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Date:	3 December 2011
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How to manage a standards change project

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1 Purpose

The purpose of this module is to provide a structured approach to the project management of the Network Rail standards change process.

2 Scope

This module of NR/L2/EBM/STP001 specifies the project management requirements for all changes to all Network Rail standards. It specifies:

- a) information required to complete a project remit;
- b) the approval process to be followed by Project Managers; and
- c) information required to complete a briefing note and implementation programme.

It applies to Project Managers and Working Group members who have been appointed by a Standards Steering Group to change or develop a Network Rail standard.

3 Role of the Project Manager

The standards Project Manager shall manage individual standards projects through to completion. The Project Manager is responsible for:

- a) production of the standard in accordance with the timescales specified within the project remit;
- b) management of the Working Group;
- c) liaison with key stakeholders as appropriate.

4 Role of the Working Group

The Working Group shall:

- a) support the Project Manager with the production of the project remit, standard, briefing note and briefing material;
- b) represent the views and associated impacts of their individual interest groups at all stages of the standards project;
- c) confirm acceptance of final proposed version of the standard prior to it being issued for key stakeholder endorsement;
- d) establish and maintain a link with their respective key stakeholder throughout the duration of the standards project;
- e) where required, assist the Project Manager with the collation of key stakeholder responses;
- f) review comments provided from key stakeholders as part of the key stakeholder consultation exercise;

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- g) assist Project Managers with the development of the briefing implementation programme for the standard;
- h) assist Project Managers to deliver briefing of the standard.

5 Project remits

5.1 Develop a project remit

Once the need for a standards project has been identified by a Steering Group, the Project Manager shall develop a project remit.

NOTE 1 This might be done with support from a Standards Development Manager.

Key items recorded on project remits include:

- a) the documents to be developed;
- b) resources;
- c) timescales;
- d) business impacts including affected functions;
- e) implementation plans;
- f) lessons learned.

Project remits have four sections as specified in Table 1.

Tables 2, 3, 4 and 5 provide guidance on how to complete the project remit.

NOTE 2 Project remit templates are located in CCMS. Project Managers should contact the Steering Group secretary or Standards Management if they require assistance.

5.2 Steering Group approval

The Project Manager shall submit parts A and B to the Steering Group for approval before drafting of standards commences unless previously agreed by the Steering Group or Standard Owner.

NOTE Parts A and B are usually approved together, but may be approved at different Steering Group meetings.

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Part	Description	Contains
A	Project Brief – designed to provide a general overview of the standards project and justify the change.	General project details Problem statement Key objectives for the project Project scope Details of related documents Identification of key stakeholders Identification of key milestones
B	Project Definition – defines the outputs and impacts associated with a standards project.	Working group members Project outputs Business impacts associated with the standard project
C	Implementation Programme – contains details of briefing arrangements.	Posts to be briefed Who is responsible for briefing Format of briefing When briefing will be delivered and completed
D	Completion Report – contains details of information required to achieve closure of individual standards projects.	Confirmation that business benefits have been achieved Confirmation that financial implications have been met Confirmation that outputs have been achieved Confirmation that briefing programmes have been delivered Details of TNCs or derogations Outstanding issues and how they will be resolved Details of lessons learned

Table 1 – Parts of project remits