Get Started with Project Management: "Starter Kit Session"

CASBO SAN DIEGO/IMPERIAL
2023 ANNUAL CONFERENCE

Enterprise Project Management Office (EPMO) | **Feb. 28, 2023**

1

MEET OUR TEAM

san diego county office of **EDUCATION**
FUTURE WITHOUT BOUNDARIES™

I find your lack of project plan disturbing.

-Darth Vader
Star Wars

Reesa Fickett, PMP
Senior Project Manager
Integrated Technology Services

Live long, and provide status reports.

-Spock
Star Trek

Candace Wong
Project Management Assistant
Integrated Technology Services

Say "hello" to my little project charter!

-Tony Montana
Scarface

Peyri Herrera
Senior Director
Integrated Technology Services

I love the smell of standup meetings in the morning.

-Lt. Colonel Kilgore
Apocolypse Now

Andrew Baldwin, PMP
Project Manager
Integrated Technology Services

Enterprise
Project
Management
Office

🖥 **epmo.sdcoe.net**

2

Share the name of a project you're currently working on (or have coming up)

What's going on in your department?

For your past projects, at which phase or phases do you wish things went a little better?

PLANNING PHASE
EXECUTION PHASE
CLOSURE PHASE

Session Goals

01

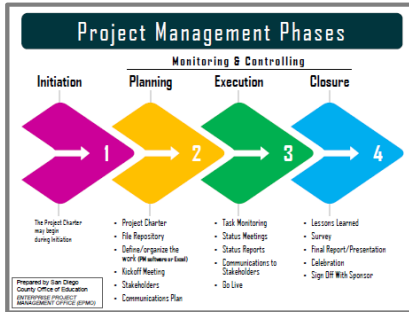"I know the major **phases of project management**."

02

"I can use the SDCOE project charter template to **plan** my next project."

03

"I can refer to 3 checklists to help me **execute** and **close** my next project."

PM TOOLKIT

Project Management Phases

Monitoring & Controlling

Initiation | Planning | Execution | Closure

1 → 2 → 3 → 4

The Project Charter may begin during Initiation

Prepared by San Diego County Office of Education
ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

- Project Charter
- File Repository
- Define/organize the work (PM software or Excel)
- Kickoff Meeting
- Stakeholders
- Communications Plan

- Task Monitoring
- Status Meetings
- Status Reports
- Communications to Stakeholders
- Go Live

- Lessons Learned
- Survey
- Final Report/Presentation
- Celebration
- Sign Off With Sponsor

Start here

PLANNING

Project Charter DRAFT

Project authorized by _____ on _____

Start Date XX/XX/XX End Date XX/XX/XX

I. Project Name

Project Name X

II. Project Organization

Indicate all project team members and how frequently you will communicate with them.

Project Manager / Sponsor / Steering Committee / Stakeholders / Project Team / Others Involved

III. Project Details

Project Description

Scope / In scope / Out of scope

Deliverables

SDCOE Integrated Technology Services (ITS)

Project Charter | 1

EXECUTION

san diego county office of EDUCATION FUTURE WITHOUT BOUNDARIES™ | **INTEGRATED TECHNOLOGY SERVICES**

PROJECT MANAGEMENT TOOLKIT
Key Activities of the Execution Phase

Key Project Management Activities During Execution

Monitor progress, keep track of the calendar

1. Monitor the project plan frequently. Team members should update their status.
2. Check in with team members as needed. Establish rapport with the team; make...

Plan and conduct meetings, determine action items

3. Lead status meetings. Meeting duration and frequency will...
4. Lead standup meetings as needed. These are typically short daily meetings...

Manage the project

5. Identify new activities or adjust. Watch out for scope creep (new...starts).
6. Monitor risks. Quickly address any risks.
7. Monitor budget, if required. Track project costs.

Communicate the status

8. Prepare and send status. Capture accomplishments...
9. Communicate up and out when needed. Stay in touch with your steering committee and stakeholders...

Go Live (Become operational)

10. Prepare for Go Live. Sign off on testing (if needed), conduct training (if needed), send communications, conduct Go/No Go meeting, be ready for support.

SDCOE Integrated Technology Services (ITS)

Key Activities of the Execution Phase

Go Live Checklist (Starting Point)

Testing and Sign Off

- Has user acceptance testing been completed?
- Have all issues related to going live been resolved?
- Has the appropriate party (Project Sponsor or other) given acceptance to proceed with moving the delivered systems, service or product into production?
- If applicable, has your Change Control Board been notified?
- Do we have a backout plan, if needed?

Support Team

- Have your support staff been trained and/or provided documentation?
- Are they prepared to provide ongoing support?
- If necessary, has the "service" been added to your service catalog?
- If necessary, has the vendor been notified that their support processes need to be engaged?
- Do you have a clear plan for "Day 1" support procedures, and has that been communicated to the team?

Training & Communication

- Has training been provided to employees/users, and job aids/videos made available?
- Has the go live date and other important information been communicated to all project stakeholders?

Go / No Go Meeting
Are we ready?
Is it a go?

CLOSURE

san diego county office of EDUCATION | **INTEGRATED TECHNOLOGY SERVICES**

PROJECT MANAGEMENT TOOLKIT
Project Closeout Checklist

Use this checklist to help you close out your project.

1. Lessons Learned
- Identify and document lessons learned.
  - Conduct a thorough postmortem process.
  - Gather feedback from all stakeholders.
  - Highlight important issues that will help improve the quality, value, workflow, speed of completion, cost-efficiency, and team synergy of the next project.
  - Use this information in your Final Presentation.

2. Survey
- Assist the team with conducting a survey.
  - Determine if the project objectives were met.
  - Measure satisfaction.
  - Use the results in your Final Presentation.

3. Final Presentation
- Create a final report or presentation and use it to conduct a project closeout meeting.
  - Create a final report/presentation that you can present to your project sponsor and steering committee.
  - Generally you will include a Project Overview, Survey Results, Lessons Learned, and What's Left.
  - Present the final report prior to conducting your Celebration.

4. Celebration
- A celebration and camaraderie can help energize everyone for the next project.
  - Keep it short.
  - Make it fun.
  - Leverage pieces from your final report/presentation – not everyone remembers (or knew) all the details of the project, so don't forget to include the project recap.
  - Ask your project sponsor to share a few words.

5. Archive
- Archive project documentation.
  - Archive relevant docs used in the project from start to finish. This includes project files, recorded meetings, and your Monday.com board. When you sign off with your Project Sponsor, explain what was archived.

6. Other Closeout Items
- Hand over project ownership, if necessary. Transfer management of the completed project to the new owner. Settle payments, if necessary. Process outstanding invoices. Note down variances, cost efficiencies, and other financial information that will help you optimize the budget for the next project.

7. Sign Off with Project Sponsor
- Review the project scope, the deliverables, and all of the completed closeout items. Ensure 100% satisfaction.

Hooray, you did it!

5

Project Management Toolkit
https://epmo.sdcoe.net

RESOURCES

Intro | Project Charter | Project Plan | Status Meetings & Reports | Execution & Go Live | Closure | More

sd coe — What is Project Management in K-12?

Welcome to Project Management

We have created a standardized approach to project management that is *easy to follow* and easy to incorporate.

Watch on ▶ YouTube

← **Videos**

Files ↓

⬇ Phases of a Project [PDF]

⬇ How to Serve as a Project Team Member [PDF]

⬇ Project Roles and Responsibilities [PDF]

01

PROJECT MANAGEMENT PHASES

Planning, Execution, and Closure

PDF

Project Management Phases

Monitoring & Controlling

Initiation

1

The Project Charter
may begin
during Initiation

Planning

2

- Project Charter
- File Repository
- Define/organize the work **(PM software or Excel)**
- Kickoff Meeting
- Stakeholders
- Communications Plan

Execution

3

- Task Monitoring
- Status Meetings
- Status Reports
- Communications to Stakeholders
- Go Live

Closure

4

- Lessons Learned
- Survey
- Final Report/Presentation
- Celebration
- Sign Off With Sponsor
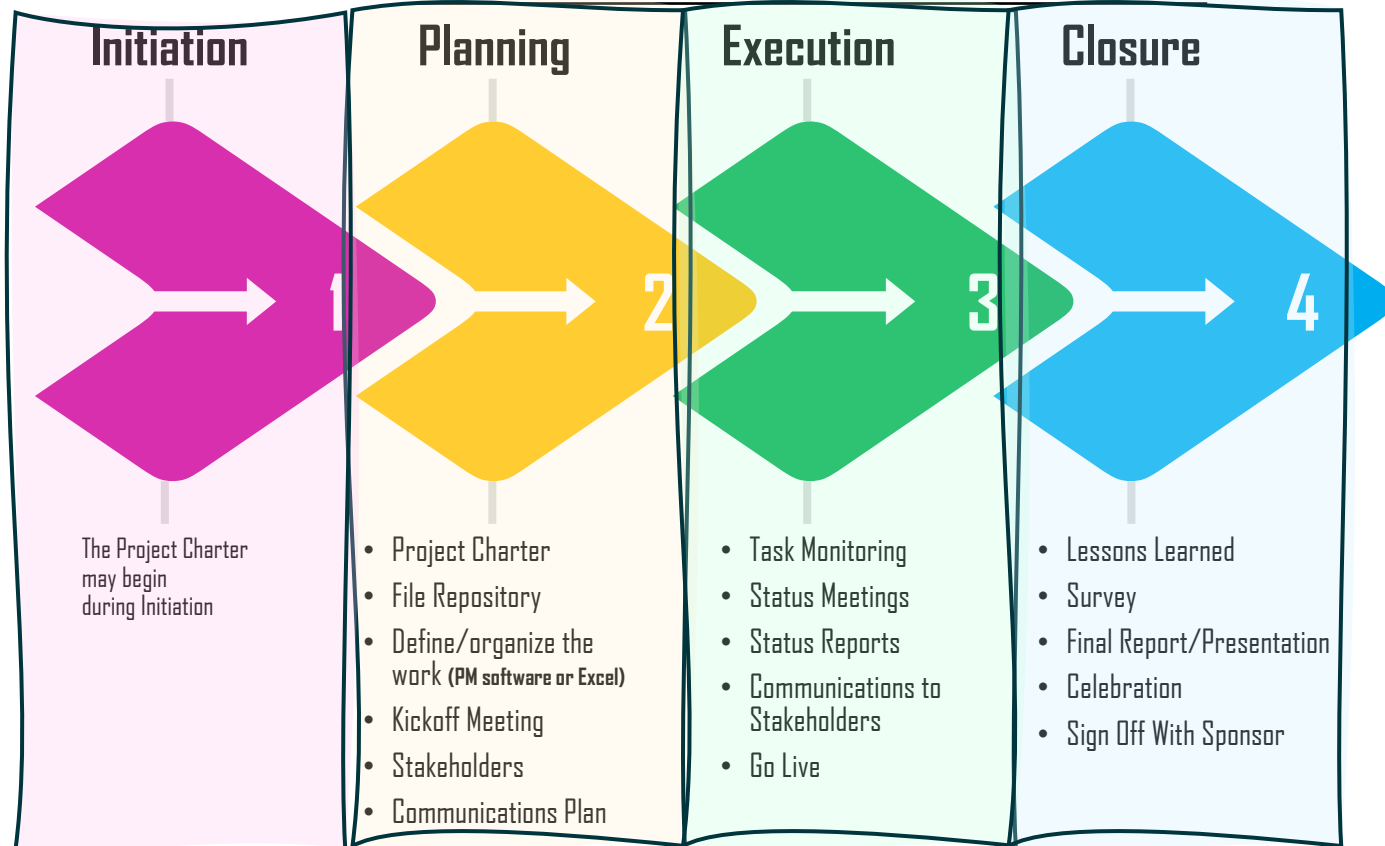
02

THE PROJECT CHARTER

What type of information goes in a project charter? Why do we write one?

The Project Charter

Authorization • Planning • Expectations • Clarity

I. Project Name

Project Name X		Start Date XX/XX/XX	End Date XX/XX/XX

The Project Charter
Authorization • Planning • Expectations • Clarity

II. Project Organization
Indicate all project team members and how frequently you will communicate with them.

Project Manager Oversees the project work plan; reports on status; leads project team that is responsible for achieving the project objectives		**Sponsor** The top decision maker authorized to engage the project and fund it; has ultimate authority and responsibility for the project	
• X		• X	
Steering Committee Key people that assist the project manager in making decisions and moving the project forward	☐ Weekly ☐ Bi-Weekly ☐ Monthly ☐ As Needed	**Stakeholders** An individual, group, or organization that may affect or be affected by outcome of the project	☐ Weekly ☐ Bi-Weekly ☐ Monthly ☐ As Needed
• X		• X	
Project Team Supports the project manager in performing work of the project to achieve its objectives	☐ Weekly ☐ Bi-Weekly ☐ Monthly ☐ As Needed	**Others Involved** List anyone else who will be involved and state their roles	☐ Weekly ☐ Bi-Weekly ☐ Monthly ☐ As Needed
• X		• X	

The Project Charter

Authorization • Planning • Expectations • Clarity

III. Project Details

Project Description
Write a brief description of this project in simple, easy-to-understand terms. What are you trying to accomplish? Why?
X

Scope
Who/how many this will impact? What is included (or not included) that can help manage the expectations?
In scope:
- X

Out of scope:
- X

Deliverables
Which products or results do you expect upon completion of the project?
- X

The Project Charter

Goals Alignment
With which Board Goals and ITS Goals does this project align?

- [ ] #B1 Connect the educational experience to the world of work
- [ ] #B2 Provide educational opportunities and supports to SDCOE schools and school districts
- [ ] #B3 Become the leader and model for innovation
- [ ] #B4 Maximize human and operational resources to strengthen the organizational culture of SDCOE
- [ ] #ITS1 Maximize Customer Success
- [ ] #ITS2 Create Value
- [ ] #ITS3 Improve Division Efficiencies
- [ ] #ITS4 Protect•Detect•Respond

Objectives/Success Criteria
How will you know if the project was a success? List what you are trying to accomplish and the success criteria.

- X

Risks
List the things that you think could be risks to the success of the project. If possible, list the mitigation strategy for each risk.

- X

The Project Charter

Authorization • Planning • Expectations • Clarity

IV. Project Schedule & Milestones

Based on your needs, list either the phases and/or major milestones of the projects. Include start and end dates.

Phase/Major Milestone	Responsible (Lead)	Start Date or Month Begin	End Date or Month End
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Your well-written, detailed Project Charter will address a variety of questions.

WHO
- Who's involved, who's doing the work? Who is this for? Who's impacted?

WHAT
- What is the scope? What are we delivering? What are the risks? What is the cost?

(WHERE)
- Which database, environment, etc.? Which physical location, room, building, etc.?

WHEN
- What is the project schedule? What are the milestones?

WHY
- Why are we doing this project?

HOW
- How does this align with our mission and goals? How will we know we are successful? How will we communicate (project team, stakeholders, etc.)?

03

EXECUTION PHASE CHECKLIST

All that project planning pays off when you are in Execution!

PDF

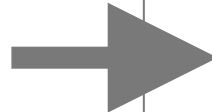# Please find this page!

Can you identify the 10 key activities of the Execution Phase?

What are the key activities of the Execution Phase?

Directions: Use the word bank to fill in the key activities that occur during the Execution Phase.

WORD BANK
- budget
- Go Live
- new
- project plan
- risks
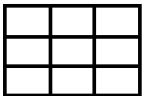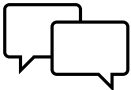- standup
- status
- status reports
- team members
- up / out

		Key Project Management Activities During Execution
		Monitor progress, keep track of the calendar and milestones
1		Monitor the _____ frequently. *Team members should update their status and add new tasks.*
2		Check in with _____ as needed. *Establish rapport with the team; make sure there are no roadblocks.*
		Plan and conduct meetings, determine action items and assign next steps
3		Lead _____ meetings. *Meeting duration and frequency will vary by project.*
4		Lead _____ meetings as needed. *These are typically short daily meetings (15 min).*
		Manage the project
5		Identify _____ activities or adjustments to the plan. *Watch out for scope creep (new scope added after the project starts).*
6		Monitor _____. *Quickly address any risks.*
7		Monitor _____, if required. *Track project costs.*
		Communicate the status of your project
8		Prepare and send _____. *Capture accomplishments, in progress, what's next, and risks.*
9		Communicate _____ and _____ when needed. *Stay in touch with your sponsor, steering committee, and stakeholders.*
		Go Live (become operational)
10		Prepare for _____. *Sign off on testing (if needed), conduct training (if needed), send communications, conduct Go/No Go meeting, be ready for support.*

CITE Conference 2022 | Prepared by the SDCOE EPMO Team | https://epmo.sdcoe.net

17

Key Activities of the Execution Phase

		Monitor progress, keep track of the calendar and milestones
1		Monitor the ___**project plan**___ frequently. *Team members should update their status and add new tasks.*
2		Check in with ___**team members**___ as needed. *Establish rapport with the team; make sure there are no roadblocks.*

Key Activities of the Execution Phase

		Plan and conduct meetings, **determine action items and assign next steps**
3		Lead _____**status**_____ meetings. *Meeting duration and frequency will vary by project.*
4		Lead _____**standup**_____ meetings as needed. *These are typically short daily meetings (15 min).*

Key Activities of the Execution Phase

Manage the project		
5	➕	Identify **new** activities or adjustments to the plan. *Watch out for scope creep (new scope added after the project starts).*
6	☢	Monitor **risks**. *Quickly address any risks.*
7	$	Monitor **budget**, if required. *Track project costs.*

Key Activities of the Execution Phase

Communicate the status of your project		
8	📄	Prepare and send __**status reports**__. *Capture accomplishments, in progress, what's next, and risks.*
9	📡	Communicate __**up**__ and __**out**__ when needed. *Stay in touch with your sponsor, steering committee, and stakeholders.*

Key Activities of the Execution Phase

Go Live (Become operational)		
10	✓	Prepare for __**Go Live**__. *Sign off on testing (if needed), conduct training (if needed), send communications, conduct Go/No Go meeting, be ready for support.*

Key Project Management Activities During Execution

Monitor progress, keep track of the calendar and milestones

1		**Monitor the project plan frequently.** Team members should update their status and add new tasks.
2		**Check in with team members as needed.** Establish rapport with the team; make sure there are no roadblocks.

Plan and conduct meetings, determine action items and assign next steps

3		**Lead status meetings.** Meeting duration and frequency will vary by project.
4		**Lead standup meetings as needed.** These are typically short daily meetings (15 min).

Manage the project

5		**Identify new activities or adjustments to the plan.** Watch out for scope creep (new scope added after the project starts).
6		**Monitor risks.** Quickly address any risks.
7		**Monitor budget, if required.** Track project costs.

Communicate the status of your project

8		**Prepare and send status reports.** Capture accomplishments, in progress, what's next, and risks.
9		**Communicate up and out when needed.** Stay in touch with your steering committee and stakeholders.

Go Live (Become operational)

10		**Prepare for Go Live.** Sign off on testing (if needed), conduct training (if needed), send communications, conduct Go/No Go meeting, be ready for support.

Take a look at the list...

Q: Which skills are *essential* to effectively lead/complete these key activities?

04

GO LIVE CHECKLIST

Get **everyone** ready for your launch!

PDF

Go Live = To become operational; the time at which something becomes available for use

For the last 7 months, ABC Unified has been working on a project to implement a new budgeting system.

Next month is Go Live. The team has been working hard, but is the system ready? Are their users ready? Are they?

Q: What is usually your top area of focus before the launch of a new initiative?

Go Live Checklist (Starting Point)

Testing and Sign Off

- [ ] Has user acceptance testing been completed?

- [ ] Have all issues related to going live been resolved?

- [ ] Has the appropriate party (Project Sponsor or other) given acceptance to proceed with moving the delivered system, service or product into production?

- [ ] If applicable, has your Change Control Board been notified?

- [ ] Do we have a backout plan, if needed?

Support Team

- [ ] Have your support staff been trained and/or provided documentation?

- [ ] Are they prepared to provide ongoing support?

- [ ] If necessary, has the "service" been added to your service catalog?

- [ ] If necessary, has the vendor been notified that their support processes need to be engaged?

- [ ] Do you have a clear plan for "Day 1" support procedures, and has that been communicated to the team?

Training & Communication

- [ ] Has training been provided to employees/users, and job aids/videos made available?

- [ ] Has the go live date and other important information been communicated to all project stakeholders?

Go / No Go Meeting
Are we ready?
Is it a go?

05

PROJECT CLOSEOUT CHECKLIST

Wrap up your project with success and provide closure for all parties.

PDF

Project Closeout Checklist

Use this checklist to help you close out your project.

1. Lessons Learned

☐ **Identify and document lessons learned.**
- Conduct a thorough postmortem process.
- Gather feedback from all stakeholders.
- Highlight important issues that will help improve the quality, value, workflow, speed of completion, cost-efficiency, and team synergy of the next project.
- Use this information in your Final Presentation.

2. Survey

☐ **Assist the team with conducting a survey.**
- Determine if the project objectives were met.
- Measure satisfaction.
- Use the results in your Final Presentation.

3. Final Presentation

☐ **Create a final report or presentation and use it to conduct a project closeout meeting.**
- Create a final report/presentation that you can present to your project sponsor and steering committee.
- Generally you will include a Project Overview, Survey Results, Lessons Learned, and What's Left.
- Present the final report prior to conducting your Celebration.

4. Celebration

☐ **A celebration and camaraderie can help energize everyone for the next project.**
- Keep it short.
- Make it fun.
- Leverage pieces from your final report/presentation – not everyone remembers (or knew) all the details of the project, so don't forget to include the project recap.
- Ask your project sponsor to share a few words

5. Archive

☐ **Archive project documentation.**
- Archive relevant docs used in the project from start to finish. This includes project files, recorded meetings, and your Monday.com board.
- When you sign off with your Project Sponsor, explain what was archived.

6. Other Closeout Items

- Hand over project ownership, if necessary. Transfer management of the completed project to the new owner.
- Settle payments, if necessary. Process outstanding invoices. Note down variances, cost efficiencies, and other financial information that will help you optimize the budget for the next project.
- EPMO Only: Send the "How Did We Do?" Customer Satisfaction survey to the Project Sponsor and Project Team.
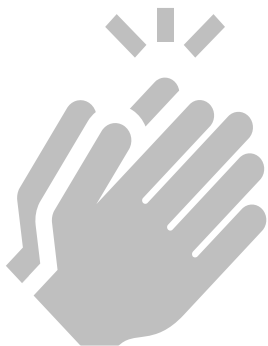
7. Sign Off with Project Sponsor

☐ **Review the project scope, the deliverables, and all of the completed closeout items. Ensure 100% satisfaction.**
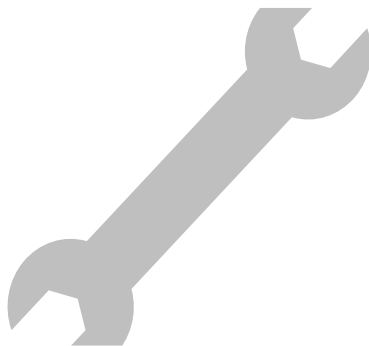
Hooray, you did it!

28

Lessons Learned
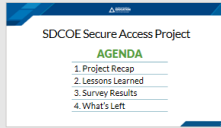
What worked well?

Where can we improve?

What are you proud of?

Stakeholder Survey

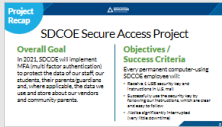| Comparison Chart	ITS Managers PHASE 1A	ITS Staff PHASE 1B	SDCOE Managers PHASE 2	SDCOE Staff PHASE 3
	Scores of 3.0 indicate agreement; those that approach 4.0 indicate strong agreement ↑ ↓ *The arrows denote a difference of 10% or more*			
Use YubiKey as primary method	**75%**	**73%**	**54% ↓**	**71% ↑**
Use Duo Mobile as primary method	**31%**	**25%**	**54% ↑**	**32% ↓**
Use their personal mobile phone for MFA	**78%**	**58% ↓**	**71%**	**64%**
Agree the methods are simple	**OUT OF 4.0:** YubiKey = **AVG 3.7** Duo Mobile = **AVG 3.4** SMS Text = **AVG 3.2**	**OUT OF 4.0:** YubiKey = **AVG 3.5** Duo Mobile = **AVG 3.6** SMS Text = **AVG 3.4**	**OUT OF 4.0:** YubiKey = **AVG 3.2** Duo Mobile = **AVG 3.2** SMS Text = **AVG 3.1**	**OUT OF 4.0:** YubiKey = **AVG 3.1** Duo Mobile = **AVG 3.0** SMS Text = **AVG 2.5**
Understand the importance of MFA	100% agreement **AVG 3.8**	100% agreement **AVG 3.8**	92% agreement **AVG 3.5**	87% agreement **AVG 3.2**
Agree the job aids are clear/easy to follow	100% agreement **AVG 3.5**	97% agreement **AVG 3.4**	84% agreement **AVG 3.1**	86% agreement **AVG 3.1**
Methods of support used ✔ = highest compared to other phases	Printed job aid = 56% Electronic job aid = 41% Asked a colleague = 41% ✔ ServiceNow ticket = 28% MFA Helpline = 3%	Printed job aid = 80% ✔ Electronic job aid = 30% Asked a colleague = 36% ServiceNow ticket = 16% MFA Helpline = 3%	Printed job aid = 79% Electronic job aid = 49% ✔ Asked a colleague = 28% ServiceNow ticket = 31% ✔ MFA Helpline = 17% ✔	Printed job aid = 68% Electronic job aid = 32% Asked a colleague = 34% ServiceNow ticket = 15% MFA Helpline = 10%
Agree questions and issues were answered in a timely manner	100% agreement - **AVG 3.5**	100% agreement - **AVG 3.6**	87% agreement - **AVG 3.3**	94% agreement - **AVG 3.3**
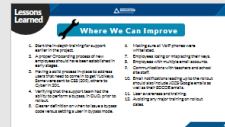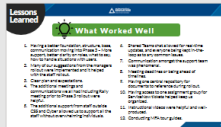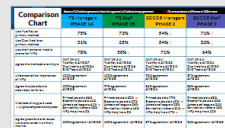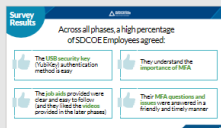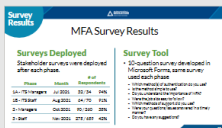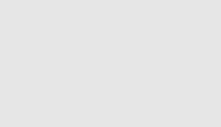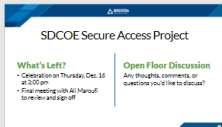
Final Report

Celebration

SDCOE Secure Access Project Celebration!

Dec. 16, 2021

PROJECT RECAP | WORDS FROM OUR SPONSORS | OPEN FLOOR

Stamina, Determination, Teamwork

TOTAL = 1,016

# of Employees Per Phase

Phase	Date	#
Phase 1A ITS Managers + Early Adopters	JUN 2021	51
Phase 1B ITS Staff	JUL 2021	62
Phase 2 All Managers	SEP 2021	260
Phase 3 All Permanent Staff	NOV 2021	659

Game

Match the Statements with the Answers

1. # of people who worked on the project — A - 9
2. # of teams who worked on the project — B - 1,016
3. # of employees that benefit from this project — C - 393
4. # of MFA incidents Support Teams resolved — D - 41
5. % of teamwork and dedication to this project — E - 150%

Providing feedback
Being part of impact
Communication
Videos
Testing
Successful Go Lives
Being part of process
Users adoption
Resolving issues
Assist Users
Job aids
Customer relationship
Positive feedback
Collaboration
Quick response to issues
Taking Ownership
Teamwork
Meeting all deadlines

Project Closeout Checklist

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- When you sign off with your Project Sponsor, explain what was archived.

6. Other Closeout Items

- Hand over project ownership, if necessary. Transfer management of the completed project to the new owner.
- Settle payments, if necessary. Process outstanding invoices. Note down variances, cost efficiencies, and other financial information that will help you optimize the budget for the next project.
- EPMO Only: Send the "How Did We Do?" Customer Satisfaction survey to the Project Sponsor and Project Team.

7. Sign Off with Project Sponsor

☐ **Review the project scope, the deliverables, and all of the completed closeout items. Ensure 100% satisfaction.**

Hooray, you did it!

33

PM TOOLKIT

Project Management Phases

Monitoring & Controlling

Initiation	Planning	Execution	Closure
1	2	3	4

The Project Charter may begin during Initiation

- Project Charter
- File Repository
- Define/organize the work (PM software or Excel)
- Kickoff Meeting
- Stakeholders
- Communications Plan

- Task Monitoring
- Status Meetings
- Status Reports
- Communications to Stakeholders
- Go Live

- Lessons Learned
- Survey
- Final Report/Presentation
- Celebration
- Sign Off With Sponsor

Prepared by San Diego County Office of Education
ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

Q: Which tool are you most excited to try?

PLANNING

EXECUTION

CLOSURE

Project Charter DRAFT

Key Activities of the Execution Phase

Go Live Checklist (Starting Point)

Project Closeout Checklist

34

Can you say 'Yes' to these?

SESSION GOALS:

01
"I know the major **phases of project management**."

02
"I can use the SDCOE project charter template to **plan** my next project."

03
"I can refer to 3 checklists to help me **execute** and **close** my next project."

35

Project Management Toolkit
https://epmo.sdcoe.net

RESOURCES

Intro | Project Charter | Project Plan | Status Meetings & Reports | Execution & Go Live | Closure | More

Videos ←

Files ↓

⬇ Phases of a Project [PDF]

⬇ How to Serve as a Project Team Member [PDF]

⬇ Project Roles and Responsibilities [PDF]

THANKS!

EPMO

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