[Insert organisation name/logo]

**PROJECT MANAGEMENT POLICY**

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**Approved by: [insert organisation name] Board of Directors on [date]**

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| **Version number** | **Date of issue** | **Lead author/ reviewer** | **Consultative panel** | **Significant changes on previous version** |
| **[Yr/no]** | **[Date]** | **[Name/role]** | **[Name/role/ organisation]** | **[For example, incorporate changes to new legislation]** |
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|  |  |  |  |  |

***🖌Note\****

*This policy template has been developed to meet the needs of a diverse range of services and includes items for consideration in policy and procedure.*

***Not all content will be relevant to your service.******Organisations are encouraged to edit, add and delete content to ensure relevancy.***

*All notes (like this one) should be considered and deleted before finalising the policy, and the contents list should be updated as changes are made and when content is finalised. See the NADA Policy Toolkit User Guide for more editing tips.*

*\*Please delete note before finalising this policy.*

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***🖌Note\****

*To update the contents list when all content has been finalised, right click on the contents list and select ‘update field’, an option box will appear, select ‘Update entire table’ and ‘Ok’.*

*To use the contents list to skip to relevant text, use Ctlr and click to select the relevant page number.*

*\*Please delete note before finalising this policy.*

SECTION 1: POLICY FRAMEWORK

### Policy statement

**[Insert organisation name]** is committed to effective project management through clearly defined processes which enable staff to manage projects efficiently and effectively and measure project outcomes.

### Purpose and scope

This policy has been developed to provide staff with guidance on the management of organisational projects, from initiation and start up, through to project closure.

The purpose of this policy is to ensure project management at **[insert organisation name]** is guided by sound and consistent administration and management practices.

This policy applies to all permanent, contract and casual employees, Board members, contractors, and students, involved in the initiation, delivery, and/or evaluation of organisational projects.

This policy does not provide detailed guidance on:

* stakeholder or contractual relationships – refer to External Relationships Policy
* communications - refer to Communications Policy.

This policy is supported by, and should be read in conjunction with the [Project Management Lifecyle](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current).

### Definitions

|  |  |
| --- | --- |
| **Activity** | An element of work performed during the course of a project. An activity has an expected duration, cost, and resource requirements. Activities can be subdivided into tasks. |
| **Deliverable** | Any measurable, tangible, verifiable outcome, product, or result that must be produced to complete a project or part of a project. |
| **Evaluation** | The systematic assessment of process, outcomes and/or impact against the project’s goal/s and objectives. |
| **Goal** | A broad statement about the long-term outcomes or changes that the project seeks to achieve. Also referred to as an ‘aim’. |
| **Issue** | A realised risk, i.e. a problem or concern that has emerged and if not addressed is expected to affect the project timeframes or outcomes. |
| **Milestone** | A significant event in the project, usually completion of a major deliverable. |
| **Objective** | A statement about the short- or medium-term outcomes or changes that need to be met for the project to be considered successful. |
| **Post Implementation Review** | Conducted after a project is completed to ensure that the project has met its objectives and the outcomes meet the needs and requirements of intended beneficiaries. |
| **Project** | A temporary endeavour undertaken to create a unique outcome, product, service, or result. |
| **Project Life Cycle / Phase** | A collection of generally sequential project management phases that include:   * Initiation and start up—authorising the project or phase. * Planning and design—defining and refining objectives and selecting the best methods and approach to achieve project goals and objectives. * Implementation—coordinating people and other resources to carry out the project plan. * Monitoring and control—monitoring and measuring progress regularly to identify variances from the project plan so that corrective action can be taken when necessary. * Closure—formalising acceptance of the project and bringing it to an end. |
| **Project Scope** | Defines project parameters i.e. what is considered in scope and out of scope. |
| **Project Schedule** | The planned dates for performing activities and meeting project milestones. |
| **Project Governance Body** | Group responsible for ensuring the project is implemented in line with the Project Plan. Format/function (i.e. advisory or steering) is determined to project size and risk level. |
| **Project Management** | The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. |
| **Project Manager** | Person responsible for managing the project. This may be a Program Manager or Project Officer. |
| **Project Plan** | Document that describes how the project will be implemented, monitored and controlled, and closed. Can be brief (small projects) or detailed (large projects). |
| **Project Proposal** | Used as the basis for project authorisation and provides the project manager with the authority to apply organisational resources to project activities. Can be brief (small projects) or detailed (large projects). |
| **Project Size** | A project is defined as ‘small’ if it meets two or more of the following criteria:   1. Costs associated with the project are <30K. 2. The project is assessed to be low to moderate risk. 3. The project has an anticipated duration of less than 12 months.   A project is defined as ‘large’ if it meets one or more of the following criteria:   1. Costs associated with the project are >30K. 2. The project is assessed to be moderate to high risk. 3. The project has an anticipated duration of more than 12 months. 4. The project requires a funding submission or business case to be prepared in order to obtain external funding. |
| **Project Sponsor** | Authorised delegate that provides the resources, in cash or in kind, for the project. |
| **Project Team** | People who support the Project Manager in performing the work of the project to achieve its goals and objectives. |
| **Outcome** | A result that can be measured or observed or a changed condition of people / organisations / systems. |
| **Risk** | An uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s budget, schedule, scope, and/or quality. |
| **Stakeholders** | Individuals and organisations that are actively involved in the project, or whose interests may be positively or negatively affected by the project. |
| **Task** | A unit of work or activity needed for progress towards project goals. Typically, a task must be completed by a set deadline. Tasks may be further broken down into assignments or subtasks. |
| **Variation** | Changes to the budget, timeline, deliverables, objectives and/or outcomes. |

### Principles

* Project management activities, goals and outcomes align with the organisation’s strategic and operational plans including performance measures and annual budget.
* Research, consultation and collaboration with clients and other stakeholders, are integral to the development, implementation and evaluation of all organisational activity.
* Project management activities and outcomes are communicated with staff, the Board of Directors, and other relevant stakeholders.
* **[insert organisation name]** staff, board and students apply the organisational Values in all aspects of working with clients and other stakeholders.

### Outcomes

* All projects have a detailed project plan in place to guide the management of the project.
* Risks are effectively managed through detailed planning, consultation, monitoring and evaluation of project activities.
* Clients are consulted and empowered to participate in decisions that impact on the services from which they are intended to benefit (or for whom they are intended).
* Project management activities and outcomes contribute to the development of knowledge, skills and enhanced service delivery outcomes for staff members.
* Project activity is monitored and evaluated, with information collected used to inform and improve future activities.

### Functions and Delegations

|  |  |
| --- | --- |
| **Board/ Board of Directors** | * Endorse and ensure compliance with the Project Management Policy. * Be aware of key project activities. |
| **CEO/ Executive Group** | * Ensure compliance with the Project Management Policy. * Identify and lead contractual and partnership relationships related to project activities as relevant. * Communicate with the Board regarding key project activities. * Sign off on external funding and partnership agreements in line with the Functions and Delegations Matrix. * Facilitate project communication across the tea, and organisation. * Provide support and advice to the project team as required. |
| **Staff** | All staff   * Comply with the Project Management Policy and seek guidance in the event of uncertainty as to its application.   Project Sponsors   * Provide project management resources and support throughout the project lifecycle.   Project Managers   * Identify and lead project activities in line with organisation’s strategic and operational plans, and in line with relevant funding and partnership agreements. * Identify and lead contractual and partnership relationships as delegated through project activities. * Lead project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. * Contribute to project communication across the team and organisation.   Project Officers   * Support project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. * Support contractual and partnership relationships as delegated through project activities. * Contribute to project communication across the team and organisation. |

See also Functions and Delegations Matrix.

### Policy implementation

This policy is developed in consultation with **[insert organisation name]** employees and is approved by the Board of Directors.

All employees are responsible for understanding and adhering to this policy.

Specific monitoring and support activities undertaken include:

* Referencing the policy in relevant policies, procedures and other supporting documents to ensure that it is familiar to all staff and actively used.
* Reviewing the policy in line with the organisation’s quality improvement system and the review of associated policies.
* Discussion of project activity as part of the standard monthly agenda in staff meetings.
* **[insert other monitoring activity].**

***Note\****

*Quality improvement programs provide opportunities to identify and review your service practices. If your organisation doesn’t have a quality improvement program it is recommended that one is developed to ensure better outcomes for your organisation. For more information about quality improvement refer to the Organisational Development Policy of the NADA Policy Toolkit.*

*\*Please delete note before finalising this policy*

### Risk management

Mechanisms are in place to ensure that program management systems are effective and regularly monitored.

Other risk management actions include:

* Risk management considerations are embedded into project planning.
* Project plans are appropriately monitored and controlled by the allocated staff member.
* **[Insert organisation name]** ensures that projects have a sound theoretical base, are ethical and promote evidence-based practice.
* Staff are provided with ongoing support to assist them to develop, implement and evaluate projects effectively.
* The need for improvements in organisational program, projects or events can be identified by any Board, management, staff member or client, either through feedback or by the application of quality monitoring systems.

For further information on how to assess, minimise and treat risk, refer to the Risk Management Policy. See also [Risk Management Checklist: New funding, service delivery, public advocacy](file:///P:/Policies/Risk%20Management%20%20Policy/Support%20Documents), a tool to support staff in the scoping of new business, programmatic activity, or public advocacy.

SECTION 2: POLICY DETAIL

Not all projects require high and complex levels of governance, documentation and reporting. The aim of this section is to provide staff with guidance that can be adapted to suit the needs and requirements of each project to ensure:

* projects align and contribute to **[insert organisation name]’s** strategic and operational priorities
* appropriate authorisation is established
* appropriate project governance and control is established and maintained
* projects are effectively managed within the parameters of scope, quality, resources, and risk
* post implementation reviews are conducted and actively used to strengthen project delivery and to enhance project management communication and learning across the organisation.

### Initiation and Start Up

* Projects require a Project Proposal to be prepared and approved by the relevant delegated authority/ies prior to the project being initiated. The Project Proposal can be brief ([small projects](#onethree)) or detailed ([large projects](#_Definitions)). Refer to Project Management Forms and Templates for further guidance. Some projects may require an external template to be used.
* Where a project involves new business, programmatic activity, or public advocacy, a risk assessment is to be undertaken in accordance with the [Risk Management Policy](file:///P:/Policies/Risk%20Management%20%20Policy/Policy%20in%20use).
* Board authorisation is not required if the project is clearly within the scope of **[insert organisation name]’s** strategic and business plans. In principle support to proceed is required where the CEO deems the project to:
  + be outside of the organisation’s strategic or business plans; and/or,
  + amount to significant new business.
* Upon approval of the Project Proposal:
  + A Project Sponsor and Project Manager will be allocated. Large projects require an Executive Team member of to act as the Project Sponsor for the duration of the project.
  + An appropriate governance structure will be established, including linkages to external governance structures where appropriate. [Large Projects](#_Definitions) require a Project Governance Body to be established (e.g. Advisory Group or Steering Committee).
  + A budget will be allocated, and the project included in the [**[insert organisation name]** Business Plan](file://NADAAU/NADA%20Drive/Organisational%20Management/Governance/Governance%20Documents/NADA%20Plans/Business%20Plans).
* Where a project is delivered in partnership with another organisation or funding body, a Memorandum of Understanding (MOU) (or similar agreement) is required and must be signed by the relevant delegated authority from **[insert organisation name]** and the partner organisation. Refer to [External Relationships Policy](file:///P:/Policies/External%20Relationships%20Policy/Policy%20in%20use) for further information.

### Planning and Design

* Projects require a Project Plan to be prepared and approved by the relevant delegated authority/ies prior to the project being implemented. The Project Plan can be brief ([small projects](#onethree)) or detailed ([large projects](#_Definitions)). Refer to Project Management Forms and Templates for further guidance. Some projects may require an external template to be used.
* An Evaluation Plan is recommended for [l[arge projects](#_Definitions)](#_Definitions) and projects aiming to achieve practice change. Refer to [Project Management Forms and Templates](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) for further guidance and to [Project Management Lifecycle](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) for the additional documentation considerations at the planning and design phase.
* Projects require appropriate stakeholder engagement to be undertaken during the planning and design phase to ensure the project is acceptable to and meets the needs and requirements of intended beneficiaries. Refer to [Project Management Forms and Templates](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) for further guidance.
* All projects must incorporate appropriate level/s of consumer engagement throughout the project lifecycle. Refer to [Consumer Representatives Policy](file:///P:/Policies/Consumer%20Representation%20Policy/Policy%20in%20use) for further guidance.

### Implementation

* Projects will be managed using an acceptable project management methodology throughout the project lifecycle, including arranging activities and tasks into a workable sequence, and measuring outcomes/performance against established baselines/indicators.
* All projects should utilise **[insert project management system e.g. Microsoft Project, Teamwork]** to assign project tasks and responsibilities, track milestones, and record communication among the project team.
* Relevant stakeholders shall be advised of the implementation of the project through appropriate communication channels, and where appropriate, user acceptance testing undertaken to ensure project deliverables are acceptable to and meet the needs and requirements of intended beneficiaries.
* A record of all project materials shall be recorded and be stored electronically in the Sector Development folder in the **[insert drive name and function; for example: drive A/organisation projects/completed project]**, and in hard copy with the Project Manager, and later archived. Refer to [**[insert**](file:///P:/Policies/Information%20and%20CommunicationTechnology%20Policy/Policy%20current%20in%20use) **policy title]** for further guidance.

### Monitoring and Control

* Projects shall employ appropriate techniques and processes for monitoring and controlling project parameters including scope, quality, resources (time and budget), and risk. As a minimum:
  + **[Insert project management system e.g. Microsoft Project, Teamwork]** shall be utilised to monitor and control the project schedule and record issues, risks, and variations to the Project Plan.
  + Expenditure will be monitored through utilisation of the [Budget Tracker](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current).
  + Progress and final reporting, which measures progress/outcomes against budget, milestones, benefits, risks and other metrics, will be prepared by the Project Manager and submitted to the Project Sponsor and relevant governance body/ies as required. The Progress/Final Report can be brief ([small projects](#onethree)) or detailed ([[large projects](#_Definitions)](#_Definitions)). Refer [Project Management Forms and Templates](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) for further guidance. The management and reporting of some projects may additionally be guided by specific funding or contractual agreements.
* The [Project Management Lifecycle](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) identifies the additional documentation considerations during the monitoring and control phase.

### Closure

* Projects require and [Post Implementation Review Report](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) to be completed and authorised by the relevant delegated authority/ies prior to the project being closed.
* The [Post Implementation Review Report](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current) shall report on, as a minimum, project outcomes and benefits, recommendations, lessons learned, and any outstanding actions.
* Findings from the post implementation review should be communicated to the team, organisation and Board of Directors as appropriate using the [Project Closure Presentation Template](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current).
* Where results demonstrate positive outcomes, every effort should also be made to promote the results broadly through conference presentations, journal articles, etc.
* Upon completion and acceptance of the [Post Implementation Review Report](file:///P:/Policies/Program%20Management%20%20Policy/Supporting%20documents/Current), the Project Manager shall:
  + handover any outstanding actions to person/people responsible for ongoing support and maintenance of project deliverables and outcomes, where relevant
  + dissolve the project team and project governance body/ies, where relevant
  + audit and archive project documentation, as required.

SECTION 3: REFERENCES

### Internal references

#### Forms and templates

* Project Management Lifecycle
* Project Proposal / Plan Template – Small Project
* Project Proposal / Plan Template – Large Project
* Risk Management Plan Template
* Budget Template
* Budget Tracker Template
* Communications Plan Template
* Stakeholder Engagement Plan Template
* Stakeholder Register Template
* Project Schedule Template
* Progress / Final Report Template – Small Project
* Progress / Final Report Template – Large Project
* Evaluation Plan / Report Template – Small Project
* Evaluation Plan / Report Template – Large Project
* Project Closure Review Report Template
* Project Closure Presentation Template

#### Policies and procedures

* Risk Management Policy
* [Risk Management Checklist: New Funding, Service Delivery, Public Advocacy](file:///P:/Policies/Risk%20Management%20%20Policy/Support%20Documents)
* External Relationships Policy
* Consumer Representation Policy
* Research and Evidence Based Practice Policy
* Communications Policy
* Governance Policy
* Information and Communication Technology Policy
* Work, Health and Safety Policy
* Human Resources Policy

#### Support Documents

* **[insert supporting document e.g. Strategic Plan]**
* **[insert supporting document e.g. Business Plan]**
* **[insert supporting document e.g. Functions and Delegations Matrix]**

### External References

#### Resources

* Charter Australia (2010). Project Management – A Guide. Charter Australia.
* Chronic Disease Prevention Directorate (2017). Research and Evaluation Framework and Implementation Guide (2nd ed). Perth: Department of Health, Western Australia.
* Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Project Management Institute.
* Aylward, P. (2005). Evaluating AOD Projects and Programs. In N. Skinner, A.M. Roche, J. O’Connor, Y. Pollard, & C. Todd (Eds.), *Workforce Development TIPS (Theory Into Practice Strategies): A Resource Kit for the Alcohol and Other Drugs Field*. National Centre for Education and Training on Addiction (NCETA), Flinders University, Adelaide, Australia.
* Roche, A., Kostadinov., V., Trifonoff., A. and Nicholas, R. (2018). *A Capacity Building Framework for Australia’s Non-Government Alcohol and other Drug Peak Organisations*. National Centre for Education and Training on Addiction, Flinders University: Adelaide, South Australia.
* Tasmanian Government (2017). Project Management Guidelines. (n.p.): Office of eGovernment, Department of Premier and Cabinet, Tasmania.

#### Websites

* [Australian Institute of Project Management](http://www.aipm.com.au)
* [Project Management Institute](https://www.pmi.org/)
* [Project Management Docs](https://www.projectmanagementdocs.com/project-initiation/#axzz5T1YEzYnc)
* [Tasmanian Government eGovernment, Project Management](http://www.egovernment.tas.gov.au/project_management)
* [Australian Catholic University, Project Management](https://www.acu.edu.au/policies/governance/project_management/project_management_policy)

#### Legislation

* [Associations Incorporation Act 2009(NSW)](http://www.legislation.nsw.gov.au/xref/inforce/?xref=Type%3Dact%20AND%20Year%3D2009%20AND%20no%3D7&nohits=y)

SECTION 4: PERFORMANCE MONITORING

### 4.1 Policy performance measures

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Indicator** | **Source** | **Number** | **Frequency** | **Recorded** |
| All projects have a detailed project plan in place to guide the management of project activity. | Project File | 100% | Annual | QI Register - Policy KPIs |
| There is evidence each completed project has been evaluated and outcomes analysed and reported. | Project File | 100% | Annual | QI Register - Policy KPIs |