



For the future you want

PROJECT MANAGEMENT FRAMEWORK

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Page	
01	Introduction
01	Framework Statement
02	What is a Project Management Framework?
03	Which projects must use the Project Management Framework ?
03	What is a Major Project?

Page	
04	Management Reporting
05	Project Stage Checklist
08	Roles and Responsibilities
09	Further Information

1. INTRODUCTION

Edinburgh College commits itself to a large number of complex, high value, innovative and transformational projects. Excellent management of these projects is essential to ensure the College's continued success.

This Project Management Framework (PMF) outlines good practice guidance on how the College manages major college projects in order to facilitate delivery of successful outcomes.

2. FRAMEWORK STATEMENT

The Framework is designed to:

- provide support and guidance to ensure the best quality of project management
- be simple to understand and to operate
- be flexible and adaptable to the type and scale of each major project
- ensure clear ownership within the College of individual projects
- ensure adequate control and provide an appropriate level of reporting to stakeholders
- demonstrate transparent decision making at each stage in the project lifecycle
- provide an appropriate level of consistency of approach across projects
- be aligned to the general principles of PRINCE 2

3. WHAT IS A PROJECT MANAGEMENT FRAMEWORK?

A project management framework (PMF) outlines the approach taken to oversee and guide a project through its life-cycle, the general principles of which can be applied to any size of project, but are crucial for all major college projects.

It is important to recognise every stage of a project requires planning and management

from the initial conception and development of the idea through to assessing longer-term success and impact of the project after it is completed.

This Framework therefore adopts a life-cycle approach and separates major projects into five key stages:

STAGE 1: Project Concept	STAGE 2: Justification and Business Case	STAGE 3: Planning for Project Initiation	STAGE 4: Project Delivery	STAGE 5: Project Closure and Analysis
Outline the project concept including the need for the project with the Project Sponsor. Submit project proposal to the Senior Management Team (SMT) who will determine if it is viable to proceed as a major project.	Provide justification for undertaking the project including full outline of objectives, benefits, costs, known risk, alternative options, user needs and provide a rationale for the preferred solution.	Breaking down the plan for delivering the project in order to achieve the stated project objectives and developing a time-line. This includes defining specific deliverables, inclusions and exclusions within the project.	Project manager oversees the project team and completion of tasks (deliverables) outlined in the project plan and provides regular progress updates to sponsor and PMO. Manage unplanned change to the project baseline (change request).	Analysis of project achievements against originally defined baseline. Recommendations for further change/development.
DOCUMENTS				
Paper to SMT outlining project proposal (Corporate Senior Management Team paper template or specific project proposal template).	Business Case. Supplier quotes (optional). Analytical papers (optional).	Project Initiation Document (PID). Specification documents (optional).	Progression Report. Decision log (optional).	Project Closure Report.
STAGE APPROVAL PROCESS				
SMT to approve proposal as a major project. Tactical review group (PMO) is advised and updates the Major Projects Dashboard. PMO then contacts Project Manager (PM) on next steps. PM is advised to move to next stage.	PM to develop and submit Business case to the PMO for review/ feedback. Once finalised PMO submits Business Case to Executive Team for approval. Once approved the SMT is advised and the PMO updates the Major Projects Dashboard. PM is advised to move to next stage.	PM to develop and submit the PID to the PMO for review/ feedback. Once finalised PMO submits PID to Executive Team for approval. Once approved the SMT is advised and the PMO updates the Major Projects Dashboard. PM is advised to move to next stage.	PM provides bi-monthly project progression reports to Sponsor and PMO. PMO updates the Major Projects Dashboard and Sponsor provides update to Executive Team. PM and Sponsor to agree that project has delivered on objectives and can be concluded before moving to Stage 5. PMO advised of decision and updates Major Projects Dashboard.	PM to develop and submit the Closure Report to the PMO for review/ feedback. Once finalised PMO submits Closure Report to Executive Team for approval. Once approved the SMT is updated and the PMO updates the Major Projects Dashboard. Project is closed.

4. WHICH PROJECTS MUST USE THE PMF?

The Framework is only required to be applied to major college projects. However, the Framework's basic underlying principles of identifying a business case, good planning, setting and monitoring progress against targets, review and evaluation of long-term effectiveness of outputs is best practice for any size of project.

When running a project all existing College procedures e.g. personnel, recruitment, procurement, etc. should be followed. These College regulations are not set

out in this PMF and guidance should be sought from appropriate sources within the College as and when necessary.

Where projects involve an external partnership with another institution, clear ownership and responsibilities must be agreed from the start of the project (in Stage 1 or 2) and when possible, this framework should be applied.

5. WHAT IS A MAJOR PROJECT?

A project can be defined as a "A unique series of actions designed to accomplish a unique goal within specific time and cost limitations".

Edinburgh College set up and invest in projects in order to introduce change into day to day "business as usual" activities.

A project with relatively large amounts of one or more of the following can be considered a major project:

- Resources / People
- Complexity / activities to be performed
- Funding
- Impact to the college
- Time
- Risk / higher than normal exposure to risk

The decision on what is or is not a major project is largely decided by the SMT with agreement from the Executive team who can invoke a Major Project for any change initiative within the College.

6. MANAGEMENT REPORTING

Edinburgh College adheres to the following reporting structure to ensure that good project management practice is maintained and that adequate levels of oversight are applied to all major projects.

REPORTING STRUCTURE (Terms of Reference)			
GROUP	FREQUENCY	DOCUMENTS	REMIT
Portfolio board (Executive team)	Monthly at established Executive team meeting.	<ul style="list-style-type: none"> EC Major Project Dashboard Business Case submissions Project Initiation Document (PID) submissions Closure report submissions 	Executive team to: <ul style="list-style-type: none"> Review progress of all major projects Approved key/gateway documents (e.g. business case).
Strategic review group (SMT)	Quarterly at established SMT meeting.	<ul style="list-style-type: none"> EC Major Project Dashboard Business Cases Project Initiation Document (PID) Closure reports 	Executive members give outline update on their related major projects Group discusses emerging major projects.
Tactical review group (PMO)	Monthly meeting between: <ul style="list-style-type: none"> Vice Principal Corporate Development Director of Communication Policy and Research Portfolio Manager 	<ul style="list-style-type: none"> EC Major Project Dashboard Business Case submissions Project Initiation Document (PID) submissions Project Progress Report submissions Closure report submissions 	<ul style="list-style-type: none"> Review progress of all major projects Review and update EC Major Project Dashboard Discuss new SMT approved projects that are to move to Stage 2 – Justification and Business Case
Project review (Project sponsor and manager)	Initial project proposal discussion between project sponsor and manager Monthly project progress updates between project sponsor and manager.	<ul style="list-style-type: none"> Business Cases Project Initiation Document (PID) Project Progress Reports Closure reports 	Project manager to provide sponsor with: <ul style="list-style-type: none"> Key draft documents (e.g. business case) for review/approval before submission to PMO Update of project progression (update to be included in Major projects dashboard) Highlight of any project risks/issues.

7. PROJECT STAGE CHECKLIST

The framework identifies a set of checklists for each of the five stages to ensure that all the key issues have been addressed.

Stage 1: Project Concept (Identification of a need)

- Has the need for the project been researched and justified?
- Is the project consistent with a College strategy?
- Have the various options to deliver a solution been considered and evaluated?
- Has the cost and benefit to the College been identified taking into account any longer-term recurrent costs e.g. staffing, as well as shorter-term capital costs e.g. equipment?
- Have the major opportunities and risks associated with the project been taken into account?
- Are the appropriate internal resources (including time, personnel and/or skills) available to progress the project?

STAGE 1 GATEWAY:
Once the above is confirmed the lead can seek 'in-principle' approval from the Senior Management team (SMT) to progress to Stage 2.

Stage 2: Justification and Business Case (due diligence)

- Does the project still align with the College's strategic priorities?
- Has a clear rationale for the project been set out, including consideration of other possible options and user needs?
- Have SMART objectives for the project been identified?
- Does the project have a clear end? Either a specific date or length of time e.g. 12 months
- Has the project scope been clearly outlined? Inclusions and exclusions.
- Are the investment/spending requirements clearly identified, including all on-going/yearly costs that will apply after the conclusion of the project?
- Have potential risks been identified: external risks i.e. to students, risks to BAU, risks to project execution, etc.
- Have project tolerances been agreed with the Sponsor? i.e. boundaries in which the project manager can make decisions/changes without having to ask for the sponsor's approval.

STAGE 2 GATEWAY:
Once the above has been outlined in the business case it is submitted to the Tactical Review Group (PMO) for initial feedback before being presented to the Portfolio Board (Executive team) for consideration and approval. Once approved by the Portfolio Board the project manager can proceed to Stage 3.

**Stage 3:
Planning For Project Initiation (timeline
and deliverables definition)**

- Have key project deliverables been defined and do these deliverables align with the project objectives?
- Has scope been confirmed and potentially enhanced since the business case?
- Has a timeline clearly outlining the key project milestones been provided and a clear end date indicated?
- Has the project team and their roles within the project been defined?
- Have crucial work specifications for the project team been included?
- Have approved costs been outlined?
 - Important if these differ from the requested budget in the business case.

STAGE 3 GATEWAY:

Once the above has been outlined in the PID it is submitted to the Tactical Review Group (PMO) for initial feedback before being presented to the Portfolio Board (Executive team) for consideration and approval.

Once approved by the Portfolio Board the project manager can proceed to Stage 4.

**Stage 4:
Project Delivery (Implementation)**

- Is the project still on track to the Project Plan (timeline)?
- Are all the objectives and deliverables on track?
- Have all project issues been communicated to the project sponsor and steps been taken to mitigate / resolve them?
- Are all people involved in the project delivering what's required?
- Are all identified risks being monitored and actions taken to mitigate the impact/probability of the risk occurring?
- Have any significant changes to the projects original baseline (e.g. project plan, objectives, benefits, etc.) been communicated to the Sponsor for approval?

STAGE 4 GATEWAY:

The project manager provides monthly Project Progress Reports to the Project Sponsor and the Tactical Review Group (PMO).

At the end of the project - The project manager and sponsor agree that all deliverables have been achieved and/or the project should be concluded and the project manager can proceed to Stage 5.

**Stage 5:
Project Closure & Analysis (Review)**

- Did the project deliver the initial expected benefits to the college? If not, why?
- Are there any unforeseen running costs and how will they be accommodated?
- How will the delivered products from the project be monitored in the longer-term to ensure that users are deriving maximum benefit?
- Will there be a successor project and if so, what is the time-scale for its planning/subsequent project management?
- What lessons have been learnt from this project?

STAGE 5 GATEWAY:

Once the above has been outlined in the Closure Report it is submitted to the Tactical Review Group (PMO) for initial feedback before being presented to the Portfolio Board (Executive Team) for consideration and approval.

8. ROLES AND RESPONSIBILITIES

The following outlines key project roles and their responsibilities

TITLE	ROLES DESCRIPTION
Project Manager	<p>The project manager is accountable for controlling the project and taking any action needed, within tolerances and scope, to make sure the project delivers the expected outcomes.</p> <p>The Project Manager ensures that the project is delivered on time, to budget and to the required quality standard (within agreed specification). The Project Manager ensures the project is effectively resourced and manages relationships with a wide range of groups (including all project contributors).</p>
RESPONSIBILITIES	
<ul style="list-style-type: none"> ▪ Managing and leading the project team ▪ Monitoring project progress and performance ▪ Reporting on project progress to Sponsor and PMO ▪ Engaging partners and connect groups on project requirements and progress ▪ Developing and maintaining a project plan ▪ Managing project deliverables in line with the project plan ▪ Managing project issues and escalating when necessary ▪ Managing project scope and critical success factors ▪ Raising change requests when scope or critical success factors are or will be affected ▪ Managing approved project budget ▪ Working closely with users and suppliers to ensure the project meets business needs and predetermined project objectives ▪ Develop and complete all key project documentation outlined in this Framework 	

TITLE	ROLES DESCRIPTION
Project Sponsor (Executive Member)	<p>The owner of the overall business change, accountable for successful outcomes and is recognised throughout the organisation as the key leadership figure in driving change forward.</p>
RESPONSIBILITIES	
<ul style="list-style-type: none"> ▪ Secure the necessary investment for the business change ▪ Ensure strategic fit of project objectives and benefits ▪ Ensure that the aims of the planned change continue to be aligned with the direction of the business ▪ Monitor high-level delivery of objectives and benefits, providing appropriate recommendations and instructions where necessary to ensure their successful delivery ▪ Deal with issues as they arise requiring advice, decision-making and communication with senior stakeholders ▪ Monitor and control the progress of the business change at a strategic level and oversee the transition from change delivery to business as usual, ensuring that any new capabilities are fully exploited ▪ Ensure agreement and commitment amongst stakeholders as to what the objectives and benefits are and their delivery ▪ Ensure the projects are subject to review at appropriate stages with project managers ▪ Formally close projects, ensuring: <ul style="list-style-type: none"> - that lessons learned have been documented as part of the project closure report - that the project objectives have been met - that benefits analysis has been completed and further recommendations, actions or monitoring is noted and followed up on 	

TITLE	ROLES DESCRIPTION
Project Management Office (PMO)	<p>Responsible for maintaining the standards of project management via the successful delivery of the Project Management Framework, and thus ensuring that there is a structured approach to govern projects within the organisation.</p>
RESPONSIBILITIES	
<ul style="list-style-type: none"> ▪ Provide a structured governing project management body ▪ Promote project management standards and methodology ▪ Oversee control of portfolio of change projects ▪ Function as a communication conduit between: Project Manager, Strategic Review Group (SMT) and Portfolio Board (Executive team) ▪ Ensure that good practice project management and communication occurs ▪ Ensure project portfolio reporting standards are being maintained ▪ Review all required documentation outlined in this framework 	

TITLE	ROLES DESCRIPTION
Portfolio Manager	<p>Responsible for ensuring standards, procedures and practices are being followed to ensure projects are successful.</p>
RESPONSIBILITIES	
<ul style="list-style-type: none"> ▪ Mentor and train an experienced and competent staff of project managers ▪ Maintain a central repository of project information including the Major Project Dashboard ▪ Develop and maintain library of report templates used to facilitate good project management practices and reporting structure ▪ Conduct initial in-depth review of all project management reports and provide guidance/feedback to project managers ▪ Maintain communications with project managers regarding the project management lifecycle and progression between the identified stages ▪ Communicate feedback from Tactical Review Group (PMO) and Portfolio Board (Executive Team) directly to project managers and provide guidance 	



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