



Presentation

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Project Board Induction Kit

Introduction

This pack aims to provide a simple overview and playbook for project managers, project leaders and stakeholders to utilise to support project boards in understanding their roles and responsibilities, how members of the project board can work together through oversight, governance and stewardship of successful projects delivery.

This Playbook Includes

Common definitions and terminology used and the Prince2 process overview:

- to assist project teams and boards to use common language to reduce ambiguity.

Purpose of the project board and purpose of the project team:

- to provide clarity about how project governance and project delivery work together.

Project board roles and responsibilities and common considerations:

- to define the specific responsibilities among project boards, and to highlight common challenges and decision points that rise for project governance.

Common Definitions and Terminology Used

Project Board – a composition of three key roles: project executive, senior supplier and senior user, representing the organisation's business needs.

Project Manager – the role that will run the project on a day-to-day basis.

Activity – a process, function or task that occurs over time, has recognisable results and is managed.

Approval – the formal confirmation that a product is complete and meets its requirements (less any concessions) as defined by its product description.

Approver – the person or group (e.g. the project board) who is identified as qualified and authorised to approve a product as being complete and fit-for-purpose.

Authority – the right to allocate resources and make decisions (applies to project, management stage and team levels).

Assumption – a statement that is taken as being true for the purposes of planning, but which could change later. An assumption is made where some facts are not yet known or decided and is usually reserved for matters of such significance that, if they change or turn out not to be true, there will need to be considerable re-planning.

Acceptance Criteria – a prioritised list of criteria that the project product must meet before the customer will accept it (i.e. measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders).

Benefits Tolerance – the permissible deviation in the expected benefit that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the business case. See also tolerance.

Dependency – a dependency means that one activity is dependent on another. There are at least two types of dependency relevant to a project; internal and external. An internal dependency is one between two project activities. In these circumstances the project team has control over the dependency. An external dependency is one between a project activity and a non-project activity, where non-project activities are undertaken by people who are not part of the project team. In these circumstances the project team does not have complete control over the dependency.

Management Product – a product that will be required as part of managing the project, and establishing and maintaining quality (e.g. highlight report, end stage report).

Milestone – a significant event in a plan's schedule, such as completion of key work packages, a development step or a management stage.

Procedure – a series of actions for a particular aspect of project management established specifically for the project (e.g. a risk management procedure).

Project Brief – a statement that describes the purpose, cost, time and performance requirements, and constraints for a project. It is created before the project begins, during the starting up a project process, and is used during the initiating a project process to create the PID and its components. It is superseded by the PID and not maintained.

Project Life Cycle – the period from initiation of a project to the acceptance of the project product.

Project Product Description – a special type of product description used to gain agreement from the user on the project's scope and requirements, to define the customer's quality expectations and the acceptance criteria for the project.

Project Plan – a high-level plan showing the major products of the project, when they will be delivered and at what cost. An initial project plan is presented as part of the PID. This is revised as information on actual progress appears. It is a major control document for the project board to measure actual progress against expectations.

Project Product – that the project must deliver in order to gain acceptance.

Quality – the degree to which a set of inherent characteristics of a product, service, process, person, organisation, system or resource fulfilments.

Risk Management – the systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, planning and implementing risk responses and communicating risk management activities with stakeholders.

Stakeholder – any individual, group or organisation that can affect, be affected by or perceive itself to be affected by, an initiative (i. e. a program, project, activity or risk).

Tailoring a method or process to suit the situation in which it will be used.

Start up – the pre-project activities undertaken by the executive and the project manager to produce the outline business case, project brief and initiation stage plan.

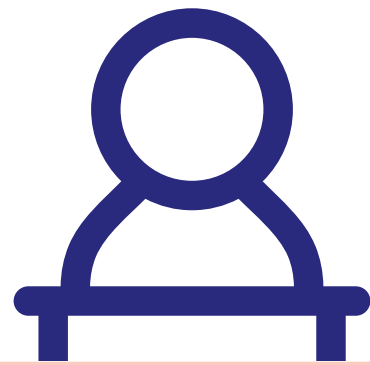
Sponsor – the main driving force behind a program or project. PRINCE2 does not define a role for the sponsor, but the sponsor is most likely to be the executive on the project board, or the person who has appointed the executive.

Tolerance – the permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefits and risk. Tolerance is applied at project, management stage and team levels. *tranche A* program management term describing a group of projects structured around distinct step changes in capability and benefit delivery.

Purpose of the Project Board and Project Team

Project Board	Project Manager	Project Team
<p>The project board has the authority to govern, direct and monitor the delivery of the project throughout its life cycle by exercising overall control and making key decisions, and providing escalation point for corrective actions, as needed for a successful project outcome.</p>	<p>The role of the project manager is to run the project on a day-to-day basis on behalf of the project board within the constraints advised by them. They are responsible for active engagement across all members of the project team and interconnections back into the organisation about the project.</p> <p>Throughout the project, the project manager needs to identify where corrective actions are needed and or escalation required, and proactively works with team members to identify ways to remove barriers for delivery.</p>	<p>Comprises the group of resources that are responsible for the delivery of the project activities through the project lifecycle. This may included dedicated project resources (100%) and or a matrix style team, with representatives from business areas who are completing agreed project activities, or who will be end-users of the new or upgraded system. This can also included contracted/vendor resources.</p> <p>The purpose of the project team is to conduct the work that is required to successfully deliver the project.</p>

Project Board Structure



Project Executive

This role is defined to look after the business interest and ensure this remains throughout the project and have the appropriate level of authority to make decisions and balancing the demands of business, user and supplier.

The executive is accountable for the delivery of the project.



Senior User

The senior user is responsible for specifying the needs of the users and for user liaison with the project management team through the project lifecycle.

The senior user is responsible for monitoring that the solution will meet those needs of the business case for the quality, functionality and ease of use.

The senior user is responsible for realising the business benefits.



Senior Supplier

This role will represent the viewpoint of those who will provide the necessary skills to deliver the project product and be accountable for the quality of the products.

The senior supplier is responsible for ensuring supplier resources are available and committed to the project.

Project Board Collective Responsibilities

The project board is accountable for the success of the project, overseeing the project delivery and providing the governance required to ensure the product or service delivered is aligned to that set out in the business case.

They have sufficient authority to direct and manage the project and will be responsible for:

Project Board Collective Responsibilities

- Providing direction to the project through regular, prioritised project board meetings, informal communications and controls.
- Setting the constraints and tolerances for the project manager.
- Approving all project gateways, project expenditure and resourcing within agreed tolerances, escalating to PMO where tolerances are exceeded.
- Approving change requests, exception reports and the project closure report.
- With endorsement via the PMO, when agreed tolerances are exceeded.
- Overseeing, disseminating and guiding project communications.
- Constant monitoring of the project business case to ensure the project remains viable and beneficial to the organisation.
- Ensuring the projects risks and issues are being tracked and managed effectively, and that the project team are actively addressing issues, and bringing options to the board for corrective action approval, in a timely way.
- Ensuring that the project is being managed and controlled effectively, including challenging scope change requests, keeping the board and project team on track, maintaining appropriate project focus (mitigate slippage).
- Provide assurance that all project products have been delivered satisfactorily and confirm acceptance of project products and provide assurance that all project acceptance criteria have been met.

Project Executive Responsibilities

The project executive is accountable for the successful outcome of the project. Their primary objective is to keep the project focused on achieving the objectives as set out in the project mandate and the business case. Ensuring that the product or service delivered will achieve the forecasted benefits.

In addition to the project board's collective responsibilities, the project executive is responsible for:

Project Executive Responsibilities

- Selecting the board members with the assistance of the project manager (ensuring the board is kept to a minimum, consisting of the key stakeholders capable of steering the project and making decisions).
- Overseeing the development of the detailed business case and ensuring it aligns with the organisation's strategic aims.
- Holding the senior supplier to account for the specialist approach and specialist products created by the project.
- Holding the business owner/senior user to account for realising the benefits in the business case, ensuring that benefits review takes place to monitor to which extent the business case benefits are achieved.
- Identifying a business owner for transfer of responsibility from the project during the project closure stage.
- Monitoring and controlling the progress of the project at a strategic level in particular reviewing the business case regularly with reference to the evolving environment that the project is being delivered into.
- Ensuring that risks associated with the business case are identified, assessed and controlled in the project.
- Ensuring the board make timely decisions on escalated issues, with particular focus on continued business justification
- Chairing project board meetings and ensuring the board's effectiveness.
- Accountable for assurance that the project remains on target to deliver products that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances.

Senior User Responsibilities

The senior user is responsible for specifying the needs of those who will use the project's product(s) and monitoring the assurance that the product(s) will meet those needs within the constraints of the business case.

In addition to the project board's collective responsibilities, the senior user is responsible for:

Senior User Responsibilities

- Providing the customer quality expectations and defining acceptance criteria for the project.
- Ensuring the desired outcome of the project is specified.
- Ensuring the project produces products that will deliver the desired outcomes and meet user requirements.
- Ensuring the expected benefits derived from the project's outcomes are realised.
- Provide a statement of actual versus forecast benefits at benefits reviews.
- Resolving user requirements and priority conflicts, ensuring that BAU resources are available as required to complete project activities.
- Ensuring user resources required for the project are made available to undertake user quality inspections and product approval.
- Making decisions on escalated issues, with particular focus on safeguarding the expected benefits.
- Cascading information to the user community as relevant.
- Providing the user view and any impact on follow-on action recommendations that may be suggested as a solution.
- Undertaking project assurance from the user perspective and where appropriate, delegating user project assurance activities
- Selecting the board members with the assistance of the project manager (ensuring the board is kept to a minimum, consisting of the key stakeholders capable of steering the project and making decisions).

Senior Supplier Responsibilities

The senior supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products and are accountable for the quality of the products delivered and responsible for the technical integrity of the project.

In addition to the project board's collective responsibilities, the senior supplier is responsible for:

Senior Supplier Responsibilities

- Assessing activities involved in delivering the project and confirming the viability of the project approach.
- Advising on the selection of design, development and acceptance methods for the project delivery.
- Ensuring the proposals for designing and developing the products are realistic.
- Ensuring the supplier resources required for the project are made available, including ongoing engagement with BAU resource managers to ensure continued project prioritisation and participation.
- Making decisions on escalated issues with particular focus on safeguarding the integrity of the complete solution.
- Resolving any supplier requirements and priority conflicts, in the participation of project resources and completion of project activities.
- Proactively working with the project manager to identify resource challenges, plan BAU teamwork load (for BAU resources participating in the delivery of the project).
- Briefing non-technical management on supplier aspects of the project.
- Selecting the board members with the assistance of the project manager (ensuring the board is kept to a minimum, consisting of the key stakeholders capable of steering the project and making decisions).
- Ensuring quality procedures are used correctly so that project products adhere to requirements specified by the users.
- Undertaking project assurance from the supplier perspective and where appropriate delegate supplier project assurance activities.

Common Considerations for Project Boards

Board Membership Throughout the Project Lifecycle

During project management, members of the project board may take leave, move to another job or become unavailable. This results in either proxy participation on the project board, or replacement of the board member.

To ensure this does not cause disruption to the project momentum, agreed scope or cause unnecessary project delays, the remaining project board members to make agreement with the proxy or the new member, to not re-prosecute decisions that have already made and to provide a summary of the decisions and actions taken to date.

Common Considerations for Project Boards

Negotiation of Resources that are Participating in the Project, Alongside BAU Work

One of the most common risks and issues that project boards face is the escalation of resource constraints, often from teams who are participating in the project, while maintaining their participation in their BAU activities. This can result in project delays, and a lot of project team focus on reactively responding to resource challenges.

The role of senior supplier and senior user are designed to mitigate this risk. The senior supplier should be a representative from the business area who is supplying the majority of the resources that will be delivering the project. The senior supplier acts as the senior conduit between the project manager and the delivery teams (internal and external) to ensure project activities are completed on time and to agreed quality and scope.

Common Considerations for Project Boards

Similarly, the role of senior user should be filled by a representative from the business area that will be most impacted by what the project will deliver. They are the end-users of the new system or improved product. The senior user acts as the senior conduit between the project team and manager to manage the successful engagement and change management with the end-user group.

Common Considerations for Project Boards

Differing Views and Decision Making Across Project Board Members

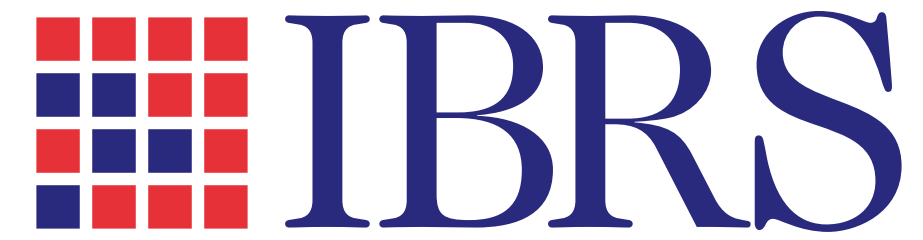
Another common scenario is the non-alignment of views across the three members of the project board. This can impact on decision making and project momentum. It can be tempting to solve this through longer and or additional board meetings, however, the structure of the project board itself enables a path forward.

The senior user and senior supplier roles are advisory in nature on the board. The final decision maker is the project executive. This is why it is important to ensure that the project executive is filled by a staff member with appropriate understanding of the business, it's drivers, the project itself and the benefits it will provide.

Common Considerations for Project Boards

Benefits Realisation and Management

A critical component of project governance and project management is the identification and management of the benefits that will be achieved through the successful delivery of the project. The project board is responsible for clearly articulating the benefits the project will achieve, and ensuring that appropriate processes and plans are in place, to track the achievement of the benefits, or the action required to realise the benefit is done (e.g. complete decommissioning of a replaced system).



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