

Project Management Guiding Principles

“RESULTS/OUTCOME-DRIVEN CULTURE”

*From Conformance to Performance-manage, monitor and measure
Model-based, Iterative/Agile development, Integrated deployment*

KBAINEY PROFESSIONAL IT SERVICES

Project Management (PM) Guiding Principles (Version #2)

A project is a **temporary** endeavour to create a **unique** product or service. Temporary means that every project has a definite beginning and a definite ending that spans the entire project delivery life cycle or a major component. Unique means that the product or service is different in some distinguishing way from all other products or service.

A project produces predetermined deliverables during the project delivery life cycle, within a dynamically changing time frame and budget. It requires resource planning and management effort, which warrants a results management framework and a set of management processes and tools.

It is therefore necessary that both the business, ITB (Information Technology Branch) service Providers and 3rd party consultants follow certain guiding principles. Nine guiding principles have been defined. These are supported by key elements, which clarify the guiding principles.

Principle 1 – Sponsors (business & ITB) must be committed to the project.

An equitable commitment between the sponsors (business and IT) must exist before there is a viable project.

Key Element:

- Projects must be aligned with business objectives, documented in Business Case
- The project must be managed to satisfy business needs, using ITB-PM Framework
- Objectives and scope must be clearly documented-business feedback/approvals.
- The sponsors (business and ITB) are responsible for approving and obtaining project funding, using the project expenditure approval, during the project delivery life cycle
- Executive Committee are responsible for approving projects funding and major changes, using the ITB Operating Plan, during each fiscal year
- [Active participation of the sponsors on projects are necessary to ensure business value is delivered](#)

Principle 2 - Measures of success must be pre determined

Success means different things to different people. Even at the most basic level, the business will be interested in benefiting from the project deliverables whilst the project team members will be seeking success from the optimized processes. Success criteria can also change over time, and the fact that the original objectives were not achieved does not necessarily define project 'failure'.

Key Element:

- The business should determine both the business benefits to be realized and the criteria that will make the project successful, before the project commences.
- [The Business must identify key value drivers at the inception of projects. These drivers will make it simpler to measure the extent of the success after the project is implemented.](#)
- [Measurement for the business drivers must be recorded at the beginning project and measured during benefits realization activities.](#)
- The business must be accountable for project success and ITB will act as an enabler through the optimized utilization of people, process and technology resources.
- ITB must ensure that business benefits and criteria can be realized. Project documents that give precedence to appearance (Victorian-style novels) over substance (model-centric) create excessive complexities. Simplicity wins over complexity – we can always do more in the future. 80% of perfection is good enough to get going.

Principle 3 – Project must be tracked and measured using pro-actively performance management approach to manage for continuous improvements

Performing project's performance measures by counting the hours consumed and money spent (*cost* and schedule performance) is called "level of effort," and the only thing it measures is the non-recoverable sunk cost of the project. Value must be attached and measured to the deliverables.

Key Element:

- The Value of the deliverables must be defined, and the cost of delivering this value must be tracked and measured in terms of % deliverables completed, to be used as a basis in determining forecast to complete (FTC).
- Deliverables must be done by being more efficient, less rework-faster deliverables for the same cost, not by spending more money.
- Detailed estimating in the initiation phase may not add value to the business. Don't waste much time here. Detailed estimating is non-value added. Use estimating models, based on industry benchmarks, for planned deliverables during the project delivery life cycle. Be cautious of vendors or consultants promises. Manage, monitor and measure the value of deliverables produced, using the baseline project plan.

Principle 4 - Planning - plan, then do, iterate, then do.

Activity does not necessarily equate with progress. Taking time off, to think through a plan of action is often not considered active management. Ineffective planning in the initiation and definition phases, unrealistic project goals and timeframes or failure to estimate the degree of complexities in integrating all three, will eventually lead to either reduced ability to achieve the project objectives or analysis paralysis syndrome.

Key Element:

- All projects must produce a master project plan for performance to be tracked and measured against.
- Project risks must be identified, classified and managed.
- [Project Managers shall use approved baseline planning data, industry benchmarks, and simple estimation techniques to provide estimates, within acceptable level of accuracy.](#)
- Procurement must be planned, using Contracting Services Group (CSG).
- All projects must have a Work Breakdown Structure (WBS) and responsibility assignment, using ITB-PM deliverables-based framework
- [All projects must have a SharePoint project site under Project Portfolio Management of ITB Intranet web Site to encourage innovative collaboration for communicating continuous improvement and progress reporting.](#)
- Total project costs should be known and communicated in the PMO Dashboard throughout the project delivery life cycle.

Principle 5 - There must be a single point of responsibility for the business representative, ITB and the project manager (ITB or other)

A single channel of communication must exist between the business, ITB, and the project manager for all decisions affecting project scope.

Key Element:

- There must be one business representative, a specified ITB Project Manager, and/or a project manager (ITB or other)
- The project manager must be given sufficient authority to control the project.
- ITB Project Manager will be responsible for supporting the business in deploying ITB-PM processes, policies and guiding principles, and in producing project deliverables, during the initiation and definition phases

- [ITB Project Managers will provide an objective assessment on the progress of the projects to the business.](#)

Principle 6 - Control procedures must be established before project execution commences and maintained during project execution.

Policies and procedures must be in place for the conduct and control of the project commitment.

Key Element:

- Project progress must be reported regularly to the project sponsor, based on the approved master project plan. Project measures must monitor and report progress on these key work items or deliverables.
- Corrective action must be taken early if projects deviate from the project plan. ITB is responsible for taking appropriate corrective action when the project diverges from the project plan, to ensure cost/value rationalization.
- Changes to the project must be controlled. Changes to the project plan should only be made with the approval of the project sponsor and be traceable from the last approved plan. When the project sponsor approves the project plan, that plan becomes the baseline plan. All monitoring, review and reporting of project progress and performance should be with respect to the baseline plan.
- Project issues must be identified and managed. ITB projects committee should regularly and systematically collect escalated project issues (both within and outside the project), to ensure that someone has accountability to progress each one-change request, and review progress regularly.
- Project documents must be recorded and managed. ITB Project Managers should ensure that Plans, designs, decisions, issues, measures and reports should be adequately and systematically documented at an appropriate level for the project, with documents being approved where appropriate.
- Contractors must be effectively managed. Any contract with another party who is contributing to the project should explicitly state how the contracting company undertakes to monitor its work and make progress visible to the satisfaction of the department's business and ITB staff. The contract should also state how the contracting company will control its work and the risks associated with it.
- [Contractors must comply by ITB Project Management \(PM\) Guidelines. Any deviations must obtain prior approval from ITB, before execution on projects.](#)
- Projects should be open to independent review. ITB should arrange for independent reviews to be conducted as soon as the project is in full operation, at other times specified by the project sponsor and after completion. Each review should include a check that the project management principles are being followed.

Principle 7 - Trade-off - Scope, time, cost and quality must be mutually consistent and attainable, within the context of controlled risk.

These variables are measures of internal project efficiency. If they are not mutually consistent or attainable, then it is unlikely the success criteria will be achieved. Quality of deliverables must be such that it achieves the project's expected business requirements, using acceptable criteria. This may range from 'utility' to 'world class', and must be clearly stated. ITB should have processes in place to control the risks to the vendors to minimize the risk of vendor overspending.

Key Element:

- Quality of project outputs must be fit for purpose and managed effectively

- All aspects of project activity should be integrated and co-ordinated. ITB should ensure that all aspects of the project are properly integrated and co-ordinated.
- **The Business and ITB should collaborate in determining the relative importance of Scope, Cost, Schedule and Quality for any project.**

Principle 8 – “Management” must provide an informed, supportive and rational organizational change environment for effective project management.

The project team’s ability to produce effective results is highly dependent upon the cultural environment of the organization. This ‘cultural environment’ encompasses both internal and external relationships and values.

Internally, the style of the ITB project management and consultant project manager must be suited to the type of project. Externally, the management of the organization in which the project takes place must be supportive and free of obstacles consciously or unconsciously placed in the path of success.

Key Element:

- Projects must be adequately resourced. Resources must be clearly allocated to a project in accordance with the approved project plan, if the project is to proceed as planned. The project manager should establish written resourcing agreements with each line manager on whom the project is dependent for resources.
- ITB must ensure that that good project team and stakeholder relationships are established.
- Projects must communicate appropriately and early with all stakeholders. ITB should ensure that a communication plan is developed and implemented. The communication plan must consider all relevant stakeholders, appropriate methods of communication, key messages and measurement.
- The project manager must select or have staff trained to provide the skills needed by the project. ITBs role is to manage the outcomes not manage the people.
- ITB must ensure that the solution proposed provide **phased delivery** through **progressive builds** of the solution, rather than extensive analysis and study projects-model-based, iterative/agile developments and integrated deployments.
- ITB must ensure that the IT service providers provide the **fastest delivery** of projects as possible, using prototyping, agile and iterative development processes.

Principle 9: Project Closure must provide constructive feedback for continuous improvements to project management practices and project delivery.

Project Closure must be conducted by ITB to provide constructive feedback for continuous improvements to project management practices and project delivery to better realize business value.

Key Element:

- ITB will complete a project closure report at the end of the project to reflect the lessons learnt and the risks that triggered the critical issues
- ITB will evaluate the lessons learnt and improve its guidelines and operations.
- ITB will record the risks that were triggered and ensure that the risk is pro-actively mitigated on other projects
- ITB will ensure that the proper documentation is in place, and the supporting architectures are updated.