

Appendix 3.

Model of good project management practice

| Project area | Basic practices | Adequate – improving practices | Advanced practices |
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| Vision & direction <ul style="list-style-type: none"> Strategic alignment & business case Sponsor commitment | <ul style="list-style-type: none"> A simple business case exists with limited benefits appraisal No clear linkage between the project and overall strategy of the business There is an absence of sponsorship or no clear lead/direction to the programme from senior management | <ul style="list-style-type: none"> Business case exists – with a compelling vision for the programme Objectives linked to strategy – and regularly updated Sponsor of appropriate experience, seniority and influence in place to support the project | <ul style="list-style-type: none"> A clear and compelling vision for the programme is defined and translated into statements of programme mission and objectives There is a balanced scorecard of Critical Success Factors and Key Performance Indicators, reflecting the mission and objectives There is strong top management support and commitment to sponsor |
| Planning <ul style="list-style-type: none"> Governance Risk management Procurement strategy | <ul style="list-style-type: none"> No clear organisational structure Roles and responsibilities are not defined or are unclear Basic risk assessments and treatment provision across businesses Insufficient or weak procurement analysis, does not consider market interest or appetite for the project | <ul style="list-style-type: none"> Organogram is in place, complete and complied with Roles and responsibilities have been defined and documented Risk management integrated into core processes – and with some modelling capability Documented procurement strategy – awareness of market appetite for the project | <ul style="list-style-type: none"> Dedicated roles allocated, including a board panel, steering/working group and project management team linked to KPIs and scorecards Clear linkage between financial performance and risk management performance Overall risk and treatment portfolio approach Procurement strategy well matched to project risk profile and market appetite |
| Execution <ul style="list-style-type: none"> Project management Resources & people Procurement | <ul style="list-style-type: none"> No project baseline, scope changes incorporated without review/control or amendments to budget and schedule There is a lack of team spirit or staff in silos Insufficient resources to deliver the project: quantity and capability Weak supplier interest in the project | <ul style="list-style-type: none"> Change control is present – and is dynamic and reviewed/linked to strategy, opportunities and risk appetite Resources brought in to deliver programme – and based on an assessment of capability and skill mix External resource used to backfill business as usual Effective competition amongst capable suppliers | <ul style="list-style-type: none"> There are effective controls over any proposed changes to the business requirements The team possess complementary skills in order to support high performance There is an open and constructive management culture Strong constructive relationships with key suppliers |
| Measuring & monitoring <ul style="list-style-type: none"> Benefits management Reporting | <ul style="list-style-type: none"> Projects have poorly defined deliverables Benefits are qualitative or are based on spurious assessments Reporting is viewed as an administrative activity that adds no value | <ul style="list-style-type: none"> Statements of deliverables exist at project and work-stream level Benefits are defined and quantified at least at a basic level Reports to senior managers are available – and produced within days not weeks | <ul style="list-style-type: none"> Benefits are clearly quantified in terms related to improved business performance Benefits defined at workstream, project and business level Performance information is highly accessible, available at any time and is easy to interpret via a 'dashboard' |
| Business acceptance <ul style="list-style-type: none"> Change management Stakeholder management | <ul style="list-style-type: none"> There is no clear change management strategy or plan in place The case for change is questionable and has not been clearly articulated A rudimentary analysis and assessment of stakeholders' needs has been undertaken | <ul style="list-style-type: none"> The consequences of basic resistance to change are exposed and understood – and plans exist to manage this risk A stakeholder engagement plan is in place – and senior managers realistically estimate the necessary time commitment | <ul style="list-style-type: none"> There is a clear change strategy and approach with sufficient involvement of stakeholders to make change happen Change is seen as not imposed but an opportunity All stakeholders are identified and expectations are classified and understood |