Project Management Policy

Category: Governance   **Date Established:**   03/11/2019
Policy Number: **Date Last Revised:**
Related Documents: Project Management Procedures
Business Case, Project Charter, Project Status

Summary

The purpose of this Statement of Policy is to articulate the Pembina Active Living (55+) standards related to project management. *Within the context of this document, the simplified term PAL will mean Pembina Active Living (55+).*

Policy

DEFINITIONS

A *Project* is a temporary endeavor undertaken to create a unique product, service or result. Projects have specific attributes and these are briefly explained below.

- A project has a unique purpose
  - Every project should have a well-defined objective
- A project is temporary
  - A project has a definite beginning and a definite end (although not always fixed)
- A project is developed using progressive elaboration
  - Projects are usually broadly defined when they begin, and as time passes and the project moves forward, more specific detail can be added to the planning documents. (for further explanation refer to the Project Management Procedures)
- A project requires resources, often from various areas or sources
  - Resources include people, materials, equipment, sometimes facilities
  - Work resources (people) can be either internal (in-house) or external (contract work)
- A project requires a Sponsor (see Project Management Roles)
  - The project sponsor provides overall direction and provides and/or approves funding for the project.

- A project involves uncertainty
  - Because every project is unique, it is sometimes difficult to define the project's objectives clearly, estimate exactly how long it will take to complete, or determine how much it will cost. Uncertainty involves risk.

Project Management can be defined as the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

The *Project Management Office (PMO)* is an organizational entity created to guide and assist project managers (or coordinators) in achieving project goals.

- In the case of PAL, this will be an ad hoc project management committee which will be referred to as the PMO Committee or just the PMO.
- The PMO will develop the forms for use in managing projects, as well as related instructional guides and examples from previous PAL projects.

A *Project Management Plan* is a formal approved set of coordinated documents that define how the project is executed, monitored and controlled.

- This policy is the coordinating document and together with any subsidiary documents explained under Procedures, becomes the project management plan for managing projects within the PAL organization.

PURPOSE

The purpose of this policy is to provide an appropriate framework to enable the processes of project selection, initiation, planning, execution, monitoring and controlling and finally closeout. All of the tools and processes align with the *Project Management Body of Knowledge (PMBOK),* a standard guide published by the *Project Management Institute (PMI).*

POLICY APPLICABILITY

This policy applies to Board Members, Staff, or Committee members involved with PAL projects.

Many projects undertaken will likely be funded by grants. There may be situations where multiple grants are used to fund one project, and there may be situations where one grant generates more than one project. There may also be situations where a project is funded by both a grant and PAL funds.

A project not funded by grants would need funding from another source, and that could mean from PAL directly. This would impact budget discussions and would require Board approval.

PROJECT MANAGEMENT ROLES

Project Manager
The person assigned by the organization to achieve the project objectives and lead the efforts of the project team. This role could also be described as a *project coordinator* on simpler projects.

The project manager is also responsible for completing the Project Charter and the Project Status reports, with guidance from the project sponsor.

Project Sponsor
This is a position of oversight and guidance and should be a Board member acting on behalf of the Board throughout the project. That would include approving decisions made that would impact the project. Initially, the members of the PMO will take on the role of Project Sponsor for each project.

Project Team
A group of volunteers and/or staff who are directly involved in project activities for each specific project undertaken by the organization. Project teams would generally be disbanded after completion of the project.

Specific roles for project team members would be decided for each project and then would be included in the RACI chart in the Project Charter.

ROLE CLARIFICATION

A **project team** is essentially an *ad hoc committee* formed specifically to work on a project.

The ad *hoc committee chair* will generally take on the role of **project manager,** unless another individual has been assigned to the role, based on interest or perhaps having experience working on projects. In that case, the committee chair and project manager/coordinator would work together to address the needs of the project.

Note that on larger projects, an ad hoc committee may be involved with more than just the project, and as a result, the project team may be comprised of just some members of that committee.

PROJECT MANAGEMENT PROCEDURES

A companion document to this policy is called **Project Management Procedures**. The purpose of that document is to provide further information and guidance on how to use the various project management tools.

PROJECT MANAGEMENT TOOLS

There are many processes, tools, techniques and documents available for managing projects of varying complexities. Consider them collectively as the "project management toolbox". Only a few tools have been selected and modified to suit the needs of the types of projects that PAL will encounter. More importantly, they have been simplified and made user-friendly by including some explanations and questions intended to guide the user in filling out the document.

Business Case (BC)

Projects often begin as an idea or an opportunity (to get grant funding) or to solve a problem (a new facility for PAL). The Business Case is a document to be used to justify entering into a project. It contains the information necessary to gain approval from the Board to move forward.

Project Charter (PC)

The Project Charter is a document that formally authorizes the existence of a project and provides the project manager with the authority to apply resources to the project activities. It is also considered to be the initial understanding of the project and forms the baseline for further development.

Project Status (PS)

The Project Status is a document used to monitor the categories from the Project Charter during the execution of the project. On a regular basis project information would be updated in a Project Status report and presented on a monthly basis at Board meetings.

RATIONALE

Project Management is a management discipline that applies across all types of organizations. The authors of this policy feel that it is important to maintain industry accepted standards regarding such things as naming conventions and such. Therefore, the Policy and Procedures documents will attempt to explain or define any unfamiliar terminology and acronyms that may be encountered.