



COMMUNITY AND GOVERNMENT SERVICES

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IPS Project Office

# **Project Management Framework (PMF) Guide**

Version: 2.0  
Prepared By: CGS/IPS Project Office

## Version Control and Revision History

Version Number	Date	Author/Editor	Comments
0.0	29 May 2006	P. Mask	Initial draft for review
0.1	17 July 2006	P. Mask	Incorporate Project Manager's review/comments
1.0	28 July 2006	P. Mask	Split the draft A) Project Office B) Client Department/Agency
1.1	30 May 2007	P. Mask	Align Project Binder/Table of Contents and PMF Guide
1.2	2008/11/25	L. Probst	Revision, stage 1 from Kate - fixed formatting and set up automatic TOC generation
1.3	2008/12/08	L. Probst	Revision, stage 2 from Kate - content edits according to feedback from various project managers
2.0	2008/12/17	L. Probst	Final revision from Kate & version upgrade

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## PART A

### 1 INTRODUCTION

This document contains a Project Management Framework (PMF) for the Government of Nunavut, Community and Government Services, Informatics Planning and Services Division (GN CGS/IPS). The PMF follows best practice program management guidelines with templates.

The PMF is a mandatory standard for CGS/IPS projects, based on a flexible methodology for a wide range of projects across the GN IT.

The PMF is composed of two parts:

- **Part A** provides general information about projects at GN CGS/IPS.
- **Part B** contains details of the five standard, overlapping phases throughout the life of a project: The five phases are:
  1. initiating
  2. planning
  3. executing
  4. controlling
  5. closing

Activities and project templates used within each phase are located on:

*Y:\Informatics Planning and Services\Informatics Technology\Projects\Project Documents\Project Binder templates*

The primary goal of the CGS/IPS Project Office is the delivery of GN IT projects on time, within budget, and within scope.

The PMF provides the mechanism for reaching the goal as well as providing:

- Continuous Improvement (CI) in project management within the GN
- Direction for general training in the PMF and project management
- Applicability of the PMF
- Feedback and advice on PMF and the templates

The PMF contact at the IPS Project Office is Kate Ford, x 6435, [kford@gov.nu.ca](mailto:kford@gov.nu.ca).

### 2 PURPOSE

Systems and services at the GN have become increasingly interdependent and complex over time. The dynamics of this environment necessitates a standard, consistent and comprehensive approach to manage projects within the GN. By adopting CI, the Project Office ensures that project management will follow the PMF guidelines.

In May 2006 it was decided to develop a custom project management framework that would evolve as the project management community and the organization matured. The

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PMF follows the best-practices guidelines from Project Management Institute (PMI) and its Project Management Body of Knowledge (PMBOK), which is the industry standard.

We also incorporated certain project management practices that are already being followed in limited areas in the GN. This is the revised, second edition of the PMF.

### **3 FOLLOWING THE PMF GUIDELINES**

Overall considerations for using the PMF are templates, tools and documentation.

#### **3.1 PMF Guide, Templates and Tools**

The PMF Guide is a reference for the framework. The PMF project templates are in the sub-folders of each Project Phase in the *Project Binder templates* folder.

Part B of this guide provides direction for the use of the project templates within the standard project phases. The PMF templates are MS Word tables with input fields.

In addition to the templates, costing must be recorded/tracked using an Excel spreadsheet. MS Project is the standard support tool for timelines and resource loading.

#### **3.2 Project Documentation**

The length of project documents depends on the scope and complexity of the project. Documents have to be concise and contain enough information for monitoring, tracking and auditing purposes. The goal is to create focused documents that are used and referred to, regardless of the size of the project.

The project manager will look at the range of project management activities and consider the effort expended compared with benefits gained. For example, a project that costs little but has strategic value may benefit from a well-developed communication plan. The Project Office (PO) makes the decision on the extent to which the PMF is to be applied.

### **4 PROJECT SELECTION PROCESS**

The IPS projects follow a well-defined set of processes for submission and approvals. The GN will fund and progress projects that:

- Are advancing the mission and goals according to the overall GN Business Plan and the IT Vision and Strategy
- Are taking into account financial costs and benefits

The proposed project may have to be reviewed by Finance.

Proposals that include a customized database will have to be reviewed by Records Management to determine the retention requirements for the information in the database.

### **5 PROJECT TERMINATION OR HALT POINTS**

The PMF recognizes that conditions may arise during the life of the project causing a steering committee or other decision-making authority to end or halt a project before its completion.

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Ending a project may be viewed as an overall positive outcome, depending on the situation.

An alternative approach may be to halt the project while resizing the project, addressing external factors, finding more funds or making other major changes.

Re-starting the project requires re-submission of appropriate documents and renewed sign-off by approving authorities.

**In the Initiating Phase, a project will not proceed if:**

- Initiation/Notification of the potential project has revealed major conflicts or redundancies.
- The approving authority does not approve or fund the project in its selection process.
- The area that will provide resources for ongoing costs of the project products after project closure does not sign off on these costs.

**In the Planning Phase a project will not proceed if:**

- The project's steering committee or other decision-making authority does not sign off on the completed project charter/plan.
- If key changes from the project initiation/proposal arise in the Project Charter/Plan or if external factors supersede the information in the plan, the management or the steering committee may decide to terminate the project. For example, new technology may outdate the strategies outlined in the proposal or costs may have spiraled since the proposal was prepared.
- The Department of Finance, Comptroller General does not approve the project.
- The Records Management determines that it cannot approve the retention requirements for the information in the database.
- The area that will provide resources for ongoing costs of the project products after project closure does not sign off on these costs. This is a second sign-off for the ongoing costs.

**Major termination and halt points are:**

- A project is halted while it is considered for approval and reserved funding.
- A project is halted while it is reviewed by the steering committee or approving authority for confirmation and final release of funds to proceed with implementation.
- A steering committee meeting in the execution phase of the project, at a major milestone point, during which a reason to terminate or halt the project is decided.

## **6 BUSINESS CASE FRAMEWORK AND THE PMF**

A business case may be required by the approving authority for major large-scale projects. The Project Sponsor/Steering Committee/Approving Authority is initially responsible for deciding whether a business case is required, based on the risk exposure. This is not taking into account the cost involved, and allocation of responsibility to the initiating department/agency/division for its preparation.

The business case will be developed primarily by the requesting department.

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## PART B

### 7 PMF PROJECT PHASES

The Project Management Framework is divided into five standard phases, as defined in the Project Management Body of Knowledge, PMBOK Guide 2000 (pp 30-31), tailored for GN CGS/IPS projects. Each phase has associated activities, but the phases overlap.

1. The **Initiating Phase** involves preparing and submitting a PMO Initiation form. If the project is approved in principle, the next steps may require the preparation of one or several more documents, depending on the scope of the project. The lifecycle of the project must be taken into account at the Initiating Phase.  
*See section 9 Initiating Phase.*
2. The **Planning Phase** involves defining and refining objectives of the project and preparing the Project Charter/Plan with the associated sub-plans for implementing the project.  
*See section 10 Planning Phase.*
3. The **Executing Phase** is the implementation of the Project Charter/Plan and the coordination of people and other resources to carry out the project plans. Typically, this is the longest phase of a project.  
*See section 11 Executing Phase.*
4. The **Controlling Phase** ensures that project objectives are met by monitoring and measuring progress regularly to identify variances from the plans. This may mean taking corrective action when necessary and tracking the variances and changes. This phase also controls the overlaps with the other phases.  
*See section 12 Controlling Phase.*
5. The **Closing Phase** brings the project to an orderly end. It is formalizing and communicating the acceptance or conclusion of a project, handing it over to the ongoing accountable area, completing an Activity Completion Report (ACR), and for major projects, holding a Post Implementation Review (PIR).  
*See section 13 Closing Phase.*

Status Reports are completed on a weekly, bi-weekly or monthly basis throughout the project as agreed by the steering committee.

**Note:** The project manager does not necessarily facilitate each activity. For example, a client business area manager may prepare a project proposal with the project manager being appointed afterwards. If a Post Implementation Review (PIR) is required it is to be conducted by someone external to the project.

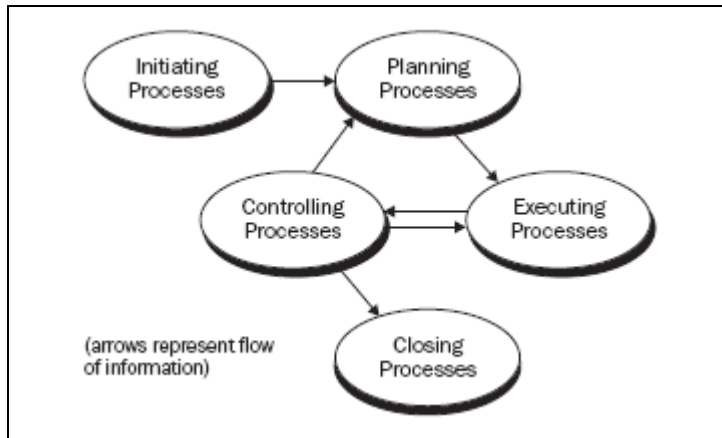
## 8 PROJECT MANAGEMENT FRAMEWORK

### 8.1 Project Management Framework Diagrams

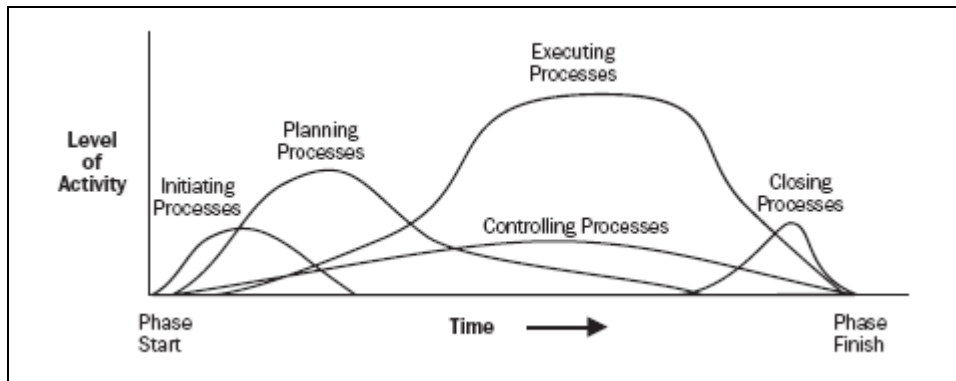
The diagrams below are from the *Program Management Body of Knowledge, PMBOK Guide 2000* (pp 30-31).

**Note:** The diagrams refer to *Processes* and *Process Groups* within a phase, whereas this PMF document may refer to these processes as *Components* of a phase.

#### 8.1.1 Links among Process Groups in a Phase



#### 8.1.2 Overlap of Process Groups in a Phase



## 9 INITIATING PHASE

**Definition:** Declaring and authorizing the project

The first process of this phase is the notification of the intention to develop a project. The authority controlling project resources will approve or reject the initiation request. With approval, the CGS/IPS projects will have funds reserved for resources and governing authorities.

### 9.1 Project Initiation/Notification

To start the Initiating Phase, you must complete and submit a **Project Initiation Form**.

The Project Initiation form clearly states the key information as shown in the template. It includes objectives, scope, interdependencies, cost and timing. Make the information very concise. Supply sufficient information to allow the IPS Project Office to progress the most urgent and most critical projects.

You may briefly state compelling reasons for carrying out the project in the form of specifying quantifiable benefits.

If a project **interfaces with the Financial Management System**, it needs the approval from the Department of Finance, Comptroller General (DOF CG). The Project Initiation form must indicate the interface requirement in the field *Interdependency with other Systems and Infrastructure*.

If a project **includes a database containing long-term data**, it needs the approval from the Records Management Department. The Project Initiation form must indicate the interface requirement in the field *Interdependency with other Systems and Infrastructure*.

The relevant business area of the client department/agency is responsible for submitting the Project Initiation form to the Director IPS through the IPS Project Office. The contact is **Kate Ford, x 6435, [kford@gov.nu.ca](mailto:kford@gov.nu.ca)**.

The information in the Project Initiation form is used to review the list of potential projects to determine overlap or redundancy with other projects or systems, and to identify integration issues. If conflicts are evident, the potential project may be discarded before much effort has been expended. The following sub-sections apply to projects for which Project Initiation has been approved.

#### 9.1.1 Contracts/Amendments and Agreements (e.g., RFP)

This is a sub-process of the Initiating Phase and can include RFP, Memorandum of Understanding (MOU), Sole Source Approval or similar documents.

#### 9.1.2 Requirements Analysis

The purpose of a requirements analysis is to articulate the desired characteristics of the product and/or service to be delivered.

We recommend developing the Requirements Analysis using Enterprise Architect.

### **9.1.3 Other possible sub-processes**

Depending on the scope and complexity of the project, the Initiating Phase may also include one or several of the following:

- Background
- Feasibility Study
- Project Proposal

The relevant business area usually prepares the project proposal. During the process, the outcomes of the project must be considered and planned for. This means that the Closure Report - Activity Completion (for major projects, the Post Implementation Review) and its requirements have to be kept in mind at all times throughout the life of the project.

- Specifications

## **10 PLANNING PHASE**

**Definition:** Defining and refining objectives

The main planning documents are:

- Project Charter/Plan
- Work Breakdown Structure (WBS)

The following sub-plans are incorporated into the Project Charter/Plan:

- Risk Management Plan
- Quality Plan
- Communication Plan

Templates for these sub-plans are in the corresponding sub-folders of the Project Charter/Plan folder. The sub-plans may be part of the plan or separate, depending on the scope and value of the project.

Projects are dynamic and will change as they run their course. The project manager will produce the best Project Charter/Plan possible, but he/she has to make the stakeholders aware that changes may occur and plans will be modified accordingly. Stakeholders must be kept informed of any changes to the Project Charter/Plan.

### **10.1 Project Charter/Plan**

The project manager works with stakeholders so that the Project Charter/Plan clearly defines the scope of the project. Therefore it is vital to consult as many stakeholders as possible to ensure that all aspects of the project are considered and included in the Project Charter/Plan.

The Project Charter/Plan describes the components of a project and brings them together. All aspects of the project must be covered.

Projects are dynamic and so is the Project Charter/Plan. It supplies an integrated suite of information. This information is needed to coordinate, run and control the project. The

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level of detail depends on the scope and complexity of the project and its impacts outside the local area.

The Project Charter/Plan includes a schedule for steering committee meetings and other key points. The regular release of status reports ensures tracking of progress.

The Project Charter/Plan identifies milestones and project kill points (i.e., go/no go decision points) for the action of senior management, the steering committee and/or other authority.

### **10.1.1 Risk Management Plan (RMP)**

The project manager handles and monitors the risks throughout the life of a project. A separate risk management plan is required using the Risk Monitoring Sheet. For small or limited scope projects, a limited risk table may be embedded in the Project Charter/Plan, as judged by the project manager. Since projects are dynamic, risks and their ratings will change as the project progresses. New risks, unidentified in the early stages, often emerge over time.

The project manager will review the RMP regularly and make changes and additions. The evolving RMP throughout the execution of a major project must be included as part of the steering committee meeting papers. For all projects, a review of high risks, otherwise notable risks, and changed risks must be specified in the Project Status Report.

#### **10.1.1.1 Overview of the IPS Risk Management Framework**

1. **Establish the context:** Start the risk management process with a clear understanding of the operating environment. In establishing the context it is essential to identify and scope all internal and external influences which may impact on the GN. The context includes financial, operational, competitive, political (public perceptions/image), social, client, cultural and legal aspects of the GN functions.
2. **Identify the risks:** Look at possible risks from all sources that will impact on any or all stakeholders. Realize that unidentified risks may present major threats.
3. **Analyze the risks:** Provide an input to decisions on whether risks need to be treated. Define the most appropriate and cost-effective risk treatment strategies.
4. **Evaluate the risk:** Make decisions based on the outcomes of the risk analysis about which risks need treatment and treatment priorities.
5. **Treat risks:** You have the following five options:
  - a. Avoid the risk
  - b. Change the likelihood of the risk
  - c. Change the consequences of the risk
  - d. Share the risk
  - e. Retain the risk
6. **Monitor and review:** Follow through with regular monitoring and reviewing. Raise awareness as risks invariably change during the course of a project.

### **10.1.2 Quality Plan**

A separate quality plan may be provided, using the Quality Plan template, as appropriate.

Both, the quality of the management of the project, and the product of the project must be addressed. Quality is the “totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” (ISO 8402). Three aspects of quality are taken into consideration:

- Quality planning and standards
- Quality assurance
- Quality control

Each aspect is addressed in the quality plan specific categories.

As a minimum, the Project Charter/Plan has to include the quality measures and acceptance criteria.

If problems occur with quality, changes in other areas of the project may be needed according to the integrated nature of projects.

### **10.1.3 Communication Plan/Change Management**

Communication strategies must be formed to address stakeholders previously identified in the Project Proposal and any new stakeholders subsequently determined.

A separate communication plan may be provided, using the Communication Plan template, as appropriate. The template comprises tables for training strategies and communication strategies. A well-developed and comprehensive Communication Plan using both tables meets the change management needs for most projects.

The project manager can identify the most appropriate communication target audience and in turn determine the most effective communication mechanisms by answering the following questions:

- Who will be impacted by this project?
- What type of change does this project represent; is it only going to affect one department, or the entire GN?
- When is this change scheduled to occur?
- Where will this change occur?
- How will those impacted by this change be notified?

A communication plan is dynamic and will develop as the project progresses. It is imperative to continually revisit the communication plan and to update it as needed.

If the project involves workflow changes or financial system integration, HR and Finance must be contacted.

### **10.1.4 Test Plan**

If a test plan is required, use the Implementation Test Plan document template and the Test Case template in the *2-Planning Phase* folder of the Project Binder.

### **10.1.5 Training Plan**

If the project requires a training plan, include the training plan in the Project Charter/Plan as a separate chapter. There is no training plan template available at this time.

### **10.2 Work Breakdown Structure (WBS)**

The Project Manager will produce a WBS as a foundation document for the project. All projects must contain at least a high level WBS that shows the main project products or phases with the main tasks. The project manager can use the WBS as the basis for planning and managing the key areas of the project as well as referencing risks, costs, time frames and milestones against the WBS.

Schedule steering committee meetings around milestone and kill point dates. The project manager prepares a Project Status Report for the committee using the Project Status Report template.

We recommend Enterprise Architect and MS Project as support tools to develop a high level work breakdown structure.

Project managers can use a graphical representation of the work breakdown structure as a visual means of reporting the status of the project to management and steering committees.

## **11 EXECUTING PHASE**

**Definition:** Coordinating people and other resources to carry out the plan

The project manager will conduct regular project team meetings to discuss progress on activities, project issues and keep track of developments. The project may have a reference group to ensure that an appropriately wide range of issues are considered.

Regular reports of the monitoring and measuring of progress and other measuring metrics must be produced for the steering committee. The project manager will organize steering committee meetings, which are to be included in the project schedule in the Project Charter/Plan as described in the Controlling Phase. The project manager will illustrate project progress using a variety of methods (e.g., Gantt chart in MS Project or a graphical representation of the completed WBS amount).

Changes and variances occurring to the plan during implementation feed into the controlling phase of the project, which overlaps all phases of the project. Project Change Requests are described in section *12 Controlling Phase*.

## **12 CONTROLLING PHASE**

**Definition:** Ensuring that project objectives are met by monitoring and measuring progress regularly to identify variances from the Project Charter/Plan so that corrective action can be taken.

Controls show that the project is producing the required results (meeting predefined quality criteria), is on schedule (meeting its targets using previously agreed resources and

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funding) and remains viable against its business case. This phase controls balance benefits against costs and risks.

In conjunction with the execution phase, the project manager will be watching the progress of the project and ensuring that variances from the Project Charter/Plan are identified and reported using a Project Change Request form.

The project manager, the project team and the reference group will handle operational issues and minor variances. The steering committee will take action on major issues and strategic deviations. The project manager prepares the presentation of information to enable the steering committee to make informed assessments and decisions.

This phase includes:

- Project Status Form for regular monitoring and reporting
- Project Change Request Form for requesting significant project changes

### **12.1 Project Status Report**

The Project Status Report indicates the areas of a project that may vary as the project proceeds (integration, scope, time, cost, quality and risk). Decisions may have to be made to adjust the other areas to compensate. If the schedule is behind, resources may be increased to bring the project back on schedule to meet a critical deadline. An important focus in the report is risk management with review of project risks in each report. Changes in risks or new risks may explain the need for variation in the project.

The Project Status Report is a tool for reporting the progress of the project and is suitable for inclusion as a standing agenda item at steering committee meetings. The report has a visual aspect that is valuable for a quick examination of the status of the main project areas.

### **12.2 Project Change Requests**

The project manager must use the Project Change Request form to request a significant change in the key areas. The steering committee has the authority to approve all changes. Requests for significant changes (e.g., requests for additional funding), must be submitted to the governing authority for final consideration for approval. The IPS Project Office will update the Project Registry with notable changes approved by steering committees.

The project manager also manages “scope creep” (numerous small changes) as well as a significant scope change.

If a need for a scope change arises, the project manager will consider the request for change in scope and make a formal submission to the steering committee with the Project Change Request explaining the requested changes, impact on the project completion date, resource requirements, risk versus returns, etc., and a recommendation for approval.

### **12.3 Time Control**

The project manager must be aware of the many factors which may cause a project timeline to change, and therefore affect the timely project progress.

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Steering committee members need a visual overview of project schedule progress; a table of milestones for smaller projects and an MS Project Gantt chart for larger projects. If serious problems occur, the project manager must work with the steering committee and/or governing authority to resolve the issues. An alternative is to terminate the project.

#### **12.4 Invoices / Cost Control**

As with other elements of a project, costs are subject to change. The project manager must be highly aware of the many factors which may cause the project costs to increase. The project manager needs to record all project costs against the project, monitor the actual costs against the projected costs and accurately report the findings to the steering committee and/or approving authority. The project manager is required to suggest remediation so that the steering committee/approving authority has all the information needed to act correctly. The steering committee/approving authority must approve and authorize significant changes to the budget or terminate the project.

### **13 CLOSING PHASE**

**Definition:** Formalizing acceptance of the project, bringing it to an orderly close and reviewing

This phase provides the opportunity for the organization to learn from the work done through a review and analysis of metrics.

The phase includes:

- Project Activity Completion Form - required for all projects
- Post Implementation Review Report - required for major projects and for other projects if requested by the approving authority.

#### **13.1 Project Closure**

The project manager carries out a controlled close to the project, regardless of whether the project was completed or ended early and completes the project documentation. If the project requires ongoing maintenance and/or support, the project manager will assign other staff/resources to carry out the ongoing work.

#### **13.2 Post Implementation Review**

All major projects require a Post Implementation Review (PIR) after completion. The governing authority may request a PIR for any other project if more information is needed than detailed in the Project Activity Completion Report.

The project manager makes arrangements (as required) for the Post Implementation Review (PIR) when the project closes.

Recommended composition of PIR team for a major project (>\$250,000):

- Chair (the project manager)
- 1 steering committee member
- 1 independent member from the client area
- 1 project team member

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Composition of a typical PIR team for a minor project:

- Project manager as organizer and leader
- 1 independent member

The review is scheduled within a time frame appropriate to the nature of the project, often within three months, but as long as six months for a large project. Use the Post Implementation Report document template in the *5-Closing Phase* folder.

In the review, the PIR team evaluates the way the project was run, and assesses whether the projected benefits have materialized or will be realized in the future. The team identifies the highlights and good practices adopted during the project, and includes an evaluation/appraisal of events that occurred, lessons learned, and pitfalls to be avoided in future.

The PIR team will have input into the review. The project manager will supply supporting documentation depending on the size of the project.

The Primary Sponsor is responsible for any resulting actions with consideration and response to recommendations, as well as for promulgating lessons learned, as appropriate.

Additionally, the project manager for IPS (IT) projects may address the report at project management improvement sessions, covering lessons learned and recommendations from projects.

## **14 FUTURE OF THE PMF**

The ongoing development of the PMF is an iterative process, with annual reviews. The PMF will evolve to meet the increasing demands and complexities of project management at GN, always following best practice and drawing upon the experiences of project managers and governance authorities in the GN.

## **Appendix - Key Players and Responsibilities**

Projects have sponsors, steering committees, client champions and project managers. Internal Audit may become involved. Projects may have working groups, as required.

### **Primary Sponsor Responsibilities**

- Be chief champion of the project
- Have accountability for the project and ongoing accountability for the outcomes
- Chair the project steering committee
- Advocate the project internally and externally
- Facilitate and support policy and funding recommendations
- Provide overview and direction for the project
- Resolve issues identified by the project manager when requested and agreed
- Support the project manager in carrying out the project
- Monitor the project budget
- Ensure that deliberations of the project are adequately recorded and available to appropriate parties

### **Steering Committee Composition**

A project is commonly guided by a steering committee (or other decision/governing authority), working at a strategic level. A small project may have the sponsor as its entire governing authority without a steering committee. A minimum composition is:

- **Sponsor** - accountable for the project, chairs the steering committee meetings and has ongoing accountability for the outcomes of the project in the form of its end product/services
- **Client Leader** - provides GN business leadership, ownership and guidance to the project. This role is critical to the project. Client Leaders can ensure that GN's leadership view is inserted into key areas of the projects, for example, timing, cost and quality considerations. They are normally chosen on the basis of having a keen interest in the outcome of the project as a user. They do not have line responsibility for the project's end product/services.
- **Subject Matter Expert/Specialist** - often the key person who will be designing and building the outcomes
- **The DOF (Comptroller General) or nominee** – required on all IPS (IT) projects and designated by the DOF Comptroller General
- **Internal Auditor** - invited as an observer to attend steering committees of major projects. With GN (IT) projects, Internal Audit is always asked if they wish to provide a representative on the steering committee.

### **Steering Committee Responsibilities**

- Direct attention to the project at a strategic level and make strategic decisions where required
- Approve or kill the Project Plan

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- Make decisions on whether to approve requested changes in the project plan or kill or halt the project while the project is executing
- Ensure that the governing authority is advised of significant project issues through the IPS Project Office
- Provide guidance to the project manager
- Review project progress and issues with the project manager regularly
- Monitor the project budget (key factor)
- Monitor the project risk (key factor with increasing importance)
- Resolve policy issues
- Escalate issues if required

### **Working Group Responsibilities**

A working group consists of a group of stakeholders brought together to discuss and deal with operational issues for the project. Members may be part of the main project team, or can be clients/users from areas across the GN that will be impacted by the outcome of the project. Reference group members will:

- Bring operational issues from their areas to the reference group meetings
- Look for collaborative solutions
- Disseminate needed information and actions resulting from the reference group meetings to their areas
- Act as a team for the project

### **Subject Matter Expert/Specialist Responsibilities**

For small projects, the subject matter expert/specialist may be the project manager and therefore a full member of the steering committee to:

- Provide technical expertise

### **Internal Audit Responsibilities**

Internal Audit is asked whether they wish to provide a representative to:

- Undertake an observer role on the project steering committees with rights of audience and debate
- Provide advice on internal controls, including computer system security
- Provide advice on the application of project management principles

**COMMUNITY AND GOVERNMENT SERVICES**  
**PART B – PROJECT PHASE AND PMF TEMPLATE**

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**Project Manager Responsibilities**

- Create the project team and manage project team members
- Manage the project taking into account integration across all areas
- Engage with stakeholders
- Develop Project Charter/Plan
- Direct project resources
- Monitor and manage the project schedule
- Monitor and manage project budget
- Monitor and manage project risk
- Deal with operational issues
- Organize steering committee meetings, including ensuring that minutes will be taken
- Report to the steering committee, raising strategic issues
- Prepare Project Status Reports and Project Change Requests for steering committee
- Ensure project meets requirements and objectives
- Negotiate and resolve issues as they arise across areas of the project and where they impact on other GN activities, systems and projects
- Look after the interests of the project team
- Organize and chair project reference group meetings, as appropriate
- Communicate project status to project sponsor, all team members, and other relevant stakeholders and involved parties
- Maintain project documentation