

PROJECT WORK

CHANGES - The purpose of Project activity is to change what or how things are done. Outputs are unique and deliver something new or improve/enhance something that already exists. The design and implementation of change is the key characteristic of Project activity.

UNCERTAINTY - Projects will vary in size and complexity, however all Project activity is characterised to a greater or lesser degree by uncertainty & risk. Because Project outputs are unique so there will be uncertainty on what needs to be done, what resources are required, how long it will take and how much it will cost – there is therefore inherent risk that the activity will not deliver to expectations.

NEW CROSS FUNCTIONAL SUPPORT Project activity will generally require cross functional support impacting on multiple areas/people which is not defined in processes & procedures. Consequently Projects will have multiple stakeholders whose support & commitment is new and needs to be defined and agreed within Project structures and plans.

TIME BOUND: Project activity will be time bound and will never be on-going. Activity will have an agreed start date and agreed target completion date. A Project is completed when its defined purpose and agreed outputs are produced or if the Project is formally cancelled.

TEMPORARY RESOURCES Project activity will be assigned resources on a temporary basis, reflecting the time bound nature of activity. Resources are assigned, either part time or full time, to perform specified tasks, and once completed resources will revert to previous or new roles or a new Project.

ONCE OFF OWNER A Project will have a defined owner (sponsor) who is accountable for the Project and has the necessary authority (defined for the Project) to support & oversee successful delivery.

OPERATIONS

MAINTAINS The purpose of operational activity is to deliver predictable outputs which are undertaken through defined processes and procedures and supported by experience and knowledge. Change is small and incremental and does not involve significant alteration in what and how things are done.

ROUTINE & PREDICTABLE Operational activity may be large and complex. However it will be routine and supported by established processes, procedures and knowledge. Levels of uncertainty and risk will be low, while output predictability and quality will be high. If operational outputs become un-predictable or are of low quality there may be case to institute an improvement Project.

EXISTING CROSS FUNCTIONAL OR WITHIN FUNCTION Operational activity will often require cross functional support, however such support will be defined and embedded in established and agreed processes, procedures or operating level agreements. Cross functional support will not be new and will be well understood.

ONGOING: Operational activity is on-going and repetitive. Activity will often have a target completion date but is routinely undertaken at an agreed frequency or in response to a defined event. A key characteristic of operational activity is that it is repeated, even if the frequency is low.

PERMANENT RESOURCES Operational activity is assigned resources on a permanent or semi-permanent basis reflecting its repetitive nature. As operational tasks will be routinely undertaken so there will always be a requirement for resources to undertake them.

ON GOING OWNER Operational activity has a line manager/supervisor who is responsible for performance on an on-going basis and whose authority is defined in operational processes and policies.