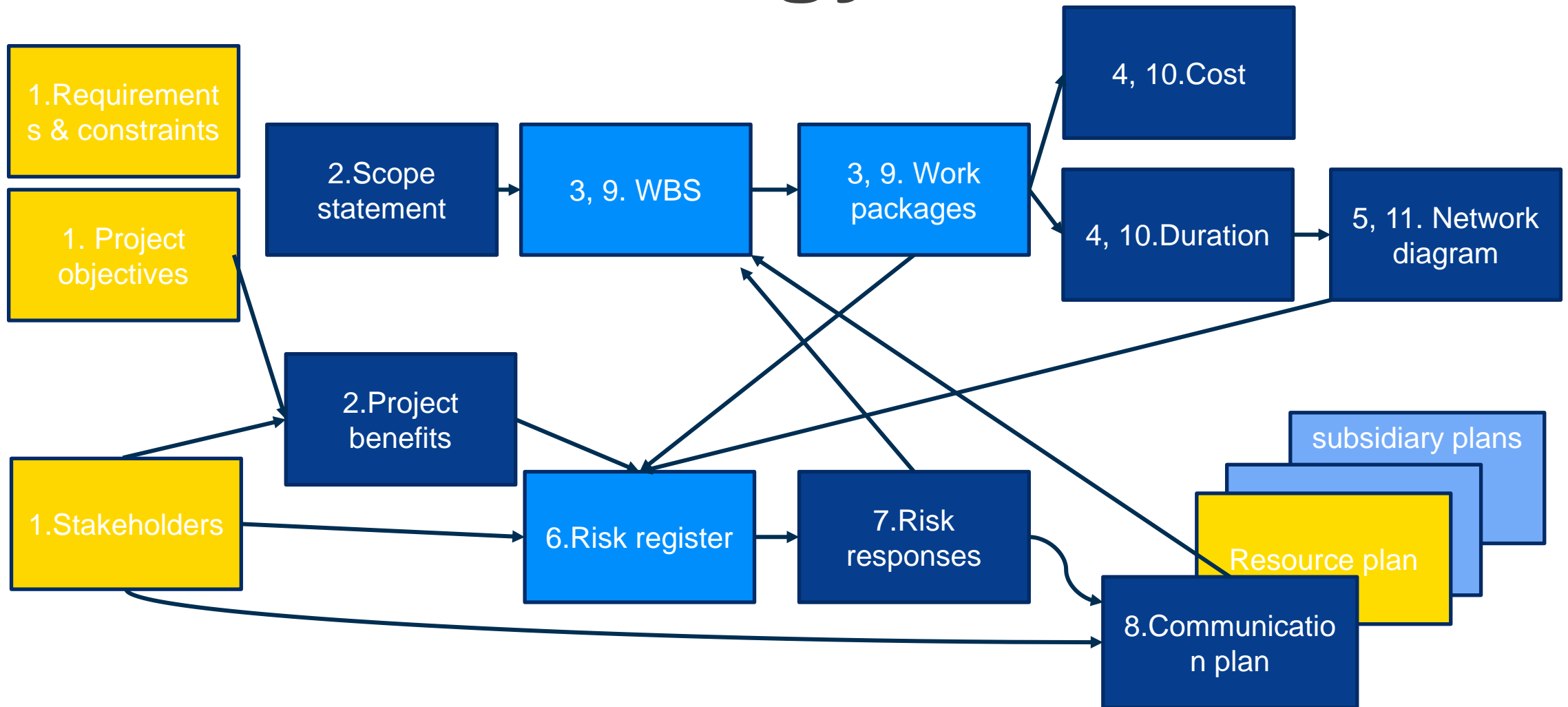


Week 2

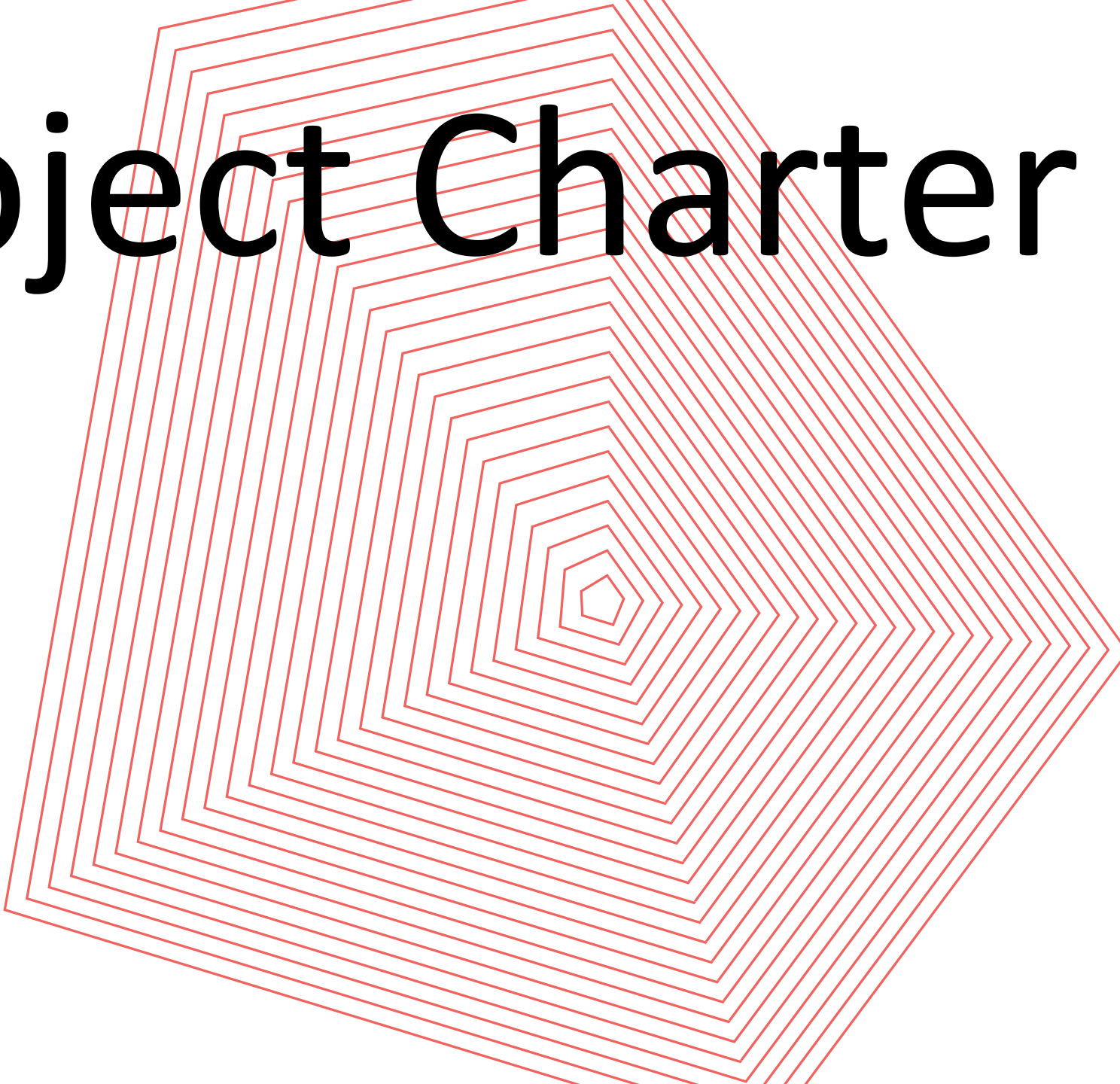


GSOE9820 Engineering Project Management
Term 3 2022
Dr. Imrana Kabir

C3PE Methodology



Project Charter



Project Charter Vocabulary

Strategic goals

Describe the direction of change of the organization

‘Company strategy is to innovate and improve our services faster than our competitors.’

Objectives

Specific achievements resulting from the project work, that can be measured.

‘The objective of this project is to design and implement a new customer feedback system.’

Deliverables

The tangible results of doing project work, that can be verified.

New menu structure, plan for customer journey, graphics design brief...

Project Charter Vocabulary

Requirements

What the project deliverables or other outcomes must do for the stakeholders

‘Customers must be able to provide feedback and comments to us at any point in their customer journey.’

Scope (scope statement)

A written description of the project boundaries in and major deliverables.

‘The project includes an app to enter information; it does not include a database’

Scope (Work Breakdown Structure)

A systematic, hierarchical decomposition of all the deliverables into constituent parts

‘The new customer feedback system includes a mobile app to enter information; it does not include a database to store historical data.’

Benefits

The (positive) effects that occur when stakeholders interact with the deliverables.

‘The new customer feedback system will show our marketing team how our services are performing straight away’

The project charter...

- Formally authorizes the existence of the project
- Gives the project manager authority to apply resources to project activities
- Provides a direct link between the project and the strategic objectives of the organisation
- Shows organisation commitment to the project
- Creates a formal record of the existence of the project

The view from another textbook (Lock- Ch. 8 Project Authorization)

‘Some organisations invoke a lengthy **authorisation** procedure that consists of a project charter, followed by a contract...’

‘the charter is a form of specification that sets out the principal objectives, and is prepared for the company's senior management for consideration and **authorisation.**’

‘A project initiation document... is a concise and more practical alternative to the charter’

Project Initiation Document	
Project name:	
Project number:	
Contents	
Authorization	
For the investment:	<i>(signed by a company director)</i>
For benefits realization:	<i>(signed by the project manager)</i>
Document control	
Version control and issue date	
Distribution	
Key project personnel	
Purpose of this document	
Application	
Focus and closure	
Change and return on investment	
References and links	
Contract summary	
Baseline state	
Details of subsequent changes	
Objectives and scope	
Deliverables (including the recognition events)	
Benefits (including the value flashpoints)	
Costs	
Overall cost/benefit analysis	
Sponsorship and stakeholders	
Project team	
Business team	
Governance (project management methods)	
Reporting requirements	

Other Authorizations - In rough order of complexity

- Charter and contract
- Project Initiation Document
- Customer contract, or works order
- Internal memorandum

Charter and PMP

In the project lifecycle

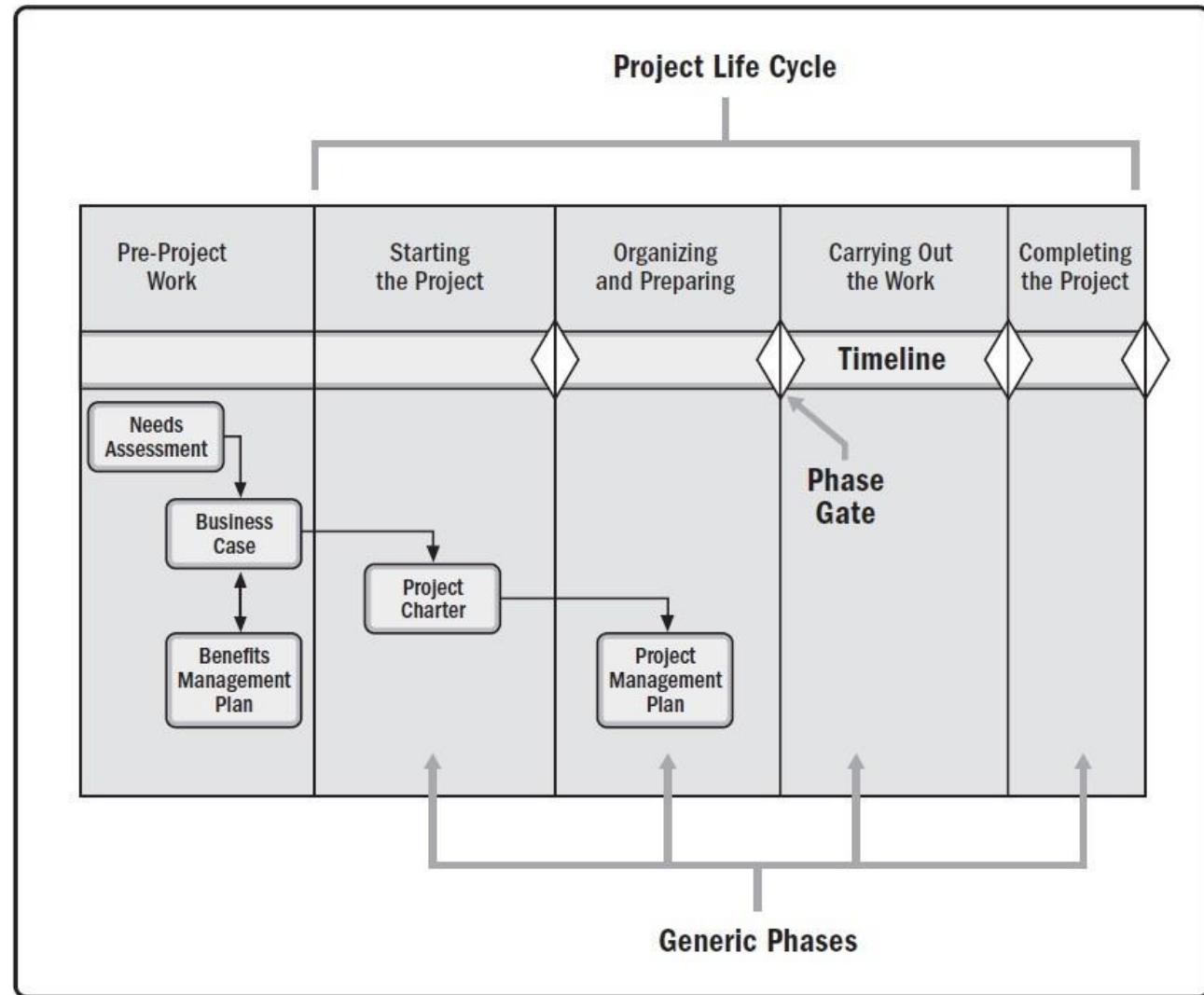


Figure 1-8. Interrelationship of Needs Assessment and Critical Business/Project Documents

What goes in your project Charter?

Presentation assignment brief & rubrics

Add an introduction section to your PMP that demonstrates a direct link between the project benefits, its major deliverables, stakeholders, and the strategic objectives of the client organisation.
(assignment brief)

Provides a systematic connection between organisational strategy, deliverables, benefits, and stakeholders including a written description that makes this easy to understand
(PMP Rubric)

PMBOK 6th Ed. Part 1, Sec 4.1.3.1: charter item

Project purpose

Objectives and success criteria

Requirements

Assumptions, constraints

Description and project boundaries

High level risks

Summary milestone schedule

Summary budget

Stakeholder list

Approval requirements

Definition of success

PM nomination

Sponsor nomination

Setting SMART objectives

Objectives

SMART(A) Objectives	An MM cell ...
Specific	A robot cell... for research into incremental forging technology
Measurable	A robot cell for research into incremental forging technology... that will be used by PhD students and student project teams
Action-oriented	Design and Build... an MM cell for research into incremental forging technology that will be used by PhD students and student project teams
Realistic	(All areas)
Timely	Design and Build an MM cell for research into incremental forging technology that will be used by PhD students and student project teams... within six months of delivery of major components.
(Achievable)	(All areas)

Stakeholders

Stakeholder identification

After understanding the business case, the organizational context and needs for the project, the first step in planning is to identify the project stakeholders.

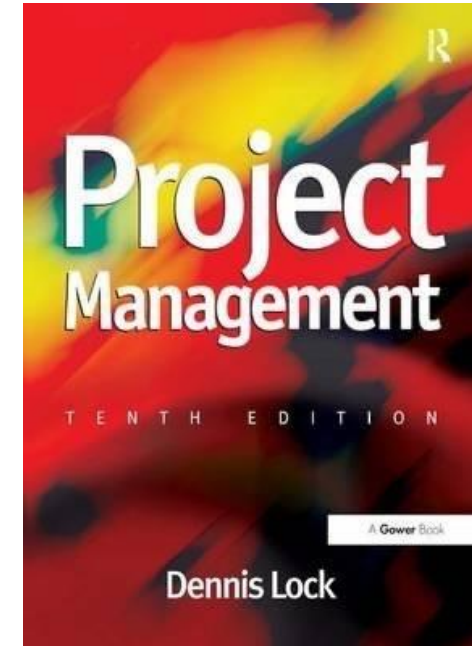
Identifying and analysing your stakeholders is the best way to start writing the project charter...

PMBOK Guide (6th Ed), Part 2, Sec. 1.6

PMBOK Guide (6th Ed), Part 1, Sec. 13.1 & 13.1.2

Stakeholders in Lock Ch. 2 – Factors for project success and failure.

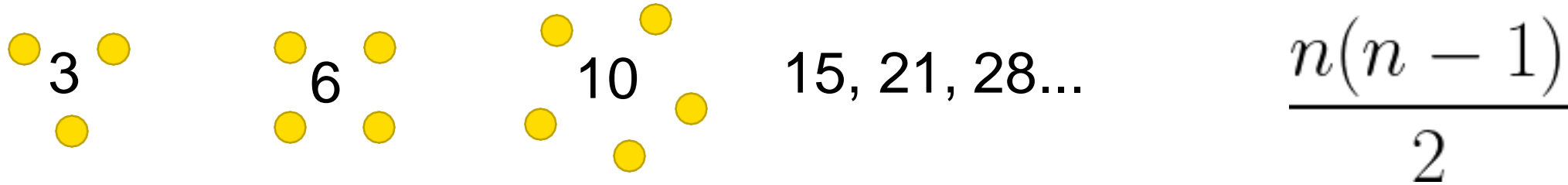
- Contracting organization and customer are two primary stakeholders. What about others?
 - Do not all have same view of a project (example: motorway users and home owners)
 - True measure of project success or failure depends on how the project outcome is perceived by all the stakeholders.
-
- Identify & rank:
 - Lock uses three categories of stakeholders
 - primary (direct financial interest)
 - Secondary (people who work on the project or interact with the deliverables)
 - Tertiary (people who could be affected by the secondary stakeholders)



Project team and project internal stakeholders

1. Why can't you have too many people in a team?

Too many communication channels = Too much complexity.

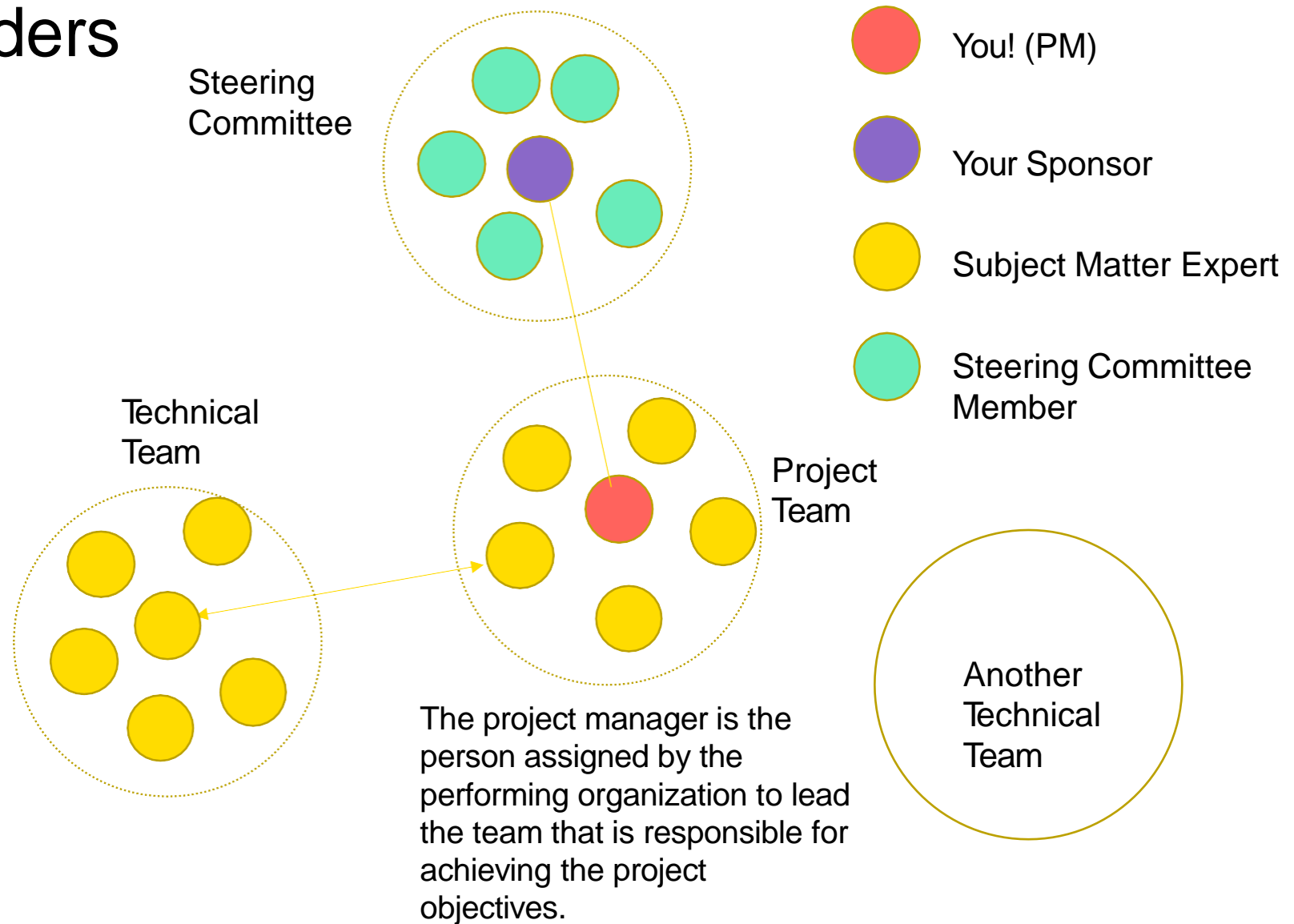


2. Therefore, we need to introduce some *structure* around communication channels and team members

- Organizational
- Communication structures created by the PM

Project key stakeholders

- PM has a central coordinating role for the project team.
- PM needs a strong 2-way line of communication to the Project Sponsor.
- Sponsor chairs steering committee, uses it to make timely decisions.
- Subject Matter Experts have leading role in their technical teams (may be a PM themselves)
- Technical Teams can be internal to project executing organization or could be contractors/ suppliers
- There can be many technical teams (only 1 project team and 1 steering committee)
- Subject matter experts move between their technical team and the project team

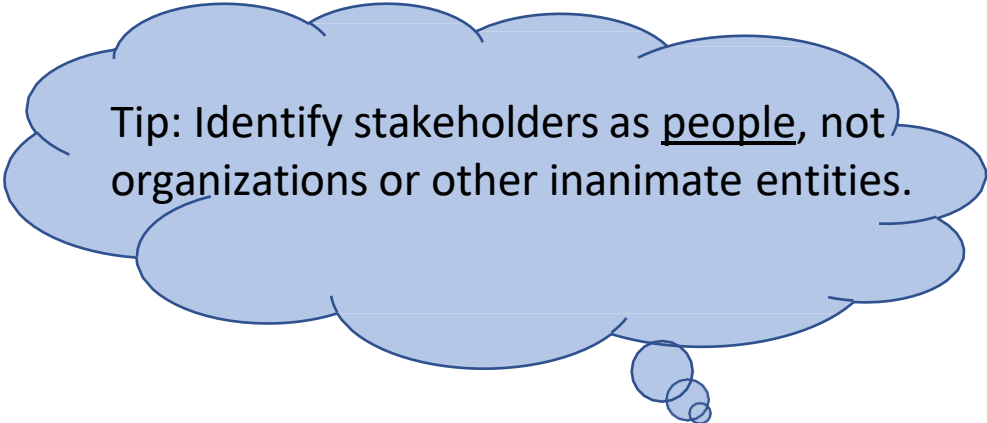


Stakeholder register - how do we find stakeholders?

- Identify stakeholders:
Brainstorming, expert judgement, surveys, questionnaires, meetings
- Analyse stakeholders
- Classify stakeholders

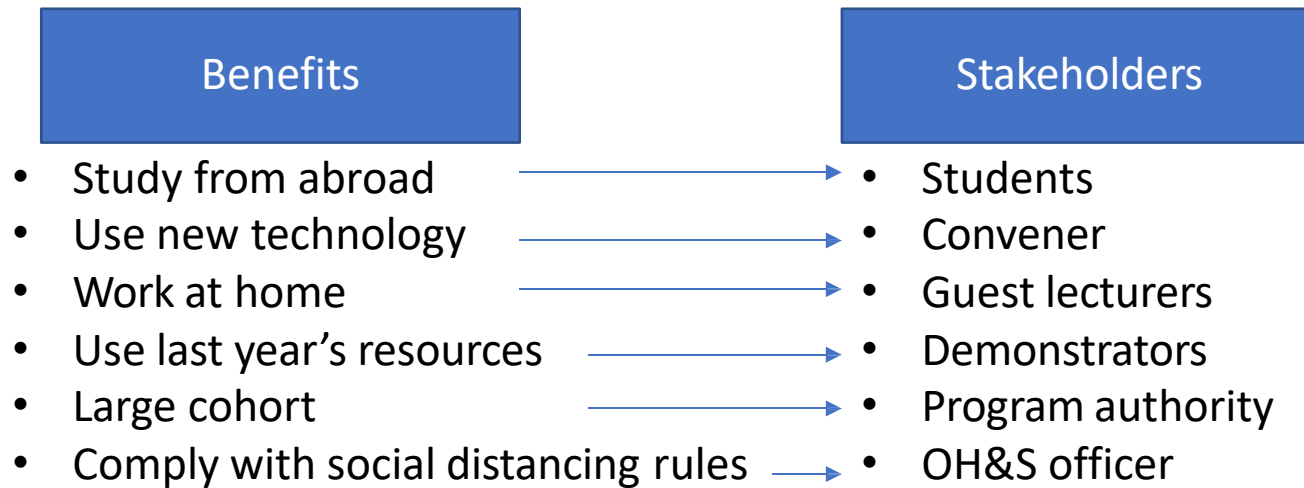
Stakeholders in '100% digital delivery and assessment in GSOE9820 T3 22'

- Students
- Convener
- Guest lecturers
- Experienced demonstrators
- New demonstrators
- MME school management team
- Engineering faculty school management team



Tip: Identify stakeholders as people, not organizations or other inanimate entities.

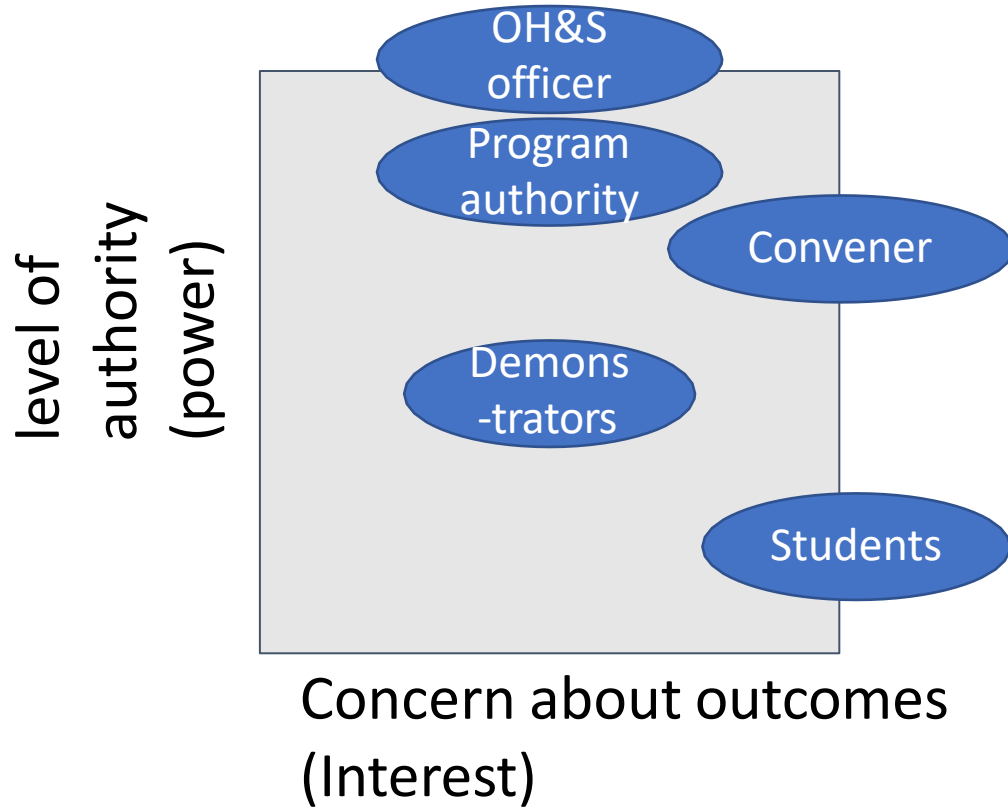
Benefits make sense when they are related to stakeholders



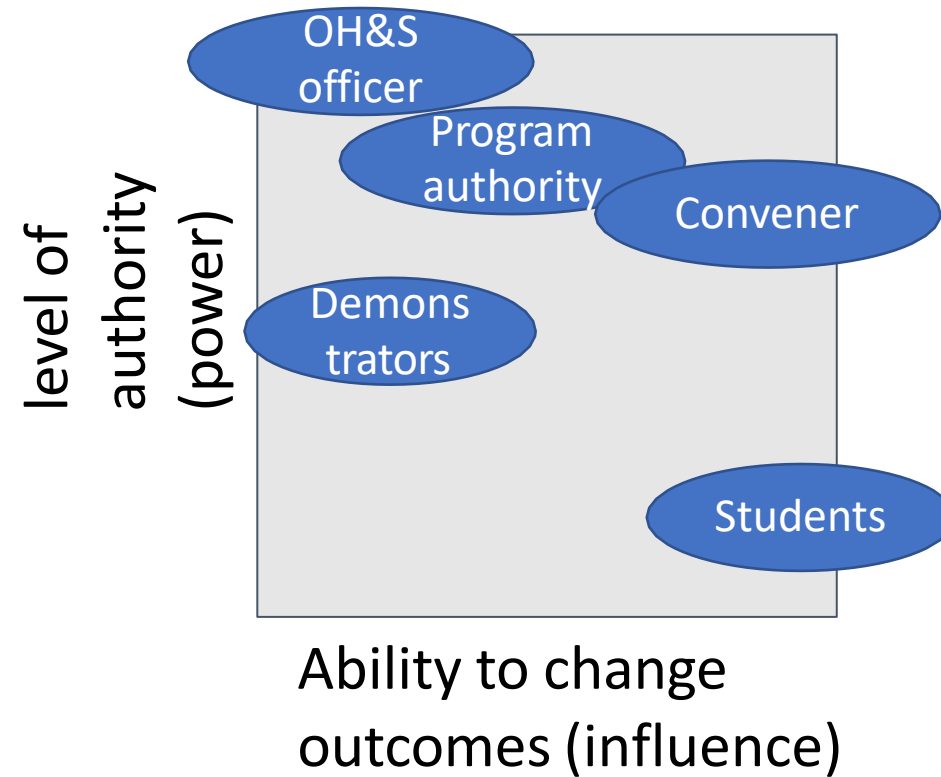
Example: Some benefits of building a new online university course...

Methods for stakeholder analysis (part of PMBOK 'Identify Stakeholder 13.1.2.4')

Power interest grid



Power influence grid



Stakeholders in a new online university course

Engagement level of stakeholders

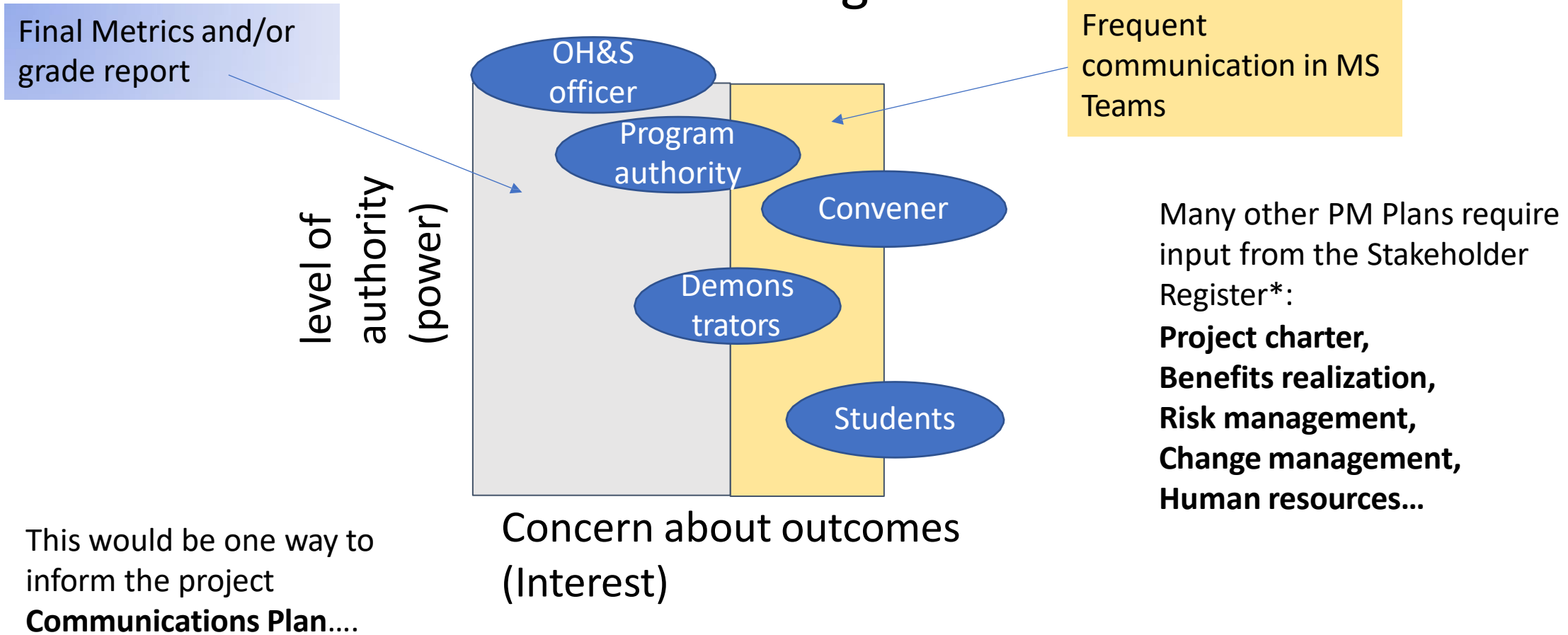
Name	Unaware	Resistant	Neutral	Supportive	Leading
OH&S officer	C →		D		
Program authority				CD →	
Convener			→	C	D
Demonstrators			C	D →	
Students		C			D

C=Current position

D=Desired position

Outcomes of stakeholder classification

Power interest grid

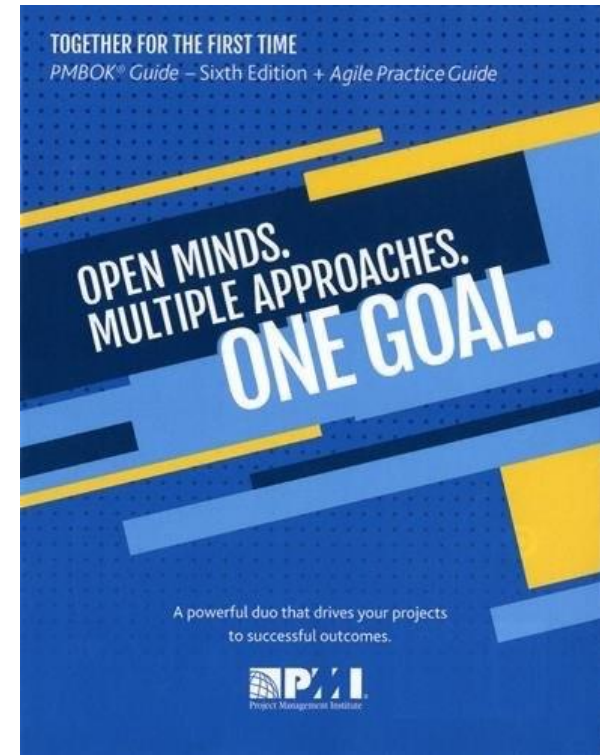
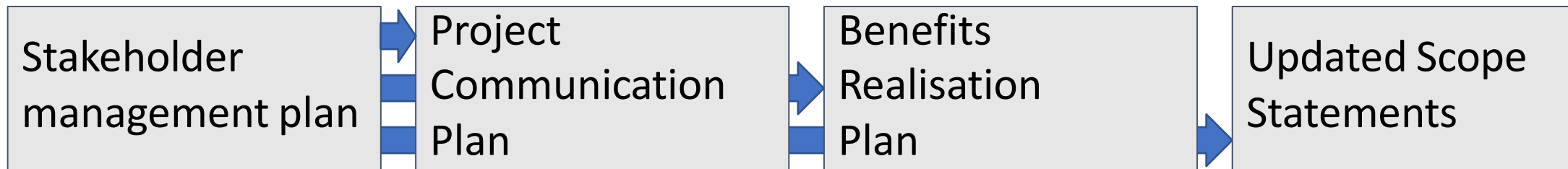


PMBOK Guide (6th Ed), Part 1, Sec. 13.1.3.1

PMBOK Ch. 13 - Project Stakeholder Management

To start with, what would we expect to see in a Stakeholder Management Plan?

1. Stakeholder Register
2. Desired and current engagement levels
3. Scope/impact of change to stakeholders
4. Identified interrelationships and potential overlap of interests
5. Stakeholder communication requirements
6. Information to be distributed to stakeholders
7. Reason for distribution, expected impact
8. Methods for refining and updating stakeholder management plan



Summary points (stakeholders)

- Success in stakeholder management and engagement is a prerequisite for multiple aspects of PM, throughout the whole project lifecycle
- Besides understanding requirements and objectives, stakeholder identification is your first task as PM in Project Initiation.
- Stakeholder identification feeds directly into your Stakeholder Management, understanding definition of project success, and Project Charter.

More videos on project stakeholders

Kasimtseva, N. “Identify Project Stakeholders” video in course [Managing Project Stakeholders](#), accessed 16/02/2021, LinkedIn Learning [accessed through UNSW](#)

Biafore, B. “Identify Project Stakeholders” video in course [Project Management Foundations](#) accessed 16/02/2021, LinkedIn Learning [accessed through UNSW](#)

Biafore, B. “Analyze project Stakeholders” video in course [Project Management Foundations](#) accessed 16/02/2021, LinkedIn Learning [accessed through UNSW](#)