



CMCS INSIGHTS · OWNERS & PMOS

PMIS for Project Owners

The recurring reasons capital projects fail, from unclear scope to weak governance, and how a single governed PMIS prevents them.

By Bassam Samman, PMP, PSP, EVP, GPM
CEO & Chairman, CMCS

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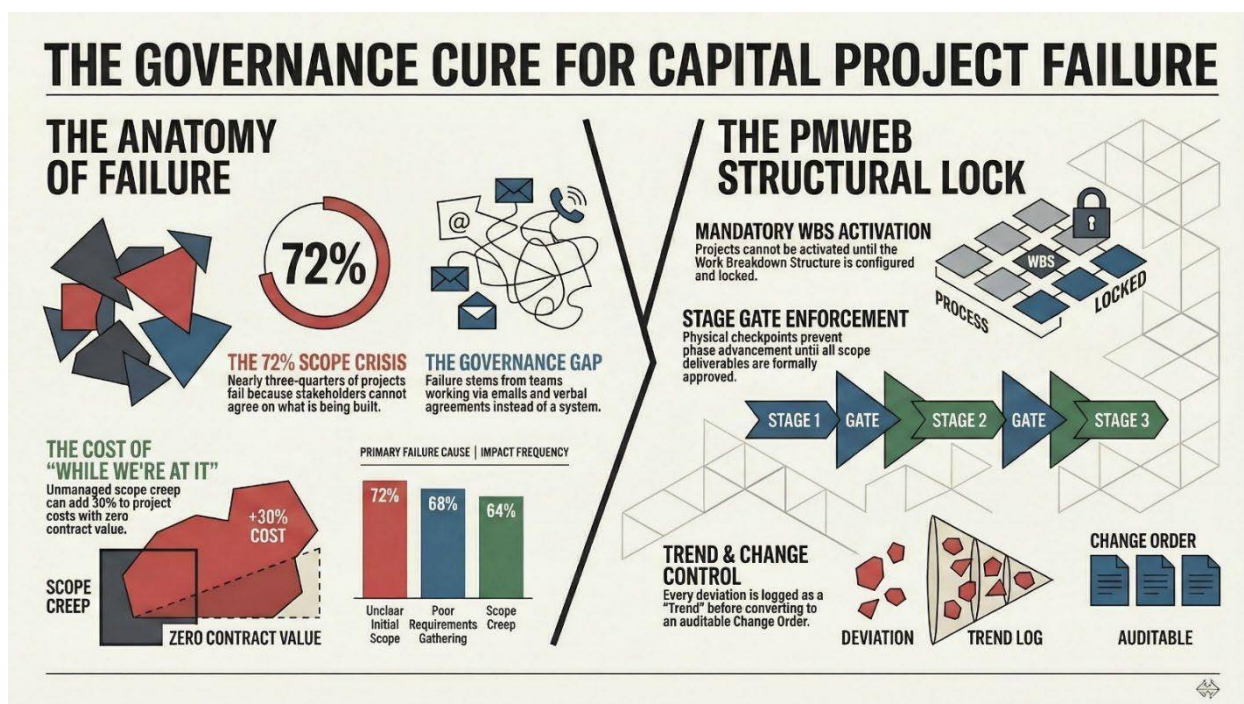
The #1 Reason Capital Projects Fail — And How PMWEB Fixes It at the Root

Addressing Unclear Scope, Poor Requirements Gathering & Scope Creep

72% of capital projects fail because nobody truly agrees on what is being built. That is not a technology problem. It is a governance problem — and PMWEB solves it by making vague scope structurally impossible.

Let that number land for a moment. Nearly three out of every four projects that fail do so because the scope was unclear from the start. Add scope creep at 64% and poor requirements gathering at 68%, and you are looking at the single most destructive cluster of project failures in the industry. These three causes alone account for the majority of wasted capital, delayed completions, and fractured client relationships in construction and infrastructure projects worldwide.

The frustrating truth is that none of these failures are inevitable. They are the product of systems — or the absence of systems — that allow projects to begin without a locked and auditable definition of what 'done' actually means.



Why Scope Breaks Down in the First Place

Scope failures rarely happen because teams are careless. They happen because there is no single system of record that forces scope to be defined, agreed, documented, approved, and locked before execution begins. Teams work from emails, meeting minutes, and verbal understandings. When something changes, there is no controlled process to capture it. Over time, the gap between 'what was agreed' and 'what is being built' widens silently — until it explodes into a dispute, a claim, or a project collapse.

Scope creep is particularly insidious because it does not usually arrive as a dramatic change. It arrives as a series of small additions — 'while we're at it' requests, design enhancements that seemed minor, client preferences that were accommodated without a formal instruction. Each one seems harmless. Collectively, they can add 20–30% to a project's cost with zero corresponding contract value.

How PMWEB Eliminates These Failure Modes

PMWEB addresses scope discipline at three distinct levels: definition, control, and change management.

At the definition level, PMWEB's Project Setup module requires that a project cannot be activated without a structured scope record. The Work Breakdown Structure (WBS) and Cost Breakdown Structure (CBS) must be

configured before any budget, schedule, or commitment entry is permitted. This is not optional. The WBS is the backbone of everything that follows — cost coding, scheduling, reporting, and change management all reference it. If the scope is not defined in the WBS, it does not exist in PMWEB.

Logged into: All Levels

Costs > Cost Codes > * Master *

*** Master ***
Create and edit your project cost codes

Print

Main Notes Attachments

Levels

Format: X-XX-XX

Level: 1
Description: Lead Design Consultant - The Villas
Characters: 1

Level: 2
Description: Secondary Infrastructure Contractor - The Villas
Characters: 2

Level: 3
Description: Main Construction Works - The Villas
Characters: 2

Codes

Group by: Inactive

New Line Export To Excel Paste From Excel

Inactive	Cost Code	Description	Lead Design Consultant - The VI...	Secondary Infrastructure Contra...	Main Construction Work
No	1-11-11	Authorities Approvals	1 - Pre Contract	11 - Feasibility	11 - Authorities Approval
No	1-11-12	Development and Financial Appraisal	1 - Pre Contract	11 - Feasibility	12 - Development and Fi
No	1-11-13	Land Purchase	1 - Pre Contract	11 - Feasibility	13 - Land Purchase
No	1-11-15	Technical Assessment	1 - Pre Contract	11 - Feasibility	15 - Technical Assessme
No	1-11-60	Miscellaneous	1 - Pre Contract	11 - Feasibility	60 - Miscellaneous
No	1-12-11	Authorities Approvals	1 - Pre Contract	12 - Master Plan / Pre-Concept	11 - Authorities Approval

For requirements gathering, PMWEB's Custom Form Builder enables project teams to build structured requirements capture forms that can be linked directly to the project record. These forms can be designed to capture contractual requirements, regulatory obligations, client expectations, and technical specifications — all in one place, version-controlled, and subject to a formal approval workflow before the project proceeds to the next phase.

Logged into: All Levels

Plans > Requirements Capture Form > Manager Page > Requirements Capture Form (New)

Main

SECTION 01
Project & Document Information
Core project identifiers and form metadata — auto-populated from PMWeb Project Record where available

Project Name * Project Number * 1

Client / Owner * Contract Number *

Project Manager * Commercial Manager *

Engineering Lead * HSE / Regulatory Lead *

Project Phase * Requirements Capture Date *

Project Type * *

Contract Type * *

Contract Value (USD) * Target Completion Date *

Applicable Jurisdiction * Governing Law *

SECTION 02
Contractual Requirements
Obligations arising directly from the signed contract, scope of works, and contract appendices

PMWEB's Stage Gate workflow engine is perhaps the most powerful scope protection mechanism in the platform. Stage Gates are configurable checkpoints that physically prevent a project from advancing to the next phase until all mandatory deliverables — including an approved scope document — have been submitted and approved by the designated authority. This is not a reminder or a dashboard alert. It is a structural lock. No approved scope, no advancement. It is that simple and that powerful.

- Plans
- Forms
- Costs
- Schedules
- Assets
- Workflows
- Portfolio
- Tools
- Recent Records
- Search
- PMWEB University

Logged into: All Levels

Need Help?

Tools > Stage Gates > Manager Page > 10 - SG#3 Tender For Design Deliverables

Main

Additional Information

Scoring

Ratings (1.3)

Notes

Attachments

Workflow (1/25)

Project*

U-200 - HBS Baker Library

Stage*

SG#3 Tender For Design Deliverables

GateKeeper

Duration

Duration UOM

Days

Type

20 - Design Development

Lead Time

Due

07-May-2010 12:00:00 AM

Done

Done Date

Status/Revision

Submitted

TASK RECAP

Items

10

Done

0

Done %

0%

STAGES

HBS Baker Library

SG#1 Registration

SG#2 Initial Planning

SG#3 Tender For Design Deliverables

SG#4 Design Deliverables

SG#5 Tender for Construction

SG#6 Construction Deliverables

SG#7 Testing & Commissioning

USER DEFINED FIELDS

Stage Objective

Committee Decision

Drag a column header and drop it here to group by that column

Refresh

Layouts

DONE	LINE #	ATTACHME	RECORD TYPE	RECORD #	DESCRIPTION	STATUS	REV.	WORKFLOW STEP	RESPONSIBLE	DURATION DAYS	WBS	
☐	1	(0)			Detailed Design Scope of Work					0		
☐	2	(0)			Updated Class 4 Cost Estimate					0		
☐	3	(0)			Updated Level 1 and Level 2 Sche					0		
☐	4	(0)	RFIs	1	Design Execution Plan	Submitted	0	2 of 3		0	A.11 - City Council Appro	
☐	5	(0)			Records Management System					0		
☐	6	(0)			Design Firm Pre-Qualification					0		
☐	7	(0)			Tender Document					0		
☐	8	(0)			Bid Evaluation Plan					0		
☐	9	(0)			Contract Award Recommendation					0		
☐	10	(0)			Funding Approval					0		

Scope Creep: From 'While We're at It' to Controlled Change

Once scope is defined and locked, PMWEB's Change Orders module manages every subsequent change to that scope with full audit trail. Any instruction that modifies the agreed scope — whether it comes from the client, the designer, or a regulatory body — must be processed through the Change Orders module. This means the change is described, priced, assessed for schedule impact, approved through a multi-level authority matrix, and documented before any work proceeds.

- Plans
- Forms
- Costs
- Schedules
- Assets
- Workflows
- Portfolio
- Tools
- Recent Records
- Search
- PMWEB University

Logged into: All Levels

Need Help?

Costs > Commitment COs > Manager Page > 001 - Office Modifications

RV50104 - Boston Medical Center

Submitted (Step 5 of 6)

New Record

Print

Recap

Commitment COs: 001 - Office Modifications

Main

Adjustments

Additional Information

Checklists

Clauses

Notes

Attachments (6)

Workflow

Step 5 of 6

Notifications

Header Fields

Details

Group by: None

Layout: My Custom Layout 1

Export To Excel

Preview Conversions

Line #	Description	Item	Approved RFC Amount	Adjustment 1	UOM	Adjustment 2	Quantity	Tax	Unit C...	This AVI Am
1	Painting		\$30,000.00	\$0.00		\$0.00	1	\$0.00	\$30,000.00	\$
2	Carpentry		\$40,000.00	\$0.00		\$0.00	1	\$0.00	\$40,000.00	\$
			\$70,000.00	\$0.00		\$0.00	2	\$0.00	\$70,000.00	\$

1 - 2 of 2

250 Rows

Before a change even reaches the formal Change Orders stage, PMWEB's Trend Program function allows project controls teams to log emerging scope deviations as 'trends' — early warnings that a change is likely coming. Trends are assessed, costed, and tracked. If a trend materialises into a formal instruction, it converts into a Change Order. If it resolves without scope impact, it is closed. Either way, nothing disappears into the noise of informal communication.

The result is a living, auditable record of every scope decision made on the project — from the initial WBS through every Change Order approval. When a dispute arises (and on most large projects, disputes do arise), the PMWEB record becomes the definitive source of truth.

What This Looks Like in Practice

- A client requests an addition to the scope during construction. The Site Manager logs a Trend in PMWEB. The Project Controls team assesses cost and schedule impact. The Commercial Manager prepares a Change Order. The PM approves. The client is issued a formal instruction. Work commences. The WBS is updated. Budget and schedule baselines are revised. Everything is traceable.
- A requirements register built in PMWEB's Custom Form Builder captures 47 technical requirements from the design brief. Each requirement is assigned an owner, a verification method, and a status. At each phase, the team confirms which requirements have been met. Gaps are flagged and actioned before they become construction problems.
- A Stage Gate review is triggered at the end of the planning phase. PMWEB's workflow checks that the scope document has been approved, the WBS is configured, the baseline budget is set, and the Level 1 schedule is loaded. Until all conditions are met, the Proceed to Construction status cannot be activated.

The three most prevalent project failure causes — unclear scope, poor requirements, and scope creep — are not inevitable. They are the result of inadequate governance systems. PMWEB replaces those governance gaps with structural controls that make scope discipline the default, not the exception. If your projects regularly suffer from these issues, the conversation worth having is not about how to manage scope better — it is about the system you are using to enforce it.

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With 150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support, and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

About CMCS

CMCS (Collaboration, Management and Control Solutions) is the regional PMWEB implementation partner for the GCC and MENA regions, awarded PMWEB Partner of the Year 2025. CMCS specialises in digital project management solutions for real estate developers, infrastructure owners, and construction companies across the Middle East and North Africa.

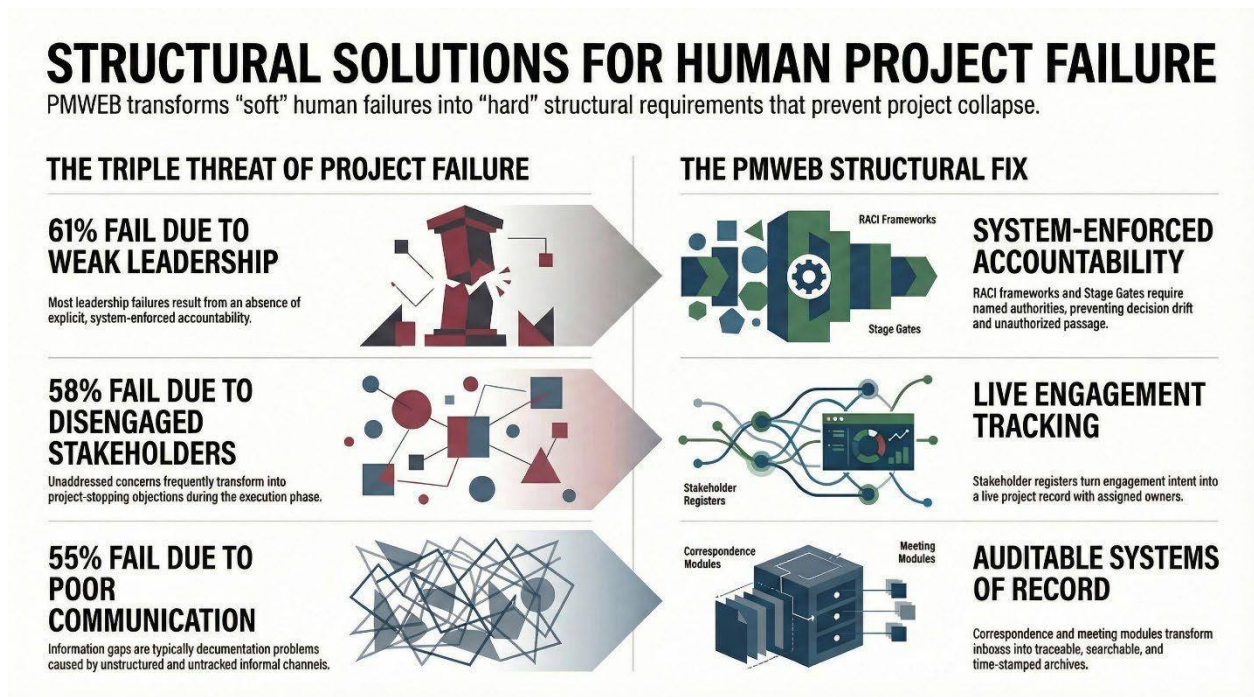
Leadership, Communication & Stakeholder Failures: The Human Side of Project Collapse

Addressing Weak Leadership, Lack of Stakeholder Engagement & Poor Communication

Most project failures are blamed on technical problems. The data tells a different story. Leadership failures, disengaged stakeholders, and poor communication collectively affect more than half of all failing projects — and every single one of them has a PMWEB solution.

Weak leadership affects 61% of failing projects. Lack of stakeholder engagement affects 58%. Poor communication affects 55%. Together, these three causes alone touch every project phase from kickoff through closeout. And while they are labelled 'soft' problems, their impact is anything but soft — they produce schedule delays, cost overruns, contractual disputes, and failed project outcomes with alarming consistency.

The good news is that PMWEB addresses all three not by changing people's behaviour, but by creating systems that make accountability, engagement, and communication structural requirements rather than personal commitments.



Leadership: From Good Intentions to Structural Accountability

Weak leadership in project environments rarely means the absence of talented people. It usually means the absence of a system that makes accountability explicit, measurable, and enforceable. When nobody is formally accountable for a decision, decisions drift. When nobody is formally responsible for a deliverable, deliverables slip. When nobody tracks whether agreed actions were completed, agreed actions are forgotten.

PMWEB addresses leadership accountability through two core mechanisms: RACI charts and Stage Gate governance. Every module in PMWEB can be configured with a RACI framework that defines, at the process level, exactly who is Responsible for executing each task, who is Accountable for its outcome, who must be Consulted, and who must be Informed. These are not aspirational role descriptions. They are system-enforced workflow assignments. PMWEB will not allow a document to be submitted, a payment to be approved, or a gate to be passed without the designated Accountable party taking action.

PMWEB

Logged into: All Levels

Need Help?

Workflows > Business Processes > (System)

Roles Business Processes (BPM) Defaults APM Rules

Select Template 01 - WF-000001 Cost Estimate Approval

USE VISUAL DESIGNER

BPM ID* 01

Template Name* WF-000001 Cost Estimate Approval

Recalculate Due Dates On Actions ☒

Single "All Must Approve" Email ☐

Associate With Commitments

BPM MANAGERS

OVERDUE ALERT

Alert Active ☐

Days (+/-) 0

Role(s) -- Overdue Approver --

Email ☐

Onscreen ☐

ROLES & APM RULES

Branch Rules

Roles

-- Document Manager --

-- Submitter --

admin (Gussay PM - Gussay Gussan)

Alf Contractor (ASKHAN - AS KHANN)

Alf Designer (aswini - Aswini Nag)

Alf owner (Indhu - Indhu)

Ambika (Ambika - Ambika S)

STEPS

STEP #	TYPE	DESCRIPTION	LEVEL	ACTION	RETURN TO	DELEGATE	DOCSIGN
1	Project Accountant	Estimate	System	Next Step		☐	☐
2	Estimate	-- Multiple --	System	Next Step		☒	☐
2.1	Project Manager		System	Next Step		☐	☐
2.2	Alf Contractor		System	Next Step		☒	☐
2.3	Board Directors		System	Next Step		☒	☐
2.4	CEO		System	Next Step	Step 1	☒	☐
3	Budget Team		System	Next Step		☒	☐
4	Board Directors		System	Next Step		☒	☐
5	Consultant		System	Next Step		☒	☐
6	Pur		System	Next Step		☒	☐
7			System	Next Step		☒	☐

VISUAL WORKFLOW

SHOW ROLES

SHOW USER NAMES

WITHDRAW

PROJECT ACCOUNTANT

ESTIMATE

CEO

BUDGET TEAM

BOARD DIRECTORS

CONSULTANT

PUR

BOARD DIRECTORS

FINAL APPROVE

REJECT

Stage Gate governance takes this further. Each configurable Stage Gate in PMWEB requires a named Gate Authority — a specific individual with the assigned right to approve or reject gate passage. This cannot be delegated to an anonymous 'management' group. A named person owns the decision, and their approval action is time-stamped in the system's audit trail. This level of accountability transforms leadership from a cultural aspiration into a documented, verifiable act.

PMWEB

Logged into: All Levels

Need Help?

Tools > Stage Gates > Manager Page > 10 - SG#3 Tender For Design Deliverables

Main Additional Information Scoring Ratings (1.3) Notes Attachments Workflow (1/25)

Project* U-200 - HBS Baker Library

Stage* SG#3 Tender For Design Deliverables

GateKeeper

Duration 0

Duration UOM Days

Type 20 - Design Development

Task 07-May-2010 12:00:00 AM

Lead Time 0

Due 0

Done ☐

Done Date

Status/Revision Submitted

TASK RECAP

Items 10

Done 0

Done % 0%

STAGES

HBS Baker Library

SG#1 Registration

SG#2 Initial Planning

SG#3 Tender For Design Deliverables

SG#4 Design Deliverables

SG#5 Tender for Construction

SG#6 Construction Deliverables

SG#7 Testing & Commissioning

USER DEFINED FIELDS

Stage Objective

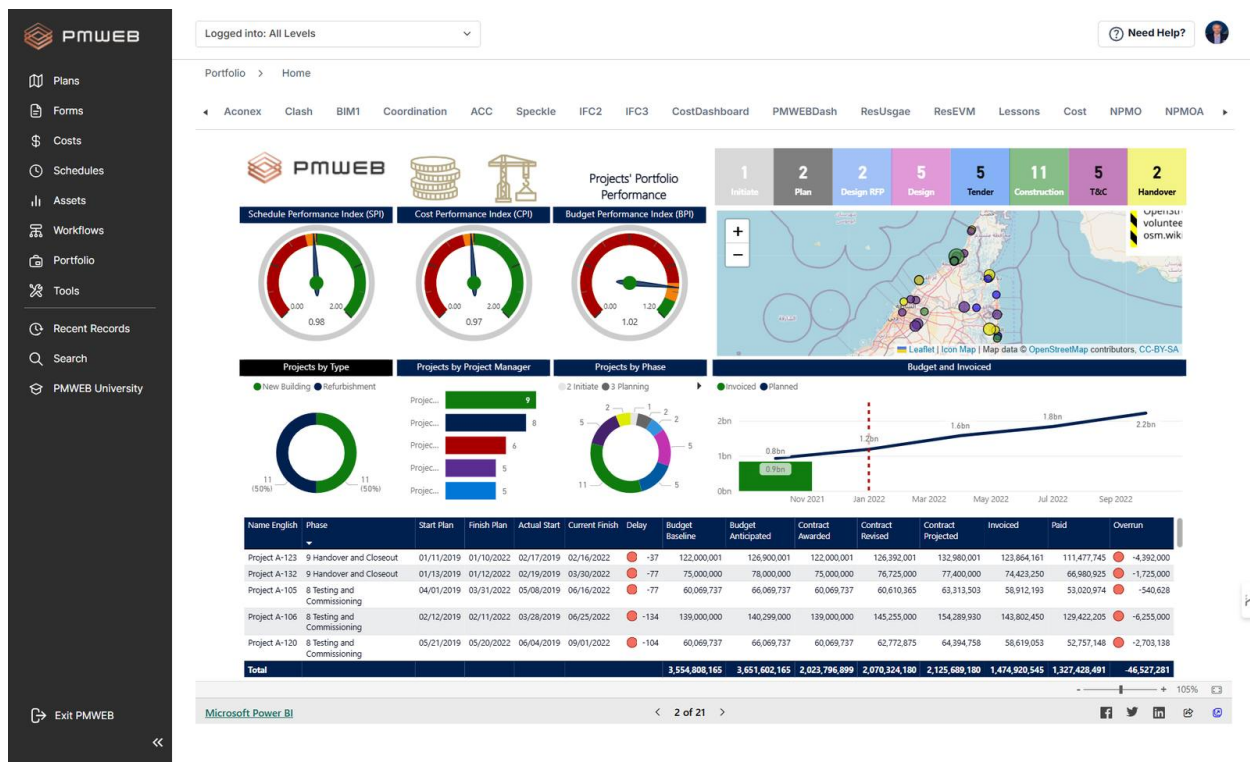
Committee Decision

Drag a column header and drop it here to group by that column

DONE	LINE #	ATTACHME	RECORD TYPE	RECORD #	DESCRIPTION	STATUS	REV.	WORKFLOW STEP	RESPONSIBLE	DURATION DAYS	WBS	T
☐	1				Detailed Design Scope of Work					0		
☐	2				Updated Class 4 Cost Estimate					0		
☐	3				Updated Level 1 and Level 2 Sche					0		
☐	4		RFIs	1	Design Execution Plan	Submitted	0	2 of 3		0	A.11 - City Council Appro	
☐	5				Records Management System					0		
☐	6				Design Firm Pre-Qualification					0		
☐	7				Tender Document					0		
☐	8				Bid Evaluation Plan					0		
☐	9				Contract Award Recommendation					0		
☐	10				Funding Approval					0		

PAGE SIZE 1000

PMWEB's Portfolio Dashboard provides senior leadership with real-time visibility across all active projects — stage gate status, critical milestones, cost performance, and schedule variance — without requiring them to chase reports from project teams. When leaders can see everything without asking for anything, they engage more actively and make better-informed decisions.



Stakeholder Engagement: Structured, Tracked, and Auditable

Stakeholder engagement failures typically follow a recognisable pattern: stakeholders are identified at kickoff, engagement commitments are made, and then the pressures of execution gradually displace stakeholder management until an unaddressed concern becomes a project-stopping objection.

PMWEB's Stakeholder Register module provides an out-of-the-box framework for capturing all project stakeholders, classifying them by engagement level (Collaborate / Consult / Inform), assigning an interface manager, and tracking the status of each engagement commitment. This is not a spreadsheet that lives on someone's laptop. It is a live project record accessible to the entire management team, updated in real time, and feeding directly into the project's action item register.

The PMWEB Stakeholder Register form for 'BESCLE - Best Door and Window' provides a structured way to capture stakeholder information. It includes fields for Vendor ID, Vendor Name, Vendor Type, Abbreviation, Reference, PMWeb Account ID, Account #, Trade License, State Tax ID, Country, Payment Terms, Occupant, and Approved Bidder. The 'PRIMARY ADDRESS' section includes fields for Address, Phone, Ext, Fax, Email, Website, and Geolocation. A 'USER DEFINED FIELDS' section allows for custom data entry, with a dropdown menu for 'Option 1' and a text area for 'Option 2'.

Where the standard Stakeholder Register meets the specific engagement requirements of a project, PMWEB's Custom Form Builder allows teams to create bespoke Stakeholder Engagement Plan forms — capturing engagement objectives per stakeholder group, planned communication frequency, key messages, escalation

triggers, and outstanding requirements. Each requirement logged against a stakeholder is assigned an owner and a due date, driving action rather than simply recording intent.

Communication: From Inbox to Auditable System of Record

Poor communication in project environments is almost always a documentation problem in disguise. It is not that teams do not communicate — it is that their communications are unstructured, untracked, and unavailable to the people who need them. Critical instructions arrive via informal channels, are actioned inconsistently, and leave no audit trail. When something goes wrong and the question 'who said what to whom and when?' needs answering, there is no answer to be found.

PMWEB's Correspondence module transforms project communication from an inbox problem into a managed, traceable, fully searchable record. Every formal letter, transmittal, request for information, and meeting minute is captured in PMWEB with a unique reference number, a date, a sender, a recipient, a subject, and a response deadline. The system tracks whether responses have been received, escalates overdue items, and produces a live Correspondence Log that every team member can access in real time.

The screenshot displays the PMWEB web application interface. On the left is a dark sidebar with a navigation menu containing icons and labels for: Plans, Forms (highlighted), Costs, Schedules, Assets, Workflows, Portfolio, Tools, Recent Records, Search, and PMWEB University. At the bottom of the sidebar is an 'Exit PMWEB' button. The main content area has a top header with 'Logged into: All Levels' and a 'Need Help?' link. Below this is a breadcrumb trail: 'Forms > Correspondence > Manager Page > 001 - Letter of Acceptance BP01 Enabling Works'. The main title is 'U-213 - ADMI' with a 'Draft' status. Below the title is the text 'Correspondence: 001 - Letter of Acceptance BP01 Enabling Works' and buttons for 'New Record', 'Print', and a menu icon. A tabbed interface shows 'Main' as the active tab, with other tabs for 'Additional Information', 'Clauses', 'Notes', 'Attachments' (with a count of 1), and 'Notifications'. The 'Header Fields' section contains a grid of form fields: Project* (U-213 - ADMI), Phase (-), Correspondence #* (001), Description (Letter of Acceptance BP01 Enabling Wo...), WBS (:), Category (:), Date (:), Priority (High), CSI Code (:), Reference (:), From (: Timberland Management - Sara...), To (: Boland Brothers - Will Walker), Status (Draft), Revision (0), User Assigned (:), and User Due Date (:). The 'User Defined Fields' section contains: Type* (:), Reply Required (:), Reply By (:), Variation (:), Potential Claim (:), Response Reference (:), Schedule Activity (:), and Google Pin Location (:). The 'Details' section at the bottom features a rich text editor with a toolbar (font face, size, bold, italic, underline, link, unlink, bulleted list, numbered list, indent, outdent, undo, redo) and a 'HTML' button.

PMWEB's Meetings module extends this to meeting management — capturing agenda items, attendees, decisions, and action items from every coordination meeting, site meeting, and management review. Each action item is assigned to a named individual with a due date, and its status is tracked until closure. The meeting record becomes a living accountability document rather than a filed set of minutes that nobody reads.

- Plans
- Forms
- Costs
- Schedules
- Assets
- Workflows
- Portfolio
- Tools
- Recent Records
- Search
- PMWEB University
- Exit PMWEB

Logged into: All Levels

Need Help?

Forms > Meeting Minutes > Manager Page > A0002 - O/A/C Progress Review Meeting

RV50104 - Boston Medical Center Draft

Meeting Minutes: 5 - O/A/C Progress Review Meeting

New Record Print

Main Checklists Clauses Notes Attachments Notifications

Header Fields

Participants

Details

Group by: None Layout: System Default Layout

New Line Export To Excel Paste From Excel

	Item #	Seq #	Attach...	Description	Assigned To	Category
☐	2.4			BS stated Summer break begins around May 23 to ~ end of Aug...	Boland Brothers - Will Walker	
☐	3.1			send list of contact names and information to AT for inclusion to...	Best Door and Window - Neil Youngers	
☐	4.1			Site cleaning scheduled for next week. No deliveries or installati...	CW Millwork, Inc. - Ned Furbish	
☐	5.1					
☐	5.2			New Item		

1 - 5 of 5 << < 1 > >> 250 Rows

The Distribution Matrix configuration in PMWEB ensures that every document, report, and correspondence reaches exactly the right people at the right time — automatically, consistently, and with documented confirmation. When a project team claims they were not informed of a decision, PMWEB's distribution records either confirm or refute that claim instantly.

Leadership failures, disengaged stakeholders, and poor communication are responsible for project failure at rates that dwarf most technical causes. PMWEB addresses each one through structural accountability mechanisms — Stage Gates with named authorities, Stakeholder Registers with tracked commitments, and Correspondence modules that transform every communication into an auditable system record. When governance is built into the system, it stops depending on individual goodwill.

About PMWEB

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About CMCS

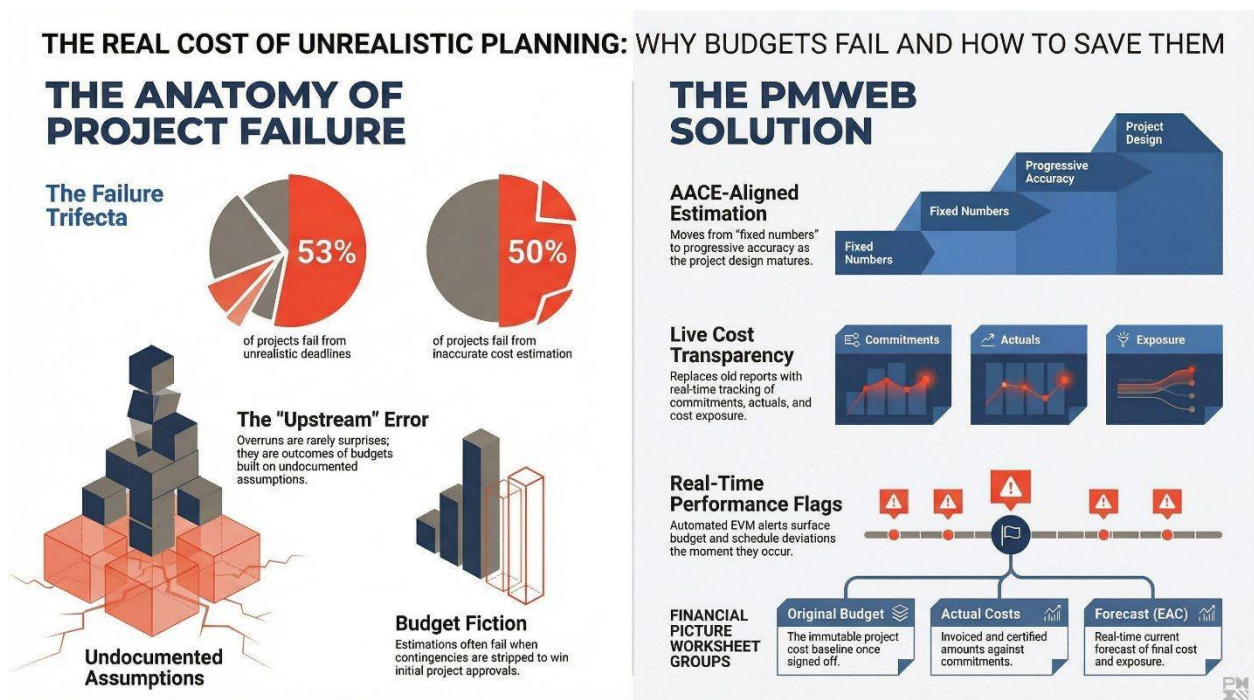
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Your Budget Was Doomed Before Ground Was Broken

Addressing Inaccurate Cost Estimation, Budget Overruns & Unrealistic Deadlines

The most expensive moment on any capital project is not when costs overrun. It is when an unrealistic estimate is approved and a project is baselined against a number that was never achievable. PMWEB prevents that moment from happening.

Unrealistic deadlines affect 53% of failing projects. Inaccurate cost estimation affects 50%. Budget overruns affect 48%. These three failure causes are deeply interconnected — and in most cases, by the time budget overruns appear as a project management problem, the real failure has already occurred upstream in the planning and estimation process. PMWEB addresses the full chain, from the first estimate through to final cost reporting.



The Estimation Problem: When Optimism Becomes a Project Strategy

Cost estimation failures rarely result from a single error. They accumulate from a series of compounding problems: scope that was not fully defined when the estimate was prepared, contingency that was stripped out to win an approval, assumptions that were never formally documented, and a review process that lacked the rigour to challenge the numbers. The approved budget then becomes a fiction that the project team must somehow live within — or eventually exceed.

PMWEB addresses estimation quality through a structured, multi-stage estimation workflow built on the AACE (Association for the Advancement of Cost Engineering) estimate classification framework. Rather than treating 'the budget' as a single fixed number, PMWEB supports a progressive estimate development process in which estimates are developed, reviewed, and approved at increasing levels of accuracy as the project design matures.

Each estimate in PMWEB is developed through a formal process: an Estimate Plan is prepared defining the basis of estimate, the estimating methodology, the level of design development, and all key assumptions and qualifications. The estimate is then developed, subjected to a formal review process with documented open items, and approved through a multi-level authority workflow before it becomes the project budget baseline. This workflow is fully configurable in PMWEB's Workflow Engine, ensuring that no estimate can be locked as a baseline without the required sign-offs.

PMWEB

Plans
Forms
Costs
Schedules
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Workflows
Portfolio
Tools
Recent Records
Search
PMWEB University

Exit PMWEB

Logged into: All Levels

Need Help?

Plans > Estimates > Manager Page > 4681 - Concrete Wall System

Main
Adjustments
Additional Information
Notes (2)
Attachments (4)
Workflow (2/3)
Notifications

Project*
Description*
Category
Reference
Currency
Status / Revision

RV50104 - Boston Medical Center

Concrete Wall System

TEST

USD - Dollar (United States of America)

Submitted

RECAP

Estimate Unit of Measure

Estimate Units

Cost/Unit

Price/Unit

Inf

1,000.00

\$104.14

\$135.93

Drag a column header and drop it here to group by that column

Refresh
Export To Excel
Preview Conversions
Layouts

LINE #	ATTACHMENT	ITEM	DESCRIPTION	COST CODE	WBS	UOM	QUANTITY	UNIT COST	EXT. COST	TASK	LOCATION
1		0					1.00	\$5,000.00	\$5,000.00		East -
2		000205	DCI admixture			cuyd	300.00	\$4.20	\$1,260.00		East -
3		000197	Flowable Fill			cuyd	355.00	\$12.00	\$4,260.00		North -
4		000177	Form 8" Foundation Walls			Inf	100.00	\$6.00	\$600.00		South -
5		000110	Excavation & Backfilling- Continuous F			Inf	100.00	\$10.00	\$1,000.00		North -
6		000172	Form Continuous Footings			Inf	100.00	\$3.00	\$300.00		West -
7		000199	Concrete for footing			cuyd	2.47	\$60.00	\$148.20		West -
8		000199	Concrete for Wall			cuyd	3.57	\$60.00	\$214.20		West -
9		000186	#5 Rebar			TON	0.18	\$600.00	\$108.00		North -
10		000195	Installation of Reinforcing			TON	0.18	\$750.00	\$135.00		South -
11		002058	36" x 84" Door Single-Flush				2.00	\$268.00	\$536.00		
12		002067	Floor: Wood Joist 10" Wood Finish				1,699.99	\$19.00	\$32,299.81		
13		002057	48" x 48" Window Fixed				2.00	\$200.00	\$400.00		
14		002066	Wall Exterior Brick and CMU on Metal S				1,735.99	\$24.50	\$42,531.76		
15		000221	12" CMU Walls			sqft	1.00	\$10.00	\$10.00		
16		000110	Excavation & Backfilling- Continuous F			Inf	60.00	\$10.00	\$600.00		
17		000172	Form Continuous Footings			Inf	60.00	\$3.00	\$180.00		
18		000177	Form 8" Foundation Walls			Inf	60.00	\$6.00	\$360.00		
19		000199	Concrete for footing			cuyd	2.96	\$60.00	\$177.78		
20		000205	DCI admixture			cuyd	2.96	\$10.00	\$29.63		

PMWEB's estimate module adjustments are used to replicate the organisation's specific estimate templates and worksheets as PMWEB forms — capturing Total Installed Cost breakdowns, escalation calculations, contingency analysis, and cash flow phasing. These forms are not standalone documents filed away in a shared drive. They are live PMWEB records linked to the cost management module, driving the budget entries directly.

PMWEB

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Exit PMWEB

Logged into: All Levels

Need Help?

Portfolio > Adjustments

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Drag a column header and drop it here to group by that column

COLUMN#	ID#	DESCRIPTION	VENDOR	%	COST TYPE	CUMULATIVE	MANUAL	CURRENCY	ADJUSTMENT AMOUNT	NEW LINE	ADJUSTMENT TYPE	INACTIVE
Adjustment 1	001	10 % Profit		10%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	002	2 % Insurance		2%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	003	1 % Bond		1%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	1AN	Anticipo		30%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	200	Down Payment		5%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	2RA	Amortization		-30%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	300	VAT		12%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	310	MA Sales Tax		6.25%	*All*	☒	☐		\$0.00	☐		☐
Adjustment 1	315	City Tax		2%	*All*	☒	☐		\$0.00	☐		☐
Adjustment 1	320	CA State Tax		9.25%	*All*	☒	☐		\$0.00	☐		☐
Adjustment 1	325	County Tax		3%	*All*	☒	☐		\$0.00	☐		☐
Adjustment 2	3RE	Guarantee Fund		-5%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 1	400	CPI		2%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 2	4DR	Return Guarantee Fund		5%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Adjustment 2	SOT	Other Fines		0%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	6IV	IVA		16%	*All*	☒	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	EU1	XC - 15% Partially Deductibl		15%	*All*	☒	☐		\$0.00	☐		☐
Tax	EU2	RS - 0% VAT EU / 3d country		5%	*All*	☒	☐		\$0.00	☐		☐
Tax	EU3	GD - 7% VAT Partially Deduct		7%	*All*	☒	☐		\$0.00	☐		☐
Tax	EU4	PA - 19.6% VAT Standard		19.60%	*All*	☒	☐		\$0.00	☐		☐
Adjustment 1	OMT1	Advance Payment		10%	*All*	☐	☐	AED - United Ar	AED0.00	☒		☐
Adjustment 1	OMT2	Recovery of Advance Payment		-10%	*All*	☐	☐	AED - United Ar	AED0.00	☒		☐
Adjustment 2	OMT3	Other deductions		0%	*All*	☐	☐	AED - United Ar	AED0.00	☒		☐
Adjustment 2	RETISR	Retención ISR		-10%	*All*	☐	☐		\$0.00	☐		☐
Adjustment 2	RETIVA	Retención IVA		-10.67%	*All*	☐	☐		\$0.00	☐		☐
Tax	SU01	VAT - onshore		0%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	SU02	NBT - onshore		0%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	SU03	VAT - offshore		0%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐
Tax	SU04	NBT - offshore		0%	*All*	☐	☐	USD - Dollar (Ur	\$0.00	☒		☐

Budget Control: Five Worksheet Groups That Change Everything

Once an estimate is approved and locked as the Original Budget, PMWEB's Cost Management module provides five distinct worksheet groups that track the full cost lifecycle with complete transparency:

- Original Budget — the approved project cost baseline, locked and immutable once signed off
- Revised Budget — reflecting approved budget transfers and adjustments, with full audit trail of every movement
- Commitments — all contracts, purchase orders, and commitment instruments against the budget
- Actual Costs — invoiced and certified amounts against commitments

- Forecast / Estimate at Completion (EAC) — the project team's current forecast of final cost, updated every reporting cycle

These five groups give the project team, the client, and senior management a complete, real-time picture of where the project stands financially at any moment — not a summary report that is three weeks old, but a live view of budget, commitment, actuals, and forecast simultaneously. The gap between the Original Budget and the current EAC is the project's cost exposure, visible to everyone with access in real time.

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Need Help?

Costs > Budgets > Manager Page > 215 - Construction Budget

RV50104 - Boston Medical Center Approved
Budgets: 215 - Boston Medical Center - Construction Budget

New Record Print Recap

Main Adjustments Additional Information Clauses 2 Notes 1 Attachments 8 Notifications

Header Fields

Details

Group by: None Layout: Dubai Police New Line Add Cost Codes Update Tasks Export To Excel

Line #	Attach...	Cost Code*	Description	Currency	Owner...	Annua...	Task	Start	Finish
21	(0)	00-000000 - Sales	Sales	USD - Dollar (Unite...	\$12,000,000...	\$0.00			
1	(0)	01-000001 - Land A...	Land Acquisition	USD - Dollar (Unite...	\$1,200,000.00	\$1,20...		06-Jan-2009 12:00	15-Jan-20...
2	(0)	01-000002 - Land...	Land Permits and Fees	USD - Dollar (Unite...	\$450,000.00	\$0.00		11-Jan-2009 12:00	20-Jan-20...
4	(0)	02-010000 - Gener...	General Conditions	USD - Dollar (Unite...	\$197,500.00	\$0.00	04 - Mobilization	06-Jan-2009 12:00	04-Feb-20...
3	(0)	02-020000 - Existi...	Existing Conditions	USD - Dollar (Unite...	\$1,100,000.00	\$0.00		11-Feb-2009 12:00	25-Feb-20...
5	(0)	02-030000 - Concr...	Concrete	USD - Dollar (Unite...	\$875,000.00	\$0.00		21-Jan-2009 12:00	04-Feb-20...
6	(0)	02-050000 - Metals	Metals	USD - Dollar (Unite...	\$850,000.00	\$0.00		21-Jan-2009 12:00	04-Feb-20...
7	(0)	02-061000 - Rough...	Rough Carpentry	USD - Dollar (Unite...	\$122,500.00	\$0.00		23-Feb-2009 12:00	09-Mar-20...
22	(0)	02-071000 - Damp...	Dampproofing and Waterproofing	USD - Dollar (Unite...	\$0.00	\$0.00			
24	(0)	02-080000 - Openi...	Openings	USD - Dollar (Unite...	\$0.00	\$0.00			
8	(0)	02-090000 - Painti...	Painting and Coating	USD - Dollar (Unite...	\$300,000.00	\$0.00		16-Feb-2009 12:00	20-Feb-20...
23	(0)	02-142000 - Elevat...	Elevators	USD - Dollar (Unite...	\$0.00	\$0.00			

PMWEB's Earned Value Management (EVM) module overlays this cost data with schedule performance, calculating Schedule Performance Index (SPI) and Cost Performance Index (CPI) automatically. When a project's CPI falls below 1.0, the system flags it. When an EAC exceeds the budget threshold, alerts are generated. PMWEB does not wait for the monthly report to surface a problem — it surfaces it in real time.

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Need Help?

Costs > Forecasts > Manager Page > 1 - September Forecast

RV50104 - Boston Medical Center Draft
Forecasts: 1 - September Forecast

New Record Print

Main Clauses Notes Attachments 1 Notifications

Header Fields

Details

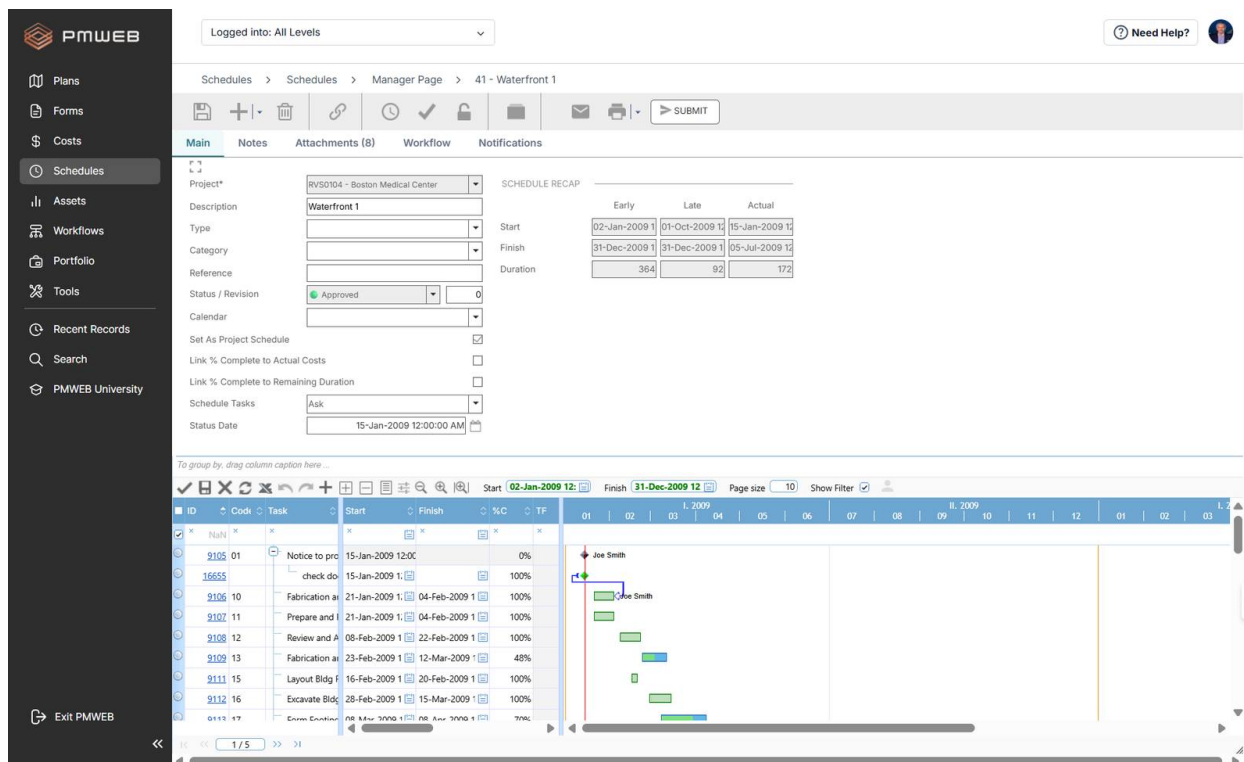
Group by: None Layout: My Custom Layout Add Cost Codes Update Tasks Forecast From Earned Value

Level	Cost Co...	Description	Total Bu...	Anticipat...	Actu...	Balance ...	Forecast...	Forecast ...	Forecast...	Task
01 - Land Co...	01-000001 - ...	Land Acquisition	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-118,800,000...	04 - Mobilization
01 - Land Co...	01-000002 - ...	Land Permits and F...	\$55,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-5,445,000.00	25 - Pour SOG
02 - Hard Co...	02-010000 - ...	General Conditions	\$425,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-42,075,000...	02 - Award Rebar
02 - Hard Co...	02-020000 - ...	Existing Conditions	\$1,100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-75,900,000...	32 - Acoustical Cell...
02 - Hard Co...	02-030000 - ...	Concrete	\$925,000.00	\$0.00	\$0.00	\$0.00	\$-850,000.00	\$0.00	\$-63,825,000...	
02 - Hard Co...	02-050000 - ...	Metals	\$850,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-41,650,000...	
02 - Hard Co...	02-061000 - ...	Rough Carpentry	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-9,750,000.00	
02 - Hard Co...	02-090000 - ...	Painting and Coating	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-10,200,000...	
02 - Hard Co...	02-210000 - ...	Fire Suppression	\$450,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-15,300,000...	
02 - Hard Co...	02-220000 - ...	Plumbing	\$415,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-9,960,000.00	
02 - Hard Co...	02-230000 - ...	HVAC	\$410,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$-9,840,000.00	

Schedule: From 'We'll Make Up the Time' to Honest Baseline Planning

Unrealistic deadlines are almost always the result of a schedule that was built to satisfy a requirement rather than to reflect reality. Someone needed a completion date to meet a funding condition, a political commitment, or a contract negotiation deadline. The schedule was built backwards from that date. Contingency was eliminated. The 'plan' was approved. And then the project spent the next two years managing against a baseline that was never achievable.

PMWEB's Scheduling module supports a structured, hierarchical schedule development approach from Level 1 (Master Milestone Schedule) through Level 5 (Detailed Construction Schedule), with each level developed, reviewed, and baselined through a formal approval workflow. Schedule contingency is captured and managed as a transparent element of the programme — not silently embedded in activity durations where it becomes invisible and unmanageable.



The 3-Week Look-Ahead schedule, configured as a recurring PMWEB submission workflow, keeps the detailed programme connected to daily site execution. When the look-ahead diverges from the baseline, the divergence is captured, analysed, and actioned — not hidden until the monthly reporting cycle reveals a problem that is now three weeks old.

Budget overruns and schedule failures are almost never surprises to the people managing the project. They are the predictable outcome of estimation processes that lacked rigour, schedule baselines that were not honest, and cost management systems that could not surface deterioration early enough for meaningful intervention. PMWEB changes the equation at every stage — from the quality of the first estimate through to the precision of the final cost forecast.

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With 150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support, and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

About CMCS

CMCS (Collaboration, Management and Control Solutions) is the regional PMWEB implementation partner for the GCC and MENA regions, awarded PMWEB Partner of the Year 2025. CMCS specialises in digital project management solutions for real estate developers, infrastructure owners, and construction companies across the Middle East and North Africa.

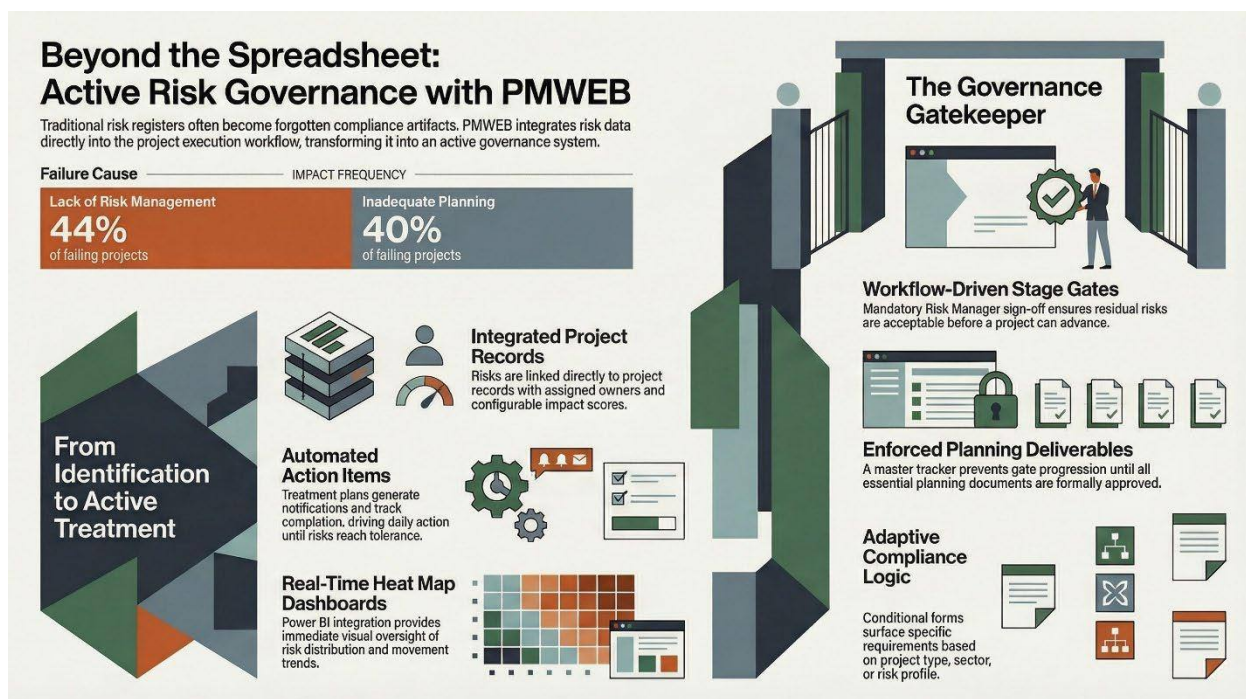
Risk Is Not a Spreadsheet: How PMWEB Makes Risk Management Actually Work

Addressing Lack of Risk Management & Inadequate Planning

44% of failing projects cite lack of risk management as a contributing cause. But almost every project team will tell you they have a risk register. The problem is not whether risks are recorded — it is whether they are actually managed. PMWEB is designed to close that gap completely.

There is a frustrating paradox at the heart of project risk management. The industry universally acknowledges its importance. Every project governance framework requires a risk register. And yet project after project is derailed by risks that were identified, documented, and then quietly forgotten as the pressure of execution took over. The risk register became a compliance artefact — a document that proved the box had been ticked — rather than a living management tool.

This is a system problem, not a competence problem. When risk management lives in a spreadsheet that gets updated quarterly, attached to a meeting agenda that runs long, discussed briefly, and filed away until next quarter, it will never be effective. PMWEB changes the architecture of risk management from the ground up.



A Risk Register That Actually Lives in the Project

PMWEB's out-of-the-box Risk Management module provides a structured risk register that is directly integrated with the project record, not stored separately. Every risk in PMWEB is linked to the project, assigned to a named Risk Owner, and configured with pre-mitigation and post-mitigation likelihood and impact scores across multiple impact categories — cost, time, safety, quality, environment, reputation, and regulatory. The risk matrix is fully configurable to the organisation's risk tolerance criteria, and the system automatically calculates risk priority levels based on the scoring.

When a risk treatment plan is required, it is created directly in PMWEB and linked to the risk record. Each treatment activity is assigned a named Treatment Activity Owner, a target implementation date, and a status. PMWEB's Action Items module drives the treatment activities — generating notifications, tracking completion, and escalating overdue items. The risk does not just sit in the register waiting for the next quarterly review. It drives daily action until it is resolved or its residual score falls within tolerance.

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Logged into: All Levels

Need Help?

Tools > Risk Analysis > Manager Page > Jan - Project Risk

Main

Additional Information

Notes

Attachments

Clauses

Notifications

Project*

Phase

Analysis #*

Description

Analysis Date

Change Request

Change Event

Status / Revision

Date

Update higher level risk cost

Update higher level risk delay

Update higher level risk impact

Risk Analysis

USER DEFINED FIELDS

RBS Level 1*

Drag a column header and drop it here to group by that column

Edit Selected Lines

Add

Delete

Refresh

Layouts

LINE #	ATTACHMENT	RISK	TYPE	RESPONSIBLE	PROBABILITY	IMPACT	PROBABILITY VALUE	IMPACT VALUE	COST	DELAY	RISK IMPACT	RISK COST	RISK DELAY	UOM	TASK	NOT
1	[i]	Late Furniture Deliv	Construction	Contractor	40%	Minor	0.50	0.10	\$4,000.00	10.00	0.05	\$2,000.00	5.00		1 - Pre-constructi	
2	[i]	Late Equipment Del	Construction		50%		0.50	0.50	\$5,000.00	5.00	0.25	\$2,500.00	2.50			
3	[i]	Fail to capitalize 25'	Construction		50%		0.50	0.50	\$5,000.00	10.00	0.25	\$2,500.00	5.00			
4	[i]	Delay in completing	Construction		30%		0.30	0.50	\$5,000.00	10.00	0.15	\$1,500.00	3.00			
5	[i]	Delays in permits	Pre-Design		30%		0.30	0.30	\$2,000.00	30.00	0.09	\$600.00	9.00			
6	[i]	Interferences in ser	Design		20%		0.20	0.40	\$4,000.00	6.00	0.08	\$800.00	1.20			
7	[i]	Design solution ove	Design		40%		0.40	0.50	\$5,000.00	10.00	0.20	\$2,000.00	4.00			
8	[i]	Design information	Design		20%		0.10	1.00	\$3,000.00	5.00	0.10	\$300.00	0.50			
9	[i]	Weather Conditions	Construction		60%	Major	0.50	0.20	\$1,000.00	2.00	0.10	\$500.00	1.00			
									\$34,000.00	88.00	1.27	\$12,700.00	31.20			

9 items in 1 pages

Risk Governance at the Stage Gate

The most powerful feature of PMWEB's risk management framework is its integration with Stage Gate governance. PMWEB's Workflow Engine can be configured to require a formal Risk Manager sign-off confirming that residual risks are within tolerance before any Stage Gate can be passed. This means that risk management is not a parallel activity that happens alongside the project — it is a gating condition for project advancement.

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Need Help?

Workflows > Business Processes > (System)

Roles

Business Processes (BPM)

Defaults

APM Rules

Select Template

01 - WF-000001 Cost Estimate Approval

USE VISUAL DESIGNER

BPM ID*

Template Name*

Recalculate Due Dates On Actions

Single "All Must Approve" Email

Associate With

BPM MANAGERS

OVERDUE ALERT

Alert Active

Days (+/-)

Role(s)

Email

Onscreen

ROLES & APM RULES

STEPS

Roles

Branch Rules

Visual Workflow

SHOW ROLES

SHOW USER NAMES

Visual Workflow

Visual Workflow

When a project approaches a stage gate review, the Risk Manager must review the current risk register, confirm that all Priority 1 (Red) risks have active treatment plans, and sign off that the project's overall risk profile is acceptable for the next phase. If they cannot sign off, the gate is held. This simple mechanism transforms risk management from an advisory function into a decision-making authority.

PMWEB

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Need Help?

Tools > Stage Gates > Manager Page > 8 - SG#1 Registration

MainAdditional InformationScoringRatingsNotesAttachmentsWorkflow (1/25)

Project*U-200 - HBS Baker Library
Stage*SG#1 Registration
GateKeeper
Duration
Duration UOMDays
Type
TaskOS - Scope Development
Lead Time
Due08-Mar-2010 12:00:00 AM
Done
Done Date
Status/RevisionSubmitted

TASK RECAP
Items6
Done0
Done %0%
STAGES
HBS Baker Library
SG#1 Registration
SG#2 Initial Planning
SG#3 Tender For Design Deliverables
SG#4 Design Deliverables
SG#5 Tender for Construction
SG#6 Construction Deliverables
SG#7 Testing & Commissioning

USER DEFINED FIELDS
Stage Objective
Committee Decision

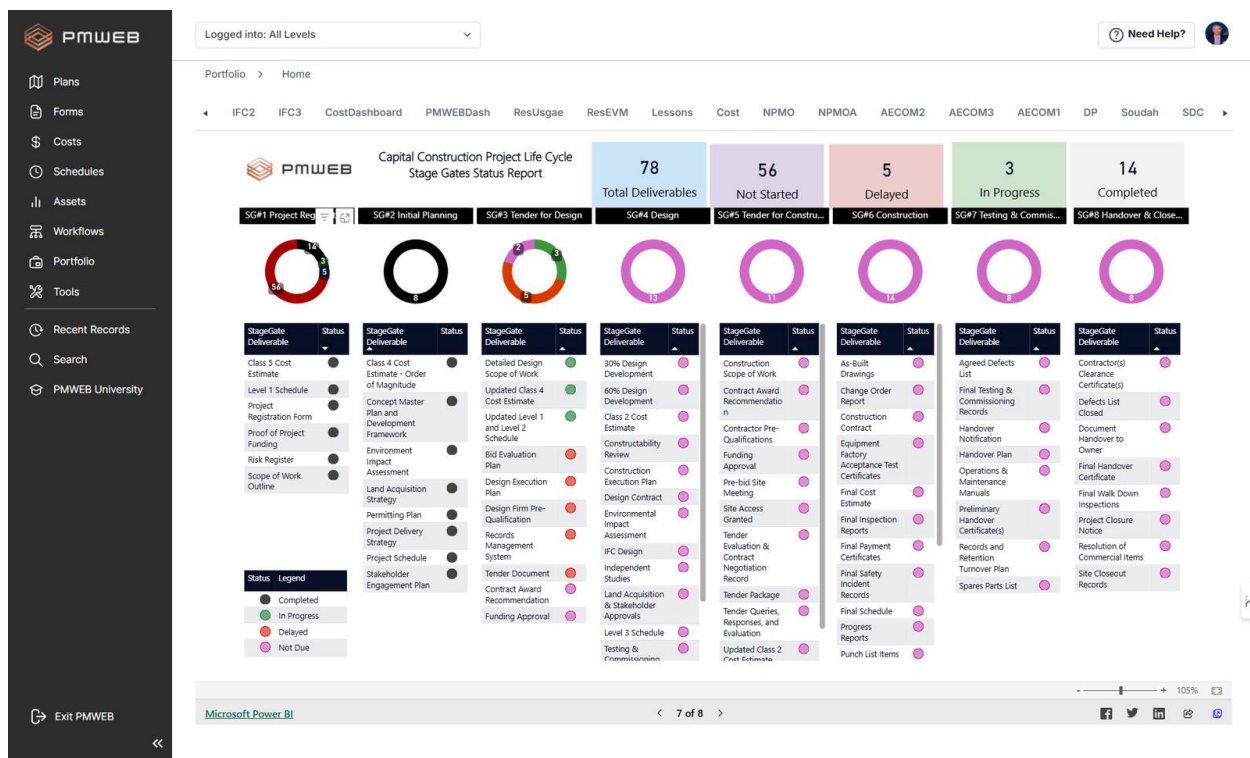
Drag a column header and drop it here to group by that column

RefreshLayouts

DONE	LINE #	ATTACHME	RECORD TYPE	RECORD #	DESCRIPTION	STATUS	REV.	WORKFLOW STEP	RESPONSIBLE	DURATION DAYS	WBS	TASK
☐	1		Transmittals	3	Scope of Work Outline		0			0		
☐	2		Estimates	4724	Class 5 Cost Estimate		0	2 of 4				
☐	3		4D Schedule De		Project Registration Form					0		
☐	4		Schedules	68	Level 1 Schedule		0			0		
☐	5		4D Schedule De		Risk Register					0		
☐	6		Funding Record	8	Proof of Project Funding		0			0		

PAGE SIZE250

PMWEB's Power BI integration delivers a Risk Heat Map dashboard that gives senior management a real-time visual of the project's risk profile — the distribution of open risks across the likelihood/impact matrix, trends in risk score movement over time, and the status of treatment actions. When the heat map shifts toward the top-right corner, the dashboard makes the deterioration impossible to ignore.



The Inadequate Planning Problem

Inadequate planning (affecting 40% of failing projects) is often a downstream consequence of compressed timescales, premature procurement decisions, and governance frameworks that allow execution to begin before planning deliverables are complete. PMWEB's Stage Gate Deliverables Tracker, configured using the Custom Form Builder or Adaptive Forms, enforces a mandatory planning checklist at each gate — ensuring that land acquisition strategy, environmental assessments, permitting plans, schedule baselines, cost estimates, and delivery strategies are all formally approved before the project proceeds.

Each deliverable in the tracker is assigned a responsible party, a target date, a status, and a document link. The tracker is the master dashboard for planning phase progress. When all deliverables are marked Approved, the

gate workflow can be initiated. When any deliverable is outstanding, the gate is held — regardless of commercial or programme pressure to proceed.

PMWEB's Adaptive Forms extend this further, allowing organisations to build multi-section planning documents that replicate the organisation's own planning standards — with conditional logic that surfaces different requirements based on project type, sector, or risk profile. A complex infrastructure project triggers a more extensive planning checklist than a straightforward building refurbishment. The system adapts. The governance standard is maintained.

Risk management that lives only in a spreadsheet is risk management in name only. PMWEB integrates risk governance directly into the project's execution workflow — ensuring risks are tracked in real time, treatment actions are driven to completion, and no project advances through a Stage Gate without a formal confirmation that its risks are under control. That is the difference between a risk register and a risk management system.

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

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About CMCS

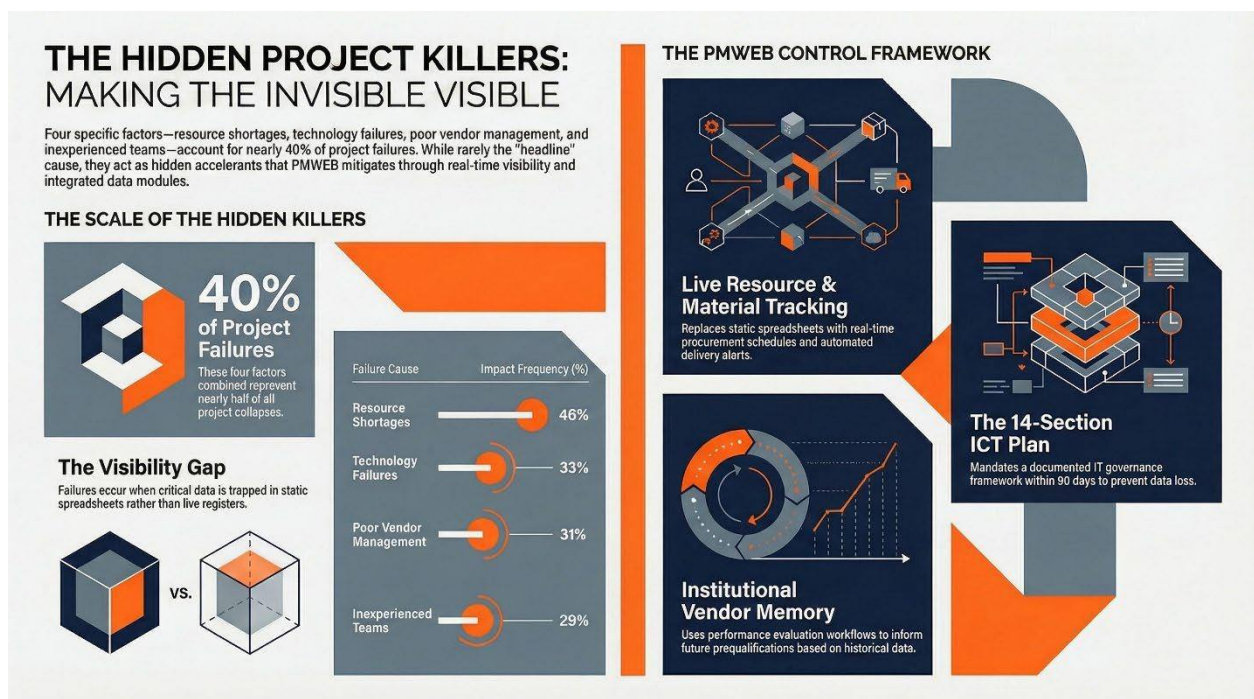
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Change Without Control Is Chaos: How PMWEB Masters Change and Performance Management

Addressing Poor Change Control, Undefined Roles & Lack of Executive Support

A project without change control is not a project — it is a slow-motion negotiation with no rules and no referee. PMWEB gives projects the rules. The referee. And the real-time scoreboard that makes it impossible for anyone to pretend the change did not happen.

Poor change control affects 42% of failing projects. Undefined roles and responsibilities affect 38%. Lack of executive support affects 35%. These three failure causes share a common thread: they are all governance failures that occur when the people responsible for managing a project do not have a system that makes their responsibilities explicit, enforceable, and visible.



Change Control: The Discipline That Protects Every Other Discipline

Change is inevitable on capital projects. Designs evolve. Client requirements shift. Site conditions deviate from assumptions. Regulatory requirements change. None of this is unusual. What is unusual — and catastrophic — is when these changes are absorbed informally, without proper documentation, without commercial resolution, and without baseline updates. That is when scope creep becomes uncontrolled, budgets become fiction, and programmes become aspirations.

PMWEB's Change Orders module provides an out-of-the-box framework for managing the complete change lifecycle. When a change is identified, it is first captured as a Potential Change/Trend in the system — an early warning that a formal instruction may be coming. The Trend is assessed for cost and schedule impact. If it materialises, it is elevated to a formal Change Order. The Change Order is priced, reviewed, and approved through a configurable authority matrix before any work proceeds or any cost is committed.

Logged into: All Levels Need Help?

Costs > Commitment COs > Manager Page > 001 - Design Changes

RVS0104 - Boston Medical Center Approved

Commitment COs: 001 - Design Changes

New Record Print Recap Submit

Main Adjustments Additional Information Checklists Clauses Notes Attachments Notifications

Header Fields

Project* RVS0104 - Boston Medical Center Commitment* 001 - Rockwell Architects - Desi... Vendor Rockwell Architects Commitment Type Subcontract

Record #* 001 Subject Design Changes Currency* USD - Dollar (United States of Am... Post As Revised Scope

WBS : Claims 003 - New Design Request Category Cause

EGI / CI Reference # Requested By Assigned To AVI Date 27-Sep-2011 12:00:00 tt

Effective Date Days 0.00 Status Approved Revision 0

Use Units

User Defined Fields

Work Description Probability For Time 0.00 Probability For Cost 0.00

The authority matrix in PMWEB is fully configurable — different types and values of changes can require different levels of approval. A minor technical substitution might require only the Project Manager's approval. A significant scope addition requires the Client Representative, the Commercial Manager, and the Project Director. The system enforces the matrix automatically. If the right approvals have not been obtained, the Change Order cannot be issued.

Logged into: All Levels Need Help?

Workflows > Business Processes > (System)

Roles Business Processes (BPM) Defaults APM Rules

Select Template 23 - Sample Workflow USE VISUAL DESIGNER

Recalculate Due Dates On Actions Single "All Must Approve" Email Associate With -- Any --

Days (+/-) Role(s) -- Overdue Approver -- Email Onscreen

ROLES & APM RULES

Roles Branch Rules

Roles

- ☒ -- Document Manager --
- ☒ -- Submitter --
- ☐ admin (QussayPM - Qussay Qumssan)
- ☐ Alf Contractor (ASKHAN - AS KHANNN)
- ☐ Alf Designer (aswini - Aswini Nagi)
- ☐ Alf owner (Indhu - Indhu)
- ☐ Ambika (Ambika - Ambika S)

STEPS

	3	4	4.1	4.2	4.3	4.4	4.5	4.6	5	6	7	8
	Project Engineer	CO GT 100000	Project Engineer 2	Procurement Department	Capital Accounting Manager	Director	AutorizacionSAF	Business Group Head of Finance	COO	Business Group Head of Finance	AutorizacionSAF	Alf Contractor
	System	System	System	System	System	System	System	System	System	System	System	System
	Next Step	Branch	Next Step	Next Step	Next Step	Next Step	Next Step	Next Step	Next Step	Next Step	Next Step	Final Approve
	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒

VISUAL WORKFLOW

☒ SHOW ROLES ☐ SHOW USER NAMES

WITHDRAW SUBMITTER DIRECTOR PROJECT MANAGER PROJECT ENGINEER CO GT 100000 COO BUSINESS GROUP HEAD AUTORIZACIONSAF ALF CONTRACTOR FINAL APPROVE REJECT

PMWEB's Variation Pricing capability, built through Custom Form templates, ensures that every change is costed using the project's agreed pricing mechanisms — Bill of Quantities rates, daywork schedules, or lump-sum negotiations. Time Impact Analysis forms capture the schedule consequence of each change. The cumulative impact of all approved changes is tracked in real time against the original contract value, giving both the project team and the client immediate visibility of where the commercial position stands.

Defined Roles: From 'Someone Should Do This' to 'This Person Will Do This by This Date'

Undefined roles and responsibilities create a project environment in which accountability is assumed rather than assigned. Everyone believes someone else is handling the critical task. Nobody confirms it. The task is missed. The consequence ranges from an embarrassing omission to a contractual failure.

PMWEB addresses this through its workflow configuration engine, which enables organisations to build process-level RACI assignments directly into every workflow step. When a document enters the IDR review cycle, PMWEB assigns it to the correct Reviewer based on document type and discipline. When a payment certificate is processed, the workflow routes it to the Commercial Manager for verification, the Finance Director for approval, and the Project Manager for final sign-off. These are not manual assignments — they are system-enforced routing rules that cannot be bypassed.

The screenshot displays the PMWEB interface with a 'Workflow Progress' window open. The window title is 'Business Process: 11 - Change Order Approval'. It shows a flowchart with steps: 'Submit' (Role: Superintendent, Bassam Samman), 'Witness' (Role: Project Accountant, Bassam Samman), and 'Report' (Role: Project Manager, Bassam Samman). Below the flowchart is a table with columns: Step, Type, Role, Due Date, All Must A..., Delegate, RAM, E Signature, and Instructions. The table contains three rows of data.

Step	Type	Role	Due Date	All Must A...	Delegate	RAM	E Signature	Instructions
4	Role Unlocked	Superintendent Bassam Samman	Nov-16-2021					
5	Role Unlocked	Project Accountant Bassam Samman	Nov-21-2021					
6	Role Unlocked	Project Manager Bassam Samman	Nov-26-2021					

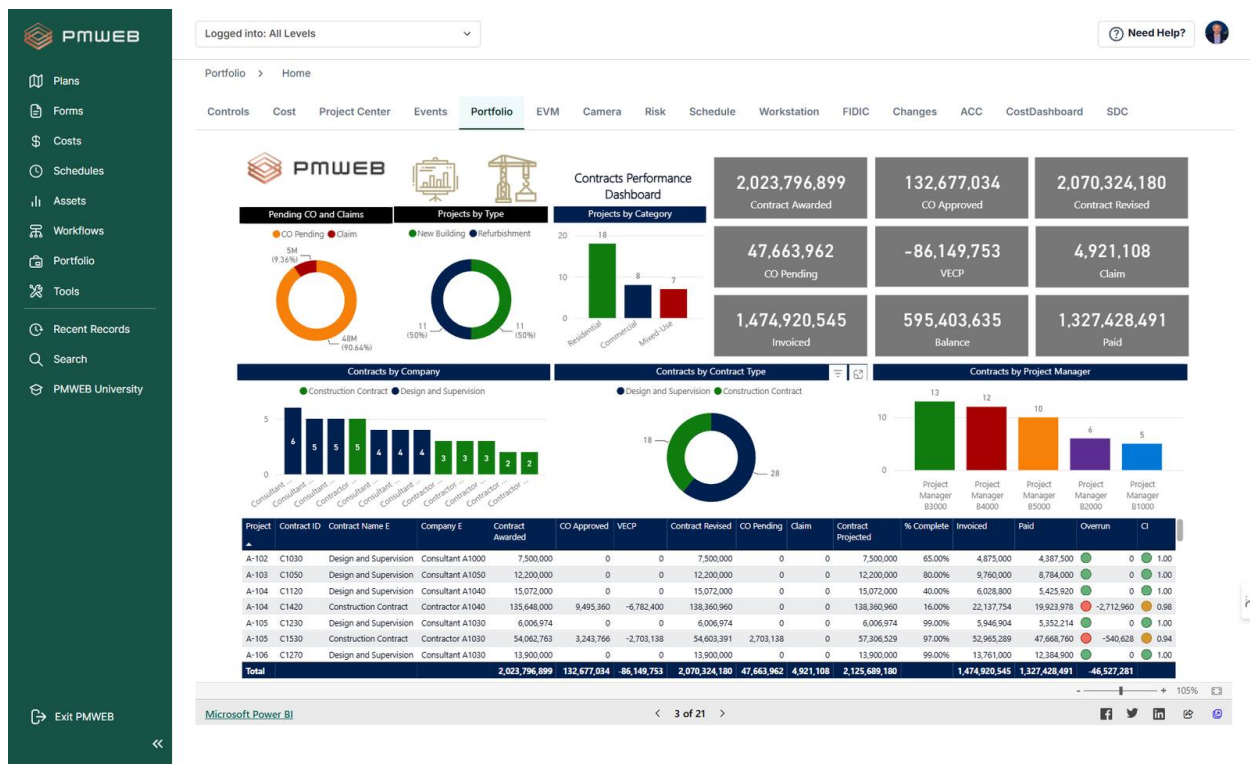
For processes that require bespoke role definition, PMWEB's Adaptive Forms enable organisations to embed responsibility matrices directly into the form itself — so when an inspection is requested, the form automatically identifies the Responsible Inspector, the Witnessing Party, and the Approving Authority based on the discipline and scope of the inspection. The right people are always in the loop. Nothing falls through the cracks because nobody knew it was their job.

Executive Support: Visibility That Drives Engagement

Lack of executive support is often mischaracterised as a political problem — the wrong sponsor, the wrong champion, insufficient organisational will. In reality, a significant part of executive disengagement is an information problem. Executives are being asked to support decisions, resolve escalations, and attend gate reviews without having the real-time project visibility to make informed judgements. Briefings are prepared specifically for them, optimistically edited, and delivered too late to influence outcomes.

PMWEB's Portfolio Executive Dashboard, delivered via Power BI integration, eliminates this information asymmetry. Senior leaders can access real-time portfolio views — every active project's stage gate status, cost performance index, schedule performance index, open critical items, and key risks — without requesting a report from the project team. The data is always current. The view is always honest. And when a portfolio-level problem requires executive intervention, the system surfaces it automatically rather than waiting for a project manager to decide it is significant enough to escalate.

When executives have visibility, they engage. When they engage, they provide the organisational backing that project teams need to enforce controls, resolve disputes, and maintain governance discipline under commercial pressure. PMWEB creates the visibility that makes genuine executive support possible.



Change control, role definition, and executive engagement are not soft governance aspirations. They are concrete system requirements that PMWEB meets through its Change Orders module, workflow-enforced RACI assignments, and real-time executive dashboards. When the system does the governance work, governance stops being the first casualty of execution pressure.

About the Author

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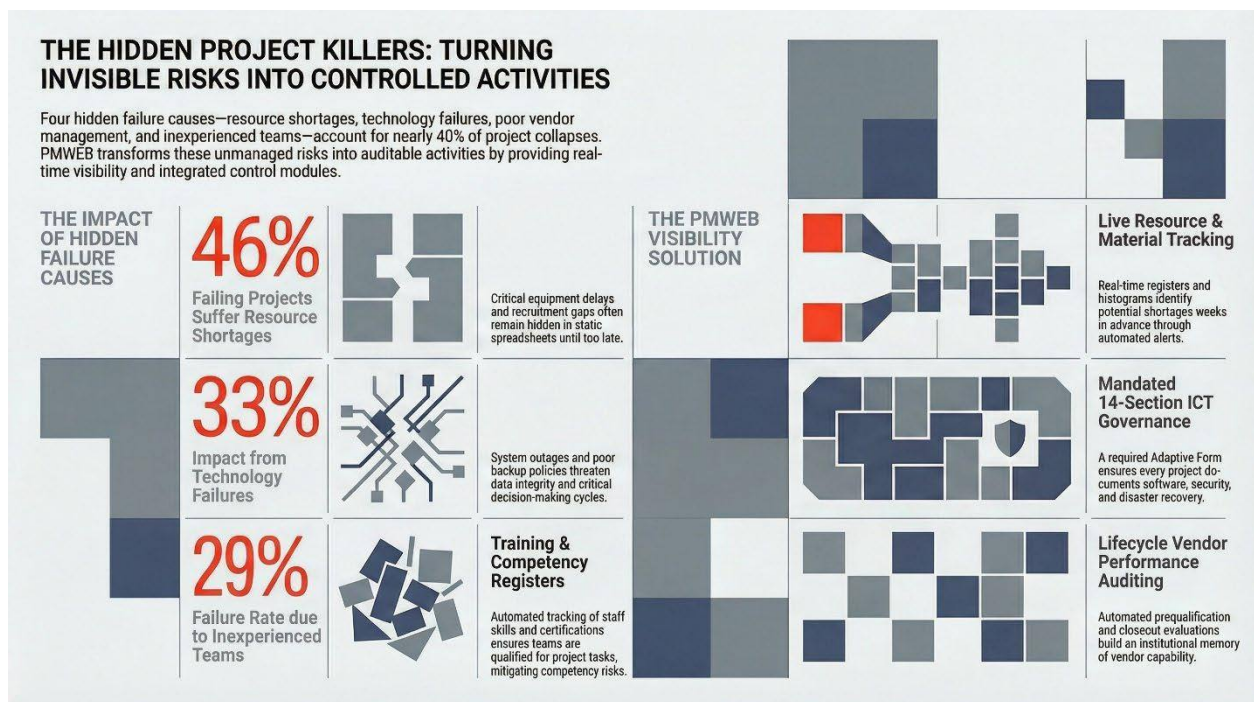
The Hidden Project Killers: Vendors, Resources, Technology & Team Capability

Addressing Resource Shortages, Technology Failures, Poor Vendor Management & Inexperienced Teams

The four failure causes in this article account for nearly 40% of project failures combined. They are rarely the headline reason a project collapses — but they are consistently the hidden accelerants that turn manageable problems into unrecoverable ones. PMWEB addresses all four through targeted, integrated modules.

Resource Shortages: Managing What You Cannot See Is Impossible

Resource shortages affect 46% of failing projects — and they rarely announce themselves in advance. They surface when a critical piece of equipment is delivered six weeks late, when a specialist subcontractor cannot mobilise because they are committed elsewhere, or when a planned workforce of 200 is consistently short by 40 due to recruitment delays that were visible in the data but never formally tracked.



PMWEB's procurement and materials management capabilities enable project teams to track material procurement schedules, equipment delivery timelines, and manpower deployment plans as live, updateable registers rather than static spreadsheets. Planned versus actual delivery dates are compared in real time. Overdue items generate alerts. Resource histograms visualise manpower loading across the programme, making it possible to identify shortage periods weeks in advance rather than days after they have caused a delay.

PMWEB's Submittals module manages the material approval workflow — ensuring that materials are specified, samples are submitted, approval is obtained, and procurement is initiated in time to meet construction requirements. When the submittal register is managed live in PMWEB, the lead times between specification, approval, procurement, and delivery are visible and trackable. Resource shortages that were previously invisible in spreadsheets become auditable, managed risks in PMWEB.

Technology Failures: Planning for the Platform That Runs Your Project

Technology failures affect 33% of projects — and for construction and infrastructure projects that have digitalized their management processes, a technology failure is not just an inconvenience. It is a risk to data integrity, communication continuity, and decision-making capability. When your PMIS goes down during a critical approval cycle, or your data is lost because the backup policy was not configured correctly, the consequences are real and costly.

PMWEB addresses technology risk through a mandatory Project ICT Plan, built as a 14-section Adaptive Form that every project must complete within 90 days of startup. The ICT Plan captures the project's software portfolio, data security classification, integration architecture, network design, disaster recovery configuration, data backup schedule, and IT closeout procedures. It is not a template filed in a shared drive — it is a live PMWEB document, version-controlled, reviewed, approved through a workflow, and monitored for compliance.

The PMWEB Dashboard includes a compliance alert that flags any project whose ICT Plan has not been issued within the 90-day window. This proactive monitoring prevents projects from running without a documented IT governance framework — which is precisely the condition that makes technology failures both more likely and more damaging when they occur.

Poor Vendor Management: From Prequalification to Performance Evaluation

Poor vendor management affects 31% of failing projects and manifests in multiple forms: contractors who were not properly assessed before appointment, suppliers who cannot meet the quality or delivery standards they committed to, subcontractors whose cumulative scope exceeds the limits of what the prime contract allows, and vendors whose performance deteriorates but is never formally assessed or addressed.

PMWEB

Plans

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Assets

Workflows

Portfolio

Tools

Recent Records

Search

PMWEB University

Exit PMWEB

Logged into: All Levels

Tools > Vendor Prequal Designer

to exit full screen, press and hold Esc

SECTIONS

Edit

Refresh

DISPLAY	SYSTEM SECTION NAME	CUSTOM SECTION NAME	TYPE	HELP TEXT
☒	Vendor Login Page	Vendor Login Page	Text	...
☒	Vendor Account Page	Vendor Account Page	Text	...
☒	Introduction	Introduction 1	System Help	...
☐	Completing the application	Completing the application	System Help	...
☒	Company	General Company Information	System Table	...
☒	Addresses	Addresses	System Table	...
☒	Contacts	Contacts	System Table	...
☐	Custom Fields	Custom Fields	Custom Fields	...
☒	Insurance	Insurance	System Table	...
☐	test description	test description	Custom Links	...
☐	Notes	Notes	System Table	...
☒	Attachments	Attachments	System Table	...
☒	Commercial Q	Commercial Q	Custom Tables	...
☒	Vendor Deatlis	Vendor Deatlis	Custom Tables	...
☐	Attachment List	Attachment List	Custom Tables	...
☐	Vendor Details	Form 1	Custom Tables	...
☒	Organizational and Business Information	Organizational and Business Information	Custom Tables	...
☐	Financial/Organizational Information	Financial/Organizational Information	Custom Tables	...
☒	Work Value (Annual value of construction	Work Value	Custom Tables	...
☒	Health and Safety	Health and Safety	Custom Tables	...
☒	Banking Facility	Banking Facility	Custom Tables	...
☒	Banking Facility - Bonds	Banking Facility - Bonds	Custom Tables	...
☒	Construction Activities (provide details of	Construction Activities (provide details of	Custom Tables	...
☒	Audited Accounts	Audited Accounts	Custom Tables	...
☐	Finance Q	Finance Q	Custom Tables	...
☐	Procurement Q	Procurement Q	Custom Tables	...

CUSTOM FIELDS

Edit

Refresh

DISPLAY	SPEC GROUP
☒	New Tab 01
☒	New Tab 02
☐	Vendor Classification

PAGE SIZE: 250

3 items in 1 pages

CUSTOM TABLES

Add

Delete

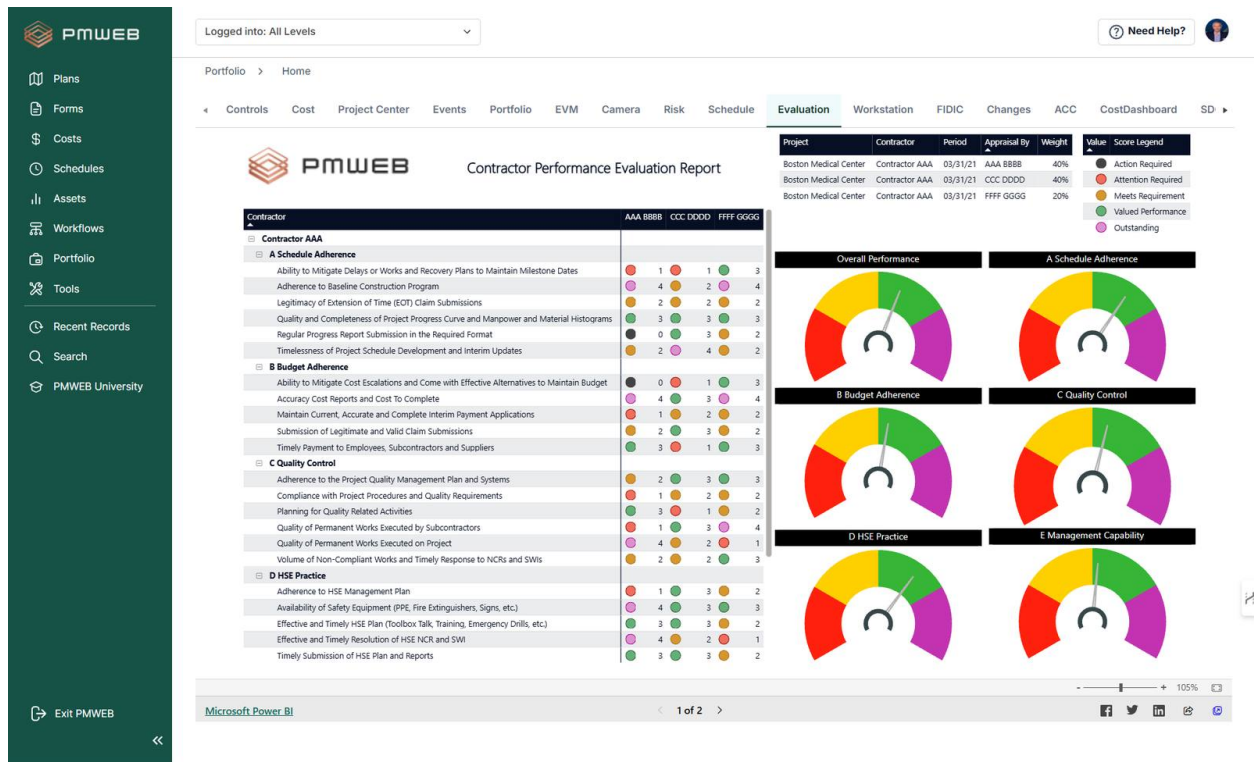
Refresh

DISPLAY	ID	TABLE NAME	EDIT
☐	BQK - CT2	Commercial Q	...
☒	Form0	Vendor Deatlis	...
☒	Form8	Attachment List	...
☐	AN_4	Vendor Details	...
☒	Form7	Organizational and Business Information	...
☐	Form2	Financial/Organizational Information	...
☒	Form11	Work Value (Annual value of construction work u	...
☒	Form12	Health and Safety	...
☒	Form13	Banking Facility	...
☒	Form14	Banking Facility - Bonds	...
☒	Form17	Construction Activities (provide details of the co	...
☒	Form16	Audited Accounts	...
☐	BQK - CT1	Finance Q	...
☐	AN1	Procurement Q	...
☐	AN2	LOCAL OFFICES DETAILS	...
☐	AN3	Test Fopr Qspear	...
☐	AN5	2.1 Income Statement (SAR)	...
☐	AN6	2.2 Balance Sheet (SAR)	...
☐	Form2	2.3 Projects Track Record	...

PMWEB's Bidding and Tendering module provides a complete prequalification framework for vendors, subcontractors, and suppliers. Prequalification questionnaires are built as Custom Form Builder or Adaptive Form templates, covering financial standing, technical capability, health and safety performance, quality management systems, and relevant experience. Completed questionnaires are assessed, scored, and approved through a workflow. Approved vendors are registered in a database with validity periods — so the prequalification work is not repeated unnecessarily, but it does not persist indefinitely without revalidation.

For subcontractor management during construction, PMWEB tracks cumulative subcontracting value against the prime contract, generating automatic alerts when subcontracting approaches defined thresholds. This prevents a situation where a contractor has subcontracted so much of the work that the project team effectively has no control over who is doing what on site.

At closeout, PMWEB's Performance Evaluation workflow requires a formal assessment of every major vendor — capturing their delivery performance, quality outcomes, relationship management, and compliance with contract obligations. This evaluation is stored in the vendor's PMWEB record and informs future prequalification decisions. Over time, PMWEB builds an institutional memory of vendor performance that makes future procurement decisions better-informed.



Inexperienced Teams: Making Capability a System Requirement

Inexperienced team members affect 29% of failing projects — not because capable people are unavailable, but because the system for onboarding, training, and competence verification is either absent or inadequate. New team members join a project mid-execution without adequate induction. Critical procedures are assumed to be understood rather than formally communicated. Competence gaps are not identified until they manifest as errors.

PMWEB addresses this through training register management, built as Custom Form templates that track each team member's mandatory training completions, induction records, competency assessments, and certification expiry dates. Training completion is a trackable project metric — visible to project management, auditable by the client, and integrated into the project's onboarding workflow. Before a team member can be assigned to a critical process, their required training completions can be verified in the system.

Resource shortages, technology failures, vendor underperformance, and inexperienced teams are four of the most underestimated contributors to project failure. Each one has a specific PMWEB capability that transforms it from an unmanaged risk into a controlled, monitored, and auditable project management activity. The common thread is visibility — PMWEB makes what was previously invisible, visible.

About the Author

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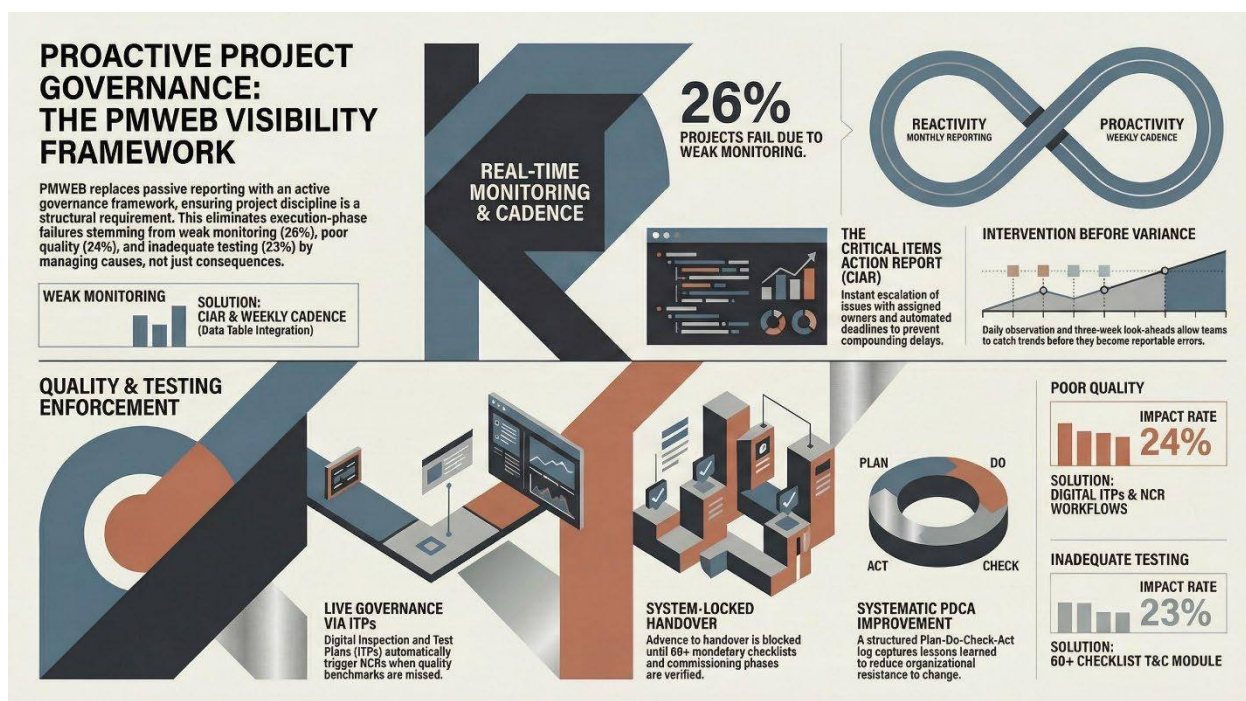
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You Can't Manage What You Can't See: PMWEB's Monitoring, Quality & Testing Framework

Addressing Weak Monitoring, Poor Quality Management, Inadequate Testing & Resistance to Change

'We'll fix it in construction.' 'We'll catch it in commissioning.' 'We'll sort it out at handover.' These are the three most expensive sentences in project management. PMWEB is designed to ensure they are never uttered.

Weak monitoring and control affects 26% of failing projects. Poor quality management affects 24%. Inadequate testing affects 23%. Resistance to change affects 27%. Together, these causes represent the execution-phase failures that occur when a project lacks the discipline to measure what is happening, respond to what the measurement reveals, and enforce the quality standards that were promised to the client. PMWEB addresses each one through an integrated suite of quality, monitoring, and continuous improvement tools.



Monitoring and Control: The CIAR and the Weekly Cadence

Weak monitoring and control is not a reporting problem. It is a cadence problem. When project performance is reviewed monthly, problems that surfaced in week one have already compounded through weeks two, three, and four before anyone can respond. By the time the monthly report is prepared, the project team is managing consequences rather than causes.

PMWEB's Critical Items Action Report (CIAR) module provides a dedicated mechanism for capturing, tracking, and escalating the critical issues that require immediate management attention — regardless of the reporting cycle. Any team member can raise a Critical Item in PMWEB. It is assigned to an owner, given a response deadline, and escalated automatically if it is not addressed within the defined timeframe. The CIAR register is reviewed at every management meeting and presented to senior leadership at every portfolio review.

PMWEB's reporting framework supports a weekly progress reporting cadence through configurable report templates and workflows. The Contractor's Weekly Progress Report, the Site Supervision Daily Observation Report, and the Three-Week Look-Ahead Schedule are all submitted to PMWEB as regular recurring submissions, reviewed by the project team, and stored as auditable project records. When a trend in weekly submissions suggests a programme or quality problem is developing, the project management team can intervene before it becomes a reportable variance.

- Plans
- Forms
- Costs
- Schedules
- Assets
- Workflows
- Portfolio
- Tools
- Recent Records
- Search
- PMWEB University

Logged into: All Levels

Need Help?

Forms > Daily Reports > Manager Page > 1 - Rough Grade Sta 0+00 to 200+00

MH-955 - Florida Perimeter Highway

Draft

Daily Reports: 1 - Rough Grade Sta 0+00 to 200+00

New Record

Print

Main

Timesheet

Additional Information

Checklists

Clauses

Notes

Attachments

Notifications

Header Fields

Incidents

Group by: None

Layout: System Default Layout

New Line

Export To Excel

Paste From Excel

	Time/...	Type/...	Description/...	Company/Contact/...	Notes/...
			Hard Hat Protection	Boland Brothers - Will Walker	Will didn't wear his hardhat ...

1 - 1 of 1

250 Rows

Details

Group by: None

Layout: System Default Layout

New Line

Add Location

Export To Excel

Paste From Excel

	Line #...	Attach...	Location/...	Company/...	Classification/...	Qua...	UOM/...	Cost...	Description/...	Notes/...
	1		Sta 0+00 to 100+00	Blue Ridge Highway...	JOU1 - Journeyman 1	8	hour	01-322-E...	Install Catch fence	
	2		Sta 100+00 to 200+00	Blue Ridge Highway...	JOU2 - Journeyman 2	8		01-322-E...	Install remaining cat...	

1 - 2 of 2

250 Rows

Quality Management: From Compliance Artefact to Live Governance Tool

The standard project quality management failure mode is well-known: a Project Quality Plan is prepared, submitted, approved, filed, and then never actively used. Site personnel continue to work to their personal standards. Inspections are conducted but records are incomplete. Non-conformances are resolved informally without documentation. And when an audit or a client review exposes the gap, the project team scrambles to retrospectively document what should have been managed proactively.

- Plans
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Logged into: All Levels

Need Help?

Forms > Inspections > Manager Page > 7 -

RVS0104 - Boston Medical Center

Draft

Inspections: 7 -

New Record

Print

Main

Image

Additional Information

Checklists

Notes

Attachments

Header Fields

Project*/...

Location/...

Phase/...

Inspection ID*/...

Description/...

Type*/...

Category/...

Reference/...

Inspection Date/...

Inspection Time/...

Inspected By/...

Inspection Point Color/...

Status

Revision

User Assigned

User Due Date

User Defined Fields

Building

Floor

Details

Group by: None

New Line

Link Assets

Export To Excel

Paste From Excel

	Line#	Attachments	Asset	Asset Type	By	Role	Name
	1				Yes		Jimmy Shoe (Deuce Concr

PMWEB's Quality Management module breaks this cycle by making quality management a system-enforced, real-time activity. Inspection and Test Plans (ITPs) are configured as PMWEB forms for every discipline — civil, structural, mechanical, electrical, and specialist trades. Each ITP defines the specific inspections required at each construction stage, the Hold Points that require third-party witness before work can proceed, and the Witness Points that require notification. When an inspection is due, PMWEB generates the notification. When it is completed, the result is recorded. When it fails, a Non-Conformance Report (NCR) is automatically raised.

PMWEB's Non-Conformance Report workflow manages the full NCR lifecycle — from initial identification through root cause analysis, corrective action assignment, implementation verification, and formal closure. NCR trend analysis provides a Quality KPI Dashboard that tracks non-conformance rates by discipline, contractor, and construction phase. When a particular trade or contractor is generating disproportionate NCRs, the dashboard makes the pattern visible before it becomes a systemic quality failure.

PMWEB

Plans

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Search

PMWEB University

Exit PMWEB

Logged into: All Levels

Need Help?

Forms > Non Compliance Report (NCR) > Manager Page > Non Compliance Report (NCR) (New)

Main

PMWeb

Non Compliance Report (NCR)

Project

ID

Date

Company

Priority

Location

Revision

Date

Status

REASON FOR ISSUING THE NCR

Refresh

SELECT	NO.	REASON	PHOTO
	1.00	Work that was not built as indicated in the approved Issued for Construction drawings	
	2.00	Work that fails to meet specified tolerances as established in the project specifications	
	3.00	Work that is being performed using non-approved methods or standards	
	4.00	Failure to follow the approved testing and inspection plan	
	5.00	Testing results demonstrate that the product does not meet established and approved standards	
	6.00	Material used that has not been approved as a substitute (equal or similar)	
	7.00	Design is not accurate and does not represent actual field conditions	
	8.00	Approved procedure was not followed, and quality defects have been identified by the project team	

1

PAGE SIZE: 250

8 items in 1 pages

NCR DETAILS AND CORRECTIVE ACTION STATUS

What is the main reason for the NCR or what went wrong?

Why the work doesn't meet specifications?

What can be done to prevent the problem from happening again?

Explanation of corrective action taken or to be taken

NCR Corrective Action Details

Status

Date

PMWEB's Corrective Action Notice (CAN) system extends quality management beyond construction non-conformances to QMS-level findings from formal audits and surveillances. Audit schedules are managed in PMWEB, audit reports are issued through a workflow, and every finding generates a CAN that is tracked to formal closure. The annual audit schedule, surveillance visit records, and CAN closure rates are all visible in the Quality Compliance Dashboard.

Testing: 60 Checklists That Close the Gap Between Completion and Handover

Inadequate testing is perhaps the most binary of all project failure causes — either the systems have been properly tested before handover or they have not. PMWEB's Testing and Commissioning module provides a comprehensive checklist framework covering pre-startup checks, functional performance tests, and integration tests for every mechanical, electrical, ELV, BMS, and fire life safety system.

Each checklist is managed as a PMWEB form with a completion status, a sign-off authority, and a link to the commissioning record. The T&C Phase Tracker, configured as a PMWEB Adaptive Form, maps all commissioning activities across the seven commissioning phases and links them to the Stage Gate that triggers final handover. Stage Gate advancement to the handover phase is blocked until all commissioning phases are marked complete and the Commissioning Record is formally uploaded to the document management system.

Logged into: All Levels

Need Help?

Forms > WIR EL-0101 General Safety Checklist for Electrical Inspections > Manager Page > WIR EL-0101 General Safety Checklist for Electrical Inspections (New)

Main

PMWEB
Plan Build Operate™

WIR EL-0101 General Safety Checklist for Electrical Inspections

Project: ID: Date: 01-Jun-2026 12:00:00 AM

Inspector:

Location: Building:

Floor: Space:

Revision: Status: ☐ Draft

Comments:

Checklist 1-1: General Safety Checklist for Electrical Inspections

GENERAL SAFETY CHECKLIST

INSPECTED	ITEM	BASIC HAZARD ANALYSIS	COMMENTS
☐	1.00	Does the inspection task involve exposed energized conductors or ci	
☐	2.00	Can the risk of exposure to electrical hazards be justified?	
☐	3.00	What is the voltage of the equipment that requires inspection?	
☐	4.00	Where are the approach boundaries for shock protection?	
☐	5.00	Will the inspection involve crossing any of the approach boundaries?	
☐	6.00	Has an incident energy analysis been performed for the equipment?	
☐	7.00	Are the available short-circuit current and clearing times known?	
☐	8.00	Where is the Arc Flash Boundary?	
☐	9.00	Will any part of the body be within the Arc Flash Boundary?	
☐	10.00	How will PPE for arc flash protection be selected?	
☐	11.00	Is the appropriate arc-rated PPE available?	
☐	12.00	Is the inspector qualified for this specific task and risk?	

PAGE SIZE: 250 12 items in 1 pages

Resistance to Change: Making Improvement the System Default

Resistance to change in project organisations is often a cultural issue — but it is significantly amplified when there is no structured mechanism for capturing, evaluating, and implementing improvement suggestions. When good ideas disappear into informal conversations that lead nowhere, the message sent to the team is that improvement is not genuinely valued. PMWEB's PDCA (Plan-Do-Check-Act) log and Lessons Learned register provide a formal channel for capturing improvement opportunities, assigning owners, tracking implementation, and closing the feedback loop. When improvement is systematised, resistance diminishes.

Monitoring, quality, testing, and continuous improvement are not the most glamorous elements of project management. But they are consistently the areas where the gap between what was planned and what was delivered becomes visible, measurable, and — in PMWEB — manageable. The projects that close that gap are the ones with the discipline and the tools to make these activities structural requirements, not optional extras.

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

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About CMCS

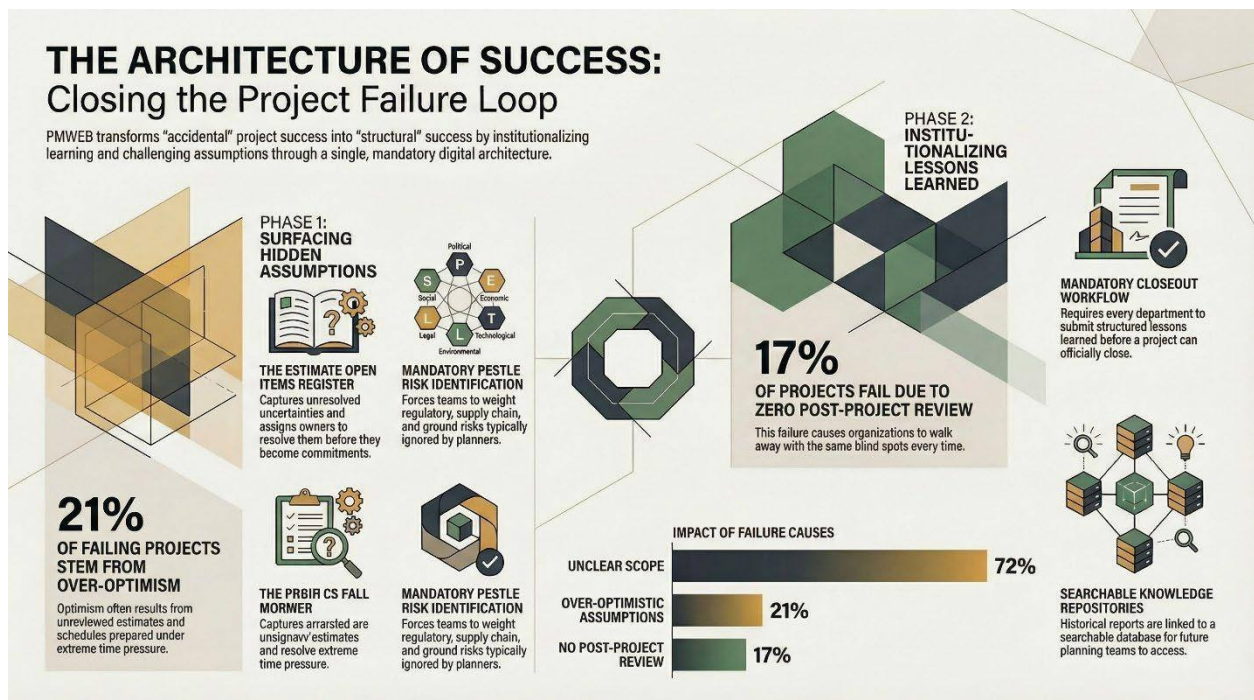
CMCS (Collaboration, Management and Control Solutions) is the regional PMWEB implementation partner for the GCC and MENA regions, awarded PMWEB Partner of the Year 2025. CMCS specialises in digital project management solutions for real estate developers, infrastructure owners, and construction companies across the Middle East and North Africa.

From First Shovel to Final Sign-off: How PMWEB Closes the Loop on Project Failure

Addressing Over-Optimistic Assumptions, No Post-Project Review & the Full PMWEB Framework

The most expensive assumption in capital project management is the assumption that this project will be different. It will not be different. Not unless the lessons of the last project were captured, stored, and applied to the planning of this one. PMWEB is how organisations make that difference structural rather than accidental.

Over-optimistic assumptions affect 21% of failing projects. No post-project review affects 17%. These are the lowest-percentage failure causes in the dataset — but they are disproportionately important, because they represent the failure to learn. Every other failure cause in this series can be addressed by better systems and better governance on individual projects. But over-optimistic assumptions and the absence of post-project review represent a systemic organisational failure that perpetuates the same mistakes across every project in a portfolio. PMWEB addresses both.



Over-Optimistic Assumptions: Surface Them Before They Become Commitments

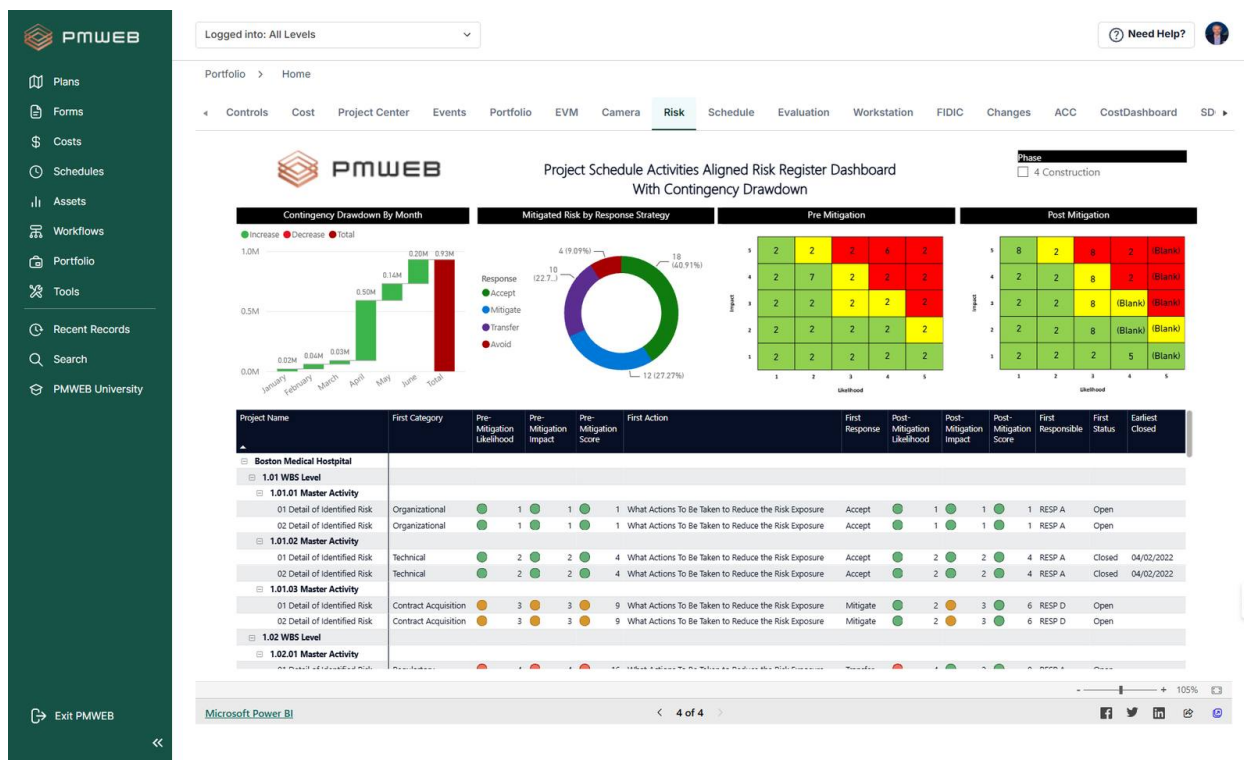
Over-optimism in project planning is not usually the product of dishonesty. It is the product of a system that does not require assumptions to be formally documented, reviewed, and challenged before they are built into a baseline. When an estimate is prepared under time pressure, the easiest path is to use the rates from the last project, apply a modest contingency, and move on. When a schedule is built to satisfy a target completion date, the easiest path is to accept the programme that works on paper rather than the one that reflects actual construction logic.

PMWEB challenges over-optimism at its source through a combination of structured estimation workflows, assumption documentation requirements, and risk identification processes. The Estimate Open Items Register, built as a PMWEB Custom Form, captures every unresolved assumption in the estimate — the items that the estimator knows are uncertain but has had to include at a nominal value pending further information. These open items are assigned to owners with resolution deadlines and tracked until they are resolved or formally accepted as contingency.

PMWEB's Risk Identification workflow, configured as an Adaptive Form, guides the project team through a structured identification process using PESTLE (Political, Economic, Social, Technological, Legal,

Environmental) analysis and a hierarchical risk source checklist. The process forces the team to consider categories of risk that optimistic planners typically underweight — regulatory risks, supply chain risks, ground condition risks, and integration risks. When these are formally identified, assessed, and included in the risk register, they can be priced into the contingency and managed through the treatment plan process.

The Schedule Basis and Assumptions Statement, configured as a PMWEB form linked to the project's schedule baseline, documents every key schedule assumption — resource availability rates, productivity factors, weather allowances, procurement lead times, and regulatory approval durations. When the schedule is reviewed at a Stage Gate, the assumptions are reviewed alongside the programme. If an assumption is found to be unrealistic, the programme must be revised before the gate is passed.



No Post-Project Review: Breaking the Cycle of Repeated Mistakes

The absence of post-project review is perhaps the most consequential failure cause in the entire dataset — not because of its direct impact on the failing project, but because of its impact on every subsequent project in the organisation's portfolio. When a project closes without a structured lessons-learned capture process, the organisation walks away with the same blind spots it started with. The next project team makes the same estimation errors, falls into the same scope management traps, and suffers the same communication failures. The knowledge existed to prevent it. But it was never captured.

PMWEB's Closeout workflow includes a mandatory Lessons Learned submission process. Every functional department on the project — construction, engineering, contracts, procurement, project controls, quality, HSSE — is required to submit a structured Lessons Learned form through PMWEB before the project can be formally closed. The form captures: what happened, what the planned approach was, what the actual outcome was, why the variance occurred, and what should be done differently on future projects.

These submissions are reviewed, consolidated, and stored in PMWEB's Document Management system as the Project Historical Report — a comprehensive record of the project's commercial, technical, and management performance. The Historical Report is not filed away as an archive document. It is linked to the organisation's Knowledge Repository, where it is searchable and accessible to the planning teams of future projects in the portfolio.

PMWEB's Sustainability Knowledge Management framework extends this further, providing a structured repository for case studies, technical knowledge articles, innovation findings, and best practices captured during project execution. Teams on future projects can search the repository for relevant precedents before committing to a planning approach — drawing on the accumulated wisdom of completed projects rather than starting from scratch with every new commission.

Closing the Loop: PMWEB as the Architecture of Project Success

Across this eight-article series, we have mapped 24 root causes of project failure — from the most prevalent (72% — unclear scope) to the most underestimated (17% — no post-project review) — against the specific PMWEB modules, workflows, and form-building capabilities that directly address each one. The mapping reveals something important about the nature of project failure: it is almost never the result of a single missing capability. It is the result of a system of gaps — gaps in governance, in visibility, in process discipline, and in organisational learning — that compound each other over time.

PMWEB addresses this not as a collection of disconnected tools, but as an integrated project management platform in which scope management, cost control, scheduling, risk management, quality assurance, procurement, communication, document management, and executive reporting are all connected to a single project record. A change logged in the Change Orders module immediately affects the EAC in the cost management system. A risk realised in the risk register is transferred to the Trend Program in the cost controls system. A commissioning checklist completed in the T&C module moves the Stage Gate deliverables tracker toward gate readiness.

This integration is what makes PMWEB more than a platform for managing individual processes. It is an architecture for managing projects — one that makes failure harder to achieve and success more repeatable. For organisations that are serious about capital project performance, the question is not whether to invest in a system like this. It is how quickly they can deploy it.

24 failure causes. 24 PMWEB responses. The data on why projects fail has been available for decades. The tools to prevent those failures have been available for years. The organisations that outperform their peers on capital project delivery are the ones that close the gap between knowledge and implementation — and PMWEB is how they do it.

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