





know what the project is trying to accomplish.

The project success criteria describe what will be accomplished in specific terms, and some criteria may also address how and when the results must be accomplished in order to be considered successful. Example criteria include “implement the Member Enrollment application by July 1, 2008”, or “train 100 users on the Member Enrollment application before go-live”.

A key facet of success criteria is that they must be measurable. “Train users on the Member Enrollment application” is not measurable, because “users” is an ambiguous term. Success criteria should be answerable with yes/no or should be related to some quantity or percentage of a known total so that it can definitively be stated whether or not they have been accomplished.

Again, the level of detail required for success criteria varies based upon the project. The planner has completed the success criteria if the project sponsor will consider the project a success if all the documented criteria are met and will not consider the project 100 percent successful if they are not.

Establishing these guiding directives is often overlooked when planning a project because people often believe that they are self-evident. Writing them down and including them in the Project Plan, however, ensures that everything else in the plan can be traced back to meeting success criteria and that when the success criteria are met, stakeholders are assured that project should be complete.

Address the Project Management Disciplines

Documenting the guiding directives as described above is step one of the two-step planning approach. The second step is to describe how the project team will address the PMI’s nine project management disciplines that are part of professional project management:

1. Scope management, which is managing what will and will not be done on the project.
2. Schedule management, which is managing the timeline on which each portion of the scope will be accomplished.
3. Staffing management, which is managing the project organization and the portions of the scope that each organizational unit is responsible for.
4. Cost management, which is managing the project’s resource consumption.
5. Risk management, which is managing the uncertainties that could influence the project outcome.
6. Quality management, which is managing the process that will be used to ensure the sponsors’ needs, expectations, and requirements are met.
7. Communication management, which is managing the interaction between project stakeholders.
8. Procurement management, which is managing how important goods and outside services are purchased.
9. Integration management, which is ensuring each of the other eight disciplines is considered in its proper relationship to the others.

Paul Ferrell

In May 2006, The FourThought Group hired Paul Ferrell to provide leadership and PQMO support to the organization. Mr. Ferrell has applied his project management skills to the HIPAA and NPI remediation activities for EDS on the Indiana Title XIX account, the DSS/DW Replacement Project for the State of Mississippi, and acted as the PQMO lead for the Alabama Technical Assistance and IV&V project. Prior to joining 4TG, Mr. Ferrell worked for ACS as the Manager of the Business Support staff during the implementation of several MMIS, POS, and DSS/DW systems. Mr. Ferrell has also served as a Senior Project Manager for several large technical firms where he has demonstrated his ability to manage large, complex technical projects, coordinating internal process improvements and aligning them with industry best practices. With extensive project management experience, Mr. Ferrell pursued and received his formal PMP certification in November, 2004.