



Policy:	O-2.2
Approved By:	College Executive Team
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Amendment Date:	
Policy Holder:	CFO/Exec. Dir. HR

PROJECT MANAGEMENT FRAMEWORK

Purpose / Rationale

The purpose of the Project Management Framework is to establish a common means for planning key College projects ensuring those undertaking projects have the tools to identify and analyze risks, impacts, resources and approaches to project planning, approval, communication and implementation.

Scope / Limits

This policy applies to all College employees proposing or undertaking a College-based project that is in support of the College's *Strategic Plan*. (See link.)

Principles

1. A project charter will be the fundamental means for developing plans for the undertaking of projects at Camosun College. The size and complexity of the charter will reflect the size and complexity of the project.
2. All projects are about "change" and will have an impact on people as well as processes, systems and structures. Each project charter will contain a component related to identifying and analyzing the key impacts on people, processes, systems and structures.
3. Communication, an essential element to the success of projects, will be evident in all phases of the project plan.
4. Prior to approval of the plan, an analysis of risk will be undertaken to determine probability and impact of potential risks associated with the project.
5. Projects will be sponsored by an administrator who is responsible for overall planning, assignment of leadership and resources, and for approval of the final project charter.
6. A project manager/leader, named by the sponsor, will be responsible for implementing the project based on the approved project charter.
7. Project charter outcomes will be available to the College community and will highlight lessons learned and exemplary practices.

A. DEFINITIONS

1. **Project Charter:** A foundational plan for conducting projects at Camosun College.
2. **Project Proposal:** A proposal, or request to conduct a project, identifying the opportunity, its connection to the strategic plan, and required resources. If a project proposal is approved, a full project charter is developed.
3. **Project Sponsor:** The administrator responsible for overall planning, assignment of project leadership and resources, and for approval of the final project charter. Throughout the project, it is the role of the sponsor to be accessible to the project manager/leader while the project is being conducted, to provide guidance, and remove roadblocks.
4. **Project Manager/Leader:** The person charged with the responsibility of implementing the project plan and delivering the outcomes on budget and on time based on the approved project charter. The Project Manager/Leader is also responsible to provide timely reports to the sponsor on the progress of the project and identify any areas of concern or issues that affect the successful completion of the project. The project leader/manager is often involved in the conceptualization of the project and the development of the project charter.

B. COLLEGE-WIDE PROJECT DEVELOPMENT PROCESS

Projects are developed and undertaken in four stages: Concept (Charter Development), Sign-off, Conduct and Closure. Where a project is being considered, but not yet approved or resourced, a project proposal will be submitted and approved prior to the development of a full charter.

CONCEPT STAGE

1. **Project Proposal** (*See Proposal Template*)

Identifies the purpose, goals, and deliverables of the project and includes the project duration and anticipated resources. For all Camosun College projects, a connection to the College's Strategic Plan must be evident for the project to be considered.

If a sponsor accepts a proposal, then a full project charter will be developed.

Proposal Approval

Approval has been received by the appropriate authority to develop a full project charter.

2. **Project Charter Development** (*See Project Charter Template*)

A fully developed plan includes an expanded concept stage identifying how the project will be conducted; the risks, assumptions, approaches, communication and people who will be involved; and a more precise costing and scheduling model.

SIGN-OFF STAGE

The project has the approval and resources to be conducted as planned. Depending on the scope and nature of the project, a full management team may be involved in vetting the charter prior to approval by the sponsor. When the scope is narrower, the project charter may be vetted and approved by the appropriate authority level (sponsor), assuming that level of authority has the ability to allocate resources and assign leadership to the project.

CONDUCTING THE PROJECT STAGE

Based on the charter, the project manager/leader ensures the project is completed. The project sponsor must be accessible to the project manager while the project is being conducted to provide guidance and remove roadblocks. The project manager must keep the sponsor informed of the project progress and identify any areas of concern or issues that affect the successful completion of the project on time and on budget.

CLOSURE STAGE

Project conclusion involves acceptance of the project deliverables by the sponsor and a final communication of the project outcomes, lessons learned, and exemplary practices to the appropriate audiences.

At this stage, acknowledgement of those involved should occur (celebration it must be understood that each phase of a project may involve a different complement of team members and that, therefore, celebration may occur in all phases of the project. This is very dependent upon the project duration.

Integration of the project outcomes into the College culture or operations is an important part of project closure. If the project resulted in a new process or policy, then that process or policy must be turned-over to the appropriate area to implement.

C. RISK ANALYSIS (*See Risk Analysis Template*)

With each project, a risk analysis should be undertaken and understood before the project charter is signed off. The risk analysis will measure the probability and impact of potential risks associated with the project.

D. ANALYZING PROJECT IMPACTS (*See Impact Analysis Template*)

1. Impact on People

Prior to proceeding with a project, it is essential to identify those who will be impacted by the project and the degree to which these people are impacted. When creating a communication plan, the impact analysis will guide who, when, how frequently, and the form of communication with those identified. In essence, some people will need to be deeply involved due to their position and interest, while others will only need to be kept informed at various stages.

Analyzing the impact on people should not be confused with determining those who should participate in a project; these are two separate aspects of the development of a project plan.

2. Impact on Infrastructures (*Processes, Systems and Structures*):

As well as people, processes, systems and structures will also be impacted by a project. The project and communication plan must identify areas where there will be an impact and the means to consider and offset, if appropriate, the effects of these impacts. At times, the impacts may be substantial and cause considerable risk to the success of a project. At all times, people will be involved and must be informed of the potential impact.

E. COMMUNICATION (*See Communication Plan Template*)

Development of a communication plan is essential for each stage of the project. The communication plan identifies specifically who needs to be communicated with, for what purpose, how, when, and how frequently. The communication plan should be developed following the impact analysis, which is a key tool in determining a communication plan.

F. PROJECT MANAGEMENT INTRANET SITE

The Project Management Intranet Site (see link below) has been established to house the project management framework, templates, approved project charters, project communiqués and/or progress reports, and to establish a site for lessons learned leading to exemplary practices. This site is intended to provide a resource to those considering or undertaking projects.

Following is a list of all project management templates located on the site; these can be downloaded and used in MS word:

1. Project Proposal
2. Project Charter Template
3. Risk Analysis
4. Impact Analysis (People & Infrastructure)
5. Communication Plan
6. Lessons Learned

G. LINKS TO RELATED POLICY AND WEBSITE

[Strategic Plan](#)

[Project Management Intranet Site](#)