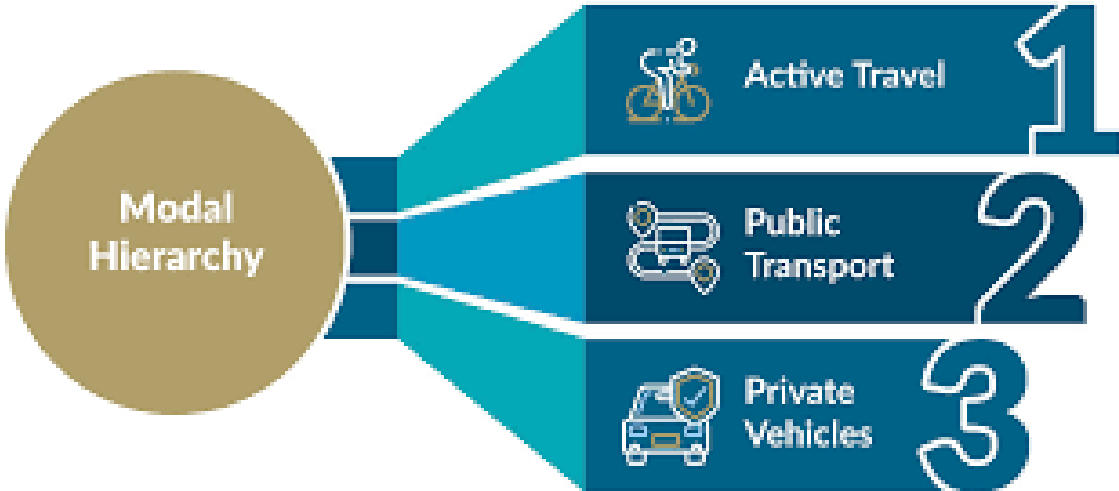
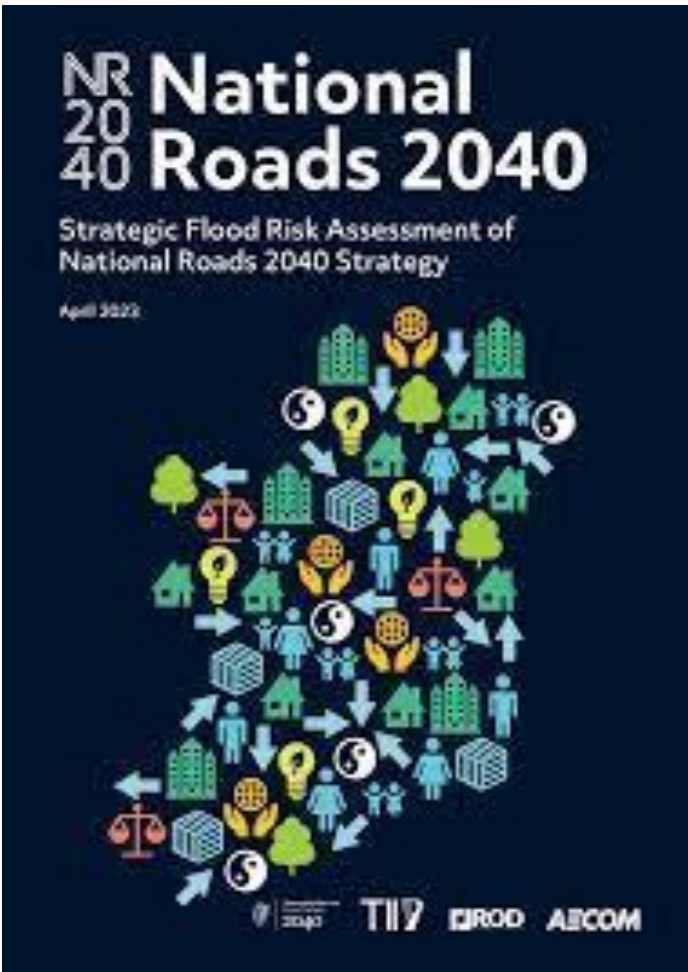
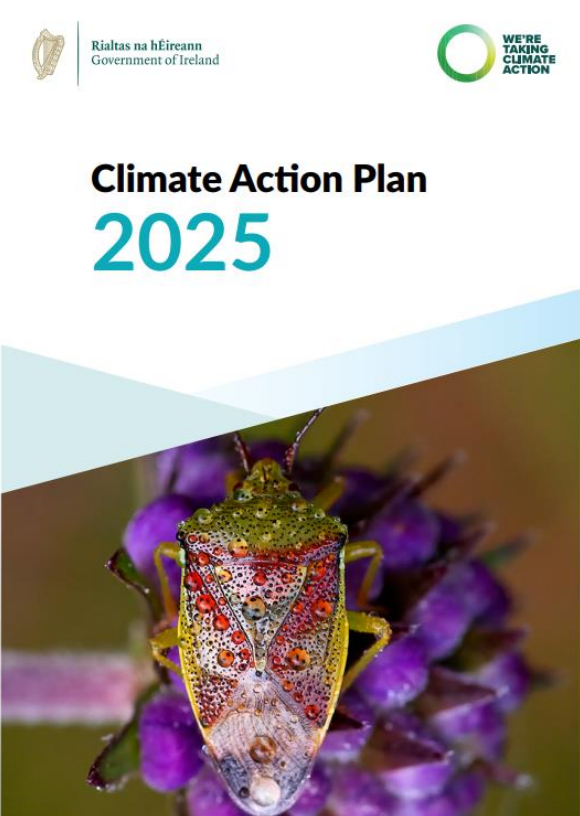
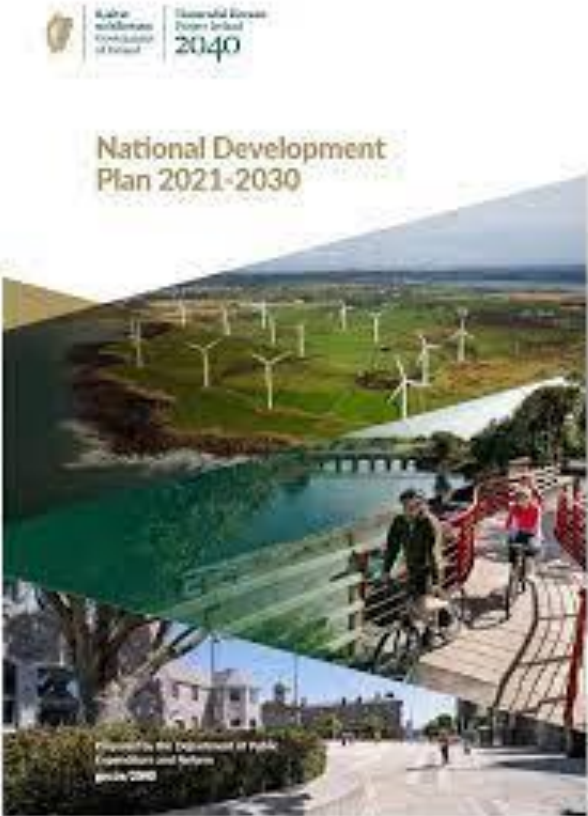
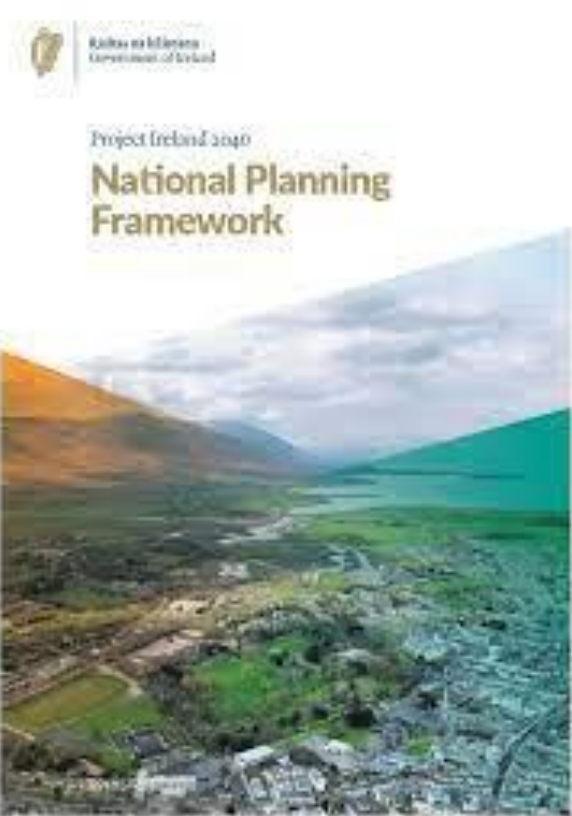


Transport Infrastructure Ireland

Project Management Guidelines

WP 1.6f

Context and Structure



Context and Structure of the PMGs

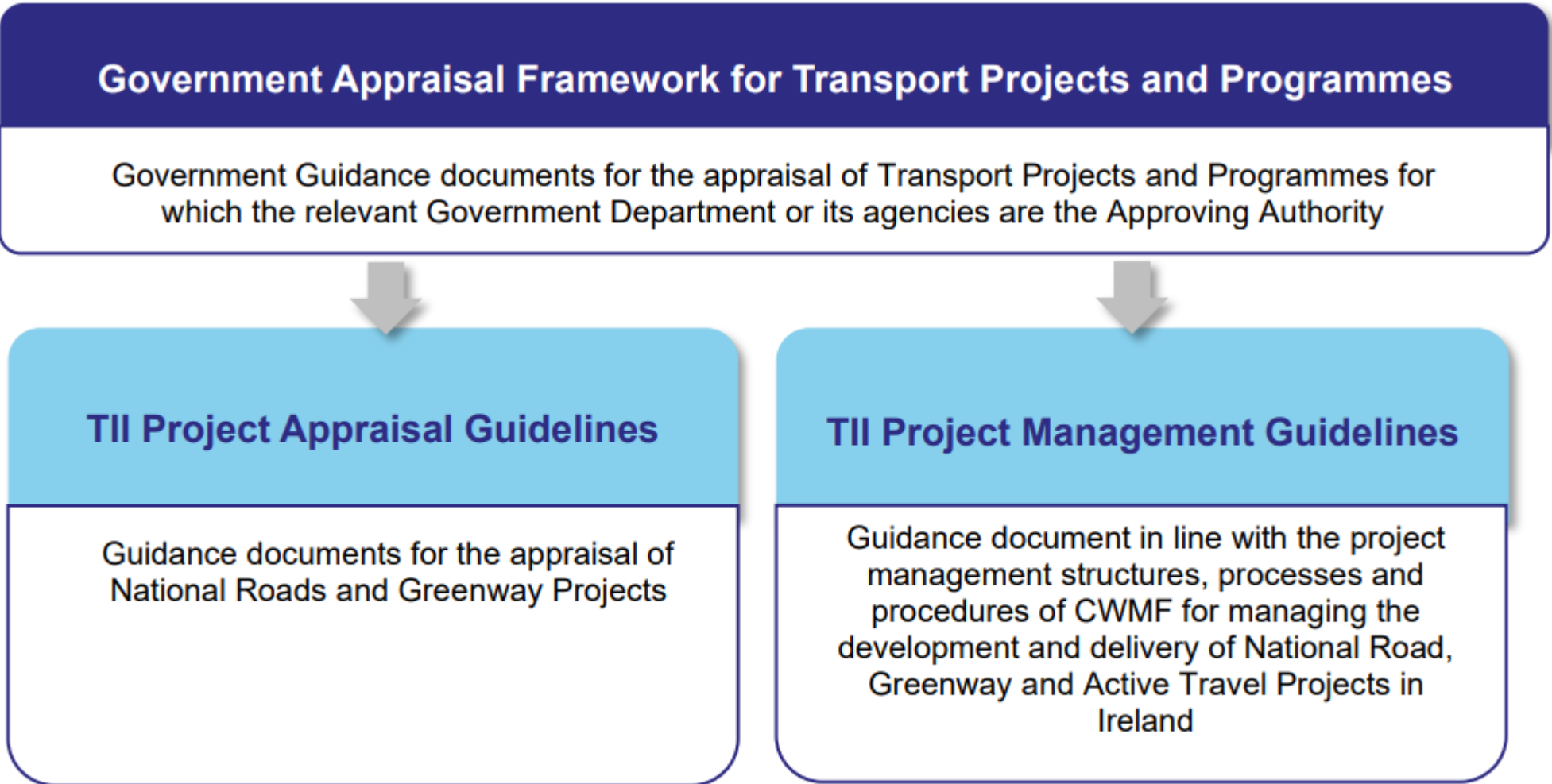


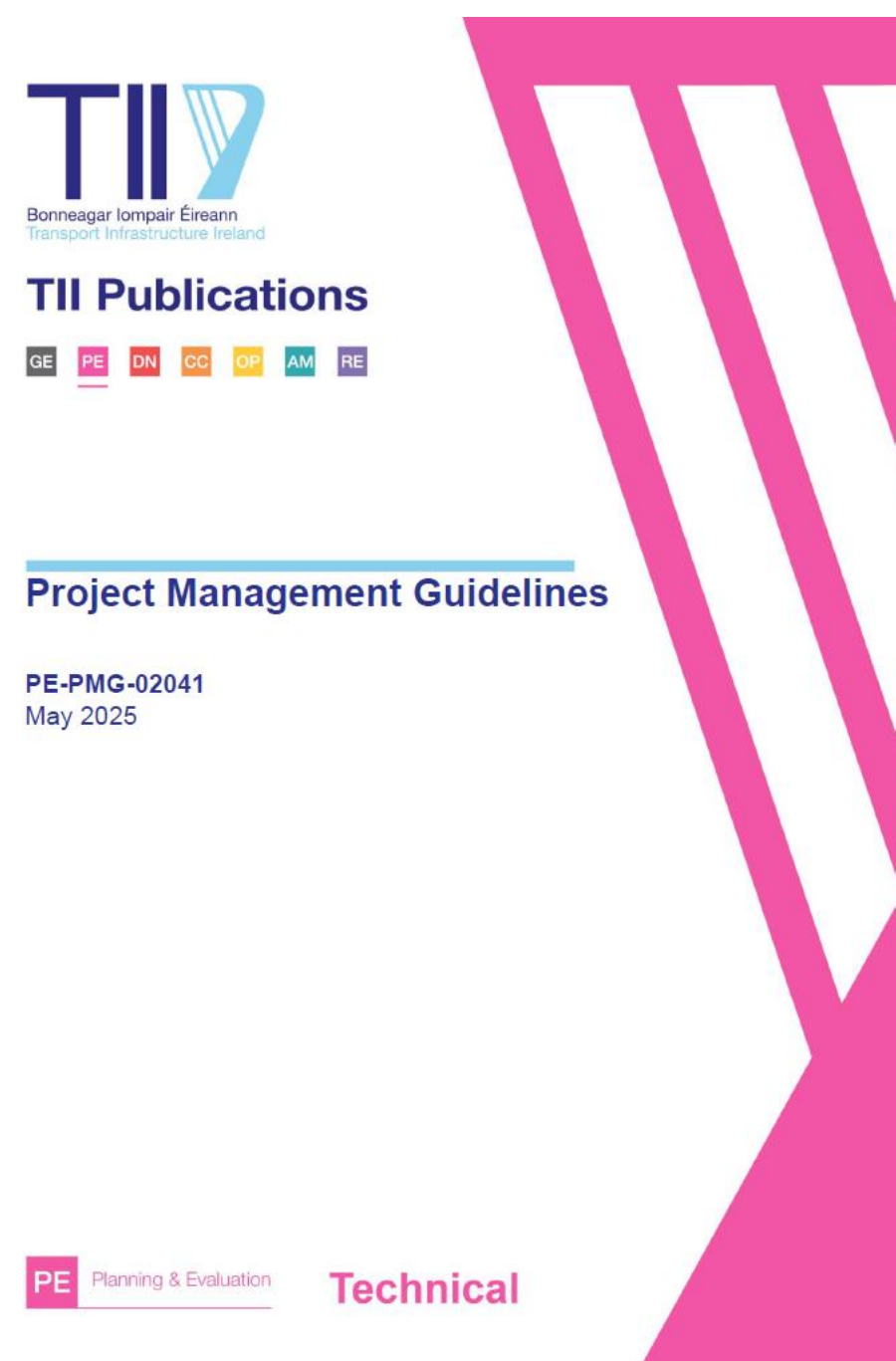
Figure 1 Hierarchy of Project Guidance Documents for Project Appraisal and Project Management



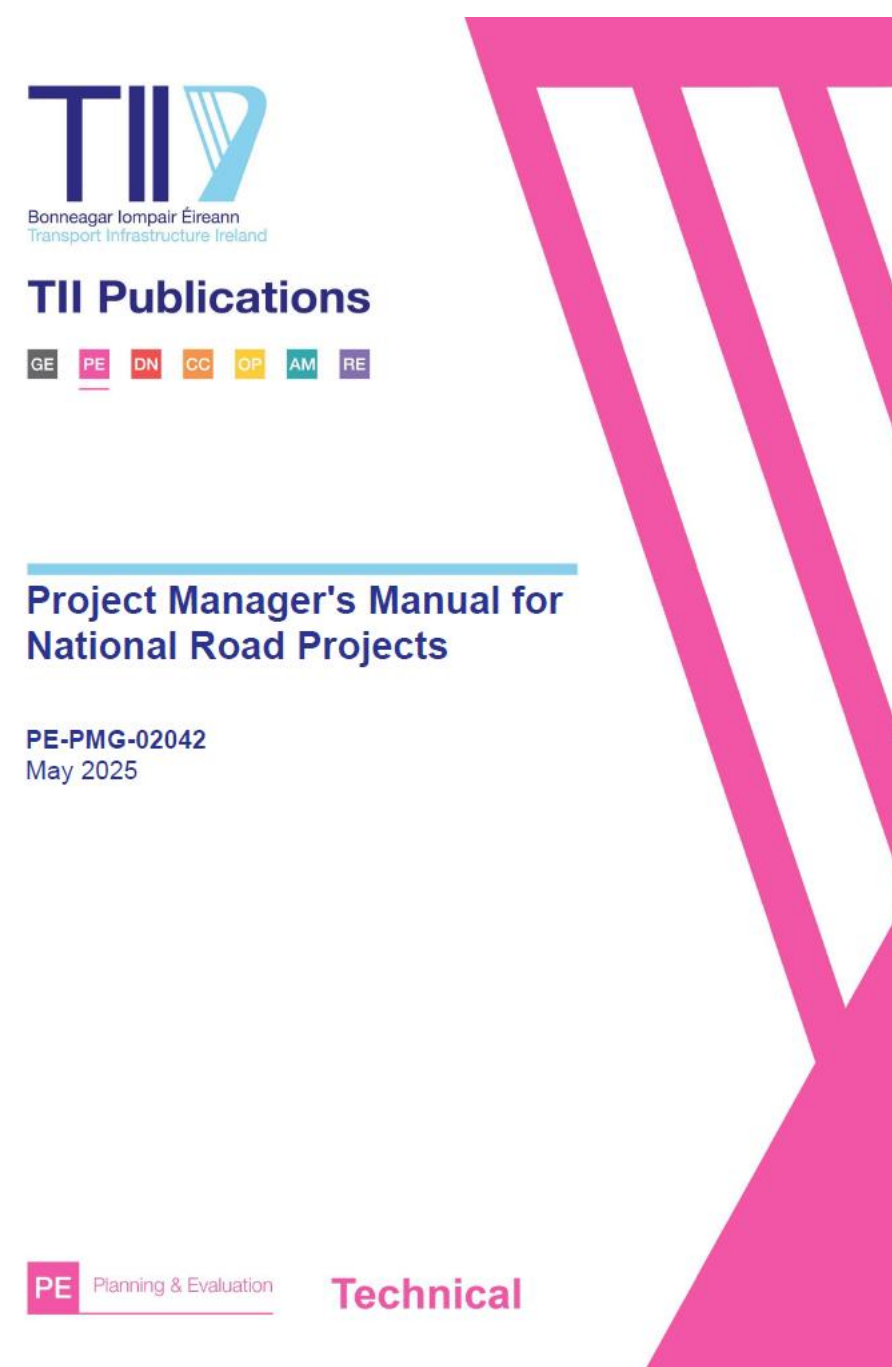
Figure 2 Project Phases

Scope and Overview of the Updated Publications

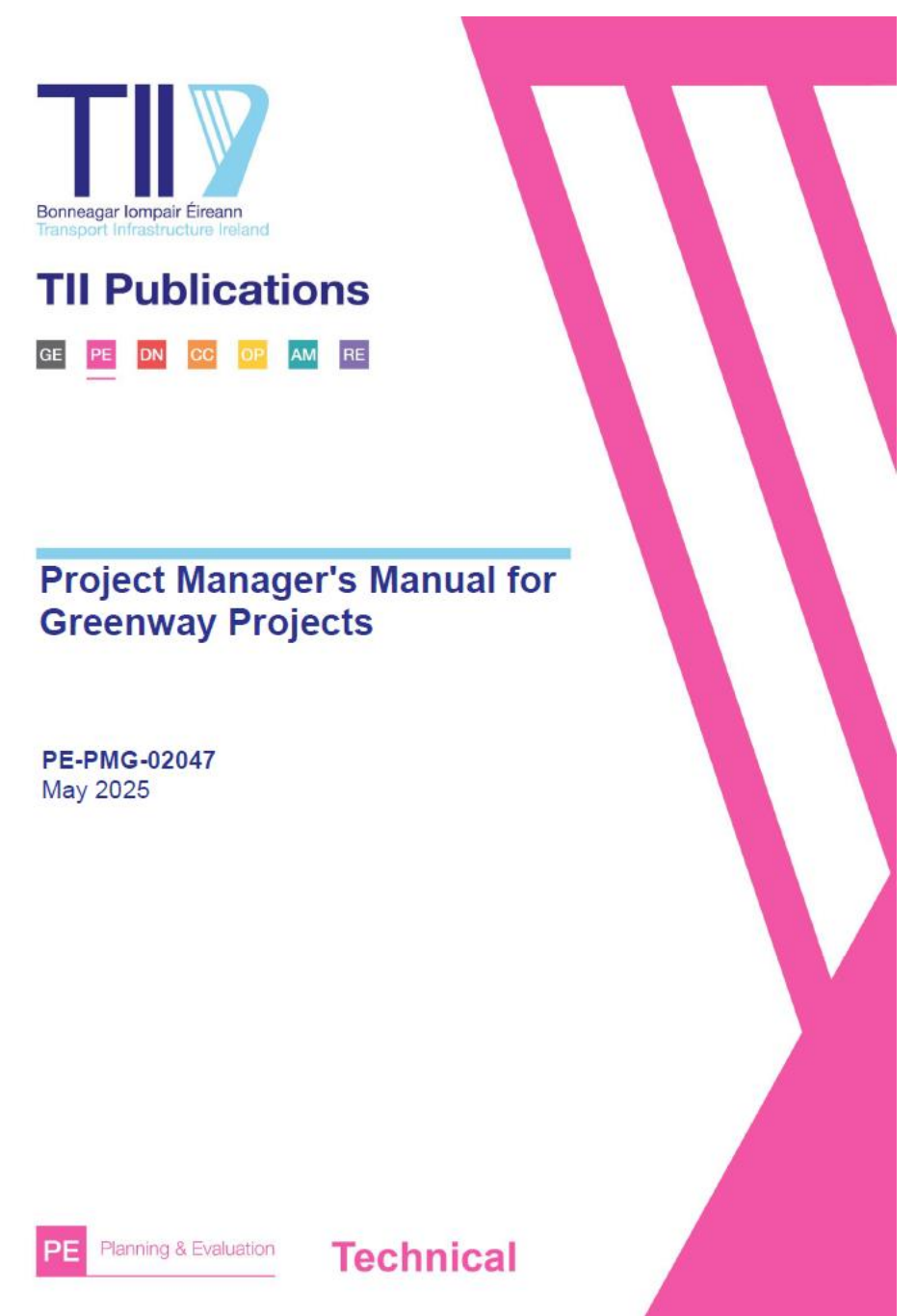
Project Management Guidelines – PE-PMG-02041



Project Manager's Manual for National Road Projects – PE-PMG-02042



Project Manager's Manual for Greenway Projects – PE-PMG-02047



Updated Publications

PE-PMG-02041

Provides a framework for a phased approach to the management and delivery of National Road, Greenway, Active Travel and Public Transport Capital Projects

PE-PMG-02042

Provides supporting details on the processes and deliverables outlined within PE-PMG-02041 to assist with ensuring consistency of approach in the delivery of national road projects

PE-PMG-02047

Provides supporting details on the processes and deliverables outlined within PE-PMG-02041 to assist with ensuring consistency of approach in the delivery of greenway projects

Reason for Updates

This objective of this Work Package was to align the Project Management Guidelines with current policy documents and standards, including the following:

- Infrastructure Guidelines
- Transport Appraisal Framework (TAF)
- Current revision of TII's Project Appraisal Guidelines

Benefits

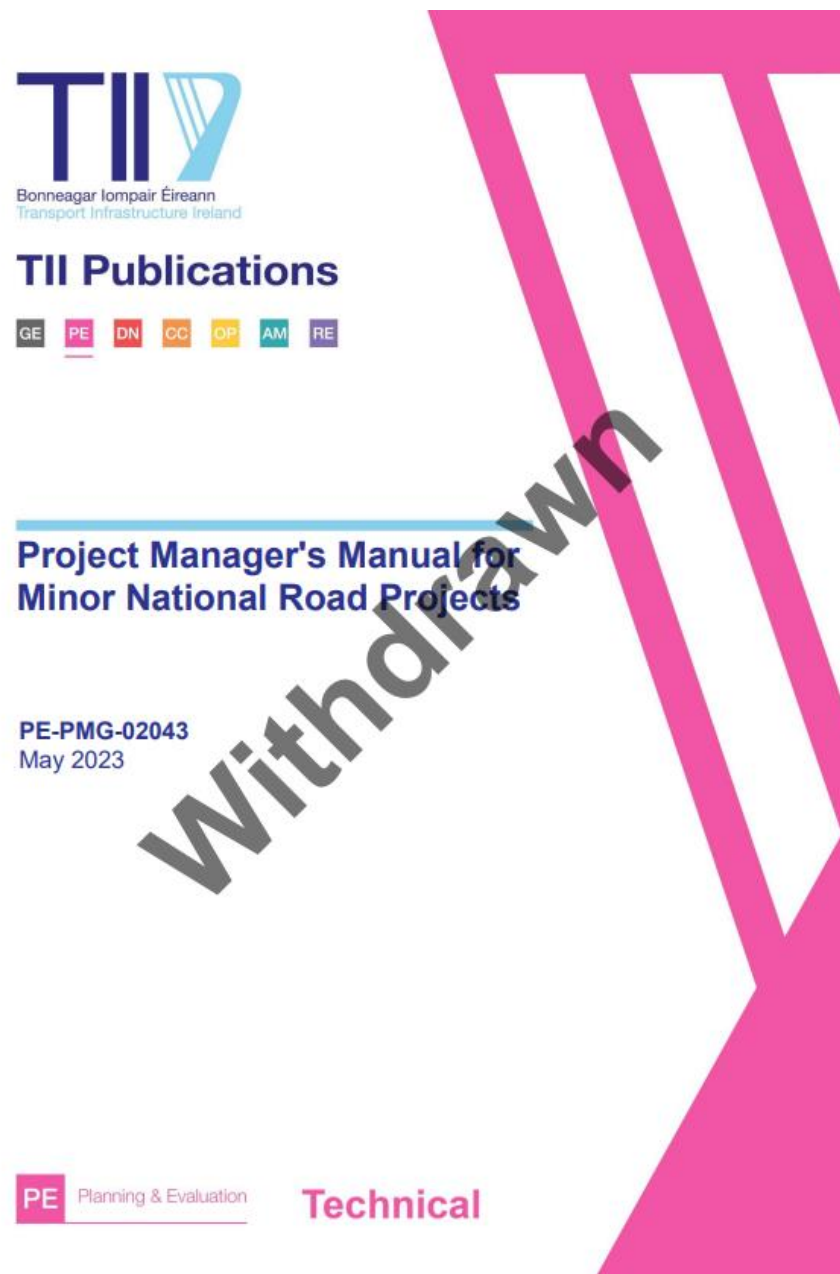
- Alignment of the Project Management Guidelines document suite with the Infrastructure Guidelines, TAF and TII's Project Appraisal Guidelines
- Updates and removal of inconsistencies between the Project Management Guidelines and other TII Publications that have been published since May 2023

Key Changes/Updates

The Manuals for Major and Minor projects have been combined into one Manual cover all national road projects

Phase Structure and Order

- The order of items in each phase (excluding Phase 5) has been altered
- The revised order ensures that sections linked to a deliverable are included towards the start of a phase
- The revised order is now:
 - Process/Task
 - Report/Delivery
 - Ancillary/AOB



Key Changes/Updates

Project Manager's Manual for National Road Projects – PE-PMG-02042

- Terminology amended from Approving Authority Approval Point to Approving Authority Approval Gate
- Terminology amended for Gate Review Statements
- Strategic Assessment Report (SAR) has been replaced with the Project/Programme Outline Document (POD)
- References to the Project Appraisal Balance Sheet (PABS) have been removed
- References to the Project Brief have been removed

Key Changes/Updates

Project Manager's Manual for National Road Projects – PE-PMG-02042

- Cost, Risk and Value Management - references to specific cost management deliverables have been removed throughout and replaced with generic references to deliverables required by the Cost Management Manual
- Climate Adaptation has been replaced with a section on Climate Assessment and Carbon Management in each phase
- Section on Biodiversity has been included in each Phase
- Where practical, descriptions of specific tasks to be undertaken in line with any PAG Units have been replaced with references to the relevant PAG Unit

Key Changes/Updates

Project Manager's Manual for National Road Projects – PE-PMG-02042

- Major and Minor National Road Project projects classifications have been revised
- ‘Approval to Award Contract’ text has been included in the Introduction. The equivalent text has been removed in the remainder of the phases and replaced with references to this text in the Introduction.
- Study Area definitions have been amended
- Constraints, Risks and Opportunities text has been amended
- Constraints, Risks and Opportunities appendix has been substantially restructured and amended

Key Changes/Updates

Project Manager's Manual for National Road Projects – PE-PMG-02042

- Amendments to the Assignment and Structure of the Project Team in Phase 0
- Land Agreements and Environmental Commitments text in Phase 4 has been amended
- Detailed Action List removed from Phase 4
- Phase 5 has been restructured as follows:
 - Processes (Pre-Tender)
 - Processes (Tender)
- Substantial Completion section has been added in Phase 6
- Land Disposal Strategy has been moved from Phase 7 to Phase 6
- The Handover of the Safety File to the Contracting Authority has been moved from Phase 7 to Phase 6

Key Changes/Updates

Project Management Guidelines - PE-PMG-02041

Taking cognisance of the updates and amendments to PE-PMG-02042 and PE-PMG-02047, associated amendments and updates have been made to the Project Management Guidelines (PE-PMG-02041)

TII Publications



Project Manager's Manual for Minor National Road Projects

PE-PMG-02043
May 2023

Project Manager's Manual for Greenway Projects – PE-PMG-02047

The updates are primarily focused on taking cognisance of the following to align with PE-PMG-02042:

- Infrastructure Guidelines
- Transport Appraisal Framework (TAF)
- Current revision of TII's Project Appraisal Guidelines
- Other amendments and updates to align with PE-PMG-02042

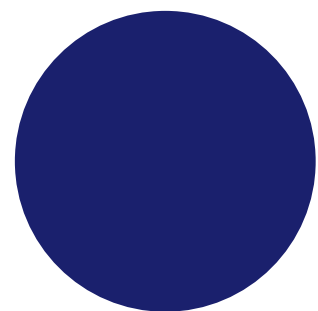
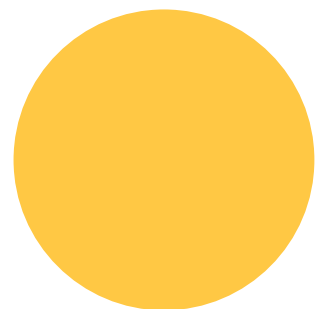
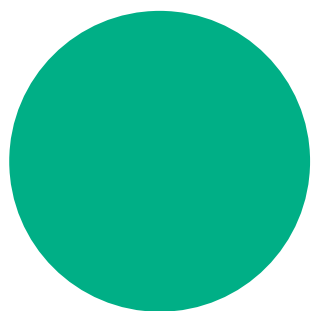
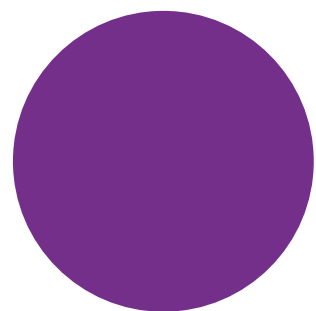
Implications for other TII Publications

- The entire PMG document suite relating to national road and greenway projects has been updated
- There are numerous references to the TII PAG across the updated PMG document suite
- The updated guidance documents broadly refer out to complementary TII guidance and standards, rather than replicating the content from them. This is to ensure that the PMGs are more resilient and less sensitive to amendments and updates to other TII guidance and standards going forward.
- The terminology used in the PMG document suite is generic, where possible, when referring to Government departmental requirements.
- Government department titles, publications and requirements are continuously evolving. These items will need to be kept under review, particularly under the heading of the TII Project Appraisal Guidelines.

Implications for Current TII Projects

- The relevant Project Manager shall determine how these documents are implemented on current TII projects, which may be at different phases at the date of publication. The decision-making rationale should be documented in the Project Execution Plan.

Thank you



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