



UNIVERSITY OF  
CAMBRIDGE

# Project Organisation

Joint School Computing Service

Project Manager: Alasdair Jack

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**Derived from Prince2™ Methodology**



**CONTENTS**

**Contents**

<b>1. Approvals</b>	<b>3</b>
<b>2. Change Control Record</b>	<b>3</b>
<b>3. Introduction</b>	<b>4</b>
3.1 Purpose of Document	4
3.2 Related Documents	4
<b>4. Project Organisation</b>	<b>4</b>
4.1 Project Approach to Organisation Structure	4
4.2 Project Management Team	5
<b>5. Responsibilities</b>	<b>6</b>
5.1 Project Board	6
5.2 Steering Group	6
5.3 Project Manager	7
5.4 Project Team	7
5.5 HR Advice	8



## 1. Approvals

Role	Name	Date
Project Steering Group	Prof. Derek Smith	19/08/2014
Project Steering Group	Richard Bartlett	18/08/2014

## 2. Change Control Record

Date	Changed By	Version	Change
01/10/2014	Alinda Tyler	1.1	4.2 – Updated Project Structure, including lay-out and removal Al Downie from team.
02/08/2015	Alasdair Jack	1.2	4.2 – Updated Project Structure, removed Iain Clark and changed project manager to Alasdair Jack.



## 3. Introduction

### 3.1 Purpose of Document

The purpose of the Project Organisation Document is to clearly define and establish the project's structure of accountability and responsibilities for the Joint School Computing Service (JSCS) project and is based on Prince2 Methodology.

### 3.2 Related Documents

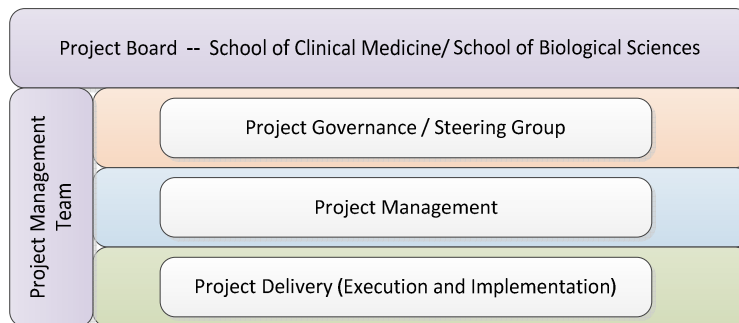
For further details of the JSCS project, please see:

- Project Brief
- PID (after Project Initiation)

## 4. Project Organisation

### 4.1 Project Approach to Organisation Structure

The Project Management structure has four levels, three of which represent the project management team and the fourth which sits outside of the project.



#### Project Board

The Project Board sits outside the project management team, but is responsible for commissioning the project.

#### Steering Group – Directing a project

The Steering Group is responsible for the overall direction and management of the project, within the constraints set out. The Steering Group is accountable for the success of the project and as part of directing the project, the Steering Group will:

- Approve all major plans and resources
- Authorise any deviation that exceeds or is forecast to exceed project planning, timelines, scope and cost
- Approve the completion of each stage and authorise the start of the next stage
- Communicate with other stakeholders

**Project Management**

The Project Manager is responsible for the day-to-day management of the project. The prime responsibility is to ensure that the project produces the required products (project deliverables) in accordance with the time, cost, quality, scope, risk and benefit performance goals.

**Project Delivery**

While the Project Manager is responsible for the day-to-day management of the project, the team members are responsible for delivering the project’s products (project deliverables) to an appropriate quality within a specified timescale and cost.

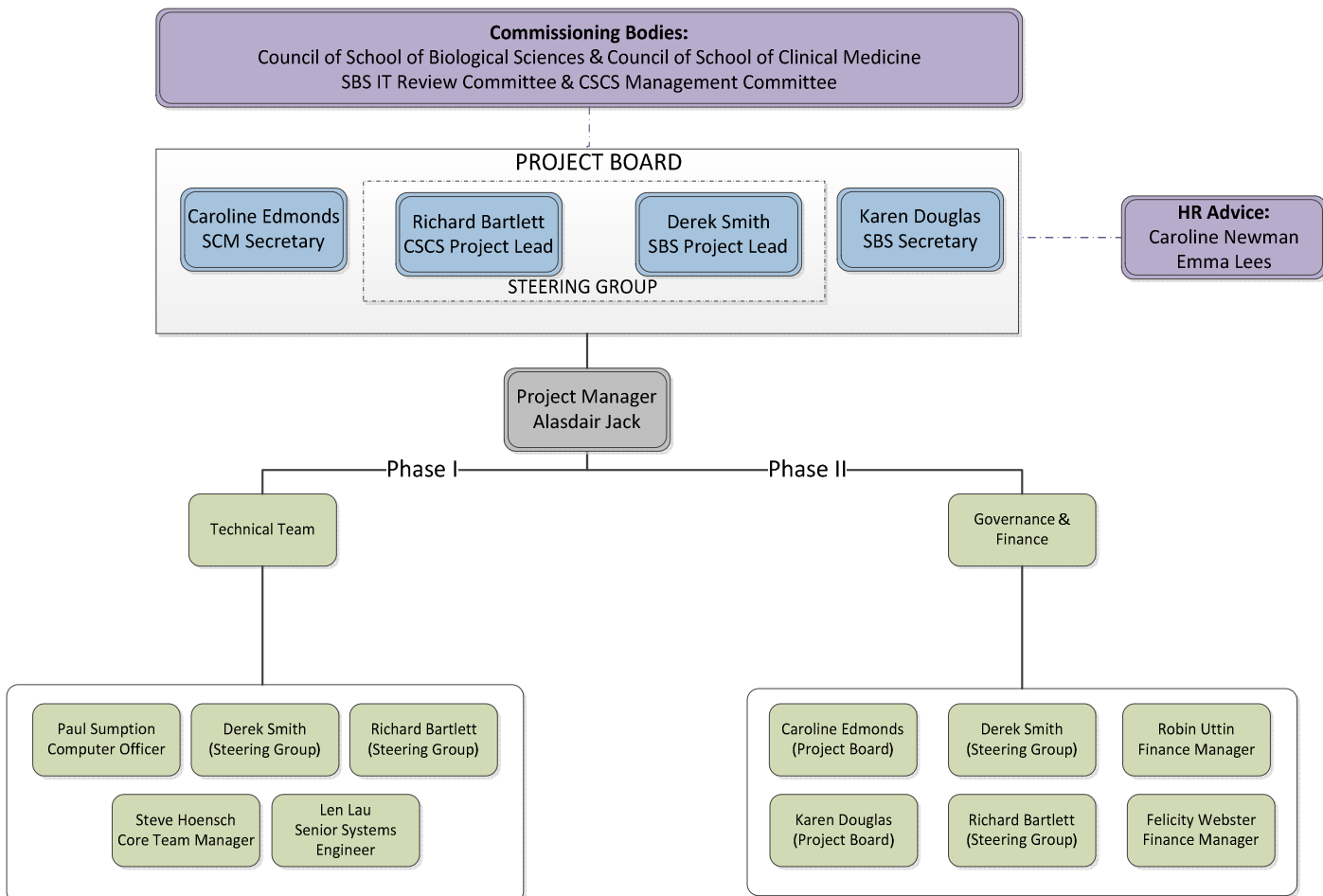
**4.2 Project Management Team**

“A Project Management Team is a temporary structure specifically designed to manage the project to its successful conclusion.”

- By Prince2 Methodology

The structure allows for channels of communication to decision making forums and is backed up by role descriptions that specify the responsibilities, goals, limits of authority, skills, knowledge and experience required for all roles in the Project Management Team.

The structure of the Project Management Team does not necessarily reflect line function or seniority, but represents roles on the project.





## 5. Responsibilities

### 5.1 Project Board

The Project Board represents the 'commissioning bodies' for the Joint School Computing Service project and is responsible for the review and sign off of the Final Recommendation for the JSCS.

Further responsibilities of the Project Board is providing management and decision making with regards to the Risk Management above risk tolerance

### 5.2 Steering Group

The Steering Group has authority and responsibility for the project within the instructions set by the Project Board.

The responsibilities of the Steering Group are:

- Approve all major plans and resources
- Authorise any deviation that exceeds or is forecast to exceed project planning, timelines, scope and cost
- Providing the resources (obtain Departmental approval and commitment) and authorising the funds necessary for the successful completion of the project
- Authorise any Project Change before it is implemented
- Approve the completion of each stage and authorise the start of the next stage
- Being accountable for the success or failure of the project in terms of the SBS and SCM interests
- Providing unified direction to the project. The key responsibility is to provide direction to the Project Manager, it is important that the Steering Group members have a unified view as to what the direction should be
- Governs project risk
- Delegating effectively, using the JSCS Project Organisation Structure and controls designed for this project
- Facilitating integration of the Project Management Team with the functional units of SBS and SCM
- Ensuring effective decision making
- Ensuring effective communications both within the Project Team and with external stakeholders
- Responsible for Project Assurance, i.e. monitoring all aspects of the project's performance and products independently of the Project Manager
- To ensure the project is focussed on achieving its objectives and delivering a product that will achieve the forecasted benefits
- To ensure there is a cost-conscious approach
- Balancing the demands of SBS and SCM
- Accountable for the quality of products
- Responsible for the technical integrity of the project
- To monitor products against requirements
- To specify benefits
- To be held accountable to the Project Board that the forecasted benefits are in fact realised
- Responsible for the Final Recommendation report



## 5.3 Project Manager

The Project Manager is the single focus for day-to-day management of the JSCS project and has the authority to run the project on behalf of the Steering Group.

The following responsibilities are included:

- Responsible for delegating responsibility for project deliverables to the Project Work Stream Leaders
- Management of Work Stream Leaders
- Liaison with the Steering Group
- To Manage Project Change Request Process and receive authorisation from the Steering Group before implementing
- Project Budget Monitoring and to escalate to Steering Group where required
- To set-up and manage Project Governance, i.e. project controls and to ensure they are followed/ attended
- To create and distribute Project Progress reporting to all relevant parties
- Responsible for Risk and Issue Management and to escalate to Steering Group as deemed required
- The production and sign-off of relevant Project Documentation, including review and updates of any key Project Documentation such as the Business Case, PID or RSD
- Chairing regular project progress meetings
- Manage relationship with internal and external stakeholders at a project level
- Chair all workshops as required

## 5.4 Project Team

The Project Team is responsible to ensure production of those products / project deliverables allocated by the Project Manager. The Work Stream Leaders report to, and take direction from, the Project Manager with respective reporting lines to the Project Executive at SCM and Senior User at SBS.

The Work Stream Leaders will ensure that and are responsible for:

- Work on products / project deliverables allocated to the team is authorised and agreed
- Produce, in cooperation with Project Manager, a Team Plan to show that the products / project deliverables can be completed within time and sufficient resources available for sign off by Steering Group
- Directly responsible for, and owning of, all project deliverables to be as per defined technical requirements
- Undertake a review of the risks against the Team Plan and advise the Project Manager of any additional or modified risks
- Monitor and control any issues and risks associated with the Team Plan/ project deliverables and advise the Project Manager of their status
- Notify the Project Manager of any new issues, risks or lessons.
- Team members and suppliers are clear as to what is to be produced and what is the expected effort, cost or timescales
- To manage the development of the required products
- Responsible for UAT (User Acceptance Testing) for all project technical deliverables The planned products are delivered to expectations and within tolerance (for time, cost, quality, benefits)
- Accurate progress information is provided to the Project Manager at an agreed frequency (to ensure expectations are being managed)
- Demonstrating that the project products/ deliverables meet its quality criteria
- Obtaining approval for completed products
- Ensure all solutions are appropriate and Compliant, to include:



- Grant conditions
- National legislation and DPA
- JANET policy
- ISC policy

## **5.5 HR Advice**

The Project Board / Steering Group will receive advice from HR (Caroline Newman for SCM and Emma Lees for SBS) where appropriate. This advice will be taken and incorporated in the proposed models for a JSCS.

Caroline Newman and Emma Lees will act as liaisons with the Unions to ensure that all staff and stakeholders will be kept informed on project progress and to manage staff expectations in terms of potential change in IT staff structure in the situation the Councils of both Schools authorise the final recommendation for a JSCS.

As part of their advisory role to the project, Caroline Newman and Emma Lees will provide advice on consultation requirements, any relevant proposals and potential / expected people implications.

HR will provide final sign off on the Governance & Finance recommendation that will complete the final recommendation to be provided to the Councils of both Schools.