

Project Report: Olympic Gymnasium and HotelO24 Construction Project

Project Overview:

To deepen my understanding of project management and gain hands-on experience, I worked on the construction of a new Olympic gymnasium and the development of HotelO24 in Paris. This project provided an opportunity to apply the Waterfall methodology, which is known for its structured and sequential approach, ensuring that all project phases were completed efficiently and on schedule. Through this experience, I was able to enhance my skills in managing complex projects within a high-stakes environment, such as those associated with the Olympic Game.

Project Scope:

Gymnasium Construction:

The gymnasium was designed to serve a dual purpose: initially, it would host Olympic gymnastics events, and subsequently, it would be repurposed for use by local schools and grassroots gymnastics programs. Special attention was given to the installation of child-friendly fittings and fixtures to ensure the facility would meet the needs of school-aged children.

HotelO24 Development:

HotelO24 was designed as an accommodation facility for Olympic guests, with the plan to repurpose it as a residential accommodation post-Olympics. A critical feature of the hotel was a rooftop terrace with views of the Olympic Stadium, which was a non-negotiable element from the hotel chain's perspective.

Project Planning:

High-Level Plan Review and Revision:

One of my key tasks was to review and refine the High-Level Plans for both the gymnasium and hotel projects. During this process, I identified several key milestones that were missing, including:

- **Safety Certification and Handover:** Ensuring all safety standards were met and officially certified before project handover.
- **Commissioning and Inspection Milestones:** Critical checkpoints for both internal and external inspections to ensure quality and compliance.

- **Final Handover to Stakeholders:** Coordinating the final delivery of the projects to all relevant stakeholders, ensuring all requirements were met.
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Milestone Management:

Critical Path Identification:

In managing the project schedule, I identified key milestones on the critical path, such as:

- **Completion of Gymnasium Structure:** A crucial step to enable subsequent work on fixtures and fittings.
- **Installation of Child-Friendly Fixtures:** Ensuring that the gymnasium would be suitable for post-Olympic use by children.
- **Construction of HotelO24's Rooftop Terrace:** A critical feature that required careful management to meet the client's strict deadline.

Risk Assessment:

Through careful analysis, I highlighted milestones that were at risk due to various challenges, including:

- **Potential Strikes by Building Contractors:** A significant risk that could cause delays and disrupt the project timeline.
 - **Delays in Material Delivery:** Particularly due to international shipping issues, including Brexit-related delays in gym equipment imports.
 - **Safety Certification Delays:** The rooftop terrace for HotelO24 was identified as a potential risk area due to safety certification delays.
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Budget Management:

Budget Review and Adjustments:

I conducted a thorough review of the combined project budget, making necessary adjustments to account for unforeseen issues, such as:

- **Additional Funding Requirements:** An extra €1,500,000 was identified as necessary for the hotel's post-Olympic conversion due to changes in the original plans.
- **Contingency Funds Utilization:** I identified the need to use contingency funds for urgent issues like hiring a new Site Manager and addressing the threat of a strike by contractors.

- **Alternative Funding Sources:** I explored potential funding sources, such as submitting requests to the Olympics Change Control Board, to supplement the project budget as needed.
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Risk and Issue Management:

Key Risks Identified:

Throughout the project, I proactively identified and managed several key risks, including:

- **Potential Strike by Building Contractors:** Addressed by initiating discussions with contractors and preparing contingency plans.
- **Delays in Importing Gym Equipment:** Managed by exploring alternative suppliers and adjusting the project schedule as necessary.
- **Safety Certification Delays:** Took steps to expedite the safety certification process for the rooftop terrace to avoid project delays.

Key Issues Managed:

I effectively managed several critical issues, ensuring the project stayed on track:

- **Immediate Hiring of a Replacement Site Manager:** This was crucial to prevent disruption following the departure of the original Site Manager.
 - **Addressing Legal Implications:** Managed the risk of legal action from the hotel chain by ensuring the rooftop terrace construction remained on schedule.
 - **Contingency Plans for Material Delays:** Developed and implemented contingency plans to mitigate the impact of equipment and material delays.
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Resource Management:

Resource Allocation and Adjustment:

Given the complexity of the project, resource management was a key focus:

- **Identified Resource Gaps:** Notably the shortage of Building Surveyors and the sudden departure of the Site Manager.
 - **Proposed Resource Moves:** Reallocated time for key team members and suggested hiring additional personnel to fill critical gaps.
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Stakeholder Management:

Communication and Reporting:

Maintaining clear and consistent communication with all stakeholders was essential:

- **Regularly Communicated with Stakeholders:** Kept the Hotel Manager, Operations Manager, and Gymnasium Committee informed of project progress and issues.
 - **Drafted Comprehensive Status Reports:** These reports highlighted progress, risks, and issues that required escalation, ensuring all stakeholders were aware and engaged.
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Status Reporting:

Weekly and Monthly Reports:

I consistently provided detailed status reports:

- **Weekly Status Reports:** Focused on progress, risks, and issues for both projects, with a particular focus on milestones and resource allocation.
 - **Monthly Report for the Paralympics Programme Office:** This report outlined the gymnasium's compliance with the specific requirements for the Special Olympics, ensuring all standards were met.
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Project Closure:

Optimal Project Closure Timeline:

I proposed a detailed project closure timeline for HotelO24, ensuring a smooth transition from the construction phase to operational readiness. This included:

- **Final Inspections and Approvals:** Coordinated all final inspections and secured the necessary approvals.
 - **Stakeholder Handover:** Managed the formal handover process, ensuring all deliverables met the stakeholders' expectations.
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Team Structure and Governance:

Revised Project Team Structure:

To ensure effective project delivery:

- **Developed a Revised Team Structure:** This accounted for resource changes and evolving project needs, ensuring all roles were adequately filled.
 - **Governance Improvements:** Implemented governance structures to streamline decision-making and enhance project oversight.
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Action Log Management:

Prioritization of Key Actions:

In managing the project action log, I prioritized key actions, including:

- **Resolving High-Impact Issues:** Focused on critical tasks such as securing safety certification for the hotel terrace and addressing contractor strike threats.
 - **Task Delegation:** Ensured that lower-priority tasks were delegated appropriately, maintaining focus on critical project objective.
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Project Communications:

Communication Improvement Suggestions:

To enhance project communications, I recommended:

- **Increased Frequency of Updates:** Suggested more regular updates within the team and with key stakeholders to ensure alignment.
 - **Alignment with IOC Communications Team:** Advocated for better coordination with the IOC Communications Team to ensure consistent messaging and timely dissemination of information.
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Lessons Learned:

From managing this complex project, I gained valuable insights into:

- **The Importance of Proactive Risk Management:** Early identification and mitigation of risks are critical to keeping large projects on track.
 - **Effective Stakeholder Communication:** Regular, transparent communication is vital to maintaining stakeholder confidence and support.
 - **Resource Flexibility:** Being adaptable in resource management, especially in response to unforeseen changes, is key to project success.
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