Welcome to the fall semester! The Monday Dose is a professional development newsletter brought to you by the Department of Health Services Management and Policy. For the first edition of the semester, we are focusing on Project Management. Project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet the project requirements. The importance of project management cannot be overemphasized, so we are here to give you helpful information about it! Relax, read, and enjoy.

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Written by Olivia Luzzi and Victor Nettey
The “P” in PM is as much about people management as it is about project management”
-Cornelius Fichter

“Even if you are on the right track, you will get run over if you just sit there.”
-Will Rogers

“The Three Best Lessons I Learned from a Failed Project”
Andrew Makar, an IT consultant, shared three lessons that he learned through project failures. Nearly every project is comprised of successes and failures; however, that does not mean that the project overall must fail.

1. **The project schedule is your friend.** A detailed project schedule is a critical tool for project success, no matter how big of a pain it is to create.

2. **You can’t escape the project triangle even if you’re an executive.** In the *triple constraint* of time, cost, and scope, you cannot alter one item without affecting the others, no matter your position or amount of power you hold.

3. **Project heroics only lead to project failure.** The project cannot be successful when only one person tries to pull it off. You must build a strong and trustworthy team.

The *bottom line is to learn from every failure and to use those lessons in later projects.*

New Legislation To Bolster Program and Project Management Policy

The legislation is drafted upon the following four principles:

1. “Creation of a formal job series and career path for program managers in the federal government.”
2. “Development of a standards-based model for program management consistent throughout the federal government.”
3. “Recognition of the essential role of executive sponsorship and engagement by designating a senior executive in each agency to be responsible for program management policy and strategy.”
4. “Alignment of cross-government dialog on program management practices through an interagency council on program management.”
**PROJECT MANAGEMENT PROCESS**

*Project Management* (PM) can be defined as “the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project” (PMI). PM can be simplified into 5 phases, beginning with *Project Conception and Initiation*. This is where the project is evaluated to make sure the project is realistic and will benefit the organization.

### Project Definition and Planning

This is the phase in which the project plan is outlined and put into writing. It is in this phase that a **budget** should be calculated, a **schedule** should be created, and **resources** should be determined. This is when the project parts are prioritized. A **project charter** is very useful in this phase.

### Project Launch or Execution

This phase is where **tasks and responsibilities** are distributed to **teams**. This is a wonderful time to bring up any **important project related information** before everyone gets deep into their tasks.

### Project Performance and Control

In this phase, project managers will compare project status and progress to the actual plan created in step two. This may be a time where project managers need to **adjust their schedules** or resources in order to keep the project on track.

### Project Close

After project tasks are completed and the project outcome is approved of, an **evaluation is key** to highlight **successes and failures**. Regardless of the Outcome, these successes and failures are vital to learning and evolving in the project management process.
PROJECT MANAGEMENT TIPS

Easy ways to Improve Your Project Management skills

1. **Project definition**—Define project scope in short sentences and include it in every project meeting.

2. **Planning the work**—Review estimates that have been made on the project.

3. **Create the work plan**—Review every team member’s task.

4. **Time management**—If tasks are not completed on their required dates, adjust the calendar or priorities appropriately.

5. **Ensure quality** through quality assurance reviews.

6. **Streamline communication**—keep everyone in your project well informed.

7. **Documentation** of every step in the project life cycle.

8. **Manage expectations** by resolving issues promptly and measuring metrics to stay on track. You can read more [here](#).

Why Do Projects Fail?
A project is considered a failure when it has not delivered what was required, in line with expectations. Therefore, in order to succeed, you must pay close attention to cost, quality, and time. So why do projects fail? The wrong business requirements have been addressed. If you have delivered the “wrong thing” while still being within budget and on time, your project will be considered a failure. If you have a poor governing structure/steering committee, your project may be doomed from the start. Along those same lines, if your implementation is poor, your project will never deliver. And if your team loses focus on the project and its benefits, the project will fail. All of these issues can be avoided to ensure a complete and successful project. Read [here](#) for more!
1. What are some tools you find most useful for project management?

2. What can you tell us about the importance of project management in school and in the workplace?

3. What are some tips to help students and alumni better manage their projects?

Dr. Wykoff

1. Clarity! The most important aspect of successfully executing a project is knowing a) What deliverable is expected; b) When it is due; c) What format it is expected in and d) what resources (personnel and other) you have at your disposal. Unless you know the end product (the destination), it is difficult, if not impossible, to execute a project (make the journey) successfully. Once you know that, the rest is logistics.

2. Everything you do, from writing a report, to doing research, to cooking a meal, to going on vacation, is, to a greater or lesser extent, a “project” that needs to be managed.

3. Start with clarity on your deliverables (as above). Then outline, in your mind, or on paper, the sub-deliverables (the interim steps). Then prioritize the steps that you need to take. Consider potential pitfalls or points of interference and plan around them. If it is a long-term project, check in periodically with the appropriate person(s) to be sure that you are on the right track. If it is a complex project and you have folks working for you, or with you, periodically check in with them to be sure that they are on the right track. On a more philosophical basis…Always help other people deliver their projects and expect them to help you deliver yours!

Ms. Hunt

In terms of project management, I have found it most beneficial to create a sense of responsibility and accountability. I typically use the below table to keep track of action items, due dates, (most importantly) owners, and status (red=no go, green=go/complete). People hate having red next to their name, which helps ensure that tasks and assignments are completed in a timely manner. It also gives clarity as to who is responsible for what.

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<tr>
<th>Action Item</th>
<th>Due Date</th>
<th>Owner</th>
<th>Status (R/G)</th>
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David Maxwell is a distinguished ETSU alumnus. He graduated from ETSU in 1989 with a B.S. in Health Care Administration and has worked as a nursing home administrator for 26 years. David has served as the Administrator at Shannondale of Maryville Continuing Care Retirement Community in Maryville, TN, for the last 16 years. He oversees 66 independent living homes, 90 independent living apartments, a 59-bed assisted living facility, and a 44-bed Skilled Care Facility. Mr. Maxwell is also the Vice President for Presbyterian Homes of Tennessee, Inc. In 2015, he was awarded the Richard T. Sadler Distinguished Service Award from the Tennessee Health Care Association (THCA). This award is the highest honor that the THCA can bestow upon a member. This is awarded to an individual who demonstrates exceptional qualities of leadership within the association.

Mr. Maxwell is very interested in helping students find field experience and job opportunities! We are looking forward to hopefully adding great opportunities for field experience options through new contracts with Mr. Maxwell!
Click on the photo to the left to watch a video on Mr. Maxwell and his award from THCA!

Click on the photo to the right to watch a video about Project Charters and get a free template to get started right away, thanks to Casual.pm
February 2016 Dates to Remember

2/1—Last day to drop a course without a W

2/2 –Last day for graduate students to file their intent to graduate

2/2 –Groundhog Day!

2/8-2/13 –Voting Week! Register to Vote and Info about Presidential Candidates

2/14—Valentine’s Day

2/24—“STOP Violence against Teenage and Adult Women”

2/29 –Leap Day!