



Canada's national laboratory
for particle and nuclear physics
and accelerator-based science

Town Hall

Information Session: Project Governance

2016-10-19



Document-22889

Project Governance (TSOP-15)

Document Type: TRIUMF Standard Operating Procedure (TSOP)
Document 22889 Release: 3 Release Date: 2016-09-06
Author(s): Rainer Kruecken

	Name:	
Author:	Rainer Kruecken	APPROVAL RECORD
	Jens Dilling	
	Jim Haxton	
Reviewed By:	Paul Schaffer	
	Bob Laxdal	
	Remy Dawson	
Approved By:	Jonathan Bagger	

Note: Before using a copy (electronic or printed) of this document you must ensure that your copy is identical to the released document, which is stored on TRIUMF's document server.

- TRIUMF distinguishes between **operational and project commitments**, both of which are captured in the ***Commitment List***. The *Commitment List* is maintained in Agresso. (Reports → Project Management → Commitment List)
- In general, a project is a “temporary endeavor undertaken to create a unique product, service or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources”..
- Operational commitments are ongoing and roughly the same from year to year. New operational commitments are created upon the completion of projects that have ongoing operational requirements.
- Initial operational requirements are defined in the Project Initiation Sheet and refined in the Project Plan

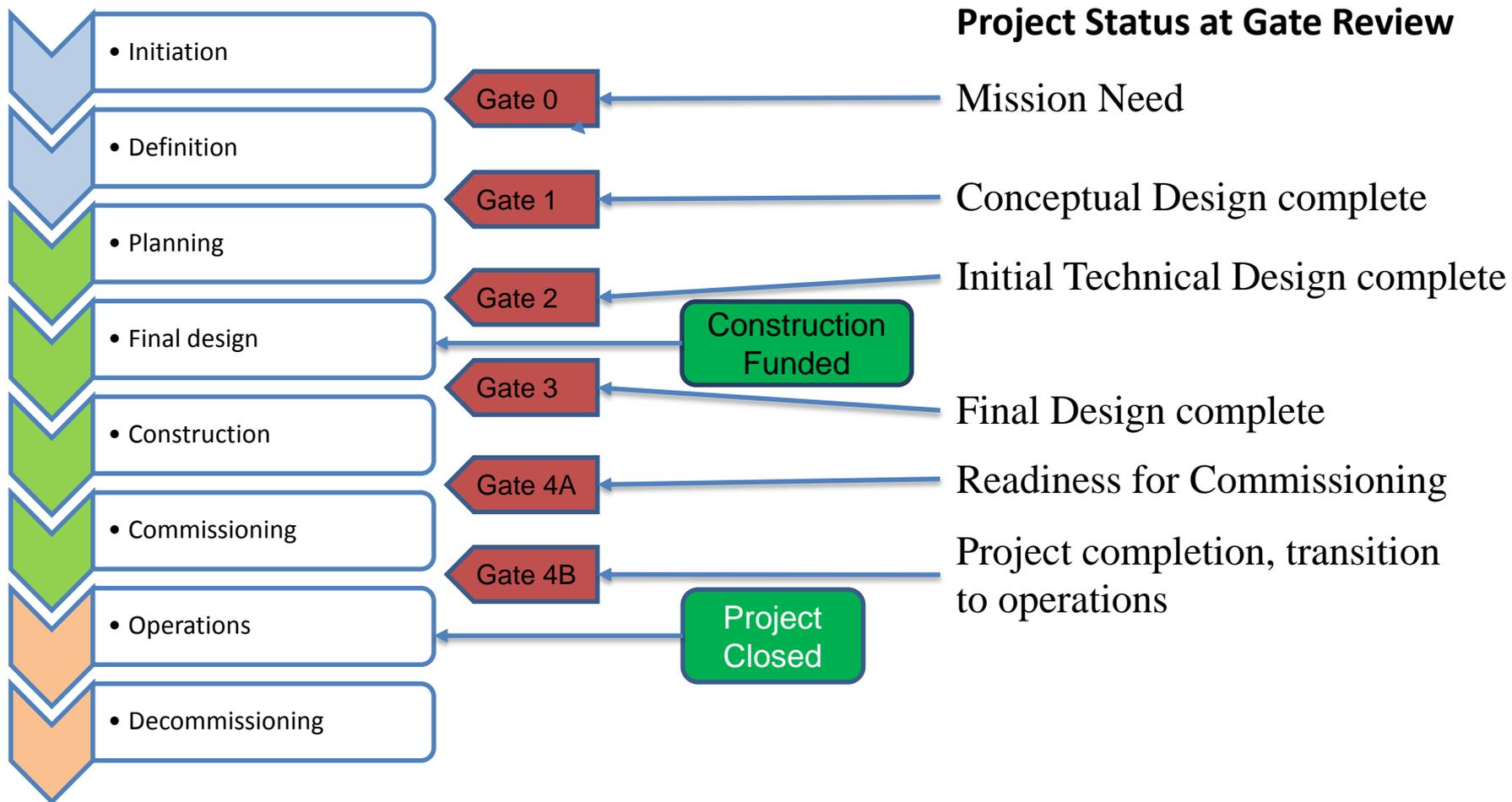
- Criteria for Project Commitments
 - Any project that plans to use more than 0.5 FTE years of TRIUMF staff or more than \$100k total cost will by default require a project commitment.
 - Projects below this threshold will be analyzed with respect of their impact on other commitments as well as the level of uncertainty in the estimates. If the impact is deemed substantial or the risk level is high, the project will be considered as project commitment.
- Projects that are sufficiently small, have little to no uncertainty (risk) associated with them, and have no significant impact on existing commitments can be managed by the relevant organizational unit or committee (e.g. SAS, IS&T, space, etc.)
- Proponents consult with Project Sponsor or PMOG chair if commitment should be initiated
- All project commitments at TRIUMF fall under TSOP-15, including in particular:
 - Experimental and accelerator facilities and infrastructures
 - Renovations and civil construction
 - Information Services and Technologies projects
 - Conferences and workshops that require TRIUMF support

- The *Project Sponsor* is ultimately responsible for the project. The *Project Sponsor* is a member of the TRIUMF *Leadership Team* and works with the *Leadership Team* to secure and release TRIUMF resources. The Project Sponsor assigns a Review Chair and in consultation with the PMOG chair assigns the members of the Review Committee for Gate 1-4.
- The *Proponent* (also called the *Project Leader* or *Program Leader* for some projects) is responsible for justifying the project, demonstrating its technical feasibility, and defining its scope.
- The *Project Manager* is responsible for delivering the approved project scope on time and within budget. The *Project Manager* develops the Project Plan together with the *Proponent* and the project team and manages the team's execution of the project tasks. For small projects that Proponent typically acts as Project Manager.

- *PMOG* maintains the Commitment List, which contains all project and operational commitments.
- *PMOG* carries out Gate 0 Reviews for small projects or initiates a Gate 0 Review by another means (Ad-Hoc Committee, SAP-EEC, MMS- EEC, LSPEC, PPAC).
- *PMOG* assists with trouble-shooting project management issues and serves as resource for project leaders.
- *PMOG* works with the TRUMF divisions to resolve inter-project resource conflicts and resource allocation problems.



Governance body	Type of project
PMOG	Projects with own commitment number
Space Committee	Renovations, moves, civil construction
SAS coordination group	Shutdown activities (including components of Projects Commitment) with own SAS project number
Science Technology Oversight Group	Small projects or subproject of Project Commitments carried out within Science Technology Department
IS&T Change Advisory Board	Information Systems and Technology Projects (software and hardware)
Chief Administrative Officer	Conferences



Gate 0: Initiation

- Project Initiation Sheet

Gate 1: Conceptual Design

- Design Notes covering the Conceptual Design
- Initial Hazard analysis
- Initial Risk Registry
- Initial Project Plan containing
 - Level 1 WBS
 - Initial Budget and Resource Estimates.

Gate 2: Initial Technical Design

- Design Notes covering the Initial Technical Design;
- Updated Hazard Analysis;
- Updated Risk Registry;
- Project Plan containing full WBS;
- Resource Loaded Schedule;
- Detailed Budget;
- Draft Commissioning Plan
- Initial Decommissioning Plan.

Gate 3: Final Design

- Design Documents
- Updated Project Plan
- Updated Risk Registry
- Updated Hazard Analysis
- Baselined Resource Loaded Schedule
- Updated Budget
- Decommissioning Plan

Gate 4A: Readiness for Commissioning

- As Built Drawings
- Updated Risk Registry
- Commissioning Plan
- Training Plan
- Updated Hazard Analysis

Gate 4B: Project Completion; Transition to Operations

- Updated Risk Registry
- Commissioning Report
- Updated Training Records
- Lessons Learned

- [Project Initiation Sheet](#) (Template: Document-11916)
- [Project Plan](#) (Template: Document-135233)
 - scope and objectives, including objectives to fulfill the funding agency requirements and objectives to be met prior to Operations (Gate 4B)
 - organizational structure and Work Breakdown Structure (WBS Level 1 at Gate 1)
 - project budget at WBS Level 1
 - roles, responsibilities, and authorizations within the governance of the project
 - approach to scope, configuration, and cost management
 - approach to interface and integration management
 - approach to managing procurement and quality control
 - approach to communications and issue resolution
 - approach to safety and risk management;
 - engineering tools that are being used to manage the project
 - long term operational requirements.

- **Budget/Accounting Module**
 - Accounting Module example: ARIEL-II Accounting Module (Document 118364)
 - Initial Budget at WBS Level 1 at Gate 1, Detailed Budget at Gate 2
- **Risk Registry**
 - TRIUMF Enterprise Risk Management Program (Document-134918)
 - Project Risk Registry (Template: Document-135160)
 - Initial Risk Registry required at Gate 1
- **Hazard Analysis** (Template: Document-24611)
 - Initial Hazard Analysis required at Gate 1
- **Resource Loaded Schedule**
 - on Microsoft Project Server (\\trwindata\groups\Project Mgmt\Projects)
 - Initial Resource Loaded Schedule required at Gate 2
- **Training Plan** (at Gate 4A) [TSOP-04]
- **Commissioning Plan** (Strategy at Gate 2, Final Plan at Gate 4A) [TSOP-13]
- **Commissioning Report** (Gate 4B) [TSOP-13]
- **Decommissioning Plan** (Initial Plan at Gate 2, Final Plan at Gate 3)

- Each project commitment has a *Review Chair* who is responsible for organizing and leading the Gate and Status Reviews. The Review Chair is appointed by the Project Sponsor
- For each project commitment the *Review Committee* is responsible for carrying out the Gate and Status Reviews under the leadership of the *Review Chair*. The committee members are assigned by the Project Sponsor in consultation with the PMOG chair



- Gate 0:
 - carried out by PMOG or by committee such as PPAC, EEC or ad-hoc committee
 - is the project well motivated and consistent with TRIUMF's mission and vision and the current Five-Year Plan.
 - Gate 0 approval is required before a Notification of Intent or equivalent pre-proposal is submitted to a funding agency.
- Gate 1-4:
 - Review Committee Chair will stay assigned to the project, responsible for carrying out reviews
 - Review Committee w/ mostly constant membership
 - project must successfully pass Gate 2 Review before applying for construction funding or, in **exceptional cases**, demonstrate (by means of a Status Review) that the proposal budget is adequate to address the existing uncertainties commensurate with the maturity of the project design.
 - Status Reviews are carried out by the same committee as needed
 - For large projects, Gate reviews can be held for different sub-projects
- Gate Review Mandates (Document-24702)
- Review Report and Response Templates (Collection-5789)



Canada's national laboratory
for particle and nuclear physics
and accelerator-based science

TRIUMF: Alberta | British Columbia | Calgary | Carleton | Guelph | McGill
| Manitoba | McMaster | Montréal | Northern British Columbia | Queen's
| Regina | Saint Mary's | Simon Fraser | Toronto | Victoria | Western |
Winnipeg | York

Thank you!
Merci!

Follow us at TRIUMFLab

