Project Management Guide

Purpose of this Guide

This Guide outlines the NFSA Project Management Guidelines, and includes:

- NFSA Project Life Cycle
- Governance Roles and Responsibilities

When are the NFSA Project Management Guidelines used?

The Guidelines have been created for all NFSA projects. Some projects will require very light planning, and others will be more detailed. These Guidelines can be scaled, as is appropriate and agreed, for all NFSA projects.

A project is a piece of work that:

- has a start and finish date;
- creates or modifies a product, service or result;
- has measurable objectives and outcomes; and
- has dedicated resources allocated to it.

Decisions on scalability, and use of the NFSA Project Management Guidelines relate to level of risk to the NFSA (via Concept Document), funding source and agreement of governing group.

The Guidelines are not required if:

- the piece of work is performed during the course of your daily activities, i.e. business-as-usual activities.

Why do we use Project Management Guidelines?

Introducing Project Management Guidelines across the NFSA will help us to:

- assist project managers to plan and implement their projects successfully;
- provide a consistent and structured approach for all NFSA projects;
- clarify and agree what the project is trying to achieve;
- identify the resources we need to achieve our project objective and purpose;
- ensure accountabilities for the project, and the project outcomes/benefits are defined;
- avoid duplication of projects;
- allow sharing of project lessons and
- measure benefits realised from the project.

The NFSA Project Management Guidelines - outline

The NFSA Project Management Guidelines define four phases through which projects will follow – ***the NFSA Project Life Cycle.***

- **Concept** – where approval to proceed with the project is granted, and the project is initiated.

- The ***Concept Document*** allows project ideas to be screened, before too much effort is expended on the idea. The Concept Document briefly outlines the proposed project and includes the ***impact*** the project will have in terms of benefits, relationship to strategic direction and level of risk to NFSA. From the Concept Document, the project will be rated as Category 1, 2 or 3, which determines the level of governance over the work, if it proceeds.
- The ***Business Case*** is completed to determine and gain agreement to the ***scope*** of the project, ***resources*** required to deliver the project, proposed ***timelines*** and ***milestones***, ***risk*** and approach to **communication** with stakeholders. Approval of the Business Case is formal approval to deliver the project. Future reports will be against the agreed Business Case parameters.
- The ***Project Register*** status of projects and is updated, throughout the project, for all approved projects.

- **Develop** – where we complete detailed project planning, once the project is formally approved.
  - The ***Project Plan*** covers how the project will be **managed**, detailed **Schedule**, detail **quality expectations** for each deliverable, and detail of **risk** to project delivery.
  - The ***Project Plan*** is the Project Manager's key document to guide implementation or execution of the project, and will be updated as the project progresses. Data from the project plan may be included as attachment to the Status Report.
  - The ***Project Plan*** will be as detailed as is required by the specific project.
  - The ***Project Plan*** will be read in conjunction with the Concept Document and Business Case, together the three documents cover all detailed planning for the project.
- **Implement** – where the project is executed, and through execution is monitored and controlled.
  - The ***Status Report*** is a short exception report, which allows our governance group to see how we are tracking against milestones and other parameters. It is also a forum to request decisions from the governing body.
  - The ***Change Request*** is utilised to raise and agree impacts to changes that occur throughout the project. A signed off change request is an approved change to the approved Business Case.
  - The ***Project Logs*** are used *at any* stage *through the project life cycle* to document Issues, Changes and Lessons that have been learned. Data from logs may be included with each Status Report.
- **Finalise** – including transition to business as usual, evaluation and benefits realisation.
  - The ***Project Close Report*** ensures all aspects of the project are completed, and that a review is undertaken on how the project performed – generating lessons learned – and if any benefits had yet been achieved.
  - The ***Post Implementation Review*** is utilised to guide a final analysis of how well the project deliverables led to the proposed benefits. This also includes organisational lessons learned.

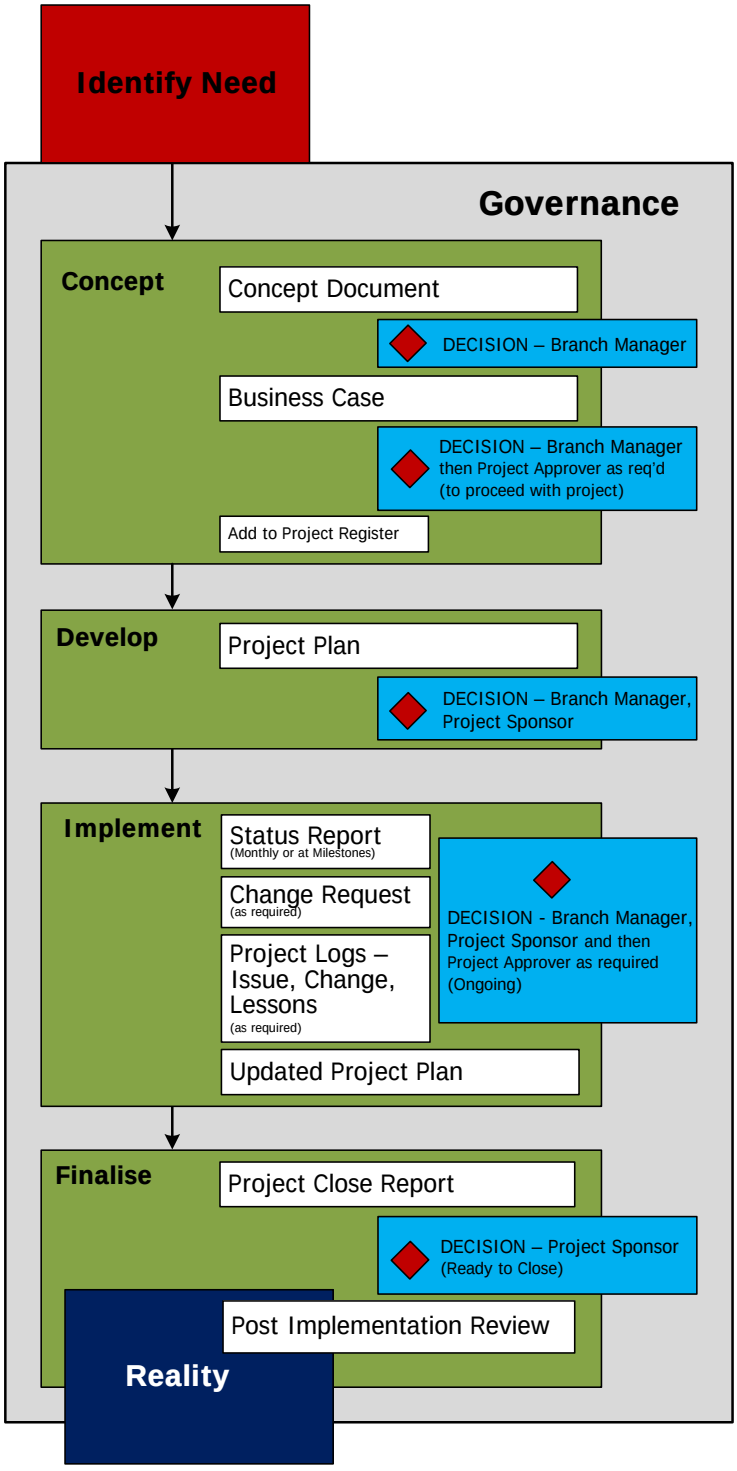
The ***NFSA Project Management Guidelines*** are made up of:

- ***Guides***, explaining steps within the project lifecycle and how to complete each
- ***Templates*** for each step within the project lifecycle
- ***Process Map*** providing a high level overview through the life of the project
- ***Workflows*** step by step flow of activity and responsibility throughout the project.

Process Map

A Process Map follows below, including key documents (Guides & Templates) within the NFSA Project Management Guidelines, and when, during the project's life, they are completed.

Projects will scale the use of this methodology, according to their project, and the degree of risk it poses to the NFSA.



Project Funding Sources

Projects, within the NFSA, are funded in three ways:

- ***Branch Budget*** – Indicating the funding has already been allocated to the Branch via Business Planning. Projects may or may not be defined. Use of the Guidelines is agreed within the Branch.
- ***New Funding/Resources*** – indicating that additional funds are being requested for Project Work.
- ***Cross NFSA Projects*** – Indicating funding is provided at the whole of NFSA level

The funding source, and submissions or proposals involved in gaining funding, will impact how the methodology is used.

Project Roles and Responsibilities

Senior Executive Group (SEG)

SEG will have decision making responsibilities, for approval of projects which:

- Pose a high or significant risk to NFSA - level of risk is assessed via the Project Assessment document.
- Require additional funding (i.e. in addition to allocated Branch Funding or major project funding)

Approval will be provided, via sign off of the Business Case document.

General Manager

The General Manager will:

- Have oversight of all projects within the Division.
- Approve all Concept Documents, to progress to Business Case or to proceed.
- Approve all Business Case documents to either:
  - Progress for SEG approval
  - Approve project to proceed

Branch Manager

The Branch Manager will:

- Have oversight of all projects within the Branch.
- Approve all Concept Documents, to progress to Business Case or to proceed.
- Approve all Business Case documents to either:
  - Progress to General Manager, or SEG approval.
  - Approve project to proceed.

Project Approver

The Project Approver approves:

- Concept Document
- Business Case
- Change Request

The Project Approver may be:

- Senior Executive Group (SEG)
- General Manager
- Branch Manager

Project Sponsor

The Project Sponsor will:

- Ensure project benefits are achieved. Ensure projects are aligned to Strategic Objectives. The Sponsor will be seeking to ensure that the project risk and costs are actively managed, and that the forecast investment, will provide NFSA with the forecast benefit.
- Champion the project at the highest level. The sponsor should have the authority to provide the project with necessary resources and be alert to changes in the NFSA corporate objectives that may affect the project.
- Agree to the Project Business Case and Change Requests, before submission to the Governing Body / Project Approver.
- Provide *ongoing decision making* and guidance to the project – escalation point for Project Manager.

Business Owner

The Business Owner will:

- Receive and take ownership of the final project outputs.
- Assist Sponsor in Benefit measurement.
- Accept ongoing costs and risks of final output ownership.
- Be engaged, as a key stakeholder, throughout project planning and delivery.

Steering Committee

- Escalation point for issue consideration.
- Made up of key stakeholders responsible for governance of the project, and able to make decisions on behalf of the areas they represent.
- Makes recommendations to the Project Sponsor.

Project Manager

- Responsible for the management of the project from concept to finalisation.
- The role includes managing the project scope, schedule (delivery of milestones at agreed dates), resources utilised and required, risk, communication and stakeholders, all within the NFSA Guidelines.
- Escalates variance, according to Governance arrangements, and in a timely manner. Escalation can happen via Status Reports, if timely, or via direct contact with Project Sponsor of the project variance.
- Updates Project Register, to ensure a current view of projects, and status, is available to Governance groups.
- Uses the NFSA Project Management Guidelines (including reporting frequency and project governance roles) with project sponsor.

Project Workflows

The NFSA Project Management Guidelines will be used, appropriately for each project. The following Workflow, details all steps to be considered, for all projects delivered within the NFSA.

Projects requiring new funding would be managed, as per the workflow below.

Projects which undertake equivalent consideration, planning and approval processes through a different means, for example via Division or Branch Planning will follow the Workflow.

Project Workflow – Concept Phase

Phase 1	Activity	Responsibility
1.1	**Research Idea**	
1.1.1	Define idea/initiative in consultation with own team.	Project Proposer
1.1.2	Ensure idea aligns with NFSA Strategic Objectives	Project Proposer
1.1.3	Discuss idea with key stakeholders, for viability.	Project Proposer
1.1.4	Agree idea's progression with Branch Manager	Project Proposer
1.2	**Create Concept Document**	
1.2.1	Appoint Project Manager (could also occur after Concept Document approval, and Project Proposer undertakes responsibility until Project Manager is allocated).	Branch Manager
1.2.2	Download and review Concept Document template and Guide	Project Manager
1.2.3	Complete the Concept Document template, undertaking appropriate stakeholder engagement (for example confirming viability of idea, impacts and estimates).	Project Manager
1.2.4	Submit Concept Document to Branch Manager	Project Manager
1.2.5	Assess Concept Document	Branch Manager
1.2.6	Make approval decision (for Category 1 Projects) and appoint/approve Project Sponsor	Branch Manager
1.2.7	Forward Concept Document to General Manager (Category 2 Projects) or SEG (Category 3 Projects).	Branch Manager
1.2.8	Make approval decision and appoint/approve Project Sponsor	General Manager or SEG
1.2.9	Communicate decision to Project Proposer, Project Manager, Project Sponsor and relevant Branch Manager	Project Approver
1.3	**Business Case development – Plan & prepare**	
1.3.1	Download and Review Business Case template and Guide, and Review Concept Document	Project Manager
1.3.2	Determine if NFSA has completed any similar projects, for review.	Project Manager
1.3.3	Discuss idea with key stakeholders, and determine approach to Business Case development.	Project Manager
1.4	**Business Case development - Consider options**	
1.4.1	Consult with key stakeholders to determine project options	Project Manager
1.4.2	Analyse each option and select a recommended option, on which the Business Case will be built.	Project Manager
1.4.3	Document options analysis within Business Case template.	Project Manager
1.5	**Business Case development – Project Staff and Contributors**	
1.5.1	Considering selected option, determine skill sets required within the project team, and document in Business Case.	Project Manager

1.5.2	Determine appropriate Project Team members, and complete initial consultation re viability of release of individuals, given effort estimates.	Project Manager
1.5.3	Consult with Project Contributors to determine and agree effort estimates, and viability of meeting project needs.	Project Manager
1.6	**Business Case – complete and approve**	
1.6.1	Consult with stakeholders, as required, to complete Business Case template.	Project Manager
1.6.2	Check completed Concept Document, and alter if required.	Project Manager
1.6.3	Submit Business Case and Concept Document to Project Sponsor for approval.	Project Manager
1.6.4	Approve Business Case and Concept Document for submission to relevant Branch Manager.	Project Sponsor
1.6.5	Submit Business Case and Concept Document to Branch Manager.	Project Manager
1.6.6	Approve Project to proceed, or submit to General Manager (Category 2 Projects) or SEG (Category 3 Projects).	Project Approver - Branch Manager
1.6.7	Approve Project to Proceed. (Finance & Infrastructure will also need to approve if there are resource/back-fill implications.)	Project Approver - General Manager or SEG
1.7	**Post Approval of Business Case**	
1.7.1	Communicate Approval	SEG
1.7.2	Establish Governing Body and Reporting Structure (verify Project Sponsor, need for Steering Committee, frequency of meeting/reporting, need for other Committees or Working Groups.	Project Manager, Sponsor, Project Approver
1.7.3	Add project to Project Register	Project Manager
1.7.4	Create Project Log for Project (Issue Log, Change Log, Lessons Log). Add any data currently available – including Lessons Learned to date.	Project Manager
1.7.5	Monthly reporting to Project Approver starts now	Project Manager

Project Workflow – Develop Phase

Phase 2	Activity	Responsibility
2.1	**Establish Project Team**	
2.1.1	Confirm availability of Project Team Members and secure their effort for the project.	Project Manager
2.2	**Prepare for detailed planning phase**	
2.2.1	Download and review the Project Plan template and Guide.	Project Manager and team
2.2.2	Review existing documents and plan approach for phase.	Project Manager and team
2.3	**Complete Project Plan**	
2.3.1	Conduct stakeholder consultation to undertake detailed project planning, appropriate for the project.	Project Manager and team
2.3.2	Complete Project Plan template, verifying, via detailed planning and scheduling, the Resource estimates.	Project Manager
2.3.3	Verify Business Case parameters – e.g. Resources and Milestone dates.	Project Manager
2.3.4	Submit Project Plan to Sponsor for approval.	Project Manager
2.3.5	Approve Project Plan and approach to delivery identified within.	Project Sponsor
2.3.6	Complete Change Request if agreed Business Case parameters need to be changed, based on detailed project planning.	Project Manager
2.3.7	Submit Change Request to Project Approver	Project Manager
2.3.8	Approve Change Request (Finance & Infrastructure will also need to approve if there are resource/back-fill implications.)	Project Approver

Project Workflow – Implement Phase

Phase 3	Activity	Responsibility
3.1	**Execute the Project**	
3.1.1	Review Project Plan – Brief Project Team	Project Manager
3.1.2	Manage delivery of all project aspects.	Project Manager
3.1.3	Monitor project, including Project Contributors	Project Manager
3.1.4	Execute project	Project Team, Project contributors
3.1.5	Provide escalation point for Project Manager	Project Sponsor
3.2	**Report on Status**	
3.2.1	Complete Status Report monthly (or as agreed)	Project Manager
3.2.2	Update Project Register monthly (or as agreed)	Project Manager
3.2.3	Review Project Status Report, and respond to any required decisions	Project Sponsor, Project Steering Committee, Project Approver
3.3	**Manage Changes**	
3.3.1	Determine change required, and consult with stakeholders, as required, to analyse the impact of the proposed change.	Project Manager
3.3.2	Complete and submit Change Request template (update in Change Log)	Project Manager
3.3.3	Review and approve Change Request	Project Sponsor then Project Approver
3.3.4	Amend Project Plan to align with approved Change Requests	Project Manager
3.3.5	Update Change Log	Project Manager
3.4	**Manage Risks**	
3.4.1	Regularly check and update the Risk Register (within Project Plan)	Project Manager
3.4.2	Escalate risks that arise that are rated Significant, High or Extreme, and provide options/solutions.	Project Manager
3.4.3	Respond to risk escalation and further escalate to Branch Manager, General Manager or SEG, as required.	Project Sponsor
3.5	**Manage Issues**	
3.5.1	Define Issue, and analyse impact on the project; potential solutions to issue, and their impacts. Engage stakeholders, with options.	Project Manager
3.5.2	Escalate issue if non-resolution will place achieving a project milestone in amber or red.	Project Manager
3.5.3	Document in Issues Log	Project Manager
3.6	**Manage Project Documentation**	
3.6.1	Ensure Project Team are aware of documentation protocols.	Project Manager
3.6.2	Manage Project documents using NFSA Protocols.	Project Team
3.7	**Document Lessons Learned**	
3.7.1	Review project at achievement of each Milestone. Document and share Lessons Learned appropriately.	Project Manager, Project Sponsor and Project Team

Project Workflow – Finalise Phase

Phase 4	Activity	Responsibility
4.1	**Close Project**	
4.1.1	Download and review Project Close Report template and Guide	Project Manager
4.1.2	Determine whether further actions need to be taken prior to Project Closure. List and complete if possible.	Project Manager
4.1.3	Complete Handover activities to Business Owner or representative.	Project Manager
4.1.4	Review how project was managed, and whether benefits were achieved.	Project Manager and stakeholders
4.1.5	Document Close Report and submit to Project Sponsor for approval to close.	Project Manager
4.1.6	Review Close Report and forward to Project Approver, for approval to close project. Document whether a Post Implementation Review is recommended or not.	Project Sponsor
4.1.7	Update Project Register	Project Manager
4.2	**Complete Post Implementation Review**	
4.2.1	Download and review Post Implementation Review template and Guide	Project Manager
4.2.2	Engage with Project Team, Project Sponsor, Business Owners and Project Contributors to complete Post Implementation Review.	Project Manager
4.2.3	Submit Post Implementation Review for final Sign off.	Project Manager
4.2.4	Approve Post Implementation Review, and formally close project.	Project Approver via Project Sponsor
4.2.5	Update Project Register	Project Manager

Documentation Protocols - File Name and Storage

”Project Title”_”document name”.version.# e.g. NFSA Staff Survey_Concept Document.V.1.

Electronic copies of final versions of all documents to be sent to the Procurement and Contact Management Manager.

Continuous Improvement

The NFSA Project Management Guidelines need to evolve with experience. Process improvement is cyclical and requires mechanisms to continually evaluate and refine the methodology until project management is fully optimised for the NFSA.

In that context, the NFSA managers and staff need to take responsibility for

- providing continual input for improvement to the PM Guidelines – templates or guides
- identifying areas that require modification and adaptation

The NFSA Project Management Guidelines are owned by Finance and Infrastructure.

Useful Contacts and Information

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Glossary of Terms

Activity

An element of work performed during the course of a project. An activity normally has an estimate of duration, cost and resource requirement. Activities are normally subdivided into tasks (see task).

Agenda

A list of things to be done or discussed, typically at a meeting. No project meeting should be convened without the prior circulation of an Agenda. This enables attendees to prepare and ensure a productive and time-effective meeting.

Assumptions

Assumed knowledge about the project environment that is taken as being valid for the purpose of the project. Assumptions are made to allow project planning to proceed but must be tested before finalising the project plan if possible.

Backward Pass

Calculation of the latest finish times by working from finish to start for the uncompleted portion of a network of activities.

Baseline

A declared summary description of the point in a project, indicating original content and stage reached, as a basis for measuring. Various baselines constitute the project baseline, e.g., technical baseline, cost baseline, schedule baseline, performance measurement baseline, etc.

Benefits

The returns or payback expected to be obtained from the successful completion of the project. Benefits can be tangible or intangible. Tangible benefits include reduced or avoided costs for existing procedures and increased revenue from new or improved products. Intangible benefits may include improved service to clients or improved competitive position.

Brainstorming

A technique to develop alternative solutions through an unrestrained exchange of ideas.

Business Owner

The business owner will:

- Receive and take ownership of the final projects outputs.
- Assist Sponsor in Benefit measurement.
- Accept ongoing costs and risks of final output ownership.
- Be engaged, as a key stakeholder, throughout project planning and delivery.

Change

A systematic way of reaching an intended outcome. Philosophically, change is what project management is all about. The substitution of one thing in place of another.

Change Request

A request needed to obtain formal approval for changes to the scope, design, methods, costs or planned aspects of a project. Change Requests may arise through changes in the business or issues in the project. Change requests should be logged, assessed and agreed on before a change to the project can be made.

Client

The client is the person or organisation requiring the services of the project team.

Communications Management

Planning, monitoring and controlling the exchange of information between the members of the project team, and between the project team and stakeholders.

Conflict Management

The process by which the project manager uses appropriate managerial techniques to deal with the inevitable disagreements, both technical and personal in nature, that develops among those working toward project goals.

Constraint

A known fact which will influence how the project is planned and managed.

Contingency Planning

The identification of alternative means for achieving project objectives. The development of a management plan that identifies alternatives to be used if specified risk events occur.

Contract Administration

Monitoring and control of performance, reviewing progress, making payments, recommending modifications and approving contractor actions to ensure compliance with contractual terms during contract execution.

Controlling

The subsequent action to be carried out as a result of variances between planned and actual results arising from monitoring (see monitoring).

Control

Comparing actual performance with planned performance, analysing variances, assessing trends to effort process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

Corrective Action

Changes made to bring expected future performance of the project into line with the plan or amendment of the plan.

Cost Benefit Analysis

The analysis of the potential costs and benefits of a project which allows comparison of the returns from alternative forms of investment. Note: The hard tangible, readily measurable benefits may sometimes be accompanied by soft benefits which may be real but difficult to isolate, measure and value.

Cost Control

The processes of gathering, accumulating, analysing, reporting and managing costs on an ongoing basis, including cost change management, actual versus budget monitoring,

variance analysis, cost schedule control/reporting, progressive analysis and corrective action.

Crashing

Taking action to decrease the total project duration by analysing a number of alternatives to determine how to get the maximum duration compression while minimising cost impacts.

Critical Activity

Any activity on the critical path where any slippage of the activity will extend the project end date. Most commonly determined by using the critical path method.

Critical Path

The series of interdependent project activities, connected end-to-end, which determines the longest path through the project network and hence the shortest total duration of the project. The critical path may change from time to time as tasks are completed behind or ahead of schedule.

Critical Path Method

A network analysis technique used to predict project duration by analysing which sequence of activities (which path) has the least amount of scheduling flexibility. Early dates are calculated by means of a forward pass using a specified start date. Late dates are calculated by means of a backward pass starting from a specified completion date (usually the forward pass's calculated project early finish date).

Customer

Someone who uses the outcome of the project i.e. facility, system, process or product

Deliverable

A deliverable is the physical outcome of a task resulting from applying defined processes to a set of inputs. A deliverable is a measurable, tangible, verifiable item produced as part of a project.

Development

The development phase of the project cycle develops and defines the components of the project plan.

Duration

Duration is the amount of time from the beginning of the activity to its completion. Duration has a direct effect on the schedule.

Effort

Effort or resource time is the amount of time required for the people to complete it. Effort is directly related to the cost of the time expended on the project. It is usually expressed as staff hours, staff days, or staff weeks. Contrast with duration.

Empowerment

The enabling of project team members to achieve self-control - to do their jobs with the minimum of supervision consistent with their individual capabilities.

End-user

The individuals who will actually use the product or outcomes of the project.

Estimate

An informed prediction based on formal or documented experience or metrics. In the project context, estimates are made of effort (people's time), costs and benefits.

Exclusions

Definition of what the project does not include or is not responsible for delivering - out of scope.

Exposure

The total liabilities and potential claims that the company may be liable for in a given project at a particular time.

Feasibility Studies

Method and techniques used to estimate technical, cost and resource data to determine potential and practicability of achieving project objectives.

Finalisation

The finalisation phase of the project involves the finishing/commissioning handover, closeout and evaluation for the project.

Financial Close-out

Accounting analysis of how funds were spent in achieving a project. It signifies the point at which it is agreed, and the customer signs-off documentation accordingly, that no further charges should be made against the project.

Float

The amount of time that an activity or task may be delayed after its early start without delaying the project finish date. Float is a mathematical calculation and can change as the project progresses, and changes are made to the schedule.

Forward Pass

Calculating the earliest start dates moving from left to right along a network of activities.

Gantt Chart

A graphic display of schedule related information. In the typical Gantt Chart, activities are listed down the left side of the chart, dates are shown across the top, and planned activity duration is shown as date-placed horizontal bars.

Human Resources Management ("HRM")

The function of directing and coordinating human resources throughout the life of the project by applying the art and science of behavioural and administrative knowledge to achieve predetermined project objectives of scope, cost, time, quality and participant satisfaction.

Implementation

The implementation phase of the project cycle involves carrying out the work, monitoring and control.

In Scope

All work included in the project, and for which the project is responsible (can also be called Inclusions).

Issues

A point or matter in question or dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

Key Performance Indicators ("KPI")

Measurable indicators, chosen to reflect the critical success factors of the project, which are used to report on progress.

Lag

The amount of time after one task is started or finished before the next task can be started or finished. *Note: A Lag may have a negative value tied to the finish of a previous activity.*

Master Schedule

An executive summary which identifies the major components of a project against which dates for achievement are estimated, particularly those achievement dates designated as milestones.

Methodology

A project management methodology is a set of inter-related phases, activities and tasks that define the process from the start of a project through its completion. The methodology for NFSA is the NFSA Project Management Guidelines.

Milestone

A major checkpoint in a project. Examples of milestones are 'Design Phase Completed ', 'User documentation completed', 'Hardware configured'. Milestones often require sign-offs from the Project Sponsor or Steering Committee before proceeding.

Milestone Schedule

A summary level schedule which identifies the major milestones (see master schedule and key activity schedule.

Mitigation

Working to lessen risk by lowering its chances of occurring or by reducing its effect if it does occur.

Monitoring

The capture, analysis and reporting of project progress, and in particular, comparison of actual results with planned outcomes (see controlling).

Objective

A statement of what the project is designed to achieve within the scope. They should be specific, measurable and identify business problems that are being solved. They should be stated with some benefit or end result in mind.

Out of Scope

Definition/list of what the project does not include or is not responsible for delivering – exclusions.

Performance

The calculation of achievement used to measure and manage project deliverables.

Phase

A major period in the life of a project culminating in a major milestone. A Phase may encompass several stages.

PMBOK Guide

The term is used to refer to the Guide to the Project Management Body of Knowledge, published by the Project Management Institute (PMI).

Problem Resolution

The interaction between the project manager and a contributing agency responsible for achievement of agreed objectives/milestones with the aim of finding a solution to technical, scheduling, resource availability.

Procedure

A prescribed method or technique for performing programmed work.

Process

A set of inter-related resources and activities which transforms inputs into outputs.

Program

A group of related projects that is managed together. Programs usually include projects and elements of ongoing operations activity.

Program Evaluation and Review Technique (PERT)

An event-oriented network analysis technique used to estimate project duration when there is a high degree of uncertainty with the individual activity duration estimates. PERT applies the critical path method of a weighted average duration estimate.

Project

A set of inter-related and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the restraints of time, cost, quality and resources. A temporary endeavour undertaken to create something which did not exist before.

A project is a piece of work that:

- Has a start and finish date;
- Creates or modifies a product, service or result;
- Has measurable objectives and outcomes; and
- Has dedicated resources allocated to it.

Project Change

An approved change to project work content caused by a change to the project scope of work or special circumstances (delivery delays, weather, industrial unrest, etc). Project changes are approved via a Change Request and logged in the Change Log.

Project Close-out

A process that provides for acceptance of the project by the project sponsor, completion of project records, final revision and issue of documentation to reflect 'as-delivered' circumstances, agreement of Service/Maintenance plans and retention for review of project documentation.

Project Contributors

A Branch, or other group/organisation, who contribute effort or other resources, to the project.

Project Environment

The combined internal and external forces which assist or restrict the attainment of the project objectives. These could be business or project related, or may be due to political, economic, technological, regulatory or internal ('culture') conditions.

Project Life-Cycle

A collection of specific project phases whose name and number are determined by the control needs of the organisation or organisations involved in the project. The NFSA project life cycle has four stages: concept, development, implementation and finalisation.

Project Management

The planning, organising, monitoring and controlling of all aspects of a project in a continuous process to achieve its objectives, both internal and external. It is a discipline requiring the application of skills, tools and techniques and the balancing of competing demands of product or service specification, time and cost, within prescribed constraints.

Project Management Functions

There are nine core project management functions. They are the management of :-

- Integrative Processes
- Project Scope
- Project Risk
- Project Quality
- Project Cost
- Project Time
- Project Procurement
- Project Human Resources
- Project Communications

Project Manager - PM

The Project Manager is the person designated as responsible for the management of all activity necessary for delivery of the project (including services) to the customer (whether internal or external), to the customer's satisfaction and within agreed time and budget constraints.

- Is responsible for the management of the project from concept to finalisation.
- The role includes managing the project scope, schedule (delivery of milestones at agreed dates), resources utilised and required, risk, communication and stakeholders, all within the NFSA Guidelines.
- Escalates variance, according to Governance arrangements, and in a timely manner. Escalation can happen via Status Reports, if timely, o via direct contact with Project Sponsor of the project variance.
- Updates Project Register, to ensure a current view of projects, and status, is available to Governance groups.

- Uses the NFSA Project Management Guidelines (including reporting frequency and project governance roles) with project sponsor.

Project Network Diagram

Any schematic display of the logical relationships of project activities. Always drawn from left to right to reflect project chronology.

Project Phase

A collection of logically related project activities and tasks usually culminating in the completion of a major deliverable.

Project Plan

A formal, approved document used as a basis for project control. The primary uses of the project plan are to document planning assumptions and decisions, to facilitate communication among stake holders, to achieve a common understanding, and to document approved scope, cost, schedule baselines, risk, quality, human resources and procurement requirements.

Project Planning

The development and maintenance of the project plan.

Project Proposer

An individual who puts forward a project idea for approval.

Project Quality Management

Project Quality is the composite of attributes that are required to satisfy the needs of the project and include, deliverables (including performance features and characteristics) the project processes and development of team members. Quality policies, plans, procedures, specifications, and requirements are attained through sub-functions of Quality Assurance (Contract/Managerial) and Quality Control (Technical).

Project Manager

The person assigned by the organization to achieve the project objectives.

Project Schedule

The planned dates for performing activities and the planned dates for meeting milestones. Sometimes termed the 'project program'.

Project Sponsor

The Project Sponsor is the Manager who has functional responsibility for implementing project deliverables as part of the services provided to the client's customers.

The Project Sponsor will:

- Ensure project benefits are achieved. Ensure projects are aligned to Strategic Objectives. The Sponsor will be seeking to ensure that the project risk and costs are actively managed, and that the forecast investment, will provide NFSA with the forecast benefit.
- Champion the project at the highest level. The sponsor should have the authority to provide the project with necessary resources and be alert to changes in the NFSA corporate objectives that may affect the project.

- Agree to the Project Business Case and Change Requests, before submission to the Governing Body.
- Provide *ongoing decision making* and guidance to the project – escalation point for Project Manager.

Purpose

The major reason the project is being undertaken. Purpose is closely linked to Benefits.

Requirement

A description of a condition or capability to which a system must conform; either derived directly from user needs, or stated in a contract, standard, specification, or other formally imposed document.

Requirement Attribute

Information associated with a particular requirement providing a link between the requirement and other project elements. For example, priorities, schedules, status, design elements, resources, costs, hazards.

Requirement Specification

Description of desired results.

Requirement Type

A categorization of requirements - for example, stakeholder need, feature, use case, supplementary requirement, test requirement, documentation requirement, hardware requirement, software requirement, and so on - based on common characteristics and attributes.

Requirements

A negotiated set of measurable customer wants and needs.

Resources

Within NFSA Project Management Guidelines, resources include all cost and effort required for the project, and includes: Project Team effort; contributing Branch or others effort; procurement; and ongoing business as usual costs/effort.

Risk

Risk can be viewed as an uncertainty, which may result in negative outcomes. Risk is a function of two elements: a consequence of an outcome, and a probability of that outcome occurring.

Risk Analysis

Analysis of the consequences and probabilities that certain undesirable events will occur, and their impact on attaining project/contract/customer expectations.

Risk Management

An organized assessment and control of project risks.

Schedule

The planned dates for performing activities and the planned dates for meeting milestones. Sometimes termed the 'project program'.

Scope

Project scope is divided into the following parts:

- A high level description of work to be undertaken, including the products/services to be provided.
- Assumptions about the project.
- Out of Scope - what the project will not be doing.
- Constraints - known facts.
- Related projects.
- Organisational/Environment/Research and Development issues which may impact on the project.
- Anything else that will put a boundary around the project which may impact on the project team to achieve the project objective.

Scope Creep

The term often used to describe the continual extension of the scope of some projects. Often leading to a runaway project.

Secondary Risk

The risk that can occur as a result of treating a risk or invoking a risk response plan.

Slack Time

The amount of time a task can slip before it affects another task's dates or the project finish date (float).

Sponsor

See Project Sponsor

Stakeholder

Individuals and organisations who are involved in or may be affected by project activities. Stakeholders include client, sponsor, customer or end-users, consultants, project team, contractors etc.

Status

The comparison of actual progress against the plan to determine variance and corrective action.

Steering Committee

The Steering Committee :

- Is an escalation point for issue consideration.
- Is made up of key stakeholders responsible for governance of the project, and able to make decisions on behalf of the areas they represent.
- makes recommendations to the Project Sponsor.

Task

A subdivision of an activity.

Team Leader

Person in charge of a smaller group and responsible for carrying out a specific task.

Value Analysis

An activity devoted to optimising cost performance. The systematic use of techniques which identify the required functions of an item, establish values for these functions, and provide the functions at the lowest overall cost without loss of performance (optimum overall cost).

Work Breakdown Structure (WBS)

A product oriented family tree of phases, activities and tasks which organises, defines and pictorially displays the work to be accomplished in order to achieve the final objectives of a project. Each descending level represents an increasingly detailed definition of the project. It is a system for subdividing a project into manageable work packets, components or elements to provide a common framework for scope schedule, costs, allocation of responsibility, communications risk assessment monitoring and control.