

# ITS Project Office

## Role of a Project Manager

### V1.0

#### Who controls a project?

The Sponsor<sup>1</sup> is in control of a project in its initial stages leading up to the project being approved in principle. During this period, the key features of the project, including the specific deliverables, and the business benefits and opportunities of undertaking the project, are set out in a brief concept document. The Project Office then checks the project as defined in the concept document for conformance to the University Operational Plan, completeness, dependencies and overlaps with other projects. Project Office may recommend changes to the project concept based on these checks. Once the Project Office is satisfied with the concept document, it will recommend to ITS Management that the project be added to the ITS Operational Plan at a suggested priority. Either concurrently or at a later time, depending on availability of resources to complete the project and relative priority of projects waiting to begin, Project Office will recommend to ITS Management that the project be approved in principle and assigned a Project Manager. As soon as the project is approved in principle, authority and control of the project passes from the Sponsor to the Project Manager.

#### Role of the Project Manager

The Project Manager is the individual responsible for delivering the project. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis. The Sponsor and Project Governance board (if applicable) acknowledge the authority of the Project Manager to run the project, and fully support his or her efforts towards fulfilling the defined project deliverables, according to the defined schedule, cost and other project parameters. They work with the Project Manager to manage any high level risks to the project which may crop up from time to time, and to manage any variations to scope and deliverables part way through a project, through the formal project variation management process, as business needs change.

#### Specific responsibilities

The Project Manager:

- *Selects* the appropriate project management tools, templates and project lifecycle stages for the project, using ITS Project Office standards where applicable
- *Plans* the project, including preparing and maintaining relevant project *documentation*, such as the Project Charter, Business Case, Risks and Issues register, and Financial statements
- *Manages* the production of the *deliverables* defined in the Project Plan or Concept document through all stages, and maximises Sponsor / stakeholder *satisfaction*
- *Manages stakeholder involvement* in the project, including where applicable the Project Team, Change Advisory Board, Technical Solutions Group, Service Delivery Group, ITS Management (eg for policy matters), Sponsor and Project Governance Board
- *Manages, monitors and controls* all aspects of the project, including project preparation, scope & variation, schedule & timeline, cost & resources, quality,

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<sup>1</sup> See companion document "Project Office: Role of a Sponsor"

communication, risk, procurement and closure; initiates corrective action where necessary; liaises with the project sponsor to manage any variations to scope and deliverables part way through a project, through the formal project variation management process, as business needs change; develops risk mitigation and contingency plans

- *Liaises* with Project Office on inter-project dependencies, to ensure that work is neither overlooked nor duplicated
- *Reports* on project progress to stakeholders
- *Evaluates* project performance through a Post Implementation Review; summarises project performance and lessons learned, in a Project Manager Portfolio Item document.

### **Skills and attributes**

The Project Manager should be able to:

- Apply Lincoln University standard project management approaches to the specific requirements of the project
- Direct, manage and motivate the project team
- Develop and maintain an agreed project plan and detailed stage plans
- Plan and manage the deployment of resources to meet project milestones
- Build and sustain effective communications with stakeholders

The Project Manager should be appropriately trained in project management techniques and processes. It is essential that the skills and experience of the Project Manager are matched to the requirements of the project.

*Acknowledgement: This document is based partly on OGC materials available in the public domain*