RESOURCE MANAGEMENT

Purpose

To provide a procedure and associated guidelines to facilitate the management of project people resources.

Overview

This Phase is used to establish the people management structure for the project which identifies the specific project roles, the project responsibilities and the interaction between them for the life of the project.

Determining and managing the “people” resources on projects can be complex as:

- The overall project responsibilities, both within and outside the project team, must be defined and agreed;
- The roles and responsibilities of each project team resource must be defined and agreed including the skills requirements and the identification of skills gaps and training needs;
- Third party resources such as contractors to provide specific knowledge and skills may need to be identified and contracted for;
- Specific resources/skills may only be required at certain times during the project requiring careful scheduling and planning; and
- As project resources may be working away from their normal locations and may also have to travel frequently, additional personnel policies and practices may need to be created.

The tasks in this Phase are used to:

- Prepare project organisation charts which show the reporting relationships between all of the different project-related parties and constituencies;
- Define the role that the project steering committee will play and the membership of the committee;
- Define the Project Sponsor and Business Owner roles. Ultimate responsibility and accountability for the project must be clearly defined and accepted at an appropriately senior level within an organisation;
- Define the role of the Project Manager and each individual position within the project team together with the requisite skills for the position. The Work Breakdown Structure is used to assist in the derivation of the project team resources required, their timing and duration of participation;
- Define the resources and skills for the project; and
- Complete the staffing for each resource need.

The ongoing detailed planning tasks for each resource are included as part of Planning and Scheduling and resource reporting is completed as part of Project Monitoring and Reporting.
## Summary

### Inputs
- Project Information
- Background Information
- Resource Requirements
- Dependency Log
- Work Breakdown Structure
- Formal Human Resource Management Procedures
- Project Plan

### Tasks
- Define Project Organisation Structure and Project Roles and Responsibilities
- Determine Resource Requirements and Complete Staffing
- Manage Resources

### Interim work products
- Task/Responsibility Matrix
- Skills Gaps and Action Plan
- Project Resources
- Resource Data
- Contractor Data
- Project-specific People Procedures
- Induction and Orientation Materials

### Phase deliverables
- Project Organisation Structure
- Project Organisation Charts
- Steering Committee Role/Responsibility Form
- Project Sponsor Role/Responsibility Form
- Business Owner Role/Responsibility Form(s)
- Project Manager Role/Responsibility Form
- Project Team Member Role/Responsibility Form(s)
- Additional Project Roles/Responsibility Forms
- Maintained Project Resources

### Reference materials
- Project Role/Responsibility Form
- Contractor Information Form
- Project Task/Responsibility Matrix
- Project Governance
Phase - Resource Management

1. Define Project Organisation Structure and Project Roles and Responsibilities
   - Project Organisation Structure
   - Project Organisation Charts
   - Steering Committee
   - Role/Responsibility Form
   - Project Sponsor
   - Role/Responsibility Form
   - Business Owner
   - Role/Responsibility Form(s)
   - Project Manager
   - Role/Responsibility Form
   - Project Team Member
   - Role/Responsibility Form(s)
   - Additional Project Roles/Responsibility Forms

2. Determine Resource Requirements and Complete Staffing
   - Task/Responsibility Matrix
   - Skills Gaps and Action Plan
   - Project Resources
   - Resource Data
   - Contractor Data
   - Project-specific People Procedures
   - Induction and Orientation Materials

3. Manage Resources
   - Project Plan
   - Maintained Project Resources

Additional Project
Roles/Responsibility Forms

Project Information
Background Information
Resource Requirements
Dependency Log

Work Breakdown Structure
Formal Human Resource Management Procedures

Project Plan
1 Define Project Organisation Structure and Project Roles and Responsibilities

**Purpose**

To agree the project organisation structure to be used in controlling the project and to define the roles and responsibilities of the various parties managing and participating in the project.

**Overview**

The overall project organisation framework used for directing and controlling the project is established. Ownership, management and project team member roles vary by project and as such need to be clearly defined at the outset of the project.

The various project-related groups are identified together with their project roles and relationships. Project roles may include:

- Steering Committee;
- Project Sponsor;
- Project Manager and Project Team/s;
- Third parties such as suppliers;
- Business owners; and
- Linkages to other related projects or programmes.

The Dependency Log may provide information relating to external project relationships that can be used as input to the development of third party role definitions.

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**Sample Organisation Structures and Job Descriptions**

There are many different alternative project or programme organisation structures which will vary by the nature, scale and duration of the project or programme. Some example role descriptions, organisation structures and organisation charts for projects and programmes are shown in Appendix 4.

These will need to be tailored to meet the needs of each specific organisation and each project or programme.

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1.1 Develop project reporting lines, organisation structure and organisation charts.

Identify the various project-related groups.

Develop and confirm the project reporting lines and organisation structure. Create project organisation charts.

1.2 Develop Steering Committee Role Definition.

If the project is to be directed or guided by a steering committee, assist management in establishing the committee and its charter. Develop the roles, tasks and responsibilities for the steering committee and agree the steering committee membership.

Ensure that the steering committee has representation from all of the relevant functions involved in the project. Consider the following types of personnel for membership of the steering committee:

- Senior management - depends upon whether management wishes to delegate authority to the steering committee roles or functions in a "hands-on" mode or not;
?? Business owners with responsibility for ownership of the project business outcomes and business benefits;
?? Key end-users - representing major functional areas, individuals with key understanding of the business;
?? Information systems personnel - representing applications development, database administration, data administration, security and operations management; or
?? Internal Audit.

Determine whether the steering committee has approval authority or will operate in a guidance mode with approval authority vested in senior management, especially for:

?? Issue resolution;
?? Project schedules;
?? Budget variances;
?? Project standards;
?? Project personnel assignments; and
?? Project deliverables.

Establish the checkpoints at which the steering committee should review deliverables.

Establish the mechanisms by which the steering committee communicates with senior management and to the project team members.

If the steering committee is functioning in an approval mode, define the procedures by which it provides approval. Alternatively, if the project is to be managed through a senior management position, establish and agree this reporting line and accountability.

Prepare a Role/Responsibility Form for the steering committee. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.3 Develop Project Sponsor Role Definition.

Develop a Project Sponsor Role Definition. The Project Sponsor may have ultimate accountability and responsibility for the project, be a member (or chair) of the steering committee and ensure that the necessary resources are available to the project. The Project Sponsor may also have the delegated authority of the steering committee to assist with business management issues that arise outside the formal business of the steering committee.

Prepare a Role/Responsibility Form for the Project Sponsor. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.4 Develop Business Owner Role Definition(s).

Develop Business Owner Role Definition(s). The Business Owner role is the main customer of the project and is responsible for utilising the project outputs and realising the agreed business outcomes and benefits. There may be more than one Business Owner.

Prepare a Role/Responsibility Form for the Business Owner(s) role. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.5 Develop Project Manager Role Definition.

Develop a Project Manager Role Definition. The Project Manager is responsible for the delivery of the defined project outputs, to specification, on time and to budget. This is completed through managing the day-to-day aspects of the project, developing project execution plans, resolving planning, resource and implementation issues and monitoring progress and budgets.
Prepare a Role/Responsibility Form for the Project Manager role. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.6 Develop Project Team Member Role Definitions.

Develop Project Team Member Role Definitions. The Project Team Members are responsible for completing tasks and activities required to deliver project outputs. The assessment and selection of team members with the requisite skills required for each phase of a project is critical to the overall project success. The composition of the project team may change as the project moves through its various phases.

For each Project Team Member role, prepare a Project Role/Responsibility Form. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.7 Develop Third Party Role Definitions.

Develop Third Party Role Definitions. Third Parties may include suppliers (e.g., builders, architects, hardware suppliers, software suppliers, service providers) or other external parties who have a significant influence on the project.

For each defined Third Party role, prepare a Project Role/Responsibility Form. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.8 Develop other project-related internal organisation role definitions.

Develop any other project-related internal organisation role definitions such as human resource management, facilities management, security, privacy, information technology, purchasing, accounting, internal audit, liaison with other projects with related dependencies or where the project forms part of a major programme (e.g. an enterprise-wide change programme or an ERP implementation).

For each additional role, prepare a Role/Responsibility Form. A sample Project Role/Responsibility Form is provided in Appendix 1.

1.9 Identify key contacts within the organisation.

Identify and agree the key contacts within the organisations, define the roles that they are expected to play and the amount of time their expected involvement in the project will require.

1.10 Agree the project organisation structure and project roles and responsibilities.

Complete a structured walk-through of the project organisation structure and project roles and responsibilities. Make any changes as necessary.

Obtain formal written approval.
2 Determine Resource Requirements and Complete Staffing

Purpose

To define the resources required for the project and to complete the staffing for each defined resource.

Overview

The specific resources for the project are defined and obtained.

Using the requirements from Planning and Scheduling, the individual roles are matched to specific project tasks. Any gaps defined are assessed and the appropriate actions are taken to address the gaps.

2.1 Define resource staffing needs.

From the Role/Responsibility Forms and the Work Breakdown Structure from Planning and Scheduling, list all of the project team member roles required and match them with the various project tasks.

Prepare a Task/Responsibility Matrix which shows the team member roles mapped to the specific project tasks. A sample Project Task/Responsibility Matrix is contained in Appendix 3.

Determine the timing for the beginning and ending of the team member resource needs. Some resources may be required for:

?? The duration of the project;
?? Only part of the project; or
?? At different times during the project.

2.2 Determine skills gaps and actions to address gaps.

Match the available project resources with the skills needed to define any gaps. For each skills gap identified, determine corrective action to be taken. Consider alternatives such as:

?? Providing additional or substitute internal organisation resources;
?? Retraining identified existing resources. Where this is to be undertaken a Training Needs Analysis may need to be undertaken for each existing resource;
?? Recruiting specific resources; or
?? Temporary provision of specific skills or resources such as through the use of contractors for specific durations.

2.3 Identify and brief members of current staff who are going to fulfil project roles.

Identify and brief members of current staff who are going to fulfil project roles following the organisation’s formal human resource management processes.

Conduct orientation sessions with each member of staff to familiarise them with the job descriptions and project organisation structure.

2.4 Complete training to address identified skills gaps.

Determine training solutions to meet the skills gaps identified for existing internal organisation resources.
Plan and execute the training required for each identified project resource. Ensure that the training is properly supported by appropriate mentoring and supervision during the project duration.

2.5 Identify and appoint new staff needed to fulfil project roles.

For new organisation resources, prepare job descriptions and remuneration package information for use in external job advertisements. Advertise for and interview appropriately qualified candidates.

Select and appoint new staff needed to fulfil project roles following the organisation’s formal human resource management processes.

Conduct orientation sessions with each new member of staff to familiarise them with the project job descriptions and project organisation structure.

2.6 Select and acquire external resources.

Where the need to acquire external resources has been identified, select and appoint external providers based on the skills needs defined.

Follow the organisation’s formal approval, purchasing, contract and human resource management processes. Pay particular attention to contract details such as intellectual property ownership and termination clauses.

Conduct organisation and project orientation sessions for each contractor on arrival.

2.7 Create and maintain contractor data.

For each contractor employed, create a separate contractor file which includes a copy of the contract and any other relevant documents and information.

Complete a Contractor Information Form for each contractor. A sample Contractor Information Form is contained in Appendix 2. Maintain any changes in the contractor data.

2.8 Develop project-specific people procedures, as appropriate.

In addition to the organisation’s existing formal human resource management procedures, further project-specific procedures may need to be created to address the unique project requirements and working conditions.

Determine any additions or changes required in such areas as:

?? *Travel rules and travel expense reimbursement.* As project team members may have to travel frequently or may be away from home for extended periods, the existing policies may not cater for these types of situations e.g., apartment rental or per diem allowances;

?? *Working hours, leave entitlement and overtime.* As project team members may have to work additional hours or work outside normal office hours (e.g., evenings or at weekends to gain computer system access for testing purposes), additional procedures may need to be created;

?? *Performance measures* may need to be created specifically for the project together with additional responsibilities for performance assessment;

?? *Remuneration and bonus policies* may need to be created or changed (e.g., overtime payments, leave in lieu of payment for overtime or out of hours work, bonus calculation criteria); and

?? *End-of-project issues* when the project closes and employees return to their original or new positions.
Determine how the project-specific human resource management procedures are to be introduced and managed. Alternatives may include:

- Incorporating the changes as permanent updates to the organisation’s formal human resource management procedures;
- Allocating specific payroll and personnel staff members to manage all of the project-specific human resource management procedures or act as a liaison point; or
- Incorporating the amended or new policies in the project administration and orientation materials.

2.9 Develop project induction and orientation materials.

Determine the need for and the responsibility for developing any project induction and orientation materials which may include:

- Induction procedures;
- Orientation manuals; and
- Project “kick-off” or induction sessions.

Where appropriate, design the content and develop a project orientation manual. This manual is to be used to familiarise the project team members with the project background, content and structure and the detailed project administration procedures to be followed. Contents may include such items as:

- Project background and overview;
- Project structure and organisation chart;
- Project approach including methodologies and tools to be used;
- Project deliverables;
- Technology usage and security such as e-mail, graphics, word processing and project management tools;
- Project administration procedures;
- Human resource management procedures;
- Travel, accommodation and expense rules;
- Purchasing procedures;
- Security and building access procedures;
- Contact numbers and addresses;
- Privacy and confidentiality rules; and
- Document management procedures.

Determine the means to store and distribute the induction and familiarisation materials. Alternatives may include:

- Printed booklet;
- Intranet or web-based; or
- E-mail format e.g., Lotus Notes.

The materials may be made available to project team members on arrival and may also form part of any project “kick-off” or project orientation sessions.

Complete a structured walk-through of the project induction and orientation materials. Make any changes as necessary.

Obtain written approval.
3 Manage Resources

Purpose

To provide ongoing management support of the project people resources.

Overview

As the project progresses, resource needs and timing will change. Additional resources may be required and some resources may be required at different times on the project. The resource management procedures are followed to ensure that the appropriate resources are available when required.

Resource project reporting is completed as part of Project Monitoring and Reporting.

3.1 Ensure resource availability.

Based on the project plans, ensure that the appropriately skilled resources are made available to the project at the planned intervals.

Ensure that roll-on/roll-off schedules are planned for resources that are not required on the project on a full-time basis.

Track contractor resources to ensure that all contract terms and conditions are met particularly at the end of the contract period. Ensure any contract performance measures are tracked and met.

Update the contractor files as changes occur.

3.2 Ensure compliance with organisation’s formal human resource management procedures.

Ensure that the organisation’s formal human resource management procedures are followed for all relevant project team members. Areas may include:

- Employment terms and conditions for new hires;
- Performance evaluations;
- Leave and overtime recording;
- Travel policies;
- Expense reimbursement;
- Training, shadowing and mentoring; and
- Remuneration including performance-related incentives or bonuses.

3.3 Maintain Role/Responsibility data.

As role changes occur or as new roles are defined, update the Project Role/Responsibility Forms. Ensure that changes are incorporated in the project plans.

3.4 Project Close.

When the project is closed, ensure that any project close-related communications are included in the formal project close tasks that are addressed in the Close phase.
Appendix 1: Project Role/Responsibility Form

Purpose

To document the project roles and responsibilities.

Completion Instructions

1. Role title  Provide the title of the role.

2. Role description  Provide a full description of the role.

3. Reports to  Provide the title of the role to which the role reports.

4. Responsible for  Give a description of the area of responsibility of the role.

5. Responsibilities  Provide a detailed description of the responsibilities associated with the role.

6. Skills required  Describe the skills required to effectively execute the role.

7. Performance measures  Describe the measures that are to be applied to the performance of the role.

8. Prepared by  Enter the name of the individual who prepared the form.

9. Date  Enter the date on which the form is prepared.

10. Approved by  Enter the name of the individual who approved the form.

11. Date  Enter the date on which the form is approved.
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Appendix 2: Contractor Information Form

Purpose

To document contractor information.

Completion Instructions

1. Contractor name  Provide the name of the contractor.
2. Contractor organisation  Provide the name of the organisation from which the contractor has been supplied.
3. Role description  Provide a full description of the role.
4. Reports to  Provide the title of the role to which the role reports.
5. Responsible for  Give a description of the area of responsibility of the role.
6. Responsibilities  Provide a detailed description of the responsibilities associated with the role.
7. Contract commencement date  Enter the date on which the contract starts.
8. Location  Provide the location where contract commencement is to take place.
9. Contract termination date  Enter the date on which the contract is due to be terminated.
10. Notice required  Give the notice time period which is required prior to contract termination.
11. Payment details  Provide the details of how the contractor is paid e.g., amount, frequency and method of payment.
12. Performance measures  Describe the measures that are to be applied to the performance of the role.
13. Prepared by  Enter the name of the individual who prepared the form.
14. Date  Enter the date on which the form is prepared.
15. Approved by  Enter the name of the individual who approved the form.
16. Date  Enter the date on which the form is approved.
## CONTRACTOR INFORMATION FORM

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Appendix 3: Project Task/Responsibility Matrix

To document the project roles and responsibilities.

**Completion Instructions**

1. **Task**  Describe the task that is to be completed.

2. **Assigned role**  Describe the role that has been assigned to complete the task.

3. **Responsibilities**  Describe the responsibilities associated with the assigned role.
## PROJECT TASK/RESPONSIBILITY MATRIX

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Appendix 4: Project Governance

Objectives of Project Governance

The objectives of project governance are to plan and manage a project throughout its life. This involves the realisation of project outputs and business outcomes, with high levels of productivity and quality and with acceptable levels of uncertainty (risk).

In developing a governance structure for a project and the roles used within it, there are a large range of options. There are, however, some general principles which should only be ignored in extreme circumstances (e.g., with very large, very small or very unusual projects).

One principle is that the ultimate responsibility and accountability for the project must be clearly defined and accepted at an appropriately high level within an organisation. This accountability and responsibility must be at a suitably senior level to maximise the likelihood of successful outcomes and may lie with the ultimate Business Owner. For smaller projects, a line manager may fill this role. For the purposes of this Appendix, this role is called the Project Sponsor.

It is also highly recommended to include representatives from each major business unit directly in the decision making process, at least through their inclusion on the project’s Steering Committee.

Selecting the Right Project Manager

The Project Manager is the key person around which a project will ultimately revolve and the appropriate selection of a project manager and team, resourcing of the team and delegation of authority is critical.

For large or complex projects, project management knowledge and experience is likely to be even more important than knowledge of the business area(s) in which the project is being run. However, Project Managers should have or seek to obtain knowledge of the business area to be able to communicate with Project Team members and project stakeholders to ensure that business issues and concerns are addressed.

A Project Team should include at least one person with an intimate knowledge of the business area and preferably more. It may also be an advantage if one or more Project Team members are novices or inexperienced in the business area so that fundamental issues are not overlooked or simply taken for granted. Many issues can be uncovered through the process of explaining issues to those with little background in the area.

A Project Management Governance Model

Figure 1 presents a generic project governance model. Not all projects will include all of the roles listed. The model can be modified to allow for diverse corporate cultures and project constraints. For example, for some projects it may be appropriate to collapse or combine some of the roles into a single function, person or document.

The governance model depicted in Figure 1 indicates most of the roles that may be incorporated in a project governance structure, as well as an indication of some of the ways in which they would be most likely to interact. Obviously, for smaller projects such a complex structure would be unnecessarily unwieldy and duplicative.
For multiple related projects or a large programme with multiple sub-projects, a single governance structure may be employed. At a minimum, a core Steering Committee with responsibility for overall outcomes is recommended. The governance structure may be largely stable for all these projects (e.g., same Steering Committee members, single Reference Group, same Quality Management Process across all sub-projects) or be quite different for each sub-project. The structure in these cases will be largely dependent upon stakeholder diversity among sub-projects, project size and the differences or similarities in the nature of the sub-projects.

As projects evolve, their model of governance may change. For example, Project Team members, working parties and/or reference groups may move in and out of the immediate governance sphere of the project as the nature of the project tasks change. However, the core roles are likely to remain throughout the project.

When drawing a project governance model, the temptation exists to attempt to include project relationships as well (e.g., sub-project breakdown). While these are useful to document diagrammatically, they should be recorded in a separate diagram as these two facets of project breakdown often have incompatible structures.

**Project Governance Roles and Responsibilities**

The following list of project roles gives an indication of the type of responsibilities and tasks generally allocated to those involved in a project.
As projects vary, the roles required and the tasks and responsibilities within those roles, will vary. The same applies to the different requirements of smaller versus larger projects. The information below provides a starting point, which should be discussed with the appropriate groups or persons nominated to fill positions in a project’s governance structure and the agreed breakdown of responsibilities documented for larger projects.

**Corporate Client**

In a large, complex or politically driven project, the Corporate Client is the champion of the project and has ultimate authority and promotes the benefits of the project to the community and may be viewed as the “public face” of the project e.g., the Corporate Client may be the CEO or CFO. In a small, less complex project, the Project Sponsor would fulfil the role of the project champion.

**Steering Committee**

The Steering Committee is responsible for policy and major resourcing decisions essential to delivery of project outputs and the attainment of project outcomes. It is also responsible for ensuring appropriate management of the project components outlined in the Project Business Plan. Further information about the Steering Committee is provided below.

**Project Sponsor**

The Project Sponsor has ultimate accountability and responsibility for the project and is a member of the Steering Committee, usually the Committee Chair. The Sponsor has the delegated authority of the Steering Committee to assist with business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also lends support, by advocacy, at senior level and ensures that the necessary resources (both financial and human) are available to the project. The Corporate Client and Project Sponsor may be the same person for some projects.

**Business Owner**

Business Owners are responsible for utilising the project outputs and realising the agreed project business outcomes. The Business Owner must be satisfied that the project includes all of the outputs necessary for business outcome realisation and measurement. Each output must be specified and delivered fit for purpose. Usually, the Business Owner is accountable to senior management for the delivery of project outcomes. One or more business unit representatives are Steering Committee members.

During development of the project outputs, the Business Owner will also be required to contribute resources to the project to ensure that the outputs are being developed satisfactorily. This involvement is continuous from the early conceptual stages through to reviewing, testing, accepting and using the completed products.

**Quality Management**

Large projects generally include a separate quality function to undertake formal quality reviews of the project’s processes or outputs such as an organisation’s Quality Management or Internal Audit functions. This function may work independently of the Project Team. There are two distinct classes of Quality Review:

- **Quality Assurance** - assessment of the quality of the processes used to create the project deliverables; and
- **Quality Control** - assessment of quality of the interim and final project deliverables.
Project Manager

The Project Manager is contracted by the Steering Committee or the Project Sponsor to deliver the defined project outputs and is responsible for organising the project into one or more sub-projects, managing the day-to-day aspects of the project, developing Project Execution Plans, resolving planning and implementation issues and monitoring progress and budgets. The Project Manager will:

?? Develop and maintain a Project Execution Plan(s);
?? Manage and monitor the project activity through detailed plans and schedules;
?? Report to the Steering Committee and the Project Sponsor at regular intervals; and
?? Manage (project/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, measures, resources required, budget, schedule, project structure, roles and responsibilities.

It is essential that the Project Manager has demonstrated robust project management skills for a project of similar size, complexity and duration. A Project Manager cannot lead effectively without credibility. For most projects, this means the Project Manager must have knowledge of how the project outputs will be created and how they will achieve the outcomes described in a Business Outcome/Benefits Realisation Plan.

Project Team

The Project Team is led by the Project Manager, working for the successful delivery of the project outputs as outlined in the Project Execution Plan(s). It is desirable that the Project Team includes representatives from the business unit(s) affected by the project. The composition of the team may change as the project moves through its various phases. The assessment and selection of the requisite skills required for each phase of a project is critical to its overall success. The skills should be explicitly identified as a part of the project planning process. The Project Team is responsible for completing tasks and activities required for delivering project outputs.

Project Office

The Project Office provides support to the implementation and execution of key project management disciplines including (but not limited to) planning, monitoring and reporting, project controls, change management, issue management, risk management, dependency management, assumption management, supplier management, resource management and quality management.

Reference Groups

Reference Groups provide a forum to achieve consensus among groups of stakeholders. They may already exist, have an indefinite life span and may continue for the life of the project. One may be a general Reference Group delegated by the Steering Committee to monitor or modify the Project Business Plan for approval by the Steering Committee. They may be a group of people with like skills to address a particular set of issues. An information technology Reference Group is an example.
Working Parties/Groups

Working parties (or working groups) consist of small specialist work groups, each dedicated to producing a well-defined output within a specific time frame. A working party has no life beyond the delivery of that output. Working parties probably involve one or more members of a Project Team. An individual with specialist skills may complete tasks in several work groups e.g., IT technical architecture. One example may be a separate team within a software package implementation project who have responsibility for cleaning and converting data from the old systems to the new system. In the context of structuring the teams, an output may be considered to be a business product rather than a technical output. For example, if the scope of the programme is to launch several new products, then it may be more effective to have several project teams, one for each product, rather than one team for each technical component covering all of the products. This approach may:

?? Minimise inter-team dependencies;
?? Enable greater focus on business outcomes; and
?? Provide increased support to a phased implementation and earlier realisation of benefits.

Steering Committee Roles and Functions

For a larger project, an effective Steering Committee is crucial for the project’s success. The purpose of a Steering Committee is to take responsibility for the business issues associated with a project. A Steering Committee’s role is crucial to a project’s success. It is responsible for approving budgetary strategy, defining and realising benefits and monitoring risks, quality and timeliness. Those directly responsible for running a project and managing its stakeholders rely on Steering Committee members for guidance and support in their endeavours.

The role of a Steering Committee

Without an effective Steering Committee, a project is unlikely to succeed. Collectively, a Steering Committee’s role is to:

?? Take on responsibility for the project's feasibility, business plan and achievement of business outcomes;
?? Ensure the project's scope aligns with the requirements of the stakeholder groups;
?? Provide those directly involved in the project with guidance on project business issues;
?? Ensure effort and expenditure are appropriate to stakeholder expectations;
?? Address any issue that has major implications for the project;
?? Keep the project scope under control as emergent issues force changes to be considered;
?? Reconcile differences in opinion and approach and resolve disputes arising from them; and
?? Report on project progress to those responsible at a high level, such as the Board.

Approval of changes to the project and its supporting documentation

The Steering Committee is responsible for approving major project inputs and outputs. Specifically, the Steering Committee approves:

?? The prioritisation of project objectives and outcomes;
?? The budget;
?? Outputs or deliverables;
?? Schedule and budget constraints;
?? Risk minimisation strategies; and
?? Project management and quality assurance methodologies.

The Steering Committee is also responsible for any major changes to the project. They should be provided with the following information in support of a proposed major change:

?? The nature and reason for the variation;
?? The effect of the change;
?? A revised Business Case if appropriate; and
?? Suggested actions for the Steering Committee to consider.

Changing or emerging issues may require the project scope to be adapted so the project meets the original or modified outcomes. The Steering Committee is responsible for approving or rejecting these changes to the project and for ensuring that additional resources are provided or released, as appropriate, for incorporating these changes.

**Monitoring and review of the project**

The Steering Committee reviews the status of the project at least at the end of each phase and determines whether the Project Team should progress to the next phase. There may also be mid-phase reviews for large pieces of work.

The review focuses on major project outputs and deliverables and any variations in the key components, such as outcomes, risk, costs, returns and output quality.

**Assistance to the project when required**

The Steering Committee assists the Business Owner(s) and Project Manager in completing the project by ensuring the project is adequately resourced and has the backing of people with authority.

Steering Committee members should be active advocates for the project's outcomes and help facilitate broad support for it.

Perhaps representing the interests of some or all stakeholder groups, Steering Committee members should facilitate their communication of these interests. They may also help illustrate to stakeholders how the project serves these interests. (At times, outside of Steering Committee meetings, the Project Team may also seek the particular knowledge or experience of individual Steering Committee members).

**Resolution of project conflicts**

Project conflicts can arise from conflicts in resource allocation, output quality and the level of commitment of project stakeholders and related projects.

The Project Manager is generally the first reference point for the resolution of problems and can solve most internal project problems.

Problems arising that are outside the control of the Project Manager are referred to the Project Sponsor or Business Owner for resolution but there may be occasions when the Steering Committee is asked to help resolve such disputes.

**Formal acceptance of project deliverables**

Following review and/or acceptance by the Business Owners, the Steering Committee formally reviews and accepts project outputs. Once these deliverables have been accepted by the Steering Committee, any changes must be formally approved.

To achieve this function effectively, Steering Committee members must have a broad understanding of project management concepts and the specific approach adopted by the Project Team.
Steering Committee Membership

For Steering Committees to work effectively, the right people must be involved. Steering committee membership should be based on individual skills and attributes, rather than on their formal roles and members should maintain membership of a Steering Committee even if their role within the organisation changes. However, representatives of important stakeholder groups should also be included.

The role of individual Steering Committee members

At a minimum, the Steering Committee includes representatives of the Corporate Clients, the Project Sponsor(s) and the Business Owner(s) and perhaps the Project Manager. Individual Steering Committee members are not directly responsible for managing project activities but provide support and guidance for those who do. Individually, Steering Committee members must:

?? Understand the strategic implications and outcomes of initiatives being pursued through project outputs;
?? Appreciate the significance of the project for some or all major stakeholders and perhaps represent their interests;
?? Be genuinely interested in the initiative and the business outcomes being pursued in the project;
?? Have a broad understanding of project management issues and the approach used; and
?? Be committed to and actively involved in pursuing the project's outputs and business outcomes.

In practice, this means they:

?? Ensure the requirements of stakeholders are met by the project's outputs;
?? Help balance conflicting priorities and resources;
?? Provide guidance to the Project Team and users of the project's outputs;
?? Consider ideas, issues and major changes raised;
?? Review the progress of the project; and
?? Check adherence of project activities to standards of best practice, both within the organisation and in a wider context.

Steering Committee Meetings

A Steering Committee meets regularly throughout the course of a project to keep track of issues and the progress of the project. The Project Manager should attend these meetings to be a source of information for Steering Committee members and to be kept informed of Steering Committee decisions. Ideally, the Project Sponsor should chair the Steering Committee meetings. A Steering Committee meeting may cover the following agenda:

?? Introductory items such as:
   ?? apologies,
   ?? minutes from last meeting, and
   ?? matters arising from minutes,
?? Project Business Plan issues - amendments, revisions or arising related issues;
?? Project management issues including progress reports;
?? Important issues at the time of the meeting, such as a budget committee submission, proposed scope changes, sign off of functional requirements, related projects and so forth;
?? Review of actions arising from previous Steering Committee meetings. It may be useful to keep a formal list of these actions to track them effectively; and
?? Plans for the next meeting.

The life of the Steering Committee should extend until the project's outcomes/benefits are realised. These outcomes may not be fulfilled until after the Project Manager and Team have completed their involvement.
Programmes versus Projects

The structure of a programme of multiple projects (e.g., an enterprise-wide change programme or a large ERP implementation) will be largely similar to that described earlier for a project. A programme may be defined as a portfolio of projects selected and planned in a coordinated way so as to achieve a set of defined objectives giving effect to various (and often overlapping) initiatives and/or implementing a strategy. Alternatively, a programme may be a set of otherwise unrelated projects to meet a specific business outcome. Some amended roles and responsibilities to address some of the wider programme issues are described below.

Programme Sponsor

The programme sponsor is the owner of the programme and should ensure that the programme is directed towards and delivers the required business benefits. Responsibilities may include:

- Participating in defining the programme scope to direct the programme to deliver the required business benefits;
- Ensuring that plans are adequate for the programme to deliver the required business benefits within the necessary timescales and costs;
- Gaining the necessary funding and approval for the programme from senior management;
- Agreeing and signing-off the programme definition document and plans;
- Chairing the review meetings with the Programme Manager/Project Sponsors;
- Notifying the Programme/Project Managers of any major changes to business benefits expected from the programme;
- Taking business decisions necessary to progress the programme;
- Resolving issues escalated by the Programme/Project Managers which impede programme progress in a timely manner;
- Signing-off programme deliverables as acceptable;
- Ensuring that the overall programme scope, costs, benefits and risks are understood and communicated to senior management;
- Acting as a member of (or even chairing) the Programme Steering Committee; and
- Providing direction to the Programme Manager and Project Sponsors to enable them to manage delivery of the agreed benefits.

Some of these tasks may be delegated to the Programme Manager or Project Sponsors but the responsibility remains with the Programme Sponsor.

Programme Manager

The Programme Manager is responsible for the day-to-day management of the overall programme and coordinating the efforts of the component projects. Responsibilities may include:

- Defining the Programme governance standards to be applied and authorising any deviation from them;
- Participating in defining the programme scope to direct the programme to deliver the required business benefits;
- Satisfying the Programme Sponsor that plans are adequate to deliver the required business benefits within the necessary timescales and costs;
- Reviewing the programme definition document and plans;
- Notifying the Programme/Project Managers of any major changes to business benefits expected from the programme;
- Resolving issues escalated by the Programme/Project Managers which impede programme progress in a timely manner;
- Ensuring that the overall programme scope, costs, benefits and risks are understood and communicated within the Project Teams to an appropriate level of detail;
- Providing direction to the Project Sponsors and Managers to enable them to manage delivery of the agreed benefits; and
- Deputising for the Programme Sponsor as appropriate.
Business Owner(s)

Represents the views of the business in decision-making within a project and is responsible to the Programme Manager for delivery of the project scope. Responsibilities may include:

?? Participating in defining the individual project’s scope to direct the project to deliver the expected features and functionality to the Programme;
?? Ensuring that plans are adequate for each project to deliver as agreed within the necessary timescales and costs;
?? Gaining the necessary funding and approval for each project from the Programme Sponsor;
?? Agreeing and signing-off the project definition document and plans;
?? Chairing the review meetings with the Programme Manager/Project Managers and key team members;
?? Notifying the Programme Manager/Project Managers and the teams of any major changes to deliverables expected from the project;
?? Taking business decisions necessary to progress the project;
?? Resolving issues escalated by the Programme Manager/Project Managers which impede project progress in a timely manner;
?? Signing-off project deliverables as acceptable;
?? Ensuring that the overall project scope, costs, benefits and risks are understood and communicated to the Steering Committee; and
?? Providing direction to the Programme Manager/Project Managers and teams to enable them to manage delivery of the agreed features and functions.

Some of these tasks may be delegated to the Project Manager but the responsibility remains with the Business Sponsor.

Project Managers

The Project Managers are responsible for the day-to-day management of each of the different projects that compose the overall programme. Responsibilities may include:

?? Enforcing the Project Management standards and disciplines set down by the Programme Sponsor;
?? Participating in defining the project scope;
?? Satisfying the Business Sponsor that plans are adequate to deliver expected features and functions within the agreed timescales and costs;
?? Reviewing the project definition document and plans;
?? Providing regular progress updates to the Programme Manager and Business Sponsor;
?? Notifying the Project Team of any major changes to the benefits expected from the project; and
?? Ensuring that the overall project scope, costs, benefits and risks are understood and communicated within the project teams to an appropriate level of detail.

Resource Manager

In some circumstances, to ensure that the necessary resources are available to the projects when required, an additional role of Resource Manager may be needed to focus on the large number of different types of resources that the programme will require. Responsibilities may include:

?? Identifying, securing and allocating appropriate resources from different areas of the organisation in accordance with the requirements of the plans;
?? Ensuring that affected business areas continue to function as normal and are not adversely impacted by the allocation of staff to the project;
?? Bringing in additional resources if required to achieve either of the above; and
?? Assisting in the allocation of scarce resources.