

DSAW4076: An Introduction to Workplace Project Management

DSAW5076: Project Management in the Workplace

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Background:-

Physics and Electronics Swansea University

Global Blue Chip Manufacturing Company

Process Engineering and Optimisation

Project Management

Production Management

Six Sigma Black Belt

Quality Management

Outsourced Manufacturing

European Manager Package Engineering

Introduction to Workplace Project Management



Aim of the day

To Introduce the concept of project management

Objectives

- Discuss The concept of a project.
- Identify what constitutes a project.
- What is Project Management
- Understanding scope.
- Identifying problems

Activity

What is a project?

Discuss the definition of a 'Project'.

5 Minutes + feedback



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).

What is a project?

- It is temporary
- Defined beginning and end in time
- Defined scope
- Defined resources
- It is unique (not routine operation)

Activity

Each person to think of an example project that they have done in their lives/communities?

What happened?

What could have improved the result?

What went well or not?

15 min group work. 2 minute feedback.

What is Project Management?

What is Project Management?

- Aim
 - to introduce the concepts of project management
- Objectives
 - Provide information on the distinct stages and how these are broken down

Activity

Project management

What do you think managing a project means?

What are the benefits of managing a project?

Project Management.

Taking the time to appropriately plan out what the project needs to do and how to do it.

It includes:

- **Developing the project scope**
- Defining the timeline
- Working out the budget
- Who is going to work on the project
- Creating the task list
- Knowing what needs to be delivered
- Trying to forecast the potential Risks
- How the project will be communicated

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



Project Management Stages

1. Initiation

– Project Initiation Document (PID)

- Business Case
- Scope and deliverables- how is success measured?
- Objectives
- Resources needed
- Milestone plan and timeline
- Costs
- Risks and Issues
- Dependencies

Project Management Stages

2. Planning and Design

Taking the time to appropriately plan out what the project needs to do and how to do it.

It includes:

- Refining the project scope
- Defining the timeline
- Working out the budget
- Who is going to work on the project
- Creating the task list
- Knowing what needs to be delivered
- Trying to forecast the potential Risks
- How the project will be communicated

Project Management Stages

3. Execution process– *The doing of the work*
 - What processes need to be used to accomplish the project objectives.

Project Management Stages

4. Monitoring & Controlling

- Managing and tracking the project against the plan
- Measuring the on going project activities
- Monitoring cost, effort, scope against plan
- Identifying mitigation actions on Risk & Issues
- Managing change

Project Management Stages

5. Closing

- Finishing all project related activities
- Evaluate how the project has performed
- Create a lessons learnt report
- Control Plan- ensure correct hand-off to the owners.

Break.

After the break we will take a
closer look at step 1.

1. Initiation- Project Scope

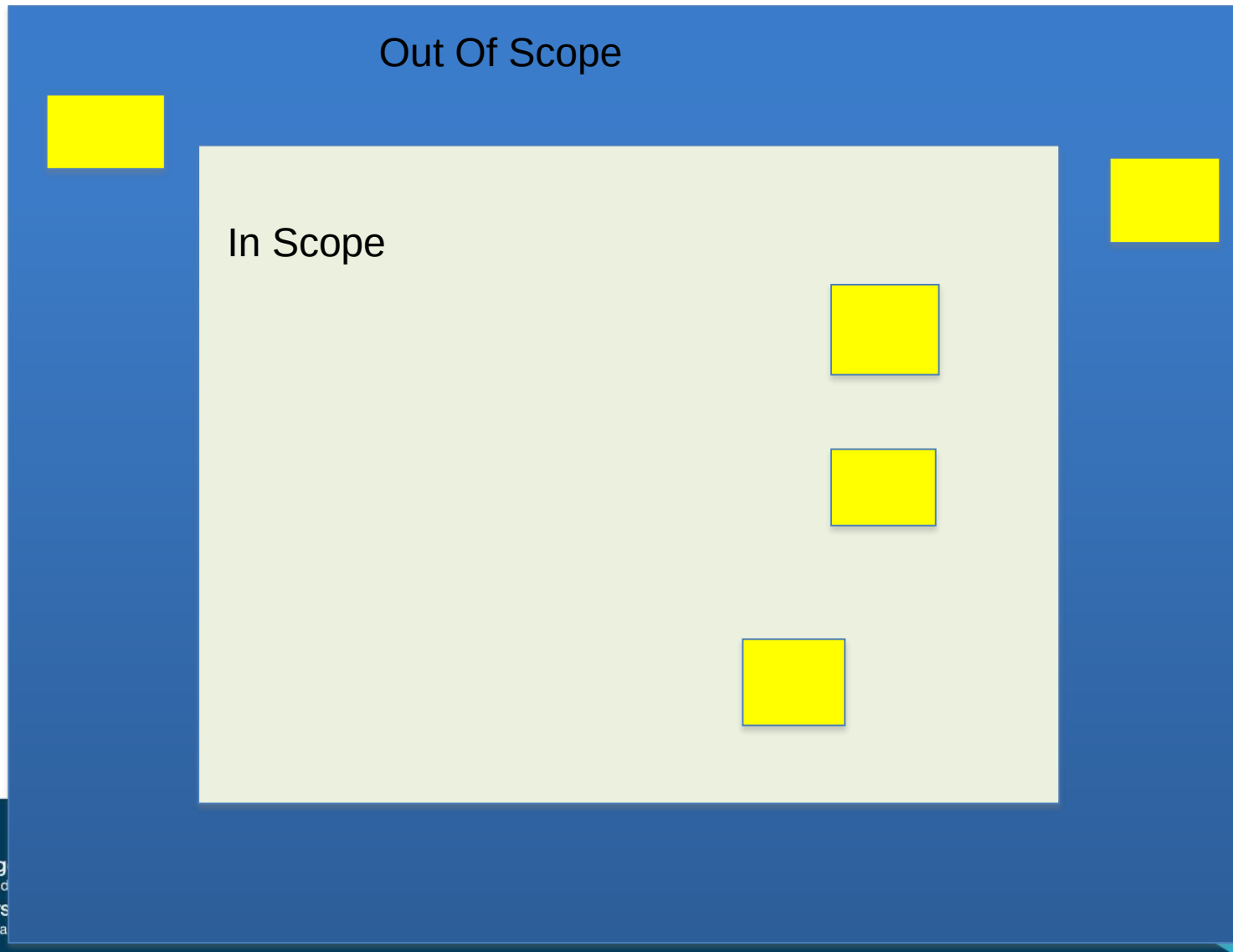
- Vital that all concerned understand what the project is trying to do, and just as importantly what it is **not** trying to do.
- Without that understanding it is impossible to define timescale, budget and quality expectations.
- Defining the scope at the start helps the team stay focussed and also prevents 'scope creep' from creeping in!

A tool for Defining Scope

‘In Frame/ out of Frame’ exercise.

- Ideally gather the whole team together.
- Use *Post-it*TM notes for people individually to write their ideas about what is in scope.
- Review as team and arrange on the flip chart ‘Frame’
- Gain Consensus as to what is truly In Scope for the project.
- Simple but effective.
- N.B. Ensure the project sponsor(s) is in the room if

In Frame /Out of Frame



Project Initiation Document (PID)

- The output from the previous exercise can be used in the PID
- Sometimes called a Project Charter.
- Vital to capture the various aspects of the project, again to ensure understanding of all parties.
- Covers the objective, what will be measured, what is success and how will you know when you get there?

A project charter or PID should:-

- Contain the essence of the project.
- Provide a shared understanding of the project.
- Act as a contract between the project sponsor, key stakeholders and the project team.

Charter or Project Initiation Document (PID) content.

- Business Case
- Scope and deliverables
- Objectives
- Resources needed
- Milestone plan and timeline
- Costs
- Risks and Issues
- Dependencies

Project Charter

Project Title:-

Element	Description																								
Process definition	The work process in which opportunity exists.																								
Business Case	Describe the opportunity as it relates to strategic business goals.																								
Problem statement	State the significant issue to be improved. Consider using a Problem Statement Worksheet.																								
Project objective	What improvement is targeted, and what will be the impact on Profit, Customer Service, Cost etc etc																								
	<table border="1"> <thead> <tr> <th>Metrics:</th><th>Baseline</th><th>Goal</th><th>Units</th></tr> </thead> <tbody> <tr> <td>Financial Benefits</td><td></td><td></td><td>£s</td></tr> <tr> <td>Non Financial Benefits</td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </tbody> </table>	Metrics:	Baseline	Goal	Units	Financial Benefits			£s	Non Financial Benefits															
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Financial Benefits			£s																						
Non Financial Benefits																									
Benefit impact	What is the improvement in business performance (Oper Margin, Working Capital) anticipated and when?																								
Scope / boundaries	Describe the project's scope and boundaries. Describe what is in and outside the scope.																								
Schedule / milestones	List the key milestone activities with dates.																								
Benefit to customer or delivery partners	Who are the customers or delivery partners, what benefit will they see and what are their most critical requirements?																								
Support required	Will you need any special capabilities, hardware, software etc?																								
Core Team members	Who are the full-time members and any expert consultants? Who will be the eventual Process Owner?																								
	<table border="1"> <thead> <tr> <th>Project Sponsor</th><th>Mr A N Other</th></tr> </thead> <tbody> <tr> <td>Project Leader/Manager</td><td></td></tr> <tr> <td>Process Owner</td><td></td></tr> <tr> <td>team member</td><td></td></tr> <tr> <td>team member</td><td></td></tr> <tr> <td>team member</td><td></td></tr> <tr> <td>team member</td><td></td></tr> </tbody> </table>	Project Sponsor	Mr A N Other	Project Leader/Manager		Process Owner		team member		team member		team member		team member											
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The Dangers

Underestimation

- Hidden inter-dependencies not seen.
- Underestimating the people, groups or functions that may be affected.
- Cost or Timescale not understood (too small!).
- Failure to understand the expectation of the sponsor.

Overestimation

- It may not be as complex as first thought.
- Applying the wrong or too many tools.
- Adding bureaucracy where it is not needed.
- Could be a JDI- 'Just Do It'.
- Over-engineering the quality beyond the need.

In Summary

Project Initiation and Scoping

- The initiating process determines the nature and scope of the project.
- If this is not done well, it is unlikely that the project will be successful in meeting the business needs.
- The key project controls needed here are an understanding of the business environment and making sure that all necessary controls are incorporated into the project.
- Any deficiencies should be highlighted and a recommendation should be made to fix them before starting.
- Capture it in a PID or charter and ensure Buy-In from the key Stakeholders.

Day 1 Summary

We have covered:-

- What a project is.
- What project management means
- An outline of the process steps
- How to set scope and formulating the PID.

Take home exercise:-

- Take an example of a work based project.
- Define the scope and objectives.
- Examine the environment of the project,
- Who needs to be involved?
- How can you define the desired outcome and the effects on the people involved?
- What pitfalls do you see?
- What should you capture in the PID?
- Be prepared to give a 5 minute feedback to the group at the next session.(N.B. respect any business confidentiality issues, leave out detail as appropriate)

End of Day 1

Any Questions?