PROJECT MANAGEMENT FRAMEWORK REVIEW

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Welcome

Project Management Framework (PMF)
- Why do we need a PMF
- TCC PMF Journey
- What we did
- Survey outcomes
- Key achievements of the PMF review
- Implementation is key
Why have a framework?

» Change Is Inevitable

» Legislation requires council to have and deliver on strategic objectives

TCC PM Framework = Methodology

PMF
- Project Governance
- Training
- Tools and Templates
- Project process
Journey of the PMF

2010
Original PMF was created

2011
First Version Launched

2013
Steering Committee Formed

2014
Internal Council Survey Conducted

2015
Review of PMF

2016
Implementation of version 2.0
In the 2014 internal survey, respondents suggested:

– A need for low risk low value project templates,
– Better finalisation documents and process,
– A reduction in complexity and bloat, i.e. flow
– A need for improved training and awareness around the PMF.

372 respondents
Objectives of PMF

» Encourage and promote continuous improvement,
» Ensure projects use a repeatable transparent process,
» Clearly identify roles and responsibilities,
» Ensure planning precedes delivery in all projects,
» Assists to manage and mitigate project risks,
» Provide a common language.
Review Outcomes

» Reviewed existing literature and our current PMF to find where we can improve.

» Engaged stakeholders using the current PMF on what documents are working well and what can be improved.

» 55 PMF Documents have been reduced to 20.

» A more refined selection of documents has been produced, reducing documentation bloat, and improving the ease of use of the PMF.

» A reduction in the difficulty of implementing the PMF.

» Provide a new suite of Level 1 documents.

» Created a tighter integration with Asset Management, Governance, and Engagement Frameworks.
Council Project Risk Profile
Product Lifecycle

1. Identify
2. Initiate
3. Plan
4. Deliver
5. Finalise
6. In-Service
7. Disposal
Project Governance

- Council / Project Sponsor
- Project Approvals Board
- Project / Program Customer
- Project / Program Leadership Team
- Project Director
- Project Team
  - Project Manager
  - Internal Project Support
  - Consultants
  - Contractors
Project Level Assessment

Incorporates budget, complexity and risk to create a more balanced representation of the difficulty in delivering the entire project.

Purpose of the LA:
» applying appropriate governance and minimum documentation (control)
» appointing an appropriate PM resource (capability)
The Project Management Process

Project Management Framework Process

Product Lifecycle

Pre-Project
Direction
1.0 Identify
1.1 Need is Identified
1.2 Approved Business Case and Budget PMF012 PMF013
2.0 Initiate
2.1 Project Manager Assigned PMF021
2.2 Project Brief PMF022
Scope, Preliminary Scheduling and Cost Estimates, Identify Key Stakeholders, RACI, Cashflow
2.3 Customer and Sponsor Accepts Brief
2.4 Project Team Engaged PMF024
3.0 Plan
3.1 Project Management Plan PMF031
Scheduling, Cost, Risk, Quality, Scope, Procurement, WBS, Stakeholders, Resources, Communication, etc.
3.2 Procurement of Design
3.3 Design of Solution
3.4 DA Approves Finalised
4.0 Deliver
4.1 Procurement of Solution
4.2 Execution of Solution
4.3 Inspection and Testing
4.4 Commission, Rasa, Training & Documentation Deliverables
5.0 Finalise
5.1 Customer Accepts Handover
5.2 Project Completion and Handover Report PMF054
5.3 Customer Accepts Handover
5.4 Customer Accepts Handover
6.0 In-Service
6.1 Operate and Maintain Product
6.2 Replacements or Review at end of Useful Life
6.3 Need is Identified Proceed to 1.2
6.4 Disposal Action Plan As per legislative requirements

LEVEL 1 = 2 TEMPLATES

LEVEL 2 & 3 use same templates but there are less
Implementation Process

- **Jun-Dec**: Internal engagement and review
- **Dec 15**: Presentation to EMT
- **Jan 2016**: Update inSPIRE with new templates.
- **Feb 2016**: Run pilots of Level 1 PMF training.
- **Mar 2016**: Begin PMF training organisation wide.
- **July 2016**: Templates officially adopted.
Key Achievements of the PMF

» The PMF has gone from being a “How To” to a *methodology*.

» Common Language which has facilitated improved integration between divisions

» Appreciation for managing change by using PM.

» Increased awareness of the PMF

» Introduced competency standards
Role of the Steering Group

- Continuous Improvement of the PMF every four (4) months with a large review every three (3) years.
- The Steering Group will continue representing the council divisions.
- Review lessons learned captured in the new Project Completion Reports.
- Review audit outcomes and supervise implementation.
Thank you

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