



## Management Approach: Project Management Ecosystem

Exceptional project execution begins with identifying the right project managers and providing them with the processes and tools they need to succeed. Stantec supports our people with a variety of project delivery tools and systems.

Our Project Management Ecosystem specifies Stantec's expectations of project managers and provides a scalable framework to promote a pragmatic and disciplined approach to project delivery. It includes the critical tasks for managing risks and achieving quality delivery on typical projects and clearly aligns project manager competencies, learning, processes and tools, and governance.

### Project Management Framework

The Project Management Framework has been developed to confirm and clarify, in a concise format, the expectations Stantec has of their project managers. It includes a mandatory list of project management activities that must be completed on each active project with documented evidence recorded to confirm compliance with our ISO 9001:2015-certified Quality Management System. The underlying philosophy of this program recognizes project managers play a crucial role in providing quality services to our clients.

At a project level, the framework also considers sustainability commitments like water use, air emissions, energy use, human rights, ethics, stakeholders, and Indigenous relations. Impacts are evaluated during the proposal and the health, safety, security, and environmental planning stages and then reviewed through project audits.

### Project Managers

Stantec recognizes the importance of the project manager role and has identified a corresponding career path. The project management career stream includes consulting professionals who have obtained technical certification or a college diploma or university degree typically in engineering, architecture, science, planning, or a similar discipline. As well, project managers are encouraged to develop real-life experience.

Our project manager prequalification process provides the guidance and oversight to confirm each active project is managed by a project manager with appropriate competencies capable of managing the risks in an effective, sustainable manner over the life cycle of the project.

### Learning

The overall objective of our learning strategy is to assist our project managers in becoming better project leaders and to develop the skills and competencies they need to successfully manage increasingly larger, more complex, and higher-risk projects within Stantec.

### Audit and Compliance

On an annual basis, a representative sampling of active projects in Stantec are audited internally as part of our ISO 9001-certified Internal Practice Audit process. The scope, length of project audit, and extent of reporting increases as a project increases in contract size or complexity.

### Technology

To support project teams in their design and delivery of projects, Stantec puts a focus on providing digital tools, services, and resources. Our digital experts conduct research and development to keep our teams ahead of the technological curve. CAD models have already begun to evolve beyond traditional three physical dimensions and geospatial technologies provide advanced access to geographic data. Using virtual reality, augmented reality, and interactive mixed reality, our visualization teams bring ideas to life. We also use visualization along with data analytics to assimilate large data sets so that clients can make informed, fact-based decisions.

### See Also

Management Approaches

- [Environmental Management](#)
- [Health, Safety, and Security](#)
- [Integrated Management System](#)
- [Risk Management](#)