

Policy Title: ECU Project Management

Policy Owner: Vice-President (Corporate Services)

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1. INTENT

- 1.1. The purpose of the ECU Project Management policy is to outline essential elements in the management of all projects. The extent to which these elements of project management should be applied is dependent on consideration of factors that consider all the risks of delivering the required outcomes as well as providing an appropriate and standard application of project management to projects.
- 1.2. This policy has been developed to ensure that:
 - Projects are aligned with and contribute to ECU's strategic and operational priorities.
 - Appropriate project governance and control is established;
 - Projects are effectively managed within the limitations of scope, quality, resources (time and budget), and risk;
 - Communication, quality and risk management plans are developed and executed through a project's lifecycle;
 - Project benefits are identified and transitioned to the operations benefits owner once the project is complete;
 - Stakeholder communication is inclusive;
 - Appropriate authorisation and acceptance is established throughout the life of a project; and
 - Post implementation reviews are conducted and actively used to improve the conduct of project delivery.
- 1.3. A structured approach to the way ECU projects are initiated, planned, implemented and finalised, will improve ECU's ability to adapt to changing circumstances in a timely manner, while ensuring that fiscal responsibility is

maintained, and quality outcomes are achieved.

2. ORGANISATIONAL SCOPE

This policy applies to all ECU staff, contractors, and all other members of the University Community involved in the initiation and/or delivery of projects.

Academic research grants and contract research and associated projects are excluded as are activities where some external legislation requires a different approach.

3. DEFINITIONS

TERM	DEFINITION
Benefits Owner	A Benefits Owner will represent the business area(s) impacted and will be responsible for delivering the benefits post implementation. A Benefits Owner is a key stakeholder who will be involved in the development, implementation and management of benefits throughout the project.
Business Case / Feasibility Assessment	A Business Case / Feasibility Assessment is based on an operational or strategic need that has been identified from within a school/business unit. This should detail and justify the baseline information about the project such as background, purpose, benefits, objectives, success factors, risks, timescale and funding sources of the proposed project.
Project	A project is defined, based on Project Management Body of Knowledge global standards, as a temporary endeavour or body of work with a distinct start and end date, defined scope and resources that will involve transformation of a business function and or delivery of one or more products, services or results according to an agreed Business Case / Feasibility Assessment. A project may involve organisational change through innovation, introduction of a new service, development of an asset, a pilot or proof of concept followed by a phased rollout.
Project Management	The application of knowledge, skills and techniques to execute projects effectively and efficiently bringing a unique focus shaped by the goals, resources and schedules of each project.
Project Board/Steering Committee/Project Control Group	The Project Board is a decision-making committee, led and chaired by the Project Executive. The Project Board is responsible for the oversight of the project to ensure it delivers in accordance with approved baselines and enables the achievement of benefits. This includes management of business issues associated with the project which is essential to ensuring the delivery of the project outputs and the attainment of project outcomes. The Project Board approves key project deliverables, resolves escalated risks and ensures compliance with

TERM	DEFINITION
	ECU governance frameworks. <i>Please note: 'Project Board' can be taken as 'Project Board', 'Steering Committee' or 'Project Control Group'.</i>
Project Manager	A Project Manager is assigned to a project and is responsible for planning, management, reporting and day-to-day delivery, ensuring the project continues to focus on delivery of project outputs within the approved scope, time, quality and cost parameters. This includes detailed project planning; co-ordination across streams; reporting; and management of risks, actions, issues, dependencies, schedule, resources, change management, project communication and budget.
Project Owner	A Manager responsible for transitioning the benefits of the project into operations once the project is complete. The Project Owner will provide ongoing decision making and guidance to the project team, interpret the needs of the Project Executive and work closely with the team to ensure the project delivers the intended business benefits.
Project Executive	An Executive Manager who is responsible for ensuring the ongoing viability of the project and provision of high-level direction and strategic context. The Project Executive oversees development of the Business Case, authorises expenditure, sets tolerances, and is the final escalation point and decision-maker.

4. POLICY CONTENT

The elements of this Project Management policy should be considered in all phases of all projects at ECU.

- 4.1. Projects shall have and maintain a valid and approved Business Case that aligns and contributes to ECU's strategic and operational priorities.
- 4.2. All projects must be approved in accordance with the University's Delegation of Authority.
- 4.3. Projects shall be governed by a Project Board that shall be chaired by a nominated Project Executive, of suitable seniority determined by the project's classification and size.
- 4.4. The Project Executive shall be accountable for ensuring the project delivers to its Business Case.
- 4.5. The Project Executive will nominate a Project Owner who will be responsible for transitioning the benefits of the project into operations once the project is complete.
- 4.6. The Project Board shall provide advice on the project to the Project Executive who will approve project stage gates, variations, and make decisions within the boundaries of their delegated authority and agreed project tolerance levels.

- 4.7. Projects shall be assigned a Project Manager who will be responsible to the Project Board for the delivery of the stated project objectives and ensuring all applicable processes and policies are applied and/or adhered to. Projects shall use an acceptable project management methodology, and performance will be measured against defined baselines.
- 4.8. The Project Manager will be responsible for a well-defined project plan, a schedule including critical milestones, clearly identified objectives and benefits, a change management or communications plan and a risk management plan.
- 4.9. The Project Manager will provide ongoing oversight and delivery management, within approved constraints, including co-ordination across University streams; reporting; and management of risks, actions, issues, dependencies, schedule, resources, change management, project communication and budget.
- 4.10. Projects shall employ appropriate techniques and ECU processes for controlling parameters including scope, time and budget.
- 4.11. Projects will provide regular reporting to their Project Board that summarises the status of key parameters.
- 4.12. Projects shall dissolve the project team after successful completion of Post Implementation Review and acceptance of delivery by the relevant Project Executive.
- 4.13. Post Implementation Reviews shall be completed, and a Project Close Report provided to the Project Board and the UPMO (for BIC approved projects), including at least, the achievement of project objectives, transition to benefits management, key project performance indicators, any outstanding risks or actions, and lessons learned.
- 4.14. A Benefits Owner shall be identified who will be responsible for defining and agreeing intended benefits and delivering the planned project benefits post implementation.
- 4.15. Project documentation should be managed in accordance with the University Records Management policy.

5. ACCOUNTABILITIES AND RESPONSIBILITIES

In relation to this policy, the following positions are responsible:

Policy Owner

The Vice-President (Corporate Services) has overall responsibility for the content of this policy and its operation in ECU.

All Staff and Contractors are required to comply with the content of this policy and the guidelines referred within this policy and to seek guidance in the event of uncertainty as to its application.

6. RELATED DOCUMENTS:

6.1 The policy is supported by the following Guidelines:

- Relevant professional and service centre project management guidelines.

6.2 Other documents which are relevant to the operation of this policy are as follows:

- [Strategic Asset Management Policy](#)
- Information Technology Project Management Guidelines
- [Technology Governance Policy](#)
- Strategic Procurement Policies, Guidelines and Procedures
- Integrated Risk Management Policy and associated Guidelines and Procedures
- Financial Management policies, guidelines and procedures

7. CONTACT INFORMATION

For queries relating to this document please contact:

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8. APPROVAL HISTORY

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