☐ BSB50215 – DIPLOMA OF BUSINESS
☐ BSB50618 – DIPLOMA OF HUMAN RESOURCES MANAGEMENT
☐ BSB51918 – DIPLOMA OF LEADERSHIP AND MANAGEMENT

Study Support materials for

BSBPMG522 - Undertake Project Work

STUDENT HANDOUT

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Define project	1.1 Access project scope and other relevant documentation 1.2 Define project stakeholders 1.3 Seek clarification from delegating authority of issues related to project and project parameters 1.4 Identify limits of own responsibility and reporting requirements 1.5 Clarify relationship of project to other projects and to the organisation's objectives 1.6 Determine and access available resources to undertake project
2. Develop project plan	2.1 Develop project plan in line with the project parameters 2.2 Identify and access appropriate project management tools 2.3 Formulate risk management plan for project, including Work Health and Safety (WHS) 2.4 Develop and approve project budget 2.5 Consult team members and take their views into account in planning the project 2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan
3. Administer and monitor project	3.1 Take action to ensure project team members are clear about their responsibilities and the project requirements 3.2 Provide support for project team members, especially with regard to specific needs, to ensure that the quality of the expected outcomes of the project and documented time lines are met 3.3 Establish and maintain required recordkeeping systems throughout the project 3.4 Implement and monitor plans for managing project finances, resources and quality 3.5 Complete and forward project reports as required to stakeholders 3.6 Undertake risk management as required to ensure project outcomes are met 3.7 Achieve project deliverables
4. Finalise project	4.1 Complete financial recordkeeping associated with project and check for accuracy 4.2 Ensure transition of staff involved in project to new roles or reassignment to previous roles 4.3 Complete project documentation and obtain necessary sign-offs for concluding project
5. Review project	5.1 Review project outcomes and processes against the project scope and plan 5.2 Involve team members in the project review 5.3 Document lessons learned from the project and report within the organisation

What is a project?

A project is generally defined as a program of work to bring about a beneficial change and which has:-

- a start and an end
- a multi-disciplinary team brought together for the project
- constraints of cost, time and quality
- a scope of work that is unique and involves uncertainty

Examples of a project:-

- The development and introduction of a new services
- The development of a management information system
- The introduction of an improvement to an existing process
- Setting up a new care initiative
- The creation of a large tender or the preparation of a response to it.
- The production of a new customer newsletter, catalogue or Web site

How is a project different to any other work?

A continuous process is not a project. The development of a new rent or lettings policy is a project but the subsequent day to day operation of that policy is a continuous process that is usually managed by an individual or a department.

Is Project Management relevant to me?

If you have been given a specific job to complete then you should consider using the principles of project management if it has the following features:-

- A defined goal
- Time, cost and quality (or functionality) constraints
- Requires expertise and support from other functions
- Involves a unique (to you or the organisation) scope of work

Using a project team approach will help you to achieve the beneficial gain in a structured, controlled and cost effective way.

The Project Life Cycle

A typical methodology would involve a number of stages and activities which occur at different parts of the life cycle.

- The preparation stage involves the project manager and sponsor in the preparation and approval of an outline project justification, plan and project budget.

  N.B. There is no reason why a project sponsor should not also be the project manager. A senior manager who has a strong business reason to drive the project will have the organisational authority and "clout" with other senior managers and will often make an excellent project manager.

- The startup stage involves the selection and briefing of the project team and some discussion on the roles and organisation.

- The Feasibility or Research stage will establish whether the project is feasible and establish the risks and key success measures. Unless the organisation undertakes research or new product development, feasibility often means 'can this process or technology be cost effectively applied to the organisation or department', rather than is it generally feasible. It may include the identification of external resources such as specialist consultants or product and service providers who may wish to tender goods, software or services for the project.

- The work will be undertaken by the team (which may include external consultants) and coordinated by the project manager. This team should consist of the key users or main beneficiaries of the beneficial change the project is delivering (hence the term 'project deliverables' or 'products'. They may be line managers, supervisors or staff with particular skills. They must be the best people available and never those 'who can be spared' because they have difficult or awkward personalities. The object is to build a team that is better than the sum of the individuals.

  N.B. it is often the difficult people who consider and manage the detail. Their expertise and diligence should not be ignored but they are usually happier working in a solitary way or with likeminded individuals.

- Defining and planning the project in more detail by writing and publishing a full definition of the project and determining a project plan. This work is undertaken by the team and coordinated by the project manager. Both should be communicated widely to ensure maximum understanding of the project's objectives by all staff who will be affected by the project. Now is the time to ensure their input to minimise surprises at a later stage.

- The implementation stage involves the execution of the project as agreed, whilst carefully monitoring progress and managing changes. The team may need to be expanded at this stage to resource all the tasks. If so, it is essential they are fully briefed and feel 'included' as part of the team.

- When project management is not an integrated part of an organisation's culture it is a very good idea to undertake some team building events that allow the team to work together in a competitive but non-threatening environment. As people get used to forming and dissolving teams the need for and style of such team building events will be decided by the team.

- The close down stage involves the satisfactory delivery (satisfactory to the project 'customer' that is) of the products or services that achieve the beneficial gain. A project review should be held to learn the lessons. These should be formally documented and published 'warts and all'.

So what does a Project Manager do?

Typically a project manager will be nominated to lead a project and will be expected to be fully accountable for meeting its objectives. The project manager will be the leader of the project team and will be responsible for ensuring the following are completed in a timely way:-

- Gaining approval for the project aim and terms of reference
- Selecting and leading the team and setting individual objectives
- Ensuring a feasibility study is complete
- Ensuring that the project is planned in appropriate detail
- Allocating and monitoring the work and cost
- Motivating the team
- Reporting progress back to the organisation
- Helping the team to solve project problems
- Achieve, through the team, the goals
- Reviewing and closing down

What skills does a project manager need?

Very broad skills and a deal of experience are needed to manage a large project successfully. They include business knowledge, technical skills and individual and team leadership skills.

Individual Skills

The personal skills are likely to include good presentation and persuasive skills, good written skills but allied to goal orientation, high energy and credibility.

N.B. Having high energy does not mean you play squash five times a week but that you have the intellectual energy and commitment to deliver the project with a positive 'we can do it' team approach. Good project managers know their own strengths and weaknesses and will compensate for these in selecting the team.

Team Skills

They will appreciate the differing needs of both individuals and the project team at different stages of the project. They will be aware of different team types.

Technical Skills

They will have technical skills in setting objectives, planning complex tasks, negotiating resource, financial planning, contract management, monitoring skills, managing creative thinking and problem solving, as well as their own specialist topic.

What tools and techniques are used?

Project managers use a number of tools and techniques during a project life cycle such as:-

Verifiable objective setting

This ensures that the objectives for the project can be measured and verified to ensure that they have been met.
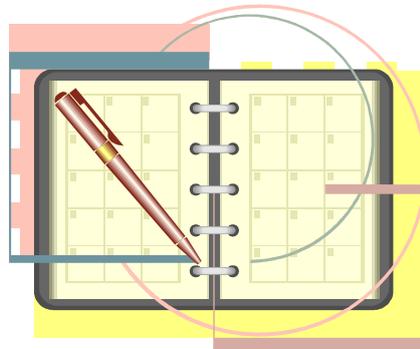
Brain storming

This technique is used at all stages of the project to encourage creative thinking and solve problems

Work Breakdown Structures

This is a technique to analyse the content of work and cost by breaking it down into its component parts. It is produced by:-

- Identifying the key elements
- Breaking each element down into component parts
- Continuing to breakdown until manageable work packages have been identified. These can then be allocated to the appropriate person.

Below is a work breakdown structure for the recruitment of a new person to fill a vacant post.
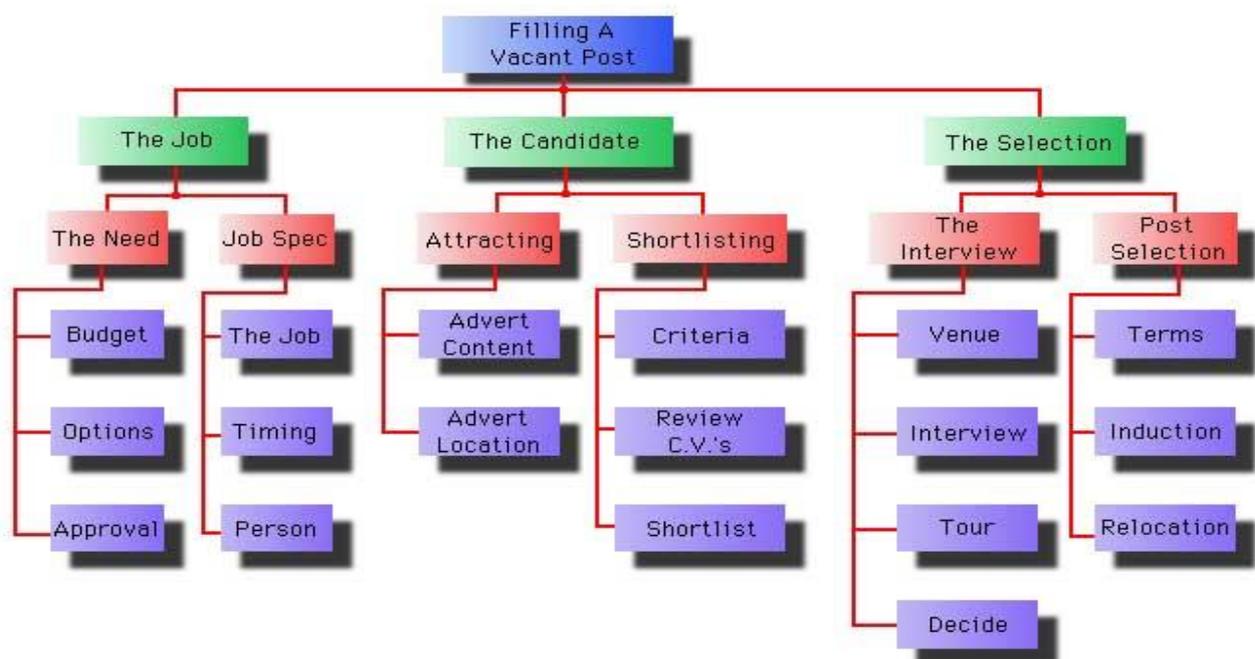
Project Evaluation Review Technique (PERT)

Network analysis or PERT is used to analyse the inter-relationships between the tasks identified by the work breakdown structure and to define the dependencies of each task. Whilst laying out a PERT chart it is often possible to see that assumptions for the order of work are not logical or could be achieved more cost effectively by re-ordering them. This is particularly true whilst allocating resources; it may become self-evident that two tasks cannot be completed at the same time by the same person due to lack of working hours or, conversely, that by adding an extra person to the project team several tasks can be done in parallel thus shortening the length of the project.

Below is the **PERT** chart of the WBS shown above after network analysis has been applied.

Critical path analysis (CPA)

CPA is used in conjunction with PERT analysis to identify the tasks that are critical in determining the overall duration of the project.

Milestone Planning

Milestone planning is used to show the major steps that are needed to reach the goal on time. When several tasks have been completed the milestone is reached. It is often used at senior manager reviews.

What are Milestones? Why are they called Milestones?
Imagine you are walking along the road and you see a milestone that says 20 miles to London so you keep walking and later you see one that says 10 miles to London. Now you know that you are going in the right direction and you have made some progress. That is the principle of project milestones. For example, if the project is to build a house then completing each significant chunk of work could be considered a milestone on the road to building the house. For example the milestones might be:-

- Planning permission granted
- Foundations laid
- Walls constructed
- Roof built
- Fixtures, fittings and services completed
- Garden landscaped
- House inspected and approved
- House sold

For simple projects, a milestone plan may be the only plan required.

Accrued cost and earned value analysis

These measures enable the progress of the project to be monitored in financial terms.

Gantt charts

Gantt charts (named after the inventor) or bar charts, as they are sometimes called, are used to display and communicate the results of PERT and Critical Path analysis in a simple bar chart format that can be readily understood by those not involved in the detail of the project.

The **PERT** chart above is now displayed as a **Gantt** chart below.

ID	Task Name	Duration
1	Establish the need	2d
2	Set target date	1d
3	Establish leadtimes	1d
4	Book venue	1d
5	Choose advert location	1d
6	Agree format	2d
7	Devise tests	5d
8	Job description	2d
9	Set criteria	1d
10	Write advert	2d
11	Place advert	1d
12	Shortlist	3d
13	Invite candidates	1d
14	Conduct interviews	3d
15	Take decision	1d
16		
17		

When you manage any project you are usually dealing with lots of different types of people….. it is important that everyone knows what they are supposed to be doing and by when – to ensure the project is completed on time.

How to Manage a Project

1. **Define the Scope**
   The first, and most important, step in any project is defining the scope of the project. What is it you are supposed to accomplish by managing this project? What is the project objective? Equally important is defining what is not included in the scope of your project. If you don't get enough definition from your boss, clarify the scope yourself and send it back upstairs for confirmation.

2. **Determine Available Resources**
   What people, equipment, and money will you have available to you to achieve the project objectives? As a project manager, you usually will not have direct control of these resources, but will have to manage them through a matrix management. Find out how easy or difficult that will be to do.

3. **Check the Timeline**
   When does the project have to be completed? As you develop your project plan you may have some flexibility in how you use time during the project, but deadlines usually are fixed. If you decide to use overtime hours to meet the schedule, you must weigh that against the limitations of your budget.

4. **Assemble Your Project Team**
   Get the people on your team together and start a dialog. They are the technical experts. That's why their functional supervisor assigned them to the project. Your job is to manage the team.

5. **List the Big Steps**
   What are the major pieces of the project? If you don't know, start by asking your team. It is a good idea to list the steps in chronological order but don't obsess about it; you can always change the order later.

6. **List the Smaller Steps**
   List the smaller steps in each of the larger steps. Again, it usually helps you remember all the steps if you list them in chronological order. How many levels deep you go of more and more detailed steps depends on the size and complexity of your project.

7. **Develop a Preliminary Plan**
   Assemble all your steps into a plan. What happens first? What is the next step? Which steps can go on at the same time with different resources? Who is going to do each step? How long will it take? There are many excellent software packages available that can automate a lot of this detail for you. Ask others in similar positions what they use.

8. **Create Your Baseline Plan**
   Get feedback on your preliminary plan from your team and from any other stakeholders. Adjust your timelines and work schedules to fit the project into the available time. Make any necessary adjustments to the preliminary plan to produce a baseline plan.

9. **Request Project Adjustments**
   There is almost never enough time, money or talent assigned to a project. Your job is to do more with the limited resources than people expect. However, there are often limits placed on a project that are simply unrealistic. You need to make your case and present it to your boss and request these unrealistic limits be changed. Ask for the changes at the beginning of the project. Don't wait until it's in trouble to ask for the changes you need.

10. **Work Your Plan, But Don't Die for It**
    Making the plan is important, but the plan can be changed. You have a plan for driving to work every morning. If one intersection is blocked by an accident, you change your plan and go a different way. Do the same with your project plans. Change them as needed, but always keep the scope and resources in mind.

11. **Monitor Your Team's Progress**
    You will make little progress at the beginning of the project, but start then to monitor what everyone is doing anyway. That will make it easier to catch issues before they become problems.

12. **Document Everything**
    Keep records. Every time you change from your baseline plan, write down what the change was and why it was necessary. Every time a new requirement is added to the project write down where the requirement came from and how the timeline or budget was adjusted because of it. You can't remember everything, so write them down so you'll be able to look them up at the end-of-project review and learn from them.

13. **Keep Everyone Informed**
    Keep all the project stakeholders informed of progress all along. Let them know of your success as you complete each milestone, but also inform them of problems as soon as they come up. Also keep you team informed. If changes are being considered, tell the team about them as far ahead as you can. Make sure everyone on the team is aware of what everyone else is doing

Basic Project Management Outline

A successful Project Manager must simultaneously manage the four basic elements of a project: resources, time, money, and most importantly, scope. All these elements are interrelated. Each must be managed effectively. All must be managed together if the project, and the project manager, is to be a success.

- **Resources -** People, equipment, material

- **Time -** Task durations, dependencies, critical path

- **Money -** Costs, contingencies, profit

- **Scope -** Project size, goals, requirements

   Most literature on project management speaks of the need to manage and balance three elements: people, time, and money. However, the fourth element is the most important and it is the first and last task for a successful project manager. First and foremost you have to manage the project scope.

   The project scope is the definition of what the project is supposed to accomplish and the budget (of time and money) that has been created to achieve these objectives. It is absolutely imperative that any change to the scope of the project have a matching change in budget, either time or resources. If the project scope is to build a building to house three widgets with a budget of $100,000 the project manager is expected to do that. However, if the scope is changed to a building for four widgets, the project manager must obtain an appropriate change in budgeted resources. If the budget is not adjusted, the smart project manager will avoid the change in scope.

   Usually, scope changes occur in the form of "scope creep". Scope creep is the piling up of small changes that by themselves are manageable, but in aggregate are significant. For example, the project calls for a building to be 80,000 square feet in size. The client wants to add a ten foot long, 4 foot wide awning over one bay door. That's a pretty minor change. Later the client wants to extend the awning 8 feet to cover the adjacent bay. Another minor change. Then it's a change to block the upwind side to the covered area to keep out the wind. Later, it's a request to block the other end to make the addition more symmetrical. Eventually, the client asks for a ceiling under the awning, lights in the ceiling, electrical outlets, a water faucet for the workers, some sound-proofing, and a security camera. By now, the minor change has become a major addition. Make sure any requested change, no matter how small, is accompanied by approval for a change in budget or schedule or both.

You cannot effectively manage the resources, time and money in a project unless you actively manage the project scope.

When you have the project scope clearly identified and associated to the timeline and budget, you can begin to manage the project resources. These include the people, equipment, and material needed to complete the project.

Managing Resources - People, Equipment, and Material

A successful Project Manager must effectively manage the resources assigned to the project. This includes the labor hours of the designers, the builders, the testers and the inspectors on the project team. It also includes managing any labor subcontracts. However, managing project resources frequently involves more than people management. The project manager must also manage the equipment used for the project and the material needed by the people and equipment assigned to the project.

- **People -** Project employees, vendor staff, subcontract labor
- **Equipment -** Cranes, trucks, backhoes, other heavy equipment or Development, test, and staging servers, CD burners or Recording studio, tape decks, mixers, microphones and speakers
- **Material -** Concrete, pipe, rebar, insulation or CD blanks, computers, jewel cases, instruction manuals

Managing the people resources means having the right people, with the right skills and the proper tools, in the right quantity at the right time. It also means ensuring that they know what needs to be done, when, and how. And it means motivating them to take ownership in the project too.

Managing direct employees normally means managing the senior person in each group of employees assigned to your project. Remember that these employees also have a line manager to whom they report and from whom the usually take technical direction. In a matrix management situation, like a project team, your job is to provide project direction to them. Managing labor subcontracts usually means managing the team lead for the subcontracted workers, who in turn manages the workers.

The equipment you have to manage as part of your project depends on the nature of the project. A project to construct a frozen food warehouse would need earth moving equipment, cranes, and cement trucks. For a project to release a new version of a computer game, the equipment would include computers, test equipment, and duplication and packaging machinery. The project management key for equipment is much like for people resources. You have to make sure you have the right equipment in the right place at the right time and that it has the supplies it needs to operate properly.

Most projects involve the purchase of material. For a frozen food warehouse, this would be freezers, the building HVAC machinery and the material handling equipment. For a project to release a music CD by a hot new artist, it would include the CD blanks, artwork for the jewel case, and press releases to be sent to deejays. The project management issue with supplies is to make sure the right supplies arrive at the right time (we'll talk about the right price later).

All your skill in managing resources won't help, however, unless you can stick to the project schedule. Time management is critical in successful project management

Managing Time and Schedule

Time management is a critically important skill for any successful project manager. I have observed that Project Managers who succeed in meeting their project schedule have a good chance of staying within their project budget. The most common cause of blown project budgets is lack of schedule management. Fortunately there is a lot of software on the market today to help you manage your project schedule or timeline.

- **Tasks -** Duration, resources, dependencies
- **Schedule -** Tasks, predecessors, successors
- **Critical Path -** Changeable, often multiple, float

Any project can be broken down into a number of tasks that have to be performed. To prepare the project schedule, the project manager has to figure out what the tasks are, how long they will take, what

resources they require, and in what order they should be done. Each of these elements has a direct bearing on the schedule.

If you omit a task, the project won't be completed. If you underestimate the length of time or the amount of resources required for the task, you may miss your schedule. The schedule can also be blown if you make a mistake in the sequencing of the tasks.

Build the project schedule by listing, in order, all the tasks that need to be completed. Assign duration to each task. Allocate the required resources. Determine predecessors (what tasks must be completed before) and successors (tasks that can't start until after) each task. It's pretty simple and straightforward. For instance, think of a project called "Getting Dressed in the Morning". The task "put on shirt" may have a longer duration if it is a buttoned dress shirt than if it's a pullover. It doesn't matter which order you complete the tasks "put on right shoe" and "put on left shoe", but it is important to complete the "put on pants" task before starting the "put on shoes" task.

The difficulty in managing a project schedule is that there are seldom enough resources and enough time to complete the tasks sequentially. Therefore, tasks have to be overlapped so several happen at the same time. Project management software (see sidebar) greatly simplifies the task of creating and managing the project schedule by handling the iterations in the schedule logic for you.

When all tasks have been listed, resourced, and sequenced, you will see that some tasks have a little flexibility in their required start and finish date. This is called float. Other tasks have no flexibility, zero float. A line through all the tasks with zero float is called the critical path. All tasks on this path, and there can be multiple, parallel paths, must be completed on time if the project is to be completed on time. The Project Manager's key time management task is to manage the critical path.

Be aware, that items can be added to or removed from the critical path as circumstances change during the execution of the project. Installation of security cameras may not be on the critical path, but if the shipment is delayed, it may become part of the critical path. Conversely, pouring the concrete foundation may be on the critical path, but if the project manager obtains an addition crew and the pour is completed early it could come off the critical path (or reduce the length of the critical path).

Regardless of how well you manage the schedule and the resources, there is one more critical element - managing the budget.

Managing Costs, Money, and Profits

Often a Project Manager is evaluated on his or her ability to complete a project within budget. If you have effectively managed the project resources and project schedule, this should not be a problem. It is, however, a task that requires the project manager's careful attention. You can only manage effectively a limited number of cost items, so focus on the critical ones (see the 80-20 Rule in the sidebar).

- **Costs -** Estimated, actual, variability
- **Contingencies -** Weather, suppliers, design allowance
- **Profit -** Cost, contingencies, remainder

Each project task will have a cost, whether it is the cost of the labor hours of a computer programmer or the purchase price of a cubic yard of concrete. In preparing the project budget, each of these costs is estimated and then totaled. Some of these estimates will be more accurate than others. A company knows what it will charge each of its projects for different classifications of labor. Commodities like concrete are priced in a very competitive market so prices are fairly predictable. Other estimates are less accurate. For instance, the cost of a conveyor system with higher performance specifications that normal can be estimated to be more expensive, but it is hard to determine whether it will be 10% more or 15% more. For an expensive item, that can be a significant amount.

When the estimated cost of an item is uncertain, the project budget often includes a design allowance. This is money that is set aside in the budget "just in case" the actual cost of the item is wildly different than the estimate.

Unusual weather or problems with suppliers are always a possibility on large projects. Companies usually include a contingency amount in the project budget to cover these kinds of things.

So a project budget is composed of the estimated cost, plus the contingency and design allowance, plus any profit. The project manager's job is to keep the actual cost at or below the estimated cost, to use as little of the design allowance and contingency as possible, and to maximize the profit the company earns on the project.

To maximize your chances of meeting your project budget, meet your project schedule. The most common cause of blown budgets is blown schedules. Meeting the project schedule won't guarantee you will meet the project budget, but it significantly increases your chances. And above all, manage the project scope. Don't allow the project scope to "creep" upward without getting budget and/or schedule adjustments to match.

Successful project management is an art and a science that takes practice. The ideas presented above can give you a basic understanding of project management, but consider it only a beginning. If your job or career path includes project management, and you want to improve your skills, talk to successful project managers, read, and practice. Project management can be a very rewarding career.

Four steps to monitoring

1) Establish areas where monitoring is needed. Concentrate on what is most important to your plan's success for example improving quality, reducing stock levels and consider the danger points and what could cause the most damage if the plan went wrong. Think about your objectives and targets.
2) Establish specific measures to monitor. What counts the most? Measure what supports your organization's vision and mission. So you don't take too much time by over – monitoring look for critical control points and monitor those.
3) Compare what is happening with what should be happening. Once you know what to measure then monitoring becomes simply comparing what is happening to what should be happening and sometimes (as is needed) take remedial action. Some variation always occurs. You have to decide which variations are important enough to move onto step 4 and take corrective action.
4) Take action as necessary. When you find that actual performance is not meeting the desired performance implement your contingency plans as discussed above.

PROJECT BRIEF

ITEMS:		BY WHOM:
Name of Project		
Date of event		
Timing of event		
Objective – why are we doing this or what do we want to achieve?		
Goal at end of project		
Who will be involved in the project (give a full description of all participants)		
Venue		
Address of venue		
Cost of tickets or other entry fee charge		
Promotion – what is planned		
How do you propose selling the tickets		
What permits are required and how to acquire them		
What else		

Complete the attached timeline of activities to ensure that the project milestones are being achieved.

A full budget is to be completed and attached to the Project Brief.

Project Title: _____   **Date:**_____

Timelines for action items

Action Item	Name	Date of activity				
Prepare Survey						
Identify results of survey						
Agree on type of event						
Identify suitable date						
Identify venue						
Allocate an Event Organiser						
Prepare budgets						
Allocate tasks to members						
Prepare invitation & send out – electronically and paper						
Accept RSVP's. Identify who has not replied and contact them.						
Appoint caterer and do shopping						
Collect money & pay all bills						
Entertainment arranged						
Appoint First Aid people						
Venue and equipment set up						
Arrange photographer						
Allocate legal responsibilities						
Running Sheet, MC etc						
Provide map and how to get there						
Arrange transport to venue						
Saving the Spot						
Cooking on day						
Clean up area						
Debrief Meeting Date						

DRAFT BUDGET – SAMPLE ONLY

INCOME		
Ticket sales @ $20 ea		
TOTAL		
EXPENSES		
Venue Hire		
Cleaning Costs		
Printing		
Extras		
Equipment Hire		
Advertising & Promotion		
Transport		
Food costs		
TOTAL		
Profit		

Project plan summary template:

1. **Mandate paragraph**	State the organization's mandate, always starting with "The mandate of the <<NAME OF THE ORGANIZATION>> is......."
	Example: **The mandate of the** Canadian Cancer Society, Saskatchewan Division, is to improve dissemination of information and support along the continuum of cancer services within Saskatchewan.
2. **Partners paragraph** (PHAC must never be listed as a partner)	This paragraph identifies partnerships and/or collaborations between the organization and other stakeholders as a means of achieving the objectives of the project.
	Example: **The partners with whom the organization will work on this project are:** the Federation of Canadian Municipalities; Canadian Institute of Transportation Engineers, Canadian Institute of Planners, Canadian Urban Transit Association; Better Environmentally Sound Transportation; Go for Green; Green Communities Canada; and, Transportation Association of Canada.
3. **Objectives paragraph** (Objectives are not activities)	This paragraph provides a summary of the changes that the organization hopes to accomplish through the activities of the project.
	Example: **The overall objective of the project is** to contribute to the development of healthy aging priorities and policies within Canada, by capitalizing on expertise and experience from seniors and community organizations representing seniors health issues.

4. Activities paragraph	This paragraph contains a list of the major activities that the project will undertake to achieve the objectives. Example: **The activities that the organization will undertake to meet the objectives are:** identify, for the purpose of networking, the community organizations involved in healthy aging activities; bring these stakeholders together to identify how to collaborate on healthy aging policies and programs; and develop a workshop, based on the outcome of activities, that will be presented at the upcoming World Exposition of Innovation-Design for an Aging Society (September 2008) being organized by the International Federation on Ageing.
5. Expected results paragraph	This paragraph describes the intended outcomes of the project which are clearly linked to achieving the objectives of the project. Example: **The expected results of the project are**: the identification of the strategies that could enhance healthy aging policy and practice from the perspective of senior-serving organizations; and a connected network of seniors and senior-serving organizations focused on healthy aging.
6. Tools to measure results paragraph	This paragraph describes how the organization will measure the results of the project. If measuring tools have not yet been identified, provide information on the intended approach to be used. Example 1: **The tools that the organization will use to measure the results of the project are**: surveys, pilot tests and focus groups involving educators, community leaders and children and youth. Example 2: **The results of the project will be measured through** the number of new emergency plans prepared by community organizations and the development of best practices and emergency plans that can be used as models for other communities.

Key Terms

Autonomous Work Groups A work team with delegated responsibility for a defined part of an organization's activities with the freedom to organize its own resources

Analytical (Job Evaluation) A method of job evaluation which involves assessing the worth of a job by dividing it into factors

Critical Path The longest sequence of activities through a project network, it is called the critical path because any delay in any of its activities will delay the whole project

Gantt Chart A graphical tool used to show expected start and end times for project activities, and to track actual progress against these time targets

Matrix Management A system of management operating in a horizontal as well as vertical organization structure, where, typically, a manager reports to two superiors – one a departmental/line manager and the other a functional/ project manager

Revenue Centre (Income centre) is a unit such as a sales section within an organization where income is accumulated and identified with a specific project or organizational entity; the manager is held accountable for the revenue generated by the subunit

Scheduling A term used in planning and control to indicate the detailed timetable of what work should be done, when it should be done and where it should be done

Helpful Websites:

http://www.cio.com.au/article/166486/how_create_clear_project_plan/

http://www.brighthubpm.com/project-planning/60068-tips-and-example-for-a-project-proposal/

http://teamgantt.com/guide-to-project-management/

http://management.about.com/od/projectmanagement/ht/ProjMgtSteps.htm