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## Our Project Management Strategy

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Volunteers, members, and board members of Lighthouse CommuniCare Indigenous Corporation (LCIC) have experienced in managing a range of projects, from short-term technical consultancies to long-term project implementation for a variety of stakeholders.

With our combine experiences of 15 years developing, managing and implementing community programs in the areas Health Education, Care & Counselling, Life skills and Social Enterprises, we ensure the effective management and oversight of our programs and performance of our projects through:

- Project Management Team (PMT)
- Internal Contract Review (ICR)
- Project Management Tools
- Consultant and Contractor Contracts
- Performance Reviews
- End of Contract Review

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### Project Management Team (PMT)

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LCIC establishes a Project Management Team (PMT) for all projects with the following four standardised internal titles. In this case the PMT will comprise the following individuals:

- **Director of Program**
- **Project Manager**
- **Team Leader**

As soon as a funding is secured for a project, Director of Programs establishes the PMT, identifies and informs team members. The Project Manager is responsible for coordinating meetings and information shared among the team members. The PMT will meet at regular points, including at the beginning of the project to confirm the Technical Team, to review the internal Work Plan, to outline Terms of Reference for each Technical Team member and confirm roles and responsibilities. The PMT meets as part of the Internal Contract Review (ICR) on a monthly basis, and at any time when issues arise that require immediate attention.

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### Internal Contract Review (ICR)

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All LCIC project have a systematic performance review overseen by the Director of Programs. For each project, a monthly ICR is carried out against the Work Plan. The review includes technical, programmatic, contractual, and financial performance as well as contextual developments. Where underperformance or bottlenecks are identified, actions to address them and accountability for

delivery are determined and documented for follow up. Likewise, where opportunities are identified to improve performance, these are acted upon.

In addition to the routine monthly ICR, where any issues arise which have the potential to impact on the time frame or quality of the work, the Project Manager raises this immediately with the Director of Programs, and solutions are sought, in consultation with the Technical Team Leader and where appropriate, raised with the Client. Any changes in the planning for implementation of the work is reflected in a modified internal Work Plan which is shared among the Project Management Team (PMT) and Technical Team members.

The ICR ensures the LCIC Senior Management Team keeps up-to-date on project status, performance-critical information, and emergent risks. The ICR is usually undertaken as a virtual meeting via Skype with all key project personnel in attendance, led by the Director of Programs. The ICR uses a standard reporting template.

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## Project Management Tools

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LCIC has project management systems in place which ensure effective management, reporting, and early identification of any issues that arise during the lifetime of the project. The following are a summary of the key tools used in project management:

### **Project Management Handbook**

LCIC has developed an internal Project Management Handbook which provides a step-by-step manual on how to effectively manage projects. The Handbook details processes from the proposal stage through to the project closure and includes details on roles and responsibilities of PMT members, processes and tools to be used throughout the project management cycle (some of which are detailed below).

### **Work Plans**

Work Plans are developed from the earliest stages of project development, with an external Work Plan for communication with the Client and a more detailed internal Work Plan for project management purposes which further expands on all steps required to effectively deliver the overall project, its components and sub-components. Where activities are elaborate, separate sub-work plans are developed per activity which are linked back to the master Work Plan. Work Plans are maintained by the Project Manager, monitored routinely, and updated to reflect any changes. Any proposed changes are discussed with the Director of Programs and Project Management Oversight. Changes to overall time frames or deliverable deadlines will be raised in advance with the Client and agreement sought, after which the external Work Plan is revised and shared with the Client.

### **RASCI**

The RASCI tool maps out roles and responsibilities of each individual involved in a given contract. This tool identifies who is responsible for different activities, relationships and deliverables in detail. The RASCI includes project management, management oversight, finance, administrative and technical functions. Development of the RASCI facilitates the development of ToRs for the team. The contents of the RASCI tool is shared with all team members and discussed and reviewed as part of the team briefing.

### **Software**

LCIC subscribes to Office 365 Business Premium for all its core personnel and key project staff. This system is used as a collaborative and task management tool through the Team Sites feature, which is used to enhance team coordination and effective task and document management. For each project

a dedicated Team Site is established. Through these Team Sites tasks and deadlines are established, assigned to different team members and monitored by the Project Manager. Project-specific calendars are created, shared and maintained through which project management team members are alerted to upcoming tasks and deadlines. Key project documents are shared through these Team Sites, which also enable the team to work simultaneously on the same document, reducing time lost from sharing through email. Personnel can access their emails and files, as well as the Office suite of programmes such as Word, Excel and PowerPoint, through internet rather than relying on computers, hard drives and smart phones, improving interconnectivity between teams in remote locations and during periods of travel. Emails and files are synchronised continually between the online data and the user's computer and smart phone ensuring integrity of data and seamless transition between access points. Team Sites also have capacity for multi-user online chat and other useful applications for project management.

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## Contractor and Consultant Management

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### **Contracts**

For all consultants and contractors, detailed Terms of Reference (ToR) are drafted and agreed which includes role and responsibilities, reporting lines, levels of effort. These ToRs are annexed to individual contracts. Consultant contracts clearly specify relationship between the Client and Consultant, and expectations of the Consultant with respect to liability, intellectual property, confidentiality, information protection. The Contract also specifies expected code of conduct including understanding and adherence to policies and procedures on ethical conduct and HSSE (Health, Safety, Security and Environment), and details of consequences of non-compliance.

### **Performance Review**

All LCIC personnel, both contractors and employees, undergo performance reviews. For contractors, a Consultant Performance assessment is carried out. This is coordinated by the Project Manager, with inputs from the Technical Team Leader and where appropriate, Director of Programs. Once completed, this document is kept on the individual's record for future reference. This process helps to identify strengths and weaknesses of the Consultant which supports planning of future work. At the same time, performance is continually reviewed during the contract by the Technical Team Leader as well as the Project Manager. Where issues arise related to the Consultant's performance, these are raised immediately with the Director of Programs, who will advise on the appropriate action to be taken.

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## End of Project Review

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An internal End of Contract Report is drafted by the Project Manager with inputs as appropriate from other PMT members and submitted to the Director of Programs. This report provides an opportunity for reflection on the processes and outcomes of the contract, including achievement of objectives, deliverables and adherence to the original Work Plan, quality assurance processes, communication with client, consultants and internal team, challenges and lessons learned. These internal reports are generally discussed among the broader project management team at periodic company-wide project management review meetings.