This guide describes key PM² concepts, providing a common language and approach to project management for UCD staff

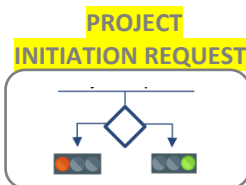## PROJECT >> OUTPUTS >> OUTCOMES >> BENEFITS

Why do we do Projects?

- Projects deliver **outputs (deliverables)** that deliver a change (e.g. a new website)
- These changes generate **outcomes** (e.g. increased revenue)
- In the long term these outcomes produce **benefits** or impact (e.g. revenue increased by 10%)

Project **outputs (deliverables)** are merely a means to an end. The real purpose of a project is to achieve certain **outcomes**. The measurable contribution towards strategic objectives are considered the **benefits** of the project.

## A BROAD VIEW OF A PROJECT (Pre-Project, Project Work, Post-Project)

PROJECT INITIATION REQUEST

PROJECT MANAGEMENT LIFECYCLE (PM²)

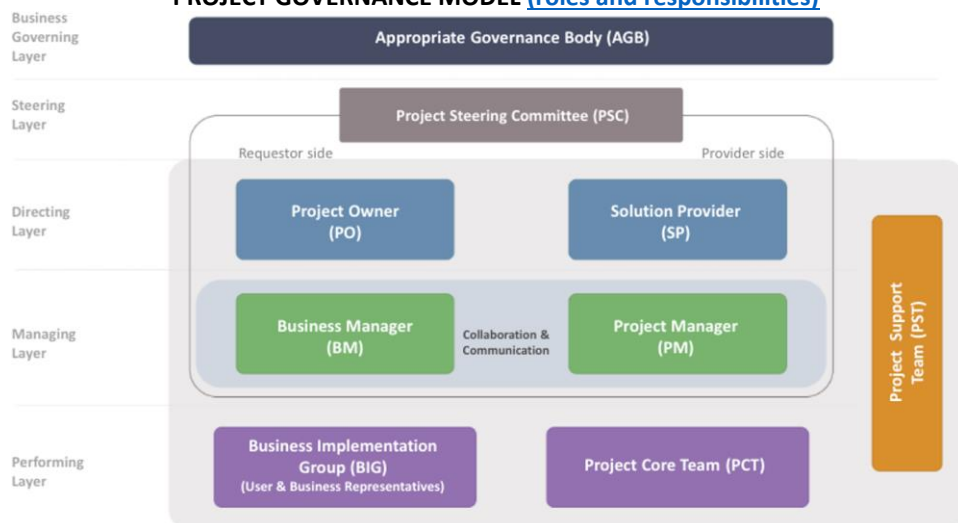Initiating → Planning → Executing → Closing

Post-Project

Note that project **outcomes** and **benefits** are often realised only after the project has closed

ORGANISATIONAL CHANGE MANAGEMENT (Prosci)

Prepare Approach → Manage Change → Sustain Outcomes
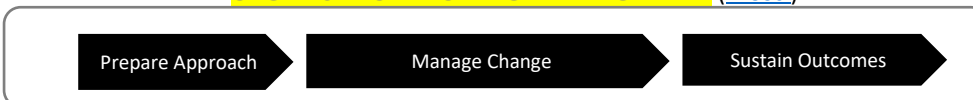
## PROJECT GOVERNANCE MODEL (roles and responsibilities)

Project Owner (PO) The PO represents the business side of the project, chairs the PSC, and is the key-decision maker. The PO is accountable for the overall project success.

Business Manager (BM) The BM represents the PO in the day-to-day management of the project. The BM coordinates user and business representatives, and leads organisational change management activities for the implementation of the business changes (e.g. user training).

Solution Provider (SP) The unit that will execute the project and will be accountable for the deliverables requested by the PO, will nominate a person to act as the SP. The SP appoints the Project Manager (PM) and represents the interests of those who design, manage and implement (or outsource) the project's deliverables. The SP is a UCD employee and for outsourced activities, the SP becomes accountable for the contractor's performance.

Project Manager (PM) The PM oversees the project on a daily basis and assumes responsibility for the project management work and deliverables.

PROJECT MANAGEMENT LIFECYCLE (full size)
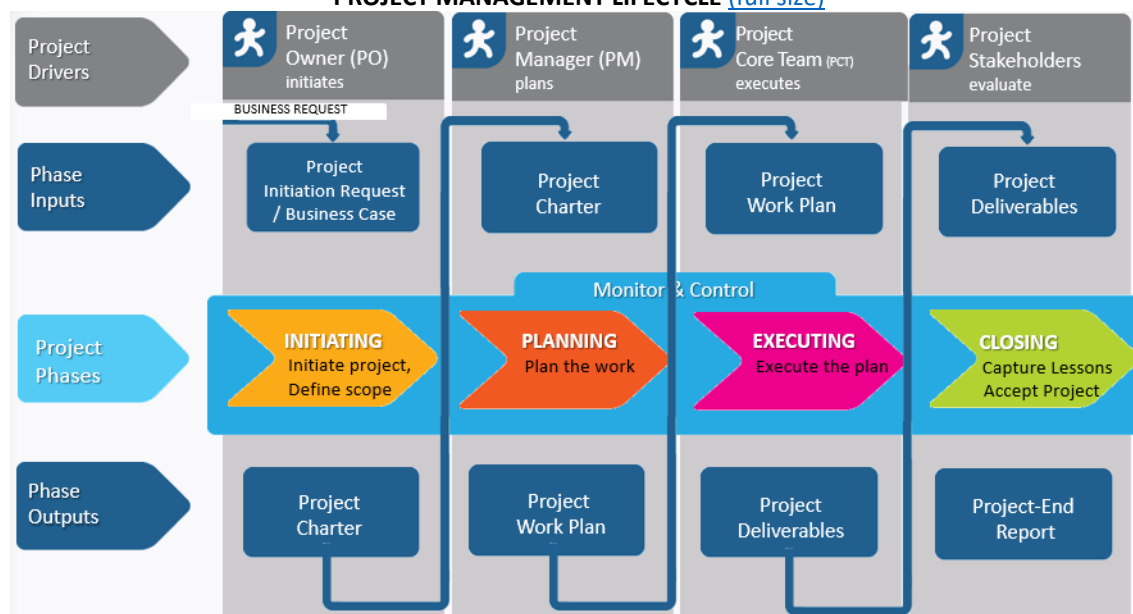
Key Artefacts

- **Project Charter** – full version or one page version – describes key aspects of the project for approval by the appropriate governance body. It includes the what, how and when fundamentals of the project and provides a baseline against which progress can be measured.
- **Project Status Report**

Other PM² Artefacts

Guide and Training Material

- PM² Project Management Methodology Guide
- 'PM² Essentials Training Materials' slides
- 'PM² Essentials, Project Management Methodology' e-learning Module

UCD has Organisational Membership of the **PM² user group** the **PM² Alliance**, which allows discounts on their services for all UCD staff and students.

UCD has a **Project Management Community of Practice (PM CoP)** which aims to build and share knowledge, as well as to develop an informal network of like-minded individuals. New members are always welcome. Click **here** to join.