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Kingdom of Bahrain
Ministry of Works

Project Management System

Governance Roles & Responsibilities

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The Ministry of Works Project Management System (MoW PMS) that is implemented within the whole Ministry is governed by a Project Management policy that has been approved by the Executive Management.

1 Project Management System (PMS) policy

This Project Management System policy forms the central component of the MoW and must be adopted by all Directorates, Departments and Units of the Ministry as the basis for applying project management best practices as a core competency of the organization and is owned by Project Management Office (PMO). Some of its key tenets are summarized below:

A. General

1. The Project Management System is applicable to all Ministry projects and programs that are not considered routine on-going operations. Routine (i.e. Business As Usual) operations are almost perpetual in nature as opposed to the temporary nature of projects which have a definite beginning and a definite end.
2. The Project Management System has the primary purpose of delivering high quality, technically acceptable products and services on time and within budget, by providing a mechanism for project and program planning, execution, reporting and control, which form the bases of successful project management.
3. The selection of projects and programs to which the Project Management System will be applied, as well as the prioritization, approval and activation of projects will be mandated by the Executive Management of the Ministry.
However, where the use of the PMS is not specifically mandated, Directors should apply the relevant approach and techniques to their initiatives as necessary.
4. Projects must be clearly defined and should have specific measurable objectives to which appropriate resources shall be assigned to ensure successful achievement of these objectives.
5. Projects will be activated depending on the priority that will be assigned by the Executive Management acting in the role of Project Portfolio Council.

B. Leadership and Team

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1. The Project Leadership (Sponsor and Project Steering Committee) will be responsible for assigning the Project Manager (PM) and explicitly delegating sufficient authority to him in order to ensure effective and efficient management of the project.
2. The Project Manager (PM) will be accountable for project success including project planning; facilitating senior management approval requirements; team selection subject to Sponsor's / Project Steering Committee's approval; performance reporting and project monitoring and control.
3. The Project Manager (PM) will be responsible for communicating project status information to the Project Management Office (PMO) and uploading and storing all the project information in EDMS.
4. Each project will have a Project Sponsor and a Project Manager who will have responsibility from the Initiation Phase through to Close-out Phase of the project. The Project Sponsor will be the Manager, i.e. Under-secretary, Assistant-Under-Secretary, Director, Chief, Head. His Excellency the Minister is the Executive Sponsor of all Ministry projects.
5. Project Manager that is to be appointed to execute the project will be based according to PM Career Path (PM Level 1, PM Level 2 and PM Level 3) depends on the size and complexity of the project.

C. PMS

1. The PMS will be applied according to the business sectors in the Ministry (Business Improvements, Construction or Service and Maintenance) where the project lifecycles have been specifically tailored to suit, i.e. from Phase 0 (Origination) where mandatory tasks (Process flows) are to be completed until the project is deactivated in the Phase 6.
2. Formation of a project begins in the Origination Phase with the identification of a need, problem and opportunity to be addressed by the Ministry resulted from high level initiatives prioritised by its directorates. It concludes with a directorate approved high level Business Case, submitted with technical specifications to the appropriate authorities, and budget application to the Ministry of Finance. The Director can activate an initiative as a project at this stage using the Activation Form.
3. Project Identification (Proj. ID) to all the projects registered and activated to be through the Project Management Office (PMO).
4. Projects will be initiated using a Project Charter and the appointed Project Manager (PM) will lead the process. Once the Project Charter and the

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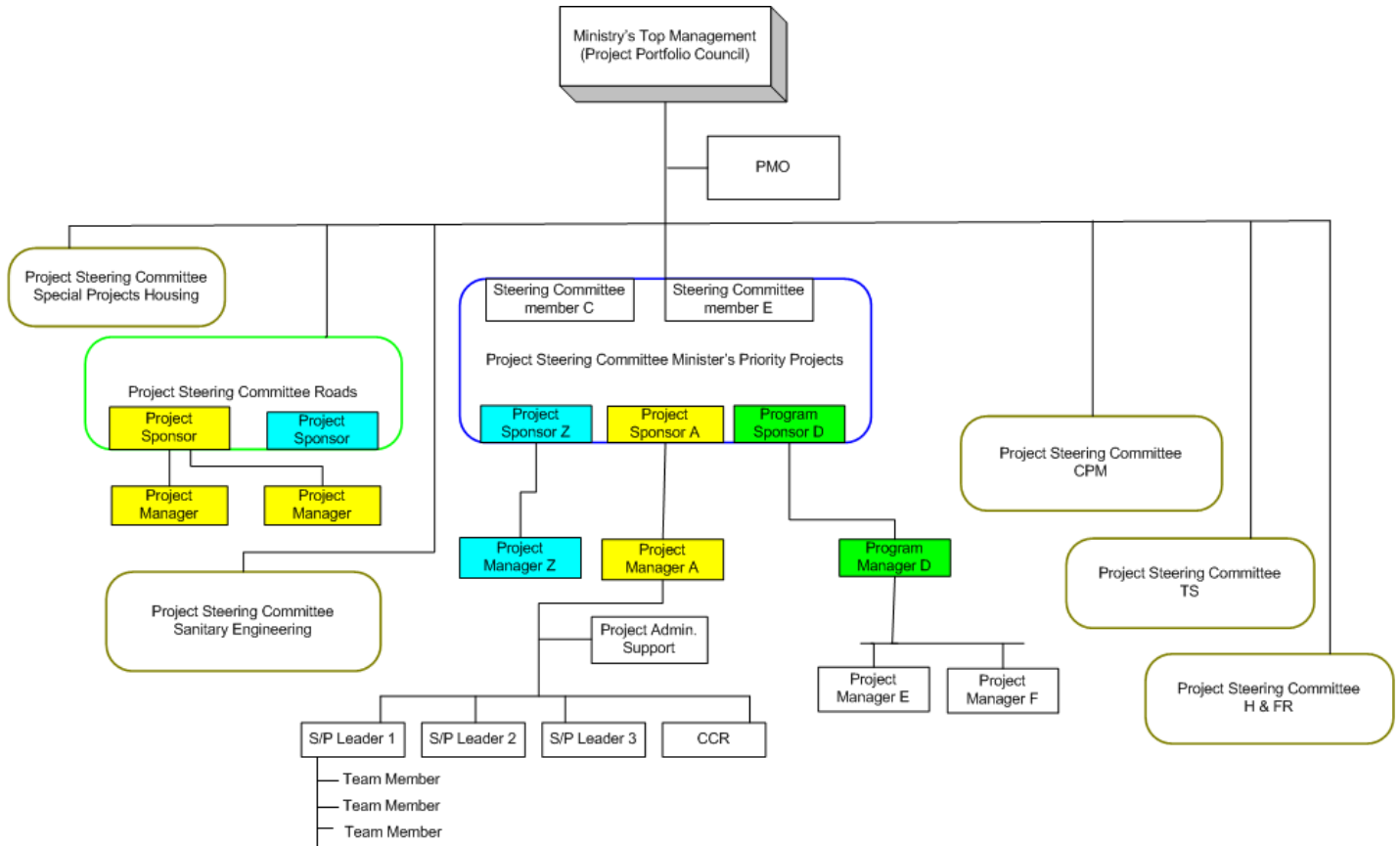
Project Scope Statement are approved, the planning process can start. The initial steps in the planning process are the production of a Project Schedule specifying activities and tasks that need to be completed for the project objective(s) to be attained.

5. The next step in the planning process will be to produce a detailed Project Execution Plan (PEP), which will contain the project Governance model including roles and responsibilities, a Change Control Process, a Risks and Issues Management Plan, a Quality Plan and a Communications Plan. The PEP will be adopted and applied as the planning and management tool that will provide the basis for resource allocation, progress monitoring, risk management, and conflict resolution.
6. The PMS requires a set of deliverables at every phase of a project. A Gate Review at the end of every phase will be conducted to approve key milestones and deliverables and transition to the next phase.
7. Project that is On-hold, Cancel or Completed has to be De-Activated using De-activation Form and to be submitted to PMO.

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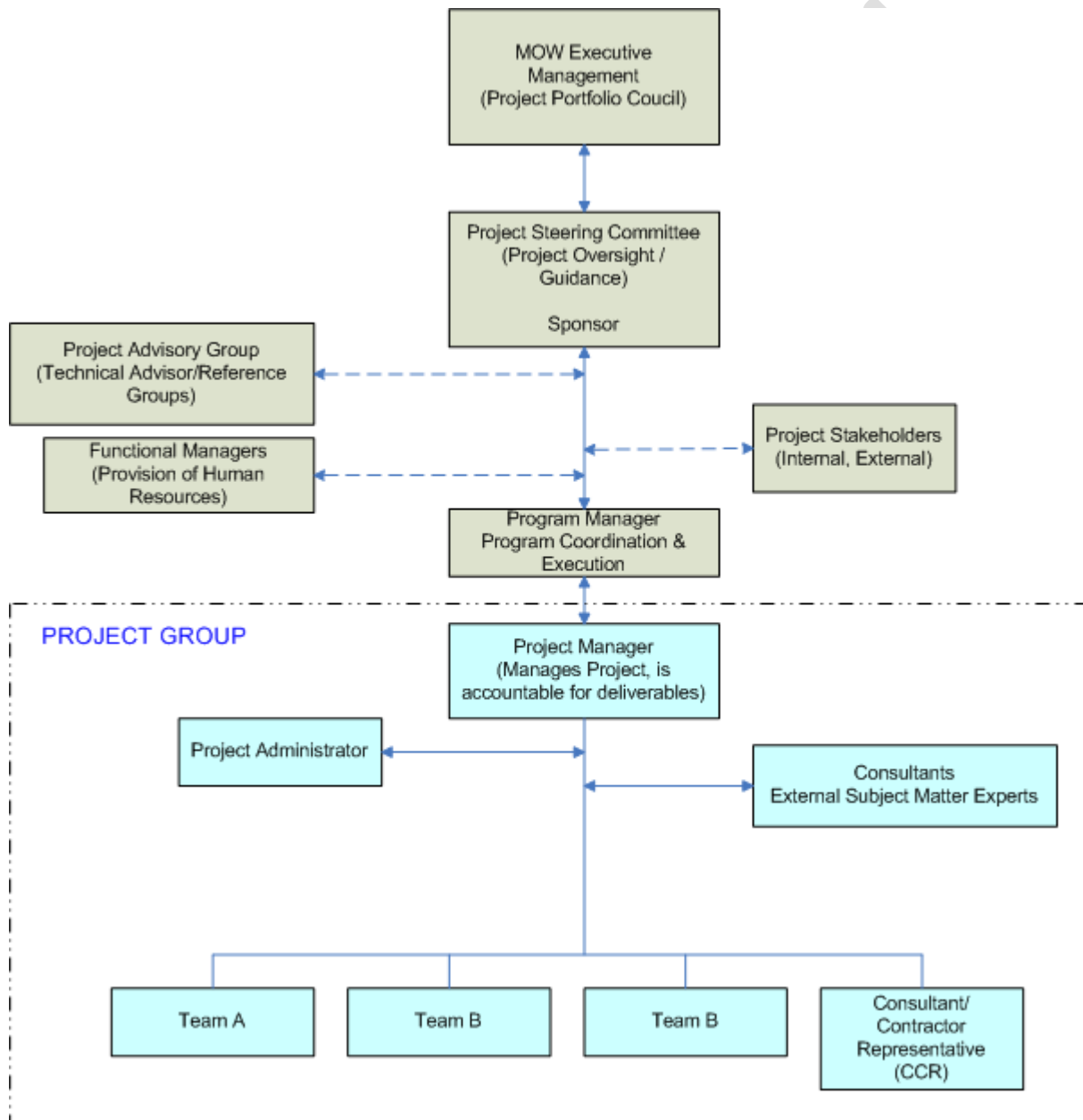
Governance Structure



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2 Project Governance Model

The Governance model below depicts some of the principal players or project stakeholders that might be incorporated in the MoW Project Governance Structure, subject to the characteristics listed above. All the elements may not apply to smaller MoW projects (Class C) that do not require such a formal governance structure.



Sponsors

The following table shows the roles that might be assigned to managers in the Ministry of Works, depending on the Project Class.

	Executive Sponsor	Project Sponsor
Class A	His Excellency The Minister	Under-Secretary Assistant-Under-Secretary Director
Class B		Assistant-Under-Secretary Director Chief Head
Class C		Director Chief Head Senior Engineers
TCO		Head Senior Engineers

3 Program/Project Managers

Any Program that includes several projects should be managed by a Program Manager.

Any project should be managed by a Project Manager: depending on the Project Class he/she should have the appropriate level as mentioned in the following table.

	Project Manager	Sub-project Manager/Leader
Program	Program Manager	Project Manager Level 3 Project Manager Level 2 Project Manager Level 1
Class A	Project Manager Level 3	Project Manager Level 2
Class B	Project Manager Level 2	Project Manager Level 1
Class C	Project Manager Level 1	Project Manager Level 1

4 Delegation

Any Program Manager or Project Manager who has been officially appointed to manage a project should be given the appropriate delegation by the Project Sponsor to expedite the day-to-day activities without delaying the project.

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The Project Manager should have the delegation for Project Management related matters while delegation related to financial aspects should be considered on a case by case basis, still keeping in line with Government procedures.

5 Project Roles & Responsibilities

The roles, responsibilities, competencies and governance structure of a project are influenced by:

- Project size and complexity
- Organizational capacity, i.e. the number and type of initiatives underway
- Capability/expertise of the Project Team
- Organizational Project Management Maturity of MoW, its Directorates and units,
- Consultants and Contractors involved in a Project.

The typical roles in the MoW Project Management System are:

- i. **Senior/Executive Management** - An individual or a decision making group that sets organizational strategy, oversees corporate resources and has the authority to approve or redirect project focus and to make binding portfolio level decisions. The Senior Management Group within MoW may include His Excellency the Minister, Undersecretaries, Assistant Under-Secretaries, Directors and others appointed at the discretion of the Minister.
- ii. **Project Portfolio Council/Review Board** - Oversees the management of organization's portfolio ensuring strategic alignment, prioritization and resource allocation. It has the authority to resolve any issues that may impact direction, schedule or budget of the projects in the portfolio, which cannot be addressed by the Project Steering Committee. At MoW, this role will be added to the Senior/Executive Management one.
- iii. **Business Developer** - The appointed person by the Director/Executive Management to develop the Business Case. The Business Developer can come from any area within MoW or could be an external MoW Client, such as other Ministry and other governmental agencies. The Business Developer is responsible for developing the Business idea or Business Case for the project.
- iv. **Project Steering Committee (PSC)** - Acts in the capacity of a Board of Directors for the project. It should have between 5 and 9 members from the MoW senior levels including the Project Sponsor who will be the Chair of the Committee. It has the responsibility for providing direction to the project and ensuring that the business objectives are met.

The PSC is typically formed during the Initiation phase of the project and should carry through to project Close-out. The PSC members are expected to contribute to the project on a part-time basis, with the frequency and duration of their involvement agreed at the start of the project.

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- v. **Project Sponsor** - The Project Sponsor (PS) is a member of the Project Steering Committee and has the delegated authority of this Committee to assist with business management and project management issues that arise outside the formal business of the Steering Committee.

The sponsor acts as the liaison between the project team and the Steering Committee and provides strategic direction to the project team and the Steering Committee. The Project Sponsor has ultimate accountability and responsibility for the project.

- vi. **Program Manager** - The person responsible for managing a group of related projects. Provides leadership to project teams and ensures effective management of project mix to meet organizational goals and objectives.

- vii. **Portfolio Manager**: An individual who is responsible in overseeing the organisation's group of projects to deliver increase benefits and ultimately achieving alignment between strategies and investments

- viii. **Project Manager (PM)** - The appointed person with the authority to manage the project. The PM is the person responsible for leading, organizing and managing the day-to-day aspects of the project and for delivering the defined project output according to Project Charter and Scope. The PM is totally accountable for project deliverables and is responsible for providing directions to the team. The PM is appointed by the Project Sponsor, on the recommendation of the Steering Committee. The PM oversees the work of consultants/contractors; allocates and utilizes resources to ensure the project is delivered on time, to scope, on schedule, within budget and at the agreed level of quality.

- ix. **Project CCR (Consultant/Contractor Representative)** - In the case of MoW projects, the Project CCR is the person responsible for managing Consultant/Contractor, i.e. supplier-side input to the project. While the CCR is not appointed by the MoW, he/she is a core member of the Project Team who reports to the MoW Project Manager and represents the interest of the Consultant/Contractor. This role is relevant only for outsourced projects in which external consultants and/or contractors are appointed to deliver the products or services of a project.

- x. **Project Administrator** - The Project Administrator supports the PM in assigned aspects of Project Administration and/or special functions, such as scheduling, budgeting and/or performance reporting. The Administrator works closely with the Project Manager to assure the quality, integrity and completeness of all project documentation. Although the Project Manager is the decision-making authority with respect to project issues and conflicts, the Project Administrator

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must be able to identify areas of concern based on status accumulated over the life of the project.

- xi. **Project Team** - The assembly of resources required to complete the project, and the product or service deliverables. It may include a Core Team that includes Subject Matter Experts and other resources central to the execution of the project and an Extended Project Team including such roles a Project Change Team.
- xii. **Functional (Resource) Manager** - A manager responsible for activities in a specialized department or function and for providing project resources.
- xiii. **Project Change Group (PCG)** - PCG members are nominated to represent each directorate or agency and possibly some major projects. They are empowered to represent and act as ambassadors and change agents for the project within their respective functional areas. Project Change Groups are not mandated for all MoW projects. Its necessity is dependent upon the nature or size of the project being implemented and related MoW initiatives.

The table in Appendix A summarizes the roles, responsibilities and recommended attributes for each of key project stakeholders within MoW projects. However, it may be necessary to include additional roles based on the requirements/scope of the project and procedures unique to the applicable MoW Directorate or Agency.

Appendix A: Project roles & responsibilities

5.1 Table 1 - Project Roles & Responsibilities		
ROLES	RESPONSIBILITIES	KEY ATTRIBUTES
Executive Management	<ul style="list-style-type: none"> • Sets strategic direction and approves tactical plans to achieve major objectives • Establishes fiscal year resource allocation for MoW project portfolio. • Approves programs to ensure that the organization remains focused on its mission • Appoints or approves the appointment of the sponsor, project/program leader. • Makes high level portfolio/program management decisions with support of the MoW Project Portfolio Council/Review Board. • Sets priorities and (when appropriate) helps to prioritize major projects • May approve or reject the final project definition document on high-level project • May make GO/NO-GO decisions at key points on a high-level project • May have final approval authority on project change 	<ul style="list-style-type: none"> • Leadership • Strategic Thinking • Decision-making • Planning & Organizing • Communication • Problem solving
Project Portfolio Council/ Review Board	<ul style="list-style-type: none"> • Strategic alignment of portfolio to MoW strategic goals • Supports Senior Management and contributes to strategy & policy • Oversees project portfolio and project selection process • Defines project prioritization policy for the MoW • Approves and prioritizes all projects within MoW portfolio • Commits/approves resources • Makes major project funding and resource allocation decisions • Review benefits derived from project deliverables • Communicates project portfolio decisions to senior management and project teams. 	<ul style="list-style-type: none"> • Leadership • Strategic thinking • Decision-making • Problem solving • Planning & Organizing • Capacity Management • Communication • Negotiation
Business Developer		

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	<ul style="list-style-type: none"> • Develops the idea for the project • Identified by the Director • Develops a Business Case for the project • Works with the Sponsor/PM to refine Business Case for presentation to Senior Management 	<ul style="list-style-type: none"> • Leadership • Decision-making • Communication
Project Steering Committee		
	<ul style="list-style-type: none"> • Ensures commitment of resources • Ensures effective decisions are made so as to meet project objectives • Ensures that the project aligns with the strategic direction of MoW • Approves any requests for changes which will have a 'major' impact on the overall project budget or final delivery date for the project. For e.g., a 'major' impact may be defined as changes that could cause the budget to increase by more than 10%, or the duration by 3 months. (Changes with lower impact than the pre-determined threshold can be delegated to the Project Manager). • Ensures the project's scope aligns with the agreed requirements of the Ministry and key stakeholder groups • Provides guidance on business issues • Reviews and assesses the strategies to address potential threats to the project's success • Keeps the project scope under control as emergent issues force changes to be considered • Reconciles differences in opinion and approach and resolves disputes arising from them when escalated to the committee • Provides recommendations to the Project Sponsor for the appointment of the Project/Program Manager. • Approve project Gate Reviews 	<ul style="list-style-type: none"> • Leadership • Decision-making • Problem solving • Planning • Communication • Negotiation
Project Sponsor		
	<ul style="list-style-type: none"> • Ensures communication of corporate strategic direction and goals to the project team • Chairs the Steering Committee for the Project/Program • Approves the project plan and authorizes project work • Authorizes a project to commence • Establishes priorities • Responds to escalation requests • Expedites resolution of urgent needs and remove roadblocks • Receives project status reports & monitors planned deliverables and project scope, schedule and cost variances 	<ul style="list-style-type: none"> • Leadership • Decision-making • Problem solving • Planning & Organizing • Communication • Relationship Management • Negotiation • Financial Acumen • Change Management

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	<ul style="list-style-type: none"> • Approves critical project deliverables • Authorizes and approve changes via change control • Acts as a “Project Champion” to Senior Management and performs a Public Relations role for the project • Provides leadership in obtaining necessary funds/support • Appoints, or approves the appointment of the project manager. • Conducts project Gate Reviews • Provides guidance for the project manager in organizing and staffing the project team. • Ensures that the PM understands the Enterprise Environmental/Political factors that could influence the project’s execution. • Provides guidance for the establishment of policies and procedures that govern the project. • Ensures corrective action, as necessary and acts as arbitrator for issues which cannot be resolved by the project manager or project team as a whole 	
Program Manager		
	<ul style="list-style-type: none"> • Contributes to organizational strategy and policy • Ensures that program resource needs are met • Establishes project requirements and performance metrics • Balance program requirements and resources • Ensures project organization, project schedules, budget are developed and maintained • Responsible for budgetary control of projects within the program • Responsible for project oversight • Monitors performance at the program level, against plans for schedules, resources and risks. Analyzes and reports on variances and takes corrective action • Ensures change control processes are developed and utilized • Ensures escalation and resolution of issues related to the Program • Ensures status is reported by project teams, consolidated and published as required • Resolves inter-project dependencies <p>Conducts comparative analysis of projects within the program based on organization’s project execution capacity.</p>	<ul style="list-style-type: none"> • Team building • Leadership • Problem Solving • Planning & Organizing • Decision Making • Communication • Technical Expertise • Change Management • Negotiation
Project Manager		

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	<ul style="list-style-type: none"> • Defines the goals, scope and requirements of the project • Defines and executes project control activities • Develops and gains approval of the project plan • Defines, acquires and coordinates internal and external resources sufficient to accomplish committed project deliverables • Ensures acceptance of deliverables • Conducts project status meeting, prepares and delivers status reports • Recruits and organizes the team for planning and executing the project • Ensures that deliverables meet specifications within an acceptable variance range of their objectives. • Organizes and implements Team operating agreements and project management guidelines and standards for the project, including tracking procedures, status reporting, change control, issues and risks management. • Oversees the activities of work package leaders • Leads, motivates, inspires, and rewards the Team • Provides feedback to Team members and their managers regarding performance • Serves as a communication hub with all stakeholders for status reports • Involves Functional Manager in reviews and key decisions • Leads the post-project evaluation • Participates in Team member's periodic performance appraisals • Serves as the "public relations" director for the project and the Team • Accountable to Project Sponsor 	<ul style="list-style-type: none"> • Team building • Leadership • Problem Solving • Planning & Organizing • Decision Making • Communication • Technical Expertise • Change Management • Negotiation • Conflict resolution
<p>Consultant/Contract or Representative (CCR)</p>		

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	<ul style="list-style-type: none"> • Ensures that all mandatory Consultant/Contractor requirements are met according to project scope and contract. • Manages the project, as agreed, based of defined deliverables • Acts as chief liaison/coordinator between the MoW (the client), the project team and the Consultant/Contractor • Responsible for quality assurance of the work of Consultant/Contractor staff assigned to the project. • Ensures effective use of Consultant's/Contractor's resources within approved budget • Tracks project performance and takes corrective action • Ensure successful transition of project deliverables to client • Facilitates the transfer of knowledge and skills to appropriate MoW staff prior to the project close-out 	<ul style="list-style-type: none"> • Technical Expertise • Planning & Organizing • Leadership • Decision-making • Problem solving • Communication • Team Building
Project Administrator		
	<ul style="list-style-type: none"> • Maintains the project schedule • Tracks project accomplishments and results against documented estimates and plans. • Updates the project budget and cost control documents. Identifies discrepancies, issues and trends. • Coordinates and schedules team meetings and other project communications. Takes meeting minutes and maintain action logs. • Maintains issues and change logs. • Maintains risk identification and mitigation documentation. • Highlights deliverables nearing delivery date (weekly), as well as deliverables for which the delivery date has expired and no new date has been issued. • Reports issues and triggers to the Project Manager for escalation. • Ensures approval signatures are obtained for project process documents. • Obtains required information from the time-keeping system for reporting purposes. • Helps in the preparation of project status reports. • Performs other related assignments as required by the Project Manager. 	<ul style="list-style-type: none"> • Planning & Organizing • Decision-making • Communication • Technical Expertise • Team building • Budget control
Project Team/Subject Matter Experts		

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	<ul style="list-style-type: none"> • Participates in the development of the detailed project plans for each milestone of the project. • Obtains information required to carry out their assigned activities. • Works with the project manager to define the requirements and validates the deliverables • Completes their assigned deliverables within the scheduled time frames and in accordance with the applicable standards and specifications • Keeps the project manager regularly informed of their progress on the project • Complete time tracking, as required • Contributes to the Gate Review process • Participates in the post-project evaluation 	<ul style="list-style-type: none"> • Technical Expertise • Planning & Organizing • Communication • Teamwork
Project Change Team		
	<ul style="list-style-type: none"> • Champions the project implementation within team member's specific Directorate, department or agency • Coaches and mentors MoW employees with respect to PM practices • Supports the Project Team in defining and implementing a change management plan • Acts as change agents within functional areas 	<ul style="list-style-type: none"> • Communication • Change Management • Relationship Management • Team building • Coaching skills
Functional Manager		
	<ul style="list-style-type: none"> • Assists the Project Manager in identifying appropriate resources for the project • Releases resources to form the project Team, including work package leaders. • Provides resource cost rate information • Signs the plans for all work packages assigned to their function. • Monitors the progress of the work assigned to their function and ensures that agreed product specifications, delivery dates and budgets are respected; • Reviews and coordinates, as required with the project manager, the work package leaders' prioritization for project assignments. • Incorporates the Project Manager's feedback in an individual resource's performance appraisal 	<ul style="list-style-type: none"> • Planning & Organizing • Decision-making • Communication • Relationship management

*The project management competencies and career path development supporting these roles are defined as part of the MoW Project Management System (PMS) - Career Path and PM Competency Framework for the MoW. They include the experience and capability expectations of varying levels of Project Managers and are mapped to project roles based on the project class, program or portfolio under consideration.