PROJECT MANAGEMENT POLICY

Section	University Management
Contact	Strategic Project Management Office
Last Review	May 2020
Next Review	May 2023
Approval	SLT 20/08/104
Effective Date	June 2020

Purpose:

The purpose of this policy is to provide a University wide approach for Project Management throughout Massey University. Note: the policy is:

- Applicable to construction projects, Information Technology (IT) and business change projects.
- Not applicable to research projects.

Introduction:

The policy is designed to:

- Help ensure that projects are successfully governed and managed to completion.
- Increase the visibility of projects to University stakeholders.
- Enhance the likelihood that projects achieve their stated outcomes and deliver the expected benefits within agreed timeframes and budgets.

Not all projects require significant or complicated levels of governance, documentation and reporting. The aim of the policy is to provide fit for purpose guidelines to suit the requirements of every project.

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

Policy:

A project that has an implementation cost of $300k or more (inclusive of capital and operational expenses), must comply with this policy. On request of a Senior Responsible Officer, the policy could be applied to projects below this threshold.

Oversight of all projects at Massey University rests with the Senior Leadership Team (SLT). The responsibility for day-to-day governance of projects is delegated to Senior Responsible Officers, Project Steering Groups[1] and Project Control Group.

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[1] Note that unless a project specific steering group has been established, the Campus Development Steering Committees (CDSC) often fulfil the function of the project steering group for construction projects.

Every project must identify during the concept or initiation phase an appropriate project management methodology that will be followed. Massey University is not prescriptive in the methodology that projects use. Methodologies to consider are Prince2 (recommended), PMBOK, and / or Agile variants. The project management methodology selected for the project has to be tabled and endorsed at a Steering Group meeting and noted in the Steering Group minutes. As a minimum, projects should comply with the Project Management Framework; lifecycle and core agreed artefacts.

Massey University is not prescriptive in the type of training Project Manager's should have, but it is important that the Project Manager is trained and/or experienced in the methodology selected for delivery of a project. If a Project Manager or team member is not skilled or trained in the methodology selected for a project, it is the responsibility of the Steering Group to ensure adequate training or orientation is made available to the Project Manager and project team.

All Massey University projects covered by this policy must, in support of reporting to Project Steering Groups[1] Project Control Groups, SLT and Council, use the standard portfolio and project reporting tools of the University for project status, schedule, risk, and financial and benefit reporting purposes.

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.

Framework

A Massey University Project Management Framework, approved by SLT, will apply for the following categories of projects:

- Construction projects.
- IT and Business Change projects.

The Project Management Framework states the essential project artefacts and documents which are the minimum requirement for; IT and Business Change projects, and Construction projects, for various levels of complexity (risk). The risk profile of a project as determined by the Risk Profile Assessment Tool will determine the appropriate level of core artefacts and documents required to meet good project management practices and disciplines. The risk profile and project artefacts and documents appropriate for the project will be discussed and agreed by the Steering Group and noted in the Steering Group minutes.

Each project will be allocated a unique project account for financial budgeting and accounting purposes. Delegations of Authority will be established in line with the Massey University Delegations of Authority policy.

Note: following approval of the project, only the agreed budget required to allow the project to progress through the current stage of the project lifecycle phase will be allocated to the project via the Request for Funding Authority (RFA) process. Subsequent tranches of funding will only be drawn from the approved business case budget and Ten-Year

Capital Plan (TYCP) upon the approval of the Steering Group / Project Board to proceed through to the next stage of the lifecycle phase.

Project Governance

All Massey projects must be governed in accordance with the 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 for Governance of Massey University projects.

The ultimate responsibility for project governance and delivery at Massey University rests with SLT.

The **Senior Responsible Officer** is usually a member of SLT (or and SLT nominee) who sponsors a project throughout the initiation and approval phase of the project. The Senior Responsible Officer 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 Project Steering Group or Project Board.

The **Project Steering Group**[1] is a group of senior university leaders (including the Senior Responsible Officer or nominee) entrusted with the governance/oversight responsibilities for a project. In support of this, Steering Groups for projects must be formally established under an approved Terms of Reference.

Overarching governance bodies in place that oversee specific portfolios of projects at Massey University are:

- The three **Campus Development Steering Committees**. These oversee the construction and facilities management projects on the various Massey University campuses. The role of the respective Campus Development Steering Committees is to fulfill the responsibilities of the Project Steering Groups for the respective campuses. On a case by case basis, specific Project Steering Groups may be separately established to govern specific programmes or projects.

- The **Technology Enablement Advisory Board** is an advisory board supporting SLT and the The DVC Finance & Technology in overseeing University technology projects. All technology projects have specific Project Steering Groups in place that govern specific projects.

Governance bodies and Steering groups will be supported by the Strategic Project Management Office (SPMO), whose primary responsibility will be to help ensure that the:

- Components from the Project Management Framework are implemented across the University, in order to ensure projects deliver planned outcomes, on time and budget.

- Enabling systems and processes are in placed to help support the timely and transparent reporting of projects to; Governance bodies, SLT and Steering and Control groups.

Project Responsibilities

Responsibilities of key project stakeholders and governance groups can be summarised as follows:

The **Project Steering Group** is a group of senior university leaders (including the Senior Responsible Officer or nominee) entrusted with the governance/oversight responsibilities for a project. Responsibilities include:

- Review and approval of the Project Plan and of subsequent changes.
- Management of the project funding.

- Formalisation of the delegations for scope changes.
- Monitoring of the project to ensure that the requirements and expectations of phases/stages are met for projects to move through stage gates to the next phase.
- Review and approval of project progression through project stages and lifecycle phases.
- Make recommendations to SLT as appropriate.
- Facilitate the resolution of project conflicts.

As a minimum, every Steering Group must have the following representatives:

- A member of SLT (or nominee).
- Senior User(s), client representative(s).
- Senior supplier representative.
- Chief Financial Officer (CFO) or nominee.
- Depending on the project or phase of the project, non-voting advisory representatives of the SPMO, Governance and Assurance, the Procurement and Commercial Contracts Group, and Health and Safety.

At the commencement of a project, it is agreed with the Steering Group if a **Project Control Group** is required for the project. The Project Control Group is the primary working group which coordinates the management of the project on a day-to-day basis from start to completion. Responsibilities of the Project Control Group include:

- Monitor progress against the project schedule and take action to address delays when they occur.
- Develop and review project planning frameworks, timelines and responsibilities.
- Monitor financial progress against budget, taking action as required, with delegated limits, to maintain progress within budgets.
- Resolve project scoping issues at a detailed level, reporting to the Project Steering Group as required.
- Identify, manage and monitor risk management activities across the project.
- Monitor Health and Safety activities to help ensure compliance and reporting with University safety systems occurs across the project.
- Monitor quality activities across the project.
- Oversee the briefing, engagement and management of vendors, consultant teams, and contractors within levels of delegation.
- Perform actions and respond to the requests as directed by the Project Steering Group.
- Contribute to status reporting and portfolio reporting.

The **SPMO** is the owner of this policy and is responsible for; oversight, monitoring, compliance and support. This encompasses the following:

- Project Management Policy.
- Project Management Framework.
- Overarching project, programme and portfolio support processes.
- The review and reporting of the status of key project artifacts as projects progress through lifecycle phase/stage decision gates.
- The review and reporting of benefits realisation progress and changes to CFO and Council.
- Portfolio reporting to SLT and Council.

The **Project Manager** manages the project on a day-to-day basis. They manage the project on behalf of the Project Steering Group within specified constraints and liaises throughout the project with the Project Board and Project Assurance. The Project Manger must comply with this policy and is responsible for:

- Identification and compliance with an established project methodology.

- Activity and resource planning.
- Supporting the Senior Responsible Officer and Senior User(s) in the delivery of agreed business benefits.
- Organising, co-ordinating and motivating a project team.
- Cost estimating and developing the budget.
- Analysing and managing project risk.
- Monitoring progress and accurately reporting to the Senior Responsible Officer/Project Steering Group of matters of significance throughout the project.
- Accurate, transparent and timely project status reporting, using the University's portfolio reporting system/tool, in compliance with established reporting timelines.
- Managing reports and necessary documentation.

Project Assurance

The objective of project assurance is to ensure that the projects and /or programmes are being efficiently managed and will effectively deliver the project's outcomes/ business benefits. Project assurance consists of a set of systematic activities deployed throughout the project lifecycle based on the project's risk profile assessed during the project initiation phase.

The project's risk profile is based on the Risk Profile Assessment as specified in Business Case Assessment Criteria section of the Massey Business Case Policy. This project risk profile-based approach helps the Project Managers to determine the level of project assurance activities required for the relevant project. Projects considered extreme risk and high value on the Massey University Risk Profile Assessment may also be required to undertake independent reviews throughout the course of the project. These reviews are coordinated by Governance and Assurance, with support of the SPMO and the Procurement and Commercial Contracts Group.

Assurance activities and associated outcomes provide information to the Senior Responsible Officer, project team and the Project Steering Group to help them make better-informed decisions at key decision points or at phase boundary approval points, thereby reducing the risks of project failures and leading to successful project delivery.

Project assurance activities / reviews have been incorporated in the Project Lifecycle Management framework. The framework is designed to help support PMs and specifies the project lifecycle requirements and processes. Project assurance activities apply to all Construction, IT and business change projects and programmes. Note that construction project assurance must also include Independent Cost Consultant verification, as per Capital Project Policy, for all projects with an implementation cost greater than $2m.

Assurance activities may occur during the project or following completion and may include any or all of:
- Regular in phase/stage Project Manager self-assessment health checks.
- Management review.
- Project Manager peer review.
- Internal audit review.
- External audit review as appropriate.

Steering Groups and Campus Development Steering Committees are required to review and approve progression through project stages and lifecycle phases.

Benefits Management

Benefits are identified in the business case, and subsequently maintained during the project phases. The Senior Responsible Officer is responsible for the delivery of the project benefits. The Project Manager, with the support of

the SPMO, is responsible for managing and updating the benefits register. In the project closure phase of the project, the responsibility for managing and realising benefits are officially handed over to the Senior Responsible Officer and Senior User(s). Longer term oversight and reporting of business benefits is provided to TEAB and CDSC's.

Post Completion Reviews

As part of project assurance, post completion reviews of projects must be undertaken according to the Massey University Post Project Completion Review policy.

Project Documentation and Records Management

All project outputs are required to be stored in SharePoint on line project sites, in compliance with the University's Information and Records Management Policy.

Definitions:

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.

Portfolio [2] - An organisation's portfolio is the totality of its investment in the changes required to achieve its strategic objectives.

Programme [3] - *Managing Successful Programmes* (MSP) defines a programme 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.

Project [4] - 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.

Note: a project at Massey University is a temporary activity undertaken which requires the allocation of capital, human or other resources to; deliver a new of refurbished facility, implement significant new or amended business processes, technologies, practises, or systems that brings about business efficiencies and/or organisational change. A project is an activity which has a defined start and finish date, is it not a routine operational activity which is undertaken periodically e.g. annual budgeting.

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

PMI – Project Management Institute

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

Prince2 – **PR**ojects **IN C**ontrolled **E**nvironments – a method that supports some selected aspects of project management. Prince2 was developed within the British Government, and now used internationally

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Agile – Agile project management is an iterative and incremental approach to delivering requirements throughout the project life cycle.

Audience:

All non-research related staff across the University undertaking a project as defined in this policy.

Relevant legislation:

Nil.

Legal compliance:

Nil.

Related procedures / documents:

Project Management Framework
Risk Management Policy
Risk Management Framework
Procurement Policy
Health and Safety Policy
Business Case Policy
Business Case Framework and Procedures
Asset Investment Policy
Project Post Completion Review Policy
Delegations of Authority Policy
ISO 21500 Guidance on Project Management
AS/NZS 8016:2013 Governance of IT enabled Projects

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