

# Tablelands Regional Council

## Project Management Framework

Tablelands Regional Council acknowledges the Traditional Custodians of the Tablelands region and recognises their continuing connection to country. We pay respect to Elders past, present and future.





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**Version Control**

Version	Outline of Revisions	Date	Updated By
1.0	Initial development	25/08/21	Mark Vis
1.1	Comments from staff	03/09/21	Mark Vis
1.2	Draft for adoption	13/09/21	Mark Vis
2.0	Adopted by Council	24/09/21	



# 1. Introduction

The purpose of this document is to provide all Tablelands Regional Council (TRC) employees with a framework, processes, procedures, templates and guidelines for effectively managing the delivery of all Projects within the TRC's portfolio of programs within a Project and product lifecycle. The objective is to provide employees with a consistent repeatable method to managing Projects regardless of size or nature.

## 1.1 Project Management Office

The role of the Project Management Office (PMO) is to provide guidance and direction to users of the Project Management Framework (PMF) across TRC. The PMO reviews lessons learnt and recommends proposed PMF improvements based on feedback. The objectives of the PMO with respect to the PMF are:

- Review and recommend proposed changes to the PMF to ensure that the framework serves whole-of-organisation needs
- Act as a point of contact for PMF performance feedback and/or issues
- Provide guidance on Project management capability development and implementation
- Identify Project management development requirements within TRC
- Review audit outcomes, lessons learnt and lead implementation actions where required.

The PMO Terms of Reference provides a full overview of its purpose, functions and objectives.

The Executive Manager Project Management Officer (EM PMO), is the Corporate Custodian of the PMF.

The EM PMO reports to the Chief Executive Officer (CEO) and the PMO Steering Committee, with the following members:

- The Mayor of TRC
- Two (2) Councillors
- The independent representative from audit committee
- The EM PMO

## 1.2 Continuous Improvement and Quality Control

The PMF will undergo formal review of its processes, tools and templates at minimum every three years by the EM PMO and PMO Steering Committee or earlier if triggered by internal or external influences.

Your feedback and suggestions are encouraged. For any suggested changes or new tools and techniques please contact the EM PMO.

It is intended that all feedback from TRC staff will be reviewed and circulated on an ongoing basis and minor changes and improvements will not wait for the three year review. It is the target of the improvement process that minor improvements identified will be responded to and implemented in accordance with the PMO Steering Committee meeting schedule.

The use of the PMF is audited through TRC's internal audit processes. It is encouraged that individual groups also audit the use of the PMF to ensure conformance. No external audits or benchmarking is conducted currently.



## 2. Glossary

The PMF incorporates the following terms which are commonly used in the management of Projects. They are included to engage in a common language in TRC's environment and their meaning when referenced in the PMF documentation. TRC has a number of other frameworks, strategies, policies and procedures which should be referred to for further terms.

**Asset** - An asset is an item or thing that has potential or actual value to TRC and community.

**Asset Management** - A coordinated activity of TRC to realise its values from assets. Asset Management is to be undertaken as per TRC's Asset Management Framework, policies and procedures.

**Community Project** - any Project, the idea or concept for which is neither explicitly requested, nor solicited by Council, and which is received from a source external to Council. Each Community Project must have a defined start and end date and result in the development of new infrastructure (whether funded by Council or a third party), provision of goods or services, or the undertaking of innovative programs in the community for the public benefit.

**Matrix Organisation** - Any organisational structure in which the Project Manager shares responsibility with the functional managers for assigning priorities and for directing the work of persons assigned to the Project.

**Objective** - Something toward which work is to be directed, a strategic position to be attained, a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed.

**Portfolio** - Projects, programs, sub-portfolios, and operations managed as a group to achieve strategic objectives.

**Portfolio Management** - The centralised management of one or more portfolios to achieve strategic objectives.

**Procurement** - The process by which goods and services are obtained and involves tasks such as (but not limited to) market research, requirements identification, planning, specification writing, budget considerations, contract administration, purchasing and supplier performance. (Procurement Policy, 2021/22)


**Product** - A deliverable, asset or service created as a result of a Project, which serves a need or satisfies a want. It has a combination of tangible and intangible attributes (benefits, features, functions and uses) to satisfy a customer.

**Program** - A group of related Projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually. Programs may include elements of related work outside the scope of the discrete Projects in the program. A Project may or may not be part of a program, but a program will always have Projects.

**Program Management** - The application of knowledge, skills, tools and techniques to a program to meet the program requirements and to obtain benefits and control not available by managing Projects individually.

**Project** - A temporary endeavour undertaken to create a unique product or service. The temporary nature of Projects indicates that a Project has a definite beginning and end. The end is reached when the Project's objectives have been achieved or when the Project is terminated because its objectives will not or cannot be met, or when the need for the Project no longer exists.

**Project Complexity** - The apparent degree to which the objectives are difficult to understand, achieve and verify. The inherent complication of the objectives which can be determined by factors such as the intricacy of the number of interfaces and types of data and communication structures.



**Project Governance** - The set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of Projects, programmes or portfolios.

**Project Management** - The application of knowledge, skills, tools, and techniques to a Project to meet the Project requirements. It is accomplished through the appropriate application and integration of the PMF process, which is categorised into four process groups in TRC. These four process groups are:

- Initiate
- Plan
- Deliver
- Finalise

**Project Risk Management** - Includes the processes of conducting risk management planning, identification, analysis, response planning and controlling risk on a Project.

**RASCI** - A common type of responsibility assignment matrix that uses: responsible (R), accountable (A), support (S), consult (C), and inform (I) statuses to define the involvement of stakeholders in Project activities.

**Risk** - An uncertain event or condition that, if it occurs, has a positive or negative effect on one of more Project objectives.

**Risk Management** - The application of management policies and processes to enable the systematic identification, analysis, treatment and monitoring of risk.

### 3. Purpose

The PMF has been compiled to provide the framework and process method for all employees to manage the delivery of Projects. This PMF document explains the key Project management definitions, roles and responsibilities in relation to the delivery of TRC's infrastructure and non-infrastructure programs and Projects through Project and product lifecycles.

### 4. Objectives and Outcomes

The PMF aims to improve TRC's maturity regarding Project delivery to support successful delivery of its strategies in accordance with its corporate and operational plans and associated budgets. The Project Management Policy outlines TRC's commitment to a consistent approach to Project management and requires that all Projects are planned and managed in accordance with TRC's PMF.

The application of the PMF supports the wide range of Projects in TRC's portfolio of capital and operational programs by:

- Providing a consistent TRC wide framework for managing Projects
- Aligning Projects with TRC's strategic plans
- Supporting economic development with the local government area
- Increasing Project transparency and visibility to enable effective decision making regarding the optimal use of resources
- Delivering services through improved Project management capability
- Improving the efficiency and consistency in Project delivery
- Reducing and managing Project risks
- Supporting the capability development of staff managing Projects
- Supporting the development and replication of accepted practices.



## 5. Stakeholders

There are a number of stakeholders who can have an impact on, or be affected by, activities and decisions undertaken by TRC as part of Project management. The PMF delivers the following outcomes to principal stakeholders:

- Community — a broad-based appreciation that resources are being used appropriately to ensure that community value is being consistently delivered by TRC
- State government — that TRC adheres to legislation that provides for the good governance of local government including being accountable, effective, efficient and sustainable
- Council — a high level of assurance that desired Project outcomes are being achieved efficiently and effectively with governance commensurate to the assessed level of Project risk and complexity
- Audit, Risk and Improvement Committee — a high level of assurance that the appropriate Project governance mechanisms are in place to ensure effective delivery of Projects within an acceptable level of risk
- CEO — a high level of assurance that the organisation is consistently delivering community value and TRC's strategic priority outcomes
- Organisation — understanding of Project governance and its link to ensuring community value

## 6. Organisational Context

The PMF provides a consistent approach to Project management for both infrastructure and non-infrastructure Projects, and outlines the key requirements and expectations for successful Project delivery. The PMF supports TRC's vision, purpose and values by assisting to deliver Projects effectively so we achieve better value for money, deliver increased benefits and continue to meet the expectations of the community. The PMF is not intended to replace the need for Project management training.

### 6.1 Our Vision

We work together to create a vibrant, sustainable, inclusive and prosperous region.

### 6.2 Our Purpose

To be an efficient, effective and sustainable local government for our Tablelands community.

## 6.3 Our Values

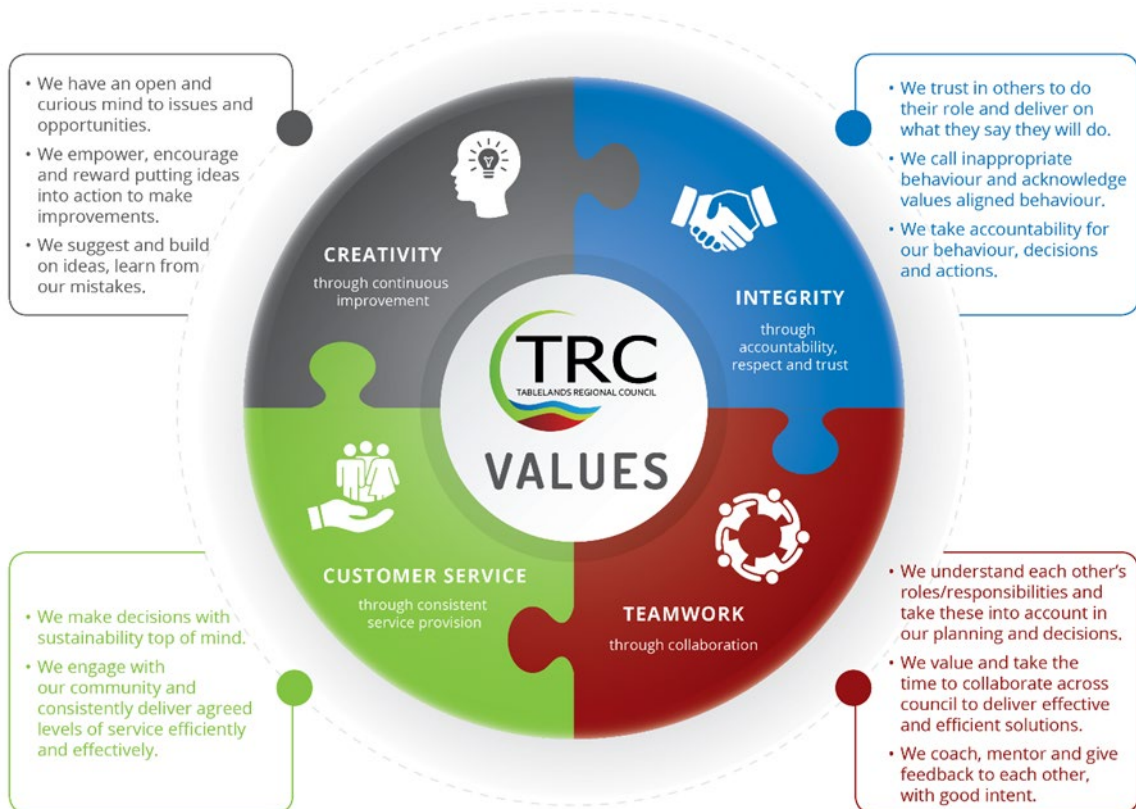


Figure 1. TRC Values

## 6.4 Corporate Plan

Our organisation is progressive, efficient, transparent and collaborative

Our commitment:

- Collaborate and build partnerships to plan and deliver quality services
- Model leadership and good governance
- Deliver customer focussed systems and processes
- Grow a high performance culture that delivers excellent outcomes and financial sustainability

## 6.5 Policy

TRC's Project Management Policy provides that all infrastructure and non-infrastructure Projects delivered by TRC are to be delivered in accordance with the PMF.

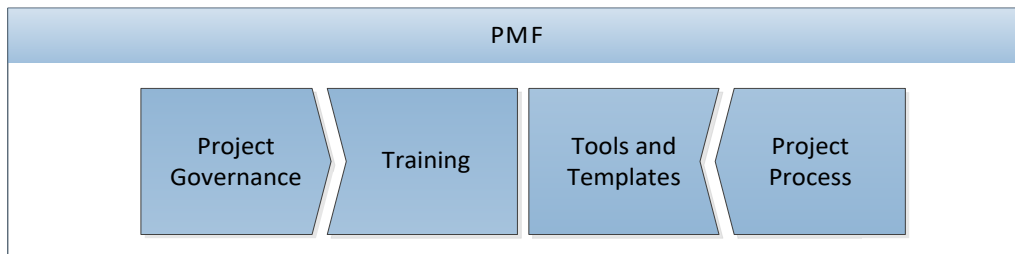
## 7. Project Management

The PMF includes a consistent methodology, roles and responsibilities, approval processes, tools and templates and guidelines for managing Projects. It also includes and is supported by the TRC's Project Management Policy and principles for using Project management within its operations.



The PMF consists of four (4) elements to facilitate the delivery of a Project, namely:

- Project governance: TRC's Project Management Policy, procedures, and the principals of Project management as a body of knowledge generally
- Project management competency and training
- Project management process: includes the product and Project lifecycle
- Tools, templates, roles and responsibilities



*Figure 2. TRC's Project Management Framework Elements*

## 7.1 Project Management Principles

A Project is a temporary endeavour to create a unique product or service. Temporary means that every Project has a definite beginning and a definite end. Unique means that the product or service is different in some distinguishing way from all other products or service.

Projects are undertaken at all levels of the organisation and can involve a single person or many hundreds of people. The duration can range from a few weeks to several years. Project management is the application of knowledge, skills and experience to achieve the Project objectives. Projects produce predetermined deliverables, often within a changeable time frame and budget. They require significant resource planning and management effort which warrants a structured management approach and set of management tools and techniques as set out in the framework, which expresses the following principles.

### 7.1.1 Principle 1 — Project Commitment

Both customer and team must be committed to the Project.

- Projects must be aligned with business objectives.
- The Project must be managed to satisfy customer requirements.
- Purpose, objectives and scope must be clearly documented.
- The customer and sponsor are responsible for approving and obtaining Project funding.


### 7.1.2 Principle 2 — Measures of Success

Success means different things to different people. Even at the most basic level, the customer will be interested in benefiting from the Project outcome, whilst the team members will be seeking success from the process. Success criteria can also change over time, and if the original objectives were not achieved, this does not necessarily mean Project 'failure'.

- The customer should nominate both the business benefits to be realised and the criteria which will make the Project successful before the Project commences.

### 7.1.3 Principle 3 — Planning

Activity does not necessarily equate with progress. Taking time to think through a plan of action is often not considered active management. Insufficient planning in the concept phase, unrealistic



Project goals and timeframes or under estimating the degree of Project complexity, will eventually lead to a reduced ability to achieve the Project objectives.

- All Projects must produce a Project Management Plan for performance to be measured against.
- Project risks must be identified and managed.
- Procurement must be planned.
- All Projects must have a Work Breakdown Structure and responsibility assignment.
- Total Project cost should be known throughout its life.

#### **7.1.4 Principle 4 — Responsibility**

A single channel of communication must exist between the customer and the Project Manager for all decisions affecting the Project scope.

- There must be one customer representative and a clearly nominated Project Manager.
- The Project Manager should be given sufficient authority to control the Project.

#### **7.1.5 Principle 5 — Policies and Procedures**

Policies and procedures must be in place for the conduct and control of the Project commitment.

- Progress of the Project must be reported regularly.
- Project issues must be identified and managed.
- Corrective action must be taken early if Projects deviate from the Project Management Plan.
- Changes or variations to the Project scope must be managed and controlled.
- Project documents must be properly filed and managed.
- Contractors must be effectively managed.
- Projects should be open to independent review and audit.

#### **7.1.6 Principle 6 — Scope, Time, Cost and Quality**

The variables, scope, time, cost and quality are measures of internal Project efficiency. If they are not mutually consistent or attainable, then it is unlikely the success criteria will be achieved. The relationship between these variables is such that a change to one will affect one or more of the other variables. Fitness for purpose is the most enduring of the variables determining success. The quality of a product or service must be such that it achieves the Project's minimum requirements, which should be clearly defined.

- Quality of Project outputs must be fit for purpose and managed effectively.
- All aspects of Project activity should be integrated and co-ordinated.

#### **7.1.7 Principle 7 — Organisational Environment**

The Project Team's ability to produce effective results is highly dependent upon the cultural environment of the organisation. This cultural environment encompasses both internal and external relationships and values. Internally, the style of the Project Manager must be suited to the type of Project. Externally, the management of the organisation in which the Project takes place must be supportive and free of obstacles consciously or unconsciously placed in the path of success.

- Projects must be adequately resourced.
- The Project Manager must establish good team and stakeholder relationships.
- Projects must communicate appropriately and early with all stakeholders.
- The Project Manager must select or have staff trained to provide the skills needed by the Project.

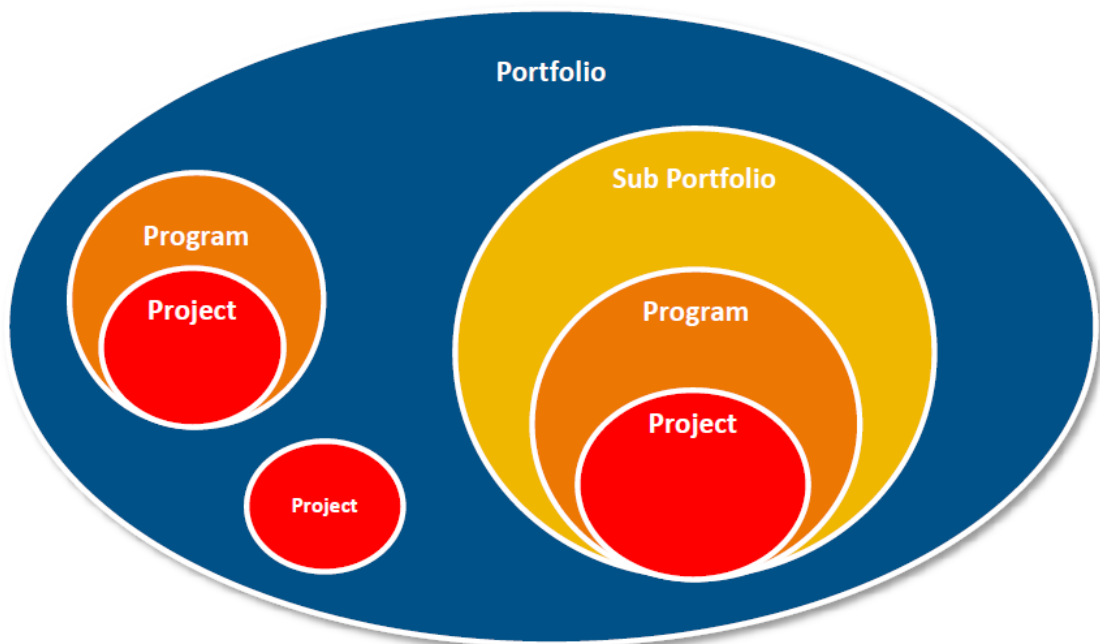
## 7.2 Projects, Programs and Portfolios

The relationship between portfolios, programs and Projects is such that a portfolio refers to a collection of Projects, programs, sub portfolios and operations managed as a group to achieve strategic objectives.

**Programs** are grouped within a portfolio and can comprise of subprograms, Projects or other work which is managed in a coordinated fashion in support of the portfolio.

**Projects** may not be part of a program, but are still considered part of a portfolio. Likewise, Projects within a program are considered part of a portfolio.

Although the Projects or programs within the portfolio may not necessarily be interdependent or directly related, they are linked to TRC's Corporate Plan. The Project, program and portfolio relationship described above are represented in Figure 3, which shows graphically how portfolios, programs and Projects are related or independent of one another.



*Figure 3. TRC's Varying Portfolio Relationships*

## 7.3 Product and Project Lifecycle

The product lifecycle is the conceptual map through which every product goes, from a concept to disposal. A Project lifecycle maps out the steps required to complete a Project with specific targeted objectives.

The Project lifecycle consists of four defined Project management phases:

- Initiate
- Plan
- Deliver
- Finalise

The Project lifecycle starts at the time that a Project is conceived and completes when the desired outcomes have been achieved. The product lifecycle drives and encompasses the Project lifecycle. It is important to remember that anywhere in a product's lifecycle a Projects' lifecycle can start. The PMF's ideal Project management process commencement has the Project lifecycle commencing after the identify stage and finishes when the item is handed over and is in service as shown in Figure 4.

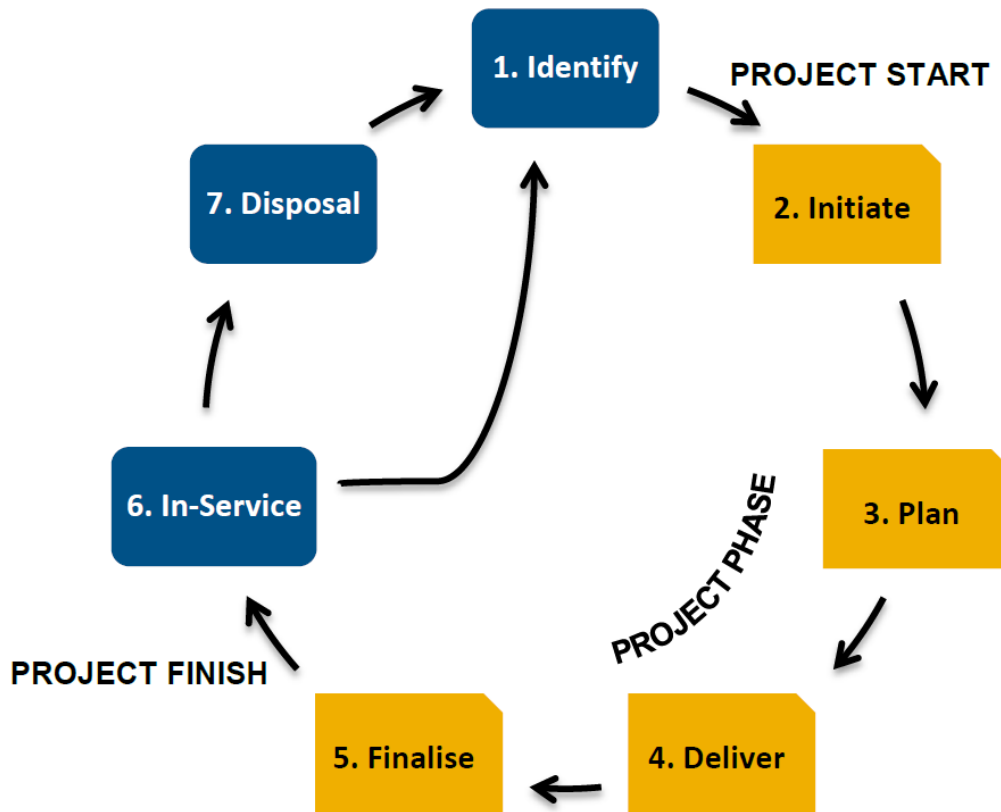


Figure 4. TRC's Product and Project Lifecycle

## 7.4 Project Governance

### 7.4.1 Project Governance Framework

A Project's risks and complexity will determine the governance structure, skill level of resources and documentation required (the Level Assessment helps to guide this determination). The Project governance framework provides the Project Team with structure, processes, decision-making models and tools for managing the Project, while supporting and controlling the Project for successful delivery. Project governance is critical to any Project, as the Project risks and complexity increases, so does the need for more governance. A Project's governance is defined by and fits within the larger context of the portfolio, program or Project requirements but it is separate from TRC's governance, even if the controls it adopts are those of TRC's business systems. A Project's governance framework must be defined at the beginning of the Project in the Project Management Plan.

### 7.4.2 Project Governance Structure

Getting the right governance in a Project is the most important step in starting a Project. At TRC, a Project's success is often enhanced when the right governance structure is in place.

The hierarchical structure shown in Figure 5 demonstrates the lines of authority and communication of a typical TRC Project. This Project governance structure applies to all Projects in TRC unless otherwise documented and agreed in the Project Management Plan.

An example where TRC may deviate from the default governance structure would be for Projects assessed through the Level Assessment as a level 1 that are low in risk and complexity and can be managed to success with only a Project Director who may be the Project Manager’s functional manager.

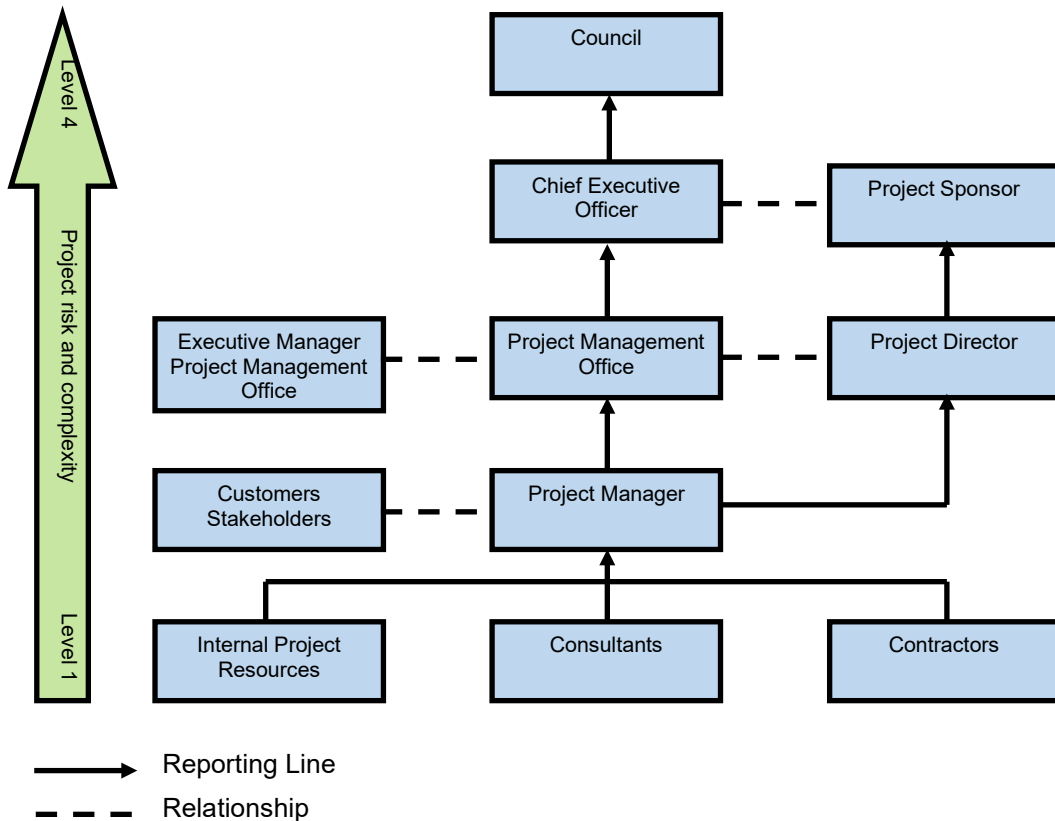


Figure 5. TRC’s Default Project Governance Structure

### 7.4.3 Roles and Responsibilities

At the commencement of a Project, it is imperative that the key people involved in the Project are identified and that their roles and responsibilities on the Project are clearly defined, accepted and understood by all the Project participants. The Level Assessment tool assists in ensuring the appropriate governance level is identified, which identifies the management level required.

Various Project roles will apply to Projects and must be identified to suit the nature and specific needs of each Project. The Project roles and responsibilities used within the PMF are outlined in detail in Appendix B. Table 1 provides a summary of these roles and responsibilities.


<b>Role</b>	<b>Abbreviation</b>	<b>Responsibility</b>
<b>Delegated Authority</b>	<b>DA</b>	The DA is a person within the TRC that has been given an appropriate delegation from the CEO to approve the document, concern, or request.
<b>Executive Leadership Team</b>	<b>ELT</b>	Provides strategic direction, leadership and workforce capabilities.
<b>Project Customer</b>	<b>PC</b>	The PC is responsible for the acceptance, approval and management of the Project's product or outcomes. Customers may be internal or external to TRC.
<b>Project Leadership Team</b>	<b>PLT</b>	Cross organisational team providing leadership, governance and strategic direction in relation to Project selection, initiation and planning.
<b>Project Management Office</b>	<b>PMO</b>	The PMO is part of the Office of the CEO providing systems, governance, guidance and direction in relation to Project management.
<b>Project Management Office Steering Committee</b>	<b>PMO SC</b>	The PMO SC provides leadership and oversight to the functioning of the PMO.
<b>Project Director</b>	<b>PD</b>	Provides Project leadership to the PM or PGM.
<b>Project Manager</b>	<b>PM</b>	Provides daily Project management of a Project to achieve Project objectives. The PM is accountable for Project success.
<b>Program Manager</b>	<b>PGM</b>	Provides daily program management of a program to achieve program objectives. The PGM is accountable for program success.
<b>Project Sponsor</b>	<b>PS</b>	Provides resources and support for the Project, program or portfolio and is accountable for enabling success. The PS may be external or internal to TRC.
<b>Project Team</b>	<b>PT</b>	Can be made up of any number of TRC employees, consultants and/or contractors. Key responsibilities of the PT include producing the deliverables which achieve the Projects objectives. Various members will be responsible for producing different components of the objectives.
<b>Stakeholder</b>	<b>SH</b>	Is any entity that will be affected by the Project's implementation or completion. The Project's SH will include all of the above roles as well as anyone, internal or external to TRC, who is influenced positively or negatively by the Project.

*Table 1. Typical TRC Project roles and responsibilities*

#### 7.4.4 Competency Standards

A Project Manager as an individual will manage Project Teams and have responsibility for the overall Project outcomes. To achieve this they will utilise a range of Project management tools and methodologies on a daily basis with a high degree of competence. Project management competency standards employ a self-directed application of Project management knowledge and skills, with substantial depth in Project management tools and methodologies where judgment is required in planning and selecting appropriate equipment, services and techniques for self and others.

The Project Manager participates in the development of strategic initiatives, as well as having personal responsibility and autonomy in performing complex and at times, technical Project management operations. They may participate in Project management teams concerned with planning and evaluation functions for their Project which may fall under wider programs or



portfolios. The PMF has been developed with the following assumptions regarding the Project Manager's competency and training level.

**Governance** - Project Directors, Sponsors and Managers for all TRC Projects/programs require training in Project management. Project management training and development requirements should be identified through the Achievement and Development Process (ADP). Implementation of these requirements is the responsibility of the relevant employee and their supervisor in accordance with TRC's training application and approval processes.

**Level 1 and 2 Projects** – No formal Project management qualifications are required to fulfil the Project Manager role for a level 1 or 2 Project. It is expected that the person has been appointed to the Project Manager role as they are proficient in the subject matter of the Project. It is anticipated that the Level 1 and 2 documentation will be sufficient to manage and minimise risk of not delivering the Project objectives successfully. If not, then the Project should be managed as a level 3 or 4 Project and use the full documentation suite with a qualified Project Manager assigned. TRC intends to provide in house training as an introduction to the PMF and level 1 and 2 documentation.

**Level 3 Projects** – A Project Manager managing a level 3 Project is expected to hold a formal Project management qualification and/or to possess relevant equivalent experience . Work done at this level is under the direction of a Project Director and PMO in accordance with the default structure. This responsibility should be acknowledged and included in Position Descriptions where it is expected that an individual will manage level 3 or higher Projects.

**Level 4 Projects** – The competency standards for a Project Manager managing a level 4 Project are the same as those required for level 3 Projects coupled with a higher level of experience in managing at minimum level 3 Projects, or as required by the specific Position Description.

**Succession planning** is encouraged and opportunities to gain experience in TRC with multidisciplinary teams should be encouraged.

## 7.4.5 Project Governance and Decision Points

Effective Project governance involves making decisions and authorising allocation of resources at the appropriate points throughout the life of the Project. The PMF includes key decision points between each stage in order to provide the Project organisation with maximal direction and control. The person or group (e.g. PMO, ELT or Council) designated to make decisions at certain points of the Project requires authority to make the decisions required and will be held accountable for these decisions.

Governance arrangements are an integral part of a Project selection process and help ensure:

- decisions are made with appropriate representation from across the organisation
- whole-of-Council ownership of, and commitment to, a rigorous decision making process
- adequate controls are in place before a Project can proceed to the next stage
- appropriate delegations and authorities are given to the key decision makers
- decisions are transparent, documented and communicated to the broader organisation.

# 8. Project Management Framework

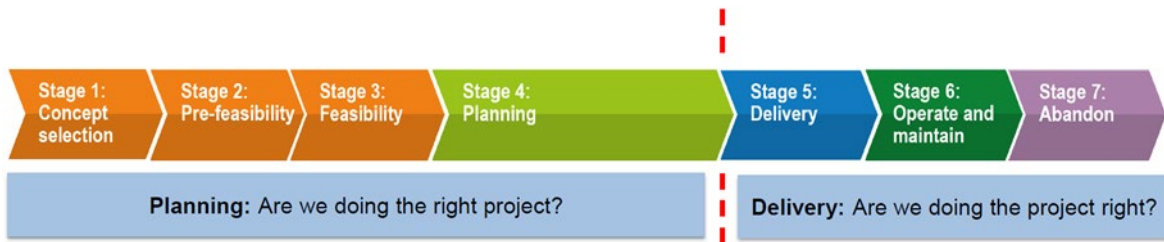
## 8.1 Introduction

An overview of the TRC PMF is provided in Appendix A.

The Project lifecycle can be divided into two overarching parts:

- The Project Decision Framework – to ensure TRC delivers the right Projects
- The Project Management Framework – to ensure that TRC delivers its Projects right.

This document provides the Project Management Framework.



*Figure 6. Overview of TRC's Project Lifecycle*

## 8.2 Project Management Framework

### 8.2.1 Project Level Assessment

The purpose of the Project Level Assessment (Figure 7) is to provide a consistent guide to supervisors and managers who need to determine what resources and governance structure is required to manage the Project. Assessing the appropriate level of a Project or program structure requires a well-defined, repeatable process for consistency across the organisation.

TRC has developed an assessment tool which guides the user in identifying when a task or activity is a Project, or similarly when it is not, and should be treated as a regular business activity. This tool provides comprehensive assessment criteria with quantifiable attributes to determine the Project's level in the context of its complexity, risk and anticipated cost.

The thresholds of the tool are a guide only and should not be treated as a static rule for application of governance and assigning resources. The manager responsible for appointment of the Project Manager will need to reflect not only on the Level Assessment, but also the Project's environment and ensure that an appropriately competent Project Manager has been assigned to the Project.

The Project Level Assessment provides supervisors and managers with an indication of the Project's governance requirements. The Project Level Assessment informs Project Managers of their responsibilities regarding documentation and assists in prompting a more thorough analysis of the risks their Project may face.



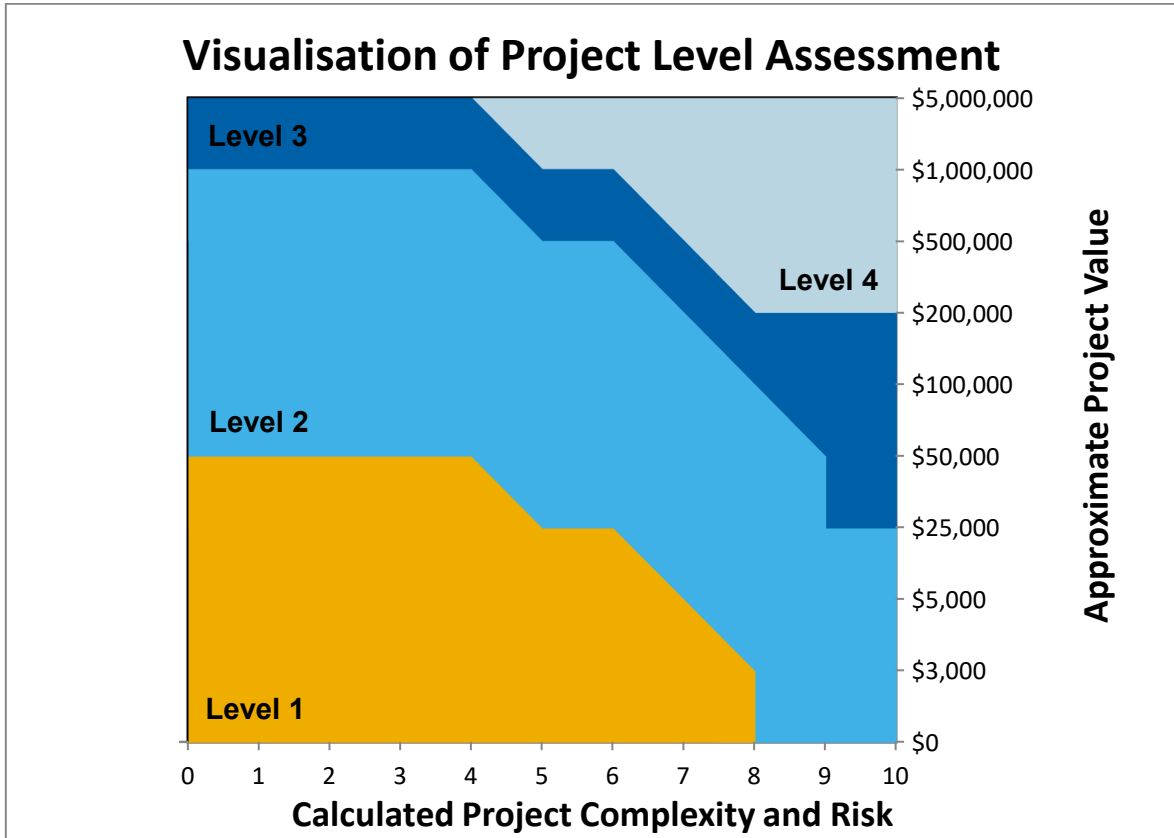


Figure 7. Project Level Assessment

## 8.2.2 Approximate Project Value/Budget

In the concept to feasibility stages, the Project value/budget is an estimate and is assumed to be all anticipated costs to deliver the Project or work, including employees' wages.

Once a Project proceeds to the planning and delivery stages, the budget becomes more certain and the Project Level Assessment should be updated.

## 8.2.3 Level 1 Projects or Programs

Level 1 Projects are of low value, low complexity, low risk and tend to involve very short duration works that do not require the use of the PMF tools and templates to control the risk associated with the tasks to have a successful outcome. They are generally able to be managed by applying established business process (e.g. procurement only).

## 8.2.4 Level 2 Projects or Programs

Level 2 Projects form the vast majority of the TRC's Projects. Level 2 Projects can use the provided Short Forms as an alternative to the longer templates. Level 2 Projects may be governed under a program management plan. The full PMF process for level 2 Projects including required documentation is described in section 9.2.

## 8.2.5 Level 3 Projects or Programs

Level 3 Projects must not use the level 2 template alternatives. All PMF processes must be followed for level 3 Projects. The full PMF process for level 3 Projects including required documentation is described in section 9.3.

## 8.2.6 Level 4 Projects or Programs

Level 4 Projects must not use the level 2 template alternatives. All PMF processes should be followed, however due to the added Project complexity and knowledge required to lead a level 4 Project, more Project specific documents can be used or added. The minimally required PMF process for level 4 Projects including required documentation is described in section 9.3.

# 9. Project Management Framework Process

## 9.1 Responsibility Assignment Matrix

A responsibility assignment matrix, also known as RASCI matrix or linear responsibility chart, describes the participation by various roles in completing tasks or deliverables for a Project or business process.

RASCI is an acronym derived from the five key responsibilities most typically used: responsible, accountable, support, consulted, and informed. It is used for clarifying and defining roles and responsibilities in cross-functional or departmental Projects and processes.



*Figure 8. Responsibility Assignment Model*

### Role distinction

There is a distinction between a role and individually identified people: a role is a descriptor of an associated set of tasks; may be performed by many people; and one person can perform many roles. For example, an organisation may have ten people who can perform the role of Project Manager, although traditionally each Project only has one Project Manager at any one time; and a person who is able to perform the role of Project Manager may also be able to perform the role of business analyst and tester.

### R = Responsible (also recommender)

Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

### **A = Accountable (also approver or final approving authority)**

The person ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that the responsible provides. There must be only one accountable specified for each task or deliverable.

### **S = Support**

Those who Support and provide help to the Responsible and Accountable members.

### **C = Consulted (sometimes consultant or counsel)**

Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.

### **I = Informed (also informee)**

Those who are kept up-to-date on progress, often only on completion of the task or deliverable and with whom there is just one-way communication.

Very often the role that is accountable for a task or deliverable may also be responsible for completing it (indicated on the matrix by the task or deliverable having a role accountable for it, but no role responsible for its completion, i.e. it is implied). Outside of this exception, it is generally recommended that each role in the Project or process for each task receive, at most, just one of the participation types.

An example of a RASCI matrix as it applies to the PMF is provided in Appendix C. It is recommended that the Project Manager reviews and updates the RASCI matrix as part of the development of the Project Management Plan, especially for level 3 and 4 Projects.

## **9.2 Process for Level 2 Projects**

The methodology for managing level 2 Projects has been simplified to a high level, logical sequence of inter-related phases, activities and tools that define the Project management process, from the start of the Project through to its completion. Low complexity, low value Projects (level 2) are the majority of Projects undertaken by TRC.

Often, the importance of managing a level 2 Project, and using the correct tools is overlooked. It is really important that TRC treats level 2 Projects with the same respect and due diligence as the high complexity, high risk and high value Projects, as they still present a risk to TRC and the community. However, it is appropriate that we do our due diligence utilising a suite of documents suited for their low complexity, low risk and low value and acknowledge that they don't necessarily require the same governance structure.

The tools and templates for level 2 Projects have been designed to prompt the user/Project Manager into asking the right questions and focusing on areas which might pose a threat to achieving the Project's objectives. A Project which has low complexity and low financial impacts on TRC can be managed by doing the following.

### **9.2.1 Identify Concept (Pre-Project), Initiate and Plan**

For the identify concept, initiate and planning stages please refer to the Project Decision Framework.

### **9.2.2 Deliver (Project)**

The products of the preceding stages completed as part of the Project Decision Framework are:

- the Project Brief (Short Form), which confirms alignment between the Project Manager's understanding of the Project and the requirements of the Project customer, and or

- the Project Management Plan (Short Form), which sets out the instructions to implement the approved Project.

The Project Management Plan is the central repository for all information required by the Project Manager in determining what needs to be done, by whom, when and at what cost. The Project Management Plan guides the delivery of the Project and needs to be updated during the delivery phase to reflect any changes to the Project

Once the Project Brief and or Project Management Plan has been completed and approved by the PMO and when the required budget has been allocated, the Project can be delivered.

Project reporting occurs monthly through the Technology One Project Management Module and reports are provided to the PMO and Council in the financial report.

If the Project Manager/Director determines that the level 2 documentation will not adequately address the risks and management requirements of the Project, then the documents and process for level 3 and 4 Projects should be adhered to.

### 9.2.3 Finalise (Project)

The Project Manager will prepare a Project Completion Report (Short Form) and conduct a Lessons Learnt Assessment at the completion of the Project. This captures any changes in scope and what is actually delivered. This is a really important step and closes out the Project with the customer and other internal stakeholders. The lessons learnt need to be communicated through to the PMO and it is recommended that they are shared with the wider organisation through tool box discussions or other methods. Lessons learnt can also result in required improvements to the PMF.

### 9.2.4 In-Service (Post-Project)

Once the Project has been completed and handover has been accepted by the customer (this must happen for the Project to be “finished”) the product will be in-service. This stage includes the operation, delivery and potentially maintenance of the Project’s products (where applicable), and eventually the disposal or renewal of the asset or service.

## 9.3 Process for Level 3 and 4 Projects

The PMF Process for level 3 and 4 Projects is TRC’s methodology for managing Projects with medium to high risk and complexity through the product and Project lifecycle. The following describes the overall objectives for each activity within this process. It is important to note that each of these activities has its own process which can be further expanded for each of TRC’s departments or sections with work flows also added. These processes should be developed as part of the Work Breakdown Structure for each Project to specifically address the various areas within TRC.

### 9.3.1 Identify Concept (Pre-Project), Initiate and Plan

For the identify concept, initiate and planning stages please refer to the Project Decision Framework.

### 9.3.2 Deliver (Project)

The products of the preceding stages completed as part of the Project Decision Framework are:

- the Project Brief, which confirms alignment between the Project Manager’s understanding of the Project and the requirements of the Project customer, and or
- the Project Management Plan, which sets out the instructions to implement the approved Project.



## **Project Management Plan**

The Project Management Plan is to be prepared and agreed to by the Project Team and internal stakeholders (Note: it is not for the Project customer or sponsor). The Project Management Plan is the central repository for all information required by the Project Manager in determining what needs to be done, by whom, when and at what cost. The Project Management Plan must include a completed Work Breakdown Structure, identification of all scoping information, the cost management plan, schedule management, resource management plan, stakeholder management plan, procurement management plan, quality management plan, communication plan, risk management plan, Project finalisation information and any supporting documentation.

Once the Project Brief and or Project Management Plan has been completed and approved by the PMO and when the required budget has been allocated, the Project can be delivered.

The Project Management Plan guides the delivery of the Project and needs to be updated during the delivery phase to reflect any changes to the Project

## **Procurement of Delivery (Design, Construction, Implementation)**

Dependent on the delivery strategy, the Project may use internal and/or external resources to deliver the solution.

If TRC is using in-house expertise, then it is advised that those resources are sent a document describing the services and expected outcomes, roles and responsibilities. The internal resource must sign up to the Project Management Plan and modifications made to the Project Management Plan if required to accommodate their role.

If TRC is using external consultants and or contractors for the solution then tender/quotation documents will be prepared in accordance with TRC's and FNQROC's procurement templates as applicable to the type of services or product to be sourced. Components of the documentation include the Conditions of Tendering, Specification (detailed scope of work package, performance criteria, relevant specifications, Australian Standards, and relevant drawings, reports or other information), Tender Response Schedules, Conditions of Contract, and Special Conditions of Contract.

Requests for quotations/tenders, evaluation and award is to be conducted in accordance with the Project Procurement Plan and TRC's Procurement Policy and Procedure.

## **Delivery of Solution**

The solution for the Product (service or asset) is designed and documented dependent on the discipline as set out in the specification. If applicable, options are prepared and the design process may be staged or iterative until the solution is finalised.

The delegated authority selects their preferred option/solution based on a recommendation from the Project Manager. This is a gateway to proceeding to the execution stage of the deliver phase.

For service design, the service should be fully designed and the execution stage will be about implementation and focus on change management. The Project Customer approves the finalised solution and the Project proceeds to execution of the solution. If the Project fails to gain approval, the Project Manager must complete a Project Termination/Deferral Report detailing as much information on the decision as practical.

## **Reporting**

Project reporting occurs monthly through the Technology One Project Management Module and reports are provided to the PMO and Council in the financial report.

### 9.3.3 Finalise (Project)

The Project Manager will prepare a Project Completion and Handover Report and conduct a Lessons Learnt Assessment at the completion of the Project. This captures any changes in scope and what is actually delivered. This is a really important step and closes out the Project with the customer and other internal stakeholders. The lessons learnt need to be communicated through to the PMO and it is recommended that they are shared with the wider organisation through tool box discussions or other methods. Lessons learnt can also result in required improvements to the PMF.

### 9.3.4 In-Service (Post-Project)

Once the Project has been completed and handover has been accepted by the customer (this must happen for the Project to be “finished”) the product will be in-service. This stage includes the operation, delivery and potentially maintenance of the Project’s products (where applicable), and eventually the disposal or renewal of the asset or service.

## 9.4 Additional PMF Tools and Templates

### Monthly Progress Report

To ensure a Project’s schedule and budget are kept on track and to minimise the risk of issues going undiscovered, each Project must have a monthly progress report prepared for and presented to the PMO.

### Change Request Form

Template to formally request a change to the Project’s approved scope. Change requests may trigger an update of the Project Brief or Project Management Plan.

### Change Request Register

Template to record all changes to the Project that have occurred throughout all phases since initiation.

### Minimum Documentation Guidelines and RACI

Checklist of all documentation requirements according to Project level and accompanying RACI properties. This should be checked at the beginning of each Project regardless of levels. For level 3 and 4, it should be modified as required and included in the Project Management Plan.

### Lessons Learnt

The lessons learnt process is captured in the Completion and Handover Report. The intent is that key Project stakeholders are asked for the top things they thought worked really well, and the top things that they thought didn’t work well. The Project Manager should collate this information, group it into categories and make recommendations to the PMO for improvements.

### Project Document Register

The Project document register is a template provided for the Project Manager to keep track of all Project related documents. The basic format of a document register must include the ECM ID, document name, date of the document, and the location it is currently saved.

### Project Termination/Deferral Report

The Project Termination Report functions as a brief report on why the Project has been terminated or deferred, a short checklist of TRC processes to be followed to close the Project, lessons learnt, and any supporting documents for the Project’s termination or deferral. The usage of the Termination/Deferral Report shouldn’t be viewed as a failure of the Project, but rather a success of the Project’s governance.

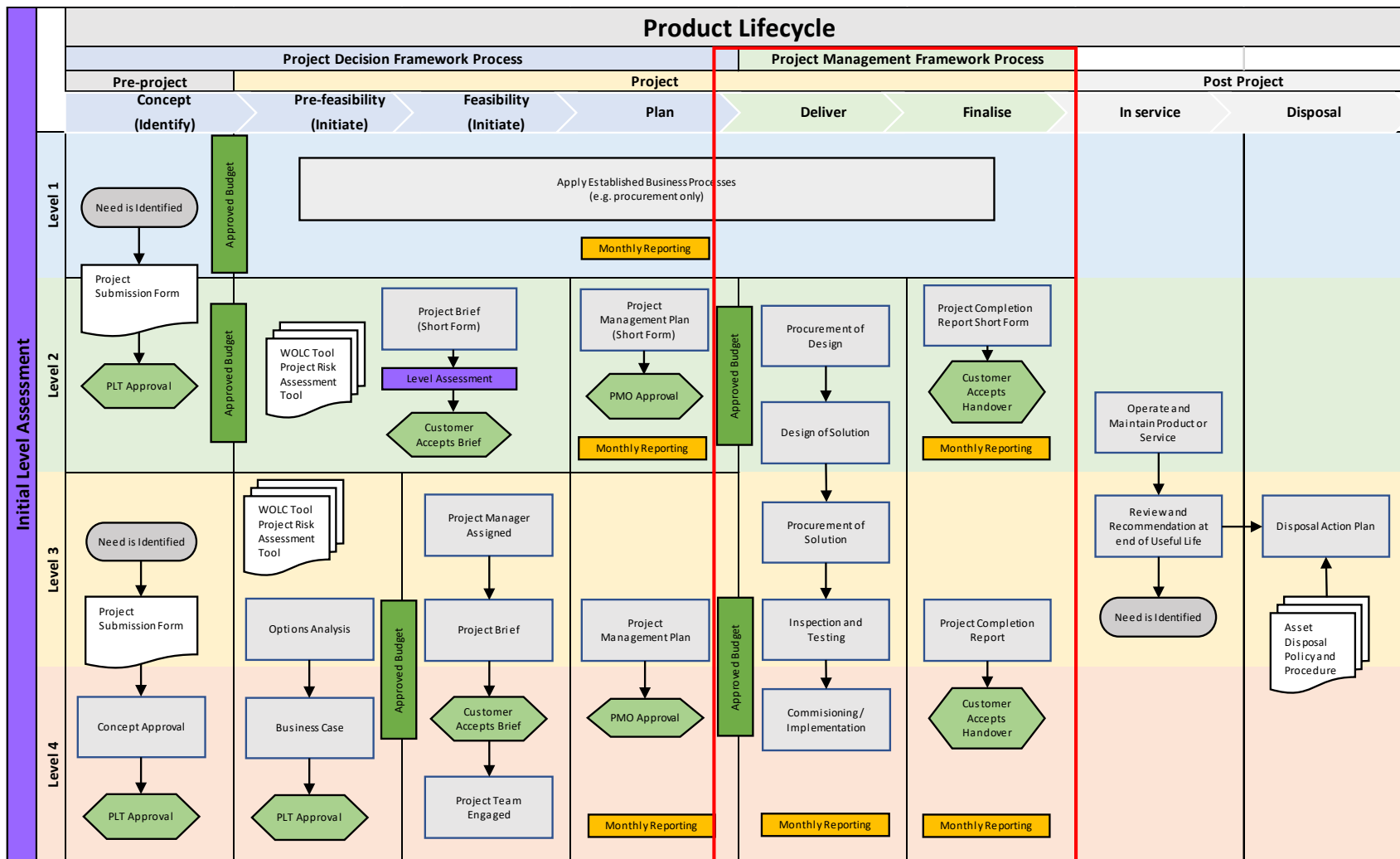


## 10. References

Tablelands Regional Council Documents:

- Corporate Plan
- Procurement Policy
- Procurement procedure
- Project Decision Framework
- Project Decision Policy
- Project Management Policy
- Enterprise Risk Management Framework
- Corporate Governance Framework
- Signing of correspondence and document policy
- Records Management Policy
- Community Project Request Policy
- Community Project Request – Assessment and Approval Process

# Appendix A. Project Management Framework Process Overview







## Appendix B. Roles and Responsibilities

### Project Customer

A Project customer is the person with authority, nominated to represent the organisation/s that receive(s) the business benefits of the Project.

#### Role

- Ensure the Project is aligned with the strategic goals of the organisation
- Ensure the Project output meets the needs of the customer's organisation
- Provide funding for the Project. Note: funding provision is not the primary criteria defining the customer role

#### Responsibilities

- Ensure the Project scope addresses the business need
- Monitor the progress of the Project to ensure the benefits are realised
- Provide funding to cover progress payments
- Provide resources to represent the customer interests
- Approve any changes to Project scope and deliverables

### Project Director

The Project director provides leadership, direction, guidance and coaching to the Project manager or program manager.

#### Role

- Monitoring Project progress, overseeing Project finances and ensuring Project quality
- Making strategic decisions and providing leadership and direction to Project managers to implement the decisions
- Liaising with customers, stakeholders and Project or program managers to ensure timely and effective Project reporting
- Managing Project risks that have a high likelihood of impacting on Project objectives and outcomes
- Leading and managing Project and program managers

#### Responsibilities

- Reviewing and approving changes made to Project resource plans, schedules, scope, goals, cost estimates, etc.
- Making strategic decisions regarding the prioritisation of Project deliverables and approving interim deliverables
- Monitoring progress against the Project Management Plan
- Consider any emergent issues or risks to the Project and propose solutions to ensure Project success
- Provide recommendations on Project approaches and participates in discussing general strategies and opportunities for Project planning and implementation
- Provide advice on likely organisational response to changes proposed during the course of the Project

- Prepare the organisation for the changes resulting from the Project
- Advocate, promote, and facilitate the Project within the organisation

## Program Manager

The program manager is responsible for managing a set of related Projects or activities to achieve outcomes and realise benefits of strategic importance. The program manager interacts with each Project Manager to provide support and guidance on individual Projects, reporting and communicating with portfolio managers and stakeholders.

### Role

- Manage any changes, impacts or risks to the program or Projects and their relationship to other Projects and work
- Plan and coordinate program related activities and ensure Project plans align with the overarching program plan
- Effectively utilise and manage the people and resources involved in the program
- Ensure risk management process and issue escalation guidelines are in place
- Effectively delegate, motivate, coach and mentor program team members and Project Managers
- Manage program risk contingencies
- Reports and communicates with portfolio managers and stakeholders on program benefits and financials

### Responsibilities

- Prioritise Projects
- Manage program resources
- Manage program risk
- Monitor and control progress
- Develop Program level reporting
- Manage dependencies between Projects

## Project Manager

The Project manager is the person responsible for achieving the Project's objectives by managing all activities necessary to deliver the Project. Depending on the type of Project, this role may cover the entire Project from start to finish or it may cover a stage or component of the Project.

### Role

- Provide leadership, direction and motivation to the Project Team
- Ensure the required products, services or deliverables are produced to the required quality standard
- Ensure approved time schedule and cost (budget) are managed consistent with Project objectives
- Liaise with the Project customers, stakeholders and governance bodies

### Responsibilities

- Liaise with the Project sponsor and program manager to ensure Project objectives are achieved

- Manage Project scope, risks and stakeholder expectations to ensure integration of Project activities
- Manage Project variations and changes and maintain the change control process
- Coordinate and prepare regular progress reports and communication with key stakeholders
- Establish Project administration systems, document control and record management processes
- Prepare, manage, review and update Project documentation including risk and communications plans in conjunction with Project Team members
- Manage Project costs through cost estimating, budgeting, monitoring and contingency management
- Ensure appropriate quality standards and quality assurance requirements are met
- Liaise with suppliers, consultants and contractors as required
- Ensure the Project schedule is maintained and regularly report progress
- Manage the risk management process, including the development of contingency plans, reviewing residual risks and escalating risks that cannot be managed at the Project level
- Monitor overall progress, use of resources and initiate corrective action where necessary
- Coordinate handover and completion activities and documents
- Identify and document lessons learned during the Project
- Ensure the Project meets its legislative obligations

## Project Sponsor

A Project sponsor is the person with authority, nominated to represent the organisation or organisational unit undertaking the Project; the head of the sponsoring (delivery) organisation.

### Role

- Authorise or obtain organisational commitment to undertake the Project
- Ensure the Project output meets the needs of the customer
- Source Project funding during the life of the Project
- Maintain the organisational capacity to resource the Project

### Responsibilities

- Provide high profile support and visibility for the Project
- Approve the detailed Project delivery budget
- Approve Project expenditure as required by Financial Accountability Act 2009, and the Financial and Performance Management Standard 2009
- Advise the customer of any budget/ allocation/ scope issues
- Provide final approval of the Project deliverables
- Approve recommended solutions to resolve complex issues including any conflicts the Project may have with other Projects/organisations
- Approve changes to Project scope and deliverables, together with changes to the Project budget and schedule which are outside of the contingency allowances

## Project Team / Team Member(s)

Project Team members are people assigned to a Project Team.

### Role

- Work on activities as assigned



## Responsibilities

- Work on assigned activities consistent with the quality and time-frame agreed with the Project Manager, work package manager or Project Team leader
- Report and act on potential delays and issues
- Report work effort expended on each activity, and the estimated remaining work effort, in the manner and time-frame required by the Project Manager or Project component manager

## Project Stakeholders

Project stakeholders may include individuals, groups, communities and organisations that are likely to be affected by, or have an interest in, a Projects outcome or processes. Note: When managing a Project, stakeholders can be broadly identified as internal or external to the Project. Internal stakeholders, such as the customer or sponsor, have a clear governance role and means of influencing the Project. External stakeholders may influence key aspects of the Project and may be engaged by the Project Team to test the acceptability of the Project and its deliverables to end users and the community. A range of engagement mechanisms may be employed to engage stakeholders including meetings, focus groups and stakeholder reference groups.

## Role

- Communicate expectations throughout the Projects life and advise of potential impacts, issues and opportunities
- Respond to approaches and proposals

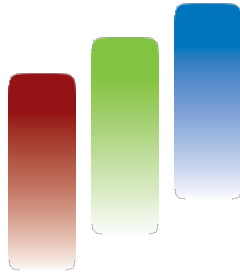
## Responsibilities

Where a stakeholder represents group interests in a Project, it is beneficial for them to:

- actively engage with the Project, using the mechanisms established, to ensure their views are fully understood
- review and evaluate proposed Project deliverables and options that may be presented to them
- work with the group they represent with the intent of providing a collective and representative response to Project enquiries

## Appendix C. Project Management Framework RASCI

Example RASCI										
Key Accountabilities and Associated Tasks	Corresponding Forms / Tools / Work Activity	Minimum Project Level Assigned	Section Manager	Asset Custodian / Customer	Project Sponsor	Project Director	Project Manager	Project Team	Communications and Engagement Officer	Funding Officer
<b>Deliver</b>										
Maintain Project Management Plan	Project Management Plan (Short Form) Template	2	C		I	C	A	R		
Maintain Project Management Plan	Project Management Plan Template	3, 4	C		I	C	A	R		
Design Solution	Work Activity	All	C	C	I	I	A	R		
Approve Solution	Work Activity	All	C	A	I	C	R	S		
Deliver Solution	Work Activity	All	I		I	I	A	R	S	
Procurement	Procurement Policy and Procedure	All	C		I	I	A	R		
Prepare and finalise RFQ/RFT	FNQROC standard docs / Australian Standard / Tenderlink	All	I		I	I	A	R		
Request Quotation/Tender Number	Tender Request Form	All					A	R		
Award Contracts	Procurement Policy and Procedure	All	C		I	C	A	R	I	I
Contract Management	Work Activity	All	C			C	A	R		
Contract Administration	Work Activity	All	I			I	A	R		
Inspection and Testing	Work Activity	All	I			I	A	R		
Commissioning and Training	Work Activity	All	I	C		I	A	R		
Payment Claim Assessment	Work Activity	All	I			I	A	R		
Payment Claim Approval	Work Activity	All	I			I	A	R		
Request Variation	Variation Request Form	All	C	I		C	A	R		
Request Change	Change Request Template	2, 3, 4	C	C	C	C	A	R		
Communication and Engagement	Communication and Engagement Plan	All	I			I	A	S	R	
Monthly Project Reporting	Technology 1 Project Module	2	C	I	I	C	A/R	S	S	S
Monthly Project Reporting	Technology 1 Project Module Monthly Project Report Form	3, 4	C	I	I	C	A/R	S	S	S
<b>Finalise</b>										
Project Completion and Handover	Project Completion and Handover Report Short Form	2	C	A	I	C	R	S	S	S
Project Completion and Handover	Project Completion and Handover Report	3, 4	C	A	I	C	R	S	S	S
Lessons Learnt Assessment	Lessons Learnt Template	All	C	C	C	C	A	R	S	S
Capitalisation	Capitalisation Form	All	I	I		I	A	R		
Defects Management	Work Activity	All	I	C		I	A	R		
Project Termination and or Deferral	Project Termination and Deferral Template	All	C	C	C	C	A	R	I	I
Monthly Project Reporting	Technology 1 Project Module	2	C	I	I	C	A/R	S	S	S
Monthly Project Reporting	Technology 1 Project Module Monthly Project Report Form	3, 4	C	I	I	C	A/R	S	S	S
R	Who is responsible for carrying out the task									
A	Who is accountable for the task and what has been completed									
S	Who provides support during the execution of the task									
C	Who provides advice for the task									
I	Who needs to be informed of the outcome of the task									



*Live, discover and invest in a Tablelands community*



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