



Document Name: Project Management Methodology (PMM) Overview

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1 Purpose

The purpose of this Procedure is to outline the methodology that DBP uses to deliver projects. It describes the overall framework for projects and provides reference to the details of how this framework is implemented in practice. It also details how the methodology is identified. This is the first document that should be read in the Methodology set.

2 Scope

The scope of the Procedure is a description of the framework that defines the DBP Project Management Methodology. Its use is intended for all DBP projects.

All other Project Management Methodology Procedures and supporting documentation are related to this Procedure. A documentation list for the DBP Project Management Methodology can be found at [DBP PMM IN A 00 Index](#).

3 Objectives

The objective of this Procedure is to provide an overview of the structure of the DBP Project Management Methodology so that Project Managers and other project participants can understand the key requirements for project initiation, planning, delivery and finalisation.

The Procedure introduces key concepts including requirements for project governance and provides guidance as to other more detailed Procedures that define how particular aspects of the Methodology are executed in practice.

4 Responsibilities

Role	Key Responsibilities
Project Management Office (PMO)	The PMO is a DBP resource and is the owner of the Project Management Methodology (PMM) and responsible for the quality and the fitness for purpose of the Methodology to DBP's business. Further, the PMO is responsible to ensure that the Methodology is utilised by DBP on an ongoing basis.
Project Steering Committee (PSC)	The PSC is accountable for the performance of the project, and provides approval (or gains such from the PRC depending upon the DFA required for the approval in question) for change and gates 3, 4 and 5. See treatment of gates below.
Project Managers	Project Managers are responsible for the application of the Methodology to the execution of projects undertaken by DBP and for the ongoing improvement of the Methodology based on its practical application.
General Managers	The General Managers are responsible for ensuring projects managed within their Business Units are utilising the DBP Project Management Methodology and that their Project Managers are aware of the Methodology and appropriately trained in its use.

Role	Key Responsibilities
Project Review Committee (PRC)	The PRC operates principally in a review and approval capacity pursuant to the DFA policy. This policy is linked in the References section below. A PSC escalates to the PRC for all decisions that fall within the jurisdiction of the PRC.
Key Relationship between roles	The PMO and the Project Manager have a joint responsibility to apply any methodology lessons learnt from the project (typically at Project Closeout time) onto the PMM where those proposed changes to the methodology can and would create safety, efficiency or productivity improvements for the organisation.

5 Introduction

The DBP Project Management Methodology is designed to provide Project Managers and other project participants with a process to ensure that projects are executed consistently in a manner that represents industry best practice.

The Methodology provides direction and assistance on the key areas of Project Management that need to be applied consistently to project initiation, planning, delivery and finalisation phases.

The main objective of the DBP PMM is to provide the project team with a program of persistent, consistent, accurate and timely information and processes.

The key factors in achieving consistent levels of project quality when using the PMM are:

5.1 Integration Management

- Integration of the various elements of Project Controls (estimating, progress, cost, schedule, resources, materials, document management, change controls, risk and issues management and project management information)
- Accurate and timely cost and progress measurement and forecasting to facilitate prudent management decisions
- Controlled visible management of change
- A seamless transition across Project phases
- Use of proven systems that are sufficiently flexible to accommodate project needs

5.2 Scope Management

- Clear and complete definition of scope, costs and responsibilities using a comprehensive WBS and Cost Breakdown Structure (CBS). The scope of work needs to be clearly defined in sufficient detail such that the technical and financial aims of the project are fully understood and accepted by the Project team.

5.3 Time Management

- Clear resourcing allocations to the Schedule, and clear relationships between the Schedule and the WBS.

5.4 Cost Management

- Clear, transparent and accurate planning, estimating, budgeting, and controlling of project cost so that the project can be completed within the approved budget, and the position at any time is known and can be substantiated.

5.5 Quality Management

- Adherence to processes that ensure the result of a project meets the needs for which the project was executed. Processes such as quality planning, assurance, and control are included in this area.

5.6 Communications Management

- Establishment of standards for cost and schedule reporting, monitoring and forecasting based on WBS and CBS structures which ensure uniform, meaningful and consistent reporting

5.7 Risk Management

- Controlled visible management of risks and issues

5.8 Procurement Management

- Clear, accurate and visible management of Project materials.
- Well formed unambiguous and consistent procurements

5.9 HSE and Regulatory Management

- Well defined project interfaces to HSE and Regulatory processes and organisations.

6 Project Definition

A project is defined by DBP as an endeavour that has sufficient scale, complexity or novelty to warrant the application of this Project Management Methodology to its planning and execution. DBP has a process called “Management of Change” that covers works that do not need a project framework in order to be completed.

For the purposes of this methodology, three project scales have been defined; namely small, medium and large. The project sizing procedure is designed to tailor PMM elements to the needs of a particular project depending upon a number of different factors such as cost, complexity, risk, duration, assumptions etc.

For further details on this definition please see the project sizing Procedure [DBP PMM PR A 02 Project Sizing RevA.pdf](#).

7 DBP Project Management Methodology

The DBP Project Management Methodology (PMM) is based on the principles outlined in the Project Management Institute's Project Management Body of Knowledge (PMI and PMBOK respectively) and a DBP project Lifecycle, which is detailed below.

The requirements of the PMM are mandatory for all DBP projects, but should be applied in a flexible manner to meet the requirements of individual projects.

The Methodology consists of procedures, document templates and document examples, together with supporting applications such as SAP PS, and desktop productivity tools including MSPROJECT and MSEXCEL.

Consistent usage of a standard DBP PMM terminology is encouraged. This terminology can be found at [DBP PMM PR A 04 Terminology Guide.pdf](#).

All PMM Procedures and supporting documents (e.g. templates and the like) are available through the DBP Intranet site.

7.1 Structure of the Methodology

7.1.1 Project Lifecycle

The Project Lifecycle underpinning the PMM has four project phases – Initiation, Planning, Delivery and Finalisation.

The PMM Lifecycle commences, for example, when an existing or potential Client, or DBP, initiates investigations into the viability of a proposed project or requests DBP to undertake Front End Engineering Design (FEED) works for a project. All projects require an approved Project Justification Form prior to commencing the Initiation Phase, and another updated and approved PJF prior to commencing the Planning Phase. This template can be found at [DBP PMM TM A 03 Project Justification Form Template.doc](#). Note that this document is incorporated into the PMM from the DBP Finance group. Therefore it is an uncontrolled document within the PMM.

In addition to the Lifecycle phases, the other key elements of the Lifecycle are the project Milestone Gate Meetings that separate the project phases.

The overall structure of the project lifecycle is shown in the figure below.

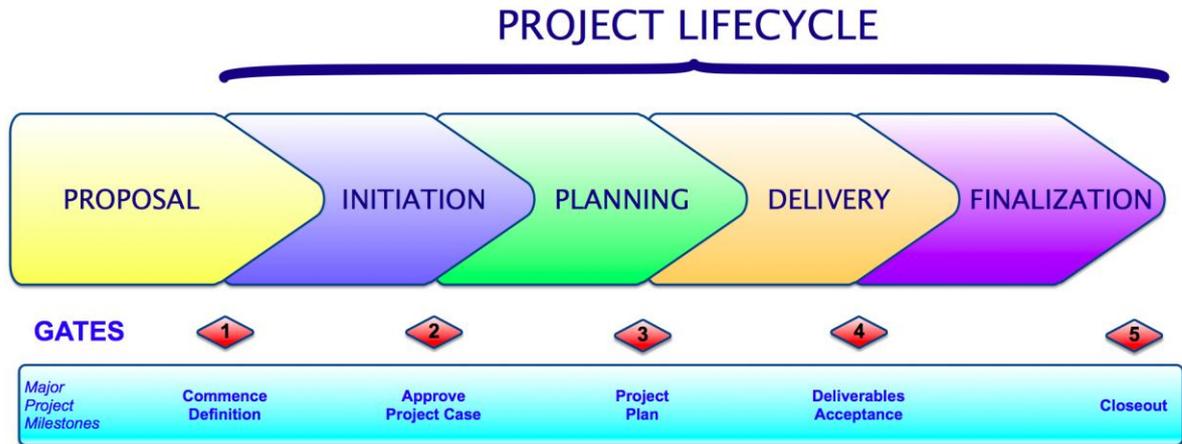


Figure 1 - DBP Project Lifecycle

The project phases and the milestone gate meetings are described in more detail below.

7.1.2 Project Phases and Milestones

The Project Lifecycle commences when there is a project opportunity that DBP has decided is worth pursuing. The investigation of any potential opportunity is undertaken by the Project Review Committee (PRC), or their delegated authority, which screens the opportunities to ensure that they fit in with the strategic objectives of DBP.

During the Proposal phase (which is a pre-project phase), an Outline Business Case (OBC) or FEED / FEL Proposal should be developed in conjunction with a Project Justification Form (PJF) to determine if the costs to initiate a project are justified.

If the PRC approves an opportunity, the Project Lifecycle commences with work and sufficient budget to define the project including its objectives and required outcomes. This work is generally specific to the type of opportunity that has been identified and approved for definition in an Initiation phase. The initiation phase is the point at which an idea or requirement becomes a formal project (or not).

Each of the phases has associated defined processes. In addition, there are monitoring and controlling processes that operate across the project lifecycle.

7.1.3 Project Sizing

The deliverables to be produced for a specific project are determined by the Project Sizing procedure [DBP PMM PR A 02 Project Sizing RevA.pdf](#). Note that not all outputs are required for any given project, and the majority of projects are expected to have a small common sub-set of required project artefacts.

7.1.4 Milestone Gates

A summary of the project Phases and Milestone Gate Meetings and their outputs is shown in

Figure 2: Project Phase Summary, below. The dotted red line represents the relative work effort during the project lifecycle. All Gate decisions are made in a meeting format with the agreed meeting minutes reflecting the decisions made. A Gate Certificate (refer [DBP PMM TM A 11 Gate Certificate RevA.doc](#)) must be completed and signed as shown on the template. A scan of this document should be stored in the project directory. A hard copy should be kept on the project hard copy file.

Gate	Key Decisions
<p>Gate 1 Approve Initiation Work</p>	<p>Further definition work is justified and approved for an idea or requirement.</p> <p>A PJF has been approved by the Program Review Committee (PRC).</p> <p>Project is authorised to complete the Initiation Phase within the approved Initiation Phase funds. This could include approval to purchase long lead items.</p> <p>Completion of the Gate 1 certificate.</p>
<p>Gate 2 Project Approval</p>	<p>Project approval, or otherwise, based upon the findings of the studies / detailed business case planning work in the Initiation Phase.</p> <p>An updated PJF has been approved by the Program Review Committee (PRC).</p> <p>The PRC forms a Project Steering Committee (PSC) with any special conditions as noted on the Gate 2 Certificate. The PSC appoints a Project Manager (PM).</p> <p>Project is authorised to complete the Planning Phase within approved Planning Phase funds and with a formed Project Steering Committee.</p> <p>Completion of the Gate 2 certificate.</p>
<p>Gate 3 Project Plan</p>	<p>Approval of the Project Management Plan, detailing the well defined scope, costs, quality, schedule and approach to delivering the defined project deliverables including the site work pack.</p> <p>Project is authorised to complete the Delivery Phase with approved Delivery Phase funds.</p> <p>Completion of the Gate 3 certificate.</p>
<p>Gate 4 Acceptance</p>	<p>Acceptance of the Project Deliverables.</p> <p>Project is authorised to complete the Finalisation Phase with approved Finalisation Phase funds.</p> <p>Completion of the Gate 4 certificate.</p>

Gate	Key Decisions
Gate 5 Closeout	Acceptance of the closeout of the Project. Completion of the Gate 5 certificate.

Note that this figure below represents an indicative set of deliverables. Actual deliverables are determined by project size and approach. It does however propose the overall Project governance that all projects must follow.

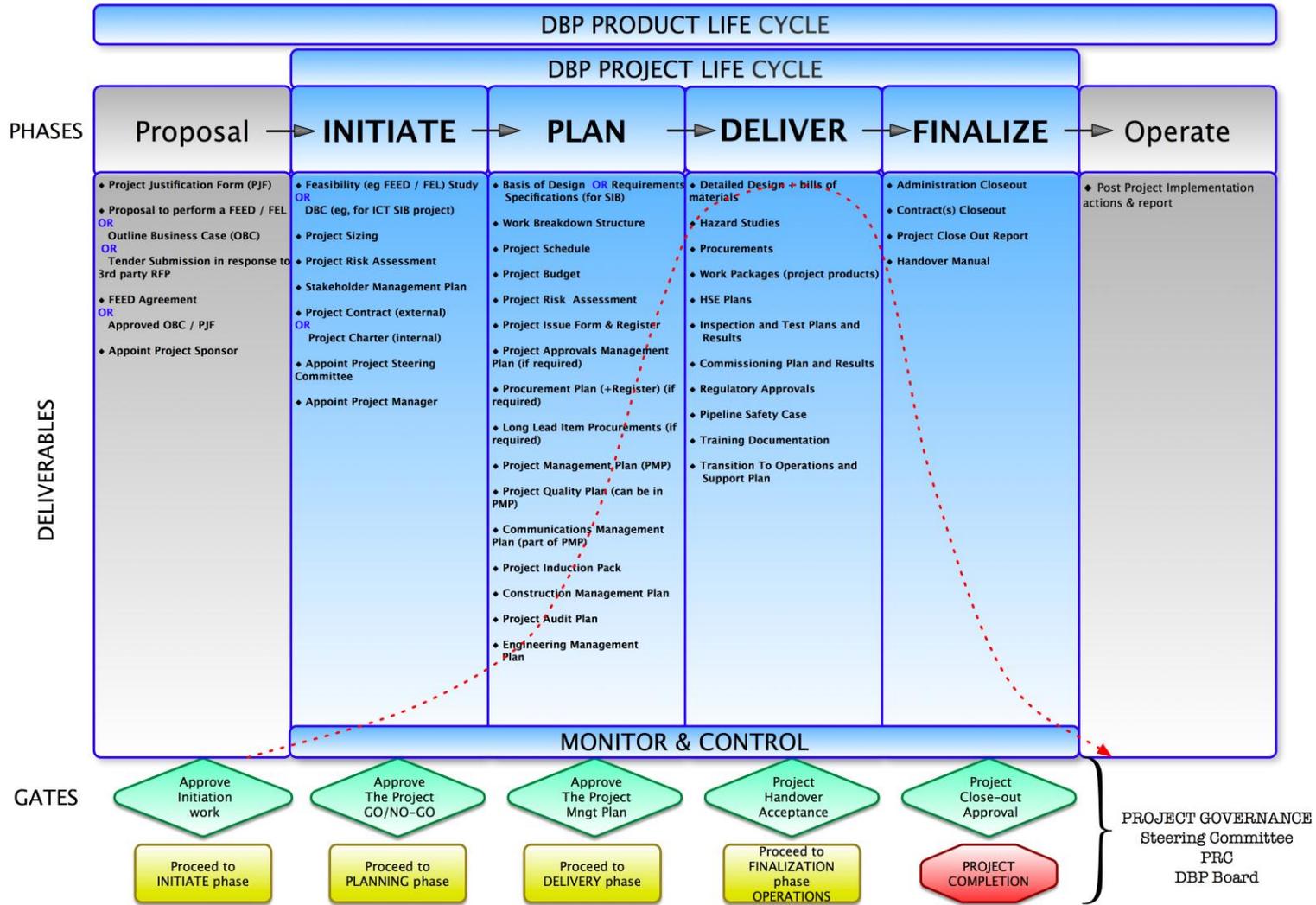


Figure 2: Project Phase Summary

7.1.5 Proposal Phase

This is a pre-project phase usually undertaken by Commercial Management and Pipeline Operations. That is, it is not part of the project lifecycle. It is included here to ensure the interface into the Initiation Phase is understood, and maintained.

A project may not be initiated if the business case does not support the expenditure.

Nonetheless, the PM/PMO should be aware of, and have some involvement in, the scoping of the opportunity or requirement.

Outputs include:

- Project Justification Form (mandatory for all projects) or Project Business Case
- Shipper Requirements Form

- FEL / FEED *Proposal*, or
- An Outline Business Case, or Business Case (if not done before) or
- Tender Submission in response to an external request for such;

- A FEED Agreement, or
- An approved OBC;

- Project Sponsor appointed.

7.1.6 Initiation Phase

The project Initiation Phase commences upon approval to pursue an opportunity or need.

The initiating process defines and authorizes the project.

The main outputs of the project Initiation Phase are documents that provide options and recommendation(s) that define the project estimates, the project scope, and the project deliverables along with key parameters that define the project requirements and the definition of the project acceptance criteria. If the project proceeds, a Project Steering Committee is formed, and Project Manager appointed (if different to the Project lead appointed for the Initiation Phase work).

If the nature of the work involves a FEED study, then additional information on the outputs of the project Initiation Phase is detailed in the FEED Study template found at [DBP PMM TM A 04 Feed Study RevA.doc](#). Alternatively, for SIB projects, the equivalent report is called a Detailed Business Case (DBC). A template can be found at [DBP PMM TM A 10 Detailed Business Case RevA.xls](#).

The project Initiation Phase comes to an end when:

- Project Review Committee reviews and endorses the outputs of the phase and provides approval to move to the project Planning Phase, or when

- Project Review Committee does not proceed on the outputs of the phase as presented and the project is subsequently closed out at this phase, or a variation is generated to update the outputs if required.

7.1.7 Planning Phase

The Planning Phase commences once the project definitional work has been completed and the Gate meeting has been held to approve the planning phase.

The planning process defines and refines objectives, and plans the detailed course of action required to attain the objectives and scope that the project was undertaken to address. Key to the planning phase is the development and approval of a Project Management Plan, together with a Project Quality Plan (which can be included into the Project Management Plan depending upon size and complexity of the project).

In addition, this phase may initiate any early procurement of items that are critical to maintaining the project timeline.

A key output of the Planning Phase is the Project Management Plan. Refer to [DBP PMM PR A 05 Project Management Plan RevA.pdf](#). The Project Quality Management procedure can be found at [DBP PMM PR E 03 Project Quality.pdf](#).

The project Planning Phase completes when the Project Steering Committee reviews and endorses the outputs of the phase and provides approval to move to the project Delivery Phase.

7.1.8 Delivery Phase

The Delivery Phase commences when the Project Steering Committee has approved the plans for project execution. The project Delivery Phase is the focus of project delivery, where the products and deliverables of the project are delivered in accordance with the specified requirements.

The delivery process integrates people and other resources to carry out the project management plan for the project.

The main focus of the project Delivery Phase is project execution, cost / schedule / quality control, and risk mitigation.

Key outputs of this phase are the project products, which includes deliverables such as project progress reports and project handover documentation, such as as-built drawings, updates to operating documentation (Safety Case, O&M manuals etc) and commissioning test results.

Before workforce mobilises to commence site construction the “Mobilisation Checklist” – [DBP PMM FM E 01.docx](#) should be used to ensure all required documents and processes have been completed as required, prior to commence the site installation phase.

In addition to the end of phase Gate Meeting, the project will also undertake major reviews throughout the Delivery Phase (at a maximum interval of 3 months), with a formal review of the Project Management Plan occurring every 6 months.

The purpose of the Gate Meeting is to review project outcomes anticipated at project initiation and ensure they have been met, and to formally obtain Practical Completion from

the Client. The Gate Meeting is a key element of the project quality requirements for project execution at DBP.

The project Delivery Phase comes to an end when the project has completed the required Deliverables and they have been accepted by the Client (which may include DBP Operations / Maintenance). Other contractual obligations may continue beyond this point (e.g. latent defects periods), but the project has gone into operation and the large majority of the Project Team has moved onto other opportunities. The handover of the project to the Client is confirmed at the Gate Meeting.

7.1.9 Finalisation Phase

The project Finalisation Phase commences with the Project Delivery Phase Gate Meeting and continues until all of DBP's contractual obligations have been discharged and all requirements for closing out the project have been met.

In some instances, Finalisation may be staged (e.g. as project stages are completed and put into operation). If so, this process will be defined in the approved Project Management Plan.

The Finalisation phase comes to an end when all activities on the project have been completed and a final project report is compiled to confirm the final result of the project and the lessons that need to be taken forward for future projects. The Gate Meeting for this phase signifies the completion of *all* project activities.

Key outputs/activities of this phase include: Handover Manual, financial closure, final project report, retirement of all project risks, completion of all engineering, construction and commissioning, contract closure documentation, project quality performance and completing the 'Lessons Learned' document.

Refer to [DBP PMM PR A 06 Project Closure.pdf](#).

7.1.10 Transition to Operations Phase

This phase (which is post the project closure) includes:

- The Warranty period(s)
- Defect / Punch List Rectifications
- Post Project Implementation actions (which include the dot points above)
- Maintenance and support commences

7.2 Project Stages

Depending upon the nature of the project, there may be merit in breaking down a Phase into a number of sub-stages to logically group and control specific efforts of the project.

For example, the Delivery Phase of an ICT project, and a shipper project might be further broken down as follows in these two figures.

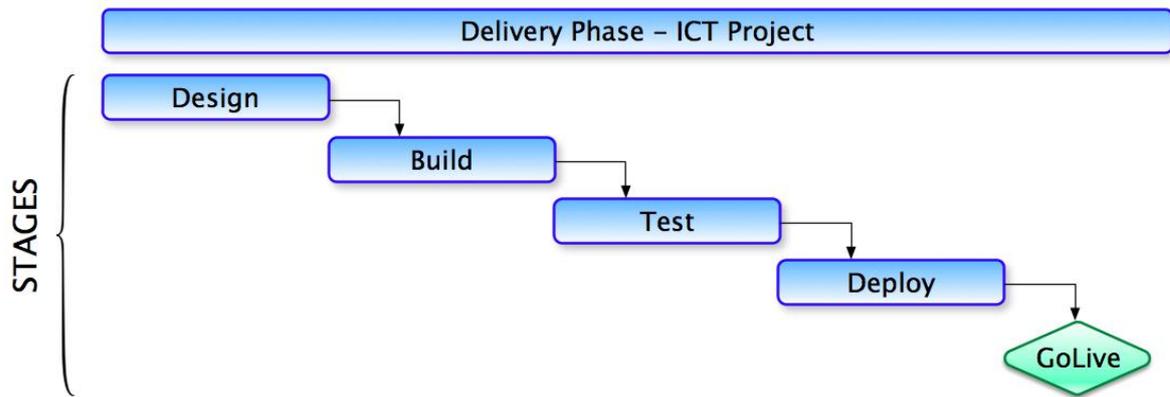


Figure 3: Delivery Phase - ICT Example

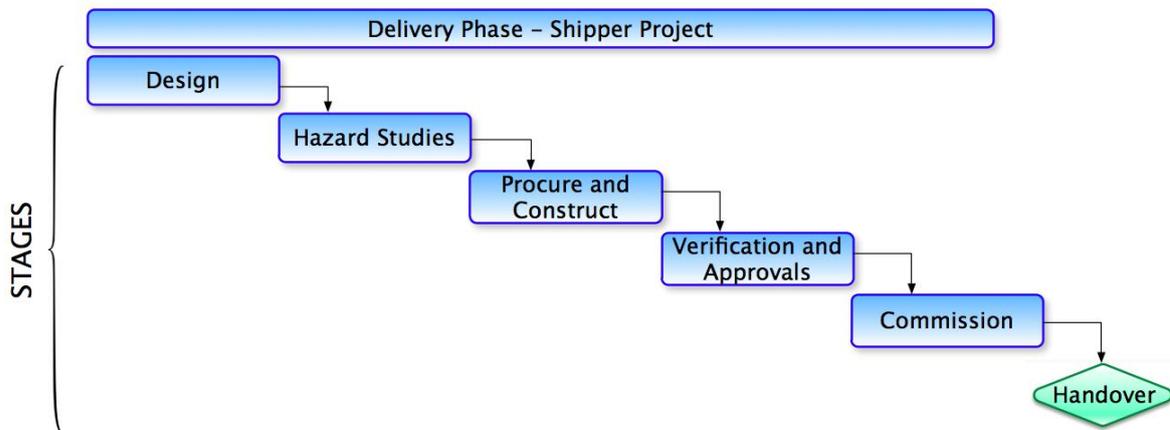


Figure 4: Delivery Phase - Shipper Example

7.3 Methodology Processes

The PMM is based on the requirements of DBP, organised within the structure of the PMBOK's "Knowledge Areas".

Each of the Procedures listed below describes at a high level the processes that the Project Team should apply in the initiation, planning, delivery and finalisation of a project.

These Procedures define the activities that the Project Manager needs to carry out to deliver DBP Projects to the company's project delivery assurance requirements.

Each Procedure is further supported by a suite of template documents and information systems, which can be found referenced within each Procedure.

Together with the project Lifecycle and its Governance process, and the templates for applicable project artefacts, these Procedures define the Project Management Methodology in its entirety.

7.4 Procedures By Phase

PMM Procedures apply in different phases of the project. The table below illustrates this.

Note that Proposal is pre-project, and Operation is post-project.

Proposal	Initiation	Planning	Delivery	Finalization	Operation
Terminology Guide	Terminology Guide	Terminology Guide	Terminology Guide	Terminology Guide	Terminology Guide
PMM Overview	PMM Overview	PMM Overview	PMM Overview	PMM Overview	Project Closure
Project Sizing	Project Sizing Project Scope Definition Project Reporting Project Risk Management Project Quality Plan	Project Sizing	Project Risk Management	Project Change Management	
		Project Quality Plan	Project Change Management	Project Closure	
		Project Management Plan	Project Scope Definition	Project Auditing	
		Project Scope Definition	Project Schedule Development and Control	Project Reporting	
		Project Risk Management	Project Cost Management	Project Risk Management	
		Project Schedule Development and Control	Project Auditing		
		Project Cost Management	Project Reporting		
		Project Change Management	Project Risk Management		
		Project Auditing			
		Project Reporting			

7.5 Project Management Office (PMO)

The PMO carries out the following functions via dedicated people resource(s), under a PMO manager:

- Maintains, develops and owns the PMM
- Controls changes to the PMM
- Monitors and reports on project / portfolio performance (in regards to compliance)

- Provides support and training to Project Managers and project teams
- Provides tools and templates for projects
- Collates, disseminates and incorporates project lessons learnt
- Maintains benefits realisation against the business case
- QC / QA – adherence to documents and configuration control, quality actions and feedback for continuous improvement
- Document storage, archiving and security.

The PMO undertakes regular audits of projects to ensure that the PMM is being applied in practice. It is expected that all projects would be audited at least once during the project lifecycle.

The requirements for project audit are defined in [DBP PMM PR E 01 Project Auditing RevB.pdf](#).

7.6 Project Governance

A key element of the PMM is Project Governance. Project Governance is the decision process that defines expectations, grants authorities / permissions and verifies performance for projects.

Ultimate responsibility and accountability for any project must be clearly defined and accepted at an appropriate level of authority within DBP. The management structure for a project must be established that identifies the specific players, their responsibilities, accountabilities and the interaction between them throughout the project.

The general structure is as follows:

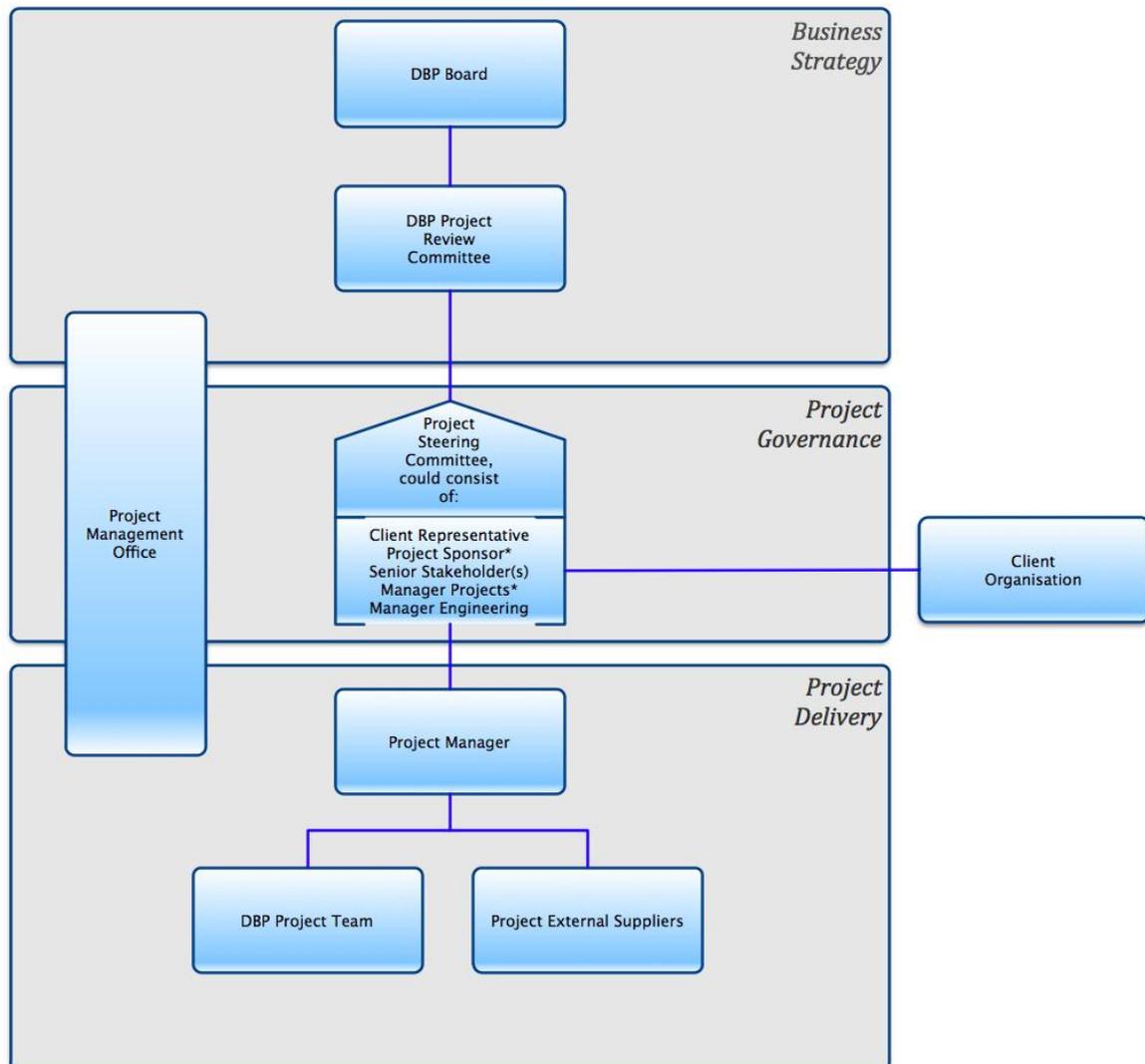


Figure 5: Project Governance Structure

The Project Review Committee (PRC) determines the priority of DBP's portfolio of projects in the context of the DBP strategic plan. The PRC operates according to a charter [DBP PMM LE A 01 PRC Charter FinalRevA.pdf](#), and provides authority to a Project Steering Committee for the delivery of a project.

This structure is underpinned by the requirement for all projects to have a Project Steering Committee, and that the Project Steering Committee has final responsibility for project delivery. The composition of the Steering Committee can and will vary from project to project. It should always include the Project Sponsor, and a suitable authorised person to approve project governance decisions. For most projects, this will be the Manager, Projects. For Construction projects, the Steering Committee may also include the Manager Engineering.

DBP *Clients* may choose to implement a project Steering Committee as a part of their project execution function and if this is the case, the chair of the Project Steering Committee will be part of, and report to, the Client's Steering Committee for the project.

Depending upon the requirements of the project, Project Governance structures may vary depending upon the needs of the project. Project Sizing procedure [DBP PMM PR A 02 Project Sizing RevA.pdf](#) provides the appropriate guidance for the structure required depending upon a project's "size" according to the sizing guide.

The number and nature of roles involved in Project Governance and for the Project Delivery team for a particular project will be agreed and documented at the project Kickoff Meeting and sanctioned by project governance at the Gate Meeting which occurs at the end of Initiation and beginning of Planning.

Position	Role	Key Skillset	Responsibilities
Project Client	An authorised representative of the purchasing organisation.	N/A	<ul style="list-style-type: none"> Define project objectives/ key deliverables Ultimate point of responsibility for project delivery Change control approval
Projects Manager	Central role to Project Governance.	Project management and project stakeholder management, commercial management, project governance.	<ul style="list-style-type: none"> Primary Client contact Overall responsibility for achieving project objectives Develop specific project artefacts Ensure deliverables are achieved to agreed project scope, schedule, budgets and quality. Provide primary point of escalation of project issues into project governance
Manager Engineering	Central project advisory and engineering governance role	Engineering Governance and design / construction / operational / regulatory assurance.	<ul style="list-style-type: none"> Ensure project deliverable are completed as per DBP Engineering Standards. Option participation in Steering Committee for Medium to Large construction projects.

Position	Role	Key Skillset	Responsibilities
Project Manager	Project delivery for projects.	Project management and project stakeholder management, commercial management.	<ul style="list-style-type: none"> Develop specific project artefacts Ensure deliverables are achieved to agreed project scope, schedule, budgets and quality. Ensure smooth integration and hand-over of project Provide relevant input of status with regard to schedule, budget, issues and risks to Project Director Provide primary point of escalation of project issues into project governance Provide primary point of contact for Vendor(s) within the relevant scopes of work.
Project Controls Group	Project planning (schedule, budget, resource, risk and scope control) responsibilities in support of the Project Manager and Project Steering Committee. May include the roles: <ul style="list-style-type: none"> Project Planner Project Accountant Contracts Manager 	Project planning and control skills	<ul style="list-style-type: none"> Development and the production coordination of project artefacts materials, as required Prepare project progress against plan for milestones, budget, Issues and Risk mitigations actions. Assist in the management of any contingency plans Assist in the management of the issues register Assist in the management of the risk register Assist in the management of any scope or budget changes Assist with maintaining current schedules Assist with the storage and retrieval of all documentation. Maintain project management standards and templates
Project Steering Committee	Project Governance	Technical, commercial and project skills as required to support a particular project	<ul style="list-style-type: none"> Usually, but not necessarily, chaired by the MEOP Making strategic project decisions to ensure compliance with contract requirements and regulatory obligations Approval of project changes, either with the Client or on behalf of the Client Monitoring progress against key milestones and targets Reporting key messages across other parts of the respective organisation(s).
Project Review Committee	DBP Portfolio Governance		<ul style="list-style-type: none"> As per charter DBP PMM LE A 01 PRC Charter_FinalRevA.pdf

Table 1: Governance Roles and Responsibilities

The roles and responsibilities and the Project Governance Structure for the project are to be defined in the Project Management Plan.

7.6.1 RASCI Matrix

In addition to the responsibility definitions to be included in the Project Management Plan, the use of an RASCI (Responsible, Accountable, Support, Consulted and Informed) Matrix is used to define the participation by various roles in the completion of tasks or deliverables for a project.

The term RASCI is an abbreviation for:

- **Responsible** – those who do the work to achieve the task
- **Accountable** – those who are ultimately accountable for the correct and thorough completion of the deliverable or task, and the one to whom Responsible is accountable.
- **Support** – these are resources allocated to Responsible. Support will assist in completing the task.
- **To be Consulted** – those whose inputs are sought, and with whom there is two-way communications
- **To be Informed** – those who are kept up-to-date on progress, often only on completion of the task or deliverable.

In constructing the RASCI matrix for a project, the following principles are applied:

- Aim to place Accountability (A) and Responsibility I at levels that are closest to the project work or knowledge
- Only one (1) Accountability per task or deliverable
- Authority must accompany accountability

The standard RASCI matrix for DBP Project Governance is shown below:

Key Activity / Milestone	Client	Project Review Committee	Project Steering Committee	Project Manager	Project Team
Feasibility Agreement	A	C	R	I	—
Project Business Case (FEED or DBC) – project scope & approach	C	C	A	R	S
Endorsement of the Project Business Case (FEED or DBC)	A	C	R	I	I
Project Management Plan	C	C	A	R	S
Project Quality Plan	C	A	R	R	R
Project Schedule	I	—	A	R	S
Project Budget	I	I	A	R	S
Detailed Design	I	—	A	R	S
Change Requests	I	I	A	R	S

Key Activity / Milestone	Client	Project Review Committee	Project Steering Committee	Project Manager	Project Team
Change Approvals	A	C	R	I	I
Project Baselines	I	—	A	R	S
Project Status Reports	I	I	A	R	S
Project Issue and Risk Escalations (corrective action recommendations, preventative action recommendations)	C	C	A	R	S
Project Milestone Review (PMM milestones) – as per GATES in section Figure 1 - DBP Project Lifecycle	I	I	A	R	S
Project Closeout Report	—	I	A	R	S
Project Handover Acceptance	A	I	R	S	S
Post Implementation Review	I	A	R	—	—
Financial approval	A	C	R	S	I
Regulatory Interface	A	I	R	S	S

Table 2: Standard DBP Project Governance RASCI Matrix

The Engineering Review matrix for governance of engineering on projects is found at: [DBP PMM PR E 02 DOC REVIEW MATRIX.xls](#).

7.6.2 Project Escalation Path/Authority Levels

Budgetary authority levels are defined within DBP's Delegation of Financial Authority ((DFA) document – refer [DBP PMM LE A 01 PRC Charter_FinalRevA.pdf](#).

The Project Manager is required to escalate issues and risks to the Project Steering Committee on an exception basis within the weekly status report at the latest, where those risks or issues have the potential to exceed the budget, schedule, quality or scope tolerances approved in the Project Management Plan (PMP), or if in the Initiation Phase, the Feasibility Agreement.

The PSC must escalate as required to the PRC when forecast variance exceeds the authority levels set by the PRC for the PSC in the Gate 2 Certificate.

For administrative and operational efficiency, the Client or Manager Engineering and Operational Projects may wish to delegate authority to their other managers and this devolution of authority is to be detailed in the Project Management Plan and signed off at the Milestone Gate Project Planning Meeting. This Delegation of Authority will define the limits of action for members of the Project Team.

7.7 Project Management Plan

All DBP projects shall produce a Project Management Plan (PMP). As a minimum, all Project Management Plans must detail how the core Project Management areas will be dealt with. Project Sizing determines which template is most applicable to a particular project.

Additional detail on the required content and production of the Project Management Plan is contained within the procedure [DBP PMM PR A 05 Project Management Plan RevA.pdf](#).

8 Project Management Methodology – Document Control

8.1 Document Numbering

The documents that make up the PMM are identified in the following manner.

D	B	P	P	M	M	Φ	Φ	Γ	N	N	Document Title	R	e	v	Ω	Ω
DBP			Dampier Bunbury Pipeline													
PMM			Project Management Methodology													
ΦΦ		PR		Procedure or Policy												
		TM		Template												
		FM		Form												
		IN		Information, Discussion Paper, Information Resource, Example												
		LE		Legally binding or legally significant documents – e.g. Agreements, Charters, Contracts, Proposals etc												
		WF		Work Flow, Work Instruction												
Γ		A		Project Integration Management												
		B		Project Scope Management												
		C		Project Time Management												
		D		Project Cost Management												
		E		Project Quality Management												
		F		Project HR Management												
		G		Project Communications Management												
		H		Project Risk Management												
		I		Project Procurement Management												
		J		Project HSE and Regulatory Management												
NN			Unique integer 00 – 99 to identify PMM documents within the knowledge area above.													
ΩΩ		Version control. Typical Sequence: 0 – new document first draft. 1 – new document second draft. 2 – new document third draft. A – First approved version. In business use.														

A1	– First revision of first approved version.
B	– Second approved version. In business use.

Examples:

- DBP PMM PR A 001 PMM Overview Rev3.doc
- DBP PMM TM A 001 Project Management Plan - Brief RevA.doc

8.2 Project Directory Structure

The project location shall be on the projects directory on the DBP “S:” drive. The root is: “S:\SDO\DBNGP\EOP\Engineering & Project Services\Operational Projects\DBNGP – Active”.

The top level of a project’s directory structure shall conform to the following.

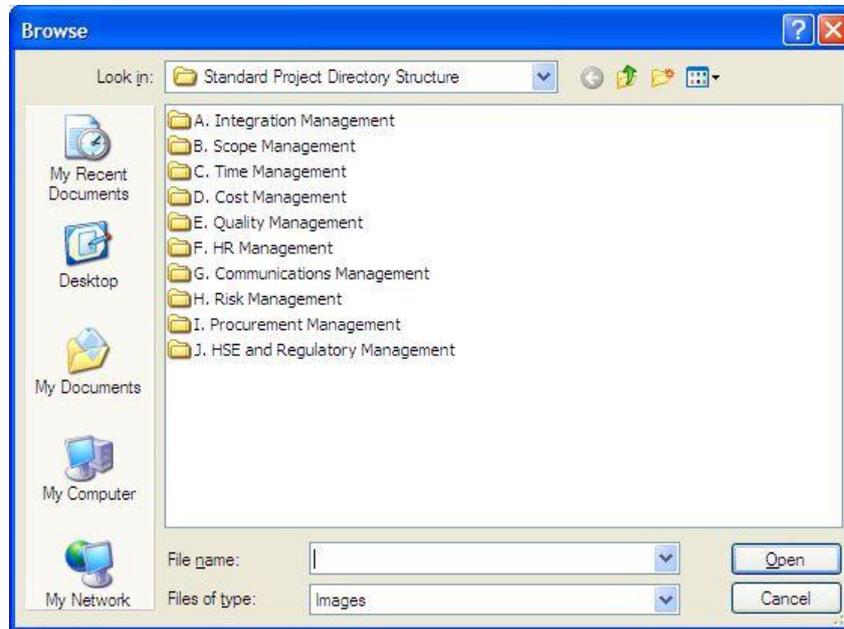


Figure 6: Standard Top Level Project Directory Structure

9 Further Information

For further information on the Project Management Methodology, refer to the Project Management Office.

10 References

Title	Link
Project Management Institute	www.pmi.org
Project Management Body of Knowledge	http://www.pmi.org/Resources/Pages/Library-of-PMI-Global-Standards-projects.aspx
DBP PMM Intranet Site (paste link into your browser)	http://intranet.dbp.net.au/SystemDesignOps/pmo/Pages/default.aspx
Project Justification Form template	DBP PMM TM A 03 Project Justification Form Template.doc
Engineering Reviews RASCI Matrix	DBP PMM PR E 02 DOC REVIEW MATRIX.xls
PMM Terminology Guide	DBP PMM PR A 04 Terminology Guide.pdf

Table 3: References