**Project Management CA**

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**Project Name**

Finware Services working from home requests policy and procedure project plan.

1. **Project Purpose**

Following the announcement of the Irish government working on implementing the right for employees to request to work from home into the law, organisations around the country, including Finware Services, must introduce a new system which allows employees to make such requests. As this is soon to be part of the law, Finware Services must implement this to protect the organisation from any fines or punishments from the government if they don’t practice this new policy. This new legislation acts as a driver for change for Finware Services. It is important for Finware to implement a fair system which isn’t automated. Instead, the requests can be emailed to a unique email which will be set up for the purpose of this system. The approval and denial of these requests will be processed by existing HR employees within Finware Services. For staff’s requests to work from home to be approved, they must meet certain criteria. Staff will be notified of what criteria needs to be met to be approved. Management will delegate the responsibility to process these requests to individual HR specialists. Training will be provided for the HR department. All employees will be told about the new policy and will be shown how to submit a request. This new system will enable employees of Finware to easily ask to work from home. This system needs to be in place by the end of June 2022. Finware services are going to take a waterfall approach to this project. As the cost of this project will be taken out of the existing HR department budget, there is no need to raise funds for this project.

When a work from home requests come through on this new system, the only person who can approve/deny this request is the HR specialist who has been delegated to do this job by the project manager.

A lot of different things happen with people and plans can change very quickly. So, this system would be efficient in cases when something occurs in an employee’s life last minute and all it takes is for them to email a request to work from home instead of losing a day’s work.

* 1. **Benefits of Implementation**

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| --- |
| * Improve application process |
| * Formality to working from home |
| * Eliminates poor use of resources |
| * Further training and knowledge available for staff |
| * Ensures staff are only working from home with a viable excuse |

1. **Project Scope**

|  |  |
| --- | --- |
| **What is in Scope** | **What is out of Scope** |
| * Project plan | * Automated system |
| * Research | * Raising funds |
| * Purpose of project | * Physical working from home |
| * Human operated system |  |
| * Training for staff |  |
| * Testing system before putting into use |  |
| * Going live with the system |  |
| * Team Meetings |  |
| * Risk workshops |  |

**3.1 Work Breakdown Structure**

**3.2 Change Control**

Changes are inevitable in projects and the necessary action needs to be taken to manage this. A change that could be required in this project is changing the system from a manual system to an automated system. The stakeholders involved in this change would be the HR specialist, HR manager and the project manager. This change would have an impact on the schedule, cost and quality of the project. The project manager must take into consideration that a change like this would accelerate the schedule and increase the quality of the system as it is done by a robot. Human make mistakes but automated systems are designed to make little-to-none. However, this would increase the cost of the project significantly. These findings must be presented to the change control board along with the project manager. If the change is approved, the project manager would go back to the scope and re-plan that part of the project and make sure it’s implemented. If its rejected, the HR department must be notified of the decision and the reason of rejection. All change requests in this project will be recorded in the change log.

1. **Project Schedule**

**4.1 Milestone Chart**

1. **Project Costs**

**5.1 Spend Chart**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Week 1** | **Week 2** | **Week 3** | **Week 4** | **Week 5** | **Week 6** |  |
| Project Manager | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |  |
| HR Specialist | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |  |
| Training |  |  |  |  | 700 |  |  |
| Reserves | 500 | 500 | 500 | 500 | 500 | 500 |  |
|  |  |  |  |  |  |  |  |
| Cumulative Overall | 3,000 | 3,000 | 3,000 | 3,000 | 3,700 | 3,000 | **18,700** |
|  |  |  |  |  |  |  |  |

1. **Stakeholders and Communications**

**6.1 Stakeholders**

|  |  |  |
| --- | --- | --- |
| James Murphy | Project Manager | Oversees the whole project, assign tasks to HR department and staff |
| Elaine O’Hara | HR Specialist | Sets up unique email for staff to send requests. Approves/Denies working from home requests |
| Gary O’Reilly | Trainer | Trains staff onto new system |
|  |  |  |
|  |  |  |

**6.2 Communications**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Communications** | **Medium** | **Purpose** | **Frequency** | **Team Member** |
| Progress Reports | In-person meeting | This is to see the status of the project if it is on track or not and to find the reasoning behind its status | Weekly | Project Manager |
| Team input/feedback | In-person meeting | This is to avoid any potential dangers ahead which some team members may spot | Daily | Project Manager |
| Task Updates | In-person meeting | This is to inform the project team on what tasks need to be completed | Daily | Project Team |
| Training update | In-person meeting | This is to inform the project manager on the status of the staff’s knowledge of new system | At completion of training | Project Manager |
| Milestones reached | In-person meeting | This is to determine the status when milestones are reached | At Milestone points | Project Manager |
| Project Discussion | In-person meeting | This is to discuss the strengths and weaknesses of the project | At completion of project | Project Manager |
| Finance Report | In-person meeting | This is to discuss the total costs of the project | At completion of project | Project Manager/HR Department |
| Staff satisfaction report | Email | This is to determine the satisfaction of our staff with the project | At completion of project | Project Manager |
| Recommendations report | Email | This is to allow staff to put forward any recommendations they have for the system | At completion of project | Project Manager |
| Key dates completion | In-person meeting | This is to discuss the completion of the project | At completion of project | Project Manager |

**6.3 Power/Interest grid**

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| --- | --- |
| **Important – Keep Satisfied**  Elaine – HR Specialist | **Key Players – Manage Closely**  Gary - Trainer |
| **Monitor – Others**  Staff members | **Affected – Keep informed**  HR Department |

Power

Interest

1. **Risk Planning and Management**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Risk** | **Probability** | **Impact** | **Ranking** | **Grading** | **Contingency Response plan** | **Fallback** | **Status** |
| 1. | HR specialist being too nice/strict in approving/denying requests | 8 | 7 | 56 | **High** | Constant check ins with Project Manager and ensure HR specialist to ask PM if unsure | A replacement HR specialist will take over this task | Closed |
| 2. | HR specialist receiving too many requests to handle by themselves | 6 | 7 | 42 | **High** | Having another worker from HR department on standby if this happens, number of requests counted at the start of every day | Permanently delegate an extra HR specialist to this task | Closed |
| 3. | Staff not meeting criteria but still requesting to work from home | 6 | 6 | 36 | Medium | Staff constantly reminded of criteria and could affect future requests if they continue to submit false requests | Deny any future requests of staff who continue to submit fake requests | Open |
| 4. | Training taking longer than expected | 5 | 6 | 30 | Medium | Further training days planned for staff in this case | Delegate the trainer role to somebody else of knowledge of the system | Closed |
| 5. | Key team members may leave the company | 6 | 4 | 24 | Medium | Members from same department (HR) replace any specialists that leave | Hire new people if it doesn’t work out with people from HR department | Closed |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Minor** | **Low** |  | **Medium** |  | **High** |  | **Catastrophic** |  |  |
| **Certain** | **9** |  |  |  |  |  |  |  |  |  |  |
|  | **8** |  |  |  |  |  |  |  |  |  |  |
| **Likely** | **7** |  |  |  |  |  | **R2 (42)** |  | **R1 (56)** |  |  |
|  | **6** |  |  |  |  | **R4 (30)** | **R3 (36)** |  |  |  |  |
| **Might** | **5** |  |  |  |  |  |  |  |  |  |  |
|  | **4** |  |  |  |  |  | **R5 (24)** |  |  |  |  |
| **Unlikely** | **3** |  |  |  |  |  |  |  |  |  |  |
|  | **2** |  |  |  |  |  |  |  |  |  |  |
|  | **1** |  |  |  |  |  |  |  |  |  |  |
|  | 0 | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** |  |

1. **Monitor and Control**

Planned Value (PV): 10,500

Earned Value (EV): 9,000

Actual Costs (AC): 11,000

**Cost Variance (CV)**

Earned Value (EV) – Actual Costs (AC)

9,000 – 11,000 = -2,000

**Schedule Variance (SV)**

Earned Value (EV) – Planned Value (PV)

9,000 – 10,500 = -1,500

**Cost Performance Index (CPI)**

Earned Value (EV)/Actual Costs (AC)

9,000/11,000 = 0.82

**Schedule Performance Index**

Earned Value (EV)/Planned Value (PV)

9,000/10,500 = 0.86

These costs were calculated at the half way point of the project. By calculating these costs, we have an idea of where we stand in relation to completing the project on time or not and being over/under budget. The cost variance of our project is -2,000, this means that we are currently over budget. The schedule variance of our project is -1,500, this means that we are behind schedule, projecting that we will go over the deadline at the end of June. The Cost Performance Index of this project is 0.82, this means there is a negative trend. The Schedule Performance Index of this project is 0.86, meaning there is a positive trend.

1. **Evaluation and Closing**

Overall, this project was a success for the organisation. We have successfully implemented a new working from home requests system for employees. It is a quick and efficient way of submitting these requests and is very easy for both the employee and HR specialist to use. This successful project was not always plain sailing, there was a couple bumps in the road, but our fantastic project team pulled through. The project was completed 1 week after the deadline. This wasn’t a major deal, but it put a bit of a sour taste on the completion. At the halfway point we had a schedule variance of -1,500 and we lowered that number in the second half of the project leading to completing the project only a week overtime. The initial date for release was the 27th June but the system went live on the 4th June. We were also overbudget at the completion of the project.

This system is very simple to use, and the satisfaction of our employees are at high levels. It only takes the HR specialist 1-2 business days to approve/deny any requests they receive. There is some confusion and frustration in cases where an employee must submit a request to work from home in the morning of the day they wish to work from home. But we have overcome this problem by setting up a separate email for urgent requests as emergencies do happen. We have learned that our staff members are human and not robots. Things out of the ordinary can happen often and we need to be ready to cater for our staff to make them comfortable. Once the emergency isn’t too serious and they are able to work but only from home, we must be satisfied as the work is still being done. We would recommend prioritising staff member’s health and wellbeing and prepare to cater for any emergencies that may arise.

As mentioned above, we were overbudget at the end of the project. We went overbudget as we received a huge number of requests from the staff and it was too much work for one person. We had to hire another HR specialist to help with the mass number of requests leading us to go overbudget. We must work to improve our estimating techniques and taking possible risks into consideration. This will help us manage our budget better and prepare for any complications that we may come across. We would recommend preparing for any risk that may occur and have the budget available to cover the costs.

Throughout the project, we held an in-person meeting daily discussing the tasks that need to be completed for that day. However, we realised that for a lot of consecutive days we were holding the same meeting and giving out the same tasks. This didn’t have a major impact on the project other than wasting 20 minutes each morning repeating ourselves. In future, we would hold these meetings weekly as the daily meetings can be time consuming and repetitive.