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1 Objective

The objective of the Project Management Policy is that all in-scope projects at the University of Tasmania are managed in accordance with a consistent and appropriate methodology throughout the duration of the project, ensuring sponsors’ expectations are met through a successful delivery against time, cost and quality parameters.

The UTAS Quality Management Framework links strategic direction setting, planning and quality at the whole-of-institution level and is aligned with the budgeting and risk management systems. Two essential dimensions are planning for quality and enhancing quality. The framework, underpinned by the (Objectives) > Approach > Deployment > Results > Improvement, (O)ADRI approach, deploys a range of mechanisms to achieve continuous improvement. Project management at the University will incorporate the requirements of the Quality Management Framework.

2 Scope

This policy applies to all projects across all Organisational Units at the University of Tasmania, with the exception of:

- projects categorised as N/A (refer to 3.3), or
- continuous improvement activities, or
- non-capital research grants and research consultancies, or
- non-capital learning and teaching activity, or
- fee-for-service or other learning and teaching related activity

which are exempt from this policy.

3 Policy Provisions

3.1 Definition of a “Project”

A project is created for the purpose of delivering one or more products, services or results according to a specified business case within a managed environment.

A project will deliver capital assets, information technology assets or other changes to processes or structures and will have a defined scope, deliverables, start and end date, cost and be conducted in an appropriate quality controlled manner.

3.2 Methodology for all Projects

All projects must follow the UTAS Project Management Methodology (PMM) to ensure that appropriate controls are in place throughout the project.

Where appropriate the Project Sponsor or Project Steering Committee can authorise an alternate or varied methodology provided the essential control elements are met (refer 3.5).

Further guidance can be found by accessing the mentoring and support processes at UTAS (refer 3.7).

3.3 Project Categorisation

All projects will be defined as either “capital”, “ICT” or “other”. This refers to the type of output that will result at the completion of the project. A “capital” project will produce a building or other capital asset, an “ICT” project will produce an information technology system or solution and an “other” project will result in a restructure, change to business processes, creation of an intangible asset or outcome other than produced from a “capital” or “ICT” project.

All projects will then be categorised as either “small”, “standard” or “complex” (capital projects use “major”, “moderate” or “minor”). The intent of project categorisation is to simplify the basis for determining activities, practices and controls to be adopted for projects of various sizes. The project categorisation will be defined based on the project budget, risk level, community impact / associated potential for public relations issues and the impact across the University, as drawn from the business case and as determined by the Project Sponsor or Steering Committee.

A project categorisation tool is available on the website to assist in categorising a project. Projects categorised as N/A (those with less than 4 points) will not be required to follow the methodology, however the methodology may provide assistance in achieving project goals.

Combined use of the Project Categorisation Tool and Project Management Matrix will assist Project Sponsors and/or Project Steering Committee is appropriately identifying controls.

All controls must be endorsed by the Project Sponsor or Project Steering Committee and a Project Sponsor or Project Steering Committee may judge that a particular project merits an increase in the categorisation upwards (e.g. from “standard” to complex”) resulting in a higher level of controls and governance. A categorisation cannot be overridden to reduce controls.

3.4 Main project phases

There are four main phases of any project:

3.4.1 Initiation and Approval

3.4.2 Governance and Planning

3.4.3 Execution and Control

3.4.4 Project Closure and Review.

Appropriate management and controls through each of these four phases is essential to constitute an effective Project Management Methodology.
3.5 Essential Control Elements of project phases

The following essential controls elements must be evidenced in any project at UTAS:

3.5.1 Initiation and Approval

- Business Case (including scope, impacts, budget, timeline, quality controls and key Business benefits).

3.5.2 Governance and Planning

- Appointment of and clarification of responsibilities of:
  - Project Sponsor
  - Project Steering Committee (for larger projects)
  - Project User Group (for larger projects)
  - Project Manager
  - Project Team.
- Formalisation of delegations for scope changes
- Creation of Project Plan (including program, timeline, budget, quality measures and resources)
- Determination of key milestones or gates (at which the continuity, or abandonment, of the project is assessed)
- Stakeholder analysis and planning
- Creation of a Risk Register (in accordance with UTAS Risk Management Policy) and process for updating and reporting of same
- Consideration of the need / approach for independent external oversight / involvement (mandatory for complex projects unless determined otherwise by Project Steering Committee).

3.5.3 Execution and Control

- Creation, update and reporting of Issue Log
- Establishment of reporting requirements, including regularity, to stakeholders (refer 3.6)
- Approach to change management
- Development of a quality plan, including KPIs or measurable benefits
- Management of documentation in accordance with Records Management Policy.

3.5.4 Project Closure and Review

- Formal close out and operationalization of the project deliverables and Completion of Post Implementation Review.
3.6 Reporting

A framework will be developed for all UTAS projects to ensure accurate and timely reporting. The level and type of reporting will be determined based on the size and complexity of the project. Key matters reported to governance committees / sponsors and other stakeholders will include:

- Progress against timeline
- Progress against budget
- Scope and any approved changes
- Risk management
- Issues management
- Quality
- Benefits
- Dependencies.

3.7 Mentoring and Advice

Mentoring, advice and support will be provided through a network of project management advisors at UTAS. This group will meet on a regular basis to:

- Consider matters raised in relation to the management of current projects
- Consolidate lessons learned from projects (including analysis of Post Implementation Reviews)
- Input into the enhancement of the Project Management Methodology.

4 Responsibilities

**Director, Service and Project Delivery** is the owner of this policy and is responsible for oversight of the following:

- PMM framework
- Providing assistance and expertise to project managers
- Project management mentoring and support processes.

**Project Managers** must comply with this policy and are responsible for:

- Identification of and compliance with an established operationally specific methodology:
  - PMM framework
  - Infrastructure Services and Development Process for the Management of Building Works;
  - Other control processes as determined by the Project Sponsor / Project Steering Committee.

- Accurate reporting to the Project Sponsor / Project Steering Committee of matters of significance throughout the project (in accordance with item 3.6 above).
The Project Sponsor is normally a member of the executive within UTAS (or other senior manager) who sponsors a project through the initiation and approval phase of the project. Their governance / oversight responsibilities (initiation, planning, execution and control and project closure phases) for the project may be assumed by a Project Steering Committee.

The Project Steering Committee is a group of senior UTAS executives and leaders (including the Project Sponsor or nominee) entrusted with the governance / oversight responsibilities for a project. This includes:

- Review and approval of the Project Plan and of subsequent changes
- Management of the project funding
- Formalisation of delegations for scope changes
- Monitoring of the project to ensure that the requirements and expectations (gates) are met
- Make recommendations to governing committees as appropriate
- Facilitate the resolution of project conflicts.

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

- Member of the senior executive
- Senior client representative
- Senior supplier representative
- Chief Financial Officer or nominee.

5 Definitions and Acronyms

Continuous Improvement Activities

Continuous improvement is any activity that assesses the effectiveness and value of a process and implements enhancements as a result. The University undertakes a range of continuous improvement activities for example; course, curriculum and policy review which may result in courses, curriculum or policies being created, amended or discontinued.

Organisational Unit

College, Faculty, School, Centre, University Institute, other University Entity, Division, Section or University Business Enterprise.

PMM

Project Management Methodology (refer definition below).

Post Implementation Review (PIR)

The PIR establishes whether a project and its related products have reached or produced expected benefits. The PIR records lessons learned which could be applied to enhance subsequent projects. The PIR is presented to the Project Sponsor or Project Steering Committee at the end of the project. A supplementary review of benefits realisation may be requested by the Steering Committee depending on the timing of benefits from the project.
Project

A project is created for the purpose of delivering one or more products, services or results according to a specified business case within a managed environment.

A project will deliver capital assets, information technology assets or other changes to processes or structures and will have a defined scope, deliverables, start and end date, cost and be conducted in an appropriate quality controlled manner.

Project Management Methodology

Appropriate management and controls through the four phases of Initiation, Governance and Planning, Execution and Control and Project Closure and Review.

Senior Client Representative

The Steering Committee role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.

Senior Supplier Representative

The Steering Committee role that provides knowledge and experience of the main discipline(s) involved in the production of the project’s deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.

UTAS

University of Tasmania

6 Supporting Documentation

- Project Management Matrix
- Project Sizing Tool
- Quality Management Policy
- Records Management Policy
- Risk Management Policy

7 Versioning

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