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BMPF7018: Managing Work-Based Projects

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Trawsnewid Addysg; Trawsnewid Bywydau
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Managing Work Based Projects

Day 3



Aim of the day

Reinforce learning from previous 2 days and to move into Project Closure and Control.

Objectives

- Define the needs and outcomes of Closure phase
- Introduce concept of Control Plan and tools relevant for this phase of project management.

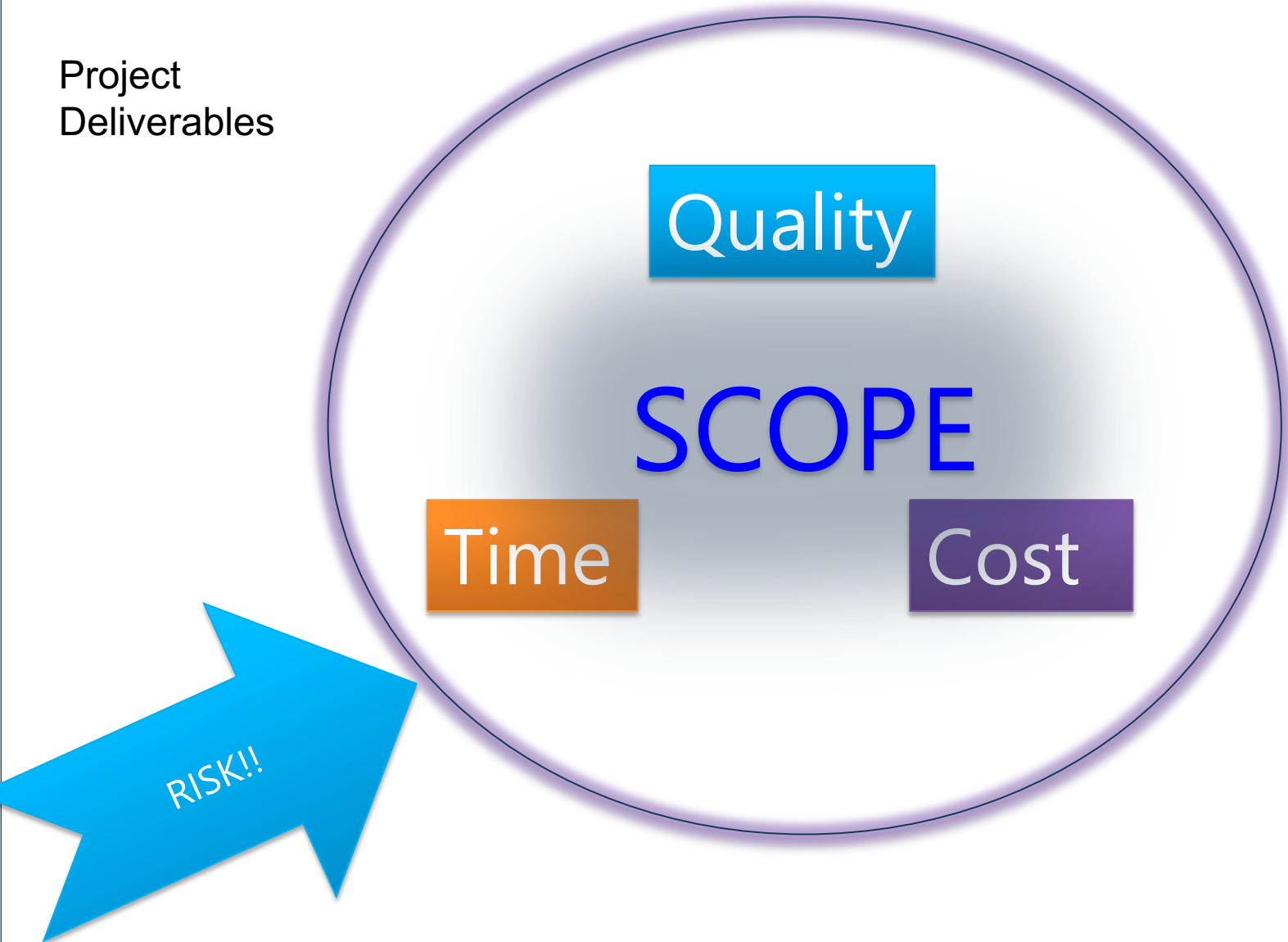
Recap of Last time

We covered:-

- Implementation.
- Measurement.
- Risk Management.
- Change control.
- Overview of Some Methodologies.

What is a project?

‘A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters’
(Office of Government Commerce).



Take home exercise:-

- Pick a project, real or imaginary.
 - Conduct a stakeholder analysis.
 - Consider and list the change issues.
 - What will your acceptance strategy look like.
 - What is Mendelow's matrix and why is it relevant?
- 15 minute feedback in class next time.

Mendelow's Matrix



Take home exercise:-

- Take home exercise last time!
- Starting on final assignments,
- Comments?

Some Reminders from Last Session

PROJECT TRACKING

* Start:	01/01/2013	Initiation	Complete	Project Initiation Document
			pending	Stakeholder Analysis
* Est end:	13/01/2013		Complete	Project Manager Selection
* Act end:	14/01/2013		Complete	Define Deliverables
* Start:	01/02/2013	Planning	pending	Project Team
			Complete	Task analysis
			Complete	Resource Plan
			Complete	Schedule Plan
			Complete	Change Acceptance Strategy
			Complete	Cost Plan/Budget
* Est end:	13/01/2014		pending	Risk Analysis/FMEA
* Act end:	14/01/2014		pending	Communication Plan
			pending	Scorecard
* Start:	01/02/2014	Execution	pending	Task Assignments
* Est end:	13/01/2014		pending	Project Meeting Schedule
* Act end:	14/01/2014		pending	Communication
* Start:	01/02/2014	Control	pending	Change Control Protocol
* Est end:	17/01/2014		pending	Quality Assessment
* Act end:	18/01/2014		pending	Scorecard Reviews
* Est end:	21/01/2014	Closure	pending	Control Plan
* Act end:	22/01/2014		pending	Final capability
			pending	Benefit Impact / Track
			pending	Key learnings

Risk Register Template

Number Unique identifier assigned to that risk
 Risk A statement describing the risk the cause if known and the effect
 Risk Category Which area of the project is affected
 Probability Likeleyhood of it happening on a 1-10 scale
 Impact The impact if the risk takes place, scale 1-10
 Risk Score Multiply probability and impact
 Risk Ranking Ranked by order of score
 Risk Respons The action to be taken if the risk becomes a real issue
 Trigger An indicator that the risk is about to become a reality
 Risk Owner The person assigned to watch for the trigger

Number	Risk	Risk Category	Probability	Impact	Risk Score	Risk Ranking	Risk Response	Trigger	Risk Owner
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									

Project Management

The stages typically seen in a project:-

1. Initiation
2. Planning and Design
3. Execution
4. Monitoring and Controlling
5. Delivery, Closing and Control system

5. Project Closure and Control

- Closing the Project
- Closing any associated Contracts
- Ensuring if needed a Control Plan is in Place.
- Post Implementation Review.

Closing the Project

- Formal acceptance that the project is complete from the Sponsors.
- Administration tasks such as handing over documentation.
- Completion of training.
- Archiving as appropriate.

Project Closure Activities

Could Include but not limited to:-

- Handing over activities to the on-going Business/Process Owner.
- Managing transition of project staff to other roles.
- Resolve or hand-off any outstanding issues.
- Risk Management handover of Risk Register etc.
- Financials, e.g. under/overspends.
- Archive project documents.
- Standard Operating Procedures.
- Training.
- Control Plans.
- Lessons Learned.
- Formal closure of Contracts.

Closure Document

- If desired a Project Closure form can be used.
- Many different templates available.
- Useful to formalise the closure and ensure Sponsor/Stakeholders are clear that project IS finished.

Project Closure Report

Project Name
Department
Focus Area

Date
Version

Author

Project Sponsor

Process/Business Owner

Service Provider/Supplier

Project Overview Description

Outcome vs Original Objectives

Benefits Delivered

Project Sign Off

Sign	Position	Date
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Break.

Project Control Plan

- Separate from the Control Stage covered in section 4.
- Project Control starts very early and is the mechanism for ensuring time, budget, quality etc. stay on track during the project.
- The **Control Plan** is what keeps it on track once the project team is disbanded and the outcome sits with the Process/Business Owner(s).

Control Plans

- What elements make up a control plan
- Why should we bother with them
- Who contributes to their preparation
- How do we develop one
- When do we update them
- Where should the plan reside

High risk areas only!

Importance to Customer

The only reason a control plan exists is to ensure that the outcome of the project continues to satisfy the client requirements *INTO THE FUTURE!*



Control Plan Roadmap

1. Collect existing documentation for process

2. Determine scope of control plan

3. Update existing documentation and use if appropriate.

4. Fill in Control Plan Summary

5. Identify missing or inadequate components — gaps

Pay particular attention to adequacy of training, maintenance, operating and reaction plans

Assign tasks to team members to complete missing plan elements

Train appropriate personnel

Collect sign-off signatures

Best practice would be to verify control plan effectiveness in six months.

Control Plan Strategy

The intent of an effective control plan strategy is to:-

- Ensure the output of the project continues as designed.
- Minimize tampering by those not understanding the original objectives.
- Assure that the product/project/process improvements that have been identified and implemented become institutionalised.
- Provide for adequate training in all procedures.
- Include required maintenance schedules.
- Carries forward items highlighted in the Risk Register.

Revise Periodically

Control Plan Components

Good Control Plans Have:-

- **Clear Responsibilities**
- **Checklists**
- **Mistake proofing systems**
- **Standard Operating Procedures**
- **Workmanship Standards**
- **Sampling & Testing methods**
- **Measurement Systems Analysis**
- **Training Materials**
- **Maintenance schedules**
- **Reaction Plan and Procedures**
- **Makes it clear what to do when things go wrong**

Control Plan Summary

[illegible]

Control Plan Summary Example

Project Control Plan						
Project Name	Office Modernisation			Issued Date	17/06/16	
Key Contact/Process Owner	George Hamilton			Revision Date	29/11/16	Add Legionella control
Original Team Members						
A Cornell, V.S.Jones. B Springdale.						
Item/Activity/Process Step	Desired Output	Quantitative Measure	Frequency	Control Method	Person Responsible	Reaction Plan
Houskeeping	Maintain office to standard achieved on day 1	Houskeeping Audit Score	Weekly	Audit by team	A. Cornell (office manager)	Scores less than 95% to be reported to Senior manager, immediate desk tidy hour put in place. Critical safety item immediate rectification
Maintenance	Avoidance of Legionella risks	Legionella test <0.005ppm	Monthly	Legionell test by APC Co.	T Brooks (engineering)	Immediate quarantine of area and disinfection process
Maintenance	Flood avoidance	-	Quarterly	Inspection of flood defense drains	T Brooks (engineering)	Drain cleaning within 7 days of audit
Financial	Cost Control	Monthly cost of ownership index.(KPI)	Monthly	Monthly cost chart	G Evans	Management team meeting action.

Reaction Plan and Procedures

- Actions should be the responsibility of people closest to the process.
- The reaction plan can simply refer to an Standard Operating Procedure and identify the person responsible for the reaction.



an		
od	Person Responsible	Reaction Plan

Project Record Management

- Essential for Technical/ Construction type projects where version control is crucial, e.g. Drawings, technical specifications.
- Vital to record changes in Scope, and approvals given.
- General change management issues, (Variation instructions) and approvals

Remember from Monitor and Control section.
Vital to preserve Project Documents as part of Control Plan.
Reference as necessary and ensure people know how to get at them!

Break

Lessons Learned

Post Project / Post Implementation Review /Lessons Learned

- A Lessons Learned Report enables organisations to document project challenges and successes and to understand causes of difficulties in order to achieve greater success in the future.
- It is part of the continuous improvement cycle.
- The benefits of looking at past experience include process improvement, risk management, future budgeting and time estimates.

Post Project / Post Implementation Review /Lessons Learned

- Team Activity
- Brainstorm what went well, not so well.
- Summarise
- Try to identify root causes of issues raised.
- What challenged the team most.
- Suggest solutions for future projects.
- Help people not to re-invent the wheel!

Lessons Learned Report can contain:-

- An assessment of goals and objectives.
- Identification of activities or areas needing additional effort.
- Identification of effective activities or strategies.
- Comparison of budget costs and results .
- Assessment of the roles of organisations in the project and the interactions among the organisations .
- Were the objectives met?
- Was additional effort/resource needed?
- Were any objectives unmet?
- Were any strategies or activities unsuccessful?
- Should these activities be continued, renewed, and strengthened?
- Can these activities be expanded to apply to other audiences or situations?
- What were the costs (including staff time) and results of different aspects of project?
- Did any conflicts of organizational agendas or operating styles occur?
- How did the timing of the project work with the different organizations involved?

Rewards and Recognition

- Not to be forgotten
- Sometime appropriate to mark the end of a project with a celebration.
- Thank you's to contributors
- Special recognition and or reward may be also appropriate.

Day 3 Summary

We have covered:-

- Project Closure
- Control Plan
- Lessons Learned
- Reward and Recognition

Before we finish.....

Variations on a theme

- The project management method we have covered can be described as a generic, traditional or Waterfall method, but other methods can be adopted.
- Pros and Cons can be identified to compare methods.
- Ultimately it is for the Project Manager and team to identify the best approach for their particular project.

Project Management Methodologies Reminder

PRINCE2

Focus on product-based planning, continuing business justification, project stages, project governance

MSP Managing Successful Programmes

Programme management- link to strategic goals, focus on legacy

Agile

Fixed inputs; Focus on scope (MoSCoW), multiple sprints (work stages)/ scrums (team meetings), creating good-enough products

Lean

Re-engineering of production process to produce customer value; elimination of waste and delay

Six Sigma

Re-engineering of any process to improve productivity, consistency reliability etc. of output and address cost, schedule inventory quality.

Conclusion

- All projects do run the risk of failure due to unplanned contingencies and inaccurate estimates.
- Careful planning, constraint management, successful recovery from mistakes if and when they do arise will minimize most risks.
- Luck too, does play a part in the success of a project, but hard work and correct management practices should override most such difficulties.

End of Day 3 & End of Taught Sessions

Any Questions?

