Attachment B

DISTRICT OF Mission ON THE FRASER		**POLICY AND PROCEDURE MANUAL**	
Category: Financial Administration	**Number:** PC-FIN.48	**PROJECT MANAGEMENT PROCEDURE**	
Type:	**Authority:**	**Approved By:**	
☐ Policy ☒ Procedure	☐ Council ☒ Administrative	☐ Council ☒ Chief Administrative Officer ☐ Department Head	
Office of Primary Responsibility: Engineering & Public Works			
Date Adopted: May 21, 2013	**Council Resolution No:** RC13/350 (COW13/022)	**Date to be Reviewed:** May 2014	
Manner Issued: Email, Intranet			

BACKGROUND:

This Project Management Procedure (hereinafter referred to as Procedure) has been developed to implement the District's Project Management Policy and provide direction to District of Mission staff to ensure that they can successfully complete municipal projects. The Procedure outlines criteria that are based on sound project management principles and are designed to minimize risk (in terms of controlling scope, schedule, and budget) and maximize the likelihood of completing successful projects, including achieving quality deliverables or outcomes.

PURPOSE:

A successful project is one that is completed within budget, on time and meets the expectations as set out in the original project scope. Successful delivery of projects is more at risk if established project management procedures are not followed. It is important to be aware that projects can fail for a variety of reasons, including inadequate project planning, ineffective project management, poor communication among the project team, and unrealistic constraints applied by external agencies.

This procedure recognizes that the scope and complexity of municipal projects can vary considerably and that the elements of project management can and do vary with the degree of complexity and risk. However, the principles of sound project management do not vary and need to be applied to all projects.

As a general note, project managers are required to use the procedures outlined in this document. He/she may delegate certain components of the Procedure to other staff; however, responsibility for the project's success remains with the project manager. Further detailed resource information on project management principles and practices are available in the guidebook published by the Project Management Institute (PMI)[1].

[1] For more information see "A Guide to the Project Management Body of Knowledge" published by Project Management Institute (PMI)

DEFINITIONS:

"Contract Administrator" means the person who prepares tender documents, and monitors/controls contracts.

"Council" refers to the duly-elected officials of the District, those being the Mayor and Councillors.

"Department Head(s)" means those District employees who are charged with overseeing a particular operational or departmental area and/or their designates.

"District" means the District of Mission.

"Preliminary Project Scope" means a statement that identifies the high level project objectives. The objectives must be clear, actionable and measurable.

"Project" means a temporary endeavour undertaken to meet certain outcomes or goals, including the delivery of a particular product and/or service.

"Project Management" means planning, organizing and directing resources, both human and financial, to accomplish a specific project. Project management typically involves five stages: initiation, planning, executing, controlling, and closing.

"Project Manager" means the person who oversees a project by applying project management principles and policies, oversees the project team and who, ultimately, has responsibility and accountability for the success of a project.

"Project Plan" means a formal written outline that details how and when a project's objectives will be achieved by specifying such things as deliverables, tasks, milestones, activities and resources.

"Project Scope" means the work that must be done to deliver a product/service with the specified features and functions.

"Project Sponsor" means the person to whom the project manager reports and works with to ensure that a project remains on track for successful completion.

"Project Team" means the group that is performing planning, design, inspection, project oversight, etc.

"**Scope Creep**" means small, inadvertent and uncontrolled changes that can lead to continuous growth of a scope leading to increased costs and scheduling overruns. It is typically the result of insufficient planning/design work prior to project implementation.

"Work Breakdown Structure" (WBS) means a tool to organize and define the project scope. WBS breaks the work into tasks to communicate the work and processes involved to execute the project.

PROJECT APPROVING AUTHORITY:

The Project Sponsor is the highest level of authority for approving the project components, when the project is within its predetermined budget, scope, and physical boundary limits. In all other cases, the Project Sponsor is expected to notify and seek approval from other appropriate levels of authority within the District's organizational structure, i.e. Department Head, Chief Administrative Officer and/or Council.

PROJECT MANAGEMENT PROCEDURE:

The project management processes/steps are illustrated in the accompanying Project Processes Flowchart in **Appendix 1.** The five steps to project management are briefly summarized below:

1. Initiating

The project is initiated when the Project Sponsor authorizes the new project. Projects are always identified and/or approved within the District's Financial Plan Bylaw, or have received authorization from Council, i.e. staff report to Council. The Initiating process includes the following steps:

I. **Identify the Project Manager:** Project Sponsor (e.g., Department Head or Chief Administrative Officer) selects a Project Manager for the new project, and guides him/her in developing the project's Statement of Work (SOW).

II. **Develop the Statement of Work:** The Project Manager prepares the SOW, which will include a "Preliminary Project Scope", the expertise required for each deliverable, and scope control measures. Stakeholders are normally identified and involved during this step. **Appendix 2** provides a template of a SOW. The Project Manager can revise the template to suit the complexity and the nature of his/her project. Smaller projects can have a less detailed SOW.

III. **Approve SOW**: The Project Sponsor and Project Manager will review and sign off on the SOW.

IV. **Identify the Project Team:** The Project Team is to be selected by the Project Manager and approved by the Project Sponsor. Roles and responsibilities of the team members are noted in **Appendix 3**.

2. Planning

Planning is of major importance to a project and it is an ongoing effort throughout the life of the project. The Project Manager, with the help of the Project Sponsor, Project Team, and the stakeholders, will follow the planning process to develop a "Project Plan".

A Project Plan is the primary source of information for how the project will be planned, executed, monitored, and closed. It should also describe the project purpose, assumptions and include the names of the Project Sponsor, Project Manager, Contract Administrator, stakeholders, and any other staff resources needed to undertake the project.

When reviewing staff resources for a project the Project Manager should assess the staff time required and determine if backfilling is required or if the project budget should pay for staff time so the funds can be used to complete regularly scheduled works.

The following lists the minimum required steps to develop the Project Plan. **Appendix 4** includes a template for Project Plan development.

I. **Define the Detailed Project Scope**: The Project Manager and Project Team shall develop a detailed Project Scope, using the SOW.

II. **Obtain Project Scope Approval**: The developed Project Scope shall be approved by the Project Sponsor. The approved Project Scope will be used for future project decisions.

III. **Create a Work Breakdown Structure (WBS)**: The WBS system is to be used to break down project deliverables into specific tasks. The WBS identifies the required resources and project team members needed to perform the tasks.

IV. **Identify Tasks, Sequence and Duration**: The Project Manager will work with the Project Team to identify the interdependency of tasks and estimate the number of hours required to complete individual tasks.

V. **Develop Project Schedule**: The project schedule will be developed using the task sequences and durations. Roles and responsibilities of the Project Team will also be identified.

VI. **Budget/Estimate Cost**: The estimated cost of individual tasks will be identified. The estimated project cost will be the total cost of the proposed work plus contingencies. The estimated cost of the project will be compared with the available budget.

VII. **Update the Project Sponsor on the Project Time & Cost**: If the estimated cost exceeds the available budget or the project schedule surpasses the project deadline, the Project Manager should immediately inform the Project Sponsor. The Project Sponsor may either stop the project at this stage or find ways to provide additional budget to meet the estimated project cost.

VIII. **Develop Risk Management Plan**: This is to identify the risks and develop options and actions, where possible, to reduce threats to project cost, scope, and schedule.

IX. **Develop Communication Plan:** The Project Plan should identify the type (meeting, e-mailing, etc.) and frequency (weekly, monthly, etc.) of communication among the Project Manager, Project Team, and the Project Sponsor. The communication plan should also include at least two milestone sessions (one at 50% and the next at 90% project completion) to review the project status with the Project Team and the Sponsor.

X. **Develop Change Order/Scope Change Procedure**: The Project Plan must describe the required procedure for change orders and Project Scope changes, authorization processes, and the related communications processes.

XI. **Set Expenditure Reporting Method**: The Project Plan should also detail how expenditures and reporting will be reconciled with the District's financial system (MAIS).

The Project Plan must be approved by the Project Sponsor. Templates for Project Plan and WBS development can be found at: G:\COMMON\Project Management Resources\Templates\1- Project Planning\2- Work-Breakdown-Structure.docx

The District has also developed an Excel Spreadsheet template that uses the WBS and tasks duration and prepares a Gantt chart. This spreadsheet can be downloaded off the District's network at: G:\COMMON\Project Management Resources\Templates\1-Project Planning\0- DoM Project WBS Cost & Project Progress.xlsx

The Project Manager can revise the provided templates to suit the complexity and the nature of the project. Smaller projects can use a refined or simpler version of these templates

3. Executing

Project execution carries out the Project Plan by performing the activities/tasks listed therein. It may include bidding, signing contracts, and contract administration.

The Project Manager directs the performance of the planned project tasks and makes sure the Project Team completes the project deliverables within the specified budget and schedule. The following summarizes the steps the Project Manager needs to take to execute the project:

I. **Project Kick-off Meeting**: This is an opportunity for the Project Team to discuss their understanding of their assignments, and raise their concerns.

II. **Follow the Project Plan**: The Project Manager shall closely follow the approved Project Plan, and report any deviation from it to the Project Sponsor immediately.

4. Monitoring and Control

Project monitoring compares actual project performance against the Project Plan. The Project Manager will monitor the team performance throughout the project from initiating and planning to executing and closing the project.

The project monitoring and control consists of the following:

I. **Scope Change Control:** Assess the performance, Scope Creep or change requests, and determine whether any corrective or preventive actions are required. The Project Team shall inform the Project Manager of any changes, which will or may result in a change in scope. The Project Manager shall report all changes in scope which impact the project budget to the Project Sponsor for approval.

A template to report and request a change in Project Scope, cost, or schedule is available at: G:\COMMON\Project Management Resources\Templates\3- Project Execution\2- Change-Request.docx

II. **Schedule Control:** Control changes to the project schedule.

III. **Cost Control:** Monitor and control changes to the project cost and budget.

IV. **Quality Control:** Monitor specific project results to determine if they comply with the relevant quality standards and identify ways to eliminate causes of unsatisfactory performance.

V. **Performance Reporting:** This includes project status reporting, progress measurement, and forecasting.

VI. **Risk Monitoring and Control:** Analyze, track, and monitor project risks to make sure the risk status is reported, and that appropriate risk response plans are being executed.

A template for the project status reporting is available at: G:\COMMON\Project Management Resources\Templates\4- Project Monitoring & Control\1- Project-Status-Report.docx. Project Managers may tailor the provided template to suit their project size and complexity.

For projects providing services, the District has also developed an Excel Spreadsheet template that analyzes a project's to-date cost versus its progress to develop a performance report. This spreadsheet is shown in **Appendix 5a**. The electronic version

of this spreadsheet can be downloaded off the District's network at: G:\COMMON\Project Management Resources\Templates\4- Project Monitoring & Control\0- DoM Project WBS Cost & Project Progress.xlsx

For construction projects progress reporting, a template is provided in **Appendix 5b**. To ensure proper budget control and accountability, the template will be used to provide regular progress reports; outlining cost to-date, cost comparison to budget, schedule, and the projected cost to complete. The electronic version of this spreadsheet can be downloaded off the District's network at: G:\COMMON\Project Management Resources\Templates\4- Project Monitoring & Control\0- DoM Construction Project Cost & Progress.xlsx

5. Closing

This process includes preparing a project closure document and finalizing all activities completed during the project and closing any contract agreement(s) established for the project.

The Project Manager must verify whether the project has met all of the requirements outlined in the Project Plan. The Project Manager will also ensure that the project's capital asset reporting requirements, as per the District's Capital Asset Accounting Policy (FIN. 46), have been met. Note that, when applicable, grant reporting requirements need to be met at the end of the project.

For construction projects, allowances must be made to formally hand over the project to Public Works, Parks, etc., for continued operations and maintenance. The hand-over process will include the following steps:

I. Project inspection staff, Public Works and Parks inspection staff review the project near completion and identify deficiencies.

II. Contractor remedies any deficiencies and provides written confirmation to District that the works have been completed.

III. Project Manager, the Construction Administrator, and the Manager of the Department which ultimately inherits the project's deliverables shall complete a site inspection to ensure no deficiencies exist.

At this stage the project products/deliverables will be submitted to the Project Sponsor. The Project Sponsor shall approve the project closure upon satisfactory review of the project deliverables and the project closure document. The Project Manager will also ensure that all documents are filed properly in the District's file management system and that as-built drawings are incorporated into the District's mapping system.

A template for project acceptance is provided at: G:\COMMON\Project Management Resources\Templates\5- Project Closure\0- Project-Acceptance.docx

A template for filing the project's lesson learned is available at: G:\COMMON\Project Management Resources\Templates\5- Project Closure\1- Lessons-Learned.doc

CHECKLISTS:

Checklists for the Initiating and Planning processes are available in **Appendix 6.** The Project Manager needs to use these checklists.

PROJECT PHASES:

Projects may have different phases. Some practitioners mistakenly use "phase" to describe a project process. **Appendix 7** explains the difference between the project processes and project phases.

PROJECT PROCUREMENT MANAGEMENT:

Project procurement management includes the steps necessary to purchase or acquire products, services, or results needed from a consultant or a contractor to perform the work. Project procurement management includes:

1. Contract administration, and/or
2. Purchase orders issued by the Project Manager and processed by the District's Purchasing Department.

The project procurement management processes include:

- Producing Request for Quotation (RFQ), Request for Proposal (RFP), Tenders, etc.: The Project Manager/Contract Administrator should perform this step in close cooperation with the District's Purchasing Department and shall follow the District's Procurement, Stores & Disposition Policy.
- Administering the Purchase: This is about the process of obtaining seller responses, selecting a seller, and awarding a contract. The Project Manager/Contract Administrator should perform this step in close cooperation with the District's Purchasing Department and shall follow the District's Procurement, Stores & Disposition Policy.
- Contract Administration: The District's Project Team member in charge of the contract administration shall follow the District's related bylaws.

PROJECT MANAGEMENT RESOURCES FOLDER:

Electronic copies of the templates referred to in this document are stored in the District's Project Management Resource folder on the network at **G:\Common\Project Management Resources** and are available to all staff to make copies. These files can be copied by staff to their local network folders where they can be manipulated for their own specific Projects.

These files should be used as a starting point and the Project Managers are expected to tailor these files to meet their unique project goals and objectives. The complexity of the Project Plan document is a function of the project size. Larger projects require more detailed Project Plan documents.

RELATED POLICIES, PROCEDURES, AGREEMENTS AND/OR BYLAWS:

- Budget Management Policy FIN.10
- Budget Management Procedure FIN.10A
- Capital Asset Accounting Policy FIN.46
- Procurement, Stores & Disposition Policy FIN.24
- Tender Documents Procedure FIN.27

****** END OF PROCEDURE *****

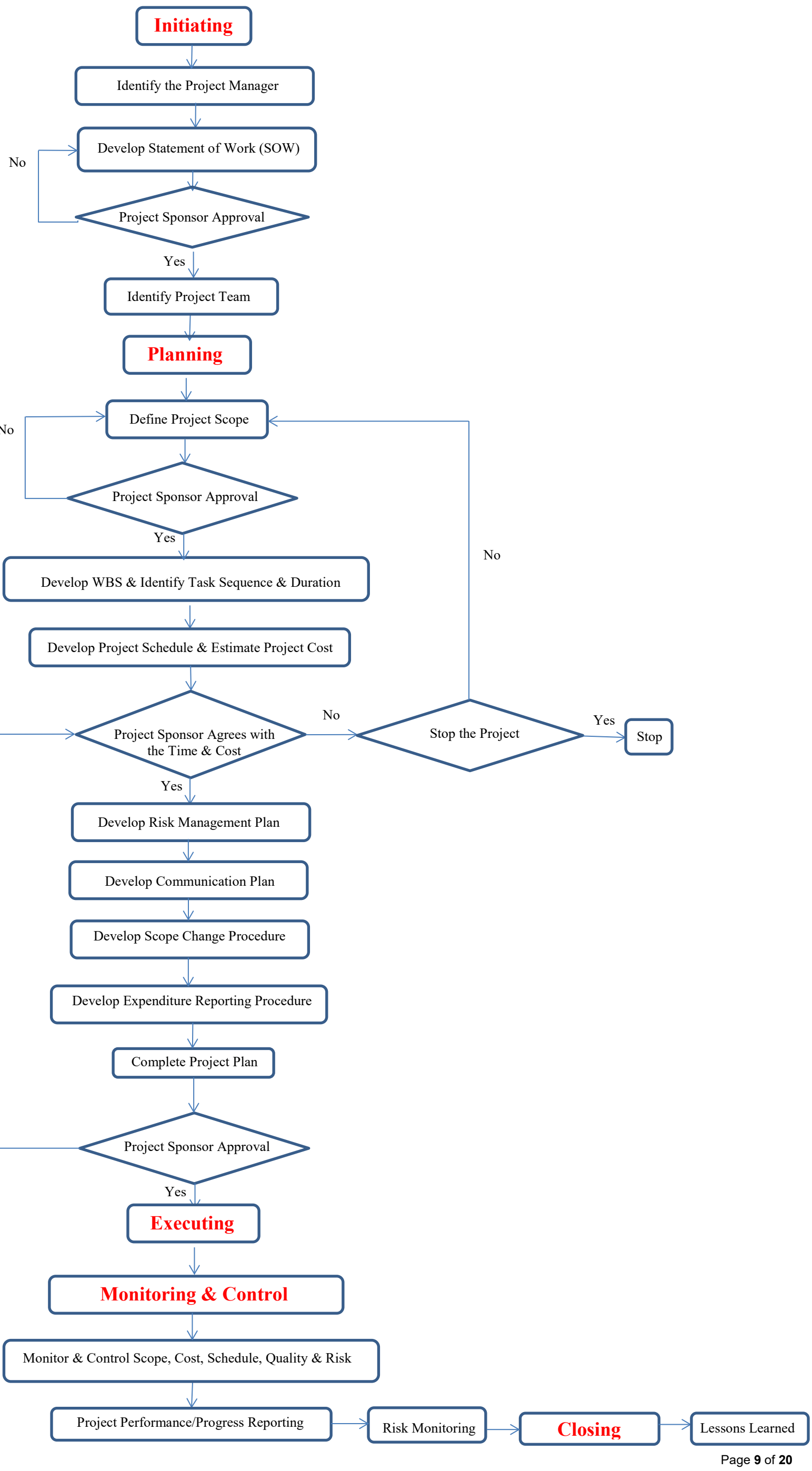
Attachment B

RECORD OF AMENDMENTS/REVIEW

Procedure #	Date Adopted	Date Reviewed	Amended (Y/N)	Date Reissued	Authority

Appendix 1

Project Processes Flowchart



Appendix 2
Statement of Work Template

The following identifies the necessary information that would typically be included in a Statement of Work (SOW)

Introduction/Background
The SOW is a document which describes the scope of work required to complete a specific project. It is a formal document and must contain an appropriate level of detail so all parties clearly understand

- what work is required,
- the duration of the work involved,
- what the deliverables are, and
- what is acceptable.

As the SOW often accompanies a Request for Proposal (RFP), the SOW introduction and background is necessary for bidding vendors to familiarize their organizations with the project.

Scope of Work
This section should provide a brief statement of what you expect to accomplish as a result of this scope of work. While specific deliverables and tasks will be presented in the Work Requirements section, this section should highlight what is and is not included in the Scope of the project in broader terms.

Period of Performance
This section should define the time period over which the project will occur.

Place of Performance
This section should describe where the work will be performed by the vendor.

Work Requirements
This section should include a description of the actual tasks which the Project will require. This should include what tasks need to be completed in order for successful completion of this project/contract. As with all other portions of the SOW, every effort should be made to include as much detail as possible.

Schedule/Milestones
This section should define the schedule of deliverables and milestones for this project

Acceptance Criteria
This section defines how the Project Sponsor will accept the deliverables resulting from this SOW. The acceptance of deliverables must be clearly defined and understood by all parties.

Other Requirements
Any special requirements, such as security requirements (personnel with security clearance and what level, badges, etc.) should be described in this section.

Acceptance

Approved by:

_____ Date:_____

<Approvers Name>
<Approvers Title>

Appendix 3

Project Team Member Roles and Responsibilities

Project Sponsor (Typically a Department Head or CAO)

1. Accountable for overall project success.
2. Responsible for the scope of the project and is the only person who can change the scope.
3. Identifies stakeholders.
4. Arranges for signing of contracts.
5. Approves Project Plan and any scope changes.
6. Obtains budget for project, including additional resources or re-allocation of existing resources.
7. Accountable for monitoring performance of Project Manager throughout project.
8. Ensures performance of the Project Manager while not directly interfering with day-to-day operation of the project

In cases where Council is the Project Sponsor, they will be recognized as the political Project Sponsor and the Chief Administrative Officer (CAO) or Deputy CAO shall be appointed as the staff Project Sponsor. The role of the CAO or Deputy CAO is to liaise with Council and the Project Manager.

Project Manager (PM)

1. Accountable for success of project.
2. Prepares Project Plan.
3. Identifies stakeholders.
4. Responsible for day-to-day management of project budget, resources, and schedule.
5. Provides regular updates to Project Sponsor and Project Team.
6. Approves invoices.
7. Screens out unnecessary change orders.
8. Approves change orders provided they are consistent with scope and budget. When not consistent with scope, changes must be approved by Project Sponsor in advance.
9. Adjusts Project Plan as required noting any impact on schedule, budget or resources and forwards to Project Sponsor for approval.
10. Implements communication plan.
11. Alerts Project Sponsor of any schedule, budget or scope problems as soon as they arise.
12. Continually liaises with Project Team and tracks actual project status versus planned performance with respect to schedule, scope and budget.

It is preferred that the Project Manager has expertise in the technical subject matter of the project. If not, external resources, as project advisors with the required technical expertise, may need to be procured.

Project Team Members

1. Assist in identifying stakeholders.
2. Assist with preparing Project Plan.
3. Prepare or review project design and drawings.

4. Inspection staff team members to monitor progress and quality of the work during construction.
5. Finance staff team members assist with MAIS setup and reconciliation, accruals, budget changes, carry forwards etc.
6. Purchasing staff team members assist with procurement processes.
7. Parks and Public Works staff team members assist with design to manage future operations and maintenance work.
8. Drafting staff team members to provide GIS data to consultant and upload finished products.
9. When applicable, Legal counsel to review competitive bids, agreements etc.
10. Information Technology (IT) staff team members to assist with IT resources.
11. Environmental Services staff team members assist with obtaining authorizations, environmental management planning, retaining consultants and on-site monitoring.
12. Existing contracted staff (e.g.: waste collection, landfill operation etc.) to assist with design.
13. Engineering staff team members advise on engineering requirements of reports, projects, etc.
14. For an infrastructure project, the Project Team may consist of:
    - Design Engineer
    - Environmental Services staff
    - Public Works staff (eventual owner)
    - Executive staff for media releases, Council communication
    - Contract Administrator

Contract Administration

1. Reviews Project design and drawings.
2. Prepares tender documents.
3. Leads pre-construction meetings.
4. Monitors contract progress.
5. Continually assesses identified and new risks.
6. Manages scheduling.
7. Tracks expenditures and Projects expenditures to completion, highlights variances.
8. Prepares regular progress and budget updates for Project Manager.
9. Prepares change orders upon approval of Project Sponsor and Project Manager.
10. Identifies Scope Creep, scheduling concerns and other inconsistencies with Project Plan.
11. Raises concerns regarding deficiencies.
12. Reviews invoices and prepares payment certificates for approval by the Project Manager.
13. Prepares substantial completion certificates.
14. Main communication window to contractor.
15. Completes hand over of deliverable to end user (Parks, Public Works, etc.).

Stakeholders

1. Provide input to design, feedback during construction and feedback on draft documents.
2. Assist with communication.

Appendix 4
Project Plan Template

Introduction
The Introduction provides a high level overview of the project and what is included in this Project Plan. This should include a high level description of the project and describe the project's deliverables and benefits. Look back at the project SOW for information to include in this section.

Project Management Approach
This section is where you outline the overall management approach for the project. This section should describe, in general terms, the roles, responsibilities, and authority of Project Team members. It should also include which organizations will provide resources for the project and any resource constraints or limitations. If there are any decisions which must be made by specific individuals – for example authorizing additional funding by the Project Sponsor – this should also be stated here. It should be written as an Executive Summary for the Project Plan.

Project Scope
The SOW and the preliminary Project Scope statement from the Initiation process should be used as a starting point; however, the Project Plan needs to include a much more detailed scope than the SOW. This detail should include what the project does and does not include. The more detail included in this section, the better the product. This will help to clarify what is included in the project and help to avoid any confusion from Project Team members and stakeholders.

Milestone List
It provides a summary list of milestones including dates for each milestone. Include an introductory paragraph in this section which provides some insight to the major milestones. This section should also mention or discuss actions taken if any changes to the milestones or delivery dates are required.

Schedule Baseline and Work Breakdown Structure
This section should discuss the WBS and how they will be used in managing the project's scope. For larger projects, you may use Microsoft Project for project scheduling and WBS. The District has developed its own spreadsheet that will be used in all other projects.

Change Management Plan
This section should describe your change control process. Changes to any project must be carefully considered and the impact of the change must be clear in order to make any type of approval decisions. The Project Sponsor will review proposed changes and either approve or deny them. This is an effective way to provide oversight and ensure adequate feedback and review of the change is obtained.

This section should also name the approval authority for changes to the project, the Project Manager who submits the changes, and how they are tracked and monitored.

For complex or large projects the Change Management Plan may be included as an appendix to the Project Plan or as a separate, stand-alone document.

Communications Management Plan
The purpose of the communications management plan is to define the communication requirements for the project and how information will be distributed to ensure project success. You should give considerable thought to how you want to manage communications on every project. By having a solid communications management approach you'll find that many project management problems can be avoided. In this section you should provide an overview of your communications management approach. Generally, the communications management plan defines the following:

- Communication requirements based on roles.
- What information will be communicated.
- How the information will be communicated.

- When information will be distributed.
- Who does the communication.
- Who receives the communication.
- Communications conduct.

For larger and more complex projects, the Communications Management Plan may be included as an appendix or separate document apart from the Project Plan.

Communications Conduct:

Meetings:

Email:

Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

Cost Management Plan

The Cost Management Plan clearly defines how the costs on a project will be managed throughout the project's lifecycle. It sets the format and standards by which the project costs are measured, reported, and controlled. Working within the cost management guidelines is imperative for all Project Team members to ensure successful completion of the project. These guidelines may include which level of the WBS cost accounts will be created in and the establishment of acceptable variances. The Cost Management Plan:

- Identifies who is responsible for managing costs.
- Identifies who has the authority to approve changes to the project or its budget.
- How cost performance is quantitatively measured and reported upon.
- Report formats, frequency and to whom they are presented.

For complex or large projects the Cost Management Plan may be included as an appendix to the Project Plan or as a separate, stand-alone document.

Procurement Management Plan

The procurement management plan should be defined enough to clearly identify the necessary steps and responsibilities for procurement from the beginning to the end of a project. The Project Manager must ensure that the plan facilitates the successful completion of the project and does not become an overwhelming task in itself to manage. The Project Manager will work with the Project Team, contracts/purchasing department, and other key players to manage the procurement activities.

For larger projects or projects with more complicated procurement management requirements, you can include the Procurement Management Plan as a separate document apart from the Project Plan.

Project Scope Management Plan

It is important that the approach to managing the Projects' Scope be clearly defined and documented in detail. Failure to clearly establish and communicate Project Scope can result in delays, unnecessary work, failure to achieve deliverables, cost overruns, or other unintended consequences. This section provides a summary of the Scope Management Plan in which it addresses the following:

- Who has authority and responsibility for scope management.
- How the scope is defined (i.e. Scope Statement, WBS, WBS Dictionary, Statement of Work, etc.).
- How the scope is measured and verified (i.e. Quality Checklists, Scope Baseline, Work Performance Measurements, etc.).
- The scope change process (who initiates, who authorizes, etc.).
- Who is responsible for accepting the final project deliverable and approves acceptance of Project Scope.

Schedule Management Plan

This section provides a general framework for the approach which will be taken to create the project schedule. Effective schedule management is necessary for ensuring tasks are completed on time, resources are allocated appropriately, and to help measure project performance. This section should include discussion of the scheduling tool/format, schedule milestones, and schedule development roles and responsibilities.

Quality Management Plan

This section discusses how quality management will be used to ensure that the deliverables for the project meet a formally established standard of acceptance. All project deliverables should be defined in order to provide a foundation and understanding of the tasks at hand and what work must be planned. Quality management is the process by which the organization not only completes the work, but completes the work to an acceptable standard. Without a thorough Quality Management Plan, work may be completed in a substandard or unacceptable manner. This section should include quality roles and responsibilities, quality control, quality assurance, and quality monitoring.

For larger or more complex projects, the Quality Management Plan may be included as an appendix or separate document. .

Risk Management Plan

This section provides a general description for the approach taken to identify and manage the risks associated with the project. It should be a short paragraph or two summarizing the approach to risk management on this project.

Risk Register

This section outlines how to document the observed risks.

Staffing Management Plan

Discuss how you plan to staff the project. This section should also include how resources will be procured and managed as well as the key resources needed for the project.

Resource Calendar

Include a resource calendar as part of your Project Plan. The resource calendar identifies key resources needed for the project and the times/durations they will be needed. Some resources may be needed for the entire length of the project while others may only be required for a portion of the project. This information must be agreed to by the Project Sponsor and the related Department Heads prior to beginning the project.

Cost Baseline

This section contains the cost baseline for the project upon which cost management will be based. The project will use earned value metrics to track and manage costs and the cost baseline provides the basis for the tracking, reporting, and management of costs.

Quality Baseline

This section should include the quality baseline for the project. The purpose of this baseline is to provide a basis for ensuring that quality can be measured to determine if acceptable quality levels have been achieved. It is important for all projects to clearly define and communicate quality standards and the quality baseline serves this purpose.

Sponsor Acceptance

Approved by the Project Sponsor:

_____ Date:_____

<Project Sponsor>
<Project Sponsor Title>

Appendix 5a
Project Performance/Progress Report

Project: **add Name**
Consulting Business Name: **ABCD**
Date Prepared: **31/01/2012**
Signature: Project Manager

$201	Earned Value
5%	Earned Value as % of Total Budget
$400	Actual to-date Expenditures (based on Invoices)
11%	Actual Expenditures as % of Total Budget

A	B	K	Project Control / Earned Value Analysis					
Task	Phase & Task Description	Sub-total	*Percent Complete*	*Earned Value*	Planned Start Date	Planned End Date	Actual Start Date	Actual End Date
1	**Background information collection and review**							
1.1	Task Name	$99	2%	$2				
1.2	Task Name	$5	5%	$0				
1.3	Task Name	$33	79%	$26				
	Summary / Total	$137						
2	**Initial setup of ....**							
2.1	Task Name	$290	35%	$101				
2.2	Task Name	$491		$0				
2.3	Task Name	$211		$0				
	Summary / Total	$992						
3	**Geotechnical Investigation**							
3.1	Task Name	$19	5%	$1				
3.2	Task Name	$198	34%	$67				
3.3	Task Name	$18	20%	$4				
	Summary / Total	$235						
4	**Concept Design and Cost Estimate**							
4.1	Task Name	$150		$0				
4.2	Task Name	$380		$0				
4.3	Task Name	$125		$0				
	Summary / Total	$655						
5	**Value Engineering (if applicable)**							
5.1	Task Name	$39		$0				
5.2	Task Name	$219		$0				
5.3	Task Name	$26		$0				
	Summary / Total	$284						
6	**Risk Management (if applicable)**							
6.1	Task Name	$69		$0				
6.2	Task Name	$261		$0				
6.3	Task Name	$1		$0				
	Summary / Total	$331						
7	**Stakeholder Consultation**							
7.1	Task Name	$8		$0				
7.2	Task Name	$153		$0				
7.3	Task Name	$63		$0				
	Summary / Total	$224						
8	**Report**							
8.1	Task Name	$75		$0				
8.2	Task Name	$249		$0				
8.3	Task Name	$159		$0				
	Summary / Total	$483						
9	**Project Management & Advisory Services**							
9.1	Task Name	$313		$0				
9.2	Task Name	$76		$0				
9.3	Task Name	$29		$0				
	Summary / Total	$418						

Project Total Cost	**$3,759**
Percent of Total	**100%**
Taxes (GST)	**$188**
Taxes (PST)	**$263**

Forecasted Total cost of the Project will be **$8,371**
if the same trend of performance continues
The project would finish **$4,161** **over the approved budget**

Appendix 5b

Construction Project Performance/Progress Report

Contract No.: 1234
Progress Payment Tracking Summary
Contractor: ABC Contracting Inc.
File: FIN.CON.INF. NAME OF CONTRACT

DATE:

TENDERED VALUE TAXES INCLUDED	ACTUAL COST TO DATE TAXES INCLUDED	PROJECTED VALUE TO COMPLETE	VARIANCE VALUES (TENDERED - PROJECTED)	ACTION PLAN IF REQUIRED
				Comment
$0.00	$0.00	$0.00	$0.00	Any significant variations shall be immediately reported to the Project Sponsor

EXAMPLE FOR TRACKING PROJECT COSTS

CONTRACT ADMINSTRATOR

PROJECT MANAGER

Appendix 6a

INITIATING PROCESS CHECKLIST

Project # _____

Project Name _____

☐	**Project Sponsor**	NAME:	EMAIL: Tel:
☐	**Project Manager**	NAME:	EMAIL: Tel:
☐	**Statement of Work (Draft)**	DATE:	
☐	**Project Sponsor Approved SOW**	DATE:	
Project Team			
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL:
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL: Tel:
NAME:		TITLE:	EMAIL: Tel:

Appendix 6b

PLANNING PROCESS CHECKLIST

Project # _____

Project Name _____

Project Manager _____

	Procedure Section		
☐	**2-I**	**Project Scope-** Project Manager prepared the Scope and sent it to the Project Sponsor	DATE:
☐	**2-II**	**Project Scope Approval-** Project Sponsor reviewed and approved the Project Scope	DATE:
☐	**2-III**	**Work Breakdown Structure (WBS)-** Project Manager completed WBS and Project Team are finalized	DATE:
☐	**2.IV**	**Tasks, Sequence & Duration-** Project Manager and the Project Team identifies task sequences and estimated the number of hours required for each task	DATE:
☐	**2-V**	**Project Schedule-** Project Manager estimated the project duration and prepared Project Schedule	DATE:
☐	**2.VI**	**Budget/Cost Estimate-** Project Manager and the Project Team estimated the cost of each task; Project Manager estimated the total cost of the project, and compared it against the approved budget	DATE:
☐	**2-VII**	**Update Project Sponsor on Project Schedule and Cost-** Project Sponsor approved Project Cost and Schedule	DATE:
☐	**2-VIII**	**Risk Management Plan-** Project Manager and the Project Team prepared the risk management plan	DATE:
☐	**2-IX**	**Communication Plan-** Project Manager prepared the communication plan	DATE:
☐	**2-X**	**Change Order/Scope Procedure-** Project Manager set the steps required to request change order and/or Project Scope change	DATE:
☐	**2-XI**	**Expenditure Reporting Method-** With the help of the District's Finance Division, Project Manager set expenditure reporting method in the District's financial system	DATE:
☐	**2**	**Project Plan Completed-** Project Manager completed the Project Plan and circulated it among the Project Team, stakeholders, and the Project Sponsor	DATE:

Upon completion and approval of the Project Plan, the Project Manager will execute the project per section 3.

Appendix 7
Project Phases vs. Project Processes

Project Phases are different from the Project Processes. A project can be a single-phase or multi-phase project. Smaller projects usually are single-phased. Each project phase, though, should follow the five project processes/steps outlined earlier in the procedure.

A phased-based project consists of a collection of logically related project activities, usually culminating in the completion of a major deliverable. Project phases are typically completed sequentially, but can overlap in some project situations.

For example, adding a drainage pump station to discharge excess runoffs to the Fraser River may consist of a multi-phased project. The first phase of the project would study the hydrology of the contributing catchment and estimating the inflows to the pump station, the second phase would be the design, and the third phase would be the construction of that pump station. Depending on the project size, even a design phase may be divided into several phases, e.g., conceptual design, preliminary design, and detailed design.

When phases are sequential, the close of a phase ends with some form of transfer or handoff of the work product produced as the phase deliverable. This phase end represents a natural point to reassess the effort underway and to change or terminate the project if necessary. These points are referred to as phase exits, milestones, phase gates, decision gates, stage gates, or kill points.

Phased-Based Project Cost Estimates

The District of Mission's cost estimate level of accuracy is dependent on the project phase. At each project phase the Project Team should provide the following cost estimate classification:

I. Conceptual/Planning Phase: Class D cost estimate
II. Design Phase: Class B cost estimate
III. Construction Phase: Class A cost estimate