PM4DEV

PM CONNECT

A quarterly newsletter that brings information on modern project management methods, practices and tools

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Consultant Database

If you have proven skills and experience in project management for development organization, we want to hear from you! PM4DEV welcomes and encourages consultants who are interested in being part of our consultant database.

We invite all consultants whose skills relate to project management, to complete the online application.

http://www.pm4dev.com/consultants.htm

1. The RASCI Matrix

The RASCI Matrix is a system that brings structure and clarity to assigning the roles people play within a project team. It is a simple grid system that projects can use to clarify people's responsibilities and ensure that everything the team needs to do is taken care of.

Using the RASCI system, the project lists major milestone and decision, and clarifies who is responsible, who is accountable, and where appropriate, who needs to be consulted or informed.

The acronym RASCI stands for:
R = Responsible,
A = Accountable,
S = Supports,
C = Collaborates (consults),
I = Informed.

2. Free Online Course

This course provides a simple way to learn the basic elements of modern project management concepts that are required by international development organizations dedicated to assistance and humanitarian relief.

The course is divided in 5 modules. Each module presents ideas and concepts with the aid of charts and graphics to help increase your understanding. After each module you will have an opportunity to review the main topics with a short test.

The course has been designed for no more that 120 minutes. You can take the course and its modules at your own pace, the menu and index can help you move around the course and take each module and each lesson independently.

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Responsible – these people are the "doers" of the project work. They must complete the task or objective or make the decision. Only one people can be responsible. Although, others can be delegated to support in the work required.

Accountable (or Authorize)– this person is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. In large development projects there could be more than one Accountable person . Such as the Program Manager and the Project Donor, who both need to authorize any changes to the project.

Consulted (or Collaborate)– these are the people who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants. People whose opinions or collaboration is sought; and with whom there is two-way communication.

Informed – these people need to be kept "in the picture." They need updates on progress or decision, but they do not need to be formally consulted, nor do they contribute directly to the task or decision. These people are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

To help you increase your knowledge, many modules include links to documents that you can open and read at your own time. These documents are in Adobe PDF format.

Course Content
Module 1 - Introduction to project management
Module 2 - The Project Management Cycle
Module 3 - The project Management Processes
Module 4 - Project Management Organization Structure
Module 5 - Roles, Responsibilities and Skills of Project Managers

Course Access
Access to the free online course starts upon your registration.
Course Materials
Course materials are available for download from the online course module page to allow for printing and review.

Final Exam:
Online participants are asked to complete a final exam at the end of the course and submit a course essay. A completion certificate will be emailed to participants when they pass the evaluation of the essay.

Course Evaluation:
It is required that participants complete the course evaluation once they have passed the final exam.

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3. Document Management

The larger a project is, the more difficult it becomes to share information between all the team members and stakeholders. This is especially true when more than one person works on large deliverables. If the project manager does not think about these document management processes ahead of time, the project team will end up with problems finding relevant information. This generally results in confusion and extra effort in re-doing work that was already completed.

The project creates many documents; for instance, the Project Charter, Issues Log, Logframe, schedule, etc. After a document is created, the team members need to know where it should be stored. Depending on the level of sophistication, the document might go into a network file folder, a file folder on a hard drive, a document management software package, etc. After the document is created, the team must know who can have access to it. Most documents might be accessible to the entire team, but there may be restrictions when the project manager may only want them to be able to view the documents and not change them.

The project should come up with a common naming convention for the original document and any revisions. For example, any updates to the Project Charter, the document creator can save the save the

4. Effective Project Close

The practice of project close-out finalizes all project activities completed across all phases of the project to formally close the project and transfer the completed or cancelled project as appropriate. The purpose of project closeout is to assess the project, ensure completion, and derive any lessons learned and best practices to be applied to future projects. However, in multi-phase projects, the close-out practice may be applied at various stages of the project; upon deliverable completion, upon phase completion, upon iteration completion, at designated times during the project's life, or at whatever other juncture represents a completed segment of project work. Applying the close-out practice in this manner closes out only the portion of the project scope and associated activities applicable to that portion of the project. The practice of project close-out consists of two main activity groups:

Administrative Closure - The administrative closure process defines activities, interactions, and related roles and responsibilities of the project team members and other stakeholders involved in executing the administrative closure procedure for the projects.

Contract Closure - Contract closure includes activities and interactions needed to settle and close any contract agreements established for the project, as well as those related to supporting the formal administrative closure of the project.

Conduct Post-Project Review and Evaluation - A post-project review provides a record of the history of a project. It provides written documentation of the planned and actual budget, the baseline and actual schedule, and docu-

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original document and then designate the new document as version 2. These are all part of your document management procedures.

A good example is the project Status Reports. The project manager should determine the naming conventions of the Status Reports ahead of time. If every team member sends a Status Report to the project manager, it will not be long before the project manager will have dozens or hundreds of Status Reports.

To help identify and sort documents each report should name the document using a standard format such as –Name- -Status Report- -Date- . In this fashion the reports can be filtered by date or name and the project manager can easily identify which is the latest report

Document management considerations are trivial for small projects. For large ones, these processes need to be planned ahead of time or else confusion, uncertainty and extra work will occur when the project is in progress.

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ments recommendations for other projects of similar size and scope.

Recognize and Celebrate Outstanding Project Work - Celebrating the success of completing a project with positive reinforcement can be extremely rewarding for project teams. When a project is completed successfully, be certain to provide some kind of recognition to the team. If individuals are singled out for significant achievements, do not forget to recognize the entire team as well.

Complete and Archiving Final Project Records - Historic project data is an important source of information to help improve future projects. All records, both electronic and hard copy should be stored according to record retention guidelines.

Ensure Transfer of Knowledge - Once all the project information has been accumulated the next step is to plan for knowledge transfer where appropriate to those who will be responsible for continued operations.

The points of view provides a summary of themes, that in PM4DEV's experience, have proved critical in the successful implementation of project management methodologies. It draws on the expertise of Project management professionals and provides a guide to deliver a methodology that increases the chances of project success. For more information about PM4DEV services, contact us at info@pm4dev.com

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