



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
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Project Quality Management

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PMG354

Lecture 10: The second apple
Having PRS “ project recognition system” and
conducting PIR “Post Implemented Review)

Welcome on board the professional quality track

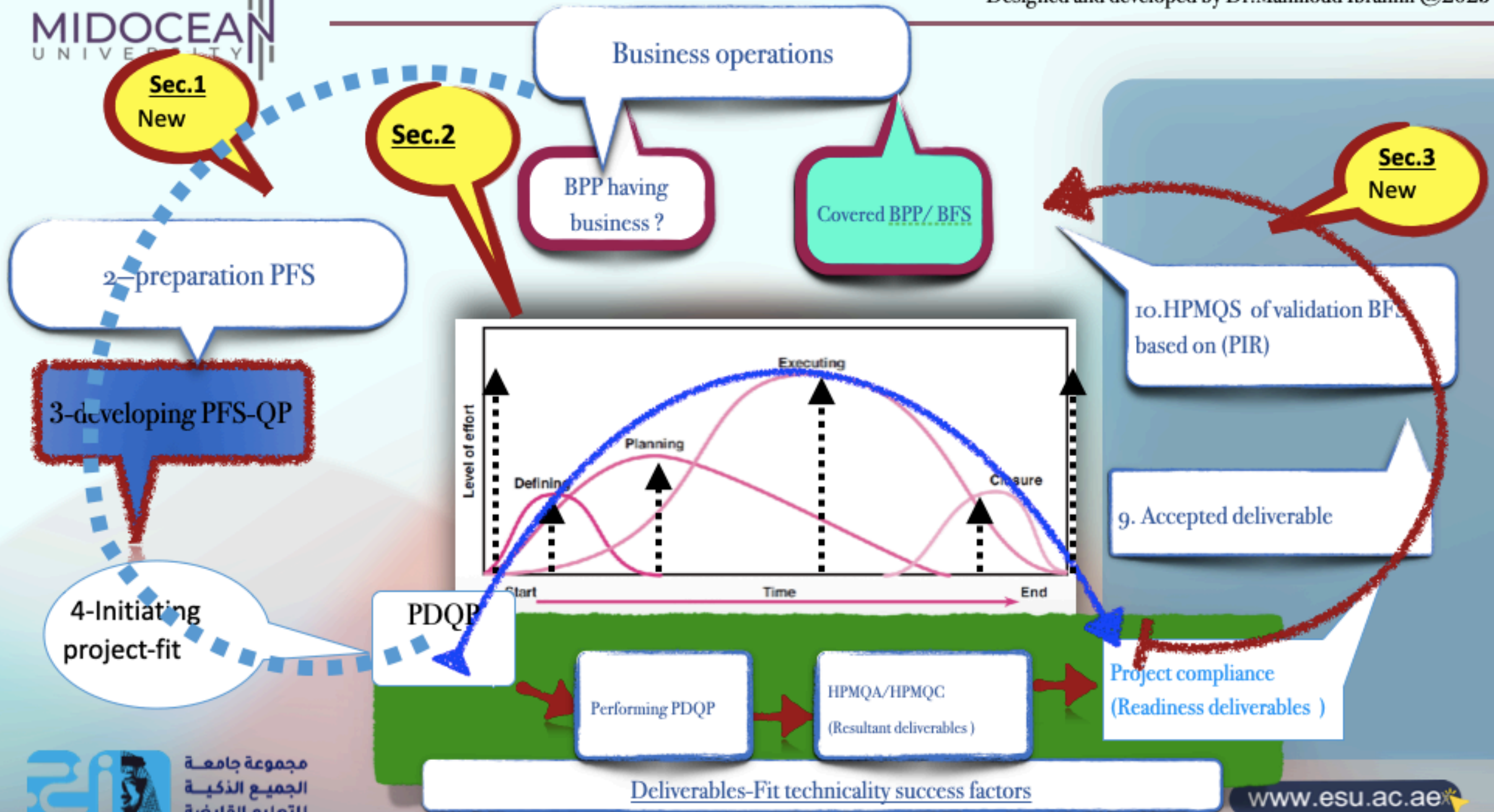
**Hi,
Let's recap the
previous lecture**

effectively ending the execution phase and successfully
closing the project

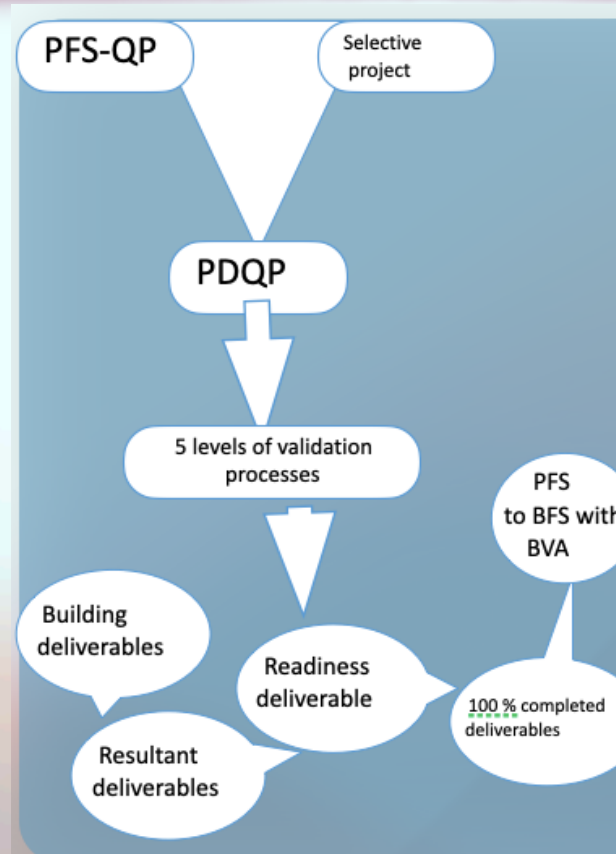
with an effective project and superior PVA with the
maximum level of staffing, the customers

	Stage during	Description	Output
1st Validation process	Execution +early closing	Verifying execution by executing HPMQA (tracking and monitoring DFT execution) to validate the project scope	Resultant deliverables
2nd validation	Execution +early closing	HPMQC is verifying the final building deliverables' quality level to ensure compliance with PDQA standards .	
3rd validation	(Unofficial)Closing	To certify compliance with client requirements, the project manager validates the generated deliverables based on the project charter completion criteria.	Unofficial completed deliverables -Readiness deliverables -.
4th validation	(Unofficial)Closing	The project manager conducted an acceptance test with the customers to ensure that the deliverables were accepted and signed off on (100% official finished deliverables).	100 % accepted and completed deliverables "The project scope is totally validated "
Short-term benefit of the PDQP			Integrating the PFS with the extremely important PVA
5th validation	Post implementation	Post -Auditing PIC report	Integrating the BFS with the extremely important BVA
Long-term benefits of the PDQP			1-Covering BPP 2-customer satisfaction 3- sustain business success .

Designed and Developed by Dr Mahmoud Ibrahim @2023



The root cause of the project success



Lecture outline

Part one contents : (regarding the project closure phase)

BFS assessment baselines and the relationship between the BFS and PIR

Part two contents : (regrading the Post implemented review)

Conducting the post implemented project review



Part one Last action of the closing the project

The HPMQS is targeting to develop project team closure by :
Confirming sustaining the humanity closure by developing “ Project Recognition System”PRS

A-Project closure procedures

1. Project review
2. Initiate the closing plan y complete the PCR project closing reports
3. Foreword to the project sponsor for approval
4. Performing the closing planbut HPMQS do add a very critical factor after the project is closedthe humanity closure

B-Project humanity closure

The individual team members have grown professionally through their association with one another, and now it is time to move on to the next project. This can be a very harming experience for them, and they deserve closure. *That is what celebrating success is all about.*

Bad trend Too little too late

1. The default is to wait until a project is complete and all the expenditures have been accumulated before we think of celebrating the accomplishments.
 - This method, however, will usually be seen as **too little or too late** by many of the individuals involved, and in some cases, it consistently tends to **neglect** some of the team members.
- 2. Each and every person involved did his or her part;** each individual will view their contribution as important, and each participant will consider their input as having come about through hard work and added effort, above and beyond their day-to-day responsibilities.

1-Developing the project recognition system (PRS)

1-Individual recognition is “a form of employee motivation in which the enterprise business identifies and thanks employees who have made positive contributions to the enterprise business’ success through successful completion of the “process improvement” project.

2-In an enterprise business at the continuous improvement stage of maturity, motivation flows from the employees’ pride in their workmanship.

3-When employees are enabled by management to do their jobs and produce a product or service of excellent quality, they will be motivated.

2-The role of top leadership in the PRS

- 1-The project manager and the senior management team should not pass up an opportunity to show the project team their appreciation.
- 2-Loyalty, motivation, and commitment by a professional staff are the result of this simple act on the enterprise business part.
- 3-The important message to convey is that the top leadership of the enterprise business understands the achievements and the frustrations of the employees who have contributed to the project success.

3-Celebrate Success methods

-By celebrating success as it happens, **no matter** how big or small, everyone involved will not only feel **appreciated** and important but also **motivated** and driven to succeed further.

-Celebrating success can be achieved through :

1-team events,

2-individual recognition, or

3- enterprise business-wide conferences where the enterprise business can look at what has been achieved and recognise that continued success involves ongoing improvements.

The benefits PRS Long term impact

1-The reason project recognition systems are important is not that they improve work by providing motivation for achievement.

2: Analysing the enterprise's employee recognition system provides a powerful insight into the enterprise's values in action.

3: These are the values that are actually driving employee behaviour. They are not necessarily the same as management's stated values.

For example, an enterprise business that claims to value customer satisfaction but recognises only sales achievements probably does not have customer satisfaction as one of its values in action.

The benefits of the celebrating success

Short term impact

1. Celebrating success brings **optimism** and helps improve the context of the system affected by the implementation of the new BPP.
- 2-Leaders can make a difference in the performance of employees by noticing and celebrating **small successes** and **underplaying failures**.
- 3-The leaders can also recognise the successes of the project team members **efforts**.

In this fashion, they can help create more optimistic employees who are more likely to take steps to bring about positive contexts conducive to “continuous improvement” transformation.



Part two Performing PIR



The 5th Validation question :

Did the BFS cover the BPP effectively and sustain the business success or not ?

BFS is the PFS at the business environment
BFS is assessed by the HPMQCI

Post Implementation Review (PIR)

After the project has been closed and the business begins to gain the benefits delivered by the project, you need to **review the project's overall success in meeting its stated objectives.**

This exercise is called a **Post Implementation Review (PIR)**

Why does PIR is not preferred to be done ?

Some of the reasons for skipping the review include these:

1. **Managers do not want to know.** They reason that the project is done and what difference does it make whether things happened the way we said they would? It is time to move on.
2. **Managers do not want to pay the cost.** The pressures of the budget (both time and money) are such that they would rather spend resources on the next project than on those already done.
3. **It is not a high priority.** Other projects are waiting to have work done on them, and completed projects do not rate very high on the priority list.
4. **There is too much other work to do.** Post-implementation reviews are not preferred work, and they have billable work on other projects to do.

What are the main structure of the PIR??

- 1-The PIR is undertaken after the project final report has been approved and all project closure activities completed.
- 2-**Some enterprise businesses** :wait a number of weeks before undertaking the PIR, to enable the benefits provided by project to be fully realized by the business.
- 3-The PIR is typically **completed** by HPMQCI or an independent person who offers an unbiased opinion of the project's level of success.
- 4-It is **presented** to the project sponsor/customer for approval and is retained on file within the enterprise business process asset for future projects.

The Main target of this PIR

the first step in performing a PIR is to **review the endup project performance**. That is, you need to determine whether

1- the **PFS of the project is delivered** the benefits, met the objectives, operated within the scope, and produced the deliverables on time, within budget and using the allocated resources or not

2- the project **conformed** to the management processes specified in options of the BPP .

3- **identify** the key project achievements, failures and any lessons learned for future projects.

undertaking the PIR

The log of the project activities serves as baseline data for this review. In undertaking the PIR, there are six important questions to be answered:

1. Was the project goal achieved?
2. Was the project work done on time, within budget, and according to specification?
3. Was the customer satisfied with the project results?
4. Was business value realized?
5. What lessons were learned about your new project management methodology (HPMQS)?
6. What worked? What did not?

1-Was the project goal achieved?

Was the project goal achieved?—The project was justified based on a goal to be achieved. It either was or it was not, and an answer to that question must be provided in the review. The question can be asked and answered from two different perspectives.

1. Does the new “PFS” do what the project team predicted it would do?
2. Does the new “PFS” do what the customer required it must do?

Actual Benefits

The following table describes the actual benefits realized by the business vs. those forecast in the Business Case.

Benefit	Original Value	Actual Value	Deviation
List the business benefits stated in the Business Case.	Identify the value of the business benefits as stated in the Business Case.	Measure the actual value of the benefits gained by the business.	Identify any substantial deviations between the benefits originally stated and the benefits received.
Increase in product quality	12% reduction in failure rate	18% reduction in failure rate	6%

Objectives

◇ Identify the extent to which the project has achieved the objectives specified in the **BPP** and **Business case** by completing the following table:

Objective	Achievement	Shortfall
List the project objectives stated in the Project Charter.	Identify the actual level of achievement of each project objective stated.	Describe any shortfall where the project has failed to achieve the objective stated.
To train existing staff in the use and maintenance of the new machinery	 All operators and engineers trained	None

2-Was the project work done on time, within budget, and according to specification?

Recall from the scope developed during analyzing the BPP and building the business case that (the constraints on the project were time, cost, and the customer's specification, as well as resource availability and quality.)

Here the project review team should be concerned with whether the specification was met within the predefined and planned budgeted ,time and cost constraints.

Scope

The following table describes whether the project deviated from the scope defined in the Project Charter.

Original Scope	Actual Scope	Deviation
Describe the planned project scope as per the Project Charter.	Describe the actual scope of work completed by the project team.	Identify any deviations from scope, and quantify the impact of those deviations on the project.
Limited to the redesign of the manufacturing processes required to support the new machine	 Delivered within the original scope	None

Deliverables

The following table lists the achievement of the deliverables and the quality targets as stated in the PDQP

Deliverable	Quality Criteria	Quality Standards	% Achievement
List the deliverables outlined in the Quality Plan.	List the original Quality Criteria.	List the original Quality Standards.	Quantify the percentage of criteria and standards achieved.
To implement new manufacturing equipment that enables us to increase the throughput of product and reduce operational costs	 New equipment installed	None	To implement new manufacturing equipment that enables us to increase the throughput of product and reduce operational costs

3-What lessons were learned about this HPMQS ?

Enterprise businesses that have or are developing a project management methodology will want to use completed projects to assess how well this methodology is working. Different parts of the methodology may work well for certain types of projects or in certain situations, and these should be noted in the review.

These lessons will be valuable in tweaking the methodology or simply noting how to apply the methodology when a given situation arises.

This part of the review might also consider how well the team used the methodology, which is related to, yet different from, how well the methodology worked.

How to Identify Lessons Learned

Describe the lessons learned from undertaking this project and list any recommendations for and makes recommendations for increasing success of similar projects in the future.

Learning	Recommendation
List and describe each of the lessons learned.	Document the recommendation to ensure that future projects benefit from the lesson.
The timeframes and budget set did not allow for any contingency.	We need to add a reasonable amount of contingency to allow for machine configuration and other potential issues, using prior machine installation timeframes as a guideline for setting project budgets.

4-What worked? What did not?

The answers to these questions are helpful hints and suggestions for future project managers and teams within the enterprise business.

the project manager will want to :

- 1-**The experiences of past project teams** PASS on to future teams.
- 2—Identify Project Achievements
- 3— Identify Project Failures

-Identify Project Achievements

List the major achievements for this project and describe the positive effect that each achievement has had on the customer's business in the following table:

Achievement	Effect on Business
List and describe each of the key project achievements.	Describe the positive effect that the achievement has had on the business.
Implementation of a new manufacturing machine has increased the throughput of product and reduced operating costs.	Customers now receive product faster and cheaper than ever before. This has led to a new competitive advantage, a 20% increase in revenue and a 25% increase in company profit.

-How to Identify Project Failures

List any project failures experienced and describe the effects they have had on the customer's business in the following table:

Failure	Effect on Business
List and describe each of the key project failures.	Describe the negative effects that each failure has had on the business.
The project exceeded the budgeted expenditure by 33%.	The additional \$400,500 required to complete the project was outside the original budget and needed to be financed at a high rate of interest.

5-Was business value realized?

(Check success criteria) The success criteria were the basis on BPP and the business case for the selective project was built and were the primary reason why the project was approved.

2- the potential benefits from opening the BPP

Did the project realize that promised value? When the success criteria measure improvement in profit or market share or other bottom-line specifications, the project manager may not be able to answer this question until some time after the project is closed.

Having the critical Supporting Documentation

The following documents are attached to this Post Implementation Review:

- 1-BPP analysis and its suggested approved options
- 2- the selected PFS based on the Business Case and feasibility study
- 3- the Product fit quality plan (PFQP)
- 4-Detailed Project Plan and Financial Plan depicting performance against schedule and budget
- 5-Project Charter, Quality Plan and Project Closure Report
- 6-Company Reports for at least the first six weeks of operation of the new PFS vs. the same period last year as without PFS an example (this is mentioned at BPP)

6-Was the customer satisfied with the project results?

It is possible that the answers to the first two questions are **yes**, while the answer to this question is **no**. How can that happen? Simple; the Conditions of Satisfaction changed, but no one was aware that they had.

The project sponsor did not check with the customer after implementation on the business environment to see if the needs had changed; the customer did not inform the project manager that such changes had occurred.

Output

On the business level :

- 1: Closing the BPP
- 2: confirming the BVA and sustaining business success
3. Fully satisfying the customer

On the project management level :

- 1: real-time learned lessons
- 2: building a projectization culture
- 3: developing a “recognition system”
- 4-the impact of the project success on the PVA



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Thank You