



# Project Management for Non-Profits

What's in it for you?

Benefits of Improved Project  
Management (PM) Skills, Techniques  
and Processes

# Overview

- What is a project?
- Impact on organizational results
- Benefits for non-profit organizations
- Basic concepts of projects
- Examples of processes
- Training & skills development
- Next steps?

# Objectives

- Gain understanding of:
  - Basic concepts of project management (PM)
  - How PM improves the use of scarce resources
  - How PM can improve organizational results
  - How the Project Management Institute (PMI) can support non profit organizations improve PM practices

# WHAT IS A PROJECT?

# What Is A Project?

Definition\*: “a temporary endeavor undertaken to create a unique product, service or result”

- Characteristics:
  - Predetermined timeline
  - Clear beginning and end
  - Fixed budget
  - Specific deliverable
  - Interrelated tasks
  - Involves people
- Distinct from “operations”

\* PMI. A Guide to the Project Book of Knowledge, 4<sup>th</sup> ed. (PMBOK)

# Non-Profit Project Examples

Fund raising campaign

Organization move

IT upgrade

Awards dinner

Process improvement initiative

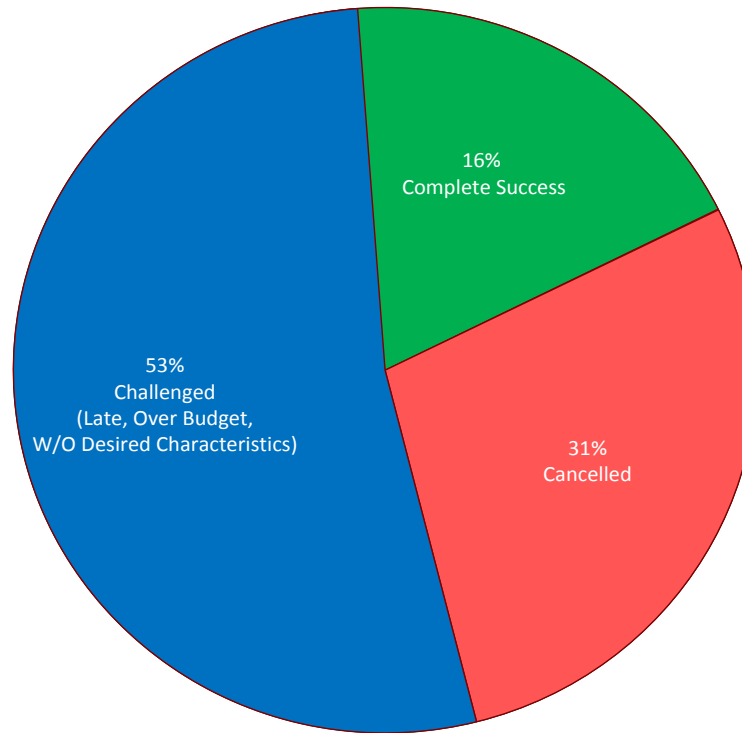
Advertising campaign development



**What other kinds of projects do you undertake?**

# PM IMPACT ON ORGANIZATIONAL RESULTS

# Project Execution



- **What's your estimated success rate and which of the three characteristics is the biggest problem meeting?**

\* Standish Group, Chaos Study,



# Strategy to Increase Project Success

## Goal:

Improve execution of projects to meet organizational goals

What: Established approach to managing and controlling a project

## How:

Use flexible processes implemented within a knowledgeable organization using skilled practitioners

# PM Results for Organizations

- Large PMI Study\* confirmed positive results of project management across wide variety of organizations
- **Tangible** results examples :
  - Ability to manage more projects with available resources
  - Improved response to regulatory/funding pressures
  - Improved response to changing conditions

\* PMI. Researching the Value of Project Management

# PM Results, cont'd

- **Intangible** organizational results :
  - Improved decision-making
  - Enhanced communication and collaboration
  - Improvement in effective work cultures
  - Alignment of approaches, terminology and values
  - Increased effectiveness of the organization & its management approach
  - Improved transparency, clarity of structures, roles and accountability
- **Do any of these results look like areas where your organization could benefit? Which would have the most benefit?**

# CHALLENGES FOR NON-PROFITS

# Non-Profit Environment

- Economic downturn has hit non-profits hard
- Increasing pressure to “do more with less”

**What have you seen since 2008?**

# Non Profit Requirements Gathering

- One PMI Chapter conducted requirements gathering to determine how they could help meet the community's needs by answering 2 questions:
  - How can PM help the non-profit community?
  - What does the non profit community need from PMI?

# Non Profits Told PMI...

- Our projects take too long!
- We need to be more efficient in delivering results!
- Our recurring projects need repeatable results!
- How do we know we are doing the right projects or that they're even feasible?
- How can we use our resources more efficiently?

**What about your projects?**

# Non Profits Wanted....

- A “show me how” approach in order to make the skill sustainable
- Assistance in selling the discipline to management
- An affordable solution in terms of both time and cost

**What do you want?**

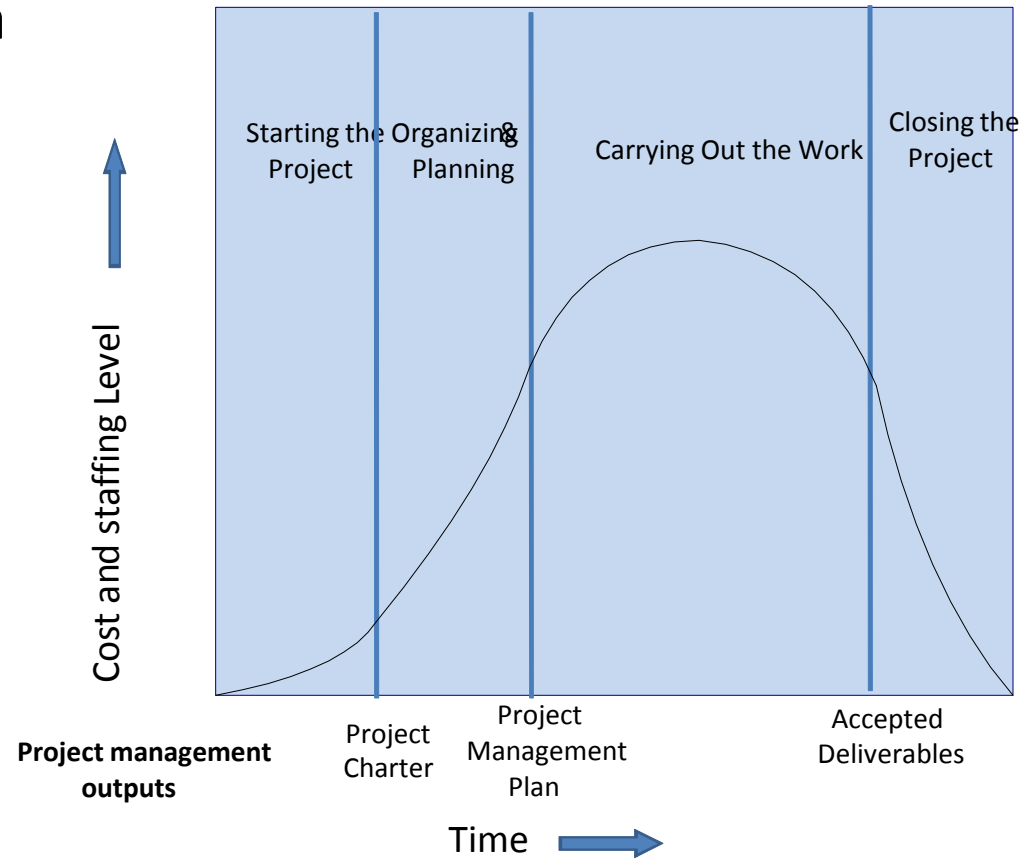


# BASIC CONCEPTS OF PROJECT MANAGEMENT

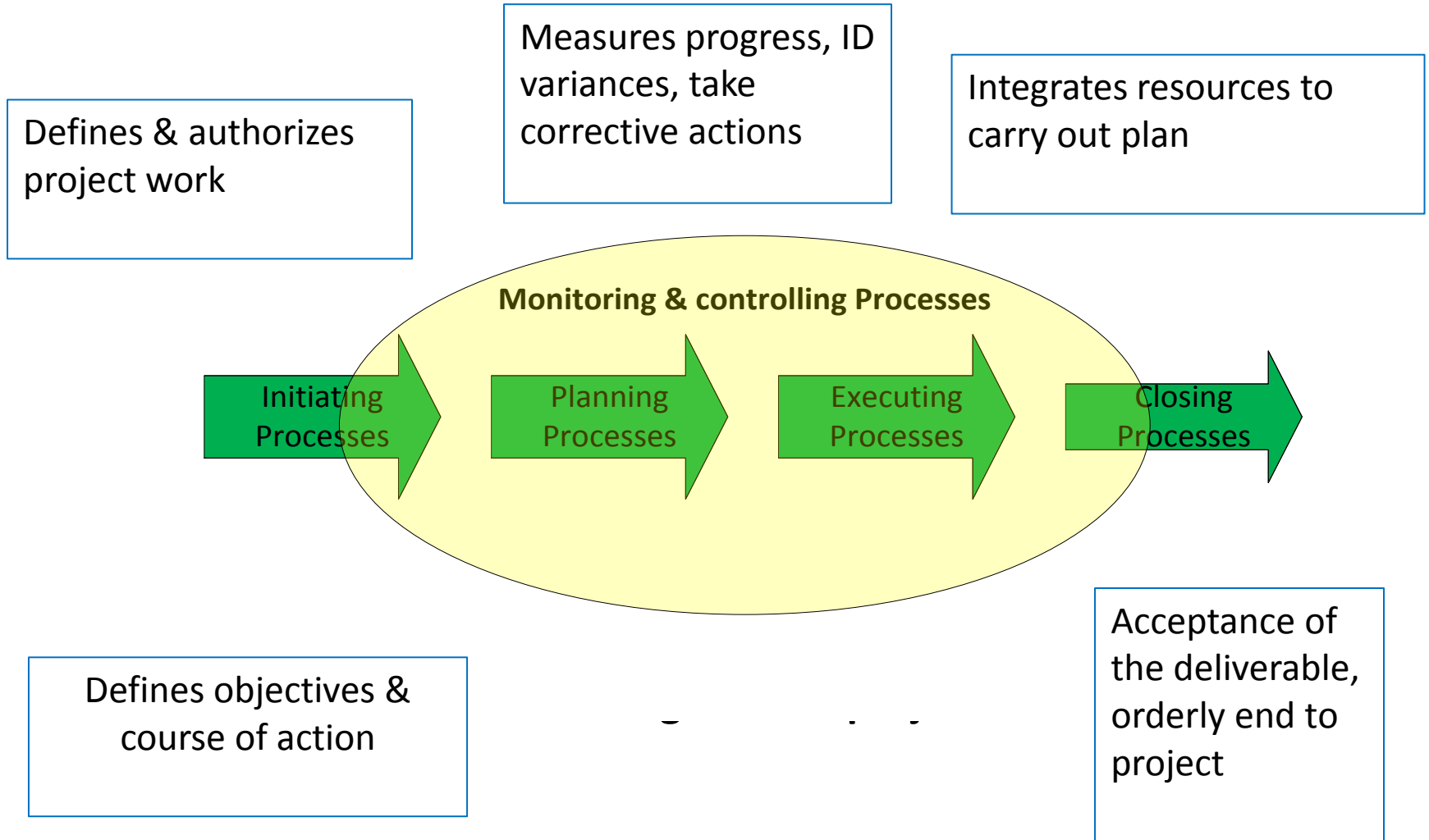
# Project Life Cycle

A project life cycle is “a collection of ... project phases ... determined by the management and control needs of the organization”

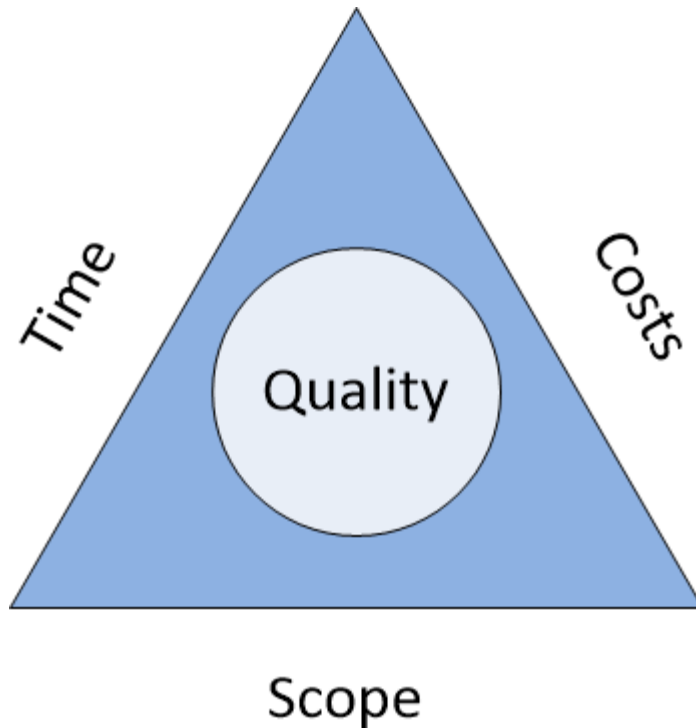
(PMBOK 4<sup>th</sup> Ed 2008)



# Project Processes



# The Triple Constraints



If any of the three factors (scope, time, costs) change, at least one of the other factors must change

Quality is an outcome

# Knowledge Areas

- Scope
- Time
- Cost
- Quality
- Human Resources
- Communications
- Risk
- Procurement
- Integration



# Stakeholder

**Person or organization** (e.g., client, sponsor, performing organization, or the public) that is **actively involved** in the project, or whose interests may be **positively or negatively** affected by execution of the project. A stakeholder may also **exert influence** over the project and its deliverables

(PMI. PMBOK, 2008)

# Major Stakeholder Categories

- Project team members
- Project sponsor
- Resource managers
- Clients
- Senior management
- Suppliers, contractors, subcontractors
- Public and community organizations
- Regulatory agencies
- Board of directors, donors



**What are some examples where stakeholders would have differing goals ?**

# Project Manager

- Deliver the work on time, within budget and within quality expectations
- Needed skills
  - Interpersonal skills
  - Leadership
  - Team Building
  - Motivation
  - Effective communication
  - Political skills and cultural awareness
  - Negotiation skills





# Project Manager Key Responsibilities

- Initiate the project
- Develop the Project Management Plan
- Direct and manage project execution
- Monitor and control the project work
- Perform integrated change control
- Close the project

# Project Sponsor

- Engaged executive sponsor with vested organizational interest in success of the project.
  - Provides clear direction for the project and linkage with organizational strategy
  - Secures project resources
  - Champions project at executive levels to ensure buy-in
- Doesn't manage the project, but creates the environment for project management success

# Project Initiation

- Initiation outputs:
  - Project Charter
  - Identification of project stakeholders and their expectations



# Project Charter Contents

- Project name
- Project manager
- Project sponsor
- Description
- Justification
- Objectives
- Deliverables
- Constraints and assumptions
- High-level milestone schedule
- High-level resources/budget
- Completion requirements
- Approval

# Project Planning

- Develop the Project Management Plan
  - Includes project planning for each applicable knowledge area (scope, schedule, cost, resources, quality, communication, risk, procurement, etc.)
  - Scalable, structured and usually iterative process

# Planning Process – Project Work

- Project Tasks documented in deliverable-oriented Work Breakdown Structure (WBS)
  - Decomposed list of all project tasks
  - Basis for all project planning (schedule development, budgeting, etc.)

# Time Management – Fundraising Dinner

- Relationship between activities
- Leads and lags
- Resources estimate
- Duration estimate
- **What is the order of completion (dependencies) of the level 3 WBS tasks?**

## Food (L2 WBS)

Select menu  
Finalize menu  
Determine # meals  
Serve meals

## Attendees (L2 WBS)

Create guest list  
Print invitations  
Mail invitations  
Collect RSVPs



# PMI TRAINING & SKILLS DEVELOPMENT



# PMI Puget Sound Chapter....

- Wants to help community organizations manage their projects more efficiently
- Cultivate project management best practices in non-profits
- Provide opportunities for chapter members to use their skills in a volunteer setting and gain exposure to non-profits
- Inform the non-profit community about the benefits of PMI membership

# PS-PMI Cares Program

- Non-profit outreach of the Puget Sound PMI Chapter
- Provides tailored, pro bono, project management (PM) assistance to Puget Sound non-profit organizations that could include:
  - Helping organizational leadership understand PM's role and potential to help meet organizational goals
  - Assisting in developing PM improvement plans
  - Providing introductory training
  - Mentoring client organization's staff PMs
  - Providing basic templates and project tools

# Comments from WISE

“They were able to guide me and coach me and help me think strategically how to take the training ... and put it into our organization, ... we had a plan on how to actually implement the content.”

Cesliee Coulson, Executive Director

“Utilizing the mentor was instrumental in helping me become more proficient as a Program Manager.”

Moncia McDaniel, Senior Program Manager

# Other Training

- PM certificate programs and project management skill development (community colleges/colleges in the area)
- PMI Educational Foundation offers various resources to non profits
- Project Management Professional (PMP) Certification courses offered by the PS-PMI Chapter & many other training providers
- For profit training providers

# Benefits of PM for Non-profits

- PM adds value
  - Better resource utilization
  - Elimination of “reinventing the wheel”
  - Benchmark for measuring success
  - Improvement in organizational efficiency and productivity
  - Aligning expectations of all stakeholders
  - Mitigating risks
  - Providing processes that are scalable to any size project
  - Defining what “done” means

# QUESTIONS?