

The Foundations of Effective Project Management: People, Process & Technology

Project controls and technology work best when combined into a single, well-rounded program for an organization to drive better, more effective project management. A single program that develops a solution utilizing both will drive efficiency, effectiveness and better risk management within the organization's project portfolio. It should be noted that:

- A project management tool is best utilized with proper methodologies to automate.
- It is easier to enforce standard project controls methodologies and standard project control processes within a standard technology platform.

Combining robust project controls methodologies with a well-designed project management platform will drive increased visibility to leadership, allowing them to better govern projects and programs across the organization.

In large or geographically diverse organizations, it's more important than ever to provide a standard project management platform.

Where to Start?

Most senior executives will agree that a standard project controls platform will bring immediate, large-scale value to their organization, but where do you start?

- **Assess:** In order to begin, it is critical to understand the unique needs of the organization. Performing a strategic assessment will help determine future business goals and targets.
- **Analyze:** After completing the initial assessment, leverage the lessons learned to understand the current processes and methodologies, and evaluate their ability to support both the current and future needs of the business.
- **Improve:** Based on this analysis, the organization should identify areas for improvement to support the organization's end-to-end project management requirements.

Process Before Technology

A well-developed project controls group should be able to operate without the aid of any globally standard project management technology solution. The processes in place should be standardized and able to be easily executed outside of a system. The system put in place should help to facilitate and streamline the project controls processes.

Where processes are identified as in need of refinement, these processes should be reviewed, refined and formalized, independent of any system assumptions.

Systems should be vetted by their ability to fit a company's processes and meet the operational requirements of the business.

Buy or Develop? The decision to buy or develop a project management tool is highly dependent on the internal capabilities of the organization, and the willingness to accept certain risks (cost, schedule, development, etc.). Any potential third-party tools should be evaluated to ensure they align with critical business requirements.

Identify Requirements →	Implement →	Rollout →	Continuous Improvement →
<p>In order to create a system that will address the needs of the business, it is critical to ask the pertinent questions:</p> <ul style="list-style-type: none"> • What are the problems we are trying to solve for? • What is the scope? • How will this solution integrate with key systems (finance, HR, etc.)? 	<p>To achieve seamless implementation of the tool, it is most beneficial if subject matter experts (SMEs) are involved throughout the process. The end goals and objectives of the project controls solution need to be clearly stated and understood by all those involved in order to ensure they are able to better react to issues related to scope, schedule and cost that may arise through the normal course of an implementation.</p>	<p>The program and supporting technologies must be rolled out in a manner that provides appropriate training and facilitates user adoption of both the processes and the technology. By having SMEs involved throughout, the resources that helped to design the process can also participate in the rollout and training of the end solution.</p>	<p>It is critical to look for opportunities to continuously improve both the project controls processes and the supporting technology solutions. These systems must be extensible and scalable in order to respond to the changing needs of the business. Additionally, ongoing audits of the processes will identify areas for continuous improvement.</p>

Successful Results:



Increased
Performance
Efficiency



Senior
Leadership
Visibility



Decreased
Execution
Costs

Businesses benefit from leveraging a holistic approach that goes beyond one area. In today's market, it's critical to look for ways to improve all aspects of an organization's operations beyond simply technology or process improvements.

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