

Project Management Framework

PURPOSE

The purpose of this business process is to outline the steps in the project management methodology associated with the execution of projects within the Student Pathways & Careers (SPC) division.

SCOPE

The scope of this business process applies to all projects being undertaken within the SPC division. This business process should be read by those who are, or are intending to manage projects, acting as Project Sponsors or Project Manager or are working as part of a project team.

BUSINESS PROCESS

What is a project?

A project is defined as a temporary endeavor undertaken to create a specific product, service, or result. Temporary means that every project has a definite beginning and a definite end. The end is reached when the objectives have been achieved. This could then see the outcome of the project move to a business as usual or the project outcome has been achieved and therefore closed.

Defining the level of project

Once the need for a project has been defined, the first step is for the Project Sponsor to determine the level of complexity surrounding the project which will in turn define the level of project management methodology and governance placed over the project.

Level 1 projects are defined as any project where the outcome or impact is outside of the scope of the Directorate leading/instigating the project i.e. impacts RTO's, industry or schools. Level 1 projects will be approved and governed through the ESC. Project documentation surrounding Level 1 projects should be submitted via the Principal Project Manager for inclusion on the ESC agenda.

Level 2 projects are defined as projects where the scope and outcome of the projects falls within the Directorate leading/instigating the project. Level 2 projects will be approved and governed within the Directorate and will require a Director/Manager level approval.

Project management methodology

All projects regardless of their level will require the following project documentation:

- Project plan
- Communication plan

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- Progress reports
- Project closure report

Standard project management templates have been developed by the Office of the Executive Director for use. Projects at Level 1 must complete all sections within the standard templates. For projects at Level 2 it is at the discretion of the Project Sponsor if all sections within the templates are required, therefore modification can be made for local level management and governance.

Role of the ESC (Level 1)

The Executive Steering Committee (ESC) consists of the Executive leaders within the SPC division and is responsible for the oversight, management and delivery of Level 1 projects within the division. Whilst Level 1 projects are governed through the ESC, the decision to escalate certain Level 2 projects to the ESC will remain with the committee.

The ESC's key functions are as follows. They will:

- govern the project approval and prioritisation process
- appoint/review Project Sponsors and Project Managers
- review project progress and assist in providing corrective actions where needed
- review and approve communication plans
- reviews key risks/issues; escalates corporate risks

The ESC will be chaired by the Executive Director and supported by the Executive Assistant to the Executive Director. The Principal Project Manager will provide advice, support and coordination to this Committee. The ESC will meet on a fortnightly basis to review the program register, monthly progress reports and approve any new project plans. At times, Project Sponsors/Manager may be requested to attend the ESC.

Role of the Business Unit (Level 2)

Level 2 projects are governed locally within the Business Unit by the Project Sponsor. Whilst projects at this level do not have oversight by the ESC, all documentation and regular monthly progress reports must be submitted to the Project Management Office.

Role of the Office of the Executive Director

The role of the Office of the Executive Director is to act as a Project Management Office (PMO) and is there to provide the tools, templates and advice to the division to ensure projects are executed consistently and continually. The PMO also support Project Managers and teams in the principles and the day-to-day aspects of managing projects successfully, providing the expertise, mentoring, guidance, tools and templates needed.

Role of the Project Sponsor

The Sponsor has a vested interest in the project outcomes and is ultimately accountable for the project. The Sponsor is responsible for oversight on the projects progress, critical risks and issues. Key tasks for the Project Sponsor include:

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- Selecting or approving the Project Manager
- Champion, promote and support the project's implementation
- Ensure timely availability of resources and secure funding for the project
- Approve plans, schedule and budget
- Formally sign-off the project and communication plan
- Resolve critical project issues that the Project Manager is unable to, escalating issues if necessary to ESC as necessary in a timely manner
- Empower the Project Manager to manage the project
- Provide progress reports to ESC or Business Unit

Role of the Project Manager

The Project Manager is appointed by the Sponsor or the ESC to provide the day-to-day management, monitoring, and control of all project activities and resources. They are the single point of accountability for project's deliverable-based milestones and is the primary interface between the project team, Sponsor, and other directorates. In addition, the Project Manager is responsible for the following:

- Managing project scope, budget, allocate resources, and achieve benefits
- Applying and adhering to PMO processes and tools
- Resolving project issues, escalating to the Sponsor if the corrective action sits outside their remit
- Ensuring appropriate assignment of tasks to team members and managing individual workloads to meet commitments
- Conducting project status review meetings among project team members and provide regular progress reports to the Project Sponsor
- Establishing and utilising the project Communication Plan

Role of the Team Member/Project Support

The rest of the project team can be made up from a diverse range of people including administrative officers, subject matter experts, technical experts or 'end users' or someone representing the interests of the stakeholders. The team should be the core group of people responsible for executing tasks and producing deliverables as outlined in the Project Plan and can be added to with experts for specific tasks or periods of time, or the entire project. Team members will be directed by the Project Manager to the appropriate level, which may include responsibility for:

- Undertaking task associated with the outcome or deliverables associated with the project
- Providing advice or guidance in areas of expertise, including tools and software
- Acting as a project champion by clearly articulating project benefits and progress
- Assisting with the implementation of communication strategies
- Providing administrative support as required by the Project Manager

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Project Lifecycles

Once the project has been approved, it must be organised in such a way as to ensure appropriate management and control of the project. Projects can be broken down into chunks or phases to help with this organisation, collectively, these chunks are known as the project lifecycle.

The following methodology has identified for specific projects to be used across the SPC division.

Initiative	Processes	Events	Document Development
Initiation	Discovery	Initiate	Draft documentation
Planning	Process identification	Planning	Consultation
Implementation	Consultation	Execution	Approval
Closure	Approval	Closure	Communication
	Communication		Closure
	Closure		

REFERENCES & ASSOCIATED DOCUMENTS

Project Plan – ST014

Communication Plan – ST-015

Progress Report – ST-016

Project Closure Report – ST-017

Governance Framework – BP-004

VERSION CONTROL

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