

Gatekeeping for Capital Project Governance

IPA research shows that certain information must be clear at each stage gate to prevent scarce capital funds from being spent on the wrong projects. This seminar provides a set of tools to aid in the complex and often difficult decision-making process. IPA has shown that, if effectively implemented and resourced, the gated process allows the best-suited projects to proceed. This seminar helps sponsor organizations choose projects that meet their objectives. Practices shared in this program can help improve the interface between sponsor and engineering to better align project execution with sponsor strategy.

UPDATE!

The course has been updated with data that reflect the current economic conditions and provide new practices to improve cost, schedule, and operability performance. Discussions around early business decisions are expanded.

Key Benefits

- ▷ **LEARN** to identify projects that best meet sponsor organization needs
- ▷ **IMPROVE** decision-making capabilities of gatekeepers
- ▷ **DISCOVER** the elements of a successful gated process
- ▷ **BUILD** awareness of the critical questions to ask to approve a project for proceeding
- ▷ **DEVELOP** an implementation plan for making improvements in work processes
- ▷ **IDENTIFY** the attributes of the ideal gatekeeper

Course Format

Gatekeeping for Capital Project Governance is a 1.5-day private seminar. The materials presented are based on a decade of work with capital project organizations in establishing and analyzing activities in gated work processes. Important research findings are presented through lectures with supporting materials and readings. Case studies and examples will form the basis of active class discussions. Participants will be able to develop plans to translate learnings into action items for improving their capital project processes.

Holding a Seminar

For pricing and information on how to hold a *Gatekeeping for Capital Project Governance* private seminar for your organization, contact the IPA Institute at 703-729-8300 or via email at IPAInstitute@ipaglobal.com.

Seminar Location

The *Gatekeeping for Capital Project Governance* private seminar can be conducted either at an organization's facility or at a nearby conference center. The IPA Institute strongly recommends an off-site location to allow participants to focus on the seminar activities.

Target Audience

This seminar is intended for representatives from owner companies and sponsor organizations who are responsible for the decisions made at the end of each project stage, and for those moving into decision-making roles. Gated work processes provide an organized way to track tasks and activities, coordinate multifunctional activities, and obtain buy-in across all levels and from all functions. Therefore, the program also has value to other key decision makers involved in the project process.

This course is registered with the Project Management Institute. Attendees may claim 12 PDUs upon completion.



Course Content

A “gated” project process identifies distinct points in the project life cycle when decisions are made about the project’s suitability to meet the business needs and readiness to proceed. The gatekeeper is responsible for making decisions at the end of each gate. The gatekeeper must interact with all functions involved in the capital project process to align project objectives with business needs. Each *Gatekeeping* seminar will cover the following:

Introduction

- Seminar overview
- IPA’s measurement of project performance, methodology to quantify the effect of practices on project performance, predictability metrics, and competitiveness metrics

Governance of the Project System

- Introduction to governance structures
- Overview of the capital project life cycle

Establishing an Effective Gated Process

- Key elements of each project stage
- Staffing the gatekeeper function
- The link between using a gated process and project outcomes

It’s All About Cost and Schedule

- Estimate quality at different project stages
- Use and misuse of early estimates in decision-making
- Estimating rules for business professionals

The Use of a Gated Process Pays Off

| Project Outcomes | Improvement With Gated Process |
|--------------------|--------------------------------|
| Cost | ↓ 5% |
| Cost Growth | ↓ 9% |
| Cycle Time | ↓ 15% |
| Execution Duration | ↓ 15% |

FEL 1 Gate: Evaluating Business Needs

- Business planning phase deliverables and key questions
- Effective portfolio management practices
- Mitigating cash flow constraint issues

FEL 2 Gate: Developing Scope to Meet Business Needs

- Shaping project scope
- Scope development stage deliverables and key questions
- Translating business objectives into project objectives
- Setting competitive targets

“This seminar solidified the knowledge of what objectives need to be accomplished at each stage of the project”

- 2009 Seminar Attendee

FEL 3 Gate: Authorizing the Right Project

- Project definition stage deliverables and key questions
- The effects of and strategies to manage major changes during FEL 3
- Maintaining value through execution

Contracting Strategies

- Selecting the right contracting strategy