The buildingSMART International Process: Addendum 3 - Project Delivery Governance

REQUIREMENTS, RESPONSIBILITIES, ROLES, AND
FUNDING DOCUMENTATION FOR EFFORTS OF THE
BSI PROCESS
RICHARD PETRIE

Version release record

Version	Author	Date	Notes
7.0	Richard Kelly	2019 10 25	Initial addendum 3 to v7 of the bSI Process
7.1	Jeffrey Ouellette, Richard Kelly, Jon Proctor	2020 07 07	Reformatting to match other documentation styles
7.2	Richard Kelly, Jeffrey Ouellette	2020 08 20	Update of the Activity Proposal and Detailed Project Plan templates, including instructions on how to complete

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Introduction

The main body of **the bSI Process** document describes how initiatives to enhance built asset whole life value decision making are initiated. It explains that an activity progresses through the bSI Process as a project.

This document is for Room Steering Committees, Project Leaders and Project Teams to use as a reference for the execution of their specific projects.

bSI Projects are expected to be established on a rigorous and robust basis. It is the responsibility of the sponsoring Room to ensure that the proposals are adequately developed, supported and resourced.

Activity Proposals (which become Detailed Project Plans after successful Standards Committee consultation) may be put forward by Chapters, Rooms, or Third Parties. Proposals will have been discussed and ratified within the most relevant existing Room before proceeding.

The maturity phases of a bSI Project when it is delivering a new international standard are;

Standard Proposal, Working Draft Standard, Candidate Standard and Final Standard

For Technical Reports and General Activities, the maturity phases have slightly different names but the project process to deliver them is the same.

All bSI projects must follow the bSI Process. The level of output is dependent on the scope and deliverables identified and agreed at the outset. This is covered in more detail in the main body of the bSI Process document.

It is anticipated that activities will normally be supported by a focused Working Group who have identified a specific need. This Working Group prepares the Activity Proposal and submits it to the bSI Management Office for allocation to the appropriate Room.

1 Project Requirements

The requirements and responsibilities of standards projects during the three project stages are as follows:

1.1 Stage 1 Initiation

During the initiation stage the working group must work on preparing and defining the need for a project to take place, and plan for how it should be realised. This is a two stage process.

First submit an Activity Proposal. This is used for consultation with the Standards Committee and serves as outreach to the whole membership community to let them know the proposal exists.

After successful consultation, the Working Group submits a Detailed Project Plan. This will now include details of the Project Team (Project Leader, Technical Leader, Expert Panel members), milestones, funding sources (work-in-kind or cash contribution).

The Detailed Project Plan is submitted to the Standards Committee for vote with the maturity description 'Standard Proposal'.

For a Standard Proposal to be eligible for endorsement to become a Working Draft Standard the following must be achieved:

- Clearly developed and articulated user needs and project outcome requirements supported by an appropriate room or group.

- Proposed solution, work plan and deliverable

- Project schedule, and expected timeline for completion

- Project cost plan

- Project participants and supporters (normally this shall show evidence of support to give confidence that the project is likely to be completed, implemented in real life and be of value to users).

- Project resourcing plan including identification of sponsors providing funds or ready to commit in-kind resources and any volunteer work commitments

- Project consortium formally established and project leader appointed.

- Coordination and support working group input requirements be identified.

- Include a discussion about which category the project is and whether it should be an ISO proposal with the intention to have a parallel process.

- The Expert Review requirements should be agreed with the SCE and an appropriate project specific Expert Review Panel identified team identified.

- Expert Review Panels must comprise as a minimum a chairperson with no affiliation to the project proponents, two eligible chapter representatives and two eligible member representatives at least being able to review the proposal from the viewpoint of end users, commercial interests, technical architecture and implementation and the

SCE must be satisfied that all necessary aspects will receive appropriate expert oversight.

- Well documented project plans which shall summarize how these requirements are to be met.
- Project formally committed to bSI Process
- Project and all parties commit to bSI intellectual property rules.

A consortium agreement between all the sponsoring parties and bSI is then signed. This can be in the form of a Memorandum of Understanding, or a full Consortium Agreement, dependant on project size and complexity. This will include details of the amount of contribution from each party, both work-in-kind and cash.

Project sponsors are also required to be bSI members.

1.2   Stage 2 Solution Development

Project consortium under the leadership of the Project Manager, are responsible for the execution of the projects to achieve the time, cost and outcome expectations.

During the development stage the project shall report to the Room Project Steering Committee (see terms of reference in Section 5) on a regular basis by submitting a dashboard where a summary, plus a status on time, resources and deliverables are reported.

Here is a link to the Project Dashboard template.

During the development stage, the project needs to ensure that the deliverables reaches consensus and are also implementable by software. This need to be demonstrated through documented records.

- Documented action on expert reviews /comments
- Strong consensus between the project and the Expert Review panel
- Endorsement from relevant Support or Working Groups in accordance with the project plan
- Sponsor Room or Group is properly kept up to date and no sustained opposition
- The extent of Public Consultation required at this stage shall be determined in consultation with the sponsoring Room or Group.

1.3   Stage 3 Approval

When the development is finalized, and the deliverables are completed, the project must demonstrate the

Demonstrate, with documented records the Consensus Engagement achieved for the standard which shall normally include:

- Strong consensus between the project and the Expert Review panel

- Endorsement from Support or Coordination Working Groups in accordance with the project plan

- Sponsor Room or Working properly kept up to date and no sustained opposition

- Public consultation inclusive of 8 weeks circulation to SC complete and issues addressed

2   Project Delivery Responsibilities

The Room Steering Committee establishes a Room Project Steering Committee that governs all projects.

The Room Project Steering Committee approves Project Plans and deliverables, keeps track of progress, and reports to BR Steering Committee in accordance with its Terms of Reference.

The Room Project Steering Committee is chaired by a representative from the Room Steering Committee who has the specific duty, Project Coordinator.
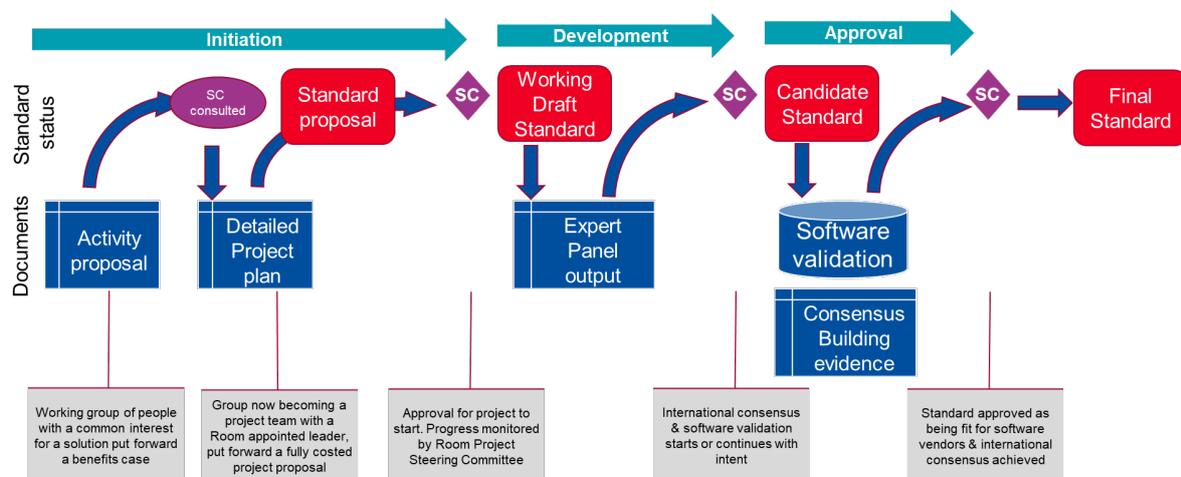

Figure 1:

A new project begins when the Room Steering Committee receives an enquiry to pursue the development of an initiative.

If the Room Steering Committee believes that the initiative is in line with the Room Charter then it will ask the proposer to complete an Activity Proposal

Activity proposal is sent to the SCE through the bSI Management Office

SCE will decide whether to send to the Standards Committee for consultation

If the SC comment favourably on the proposal then the SCE will inform the Room that the activity should be allowed to proceed

If the SC have mostly negative comments regarding the proposal then the SCE is likely to inform the Room that the proposal shall not proceed.

The activity proposal working group then develops a Project Plan

The project plan has more specific information including milestone deliverables, funding and resource requirements and sources, Expert panel identification and meeting schedule. A project leader is nominated.

The Room Steering Committee appoint the Project Manager in consultation with the Project Sponsors.

The Project Manager appointment is endorsed by the SCE.

The Project Proposal is sent to the SCE for endorsement to send to the SC for voting.

If the SC vote to endorse the plan then the project enters the development phase. [For an explanation of the SC voting criteria see Addendum 4 - Standards Committee Review Requirements]

The Project Manager will create a project dashboard in accordance with bSI template [See Addendum 2 – Information workflow]

The Project Manager creates a consortium agreement or, for smaller projects a Memorandum of Understanding (MoU). For more details see section 5.0 Activity Funding below.

The Project Manager shall report progress by presenting an updated Dashboard to the Room Project Steering Committee.

The Project Manager appoints a delivery team. This team will include personnel that are capable of creating and delivering the technical aspects in line with the Project plan scope of works. This might be one person or a team of people depending on resources needed. If a team then there will be a Technical Manager overseeing the work of the Technical Delivery team.

The Technical Manager and their team report to the Project Manager.

The Project Manager ensures that the team reaches out and consult with appropriate and relevant parties to stimulate the feedback required and achieve appropriate consensus. Projects and their governing Rooms shall keep records of the consensus building activity and that will be presented as support to Standards Committee submissions.

The Project Manager engages an Expert Panel to support the project and give advice on domain-specific or standard-specific issues within the context of a project execution.

Records of the Expert panel meetings and attendance is kept by the Project Manager for evidence of engagement.

The Domain Expert panel is open to anybody including non-members to participate.

During the execution of the Project, the Project Manager directs all project payment requests first to the Room Project Steering Committee for approval, then requests draw down of project funds from the Room Steering Committee.
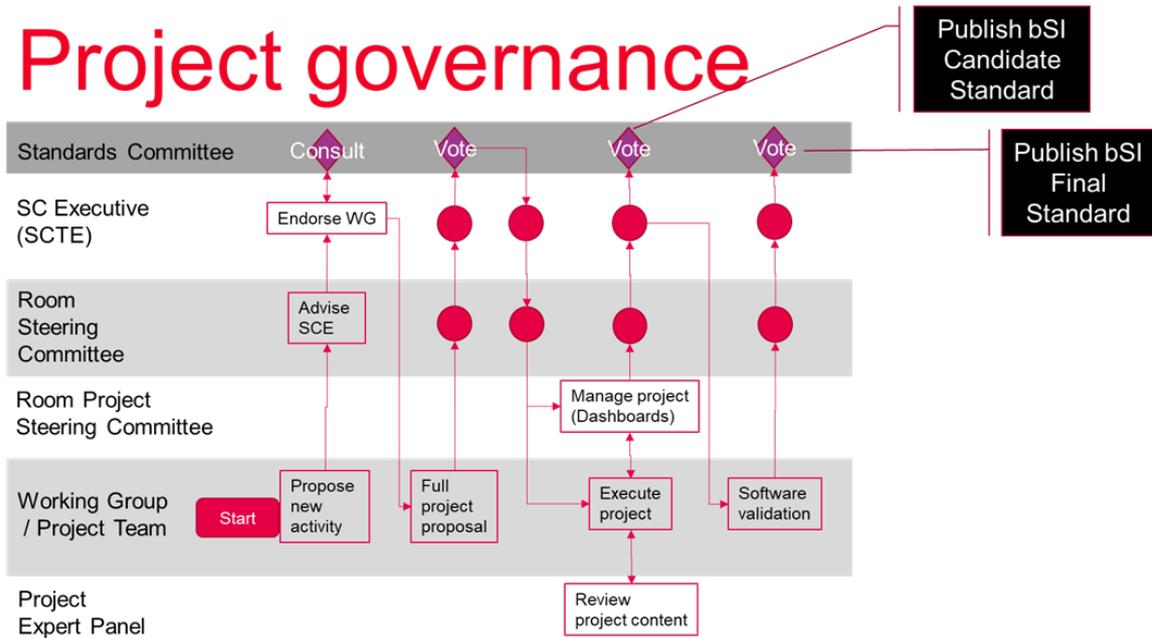
Figure 2:

3 Project Organizational Roles

Role	Description	Formal results
Room (#R)	The Room is an open fora or interest group where any interested party may attend. Attendance is most likely at a bSI Summit. It is intended that they may comprise both user and technical parties. The Room is a forum for discussion.	Appointment of Steering Committee (any representative may stand, but only voting delegates vote).
Room Steering Committee (#RSC)	Develops the policy and work plan (roadmap) for the enhancement of openBIM in built asset management. Creates and owns the Room Charter and Roadmap. Coordination with #R, bSI management office, SCE, other Rooms, other standardization bodies. Endorses activities that deliver for the Room Roadmap Establish projects and project leads (after approval of SCE). Assists to raise sponsorship income. Appoints the Room Project Steering Committee Endorses milestone payments on projects	BR Policy and work plan. Appointment of BR Project Steering Committee. Appointment Project coordinator Established project, project lead. Approves outcomes from projects as delivered by #RPSC and forwards to SCE
Room Technical Leader	Supports the Steering Committee and room to ensure that the projects and activities are aligned to the bSI technical strategy and work. Reports to the SCTE	
Room Project Steering Committee (#RPSC)	The Room Project Steering Committee oversees the governance of all projects, gives advice on project plans and deliverables, keeps track of progress, and reports to #R Steering Committee in accordance with its Terms of Reference. The Project Coordinator acts on behalf of the #RPSC as a liaison for day-to-day coordination of Projects.	Progress report Assessment report on both project plans and deliverables
Project Manager	Is responsible for the project's management and deliverables. Reports to the #RPSC on time, cost and quality and raises issues and risks in good time.	Project deliverables e.g. a report or a proposed standard

Role	Description	Formal results
Project Team Includes Technical Delivery	Executes a project based on a project plan and delivers the results according to plan. Reports to the Project Manager. This team will include personnel that are capable of creating and delivering the technical aspects of the project against the requirements of the project scope. It may be one person or a team of people under a Technical Manager. Room members and Room Representatives are welcomes to join.	Progress report Project deliverables e.g. a report or a proposed standard
Expert Panel (Domain Expert Panel)	Supports a project team and gives advice on domain-specific or standard-specific issues within the context of a project execution. Is open to anybody.	
Working Group	A working group is established to address an identified work item. It may develop a project plan, find funding, and propose a project leader.	Reports to the BRPSC
Standards Committee Executive (SCE)	Have executive oversight of the standards program. Supervises the standards process. Coordinates the balloting by SC.	
Standards Committee Technical Executive	Review the technical deliverables and the quality of the software approval testing/validation work. In particular, the SCTE will sign off the Expert Panel Outputs	
Sponsor	Provides funding or work in kind resource for a project. Is required to be a bSI member. Signs a consortium agreement with bSI and other sponsors for a particular project. Has representatives that sit on the #RPSC	Work in kind and / or cash funding of activities.
Standards Committee (SC)	Approve the initiation of rooms, groups and standards projects and approve outcomes in accordance with the standards process.	Approval of the initiation of rooms, groups, and standards projects and approval of outcomes

4   Activity Funding

Activities are funded through sponsor support and this can be either monetary or work in-kind or a combination of both.

Sponsors agree to a consortium agreement between all the contributing parties and bSI which may be a simple memorandum of understanding (MOU) for smaller activities.

This details the level and type of sponsorship being committed. As the activity becomes a more defined project plan, the agreement is updated to reflect the funding against specified milestones.

Sponsorship can either be on the bSI balance sheet or not. It is preferred that sponsors make the funding payments to bSI MO so that the bSI Operations Director is accountable for the control of these funds.

If the sponsors pay directly to the Project Leader, the Project Leader must still report to the Room Project Steering Committee.
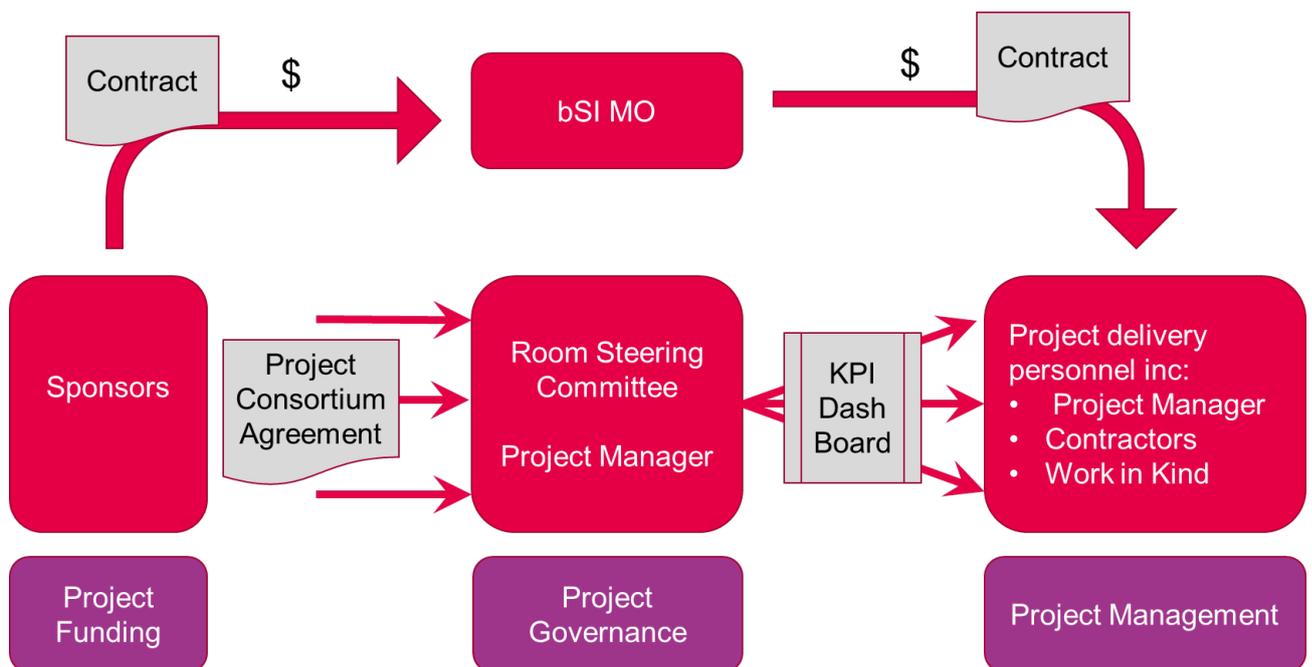

Figure 3:

When the Project Proposal has been endorsed by the SC and the consortium agreement / MOU is signed, bSI MO will send invoices to all the sponsors that have agreed to pay cash contribution

A project funding sheet is created detailing monies received and committed. The Project Leader is obliged to tell bSI MO when commitments have been made. bSI MO send purchase order's with bSI Terms & Conditions to each contractor that is to be engaged on a project.

bSI MO send the project funding sheet to the Project Leader on a monthly basis

The Project Leader demonstrates to the Room Project Steering Committee that specific milestones are complete against the criteria described in Stage 1, Stage 2 & Stage 3 and the Project Proposal. The Project Steering Committee advises the Room Steering Committee who endorse payments to be made to the project contractors.

The Room Steering Committee advises bSI MO that payment is due and invites the contractor to submit their invoice. bSI MO makes the appropriate payment upon receipt of invoice.

Table 2: Project Funding RACI

	Program Leader (bSI MO)	Project Leader	Room Leader / Steering Committee	Accounts Manager (bSI MO)
Overall funding management	Accountable	Responsible	Consulted / Informed	Responsible
Invoicing	Accountable	Responsible	Consulted / Informed	Responsible
Creating project proposal	Accountable Informed	Responsible	Consulted	Informed
Creating MOU	Accountable Informed	Responsible	Consulted	Informed

Funds are received into buildingSMART International's bank account from Sponsor Organisations.

The Solutions & Standards Program Manager (bSI Operations Director) is accountable for the control of these funds.

The Solutions & Standards Program Manager will arrange for the final contract agreements between the Sponsoring Organisations and bSI and between the Project Suppliers and bSI upon receipt of the MOU from the Project Manager.

The Program Manager may only release funds to the Project upon the authorisation of the Room Steering Committee.

In order to release funding, the project needs to demonstrate to the Room Steering Committee that all the criteria described in bSI Process document Section 5.0 have been fulfilled.

Funds will be released in accordance with the needs of the project schedule and cost plan.

The Project Leader, when authorised by the Room Project Steering Committee, will make the application to the SCE, through the Program Manager, for the release of funding.

Note: The Room Project Steering Committee will be made up of Room representatives and may include employees of the Sponsoring organisations.

The Program Manager will track the funds released to the Project.

The Project Manager is responsible for ensuring the Project suppliers submit their invoices to the Program Manager in a timely manner and advising the Program Manager that the invoices are fit to pay as the deliverables are achieved.

5 Room Steering Committee Terms of Reference

Title: Room Project Steering Committee	
Frequency: Monthly **Time:** 1.5 hours	
Meeting chair & secretariat: Room Project Coordinator, Room Administrator	
Membership: Project leaders, Project Sponsors, bSI Management Office, Room Steering Committee	

Terms of Reference	Agenda
Context: The bSI Process sets out the development of bSI Solutions & Standards. This is done within the Solutions & Standards Program. The Room activities are governed by the Steering Committee and the Project Steering Committee ensures that the process is being followed for Room activities on behalf of the Room Steering Committee. **Purpose:** This forum is an overseer of the Room activities. Its remit is to receive dashboard reports on the projects, to review; progress, issues related to schedule and cost adherence, forthcoming milestones and discuss issues by exception. It will take an overview of the links / dependencies between other of the Room activities.	▪ Adoption of agenda ▪ Previous minutes ▪ Review of Project Dashboard ▪ Governing project and approval of payments ▪ AOB

Inputs	Outputs	Ground Rules
▪ Room Charter ▪ Project dashboard reports **Responsibilities** • Project Leaders are obliged to attend each meeting and provide an up to date dashboard	▪ Decisions and guidance to Project Leaders on issues arising ▪ Prioritisation of activities taking other Room activities into account ▪ Requests to the Room Steering Committee and bSI MO to manage payments to suppliers ▪ Requests to bSI MO to establish contracts with suppliers ▪	▪ Committee only discusses projects that are endorsed by SC as a Working Draft Standard or beyond ▪ The bSI Process and the Room Charter are the documents that determine governance of the projects