Corporate Project Management Framework Highlights

The highlights listed below are aligned with Program key results/objectives that include:

- Fully address the City Auditor's recommendations relating to project management;
- Align to Corporate policies and practices as they relate to project management; and
- Utilize an approach focused on engagement, collaboration, participation and communication to incorporate existing knowledge and experience of project managers at The City and to facilitate acceptance across The Corporation

New Practices and Standards through a City-wide Collaborative and Participative Effort

The Corporate Project Management Framework has delivered new mandatory project management practices and standards to enable consistency and transparency across The City. Over 150 people from across more than 15 business units have had hands on involvement in the Corporate Project Management Framework effort. This collaborative effort is ensuring that The City fully addresses recommendations made in recent City Auditor's reports.

A degree of flexibility ensures that the Corporate Project Management Framework can be applied appropriately to avoid "red tape" and to adapt to the different types of projects undertaken in business units to serve the needs of citizens.

Corporate policies have been embedded in the Corporate Project Management Framework and they are fundamental to project success. This includes the engage! and procurement policies.

Project Management Quality Assurance Program

To support project managers and ensure projects get off to a good start, a new Project Management Quality Assurance Program was established in 2013. This program provides an opportunity to ensure that if adjustments are needed they can be identified and implemented early. This will form a key part of a continuous improvement approach for project management that is part of the Corporate Project Management Framework. As of early 2014, the processes and tools for implementing Project Management Quality Assurance Program are being finalized. The processes include data collection, consolidation and reporting.

Corporate Reporting

Work was started on a Project Dashboard with the intent of creating a tool with which to provide timely and clear project information that could be used by senior management and Council. In 2013, a pilot project was established to explore ways to provide this information as well as some of the considerations that would need to be addressed to ensure it contained information that is timely and of good quality. As of early 2014, access to the prototype dashboard was provided to Administrative Leadership Team. Any feedback as a result of this roll out will provide direction for future initiatives related to a dashboard.

Communication and Engagement

Getting the message out in a clear and consistent manner to project managers is critical. Town Halls featuring Executive Sponsor Owen Tobert and "World Café" sessions were held to share information and solicit feedback. The World Café sessions included participation by department General Managers, Directors and Steering Committee members who demonstrated leadership

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through their support of the Corporate Project Management Framework. These sessions were attended by project managers and support staff to raise awareness and provide clear direction across the organization.

The organization has reacted positively to the efforts put into the Corporate Project Management Framework. Feedback that has been received has included comments such as; 'we need this', 'having standards across a large organization with so many different projects is huge', 'we are always looking at ways to improve and this is a great example of how we can help make Calgary even better'.

Transportation Infrastructure

In relation to the audit, Transportation Infrastructure did quickly enhance the expectations, processes and procedures for project chartering, project planning, risk management and progress reporting, as well as evolution of a web based information tool for project managers known as "TIkipedia".

Highlights by Wave (Phase)

Wave 1 – 2013 February – Foundation – laying a solid foundation of for proactive project management at The City of Calgary
- Project Management Policy – policy established
- Project Management Practices Guide – guide update and aligned with framework
- Standards
    - Business Case – standard and guidance to support project selection
    - Estimating & Contingency – standard and guidance
    - Project Charter – standard and guidance
    - Project Plan – standard and guidance
    - Progress Report - standard and guidance
    - Records and Information Management – standard and guidance
    - Project Management Quality Assurance – standard and guidance

Wave 2 – 2014 April – Building Upon Foundation – enhancing project sponsorship, risk management and change control
- Stage Gating Analysis and Report – research report and recommendation
- Project Dashboard – pilot project
- Contract Strategies – inclusion of contract 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
    - Project Governance and Team Roles and Responsibilities – standard and guidance
    - Project Change Control – standard and guidance
    - Risk Management – standard and guidance