Project management manual

manual number: SM011

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First edition, effective from July 2010

ISBN 978-0-478-36434-7 (print)

ISBN 978-0-478-36435-4 (online)

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Published 2010
ISBN 978-0-478-36434-7 (print)
ISBN 978-0-478-36435-4 (online)

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Foreword

The NZ Transport Agency (NZTA) is charged with contributing to an affordable, integrated, safe, responsive and sustainable land transport system. We work in partnership with regional and local authorities, the New Zealand Police, the transport industry and communities to achieve this.

Within the NZTA the Highways and Network Operations group is responsible for developing state highway projects based on thorough analysis and, where appropriate, extensive consultation to ensure they can be implemented cost effectively while delivering immediate and long-term gains to road users and the economy as a whole.

Good project management is a key to ensuring that projects are managed effectively, to a high standard and deliver expected results. The NZTA does not undertake work in house and contracts out many aspects of its work. Project management is a key element of ensuring that projects are delivered on budget and on time to make sure that customers get the benefits that the transport project delivers as soon as possible.

This *Project management manual* covers all aspects of project management from feasibility to project completion and aims to guide project managers that are new to the organisation and act as a reference document for more experienced project managers. The guide is critical to ensuring there is consistency among our approach to undertaking projects and that the projects we undertake are successful.

I encourage the use of this manual by all project managers and people wanting to gain a better understanding about the elements of good project management.

We welcome suggestions from NZTA staff on how the *Project management manual* can be improved to ensure that it continues to meet the needs of all NZTA staff to deliver successful projects for our customers.



Colin Crampton

Document management plan

1) Purpose

This management plan outlines the updating procedures and contact points for the document.

2) Document information

Document name	*Project management manual*
Document number	SM011
Document availability	This document is located in electronic form on the NZ Transport Agency's website at www.nzta.govt.nz
Document owner	Emer Beatson
Document sponsor	Kevin Doherty

3) Amendments and review strategy

All corrective action/improvement requests (CAIRs) suggesting changes will be acknowledged by the document owner.

	Comments	Frequency
Amendments (minor revisions)	Updates incorporated immediately they occur.	As required.
Review (major revisions)	Amendments fundamentally changing the content or structure of the document will be incorporated as soon as practicable. They may require coordinating with the review team timetable.	At least annually.
Notification	All users that have registered their interest by email to sm011@nzta.govt.nz will be advised by email of amendments and updates.	Immediately.

4) Other information (at document owner's discretion)

There will be occasions, depending on the subject matter, when amendments will need to be worked through by the Review team before the amendment is actioned. This may cause some variations to the above noted time frames.

5) Distribution of this management plan

Copies of this manual management plan are to be included in the NZ Transport Agency intranet.

Record of amendments

Amendment number	Description of change	Effective date	Updated by

Process owners

The following post holders are responsible for the accuracy, review and periodic updating of the individual processes which constitute the *Project management manual.*

No	Process	Owner	Name	Date
1.1	Establishment	Chief Advisor Engineering Services	Peter Spies	July 2010
1.2	Resources	Chief Advisor Engineering Services	Peter Spies	July 2010
2.1	Scope definition	Manager Network Optimisation	Graham Taylor	July 2010
2.2	Consultation	Land Use and Transport Integration Manager	Dougal List	July 2010
2.3	Environmental and social	Development Services Manager	Carl Reller	July 2010
24	Resource management	Land Use and Transport Integration Manager	Dougal List	July 2010
2.5	Integrated planning/TDM	Integrated Planning Manager	David SIlvester	July 2010
2.6	Scope verification	Development Services Manager	Carl Reller	July 2010
2.7	Scope control	Manager Network Optimisation	Graham Taylor	July 2010
3.1	Risk	Assurance and Compliance Manager	Garry Butler	July 2010
4.1	Cost estimation	Project Services Manager	Richard Quinn	July 2010
4.2	Funding	Programming Manager	Cate Quinn	July 2010
5.1	Programming for time	Programming Manager	Cate Quinn	July 2010
6.1	Quality	Project Services Manager	Richard Quinn	July 2010
6.2	Value engineering	Project Services Manager	Richard Quinn	July 2010
6.3	Network operations review	Operations Manager	Dave Bates	July 2010
6.4	Peer reviews	Project Services Manager	Richard Quinn	July 2010
6.5	Road safety audit and inspection	Traffic and Safety Manager	Fabian Marsh	July 2010
7.1	Documentation	Project Services Manager	Richard Quinn	July 2010
8.1	Property management	National Property Manager	Malcolm Watson	July 2010
8.2	Procurement	Project Services Manager	Richard Quinn	July 2010
8.3	Tendering	Project Services Manager	Richard Quinn	July 2010
9.1	Contract management	Chief Advisor Engineering Services	Peter Spies	July 2010
9.2	Communication	Senior Communications Advisor	Janice McDougall	July 2010
9.3	Contract administration	Project Services Manager	Richard Quinn	July 2010
9.4	Financial management	PROMAN Team Leader	Jenni Horton	July 2010
9.5	Change control	Project Services Manager	Richard Quinn	July 2010
9.6	Cost control	Chief Advisor Engineering Services	Peter Spies	July 2010
9.7	Disputes resolution	Chief Advisor Engineering Services	Peter Spies	July 2010
9.8	Supplier performance	Project Support Team Leader	Ursula Cardiff	July 2010
10.1	Project close-out	Operations Manager	Dave Bates	July 2010
10.2	Contract close-out	Project Services Manager	Richard Quinn	July 2010

Review process

Each process owner is entitled to instigate a review of their process at any time. However, on an annual basis the manual owner will request that each process owner confirms the current validity of their process. Any changes that are required and signed off by the process owner will be updated on the intranet and issued to all controlled copy holders.

Should it be deemed by the manual owner that the manual requires a more thorough overhaul, then the SM011 Steering Group can be recalled to manage the change process or advise on points of discussion.

If you have any comments on this manual please email sm011@nzta.govt.nz.

Abbreviations

ACENZ	Association of Consulting Engineers New Zealand
AEE	Assessment of environmental effects
AMP	Asset management plan
ARRB	Australian Road Research Board
ATMS	Advanced Traffic Management System
Austroads	Association of Australasian Roading Authorities
BCR	Benefit cost ratio
BUDMT	Business Unit Decision-Making team
CAS	Crash analysis system (accident information)
CCCS	Conditions of contract for consultancy services
CE	Cost estimate
CMR	Cost management review
CoPTTM	*Code of practice for temporary traffic management* (SP/M/010)
CPI	Consumer price index
CPP	Competitive pricing procedures
CSvue monitoring system	The NZ Transport Agency consent database management tool.
CQP	Consultants/Contractors quality plan
DC	Design – construct
DE	Design estimate
DLP	Defects liability period
D&PD	Design and project documentation
ECI	Early contractor involvement
EIA	Environmental impact assessment
EOY	End of year
EVM	Earned value management
FAP	Funding allocation process
FE	Feasibility estimate
FMIS	Financial Management Information System
GIS	Geographical Information System
GL code	General ledger code
GPS	Government Policy Statement
HHA	Heavy Haulage Association
HCV	Heavy commercial vehicle

HNO	Highways and Network Operations group
HOV	High occupancy vehicle
I&R	Investigation and reporting
IFT	Information for tenderers
IPA	Independent professional advisor
IPENZ	Institute of Professional Engineers New Zealand
ISO	International Standards Organisation
KPI	Key performance indicator
KRA	Key result area
LAR	Limited access road
LGA	Local Government Act
LINZ	Land Information New Zealand
LLR	Lessons learned review
LRS	Location reference system
LTCCP	Long-Term Council Community Plan
LTMA	Land Transport Management Act 2003
LTP online	Land Transport Programme Online
LTPS	Long-term Procurement Strategy
MSQA	Management, surveillance and quality assurance
MOU	Memorandum of understanding
M&V	Measure and value (contract type)
NLTP	National Land Transport Programme
NoR	Notice of requirement (for designation)
NTC	Notice to contractor
NTE	Notice to engineer
NTT	Notice to tenderer
NZTA	NZ Transport Agency
OE	Option estimate
PACE	Performance assessment by coordinated evaluation
PADS	Property Acquisition and Disposal System
PAG	Project Advisory group
PE	Pre-design estimate
PET	Proposal Evaluation team
PFR	Project feasibility report
PROMAN	State Highway Project Financial Management System

PS	Professional services
PSMC	Performance-specified maintenance contract
PT	Passenger transport
PW	Physical works
QA	Quality assurance
RAMM	Road Assessment Maintenance and Management System
RAP	Risk-adjusted programme
RCA	Road controlling authority
RFT	Request for tender
RFP	Request for proposal
RMA	Resource Management Act 1991
ROI	Registration of interest
RoNS	Roads of national significance
RP&P	Regional Partnerships and Planning group
RSA	Road safety audit
RTC	Regional Transport Committee
SAR	Scheme assessment report
SE	Scheme estimate
SEA	Social and environmental assessment
SES	Social and environmental screens
SH	State highway
SHM	State highway manager
SHPRC	State Highway Programme Review Committee
SIA	Statement of intent and ability
STMS	Site traffic management supervisor
TDM	Travel demand management
TET	Tender Evaluation team
TLA	Territorial local authority
TMC	Traffic management coordinator
TMP	Traffic management plan
TTM	Temporary traffic management
UDP	Urban Design Protocol
USP	Utility service provider
VAC	Value Assurance Committee
VAT	Value Assurance team

VFM	Value for money
VPD	Vehicles per day
W&C	Walking and cycling
YTD	Year to date

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