City of Guelph
Project Management Office Mandate

1. Objective of Mandate document

To guide the operations of the Project Management Office (PMO) and to ensure its mandate is understood and endorsed by the Executive Team and the broader organization.

2. Definition of Project Management Office

"A Project management office (PMO) is a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects." – Project Management Institute. (2013). A Guide to the Project Management Body of Knowledge (PMBOK Guide) Fifth Edition.

3. Vision:

The City of Guelph Project Management Office envisions a City that is recognized for its project management excellence in support of the delivery of quality public services.

4. Mission:

The City of Guelph Project Management Office fosters a culture of project management through its mandate to enable successful and consistent project delivery across the organization.

5. Mandate

The mandate of the City of Guelph PMO[1] is to enable project managers and the organization to be successful through the three main pillars stated below.

Centre of Excellence

- Act as a Centre of Excellence, support organizational success through the efficient and effective execution of projects and programs.
    - Define, develop and maintain a centralized framework, processes and tools
    - Establish and maintain a knowledge repository of processes, tools, project reports and lessons learned in an open, transparent and collaborative manner.
    - Develop project management competencies and provide training, guidance and coaching to improve the organization's capability and capacity
    - Advocate building project management discipline and professionalism in the organization.

Project / Program Governance and Risk Management

- Develop and facilitate a project Stage Gate process for consistent and transparent project proposal, approval, prioritization, planning, execution, monitoring/controlling and close-out.
- Develop and facilitate a Project Risk Framework aligned to Center of Excellence Project Processes, establish a common approach to risk identification, registration, monitoring, escalation, mitigation and reporting.
- Monitor adherence with new PMO standards and other applicable policies

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[1] City of Guelph, through its Executive Team, has authorized the creation of a corporate PMO (see Appendix A: Deloitte Capital Projects Risk Assessment and Appendix B: Staff Report CAO-C-1507 Capital Projects Risk Assessment).

Project / Program Reporting and Performance Measurement
- Develop and facilitate a robust Project / Program Reporting structure and framework as a critical communication tool to assist senior management in timely, informed decision making.
- Develop Key Performance Indicators (KPI) to help the organization as a whole establish Project Performance and Organizational Project Capacity

6. PMO Scope

The City of Guelph manages a diverse portfolio of projects that include strategic, operational and enhancement projects with various funding sources within capital and non-capital (operating) budgets. The chart below describes the deliverables and action plans for the PMO to deliver its mandate. PMO's role is to develop frameworks, establish guidelines and facilitate the standard processes to enable the project managers' and organization's success.

In-Scope Deliverables:

Key Areas	Deliverables / PMO Action Plans
Governance and Accountability	- Establish an agreed-upon governance framework - Define mandate, recruit and establish PMO committees - Chair and facilitate PMO committee meetings - Define the roles of various players within City projects and programs - Define and implement a project portfolio management framework that identifies projects as various tiers based on their risk, complexity, cost, etc.
Reporting and Communications	- Develop and facilitate a robust reporting framework and guidelines (format, tools and frequency, roles and responsibilities of Project reporting vs. PMO reporting, etc.) - Establish a standard set of evaluation criteria (RAG=Red, Amber, Green) - Create a matrix of communication requirements (i.e. who will receive what, how, when by who) for project updates and portfolio updates - Produce PMO Reporting - consolidated summaries (i.e. dashboard) of PMO portfolio projects for Executives and Project Steering Committees. - Support and enable project managers to adopt and deliver successfully
Risk and Issue Management	- Develop and facilitate a formal risk / issue management framework and process scalable to project tiers - Develop escalation guidelines based on organization's tolerance level - Facilitate the identification and active management of Risk and Issues
Standard Frameworks, Processes and Tools	- Define, develop and maintain a centralized set of frameworks, processes and tools for all stages of projects, scalable to project tiers and aligned to stage-gates and support project managers to adopt and implement - Monitor adherence to standards
Baseline Planning	- Define and provide clear guidelines and standard tools/templates for developing baseline milestones and cost plans as part of the project implementation plan development - Enable the training and support of project managers
Change Control Process	Develop a robust process where changes to the agreed scope, schedule, benefits and budget are captured and controlled in a visible, transparent and consistent manner
Education, Training and Development	- Provide ongoing organization-wide education and training as new standards are developed - Develop project management competencies and provide training, guidance and coaching to improve the organization's project capacity and capability

Resource Management	• Integrate resource management as part of a stage-gate process by establishing a guideline on project resource requirements and assisting in the identification of potential issues, obstacles or challenges • Support the project pipeline by coordinating resource availability, capacity and skill-sets • Develop a model (centralized or decentralized) to deliver the portfolio of projects and programs
Procurement, Contracts and Claims Management	• Integrate lessons learned to ensure the City is protected through strengthened risk management practices in procurement, contracts and claims management • Develop and facilitate an issue escalation process which includes early engagement of legal resources for potential disputes
Document / Information / Knowledge Management	• Develop an online information hub on intranet to make PMO standards (definitions, process flows, tools, etc.) available and accessible • Establish a clear guideline for document management including project information storage location, method, security, etc. • Explore and recommend enterprise project management software through trials and pilots • Create and maintain centralized knowledge repository to safe guard critical information as well as to promote learning from shared lessons learned

Out-of-Scope:
- Selection of projects for budget approval
    - Although PMO will establish and facilitate a project proposal and prioritization processes including tools (i.e. Business Case) for assessment and evaluation, the selection of projects and ultimate approval of budgets is managed through the annual budget process. Therefore, the short-term mandate of PMO is to support the identified projects (i.e. Tier-1, corporate projects) once approved through the budget process.
- Management / Reporting of Information Technology (IT) led projects
    - IT manages, tracks and reports IT-led projects and will continue with this mandate through ITGC
- Management / Tracking / Reporting of operations (non-project, on-going departmental work)
    - The responsibility of operations continues to reside within the departments under the leadership of the Department Heads
- Management / Resolution of Departmental Resource Capacity
    - To be consistent with the management of other departmental resources (i.e. budget, space, etc.), the management and resolution of departmental staff capacity stays within the leadership of the Department Heads

7. PMO Stakeholders & Partners
The PMO has identified the following stakeholders and plans to collaborate with each group as outlined below:

Stakeholder	Role	Responsibilities	Member(s)
PMO Executive Sponsor	Sponsor / Champion the PMO development	• Functional and administrative reporting of PMO functions and performance	D-CAO, Corporate Services
Executive Team	Provide executive oversight and	• Make project decisions • Resolve project issues	*Chair:* PMO Exec. Sponsor *Members:* CAO and D-

	decisions		CAOs
PMO Governance (Complex Capital Projects Advisory)	Provide governance, advise and input to the Complex Capital Project Standards	• Review proposed standard frameworks, processes and tools and provide feedback • Provide cross-departmental view in the solution of identified or common project and resource issues and risks • Advocate PMO standards within the organization	**Chair:** D-CAO, IDE **Core Members:** (function-based): PMO, Facilities Management, Engineering, Business Development Enterprise, **Sub Members:** Legal, Finance, Internal Audit, Procurement, Corporate Communications
Project Evaluation Committee	Act as a filter for ET decision-making process	• Review and evaluate Business Cases • Project Tier and oversight determination • Make recommendations to PMO Governance	**Chair:** PMO Dept. Head **Members:** – (skill-based) TBD
Project Managers	Participate and collaborate with PMO in City's project management standard development	• Commitment to contribute to the development of City's project management standards through active participation in discussions, training and other project management forums to provide feedback and build project management discipline.	**Members:** *Project Management Group *identify project managers and create a project management group
IT (Information Technology) PMO	Act as a partner for PMO	• Collaborate in standard approaches including software and technology use • Leverage existing tools and methods working well for IT projects	**Members:** IT PMO staff

8. Critical Success Factors
The following are steps the City of Guelph must take to ensure PMO success:
- Strong championship by the PMO Executive Sponsor with full support of the Executive Team
- Visible, vocal support and endorsement by Corporate Management Team to support the process of organization change – recognizing that there may be differing rates of adoption by some groups and individuals
- Strong commitment and support by the Project Portfolio and PMO Advisory Committees
- Adequate resources to deliver the expected PMO services
- A phased introduction of PMO functions – i.e. start small and focus on quick wins

9. Measure of Success
Project Success
The factors below are generally recognized as identifiers of project success:
- Pre-defined project objectives and goals were achieved (based on Project Charter)
- Project scope was delivered on-time and on-budget (based on Project Implementation Plan)
- The project stakeholders were satisfied:

- o All parties involved were clear on the roles and responsibilities within the project and felt well-informed throughout the project
- o The needs of primary end-customer / client were met
- o The organization's goals were achieved and expected benefits were realized
- Project followed applicable policies, legislation, and standards; critical information was documented and archived
- Lessons learned were captured for sharing and continuous improvement

Tangible metrics will be developed if PMO is assigned to directly manage projects in the future.
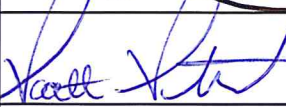
PMO Success

Once the PMO start-up is complete, the success of PMO in delivering defined PMO services to the organization will be measured and evaluated by the stakeholders identified in section 7. PMO will seek to obtain agreement on the performance metrics and success measurement in consultation with the key stakeholders and incorporation of the best practices and the needs of the organization.

10. PMO Structure Model

PMO functionally and administratively reports directly to the Deputy Chief Administrative Officer of Corporate Services, who is the Executive Sponsor of the PMO. The PMO is responsible for reporting to the Executive Team on the status of risks, trends and cross-project issues of the PMO portfolio projects including complex capital projects.

11. PMO Charter Authorization

	Role / Position	Name (Sign below)	Date
Prepared by:	PMO Department Head / Manager, PMO	Tomoko King	March 7/2016
Endorsed by:	PMO Executive Sponsor / D-CAO, Corporate Services	Mark Amorosi	March 8/16
Authorized by:	D-CAO, Public Services	Derrick Thomson	
	D-CAO, Infrastructure, Development and Enterprise Services	Scott Stewart March 27/16	
	Chief Administrative Officer	Ann Pappert	April 8/16

Appendices

A: Deloitte Capital Projects Risk Assessment Report (March 3, 2015)
B: Staff Report: CAO-C-1507 Capital Projects Risk Assessment (August 4, 2015)
C: Project Categorization and PMO Scope
D: PMO High-level Work-plan 2016