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## Developing a Project Management Best Practice

### 1. Introduction

Project management has evolved over time, becoming the principal means of dealing with change in modern organisations. Best practices have occurred as a result of business evolution and of practicing project management at a global level. Best practices in project management, if followed, increase the chances of success in achieving goals when dealing with projects.

### 2. What is a Best Practice?

A best practice is defined as “an optimal way currently recognised by the industry to achieve a stated goal or objective”. It is an idea that asserts that there is a technique, method or process that is more effective at delivering a particular outcome than any other technique, method or process.

However, different organisations define the term “best practice” differently. While for some best practice refers to a consistent way of doing something, others simply ensure that everyone in the project management function uses the same templates and software.

When organisations look at developing a best practice around the project management function, they usually mean one or more of the following:

- Standardised processes
- Standardised tools and templates
- Standardised software
- Development of competencies
- Assessment of skills

- Development of a process for resource planning/allocation
- Development of strategic training/education programmes
- Requirement and support for industry certification

### 3. What is Project Management?

A project is a way of attaining objectives. It is a new, unique and temporary set of activities with a defined beginning and end, and uses resources in a planned and organised way with the purpose of reaching certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities.

The characteristics of a project require a specific type of management. Project management is defined as the application of knowledge skills, tools and techniques to project activities. It is accomplished through “the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing”. Project management is recognised to be the key enabler of business change and a vital contributor to future business success.

### 4. Why Establish Best Practices?

Organisations desire to establish best practices to meet various needs. Some of the needs are:

- Effective management of project resources
- Alignment of projects to the strategic goals of the organisation
- Improved tracking and reporting on projects' statuses
- Reduction in the time and money spent on ensuring projects are brought to a successful conclusion

The continued success of organisations in an ever-changing, competitive marketplace requires that they have formalised their project management function and find improved ways of accomplishing their strategic goals.

With a best practice in place, organisations are better able to make decisions on the types of projects to undertake in any given time period.

## 5. Advantages of Using Best Practices in Project Management

Since projects are generally perceived to be unique, it cannot be expected that the same set of processes and methods will foster the success of each and every project. Best practices in project management contribute to the achievement of goals, but project managers need to determine which project management methods can be generally applied and which are appropriate in specific situations. Project managers also need to be able to adapt the international standard to the cultural differences which appear in different areas or countries.

The main benefits of using best practices in project management are:

- i. **Transfer of knowledge**  
Poor project management is the most widely found cause for failure to meet project objectives and goals. A standardised approach of project management comes to support the project manager when dealing with multiple projects with different competency needs, reducing the management risk and maximising the achievement of goals.
- ii. **Better communication**  
Communication is a key element in project management that influences the success or failure of a project. Best practices help “harmonises divergent terminology and different understandings of processes and methods”.
- iii. **Time and cost savings**  
Projects are known to be time dependent; hence, time management is part of project management. Best practices in project management bring the benefit of saving time and money in dealing with projects, goals that all project-based organisations must strive toward.

- iv. Better process quality  
Standards and guidelines improve quality by reducing failure and maximising the achievement of goals.
- v. Better team work  
The team will be better organised, while the tasks will be clearly defined and the teamwork will be more efficient.
- vi. Better position on the market  
The application of best practices in project management contributes to a better position of the business in the market, as it will prove high project management competence to all stakeholders.
- vii. International approach of labour  
A standard approach of knowledge, competence and processes facilitates working in an international environment.
- viii. Better monitoring and controlling  
In today's global economy, standards are needed to improve the efficiency of monitoring and controlling international projects.
- ix. A more efficient and objective audit  
Standards are essential elements in auditing projects. The adoption of international standards will increase the efficiency of the auditing process.

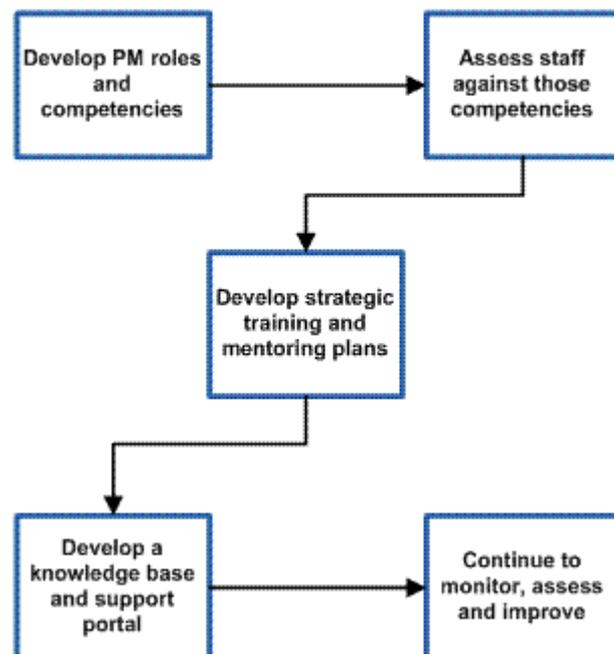
## 6. Best Practices Methodologies Used in Project Management

A wide range of best practices is currently available for project management, issued by diverse organisational bodies, such as the large national and international official standard-giving organisations (e.g. ISO, ANSI), project management associations all over the world and other associations that promote industry-specific standards.

International Standard/Guidelines	Description
ICB	International Competence Baseline issued by International Project Management Association (IPMA)
ISO 10006	Standard for quality management in project management issued by the International Standards Organisation (ISO)
OPM3	Organisational Project Management Maturity Model issued by the Project Management Institute (PMI)
PMBOK	PMBOK Guide to the Project Management Body of Knowledge issued by the Project Management Institute (PMI); at the same time ANSI standard for project management (an American national standard)
PRINCE	Project management standard developed and issued by the British Office of Government Commerce (GOC)
P2M	A guidebook of Project & Program Management for Enterprise Innovation issued by ENNA
PCM	Project Cycle Management Guidelines issued by the European Commission

## 7. A Five-Step Approach

The following five-step approach can be undertaken when developing a project management best practice within an organisation.



Source: Abudi, G. (2009). *Developing a project management best practice*. Retrieved February 25, 2012, from <http://www.ginaabudi.com/articles/developing-a-project-management-best-practice/>

Prior to getting started, it is essential for the organisation to be prepared for the change that is occurring. It is crucial to communicate the value of establishing a project management best practice to the organisation. Staff need to understand the direction the organisation is heading in and why. Issues such as why do standards need to be put in place; what are the benefits to the organisation; what are the benefits to the project management function; etc. should be addressed and explained. It is important to note that buy-in is required from all levels of the organisation and beyond the top management.

## **7.1. Develop project management roles and competencies**

Organisations need to first consider what project management roles exist within their organisation. Are the roles formal or informal? If no roles exist, what is needed – Project Lead, Project Manager, Project Scheduler, Team Lead? Is certification required? Make decision on roles needed based on a number of factors, including: types of projects, strategic goals, current project management functions within the organisation, skills and expertise needed on projects, competition's organisational structure, and the long-term strategic goals of the organisation.

Organisations need to develop competencies specific to each role and assesses against those competencies. Competencies should include both technical competencies and management /leadership competencies (team skills, negotiation skills, conflict management, and communication). They also need to remember that technical project management skills alone is not sufficient for success in project management – management/leadership skills are needed given the high interaction the project management function has with internal and external clients.

For each skill identified for the various roles, organisations would also need to identify what level of competency is required. For all roles, it is likely that a high competence level is required in influencing and communication skills. They would want to assess individuals, regardless of their role, in how effectively they can influence and communicate with others.

## 7.2. Assess staff against those competencies

There are various methods to assess skills and the choice of how to assess these skills is dependent on what works best for the organisation and the purpose of assessment. Organisations need to think about the purpose of their assessment, if it is to:

- Determine strategic needs
- Determine project management roles within the organisation
- Determine skills to assign individuals to projects and project teams
- Gain a clearer understanding of the skills of project management staff to fill in the gaps
- To develop career paths for individuals in the project management function

There are many reasons to assess skills within the organisation. Prior to assessing skills, organisations need to have an understanding as to why they are doing so. This is important so that you can effectively communicate why you are assessing, who is being assessed and what will be done with the results of the assessment.

Assessments can be in the form of subjective or objective assessments, group and one-on-one interviews, online surveys and through data gathered from internal resources such as human resources and individual business units. A combination of methods provides organisations with sufficient data to make strategic decisions around the project management function. It is recommended that one begins with a pilot group for the assessment to test the method being utilised and the usefulness of the data being returned. The ideal pilot group will comprise a number of individuals from across the project management function – from junior to more senior skilled individuals – with a variety of skills and competencies.

Once the pilot group has been assessed and results tabulated and analysed, share the information with the individuals who were assessed and with key leaders within the organisation. Do a post mortem with the individuals assessed – How did the process work from their perspective? How comfortable and confident were they about the assessment? How do they believe others in the organisation will react to the assessment? What changes would they make? Based on what you have learned, make the changes necessary to roll out the assessment process organisation-wide. If significant changes have been made, organisations may want to re-involve the pilot group in one more pilot of the assessment before the roll-out.

### **7.3. Develop strategic training and mentoring plans**

Part of the organisation's goal should be to develop strategic training and mentoring plans for the project management function. Some training may be needed to meet short-term goals. For example, if the organisation is determined that through the assessment, individuals are not highly skilled in identifying and planning for risk and that is a key component of managing projects at the organisation, it may want to ensure that there is a plan in place to improve those skills in as short a time frame as possible. This plan may include training focused specifically on project risk management, but may also include a mentoring component where individuals with stronger skills in risk management are paired with individuals who need to improve their skills in this particular area.

Some training may be needed to meet long-term goals and will likely be tied to career paths and formal mentoring and coaching programs. Such training programs should be focused on supporting and preparing for certification or credentials and providing individuals with the skills needed to move into roles with more responsibility within the organisation (such as from a Project Administrator role into a Project Scheduler role and, at some point, into a Project Manager or Program Manager role within the organisation). Formal mentoring and coaching programs can be structured to ensure that individuals in the project management function get the support they need to continue to develop their skills and grow within the organisation. Formal mentoring and coaching

programs also provide senior level project/program managers with an opportunity to take on leadership roles in getting more junior members of the project management team up to speed and functioning effectively and successfully within the organisation.

Regardless of the short or long-term goals of the training, it is recommended that all training programs include an action planning component so that individuals have a plan to apply what they are learning back on the job with the support of their managers. Training itself will not improve the skills of individuals; the knowledge gained must be applied in practice if it is going to be effective. Organisations are recommended to follow up training with a three-month survey to determine how individuals are applying their newly acquired skills and knowledge and what are the enablers and barriers to them continuing to apply those skills. Ask managers for their input on the training initiative – was it successful? What changes do they see in the project management staff? What else is needed?

#### **7.4. Develop a knowledge base and support portal**

A knowledge base/support portal can be a “one stop location” for all project-related information, along with providing those involved with projects a way to support each other.

Any of the following could be part of the knowledge base/support portal:

- Collaboration/information sharing forums
- Best practices knowledge base
- Resource library
- Listing of all organisational project resources
- Current project information
- Past project information
- Strategic plan (future projects)

- Access to tools, templates, job aids, project management software
- Tracking of project status
- Project schedules and budgets
- Resource allocation
- Just-in-time learning components

This portal becomes a resource for the project management function to help each other by problem solving issues, sharing best practice, brainstorming, etc. Many organisations already have much of the information you would want in such a portal. All of that knowledge needs to be pulled together into one central location to better support the needs of the project management function.

## 7.5. Continue to monitor, assess and improve

Ensuring continuous improvement and keeping the project management function growing and moving in the right direction is an ongoing process.

Key performance indicators (KPIs) should be determined. KPIs may include time to market, management of budgeted monies, percentage of contracted resources used on projects, ROI of a strategic project, among others. Organisations should think where the project management function is today and where do they want it to be at some point in the future. They need to map out a plan to reach their goal and re-assess against that baseline to determine progress. If sufficient progress is not seen, determine the issue, problem-solve and re-set the strategy if necessary to get back on track. It is also important to note that KPIs will differ from organisation to organisation and may even differ from business unit to business unit within the same organisation.

On an annual basis, the following should be done:

- Re-assess project management skill sets:
  - Have improvements in skills been realised based on training and mentoring/coaching plans?

- Are other skills required due to changes in the business?
- Re-evaluate competencies for each project management role:
  - Have needs changed due to changes in the business model or market strategy?
  - Are other competencies required for various project management roles?
  - Is there a new project management role within the organisation?
  - Has restructuring or layoffs affected the project management function thereby requiring additional skills for those remaining?
- Re-evaluate training and mentoring programs:
  - Are the current training and mentoring programs in place still successful?
  - Do they need to be adjusted based on new requirements within the business?
  - Are current mentors getting a bit worn down and should others be given the opportunity to mentor?
  - Are there new processes or standards that require training?
  - Do the training programs meet the needs of project management staff given the focus on new skills and knowledge to get the job done?
- Re-evaluate project management processes and best practices:
  - Do current processes need updating to meet new business needs?
  - Best practices evolve – what are updated best practices?
  - What are individuals/teams doing to make their job easier?
  - What processes have individuals/teams been using that are not yet reflected organisation-wide?

- Re-evaluate your KPIs:
  - How are you trending against your KPIs?
  - Do KPIs need to be adjusted based on changes to the business?
  - Do new KPIs need to be determined and a baseline set?
  - Do changes need to be made to how KPIs are being tracked?

## Case Study

### Shenzhen Telecom

Shenzhen Telecom is a wholly owned subsidiary of China Telecom in Shenzhen city. In May 2006, it won the bid to develop the communications network for Shenzhen city's Nanshan District of China, a project that would connect government offices, neighbourhoods, schools and community healthcare service centres. Shenzhen Telecom was tasked to extend optical fibres throughout the area with the goal of improving the government's ability to serve its people and promote seamless and effective communication.

The China Telecom Shenzhen project team began work on the Nanshan District on July 6, 2006, over a year after they won the bid, and aimed to complete the project by November of 2006. The total contract amount for the project was US\$3 million.

### Challenges

The Nanshan District project presented various challenges for the Shenzhen project team. Staying on schedule was a primary concern as the signing of the contract, which would officially launch the project, was completed late in the schedule. Due to the delay of the contract, the team initiated the project according to the information in the letter of intent, which posed some problems as the letter of intent and the actual contract differed slightly. This caused the team to have to make changes and modifications mid-project which, in turn, impacted the overall schedule.

The Nanshan District Optical Fibre Network consisted of six optical fibre networks: government, education, health, network, community network, and politics and law network, all of which were connected to the three levels of Nanshan District government, sub-district offices and communities. Having this many networks posed a challenge as the Shenzhen project team needed to ensure that activities associated with each unit were appropriately coordinated with the greater team.

The complexity and scope of the project itself presented a challenge for the team as well. Due to the vast size of the project, Shenzhen Telecom had to involve 10 different departments within the company and required the participation of numerous related units of design, construction and supervision, which necessitated immense organisation and management. These units would have to oversee the laying of

more than 426 new routes of optical fibres to create the network for the Nanshan District, and the project execution required difficult coordination and mandatory approvals that threatened the project's pre-determined timeline and schedule. Additionally, with so many individuals involved in such a complex project, there was a high risk of communication failures.

## Solutions

In ensuring that the Nanshan District project was completed on time and within the boundaries set by the District, the Shenzhen project team utilised standards defined by Projects Management Institute (PMI) to ensure successful collaboration and project management.

Due to the immense scope of the Nanshan District Network, the leaders of Shenzhen Telecom attached great importance to the project, terming it the "No. 1 Project". They also formed a Project Management Committee, which would give the China Telecom team structure and standardised processes. Under the committee, a client coordination team, project construction team and deployment and delivery team were established. These teams formed a project management organisational structure that built a sound management platform.

To ensure timely and effective communication, the team also launched the "No. 1 Project Mailbox", providing a platform for the team to share updates surrounding logistical information, ongoing activities and scheduling. The platform also gave all the individuals involved full visibility into the project. In addition, the project team ensured effective communication by fully leveraging traditional project management communication means such as coordinating routine meetings to discuss project initiatives and developing weekly reports to track project progress.

Communication was also strengthened with the development of a "unified client communication interface," which was a system where various Shenzhen Telecom centres had a designated Nanshan District channel contact as the interface for communication with the client. This helped improve client satisfaction because each individual Nanshan District Network was given exclusive attention so communications regarding changes and other issues were efficiently and successfully addressed.

The project documentation processes put in place also helped to ensure things ran smoothly as it enabled the team to review the progress of each activity and identify scheduling and

budget problems before they became unmanageable. As part of the documentation process, specific team members were appointed to take charge of managing the documents and project logs were developed and refreshed regularly. This, in turn, kept the team on task and effectively controlled the many moving parts of the project.

To further ensure that the project stayed on schedule and ran smoothly, the Shenzhen project team took measures to anticipate difficulties in meeting the project schedule and then created plans and programs to overcome those potential issues. For example, using proven PMI standards and principles, the team addressed the anticipated schedule difficulties by instituting a program in which the performance progress of each unit associated with the project was made visible across all units and top performers were publicly recognised. This inspired the team to stay on track and work hard to achieve both personal and team success. Additionally, during the last phase of the project, the team launched the “No. 1 Project War Room” which released a daily countdown report to create a sense of urgency and fulfilment among team members, further helping them meet the project schedule.

## Results

The Nanshan District Network project was successfully completed on November 28, 2006 ahead of the team’s target completion date. Through the use of proven project management ideologies, the China Telecom team was not only able to keep the project on schedule, but it was also able to execute activities effectively and efficiently.

Given that they were so pleased with the execution and outcome of the project, the Nanshan District Government awarded Shenzhen Telecom with a pennant for its performance. In addition to the great results and benefits that the Nanshan District achieved, the project also produced significant economic and social benefits for Shenzhen Telecom. In fact, the success of the project has enhanced Shenzhen Telecom’s credibility as the top communications provider, truly making the Nanshan District Network project the undisputable “No. 1 Project” for Shenzhen Telecom in 2006-2007.

### Key achievements:

- The China Telecom Shenzhen project team was able to complete the project successfully and within the pre-determined timeline.

- The development of the “unified client communication interface” was the first of its kind for a large Shenzhen Telecom client and marked a “best practice” program that will be applied to large Shenzhen Telecom clients moving forward.
- Shenzhen Telecom strictly enforced project management standards and processes, which effectively controlled the impact of mid-project changes with the final control ratio maintained at 22.8 percent.

## Olympic Delivery Authority Transport Team

One of the key parts of London's 2012 Olympics commitment in delivering sustainable Games is to deliver sustainable transport. However, significant challenges are associated with delivering sustainable transport. Hence, developing the right policy commitments that achieved the correct balance between environmental, social and health benefits and satisfied economic criteria was key and also ensuring that these were embedded into policy documents signed off by the key stakeholders.

The sustainability themes that drove the Transport Policy development were: accessibility and inclusion; healthy living; climate change; and transport. The team was also faced with a challenge to ensure that theme objectives were interpreted consistently into implementation plans across the transport projects. The development of a management system that applied consistent standards and approaches across all aspects of transport planning was considered essential to facilitate the transport sustainability objectives.

Thus, London 2012 worked with the British Standards Institute (BSI) to develop a British standard for sustainable events management system. In this way they capitalised on the expertise offered by the auditors in ensuring that a high quality management system was implemented within the ODA. This approach effectively "de-risked" the transport programme and provided confidence to stakeholders that the programme was being effectively managed.

### BS8901 Sustainable Event Management System

Recognising the need for a different approach to existing standards, the London 2012 team worked with the BSI and played a key role in the development of the standard BS8901 Sustainability Management Systems for events. The standard provides a best practice framework for event management, creating a new benchmark for how major events should be planned around key sustainability principles.

The ODA Transport team became one of the first organisations to achieve the new sustainability standard in 2010. The assessment recognised that the Games transport plans would deliver lasting benefits for the planning of future events. In achieving the BS8901 sustainability standard, the ODA Transport team also explored ways to further reduce the carbon impact of its transport activities, including the use of low carbon concrete in the construction of the transport infrastructure. Such measures were seen as step changes in

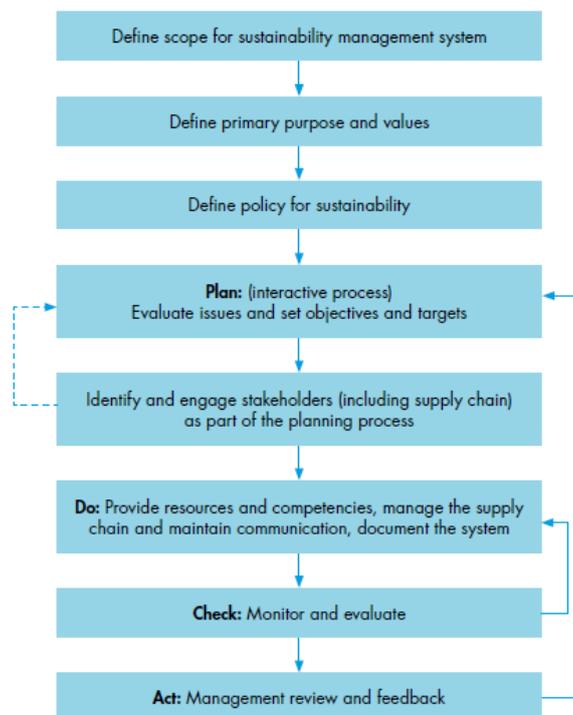
improving the sustainability performance of the construction industry and associated industries in legacy.

BS8901 is currently being developed with significant input from London 2012 into an internationally recognised standard which is planned to be called ISO20121.

### Implementation of the Sustainability Management System (SuMS) in ODA Transport

A sustainability manager was recruited with responsibility for developing and implementing the management system. He/she is also required to work closely with Health and Safety and Quality Managers to integrate sustainability, where appropriate, into the existing processes working with the respective functional areas, for example, venue transport managers, transport mode leads, accessibility, procurement, communications, and learning and development. The ISO 9001 and 18001 certificated system in existence provided the structure for the management system.

### Roadmap to implementing BS8901



Source: Sinclair-Williams, M., et. Al. (2011, October). Implementation of BS8901 sustainability management systems for events. Retrieved March 6, 2012, from <http://learninglegacy.london2012.com/documents/pdfs/transport/425009-369-implementation-of-bs8901-aw.pdf>

Scope for sustainability management system:

The scope of the management system was defined as the processes for the management of the movement of people during the Games. This reflects the obligations upon the ODA to provide effective sustainable transportation for spectators (and workforce) travelling to and from the Games.

Primary purpose and values:

London Organising Committee of the Olympic and Paralympic Games (LOCOG) and the ODA shared a common London 2012 vision and set of values.

This was to use the power of the Games to inspire lasting change in:

- the level of sport participation around the UK;
- attitudes towards diversity, disability and sustainability, as well as in people's lives; and
- the physical landscape of East London.

Policy for sustainability:

The London 2012 Sustainability Policy was the overarching Sustainability Policy that the ODA Transport Plan and ODA Sustainable Development Strategy fed from. This was the outward-facing policy statement that was approved and reviewed by London Organising Committee of the Olympic and Paralympic Games (LOCOG). The Policy is made publicly available on the London 2012 website and was communicated to stakeholders as required.

The London 2012 Sustainability Policy, published in July 2006, sets out five key themes to realise the sustainability vision:

- Climate change: Minimising greenhouse gas emissions and ensuring facilities are able to cope with the impacts of climate change.
- Waste: Minimising waste at every stage of the project, ensuring no waste is sent to landfill during Games-time and encouraging the development of new waste processing infrastructure in East London.
- Biodiversity: Minimising the impact of the Games on wildlife and their habitats in and around Games venues, leaving lasting benefits of enhanced habitats where possible, for example the Olympic Park.

- Inclusion: Promoting access for all and celebrating the diversity of London and the UK, creating new employment, training and business opportunities.
- Healthy living: Inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles.

#### Issue identification and evaluation:

Sustainable development issues were extensively assessed. The commitments were taken and developed into the ODA Transport (ODAT) Principles of Sustainable Development. The project-specific sustainability issues were evaluated during the planning and implementation of all projects. The ODA integrated this process with the Transport Health and Safety project risk assessment.

London 2012 also defined six values that acted as guiding principles and a frame of reference for the way in which the two primary delivery bodies (ODA and LOCOG) operated and how their employees behaved. These values were mapped against the principles of sustainable development as defined in BS8901.

A number of key sustainability principles informed the decision-making process regarding planning transport for the Games as set out in the Sustainable Transport section of the Olympic Transport Plan.

These were:

- reducing the need to travel during the Games by staging a compact Games;
- reducing the number of people travelling by cars and maximising the use of alternative modes that contribute less carbon dioxide;
- using vehicles with stringent emission standards wherever practicable; and
- developing an accessible network to ensure that spectators with all forms of impairment are able to access the venues.

For ODAT, the main issues of identification mechanisms included the Strategic Environmental Assessment (SEA) (and consultation reports) of the Transport Plan; sustainable transport reports (including environment, social inclusion and economic impact) and health impact documents.

#### Stakeholder ID and engagement:

The Transport Plan and associated strategic environmental and health impact assessments underwent extensive stakeholder consultation. Sustainability forums established by ODA include: a regulators' forum; a safety and sustainability forum; and an active travel group with members from the sustainable transport and health organisations.

The ODA set up a Transport Sustainability Forum to share information and knowledge about developments with its delivery partners and key stakeholders. Generally, the forum meets on a quarterly basis and includes representation from delivery partners, the Commission for a Sustainable London 2012 and LOCOG.

#### Summary of achievements and lasting benefits

The benefits associated with implementing BS8901 in ODAT included:

- independent certification to BS8901:2009 provided confidence in the robustness of the SuMS;
- demonstrating to stakeholders, effective management of sustainability;
- maximising the sustainability performance of the transport construction projects and spectator transport arrangements;
- engaging with and improving the sustainability performance of suppliers and contractors;
- changing behaviour towards sustainable modes;
- significantly contributing to environmental, social and economic development through the delivery of sustainable transport systems after the Games.

#### London Excellence

In June 2010, the ODA Transport team won the prestigious London Excellence award for its management systems. London Excellence recognises the hard work that companies put into the delivery of its service, for people involvement and development or innovation and learning or in our case for our management system. The award itself heavily scrutinised the way in which a company works on a day-to-day basis, how it

to evolved and developed and the way in which the company dealt with its stakeholders and the environment.

Articles can be retrieved from  
NLB's e-Resources –  
<http://eresources.nlb.gov.sg>

Books are available at the Lee  
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*Rising costs affecting  
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*Need to expand your output  
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*Customer complaints  
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2. Develop solutions.
3. Implement improvements.

FOR FULL 2011 SCHEDULE OR MORE INFORMATION, PLEASE CALL 6375 0938  
(LEANNE) OR 6375 0940 (ASHTON). ALTERNATIVELY, EMAIL TO: [cpp@spa.org.sg](mailto:cpp@spa.org.sg)

#### SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.



SINGAPORE  
PRODUCTIVITY  
ASSOCIATION

<b>CPP Course Syllabus</b>	
<b>CPP</b>	<b>CPP (Retail)</b>
<p><b>Module 1: Understanding Productivity</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Introduction to Productivity and Quality Concepts</li> <li>• Factors Affecting Enterprise Productivity</li> <li>• Productivity Movement in Singapore</li> <li>• Productivity Promotion in Businesses</li> <li>• Productivity Challenges</li> </ul>	
<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Business Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> <li>• Integrated Management Systems</li> </ul>	<p><b>Module 2: Productivity Tools, Techniques &amp; Management Systems</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Delivering Service Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> </ul>
<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Knowledge Economy &amp; Innovation</li> <li>• Service Excellence</li> <li>• Team Excellence</li> </ul>	<p><b>Module 3: Innovation &amp; Service Excellence</b> (Duration: 3 days)</p> <ul style="list-style-type: none"> <li>• Introduction to Service Excellence &amp; Sales Productivity</li> <li>• Store Management &amp; the Roles of a Store Manager</li> <li>• Minimising Operational Constraints &amp; Focusing on Sales</li> <li>• Setting Goals &amp; Analysing Statistics</li> <li>• Coaching &amp; Motivating Sales Staff</li> <li>• Service Behaviours that Encourage Business</li> </ul>
<p><b>Module 4: Critical Success Factors</b> (Duration: 1 day)</p> <ul style="list-style-type: none"> <li>• Management Commitment</li> <li>• Managing &amp; Sustaining Change</li> <li>• Overcoming Resistance to Change</li> <li>• Training and Education</li> <li>• Planning for Implementation and Control of Productivity Improvement Programme</li> <li>• Briefing on project assignment &amp; Role of Productivity Practitioner</li> </ul>	

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

### **Funding & Payment**

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For SMEs:	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$1,110	S\$1,187.70
<b>Non-Member (S\$3,950)</b>	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
<b>SPA Member (S\$3,700)</b>	S\$1850	S\$1979.50
<b>Non-Member (S\$3,950)</b>	S\$1975	S\$2113.25

The schedule of our next runs is as follows:

CPP Schedule:

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Wednesday, 25 April 2012	Module 3	9-5 pm
Friday, 27 April 2012		9-5 pm
Wednesday, 2 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Wednesday, 13 June 2012	Module 3	9-5 pm
Friday, 15 June 2012		9-5 pm
Wednesday, 20 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

CPP (Retail) Schedule:

April - May 2012		
Date	Module	Time
Wednesday, 11 April 2012	Module 1	9-5 pm
Friday, 13 April 2012	Module 2	9-5 pm
Wednesday, 18 April 2012		9-5 pm
Friday, 20 April 2012		9-5 pm
Tuesday, 24 April 2012	Module 3	9-5 pm
Thursday, 26 April 2012		9-5 pm
Thursday, 3 May 2012		9-5 pm
Friday, 4 May 2012	Module 4	9-5 pm

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Tuesday, 12 June 2012	Module 3	9-5 pm
Thursday, 14 June 2012		9-5 pm
Tuesday, 19 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

## Core Faculty Members

**MR. LAM CHUN SEE**  
**B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING**  
**(UNIVERSITY OF SINGAPORE)**

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting, He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

**MR. LEE KOK SEONG**  
**M.SC. IN CHEMICAL ENGINEERING (IMPERIAL**  
**COLLEGE, LONDON UNIVERSITY), B.SC. IN**  
**CHEMICAL ENGINEERING (NATIONAL TAIWAN**  
**UNIVERSITY)**

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience

with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. his track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah

Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

**MR. LOW CHOO TUCK**  
**M.SC. IN INDUSTRIAL ADMINISTRATION**  
**(UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS**  
**(NUS); DIP IN QUALITY CONTROL INSTRUCTORS**  
**(INTERNATIONAL QUALITY CENTRE,**  
**NETHERLANDS); CERTIFICATE IN PRODUCTIVITY**  
**DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE);**  
**CERTIFICATE IN ADVANCED MANAGEMENT**  
**DEVELOPMENT (INSEASD)**

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

**MR. QUEK AIK TENG**  
**B.ENG (HON.) IN MECHANICAL ENGINEERING**  
**(UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS**  
**EFFICIENCY (INDUSTRIAL ENGINEERING\_ (PSB-**  
**ACADEMY); CERTIFIED MANAGEMENT**  
**CONSULTANT (CMC); PRACTISING MANAGEMENT**  
**CONSULTANT (PMC); MEMBER, INSTITUTE OF**  
**MANAGEMENT CONSULTANTS (IMC) SINGAPORE**

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the

Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

**MR. WONG KAI HONG**  
**MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)**

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

***For registration or more information, write to us at [CPP@spa.org.sg](mailto:CPP@spa.org.sg).***

***Alternatively, you could also contact our secretariat:***

***Ms. Leanne Hwee***

***Mr. Ashton Chionh***

***DID: 6375 0938***

***DID: 6375 0940***