

2 Project management methodology

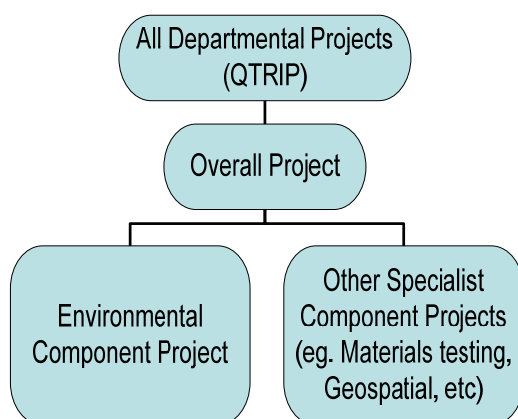
2.1 Environmental input to transport infrastructure projects

The OnQ methodology describes transport infrastructure projects as being comprised of separate components of specialist disciplines. Each of these specialist areas are managed as a 'Component Project' either as a smaller project work package to the overall project or as a component interaction of the overall project delivered separate to the main project team.

Environmental considerations for a project are a specialist component of all transport infrastructure projects. Thus the environmental assessment and management of a project is documented as a Component Project to the overall project, irrespective of the OnQ delivery model.

This manual applies the principles of Component Project management to conducting environmental assessment and management.

Figure 2.1 - Overall project and component project



2.2 Component project

The project manager (PM) engages a departmental environmental officer to manage the environmental assessment and management work packages as a component of the overall project.

This manual refers to the project manager of the environment component as the Component Manager (Environment), or CM(E). (Refer to the Glossary for a more detailed description).

The environmental Component Project is a part of the overall project and must be informed and aware of the timeframes and input from other component projects.

Information for Component Project processes is located in the OnQ Project Management Framework.

The component project body of work can be performed internally by department staff, or outsourced to be performed externally by an expert service provider under contract.

In the event that the project is outsourced, an internal CM(E) is still appointed to the project. The PM is responsible for engagement and management of the external service however the CM(E) should be consulted in this action to ensure a suitable brief is developed. (Refer to Section 2.2.2).

2.2.1 Internal management of component project

A CM(E) from a dedicated environmental unit in the department is appointed to all departmental projects with environmental considerations.

This CM(E) is responsible for providing expert specialist advice and service to the overall project, and also responsibility for the ultimate delivery of the environmental component project.

Where practicable, the CM(E) will provide response to the overall project using internal resources, as either the project manager of a component project team, or individually producing and delivering the component project.

This manual establishes a process for applying guidance documents and templates for use by the CM(E) to provide response to the PM. Use of these standard documents ensures that consistent quality and content of work are returned to the PM, and the deliverable items align with departmental and overall project management requirements.

The key environmental processes and document names are shown in Figure 1.7 of this manual. Templates and associated procedures are supplied by the departmental EMS (Section 2.4).

2.2.2 External component project delivery

The PM is encouraged to primarily seek the environmental component body of works through internal resourcing and the appointment of an internal component project manager (CM(E)).

Should the entire environmental component project, or a particular body of the work, require to be outsourced under contract to an external expert service provider, the engagement and management of this external service should be actioned through, or in consultation with, the internal CM(E) to ensure that their expert understanding of environmental matters can be used to guide delivery and quality of the product / service.

The CM(E) is to be consulted in the tender process for engaging the external expert service provider. The CM(E) is to have direct input to the work brief and contract documentation. The PM is to communicate and engage with the CM(E) to ensure their input to the terms of the external service contract.

Externally produced components of work must be reviewed by the internal CM(E) to ensure that the quality of product / service meets departmental requirements and the requirements of the work brief.

The EMS contains documents for guiding product delivery from external expert service provider. (Section 2.4).

2.2.3 Accountabilities & responsibilities

Specific roles, accountabilities and responsibilities are assigned throughout this manual to either the project PM, the CM(E), or an external service provider (contractor), with typically the PM directly engaging the CM(E) to perform or manage a task or activity.

The administration structure varies between projects so that there may be occasion for multiple levels of project management or component management. (For example, a large project with a single project manager may be divided into stages of delivery, each with a different project manager for each stage. Each stage may then require separate environmental project components. The environmental component may also be responsible for engaging packages of work as specific service to the component project, and by definition will assume a project management role to that service.

In addition, there may be 'intermediate levels' of project management whereby an overall PM engages a Core Technical Services representative to deliver a suite of components, and the environmental component is only a single component amongst, for example, design or survey components.

Direct communication must occur between the representatives of both the overall project (PM) and the environmental component (CM(E)).

Instances of 'intermediate level' project management or 'sub-component' services of work may occur in conjunction with this direct communication between the PM and CM(E).

Instances may also occur where responsibility to a role is assigned to the CM(E) in this manual however the project may need to delegate the role of delivery to a contractor (or Contract Administrator). In this instance the CM(E) assumes the role of briefing the work and overseeing the work task that would otherwise be conducted by the CM(E). These instances are determined by the PM in conjunction with the CM(E), and in all instances the CM(E) retains responsibility to manage and review the work task. However the CM(E) has no direct responsibility for, or control over, the contractor (or Contract Administrator).

This manual assigns accountability and responsibility to each stage of the environmental assessment and management process.

These accountabilities and responsibilities apply to all projects.

The accountabilities and responsibilities relate to deliverable items within the project schedule.

The accountabilities and responsibilities are denoted in this manual by a text box surrounding the body text.

This paragraph is surrounded by a text box to indicate the display style of accountabilities and responsibilities in this manual.

In all instances the PM is accountable and responsible for ensuring that environmental factors are considered in a project.

2.3 Project management streams

This manual divides the environmental project management into two streams:

- Process Management
- Work Management.

2.3.1 Process management

The process for assessing and managing the environmental component project is established in this manual and implemented by the use of the department's EMS (Section 2.4). The EMS delivers guidance to enact the various Work Management elements at the appropriate Process Management stage.

2.3.2 Work management

The Work Management stream of this manual is centred on describing the use of standard templates, forms, proformas, checklists and associated guidance that provide a unified and consistent project output for all departmental projects.

The departmental EMS supplies and is a central repository for all Work Management templates associated with this manual. Instruction for the correct application (timing and relevance) of a particular Work Management document is given through the EMS.

This manual describes the use of standard documents but does not supply them. Documents are supplied and housed in the department EMS to promote their correct application and enable efficient document maintenance that will not impact changes to this manual.

Section 3.1 of this manual describes how projects are allocated a 'High Level', 'Medium Level' and 'Low Level' classification, largely based on risk. There are corresponding work streams to each of these level classifications.

Each of these work streams contain documentation relevant to whether the work is performed internally (by departmental staff) or externally (by engaging external expert service provider / consultants / parties under contract). The departmental EMS provides documents for internal application, as well as documents for guiding product delivery from external expert service provider.

The key document names in the Work Management process are shown in Figure 1.7 of this manual. Templates and associated procedures are supplied by the departmental EMS (Section 2.4).

2.4 Environmental management system (EMS)

The EMS houses resources related to Project Management, including the work management documentation established in this manual (templates, forms and associated guidance). The EMS presents these Project Management resources in a sequence that represents the process described in this manual.

Using the EMS to access the Work Management documentation referenced in this manual ensures that environmental assessment and management documents are current and can be applied in context of the department's environmental responsibilities and legislative requirements.