

Ron Rosenhead

Helping you deliver on time, on budget and with the right results!



Which project management course for which group of staff?

Clients frequently ask us which courses their internal people should attend. This is made more even more important by budgets that are being stretched which means focus on key people to train. We have developed a simple model which has three stages to it. (Please adapt it for your own organization)

Stage I: Identify the highest priority projects in the business or projects currently underway which link into the strategic objective. List these projects on the roles check sheet below (extending it as appropriate)

Stage II: Identify who fulfils which role against the projects identified in Stage I. Use the table below and the attached roles checkout

Roles Check sheet

Name of Project	Project Board or Steering Group Members ①	Project Sponsor ②	Project Manager ③	Team members – if appropriate ④

Stage III: Use the project management course selector table (below) and the roles checklist to develop a list of who attends which course

Course Selector

- ① Project Board/Steering Group members – a half day briefing around the roles they play in project management
- ② Project Sponsor – a half day briefing discussing the role of sponsors
- ③ Project Manager – a two day event to develop both knowledge and skills
- ④ Project team members – either attend the same course as project managers, be briefed by their project managers or attend a project management briefing

NOTE: We have not included certified PRINCE2 options. Call us for more information on this topic: Tel 020 8446 7766

If you follow this process you will have identified who should attend which training event. However, our experience shows that you need to develop a simple communication plan to inform all of those targeted for training. If your investment is to be maximized you will need to ensure all courses are not only full but are fully briefed before and after the event they attend.

This approach may not work for your organisation. If this is the case then let us design something that fits. Please do call on 020 8446 7766 or send a message at www.ronrosenhead.co.uk/downloads

Roles in Project Management

It is essential to identify very early in the life of your project who fulfils which role. Project Agency research points to a large percentage of people (61%) unclear about roles in projects. Below you will find key roles in projects and the functions to fulfil.

Role	Functions
<p>Sponsor</p>	<p>This person commissions [asks, tells, informs, discusses] others to do the project. They select and brief the project manager, agreeing on levels of authority and resources needed. They agree and sign off the business case as well as the project initiation document.</p> <p>They actively review progress of the project with the project manager and liaise with the customer to ensure that quality standards are being met. The sponsor does not directly manage the project; they make it happen through others. The sponsor champions [markets, sells] the project internally and externally as required.</p> <p>The sponsor must be an individual, not an organisation and is normally a senior manager.</p>
<p>Project Board (Steering Group)</p>	<p>This is the ultimate decision making group for the project. It approves all major plans and agrees any major deviations from agreed plan. It arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any external bodies. It ensures the project is delivering against the initial business case. Who sits on the project board? Normally senior managers in the organisation, the end client [user], and sometimes the person supplying the service, e.g. a senior IT manager is on the Board.</p> <p>Sometimes the Project Board will need to agree the specific role they carry out with the sponsor – avoiding any confusion/duplication. It is advisable for a project board to be small in number- 5 suggested. The Project Board is sometimes called a steering group. NOT all projects need a project board</p>
<p>Project Manager</p>	<p>This is the person who has responsibility for delivering the project on time, to cost and to the required quality standards. The project manager will normally need to do this in conjunction with team members. They liaise directly with the project sponsor.</p> <p>There are many duties that the project manager carries out. At the start of each project the <i>exact</i> role will need to be clarified and written within the project definition form.</p>
<p>Stakeholder[s]</p>	<p>These are people who will have a significant interest in the work of the project or are likely to be affected by the output. In large projects there will be many stakeholders and some time will need to be spent identifying and managing them.</p>
<p>Project Team</p>	<p>These are the people who carry out much of the work. The project team may have specialist members who are called upon from time to time to add their professional expertise to the work.</p>

Do change the description of roles for your organisation if appropriate and openly communicate these to the key project players.