



Siksika Administration Management Framework

Quality Control Project Management

Recommendations -
Draft **REV (1.0)**

COP-PM-001-PRP

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Pages is 10

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Siksika Nation : ‘ All Siksika band Members”
 Tribal Administration: ‘Siksika Nation Tribal Administration’ includes all Siksika staff

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Specify any outstanding issues in the document

Hold Nr.	Section	Description of Hold
(1)	NA	Expected to be revised, refer to Appendix A
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Revision Tracking

Specify significant changes from previous revisions of the document (sorted by date)

Rev.	Date	Description of Revision
0.0	09/13/2020	New Document
1.0	08/08/2022	Update the strategic Goals to suits QCSA

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1. Introduction

1.1. Forward

Siksika will be always part of the Canadian society and should play a complementary role into the community and should not be separated from its surroundings. Simultaneously Siksika should maintain and preserve their tradition, heritage and legacy. This balance is to be renowned and respected for the excellence of Siksika people and to create value for the nation and stakeholders.

1.2. Target Audience

The target audience for this Code of practice (COP) is all staff involved in the development and execution of projects related to Siksika administration.

1.3. Range of COP:

It is mandatory for all new, developed or under development projects, or any other execution activities. This COP could be considered an instructions manual on how to manage projects in Siksika as a part of Governing Documentation Register (section 2.7 from this COP).

1.4. Code of Practice (COP) is intended to:

- Ensure a common way of managing projects within QCSA/SN (Siksika Administration).
- Ensure that all stakeholders are well defined.
- Facilitate external and internal projects approvals.
- Enhance project delivery to achieve acceptable class performance.

1.5. CPMM Feedback

The Contract and Project Management Manual (CPMM) is a governing document. It controls and manages the development and delivery of new projects. It is considered to be more of a legal / tendering / contractual manual than a management-base guideline. The document is missing a significant managerial area: No clear execution instructions on how to manage current or new projects. A feedback about the document was discussed thoroughly with the Tribal Manger.

2. Recommendations

2.1. Forward

It is recommended to build a Siksika Management Frame Work (SMFW) in line with the CPMM manual. The framework should be designed to provide an assurance of the expected Siksika administration project delivery.

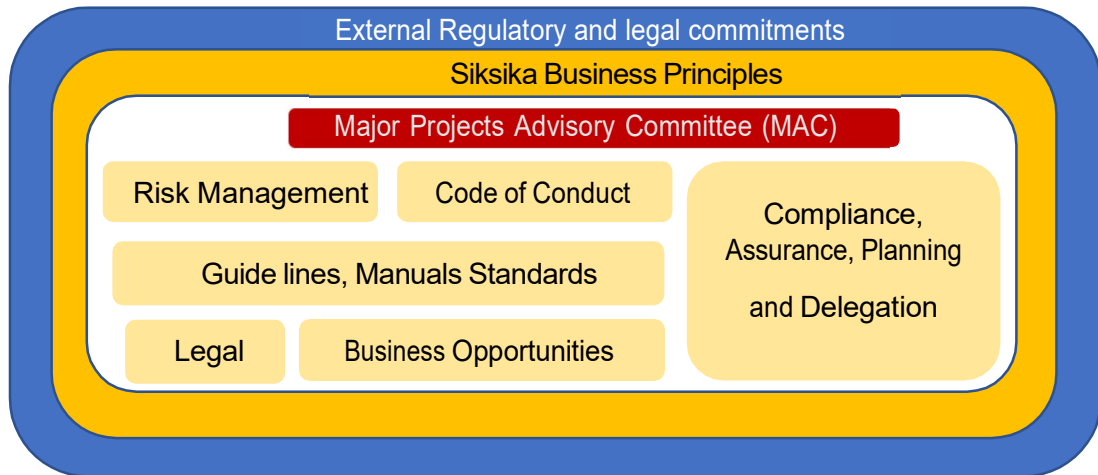
The suggested framework / Guide should contain the following sections:

- Projects Initiation Process (PIP)
- Projects Structure and main strategies
- Project Controls per phase
- Project Activities and Deliverables

- CPMM Enhancements and Recommendations

2.2. Siksika Management Frame Work (SMFW)

The framework is governed by the external regulatory and the internal business principles to achieve internal objectives and to fulfil external obligations and commitments: the following diagram illustrates the framework key components such as foundations, process, entities etc,.



The framework is conducted through the Executive Management Committee (EMC) or Major Projects Advisory Committee (MAC) at all levels where members have clear roles, responsibilities, capacity, capabilities and experience. Communication mechanisms could be another challenge that we may be facing and needs to be set in advance (i.e. using ERP¹ platform to minimize any communication limitation and information silos effect /s). The third component is to build an effective cloud web application and use it as a tool to utilize this framework.

It was assumed that all projects with higher capital values have higher business risks and complexity, and therefore warrant a higher degree of project management, governance, planning, and control.

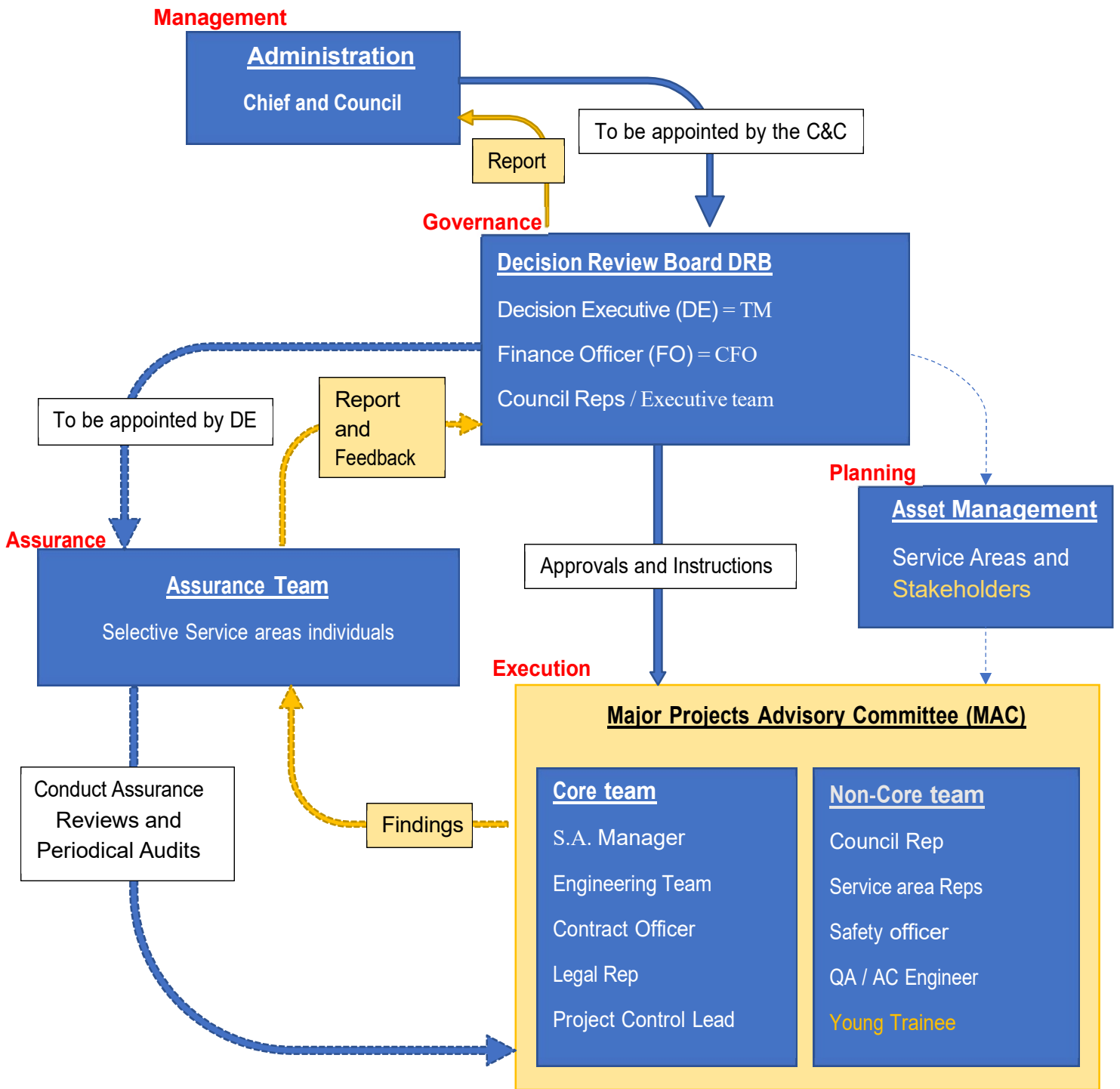
2.3. Project Assurance Process:

This process has several Assurance and Decision gates. It is the responsibility of the Decision Review Board (DRB) – Refer to section 2.4 Diagram - to implement these reviews and to decide the feasibility of each individual project. The Assurance reviews should be planned at the initial phase of the project. Each Assurance review is followed by a decision gate. The decision gate is the decision whether to hold, stop, re-evaluate or proceed. Then seek the endorsement for each decision at the appropriate level.

2.4. Roles and Responsibilities

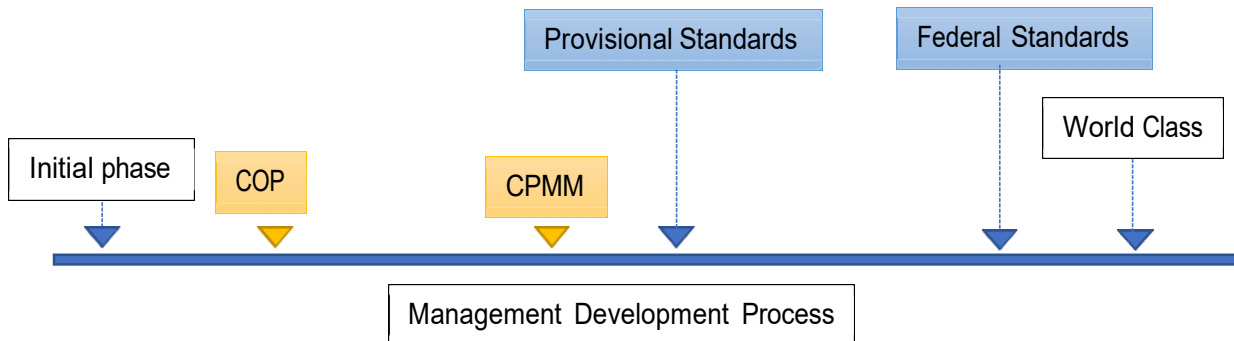
To be developed: Roles and its responsibility

¹ It is an integrated Business Processes platform connect all departments, and service areas for operational and resilience excellence.



2.5. Where are we?

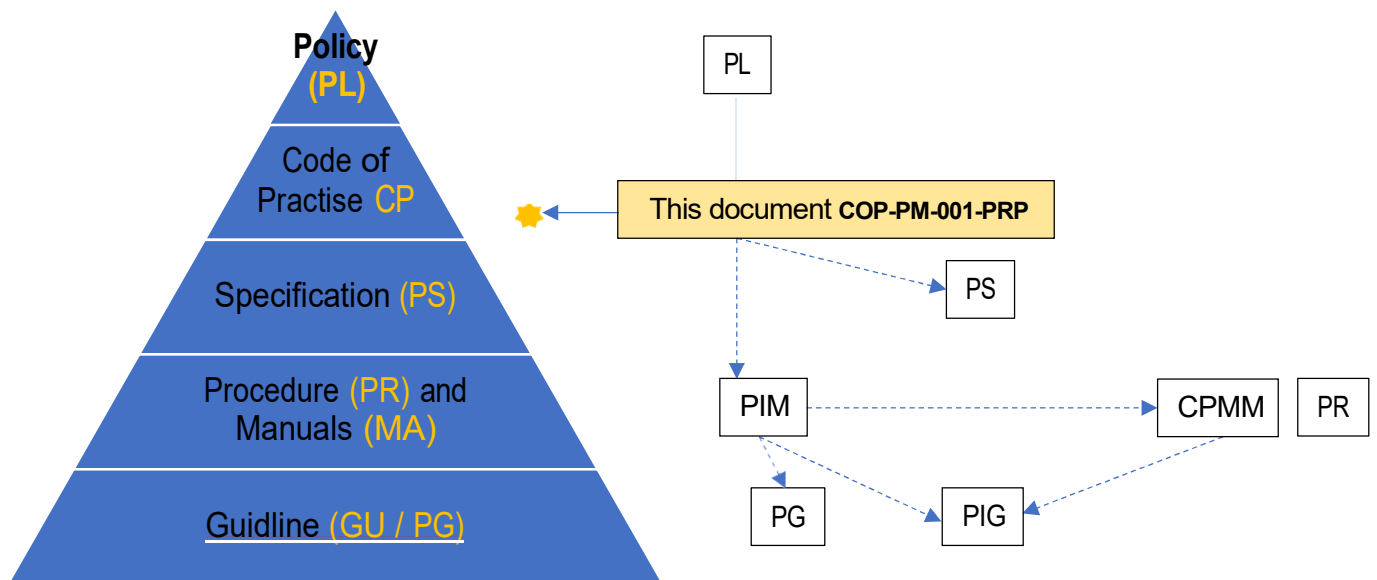
Currently, we are lagging behind the CPMM, which in turn is falling behind the acceptable standard. Illustrated below is the Management Development Process.



2.6. Document Hierarchy:

The following document hierarchy illustrates the document levels and how they govern each other. The higher is superseding the document below. The base document is the policy (PL) and Code of practice should be initiated consequently, While the manual should be come on the next stage.

The next section is addressing the required documents to reach the acceptable management standards. (refer to section 2.5)



2.7. Governing Documents (Expected to be initiated)

1- Project Initiation Process

- CPMM - Contract and Projects Management Manual (Exist)
- PAM – Project Assurance Manual (Recommended Documents)
- PAG – Project Assurance Guide (Recommended Documents)

2- Project Delivery Organization

- Project Charter Guide
- Project Organization Guide
- Project Resources Guide

3- Project Governance and Assurance

- Project Assurance Plan (PAP) Guide
- Decision Review Board (DRB) Guide
- Project Assurance Guide
- Project Execution Review Guide
- Estimation and Schedule Assurance Review Guide

4- Key Projects Activity

- Concept Selection and Basis for Design Procedure
- Detailed Design Procedure
- PR – Preparation of Project Specification Procedure
- Project Premise Guide
- Stakeholder communications Guide
- Project Execution Strategy and Planning Guide
- Risk and Opportunity Management Code of Practice
- Project Constructability (Construction Management) Guide
- Project Readiness and Start up Procedure
- Project Operation and Maintenance Procedure
- Project Integrity (O&M) Code of Practice
- Project Change control and Variance Procedure
- Project Controls and Change Management Guide
- Project Cost and Planning Guide

5- Project Close out

- Project Close out Procedure
- Finance Hand Over Procedure

6- Contracting and Procurement and Logistics

- Contracting and Procurement Code of Practice
- Contracting and Procurement Procedures
- Contracting and Procurement Guide
- Purchase Orders Administration Guide
- Inventory Management Code of Practice
- Project HSE Procedure
- Statement of General Business Principles

- Pre-Award and Post-Award Contract Administration Code of Practice
 - Vendor, Consultant and Contractor Registration Guidelines
 - Vendor, Consultant and Contractor Assessment Guidelines
 - Logistics Management System Procedure
 - Material Handling, Storage and Preservation Procedure
- 7- Planning and Scheduling and Controls**
- Planning and Scheduling Guidelines
 - Strategic Planning Guide
 - Project Scheduling Guide
 - Project Scheduling / Cost Quantitative Risk Analysis Guide
 - Project Control Plan Guidelines
- 8- Cost estimating**
- Project Estimating Guidelines
 - Cost and Schedule Risk analysis Guide
- 9- Project Controls**
- Project Control Plan Guidelines
- 10- Cost Control**
- Project Cost Reporting Procedure
 - Cost Contingency Procedure
 - Value of Work Done Procedure
 - Earned Value Management Procedure
 - Cost Management Procedure
 - Management of Invoices Procedure
- 11- Management of Progress**
- Planning and Scheduling Guidelines
 - Progress Management Procedure
- 12- Management of Change**
- Project Management of Change Procedure
- 13- Management of Risk**
- Risk and Opportunity Management Code of Practice
- 14- Reporting**
- Project Controls & Management of Change Guide
- 15- Project Close Out Reporting**
- Project Close-out Procedure
- 16- Project Assurance**
- Project Assurance Review Guide
- 17- Quality Assurance**
- Quality Management Policy
 - Project Quality Management Code of Practice
 - Quality Auditing Procedure
 - ISO Standards

18- Information Management

- Document Management for Projects
- Preparation & Content of Engineering Drawings

19- Project Management Institute

- *PMI Management Documents*

20- Finance in Projects

- Authorities Manual
- Project Capx and Opex Budgeting

21- Value Improvement Practices and Resourcing

- Value Engineering Resources
- Major Projects Benchmarking
- Resourcing and Leadership Development
- Siksika Young Trainee
- Recruitment Code of Practice
- Generic Project Staffing Requirements

22- Technical Standards

- Engineering Standards & Procedures
- Project Change Control & Standards Variance
- Guide for Applying Process Safety in Projects