PROGRAMME AND PROJECT MANAGEMENT POLICY

Section	Strategic Project Management Office (SPMO)
Contact	Portfolio and Projects Manager
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Introduction:

Programmes and projects at Massey University are defined as temporary activity which requires the allocation of capital, human or other resources to:

- implement significant new or amended business processes, technologies, practices, or systems that bring about business efficiencies and/or organisational change, or
- deliver a new or refurbished facility.

A **Project** is a temporary organisation, usually existing for a much shorter time than a programme, which will deliver one or more outputs in accordance with a specific business case. A particular project may or may not be part of a programme. Whereas programmes deal with outcomes, projects deal with outputs.

A **Programme** is defined as a temporary, flexible organisation created to coordinate, direct, and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives.

This policy stipulates the minimum requirements for the governance and management of programmes and projects.

Purpose:

The purpose of this policy is to provide a university wide approach for programme and project management throughout Massey University. The policy provides a structure to ensure programmes and projects are effectively planned, implemented, monitored and closed to enable the realisation of expected benefits.

The policy is designed to:

- help ensure that programmes and projects are successfully governed and effectively managed within the limitations of scope, quality, resources (time and budget) and risk.
- enhance the likelihood that projects achieve their stated outcomes and deliver the expected benefits within agreed timeframes and budgets.
- ensure appropriate authorisation and acceptance is established throughout the life of a programme or project.
- increase the visibility of projects to university stakeholders.

Policy Statement:

The aim of the policy is to provide fit for purpose guidelines to suit the requirements of every project.

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A programme or project that has an implementation cost of $250,000 or more (inclusive of capital and operational expenses), must comply with this policy. On request of a Senior Responsible Officer (SRO)/Sponsor, the policy could be applied to projects below this threshold.

Note: the policy is:

- Applicable to strategic, construction, Information Technology (IT) and business change programmes and projects with total whole-of-life costs greater than $250,000 (whether capital or operating expense).
- Not applicable to research projects.

Project Management Framework, Tools and Artefacts:

Programmes and projects should comply with the Massey University Project Management Framework, approved by the Senior Leadership Team (SLT).

The Project Management Framework states the essential project artefacts which are the minimum requirement for programmes and projects. The risk profile of a project (as determined by the Risk Profile Assessment) will determine the appropriate level of core artefacts required to meet good project management practices and disciplines.

All Massey University projects covered by this policy must use the standard programme and project reporting tool, (currently Psoda) for reporting project status, schedule, risk, financial and benefit realisation.

Every project must identify during the concept or initiation phase an appropriate project management methodology that will be followed in consultation with the Strategic Project Management Office (SPMO). Massey University is not prescriptive in the methodology that projects use. Methodologies to consider are PRINCE2® (recommended), PMBOK, and / or Agile variants. It is important that Programme and Project Managers are trained and/or experienced in the methodology selected for delivery of a project.

Project Phases:

Practically, all projects consist of four lifecycle phases. The number of stages within each phase is dependent on the category of project. The four main lifecycle phases of any project are:

- Initiation and approval.
- Governance and planning.
- Execution and control.
- Project closure and review.

Appropriate management and controls through each of these four phases is essential to constitute an effective Project Management Framework. In the early phases of a project, the Business Case and project phases overlap.

Programme and Project Governance:

All Massey projects must be governed in accordance with this Programme and Project Management Policy, accounting for the scale and nature (risk profile) of the project. This will be achieved through the explicit identification and allocation of roles and responsibilities for project delivery, and the delegation of appropriate decision-making authorities to Project Managers and governance bodies, in accordance with the Terms of Reference approved by each relevant governance body.

Projects can be of varying size and complexity, some smaller size projects do not require the carrying out of every process as not all projects require significant or complicated levels of governance, documentation, and reporting.

Oversight of all programmes and projects at Massey University rests with the Senior Leadership Team (SLT).

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The responsibility for day-to-day governance of projects is delegated to Senior Responsible Officer (Sponsor) in conjunction with relevant governance bodies such as Programme or Project Boards, Project Steering Groups (PSG) Project Control Groups (PCG).

The **Senior Responsible Officer (SRO)** is the SLT member sponsoring the project (or an SLT nominee). The SRO of a specific project is ultimately accountable and responsible for the realisation of the project benefits and the successful delivery of the project. The Senior Responsible Officer is supported by a governance body. The SRO (or nominee) serves as Chair of the programme or project governance body.

The **Programme Manager or Project Manager** has the day-to-day management responsibility for the delivery of the programme or project to the agreed time, quality and cost criteria.

The **Project Board, Project Steering Group** or **Project Control Group** is a group of senior university leaders entrusted with the governance/oversight responsibilities for a project or programme. In support of this, governance bodies for programmes or projects must be formally established under an approved Terms of Reference consistent with the Project Management Framework.

The project governance body is required to review and approve progression through project stages, assurance steps and lifecycle phases.

The **Estates and Infrastructure Advisory Committee (EIAC)** is an advisory committee reporting to the Vice-Chancellor and the SLT. This committee oversees the planning and development of Estates, Information Technology Services, Operations and Farms projects on the various Massey University campuses. The role of the EIAC is to review, endorse, coordinate and harmonise projects to achieve optimised outcomes for the university and to provide advice to SLT to ensure strategically aligned capital project investment decisions.

The **Procurement and Contracts Governance Board (PCGB)** is an advisory board reporting to the Vice-Chancellor and the SLT. The PCGB has been established to ensure consistent and correct application of procurement practices, generally for commercial contracts with Whole-of-Life values of greater than $250,000. The PCGB oversees the use of appropriate procurement methodologies and monitors procurement and contracting activity to ensure value is derived from procurement processes.

Programme and Project Support:

The **SPMO** is the owner of this policy and is responsible for oversight, monitoring, compliance and support encompassing:

- assurance that components from the Project Management Framework are implemented across the university, to ensure programmes and projects deliver planned outcomes, are on time and within budget.
- assurance that systems and processes are in place to help support the timely and transparent reporting of programmes and projects to all relevant governance bodies and SLT.
- assistance with the review and reporting of the status of key project artefacts as projects progress through lifecycle phase/stage decision gates; and
- support for the review and reporting of benefits realisation progress and changes to SLT and Council provision of reporting to SLT and Council (as warranted).

The **Finance** team will provide financial budgeting and forecasting assistance. Each project will be allocated a unique project account for financial budgeting and accounting purposes.

Following approval of an overall capital programme or project budget the agreed budget component associated with each key stage shall be the subject of its own Request for Funding Authority (RFA) approval. RFAs will be submitted in a timely manner to sustain continuity but will only cover the relevant stage of work, as necessary. Subsequent tranches of funding within the approved Business Case funding will only be accessed following RFA approval by the relevant governance body (Project Board, Project Steering Group or Project Control Group).

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Delegations of Authority will be established in line with the Massey University Delegations of Authority policy.

Project Documentation and Records Management:

All project outputs are required to be stored in the allocated Teams/SharePoint site, in compliance with the university's Information and Records Management Policy.

All construction projects must provide a full set of asset data suitable for upload into Maximo as part of the completion documentation.

Definitions:

Agile – agile project management is a time-boxed iterative and incremental approach to delivering requirements throughout the project lifecycle.

PMBOK – the Project Management Body of Knowledge, developed by the Project Management Institute (PMI) organisation.

Portfolio - An organisation's portfolio is the totality of its investment in the changes required to achieve its strategic objectives.

PRINCE2® – is a process-based project management methodology. PRINCE2 stands for Projects IN Controlled Environments.

Project Governance - the identification and allocation of roles, responsibilities and accountabilities for the achievement of project benefits, and the delegation of project decision making authorities.

Project Management – the application of knowledge, skills, tools and techniques to project activities to deliver pre-defined measurable deliverable, objective or outcome/benefit.

Psoda - The university's current standard portfolio, programme and project reporting software tool.

Whole-of-Life (WOL) - is a calculation of the financial costs associated with buying and using a good or service. WOL is also referred to as Total Cost of Ownership (TCO), Life Cycle Costs (LCC) or Maximum Total Estimated Value (MTEV). Rather than just looking at the initial purchase price, WOL looks at the complete cost from purchase to disposal. WOL value includes every phase of ownership and adds to the initial purchase price other costs expected to be incurred during the life of the product such as subsequent consumables, maintenance, design costs, operating costs, associated financing costs, depreciation, implementation, training, and disposal of assets.

Value for Money - means the holistic consideration of price as well as other costs and benefits, including life cycle costs and relevant non-price attributes such as quality. Where applicable, these non-price attributes can include social and economic benefits to the community as well as environmental considerations that secure wider environmental and sustainability benefits.

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Audience:

All staff across the university undertaking a project as defined in this policy.

Relevant legislation:

Nil.

Legal compliance:

Nil.

Related procedures / documents:

Asset Investment Policy
Business Case Framework and Procedures
Business Case Policy
Delegations of Authority Policy
Health, Safety and Wellbeing Policy
Information and Records Management Policy
Project Management Framework
Project Post Completion Review Policy
Progressive Procurement Policy
Risk Management Framework
Risk Management Policy
ISO 21500 Guidance on Project Management
ISO 21500:2021 Project, Programme and Portfolio Management
AS/NZS 8016:2013 Governance of IT Enabled Projects

Document Management Control:

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