Assignment 2: Revised Project Proposal

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**Summary of the Project**

Project Title: Organizational Service Development Project

Client: Transit Company

Start Date: 27/11/18

End Date: 20/12/18

Overall Objectives: To improve reorganize and revitalize Transit Company

Budget Estimate: $ 14,150

**Background of the Project**

The CEO, the Heads of Department and consultants at Transit Company met with the clients to discuss the possibilities of organizational service development project with the aim of reorganizing and revitalizing the company. Also in attendance were the Boards of Directors and the Head of Research and Development. During the meeting, current challenges that Transit Company is facing were discussed, where it was established that special attention was needed to improve the efficiency in staffing, financial administration, planning, and public service. The CEO stated that the company was facing the challenge of recurrent shortage in cash and that conflicts were frequently reported among the employees and the management of the company. These challenges were found to be escalating to the levels where they were compromising the productivity of the company.

An overall developmental strategy was considered in the meeting for addressing these challenges. The meeting concluded that some of the Board members and leaders would be included in the developmental strategy to provide guidance and improve understanding of all the activities of the company. The most appropriate developmental activities that would be necessary were examined in the short run to address the development, the internal strategic planning and the implementation of the strategic plan. Most of the members that attended the meeting agreed that the development strategy would be implemented in the company. The following is a proposal for reorganizing and revitalizing Transit Company. It includes the goals and objectives of the plan, the key milestones, and deliverables for the project, a high-level timeline that include the tasks and deadlines and an estimation of the overall cost and essential staffing and non- staffing resources that will be required for successful implementation of the proposal.

**The Goals of the Project**

Among the goals of the project is to address the performance gaps of the Transit Company. The company has already established that it is facing performance challenges, and this project will be critical in addressing this gap. After the identification of the gaps, the company now has the opportunities for examining the possible causes and their available and applicable solutions. The gaps have been determined to emanate from internal inefficiencies such as the conflicts between the staff and the management. The goal will include introducing the practice of servant leadership to address these conflicts. The disagreements may be as a result of some of the staff imposing their will on the other. Trust and collaboration between the team and the management will be promoted by a roundtable discussion to address the causes of their conflicts. It has been established that millennial staffs appreciate honesty and open dialogue, and they feel more comfortable in an organization that advocates openness (Kaho, 2018). On the other hand, Generation X and the Boomers are attracted to discussion and exploring the available options. This difference in the preference of the staff could be a source of conflict, which the project aims to address through collaboration.

The project has a goal of creating a culture that produces results. It will involve an assessment of the current organizational culture and making the necessary reorganizations to provide a culture of respect, teamwork, and trust of the staff (Waingankar, 2018). A corporate culture of a company is directly related to results. The goal will need readjusting the culture with the evolving production patterns to yield the required results. The culture of Transit Company may have been misaligned, which produces undesirable results. This goal will enable the company to adapt to the changes in the business environment. For example, hierarchy management will be simpler, which will necessitate the opening of the operating model which requires the restructuring approach that facilitates the developmental collaboration in an integrated style.

The project has a goal of achieving performance management. It is expected to define the performance management processes that will focus on various ways to manage performance challenges in the employees. The goal will include defining specific expectations and creating and development plan. This goal will enhance the closing of performance gaps in the staff through the identification of future needs and the current skills in the company.

This proposal is aimed at changing the business direction of Transit Company. It will involve an extensive and overall analysis of the challenges that the company is facing and developing a holistic approach to addressing these challenges. The expected results will be changing the overall operations of the business, which will enhance the identification and utilization of opportunities for further growth of the company.

**Objectives of the Project**

The project aims at increasing the communication between the staff and the management. It will uphold effective communication strategies at the workplace to ease the flow of information among the employees and between them and the management. It will involve promoting team- building activities which will directly engage different individuals in the company. This strategy is expected to improve the communication skills of the staff, which has direct impacts on the productivity of a company (Kaho, 2018). It will involve an establishment of an internal wiki, which is an online platform where staff can communicate on issues that relate to the company and give their opinions on major decisions that are made by the management.

The project has an objective of improving the performance of the Transit Company. It will involve critical evaluation of the progress and the performance of the teams in the company and developing the appropriate strategies for each team to improve the performance of the staff. This objective will include developing a list of necessary criteria, rating them according to the levels of their importance and prioritizing them and creating a development plan for the staff.

The objective of the project will also include strategies for utilizing the available opportunities. The company has a network of staff that is made up of talented people in various ways, which are underutilized especially due to the conflicts between the staff and the management. The project will have an objective of developing these skills to increase their utilization and effectiveness in the organization.

Another objective of the project is to initiate spontaneous progress of the company. It is estimated to align all the operations of the company with its strategic goals and missions, where the staff and the management will be mobilized towards the achievement of a common goal. This objective is expected to be achieved through the redefinition of the roles and responsibilities of each member of the staff.

**Key Milestones and Deliverables of the Project**

The first key milestone of the project is the definition of the problem. This milestone has already been achieved by the determination of if the existing jobs structures are meeting the goals of each department of the company. Elements that contribute to the success of the structure and the job have been identified.

The actual organization process is still underway, which will include a review of the affirmative action impacts, developing a new organizational chart and communicating with the union about the goals and objectives of the project. New skills will be identified depending on the needs of the company. The method for feedback during the implementation process will be identified. A communication plan shall be developed by identifying the different groups that will need communication and the various messages that will need to be communicated. The current skills will be compared with the needs of the organization upon where the training needs and resources will be examined.

The new structure and the model that supports the goals will be identified. This milestone will include the definition of functions that will be performed, grouping their functions and the relationship between these functions (Berkeley Human Resources, n.d). This milestone includes the examination of both the vertical and horizontal authorities, communication and the decision-making process, which involves the process of making formal decisions and the establishment of the information system for decision making.

**Key Tasks and Deadlines**

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| --- | --- |
| **Key Task** | **Deadline (2018)** |
| Employee Motivation | 27.11 |
| Management Strategies and Planning | 30.11 |
| Transition Plan | 15.12 |
| Communication Plan | 17. 12 |
| Training Plan  | 20.12 |

**Overall Cost and Resources**

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| --- | --- |
| **Resource** | **Cost ($)** |
| Wages for the Training and Development personnel | 3500 |
| Shifting the company to the plan | 6000 |
| Purchase of a communication software wiki | 150 |
| General administration | 3000 |
| Miscellaneous cost | 1500 |
| **Total** | **14150** |

**References**

Berkeley Human Resources. (n.d). Guide to managing human resources: Steps in managing reorganization. Retrieved from https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/reorganizations/steps

Kaho, M. (2018). How to increase communication in the workplace. Retrieved from https://smallbusiness.chron.com/increase-communication-workplace-22775.html

Waingankar, R. (2018). Restructuring cost. Retrieved from https://www.wallstreetmojo.com/restructuring-cost/