



POLICY STATEMENT

The goal of project management within Community and Government Services (CGS) is to follow a project management process to consistently deliver capital projects on schedule and within budget, and to meet agreed stakeholder needs. The project management process has been developed from recognized best industry practices, and is subject and receptive to continual improvement.

PRINCIPLES

This policy is based on the following principles:

- A staged project management process is implemented as described in the CGS project management methodology. The process is scalable to be appropriate for all projects in recognition of associated risks. The process is continually improved, through the use of lessons learned.
- Controls are in place for scope, cost, time, quality, procurement, and risk, commencing at project initiation and continuing until project closure.
- Project stakeholders are appropriately consulted.
- There is continual focus on the project justification. The agreed stakeholder requirements and project benefits are re-examined at each stage to ensure the justification remains appropriate, and the product being delivered satisfies the project requirements and benefits.
- Personnel are responsible and accountable for outcomes.
- The Government of Nunavut (GN) *Financial Administration Act* is followed.

APPLICATION

This policy applies to all Capital and Operations & Maintenance projects managed by CGS.



DEFINITIONS

Project Management Information System (PMIS)

A software application used for the coherent organization of the information required for an organization to execute projects successfully. The GN PMIS system is an automated tool for collecting and using project information to forecast and report on project cost, schedule, configuration, and to collect and distribute project information among stakeholders.

Functional Direction

Coaching, mentoring, assessment and feedback on the performance of project management activities.

Portfolio

A collection of projects or programs and other work, that is grouped together to facilitate effective management of that work to meet strategic business objectives.

Program

A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

Program Management

The coordinated management of a program to achieve the program's strategic objectives and benefits.

Project

A temporary endeavour undertaken to create a unique product, service, or result.

Project Management

The application of skills, tools, and techniques to project activities to meet the project requirements.

Stakeholder/Client Department

A person or organization that is actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project.

Supervisory Direction

Oversight, coaching, mentoring, and assessment of day-to-day operational performance.



AUTHORITY AND ACCOUNTABILITY

1. Minister of Community & Government Services:

The Minister of CGS is accountable to the Executive Council for the implementation of this policy.

2. Deputy Minister of CGS:

- (a) Accountable to the Minister of Community & Government Services for the administration of this policy;
- (b) Has a department-wide governance and oversight mechanism in place that is documented and maintained. The mechanism is used to manage the planning, execution, control, and closing of projects. The mechanism ensures that opportunities are considered for integrating projects across the department;
- (c) Ensures that accountability for project outcomes is documented and the contribution to program outcomes and broader government objectives is demonstrated;
- (d) Ensures that project-based procurements and real property transactions are fully integrated into the governance, management and oversight of projects; and
- (e) Have controls in place to ensure that the procurements and real property transactions support key project objectives and program outcomes.

3. Assistant Deputy Minister, Infrastructure:

- (a) Accountable to the Deputy Minister, CGS for governance and oversight in the application of this policy;
- (b) Uses the documented department-wide governance and oversight mechanism to manage the planning, execution, control and closing of projects. The mechanism ensures that opportunities are considered for integrating projects across the department; and



- (c) Documents accountability for project outcomes and demonstrates the contribution to program outcomes and broader government objectives.

4. Director, Capital Projects Division:

- (a) Accountable to the Assistant Deputy Minister, Infrastructure, for the application of this policy;
- (b) Provides support to the capital planning process in the evaluation and prioritization of potential projects across portfolios;
- (c) Reviews workload and assigns projects to Regional Project Management Offices in consultation with Regional Directors and Regional Projects Managers;
- (d) Recommends procurement strategies (e.g. traditional design-bid-build, design-build, etc) for projects;
- (e) Maintains and promotes the documented project management methodology;
- (f) Supports a consistent tendering and award process for projects;
- (g) Responsible for headquarters staff providing support to projects in scheduling and schedule control, cost estimating and cost control, change management, and risk management, in accordance with the defined project management methodology;
- (h) Responsible for facility planning staff to lead the project planning phase and to develop a detailed project justification in the form of a design brief, business case, and/or schematic design;
- (i) Monitors projects to ensure adherence to this project management policy and to the project management methodology;
- (j) Promotes the practice of post-project reviews, including the gathering of lessons learned;
- (k) Maintains a database of project “as-built” costs and schedules, lessons learned, and performance evaluations of consultants and contractors;



- (l) Coordinates the monitoring of performance benefits arising from and expected to arise from, a project;
- (m) Responsible to ensure that GN PMIS is efficiently administered, reflective of current project management methodology, and meets financial reporting requirements;
- (n) Organizes ongoing project management training to project management staff, Clients/Sponsors, and other GN staff interfacing with projects; and
- (o) Provides functional direction to Regional Projects Managers, and coaching and mentoring to Project Managers.

5. Regional Director, Infrastructure:

- (a) Accountable to the Assistant Deputy Minister, Infrastructure for the performance of Regional Projects Managers and their staff;
- (b) Responsible for the coordinated management and oversight of all capital projects assigned to the regional Project Management Office;
- (c) Establishes annual work plans and goals for regional project management staff;
- (d) Supports value management strategies and programs to achieve highest value solutions to proposed design challenges;
- (e) Ensures that projects are delivered in an effective manner, consistent with this project management policy and to the project management methodology;
- (f) Provides leadership and strategic advice and support to Regional Projects Managers; and
- (g) Responsible for performance reviews, and professional development of Regional Projects Managers, with formal input from the Director, Capital Projects.



6. Regional Projects Manager:

- (a) Accountable to the Regional Director, Infrastructure for the performance of projects under this policy;
- (b) Ultimately accountable for the project, including the performance of the Regional Project Management Office, in accordance with this policy and with the defined project management methodology;
- (c) Provides guidance, coaching, and mentoring to project management staff; and
- (d) Responsible to ensure that GN PMIS content is current and accurate for assigned projects and that user and/or process issues are brought to the attention of PMIS administration to ensure continuous improvement to the system.

7. Project Manager:

- (a) Accountable to the Regional Projects Manager and the Client/Sponsor for the application of this policy to the management of projects;
- (b) Responsible as the leader of the project team for coordination, reporting and on-going communication to the Client/Sponsor, all team members, and key stakeholders;
- (c) Responsible to prepare a Project Charter which provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager. The Project Charter serves as a reference of authority for the future of the project.
- (d) Responsible for the development of a Project Management Plan that describes the project product, how the team will carry out the project, when they expect to finish, and how much they expect it will cost, all in accordance with the project management methodology; and
- (e) Responsible to direct and control the project, to report and forecast, to deliver the project within agreed-upon scope, cost, and time



parameters, and in accordance with this policy and with the defined project management methodology.

8. Manager, Facility Planning:

- (a) Accountable to the Director, Capital Projects for the planning of projects under this policy;
- (b) Responsible to ensure that new facilities meet operational needs and reflect cultural values, at the lowest possible life cycle cost;
- (c) Responsible for the development and implementation of facility standards for the design of new/existing buildings;
- (d) Responsible to ensure that planning outcomes result in the provision of appropriate solution to the GN's building infrastructure needs; and
- (e) Responsible to support GN capital planning by ensuring that projects are feasible with respect to costing and scheduling and are properly defined and planned before the approval of design and construction funding.

9. Facility Planner:

- (a) Accountable to the Manager, Facility Planning for the planning of projects under this policy;
- (b) Responsible to determine the purpose and need for capital projects;
- (c) Responsible to ensure that projects address functional, technical, financial, and operational requirements and are consistent with the goals, priorities, and vision of the GN; and
- (d) Responsible to lead the planning phase of capital projects and the development of project business cases that would includedesign briefs and/or schematic designs that describe the character, size and location of projects.



10. Client/Sponsor:

- (a) Accountable for provision of adequate funding and budget, and for coordinating changes to the capital budget with the Project Manager;
- (b) Accountable for the justification for the project based on expected benefits;
- (c) Responsible for identifying end user stakeholders and their requirements and communicating those requirements to the Project Manager;
- (d) Responsible for communicating with and for specifying the needs of, those stakeholders who will use the project result, and for resolving conflicts among the needs of those stakeholders;
- (e) With the Project Manager, is responsible for coordinating and communicating inputs, reviews and approvals by end users;
- (f) Responsible for ensuring that any changes in end user requirements are communicated to, and coordinated with, the Project Manager;
- (g) Responsible for monitoring, at specific project quality gates as specified by the project management methodology, whether the needs have changed, and whether the performance benefits still exist; and
- (h) Responsible for identifying the resources and funding required to maintain the functional and operational program.

FINANCIAL RESOURCES

Financial resources required under this policy are conditional on budget approvals by the Legislative Assembly and on the availability of funds in the appropriate budget.



PREROGATIVE OF CABINET

Nothing in this policy shall in any way be construed to limit the prerogative of Cabinet to make decisions or take action respecting project management.

SUNSET CLAUSE

This policy shall be in effect from the date of Cabinet approval, until April 1, 2021.

Premier