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## الخشقات الم Ministry of Works Kingdom of Bahrain Ministry of Works

# **Project Management System Project Classification Guidelines**

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## **DOCUMENT CONTROL**

## **Revision History**

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09/07	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1	-The MoW Classification Process -The MoW Classification Tool -Appendix	Saliha Ismail (PMO)	-Changed PM Methodology to PMS -Pg#4 Changed Initiation to Origination -Pg#6 Replaced Manager with Sponsor -Pg#7 Origination Phase Incorporated for Cons -Pg#8 Origination Phase Incorporated for S&M -Pg#9 Origination Phase Incorporated for BI -Pg#10-18 Incorporated Origination in Diagrams
			Hammad Khaliq	-Replaced Tender & Award (Consultation) to Consultant Selection -Replaced Construction Implementation to Implementation -Replaced Tender & Award (Procurement Implementation to Tender & Award

Reviewed by	Role	Date
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	РМО	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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## Mow Project Classification Process

#### 1. Overview

The MoW project classification process is aimed at building flexibility in the Project Management System (PMS) process by ensuring scalability of requirements contingent on the nature of the MoW initiative.

The process and methodology must be applied to all MoW project types - specifically those categorized as Construction, Business Improvement and Service & Maintenance projects. The tool is scalable and as such addresses all phases in the PM process as well as specific activities relevant to the each class of projects, as outlined in the MoW Projects Classification Requirements Matrix.

## 2. Why Classify?

MoW, its Directorates and units manage over 700 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. Application of a classification methodology will help ensure successful project delivery and effective use of organizational resources.

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

## 3. The MoW Classification Process

The Project Classification process is carried out during the Origination Phase of the Project Life Cycle. MoW projects are classified into three classes: A, B, and C, representing large, medium and small projects, which are also customized for each project type. The guidelines and tools supporting the classification process are outlined in the Project Classification Requirements Matrix and Framework and the MoW Classification Utility Tool found in Appendices I through III.

The Project Classification Requirements Matrix in Appendix 1 outlines all the required or mandatory activities associated with each project class. Activities are divided into the following categories, with associated symbols:

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Required	•
Required when applicable	
Optional	•
Not Required	×

The use of these categories allows application of flexibility to project management. For instance, a category such as 'Required when applicable' applies to the Tender Phase for Class C projects only when the budget for the project exceeds the threshold of 10,000 Bahraini Dinars, after which the project can no longer be sole-sourced but mandatory MoW Tender Policy must apply.

The matrix maps each activity to its project class and is supported by the MoW Project Classification Framework (Appendix II) which depicts the activities and document set relevant to each stage of the project life cycle and the output required to proceed beyond each decision point in the stage-gate process. The framework shows the minimum activities recommended for each project class within each of the project types of Construction, Service & Maintenance and Business Improvement, and allow for additional activities to be included at the discretion of the Project Manager.

## 4. MoW Classification Utility Tool

The MoW Classification Utility Matrix in Appendix III is the tool required 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 complexity that are mapped to agreed MoW criteria in order to derive project class. Alignment with PM Classification Requirements Matrix demonstrates the level of PM requirements and rigour required to successfully complete the project.

## 4.1 Inputs and Outputs

The tool contains five major components that are supported by key input criteria from which an overall score is derived to determine the project class.

- ☑ MoW Project List
- ☑ Project Sizing Criteria
- ☑ Project Complexity Criteria
- ✓ Project Classification Results
- ☑ Classification Map

The key *inputs* into MoW classification process are outlined below:

i) Project size is based on three key criteria:

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- a) Project Duration
- b) Total Project Budget
- c) MoW Project Team
- ii) 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 worksheets provide specific guidelines to allow the user to derive the size and complexity ratings for the project and to achieve the intended *output* of identifying the Project Class in which the project falls.

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.

## 5. Appendices

The following appendices detail the project classification requirements for each MoW project type.

The legend provides a guide to the MoW Project Classification Matrices below:

#### Legend:

Classification:	Symbols:
Class A: Large Projects	= Required
Class B: Medium Projects	$\square$ = Required when applicable
Class C: Small Projects	● = Optional
-	X = Not Required

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ppendix 1 - Project Classification Requirements Matrix - Construction Project	ject Type		
hase 0 - Origination Project Activity/Outcomes	Class A	Class B	Class C
	l Gidoo A	Oldoo B	0.000
usiness Case			
pproved Project List with budget figures			
roject Sponsor Identified			
Project classified			
pplication to MoF for Budget			
hase 1 - Initiation Project Activity/Outcomes	Class A	Class B	Class C
usiness Case	•	•	•
IOF Letter of Approval	•		×
echnical Approval			×
roject Charter	•	•	•
reliminary Scope Statement	•	•	×
roject Classified	•	•	•
roject Steering Committee Appointed	•		×
roject Manager Assigned	•	•	•
ite Selection	•	•	×
hase 2 - Planning Project Activity/Outcomes	Class A	Class B	Class C
roject Execution Plan	•	•	•
rojectScope Statement	•	•	•
ork Breakdown Structure	•	•	
rganizational Breakdown Structure	•	•	×
oject Schedule	•	•	•
uman Resources Management Plan	•	•	•
sk Management Plan			•
oject Cost Estimate & Cost Management Plan	•		•
udget Request (Forms 1801 &1803 if applicable)		•	•
ommunications Management Plan			• •
		•	•
uality Management Plan		_	
oject Audit Plan	•	•	×
ocurement Management Plan		•	
tilities Planning	•	•	
echnical Survey	•		×
& M Manual Requirements		•	
hase 3 - Consultant Selection Project Activity/Outcomes	Class A	Class B	Class C
ender for Consultant			×
hase 4 - Analysis / Design Project Activity/Outcomes	Class A	Class B	Class C
esign, Drawings & Specifications	•		×
erformance Specifications	•	•	×
urveys/Assessments			×
equest for Permits			×
Squeet iei i eiiime		_	
ayleave			×
			×
lls of Quantities (BOQ)	•	•	×
ls of Quantities (BOQ) hase 5 - Tender & Award Project Activity/Outcomes		● Class B	× Class C
lls of Quantities (BOQ) nase 5 - Tender & Award Project Activity/Outcomes OWH Tender Approval Procedures	Class A	● Class B	× Class C
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Ils of Quantities (BOQ)  nase 5 - Tender & Award Project Activity/Outcomes  OWH Tender Approval Procedures  nase 6 - Implementation Project Activity/Outcomes  oject Status Report sk Register/Manage Risks sue Log/Manage Issues nange Requests Management ack Project Schedule ack Project Schedule ack Project Cost oject Procurement Management uality Assurance & Control anage Organizational Change ontract Administration s-built Drawings uantity Surveys/Assessment Studies pordinate with Utilities perations & Maintenance Manual aining & Coaching spection, Testing & Commissioning ser Acceptance Report ansition Planning nase 7 - Close-Out Project Activity/Outcomes nal Inspection ork Completion Form nal Completion Certificate	Class A  Class A  Class A  Class A  Class A  Class A	Class B  Class B  O  O  O  O  O  O  O  O  O  O  O  O  O	X Class C  Class C  A  Class C  Class C  Class C  Class C  Class C
Ils of Quantities (BOQ)  asse 5 - Tender & Award Project Activity/Outcomes  OWH Tender Approval Procedures  asse 6 - Implementation Project Activity/Outcomes  oject Status Report sk Register/Manage Risks sue Log/Manage Issues anage Requests Management ack Project Schedule ack Project Schedule ack Project Cost oject Procurement Management uality Assurance & Control anage Organizational Change ontract Administration s-built Drawings uantity Surveys/Assessment Studies operations & Maintenance Manual aining & Coaching spection, Testing & Commissioning seer Acceptance Report ansition Planning hase 7 - Close-Out Project Activity/Outcomes all Inspection ork Completion Form all Completion Certificate ontract Close-Out	Class A	Class B  Class B   Class B   Class B   Class B   Class B   Class B  Class B  Class B  Class B  Class B  Class B  Class B  Class B	X Class C
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Appendix 1 - Project Classification Requirements Matrix - Service &	Maintenance Proje	ct Type	
Phase 0 - Origination Project Activity/Outcomes	Class A	Class B	Class C
Business Case			
Approved Project List with Budget figures			
Project Sponsor Identified			
Project classified			
Application to MoF for Budget		1	
	Class A	Class D	Class C
Phase 1 - Initiation Project Activity/Outcomes	Class A	Class B	Class C
Business Case MOF Approval	•	<del>                                     </del>	×
Financial & Technical Approval	<u>_</u>		×
Project Charter	•	-	•
Preliminary Scope Statement	•	•	×
Project Classified	•	•	
Project Steering Committee Appointed	•		×
Project Manager Assigned	•	•	•
Site Inspection			
Phase 2 - Consultant Selection Project Activity/Outcomes	Class A	Class B	Class C
Select Consultant: MOWH Consultant Tendering Process			X
Phase 3 - Planning Project Activity/Outcomes	Class A	Class B	Class C
Project Execution Plan	•	•	•
Project Scope Statement	•		
Work Breakdown Structure	•	•	•
Organizational Breakdown Structure	•	0	×
Project Schedule	•	•	•
Human Resources Management Plan	•	•	•
Risk Management Plan	•	•	•
Project Cost Estimate & Cost Management Plan	•	•	•
Budget Request (Forms 1801 &1803 if applicable)		•	•
Communications Management Plan	•	•	•
Quality Management Plan	•	•	•
Project Audit Plan	•		×
Procurement Management Plan	•	-	
Technical Survey	•		×
O & M Manual Requirements	•	•	
Phase 4 - Analysis / Design	Class A	Class D	Class C
Project Activity/Outcomes Design, Drawings & Specifications	Class A	Class B	Class C ×
Performance Specifications	•	•	×
Surveys/Assessments		<del>                                     </del>	×
Bills of Quanitities (BOQ)	•	<u> </u>	×
Work Methodology Specifications	•	•	×
Request for Permits		<u> </u>	×
MoF /CED Approval			×
Prequalification of Contractors/Products/Manufacturers			×
Work Order Authorization	•	•	×
Phase 5 - Tender & Award	Class A	Class B	Class C
MOWH Tender Approval Procedures	•	•	×
Phase 6 - Implementation Project Activity/Outcomes	Class A	Class B	Class C
Project Status Report	•	•	•
Risk Register/Manage Risks	•	•	•
ssue Log/Manage Issues	•	•	•
Change Requests Management	•	•	•
Track Project Schedule	•	•	•
Track Project Cost	•	•	•
	•	-	•
Quality Assurance & Control	•	•	
Quality Assurance & Control  Manage Organizational Change	•	•	
Quality Assurance & Control  Manage Organizational Change  Contract Administration	•	•	
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual	•	•	x
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings	•		П х х
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Deperations & Maintenance Manual  As-built Drawings  Method Statement of Work	•		П
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings  Method Statement of Work  Training & Coaching	• • • •	•	x x x
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings  Method Statement of Work  Training & Coaching  Jser Acceptance Report	• • • •	•	x x x
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Derations & Maintenance Manual  As-built Drawings  Wethod Statement of Work  Training & Coaching  Jser Acceptance Report  Inspection, Testing & Commissioning	• • • • • • • • • • • • • • • • • • •	•	x x x x
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings  Method Statement of Work  Training & Coaching  Jser Acceptance Report  nspection, Testing & Commissioning  Transition Planning	• • • • • • • • • • • • • • • • • • •		x x x
Quality Assurance & Control  Manage Organizational Change Contract Administration Deparations & Maintenance Manual As-built Drawings Method Statement of Work Training & Coaching User Acceptance Report Inspection, Testing & Commissioning Transition Planning Phase 7 - Close-Out Project Activity/Outcomes	• • • • • • • • • • • • • • • • • • •	•	x x x x
Quality Assurance & Control  Manage Organizational Change Contract Administration Operations & Maintenance Manual As-built Drawings Method Statement of Work Training & Coaching User Acceptance Report Inspection, Testing & Commissioning Transition Planning Phase 7 - Close-Out Project Activity/Outcomes Project Scope Statement	• • • • • • • • • • • • • • • • • • •		X X X Class C
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Project Procurement Management Quality Assurance & Control  Manage Organizational Change Contract Administration Operations & Maintenance Manual As-built Drawings Method Statement of Work Training & Coaching User Acceptance Report Inspection, Testing & Commissioning Transition Planning Phase 7 - Close-Out Project Activity/Outcomes Project Scope Statement Work Completion Form Final Completion Certificate Sponsor & Client Sign-off Project financial & aministrative closure	• • • • • • • • • • • • • • • • • • •		X
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings  Method Statement of Work  Training & Coaching  User Acceptance Report  Inspection, Testing & Commissioning  Transition Planning  Phase 7 - Close-Out Project Activity/Outcomes  Project Scope Statement  Work Completion Form  Final Completion Certificate  Sponsor & Client Sign-off	• • • • • • • • • • • • • • • • • • •		X X X Class C O
Quality Assurance & Control  Manage Organizational Change  Contract Administration  Operations & Maintenance Manual  As-built Drawings  Method Statement of Work  Training & Coaching  User Acceptance Report  Inspection, Testing & Commissioning  Transition Planning  Phase 7 - Close-Out Project Activity/Outcomes  Project Scope Statement  Work Completion Form  Final Completion Certificate  Sponsor & Client Sign-off  Project financial & aministrative closure	• • • • • • • • • • • • • • • • • • •		

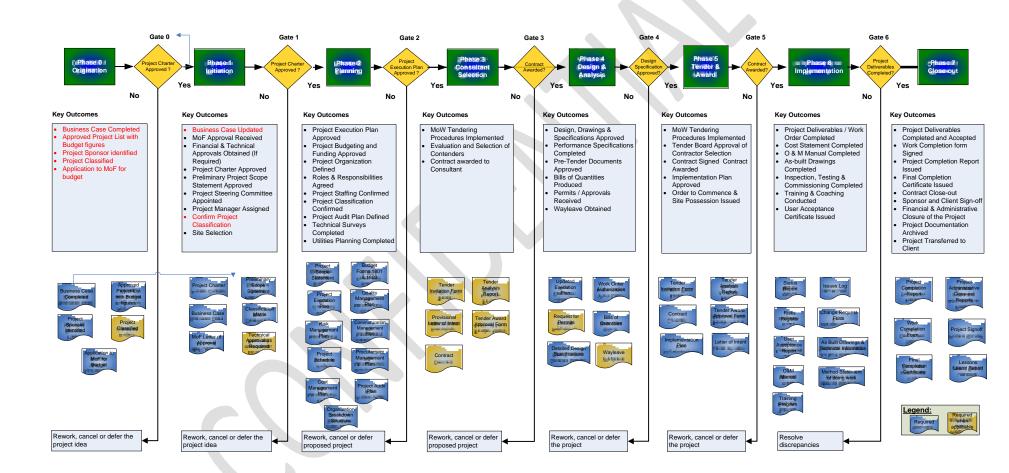
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Appendix 1 - Project Classification Requirements Matrix - Business Im Phase 0 - Origination Project Activity/Outcomes	Class A	Class B	Class
	1	Oldoo B	Oldss
Business Case			
Approved Project List with budget figures			
Project Classified			
Project Sponsor identified			
Approval to MoF for budget			
Phase 1 - Initiation Project Activity/Outcomes	Class A	Class B	Class
Business Case	•	•	•
MOF Approval	•		×
Financial & Technical Approval			×
Project Charter	•	•	•
Preliminary Scope Statement	•	•	×
Project Classified	•	•	•
Project Steering Committee Appointed	•		×
Project Manager Assigned	•		•
Phase 2 - Consitant Selection Project Activity/Outcomes	Class A	Class B	Class
Fender for Consultant			×
Phase 3 - Planning Project Activity/Outcomes	Class A	Class B	Class
Project Execution Plan		•	•
ProjectScope Statement	•	•	•
Vork Breakdown Structure	•	•	•
Organizational Breakdown Structure	•	•	×
Project Schedule			•
luman Resources Management Plan	•	•	•
tisk Management Plan	•	•	•
Project Cost Estimate & Cost Management Plan	•		•
sudget Request (Forms 1801 &1803 if applicable)	•		•
Communications Management Plan		•	•
Quality Management Plan	•	•	•
Project Audit Plan			×
Procurement Management Plan		•	
D & M Manual Requirements	•	•	Ē
Phase 4 - Analysis / Design Project Activity/Outcomes	Class A	Class B	Class
Develop Relationship Map			×
Develop As-Is and To-Be Process Maps			×
Detailed Design Specifications			×
Performance Criteria Measures	<del> </del>	n	×
Phase 5 - Tender & Award Project Activity/Outcomes	Class A	Class B	Class
MOWH Tender Approval Procedures	Oluss A	• •	X
		Class B	Class
	Clace A	• •	• Olass
hase 6 - Implementation / Training Project Activity/Outcomes	Class A		•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report	•	_	
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Lisk Register/Manage Risks	•	•	_
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Susue Log/Manage Issues	•	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Risus Log/Manage Issues Change Requests Management	•	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Risus Log/Manage Issues Change Requests Management Track Project Schedule	•	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Lisk Register/Manage Risks Susue Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost	•	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Susue Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost Project Procurement Management	•	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Register/Manage Issues Rhange Requests Management Rrack Project Schedule Rrack Project Cost Project Procurement Management Ruality Assurance & Control	• • • • • •	•	•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks SSUE Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change	•	•	
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Sesue Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change Contract Administration	•		•
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Susue Log/Manage Issues Phange Requests Management Track Project Schedule Track Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change Contract Administration D. & M Manuals	•		
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Resue Log/Manage Issues Phange Requests Management Risk Project Schedule Risk Project Cost Project Procurement Management Management Manage Organizational Change Contract Administration  Manuals Resting (Pilots, Dry-runs or User Acceptance)	• • • • • • • • • • • • • • • • • • •		
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Project Cost Project Procurement Management Project Report Project Status Report Project Report Proj			• • • • • • • • • • • • • • • • • • •
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Project Schedule Project Schedule Project Project Cost Project Procurement Management Project Project Cost Project Schedule Project			• • • • • • • • • • • • • • • • • • •
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Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Lisk Register/Manage Risks Sizue Log/Manage Issues Change Requests Management Litack Project Schedule Litack Project Cost Litack Project Activity/Outcomes Litack Project Activity/Outcomes	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Resue Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost Project Procurement Management Ruality Assurance & Control Manage Organizational Change Contract Administration D & M Manuals Testing (Pilots, Dry-runs or User Acceptance) Continuous Improvement System Prepare User Acceptance Report Transition Planning Integrated Controlled Introduction Phase 7 - Close-Out Project Activity/Outcomes Training & Coaching	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •
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Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Project Status Report Project Status Report Project Status Register/Manage Risks Project Status Register/Manage Risks Project Status Management Project Schedule Project Project Cost Project Procurement Management Project Project Project Acceptance Project July Project Activity/Outcomes Project Management Project Activity/Outcomes Project Management Project Management Project Activity/Outcomes Project Management	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Sesue Log/Manage Issues Change Requests Management Frack Project Schedule Frack Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change Contract Administration De & M Manuals Festing (Pilots, Dry-runs or User Acceptance) Continuous Improvement System Prepare User Acceptance Report Fransition Planning Integrated Controlled Introduction Phase 7 - Close-Out Project Activity/Outcomes Project deliverable acceptance and sign-off Project deliverable acceptance and sign-off Project deliverable aministrative closure	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Susue Log/Manage Issues Change Requests Management Track Project Schedule Track Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change Contract Administration De & M Manuals Testing (Pilots, Dry-runs or User Acceptance) Continuous Improvement System Prepare User Acceptance Report Transition Planning Integrated Controlled Introduction Phase 7 - Close-Out Project Activity/Outcomes Project deliverable acceptance and sign-off Project financial & aministrative closure Project Lessons Learnt	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	
Phase 6 - Implementation / Training Project Activity/Outcomes Project Status Report Risk Register/Manage Risks Sesue Log/Manage Issues Change Requests Management Frack Project Schedule Frack Project Cost Project Procurement Management Quality Assurance & Control Manage Organizational Change Contract Administration De & M Manuals Festing (Pilots, Dry-runs or User Acceptance) Continuous Improvement System Prepare User Acceptance Report Fransition Planning Integrated Controlled Introduction Phase 7 - Close-Out Project Activity/Outcomes Project deliverable acceptance and sign-off Project deliverable acceptance and sign-off Project deliverable aministrative closure	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • •

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Ministry of Works

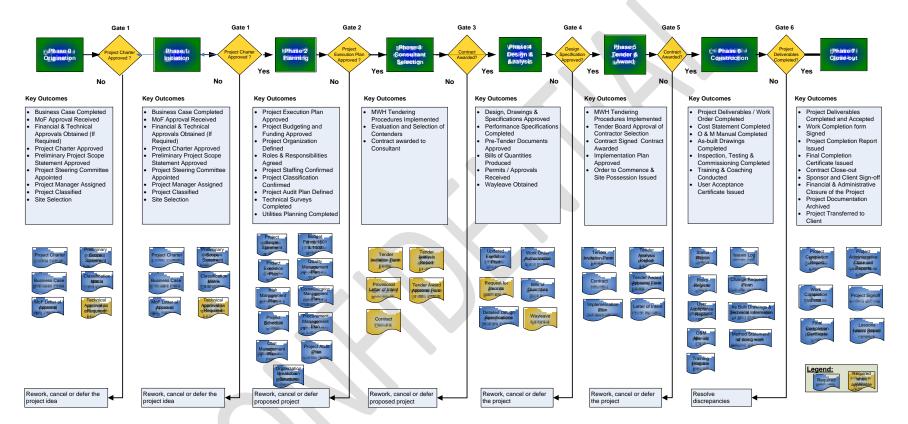
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Appendix II
MoW Construction Projects
Project Classification: Class A



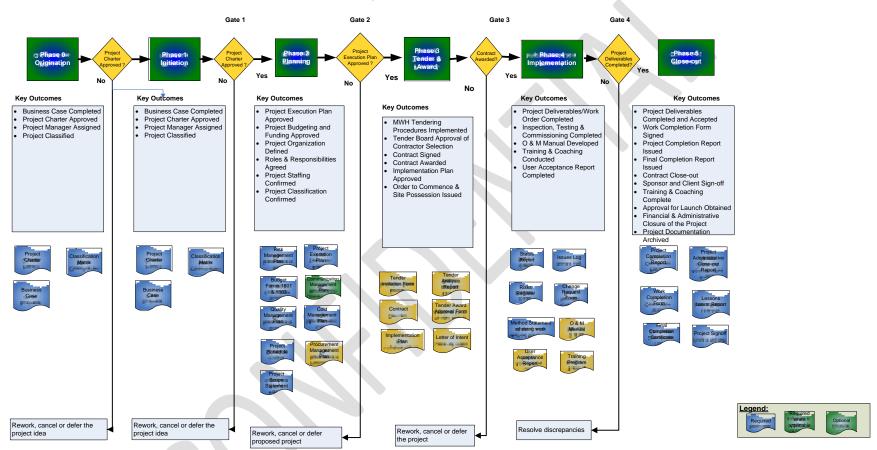
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#### MWH Construction Projects Project Classification: Class B



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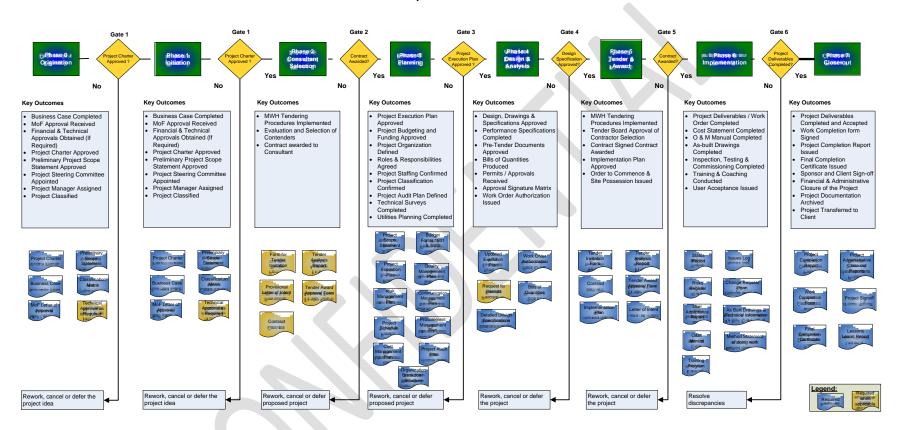
MWH Construction Projects Project Classification: Class C



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Ministry of Works

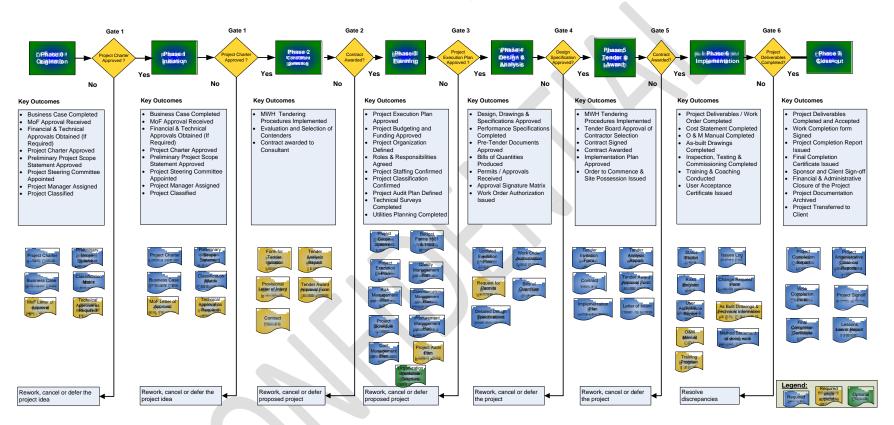
Reference:	PMO-WI-006
Rev:	1
Date of Impl:	18-Oct-10

#### MWH Service & Maintenance Projects Project Classification: Class A



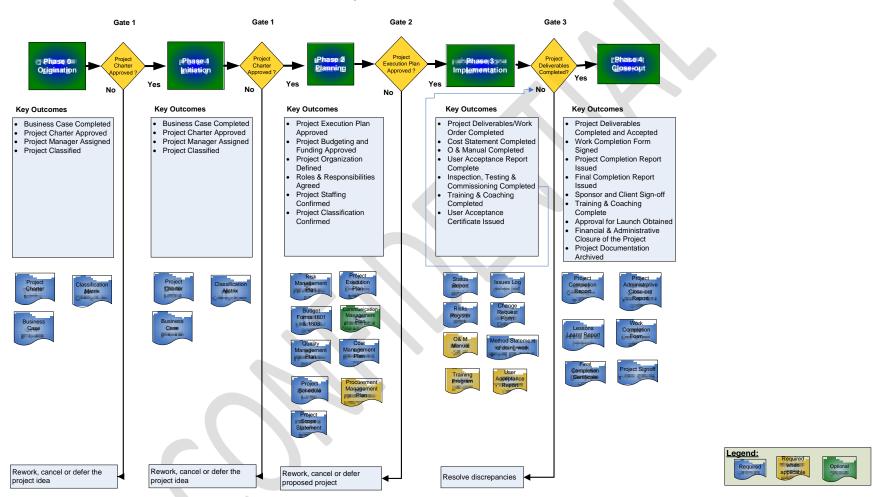
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#### MWH Service & Maintenance Projects Project Classification: Class B



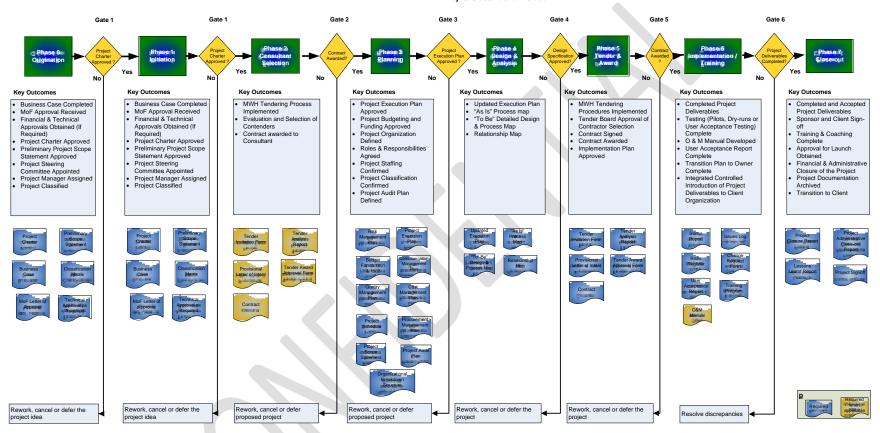
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#### MOWH Service & Maintenance Projects Project Classification: Class C



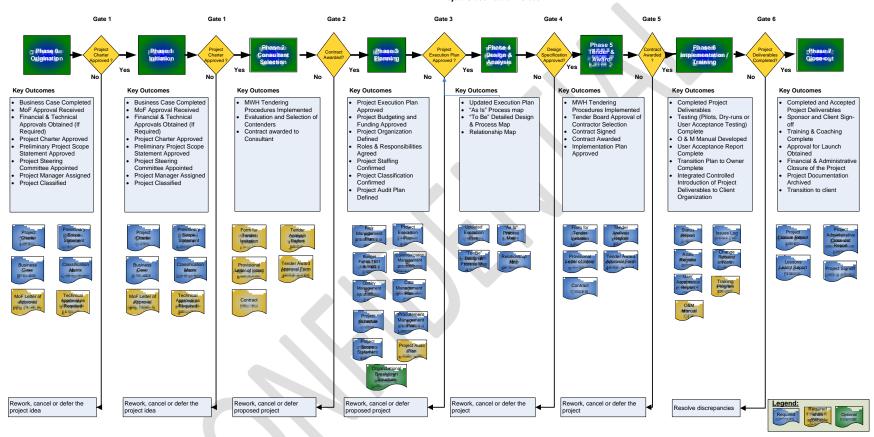
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#### MWH Business Improvement Projects Project Classification: Class A



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#### MWH Business Improvement Projects Project Classification: Class B



Reference:	PMO-WI-006
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Date of Impl:	18-Oct-10

#### MOWH Business Improvement Projects Project Classification: Class C

