ICT Project Management Framework

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| Acronyms | Full form |
| NTG | Northern Territory Government |
| DCDD | Department of Corporate and Digital Development |
| ICT | Information and Communications Technology |
| PMF | Project Management Framework |
| PMO | Program Management Office / Project Management Office |
| SGR | Stage Gate Reviews |
| PRINCE2 | Projects IN Controlled Environments |

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# Purpose

The Project Management Framework (PMF) outlines a standard approach to guide the conduct of projects in the Northern Territory Government (NTG).

The PMF is based on the PRINCE2® project management methodology which provides a consistent approach to the management of projects that is industry standard and professionally recognised. The methodology can be applied regardless of project scale, type, organisation, geography or culture.

# Definitions

A **project** is a temporary structure that is created for the purpose of delivering one or more business products according to an agreed business case.

A **program** is a temporary, flexible organisation structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisations strategic objectives.

**Project management** is the planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved to achieve the project objectives within the expected performance targets for time, cost, quality**,** scope, benefits and risks.

# Authority

The PMF is to be referenced within the following authorities:

* Treasurer’s Directions – ICT Governance series
* Northern Territory Government ICT Governance Framework
* NT legislation (*Financial Management Act* 1995, *Procurement Act* 1995).

# ICT Project Management Framework

## PMF Overview

The PMF has been developed to provide structure and guidance necessary for a controlled and consistent approach to effectively manage projects and programs in the NTG. The PMF can be applied to all projects and programs.

The PMF is comprised of: lifecycle stages, activities, deliverables, governance, roles and responsibilities, and reviews. The PMF refers to best practice project management elements and fact sheets.

The figure below provides an overview of the PMF:

Overarching the project lifecycle and its key deliverables is the NTG ICT Investment lifecycle:
1. Plan and Invest: Covers the first two stages of the PMF – concept and propose
2. Deliver and implement: Covers the next three stages of the PMF – initiate, deliver and close
3. Operate: Covers the final stage of the PMF – Operations.
Governance around decision making and accountability, is continually revisited and underpins both the Investment and Project lifecycles through all the stages.
The Project Management elements and factsheets are tools readily available for use to assist and support project managers during the process.
The Project Lifecycle has six stages with key deliverables identified in each stage:
1) Concept: Key deliverables - a) concept; b) statement
2) Propose: Key deliverables -  a) feasability; b) options; c) analysis; d) business case; e) project brief
3) Initiate: Key deliverables - a) project initiation; b) document; c) project plan
4) Deliver: Key deliverables - a) requirements; b) design; c) procurement – build/configure
5) Testing: Key deliverables - a) implementation/transition; b) close; c) end project; d) report; e) lessons learned
6) Operations: Key deliverables - a) benefits; b) realisation


## Lifecycles

### NTG ICT Investment Lifecycle

The ICT investment lifecycle outlines a process by which agencies plan, propose and deliver ICT investments, projects and programs in the NTG. The purpose of the investment lifecycle is to ensure there is a sound investment proposal (business case) and that government investments deliver their intended benefits.

Good project management is fundamental to the success of the investment.

### Project Management Lifecycle

The project management lifecycle aligns with the NTG ICT Investment as illustrated in the lifecycle diagram above.

The PMF uses the project management lifecycle process to direct and control all activities of a project from initial concept through to close and into operations. The PMF lifecycle is separated into distinct stages. Project stages may overlap or progress concurrently and a project may move back and forth between stages. This situation could occur where stage gate reviews are being conducted while some delivery work is continuing.

### Project Stages

The PMF consists of the following project stages:

* Concept
* Propose
* Initiate
* Deliver
* Close

### Project Management Elements

The following project management elements provide a high level summary of the key project activities and outputs:

* Scope Management
* Benefits Realisation Management
* Change Control Management
* Issue Management
* Risk Management
* Project Reporting
* Quality Management
* Schedule Management

### Project Management Fact Sheets

The following project management fact sheets detail essential information and key activities required for effective project management delivery:

* Business Case
* Project Initiation Document.

# Governance

Governance is the structure for making decisions and provides oversight to the entire project. Governance provides a single point of accountability and when done effectively, underpins project success, resulting in efficient and timely decision making.

## ICT Governance

“The NTG ICT Governance Framework provides the foundation for the effective management of ICT across government. The Framework ensures ICT is aligned with government’s strategic direction; consistent and appropriate standards are applied across government; major ICT investments are tested and ICT projects are monitored through to solution delivery.”

*Treasurers Directions Information and Communications Technology, Section ICT1.1: Governance – Overview*

The Framework, Treasurer’s Directions ICT series, ICT policies, standards and guidelines and agency governance models matrix together provide an integrated package for the management of ICT across government.

## Project Governance

Project governance is required to ensure the project is delivering its intended objectives and achieving the anticipated outcomes and benefits. The project governance structure must be appropriate to the size and complexity of the project. The following governing bodies are common to project governance structures:

* **Program Steering Committee** role is to provide program oversight, make recommendations for critical decisions, and advise the Program Owner and Program Sponsor. The committee’s role is defined by its Terms of Reference, which are jointly approved by the Program Owner and the Program Sponsor.
* **Project Board** is responsible for providing the operational direction of the project and supporting the Project Manager with the necessary decisions and issue resolution to enable the project to proceed.

## Roles and Responsibilities

There are essential roles in project management that ensure the success of project delivery.

* **Program / Project Sponsor** is appointed by the agency Chief Executive to provide oversight to the program and ensures the overall program objectives are met.
* **Program / Project Director** is primarily operational and includes being responsible for planning, governance and overseeing the successful delivery of the program’s output/products.
* **Program / Project Owner (Business Owner)** is the client agency and is accountable for ensuring the stated benefits of the program to the business are achieved. The Program Owner will approve the plans and provide authorisation to move forward with each stage of the program/project.
* **Business User (Senior User)** is responsible for specifying the needs of those who will use the project’s products; user liaison with the Project Team; and monitoring to ensure that the solution will meet user needs within the parameters specified in the project’s Business Case in terms of quality, functionality and usability.
* **Supplier (Senior Supplier)** represents the interests of those designing, developing, facilitating, procuring and implementing the project’s products. This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. The Supplier can be an internal or external resource.
* **Project Manager** has the authority to run the project on a day to day basis on behalf of the Project Board within the constraints laid down by the Board.
* **Business Change** provides a representative from the business to manage the realisation of benefits through the integration of new capability within the business practices.

# Reporting

## Project reporting

Project reporting monitors project progress according to project plans. It ensures that all stakeholders are advised of project performance and enables project stakeholders to make informed decisions. Reporting occurs at multiple levels and multiple points within a project.

A Project Reporting element has been developed as a part of this framework and provides details of the key information required for effective project reporting.

## Project registers

Project registers are central source documents that provide information on projects.Project registers are a mechanism for maintaining traceability of various activities and decisions made during the course of project.

There are different types of project registers that are established and maintained throughout the project lifecycle

# Stage Gate Reviews

Stage gate reviews are performed at critical points of a project and examine key decision points to check that an ICT project is on track and will deliver the expected results within the set timeframes and on budget.

Stage gate reviews provide the agency with an independent assessment on the progress of a project which helps to ensure that the project is on track and can progress to the next stage of development or implementation. The stage gate review will assist with determining whether the project should continue unchanged, continue with changes or cease.

# Information Management

A standard management approach for creating, managing, storing and using program and project information must be established and maintained.

All programs and projects must adhere to the *NT Information Act* 2002.

# Feedback and Maintenance

Maintenance of the PMF is the responsibility of DCDD.

The reference material referred to in the PMF can be found on the Digital Territory Website:

<https://digitalterritory.nt.gov.au/digital-government/strategies-and-guidance/standards-and-guidance/ict-project-management-framework>