<table>
<thead>
<tr>
<th>Name of Policy</th>
<th>Project Management Policy</th>
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</thead>
<tbody>
<tr>
<td>Description of Policy</td>
<td>This policy outlines principles and responsibilities associated with the management of University projects.</td>
</tr>
<tr>
<td>Policy applies to</td>
<td>☒ University-wide</td>
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<tr>
<td></td>
<td>☐ Specific (outline location, campus, organisational unit etc.)</td>
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<tr>
<td>Policy Status</td>
<td>☐ New Policy</td>
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<td></td>
<td>☒ Revision of Existing Policy</td>
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<tr>
<td>Approval Authority</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>Governing Authority</td>
<td>Planning, Quality and Risk Committee</td>
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<tr>
<td>Responsible Officer</td>
<td>Director, Planning and Strategic Management</td>
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<tr>
<td>Approval Date</td>
<td>26 October 2015</td>
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<tr>
<td>Effective Date</td>
<td>26 October 2015</td>
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<tr>
<td>Date of Last Revision</td>
<td>26 October 2015</td>
</tr>
<tr>
<td>Date of Policy Review*</td>
<td>26 October 2016</td>
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</tbody>
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*Unless otherwise indicated, this policy will still apply beyond the review date.*

<table>
<thead>
<tr>
<th>Related Policies, Procedures, Guidelines and Local Protocols</th>
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<td>ACU Project Management Procedure</td>
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<td>Project Sizing Guidelines</td>
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1. Background

The University is committed to the adoption of a standard approach to project management that reflects the Mission and Values of the University and the consistent use of project management procedures and templates to facilitate the implementation of strategic priorities. This policy is designed to specify the minimum essential elements in the management of projects to assist in articulating scope, involving stakeholders, managing risk and maximising project benefits.

2. Policy Purpose

This policy establishes a University-wide approach to the initiation, planning, implementation and closure of projects. It describes the minimum requirements for the governance and management of projects across the University.

This policy is designed to improve the way in which University projects are managed as they progress to completion and to increase the visibility of projects and our processes to the University community.

Not all projects require high and complex levels of governance, documentation and reporting and the aim of the project management model outlined by this policy is to provide a set of guidelines that can be adapted to suit the requirements of each project. Project Sponsors and Project Directors may implement other equivalent governance structures and documentation requirements at their discretion after considering the minimum requirements, particularly for academic-related projects and research projects conducted by Research Institutes for which the University has established approaches to projects.

3. Scope

a) This policy applies to projects in the University. A project is usually positioned within a program of work. Projects within a program will typically have shared objectives that are linked to the organisational unit plan.

b) The project management model outlined by this policy has been designed to accommodate project needs across the University.

c) Projects must operate in the context of policies and procedures of the University as determined from time to time including but not limited to the Risk Management Policy, the Delegations of Authority Policy, the Procurement Policy and the Leading and Managing Change Framework.

4. Definitions

**Benefits Realisation Analysis** means: the process of identifying, executing and measuring benefits. A benefit is the measureable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.

**Business Case** means: a document based on an operational or strategic need that has been identified from within a business unit. It should provide justification for undertaking a
project and outline key information such as objectives, benefits and funding of the proposed project.

End of Phase Report means: a document used to show how a project phase has performed against targets and the changes that should be made to subsequent phases to achieve the project outcomes.

Issue means: 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.

Issue Register means: a document that captures and maintains information on all formal project issues and is monitored by the Project Manager throughout the project.

Post Implementation Review means: a review that is conducted after a project is completed to ensure that the project has met its objectives and the outcomes meet the requirements of users and stakeholders. The review also considers the extent to which projected benefits have been realised and whether further recommendations are appropriate.

Program means: projects that are grouped together to achieve a common solution to a foreseen business requirement or strategic priority. Projects within a program will typically have shared objectives that are linked to the organisational unit plan.

Project means: a body of work with distinct start and end dates that progresses through defined phases and adheres to a formal project management methodology. It results in the transformation of a business function and/or delivery of one or more outcomes.

Project Governance means: the framework within which project decisions are made. The governance structure ensures a consistent and predictable delivery of projects by recommending a standard approach to achieving project objectives and monitoring project performance.

Project Initiation Document (PID) means: the core project document that brings together the key information needed to start a project on a sound basis and to convey that information to the project stakeholders.

Project Management means: the discipline of planning, organising, securing and managing resources to bring about the successful completion of specific project objectives.

Project Manager means: the role responsible for the day-to-day management of the project objectives, tasks and the project team.

Project Network Coordinator means: a function that is intended to build ACU’s project management capability by fostering a community of project management practitioners that promotes collaboration and the sharing of information among project managers.

Project Phase means: a grouping of similar activities within the project lifecycle. Phases are sequential in that one phase should be largely completed before the next phase of the project is started. The Project Management Lifecycle identifies the five major phases of the project lifecycle – Pre-initiate, Initiate, Plan, Implement and Close.
Project Sponsor means: the role that has overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. The Sponsor is considered the champion of the project and is ultimately accountable for the project outcomes. The Project Sponsor for medium and large projects should be a member of the Executive Planning Group.

Project Stakeholder means: a party with an interest in the execution and outcome of a project.

Project Steering Group means: the key governance body within the project governance structure. It provides guidance on the overall strategic direction of the project and endorses recommendations from the Project Manager.

Project Team Member means: an individual who is responsible for undertaking project tasks as directed by the Project Manager.

Project Working Group means: the group that is responsible for supporting a project by contributing skills and knowledge to the project as required and passing on project information to respective stakeholders as appropriate.

Risk means: a threat to the successful delivery of a project that has a higher likelihood of becoming an issue without appropriate mitigation strategies being put in place. Risks are often grouped into categories so that the proposed mitigation strategy addresses a multiple of potential eventualities or issues that might emerge, e.g. Financial Risk captures budget exceedance, funding risks and commercial success (i.e. revenue).

Risk Register means: a record of identified risks relating to a project, including their status, history and mitigation strategies.

5. ACU Project Management Model

The key components of the ACU Project Management Model are:

a) Project Management Policy;
b) Project Management Procedure;
d) Project Sizing Guidelines;
e) Project Management Lifecycle;
f) Project Management Network; and
g) Project Register.

The Project Management Templates, the Project Sizing Guidelines and the Project Management Lifecycle are attached as appendices to the Project Management Procedure.

The size of a project is defined as being small, medium or large. The Project Sizing Guidelines is a document that provides guidance to the Project Sponsor and Project Manager in determining the size of a project.
The *Project Management Lifecycle* outlines the major phases of a project and the core template that meets the minimum requirement for documentation in each phase. It also lists the recommended supporting documents for medium and large projects.

5.1 ACU Project Management Network

ACU recognises the value of strong collaboration and networking across the University and the benefits of fostering a community of project management practitioners. The *Project Management Network* is intended to promote collaboration and the sharing of information among project managers.

The Project Management Network will foster a broad-based approach to project management across the University. While membership will vary according to the needs and priorities of portfolios, the Project Management Network will be promoted as a University-wide source of information and not concentrated in any one portfolio.

A *Project Management Network Coordinator* will be responsible for facilitating the group and overseeing the Project Register. The function of Project Management Network Coordinator will be located within a role in the Office of Planning and Strategic Management.

5.2 ACU Project Register

An *ACU Project Register* will be established and maintained for medium and large projects to promote the *ACU Project Management Model* and to assist staff to develop project management knowledge. Project Sponsors and Project Managers are encouraged to record and update project information on the Project Register to:

a) increase the visibility of projects and processes to the University community;
b) raise awareness and understanding of the scope of project work undertaken by the University;
c) improve the way in which projects are monitored and managed as they progress; and
d) provide information about the history and status of projects to ensure appropriate scoping of future projects.

Each project registered will specify minimal metadata fields to allow for meaningful searching of key terms and contact people.

5.3 Project Management roles

The key project management roles are:

- a) Project Sponsor;
- b) Project Director;
- c) Project Steering Group;
- d) Project Manager;
- e) Project Working Group; and
- f) Project Network Coordinator.

For details of the responsibilities of each role, refer to the *Project Management Procedure*. 
6. Project phases

There are five main phases of any project and one core template to be completed in each phase:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Core Template</th>
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<tbody>
<tr>
<td>1. Pre-initiate phase</td>
<td>Business Case</td>
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<tr>
<td>2. Initiate phase</td>
<td>Project Initiation Document</td>
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<tr>
<td>3. Plan phase</td>
<td>Project Initiation Document</td>
</tr>
<tr>
<td>4. Implement phase</td>
<td>Project Initiation Document</td>
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<tr>
<td>5. Close phase</td>
<td>Post-Implementation Review Report</td>
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If a project has already been approved it can proceed directly to the Initiate phase and the preparation of the Project Initiation Document.

At a minimum, projects require the following governance structure (to be determined by the Project Sponsor and confirmed by the Project Manager):

**Small Project:**
- Project Manager
- Project Sponsor

**Medium Project:**
- Project Manager
- Project Team
- Project Sponsor

**Large Project:**
- Project Manager
- Project Team
- Project Sponsor
- Project Director
- Steering Group

For further details of the key activities that characterise each phase, including the approval processes for small, medium and large projects, refer to the *Project Management Procedure*.

7. Policy Review

This policy will be formally reviewed every 12 months.