

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT DOCUMENT FOR THE SHARE HOPE FOUNDATION'S FACTORY
CLINIC IMPROVEMENT PROJECT – Phase II

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DEDICATION

I dedicate this work to God, the higher power that rules my life, my husband Thierry and children Carl-Erick and Isabelle.

This work is also dedicated to all Haitian garment factory workers, with the hope that it will somehow contribute to the improvement of their working conditions and wellbeing.

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ABBREVIATIONS AND ACRONYMS

- BWH Better Work Haiti
- GDP Gross Domestic Product
- HDI Human Development Index
- SHF Share Hope Foundation

EXECUTIVE SUMMARY (ABSTRACT)

The Haitian garment industry represents more than 90% of the country's export and about one tenth of its gross domestic product (GDP). In spite of several important recent investments in this industry, Haiti remains the poorest country in the Americas and one of the poorest in the world with a GDP per capita of US\$846 in 2014 and a human development index (HDI) of 0,493 in 2015. Although GDP is used by most countries to measure the standard of living, alternative ways of measuring standard of living such as the HDI are interesting because they also take into account other factors to measure human development such as life expectancy, adult literacy rate and gross enrolment ratio, and per capita GDP. HDI is an interesting indicator as it helps to understand the correlation between human capital and economic development. The common definition of human capital usually refers to the level of education of the workforce, thus it is clear that the most educated and skilled workforce cannot produce the economic value expected without good health.

Access to healthcare remains a challenge for the Haitian population in general because only 4.3 of the Haitian national budgets were allocated to health for the 2017-2018 fiscal year. Workers in the Haitian garment industry are also affected by this problem. In fact, until 2009 the labor law requirements related to occupational safety and health were poorly enforced in the industry. This situation improved significantly with the inception of the Better Work Program, which aims to support the factories in improving the working condition and the industry competitiveness. For example, according to a study conducted by Tuft University, the factories' participation in the Better Work program has expanded access to pregnancy-related healthcare, from 6% to 26% of women working in the garment sector. In 2016, the Better Work program partnered with the Share Hope foundation, as a social business operating in Haiti, to increase the level of healthcare services offered in the Haitian garment industry with the factory clinic improvement program. One of the lessons learned from this experience was that Share Hope founders needed more support in the project management areas as they have limited experience running projects in a foundation.

This project document was developed to support the Share Hope foundation to become eligible for higher amounts of grants to fund its projects in workers' well-being and occupational health services. It should more specifically help the foundation to improve the quality of the monitoring and reporting mechanisms as it is a key area for most potential donors.

The general objective of this final graduation project is to develop a project management plan for the implementation of new nurses' training and occupational healthcare procedures that will lead the Haitian garment industry into a better workplace. The specific objectives are the following : 1. to develop a project charter that formally describes the project objectives, identifies the main stakeholders, define the authority of the project manager and formalize the agreement among the project team, the stakeholders, and the sponsors, 2. to

establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project, 3.to create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project, 4.to develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that the project can be delivered within the budget constraints, 5.to establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints, 6.to create a human resource management plan to allow proper assignment and management of human resources required to complete the project, 7.to develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders, 8.to develop a procurement management plan that describes how products, services, or results required by the project will be acquired, 9.to create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project, and 10. to effectively engage all project stakeholders through the development of a stakeholder management plan.

In conclusion, developing this project management plan for the factory clinic improvement project is a key step to build the capacities of the Share Hope foundation and ensure that this organization can implement its projects in an effective and sustainable way. In fact, considering that the project will be implemented in several facilities, the schedule management plan is critical to ensure the project's completion within the time constraints. Moreover, efficient resources allocation is important to ensure that the limited financial resources of the project are properly used. The project is quality oriented; thus, the effective quality management is essential to ensure that the quality requirements are met for both the project processes and products. Improved performance in these three main areas, in addition to sound stakeholder's management can certainly position the Share Hope foundation as the leading organization for the implementation of corporate social sustainability projects in the Haitian garment industry.

It is recommended that the Share Hope Foundation take adequate measure to ensure that these new practices described in this project management plan are fully integrated in the organization's modus operandi. In fact, the project team should be officially informed of the new management methods that will be implemented as of the launch of the project. Also, the project management plan should also be disseminated within the team and all relevant parties. Furthermore, the Share Hope foundation should not only invest in project management software, but also in a new physical and electronic archiving system. These elements will support the factory clinic project as well as all the projects managed by the foundations in the future.

INTRODUCTION

1.1. Background

Share Hope is a unique social enterprise that is part foundation and part profit business that operates in Haiti since 2010. The foundation works within garment factories to improve well-being of factory workers, while the business supplies retailers with value added apparel, ensuring that the products are made with the highest level of social and corporate responsibility. During the last seven years the Share Hope foundation implemented several social projects such as health education for female garment employees, high school completion program, factory clinic improvement program, and programs for deaf and hard of hearing workers.

The main challenge faced by the employees from the garment industry when Share Hope started its operations in Haiti was the lack of access to health services. Considering the fact that garment manufacturing is a labor-intensive industry, being able to count on a healthy workforce would be a tremendous advantage for the country. For this reason, the Share Hope foundation with the support of Better Work Haiti, which is a joint program of the International Labor Organization and the International Finance corporation that aims to support this industry in improving the working conditions and its competitiveness in the global supply chains, implemented a factory clinic improvement project to enhance healthcare services in the Haitian garment industry. In 2016, a total of 10 factories enrolled and participated in the project, which included 14,000 workers and 35 nurses. All of them have seen the benefits of having a better clinic and more proactive nurses. As a result, additional factories have expressed interest in improving their clinics and in understanding the need to develop better standards and procedures to equip their nurses and promote better functioning clinics.

In the initial factory clinic improvement program, Share Hope essentially focused on nurses training, establishing standard operating procedures and collecting data on workers' health. Based on Share Hope previous experience, the need to expand this program to the whole industry was confirmed. Lessons learned from the initial project also revealed that more emphasis could be made on the productivity and on competitive advantages that can be generated with this program. In addition, several international buyers expressed their interest in developing collaboration with the Share Hope foundation to implement their corporate social responsibility programs in Haiti.

1.2. Statement of the problem

According to Better Work Haiti biannual synthesis report published in October 2017, 88% of the Haitian garment factories are in non-compliance regarding legal requirements related to health services and first aid in the workplace. This situation is mainly explained by the fact that most factories do not comply with the number of medical personnel required by law. Furthermore, mandatory medical health checks are not provided on a regular basis. Haitian labor law requires the employer to provide a free pre-employment health checkup, annual medical health checks for all employees, and bi-annual health checks for workers exposed to hazards in the workplace. On the one hand, interviews conducted with employers during the first phase of the factory clinic improvement project revealed that they did not see the value added by hiring more medical staff as their existing medical personnel was underused. On the other hand, interviews with the factory nurses revealed that none of them were trained to be occupational nurses and were not confident enough to be proactive in the workplace. During the same study, factory workers revealed that healthcare was one of their main concerns and that they had a high level of dissatisfaction with the medical services offered in the workplace. Considering that the garment manufacturing is a labor-intensive industry, it is clear that skilled and healthy workers are clearly one of the most important assets for competitiveness. The

factory clinic improvement project is currently one of the flagship projects of the foundation and there is no doubt that a detailed project document for this second phase can be a real value added to ensure its success and sustainability.

1.3. Purpose

The purpose of this final graduation project is to develop a project document that will help maximize the chances of Share Hope's factory clinic improvement project to meet the expectations of all stakeholders while taking into account the limitations in terms of time, budget, and scope. This project document will integrate all the knowledge areas and processes of project management in order to allow the Share Hope foundation to implement the factory clinic improvement project as it is expected to expand to the entire Haitian garment industry as of 2018.

1.4. General objective

To develop a project management plan for the implementation of new nurses training and occupational healthcare procedures that will lead the Haitian garment industry into a better workplace.

1.5. Specific objectives

1. To develop a project charter that formally describes the project objectives, identifies the main stakeholders, define the authority of the project manager, and formalize the agreement among the project team, the stakeholders, and the sponsors.
2. To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.
3. To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.

4. To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that the project can be delivered within the budget constraints.
5. To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.
6. To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.
7. To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.
8. To develop a procurement management plan that describes how products, services, or results required by the project will be acquired.
9. To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.
10. To effectively engage all project stakeholders through the development of a stakeholder management plan.

THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

Share Hope assists its clients since the early stages of the product development by participating in the fabric development to bring new industry trends to the design table. They also work with the customer's design team to develop the specifications of the garment to be produced. Share Hope was able to establish itself as leader in the garment industry by providing a full package service to their clients, financing all aspects of the production process. Share Hope also provides value to their customers, as most of their orders are Landed Duty Paid (LDP) ,

which means that as a seller they bear all the risks and costs related to import duties, custom fees, and import licenses.

Share Hope started its operations in Haiti in 2010. This social enterprise is specialized in the production of active wear and they currently work with three garment manufacturing factories in Haiti. Their clients are garment retailers based in the United States of America. Share Hope also partners with a fabric mill in China.

Corporate social responsibility is a key element of Share Hope business model. As a sourcing agent, they not only select the manufacturing companies on their capacities to supply the products (in time and with the quality required), but also on their commitment to the highest standards of corporate social responsibility, which means that they ensure that the factories where their clothes are produced respect the national and international labor standards and that the impact on the environment is minimized.

2.1.1. Mission and vision statements

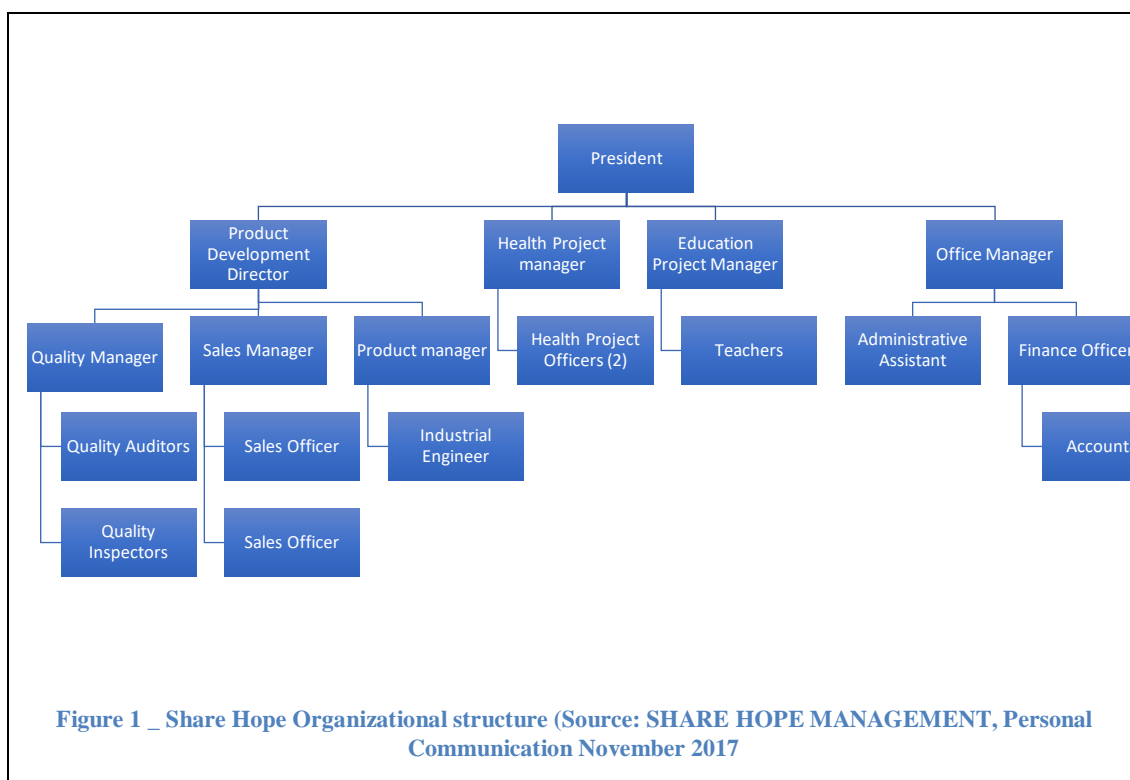
Share Hope mission is to make beautiful, high-quality, ethical clothing in Haiti while creating dignified jobs for those struggling to provide for their families.

The company vision statement is the following:

“Here at Share Hope, we are building a community in Haiti where people have dignified work, fair wages, the chance to learn, access to quality health care, the ability to support their families, and the opportunity and encouragement to pursue their dreams. And in the process, we are creating beautiful, high-quality clothing!”

2.1.2. Organizational structure

Share Hope as a sourcing agent is a unique social enterprise that is part foundation and part profit business that has operated in Haiti since 2010. Its organizational chart is a combination of functional and projectized structure. It is described below.



2.1.3. Products offered

As a sourcing agent for garment retailers based in the United States of America, Share Hope works with garment factories in Haiti and sourcing mills in China to produce high-end active wear for women such as leggings, sports bras, and tops. Their foundation arm run provides services in the area of workers' health and education. Their main programs are the high school completion program, HER health program, and the factory clinic improvement program. This final graduation project will focus on the last program for the development of the project document for the phase II of this project.

2.2. Project Management concepts

This section provides a description of the project management concepts that are relevant for this final graduation project.

2.2.1. Project

According to the Project Management Institute's guide "Project Management Body of Knowledge" a project is a temporary endeavor undertaken to create a unique product, service or result. (Project Management Institute, A guide to Project Management Body of Knowledge, 5th Edition, 2013). Considering their temporary nature, all projects should have a start and an end date.

2.2.2. Project management

The Project Management Institute defines project management as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (Project Management Institute, A guide to Project Management Body of Knowledge, 5th Edition, 2013).

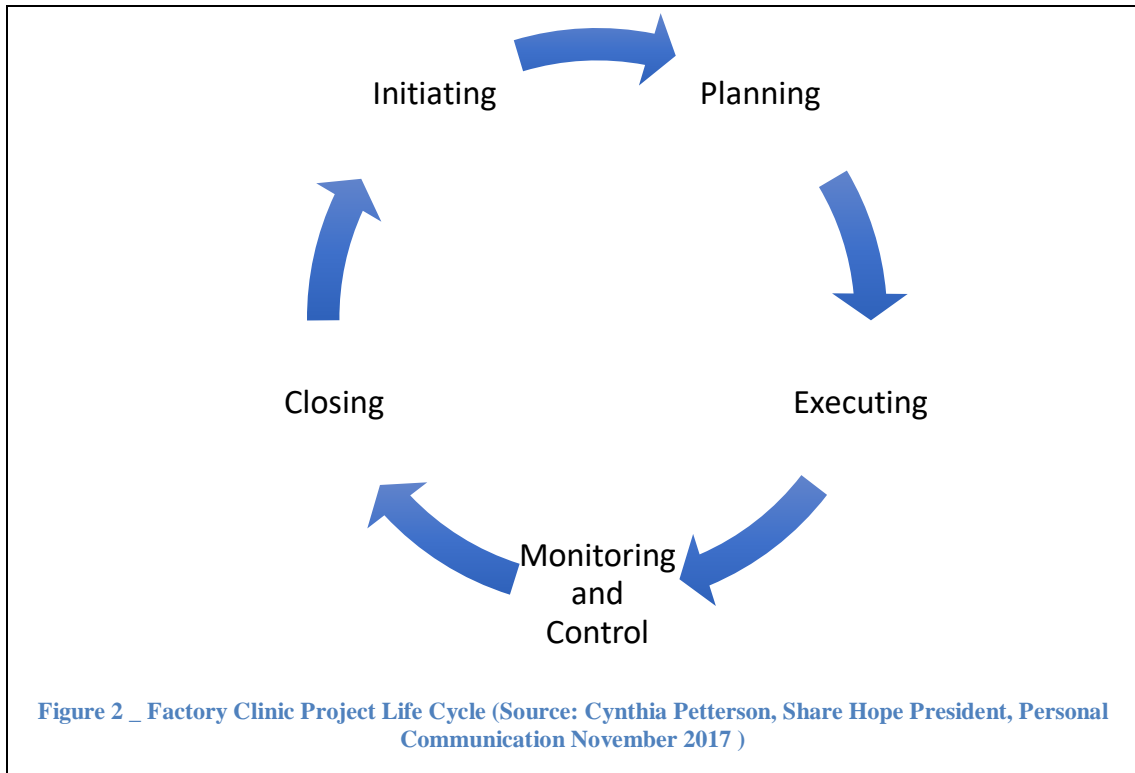
2.2.3. Project life cycle

According to the Project Management Institute, the project life cycle is "the series of phases that a project passes through from its initiation to its closure". Understanding the project life cycle is critical for any manager willing to execute projects successfully and meeting the needs of the clients. The following phases are generally involved in the project life cycle for most projects.

1. Initiating the project.
2. Planning the project (Organizing and preparing).
3. Executing the project (Carrying out the project work).
4. Monitoring & Controlling the project.
5. Closing the project.

The following figure describes the project life cycle of the Share Hope's factory clinic improvement project for which the project management plan will be developed in this final graduation project. It is important to note that even if the monitoring and controlling phase is listed as the fourth phase in the project management life cycle, monitoring and controlling activities will take place during

the different phase of the project to ensure that the quality required by the client is maintained.



2.3. Project management knowledge areas and processes

A Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization. (A Guide to Project Management Body of Knowledge, 5th Edition, 2013). There are ten knowledge areas, which are ten broad headings under which the 47 project management processes are subsets. Processes under each knowledge area are iterative and may “overlap and interact”.

The ten knowledge areas of project management are presented below.

2.3.1 Project Integration Management

Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. The Project Integration Management processes as described on page 63 of the PMBOK® Guide 5th edition, 2013 includes an overview of the project time management processes, which are as follows.

- **Develop Project Charter**—The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.
- **Develop Project Management Plan**—The process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project's integrated baselines and subsidiary plans may be included within the project management plan.
- **Direct and Manage Project Work**—The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.
- **Monitor and Control Project Work**—The process of tracking, reviewing, and reporting project progress against the performance objectives defined in the project management plan.
- **Perform Integrated Change Control**—The process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and also communicating their disposition.
- **Close Project or Phase**—The process of finalizing all activities across all

of the project management process groups to formally complete the phase or project.

2.3.2 Project scope management

The PMBOK® Guide 5th edition, 2013 defines project scope management as the processes required to ensure that the project exclusively includes all the work required to complete the project successfully. Considering the limited resources of the factory clinic improvement project, managing the project scope ensures that the work included in the project is well-defined and controlled. The Project Scope Management processes as described in page 105 of the PMBOK® Guide 5th edition, 2013 include the following.

- Plan Scope Management—The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.
- Collect Requirements—The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.
- Define Scope—The process of developing a detailed description of the project and product.
- Create WBS—The process of subdividing project deliverables and project work into smaller, more manageable components.
- Validate Scope—The process of formalizing acceptance of the completed project deliverables.
- Control Scope—The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

2.3.3. Project Time Management

The PMBOK 5th Edition, 2013, indicated that Project Time Management includes the necessary processes to manage the timely completion of the project.

The Project Time Management processes, as described on page 141 of the PMBOK® Guide 5th edition, 2013 include an overview of the Project Time Management processes, which are as follows.

- Plan Schedule Management—The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.
- Define Activities—The process of identifying and documenting the specific actions to be performed to produce the project deliverables.
- Sequence Activities—The process of identifying and documenting relationships among the project activities.
- Estimate Activity Resources—The process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.
- Estimate Activity Durations—The process of estimating the number of work periods needed to complete individual activities with estimated resources.
- Develop Schedule—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.
- Control Schedule—The process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan.

2.3.4. Project Cost Management

According to the PMBOK 5th Edition, 2013, project cost management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs in order that the project can be completed within the approved budget.

The Project Quality Management processes as described on page 193 of the PMBOK® Guide 5th edition, 2013 include an overview of the Project Time Management processes, which are as follows.

- Plan Cost Management—The process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs.
- Estimate Costs—The process of developing an approximation of the monetary resources needed to complete project activities.
- Determine Budget—The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.
- Control Costs—The process of monitoring the status of the project to update the project costs and managing changes to the cost baseline.

2.3.5. Project Quality Management

The PMBOK 5th Edition, 2013, stated that project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities in order that the project will satisfy the needs for which it was undertaken. Project quality management is crucial to ensure that the project requirements are met and approved by the project sponsor and any other relevant stakeholders. The quality management system of the organization implementing the project includes quality procedures and policies. The people in charge of implementing these policies and procedures should be clearly identified and they should have constant communication within the organization.

The Project Quality Management processes as described on page 227 of the PMBOK® Guide 5th edition, 2013 include an overview of the Project Time Management processes, which are described below.

- **Plan Quality Management**—The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and standards.
- **Perform Quality Assurance**—The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.
- **Control Quality**—The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

2.3.6. Project Human Resources Management

PMBOK® Guide 5th edition, 2013, defines project Human Resource Management as the processes that organize, manage, and lead the project team. In the case of the factory clinic improvement project, the project team is comprised of the project manager and two project officers with assigned roles and responsibilities related to the project. The project team will only work part-time on the project since it is not the only project included in Share Hope's health program portfolio and the budget is very limited. The processes described in this section will not only ensure that all team members are available to ensure the execution of the project activities, but also that they have the required skills and the desired performance. The Project Human Resource Management processes as described on page 255 of the PMBOK® Guide 5th edition, 2013 include the following.

Plan Human Resource Management—The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

- **Acquire Project Team**—The process of confirming human resource availability and obtaining the necessary team to complete project activities.

- **Develop Project Team**—The process of improving competencies, team member interaction, and overall team environment to enhance project performance.
- **Manage Project Team**—The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

2.3.7. Project Communication Management

According to the PMBOK® Guide 5th edition, 2013, Project Communication Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Communication remains the most important task of a project manager as well as in the the factory clinic improvement project. In fact, considering that the project is being implemented in several enterprises, the project manager will spend most of the time communicating with team members and other project stakeholders. Effective communication is key to ensure that all key project stakeholders have the desired level of engagement to ensure the success of this project

The Project Communication Management processes as described on page 287 of the PMBOK® Guide 5th edition, 2013 include the following.

- **Plan Communications Management** —The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements and available organizational assets.
- **Manage Communications**—The process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan.

- **Control Communications**—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

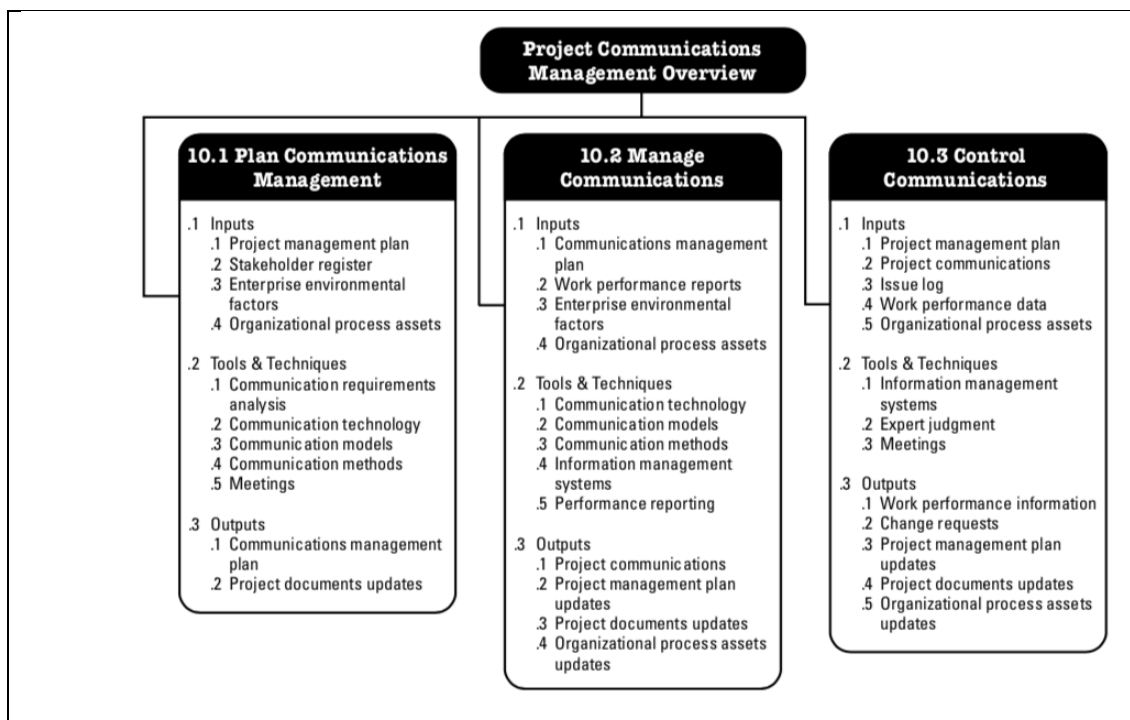


Figure 3 _ Figure 3 Project Communication Management overview (Source PMBOK 5th edition 2013)

2.3.8. Project Risk Management

According to the PMBOK 5th Edition, 2013, Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. The Project Risks Management processes as described on page 309 of the PMBOK® Guide 5th edition, 2013 includes the following.

- Plan Risk Management—The process of defining how to conduct risk management activities for a project.
- Identify Risks—The process of determining which risks may affect the project and documenting their characteristics.
- Perform Qualitative Risk Analysis—The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- Perform Quantitative Risk Analysis—The process of numerically analyzing the effect of identified risks on overall project objectives.
- Plan Risk Responses—The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.
- Control Risks—The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk processes effectiveness throughout the project.

2.3.9. Project Procurement Management

According to the PMBOK 5th Edition, 2013, Project Procurement Management includes the necessary processes to purchase or acquire products, services, or results needed from outside the project team.

The Project Procurement Management processes as described on page 355 of the PMBOK® Guide 5th edition, 2013 includes the following.

- Plan Procurement Management—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.
- Conduct Procurements—The process of obtaining seller responses, selecting a seller, and awarding a contract.
- Control Procurements—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

- Close Procurements—The process of completing each project procurement.

2.3.10. Stakeholder Management

Project Stakeholders are people with a vested interest in the project. As stated by the PMBOK® Guide 5th edition, 2013, project stakeholder's management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, the analysis of stakeholder expectations and their impact on the project, and the appropriate development of management strategies for effectively engaging stakeholders in project decisions and execution.

The Project Stakeholder Management processes as described on page 391 of the PMBOK® Guide 5th edition, 2013 include the following.

- Identify Stakeholders—The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
- Plan Stakeholder Management—The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle based on the analysis of their needs, interests, and potential impact on project success.
- Manage Stakeholder Engagement—The process of communicating and working with stakeholders to meet their needs or expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

- Control Stakeholder Engagement—The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

The following figure provides a mapping of the ten knowledge areas and the related 47 project management processes.

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Figure 4 _ Project Management Process Groups and Knowledge areas mapping (Source: Project Management Institute, A guide to Project Management Body of Knowledge, 5th Edition, 2013)

3. METHODOLOGICAL FRAMEWORK

3.1. Information sources

3.1.1. Primary sources

The library of the University of Illinois defines primary sources of information as those that provide first-hand accounts of the events, practices, or conditions that are being researched. Primary sources are documents that were generally created by the witnesses or first recorders of these events around the time they occurred. They usually include letters, reports, photographs, creative works, financial records, memos, and newspaper articles. According to this library, primary sources also include first-hand accounts that were documented later, such as autobiographies, memoirs, and oral histories. It is important to note that the most useful primary sources are usually considered to be those that were created closest to the time period that is being researched. For this final graduation project, the main primary sources that will be used are organizational and industry reports and newspaper or internet articles.

3.1.2. Secondary sources

The library of the University of Illinois defines secondary sources of information as the ones that were created later by someone who did not experience first-hand events or participate in the events or conditions under study. Scholarly books and articles, encyclopedias are common examples of secondary sources of information. In contrast with the primary sources, the best secondary sources of information are those that have been published most recently. Secondary sources of information will be mainly used as reference or for comparison purposes in the elaboration of the project management for this final graduation project.

Chart 1 Information sources (Source: Compiled by author)

Objectives	Information sources	
	Primary	Secondary
To develop a project charter that formally describes the project objectives, identifies the main stakeholders, define the authority of the project manager and formalize the agreement among the project team, the stakeholders, and the sponsors.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® Guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® Guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment Facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that the project can be delivered within the budget constraints.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® Guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.

time, cost, and scope constraints.		
To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To develop a procurement management plan that describes how products, services, or results required by the project will be acquired. To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.
To effectively engage all project stakeholders through the development of a stakeholder management plan.	Interview, expert judgement, onsite observation, internet communications via email, photographs, OPA of the SHF, BWH and Haitian garment factories.	PMBok® guide, research reports on healthcare in Haiti, government reports (Ministry of Health, Ministry of Trade and Industry, Center for Investment facilitation), industry reports, web information, historical data and information, articles from magazines, journals, and newsletters, reference books, textbooks.

3.2. Research methods

The Cambridge dictionary defines research methods as a particular way of studying something in order to discover new information about it or understand it better. The research methods used in this final graduation project are presented below with the definition proposed by the California State University.

3.2.1 Quantitative method

The California State University defines the quantitative research as an inquiry into an identified problem based on testing a theory, measured with numbers, and analyzed using statistical techniques. The goal of quantitative methods is to determine whether the predictive generalizations of a theory hold true.

3.2.2 Qualitative method

According to the California State University, a study based upon a qualitative process of inquiry has the goal of addressing a problem from multiple perspectives. Qualitative research is conducted in a natural setting and involves a process of building a complex and holistic picture of the phenomenon of interest.

Chart 2 Research methods (Source: Compiled by author)

Objectives	Quantitative Methods	Qualitative Methods
To develop a project charter that formally describes the project objectives, identifies the main stakeholders, define the authority of the project manager, and formalize the agreement among the project team, the stakeholders and the sponsors.	Review of project documents related to the factory clinic improvement project - Phase 1 for accurate elaboration of the project charter for Phase 2.	Gather different perspectives on the key components of this knowledge area.

To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.	Review of existing project information sources for effective decision making in establishing the scope management plan.	Interviews with all project stakeholders to understand their priorities and to define the project's scope accordingly.
To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.	Review of existing scheduling information for effective decision making in establishing the time management plan.	Gather different perspectives on the key components of the project time management area in order to properly elaborate the time management plan.
To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs that the project can be delivered within the budget constraints.	Review of existing financial information sources for decision making in establishing the cost management plan.	Gather different perspectives on the key components of the project cost management area in order to properly elaborate the cost management plan.
To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.	Review of existing project quality information for effective decision making in establishing the quality management plan.	Gather different perspectives on the key components of the project quality management area in order to properly elaborate the quality management plan.
To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.	Review of existing human resources related information for effective decision making in establishing the human resources management plan.	Gather different perspectives on the key components of the project human resources management area in order to properly elaborate the human resources management plan.
To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.	Review of existing project communication information for effective decision making in establishing the communication management plan.	Gather different perspectives on the key components of the project communication management area in order to properly elaborate the communication management plan.
To develop a procurement management plan that describes how products, services, or results	Review of existing project procurement information sources for effective decision making in establishing the procurement management plan.	Gather different perspectives on the key components of the project procurement management area in order to properly elaborate the

required by the project will be acquired.		procurement management plan.
To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.	Review of existing project risk information sources for effective decision making in establishing the risk management plan.	Gather different perspectives on the key components of the project risks management area in order to properly elaborate the risk management plan.
To effectively engage all project stakeholders through the development of a stakeholder management plan.	Review of existing project stakeholders' information sources for effective decision making in establishing the stakeholder's management plan.	Gather different perspectives on the key components of the project stakeholder's management area in order to properly elaborate the stakeholder's management plan.

3.3. Tools

The Project Management Institute's PMBOK® Guide (2013) defines tools as something "tangible, such as a template or software program, used in performing an activity to produce a product or result. The chart below describes the tools that are used to develop this project document

Chart 3 Tools (Source Compiled by author)

Objectives	Tools
To develop a project charter that formally describes the project objectives, identifies the main stakeholders, defines the authority of the project manager, and formalizes the agreement among the project team, the stakeholders, and the sponsors.	<ul style="list-style-type: none"> • Expert judgment • Facilitation techniques of project life cycle • Project proposal
To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.	<ul style="list-style-type: none"> • Interviews • Facilitated workshops • Group creativity techniques • Group decision-making techniques • Focus group • Work breakdown structure • Questionnaires, surveys and observations • Document analysis
To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that the project can be delivered within the budget constraints.	<ul style="list-style-type: none"> • Expert judgment • Project management software • Vendor bid analysis • Analogous estimating and bottom-up estimating • Parametric estimating • Three-point estimating and reserve analysis • Cost of quality • Group decision-making techniques
To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.	<ul style="list-style-type: none"> • Project management software • Gantt Chart • PERT • Critical Path Method • Critical Chain Method
To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.	<ul style="list-style-type: none"> • Cost of quality • Cost-benefit analysis • Seven basic quality tools Benchmarking • Design of experiments statistical sampling meetings
To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.	<ul style="list-style-type: none"> • Pre-assignment • Negotiation • Acquisition • Virtual teams • Multi-criteria
To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.	<ul style="list-style-type: none"> • Communication technology • Communication models • Communication methods • Information management systems • Performance reporting
To develop a procurement management plan that describes how products, services, or results required by the project will be acquired.	<ul style="list-style-type: none"> • Expert judgment • Make or-buy analysis • Market research • Meetings

To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.	<ul style="list-style-type: none"> • Expert judgment • Risk Management Planning • Risk Identification • Qualitative Risk Analysis • Risk response Planning • Risk Monitoring and Control • Documentation reviews • Information gathering techniques • Checklist analysis • SWOT Analysis • Assumptions analysis • Diagramming techniques
To effectively engage all project stakeholders through the development of a stakeholder management plan.	<ul style="list-style-type: none"> • Power and interest analysis • Power and influence analysis • Influence and impact • Power, urgency, and legitimacy

3.4. Assumptions and constraints

The Project Management Institute's PMBOK® Guide (2013) defines a constraint as a limiting factor that affects the execution of a project or process. The same documents define an assumption as a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.

The chart below describes the assumptions and constraints that are considered in this project document.

Chart 4 Assumptions and constraints (Source Compiled by author)

Objectives	Assumptions	Constraints
To develop a project charter that formally describes the project objectives, identifies the main stakeholders, defines the authority of the project manager and formalizes the agreement among the project team, the stakeholders and the sponsors.	The project charter will be available when starting the project.	Limited time allocated to create the project charter.
To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.	All of the information required to develop the scope will be available after stakeholders' consultations.	Limited time allocated for stakeholders' consultations.

Objectives	Assumptions	Constraints
To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that the project can be delivered within the budget constraints.	Share Hope will agree to share confidential financial information.	Detailed records of past financial transactions were not systematically maintained.
To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.	Tentative project schedule can be determined based on the experience from the initial phase of the project.	Travel to the northern area of the country can negatively impact the timely completion of the project.
To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.	The quality management plan will identify all of the technical and managerial quality requirements of the project.	The absence of detailed local guidelines or regulation in the area of occupational safety and health will make it difficult to establish quality standards.
To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.	Share Hope already has an experienced team to manage the project.	Share Hope health project manager is an expatriate employee who might return to his country of origin at any moment.
To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.	All relevant information will be communicated to the key stakeholders in a clear, concise, and timely manner.	There is not an organized archive with existing communication documents that could be used for the development of the communication management plan.
To develop a procurement management plan that describes how products, services, or results required by the project will be acquired.	Share hope already has a list of qualified suppliers for the goods needed.	As the project will be expanded to the northern area of the country, local suppliers should be identified.
To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.	Most of the project's risks were identified in the lesson learned from the initial phase of the project.	The complete project risks should be identified in a short period of time.
To effectively engage all project stakeholders through the development of a stakeholder management plan.	Stakeholders will be available for interviews or meetings during the FGP timeframe.	As some stakeholders are located in other countries with different time zones, scheduling meetings can be difficult.

3.5. Deliverables

The Project Management Institute's PMBOK® Guide (2013) defines a deliverable as "any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project." (PMI, 2013, p. 537). The chart below describes the deliverables that are presented in this final graduation project.

Chart 5 Deliverables (Source Compiled by Author)

Objectives	Deliverables
To develop a project charter that formally describes the project objectives, identifies the main stakeholders, defines the authority of the project manager, and formalizes the agreement between the project team, the stakeholders, and the sponsors.	Project charter
To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.	Scope management plan
To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that that the project can be delivered within the budget constraints.	Cost management plan
To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.	Time management plan
To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.	Quality management plan
To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.	Human resource management
To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.	Communications management plan
To develop a procurement management plan that describes how products, services, or results required by the project will be acquired.	Procurement management plan
To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.	Risk management plan
To effectively engage all project stakeholders through the development of a stakeholder management plan.	Stakeholder management plan

4. RESULTS

4.1. Factory Clinic Improvements Project Integration Management

According to PMBOK® Guide 5th edition, 2013, Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. Project integration management includes the following processes.

1. Developing a project charter
2. Developing a project management plan
3. Directing and managing a project work
4. Monitoring and controlling Project Work
5. Performing integrated change control
6. Closing project or phase

4.1.1. Develop Project Charter

The project charter for the factory clinic improvement project was completed based on interviews with the project team, review of meeting minutes and grant agreement document as well as organizational process and assets such as previous project reports. The project charter developed for the factory clinic improvement project is presented in annex 1.

4.1.1.1 Change control process

Scope changes can be requested by the project manager, the project stakeholders or any member of the project team. The change requests will be submitted as change orders to the project manager who will then evaluate the requested scope change.

Any proposal for scope change that will affect the time and costs parameters should be presented and discussed with the project sponsor for approval. Any approved change in these areas will be formally documented in the form of a letter signed by the project sponsor, who is the country program manager of Better Work Haiti. Correspondence will be sent to all relevant stakeholders after approval in order to communicate any change.

The project manager is responsible for the approval of technical scope changes since he has more specific expertise in these areas. Upon acceptance of a technical scope change request, the project manager will submit the scope change request to the Sponsor, and all relevant stakeholders in written form.

Roles and Responsibilities in change management

The table below defines the roles and responsibilities for the scope changes management of this project.

Chart 6 Roles and Responsibilities in change Management (Source Compiled by Author)

Roles	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Approve or deny scope change requests as necessary. • Evaluate need for scope change requests. • Accept project deliverables.
Project Manager	<ul style="list-style-type: none"> • Measure and verify project scope. • Facilitate scope change requests. • Conduct impact assessments of scope change requests. • Organize and lead scheduled change control meetings. • Communicate outcomes of scope change requests to relevant stakeholders. • Update project documents as appropriate after approval of change requests.
Project Team	<ul style="list-style-type: none"> • Contribute to the definition of change resolutions. • Evaluate the need for scope changes and communicate them to the project manager as appropriate.
Consultant	<ul style="list-style-type: none"> • Propose change request as appropriate. • Execute change directives issued by Project Manager.

Change log

As described in PMBOK® Guide 5th edition, 2013, a change log will be used to document changes that occur during a project. Rejected change requests are also captured in the change log. This change log will record information related to the change such as the description of the change, the date of the change request, the requestors, the approver, and the date of approval. Additional information such as the status of the change and any relevant comment will also be added.

Chart 7 Change Log Template (Source Compiled by Author)

CHANGE LOG

Factory Clinic Improvement Project

No.	Change Type	Description of the change	Requested by	Requested on	Approved by	Approved on	Status	Comments

4.1.1.2 Lesson learned process

Project Management Institute (PMI) PMBOK® Guide 5th edition, 2013 indicates that lessons learned refer to the learning gained from the process of performing the project. Lessons learned generally include the processes required to identify, document, validate, and disseminate lessons learned.

Lessons learned discussion sessions will be held as part of the project closing phase. These meetings will be conducted with all stakeholders to identify and disseminate the lesson learned from the project. However, lessons learned may

be identified and documented at any point during the project's life cycle. Documenting lessons learned is important to ensure that desirable outcomes can be repeated and that undesirable outcomes are avoided in the future.

Lesson learned log

A lesson learned log will be used to formally document changes that occur during a project. Each documented lesson learned will include the following information.

- Description of the lesson learned.
- A summary of how the lesson was learned.
- Reasons to use the lesson learned in the future.

Chart 8 Lesson learned template (Source Compiled by Author)

LESSON LEARNED LOG

Factory Clinic Improvement Project

No.	Date	Category	Description of the Lesson learned	Recommendations	Follow up Y/N	Comments

4.1.2 Develop Project Management Plan

The development of the project management plan is the second process in the Project Integration Management Knowledge Area. It is the process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The purpose of this final graduation project is to develop a project management plan for the factory clinic improvement project and all the related subsidiary plans will be developed in the following pages

4.2. Factory Clinic Improvements Project Scope Management

After completing the work related to the project initiation processes, the factory clinic improvement project scope management plan was developed.

The template used to prepare the proposed scope management plan for the factory clinic improvement project was downloaded and adapted from *the project manager's book of forms, a companion to the PMBOK® Guide 5th edition*, 2013, on the PMI website.

SCOPE MANAGEMENT PLAN

Project Title: Factory Clinic Improvement Project

Date: November 30th, 2017

Scope Statement Development

Project Justification: The second phase of the factory clinic improvement project was developed to meet the additional needs identified in the initial projects. While the first phase of the project focused on the improvement of the clinic facilities, this second phase of the project will focus more on improving the quality of the services provided and bring more value added to the participating enterprises.

Project Scope: This project will consist of providing nurses from the participating factories with continued education opportunities and advisory services from qualified professional. The project will also provide the factories with formalized standard operating procedures for clinics and a basic information management system design on Microsoft Excel for health-related data collection. The project will be completed by July 2018.

Project Deliverables:

Improved clinical practices and procedures.

Training of nurses.

Health Data Management system.

Analysis of turnover and absenteeism.

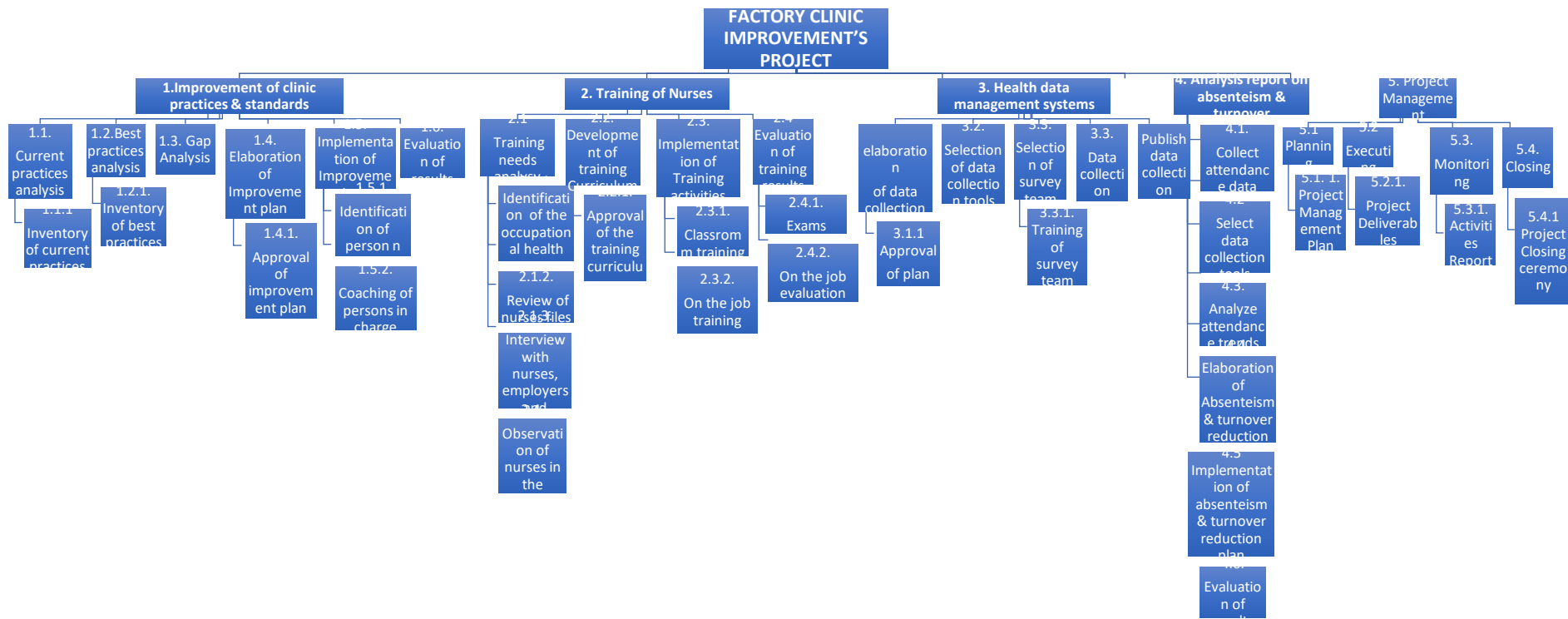
Project management.

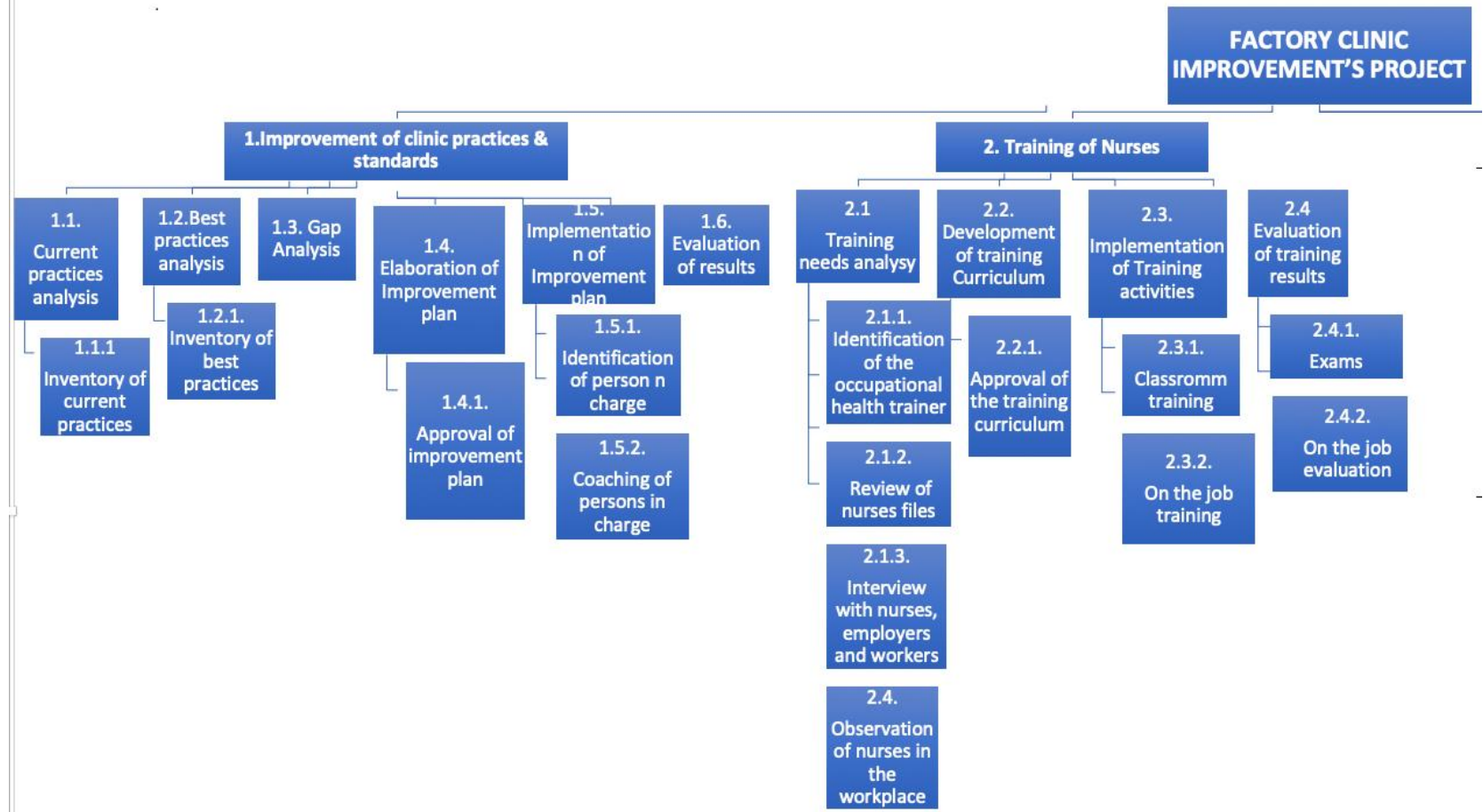
Work Breakdown Structure

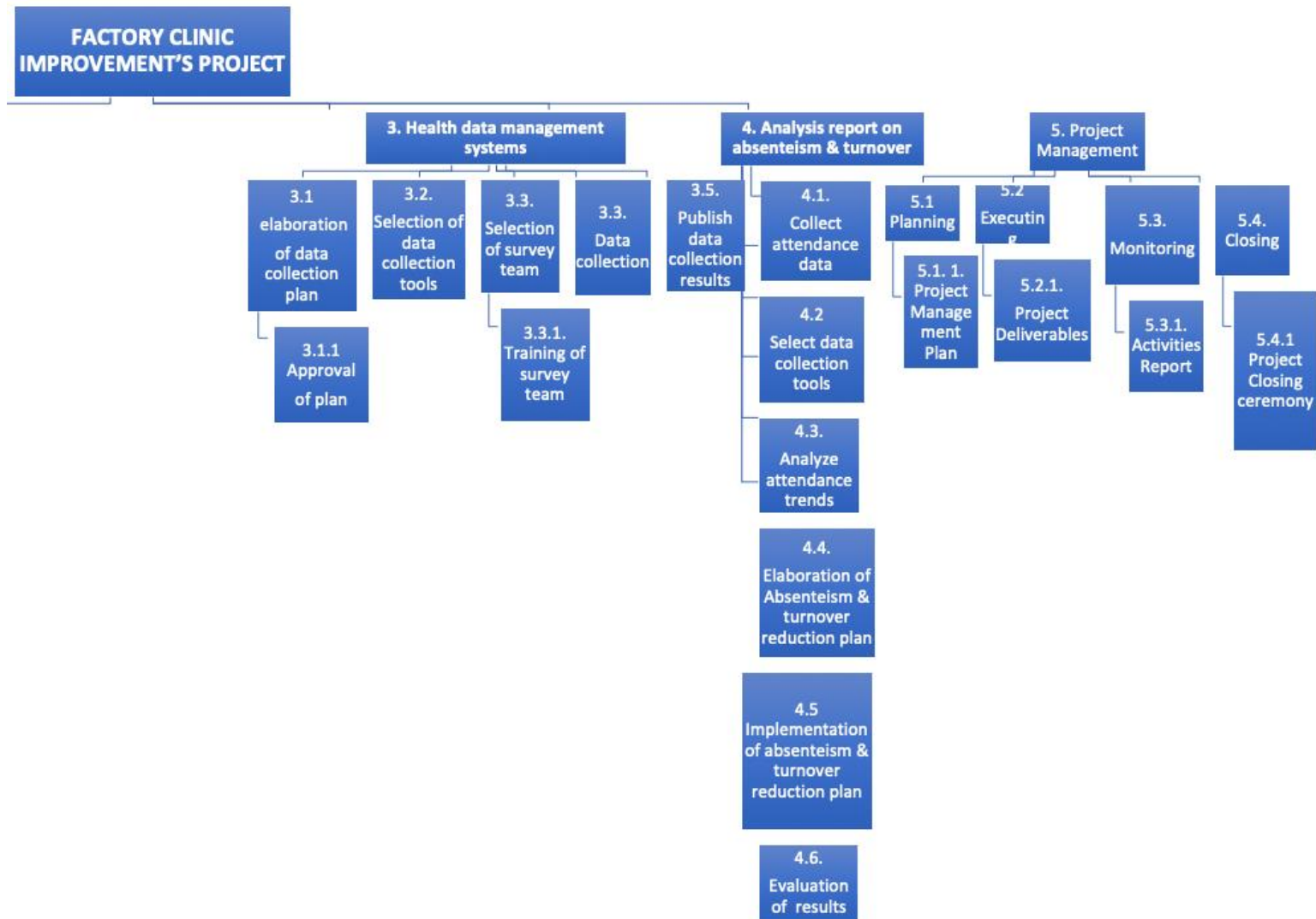
The work breakdown structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. The WBS organizes and defines the total scope of the project and represents the work specified in the current approved project scope statement. (PMBOK® Guide 5th edition, 2013, p. 126)

The figure below presents the WBS for the factory clinic improvement project.

Figure 5 Work breakdown Structure (Source: Compiled by author)







Scope Baseline Maintenance

The scope baseline maintenance is the responsibility of the factory clinic improvement project manager.

Scope Change

Any proposal for scope change should be presented and discussed with the project sponsor for approval. Any approved change will formally be documented in the form of a correspondence signed by the project sponsor, who is the country program Manager of Better Work Haiti.

Deliverable Acceptance

Project acceptance criteria:

The project deliverables will be accepted if the following conditions are met:

- Training session completed with at least 80% of the nurses participating in all the sessions.
- Factory clinic assessment conducted in at least 10 factories.
- Standards operating procedure manuals sample shared with all factories and adapted for at least 10 factories.
- Information management system for health-related data collection (MS-Excel) shared with all factories.
- Sample analysis report for absenteeism and turnover in the workplace produced in at least 10 factories.

Scope and requirements integration

Project stakeholder's requirements as identified in the project stakeholders' management process do not represent constraints for effective integration with the project scope management. Project stakeholder's requirements are documented in the stakeholder register and this document will serve as a reference for the project team to ensure that these requirements are met during the roll out of the processes related to the execution of the project.

Requirements Traceability Matrix

The requirements traceability matrix provides documentation of each requirement, including how they will be implemented and tested.

Chart 9 Requirement Traceability Matrix (Source Compiled by Author)

Requirement ID	Requirements Description	Acceptance criteria	WBS ID	WBS Deliverables	Responsible
001	New clinical practices and procedures reflect the minimum standards of the Ministry of Health guidelines.	Clinical practices and procedures handbook are designed based on Ministry of health guidelines.	1	Improved clinical practices and procedures.	Project officers/ Occupational safety and health consultant.
002	Nurses Training is delivered by a certified occupational health specialist.	Recruitment of certified occupational health specialist is done through networks of professional associations in the relevant areas.	2	Training of nurses.	Occupational safety and health consultant.
003	Health data management system offers high level of security.	Health data management system includes restricted access feature.	3	Health data management system.	Project officers.
004	Attendance records are reliable and stored electronically.	Attendance system is linked with workers fingerprint.	4	Analysis of turnover and absenteeism.	Project officers/ Occupational safety and health consultant.
005	Project management practices reflect the guidelines of the PMBOK. 6th edition.	Internal project management practices are updated according to PMI guidelines.	5	Project management.	Project Manager.

4.3. Project Time Management

The project schedule management plan is an output of the “plan schedule management process”. The schedule management plan is a subsidiary plan of the

project management plan which details how schedule management activities will be structured and performed. The template used to prepare the proposed schedule management plan for the factory clinic improvement project was downloaded and adapted from “*The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013*” on the PMI website.

SCHEDULE MANAGEMENT PLAN

Project Title: Factory Clinic Improvement Project

Date: November 30th, 2017

Schedule Methodology

The project schedule for the factory clinic improvement project was created using Microsoft Project 2016. It included the deliverables identified in the project’s work breakdown structure (WBS). The activities included in the project schedule are based on the specific work packages which need to be performed to complete each project deliverable.

Project activity duration estimating was used to determine the number of working days required to complete each work package and activity sequencing was used to determine the order of work packages. This methodology also helped to identify and assign relationships between project activities when required.

The initial project schedule was developed by the project manager and reviewed with the project team to ensure that adequate resources were available for each activity and that the project team understands the assigned work packages. In case concerns were raised, relevant adjustments were made before sharing the schedule with the project sponsor for approval.

The following table presents the key milestones of the project schedule.

Chart 10 Key milestones of the project schedule (Source: Compiled by Author)

Milestone	Start date	End date
Final Graduation Project Seminar	November 12th, 2018	December 21st, 2018
Tutoring Process	February 18th, 2019	May 12th, 2019
Submission of integration management plan	February 18th, 2019	February 18th, 2019
Submission of scope management plan	February 18th, 2019	February 24th, 2019
Submission of time management plan	February 25th, 2019	March 2nd, 2019
Submission of cost management plan	March 3rd, 2019	March 10th, 2019
Submission of quality management plan	March 11th, 2019	March 17th, 2019
Submission of communication management plan	March 18th, 2019	March 24th, 2019
Submission of human resources management plan	March 25th, 2019	March 31st, 2019
Submission of communication management plan	April 1st, 2019	April 7th, 2019
Submission of risk management plan	April 8th, 2019	April 14th, 2019
Submission of procurement management plan	April 15th, 2019	April 21st, 2019
Submission of stakeholders management plan	April 22nd, 2019	April 28th 2019
Conclusion and Recommendations	April 29th, 2019	May 5th, 2019
Final tutor review	May 6th, 2019	May 12th, 2019
Reading by reviewers	May 13th, 2018	June 3rd, 2018
Adjustements	June 4th, 2018	June 23rd, 2018
Presentation to board of examiners	June 24th, 2018	July 5th, 2018

Schedule Tools

The project management team will use MS project to develop the project schedule. In addition to that, this software will help them in assigning resources to tasks, tracking progress, managing the budget, and analyzing workloads.

The project schedule will be developed in the form of a Gantt chart which provides a visual view of the scheduled tasks over the project duration. Gantt charts are widely used as a scheduling tool in project management because they can be adapted to projects of all sizes. They are also a good tool to identify the peak periods in the project schedule, for example, when many activities are scheduled on a same day.

Schedule Control

The project manager will be the person in charge of keeping the project schedule updated. This will be done on a weekly basis. The percentage of completion of each project activities will be updated on Microsoft project in order to ensure that the project team has an accurate view of the progress of the overall project.

The project team should participate in the meeting to give their feedback on the schedule update for their respective activities. They will also contribute by submitting progress reports or any other relevant document related to the completion of their assigned activities to the project manager.

Schedule changes

The project manager will be the person in charge of approving project changes that have low impact on the project schedule. As defined in the risk management plan, a delay is categorized as “low impact” when the project’s schedule is affected by delays of three weeks or less. The project manager has the authority to approve delays of 3 weeks or less on the individual project deliverables completion as long as this doesn’t affect the total project completion date. Any potential longer delay has to be communicated proactively to the project sponsor for approval.

The project schedule will be discussed with the project team during weekly meetings and all project team members are expected to give their contribution in terms of sharing any concerns that might affect the timely delivery of project activities.

This will allow the project team to make the decisions related to changes in the schedule in a timely manner and to request the project sponsor's approval proactively when changes are required for key milestones. The updated version of the project schedule will be communicated to the project team members after each modification for their reference. Changes in the schedule for the delivery of key milestones should also be communicated to all relevant stakeholders after the project sponsor's approval.

4.4. Project Cost Management

The objective of the Project Cost Management plan is to serve as a reference document on how the costs on the factory clinic improvement project will be managed throughout the project's lifecycle. It also provides guidance on how the project costs are calculated, reported, and controlled to ensure that the approved budget is respected.

The project cost management plan is an output of the "plan cost management process" and a subsidiary plan of the project management plan which details how cost management activities will be structured and performed. The template used to prepare the proposed cost management plan for the factory clinic improvement project was downloaded and adapted from an online source*.

COST MANAGEMENT PLAN

Project Title : Factory Clinic Improvement Project

Date : November 30th, 2017

Cost Management approach

The Cost Management Plan approach for the factory clinic improvement project includes establishing the estimated budget and measuring actual spending against the planned budget for the following items.

- Consulting and travel cost for the occupational health professional.
- Printing and additional required administrative or training materials for the clinic and nurses.
- Local staff salaries at 5% (Project officer, Project manager, administrative staff)
- Refreshments for focus groups and meetings.

- Transportation expenses.
- Miscellaneous 13% (events such as award ceremonies, additional expenses, among others).
- Refreshments for focus groups and meetings.

Cost estimating and cost controls are very important items for the cost management plan. Therefore, actual costs and cost variances must be reported regularly to the executive director. Cost variance over five per cent should be reported to the executive director for approval since it is considered as a medium risk for the project's execution. Considering the short duration of the project, only a final report is required by the project sponsor.

The project manager is in charge of developing the cost management plan and cost estimates. These documents will be submitted for approval to the executive director.

Tools and techniques to be used on the cost management plan

The Plan Cost Management seeks to establish the policies, procedures, and documentation for planning, managing, and controlling project costs, the tools and techniques which are described below.

Chart 11 Cost Management tools and techniques (Source: Compiled by Author)

Expert Judgment	<p>Expert judgment guided by historical information; it provides valuable insight about the environment and information from the previous phase of the project and other similar projects. Expert judgment can also suggest whether to combine methods and how to reconcile differences between them.</p> <p>Judgment based upon expertise in an application area, Knowledge Area, discipline, industry, among others, as appropriate for the activity being performed are used in developing the cost management plan.</p>
Analytical Techniques	<p>The cost management plan details ways to finance project resources. These decisions, as well as other financial decisions related to the project, may affect project schedule or risks.</p> <p>Organizational policies and procedures may influence which financial techniques are employed in these decisions. Techniques may include (but are not limited to) reserve analysis, cost baseline, reserve analysis, earned value, and net present value.</p>
Meetings	<p>Project teams may hold planning meetings to develop and update the cost management plan. Attendees at these meetings may include the project manager, the project team members, selected stakeholders, any person with responsibility for project costs, and others as needed.</p>

Cost Estimation

The Cost Management Plan for the factory clinic improvement project includes the methods to be used to manage and control the cost components of the project. The project included the following internal and external costs.

Internal

- Project management/Project team resources.
- Transportation expenses.
- Miscellaneous.

External

- Vendor contract costs (Printing and office supplies and refreshments for focus groups or meetings).
- Recruiting and hiring a consultant.

The project manager will prepare the cost estimate based on the best information available at the time of the estimation. The financial reports from the first phase of the project will help to have an estimation that is closer to the reality. The method used for the cost estimation will be documented, thus it can be easily updated in the case there is a future change.

Budget Determination

In order to determine the budget of a project, it is necessary to know the total of the estimated costs of individual activities or work packages to establish the cost baseline. With an established baseline the project costs can be easily monitored and controlled throughout the project life cycle. The project's budget includes all the authorized funds required to execute the project. The cost baseline is the approved version of the time-phased project budget excluding the management reserves.

Factory Clinic Improvement Project's Budget

Chart 12 Factory Clinic Improvement Project's Budget (Source: Compiled by Author)

Code	Activity Name	Cost	Contingency Reserve - 5%	Management Reserve - 5%
1	Improvement of clinic practices & standards	800	40	40
1.1.	Current practices analysis	200	10	10
1.1.1.	Inventory of current practices	200	10	10
1.2.	Best practices analysis	100	5	5
1.2.1	Inventory of best practices	100	5	5
1.3.	Gap analysis	100	5	5
1.4.	Elaboration of improvement plan	0	0	0
1.4.1.	Approval of improvement plan	0	0	0
1.5.	Implementation of improvement plan	300	15	15
1.5.1.	Identification of participants	0	0	0
1.5.2.	Coaching of person in charge	100	5	5
1.5.3.	Elaboration of SOP manual	200	10	10
1.6.	Evaluation of results	100	5	5
2	Training of nurses	3300	165	165

2.1.	Training needs analysis	800	40	40
2.1.1.	Identification of occupational health specialist	0	0	0
2.1.2.	Review of nurse's profiles	200	10	10
2.1.3.	Interviews with nurses, employers, and workers	300	15	15
2.1.4.	Workplace observation	300	15	15
2.2.	Development of training curriculum	300	15	15
2.2.1.	Approval of training curriculum	300	15	15
2.3.	Implementation of training activities	1300	65	65
2.3.1.	Classroom training	1300	65	65
2.3.1.	On-the-job training	800	40	40
2.4.	Evaluation of training results	900	45	45
2.4.1.	Exams	300	15	15
2.4.2.	On-the-job evaluation	600	30	30
3	Health data management system	1100	55	55
3.1.	Data collection plan	0	0	0
3.1.1.	Approval of plan	0	0	0
3.2.	Selection of data collection tools	0	0	0
3.3.	Selection of survey team	400	20	20
3.3.1.	Training of survey team	400	20	20
3.4.	Data collection	600	30	30
3.5.	Publication of results	100	5	5
4	Reduction of absenteeism & turnover	500	25	25
4.1.	Collect attendance data	0	0	0
4.2.	Select data analysis tools	0	0	0
4.3.	Analyze attendance records	100	5	5
4.4.	Elaborate action plan	100	5	5
4.5.	Implementation of action plan	200	10	10
4.6.	Evaluation of results	100	5	5
5	Project Management	3400	170	170
5.1.	Planning	450	22.5	22.5
5.2.	Executing	2000	100	100
5.3.	Monitoring	500	25	25
5.4.	Closing	450	22.5	22.5
	Total	9100	455	455

The contingency reserve was calculated at 5% of the total cost due to the identified risk associated with the project such as the following.

- Strikes in participating factories.
- Lack of financial resources.
- Lack of technical equipment.
- Unavailability of technical specialist.

The contingency reserve added to the total project cost gives a total cost baseline of USD 9,555.00.

Management reserve is calculated at 5% of the cost baseline for those unknown risks that were not identified in the project.

Chart 13 Factory Clinic Improvement Project's contingency and management reserve (Source: Compiled by Author)

Costs	Total
Initial estimates	USD 9,100.00
Contingency reserve	USD 455.00
Total (Cost baseline)	USD 9,555.00
Management reserve (5%)	USD 455.00

The total project budget taking into account the management reserve and the cost baseline is USD 10,010.00.

Cost Control

The project budget for the factory clinic improvement project will be controlled by applying tools and techniques on the budget, schedule, earned value and baseline.

As the project progresses, according to the schedule, the costs incurred will be validated to ensure they are aligned with those stipulated in the schedule cost in accordance with the baseline. When activities are completed, checks will be done to ensure that the cost utilized matches the budget.

In addition, weekly reviews of the budget will be performed by the project manager and reports indicating the status of project spending will be submitted to the executive director. This will help to avoid overspending, which could cause project delays, as well as impacting negatively the quality of deliverables.

Additionally, in case updates to the budget are required, knowledge of the actual costs spent to date will be analyzed first. Any increase on the authorized budget will only be approved by the executive director after a proper analysis of the possible impact of the budget increase. Any change in the project budget will be properly documented according the organizational processes. This will also help to reduce project risks, which often stems from changes made without consideration to the overall project objectives or plans.

4.5. Project Quality Management

The purpose of the Project Quality Management Plan is to provide a single point of reference on the quality management activities that will be conducted during the implementation of the factory clinic improvement project. This document defines how the project team will ensure that project deliverables and processes meet the quality requirements. In fact, quality assurance activities will ensure that the project processes meet the quality requirement; and quality control activities will ensure that the project deliverables meet the agreed quality level.

The Project Quality Management plan is an output of the “plan quality management process” and a subsidiary plan of the project management plan which details how quality management activities will be structured and performed. The template used to prepare the proposed quality management plan for the factory clinic improvement project was downloaded and adapted from “The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013 “on the PMI website.

QUALITY MANAGEMENT PLAN

Project Title : Factory Clinic Improvement Project.

Date : November 30th, 2017

Quality management objectives

The following are the quality objectives of the factory clinic improvement project.

Project deliverables meet the quality requirements established.

Deliverables align with industry best practices for occupational health and safety practices.

Project practices conform to recommended project management standards.

Quality Team Roles and Responsibilities

The tables below describe the quality-related responsibilities of the project team:

Chart 14 Quality Responsibilities (Source: Compiled by Author)

Project Team Role	Quality Roles and Responsibilities
Project Sponsor	<p>Approve each project deliverable based on the quality requirements established.</p> <p>Assess project management practices based on project management standards.</p> <p>Assess satisfactory resolution of project management gaps.</p>
Project Manager	<p>Establish metrics to measure quality throughout the project life cycle for the deliverables and processes.</p> <p>Communicate the established quality requirements to the project team.</p> <p>Provides training or coaching for the project team on project management skill as required.</p> <p>Assure deliverables meet the established quality requirements.</p> <p>Assure project management gaps resolution.</p>

Project Team Role	Quality Roles and Responsibilities
Project Officers	Evaluate the training activities organized by the training consultant. Test health information management systems at factory level to ensure it can be effectively used at factories. Identify and report quality gaps as required. Review the improved procedures at factories approved by the consultant.
Occupational health and safety specialist	Deliver the workshops for good training standards. Review the procedures at factories based on industry best practices for occupational health and safety.

Quality management approach

The quality management approach for the factory clinic improvement project will ensure that quality is properly planned for both the project deliverables and processes. Considering that resources for this project are limited, an integrated quality approach will help the project team to meet the defined quality objectives. This approach will include establishing quality standards, measuring quality and improving quality as required during the project life cycle.

Project deliverables' quality standards are defined in the project proposal approved by the project sponsor. The agreement contract between the project sponsor and Share Hope specifies that the project practices must conform to recommended project management standards of the project management institute.

Quality indicators will be established and used to measure quality throughout the project life cycle for the project deliverables and processes. These indicators will include.

1. Schedule
2. Assigned Resources
3. Costs
4. Process performance
5. Stakeholders' satisfaction

The project teams will have the responsibility to identify and report the quality gaps as required and recommend necessary quality improvements. The project manager will review the improvements suggested and approve their implementation when the analysis reveals that their implementation can positively impact the quality of the project deliverables or processes within the project budget.

Quality Assurance

Quality assurance activities will ensure that the project processes meet the quality requirement. The factory clinic improvement project manager and the project team will perform regular assessments to ensure that the processes are being correctly implemented.

In fact, the project manager will play a key role in quality assurance since he will be the person in charge of defining indicators to measure the quality of the deliverables and processes throughout the project life cycle. These indicators will be communicated to the project team with the established quality requirements. The project officers will do onsite quality management activities such as monitoring the process performance indicators. Any identified gap will be documented and reported to the project manager for review.

Moreover, process improvement initiatives or suggestions will be regularly included in the agenda of the project team meetings as part of the quality assurance. Considering the nature of the project, it is important that some form of improvement is implemented for any quality gap identified. The process improvement initiatives should be documented for future reference and organizational procedures must be updated accordingly.

Quality Control

Quality control activities will ensure that the project deliverables meet the agreed quality level. Thus, this will make sure that the project deliverables achieve a high level of stakeholders' satisfaction and that the project can have the impact expected for the factories.

Moreover, project quality control activities will be implemented at different level. In fact, the project officers will play a key role in controlling the quality of the project activities implemented at the factories. This will include activities such as the evaluation of the training activities organized by the specialist, the testing of the health information management systems at factory level to ensure that they can be effectively used at factories, and the review of the improved procedures at factories that had been approved by the specialist.

The project manager will review the work of the project officers for approval before submitting the report to the project sponsor. The project sponsor is in charge of approving the project deliverables and might also conduct a formal audit of the factory clinic improvement project based on the quality of the deliverables received.

Chart 15 Quality Requirements. (Source: Compiled by author)

Requirement ID	Requirements Description	Acceptance criteria	WBS ID	WBS Deliverables	Responsible	Indicator	Activity
001	New clinical practices and procedures reflect the minimum standards of the Ministry of Health guidelines.	Clinical practices and procedures handbook are designed based on Ministry of Health guidelines.	1	Improved clinical practices and procedures.	Project officers/ Occupational safety and health consultant.	Factory clinics procedures are approved by Ministry of Health.	Approval of procedures manual by Ministry of Health.
002	Nurses Training is delivered by a certified occupational health specialist.	Recruitment of certified occupational health specialist is done through networks of professional associations in the relevant areas.	2	Training of nurses.	Occupational safety and health consultant.	Certificate of qualification for the selected occupational health specialist.	Background check during the hiring process.
003	Health data management system offers high level of security.	Health data management system includes restricted access feature.	3	Health data management system.	Project officers.	Restricted access to health data management system in factories.	Implementation of restricted access feature in the program set up.
004	Attendance records are reliable and stored electronically.	Attendance system is linked with workers fingerprint.	4	Analysis of turnover and absenteeism.	Project officers/ Occupational safety and health consultant.	Accurate attendance records	Comparison of electronic attendance records with

					health consultant.	generated from the system.	manual records.
005	Project management practices reflect the guidelines of the PMBOK. 6th edition.	Internal project management practices are updated according to PMI guidelines.	5	Project management.	Project Manager.	Updated manual of procedures for project management practices.	Approval of project management procedures manual by a PMP certified consultant.

Quality Improvement

Considering that nature of the project itself, quality improvement should be always expected as the result of any quality management activity. This will be done by ensuring that the quality gaps are regularly included in the meeting agendas and that any approved improvement effort is documented in the organizational policies and procedures. Exceptional quality improvement efforts must also be recognized and rewarded by management. In order to do it, one of the best ways is to ensure that the performance evaluation of each project team member includes quality objectives. The quality assurance and quality control activities described below will be implemented to ensure constant quality improvement.

Quality Assurance activities

- Define quality requirements.
- Communicate quality requirements to the project team.
- Monitoring the quality indicators.
- Documentation of quality gap.
- Documentation of the improvement measures.

Quality Control activities

- Evaluation of training activities.
- Review for approval of procedures.
- Review for approval of project deliverables.
- Formal audit of project activities.

To be successful, these activities should be properly planned as the project is being implemented and should be treated as a priority by the project team.

4.6. Project Human Resources Management

The Project Human Resources Management plan is an output of the “plan human resources management process”. The human resources management plan is a subsidiary plan of the project management plan which details how human resources management activities will be structured and performed. The template used to prepare the proposed human resources management plan for the factory clinic improvement project was downloaded and adapted from “The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013 “ on the PMI website.

HUMAN RESOURCE MANAGEMENT PLAN

Project

Factory Clinic

Title:

Improvement Project

Date Prepared:

November 30th, 2017

The factory clinic Improvement project is primarily based on human performance improvement through the capacity building of the factory nurses participating in the project. Therefore, human resources management is a key area of this project. This human resource management plan is a tool that will provide guidance to successfully manage the project’s human resource activities. The human resources management plan includes.

- Roles, responsibilities, and authority of the project team members.
- Project organization charts.
- Staffing management plan, which includes the following activities.
- Human resources acquisition.
- Timeline for resources or skill sets.
- Training required to develop skills.
- How performance reviews will be conducted.

- Recognition and rewards system.
- Regulations, standards, and policy compliance.
- Project team safety.

The purpose of the human resources management plan is to achieve project success by ensuring the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defined, and team activities are effectively managed.

Roles and Responsibilities

Clear definition of the roles, responsibilities, and authority of the project team is essential to project success. The following project team roles, responsibilities and authority were established.

Project manager, PM (1 Position)

The project manager is responsible for the overall success of the factory clinic improvement project and has the following responsibilities.

- Planning project resources to ensure that activities are implemented on time and within budget.
- Acquiring and leading project team, which includes not only the two-project officer, but also the occupational health specialist who will be recruited as a consultant for the project.
- Ensuring that the project team delivers within the established deadlines.
- Managing the project budget and approve all project's expenditures.
- Ensuring that the project deliverables meet the quality level required.
- Communicating with project stakeholders as defined in the communication management plan.

- Monitoring the project's success based on the key performance indicators defined.
- Preparing project reports and ensuring that all documentation related to the project is properly stored.

Project Officer, PO (2 Positions)

The project officer is responsible for the success of specific activities related to the factory clinic improvement project and has the following responsibilities.

- Planning and organizing project activities such as meetings with the stakeholders and training with the nurses.
- Preparing and maintaining the project documentation (meeting minutes, activity reports, among others).
- Identifying issues and risks and reporting to project manager for immediate action.
- Assisting the occupational health consultant to successfully deliver the project activities.
- Liaising and maintaining regular contact with the factory managers to provide updates on the progress made in their respective facilities.
- Providing coaching to the factory nurses to support the successful implementation of improvement activities.

Occupational Health Consultant, OHC (1 Position)

The occupational health consultant is responsible for the implementation of specific activities related to the factory clinic improvement project and has the following responsibilities:

- Elaborating factory clinic improvement plan based on initial clinic assessment.
- Delivering training sessions for the participating nurses.
- Preparing the standard operating procedures manual for factory clinics.

- Developing the health information management system for factory clinics.
- Liaising and maintaining regular contact with the project team to provide updates on the progress made and issues encountered at factory level.
- Providing coaching to the factory nurses to support the successful implementation of improvement activities.

Project Organizational Structure

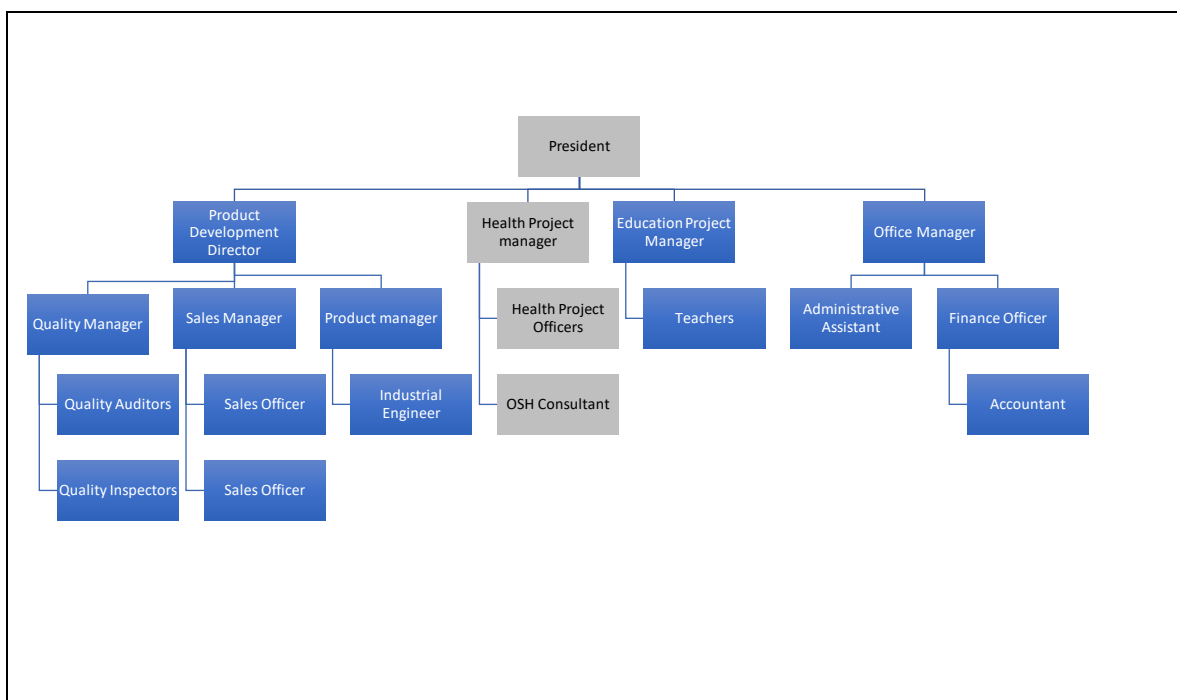


Figure 6 Factory clinic improvement project organizational structure (Source: SHARE HOPE MANAGEMENT, Personal Communication November, 2017)

RACI Matrix

The responsibility assignment matrix (RAM) commonly known as RACI Chart is a grid that shows the project resources assigned to each work package. This project

management tool helps to link work packages with project team members. The RACI matrix for the factory clinic improvement program is presented below:

Chart 16 RACI Matrix (Source: Compiled by Author)

Code	Activity Name	Project manager	Project Officer	OSH Consultant	President
1	Improvement of clinic practices and standards	A	R	C	I
1.1.	Current practices analysis	A	R	C	I
1.1.1.	Inventory of current practices	A	R	C	I
1.2.	Best practices analysis	A	R	C	I
1.2.1	Inventory of best practices	A	R	C	I
1.3.	Gap analysis	A	R	C	I
1.4.	Elaboration of improvement plan	A	R	C	I
1.4.1.	Approval of improvement plan	A	R	C	I
1.5.	Implementation of improvement plan	A	R	C	I
1.5.1.	Identification of participants	A	R	C	I
1.5.2.	Coaching of person in charge	A	R	C	I
1.5.3.	Elaboration of SOP manual	A	R	C	I
1.6.	Evaluation of results	A	R	C	I
2	Training of nurses				
2.1.	Training needs analysis	A	C	R	I
2.1.1.	Identification of occupational health specialist	R	C		A
2.1.2.	Review of nurses profiles	A	C	R	I
2.1.3.	Interviews with nurses, employers, and workers	A	C	R	I
2.1.4.	Workplace observation	A	C	R	I
2.2.	Development of training curriculum	A	C	R	I
2.2.1.	Approval of training curriculum	R	C	A	I
2.3.	Implementation of training activities	A	C	R	I
2.3.1.	Classroom training	A	C	R	I
2.3.1.	On-the-job training	A	C	R	I
2.4.	Evaluation of training results	A	C	R	I
2.4.1.	Exams	A	R	C	I
2.4.2.	On-the-job evaluation	A	C	R	I
3	Health data management system				

3.1.	Data collection plan	A	C	R	I
3.1.1.	Approval of plan	A	C	R	I
3.2.	Selection of data collection tools	A	C	R	I
3.3.	Selection of survey team	A	R	C	I
3.3.1.	Training of survey team	A	C	R	I
3.4.	Data collection	A	R	C	I
3.5.	Publication of results	A	C	R	I
4	Reduction of absenteeism and turnover				
4.1.	Collect attendance data	A	R	C	I
4.2.	Select data analysis tools	A	C	R	I
4.3.	Analyze attendance records	A	C	R	I
4.4.	Elaborate action plan	A	C	R	I
4.5.	Implementation of action plan	A	R	C	I
4.6.	Evaluation of results	A	R	C	I
5	Project Management				
5.1.	Planning	R	C	I	A
5.2.	Executing	R	C	I	A
5.3.	Monitoring	R	C	I	A
5.4.	Closing	R	C	I	A

Staff acquisition

Three staff members from the Share Hope team will be assigned to the factory clinic improvement project. The assignment of the project human resources was approved by Share Hope's president in accordance with the project organizational structure. The occupational health consultant will be recruited as a consultant to deliver specific project activities. The project team will work with the same consultant who was hired during the first phase of the project since they were generally satisfied with his work.

Resources calendar

The project team will only work part-time on this specific project because it is not the only project included in Share Hope's health program portfolio and the budget is very

limited. It is estimated that the project team will allocate 35 per cent of their time for this project. The consultant will be contracted for a total period of 40 days.

Training requirements

In regard to training requirements, no specific training requirements were identified for the project team since the activities that require specific technical knowledge will be implemented by the occupational health consultant who is a qualified expert in this field.

Rewards and recognition

Good performance of the project team will be documented in the regular performance appraisal process. Exceptional performance will be recognized during the end of the year celebration that will be organized.

Regulations, Standards, and Policy Compliance

Share Hope as a socially responsible employer will ensure compliance with all the requirements of the Haitian labor code in the human resources management processes.

The human resources regulations that are specific to the company are defined in the internal regulation manual that is approved by the ministry of labor as required by law.

Safety

In relation to safety, considering that the project team is implementing its activities in factory clinics, the occupational health and safety practices that apply to the healthcare industry should be strictly followed by all staff to avoid any incidents of contamination.

4.7. Project Communication Management

The communications management plan is an output of the “plan communication management process” and a subsidiary plan of the project management plan. It includes relevant guidance on how the project communications will be planned, structured, monitored, and controlled.

The template used to prepare the proposed communication management plan for the factory clinic improvement project was downloaded and adapted from “*The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013*” on the PMI website. Its content is based on the stakeholder management plan that was developed during the project initiating phase.

COMMUNICATIONS MANAGEMENT PLAN

Factory Clinic Improvement

<u>Project Title</u>	Project	<u>Date</u>	November 30th, 2017
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This Communications Management plan sets the communications framework for this project. It includes relevant guidance on how the project communications will be planned, structured, monitored, and controlled. This plan identifies and defines the roles of people responsible for project communication, the methods used, and the timing for communication.

Communications Management Approach

Considering the importance of communication in project management, the project team will use a proactive approach to communicate effectively with the stakeholders. The project manager will ensure that the project team communicates in a timely manner with stakeholders to avoid unnecessary issues or misunderstandings that might affect the project execution. Efforts will be made to answer any request or correspondence from the external stakeholders within 48 hours. Moreover, in case of delays in the reporting process, all relevant stakeholders must be informed in advance. The project manager will conduct weekly meetings with the project team to ensure that all relevant information is shared.

Communications Management Constraints

Considering the limited resources of the project, the project communication activities should not generate any additional cost for the project. The project team will prioritize electronic filing of communication documents to avoid unnecessary printing costs. Moreover, the main communication activities will be scheduled based on the information provided in the project communication matrix. The communication schedule should be aligned with the project schedule to avoid additional costs or schedule delays. Share Hope will be required to develop standardized format for communication documents such as meeting agenda, meeting minutes, PowerPoint presentations, project status reports, and project final reports.

Stakeholder Communication Requirements

The stakeholder management plan provides information on the possible method of communication with each stakeholder. However, it is important to note that although several stakeholders suggested the use of convenient communication tools such as phone call, text messages, or WhatsApp, the formal communication channels for the projects remain written communications such as email or correspondence. Other communication methods can be used as an additional tool or for informal exchanges.

Communication Matrix

The communication requirements are documented in the communications matrix presented in this document. The communications matrix will be used as the guide for what information to communicate, who is to do the communication, when to communicate it, and to whom to communicate it.

Chart 17 Communication Matrix (Source: Compiled by Author)

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Project kickoff meeting	Introduce the project team and the project to the stakeholders. Review project objectives and management approach.	Face to Face	Once	Share Hope president Project team Sponsor Stakeholders	Share Hope president	Agenda Meeting minutes	Soft copy archived on project shared drive.
Project team meetings	Review status of the project with the team.	Face to Face	Weekly	Project team	Project manager	Agenda Meeting minutes Project schedule	Soft copy archived on project shared drive.
Technical meetings	Discuss the technical aspect of the project activities to be implemented.	Face to Face	As required	Project team Occupational health consultant	Occupational health consultant	Agenda Meeting minutes	Soft copy archived on project shared drive
Monthly project status meetings	Report on the status of the project to management.	Face to Face	Monthly	Share Hope president Sponsor	Project manager	PowerPoint presentation Updated project schedule	Soft copy archived on project shared drive
Project status reports	Report the status of the project including activities, progress, costs, and issues.	Email	Monthly	Share Hope president Project team Sponsor	Project manager	Project progress report Project schedule	Soft copy archived on project shared drive
Project activities calendar	Inform factory management team and nurses of the upcoming activities for adequate planning	Email	Once	Stakeholders (Factory managers and nurses)	Project manager	Project activities calendar	Soft copy archived on project shared drive
Project closing ceremony	Inform the stakeholders and the public of the results of the project. Disseminate successes and lessons learned.	Face to face	Once	Share Hope president Project team Sponsor Stakeholders Medias	Project manager	Agenda Event minutes Media articles	Soft copy archived on project shared drive and on Share Hope's website.
Project final report	Report on the project results including activities, progress, costs, and issues.	Email	Once	Share Hope president Project team Sponsor	Project manager	Project final report	Soft copy archived on project Shared drive

4.8. Project Risks Management

The objectives of Project Risk Management are to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project. In the case of the factory clinic improvement project, two main risks were identified. The first one is related to potential industrial disputes that might affect the project schedule and the second one is related to the resources available at factory level to facilitate the implementation of the project activities.

The project risks management plan is an output of the “plan risk management process” and a subsidiary plan of the project management plan which details how risk management activities will be structured and performed. The template used to prepare the proposed risk management plan for the factory clinic improvement project was downloaded and adapted from “The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013 “ on the PMI website.

RISK MANAGEMENT PLAN

Project Title: Factory Clinic Improvement Project

Date Prepared: November 30th, 2017

Methodology

The Risk Management Plan is designed as part of the project management plan to support the implementation of the factory clinic improvement project. A risk is any event that could prevent the project from progressing as planned or from successful completion. Risks can be identified from a number of different sources. Analytical techniques, expert judgment, and meetings were selected as the preferred methodologies for risk identification in this project management plan. The project team reviewed the history of a previous phase of the project in order to determine the risks that are still present and the strategies used to mitigate those risks in the

past. An interview was also conducted with an occupational health specialist in order to discuss the potential risks that might affect the new phase of the project. Also, a risk assessment meeting was held with the project team and key stakeholders. The risks identified during this meeting were added to the project plan and risk register.

Roles and Responsibilities

In order to ensure the successful completion of the project, it is important for each party involved in risk management to understand their role.

The factory clinic improvement project manager is the person in charge of identifying and documenting the known and potential risks. This will be done during the development of the risk register with the support of the project team and other relevant stakeholders. Risk management will be regularly included in the agenda of the scheduled project meetings and the risk register will be updated by the project manager as risk factors change.

The project manager has decision authority for the approval and the implementation of risk responses. The specific responsibilities for the different aspects of risk management are described below.

- Risk identification: All project stakeholders.
- Risk registry: Project manager.
- Risk assessment: All project stakeholders.
- Risk response options identification: All project stakeholders.
- Risk response approval: Project manager.
- Risk response implementation: Project manager

Risk Categories

The project team identified the following risks:

1. **Strikes in participating factories**

If industrial disputes such as sectorial strikes occur, the project schedule might be negatively affected.

2. **Lack of financial resources**

If the participating factories do not have the resources required for the clinic improvements, the scope of the project will be reduced to the capacity building component.

3. **Lack of technical equipment**

Several factory clinics are not equipped with computers. The health data management system will have to be installed in the Human Resource department for most factories and nurses might not have direct access to the computers.

4. **Unavailability of technical specialist**

Qualified occupational healthcare specialists are not trained in the country and this key human resource will most likely have to be recruited internationally. Staffing delays might affect the project if the specialist cannot be recruited on time.

The risks identified were categorized based on probability and impact factors. This was documented in a probability-impact matrix to facilitate risks prioritization. The following scales will be used for the probability-impact matrix.

Definitions of Probability

Chart 18 Definition of probability (Source: Compiled by Author)

High	Occurs frequently. Will be continuously experienced unless action is taken to change events.
Medium	Occurs sporadically. Potential issues discovered during focused review.
Low	Unlikely to occur.

Definition of Impact

Chart 19 Definition of Impact (Source: Compiled by Author)

	Definition	Quality	Time	Cost
High	Severe impact on achieving desired results.	Unacceptable. Does not meet quality requirements.	Key milestone delayed by 2 months or more.	Budget increased by more than 20%
Medium	Moderate impact on achieving desired results.	Moderate impact on project quality. Changes. To be discussed and approved by sponsors and stakeholders.	Activities or key milestone delayed from 3 weeks to 2 months.	Moderate impact on project budget. Budget increased from 5% to 20%.
Low	Little to no impact on project outcome objectives.	No impact on project quality.	Low impact on project schedule (delays of 3 weeks or less).	Low impact on project budget. Budget increased by less than 5%.

Probability Impact Matrix

Chart 20 Probability Impact Matrix (Source: Compiled by Author)

Risks	Probability	Impact	Prioritization
Non-availability of technical equipment (Computers)	Medium	Medium	3
Strikes in the factories	High	High	2
Lack of financial resources	Low	Medium	4
Unavailability of technical specialist	Medium	High	1

Risk Response

The project manager is in charge of leading the project team in developing adequate responses for each identified risk based on the results of the risk assessment. The

probability and the impact of the identified risks will help to determine the degree to which the actions to mitigate the risk should be taken. All identified risks will be evaluated in order to determine how they affect the triple constraint of scope, cost, and time. The project manager, with the assistance of the project team, will determine the best way to respond to each risk to ensure compliance with these constraints. The possible risks response options are presented below.

- **Avoidance (elimination):** It refers to avoid performing risky activities, for instance, recruiting a local health specialist without the specialization in occupational health.
- **Reduction (mitigation):** It involves methods that reduce the severity of the loss, for example, to schedule training activities during weekends since strikes usually take place from Monday to Friday.
- **Acceptance:** It involves accepting the loss when it occurs, for example, requesting the sponsor's approval to reduce the project scope to capacity building of nurses when the factories do not have the financial resources to invest in the other components.
- **Transfer:** It means causing another party to accept the risk (i.e. requesting the factory management to assign the responsibility for health data management system to their technical staff (IT Manager)).

Risk Tracking

As more risks are identified during the project implementation, they will be added to the risk register and the project team will select relevant risk responses. The Risk Management plan will also be updated as required.

Risk Register

Chart 21 Risk Register (Source: Compiled by Author)

No.	Risks	Cause	Triggers	Probability	Impact	Description of the impact	Priority	Response	Person in Charge	Cost
1	Non-availability of technical equipment (Computers).	Factories lack the resources to acquire technical equipment.	Inaccurate assessment of factories resources.	Medium	Medium	The health data management system cannot be confidentially managed by the medical staff only.	3	Transfer the responsibility of health data management system to factory technical staff.	Project Manager	0 \$
2	Strikes in the factories	Industrial relations issues.	Unions movement for the minimum wage increase.	High	High	Delays in the project implementation .	2	Schedule training activities during weekends.	Project officers	455.00 \$
3	Lack of financial resources.	Inaccurate budget planning.	Project delays generate additional costs.	Low	Medium	Elimination of key project activities.	4	Reduce the project scope to capacity building of nurses.	Project manager or project sponsor	0 \$

4	Unavailability of technical specialist.	Security issues.	Political issues and industry strikes.	Medium	High	Quality requirements are not met for key project activities.	1	Recruit a local health specialist.	Project manager	-1000\$
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4.9. Project Procurement Management

In regard to the factory clinic Improvement project, the procurement needs will be limited to the purchase of the office supplies needed to implement the project activities such as training materials. Also, Share Hope will need to rent a training venue with catering services for the training activities and the project closing ceremony.

The Project Procurement Management plan is an output of the “plan procurement management process” and a subsidiary plan of the project management plan which details how procurement management activities will be structured and performed. The template used to prepare the proposed procurement management plan for the factory clinic improvement project was downloaded and adapted from “The project manager’s book of forms, a companion to the PMBOK® Guide 5th edition, 2013 “on the PMI website.

PROCUREMENT MANAGEMENT PLAN

Project Title: Factory Clinic Improvement Project Date: November 30th, 2017

Procurement Authority

The table below describes the procurement responsibilities of the project team.

Chart 22 Procurement responsibilities of the project team (Source: Compiled by Author)

Project Team Role	Procurement Roles and Responsibilities
Project Sponsor	Approve Procurement Management Plan.
Share Hope Executive Director	Approve vendor selection. Approve all contracts prior to award. Approve procurement action over 2000 USD.
Project Manager	Oversee all procurement actions related to the project. Develop procurement requirements. Approve procurement actions over 2000 USD. Lead vendor selection process. Measure vendor performance. Closing out vendor contracts.
Office Manager	Participate in the vendor selection process. Develop vendor contract. Assist in measuring vendor performance.
Project Officers	Assist in development of procurement requirements. Assist in evaluating vendors.

Vendor selection criteria

Considering that this is the second phase of the project and that several activities are very similar in terms of procurements requirements, the project team will continue to use the previous list of approved vendors of the organization. New vendors might be identified to complete the existing list based on their ability to meet the procurement requirements when an existing vendor is not able to do so. The

office manager will be responsible to contact vendors to obtain quotes for services, supplies, and equipment needed for the project.

The office manager will evaluate the quotes received and submit a summary of his analysis to the project manager or the executive director as required. The selection criteria presented in the table below will be considered to make their vendor selection.

Chart 23 Vendor Selection Criteria (Source: Compiled by Author)

Criteria	Weight
Ability to meet required delivery dates for procurement requirements.	30 %
Past performance of the vendor (If applicable).	10 %
Cost of procurement items or services.	30 %
Quality of the good or services proposed.	30 %

Once the vendor is selected and approved by the executive director or the project manager, the office manager will prepare a contract or a purchase order for the vendor(s).

Contracts type

The factory clinic improvement project will only use firm-fixed price contracts. Hence, this will help to ensure that the project budget is respected considering the limited financial resources. The office manager will ensure that all relevant organizational policies and procedures are reflected in the contracts before signature. All contracts will be approved and signed by Share Hope's executive director.

Procurement needs

Share Hope's procurement plan for the factory clinic improvement project includes the acquisition of the following items.

- Recruitment of the occupational health consultant.
- Printing of training materials.
- Office supplies.
- Refreshments and snacks for meetings.
- Gasoline for cars.

These acquisitions will be exclusive for the factory clinic improvement project and will be done through Share Hope's approved vendors directory as they are already familiar with the foundation's procurement procedures. This will help to save time and resources in the project implementation.

4.10 Project Stakeholder Management

Regarding the factory clinic improvement program, another very important aspect to consider is communication. Since the activities are being implemented with nurses from 30 different factories, continuous communication will be required to ensure a proper needs analysis and address any issue that might occur during the implementation of the project activities. Also, communication with the factory manager is essential because they are not usually very receptive to activities that require time off for their staff. In general, Share Hope project management team will need to ensure stakeholder satisfaction in every step of the project implementation. The present final graduation project mainly focuses on the first two processes since this is a project management plan. The figure below presents the template used to identify the project stakeholders. This template was downloaded and adapted from an online source. *

Stakeholder Register

Chart 24 Stakeholders register (Source: Compiled by Author)

No	Stakeholder	Position /Role	Organization	Internal / external	Contacts	Supports / Neutral / Resists	INTEREST: How much does project affect them? (H, M, L)	INFLUENCE: How much do they have? (H, M, L)	Major Requirement	Main Expectation
1	Project team	Project manager or project officers	Share Hope	Internal	SONAPI Industrial Park, Blvd des Industries, Delmas Haiti	Supports	High	High	Availability of the resources required to successfully complete the project. Stakeholders' engagement.	Satisfaction of key stakeholders with the project deliverables.
2	Claudine Francois	Country Programme Manager	Better Work Haiti	External	2 Juvenat 1, Petion Ville Haiti	Supports	High	High	Successful implementation of the project. Project implemented within time and budget.	Improvement of the services at factory clinics.
3	Factories' management team	Plant Managers	Factories registered with the Better Work Program.	External	SONAPI Industrial Park, Blvd des Industries, Delmas Haiti	Resists	Medium	High	Project implemented with minimum of effect on production time.	Reduction of absenteeism related to sickness. More productive nurses.
4	Joseph Agabus	General manager	Office d'Assurance Maladie et Maternite (OFATMA)	External	Cite Militaire Chancerelles, Haiti	Neutral	Low	Low	Collaboration with OFATMA medical team.	Improvement facilitation of OFATMA work during annual medical checks.

5	Guerline Jean Louis	Labor Director	Ministry of labor, Ministeres des Affaires Sociales et du Travail (MAST)	External	Ave Charles Summer, Port-au-Prince Haiti	Supports	Low	Low	Collaboration with labor inspectorate.	Compliance with the legal requirements related to health services et factory level.
6	Beatrice Ilias	Executive Director	Employer's association, Association des Industries d'Haiti (ADIH)	External	Rue Borno, Petion-Ville Haiti	Neutral	Low	Low	To be informed on the project evolution.	Satisfaction of the participating employers.
7	Nurses	Factory nurses	Factories registered with the Better Work Program.	External	SONAPI Industrial Park, Blvd des Industries, Delmas Haiti	Supports	High	Medium	Availability to participate in the training program.	Professional development

Stakeholder Management plan

The figure below presents the template used to prepare the proposed stakeholders 'management plan. The template used was downloaded and adapted from "The project manager's book of forms, a companion to the PMBOK® Guide 5th edition, 2013 "on the PMI website.

STAKEHOLDER MANAGEMENT PLAN
Project : Factory clinic improvement program
Date: November 30th, 2017

Chart 25 Stakeholders engagement analysis (Source: Compiled by Author)

Stakeholder	Position /Role	Organization	Unaware	Resistant	Neutral	Supportive	Leading
Project team	Project manager or project officers	Share Hope				C	D
Claudine Francois	Country programme manager	Better Work Haiti				C/D	
Factories' management team	Plant managers	Factories registered with the Better Work Program		C			D
Joseph Agabus	General manager	Office d'Assurance Maladie et Maternite (OFATMA)	C			D	
Guerline Jean Louis	Labor director	Ministry of labor, Ministeres des Affaires Sociales et du Travail (MAST)	C			D	
Beatrice Ilias	Executive irector	Employer's association, Association des Industries d'Haiti (ADIH)			C	D	
Nurses	Factory nurses	Factories registered with the Better Work Program				C/D	

C = Current level of engagement D = Desired level of engagement

Stakeholder	Position /Role	Organization	Communication Needs	Method/Medium	Timing/Frequency
Project team	Project manager or project officers	Share Hope	To be informed of their role and responsibilities in the implementation of the project activities.	Emails, team meetings, face to face, project documents, text messages, WhatsApp, phone calls.	On-going
Claudine Francois	Country program manager	Better Work Haiti	To be informed of the progress in the implementation of the project activities and of any issues that might affect the success of the project.	Emails, project reports, Skype, meetings.	Based on project milestones calendar.
Factories' management team	Plant managers	Factories registered with the Better Work Program.	To be informed of the project activities calendar.	Emails, meetings, phone calls.	On-going
Joseph Agabus	General manager	Office d'Assurance Maladie et Maternite (OFATMA).	To be informed of the project successes and business case.	Formal correspondence, meetings, phone calls	Beginning and end of the project.
Guerline Jean Louis	Labor director	Ministry of labor, Ministeres des Affaires Sociales et du Travail (MAST).	To be informed of the project successes and business case.	Formal Correspondence, meetings, phone calls.	Beginning and end of the project.
Beatrice Ilias	Executive director	Employer's association, Association des Industries d'Haiti (ADIH).	To be informed of the project successes and business case.	Formal correspondence, meetings, phone calls.	Beginning and end of the project.
Nurses	Factory nurses	Factories registered with the Better Work Program.	To be informed of the project activities calendar.	Emails, team meeting, face to face, text messages, WhatsApp, phone calls.	Ongoing

Pending Stakeholder Changes

None

Chart 26 Stakeholder Engagement Approach (Source : Compiled by author)

Stakeholder	Position /Role	Organization	Approach
Project team	Project manager or project officers	Share Hope	Motivation of the project team during weekly staff meetings. Recognition of successes. Support to face potential challenges.
Claudine Francois	Country program manager	Better Work Haiti	Keep regularly informed of the project advancement based on the milestone calendar.
Factories' management team	Plant managers	Factories registered with the Better Work Program.	Introduction meetings to present the new phase of the project and request factory's management support. Ensure that their priorities are taken into account in the elaboration of the project activities calendar. Send advance notice for all activities and request formal approval. Recognition of the best participating factories in the project closing ceremony.
Joseph Agabus	General manager	Office d'Assurance Maladie et Maternite (OFATMA).	Send correspondence to inform of the project launch. Invite to the project closing ceremony as an honor guest and keynote speaker.
Guerline Jean Louis	Labor director	Ministry of labor, Ministeres des Affaires Sociales et du Travail (MAST).	Send correspondence to inform of the project launch. Invite to the project closing ceremony as an honor guest and keynote speaker.
Beatrice Ilias	Executive director	Employer's association, Association des Industries d'Haiti (ADIH).	Send correspondence to inform of the project launch. Invite to the project closing ceremony as an honor guest and keynote speaker.
Nurses	Factory nurses	Factories registered with the Better Work Program.	Inform them of project activities calendar in a timely manner. Ensure that their needs are taken into account in the elaboration of the project activities. Recognition of the best participants

CONCLUSIONS

This project management plan is developed for the second phase of the factory clinic improvement program, a corporate social responsibility project of the Share Hope foundation in Haiti. It aims to develop a project management plan for the implementation of new nurses' training and occupational healthcare procedures that will lead the Haitian garment industry into a better workplace. Having a formal project management plan should not only contribute to help the foundation to improve its project management practices, but also to be eligible for new funding from donors.

In fact, as a young organization the Share Hope foundation has a lot of potential, but its growth could be limited if proper project management practices are not implemented. The factory clinic improvement project, being funded by an international organization, was an excellent opportunity to implement improved project management practices.

Developing the project management plan was also an opportunity to understand the foundation better and identify areas where improvement is necessary. In fact, the project itself is improvement-oriented, which means that Share Hope as the implementer needs to demonstrate the quality standards, they are requiring from the companies they are working with during the lifetime of this project. The conclusions related to each specific objectives of this project management plan are described below :

1. The project charter is the first subsidiary element of the project management plan. It was created using a template provided by UCI to summarize the business objectives, project description, scope statement, project risks, project deliverables, key milestones, and project budget. This document also identifies the project manager and formalizes the sponsor's authorization to start the project.

2. The scope management plan was created to define and specify the scope of the project. It includes the WBS, the requirements management plan and the requirements traceability matrix, which were developed from a template designed by the author in order to organize the information gathered stakeholder's interviews and project documentation reviews.
3. Considering that the project will be implemented in 30 different facilities, the schedule management plan is very important to ensure the project's completion within the time constraints. With proper sequencing of activities as defined in the project schedule developed in Microsoft Project, the project manager, will have more control on the timely delivery of project's activities.
4. The Cost Management Plan was created in addition to the project budget to ensure that the project team make an adequate use of the limited resources. It is important to note that a limited budget requires very strict control and approval procedures. However, such processes should not impede to meet the project schedule.
5. The project is by definition quality oriented, which explains why the Quality Management Plan is essential to ensure that the quality requirements are met for both the project processes and products.
6. The human resources management plan defines the requirement for how human resources will be assigned and managed throughout the project. Considering that some of the resources assigned to the project are only working part-time, it is better to have a document that clearly defines the time required for this specific project. These details can be added to the performance evaluation format for shared resources or in a complementary human resources management plan.

7. Considering that the project will be implemented in 30 different companies with a very small budget, the Communication Management is a crucial area for this project's success. Effective communication with stakeholders is important for ensuring that relevant information is disseminated in a timely manner and through the right channels. Due to limited resources, SHF selected electronic communications, such as emails or soft copy, as its primary communication channel. If this was to integrate sustainability management by reducing the use of unnecessary paper and travel cost for documentation delivery, the organization should observe if this is the best option for all stakeholders and be ready to adjust to new reality if required.
8. A procurement management plan that describes how products, services required by the project will be acquired is available. As the project does not include a lot of procurement needs this document mainly focused on describing procurement responsibilities, identifying vendor selection criteria and procurement needs. This information was organized using templates elaborated by the author.
9. A risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project was also developed. This included an analysis of risk impact and probability. This section also included a risk register that should be updated by the project team as new risks might be identified during the project implementation.
10. The stakeholder management plan was developed using a template downloaded and adapted from "The project manager's book of forms, a companion to the PMBOK® Guide 5th edition, 2013" on the PMI website. This plan details how stakeholders will be identified, classified, managed and engaged throughout the project. It also includes the stakeholders' level of engagement analysis and a stakeholder register.

RECOMMENDATIONS

This project management plan was developed for the second phase of the factory clinic improvement program, a corporate social responsibility project of the Share Hope Foundation in Haiti. It aims to develop a project management plan for the implementation of new nurses' training and occupational healthcare procedures that will lead the Haitian garment industry into a better workplace. Considering that it is the first time that this organization will be using such document, the following recommendations are made to the Share Hope foundation management team in order to ensure that these new practices are fully integrated in the organization's modus operandi.

- Share Hope's executive director should formally inform the team that project management methods will be used during the project as of the launch of the project and require their entire collaboration to increase the likelihood of project success.
- Ensure that the full project management plan is shared with the entire project team and other relevant parties, thus they can all have the same document of reference.
- Moreover, the Share Hope foundation should invest in project management software that facilitates the tracking of the project activities and resources. This software will be piloted with the factory clinic improvement project, but it should be able to include all the projects managed by the foundations.
- They should also develop a detailed schedule with the sequence of activities in each of the 30 facilities to ensure proper follow up by the project team.
- Another recommendation is to include alternatives for electronic communication such as phone calls or printed documentation when absolutely required (for example communication with government officials).
- The Share Hope foundation should have both a physical and an electronic document management and storage system to organize and store all documents

related to the factory clinic improvement project. This archive system should be able to include all the documentation related to all the projects managed by the foundations in the future.

- As the project is related to corporate social responsibility, the Share Hope foundation should consider using the information collected through the nurses training and the improved procedures to produce baseline data on workplace productivity, industry competitiveness, and workers' well-being which can be used for the project impact assessment.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER

Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.

Date	Project Name:
December 1 st , 2017	Project management plan for the Share Hope foundation's factory clinic improvement project
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas : Integration, Scope, Time, Cost, Quality, Human Resources, Communication, Risk, Procurement and stakeholders. Process groups: Initiation, Planning, Execution, Monitoring and Controlling, Closing	Corporate Social Responsibility project in the garment manufacturing
Start date	Finish date
December 17 th , 2017	June 17 th , 2018
Project Objectives (general and specific)	
<p>General objective</p> <p>To develop a project management plan for the implementation of new nurses' training and occupational healthcare procedures that will lead the Haitian garment industry into a better workplace.</p> <p>Specific objectives</p> <p>To develop a project charter that formally describes the project objectives, identifies the main stakeholders, define the authority of the project manager, and formalize the agreement among the project team, the stakeholders, and the sponsors,</p> <p>To establish a scope management plan to ensure that all the work that needs to be accomplished is taken into account to successfully complete the project.</p> <p>To create a schedule management plan to support the development and management of a project schedule that ensures the timely completion of the project.</p> <p>To develop a cost management plan that describes the processes required for planning, estimating, budgeting, financing, managing, and controlling the costs, in order that that the project can be delivered within the budget constraints.</p> <p>To establish a quality management plan to highlight the quality requirements to ensure that the results meet the expectations for approval within time, cost, and scope constraints.</p> <p>To create a human resource management plan to allow proper assignment and management of human resources required to complete the project.</p> <p>To develop a communications management plan to define the project communication strategies and ensure effective communication with all stakeholders.</p> <p>To develop a procurement management plan that describes how products, services or results required by the project will be acquired.</p> <p>To create a risk management plan that can identify risks and determine adequate risk responses for those that might significantly affect the project.</p> <p>To effectively engage all project stakeholders through the development of a stakeholder management plan.</p>	
Project purpose or justification (merit and expected results)	

The purpose of this final graduation project is to develop a project management plan that will help maximize the chances of Share Hope's factory clinic improvement project to meet the expectations of all stakeholders while taking into account the limitations in terms of time, budget, and scope. This project management plan will integrate all the knowledge areas and processes of project management in order to allow the Share Hope foundation to improve the implementation of the factory clinic improvement project as it is expected to expand to the entire Haitian garment industry as of 2018.

This project is required to ensure the proper expansion of the factory clinic improvement program to the whole industry in 2018. In fact, this project is expected to contribute to the development of the industry through benefits like reduce absenteeism or turnover and enhance workers productivity at factory level. In addition to safer and healthier work environment, the main benefits for workers will be increased job satisfaction and improved sense of well-being. This will also have a positive impact on the entire industry in terms of increased competitiveness and improved reputation at the global level.

Description of product or service to be generated by the project – Project final deliverables

The Project Management Plan for the Share Hope foundation's factory clinic improvement project is the main deliverable to be generated by this final graduation project. It will include the following deliverables.

Project Charter

Scope management plan

Time management plan

Cost management plan

Quality management plan

Human Resources management plan

Communication management plan

Procurement management plan

Risk management plan

Stakeholder management plan.

Assumptions

All the information required can be obtained in order to complete the project in the planned timeframe. The Share Hope foundation manager will see a value added in the project and will be willing to share information regarding the project. Share Hope will see the value added by the project and will be able to provide adequate support.

Constraints

Time available to complete the project.		
Preliminary risks		
Project schedule might be affected by the different reviews required.		
Budget		
Consulting and travel cost for the occupational health professional.		3,600.00 USD
Printing and additional required administrative or training materials for the clinic and nurses.		1,950.00 USD
National staff salaries at 5% (driver, health trainers, administrative staff).		2,350.00 USD
Miscellaneous 13% (events such as award ceremonies, additional expenses, among others).		1,865.00 USD
Refreshments for focus groups and meetings.		800.00 USD
Total		10,565.00 USD
Milestones and dates		
Milestone	Start date	End date
Final Graduation Project Seminar	November 12th, 2018	December 21st, 2018
Tutoring Process	February 18th, 2019	May 12th, 2019
Submission of integration management plan	February 18th, 2019	February 18th, 2019
Submission of scope Management plan	February 18th, 2019	February 24th, 2019
Submission of time management plan	February 25th, 2019	March 2nd, 2019
Submission of cost management plan	March 3rd, 2019	March 10th, 2019
Submission of quality Management plan	March 11th, 2019	March 17th, 2019
Submission of communication Management plan	March 18th, 2019	March 24th, 2019
Submission of human resources management plan	March 25th, 2019	March 31st, 2019
Submission of communication management plan	April 1st, 2019	April 7th, 2019
Submission of risk management plan	April 8th, 2019	April 14th, 2019
Submission of procurement management plan	April 15th, 2019	April 21st, 2019

Submission of stakeholders management plan	April 22nd, 2019	April 28th 2019
Conclusion and Recommendations	April 29th, 2019	May 5th, 2019
Final tutor review	May 6th, 2019	May 12th, 2019
Reading by reviewers	May 13th, 2018	June 3rd, 2018
Adjustements	June 4th, 2018	June 23rd, 2018
Presentation to board of examiners	June 24th, 2018	July 5th, 2018

Relevant historical information

The implementing partner for this project, the Share Hope, is a unique social enterprise that is part foundation and part profit business operating in Haiti. The foundation works within garment factories to improve well-being of factory workers while the business supplies retailers with value added apparel, ensuring that the products are made with the highest level of social and corporate responsibility. During the last six years, the Share Hope foundation implemented several social projects such as health education for female garment workers, high school completion program, factory clinic improvement program, and programs for deaf and hard of hearing workers.

In the initial factory clinic improvement program, Share Hope worked with ten factories and essentially focused on nurses' training, establishing standard operating procedures and collect data on workers' health. Based on Share Hope previous experience, the need to expand this program to the whole industry was confirmed. Lessons learned from the initial project also revealed that more emphasis could be made on the productivity aspect and competitive advantages that can be generated with this program. It was also observed that Share Hope does not have enough capacities in terms of developing a full project management plan and focused more on the delivery of the technical work. A project management plan was not requested from Share Hope for the initial project as the grant amount was not too high and only a seven-pages-document described all the programs (Factory clinic improvement program and programs for deaf and hard of hearing workers) sponsored by Better Work Haiti. Considering the potential of the project, it is clear that a detailed project management plan can be a real value added for the project.

Stakeholders

Direct stakeholders:

Better Work Haiti

Factories' management team

Factories' nurses

Factories workers

Office d'Assurance Maladie et Maternite (OFATMA)

Centre de Promotion de la femme Ouvriere (CPFO)

Indirect stakeholders:

Ministry of labor, Ministeres des Affaires Sociales et du Travail (MAST)

Employer's association, Association des Industries d'Haiti (ADIH)

Garment sector labor unions

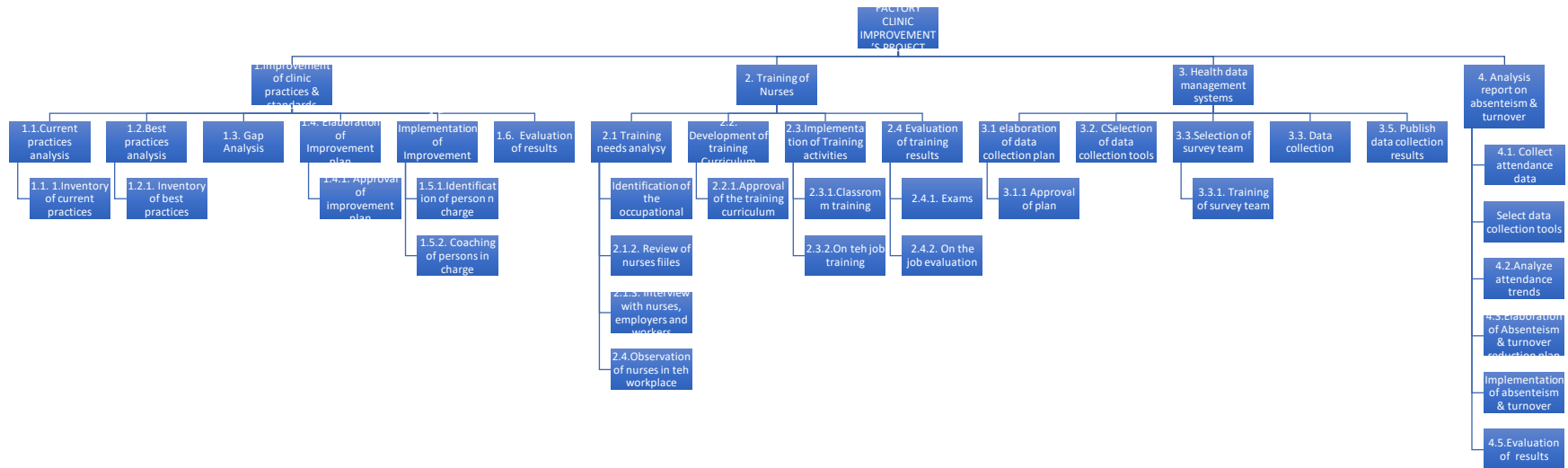
Project Manager: Share Hope Foundation Manager

Signature: SHF/ Cynthia Petterson

**Authorized by: Better Work Haiti Programme manager
(Sponsor)**

Signature: BWH/ Claudine Francois

Appendix2: WBS



Appendix 3: Project Schedule

