	Project Management Policy

CHAPTER:	Corporate Administration
SECTION:	City Manager's Office
SUBJECT:	Project Management Framework
AUTHORIZED BY:	City Manager
EFFECTIVE DATE: November 1, 2016	**REVISION DATE:**
REVIEW FREQUENCY: Every two years	

1.   PURPOSE / OBJECTIVES

To provide guidance to City staff on the consistent application and scope of the Corporate Project Management Framework. The objective of this policy is to ensure that the appropriate systems, processes and controls for managing projects are in place to achieve project specific outcomes while limiting the risk to the City stakeholders and taxpayers. Expected results of this policy are:

- Projects are managed efficiently to achieve value for money;
- Sound stewardship of project funds is demonstrated;
- Accountability for project outcomes is clear and transparent; and
- Outcomes are achieved within time and cost constraints.

2.   APPLICATION

This policy applies to all City of Victoria employees.

3.   DEFINITIONS

Categorization is the result of an assessment of criteria, including cost, resource requirements, risk factors, external dependencies and community visibility to determine the level and scale of project management rigor required.

Governance is the decision making framework for a project and includes an articulation of roles and responsibilities, reporting structures, lines of communications and decision making authority for a specified project.

Project is defined as a set 'body of work' with a defined start and end date, and with a pre-determined deliverable or result that will be achieved through agreed goals, objectives and specifications.

Project Management Framework is policy guideline with associated documented procedures for how projects are planned, executed and delivered based on project management methodologies adopted by the City, to ensure projects are completed on time, on budget, and achieve intended outcomes.

Project Management Handbook is the City Manager approved tool kit containing the *processes, procedures, tools* and *templates* to support consistent project planning, execution, communication and successful delivery of a project.

Risk within project management is twofold: a) it is an uncertain/unplanned event or condition that, if it occurs, has a positive or negative effect on one or more project objective such as scope, schedule, cost, and quality; and b) it is the introduction of new potential liabilities as a result of completing a project and introducing a new infrastructure, programs or services.

4. POLICY STATEMENTS

1. Project briefs will be completed prior to the commencement of a new capital and service/planning projects to ensure it is aligned with the most current Strategic Plan, Financial Plan and Operational Plan(s).

2. Clearly defined and structured decision making authority and communications will form the basis for project governance from initiation through to project close through project governance categorization.

3. A standard set of tools and templates for small, medium and large projects will be used.

4. Project plans will be scaled according to complexity to minimize risk and liability to the City.

5. Project budgets include all costs for the project, from initiation to close.

6. Estimates for steady state operational costs for sustainment are to be included as part of the project deliverables.

7. Monitoring and communication at appropriate intervals and levels will be articulated at the on-set of projects to ensure common expectations;

8. Documented project evaluations will be undertaken to capture lessons learned and support continuous improvement.

9. Employee competency development and skills training will be available to support implementation of the project management framework.

5. PROCEDURES

Specific procedures and processes are contained in the Project Management Framework Handbook, the most recent of which is available for all staff on the intranet.

6.   REFERENCES

The following Council and Corporate policies are related to the Project Management Framework Policy and should be taken into account when implementing a project:

Lessons Learned Policy
Capital Costs Estimates Policy
Purchasing Policy
Records Management Framework   (Under Development)
Employee Development Policy
Training and Memberships Policy

7.   REVISION HISTORY

No Revision History