Strategies

- Ensure we understand your needs before we jump to acquisition solution

- Ensure the right Subject Matter Experts are included in requirements development process

- Ensure viable options are developed and considered

- Engage client in trade-off discussions regarding scope, schedule, and budget options

- Developing various tools and approaches to better understand and develop your requirements

Client benefits with improved requirements development

- Ensure scope meets your needs

- Reduce likelihood of scope / schedule / budget surprises later

- Find cost saving alternative approaches

Requirements Development – Q&A

Use your chat feature now to ask a question or send us feedback.

Option A: Questions or Written Feedback. Ask a question or send us a few sentences describing how we are doing at developing requirements.

Option B: Score the following statement:

I am seeing an improvement in how GSA is understanding and development my project requirements

1 = getting worse, not better

2 = no improvement

3 = improvement, but still inconsistent

4 = improvement, and getting more consistent

5 = significant improvement noted

Schedule Management

Improvement Strategies

- Every project is required to have a detailed schedule

- Project manager is required to work with client to develop the schedule

- Ensure key milestones are agreed upon with PM and client

- Ensure durations within schedule are realistic

Client benefits with improved project scheduling

- Establish realistic timelines for project completion

- Ensure enough time is allotted for key reviews and decisions

- Ensure all steps are included in schedule – GSA and client driven

- Help manage client and stakeholder interests

Schedule Management – Q&A

Use your chat feature now to ask a question or send us feedback.

Option A: Questions or Written Feedback. Ask a question or send us a few sentences describing how we are doing at developing and managing schedules

Option B: Score the following statement:

I am seeing an improvement in how GSA is

developing and managing schedules with my organization

1 = getting worse, not better

2 = no improvement

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Project Closeout

Improvement Strategies

- Advanced comprehensive closeout planning is required in project plan
- Help client with transition requirements anticipated such as move coordination, furniture, IT needs
- Including key personnel such as facilities staff in project turnover
- PM stays engaged in post project client follow-up
    - Addressing outstanding issues post occupancy
    - Assessment and feedback on how we did
    - Lessons learned completed with client

Client benefits from improved project close-out

- Loose ends are addressed, issues are not lost in transition
- Smoother transition results in less disruption, down time to client
- Allows for timely return of unused funds

Project Closeout – Q&A

Use your chat feature now to ask a question or send us feedback.

Option A: Questions or Written Feedback. Ask a question or send us a few sentences describing how we are doing at closing projects

Option B: Score the following statement:

I am seeing an improvement in how GSA is

closing out my projects with my organization

1 = getting worse, not better

2 = no improvement

3 = improvement, but still inconsistent

4 = improvement, and getting more consistent

5 = significant improvement noted

Project Management Success Factors

1. Assign Project Manager Early

2. Select Project Manager For Best Fit

3. Ensure a Constructive Team Dynamic

4. Establish Project Goals and Objectives With Customer

5. Emphasis on Up Front Requirements Development

6. Use Consistent PM Practices

7. Plan for Project Closeout

8. Manager As Sponsor

9. Client As Team Member

10. Business Line Collaboration

Questions?