



# Project delivery for success Successful Implementation of Digital Online Learning (in tight timeframes)

Project Management Solution

## Background

La Trobe University initiated a three-year multimillion dollar program aimed at 'digitizing' learning and teaching. The specific project comprised 12 projects, with one of the largest focused on the redevelopment of over 120 subjects in blended mode in the first year. The staffing included project managers, academic developers and educational designers who worked with subject coordinators to blend subjects in tight timelines.

## Problem

Several months into the project it became clear that required outcomes were not being achieved with only 20 subjects actually under development. Problems included:

- ◆ Insufficient appropriate resources available at the right time to complete the variety of project activities
- ◆ Delays in recruitment of key project staff
- ◆ Minimal established processes to complete activities efficiently and track outcomes
- ◆ Reporting and governance models were not well established and not clearly communicated to the key stakeholders
- ◆ Communications were not organised or delivered in a timely manner.

The challenges were significant with only 3 months of the year long project remaining, DVE recommended an immediate review. Within a week we had designed a solution and rolled out a team to implement it.

## Solution

DVE worked closely with internal staff to determine key pain points and bottlenecks, determine the root cause of the issues, and implement solutions. This gave a clear direction for the Strategic Project Management Plan that combined:

- ◆ An effective governance framework
- ◆ A central project management tool
- ◆ A subject activity tracking tool
- ◆ Communication protocols
- ◆ Vendor management framework

With the implementation of the governance structure, an effective meeting rhythm was also established. This included daily project team huddles, weekly project management meetings and monthly reporting provision.

## DVE TIP

*“Establishing a regular meeting rhythm in line with the project governance structure is one of the easiest ways to improve project progress”*

Along the way, we mediated with project staff to ensure project specific activities were progressing and being tracked. This included the setup of an email address to keep stakeholders up to date on project activities while receiving feedback. **Automated data reporting** was established and **updated daily** to ensure tasks were progressing.

**Monthly reports** were put into place based on **specific data tracking** for a consistent approach and constant assurance that progress was aligned to the intended outcomes. A **formal process** was implemented for **issue management**, which included a feedback and issues register.

## DVE TIP

*“Implementing a process to resolve issues can help to minimize impacts and delays”*

**Project resources** were included where required and **communicated** clearly to all key stakeholders to ensure alignment to ongoing activities. **Best practice project templates** were implemented where none existed.

## Achieved Outcomes

After four months, the project was close to completion and 116 subjects were ready for online use. The following was achieved:

- ◆ Over 200 staff from seven schools had developed a new suite of online subjects
- ◆ Over 100 subjects were ready to be taught in blended mode by semester 1
- ◆ The program was extended and funding was approved for a further two years

## DVE Solutions

Need help getting your project on track?  
Call us today at 1800 870 677.

*“The DVE team is highly professional and brings diverse skills and experience to complex projects. The range of projects and services provided to me included assistance with the management of a university-wide digital learning transformation project. Their team of staff, including project managers, business analysts and higher education specialists, happily and confidently work to tight timelines, and dedicate themselves to ensuring that as a client you get what you need - high quality outcomes.”*

**Emeritus Professor Betty Leask, La Trobe University  
PVC Teaching and Learning (retired)**