

# Project Execution & Tracking

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## Procedures

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**Project Execution & Tracking Procedures**

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**Project Execution & Tracking Procedures**


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## Project Execution & Tracking Procedures

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### 1 Overview

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This procedures manual provides a Step by Step Guide to project initiation, approval, execution, completion and post implementation review procedures of all projects undertaken by SP AusNet.

From the initial identification of the requirement for a project to be undertaken, to its scoping, costing and planning through to approval, then execution, completion and post implementation review, the PET system will track its progress.

All projects undertaken in SP AusNet, whether they be capital projects, customer projects, non system (IT) projects or Opex projects - are tracked using the PET system. The only SP AusNet projects that are not recorded in PET are those undertaken by T<sup>2</sup> that are <\$100,000.

### 2 Definitions

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#### Project

A project is defined as any activity which requires resources, personnel, and or funds; either Capital or Opex or both.

- It may be a Distribution Business request for a new feeder, feeder upgrade or transformer,
- It may be an external customer, such as VENCORP requesting an increase in line capacity, reactive support etc
- It may be be part of the regulatory reset
- It may be part of internal maintenance
- Or it may be non-system capital, IT projects, infrastructure etc

#### Customer

The Customer may be external or internal i.e. the undertaking of a project for a Distribution company or other external requestor, or the undertaking of a project for a Division within SP AusNet.

#### Request Owner

This is the person responsible for initiating the Request and who is seeking approval to include the work within the works plan of the Division responsible for executing the Project.

#### Program Delivery Manager

This is the person responsible for inclusion of the project in the divisional works plan.

#### Coordinator

This person is responsible for the execution of the project, usually delegated to a Project Manager, however, the Coordinator has responsibility for the Project Manager.

#### Estimating Manager

This is the person responsible for collecting the quotations, preparing the project, gathering the financial estimates of the project and mapping the time frames for the work to be undertaken.

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## Project Execution & Tracking Procedures

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### Scoping Manager

This is the person responsible for preparing the preliminary COM review, the project execution plan, the Outage Plan, project schedule, approximate cash flow profile, DSP quotations and the final estimate.

### Project Manager

This is the person assigned by the Coordinator to implement the Project.

### Account Executive

Customer Relationships and contracts manager.

### Assets Manager

Person responsible for asset integrity.

### Sponsoring General Manager

This is the General Manager who has final responsibility for the project i.e. the "Business Owner" and not necessarily the GM of the business unit executing the project.

### PAC Administrator

This is the person responsible for ensuring projects requiring approval from the Project Approval Committee, are placed on the Agenda, minuted when considered and if approved, signed off so that execution can commence.

### PET Database

This is the database in which all projects are recorded, tracked and in which all associated documentation is placed. This system is used by all staff and contractors when initiating a project and is also used by management to track the progress of these projects.

### EAC / PAC Portal

This is the database in which minutes of the Project Approval Committee are recorded and which provides links to the PET Database for all associated projects.

### Capital Allocation Panel (CAP)

This is the Committee that receives and recommends to the PAC, inclusion of capital projects whether Customer initiated or SP initiated in the Capital Portfolio for any given period. All Capital projects must be included in the CAP Portfolio prior to an AtoP being submitted to the PAC. The Capital Allocation Panel stores the current portfolio and minutes of meetings in the Committee Communications database in Lotus Notes.

## 3 Procedures

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This document outlines the procedures to follow when initiating a project. The procedures follow the business area's workflow and collect the data required to advance through the various stages until completion.

### 3.1 Workflow

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Project workflow is fundamentally the same for each type of project, however, some projects such as Non System Capital will skip some stages and external customer projects will have additional stages.

## Project Execution & Tracking Procedures

Below is a brief outline of the steps followed when initiating and tracking a project. The Lotus notes database that is used for this purpose is called PET (Project Execution and Tracking). Workflows for each type of project are provided as Appendices at the end of this document.

It must be noted, that all Capital Projects must be included in the Capital Portfolio prior to a request to the PAC for approval.

Stage	Action Required and Progression
Stage 0	Request Owner creates record in PET. When the record is saved, PET forwards it to the Program Delivery Manager for approval, advancing the project to Stage 1 unless external Customer Project in which case it will advance to Stage A for Transmission or Stage B for Distribution.
Stage A (Ext Customer only)	The nominated Account Executive Reviews the project request and if acceptable, progresses the project to Stage B.
Stage B (Ext Customer only)	The nominated Assets Manager reviews the project request and if acceptable, progresses the project to Stage 1.
Stage 1	Program Delivery Manager reviews the request and assigns the Scoping Manager and Estimating Manager and advances the Project to Stage 2.
Stage 2 (not required for Non System Capital NSC)	Scoping Manager completes the scope of the Project and then progresses the Project to the Estimating Manager and advances the Project to Stage 3
Stage 3 (not required for NSC)	Estimating Manager prepares scope, estimates and work plan. When complete the Estimating Manager advances the Project to Stage 4
Stage 4 (not required for NSC)	Manager, Projects reviews the scope, estimates and work plan and if satisfied that it meets the customer's requirements advances the Project to Stage 5
Stage 5 (not required for NSC)	Program Delivery Manager confirms the project can be accommodated in the works plan and if satisfied he advances the project to Stage 6.
Stage 6	Request Owner creates AtoP document and attaches it to the project record. It then advances to Stage 6a.
Stage 6a	Line Manager critically reviews AtoP and if endorsed it progresses to If > \$250k the project then advances to Stage 7 If < 250k and is Capital, the Project advances to Stage 7a If < 250k and is not Capital, Project advances to Stage 7b.
Stage 7	PAC Administrator places AtoP on PAC Agenda. Once endorsed, Project proceeds to: If Customer Capital - Stage 8 All other Projects - Stage 10
Stage 7a	Finance General Manager reviews and endorses AtoP. If Project is External Customer then record advances to Stage 8. If Project is SP

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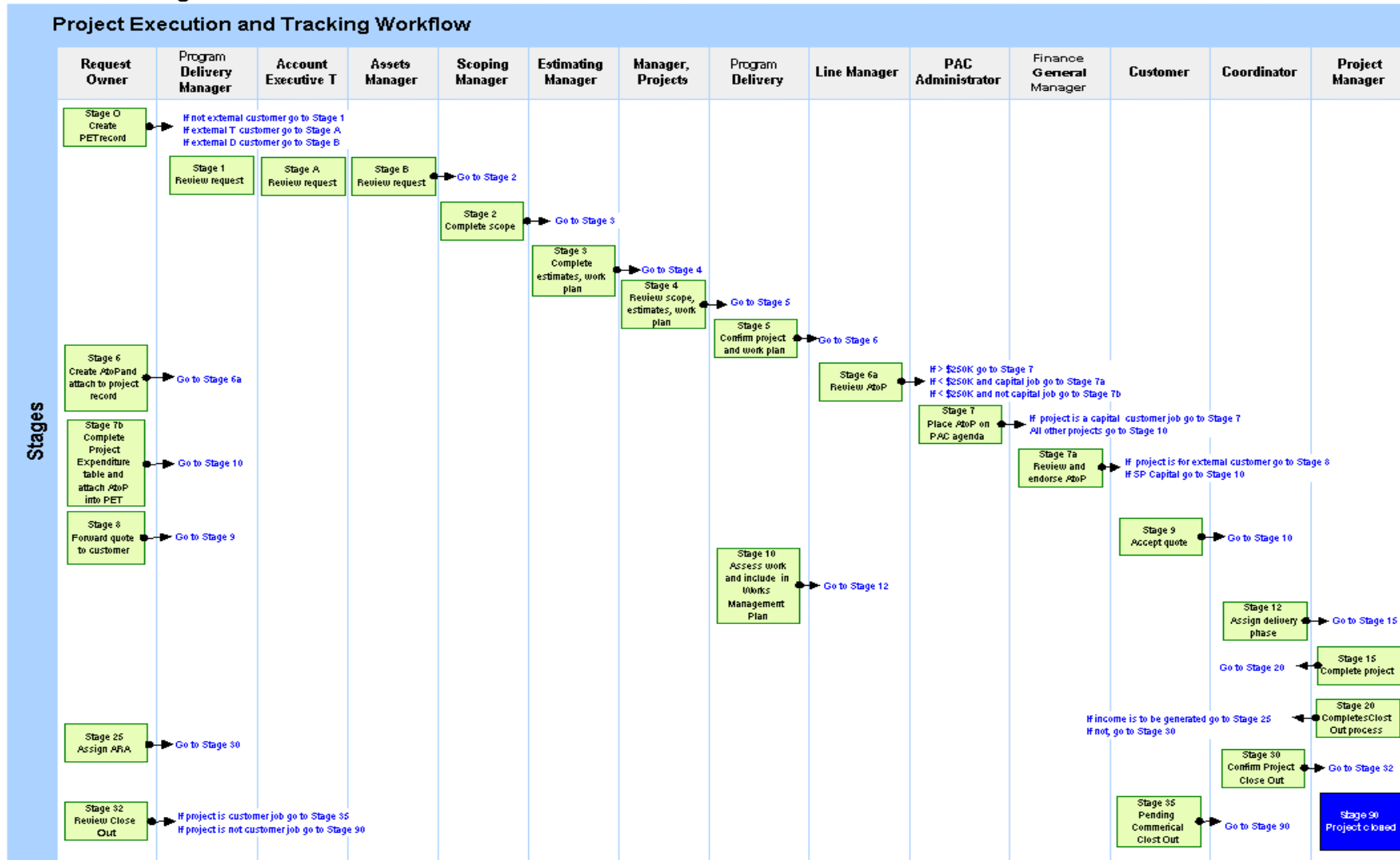
**Project Execution & Tracking Procedures**


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<b>Stage</b>	<b>Action Required and Progression</b>
<250k only	Capital then it advised to Stage 10.
Stage 7b	Request Owner completes Project Expenditure table & attached signed and scanned AtoP into PET. Project is then advanced to Stage 10.
Stage 8 (Ext Customer only)	Request Owner forwards Quote to Customer and advances Project to Stage 9
Stage 9 (Ext Customer only)	Customer accepts Quote - Request Owner advances Project to Stage 10
Stage 10	Program Delivery Manager now assesses work and includes it in the Works Management Plan. He nominates a Coordinator and advances the project to Stage 12.
Stage 12	Coordinator assigns the delivery phase of the project to a Project Manager and advances project to Stage 15.
Stage 15	Project Manager takes Project to practical completion and when complete advances project to Stage 20.
Stage 20	Project Manager to complete Close Out process. When complete Project progresses to Stage 25, if income is to be generated, or Stage 30 if not.
Stage 25	PET assigns the ARA preparation task to the Request Owner (income generation Projects only).
Stage 30	Coordinator confirms Project Close Out.
Stage 32	Request Owner reviews Coordinator's Close Out. If he accepts it the project is progressed to Stage 35 if a Customer job, and Stage 90 if not.
Stage 35 (Ext Customer only)	All Customer Jobs - Pending Commercial Close Out.
Stage 90	Project Closed

# Project Execution & Tracking Procedures

## Overview of stages of PET





## **3.2 AtoP Templates**

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AtoP templates are available and have been designed to assist Project Owners provide the information required for projects to receive approval. See Policies and Procedures Database / Templates / Authority to Proceed.

As far as is possible, the templates have been laid out to suit the wide variety of projects that the business undertakes. The Project Owner is responsible for supplying all information that is pertinent to the project and that may be of interest to management. Templates are available for the following bands:

- <\$25,000
- \$25,000 - \$125,000
- \$125,000 - \$250,000
- >\$250,000

Project Execution & Tracking Procedures

4 Step by Step -

This is what the database looks like when you first open it.

Customer requests **Request Owner** to undertake a project.

1. Select New Project (Quote)

Ref #	Title	Assigned To	Committed Quote Date	Stage	Request Date	Division	Originator	Customer	Probability
Z618-0	New 22kV feeder RW/T13 at Ringwood Terminal Station for	Peter Duddy		A	05/05/2006	NS - Program Delivery	Peter Duddy	Alinta Network Services Pty Ltd SP AusNet	40%
Z617-0	Wadala connection - shared network augmentation	David Atkin		1	03/05/2009	NS - Program Delivery	Nicholas Barclay	SP AusNet	10%
Z616-0	Temporary Upgrading of the SHTS PVT'S-BETS Line Terminations	Peter Kilevics		2	18/04/2006	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z615-0	Murraylink VFRB Enhancements	David Atkin		1	12/04/2006	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z614-0	Wentzen Terminal Station - New Station	John Theunissen		8	10/04/2006	Assets	Shiva Belur	Powercor Australia Ltd	80%
Z613-0	CBD supply reinforcement - BTS 86	John Theunissen		1	04/04/2006	NS - Program Delivery	Nicholas Barclay	CAPower Pty	10%
Z612-0	KV option - blue sky cost estimate	John Theunissen		1	31/03/2006	NS - Program Delivery	Nicholas Barclay	VENCorp	40%
Z611-0	Shared Network augmentation (at connection switchyard) for	John Theunissen		1	28/03/2006	TND - Network Systems	Nicholas Barclay	CAPower Pty	100%
Z610-0	RTS 22 kV partial relocation - customer contribution	John Theunissen		1	15/03/2006	NS - Program Delivery	Nicholas Barclay	Origin	10%
Z609-0	Mortlake connection	John Theunissen		1	30/04/2006	Transmission	Nicholas Barclay		10%
Z608-0	Two Windfarm connections to BATS-TGTS and/or at TGTS	Mike Dunstan		2	09/03/2006	NS - Program Delivery	Peter Duddy	Thies John Holland	95%
Z607-0	RWTS Relocation of Capacitor Banks for Eastlink	Mike Dunstan		2	08/03/2006	NS - Program Delivery	Heman De Beer	VENCorp	80%
Z606-0	Circuit Breaker Replacements at TTS and KTS	Mike Dunstan		2	08/03/2006	NS - Program Delivery	Heman De Beer	VENCorp	80%
Z605-0	Paper updating of RTS-AR feeder to 800amps	John Theunissen		8	22/02/2006	NS - Program Delivery	Shiva Belur	CAPower Pty	100%
Z604-0	Hazelwood and Jeeralang 220 kV Switchyard Reconfiguration	Heman De Beer	04/04/2006	6	17/02/2006	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z603-0	Planning Estimates for VENCorp 2006 APR	Heman De Beer	28/03/2006	90	17/02/2006	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z602-0	SVTS - Works associated with the New Zone Substation SW	Robert Appleton		2	03/03/2006	NS - Program Delivery	Peter Duddy	Alinta Network Services Pty Ltd	100%
Z601-0	Establishment of a 220 kV Switchyard Murali Dhanan at SMTS	John Theunissen		2	10/02/2006	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z600-0	Upgrade of protection and communication systems on the Operational alarm monitoring services	John Ward	16/01/2006	5	06/01/2006	NS - Network	Nicholas Barclay	National Grid Australia Pty Ltd	40%
Z571-0	Reconfiguration of Hazelwood and Jeeralang Switchyards	John Ward	03/02/2006	90	28/12/2005	NS - Program Delivery	Heman De Beer	VENCorp	100%
Z570-0	Test			90	16/12/2005	NS - Program Delivery	Shiva Belur	SP AusNet	100%
Z569-0	Victorias Deer Park project - increase line clearances	Nicholas Barclay	25/01/2006	8	09/12/2005	NS - Program Delivery	Nicholas Barclay	Vic Roads	100%
Z568-0	Connection of new Ballarat Gold Fields (BGF) Radial 68kV customer to increase the exit ratings of DA feeders	Shiva Belur	30/04/2006	8	23/03/2006	NS - Program Delivery	Shiva Belur	Powercor Australia Ltd	80%
Z567-0	Quality of Supply Measurements at Loy Yang Switchyard for the Basslink	Robert Appleton	31/01/2006	3	15/12/2005	NS - Program Delivery	Shiva Belur	CAPower	60%
Z566-0	Works associated with the NER at LVI Zone Substation	Heman de beer	06/02/2006	90	30/11/2005	NS - Program Delivery	Shiva Belur	Powercor Australia Ltd	100%
Z564-0	Alcoa related RTU configuration work	David Bartolo	25/11/2005	15	25/11/2005	BSIS - Real Time Systems	Nicholas Barclay	Transfield Services	100%

PET RECORD - OPENING SCREEN

This banner indicates the tabs relevant to each stage of the workflow

This banner indicates the stage the project is currently at.

This first screen, Details, snapshots all the basic information regarding the project.

Project Brief templates are for the T business and not designed at this stage for the D business or Non System Capital.

When you see a it indicates there is a definition of what is required in this field available. Just place the cursor over the graphic and click on the mouse and the text will appear.

**Project File - New Project**

Stages 1 to 5 - Scope & Estimate | Stages 6 & 7 - Approvals | Stages 8 to 15 - Customer Approvals/Execution | Stages 20 to 90 - Close Out

Details | Customer | Notifications | **AtAP Approvals** | Project Change Control | Delivery | Close

Current Stage: Stage 0: Request Owner Initiates the PET Request including Details & Project Brief.

Stage 0: Request Owner Initiates the PET Request including Details & Project Brief

Business Area:  Distribution  Transmission

Project Type:

Proposal Type:  Quotation  Project  Feasibility  Blue Sky

Title:

Location(s):

Project Brief Attached:  Yes

Click to Update 'Scope' Details...

Program Delivery Manager:

Request Date: 11/05/2006

Budgeted?:  Yes  No

Stage 1: Program Delivery Manager To Assign Scoping Manager

Scoping Manager:

Project Included in CAP List and/or Opex Budget:

Stage 2: Scoping Manager To Assign Estimating Manager

Estimating Manager:

Stage Assigned To:  Notify Assigned To

Date Quote Req'd (SPI Approval):  16 (Scope, Estimate & Program Requested to Originator by)

Proposed Service Date: 11/05/2006 16

Agreed Service Date:  16

Committed Quote Date:  16 (Scope, Estimate & Program Promised to Originator by)


Project Execution & Tracking Procedures

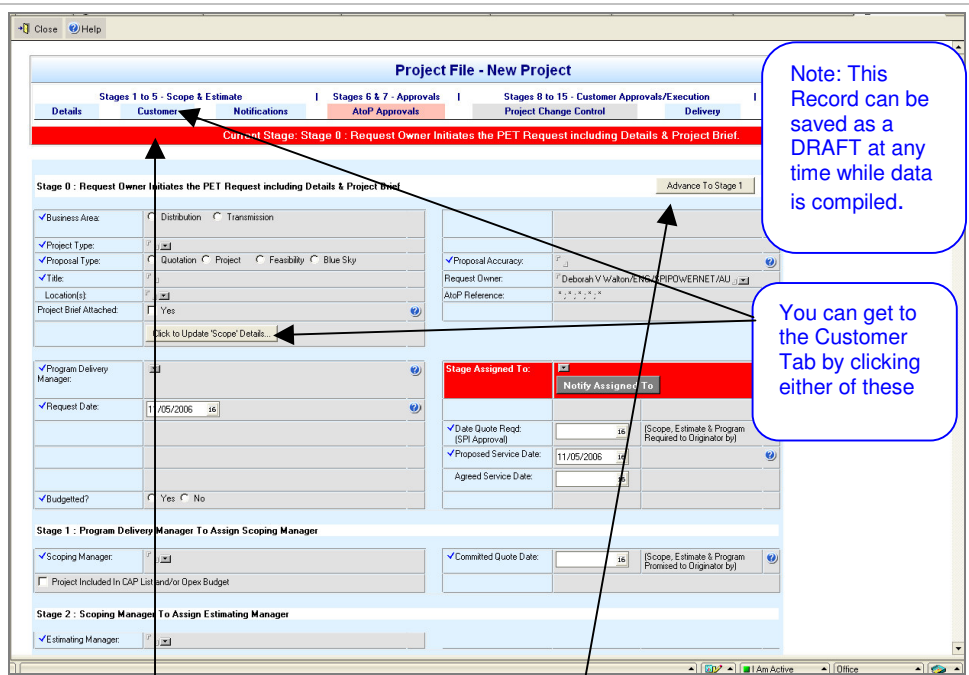
Definition of fields to be completed in Stage 0:

- **Business Area** - Select either Distribution or Transmission
- **Project Type** - Depending on the Business Area selected, different Project Types will be available to select from
- **Proposal Type** - Select one of the three options available:
  - Project – indicating that this is a project that is going to proceed
  - Feasibility – indicating that it is a feasibility only
  - Blue Sky – indicating that this is only a maybe
- **Title** - This needs to be the title of the Project and will also be the title of your AtoP
- **Location** - this is the location impacted on by the Project
- **Regulatory Reset No** - This is the number allocated to the work, when included in the last Regulatory Reset.
- **Proposal Accuracy** - select from the % options, which one best reflects the scope and estimate accuracy required.
- **People Soft #** - If it is a Distribution Project - select the appropriate project no from the drop down list.
- **Budgetted?** - nominate if the project has been budgetted or not.
- **Date Quote Required** - if you have requested information from others eg: financial estimates then this date is set for the information to be provided to you as the Request Owner
- **Proposed Service Date** - when the work is expected to be completed and is commissioned
- **Agreed Service Date** - the date that is agreed to by the Request Owner and the Customer, whether internal or external.
- **Company** - The name of the customer
- **Contact** - the name of the contact at the customer's place of business (your contact within SP AusNet if the work is internal)
- **Phone** - the contact's phone no
- **Segment** - select which segment applies from the drop down menu
- **Scope** - a brief summary of the scope of the Project.

Stage 0 - Initiate Project

2. Complete all fields in Stage 0 marked with ✓ These are compulsory fields and then go to the Customer Tab and input Details of Customer and summary of scope.

When you see a  it indicates there is a definition of what is required in this field available. Just place the cursor over the graphic and click on the mouse and the text will appear. Depending on what Business Area and Project Type you select, different fields will appear or disappear.



Stage

Next Step

The screen is designed to advise you what stage your project is at and what you need to do next.

If you select Customer Initiated Capital (either Transmission or Distribution) the screen will change slightly and you will see a few different fields. Rather than advancing to Stage 1, you will advance to Stage A for the Account Executive for Transmission Projects and Stage B, Assets Manager for the Distribution Projects, to review the Request.

PET advises the nominated **Account Executive** that a new **External Customer Request** has been raised.

For all projects other than Customer Initiated Capital, the record will advance from Stage 0 to Stage 1. PET advises the nominated **Program Delivery Manager** that a new project has been raised.

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At this stage, a **Project Brief** is to be developed by the **Request Owner**, covering all scope related aspects. It will include analysis of options using high level estimates. The final option will form the basis for the Engineering (n/a for non-system project) scope document, works plan and estimate.

3. *Input the Customer details on the Customer Tab and when all details are complete the **Request Owner** advances the project to Stage 1.*

If a **hardcopy file** is also required by your division, you can print the PET record and this can act as a cover sheet for your file.

**Stage A - External Customer Jobs Only**

2a. *Account Manager to review Customer request. When complete click **Advance to Stage B.***

PET advises the nominated Asset Manager that a new **External Customer Request** has been raised.

**Stage B - External Customer Jobs Only**

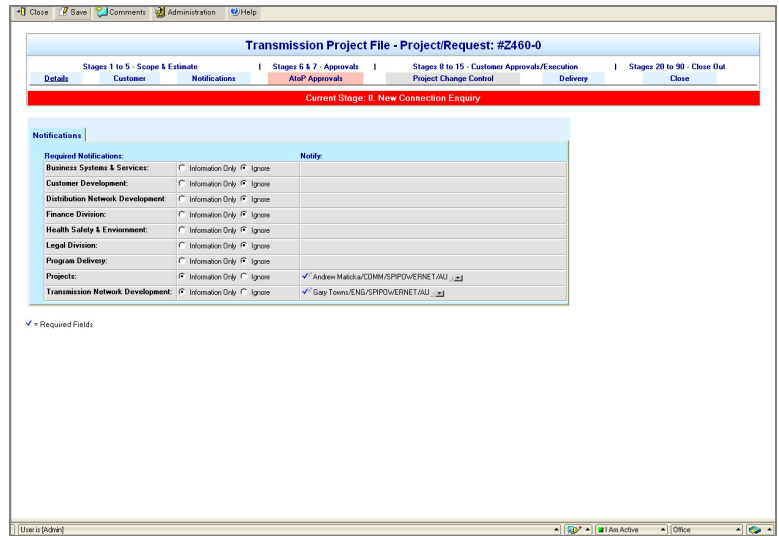
2b. *The Asset Manager reviews the External Customer request. When complete click **Advance to Stage 1.***

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**Notifications Tab**

This tab allows you to nominate all the people from various Divisions across the firm, to be notified as the Project goes through the various stages. It can be updated at any time.

When you go to this Tab, the default for each division is Ignore. Simply select Information Only and from the drop down arrow you gain access to the address book. Select one or more individuals from that division to receive information only emails.

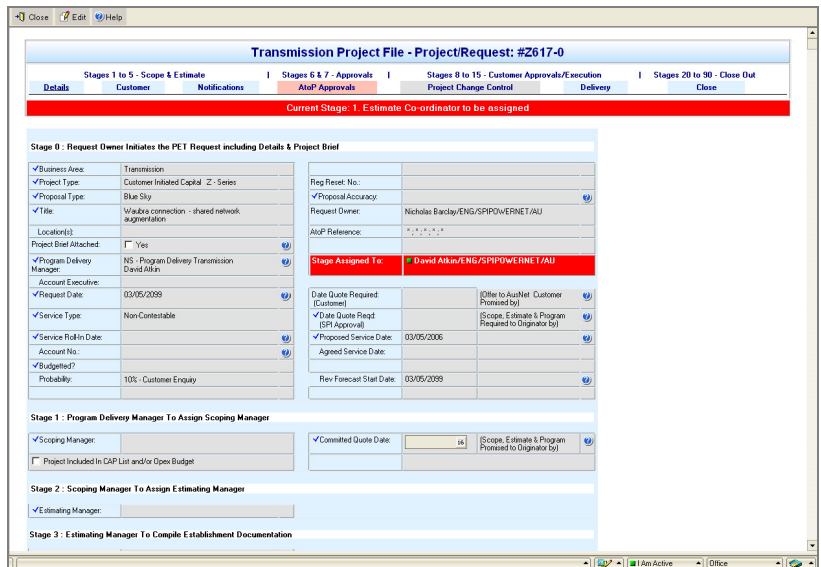


**Stage 1 - Program Delivery**

PET advises the nominated **Project Delivery Manager** that a new **Request** has been raised.

To facilitate workflow, PET will send daily reminders to the nominated **Program Delivery Manager** until the **Request** is advanced.

4. The nominated **Program Delivery Manager** confirms the details included by the **Request Owner** are sufficient in detail and clarity to allow progression of the **Request**.
5. The nominated **Program Delivery Manager** assigns the appropriate **Scoping Manager** (and may also assign the **Estimating Manager**) and advances the Project to Stage 2.



The action of saving at Stage 1 will trigger the creation of Establishment accounts in Oracle by PET forwarding emails to staff who undertake the creation of the Project No in Oracle and when appropriate the project in Project View (n/a for Distribution and Non System Capital projects).



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**Stage 2 - Scoping Manager - Project Scope**

PET advises the nominated **Scoping Manager** that a new **Request** has been raised.

PET advises Assets if nominated in **Notifications Tab**.

To facilitate workflow, PET will send **daily reminders** to the nominated **Scoping Manager** until the **Request** is advanced.

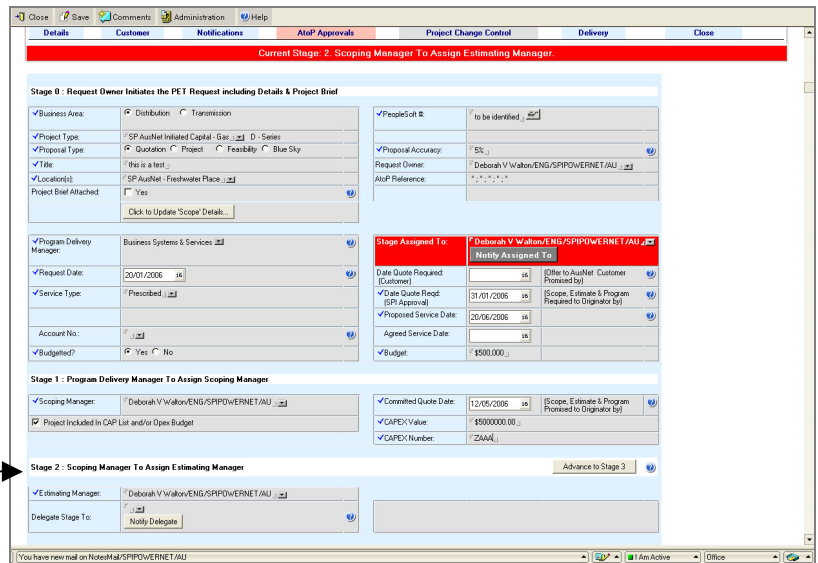
6. The nominated **Scoping Manager** prepares the full scope of the project including the **Project Execution Plan** and **Outage Plan** and when complete **assigns the Estimating Manager** to compile the **Cash Flow** and all other financial details.

If applicable, the **Scoping Manager** nominates the **Committed Quote Date** and whether it is included in the CAP List and if it is, the CAP nominated value and CAP #.

The Project is then advanced to Stage 3.

If a hardcopy file has been created that it should now be passed on to the **Estimating Manager**.

*Note: Remember, all Capital projects must be included in the CAP and therefore will have a CAP# and value.*



Example of a what is required in Transmission for the completion of the Scope

1. Engineering Scope Document created based on **Project Brief** and Station Design Manual.
2. High level project material list developed showing major items and expected lead times.

**Stage 3 - Estimating Manager - Estimating Phase**

PET advises the nominated **Estimating Manager** that a new **Request** has been raised.

7. The **Estimating Manager** is then able to **delegate** the **Request** to a **Project Manager** or other staff member .

When the **Request** is saved by the **Estimating Manager**, PET advises the assigned staff member that the **Request** is with them for action.

The **Estimating Manager** can continue to **assign the Request** to other staff members until all required activities are

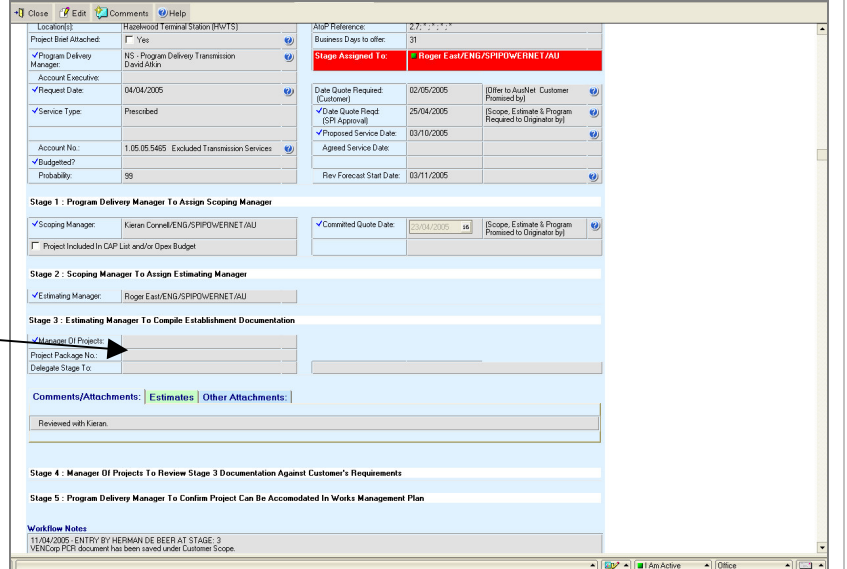
An example of the documentation required for this Estimating Stage is given below. The Program Delivery Team (Network Services) generally follows this:

1. Preliminary COM review conducted (**Propose multi-project COM reviews**).
2. Project Execution Plan developed based on Engineering Scope document.
3. DSP quotations sought, based on Engineering Scope document.
4. Outage Plan developed based on applicable restrictions and rebates etc.
5. Project Schedule developed.
6. Approximate Cash Flow profile developed based on DSP timeframe, Material List delivery timeframes and Outage Plan.
7. Estimate to pre-defined accuracy developed.

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complete. Documentation created in this phase is to be attached to the relevant Tab i.e. Comments / Attachments, Estimates, Other Attachments.

8. Once the Estimating Phase is complete, the **Estimating Manager** then advances the Project Stage 4. All documentation is placed under the Estimates Tab, or the Other Tab that are located at the bottom of the Details Screen.

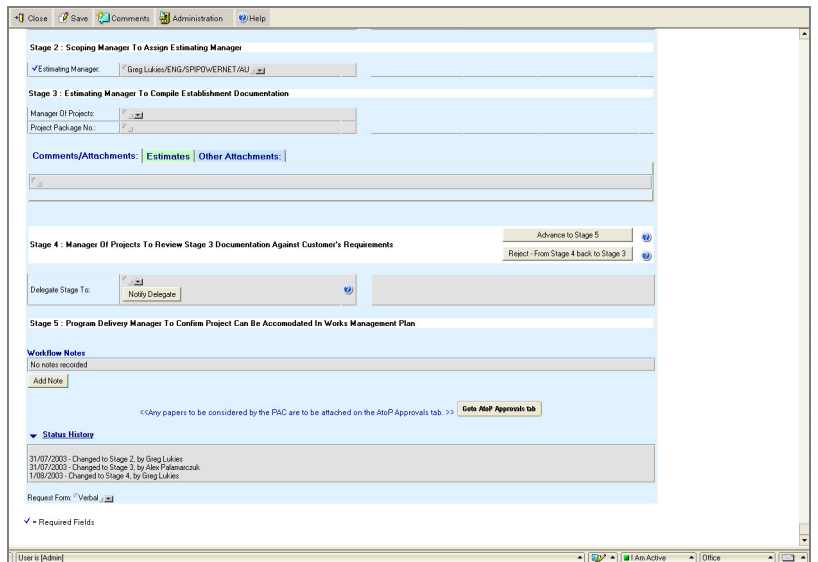


**Stage 4 - Manager, Projects Review**

PET advises the **Manager, Projects** that the **Request** has been "Established".

9. The **Manager, Projects** reviews the Establishment details provided against the Customer requirements. If satisfied, the **Manager, Projects** advances the Project to Stage 5 for the **Project Delivery Manager** to review.

If a hardcopy file has been created, the **Project Manager Estimates** passes it on to the **Co-ordinator**.



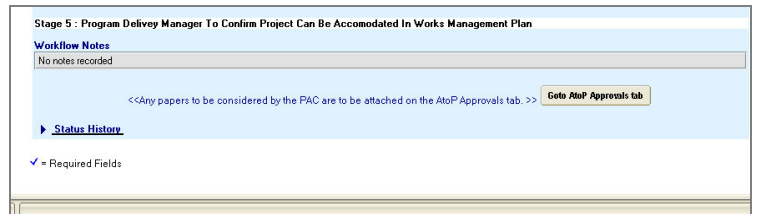
**Stage 5 - Program Delivery Manager Review**

PET advises the nominated **Program Delivery Manager** (Request Owner and Division Manager) that the **Request** has been "Established".

10 The **Program Delivery Manager** reviews the Establishment details provided against the Customer requirements and also against the Resource Plan.

If a hard copy file has been created then the **Co-ordinator** passes it on to the **Program Delivery Manager**.

If satisfied, the **Program Delivery**



**You are now leaving the Details tab (Stages 1 - 5) and going to the AtoP Approvals Tab (Stages 6 & 7).**

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**Manager** advances the project to Stage 6.

**Stage 6 - Request Owner prepares AtoP**

PET advises the **Request Owner** that the **Request** has been "Established".

11 The **Request Owner** creates an AtoP document and attaches it to the Project record in PET.

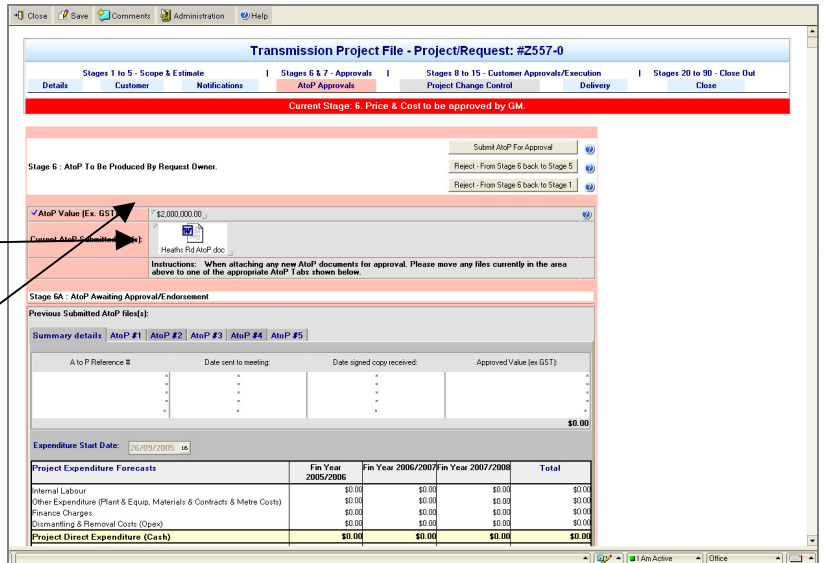
The Request Owner enters the AtoP value (ex GST)

PET will prompt you to complete the CAP field on the Details tab if the project is a Capital spend if this is not yet completed.

*If a hard copy file has been created then place a copy in the file.*

When the AtoP is complete and ready for submission to the Request Owner's Line Manager, click Submit AtoP for Approval.

PET will notify the **Line Manager** that the AtoP is created and is waiting on approval.

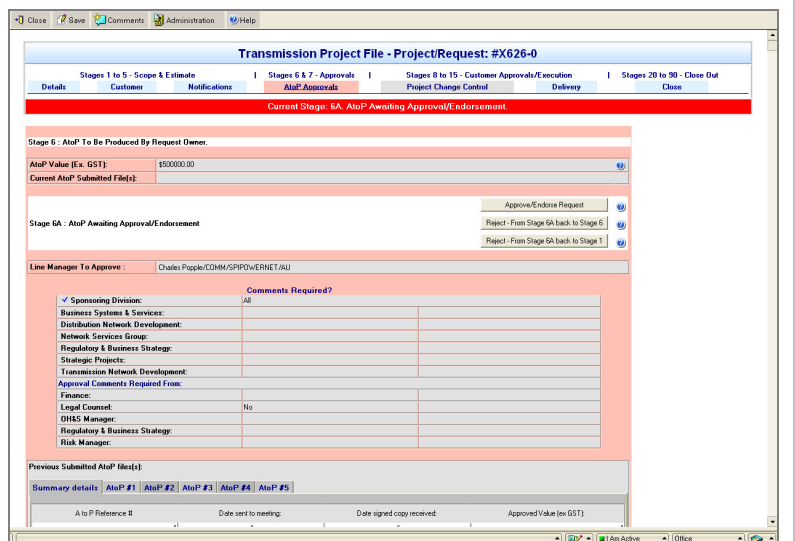


**NOTE: The AtoP submission includes all documentation produced during the Establishment Phase.**

**Stage 6a - Approvals**

12 The Line Manager/s critically review the AtoP and if adequate, endorses it.

- If <250k and capital spend, Line Manager approves AtoP and Project progresses to Stage 7a.
- If <\$250k and not capital spend, Line Manager approves AtoP and the Project advances to Stage 7b.
- If > 250k the Line Manager approves AtoP and progresses the Project to Stage 7.





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**Stage 7 - PAC Review**

PET advises the **PAC Administrator** that there is an AtoP to submit to the Project Approval process.

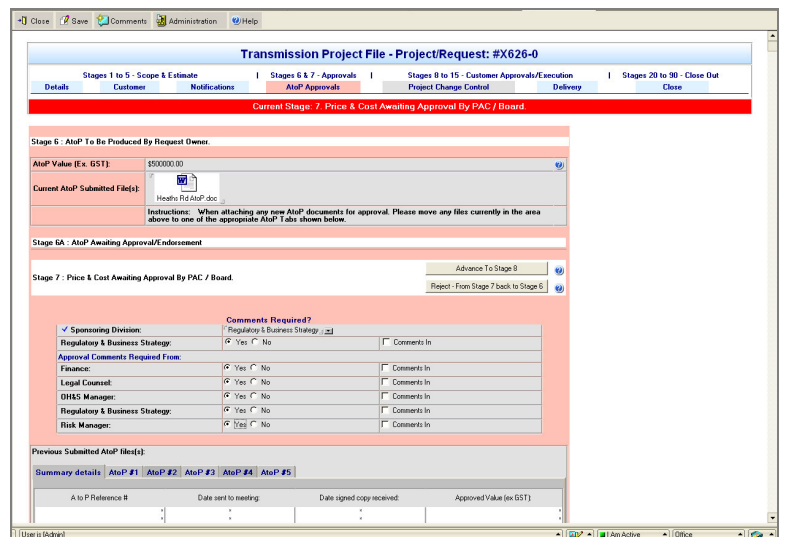
The **PAC Administrator** creates a Committee Paper record in the EAC/PAC Portal and links this to the PET record submitted for consideration.

As part of this process, the **Request Owner** is advised of the Agenda item and PAC meeting date.

Once approved and signed, the **PAC Administrator** attaches a scanned copy of the AtoP to the record in PET.

15 If there are any unresolved issues which prevent signature of the AtoP **AT THE MEETING**, the **PAC Administrator** is to reject the **Request** back to Stage 6 for the **Request Owner** to action.

Otherwise, the **PAC Administrator** advances the Project to Stage 8 if an external customer project and Stage 10 if an internal project.



**Stage 7a - <250k Capital Spend**

PET advises the Finance GM (or his /her delegate) that there is an AtoP for review and endorsement.

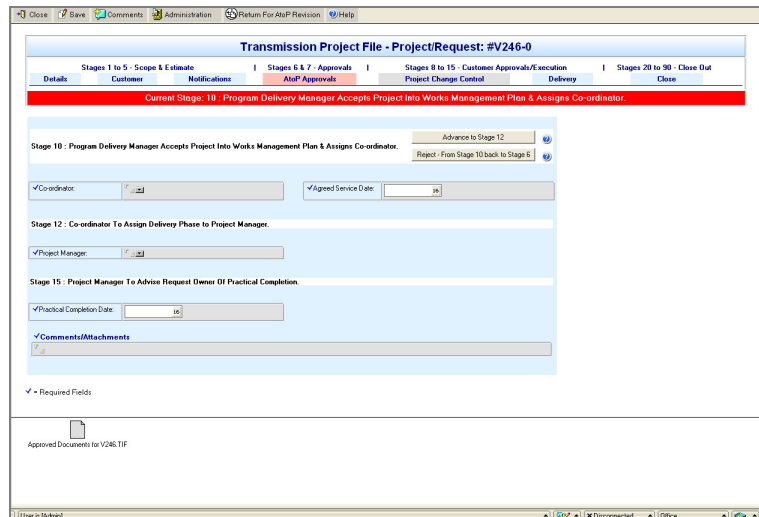
16 If Project is <250k and Capital spend the Finance Manager reviews the AtoP and then endorses it, progressing the Project to Stage 7b.

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**Stage 7b <250k Non capital spend**

17 Request Owner completes Project Expenditure Forecast table, attaches signed and scanned AtoP and completes fields on AtoP# Tab.

Request Owner progresses Project to Stage 8 or 10.



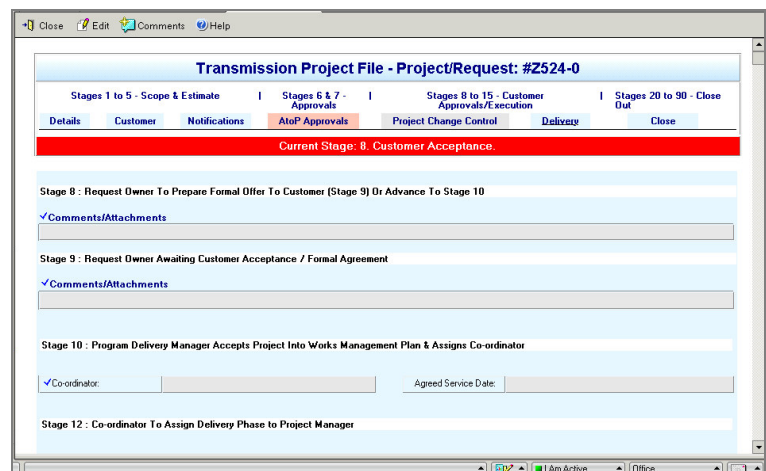
**Stage 8- External Customer Projects**

PET advises the **Request Owner** that there is an approved AtoP.

To facilitate workflow, PET will send daily reminders to the nominated **Request Owner** until the **Request** is advanced.

18 The **Request Owner** creates a **Letter of Offer**, which provides pricing details to the **Customer** for their acceptance. These pricing details often include an allowance for Risk and Operations and Maintenance costs and are broken down into a monthly payment stream, to commence billing upon advice of **Practical Completion**. The **Request Owner** then advances the Project to Stage 9, "Awaiting Customer Acceptance".

**NOTE: You have now moved to Stages 8 - 15 - Project Delivery and Project Changes.**



**Stage 9 - Letter of Offer**

PET advises the **Request Owner and his/her Manager** that the **Letter of Offer** has been sent and that the process is awaiting Customer acceptance.

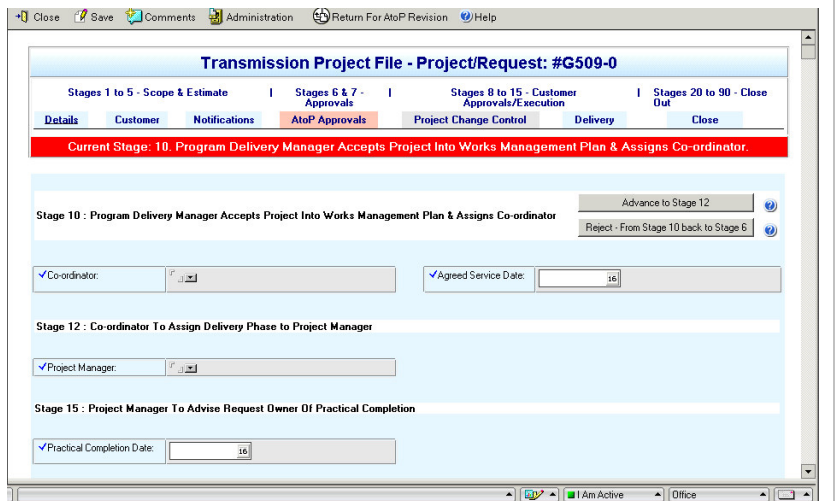
19 Once the **Customer's** signed document is received, the **Request Owner** attaches a scanned copy to the Project record

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in PET.

As a formal contract the **Request Owner** *must* provide the original signed document to Legal.

The **Request Owner** then advances the Project to Stage 10.



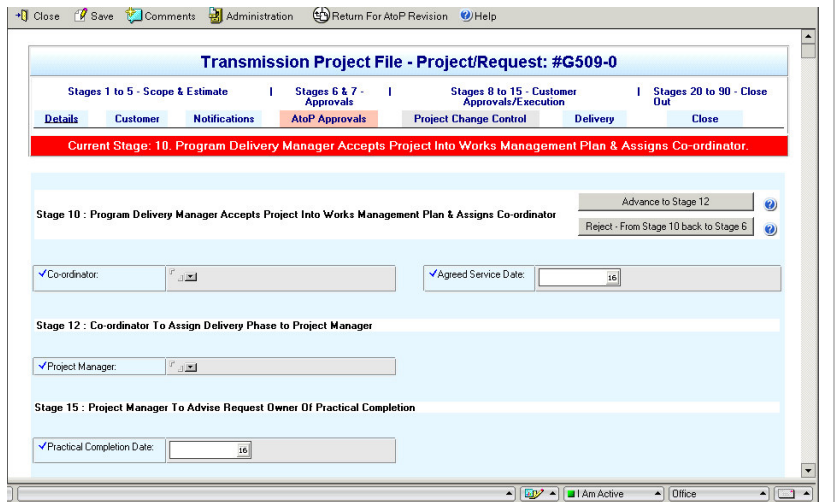
**Stage 10 - Works Management Plan**

PET advises the nominated **Program Delivery Manager** that the **Request** has been “Approved”. At this stage, the **Request** is now considered a **Project** to be delivered.

The **Program Delivery Manager** considers how the **Project** is to be included in the Works Management Plan.

20 As the **Project** does not yet appear in the A04 Report, the **Program Delivery Manager** nominates a date for the Project View Establishment Stage to be completed, generally 15 working days from Stage 15.

If there are no issues with including the **Project** in the overall Program Delivery schedule, the **Program Delivery Manager** selects the appropriate **Co-ordinator** and advances the Project to Stage 12.

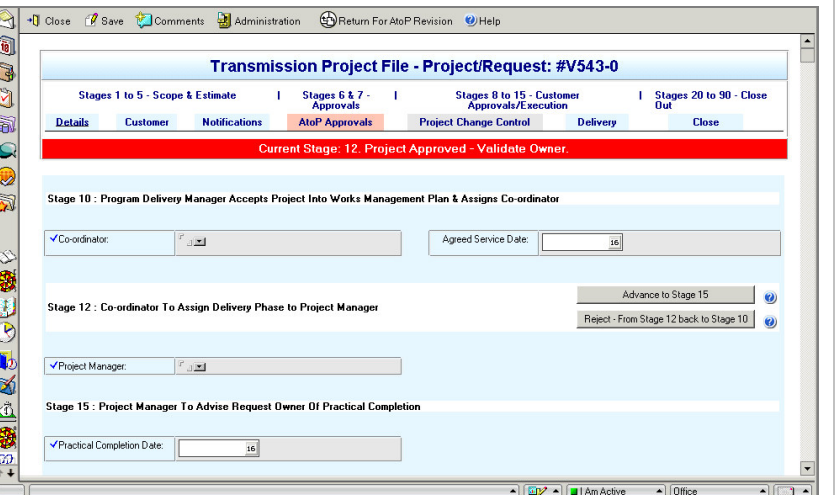


**Stage 12 - Delivery**

PET advises the nominated **Co-ordinator** that a new **Project** has been Approved.

To facilitate workflow, PET will send daily reminders to the nominated **Co-ordinator** until the **Project** is advanced.

21 The **Co-ordinator** assigns the delivery phase of the **Project** to a **Project Manager**. The **Coordinator** also completes the **Agreed Service Date** field to indicate when



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the work is to be completed.

The **Co-ordinator** advances the **Project** to Stage 15.

If a hard copy file has been created, then the **Program Delivery Manager** passes it on to the **Co-ordinator**.

**Stage 15 - Completion**

PET advises the nominated **Project Manager** that a new **Project** has been Assigned.

22 The **Project Manager** takes the **Project** to Practical Completion. This includes completing the Project Establishment Phase within the date nominated by the **Program Delivery Manager** so that the **Project** is included in the normal reporting process each month.

All details included in PET should be critically reviewed by the **Project Manager** and updated as necessary.

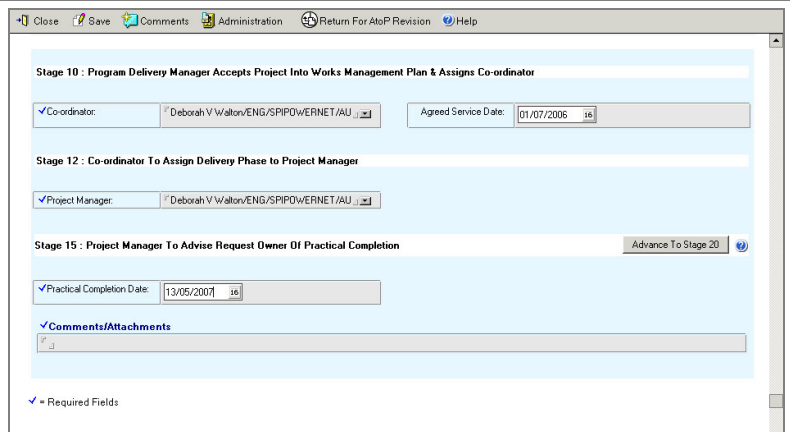
If a hard copy file has been created, then the **Co-ordinator** passes it to the **Project Manager**.

AtoP Revisions can be submitted through the Change Control table (under Project Change Control Tab) if necessary, to account for any oversights.

Change Control Requests can be initiated from PET to draw available contingency funds from the allocated amounts included in the estimate. Ideally, savings made against cost allocations can be returned to contingency using the same process.

23 Once **Practical Completion** has been achieved, the **Project Manager** updates the record in PET with the agreed **Practical Completion Date** and attaches any documentation able to support this date.

The **Project Manager** then advances the Project to Stage 20.



**Stage 20 - Project Close Out**

PET advises the **Request Owner** that **Practical Completion** has been achieved.

24 For externally funded Projects, the **Request Owner** will need to prepare an “**Accounts Receivable Advice**” (ARA) and will advance the **Project** to Stage 25 to indicate that this has to be done.

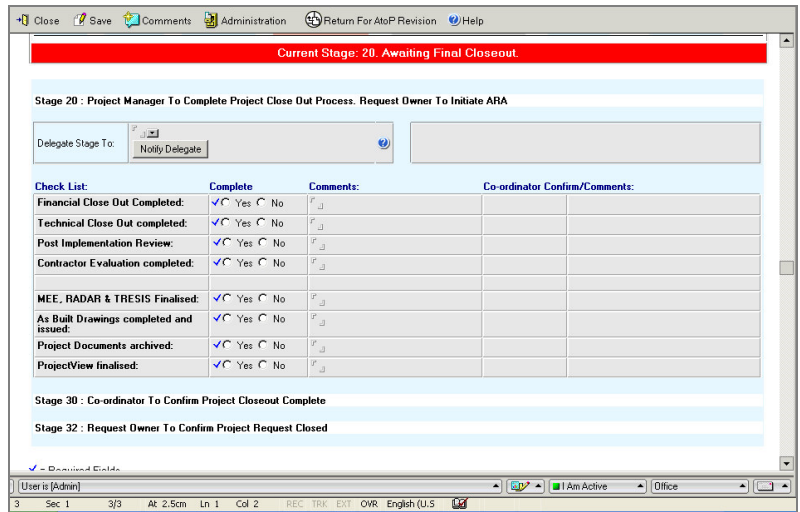
*NOTE: Stage 20 can be assigned to any staff member to complete, with reference to the Project Manager.*

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25 The **Project Manager** completes the Project Close Out Process as described in the Project Execution Manual and updates PET with comments and files able to be added as evidence (and for future benchmarking) of completion.

PET monitors the "Yes/No" checkboxes and once all are complete, advises the **Co-ordinator**, who will confirm each item as complete.

26 Once complete, the **Project** can be advanced to Stage 30 for non revenue projects and stage 25 for revenue projects.



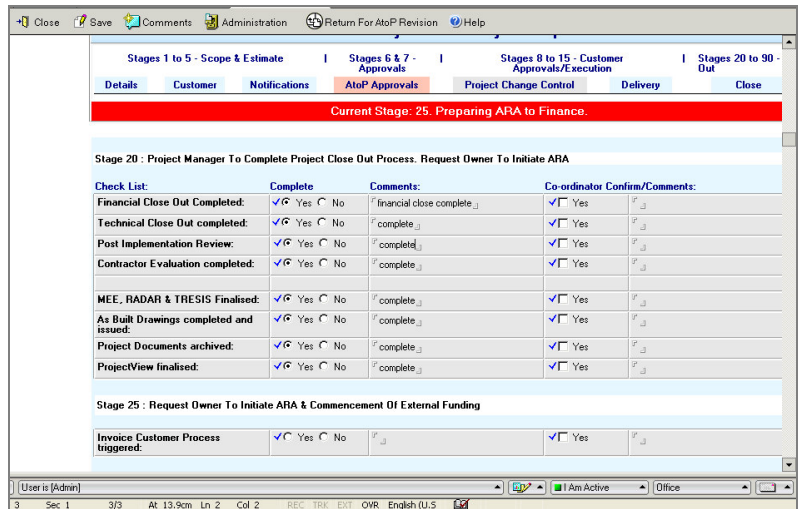
**Stage 25 – ARA (accounts receivable advice)**

PET assigns the **ARA** preparation task to the **Request Owner**.

To facilitate workflow, PET will send daily reminders to the nominated **Request Owner** until the **ARA** is advanced.

PET advises the Finance Group that a new revenue stream is about to commence can also be advised from PET at Stage 25.

27 Once the **ARA** has been completed and the monthly billing cycle is included in the monthly Accounts Receivable process, the **Request Owner** advances the Project to Stage 30.



**Stage 30 - Coordinator confirmation**

PET notifies the Coordinator.  
 PET notifies PAC Administrator of PIR if project is >250k.

28 Coordinator confirms Project Close Out process and the Project is advanced to Stage 32.

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**Stage 32 - Request Owner Review of Close Out**

PET advises the **Request Owner** that the Coordinator has completed his/her Review.

29 Request Owner reviews Close out and if he / she accepts it progresses the project to stage 35 if an External Customer project, or Stage 90 if not. He can also reject it at this stage and it will return to the Project Manager at Stage 20.

**Stage 35 - External Customer - Pending Commercial Close out**

PET advises the Account Executive that the Request Owner has reviewed and accepted Close Out.

30 The Account Executive progresses the Project to Stage 90 when Commercial Close out is complete.

**Stage 90 - Close Out**

PET advises the **Request Owner and his/her Manager** that **Project Close Out** has been achieved and all asset documentation is up to date.