DELIVERABLE 1 - WP1 PROJECT MANAGEMENT IMPLEMENTATION PLAN

Continuing/ Higher Education Methods Using Games- CHERMUG

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WP1 Project Management Implementation Plan

Description of the Project

The aim of this project is to develop and evaluate a digital game to provide support to students as they learn about methods and statistics. Initially the game will be targeted at nursing students for whom an understanding of methodology and statistics is a crucial component of modules on evidence-based practice. Research methods are also an important component of CPD for nursing students. While the proposed game will be developed initially for nursing students, research methods and statistics is a core module for students in many disciplines, including science, social science, business and IT. It is envisaged that the game could easily be adapted for use in teaching methods in other disciplines by using examples that are more relevant to the content area. If successful, the game would be of interest in teaching the traditionally difficult area of methods and statistics to large numbers of students both in Higher Education and vocational training.

More specifically, the main objectives of the project are to:

Carry out a stakeholder and user requirements analysis
- To establish the attitudes of HE nursing students and nurses undergoing vocational training towards the use of games as a component of a blended learning approach to teaching methods and statistics to nurses.

Carry out a literature review
- To undertake a systematic review of the literature around the use of computer games for learning in the education sectors associated with this project.

Carry out a cognitive task analysis
- To identify the component cognitive skills, knowledge and competences required in developing a comprehensive and usable understanding of research methodology.

Design and implement the game
- To develop a generic game platform for supporting the teaching of research methods and statistics. This would include a mechanism for presenting methods and statistics content in HE/FE and vocational training, a game kernel, content handlers and builders. The game will be developed to be multi-lingual to support teaching in different European languages.

Pilot the use of the game
- To perform a large-scale pilot of the game with nursing and social science students and their lecturers across many European countries.

Provide teacher training
- To provide training for the teachers who will use the game. Introducing an educational game requires training for the teachers who will use the game.
- To establish an online Community of Practice with teachers, practitioner and other stakeholder, to liaise with in developing the game and in piloting the game via contacts from the consortium members.
- To develop Best Practice Case Studies to provide guidance to teachers about how to best use the game in their teaching.

Evaluate and carry out quality assurance

- To evaluate the effectiveness of the game in supporting nursing students in learning research methods and statistics.

Exploit and commercialise the game
- To assess the commercial value of such a game.

To assess the impact of the game. The aim is
- For 750 nursing students and nurses to be trained to use the game
- For 100 teachers to be trained in using the game
- To build up a community of practice

Project Management

A key challenge will be to undertake the project with a tight constraint on resources (manpower, budget, time) and good project management will be highly important to ensure the project runs with the resources available. As a result, evaluation of risk has been built into each of the above phases of the project. An additional challenge will be to ensure that the quality of the development is of an appropriate standard to ensure that the software will ultimately be 'fit for purpose'. An overall Project Plan will be produced at the start of the project. The **Project Plan** will include:

- A detailed breakdown of the work to be done, the dependencies between tasks, and the resources required to carry out this work.
- A detailed plan of progress and financial reporting (with responsibilities clearly identified).
- A clearly articulated strategy for communication, to ensure that the partners communicate effectively and efficiently throughout the lifecycle of the project.
- An analysis of risk that will predict the risks that could prevent the project from delivering the specified outputs in a timely manner.
- A quality plan that will explain the quality assurance procedures that will be put in place to ensure that project deliverables meet quality expectations and acceptance criteria.

Each Work Package will also have a detailed **Implementation Plan** (this document for WP1 – Project Management) that will be produced at the start of the work package.

Activities

WP1 represents the Project Management aspects of the project. This WP has the following activities for each partner:

University of the West of Scotland (WP leader):
- Develop an implementation plan for the WP (this document).
- Supervise project's activities.
- Technical management and coordination.
- Administrative-financial management and coordination.
- Coordinate the involvement of all partners and stakeholders; and facilitate communication among them.
- Monitor the accomplishment of the project's outcomes and results.
- Co-organize the project's international meetings, local seminars and international workshop.

All partners:
- Coordinate activities within their national / European scope.
- Regular reporting to the coordinator(s) of the different project stages / phases.
- Co-organize internal meetings when held at their national territory.
- Meetings / collaboration with national experts and stakeholders.
- Participate in the project's meetings / international workshops.
- Contribute with additional available information, discussion and assist in a collaborative manner.

Deliverables

Deliverable 1: Detailed Project Management Plan
A breakdown of the work to be done, dependencies between tasks, resources required and a detailed plan of progress and financial reporting, with responsibilities clearly identified, a clearly articulated strategy for communication for the project. Also an analysis of risk that could prevent the project from delivering the specified outputs in a timely manner, addressing: What could possibly go wrong? What is the likelihood of it happening? How will it affect the project? What can be done?

Deliverable 2 Project Management Meeting Number 1

This took place in month 1 (Jan 2012) at UWs to settle ideas and responsibilities, to reinforce the strategy and to clarify the upcoming tasks.

Deliverable 3: Partner Agreement (1st month)

Project Coordinator will draw up a Partner Agreement which will address contractual arrangements between partners that will be signed by all partners in a timely manner before being sent back to the Commission.

Deliverable 4: Internal Progress and Financial Reports (Interim + Final) (1st month)

Internal progress and financial reports will be produced by the Project Coordinator with the assistance of all the partners detailing achievements and outputs from the last quarterly period, as well as identifying and areas that might require and extra focus and attention to ensure that all deliverables are produced in a timely manner. If required, the detailed project plan will be updated quarterly to account for any such changes and communicated to all partners & stakeholders.

Deliverable 5: Project Management Meeting Number 2
The second Project Meeting will take place in Madrid during the 8th month (August 2012) of the project (probably beginning of 9th Month (September) since August is a holiday month in Madrid and the university is shut). The meeting will provide an opportunity for the project team to discuss progress, outputs, milestones, resolve any difficulties and plan ahead for future work to be undertaken.

Deliverable 6: Interim Project Report

An Interim Report, including deliverables from Year 1 informing the Commission on the status quo of the project, delivered to the Commission at the 12 month stage in the project.

Deliverable 7: Project Management Meeting Number 3

The third Project Meeting will take place in Romania during the 15th month of the project (March 2013). The meeting will provide an opportunity for the project team to discuss progress, outputs, milestones, resolve any difficulties and plan ahead for future work to be undertaken.

Deliverable 8: Project Management Meeting Number 4
The fourth Project Meeting will take place during the 22nd month (October 2013) in the Netherlands. The meeting will provide an opportunity for the project team to discuss progress, outputs, milestones, resolve any difficulties and undertake work for the final report to be delivered to the EACEA.

Deliverable 9: Agendas and summaries of Project Management Meetings (throughout)

In relation to the 4 project meetings, agendas will be circulated beforehand by the Project Coordinator and summaries of the meetings including issues raised and actions will be produced by either the Project Coordinator and circulated to all team members shortly after each project management meeting. The agendas and summaries will help in providing an audit trail of issues and potential problems raised and discussed, as well as actions taken in addressing particular issues.

Deliverable 10: Online Project Meetings (throughout)
Regular online meetings will take place so that issues can be addressed and actions taken on a regular basis in between the planned project meetings. Online meetings will provide a mechanism for regular updates on progress and any potential problems be quickly identified and addressed in a prompt and effective manner. They mean that partners are less likely to deviate from agreed actions and tasks, as well as helping to promote a continued strong sense of team spirit and sense of purpose.

Deliverable 11: Final Project Report (26th month; February 2014)
The final project report will inform on main results, recommendations and statistical data obtained during the project, including all deliverables sent to the Commission in a timely manner.

Deliverable 13: Systematic review of the literature on computer games for education
A systematic review will be carried out to identify research that has been carried out on the use of educational games relevant to this project. A report will be created on the web site summarising the results of these papers. There will be a focus on empirical research.

Deliverable 14: Requirements Analysis

A requirements analysis will be carried out to identify attitudes and needs of nursing staff and students in the teaching of methods and statistics and their attitudes towards a games-based approach. This analysis will also identify areas of particular difficulty in understanding methods and statistics and misconceptions that students are prone to. The kind of learning support that staff and students would find most useful will also be assessed. Staff and students involved in nursing courses in the collaborating countries will participate. Questionnaires and focus groups will be used to gauge problems in understanding methods and statistics as well as general acceptance of games-based approaches.

Deliverable 15: Cognitive Task Analysis
An important requirement for success is that the game should meet the desired learning outcomes. In carrying out the cognitive task analysis experts in the domains of nursing as well as methods and statistics will be interviewed about cognitive knowledge, skills and competences required in undertaking specific tasks in learning about methods and statistics. Think aloud protocols will be used to establish what students are thinking as they tackle specific methodological or statistical problems. These will provide an idea of the difficulties and misconceptions that students encounter and consequently where they might require support in a game.

Deliverable 15: Requirements Specification document

Based on an extensive consultation process with key stakeholders, including the Project Reference Group, and the outputs from Deliverables 13 and 14, a requirements specification will be produced for the educational game.

Deliverable 16: Design specification document
Based on the Requirements Specification produced in Deliverable 15, a software design document will be produced for the game. The process to produce this report will also involve the completion of an evaluation of the various technologies that could be employed to complete the building of the final product. The design specifications will be the result of an extensive consultation process with all relevant stakeholders, including the Project Reference Group.

Deliverable 17: Develop educational game
Using an Agile software development methodology, the educational game will be developed. Such a methodology has a number of key characteristics that will be extremely useful for this project (e. g. customer satisfaction by rapid, continuous delivery of software; close, daily, cooperation between key stakeholders and developers). The Project Reference Group will play a key role in the on-going testing and refinement of the tool.

Deliverable 18: Pedagogic Guides
Pedagogic guides will be developed for the use of games in the classroom and, in particular, use of the educational games.

Deliverable 19: Materials for Training Courses

Materials for the teacher training courses that cover the use of the educational game will be developed and, more generally, some of the key concepts behind games-based learning and associated pedagogies will be explored. The materials will be developed for both a face-to-face delivery and an online delivery. The materials will include videos that demonstrate the use of the game. The course will also show teachers what students will be doing and how they can support them.

Deliverable 20: Analysis of Training Courses
An analysis of the feedback of training participants will be carried out and documented in a report to be published on the Chermug web site. The analysis will be both qualitative and quantitative using a pre-test/post-test methodology.

Deliverable 21: List of pilot institutions
A list of institutions who have agreed to participate in the main pilot will be compiled.

Deliverable 22: Analysis of Pilot

An analysis will be produced of the main pilot usage of the educational game and training resources in a report to be published on the Chermug web site. The analysis will be both quantitative and qualitative, measuring changes in performance, behaviour and attitude.

Deliverable 23: 6 Best Practice Case Studies
From the pilots, 6 best practice case studies will be documented reflecting upon their strategic experiences and passing on advice and recommendations in relation to their best practice. The best practice case studies will be made available through the web site for registered users to view and download. The best practice case studies cover a range of organisational, strategic, management, technology, pedagogic and quality-related issues relating to the use of the educational game within the curriculum.

Deliverable 24: 6 Use Case Scenarios
To complement the best practice case studies, a set of use case scenarios will be developed that provides further insight for teachers, trainers, key decision-makers and stakeholders into how additional ways in which the educational game and training guides can be used, as well as recommendations and advice on how issues and challenges can be best addressed.

Deliverable 25: Quality Assurance Strategy

UMFCV will draw up and implement a detailed strategy that will:

1.   guarantee a cohesive monitoring and evaluation methodology throughout the project;
2.   document system for internal peer reviews in relation to the content of the Chermug project;
3.   liaise with external parties such as the Independent External Evaluator & Reference Group in gathering evaluation and feedback;
through production of externally refereed conference & journal papers, address issues identified by external reviews.

Deliverable 26: Peer Review Reports
An internal system of peer reviewing outputs, deliverables and results will be implemented using templates and forms that will be used to compile feedback and comments. All of the peer review templates and forms will be compiled into a report on a quarterly basis so that any potential quality assurance issues can be easily identified and addressed, as well as the project progress reports be updated accordingly.

Deliverable 27: Interim Independent External Evaluator Feedback
All feedback and comments captured from the Independent External Evaluator will be collated and investigated on a regular basis. Any issues identified will be very carefully considered and acted upon by the team. In addition, the feedback from the Independent External Evaluator will be compiled into quarterly reports so that the feedback and comments can be carefully considered within the wider context of developments and results.

Deliverable 28: Final Independent External Evaluator Feedback
All feedback and comments captured from the Independent External Evaluator will be collated and investigated into a final evaluator report on the project that will be included with the Final project report to Brussels.

Deliverable 29: Dissemination Strategy

The Strategy will describe the role of each partner and lead partner in Europe-wide dissemination (using Web1.0 & Web2.0 strategies):

1.   provide a plan of how the project will raise awareness of its activities and results, share outcomes and experiences with key target groups;

2.   identify important dissemination activities, indicating purpose, target, timing, key message; outline how project results will be used and exploited by partners and how results will be made known and accessible to community.

Deliverable 30: Brochure
A brochure will be produced outlining information about the project and an invitation to all stakeholders to participate in it. The brochure will be available in both printed (for distribution at conferences,

seminars, workshops and other events) as well as in digital (for email distribution to a wider audience) formats.

Deliverable 31: Web site

A public web site will be created near the start of the project for dissemination purposes. The public website will be a key channel for dissemination.

There will also be a communication platform produced that will support both internal and external communications.

Deliverable 32: Refereed Academic & Professional Papers

Throughout the course of the project, several refereed papers will be produced which will be presented at key European e-learning related conferences (e.g. ECGBL, EDEN, EADTU, Online EDUCA), as well as published in refereed academic and professional journals. This will provide an important dissemination mechanism, as well as receiving feedback and constructive comments from conference and journal reviewers comprising key members of the e-learning and education community.

Deliverable 33: European Conference

The European Conference will be designed to provide opportunities for discussion and interaction, with focus groups from key decision-making and stakeholder groups, as well as a chance for different target groups to meet and exchange ideas.
A number of teachers involved in the piloting will be invited to the Conference to present their experiences of the pedagogical guides and game.

Deliverable 34: Newsletters

2 electronic newsletters will be produced and distributed via the Internet throughout Europe, as well as globally, highlighting the current work being undertaken by the project, initial findings and results, news and views, as well as promoting future events that the team will be either hosting or participating in. Key stakeholder groups will be invited to contribute features to the newsletter as well, ensuring that it is of continued interest to the extensive readership. Social network distribution will be an integral channel.

Deliverable 35: Establish Project Reference Group/Community of Practice

A Project Reference Group will be established with leading practitioners and policy/decision makers to support the implementation of the project. The reference group will contribute to the evaluation of the project, dissemination activities, and importantly to the valorisation activities.

The target is to have a membership of at least 40 experts in this group.

An extended form of the Project Reference Group will also be established to form a Community of Practice (COP) to share experiences of language teaching using games containing at least 100 members.

Deliverable 36: Exploitation Plan

Both during its lifetime of co-financing from the EACEA and beyond, the project will develop and adopt a strategy for sustainability.

The software developed under this project will be made available to the educational community under an "open source" license.

Resources Required

From the application, the following resources have been specified for WP1 – Project Management:

Partners involved	Country	Short name	Number of staff days				
			Category 1	Category 2	Category 3	Category 4	Total
P1	UK	UWS	32			5	**37**
P2	Spain	UCM	12			5	**17**
P3	Netherlands	OUNL	12			5	**17**
P4	Finland	SAMK	12			5	**17**
P5	Romania	UMFVC	12			5	**17**
P6	UK	PLAYGEN	12			5	**17**
			92			**30**	**122**

Travel and Subsistence Budgets

From the application, the following budgets have been set for each partner for travel and subsistence associated with project meetings:

Partner number	Country	Short-name	Budget
P1	UK	UWS	€ 7,019
P2	Spain	UCM	€ 4,283
P3	Netherlands	OUNL	€ 10,575
P4	Finland	SAMK	€ 5,419
P5	Romania	UMFVC	€ 4,253
P6	UK	PLAYGEN	€ 4,091
All partners			**€35,640**

An allowance of €6,445 has also been made for 5 teachers to attend the final conference.

Travel and subsistence can only be reimbursed if receipts are provided for all items. For flights, the boarding cards (if appropriate) should be provided.

Subcontracting costs are as specified in the application:

Item	Partner	WP	Value
Translation	P5	WP6	€1,250
Translation	P4	WP7	€5,000
Translation	P5	WP3	€1,250
	P5	WP4	€1,250
Translation	P5	WP8	€1,250
Graphics Design	P6	WP3	€3,500
Graphics Design	P6	WP8	€1,500
Audiovisual	P3	WP4	€5,000
Publications for dissemination (5 reports, 500 copies, 2 unit price)	P1	WP8	€5,000
Room Hire (training)	P3	WP4	€2,000
Room Hire/AV Equipment (final conference)	P3	WP8	€3,000
Total			**€30,000**

Partners' Agreement

On receipt of the contract from the Commission, the lead partner (UWS) will produce a Partners' Agreement that will be circulated for comment. This needs to be signed by all partners to complete the contract process. On completion of the contract, partners will receive the initial traunch of funding. The contact person at UWS for issues around the Partners' Agreement is Helen Kennedy (helen.kennedy@uws.ac.uk).

Project Reporting

Reports should be provided to the lead partner on a regular basis, ideally once a month for progress reports and quarterly for timesheets and expenses. Forms for project report are provided as an Appendix to this Implementation Plan.

An **Interim Report** has to be provided to the Commission no later than one month after the end of the first year (1 Jan 2013 for this project). Once the Commission has accepted the Interim Report, the lead partner will receive the second traunch of funding, which will be distributed to partners thereafter. A **Final Report** has to be provided within two months of the end of the project (28th February 2013 for this project). On acceptance of the final report, the Commission will pay any outstanding balance, which UWS will then distribute to partners.

It is vital that partners provide UWS with the necessary information (eg. timesheets, expenses, progress reports, dissemination information) in a timely manner to allow both the Interim Report and Final Report to be completed. Drafts of both these documents will be circulated prior to final submission.

The Commission's requirements for project reporting can be found at:

http://eacea.ec.europa.eu/llp/projects/reporting/index_en.htm

Communication

As well as the four scheduled project meetings, partners should keep in regular contact with each other to report progress and/or raise issues that exist. Work Package coordinators should keep in regular contact with the main contributors in their work packages. Skype is being used initially one popular method of communication but other methods may be adopted during the project if the partners wish to suggest other systems. If there are any communication difficulties that cannot be resolved within a particular work package, then the overall project leader, Dr. Elizabeth A Boyle (thomas.connolly@uws.ac.uk) should be contacted at an early opportunity to resolve the issues.

Risk Management

All projects have an element of risk. Even in the best-planned projects there are uncertainties, and unexpected events can occur. A continuing process of risk analysis will help predict the risks that could prevent the project from delivering on time or even failing. It will also help us manage the risks should they occur. The risk analysis addresses the following questions:

- What could possibly go wrong?
- What is the likelihood of it happening?
- How will it affect the project?
- What can be done about it:

Identifying Risks

Risks will be categorised as follows:

- **Staffing** – For example, what if we can't bring staff into the project when required? What if a key member of the team leaves?
- **Organisational** – For example, What if the project can't get a buy-in from a key stakeholder? What if they don't deliver the support they promised?
- **Technical** – What if we can't get equipment soon enough? What if it we cannot overcome one or more of the technical challenges in the estimated timescale?
- **External suppliers** – For example, what if they don't deliver on time?
- **Legal** – For example, what if legal agreements take longer than you think? What if there are legal problems with IPR or data protection?

Analysing Risks

It is the responsibility of everyone associated with the project to be mindful of risks that could impact upon it. An online Risk Log will be maintained, recording all identified risks and their analysis. This log will list the potential risks with:

- a probability assigned to each risk (1 is low, medium is 2, 3 is high, very high is 4);
- the severity should the risk occur assessed (1 is low, 5 is very high);
- a score assigned for each risk (probability times severity).

For the highest scoring risks, we will plan how to prevent these from occurring (or manage them if they occur). The table below is a summary of some of the main risks identified to date for the project.

Risk	Category	Impact	Probability	Score	Countermeasure
Key champion departures	Staffing	High	Low	4	For UWS more than one member of staff will work on the project with equal knowledge of the project.
Lack of participation from stakeholders	Organisational	High	Low	4	Ongoing monitoring, evaluation and dialogue with stakeholders should ensure participation.
Critical tasks may cause serious impact on achieving deliverables	Organisational	High	High	12	The project manager will identify the critical tasks and ensure the partners are aware of the consequences of these tasks not being completed.
Technical risks	Technical	Very High	Very High	20	Reduced functionality in the short term until suitable solution identified.
Unable to agree IP	Legal	Very high	Low	4	A Partners Agreement will be signed prior to the commencement of the project.

Overall Gantt Chart

MONTHS

WP	TYPE	START	DURATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	MNGT	1	24	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M
2	IMP	2	4		I	I	I	I																			
3	IMP	6	8						I	I	I	I	I	I	I	I											
4	IMP	12	4												I	I	I	I									
5	IMP	16	4																I	I	I	I					
6	IMP	20	3																				I	I	I		
7	QPLN	1	24	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
8	DISS	1	24	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
9	EXPL	13	12													E	E	E	E	E	E	E	E	E	E	E	E

Appendix A

Appendix A.1 Project Timesheet

TIME SHEET   COMPLETE THE SHADED AREAS

Project number: 519023-LLP-1-2011-1-UK-KA3-KA3MP
Project name: CHERMUG
Partner number: P1   UWS
Institution name: University of the West of Scotland

Name of Employee: Colette Peacock

Month: January
Year: 2012

Date	Month	Year	WP	Activity	Cat1	Cat2	Cat3	Cat4	Tot
									0.25
1st	January	2012							0.00
2nd	January	2012							0.00
3rd	January	2012							0.00
4th	January	2012							0.00
5th	January	2012							0.00
6th	January	2012							0.00
7th	January	2012							0.00
8th	January	2012							0.00
9th	January	2012							0.00
10th	January	2012							0.00
11th	January	2012							0.00
12th	January	2012							0.00
13th	January	2012							0.00
14th	January	2012							0.00
15th	January	2012							0.00
16th	January	2012							0.00
17th	January	2012							0.00
18th	January	2012							0.00
19th	January	2012							0.00
20th	January	2012							0.00
21st	January	2012							0.00
22nd	January	2012							0.00
23rd	January	2012	WP1	Deliv 2 - kick off mtg preparation				0.50	0.50

24th	January	2012								0.0
25th	January	2012	WP1	Deliv 2 - kick off mtg presentation					0.25	0.2
26th	January	2012								0.0
27th	January	2012								0.0
28th	January	2012								0.0
29th	January	2012								0.0
30th	January	2012								0.0
31st	January	2012								0.0
				Total days worked on project		0.00	0.00	0.00	0.75	0.7

Employee signature:

Date:

Employee name: **Colette Peacock**

Employer signature:

Date:

Employer name:

Appendix A.2 Project Expenses Report

Internal Report Sheet - Travel + Subsistence Costs

Partner institution: **Period:**

Name of individual:

Travel

Date	Reason for travel	Destination	Means of transport	Costs
Total costs in EURO				

Subsistence (incl. accommodation)

Number of days	Subsistence costs per day	Total costs

Total costs of travel and subsistence	
Costs to be covered by eLearning grant	
Costs to be covered by own resources	

_____   _____

Date   Signature

Appendix A.3 Internal Progress Report

Internal Progress Report Form

Institution: **Period**:

Name of individual:

Work Package:

Overview of project activities and results

Period	Activities
Month	• •
Month	• •
Month	• •

Evaluation of the work undertaken

Concrete outcomes