



PROJECT MANAGEMENT PROCESS - Project Planning Guide



Business Goal for each Stage	Align Opportunities with Business Goals	Determine Preferred Project Option	Finalize Scope, Cost, Schedule, Obtain Sanction	Detail Engineering, Construction & Start-Up	Evaluate Asset Performance
Key Deliverable for each Stage	CONCEPT (FEL1) STAGE 1	OPTIONS (FEL2) STAGE 2	ADVANCE (FEL3) STAGE 3	COMPLETE STAGE 4	HEALTHCHECK STAGE 5
Desired achievement in this Stage?	Identify development concepts that could achieve identified business goals	Confirm that at least one of the concepts could achieve identified business goals	Advance preferred option's scope definition to a level that Project is approved	Complete project to agreed quality / cost / time for a safe and operable facility	Evaluate performance against business goals and obtain feedback for future
What is the Project?	<ul style="list-style-type: none"> Outline development plan High level description of possible concepts Overview of scope Preliminary product yields & operating costs Recommendations and plan for next stage 	<ul style="list-style-type: none"> Preliminary project description A more detailed dev. plan with production profiles/target output A basis of design, with HSE philosophy Recommendations and plan for next stage 	<ul style="list-style-type: none"> Complete facility description Firm basis of design Defined and agreed scope Clear / agreed product definition, project deliverables, acceptance criteria Detailed & agreed plan for next stage 	<ul style="list-style-type: none"> Management of the project in accordance with PEP Management of Change Procedure in place Monitoring and controlling Project performance 	<ul style="list-style-type: none"> Confirmation of project completion and satisfactory facility performance Review key project parameters for benchmarking and future reference
What are the Benefits?	<ul style="list-style-type: none"> Results of initial economic & business case analysis Results of market (commercial) studies 	<ul style="list-style-type: none"> Results of an economic analysis and market analysis for each selected option Agreement in principal obtained from Partners (if applicable) 	<ul style="list-style-type: none"> Completed sales contracts Confirmation of Business case Sensitivity analysis to confirm results Firm agreements with partners (if applicable) 	<ul style="list-style-type: none"> Ongoing monitoring of external markets, and influencing factors 	<ul style="list-style-type: none"> Confirmation of benefits provided by project operation for reference & continued improvement in project execution
What are the Costs?	<ul style="list-style-type: none"> Order of Magnitude (+/-50%) Cost Estimate Initial Benchmarking High level schedule and key milestones 	<ul style="list-style-type: none"> Start PEP PFDs, material balance, major equip. list w/ required performance Project cost estimate with target accuracy of +/- 25% External Project Benchmarking WBS, summary schedule w/ key milestones. 	<ul style="list-style-type: none"> A finalized / accepted PEP Sufficient detail & deliverables to support cost estimate with target accuracy of +/-10% (up to +/-15% with approval) Project Benchmarking Firm WBS and detailed schedules 	<ul style="list-style-type: none"> Ongoing management of budget, schedule, scope and quality Gathering of project execution performance data 	<ul style="list-style-type: none"> Review planned vs. actual budget & schedule with analysis of problem areas
What are the Risks?	<ul style="list-style-type: none"> Identification of significant risks and potential external issues - potential showstoppers Analysis of key Environmental, Health & Safety and issues governing regulations High impact permits Apply early VIPs 	<ul style="list-style-type: none"> Identification, quantification and proposals for mitigation of major risks for the selected options Analysis of key EH&S issues Safety/Environmental Management Plan Apply VIPs/Best practices 	<ul style="list-style-type: none"> Risk Response Plan and Risk Register Major risks mitigated or removed Environ. issues, governing reg's, high impact permits, potential showstoppers addressed HAZOP completed Complete VIP program 	<ul style="list-style-type: none"> Execution of Risk Response Plan Identification and management of new risks 	<ul style="list-style-type: none"> Confirmation that risks have been managed, removed, or mitigated Assessment of success of Risk Management plans
What issues need to be addressed?	<ul style="list-style-type: none"> A list of key technical and business issues for examination during the next stage 	<ul style="list-style-type: none"> A list of key technical and business issues for examination during the next stage 	<ul style="list-style-type: none"> Demonstration that major technical and business issues have been addressed List of issues to be dealt with during the next stage 	<ul style="list-style-type: none"> Address technical and business issues A list of key technical and business issues for examination during evaluation stage 	<ul style="list-style-type: none"> Lessons learned regarding project successes & failures

When are VIPs Implemented?

