Why a SMI Project Management Framework?

- Currently project management at SMI is handled at a Centre level without an Institute mandated approach or system.
- The Academic Board Review identified a need for SMI’s leaders to develop improved skills in project management, pricing, cost control, budgeting and contract management (R7).
- SMI Leadership agreed with that recommendation, stating in the SMI response to the Academic Board review that SMI is a project based organisation and our ability to manage projects is key to our performance.
- In response to this agreement Project 4 of the NEXT SMI Program was created which was tasked with creating a SMI Project Management Framework building on our examples of good practice.
What will it mean for SMI Researchers?

• The role of Chief Investigator (CI) will continue with few changes to their project management role except that:
  – Templates will be used where possible to standardise practice across SMI
  – Information including existing UQ forms and processes will be managed within the SMI Portfolio Support Office
  – CIs and Program Leaders will have access to aggregated management information to assist them to track project progress
• Program Leaders will have management information for projects across their program
Benefits of using the new framework

- Improved client relationships through better project performance
- Accurate, consistent and timely management of projects against budget and milestones
- Improved consistency of project process across all Centres
- Reduced cost of project delivery due to better tracking of outputs, budget and people
- Improved risk and issue management
- Gradual reduction of manual or duplicate processes and systems to a single version of SMI project management.
How will this be achieved?

• Consultation with Program Leaders
  – Pack of information available for review of DRAFT project management framework
  – Feedback on the framework and roles and responsibilities documents required by 1 December

• Education and training before the end of 2015
• Implementation of the new project management framework to commence on 1 January 2016
• Continuous improvement throughout 2016 with formal review at the end of the year.
Who has been involved so far?

- SMI Senior Leadership Team developed the project management lifecycle
- Lisa Kennedy and Hannah Fry working with consultant, Elissa Farrow, to develop draft material
- Project Management working party members have gathered examples of best practice and reviewed documents. Members:
  - Grant Ballantyne, Researcher (JKMRC)
  - Bronwyn Battersby, Centre Manager (CSRM)
  - Robin Burgess-Limerick, Researcher (MISHC)
  - Ian Callow, Business Development (CWiMI)
  - Taryn Donnelly, SMI Finance Manager, (SMI Office)
  - Irene Dullaway, Centre Manager (BRC)
  - Jo-Anne Everingham, Researcher (CSRM)
  - Tracey Gregg, Centre Manager (CMLR)
  - Emmanuel Manlapig, Researcher (JKMRC)
  - Travis Murphy, Researcher, (BRC)
  - Elise Neilson, Head of SMI legal (SMI Office)
  - Kathryn Sturman, Researcher (CSRM)
Our starting place as an Institute

SMI has been baselined as a level 1 in maturity

1 – **Awareness** = The organisation recognises projects and runs them differently based on individual preference and limited management control.

<table>
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<th>5 Optimised</th>
<th>4 Managed</th>
<th>3 Defined</th>
<th>2 Repeatable</th>
<th>1 Awareness</th>
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Method source - P3M3 ® Axcelos 2014
Our Journey to Level 3

Build & Introduce - 2015 (Sept-Dec)
- Roles and Responsibilities
- Lifecycle
- Project Framework
- Guidelines
- Project Handbook
- EPM System Requirements
- Targeted Training and Coaching
- Program Leaders (introduce)
- Professional Support Re-org
- Roadmap for maturity growth
- Intranet site

Embed & Build Capability:
- EPM System embed
- Targeted Training & Coaching
- Lessons learned
- Central source of proposals
- Program Leaders (embed)
- Monitor and Adjust
- Rebaseline Project Maturity
- Preliminary review of Program and Portfolio functioning

Embed & Mature:
- Targeted Training & Coaching
- Assurance
- Monitor and Adjust
- Rebaseline Project Maturity
- Baseline Portfolio and Program Maturity

SMI Portfolio, Program and Project Maturity Journey

Level 1 – Awareness
(P3M3 Baseline 2015)

Level 2 – Repeatable
Expected Oct 2016

Level 3 – Consistent
Expected End 2017

SMI Sustainable Minerals Institute
Introducing the SMI Project Lifecycle

1. Idea creation
2. Opportunity identification
3. Project development
4. Contracting
5. Delivery
6. Close out
7. Impact demonstration
Structure of the Framework

All sections of the lifecycle are broken down guidelines that show:
- Key activities
- Key roles
- Key templates

All located on the SMI Intranet
Supported by information to make decisions

A status report can be verbal or written account of how the project is tracking to time, cost, scope as well as any new issues or risks. It is a two way dialogue.
We need your input to finalise the project framework –

- Consultation period now open with Program Leaders
- Closing 1 December but there will be a process of continuous improvement throughout 2016
- Please prioritise the following documents:
  - Framework
  - Roles and Responsibilities
Before the end of 2015

• Centre Director and Program Leader meetings in week of 23 November booked to give more detail and get your feedback
• Finalised changes incorporated and obtain SMI Leadership endorsement of the Project Framework
• Further consultation for Program Leaders and Centre Directors in any of the unfamiliar elements
• Education and training for researchers and portfolio support staff
More information on the SMI Intranet

https://internal.smi.uq.edu.au/smi-project-management-lifecycle
Contact us

• Provide your feedback via email to:
  Lisa Kennedy l.kennedy@uq.edu.au
  Hannah Fry h.fry@uq.edu.au

• Or if you prefer to provide verbal feedback please call Lisa on
  334 63042 or email to make an appointment