BPA Policy 310-2
Project Management at BPA

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1. **Purpose & Background**

The purpose of the BPA Project Management Policy is to ensure enterprise-wide that projects are planned, executed, and delivered based on proven project management methodologies. Bonneville Power Administration manages multiple projects to deliver business solutions. Each organization within BPA has their own policies and procedures for use in planning, executing, monitoring, and reporting projects. Creating a BPA-wide Project Management Policy is important because it helps ensure that projects are completed on time, within budget, and to the expected quality of work. It also helps identify and mitigate risks, manage resources effectively, and ensure stakeholders are well informed and involved throughout the project. Each formal business line Project Management Office shall have their own standards, requirements and/or policies that meet or exceed the requirements outlined in this enterprise-wide policy and shall not contradict this policy. This policy may refer to business line specific requirement documents.

2. **Policy Owner**

BPA's Chief Operating Officer owns this policy. Tier I and Tier II executives/supervisors are responsible for the implementation of this policy.

3. **Applicability**

Policy applicability is based on scope, schedule, and budget. Applicability is determined by the following chart based on the project value, throughput, and impact are balanced for project management. The following chart serves as the determination for applicability. The Chief Operating Officer serves as the final arbitrator and decision-maker on any exception requests. Projects can be either capital or expense funded.

Policy Applicability Chart

Policy Applicability	Budget		Schedule		Scope	Scope Consideration
Applies when	>$2M	and	>2 years	and/or	Medium or High Risk	- Processes or systems complexity
Does not apply	<$2M	or	<2 years	and	Low or Medium Risk	- BPA brand exposure
						- Multiple internal and/or external stakeholders
						- BPA financial business risk
						- BPA technical risk
						- BPA contracting risk

4. **Terms & Definitions**

Program: Program is a collection of projects together that constitute a complete package of work.

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Program Management: A program is defined as a group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually.

Project: A project is a temporary endeavor undertaken to create a unique product, service, or result. A project has a definite beginning and ending, and scope, schedule, and budget are defined and tracked. Project vs Task Assignment: A project has overarching goals that involve multiple steps, stages, or tasks to complete.

Project Budget: The project budget is a tool and estimate of all project costs that may incur and is used by project managers to estimate the total cost of a project and to get an approved project budget allocated to the project. The project budget improves in accuracy as the project scope is defined sufficiently so that the budget is then allocated to the project and then evaluated at various project phases.

Project Changes: A project change is a modification in the originally defined project plan that is agreed upon with the client. This change request can impact the project scope, schedule, budget, tasks, structures, processes, other projects in the pipeline, and other aspects.

Project Communication: Cadence of project communications will depend on executive sponsor requirements, and the intent is to communicate status of project phases. This will vary depending on executive sponsor, project sponsor, monthly status reports, and governance committee report-out demands.

Project Cost Management: This is the process involving planning, estimating, budgeting, and controlling costs.

Project Management: Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Project Management Office: Beyond a formal or traditional PMO (Project Management Office), PMO work can also be described as "Portfolio Management Offices," "Program Management Offices," or not attributed to any sort of defined "PMO." This policy applies to any people/teams that conduct project management activities as defined in the terms and definitions of this policy.

Project Management Triple Constraints. Project management triple constraints are the three primary variables in project management and refer to the inextricable relationship and balance within project scope management, project schedule (time) management, and project cost (budget) management. They are also known as the iron triangle, or the project management triangle. When one or more constraints are changed, it affects the others.

Project Manager: The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Project Phases: This project management process includes four phases: initiating, planning, executing, and closing.

Project Schedule: A project schedule provides a general overview of the project, including the timeline, project tasks, dependencies, critical activities, and critical path and assigned team members. Critical Path Method (CPM) is often used to identify the critical path tasks.

Project Scope: Project scope is a written set of boundaries on the project to define exactly what goals, constraints, tasks, deadlines, and project deliverables.

Project Scope Increase: Occurs when unforeseen scope changes occur without formal authorization and approval that alter the project plan.

Task Assignment. A task assignment is a single, specific duty or action that contributes to the completion of a project. Standalone task assignments do not qualify for the overhead of the Project Management Value Chain.

5. Policy

This policy establishes requirements and operational responsibilities for ensuring project management best practices are followed across all organizations at BPA. This policy requires project management at BPA to use common methods and requirements for project management; it establishes requirements for required training and certification for project management; and it requires that governance of the project management methods and requirements at BPA must be consistent with this policy. This policy is to be used in conjunction with existing organizational project management specific standards and when inconsistencies occur, this policy overrides other standards.

A. **Project Management at BPA**: Project management must adhere to this policy to ensure uniform project management best practices are being executed throughout BPA. All projects must have:

   1. Formal sponsorship by the appropriate sponsors and/or governing body and an approved charter defining the boundaries of the project, goals, objectives, and well-defined scope, before work proceeds.

   2. All projects at BPA will utilize a phased project delivery approach with sponsor approval gates that give sponsors control over critical stages of the project, including requirements, alternatives analysis, design, execution, and project close. The sponsors will also approve the initial scope, schedule, and budget, and approve all changes throughout the project lifecycle.

B. **Governance of Project Management Methods and Requirements at BPA**: BPA's Tier 1 executives, or designees, are responsible for complying with this policy and any applicable organization-specific project management requirements. At least annually, or more frequently as requested, they will communicate in writing about their

organization's success in adherence to the requirements of this policy and appendices to the Chief Operating Officer, or designees, who has ultimate governance of this policy. At a minimum, the communication will be about the project's triple constraints of scope, schedule, and budget.

C. **Methods and Requirements for Project Management at BPA**: All projects shall follow the following requirements for project phases discussed below:

1. **Requirements for all Phases of the Project Management Value Chain.** *See Appendices A, B, C, and D.*

   a. Scope: Each Tier 1 organization will require clear documentation of project scope and areas outside of scope as part of a formal project charter. The charter will include methods for defining and managing scope, including how scope change requests will be reviewed and approved.

   b. Schedule: Organizational standards shall be set at the Tier 1 organization level requiring a project schedule developed to the appropriate level of detail given the project management stage. Project schedule changes that impact the delivery of key milestones shall be reviewed and approved by the sponsors according to the governance process defined in the project charter.

   c. Budget: Organizational standards shall be set at the Tier 1 organization level and adhered to for how to appropriately develop and manage project budgets. Changes to the project budget will be reviewed and approved by sponsors according to the governance process defined in the project charter.

2. **Project Phases**: Each phase must be successfully completed, reviewed, and approved by sponsors according to the governance process defined in the charter. This will be based on the Tier 1 organization's standards, best practices, or policies. No project shall move to the next phase without appropriate approvals. All projects at BPA shall include standard project management phases, or their equivalent, as described below. Phase-specific requirements are in this policy's appendix.

   a) **Project Initiation Phase**: With the exception of the IT PMO projects, the initiation phase begins by defining project goals, objectives, and scope. Project sponsors and stakeholders are identified, and their expectations documented. A project charter that authorizes the project and outlines the high-level requirements and project governance processes (based on Tier 1 organizational standards) must be signed before the project can be approved to move to the next phase. IT PMO project goals, objectives and scope start at the pre-initiation phase, aka proposal phase, which is a major input into the Initiate Phase.

   b) **Project Planning Phase**: Detailed planning occurs in this phase. Key activities include development of a comprehensive project plan, schedules, budgets, and resource requirements. The project must identify risks and mitigation strategies.

The project must define specific tasks, roles, and responsibilities. A detailed project plan that is ready for execution must be reviewed and approved by the sponsors, according to the governance outlined in the project charter, before moving to the next phase.

c) **Project Execution Phase:** In this phase, the approved project plan is put into action. Key activities include executing tasks according to the plan, monitoring progress, managing resources, and addressing issues. The project manager must facilitate and ensure effective communication among team members and with stakeholders and sponsors. The successful phase completion is delivered before moving to the next phase.

d) **Project Closing Phase**: The project deliverables are validated and accepted by the project sponsors; any project requirements not delivered by the project must be approved according to the governance defined in the project charter. The project team must conduct and publish a lesson's learned analysis. All project and organization specific operational documentation must be finalized. If a project results in business processes revisions, those must be updated prior to project closure. For capital projects, the Finance organization must conduct a final review and determine when to place assets in service, as appropriate, and close project work orders.

Formal project close out occurs when the steps above are completed. However, programmatic, records retention, and administrative activities related to completing the project are to be considered. Extended closeout periods for as long as research and administrative records are retained and if results are being disseminated, often can occur long after sponsors have considered the closeout period to have terminated.

D. **Required Training for Project Management**: To be an effective project manager training is required. At a minimum, business lines must ensure that all personnel responsible for project management shall be trained at the appropriate level for the scale and scope of the project, including the triple constraints (scope, schedule, and budget) of project management.

E. **Certification for Project Management**: BPA-wide Project Management certification is not required. A business line executive may mandate certification requirements specific to their organization and shall consider the need for certification for all personnel with project management responsibilities on complex, high-cost projects.

F. **Service Providers/Vendors:** Business lines requesting project management vendor professional services work must have the appropriate project management requirements embedded in the vendor contract Statements of Work.

G. **Supplemental Labor:** For Supplemental Labor Management Office (SLMO) Project Managers, they shall be expected to follow their employer's contract requirements as negotiated with SLMO.

6. Policy Exceptions

Variations and modifications to this policy shall be considered by the COO, or designee, based upon the business line's appropriate governing board's recommendation.

7. Responsibilities

A. **Chief Operating Officer (COO):** The COO is responsible for the communication of the implementation of this policy to Tier 1 Senior Vice Presidents (SVPs). The role includes policy standard-setting and oversight responsibilities coordinated through BPA's Chief Operating Officer's organization.

B. **Executive Sponsor**: Conducts cross-BPA coordination required to ensure the successful completion of projects in accordance with the provisions of this policy. Drives project goals and functions as an escalation point to provide resources, support, and assistance in removing roadblocks for the project, and is accountable for meeting the approved business objectives. Responsible for project oversight of the triple constraints of project management and ensures the project manager provides monitoring and reporting information necessary to determine the continued value of the project to BPA. Executive sponsors are business leaders who play a key role in promoting, advocating, and shaping the project work. They oversee the project and program business functions and remain accountable for ensuring the realization of the specified project benefits.

C. **Senior Vice Presidents (SVP) (Tier 1):** Tier I and Tier II executives/supervisors are responsible for the implementation of this policy, including establishing minimum and consistently used and complied with methods and requirements for project management within their organization. Tier 1 executives shall conduct periodic project management evaluations for conformity with this policy and their business line requirements.

D. **Project Managers**: Ensure projects are managed in accordance with the provisions of this policy. At a minimum, they have responsibilities for monitoring, controlling, reporting, and elevating for approval any deviations in accordance with internal requirements about scope, schedule, and budget. As applicable, project managers document risks and address or escalate issues. The establishment of the scope, schedule and budget is a joint team effort involving many different roles, but it is the responsibility of the project manager to manage and report on the actual project performance.

E. **Product Owner**: Represents business requirements in project work development and prioritization. Ensures the requirements of the end-users are understood by the business, technology, and procurement teams.

F. **End User:** The end user is the person who will be using the service or product. They are the ones who need to accomplish a task or goal. The end user needs to be able to understand how to use the service or product. They also need to be able to give feedback on their user experience.

8. Standards & Procedures

The Office of the Chief Operating Officer will develop an approach for monitoring policy compliance and develop metrics used to determine the policy's effectiveness in meeting BPA's project management goal to ensure BPA-wide that projects are planned, executed, and delivered based on the policy's project management standards and methodologies.

9. Performance & Monitoring

Performance and monitoring will be determined as standards and procedures are developed.

10. Authorities & References

The Project Management Institute defines the triple constraint of project management in the Project Management Body of Knowledge (PMBOK) Guide.

Jeff Crow's Applying Project Management in the Workplace, Fourth Edition, 2003.

11. Review

This policy shall be reviewed by BPA's COO for errors, omissions, or applicable updates every 3 years or as necessary. To support review processes, the policy management mechanism for monitoring the policy to ensure it continues to function in the operating environment, the COO may request review by the ACGC (Audit, Compliance, & Governance Committee).

12. Revision History

Version Number	Issue Date	Brief Description of Change or Review
1	10/18/2024	New Policy

Appendix A: Requirements for the Initiation Phase of the Project Management Lifecycle
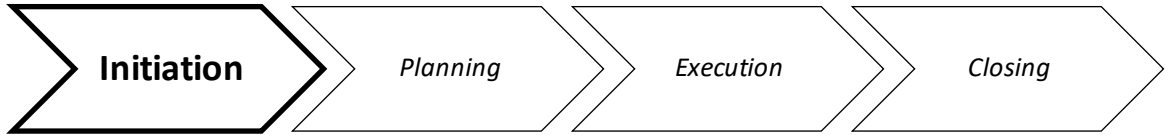

Figure 1: *The Initiation Phase of BPA's Project Management Value Chain*

The Scope of the Project Initiation Phase: The Initiation Phase of project management is the first phase of the Project Management Value Chain. It begins with the initiation of the project vision and ends with the signed project charter. The following requirements shall apply during the initiation phase for all projects that are covered by or within the scope of this policy.

A. **Documentation Requirements**:

1. All BPA organizations who perform project management shall establish and maintain adequate documentation on how to perform project management duties and meet documented requirements.

   a) Documentation shall include one or more procedures on how to perform project management duties.

   b) Documentation shall be sufficient for auditing purposes, including the use of internal controls, as defined by BPA's Green Book Program. See policy: BPA Policy 232-1 Internal Controls and Green Book

   c) All employees who perform project management duties shall be trained in the methods employed in their organization sufficient to complete the documentation duties as a project manager.

B. **Project Management Related Requirements**: Governance boards determine the responsibility for completing and documenting these requirements for each project. Additional requirements beyond these minimums may be considered by the project manager lead and associated governing board. The following are the policy requirements of the Initiation phase unless a specific PMO governance board requires elements sooner (e.g., for IT projects, most of this is done before initiation.) Refer to specific PMO policies, procedures and guides for specifics):

   1. Propose charter and business case to proposed sponsor tying the project to the work order or/and asset management plan, where applicable.

   2. Define the initial project scope.

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3. Identify the initial project schedule.

4. Estimate the project budget.

5. Assign a qualified project manager.

C. **Program Related Requirements**: The following are minimum requirements established by BPA programs and functions and apply to all projects that are included in the applicability section of this policy and shall apply during the Initiation phase, as defined above. Additional program related requirements may be considered by the applicable governing board. Project managers are responsible for coordination with these organizations to determine project specific requirements. Requirements set forth by BPA organizations and functions are as follows but are not all inclusive. Refer to and comply with the various applicable policies and procedures for the BPA program requirements below and in the BPA Policy Library (bpa.gov). For IT specific projects, some of this is required prior to the Initiation phase. Refer to IT PMO policy, procedures and guides.

For identifying program related requirements, inputs are anything that goes into the requirement process, such as information or raw materials. Outputs are anything that comes out of the process, such as services or finished products. Each "programmatic area" below has input and/or output requirements:

a) **Safety**. It is important to incorporate safety into everything we do at BPA, including project management. "Safety By Design" is a proactive approach and focuses on ways BPA projects can minimize threats by anticipating, detecting, and eliminating harms before they occur.

Project Management Phases Inputs/Outputs:

Initiation
- Inputs include: For the Initiation phase, project managers must examine safety requirements for safety considerations at the earliest stage of project management, product, and process development. Embedding safety into project management culture and ensuring safety leadership accountability.
- Outputs include: Project managers will identify safety factors that anticipate/prevent harm before it occurs, rather than implement remedies after the fact. Safety considerations are defined in any proposed request for information (RFI) and/or request for proposal (RFP).

b) **Physical Security.** Physical security integration requirements are a necessity at the project initiation stage and getting them presented and understood in the early stages of a project is critical. Physical security requirements are already in BPA policies and standards and requirements are included in the BPA Concept Design

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Document (CDD) process that is maintained and implemented by the Transmission Program Office (TPO).

Various program offices may use cross-functional processes set by respective BPA organizations to accomplish pre-scope, scope, design, and build tasking.

- FAC group is responsible for managing the capital project reporting process. FAC must compile reports for projects, including the business case.
- Transmission Program Management (TPO) for capital invest acquisition (CIA) will conduct processes used to accomplish the project and/or the program.

See references:
- [BPA Policy 430-1 Safeguards and Security Program](#)
- [BPA Policy 432-1 Physical Security](#)

Project Management Phases Inputs/Outputs:

Initiation

- Inputs include: Conduct stakeholder engagement with the appropriate security staff at the Office of Security and Continuity of Operations (OSCO) or otherwise.
- Outputs include: Draft initiatives to support specific security requirements applicable to the project, such as (a) CIP-006-6 to manage physical access to Bulk Electric System (BES) Cyber Systems by specifying a physical security plan in support of protecting BES Cyber Systems against compromise that could lead to mis-operation or instability in the BES; and (b) NERC CIP-014 reliability standard to protect electrical facilities from physical attacks that could threaten the stability and operation of the electric grid distribution system.

c) **Enterprise Architecture (EA).** For IT specific project pre-initiation, EA requirements will be reviewed for proposals that are validated through the architecture and initial solution. See IT PMO requirements and policies.

- Solution Architects must be engaged early on technology projects.
- The assigned Solution Architect must work with Information Technology project team members to align solution design to the enterprise architecture blueprint and to inform and evaluate vendor solution/service acquisition requests.

Project Management Phases Inputs/Outputs:

Initiation

- Inputs include: Identify and define document requirements for project proposals, enterprise architecture principles, in-scope business capabilities, expected outcomes, current state landscapes, and requests for information (RFI), where applicable.
- Outputs include: Prepare an Alternatives & Solutions Analysis document, undergo an RFI review, and score RFI response evaluations, where applicable.

d) **Information Technology.** For IT-specific projects, current state business processes must be determined, documented, and reviewed prior to completion of business requirements (which in IT Projects occurs before the Initiation phase).

See reference:
[Policy_473-1_Acquisition_of_IT_Assets.pdf (bpa.gov)](Policy_473-1_Acquisition_of_IT_Assets.pdf)

Proposal Phase
IT PMO projects begin as a proposal prior to transitioning to the project Initiation phase. During proposal phase IT works with its partners to understand the business drivers and impacts of requests for IT solutions. This analysis includes business case development, evaluation of strategic alignment, and market research. This phase consists of capturing the business need, evaluating and prioritizing the need, performing a level of analysis to be able to scope the need, and identifying a set of solutions or alternatives.

- IT PMO projects begin as a proposal prior to transitioning to the project Initiation phase. During Proposal phase, which is an input into the Initiate phase, IT works with its partners to understand the business drivers and impacts of requests for IT solutions. This analysis includes business case development, evaluation of strategic alignment, and market research. This phase consists of capturing the business need, evaluating and prioritizing the need, performing a level of analysis to be able to scope the need, and identifying a set of solutions or alternatives. Throughout the project and at the end, IT-specific project business processes and data connections must be documented starting in the Proposal phase using the [Business Project Checklist (BPC](Business Project Checklist)). The Business Project Checklist initiated in the Proposal phase will inform whether the project is ready to move forward or if a better understanding of impacted business processes and data is required.
- Proposal Inputs include: Proposal intake materials, high level business objectives and requirements, market research/RFI development, initial business requirements

- Proposal Outputs include: Conduct Alternatives & Solution Analysis, develop business case, identify initial solution requirements, initial capital/expense determination; initial Business Project Checklist; Conduct market research and RFI, where applicable.

Project Management Phases Inputs/Outputs:

Initiation

For IT-specific projects during the Initiation phase, the Portfolio Manager and/or Project Manager will identify and acquire the resources needed to deliver the solution, including potentially contracting with vendors (e.g., conducting an RFP).

- Inputs include: Identify solution requirements.
- Outputs include: Elicit business requirements, solution acquisition process and /or service; Perform master contract/IDIQ (indefinite delivery, indefinite quantity), statement of work (SOW) for Planning phase; Begin organizational change management (OCM) planning activities; Execute Project Management Plan.

e) **Cybersecurity.**
Cybersecurity integration with project management is largely concerned with how and when BPA considers cybersecurity requirements for Information Technology (IT) and Operational Technology (OT) projects. Project Management policy requires that project managers ensure all IT and OT projects consider the cybersecurity requirements documented in the Cyber Security Program Plan per DOE Order and that project management methodologies outline the strategic approaches that help maximize the value and security of BPA's assets.

Project Management Phases Inputs/Outputs:

Project management must illustrate how cybersecurity requirements are considered for all IT and OT projects, programs, initiatives, scope, schedule, and budget.

Initiation

- Inputs include: For the Initiation phase, project managers are required to follow software and hardware supply chain cyber security requirements in the act of securing the components, activities, and practices involved in the creation and deployment of technology solutions; Project managers must review and adhere to the BPA Purchasing Instructions (BPI) and BPA's Cyber Security Program Plan.

- Outputs include: Cybersecurity artifacts exhibit compliance with security for supply chain BPA contracts, statements of work, the BPA's Agency Prioritization Steering Committee (APSC), Federal Information Technology Acquisition Reform Act (FITARA), and approvals with cybersecurity risk considerations.

f) **Asset Management.**
Asset management integration with project management is largely concerned with how BPA allocates and uses resources, including budgets, people, skills, and information for the management of BPA's physical assets. Project Management policy requires that project managers ensure projects are aligned with the corresponding asset categories asset management system methodologies which outline the strategic approaches that help maximize the value of BPA's assets.

Project management must illustrate how near-term projects, programs, initiatives, scope, schedule, and scope are coordinated and aligned with Strategic Asset Management Plans (SAMP) and annual Asset Plans (AP).

Project Management Phases Inputs/Outputs:

Initiation
- Inputs include: Project managers are required to review and understand impacts of their projects on BPA SAMP & AP, prioritization and optimization assessments, and demand analysis.
- Outputs include: Ensure project Business Case(s) are produced and project prioritization ranking is documented.

g) Sustainability and Resilience

BPA sustainability and business resiliency initiatives adopt processes and practices that reduce negative environmental impacts and increase resource efficiency and resiliency.

See references:
- Policy 720-1 Sustainability Program (bpa.gov)
- Procedure 720-1-1 Sustainability Performance Data Collection and Reporting.pdf (bpa.gov)
- Policy 260-2, Business Resiliency Policy (bpa.gov)

Project management policy requires that as BPA develops sustainability projects in coordination with all appropriate stakeholders and in alignment with sustainability

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mandates, that the triple constraints of project management – scope, schedule, and budget – be managed for best outcomes.

Initiation
- Inputs include: For the Initiation phase, hold stakeholder engagement meetings and dialog with the Sustainability Leadership Committee (SLC) workgroups and Business Resilience Steering Committee (BRSC) workgroup.
- Outputs include: Identify opportunities to integrate sustainability and resiliency into projects for the long-term benefit of BPA.

h) **Business Process Management.**

If a project will result in either:
- Changes to work activities (and therefore business processes); or
- Changes to data structure or flow

then a Business Project Checklist must be completed in the Initiate phase to generally assess the current state of business processes and/or data within the scope of work of the project. The project team must agree whether the project may proceed with the current state of business processes and/or data or whether additional work is required in either area before proceeding to ensure project success.

For projects in the IT PMO, the initial Business Project Checklist must be completed during the Proposal Phase, then revised and finalized in the Initiate Phase.

Project Management Phases Inputs/Outputs:

Initiation
- Inputs include: Information and documentation from the business describing current state of business processes and data within the scope of work.
- Outputs include: Completed Business Project Checklist. Agreement by project team that the project is ready to proceed to Planning phase with current state documentation of business processes and data.

i) <u>**Integrated Product Teams (IPT's)**</u>

As a programmatic requirement, project managers must engage the Head of the Contracting Activity (HCA) - CP organization to initiate Integrated Product Teams (IPT) for projects that meet specific IPT requirements.* IPT's are integral to reducing risk and increasing the long-term prospects of project success. This is especially true

for larger, more complex, technically challenging, or high-risk projects with multiple stakeholders, involved performance, requirements, tight budgets, or demanding schedules.

Integrated Product Team requirements and the associated implementation guide (including templates and fillable documents) are designed to standardize the requirements generation, risk management process, associated program/project management, and shall be followed for all projects, programs (collectively projects) or acquisitions that meet the criteria for Integrated Product Teams, Methods, and Panels.

The policy applies to both projects or acquisitions undertaken entirely in-house or partially or entirely by contractor(s). Procurements subject to IPT requirements must follow the Integrated Product Team Methodology that is substantially in accordance with the Integrated Product Team Implementation Guide, BPI Appendix 6 and Agency Compliance & Governance IPT, All Documents (bpa.gov)

See: IPT Policy Implementation Guide IPT Process - Including Requirements Development and Sign Off

Project Management Phases Inputs/Outputs:

Initiation
- Inputs include: Engage the CP organization to launch the IPT process, provide project overview, timeline, goals/objectives.
- Outputs include: Risk factors relevant to the procurement are identified and managed. CP will provide IPT facilitator POC, outline of IPT process and schedule initial kick-off meeting.

Figure 2: *The Planning Phase of BPA's Project Management Value Chain*

The Scope of the Project Planning Phase: The Planning phase of project management is the second phase of the Project Management Value Chain. It begins with defining the project scope and objectives and ends with a clear path to ensure everything is delivered on time, on budget, and within the desired scope. It provides structure for the project planning phase and brings together complex workstreams. Actions contained in this phase need to be complete, and approved, before moving to the subsequent phase.

A. **Policy Related Requirements for the Planning Phase of Project Management**: The following requirements are for compliance with statements included in this policy and shall apply during the Planning phase, as defined above, for all projects that fall under the Applicability section of this policy. Whether the project is still an idea, or managed as an ongoing project, the written project plan must contain the minimum:

1. All BPA organizations who perform project management shall establish and maintain adequate documentation on how to perform project management duties and meet documented requirements.

   a) Documentation shall include one or more procedures on how to perform project management duties.

   b) Review and verify which phase-specific Section A.1 items outlined in Appendix A apply to this phase.

B. **Project Management Related Requirements for the Planning Phase of Project Management**: Unless outlined by a specific PMO governance requirement to occur earlier, the following minimum requirements apply to all projects that are included in the Applicability section of this policy. The minimum requirements steps during the project management planning lifecycle phase are as follows and must consider any additional specific PMO governance requirements:

1. Develop objectives to better refine the initial scope.

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2. Draft initial work breakdown structure and outline associated risks.
3. Develop tasks, identifying what are the major milestones and dependencies, to meet those objectives including start/end dates, estimated task effort and durations.
4. Determine resources needed to implement tasks.
5. Review original project timeline determined during Initiate Phase and refine estimated timeline to determine a more refined schedule with critical path elements outlined. Clearly note any schedule dependent requirements (e.g.: one project's timeline will impact another project).
6. Determine risk mitigations, how to monitor and measure.
7. Establish an overall tracking and assessment method.
8. Refine original cost estimate to include the appropriate level of contingency costs that takes the level of risks into account.
9. Clearly outlined in the plan any project specific requirements from other business lines (and policies), such as outlined in Appendix A, Initiation Phase (finance, safety, cyber, etc.).
10. Finally, get approval of written plan including approval of more defined scope, schedule, and cost estimate. Disseminate plan appropriately.

C. **Program Related Requirements for the Planning Phase of Project Management**: The following are minimum requirements established by BPA programs and functions and apply to all projects that are included in the applicability section of this policy and shall apply during the planning phase, as defined above. Additional program related requirements may be considered by the applicable governing board. Project Managers are responsible for coordination with these organizations to determine project specific requirements. Requirements set forth by BPA organizations and functions are as follows but are not all inclusive of all requirements.

The type of project, i.e., whether IT technology project or a new building, the project planning phase serves as a roadmap and acts as a control tool throughout the project. Program related requirements for project planning provides guidance to refine scope, schedule, and budget. The programmatic areas outlined in Appendix A, Section C (safety, cyber, physical security, IT, Asset Management, Sustainability and Business Process Management) must be reviewed for this stage gate requirement and outlined in the plan, but is not an all-inclusive list:

1. Change Management. Specify the change approval process required by the applicable governance, by clearly stating when it must be followed for any scope, schedule, and budget changes with reference to applicable policies and guidelines.
2. Communications. Define the programmatic communications strategy for those impacted areas.

3. Budget Tracking. Construct the budget tracking and approval process required, including change order authorization process for all project areas including any impacts to programmatic areas.
4. Risk Management. Identify the programmatic risks and risk management process that may impact the project.
5. Cross-Functional Assessment. Identify specific programmatic requirements for cross-functional review areas such as the BPI, COR, CO, IPT and specific programmatic requirements, guides, or policies.

Project Management Phases Inputs/Outputs: These are required by at least this phase, and possibly earlier if called out within a specific PMO policy, procedure or guide.

1. **Safety**.

   Planning
   - Inputs include: For the Planning phase, project managers will identify potential environmental risks to ensure clean, healthy, and safe living environments; For planning, consider an incorporation of asset information such as health, criticality, and performance, where applicable.
   - Outputs include: Identify and document potential project safety risk factors and associated mitigations, resource needs and/or constraints. Ensure project planning accounts for how workers access and maintain equipment, such as machinery or electrical systems.

2. **Physical Security.**

   Planning
   - Inputs include: Specific security requirements (such as: NERC CIP 006 and 014); List of work initiatives to support NERC CIP-specific requirements.
   - Outputs include: Technical requirements and design documents reviewed and accepted that include appropriate NERC CIP best security practices and requirements. Change management hierarchy is established, if NERC CIP and security compliance issues come up in execution.

3. **Enterprise Architecture (EA).**

   Planning
   - Inputs include: Prepare a request for proposal (RFP), if applicable. Finalize an Alternatives & Solutions Analysis document.

- Outputs include: Review results of an RFP and evaluate and score the RFP results.

4. **Information Technology.** For IT -specific projects, project teams validate the business/solution requirements, design, and implementation plans in enough detail to determine the scope, schedule, and budget needed to deliver the solution with the selected vendor and required internal/external resources.

   Planning
   - Inputs include: Finalize and validate business and solution requirements; Create design specifications.
   - Outputs include: Produce system design specifications and a statement of work (SOW) for the Execution and Implementation phases. Produce the quality and test plan; Execute OCM activities; Create Post-Investment Review Plan (PIRP).

5. **Cybersecurity.**

   Planning
   - Inputs include: The Planning phase includes high value cybersecurity control requirements such as phishing resistant multifactor authentication, continuous monitoring using the continuous diagnostic and mitigation (CDM) tools set, vulnerability management, IT/OT hardware and software asset management, and secure configuration management.
   - Outputs include: Identification and development of technical requirements and design documents that include the high value cybersecurity control requirements.

6. **Asset Management.**

   Planning
   - Inputs include: For the project Planning phase, identify asset information such as health, criticality, and performance.
   - Outputs include: The Planning phase must determine project whole life cost, project risk factors and mitigations, and resource needs and/or constraints.

7. **Sustainability and Resilience.**

   Planning

- Inputs include: Conduct regular workgroup meetings to review and plan initiatives to further BPA sustainability projects and practices. Facilitate small workgroups to create and address specific projects. Ensure subject matter experts (SMEs) are identified as resources for advancing initiatives.
- Outputs include: Project managers create timelines and identify deliverables to establish, track, and provide status of project implementation.

8. **Business Process Management.**

   If a project will result in changes to work activities (and therefore business processes), current-state Business Process documentation must be completed and approved by appropriate Process Owners (according to [BPA Policy 310-1 Business Process Management](#)) during Planning phase. For ongoing or existing projects where their problem statements are already past Initiate, the policy requires a forcing mechanism to define extensive process work for completion.

   Planning
   - Inputs include: Business Project Checklist, current-state Business Process documentation.
   - Outputs include: Ensure an understanding of the current business workflow activities is well understood prior to final approval of project business requirements.

9. **Integrated Product Teams (IPT's).**

   Planning
   - Inputs include: Program Manager will supply the CP IPT facilitator with the initial program schedule, key participants list, and other requesting program specific documentation requested.
   - Outputs include: CP IPT facilitator will compile and formally document the team, provide notional IPT timeline that meets the program schedule, craft/deliver initial IPT documents and facilitate working group sessions as needed.

Appendix C: Requirements for the Execution Phase of the Project Management Lifecycle

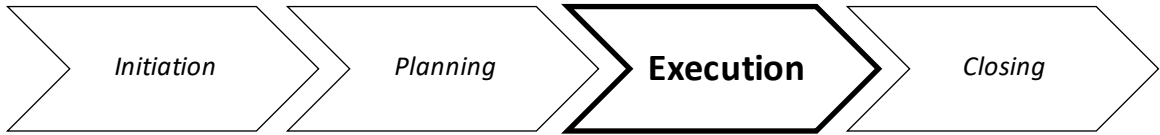Initiation → Planning → **Execution** → Closing

Figure 3: *The Execution Phase of BPA's Project Management Value Chain*

The Scope of the Project Execution Phase: The Execution Phase of project management is the third Phase of the Project Management Value Chain. It begins with executing on the project life cycle when the work is performed and ends with actionable steps and milestones that implement project deliverables. Project scheduling and planning are simply the beginning; however, most of the time the work of a project is during its execution.

A. **Policy Related Requirements for the Execution Phase of Project Management**: The following requirements are for compliance with statements included in this policy and shall apply during the execution phase, as defined above, for all projects that fall under the Applicability section of this policy. The steps during project execution will change depending on the specific requirements of the project. Those steps or activities are typically laid out in the project execution plan. Project Execution Phase activities include at a minimum:

1. All BPA organizations who perform project management shall establish and maintain adequate documentation on how to perform project management duties and meet documented requirements.

   a) Documentation shall include any procedures on how to perform project management duties within the scope of this appendix.

   b) Review and verify which phase -specific Section A.1 items outlined in Appendix A and Appendix B apply to this phase.

B. **Project Management Related Requirements for the Execution Phase of Project Management**: The following minimum requirements apply to all projects that are included in the Applicability section of this policy. The project Execution phase is usually the longest phase in the project management life cycle; and the most demanding. For project management, the project execution phase must include:

1. Monitor schedule throughout project, managing workflow for all project tasks and confirming that critical path work elements are progressing appropriately.

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2. Document issue management items, identify resolutions and confirm approvals required for resolutions based upon governance board requirements and the Project Plan as outlined in Appendix B.
3. Establish risk registry and manage risks. Elevate risks for mitigation or resolution.
4. Manage change orders as outlined in final procedures from Appendix B.
5. Manage project communications with all stakeholders.
6. Manage approvals for variations as outlined in this Appendix and in Appendix B.
7. Report on project status regularly to stakeholders as required.
8. Follow requirements, as outlined in the plan.
9. Obtain appropriate approvals for deviations that impact asset portfolio.
10. Managing schedule including appropriate written approvals for deviations.
11. Managing budget including appropriate written approvals for variations.
12. Managing scope includes minimizing scope creep and obtaining appropriate written approval for scope changes including tying to impacts to Asset Plan and overall portfolio.

C. **Program Related Requirements for the Execution Phase of Project Management**: The following are minimum program related requirements that have been established. In project management, there might be issues that surface but if caught early, are easier to mitigate and course-correct. For this reason, the Execution stage always happens in concurrence with project controlling and monitoring. Most of the task activities during the Execution phase will be managed by the overall project team. As project managers, they need to balance giving the team enough autonomy while taking care that everything goes according to plan. The project manager has program related objectives and requirements during the Execution phase by executing procedure requirements successfully outlined in Appendix B, Section C programmatic requirements specific to this project for those areas (safety, security, cyber, sustainability, assessment management and business process management):

1. Project Execution Outcomes. Throughout execution, communication plan requirements are defined for stakeholders and programmatic areas to include appropriate documentation sent to points of contact outlining project outcomes.
2. Documentation Management. Appropriate project documentation required by the programmatic areas is delivered throughout the execution phase per requirements outlined in the plan.
3. Change Management. During the execution phase, any project requirement deviation shall be clearly identified in project documentation and communicated to stakeholders showing the change or deviation history and associated approval record.

Project Management Phases Inputs/Outputs:

1. **Safety**.

Execution

- Inputs include: Project managers will introduce safety project design factors by workplace and work methods through a) the preoperational stage, b) operational stage, and c) the post incident stage.
- Outputs include: Document, deliver, and sustain safety value-based impacts on achieving a safe solution design via a) persons with control, b) the project or product life cycle, c) systematic risk management, d) safety-driven knowledge and capability, and e) safety Information exchange and/or transfer.

2. **Physical Security.**

Execution

- Inputs include: Approved design in compliance with NERC CIP and best security requirements for specific project.
- Outputs include: Project is tracked, design requirements are met, and any variations are communicated for input to the OSCO staff or appropriate security specialist for review.

3. **Enterprise Architecture (EA).**

Execution

- Inputs include: Approve the solution architecture.
- Outputs include: Confirm alignment with BPA enterprise architecture requirements.

4. **Information Technology.** For IT-specific projects:

Execution

- Inputs include: The solution business and technical requirements and OCM processes.
- Outputs include: Solution test cases and test results; Solution configuration guides, training , system acceptance and authorization process, lessons learned, and transition to operations & maintenance (O&M).

5. **Cybersecurity**

Execution

- Inputs include: Documented cybersecurity risk factors and mitigation strategies, resource needs and/or constraints.
- Outputs include: A plan of action for IT/OT implementation of cybersecurity controls.

6. **Asset Management.**

Execution

- Inputs include: Determine project risk factors and associated mitigations. Identify resource needs and/or constraints.
- Outputs include: Produce performance scorecard metrics for project execution.

7. **Sustainability and Resilience.**

Execution

- Inputs include: Project managers ensure implementation is driven by business needs, stakeholder requirements that accounts for risks, constraints, mitigation measures, deliverable tracking, and reporting.
- Outputs include: On a quarterly basis, projects are tracked, and status updates provided to the appropriate committees and Executive Team.

8. **Business Process Management.**
   Where project results change any existing business processes, business lines shall be notified during execution phase that they are responsible to update and prepare revised business process maps, appropriately.

Execution

- Inputs include: Business process management work (before).
- Outputs include: Business requirements, user stories, epics, and features drive the Execute phase; Business process management (BPM) work (after).

9. **Integrated Product Teams (IPT's).**

Execution

- Inputs include: CP facilitates all necessary IPT working groups, necessary meetings and assist in completion of all required IPT documentation.
- Outputs include: Program manager completes all required IPT documentation and confirms overall program/solicitations requirements are ready for the IPT Panel to review/approve.

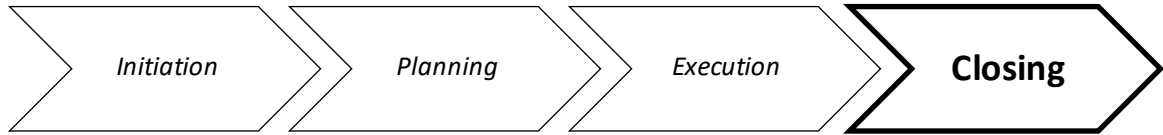## Appendix D: Requirements for the Closing Phase of the Project Management Lifecycle

Figure 4: *The Closing Phase of BPA's Project Management Value Chain*

The Scope of the Project Closing Phase: The Closing phase of project management is the fourth and final phase of the Project Management Value Chain. It begins with confirming the completion of project deliverables to the satisfaction of the project sponsors and ends with communication of the final project disposition and status to all participants and stakeholders.

A. **Policy Related Requirements for the Closing Phase of Project Management**: The following policy related requirements are for compliance with statements included in this policy and shall apply during the closing phase, as defined above, for all projects that fall under the Applicability section of this policy.

1. All BPA organizations who perform project management shall establish and maintain adequate documentation on how to perform project management duties and meet documented requirements.

   a) Documentation shall include applicable Procedures on how to perform project management duties within the scope of this appendix.

   b) Review and verify which phase -specific Section A.1 items outlined in Appendix A, Appendix B and Appendix C apply to this phase.

Policy requires that project closure ensures that all participants and stakeholders to the project are informed of follow-on activities (e.g., new projects, service transitions, service level agreements (SLAs), business process management final process revisions, any EA specific items, etc.), and have sufficient opportunity to communicate and coordinate with related projects and/or production service owners. Closing activities must also include identification and capture of lessons learned and best practices, and archival of these organizational process assets for subsequent reference, organizational learning, and reuse. Through this type of closure phase, the wisdom of experience is transferred back to the project organization, which will help future project teams.

B. **Project Management Related Requirements for the Closing Phase of Project Management**: The following project management minimum requirements apply to all

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projects that are included in the Applicability section of this policy. The Project Manager has various levels of responsibilities and requirements in the Closing phase, including at a minimum:

1. Consult with appropriate teams to transition the project to operations.
2. Facilitate Project Closure/Lessons Learned Meetings include successes and documents for improvement initiatives for other projects and the overall program.
3. Consult on completing a Project Closure Report.
4. Document results of Critical Success Factors.
5. Validate pre-defined user acceptance criteria and outcomes, business and project objectives and benefits that were met. Clearly document any deviations and associated approvals for those deviations so transparently.
6. Validate program requirements were executed as planned, note deviations and approvals for those deviations as required. Document the lessons and communicate appropriately learned that may improve the overall PM program.
7. Ensure knowledge transfer to end users achieved.
8. Archive project materials.
9. Identify with the business line the need to revise business processes or not based upon the project work before closure. Document and elevate requirement appropriately for tracking assistance.
10. Formalize written closure. Obtain sign-off from project sponsor and project manager and others as outlined in the program requirements.

C. **Program Related Requirements for the Closing Phase of Project Management**: The following are minimum program related requirements for closing a project and include which tie to Appendix A, Section C programmatic areas which must be done before project closure. All areas should tie to the project plan requirements which are connected to the various programmatic specific policies:

1. Requirements Validation. Validate programmatic requirements were executed as planned, while noting any deviations and/or approvals for those deviations as required.
2. Project Documentation. Obtain acceptance of the project deliverables from programmatic areas and then from project sponsor(s).
3. Asset Management. Validate alignment with the Asset Plan and SAMP.
4. Business Process Management. Revise any changes to business processes and ensure their completion.
5. Safety Office. Ensure any safety plans are completed successfully and safety elements are documented appropriately and provided to Safety Office.

6. Physical Security. Ensure that physical security requirements were obtained as outlined in the plan.
7. Sustainability Office. Ensure sustainability specific elements were appropriately completed as planned, designed, and communicated to the Sustainability Office.
8. Information Technology and Cyber Security. Ensure specific IT or cyber security requirements were complied with, including appropriate authorizations completed before closure.
9. Integrated Product Team. Ensure that the IPT is formally closed out per guidance requirements.

Project Management Phases Inputs/Outputs:

1. **Safety**.

Closing
- Inputs include: At project execution, identify outcomes of safety considerations.
- Outputs include: Report safety impact performance scorecard metrics on project execution.

2. **Physical Security.**

Closing
- Inputs include: Project execution is reported. Asset information is updated per Asset Management requirements.
- Outputs include: Project implementation procedures, if necessary, are documented in a shared location.

3. **Enterprise Architecture (EA).**

Closing
- Inputs include: Implement the final and implemented solution architecture.
- Outputs include: Update the resulting current state landscape.

4. **Information Technology.** For IT-specific projects: The project team works with the sponsor team to confirm all critical goals and objectives are complete, O&M funding and resources are identified, all documentation is updated or completed and archived appropriately.

Closing

- Inputs include: Ensure solution contractual deliverables and requirements are reviewed for BPA acceptance.
- Outputs include: Undertake information technology project closeout activities.

5. **Cybersecurity.**

Closing

- Inputs include: Executed cybersecurity risk factors and mitigation; An accounting of the cybersecurity resource resolutions and/or mitigated constraints.
- Outputs include: Publishing of a cybersecurity turnover plan for operational high value controls.

6. **Asset Management.**

Closing

- Inputs include: Share asset information such as health, and criticality, and cost.
- Outputs include: Publish performance scorecard metrics on project execution, updated asset register, and whole lifecycle cost.

7. **Sustainability and Resilience.**

Closing

- Inputs include: Project execution is reported to stakeholders.
- Outputs include: Project implementation procedures are documented/ published in a shared location. Applicable sustainability or resilience data is provided to Sustainability and Resilience Office.

8. **Business Process Management.**

Closing

- Inputs include: Revise any changes to business processes.
- Outputs include: Via closure approval from the BPMT representative on the BPA Joint Architecture Team (JAT) committee, ensure updates to all impacted documentation are completed and approved by appropriate Process Owners according to BPA Policy 310-1.

9. **Integrated Product Teams (IPT's)**

Closing
- Inputs include: Program Manager brings all required documentation to the panel for final review and discernment; all risks are accounted for, mitigated, and accepted.
- Outputs include: CP facilitates the IPT Panel meeting final closeout. A completed requirements package is ready for solicitation; IPT Panel provides certification of completion, where all members agree the IPT is concluded; A finalized requirements package is sent to contracting for execution.

Approvals: A project is officially completed when the Project Closure Report is formally accepted and approved by the Project Sponsor(s) and other designated stakeholders. The formal sign-off and approval of this document acknowledges that all the project deliverables are complete, reviewed, and accepted or reason for why some deliverables were canceled or deferred. The approval marks agreement among all stakeholders that the project is completed. This step can be viewed as the final project management milestone.