

The Kent & Medway Pathology Network

An Introduction to Project Management

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This Presentation will Cover...

- What is a project and what makes it different from other work?
- Project Basics.
- Waterfall and Agile approaches
- What is PRINCE2?
- The business case and benefits
- Initiating a project
- Planning and resources
- Project governance
- Reporting, monitoring and control
- Risk and Issue management
- Benefits realisation
- Project closure



What is a Project? and what makes it different from other work

The Association for Project Management defines a project as:

“A unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits.”

Business As Usual (operations)	Projects
Ongoing / infinite.	Time-bound / finite.
Resources aligned by function.	Cross-functional resources (the team).
Identifies the need for change.	Implements the required change.
Uses the products / outcomes of a project and delivers the benefits.	Delivers the products / outcomes to enable the benefits to be delivered.
Uses continuous improvement.	Implements step change improvements.
Risks are associated with operations (BAU).	Risks relate to achieving project objectives.



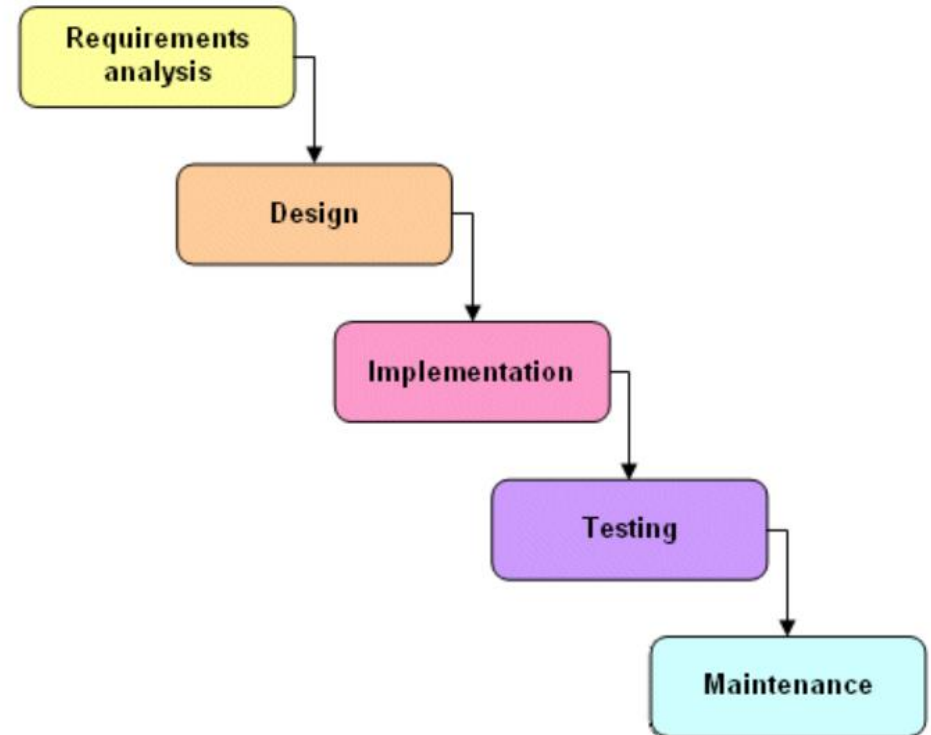
Project Basics

- Projects need to be organised, structured and controlled
- Different project managers and organisations use different methods and tools, but the principles are the same.
- Projects are normally managed in stages to maintain control. There are a set of tools to help deliver the stages and we'll cover the basics here.



Waterfall approach

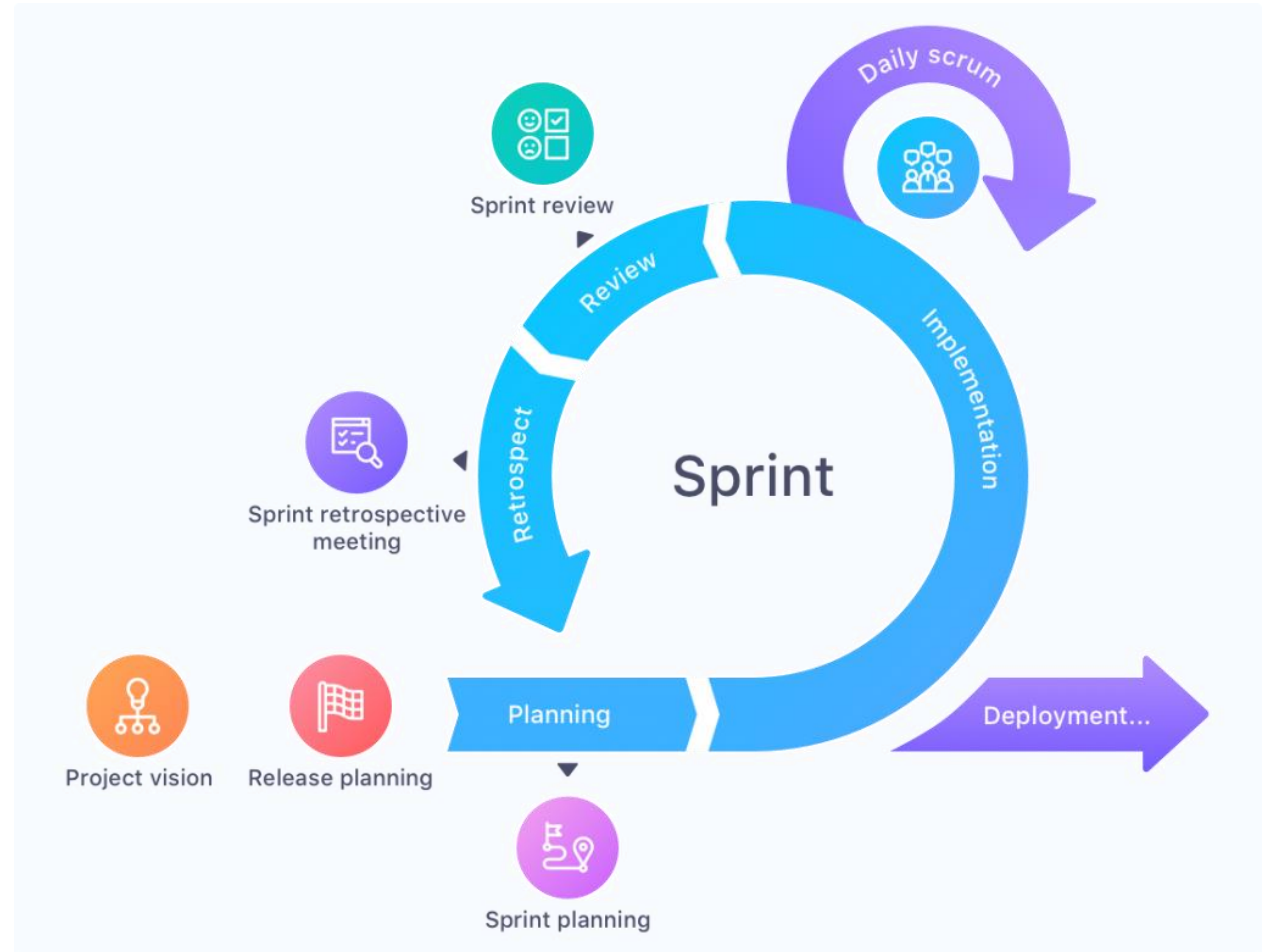
- Classically linear and sequential approach to projects
- Defined stages with entry and exit criteria
- Encourages greater deadline control
- Clarity on what the final product should be
- Difficult to make changes once a stage has been completed



The Waterfall life cycle model

Agile approach

- Delivering requirements iteratively and incrementally throughout the project life cycle.
- Customer collaborative
- Adaptable to change
- Prototyping/working solutions
- Empowering developers



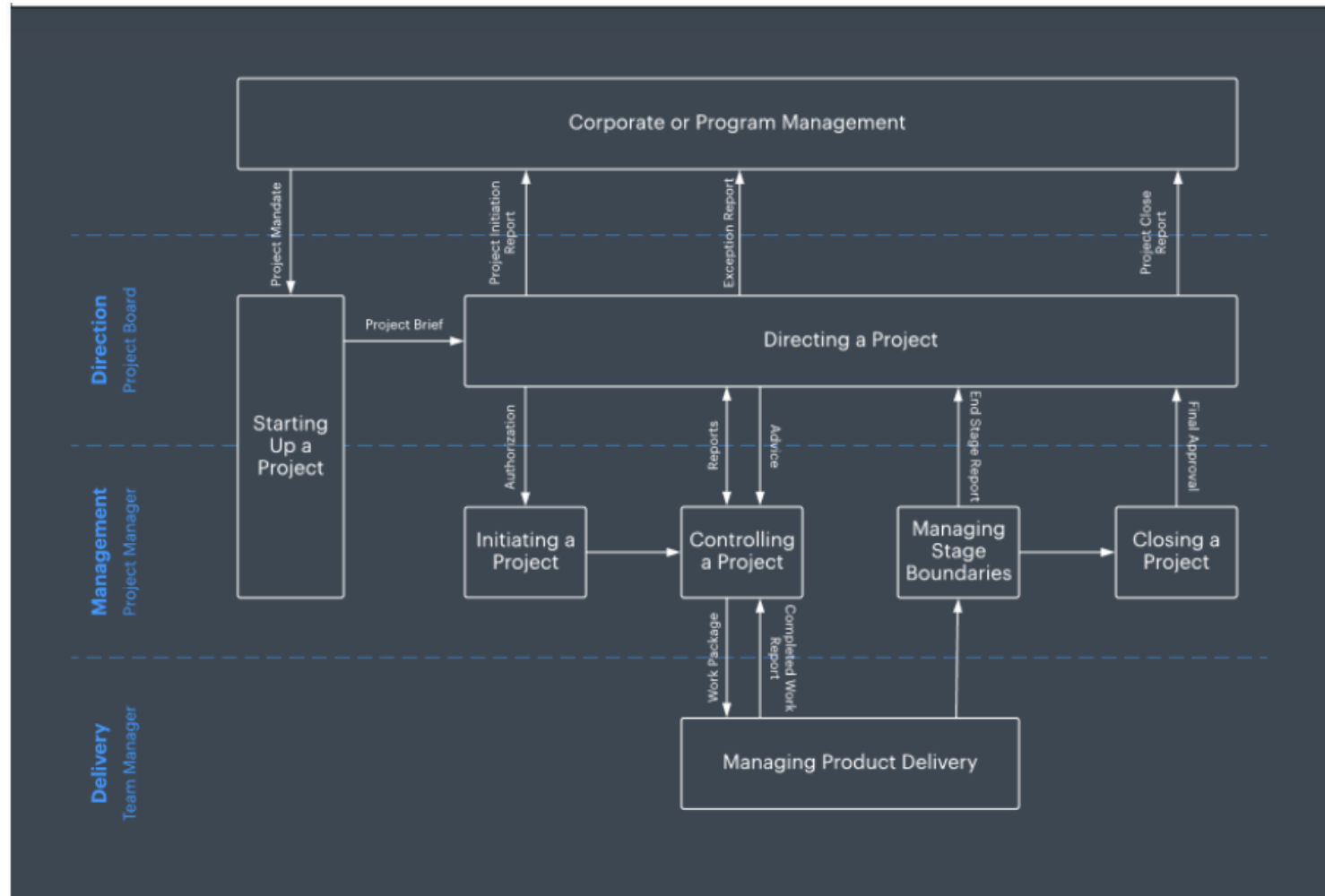
What is PRINCE2?

- PRINCE (**P**ROjects **I**N **C**ontrolled **E**nvironments)
- Structure based approach to project management
 - Defined process and component (controls)
- Prescriptive - Repeatable - Teachable - Builds on Experience
- Controlled management of change
- Flexible – guidance not mandatory
- Clearly defined governance and projects roles
- Management by exception

What is PRINCE2?

Controls

- Business Case
- Organisation
- Plans
- Risk Management
- Quality
- Config. Management
- Change Control



Process

The Business Case and Benefits

- Every project delivers a change, e.g.:
 - New IT system or equipment
 - New buildings or refurbishment
 - New team structure
- The change will enable benefits, e.g.:
 - Greater work throughput / faster turnaround
 - More reliable, safer or higher quality service
 - Improved staff satisfaction and morale
- Delivering change normally costs money:
 - Options to deliver the change
 - Options analysis (cost, benefits, risks, deliverability, ROI)



The Business Case and Benefits – Cont'd

Business Cases often consider the following 5 aspects or cases:

Strategic Case: Sets out reason change is needed.

Economic Case: Demonstrates that investment meets the need and optimises value for money (VFM).

Commercial Case: Content and structure of the way something will be purchased and any contractual terms.

Financial Case: Funding arrangements, affordability and impact on budgets.

Management Case: That the change is achievable, that it can delivered to cost, scope/quality and time proposed, and that governance arrangements are in place.



Initiating a Project

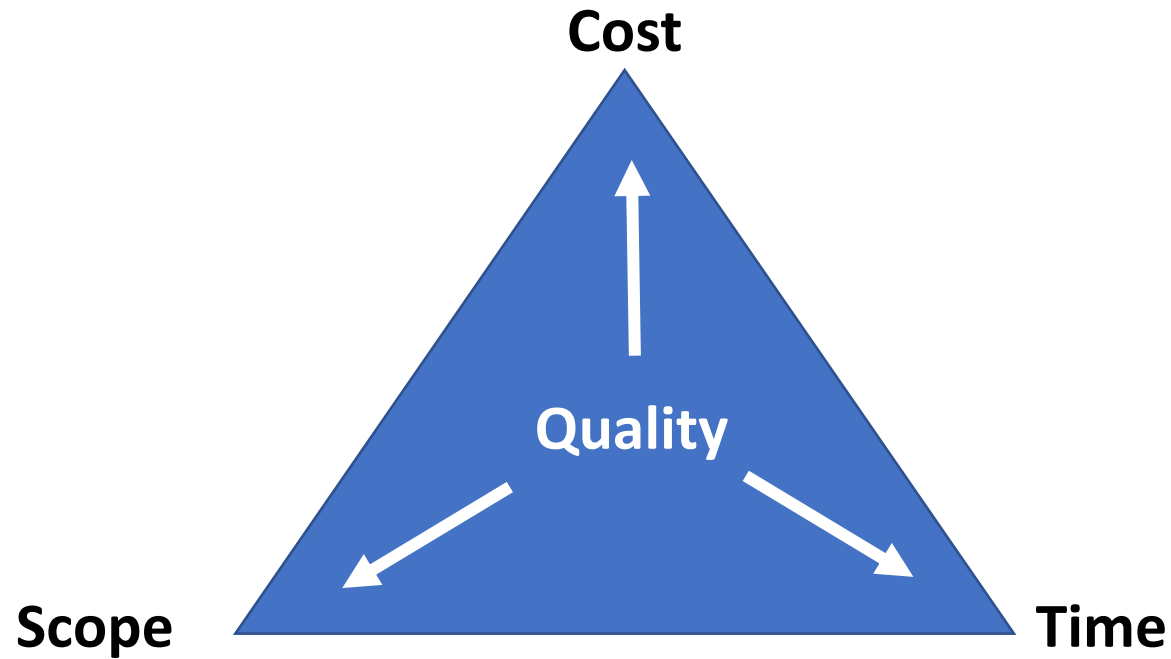
Projects work to a Brief or a Project Initiation Document (PID), which details aspects such as:

- Objectives and desired outcomes.
- Scope and exclusions.
- Constraints, assumptions and dependencies.
- Users and other interested parties.
- Project Approach.
- Outline Business Case.
- Project Team structure and roles.
- Project Governance.
- Risk Management.
- Communications Management.
- Project plan.
- Project progress monitoring and reporting
- Benefits management.



Planning and Resources

Resources (people and equipment) are required to deliver the identified products of the required scope to the required timescales at the budgeted cost.



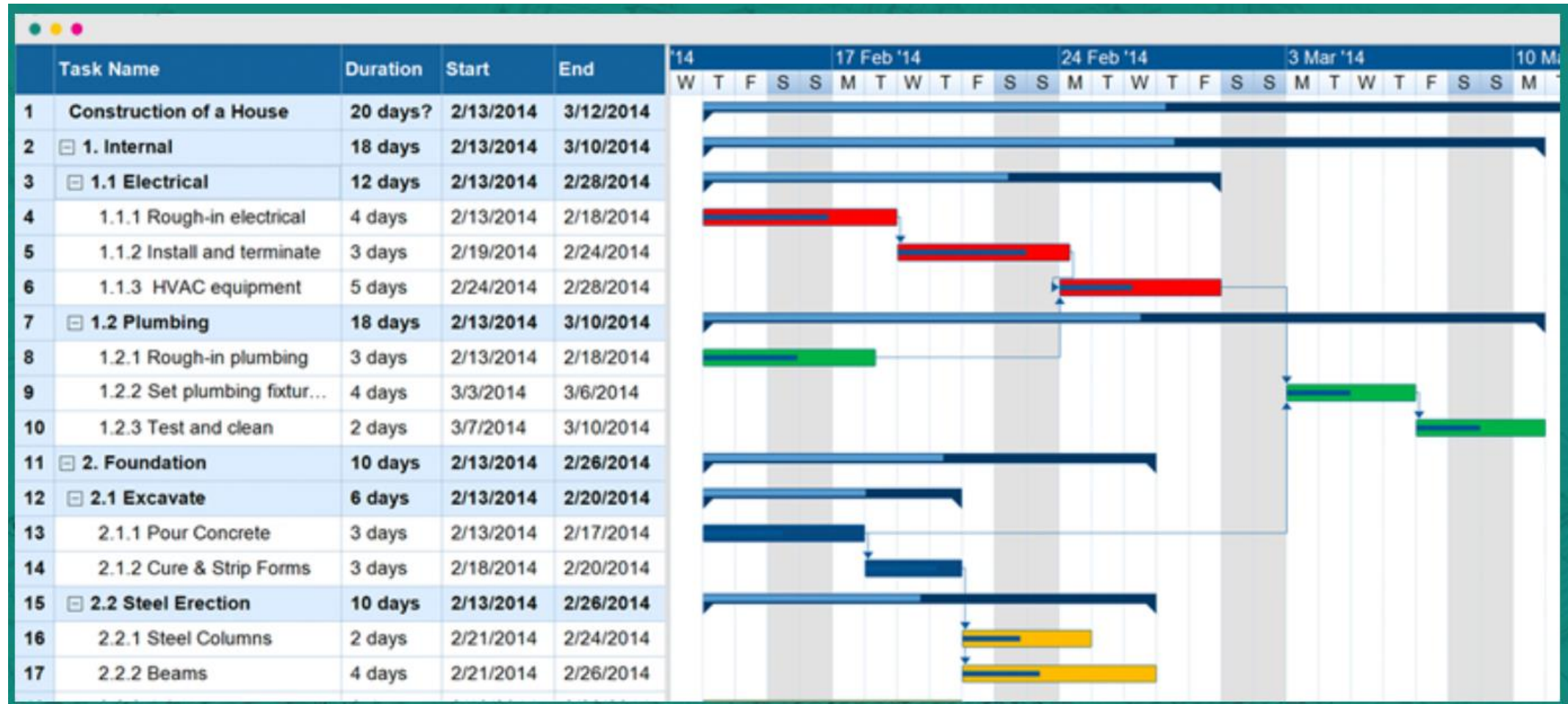
Planning and Resources Cont'd

Stages of planning include:

- Identifying the work to be done.
- Breaking it down to logical tasks (work breakdown structure).
- Identify the resources needed.
- We normally show these in a Gantt Chart, which shows the dependencies of tasks to each other as well as the planned start and finish times as per this example:



Planning and Resources Cont'd



Note that resources aren't in this view but are included in the plan



Project Governance

The Association for Project Management defines Governance as:

“The framework of authority and accountability that defines and controls the outputs, outcomes and benefits from projects, programmes and portfolios.

The mechanism whereby the investing organisation exerts financial and technical control over the deployment of the work and the realisation of value”

- Governance provides confidence to the organisation that investments in projects, programmes are being well managed.
- Within projects additional groups may also exist, e.g. design or change authorities



Reporting Monitoring and Control

Project and Programme Boards must continue to be assured that the project or programme is still viable and the business case is sound.

To do so they will seek evidence that a programme or project is working in accordance with the Project Brief or PID against the agreed (baselined) plan and within the agreed budget.

They will receive regular information from the project manager or lead, in the form of highlight reports



Risk and Issue Management

PRINCE2 defines Risk as :

“An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. It consists of a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives”

And it defines an Issue as:

“A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, request for change, suggestion or off-specification raised during a project. Issues can be about anything to do with the project”.



Risk and Issue Management Cont'd

In the Kent and Medway Pathology Programme we use a RAID to record:

- **Risks:** That may impact the project from achieving its objectives.
- **Assumptions:** That need to be confirmed or dismissed.
- **Issues:** That are impacting the project
- **Decisions:** That have been taken and have influenced the project.
- The RAID is maintained by the Project Manager/Director and monitored by the Project Steering Group.



Benefits Realisation

- Projects enable benefits and benefits are normally realised by operations (BAU) after the project has ended.
- Benefits can be:
 - **Qualitative:** Not easily measured / quantifiable.
 - **Non-Cash-releasing:** Quantifiable but not in financial terms.
 - **Cash-releasing:** Quantifiable in financial terms “savings”
- Benefits are recorded in the Benefits Register, which includes:
 - Definition, measurement and measurement intervals, target, owner, success criteria.
 - Progress reports would normally be provided to relevant operations groups and internal audit.



Project Closure

- When a project has delivered its objectives, resources are stood down and the project is brought to a close.
- An End Project Report is normally produced, and its approval signals the closure of the project. The report will include:
 - Project Manager's report
 - Review of the business case
 - Review of the project objectives
 - Review of the team performance
 - Review of the project products / deliverables
 - Lessons report
 - Any risks and issues transferred to BAU



Any Questions?

