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MINISTRY OF WORKS

PROJECT MANAGEMENT SYSTEM

REFERENCE: PMO-WI-002

REVISION: 1

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DOCUMENT CONTROL

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DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1	Project Lifecycles Origination Phase Initiation Phase Project Templates	Saliha Ismail (PMO) Hammad Khaliq (PMO)	Pg#6 Added "Origination" in the generic lifecycle Pg#7 Added Origination Phase and its description Pg#8 Ammended Initiation Phase text Pg#25 Removed RFI & UserAcceptance, Blank templates Removed & Document reference is given Replaced PM Methodology with PM System

Reviewed by	Role	Date
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Approved by	Date	Signature
PMO Board	September, 2010	

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INTRODUCTION

The Ministry of Works (MoW) has implemented an Enterprise-wide Project Management System (PMS) based on internationally recognized standards and best practices developed by the Project Management Institute (PMI) Organization.

This PMS is now widely adopted by MoW to manage all its projects and it is strongly recommended that all business partners use the MoW PMS for the management of projects that are implemented with MoW.

This document is intended to inform about the MoW Project Management practices.

PM GOVERNANCE

All projects from their beginning until their completion are managed by a Project Manager (PM) who belongs to the Ministry of Works (MoW).

In case of an external Project Manager being appointed as a replacement to a MoW staff, the MoW PMS will still be applied.

The Ministry of Works (MoW) may seek the services of multidisciplinary consulting firms specializing in the supervision and management of design consultants, project management of contractors and site management of consultant supervision and design teams who will be appointed as Consultant/Contractor Representative (CCR) for the Project.

The CCR is accountable for the delivery of the Project deliverables and objectives under the direction of the MoW Project Manager (PM). The typical hierarchy and line of reporting is as follows:

1. Project Sponsor, chairman of the Project Steering Committee
2. MoW Project Manager
3. Consultant/Contractor Representative (CCR)
4. All Consultants & Contractors.

The CCR and his or her team members are expected to be qualified and to develop work methodologies and best practices in accordance to the highest standards established by the Project Management Institute (reflected in the latest Project Management Body of Knowledge guidelines - *PMBOK® Guide*) and/or equivalent PM bodies that are approved by the American National Standards Institute and/or British or Australian standards achieving the International Organization for Standardization ISO 9001.

To fulfill his or her responsibilities, the CCR is expected to develop an effective management system (such as developing strategic organizational structures, role definitions, procedure road maps, information coordination and control, etc.) and actively manage and control the procedures and processes put in place to achieve Project Governance in accordance to the standards established in the MoW Project

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Management System (PMS) and/or equivalent and accepted by the MoW Project Manager.

PROJECT TYPES

The Ministry of Works has identified that most of its projects fall into one of the following categories:

- Construction (buildings, roads, bridges, sanitary projects, etc.)
- Service & Maintenance
- Business Improvement (including all systems implementations)

PROJECT LIFE CYCLES

Both generic and specific Project Life Cycles (PLC) have been adopted for all MoW projects. They display all the basic phases through which a project flows, from conception through to completion. The phases reflect a collection of logically related project activities culminating in the completion of a major project deliverable. Each phase comprises specific activities with associated the project deliverables and outcomes, which must be achieved to allow for successful completion of the phase. The generic model is applied to the whole range of MOW projects, with specific levels/sub-phases appropriate to the type of project.

In the Generic Project Life Cycle, there are 5 phases:

- Origination
- Initiation
- Planning
- Implementation
- Close-out

This Generic Project Life Cycle was the foundation for development of customized Project Life Cycles for each of the MoW primary project types, namely, Construction, Business Improvement and Service & Maintenance and provides guidance for the effective management of such projects.

Each Project Life Cycle process is supported by tools and templates which were implemented as part of the MoW Project Management System and as such will include IT- enabled tools.

THE LIFE CYCLE GATING PROCESS

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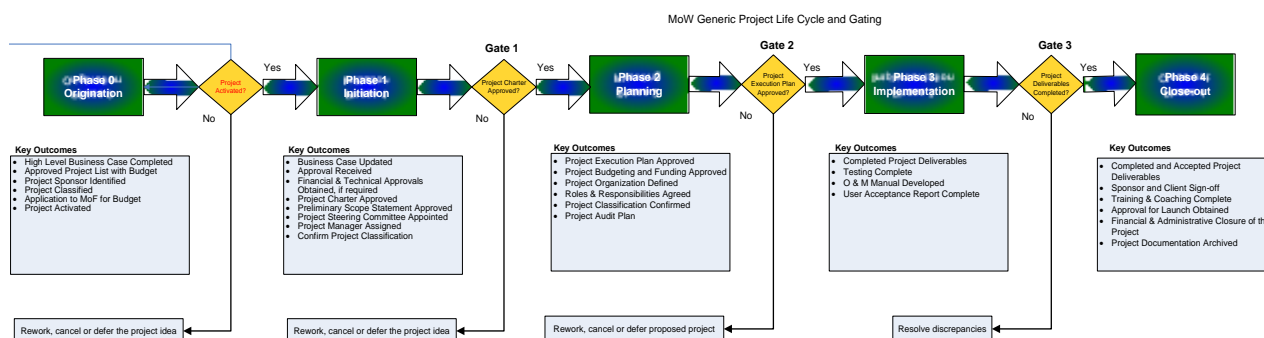
In all of the Project Life Cycles, there are points between phases that are key business decision points - called "gates" - that connects two phases to create a linear flow and where decisions take place to determine if a phase may be exited and the next phase may be entered.

The gate is a point where designated project leaders (project steering committee, sponsor, or other MoW executive body) and invited Subject Matter Experts decide whether the project proceeds, is cancelled / deferred or requires rework.

The review gates provide concerned stakeholders with a disciplined approach to the management of projects and a focus on quality of execution and more effective product development. The gate process also facilitates the use of a complete process to manage and deliver project output.

The results of each phase constitute key outcomes that are used as input to the next phase.

This gating process is expressed diagrammatically below using the generic Project Life Cycle:



The following provides more details into these 5 phases:

ORIGINATION PHASE

The Origination Phase formally recognizes the existence of an initiative that may result in the development of a project. The initiative should be linked to the strategic business objectives of the Ministry. A MoW project begins with the identification of a need, problem or opportunity to be addressed by the Ministry, its departments or branches.

Included in the Origination phase are:

- The development of a high-level business case
- Identification of a Sponsor and a Business Developer
- Identification of key stakeholders
- Project classification

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- The application for funding the project
- Submission for financial or technical to the appropriate authorities.

It concludes with a documented decision to proceed to the Initiation phase.

The development of a Business Case should include but not be limited to the following:

- Rationale/background for the project
- Identification of the strategic fit to MoW overall strategy/objectives
- High level assumptions, constraints and risks
- Preliminary budget estimate
- Schedule
- Dependencies
- Master Plan
- Key project stakeholders and project organization (governance) structure
- Project strategy or approach, which determines which phases will be performed by MoW staff and which will be outsourced

The key outcomes of that phase are:

- High level Business Case
- Approved Project List with Budget figures
- Project Sponsor identified
- Application to MoF for budget

INITIATION PHASE

The initiation Phase starts with projects appointing a Project Manager to register and activate the project through PMO. The Initiation Phase key activities are the further development of the Business Case, Project Charter and Preliminary Scope Statement; and the confirmation of project classification.

Included in the Initiation phase are:

- an updated Business Case
- appointment of a Project Sponsor

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- Project Manager assigned
- identification of key stakeholders
- the management decision to fund some level of the project initiation
- production of a Project Charter and a Preliminary Scope Statement
- Approval of both of these documents.

It concludes with a documented decision to proceed to the next phase with appropriate funding:

- Planning for Construction type
- Tender/Award (for Consulting) for Service & Maintenance or Business Improvement types

The Key Outcomes of that phase are:

- An updated Business Case
- Approval from Ministry of Finance received
- Financial & Technical Approvals obtained (if required)
- Project Charter Approved
- Preliminary Scope Statement Approved
- Project Steering Committee Appointed
- Project Manager Assigned
- Confirm Project Classification
- Site Selected (for Construction Projects only)
- At the end of this phase, the appropriate Project Organizational Structure should be defined including:
 - Representation from primary business area(s) that are affected by the project outcome
 - Clear leadership roles for the project
 - Clear reporting relationships among the project stakeholders and the project team
 - Ensuring that the key roles of the project are filled by the "right" people who have the skills
 - Definition of authority and chain of command within this structure for escalation and communication.

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PLANNING PHASE

The Planning Phase includes the finalization of the Project Scope Statement and the development of the Project Execution Plan (PEP). The Project Execution Plan integrates and coordinates all the planning processes for all subsequent project phases for all project types and for all project classifications.

The PEP will guide the management of the project through to completion and transition (a full description of the PEP is included in the next chapter of this document).

The PEP includes:

- a detailed Project Scope Statement or specification
- the establishment of structures for project planning and budgeting, execution and close-out
- the Project Schedule and Resource Plan
- the team staffing and organization
- budgetary estimates
- the project governance structure
- management plans for change, issues, risks, quality, communication, procurement, etc.
- the PEP also establishes a baseline to measure future project performance and variances.

The Key Outcomes of this generic planning phase are:

- Project Execution Plan (inc. schedule, budget, organization, quality, etc.) Approved
- Project Staffing Defined and Roles & Responsibilities Agreed
- Project Classification Confirmed
- Project Audit Plan defined
- Approved funding for the next phase
- Technical Surveys Complete (for Construction and Service & Maintenance Projects only)
- Utilities Planning Completed (for Construction and Service & Maintenance Projects only)

For Construction projects, the Planning phase is further broken down to include the Design & Analysis and the Tender & Award for Implementation.

The Key Outcomes of the Design & Analysis phase are:

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- Design, Drawings & Specifications Approved
- Performance Specifications Completed
- Bills of Quantities Produced
- Permits / Approvals Received
- Way-leave Obtained
- Pre-Tender (draft final tender) Documents Approved

When the Design & Analysis Gate review is passed, the Tender & Award for Implementation phase will be performed resulting in the following key outcomes:

- Contract awarded
- Implementation Plan Approved
- Order to Commence & Site Possession Issued

IMPLEMENTATION PHASE

The Implementation Phase involves the production, creation and construction of the project deliverables - new product or service.

During this phase, the approved project plan is executed and the project deliverables are developed and completed according to scope and project objectives.

This phase may include:

- pilot testing
- training prior to roll-out or transition
- development of functional and technical requirements
- tender and contract administration
- Acquisition of relevant permits.

The Key Outcomes of this phase are:

- communication
 - status reports
 - progress and performance reports
 - "visibility"
- completed Project deliverables
- testing complete
- Training & Coaching Conducted

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- Inspection and Commissioning (for Construction and Service & Maintenance only)
- Operations & Maintenance Manual developed (if required)
- As-Built Drawings Completed (for Construction and Service & Maintenance only)
- Cost Statement Completed (for Construction and Service & Maintenance only)
- Integrated Controlled Introduction of Project Deliverables to the client's organization (for Business Improvement only)
- Transition plan to owner complete (for Business Improvement only)
- Project Outcome Custodian identified (for Business Improvement only)
- User Acceptance Report / Certificate complete

CLOSE-OUT PHASE

The Close-out phase formally marks the completion of the project and it is performed after all of the defined deliverables and objectives have been met and the client has accepted the project's product, service or result.

The Close-out Phase involves the release of the final deliverables and hand-over to the client.

It is the formal sign off and acceptance of the project deliverable(s), and signals the completion of the project work.

The Project Sponsor, on behalf of the Ministry, approves the final deliverable(s).

This phase includes:

- financial and administrative closure of the project
- sign-off and acceptance by sponsor and client
- the creation of project archives, documentation and lessons learned
- the initiation of the operation and maintenance activities affected when the project is handed over to the client.

The Key Outcomes of this phase are:

- Project Deliverables Completed and Accepted
- Work Completion Form signed (for Construction and Service & Maintenance projects only)
- Project Completion Report Issued (for Construction and Service & Maintenance projects only)
- Final Completion Certificate Issued (for Construction and Service & Maintenance projects only)

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- Contract Close-out (for Construction projects only)
- Project Sponsor and Client sign-off
- Financial & Administrative Closure of the project
- Lessons Learnt Document prepared
- Project Documentation Archived
- Project Transferred to Client

PROJECT CLASSIFICATION

MoW, its Directorates and units manage several hundreds of projects on an annual basis. These projects provide the mechanism for implementing the Kingdom's infrastructure plans and the organization's strategic goals, but each has unique characteristics. Therefore, The MoW has implemented a classification methodology to help ensure successful project delivery and effective use of organizational resources.

The adage 'one size does not fit all' is very relevant in applying Project Management System and as such the rigor and nature of Project Management requirements will differ from project to project based on its size and complexity. Project Management activities must therefore be scaled to the specific needs of the project.

The Project Management process and methodology must be applied to all MoW project types, specifically those categorized as Construction, Business Improvement and Service & Maintenance projects.

CLASSIFICATION UTILITY MATRIX TOOL

The Ministry of Works (MoW) uses a Classification Utility Matrix tool to determine the project class into which a project will fall. The user must employ this tool to determine whether a project initiated in the Construction, Service & Maintenance or Business Improvement categories can be classified as small (Class C), medium (Class B) or large (Class A). The matrix allows for the determination of project size and project complexity which are then mapped to agreed MoW criteria in order to derive project class. The resulting classification will define the level of project management and rigor required to successfully complete the project.

A fourth category has also been added to cater for the myriad of very small projects performed under Term-Contract Order (TCO): a specific process together with supporting documentation has been defined to manage these projects.

INPUTS AND OUTPUTS

The classification is based on the project reaching certain thresholds in terms of either the project size or the project complexity

Project size is based on three key criteria:

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- a) Project Duration
- b) Total Project Budget
- c) MoW Project Team

The project complexity criteria include:

- a) Strategic Significance
- b) Number of Business Units Involved
- c) Total Number of Key Project Personnel Involved
- d) Scarcity of Key Resources
- e) Technical complexity
- f) Technology
- g) Cross-Project Interdependencies
- h) Number of Locations Involved in Deployment
- i) Stakeholder Involvement
- j) Project Uniqueness

The Project Steering Committee (PSC) and the Project Sponsor both possess the authority to override the results of the Classification tool under exceptional circumstances and as such change the classification of a project in keeping with MoW objectives.

The following 3 pages details the project classification requirements (deliverables) for each MoW project type.

Project Requirements Matrix - Construction (Con) Projects

Phase 0 - Origination	Class A	Class B	Class C
Project Activity/Outcomes			
<i>Project Classified</i>	●	●	●
<i>High level Business Case Completed</i>	●	●	●
<i>Project Registration</i>	●	●	●
Phase 1 - Initiation			
Project Activity/Outcomes			
MOF Letter of Approval	●	□	✘
Technical Approval	□	□	✘
Project Steering Committee Appointed	●	□	✘
Project Manager Assigned	●	●	●
Site Selection	●	●	✘
<i>Project Charter</i>	●	●	●
<i>Preliminary Scope Statement</i>	●	●	✘
<i>Phase Completion Gate Review</i>	●	●	●
Phase 2 - Planning			
Project Activity/Outcomes			
<i>Project Scope Statement</i>	●	●	●
<i>Work Breakdown Structure</i>	●	●	⊙
<i>Project Execution Plan</i>	●	●	●
<i>Work Packages</i>	●	□	□
<i>Project Schedule</i>	●	□	□
<i>Project Budget</i>	●	●	●
<i>Project Staffing & Organization</i>	●	●	□
<i>Quality Management Plan</i>	●	●	□
<i>Risk Management Plan</i>	●	●	●
<i>Issues Management Plan</i>	●	●	●
<i>Change Management Plan</i>	●	●	●
<i>Communications Management Plan</i>	●	●	●
<i>Cost Management Plan</i>	●	□	□
<i>Procurement Management Plan</i>	●	□	□
<i>Human Resources Management Plan</i>	●	□	✘
<i>Time Management Plan</i>	●	□	✘
<i>Project Audit Plan</i>	●	□	✘
Budget Request (Forms 1801 & 1803 if applicable)	●	●	●
Utilities Planning	●	●	□
Technical Survey	●	□	✘
O & M Manual Requirements	●	●	□
Safety Management Plan	●	●	□
Environmental Management Plan	●	●	□
Financial Management Plan	●	●	□
Claims Management Plan	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 3 - Tender & Award (Consulting)			
Project Activity/Outcomes			
Tender for Consultant	□	□	✘
<i>Phase Completion Gate Review</i>	●	●	●
Phase 4 - Analysis / Design			
Project Activity/Outcomes			
Design, Drawings & Specifications	●	□	✘
Performance Specifications	●	●	✘
Surveys/Assessments	□	□	✘
Request for Permits	□	□	✘
Wayleave	□	□	✘
MOF of Chapter 1800 Description	●	●	✘
<i>Phase Completion Gate Review</i>	●	●	●

Phase 5 - Tender & Award (Procurement / Implementation)	Class A	Class B	Class C
Project Activity/Outcomes			
MOW Tender Approval Procedures	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 6 - Construction / Implementation			
Project Activity/Outcomes			
Project Procurement Management	●	□	□
Quality Assurance & Control	●	●	●
Manage Organizational Change	●	●	□
Contract Administration	●	□	△
As-built Drawings	●	●	✘
Quantity Surveys/Assessment Studies	□	□	✘
Coordinate with Utilities	□	□	✘
Operations & Maintenance Manual	●	●	□
Training & Coaching	●	●	□
Inspection, Testing & Commissioning	●	●	□
Transition Planning	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 7 - Close-Out			
Project Activity/Outcomes			
Final Inspection	●	●	□
Work Completion Form	●	●	●
Final Completion Certificate	●	●	□
Contract Close-out	●	●	□
Sponsor & Client Sign-off	●	●	●
Project Financial & Administrative Closure	●	●	●
General Release/Transition of Ownership	●	●	□
Post-Implementation Review	●	●	⊙
<i>Project Lessons Learnt</i>	●	●	●
<i>Phase/Project Completion</i>	●	●	●

Classification	Symbols:
Class A: Large or Complex Projects	● = Required
Class B: Medium Projects	□ = Required when applicable
Class C: Small Projects	⊙ = Optional
	X = Not Required

Blue Italicized font = PMS Deliverable
Normal Font = Other Key Deliverables

Other PMS Templates (applicable to all phases)	
<i>Project Status Report</i>	<i>Team Contact List</i>
<i>Risk Form</i>	<i>HR Management Form</i>
<i>Risk Register</i>	<i>Meeting Agenda</i>
<i>Issue Form</i>	<i>Meeting Minutes</i>
<i>Issue Log</i>	<i>Request For Information Form</i>
<i>Change Request Form</i>	<i>User Acceptance Report</i>
<i>Change Request Log</i>	<i>Site Instruction Form</i>

Project Requirements Matrix - Service & Maintenance (SM) Projects

Phase 0 - Origination			
Project Activity/Outcomes	Class A	Class B	Class C
<i>Project Classified</i>	●	●	●
<i>Business Case</i>	●	●	●
<i>Project Registration</i>	●	●	●
Phase 1 - Initiation			
Project Activity/Outcomes	Class A	Class B	Class C
MOF Letter of Approval	●	□	×
Financial & Technical Approval	□	□	×
Project Steering Committee Appointed	●	□	×
Project Manager Assigned	●	●	●
Site Inspection	●	●	×
<i>Project Charter</i>	●	●	●
<i>Preliminary Scope Statement</i>	●	●	×
<i>Phase Completion Gate Review</i>	●	●	●
Phase 2 - Tender & Award (Consulting)			
Project Activity/Outcomes	Class A	Class B	Class C
Tender for Consultant	□	□	×
<i>Phase Completion Gate Review</i>	●	●	●
Phase 3 - Planning			
Project Activity/Outcomes	Class A	Class B	Class C
<i>Project Scope Statement</i>	●	●	●
<i>Work Breakdown Structure</i>	●	●	⊙
<i>Project Execution Plan</i>	●	●	●
<i>Work Packages</i>	●	□	□
<i>Project Schedule</i>	●	□	□
<i>Project Budget</i>	●	●	●
<i>Project Staffing & Organization</i>	●	●	□
<i>Quality Management Plan</i>	●	●	□
<i>Risk Management Plan</i>	●	●	●
<i>Issues Management Plan</i>	●	●	●
<i>Change Management Plan</i>	●	●	●
<i>Communications Management Plan</i>	●	●	●
<i>Cost Management Plan</i>	●	□	□
<i>Procurement Management Plan</i>	●	□	□
<i>Human Resources Management Plan</i>	●	□	×
<i>Time Management Plan</i>	●	□	×
<i>Project Audit Plan</i>	●	□	×
Budget Request (Forms 1801 &1803 if applicable)	●	●	●
Technical Survey	●	□	×
O & M Manual Requirements	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 4 - Analysis / Design			
Project Activity/Outcomes	Class A	Class B	Class C
Design, Drawings & Specifications	●	□	×
Performance Specifications	●	●	×
Surveys/Assessments	□	□	×
Bills of Quantities (BOQ)	●	●	×
Work Methodology Specifications	●	●	×
Request for Permits	□	□	×
MoF/CED Approval	□	□	×
Pregualification of Contractors/Products/Manufacturers	□	□	×
Work Order Authorization	□	□	×
<i>Phase Completion Gate Review</i>	●	●	●

Phase 5 - Tender & Award (Procurement / Implementation)			
Project Activity/Outcomes	Class A	Class B	Class C
MOW Tender Approval Procedures	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 6 - Construction / Implementation			
Project Activity/Outcomes	Class A	Class B	Class C
Project Procurement Management	●	□	□
Quality Assurance & Control	●	●	●
Manage Organizational Change	●	●	□
Contract Administration	●	□	△
Operations & Maintenance Manual	●	●	□
As-built Drawings	●	●	×
Method Statement Of Work	●	●	×
Training & Coaching	●	●	□
Inspection, Testing & Commissioning	●	●	□
Transition Planning	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 7 - Close-Out			
Project Activity/Outcomes	Class A	Class B	Class C
Final Inspection	●	●	□
Work Completion Form	●	●	●
Final Completion Certificate	●	●	□
Contract Close-out	●	●	□
Sponsor & Client Sign-off	●	●	●
Project Financial & Administrative Closure	●	●	●
General Release/Transition of Ownership	●	●	□
Post-Implementation Review	●	●	⊙
<i>Project Lessons Learnt</i>	●	●	●
<i>Phase/Project Completion</i>	●	●	●

Classification	Symbols:
Class A: Large or Complex Projects	● = Required
Class B: Medium Projects	□ = Required when applicable
Class C: Small Projects	⊙ = Optional
	X = Not Required

Blue Italized font = PMS Deliverable
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Other PMS Templates (applicable to all phases)	
<i>Project Status Report</i>	<i>Team Contact List</i>
<i>Risk Form</i>	<i>HR Management Form</i>
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<i>Issue Log</i>	<i>Request For Information Form</i>
<i>Change Request Form</i>	<i>User Acceptance Report</i>
<i>Change Request Log</i>	<i>Site Instruction Form</i>

Project Requirements Matrix - Business Improvement (BI) Projects

Phase 0 - Origination	Class A	Class B	Class C
Project Activity/Outcomes	Class A	Class B	Class C
<i>Project Classified</i>	●	●	●
<i>Business Case</i>	●	●	●
<i>Project Registration</i>	●	●	●
Phase 1 - Initiation			
Project Activity/Outcomes	Class A	Class B	Class C
MOF Letter of Approval	●	□	×
Financial & Technical Approval	□	□	×
Project Steering Committee Appointed	●	□	×
Project Manager Assigned	●	●	●
<i>Project Charter</i>	●	●	●
<i>Preliminary Scope Statement</i>	●	●	×
<i>Phase Completion Gate Review</i>	●	●	●
Phase 2 - Tender & Award (Consulting)			
Project Activity/Outcomes	Class A	Class B	Class C
Tender for Consultant	□	□	×
<i>Phase Completion Gate Review</i>	●	●	●
Phase 3 - Planning			
Project Activity/Outcomes	Class A	Class B	Class C
<i>Project Scope Statement</i>	●	●	●
<i>Work Breakdown Structure</i>	●	●	⊙
<i>Project Execution Plan</i>	●	●	●
<i>Work Packages</i>	●	□	□
<i>Project Schedule</i>	●	□	□
<i>Project Budget</i>	●	●	●
<i>Project Staffing & Organization</i>	●	●	□
<i>Quality Management Plan</i>	●	●	□
<i>Risk Management Plan</i>	●	●	●
<i>Issues Management Plan</i>	●	●	●
<i>Change Management Plan</i>	●	●	●
<i>Communications Management Plan</i>	●	●	●
<i>Cost Management Plan</i>	●	□	□
<i>Procurement Management Plan</i>	●	□	□
<i>Human Resources Management Plan</i>	●	□	×
<i>Time Management Plan</i>	●	□	×
<i>Project Audit Plan</i>	●	□	×
Budget Request (Forms 1801 & 1803 if applicable)	●	●	●
O&M Manual requirements	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 4 - Analysis / Design			
Project Activity/Outcomes	Class A	Class B	Class C
Develop Relationship Map	□	□	×
Develop "As-Is" & "To-Be" Process Maps	□	□	×
Detailed Design Specs	□	□	×
Performance Criteria Measures	□	□	×
<i>Phase Completion Gate Review</i>	●	●	●

Phase 5 - Tender & Award (Procurement / Implementation)	Class A	Class B	Class C
Project Activity/Outcomes	Class A	Class B	Class C
MOW Tender Approval Procedures	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 6 - Construction / Implementation			
Project Activity/Outcomes	Class A	Class B	Class C
Project Procurement Management	●	□	□
Quality Assurance & Control	●	●	●
Manage Organizational Change	●	●	□
Contract Administration	●	□	△
O&M Manuals	●	●	×
Testing (Pilots, Dry-runs or User Acceptance)	□	□	×
Continuous Improvement System	□	□	×
Prepare User Acceptance Report	●	●	□
Integrated Controlled Introduction	●	●	□
Transition Planning	●	●	□
<i>Phase Completion Gate Review</i>	●	●	●
Phase 7 - Close-Out			
Project Activity/Outcomes	Class A	Class B	Class C
Training & Coaching	●	●	□
Deployment	●	●	●
Project Deliverable Acceptance & Sign-off	●	●	□
Project Financial & Administrative Closure	●	●	●
General Release/Transition of Ownership	●	●	□
Post-Implementation Review	●	●	⊙
<i>Project Lessons Learnt</i>	●	●	●
<i>Phase/Project Completion</i>	●	●	●

Classification	Symbols:
Class A: Large or Complex Projects	● = Required
Class B: Medium Projects	□ = Required when applicable
Class C: Small Projects	⊙ = Optional
	X = Not Required

Blue Italized font = PMS Deliverable
 Normal Font = Other Key Deliverables

Other PMS Templates (applicable to all phases)	
<i>Project Status Report</i>	<i>Team Contact List</i>
<i>Risk Form</i>	<i>HR Management Form</i>
<i>Risk Register</i>	<i>Meeting Agenda</i>
<i>Issue Form</i>	<i>Meeting Minutes</i>
<i>Issue Log</i>	<i>Request For Information Form</i>
<i>Change Request Form</i>	<i>User Acceptance Report</i>
<i>Change Request Log</i>	<i>Site Instruction Form</i>

KEY PROJECT MANAGEMENT DOCUMENTS

In accordance with the latest Project Management Body of Knowledge guidelines - *PMBOK® Guide*, and as discussed in the Project Life Cycle section, there are 3 major deliverables that will properly define each project. The 3 documents are:

- The Project Charter
- The Project Scope Statement
- The Project Execution Plan

The purpose and structure of these 3 documents are described below.

In addition to these 3 key documents, there are a number of key forms and templates that are to be used for Risk, Issue and Change Management and for the transfer of information and approval of work completed. These are also detailed in this summary.

PROJECT CHARTER

The Project Charter is a document that establishes the need and purpose of the project and is the document that formally commits Ministry resources to it. It is the “WHY” document and its approval signals the end of the Initiation phase of the project.

The Project Charter has to be adapted to the type and classification of the project. For a Class A project it must include the following chapters

EXECUTIVE SUMMARY

This section should include a high level overview of the project, how it is aligned to strategic objectives, and why it is important and needs to proceed.

STRATEGIC BUSINESS ALIGNMENT

This section should detail the stakeholders and/or organizations involved or impacted by the project and how it aligns with the Ministry’s strategic objectives:

PROJECT DEFINITION

This section should detail the project purpose, what business needs it is addressing, who the ‘customers are and the details of the business case (cost/benefit analysis, ROI, etc.).

It will detail the major players including the Project Sponsor, The Project Manager and all key CCRs and/or external consultants and contractors.

It will also detail the organizational, external and environmental constraints and assumptions and it will include an initial assessment of the project risks, milestones, budget, etc.

APPROVALS

This section will contain all the necessary signatures required to formally launch the project and commit the necessary Ministry resources to it

PROJECT SCOPE STATEMENT

The Project Scope Statement is the document that properly defines and limits the Scope or the “WHAT” of the project.

The Scope Statement is started during the Initiation phase and it is completed as much as required to enable proper completion of the Project Charter. This interim document is called the “Preliminary Scope Statement”. The full document is completed and signed off during the Planning phase.

The Scope Statement has to be adapted based on the Classification of the Project. For a Class A project, the full Project Scope Statement should include the following chapters

EXECUTIVE SUMMARY

This section should include a high level overview of the project scope

PROJECT DEFINITION

This section will contain details of the:

- project objectives and the product or service the project should deliver
- project boundaries, (specifically stating both what is in and what is not in scope)
- list of project deliverables and a preliminary Work Breakdown Structure (WBS)
- requirements that will enable the deliverables to be met (e.g. stakeholder needs, personnel and skill/experience levels, etc.)
- acceptance criteria that will define when the project has been completed,
- success criteria that will determine whether it was successful or not

The Project Definition will also include any refinements or updates on the expected project risks, schedule, budget, etc.

APPROVALS

This section will contain all the necessary signatures required to formally accept the scope of the project

PROJECT EXECUTION PLAN

The Project Execution Plan is a document or binder that will detail all the “HOW” elements of the project. It will include such things as the WBS and schedule, the budget, the project organization, the quality plan and all the policies, processes, procedures and tools that will be used to manage such things as project interdependencies, communications, quality, cost management, procurement, staffing, scope management, etc. The PEP will also provide baselines for all these key outputs. Baselines that can be used for comparison purposes throughout the life of the project

The Project Execution Plan has to be adapted to the type of project. For a project classified as Class A, it should include the following chapters:

EXECUTIVE SUMMARY

This overview should summarize the project (including any key aspects detailed in the Project Charter and the Project Scope Statement) and how it is to be organized and managed.

BACKGROUND

This section will reference both the Project Charter and Project Scope Statement to restate the

- key objectives of the project, the opportunities or challenges/gaps it will address .
- project boundaries and scope
- listing of key Stakeholders, Project Sponsor, Project Manager and other key contributors
- project Constraints, Assumptions and Risks
- acceptance and success criteria
- etc.

PROJECT WORK DETAILS

This section will detail all the work that has to be performed; with effort and duration estimates and dates as to when the tasks can start and when they should finish. This will include a:

WBS: - a deliverable-oriented decomposition of all the work to be executed by the project team that is necessary to accomplish the project objectives and create the required deliverables. This will be broken

down in sufficient detail such that each Work Package can be assigned to a single owner

Detailed Work Package Plan: A listing of all Work Packages that will be delivered and by whom.

Project Schedule: a further breakdown of Work Packages into tasks with effort and durations estimates for each. a time based and sequenced listing of all the tasks required to accomplish the project. A complete schedule should include such things as a:

- **Task List:** a further breakdown of Work Packages into all their component along with effort and duration estimates for each
- **Gantt Chart:** the pictorial view of the projects showing all the task durations, start and end dates and the dependencies between them.
- **Milestone List:** A listing of all the significant events in the project that if not completed could restrain future work or the completion of a major deliverable.
- **Schedule Baseline:** A copy of a specific version of the project schedule that is accepted and approved by the project management team before the Implementation Phase starts and that can be used as the schedule baseline with baseline start dates and baseline finish dates
- **Resource Calendar:** A calendar of working days and nonworking days that determines those dates on which each specific resource is idle or can be active.
- **Resource allocations:** The designation of specific resources to tasks

PROJECT STAFFING & ORGANIZATION

This chapter will detail how the project will be staffed and governed using the following:

Project Organization and Governance: An Organizational Chart (with names) detailing the project organization and structure. This should cover the following:

- Project Sponsor
- Project Steering Committee
- Project Manager
- Project Core Management Team
- Project Team

- etc.

Roles & Responsibilities: A listing for all project Team Members and/or groups detailing their roles and responsibilities as well as their expected contributions: This could include such things as:

- RACI Chart
- Reporting relationships

PROJECT BUDGET & METRICS

This chapter will detail the estimated project costs and other budget elements. It will include a:

Budget: The detailed total cost estimate for the project including all aspects of cost such as:

- Cost Categories and a Cost Breakdown structure
- Labour costs (external contractors/consultants etc. plus team members if applicable)
- Hardware/software/infrastructure/networking/license purchases etc.
- Construction/Engineering/Architectural/Site/etc. costs
- Internal project costs (project office/admin costs)
- Reserves/Contingency fees
- etc.

Budget Baseline: A copy of a specific version of the project budget that is accepted and approved by the Project Management team before the Implementation phase starts and that can be used as the cost baseline.

Key Performance Indicators: A listing of all Key Performance Indicators (KPIs) that will be considered in the Project with their respective targets and the processes/tools required for their ongoing review.

QUALITY MANAGEMENT PLAN

This chapter describes all the activities related to Quality that will be performed during the project including a listing of all the QA/QC procedures and the Quality metrics and Quality checklists that will be utilized throughout the project life. This could include such QA/QC activities as:

- Establishing and implementing quality guidelines and procedures for the deliverables
- Developing and implementing standard templates to be used

- Establishing project library(s) and document/drawing/version/etc. control processes
- Performing QA/QC activities and analyzing variances

IMPLEMENTATION STRATEGY

This section will detail all the procedures and processes that will be used during the project to ensure that it 'remains on track' and that any issues or problems are identified and dealt with as expeditiously as possible. It includes a number of 'approaches' as follows:

PROJECT INTEGRATION APPROACH:

Detailing how interdependencies with other projects will be handled

COMMUNICATIONS APPROACH:

Clarifying the communication activities that will be performed during the project:

- Steering Committee, Core Management Team, Project Team and any other key meeting schedules
- Meeting agenda/minutes format/requirements
- Weekly/Monthly status report formats/schedules
- Progress/Other (cost, time, etc.) reporting
- Communications with Stakeholders and information distribution (hardcopy and/or electronic) processes/tools required
- Presentations/Training/Newsletters/etc.

COST, PURCHASING & CONTRACT MANAGEMENT APPROACH:

Describing all the Cost Management processes that will be used to estimate and monitor all costs:

- Reporting (Actual vs budget, cash flow, etc.)
- How reserves will be managed
- Contract types and how purchasing and contracts will be managed, progress payment procedures, etc.
- claims administration
- Contract closure, etc.

HUMAN RESOURCE MANAGEMENT APPROACH:

This section covers the human aspects to be dealt with during the project including:

- identification and qualification of team members
- training requirements
- recognition/rewards mechanisms, etc.

TIME MANAGEMENT APPROACH:

Describes the process, tools and templates to be used to collect, manage and control time dedicated to the project by the Team members.

RISK MANAGEMENT APPROACH:

Defines the process to be used for Risk Management including:

- the Risk categories, tools, processes and data sources that will be used to perform risk management
- roles and responsibilities of team members for each type of activity in risk management plan
- resources and estimated costs for risk management
- Timelines for when the risk management process and risk audits will be performed during the project life cycle
- The Risk Severity Index thresholds for Mitigation and Contingency plans

ISSUES MANAGEMENT APPROACH:

Defines the process that will be used to manage Problems and Issues that may arise during the project including:

- Tools used to perform Issue Management
- Level of delegation to Project Manager
- Escalation process to Project Steering Committee for major issues

CHANGE MANAGEMENT APPROACH:

Defines the process that will be used to manage all Change Requests including the:

- Tools used to perform Change Management
- Level of delegation to Project Manager
- Escalation process to Project Steering Committee for major changes that are out of delegation of the Project Manager

PROJECT CLOSE-OUT APPROACH:

Defines the processes and activities to be performed during the close-out phase including:

- Capture of Lessons learnt into the MoW Knowledge Base
- Contract(s) closure
- Gain formal acceptance of the product
- Final performance report
- Hand-off completed product
- Document archiving
- Release of project resources
- Post-project activities: warranty, liability, etc.

PROJECT TEMPLATES

In addition to the 3 documents described above, The Ministry of Works has developed a set of standard forms to be used in Project Management activities. The following are the key templates that will be used on all projects regardless of classification:

- Risk Form (PMO-F-027)
- Risk Log (PMO-F-028)
- Issue Form (PMO-F-025)
- Issue Log (PMO-F-026)
- Change Request Form (PMO-F-023)
- Change Log (PMO-F-024)
- Status Report (PMO-F-038)

A blank template for each of these templates can be downloaded from PMS Documents on MoW intranet page

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