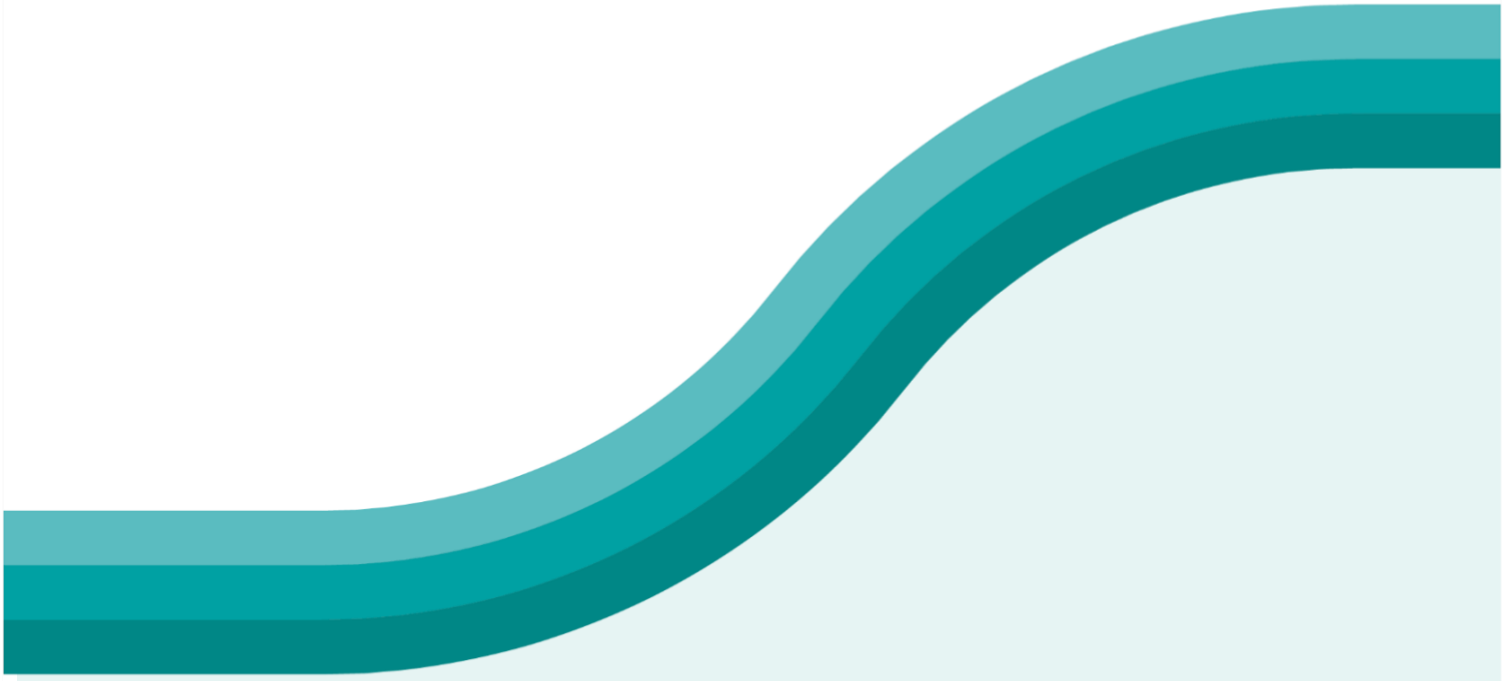
Government
Project Delivery

Government Project Delivery Profession - Digital and Data Skills Workshop Report

Peterborough 26 September 2024



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Executive Summary

The Project Digital and Data Skills Workshop, held on 26th September 2024, focused on the impact of artificial intelligence (AI) and digital tools on the project management profession. The event brought together 20 participants from government and the private sector to explore how digital tools will transform traditional project roles and to identify the skills, knowledge, and behaviours required to thrive in this evolving landscape.

The discussions covered key themes such as the future of the profession, the evolving roles of project leaders and technical experts, the specific skills needed for these roles, and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to explore the organisational strengths, weaknesses, opportunities, and threats related to creating a culture that supports digital transformation.

The workshop revealed that traditional project management roles, such as Project Planners, Risk Managers, and Senior Responsible Owners (SROs), will transform due to the integration of AI into their projects. These roles are moving beyond routine administrative tasks and focusing more on strategic oversight, ethical decision-making, and real-time data interpretation. Digital tools can automate many routine functions, such as task scheduling, risk detection, and reporting, allowing professionals to focus on higher-level decision-making.

Key skills identified during the workshop include AI literacy, critical thinking, scenario planning, and ethical oversight. AI literacy is fundamental to understanding how AI tools function and how to validate AI-generated outputs. Critical thinking enables professionals to question AI-driven insights and ensure that decisions are made with human oversight. Ethical oversight is essential to mitigate risks such as bias and to ensure that AI-driven decisions are aligned with organisational values.

The SWOT analysis conducted during the workshop identified several strengths, including a collaborative work environment and a willingness to experiment with new technologies. However, weaknesses such as a reactive approach to skills development and a process-driven culture were also noted. Opportunities to foster innovation and experimentation, as well as to promote cross-functional collaboration, were highlighted, while threats such as resistance to AI due to fears of job displacement and the ethical risks of AI were acknowledged.

Ultimately it was recognised that the integration of digital tools into project delivery presents a unique opportunity to enhance efficiency, improve decision-

making, and deliver better project outcomes. Participants agreed that as technology becomes central to project delivery, professionals must adapt quickly to these changes and that realising the benefits requires a concerted effort to invest in skills development, ethical oversight, and organisational culture.

Introduction

Project Delivery as a profession is undergoing a profound shift. AI and data-driven tools will not only enhance efficiency but also transform the very nature of project delivery. Traditionally manual tasks such as risk identification, resource scheduling, and progress tracking can now be automated, freeing project professionals to focus on higher-level strategic decision-making.

This transformation presents potentially significant changes to the roles and skill requirements of the profession.

To start to address these challenges, the Infrastructure and Projects Authority (IPA) invited participants from government, private sector and academia (a full list of participants can be found in (**Appendix A**) to join a workshop that was held on 26th September 2024 in Peterborough.

The aim of the workshop was to explore how innovations in technology will impact future skills, knowledge, and behaviour requirements for projects and programmes to support the government project delivery profession to identify and develop the necessary capability to deliver for government in an increasingly digital world.

Workshop objectives:

By the end of the workshop participants will :

- have identified how technology will impact projects and the project profession now and in the future, and discussed the barriers and opportunities arising
- have a clearer understanding of project digital and data skills requirements for short, medium and long term
- explored the skills, knowledge & behaviours required of project leaders and technical experts and captured views on roles most likely to be impacted
- have Identified potential capability gaps

Workshop Overview

The workshop was structured to provide participants with both theoretical insights and practical discussions on the future of project delivery. Participants were engaged in a variety of sessions, from plenary talks to breakout discussions, each designed to explore different aspects of the digital transformation in project delivery.

The key sessions included:

1. **The big question: What is the future for our profession?** This session focused on the ways in which AI and data tools are already being used in project management, and how they are likely to transform the profession over the next 5 to 10 years.
2. **The evolving role of project professionals**: In this breakout session, participants explored how traditional project roles such as Project Planner, Risk Manager, and SRO will evolve with the integration of AI. Role profiles were created (see **Appendix B**), providing a conceptual understanding of future role responsibilities.
3. **Skills for the future**: Groups worked together to identify the specific skills, knowledge, attitudes, and behaviours required for the role profiles created in the earlier session.
4. **Culture and capability (SWOT analysis)**: The final session involved a SWOT analysis that explored the organisational strengths, weaknesses, opportunities, and threats related to creating a culture that supports digital transformation.

Discussion Areas

1. The Future of the Project Delivery Profession

The group discussed digital and AI innovations within their organisations now and explored how emerging technology could impact the profession over the next 5 to 10 years. Overall there was a sense that the profession would need to change in order to respond to and maximise the opportunities presented by technological innovations. Although we do not yet fully understand future workforce practices examples of envisaged ways of working included:

- **Productivity Enhancement**
  Use of applications such as Co-pilot were seen as powerful tools for enhancing productivity for many routine administrative tasks and reporting, chat bots for responding to stakeholder and user queries,would potentially save time and resources. By streamlining processes, project professionals can focus on higher-value activities, reducing manual workloads and increasing efficiency across projects. AI avatars being present in meetings with the ability to answer questions or retrieve data and information on demand could move a passive assurance role to active collaboration with the project team. Potential use of wearable technology such as Google Glasses for real-time data feeds during meetings and workshops was also discussed to encourage team and stakeholder connection.

- **Validation and Bias Reduction**
  The group discussed AI's potential to create and disseminate best practices, ensuring consistency and reducing bias in project management and delivery decisions. AI tools can analyse large datasets and identify patterns, which can then be translated into evidence-based practices shared across teams and departments. This approach can standardise methodologies and improve the overall quality of project delivery.

- **Insight Generation and Scenario Anticipation**
  AI's capability to provide insights and anticipate future scenarios was a significant point of discussion. Participants explored how more prevalent use of AI as a 'thought partner' that can that can analyse qualitative data, assist with scenario planning, benefits tracking, and be prompted for specific outputs such as tailoring project communications to user demographics, would allow project teams to better understand potential risks and opportunities, facilitating proactive management strategies. AI's

role in developing predictive analytics and horizon scanning tools was seen as essential for adapting to rapidly evolving technological landscapes and ensuring that project delivery remains agile and responsive.

2. The evolving roles of project professionals

As AI and data-driven tools become more prevalent in project delivery, the roles and responsibilities of project professionals will undergo significant changes. The traditional tasks of scheduling, risk management, and reporting will potentially be augmented—or in some cases replaced—by AI-powered tools that automate routine processes and provide real-time insights. This shift requires project professionals to adopt different skills and approaches to remain effective in their roles.

During the workshop participants reviewed a sample current role profiles and discussed how the responsibilities would evolve with the introduction of AI and data driven tools. The full profiles can be found at **Appendix B**.

Senior Responsible Owner (SRO)

The Senior Responsible Owner (SRO) remains the strategic leader of the project, responsible for ensuring that the project aligns with organisational goals and delivers the intended benefits. However, as AI becomes more integrated into project management, aspects of the SRO's role are becoming increasingly data driven. AI tools can provide the SRO with real-time data on project performance, risks, and benefits realisation. This allows the SRO to make more informed decisions and take corrective action early when issues arise. As the leader of the project, the SRO is already responsible for ensuring that use of digital tools and AI are ethical and in alignment with the organisation's values. The SRO must also play a key role in communicating AI-driven insights to stakeholders.

Programme Director

The Programme Director's role will evolve as technology becomes more central to project delivery. With digital tools taking on much of the day-to-day monitoring, the Programme Director will focus more on strategic leadership, guiding AI-driven teams, and ensuring that programmes deliver outcomes aligned with organisational goals. This future role will demand expertise in overseeing complex ecosystems of projects, maintaining stakeholder engagement, and ensuring that AI tools are used ethically and effectively.

Project Manager

The Project Manager role will evolve into one that balances traditional project management with the oversight of AI and automation tools. Project Managers will need to interpret AI-generated data to manage resources, track milestones, and anticipate risks. Stakeholder communication will also remain a critical component, requiring project managers to present complex data insights in a clear, actionable manner. Real-time risk management, supported by AI, will become an essential part of their responsibilities. There was also discussion about the future uncertainty of the project manager role and potential redundancy depending on the nature of the projects and how digital tools are integrated.

Governance and Reporting Manager

This role is expected to become more data-centric, as AI automates many traditional reporting and governance tasks. The Governance and Reporting Manager will focus on ensuring the integrity and accuracy of AI-generated reports, interpreting strategic insights, and maintaining ethical standards in compliance processes. Data integrity management will become a crucial skill, as will the ability to communicate insights clearly to governance boards and stakeholders.

Project Planner

Traditionally responsible for developing schedules and coordinating activities, the Project Planner role is evolving to encompass a more strategic approach. Future Project Planners will need to manage the outputs of AI-driven tools, ensuring that schedules, resource plans, and project milestones align with overall strategic objectives. Skills in data integration and scenario modelling will be essential, as planners will need to interpret complex datasets and forecast various outcomes to optimise project delivery.

Risk and Issue Manager

Participants noted that this role will become more proactive, leveraging AI to provide predictive analytics and identify risks before they escalate. The Risk and Issue Manager will work closely with AI specialists to interpret risk data accurately and develop early intervention strategies. Collaboration between risk managers and technology teams will be critical to ensure that AI systems are configured effectively and deliver reliable information.

3. Project delivery skills for the future

The workshop identified several key skills that will be essential for project professionals to succeed in the evolving landscape of AI-powered project management. These skills go beyond technical proficiency and encompass strategic thinking, ethical oversight, and scenario planning.

3.1 AI Literacy

AI literacy will become a foundational skill for all. This includes understanding how AI tools work, when to trust AI outputs, and how to validate the insights generated by AI. AI literacy is essential for ensuring that AI tools are used effectively and ethically within project management. Professionals need to understand AI capabilities and know when to intervene manually. There is a need to have the knowledge and experience to validate AI-generated data to ensure it's accurate and relevant to the project's goals. AI systems are only as good as the data they are trained on, which means they can perpetuate existing biases. Project professionals need to be aware of these biases and take steps to mitigate them, including monitoring AI outputs and ensuring that decisions are fair and transparent.

3.2 Data Literacy and Analytical Skills

Participants highlighted data literacy as a core skill for future project professionals, especially as AI and data analytics become more prominent in decision-making processes. Professionals must be able to interpret, validate, and act on data insights generated by AI systems. Specific skills such as data visualisation and predictive analytics were identified as essential for roles like Project Planners, Programme Directors, and Risk Managers. The ability to use tools like dashboards and data visualisation software (e.g., Power BI) will be critical for transforming data into actionable insights that inform project strategies.

3.3 Interdisciplinary Collaboration

The session underscored the importance of collaboration across different departments and professions. As technology becomes more integrated into project delivery, professionals will need to work alongside IT, data science, and operations teams to implement and manage AI and other digital tools effectively. This will require not only technical knowledge but also strong communication and relationship-building skills to bridge the gap between technical and non-technical stakeholders.

3.4 Stakeholder Engagement and Digital Communication Skills

As roles become increasingly data-driven, the ability to communicate complex information effectively to diverse audiences will be crucial. SROs and Programme Directors, in particular, will need to use digital platforms and data visualisation tools to engage stakeholders and present project updates clearly. Skills in using immersive technologies, such as virtual collaboration platforms and digital storytelling methods, were identified as valuable for maintaining strong stakeholder relationships.

3.5 Critical Thinking

With digital tools handling more routine tasks, project professionals will need to focus on higher-level decision-making. Critical thinking skills are essential for validating insights, solving complex problems, and ensuring that outputs are appropriate for the project context. Project professionals must be comfortable challenging digitally generated insights and using their own judgement to validate these findings. Digital tools generate vast amounts of data, and project professionals need to develop the skills to filter out irrelevant information and focus on the key insights that are most relevant to the project. This requires strong analytical skills.

3.6 Strategic and Scenario Planning

Participants noted that as AI takes on more of the routine tasks, project professionals will need to focus on strategic planning and scenario modelling. For example, Project Planners will be required to develop various scenarios using AI-driven insights and make data-informed decisions to optimise resource allocation and project timelines. Similarly, Programme Directors will need to manage complex ecosystems of projects, using AI tools to align cross-project dependencies and anticipate potential issues before they arise. As project conditions change, AI tools can provide real-time updates on risks and opportunities. Project professionals must be able to quickly adapt their plans based on this evolving information, ensuring that they remain responsive to changing project needs.

3.7 AI Oversight and Ethical Management:

As AI is increasingly integrated into project delivery, the need for skills in managing AI systems ethically was repeatedly highlighted. Professionals must understand how AI works, recognise potential biases, and develop strategies for mitigating these risks. As AI takes on a larger role in project management, ethical oversight is becoming increasingly important. Project professionals must ensure

that AI-driven decisions are ethical, transparent, and aligned with the organisation's values. While AI can assist with decision-making, ultimate responsibility lies with the project team. Project professionals must ensure that there is a clear line of accountability for AI-driven decisions and that these decisions are aligned with the project's ethical standards.

3.8 Continuous Learning and Development

Participants emphasised that as technology evolves rapidly, project professionals must be equipped with the ability to continuously update their skills. Micro-learning environments were suggested as effective methods for ensuring flexibility and accessibility in professional development

4. Culture change to support digital transformation

During the final session participants conducted a SWOT analysis and explored the organisational strengths, weaknesses, opportunities, and threats related to creating a culture that supports digital transformation.

4.1 Strengths

Collaboration and Cross-Sector Partnerships: Participants identified the profession's collaborative culture as a key strength, noting that the ability to work effectively with external partners, such as private companies and academic institutions, enhances knowledge exchange and innovation. The diversity of thought within the profession was also highlighted, with different perspectives contributing to more informed decision-making and improved project outcomes.

Public Service Ethos: The public service ethos was recognised as a valuable asset, driving professionals to prioritise ethical project delivery and focus on achieving benefits for citizens and communities. This commitment to public good helps build trust and accountability, ensuring that projects are managed with integrity.

Innovation and Adaptability: Participants felt that many project teams are starting to experiment with AI tools, demonstrating a willingness to innovate and adapt to new technologies. This innovation intent is a significant strength, as it allows project teams to stay ahead of the curve in adopting AI-driven solutions.

4.2 Weaknesses

Process Driven Culture: The tendency for some professionals to prioritise processes over outcomes was seen to limit innovation, as rigid adherence to procedures can prevent teams from exploring new approaches that could deliver better results.

Inconsistent Technology Access: Participants raised concerns about inconsistent access to technology across different parts of the public sector. While some areas benefit from advanced digital tools, others face barriers due to outdated infrastructure or limited resources, which can hinder overall project efficiency.

Political and Organisational Awareness: The need for increased political and organisational awareness was also highlighted. Participants felt that some decision-makers, including politicians, may not fully understand the complexities of project delivery, which can lead to unrealistic expectations and a lack of support for necessary technological investments.

Skills Development: Historically it is felt that there is a reactive nature of skills development in some organisations. Rather than anticipating future skills needs, project professionals often wait until new technologies are introduced before they begin upskilling. This reactive approach could create significant delays in the adoption of digital tools, as teams may not have the necessary skills to implement these technologies effectively.

4.3 Opportunities

Promoting Diversity and Inclusive Skills Development: The opportunity to enhance workforce diversity was seen as a key area for growth. Participants noted that integrating a broader range of skills (e.g., data scientists, strategists, engineers) could strengthen project delivery teams. By creating inclusive environments that welcome diverse backgrounds, the profession can build stronger, more innovative teams.

Leveraging Unique Data Pools: The public sector's access to vast data resources was identified as a significant opportunity. By leveraging these data pools, the profession can set industry standards, drive decisions, and enhance the quality of project outcomes. AI and data analytics offer the potential to transform how projects are managed, providing insights that can improve efficiency and effectiveness.

Innovation and Experimentation: Participants noted the potential for creating learning environments that support innovation and experimentation. Encouraging teams to experiment with new tools and approaches, within safe and defined boundaries, could lead to breakthroughs in project delivery methods. This environment of learning and growth could also help retain and attract talent by making the profession more dynamic and engaging.

Public Engagement and Transparency: The increasing public awareness of AI offers an opportunity to engage citizens more effectively in project planning and delivery. By using data to improve transparency, project teams can build public trust and demonstrate the tangible benefits of their work. This engagement could also lead to citizen empowerment, as individuals contribute their data to improve services and participate in decision-making processes.

4.4 Threats

Job Displacement Concerns: One of the most significant threats to the adoption of AI in project delivery is the fear that AI will replace human workers. This fear can create resistance to AI tools, as project professionals may be concerned that automation will make their roles redundant.

Political and Fiscal Instability: Political instability and fiscal constraints were highlighted as major threats. Participants noted that changes in policy direction or budget cuts could disrupt projects and limit the profession's ability to invest in new technologies. These external factors are difficult to control, making long-term planning challenging.

Ethical and Regulatory Challenges: The ethical implications of using AI and data technologies were discussed as potential threats. The risk of AI driving biased decisions or marginalising certain groups was raised, along with concerns about how regulatory frameworks might limit opportunities. The need to balance innovation with ethical and legal considerations was seen as a complex challenge for the profession.

Public Perception of AI: Negative perceptions of AI as a threat or job replacement were seen as barriers to its effective adoption. If the public views AI as dangerous or harmful, it could limit the technology's use and hinder project efficiency. Participants suggested that more work is needed to educate the public about the benefits of AI and how it can be used responsibly.

Sustainability Issues: The environmental impact of technology, particularly AI's power consumption, was highlighted as a potential threat. As sustainability becomes a growing concern, the profession must consider how to implement

technology in a way that minimises its ecological footprint. Failure to address these concerns could lead to resistance from stakeholders and regulators.

Conclusion

The workshop successfully explored the transformative impact of emerging technology on the project delivery profession and identified valuable insights into the evolving roles, skills and behaviours required of future project professionals.

Discussions were mainly focussed on AI and therefore, the session lacked detail on other technologies, such as Internet of Things (IoT) devices or augmented reality (AR), which could further enhance project delivery. This represents a knowledge gap in how these additional technologies might be integrated alongside AI to improve outcomes.

The workshop gave useful insights into the skills needed for the future of project delivery. The themes of technology integration, data skills, and the need for continuous learning were clear. However, there are still gaps in understanding how these changes will be supported and implemented in practice.

Ultimately, the integration of digital tools into project delivery presents a unique opportunity to enhance efficiency, improve decision-making, and deliver better project outcomes. However, realising these benefits requires a concerted effort to invest in skills development, ethical oversight, and organisational culture. By taking proactive steps today, the profession can position its project teams for success in the digital age and ensure that project delivery is at the forefront of innovation.

Evolving Roles: As project roles continue to evolve in response to technological advancements, it is essential for the government project delivery profession to take proactive steps to equip project professionals with the necessary skills, tools, and cultural mindset to succeed in this new landscape.

Traditional project management roles will undergo significant changes as digital tools become more integrated into project delivery. These roles will shift towards more strategic oversight, data interpretation, and ethical decision-making.

Critical Skills: AI literacy, critical thinking, ethical oversight, and scenario planning emerged as the most critical skills for project professionals in the digital age. AI literacy is becoming an essential skill for project professionals, particularly as AI-driven tools take on more routine tasks like scheduling, risk management, and reporting. Without a solid understanding of how AI works, project professionals may struggle to use these tools and could misinterpret AI-generated insights.

The integration of AI into project management requires input from a diverse range of experts. By bringing together professionals from different fields, organisations can bridge the technical knowledge gap and ensure that AI tools are used effectively.

Culture Change: The successful adoption of digital tools in project delivery requires a significant cultural shift across the profession. Teams must move away from rigid process-driven approaches and embrace a culture of innovation, flexibility, and experimentation. Cross-functional collaboration will be essential for addressing skill gaps and ensuring that project teams can leverage digital tools effectively.

Project delivery needs to foster a culture of innovation, experimentation and ethical AI use. While digital tools offer numerous opportunities to enhance project delivery, there are also several threats that must be managed. Resistance to AI, fears of job displacement, and the potential for AI bias all pose significant challenges. These concerns can be addressed by providing clear communication, ethical governance, and continuous upskilling to ensure that tools are used responsibly and that project professionals feel empowered rather than threatened by these technologies.

Appendix - Future project delivery role profiles

Senior Responsible Owner (SRO)

The Senior Responsible Owner (SRO) remains the strategic leader of the project, responsible for ensuring that the project aligns with organisational goals and delivers the intended benefits. However, as AI becomes more integrated into project management, aspects of the SRO's role are becoming increasingly data driven.

- AI-Enhanced Decision-Making: AI tools can provide the SRO with real-time data on project performance, risks, and benefits realisation. This allows the SRO to make more informed decisions and take corrective action early when issues arise. For example, if AI detects that a project is not on track to deliver its expected benefits, the SRO can intervene and adjust the project's strategy accordingly.
- Ethical Leadership: As the leader of the project, the SRO is already responsible for ensuring that working practices are ethical and in alignment with the organisation's values. This will include overseeing the use of digital tools and AI in risk management, resource allocation, and decision-making to ensure that AI-driven outputs are fair, transparent, and aligned with the project's goals.
- Stakeholder Communication: The SRO must also play a key role in communicating AI-driven insights to stakeholders. For example, if AI recommends changes to the project's timeline or budget, the SRO must ensure that these recommendations are clearly explained to stakeholders and that they understand the strategic rationale behind them.

Programme Director

The Programme Director's role is transitioning from traditional leadership to one where AI and automation will play a crucial role in managing interdependent projects. With AI taking on much of the day-to-day monitoring, the Programme Director will focus more on strategic leadership, guiding AI-driven teams, and ensuring that programmes deliver outcomes aligned with organisational goals. This future role will demand expertise in overseeing complex ecosystems of projects, maintaining stakeholder engagement, and ensuring that AI tools are used ethically and effectively.

- Strategic Leadership and AI Integration: AI tools will handle much of the operational oversight, allowing the Programme Director to focus on aligning programme outcomes with strategic business objectives. They will guide the use of AI across interdependent projects, ensuring that the technology is optimised for programme success.
- Stakeholder Management: The Programme Director will be responsible for maintaining strong relationships with key stakeholders, using AI-generated data to provide updates and insights into programme progress, risks, and opportunities.
- Ecosystem Optimisation: As projects become more interconnected, the Programme Director will oversee the integration of multiple projects, ensuring that resources, risks, and milestones are aligned across the programme.
- AI-Driven Decision Support: AI will provide real-time data and insights, but the Programme Director will need to make high-level decisions based on these outputs, ensuring that programmes stay on track and deliver the required outcomes.
- Ethical and Compliance Oversight: The Programme Director will ensure that AI-driven projects comply with ethical standards and regulatory requirements, working closely with governance and compliance teams.

Project Manager

The role of the Project Manager will evolve into a hybrid leadership and AI-oversight position. AI will handle much of the day-to-day project management tasks, such as scheduling, resource allocation, and risk monitoring. This will free up the Project Manager to focus on higher-level decision-making, strategic planning, and ensuring that AI-driven tools align with project objectives. The role will demand a greater emphasis on interpreting AI-generated insights, optimising project performance, and maintaining strong relationships with stakeholders.

- AI-Enhanced Project Management: AI will manage routine tasks like scheduling, milestone tracking, and resource allocation. The Project Manager's role will shift to overseeing these AI-driven processes, ensuring that they align with project objectives and business goals.
- Strategic Oversight: The Project Manager will focus more on strategic decision-making, using AI-generated insights to adjust project plans, optimise resources, and preemptively address risks.

- Stakeholder Communication: The Project Manager will play a critical role in communicating project progress to stakeholders, translating AI-driven data into actionable insights. They will need to ensure that stakeholders are kept informed and engaged throughout the project lifecycle.
- Real-Time Risk Management: With AI providing continuous updates on project risks and issues, the Project Manager will need to respond to risks in real-time, developing mitigation strategies and ensuring that the project stays on track.
- Change Management: The future Project Manager will also oversee change management processes, ensuring that any AI-driven changes to project scope, timeline, or resources are communicated effectively and that stakeholders are aligned with these changes.

Governance and Reporting Manager

The Governance and Reporting Manager's role is evolving into a more data-centric and AI-enhanced position, where traditional reporting and governance activities are increasingly automated. AI tools will streamline data collection and report generation, allowing the Governance and Reporting Manager to focus on analysing the accuracy, integrity, and ethical considerations of the data. The future of this role will centre around oversight, ensuring that automated systems deliver truthful, actionable insights while maintaining organisational governance standards.

Key Responsibilities:

- AI-Driven Reporting: AI will handle much of the routine data collection, analysis, and report generation. The Governance and Reporting Manager will need to focus on quality assurance and ensuring that AI-generated reports accurately reflect project progress and risks.
- Ethical Governance: The future manager will be responsible for ensuring that AI tools adhere to ethical standards, particularly in areas such as bias detection and compliance with regulatory frameworks.
- Data Integrity: The focus will shift from manually collecting data to overseeing AI-driven data collection processes, ensuring that the data is both accurate and complete.

- Strategic Analysis: AI will provide data-driven insights, but the manager will need to interpret these insights strategically to inform governance decisions. The role will involve asking critical questions about what the data does not show and ensuring that any gaps in reporting are addressed.
- Board Engagement and Communication: The Governance and Reporting Manager will work closely with governance boards, presenting AI-generated insights and leading discussions on risks, issues, and opportunities.

Project Planner

The Project Planner role has historically been focused on task scheduling, milestone tracking, and resource allocation. However, the introduction of AI tools is transforming this role into one that is far more strategic, with a focus on oversight, data interpretation, and stakeholder communication.

- AI-Driven Task Automation: AI tools are now capable of automating much of the routine work traditionally handled by Project Planners. This includes tasks such as identifying risks, adjusting timelines, and optimising resource allocation. Instead of manually scheduling tasks, Project Planners are becoming more involved in overseeing AI-driven processes and ensuring that these outputs align with the broader goals of the project.
- Strategic Oversight and Data Interpretation: With AI generating real-time data, Project Planners must now develop the skills to interpret complex data sets and make strategic decisions based on AI-generated outputs. For example, AI tools can detect potential resource bottlenecks and suggest adjustments to the project timeline. It is the Project Planner's responsibility to evaluate these suggestions, determine their feasibility, and make the final call on how to proceed.
- Ethical Oversight and Bias Detection: As AI tools take on a larger role in project planning, there is an increased risk of bias in AI-generated outputs. Project Planners must ensure that the decisions made by AI are ethical and free from bias. For example, if AI is used to allocate resources across multiple teams, the Project Planner must ensure that the allocation is fair and does not favour certain groups or perpetuate existing biases.
- Stakeholder Communication: Communicating AI-generated insights to stakeholders will become a critical part of the Project Planner's role. When AI recommends changes to project timelines or resources, it is the Project

Planner's responsibility to explain these decisions to project stakeholders and ensure that they understand the rationale behind them.

Risk and Issue Manager

The Risk Manager's role will also evolve due to the integration of AI-driven tools. Traditionally focused on identifying, assessing, and mitigating project risks, Risk Managers now rely on AI systems that can automate risk detection and provide real-time updates on potential issues.

- AI-Driven Risk Detection: AI tools can monitor project data in real-time, providing early warnings about potential risks such as delays, cost overruns, or resource shortages. Risk Managers are responsible for validating these AI-generated warnings and deciding how to respond. For example, if AI predicts that a project is at risk of exceeding its budget, the Risk Manager must determine whether this prediction is accurate and take proactive steps to mitigate the risk.
- Trend Analysis and Forecasting: AI tools can analyse historical data to identify long-term trends and forecast future risks. Risk Managers need to develop the skills to interpret these forecasts and use them to inform their risk management strategies. For instance, AI might highlight a trend in resource shortages that could impact multiple projects, allowing the Risk Manager to develop a mitigation plan.
- Proactive Risk Mitigation: With AI providing real-time insights into project risks, Risk Managers can take a more proactive approach to risk mitigation. For example, if AI predicts that a project is likely to experience delays due to resource constraints, the Risk Manager can begin addressing this before it causes significant disruptions to the project timeline.