

Task Name	Organise, implement and close an Information Communications Technology (ICT) project		
National unit/s code	ICTPMG501	National unit/s title	Manage ICT projects (Release 1)
National qualification code	ICT50118	National qualification title	Diploma of information Technology
RMIT Program code	C5395	RMIT Course code	COSC7370C

*This is a sample Project Governance Framework Policy that can be used as a reference for Assessment Task 2 Organise, implement and close an Information Communications Technology (ICT) project. This policy is sourced from University of Sunshine Coast (USC) and then modified and adapted for the purposes of completing this assessment task. Additional strategic information has been included, sourced from the City of Bundoora's ICT Strategic Plan.*

University of Sunshine Coast 2018, *Project Governance Framework – Operational Policy*, University of Sunshine Coast, viewed 16 December 2020, <<https://www.usc.edu.au/about/policies-and-procedures/project-management-framework-operational-policy>>.

City of Bundoora 2019, *Information and Communications Technology Strategy*, City of Bundoora, viewed 16 December 2020, < <https://www.boroondara.vic.gov.au/sites/default/files/2019-08/7-4-information-and-communications-technology-strategy.pdf>>.

## *Project Governance Framework Policy*

### 1. Purpose of policy

The purpose of this policy is to ensure a standard approach for smart project management to ensure successful delivery of project outcomes aligned to business strategic priorities.

### 2. Policy scope and application

This policy outlines the organisational project management framework and applies to all projects across the organisation.

This policy applies to all staff, consultants, and contractors involved in the initiation or delivery of projects.

### 3. Definitions

Terms and definitions identified below are specific to this policy and are critical to its effectiveness:

**Project** means a temporary endeavour undertaken to create a unique product, service or result. A project can create: a product or enhancement; a service or a capability to perform a service; an improvement in existing product of service lines; or a result such as an outcome or document.

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**Project governance** means comprehensive, consistent method of controlling the project and ensuring its success by defining and documenting and communicating reliable, repeatable project practices. It includes a framework for making project decisions, and related roles and responsibilities.

**Project lifecycle** means a series of phases that a project passes through from its initiation to its closure and provides the basic framework for managing the project.

**Project management** means the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.

#### 4. Policy Statement

4.1 The organisation is committed to the implementation and maintenance of an organisational Project Governance Framework, providing a consistent approach for the governance and management of projects, and clearly articulating for all stakeholders the acceptable components of project management. All areas will adopt this framework for the management of organisational projects.

4.2 In its application of this policy, the business is committed to:

- Aligning project activity to organisational strategic plans;
- Maximising project benefits across the whole organisation;
- Minimising the impact of project risks;
- Ensuring appropriate project governance and control is established and maintained;
- Providing consistent and scalable project processes and outputs;
- Enhancing project communication; and
- Continually improving project management processes and skills.

4.3 The approach to project management is based on PMBOK, the Project Management Body of Knowledge (developed by the Project Management Institute). Internationally recognised, PMBOK provides a clear project governance foundation on which project lifecycles and various methodologies can be applied (across integration, scope, time, financial and procurement, quality, human resources, stakeholders and communication, risk, safety, environment, and claims).

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4.4 The Project Governance Framework supports predictive, incremental, and adaptive project lifecycles, executed across five project phases: initiating, planning, executing, monitoring and controlling, and closing.

4.5 All projects must be approved by the Project Sponsor. The Project Sponsor role must be held by a member of the executive board.

4.6 Project categories can be either business or Information and Communication and Technology (ICT) and the project must be aligned with both business and ICT strategic objectives.

Business strategic objectives include:

- Enable and expand customer (client and candidate) self-service opportunities
- Establish a consolidated view of customer (client and candidate)
- Ability to respond to faster changing demands

Information and Communication and Technology (ICT) strategic objectives include:

- Well Governed
- Cost Effective and Value for Money
- Easy for Users (includes Accessibility)
- Available and Secure
- Easy to Operate and Support
- Business Aligned
- Innovative and Adaptable

4.7 Project approvers must ensure adequate resourcing is applied, commensurate with the project constraints and requirements. Project manager expertise and skills must align with the project category and, if appropriate experience is not internally available, must be sourced externally. Costs for project management should be included and funded from the project budget and allocated prior to project approval.

4.8 Project quality management and assurance will be applied appropriate to the scale and risk of the project. This includes processes and activities to determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. Project

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assurance costs will be funded from the project budget. Adherence to relevant legislation must be incorporated into project requirements.

4.9 The PMBOK, the Project Management Body of Knowledge (developed by the Project Management Institute) provides guidance for managing projects according to this policy. All project reporting must be via established outputs and delegated project systems. All project records and outputs must be captured in an approved records management system.

4.10 All project staff must be trained in the use of the PMBOK, the Project Management Body of Knowledge and ensure all related project work aligns with related requirements.

## 5. Responsibilities

Role	Responsibility
Project Sponsor	<p>Provides resources and support for the project and is accountable for enabling success. Has responsibility for:</p> <ul style="list-style-type: none"> <li>approving gateway review decisions;</li> <li>leading development of the project scope;</li> <li>promoting the project, gathering organisational support, and promoting project benefits;</li> <li>senior role in project issue escalation; and</li> <li>ensuring smooth transfer of the project's deliverables into the business after project closure.</li> </ul> <p>The Project Sponsor role must be filled by a member of the Executive board.</p>
Project Champion	<p>Senior representative on the project who:</p> <ul style="list-style-type: none"> <li>understands both the strategic project sponsor needs and user needs of the project;</li> </ul>

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provides project direction, innovation, and motivation;

utilises influence for positive change management; and

genuinely leads the people involved in the project.

**Project Manager** Assigned by the organisation to lead the team that is responsible for achieving the project objectives.

**Project Steering Group** A group of individuals who oversee a project and meet at key stages to ensure:

the strategic requirements of the project scope are being met;

risks, issues, and change requests are being addressed; and

the attainment of project outcomes are realised.

Membership can range from three people up, and usually includes: Project Sponsor, Project Champion, a business/stakeholder representative, and the Project Manager (in a non-voting capacity).

**Project Team** A group of individuals who support the Project Manager in performing the work of the project to achieve its objectives. The team is comprised of the Project Manager and individuals from different groups with different subject matter knowledge or with a specific skill set to carry out the work of the project. The composition of project teams varies. They can be:

Dedicated / Non-Dedicated team members.

Collaborative team / Functional division team.

Virtual / Co-located.

Project teams include roles such as:

Project management staff

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Project staff

Supporting experts

User or customer representatives

Business partners

**Project Stakeholders** Includes all members of the project team, as well as all interested entities that are internal or external to the organisation. Stakeholders have varying levels of responsibility and authority when participating on a project, and these levels can change over the course of the project's lifecycle.