



Delivery **Advisory** Capability

## The **PM-Partners** Way Project Managers Code of Conduct

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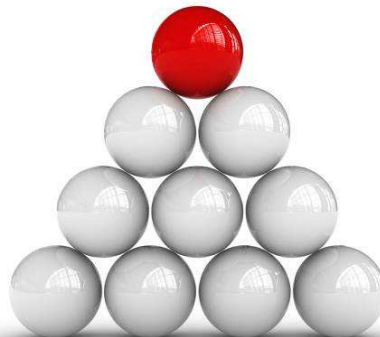
### Company Overview

#### *Delivering business results through effective ex*

In today's fast-paced and volatile economy, challenges lead to significant business problems.

Accelerating results through effective execution is a significant requirement of our business era...

Successful project execution requires a balance of : and pragmatic discipline that is underpinned with support, knowledge and experience.





## **We run projects and develop capabilities**

From executing single or multiple projects through to building best practice techniques and capabilities we work closely to drive business results. Our services include:

### **Delivery**

- » Fixed price project and program delivery
- » Fixed price project definition and business case development
- » Management of client projects from individual projects to managed PMO services
- » Specialist contracting and extended workforce solutions
- » Project health checks, assurance and governance

### **Advisory**

- » PMO review, establishment & development
- » Consultancy and advice to enhance processes & systems
- » Methodologies for project, Program & portfolio management
- » Enterprise Project Management and Portfolio Management Systems

### **Capability**

- » Project, Program and Portfolio Management education, training and professional certification
- » Business analysis education and certification
- » Capability assessments

Our talented team of experienced consultants, Project Managers and facilitators work with organisations throughout Australia, Asia and Europe. Established for over 18 years, we manage over \$1billion of client projects across multiple industry sectors and specialist domains and train over 4000 Project Managers each year.

To ensure we offer an unbiased solution of the highest quality we maintain all leading global certifications and partnerships:



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## Introduction

### Project and Program management delivery

The PM-Partners group provide project and Program management services that can be adapted to any business environment.

We work across a broad range of industry sectors and provide support during peaks of work, extended workforce solutions or run entire Programs and projects for clients on a fixed fee basis. Many of our clients outsource all or part of their PMO to us through our managed service arrangements.

Companies turn to the PM-Partners group when they need the skills, experience and specialist support to execute projects that drive business performance and results.

### Objective

Our primary objective is to provide exceptional service to our clients and to continue to be recognised as the preferred Australian brand for project delivery, advisory and capability services.

**It is therefore essential that projects are planned and executed with solid project management discipline that provides a balance of rigour (to ensure projects are delivered professionally and completely) with customer service and flexibility (to ensure customers' needs are met).**

### Purpose

The purpose of this Code of Conduct is to describe the minimum standards of behaviour and conduct expected from all PM-Partners group Project Managers and consultants, including partners, agents and contractors in their dealings with Customers, suppliers, clients, co-workers and management.

It sets out what we expect from you as a Project Manager or consultant if you work for the PM-Partners group (in any capacity, at any time and under any circumstances), explains the minimum standard to which we will evaluate your performance and allows us to quickly assess project status.

It assumes a good level of knowledge of project management best practice and experience.

It also refers to the minimum standards for all PM-Partners group Project Managers and Consultants regardless of methodology (if any) or client bias.

If there is anything that you don't understand please contact your Service Delivery Manager immediately.

### **Client Interaction (how you act)**

Each client is different in the way they see the role of a Project Manager, in the level of involvement they wish, and in the sort of results they seek. It is expected that you read the situation, adapt, and establish an agreed working relationship. The following expectations are common to virtually all clients. If a client invites you into their business to assist them, they have the right to expect that you:

- Be the first to communicate (a client should never 'ask' for an update)
- Give a little more than expected (the client will appreciate it and it will assist you to build your own level of trust and reputation with the client)
- Respect the client's knowledge (or lack of it without judgment)
- Be careful not to be over-prescriptive (you facilitate, advise and guide, they decide)
- Respect confidentiality
- Be very aware of but at all times avoid becoming involved in ANY internal politics
- Aim to be the most professional in the room (rise above any in-fighting). At all times stay in control of your emotions
- Keep your ego in check at all times. Remember that you are there to assist the client be successful, not to make the client wrong so that you can be right.
- The more you track in writing, the better you will communicate almost every circumstance related to the project engagement
- Understand who your stakeholders are – act and communicate appropriately
- Understand who your customer is and look after them
- Maintain a big picture objective view and understand the underlying business issues
- Use the PM-Partners group support network, leverage the skills and experience of over 100 specialists via your SDM. No one has all the answers but across the group there will always be someone that can help.

Successful project delivery is as much about how you act and communicate as it is managing the project management process.

## Minimum Standards for our PMs (how you manage)

**Project Management includes the planning, organising, monitoring and controlling of all aspects of the Project in a continuous process to achieve its objectives.**

As soon as you commence ensure you understand the Project background and expectations by speaking to the Account Manager, SDM & Client. Understand the scope of the PM-Partners group engagement. Confirm your understanding.

### Key Objectives

Ensure the following as a minimum;

- The business objectives and requirements are clearly understood, documented and agreed.
- All Projects are defined with clear objectives, responsibilities, deliverables and ownership; via an agreed Project Initiation document (typically a Project Management Plan (PMP)) including all of the requirements detailed in the Scope of Works (SOW)
- All Partners / Sub-Contractors / 3rd Party Vendors are engaged via an agreed Statement of Work (SOW), with clear objectives, responsibilities, deliverables and ownership; including the relevant contractual terms and conditions
- All Project costs and benefits are clearly determined and proactively managed throughout the duration of the Project lifecycle
- Proactive management, mitigation and resolution of key risks and issues throughout the Project lifecycle
- Proactive communication of Project status throughout the Project lifecycle
- Projects are delivered successfully (agreed scope, timeframe and budget) with respect to the baseline schedule, budget and Customer approved Project Initiation Document.
- Project organization:
  - Ensure all roles and accountabilities are agreed in writing (ideally within the Project Initiation Document).
  - Ensure the role and accountability of the project sponsor and customer is also clearly documented and agreed.

### Safeguards and Controls

Ensure the following as a minimum;

- Ensure there is a clear end game objective for the project (what outcome the project will produce for the business)
- Ensure there is an authorised business case or at the very minimum a email confirming the 'Authority to Proceed' from an authorized person.
- Project Management documents, controls and communication are in place for the planning, organizing, monitoring and controlling of all aspects of the project
- Projects are divided into the necessary sub-processes / phases required to deliver the agreed objectives
- ALL roles and accountabilities are agreed and documented
- The project sponsor and customer's accountability is clear and established
- Your authority level and when/how to escalate is agreed with the project sponsor

- There is a clear definition of responsibilities for monitoring the completion of the sub-process / phase objectives, related risks and issues
- Key stakeholder needs have been clearly understood to ensure that all project-related processes are aligned to delivering the agreed Project objectives
- The Project is delivered as a set of planned and interdependent processes
- There is a clear demarcation of responsibility versus authority between the Customer organisation, external organisations, Project team and key stakeholders
- Project progress evaluation exists and key metrics are measured throughout the Project lifecycle and communicated via the Project status reporting
- Project quality processes have been implemented. For example, approvals, all necessary Project Management and technical documentation, preventative and corrective action, risk and issue management, change management, peer reviews, traceability, training, verification, etc
- Confirmation of your defined accountability, authority and responsibility in managing the Project
- The interdependency of Customer management processes and concurrent Projects (related and unrelated) are clearly understood

### **Project Initiation/Planning**

Ensure the following as a minimum;

- Ensure acceptance criteria is clearly documented and agreed
- Lessons from previous similar/related projects have been reviewed
- The Project Scope/Statement of Work/Contract has been agreed by the Customer (if in doubt clarify and confirm)
- The Project Scope/Statement of Work/Contract has been agreed by the selected Partner / Sub-Contractor / 3rd Party Vendor.
- The Project Initiation document (typically a Project Management Plan (PMP)) has been developed and agreed by the Customer and Sponsor
- The Project Initiation document (typically a Project Management Plan) allows for traceability with respect to measuring and assessing the agreed project objectives and deliverables
- The necessary internal contract approvals have been completed for the project
- The retention of project related records/documentation is being managed
- Resource/Partner/Sub-Contractor/3rd Party Vendor requirements, skill levels and availability have been assessed with respect to the agreed project objectives and deliverables
- The Project Schedule includes progress evaluations and allows for the preventative / corrective action measures highlighted by these reviews.
- The Project Initiation document (typically a Project Management Plan) defines the Project communication for all relevant stakeholders. For example; Progress Review Meetings, Technical Meetings, Steering Committee Meetings, Program or PMO Governance meetings, reporting lines and the roles & responsibilities that exist within the project organisational framework.
- Customer business and technical requirements are clearly defined and translated into the necessary activities required to ensure the project objectives are achieved.

### **Change Management**

Ensure the following as a minimum;

- The Change Management process has been documented in the agreed Statement of Work (SOW) and Project Initiation document (typically a Project Management Plan (PMP))
- There is a version control mechanism in place for all the Project Management & Technical documentation deliverables (Requirements Definition, High Level Design, Low Level Design, Test Plan, Network Implementation Plan etc.) that need to be provided as part of the agreed Statement of Work (SOW) and Project Management Plan (PMP)
- All Change Requests/Variation Requests are approved prior to commencing implementation

### **Activity Definition (Tasks, Work Packages, WBS)**

Ensure the following as a minimum;

- The personnel who are responsible for carrying out the activities have been engaged to finalise the agreed work breakdown structure for the respective sub-process / phase objectives
- The activities have been defined in such a way that outputs are measurable

### **Activity Control & Time Related Processes**

Ensure the following as a minimum;

- The defined activities are being carried out in accordance with the agreed Project Initiation document (typically a Project Management Plan (PMP) and baselined schedule & budget
- Reviews are planned on the respective activities
- Variations from the defined activities are being updated in the revised baselined schedule
- There is a clear timetable to determine the dependencies and duration of the activities required to ensure timely completion of the project deliverables & objectives
- The project schedule defines and details the inter-relationships, logical interactions and interdependencies of the various phases of the Project
- The activity durations have been detailed within the baselined schedule
- The activity durations have been linked to the project resource planning
- Time allocation has been planned for quality practices within the project
- Key events, milestones, progress evaluations, critical and near-critical activities have been identified in the Project schedule
- Schedule changes that affect the Project objectives have been agreed by the key stakeholders (internal and external) prior to implementation
- The schedule is reviewed on a weekly / fortnightly basis in the Project team Progress Review Meetings and Steering Committee/Governance Meetings

## **Budgeting & Procurement**

Ensure the following as a minimum;

- Project costs are managed to ensure that the Project is completed within the original budget constraints
- Project costs have been clearly identified and documented
- Project costs have been linked to the activities defined in the work breakdown structure
- If the Project cost estimation involves significant cost related risk, then processes are in place to manage these risks
- The Project budget is based on the Project cost estimation process and is in accordance with the approved accounting procedures within the organisation
- The Project budget is consistent with the documented Project requirements, assumptions, risks and contingencies
- The organizational processes for Project purchasing / expenditure are clearly understood
- Project expenditure records are reviewed, managed and maintained
- The root causes for budget variances, both favourable and unfavourable, have been identified
- The Project schedule takes into consideration the procurement / purchasing processes
- The process covers internal and external acquisitions
- The Project organisational structure identifies the interfaces with Partners, Sub-Contractors, 3rd party vendors
- The Project purchasing / procurement requirements have been reviewed with the key stakeholders
- Project purchasing documentation exists and is being retained for the project
- The Customer requirements have been included in the purchasing / procurement documentation
- The purchasing documents are reviewed to ensure that all Customer requirements are completely and clearly specified
- Project related Partners, Sub-Contractors, 3rd party vendors have been evaluated with respect to the agreed project deliverables and objectives. For example, technical capabilities, experience, delivery timeframes, quality processes and financial stability
- The Project is managing the relevant information being supplied to subcontractors
- Partners, Sub-contractors, 3rd Party Vendor tender responses are assessed and evaluated
- The Project has implemented processes to ensure that all contract requirements, due dates and records are achieved
- Contracts are reviewed and monitored to ensure the performance of each Partner / Sub-Contractor / 3rd Party Vendor; meets the project requirements
- Contracts, prior to project closure, are reviewed and updated as required



### **Resource Planning**

Ensure the following as a minimum;

- Resource task assignment requirements have been developed in accordance with the baselined Project schedule
- The resources are sufficient to meet the agreed Project objectives
- A Project team organisational structure been established
- The Project team organisational structure encourages open communication and co-operation between the Project team participants
- The Project team organisational structure is appropriate for the Project scope, size, complexity and local conditions
- The Project team organisational structure clearly identifies the key stakeholders
- Accountability, authority, responsibility, job descriptions are defined and documented
- The Project organisational structure is frequently reviewed for validity and adequacy
- Resource allocation is based on their relevant capabilities, knowledge and experience with respect to the agreed Project objectives and deliverables
- The Project Manager has been involved in the appointment of the key Project team members
- Project staff efficiency and effectiveness is being monitored
- The Project team efforts are being recognized and rewarded
- The Project environment encourages excellence, good working relationships, trust, respect and open communication

### **Communication**

Ensure the following as a minimum;

- The agreed Project Initiation document (typically a Project Management Plan (PMP)) includes the communication plan
- Project Progress Status Reports form part of the Project communication to the key stakeholders at the Project Team & Steering Committee Level
- The Project manages the following;
  - Preparation of information
  - Collection of information
  - Classification of information
  - Distribution of information
  - Filing of information
  - Updating of information
  - Retrieving of information
- Project meetings have clearly defined meeting agendas and are minuted to capture and detail progress on; key decisions made, open actions, issues, risks, change requests and key project milestones
- The communication plan is frequently reviewed to ensure it continues to meet the needs of the Project

### **Risk & Issue Management**

Ensure the following as a minimum;

- Risks & Issues are proactively identified, mitigated and managed through to resolution throughout the Project life cycle
- The probability of the occurrence and impact of the identified risk is assessed
- Techniques are being used in the Project to prioritize, manage and record the identified risks & issues and their resolution
- Risks & Issues that may impact baselined schedules or Project budget, are identified and maintained separately for review during the Project Team & Steering Committee meetings
- The Project schedule takes into consideration contingency where possible
- Project risks & issues form part of the Project status reports distributed to the key stakeholders

### **Reporting**

Ensure the following as a minimum;

Customer Reporting:

- Agree monthly (or in appropriate cases weekly) status reporting timeline with sponsor and customer
- Agree how issues will be escalated and level of detail required
- Report progress to time, cost, scope deliverables, issues and risks
- Present progress and challenges with your solution/actions

PM-Partners group SDM Reporting:

- Each week your SDM will require a simple RAG status report regarding your perception of how the project is going against progress to time, cost, scope deliverables, issues, risks and stakeholder satisfaction. Simply RAG against each item:
  - **Red** A problem needs serious attention and I am escalating or taking action
  - **Amber** A potential problem is being monitored closely and I have or will take preventative action
  - **Green** On track to plan, in progress or complete, no problems
- Agree with your SDM how and when items should be escalated

### **Project Closure**

Ensure the following as a minimum;

- Conclude all Project contractual obligations with the Customer, partner, sub-contractor and 3rd party vendor
- Ensure any customer specific milestone and project sign-off documents have been processed.
- Project Change Requests/Financials are reconciled against the agreed budget.
- Retrieve, collate, update and store all final Project documentation to the agreed central repository
- Conduct a Post Implementation Review (with key stakeholders) with respect to the agreed Project objectives and deliverables, baselined Project schedule & budget and lessons learned.

I have reviewed this document with my assigned Service Delivery Manager and understand my professional obligations as a project professional.

**Signed:**

**Date:**

**Signed (Service Delivery Manager):**

**Date:**