







<b>Workshop Title</b>	<b>Activity Planning to Make Better Use of Resources</b>													
<b>Why invest in this workshop?</b>	Because planning enables managers to better apportion/organise workloads and identify resource constraints. It also ensures staff don't need to be micromanaged, meaning they are 28% less likely to think about leaving ( <i>Source: Forbes.com</i> ). Both of these things result in less recruitment headaches for HR teams.													
<b>Who is it for?</b>	Anyone with responsibility for managing a team or allocating work to others													
<b>What output(s) will attendees learn to produce</b>	Attendees will create an activity plan for their team to cover the next 3-6 months including Activities/Milestones/Owners plus an automated Gantt chart, progress tracker and workload balancing summary													
	<b>Start Date</b>	<u>22/08/2017</u>				<b>Activity Plan</b>								
	<b>ACTIVITY</b>	<b>WHO</b>	<b>Start</b>	<b>End</b>	<b>% Progress</b>	<b>RAG Status</b>	22-Aug	29-Aug	05-Sep	12-Sep	19-Sep	26-Sep	03-Oct	10-Oct
	Activity 1	AB	20-Aug	21-Aug	100%	Complete	0.5							
	Activity 2	CD	20-Aug	21-Aug	50%	Red	2							
	Activity 3	DH	20-Aug	12-Sep	0%	Amber	3	3	2	1				
	Activity 4	AB	24-Sep	24-Sep	0%	Green				1				
	Activity 5	CD	08-Oct	08-Oct	0%	Green							1.5	
	Activity 6	DH	15-Oct	10-Nov	0%	Green								5
	Activity 7	AB	15-Oct	04-Feb	0%	Green								1
	Activity 8	CD	12-Nov	12-Nov	0%	Green								
	Activity 9	AB	26-Nov	22-Feb	0%	Green								
	Activity 10	CD	03-Sep	12-Oct	50%	Green		1	2	2	2	2	2	2
	Activity 11	DH	03-Sep	03-Sep	0%	Green		1						
	<b>Key:</b>		<b>Total Man-Days/Week</b>	<b>Contingency</b>	<b>10%</b>		8.6	11	10	9.1	8.6	5.8	9.7	12
			<b>Total Days Available</b>				9	9	9	9	9	9	9	9
	Milestone		Individual Days	<b>WHO</b>	DH		3.9	7.2	5	2.8	0.6	0.6	0.6	6.1
	Activity Man-Days		Individual Holidays				0	0	0	0	0	0	0	0
	Complete		Individual Available				5	5	5	5	5	5	5	5
<b>How will they produce it?</b>	<p><b>MODULE 1: Establish outcomes and produce the plan</b></p> <p>1a (30 mins): Define the operational and improvement outcomes to be delivered            1b (1 HR): Break down outcomes into activities that can be completed by 1 person            1c (1 HR): Sequence activities to ensure timely delivery of outcomes            1d (30 mins): Establish dependencies, the critical path and contingency plans</p> <p><b>MODULE 2: Define ownership and forecast resource requirements</b></p> <p>2a (30 mins): Create a demand forecast and add resources needed for each activity            2b (30 mins): Assign owners based on strengths, development needs &amp; availability            2c (30 mins): Identify and balance budget vs. resource constraints</p> <p><b>MODULE 3: Track delivery of the plan</b></p> <p>3a (30 mins): Add progress, RAG statuses and track actual vs. forecasted costs            3b (30 mins): Identify risks/issues that could affect its timely delivery            3c (30 mins): Develop an action log to record steps to bring the plan back on track</p>													





<b>Format</b>	Attendees will produce a draft plan on the wall using brown paper and post-it notes. They will then transfer that plan to an Excel-based planning template that can be used to communicate and manage the delivery of their team’s workload.
<b>Duration</b>	1 Day (for full course) or can be broken down into modules/sub-modules as above
<b>How Success Measured</b>	Option to have feedback collected from team members before and 6/12 months following the course to assess if planning and organisation has improved



<b>Workshop Title</b>	<b>Use Performance Management and Reporting to Keep a Team on Track</b>																																								
<b>Why invest in this workshop?</b>	Because whilst plans and processes provide the direction for a team their delivery requires constant monitoring and intervention to ensure they remain on track																																								
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<b>What output(s) will attendees learn to produce</b>	Attendees will create a performance framework for their team that:																																								
	<ul style="list-style-type: none"> <li>Collates progress reports from team members</li> <li>Collects data to report against KPIs</li> <li>Records actions taken to ensure plans are delivered and risks/issues managed.</li> </ul>																																								
	<b>Meeting Title</b>	Team Meeting																																							
	<b>Meeting Objective</b>	Progress Review																																							
	<b>Date</b>	24/08/17																																							
	<b>Participants</b>	DH, AB, CD, EF																																							
	<b>Operational Performance</b>	<b>Agenda</b>																																							
		<table border="1"> <thead> <tr> <th>Item</th> <th>Time</th> <th>Duration</th> <th>Session Title</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>10:00</td> <td>10:10</td> <td>00:10</td> <td>Actions</td> </tr> <tr> <td>2</td> <td>10:10</td> <td>10:25</td> <td>00:15</td> <td>Plan Review</td> </tr> <tr> <td>3</td> <td>10:25</td> <td>10:40</td> <td>00:15</td> <td>Risk Review</td> </tr> </tbody> </table>	Item	Time	Duration	Session Title	1	10:00	10:10	00:10	Actions	2	10:10	10:25	00:15	Plan Review	3	10:25	10:40	00:15	Risk Review																				
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<b>How will they produce it?</b>	<p><b>MODULE 1: Performance reporting inputs</b></p> <p>1a (1 HR): Define performance review approach and meeting agenda</p> <p>1b (1 HR): Complete individual progress reports and collate results</p> <p>1c (1 HR): Record data for measures &amp; produce charts/indicators for performance</p> <p><b>MODULE 2: Managing progress reviews and actions</b></p> <p>2a (30 mins): Review progress against activities and define actions for next period</p> <p>2b (30 mins): Interrogate KPI issues and define actions to address them</p> <p>2c (1 mins): Define risks/issues and identify actions to mitigate them</p>																																								



<b>Format</b>	Attendees will use an Excel based template to collate reporting inputs, summarise the data in a reporting dashboard to define and manage performance
<b>Duration</b>	1 Day (for full course) or can be broken down into modules/sub-modules as above
<b>How Success Measured</b>	Option to have feedback collected from team members before and 6/12 months following the course or to compare performance metrics to assess if performance management has improved



### Project Management Training Workshops



<b>Workshop Title</b>	<b>Managing Projects that Deliver to Time, Cost and Quality Expectations</b>
<b>Why invest in this workshop?</b>	Because projects typically run 45 percent over budget and 7 percent over time, while delivering 56 percent less value than predicted
<b>Who is it for?</b>	Anyone involved in design, delivery or oversight of projects/programmes that wants to understand best practice without having to attend 5-day Prince 2 training
<b>What output(s) will attendees learn to produce?</b>	<p>Attendees will produce a plan with the project/programme elements below and will practice completing the Planning/Organisation &amp; Finance/Resourcing deliverables:</p>  <p><b>Project stage</b>    <b>INITIATE</b>    <b>DESIGN</b>    <b>IMPLEMENT</b>    <b>SUPPORT</b></p> <p><b>Planning/ Organisation</b></p> <ul style="list-style-type: none"> <li>INITIATE: BRIEF, PLAN, PID, DELIVERABLE CHECKLIST, CHARTER, GOVERNANCE &amp; REPORTING STRUCTURE, RAID LOG</li> <li>DESIGN: Monitor progress and update plan, Document control and sign-off</li> <li>IMPLEMENT: GO LIVE CRITERIA &amp; CHECKLIST, Report generation, boards, meetings and HPT activities, Identify and track mitigating actions</li> <li>SUPPORT: LESSONS LEARNT REVIEW</li> </ul> <p><b>Finance/ Resourcing</b></p> <ul style="list-style-type: none"> <li>INITIATE: DRAFT BUSINESS CASE, BUDGET, RESOURCE MGMT PLANS</li> <li>DESIGN: DETAILED BUSINESS CASE, BENEFITS REALISATION PLAN</li> <li>IMPLEMENT: Track costs vs. budget and re-forecast as needed, Procure/contract resources, track vs. demand and re-forecast as needed</li> <li>SUPPORT: Benefit Tracking</li> </ul> <p><b>Change Management (People &amp; Process)</b></p> <ul style="list-style-type: none"> <li>INITIATE: CHANGE STRATEGY, STAKEHOLDER MANAGEMENT / COMMS PLAN</li> <li>DESIGN: AS-IS PROCESS MAPS, TRAINING STRATEGY &amp; TNA, TO-BE PROCESS MAPS / OP. MODEL, CHANGE IMPACT / READINESS</li> <li>IMPLEMENT: TRAINING MATERIALS, TRAINING EVALUATION, Reassess readiness and update plans, Deliver communications, re-evaluate stakeholders and update plans</li> <li>SUPPORT: TRAINING FOLLOW-UP</li> </ul> <p><b>IT / Business Change Development</b></p> <ul style="list-style-type: none"> <li>DESIGN: REQUIREMENTS LIST, FUNCTIONAL SPEC, DATA MODEL, USER TEST PLAN, TECHNICAL SPEC, SYSTEM TEST PLAN</li> <li>IMPLEMENT: BUILD PLAN, UNIT TEST PLAN, CUTOVER PLAN, CHANGE &amp; INCIDENT MANAGEMENT PLAN</li> </ul> <p><b>Key:</b></p> <ul style="list-style-type: none"> <li>DELIVERABLE - ALL (Yellow box)</li> <li>DELIVERABLE - IT ONLY (Green box)</li> <li>Activity (Red arrow)</li> </ul>
<b>How will they produce it?</b>	<p><b>MODULE 1: Project initiation – planning/organisation</b></p> <p>1a (30 mins): Understand the different phases and components of a project          1b (1 HR): Complete project start-up activities: Brief/PID/Charter          1c (1 HR): Develop a logically sequenced plan and deliverable set          1d (30 mins): Governance set-up: RAID log, board/WBS/HPT/reporting structures</p> <p><b>MODULE 2: Project initiation – finance/resourcing and change management</b></p> <p>2a (1HR): Add budgeted resources/costs to the plan          2b (1 HR): Draft a business case to evaluates cost vs. benefit (savings/revenues)          2c (1 HR): Develop a business change strategy &amp; stakeholder/communications plan</p>



	<p><b>MODULE 3: Design</b></p> <p><b>3a (30 mins): Monitor progress and update plans, logs, RAID, reports and forecasts</b></p> <p><b>3b (1 HR): Develop AS-IS/TO-BE process maps and associated requirements</b></p> <p><b>3c (1 HR): Define change impacts, associated training needs and engage staff</b></p> <p><b>3d (30 mins): Understand technical deliverables: Specifications/Data Models</b></p> <p><b>MODULE 4: Implementation and support</b></p> <p><b>4a (30 mins): Establish go live criteria and sign-off requirements</b></p> <p><b>4b (30 mins): Develop and monitor a benefits realisation plan</b></p> <p><b>4c (1 HR): Develop training materials, evaluate readiness and adjust activities</b></p> <p><b>4d (30 mins): Understand the testing V-model &amp; cutover/change/incident planning</b></p> <p><b>4e (30 mins): Deliver post go-live support, training follow-up and lessons learnt</b></p>
<b>Format</b>	Attendees will complete a mixture of paper-based project management templates in groups as well as some MS office based templates on individual laptops based on a project/programme that they expect to be involved in.
<b>Duration</b>	2 Days (for full course) or can be broken down into modules/sub-modules as above
<b>How Success Measured</b>	Comparison of anticipated benefits, timeliness and budget adherence of projects prior to and 12 months following its implementation
<b>Course Variant</b>	<p>This course gives an overview and an opportunity to complete part of the associated templates. It can be tailored to IT/Non-IT projects. Alternative options are:</p> <ol style="list-style-type: none"> <li>1. A 1-day overview of all aspects without the deliverable completion activities</li> <li>2. A detailed 4-day course that dedicates a full day to each of the phases above</li> </ol>