
THE ROUTE TO PROJECT SUCCESS



Burnaby City Hall north entrance (Photo: panoramio.com – Nick Karanasos)

PROGRAM MANAGEMENT FOR LOCAL GOVERNMENT

Client: City of Burnaby
Sector: Local Government
Date: April 2015



Features: GOVERNANCE

– Johan Steenkamp from CoLAB Project Success Inc. acted as Assistant Director for Capital Projects in the Engineering Department of the City of Burnaby

REPORTING

- Reported to Director of Engineering
- Program Management of a capital budget of CAD\$40-million
- Standardized process, and reduced man-hours on reports
- Streamlined the process of report production, ensuring compliance to reporting standards

PEOPLE

- Managed 8 Project Managers and 2 Project Clerks

Background

Johan Steenkamp acted as Assistant Director, Capital Projects for the Engineering Department of the City of Burnaby from April to May 2015. In January 2015, Engineering Director Leon Gous and his team had embarked on a project to restructure the department to optimize their efficiency in delivering capital projects. Johan Steenkamp of CoLAB Project Success Inc. facilitated the change management of the organizational change.

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The Challenge

The re-organization of the Engineering Department resulted in the formation of a Projects Division, centralizing the Project Management of capital projects under the control of the Assistant Director, Capital Projects. Shortly afterwards, the senior incumbent left the department and Johan stepped in to fill the position while a suitable candidate was identified through the City's recruitment process.

- Design Tender Build
- City Forces A
- City Forces B
- Shared Cost Projects

Following the introduction of the new framework, Project Managers were trained in the use of the framework, and in project concepts, associated processes, procedures and governance.

Enhanced methods of portfolio reporting were introduced and implemented.

The Solution

A Project Management Office (PMO) was established in the Projects Division, based on the Project Management framework developed by CoLAB Project Success Inc.

New governance was introduced for 2015 capital projects, which included new progress reporting.

New project frameworks for the following categories of projects were introduced:

Client references

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