



SDPBC Strategic Initiative BLUEPRINT

(updated 7/17/2018)

Strategic Initiative #	Strategic Initiative Title
15	Implement rigorous project management structures, protocols, and processes

Strategic Plan Objective
Ensure continuous improvement throughout the district

This initiative supports the following strategic theme:
<input type="checkbox"/> Effective and relevant instruction to meet the needs of all students <input type="checkbox"/> Positive and supportive school climate <input type="checkbox"/> Talent Development <input checked="" type="checkbox"/> High Performance Culture

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1. Initiative Description

Describe what the initiative is trying to achieve and what the final outcome will look like.

This initiative will focus on the steps for implementing project management practices District-wide to increase knowledge and create a consistent process to lead to successful project completion. The final outcome will include available project management tools for District employees and an increased knowledge of project management processes.

2. Rationale

Describe the **Current State** and justification for why initiative is required.

A survey was distributed District-wide to all directors to obtain baseline data for current project management knowledge and practices. There were a total of 44 responses. The information for Current State is gleaned from the results of this survey.

- No District-wide project management processes to support projects.

According to our District PM survey, there are several departments with clearly defined project management practices such as Facilities, ERP, and IT. However, the majority of District departments indicated that a formal project management practice is not followed when implementing small, medium, or even large projects.

- No District-level project governance process in place and no District-level standardized project management software, tools, or templates in place.

There is presently no governing body for project management best practices at the District-level. Few departments have the project management maturity to ensure that projects are following proven methodologies. In addition, while there are several software tools available (i.e., web-based and installed), most departments do not have access to project management tools for task-tracking or to serve as a documentation repository.

- 28% - Project Life Cycle (PLC) was identified as a more widely-used methodology by respondents and 38% indicated no methodology used. Based on survey responses, 25% indicated that the project management lifecycle was incorporated in their department's project management practices.

- Lack of consistent use of PM tools across the District - some tools are being used more than others and there was an apparent inappropriate use of tools for projects (based on size).

For example, often an inappropriate tool such as Microsoft Excel is used for tracking project progress. This may be due to the licensing limitations with project management tools as well as fees required for usage.

- No clear links between District strategy, vision, and mission to projects

There is no clear mechanism to tie department/division projects to the District strategy, vision, and mission.

Desired State:

- There will be District-wide project management processes to support projects.
- There will be a District-level project governance process in place along with District-level standardized project management software, tools, or templates.
- There will consist use of PM tools across District departments.
- There will be clear links between projects and District Vision and Mission.

Supporting Research (Internal or external - evidence that demonstrates the efficacy of the initiative)

Best practice for project management and basis for recommendations are based on:
 Project Management Institute (PMI) Capability Maturity Model Integration (CMMI)
 Creating a Project Management Center of Excellence - <https://bia.ca>

3. Initiative Scope

In Scope (What products, services, and/or functions will be included?)

- Implementation of Project Management system - Includes the establishment of project management guidelines
- Centralized Project Management resource site and implementation of Project management software
- Create project management professional development & training plan - Training program that incorporates project management competencies
- PM System Continuous Improvement - Continue review of the project management system for updates and improvements

Out of Scope (What products, services, and/or functions will not be included? Explain why.)

- Specific department-level project management - The initiative addresses District-level administration of project management process; it will be providing supporting mechanism for departments
- Implementation of District-level Program/Project Management Office (PMO) - This initiative will not include the establishment of a centralized District Project Management Office (PMO).
- District-wide project 'dashboard' - Due to the volume of projects in the various departments and variance in project methodology and project types, a divisional dashboard is not included.

4. Initiative Goals

List the proposed improvement goals for the next five years that will achieve the objective.
(Add additional lines as appropriate)

1	Develop and implement rigorous project management protocols and structures
2	Develop and implement rigorous project management processes

5. Goals, Projects, and Performance Measures

Based on the goals in Section 4, describe the anticipated projects and measurements.

	What will be measured?	Current (baseline)	FY_____			FY_____		FY_____	
			Baseline	Anticipated	Actual	Anticipated	Actual	Anticipated	Actual
Goal 1	Develop and implement rigorous project management protocols and structures								
1.1 Project Name	Create centralized Project Management "Center of Excellence" resource site	None currently							
1.2 Project Name	Implement District-wide project management solution(s)	None currently							
1.3 Project Name	Create PM training, mentoring/ coaching center	Sporadic and in-consistent							
Goal 2	Develop and implement rigorous project management processes								
2.1 Project Name	Develop project management vision, methodology, and guidelines	None currently							
2.2 Project Name	Implement a project governance and continuous improvement process	None currently							

6. Initiative Projects and Milestones

It is expected that institutionalization of the initiative will enable us to meet our long term outcomes. Include a plan for implementation, monitoring, interventions and adaptations. Add additional charts if needed to address each project identified above. *red=problematic, yellow=in progress, green=completed (Add additional rows and/or tables as needed.)

2.1 Project: Develop project management vision, methodology, and guidelines								
Milestones	Start	Check-In Dates					End 07/2019	Current Status*
Define District-level project methodology to be supported by tools and templates								
Establish PM competencies, culture, and quality								

2.2 Project: Implement a project governance and continuous improvement process								
Milestone	Start	Check-In Dates					End 12/2021	Current Status*
Create District PM policies, reporting process								
Review and implement PM continuous process improvement findings (Continuous Improvement Model)								

7. Task Action Plan

In order to implement a project, there are usually a few to many tasks to complete. Identify the major tasks needing completion for each project above. Modify # of rows below to meet your needs.

This section will be updated regularly for the duration of the project (after project kick-off).

1.1 Project: Create centralized Project Management "Center of Excellence" resource site						
Task #	Task	Lead/Team	Begin	End	% Completed	Status (Red/Green)

1.2 Project: Implement District-wide project management solutions						
Task #	Task	Lead	Begin	End	% Completed	Status (Red/Green)
1.3 Project: Create PM training, mentoring/coaching center						
Task #	Task	Lead	Begin	End	% Completed	Status (Red/Green)
2.1 Project: Develop project management vision, methodology, and guidelines						
Task #	Task	Lead	Begin	End	% Completed	Status (Red/Green)
2.3 Project: Implement a project governance and continuous improvement process						
Task #	Task	Lead	Begin	End	% Completed	Status (Red/Green)

8. New Budget Requests

Add additional chart for each goal (if more than one goal defined for the initiative).

Goal:			
Category	Description of Need	One-Time Amount	Recurring Amount
Contracted services	PM Consultant to assist with development of District-level Project Management system	\$76K	Y
Personnel			
Materials/Supplies	PM Center of Excellence Resource Site		
Equipment	District-wide implementation of enterprise Project Management solution(s)	\$120-\$135K/ annually per 1000 users	Y
Travel			
Training/Conferences			
Professional Development	Project Management Training - provide tailored PM training at varying staffing levels/needs	\$100K	Y/\$0
Other			
Other			
TOTAL:			

Alternative to New Funding: (Describe alternative solutions using existing funding.)
Reassess priorities, use current MS Sharepoint where appropriate, use current (non-PM) solutions such as Google Apps and MS Sharepoint, in-house training.

11. Risks

Describe potential threats to the initiative or the identified goals. Detail the plan to either accept or avoid the risk from occurring.

Risk	Likelihood (L,M,H)	Impact (L,M,H)	Mitigation Plan
Insufficient funding for project management training and/or software tool(s)	L	L	Requesting approval from District SIM council & and review of existing internal software to leverage economy of scales
Insufficient support for Districtwide project management training	L	L	Engagement with District management teams to provide staff selection for PM training
Inability to monitor and enforce project management practices district-wide	L	L	Engagement of all levels of District leadership through increased communication and integration with existing committees
Competing with other District priorities for similar resources and/or timeline	M	M	Communication with other Strategic Initiative owner and ensure timeline are coordinated Re-prioritize the implementation timeline

12. Advisory Groups

Who are the internal or external existing groups that will provide guidance and direction on the initiative project decisions?

Names	Affiliation	Engagement Method
Keith Oswald and/or Diana Fedderman	Academic/Curriculum	Executive Status
Allison Monbleau, Shirley Knox, Crystal Washington	Operations	Initiative Status Meetings
Kara Rubinson	IT	Initiative Status Meetings
Mark Howard	Performance Accountability	Executive Status
David Dolan	Facilities	Initiative Status Meetings
Heather Knust	Budget	Initiative Status Meetings
Kris Garrison	Planning	Initiative Status Meetings
Gonzalo La Cava	HR	Initiative Status Meetings

13. Stakeholder Engagement Plan

Identify internal or external users impacted by the initiative goals and how they given updates on the initiative progress.

Names of Individuals or Groups	Interest Describe the interest this person or groups has in this initiative	Frequency of Engagement	Engagement Method
All District staff responsible for managing projects to success	This group is critical to the success of the initiative as they will be responsible for using the solutions that will be put in place during the phases of this initiative.		Training and communications such as bulletins, email, etc.
District Leadership	The support of this group will ensure successful adherence to the process, protocols, and solutions put in place as part of this initiative.		Initiative awareness and communication such as bulletins, emails, etc. as well as oversight support.
District Cabinet	The support of this group will ensure successful adherence to the process, protocols, and solutions put in place as part of this initiative.		Initiative awareness and approval
SIM Council	The support of this group will ensure successful adherence to the process, protocols, and solutions put in place as part of this initiative.		Initiative overview and updates