

Common Assessment Framework: the reference model for total The quality management in the public sector in Europe and the Asian Productivity Organisation's Public Sector Framework.

Presentation 7

Action planning and follow up

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- 1. Why Project Management ?**
- 2. Programs, Projects and Actions**
- 3. Project Life Cycle**
- 4. Lessons**

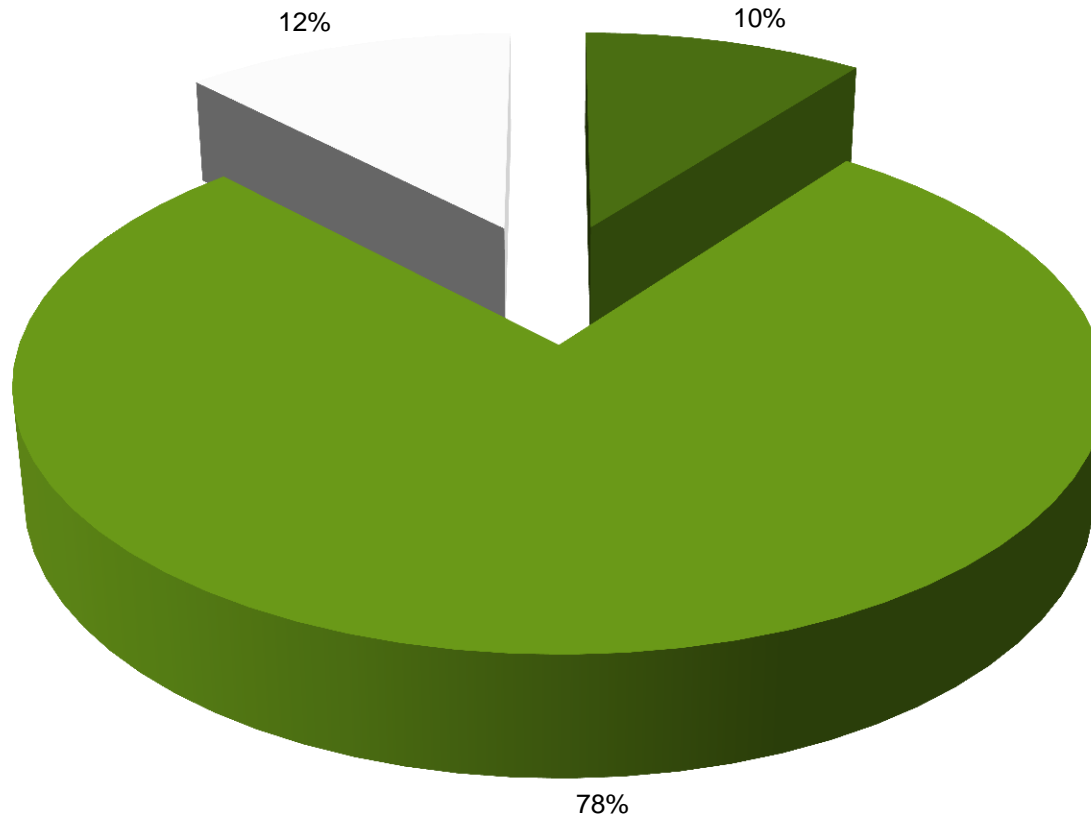
Why projectmanagement?

- **A project is successful when it is being “managed”:**
 - ▣ Project organization (roles, responsibilities, follow-up, ...)
 - ▣ Planning and timing
 - ▣ Budget and other resources
 - ▣ Quality
 - ▣ Risks
 - ▣ Change during the implementation of the project
 - ▣ Environment and communication
 - ▣ Reporting
 - ▣ Decision making
 - ▣ Managment of the end result
 - ▣

Improvement plan developed?

(n = 371)

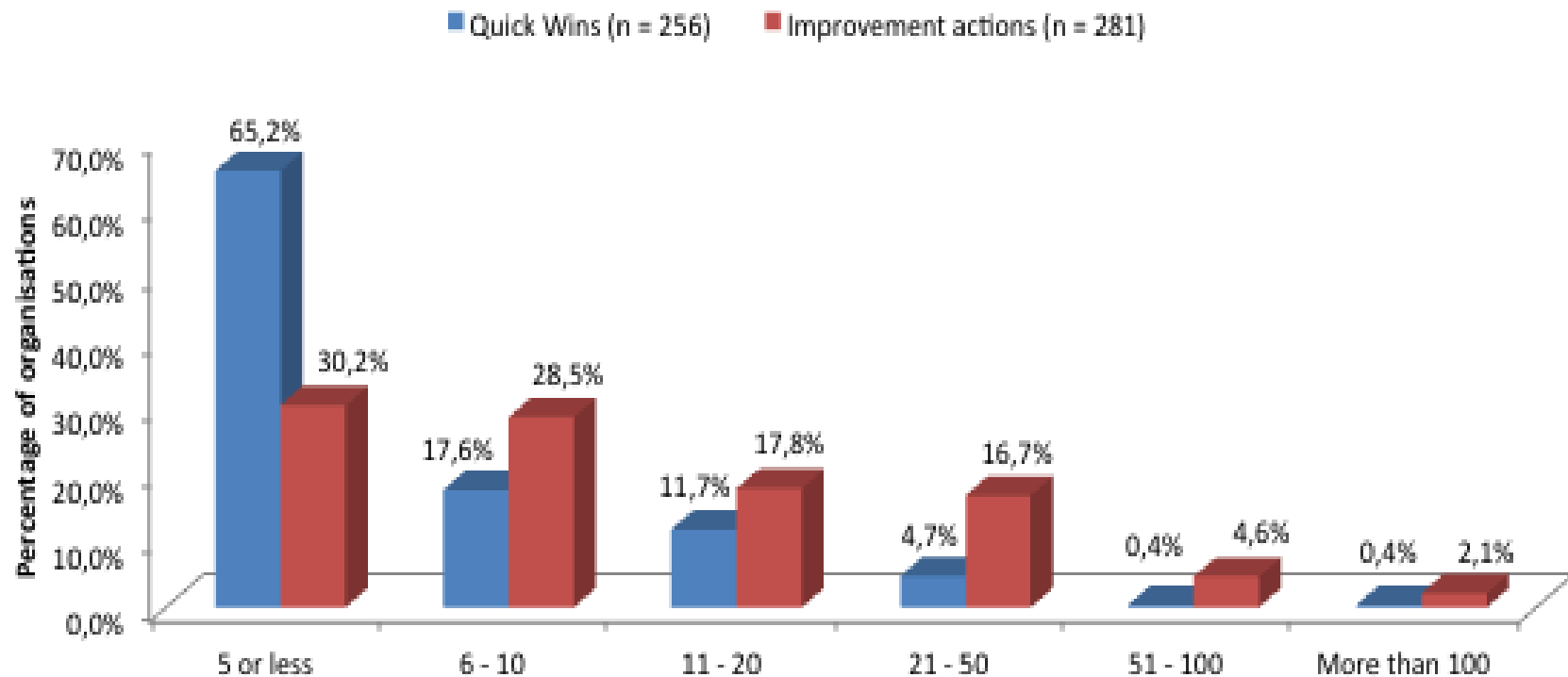
■ No ■ Yes ■ Still working on it



2. PROGRAMS, PROJECTS AND ACTIONS

Improvement plan: number of improvement actions and quick wins*

(* meaning the actions easy to realise without additional resources and in a very short time)



Some definitions

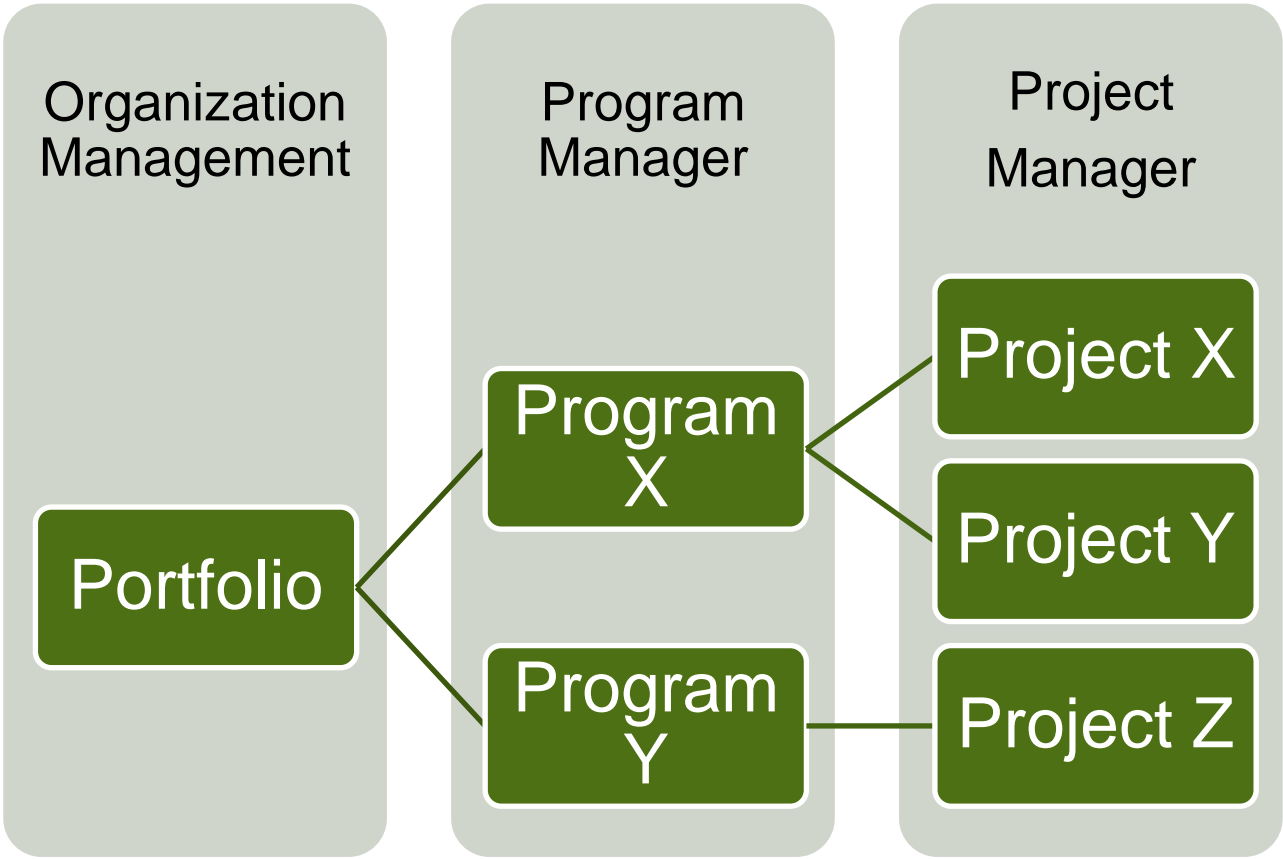
- **A *project* is:**

- Is **temporarily** (with a clear beginning and end)
- Using **limited resources**
- With as target the delivery of a **clear result**
- On the base of a **whole of activities.**

Some definitions

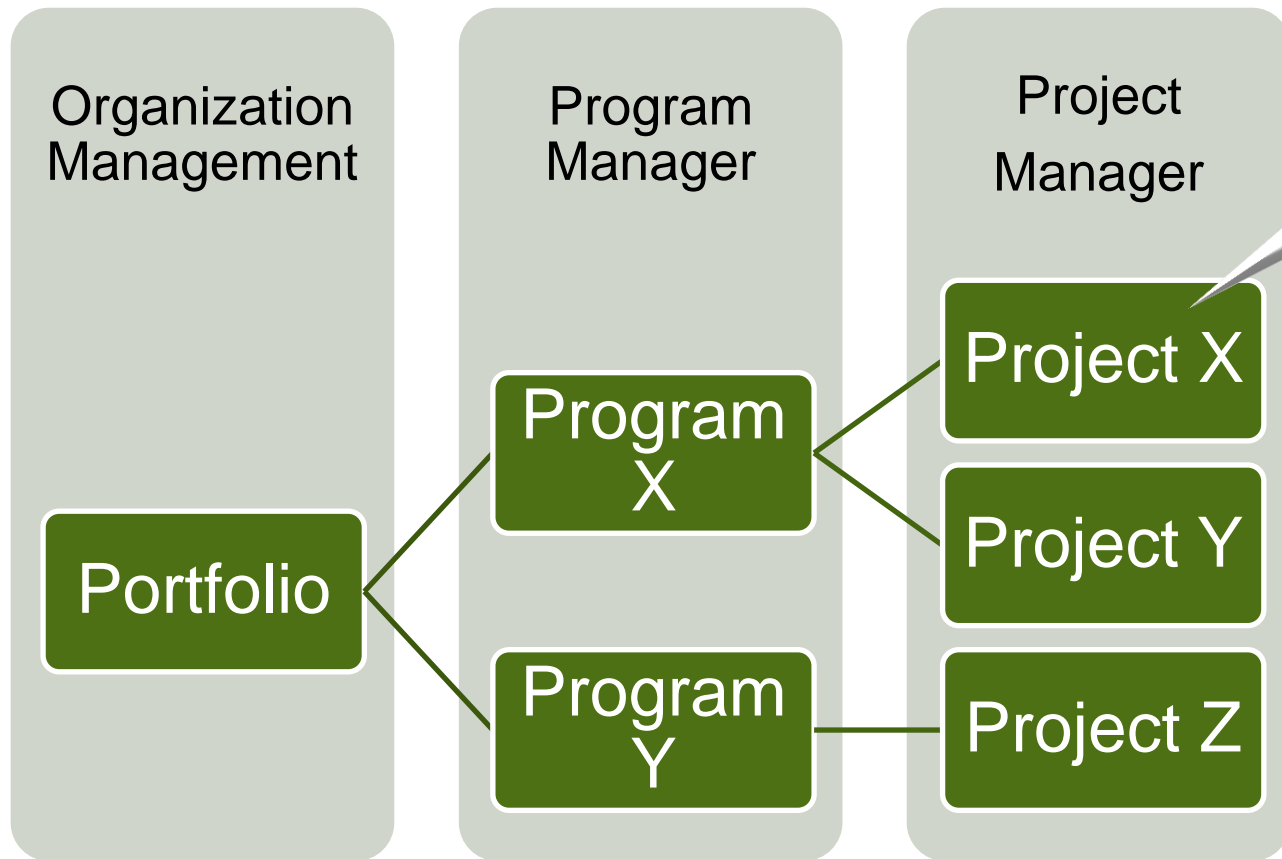
- ***Projectmanagement*** is the way projects are being organized, prepared, implemented and completed.
 - Optimal use of the resources involved,
 - Respect for the provided date of delivery,
 - Result conform the expectations.

Project hierarchy



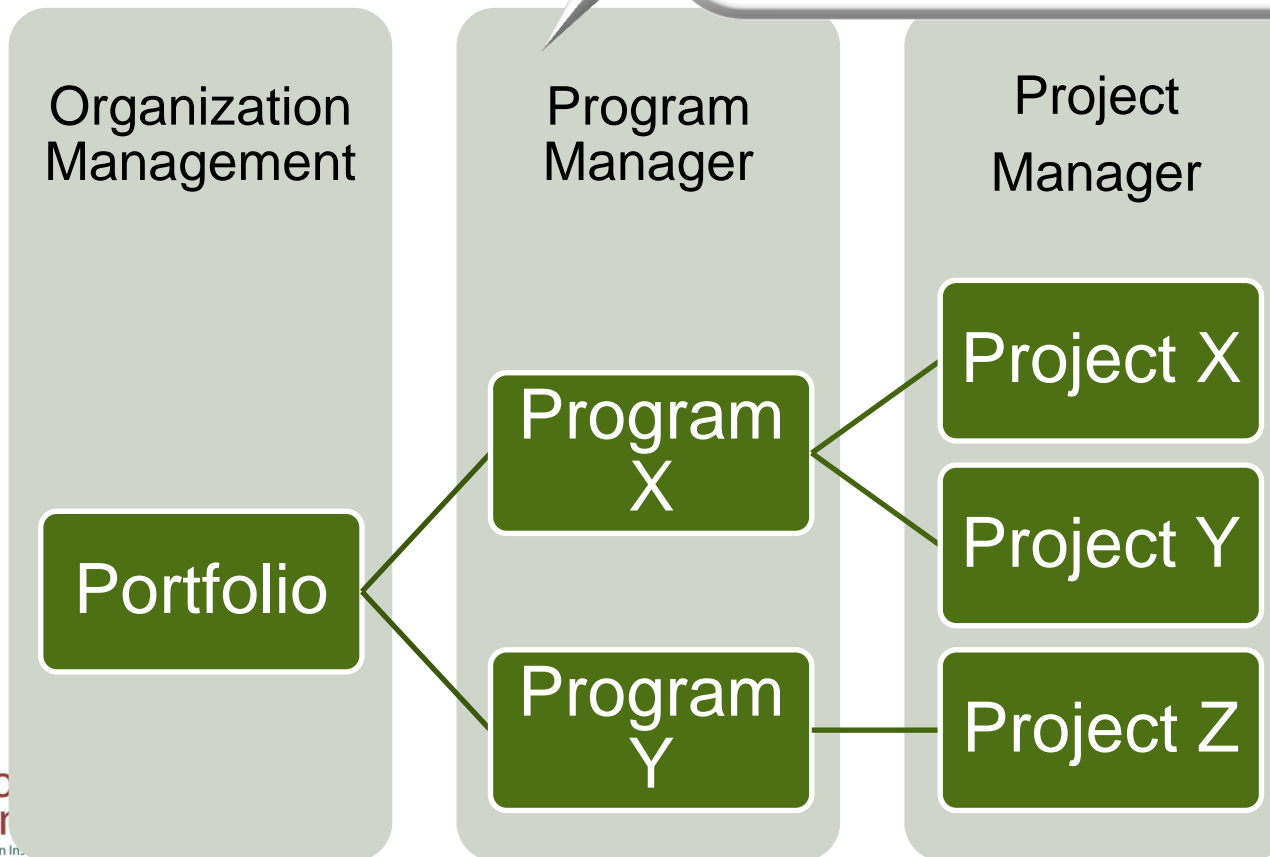
Project hierarchy

- ✓ Operational management
- ✓ Respect for Timing, Quality and Resources
- ✓ Assurance of the result
- ✓ Optimal use of resources (people and budget)

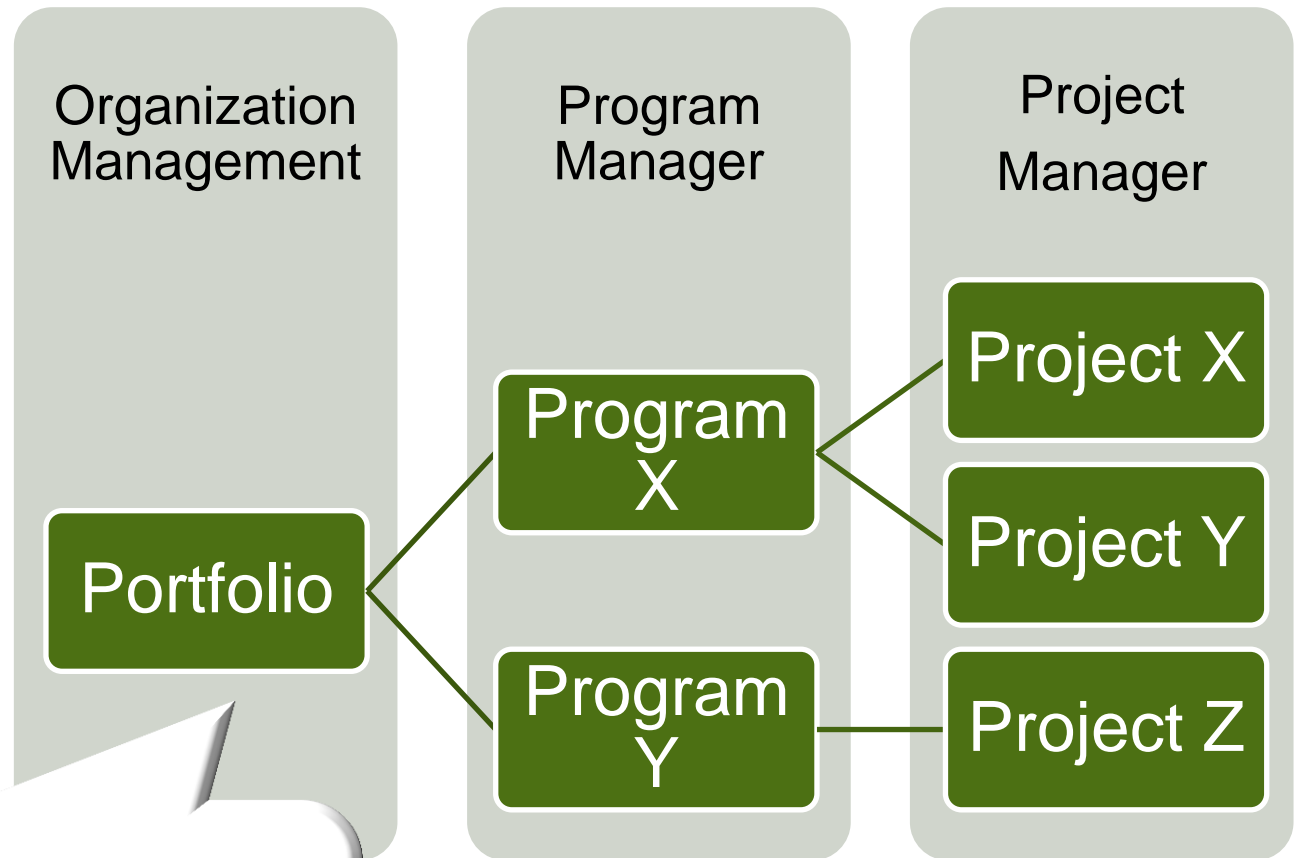


Project hierarchy

- ✓ Operational steering
 - Management of resources
 - Management of Timing
- ✓ Coordination
 - execution (methodology)
 - Result
 - Best practices



Project hierarchy



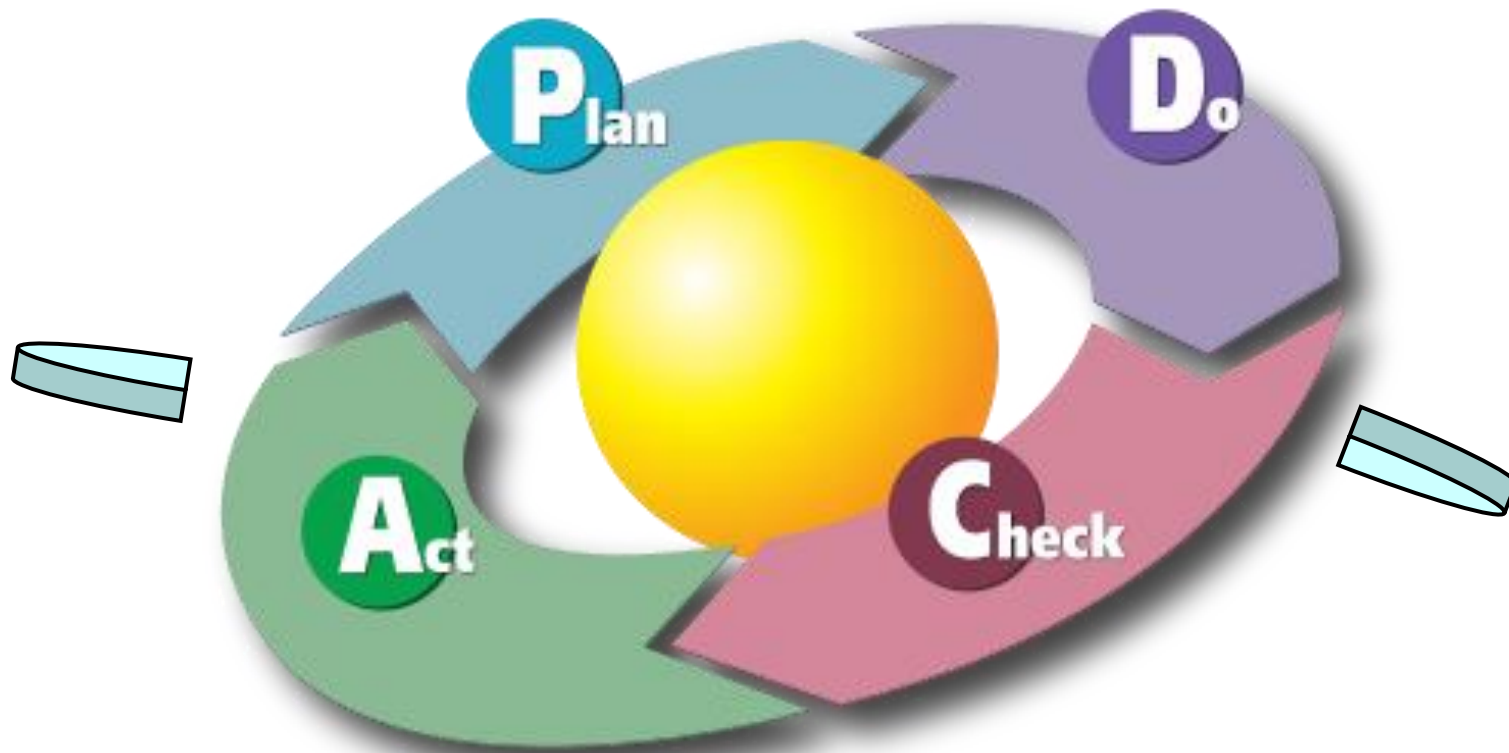
- ✓ Strategic steering
 - Project Selection
 - Prioritize
 - Consolidation of results
- ✓ Global management of resources

When do we need program mgt?

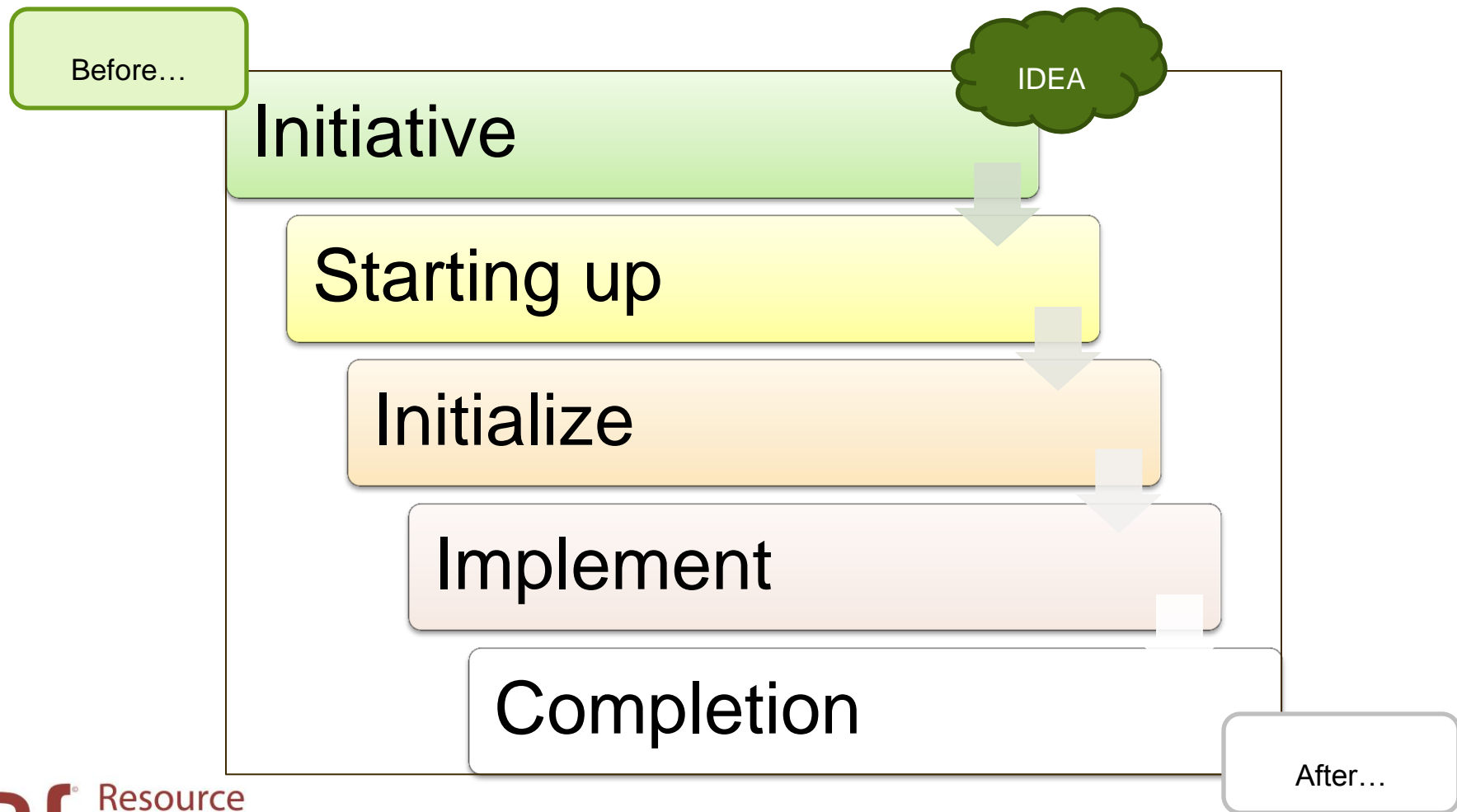
- **Look at all the individual pieces and dependencies.**
- **Determine how they inter-relate and get a gauge of who is working on what and where.**
- **As a rule of thumb, as the complexity of the deliverable increases, the need for a program (or even multiple programs) goes up.**
- **The choice to create a program will often become self-evident as the project manager begins to take ownership of various projects. Once a determination is made of the overall set of projects and how they inter-relate, a more informed decision can be made.**

3. PROJECT LIFE CYCLE

PDCA cycle (Deming)



Project Life Cycle



PLANNING

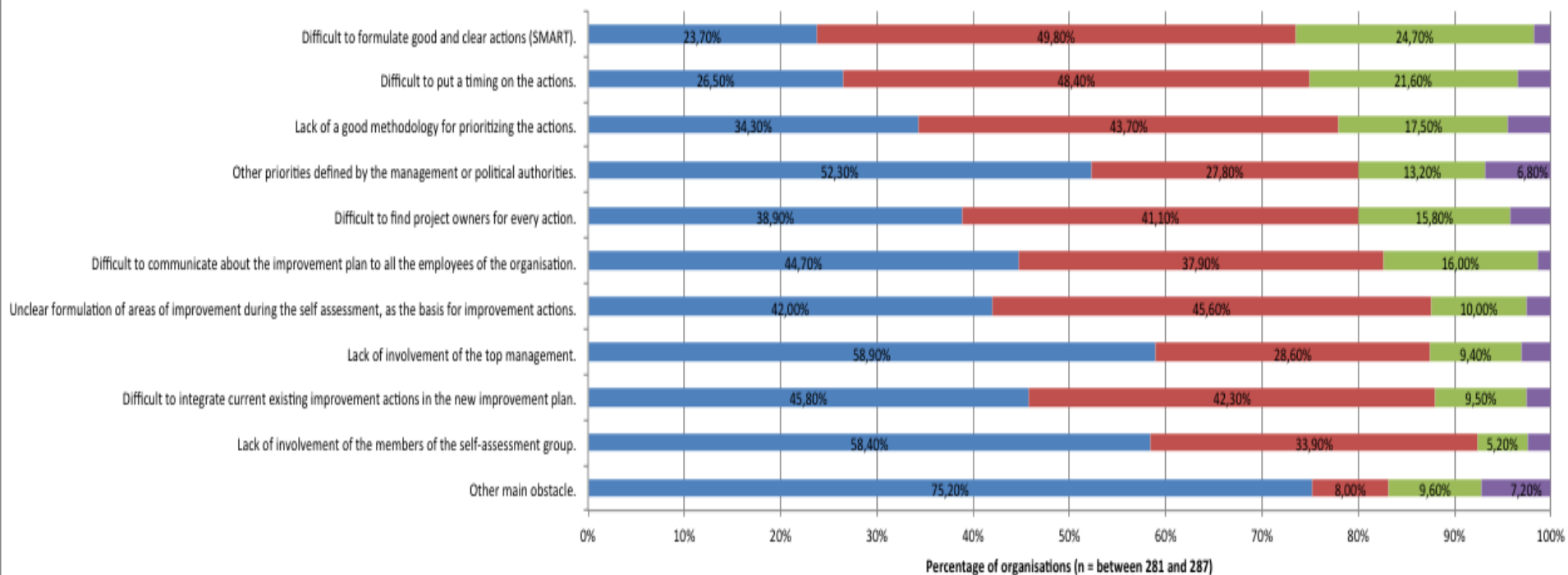
- **Define the subject and the objectives of the project**
 - Why do we want this project? (Cause)
 - Project definition
 - Why is this project relevant for the organization? (Business Case)
 - Point out necessary documents
 - Who are the customers, users and target groups?
 - What are the quality expectations?
 - What resources do we need?
 - What are the risks we are aware of now?
 - How will we organize us: steering committee, project team.....



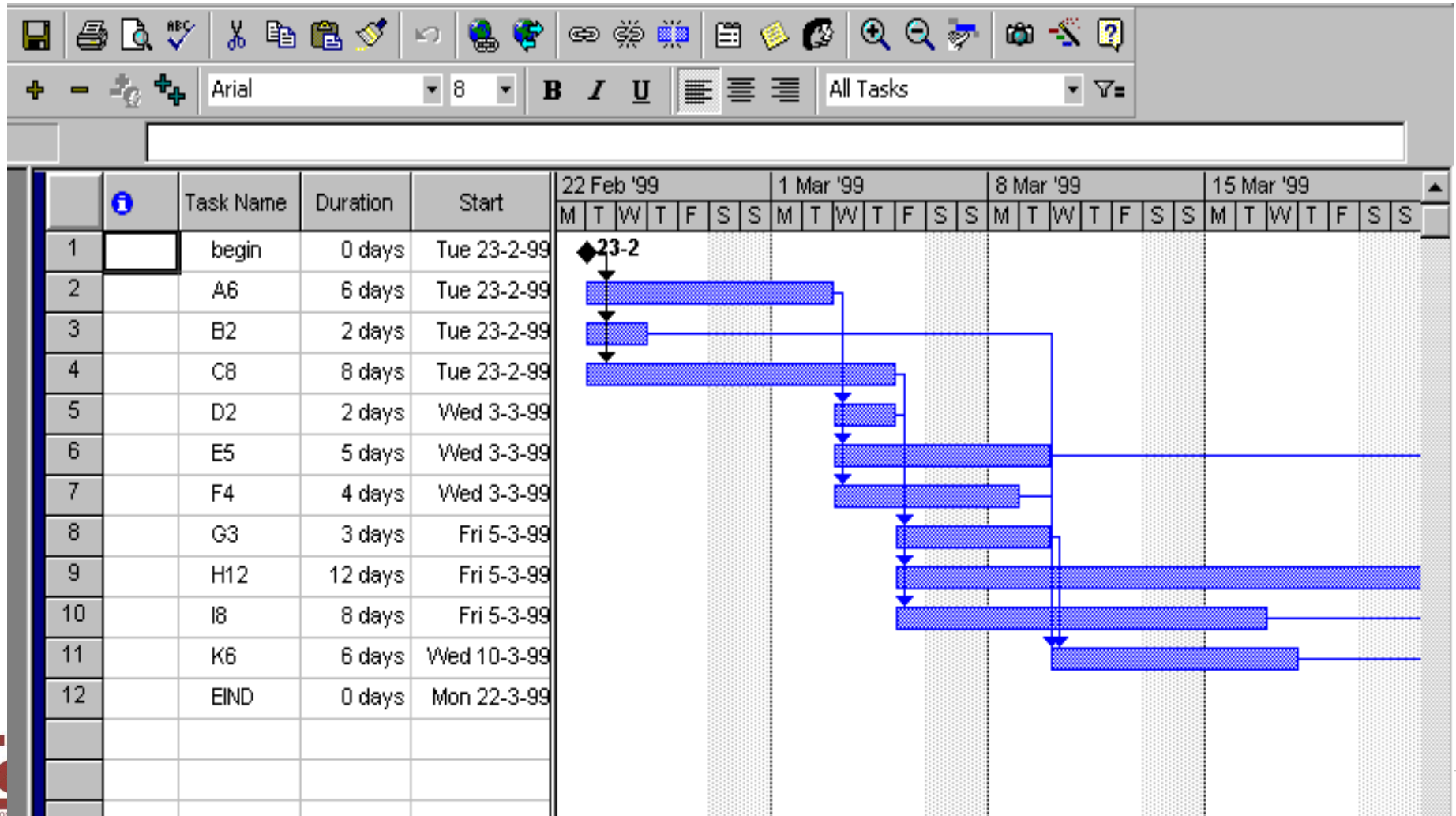
Obstacles in developing the improvement plan

(n = between 281 and 287, except 'other main obstacle': n = 125)

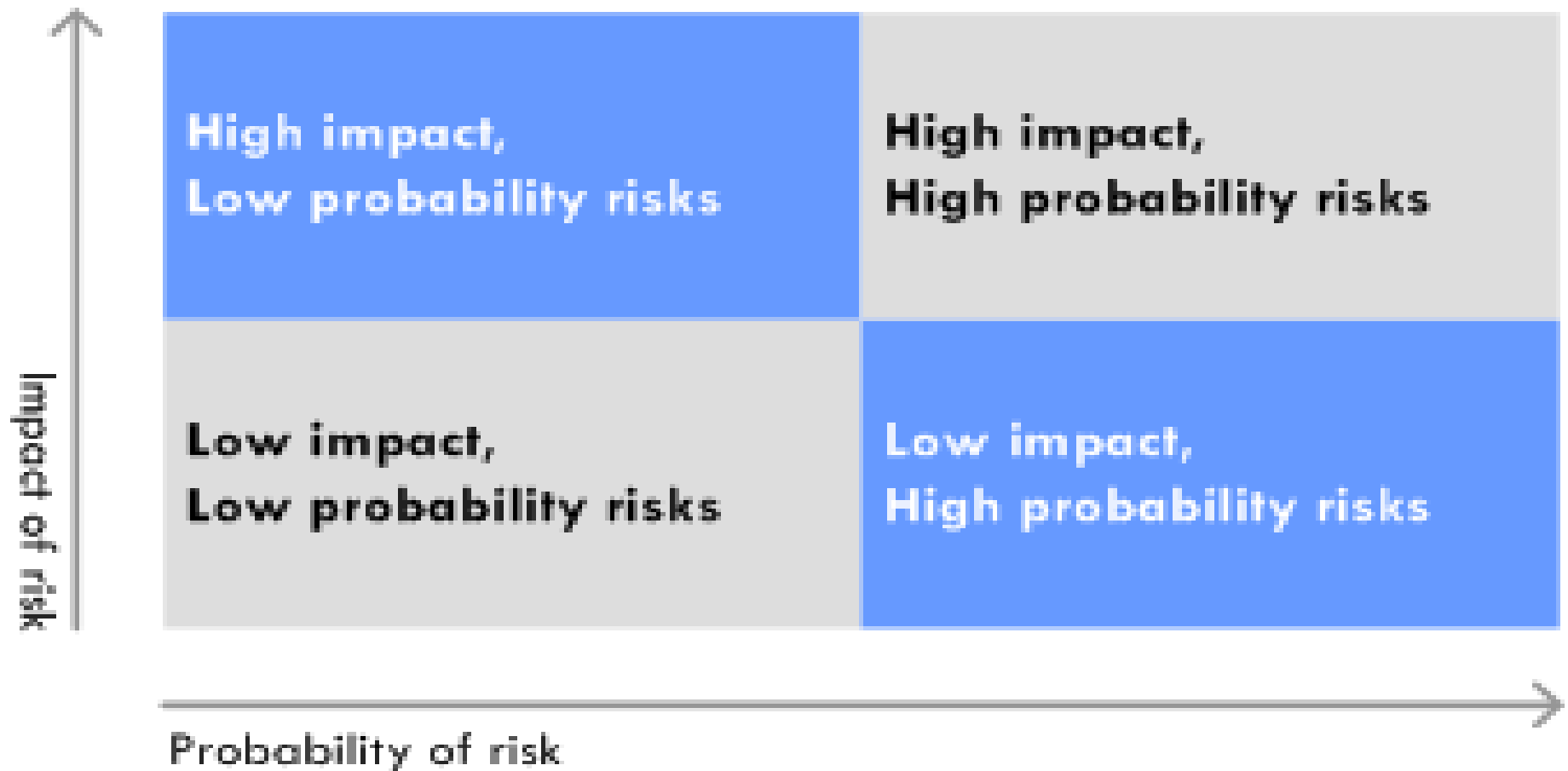
■ Not at all ■ To a limited extent ■ To a large extent ■ To a very large extent



Projectplan Planning & Gantt Chart



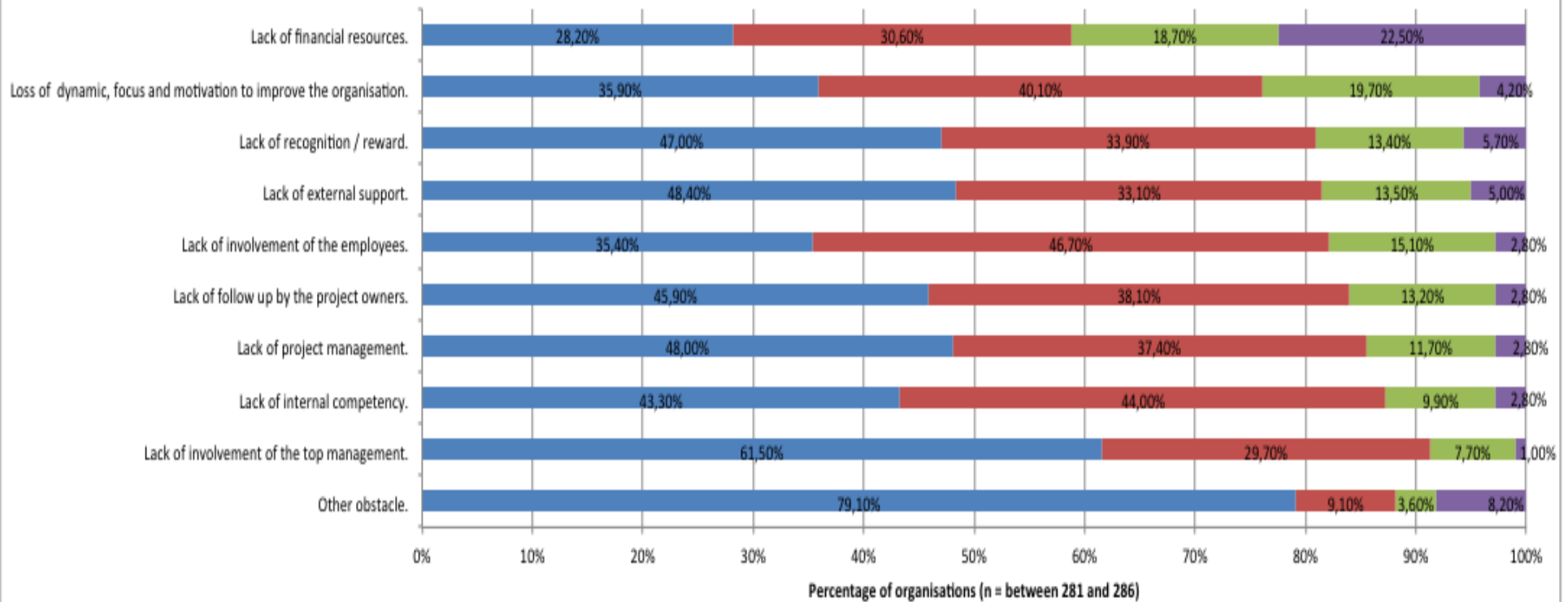
Risk analysis



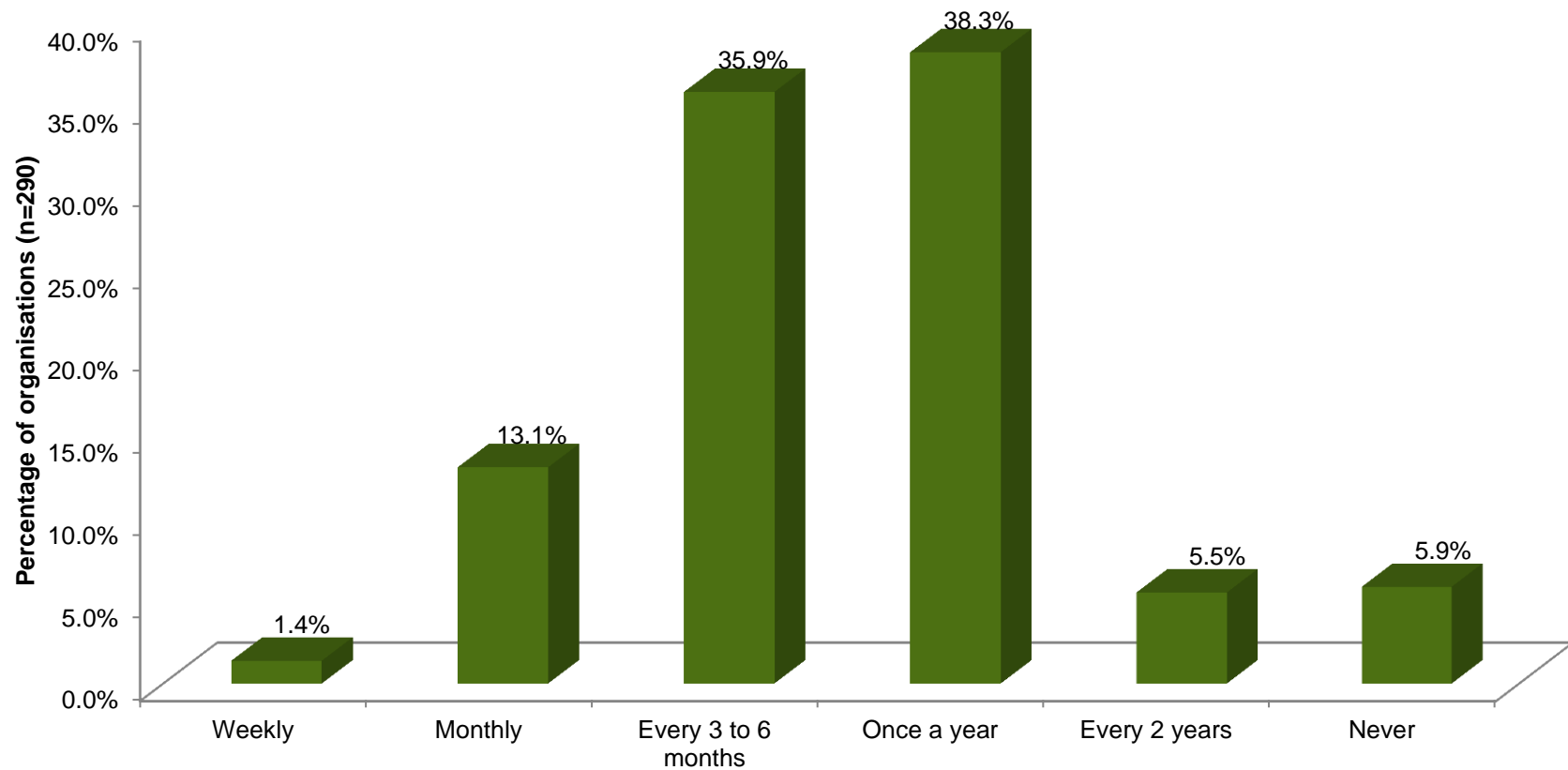
Obstacles in implementing the improvement actions

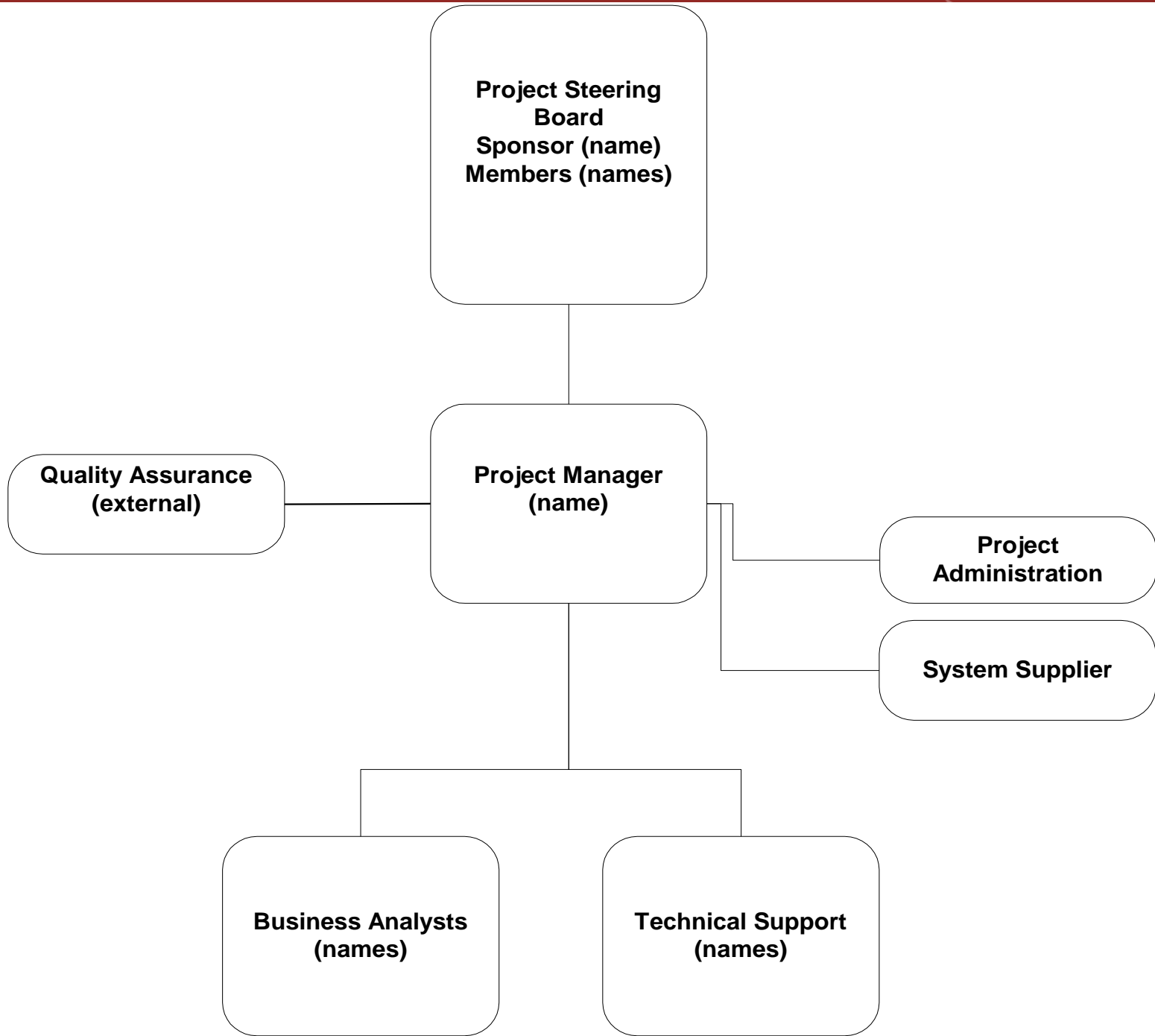
(n = between 281 and 286, except 'other': n = 110)

■ Not at all ■ To a limited extent ■ To a large extent ■ To a very large extent

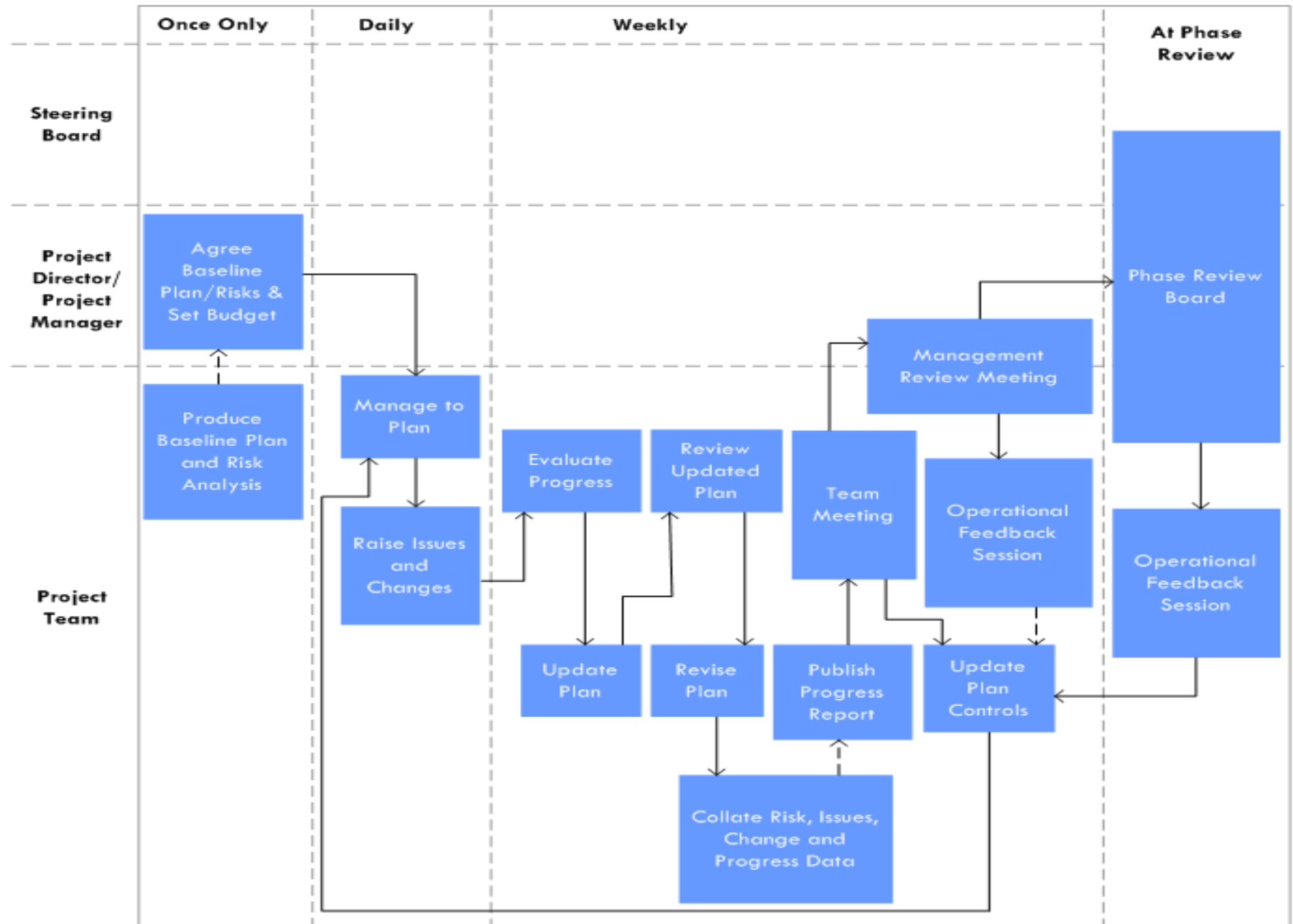


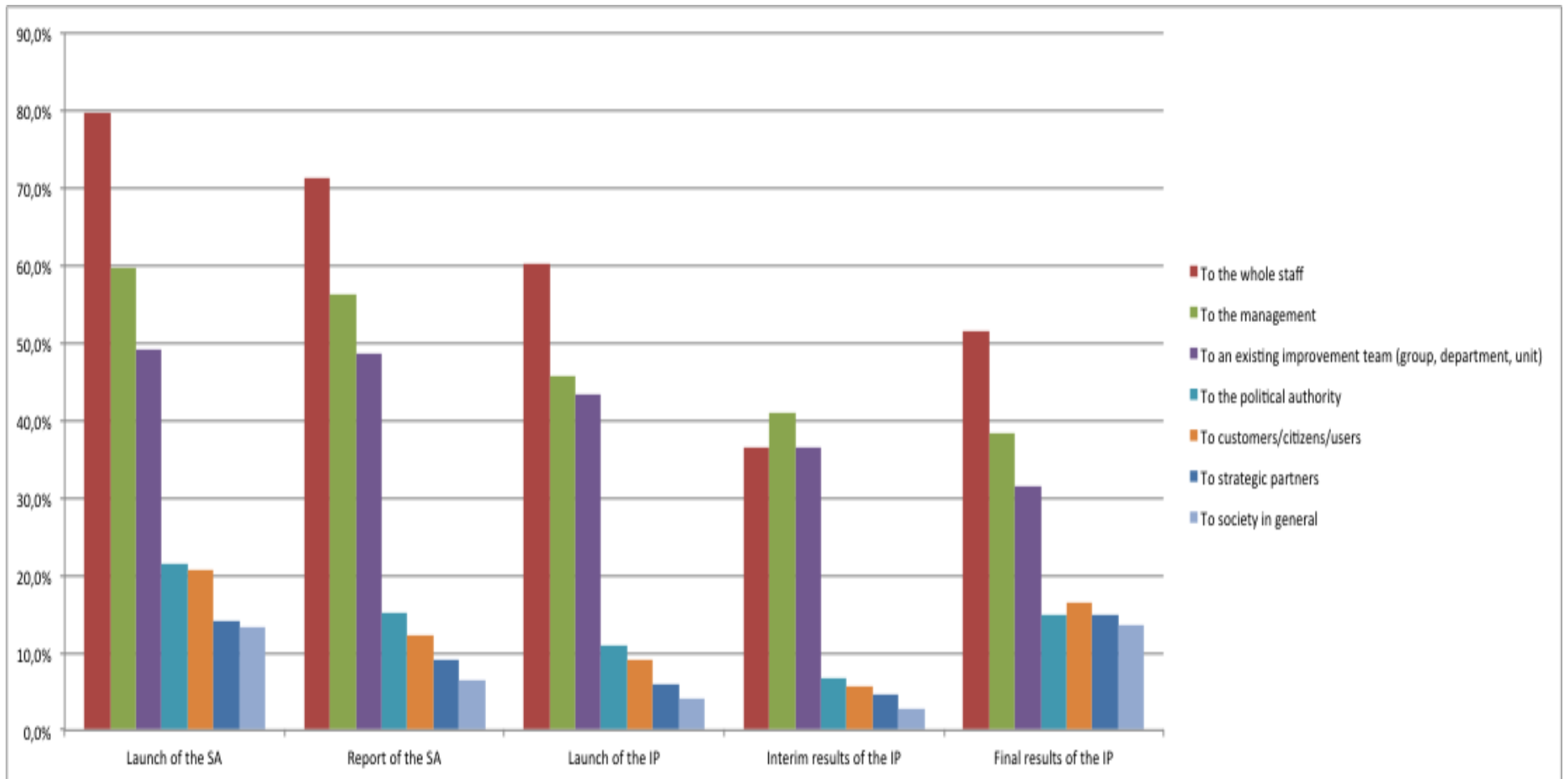
Monitoring by the top management (n = 290)





Project Reporting Schedule





Communication

- **Face to face informal communication**
- **Meetings**
- **Formal Briefings**
- **Email**
- **Intranet web pages**
- **Newsletters**
- **Notices/posters**
- **Manuals and formal project documents**



4. LESSONS

Common reasons for project failure:

- 1. Poor project specification**
- 2. Unrealistic timescales**
- 3. Timescales that are too long**
- 4. Inappropriate staff**
- 5. Insufficient involvement by senior management**
- 6. Failure to manage user expectations**
- 7. Failure to manage the change required**

TOP TIPS

1. There is no such thing as a 'standard' plan.
2. View the plan as a flexible framework to be adapted and changed.
3. Only plan in detail as far ahead as is sensible at the time.
4. Break your plan down into phases or stages.
5. Use your plan as a communication tool.
6. Consider including 'Pilots' in your plan.
1. Define your deliverables!



Remember... projects don't usually fail
at the end - they fail at the beginning !

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