SMI’s Project Management Framework

Workshop – Program Leaders by Centre

November 2015
Outcomes of the Workshop

Participants will understand:

• The new steps and processes of the SMI Project Management Framework
• The difference between portfolio, program and project management
• The roles and responsibilities including the role of the portfolio support office and lead chief investigators
• How and when to apply the SMI project templates
• More about project management and SMI’s maturity journey
Overview of the Session

- Project Principles
- Definition of a Project, Program and Portfolio
- The Project Lifecycle
- Governance and Roles
- Lifecycle Unpacked
  - Idea creation
  - Opportunity identification
  - Project development
  - Contracting
  - Delivery
  - Close Out
  - Impact Demonstration
- Support
Portfolio, Programs and Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Programs</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>A project is a temporary endeavor undertaken to create a unique product, service or result’. A particular project may or may not be part of a program. Whereas programs deal with outcomes, projects deal with outputs.</td>
<td>A program is a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation’s strategic objectives</td>
<td>An organisation’s change portfolio is the totality of its investment (or segment thereof) to achieve its strategic objectives.</td>
</tr>
</tbody>
</table>
The positive indicators of a ‘good’ project

<table>
<thead>
<tr>
<th>Idea Creation</th>
<th>Ideas are being generated and captured</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity Identification</td>
<td>Opportunities have a go/no go decision prior to heavy investment is made in forming up a proposal</td>
</tr>
<tr>
<td>Project Development</td>
<td>Time is taken to plan the project to the level required to manage it effectively.</td>
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<tr>
<td></td>
<td>Budget estimates are accurate and fully costed.</td>
</tr>
<tr>
<td></td>
<td>Project Proposals are of high quality and consistent</td>
</tr>
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<td></td>
<td>The project sponsor is satisfied and the relationship is conducive to a contract being signed</td>
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<tr>
<td>Contracting</td>
<td>Compliance with UQ and Institute policy and process is occurring to agreed policy and procedure.</td>
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<tr>
<td></td>
<td>Timing of the contracting process matches the complexity of the project</td>
</tr>
<tr>
<td>Delivery</td>
<td>IP is being protected</td>
</tr>
<tr>
<td></td>
<td>Is being managed in accordance with the contract</td>
</tr>
<tr>
<td></td>
<td>Status is being monitored and regularly communicated to the funding Sponsor and internal management.</td>
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<tr>
<td></td>
<td>Outputs are delivered on time in accordance with contracted milestones.</td>
</tr>
<tr>
<td></td>
<td>Risks and issues are being managed promptly.</td>
</tr>
<tr>
<td></td>
<td>Quality of outputs are being checked and verified regularly.</td>
</tr>
<tr>
<td>Close Out</td>
<td>The project is delivered to the original contracted budget.</td>
</tr>
<tr>
<td></td>
<td>The funding Sponsor is satisfied.</td>
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<tr>
<td></td>
<td>An internal project debrief is completed and lessons learned captured</td>
</tr>
<tr>
<td>Impact Demonstration</td>
<td>Publications or other positive benefits are coming out of the research</td>
</tr>
<tr>
<td></td>
<td>Repeat business coming back to the Institute</td>
</tr>
</tbody>
</table>
## Early warning signs of projects in trouble

<table>
<thead>
<tr>
<th>Idea Creation</th>
<th>□ Ideas are not being openly shared for the good of the Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity Identification</td>
<td>□ Expectations are not set up with the funding body appropriately</td>
</tr>
<tr>
<td></td>
<td>□ Expectations are pursued without approval</td>
</tr>
<tr>
<td></td>
<td>□ Opportunity is not in line with Project Sponsors need</td>
</tr>
<tr>
<td>Project Development</td>
<td>□ Project manager not clear on their responsibilities and accountabilities</td>
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<tr>
<td></td>
<td>□ Lessons from the past indicate this type of project needs careful and considered governance and management and that is not occurring</td>
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<tr>
<td></td>
<td>□ Not enough time spent in the plan for commencement of work</td>
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<td></td>
<td>□ Relationship with Project Sponsor is strained</td>
</tr>
<tr>
<td>Contracting</td>
<td>□ Delays in commencing of the project due to contracting negotiations exceeding risk of project.</td>
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<tr>
<td></td>
<td>□ People not being available to commence delivery tasks</td>
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<td></td>
<td>□ The Project Sponsor is frustrated with time delays due to UQ processes</td>
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<td></td>
<td>□ The Project Sponsor pulls out of the contract negotiations</td>
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<td></td>
<td>□ People commencing work prior to contracting and GRL being issued</td>
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<tr>
<td>Delivery</td>
<td>□ Unexpected staff departure</td>
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<td></td>
<td>□ Debtors are over 90 days</td>
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<td></td>
<td>□ Scope creep and over servicing not being managed and regularly controlled</td>
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<td></td>
<td>□ If the project is not tracking to time and meeting a milestone is in doubt.</td>
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<td></td>
<td>□ A complex contract variation may be required due to lack of delivery.</td>
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<tr>
<td></td>
<td>□ Risks originally anticipated are becoming real.</td>
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<td></td>
<td>□ No peer review occurring to check quality of deliverables.</td>
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<td></td>
<td>□ The budget is being expended faster than expected so an over-run is looking likely.</td>
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<td></td>
<td>□ Issues are being raised that will impact on the delivery of time scope and cost targets.</td>
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<td></td>
<td>□ Internal conflict in the project management team.</td>
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<tr>
<td>Close Out</td>
<td>□ The Sponsoring body is not satisfied with the quality of the deliverables they are receiving.</td>
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<tr>
<td></td>
<td>□ No formal project closure or debrief meaning we are not learning from our good practice or mistakes.</td>
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<tr>
<td>Impact Demonstration</td>
<td>□ No impact demonstration due to no factoring in in project development stage</td>
</tr>
</tbody>
</table>
Governance and Roles

SMI Director

Production Centre Director

People Centre Director

Environment Centre Director

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Program Leader

Production Centre Director

Project Managers

Other Researchers

Portfolio Steering Committee

Sub-Portfolio Group (Centre Pairs)

Project Team Members

Portfolio Support Team

SMI Director

Sustainable Minerals Institute

The University of Queensland
Governance Control Points

1. Idea Creation
2. Opportunity Identification
3. Project Development
4. Contracting
5. Delivery
6. Close Out
7. Impact Demonstration

Steps:
- Document Idea
- Go-No-Go Decision
- SMI Approve Project Proposal
- Sponsor Approval
- Sponsor & SMI Approval
- Monitor and Manage Delivery Control Points
- Closeout Debrief
- Sponsor Approve Closure
- Monitor and Record Impact

External Opportunity $ampling

SMI - Sustainable Minerals Institute

The University of Queensland, Australia
Program Controls

As a Program Leader you are responsible for controlling aspects of program delivery.

Links to governance and the Program Steering Committee

Based on Cabinet Office MSP® material Axcelos 2011
Scaling project delivery approach

- It is important to apply the correct amount of project management rigour so as not to overburden the project.
- To determine ‘how much rigour do I apply’, it is possible to scale the methodology relative to the size, complexity, priority/importance, risk and experience within the project.
- For example, for SMI projects that are considered complex, high risk, or generally over $200K would need a higher level of detail when planning and delivering project control methods.
SMI Project Lifecycle Unpacked

Program Activities:
1. Defining program strategy
2. Start projects (go/no go)
3. Engage stakeholders
4. Align projects with budget forecasts and benefits
5. Align projects with program objectives
6. Governance, manage and control delivery
   a. Monitor and control progress
   b. Manage risks and resolve issues
6. Close Projects
7. Track and manage impact demonstration
Main project documents

1. Document Idea (various formats)
2. Project Concept
3. Go No/Go Agenda
4. Project Proposal Part A (Schedule and Budget)
5. Project Controls Document Part B (Project Plan is Part A and B)
6. Project Controls Log Status Reports
7. Project Close Debrief
Lifecycle Step 1 – Idea Creation

- The idea creation phase is a creative process.
- Ideas may come through industry needs or issues, or be generated from past projects or studies.
- This phase often links closely to the business development process and is usually unstructured.

Note – This phase may not happen as a separate phase in all cases – i.e. at times the cycle will start with researchers responding to an opportunity (Phase 2).
Key Activities

1. Conduct research on idea, business development and/or industry engagement activities
2. Seek internal approval to take the time to develop the idea into a concept
3. Appoint a preliminary project manager
4. Document the Idea
5. Update SMI Project Register with a new entry (optional)
The purpose of the opportunity identification phase is to expand on the idea and work with industry partners to create a high level Project Concept (not a formal proposal).

That opportunity may be externally driven (e.g. competitive scheme request for proposals or a tender submission) or internally driven (e.g. as a result of active business development).
Key Activities

1. Engage with industry and funding bodies to expand ideas into an opportunity or receive an external request to expand an externally generated idea into a Project Concept.
2. Look for previous lessons learned (like projects or Sponsor)
3. Check if any umbrella agreements exist
4. Complete relevant confidentiality agreements and processes (if appropriate).
5. Assess the availability of internal SMI capability (including RHD)
6. Assess the delivery complexity of the opportunity and conduct a preliminary risk assessment (first pass)
7. Identify preliminary impact demonstration and commercial opportunities
8. Hold Go/No Go meeting to determine if SMI should invest time in the opportunity.
9. Submit Project Concept to Sponsor for preliminary approval (if appropriate) or move into Project Development phase
10. Update SMI Project Register with status (progressive)
The Go – No Go Meeting Agenda

✓ Is this opportunity in line with our program and SMI strategy?
✓ Is this opportunity in line with UQ strategy?
✓ Do we have the capability and resources to deliver this within the projected timeframes?
✓ Have we had success with a similar opportunity previously?
✓ Is the risk profile of this opportunity or the Sponsor too much for us to take right now?
✓ Are there other projects like this that we can leverage off or possibly negotiate an extension of contracted scope?
✓ Is the funding Sponsor likely to meet all of our costs?
✓ Is this a loss leading opportunity and does this fit with our broader revenue pipeline?
✓ Does an umbrella agreement exist that makes this an easier contracting process?
✓ Is the research question, objectives and scope defined?
✓ Is the opportunity innovative?
✓ Does the opportunity have the potential for commercialisation?
✓ What is the potential number of peer-reviewed publications to come from this opportunity?
✓ Does it have the potential to support RHD students?
✓ Is this opportunity worth investing in?
The purpose of project development is to formally scope up the project and finalise the Project Proposal (Part A).

A secondary aspect of the project development phase is the creation of the Project Control Plan (Part B) which is created for internal purposes to be used alongside the Project Proposal, it is finalised as part of the contracting stage and builds on the information provided to the Project Sponsor as part of Proposal submission.

Both Part A and Part B form the Project Management Plan.

NOTE - If the project does not receive funding at this phase move to close out and the SMI project register will be updated to reflect this.
Key Activities

1. Identify and engage stakeholders
2. Determine scope
3. Complete a project schedule (based on detailed time and effort estimates)
4. Conduct risk assessment (second pass)
5. Set up and populate the Project Controls Log (risk, issues, stakeholders)
6. Determine the final project budget using the UQ budget spreadsheet (consulting with your Senior Finance Officer). Include funding for post project impact demonstration activities, publications, IP or commercial opportunities.
7. Collate the draft Project Proposal for submission to Sponsor (Part A of the Project Management Plan)
8. Complete the Project Controls Plan or for lite project complete the Work Package containing monitoring and evaluation (M&E) framework with impact indicators, risk, governance, change control and communications plan. (Part B of the Project Management Plan.)
9. Ensure all approvals have been obtained including ethical clearance, biosafety and export controls
10. Finalise the Project Proposal.
11. Proposal approval by relevant internal SMI authority prior to submission.
12. Submission of Final Proposal and approval by Sponsor (trigger for contracting).
13. Update SMI Project Register with status (progressive)
Lifecycle 4 - Contracting

• When the Sponsor is willing to fund a project, this phase commences through the standard contracting process and procedure.

• Once the contract has been executed the project needs to be established in Research Master and the UQ finance system. Contracting may also involve establishing subcontracts for consultants or collaborators.

• This phase also sees the approval of the Project Controls Plan (for internal purposes).

• Note – UQ has preferred contracting positions. Focus of the contracting phase is to work with the Sponsor to agree terms that will be acceptable to them, the research aims and UQ policies.
Key Activities

1. Review the Sponsor contract (if one exists) or complete draft UQ contract template
2. Complete the Funding Application Coversheet
3. Complete research legal instruction form
4. Send required contract documentation to Research Partnerships Manager (RPM) for review.
5. Negotiate and finalise contract in consultation with SMI Legal and the Sponsor
6. Arrange execution of the contract
8. Grant Record Letter (GRL) issued by UQR&I, project number and financial account created by UQ Contracts and Grants
9. Formal confirmation of resources and/or recruitment of team members
10. Final changes to the Project Management Plan (Part B Project Controls and the Schedule) detail is expanded on schedule, work packages, staging, internal controls prior to commencing work
11. Create the UQ Data Management Plan and UQ Procurement Plan (if required)
12. Update the SMI Project Register with status (progressive)
Once the Grant Record Letter (GRL) has been received, the Delivery phase can begin.

The purpose of the delivery is to execute the scope of the approved Project Proposal. The Project Controls Plan is used in conjunction with the Project Proposal as a basis of control throughout delivery and together they make up the Project Management Plan.

This process also includes information flow on invoices, finance, status of technical delivery and human resource monitoring.

This phase involves monitoring and control activities including regular status reporting to the Project Sponsor as well as internal reporting around key milestones.
Key Activities

1. Familiarise yourself with the project contract
2. Adhere to relevant confidentiality agreements and arrangements.
3. Create stage plans, work packages and manage stage gate approvals (optional for larger projects only)
4. Conduct regular project team meetings (Optional based on size)
5. Manage team resources and utilisation
6. Identify any internal/external reviewers and negotiate timing
7. Track and monitor actuals against budgeted milestones
8. Track time, quality and technical progress using the schedule in the project plan
9. Manage subcontractors performance (if applicable)
10. Manage scope change requests (refer back to contracts process if any variations required)
11. Update project schedule and plan as required (managing change impacted on contracted milestones)
12. Update Project Controls Log (risk, issues, and stakeholders)
13. Invoice in accordance with contracted milestones
14. Report overall status to SMI (Program Leader)
15. Report overall status to Sponsor
16. Update internal IP project controls and forward any IP created mid project with commercial utilisation to the SMI IP Committee (if required)
17. Organise payment of Subcontractor invoices
18. Manage Debtors (if necessary)
19. Complete contracted project deliverables and move to Close Out for Handover (trigger for close out phase)
20. Update SMI Project Register with status
## Status Rules

<table>
<thead>
<tr>
<th>Red</th>
<th>Budget</th>
<th>A significant forecast overspend against the budget of more than 10%.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Schedule</td>
<td>Delays against critical milestones more than four weeks.</td>
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<tr>
<td></td>
<td>Quality</td>
<td>Problems with quality that lead to significantly work additional cost.</td>
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<tr>
<td></td>
<td>Resources</td>
<td>Significant lack of resources which cannot be resolved by the project manager.</td>
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<tr>
<td></td>
<td>Contract</td>
<td>Contract has not been signed by both parties, or contract variation is required or potential serious non-compliance with contract identified.</td>
</tr>
<tr>
<td></td>
<td>Stakeholder</td>
<td>Dissatisfaction from stakeholders that means acceptance may be delayed, or Threatened termination or breach of contract</td>
</tr>
<tr>
<td></td>
<td>Risk</td>
<td>Severe risk (negative)</td>
</tr>
<tr>
<td>Amber</td>
<td>Budget</td>
<td>A significant forecast overspend against the budget of more than 5%.</td>
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<tr>
<td></td>
<td>Schedule</td>
<td>Delays against critical milestones more than say two weeks.</td>
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<tr>
<td></td>
<td>Quality</td>
<td>Problems with quality but not causing delay.</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td>Lack of resources which can be resolved by the project manager.</td>
</tr>
<tr>
<td></td>
<td>Contract</td>
<td>Signed contract in place but potential need for variation has been identified and/or potential non-compliance with contract identified.</td>
</tr>
<tr>
<td></td>
<td>Stakeholder</td>
<td>Dissatisfaction from stakeholders addressed by the project manager</td>
</tr>
<tr>
<td></td>
<td>Risk</td>
<td>High or Medium risk (negative) with mitigations still being actioned</td>
</tr>
<tr>
<td>Green</td>
<td>Budget</td>
<td>Year to date actuals and forecast in line with budget</td>
</tr>
<tr>
<td></td>
<td>Schedule</td>
<td>Project on plan to complete on time</td>
</tr>
<tr>
<td></td>
<td>Quality</td>
<td>Quality at expected levels.</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td>No resource problems</td>
</tr>
<tr>
<td></td>
<td>Contract</td>
<td>Signed contract in place and no variation required and contract is being complied with</td>
</tr>
<tr>
<td></td>
<td>Stakeholder</td>
<td>Stakeholders satisfied with the outcome.</td>
</tr>
<tr>
<td></td>
<td>Risk</td>
<td>Risks effectively managed (Low, Medium, High)</td>
</tr>
</tbody>
</table>

Program Leader should review the project with the project manager to identify the root causes of the red status and identify an action plan required to prevent further deterioration and minimise the damage caused to the overall organisation. Escalation to Centre Manager would be expected.

Program Leader should maintain a watching brief over Amber projects not necessarily intervening unless the potential is there for the project to move into the red in the immediate term.

Senior management can let the project manager progress with the delivery the project. However, they need assurance from the underlying data that the project is truly green.
A status report can be verbal or written account of how the project is tracking to time, cost, scope as well as any new issues or risks.
Program Monitoring, report and control

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
<th>Schedule</th>
<th>Quality</th>
<th>Resources</th>
<th>Contract</th>
<th>Stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>Green</td>
<td>Amber</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
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<tr>
<td>Project B</td>
<td>Amber</td>
<td>Amber</td>
<td>Green</td>
<td>Green</td>
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<td>Amber</td>
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<tr>
<td>Project C</td>
<td>Green</td>
<td>Red</td>
<td>Green</td>
<td>Amber</td>
<td>Red</td>
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<tr>
<td>Project D</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Amber</td>
<td>Green</td>
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</tbody>
</table>
Introducing the Project Controls Log

• Issues Register – used to formally record issues and manage their resolution
• Risks Register – used to formally record risks, incorporates the risk assessment required for contracting purposes
• Stakeholder List – for projects that have a number of stakeholders a place to log stakeholder information.

Note this same Log can be used to keep track of program wide information.
Introducing the Project Status Report

<table>
<thead>
<tr>
<th>Prepared by</th>
<th>Title</th>
<th>Approved by</th>
<th>Title</th>
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</thead>
</table>

**Project Name**

**Program:**

<table>
<thead>
<tr>
<th>Period From:</th>
<th>Period To</th>
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<table>
<thead>
<tr>
<th>Completion Date:</th>
<th>Planned:</th>
<th>Forecast:</th>
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</thead>
</table>

**Project Milestones:**

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Planned Cost</th>
<th>Actual Cost</th>
<th>Planned End Date</th>
<th>Actual End Date</th>
<th>Invoiced</th>
<th>Technical % Complete</th>
<th>Budget</th>
<th>Schedule</th>
<th>Quality</th>
<th>Resources</th>
<th>Contract</th>
<th>Stakeholders</th>
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<td>90%</td>
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<td>60%</td>
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</table>

**Additional Comments:**
### Additional Comments (if any):
Issues for escalation/resolution in this period (Quality, Contract, Resourcing, Stakeholders etc)

<table>
<thead>
<tr>
<th>Issue No</th>
<th>Issue Name</th>
<th>Impact</th>
<th>Action</th>
</tr>
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<tbody>
<tr>
<td></td>
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</table>

### Risks adjusted/identified in this period

<table>
<thead>
<tr>
<th>Risk ID</th>
<th>Risk Name</th>
<th>Impact</th>
<th>Action</th>
</tr>
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<tbody>
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### Suggested Corrective Actions for the next period

<table>
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<tr>
<th>Action Item</th>
<th>Action</th>
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<tbody>
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<td>2</td>
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</table>
• The purpose of the close out phase is to formally finalise all activities from the project and close out the project.

• An important aspect of the close out phase is to ensure the Sponsor is satisfied with the quality of project management and to gain final acceptance of the deliverables.

• This phase is also about knowledge capture through lessons learned processes that can be used to inform future ideas and opportunity identification.
Key Activities

1. Report technical closure to SMI
2. Report technical closure to Project Sponsor and schedule handover process
3. Presentation and/or handover of finalised deliverables to Sponsor
4. Receive approval of final deliverables by Sponsor (final acceptance)
5. Reconcile all approved plans, budgets templates with project actuals
6. Conduct a project team debrief meeting and document lessons (both good and bad) and recommendations/actions for the future in the minutes and actions from the meeting.
7. Update SMI project register
8. Final invoice sent
9. Formalise archiving of files and data management.
10. Close out of financial systems and accounts (as necessary once payment is received)
11. Close out through UQR&I and Contracts and Grants
Project Debrief Meeting Agenda

• Lessons Learned (good and bad)
• Recommendations and follow on actions (including impact demonstration plans)
• Project objectives review
• Project performance review
• Project team review
• Pass on any recommended Project Framework Changes to the Portfolio Support Team
• Celebrate
The purpose of the impact demonstration phase is to receive a benefit (tangible or intangible) back to SMI, collaborators or the Sponsor as a result of the project.

This is an opportunity for the project and the Institute to receive some well-deserved publicity.

SMI Communications and Marketing might also be involved in showcasing results and case studies.

UQ procedures for impact demonstration are reported through HERDC returns.

This phase can also include the link back to new idea creation and opportunity identification.
Key Activities

• Conduct post project review (if applicable)
• Prepare marketing and communications plan (if applicable)
• Complete chosen method of impact demonstration
Training Needs for your Staff

• What are the main aspects of project management you think your researchers need?
What Next

• Your feedback on the Framework Due 1\textsuperscript{st} of December
• 2016 further training and development opportunities
• Case studies documented
• Project Management Community of Practice
• Project Management Award
• Intranet finalisation of the documents post SMI LT endorsement
• Use the tools and templates and feed back to their ongoing refinement to the Portfolio Office.