

## Initiation



### Resources

When you start your project, you need to consider what resources are required. Generally, resources fall into three categories; people, money and material goods.

### Initiation

The purpose of this phase is to develop a clear understanding of what your project is, what you want to achieve and how you plan to get there.

## Key points

### 1. Plan realistically

Traditionally, the resources required for a project are underestimated. Additional resources may be required due to project delays or unanticipated expenses (such as the need to purchase something not included in the initial budget). Good project planning, scoping and scheduling will help you and your sponsor identify the resource requirements and determine how they will be used throughout the project to enable you to deliver the required outcomes.

### 2. Human resources

Factor in the project team members' time and capacity; include potential travel expenses required to complete the project. Be aware of their skill sets, the time they have available, and their competing commitments. This may be challenging if the staff do not report to you. If you are setting up a new team, familiarise yourself with their strengths and skills so you can identify the support they need to complete their part of the project.

### 3. Maintain a budget

Every project will incur costs, either directly or indirectly. Even if it's just you on the project, your wage should be considered a project expense. You may not have the authority to sign off on expenses, but you need to be mindful of the project budget and monitor to avoid additional expenses where possible. See the Project budget factsheet for more information.

### 4. Material resources

Material goods are not always obvious when planning your project, but you should consider what may be required. Examples include software licences (e.g. Basecamp, a collaborative web space or survey tools for your project diagnostic), hardware and other equipment (e.g. cabling for computers/monitors, laptop, data projector, internet dongle), and venue or catering for events and workshops.

## Considerations and tips

A lack of resources can be problematic for your project. It's always best to ask for the things you are likely to need at the beginning of a project, rather than having to go back and ask for additional resources.

### Dealing with unknowns

It is unlikely that you will be able to predict everything that will be required when developing your initial project plan, because you will not know all the details. Concentrate on what is known, build in decision points with cost estimates and monitor them closely.

### Estimating project resources

This is a skill that improves with experience. If you are new to project management, seek advice from people with more experience. For instance, other project leads or redesign leaders in your organisation would be an excellent source of information.

### Free up resources not needed

It's important to remind sponsors and managers who are committing the resources that your project timeline has an endpoint, and resources will not be required after a certain point. It will earn you respect if you free up resources if and when you don't need them, so they can be allocated to the next project.

### Schedule and prioritise resources

Resources can be scarce in the health environment. It may be worthwhile to prioritise your resources with the sponsor or steering group. That way, if a decision to reduce resources is made, the high priority activities may be better protected.

## Prioritise resources

### Essential



resources absolutely necessary to keep the project running

### Required



resources needed to maintain the project on time and on budget

### Desired



resources that would be nice to have and helpful to the project budget

## Be realistic



## Further information

[My Health Learning Log in Form](#) – Redesign Initiation (202464923): Introduction to Project Initiation

## Next Steps

Resources of all types are important to get your project implemented successfully. Put effort into identifying the types of resources you need and request them in advance to ensure that they are ready when you need them.