

CASE STUDY

Harrogate Borough Council

Without an effective Project Management Methodology, projects are destined to run over time, go over budget and fall short of their goals. Harrogate Borough Council implemented their bespoke methodology in 2007 and provided project managers not only with the tools, but also with the skills needed to use them successfully.

Background:

Harrogate Borough Council (HBC) recognised that sound project management processes and techniques are essential for succeeding within the Public Sector. The IT department were responsible for defining a workable, structured methodology to manage and control both their own IT projects and other council projects effectively. They realised that the methodology's structured processes and tools would be ineffective if project managers were not competent in the skills and techniques required to use them.

“Keystrokes’ approach allows a structured methodology to evolve and take root naturally”

Solution:

Keystrokes’ approach to the delivery of effective project management training combines robust methodology with practical skills to result in a mature project management culture. Our specialist consultant worked with the HBC team to integrate key aspects of the Harrogate methodology (a cut down version of Prince2), within our 3 day project management foundations skills training programme. Course materials and exercises were tailored to reflect the HBC framework. Learning outcomes from all exercises were reviewed in the context of typical Local Government projects and the Harrogate methodology specifically. The programme was delivered over an 18 month period and has been further extended to include core skills in Microsoft Project.

“Without attention to skills, processes are implemented superficially and as a result, quickly fade away”

Benefits:

- Context and relevance of learned skills was maximised and therefore retention of skills improved.
- Because the theory was brought to life through practical exercises and case study examples, skills and processes were more embedded.
- An evolving culture of effective project management has contributed to a track record of successful project delivery.

Further additions to the training programme are being considered, including awareness sessions for Members and project sponsors.