

The Role of Policy in Project Management Stages

Eman Rajhi¹, Mashaal Khayyat²

^{1,2} Department of Information Systems and Technology, College of Computer Science and Engineering, University of Jeddah, Jeddah, Saudi Arabia

¹ 1900276@uj.edu.sa

² mkhayyat@uj.edu.sa

Abstract:

In this paper, we will get to know one of the essential factors in project management success: the role of policies in project management. We clarify why projects need to apply policies in all phases of the projects' management. The most important elements of the project management policy, and the policy life cycle stages will be provided. We will be clarifying the framework of the project management policy and how to implement policies. In the Methodology, we will explain the tools used in collecting primary data by sending an electronic questionnaire and conducting an online interview. The analysis used a statistical analysis of 181 responses. In conclusion, we emphasize the necessity of applying the policies in all phases of project management.

Keywords — Project management, policies, lifecycle.

I. INTRODUCTION

To organize people to do anything, be it holding a party or starting a company, you will find different behaviors, desires, and skills in the people you interact with. Moreover, no matter how smart or talented the leader is in managing the project, so always be people who are not getting everything they want. However, there is a natural abundance of ambitious and motivated people to try to get what they want by influencing those with the power to achieve it. In the simplest way, this passage explains why the policies exist. Our test of disturbance and challenges due to political situations is an acquired human nature in the relations between members of groups and the policy of project management, which has a significant role in the project's success and raising the level of quality. Development of project workflow safely, accurately, and quickly to complete [1]. So, the Project Management is a specialization related to organizing and managing resources, such as human resources, in a manner that enables the completion

of the project concerning its specific content and taking into account the factors of quality, timing, and cost. A project that needs a specific policy in it only through project management [2]. Basically, the policy: is a well-studied system with a set of procedures and protocols implemented to achieve specific goals and contribute to decision-making by a group of people, commercial or governmental organizations, or a political party [3].

This research highlights the policy's role as one of the vital reasons for success in any project management.

II. LITRITURE VIEW

The purpose of project management policy is providing guidelines to ensure projects efficiency, and to finish on time. It helps companies to manage projects obstacles and guarantee the quality of business operations. [2]. Policy is important in project managements because of many reasons such as: it protects the company through a proactive policy; Defines the rules of behaviour for the user

and any other IT personnel; Identify and approve the consequences of the violation; Establish a fundamental position on security to reduce the risk to the company; And to ensure proper compliance with regulations and legislation [2].

In fact, there are many types of policies as follows:

Public policy, company policy, communications and information policy, human resource policy, privacy policy, defense policy, domestic policy, economic policy, education policy, energy policy, environmental policy, monetary policy, plan policy, science policy, security policy, social policy [3].

Furthermore, there are elements of the project management policy, which are: determine project requirements and identify resources, sending reports to the project sponsor, evaluating the project, and make sure it is on the right track [4]. According to [5], there are two basic things in policy: the framework of the policy and implementation of the policy. The framework of policy documents includes a set of procedures to provide a comprehensive set of policies and offer continuing evaluation of an organization's policies. The specific frameworks policy: Sender policy framework, security policy framework, NIST framework, national planning policy framework, investment policy framework for sustainable development [5].

On the other hand, implementing a project management policy: There are essential things to consider when it comes to implementing a project management policy, which is as follows:

Use online tools and templates to help reduce time and energy. Determine the development of policies because the internal policies of the operational projects and differ from the outside. It chooses a policy that provides a unified guide to follow not to cause misunderstanding and policy implementation. The software tools used in the policy must be specified for project management [4].

In reality, the policymaking process is continuous and chaotic. With generally no defined beginning or end, however, some references indicate that the

policy includes six stages the policy life cycle as follows:

Preparing the agenda: In this stage, a schedule is arranged for the policy designers to determine what is needed. Policy formation: In this stage, solutions to the problem are developed, and these solutions are discussed. Policy Legitimacy: In which government and company actions are legally and reliably assessed. Policy implementation: The policy moves from the formation stage to the implementation stage. Policy evaluation: In this stage, the policy is evaluated to achieve the desired goal. Policy maintenance, succession, or termination: The implemented policy is reviewed, whether it is valid for continuation, termination, or amendment based on the modifications that occur in the objectives. [1]. In reference [6], they see that project policy comes at the core for every thing else. See Fig.1.

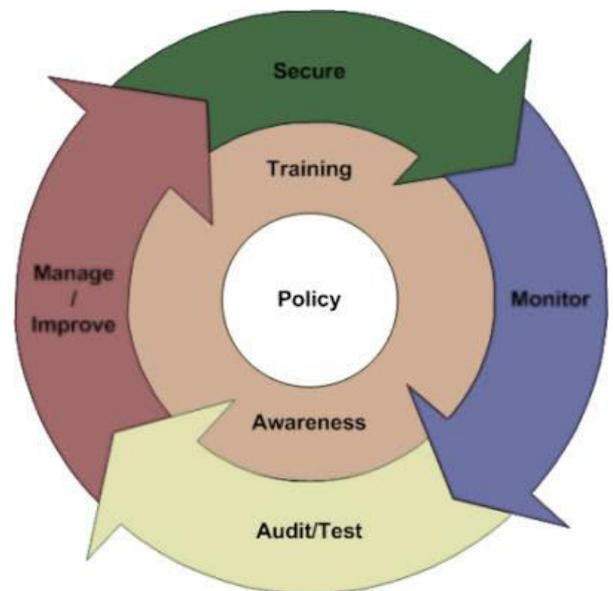


Fig.1 An illustration of the policy as a core of the process [6].

In Fig.1 shows how the policy can be seen as the core of the process. Let's take an example of implementing the policy in project management. The Project Management Policy in port Maquire hosting council with the objective of moving all Council project managers to deliver successful

projects. They put Policy statement and scope and a framework. They also. Clarifies the project management environment: including operations, strategies, risk management framework, procurement, and safety and environment system. Finally, they determined the personal who are responsible of the policy implementation who are the general manager, directors, group manager governance and executive services. to adherence to the Policy: all Council staff [7].

Now, the methodology of data collection and analysis will be explained.

III. METHODOLOGY

In this research, primary data have been collected by two methods: survey questionnaire and an interview. The survey done by sending an electronic questionnaire about the importance of policy in project management. It was a general analytical questionnaire for all groups, especially for project managers, executives, and every official related to the implementation or implementation of the policy.

Furthermore, we conducted an online interview with global Coordinator Jacobs ZATE company and asked him a group of questions about the implementing the policy and its importance in managing the company's projects [8].

IV. RESULTS

The result of the online questionnaire from the 181 responses. Fig.2 shows the percentage of applying policy in project management.

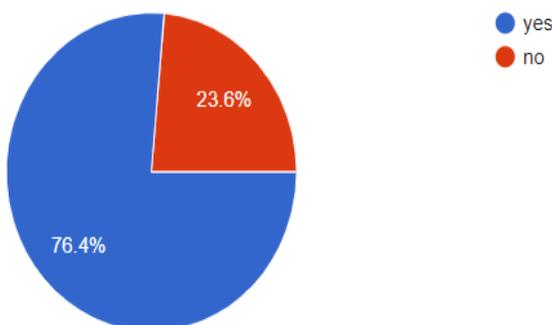


Fig.2 The policy applied when implementing projects.

In order to gain more knowledge about the role of policy in project management, we conducted an online interview with the global coordinator of Jacobs ZATE company and asked a set of questions and the results of the interview were as follows:

1) *What is the company name? Simple company definition and organizational structure of the company?*

Jacobs ZATE, Provider of engineering and project management services. The company provides engineering services to the oil, gas, refining, petrochemicals, offshore, cross-country pipelines, power transmission & distribution, infrastructure, telecommunication and industrial sectors.

2) *Introducing you personally and the nature of your work in the company?*

Name, position: Ahmad Borenie. Global Coordinator, PMS and Field Service Manager.

Responsibility: Responsible for carrying out and managing all the service related functions appropriately. The duties of the field service manager include providing its customers with quality services and ensuring that they are fully satisfied with the services rendered. Instructions and assistance to field service team members in the development and preparation of a workflow. It is mainly responsible for improving the quality of services provided to the clients. Conducts a detailed analysis to understand the clients' precise needs. Ensures that the job is correctly distributed such that the end user is provided with effective services. To control the overall functioning, especially of the organizations service functions, and should be able to propose and negotiate service contracts. To design strategies and ensure that all the day to day services have been controlled and that all the clients' needs have been tackled successfully To make recommendations and design policies and rules that will reduce the costs and improve the efficiency of the services To be actively involved in the hiring and training of the new employees and to schedule the training sessions accordingly To work along with the team members and to evaluate their performance on field Works in collaboration with

the service managers and the human resource department to implement progressive disciplinary actions.

3) Who is the PM who works in the company and the nature of his work in the company?

The field service has several Project Managers with following roles and the nature of their work. The duties of project managers include the timely planning and execution of projects within the budget and scope. Track all aspects of programs. Set deadlines, delegate tasks, and track and summarize project progress. Prepare reports for upper management regarding status of project. Coordinate with other departments to ensure all aspects of each project are compatible and will hire new talent as needed to fulfil client needs. Coordinating internal resources and third parties / vendors to conduct projects flawlessly Ensure that all projects are delivered on-time, within scope and within budget Develop a detailed project plan to monitor and track progress Manage adjustments to the scope of the project, project schedule and project costs with effective verification techniques Measure project performance using appropriate tools and techniques Perform risk management to minimize project risks Establish and maintain relationships with third parties/vendors Create and maintain comprehensive project documentation Monitor project performance, primarily to assess the successful accomplishment of short and long-term objectives.

4) What is policy used in project management? And its role in project management? Is there more than one type you use?

PMI-PMO is an assemblage of information and learning acquired from project management professionals and is a structure for best practice in the field. The generally accepted project management framework recognizes the basis of this approach.

5) Is the policy a ready user that you take from a specific authority or does your company document it?

Documents usually be taking from Project Management Institute (PMI) and according to the

PMI PMBOK guide – Six Edition and latest editions.

6) What is the followed mechanism for using the policy? And when is it applied?

The Mechanisms applied in the company according to the PMI documents are; Project Initiation, Planning Process, Execution process, Monitoring & Controlling process, and Closing process.

7) When is the policy updated?

One year after the new update of the PMI documents

8) Who is the person responsible for implementation, modification and maintenance?

The Filed Service Manager in charge of implementation, modification and maintenance.

9) Want a form of policy used in the company?

There is no form; however, we meet all the client requirements satisfaction is our policy.

10) What are the defects that you face when using a policy? At what stage of the project do you see the defect of the implemented policy?

Poorly defined controls for project management. Inadequate definition of work Unrealistic schedules. Underestimated costs Insufficient monitoring of expenses and accounting standards.

11) What are the problems that you face when implementing it, whether when dealing with (costumer - employee-department)?

Lack of clear goals and success criteria. (SOW). Lack of communication. (Departments). Budgeting issues. (Panning) Inadequate skills of team members. (Employees). Lack of accountability. Scope creep. (SOW). Inadequate risk management. (Risk Management)

12) Are you required to pay compensation or the like in case you implement the policy incorrectly?

The policy is studied in several stages and by experts, and there is no percentage of error, and if any, it is within the limits of the permissible that does not affect the implementation of the project.

13) In your opinion, what solutions do you want to solve policy problems?

Better understanding between the Company (Jacobs) and the Client. Timely decision will implement policy rightly.

14) *Does time, cost and quality play a role in policy selection?* Yes

15) *What technical problems do you face when implementing a policy?*

Change the scope of the project. Selection of the inefficient vendors and subcontractors.

16) *What is your outlook for the policy?*

PM practices are recognized by all organizations as essential to meeting fast-paced business demands. PM skills are required among managers responsible for the financial performance of a business. Via e-portals, collaboration and project buy-in among stakeholders is enabled as computers capture and make available key information.

V. ANALYSES AND DISCUSSION

Based on scientific studies on the importance of the policy, how it works, and its role in project management, we found that project management is implemented by specifying the time, cost, and required quality. Furthermore, the policy has a specific life cycle that differs from one company to another and from the government sector to private sector projects. We also found that each policy has advantages and disadvantages.

Based on the questionnaire, which showed the importance of the policy and the extent of knowledge of business owners and projects about the policy, we found 76.3 % implement the policy in their projects, and 69.5% see employees' breaches of the policy. 60% see the cost, time, and quality as the important reasons for implementing the projects' policy.

Also deduced from the interview with the Director of Field Service of Jacob ZATE Company a lot of rich and important information that shows us the importance of the project management policy. The policy applied was PMI-PMO, which is a set of information, and learning gained from project management professionals and it is a structure for

best practices in this the field. The generally accepted project management framework recognizes the basis of this approach. The Project Management Institute (PMI) implements it. The mechanisms implemented in the company according to PMI documents are; Project initiation, planning process, implementation process, monitoring and control process, and closure process. These are updated every one year after the new update of the PMI documents. Disadvantages of this applied policy are poorly defined controls for project management, inadequate definition of work, unrealistic schedules, discretionary costs, insufficient control of expenditures and accounting standards; In addition to problems when dealing with (customer - employee - department) in the absence of clear goals and success criteria. (Pig), lack of communication. (Sections), budget issues. (Panning), insufficient skills of team members. (Staff), lack of accountability, scale creep. (Sow), inadequate risk management. (Risk Management), and problem technology Change project scope, selection of ineffective vendors and subcontractors. Proposed solutions: A better understanding between the company (Jacobs) and the customer. A timely decision will properly implement the policy.

Overall, based on the previous studies, the questionnaire, and the interview, we conclude the following: The policy lifecycle involves all the five-project process. Fig.3 below shows the policy life cycle (initiation, planning, execution, monitoring &



controlling, closing).

Fig.3 Policy lifecycle in five phases

We found several important points that clarify the advantages and disadvantages of implementing the project management policy. The advantages include providing guidance to employees at all levels, ensuring that personnel act in a manner consistent with an executive or functional management's expectation, and defining the rules and procedures that apply to all employees. On the other hand, the disadvantages of implementing the project management policy can be restricting innovation and flexibility.

VI. CONCLUSION

In the end, we will find that adherence to the policy is an integral part of project management, and it is completely linked to the project implementation phases. Its implementation in project management contributes to the organization of workflow and the proper utilization of all project resources. It also adds to the skills of the project manager and employee introduces the project on time, high quality with the scope and cost of the project and the concept of compliance with work standards are documented. So, the policy of project management is the main reasons for success project. Our recommendation reduces some future proposed solutions.

Regarding recommendations, we recommend making a policy that mandates online portals for project collaboration and participation to enable stakeholders to track everything transparently. More importantly, considering the cost, time, quality, and scope as vital aspects of all project management policies. Finally, managers always need to review and ask important questions about the policy of project management, such as:

What are our goals for this week/month/year?

Is there any contradiction between the overall goals or the sub-teams' goals in any way?

How can it be managed or solved? How will this particular decision be made?

What are our criteria to ensure that this decision best serves the project?

Are we utilizing our strength and authority to contribute to achieving project goals or supports the project team? Those questions and aspects like the SOWT analysis can surely empower the policy forming.

ACKNOWLEDGMENT

We would like to thank those who have contributed and supported us in the data collection phase from the joint operations of Al-Khafji and Jacob ZATE Company as follows:

The Secretary of the Director of the Public and Government Relations Department of Al-Khafji Joint Operations Mr. Abdulrahman Al-Shamrani, The Director of the Public and Government Relations Department of Al-Khafji Joint Operations, Engineer Riyadh Al-Hassan, and the Director of the Projects Department, the Khafji Joint Operations, Engineer Kahil Al-Otaibi and Eng. Bashar Al-Masry.

And special thanks to the Global Coordinator, PMS Eng. Ahmed Borenie.

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