

Project Management Office Policy

Purpose	This PMO Policy establishes the scope, objective and purpose of the Project Management Office ('PMO') within the College of Law ('College') group.
Applicability	This policy applies to the PMO and all College stakeholders engaged in project management (excluding research projects) and is to be read in conjunction with the PMO Procedures and Guidelines.
PMO Purpose	<p>The purpose of the PMO is ensure a centralised, consistent and standardised approach to project management practices across the College group.</p> <p>Designed as a 'Support PMO', the PMO:</p> <ul style="list-style-type: none">(a) assists project leads to deliver projects on time, to cost(b) functions as a reporting and escalation conduit between project leads and College senior leadership(c) provides portfolio visibility to College senior leadership to enable informed decision-making(d) is dedicated to fostering a culture of collaboration and project management discipline(e) positions itself as both a partner to College senior leadership as well as Project leads to support the successful execution of College projects and initiatives. <p>The design strikes a balance between minimising project administration efforts and maintaining consistent project management standards. It fosters</p>

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Department	Corporate Secretariat	Information Classification	Internal
Document Owner	Group CEO	Last Updated (version)	4 February 2025
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collaboration among stakeholders, enhances communication, and proactively reduces obstacles to project success.

Scope

The PMO has authority over all projects across the College group, including Australian, New Zealand, and UK subsidiaries throughout their entire lifecycle. This includes strategic priority projects and business unit initiatives. This ensures standardized processes, comprehensive oversight, and optimal visibility of shared project resources.

Initiatives that meet the following criteria and pass through the project initiation gates outlined in the PMO Procedures and Guidelines are projects within the PMO's remit:

(a) Defined Start and End Date:

A temporary endeavour with a specified start and end date, requiring a duration of longer than one month to fall under the PMO's jurisdiction.

(b) Outcome and Purpose:

Initiated to alter the College's Business as Usual (BAU) systems, processes, or products. The initiative must align with the Strategic, Business, or Business Unit Plan and consist of interrelated tasks and workstreams.

(c) Resource Requirements:

The initiative has dynamic resource needs that fluctuates throughout its lifecycle. Associated workloads are seen as additional to an internal FTE's job description, typically involving cross-functional teams across multiple business units. Initiative often necessitates specialised skills, leading to the hiring of external consultants or contractors for expenditures exceeding \$10,000.

(d) Approval Process:

The initiative has a project initiation document, business case and project plan approved by the PMO.

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Objectives

The objectives of the PMO are:

1. Set a standardised and scalable PMO framework: Design and implement consistent PMO methodologies and templates to support project teams and standardise project delivery practices
 2. Improve visibility: Set standardised reporting metrics and provide visibility to senior leadership on project progress, formally escalating challenges as required
 3. Enhance resource management: Track resource allocation and utilisation to optimize the use of available resources for project delivery
 4. Build stakeholder collaboration: Foster relationships with key stakeholders and coordinate interdependent projects to drive organizational alignment to business objectives
 5. Provide support: Provide support for project leads to promote project management standards and discipline
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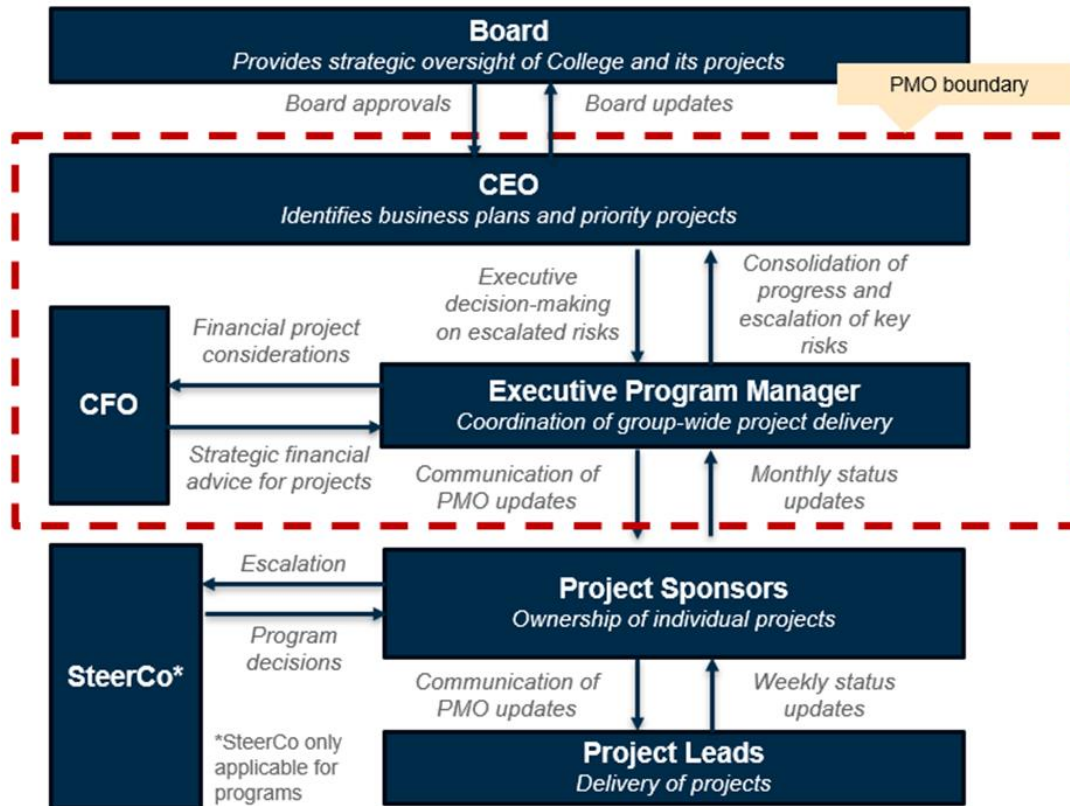
Organisation**PMO Governance Structure**

The PMO is comprised of three members, each with their own distinct roles and responsibilities as set out in the PMO Procedures and Guidelines.

The following diagram outlines the PMO's decision-making structure, key roles and interactions.

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*Detailed PMO role descriptions are contained within the PMO Procedures and Guidelines.

SteerCo

For larger projects, a Steering Committee (SteerCo) may be required to provide oversight, strategic guidance and decision making support throughout program or project delivery and has two primary functions:

1. Evaluation and Approval
 - Approve SteerCo level decisions, including change requests exceeding a project sponsor's Delegation of Authority

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- Assess proposed changes to ensure business impacts, financial considerations and strategic priorities have been fully analysed
2. Monitoring and Reporting
- Monitor the overall status of a program, providing strategic guidance and advice as needed.

SteerCo Establishment Criteria

As part of business case development and project planning, project sponsors are responsible for determining whether a SteerCo is necessary or the standard PMO reporting and monitoring framework is sufficient.

A SteerCo should be considered if a program of projects or project meets any of the following criteria:

- (a) Annual budget exceeds \$1 million
- (b) Multi-year program involving multiple external suppliers
- (c) High cross functional dependencies, requiring coordination across departments such as TLD, Finance, Marketing and IT.

A typical SteerCo will consist of the following members:

- (a) Core members: CEO, CFO, Executive Program Manager, Sponsor and Project Lead
- (b) Additional members: Other specialists may be included as needed (e.g Solution Architect for technology related discussions).

PMO Procedures & Guidelines

To ensure standardisation and reporting across projects and the College's program of projects, all projects are subject to the PMO Procedures and Guidelines which requires that:

- 1. Adherence to PMO Procedures: All project teams must consult the PMO Procedures and Guidelines before initiating a project and throughout its lifecycle. This ensures a consistent approach to project management,

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adherence to standardised processes, proper utilisation of tools and templates to enhance project efficiency, governance, and overall success.

2. Reporting Requirements: All project teams must follow the reporting guidelines specified in the PMO Procedures and Guidelines including regular progress updates, risk assessments, budget tracking, and the timely submission of required project documentation.
3. Accountability and Compliance: All project leads and stakeholders are responsible for ensuring compliance with the requirements set out in the PMO Procedures and Guidelines. Non-compliance may result in delayed approvals, project inefficiencies, or failure to meet the desired outcomes.

Adherence to this Policy and the PMO Procedures and Guidelines is mandatory. The PMO will conduct periodic reviews to ensure compliance and will work with project teams to address any discrepancies or deviations from the outlined procedures.

Related Procedure: 03. PMO Support_PMO Procedures_Final 04.02.2024.pdf

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