

EDMONTON

ADMINISTRATIVE PROCEDURE



TITLE

PROJECT MANAGEMENT FOR CONSTRUCTION PROJECTS

NUMBER

A1406A

DEPARTMENT

INTEGRATED INFRASTRUCTURE SERVICES

DELEGATED AUTHORITY

GENERAL MANAGER, INTEGRATED INFRASTRUCTURE SERVICES

CONTACT

CORPORATE CENTRE FOR PROJECT MANAGEMENT 780-423-4011

DEFINITIONS

DATE

DECEMBER 23, 2013

Accountability – Answerability for results.

Authority - The right to apply project resources, expend funds, make decisions, or give approvals.

Business Case - An effective business case is a multi-purpose, decision making document that generates the support and participation needed to turn an idea into reality. It explains what the idea, problem or opportunity is about, how and who it will impact, industry comparisons for each of the viable alternatives, the associated impacts, risks and cost/benefit of each alternative, and makes recommendations. Within the business case, timelines will be provided and it will articulate the corporate strategic goals that will be achieved once the project is completed.

Business Value – Tangible and intangible benefits, aligned with the strategic goals and objectives of the Corporation and its tolerance for risk, that are used to support the requested investment for a project.

Concept Plan – A document developed by the business area with primary responsibility for the Construction Project to detail the recommended conceptual solution, the high level cost estimates and schedule of the project, and the Business Value. This document is the basis for identifying the funding requirements for the project.

Construction Project – Project involving planning, design and construction of new, or improvement to existing, infrastructure related to transportation, buildings, drainage, waste management, neighbourhoods, parks and recreation.

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Corporate Project Management Reference Guide for Construction Projects – Formal documentation of the Project Management Practice for Construction Projects that guides City of Edmonton employees in construction project delivery. It further details the direction and the procedures set by the Administrative Directive and Procedures

Corporate Centre for Project Management (CCPM) – An office mandated by the Corporate Leadership Team (CLT) to lead the improvement of project management for all Construction Projects across the Corporation, through the creation and implementation of best practice project management framework and support services.

Corporate Project Management Practice for Construction Projects - A collection of defined processes, tools, techniques, methodologies, resources, and procedures established by the Corporation for the management of all City of Edmonton Construction Projects through the project life cycle.

Project – A temporary endeavour undertaken by the Corporation to create a unique product, service, or result.

Project Charter - A document issued by the project owner (sponsor) that gives the project manager the authority to apply organizational resources to project activities and formally recognizes the existence of a project. It includes a description of the business need that the project was undertaken to address and a description of the product or service to be delivered by the project.

Project Life Cycle – A collection of generally sequential project phases whose name and number are determined by the management and control needs of the organization or organizations involved in the project.

Project Management – The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Project Management Information System (PMIS) – An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. It is used to support all aspects of a project from initiating through closing, and can include both manual and automated systems.

Project Management Institute (PMI) - PMI is a global not-for-profit membership association for the project management profession, with more than half a million members and credential holders in 185 countries. It is an organization that advances the project management profession through globally recognized standards and certifications, collaborative communities, an extensive research program, and professional development opportunities.

Project Management Plan – A formal, approved project management deliverable that defines the project goals and objectives, and how the project is executed, monitored, controlled, and fiscally managed. Depending on the complexity of the project, it may be a summary or detailed document.

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Project Manager - A designated project role with the delegated accountability, authority and responsibility to achieve the project objectives. The role is ultimately responsible for delivering the project.

Project Owner (Sponsor) - A designated project role with the delegated accountability, authority and responsibility to realize the Business Value of the project, to provide direction and financial resources, in cash or in kind, for the project, and through whom proper authority, responsibility and accountability must flow to the project manager.

Responsibility - The duties, assignments and ownership of results associated with a designated project role.

PROCEDURES & GUIDELINES

The Project Management Practice for Construction Projects will be established based on project management best practices recognized by the Project Management Institute (PMI) and will incorporate flexibility to accommodate individual business area requirements and different project delivery methods (design/build, public private partnership, etc).

The Corporate Centre for Project Management will establish the Corporate Project Management Practice for Construction Projects, document the Practice in the Corporate Project Management Reference Guide/Manual for Construction Projects, and implement a continuous improvement process to keep the Manual up-to-date with industry best practices and related legislation, policies and directives.

The Corporate Centre for Project Management will implement and oversee the operation and continuous improvement of a Project Management Information System (PMIS) to support the established Practice.

The Corporate Centre for Project Management will set performance indicators and standards for project management across the Corporation and provide compliance monitoring of the project management activities for all Construction Projects to the Corporate Leadership Team.

General Managers will establish their Department project management services and activities to be consistent with and complementary to the Corporate Project Management Practice for Construction Projects.

The General Manager with primary responsibility for the Construction Project or his/her designated delegate will identify a Project Owner (Sponsor) at the start of the project and delegate to the project owner (sponsor) the responsibility to realize the Business Value of the project, as described in the Business Case.

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The Project Owner (Sponsor) will ensure that a Concept Plan has been completed, the Business Value that must be delivered by the project has been identified and funding for the project has been approved through the budget processes administered by Financial Services and Utilities department.

The Project Owner (Sponsor) will ensure that a Project Manager with the requisite skills and experience commensurate with the size and complexity of the project is assigned. The Project Owner (Sponsor) will, in accordance with the established Corporate Project Management Practice for Construction Projects, delegate authority, responsibility and accountability to the Project Manager and allocate adequate financial resources to the Project Manager for the delivery of the project.

The Project Owner (Sponsor) will communicate the Concept Plan and the Business Value to be realized by the project clearly to the Project Manager, provide project direction and information to the Project Manager, and assist the Project Manager in identifying and engaging stakeholders to participate in the project.

The Project Manager will develop the Project Management Plan in accordance with the Corporate Project Management Reference Guide/Manual for Construction Projects and ensure processes are defined to support the realization of the Business Value of the project and deliver the project

The Project Manager will submit the Project Management Plan to the Project Owner (Sponsor) who will verify that processes have been included to deliver the project and to monitor and control the realization of the Business Value before approving the Project Management Plan.

The Project Manager will communicate the approved Project Management Plan to all applicable stakeholders and project team members, and will follow the approved Project Management Plan to plan, acquire, organize and manage the resources, both financial and human, that are allocated to the project.

The Project Owner (Sponsor) and/or the Project Manager may consult and seek project management advice for the project from the Corporate Centre for Project Management.

The Project Manager will remain fully responsible and accountable for the delivery of the project.

The Project Owner (Sponsor) will be responsible and accountable for the realization of the Business Value identified for the project.

COMPLIANCE

Employees working on City Construction Projects will be monitored for compliance in accordance with this Administrative Directive/Procedure.