

SLEST 2.0¹
(European Linguistic Standard for Professionals in Tourism)

PROJECT No: 2013-1-ES1-LEO05-66445

PROJECT MANAGEMENT PLAN

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INTRODUCTION

With this project we intend to transfer existing SLEST courseware to e- and u-learning, to update and adapt some of the present SLEST authentic materials for CEFR levels A2 and B1 for different professions in tourism (hotel, travel agencies, travel guides, waiters) making them learning materials that may also be transferred to mobile devices via cable or wireless and be operated in these mobile devices. These materials can be videos, audios, PowerPoint presentations, or any kind of learning materials. Furthermore we increased the number of partner countries by including Greece, so very important in the tourism sector in Europe.

The technology enhanced learning which plays the leading role in our project will come to meet important needs of the learners, as we are convinced that this is a major challenge in an information-rich world, in order to make L2-material available at the right time and in the right way to people who work in tourism: We decided to transfer our already existing L2 courseware to context-aware e- and u-learning, shifting in this way the classroom from a traditional to a non-traditional context and making the learning process more effective.

At the end of the project, all the materials produced should lead on one side to the possibility for professionals in the tourism field to learn a foreign language in an absolute flexible, autonomous and self-directed way, on the other side the group will offer semi-autonomous, tutor-supported language courses for all those who prefer to study with the help of an instructor.

The project impact will be considerable as we intend to base our dissemination and exploitation actions on the existing wide network of partners' relations. Target languages will be EN, ES, DE, and IT, and the produced e- and u-learning materials are meant to be employed initially in Germany, Great Britain, Greece, Italy, Spain, and Turkey .

For project deliverables and other information regarding the project see the application form.

PROJECT MANAGEMENT APPROACH

The project coordinator, Michael Schlicht from UET, together with the staff of the promoter Malaga University, has the overall authority and responsibility for managing and executing this project according to this project plan. The project team will consist of personnel from all project partners, quality control/assurance group (including three external evaluators), technical assistance group, and piloting group. The project manager will work with all resources to perform the project planning. All project details have been approved by the project members and the National Agency of Spain (OAPEE). Any important information or change in plans should be done in writing and be approved by both the project coordinator and promoter, and, if it is the case, by OAPEE.

Team members from each organization will continue to report throughout the duration of the project to the project coordinator, who is responsible for communicating with the single partners on the progress and performance of each project resource.

PROJECT SCOPE

The scope of SLEST 2.0 includes the planning, design, development, testing, and transition of e- and u-learning materials for the following professions in tourism: waiters, tourist guides, receptionists, and travel agents, available on an easy-access internet platform which will be created in the frame of the project. This produced material will meet or exceed existing language learning standards and additional requirements established in the application form. The scope of this project also includes completion of all documentation, handbook, and training aids to be used in conjunction with the e- and u-learning materials. Project completion will occur when the produced materials and documentation package has been successfully executed, piloted and disseminated.

All SLEST 2.0 project work will be performed internally and only few parts, like the creation of the project's website, will be outsourced.

MILESTONE LIST

The chart below lists the major milestones for the SLEST 2.0 project. This chart is comprised only of major project milestones such as completion of a project phase. There may be smaller milestones which are not included on this chart but are included in the project application. If there are any scheduling delays which may effect a milestone or delivery date, the project coordinator must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the project team by the project coordinator.

milestone / deliverable	date	WP
Kick-off / management plan	15.11.13	1
Creation of project's website	31.12.13	1
Choice of former SLEST materials to be adapted to e-and u-learning environment	30.04.14	2
Steering group meeting in Athens	End of April 2014	2
Creation of e- and u-learning materials	31.08.14	3
Creation of videos for L2 learning purposes	31.08.14	3
Steering group meeting in Rome	Mid-October 2014	3
Piloting (end of ...)	31.05.15	4
Final version of handbook	30.06.15	4
Demonstration events in all countries of the project	11.14 – 07.15	5
Reports regarding evaluation/ quality control	11.14 / 09.15	6
Final amendments to project	31.07.15	6
Deployment/ sustainability plan	30.09.15	7
Final steering group meeting & conference	End of September 2015	5&7 reports

For detailed descriptions of project milestones see the project's application form.

SCHEDULE BASELINE AND WORK BREAKDOWN

SLEST 2.0 is comprised of seven work packages which have been described in detail in the application form. They have been developed through close collaboration among project partners before the start of the project with input from functional experts and research from past projects.

The application form defines all work packages for the SLEST 2.0 project. These definitions include all tasks, resources, and deliverables.

Any proposed changes to the schedule will follow the above described change control process and a change request will be submitted to the project coordinator. This together with the promoter's team will determine the impact of the change on the schedule, cost, resources, scope, and risks. If it is determined that the impacts will exceed certain boundaries then the change will be forwarded to the National Agency of Spain for review and approval. If these changes are approved they will be implemented by the project coordinator who will update the schedule and all documentation and communicate the change to all partners.

The project work breakdown structure is provided in the application form.

CHANGE MANAGEMENT PLAN

If changes on the schedule, cost, resources, scope, and risks should occur, the following steps will be utilized on the SLEST 2.0 project:

- Step 1: Identify the need for a change, the requestor will submit his request for change to the project coordinator
- Step 2: The project manager will transfer the change request to the partners and the quality evaluator and ask them for their advice
- Step 3: The group will conduct an evaluation of the change (project coordinator, project team, evaluators). The project coordinator will conduct an evaluation of the impact of the change to cost, risk, schedule, and scope.
- Step 4: If necessary, submit change request to Spanish National Agency. The promoter will submit the change request form.
- Step 5: If approved by the partners (and, if necessary, by the National Agency of Spain) the proposed change will become reality.
- Step 6: The project coordinator manager will update and re-baseline the project documentation as necessary as well as ensure any changes are communicated to the team and all other interested persons

All change requests will be registered by the coordinator and tracked through to completion whether approved or not.

COMMUNICATIONS MANAGEMENT PLAN

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of SLEST 2.0 project team members as they relate to communications. It also includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. A directory is also included to provide contact information for all stakeholders involved in the project.

The project coordinator will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the chart below, which will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Communication Type	Description	Frequency	Format	Participants
regular status report	Email summary of project status	as needed	Email	project partners
irregular staff meetings of partners	meeting to review state of works	as needed	in person	project partners
partner reporting	feedback regarding partner activities	about every six months	in person	project partners
report regarding specific products	written report with details regarding specific deliveries	as needed	word document	project partners and stakeholders
review	review of any work associated with the project	as needed	E mail	project coordinator and partners

Project team directory for all communications is:

Name	Title	E mail	Office Phone	Cell Phone
Michael Schlicht	project coordinator	michael.schlicht@uniroma1.it	00390220242164	00393356223443
Inmaculada Gueto	coordinator for ES	icalmahano@uma.es	0034952133259	0034628470622
Sarah Iles	coordinator for UK	siles@eurocollege.org.uk	00442077495941	00447709687093
Günter Füth	coordinator for D	g.fueth@gmx.de	0049217374919	00491717032934
Lilika Couri	coordinator for GR	lilikacouri@gmail.com	00302105232598	00306976603894
Yüksel Gürsoy	coordinator for TR	ygursoy@selcuk.edu.tr	3325127070	5447997770
Boian Savtchev	external evaluator	boian_savtchev@yahoo.com	xxx	00359888420963

Communications Conduct:

Meetings:

The project coordinator will distribute a meeting agenda at least two weeks prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings coordinator will ensure that the group adheres to the times stated in the agenda and the recorder will take all notes for distribution to the team upon completion of the meeting. It is imperative that all participants arrive to each meeting. Meeting minutes will be distributed no later than 4 days after each meeting is completed.

Email:

All emails pertaining to the SLEST 2.0 project should provide brief communication. Emails should be distributed to the correct project participants in accordance with the chart above. All attachments should be in one of the organization's standard software suite programs. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue.

Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the project coordinator so the appropriate action may be taken.

COST MANAGEMENT PLAN

The project coordinator will be responsible for managing and reporting on the project's cost throughout the duration of the project. The project coordinator will present and review the project's cost performance in accordance with the promoter. The project coordinator is responsible for accounting for cost deviations and presenting the promoter with options for getting the project back on budget. All budget decisions have to be reported to the National Agency of Spain.

For all details regarding the project's budget see the application form. Possible cost variances will be reported and require corrective action from the project coordinator in order to bring the cost and/or schedule performance indexes in line with the allowable variance. Any major corrective action will require a project change request and be must approved by the National Agency of Spain before it can be implemented.

If there are indications that the partner's values will approach or reach a critical stage, they must inform the project coordinator immediately so he can provide the necessary counter measures. At every steering meeting, the project manager will inform the partners about the actual state of the project's budget.

SCHEDULE MANAGEMENT PLAN

Project schedules for the SLEST 2.0 will start with the deliverables identified in the project's application form. An activity definition has identified the specific work packages which must be performed to complete each deliverable. Activity sequencing has been used to determine the order of work packages and assigned relationships between project activities. The number of required work periods has been calculated to complete work packages, and the necessary resources have been assigned to work packages in order to complete schedule development.

A schedule has been developed together with the application of the project; this will be reviewed by the project team whenever necessary. The project team and resources must be in line with the proposed work package assignments, durations, and schedule. If necessary, the project coordinator and the promoter will review and approve the schedule and it will then be base lined.

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for checking work package activities, sequencing, and estimating duration and resources with the project team.

The project team is responsible for participating in the realization of the planned work package activities, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule if and when necessary.

If necessary, the National Agency of Spain will participate in reviews of the schedule and approve the final schedule before it is base lined.

The external evaluators and, if it is the case, project stakeholders will participate in reviews of the proposed schedule and assist in its validation.

QUALITY MANAGEMENT PLAN

All members of the SLEST 2.0 project team will play a role in quality management. It is imperative that the team ensures that work is completed at an adequate level of quality from individual work packages to the final project deliverable. The following are the quality roles and responsibilities for the SLEST 2.0 project:

The whole group is responsible for approving all quality standards for the project. The internal and external evaluators will review all project tasks and deliverables to ensure compliance with established and approved quality standards. Additionally, the National Agency of Spain will sign off on the final acceptance of the project deliverables.

The German partner is responsible for quality management throughout the duration of the project. He is responsible for implementing the agreed quality standards and ensuring all tasks, processes, and documentation are compliant with the plan. He will work with the project's quality evaluators to establish acceptable quality standards, and he is also responsible for communicating and tracking all quality standards to the project team and stakeholders.

The German partner is responsible for working with the project coordinator to develop and implement the established quality standards. The external evaluator will recommend tools and methodologies for tracking quality and standards to establish acceptable quality levels, and he will create and maintain quality control throughout the project.

The members of the project team, as well as the stakeholders will assist the German partner and the quality specialists in the establishment of acceptable quality standards. They will also work to ensure that all quality standards are met and communicate any concerns regarding quality to the project coordinator.

Quality control for the SLEST 2.0 project will utilize tools and methodologies for ensuring that all project deliverables comply with approved quality standards. To meet deliverable requirements and expectations, the project group must implement a formal process in which quality standards are measured and accepted. The German partner will ensure that all quality standards and quality control activities are met throughout the project. The external quality evaluator will assist the group in verifying that all quality standards are met for each deliverable. If any changes are proposed and approved by the group and, if necessary, by the National Agency of Spain, the project coordinator is responsible for communicating the changes to the project team and updating all project plans and documentation.

STAFFING MANAGEMENT PLAN

The SLEST 2.0 project will consist of various internal organizations with support from associated partners, other organizations, and single persons. All work except the subcontracted employments will be performed internally. Staffing requirements for the project include the following:

Project coordinator, responsible for the general management for the SLEST 2.0 project. The project coordinator, in close connection with the promoter Malaga University, is responsible for planning, creating, and/or managing of all work activities, variances, tracking, reporting, communication, performance evaluations, staffing, and internal coordination.

Promoter, overall responsible of the project; also responsible for all communication with the National Agency of Spain (OAPEE) and for programming tasks for the SLEST 2.0 project as well as ensuring functionality is compliant with quality standards. Responsible for working with the project coordinator to make sure that work packages, schedule, and other requirements are in line with all obligations of the project, and for the creation of planned reports. The promoter will act in close cooperation with the project coordinator, who will provide feedback to the promoter.

Single country partners, responsible for carrying out of all tasks regarding this specific country, in assisting the project coordinator whenever necessary and/or requested, in accomplishing quality control and assurance standards.

External Quality Specialist (subcontracted), responsible for assisting the project in creating and tracking quality control and assurance standards. The quality specialist will have primary responsibility for compiling quality reporting and metrics for the project coordinator and the promoter to communicate.

E-learning specialist (subcontracted), responsible for assisting the project members in creating the planned and necessary e- and u-learning materials and assure, together with the website specialists, the regular functioning of the e- and u-learning internet platform

Website programmer (subcontracted), responsible for coding and programming the SLEST 2.0 project website. All coding and programming tasks will be reviewed by this programmer prior to implementation. Responsibilities also include assisting with change requests, and status reporting. The programmer will be managed by the promoter and feedback will be provided to the project coordinator.

RESOURCE CALENDAR

The SLEST 2.0 project will require all project members for the entire duration of the project although levels of effort will vary as the project progresses, and the tasks of the partners will not always require the same degree of labour. The project is scheduled to last two years with irregular work days.

COST BASELINE

The budget for the SLEST 2.0 project has been outlined in the application form and approved by the National Agency of Spain, and include all budgeted costs for the successful completion of the project.

QUALITY BASELINE

The SLEST 2.0 project must meet the quality standards established as described in the quality management plan and in the quality plan, one of the deliverables of the project. It is the baseline which provides the acceptable quality levels of the SLEST 2.0 products, which must meet or exceed the quality baseline values in order to achieve success.

Some examples for baselines of quality:

Item	Acceptable Level	Comments
Expected results (as to application)	At least 95% of expected results reached with 5% or less failures in realization	Decisive opinion of external experts
Compatibility	Less than 5% of errors associated with running of software with compatible applications	Feedback of e/u-learning platform users
Timing	90% of results completed in time	See application form for details
Management	Very few critics by partners; none of them can put at risk the project	Decisive opinion of partners, evaluators and/or National Agency of Spain
E- and u-learning materials	Very few complaints by users	Decisive feedback by users
Piloting	Very few complaints by participants	Decisive feedback by participants and tutors (questionnaire)
Dissemination of results	Difference to planned dissemination activities less than -5%	See application form for details
Impact users	Number of end users contacted during project: min. 400	
Number of target users in seminars, workshops	min. 50 per country	
Final multiplier conference	min. 50 participants	
number of interviews performed during the project	min. 150	

Number of downloads of product materials	200 per target country and 100 per sender country	
Number of hits at project website	at least 400 per month	
Number of direct feedbacks on the project products	at least 100	
Number of teachers/trainers for the testing and piloting of the resource and also trainer using the SLEST concepts and resources	minimum 20 per country, with a view of cascading training through the trained team	
Number of learners used to test the products during piloting	between 30 and 50 per country	
Number of organisations reached	100	
Number of country stakeholders addressed	100	
Budget	Changes inside the budget less than 10% of total	See application form for details