Project Management at Planning and Managing a General Election - Increasing Efficiency

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Content:

• Organizing an election is a project
• Project Management (PM) methodologies supporting project success
• Common PM methodologies
• Applying PM methodologies at organizing an election
• Effect of PM maturity on project success
• Trends for reducing risks and improving efficiency
Organizing an election is a heavy burden on election management bodies.

- Limited time
- Limited resources
- No mistakes
- Media focus

Definition*: A project is a temporary endeavor undertaken to create a unique product, service, or result.

Organizing a General Election is a Project Management task

* Project Management Institute
Projects in General

Surveys:
- PMI 2012: 64% of projects successfully met their original goals and business intent in 2011. Which means... over one third did not.
- IBM 2008: Only 40% of projects met schedule, budget and quality goals
- KPMG 2010: 70% of organizations have suffered at least one project failure in the prior 12 months!
- McKinsey 2012: On average, large IT projects run 45 percent over budget and 7 percent over time, while delivering 56 percent less value than predicted

Common symptoms:
- Schedule slippage
- Quality flaws
- Budget overruns

Reasons for failures:
- Scope definition failures
- Organizational and planning failures
- Leadership and governance failures
- Underestimation and analysis failures
- Quality failures
- Risk failures
- Skills, knowledge and competency failures
- Engagement, teamwork and communications failures
Project Management

• Improved efficiency means less money, less time, less mistakes

• Utilizing appropriate Project Management is key to enhance the probability of completing projects on time, within budget and to deliver the product to the satisfaction of all stakeholders

• PM: Easy to learn the basics, but difficult to master

• PM is a profession, however only 10% of people working as ‘Project Manager’ worldwide, have actually an accredited degree or certification on the subject.
Common PM Methodologies

Common Approaches:
• Waterfall
• Iterative
• Agile

Recognized good practices:
• PMBOK
• Prince 2, RUP, Lean, 6σ
• Scrum, DSDM
Applying PM Methodologies at Organizing an Election

• All projects are different, the organization and/or project management team is responsible for determining what is appropriate for any given project.
• There is no uniform formula. Different parts (subprojects) and different phases of an election require different approaches (e.g. establishment of voters register; software development, staff training, etc.)
• Organizational project maturity and good experts help to improve efficiency
# Organizational PM Maturity

## Project Program Portfolio Management Maturity Curve

<table>
<thead>
<tr>
<th>Reported Organizational Project Management Maturity Level</th>
<th>% of on-time projects</th>
<th>% of on-budget projects</th>
<th>% of projects meeting original goals and business intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>67%</td>
<td>68%</td>
<td>73%</td>
</tr>
<tr>
<td>Medium</td>
<td>55%</td>
<td>58%</td>
<td>67%</td>
</tr>
<tr>
<td>Low</td>
<td>39%</td>
<td>44%</td>
<td>53%</td>
</tr>
</tbody>
</table>
Increasing efficiency

Increase Organizational Project Management Maturity

Pros:
- Project Management Office
- Professional project managers
- Accept iterative solutions
- Effective change management
- Effective decision making processes
- Teamwork
- Delegate responsibility
- Continuous risk control (extended scope)
- Program management
- Standardized practices
- Lessons learned
- Active sponsor
- Information access, direct communication
- Etc.

Cons:
- Rigid public procurement processes
- Excessive administration
- Complicated decision making processes
- Strict multi-level organizational hierarchy
- Etc.
Thank you for your attention!

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