Corporate Project Management Framework Highlights and Work Plan

The Corporate Project Management Framework (the Framework) is comprised of an Administrative Policy, The City of Calgary Project Management Practices Guide and specific Standards for the practice of Project Management at The City.

The highlights listed below are aligned with Framework key results and objectives including:

- Address The City Auditor's recommendations relating to project management;
- Align with Corporate policies and practices as they relate to project management; and
- Utilize an approach focused on engagement, collaboration and communication.

Framework Overview by Phase
Phase 1 – 2013 February – Laying the Foundation – establishing a solid foundation for proactive project management at The City.   - Project Management Policy (Project Management Policy for Capital Projects) – policy approved   - Project Management Practices Guide – guide updated and aligned with framework   - Standards and Guidance: - Business Case – support for project prioritization and selection;   - Estimating & Contingency – develop estimating and contingency methodologies;   - Project Charter – develop a standard project charter that outlines the essence of a project;   - Project Plan –provides an approach and framework to deliver a project;   - Progress Report – communication of project information including management of budget, performance and schedule;   - Records and Information Management – support accountability and transparency; and   - Project Management Quality Assurance – standardized and consistent process for performing PMQA assessments.
Phase 2 – 2014 April – Building Upon Foundation – enhancing sponsorship, risk and change management.   - Stage Gating Analysis and Report – research report and recommendation   - Project Dashboard – pilot project   - Contract Strategies – contracting strategy in Project Plan and guidance   - Project Management Information System (ProMIS) – architecture proposal for information system   - Procurement Guidance Document and Contract Management RACI – guidance   - Project Management Quality Assurance – processes and tools   - Standards and Guidance: - Project Governance and Team Roles and Responsibilities – development of governance structures and defined roles;   - Project Change Control – develop a consistent methodology for project change control; and   - Risk Management – develop a clear and consistent risk management approach.
Phase 3 – 2015 February – Refining Standards – updating standards and transitioning to CPMC operations.   - Environmental Health and Safety – guidance and updates to existing standards   - Value Management – best practices research and updates to existing standards   - Project Management Quality Assurance – project assessment and formal report to CMO   - Sustainment Project – planning transition of Framework maintenance to CPMC operations   - Dashboard Reporting Pilot – online reporting for select capital projects and expansion to include projects from Executive Information Report

• Stage Gating Project – research related to project selection (upstream discovery) and pilot project	
2014 Framework Highlights	
January 17	Strategic Planning Session – Project scoping, prioritization and selection
January 17	Sub-committee established – Review application of standards and Project Management Quality Assurance (PMQA) implementation
January 17	Town Hall with Owen Tobert as keynote speaker
March 18	Report to ALT – Program progress report presentation
March 18	Corporate Project Management Framework Orientation (CPMF 101) – Pilot presentation to Corporate Properties and Buildings staff
April 1	Phase 2 Go-Live – Standards released in 2013 become effective (See Framework Overview by Phase above for list)
April 4	Report to Priorities and Finance Committee – Program progress report presentation
May 27	Networking Event – Recognition event for Phase 2 contributors
June 10	Sustainment Planning Session – Steering Committee planning for transitioning program to Corporate Project Management Center (CPMC)
July 24	Executive Sponsorship – Jeff Fielding formally announced as Executive Sponsor
September 16	PMQA Standard Revision – Revised PMQA Standard and Corporate Project Assessment tool released to Corporation for October 6 effective date
September 16	Networking Event –presentation on Organizational Change Management
September 17	Report to City Manager – Program progress reported to City Manager's Office
September 26	Planning Session – Terms of Reference reviewed by Steering Committee to identify opportunities for improvement
September 30	CPMF 101 Course – orientation session presented to Roads
October 2	Environmental Health and Safety (EHS) Report – Steering Committee received final EHS report and recommendations for updates to standards
October 2	CPMF 101 Course – orientation session presented to IIS
October 10	Project Management Office transition to CPMC – Support services of KPMG concluded and transitioned in-house
October 16	Value Management Project– Project team reported preliminary findings and recommendations for updates to standards
October 23	Networking Event – engage! team presentation on engagement policy
November 7	Networking Event – City Manager, Jeff Fielding, addressed Project Management community
November 20	PMQA Report to City Manager – First formal Project Assessment results reported to City Manager's Office
November 24	Phase 4 Standards Released – standards and guidance documents for Phase 4 released to the Corporation for 2015 February effective date
November 24	Project Management Institute Recognition – CPMF Program received award for "Project Management Excellence by an Organization"

2015 Work Plan	
January	Scoping potential projects for 2015
	Communications to support Phase 3 Go-Live
	Engagement with implementation teams for Phase 3 Go-Live
	CMPF 101 orientation delivered to Corporate Properties and Buildings
	Charter creation for Project Classification Tool Project
	Charter creation for "Project Management for Capital Projects Policy" review
	Project Management Information System (ProMIS) – scoping and chartering for information system
February	Framework Phase 3 Go-Live – Standards released in 2014 become effective (See Framework Overview by Phase above for list)
	CITYonline™ release of Framework standards and guidance documents
	Complete scoping potential projects for 2015
	Report to Executive Sponsor
	Networking Event – Change Management and Project Management
March	Report to ALT – Program report presentation to Administrative Leadership Team
	Report to PFC – Program report presentation to Priorities and Finance Committee
	Project scope review, prioritization and selection by Steering Committee
	Charter creation and approval for selected projects
April	Project workshops begin for selected projects
June	Networking Event – Cost Estimation and Contingency
September	Networking Event – Results Based Accountability and Project Management
November	Networking Event – International Project Management Day Celebration
	PMQA results reported to City Manager's Office
	Revised standards and guidance released to the Corporation

On going	Program Management Office Activities
Administrative support, Communications and Project Coordination	Steering Committee
	Project Team
	Corporate Project Management Center
	Project Management networking events.
	Incremental Go-Live and Release communications
	Quality Assurance team communications.
	CPMF Orientation delivery to Business Units across the Corporation
	Project coordination