

Project Overload!

Jeremy Suing

Design Studio Project Manager

UNL – Raikes School

Introduction

- Nebraska born and raised
- Undergraduate in CS & Math – UNK
- Masters in CS – University of CO Denver
- 19 Years Management Experience
 - Software Development Manager for J.D. Edwards / PeopleSoft / Oracle for 7 years
 - 12 years @ UNL Raikes School as Design Studio Project Manager
- Switched Design Studio to Agile 9 years ago
- Scrum Alliance Certifications:
 - Certified Scrum Master
 - Certified Scrum Product Owner
 - Certified Scrum Developer

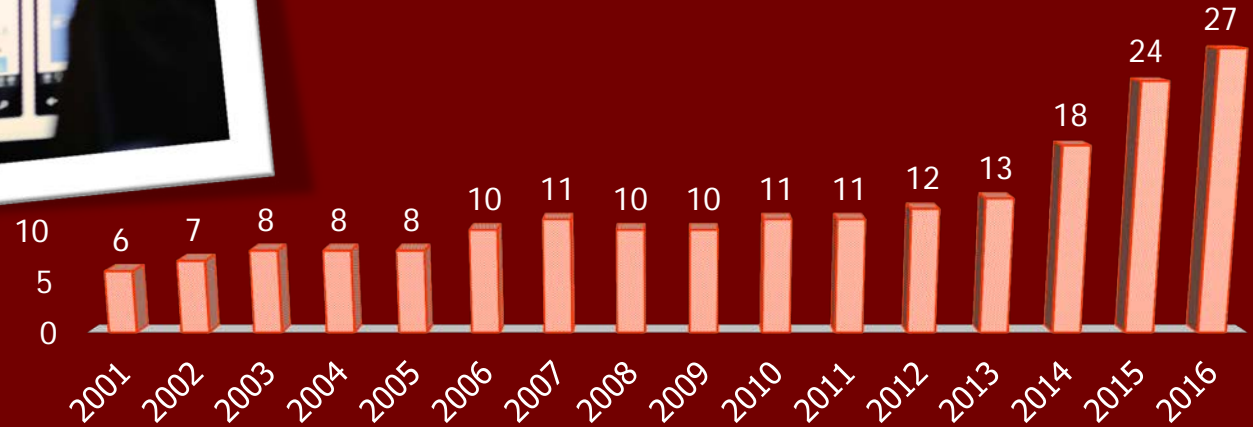




Design Studio

- 16 Years
- 80 Distinct Industry Partners
- 194 Successful Projects

PROJECTS

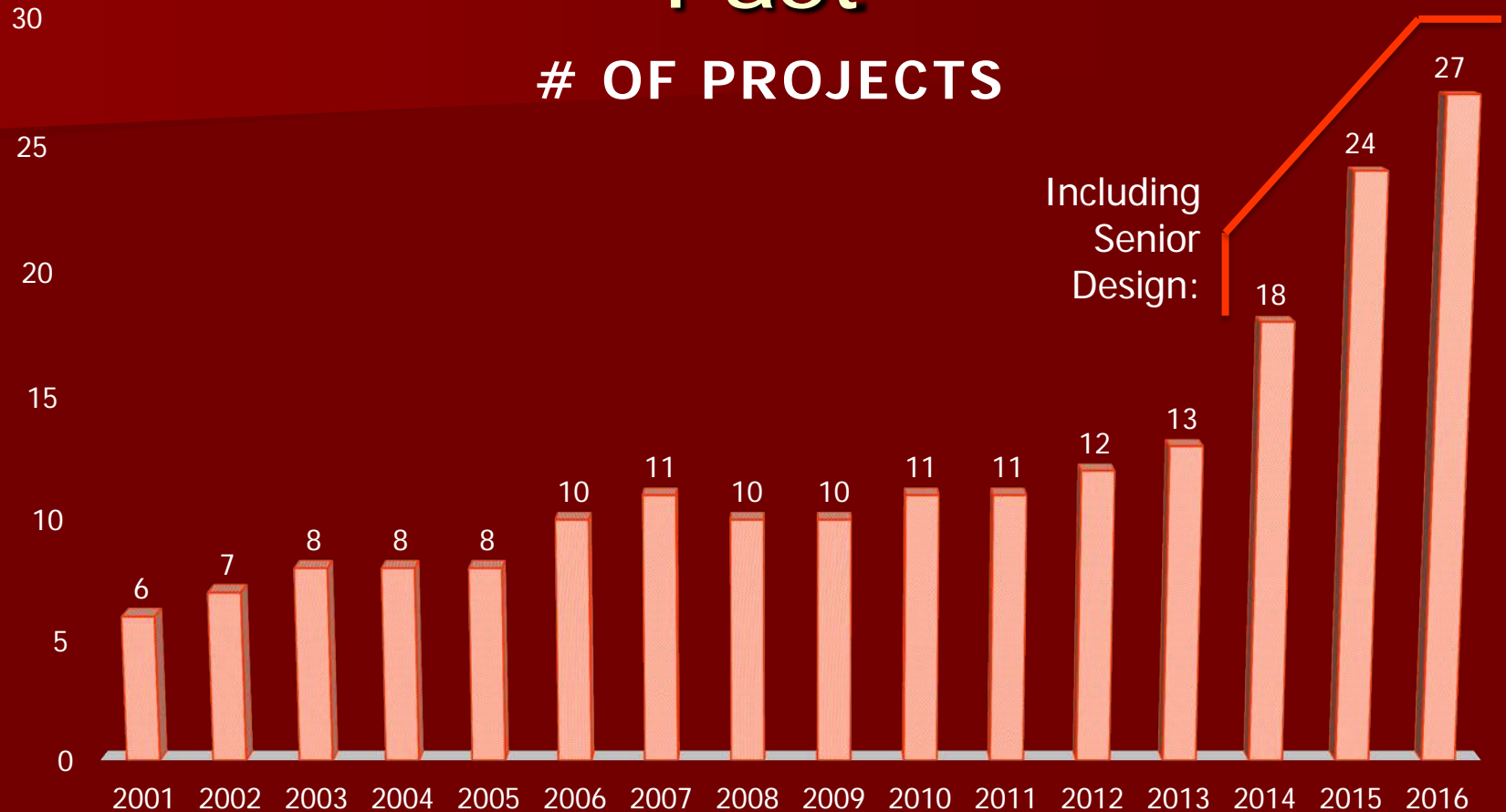


Recent Growth

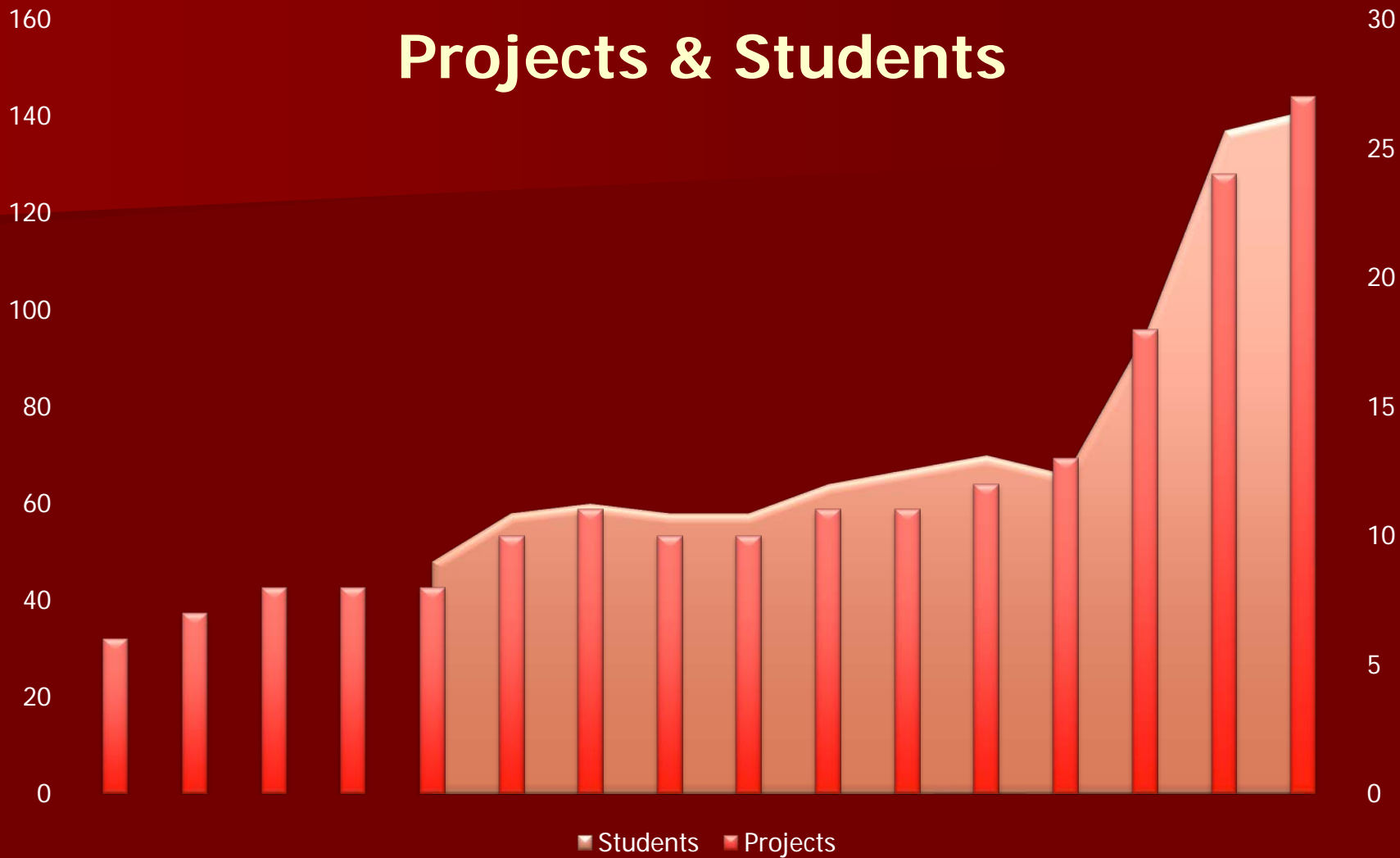
- Now managing CSE Department's Capstone: Senior Design
 - Added about 50% more students but with not as extensive of backgrounds or experiences
 - Required about 50% more projects

Past

OF PROJECTS



Projects & Students



Primary Objective is Project Success

Jeffrey S. Raikes School
of Computer Science and Management



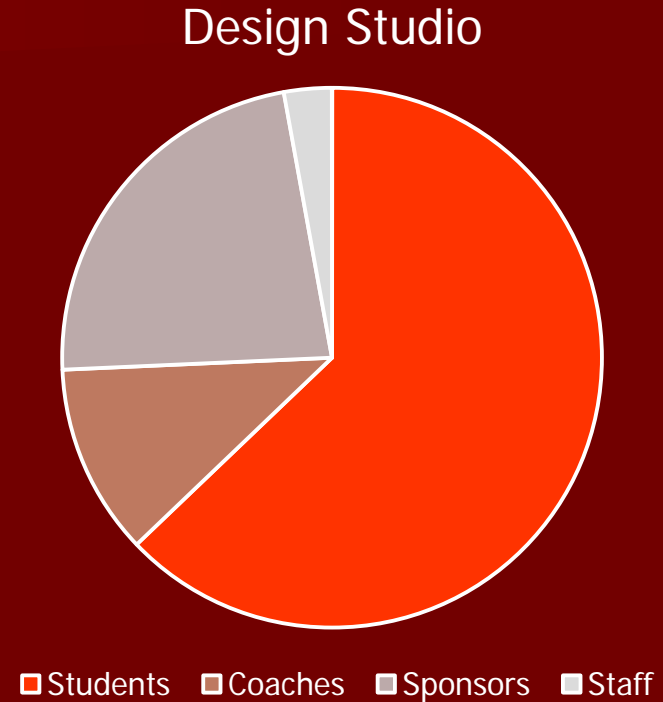


Current Sponsors



Present

- 132 Students
- 24 Coaches
- 24 Sponsors
 - with on average 2 people involved on a weekly basis and
 - another 2 involved on a monthly basis
- 6 faculty/staff



Nearly 260 total person operation

So how to manage?

- Last summer, we brought on another person with title of "Design Studio Project Manager"
 - Probably needed two more people in addition
- Just needed to figure out how to use the few people we had to accomplish everything we needed to do

Christy Thomas

- **Project Manager**
- **Resume:** Over 15 years of experience managing software development projects in both enterprise and academic settings
- **Expertise:** Agile methodologies, project management, software development lifecycles
- **Industry Experience:** Advertising, Marketing, Financial Services, Healthcare Insurance, and Higher Education



Establish a PMO?

- Project
 - A temporary endeavor undertaken to create a unique product, service, or result.
- Project Management Office
 - A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.
- Project Manager
 - The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Portfolio Management?

- Portfolio
 - Projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives.
- Portfolio Management
 - The centralized management of one or more portfolios to achieve strategic objectives.
- Portfolio Manager
 - The person or group assigned by the performing organization to establish, balance, monitor, and control portfolio components in order to achieve strategic business objectives.

Program Management?

- Program
 - A group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain benefits not available from managing them individually.
- Program Management Office
 - A management structure that standardizes the program-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.
- Program Manager
 - The person authorized by the performing organization to lead the team or teams responsible for achieving program objectives.

Project Management Project

- Put together a project charter for creating the solution organization:

“Project Admin & Support Services” (PASS)

- These services will provide more structure to the project management side of the process that fits well with the established developer-driven culture and the faculty/staff side of team interaction by having a better understanding of where projects are, what resources are needed, and when an intervention might be required.

PASS Goals

1. Support the success of student projects
2. Enhance collaboration
3. Clearly define and communicate all roles and responsibilities
4. Provide consistent project management and support

PASS Benefits

- Increased student satisfaction
- Increased sponsor satisfaction
- Enhanced collaboration to improve project efficiency and foster better relationships
- Improved understanding of job expectations of all participants to increase their effectiveness of work by defining and communicating roles and responsibilities
- Increased visibility, repeatability, manageability, cross-training, and team self-management by establishing consistent project management processes
- Improved delivery of successful projects by providing consistent support

Establish an Effective PMO for IT

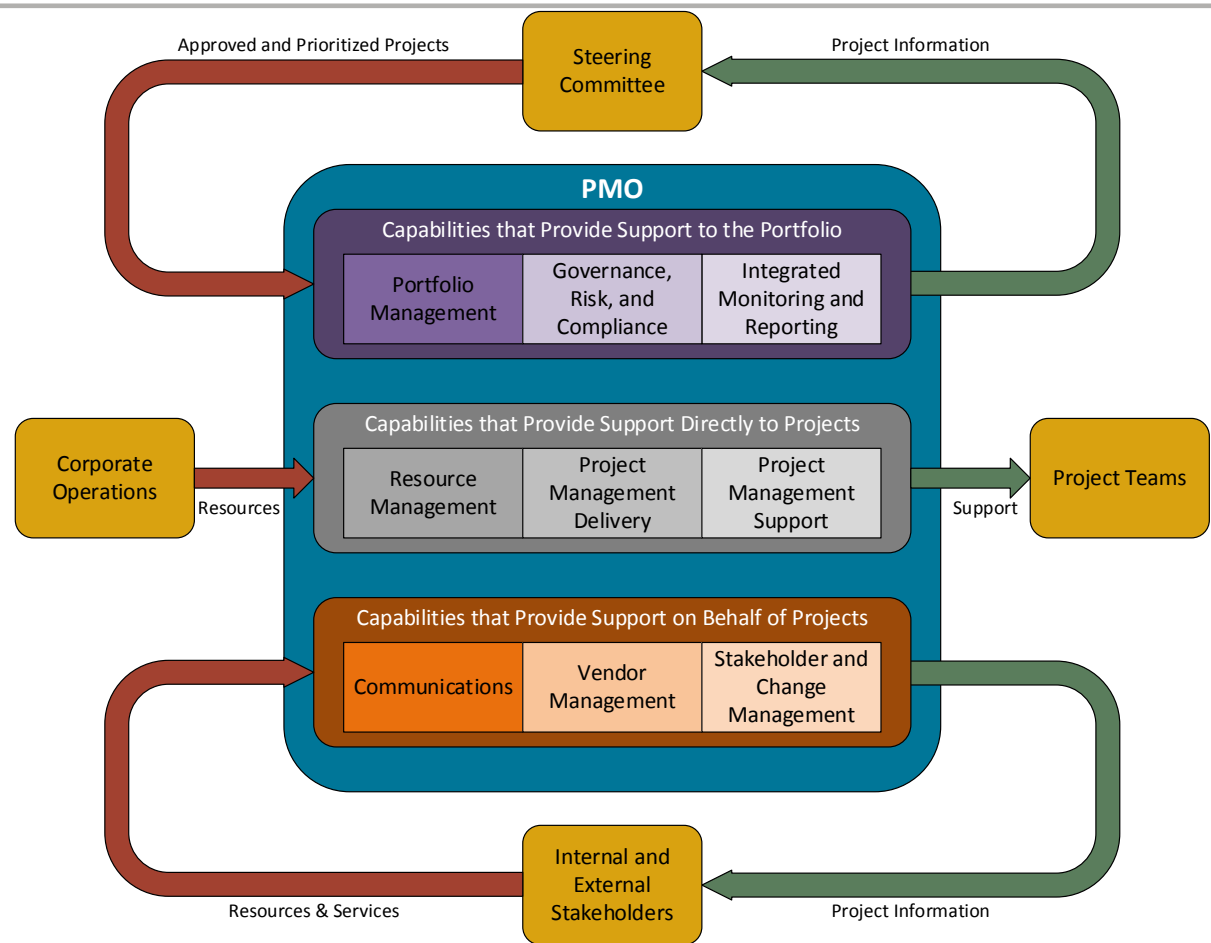
Over 60% of IT projects don't succeed* – build an effective PMO to avoid becoming another statistic.

*[CHAOS Manifesto 2013](#)

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Understand the relationship between PMO capabilities and the organization



PASS Scope

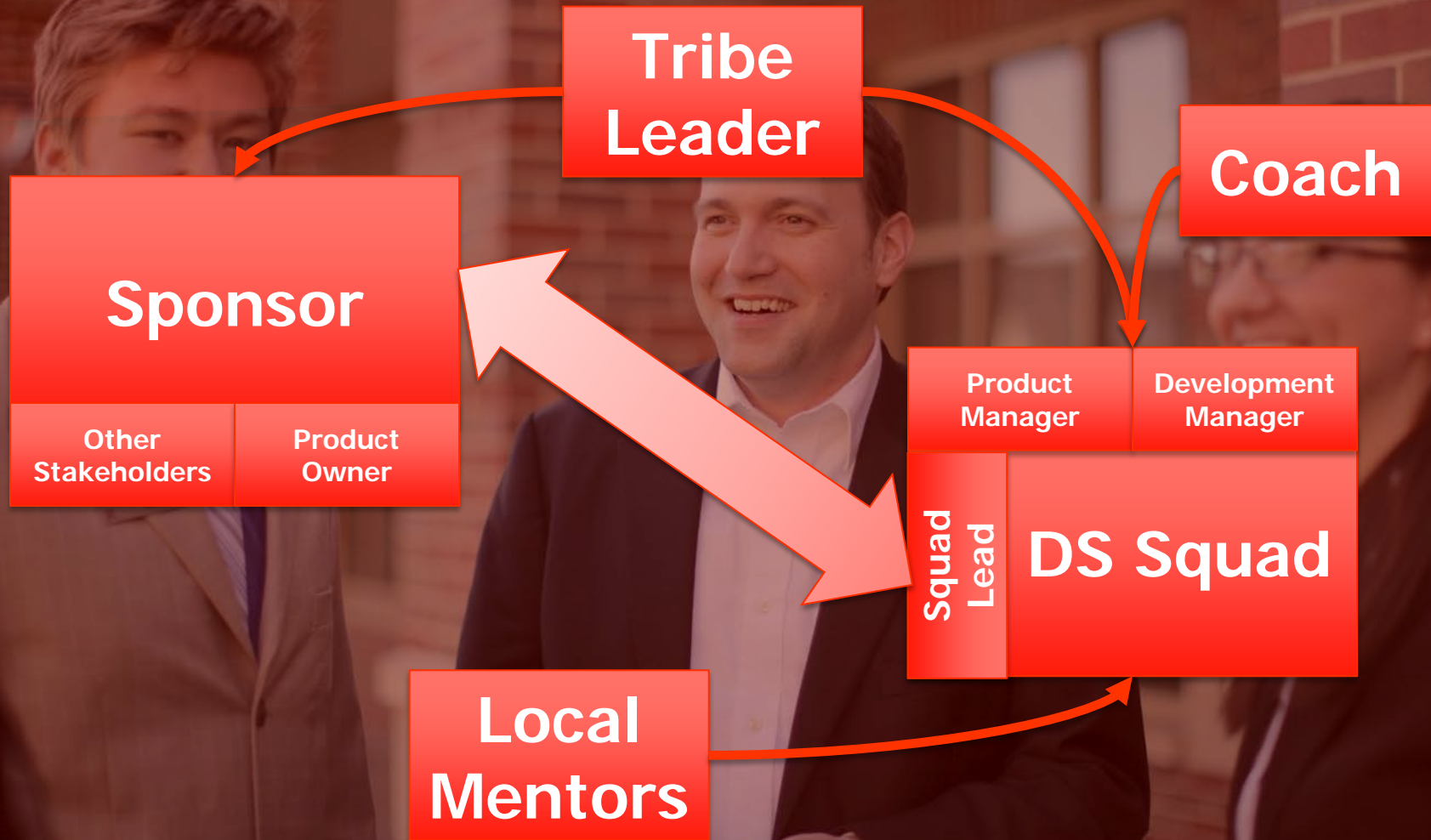
Includes

- Internal Operations:
 - Integrated monitoring and reporting
 - Project management delivery
 - Project management support
- External Operations:
 - Communications
 - Vendor management
 - Stakeholder and change management

Excludes

- Strategic Operations:
 - Portfolio management
 - Governance, regulation and compliance (GRC)
- Internal Operations:
 - Resource management

Roles Overview





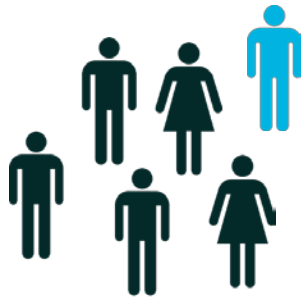
Development Team



Development Team



Development Team



Development Team



Development Team



Professional Support Team

"DS Project Manager" Role

- Not project manager
 - Facilitate students doing their work – students manage the projects with agile development methodologies
- Project Admin & Support Services
 - Project Oversight and Review
 - Consistent Support for Teams and Sponsors
 - Risk Management Support
 - Communication of Role Descriptions and Responsibilities
 - Ensuring Expectations are Met with Deliverables

How to Keep Track?

- Summer happened and projects needed to be sold
- Only two people working in the Project Admin and Support Services organization
- Left us with 12+ projects each to "manage"
- Projects (and students) start whether you are ready or not

Responsibilities

- Hour a week with each team (they only work 8-12 hours per week)
- Attend all of the main sponsor meetings
- Ask questions (and answer questions)
- Look for risk "indicators"
- Track progress against standardized processes
- Report overall status

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

1

Client: Firespring

Current Status

2

Project: Giving Day

3

sponsor to deliver the solution; progressing well; starting process for testing performance/load

12/04/16

4

Squad Leader:

Primary Contact:

Weekly Client Meeting:

5

Wyatt Goodin - PM

Andrew

Thursdays @ 3:30

6

Team Members:

Sponsor Team:

Iteration Schedule:

7

Veronica Telega - DM

Chad Scribner

Basic Structure:

2-week

8

David Cao

Current Iteration:

5 - Exec

9

Quentin Covert

Start:

10

Dan Tran

End:

11

Release:

4 - 2/3/17

12

Project Coach:

Project Sponsor

Upcoming Key Dates

13

Chad Michel

Jason

Next Check Point:

14

Room #115 - South

Chad Scribner

Tuesday, 1/31 @ 2:00

15

16

Key Information:

17

Vision:

Create a pay-as-you-go highly scalable software application that helps community foundations set up and manage a platform where they can raise funds for non-profits through event pages.

18

DoD R2:

Fully implement several pages in the system

19

Success Criteria:

20

Process Highlights:

1-week iterations during R1; 2-week iterations for R2

21

Major Tools:

Lambda, Node, Personal AWS for Deployment

22

Environment Type:

Normal Design Studio Processes and Tools

23

24

Current Issues / Questions / Roadblocks / Needs / Tasks:

25

Title

Status

Description

Resolution

Date

26

Site Visit

Open

Official Tour times don't line up w/teamtime

R3 Meeting?

11/21

27

Data

Closed

Waiting on non-profit database info

Yes

10/28

28

UI Style

Closed

Firespring will provide guidance for styling

Some, use Firespring.org

11/21

29

Production

Open

Need to have available for LCF by 1/1

Functioning by 2/15 for NPs

10/18

30

Code Review

Closed

Firespring wants to start code reviews

Some already

11/14

31

Functionality

Closed

Team needs to transition to functionality

Completed much already

1/31

32

Wireframing

Closed

Need to give Balsamiq access

Invited team

10/18

33

Current System

Closed

Can move current non-profit pages over?

Not a priority right now

1/31

34

Dependency

Closed

Need copy from LCF

Have now mostly complete

11/17

35

Technical

Closed

Need technical help for s3 upload

Have workaround? Will do

11/21

36

Release Meeting

Closed

Need to have R4 by 2/2 for LCF schedule

Completed 1/31

1/31

37

Change Designs

Open

Waiting for new mockups from Firespring

Got most of them already

1/31

38

39

40

41

42

43

44

Notes / Comments:

45

Description

Date

46

Doing 1 week iterations through Release #1 since work effort was fairly small; switch to 2-week for R2

10/10

47

Set to meet with Lincoln Community Foundation during fall break - planning to move

10/10

48

Demoted off of local host for the R1 meeting - why not deployed environment?

10/13

49

Team Times

Team Tracker

Status

BuilderTREND

Firespring

Fiserv

Hudl ...

Project Sheets

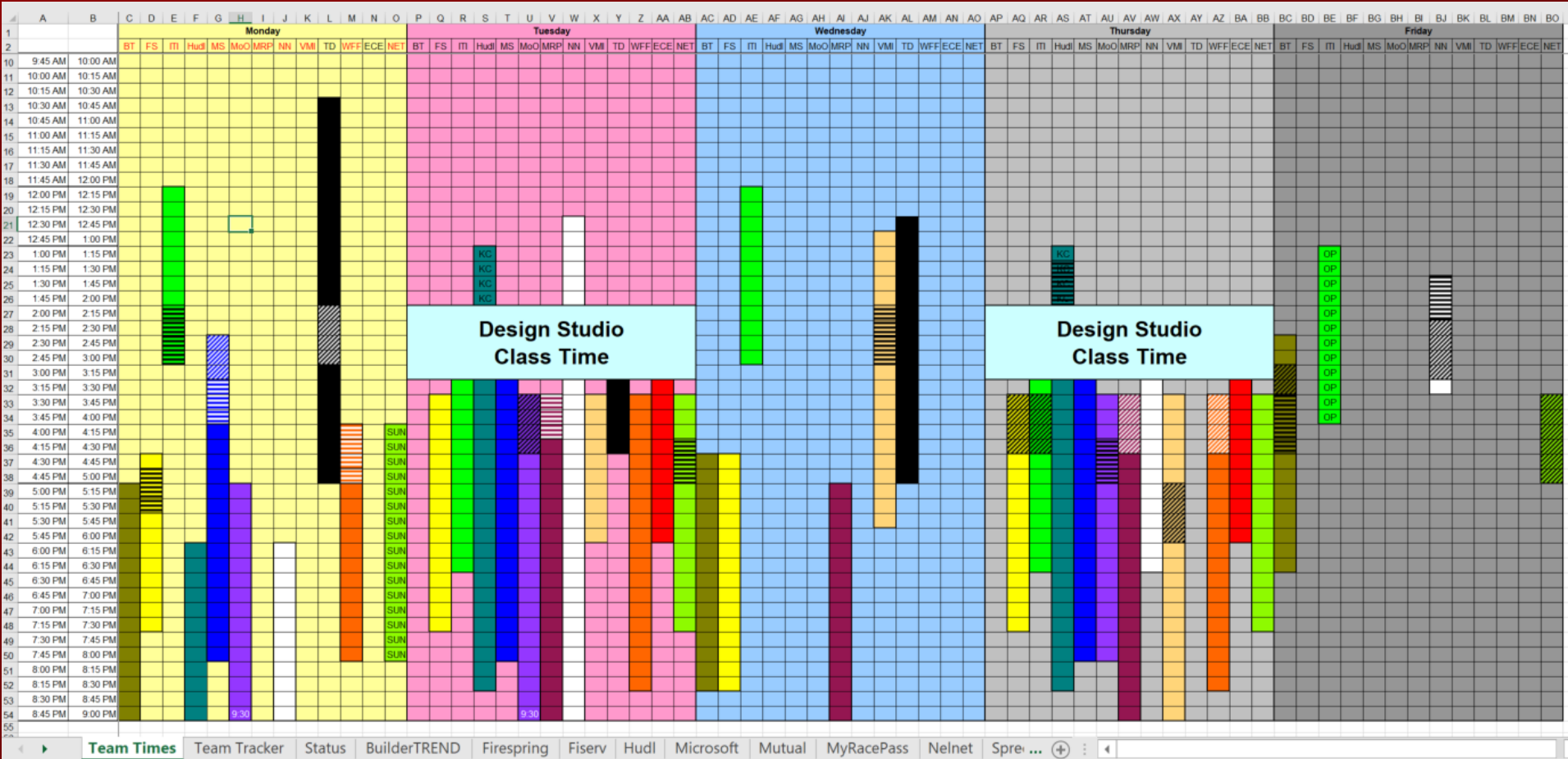
Rolled up Status

	A	B	C	D	E
1					
2	Sponsor	Project	Status	Date	Status Reason
3	BuilderTREND	Better than Cloud Storage	●	12/4/16	No status updates; Got some help from Ian; Have objectives for research/prototyping
4	Firespring	Giving Day	●	12/4/16	Working well with sponsor to deliver the solution; progressing well; starting process for testing performance/load
5	Fiserv	BioID	●	12/4/16	Have a couple items needed from sponsor, but not critical yet. Some inconsistencies w/sponsors at meetings.
6	Hudl	Hudl for Lacrosse	●	12/4/16	Delivering simple initial MVP; progressing well. Putting in extra effort to complete what's needed for release.
7	Microsoft - Redmond	Learn .NET Core in the Browser	●	12/4/16	Lots of work to complete before R3, but putting in effort to complete it prior to meeting. Still trouble connecting w/David
8	Mutual of Omaha	Underwriting Decision Engine	◆	12/4/16	Still need access to MoO systems, Mutual starting some access now; Sponsor likes work completed so far.
9	MyRacePass	Racing App	▲	2/6/17	Did not plan out R5 & R6 - didn't even know there lengths
10	Nelnet	App Maker (Appitekt)	▲	12/4/16	Reluctant to take feedback and direction. Cutting back on sponsor meetings, heading in wrong direction?
11	Spreetail	Warehouse Efficiencies - Tracking & Analytics	●	12/4/16	Divided up work and are making good progress
12	TD Ameritrade	Internal Transfers Project	●	12/4/16	Gaining better understanding of priorities and efforts. Things are moving along fairly well.
13	Water for Food	Online Agricultural Data Management System	●	12/4/16	Doing great job addressing risks and developing the solution.
14	UNL ECE	Animal Health Tracker	▲	12/4/16	Not as much progress as should have been. Lack of .NET knowledge really slowed them down. Losing team member after break.
15	NE Environmental Trust	Grant Application System	▲	12/4/16	Slower going than should be & not aggressive enough w/technology changes. Trouble getting R3 meeting rescheduled.
16	UNL Animal Science	Bovine Imaging	●	12/4/16	Communication is going better with sponsors. Need to determine direction for the spring semester.
17	Westside Schools	Student Information System	▲	12/4/16	Making progress on Westside not being able to use it, but affecting ability to complete functionality and still not resolved.
18					
19					
20					

Ready

Team Times Team Tracker Status BuilderTREND Firespring Fiserv Hudl Microsoft Mutual ... 100%



Rolled Up Information



Administrative Reporting

- Weekly Meeting with Design Studio Faculty and Staff
- Responsible to report status of all projects:
 - Challenged (RED)
 - At Risk (YELLOW)
 - Healthy (GREEN)

Drill Down to See Reported Details

Design Studio			
raikesdesignstudio.com/Status			
UNL ECE			
UNL Animal Science			
Jeremy Suing	Healthy	4/3/2017 3:14:36 AM	
Christy Thomas	Healthy	4/1/2017 7:29:40 PM	The team did an excellent job on sponsor's additional expectations (adding 'Annotations', creating Python script to convert CSV to JSON).
Jeremy Suing	Healthy	3/24/2017 8:03:10 PM	Good release meeting. Finishing up.
Christy Thomas	Healthy	3/17/2017 5:01:37 PM	Great Release 5 meeting! Encouraged to keep up the good work and momentum to the finish line.
Jeremy Suing	Healthy	3/12/2017 9:13:49 PM	Better now.
Christy Thomas	Healthy	3/9/2017 9:20:56 PM	Starting to consider release plan with project sponsor to prepare for hand off. Identified some bugs. Team is on track. Looking forward to Release 5.
Jeremy Suing	Healthy	3/5/2017 9:27:54 PM	Working well with sponsor now.
Christy Thomas	Healthy	3/3/2017 6:05:17 PM	Doing very well. Encouraging team to send R5 invite in advance to Steve Jones and Jeremy, as well as "freezing" the code in advance of R5 for smooth demo.
Jeremy Suing	Healthy	2/27/2017 1:33:04 PM	Making progress and sponsor is happy with current direction.
Christy Thomas	Healthy	2/24/2017 3:54:26 PM	Another great demo! Encouraging team to produce sponsor requested "Plan document" and get product ready for promotion to

Team Visibility

←

→

↺

raikesdesignstudio.com/Team/Index?projectId=19

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Design Studio

Admin Tools ▾

Project Status Reports

Project Descriptions

Team Draft

 Jeremy Suing ▾

Westside Community Schools Team

Tribe Lead Reported Status: **At Risk**

4/15/2017 11:55:42 PM

Team slowing down on progress. Need to finish up a couple of things to really wrap up the project.

Project Manager Reported Status: **Healthy**

4/28/2017 7:29:05 PM

Full participation at showcase. Provided Release 6 metrics. Final and project closing documentation exceeded expectations. Solid project hand off meeting.

Project Evaluations

Applications

- Release Date: [Oct 07, 2016](#)
- Release Date: [Nov 04, 2016](#)
- Release Date: [Dec 09, 2016](#)
- Release Date: [Feb 03, 2017](#)
- Release Date: [Mar 17, 2017](#)
- Release Date: [Apr 14, 2017](#)

Team Members

- [Matthew Kachek](#) (Development Manager)
- [Melanie Powell](#) (Product Manager)
- [Tyler Bienhoff](#)
- [Clayton Henderson](#)
- [Jake Nanfito](#)

Setting PM Expectations

- Not managing the project
 - Students need to learn
 - Too many projects for that level of interaction
- Force most responsibility onto the squad lead/teams
 - Expect information/answers from them
 - Monitor for indicators of risk
- Primary Support Role
 - Main point of contact/interface for teams to DS
 - Main point of contact/interface for sponsors to DS for process and non-project specific items
- Portfolio Manager
 - The person or group assigned by the performing organization to establish, balance, monitor, and control portfolio components in order to achieve strategic business objectives.

Establish a PMO?

- Project Management Office
 - A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.
- Portfolio Management
 - The centralized management of one or more portfolios to achieve strategic objectives.
- **Support Services Oriented:** Serving the teams and sponsors to ensure success
 - Ask and answer questions
 - Facilitate team's ability to succeed on own
 - Monitor progress utilizing indicators to identify potential problems

Thank you for your
attendance and participation!

Questions?

For additional information about Design Studio, please visit the Raikes School Website at <http://raikes.unl.edu/>

Please feel free to contact me
with any additional questions:

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