



National Restaurants Upgrade Project Plan

December 2014

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A paper submitted to the
Project Management Training Program

In partial fulfillment of the requirements for the
Project Management Certificate

Calgary Immigrant Educational Society (CIES)



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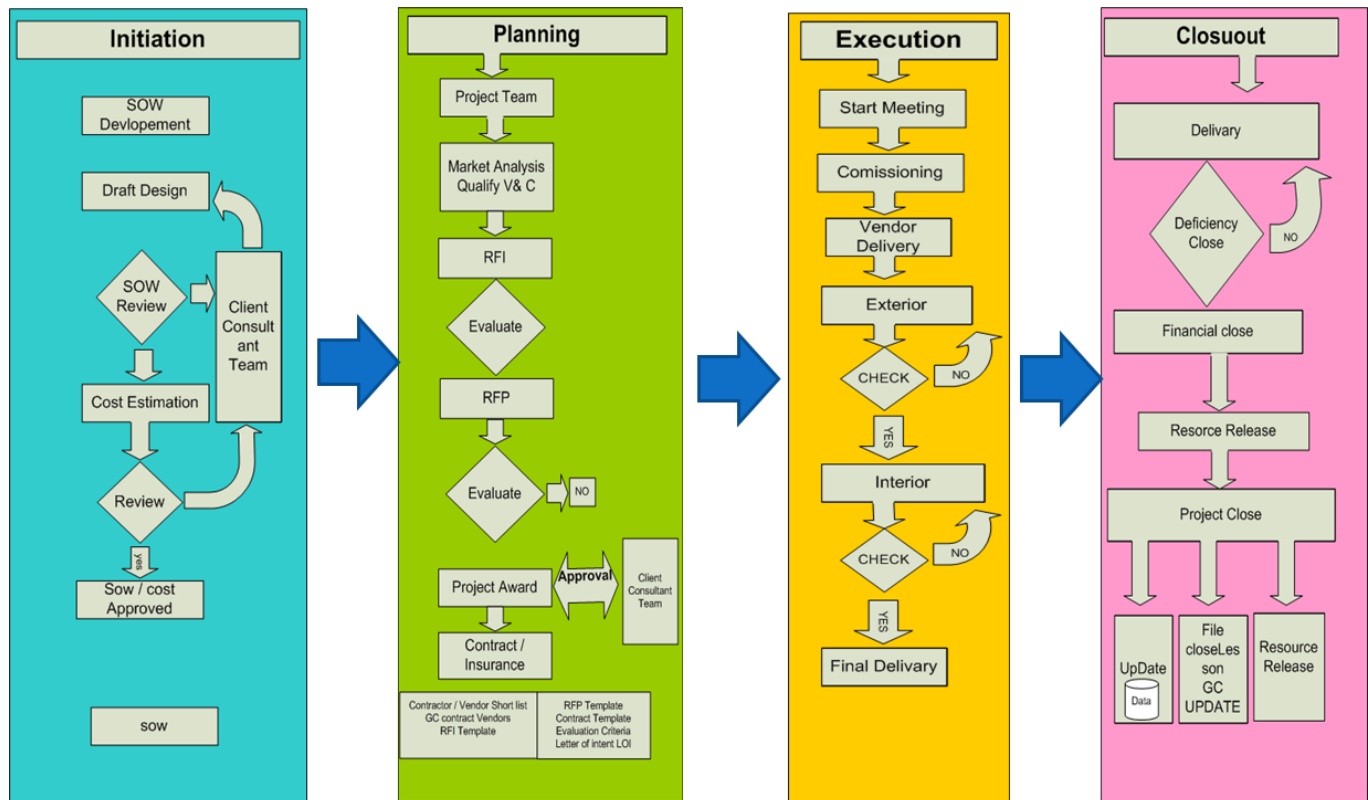
Executive Summary

We were approached by a BKT client to manage the national upgrade of over 4000 existing restaurant locations that will serve as a model for upgrading their existing 3000 in Canada, and 1000 worldwide.

The reason that the client approached us exclusively is because of our reputation in investing ourselves into a project and taking a "hands on" approach when managing projects. We do this because we think being deeply involved in a project is the best way to really make sure the project is completed as the client intended.

- Project Management Services Division at Rtec will build a structured process for the prototype (model) that will support the renovation process of BKT restaurants chain.
- The new build renovation model should support the full cycle of the MKT renovation process, from project initiation to the selection of consultants, designing, planning, tendering, project execution & monitoring to the closure and the final reports.
- After the adoption of this model was found it increase the efficiency and quality of work and time

National Restaurant upgrade model



1. Initiating Process

1.1. Background

- The National Restaurant Association (NRA) reports that in 2013 the restaurant industry will grow to 980,000 locations.
- As restaurants compete for new business, they have to attract customers by not only offering good food, but also creating a welcoming atmosphere. As many restaurant owners know, changing things up on the menu every now and then is good for business. What many are just now learning is that remodeling a restaurant also has significant financial rewards.
- According to KNG.com, restaurants generally see a 6% to 8% increase in sales traffic following their remodeling. The remodels cost from \$100,000 to \$1 million depending on the type of business and scope of remodel. Since so much money is involved in a restaurant remodel, restaurant owners and contractors should have a solid understanding of what makes a restaurant remodel successful.
- In case of National restaurant upgrade there are more restriction to the renovation process as it has to comply with the standards and the branding criteria of the national company.
-

1.2. Business Need

Reliance Projects RTEC were approached by a BKT client to manage the national upgrade renovation projects for their 1500 existing restaurant locations as phase 1 of their plan to upgrading their existing 4000 restaurants chain.

The new merged group is planning to spend about 1.5 billion dollar for 3 years to renovate all its Canadian locations in an effort to look cozied as the fast food giant raises the stakes to grab more customers.

The fast food giant is spending the massive amount of money to spruce up 1,400 stores by next year — tearing out the old plastic interiors, and replacing them with leather furniture, plasma televisions and fireplaces, upgrade drive thru and exterior and interior upgrade.

Project Charter

Project Title: National Restaurants Upgrade Program

Project Sponsor: (BKT)

Revision Number	Date of Issue	Author	Description
001/2014	24/10/2014	Project Management Services Division	National Restaurants Upgrade Program

Project Manager: Nassir Yassin

Project Customer: (BKT)

1. Project Purpose or Justification:

Reliance Projects RTEC were approached by a BKT client to manage the national upgrade renovation projects for their 1500 existing restaurant locations that will serve as a model for upgrading their existing 4000 for fast food restaurants chains to accommodate their new business after the merge as to be more competitive and reflect the brand and the quality of the new owner

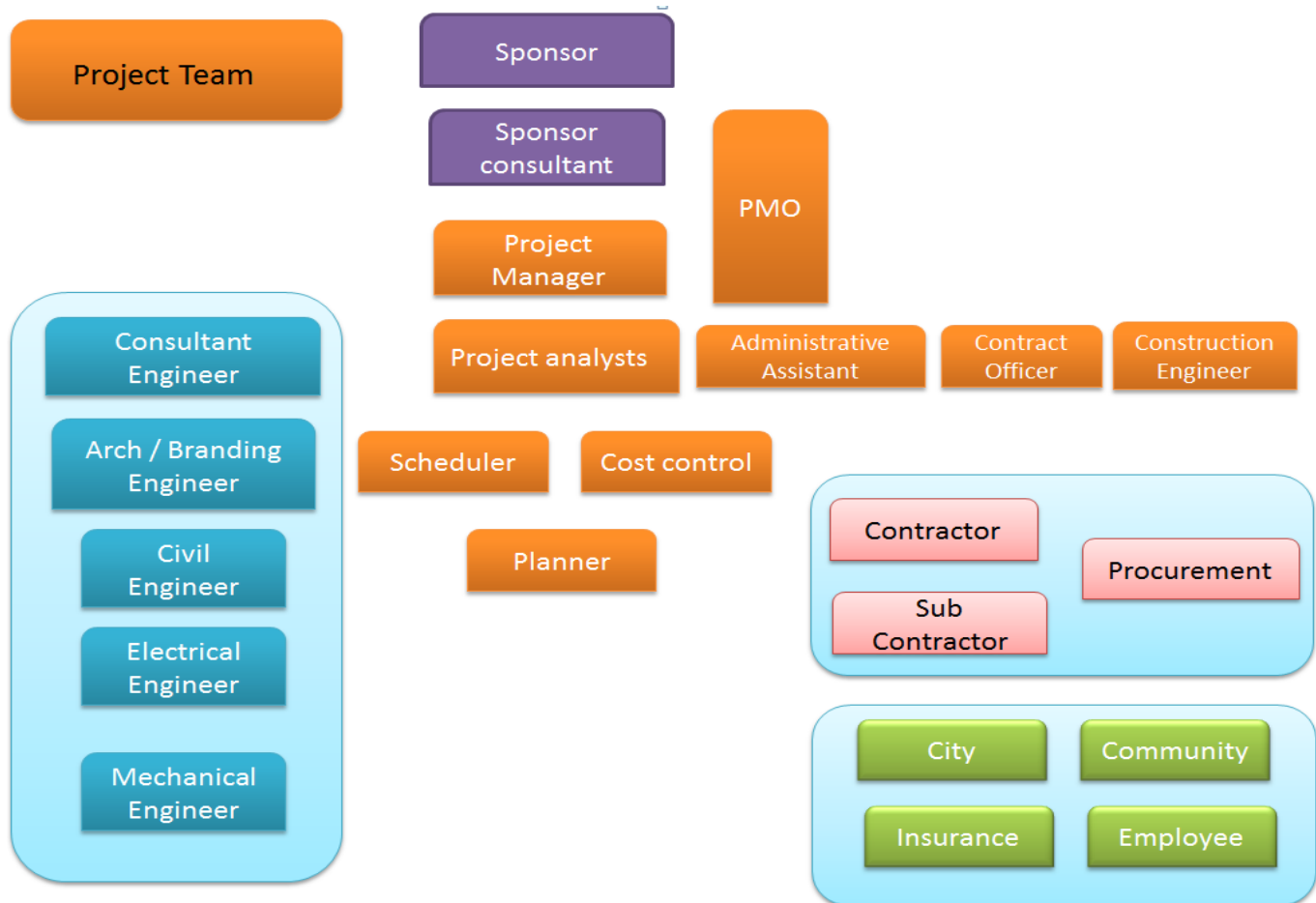
2. Project Description:

3. Project and Product Requirements:

BKT renovation model final product will include the following:

- I. Project conception development (scope ,strategic planning, cost estimates, initial risk)
- II. Design development coordination (Design ,)
- III. Tender management (IFT, contractor qualification, BID analysis , contract award, contract management)
- IV. Vendor procurement & contract administration –GOV permits
- V. Risk Analysis.
- VI. Execution, Monitoring and Controlling
- VII. Closure (Deficiency, financial close out, final reports, procedures, data base , lesson learned) .

3.1 Organization structure:



1. Acceptance Criteria:

Upon the completion the model will be verified and examined for the following Projects Deliverable:

4.1 Project conception & Design development

- 1 Design (Engineering Drawings(civil, arch., mechanical, electrical)
- 2 Specification &BOQ
- 3 Cost estimates (cost target)
- 4 Initial Risk involved
- 5 IFT (Invitation for Tender)

4.2 Tender management

- 1 Tender template
- 2 contractor qualification , classification criteria
- 3 BID analysis , contract award criteria
- 4 Contract management, Contract sample
- 5 GOV permits check list

4.3 Vendor procurement & contract administration

- 1 Contractor qualification
- 2 selection criteria
- 3 Administration of seller
- 4 RFS service Template (list of items)
- 5 Closing of contracts

4.4 Execution, Monitoring and Controlling

- 1 Schedule monitoring
- 2 Changes request handling
- 3 Risk assessment criteria
- 4 Payments
- 5 Reports templates

4.5 Project Closure

- 1 Closure report
- 2 Deficiency close out
- 3 Financial closeout
- 4 O & M manual and warranties
- 5 Database updates
- 6 Evaluation of contract performance (GC CARD)
- 7 Update of the contract preferred list

8 1 year warranty walk through

5. Initial Risks:

RISK	PRO	IMP	MITIGATION	PERSON RESPONSIBLE
Scope creep project scope didn't defined clearly and the boundary and the limits of the projects wasn't clear			Engage in the early stage with stakeholders to help us identify risks, gather information to develop the project concept, and help in making informed strategic choices.	Project Sponsor Project Manager Quality Manager Procurement Manager Communication Manager Project Office Manager
The Acceptance Criteria may not be directly aligned with the customer's requirements			There will be a full acceptance management plan (acceptance register) all deliverables are tested and registered including the engineering & specification signed by sponsor & contractor	Project Sponsor Project Review Group Project Manager Quality Manager Procurement Manager Communication Manager Project Office Manager
The supplies that delivered are overpriced , late and bad quality			Procurement management plan in place that include the Procurement process and procurement register	Project Sponsor Project Manager Quality Manager Procurement Manager Communication Manager
The changes are not managed properly which leads to go over budget			An approved management plan that include the Change management process , change register and change request form	Project Sponsor Project Review Group Project Manager Quality Manager Procurement Manager Communication Manager

The project over budget		Cost Management plan process will be in place to accurately record the actual costs (or expenses) which accrue during the project's lifecycle.	Project Sponsor Project Manager Quality Manager Communication Manager Procurement Manager
Tender not defined which leads to contractual problems		Tender management plan, Tender management process and Tender register	Project Sponsor Project Review Group Project Manager Quality Manager Procurement Manager Project Office Manager Communication Manager
Technology solution is unable to deliver required results		Complete a pilot project to prove the technology solution will deliver the required results	Project Sponsor Project Review Group Project Manager Quality Manager Procurement Manager Communication Manager Project Office Manager

6. Project Objectives & Success Criteria

	Project Objectives	Success Criteria	Person Approving
Scope	BKT Renovation MODEL	Model that support the Renovation Project cycle	Sponsor BKT

Time	90 DAYS	Follow the mile stone deliverable	Stakeholders Sponsor Project Manager
Cost	7.5 M	To finalize project within scope & budget	Project sponsor
Quality	Increase the efficiency and project control	Follow the project standard & specification	Stake holder & Project RTEC Management Services Division
Other	The model should be viable and complete and flexible to fully accommodate the renovation process at BKT and helps to improve the performance , control and efficiency of renovation projects at BKT	Should pass the final test where a data of demo project will be processed.	RTEC Management Services Division Sponsor Consultancy Firm

7. Milestones

Summary Milestones	Due Date
I.Project conception development	30-10-2014

II.Design development coordination	7-11-2014
III.Tender management model	21-11-2014
IV.Vendor procurement model	28-11-2014
V.Execution, Monitoring and Controlling mode	18-12-2014
VI.Closure.	22-1-2015

8. Estimated Budget:

- We will build structured process for the prototype (model), where all the all the above operations will structured with milestone and out puts for 1st stage for 50 recusants with a cost of 75M, then model will be implemented on the rest of the restaurants.
- The cost of the project management of is 10% of the total cost, that include the PM, engineering, consultation and execution.

9. Project Manager Authority Level:

Staffing Decisions:

Project manager is responsible for allocating internal and external human resources. Sub-consultant appointment requires approval from project sponsor.

Budget Management and Variance:

Project manager can change budget allocation within the overall budget. Any change to the overall budget allocated for the project requires approval of project sponsor.

Technical Decisions:

Technical decisions are the responsibility of team leads and are subject to approval of **project manager**.

Conflict Resolution:

Project manager to handle conflicts between all stakeholders except for those involving the paying client.

Escalation Path for Authority limitations:

Project leads - Project manager - Project Sponsor - Projects Director - Company board of Directors

10. Project Charter Approval

This section contains the signatures of the key stakeholders indicating that they agree with their roles and with the description of the project as it appears in the project charter.

If there is a change in the project scope, the charter needs to be updated and submitted for re-approval.

NASSIR YASSIN

Project Manager Signature:

NASSIR YASSIN

Project Manager Name:

22-10-2014

Date:

STEVE PROGRAM

Sponsor or Originator Signature:

STEVE PROGRAM

Sponsor or Originator Name:

22-10-2014

Date



2. Planning Process

2.1. Integration Management

In this project, project manager is responsible for an effective project integration management as the success of the project is highly dependent to it and helps to satisfy the stakeholders.

2.1.1. Integration Management Approach

We help clients keep their project on track from project conception through to the selection of consultants, planning, tendering and finally completion, closeout and commissioning. The process we typically follow on such programs, is that we hold high level talks internally to try identify how the project should be structured in order to deliver the benefits expected of it. We also engage in the early stage with stakeholders to help us identify risks, gather information to develop the project concept, and help in making informed strategic choices. Government and authority agencies are among the stakeholders we contact in the early stage. We believe that Engaging stakeholder groups early in relation to these strategic decisions and alternatives can help to avoid project opposition and other reputation risks, expensive re-design, and compensation payments. Once we establish a structure and a process we precede working with the client and cost consultant firms to develop the preliminary scoping and cost estimating. Depending on the cost and the business need, we finalize the scope of work and submit to the selected design firm to start working on the preliminary design. Once complete, we review the preliminary design with the consultant and client. We then follow the typical design development process, 30%, 70% until we reach to the issuance of the tender set. We also make sure that the design development is based on existing conditions, the preliminary and 70% drawings review is done on site. Moreover, when the tender is released the bidders must attend the mandatory bid meeting on site. The permit application runs concurrently with the tender and we ensure that all the valid permit conditions are issued as an addendum or post tender addendum to eliminate scope gaps and attain a competitive bid. Once the bid closes we give ourselves couple of weeks to analyze the tender submission before we call for bid interviews and/or clarifications. The successful bidder will then be awarded the contract and a start-up meeting follows. During construction we conduct series of site reviews. In the case of a change request claim, we step in right away to verify if the claim is valid or not and if the claim amount is reasonable.

With respect to closeout, we qualify in the front end documents, and during the bid meeting that the successful bidder is encouraged to practice "*Smart close-out*". It is basically the concept of preparing the close-out documentation from day one, so by the time the project is complete the contractor just needs to issue warranty certificates. As a client representative we submit the final closeout documentation to the client and save in the client's data base. We also include our evaluation of the contractors performance "*GC score card*" in the data base and update the list of preferred contractors as required.

2.1.2. Project Team

For the complexity of this project the PM will manage divide the management plan for staffing into three groups:

1. Group one which is the internal staff company and consist of the following
 - a. Project analyst (PMO)
 - i. Scheduler
 - ii. Planner
 - iii. Cost control
 - b. Administrative Assistant (PMO)
 - c. Contract Officer (PMO)
 - d. Construction Project Engineer (PMO)
2. Group two which is the External staff that will hired by the company as on contracting base such as follow
 - a. Engineering consultant office which will be responsible for the drawing , designs and BQ for this project ENGINEER CONSULTANT
 - i. Mechanical engineer
 - ii. Electrical engineer
 - iii. Civil engineer
3. Group three consists of
 - a. Contractor
 - b. Sub-contractor
 - c. Procurements / vendor

2.1.3. Manage Change

Project Changes: These are changes in activities done within the company and must be incorporated to allow the project to proceed on schedule and to provide a fully functional facility. The change may be generated as a result of differing site conditions, errors in the design, or changes in the equipment specifications. Funding for these changes is covered by the technical contingency funds and is managed by the project manager. These changes will receive top priority for implementation. Approval authority for these changes rests with the project sponsor and must be processed through the project manager.

Contract Changes: These are generally requests for changes to the contracts initiated by the sponsor/owner. Such changes after contract award are normally very expensive and may delay completion of the project. They should be held to a minimum. The project team will maintain a priority list of deferred changes with preliminary cost estimates. All requests for these changes will be submitted to the contract officer. When required, the PM, will provide a written scope of work, preliminary cost estimate and impact statement for the proposed program change. The PM will review the proposed change with the contract officer to determine if the change is out of project or contract scope, exceeds available funds or if the change should be deferred.

2.2. Scope Management Plan

2.2.1. Scope Statement

The scope for the National restaurants upgrade is to provide a well-defined process to project management of BKT restraints renovation, RTEC will build a model that is flexible enough to take the different renovation and depending on the type of the restaurants . The model should be flexible enough to take all the changes, efficient to automate and include the process and cost estimate involved. Also adding to the process should include adopting this model on a sample project , and compare the values with the actual project values. The final deliverable should include the lessons learned updating the database and the contractor short list and C card evaluating procedures

Project Goal:

The goal of this project to build structured process for the prototype (model) that will support the renovation process of BKT restaurants chain.

The RTEC project team will manage the construction of the Standalone restaurant that will be tested against this model

The resultant process (model) will be utilized for project management of BKT restaurants chain renovation that will include 1500 restaurants, that will be renovated in three years.

Project objective:

- Grow business and yield more profit.
- Expand the menu.
- Make the brand/restaurants a higher end of fast food restaurant.
- Make the restaurants more aesthetically pleasing.
- Create a more sit down atmosphere
- Reduce the waiting time , increase the capacity for the future order (drive through, lane optimization)
- Increase the production by reconfiguration and remodelling of the kitchen and surrounding (health, efficiency, space)
- According to our study and by implementing this model we will be able to shorten the project implementation time to be around 30 days / restaurant on average, as this model will shorten the period of project by 30%.
- According to the available resources and condition and utilizing this model, if there around 50 restaurants will be renovated monthly we will be able to renovate around 1500 restaurants in 3 years.

2.2.2. Project Requirements:

1. Initiation

SOW Development

2. Planning

Market Analysis (Qualified Vendors & contractors, RFI)

Request for proposal Preparation (Schedule, budget, contract, award criteria)

RFP (Vendor Award, LOI)

Contract

3. Execution

(schedule & monitoring procedure, Vendor track, exterior & interior submission)

4. Monitoring

Change management, Risk assessment

5. Closure

(Financial & document close, DB update)

2.2.3. Project Challenges:

- The flexibility of the model that should include all the cases of restaurants renovation and with the minimum changes and high efficiency.
- The period that assigned to the renovation large numbers of units to be renovated in short period
- Lack of resources to manage these huge amount of work that spread across Canada
- The restaurant closure during the period of execution should be kept to the minimum.
- Customer satisfaction as this project will include MKT the owner and franchisee that will fund the majority of the cost.
- The cost of the actual cost of the project should not exceed the estimated cost on the SOW as this is the client agreed to pay at the signed SOW.t

2.2.4. Work Breakdown Structure (WBS)

Please refer to the appendix.

2.2.5. Scope Management Approach

For this project, scope management will be the sole responsibility of the project manager. The scope for this project is defined by the scope statement and Work Breakdown Structure (WBS). The project manager and sponsor will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. Proposed scope changes may be initiated by any member of the project team. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request the PM will submit the scope change request to the project sponsor for approval.



2.3. Time Management

2.3.1. Develop Schedule

The overall duration of the project is estimated to be 3 years, the first project which was chosen by the client to be as a model will take 104 days divided in to the following stages:

- 1. Initiation 14 days
- 2. Planning 48 days
- 3. Execution 25 days
- 4. Monitoring 15 days
- 5. Closure 7days
- Total days 100 days

As we noticed here that the execution will be 25 days, it varies from project to another bending on the type of restaurant from stand alone to small out let at gas station.

According to our study and by implementing this model we will be able to shorten the project implementation time to be around 30 days / restaurant on average, as this model will shorten the period of project by 30%.

According to the available resources and condition and utilizing this model, if there around 50 restaurants will be renovated monthly we will be able to renovate around 1500 restaurants in 3 years.

2.3.2. Control Schedule

Once a preliminary schedule has been developed using GANTTER, it will be reviewed by the project team and the sponsor consultant team, and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work package assignments, durations, and schedule.

The project schedule will be reviewed and updated as necessary on a weekly basis with actual start, actual finish, and completion percentages which will be provided by task owners. The schedule has to be approved by the consultant and restaurant franchisee owner as he will be affected by the execution and the closure period of the restaurant at the construction period. The project manager is responsible for holding weekly schedule updates/reviews; determining impacts of schedule variances; submitting schedule change requests; and reporting schedule status in accordance with the project’s communications plan. The project team is responsible for participating in weekly schedule updates/reviews; communicating any changes to actual start/finish dates to the project manager; and participating in schedule variance resolution activities as needed. The project sponsor will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager. A variance of +/- 0.1 in the schedule performance index will change the status of the schedule to cautionary as indicated in the following table.

Between 0.9 and 1.1	Green
Between 1.1 and 1.2	Yellow
Greater than 1.2	Red

*Any variance greater than 1.2 should be reported directly to the sponsor consultant and to the franchisee owner as he will be directly affected.

2.4. Cost Management

The project manager will be responsible for managing and reporting on the project's cost throughout the duration of the project. During the monthly project status meeting, the PM will meet with the sponsor and consultant to present and review the project's cost performance for the preceding month. Performance will be measured using earned value. The PM is responsible for accounting for cost deviations and presenting the project sponsor with options for getting the project back on budget. The project sponsor has the authority to make changes to the project to bring it back within budget.

2.4.1. Estimate Costs

The budget for this project is detailed below.

1. This cost for a standalone restaurant only and applies to this restaurant only, take into consideration this cost has done after the preliminary surveying and filling the SOW sheet attached at the appendix

No	Task	Cost
1	Exterior:	
2	Drive thru DT upgrade (Dual Lane) including :	60000
3	New Patio including set	15000
4	Exterior finish	80,000
5	Increase the capacity of the DT	80000
6	Present booth upgrade	20000
7	Interior upgrade:	
8	Lobby renovation	370,000
9	Adding play place VALUE 50,000 TO 100,000	70000
1	Wash room Renovation including:	35000
10	Employee rest room include seating & LCD TV:	20000
11	Lobby extension:	99,000
12	Global front counter	70000
13	Beverage system	30000
14	Center island including	25000
15	Kitchen extension & Renovation	30000
16	Cooler & freezer upgrade (See attached list 3)	15,000
17	Dry Storage construction	10000`
18	Project Management	51,450
19	Total cost of the Project	1,070,450

Note:

- This is the stand alone model with the assumption made as follows:
 - Lobby extension: (200 Sq ft extension)
 - Lobby renovation (100 seat capacity)
 - Average play place VALUE (70,000 \$)

1. Lobby renovation is done for 100 seat capacity restaurant using the following formula
Average cost lobby renovation / seat

IF <=40 seats	=	5000 \$
IF > 40 seats	=	4500 \$
IF > 80 seats	=	3700 \$
IF > 120 seats	=	3500 \$
IF > 160 seats	=	3200 \$

2. The resultant was extent for 200sq ft. using the following formula:

- a. cost / sq feet <=200 =500
- b. cost / sq feet >200 AND <400 =450
- c. cost / sq feet = BETWEEN 400 & 800 =400
- D. cost / sq feet >800 = 350

2.4.2. Control Costs

Performance of the project will be measured using Earned Value Management. The following four Earned Value metrics will be used to measure project cost performance:

- Schedule Variance (SV)
- Cost Variance (CV)
- Schedule Performance Index (SPI)
- Cost Performance Index (CPI)

A variance of +/- 0.1 in the cost performance index will change the status of the cost to cautionary. If the CPI has a variance of between 0.1 and 0.2 the PM must report the reason for the exception. If the CPI has a variance of greater than 0.2 the PM must get the approval from the project sponsor consultant and the owner as it directly affect the owner of the franchisee and must report the reason for the exception and provide management a detailed corrective plan to bring the projects performance back to acceptable levels.

2.5. Quality Management

2.5.1. Assure Quality

Quality assurance is the responsibility of the project manager. Prior to substantial completion and final acceptance of the plant, periodic conformance inspections will be conducted on an department-by-department basis or on a functional basis by the PM. The purpose of these conformance inspections is

to minimize delays and insure efficient turnover. The contractors should correct any construction deficiencies identified during these visits before a final turnover is scheduled. The following metrics will be used on the project:

- The contractor's management and supervisor(s) must ensure site policies, legislation, codes and standards governing the work and workers of the contractor, their subcontractors, suppliers and visitors, as a minimum, are complied with, and undertake every reasonable precaution to ensure the health and safety of all workers, persons and property
- Completion and documentation of all quality review processes.
- 100% compliance with American Concrete Institute Codes (ACI)
- 100% compliance with American Society for Testing and Materials Codes (ASTM)
- 100% compliance with Canadian Standards Association (CSA) standards
- Written acceptance by the project sponsor
- 100% compliance with the CFIA's for health

2.5.2. Control Quality

As part of the quality control the following activities will be carried out.

A. Product Testing –

A testing results for all the good that delivered to the site and the output products , at the end of each mile stone will be tested and verified with the quality assurance that set for this project , a full report will be send to the sponsor consultant for verification, the test will be done on both the internal and the external work

The final product test report will include the following:

1. **Product Testing Overview** - Provide a general description of the plans for testing the product(s) developed by the project.
2. **Product Testing Schedule** - Define the specific schedule for testing activities and identify the person responsible for the activity. Integrate the Product Test schedule with the Project Schedule.
3. **Project Team Responsibilities** - Describe the Product Testing Responsibilities of the Project Team in general and the specific team member assignments such as acceptance test and audit. Cross-reference this information with the organizational breakdown structure, resource plan, and schedule.
4. **Testing Resource Requirements** - Describe the resources needed to execute the scheduled testing activities. Cross-reference this information with project resource plan and schedule.

B. Project Audit

A full project audit report for the activities in the project including Audit Overview, Audit Schedule, Team Responsibilities, and Resource Requirements will be prepared and send to the client that

includes:

1. **Project Audit Overview** - Provide a general description of the plans for auditing the project. Identify what is audited, who conducts the audits, and when the audit is conducted.
2. **Project Audit Schedule** - Define the specific schedule for project audits and identify the person responsible for the activity. Integrate the project audit schedule with the project schedule.
3. **Project Team Responsibilities** - Describe the project audit responsibilities of the project team in general and the specific team member assignments for project audits. Cross-reference this information with the organizational breakdown structure, resource plan, and schedule.
4. **Project Audit Resource Requirements** - Describe the resources needed to execute the scheduled audit activities. Cross-reference this information with project resource plan and schedule.

C. Independent Verification and Validation –

An independent Verification and Validation activities for the project including Independent Verification and Validation Overview, Schedule, Team Responsibilities and Resource Requirements.

1. **Independent Verification and Validation Overview** – Provide a description of the plans for Independent Verification and Validation of the project.
2. **Independent Verification and Validation Schedule** – Define the specific schedule for independent Verification and Validation of the project and identify the person responsible for the activity. Integrate the Independent Verification and Validation Schedule with the Project Schedule.
3. **Project Team Responsibilities** - Describe the Independent Verification and Validation responsibilities of the Project Team in general and the specific team member assignments. Cross-reference this information with the organizational breakdown structure, resource plan, and schedule.
4. **Independent Verification and Validation Resource Requirements** - Describe the resources needed to execute the scheduled Independent Verification and Validation activities. Cross-reference this information with project resource plan and schedule.

2.6. Human Resource Management

2.6.1. Roles and Responsibilities

Role	Major Responsibilities
Project Sponsor/Owner	<ul style="list-style-type: none"> ➤ Make decisions on key business issues
SPONSOR CONSULTANT	<ul style="list-style-type: none"> ➤ Act as the client Consultant Advisor ➤ The Client representative at all the technical issues such as the design , banding etc. ➤ The primary point of contact representing user requirements ➤ Support the PM in coordinating and validating user requirements and requests for changes



<p>Project manager (PMO)</p>	<ul style="list-style-type: none"> ➤ Ensure project is managed properly to achieve goals ➤ Prepare Project Management Plan ➤ Coordination among teams, and mentoring and coaching of team members ➤ External Communications and communication with executive-level management ➤ Forecasting issues before they become issues and dispute resolution ➤ Process and negotiate change orders
<p>Project analyst (PMO)</p>	<ul style="list-style-type: none"> ➤ Project documentation ➤ Performance measure and project status reporting ➤ Budget reporting and payments ➤ Schedule analysis and reporting ➤ Risk identification and analysis ➤ Ensure compliance with State and federal laws and regulations
<p>Administrative Assistant (PMO)</p>	<ul style="list-style-type: none"> ➤ Developing, preparing and distributing reports ➤ Assisting in all administrative matters. ➤ Support entire project team ➤ ensure office and staff follow established procedures including employee orientation and training ➤ Mail distribution ➤ Vehicle coordination ➤ Office supplies and all other office functions.
<p>Contract Officer (PMO)</p>	<ul style="list-style-type: none"> ➤ Representative of the contract and purchasing department ➤ Responsible for all contractual obligations ➤ Process bid proposals ➤ Ensure compliance with Project, State, and Federal requirements
<p>Construction Project Engineer (PMO)</p>	<ul style="list-style-type: none"> ➤ Coordinates project field activities ➤ Performs regular site visits ➤ Observes the progress of in-place construction elements for conformance with contract requirements ➤ Propose schematic design of the buildings ➤ Preparing bid documents including specifications ➤ Providing cost estimates ➤ Support quality audits ➤ Ensure environmental and safety compliance
<p>ENGINEER CONSULTANT (PMO Consultant)</p>	<ul style="list-style-type: none"> ➤ Representative of engineering group that includes electrical, mechanical, and Civil engineers ➤ Conceptual design of civil , mechanical and electrical drawings and specification prepare 30% and 70% drawings and specifications. ➤ Providing BOQ and cost estimates ➤ Assisting in providing project observation for in-place elements for review of conformance. ➤ Design-side quality audits

Mechanical	➤ Provide the Mechanical engineering designs , drawings and specifications
Electrical	➤ Provide the Electrical engineering designs , drawings and specifications
Civil (PMO Consultant)	➤ Provide the civil engineering designs , drawings and specifications

2.6.2. Manage Staffing

In this project for activities which are not contracted out, the project staff will consist entirely of internal resources. The PM will negotiate with functional and department managers in order to identify and assign resources in accordance with the project organizational structure. All resources must be approved by the appropriate functional/department manager before the resource may begin any project work.

For the complexity of this project the PM will manage divide the management plan for staffing into three groups:

4. Group one which is the internal staff company and consist of the following
 - a. Project analyst (PMO)
 - i. Scheduler
 - ii. Planner
 - iii. Cost control
 - b. Administrative Assistant (PMO)
 - c. Contract Officer (PMO)
 - d. Construction Project Engineer (PMO)

Those are permanent company staff that follows the company regulation and rules , they will be assigned at full time on this project.

5. Group two which is the External staff that will hired by the company as on contracting base such as follow
 - b. Engineering consultant office which will be responsible for the drawing , designs and BQ for this project ENGINEER CONSULTANT
 - i. Mechanical engineer
 - ii. Electrical engineer
 - iii. Civil engineer
6. Group three consists of
 - a. Contractor
 - b. Sub-contractor
 - c. Procurements / vendor

The PM will review each team member's assigned work activities at the onset of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project to evaluate their performance and how effectively they are completing their assigned work. Prior to releasing project resources, the project manager will meet with the appropriate functional manager and provide feedback on employee project performance. The functional managers will then perform a formal performance review on each team member. Although the scope of this project does not allow for ample time to provide cross-training or potential for monetary rewards there is several planned recognition and reward items for project team members.

2.7. Communications Management

2.7.1. Communication Matrix

What (Content)	Audience	When/How Often	How	Who (Provider)
Project Progress	project team, project sponsor, Client consultant	Weekly	project progress report, progress meeting	project manager project analyst
Project Status	project manager, project sponsor,	Bi weekly	project status meeting	project team
Procurement	project team, project sponsor, Client consultant	Weekly	Project Procurement status	project analyst Procurement
Project Deliverables Review	project analyst	end of each stage	project review meeting	project manager
Subcontract Compliance	project manager contract officer	Weekly	vendor meeting	vendor representative, project team
Project Risks and Issues	project team	as needed	risk register and issues log	project manager, project team
Project Changes	project sponsor consultant management	as needed	project change request	project manager
Public Input or Notifications	Public / community leader / city	as needed	public meeting	executive manager
Notifications	employees who may be affected / union	as needed	Email / call / meeting	responsible individual

2.8. Risk Management

2.8.1. General Approach

We at RTEC believe that “Risks must be well understood, and risk management approaches should be revised and updated during project planning stage and before commencement of project execution. Moreover, full tracking and monitoring actions should be adopted for all defined risks in addition of keeping eyes on any sudden risk that may influence the project critical attributes”. Thereby, the project manager as the part of his responsibility will revise and reassess RMP during the project and at each exit point or milestone.

2.8.2. Risk Management Strategy

The basic risk management strategy is intended to identify critical areas and risk events, both technical and non-technical, and take necessary action to handle them before they become an issue causing serious cost, schedule or performance impacts.

Risk management will be accomplished using RTEC risk management methodology, which was built on the PMI risk management techniques. This methodology will use a structured assessment

approach to identify and analyze project's phases, processes and deliverables in order to meet project objectives and assure project success. Project manager will define risk-handling options to mitigate the risks and monitor the effectiveness of the selected handling options. Key to the success of the risk management effort is the identification of the resources required to implement these defined risk-handling options.

Risk information will be captured by Rtec team primarily, in addition to inputs from all team members and stockholder as soon as the symptom appears. All these information will be monitored and logged as part of the periodical reports raised to the concerned candidates.

2.8.3. Risk Management Processes

According to the PMI standards, Project Risk Management processes include the following:

Risk Management Planning – deciding how to approach, plan, and execute the risk management activities for a project.

Risk Identification – determining which risks might affect the project and documenting their characteristics.

Qualitative Risk Analysis – prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact.

Quantitative Risk Analysis – numerically analyzing the effect on overall project objectives of identified risks.

Risk Response Planning – developing options and actions to enhance opportunities, and to reduce threats to project objectives.

Risk Monitoring and Control – tracking identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project life cycle.

Each process can involve effort from one or more persons or groups of persons based on the needs of the project. Each process occurs at least once in every project and occurs in one or more project phases, if the project is divided into phases. Although the processes are presented here as discrete elements with well-defined interfaces, in practice they may overlap and interact in ways not detailed in this document.

2.8.4. Risk Identification Matrix

Risk monitoring data will be captured primarily by the entire project stakeholders and will be reported to project manager the soonest symptoms appear. Project manager will do proper measure(s), reflect that to the risk matrix and escalate his results to project manager in order to do further analysis, issue an input to lesson learned log if needed, and include the output in planning for other projects. This data will be logged by the project manager who has solely the right to amend on the risk identification matrix throughout the life of the project.

The following table defines the probability of occurrence.

Table 1 – Risk Probability of Occurrence

Probability range	Natural language expression	Numeric score
91% through 99%	“Very likely” to occur	5
61% through 90%	“Probably” will occur	4
41% through 60%	“May occur” about half of the time	3
11% through 40%	“Unlikely” to occur	2
1% through 10%	“Very unlikely” to occur	1

2.8.5. Risk Impact

The following table defines the risk impact categories and terms. For positive risks, consider the opposite of the impact description. The examples would remain the same except having a positive impact to the project.

Table 2 – Risk Impact

Impact Description	Example	Natural language expression	Numeric score
An event that, if it occurred, would cause project failure (inability to achieve minimum acceptable requirements)	schedule adjustment >4 weeks delay cost impact > 25%	Critical	10
An event that, if it occurred, would cause major cost/schedule increases. Secondary requirements may not be achieved.	schedule adjustment >3weeks cost impact >15%	Serious	8
An event that, if it occurred, would cause moderate cost/schedule increases, but important requirements would still be met.	schedule adjustment > 2weeks cost impact > 10%	Moderate	5
An event that, if it occurred, would cause only a small cost/schedule increase. Requirements would still be achieved.	schedule adjustment > 1week cost impact > 5%	Minor	3
An event that, if it occurred, would have no effect on the project.	schedule adjustment < 3days cost impact <5%	Negligible	1

2.8.6. Risk Score

The risk score is a value calculated that is the product of probability of occurrence and impact. You use the score to compare risks as part of the risk prioritization process. Table 3 is the matrix used to develop the risk score. The values range from 1 (very low exposure) to 50 (very high exposure). Although there are no specific break points in the risk exposure ranking, those risks with an exposure value of less than 20 are generally considered low risks, those risks with an exposure value between 20 and 39 are generally considered moderate risks, and those risks with an exposure value between 40 and 50 are generally considered high risks. The definitions of Low, Moderate, and High are as follows:

- Low Risk: Has little or no potential for increase in cost, disruption of schedule, or degradation of performance. Actions within the scope of the planned project and normal management attention

should result in controlling acceptable risk. No response plans will be made for these risks. The project will monitor for them and manage them as they come up.

- Moderate Risk: May cause some increase in cost, disruption of schedule, or degradation of performance. Special action and management attention may be required to control acceptable risk. The project will do some response planning for these risks.
- High Risk: Likely to cause significant increase in cost, disruption of schedule, or degradation of performance. Significant additional action and high priority management attention will be required to control acceptable risk. The project will do in-depth response plans for these risks.

Table 1 – Risk Score

Probability	Impact				
	Negligible (1)	Minor (3)	Moderate (5)	Serious (8)	Critical (10)
Very likely to occur (5)	5	15	25	40	50
Probably will occur (4)	4	12	20	32	40
About 50% chance of occurring (3)	3	9	15	24	30
Unlikely (2)	2	6	10	16	20
Very unlikely to occur (1)	1	3	5	8	10

For the full list of the risks please check the risk register at the appendix

2.8.7. ORGANIZATION

Roles	Responsibilities
Project Manager: The overall coordinator of the Risk Management Program	<ul style="list-style-type: none"> • The Risk Manager or PM determines if the Risk is unique, identifies risk interdependencies across projects, verifies if risk is internal or external to project, assigns risk classification and tracking number. During the life of the project, they continually monitor the projects for potential risks
Project Team / Construction ENG Responsible for identifying, monitoring and managing risks	<ul style="list-style-type: none"> • Responsible for determine the dependencies of the risk within the project, the context and consequence of the risk. • Determining the impact, timing, and priority of the risk as well as formulating the risk statements.
Subject Matter Experts (SMEs): Responsible for implementing risk management tasks per this plan	<ul style="list-style-type: none"> • The BSME assists in identifying and determining the context, consequence, impact, timing, and priority of the risk.
Risk Owner(s)	<ul style="list-style-type: none"> • The risk owner determines which risks require mitigation and contingency plans, he/she generates the risk mitigation and contingency strategies and performs a cost benefit analysis of the proposed strategies. The risk owner is responsible for monitoring and controlling and updating the status of the risk throughout the project lifecycle. The risk owner can be a member of the project team.



2.8.8. RISK MANAGEMENT STRUCTURE AND PROCEDURES

This section describes the risk management process and provides an overview of the risk management approach.

2.8.9. Risk Assessment

The table below provides an overall review of the project to help determine how much risk management is appropriate for this project; this review is done as part of the contractor assessment review at bidding stage.

Size:	With a budget of \$1,000,000, this project is a large sized project
Complexity:	This project involves multiple divisions within the organization, and other agency or external organization such as health , city and procurement. The project does work with complex formula so it rated as complex project as it also include tight time and budget plan.
Importance to Business:	This project is determined to be of high priority within the agency.
Visibility:	Visibility of the project was done by the client and was found visible.
Agency History:	Contractor should be familiar with this type of projects with an equal size and complexity
Skill Levels	
Vendor:	Three major vendors (WC restaurant outlet, BCD for restaurant furniture, ABC for Kitchen supplies) will be supplying the project with more than 80% . The process of choosing vendors according to procurement vendor plan, they are a well-known and approved supplier for the sponsor and the consultant office.
Project Mgr.:	Contractor PM will be assist and get the approval from the company.
Agency Project Team	About 50% of the ABC contracting company have done a similar project
Summary	
Risk Management Effort Decision:	It has been determined that the project will spend a moderate amount of time performing the following risk assessment activities.



High Risk Category	If yes score = 5	Medium Risk Category	If yes score = 3	Low Risk Category	If yes score = 1	No risk Category	If yes score = 0	Sum for all Questio	Total Risk levels
Project cost is greater than \$1 million.	5	Project cost is greater than or equal to \$0.5 million and less than or equal to \$1 million.	0	Project cost is greater than or equal to \$0.25 million and less than \$05 million.	0	Project cost is less than \$025 million	0		0 = No risk 1-8 = Low Risk 9-17 = Medium Risk 18-25 = High Risk
The project is 15% or more of the agency budget.	0	The project is greater than or equal to 5% and less than 15% of the agency budget.	0	The project is greater than or equal to 2% but less than 5% of the agency budget.	0	The project is less than 2% of the agency budget.	1		
Funding is not budgeted or allocated.	0	Funding is available but not allocated.	0	Minimum essential funding is budgeted and allocated.	1	All funding is budgeted and allocated.	0		
Accuracy of budget estimate is less than or equal to 50%.	0	Accuracy of budget estimate is greater than 50% and less than or equal to 85%.	3	Accuracy of budget estimate is greater than 85% and less than or equal to 95%.	0	Accuracy of budget estimate is greater than 95% and less than or equal to 100%.	0		
Maintenance funding has not been planned.	5	Maintenance funding is planned but constrained.	0	Maintenance funding is planned and available.	0	Maintenance funding is available.	0	15	
A project deliverable from another project is required.	0	The project will utilize other project deliverables.	0	Other deliverables enhance the project.	0	No other deliverables are required.	0		0 = No risk 1-5 = Low Risk 6-10 = Medium Risk 11-15 = High Risk
External resources are critical to the project.	5	Project requires some external resources.	0	Project requires few external resources.	0	Project requires no external resources.	0		
Data from other sources has a significant impact.	0	Data from other sources has some impact.	0	Data from other sources has little impact.	0	No other data is required.	0	5	
Management is not committed.	0	Management has demonstrated interest.	0	Management is committed to the project.	1	Management has made the project a priority.	0		0 = No risk 1-5 = Low Risk 6-10 = Medium Risk 11-15 = High Risk
The project sponsor has control of some of the resources needed.	5	Project sponsor has control of most of the resources needed.	0	The project sponsor owns most of the resources needed.	0	The project sponsor owns all the resources needed.	0		
The agency has no project managers.	0	The agency project managers have some training or experience.	3	The agency project managers have training and experience.	0	The agency project managers are well trained and very	0	9	
The project is critical to meeting sponsor Strategic Objectives.	5	The project is important to meeting sponsor Strategic Objectives.	0	The project has some impact on sponsor Strategic Objectives.	0	The project has little or no direct impact on sponsor Strategic Objectives.	0		0 = No risk 1-5 = Low Risk 6-10 = Medium Risk 11-15 = High Risk
The project is critical to accomplishment of external mandates.	0	The project is important to the accomplishment of external mandates.	0	The project enhances accomplishment of external mandates.	1	The project has little or no direct impact on accomplishment of external mandates.	0		
The project is critical to the organization core business activities.	0	The project is important to the organization core business activities.	3	The project enhances organization core business activities.	0	The project is has little or no direct impact on current core business activities.	0	9	
Neither the agency nor the vendor has executed a similar project.	5	Agency or vendor have executed a similar project.	0	Agency or vendor have executed several similar projects.	0	Agency and vendor have executed many similar projects successfully.	0		0 = No risk 1-5 = Low Risk 6-10 = Medium Risk 11-15 = High Risk
Impact of project failure on customers is high.	5	Impact of project failure on customers is moderate.	0	Impact of project failure on customers is minimal.	0	There is no impact of project failure on the customers.	0		
The project is very sensitive to competition and market presence	0	The project is sensitive to competition and market presence	3	competition and market presence has very little impact on the project.	0	competition and market presence has no impact on the	0	13	
This type of project is in development (Leading Edge).	0	This type of project has been developed but is very new.	0	This type of project has been available for several years.	1	This type of project is proven and has been available for a number of years.	0		0 = No risk 1-35 Low Risk 36-72= Medium Risk Greater than 72 = High Risk
A new type of project which has never been tried before.	0	A new This type of project that has been tried but is not proven.	0	A This type of project has been tried and is partially proven.	1	This type of project is tried and proven.	0		
A large portion of the business processes are impacted.	0	Critical business processes are impacted.	0	No critical business processes are impacted.	1	No business process is impacted.	0	3	
								45	

Project Risk ASSESSMENT

Reliance Projects

Email: info@rit-sd.weebly.com - http://www.nassir.yassin@weebly.com

2.9. Stakeholder Management Plan

2.9.1. Manage Stakeholder Expectations

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

2.9.2. Stakeholder Engagement Matrix

See appendix stake holder

3. Executing, Monitoring and Controlling Process

The execution and monitoring process ensures that planned project activities are carried out in an effective and efficient way while ensuring that measurements against project plans, specifications, and the original project feasibility concept continue to be collected, analyzed and acted on throughout the project lifecycle.

3.1. Performance Data Gathering

During the project life cycle data will be collected about the project. A surveying assessment sheet will be filled by the project manager which will be used as the guide line for the SOW the budget and schedule of the project which will be the project base line for the measurement of the project performances. During the project execution the project manager's responsibility to analyze the data from daily progress reports, schedule, and request and risk reports to compare the project base line

3.2. Performance Measurement

The project manager has the main responsibility to measure actual performance as compared to planned performance. The actual project schedules / budget and changes will be reviewed against the project base line; this revision will be done periodically and compared to baseline schedules in order to discern if the project is performing according to plan. If the project is not performing

according to baseline, steps will be taken to get the project back on track.

3.3. Project Status Reports

Status reporting is an integral part of the project management processes. It is the means by which the project team, the stakeholders, and executive management stay informed about the progress and key activities required to successfully complete the project. The purpose of the status report, like the status meetings, is to develop a standard format for the formal exchange of information on the progress of the project.

Project Business Objective	Performance Goal	Methodology	Schedule	Responsibility	Reports
SOW Approved	Define the develop of the scope of the project	Aproval of the SOW	26 /11/2014	PM	Completed
Contract	Define the end of the marketing stage	Prepare the contract tech/cost/legal	6/1/2014	PM / Administrative Assistant	Contract ready for signature
RFP Receipt	Define the contractor selection for the project	Bidding	19/1/2014	PMO / PM / Administrative Assistant	ON schedule
Letter of Intent LOI	Assign the project to the chosen contract	LOI officialy recived and accepted by the contrator	27/1/2014	PMO / PM	ON schedule
Executed Agreement / Signed Contract	Contractor committed to the project	Contractor sign contract	3/2/2017	PMO / PM / Administrative Assistant	ON schedule
Commissioning	Defin the start point of the project execution	Kick off meeting	5/2/2017	PM / P. team	ON schedule
Merchandises delivered	Good on site	site delivary	18/02/2017	PM / P. team	ON schedule
Final Delivery	Project execution finished	Execution work completed and meet the required quality	20/03/2018	PM / P. team / consultant	ON schedule
Close Project	End of the project	Closure Report	31/03/2019	PM / P. team / consultant / sponsor	ON schedule

Project Performance Plan Table

The Project Status Report is a means of communicating regularly the ongoing progress and status of a project. Normally Project Status Reports are prepared on a weekly or biweekly basis. The overall project status is communicated to all team members using the Project Status Report it will include the following items:

1. General Information
2. Previous Period Activity Status -
3. Current Period Activity Status
4. Significant Accomplishments for Current Period
5. Planned Activities for Next Period
6. Non-technical Project Issues
7. Technical Project Action Items
8. Risk Status
9. Resource Usage

4. Project closure

The project closure will include the following:

4.1 Resource release

At the end of the project all the full time resources will be release gradually according to the resource schedule

Check the following table for the resource release

<i>Resource (Describe or name the resource used)</i>	<i>Person or Organization Who Received Resource</i>	<i>Turnover Date</i>
Project Team		
Project manager (PMO)	PMO / RTEC	31/3/2014
Project analyst (PMO)	PMO / RTEC	20/03/2014
Administrative Assistant (PMO)	PMO / RTEC	29/03/2014
Contract Officer (PMO)	PMO / RTEC	29/03/2014
Construction Project Engineer (PMO)	PMO / RTEC	15/03/2014
ENGINEER CONSULTANT (PMO Consultant)	External ABC CONSULTANT	01/03/2014
Facilities	Office allocated to the staff	31/3/2014
Equipment	6 PC LAB TOP	According to project team release plan
Software Tools	Included with the PC	According to project team release
Other	No	

4.2 Update project database

The project oracle database and the ERP system for RTC will be updated at the company server.

4.3 Lesson learned

Lessons learned and comments regarding project assessment should be documented, presented, and openly discussed with the intent of eliminating the occurrence of avoidable issues on future projects. See the following table

Lesson learned table

<i>Statement of Problem</i>	<i>Discussion</i>	<i>References</i>	<i>Corrective Actions</i>
The schedule doesn't list all of the activities and tasks required	Increase the resources , reduce scope , request for changes if they are approved by client	1/02/2015	Increase the resources By 30%
The changes are not managed properly which leads to go over budget	approved changes only should be implemented , others should be managed according to plan	25/01/2015	of changes List approved, update the SOW
The project exceeds the budget allocated	If the CPI has a variance of greater than 0.2 the PM must get the approval from the project sponsor	15/02/2015	Sow cost estimate was updated and approved by sponsor
The deliverable produced doesn't meet the quality criteria defined	Reconsider the quality criteria after the deliverable has been produced, measure any deviation and enhance the deliverable to meet the quality criteria set	18/02/2015	Return the unapproved deliverable, acceptance criteria was resent to them
Project changes negatively impact on the project	restudy the changes according to plan	01/02/2015	of changes List approved, update the SOW

4.4 Contract closure

Contract closure involves verification that all work has been completed correctly and satisfactorily, updating of contract records to reflect final results, and archiving information for future use. Among other activities contract closure includes:

4.5 Document close:

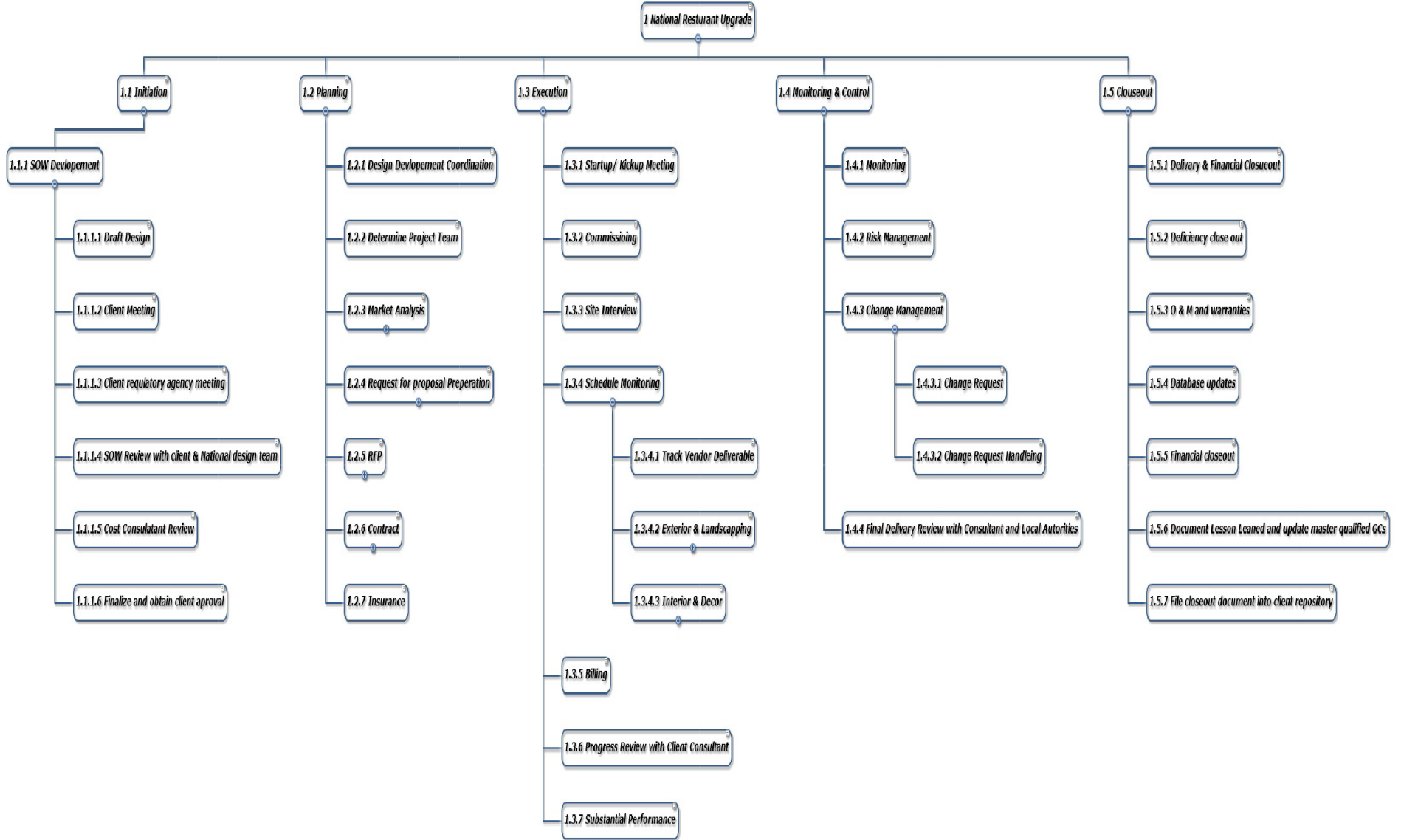
The project manager and the administrative staff will document all the project reports, archive

<i>Report(s) and Document(s)</i>	<i>Media Used</i>	<i>Storage Location</i>	<i>Disposition</i>
Project Charter	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/ PC
Scope management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/SM
Requirements management	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/RM
Schedule management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/SP
Cost management plan (Hard copy / soft copy	Company project storage	Rtec/erp/NUR/CP
Stakeholder management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/RP
Risk management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/HR
Human resource management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/CP
Communications management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/PM
Quality management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/QI
Procurement management plan	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/PMP
Process improvement plan	soft copy	Company project storage	Rtec/erp/NUR/PI
Lesson learned	soft copy	Company project storage	Rtec/erp/NUR/LR
Contracts	Hard copy / soft copy	Company project storage	Rtec/erp/NUR./C
RFP	Hard copy / soft copy	Company project storage	Rtec/erp/NUR/RFP
Emails / formal letters	soft copy	Company project storage	Rtec/erp/NUR/DOC

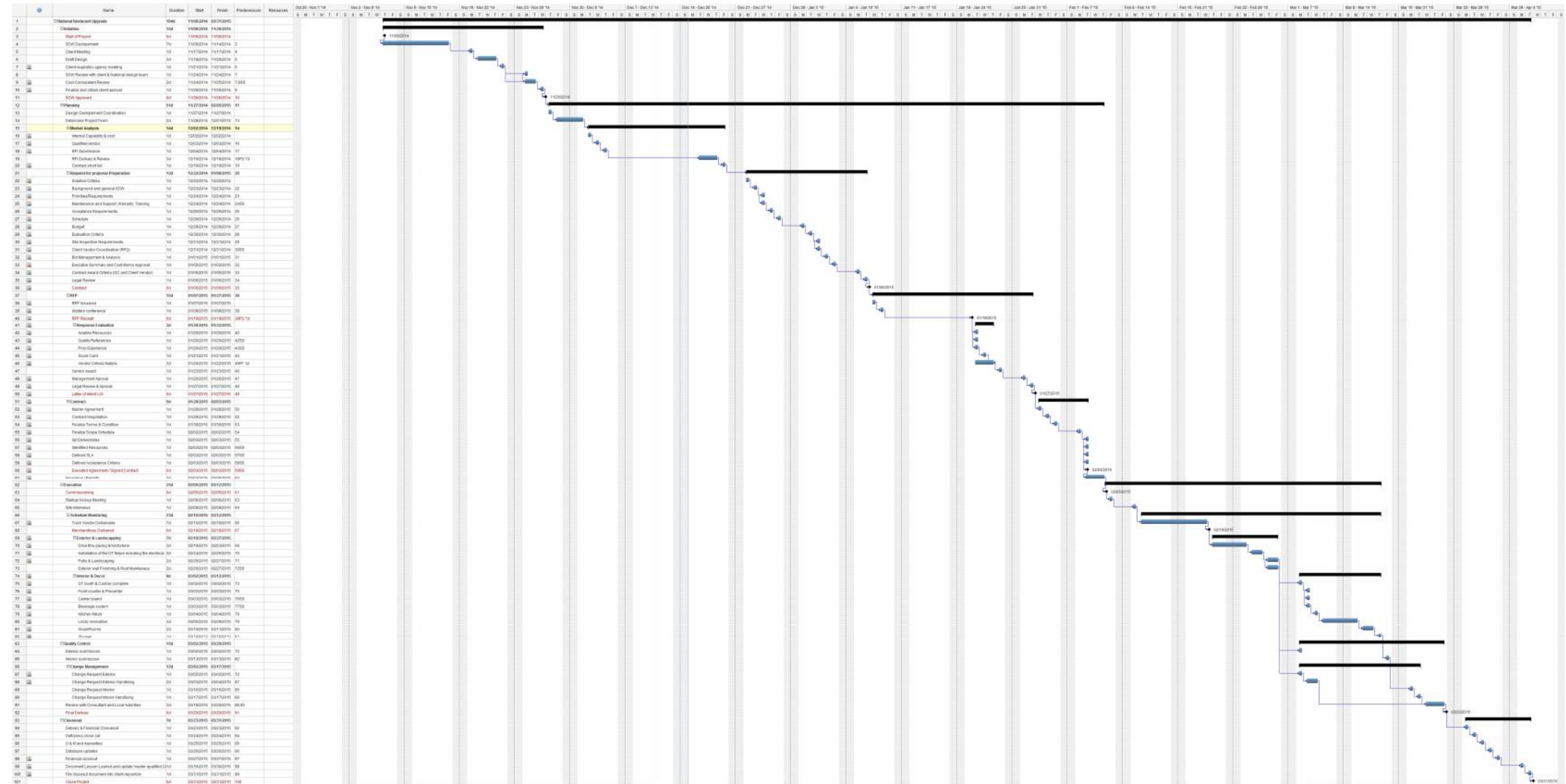
them as of the following table;

4.6 Final report

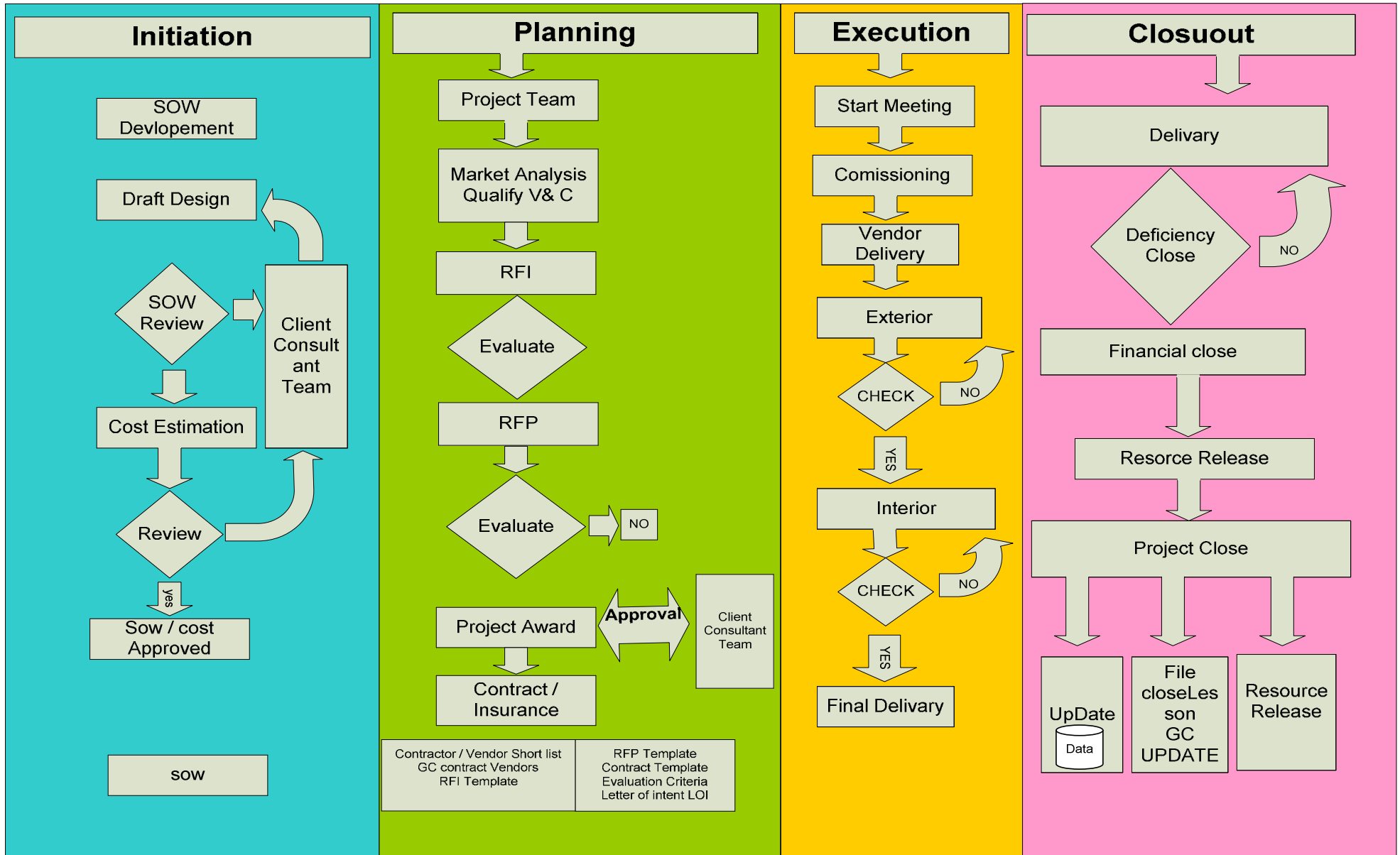
The final report of the closure process defines activities, interactions, and related roles and responsibilities of the project team members and other stakeholders involved in executing the administrative closure procedure for the projects. Performing the administrative closure process includes integrated activities to collect project records, analyze project success or failure, gather lessons learned, transfer the project products or services to production and/or operations, and archive project information for future use by the organization. Among other activities administrative closure includes



Appendix 1 Work Breakdown Structure (WBS)



Appendix 2 Project schedule



Appendix 3 Model flow

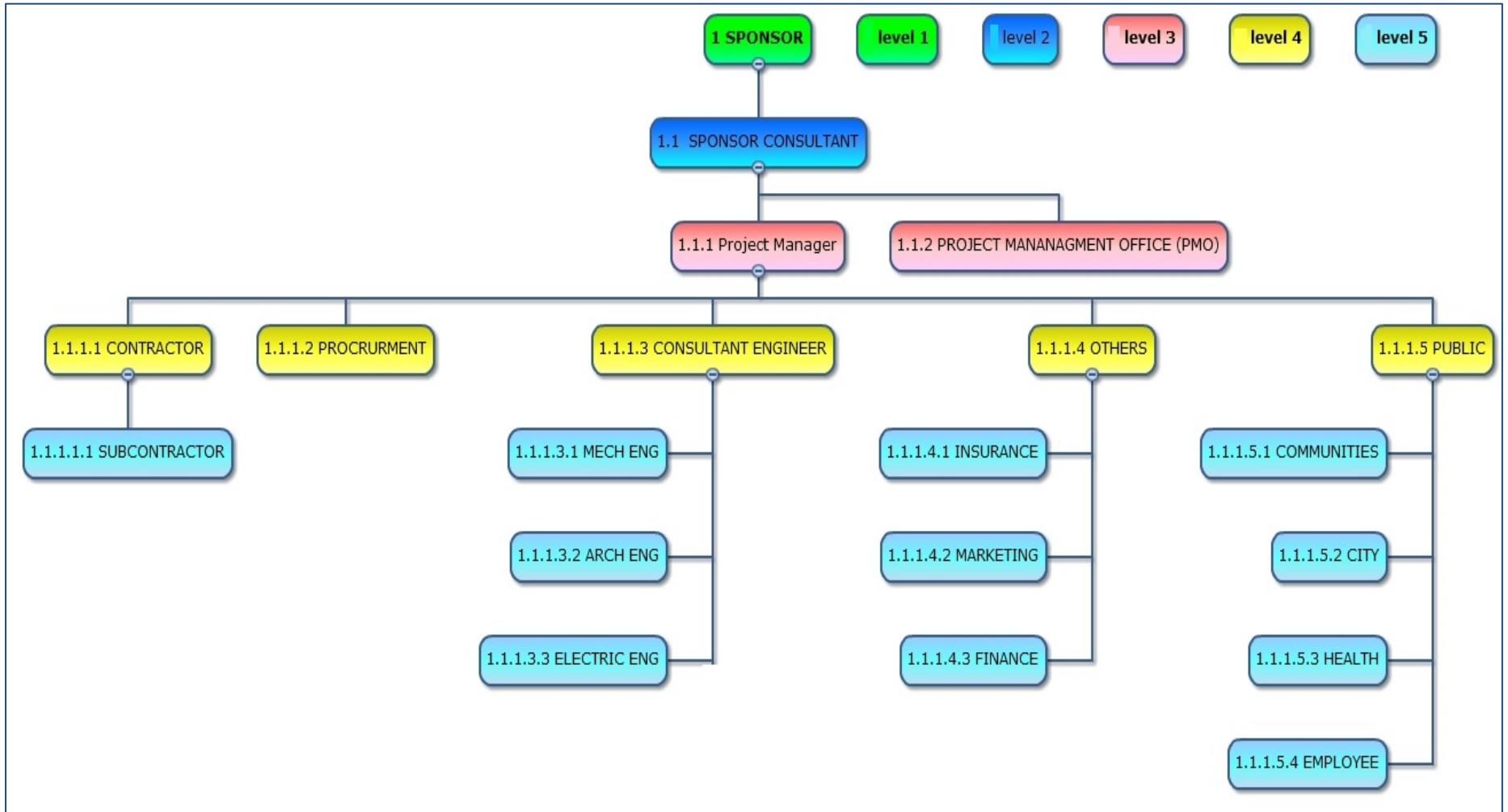


ID	Risk Category	Risk Statement	Likelihood	Impact	Priority Score	Rating	Preventative Actions	Response
1.1	Requirement	Scope creep project scope didn't defined clearly and the boundary and the limits of the projects wasn't clear	4	8	32	Moderate	Clearly specify the customer requirements in SOW , DESIGNN, SPECIFICATION & DARWING SIGNED BY ALL	Reconsider the requirements after the deliverable has been produced, measure any deviation and enhance the deliverable to meet the requirements
2.1	Benefits	The business benefits have not been identifie	3	5	15	Minor	Clearly quantify the expected business benefits in the Business Case document	Measure the actual business benefits achieved by the project
3.1	Schedule	The schedule doesn't provide enough time to complete project	5	8	40	Serious	Put a realistic schedule , take into account the unexpected delays, close monitoring for deliverable times	Increase the resources , reduce scope ,
3.2	Schedule	The schedule doesn't list all of the activities and tasks required	4	3	12	Minor	pay special attention to WBS and SOW	Increase the resources , reduce scope , request for changes if they are aproved by client
4.1	Budget	The changes are not managed properly which leads to go over budget	3	8	24	Moderate	Mnage changes closely acording to managemnt change policy	aproved changes only should be implemented , others should be managed accprding to McP
4.2	Budget	The project exceeds the budget allocated	5	8	40	Serious	Pay special attendance to (SV), (CV), (SPI) and (CPI) they should not exceed the limits sets	If the CPI has a variance of greater than 0.2 the PM must get the approval from the project sponsor
5.1	Deliverables	The deliverable produced doesn't meet the quality criteria defined	2	8	16	Minor	Clearly specify the customer requirements in the Quality Plan	Reconsider the quality criteria after the deliverable has been produced, measure any deviation and enhance the deliverable to meet the quality criteria set
6.1	Scope	The scope of the project is not clearly outlined	3	8	24	Moderate	sow should be complete technicaly, financialy and aproved by all	if it is before the contract signiture SOW should restated clearly, after an amendment to the contract should be made
6.2	Scope	Project changes negatively impact on the project	4	5	20	Moderate	changes should be kept to the minimum, and documented and according to change plan	restudy the changes accordin to plan
7.1	Acceptance	criteria for accepting project deliverables aren't clearly defined	3	8	24	Moderate	Clearly specified the acceptance creteia	Reconsider the requirements after the deliverable has been produced, measure any deviation and enhance the deliverable to meet the requirements
8	General	The model will not accomedate all the cases of renovation	4	5	20	Moderate	Tested case senarios will be implemented , surevaying of all locations will be done	model will be run on one complete project , check the flexibility of it sensitivity analysi
9	General	The restaurant closed for long period during execution	3	8	24	Moderate	aproved schedule will be implemented and closely moitored	mitigation plan, temporary mobile resturant carvan
10	Resources	Lack of resources to manage these huge amount of work that spread across Canada	5	10	50	Critical	Resources will be closely managed and montored, HR & prcurment plan will be in place	transfer by subcontracting jobs and adding resources

Appendix 4 Risk Register



Appendix 5 Stack holder



#	Product, Good, or Service	Responsible Person	Procurement Method Selected	Quantity/M an-hours Required	Required Delivery Date	Delivery Location
1	STAINLESS STEEL CUTLERY SHELF 1 TRIMEN 52528	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
2	TDL DONUT SHOWCASE 2 UNIQUE 10004112	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
3	TDL DONUT SHOWCASE INSERTS 2 UNIQUE 10004112 USE WITH EQUIPMENT NO 1331	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
4	TOASTER STAND FOR DOUBLE HOT HOLDS 1 ASTRON	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
5	COUNTERTOP REFRIGERATED DISPLAY 1 QBD MINIME 30TR-DT 99015	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
6	KNIFE HOLDER 1 TBD BY TDL 54333	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
7	/ GARLAND OEES 610 MINI 1002766	ABC for Kitchen supplies	Sole Source	1	42047	ON SITE
8	COMBI OVEN STAND - DOUBLE 1 ASTRON	ABC for Kitchen supplies	Sole Source	1	42048	ON SITE
9	D/T DONUT SHOWCASE 1 UNIQUE 10001075	ABC for Kitchen supplies	Sole Source	1	42049	ON SITE
10	COVER PANEL FOR COMBI STAND (FOH) 1 ASTRON 10002613	ABC for Kitchen supplies	Sole Source	1	42050	ON SITE
11	EXTERIOR POP FRAME 6 CANAFRAME	ABC for Kitchen supplies	Sole Source	1	42051	ON SITE
12	SHELVING FOR WALK-IN COOLER 2 SPG STOR PROD OR TARRISON 10001783	ABC for Kitchen supplies	Sole Source	1	42051	ON SITE
13	SHELVING FOR WALK-IN COOLER 1 SPG STOR PROD OR TARRISON 10001788	ABC for Kitchen supplies	Sole Source	1	42051	ON SITE
14	OVERHEAD PERIMETER SHELVING 1 SPG STOR PROD OR TARRISON 63-DEPTH-LENGTH 10001854	ABC for Kitchen supplies	Sole Source	3	42051	ON SITE
15	RCHANDISER UNIT TDL G 1 UNIQUE	ABC for Kitchen supplies	Competitive Sea	3	42047	ON SITE
16	SHELVING FOR WALK-IN COOLER 1 SPG STOR PROD OR TARRISON 10001801	ABC for Kitchen supplies	Competitive Sea	1	42047	ON SITE
17	SHELVING FOR WALK-IN FREEZER 2 SPG STOR PROD OR TARRISON 10001826	ABC for Kitchen supplies	Competitive Sea	1	42047	ON SITE
18	SHELVING FOR WALK-IN FREEZER 3 SPG STOR PROD OR TARRISON 10001831	ABC for Kitchen supplies	Competitive Sea	1	42047	ON SITE
19	SHELVING FOR WALK-IN COOLER 1 SPG STOR PROD OR TARRISON 10001807	ABC for Kitchen supplies	Competitive Sea	1	42047	ON SITE
20	SHELVING FOR WALK-IN COOLER 1 SPG STOR PROD OR TARRISON 10001790	ABC for Kitchen supplies	Competitive Sea	3	42047	ON SITE
21	STANDARD ROLL DISPENSER 4 FROST 126 17392	ABC for Kitchen supplies	Competitive Sea	3	42047	ON SITE
22	SANDWICH UNIT 60 (1524mm) WITH NEW LIDS 1 QBD #ESU60 78014	ABC for Kitchen supplies	Competitive Sea	3	42048	ON SITE
23	BAGEL TOASTER - hi-speed 1 NIECO Ex6220	ABC for Kitchen supplies	Competitive Sea	3	42049	ON SITE
24	RECTANGULAR SINGLE BOWL VANITY 2 CONTROUS N/A	ABC for Kitchen supplies	Competitive Sea	3	42050	ON SITE
25	FONDANT CONDITIONER 1 GARLAND EFW800 70066	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
26	COFFEE BREWER 2 BUNN 10007210	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
27	BAGEL TOASTER HOOD 1 VENTMASTER VH-TE 44286	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE

28	COMBI-OVEN HOOD 1 HALTON HOODS VG-C 1000119	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
29	SOUP WARMERS (TRIPLE BUILT-IN) STANDARD 1 BLOOM FIELD TDM300 53012	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
30	COLD BEVERAGE UNIT 1 TAYLOR 342 10001314	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
31	TEAWATER COMBO UNIT 1 BBC SALES AKPA-3DB-T 71042	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
32	TDL BAGEL SABER 1 PRINCE CASTLE 970 SERIES 61078	ABC for Kitchen supplies	Competitive Sea	1	42051	ON SITE
33	SOUP SHELF 1 ASTRON 52527	ABC for Kitchen supplies	Sole Source	1	42053	ON SITE
34	TABLE 13 PETER ANTHONY 76608 G TO ASSEMBLE AND INSTALL REFER TO SHEET A10	BCD for resurant furnatu	Sole Source	1	42053	ON SITE
35	CHAIRS - HIGH BASE 3 PETER ANTHONY 76626 G TO ASSEMBLE AND INSTALL REFER TO SHEET	BCD for resurant furnatu	Sole Source	1	42053	ON SITE
36	CHAIRS - LOW BASE 29 PETER ANTHONY 10001469 G TO ASSEMBLE AND INSTALL REFER TO SHEE	BCD for resurant furnatu	Sole Source	1	42053	ON SITE
37	COFFEE TABLE 1 PETER ANTHONY 1002918 G TO ASSEMBLE AND INSTALL REFER TO SHEET A10	BCD for resurant furnatu	Sole Source	1	42053	ON SITE
38	SETEE BENCH - 7400 mm LONG 1 PETER ANTHONY G TO ASSEMBLE AND INSTALL REFER TO SHEE	BCD for resurant furnatu	Sole Source	1	42053	ON SITE
39	MINI TUB CHAIR 3 PETER ANTHONY G TO ASSEMBLE AND INSTALL REFER TO SHEET A10	BCD for resurant furnatu	Competitive Sea	1	42056	ON SITE
40	UNIVERSAL ACCESS TABLE 2 PETER ANTHONY 10004347 G TO ASSEMBLE AND INSTALL REFER T	BCD for resurant furnatu	Competitive Sea	1	42057	ON SITE
41	EEPER RACK MOBILE 1 ASTRON 56050	BCD for resurant furnatu	Competitive Sea	1	42058	ON SITE
42	ABY CHANGE TABLE 1 KOALA KB101	BCD for resurant furnatu	Competitive Sea	1	42047	ON SITE
43	WINDOW BLINDS 5 SOLARFECTIVE/SUNPROJECT 99702	BCD for resurant furnatu	Competitive Sea	1	42048	ON SITE
44	PICTURE FRAMES - CAMP PICTURE 1 CANAFRAME	BCD for resurant furnatu	Competitive Sea	1	42049	ON SITE
45	PICTURE FRAMES - OFFICE 1	BCD for resurant furnatu	Competitive Sea	1	42050	ON SITE
46	PICTURE FRAME - WENGE 2 WENGE	BCD for resurant furnatu	Competitive Sea	1	42051	ON SITE
47	DL GLAZER STAND 1 ASTRON 10002992	BCD for resurant furnatu	Competitive Sea	1	42051	ON SITE
48	47 IN LCD SCREEN & WALL MOUNT BRACKET 1 LG	BCD for resurant furnatu	Competitive Sea	1	42051	ON SITE
49	SEMI-RECESSED GARBAGE 2 FROST 340B 17433	BCD for resurant furnatu	Competitive Sea	1	42051	ON SITE
50	FIREPLACE 1 NAPOLEON EFL42S SEE INTERIOR ELEVATIONS	BCD for resurant furnatu	Competitive Sea	2	42047	ON SITE
51	AL CONTRACTOR F FUTURE EQUIPMENT OPT OPTIONAL	BCD for resurant furnatu	Competitive Sea	2	42047	ON SITE
52	PMENT N/A NOT APPLICABLE SF STORE FIXTURE COMPANY TDL TDL GROUP CORP	BCD for resurant furnatu	Competitive Sea	2	42047	ON SITE
53	CTOR SHOULD REFER TO MECHANICAL AND ELECTRICAL DRAWINGS FOR ALL SERVICE REQUIREMENTS AND PROPE	BCD for resurant furnatu	Competitive Sea	2	42047	ON SITE
54	OVERHEAD PERIMETER SHELVING 1 SPG STOR PROD OR TARRISON 63-DEPTH-LENGTH 10001850	BCD for resurant furnatu	Competitive Sea	2	42047	ON SITE
55	ABY CHANGE TABLE 1 KOALA KB101 YES	BCD for resurant furnatu	Competitive Ne	2	42047	ON SITE

56	HAND SINKS/ COFFEE DUMP SINKS - COUNTER 4 CONTOURS TDL-SS-HW1 N/A	WC RESTURANT OUTLET	Competitive Neg	2	42047	ON SITE
57	MIRROR LARGE 610 (24) W x 1220 (48) H 2 ASI 0600 INTER-LOCK STAINLESS STEEL FRAMED	WC RESTURANT OUTLET	Competitive Neg	2	42048	ON SITE
58	TOILET PAPER HOLDER 2 KIMBERLY CLARK B266 14037 SURFACE MOUNTED	WC RESTURANT OUTLET	Competitive Neg	2	42049	ON SITE
59	HAND DRYER- ELECTRIC 2 XCELERATOR XLBW1-1N N/A REFER TO ELECTRICAL DRAWINGS	WC RESTURANT OUTLET	Competitive Neg	1	42050	ON SITE
60	GRAB BARS (SET OF TWO) 2 ASI SEE WRM DETAILS N/A PROVIDE 2 GRAB BARS AT EACH HC W - S	WC RESTURANT OUTLET	Competitive Neg	1	42051	ON SITE
61	SOAP DISPENSER (HAND SINK AREA) 4 FROST 712A 17394 LIQUID SOAP B16 - PUBLIC- LIQUID SOAP	WC RESTURANT OUTLET	Competitive Neg	1	42051	ON SITE
62	SOAP DISPENSER (WALL MOUNT BATHROOM) 3 DED IP LTD PROLICE 10003168 LIQUID SOAP B16 - PU	WC RESTURANT OUTLET	Competitive Neg	1	42051	ON SITE
63	COMPARTMENT SINK WITH DETACHABLE DARINBOARD 1 ASTRON 44502	WC RESTURANT OUTLET	Competitive Neg	2	42051	ON SITE



Appendix 7 Stack Hoder Register

Position	Role	Contact Info	Communication Requirement	Project Expectation	Influence	Classification
1 SPONSOR	Project Sponsor	A.Schwarzenegger@mkt.com	Demonstration on major milestone	To Meet the budget & Time and quality expected	Powerful	Internal
1.1 SPONSOR CONSULTANT	Client Consultant Advisor	J.Carrey@mkt.com	Demonstration on every milestone	To Meet the budget & Time and quality expected	Strong	Internal
1.1.1 PROJCT MANAGER	Manage Project	E.Watson@mkt.com	Communication on daily basis	To Meet the budget & Time and quality expected	Strong	Internal
1.1.2 Project Management office (BMO)	Support the project management operation	BMO@MKT.COM	Communication as required / Weekly Meeting	To Meet the budget & Time and quality expected	Strong	Internal
1.1.1.1 CONTRACTOR	Execute the work	D.Radcliffe@mkt.com	Communication as required	To Meet the budget & Time and quality expected	Strong	Internal
1.1.1.1.1 SUBCONTRACTOR	Execute the work	L.DiCaprio@mkt.com	Communication as required	To Meet the budget & Time and quality expected	Medium	Internal
1.1.1.2 PROCURMENT	Project Procurement	T.Cruise@mkt.com	Communication as required	To Meet the time and quality expected	Strong	External
1.1.1.3 ENGINEER CONSULTANT	Manage the Engineer group	B.Pitt@mkt.com	Communication as required	To meet the engineering technical requirement	Strong	Internal

1.1.1.3.1 MECH ENG	Mechanical Drawing	M.Freeman@mkt.com	Communication as required	To provide the mechanical support	Medium	Internal
1.1.1.3.2 ARCH ENG	Arc Drawing	T.Hanks@mkt.com	Communication as required	To provide the architectural support	Medium	Internal
1.1.1.3.3 ELECTRIC ENG	Electrical Drawing	H.Jackman@mkt.com	Communication as required	To provide the electrical support	Medium	Internal
1.1.1.3.4 BRANDING	Branding & Interior Design	M.Damon@mkt.com	Communication as required	To meet the client Branding requirement of quality	Medium to High	Internal
1.1.1.4.1 INSURANCE / SAFETY	Provide insurance / safety	W.Smith@mkt.com	Communication as required	To meet the insurance and safety requirement	Strong	External
1.1.1.4.2 MARKETING	Responsible for marketing	C.Eastwood@mkt.com	Communication as required	To meet the market demand	medium	External
1.1.1.4.3 FINANCE	Budget control	G.Clooney@mkt.com	Communication as required	Budget & finance of the project	Strong	Internal
1.1.1.5.1 COMMUNITIES	Community Leader	M.Tyson@mkt.com	Communication as required	construction issues concerning the neighbours	Strong	External
1.1.1.5.2 CITY	Head of commercial section	H.Ford@mkt.com	Communication as required	To meet the city demands and regulations permits	Strong	External
1.1.1.5.3 HEALTH	Head of Health section	R.DeNiro@mkt.com	Communication as required	To meet the health concerns	Strong	External
1.1.1.5.4 EMPLOYEE	Employee union	Al.Pacino@mkt.com	Communication as required	To meet the employee / workers rights	Strong	External