

# The Accidental Project Manager: QA to the Rescue

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Harborlight Management Services

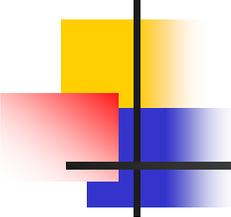
[www.harborlightmanagement.com](http://www.harborlightmanagement.com)

*The Accidental Project Manager:*

Surviving the Transition from Techie to Manager

[www.wiley.com/compbooks/ensworth](http://www.wiley.com/compbooks/ensworth)

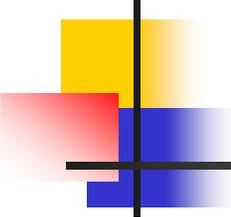




# A QA Success Story

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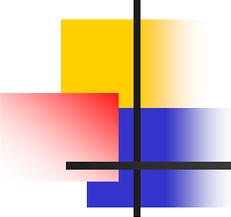
- Moody's Investors Service
  - Global credit rating agency
  - \$1B company, 4000 employees
  - Ratings on debts worldwide
  - Real-time electronic publishing
  - High staff turnover
  - "Forensic" project management



# Project Management

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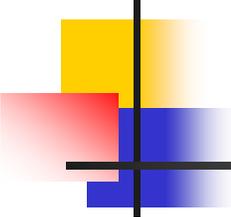
- Project Management Body of Knowledge (PMBOK)
  - Standards and practices
  - Collaborative revisions
- Project Management Institute (PMI)
  - Founded 1969
  - Headquarters in Pennsylvania, USA
  - Chapters in 125 countries
  - 100,000+ members
- Project Management Professional (PMP)
  - Certification exam
  - 50,000 worldwide



# Project Management: Definitions

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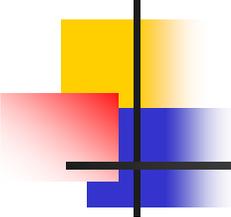
- Project
  - Temporary
  - Ad-hoc
  - Specific goal



# Project Management: Definitions

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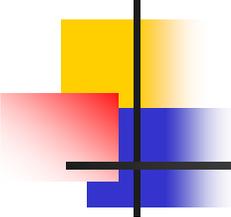
- Project team
  - Project manager
  - Sponsor
  - Client
  - Stakeholders
  - Functional managers
  - Subject matter experts
  - Workers



# Project Management: Definitions

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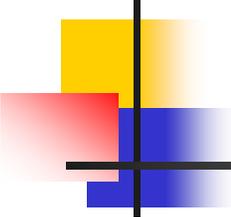
- Project lifecycle
  - Initiating
  - Planning
  - Executing
  - Closing
  - Controlling



# Project Management: Definitions

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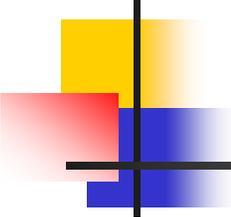
- Project manager knowledge areas
  - Integration
  - Scope
  - Time
  - Cost
  - Quality
  - Human Resources
  - Communications
  - Risk
  - Procurement



# Project Management: Practices

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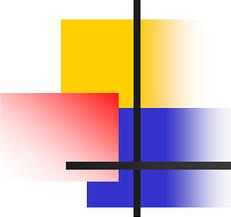
- Initiating Phase
  - Project Charter
    - Goal
    - Sponsor
    - Project Manager



# Project Management: Practices

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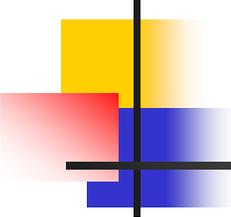
- Planning phase - analysis
  - Scope document
  - Requirements document
  - Responsibility matrix
  - Task list
  - Network diagram (PERT chart)
  - Estimates



# Project Management: Practices

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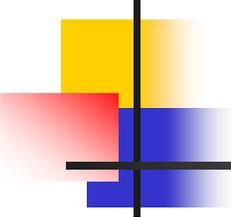
- Planning phase – Project Plan
  - Work breakdown structure (WBS)
    - Schedule
    - Resource assignments
  - GANTT chart
  - Budget
  - Quality plan
  - HR plan
  - Communications plan
  - Risk plan
  - Procurement plan



# Project Management: Practices

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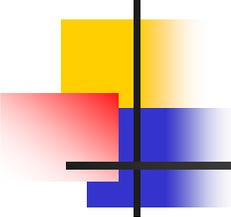
- Executing phase
  - Change control
    - Communication with team
    - Renegotiation of project plan
  - Measurement
  - Tracking estimates vs. actuals
  - Quality champion



# Project Management: Practices

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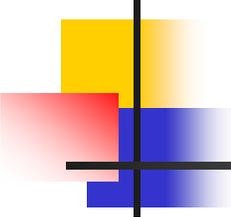
- Closing phase
  - Results
  - Documentation
  - Lessons learned
  - Performance evaluations



# Project Management: Leadership

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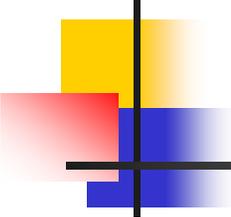
- Roles and responsibilities
  - Entrepreneur
  - Trading partner
  - Team captain



# From Doctrine to Advice

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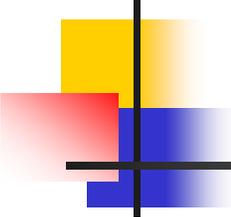
- Flexible, contextual approach
- Collaboration with PM
- Ombudsperson
- Senior management support
- Time-saving customization



# A Repeatable Process

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- Creation of Project Office
- Development of QA templates
- Verification of project data
- Mentoring



# Conclusion

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- 3-step process
  - Education
  - Improvisation and customization
  - Standardization
- Opportunities for implementation
- Promotion of QA agenda
- Professional advancement



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