

# Achieving Program Success through an Integrated Strategic Project Management Framework

## Presenters

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Session # Advanced 13NA09

# Disclaimer

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# Presentation Outline

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- Introduction
  - Project Background
- The Integrated Strategic Project Management Framework (ISPMF)
  - The Integrated Model
- The Outcomes
  - Customer's expectations
  - Accomplishments
  - Recommendations
- Conclusion

# Who Are We?

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- How many of you in this audience are representing
  - Public sector?
  - Private sector?
  - Both sectors?
- How many project managers in this audience are involved in:
  - Strategic planning role?
  - Project management role?
  - Combination of both roles?

# Project Background

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- National Institute of Allergy and Infectious Diseases (NIAID), National Institutes of Health (NIH)
  - Regulatory Compliance and Human Subjects Protection Branch (RCHSPB)
- Regulatory Compliance and Human Subjects Protection Program (RCHSPP)-SAIC Frederick
  - Project Management Office

# RCHSPB Strategic Goal

## 2009/10/11

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GOAL: Optimize and align resources with forecasted requirements of the NIAID intramural clinical research programs

### **Common Objectives**

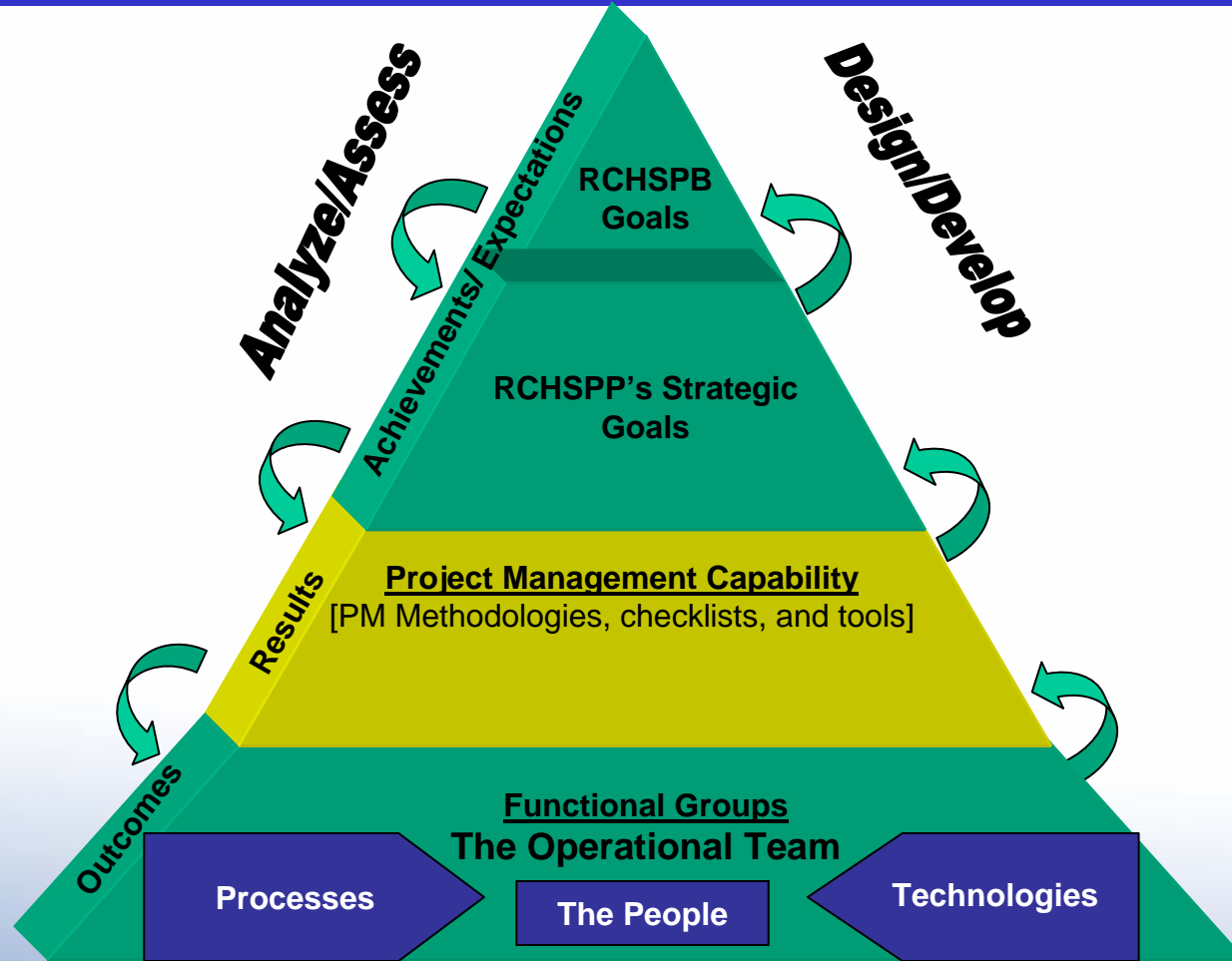
1. Develop product/service offering models
2. Establish forecasting criteria/needs for current and future research
3. Continuous improvement of the product offering models and methodologies

# Our Approach

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- Established committees
  - Strategic Planning Steering Committee (SPSC)
  - Project Management Steering Committee (PMSC)
  - Project Management Working Group (PMWG)
- Initiated Project Management
  - Identified common challenges facing the program
  - Confirmed/prioritized the challenges as a team
  - Discussed and proposed new integrated solution
    - Integrated Strategic Project Management Framework (ISPMF)

# Defining the Scope: What Does the Customer Want?



# Existing Challenges

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- Fiscal Challenges-Strategic level
  - Fulfilling fiscal accountability with flat budget
  - Prioritizing project portfolios
  - Forecasting budget and resource requirements
  - Managing unpredictable scope changes
- Project Challenges-Operational level
  - Tracking, monitoring, and reporting
  - Managing stakeholders' expectations
  - Handling new requirements and changes

# What Did We Discover?

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- **Strategic alignment:** RCHSPB vs RCHSPP vs Functional Groups
- **Resources:** Flat budget/resource implications
- **Processes:** Standard best practices existed but disconnected
  - The “**Missing Link**”
- **Technologies:** Integration/communication/collaboration for data gathering and knowledge repositories
- **The People:** PM capability/roles & responsibilities

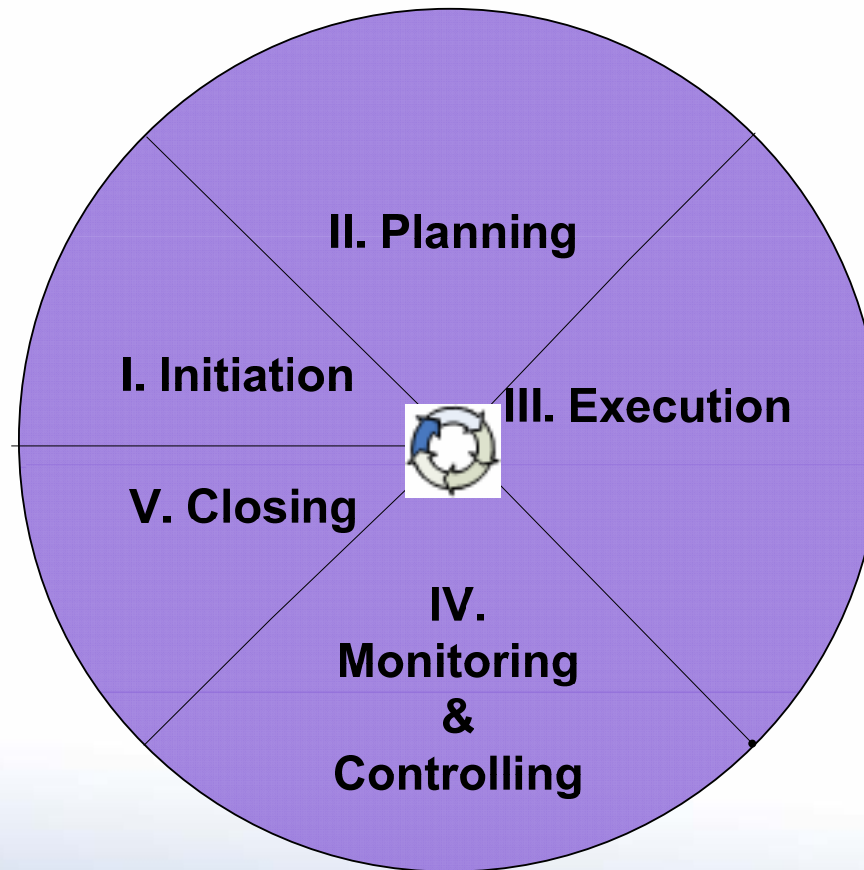
# Strategic Planning Process: The Seven Stage Model

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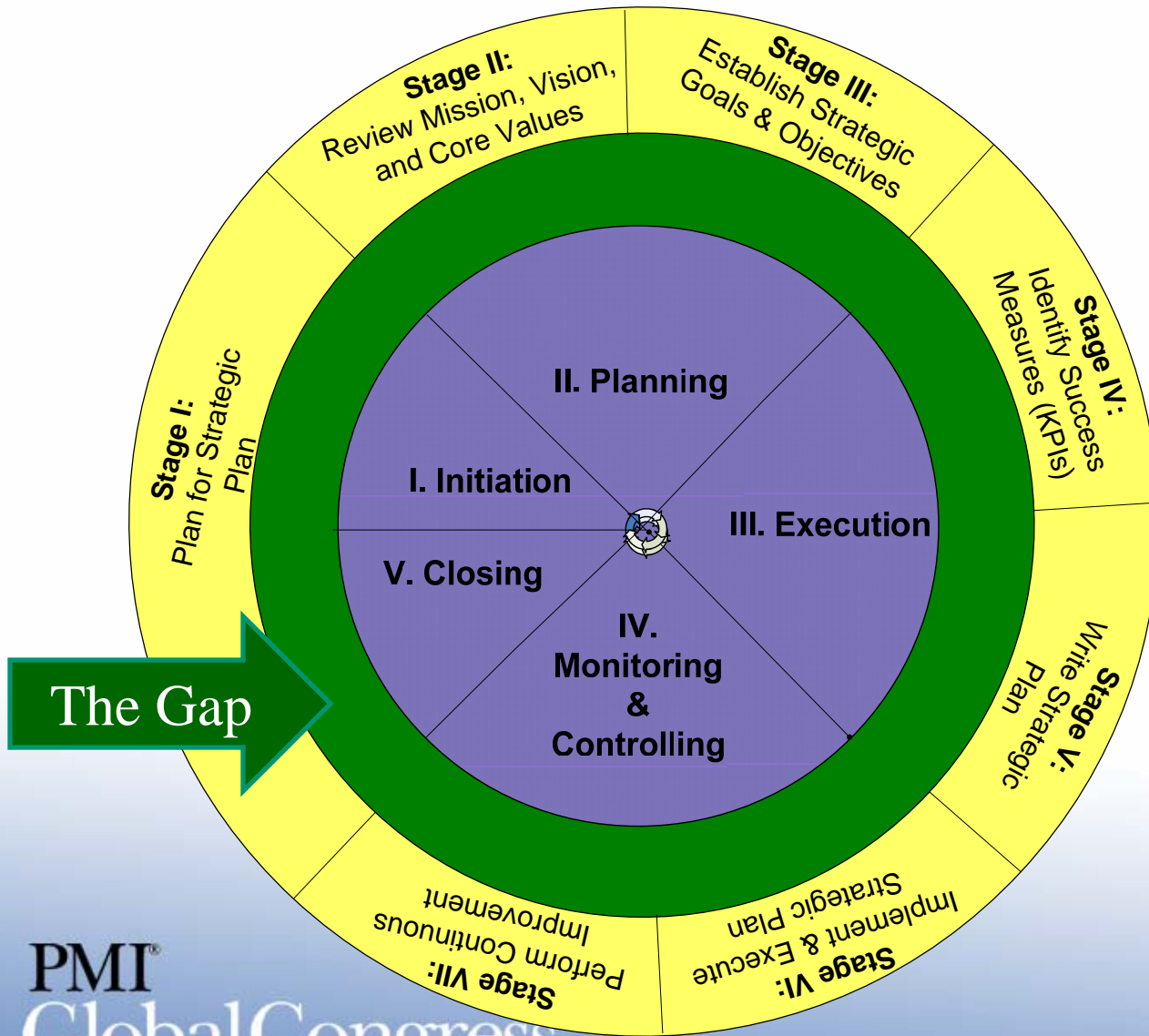
# PM Process

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The PMBOK-PMI

# The Missing Link: The Gap



# The Missing Link-The Gap

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- **The Process Gap**
  - Processes— Strategic Planning and Project Management
  - Technologies
- **The Strategic Gap**
  - Translating strategic goals & objectives into actions
- **The Knowledge Gap**
  - PM Knowledge, Skills, and Abilities (KSA)
- **The Communication Gap**
  - Key Roles and Responsibilities

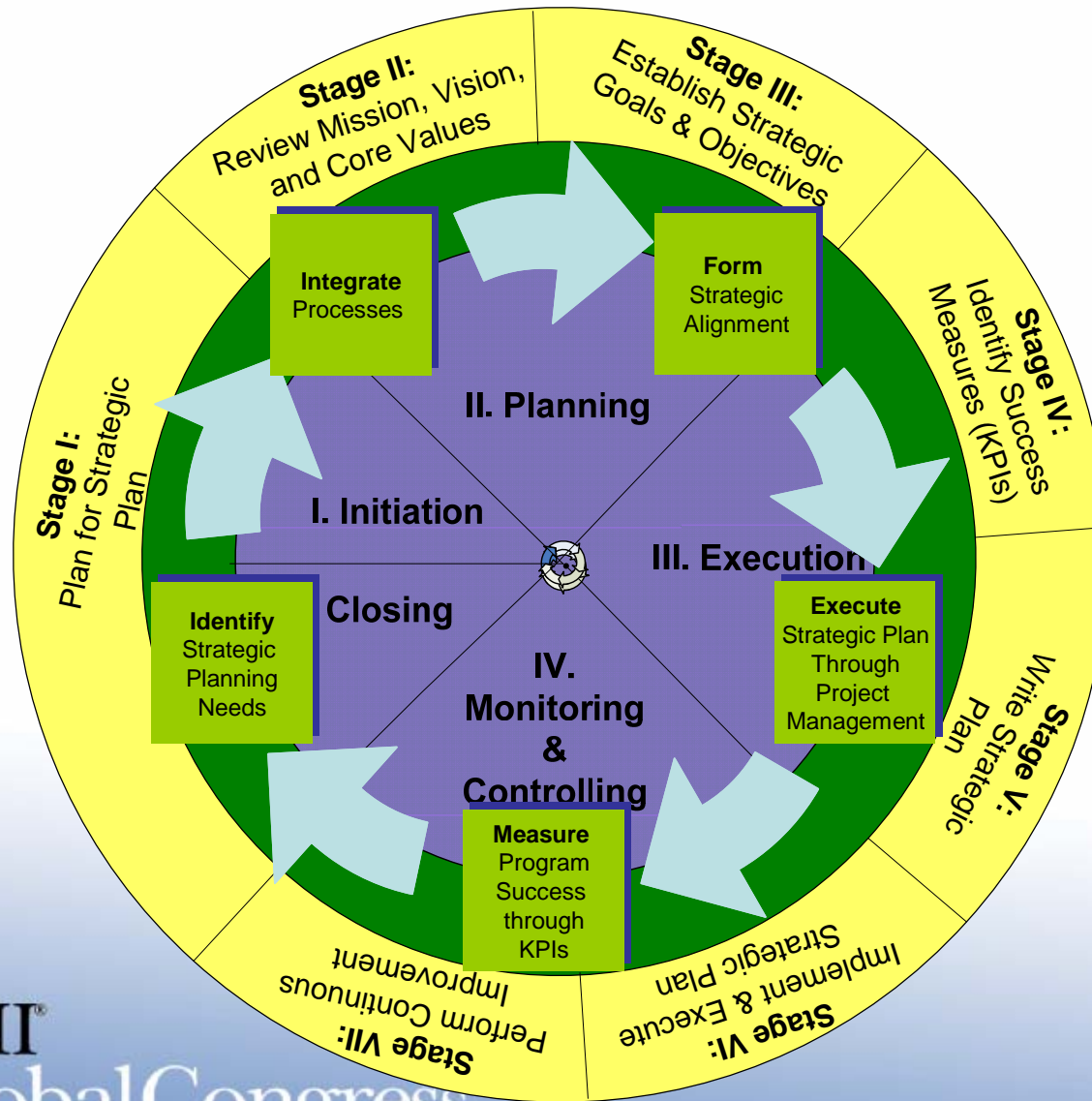
# Proposed Solution: ISPMF

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- **Existing Processes**
  - **Strategic Planning Process**
  - **Project Management Process**

- **The Integrated Process**
  - **Integrated Strategic Project Management Framework (ISPMF)**

# The Integrated Model (ISPMF)



# Customers' Expectations

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- Strategic alignment: RCHSPB and RCHSPP
- Optimized process for resource & budget forecasting
- Prompt responses to customers' inquiries
- A common project repository (platform)
- Elimination of overlapping processes

# Accomplishments

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- RCHSPB and RCHSPP: Strategically aligned
- Defined scope, expectations and success measures
- Integrated Process: ISPMF
- Increased visibility of program's current project/operational activities
- Project management tools/templates

# Implementation Obstacles

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- Linking strategic goals to program, operational and individual levels
- Buy-in from stakeholders
- Complex nature of project scope
  - Life-cycle of clinical protocols
- Lack of project-specific historical data

# Recommendations: Lessons Learned

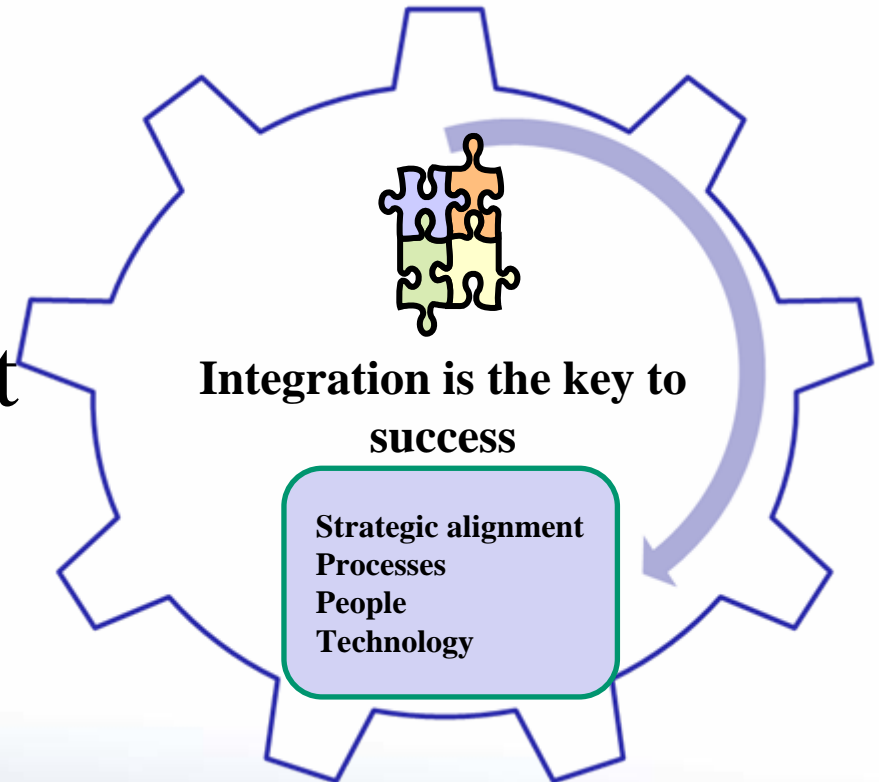
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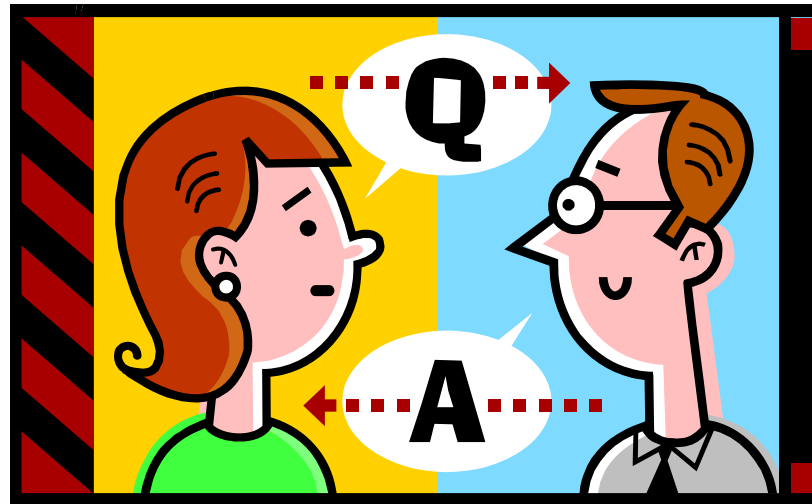
- Establish appropriate steering committee(s)
  - Strategic and operational levels
- Leverage existing resources and talents
- Establish and know your blueprint: ISPMF
- Build a PM culture of data/information sharing
- Avoid a “one size fits all” mentality
- Become collaborative partner with customers

# Conclusion

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- Integration is Key
  - Strategic Alignment
  - Processes
  - People
  - Technology





# Questions?

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