

COP413

National Ambulance

Enterprise Program Management Policy



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The purpose of the Enterprise Program Management Policy is to detail the current program and project environment at National Ambulance (NA) as well as describe staffing supporting Enterprise Program Management.

The policy's aim is to provide a framework to ensure programs and projects contribute to corporate objectives and are controlled in terms of priority, cost, risk, deliverables and timescales

By providing a process framework with timely reporting and analysis it will assist decision makers in making informed, decisions, thus facilitate taking the right actions at the right time.

The overall aim of the Policy is to enable National Ambulance to achieve continuous improvement in:

- Prioritizing projects according to business needs.
- Providing processes and frameworks for guidance and completion
- Business case creation and management
- Developing and maintaining workable project plans
- Problem identification and resolution, maintaining active issue and risk registers
- Relationship management with the business, the various implementation teams and vendors
- Management of project budgets
- Manage the smooth handover to the relevant operations teams
- Auditing of projects and outcomes
- Promoting strong communication across teams
- Influencing stakeholders
- Defining and reporting on key performance parameters
- Managing resource allocation and demand across projects

2. SCOPE

The Enterprise Program Management Policy addresses the initiation, approval, management and closure of all National Ambulance projects which are either business critical, large in size or are recognized to have a significant impact to the organization regardless of source. In addition oversight, guidance and reporting will be facilitated to all projects identified by National Ambulance.

The policy will be implemented and administered as follows:

The Chief Executive Officer is the owner of the Enterprise Program Management Policy and is responsible for taking or delegating action to rectify any errors or omissions and to advise on any necessary revisions and improvements to ensure continual improvement.

The Chief Administration Officer is responsible for the implementation and monitoring of this Policy and Guidelines

All Managers and Supervisors are responsible for ensuring that they and their staff are in alignment with this Policy and Procedures, for monitoring the applicability and ongoing implementation

ePMO office staff are responsible for enactment of this policy and ensuring that projects within the scope of the policy are run according to the policy.

All staff are responsible for acting according to this policy and procedures. They are also responsible for ensuring that they attend or pursue any relevant training recommended by their supervisors. (I.e. face to face or online training). This includes staff with supporting functions.

4. POLICY CONTENT

4.1 DEFINITIONS

Project

A Project is a temporary organization that is created for the purpose of delivering one or more deliverables according to an agreed Business Case. Each project requires a sponsor who is responsible for defining the business case and will be assigned a project manager to manage the initiation, planning, execution and closure phases of the project.

Tests to determine whether an activity is a project or not include:-

Does the activity produce something unique to the organization that is in response to a set of specific business requirements?

Will the activity require the engagement of third parties or the expansion of existing, or creation of new, relationships with other organizations?

Does the activity represent significant risk to National Ambulance if it does not deliver the required solutions in the required timeframes?

If the answer to any of the above questions is yes then the activity should be considered a project and managed through the ePMO process.

For example. Creating a new contract or moving location would be considered a project.

Business as usual

Business as usual (BAU) activity as set out in your day to day or regular activities and tasks. BAU is usually considered repeatable activity governed by one or more business processes for which there are metrics and KPIs

For example. Renewal of an existing contract for an existing location would normally be considered BAU.

Project Definition/Request Form

A simple form to capture initial business drivers, scope and objectives for a new or recently discovered project. The form is used to capture sufficient information to assess the size of the project, identify the scope, time frames, key deliverables and any other key information relevant to the proposal. New project requests will be evaluated at the ePMO meetings to ensure projects are assessed, and prioritized accordingly. COF303 Project Definition request form

Business case

The Business Case is a document that gathers the information to allow the Executive to judge if a project is desirable, viable and achievable, and therefore worthwhile to invest in. The Business Case is normally developed at the start of the project unless it is provided by the Executive. Once created, it is then maintained throughout the life of the project. Once accepted, the business case normally forms part of the project charter.

Project Charter is a document that describes all aspects of a medium or large project and includes the business case, project objectives, key requirements, use cases, scope, assumptions, dependencies and schedule, resources including governance, deliverables, and any key criteria for stakeholder satisfaction. COF207 Project Charter Form

Project Drivers are the key reasons for the project to exist these may include regulatory requirements, strategic, operational or tactical requirements. Prioritization of projects will be aligned according to the main drivers of the project to ensure focus is given to higher priority projects.

Project Objectives are the goals that the project seeks to meet in order to be considered successful. Project Objectives should be Specific, Measurable, Attainable, Relevant, and Time-bound ie SMART.

Project Benefits are the benefits expected to be generated by the project once complete or during its execution. Project benefits should indicate the recipient of the benefit along with the time frame expected.

Project Scope is the work that needs to be accomplished to deliver a product, service, or result with the specified features and functions. By defining the project scope the cost and schedule needed to deliver the product, service, or result may be monitored and controlled. Where the project results in a product or service which exists after the conclusion of the project, a handover must be included within the execution phase of the project scope.

Project Schedule is a time and resources plan, sometimes referred to as the project plan, which is required to complete the project. Key factors such as mile stones should be included in the plan in order to be able to track progress and monitor delivery against the plan. Care should be taken to ensure sufficient time is given to complete the project taking into account such factors as operational constraints, resources availability and competing projects.

Project Budget is the projected total cost of completing the project in terms of money and project resources. Project budgets must include implementation costs and ongoing running costs required to continue the support of the product, service or outcome.

Project Requirements - Documented requirements are key to driving project success and are used in order to determine the scope and activity of the project. Key requirements should be documented with the requirement sponsor, requirement, reason, priority, and any supporting information to aid development or delivery.

Project Resources should be tracked in the project stakeholders section of the project charter. It should include all the key people or groups needed to ensure a positive outcome for the project. Use the following format to track project resources. Any resource used in the project schedule should be recorded as a project resource and referenced in the project resources table.

| Name | Organization | Group | Role | Interest | Engagement |
|------|--------------|--|--|--|------------------|
| | | Key Stakeholder | Sponsor | Scope / Budget / QA / Other | Consult |
| | | Key Stakeholder | Director | Scope / Budget / User / Owner / QA / Other | Consult |
| | | Key Stakeholder | Principle User | User | Consult |
| | | Key Stakeholder | Principle User | User | Consult |
| | | Key Stakeholder | Business Owner | Owner | Consult |
| | | Key Stakeholder | Service Owner | Owner | Consult |
| | | Project Resource | Project Manager | Scope / Budget / User / Owner / Technical / QA / Other | Consult |
| | | Project Resource | Technical Lead | Technical / QA / Other | Consult |
| | | Key Stakeholder / Stakeholder / Project Resource / Other | Sponsor / Director / Project Manager / Principle User / Senior Supplier / Technical Lead / Tester / User / Support / Other | Scope / Budget / User / Owner / Technical / QA / Other | Consult / Inform |

Project Deliverables are the products, services or outcomes required by the project charter to be completed to complete the project.

Project Risk is an uncertain event that, if it occurs, will have a positive or negative effect on a project objective. Project risks are managed in accordance with National Ambulance QHSE Risk Management policy and procedure (QHP201). Project risks should be reviewed regularly to prevent the negative impact on the project.

Project Issue is an event that has occurred which has a negative effect on the project. Issues may require corrective actions which should be escalated to the project director for approval as necessary.

User Acceptance Testing is the testing of functional requirements in the context of a use case or business process in order to evaluate the acceptability of the functionality. In essence it tries to ensure all the required functions work at the appropriate times within a business activity without impacting other business activities or other issues.

Use Case is a description of a sequence of activities required in order to achieve a business outcome or activity. E.g.

- 1-User A logs into the system, books a meeting room and sends notification to user B of a meeting.
- 2-User B accepts or rejects the meeting in the system,
- 3- The system updates User A.

Is an example use case for setting up a meeting using a collaboration system.

Use cases normally include criteria for acceptance e.g.

The Meeting notification should include the Title, Agenda, Date, Time, invitees and Location of the meeting and be sent within 1 second of the meeting being saved in the system.

4.2 OBJECTIVES

Projects managed within approved ePMO framework.

Framework is used across the whole organisation which assists managers delivering projects.

KPI % of projects managed according to the framework

Project Risk

Project risks are identified and managed according to NA policy.

% risk which do not manifest as project delivery issues

% of unmanaged risks

Project Delivery

Projects are delivered within scope, timeframe and budget.



- % of projects closed in green status
- % of projects closed with no overrun
- % of projects closed with no overspend
- % of projects closed with no scope creep

Project Reporting

Projects are updated and reported on a frequent basis.

% project reports current (updated within current reporting period)

Manager / Supervisor Training in ePMO

All leadership trained according to the framework

% managers trained in ePM framework

4.3 Project Assessment

Completion of the project definition sheet should include the following to then be able to assess the project according to size and strategic drivers.

Project Drivers

- Compliance (legal/regulatory/internal policy)
- Strategic Objectives (organizational-level)
- Tactical Objectives (divisional/departamental-level)
- Operational (staff-level)

Project Budget capture table

| Implementation Costs | Project Resources (FTE) |
|----------------------|--------------------------|
| | Professional services |
| | Hardware/infrastructure |
| | Software and Licenses |
| | Travel and Accommodation |
| | Other |
| | Total |
| Running Costs | FTE |
| | Support & Maintenance |
| | Service Charges |
| | Lease/Rental Charges |
| | Total |

| Classification | Attributes | Project Controls | Authorized by | Managed by |
|--------------------------|---|--|-----------------|--|
| Task | <ul style="list-style-type: none"> Less than 5 man days of effort | None | Line Manager | Line Manager |
| Micro Project | <ul style="list-style-type: none"> Less than 10 man days of effort Less than USD\$1,000 One deliverable | One page objectives, Work breakdown and costs | Director | Director / Line Manager |
| Small Project | <ul style="list-style-type: none"> Less than 30 Man Days of effort Less than USD \$10,000 Few deliverables Low impact | Small project charter, work breakdown and schedule | CEO / CAO / CFO | Director / Line Manager with PMO support |
| Medium Project | <ul style="list-style-type: none"> 30 - 60 Man Days of effort USD \$10,000 to \$50,000 Medium Impact | Full project controls, documentation review and QA | Executive | Assigned PM with PMO support |
| Large Project | <ul style="list-style-type: none"> 60+ Man Days of effort USD \$50,000+ High Impact High corporate visibility | Full project controls, documentation review and QA | Executive | Assigned PM with PMO control |
| Strategic Project | <ul style="list-style-type: none"> Has compliance or strategic drivers | As per project Size | Executive | As per project Size with PMO oversight and reporting |

4.4 Project Lifecycle and key activity

For all projects as identified by the ePMO policy

Tasks and Micro Projects are not generally tracked by ePMO unless there is a specific need, such as critical dependencies, risks or other reason to do so.

Strategic Projects are any project that has a compliance or strategic driver and will include ePMO oversight regardless of size.

New Project

All Staff - Complete the Project request / initial definition form and submit to ePMO

Initiation

ePMO – assess the project classification and follow up for completion of any missing information
ePMO – Review new Medium-Large projects for approval with Executive, Small and Micro projects reviewed with Director before approval from CEO/CAO or CFO

Planning

Small Projects require a minimal amount of documentation equating to the project definition sheet, and any supporting documents required to complete the project according to its definition. This may include SoWs, quotations, BoQs, work schedules ect. as required.

Medium, and Large projects require a planning phase which should include the creation of the project charter in order to be able to fully manage the project.

Approval for the charter is required before commencement of the Execution phase of a Medium or Large project.

Execution

Small or Micro projects will be executed according to their approved project definition sheet.

Medium, and Large projects will be executed by the project manager according to their approved project charter

Medium, Large projects and Strategic projects will have minute-ed updates and stakeholder meetings held by the project manager. Minutes and reports will be copies to ePMO for inclusion in the project dashboard report

Project Change

Project Changes are changes to the Scope, Timeline, Deliverables or Budget requirements of a project while is it is execution phase. Project changes can be driven by factors within or external to the project and are managed by the ePMO and Project Stakeholders.

Project changes must be reviewed at the project stakeholder meetings and should result in the formal, minute-ed, acceptance or rejection of the change in the meeting.

Significant project changes must be formally approved by the project sponsor.

Closure

Small or Medium Projects may be closed be completion of a project closure form. Unless a reason has been identified then there is no need for a lessons learned report.

Large projects and strategic projects require a lessons learned report to be completed before closure can complete.

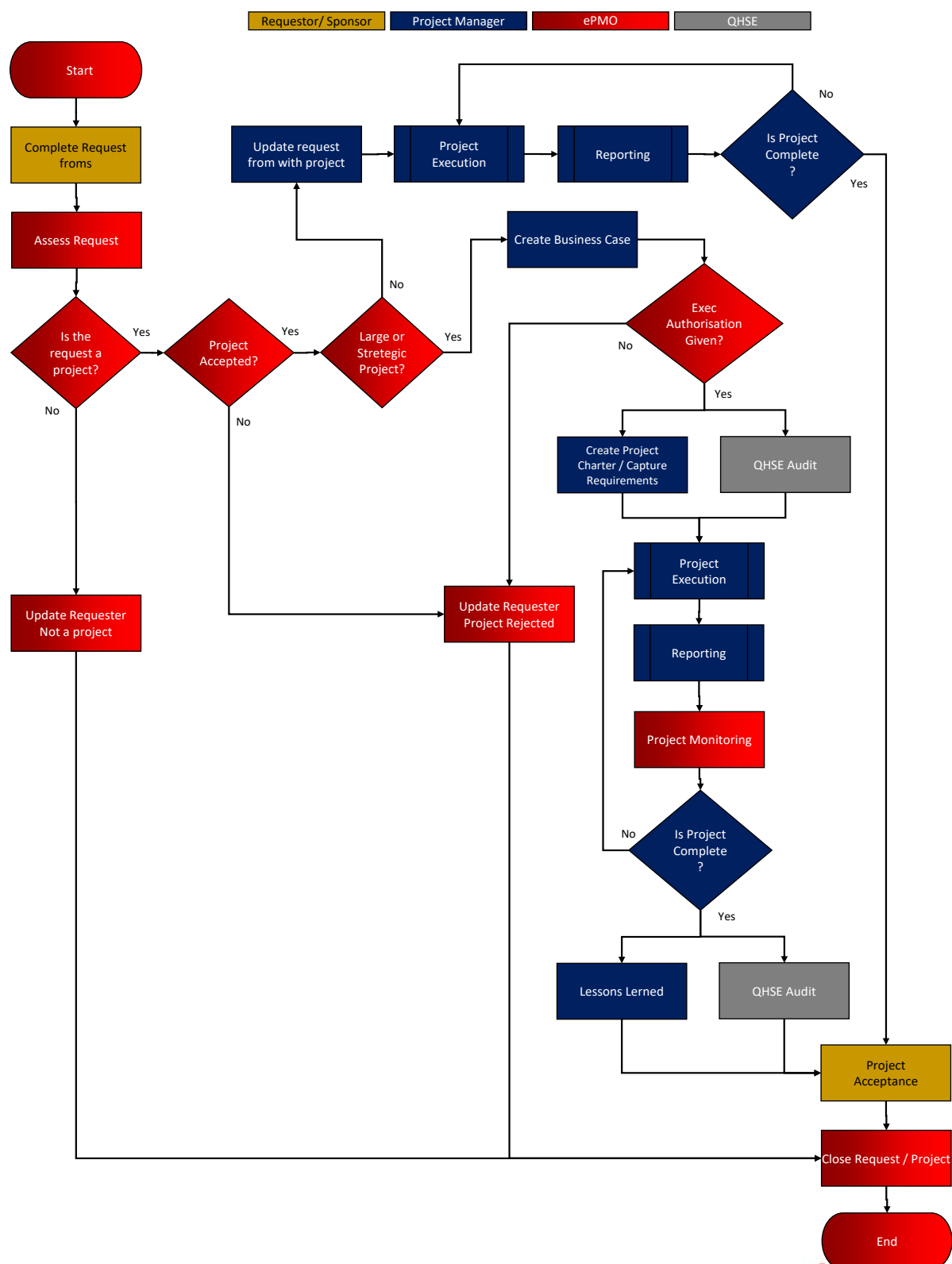
All projects remain open until an acceptance form is completed and signed by the project sponsor.

5. RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

| Code, Name of Legislation | Jurisdiction |
|--------------------------------------|-------------------|
| Code, Name of Legislation, Year here | Jurisdiction here |

6. PROJECT WORKFLOW OVERVIEW



6.1. Project Roles and responsibilities

Project Sponsor

Accountable for the successful delivery of the project to the terms set out in the project charter. Assessing the completion of the project.

Project Director

Responsible for overseeing the project delivery and setting the direction of the project within the bounds of the project charter. Assessing the project deliverables and signing off on the completion of the deliverables against requirements.

(Key) Project Stakeholders

Key stakeholders are individuals who either have an interest in the outcome of the project or who are subject matter experts or who manage project teams or have other investment in the outcome of the project.

Project Manager

Responsible for day to day management of the project, tracking delivery against the schedule, assessing and managing project risks and issues, escalating risks and issues to key stake holders and project directors as required. Provides a single point of contact for vendors and report information to project stakeholders, project resources, users and ePMO.

Project delivery team(s)

The teams responsible for building or developing the deliverables, services or outcomes of the project. Delivery teams are responsible for ensuring their delivery meets the requirements of the project. Delivery teams are also responsible for highlighting any risks or issues discovered during the project.

7. RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

| Policy & Procedure /Form |
|--------------------------|
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8. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

9. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

CHIEF EXECUTIVE OFFICER

This controlled document is managed / overseen by [Procurement and Tendering Committee and/or Audit and Risk Management Committee and/or HR and Compensation Committee].

Change Brief

| Version No. | Date | Change |
|-------------|---------------|---|
| 1 | July 2017 | New Document |
| 1.1 | December 2017 | <ul style="list-style-type: none"> - Added ePMO to the policy roles and responsibilities - Added handover to the project scope definition - Added Business owner and service owner to the stakeholder map Added Reporting to ePMO to the project managers responsibilities in the project rolls and responsibilities |
| 2 | July 2021 | No changes After Policy review Committee Removed the COW101 ePMO Process and retain in the COP413 EPMO Policy |
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CEO Approval

Board Member Verification