

Project Management

Introduction:

A good-practice Project Management Policy and methodology enables Massey to manage projects in a measurable, standardised and consistent manner in accordance with best practice disciplines.

Massey University will follow a formal project management methodology that is grounded in an internationally recognised project methodology, specifically Prince2 (British Government), the industry standard for IT related projects, which can also be applied to non-IT related projects. The use of a standard methodology enables direct comparison between projects, and allows the progress and the outputs of each project to be clearly identified and controlled.

This Project Management Policy will also ensure that risks associated with project deliverables and operational delivery and business continuity are identified, and managed effectively.

Policy:

A Project that has an implementation cost of \$150K or more, and/or are assessed as moderate risk or above, and/or have a duration of more than 6mths¹ must comply with the following;

Projects must adhere to a Massey University approved Project Management methodology.

Oversight of all projects at Massey University will be undertaken by the Programme Governance Committee, which is currently the Senior Leadership Team (SLT). This responsibility may be delegated to a sub-committee of SLT by the Vice-Chancellor.

At Massey University the approved project management methodology will be Prince2 (British Government) which is mandatory for all IT enabled projects.

¹ Projects not meeting this threshold will be managed as business-as-usual activities.

The Project Management Body of Knowledge (PMBOK) is promoted by the Project Management Institute (PMI) and widely used for construction type projects. PMBOK is acceptable for this purpose only.

The use of other internationally recognised methodologies must be approved before use on a case-by-case basis by the University **Programme Governance Committee**.

Project Owners and Sponsors must align their project board structure and process with Massey University's interpretation of this methodology, and undertake an orientation on project roles and responsibilities.

Project Managers must be trained in Prince2 project management, and must align themselves with Massey University's interpretation of this methodology, and be trained in the application of these project management processes.

Project and Programme Management processes will be documented and made available on-line, and will integrate with the requirement of the Better Business Case process utilised by the Massey University.

All Business Cases must include the proposed project management methodology within the section describing the Management Case.

Project Management Framework

A Project Management Framework will be established and approved by the University Programme Governance Committee which will apply for all categories of projects;

- IT enabled projects
- Building and Construction related projects
- Business Process Improvement projects
- Business Development projects

Each Project will be allocated a unique general ledger for financial budgeting and accounting purposes. Delegations of Authority will be established for each Project.

All Projects must be registered on the appropriate project register maintained by Programme Governance Committee identifying project scale and risk elements.

Project Governance

All Massey Projects must utilise appropriate project governance according to the scale of the project. This will be achieved through the explicit identification and allocation of roles and responsibilities for project delivery, and the delegation of appropriate decision making authorities to project managers and governance bodies, in accordance with the Terms of Reference for Governance of Massey University projects.

The portfolio of projects at Massey University must be monitored centrally through the Programme Governance Committee.

The Programme Governance Committee will ensure that the ownership interests of the University are protected; the accountability for delivery of significant University projects are achieved; and that allocation of available project resources are optimised to support the Massey's strategy.

The Programme Governance Committee may draw upon the advice of the relevant sub-committees in making any decisions about projects and/or programme. These Sub-committees must be formally established under an approved Terms of Reference to cover the following categories of projects:

- All IT enabled Projects (currently IPAC)
- All Building and Construction related projects
- All Business Process Improvement / non IT related projects
- All Business Development related project

The Programme Governance Committee will be supported by the Strategic Project Management Office (SMPO), whose primary responsibility will be to ensure the aspects of the Project Management Framework are implemented across the University, in order to ensure project deliver planned outcomes, on time and on budget.

Project Assurance

Projects will be subject to project assurance processes as appropriate to the scale and risk of the Project, to assure the Project Board that the project is being conducted correctly.

Assurance activities may include any or all of Management Review, Peer review, Internal Audit, and/or External Audit as appropriate. High value, and/or high risk projects must undertake Independent Quality Assurance (IQA) processes described in the relevant Project Management methodology. Assurance must include Independent Cost Consultant

verification as per Capital Projects Policy which states this is mandatory for all projects with an implementation cost greater than \$2M.

Projects considered extreme risk and high value may also be required to undertake independent Gateway reviews throughout the course of the project.

The objective of this function is to assist and guide projects to successful outcomes for the University and to ensure that actions, issues and risks are identified, tracked and managed. Project risks will be managed in accordance with the Massey University Risk Management Framework.

Post completion reviews

Post-completion reviews of all projects must be undertaken, an analysis of benefits realised, and lessons learned from individual projects collated in order to enhance departmental capability in project development and management, and provide a continual process improvement cycle for project management at Massey.

Lessons learned from all Projects will be collated centrally and made available to Project Managers of all University projects.

Post-completion reviews will be undertaken in accordance with the Capital Development Post Completion Review Policy (for capital projects) and as a formal End Project Report for all other projects.

Records Management

All projects must establish a Project Site on SharePoint to facilitate communication, and store project documentation.

Definitions:

Definitions will align, where possible, to Prince2 Glossary of Terms

Programme Governance Committee - is the Senior Leadership Team (SLT), or a delegate of SLT.

Project Governance - the identification and allocation of roles, responsibilities and accountabilities for the achievement of project benefits, and the delegation of project decision making authorities.

*Portfolio*² - An organisations portfolio is the totality of its investment in the changes required to achieve its strategic objectives.

*Programme*³ - *Managing Successful Programmes* (MSP) defines a programme as a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisations strategic objectives.

*Project*⁴ - A project is a temporary organisation, usually existing for a much shorter time than a programme, which will deliver one or more outputs in accordance with a specific business case. A particular project may or may not be part of a programme. Whereas programmes deal with outcomes, projects deal with outputs.

Note: a project at Massey University is a temporary activity undertaken which requires the allocation of capital, human or other resources to implement significant new or amended business processes, technologies, practises, or systems that brings about business efficiencies and/or organisational change. A project is an activity which has a defined start and finish date, is it not a routine operational activity which is undertaken periodically e.g. annual budgeting.

Project Management – the application of knowledge, skills, tools and techniques to project activities to deliver predefined measurable deliverable, objective or outcome.

PMI – Project Management Institute

PMBOK – The Project Management Body of Knowledge, developed by the Project Management Institute (PMI) organisation.

Prince2 – **P**ROjects **I**N **C**ontrolled **E**nvironments – a method that supports some selected aspects of project management. Prince2 was developed within the British Government, and now used internationally