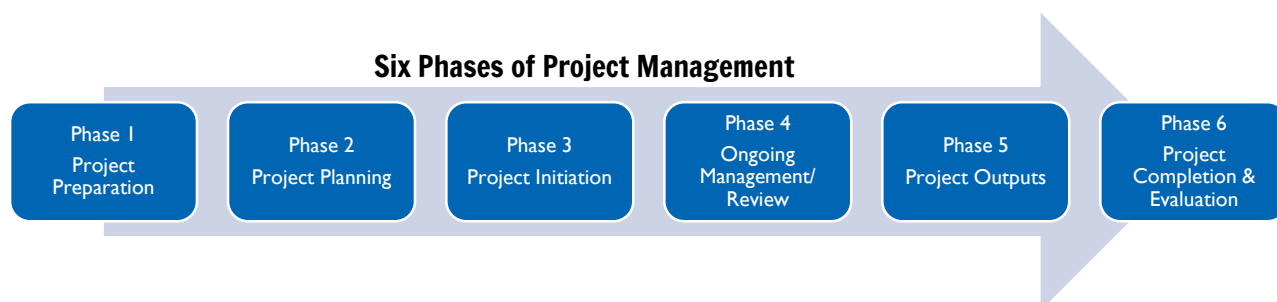


British Rowing Project Management Guidelines

Six typical phases of project management are illustrated and summarised below, along with recommended actions and considerations in each of these phases.



PHASES	ACTIONS	NOTES	LEAD
Phase 1: Project Preparation	Background research: <ul style="list-style-type: none"> Undertake initial background research/ scoping work and cost planning Consider potential obstacles/ challenges/ key considerations Consider anticipated outputs and how they will be used Ensure CEO/ Leadership Team/ Board level buy-in (as appropriate) 	<ul style="list-style-type: none"> Time spent on preparation at this stage is critical to long term project success Review similar previous projects/ lessons learnt 	PD
	GO/ NO GO DECISION – having completed the initial research, decide on whether to proceed with the project. Does it fit with strategic objectives, what's the business benefit and cost of going ahead etc. Is it worth it?		PD
Phase 2: Project Planning	1. Project Team/ Resource planning: <ul style="list-style-type: none"> Identify Project Director (overall responsibility), Project Manager (day-today lead and Initiation Document owner) and Project Team inc additional advisors – internal and external Confirm availability within timeline with all relevant Line Managers. 	<ul style="list-style-type: none"> Ensure expected team input/ commitment is reflective of the project's importance/ anticipated outputs Consider team members that are critical to the project versus nice to have and allocate roles to reflect this 	PD+PM
	2. Draft Outline Project Initiation Document: <ul style="list-style-type: none"> Project introduction – background, rationale, objectives, drivers, business case, scope & deliverables Project team (as above) Cost planning Project risks and issues Project management and controls (feedback, communication, reporting, quality checking, file sharing etc) Project approach – process model, project stages summary, detailed project plan Supporting project specific information (where appropriate). 	<ul style="list-style-type: none"> This is a critical ongoing reference document for the project team It should include sufficient information to provide an introduction to the project, its management and methodology and support effective project planning/ management To be updated on a regular basis by the document owner Use Project Initiation Document Template. 	PM

PHASES	ACTIONS	NOTES	LEAD
Phase 3: Project Initiation	<ul style="list-style-type: none"> Project initiation meeting including core team plus others as appropriate to go through, agree and finalise the outline Project Initiation Document: <ul style="list-style-type: none"> Discuss/ ensure collective agreement on the project objectives/ expected outputs Discuss key issues, challenges, risks Review/ agree roles and responsibilities and expectations with regards to outputs (format & quality) Review/ finalise methodology/ timelines Discuss project management, including behavioural expectations aligned to BR PM Guidelines Discuss Project stakeholders and comms plan/matrix Review GO/NO GO decision before proceeding Use internal communication channels eg ClubHouse to inform wider staff team of relevant project matters. 	<ul style="list-style-type: none"> This is an important opportunity to gain team buy-in to the project and how it will be managed All team members should leave this meeting with a clear undertaking of their role, key tasks, the time they need to allocate to the project and the timeframe for completion. 	PM
Phase 4: Ongoing Project Management/ Review	<ul style="list-style-type: none"> Ongoing team communications and file sharing Weekly/ monthly/ mid project review meetings (as appropriate/ agreed at outset to reflect scale/ value/ risk) to: <ol style="list-style-type: none"> Review individual/collective progress Discuss key findings and their impact on the work plan if any Ensure team are aware of their responsibilities and time commitment Reconfirm timelines/ critical path Confirm project management is seen as effective and the team are fully engaged. Update Project Initiation Document as and when appropriate Monitor risks, manage issues that arise and any change request/scope creep Communicate project updates via Club House Formal project review to be undertaken, supported by PD, if scope changes, project team members leave, project off track or other major issues arise. 	<ul style="list-style-type: none"> Frequency of meetings should reflect the nature of the project but their importance with respect to keeping the team engaged and focussed should not be underestimated Team members should be encouraged to come prepared to contribute and report on their progress Team members to be reminded that outputs should adhere to Brand Identity Guide/ templates and support provided if required 	PM (PD to support formal project reviews if needed)
Phase 5: Project Outputs	<ul style="list-style-type: none"> Agreed brand guideline review and quality checking mechanisms to be implemented Once quality checking complete, circulate outputs for feedback Adopt appropriate feedback review mechanisms as appropriate to the project ie PD/ PM review at a formal review meeting Alignment of outputs to inform final outputs/ project recommendations 	<ul style="list-style-type: none"> One-to-one feedback to be provided PD/ PM to avoid taking ownership of all outputs at this stage – maintaining engagement of relevant team members is important through to project completion. 	PD+PM
Phase 6: Project Completion & Evaluation	<ul style="list-style-type: none"> Project review meeting (inc internal and external team members) to discuss: <ul style="list-style-type: none"> What went well/ could be done better Lessons learnt/ satisfaction with outputs Final financial reporting/ review Project sign-off or next steps Project business handover Tidy up/ Save project files to server/ archive Communicate project outcomes/ successes via Club House. 	<ul style="list-style-type: none"> This stage is easy to delay or skip but is critical in raising project management standards across the organisation. 	PD+PM