
ADMINISTRATIVE POLICY



GOV-008-A

PROJECT MANAGEMENT

Date Issued: 17.July.14

Mandated by: City Manager

Current Revision: 17.July.14

Cross Reference:

Next Review Diarized: 01.Jan.16

Responsibility: All Directors

PURPOSE

This policy and its supporting procedures regulate how the City manages projects, to increase our level of accountability and responsibility for projects and to ensure projects are managed and completed on time and on budget.

POLICY

The City takes a disciplined approach to managing projects. Sound project management is the direct responsibility of all managers, directors, and supervisors of the City of Fort Saskatchewan.

EXECUTIVE LIMITATIONS

1. At the outset of every project involving two or more areas of responsibility, each Director is required to ensure a Project Charter is established in accordance with the template included as part of Project Management Administrative Procedure GOV-008-A.
2. Changes in project scope shall be reviewed and approved in accordance with the roles and responsibilities outlined in the Project Charter.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

1. All Directors, in consultation with General Managers, are responsible for the implementation and compliance monitoring of this policy.
2. The Corporate Strategy Director is authorized to establish procedures to provide for the application of this policy.


City Manager

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Responsibility: Corporate Strategy Director

PURPOSE

The purpose of having a Project Charter Template is 1) to increase our level of accountability and responsibility for projects; and 2) to ensure projects are managed and completed on time and on budget, all people who need to be part of a project are involved appropriately, and that a process is articulated for dealing effectively with changes in project scope.

PROCEDURE

1. At the outset of each project, a Project Charter shall be created in the format included under Attachment 1 to this document.
2. Project Charters shall be signed off by all affected parties as described in the key responsibilities included below.
3. Should a change in scope be required, revised project terms shall be approved by all affected parties. Examples of changes in scope include changes to the nature or timing of milestones or key deliverables; roles and responsibilities; processes to be undertaken to achieve deliverables; or budget.

KEY RESPONSIBILITIES

Following are definitions of the key roles referred to in the Project Charter:

Project Sponsor

The Project Sponsor has responsibility to provide the funding, direction, commitment, resources and approval at specific milestones. The Sponsor may be called upon to work with the Project Team to resolve high ranked project issues and risks.

Project Manager

The Project Manager develops the project work plans and monitors project activities and outcomes to ensure successful delivery of the project deliverables with defined scope, schedule and budget. The Project Manager will facilitate the review sessions and meetings, document outcomes and be accountable to the Project Team for project status information.

Project Team

Project Team members are those individuals identified in the RACI Chart, which sets out project deliverables or activities and assigns individuals as being either **R**esponsible, **A**ccountable, **C**onsulted or **I**nformed, as defined below.

Responsible

- Does the step (“the doer”)
- Those who do the work to achieve the task. There is at least one role with a participation type of *responsible*; this may also include support resources allocated to the *responsible* and delegated to assist in the work required. Unlike consulted, who may provide input to the task, support resources help to complete the task.

Accountable (also approver or final approving authority)

- Accountable for the step (“the buck stops here”)
- The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) on work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable.

Consulted

- Consulted with before the step (“in the loop”)
- Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication

Informed

- Informed when the step is completed (“kept in the picture”)
- 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. Where more than one participation type is shown, this generally implies that participation has not yet been fully resolved, which can impede the value of this technique in clarifying the participation of each role on each task.

ROLES AND RESPONSIBILITIES MATRIX (RACI CHART)

A summary of key activities to be undertaken along with an indication of individual roles and responsibilities relative to each activity shall be included as part of the Project Charter – this is referred to as the RACI Chart for the project.

A sample RACI Chart is included on the following page.

Sample RACI Chart (Roles and Responsibilities Matrix)

	Facilities Mgr	Plant Mgr	HR	Security	Project Mgr
Identify a minimum of three asphalt contractors from Angie's List	C	-	-	-	R
Arrange for contractor visits and quotes	I	-	-	-	R
Review quotes and references, make contractor selection	A	I	I	-	R
Review and finalize contract, lock in plant shutdown week	I	I	-	-	R
Communicate project to shutdown maintenance crew, make sure all vehicles are removed from the lot	I	I	R	I	I
Provide security gate access codes for asphalt crew by June 15	I	-	A	R	I
Oversee the project during the plant shutdown week, ensure it is completed on time	A	I	I	-	R

R = Responsible, A = Accountable, C = Consulted, I = Informed

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ATTACHMENT 1

City of Fort Saskatchewan Project Charter Template

PROJECT NAME:	
PROJECT START DATE:	TARGET PROJECT COMPLETION DATE:
PROJECT SPONSOR:	PROJECT MANAGER:

A. Project Background

Context for the project including:

- Why the project was started
- Key issues and factors driving the project
- Relevant history

B. Project Purpose

Provides the high level overview of why the project is being undertaken

- What need or opportunity is the project addressing?
- What is the social, economic or environmental impact of the project?
- What are the broad outcomes or deliverables to be achieved?

C. Project Scope

- What must be done to complete this project?
- What must be done now?
- What may be done later?
- Are there any factors that will influence the scope including regulatory timelines?
- What is the project budget?

D. Results to be achieved	
Provide the details of what this project aims to accomplish by identifying specific measurable outcomes and then identifying how you will measure whether the results have been achieved	
Outcomes	Indicators of Success
1.	
2.	
3.	
4.	
5.	

E. Project Team	
- List all individuals to be involved in the project and their respective roles. As a minimum, one individual must be named as Project Sponsor and one named as Project Manager. - Each individual named below is required to approve and sign off the Project Charter.	
Name	Role
1.	Project Sponsor
2.	Project Manager
3.	Project Team Member
4.	Project Team Member
5.	Project Team Member

F. Assumptions

- List any assumptions being made at the beginning of the project that could affect the outcome in terms of schedule, budget, etc.
- For example:
 - Project Budget will be approved by January 15, 2015
 - Ground conditions will be suitable for a simple foundation
 - Successful Contractor will begin within two weeks of award
 - Staff will be available as required

G. Major Project Risks

Risks	Likelihood	Impact	Risk Response
▪ High level threats to the project	Low Moderate High	Low Moderate High	▪ What will be done to avoid, mitigate or transfer the risk?
Risks	Likelihood	Impact	Risk Response
1.			
2.			
3.			
4.			
5.			

H. Detailed Project Plan *(attach spreadsheet)*

1. Create Work Breakdown Structures (WBS)
 - Break down the detailed work that needs to be done into Major Phases, Milestones, Activities and Tasks and Deliverables
 - **Phases** represent the major phases of the project such as research, consultation, analysis of findings, drafting of legislation etc.
 - **Milestones** represent interim events or points in time during the project which identify the completion of a significant segment
 - **Activities and tasks** are a further breakdown of the work to be done. Ideally the lowest level tasks should be able to be assigned to one person
 - **Deliverables** should be identified at an appropriate level for the magnitude of the project to provide clarity as to what is required to ensure that a phase, milestone, activity or task is complete
 - Indicate timelines or projected completion date
2. Identify the individuals involved in completing each activity and task via a RACI Chart. This is your project team; each person named will be required to sign off the Project Terms of Reference.
3. Identify any costs associated with completion of the project such as contractors, materials, training etc.

I. Change Order Process

- List of activities that would constitute a change in project scope and a description of the process to be followed for review and approval of such changes.
- Includes who would be responsible, accountable, consulted or informed in the event of such changes in scope.

J. Project Communications Strategy				
- Identify all communication that must be conducted prior to project start, during the project and upon completion of the project - Identify all communication required with stakeholders and partners				
Communications Needs	Audience	Actions	Timing	Responsibility
1.				
2.				
3.				
4.				
5.				

K. Additional Information
- List other related documentation such as public engagement plan or Gantt chart - Include documents as attachments to the Project Charter

APPROVALS

Project Sponsor

Date

Project Manager

Date

Project Team Member

Date

Project Team Member

Date

Project Team Member

Date

Project Team Member

Date