Project Management

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Agenda

- Definition of Project Management and overview of Projects/Programmes and Portfolio.
- Project planning
- Project Scope
- Leadership/communication
- Quality Planning
- Risk planning

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Using one word, what do you hope to gain out of this training (you can answer multiple times)

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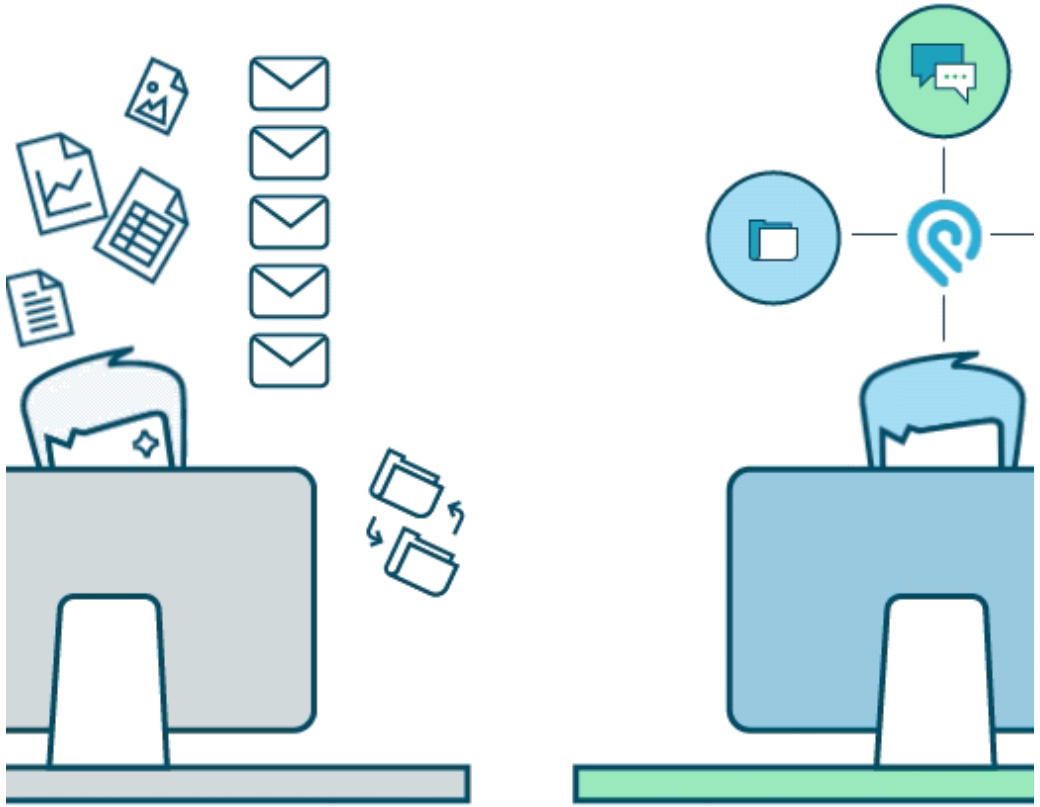
What is a project?

- Contemporary business and science treat as a project any undertaking, carried out individually or collaboratively and possibly involving research or design, that is carefully planned to achieve a particular aim.
- **Projects** are temporary delivered over a finite period of time to meet a specific goal and **business as usual** would be the day to day repeat activities for an existing product and service. So for example the design of a new IT system would be a **project** whereas the operation of the system would be BAU

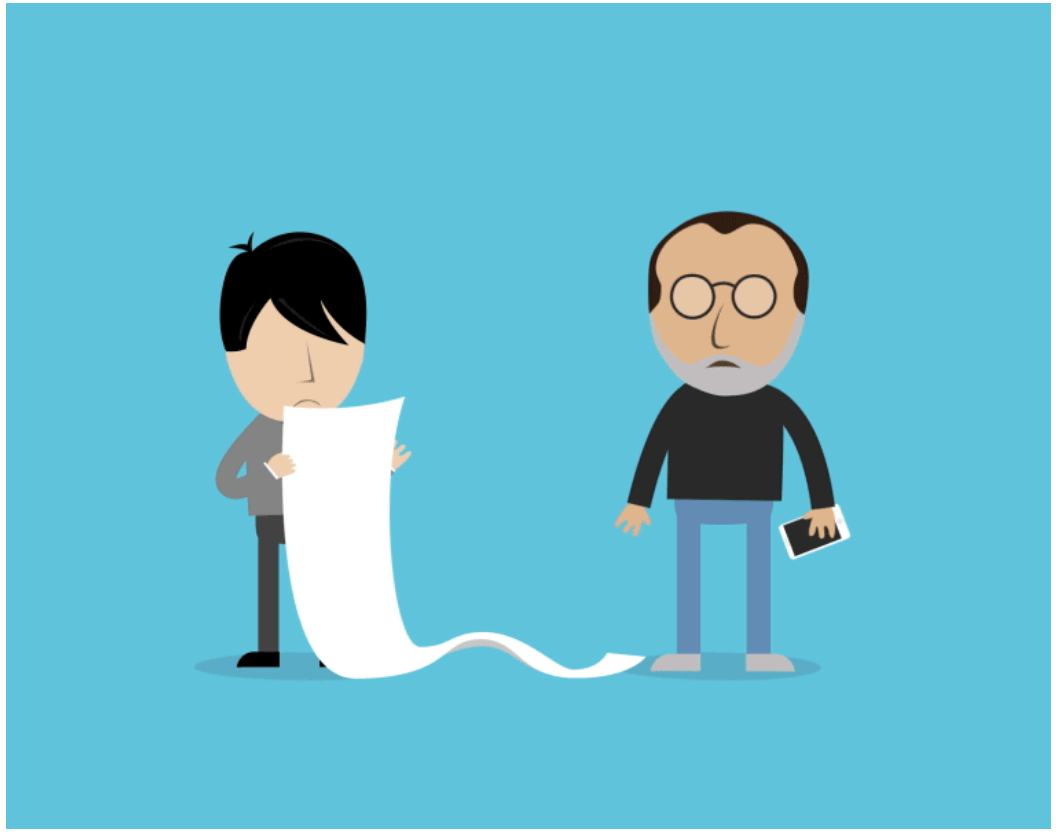
Project

- Less mature organisation
- Central governance is not always planned.
- Project team have responsibility for governance themselves.
- Project sponsor is responsible for ensuring governance is sufficient.
- Checks should be performed by someone external to the project managements team and reported to the project sponsor. (project assurance



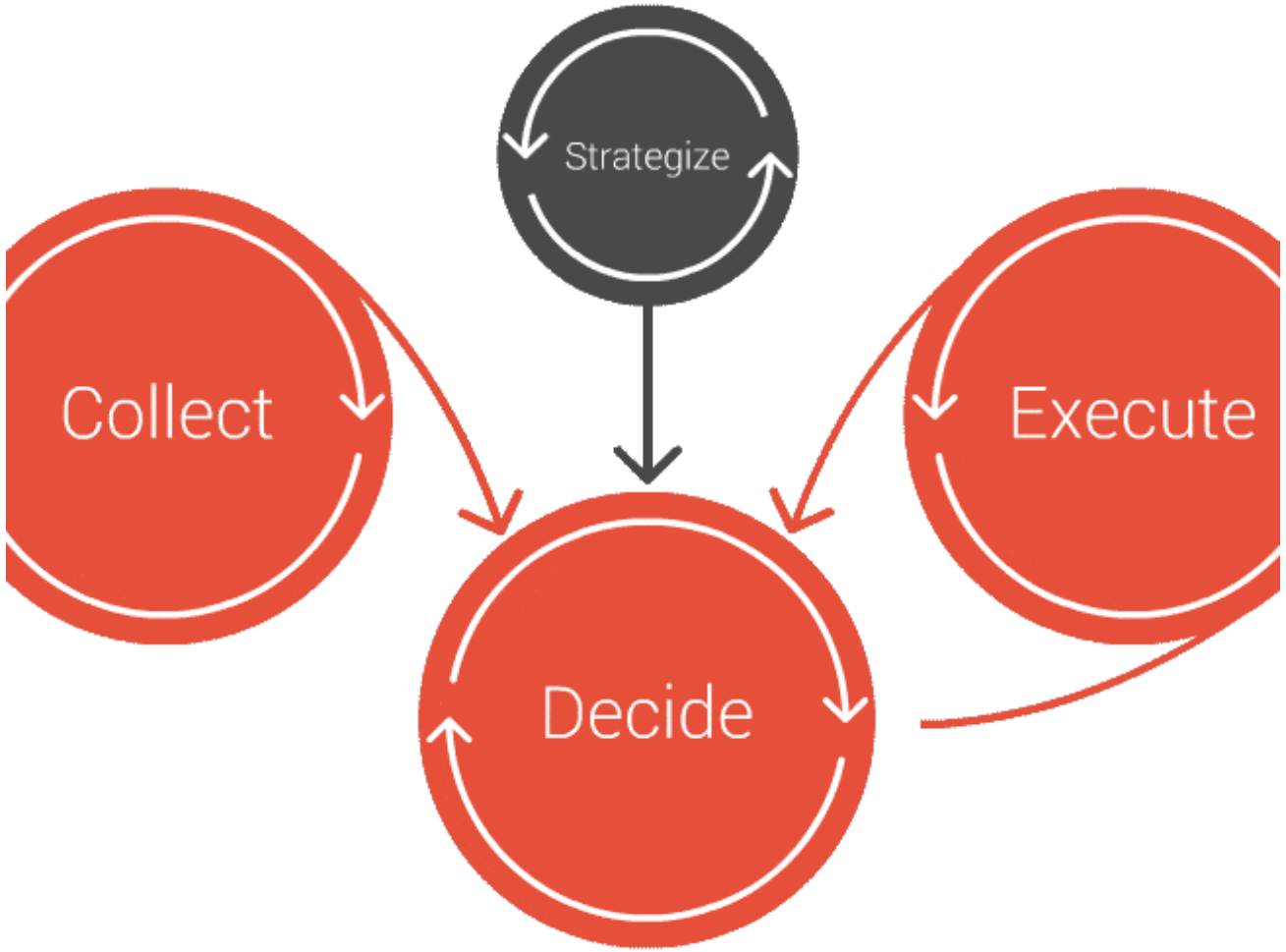
Program

- If its part of a portfolio it will adhere to the governance standard.
- If standalone, then will need to create on governance entity.
- Program assurance will report to program sponsor to ensure governance standards are applied.
- They will need to complete project assurance on component projects.



Portfolio

- Some organisations have one portfolio with all programs and projects they undertake.
- Larger organisations have several portfolios divided by geography, operating division or subsidiary.
- The core values must be consistent across the organisation and compatible with the governance.
- Portfolio assurance will be conducted by a corporate quality function.

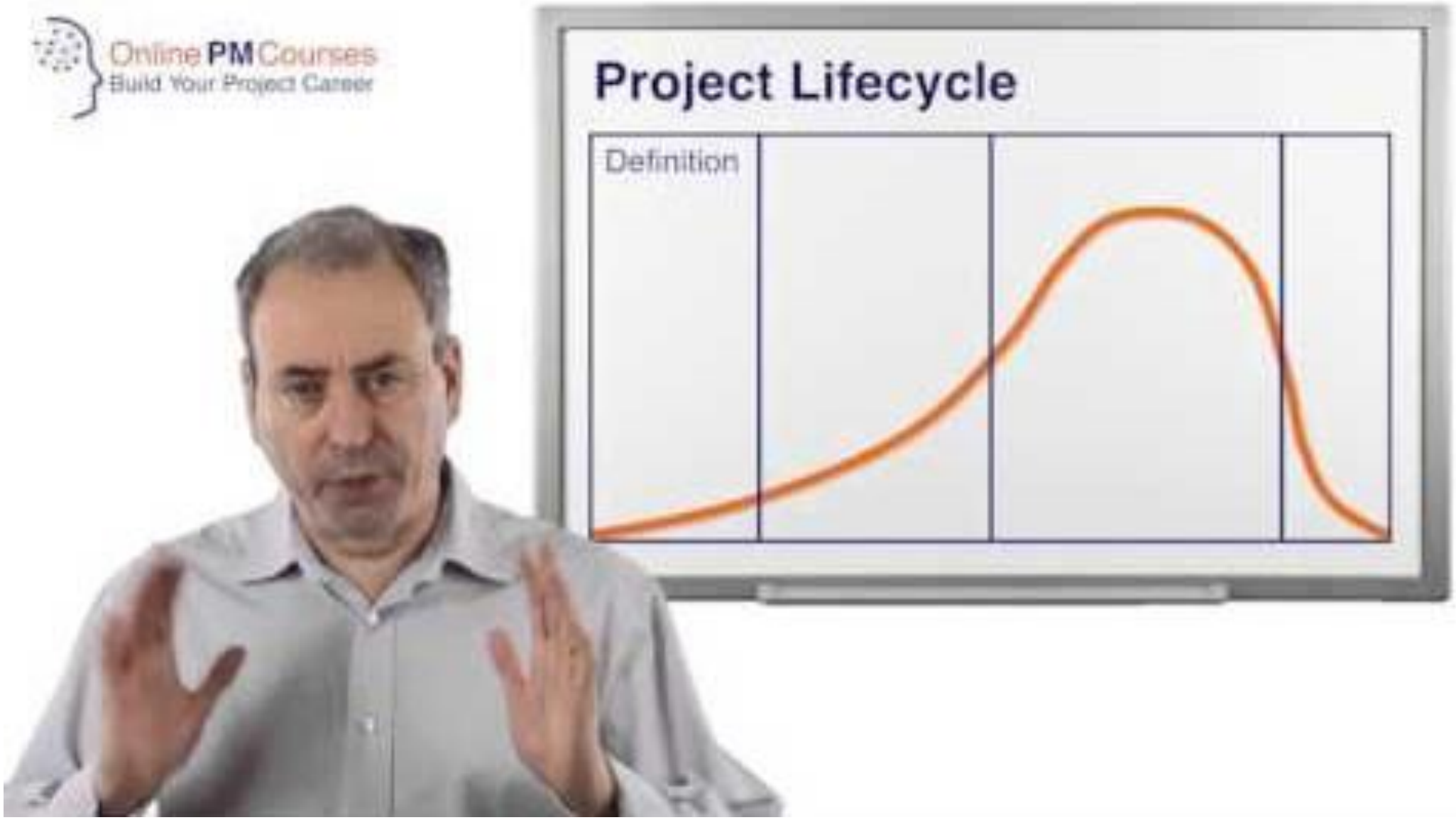


Activity 5 mins

- Does your work mainly on programs/projects. Do they have a portfolio manager?
- Think of some examples and discuss why they fall into these categories?

Project management

- The **APM** Body of Knowledge (**APM** BoK) defines **project management** as 'the process by which projects are **defined**, planned, monitored, controlled and delivered so that agreed benefits are realised. ... Good **project** planning is critical to **project** success.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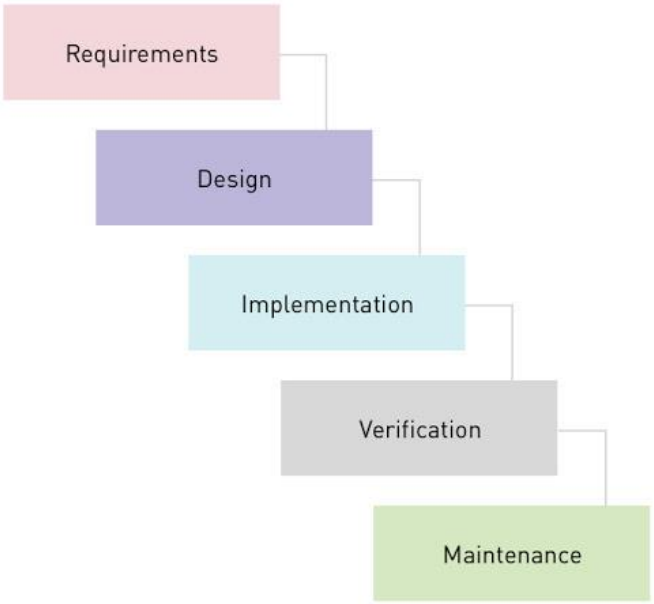
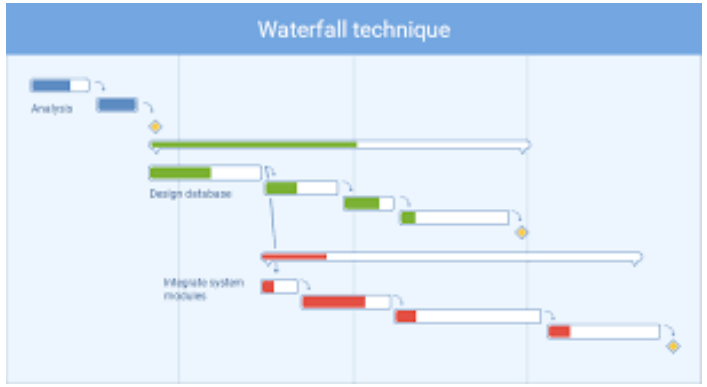
Project Lifecycle
Definition





Project management techniques

Taking the topics from the previous slide write down what you think you should be doing within in each of these sections. So for example: Why (creating the business case, why the project should go ahead.)

PMP

Why

- Business case
- Description of benefits
- Statement of requirements
- Objectives
- Strategic fit

What

- Scope of the project (included and excluded)
- Product specifications
- Acceptance criteria
- Constraints
- Assumptions

PMP

Who

- RAM (Responsible assignment matrix) who is responsible for each product.
- Org structure, hierarchy of project.
- Delegation schedules.
- Role distributions.

How much

- Budget (including time phasing which shows when funding will be required)
- Earned value arrangements for tracking cost and progress.
- Cash flow forecast.
- Variances and how they will be dealt with. (procedures for agreeing changes)
- Cost management procedure

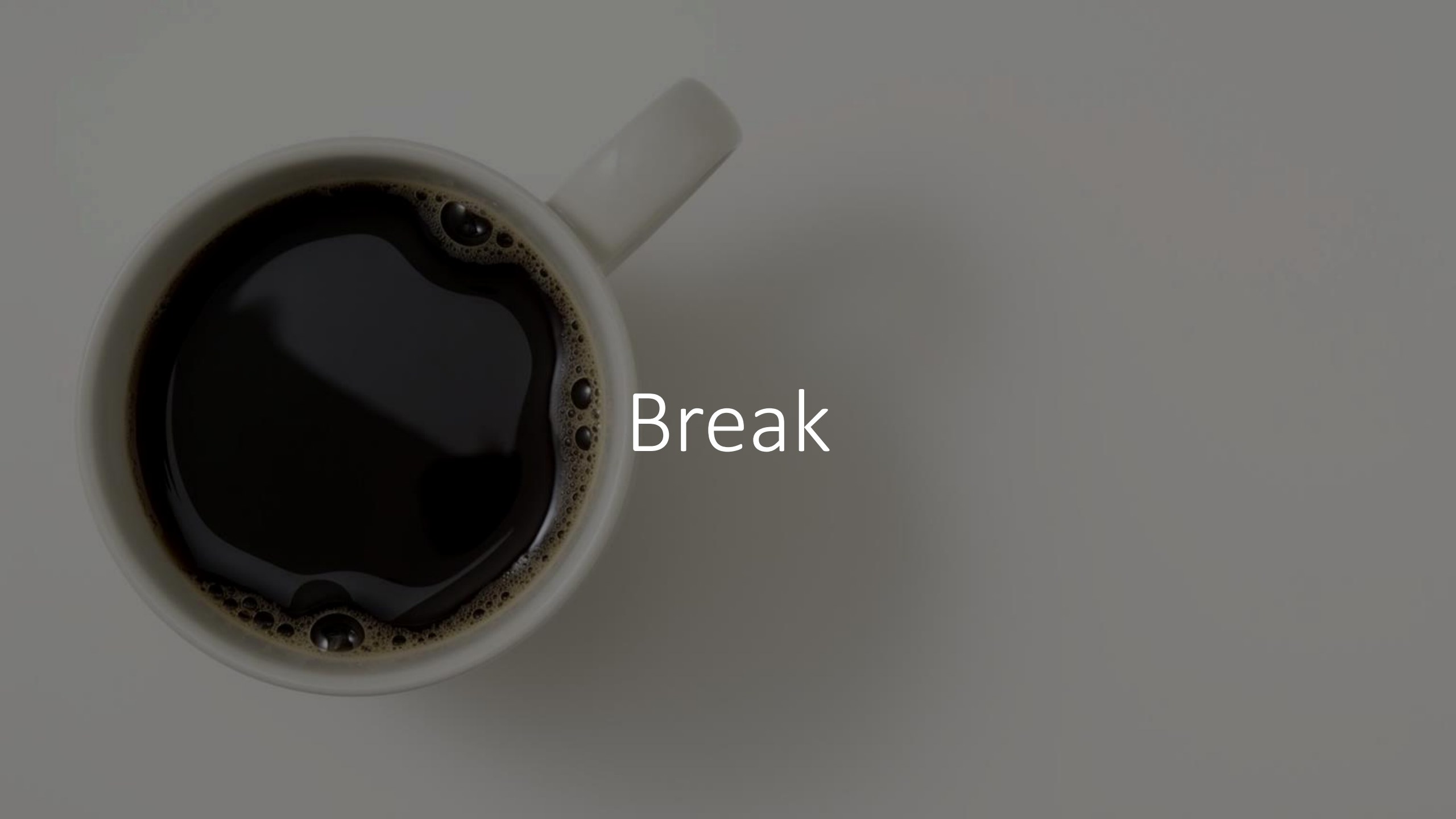
PMP

When

- E.g. Gantt chart
- Project Life cycle
- Precedence diagrams
- Resource histograms

How

- Strategy
- Project methods
- Health and safety plan
- Quality plan
- Procurement strategy
- Communication management plan
- Risk management plan
- Change control procedure



Break

- **Project scope** is the part of **project** planning that involves determining and documenting a list of specific **project** goals, deliverables, features, functions, tasks, deadlines, and ultimately costs. In other words, it is what needs to be achieved and the work that must be done to deliver a **project**.

Project scope

When to cut a project

- When it no longer meets the project needs, such as the original purpose of the project has changed and can't be met.
- The costs are out of control, and there is no way to recoup the return on investment.
- The cost to complete exceeds the budget, and it is impossible to cover the difference in costs.
- The circumstances affect the possibility of completion, such as those listed above.
- There are ethical and/or legal issues.

Defining and managing project scope

- To successfully manage a project you need to be able to:
- Define scope in terms of outputs, outcomes and benefits (including using product breakdown and work breakdown structures)
- Know how an organisational breakdown structure is used to create a responsibility assignment matrix

Definitions

Project: these are the undertakings that produce outputs.

Outputs: these are the products associated with the project. A car is product as is the steering wheel that steers it. Sometimes we will manage at a high level of detail and other times we will not.

Outcomes: an outcome is the changed circumstance or behaviours resulting from putting to use the new products. For example a reduced waiting list in a hospital is not a product, but a new system or more doctors or more ward availability are they products and they make it happen. Collectively they produce the outcome.

Benefits: stakeholders observe the outcome and choose to put a value on their perspective of it. A reduced waiting time for an operation is a benefit if you are waiting for an operation, if you are not waiting then it will have very little value.

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How do you define project scope

- Project objectives
- Goals
- Sub-phases
- Tasks
- Resources
- Budget
- Schedule

MoSCoW

M : must have - these other things that are vital to the acceptability of the product at its release

S: should have - these the things that are high priority and should be included if time and resource resources allow . If not possible then a work around may be needed to compensate for its absence

C: could have - these are the desirables but strictly speaking it can be done without they can wait for later releases

W: won't have - these are the things that definitely will not be released most likely no other releases

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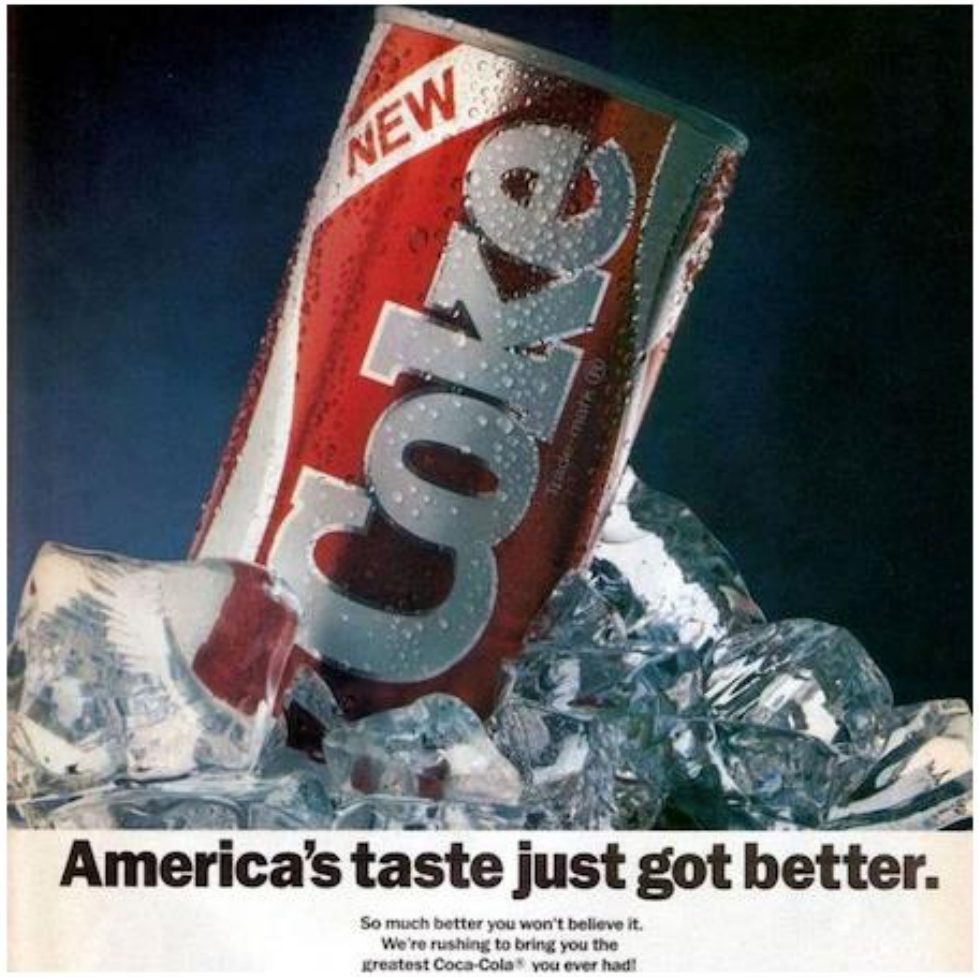
Triple constraints of a project



Project failure

What is a SWOT

This is an analysis that looks at the following factors. Strengths, weaknesses, opportunities and threats. This tool can be used for many things. We can use it to help us ascertain risks we may face or if our project set up is sufficient.

Strength

Weakness

Opportunities

Threats

Activity

Using the tool provided, please take 10 minutes create a SWOT for a project you have worked on or use the following scenario:

Your business wants to hold a 1 day conference/event to support mental health awareness week 18-24 May 2022. As the project team you are needing to arrange this. They are looking to hold the event in an area that local community members can also attend, in order to support awareness and wellbeing within the community. You need to arrange all of the guest speakers as well as refreshments, agenda's and who to invite. Alongside this your business is also launching a new one to one document that includes health and wellbeing topics to support staff. This is a great opportunity to not only boost peoples awareness but also to use this as a marketing point for the business.

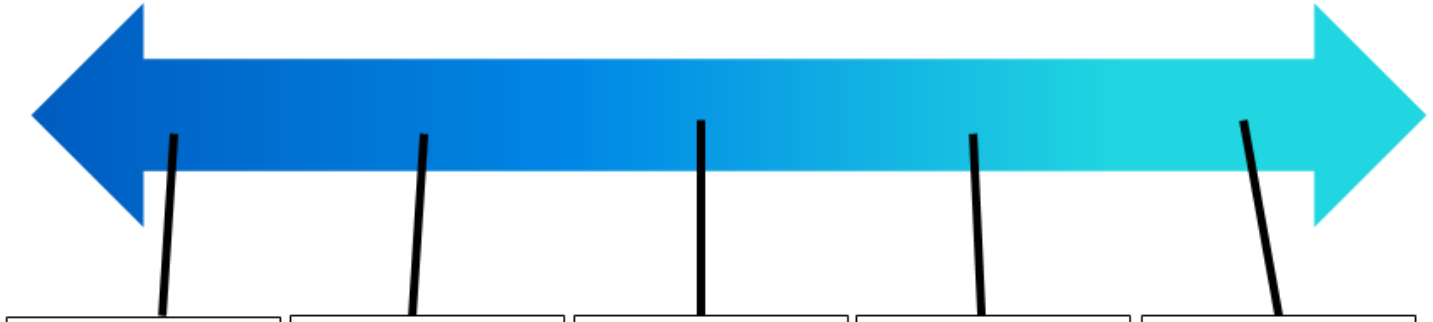
Break

What makes a good leader?

Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve success.

Leadership styles where do you sit

Leadership Styles



Autocratic

- Manager makes all decisions
- Staff are compliant
- No freedom of speech
- Everyone does it the same way
- Hierarchical
- Authoritarian

Persuasive

- Management making decision then convinces staff that it is the right thing to do.

Consultative

- Two way communication
- Fostering new relationships
- Management still makes decisions but asks input

Participative

- High level of staff involvement

Laissez faire

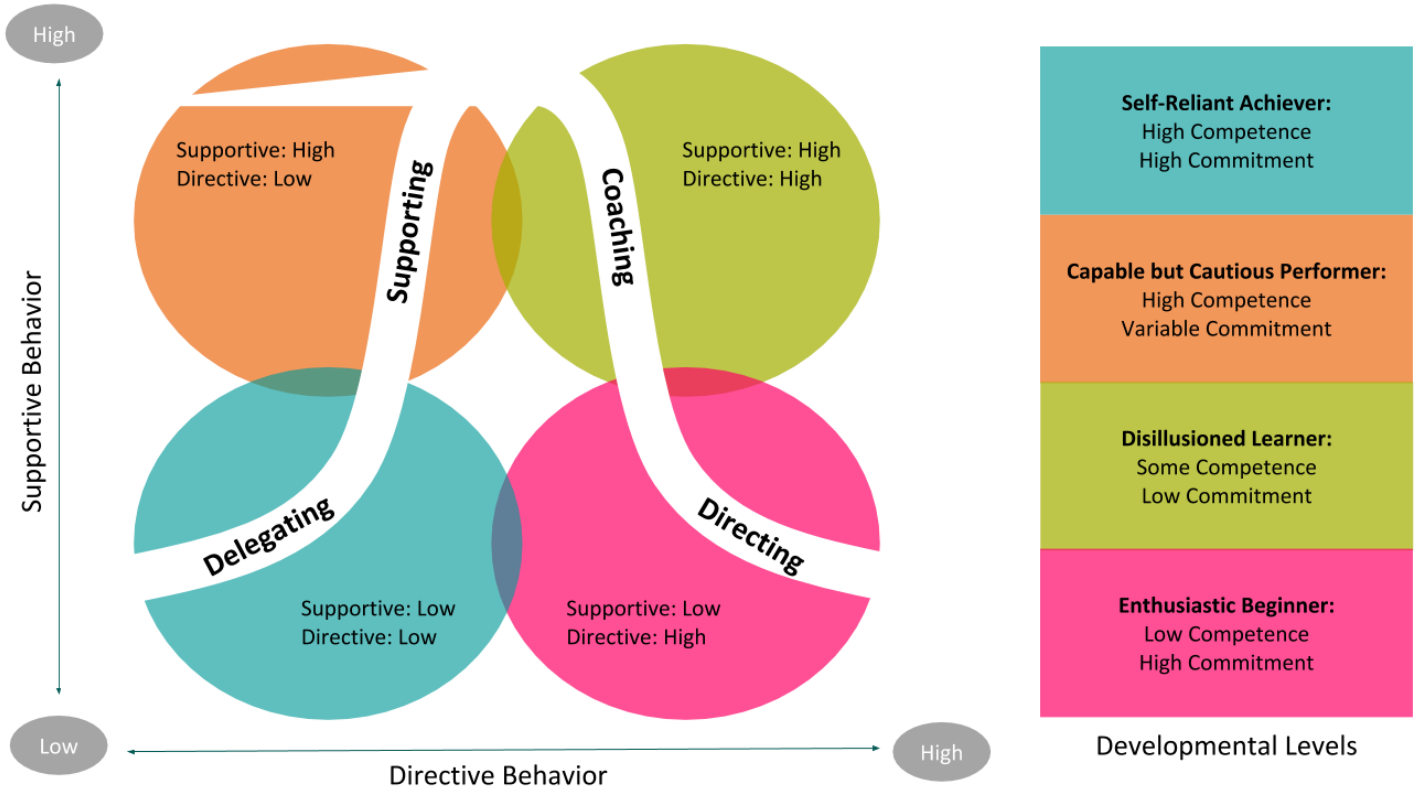
- Employees in charge
- Highly skilled staff
- Encourages creativity and innovation

Situational/ contingency approach to management

- Choosing best styles depending on situation
- Depends on level of staff skill

Hersey and Blanchard's leadership model

Hersey-Blanchard Situational Leadership Theories



Self-Reliant Achiever:
High Competence
High Commitment

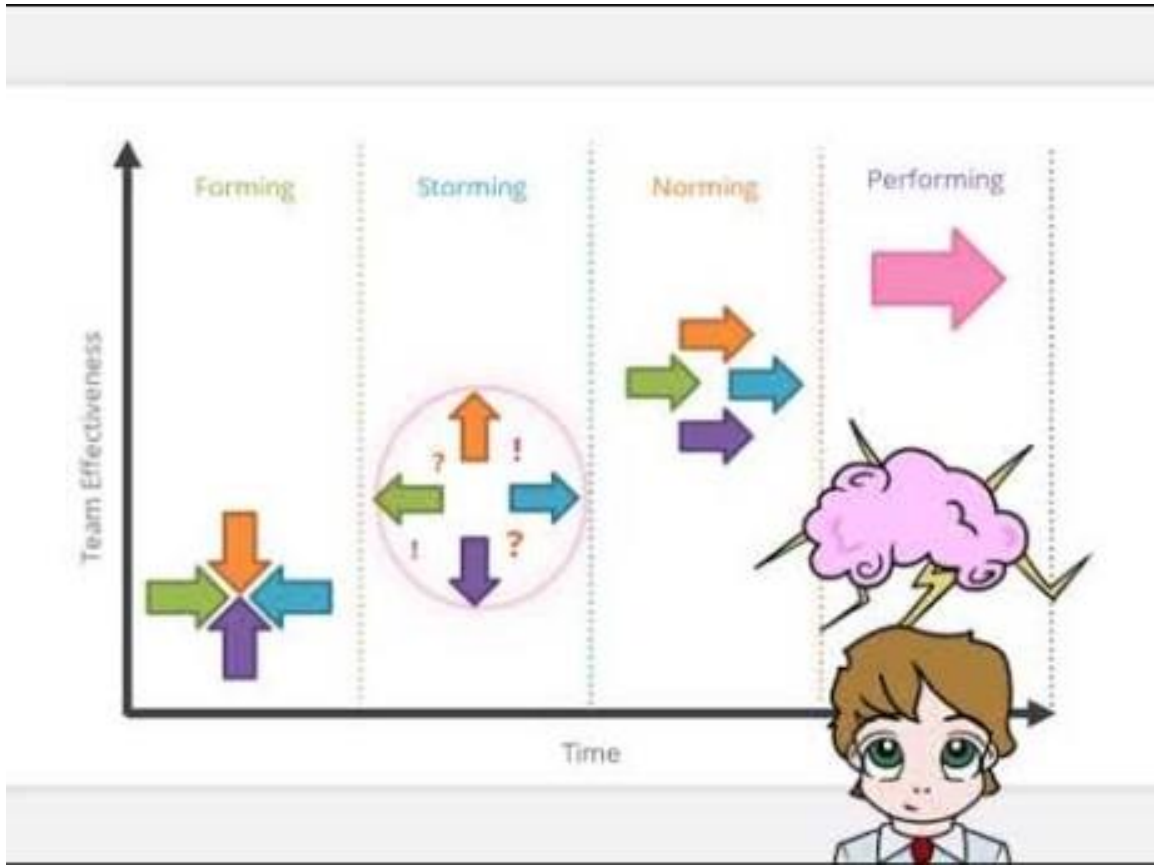
Capable but Cautious Performer:
High Competence
Variable Commitment

Disillusioned Learner:
Some Competence
Low Commitment

Enthusiastic Beginner:
Low Competence
High Commitment

Developmental Levels

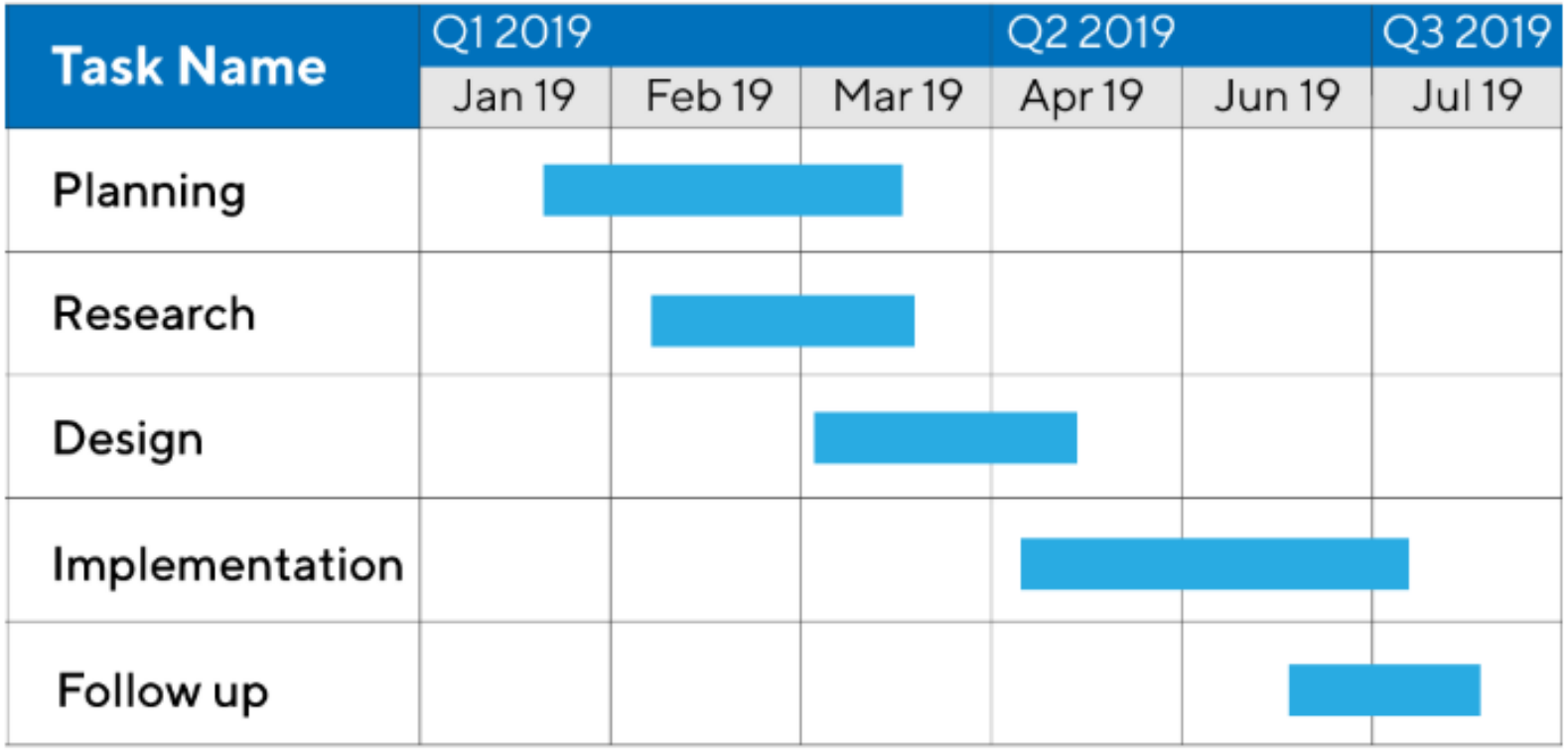
*This graphic combines elements of the Hersey-Blanchard Situational Leadership Theory & Blanchard's revised Situational Leadership Theory II


Forming
Storming
Norming
Performing
Team Effectiveness
Time

Project Schedule

- Network Diagrams
- Critical path analysis
- Gantt chart
- Milestone chart

Gantt chart



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WHAT IS THE CRITICAL PATH METHOD (CPM)?

Important definitions

Critical path: The longest term in duration from start to finish

Free float: the amount of time by which the end of the task can be delayed before it effects any subsequent task.

Nodes: Activity-on-**node** is a **project management** term that refers to a precedence diagramming method which uses boxes to denote schedule activities.

Lag:is the delay of a successor activity and represents time that must pass before the second activity can begin.

Total float: The amount that a task can move without affecting the final project completion date.

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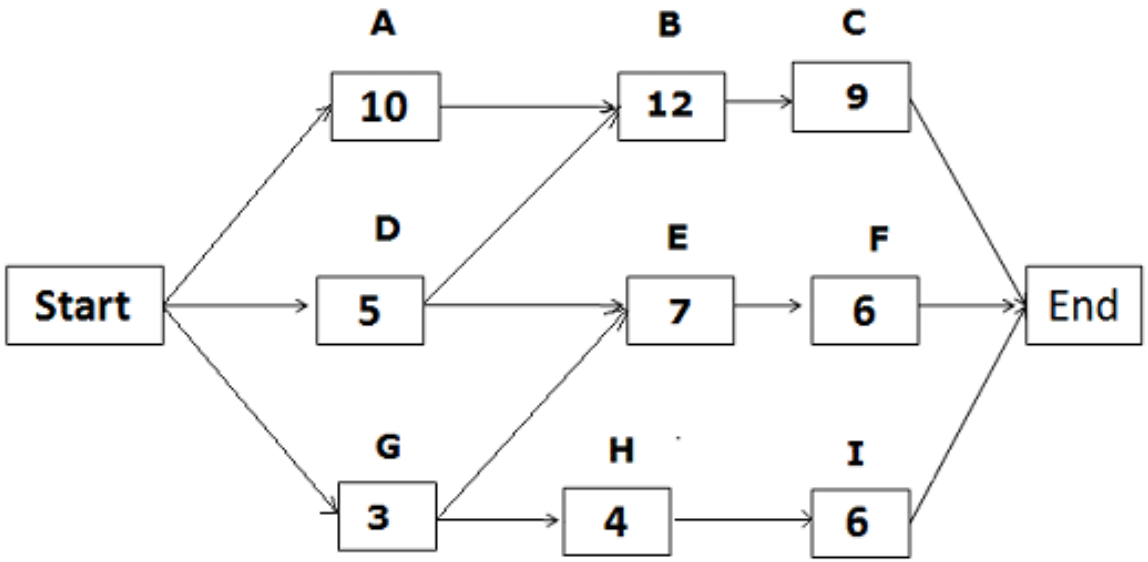
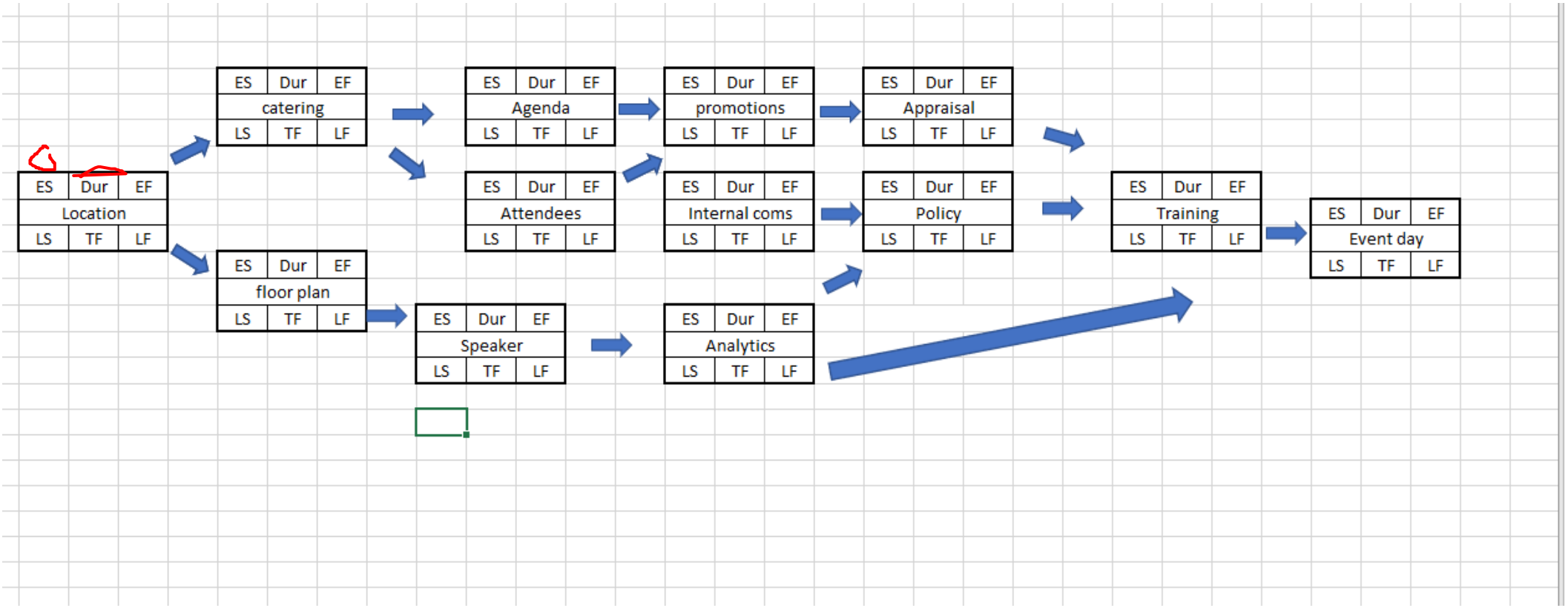


Network Diagrams

How to create a network diagram



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Activity

CREATE YOUR NETWORK DIAGRAM (20 MINS)

Lunch

RACI/RAM

A RACI diagram or RAM (responsibility assignment matrix) shows the roles and how they will support in the delivery of the project.

Responsible: The person who is responsible for actioning or doing the task (only one person)

Accountable: The person or persons accountable for getting the job done.

Consulted: The people that will be consulted about performing the task.

Informed: The person or people that will be informed about the task/activity.

How to create a RACI

The roles along the top will come from the organisational breakdown or setup and the tasks down the side come from the WBS

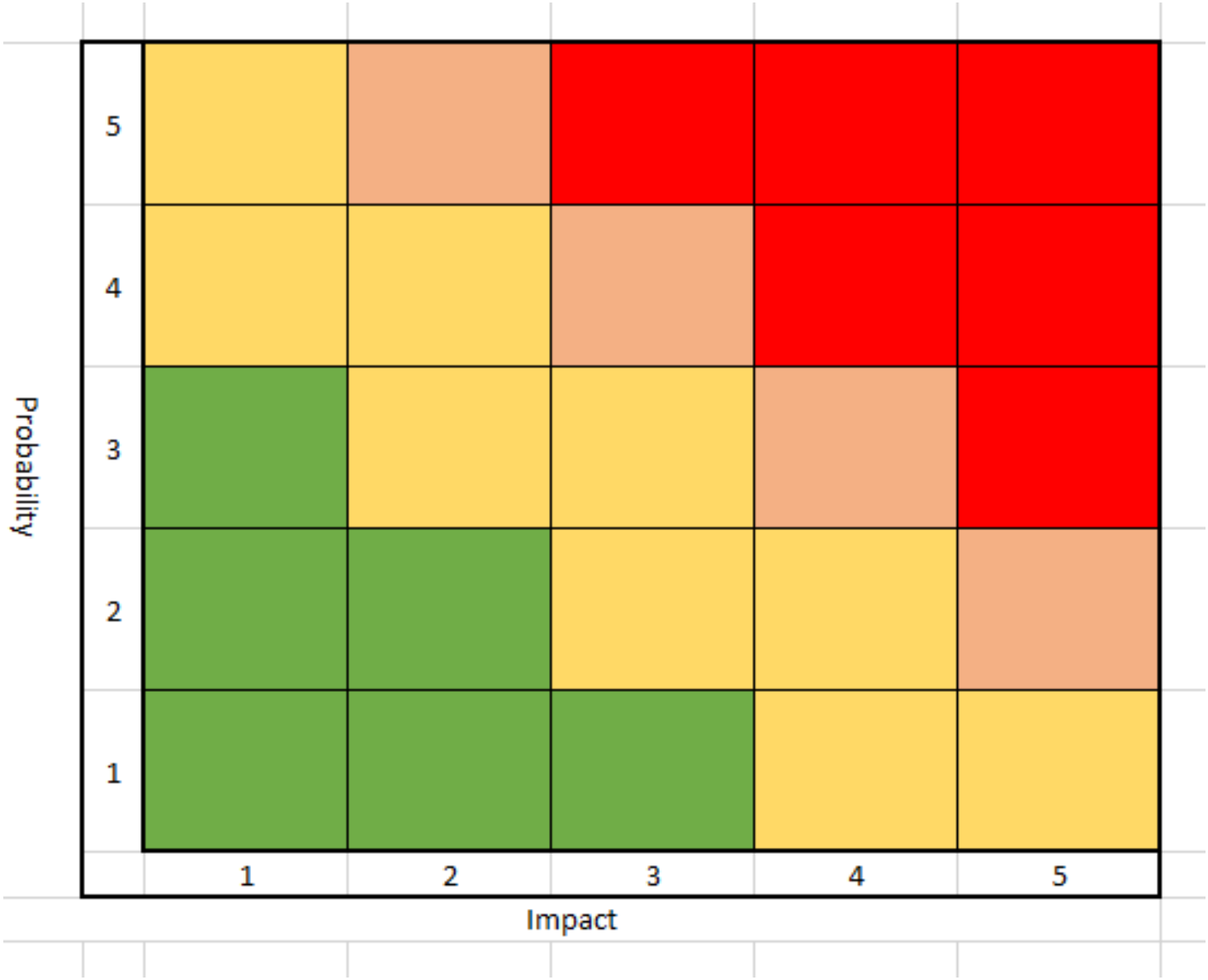
	Sponsor	Project manger	Team leader	Technical lead	Resource	Resource	Resource	Resource	Resource
Task a		A			R	I	C		
Task b		RA		C					I
Task c	A	R						I	C
Task d		A		I	R			C	
Task e	RA	C				C	I		
R	Responsible								
A	Accountable								
C	Consult								
I	Inform								

What is a risk?

Project risk is defined as, "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives."

A **project issue** is a problem that has been encountered in executing **project** activities. This problem impairs a **project's** ability to successfully complete.

What is an issue?



Impact grid

Risk register

Risk ID	Date	Author	Risk	Probability	Impact	Severity	Owner	Mitigating actions	Actionee
			Raining	3	4	12	PM	Venue with inside facilities available	
						0			
						0			
						0			
						0			
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						0			
						0			
						0			
						0			
						0			
						0			
			Total			0			

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USING YOUR SWOT'S FROM EARLIER PLEASE CREATE A RISK REGISTER FOR YOUR PROJECT.

Activity

What is quality?

Definition of quality:

the standard of something as measured against other things of a similar kind; the degree of excellence of something. Being fit for the purpose it was intended.

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What is quality control

Quality control is varied and often unique to the project. It is a technique or techniques to compare the finished product against the required specification.

Examples could be:

Walk-throughs

Control charts

Inspection and measurements

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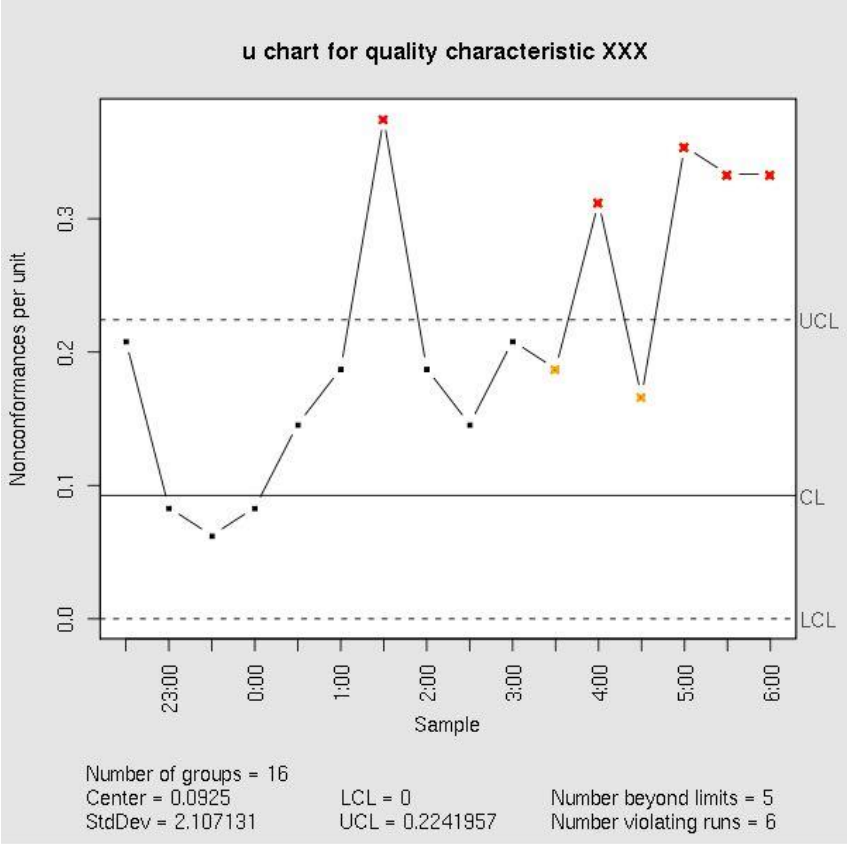
Walk through

This technique is as it sounds, but with this a group of people will walk through the finished article to make sure it meets requirements.

For example a house build, a team would go onsite to ensure everything was in place and finished to a high standard.

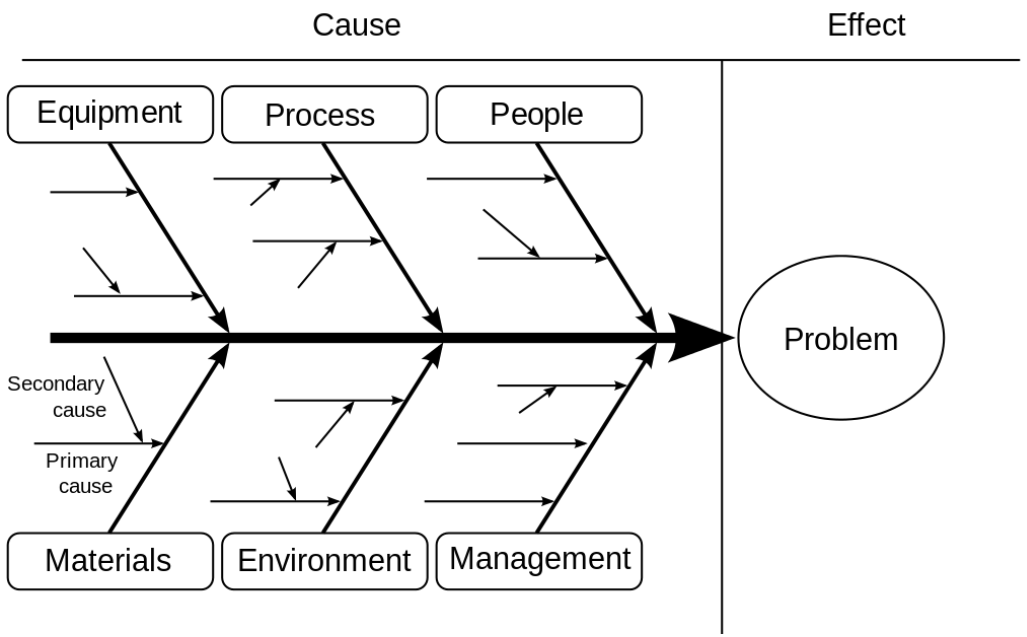
Control charts

Control charts are used to check readings and how they vary over time. They may have control limits, upper and lower, these will be based on the specification requirements. The idea with control chards is that you can begin to recognise when a problem will occur.



Root cause

Root cause analysis (RCA) is a systematic process for identifying "**root causes**" of problems or events and an approach for responding to them. RCA is based on the basic idea that effective management requires more than merely "putting out fires" for problems that develop, but finding a way to prevent them.



Definition from department of enterprise services.

Root cause activity

Over the course of two days, a U.S. airline placed an unaccompanied minor on the wrong flight on two different occasions. On June 13th, a child flying alone and under the supervision of the airline was scheduled to fly from Houston to Charlotte. Instead, she ended up in Fayetteville. One day later, a second occurrence with the same airline, this time out of Boston. Instead of going to Cleveland, this unaccompanied girl ended up in Newark, NJ…This root cause analysis focuses on the failures that occurred within the work processes and emphasizes the use of process maps to help identify where the breakdowns occurred and how to identify specific solutions to prevent re-occurrence.

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Unaccompanied Minor
Flown to The Wrong City

Cause Mapping - Root Cause Analysis - Case Study

On June 13th, a U.S. airline accidentally placed an unaccompanied minor on the wrong flight. The child was suppose to fly from Houston to Charlotte. Instead, she ended up in Fayetteville. One day later, a second occurrence with the same airline, this time out of Boston. Instead of going to Cleveland, this girl ended up in Newark, NJ. This root cause analysis focuses on the failures that occurred within the work processes and emphasizes the use of process maps to help identify where the breakdowns occurred and how to identify specific solutions to prevent reoccurrence.

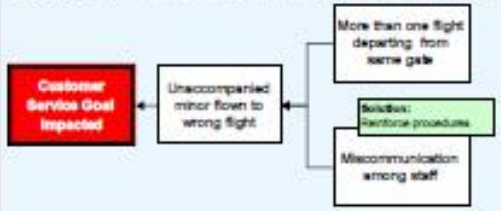
Cause Mapping is a Root Cause Analysis method that captures basic cause-and-effect relationships supported with evidence.

CAUSE MAPPING

Problem Solving - Incident Investigation - Root Cause Analysis

For a free copy of our Root Cause Analysis Template in Microsoft Excel used to create this page, visit our web site www.ThinkReliability.com

Cause Map - Basic cause-and-effect analysis based on airline response.



June 14th Incident:
The airline indicated that the reason for the mix-up was that two flights were departing simultaneously from a single doorway and miscommunication among staff resulted in the child being placed on the wrong plane. The solution they provided was "Reinforce our procedures with our employees." As you can see in the basic cause map, this is simple generic solution from a simple analysis.

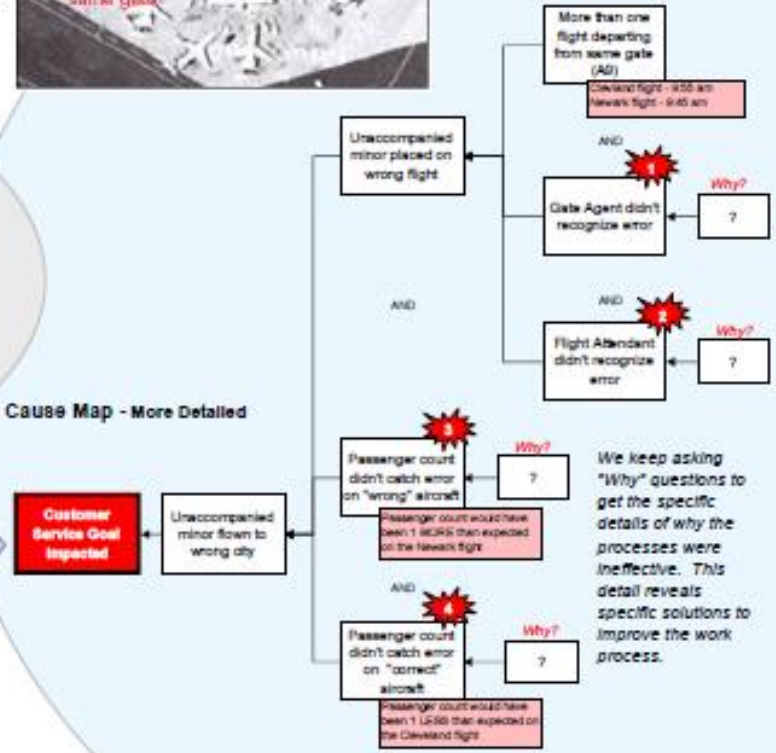
"We fly thousands of unaccompanied minors every year and the procedures work when followed"
- Airline spokesperson

To significantly reduce the risk of reoccurrence, the investigation must drive to the specific breakdowns within the processes. Here we'll start with a Process Map to visually capture the breakdowns that occurred.

Process Map - Unaccompanied Minor

Process Map - Count and Verification Process

Cause Map - More Detailed



We keep asking "Why" questions to get the specific details of why the processes were ineffective. This detail reveals specific solutions to improve the work process.

There are at least four breakdowns within the work processes. The next question is " Why?" did these breakdowns occur.

To answer these questions, we capture detail on the Cause Map to show specifically how the problem occurred. The reveal what specifically can be done to prevent future occurrences.

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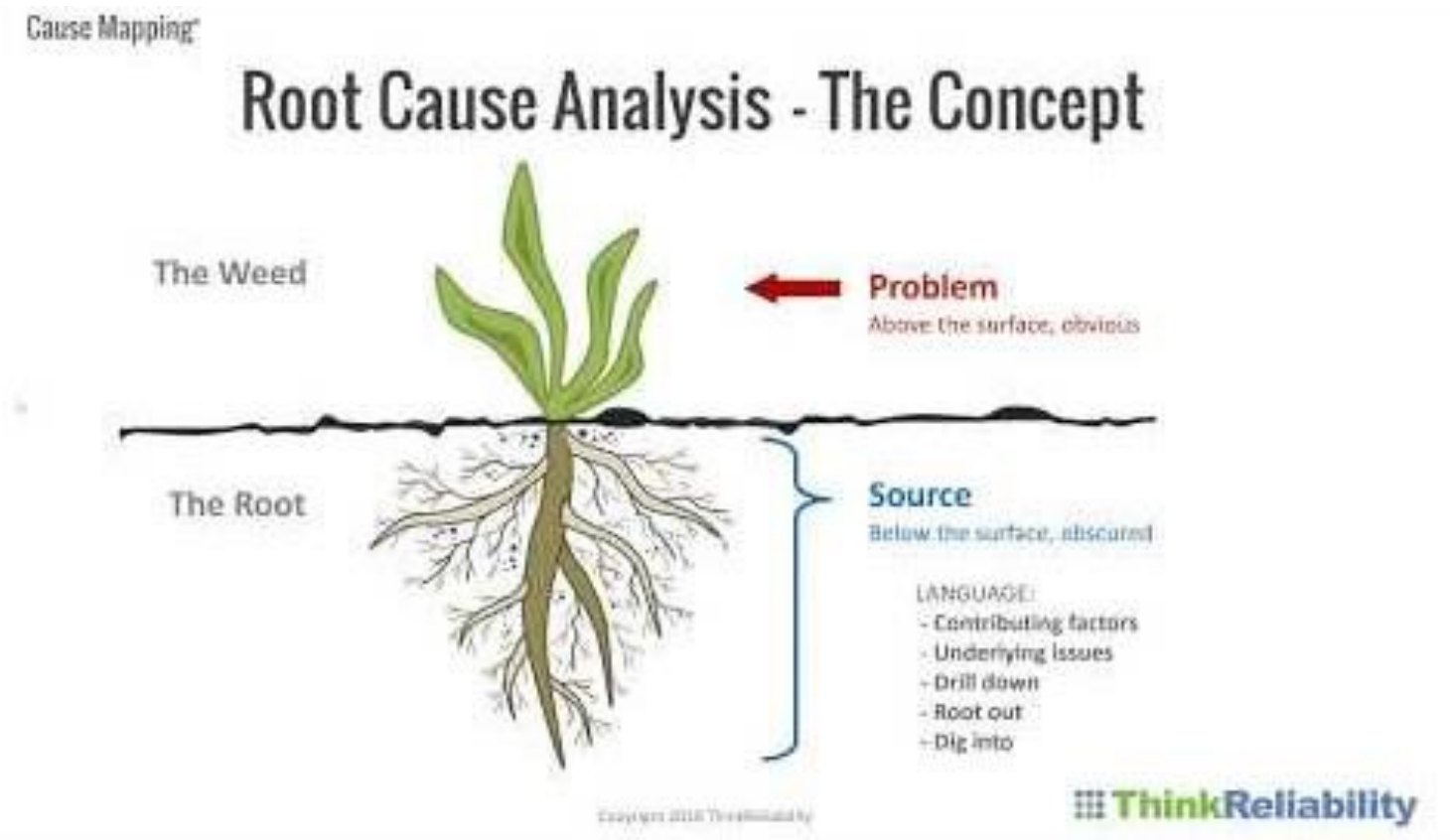
Root cause


Cause Mapping
Root Cause Analysis - The Concept
The Weed
Problem
Above the surface, obvious
The Root
Source
Below the surface, obscured
LANGUAGE:
- Contributing factors
- Underlying issues
- Drill down
- Root out
- Dig into
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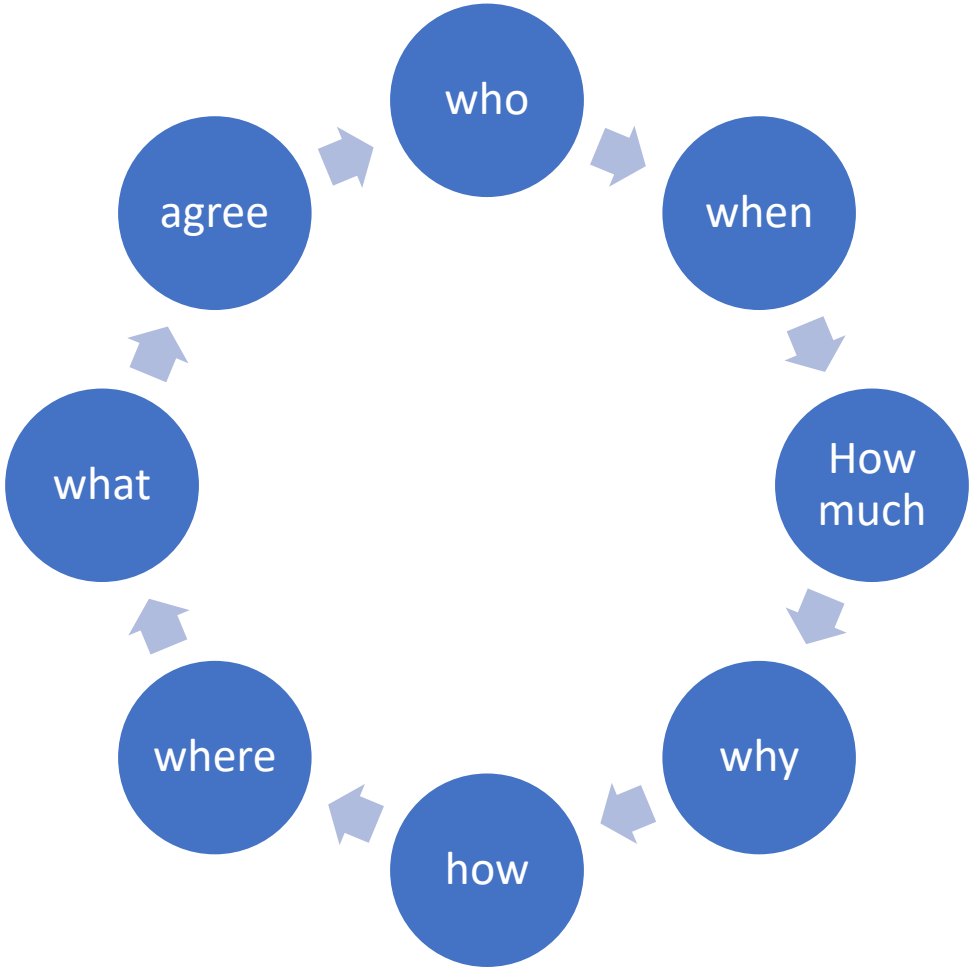
Project management plan



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