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## **Output based project management**

Versa Professional Services Limited

## Introduction

Versa Professional Services Ltd takes the successful delivery of your consulting assignments very seriously. So much so, that we have developed our own process based and outcome focused approach to the delivery of consulting projects. This approach is consistent with HM Treasury/Office for Government Commerce best practice guidelines. Our methodology reflects the principles used in the PRINCE2 project management framework used by government departments and many other UK public service organisations.

We know that well managed projects have an increased chance of success. Our aim is to ensure that all our consulting assignments are delivered on time and to the required standard and our approach is carefully customised to ensure that your project has the maximum opportunity to succeed. We use the principles of PRINCE2 flexibly to meet your specific requirements and to minimise the bureaucratic burden associated with the methodology. As the PRINCE2 manual suggests:

*“...the way in which PRINCE2 is applied to each project will vary considerably, and tailoring the method to suit the circumstances of a particular project is critical to its successful use”.*

In particular we configure our project management processes to meet the needs, size, scope, complexity and required outputs in order to minimise unnecessary or wasteful bureaucracy. Our approach is flexible and can be scaled up or down depending on the size and specific requirements of the project concerned.

## Making it happen

We focus on identifying and clarifying the outputs that the project is required to deliver. Understanding exactly what is required is one of the keys to ensuring that the project is a success. We recognise the importance of ensuring that everyone involved understands what we are trying to achieve, why it's necessary, what specific outputs are to be delivered and what individual responsibilities are so there can be genuine commitment to delivering a successful project.

Versa people have practical and proven 'hands on' experience of delivering complex projects on time and within cost parameters. We are skilled in all the main project management disciplines and aim to use the most appropriate strategy for the task at hand. We bring real experience of applying the available tools and techniques in order to improve performance and accelerate projects through to successful conclusion.

We also realise that in addition to technical project management skills your consultants need to have high levels of interpersonal skills and you can be assured that our team will be well versed in the effective management of people.

## Clarifying the required outputs

Our output based methodology is fully integrated into our overall approach to consulting and quality assurance. Specifically Versa will ensure that:

- Our Lead Consultants complete and agree the content of the output description document with the client at the outset of an assignment.
- Our Quality Consultants use the agreed output description as the basis for conducting quality reviews.
- A separate output description will be completed and retained for each deliverable.

The output description proforma below is designed as a framework for describing the scope and content of the output required by the client and for clarifying the division of responsibilities between the client and Versa. Its purpose is to help the partners involved clarify their respective roles, responsibilities and expectations at an early stage and to help ensure a smooth and effective delivery process.

|                            |                                                            |
|----------------------------|------------------------------------------------------------|
| <b>Client organisation</b> | What is the name of the client organisation?               |
| <b>Client contact</b>      | Who is the client side project manager?                    |
| <b>Lead Consultant</b>     | Who is the consultant leading the project?                 |
| <b>Project title</b>       | What is the title of the project?                          |
| <b>Outputs</b>             | What types of outputs are required?                        |
| <b>Steering group</b>      | Who will oversee the project?                              |
| <b>Delivery team</b>       | Which consultants will be delivering the project?          |
| <b>Methods used</b>        | What specific methods or tools are to be used?             |
| <b>Evidence base</b>       | What are the main sources of evidence?                     |
| <b>Confidentiality</b>     | Are there any confidentiality issues to be resolved?       |
| <b>Presentation</b>        | How are the evidence and outputs to be presented?          |
| <b>Dependencies</b>        | Are there any critical dependencies involved?              |
| <b>Milestones</b>          | What are the key milestones that need to be met?           |
| <b>Completion date</b>     | When does the project need to be completed?                |
| <b>Quality criteria</b>    | What quality criteria are to be applied?                   |
| <b>Quality review</b>      | How will the quality of the output be assessed?            |
| <b>Quality consultant</b>  | Who is responsible for assuring the quality of the output? |
| <b>Notes</b>               | Are there any other issues that need to be noted?          |

## Common project phases and associated tasks

| Project phase      | Associated tasks                                                                                                                                                                                                                     |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project conception | <ul style="list-style-type: none"><li>• Scoping the project</li><li>• Preparing a project brief</li><li>• Preparing a business case</li></ul>                                                                                        |
| Project definition | <ul style="list-style-type: none"><li>• Agreeing the approach</li><li>• Identifying constraints</li><li>• Assembling a Project Initiation Document</li><li>• Defining the outputs</li></ul>                                          |
| Project planning   | <ul style="list-style-type: none"><li>• Designing a delivery plan</li><li>• Estimating resource requirements</li><li>• Scheduling activities</li><li>• Identifying dependencies</li><li>• clarifying assumptions and risks</li></ul> |
| Project launch     | <ul style="list-style-type: none"><li>• Authorising the plan</li><li>• Allocating responsibilities</li><li>• Allocating resources</li><li>• Launching the project</li></ul>                                                          |
| Project delivery   | <ul style="list-style-type: none"><li>• Tracking progress</li><li>• Communicating with stakeholders</li><li>• Capturing issues</li><li>• Taking corrective action</li><li>• Controlling change</li></ul>                             |
| Project closure    | <ul style="list-style-type: none"><li>• Avoiding drift</li><li>• Assessing the achievement of outputs</li></ul>                                                                                                                      |
| Project evaluation | <ul style="list-style-type: none"><li>• Identifying lessons learned</li></ul>                                                                                                                                                        |