

## **INTEGRATION MANAGEMENT PLAN**

Integration Management is a project management discipline that focuses on ensuring that all project components are coordinated effectively in order to achieve the project's goals and objectives. It is a critical aspect of project execution, given the many interlocking activities and work streams that must effectively come together to achieve project success. Project Integration Management gets to the core of what project managers do. It involves bringing together many different plans, activities, and team members into a cohesive project. The project manager is a key integration point and often serves as the "glue" to hold the project together.

In the project management context, integration includes characteristics of unification, consolidation, articulation, and integrative actions that are crucial to project completion, successfully managing stakeholder expectations, and meeting requirements. Integration in project management can become particularly important where individual processes interact independently. In the course of managing the project, for instance, the contractor's project team will identify risks that have occurred and become issues, and will need to be escalated to the Project Management office and appropriate stakeholders for resolution. This coordination effort might require an application of multiple stakeholders and project management plans, including risk and issue, change, schedule, and communications management.

The goal of the Integration Management Plan is to establish a consistent, integrated process for initiating, planning, executing, controlling, and closing the project. Effective integration management will require that the project management team achieve the following objectives:

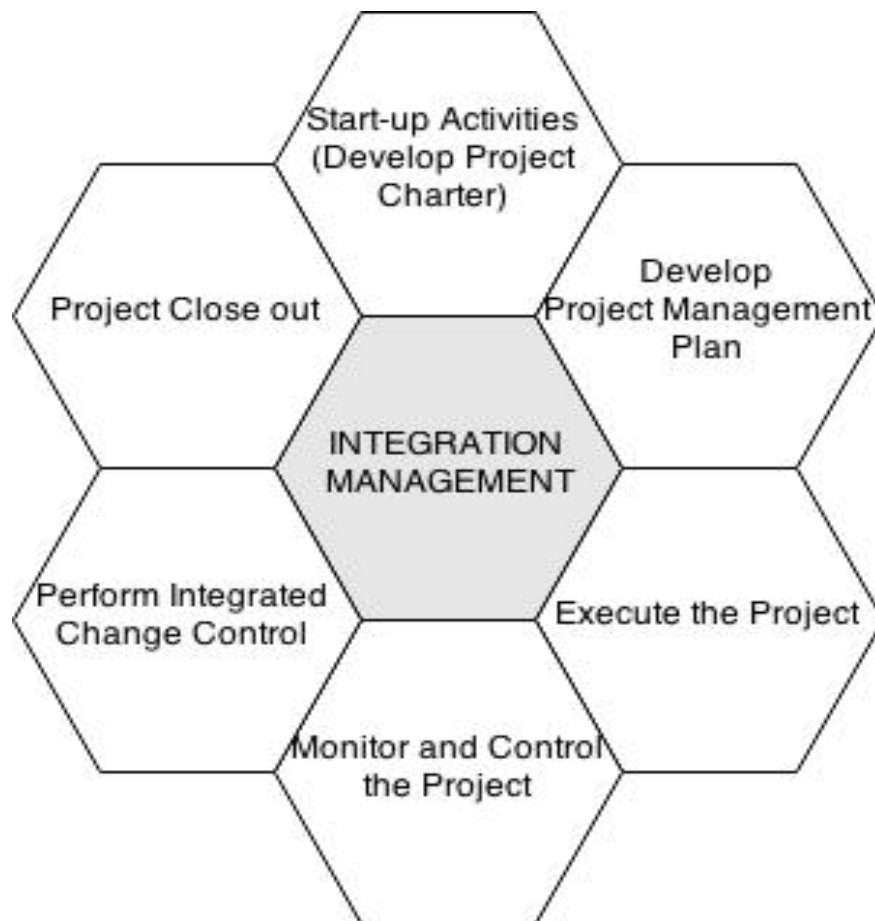
- During project startup, tailor, maintain, and execute project plans and processes
- Establish, clearly communicate, and maintain the project's organizational structure
- Involve all relevant project stakeholders (internal and external) in the definition, maintenance, and execution of the project's management processes
- Establish and maintain the project's technical and administrative environment
- Integrate and coordinate all project plans and processes
- During project shutdown, execute the project's plans and processes for closure activities

## Integration Management Approach

The process steps for Integration Management align closely with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* — Fifth Edition process groups of initiate, plan, execute, control, and close.

With the successful integration of administrative, supporting, and delivery processes, the following activities may be ensured:

- Management and coordination of activities in the project schedule
- Reinforcing ownership and accountability at all requirement levels and making sure project conforms to schedule and budget
- Providing frequent and accurate status reporting and other communications
- Establishing effective identification and reporting metrics that support decision-making and corrective action planning



The detailed activities under the Integration Management are as follows:

- Start- up Activities (Develop Project Charter)

The author of these plans who is among the sponsors of this project will provide copies of the drafted Project Charter and the subsidiary plans to his co- sponsors for their review, prior the conduct of the Kick- off Meeting which they need to schedule by themselves (Refer to Communication Matrix for details). They need to have a consensus agreement on the merits of the proposal in order to proceed with the project, before they discuss further on the approaches, processes and methodology therein written in each of the subsidiary plan. It is noted that all these subsidiary plans and documents were initially prepared to outline their visions of the project and serve as their guide templates, therefore, changes and alterations on these documents and plans are expected during the start- up activities until they reach a unanimity in proposals.

Part of the start-up activities are the conduct of Feasibility Study then a Business Plan, which should be an input for creating the project charter. But since that the charter was drafted prior to these, the rationale behind the project charter needs to reconfirm with the result of the feasibility studies. The project sponsors may sit down again for their final approval on the charter, depending upon the output of the reconfirmation.

- Develop Project Management Plan

The sponsors, upon final approval of the Project Charter, may hire the service of the Project Management Professional or as Project Manager of the project to help them on the planning stage. They may also outsource a technical service provider as Engineering and Technical Consultant to assist them on the technical aspects of the project. Considering that the project will be implemented through the Design-Build-Finance-Operate-Maintain method, these two professionals will serve as their agent in dealing with the to-be-selected contractor or concessionaire of the project. But prior to the selection of a concessionaire, the Project Manager will assist the sponsors in finalizing the Project Management Plan and its subsidiary plans.

The Project Management Plan is a group of plans, processes, procedures, and tools used to manage the project. Though that the role of the Project Manager is mostly on the monitoring and controlling the execution of works by the concessionaire, the Project Management Plan will still be his guiding map in implementing the project. The interconnected group of plans listed below provide the substantive guidance and

information for effective project integration. To avoid redundancy, the details of each of these plans is not discussed extensively in this Integration Management Plan.

The Project Management Plan includes the following management plans:

1. Scope Management Plan
2. Requirements Management Plan
3. Schedule Management Plan
4. Cost Management Plan
5. Quality Management Plan
6. Human Resource Management Plan
7. Communication Management Plan
8. Configuration and Release Management Plan
9. Change Management Plan
10. Risk Management Plan
11. Stakeholders Management Plan

These plans, along with the baseline schedule and cost model are stored in the project's platform repository.

- Execute the Project

The execution of works as per the proposed scope is divided into three main segments of the whole project life cycle. The segmentation is mainly affected by the method of implementation pre- chosen, as follows:

- From Preliminary Planning Stage till the selection of a concessionaire. At this period, the sponsors with the assistance of their hired agents (if they opted), shall compose the Project Management Office whom shall have the direct responsibilities of catering the expected deliverables at this stage.
- From the selection of a concessionaire till the completion of the construction phase. During this duration of the project, the management and directing the works is mainly delegated to the selected concessionaire (or contractor) pursuant to a contract to be created as a result of the DBFOM process of delivering the project. The concessionaire shall have their own project management plan to guide them in their execution of works and which should be aligned with the visions of the sponsors. The

role of the sponsors' agents (PM & ETC) shall solely be on the monitoring and controlling the execution of the contract by the concessionaire. The concessionaire represented by a Construction Project Manager as the lead of the Project Team shall perform works according to the contract commitments and deliverable requirements. Activities include the following:

- Continually monitoring and controlling scope according to the Scope Management Plan
  - Tracking and reporting status regularly according to the commitments within the Communication Management Plan
  - Preparing and submitting to the PMO the deliverables needed. These deliverables must be set in the project schedule, which captures and enables tracking of the progress of the project
  - Staffing, training, and managing team members in accordance with their Human Resource Management Plan
  - Generating project data for status reporting and metrics
  - Managing requirements definition, modifications, and adherence with respect to the design and development of solutions in alignment with the Requirements Management Plan
  - Issuing and completing change requests according to the Change Management Plan
  - Managing risks and issues proactively per the Risk and Issue Management Plan
  - Evaluating project progress and collecting lessons learned at regular intervals
- During the operation and maintenance of the project. Though not covered by this plan since there will be a separate contract for the O&M. The concessionaire who shall be the co-owner by that time together with the the sponsors or the original owners, has the option of acquiring an outside Operator to run the business (if they found it beneficial). At this scenario, the Operator has the direct management of the business operation pursuant to the contract that will be created with the owners and co-owners of the business.

- Monitor and Control the Project

Part of the concessionaire's project implementation plan is their monitoring and controlling functions on their works, which will not be elaborated on this document.

Rather, this plan focuses on the PMO's level, specifically on the PM & ETC's responsibilities as the owners' agents to the concessionaire.

The PMO provides oversight of the project, making sure that issues on all levels are identified and resolved, progress is measured and monitored, and that changes that affect project, specifically on the quality are managed. Activities include:

- Measuring and recording project metrics
- Monitoring the progress of planned and unplanned work according to the Schedule Management Plan and schedule
- Providing data to support progress reporting and forecasting
- Monitoring expenditures per the Cost Management Plan
- Monitoring implementation of approved changes per the Change Management Plan

- Perform Integrated Change Control

Change management activities are designed to manage changes to the project, and to keep management aware of the impact of changes that occur throughout the project. The Change Management Plan defines the standards and activities that must occur to manage changes to the project. The change management process closely links to events and activities within the Change Control Board (CCB).

- Project Close Out

The Project shutdown procedure includes processes for accomplishing transition or project closure, ensuring the fulfillment of commitments, obtaining lessons learned, and analyzing sponsors' satisfaction.

## **Roles and Responsibilities**

To manage and support the integration management processes and activities for the project, a variety of individuals and roles will be involved. Support, execution, and oversight of integration management processes and activities include a wide spectrum of roles with the following responsibilities which must be assumed by the individuals and teams identified in the table below.

Roles	Responsibilities
<p>Project Management Offices (Steering Committee)</p> <p>composition:</p> <ul style="list-style-type: none"> <li>• Sponsors/ owners</li> <li>• Their agents</li> </ul>	<ul style="list-style-type: none"> <li>• Provides oversight and execution of Project Management Plan activities</li> <li>• Works with team members to apply assessment metrics to issues, risks, and other project exceptions</li> <li>• Monitors project execution</li> <li>• Facilitates meetings between stakeholders and controlling entities to resolve outstanding escalated issues that may impact the project</li> <li>• Receives and reviews the status of project performance and resolves any escalated issues</li> <li>• Has overall responsibility for the organization and implementation at the project level</li> <li>• Responsible for receiving and reviewing the status of project performance.</li> <li>• Resolves escalated issues</li> </ul>
<p>Project Team</p> <p>composition:</p> <ul style="list-style-type: none"> <li>• The Construction Project Manager</li> <li>• and his team (concessionaire)</li> </ul>	<ul style="list-style-type: none"> <li>• Provides execution of Project Management Plan activities</li> <li>• Manages identification and mitigation of project risks and issues</li> <li>• Works with team members to apply assessment metrics to issues, risks, and other project exceptions</li> <li>• Prepares their internal project management plans, supporting documents, and other deliverables align with the PMO's plans</li> <li>• Monitors and assists in project execution according to scope</li> <li>• May facilitates meetings between stakeholders and controlling entities to resolve outstanding escalated issues that may impact the project</li> <li>• Receives and reviews the status of project performance on his level (concessionaire) and resolves any escalated issues</li> <li>• Keeps the Project Team and PMO informed of status of critical tasks</li> <li>• Develops and facilitates internal project controls (e.g., status reports, status meetings, risk and issue log, schedule forecast, etc.)</li> <li>• Participates in the change request process</li> <li>• Facilitates the deliverable management and approval process</li> </ul>

	<ul style="list-style-type: none"> <li>• Establishes quality standards and metrics</li> <li>• Facilitates status and reporting meetings</li> </ul>
<p>Project Quality Organization</p> <p>composition: (refer to the Quality Management Plan)</p>	<ul style="list-style-type: none"> <li>• Leads quality management in adherence to the activities and procedures established in the Quality Management Plan</li> <li>• Provides assessments and guidance to project management</li> <li>• Participates in project management, joint status, PMO, and other meetings</li> <li>• Reviews project deliverables and work products to ensure adherence to standards and project expectations</li> <li>• Provides input to risk identification, management, and mitigation</li> </ul>
<p>Change Control Board</p> <p>composition:</p> <ul style="list-style-type: none"> <li>• The PMO</li> <li>• The Construction Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Manage authorization for changes to processes.</li> <li>• Responsible for reviewing, approving, and rejecting change requests.</li> <li>• Board membership consists primarily of project leadership</li> </ul>
<p>Project Leads</p> <p>composition:</p> <ul style="list-style-type: none"> <li>• The concessionaire's functional/department managers</li> </ul>	<ul style="list-style-type: none"> <li>• Leads development of project deliverables</li> <li>• Compiles team status reports</li> <li>• Leads project track/thread status meetings</li> <li>• Participates in workstream lead and project management meetings</li> <li>• Manages and resolve action items</li> <li>• Identifies and escalates risks and issues</li> <li>• Performs validation activities</li> <li>• Supports execution of project management processes</li> <li>• Adheres to quality standards and metrics</li> <li>• Provides guidance and feedback to project team members regarding quality of work products, activities, and deliverables</li> </ul>