# University Policy

# Project Management Framework Policy

*Policy Code: PF1569*

## Table of Contents

## Purpose

This document describes the University's policy regarding the essential elements in the management of all projects.

The objectives of this policy are to ensure that:

- Projects are effectively managed within the limitations of Scope, Quality, Resources (Time and Budget) and Risk;
- Appropriate governance and control is established;
- Communication, quality and risk management plans are developed and executed throughout a project's life;
- Appropriate authorisation and acceptance is established throughout the life of a project;
- Stakeholder communication is inclusive; and,
- Post implementation reviews are conducted and actively used to improve the conduct of project delivery.

In order to achieve these objectives the elements of this Project Management Policy must be included in the initiation, planning, and execution of all major projects.

## Scope

The Project Management Policy is a University-wide policy, to be applied across all University Portfolios for all University staff and Associates to comply with, regardless of monetary value and size.

All projects that are considered to be of 'Medium' or above risk level, at an institutional level via Audit and Risk Committee, as defined in the Risk Management Policy, are to comply with this policy.

The Project Management Framework is based on the universal principles of the PMBOK® guide and PRINCE-II® methodology, in conjunction with the University's policy, procedures and guidelines. This framework for Project Management is based on the generic process flows of Initiating, Planning, Executing, Controlling & Monitoring and Closing (IPECC).

## Definitions

# University Policy

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| **Business Case:** | **A Business Case is based on an operational or strategic need that has been identified from within a business unit. A Business Case should detail and justify the baseline information about the project such as background, purpose, benefits, objectives and funding sources of the proposed project.** |
| **Business Sponsor:** | The main business stakeholder who is responsible for initiating the Business Case for a project. They identify the business needs further to develop the Business Case based on risk and University requirements. |
| **IPECC**: | Five process groups within the management of the project: Initiation, Planning, Execution, Controlling & Monitoring and Closing. |
| **PMBoK®:** | **P**roject **M**anagement **B**ody **o**f **K**nowledge. PMBOK® is a collection of processes and knowledge areas accepted as best practice within the project management discipline, world wide. |
| **PRINCE-II®:** | PRINCE-II® is a structured approach to project management. It covers the management, control and organisation of a project. It provides a method for managing projects within a clearly defined framework. PRINCE-II® describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it doesn't develop as planned. |
| **Project**: | A project is defined as a set 'body of work' with a defined start and end date, and with a pre determined level of risk. The risk can be associated with human, government, financial/commercial, environmental, political, legal or business continuity factors. A project will be undertaken when the level of risk is considered 'Medium' or above, at an institutional level via Audit & Risk Committee and as defined as a risk in the Risk Management Policy. |
| **Project Charter:** | The main purpose of the Project Charter is to formally acknowledge that a project has approval to begin. It is the authoritative document acknowledging the Project's Executive Sponsor and Business Sponsor signoff to initiate the project and the Project Managers acceptance to commence. |
| **Project Executive Sponsor**: | The person given overall responsibility for ensuring that a project meets its objectives and delivers the expected benefits. They are considered the champion of the project and will have ongoing accountability for outcomes of the project. |
| **Project Management Framework**: | A policy guideline and documented procedures for how projects are planned, executed and delivered based on proven project management methodologies, to ensure projects are completed on time and on budget. |
| **Project Manager:** | The person responsible for the day to day management of the project objectives, tasks, progress and project team. |
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| **Project Proposal:** | A Project Proposal is the initial formal document of the project. It specifies high level requirements of the project including background, purpose, benefits, objectives, scope, assumptions, constraints and costs of the project, from which an executive decision will be made to authorise the project. |

# University Policy

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| **Business Case:** | **A Business Case is based on an operational or strategic need that has been identified from within a business unit. A Business Case should detail and justify the baseline information about the project such as background, purpose, benefits, objectives and funding sources of the proposed project.** |
| **Project Steering Committee**: | A group of high-level stakeholders who are responsible for providing guidance on overall strategic direction and endorsing recommendations from the Project Manager. |
| **Project Team**: | Individuals, groups and/or organisations, including all consultants, who are responsible for undertaking project tasks as directed by the Project Manager. |
| **Status Report**:<br><br>**Strategic Capital, Infrastructure and Projects:** | A high level progress report indicating the current status of the project as tracked against budget, time and tasks.<br><br>The Strategic Capital, Infrastructure and Project Office (SCIP) defines and maintains the standards of processes related to project management, within the University. SCIP strives to standardize and introduce economies of repetition in the execution of projects. SCIP is the source of documentation, guidance and metrics on the practice of project management, project governance and execution. |

## Policy Statement

1. Projects require a Business Case to be documented prior to project funding being authorised. The Business Case is completed by the Business Sponsor.

2. The completed Business Case for a project requires the approval from the relevant Portfolio or School delegation.

3. An approved Business Case triggers the development of a Project Proposal by SCIP, which is then approved with a Project Charter.

4. A Project Charter is to be endorsed by the SCIP Office and authorised by either a Deputy Vice-Chancellor, based on the financial availability.

5. A Project Manager must be appointed after the Project Charter is authorised. Project Managers are required to have experience, skills and available time to manage the project and are funded from the operational funds of the project.

6. Projects require a Deputy Vice-Chancellor as the Project Executive Sponsor for the duration of the project, from initiation through to project closure.

7. Projects require the establishment of a Steering Committee and a project team under the guidance of a Project Manager at the planning phase.

8. Budget, Risk and Status reports must be sent to the Project Executive Sponsor and included at Steering Committee meetings. These reports will be tabled at appropriate senior team and University Committee meetings.

9. Project Management, Communication, Risk and Quality plans are to be endorsed by Steering Committee.

10. All projects will include a business/user acceptance phase.

11. The Steering Committee, on advice from the Project Manager will determine the project closure.

12. A Post Implementation Review is to be conducted by SCIP to ensure quality standards were met throughout the project implementation.

# University Policy

## Responsibility

1. The Manager, Strategic Capital, Infrastructure and Projects will be responsible for ensuring the Project Management Framework, including this Policy and the relating procedure, is applied to all University Projects that are risk rated at 'Medium' or above.
2. The relevant financial delegate is responsible for the approval of a Business Case.
3. The Strategic Capital, Infrastructure and Projects Office is responsible for the development of a Project Proposal.
4. A Deputy Vice-Chancellor is responsible for authorising a Project Charter.
5. The Project Executive Sponsor will be accountable for the delivery of the project and the ongoing out comes after project completion.
6. Project Steering Committees will be responsible for the oversight of each of their projects, ensuring that the project is being executed in line with the goals and objectives of the Project Charter.
7. The appointed Project Manager will be responsible for the project team from the initiating phase through to the closing phase. They will be the point of contact for the project and will ensure each phase is managed in accordance with the University Project Management Framework.

## Legislative Context

Not Applicable.

## Associated Documents

- Project Management Procedure
- Risk Management Policy

## Implementation

The Project Management Policy will be implemented throughout the University via:

1. an Announcement Notice under the University website and through the University Policy - 'Recently Approved Documents' webpage to alert the University-wide community of the approved Policy;
2. inclusion on the University Policy, Procedure and Forms website;
3. targeted emails to Vice-Chancellor, Senior Deputy Vice-Chancellors, Deputy Vice-Chancellors, Head of Schools and Portfolio Directors;
4. information sessions;
5. training sessions;
6. reference from the PPO website; and
7. documentation distribution, eg. posters, brochures.