

Section

2

Project Management Governance



Project Management Manual Sections

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City governance documents (policies, administrative standards and rules) applies to all stages of the Asset Management System and are presented in Figure 1-5: *City of Winnipeg Asset Management System*, under the asset management organizational component: Strategy (turquoise).

City governance documents that provide direction for project delivery are listed in Table 2-1. List of the City’s Project Delivery Governance Documents.

Table 2-1. List of the City’s Project Delivery Governance Documents

Governance Document	Description	Link
FI-011 Asset Management Policy	City Council's Asset Management Policy	citynet/finance/infrastructure/camp/#1
FI-003 Materials Management Policy	City Council's Materials Management (Purchasing) Policy	winnipeg.ca/matmgt/info.stm
FM-004 Asset Management Administrative Standard	Asset Management Administrative Standard	citynet/finance/infrastructure/camp/#2
FM-002 Materials Management Administrative Standard	Material Management Administrative Standard.	citynet/cao/administrative_directives/financial_management/default.stm
Special Operating Agency (SOAs) Operating Charters	While SOAs adhere to the Materials Management Policy guidelines and other directive listed above, the Operating Charters of the SOAs note other delegations and exemptions for purchasing authorities.	Individual SOAs have their operating charters on file.

In some instances, in order to assist the Project Manager in the delivery of capital projects, the Project Management Manual may contain discussions on certain Policies and Administrative Standards. If there is any cases of conflict between the manual and these other documents, the Policy/Administrative Standard shall take precedence. Any cases of conflict should be brought to the attention of the Manager Corporate Asset Management Office.

The Project Management Manual is not intended to fully replace or replicate policy/administrative standards. Thus, the Project Manager should read and become familiar with the relevant policy/administrative standards, and not rely solely on the discussions in the Project Management Manual.

2.1 Policies

2.1.1 FI-011 Asset Management Policy

The Asset Management Policy was adopted by City Council in 2015 and governs the Asset Management System and guides the Public Service to incorporate best practices in asset management in support of delivering service to its customers. The Policy objectives are to:

- link infrastructure investment decisions to service outcomes.
- make Stakeholders aware of the true cost of managing the City's assets necessary to meet agreed Levels of Service (LOS).
- strive to deliver services at approved LOS while minimizing lifecycle costs.
- allocate limited resources based on lifecycle modeling, multi-criteria prioritization (triple bottom line concept) and risk management.
- capture relevant asset information and manage this information to enable decision-making.
- provide staff with the necessary knowledge and skills to manage assets effectively.

2.1.2 FI-003 Materials Management Policy

The Materials Management Policy was adopted by City Council in 2004 and governs the Materials Management functions covering most types of procurement, including those normally associated with consulting services and capital project delivery. Guiding principles for the document were to meet the City's needs effectively and efficiently, at the best value, and in a fair and ethical manner.

While providing for broad-level governance, the Materials Management Policy also stipulates conditions under which authority is delegated to the administration. The Materials Management Policy grants the Chief Administrative Officer (CAO) the authority to approve directives consistent with the Policy, and provides the authority to further delegate certain responsibilities.

2.2 Administrative Standards

2.2.1 FM-004 Asset Management Administrative Standard

The Asset Management Administrative Standard looks at the entire asset lifecycle through the following stages:

- Investment Planning (strategic planning and investment planning)
- Project Delivery (managing the construction/acquiring of the asset)
- Operations and Maintenance (ensure maximum life of the asset)
- Decommission and Disposal

This administrative standard also directly addresses project administration and describes the processes that must be considered when planning, delivering, and executing projects, specifically addressing the following:

- Roles and responsibilities of the following employees/unit for major projects:
 - Chief Administrative Officer (CAO)
 - Chief Asset and Project Management Officer (CAPMO)
 - Manager, Corporate Asset Management Office
 - Manager, Major Capital Projects Oversight
 - Departments

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- Establishment and mandate of the P3 Review Committee.
- Establishment and role of the Major Capital Project Advisory Committee.
- Project delivery processes and procedures.
- Management of unspent capital accounts.
- Rules for project over-expenditures.

2.2.2 FM-002 Materials Management Administrative Standard

Provides direction on the following:

- Delegation of authority from the CAO to other levels of administration.
- The Procurement – Solicitation process.
- Procedures for soliciting and evaluating competitive offers.
- Award report requirements.
- Procedures to be used when award criteria are not met.
- Award and signing authorities.
- General requirements for engagement of Consultants.
- Reference to the City authorities for dealing with contract over-expenditures.
- Reporting requirements for Consultant assignments.

2.3 Organizational Governance

With City-wide adoption of the Project Management Manual, the City’s corporate and departmental entities will need to shift towards a “Portfolio – Asset Management Office (AMO)” Organizational Governance Structure defined in Figure 2-1.

Figure 2-1. City of Winnipeg Corporate and Departmental Governance Framework

