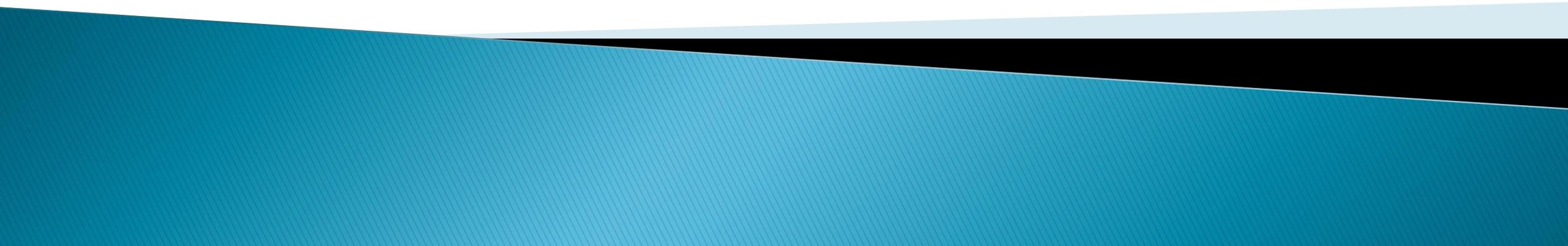


Unit 15: Managing Business Activities for Achieving Results

Lesson 5

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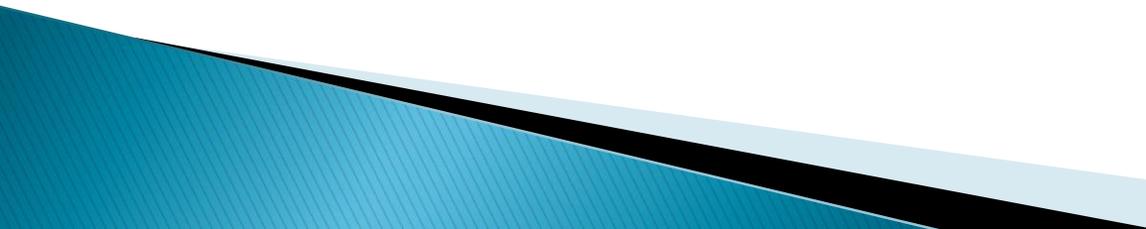
October 2016



Learning Outcome 2

- ▶ Be able to develop plans for own area of responsibility to implement operational plans:
 - AC 2.1 design plans which promote goals and objectives for own area of responsibility
 - AC 2.2 write objectives, which are specific, measurable, achievable, realistic and timebased to align people and other resources in an effective and efficient way
 - AC 2.3 implement appropriate systems to achieve objectives in the most efficient way, on time, to budget and meeting organisational standards of quality
 - AC 2.4 carry out work activities meeting the operational plan through effective monitoring and control

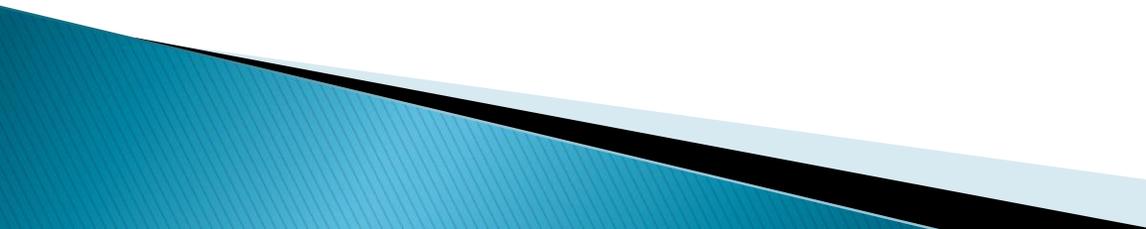
In This Session

- ▶ LO2 Be able to develop plans for own area of responsibility to implement operational plans:
 - AC 2.4 Carry out work activities meeting the operational plan through effective monitoring and control
 - ▶ Assessment Criteria
 - ▶ Review Questions
 - ▶ References
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INTRODUCTION

- ▶ It is an imperative that during the implementation of plans, projects and programmes that a system is in place to monitor and control the activities to ensure that the implementation go according to plan.
 - ▶ Implements of Operational Plan, has several tools and techniques available to them to keep implementation on schedule within time and according to the goals and objectives of the organisation - quality.
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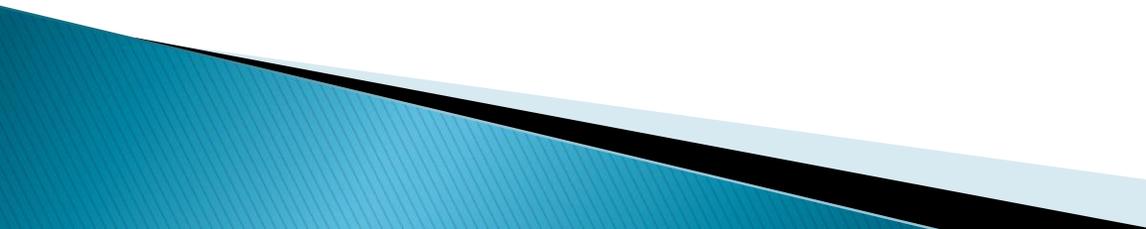
What does it mean to monitor your progress?

- ▶ Monitoring your project initiative can help you weigh your actions against the results to see if you are meeting the goals of your stakeholders and the project. In a sense, monitoring data helps you understand how well the initiative is functioning. That is, monitoring can help pinpoint where the actions of the initiative are not producing the desired effects.
 - ▶ Additionally, the monitoring system can help you.
 - Better understand the initiative
 - Make decisions concerning the programming of the initiative
 - Promote awareness of accomplishments
 - Recruit support
 - Secure funding
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The Monitoring System

- ▶ There are three key parts to the monitoring system:
 - Process and outcome measures
 - Observational monitoring system
 - Regular feedback on performance

Process Measures

- ▶ Process measures are the activities that take place during the initiative which help you determine how well things are going.
 - ▶ Process measures can include many aspects of your initiative, such as:
 - **Members who participate:** the number and type of participants, frequency of attendance, and turnover rate of the members. Example – # of person attend general meeting of the initiative.
 - **Planning products:** written objectives, by-laws, or committees that contribute to the initiative. Eg. sales plan for the department was approved by the Board and will be implemented immediately.
 - **Media coverage:** by radio, television, and print media. Eg. 10 five minute radio spots describing one of your group's projects aired on a local FM radio station.
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Outcome Measures

- ▶ While process measures document the specific methods you use to create change, outcome measures explain the overall impact that occurs as a result of these individual actions.
- ▶ Outcome measures highlight the changes that happen in the organisation as a result of the work done by your initiative.
- ▶ These include:
 - **Changes in programs**, such as a new or modified service program. ◦Example: A parenting class was implemented by the initiative.

Outcome Measures cont

- **Changes in policies**, such as a new or modified policy. ◦Example: A city ordinance was passed requiring owners of cigarette vending machines to place on every machine a sign that states "No cigarette sales to minors." The legislation was introduced at the urging of the Law Enforcement and Government Committee.
 - **Changes in practices**, such as a new or modified practice. ◦Example: Merchants displayed signs describing the penalty for selling alcohol to minors and the need for proper identification.
- ▶ As you can see, the monitoring system involves several components that will help your group determine how it's doing, what it's doing correctly, and what can be improved.

How do you monitor your Progress?

- ▶ Before you can start analysing your data, you first have to collect it. What follows is a guide to creating the observational monitoring system that you will need to collect the data.
 - ▶ Collect data by completing event logs and other forms on a regular basis
 - ▶ Event logs are written accounts of the major activities of the initiative. They might also be used to record any changes in the community brought about by the initiative, such as new programs, policies, or practices related to the initiative's goals and mission.
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The Event Log

- ▶ The event log might include important information such as:
 - The month/day/year of the event
 - A description of the event itself, including:
 - Why it was important
 - What happened as a result
 - A description of the details of the event, including:
 - Who was involved
 - What organizations contributed people and resources
 - What community sector or objective this relates to
 - If this is the first time this event happened

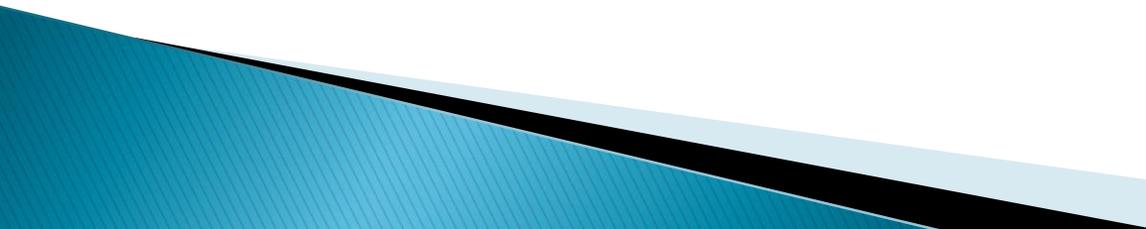
CONTROLLING IMPLEMENTATION

- ▶ It is important that during implementation, the manage control the different operational variables, otherwise the plan may fail. Cost, quality, schedule, procurement, risk and communication must be properly managed during the monitoring of the implementation.
- ▶ **Control Costs** is the process of monitoring the status of the project to update the project budget and managing changes to the cost baseline (PMBOK Guide, Fifth Edition, Glossary).
- ▶ **Tools & Techniques:** Earned Value Management; Forecasting; To-complete Performance Index (TCPI); Performance Reviews; Project Management Software; Reserve Analysis
- ▶ **Control Quality** is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes. (PMBOK® Guide, Fifth Edition, Glossary). The Statistical Process Control and assist in ensuring that quality is maintained.
- ▶ .

CONTROLLING IMPLEMENTATION

- ▶ **Control Risks** is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. (PMBOK® Guide, Fifth Edition, Glossary)
- ▶ **Tools & Techniques:** Risk Reassessment; Risk Audits; Variance and Trend Analysis; Technical Performance Measurement; Reserve Analysis; Meetings
- ▶ **Control Procurements** is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate (PMBOK® Guide, Fifth Edition, Glossary).
- ▶ **Tools & Techniques:** Contract Change Control System; Procurement Performance Reviews; Inspections and Audits; Performance Reporting; Payment Systems; Claims Administration; Records Management System
- ▶ .

CONTROLLING IMPLEMENTATION

- ▶ **Control Communications** is the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. (PMBOK® Guide, Fifth Edition, Glossary)
 - ▶ **Tools & Techniques:** Information Management System; Expert Judgment; Meetings
 - ▶ **Control Schedule** is the process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan. (PMBOK® Guide, Fifth Edition, Glossary)
 - ▶ **Tools & Techniques:** Performance Reviews; Project Management Software; Resource Optimization Techniques; Modelling Techniques; Leads and Lags; Schedule Compression; Scheduling Tool
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Further readings

- ▶ <http://keydifferences.com/difference-between-strategic-planning-and-operational-planning.html>
- ▶ http://www.dpac.tas.gov.au/___data/assets/pdf_file/0003/228522/Strategic_Operational_and_Planning_Toolkit.pdf
- ▶ <http://www.leoisaac.com/operations/ops001.htm>

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- ▶ PMI (2008) PMBOK (Project Management Body of Knowledge) Guide, Fourth Edition
- ▶ Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition, Project Management Institute, Inc., 2013.
- ▶ PMBOK® Guide, Fifth Edition, Glossary