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Self help module 4: Project management

module 4

Introduction

This module is designed for use by project leaders and people on committees that are involved in making Main Street/Small Town projects work.

Project management is both an art and a science. A good project manager is a big-picture thinker, entrepreneur, team leader, alliance-builder and good at detail. He or she must be able to anticipate problems, synchronise a group effort and deal with conflict when it arises.

This module will introduce some of the tools and techniques of project management, and how they can be used in Main Street/Small Towns projects. We will also discuss people management skills that have a big impact on the success or failure of a project.

What is a project?

Projects vary in size and complexity, but generally they have very specific aims, a defined budget and a limited time span.

Projects are usually distinct from ongoing tasks such as general administration and day-to-day management of the office. However, developing and improving a system, moving offices or organising a volunteer training program are examples of finite projects that are part of the coordinator's management activities.

This module focuses on the more formal and significant projects that are identified as priority actions in the Strategic Plan (see *Self Help Module 3 – Collaboration and Strategic Planning*). These projects are initiated to achieve priority objectives, and are likely to involve a range of people. Examples of projects might include an event, a cooperative marketing campaign, a feasibility study or a plan to repaint the main street. However project management techniques and tools can be applied to any set of activities that have a beginning and an end, with a limited timeframe.

How do projects get started?

Once the Strategic Plan has been developed some of the priority actions become the projects for that year. A team leader will be appointed to run the project, and assigned the appropriate decision making and expenditure delegations.

The project team leader might be the coordinator, a committee member, a member of the community, or someone hired for their specialist expertise. A project team or committee will be appointed to assist the project team leader. Raising revenue for the project will be part of the overall responsibility of the team.

Clear project aims – the purpose of a brief

Recent research suggests that poor project definition is one of the two main causes of project failure (the other is insufficient support). If the aims are imprecise the project is in danger of floundering or delivering the wrong outcomes.

Being explicit about the project's aims and key tasks from the outset will also help you evaluate success later.

Clarifying the project aims is the purpose of the brief. The brief will also describe the project methodology and outline the timeframe and resources needed for successful implementation.

The brief can also be used to make sure that other stakeholders, such as the sponsoring organisation understand and endorse the basics of the project.

Briefs will vary. Complex projects will contain more detail than simpler ones. (See pages 16 and 17 for a proforma project brief and a sample project brief). Some of the common elements are described on page 2.

What to include in a Project Brief

Introduction or background

Factors leading to the need for the project.

A statement of main aims

A concise statement describing the project's basic purpose.

Other aims

Subsidiary aims (if there are any).

Constraints

Some projects may be constrained by specific issues such as:

- Availability of volunteers, equipment, or expertise
- Legal requirements
- Financial limitations

Key tasks

Key tasks or milestones. The project manager and the team will develop the details once the project is under way.

Timeframe

Start and finish dates. Other milestone dates, such as a mid-term report may also be specified.

Financial resources

Sources of funds and fundraising.

Management of the project

Project manager.

Team members.

Formal reporting arrangements to the committee, funding or sponsoring organisation.

Getting the project started

Assessing the project context

Every project has a context. A project may be a new initiative or a regular feature of the Strategic Plan in successive years. It might or might not be controversial in the community. Other funding bodies may have a significant influence on the outcomes. Assessing these strategic issues at the beginning will help avoid problems as the project proceeds.

The following checklist may help you to prepare for your project.

Questions to ask yourself

- **Are the project's aims controversial or neutral?**

  If your project's aims are controversial you will need good support from key stakeholders.
- **Are the project's aims changing or static?**

  If the aims are changing you may need to review your project plan frequently, be prepared to change direction and keep people informed of modifications. If untried solutions are part of the plan, do your research and be ready with a back-up plan.
- **Are there many stakeholders or just a few?**

  If there are many stakeholders you will have to work harder at communicating.
- **Are the key stakeholders committed to the project's aims?**

  If not, the project is at risk. Before you start, think about how to get their commitment.
- **Are untried solutions part of the plan?**

  Untried solutions carry a greater risk of failure in the implementation phase of the project. Do your research. You will probably need back-up plans.
- **Is the pace of the project likely to be rapid or gradual?**

  If the pace of the project is rapid, there is a possibility you will encounter resistance. Plan for this.

Managing stakeholder expectations

Many Main Street/Small Town projects are very visible in the community. It is vital to understand what the different stakeholders expect, and to get people on side early. This is especially important if the success of the project depends on someone else's contributions, as for example in a cooperative marketing campaign.

Be sure to identify all stakeholders. Leaving people out leads to resentment. Clarify the expectations of the key stakeholders. When there are competing expectations, make this fact known. It helps people redefine and agree on priorities and realistic outcomes. Be clear on the needs and expectations that will not be met. Nothing is worse than over-promising and under-delivering!

Examples of stakeholders for your project may include:

- Property owners
- Council
- Sponsors
- Media organisations
- The committee
- Retailers/businesses
- The funding body for this project
- Other government funding bodies
- The community generally
- Special interest groups

Research

If the project is breaking new ground, the research phase will be important. If you don't know where to start, call other coordinators for advice. The local library is a good place to get business and community information. For example, if you are planning an event, you might want to check with the regional calendar to make sure that your dates do not clash with others in the region (see *Self Help Module 14 – Event management*).

Questions to ask yourself about each stakeholder

- **How is this stakeholder affected by the project?**
- **What are their needs and concerns?**
- **What are their ideal outcomes?**
- **What constraints will this stakeholder place on the project?**

Planning the project

Planning is the process of sequencing activities and organising resources to get to the aim of the project. A good project plan will help you to identify problems and ensure the project is completed on time.

There are many manual and computer-based tools available to help organise and communicate the project plan. We describe some of the manual tools in the following pages.

Scheduling

Questions to ask yourself ...

- **Is the end-date dictated by a fixed event?**

  If this is the case you will need to schedule from the end of the project to the start date. Although this seems backwards, many projects are achieved in exactly that fashion!

- **Do you know what resources are available at each stage?**

  If you are able to access more resources you may be able to shorten the time taken.

- **Is your project breaking new ground?**

  If so, it may be difficult to predict all the sequences. You may have to make an initial guess and be prepared to adjust the timeframes. Stay flexible to take advantage of opportunities.

Scheduling definitions

Milestones

Milestones are significant events and outcomes in the project. In the example of Noah's project on page 6, 'rain starts' and 'set sail' are marked as milestones (shown as ◆ on a Gantt Chart). On an events project, 'fence in place' might be a milestone, or 'press release issued' for a marketing project. Select only a few, as too many distract from the project as a whole.

Critical path

The critical path is the longest path through project. Delays on the critical path will delay whole project. The critical path is sometimes shown in a different colour. Noah's project (as expressed in this module) is too simple for a critical path to be useful. There is a more complex Gantt Chart in the resources section, which shows the critical path.

Scheduling – a step-by-step process

1. Brainstorm and list tasks

Each task should be discrete and separate. Include everything you can think of, including the final activities such as shutdowns and reimbursement of claims. A useful group method of generating a list is to use yellow sticky note pads. Each activity is written on a separate sheet to help with the next step.

It sometimes helps to think about tasks in categories that can then be broken down into tasks and sub-tasks. An example: Northwood Concert

Staging	**Stage**	**Obtain quotes**
Marketing	Lighting	Select supplier
Performances	Sound	Stage contract
Judging/Prizes	Crew	Storage pickup
	Hospitality	Security

2. Sort the tasks into their approximate sequence, and list them in order on the *Scheduling Chart* (see page 6)

This is made easier with the 'yellow sticky notes method'. Tasks can be grouped together, and then organised into sequence by sticking them on a wall. Alternatively, brainstorm the list and re-sequence it directly on a whiteboard.

3. Number the tasks

4. Estimate the time taken for each task

The time estimate should be the duration of the task (how long it will take), not the period in which it will take place.

5. Identify the 'dependency relationships' between tasks

Look at each task and identify which of the preceding tasks must be completed before this one can begin. Use the task number or numbers to indicate this (see step 3).

6. Identify project start and completion dates

7. Identify milestones

Milestones are significant events and outcomes in the project. Select only a few.

8. Organise the tasks on a *Gantt Chart* (see page 7) to fit within those dates

You may find that the tasks fit perfectly within the timeframe. If not, think about how you can change the project to achieve the end-date. You could use other resources to speed up a task or start part of the project earlier.

Noah's Ark – planning for 'The Flood'

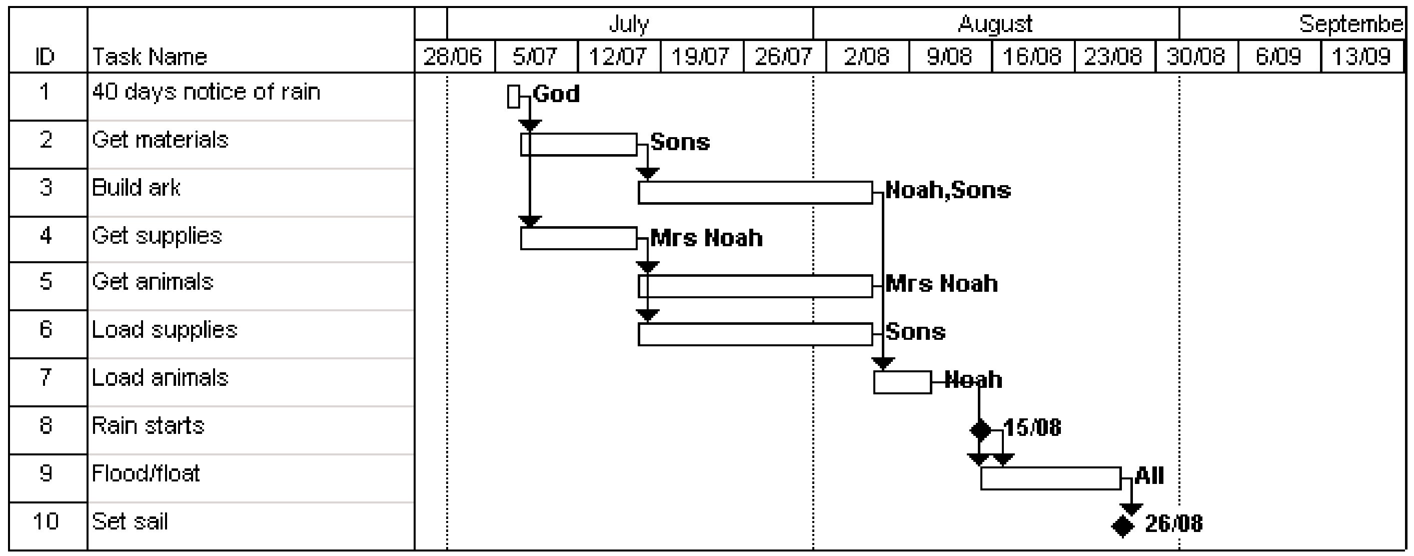
We've used an imaginary plan for Noah's Ark as an example. Following the step-by-step scheduling process on the previous page, the tasks were listed, put into a rough sequence and numbered on the Scheduling Chart. The 'dependency relationships' were added, followed by the estimated duration for each task.

Scheduling Chart

No.	Project Task	Dependency	Duration
1	Notice of rain	0	1 day
2	Get materials	1	10 days
3	Build ark	2	20 days
4	Get supplies	1	10 days
5	Get animals	4	20 days
6	Load supplies	4	20 days
7	Load animals	3, 5, 6	5 days
8	Rain starts	1	0
9	Flood/float	8	10 days
10	Set sail	9	0 days

The Gantt Chart is probably the best known project planning and control tool. It is popular because it is relatively simple to prepare and read. A Gantt chart can be created from the scheduling chart.

Time is expressed on the X-axis. Activities and sub-activities are listed on the Y-axis. The Gantt Chart for Noah's project shows that the project will start in the beginning of July and finish on August 26. The arrows show how the tasks are related.



Use the Gantt Chart to get agreement about how the project will be organised. You can also circulate the schedule for comment if you are working on it on your own. This is a useful way to get feedback in case you have overlooked important details.

A sample Gantt Chart for a Main Street/Small Towns project is included on page 18.

Estimating costs

Estimating costs is part of clarifying and planning the project. An overall cost target or cost limit must be set for the project. This can be based on experience of previous similar projects, or on a rough costing of the resources to be used.

The project manager must therefore get a realistic cost estimate as soon as possible. You can develop a clear picture of the costs by using the project activities as a base, and then compiling a project budget using the appropriate spreadsheet in *Self Help Module 2 – Financial management and reporting*. Make sure you have allowed enough for each element. In the past, adding a percentage to the overall amount for contingencies was acceptable. In these days of fiscal restraint, the focus is on costing each element. The project budget will show all the sources of external funding and revenue, as well as the expenses of the project.

Planning for things that might go wrong

Some projects are more risky than others. The questions on page 3 may help you identify whether your project is high risk or low risk. It may be enough to look over your plan and identify the possible failure points, such as wet weather during outdoor events. Having a 'Plan B' or contingency plan is only necessary for significant issues. The following chart may help you work through potential failure points in a systematic way.

What could go wrong?		What can we do about it?		
Effects	**Likely causes**	**Prevention or improvement**	**Contingency Plan**	**Warning indicators**
Ramp collapses when elephants embark.	Inadequate construction.	Reinforce ramp. Load one-by-one.	Back-up ramp.	Creaking sounds.
Shortage of peanuts for monkeys.	Crop failure.	Daily rationing system.	Extra bananas.	Excessive chattering.
Ark construction runs late.	Labour disputes.	Introduce 24 hour, 7 day- a-week dispute resolution process.	Complete hull and deck as a priority. Buy tarpaulins.	Scheduled tasks not complete on time.

Communication and commitment

A communication strategy is a two-way process. Who will you need to consult during the project and who will you need to keep informed?

Community consultation

Consulting the community is a vital part of every project. At different stages in your project you may use community consultation to:

- Understand the differing values within the community to determine project priorities
- Give community members the opportunity to participate in decision making
- Create a forum for discussion and airing of ideas
- Provide information to community members to gain their feedback

Providing information

Providing information is just one part of your communication strategy. To do this effectively means getting the right message to the right person at the right time. This takes a lot of thought, preparation and follow through.

Use your stakeholder list as a base for a communication strategy. Look at the Gantt Chart and identify who needs to be informed and who needs to be consulted at each stage of the project. If your project is very complex and involves lots of stakeholders, you may like to use a responsibility chart. A sample chart is included in the resources section of this module.

What communication approach and materials will you use?

- Team meeting
- Public meeting
- Letter
- Story in local paper
- Newsletter
- Presentation or display
- Fliers or posters
- Briefings
- Information on home page
- E-mail
- Workshops and forums
- Surveys
- Reports
- Minutes of meetings

Remember to include both your team and external stakeholders in the feedback loop. At meetings, check that the communication strategy is being maintained.

Part of your communication strategy should include a decision about who will speak to the media. Limit this to team members who are well informed about the project, and have media experience. It is confusing if too many people give their version of events.

Building team commitment

Building commitment depends on getting a good balance between getting the job done, individual development and gaining and maintaining group cohesion. There is a tendency to focus on getting the job done and pay less attention to individual needs and group cohesion.

Task, team and individual needs

Roles and responsibilities

Sorting out early who does what in the project will reduce confusion later on. This is the time to identify delegations. Who will have the authority to spend money, sign contracts and make certain decisions? People involved in the project will have specific responsibilities flowing from the project tasks, but the committee chairperson, the team leader and team members each have general roles and responsibilities that should be clarified at the beginning of each project.

Committee chairperson's role

Depending on their availability, the committee chairperson is sometimes a member of the project team. He or she may prepare the agenda and chair the meetings if appropriate, and generally help the team leader keep the project on track. If the committee chairperson is not part of the team, he or she should be available to provide assistance with resolving problems beyond the scope of the team leader.

Committee chairperson's responsibilities

- Provide support or be mentor to the team leader
- Help the team meet its aims and timeframe
- Link this project to other relevant projects
- Ensure that the project team has the resources to complete the project.
- Assist with removal of 'roadblocks'.
- Chair meetings if appropriate.

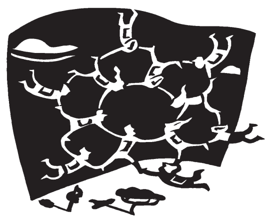
Team leader's role

This role may be assigned to the coordinator, a committee member, a member of the community, or someone hired for their specialist expertise. Providing a planning and monitoring focus, making the best use of individual competencies and gaining and maintaining commitment are some of the key challenges for the team leader. The role involves good organisational and leadership capabilities combined with strong interpersonal skills.

Sometimes it helps if the team leader can seek guidance from a qualified person outside the team.

Team leader's responsibilities

- Determines and communicates the project's aims.
- Helps the team to plan the project.
- Keeps stakeholders informed and involved with the project.
- Assists the team to stay focussed on the aims and tasks.
- Maintains an overview, and identifies issues.
- Performs some of the tasks.
- Manages meetings and assists the team to review progress
- Monitors and reports (formally and informally) on progress to the committee and funding body.
- Promotes communication across the team.
- Acts as an ambassador for the project.
- Acknowledges contributions and seeks input to decision-making.



Team member's role

Team members may have more than one role in a project team. Individuals may bring specific expertise, or represent a group, or both. Other responsibilities are expected of the team members outside of their technical or representational roles. In particular, members have an obligation to the whole team to make a full contribution to achieving the project aims.

Team member's responsibilities

- Contributes skills, abilities and experience.
- Provides input to decision-making.
- Clarifies and fulfils assigned tasks.
- Monitors and reports to the team leader on progress with assigned tasks.
- Accepts leadership and direction.
- Looks for and identifies issues.
- Accepts ownership of team decisions.
- Contributes to maintaining the team's unity.
- Pursues cooperative and collaborative approaches to team activities.
- Maintains enthusiasm and participation.

Implementing the project

Steps for keeping the project on track

1. Monitor progress against the plan

2. Analyse the situation

3. Take action!

Formal monitoring

Monthly project team meetings can be an effective way of focusing the team's attention on progress. Use your Gantt chart tasks as a base. Minor delays or changes should be observed and discussed. Slippage and cost overruns are often caused by a succession of minor problems that accumulate.

A regular progress report may be required by the Committee and funding agencies for more complex projects. Typically progress reports include the following information:

- Project title
- Project objective
- Progress since last report
- Problems that have arisen
- Anticipated progress next period
- Emerging problems
- Costs and revenue compared with budget

A proforma Progress Report has been included on page 17.

Informal monitoring

Relying on formal communication alone is risky. Early warning of problems usually comes through informal channels. The team leader should ask questions and stay in regular contact with everyone involved.

Bad news ...

Monitoring and reporting on progress is straightforward if the project stays on track. When things are not going well, there is a tendency to hide the bad news. Be concerned when people stop contact.

Managing conflict productively

Conflict in projects arises for a number of reasons, particularly where the team members are volunteers. The best way to avoid conflict is to get clarity at the start about:

- The project aims and vision
- How decisions will be made (consensus, majority or by the team leader)
- Individual roles and responsibilities

If conflict arises, be flexible. The art of compromise is about taking a long-term view.

Negotiation tips

- Focus on solving the problem.
- Be willing to examine a range of alternatives.
- Concentrate on building the relationship.
- Make it easy for the other person to say 'yes'.
- Be persistent.
- Explore the consequences of not sorting the issue out.

Getting results from project team meetings

In team-based projects, meetings are the arena for planning, generating ideas, problem solving, negotiating and tracking progress. Successful project team meetings are the result of good planning and management. An effective chairperson is also important.

The following checklist may help you rate your skills as a chairperson. There is another checklist in the resources section (pages 20 and 21) that will help you assess your current meetings. It can also be used to plan future meetings. See the *Conducting meetings* module in this series.

Test your project team chairperson skills

I regularly ...

- Set and manage the agenda.
- Clarify the task at hand.
- Keep an eye on the time and focus discussion on critical issues.
- Stimulate thinking.
- Bridge gaps between different points of view.
- Create a cooperative climate and encouraging participation.
- Check that everybody is heard.
- Delegate some discussions outside the meeting.
- Ensure decisions are made fairly.
- At the end of the meeting summarise decisions and actions.

Ground Rules

Establishing a code of conduct, or ‘ground rules’ provides a framework for team members to challenge each other’s behaviour without the issue becoming a personal attack. Having ground rules promotes focus, openness, commitment and trust. To be effective, ground rules need to be developed by the team and be specific enough to be practical.

Issue	Examples
Attendance	‘Start and finish on time.’ ‘Let Chairperson know if you can’t attend.’
Discussion	Open and honest – “no sacred cows”. Treat everyone with respect; ensure all have the opportunity to contribute.
Decisions	How will decisions be made – by team leader, consensus or majority?
Confidentiality	“What leaves this room is only what we agree will leave this room.”
Analytic approach	“Facts are friendly.”
Outcome oriented	We do what we say we’ll do – keep commitments.
Constructive confrontation	No finger pointing – “target the ideas, not the people.” Look for what is right with an idea before you look for what is wrong.
Contributions	Everyone pulls his or her weight.

Completing the project

Endings are as important as beginnings. It may be a struggle to finish the last small tasks especially if the project has been a long one. Unfortunately, unfinished tasks are what people remember most about the project.

Surgeon to his patient immediately after the operation ...

“Everything went swimmingly. We did forget to remove a clamp, but no need to worry, we’ll get it out next time you come in.”

Making your appreciation known

Formally acknowledging contributions takes a little planning, builds relationships for the future and helps everyone close the chapter.

Saying thank you – counting the ways

- A mention in the AGM
- Personal thank you letters
- Public acknowledgment at the launch or opening.
- Use of media – radio, letter to editor (sort out who gets to speak to media)
- Celebrations for the project team and its supporters
- If you’re working on your own, don’t forget to reward yourself!

Evaluating success

Without evaluation it is impossible to know whether the project achieved its goals. The importance of this stage is self-evident, but it is surprising how many projects are superficially evaluated, or not evaluated at all. Planning what you will measure is best done early in the project when the brief is written.

Here are some questions you can use to evaluate the outcomes and the process.

The aims?

- Did the project achieve its original aims?
- What original aims were not achieved, and why?
- Specifically, what were the benefits?
- Were there unexpected results, either positive or negative?

The process?

- How well was the project planned?
- Were roles and responsibilities clearly defined?
- How well were problems and changes managed?
- Was communication a problem?
- Did the relevant people take their scheduled obligations seriously?
- Was the project finished well?

The *Monitoring and evaluation* module in this series provides information about evaluating the success of a program as a whole.

Managing multiple projects

Tracking each project

It is common for coordinators to be managing several projects at once while balancing submissions and other ongoing work activities. In this situation, keeping track of progress in all areas becomes even more critical.
A project plan such as a Gantt chart for each project will give you a clear picture of what is supposed to be completed each month.

If your projects depend on other people (most do!) it's important to make everyone aware that you need to be kept informed of their progress. Use your team meetings to coordinate everyone's effort, or ask for a simple report.

Managing yourself

With multiple projects, it's hard to manage your own work. In busy periods, the list of tasks may seem overwhelming. You may need to focus on one or more of the following:

Getting organised

This involves some planning. Take extra time to set priorities and communicate these to others. This will save time in the long run.

Tackle the priorities and difficult problems first, focusing on one thing at a time. You can lose valuable hours by jumping from one task to another.

If you tend to procrastinate, set deadlines for yourself.

Managing interruptions

Handling interruptions is not easy. Part of the problem is that we can be fooled into thinking that every phone call or unannounced visit deserves our immediate attention. Think about using some of the following techniques to keep control over interruptions.

- If possible, meet visitors outside your office. Be friendly, but keep the interaction short.
- If the visitor arrives in your office, remain standing. Defer the meeting if it's not necessary now.
- Be clear at the start about how much time you have available, and let your visitor know when the time is up.
- If necessary, use an answering machine to screen calls.
- Close your office to the public for a set period each week.

Learning to say no

A common source of overload is the addition of new tasks and projects. In a changing environment it's sometimes hard to determine how these new items should be tackled, especially if they are on somebody else's 'must list'.

Learning to say 'no' when appropriate is an important management skill. "This is an admirable project, but it's not our first priority. If it needs to be done, we'll have to find other resources to do it."

Getting help

You may be genuinely overloaded. If this is your situation, get help. Ask your committees for more support, and delegate work to others. If you are still overloaded, raise the issue of needing extra resources with others, perhaps the committee chairperson.

Delegating

Delegating tasks to others takes a little courage, willingness to communicate and commitment to follow-up. Many project leaders have a preference to do the work themselves because that way they can be sure it has been done to their satisfaction. The consequence of not delegating is that you may be distracted from achieving your priorities.

Four time management tips from a clever coordinator

1. Make a 'To Do' list in your diary. At the end of each day review your achievements and update tomorrow's list.
2. Carry an exercise book everywhere. Use it for notes and minutes of meetings. Cross off pages as things get done. Review the book regularly to check if you've done everything.
3. Write a fortnightly report to your Board (committee), documenting what has been achieved.
4. Use a book to keep track of your calls (in and out) and meetings. Categorising calls will help you report to your Board.

Date	Meeting Phone Fax	Who	Category	Details

Ask yourself...

- Are you spending time on activities that others have volunteered to do?
- Do you take care of routine work that others could handle?
- Do you like to keep a finger in every pie?

If you answered yes to all three, you need to make more effort to delegate. When you look at your priority list, look for tasks that could be delegated.

Project management competency checklist

To what extent do you feel you demonstrate the following competencies?

1 = never

2 = occasionally

3 = often

4 = mostly

5 = always

I or we ...

Competency	Self-rating
Understand the role of the project brief.	
Assess the project context before getting the project started.	
Consider the needs of key stakeholders.	
Understand how to schedule the project activities.	
Can construct a Gantt chart for more complex projects.	
Estimate costs based on each element of the project.	
Have back up plans for when things go wrong.	
Develop a strategy to keep relevant people informed of progress.	
Understand the roles and responsibilities of the chairperson, the team leader and team members.	
Monitor the project through formal and informal means.	
Get good results from team meetings.	
Complete the project well, including thanking people for their effort.	
Evaluate the success of the project and what could be improved.	
Manage several projects at once through time management and delegation.	

Resources for project team leaders

This section includes resources such as checklists, proformas, sample charts and reports for reference.

- Project brief proforma
- Sample project brief
- Progress report proforma
- Sample Gantt chart
- Sample responsibility chart
- Meeting checklist

Project Brief

Introduction or background

A statement of aims

Other aims

Constraints

Key tasks

Timeframe

Financial resources

Management of the project

SAMPLE PROJECT BRIEF – NORTHWOOD

Strategies for improving customer service

Introduction

A series of focus groups identified customer service skills as the major area of concern for shoppers in Northwood. All market segments felt that customer service was not a priority for business owners.

Statement of aims

To raise the customer service skill levels of local retail businesses through providing a workshop presented by a leading customer service training consultant.

Other aims

- Provide relevant customer service skills to interested local business owners.
- To stimulate other retailers to attend next course.

Methodology

Research available customer service training consultants and make bookings. Arrange invitations, venue and catering. Design post-session evaluation.

Timeframe

The workshop is planned for November, 1999.

Budget

Expenditure	*$*
Consultant's fees (including airfare, accommodation and meals)	2,500
Coordination and administration	500
Marketing	350
Catering	150
Total	3,500

Income	*$ Cash*	*$ In kind*
Business contributions	1,500	
DSRD funding	1,500	
Airline		500
Total	3,000	500

Management of the project

Project Manager – Northwood Main Street/Small Towns Program Coordinator

Progress Report

Project aim

Progress since last report

Problems that have arisen

Anticipated progress in next period

Emerging problems

Costs to date compared with budget

Sample Gantt chart (to be provided)

Sample responsibility chart – Northwood Business Awards

No.	Person ➜ Activity	Comm'ty	Committ	Coordtr	Chair	Voluntrs	Artist	Rest'rant
1	Preliminary							
2	Awards criteria	C	D	R	I			
3	Launch			R, D	I			
4	Newsletter			R		D		
5	Arrange dinner							
6	Research DJ			R, D				
7	Estimate no's		C	R, D				
8	Book venue		C	R, D	C			
9	Book trestles			R, D				
10	Organise food		C	R				D
11	Wine sponsor		C	R, D	C			
12	Photographer			R, D				
13	Awards							
14	Sponsors		D	D	R, D			
15	Selection committee	C	R, D	I	I			
16	Nominees			R		D		
17	Certificates			R		D		
18	Design tickets			R			D	
19	Ticket sellers			R		D		
20	Sell tickets			R		D		
21	Quote trophies			R, D				
22	Complete							
23	Entertainment		C	R, D	C			
24	MC		C	R, D	C			
25	Final							
26	Reconfirm			R, D				
27	Set up venue		D	R, D	D	D		D
28	Dinner		D	R, D	D	D		D
29	Post dinner							
30	Pull down			R, D		D		
31	Debrief		I	R, D	I			
32	PR, photos			D	R, D			
33	Letters			R, D	D			
34	Flowers			R, D				
35	Pay invoices			R, D				
36	Review	I	D	D	R, D			
37	Complete							

R = Responsible for the activity

D = Does the activity

C = To be consulted during the activity

I = To be informed about progress of the activity

Project Team Meeting Checklist (Part 1)

Factor	**Plan**
How often should the team meet?	
The day on which meetings are held Which day suits most people?	
The time meetings are held What time suits most people?	
Duration of meetings	
Place Consider the place where the meetings are held and the facilities, for example, size of the room, shape of the table, noise levels.	
Interruptions Can interruptions from phone calls or other people be avoided?	
Breaks If meetings are long.	
Attendance Is it important that team members attend all meetings?	
Purpose of the meeting Is the purpose of the meeting clear?	
The meeting agenda How are items determined? Do team members have input on items? Is the agenda circulated before the meeting? Is there enough notice? How are priorities determined? Information sharing or decision-making required for each item?	

Could some agenda items be better dealt with in other ways, for example, smaller groups, a memo or phone call?

Project Team Meeting Checklist (Part 2)

Factor	**Plan**
Decision-making Who will make the decisions (Project Manager or Team)? Are decision-making processes defined (consensus or majority vote)?	
Chairing of the meeting Should the chair be rotated? What happens when the chairperson joins the discussion?	
Disagreements How will conflict handled?	
Recording of decisions Will there be written meeting results (minutes and action sheets)?