



PROJECT POST COMPLETION REVIEW POLICY

Section	Procurement
Contact	Portfolio and Projects Manager
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Introduction:

All projects as specified in Table 1, of this policy, must undertake a Project Post Completion Review (PCR). Reviews should be undertaken after the material project activities and deliverables have been in place long enough to allow for objective judgments to be made about quality or performance. Interviews, focus groups, surveys and artefacts specified in the 'Related Procedures and Documents' section of this policy will be used as a basis for helping form objective judgments.

Purpose:

The purpose of this policy is to provide a university wide approach to ensure programmes, projects, and or significant phases of a project, are reviewed against university plans and objectives that:

- ensures the intended benefits are tracked, measured, and in time achieved.
- there is an objective evaluation of how successfully the objectives were met and how effective governance and project management practices were.
- lessons learned and previously unidentified shortfalls are captured.
- elements of lessons learned are then available to assist in planning, managing, and meeting the objectives of future phases or projects; and
- project closure is consistent across Massey University.

Policy Statement:

This policy is mandatory for all construction projects over \$5.0 million, Information and Communications Technology (ICT) Projects over \$2.0 million and other projects¹ over \$2.0 million. The policy will also apply to all projects which do not reach these financial thresholds but have been assessed as extreme risk or high risk in accordance with the Business Case Policy, Risk Management Policy, and Project Management Policy.

¹ Other projects include operating projects, business developments, new programmes, and business change initiatives.

A tiered review framework based on the risk and financial thresholds of the project will be adopted to undertake the Project Completion Reviews as specified in Table 1 below.

- Extreme risk or high risk or high value projects will be subject to independent external review.
- Medium risk or medium value projects will be subject to review from suitably qualified independent Massey employee or the Strategic Project Management Office (SPMO).
- Low risk and low value projects will be subject to peer review.

Note: Where there is a requirement for an independent external review, this process will be overseen in accordance with the University's Internal Audit Charter.

Table 1 - The type of review to be completed for any given project.

Risk Threshold	Or Financial Threshold	Review Type	Requirement
Any case assessed as extreme risk or high risk	Construction projects in excess of \$5.0m ICT projects in excess of \$2.0m Other projects exceeding \$2.0m	Independent External Review	Mandatory Facilitated by SPMO and Governance and Assurance Office
Any case assessed as moderate risk	Construction projects between \$1.0m and \$5.0m ICT projects between \$1.0m and \$2.0m Other projects between \$1.0m and \$2.0m	Independent Internal Review	As specified by the SPMO or Governance and Assurance Office
Any case assessed as low risk	All projects between \$0.15m and \$1.0m	Peer Review	As specified by the SPMO or Governance and Assurance Office

Note: The risk threshold is determined by completion of a risk profile assessment. Refer to Related Business Case Procedures. The financial threshold is the approved project budget or final project cost whichever is greatest in financial value.

Provision is to be made in general ledger or project operating budgets to cover the internal and external cost of any PCR. External costs are those costs for engagement of external specialists to undertake independent PCR or to provide specialist advice for internal reviews. Business cases must make provision for PCR operating costs in the project budget.

The PCR must address:

- alignment with university strategy.
- project governance and management.
- outcomes, benefits, and benefits realisation.
- alignment with the business case.
- review of financial benefits, costs, and value for money.
- briefing by users' specification and, design including options, coordination, and delivery.
- procurement strategy, options, methodology and delivery.
- construction or implementation, including variations, timelines, team performance and risk management.
- satisfaction of occupants/users and.

- the requirements of *Post Completion Review Parameters* as defined in the Post Completion Review Guidance Template.

Review Management:

Projects shall be reviewed and closed in accordance with the 'Related Procedures and Documents' referenced in this policy. Reviews will be led by the SPMO in consultation with the Director Governance and Assurance, the Strategic Projects and Procurement Director, project governance boards, project steering groups and project control groups where these groups are still in place and full projects have been completed. The SPMO will have responsibility for:

- Effective management of the PCR programme, systems, and processes.
- Preparing the review scope and manage the selection of an appropriate reviewer for each project with input from the internal stakeholders above.
- Scheduling reviews, ensuring the timing of reviews considers the period for benefits realisation, the operational and seasonal utilisation cycles of the activity for which the asset/solution was implemented.
- Ensuring reviewers are appropriately trained to undertake PCRs and facilitate the training of university staff to undertake independent internal reviews and peer reviews. It is the intent of the university to:
 - Lift the capability of university staff in relation to PCRs.
 - Utilise internal resources whenever it is appropriate to do so.

Reporting:

PCRs will be prepared in draft for review by the project governance board or steering group. The final report will be submitted to the SLT, thereafter to the Finance and Assurance Committee before submission to university Council for information. However, smaller projects defined as low risk or low value are not required to be provided to SLT, the Finance and Assurance Committee or University Council.

Communication and distribution of PCR reports shall be managed through the SPMO in accordance with the agreed review scope. The SPMO will actively disseminate learnings to project governance boards and management teams during the preparation of business cases and at project establishment.

The SPMO will maintain record of PCR reports ensuring project learnings are available to provide guidance for governance and management of future projects.

Note: Any agreed management actions arising from independent external reviews will be monitored by the Governance and Assurance Office and progress reported to the Finance and Assurance Committee.

Definitions:

Post Completion Review (PCR) - is undertaken to critically assess the achievement of project outcomes and provide feedback that allows for continuous improvement in the project governance, project management, design, construction, and implementation processes. This leads to improved performance for users, and improved management and financial outcomes across the university.

Reviewers - shall be suitably qualified and experienced in project completion reviews and meet the following requirements.

Independent External Review - the appointment of a company or person, who.

- Shall not be an employee of Massey University.

- Shall not be a company or person that has been associated with the development or management of the project.

Independent Internal Review - the appointment of a company or person, who.

- May be a Massey University employee. The reviewer must not be a member of the governance board, project steering group, project board, and project control group or within the project sponsor's reporting line.
- Shall not be a company or person that has been associated with the development or management of the project.

Peer Review - the appointment of a company or person, who.

- May be a Massey University employee for peer reviews of projects but must not be within the project sponsor's reporting line.
- Shall not be a company or person that has been associated with the development or management of the project.

Stakeholders - individuals, users, or groups with a vested interest in the project outcomes. These may include students, academic staff, colleges, professional staff, services groups, governance groups, and specific external individuals or organisations.

Audience:

All university staff.

Relevant Legislation:

Health and Safety at Work Act 2015
Building Act 2004

Legal Compliance:

The Tertiary Education Commission capital asset management (CAM) and financial reporting requirements.
Office of the Auditor-General New Zealand, audit, and financial reporting requirements.
Accident Compensation Corporation (ACC) Workplace Safety Management Programme audit (8.6) that "*health and safety component is part of any post contract evaluation*".

Related Procedures and Documents:

Business Case Framework and Procedures
Capital Asset Management (CAM) Policy
Delegations of Authority Policy
Financial Monitoring and Control Policy
Internal Audit Charter
Progressive Procurement Procedures
Project Management Policy and Framework
Post Completion Review Templates
Project Business Cases and Project Terms of Reference
Project Documentation and Contracts
Request for Financial Authority (RFA) Procedure
Risk Management Policy

Document Management Control:

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