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**Kingdom of Bahrain
Ministry of Works**

Project Management System Phase / Gate Governance

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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	-1.1 Overview -1.2 Gate Review Process -1.3.1.3 Gate Review Committee, -1.7 Appendix-A -1.6.3 Generic Project -1.6.4 BI Project -1.6.5 S&M Project -1.6.6 Cons Project	Saliha Ismail (PMO) Hammad Khaliq	-Pg#4 Changed <i>Phase Gating Governance</i> to <i>Phase Gate Governance</i> -Pg#4 Updated Overview Content -Pg#4&5 Updated Content -Pg#9& 25 Replaced <i>Gate Keeper</i> to <i>Gate Review Committee</i> , amended description -Pg#15, 17, 19, 22 Added Origination Phase in the table and Document Deliverables required -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
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	PMO	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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Phase Gate Governance

1.1 Overview

At the completion of each project phase, a phase gate review is conducted. It is a formal activity to accept the phase deliverables by the Gate Review Committee. The Gate Review Committee can comprise of the Project Sponsor alone, the Steering Committee or a specially formed project sub-group depending on the size and complexity of the project. The form of the committee will be as described in the approved Project Execution Plan. The Gate Review Committee (in whatever form it takes) will have full authority to accept the phase deliverables.

This review assesses whether or not the project is worthy of continuation and risks are manageable. It approves the expenditure of resources to continue with the project. The term "gate" directs that the project must go through this step in order to continue to the next phase.

Gate reviews should have well-defined phase exit criteria, review objectives and agenda. The aims of a gate review are to verify the conditions of the deliverables against a review of the exit criteria.

It is critical to the success of the project that the criteria be met at all gates. The further a project progresses without the criteria being met, the costlier it is to correct the project.

A set of criteria must be designed for each gate. If the criteria are not met, the project will not be allowed to continue past the gate. In this case a decision from the Gate Review Committee on how to continue the project will be required. In some cases it may be deemed appropriate by the Gate Review Committee for the failed criteria to be forwarded for future review at the following Phase Gate Review.

1.2 Gate Review Process

A consistent and professional approach needs to be presented to the Project Steering Committee (PSC) for review and decision making. The tables in Section 1.4 identify the information to be presented in each gate review for each project type.

The gate review process helps the MoW to achieve its business aims by giving assurance that:

- the project is still aligned with the approved project scope, budget and schedule
- people with appropriate skills and experience are deployed on the project

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- all the stakeholders covered by the project fully understand the project status and the issues involved
- the project is ready to progress to the next phase of development or implementation
- there is quality control of project delivery
- corrective actions required are identified
- there is visibility of realistic time and cost targets for projects

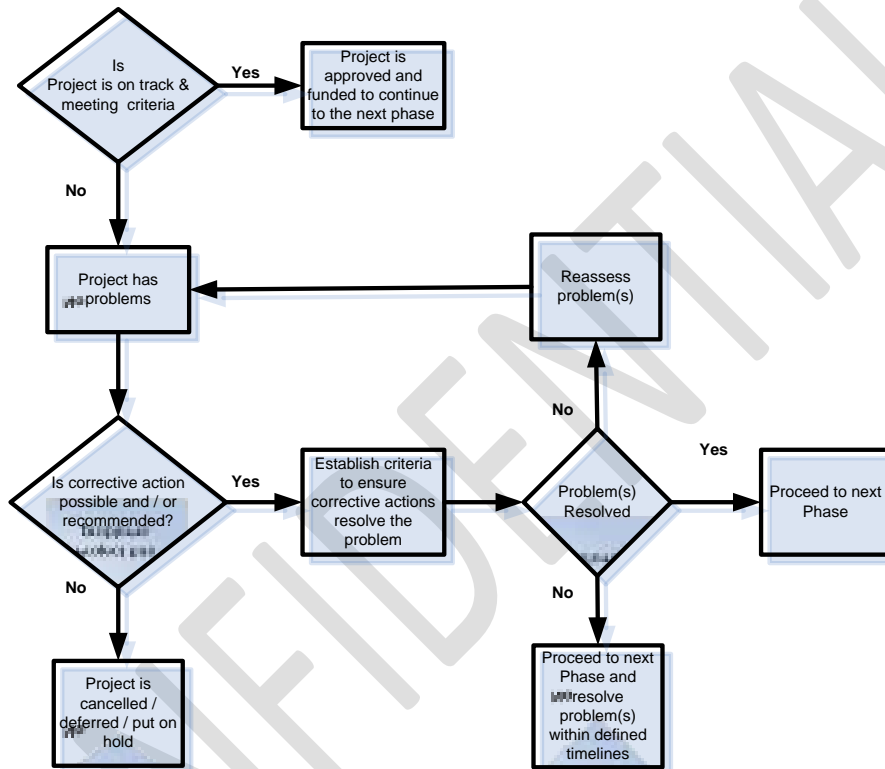
The following are choices the Gate Review Committee has when making its decision at each gate review:

- a) The project is on track and meets defined criteria - decision is to approve and fund the project to continue to the next phase **OR**
- b) There is a problem(s) and corrective actions are required before proceeding to the next phase. Corrective criteria are established to ensure the necessary actions resolve the problem(s) and another Phase Gate Review arranged to consider the revised criteria and proceeding to the next phase. **OR**
- c) There is a problem(s), corrective actions are required but the Gate Review Committee consider it is appropriate for the project to proceed to the next phase with corrective criteria to be added and reviewed at the following Phase Review. **OR**
- d) The project is not meeting criteria (or criteria have changed) and needs to be cancelled and a post-project review conducted. **OR**
- e) The project is not meeting criteria (or criteria have changed), therefore the project is deferred or put on hold.

All decisions must be documented and filed with the project documentation.

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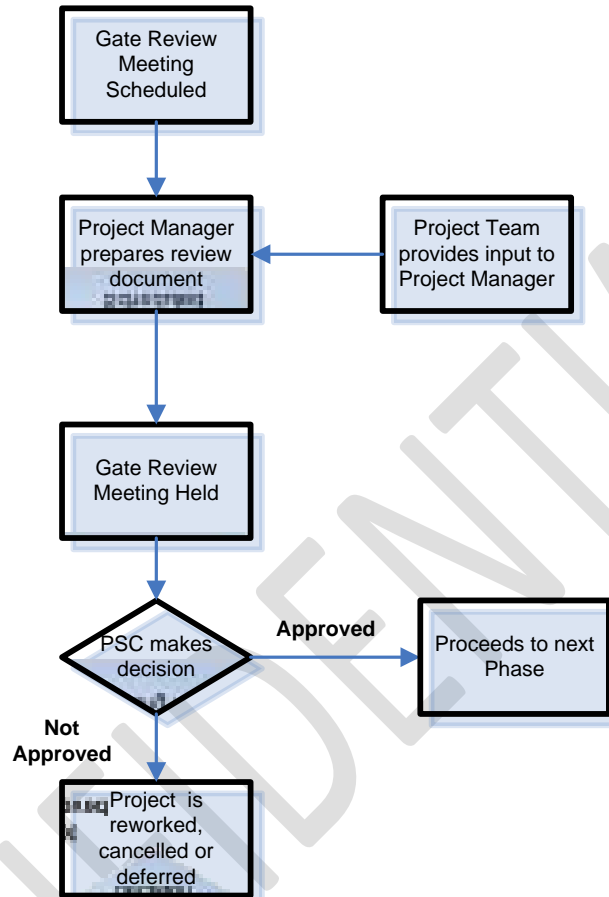
The following decision tree illustrates the above choices:



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1.2.1 Gate Process Flow Chart:

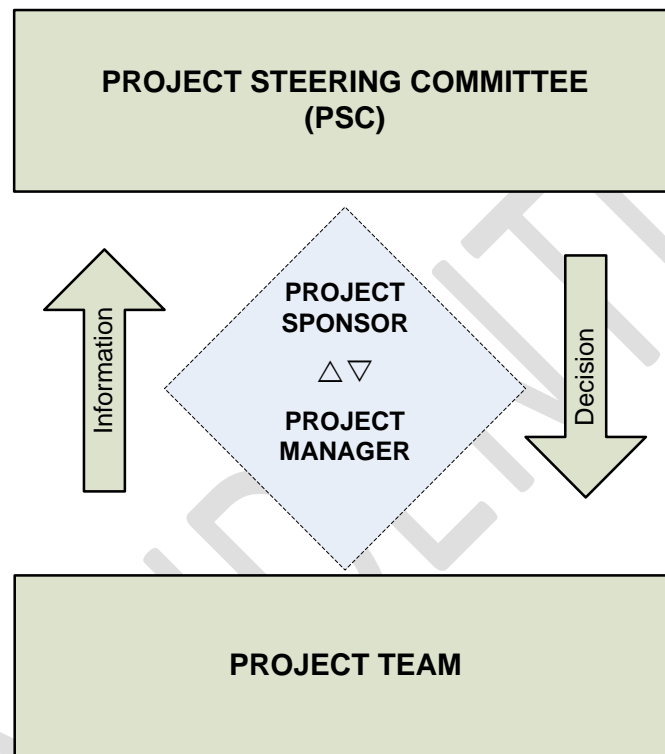
The following illustrates the gate process for MoW projects.



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1.3 Governance Model

The Governance Model describes the function of various bodies involved in the gate review process. The overall governance of the project is provided by a Project Steering Committee (PSC) through the Project Sponsor who plays a major role in providing the Project Team with guidance and ensuring clear communication with executives.



The following section describes the roles and responsibilities of each group in the gate review process.

1.3.1 Roles and Responsibilities

1.3.1.1 Project Steering Committee

The Project Steering Committee (PSC) is to act in the capacity of a Board of Directors for the projects. It will have between 5 and 9 members from the MoW executive levels. The PSC will be headed by the Project Sponsor. Its role is to review the information / recommendations provided by the Project Manager and approve or redirect the project to proceed to the next phase of the project and provide their decision in a documented format.

The following are some of the PSC responsibilities:

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- Ensure commitment of resources
- Ensure effective decisions are made so as to meet project objectives
- Ensure that the project aligns with the strategic direction of MoW
- Approve any requests for changes which will have a 'major' impact on the overall project budget or final delivery date for the project.
- Ensure the project's scope aligns with the agreed requirements of the Ministry and key stakeholder groups
- Provide guidance on business issues
- Review and assess the strategies to address potential threats to the project's success
- Keep the project scope under control as emergent issues force changes to be considered
- Reconcile differences in opinion and approach

1.3.1.2 Project Sponsor

The role and responsibilities of the Project Sponsor (PS) in the Gate Review process is as chairperson of the Project Steering Committee and to act as the liaison between the Project Manager and the Project Steering Committee. The Project Sponsor is the champion for the project and the team.

1.3.1.3 Gate Review Committee

The Gate Review Committee is appointed to the project. The Project Sponsor could assume this role. The Committee can also change from project to project but should remain throughout the lifecycle of a given project.

The role and responsibilities of the Gate Review Committee is to verify that the project phases and project phase deliverables meet the completion criteria to go to the next phase in the project lifecycle; to facilitate the gate review meeting; and to ensure the decision made by the PSC is acted upon. The Gate Review Committee does not have any role in the Signature / Approval process, therefore this role is not shown in the respective matrix.

1.3.1.4 Project Manager (PM)

The role and responsibilities of the Project Manager in the gate review process is to collect the information required, make a recommendation and present it at the review meeting.

1.3.1.5 Project Team

The role and responsibilities of the Project Team in the gate review process is to provide support and data to the Project Manager as required and assist in the development of the recommendation.

1.4 Gate Review Presentation Information

The following tables list all the information to be presented to the Project Steering Committee for review and decision making. It is recommended that the information

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be presented in a consistent and professional approach using a common format, i.e. template and agenda. Appendix A provides a sample template to present the information and Appendix B provides a proposed gate review agenda.

LEGEND

- Required ●
- Required when applicable □
- Optional ◎
- Not Required ×

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1.4.1 Business Improvement Project

INFORMATION	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6
Project Name / Number (Identification)	●	●	●	●	●	●
Project Team Recommendations	●	●	●	●	●	●
Project Status Overview	●	●	●	●	●	●
Project Status Details	●	●	●	●	●	●
Project Costs Summary	●	●	●	●	●	●
Project Costs Variance and Assumptions	●	●	●	●	●	●
Project Schedule	●	●	●	●	●	●
Project Classification	●	●	□	□	□	□
Issues / Risk Control	●	●	●	●	●	●
Project Charter	●	⊙	⊙	⊙	⊙	⊙
Business Case / Project Benefits Summary	●	□	□	□	●	●
Strategic Fit	□	⊙	⊙	⊙	⊙	⊙
Project Audit Plan	×	×	●	□	□	●
Architectural Compliance	□	□	□	□	⊙	⊙
Human Resource Plans	⊙	⊙	⊙	⊙	⊙	⊙
Project Execution Plan	×	●	●	●	⊙	⊙
"To Be" Design and Process Specifications	×	×	●	●	⊙	⊙
Contract Details	×	●	×	●	●	⊙
Implementation Plan	×	□	×	×	□	●
User Acceptance Report	×	×	×	×	⊙	●

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1.4.2 Service and Maintenance Project

INFORMATION	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6
Project Name / Number (Identification)	●	●	●	●	●	●
Project Team Recommendations	●	●	●	●	●	●
Project Status Overview	●	●	●	●	●	●
Project Status Details	●	●	●	●	●	●
Project Costs Summary	●	●	●	●	●	●
Project Costs Variance and Assumptions	●	●	●	●	●	●
Project Schedule	●	●	●	●	●	●
Issues / Risk Control	●	●	●	●	●	●
Project Charter	●	⊙	⊙	⊙	⊙	⊙
Business / Project Benefits Summary	□	●	□	●	●	●
Strategic Fit	□	⊙	⊙	⊙	⊙	⊙
Solution Alternatives	□	□	□	□	□	□
Architectural Compliance	□	⊙	□	⊙	⊙	⊙
Human Resource Plans	⊙	⊙	⊙	⊙	⊙	⊙
Project Execution Plan	×	⊙	●	⊙	⊙	⊙
Design, Drawings & Specifications	×	●	×	●	⊙	⊙
Contract Details	×	●	×	●	●	⊙
As-built Drawings	×	×	×	×	×	●
User Acceptance	×	×	×	×	×	●

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1.4.3 Construction Project

INFORMATION	GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	GATE 6
Project Name / Number (Identification)	●	●	●	●	●	●
Project Team Recommendations	●	●	●	●	●	●
Project Status Overview	●	●	●	●	●	●
Project Status Details	●	●	●	●	●	●
Project Costs Summary	●	●	●	●	●	●
Project Costs Variance and Assumptions	●	●	●	●	●	●
Project Schedule	●	●	●	●	●	●
Issues / Risk Control	●	●	●	●	●	●
Business / Project Benefits Summary	□	●	□	●	●	●
Solution Alternatives	□	□	□	□	□	□
Architectural Compliance	□	⊙	□	⊙	⊙	⊙
Strategic Fit	□	⊙	⊙	⊙	⊙	⊙
Human Resource Plans	⊙	⊙	⊙	⊙	⊙	⊙
Project Charter	●	⊙	⊙	⊙	⊙	⊙
Project Execution Plan	×	⊙	●	⊙	⊙	⊙
Design Specifications	×	●	×	●	⊙	⊙
Contract Details	×	●	●	●	⊙	⊙
As-built Drawings	×	×	×	×	×	●
User Acceptance	×	×	×	×	×	●

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1.5 Criteria for each Phase Gate

The criteria used in each phase gate review involves aspects identified in the Business Case and Project Charter such as strategic fit, technical feasibility, quality, document management and accepted tolerance deviations to the business case, time and budget. Both project management and work product criteria must be established for each gate.

As the project progresses, the level of detail presented at each gate becomes more precise. For example, in the Initiation phase the cost estimate should be at a rough order of magnitude of -25 to +75 % while at the Implementation phase the cost projection should be at a -5 to +15 % . Please note these numbers are only examples and criteria adopted for each project or set of projects need to be established in consultation with the PMO and PSC.

Criteria will vary from project to project and gate to gate. Product specific criteria need to be established on a project by project basis. It is critical that the criteria, for both product and project management, be established at the onset of the project and agreed to by the Project Manager, Sponsor, Project Management Office (PMO) and the Project Steering Committee (PSC).

The following table provides proposed project management criteria. See Appendix C for a sample

Project Management Category	Criteria	Metric
Time	Project is on schedule and has developed a schedule for the next phase which meets the overall needs of the project	Must Pass
Scope	Project is meeting the defined scope and change control requests have been accepted.	Must Pass
Cost	Project is within budget (0 - 2.5%)	Must Pass
Risk	There are no leading risk indicators realized or acceptable leading indicators of risk are present	Must Pass

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1.6 Signature Approval Matrix

The following tables detail the approvals required for each project type.

1.6.1 Definitions

(A): Approves = person is responsible for the final approval and authorization of the document.

(R): Reviews = person is responsible for reviewing the document and providing input / feedback to the approver.

(C): Contributes = person contributes to the completion of the document.

1.6.2 Legend

LEGEND

PM = Project Manager

PSC = Project Steering Committee

Sponsor = Sponsor

MoF = Ministry of Finance

CED = Cost Engineering Directorate

FRD = Financial Resources Directorate

TB = Tender Board

Dir = Applicable Directorate / Sector

TC = Technical Committee

PCC = Project Change Committee

OPS & MTCE = Operations & Maintenance

1.6.3 Generic Project

Documents	PM	Sponsor	PSC	CED / FRD / MoF	TB	End User	Dir	TC	PCC
Phase 0 Origination									
Business Case Completed		R	A						
Approved Project List with budget							A		
Project Sponsor Identified							A		
Application of budget to MoF				A					
Project Classified		R					A		
Phase 1 Initiation									
Business Case updated	R	R	A				R		C
Project Charter	R	R	A				R		C
Preliminary Scope Statement	R	R	A				R		C
Classification Matrix	R	R	A				R		C
MoF Letter of Approval	R	R	R	A			R		C

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Technical Approvals as required	R	R	R	A			R		C
Phase 2 Planning									
Project Scope Statement	R	R	A		C	C	C	C	C
Risk Management Plan	R	R	A		C	C	C	C	C
Procurement Management Plan	R	R	A		C	C	C	C	C
Quality Management Plan	R	R	A			C	C	C	C
Communication Management Plan	R	R	A			C	C	C	C
Cost Management Plan	R	R	A	C		C	C	C	C
Project Execution Plan	R	R	A			C	C	C	C
Project Schedule	R	R	A			C	C	C	C
** Budget Forms 1801 & 1803	R	R	A	C		C	C	C	C
Project Audit Plan	R	R	A			C	C	C	C
Organizational Breakdown Structure	R	R	A			C	C	C	C
Phase 3 Implementation									
Status Report	R	A							
Issues Log	R	A							
Risks Register	R	A							
Change Request Form	R	A							
User Acceptance Report	R	R					A		C
Training Program	R	R					A		C
O&M Manual	R	R					A		C
Phase 4 Close-out									
Project Closure Report	R	R	A	C	C	C	C	C	C
Project Administrative Close-out Report	R	R	A	C	C	C	C	C	C
Lessons Learnt	R	R	A	C	C	C	C	C	C
Project Signoff	R	R	A	C	C	C	C	C	C

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1.6.4 Business Improvement Project

Documents	PM	Sponsor	PSC	CED / FRD / MoF / CIO	TB	End User	Dir	TC	PCC
Phase 0 Origination									
Business Case Completed		R	A						
Approved Project List with budget		R					A		
Project Sponsor Identified			A				A		
Project Classified		R					A		
Application to MoF for budget		R	R	A			A		
Phase 1 Initiation									
Business Case Updated	R	R	A				R		C
Project Charter	R	R	A				R		C
Preliminary Scope Statement	R	R	A				R		C
Classification Matrix	R	R	A				R		C
MoF Letter of Approval	R	R	R	A			R		C
Technical Approvals as required	R	R	R	A			R		C
Phase 2 Consultant Selection									
Tender Invitation Form	R	R	R	R	A	C	R	C	
Tender Analysis Report	R	R	R	R	A	C	R	C	
Provisional Letter of Intent	R	R	R	R	A	C	R	C	
Tender Award Approval Form	R	R	R	R	A	C	R	C	
Contract	R	R	R	R	A	C	R	C	
Phase 3 Planning									
Project Scope Statement	R	R	A		C	C	C	C	C
Risk Management Plan	R	R	A		C	C	C	C	C
Procurement Management Plan	R	R	A		C	C	C	C	C
Quality Management Plan	R	R	A			C	C	C	C
Communication Management Plan	R	R	A			C	C	C	C
Cost Management Plan	R	R	A	C		C	C	C	C

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Project Execution Plan	R	R	A			C	C	C	C
Project Schedule	R	R	A			C	C	C	C
** Budget Forms 1801 & 1803	R	R	A	C		C	C	C	C
Project Audit Plan	R	R	A			C	C	C	C
Organizational Breakdown Structure	R	R	A			C	C	C	C
Phase 4 Design & Analysis									
Updated Execution Plan	R	R	A			C	C	C	C
"As Is" Process Map	R	R	A			C	C	C	C
"To Be" Design & Process Map	R	R	A			C	C	C	C
Relationship Map	R	R	A			C	C	C	C
Phase 5 Tender & Award									
Tender Invitation Form	R	R	R	R	A	C	R	C	
Tender Analysis Report	R	R	R	R	A	C	R	C	
Provisional Letter of Intent	R	R	R	R	A	C	R	C	
Tender Award Approval Form	R	R	R	R	A	C	R	C	
Contract	R	R	R	R	A	C	R	C	
Phase 6 Implementation / Training									
Status Report	R	A							
Issues Log	R	A							
Risks Register	R	A							
Change Request Form	R	A							
User Acceptance Report	R	R					A		C
Training Program	R	R					A		C
O&M Manual	R	R					A		C
Phase 7 Close-out									
Project Closure Report	R	R	A	C	C	C	C	C	C
Project Administrative Close-out Report	R	R	A	C	C	C	C	C	C
Lessons Learnt	R	R	A	C	C	C	C	C	C
Project Signoff	R	R	A	C	C	C	C	C	C

1.6.5 Service and Maintenance Project

Documents	PM	Sponsor	PSC	CED / FRD / MoF	TB	Dir	TC	PCC
Phase 0 Origination								
Business Case Completed		R	R			A		
Approved Project List with Budget						A		
Project Sponsor Identified						A		
Project Classified		R				A		
Application to MoF for Budget		R	R	R		A		
Phase 1 Initiation								
Business Case	R	R	A			R		C
Project Charter	R	R	A			R		C
Preliminary Scope Statement	R	R	A			R		C
Classification Matrix	R	R	A			R		C
MoF Letter of Approval	R	R	R	A		R		C
Technical Approvals as required	R	R	R	A		R		C
Phase 2 Consultant Selection								
Tender Invitation Form	R	R	R	R	A	R		C
Tender Analysis Report	R	R	R	R	A	R		C
Provisional Letter of Intent	R	R	R	R	A	R		C
Tender Award Approval Form	R	R	R	R	A	R		C
Contract	R	R	R	R	A	R		C
Phase 3 Planning								
Project Scope Statement	R	R	A		C	C	C	C
Risk Management Plan	R	R	A		C	C	C	C
Procurement Management Plan	R	R	A		C	C	C	C
Quality Management Plan	R	R	A			C	C	C
Communication Management Plan	R	R	A			C	C	C
Cost Management Plan	R	R	A	C		C	C	C
Project Execution Plan	R	R	A			C	C	C

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Project Schedule	R	R	A			C	C	C
** Budget Forms 1801 & 1803	R	R	A	C		C	C	C
Project Audit Plan	R	R	A			C	C	C
Organizational Breakdown Structure	R	R	A			C	C	C
Phase 4 Design & Analysis								
Updated Execution Plan	R	R	A			C	C	
Work Order Authorization	R	R	A			C	C	
Request for Permits	R	R	A			C	C	
Bills of Quantities	R	R	A			C	C	
Detailed Design Specifications								
Phase 5 Tender & Award								
Tender Invitation Form	R	R	R	R	A	R	C	
Tender Analysis Report	R	R	R	R	A	R	C	
Provisional Letter of Intent	R	R	R	R	A	R	C	
Tender Award Approval Form	R	R	R	R	A	R	C	
Contract	R	R	R	R	A	R	C	
Phase 6 Implementation / Training								
Status Report	R	A						C
Issues Log	R	A						C
Risks Register	R	A						C
Change Request Form	R	A						C
User Acceptance Report	R	R				A		C
As Built Drawings & Technical Information								C
Method Statement of doing work								C
Training Program	R	R				A		C
O&M Manual	R	R				A		C
Phase 7 Close-out								
Project Closure Report	R	R	A	C	C	C	C	C
Project Administrative Close-out Report	R	R	A	C	C	C	C	C

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Lessons Learnt	R	R	A	C	C	C	C	C
Work Completion Form								C
Final Completion Certificate								C
Project Signoff	R	R	A	C	C	C	C	C

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1.6.6 Construction Project

Documents	PM	Sponsor	PSC	CED / FRD / MoF	TB	Dir	TC	PCC
Phase 0 Origination								
Business Case Completed		R				A		
Approved Project List with Budget		R				A		
Project Sponsor Identified						A		
Project Classified						A		
Application to MoF for Budget		R		R		A		
Phase 1 Initiation								
Business Case	R	R	A			R		C
Project Charter	R	R	A			R		C
Preliminary Scope Statement	R	R	A			R		C
Classification Matrix	R	R	A			R		C
MoF Letter of Approval	R	R	R	A		R		C
Technical Approvals as required	R	R	R	A		R		C
Phase 2 Planning								
Project Scope Statement	R	R	A		C	C	C	C
Risk Management Plan	R	R	A		C	C	C	C
Procurement Management Plan	R	R	A		C	C	C	C
Quality Management Plan	R	R	A			C	C	C
Communication Management Plan	R	R	A			C	C	C
Cost Management Plan	R	R	A	C		C	C	C
Project Execution Plan	R	R	A			C	C	C
Project Schedule	R	R	A			C	C	C
** Budget Forms 1801 & 1803	R	R	A	C		C	C	C
Project Audit Plan	R	R	A			C	C	C
Organizational Breakdown Structure	R	R	A			C	C	C
Phase 3 Consultant Selection								
Tender Invitation Form	R	R	R	R	A	R	C	
Tender Analysis Report	R	R	R	R	A	R	C	

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Provisional Letter of Intent	R	R	R	R	A	R	C
Tender Award Approval Form	R	R	R	R	A	R	C
Contract	R	R	R	R	A	R	C

Phase 4

Design & Analysis

Updated Execution Plan	R	R	A			C	C
Work Order Authorization	R	R	A			C	C
Request for Permits	R	R	A			C	C
Bills of Quantities	R	R	A			C	C
Detailed Design Specifications							
Wayleave							

Phase 5 Tender & Award

Implementation Plan							
Tender Invitation Form	R	R	R	R	A	R	C
Tender Analysis Report	R	R	R	R	A	R	C
Provisional Letter of Intent	R	R	R	R	A	R	C
Tender Award Approval Form	R	R	R	R	A	R	C
Contract	R	R	R	R	A	R	C

Phase 6 Implementation / Training

Status Report	R	A					C
Issues Log	R	A					C
Risks Register	R	A					C
Change Request Form	R	A					C
User Acceptance Report	R	R				A	C
As Built Drawings & Technical Information							C
Method Statement of doing work							C
Training Program	R	R				A	C
O&M Manual	R	R				A	C

Phase 7 Close-out

Project Closure Report	R	R	A	C	C	C	C	C
Project Administrative Close-out Report	R	R	A	C	C	C	C	C

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Lessons Learnt	R	R	A	C	C	C	C	C
Work Completion Form								C
Final Completion Certificate								C
Project Signoff	R	R	A	C	C	C	C	C

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1.7 Appendix A - Sample Gate Review Agenda

The following is a suggested agenda for a gate review.

- 1. Purpose of the gate review:** The Gate Review Committee identifies the gate and reminds the team of the focus and expectations of that gate within the process; attendee's roles and the decision making process including possible outcomes; and reviews agenda and time allocated for the review.
- 2. Project Charter (project manager):** The project manager reviews the current Project Charter.
- 3. Summary of project status against gate criteria (Project Team):** The Project Manager and key team members present a summary of project data as needed to demonstrate that the criteria has been met, including justification for items not addressed or incomplete activities, tasks etc. This should be a cross functional, team presentation, not just the Project Manager.
- 4. Project team recommendation (project manager):** The Project Manager states the team's recommendation for the gate outcome (cancel the project, proceed to the next phase, perform additional work in current phase or repeat the phase). If the recommendation is to proceed, the Project Manager presents a high level plan to complete the project. In addition, the project manager would summarize the detailed plan for completing the next phase, identifying key tasks to be completed with owners, and required resources/funding.
- 5. Review action items:** The Project Sponsor restates action items that arose during the review and checks for ownership and completion dates.
- 6. Gate decision and feedback:** The Project Sponsor asks any remaining questions, discuss key issues and make the decision (cancel, proceed, on-hold, redirect). If additional consideration is required, the announcement of the decision may be postponed, with a decision date agreed upon during the meeting. In either case, the Project Sponsor explains the reasoning for their decision and provides feedback to the team on its effectiveness in managing the project and the information presented within the gate review.

1.8 Appendix B - Sample Categories and Metrics

The following list provides ideas on the types of project management metrics that could be used at each Gate Review. This list is not exhaustive by any means, but may help provide additional ideas for each project.

Category	Sample Metrics
Cost	<ul style="list-style-type: none"> ▪ Actual cost vs. budget (variance) for project, for phase, for activity, etc. ▪ Total support costs for x months after solution is completed ▪ Total labour costs vs. non labour (vs. budget) ▪ Total cost of employees vs. contractor vs. consultant (vs. budget) ▪ Cost associated with building components for reuse ▪ Total cost per transaction ▪ Ideas for cost reductions implemented, and cost savings realized
Effort	<ul style="list-style-type: none"> ▪ Actual effort vs. budget (variance) ▪ Amount of project manager time vs. overall effort hours
Duration	<ul style="list-style-type: none"> ▪ Actual duration vs. budget (variance)
Productivity Difficult to measure accurately unless function points are counted.	<ul style="list-style-type: none"> ▪ Effort hours per unit of work/function point ▪ Work units/function points produced per effort hour ▪ Effort hours reduced from standard project processes ▪ Effort hours saved through reuse of previous deliverables, models, components, etc. ▪ Number of process improvement ideas implemented ▪ Number of hours/dollars saved from process improvements
Quality of Deliverables	<ul style="list-style-type: none"> ▪ Percentage of deliverables going through quality reviews ▪ Percentage of deliverable reviews resulting in acceptance the first time ▪ Number of defects discovered after initial acceptance ▪ Percentage of deliverables that comply 100% with organization standards ▪ Percentage of deliverables that comply with organization architectural standards ▪ Number of customer change requests to revise scope ▪ Number of hours of rework to previously completed deliverables ▪ Number of best practices identified and applied on the project ▪ Number of risks that were successfully mitigated
Customer	Overall customer satisfaction (survey) with deliverables in terms of:

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<p>Satisfaction with Deliverables</p>	<ul style="list-style-type: none"> ▪ Reliability ▪ Minimal defects ▪ Usability ▪ Response time ▪ Ease of use ▪ Availability ▪ Flexibility ▪ Intuitiveness ▪ Security ▪ Meeting client needs ▪ Easy-to-understand messages ▪ User documentation ▪ Application response time (calculated by the system) ▪ Number of approved business requirements satisfied by the project
<p>Client Satisfaction with Project Team</p>	<p>Overall client satisfaction (survey) with the project team in terms of:</p> <ul style="list-style-type: none"> ▪ Responsiveness ▪ Competence ▪ Accessible ▪ Courteous ▪ Good communication ▪ Credible ▪ Knowledge of the customer ▪ Reliable/follows through on commitments ▪ Professionalism ▪ Training provided <p>Overall client satisfaction</p> <ul style="list-style-type: none"> ▪ Turnaround time required to respond to customer queries and problems ▪ Average time required to resolve issues ▪ Number of scope change requests satisfied within original project budget and duration
<p>Business Value</p>	<p>Based on the cost/benefit analysis, or the value proposition, that was created when the project was approved and funded</p>