



**Nursing in General Practice Program
Divisions National Forum**

Project Management - planning,
reporting and evaluation

Presented by Iain Polley

The logo for The Moreland Group is a large, light green triangle pointing to the right. Inside the triangle, there is a faint, stylized illustration of a landscape with trees and a path. The text 'THE MORELAND GROUP' is written in a bold, dark green, sans-serif font, centered within the triangle. The words are arranged in three lines: 'THE' on the top line, 'MORELAND' on the middle line, and 'GROUP' on the bottom line.

**THE
MORELAND
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Project Planning Reporting and Evaluation

In this presentation I have been asked to give some ideas on project planning, project reporting and project evaluation. I will do this by:

- Going back to the basics – defining projects, project management and the fundamentals
- Outlining the phases and tools of project management
- Emphasise the importance of project governance (including reporting)
- Identify and outline the distinction between identifying and delivering outputs and results;, and achieving and evaluating outcomes and benefits

What I would like you to leave this session with is an understanding of the frames required for setting up and managing projects so that we are in control, and we can then report status with confidence and know, through evaluation, that we are making a difference.

1. Overview of Project Management

1.1 What is a “Project”?

Definition of Project – What is a Project?

The Project Management Body of Knowledge (***PMBOK***) defines a project as:

“... a temporary endeavour undertaken to create a unique product or service.”

Included in this generic definition of a project are several key concepts, these being:

- Temporary
- Unique, and
- Product or service

A project is a temporary endeavour – that is, it has a definite start and finish date. A project is not ongoing.

A project is unique – it creates a specific unique product through a unique individual set of tasks or actions. This product may be built, designed, moved, implemented; it may answer a question, it may be part of organisational strategy. Regardless of the nature of the product, there must be something unique about it.

At the end of the project you will have a specific product or service, *a deliverable*. This deliverable will fulfill the purpose of the project and be



PMBOK refers to a project as...

“... a temporary endeavour undertaken to create a unique product or service.”

project management

“Project Management is the process of specifying a project’s requirements, planning the tasks and resources, and implementing the project such that it is completed according to the performance requirements, on time, and on budget.”

accomplished in the temporary timeframe identified

1.2 What is “Project Management”?

How do we define the work required to manage these unique, temporary endeavours, which produce goods or services?

A definition we like is as follows:

“Project Management is the process of specifying a project’s requirements, planning the tasks and resources, and implementing the project such that it is completed according to the performance requirements, on time, and on budget.”

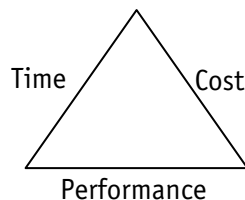
1.3 Projects vs Processes

Projects focus on uniqueness, processes focus on sameness. Projects deliver unique products through unique activities. Processes deliver consistent standard (6-sigma) products through controlled transformation activities. Projects finish, processes continue.

All of us manage projects and processes in our everyday working life, and we need skills, tools and techniques to manage both effectively.

Project management though has a higher management overhead than process management and a different toolset.

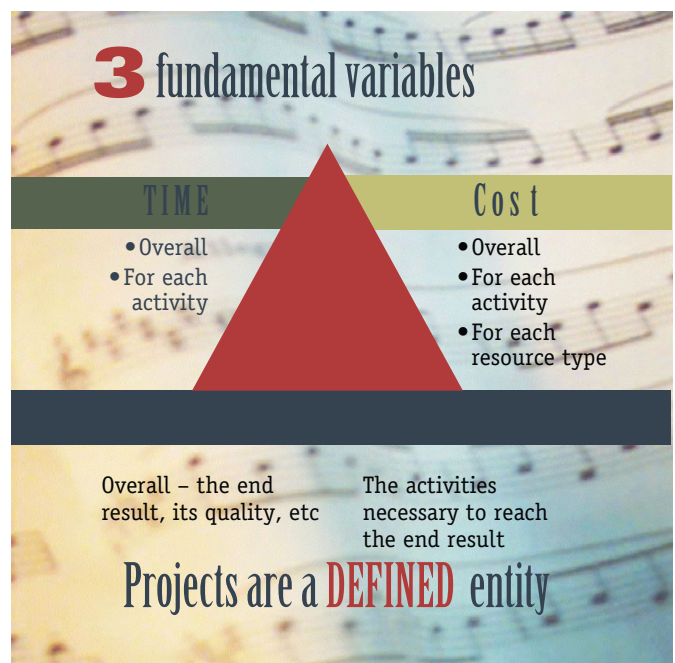
1.4 The Fundamental Variables — Time, Cost & Performance



Projects are a defined entity – they are a construct. And the definition has to be in terms of three interrelated variables.

Some observations:

- The metaphor of a triangle with three sides that meet is important
- If the three sides do not meet we do not have a project. Don't take them on!

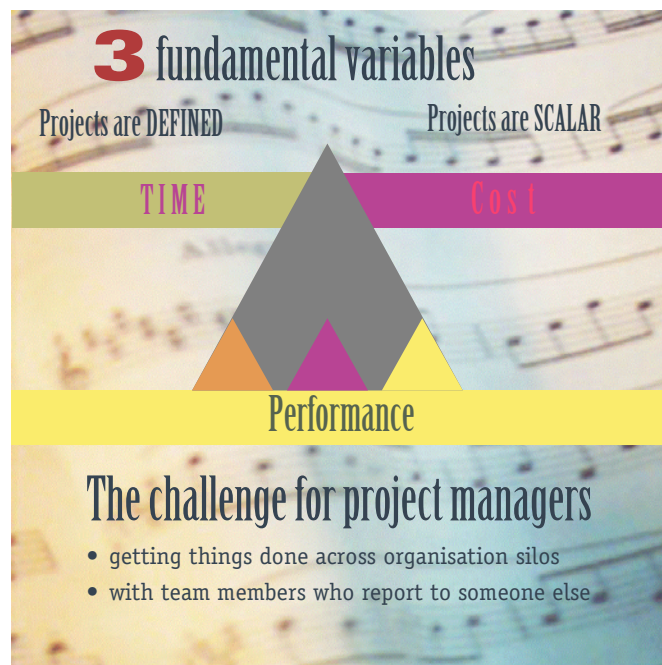


- If you do not believe you can deliver a project you need to continue to work on the scope
- There is a lot of culture in these three; some organisations or managers concentrate on one or two of these, not all three.

1.5 Another fundamental concept – projects are scalar

Projects are made up of subprojects – with each sub-project having a defined set of time, cost and performance parameters. The issue here is who is accountable – for what? Most people these days manage more than one project and are not dedicated to just one project. Hence, most project managers of organisational projects do not have “control” of their team.

By seeing a project as ‘scalar’, we can see precisely what our accountability is, as well as that for each of our team.



1.6 Project and Project Management Performance

Time

A recent Australian survey showed that 60–70% of projects in organisations ran overtime. This has been reflected in many overseas studies which points to an inescapable conclusion –

“Most projects run late!”

Cost

Larger infrastructure projects over the last 30 years have been frequently over budget. It may be getting better in recent times but there are still many examples of budget blowouts. In many organisational projects, the true cost picture is not measured in full.

Performance

A recent US government survey of software projects showed:

- 2% useable as delivered
- +3% with modest variation
- +19% with extensive variation
- 76% never used

Why? Here are some possible reasons

- Lack of customer focus
- Not enough detail management
- Not enough big picture management
- Poor communication
- Poor team development and leadership skills
- Poor project setup/ planning
 - Crisis management mode preferred
 - 'it doesn't matter' mentality

What are some examples of project and project management performance from your organisation? What are the trends? Why?

Some danger signals!

Be wary of Projects when:

1. No one wants to be the project's owner or sponsor, or the project owner or sponsor wants to manage the project.
2. Major political issues are unresolved.
3. Key stakeholders won't participate in any concept/definition meetings and/or a stakeholder analysis (and therefore the project).
4. The client can't agree on:
 - a. Exactly what the problems are.
 - b. What the projects objectives should be.
 - c. What the project deliverables need/should be.
5. Requirements/Deliverables are unclear, and/or keep changing radically during the implementation phase.
6. Cost and benefit ratio isn't favourable enough, especially when benefits are "soft."
7. Risks are too high (i.e.: technical, economic, organisational).

8. Risk and reward ratio is unfavourable. High risks usually need a high reward to be worth considering.
9. Internal staff experience and training is insufficient for the project.

2. Project Management Lifecycle

2.1 Project Management Phases

Projects are a unique endeavour, involving multiple interrelated skills and a temporary timeframe, a start and end date. Projects are broken into different phases to improve the overall management of the project.

Each phase contains a different set of deliverables, or decisions to be made. We use a different set of tools and techniques to produce these deliverables for each phase. These deliverables and decisions are made in a logical sequence, and when they are approved/complete, we move into the next phase of the project.

The combination of all phases is known as the **Project Lifecycle**.

All projects can follow a similar if not the same set of phases or project lifecycle, and the tools and techniques we use in each phase of the lifecycle will be similar for each project. However for different projects the project manager may have to put more time into different phases.

For example, high risk projects will require more detailed scoping and planning, which requires more management in the early phases of its 'life'. Projects low in risk but with many deliverables will require more management in the later phases of its 'life'.

2.2 The Generic Phases

The four phases to a project life cycle are outlined below

Initiating Phase

'WHAT' is the project?

Who will approve the what?

Will the 'WHAT' achieve the reasons for conducting this project



Planning Phase

'HOW' will we achieve the *'WHAT'*?



Executing and controlling Phase

Are we doing the *'WHAT'* according to the *'HOW'*?



Making it happen and controlling it

Closing Projects

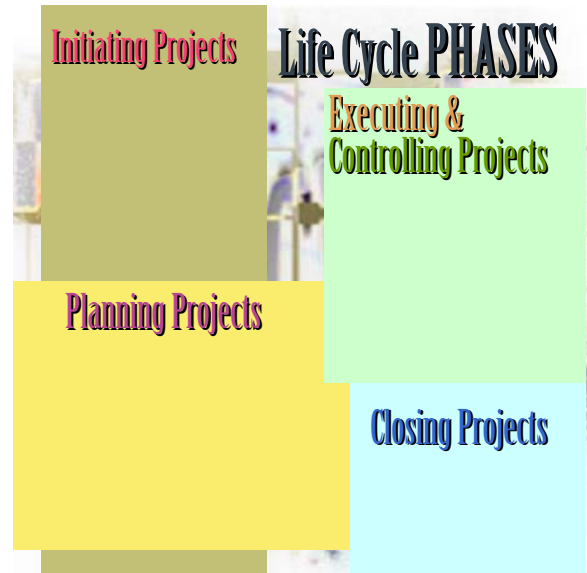
4. Did we achieve the '**WHAT**' according to the '**HOW**'?

Making sure we did

To produce the deliverables and make the appropriate decisions in each phase we use the following tools and techniques.

Initiating Projects

- Stakeholder analysis
 - Defining Requirements
 - Defining Success Measures
- Specifying the Project
 - Defining Scope
 - Defining Results and Deliverables
 - Defining Boundaries
- Defining Tasks – the Work Breakdown Structure
- Recording and Approval
 - Writing the Scope Document
 - Getting it approved



Planning Projects

- Detailing costs/budgets and sourcing resources (procurement)
- Developing/detailing the timeline
- Establishing the project team
- Generating Certainty
 - Quality Planning
 - Risk Planning
 - Communication Planning
- Documenting, Approving and Baselining – The Project Plan

Executing and Controlling Projects

- Progress Tracking and Reporting
- Stakeholder/Relationship Management
- Change Management

- Managing Meetings

Closing Projects

- Administrative Closure
- Finalisation Reporting
- Learning Lessons/Continuous Improvement

3. Project Management Governance

Governance in projects and project management deals with all those considerations that provide the overarching management frame for the project. It includes consideration of and agreement on key roles, key decisions, the strategic fit for the project and the key reporting requirements

3.1 Project Management Roles

In project management, several key roles are apparent.

Project manager

The project manager is accountable for delivering the project according to its agreed/approved time, cost and performance specifications. The project manager may also be involved in defining these specifications and reviewing actual achievements.

Project owner or sponsor

The project owner (or sponsor) is accountable for the project. The owner or sponsor is accountable for ensuring this project makes sense, it is consistent with organisational goals and directions, and it is worth doing. Their role is to clarify and define the scope of the project (in conjunction with the project manager) and to approve variations/changes.

Note: it is not their job to manage the project—that's the project manager's job.

Project team leaders

A project may have a number of project team leaders who, as sub-project managers, are accountable for delivering a sub-project according to its agreed time, cost and performance specifications. Their 'project owner' is the project manager of the overall project.

Project team members

Project team members are those involved in projects and sub-projects who carry out the work required in those sub-projects.

Project stakeholder(s)

A Stakeholder is a person who has a keen interest (or stake) in the process or outcomes of the project. Stakeholders typically include line managers, functional managers, customers, suppliers, team members and project owners and managers. A more important group is the key stakeholders – those 20% of the stakeholder group who have 80% of the influence.

Project resource providers

Project Resource Providers are organisational line managers who provide resources—team members, team leaders, project managers, information funds, supplies—to a project according to agreed (negotiated) arrangements as required by the project

3.2 Key Decisions

Part of governance is being clear about the key decisions to be made and who is to make them. These may vary for different projects but key decisions most likely will include:

- Approval of the concept and further examination
- Approval of the project plan including the business case and budget
- Acceptance of project progress and changes necessary
- Acceptance of project completion and noting lessons learned

3.3 Strategic frame/context for the projects

Projects cannot happen in isolation from the business of the organisation. Hence, part of the governance of the project requires owners/sponsors and project managers to be aware of the strategic context of the project. Some of the questions that need to be considered include:

- Where does this project fit?
- Is it worth doing?
- What is our ROI expectation?
- How will it contribute to overall higher order, results for the organisation?
- What is the opportunity cost?
- What is the relative priority?

3.4 Key Reporting

A critical aspect of governance is knowing how things are progressing. Project owners/sponsors need to make it clear to the project manager exactly what is expected by way of reporting, including documentation. Some organisations using a specific project management methodology will have standard documentation, which they will have to be aware of. If no standard system exists project managers will need to agree with their owners/sponsors as to what reporting and documentation will be required, and other issues such as frequency, key audiences, etc. Some of this could be reflected in the communications plan in the project plan.

As a guide, the questions that should be considered include:

- What documents are to be prepared, by whom and by when?
 - Scope description and approval
 - Project plan and approval
 - Status/Progress reporting

- Change management
- Closing / completion report and acceptance
- Evaluation of outcomes and benefits
- What other information is required? By whom?
- What formal reporting mechanisms are required eg Steering Committees, meetings, briefings etc.?

Status Reporting is one of the key tasks

A common system is called the traffic light status assessment and reporting system

It is based on three possible states

Green - we are **on track**

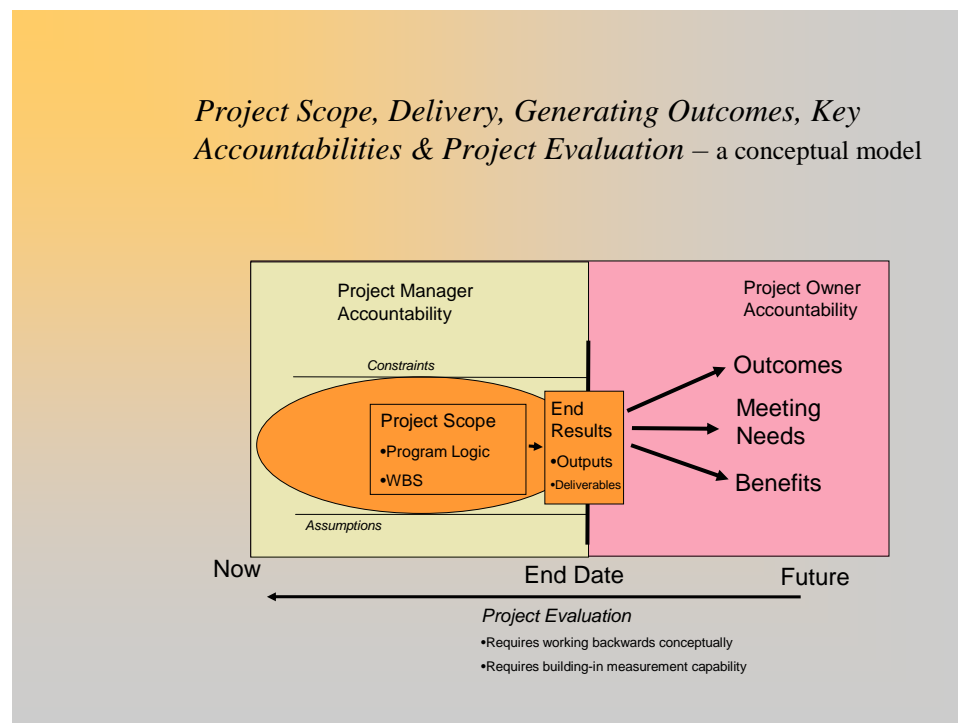
Amber - we are **off track but with have a fix** (we know how to get back on track)

Red - we are **off track but without a fix** (we don't know how to get back on track)

These are useful and precise but only if we have clear and specific baselines on time cost and performance. These come from effective scoping and planning.

3.5 Project Evaluation

Project evaluation is a governance function whereby the outcomes and benefits are identified to determine whether the project was a success strategically. The following diagram explains.



3.6 Undertaking a Project Evaluation

The challenge in any evaluation is to attempt to measure what may not be readily measurable. For instance, how can we be absolutely certain that we are delivering a benefit in the future.

The following questions are intended to help the thought process needed to determine to what extent we can measure benefit:

1. Who is the beneficiary?

External to the Organisation

- the people of Australia
- rural/regional vs metro
- a specific community
- another department
- the private sector
- a specific business
- a specific demographic – role/function, age, sex, socio-economic, family circumstances, location, unique need

Internal

- the whole organisation
- head office vs regions/districts
- divisions, branches, work units
- demographics – role/function, level, position, location

2. What benefit are we intending to provide?

For each of the identified beneficiaries, we then need to specify for each what specific benefits are intended from the project. These could include:

- better access to a service or product?
- increased ability or skill?
- increased understanding or knowledge?
- ability to make more informed choices or decisions?
- more effective/complimentary roles?
- more efficient service delivery?
- cost saving?
- time saving?
- improved quality of life –behaviour change, improved well-being?
- reduction of risk or danger?

3. What can be measured and how do we do that?

We can summarise the above questions into four categories in terms of what can be measured – time, cost, change in behaviour and change in perception.

Time and cost are clearly measurable – as long as some pre-implementation mechanism was set up to capture the “before” data.

Changes in behaviour and perception are less so, but it may be possible with some extra thinking. These should be identified and considered in the Planning and Definition phase.

The following table presents you with some possibilities. As you work through the benefits list, consider which of the four “measurables” could be applied.

Benefit	Time	Cost	Behaviour Change	Perception Change
Cost saving				
Time saving				
Behaviour changes				
Better access to services/products				
Increased ability or skill				
Increased knowledge				
Better decision-making				
Risk reduction/safety				

And how do we measure? Typically, data obtained through pre-and post collection and analyses can be used for time and cost; whereas surveys, observation and interviews (also employing pre- and post- in some cases) are more likely to be used in the last two. Social research tools such as focus groups might also be used.

All of this should have been included in the initiation documents or more specifically in the project plan or it’s approved updates/changes. Don’t forget that benefits will be realised *outside* the life of the project.

About the Presenter

Iain Polley is Director and Principal Consultant for The Moreland Group, a Melbourne based training and consulting company. The Moreland Group is a Registered Training Organisation (RTO) and a Registered Education Provider for the Project Management Institute, and operates throughout Australia with many of Australia's largest government and private organisations. As an RTO, The Moreland Group offers a range of six qualifications in project management.

The Moreland Group has worked with Queensland Health over the last 5 years developing and enhancing its project management framework called PM Plus and designing and conducting training in project management for project managers, team members and project sponsors. Iain has been the Project Leader for The Moreland Group with Queensland Health.

Earlier this year Iain conducted training for the Queensland Divisions of General Practice in project management using the courses he developed for Queensland Health

Iain works with scientific research project managers, with public sector project managers and with a wide range of other project managers. He has been in project management for over 25 years, 15 as a training facilitator and consultant. He has also presented papers to Australian and international conferences on project management and is regularly called on for his unique understanding and views.

Iain is a member of the Australian Institute of Project Management and the US-based Project Management Institute. He has been a Director in Victoria for both organisations.

Further information on The Moreland Group can be obtained from the website at www.themorelandgroup.com.au