



contents

demand for project managers
christmas party advice
project sponsor - crib sheet
a year in hells kitchen
people power
effective scope management
latest vacancies
clinic times
arras people

December 2005 Issue 15

Welcome to the final issue of Project Management Tip-Offs for 2005. In this issue we invited all our contributors from the past year to tell us what they've learnt this year in project management.

Whilst we look back at 2005, we're also busy thinking about the year to come. One of the main areas of discussion that always crops up at Arras is Project Management Benchmarking. Candidates, clients, people happy in their current roles are always interested to know how they compare with others, whether that's getting paid what they're worth or being sure that they're ahead of the game in terms of skills or capabilities. The survey is currently open until the beginning of January 2006 for any project professional wanting to take part and also receive

the only Project Management Benchmark Report that we know of in the UK.

For any feedback or comments please get in touch at: tipoffs@projectmanagementnewsletter.co.uk

Get the previous editions at: [Project Management Tip-Offs Tipoffs on the Website](#)

What have I learnt about Project Management this year?

The Demand for Project Managers

By Melanie Franklin of Maven Training

Project Management is growing!!! You might not think that is a very impressive statement as the world of project management and subsequent demand for project managers has been growing for the last 5 years. However, it is important to note that the growth in this area of management has not tailed off – and shows no signs of doing so.



For those of you who are currently looking for project management roles, there is evidence from recruitment consultancies that employers continue to demand this role in ever-greater numbers. For example, Arras People has indicated a 49% increase in the recruiter demand for project managers.

UK job boards also demonstrate growth, with Jobserve.co.uk showing an increase of project manager roles from 17,500 in September 2005 to 19,950 to November 2005 – this is an increase of at least a 1000 jobs a month.

In addition, the behavior of organisations has indicated a move toward integrating project management into the organisational environment. I have encountered so many organisations this year who are reviewing their workloads and categorising work as projects which had previously been regarded simply as 'business as usual'. The drivers for this are varied. Within the public sector, the funding of new initiatives continues to be driven along the lines of a project – with release of funds being tied to the delivery of certain milestones. In the private sector, the complexity of new initiatives, including the need to include resources from multiple business disciplines leads managers to establish project teams led by a dedicated project manager who can manager across these business disciplines.

Whatever role you are currently seeking, its worth bearing the above in mind, and ensuring that your CV reflects any project management experience or qualifications that you hold.

Melanie Franklin, is the Managing Director of [Maven Training](#), a leading provider of project and programme management courses

Christmas Party Advice

By John Stamford of JS & Associates Ltd



Project Management Benchmark Report 2005

Do you want to be armed with some real project management market data which will help you position yourself in the current market and against your peers - ready for your next review or contract negotiation?

Arras People is giving you the opportunity to gain valuable project management information – market conditions, trends and salary reviews for free.

The Project Management Institute (PMI®) currently values this information at over £80 for a report published in 2003. Arras People is giving you the opportunity to receive an up to date report for free.

[Contribute today by clicking here](#)

The Project Management Snapshot and Trends Survey 2005

take part today and receive real market data which will help you position yourself in the market and against your peers, ready for that next review or negotiation

project management salary and trends report





A party organised by the employer or in the name of the employer counts as work for the purposes of employment law. Fuelled by alcohol that is when the inhibitions of some males and females are set loose!!

Without being killjoys, we believe that although the employees may be seen as consenting parties it is the responsibility of senior managers to curb excessive or offensive behaviour—remember that claims for sex, sexual orientation, race, religion and belief discrimination, harassment (or subsequent victimisation) are without limit! Christmas parties are seen as a fertile area of new business for the solicitors.



John Stamford & Associates give advice on;
Redundancy Outplacement Employment tribunals
Performance appraisal Training Recruitment
Discipline and dismissal Personnel Human resource strategy

What have I learnt about Project Management this year? Project Sponsors

By David Marsh of MMP

As a Project Wrangler of many years - no its not a typo - I continue to learn from each project - One of this years lesson's came from dealing with a Project Sponsor who knew nothing about IT and nothing about what his role was. Trying to get him to absorb what he had to do and then get him to do it was proving very difficult. So I suggested that what I did for him was to provide a Project Sponsor's Crib Sheet. Each week I produced for him a document containing a Word table describing what he had to do to whom and by when.

This checklist proved a huge success - it provided a forum for us to discuss and agree what the project needed from him and why - **the results** - he did what was required and in doing so he learnt in small chunks what a Project Sponsor should do.

The result - he got promoted - took on a new job with a large project at its heart - I know he demands from that Project Manager a crib sheet as well - he told me so a week or so ago over a pint. I guess it worked!

David Marsh of **MMP**, Business, Programme and Project Management Consultancy



A Year in Hell's Kitchen

By John Gough, Director Diabolo Journeys

It will not surprise you, but if you are a manager for a large organisation (or even if you are not), chances are that you could have spent over thirty working weeks in meetings this year. I can feel a typical Gordon Ramsey response coming on, because was it worth it, or with few exceptions was it the corporate equivalent of Hell's Kitchen?



Looking back now, does all that time blend into one endless experience of grey whiteboards, soggy biscuits, flat mineral water and not much achieved? The average meeting costs an organisation over £2000 in management time alone, so any organisation should be looking for real value every time their managers step out.

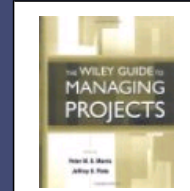
When Willie Walsh joined BA earlier this year, he had the opportunity of touring the company whilst Rod Eddington's era came to a close. He was able to view the organisation at its roots, a luxury few CEO's ever experience, and his reaction within weeks of taking the rudder, was the announcement of the loss of a third of BA middle management posts, over 600 jobs. That's a lot fewer meetings.

I am learning to ensure every meeting has a purpose, a structure and defined outcomes. Make meetings count, then count your meetings, and then divide by three.

See Change with **services and training**, innovative products,

What have I learnt about Project Management this year? People Power

Book of the month



[The Wiley Guide to Managing Projects...](#)

Peter Morris, Jeff...

Best Price **£65.00**

or Buy New **£106.25**



Privacy Information



Project Management Blogs

Some of the best project management blogs on the web today

> [Reforming Project Management](#)

Reforming Project Management (RPM) is a magazine for those of us who are unsettled with common practice.

> [Herding Cats](#)

Authored by a Program Management contractor in a large aerospace firm in Denver, Colorado

> [Projectsteps](#)

An IT Project Manager within the IT/Telecom industries for almost 20 years

> [Project Management Blog](#)

Pretty much has contributors from the other blogs but is not updated as frequently





I didn't have to think very hard to decide what it is that I have learnt about project management over the last 12 months is. People power is paramount.

Much literature is dedicated to the techniques needed to assist Project Managers to manage their project but the reality is that the one skill that overrides all others is people management.

I have observed a number of projects this last twelve months and each one suffered to some degree from people problems.

- People who over/under estimate how much effort will be required to complete a task.
- People who attend meetings with, apparently, the sole purpose of disrupting the meeting to further their own agenda.
- People who think that it doesn't matter if they divert a project team member onto other task(s).
- People who think that the best way to achieve an objective is to put team members, including the project manager, under ever greater pressure.

Of course none of this would be possible if the project manager concerned had effective people management skills.

So the lesson I have learnt in the last 12 months is that when next I need someone for a project management position I will give people management skills the highest weighting of all the areas in the interview.

GreyLine Management ([GreyLine](#)) is dedicated to promoting Project Management best practice by offering Project Management services combined with mentoring of existing staff

Something I've learnt about Project Management this year? Effective Scope Management

By Tom O'Connor of Ichnos

Effective Scope Management: It's not just about what goes in that matters!



As professional programme and project managers, we glow when we have managed to successfully satisfy and balance all of the needs and requirements of our many stakeholders. But what happens if there is a sudden need to start to de-scope?

It may come as no surprise to you to find that, after Schedules, Priorities is the next highest cause of conflict intensity in Project Management, followed in third place by Manpower related issues.

So how do you de-prioritise without being lynched?

My advice is to prepare for this eventuality at the scope definition phase, by integrating those activities with the project's risk management process, ie "Plan for Descoping".

A useful tool which can assist in defining the priorities of project requirements is: MoSCoW, where:

- M** – "MUST have"
- S** – "SHOULD have"
- C** – "COULD have" (if this does not effect anything else)
- W** – "WON'T have" (but would be wanted in future)

This can be further qualified with assessments of each element's cost, resource usage, duration and expected benefits.

Adopting this approach should avoid much of the conflict that follows on from any sudden decision to de-scope, simply by progressing through the "C's", "S's" and "M's", which have been collectively agreed upon, in reverse order.

Tom O'Connor, PMP of Ichnos Ltd ([Ichnos](#)) provide programme and project management expertise within the UK financial services sector

10 Tips to Managing a Global Project

A recent study shows 90 per cent of large companies are engaged in global projects. Ironically less than one third of them have effective, established practices to help project managers and team members communicate, collaborate and coordinate with each other. Global projects should allow organisations to take advantage of distributed skills, around-the-clock operations and virtual team environments.

Currently many of these organisations struggle to reach the required levels of quality and effectiveness from these projects because their structure and their methodologies are not adapted to a global multi-cultural environment, where most communication is in writing and asynchronous.

> [10 tips to manage a global project](#)



KPMG

Global IT Project Management Survey 2005

Key findings and survey available for download

"Continual pressure on costs, head-counts and the drive to maximise the



New Roles from Arras People

For all our current live vacancies see the website at www.arraspeople.co.uk/jobs.php



Project Management Careers Clinic

The Project Management Careers Clinic is open for business once again, with two dates each month for each area of specialism. The next dates are the 19th December, 10th and 17th January. Book now or refer a friend in need to the [Clinic](#). This clinic remains free to all registered project management professionals who are registered with Arras People



About Arras People:

Latest update from Arras People - the project management and project office recruitment specialists.

It's been a busy few months at Arras People and now there are more members of staff on board. In October we welcomed Heather Hodgkinson, our new Candidate Manager and Victoria Sinicola, our new Recruitment Consultant

www.arraspeople.co.uk

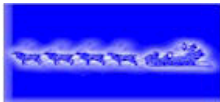
Tel: 01706-366444 (Head Office) north@arraspeople.co.uk

Tel: 01234-823532 (Bedfordshire) south@arraspeople.co.uk

Tel: 0208-785-6746 (London) london@arraspeople.co.uk

My top three:

This issue - Lindsay Scott's favourite three websites:



[Reindeer Training school](#)

[WRVS Campaign](#)

I wonder if you would support the WRVS Christmas campaign this year by e-mailing your MP and asking them to support WRVS and help us to find solutions to alleviate the loneliness that many older people face this Christmas.



Over one million older people face the prospect of being alone at Christmas, WRVS has a vision for a world where by 2010, everyone has the choice and opportunity to have human contact if they want it. If you could take 5 minutes to visit the campaign website and support the campaign, it would be great.

And for a bit of fun visit Stelios empire and play the [cruise ship game!](#)

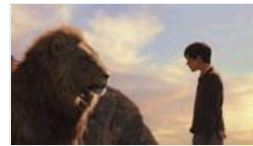
current bottom-line is causing executive management to attempt to effect change across their businesses with insufficient people committed to the task"

> See the entire article plus download – [KPMG Survey](#)



Arras Corner

Arras and the Movies



The film for the season, Disney's 'The Lion, The Witch and The Wardrobe' was written of course by C.S Lewis, another well known name who also became injured in World War I during the Battle of Arras.

So films and project management doesn't seem like a phrase you'd often see – Chaco Canyon Consulting in the US has two great articles entitled "Films Not About Project Teams", a list of films and videos about project teams that weren't necessarily meant to be about project teams.

One example; "*Mutiny on the Bounty: Make your project plan carefully, and don't bet on things working the way you want them to. Captain Bligh went for the gold, and ended up losing — he had to backtrack from Cape Horn, lost a year, and then tried to make up the schedule on the backs of the crew. A study in managing by force vs. leadership.*"

See both articles – [List 1](#) and [List 2](#)

