



## **POLICY STATEMENT**

The goal of project management within Community and Government Services (CGS) is to follow a project management process to consistently deliver capital projects within schedule and budget, and to meet agreed stakeholder needs. The project management process has been developed from recognized best industry practices, and is subject and receptive to continual improvement.

## **PRINCIPLES**

This policy is based on the following principles:

- A staged project management process is implemented as described in the CGS project management methodology. The process is scalable to be appropriate for all projects in recognition of associated risks. The process is continually improved, through the use of lessons learned.
- Controls are in place for scope, cost, time, quality, procurement, and risk, commencing at project initiation and continuing until project closure.
- Project stakeholders are appropriately consulted.
- There is continual focus on the project justification. The agreed stakeholder requirements and project benefits are re-examined at each stage to answer the questions of whether the justification still makes sense, and is a product being delivered to satisfy those requirements and benefits.
- Personnel are responsible and accountable for outcomes.
- The Government of Nunavut (GN) *Financial Administration Act* is followed.

## **APPLICATION**

This policy applies to all Capital and Operations & Maintenance projects managed by CGS.



## **DEFINITIONS**

### Functional Direction

Coaching, mentoring, assessment and feedback on the performance of project management activities.

### Portfolio

A collection of projects or programs and other work, that is grouped together to facilitate effective management of that work to meet strategic business objectives.

### Program

A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

### Program Management

The coordinated management of a program to achieve the program's strategic objectives and benefits.

### Project

A temporary endeavour undertaken to create a unique product, service, or result.

### Project Management

The application of skills, tools, and techniques to project activities to meet the project requirements.

### Stakeholder/Client Department

A person or organization that is actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project.

### Supervisory Direction

Oversight, coaching, mentoring, and assessment of day-to-day operational performance.

## **AUTHORITY AND ACCOUNTABILITY**

### 1. Minister of Community & Government Services:

The Minister of CGS is accountable to the Executive Council for the implementation of this policy.



2. Deputy Minister:

The Deputy Minister of CGS:

- (a) is accountable to the Minister of Community & Government Services for the administration of this policy;
- (b) Has a department-wide governance and oversight mechanism in place that is documented and maintained. The mechanism is used to manage the initiation, planning, execution, control, and closing of projects. The mechanism ensures that opportunities are considered for integrating projects across the department;
- (c) Ensures that accountability for project outcomes is documented and the contribution to program outcomes and broader government objectives is demonstrated;
- (d) Ensures that project-based procurements and real property transactions are fully integrated into the governance, management and oversight of projects; and
- (e) Has controls in place to ensure that the procurements and real property transactions support key project objectives and program outcomes.

3. Assistant Deputy Minister, Capital Planning & Technical Services:

- (a) Is accountable to the Deputy Minister, CGS for governance and oversight in the application of this policy;
- (b) Uses the documented department-wide governance and oversight mechanism to manage the initiation, planning, execution, control and closing of projects. The mechanism ensures that opportunities are considered for integrating projects across the department; and
- (c) Documents accountability for project outcomes and demonstrates the contribution to program outcomes and broader government objectives.

4. Director, Program Management Office:



- (a) Is accountable to the Assistant Deputy Minister, Capital Planning & Technical Services, for the application of this policy;
- (b) Provides support to the capital planning process in the evaluation and prioritization of potential projects across portfolios;
- (c) Reviews workload and assigns projects to Regional Offices in consultation with Regional Directors, Regional Project Managers, and the Client;
- (d) Recommends procurement strategies (e.g. traditional design-bid-build, design-build, etc) for projects;
- (e) Maintains and promotes the documented project management methodology;
- (f) Supports a consistent tendering and award process for projects;
- (g) Responsible for headquarters staff providing support to projects in scheduling and schedule control, cost estimating and cost control, change management, and risk management, in accordance with the defined project management methodology;
- (h) Monitors projects to ensure adherence to this project management policy and to the project management methodology;
- (i) Promotes the practice of post-project reviews, including the gathering of lessons learned;
- (j) Maintains a database of project “as-built” costs and schedules, lessons learned, and performance evaluations of consultants and contractors;
- (k) Coordinates the monitoring of performance benefits arising from and expected to arise from, a project;
- (l) Organizes ongoing project management training to project management staff, Clients/Sponsors, and other GN staff interfacing with projects; and



- (m) Provides functional direction to Regional Project Managers, and coaching and mentoring to Project Officers.

5. Regional Director:

- (a) Is accountable to the Assistant Deputy Minister, Community Support Services for the performance of Regional Project Managers and their staff;
- (b) Provides administrative and supervisory direction, and coaching and mentoring regarding Human Resources policies to Regional Project Managers; and
- (c) Is responsible for performance reviews, and professional development of Regional Project Managers, with formal input from the Director, Program Management Office.

6. Regional Project Manager:

- (a) Is accountable to the Director, Program Management Office for the performance of projects under this policy;
- (b) Is ultimately accountable for the project, including the performance of the Project Officer, in accordance with this policy and with the defined project management methodology; and
- (c) Provides guidance, coaching, and mentoring to Project Officers.

7. Project Officer:

- (a) Is accountable to the Regional Project Manager and the Client/Sponsor for the application of this policy to the management of projects;
- (b) Is responsible as the leader of the project team for coordination, reporting and on-going communication to the Client/Sponsor, all team members, and key stakeholders;



- (c) Is responsible for the development of a project plan that describes the project product, how the team will carry out the project, when they expect to finish, and how much they expect it will cost, all in accordance with the project management methodology; and
  - (d) Is responsible to direct and control the project, to report and forecast, to deliver the project within agreed-upon scope, cost, and time parameters, and in accordance with this policy and with the defined project management methodology.
8. Client/Sponsor:
- (a) Is accountable for provision of adequate funding and budget, and for coordinating changes to the capital budget with the Project Officer;
  - (b) Is accountable for the justification for the project based on expected benefits;
  - (c) Is responsible for identifying end user stakeholders and their requirements and communicating those requirements to the Project Officer;
  - (d) Is responsible for communicating with and for specifying the needs of, those stakeholders who will use the project result, and for resolving conflicts among the needs of those stakeholders;
  - (e) With the Project Officer, is responsible for coordinating and communicating inputs, reviews and approvals by end users;
  - (f) Is responsible for ensuring that any changes in end user requirements are communicated to, and coordinated with, the Project Officer;
  - (g) Is responsible for monitoring, at specific project quality gates as specified by the project management methodology, whether the needs have changed, and whether the performance benefits still exist; and
  - (h) Is responsible for identifying the resources and funding required to maintain the functional and operational program.



## **FINANCIAL RESOURCES**

Financial resources required under this policy are conditional on budget approvals by the Legislative Assembly and on the availability of funds in the appropriate budget.

## **PREROGATIVE OF CABINET**

Nothing in this policy shall in any way be construed to limit the prerogative of Cabinet to make decisions or take action respecting project management.

## **SUNSET CLAUSE**

This policy shall be in effect from the date of Cabinet approval, until April 1, 2016.