

Project Management

LCBB5005



-End of Project Report-

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Introduction

Developing a project plan is the most critical activity in the life cycle of a project. The Project Manager takes utmost responsible in creating project plan. The plan is divide in several stages and all the stages except 'Closure' were focused in Assessment one.

In this assessment we are illustrating execution and control and the closure- The End of Project Report (EOP). Often this final stage is neglected by the team even tough it has to be given important like as other stages. A proper closure is essential for a project. At this final stage, the project is reviewed closely and the negatives and positives are recorded. Most probably this record acts as a tool to avoid failure and gain success in up coming projects.

Execution and Control- Prince2 Approach

Different projects and teams use different methodologies to execute and mange their projects. As a Project Manager, I have chosen Prince2 acronym to manage my Time Tracker project, Under this methodology, we plan and manage the activities in a way to answer the below questions:

- ➔ what do we try to do
- ➔ when will it be started
- ➔ when will it be completed
- ➔ what will be the cost and so on.....

The projects are well executed and managed because of standard approach of Prince2. Generally, the tasks of the projects are emphasized under seven processes. Because of these uniform set of process, the projects are carried out and controlled in a smooth manner from start to end stage. They are:

- ➔ Project launching
- ➔ Initialising the project
- ➔ Directing the project
- ➔ Control it
- ➔ Project delivery is managed
- ➔ Manage the boundary
- ➔ End the project

Execution and Control is the longest phase in Project plan. This phase is where the project is being developed. Hence, it utilizes all procedure, plans and etc. that were organised in previous phases. All the recordings of this phase has to be recorded as they act as input to the final phase. The phase of execution and control consists of several processes, such as:

- Kick-off
- CSSQ Management
- Monitoring Risks
- Executing project
- Gaining acceptance of project

During the execution of Time Tracker software, myself, stakeholders and my team members shared information in form of memos, status reports, meeting notes and many other different mechanisms of communication.

During this phase, 'End-of-phase Checklist' was in used to ensure that all the expectations and requirements met. Myself, the Project Manager, Sponsor of the project, Stakeholders, Team members were involved in this phase until the project product was completely developed.

End of Project Report

Project Details

Project Name: Time Tracker Lil

Project Sponsor: LIDL Management Team Edgware

Project Manager: Shafrina Jauffar

Start Date: 01st October 2019

Completion Date: 01st April 2020

Project Closure

➤ Purpose of the Project:

It is a time tracking software for the employees and staffs of LIDL retail store, Edgware branch. It will be used for recording the employee hours and for monitoring the activities done by them.

Through this software, the management is hoping to increase the productivity by maintaining the free of 'cyberslack' workplace. Further, time tracker has helped in enhancing employee performance which is an unexpected benefit from it.

➤ Objectives Achieved / Not Achieved:

The objectives of the project are listed below:-

- Tracking of work hours of the employees.
- Attendance enforcement
- Track the time spend on particular tasks.
- Increasing the productivity by calculating employee utilization rate.
- Maintaining an efficient working environment
- increase productivity

From the above listed objectives;

Tracking working hours was fully achieved and track time on particular task was achieved to a large degree. Also the increment in productivity was achieved more than planned as it was realized from monthly sales and profit report. Further, maintaining a healthy working environment was achieved to a minor degree so far.

Unfortunately, the Attendance enforcement was not able to achieved so far. In my point of view when time passes, this will have impact on employees so that it will help to enforce attendance in the future.

➤ Schedule

The following table shows the milestones and their time of completion. Some were completed on time. On the other hand, some were behind the schedule and nothing were ahead of schedule.

Milestone	Estimated Date	Actual achieved Date	Reason for change
• Business Case complete date	25 th October 2019	25 th October 2019	On time
• Design Document complete	05 th December 2019	20 th December 2019	Failed to assign person with right criteria
• Presentation Layer complete	30 th December 2019	10 th January 2020	Because of the delay in previous stage
• Interface Layer	15 th January 2020	15 th January 2020	On time

complete			
• Interface Layer complete	08 th February 2020	15 th February 2020	Too many projects on same time
• Business layer complete	01 st February 2020	01 st February 2020	On time
• UAT complete	22 nd March 2020	30 th March 2020	Lack of regular meeting
• Handover complete	01 st of April 2020	15 th of April 2020	Because of lock down and delay caused in previous stages

➤ Changes made:

There were some changes made after the Project Initiation Document approval.

The stakeholder is to be consulted before any changes made with the project. Those changes were in security side such as, the software system and settings were only used and viewed by top management team members. And also end of the day, the each employee's activity report would be sent to management automatically. In addition to that, the unproductive tasks would be highlighted by the system. All these changes were made according to the request of our stakeholders and so issues raised during execution stage.

➤ Outstanding risks:

Risk is something that causes uncertain issues in the future. In this software project, some risks impacted directly on delivering the project. Some of such risks caused were unexpected expansion of scope, procedural risk and incorrect time estimation.

The scope of the project was expanded with the request of stakeholders like sending automatic report, adding an additional security system and highlighting unproductive activities. When it comes to procedural risk, breakdown in communication was a high risk as we were unable to contact directly due to lock down. I felt like if we could have identified about addition security system, it might made our procedure easier.

Review of the effectiveness of project management

➤ Governance:

The overall project plan was good and the team members gave their support to achieve our goals and meet the expectation of our stakeholders. Though, unfortunately one of them was infected by Covid-19 and another member resigned for some of his personal problem. So that we spent around two weeks of time to find and train two new members.

The team members had significant level of knowledge and skills to meet their responsibilities. As a Project Manager, time to time I shared some essential online lectures regarding their roles and responsibilities.

The stakeholders were engaged effectively in all our deliverables such as Daily, Weekly Project Status Report, Project Schedule, Project Quality Report and etc.

In terms of Communication plan, it was not bad and carried out successfully in a possible method with some alternatives. The physical meetings were cancelled due to pandemic situation. Instead of that we organized conference meetings with our team members. In addition to that, few conference meeting was held with the stakeholders to ensure their satisfaction with our progresses.

➤ Planning and Control:

The budget of the project was calculated based on 'analogous estimation' and it perfectly matched with this project. Interestingly, the project did not exceed its estimated budget. But we were not able to handover the project in the estimated date given since the time estimation was not accurate not only that some inconvenient incidents caused delay. For an instance, Covid-19 lockdown effected our regular meetings, the sudden resign of two members effected the project a lot. When we consider about the estimated resources, the material resources were perfectly fine but human resource caused some inconvenience as we mentioned above.

➤ **Stakeholder Management:**

The actively involved individuals within the project who gain something from the outcome is known as stakeholders. The stakeholders' engagement was effective in throughout the project. The stakeholder management plan was practised in order to minimise their negative impacts and analyse the needs and requirement of them. Maintaining a good relationship with our stakeholders is a part of success.

➤ **Quality Management:**

We used project audit and process checklist to verify whether the processes were standard. Thus, we arranged online discussion and chats with the stakeholders to ensure the quality of the project. Briefly, quality is meeting the satisfaction of the customers so, we can proudly mention that, we delivered a good quality project product on scheduled budget. We performed it under three processes; quality planning, quality assurance and quality control performance. Quality assurance was carried out in three phases basically; initial, on going and deliverable.



➤ **Risk Management:**

The risk management was successful in producing desired results and it helped to avoid negative effects on the progress of the project. It allowed us to explore the methods where the project would not exceed the budget so that we were able to cover the whole project under the estimated cost. Here, the risk matrix was created and the risks were prioritised and analysed so, it was more productive. We as a team, responded to the risks as early as possible so the project could run without any interruptions. We have been tracking the risks on a regular basis so it is effective in a way more than expected.

Sharing Lessons learned

➤ **Recommended practice:**

As the time estimation was not correct in this project, in the future, it is recommended to use a three-point system which considers both estimate and actual time. Moreover, the unpleasant situation such as disasters and pandemic diseases should be considered while making project plan. Because all these effect the project outcome in a great deal.

Always the team has to be ready to face changes in their projects. Since, the stakeholders might be request for some changes or new objectives. To overcome such situation successfully, additional source for finance and labour hours have to be acquired in case of emergency. Thus, we always recommend to know the objectives and requirements of the project at hand.

➤ **Lessons learned:**

This time tracker software project taught us many lessons which will definitely help us with future projects. Some such lessons are; Always time for each milestone should be estimated by considering all the internal and external factors. The skills of the human resource are the crucial element in delivering a successful project so, the team members have to be hired to the project under some strict rules and regulation. It will help to avoid unwanted time spend for training new employees. Moreover the Project Manager should be aware of each member of his/ her team about

their strength, weakness, knowledge, skills and experience. In additionally, the paper work too should be given important as it is needed to report submissions.

Conclusion

Good project development plan and use of modern technology will result in producing most excellent and desirable outcome. Just like initiation, planning, and other phases, Project closing plays an important role in a project's life cycle. The proper project closing helps to avoid adverse and unpleasant scenarios. Comprehensive closing always provides benefits to the organisation and to the sponsors. Yes, through this, indicates that the project is effective and complete and also gives opportunity to learn from mistakes and experiences. In conclusion, the lessons learned from throughout the life cycle of the project should be documented in order to make use of it in upcoming projects and avoid the same mistakes.

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