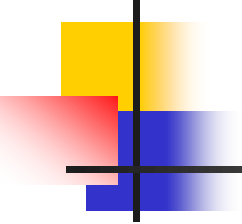




BSBPMG430

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Undertake project  
work

- 
- 
- Section 1: Define Project**
- Section 2: Develop Project Plan**
- Section 3: Administer and Monitor Project**
- Section 4: Finalise The Project**
- Section 5: Review Project**



# SECTION 1

## DEFINE PROJECT

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**In this section we will discuss:**

- what project management is and how projects are coordinated
- methods of determining project stakeholders
- the steps to be taken when determining and clarifying the scope of project
- strategies for identifying responsibilities, reporting requirements and resources



# MANAGING PROJECTS

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Project management involves the definition, organisation, coordination and administration of a special purpose activity



# THE PROCESS

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- Identify and agree on precise project specifications – aims, deliverables, deadlines
- Agree on personnel to be in the team
- Plan the project - time, team roles, activities, resources, financials and parameters
- Agree and delegate project actions
- Establish reviewing and reporting time frames
- Put plan into action
- Check, measure, review progress
- Adjust plans as required
- Complete project
- Review and report on project performance



# DEFINING THE PROJECT

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## Project scope

- What is it?
- Who requires it?
- Why is it required?
- What is it intended to achieve?
- What resources are available?
- Who should work on the project?



# PUTTING THE TEAM TOGETHER

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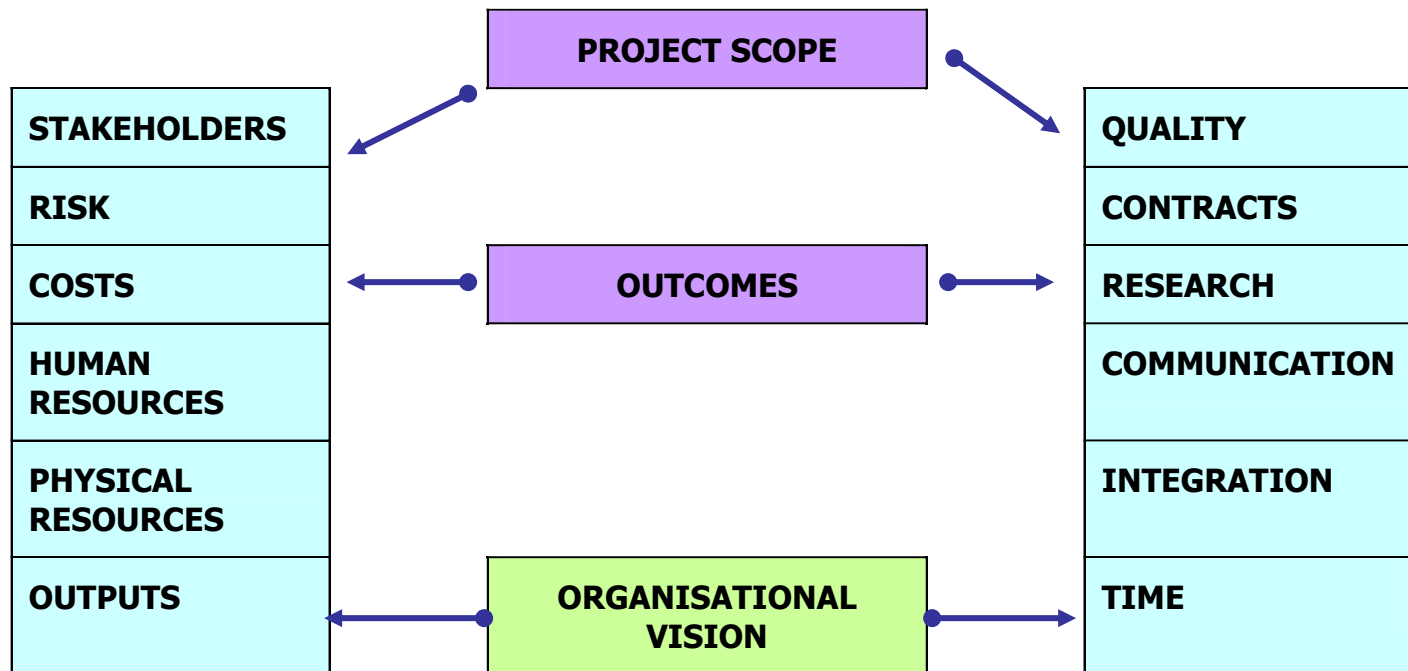
Base team selection on the competencies, interests and attitudes of potential team members

Ensure that support resources, including development time, are made available

Provide strong and exemplary / outstanding leadership

# DEVELOPING THE PROJECT

Develop the project narrative by considering:





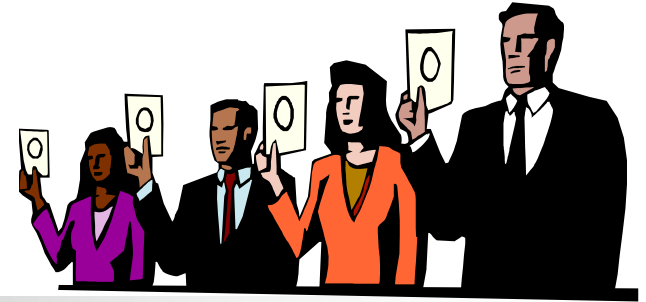
# FOR INTERACTIVE DISCUSSION

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Why is the organisation's vision or mission statement important to the scoping of a project?



# STAKEHOLDERS



**Prior to the project start, identify the projects' stakeholders**

The project's immediate stakeholders are the personnel, groups or organisations who:

- will be directly affected by the project activities and outcomes
- will be responsible for or have a financial or operational concern with the project outputs and outcomes

# RISK MANAGEMENT



## The process whereby:

- An organisation weighs the costs of activities against the benefits
- Determines the extent to which harm is likely to ensue as a result of the organisation's activities
- Takes action to control hazards associated with the project

**Risk management is an integral component of any plan**



# CONTINGENCIES

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Threats, constraints and emergencies can affect project progress and outcomes

Contingency plans are the back-up plans that enable disaster recovery with minimum disruption

Again: an integral part of all planning processes

# FOR INTERACTIVE DISCUSSION

Who should be involved in the design and development of risk management and contingency plans for a project?

Why?





# PROJECT COSTS



## **Include:**

- recruitment and selection of team/ human resources
- wages
- time
- incentives/rewards
- overheads applicable to the project
- research, data collection and analysis activities
- technical support
- administrative support
- external consultations/contracts
- physical resources/supplies
- impact/integration costs
- any special needs or requirements



# PROJECTED OUTCOMES

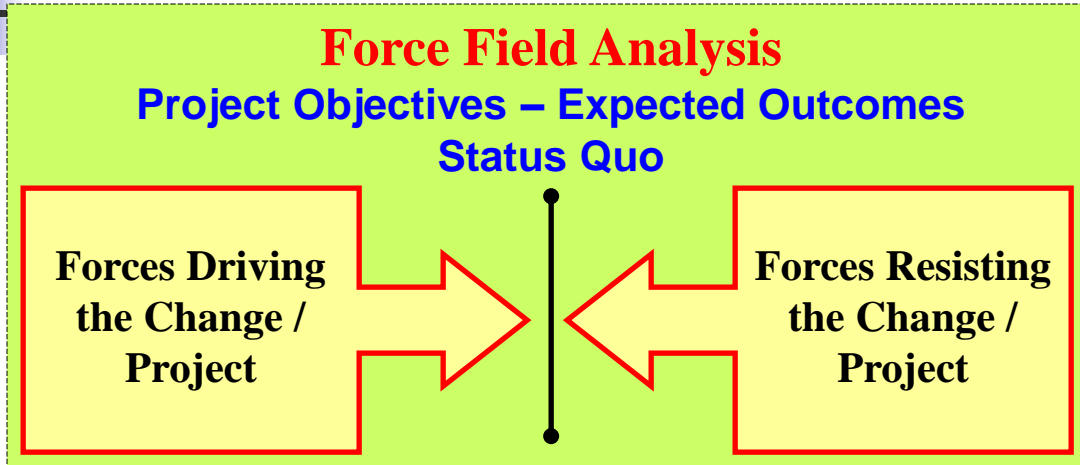


Scoping the project involves forecasting the expected outcomes – the specific outputs or results of the project

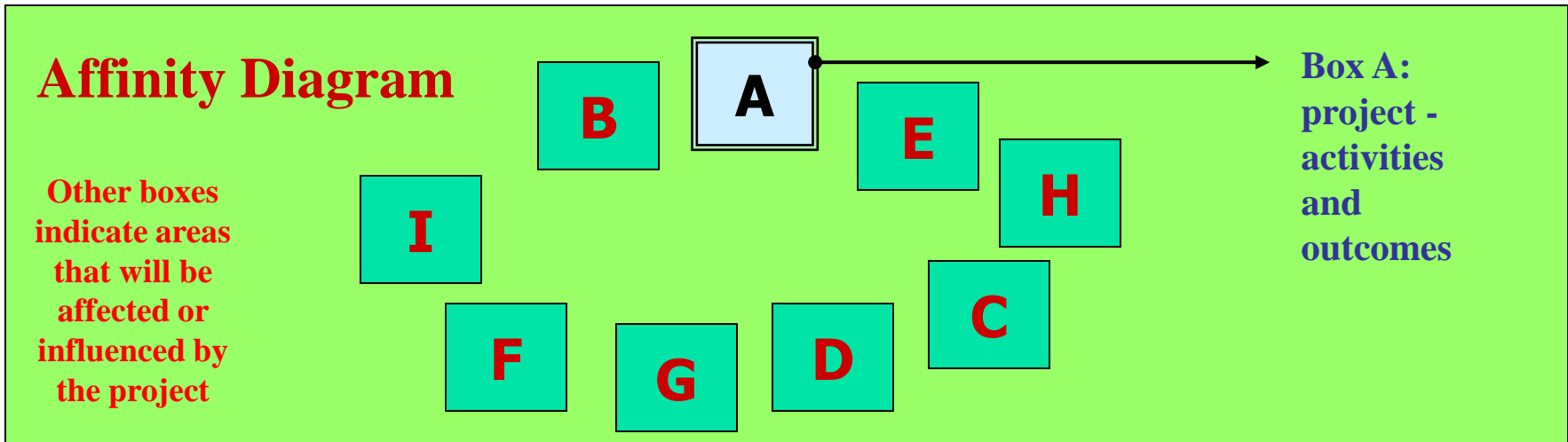
## Ask:

- Is there a real need for the project?
- Will it solve problems or make effective use of opportunities?
- Will the outputs add value?

# TOOLS



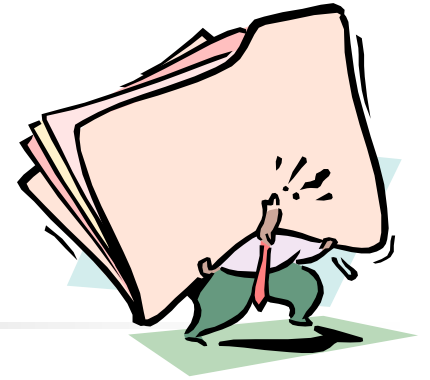
Are the forces driving the project stronger than those resisting?





# REPORTING

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**Reporting requirements and responsibilities should be clearly identified prior to project commencement**

**These will be directly related to time frames and objectives**

**Ask:** Are there any other issues associated with the project?

# SECTION 2

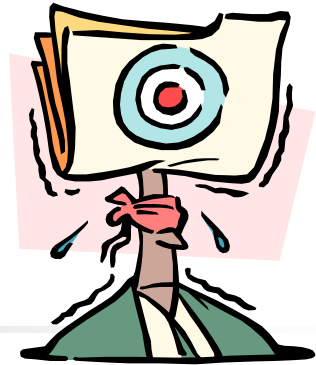
## DEVELOP PROJECT PLAN



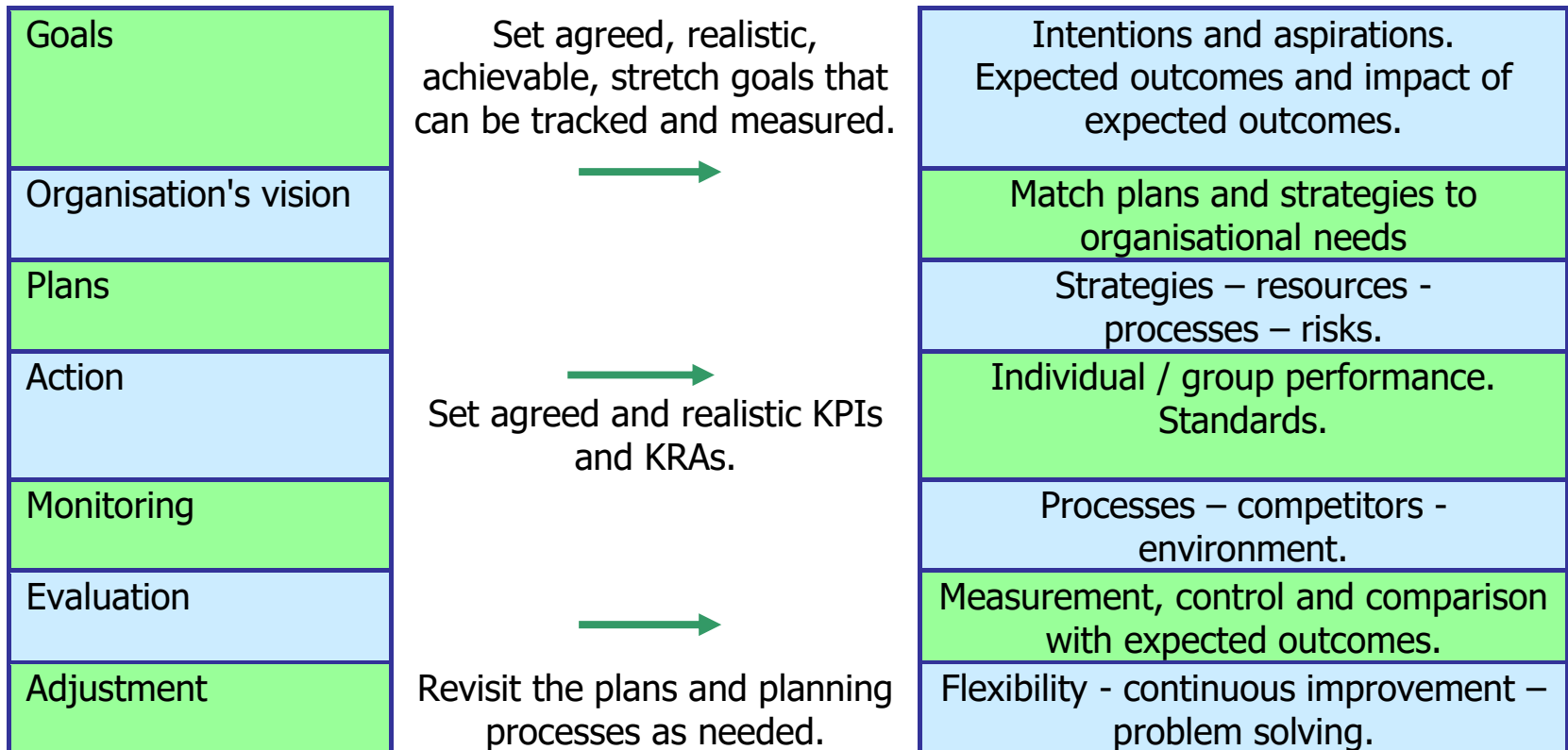
**In this section we will discuss:**

- The breakdown of tasks, formulation of plans and delegation of roles and activities
- The application of financial measures to ensure budgetary compliance

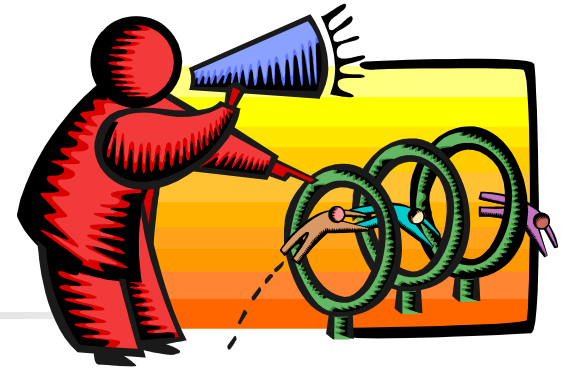
# PLANS



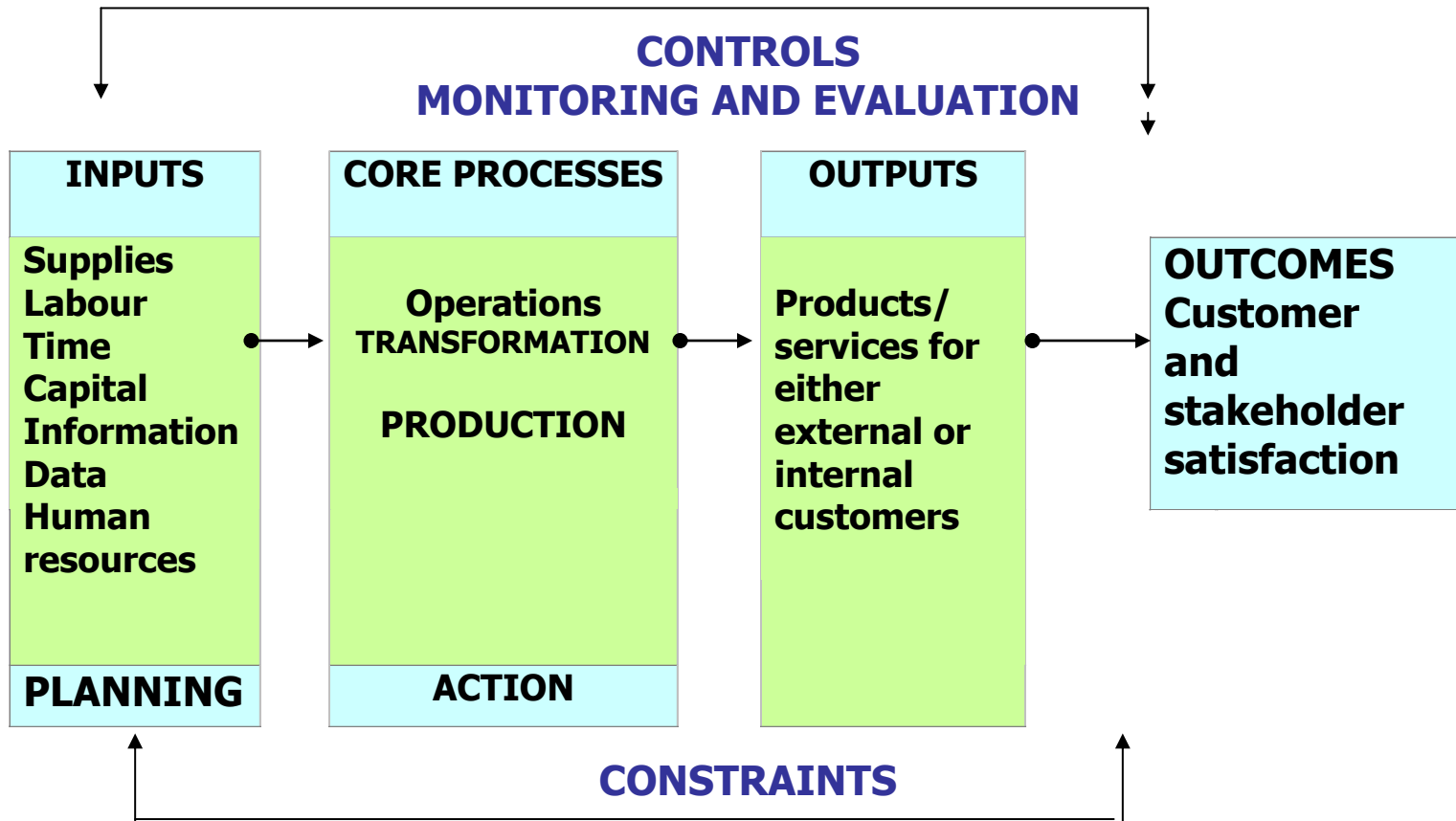
## Planning to Achieve Goals



# PROCESSES



## The Input/Output process



# FOR INTERACTIVE DISCUSSION

What do you consider to be the advantages and disadvantages of feed-forward, feedback and concurrent controls?





# PROJECT LIFECYCLE



Plan for a project's life cycle - not just for the short term costs, risks and benefits.

**LIFECYCLE** encompasses:

- Pre-project activities
- The action phase
- Project wind down
- Post-project activities

# CHARTS

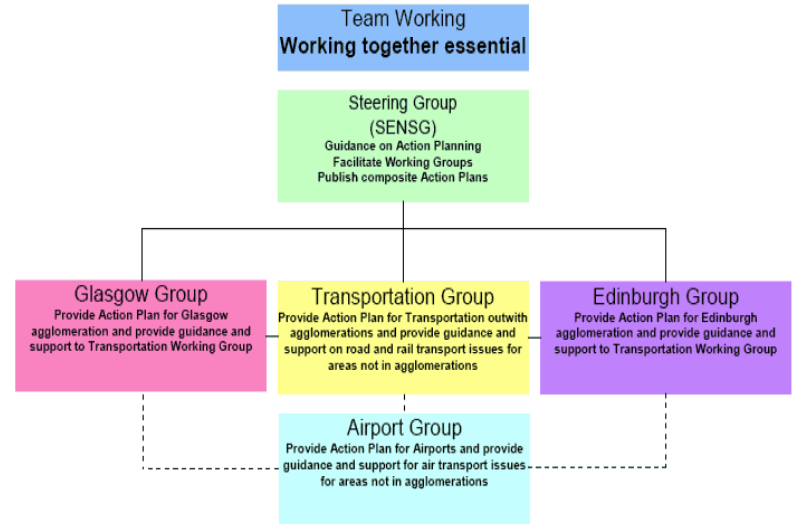
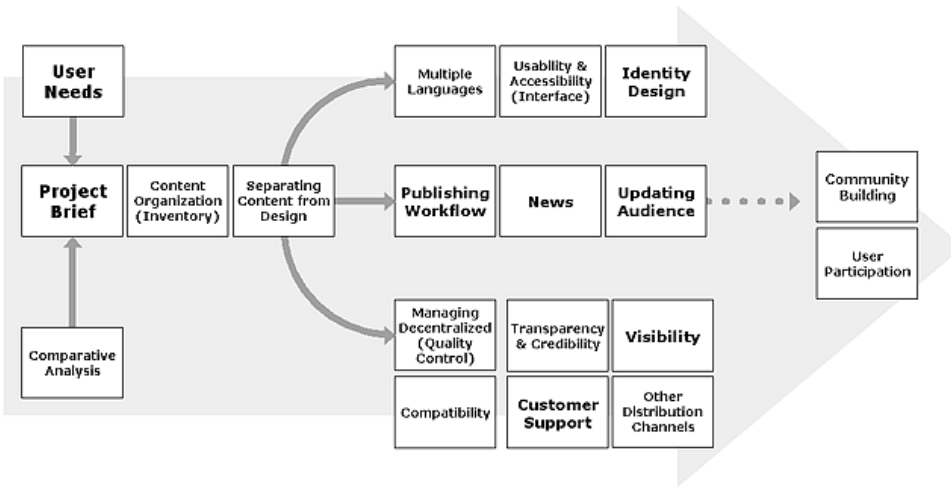
**Charting processes and intended actions can be useful. Charts make IT easy to see who is responsible for what and how well the project is progressing.**

**Project management charts include:**

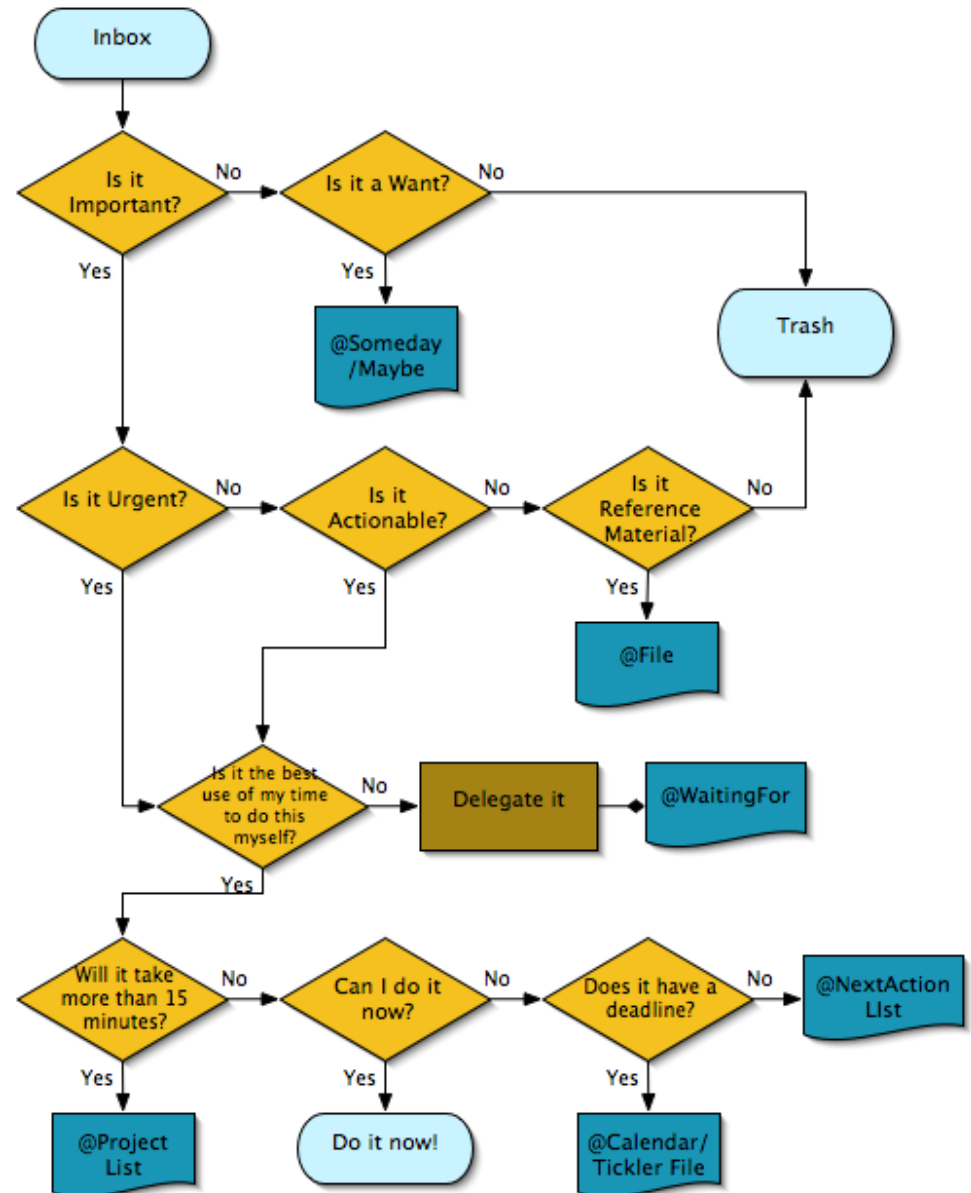
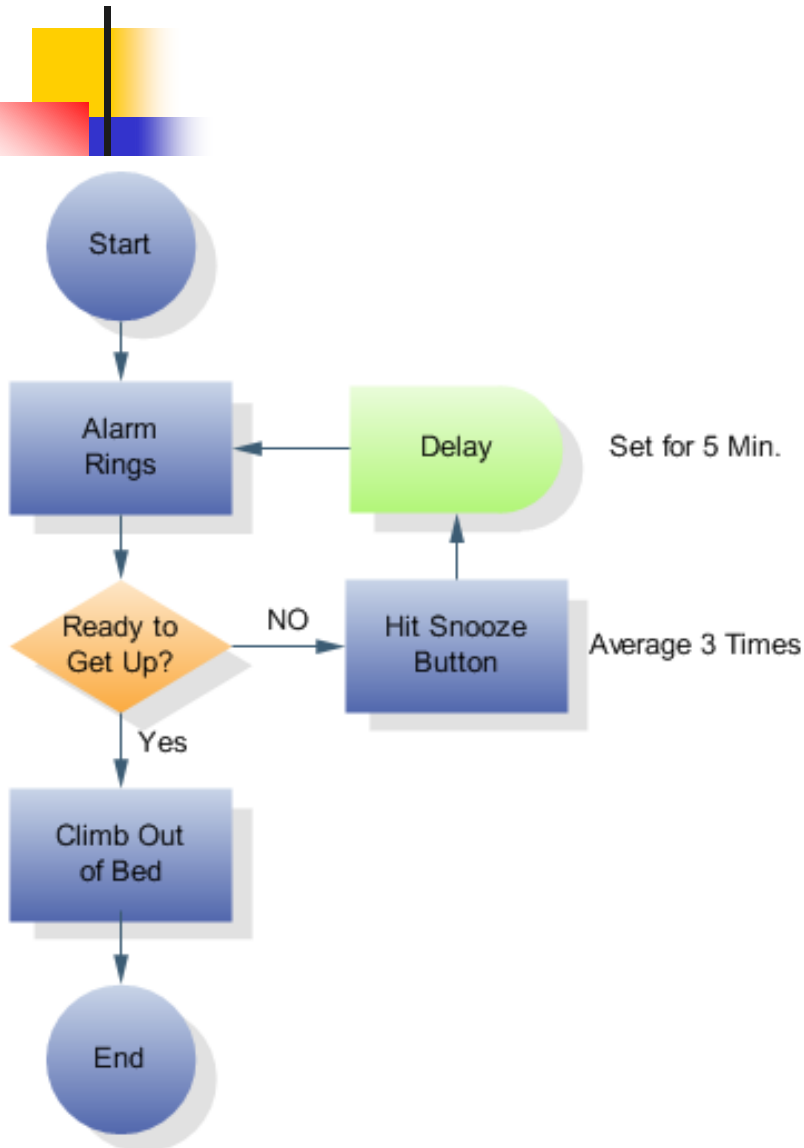
- **Action plans**
- **Bar charts**
- **Flow charts**
- **Gantt charts**
- **Milestone charts**
- **Pert diagrams**



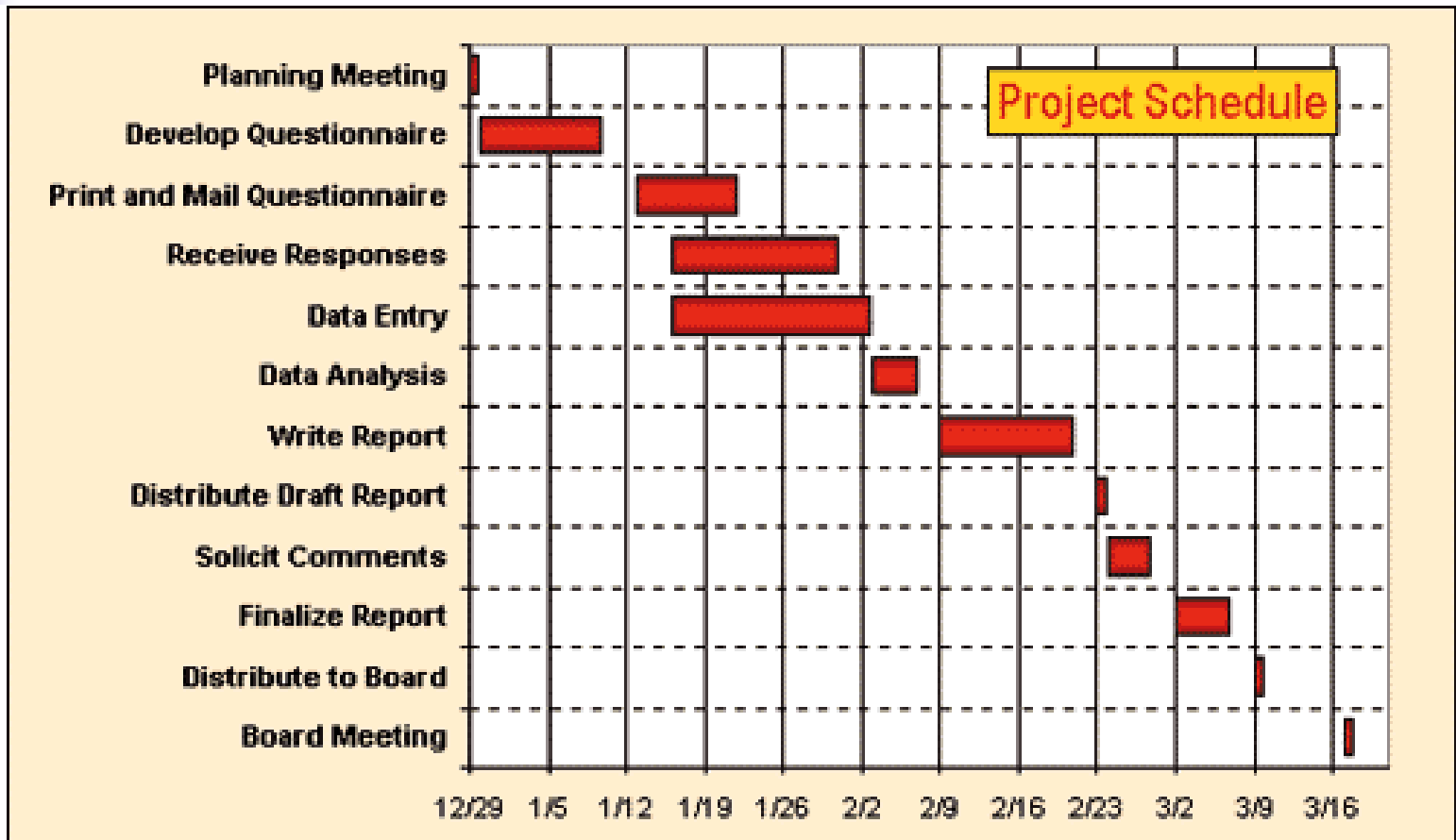
# Action Plans



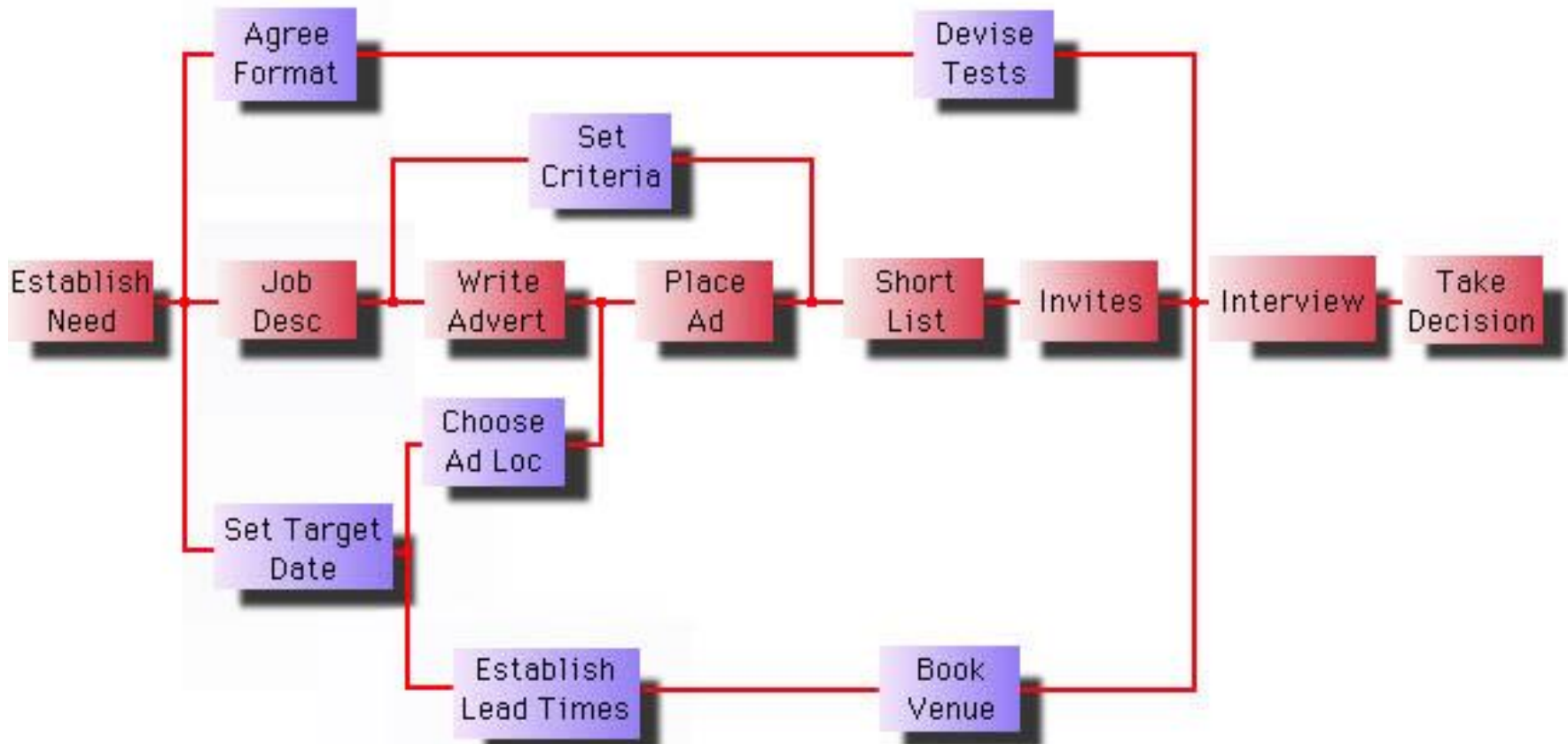
# Flow Charts



# Gantt Chart

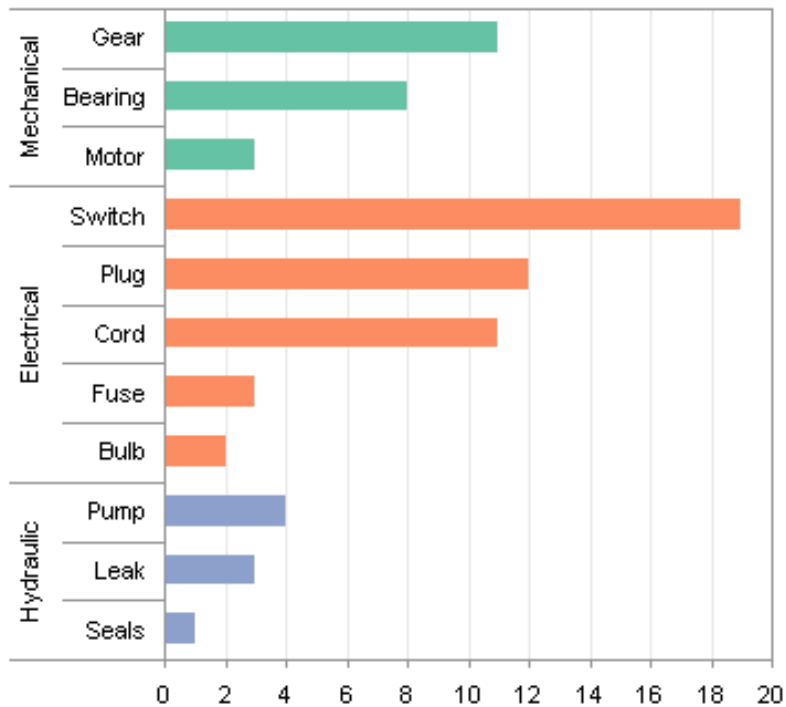


# PERT Diagram

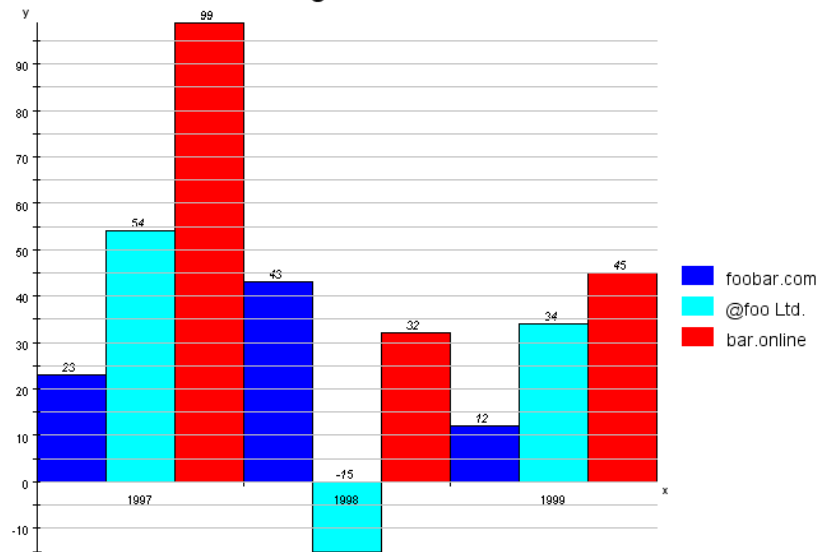


# Bar Charts

Defect Rates in Various Components



Average Growth 1997 - 1999



# RISK



The possibility of loss, injury, disadvantage or destruction

Project name and description		Risk/likelihood			Severity of impact			Contingency action
RISK IDENTIFICATION (Number, description or code)		high	med	low	high	med	low	
Attributes								
Customer risks								
Program/project risk								
Performance risk								

## Project budgets are:

- planning, tools
- risk assessment tools
- monitoring tools

# BUDGETS



## Costing

### Step 1

	Project Activities	Timeline
Activity 1		
Activity 2		
Activity 3		
Activity 4		
Total		

### Step 2

	Staff	Supplies	Equipment	Travel	Contracts/ consultation	Cont- ingency	Total
Activity 1							
Activity 2							
Activity 3							
Activity 4							
Total							

# - COSTS

## When costing project activities consider:

- Direct costs
- Indirect costs
- Hidden costs

## Ask:

- What about set- up costs and the costs of pre-project organisation?
- What costs are absorbed or hidden by other organisational functions?
- Are there on going costs, even after the project is finished?
- What other costs have we overlooked?





# APPROVAL

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Final approval for a project will normally be given once the project is fully scoped and the figures are able to support the likelihood of success.



# **SECTION 3**

## **ADMINISTER AND MONITOR PROJECT**

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**In this section we will discuss:**

- the processes applicable to developing a team and identifying goals, targets and deliverables



# TEAM DEVELOPMENT



## Teams need:

- Appropriate team size – not too large
- Clear lines of autonomy, independence and authority
- Training and some degree of multi-skilling
- appropriate external relations
- Appropriate understanding of group boundaries
- Access to the resources needed to achieve project objectives
- Suitable leadership type and style
- A workplace culture which supports the team's activities



# TEAM ROLES

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- **Coordinator**
- **Driver**
- **Finisher**
- **Implementer**
- **Monitor-evaluator**
- **Originator**
- **Resource investigator**
- **Supporter**



# TEAM NEEDS

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- Openness, honesty, confrontation and conflict
- Coordination, support and trust
- Effective delegation
- Sound working /decision making procedures
- Regular planning and review processes
- Sound inter-group relations



# LEADERSHIP

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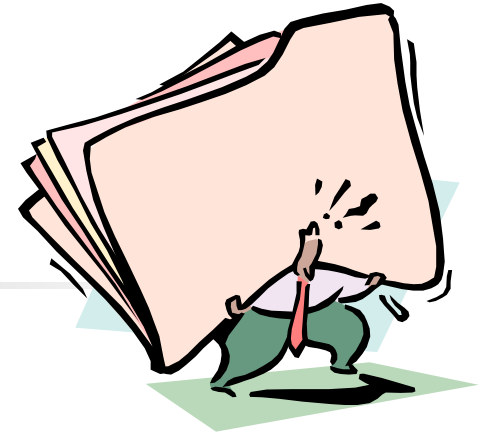
## **Good team leadership relies on:**

- Responsibility, knowledge, understanding and expertise - not on position, power and authority
- High levels of autonomy and power sharing for team members
- Equitable reward systems that acknowledge achievement
- Encouragement of risk taking without recrimination or punishment for failure
- Support from organisational manager/leaders – including support and acknowledgement to outside parties
- Recognition of the positive role of conflict or questioning actions/behaviours
- Reward for both individual and team performance



# RESPONSIBILITIES

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Each team member must know:

- what they should be doing
- when they should do it
- why they are doing it
- what the limits of their responsibility are
- what the responsibilities of other team members are
- who they should report to
- when to report
- how to access the necessary resources to do their job

Well run team meetings provide a forum for this type of information exchange



# PROVIDING SUPPORT

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One of the main roles of the project manager involves providing support to the team members who will do the work.

This could include:

- Training, coaching or mentoring
- Sharing information
- Providing a two way communication link
- Managing conflict
- Providing challenges and rewards
- Monitoring and evaluating processes
- Evaluating performance and giving feedback
- Ensuring resource availability



# MONITORING AND REPORTING

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## Deliverables from monitoring and controlling include:

- Written status reports
- Updates to lists of action items, risks, problems, and issues
- Updates to the plan and schedule, to reflect actual progress
- Comparisons of actual costs to budgeted costs, as well as the cost/benefit analysis used when starting the project
- Audit and review reports of the activities and work products under development



# REVIEWS

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**Formal progress reviews are used to communicate the project status to stakeholders and, if necessary, ask for assistance in areas that need management or stakeholder attention**

- Reviews and reports could coincide with key milestones or they could be event or date-driven.
- In some cases, monthly or quarterly review and report processes will be written into the project scope



# SECTION 4

## FINALISE THE PROJECT

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In this section we will discuss:

- The final steps of the project – completion and reporting
- The procedures applicable to the winding down and dispersal of the team

# FOR INTERACTIVE DISCUSSION

As a project comes to a close it is tempting to try to avoid too much documentation. However, project documentation can play a very important part in future projects and organisational activities.

What uses can be made of project records?





# CLOSURE

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## **Formal project closure ensures that:**

- The customers have formally accepted all outcomes
- Operational procedures are in place
- The handover to operational staff has been completed (integration processes)
- Documentation and reference material is in place
- Any further actions and recommendations are documented and disseminated
- The results are disseminated to relevant people/stakeholders
- There are no loose ends



# WINDING DOWN

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Team members who have been working closely together for a period of time can feel a sense of loss as the project comes to an end. This is natural.

These are the adjourning and mourning stages of team development.

# DOCUMENTS



## What should be kept?

- performance and process records
- financial transaction data
- feedback data
- progress reports
- change reports
- summaries

## They:

- form the basis for the information management **system** of the organisation
- should be geared to supporting and enhancing business decisions
- can provide valuable information to support future initiatives and decision-making

# SECTION 5

## REVIEW PROJECT

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**In this section we will discuss:**

- review processes and the reasons why completed projects should be reviewed.

# FINAL REVIEWS



## Examination of project outcomes:

- Identifies problems or issues that were not properly resolved
- Confirms the results and methodologies used
- Identifies budget variances
- Confirms the accuracy of time and cost estimates
- Acknowledges new skills and competencies attained during the project work
- Maps strategic objectives against the outcomes that were achieved - expected outcomes against actual outcomes
- Assess the success of the processes that were used to monitor risk



# PROJECT CLOSURE REPORTS

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The project review and closure report is the final document produced for the project and is used by senior management to assess the success of the project, inform future projects, tidy up any loose ends and formally close the project.