# Project Management

# Organisational Policy

**Action statement**

| Date | Name | Position | Action required | Due date |
|------|------|----------|-----------------|----------|
| | Michael Caltabiano | Director General | Approval | |
| | | | | |
| | | | | |
| | | | | |

**Prepared by**   Program Delivery Improvement Branch
**Division**   Program Development & Management
**Location**   Floor 24, 41 George St, Brisbane 4000
**Version no.**   3
**Version date**   10/04/2012
**Status**   Final
**DMS ref. no.**

# Document control sheet

## Contact for enquiries and proposed changes

| Officer | Name | Title | Phone number |
|---|---|---|---|
| Policy Owner | Ken Beattie | General Manager (Program Development & Management) | 3120 7266 |
| Policy Officer | Steve McGrath | Principal Advisor (Project Management) | 3120 7546 |

## Version history

| Version no. | Date | Changed by | Nature of amendment |
|---|---|---|---|
| 0.1 | 30/06/2002 | Director (Project+) | Draft |
| 1.0 | 03/06/2002 | Director (Project+) | Final (Policy 2002) |
| 2.0 | 20/10/2008 | Vincent Granahan | Final (MR Policy 2008) |
| 2.0 | 24/11/2008 | Michael Baker | Final (QT Policy 2008) |
| 2.1 | 27/06/2010 | Michael Baker | Initial draft |
| 2.2 | 21/02/2011 | Adrian Andrews | Incorporation of feedback |
| 2.3 | 02/11/2011 | Steve McGrath | Minor amendments and updates, section order changed in line with current policy template format. Add ICT enabled words |
| 2.4 | 18/11/2011 | Steve McGrath | Include review comments from Jag Vithanage & Les Ransome |
| 2.5 | 20/12/2011 | Steve McGrath | Review comments from Ray Cameron & Guy Munn |
| 2.6 | 12/03/2012 | Steve McGrath | Review comments from Ken Beattie |
| 3.0 | 10/04/2012 | Penny Ford | Final review |

## Document sign off

This organisational policy is **approved** by the Director-General:

| | |
|---|---|
| Name | Michael Caltabiano |
| Position | Director-General |
| Signature | Date 15/7/12 |

This organisational policy is **endorsed** by:

| | |
|---|---|
| Name | Paul Smith |
| Position | Deputy Director-General (Investment & Program Development) |
| Signature | Date 17.7.12 |

This organisational policy is **endorsed** by:

| | |
|---|---|
| Name | Ken Beattie |
| Position | General Manager (Program Development & Management) |
| Signature | Date 2/5/12 |

This organisational policy is **endorsed** by:

| | |
|---|---|
| Name | Ray Cameron |
| Position | Executive Director (Program & Project Delivery) |
| Signature | Date 11/4/12 |

This organisational policy is **presented for approval** by:

| | |
|---|---|
| Name | Penny Ford |
| Position | Director (Program Delivery Improvement) |
| Signature | Date 11/4/12 |

## Effective date

This policy update will take effect from the date of the Director General's approval on the signature page.

## Contents

# 1    Policy Statement

The OnQ Project Management Framework provides a consistent, reliable and transparent approach to the management and delivery of projects across the Department of Transport and Main Roads (TMR) and is to be applied to all non ICT projects and non ICT project components undertaken by the department. Interoperability must be maintained with other whole-of-government methodologies and requirements, such as the Queensland Government Chief Information Officer (QGCIO) methodology for ICT and ICT enabled projects and project components, and the Project Assurance Framework (PAF) for the planning of large scale transport infrastructure projects.

# 2    Scope

This policy applies to the management of all non ICT projects and non ICT project components undertaken and controlled by TMR. ICT projects and project components are covered by the QGCIO whole-of-government directive.

# 3    Applicability

Individual divisions are responsible for the effective implementation of the OnQ framework, as well as ensuring their staff possess the necessary skills and training in using the methodology.

The OnQ Framework is scalable and allows the Project Manager, Sponsor and Customer to jointly predetermine the level of rigor and documentation required.

Where TMR contributes to external projects or acts in a service provider role on external projects, the Component Methodology of the OnQ Framework must be used.

Contractors managing or performing project work under TMR's control are required to interface with the department's OnQ Framework.

# 4    Objectives

The objective of this policy is to ensure TMR has effective Project Management arrangements in place that:

- provide value for money
- provide a means of demonstrating capability in project delivery
- provide a rigorous approach to managing projects, which is appropriate to the level of risk and complexity, thereby enhancing the likelihood of achieving successful project outcomes
- ensure accountability is clear, stakeholders are consulted, risk management controls are in place, project duplication and overlap are limited, and both outputs and outcomes (benefits) are monitored and reported.

# 5    Rationale

The policy exists to provide a consistent basis for project management across TMR. OnQ is based on the Project Management Body of Knowledge (PMBOK), which is an internationally accepted basis for project management. OnQ extends the PMBOK by including methodology, tools and techniques, templates, approval processes and clearly defined roles and responsibilities.

# 6    Benefits

The benefits of this policy are that it provides:

- rigour in the scoping, approval and management of projects
- a framework to enable more effective investment, coordination and use of TMR resources
- a process for achieving improved business solutions which maximise stakeholder satisfaction
- a process for facilitating effective relationships with team members, partners, contractors and stakeholders.

# 7    Definitions

| Term, abbreviations and acronyms | Definition |
| --- | --- |
| Component | A set of related activities delegated from the overall project to an individual or team (such as legislation, training, information services, and design). |
| Component Methodology | The subset of the framework which applies to component areas. |
| Framework | The set of methodology, templates, approval processes, roles and responsibilities for use by TMR in managing projects. |
| ICT | Information and Communication Technology |
| ICT enabled | Any initiative requiring information technology and/or communications technology to effect change and realise outputs, outcomes and/or benefits (QGCIO). |
| ICT or ICT enabled project in TMR | A project requiring preparation of Business Process Analysis and Business Requirement Specification documents to enable a change to a corporate ICT system. |
| Interoperability | The capability of business systems to reliably interact with each other and operate effectively together. |
| Methodology | A set of interrelated phases, activities and tasks that define the process from the start of a project through to its completion. |
| OnQ | TMR's project management methodology. |
| Project Assurance Framework (PAF) | Queensland Treasury foundation for ensuring project management is undertaken effectively across Queensland Government agencies. |
| Project | A temporary endeavour (i.e. has a defined start and end point) undertaken to create a unique product or service. |
| Project Management | The application of knowledge, skills, tools and techniques to project activities to meet the project requirements. |
| PMBOK | Project Management Body of Knowledge. PMBOK® is an inclusive term that describes the sum of knowledge within the profession of project management. |
| PRINCE2 | PRojects IN Controlled Environments ® produced by the UK Office of Government Commerce, now Cabinet Office. |

| Term, abbreviations and acronyms | Definition |
|---|---|
| QGCIO | Queensland Government Chief Information Office(r) |

# 8     Consultation

This policy has been developed by the Program Delivery Improvement Branch, in Program Development & Management Division. It combines and supersedes the previously separate Queensland Transport and Main Roads' policies, and has been developed in consultation with key TMR stakeholders.

The General Manager (Program Development & Management) is the functional owner of this policy, which is published on *inside*TMR, as well as on the OnQ Project Management intranet site.

# 9     Review

This policy will be formally reviewed by the Program Development & Management Division in consultation with appropriate stakeholders.  The review date will be 12 months from the approval date and all enquiries and feedback should be forwarded to the Principal Advisor (Project Management).

# 10     References

- The OnQ Project Management Framework

- Transport and Main Roads Corporate Plan 2011 – 2015.

- A Guide to Project Management Body of Knowledge (PMBOK® Guide–Fourth Edition) 2008 Edition, Project Management Institute, Newtown Square, PA 19073-3299 USA.

- Report on Review of ICT Governance in the Queensland Government – Service Delivery and Performance Commission September 2006

- Letter of 5 July 2011 from the Director-General of Public Works to the Director-General of Transport and Main Roads advising "The use of the Queensland Government Methodologies for project, program and portfolio management is mandated for all ICT and ICT-enabled initiatives."

- Queensland Government (QGCIO) Project, Program and Portfolio Management

- The TMR Investment Management Implementation Program

- The Department of Infrastructure and Planning, Project Assurance Framework.