
Tasmanian Government Project Management Guidelines

Version 6.0 - March 2005

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These Guidelines and further resources are available on this website.

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Preface

Projects - we all get caught up with them in some form or another, as a Project Team member, Project Manager, Project Sponsor or as a Steering Committee member, but why do we conduct some of our business within projects and put so much emphasis on good project management?

A project involves a group of inter-related activities that are planned and then executed in a certain sequence to create a unique product or service, within a specific timeframe, in order to achieve outcomes/benefits. Nationally and internationally, changes in technology, information infrastructure and work processes are being managed through projects. Project management is a formalised and structured method of managing change in a rigorous manner. It focuses on producing specifically defined deliverables by a certain time, to a defined quality and with a given level of resources, so that planned outcomes/benefits are achieved.

In Tasmania, there is a whole-of-government commitment to the application of better practice with regard to project management. The establishment of the Inter Agency Steering Committee (IASC), and the widespread use of the *Tasmanian Government Project Management Guidelines*, evidence this commitment.

These Guidelines build on the knowledge gained by experienced Project Managers in the Tasmanian State Government who have contributed to the Guidelines ongoing development. They include contributions from the Project Management Information and Resources Project (PMIRP) Team, Project Services team and staff of the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet (DPAC), IASC and the Project Management Advisory Committee (PMAC).

The Guidelines include advice and contributions from John Smyrk, Sigma Management Science Pty Ltd, who is the Consultant for the Tasmanian Government Project Management Framework (TGPMF).

These are guidelines and are not an attempt to provide the definitive answer to project management, as there is none, but a chance to enable organisational learning through drawing on the experiences of others. As such, they form the basis of the Tasmanian Government Project Management Framework (TGPMF). The TGPMF is meant to be adapted to suit the needs of individual agencies and individual Project Managers.

The Guidelines identify the Key Elements that should be applied in all projects, no matter what the size and complexity. This application still requires a level of judgement, and provides an appropriate starting point for thinking of relevant issues and initiating important project management tasks. The identified Key Elements reflect areas covered by 'A Guide to the Project Management Body of Knowledge' (PMBOK), but also include elements arising from ongoing collaboration with practising Project Managers within the Tasmanian State Government.

The Guidelines are designed to be a working reference and not intended to be read as a complete text. Their focus is on the management of individual projects; the same principles apply, however, for management of programs of projects and Portfolio Project Management. The Guidelines are a living document, and are reviewed on an ongoing basis, incorporating responses to issues and concerns raised by those project participants working within Tasmanian Government projects.

Background

The *Tasmanian Government Project Management Guidelines* (previously known as the *Guidelines for Project Management*) Versions 1.0 - 3.1 were published and edited by the former Information Strategy Unit (ISU) and produced in co-operation with the former Corporate Information Projects Unit (CIPU) within the Department of Premier and Cabinet, Tasmania. Pre-1996, Rob Thomsett was the Project Management Consultant. Since 1996, John Smyrk, Sigma Management Science Pty Ltd, has been the Project Management Consultant.

From May 1999, the Policy Development and Management Unit, eServices Group undertook a project to improve the quality and accessibility of information and resources relating to project management tools, techniques, processes and training needs for project participants - the *Project Management Information and Resources Project* (PMIRP). This project was formally closed in May 2001. The development and release of Version 4.0 of the *Tasmanian Government Project Management Guidelines* was one of the outputs from this project.

Development history

Project Services, Inter Agency Policy and Projects Unit, DPAC, Tasmania has developed the current version (Version 6.0) of the *Tasmanian Government Project Management Guidelines*.

Version	Date	Reason	Sections
1.0	September 1996	Initial Release Draft document discussed at workshop of Project Managers from the Tasmanian State Service.	All
2.0	November 1996	Updated to reflect recommendations from Project Management Workshop 5 September 1996.	All
2.0B	June 1997	Restructure of the document by separating into three (3) parts: Part 1 - Overview & Methodology Part 2 - Risk Management Part 3 - Project Management Documentation	All
3.0	November 1997	Restructured into a single document and information reordered based on feedback from Project Management Workshop 16 July 1997. Inclusion of Year 2000 section, updates to Risk and Change Management sections and Business Case guidelines incorporated.	Preamble Sections 1.3, 1.3.1, 1.3.2, 2, 3.1, 3.2, 4, 4.1, and 4.2
3.1	July 1998	Minor restructure to incorporate new sections on scoping a project, conducting a project feasibility study, assessing project success, closing a project and managing contractors/consultants and probity issues. Revision of section on Project Risk Management.	Sections 1, 2, 5, 7, 9 and 9.1

4.0	November 2000	Major restructure to include the identification of the Key Elements and the structuring of sections to reflect each of these Key Elements. This version was the result of extensive consultations during the implementation of the <i>Project Management Information and Resources Project (PMIRP)</i> .	All
5.0	February 2002	All sections supporting the Key Elements were completed. Extensive revision to the Risk Management Section.	Sections 2, 4, 6, 7, 10 Appendix 1
6.0	March 2005	All sections revised in the light of ongoing consultation with practising Project Managers, including the capturing of learnings from several large whole-of-government and cross-Agency projects. This version reflects a growth in project management maturity within the Tasmanian Government.	Preface All Sections Appendix 1 Appendix 5

Version 6.0 is the direct result of ongoing research into better practice and consultation with Tasmanian Government Agencies via the Project Management Advisory Committee, Project Management Forums, the formal Advisory and Review Service, John Smyrk, Sigma Management Science Pty Ltd, and other feedback from Project Managers and participants.

This version also reflects key learnings from major projects including whole-of-Agency, whole-of-government and cross-Agency projects involving significant business changes. The management of large programs of projects and a move towards adopting Project Portfolio Management practices within several Agencies are included in these key learnings.

(Refer to *Section 3.6: Project Portfolio Management (PPM)*)

Amendments in this release

Section Title	Section Number	Amendment Summary
Preface		Updated
Project Management - The Basics	1	Added a paragraph on Why Project Management? Included references to new fact sheets and templates. Established project sizing as a separate sub-heading.
Planning and Scoping	2	Project Classification section removed. Customer map included.
Governance	3	Description of project roles including, amended definition of Business Owner, adding in Project Customer, Project Observer and Business Customer roles. Slightly amended generic governance model for large and/or complex projects. Added a generic governance model for small projects. Project Portfolio Management governance issues included.
Organisational Change Management	4	The relationship between Organisational Change Management and planning for Outcome/Benefits Realisation detailed more extensively as two separate, but closely aligned, activities - the first at organisational level and the second at project level. Clearer designation of roles and responsibilities.
Stakeholder Management	5	Additional information on Stakeholder Analysis and a new analysis diagram. More information on Communication Strategy planning.
Risk Management	6	Revised to include the distinction between the management processes for risks to the project and risks to the Agency/organisation. Clearer designation of responsibilities for management of risks. Risk Evaluation described as a separate activity. Amendments to Table 9 - to add who is responsible for Mitigation Strategies.
Issues Management	7	Updated to include consideration of Issues Management within large programs of projects.
Resource Management	8	Developed to include financial resource management, human resource management, physical resource management and information resource management.
Quality Management	9	Developed to include a description of a Quality Strategy and the components of a Quality Management Plan.
Status Reporting	10	Minor editorial changes.

Evaluation	11	Modified to include performance reviews, project management methodology reviews and output development methodology reviews.
Project Closure	12	Modified specifically to address processes and issues associated with formally closing a project.
Documentation	13	Revised due to the development of new templates and removed Section 13.4 Feasibility Study/Report.
Project Management Glossary	Appendix 1	New Project Management Glossary Version 4.0.
Steering Not Rowing: A Charter for Steering Committees and Their Members	Appendix 2	Minor editorial changes.
A Charter for Project Management Quality Advisory Consultants	Appendix 3	Minor editorial changes, including a reference to the Tasmanian Government Project Management Framework.
A Charter for Project Management Quality Review Consultants	Appendix 4	Minor editorial changes, including a reference to the Tasmanian Government Project Management Framework.
Where To Get Additional Help	Appendix 5	Modified list of references and further reading.

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Introduction

What is the purpose of this document?

This document provides an overview of the essential components of a project management methodology, ie the 'what', 'when' and 'why'. Examples of 'how' can be found in supporting documentation, such as the *Project Management Templates*, *Knowledge Base*, *Fact Sheets* and *Frequently Asked Questions*, which are available from this website or from PMInfo@dpac.tas.gov.au.

As a framework, the document provides a structured approach to managing projects within the Tasmanian State Service. It does not cover other essential elements for the management of projects, such as developing the skills the Project Manager needs to be able to manage projects effectively. These skills include common sense, well developed interpersonal skills, a sense of humour, team leadership skills, writing skills, time management skills and so on, which are generic management skills, and not specifically related to project management.

How should these Guidelines be used?

Most of the principles that apply to significant projects also apply to smaller projects. However, the extent to which these principles are applied will vary depending on the complexity of the project.

These principles can also be applied to the management of programs of projects or Portfolio Project Management activities.

Agencies may adopt a scaled down version of these Guidelines to support the management of smaller projects. Criteria defining the size of the project should also be developed. An example of possible criteria for sizing a project can be found in the *Project Sizing Resource Kit*.

These Guidelines have been developed with the assistance of practising experienced and novice Tasmanian State Service Project Managers, and are designed to reflect the requirements of most Agencies. However, they will need to be adapted to the precise organisational situation.

The general rule of project management is to look ahead and try to plan before acting until the law of diminishing returns sets in. How much planning is possible in advance is very much dependent on the nature of the project or the characteristics of the change being undertaken.