Project Methodology
the ICBC Way

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ICBC

2001

- $2.5b premium income
- 2.6m policies
- 2.1m claims
- 5,600 employees
- 40 claim centres
- Reduce Operating Expenses 22%
- Income Statement turned around

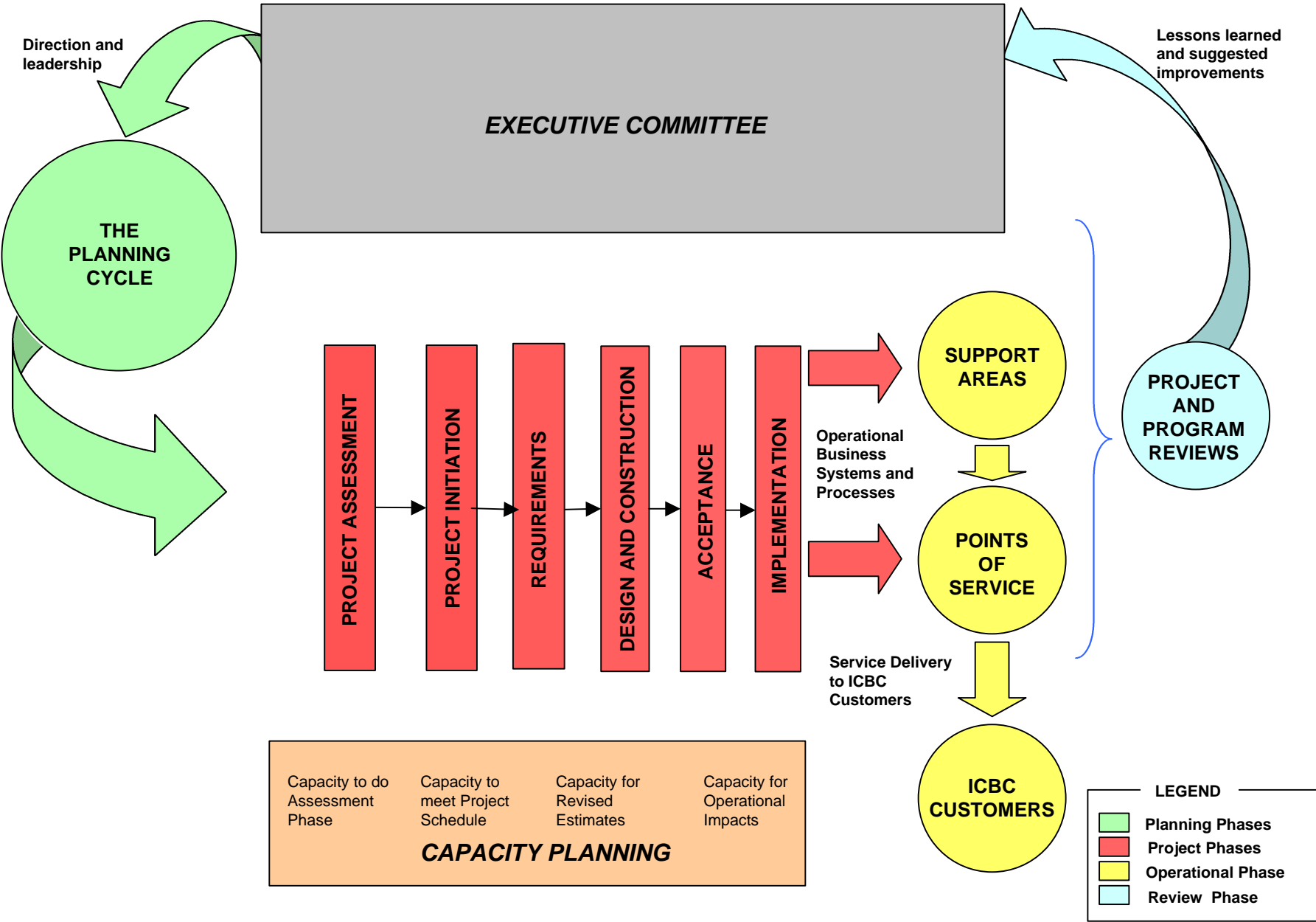# Project Mgmt @ ICBC

- **Pre 1998 Project Management**
  - Information Services Division
  - Operational Departments

- **Post 1998 - Corporate Reorganization**
  - Most PMs in one area
  - Development of ICBC Project Life Cycle and ICBC Project Methodology with deliverables
  - Foundation based on PMBOK

ICBC PROJECT LIFE CYCLE

EXECUTIVE COMMITTEE

Direction and leadership

Lessons learned and suggested improvements

THE PLANNING CYCLE

| PROJECT ASSESSMENT | PROJECT INITIATION | REQUIREMENTS | DESIGN AND CONSTRUCTION | ACCEPTANCE | IMPLEMENTATION |

Operational Business Systems and Processes

SUPPORT AREAS

POINTS OF SERVICE

PROJECT AND PROGRAM REVIEWS

Service Delivery to ICBC Customers

ICBC CUSTOMERS

CAPACITY PLANNING

Capacity to do Assessment Phase

Capacity to meet Project Schedule

Capacity for Revised Estimates

Capacity for Operational Impacts

LEGEND

- **Planning Phases**
- **Project Phases**
- **Operational Phase**
- **Review Phase**

ICBC Project Methodology

■ **Seven "Phases"**

   ■ Deliverables with each "Phase"

   ■ Most deliverables are optional

   ■ Templates for most deliverables

ICBC

Phases

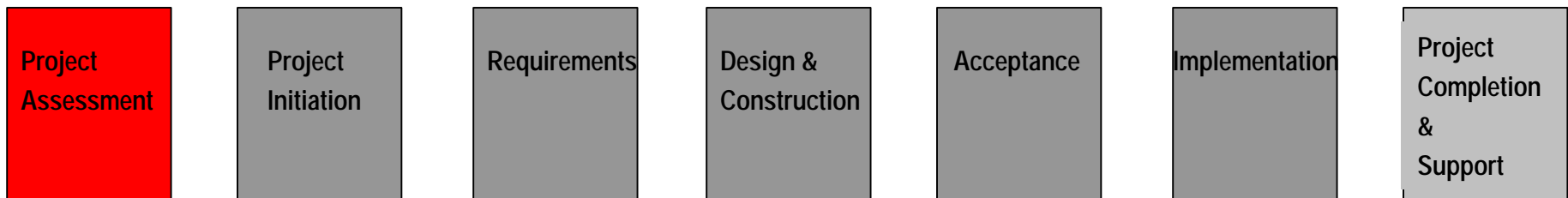| Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support
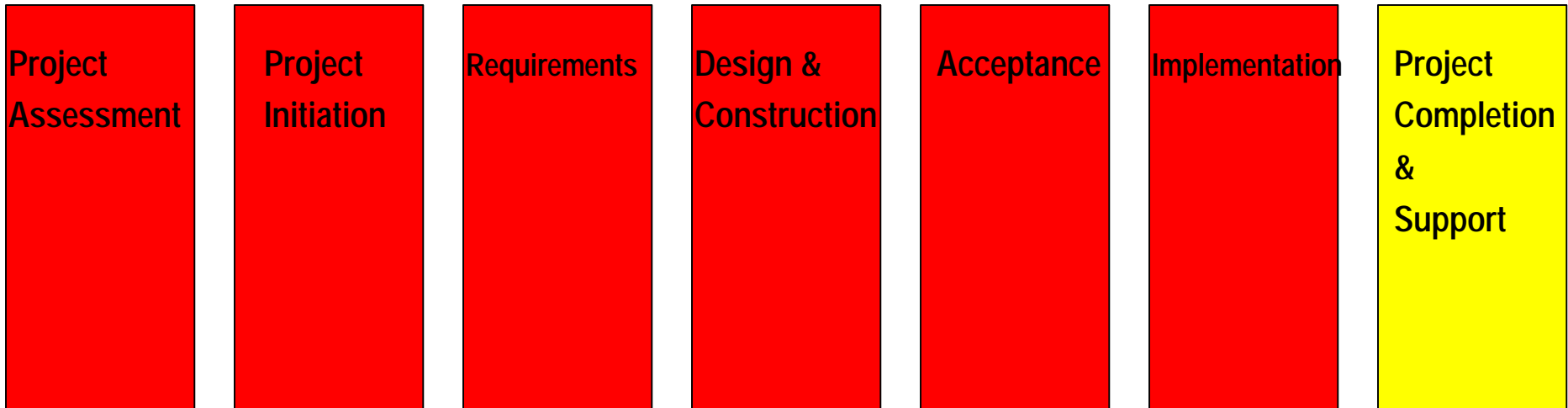
Project Assessment

- **Project Initiation Document**

- **Business Case**

  and/or

- **Cost Benefit Analysis**

| Project Assessment | Project Initiation | Requirements | Design & Construction | Acceptance | Implementation | Project Completion & Support |

FINANCIAL ASSESSMENT:

Project Description:

Insert a short description of the project.

Net Present Value @ 12 %	$ -
Internal Rate of Return (IRR)	Not Calculable
Estimated date of Implementation*	

*Insert date IRR First Guess; the IRR function will iterate from here : 30%

FINANCIAL IMPACT OF PROJECT: CASH FLOW

PROJECT ONE TIME COSTS

	Notes:	2002	2003
- Capital (Depreciation included in Budget Impact)			
- Project Development Expenses			
- Project Operating expenses (from Corporate Project Fund)			
A **Total Project One Time Costs ( ) = Expenditure**		$ -	$ -
B **Budget Impact (Excluding Capital)**		$ -	$ -

FINANCIAL IMPACT*

	Division:	Notes:		
Increase/decrease in Claims or Premiums				
- Increase/(Decrease) in Premiums		1		
- (Increase)/Decrease in Claims				
(Increase)/Decrease in Compensation Costs				
- Decrease in Compensation				
-(Increase) in Compensation				
(Increase)/Decrease in Other Expenses				
- Decrease in Other Expenses				
- (Increase) in Other Expenses				
C **Total Financial Impact (Excluding One Time Costs, Capital & Depreciation)**			$ -	$ -

D = **Budget Impact (Including One Time Costs, and Excl. Capital & Depreciation)**		$ -	$ -
E - Estimated Depreciation (from Budget Impact Sheet)		-	-
F= **TOTAL BUDGET IMPACT**		$ -	$ -

NET FTE IMPACT

NET FTE IMPACT		-	-
- Additions			
- Reductions			

* Please note that all costs, savings and FTE changes are calculated from the base year.

Notes and assumptions:

1. Insert any notes and assuptions to assist the reader to evaluate the project.
2.
3.

Executive approvals:

[Executive Sponsor]	**Date**	**[VP - Division/s Impacted]**
[VP Information Services]	**Date**	**[VP – Investments & Corp I**
[VP Finance and CFO]	**Date**	**[CEO]**

Project Initiation

Project Charter

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

*If you have a completed and approved **business case** for the project please use it as the basis for this project charter.*

1   Introduction

Outline the purpose of the document and note the intended audience. Provide an overview of the project, describing what initiative the project supports and why, and indicate whether this is a new project or an enhancement to an existing project.

2   Objectives

Discuss both the business and project objectives.

Objectives should generally be measurable, realistic and attainable.
They should:
- address results and intended outcomes - not solutions and methods
- not take anything for granted - question everything
- cause things to happen; don't waste time setting objectives that are going to happen anyway
- focus on measurable factors, tangible end results, and quantifiable outcomes
- be consistent, but not rigid or inflexible

3. Scope

This section lays out project specifications and delineates the extent of project work. It is most effective to break the information into two sections - those tasks or specifications that are "In Scope" and those that are "Out of Scope."

Note: the information presented here should reflect what is currently known. An in-depth analysis of impacts will occur later during the Requirements Phase.

In Scope

Scope should address business function, data, stakeholders, location and systems.

Category	Scope
Business Functions	List the business functions to be addressed by the project
Data	List the types of data that will be affected by the project
Internal & External Stakeholders	List all the players that have a vested interest in the project
Location	List the physical area encompassed by the project (e.g., Lower Mainland claims centres, DSCs, etc.)
System	List the existing systems (where known) to be affected by the project

4. Impact Assessment

Provide a high level impact assessment that gives an overview of the *ongoing operational impacts* of the project. Identify the effects on external parties, such as customers, vendors and special interest groups.

The information supplied here need only include those impacts that have been identified at the time of *Project Charter* completion. A *detailed impact assessment* will be completed during the Requirements Phase and detailed in the *Implementation Strategy*.

Project impacts will be covered in Section 7 of this document.

5. Approach

Provide any known information about how the project will proceed or the product will be delivered. For instance, discuss rollout strategy, the use of a pilot or the purchase of solutions versus in-house development.

6. Assumptions

Assumptions are conditions, over which you have no control, that are assumed to be in place in order for the successful completion of the project. They should be clear and concise and can be recorded in a bulleted list.
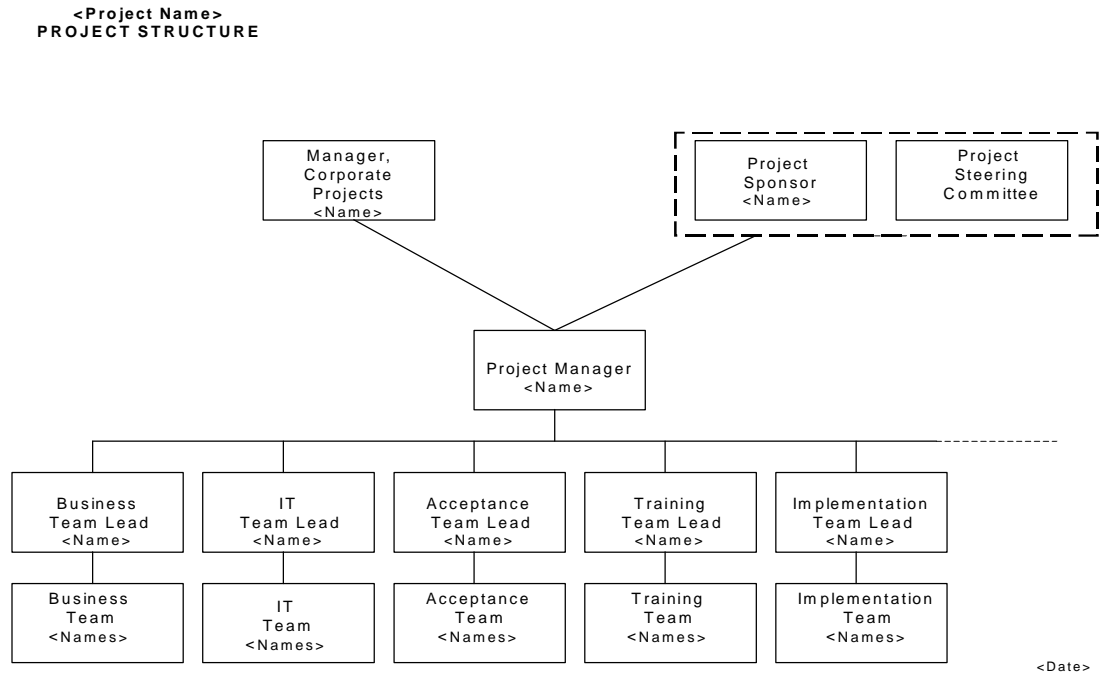
7 Project Organization

7.1 Project Structure

Provide an overview of the project organization using the standard project structure chart illustrated below. Include the key players and their titles/roles.

The chart can be created using any standard flowcharting tool and may be inserted into the main document or attached as an appendix. Large or complex files should be attached as an appendix.

To use the PowerPoint template for this structure chart, **double click** on the diagram below. Make the required changes. When complete, click outside the PowerPoint document to close the file.

<Project Name>
PROJECT STRUCTURE

```
┌──────────────┐              ┌─────────────────────────────────┐
│  Manager,    │              │ ┌──────────┐    ┌──────────┐    │
│  Corporate   │              │ │ Project  │    │ Project  │    │
│  Projects    │              │ │ Sponsor  │    │ Steering │    │
│  <Name>      │              │ │ <Name>   │    │ Committee│    │
└──────────────┘              │ └──────────┘    └──────────┘    │
                              └─────────────────────────────────┘

                    ┌──────────────┐
                    │Project Manager│
                    │   <Name>      │
                    └──────────────┘

┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────────┐
│ Business │ │    IT    │ │Acceptance│ │ Training │ │Implementation│
│Team Lead │ │Team Lead │ │Team Lead │ │Team Lead │ │  Team Lead   │
│ <Name>   │ │ <Name>   │ │ <Name>   │ │ <Name>   │ │   <Name>     │
└──────────┘ └──────────┘ └──────────┘ └──────────┘ └──────────────┘

┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────────┐
│ Business │ │    IT    │ │Acceptance│ │ Training │ │Implementation│
│   Team   │ │   Team   │ │   Team   │ │   Team   │ │    Team      │
│ <Names>  │ │ <Names>  │ │ <Names>  │ │ <Names>  │ │   <Names>    │
└──────────┘ └──────────┘ └──────────┘ └──────────┘ └──────────────┘
```

<Date>

8 Project Plan Summary

This section should provide a summary of the information included in the appended Project Schedule. In table format, note Phase end dates and list the deliverables to be completed within each phase along with their target approval dates.

This Project Schedule Summary should include all deliverables to be completed during the project. If possible, provide specific dates through to the end of the Requirements Phase and high level estimates for the remainder of the project.

Phase and Deliverables	Target Approval Date
Project Initiation Phase	
Project Charter	
Project Schedule	
Requirements Phase	

9 Cost Benefit Summary

Identify the costs of the project and the expected benefits using the Cost Benefit Assessment and the accompanying spreadsheet available from Financial Consulting & Analysis. Show costs and benefits from the start of the project for a five-year period (e.g., for a project that starts in January 2002 and implements in December 2002, the spreadsheet would show costs and benefits to the end of 2006).

In addition to the spreadsheet, provide a description of any relevant points or issues that should be highlighted with respect to the costs and benefits.

10 Risk Assessment

Unlike assumptions, over which you have no control, risks are conditions you can respond to.

Provide a high level risk assessment identifying issues that could significantly delay the project, increase costs or reduce expected benefits. Such issues could include:
- events that could negatively impact the project either by occurring or not occurring,
- lack of human resources, required equipment, funds, etc.,
- dependencies on other areas, internal or external to ICBC, that have other priorities,
- issues that may have a significant customer impact or high public or political attention.

Note the steps that will be taken to try to minimize these risks.

Risk	Assessment	Risk Management Strategy	Person Responsible

11 Document Approval

Please refer to the *Involvement Matrix* (Appendix B) to determine who should approve the *Project Charter*.

This Project Charter has been approved as indicated by the following signatures.

_____   _____

Name, Title   Date

Project Initiation

- **Project Charter**
- **Assemble Project Team**
- **Involvement Matrix**

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

Involvement Matrix

P: Produce
C: Contribute
R: Review
A: Approve

	Status Reports (M)	Change Request	Decision Request	Issue Log (M)	Risk Management Log	Project Initiation Document	Business Case	Cost/Benefit Analysis (M)	Project Charter (M)	Project Schedule (M)	Policy Approval	Business Requirements Doc	Conceptual System Requirements	Conceptual System Design	Acceptance Test Strategy	Communication Plan	Implementation Strategy	Construction Review	Prototype	RFP	Tech Specs	System Mods	Infrastructure	Implementation Plan	Training & Document Plan	Acceptance Test Plan	Acceptance Test Scripts	Operations Transition Plan
PROJECT TEAM																												
Project Manager	P	P	P	P	P	R	C	C	P	P	P	A	A	A	A	A	A	P	A	A	R	R	R	A	A	A	R	A
Business Team																												
IT Team																												
RFP Team																												
Communication Team																												
Documentation Team																												
Training Team																												
Acceptance Test Team																												
Implementation Team																												
SPONSORS																												
Executive Sponsor		A						A																				
Project Sponsor	R	A	A	R	R	A	A	A	A	A	A	R	R	R	A	A	A	A							A	A	A	A
STEERING COMMITTEE																												
Names																												
USER WORKING GROUP																												
Names																												
CPMS																												
Mgr, Corp Projects	R	R		R	R				R																			
ISD																												
Application Development Mgr																												
IMPACTED BUSINESS AREAS																												
Names																												
Names																												
Names																												
EXECUTIVE																												
VP Information Services		A						A																				
VP Investments & Corp Dev		A						A																				
VP Finance		A						A																				
CEO		A						A																				

(M) = Mandatory deliverable

Involvement Matrix

ICBC

P: Produce
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	Status Reports (M)	Change Request	Decision Request	Issue Log (M)	Risk Management Log	Project Initiation Document	Business Case	Cost/Benefit Analysis (M)	Project Charter (M)	Project Schedule (M)	Policy Approval	Business Requirements Doc	Conceptual System Requirements	Conceptual System Design	Acceptance Test Strategy	Communication Plan	Implementation Strategy	Construction Review	Prototype	RFP	Tech Specs	System Mods	Infrastructure	Implementation Plan	Training & Document Plan	Acceptance Test Plan	Acceptance Test Scripts	Operations Transition Plan
PROJECT TEAM																												
Project Manager	P	P	P	P	P	R	C	C	P	P	P	A	A	A	A	A	A	P	A	A	R	R	R	A	A	A	R	A
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CEO		A						A																				

Mandatory deliverables are designated by the (M)

(M) = Mandatory deliverable

Project Initiation

- **Project Charter**
- **Assemble Project Team**
- **Involvement Matrix**
- **Project Schedule**

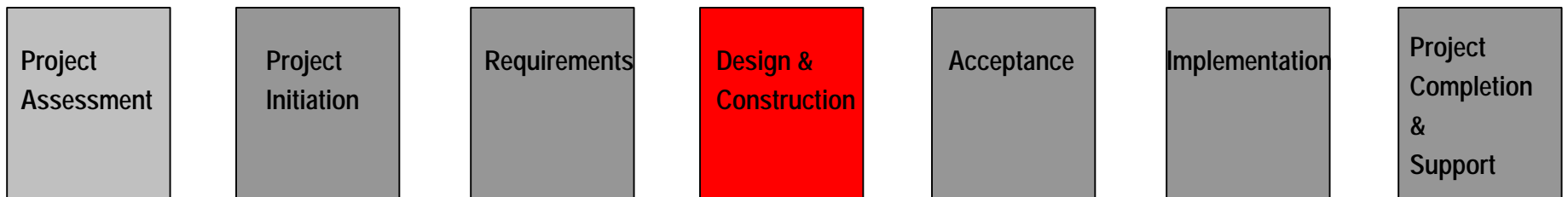| Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

Requirements

- **Policy Approval Document**

- **Business Requirements**

- **Conceptual Systems Requirements**

- **Acceptance Test Strategy**

- **Implementation/Communication Strategy**

- **Construction Review**

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support
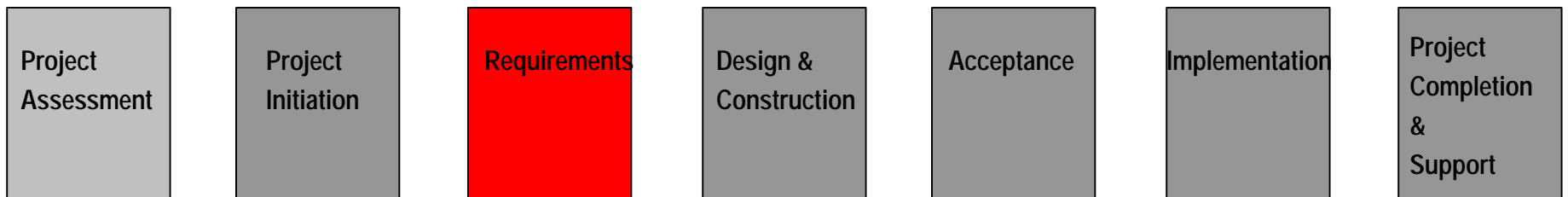
Design & Construction

- **Implementation & Communication Plan**
- **Acceptance Test Plan**
- **Acceptance Test Scripts**
- **Training & Documentation Plan**
- **Operations Transition Plan**
- **Coding**

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

Acceptance

- **Acceptance Testing**
- **Contingency Plan**

| Project Assessment | Project Initiation | Requirements | Design & Construction | Acceptance | Implementation | Project Completion & Support |
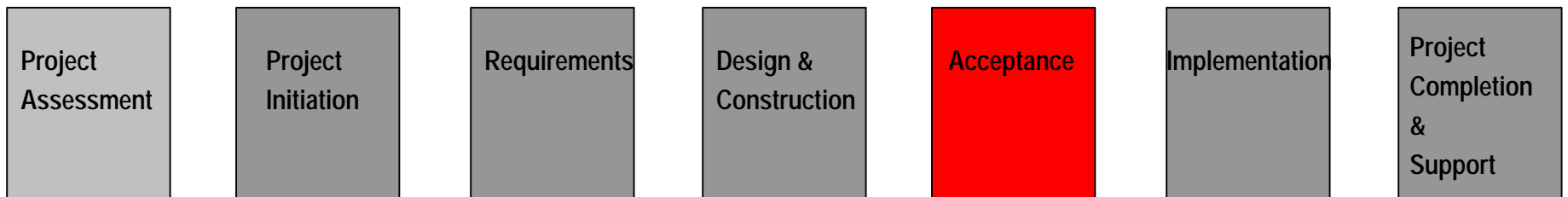
Implementation

- **Operational Acceptance**
- **Go Live!**

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

Project Completion & Support

- **Client Satisfaction Survey**
- **Project Completion Report**

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support
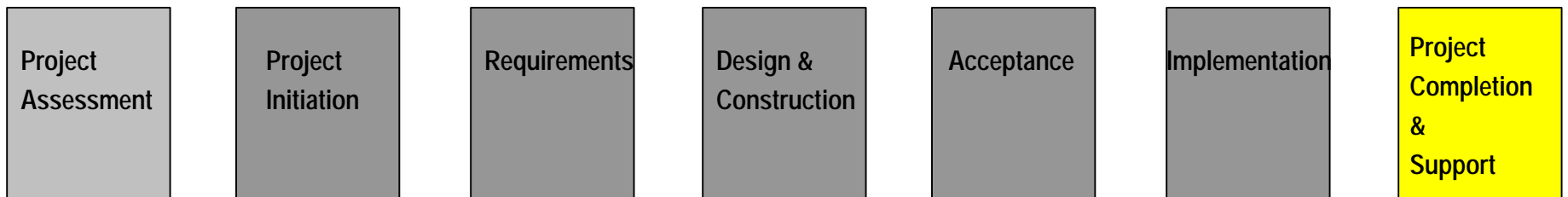
Project Mgmt Framework

- **Status Reports**
- **Meeting Minutes**
- **Issue Logs and Risk Assessment**
- **Change Request**
- **Decision Request**
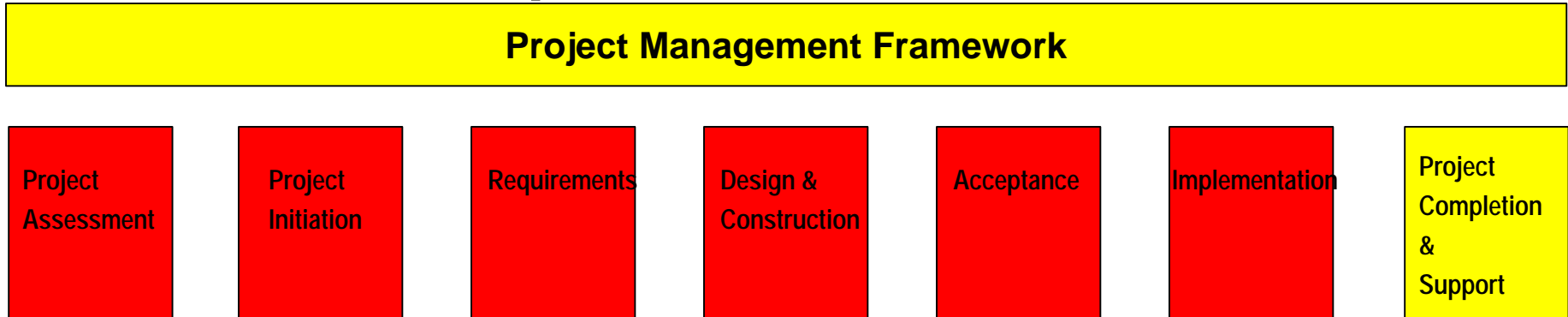
Project Management Framework

Project Assessment	Project Initiation	Requirements	Design & Construction	Acceptance	Implementation	Project Completion & Support

ICBC

CPMS Web Site

▌Screen Shot

CPMS *Corporate Project Management Services* *Finance*

ICBC Web

Project Tool kit   **Project Lists**   **About CPMS**

Corporate Project Management Services (CPMS) provides professional project management services to the business areas within the Corporation. CPMS, a department within the Finance division, plans and manages the delivery of small, medium, and large-scale corporate projects.

Becoming competitive is essential to ICBC's long-term success; by working in partnership with our customers, we are able to deliver projects that develop and enhance ICBC's products and services, contributing to corporate customer satisfaction. Our emphasis is on providing value-added service that consistently meets or exceeds our customers' expectations.

The CPMS site includes information about current ICBC projects, the ICBC Project Life Cycle, its phases, deliverables, tools, techniques.

Our Approach   **Who We Are**   **Our Skills and Services**

Last Update: December 12, 2002. Questions? Comments? Please contact Val.Smith@icbc.com.

Quick Access

Tool kit Deliverables

- Accept Test Strategy
- Business Case
- Business Reqrments
- Chng Req. Log & Form
- Client Satisfaction Survey
- Communications Plan
- Concept. Sys. Reqmnts
- Constr.Review Request
- Cost Benefit Analysis
- Decision Request
- Implmntn. Plan

What's New To CPMS

- Updated Project List
- Updated Issue Log
- Change Request Process

Corporate Project Information | CPMS | Glossary of Project Terms

<Return To Previous Page

Project Tool kit - Project Charter

The Project Charter describes the project's objectives, scope, milestones, approach, and budget. It forms an agreement between the project sponsor and the project manager around what the project should achieve, and how the project team should go about its tasks.

Samples and Template

Project Charter Template (DOC)

Project Charter Sample (DOC)

Project Structure Template (PDF)

Who uses the Project Charter template?

The project manager is responsible for creating the Project Charter for the project. However, wherever possible, this should be a team effort, with team leads and users from the affected business area(s) actively involved in contributing to, and reviewing, sections as they are written.

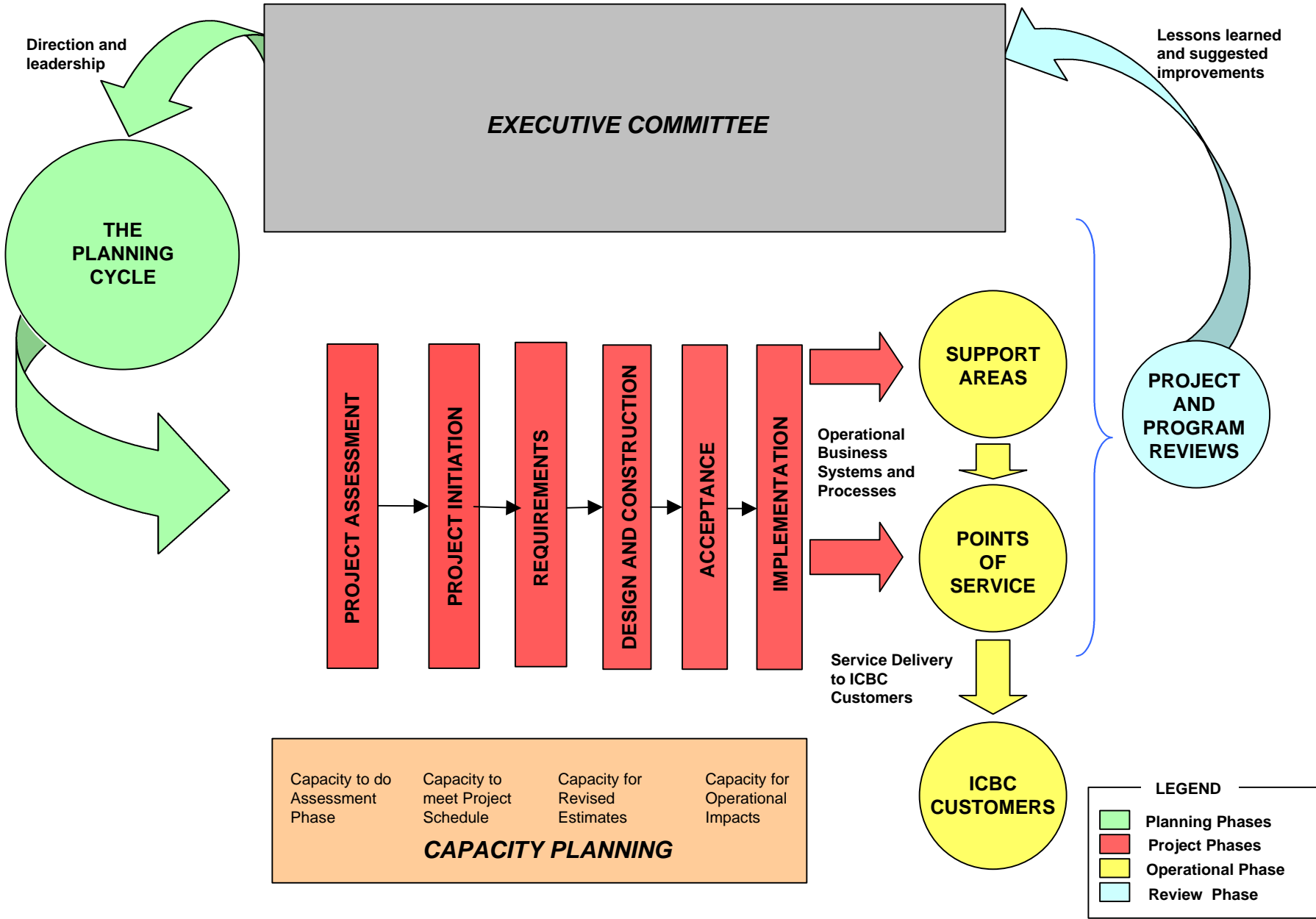## When should a Project Charter be created? Modified?

The Project Charter is the first key deliverable of the Project Initiation Phase. It is often based on the Business Case produced during the Assessment Phase.

Who is the primary audience for the Project Charter?

The Project Charter is widely used by many different levels of the corporation. It is the foundation for many communications about the project, and the baseline against which it is assessed.

ICBC PROJECT LIFE CYCLE

EXECUTIVE COMMITTEE

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Questions