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وزارة الأشغال
Ministry of Works

Kingdom of Bahrain
Ministry of Works

Project Management System Project Classification Guidelines

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DOCUMENT CONTROL

Revision History

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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) Hammad Khaliq	-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 -Replaced <i>Tender & Award (Consultation)</i> to <i>Consultant Selection</i> -Replaced <i>Construction Implementation</i> to <i>Implementation</i> -Replaced <i>Tender & Award (Procurement Implementation)</i> to <i>Tender & Award</i>

Reviewed by	Role	Date
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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:

<p>Classification: Class A: Large Projects Class B: Medium Projects Class C: Small Projects</p>	<p>Symbols: ● = Required □ = Required when applicable ⊙ = Optional X = Not Required</p>
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Appendix 1 - Project Classification Requirements Matrix - Construction Project 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			
Phase 1 - Initiation	Project Activity/Outcomes	Class A	Class B	Class C
Business Case				
	MOF Letter of Approval	●	□	×
	Technical Approval	□	□	×
	Project Charter	●	●	●
	Preliminary Scope Statement	●	●	×
	Project Classified	●	●	●
	Project Steering Committee Appointed	●	□	×
	Project Manager Assigned	●	●	●
	Site Selection	●	●	×
Phase 2 - Planning	Project Activity/Outcomes	Class A	Class B	Class C
Project Execution Plan				
	Project Scope Statement	●	●	●
	Work Breakdown Structure	●	●	●
	Organizational Breakdown Structure	●	●	×
	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	●	●	□
	Utilities Planning	●	●	□
	Technical Survey	●	□	×
	O & M Manual Requirements	●	●	□
Phase 3 - Consultant Selection	Project Activity/Outcomes	Class A	Class B	Class C
	Tender for Consultant	□	□	×
Phase 4 - Analysis / Design	Project Activity/Outcomes	Class A	Class B	Class C
Design, Drawings & Specifications				
	Performance Specifications	●	●	×
	Surveys/Assessments	□	□	×
	Request for Permits	□	□	×
	Wayleave	□	□	×
	Bills of Quantities (BOQ)	●	●	×
Phase 5 - Tender & Award	Project Activity/Outcomes	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	●	●	●
	Issue Log/Manage Issues	●	●	●
	Change Requests Management	●	●	●
	Track Project Schedule	●	●	●
	Track Project Cost	●	●	●
	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	●	●	□
	User Acceptance Report	●	●	□
	Transition Planning	●	●	□
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	●	●	●
	Project Lessons Learnt	●	●	●
	General Release/Transition of ownership	●	●	□
	Post-Implementation Review	●	●	⊙

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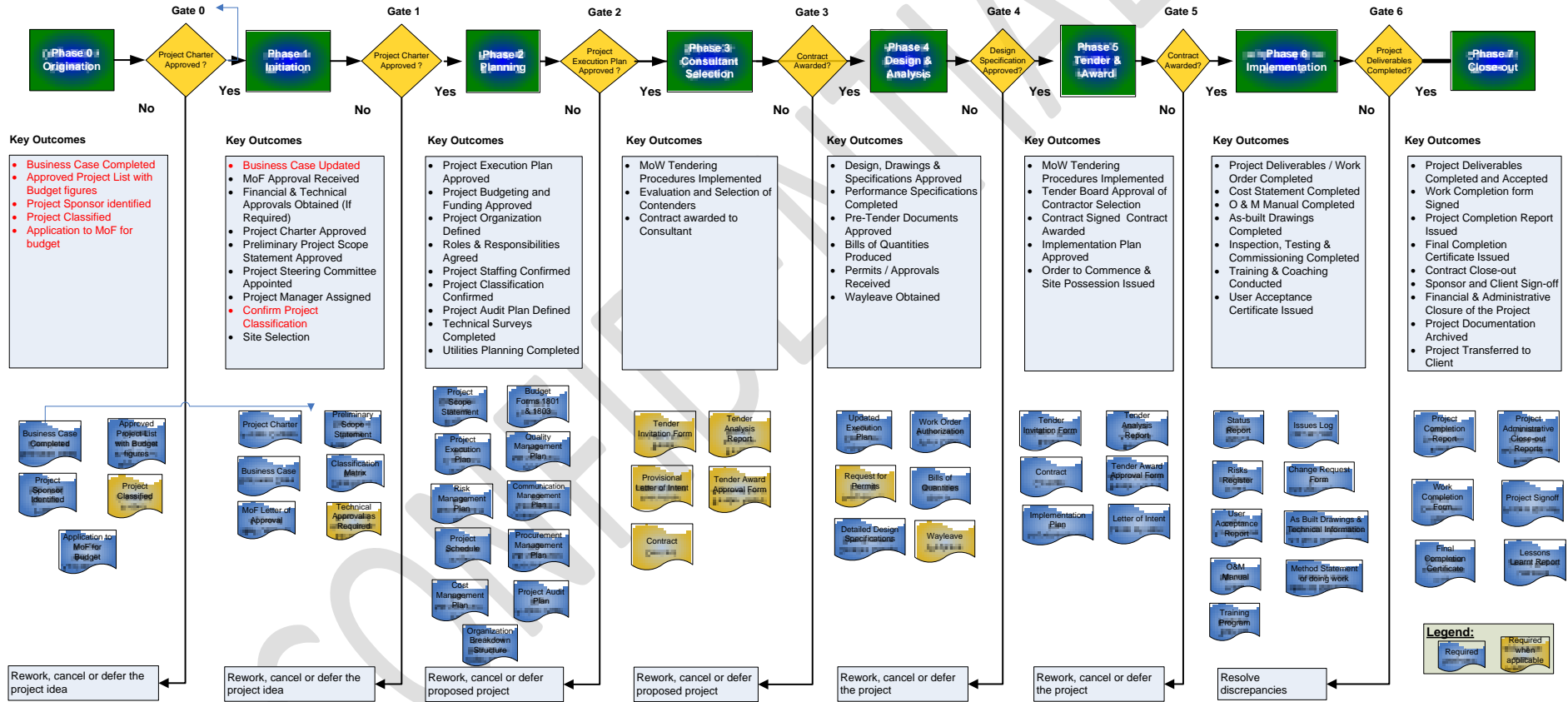
Appendix 1 - Project Classification Requirements Matrix - Service & Maintenance Project Type				
Phase 0 - Origination	Project Activity/Outcomes	Class A	Class B	Class C
Business Case				
	Approved Project List with Budget figures			
	Project Sponsor Identified			
	Project classified			
	Application to MoF for Budget			
Phase 1 - Initiation	Project Activity/Outcomes	Class A	Class B	Class C
	Business Case	●	●	●
	MOF Approval	●	□	x
	Financial & Technical Approval	□	□	x
	Project Charter	●	●	●
	Preliminary Scope Statement	●	●	x
	Project Classified	●	●	●
	Project Steering Committee Appointed	●	□	x
	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	●	⊙	x
	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	●	□	x
	Procurement Management Plan	●	●	□
	Technical Survey	●	□	x
	O & M Manual Requirements	●	●	□
Phase 4 - Analysis / Design	Project Activity/Outcomes	Class A	Class B	Class C
	Design, Drawings & Specifications	●	□	x
	Performance Specifications	●	●	x
	Surveys/Assessments	□	□	x
	Bills of Quantities (BOQ)	●	●	x
	Work Methodology Specifications	●	●	x
	Request for Permits	□	□	x
	MoF /CED Approval	□	□	x
	Prequalification of Contractors/Products/Manufacturers	□	□	x
	Work Order Authorization	●	●	x
Phase 5 - Tender & Award	Project Activity/Outcomes	Class A	Class B	Class C
	MOWH Tender Approval Procedures	●	●	x
Phase 6 - Implementation	Project Activity/Outcomes	Class A	Class B	Class C
	Project Status Report	●	●	●
	Risk Register/Manage Risks	●	●	●
	Issue Log/Manage Issues	●	●	●
	Change Requests Management	●	●	●
	Track Project Schedule	●	●	●
	Track Project Cost	●	●	●
	Project Procurement Management	●	□	□
	Quality Assurance & Control	●	●	●
	Manage Organizational Change	●	●	□
	Contract Administration	●	□	□
	Operations & Maintenance Manual	●	□	x
	As-built Drawings	●	●	x
	Method Statement of Work	●	●	x
	Training & Coaching	●	□	□
	User Acceptance Report	●	●	□
	Inspection, Testing & Commissioning	●	●	□
	Transition Planning	●	●	□
Phase 7 - Close-Out	Project Activity/Outcomes	Class A	Class B	Class C
	Project Scope Statement	●	●	●
	Work Completion Form	●	●	●
	Final Completion Certificate	●	●	□
	Sponsor & Client Sign-off	●	●	●
	Project financial & administrative closure	●	●	●
	Project Lessons Learnt	●	●	●
	General Release/Transition of ownership	●	●	□
	Post-Implementation Review	●	●	⊙

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Appendix 1 - Project Classification Requirements Matrix - Business Improvement Project Type				
Phase 0 - Origination	Project Activity/Outcomes	Class A	Class B	Class C
	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 C
	Business Case	●	●	●
	MOF Approval	●	□	×
	Financial & Technical Approval	□	□	×
	Project Charter	●	●	●
	Preliminary Scope Statement	●	●	×
	Project Classified	●	●	●
	Project Steering Committee Appointed	●	□	×
	Project Manager Assigned	●	●	●
Phase 2 - Constant Selection	Project Activity/Outcomes	Class A	Class B	Class C
	Tender for Consultant	□	□	×
Phase 3 - Planning	Project Activity/Outcomes	Class A	Class B	Class C
	Project Execution Plan	●	●	●
	Project Scope Statement	●	●	●
	Work Breakdown Structure	●	●	●
	Organizational Breakdown Structure	●	○	×
	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	●	●	□
	O & M Manual Requirements	●	●	□
Phase 4 - Analysis / Design	Project Activity/Outcomes	Class A	Class B	Class C
	Develop Relationship Map	□	□	×
	Develop As-Is and To-Be Process Maps	□	□	×
	Detailed Design Specifications	□	□	×
	Performance Criteria Measures	□	□	×
Phase 5 - Tender & Award	Project Activity/Outcomes	Class A	Class B	Class C
	MOWH Tender Approval Procedures	●	●	×
Phase 6 - Implementation / Training	Project Activity/Outcomes	Class A	Class B	Class C
	Project Status Report	●	●	●
	Risk Register/Manage Risks	●	●	●
	Issue Log/Manage Issues	●	●	●
	Change Requests Management	●	●	●
	Track Project Schedule	●	●	●
	Track Project Cost	●	●	●
	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	□	□	×
	Transition Planning	●	□	×
	Integrated Controlled Introduction	□	□	□
Phase 7 - Close-Out	Project Activity/Outcomes	Class A	Class B	Class C
	Training & Coaching	●	●	□
	Deployment	●	□	×
	Project deliverable acceptance and sign-off	●	●	●
	Project financial & administrative closure	●	●	●
	Project Lessons Learnt	●	●	●
	General Release/Transition of ownership	●	●	□
	Post-Implementation Review	●	●	○

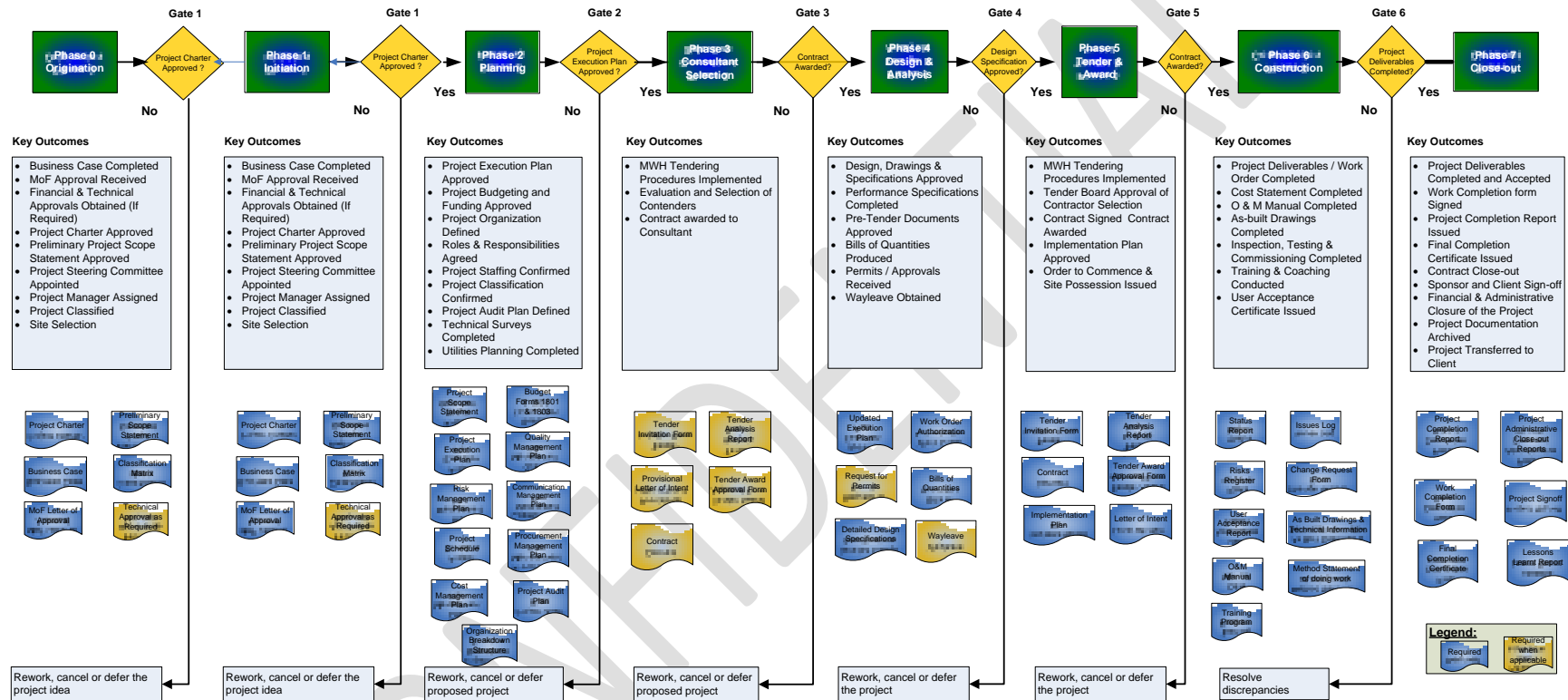
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Appendix II
MoW Construction Projects
Project Classification: Class A



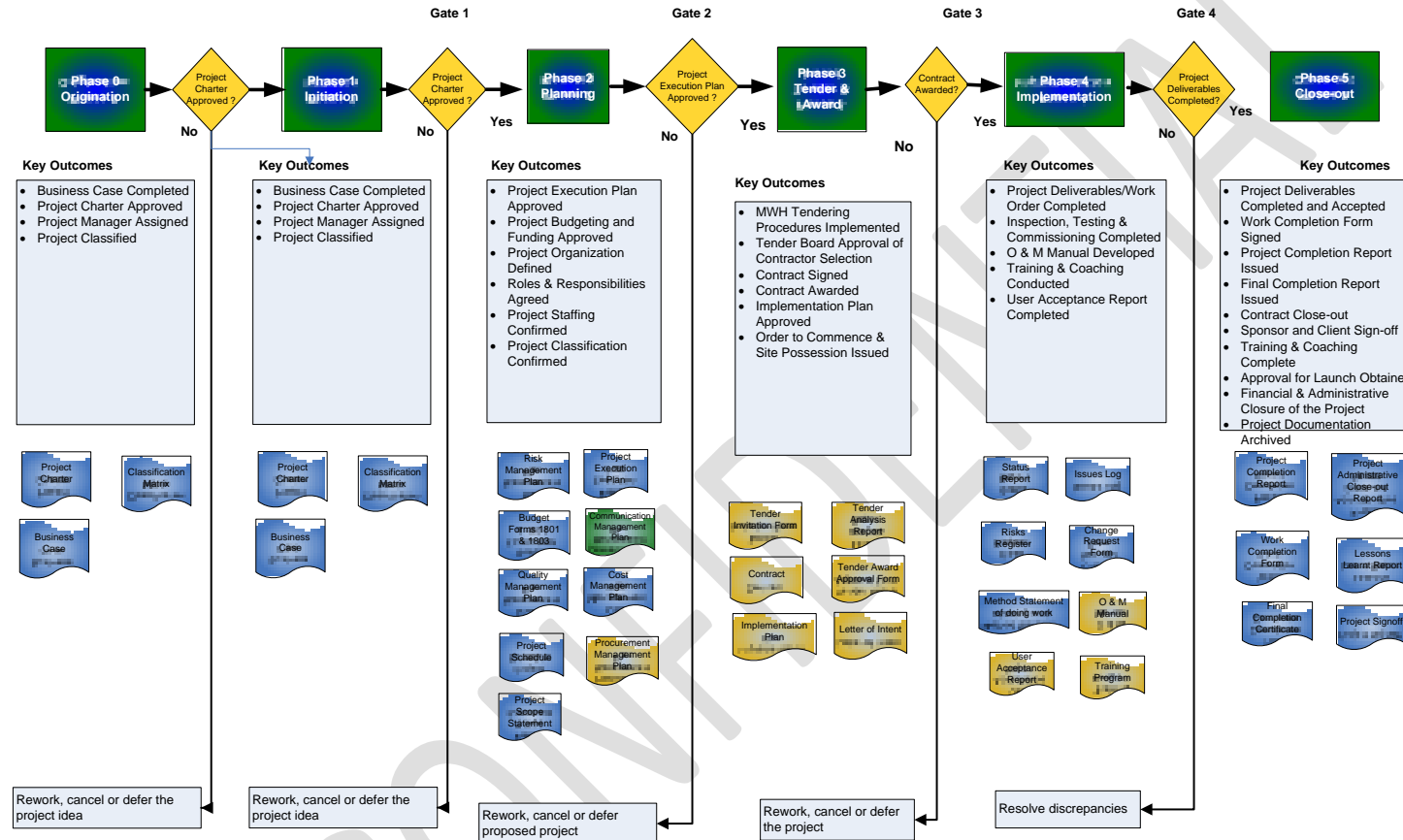
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MWH Construction Projects
Project Classification: Class B



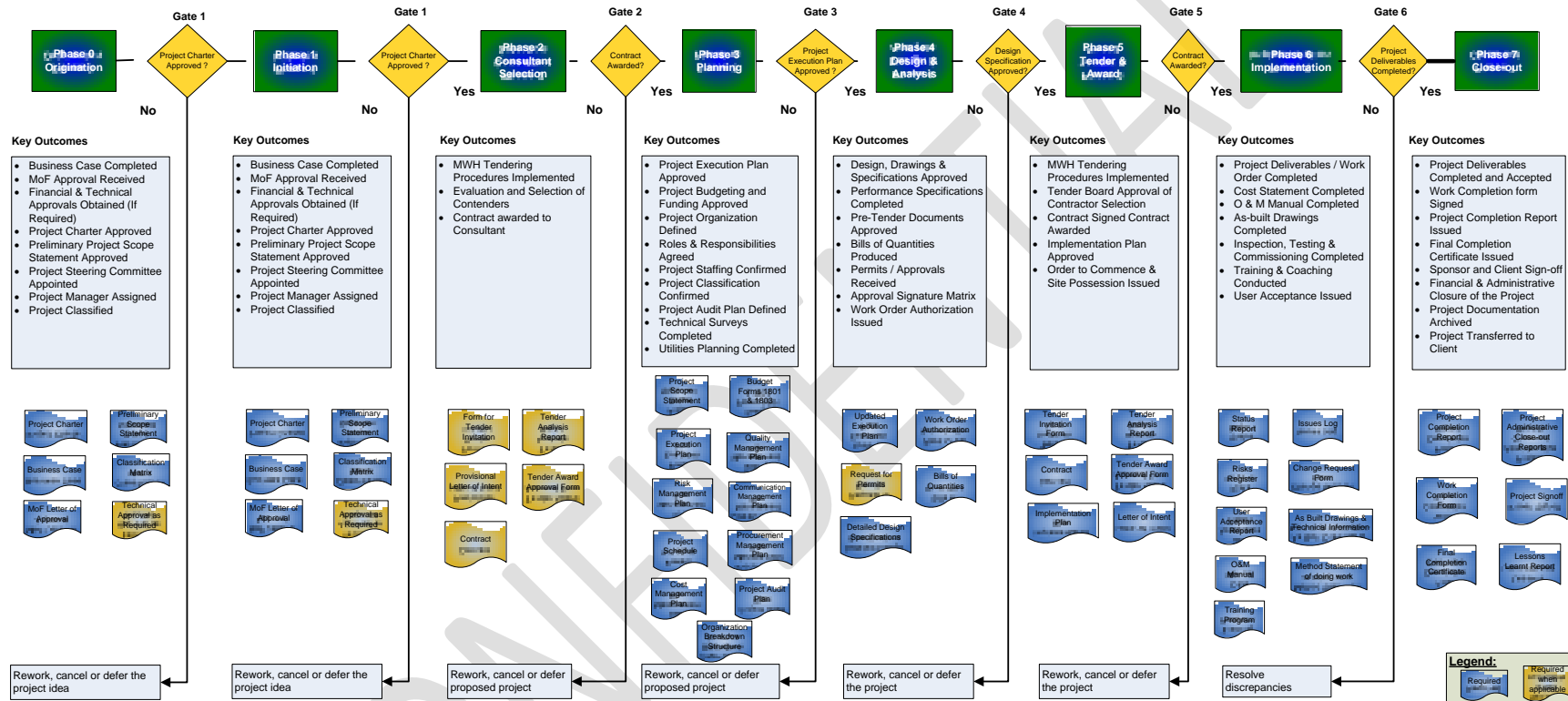
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MWH Construction Projects
Project Classification: Class C



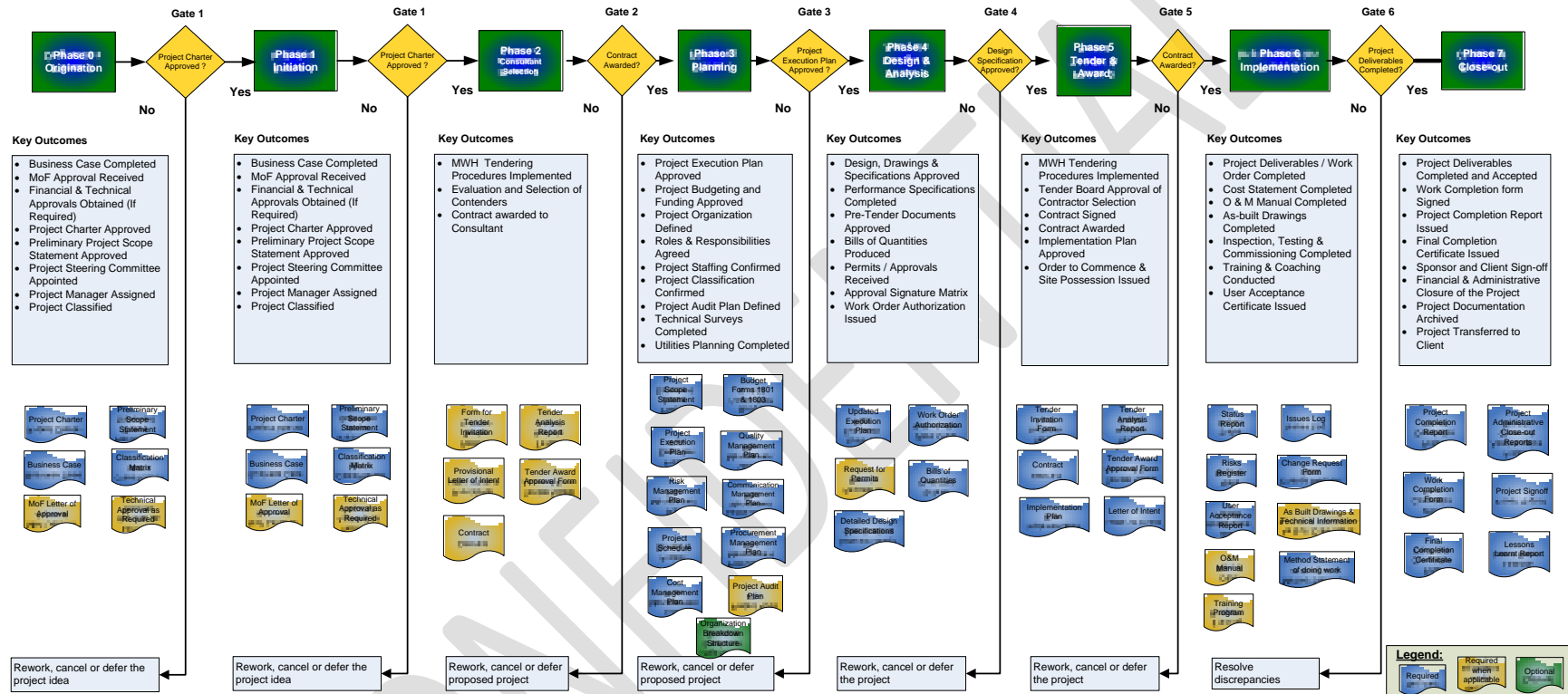
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MWH Service & Maintenance Projects
Project Classification: Class A



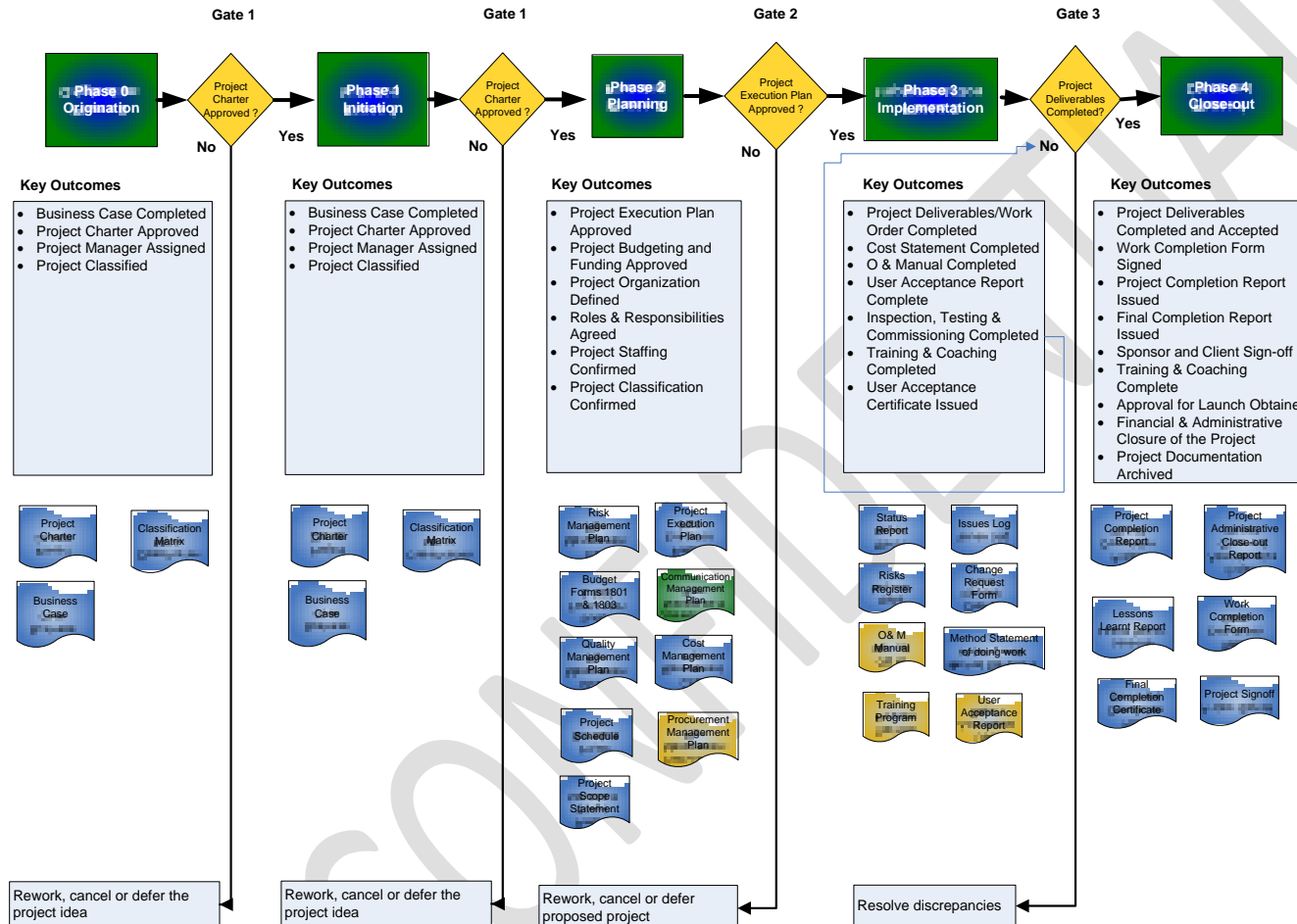
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MWH Service & Maintenance Projects
Project Classification: Class B



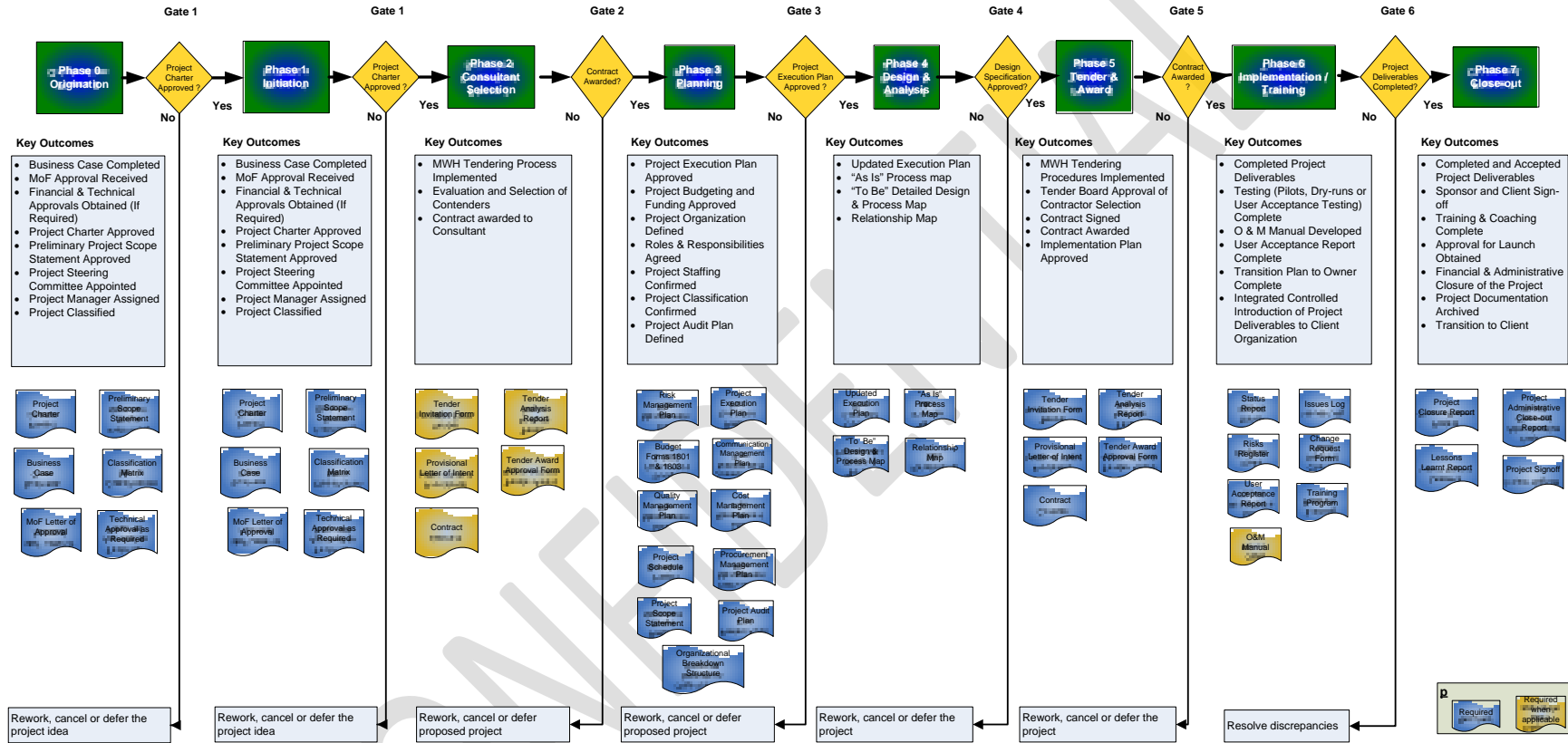
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MOWH Service & Maintenance Projects
Project Classification: Class C



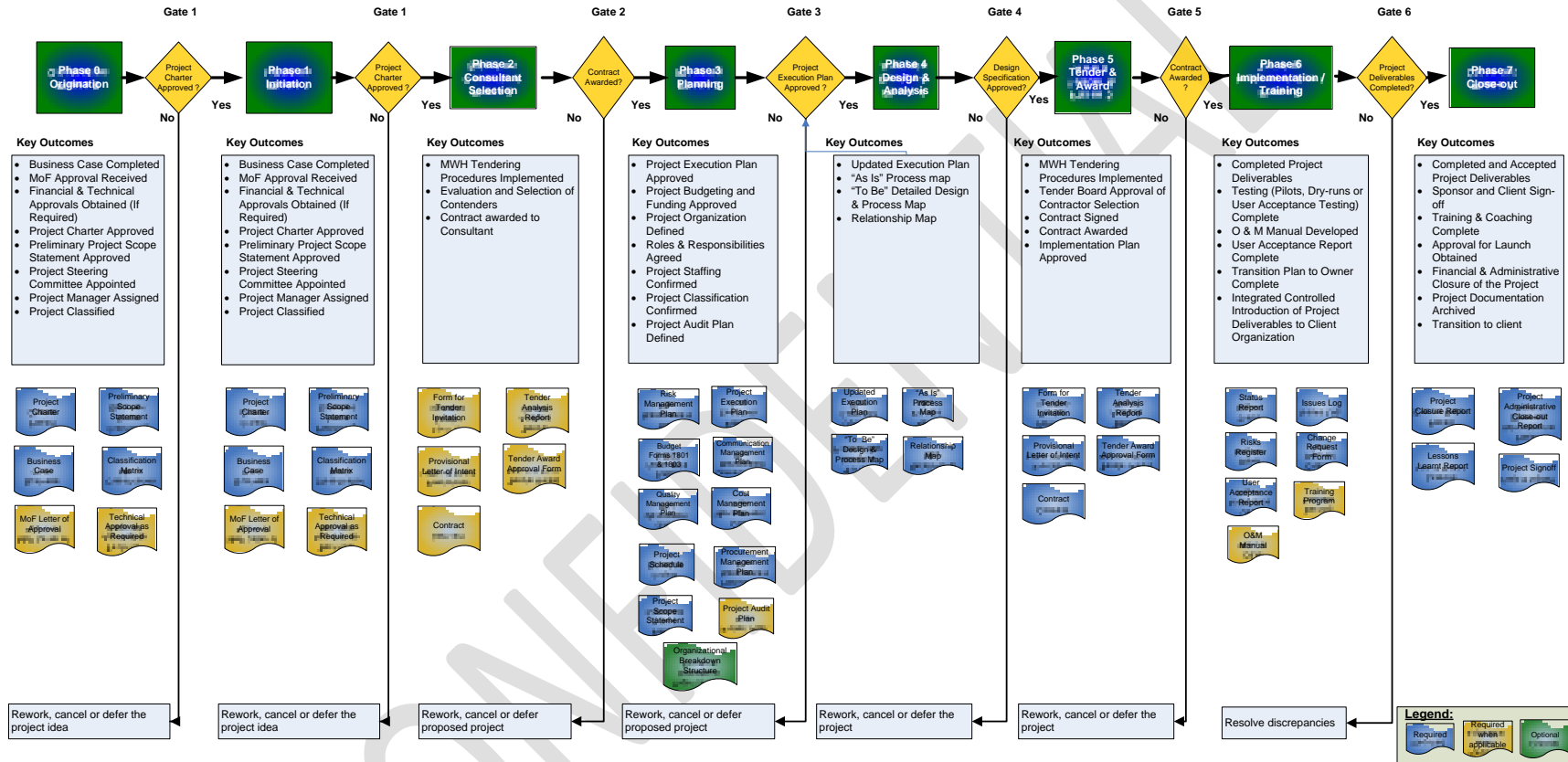
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MWH Business Improvement Projects
Project Classification: Class A



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MWH Business Improvement Projects
Project Classification: Class B



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MOWH Business Improvement Projects
Project Classification: Class C

