

Stay on Target:

Project Management for the Video Industry

Speaker: Richard Harrington

Level: Intermediate

Description: Are you finding yourself overwhelmed and confused by budgets and schedules? Can you no longer tell if you are losing money until a project is over? Richard Harrington, a well-known author who is also a certified Project Management Professional, teaches this important session. Learn practical techniques you can apply to keep your business in the black. Whether you run a post-production facility or you freelance, this session will teach you important techniques to keep your business running.

The Bottom Line: Project Management is a collection business practices that work. It is not a fad, it is not new, it is just getting the attention it deserves. As the pace at which you have to produce quickens, you will likely find that your budget and workforce are shrinking. By employing an organized, tactical approach you can thrive in the changing film and video industry. You can never be too busy to manage a project.

Triple Constraint: All projects are bound by three primary constraints. Learning to balance these is essential to your success.

1. Scope: What is the work that must be completed?
2. Schedule: What are the time constraints for the project?
3. Budget: What are the financial constraints of the project?

There is a fourth force at work that holds all three together, **QUALITY**.

Simply put, Good, Fast, Cheap... Pick Two!

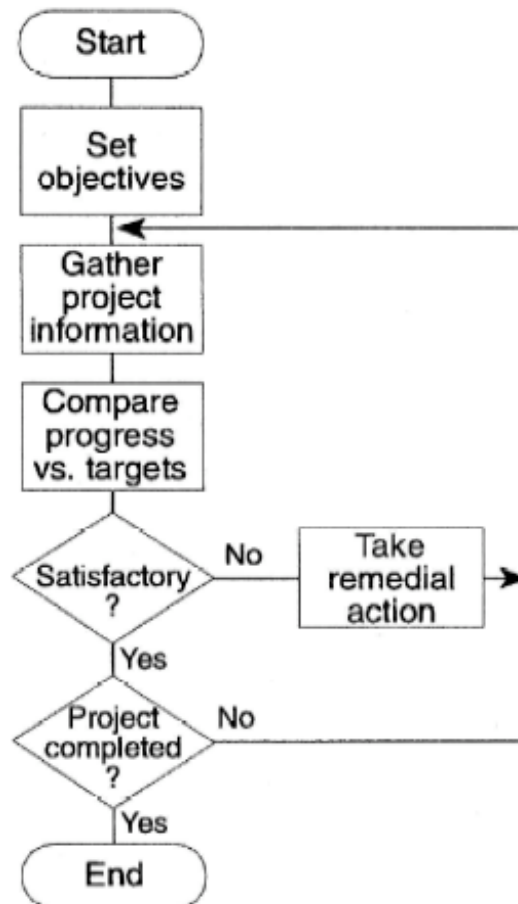
Characteristics of a Project:

- Purpose
- Temporary
- Unique
- Resources
- Cost/Time Constraints
- Interdependencies
- Life Cycle – Tasks
- Conflict
- Risk

Project Objectives:

- Schedule
- Performance
- Cost

Project Control Cycle:



Project Scoping Document

(2 - 1 0 p a g e s)

- **Project Name**
- **Executive Summary**
- **Background**
- **Project Scope (High Level)**
 - A. Project Objectives
 - B. Deliverables
 - C. Organizations
 - D. Interfaces Required
 - E. Assumptions
 - F. Constraints
 - G. Evaluation Criteria
 - H. Risks
 - I. Rewards
 - J. Budgets
 - K. Schedules (Due Dates)
 - L. Project Team Readiness
- **Key Roles**
 - A. Executive Sponsor
 - B. Project Manager
 - C. Business Experts
 - D. Technical Experts
- **Signature Lines - Sign Off “Charter”**

Work Breakdown Structure

- Key to budgeting
- Identify the major tasks that need to be completed
- Keep breaking the job down into smaller pieces until you can accurately budget it and create time estimates
- Use Organizational Chart Maker in PowerPoint or OmniGraffle to outline and share
- Be sure to get input from client and team

In Progress Reports

- Communicate to the client where the project is at
- Best to be proactive... delaying 'bad' news only makes it worse
- Do not be overly optimistic or pessimistic... be realistic
- Identify milestones complete
- Report percentage complete on tasks in progress
- Identify tasks not yet started
- Agree on regularity of reports with clients in advance

Fixed Price Contracts:

- Growing in Popularity
 - Protect both parties if written properly
 - Frequently favor the client, not vendor
 - Important to CLEARLY define the product and service to be delivered
 - Need to provide protection to you if the scope of the project changes
 - Keep accurate time records
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Successful Team Start Up

- Agree on the Team Purpose
- Identify the Project Stakeholders
- Identify the Limits of the Team's Work
- Identify the Team Roles
- Agree on the Ground Rules
- Decide on Team Logistics

Effective Team Membership

- Take Responsibility
- Follow Through
- Listen Actively
- Communicate Clearly
- Provide Feedback
- Accept Feedback

Video Project Planning Sheet for Clients

1) What main points do you wish to make? (No more than five)

2) Who is the audience? (Be specific)

3) What is the audience's current perceptions toward the topic?

4) Who else will see the program?

5) What do you want them to think after they see the program?

6) What do you want them to feel after viewing the program?

7) What do you want them to do after viewing the program?

8) What obstacles could interfere with the program's goals?

9) Who will be involved with the content of the program?

10) Who has final script approval?

11) Who has final approval on the completed program?

12) What is the deadline?

13) What is the overall goal?

14) Describe the plan for showing this program.

15) What is your distribution format? (check all that apply)

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| <input type="checkbox"/> VHS | <input type="checkbox"/> Beta SP | <input type="checkbox"/> DV, DVCAM, DVC-PRO |
| <input type="checkbox"/> CD-ROM | <input type="checkbox"/> DVD | <input type="checkbox"/> Internet |

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Best way to be reached: phone e-mail fax