Project Management Topic 1.7 Project Team Organization

4-Step Team Structure Process

1. **Define** project phases

2. **Identify** phases as unique or on going

3. **Consolidate** the unique phases as needed

4. **Form teams** for the unique phases and **manage on-going phases** using interface events
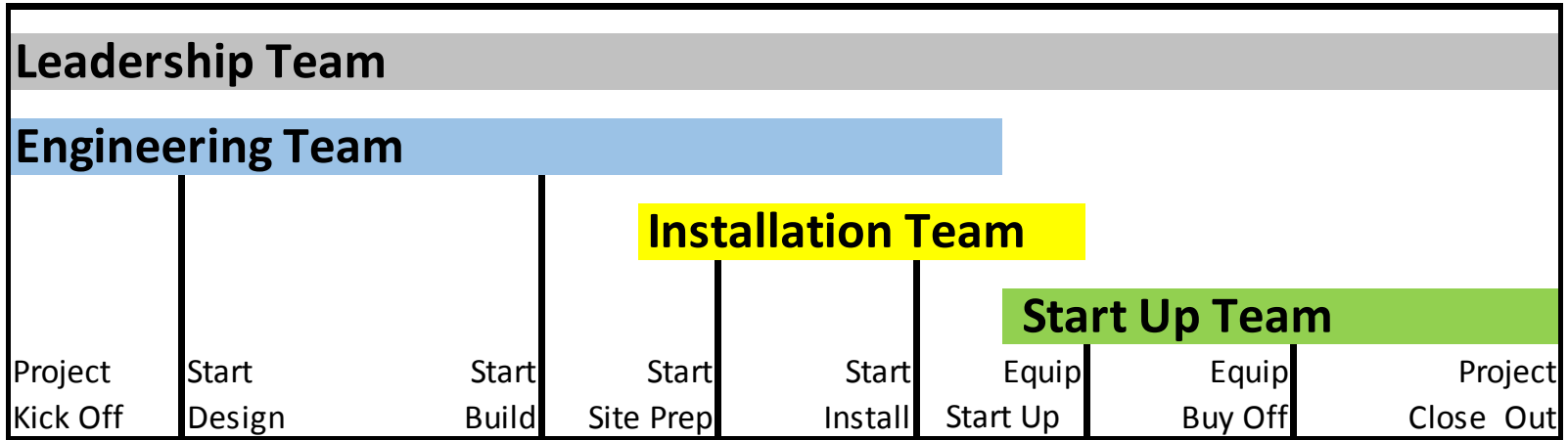
Acquisition Project 4-Step Example

1. Define Project Phases	2. Identify Type (Unique/On-going)	3. Consolidate Phases	4. Form Teams
Specify	Unique	Out of Scope	See Note #1
Lead	Unique	Lead Phase	Leadership Team
Engineer	Unique	Engineer Phase	Engineering Team
Manufacture	On-going	Existing Operational Process[2]	
Transport	On-going	Existing Operational Process[2]	
Site Prep	Unique	Install Phase	Installation Team
Install	Unique	Install Phase	Installation Team
Train	Unique	Start Up Phase	Start Up Team
Start Up	Unique	Start Up Phase	Start Up Team
Buy-off	Unique	Start Up Phase	Start Up Team

NOTES: 1.) The Specify Phase was done by the customer prior to team formation and is not considered part of the project for this example.

2.) Operational Processes are internal to a partner and coordinated with, not controlled by, the project. Therefore, they do not require a project team.

Acquisition Project Team Timing & Responsibilities

Project Team Timing

Leadership Team							
Engineering Team							
			Installation Team				
					Start Up Team		
Project Kick Off	Start Design	Start Build	Start Site Prep	Start Install	Equip Start Up	Equip Buy Off	Project Close Out

Team Responsibilities

Leadership	Engineering	Installation	Start Up
Project Initiation	Design	Prepare Site for Install	Training
Leadership	Procurement	Equipment Installation	Start Up
Project Close Out	Assembly		Buy Off
	Internal Buyoff		Ramp Up
			Warranty

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Team Deliverables

Sample Deliverables for All Teams			
Set Norms	Build Trust	Build Participation	Build Leadership
Meet Timing	Document Meetings	Plan Future Meetings	Share Info
Sample Individual Team Deliverables			
Leadership	**Engineering**	**Installation**	**Start Up**
Set Mission/Goals	Adhere Mission/Goals	Adhere Mission/Goals	Adhere Mission/Goals
Situational Matrix	Define Design Roles	Define Install Roles	Define Start Up Roles
Create Other Teams	Identify Design Issues	Identify Install Issues	Identify Start Up Issues
Issue Resolution	Resolve Design issues	Resolve Install Issues	Resolve Start Up Issues
Risk Assessment	Develop Design Timing	Develop Install Timing	Develop Start Up Timing
Overall Monitoring	Quality Design	Quality Install	Quality Start Up
Overall Control	Track Team Performance	Track Team Performance	Track Team Performance

Staffing Plan

Project Manager creates the staffing plan consisting of the following:

- Project Team Organization Structure
- Resource skills for each team
- Time needed for each resource
- Other information needed to staff the project

Team Structure

Learn by Doing Project Management
Pages 21-22

Team Assignments

- PM must negotiate with other managers providing the internal resources

- Constraints, hourly rates, and competing assignments may require alternate resource considerations

- PM acquires contract personnel, if needed

- PM may need to subcontract large portions of project work

- Virtual teams increase resource possibilities, but complicate communication and management

Team Assignments

Learn by Doing Project Management
Pages 23-24

Initiating the MPM Team Structure

- Identify a strategic project
  - Based on Size, Risk, Opportunity, or Complexity
- Define the team structure (4 step Process)
  - Define phases, Identify Type, Consolidate phases, Form Teams
- Get voluntary agreement and commitment from participating company sponsors
- Plan and conduct the initial leadership team formation event

- **Set Environment** – Intro & Norms

- **Build Relationships** – Personal History

- **Clarify Roles** – Organizational Charting

- **Organize Relationship** – Situational Matrix

- **Generate Ideas & Issues** – Brainstorm

- **Establish Charter & Objectives**

- **Begin Action Planning & Follow Up**