

A project based approach to *Let's get real: Disability* implementation

A project based approach is one way to implement *Let's get real: Disability* across your organisation. This resource looks at typical roles and responsibilities for undertaking projects. These roles may be integrated into people's existing workloads or delegated to a project manager. The roles may be assigned to one or more people, or people may take on one or more roles.

Project sponsor

Implementing *Let's get real: Disability* is likely to be more successful if it is owned and championed inside your organisation by a project sponsor. The sponsor leads and champions the process of implementation and change. The sponsor is often a senior manager.

Role and responsibilities of the *Let's get real: Disability* sponsor

- Has ultimate authority and responsibility for the implementation plan, project or programme.
- Approves changes to the scope of the *Let's get real: Disability* implementation project.
- Identifies additional funds if required.
- Approves deliverables.
- Champions the implementation plan or project.
- Ensures clear decision making.
- Manages issues that cannot be managed at the team level.
- Removes blocks to progress.
- Resolves conflict.
- Makes sure the project aligns with organisational strategy.
- Facilitates alignment across departments.
- Defines what success looks like and how it will be measured.
- Communicates and provides reports to the management team.
- Gives feedback to leaders and managers on progress, achievements and 'red flags'.
- Has overall authority for decision making.

Steering group

Setting up a steering group is one way to provide governance to the *Let's get real: Disability* implementation project. To reflect the *Let's get real: Disability* framework, the steering group could include disabled people, carers, Māori, family and whānau representatives, a community representative, professional advisors and people from different cultures. The steering group could also include managers, team members, human resource managers and quality managers.

Role and responsibilities of the *Let's get real: Disability* steering group

- Has oversight of the *Let's get real: Disability* implementation project.
- Coordinates input from all stakeholder groups.
- Supports implementation, contributes to regular review and provides governance.
- Provides leadership and support throughout the implementation project.
- Resolves issues escalated by the project manager or team leaders.
- Provides policy decisions and direction for implementation.
- Resolves or forwards policy issues to appropriate decision making bodies.

Stakeholders

Knowing who your stakeholders are, and involving them in planning and implementation is key to success. Many organisations have existing stakeholder networks or mechanisms that can be used. Consider representation from the following groups:

- Disabled people.
- Carers.
- Family or whānau.
- Māori (individuals with an understanding of disability).
- Pasifika (individuals with an understanding of disability).

Role and responsibilities of the *Let's get real: Disability* stakeholders

- Model the intent of the seven Real Skills.
- Increase information sharing.
- Enhance mutual understanding.
- Create networking opportunities.

- Provide guidance to the *Let's get real: Disability* steering group and sponsor.
- Act as a resource to the implementation process, for example helping to facilitate briefing sessions to staff.
- Communicate between services and stakeholder groups.
- Encourage and receive feedback.

Project manager

Depending on the size and nature of your service, you may decide to dedicate some of your team's time to leading and promoting *Let's get real: Disability*.

Role and responsibilities of the *Let's get real: Disability* project manager

- Agrees implementation plan with the *Let's get real: Disability* sponsor and steering group.
- Reports to and receives direction from project sponsor.
- Manages, reviews and prioritises the work plans, with the objective of staying on time and within budget.
- Reviews progress and provides status reports to the steering group.
- Receives feedback from the sponsor and steering group.
- Manages allocated resources and works with partner organisations.
- Works with other leaders and managers to resolve issues.
- Presents areas for discussion to the steering group.
- Recommends resource and policy changes to the steering group.
- Meets with team managers to review concerns and monitor progress.
- Motivates and coaches other managers and team members.
- Conducts risk management analysis for *Let's get real: Disability* implementation.
- Reviews and approves deliverables.

Service manager or team leader

It is essential that team members have clear leadership for putting *Let's get real: Disability* into practice. Depending on the size of your organisation, there may be a number of managers or leaders who take a leadership role in implementing *Let's get real: Disability*.

Role and responsibilities of the service manager or team leader

- Provides leadership and direction for the team or service.
- Contributes to the overall *Let's get real: Disability* implementation plan, by meeting objectives and specific team deliverables.
- Provides key documentation, access to staff meetings and release time for *Let's get real: Disability* activities.
- Coordinates documentation, testing and training efforts related to the implementation plan.

Team members

Let's get real: Disability applies to everyone working in disability services. It is therefore important for everyone to understand they have a key role in bringing the seven Real Skills to life in their practice.

Role and responsibilities of the team member

- Contributes to the overall objectives of the *Let's get real: Disability* implementation plan and specific team deliverables.
- Raises policy issues with team for referral to appropriate policy making bodies.
- Provides direction and encouragement to other team members.
- Participates in processes required by the *Let's get real: Disability* tools.