

Project Planning and Management in the workplace

BMSW5104



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Executive summary

The purpose of this report is to critically assess the Project management tools and techniques for managing project within the chosen the Organisation which is the Communities of work +. How different concepts of project management tools, support and implemented for measuring projects success. This report will show demonstration of tools that have been incorporated for the project those include; Quad chart, Stakeholder analysis, Iron triangle, Risk analysis, Gantt chart and Network diagram. Further critical evaluation of the researcher's ability for managing the project, and a self-development plan to enhance own performance.

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3.0 what is a project?

3.1 Definition of projects

A project can be defined as a “temporary endeavour with a beginning and an end and it must be used to create a unique product, service or result” (Juneja,2019).

According Hobbs (2015), projects is a piece of work that brings beneficial change within a fixed timescale using specified resources. “Projects usually require the coordinated activity of several people to achieve that outcome, and often incorporate an element of risk “(p.10).

3.1.1 Project management

3.2. Definition of project management

According to the online Project management Journal article, Project Management can be defined as the application of a collection of tools and techniques that are implemented in Organisations to manage the relevant resources for the achievement of a unique task within cost, time and quality constraints (Atkins,2019).

The concept of Strategy in Project Management was practiced since 1950s in Organisations. Project management scholars have effectively engaged at the development of tools, techniques, and approaches that might help in managing projects efficiently. The Project strategy can be described as the projects perspective and guidance to accomplish the best competitive advantage from the project result (Patanakul and Shenhar, 2012).

The organisation the team have represented was the Communities for work +, to raise awareness of educational activities and enhancing learning and development.

3.2.1 Brief introduction of Communities of work +

The Communities for Work + is an EU funded project based within the City and County of Swansea. The communities of work programme support people through training and development opportunities. The programme is jointly delivered between the Job Centre Plus and the Communities for Work programme in Communities First clusters. They provide employment support through 1-2-1 regular support in community service, Provision of suitable training/VWE to enhance employability, Excellent local employer knowledge/EA links increases customer access to opportunities and they also offer training for, Food hygiene, First aid and Health and safety (C LW).

The team chose this Organisation for the project, because it was a challenge to overcome barriers of going out and exploring the local community and raising awareness of employment and educational activities, as well as increasing confidence and this become an asset for the team members in future careers.

3.2.2 project life cycle

A project cycle has five main phases those include; initiating, planning, executing, evaluation and closing. This helps to define what needs done and identify any risks, evaluate and manage the project successfully.

3.3 The initiation phase

The initiation phase is the start of the project. Which involves by defining the scope, objective, deliverables and identify the stakeholders. For that the team have formulated a QUAD chart.

3.3. 1 Definition of QUAD chart

A QUAD chart is an effective simple tool used for planning and communication purpose throughout the project process and most influential tool for management. It was created by Edraw Max, the chart is illustrated in a simplest form of four sections, for communication, analysis decision making and results (Ford and Wei, 2015).

To define the project, objectives, deliverables and identify stakeholders, for that the project team have formulated a QUAD chart, the Goal is to enhance the potential of the community, Welsh Government and Swansea Council working together to support individuals' journey to employment readiness and prosperous future. The purpose of the project to make the community aware of the free facilities available to enhance their employability skills and to have successful jobs fair by enrolling up to 20 clients. The desired end result includes and engage with officers about learning and development all tasks completed as planned, community attend and engage with officers about learning, training and development. The measure of success includes, 6-week plan, project to be completed on 19 November 2019. Also, the secondary benefits are different ethnicity group, who are dependent on benefits, have language barriers and childcare issues can find support and mentoring by communities for work. Furthermore, the chart includes motivation factors of the organisation and clients. The advantages of the QUAD chart are that it helps to breakdown the concept into smaller section, so it becomes easier to define what needs to be done before starting the project (in Appendix A).

3.4 The Stakeholder analysis

It is crucial to identify the important people when, planning a project, ensuring who has influence, support, involve or get affected by your project. The stakeholder analysis is an important technique that assists to identify key stakeholders and decide where to invest time and resources (Heagney,2016).

The projects key stakeholder's with high priority were the; Welsh Government because they are funding the project and have campaigns to support the public in enhancing higher education and promoting employment opportunities, and communities for work+ organisation, because they are in partnership with the welsh Government to make campaign successful. The organisation requires making Swansea community aware of the educational activities. Also, the residents of Swansea because CFW will support residents with free learning, training and employment readiness (in Appendix B).

For project to be successful, the project team had good communication, by attending weekly meetings, collaborating and emailing project champions, stakeholders, monitored each action and adjusted where necessary, to ensure satisfaction of the stakeholders. The researcher has identified that, the stakeholder engagement is a critical factor for the success of the project, by identifying the key stakeholders from the beginning and planning of the project will reduces risks, save cost and time of the completion of project.

3.4.1 The planning phase

The planning phase involves the scope, time, cost, quality and identifying risks factors and a schedule is created to track the progress of the project. This phase is the most challenging phase of the project, how the project will be delivered, what resources or equipment needed to manage the project to succeed.

The tools implemented for the planning phase, those include; the Iron triangle, Risk analysis and Gantt chart.

3.4.2 The Iron triangle

The Iron triangle is an effective project management tool to measure the performance of the project. This tool was developed by DR. Martin Barnes in 1969. The iron triangle relates to the scope, time, cost and quality. The triple constraints must be assessed and managed throughout the project cycle. Focusing on one part of the triangle will have impact on the other parts of the triangle (Newton, 2016)

The project team have identified that, the most important two constraints in the project were, time and quality, as there is no cost involved in this project. The scope of our project was to deliver the project on agreed time and to have a successful jobs fair and to enrol up to twenty clients who want to learn and develop and get employment ready.

3.4. 3 The limitations of the Iron triangle

The iron triangle has been an effective tool for measuring projects success for last 50 years, however majority of academics and practitioners have argued that there are limitations of the iron triangle. According to Pollack (et al 2018), the project must be measured on a broader viewpoint because the triple constraints are limited by only measuring success by cost, time and quality. There should a comprehensive measurement, how customers and stakeholders use it and how can it improve customer satisfaction

3.4.4 Risk analysis

Definition of Risk analysis

“Risk Analysis is a proven way of identifying and assessing factors that could negatively affect the success of a business or project. It allows you to examine the risks that you or your organization face, and helps you decide whether or not to move forward with a decision” (Mindtool, 2019).

It is highly essential to identify possible risks factors as early in the planning stage and the impact it has on the projects, time, cost, quality and objectives, this will allow to minimize or eliminate risks that causes delay in projects. The concept of risk and risk assessment has been practiced in organizations since 1970s (Aven,2016). There are effective risk management strategies ,and frameworks by applying the risk management strategies and frameworks this will enable the project manager to identify, analyse, and evaluate the risk factors, mitigate actions and manage risk throughout the project this will ensure the project is delivered successfully.

According to the project teams risk analysis, the high-risk priority is the weather, the warning mechanisms is that it is potential that clients, and employers will not attend the jobs fair. Mitigating action is to check weather forecast, check for confirmation of clients/employers will attend. Another high priority risk is, not enough vacancies at the job fairs, the warning mechanisms could be that, employers could decline, the mitigating action check email for confirmation contact employers/organisation to confirm the attendance (in Appendix C).

The risk analysis made the team aware of possible external and internal risks factors and how to overcome barriers and deliver successful project. As the team monitored and communicated effectively during the project cycle. However, the team did not encounter any risk and delivered the project on time.

The benefits of risk analysis

- Saves time and cost
- Reduces the level of riskiness
- Decreases the effect of negative incidents
- Improves project cycle
- Enhances organisational learning

3.5. The Gantt chart

A Gantt chart is a bar chart that illustrates a project schedule, it was developed by Henry Gantt in 1910s. The chart consists of tasks, duration of tasks from the start date to the end dates, deadlines and shows how many task or activities are completed. This project management tool is most influential tool as many large organisations adopted for project management, it simplifies the breakdown of large projects for organisations (Stephen ,2014).

The project team has created Gantt chart for the project schedule, the date started from 15/10/19, and completed on 19/11/19. To breakdown the project activities and track of the project progress, the charts were regularly updated up to the completion of the project. It has helped the team to monitor project progress, manage each task effectively, have good understanding, effect time management and better coordination of the activities (refer to appendix D). The Gantt chart links with the Network diagram, this will be explained more in detail in the execution phase.

3.5.1 The Execution phase

The execution phase is the most vital phase of the project cycle. This phase involves the establishment of the deliverables and presenting to the customers and key stakeholders.

3.5.2 The Network diagram

“The Network diagram is the probably the most useful and most under-used way of depicting a project. It is used to show the logical relationship p(dependencies) between different deliverables, activities, work packages or projects” (Butterick, 2005, p352).

The network diagram was developed by Charles Bachman in 1969. It provides numerous benefits. Here are few examples: effective time management, it enables to justify time estimate for project, assist with planning, organizing, and controlling and shows interconnection of activities which shows the critical path of the project (Butterick, 2005).

The critical path of the project was to create flyers/poster, which were sent to project champion for approval, the project champion sends to the senior manager of the hierarchy of authority, there were delays ,poster/flyers were modified and altered, it took four weeks duration of the posters/flyers to send back to project champions, then project champion printed out and eventually the distribution activities was actioned (in Appendix E).

3.5.3 WBS (Work breakdown structure)

WBS is structured breakdown of workload, it is a Hierarchical structure, that outlines the project tasks and breakdown into smaller manageable components. There is a ‘bottom up approach’ and ‘top down approach’. Individuals tasks are divided into sub tasks, WBS aim is make larger projects more manageable (Sunny and Baker, 2000 &Project management guide 2019).

According to the project team, the network diagram was more convenient for the project, as the project simple with less dependent activities, illustrated with simple flow chart. Durning this phase the project teams effectively monitored risks, evaluated and communicating information with the project champions.

3.6 Evaluation phase

“The project evaluation process involves an analysis of different components or indicators that characterize the project’s progress towards the achievement of its goals and objectives. These components/indicators are *Outcomes* and *Impacts*” (MyMG Team, 2011).

The evaluation process of the project

- Soft evaluation – creating evaluation forms for the visitors and participant/employers
- Hard summative evaluation- facts and figures, results from the evaluation forms (Appendix F).
- Designed flyers/posters for distribution as volunteers for communities for work+ event (Appendix G).

3.6.1 The project team applied the Kolb's learning cycle:

- To actively experiment by obtaining new experience by doing an activity
- Monitored, analysed and reflected how it went.

“Learning is the process whereby knowledge is created through transformation of experience “(Mcleoad,2017).

3.6.2 Mckinseys 7S Model hard element

The researcher will briefly explain 3 elements that align with the project;

- Strategy – the strategy was clear and objectives and targets
- Skills- project planning, technological, interpersonal, communication, teamwork, good time management and leadership.

In addition, during the project cycle, from the beginning of the project, the project team continuously monitored the progress of the activities, by attending weekly meeting with the project champions and effectively communicated with project managers by email, phone and text.

4.0 What went well?

- The objectives and purposes of the project were delivered successfully.
- It was been confirmed from the results that 73 visitors attended and 39 participated in the evaluation.
- 15 referrals were achieved for the programme, the target was 20.
- 97% participants would recommend to friends/family.
- 95% participants were satisfied as they got all the information, they needed at the jobs fair.
- Low risk factors, no accidents or any issues regarding health and safety.

4.1 What did not go well?

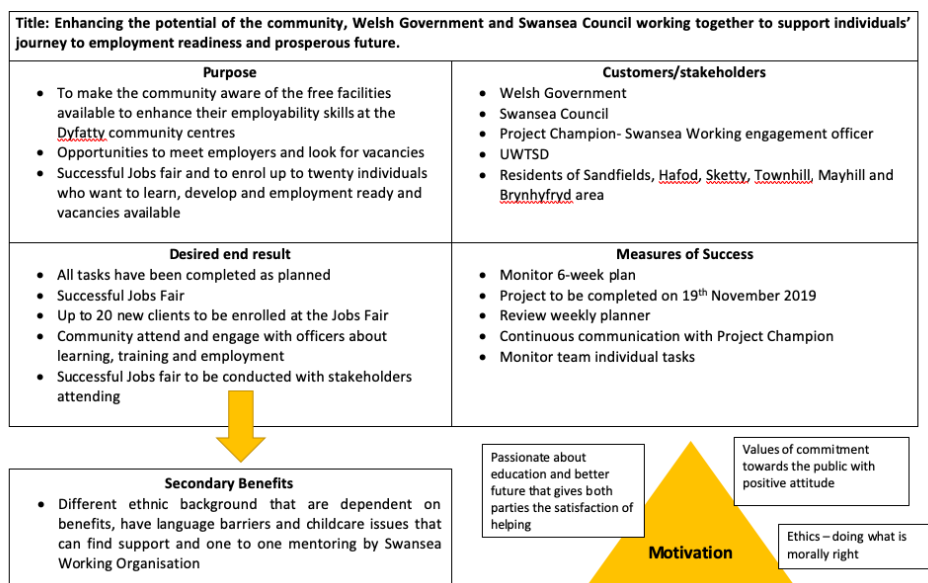
- The researcher believes that the distribution of the leaflets/poster activity in the areas, should have been planned by the project manager, by having estimation of number of houses, business and street names.
- Poor time management- due to traffic congestion the project teams were delayed in attending the event. As majority of employers have already arrived on time, the team needs to be more responsible and plan in advance.

4.1.2 What will we do differently for next time?

- To create a checklist for the distribution activities.
- Effective communication; to keep the team updated with the project progress.
- Follow the one of the engagement officer's guidance for planning and tracking activities
- Get clarification from the senior manager for the design of the poster/flyers.
- Use good software for complex project management tools.
- Other team members should get the opportunity to come forward for the leadership role, as this degree is about learning and development management skills, acquiring knowledge and skills for the workplace.

Appendix A the Quad chart

Quad Chart



Appendix B Stakeholder analysis

Participation and Engagement team

Stakeholder Analysis

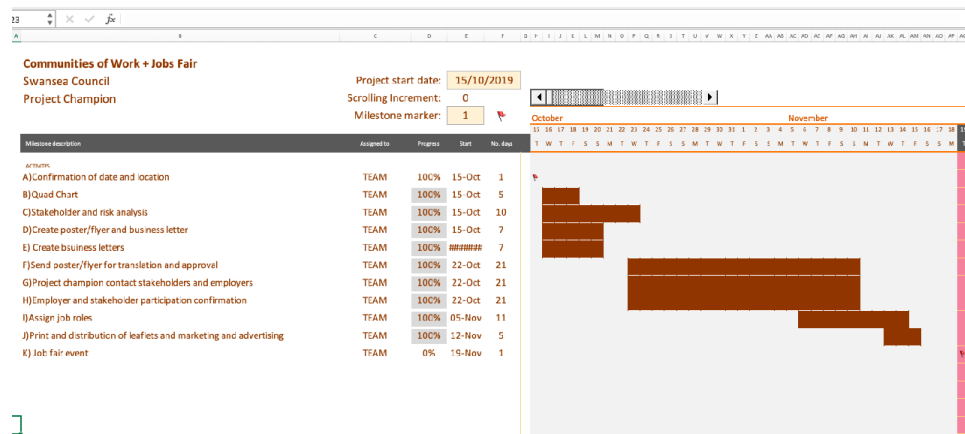
Priority H/M/L	Stakeholder	Stakeholders Perspective	Action
High	Welsh Government	WG are funding the project	WG have campaign to support the public in enhancing higher education and promoting employment opportunities
High	Swansea Council	Swansea working is working in partnership with Welsh Government to make campaign successful	Swansea Working require <u>to make</u> Swansea community aware of the educational activities
Medium	UWTSD	Students can experience in helping with the project to develop Project Management skills for academic purpose	Students will volunteer and help with the planning, executing and closing the Jobs Fair on 19 th November 2019 at <u>Dyfatty</u> Community Centre
High	JOB Centre DWP	DWP provide support to clients to enhance CV and training	DWP require to be informed of the Jobs fair and are participants scheme
High	Residents of Swansea	Swansea working will support residents with free learning, training and employment readiness. Free advice	Swansea working and volunteers need to promote and engage with residents of Swansea by poster advertising and leaflet distribution
Medium	Organisations/Employers	Employers advertise vacancies for clients - Employers to attend the Jobs fair with their vacancy's opportunities for temporary and permanent job roles,	this will be done by approaching businesses in Swansea city centre with open vacancy, businesses need to confirm whether they will be contributing to the jobs fair
High	Project Champion – Kimberley Dancer	Swansea Working engagement officer will brief the project, tasks and instruct and discuss what is required of the project and authorise tasks	Regular communication with project champion through email, text and phone calls

Appendix C Risk analysis

Risk Analysis

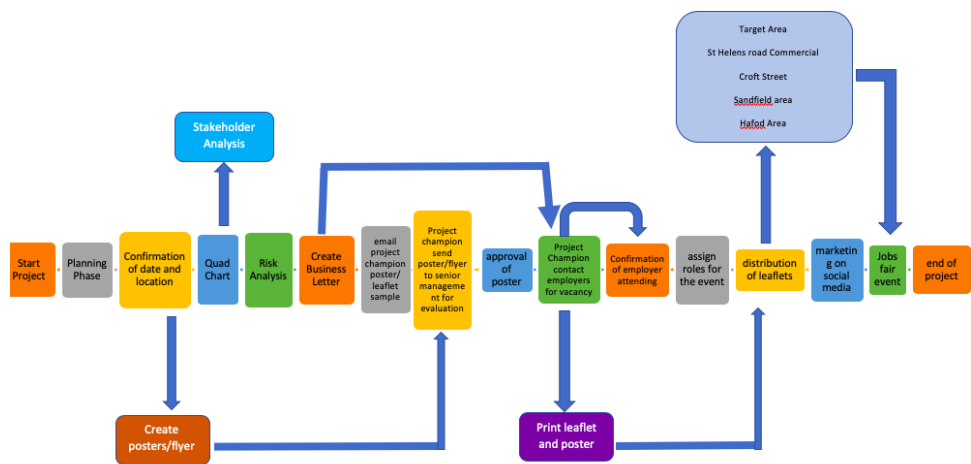
Priority H/M/L	Likelihood H/M/L	Risk	Warning Mechanisms	Mitigating Action
High	High	One team Member not From local area.	Unfamiliar of The local area, Navigation system not Reliable, Public transport disruption	Project manager will safeguard team Member through communication via telephone of there whereabouts
High	Medium	Not enough vacancies At the job fairs	Employers could Decline	Check email For confirmation Contact employers/ Organisation To confirm the attendance.
High	Low	Fire safety	Unforeseen circumstances	Check safety beforehand, Test the fire alarm, layout of the fair should not block fire exits, fire Marshall
High	Low	Health and Safety	Accidents	To ensure first aider on the site.
High	Medium	weather	It is potential that clients, and employers will not attend job fairs	Check weather Forecast. Check for confirmation of clients/employers will Attend

Appendix D Gantt chart



Appendix E Network diagram

Communities for Work + Network Diagram



Appendix F Evaluation forms

Event Evaluation Form

Thank you attending the event. we would appreciate your feedback.

1. How did you hear about the Jobs Fair?

- Poster ☐
Flyer ☐
Friends/family ☐
Other ☐

2. Did you get all the information you needed from this event?

YES ☐ NO ☐

3. Has this fair helped you gain awareness of the free educational activities?

YES ☐ NO ☐

4. How would you describe today's event?



5. Would you recommend Communities for Work + to friends and families?

YES ☐ NO ☐

Communities for Work+ Jobs Fair Evaluation Form

Thank you for participating in our Jobs fair today. Please read and complete the evaluation report. We appreciate your observation and feedback to enhance our training, development and recruitment efforts.

Please provide your organisation name _____
and evaluate how you feel the jobs fair went by expressing your agreement or disagreement
with the following:

Questions	Strongly disagree	Disagree	Agree	Strongly agree
1. The event was well organised.				
2. The job fair met your expectations.				
3. I felt I had the equipment I needed to be successful.				
4. Would you attend this particular event again?				

Please provide feedback below in the box this will help Communities for Work+ to implement improvements

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Looking For a Job?

Get on the road to employment with
Communities for Work+

JOB FAIR

Tuesday 19th November **FREE REFRESHMENTS**
9.30 until 12.30

Dyfatty Community Centre™
Chapel Street SA1 1NB



Training
Advice & Support
Employment
Skills

Variety of JOB VACANCIES
Support with job applications



Free workshops
Free training



Free refreshments

Support with CV writing

Come and join us at:
Dyfatty Community Centre Swansea
JOBS FAIR

11am – 2pm

Support with job applications

Free learning and development opportunities



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