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INEPEA

Training Day for: Project Management

The Improving Nurse Education and Practice in East Africa Programme is supported by EDULINK: the African, Caribbean and Pacific Group of States and EU Cooperation Programme in Higher Education.



Preparation for the course

- Team members should:
 - Reflect on experience of project management.
 - Bring any papers or other materials they have found helpful
 - Look at the Building Leadership for Health (BLfH) training material [here](#)
 - See the NHS Institute for Innovation and Improvement Project management guide [here](#)



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Curriculum Design Training Day

- Our agenda will be to:
 - Share our experience in project management
 - Discuss project management and agree responsibilities, procedures, communications
 - Review progress of INEPEA project to date
 - Discuss the tasks to be undertaken, resources required and timelines for INEPEA
 - Allocate specific tasks and outputs to each member of our team.
 - Produce a clear project plan for INEPEA
 - Reflect on our approach to project management



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Sharing our experience

- Team members will share their experience of project management.
 - And discuss their personal training needs
- “Our aim is to develop a shared approach to project management for the INEPEA international and cross organisational project”
 - Team members should be able to apply the principles and procedures agreed to the tasks of completing the INEPEA project according to the plan we establish.
- Can we agree to share responsibility for achieving the outcomes required and committing the agreed input to this project with overall control of the project manager and the project board?



Specific objectives

- Define “the project” and its diversity of project types
- Highlight some of the potential weaknesses of PM
- Introduce principles of EU approach and
- Application as an aid delivery mechanism
- Describe the Project Management processes
- Discuss importance of teamwork & communications
- Discuss other complementary tools
- Other specific objectives?



What is Project Management

□ Project

- A series of related tasks directed toward a clear outcome by a given date, requiring significant resources and time.
- Within a project there may be a number of sub projects delegated to sub project leaders.

□ Project Management

- The management activities of leading, planning, directing, and controlling resources (people, equipment, material) to meet the quality, cost, and time objective to achieve the desired outcome.

□ Project Management is a key capability

- In health services and for INEPEA
- Discuss diverse project types you have experienced
- What problems and weaknesses have you found?



What is Project Management

□ Project Management is not suitable for

- Ongoing work of a committee with no clear end point
- Work delegated to departments rather than individuals
- Working without leadership or teamwork

□ Project Management

- Does not require the team to be from a single organisation
- But they must agree to work together and contribute
- Contribute the required input to an agreed common goal

□ List the key characteristics of the INEPEA project



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Do we need to specify sub projects

- A set of tasks separately managed may be
 - A Sub-Project
 - With its own objectives
 - Sub Project Manager and team
 - And agreed outputs and timescales
 - Feeding into the main project
- Do you wish to define sub projects?



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Project management processes

□ Specification

- Objectives, outcomes, budget and inputs, outline business case, risks, timescale, management and direction and quality assurance.

□ Plan

- Update of business case, intermediate outcome "milestones" detail map of tasks, showing links, inputs costs and timescales.

□ Communications

- Gain agreement within team, stakeholders and board, monitor progress, input and budget and quality.

□ Delegation

- Agree tasks and objectives for team members

□ Manage

- Meet, communicate, encourage, assist, solve problems

□ Review

- Check progress and budget, quality assure, replan

□ Complete

- Evaluate, final business case, report, communicate and thank



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What is the point of this?

□ Because

- We need to be clear about what we are doing and
- Something will always go wrong or be unexpected
- We need to respond to problems
- And solve them as a team
- While driving towards our main goals

□ So Project Management requires

- Active management it is not just accountancy
- It is about managing risks



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EU Principles

- EDULINK simply requires us:
 - To be about our objectives and their impact
 - To be clear about the resources we will use
 - To be clear about who is responsible for what
- We have chosen Project Management
 - As a method of working together
 - Are team responsibilities clear?
 - Are we clear about what we will produce?
 - **One curriculum or three or four?**
 - **A specification or detailed content?**
 - **An MSc or Continuing Nurse Education?**



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How does this apply to INEPEA

- Specification - INEPEA Proposal and Logframe
 - Objectives, outcomes, budget and inputs, outline business case, risks, timescale, management and direction and QA.
- Plan - Preparation
 - Business case – logistics, demand, delivery, cost, affordability
 - Intermediate outcomes – curriculum design, modules, units
 - Map of tasks and resources – action and resource plan
- Communication – stakeholder and team consultation
- Delegation – who will do what by when
- Manage – leadership and team work with CoPs to solve problems and produce outcomes
- Review – how we will report progress and quality assure
- Complete – how we will evaluate and launch the MSc N.



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Planning an action and resource plan

- Diagram of the tasks required for each outcome
 - Start by setting milestones you need to achieve
 - Define how you will know you have achieved them
- Now examine the tasks needed to reach milestones
 - A task is a delegated activity with a clear outcome
 - Identify times required and links between tasks
 - This is called a **PERT Chart**
- Now examine the resources
 - Identify resources (usually time) required for each task
 - Draw tasks on a diary showing links
 - Identify resources required in each period (bottom line)
 - This is called a **Gantt Chart**



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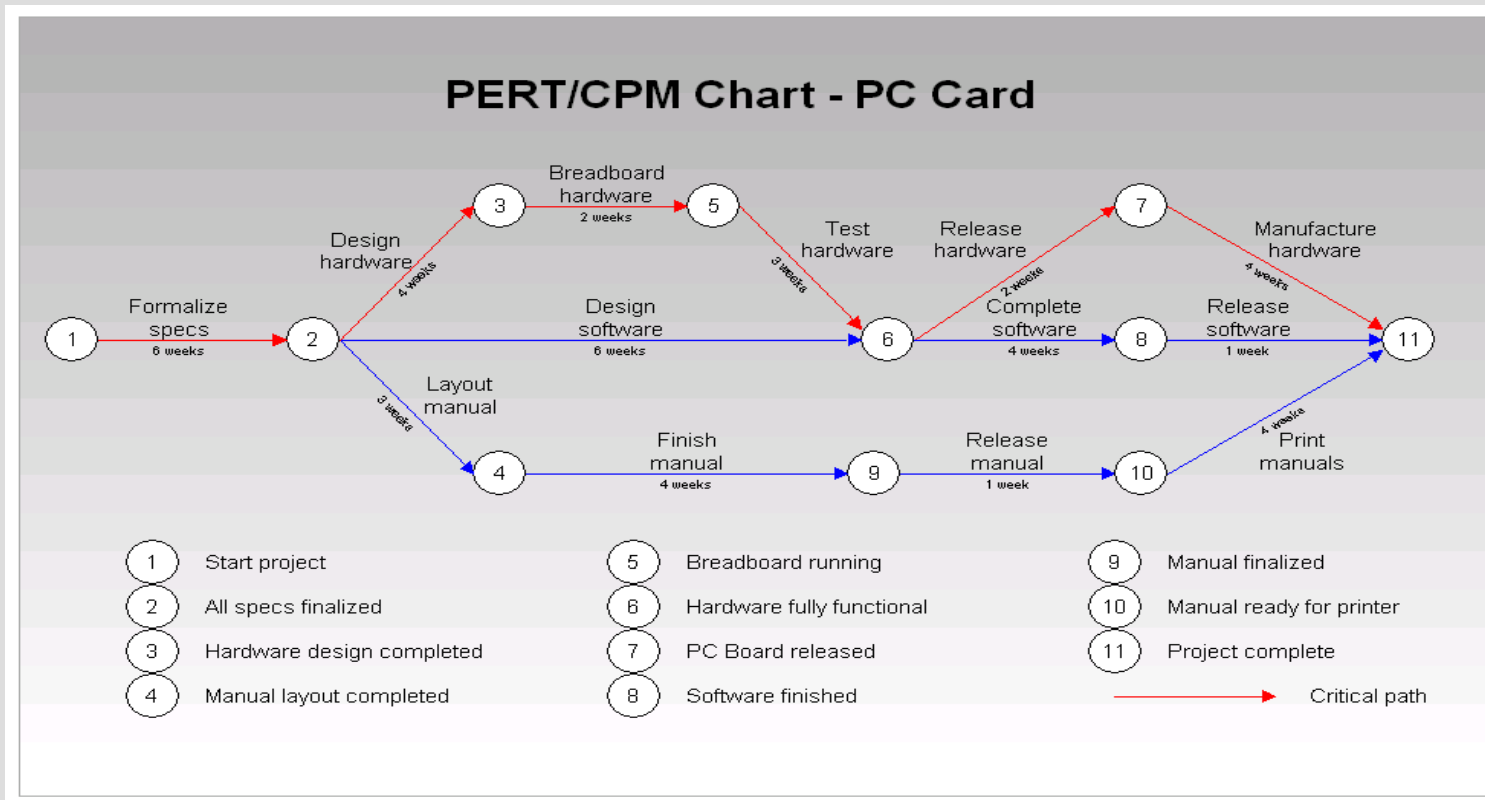


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A Task Diagram – or PERT Chart

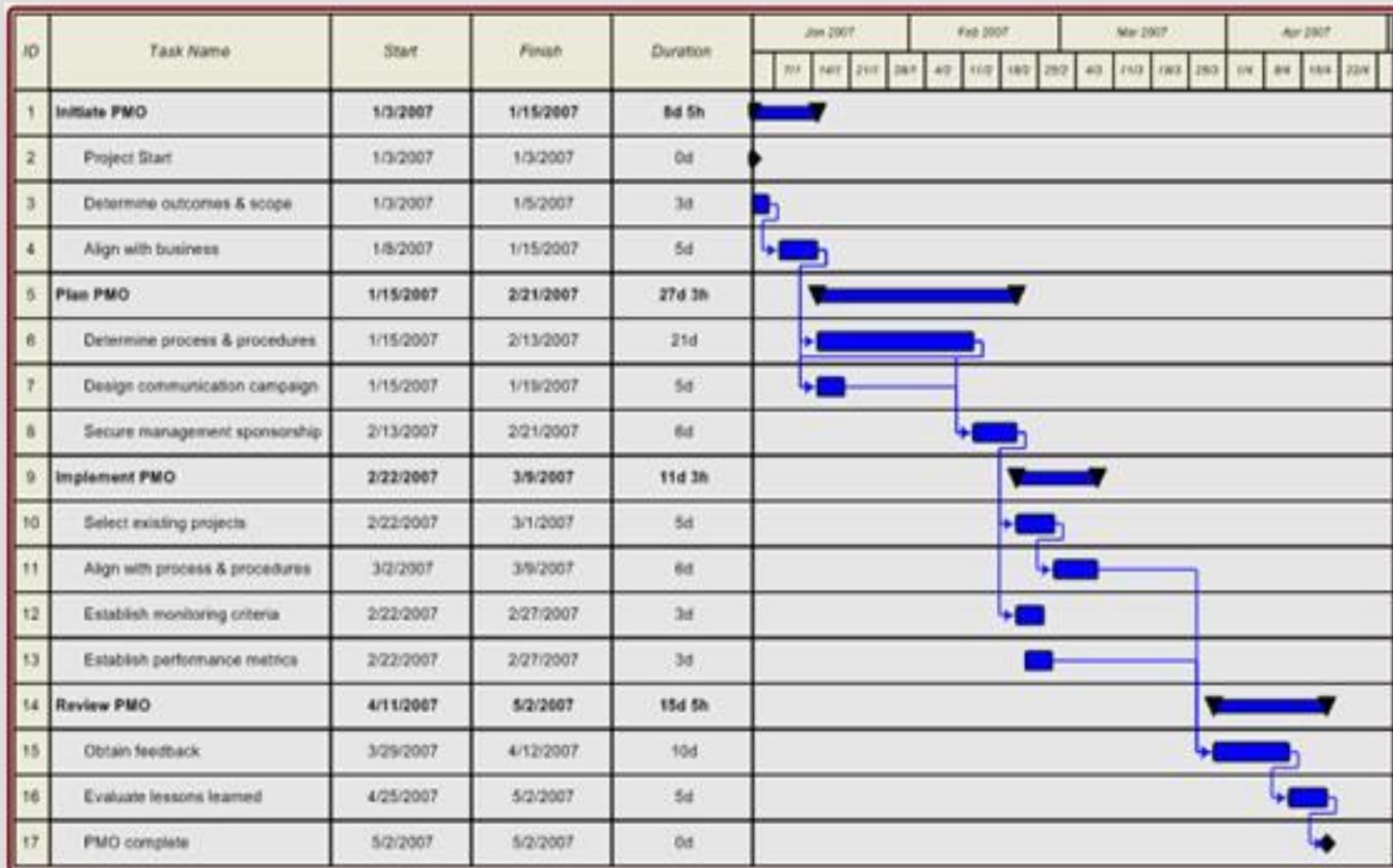
PERT = Project Evaluation and Review Technique



Critical Path = longest sequence of tasks



A Gantt Chart - example





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The point of PERT and Gantt charts

- ❑ Is not simply to plan who does what when
- ❑ But to monitor progress and
- ❑ Adjust the plan when things do not work to plan
- ❑ Computer systems make pretty charts
- ❑ But manual charts updated and revised in discussion
- ❑ Are often more useful
- ❑ A messy chart shows it has been used
- ❑ Plans need to include some spare time (float time)
- ❑ We are not robots everyone needs a little slack



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Computer aides for project planning

- Best known is Microsoft Project
- But there are also open source free systems available online
- Remember computer systems are only aids
- Project Management requires leadership



INEPEA project progress so far

- ❑ What progress have we made against the timetable and objective agreed in the project proposal?
- ❑ What input /costs have we used compared to the proposal?
- ❑ Where are we in relation to schedule?
- ❑ Is it clear what everyone is supposed to do?
- ❑ Have we met outcome requirements?

- Experience review
- Training Needs Review
- Logistics Review
- Competence Framework
- Outline Curriculum Design

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Intermediate outcomes and milestones

- Business/logistics case
 - Competence framework
 - Design of curriculum
 - Develop Modules/ Units
 - Launch MSc programme
 - Milestones are formal stakeholder decision points
 - And are points for Quality Assurance review
 - **Set out our Milestones on the planning sheet**
- 
- BC accepted by board
 - CF agreed with stakeholders
 - Complete specification and agree with stakeholders
 - Quality assure and agree with stakeholders
 - International conference and first students



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Tasks for completion of curriculum design

- Competence framework
 - Review, Consult, Finalise, Write up (have we achieved this)
- Curriculum design
 - Outline specification (as in Curriculum Design course)
 - For generic and specialist units
 - Set assessment methods for research and development
 - Agree quality assurance process for assessment
 - Complete specifications (including indicative content)
 - Review and revise curriculum design
 - Finalise and Write up
- Resources and Timescale
 - Who will do this, by when, what input is required?
 - What further meetings and consultation are required?



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Tasks for curriculum development

- Examine the list of modules and units
 - Who will lead development of content for each?
- For each module you will lead a sub project
 - Identify Community of Practice
 - Provide training for them
 - Prepare a detailed sub project plan
 - Research and describe content
 - Write up draft
 - Consult and review links and standards
 - Refine and complete module
- Prepare PERT and Gantt charts for your modules



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Communication in Project Management

- Communications are crucial
 - To agree aims and objectives
 - To understand who should be doing what
 - To monitor progress and quality
 - To help out when problems occur
 - To coordinate and share knowledge
 - To build links with stakeholders, but above all
- To lead, encourage and motivate the team
- Are we communicating well enough?



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Delegation and Teamwork

- Delegation in INEPEA is by agreement
- Because we are separate organisations
 - We have committed to a common project
 - And agreed on our input and income
 - We need to monitor effort to ensure fair play
- We need progress and input reports for all
- So we can help one another out
- Discuss the proposed review and report form
- Decide when and how to report



INEPEA progress review and report?

Task	Leader
Start and completion dates	Current date
Outcomes planned	Outcomes achieved
Milestone	
Activities planned	Activities completed
Problems	Help or decision required
Will this affect milestone?	
Input planned	Input provided to date



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Leadership and Teamwork

- The most important task of a project manager is not to prepare charts but to provide leadership:
 - You need skills in managing people
 - In leading teams in
 - Communications and in
 - Problem solving
- This will often mean helping out with the tasks
- Discuss the leadership challenges the project manager face in INEPEA.

