

# Project Management Matrix



Project Activity / Practice	Document reference	Requirements depending on project size or scope								
		Capital projects			ICT projects			'Other' projects		
		Maj	Mod	Min	Com	Std	Sml	Com	Std	Sml
<b>1 Initiate</b>										
<b>Project Business Case &amp; Benefits Realisation assessment</b>										
Formal process for initiation / start up with approval of project feasibility or project assessment.	<a href="#">Business Case</a>	✓	✓	O	✓	✓	O	✓	✓	O
Business Case includes: <ul style="list-style-type: none"> <li>• sound basis, justifiable assumptions and consistency in methodology</li> <li>• a measure of ROI</li> <li>• specific 'SMART' KPIs [SMART = Specific, Measurable, Achievable, Relevant, Time-based]</li> <li>• key project benefits and functional requirements</li> <li>• a plan to realise those benefits and method to allow for comparison during review</li> </ul>	<a href="#">Business Case</a>	✓	✓	A	✓	✓	A	✓	✓	A
Business Benefits identification and plan	<a href="#">Business Case</a>	✓	✓	O	✓	✓	O	✓	✓	O
<b>2 Plan</b>										
<b>Project Structure &amp; Governance</b>										
Project Sponsor allocated with seniority and understanding to ensure successful project delivery	<a href="#">Project Sponsor Responsibilities</a>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Project Manager allocated with seniority and understanding to ensure successful project delivery	<a href="#">Project Manager Responsibilities</a>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Creation of Steering Committee with members of sufficient skill & experience including appropriate representation of stakeholders	<a href="#">Project Steering Committee Responsibilities</a>	✓	✓	N/A	✓	O	N/A	✓	O	N/A
Creation of Project Board/Working Group with members of sufficient skill & experience including appropriate representation of stakeholders	<a href="#">Project User Group   Project Working Party Responsibilities</a>	✓	✓	O	✓	O	O	✓	O	O
Creation of Project Board/Working Group with members of sufficient skill & experience including appropriate representation of stakeholders	<a href="#">Independent External Oversight Responsibilities</a>	✓	O	N/A	✓	O	N/A	✓	O	N/A
Establishment of Project Team with members of sufficient skill & experience including appropriate representation of stakeholders	N/A	✓	✓	✓	✓	✓	O	✓	✓	O
<b>Planning</b>										
Creation of project plan which includes justifiable assumptions in terms of time, budget, quality and human resources	<a href="#">Project Plan</a>	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Risk Management</b>										
Creation of Risk Matrix in accordance with the University <a href="#">Risk Management Policy</a> including at a minimum: risk description, rating, risk owner, mitigation plan, status/progress	<a href="#">Risk Matrix</a>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Regular updating of risk log or matrix and reporting to Project Board/Working Group/Steering Committee where applicable	<a href="#">Information provision</a>	✓	✓	A	✓	✓	O	✓	✓	O
<b>3 Execute &amp; Control</b>										
<b>Issue Management</b>										
Creation of Issue Log including at a minimum: description, rank / priority, responsibility, status/progress	<a href="#">Issue Register</a>	✓	✓	A	✓	✓	A	✓	✓	A
Regular reporting to Project Board/Working Group/Steering Committee where applicable	<a href="#">Information provision</a>	✓	✓	A	✓	✓	A	✓	✓	A
<b>Reporting</b>										
Establish reporting requirements including: regularity, responsibility for creation and target audience (COG, Project Board/Working Group/Steering Committee, project team).	<a href="#">Status update</a>	✓	✓	A	✓	✓	A	✓	✓	A
'End of stage' reporting with signoff requirements	<a href="#">Information provision</a>	✓	✓	A	✓	✓	O	✓	✓	O
<b>Change Management</b>										
Documented change management process which ensures appropriate delegation of authority sign-off requirements and project flexibility	<a href="#">Change Management Plan</a>	✓	✓	A	✓	✓	A	✓	✓	A
<b>Quality Assurance and Administration</b>										
Documented quality plan with specific objectives or tasks to ensure achievement of project deliverables	<a href="#">Project Plan</a>	✓	✓	A	✓	✓	A	✓	✓	A
For systems developments, creation of test plan which includes functional and user testing, error logs, resolutions and re-testing	<a href="#">Project Plan</a>	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓
Independent assurance process over quality management and approval including the role of a project mentor / coach (internal / external)	<a href="#">Project Plan</a>	✓	O	O	✓	O	O	✓	O	O
Definition of filing system employed and documents to be retained	<a href="#">Project Plan</a>	Management of records as per <a href="#">Records Management Policy</a>								
<b>4 Project Closure &amp; Post Implementation Review</b>										
Post Implementation Review (PIR), including documented and approved Benefits Realisation Review	<a href="#">PCPIR template</a>	✓	✓	A	✓	✓	O	✓	✓	O
Assessment of unrealised benefits and formation of log/action plan	<a href="#">PCPIR template</a>	✓	O	O	✓	✓	O	✓	O	O

Key: Maj = Major; Mod = Moderate; Min = Minor; Com = Complex; Std = Standard; Sml = Small; ✓ = Required; A = Abridged; O = Optional; N/A = Not Applicable