Project on Improvement of Local Administration in Cambodia

Manual on Training Preparation

- Three Steps of Training Preparation
- Step 1: Work Breakdown Structure
- Step 2: Schedule
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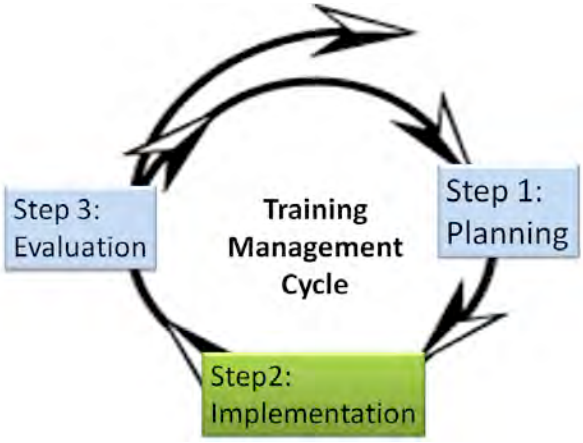
Glossary

Activity Sequence:	Activity sequencing is to identify dependencies and logical relationships among activities.
Budget:	The budget for something is the amount of money that a person or organization has available to spend on it.
Budgeting:	Budgeting is to aggregate the estimated costs of individual activities to establish a cost baseline.
Cost Estimate:	Cost estimating is to develop an approximation of the costs of the resourced needed to complete activities.
Schedule:	A schedule is a plan that gives a list of events or tasks and the times at which each one schedule happen or be done.
Schedule Development:	Schedule development is to analyze activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.
Work Breakdown Structure:	Work Breakdown Structure (WBS) is a tool to identify what must be done in order to accomplish project objectives. Using WBS, project objectives can be decomposed into many smaller tasks required to achieve the objectives.

1 Three Steps of Training Preparation

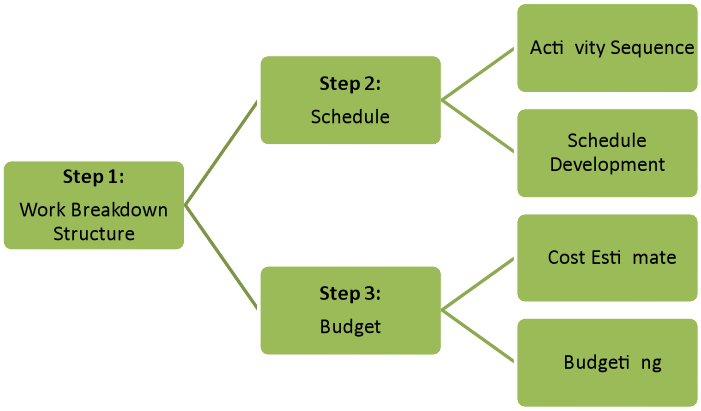
Training Preparation

Within the three steps of the training management cycle shown on the right, training preparation is part of the "Step 2: Implementation." Training preparation includes logistical arrangements necessary for conducting training courses.



Three Steps of Training Preparation

The processes of training preparation can be divided into three steps: Work Breakdown Structure, schedule, and budget.



Step 1: Work Breakdown Structure

We will first identify necessary tasks to prepare for a training course using a tool called Work Breakdown Structure (WBS).

Step 2: Schedule

Then, we will consider time and costs for those identified tasks. For time, sequence and schedule of carrying out tasks will be developed.

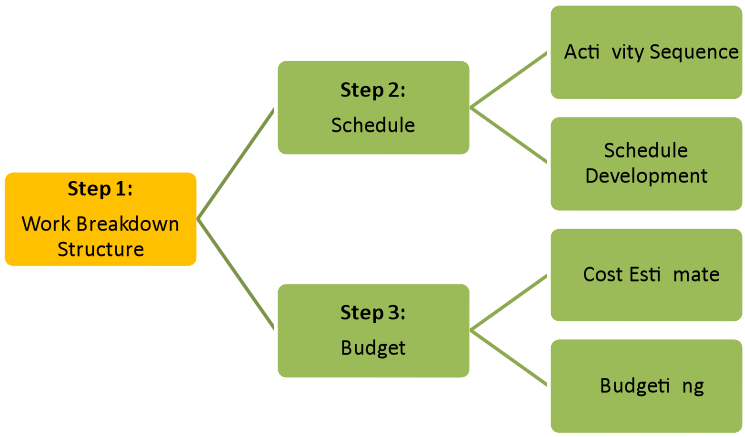
Step 3: Budget

For costs, the cost of each task will be estimated and budget will be prepared.

The following sections explain how to develop a WBS, schedule and budget.

2 Step 1: Work Breakdown Structure

Work Breakdown Structure

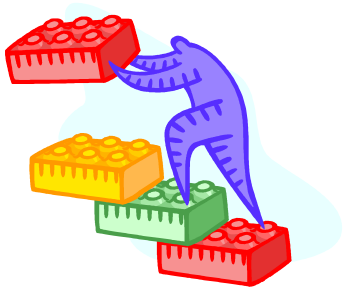


What is the Work Breakdown Structure?

The Work Breakdown Structure (WBS) is a tool to identify what must be done in order to accomplish project objectives. Using a WBS, we can decompose the project objective into many smaller tasks required to achieve the objective. In training preparation, we can use a WBS to identify necessary preparatory tasks in order to conduct the training courses.

How is a WBS useful?

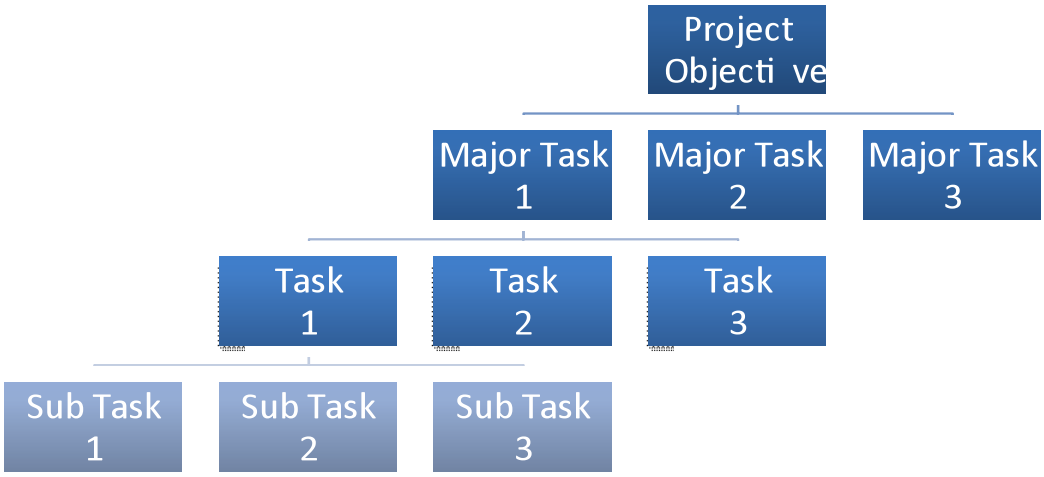
A WBS is a useful tool to plan and manage projects. The following is some of the reasons why it is useful.



1. A WBS identifies all the tasks to be done in the project visually, so it can be reviewed by all stakeholders to understand the overview of the project tasks.
2. A WBS helps us ensure that no significant task has been forgotton to achieve the project objectives.
3. A WBS allows us to estimate necessary times to complete each task.
4. A WBS allows us to identify materials, equipment and other costs associated with each task.

How do you make a WBS?

We can begin by identifying major tasks necessary to achieve the project objective. The next step is deviding each major task into tasks, and each task into smaller tasks. This process will continue with all tasks until we reach a point where we think everything has been covered. A WBS typically consists of three to six levels of subdivided activities. The more complex the project, the more levels it will have.



Suggestions for making WBS

Here are some suggestions for making a good WBS.

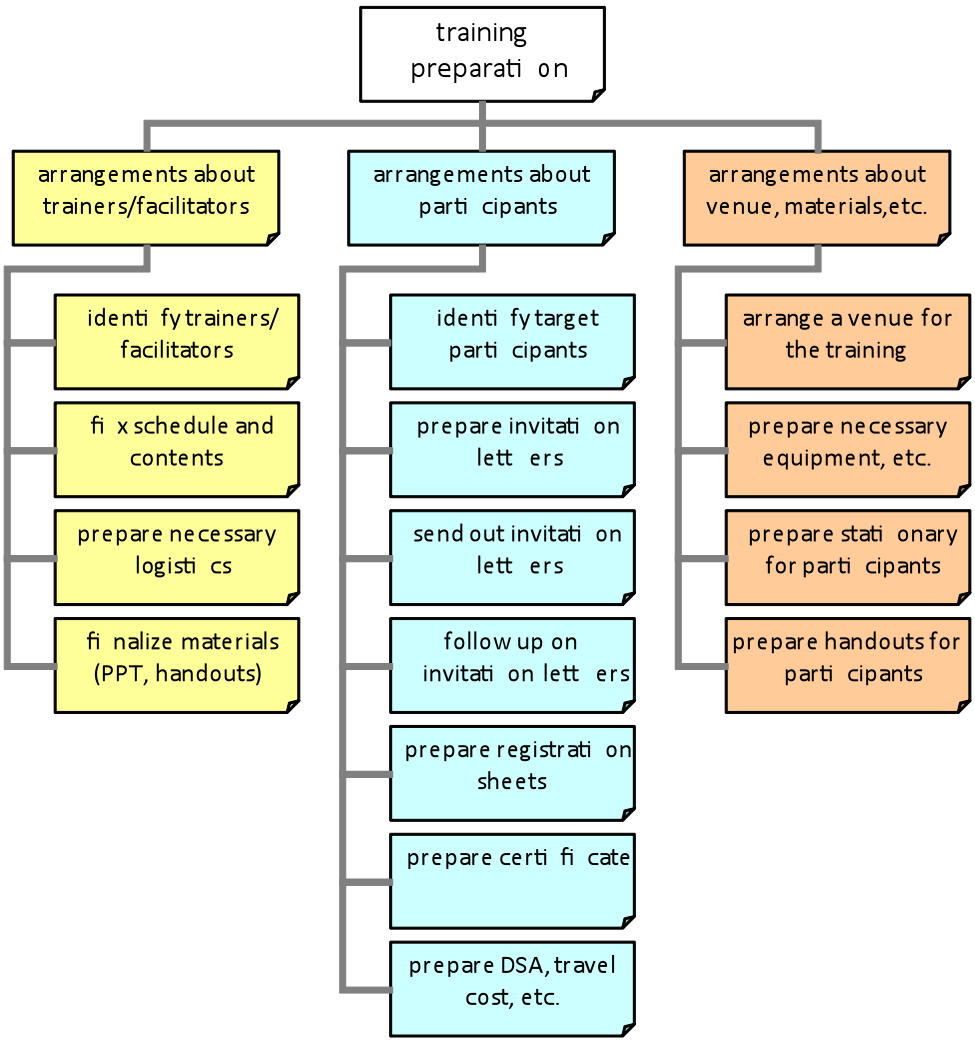
1. Involve the people who will implement the tasks. They know best what is involved in each task and how these tasks can be decomposed into manageable subtasks.

2. PostIt™ is useful to write tasks and put on a white board or a piece of paper to develop a WBS. Tasks writen on PostIt™ cards can be easily moved around as we develop a WBS.

3. A WBS from a previous project can be used as a template for a new project, since some projects will resemble a previous project to some extent.

Sample WBS

The example below is the WBS for a top management seminar in 2007. The project "training preparation" is devided into major three tasks: "arrangements about trainers/facilitators," "arrangements about participants," and "arrangements about venue, materials, etc." For each of the major tasks, severeal sub-tasks are identified.



References

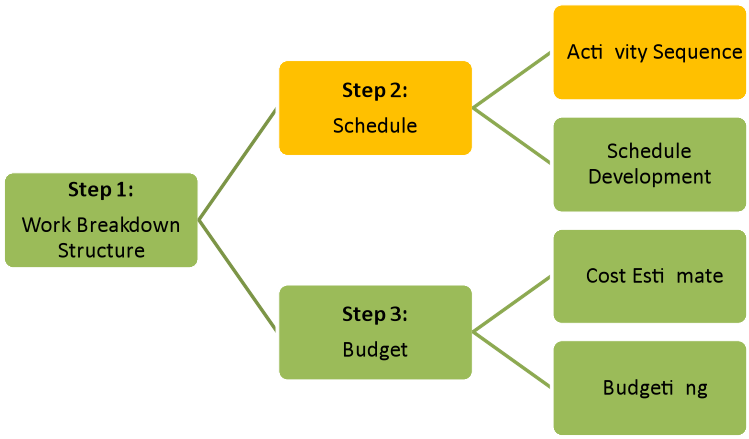
- "5 Work Breakdown" (pp. 69-79), *Managing Project Large and Small.*
- "Chapter 8 Implementation Planning" (pp. 224-245), *Project Planning, Scheduling, and Control: A Hands-On Guide to Bringing Projects in on Time and on Budget.*
- "Chapter 5 Project Scope Management" (pp. 112-122), *A Guide to the Project Management Body of Knowledge.*

3 Step 2: Schedule

How much time will it take?

After developing a WBS, the next step is to think how much time it will take to carry out all the tasks identified in the WBS. The following are the major actions in developing the training preparation time schedule.

Activity Sequence



What is an activity sequence?

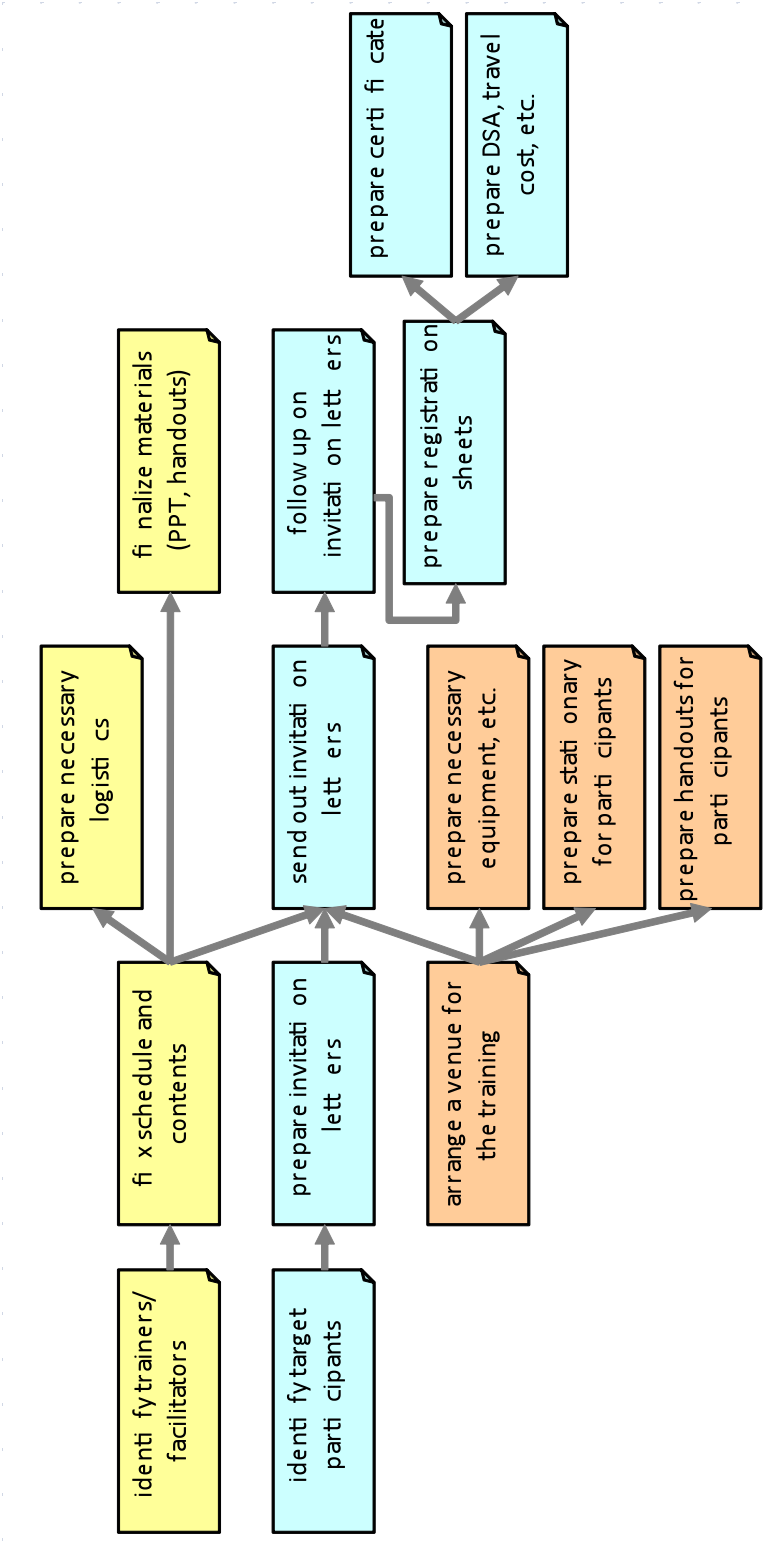
An activity sequence involves identifying dependence and logical relationships among tasks that have been identified in a WBS. Many tasks are related in some way, and those tasks need to be performed in a particular sequence.

How do you develop an activity sequence?

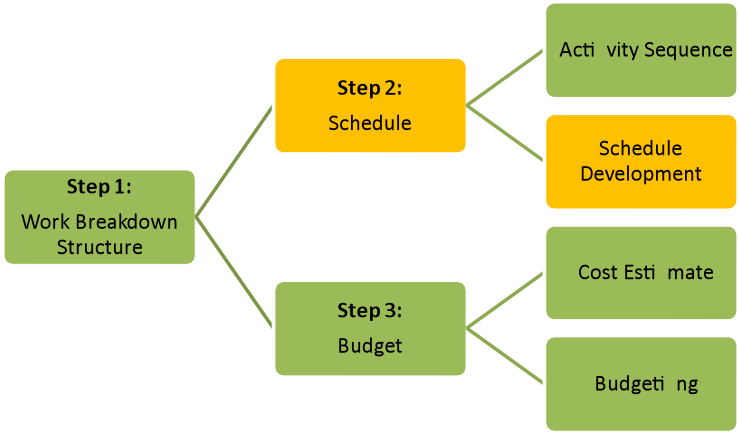
The Precedence Diagram Method (PDM) is a method of creating a project schedule network diagram using boxes to represent activities and connect them with arrows that show the processes of activities. Post-It™ cards are useful to write tasks and put on the board to brainstorm an activity sequence.

Sample activity sequence

The chart on the next page is the activity sequence for the top management seminar in 2007.


identify trainers/ facilitators
identify target participants
fix schedule and contents
prepare invitation letters
arrange avenue for the training
prepare necessary logistics
finalize materials (PPT, handouts)
send out invitation letters
follow up on invitation letters
prepare necessary equipment, etc.
prepare registration sheets
prepare stationary for participants
prepare handouts for participants
prepare certificate
prepare DSA, travel cost, etc.

Schedule Development



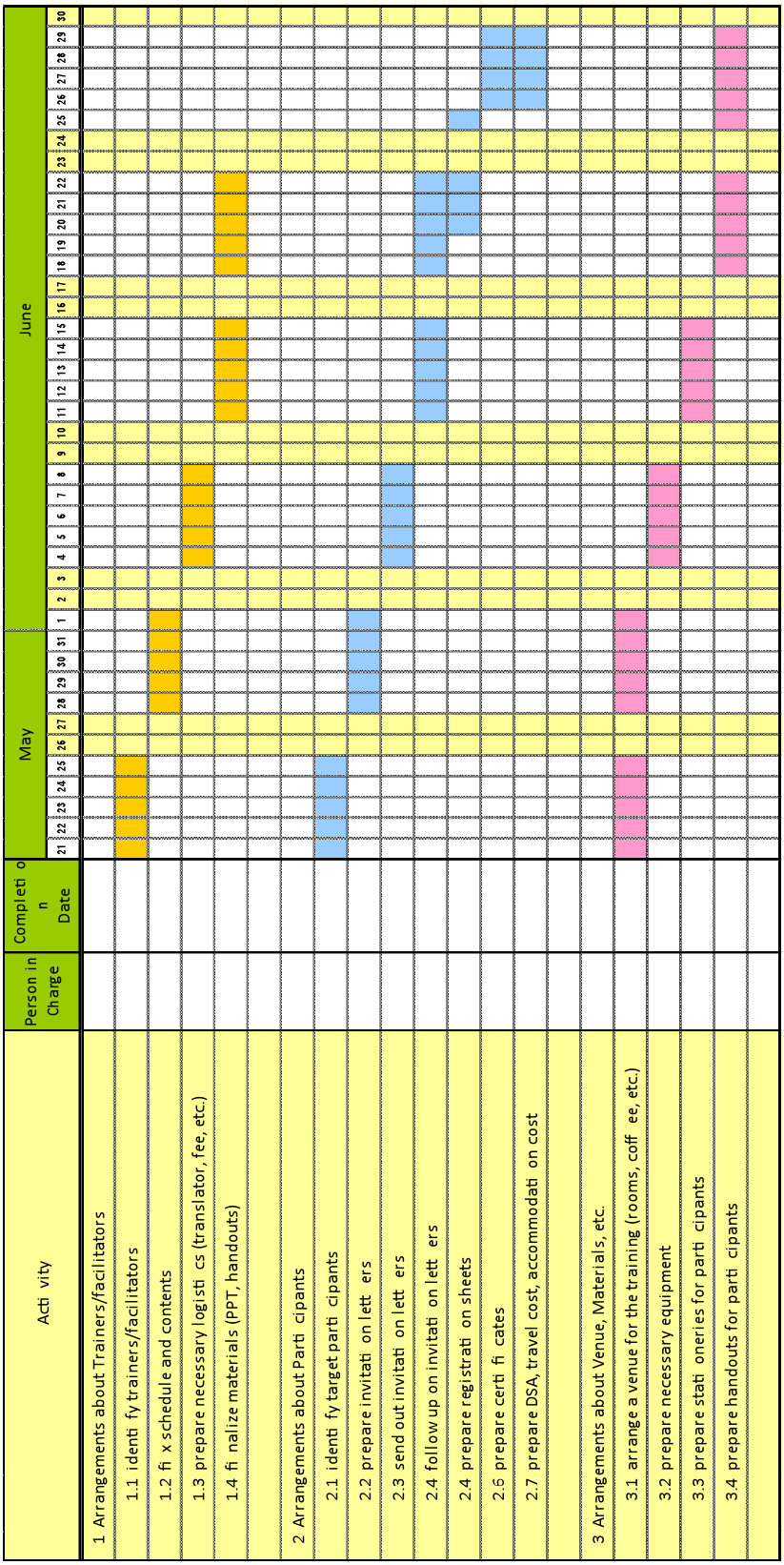
How do you develop a schedule?

A schedule includes at least a planned start date and a planned finish date for each of the tasks whose sequence has been developed. Estimates can be developed based on past experiences of similar tasks. The more familiar we are with a particular task, the more accurate our estimate will be. Padding estimate is acceptable as a way to reduce the risk of a task taking longer than the schedule allows. On the other hand, recognizing opportunities to carry out different tasks in parallel is one of the ways that can reduce overall time.

Sample schedule

Bar charts, with bars representing tasks, show task start and end dates, as well as expected durations. Bar charts are easy to read and often used to present a task schedule.

Every task should have a person responsible for it, and the name can be indicated in the bar charts so that everyone can tell who is responsible for each task. The chart on the next page is a revised bar chart of preparation tasks for the top management seminar in 2007.


Activity
Person in Charge
Completion Date
May
June
1 Arrangements about Trainers/facilitators
1.1 identify trainers/facilitators
1.2 fix schedule and contents
1.3 prepare necessary logistics (translator, fee, etc.)
1.4 finalize materials (PPT, handouts)
2 Arrangements about Participants
2.1 identify target participants
2.2 prepare invitation letters
2.3 send out invitation letters
2.4 follow up on invitation letters
2.4 prepare registration sheets
2.6 prepare certificates
2.7 prepare DSA, travel cost, accommodation cost
3 Arrangements about Venue, Materials, etc.
3.1 arrange a venue for the training (rooms, coffee, etc.)
3.2 prepare necessary equipment
3.3 prepare stationeries for participants
3.4 prepare handouts for participants

References

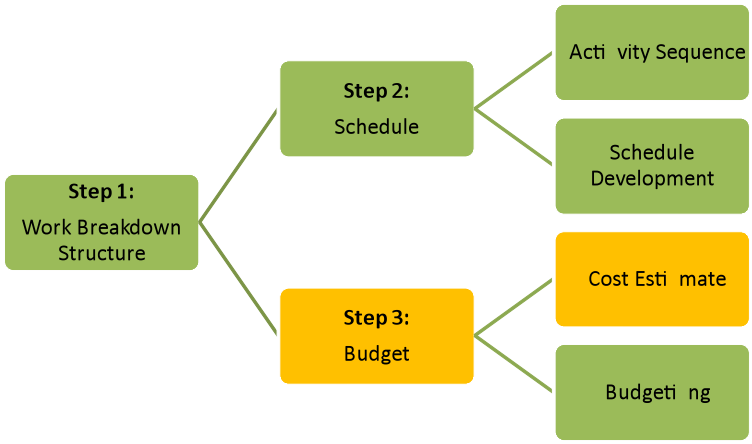
- "6 Scheduling the Work" (pp. 81-92), *Managing Project Large and Small*.
- "Chapter 8 Implementation Planning" (pp. 225-260), *Project Planning, Scheduling, and Control: A Hands-On Guide to Bringing Projects in on Time and on Budget*.
- "Chapter 6 Project Time Management" (pp. 123-156), *A Guide to the Project Management Body of Knowledge*.

4 Step 3: Budget

How much will likely be the cost?

After developing a WBS, another question is how much it will cost to carry out all the tasks identified in the WBS. The following are the major actions in developing a training budget.

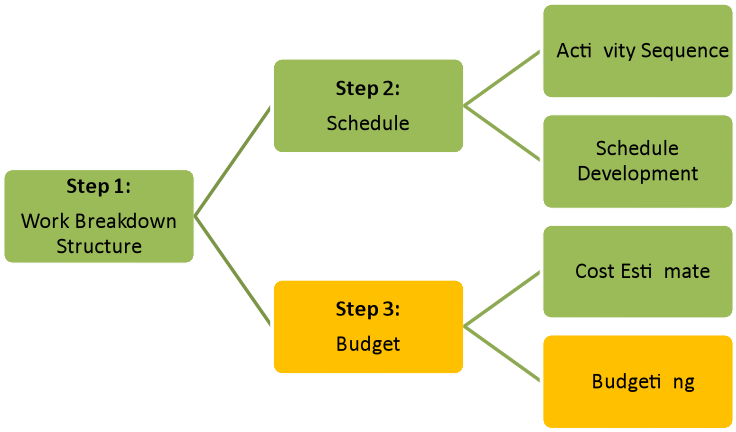
Cost Estimating



How do you estimate the cost?

Cost estimating involves developing an estimate of the costs of the resources needed to complete the training. These resources include, but are not limited to, the following: labor, materials, equipment, services, and facilities. We can estimate the cost of each task at the lowest level of a WBS. Cost estimate can be made based on previous actual costs or cost estimates.

Cost Budgeting



How do you develop a budget?

Cost budgeting involves aggregating the estimated costs of individual tasks to establish a total cost baseline. We may add some buffer or padding to deal with anticipated, but not certain, events. These costs are called contingencies.

The table on the next page is the expenditure summary of the top management seminar in 2007. The unit prices and quantities for items such as facilities, refreshments, lecturers, stationery and other materials will be useful records when estimating costs and developing a budget for new training courses.

	Items	Unit	Qty.	Unit Price	Amount (USD)
1.Facility					
1.1	Multi-purpose Hall	day	4	440.00	1,760.00
1.2	Simultaneous Interpretation Room		4	55.00	220.00
1.3	Headphone	person	540	1.50	810.00
1.4	Backdrop		1	70.00	70.00
1.5	Table Fresh Flower	day	4	10.00	40.00
1.6	Exchange Program Room	day	4	71.50	286.00
	Total				3,186.00
2.Lunch and Coffee Break					
5.1	Lunch	day	4	1,200.00	4,800.00
5.2	Coffee Break	day	4	600.00	2,400.00
	Total				7,200.00
3.Lecture/Facilitators' Fee					
2.1	Asia Urbs Project	person	4	100.00	400.00
2.2	GDLA Task Force Members	person	25	15.00	375.00
	Total				775.00
4.Interpreter					
3.1	Simultaneous Interpreter	person	8	300.00	2,400.00
5.Documentation					
4.1	Video Recording	day	1	250.00	250.00
6.DSA, Travel Cost, Accommodation Cost					
6.1	DSA	person	617	6.00	3,702.00
6.2	Travel Cost	person	156	18.30	2,854.80
6.3	Accommodation Cost	person	458	15.00	6,870.00
	Total				13,426.80
7.Postage					
7.1	Postage on invitation letter	time	1	15.25	15.25
8.Photo Copy					
8.1	Copy of training materials	page	19980	0.05	999.00
9.Stationary for Participants					
9.1	Paper Files	person	300	1.50	450.00
9.2	Pens	person	300	0.26	78.00
9.3	Note Pads	person	300	0.35	105.00
9.4	Paper for Certificate	person	300	0.06	18.00
	Total				651.00
10. Stationery and Other Materials					
10.1	Photo Copy Paper	Box	19	12.40	235.60
10.2	Color Paper	Pack	10	2.60	26.00
10.3	Envelopes	Pack	8	2.30	18.40
10.4	Envelopes	Pack	8	0.78	6.24
10.5	Copy Machine Toner	Set	4	50.00	200.00
10.6	Flipchart Paper	Set	1	13.00	13.00
10.7	Markers	piece	25	0.30	7.50
	Total				506.74
	Grand Total				29,684.79

References

- "Chapter 8 Implementation Planning" (pp. 225-260), *Project Planning, Scheduling, and Control: A Hands-On Guide to Bringing Projects in on Time and on Budget.*
- "Chapter 7 Project Cost Management" (pp. 157-171), *A Guide to the Project Management Body of Knowledge.*