

# Project Management Training

## Being a project member



2019

## Introductory remarks.

Dear member of a project team

This little handout will cover some of the main areas to remember, when being a part of a project team.

The areas covered is:

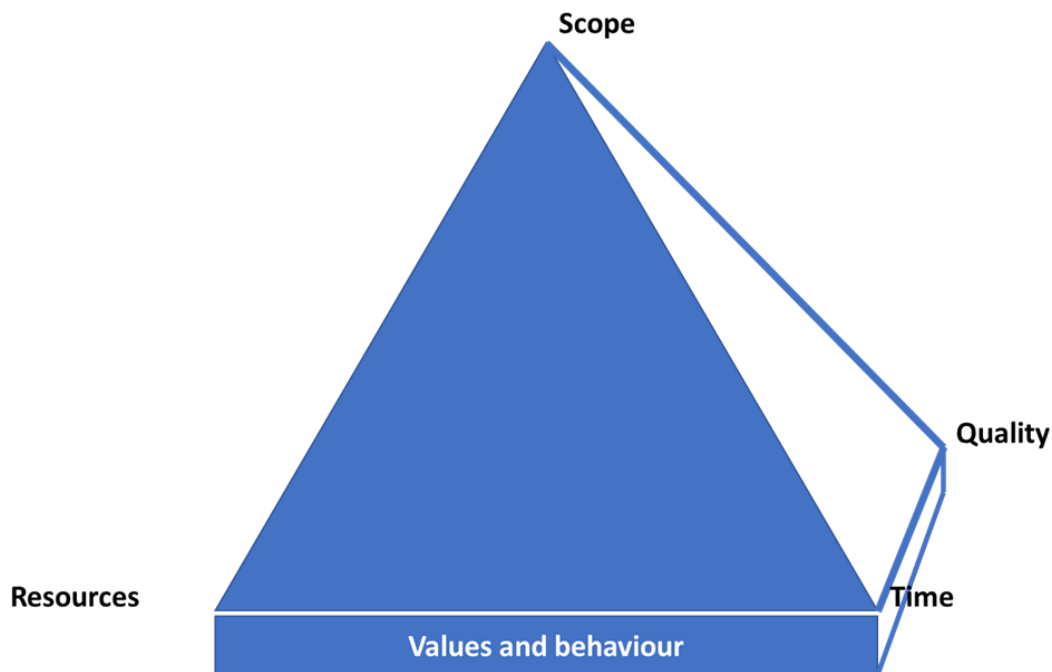
- What is a project
- Roles and responsibilities
- Project framework
- Success criteria
- Management of risks
- Change log
- Lessons Learned

Kind regards

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## Project & characteristics.

A project involves planned, coordinated and managed tasks that are carried out in order to reach a unique and clearly-defined goal. It has a starting and finishing date and requires the optimization of resources, time and functions. Although that many projects have got similarities, every project still has its own special characteristics. Its uniqueness results from e.g. the deliverables, the stakeholders, the resources, the framework conditions as well as the processes are configured.



Project management should serve to achieve the agreed-on scope of delivery and services within the planned time and cost framework. These three framework conditions (The “Triple Constraints” are also called the “golden triangle” or also the “magic triangle” of project management). The mutual interdependencies are crucial: if one of the parameters is changed, **it automatically has an effect**, on the two other parameters and the related quality aspects. For example, expanding the scope of delivery and services also have a effect on time and costs. Beside the triple constraint, changes also have an effect on quality.

The values and behaviours are the foundation of it all, because they “control” the way people act in projects.

## Project phases/stages

Every project goes through different phases in order to deliver the expected output

**Initiating:**

What is it that the project should do (scope, time, cost & quality).

**Planning:**

How will the project be run.

**Executing:**

Executing the plan for the project

**Monitoring:**

How well are the project doing (measures)

**Closing:**

Did the project succeed, where there any learnings that could be utilized going forward



## Project Management Agreement (PM-agreement)

The project management agreement is the agreement made between the project manager and the company/organization involved. It covers areas like what should be delivered, by when, resources available, target dates and quality.

## RACI chart

RACI is an acronym that stands for responsible, accountable, consulted and informed.

A RACI chart is a matrix of all the activities or decision-making authorities undertaken in an organization set against all the people or roles. At each intersection of activity and role it is possible to assign somebody responsible, accountable, consulted or informed for that activity or decision.

Definitions of the RACI Categories

- **Responsible:** person who performs an activity or does the work.

- **Accountable:** person who is ultimately accountable and has Yes/No/Veto.
- **Consulted:** person that needs to feedback and contribute to the activity.
- **Informed:** person that needs to know of the decision or action.

Example of a project RACI:

Deliverable	Project Manager	Technical Lead	Client
Project Brief	R	C	
Project Plan	A	C	I
Requirements	A	R	C
Drawings	A	C	I

## Project objectives and success criteria

'Project objectives' is a definition of:

- **Purpose:**  
Why the customer/market needs the project (the customer can also be someone within the company),
- **Success criteria:** How much must the solution achieve to be a success,
- **Deliverables:** What the project must deliver to the customer in order to achieve that.

The project task is sharp and create a common direction in the project team. Sharp and shared objectives is the fuel for positive commitment.

## SMART goals

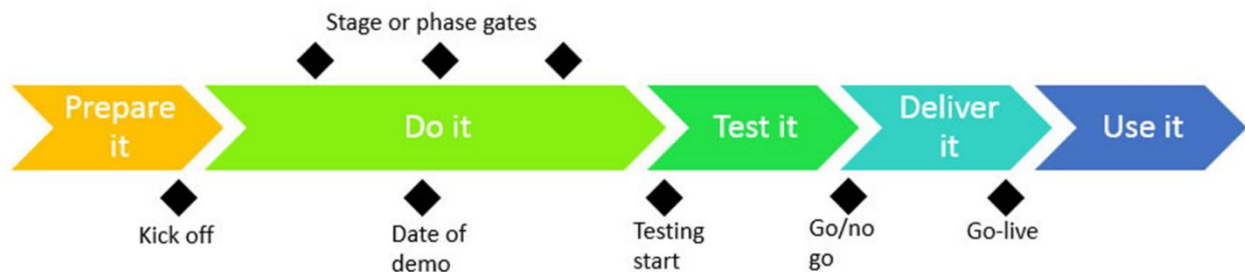
When formulating project objectives and goals, one should make sure that they are in accordance with the SMART principle. Using this, the goals can be checked against the following requirements:

- **Specific:** The aspired goal has to be clearly specified
- **Measurable:** Whether the goal has been reached or not can be measured at the end.
- **Actively influenceable:** The person taking action has enough possibilities to exert influence and the authority to actively intervene and control.
- **Realistic:** The goal can be achieved in the set time and using the available resources.
- **Timely:** A completion date has been set and agreed on.

If the formulation of the objectives and goals does not comply with these criteria, the formulation has to be worked on and improved until the above-mentioned criteria are met. It is not only a question of formulating any project goal correctly, but also communicating the goal properly and documenting the changes. Finally, what had been agreed on at the beginning and who changed what and when during the course of the project have to be clear.

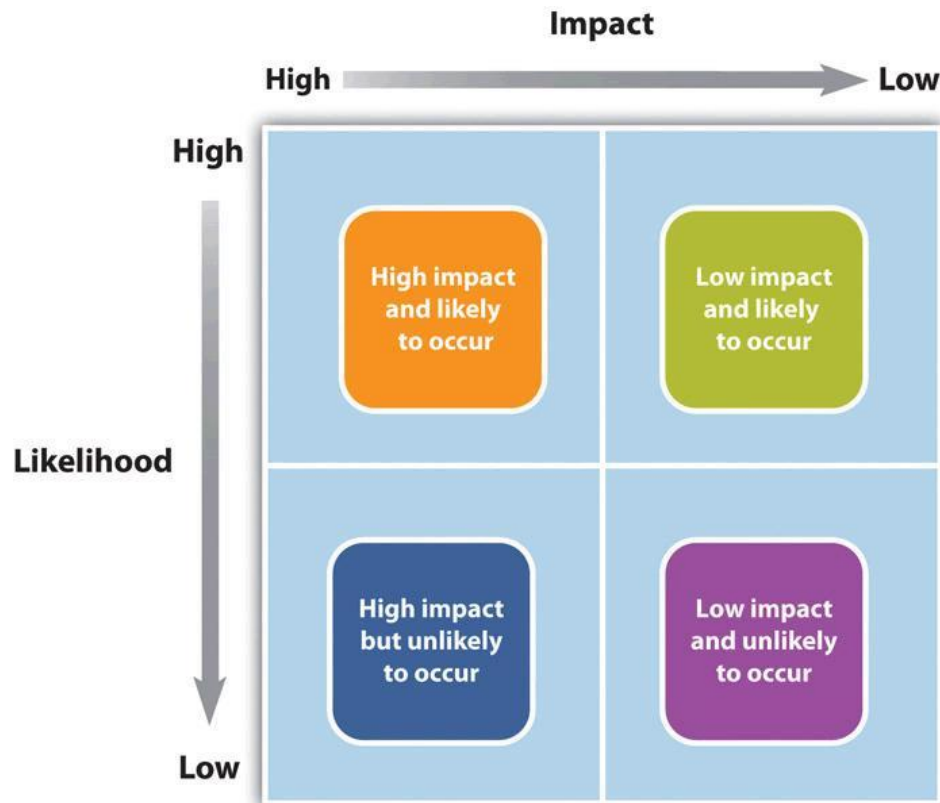
## Planning

Planning is about breaking the project deliveries into different steps and link these to time (making the project plan). See example below.



## Risk in projects

Risk management in projects is about identifying and handling issues, that could have a negative impact on project delivery. All projects are prone to risk which may or may not materialize during project execution stage. The risk could be as simple as project member's unplanned leave which could affect a specific task to be done (example test of systems). All risks need to be handled in a systematic way by either



accepting it, mitigate it (reduce likelihood of happening and/or impact of it if it happen)., transfer (to insurance or other parties) or avoiding it. All project team members should flag issues, that could have an impact on delivering the project.

## Changes in projects

All changes to project scope should be noted in a change log, because it could have an impact on the constraint mentioned earlier. You as a project team member, should raise your concerns if a change arise. The change log will cover the considerations and decision around the change (impact of the change).

## Lessons Learned

Lessons Learned (LL) may be identified at any point. Learning can come from successes where something creative or imaginative was done or from failures where something failed to meet expectations and the project would like to improve and not make the same mistakes again.

The three key questions lessons learned must answer are:

- What went right and why
- What went wrong and why
- What needs to be improved

The main sources of LL:

- Internally from project team and individual experience (follow-up meetings, non-conformance reports, etc.)
- Externally from Contractors and Industry Peers.
- Internally and externally from alerts, incident reports, conference documents and audits.