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PROJECT COLLABORATION TOOLKIT

For the Oil & Gas Sector

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Project Collaboration Toolkit

for the Oil & Gas sector

Enhancing project performance through collaboration

Available online and free to download:
www.ecitb.org.uk/professional-management-training/project-collaboration/

Welcome to the ECITB Project Management Toolkit, the latest initiative supporting collaboration in the offshore Oil & Gas sector.

Since the Wood Report was published in 2014, collaboration has been a buzz word for the industry. Yet, as we know buzz words are often much harder to put into practice. Changing ingrained patterns of behavior is even harder still.

The ECITB, as one of the industry's key skills organisations, has brought together the oil and gas community to share good practice and to help drive positive change. Our aim is to bridge the gap between the theory and practice and provide practical support in driving change to help the industry remain internationally competitive.

Over the last few years the ECITB has been working with the Offshore Project Management Steering Group to make collaboration a reality through initiatives such as industry conferences and targeted programmes, including mentoring and the hugely successful WebinEYE series. The focus has been on changing industry behaviours.

The Toolkit brings together these learnings into a 'go to' guide based on the principles of Project Collaboration for the Oil & Gas sector project management community. I am delighted to see that the Toolkit is endorsed by Oil & Gas UK, the Offshore Contractors Association and supported by the industry. The Toolkit will provide invaluable assistance to the sector in addressing project delivery challenges and in enhancing project performance through collaboration. This will help improve competitiveness in the long term.

Working together we can optimize our common knowledge and resources and enable the industry to build a stronger and more sustainable future. The Toolkit is the latest piece in the jigsaw.

Chris Claydon
CEO, ECITB

"THE TOOLKIT BRINGS TOGETHER THESE LEARNINGS INTO A 'GO TO' GUIDE BASED ON THE PRINCIPLES OF PROJECT COLLABORATION"

"OIL & GAS UK WELCOMES THIS PIECE OF WORK AND BELIEVES IT MAKES A VERY POSITIVE CONTRIBUTION TO ADDRESSING THE CHALLENGES FACING THE INDUSTRY. THIS COMPREHENSIVE TOOLKIT WILL ENCOURAGE THE CHANGES IN CULTURE AND BEHAVIOUR ESSENTIAL TO MAKE THE UK INDUSTRY COMPETITIVE AND MAXIMISE ECONOMIC RECOVERY."

DEIRDRE MICHIE,
CHIEF EXECUTIVE, OIL & GAS UK

"THE OCA IS ENCOURAGING EVERYONE TO ADOPT THE BEST PRACTICES OUTLINED WITHIN THIS TOOLKIT. CHANGING BEHAVIOURS ARE CRITICAL TO DELIVERING IMPROVEMENTS IN QUALITY, PERFORMANCE AND COST-EFFICIENCY. EVERYONE HAS A ROLE IN MAKING THE RELATIONSHIP A SUCCESS. IT CAN'T BE ACHIEVED IN ISOLATION, WE HAVE TO TRUST AND CO-OPERATE WITH EACH OTHER."

PAUL ATKINSON,
CHIEF EXECUTIVE, OFFSHORE CONTRACTORS ASSOCIATION

OIL&GAS UK

OCA
OFFSHORE CONTRACTORS ASSOCIATION

The ECITB Project Collaboration Toolkit is intended as a practical guide for the Oil & Gas sector project management community. It has been developed in response to feedback received from participants of the ECITB Project Management Conference, staged at the Aberdeen Exhibition and Conference Centre in November 2015. The Toolkit more generally addresses the project delivery challenges that the sector faces in seeking to enhance project performance through collaboration in the present UKCS circumstances of lower oil prices, the maturity of the UKCS basin, and the need to continue to compete with other global regions for continued investment.

UKCS OIL & GAS – CONTEXT FOR PROJECT COLLABORATION

During 2014 the UK Government commissioned Sir Ian Wood to assess the condition of the UK Oil & Gas sector of the energy industry. In the resultant report entitled "Maximising Economic Recovery," one of the key recommendations was that the industry must collaborate to ensure that it becomes competitive, attracts finance and accesses all of the remaining reserves in the UKCS for decades to come. This recommendation preceded the fall in the price of oil that occurred in the final quarter of 2014, and which has added a further significant dimension to the competitiveness challenge ever since. Although the sector is working extremely hard to overcome its many challenges, the UKCS is generally not competitive for the finance and investment that it needs at the present time. The culture of the UK Oil & Gas sector has evolved with a high degree of control and competition in the way that business in general and projects in particular are undertaken. Many of the large sector businesses are driven by growth and share price and this can be misaligned to UKCS basin objectives and the need for both creativity and collaboration. Just to say "let's collaborate" will not work – there has to be a clear objective, clear expectations and an effective process to make it work.

Within the sector culture that has evolved, project performance, influenced by the need for control and competition, is generally poor with a high incidence of schedule and cost over-runs and resultant poor outcome predictability for investors. There are many examples of collaborative approaches to project delivery providing better performance and project outcomes, but such case studies and evidence have been unable to drive a change in approach and the sector seems to inevitably recycle back to non-collaborative delivery models. When the sector is under economic pressure the reaction seems to be to revert to squeezing the project supply chain.

With the above factors in mind, adopting a collaborative approach to project delivery will never be an easy option. It will require a change in sector culture and a move away from the delivery and contracting models that have predominated. Collaboration is not promoted as a complete replacement for business and project competition. It is not something that will bring the entire sector together for all of the time and where it is applied, will require a clear vision. Project Collaboration is rather about bringing specific organisations and people together for a specific task, to achieve specific objectives and for a specific duration to achieve a desired set of results.

Within the present Oil & Gas sector context, the ECITB Project Collaboration Toolkit is aimed at project managers and project management personnel within organisations that:-

- Have a clear vision and understanding of the challenges that a collaborative project strategy will present.
- Have full commitment to a collaborative strategy from their boards / leadership teams.
- Are prepared to provide organisational development effort and commit to coaching support in order to deal with the stresses of change, conflict and other people issues that might arise.
- Select the right combination of other organisations and people that can work together in a collaborative and complimentary manner to achieve specific project delivery objectives.

THE ECITB PROJECT COLLABORATION TOOLKIT – WHAT IT IS AND HOW TO USE IT

The Toolkit is intended to serve as a "go to" guide for executive managers, project sponsors, project managers and project teams with project responsibilities for some of the specific project activities that will support performance benefit through collaboration. The Toolkit has been prepared in the form of a workflow with four distinct phases that generally map to a typical project lifecycle. Although the phase activities are generally arranged in a broad sequential order, alternative activity sequencing may be possible and desirable to suit the circumstances of each particular project. The entire Toolkit can be used to support project collaboration from inception to completion but individual phase steps and activities can be applied by project managers to projects which have not been established on a collaborative strategy. Some 'Hints and Tips' for non-collaborative project environments are provided for many of the recommended activities within the content.

The ECITB Project Collaboration Toolkit principally provides guidance on "what" should be done to achieve or improve collaboration to the benefit of projects. It assumes that some of the fundamental requirements of organisational leadership and support for a collaborative project strategy are in place and that continuous organisational development and support for the people involved will be provided throughout. Although the Toolkit inevitably provides some description of "how" certain activities should be approached, it should not be viewed as a process set. In an industry sector that deploys too much prescriptive process at the present time the Toolkit is not intended to add to the work process inventory. The ECITB Project Collaboration Toolkit attempts to focus on the behavioural aspects of project management that need to be carefully addressed for effective collaboration. The BS 11000: Collaborative Business Relationships Standard provides a process for collaboration that is adaptable to projects, the ECITB Project Collaboration Toolkit provides supplementary guidance around project related specifics.

Not all projects will lend themselves to a collaborative approach but the Toolkit assumes that a principal decision has been reached within the Lead Project Entity organisation to adopt a collaborative strategy. The term "Lead Project Entity" is referred to in the Toolkit content as the organisation that takes the lead responsibility for the project collaboration strategy. For conventional Oil & Gas projects the Lead Project Entity will usually be an operator / client but in future it is anticipated that more energy sector projects will be supply chain led. Whoever should take the role of Lead Project Entity, a fundamental and wholehearted commitment is required in order for the collaboration to succeed. If this is not demonstrated by the Lead Project Entity and the project personnel that represent it then the collaboration of other parties will be impossible to achieve.

There has been ongoing discussion and debate in the Oil and Gas sector for some time around the most effective contracting relationships, with particular focus now that there is a crisis in confidence due to ongoing low oil price. There is a need for change in the industry: to be resilient to the low commodity price by reducing costs in a sustainable way through collaboration.

The Project Management community recognises this and the most recent ECITB Project Management Conference highlighted that there was a thirst for greater collaborative working throughout the industry. To address this, the Collaboration Working Group have developed a toolkit to provide guidance in this space. This document provides greater clarity on the "Case for Collaboration" and why it is something that Operators and Service Providers should want to engage in and, crucially, why it is important to be clear about their strategy.

Further, Oil and Gas UK have a clear Industry Behaviours Charter that includes commitments to:

- Strengthen industry co-operation
- Contribute to performance improvement
- Commit to continuous improvement

The decision on the level of collaboration to be embraced for a particular contract should in some sense be related to the risk profile of the work, and the way that the customer chooses to execute it. Frame services contracts are by their nature quite collaborative as they relate to supporting the ongoing production and integrity for the assets involved. The individual work packages could be quite "commodity" based and simply executed swiftly and efficiently, subject to a sensible agreed scope. Larger project scopes promote the need for greater collaboration, as they are usually more strategic, with wider benefits being realised by the Operator and Contractor working together, with clearly defined roles. Risk thus plays a part in determining the extent of collaboration.

THE PROJECT MANAGEMENT COLLABORATION WORKING GROUP

The Project Management Collaboration Working Group is a subgroup of the ECITB Offshore Project Management Steering Group. It was setup in order to address the underlying need to improve collaboration within the industry. Its main focus is across three topics: the creation of a Project Collaboration Toolkit; the identification and address of collaboration blockers via challenge and change; and study into potential collaborative improvements associated with efficiency & waste.

WHAT GREATER COLLABORATION DOES NOT MEAN

There is perhaps a rightful fear in the Operator community that "collaboration" is some kind of code for Service providers having and easy contract with higher margin. This is not the intent.

WHAT GREATER COLLABORATION SHOULD MEAN

A collaborative environment should be about the best people delivering the right work in an open and communicative environment, where risk and reward is shared appropriately. It is as much about attitudes and behaviours with all personnel having the aligned view of what project success means. A collaborative project contract will have personnel working together to solve issues and to reduce cost, seeking to deliver the end outcome in the minimum time possible. If the project goes well then all parties should benefit, and the reverse should also be the case. (For clarity though the roles of the contractor and the operator are not the same, and each must have clearly defined Roles and Responsibilities.)

For greater collaboration to work then contracts will need to be established with this in mind, while making sure that the appropriate instruments are in place for recourse for poor performance.

FEATURES OF COLLABORATIVE CONTRACTS

Collaborative contracts will have traits that are similar and if these are nurtured value will be created: the Case for Collaboration – these are discussed below. After this are some real examples of where a collaborative approach has worked and delivered real value to all stakeholders.

Project Feature	Critical Elements	Comments	Value Added
Scope of Work (fundamental principle)	This is perhaps the most key element in a successful collaborative contract. Operators need to decide if this is to be very exhaustive and detailed, or if it is to be written at a higher functional level. Either can work, and if the Basis for Design is clear then a lighter version can save time and be very effective. The SOW is usually created by the Operator; however consideration should be given to the inclusion of more experienced parties – e.g. Contractors.	The scope must be clear and unequivocal. Neither the operator nor the contractors or supply chain should need to assume anything, as it will be documented. Exclusions of scope are just as important as inclusions. Often a move to a more "functional" approach is driven by a desire for more "industry led solutions" rather than detailed customer specifications.	• Driving "no change" • Creates a clear purpose • Sets the project up on a clear platform from the start • Contractor can perform a SOW challenge giving the Operator a chance to welcome any relevant ideas/comments that would add value or reduce cost. This has the added value of ensuring the Contractor has fully understood and contributed to framing the SOW
Basis for Design (fundamental principle)	The BFD should clearly state the fundamental rates, product outcomes, power levels and weights etc. that are fundamental to the scope of work. If thermo-physical properties are critical then the operator should clarify this and the Equations of State to be applied. The BFD is usually created by the Contractor.	Too often disputes arise as the sound basis on which the work is to be developed is not sound. Changing this mid-flight can be very expensive. It is worth spending the time at the start of the contract agreeing all elements and being jointly clear what could change and assessing the impact of the same.	• Driving "no change" • Working together early to assess future impact in the define phase
Project Execution Plan (fundamental principle)	This is the overarching document that describes how the project will be delivered and by whom. It should clearly define who does what and how stakeholders should relate to each other. The SOW, BFD and the PEP all need to be synchronised.	The Operator needs to balance their role in the execution. This can be from complete command and oversight through to facilitation and governance. Collaborative contracting would expect more of the latter with an open relationship encouraged between contracting parties guided by the SOW and the BFD.	• Driving "no change" • All stakeholders clear about how the job will be done promoting schedule optimisation • Clear joint purpose
Project Charter	This should define the principles by which all parties will operate in the contract(s). If there are multiple key stakeholders then they should be identified and asked to commit to the way in which the scope(s) will be delivered. The charter should be as much about attitudes and behaviours as any other element.	The charter should be agreed and signed by senior management. All workers on the contract should know about it and what is expected of them. The charter should be visible in the project offices. It should not be underestimated how challenging it will be to change behaviours and for people to align "behind the project" rather than protecting their respective companies.	• Drives the right behaviours • Avoids conflict • Promotes collegiate behaviours
Project Team Organisation	The organisational design for the project should reflect features that support collaborative working. If this is not practical or desirable then at the very least there needs to be very clear lines of accountability and responsibility.	Setting up the organisation on day one to promote collaborative working is critical, as is communicating this to all stakeholders. Changing the organisation, and the approach to the contract "mid-flight" is to be avoided, as behaviours will be entrenched and contracting principles may be challenged.	• Everyone knows their place in team • Best "athlete" approach to driving the project • "One team" culture

COLLABORATIVE CONTRACT EXAMPLES

The below are real examples that did happen, but have been anonymised for obvious reasons. The intent is to show that by being collaborative the Operator and the Service providers can be jointly successful.

EXAMPLE ONE – CNS SUBSEA TIEBACK

A CNS operator is to tieback a subsea field to an existing mature asset. The new tieback is fundamental to the ongoing success of the asset. Both cost and schedule are key drivers, but schedule is the dominant force. The operator has identified a number of critical stakeholders to work on this project:

- The asset operations team
- The topsides E&C contractor
- The topsides fabric maintenance and services contractor
- The subsea pipelines company
- The drilling contractor
- The umbilical supply company
- The IVB

A clear SOW for the project is written, and the operator decides to adopt "best industry practice" rather than specific customer's standards. The operator, being reasonably small, recognises that it cannot easily manage all interfaces, but desires for all key stakeholders to work together. The operator does not want to be a bottleneck. The operator thus decides that an "open and collaborative" contracting approach with all parties being included is required. The operator promotes a network centric ecosystem, with all parties encouraged to communicate openly. A new piece of software is implemented to log all decisions and questions between all parties, with an agreement from all parties to address actions in 48 hrs. The operator is very clear though that any change to the agreed SOW or BFD will come from them. Each service provider inputs to the master PEP and the operator ensures consistency.

A workshop is established at the start of the execution phase to ensure that all stakeholders are clear on the project philosophy and all line up behind the execution plan. All key players down to the Lead Engineer level are invited to the workshop. Each service provider is incentivised to deliver their targeted scope through a true risk and reward model, which ensures alignment for all.

The project goes extremely well, being based on a clear foundation of scope and execution strategy with an "all-in" Project Execution Plan, and all parties agreed and signed up. The project budget and schedule is maintained as planned. A second project quickly follow using the same philosophy.

EXAMPLE TWO – CNS PRODUCED WATER

A large CNS operator had a produced water quality issue and was seeking solutions to comfortably come under the oil in water discharge limits. The operator worked with the topsides contractor to test various vendor technologies before deciding on the best, recognising that for difficult oil and water streams guarantees are challenging. The operator and contractor agreed a shared risk and reward model and agreed to collaborate to give the greatest chance of high quality overboard water quickly. An on-line produced water system hot-tap was performed to allow tie-in of the new solution on the run, with the operating trusting the contractor that this was completely safe.

The new technology oil removal system was successfully commissioned and the operator and the contractor worked together with the vendor to optimise the chemical injection and system flowrates. The optimised system reduced OIW levels to under 10 ppm.

The operator was able to increase production from a difficult subsea field and stay well within legal limits of overboard discharge. The contractor was deemed to have deserved an incentive upside which was paid willingly. The project strengthened the relationship between the two parties who went on to deliver further projects through the same mechanism.

EXAMPLE THREE – AN ONGOING COLLABORATION RELATIONSHIP

The collaboration between a North Sea Operator and a subsea services company was first established as an evergreen partnership in 2005. The partnership has stood the test of time and has reacted strongly to market volatility, change in company ownership, changes in staff and in 2015 celebrated its 10th anniversary. During this time the partnership has generated approximately £450million of cumulative revenue, with more than £200million added value recorded. It has installed 1,000 tonnes of subsea structures (equivalent to 75 London buses!) and 330,000 metres of subsea pipelines, flowlines and service umbilicals. This has all been achieved whilst maintaining an industry-leading safety record.

Both companies agreed on collaboration foreseeing that an innovative model of client-contractor working was key to maximising value for both parties, securing key resources and working together to expedite project delivery whilst ensuring safety standards were not compromised.

It is acknowledged that a lot has changed since 2005 and the partnership has pro-actively reacted to these changes whilst still maintaining the core values. The partnership was established in the face of oil prices falling to $70 a barrel, as well as the scarcity of quality resources in the UK sector of the North Sea to perform subsea construction projects. 2015 saw a signification drop in the oil commodity price from $120 to around $30 in January 2016. This has inevitably put enormous pressures on the supply chain to achieve cost savings and project efficiencies to increase project viability. The partnership reacted positively to this challenge quickly adapting to this cost focused environment by challenging itself in a collaborative manner to deliver greater cost efficiencies, standardisation and simplification. It is believed that the key to this collaborative partnership is to continue to react to change and adapt to market conditions.

PHASE 1

ESTABLISH A COLLABORATIVE ENVIRONMENT

1 Awareness
- Appoint client collaboration champion — 1.1

2 Knowledge
- Undertake collaborative assessment and Establish enabling Climate — 1.2

3 Internal assessment
- Stakeholder management conference and periodic reviews — 1.3
- Establish foundations for stakeholder trust — 1.4
- Establish collaboration plan and behavioural charter — 1.5

4 Partner selection
BS 11000
- Partner selection process — 1.6
- Establish contracting principles — 1.7

- Phase review & phase learning — 1.8

PHASE 2

SET UP PROJECT FOR COLLABORATION

4 Partner selection
- Project team selection process — 2.1
- Establish common project delivery objectives and align — 2.2

5 Working together
- Create collaborative project team environment — 2.3
- Document and agree project scope — 2.4
- Scope management & change management protocol — 2.5
- Processes for managing risk & uncertainty — 2.6
- Engagement of functional stakeholders — 2.7
- Agree project reporting format — 2.8

6 Continual improvement
BS 11000
- Agree project processes standards and specifications — 2.9

- Phase review & phase learning — 2.10

PHASE 3

EXECUTE COLLABORATIVE PROJECT

7 Staying together
Team management
BS 11000
- Collaborative schedule and cost control processes — 3.1
- Stakeholder risk & reward - KPI measurement — 3.2
- 'Single team' quality monitoring & assurance — 3.3
- 'Single team' safety, health & evironmental management — 3.4

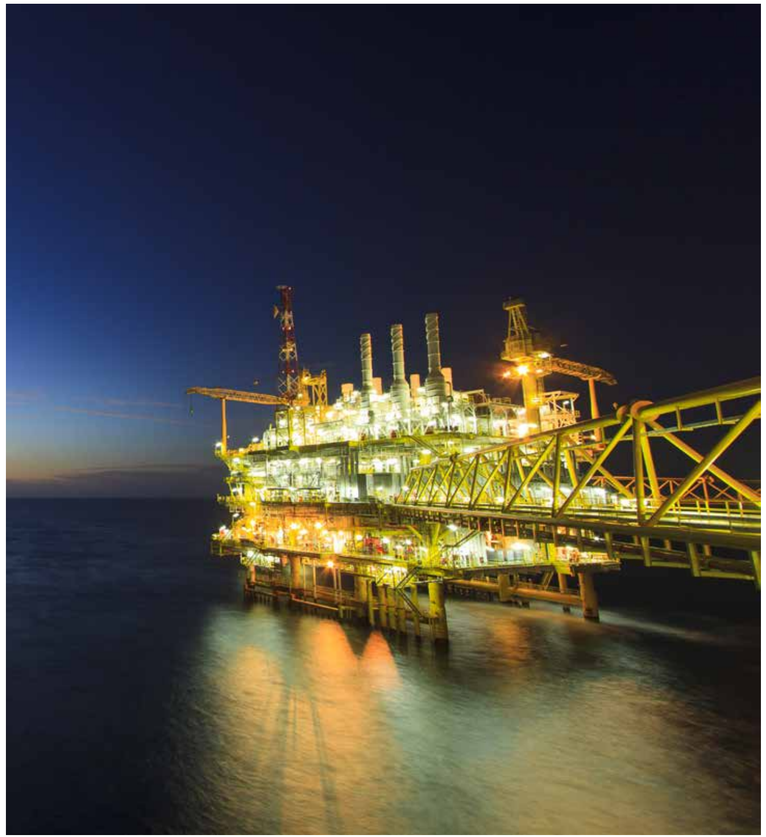
- Phase review & phase learning — 3.5

PHASE 4

CLOSE OUT AND LEARN

8 Exit strategy
Exit or stay together?
BS 11000
- Evaluate project lessons learned — 4.1
- Collaborative lessons learned conference — 4.2
- Close out collaborative (risk & reward) project agreements — 4.3
- Review, agree & record project outcomes — 4.4
- Establish basis for future project collaborations — 4.5

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.



	Activities / Deliverables	Outline Description	Responsible	Supporting Information and References (By Exception)
1.1	Appoint Collaboration Champion	In leading toward effective collaboration, the lead project entity should appoint a Collaboration Champion. This role may be fulfilled by either the Lead Entity Project Sponsor or Project Manager but it could also be undertaken by another project executive who has the skills to manage both internal (lead entity organisation) and external (project delivery and other stakeholder) relationships.	Lead Entity Project Sponsor	BS 11000 - Collaborative Business Relationships methodology refers to the appointment of a Senior Executive Responsible (SER) for collaborative working. In the context of projects, the role of Collaboration Champion is synonymous with that of SER and carries overall responsibility with sufficient authority to adopt a collaborative strategy for the project.
1.2	Undertake Collaborative Assessment and Establish Enabling Climate	Before full commitment to a collaborative project approach, a collaborative assessment should be conducted against the project and its objectives. Not all projects may be suited to a collaborative approach. Should the Case for Collaboration be established for the project, commitment to a collaborative project strategy will require effective leadership and demonstrable personal commitment to integrated project delivery teamwork. Key leadership role appointees should be identifiable as persons who can be trusted and that other stakeholders will wish to follow.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager	Institute for Collaborative Working (ICW) - BS 11000 Collaborative Capability Self-Assessment
1.3	Stakeholder Management Conference and Periodic Project Reviews	The staging of a Stakeholder Management Conference represents a critical first step toward project goal alignment between all potential delivery parties. The conference should be founded on presentation of the Project Brief (what needs to be delivered to achieve the project vision and satisfy the project business case) with each potential stakeholder party being given the opportunity to state how it might contribute to the achievement of a successful project outcome. During the Stakeholder Management Conference agreement should be reached on the frequency and format of periodic Project Collaboration Reviews. Such reviews, as distinct from Project Reviews for checking-in on project status and process, should be designed to provide assurance that the collaborative ethos, values, attitudes and behaviours of all parties are aligned to the achievement of project success throughout the project lifecycle to completion.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager	The Stakeholder Management Conference is an important event for the early stages of project collaboration. It has a variety of purposes:- * To present the Project Brief (how the Business Case will be met) with potential project partners * To engage potential project partners at an early stage and as part of the selection process * To provide participants with an opportunity to express how their organisation and people can support the achievement of project objectives * To openly discuss risk & reward, determine the appetite (and boundaries) of participants for risk sharing - all as input to the project contracting strategy * To discuss the required project behaviours and prepare the framework for the Project Behavioural Charter * To check the outcomes of participant Collaboration Capability Self Assessments (a requirement of the market enquiry) and assess the potential of participants and their organisations for collaborative working * To observe how potential collaboration partners might work together in areas of interdependency - this might form part of a structured behavioural assessment, as has been successfully used in other industry sectors as part of alliance partner selection
1.4	Establish Foundations for Stakeholder Trust	Project collaborative approaches can only be effective if a climate of mutual trust between all project delivery stakeholders can be established. Trust and trustworthiness are a function of credibility, integrity and reliability being expressed and demonstrated by each project stakeholder and its representatives. All project stakeholders and individual stakeholder representatives should continuously demonstrate their commitment to the project and its goals over and above any self interests.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager Invited Stakeholder Management Conference - Potential Project Delivery Stakeholder organisation representatives	Institute for Collaborative Working (ICW) – Trust index and Diagnostic ISBN 978-0-19-516111-3 "Building Trust in Business, Politics, Relationships and Life" - Robert C. Solomon and Fernando Flores ISBN 978-0-7432-9560-4 "The Speed of Trust (The One Thing That Changes Everything)" - Stephen M.R. Covey
1.5	Establish a Collaboration Plan and Project Behavioural Charter	The adoption of a collaborative project strategy will require some additions to the usual project management planning process. For collaborative projects a Project Collaborative Relationship Management Plan should be prepared. The development of a Project Charter (aka Project Initiation Document) is part of established project management practice and process. However, the generation of a Project (Team) Behavioural Charter, which concentrates on the desired behaviours of individuals who are engaged in and contributing to the project, is a critically important tool for developing a collaborative project culture and for monitoring and (where necessary) controlling / changing project behaviour.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager Invited Stakeholder Management Conference - Potential Project Delivery Stakeholder organisation representatives	The BS 11000 Collaborative Business Relationships Standard is aimed at longer term collaborative business relationships. The methodology and standard are designed to allow audit and assessment of collaborative business systems against the standard. The Relationship Management Plan (RMP) is a key document within the BS 11000 approach. Whilst for potentially shorter term project collaborations, the audit and assessment value of the BS 11000 approach may not be necessary, it is recommended that a Collaborative Relationship Management Plan is developed to support strategy implementation on collaborative projects. Ref: Engineering Construction Industries Association (ECIA) - Collaboration - Best Practice Guide – no. 7 The generation of a Project Behavioural Charter is recommended for collaborative project undertakings. Whereas the Collaborative Realtionship Management Plan will frame the planned collaborative interfaces between all potential project parties, The Project Behavioral Charter concentrates on the behaviours that should be adopted by all potential project partners and their representatives across all relationships.
1.6	Partner Selection Process	In order to achieve the benefits to the project that can be delivered by a collaborative delivery culture (See ECITB Case for Project Collaboration), the processes used by the lead entity to select project service and support contractors, subcontractors and supply chain organisations should be taylored to project collaboration. The process of selecting key project partners should be conducted as early as practically possible during the project lifecycle.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager	Industry custom and practice for the selection of project contractors, subcontractors and supply chain partners is heavily weighted toward the appointment of the party with the best commercial / tender price offering received against a conventional market enquiry exercise. For collaborative projects a different approach to partner selection needs to be taken that considers not only the competence, knowledge and experience of the potential partner (in terms of fulfilment of anticipated project role and reliable delivery of the project service or section of the project scope) but also the parties' experience and disposition toward collaborative working. Whilst a formal market enquiry is still recommended, the approach should be very different and a number of considerations other than tendered price should be built into the enquiry process. Part of the selection consideration needs to be governed by established supply chain processes such as those offered by FPAL but for successful collaboration, the partner selection emphasis needs to be on organisational values, people and relationship behaviours. A number of organisations in other industry sectors have used a formalised Behavioural Assessment process as part of their approach to alliance partner selection
1.7	Establish Contracting Principles	In order to support the development of a collaborative project environment it is important for the Lead Project Entity to adopt an overall contracting strategy and philosophy that will support collaboration between stakeholders and delivery partners. A Contract Management Plan that has been prepared with full stakeholder consultation and contribution and which captures the contracting principles that have been agreed, is a key document.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Project Manager Invited Stakeholder Management Conference - Potential Project Delivery Stakeholder organisation representatives	* European Construction Institute (ECI) – ACTIVE Principle AP5 – Effective Project Risk Management; Value Enhancing Practice (VEP) 5.2 - Risk and Benefit Framework Agreements
1.8	Phase 1 - Review & Phase Learning			

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.1 APPOINT COLLABORATION CHAMPION

PHASE ACTIVITY OBJECTIVE

For the Lead Project Entity to appoint a suitable person to the role of Collaboration Champion.

GUIDANCE

Before undertaking this first step in Phase 1 of the Project Collaboration Toolkit, an important decision needs to have been taken by the Lead Project Entity to adopt a collaborative strategy for the delivery of the project. All ECITB Project Collaboration Toolkit activities in Phase 1 are intended to support the establishment of a collaborative project environment when it is in the early Front End Loading (FEL) phases of the lifecycle. Just as FEL activities are an investment up front to reap rewards later on, the Collaboration Toolkit – Phase 1 activities represent a similar up-front investment to achieve the benefits to the project that collaboration can deliver. Collaboration may not be an appropriate approach to the effective delivery of all projects or programmes. The UK Infrastructure – Alliancing Code of Practice lists the following circumstances where collaboration may be appropriate:

- Where the project environment is complex.
- Where performance improvement or business change is required.
- Where there are difficult stakeholder issues.
- Where supply chain partners have a direct customer interface.
- Where opportunities or threats are better managed collectively.
- Where the project is being delivered within a changing environment – for example technology interfaces.
- Where scope can only be confirmed over time.

Timing of the appointment of a Collaboration Champion should be at a point during Front End Loading where there is high certainty that the project will proceed. A Project Sponsor will likely have been appointed by the Lead Project Entity and, in fact, the role of Collaboration Champion could be fulfilled by either the Project Sponsor or Project Manager, although for sizeable, complex projects the Collaboration Champion may need to be another executive who is sufficiently skilled and experienced to manage the internal and external relationships that collaboration will require. A Collaboration Champion should be appointed to the role based on proven leadership and associated relationship management skills. Highly developed leadership and behavioural skills are the key to performance and success in the role and are more important to the role than project management or technical skills. Many of the present day major Oil & Gas projects involve contribution from organisations and people from many different global locations. The Collaboration Champion should possess considerable competence and skill in cross cultural communication in order to foster effective collaboration between the many cultural and ethnic contributors.

The use of psychometric testing such as Myers-Briggs personality type indication and Belbin team role profiling can be a useful in ensuring an appropriate Collaboration Champion appointment. With one of the fundamental aims of the Collaboration Champion being effective collaboration and integrated team engagement and since achievement will be heavily reliant on shared values and behaviours, a values based profiling tool such as the Judgment Index has also been very effectively used in many other project management scenarios. (See references below).

The appointee should carry sufficient authority within the overall lead entity organisation to make decisions in support of the collaborative ethos and where necessary over-rule in circumstances where functional representative/stakeholder decisions are founded on self-interest and are misaligned to the collaborative achievement of project objectives by the project delivery stakeholders.

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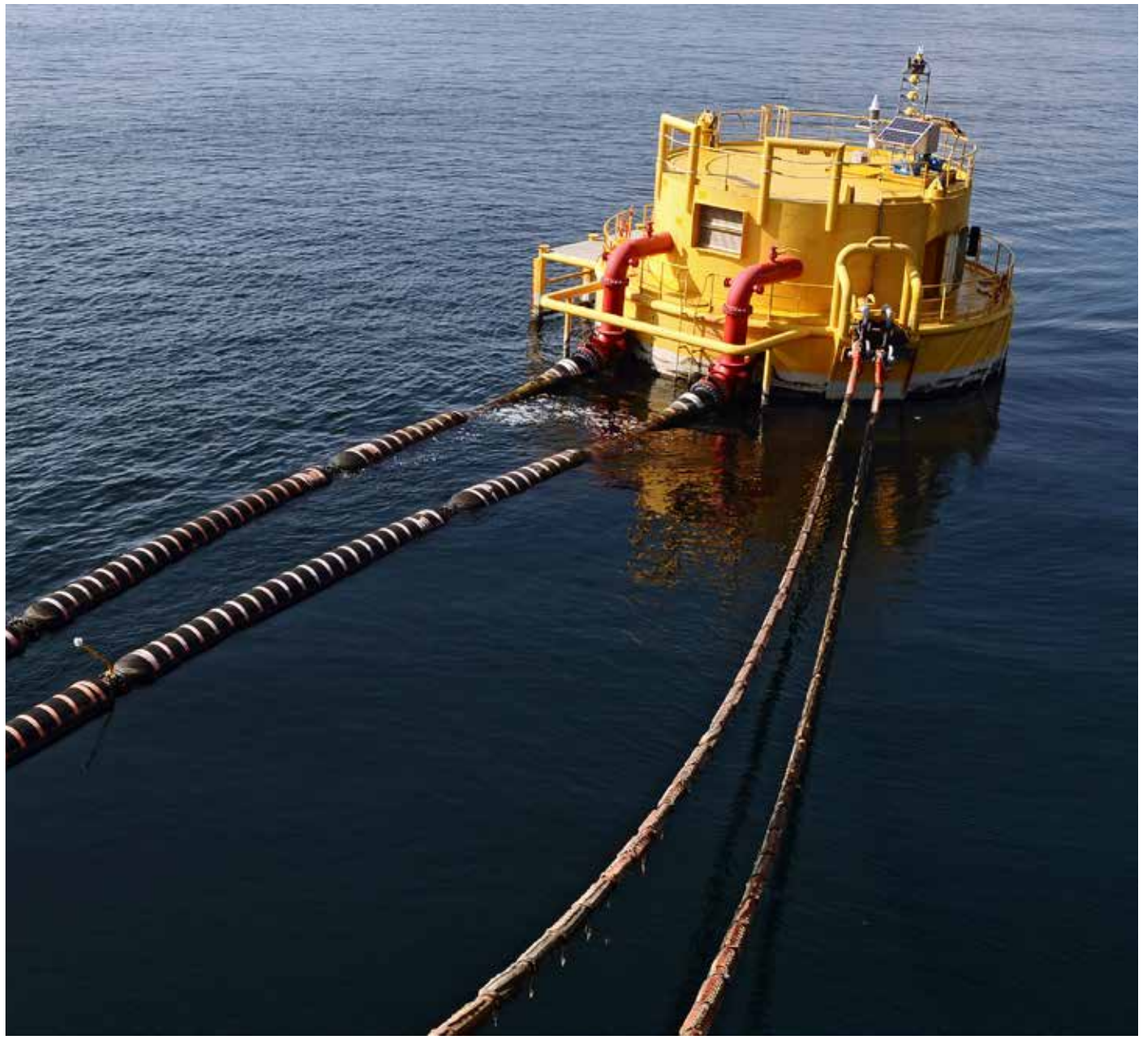
ICW / BS 11000 - Collaborative Business Relationships
European Construction Institute (ECI) – ACTIVE Principle AP2 – Effective Project Team Management – Value Enhancing Practice VEP 2.1 Project Team Organisation
ECITB & APM Competence Frameworks
Myers-Briggs Personality Assessment - http://www.myersbriggs.org/my-mbti-personality-type/
Belbin Team Role Assessment - http://www.belbin.com/
Judgment Index Values Assessment - http://judgementindex.co.uk/

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

A collaborative approach may not be appropriate to some projects. Transactional relationships and associated contract frameworks may suffice where projects are straightforward and tactical, rather than strategic. However, energy and effort placed in the direction of ensuring sound relationships and role understanding is still worthwhile for such projects to avoid the damage that occurs if relationships turn adversarial and objectives become badly misaligned based on a culture of self-interest.



OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.2 UNDERTAKE COLLABORATIVE ASSESSMENT AND ESTABLISH ENABLING CLIMATE

PHASE ACTIVITY OBJECTIVE

To verify the decision to adopt a collaborative project strategy, develop a list of potential partners and identify the criteria to be used for partner selection in support of the strategy.

GUIDANCE

The (Lead Entity) Collaboration Champion should undertake an assessment of his/her organisation to determine the level of collaborative maturity that it demonstrates and therefore, its capability to successfully lead the collaborative effort in order to deliver the project successfully. Potential blockers to collaboration within the Lead Entity organisation should be identified and these should be addressed within an action plan aimed at securing a position from which the project collaboration strategy can succeed. The Institute for Collaborative Working (ICW) has developed a Collaborative Capability Self-Assessment as a low cost, high-value entry point to the collaborative capability pathway. Undertaking this assessment is recommended for project Lead Entities and also for the subsequent assessment and testing of potential contractor and supply chain collaborative partners. For collaboration between businesses to be optimised, the ICW and BS11000 recognise the need for it to be cascaded and embedded throughout the supply chain. It is recommended that conduct of the Collaborative Capability Self-Assessment becomes a key feature of project strategy verification and the subsequent identification of potential project collaboration partners.

The Lead Entity should prepare a listing of the types of organisation, their corresponding capabilities (in respect of project scope contribution) and any critically important collaborative interfaces that will be required to successfully deliver the strategy. Initial communication with potential collaboration partners (recommended no more than two or three in each required category) should take the form of a market enquiry. Whilst the enquiry should clearly address aspects of capability, competence and track record in the usual way, emphasis needs to be placed on organisational values and each potential partner's disposition toward effective collaboration. Collaborative Capability Self-Assessment should be built into the enquiry process and the criteria that will be used for partner selection clearly stated. The attendance and participation in a Stakeholder Management Conference (Collaboration Toolkit Phase 1; Step 1.3) of all listed potential partners should be a requirement of the enquiry and selection processes. The Stakeholder Management Conference affords an opportunity for the Lead Entity to test the values attitudes and behaviours of potential partner organisations and their representatives. Behavioural Assessment has been effectively used in other industry sectors as a means of objectively determining the cultural and behavioural suitability of organisations and people to work in support of a collaborative project strategy.

Projects develop their own culture and way of doing things and this is, inevitably, mainly founded on the influence of the leading entity. Behaviour is a key element of culture and the behaviour of project lead entities and their senior team representatives will be closely watched by potential project support contractors, subcontractors and supply chain partners. It is particularly important that appropriate (collaborative) behaviours are exhibited during the initial communication and contact with prospective partners. Project lead entities will have a major influence on behaviours within the entire project supply chain, from initial engagement through to project completion.

REFERENCES

ICW / BS11000 – Collaborative Capability Self-Assessment
ICE Client Best Practice Guide - ISBN 978-0-7277-3650-5
UK Power Networks – Behavioural Assessment Case Study:
https://www.ice.org.uk/disciplines-and-resources/case-studies/uk-power-networks-behavioural-assessment-to-aid
European Construction Institute (ECI) – ACTIVE Principle AP3 – Effective Supply Chain Relationships – Value Enhancing Practice VEP 3.1 Procurement Cycle Management

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

Communication between project parties and mutual understanding between them is as important to the delivery of non-collaborative project undertakings as it is to those that adopt a collaborative delivery strategy. The differing party roles that are required to support a transactional project strategy should be carefully communicated for mutual understanding.

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.3 STAKEHOLDER MANAGEMENT CONFERENCE AND PERIODIC REVIEWS

PHASE ACTIVITY OBJECTIVE

To cascade the Project Brief to all potential project delivery stakeholders, to assess the suitability of potential partner organisations and their representatives for effective project collaboration and to establish the foundations for forward working relationships for the project.

GUIDANCE

Senior management and project delivery representatives from all potential project service contractors, subcontractors and supply chain partners should be invited to the Stakeholder Management Conference. Invitations to organisations for representative attendance should be based on lead entity 'pre-screening' of organisations in each required project service / support category to identify those demonstrating values that are best fit with the required values and the integrated team working and culture that are targeted (see also Collaboration Toolkit Phase 1; Step 1.2 – Undertake Collaborative Assessment and Establish Enabling Climate).

The Stakeholder Management Conference event should be carefully designed and facilitated to enable the development of a series of aligned project goal statements that will achieve the Project Brief.

The event design should also include workshop exercises aimed at building inter-organisational and inter-personal trust (see also Collaboration Toolkit Phase 1; Step 1.4 – Establish Foundations for Stakeholder Trust) and to demonstrate the benefits to the project and associated stakeholders of a collaborative working approach. As already openly communicated by the Lead Entity within prior formal communication and as part of the market enquiry, the event design should provide for the objective assessment of Stakeholder Management Conference participants (potential project partner organisations and their representatives) in terms of their suitability to support the collaborative project strategy. This assessment of participants can be part of the behavioural assessment element of the Partner Selection Process (see also Collaboration Toolkit Phase 1; Step 1.6 – Partner Selection Process) for which a separate workshop might be designed as part of the overall engagement and selection process.
The production of a first draft Project Behavioural Charter as a key deliverable should be an aim of the Stakeholder Management Conference event (see also Collaboration Toolkit Phase 1; Step 1.5 – Establish a Collaboration Plan and Project Behavioural Charter).

As part of the initial Stakeholder Management Conference agenda, the forum should consider (in the context of the project schedule and timing of lifecycle phases) the required frequency of Periodic Project (Collaboration) Reviews. Such Periodic Project (Collaboration) Reviews are aimed at ensuring that the project collaboration strategy is being progressively achieved (i.e. focus is on collaboration rather than physical progress / status as with Project Management Reviews). Whilst Periodic Project (Collaboration) Reviews might be combined with the agenda for conventional Project (Progress) Reviews, it must be recognised that checking in on the effectiveness of the project collaboration strategy may need the involvement and participation of other stakeholders who are not members of the project team.

Project Management Planning for projects which adopt collaborative project strategies require a number of additional sections within the overall plan content. The Project Collaboration and Collaborative Relationship Management Plans should be addressed during Periodic Project Reviews and these plan sections revised and updated accordingly (see also Collaboration Toolkit Phase 1; Step 1.5 – Establish a Collaboration Plan and Project Behavioural Charter).

REFERENCES

Engineering Construction Industry Association (ECIA) – Collaboration – Best Practice Guide – no. 7
UK Power Networks – Behavioural Assessment Case Study - https://www.ice.org.uk/disciplines-and-resources/case-studies/uk-power-networks-behavioural-assessment-to-aid
ICW / BS 11000 - Collaborative Business Relationships

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

As part of an effective project communications and meetings strategy, project stakeholder meetings should be staged at suitable intervals to ensure appropriate, mutual understanding of transactional roles, the important interfaces between parties and the overall project delivery objectives.

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.4 ESTABLISH FOUNDATIONS FOR STAKEHOLDER TRUST

PHASE ACTIVITY OBJECTIVE

To establish a common understanding between potential project partners of the importance of building trusting relationships and to put in place the foundations for lasting stakeholder trust.

GUIDANCE

The building of inter-organisational and inter-personal trust in a sector where, in the past, the need for control and competition has driven the established culture will be difficult. Whilst there have been many examples of successful project delivery based on collaboration between delivery stakeholders, economic cycling and the sector culture inevitably drive the project delivery approach in the sector back toward conventional competitive tendering, transactional contracting and commonly, a resultant absence of trust in project relationships.

It is not suggested that any project stakeholder should adopt a position of 'blind trust', but rather all potential project partners should be extended the opportunity to demonstrate the credibility, reliability and integrity upon which trusting relationships can be founded. Collaborative project undertakings need to be founded on "Authentic Trust" (Ref: 1 below) where the relationship participants focus on their own responsibilities rather than their expectations of the other party. Authentic Trust does not operate on the assumption that issues associated with poor behaviour will not arise in the relationship but rather focuses on the responsibility to confront problems when they arise without taking up positions of counter self-interest.

Trust in relationships between organisations and between individuals is founded on similar characteristics. Trust between organisations and individuals supporting collaborative project strategies should regularly undertake and discuss the outcomes from self-assessment inventories against the following behaviours (Ref: 2 below):

1. Talk Straight – be honest, tell the truth, don't manipulate people or distort facts, call things what they are.
2. Demonstrate Respect – care for others and show that you care, treat people with respect at all levels.
3. Create Transparency – don't work a hidden agenda, work on the basis of openness/disclosure, tell the truth in a way that people can verify.
4. Right Wrongs – put things right quickly when you are wrong, apologise quickly and show personal humility. Don't cover things up!
5. Show Loyalty – acknowledge contributions from others and give credit freely, talk about others as if they are present.
6. Deliver Results – establish a track record of results, get the right things done, don't overpromise and under deliver!
7. Get Better – look for feedback constantly, be a constant learner, continuously improve yourself.
8. Confront Reality – be prepared to talk about the 'uncomfortable' topics, be courageous in conversation and take on the tough stuff.
9. Clarify Expectations – disclose and reveal expectations, discuss them, re-negotiate where necessary, validate them.
10. Practice Accountability – take responsibility, hold yourself and others accountable, don't apportion or deflect blame.
11. Listen First – be prepared to listen first before you speak – understand the most important behaviours to those you work with.
12. Keep Commitments – do what you say you are going to do, make commitments carefully, don't break confidences.
13. Extend Trust – demonstrate a willingness to trust, extend trust abundantly (but not blindly or naively!), don't withhold trust because there is risk involved.

The process of establishing the foundations for stakeholder trust should commence at the Stakeholder Management Conference and in every subsequent Periodic Project (Collaboration) Review (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Reviews), the monitoring of behaviours (as documented within the Project Behavioural Charter, the Project Collaboration Plan and the Relationship Management Plan) and the platform for further development of trust between the partners should be high on the agenda. Alignment and commitment to delivering the project objectives should become the collaboration 'mantra' with no stakeholder operating to a hidden agenda based on self-interest.

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The guidance set out in the foregoing can equally be applied to non-collaborative / transactional projects. Irrespective of the project strategy and chosen contractual frameworks, sound relationships founded on trust can only improve the prospects of improved performance, understanding of stakeholder interests and probability of successful outcomes.

REFERENCES

1. ISBN 978-0-19-516111-3 "Building Trust in Business, Politics, Relationships and Life" - Robert C. Solomon and Fernando Flores
2. ISBN 978-0-7432-9560-4 "The Speed of Trust (The One Thing That Changes Everything)" - Stephen M.R. Covey
Institute for Collaborative Working (ICW) – Trust index and Diagnostic

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.5 ESTABLISH COLLABORATION PLAN AND BEHAVIOURAL CHARTER

PHASE ACTIVITY OBJECTIVE

To ensure that the preparation of an additional key project plan; a Collaborative Relationship Management Plan is included within the Project Management Planning process. Also to ensure that a Project Behavioural Charter is developed to guide the intended behaviour of all parties during the project lifecycle.

GUIDANCE

Process and practices for Project Management Planning (as distinct from planning / scheduling) are well established for industry projects. Project Management Plans for complex undertakings usually encompass plan sections for a number of functions (e.g. Engineering, Procurement & Supply Chain, Project Controls, HSSEQ, Quality Management, and Construction) and for discreet project phases (e.g. Project Start-up Plan, Project Execution Plan and Project Close-out plan). For collaborative project strategies, a Collaborative Relationship Management Plan should be prepared. Based on a preliminary Contracting and Procurement strategy, as developed by the Lead Project Entity, the Collaborative Relationship Management Plan should set out how the project scope will be delivered between all of the anticipated project parties (i.e. which potential partner role will be accountable and responsible for the various elements of scope and service provision). Critical interfaces and interdependencies between the anticipated partner roles should be clearly identified within the plan and it should frame how the various project relationships should be reviewed and maintained throughout the lifecycle to completion. Whereas Project Management Plans in their entirety should be considered to be 'live' documents that are reviewed, refreshed and updated at regular intervals during the project, it is very important that the Collaborative Relationship Management Plan is actively reviewed and updated for collaborative project undertakings.

The Project Behavioural Charter provides a documented summary of the inter-organisational and inter-personal behaviours that the project aims to foster during the implementation of the project. It forms the basis of agreement between the project delivery stakeholders regarding target behaviour and each organisational representative who signs the charter makes a commitment on behalf of the organisation that he/she represents and those individuals from his/her organisation who will be part of the project delivery team. The structure and content of the Project Behavioural Charter should be developed through workshop exercise during the Stakeholder Management Conference. Agreement between the stakeholders on a suitable Code of Ethics, reflecting legal requirements and representing what is ethically and morally acceptable in stakeholder behaviour and relationships, should be addressed in the Project Behavioural Charter. The content should reflect desirable and undesirable behaviours as categorised in the following:

- Performance Enhancing Behaviours (e.g. leading by example, taking initiative, creating and strengthening internal and external relationships, streamlining processes)
- Performance Sustaining Behaviours (e.g. treating people with respect and dignity, openly sharing knowledge & information, unity/teamwork)
- Performance Blocking Behaviours (e.g. tightly controlling the contribution of others, people being openly criticised, avoidance of responsibilities and commitments)

REFERENCES

Engineering Construction Industry Association (ECIA) – Collaboration – Best Practice Guide – no. 7
ICW / BS 11000 - Collaborative Business Relationships
European Construction Institute (ECI) – ACTIVE Principle AP3 – Effective Supply Chain Relationships – Value Enhancing Practices:
VEP3.1 Procurement Cycle Management
VEP3.2 Supplier Selection
VEP3.3 Contract Dispute Resolution
European Construction Institute (ECI) – ACTIVE Principle AP4 – Effective Information Management and Communication – Value Enhancing Practice VEP 4.1 Information Management

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The interdependence of the project parties and how they communicate and share information is critically important to all projects. A project information management strategy should be developed by the Lead Project Entity and communicated to all involved. Open discussion between the various parties about how project information can most effectively be disseminated and used should be encouraged.

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.6 PARTNER SELECTION PROCESS

PHASE ACTIVITY OBJECTIVE

To establish and follow a Partner Selection Process that is suited to the effective and successful achievement of a collaborative project strategy

GUIDANCE

To establish an effective Partner Selection Process, the lead entity team must have already established an outline Contracting and Procurement Strategy framework for the project. A shortlist (reflected by Stakeholder Management Conference invitees) of pre-screened organisations for each required project service, contract or supply package should already be available. The process for partner selection needs to encompass many of the considerations of normal competitive tendering to ensure that overall capability and competence criteria are met. However, the main focus should be on 'value fit' with the intended collaborative project culture rather than solely on commercial considerations such as tendered price. Importantly, selection criteria should include categories that assess the organisational values and behaviours of the potential partners to perform and behave collaboratively and in the desired manner during project service delivery.

The Partner Selection Process should incorporate a number of important additional steps to those normally used on a conventional project:

- The requirement for the potential partner to undertake a Collaborative Capability Self-Assessment (ref: ICW/BS11000) and share the outcomes from the exercise should be a stated tender requirement (see also Collaboration Toolkit Phase 1; Step 1.2 – Undertake Collaborative Assessment and Establish Enabling Climate).
- The initial potential project partner engagement forum – the Stakeholder Management Conference (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Project Reviews) should be used as part of the selection process to monitor and assess the performance and values and behaviours of potential partners.
- Consideration should be given to using the Behavioural Assessment of both potential partner organisations and their representatives as part of the selection process. This might feature as part of the Stakeholder Management Conference or could be conducted as a focused behavioural assessment workshop event.
- The identification of suitable senior representatives from the potential partner organisations for the formation of a project steering group to monitor and govern the project collaboration strategy during the lifecycle to completion.

Whilst the willingness of potential partners to take a reasonable share of project risk (as related to scope and ability to manage/mitigate) should be an important consideration of the partner selection process, lead entities should not impose a position regarding risk share as part of the invitation to tender. Consideration of risk sharing across the project supply chain should rather be an agenda item at the Stakeholder Management Conference - the outcomes from open forum discussion and workshops at the Stakeholder Management Conference being used to inform both the Partner Selection Process and establishment of contracting principles (see also Collaboration Toolkit Phase 1; Step 1.7 – Establish Contracting Principles).

REFERENCES

UK Power Networks – Behavioural Assessment Case Study - https://www.ice.org.uk/disciplines-and-resources/case-studies/uk-power-networks-behavioural-assessment-to-aid
Network Rail - Wessex Alliance - https://www.ice.org.uk/disciplines-and-resources/case-studies/network-rails-wessex-alliance-selection-process
ICW/BS 11000 - Collaborative Business Relationships
European Construction Institute (ECI) – ACTIVE Principle AP5 – Effective Project Risk Management
VEP5.1 Project Risk Management
VEP5.2 Risk and Benefit Framework Agreements
European Construction Institute (ECI) – ACTIVE Principle AP3 – Effective Supply Chain Relationships – Value Enhancing Practices:-
VEP3.1 Procurement Cycle Management
VEP3.2 Supplier Selection
VEP3.3 Contract Dispute Resolution

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

Partner Selection Process often concentrates on aspects of the commercial tender and important considerations associated with the values and behaviours of prospective partner organisations and their representatives get overlooked. Improved balance and content of tender evaluation criteria for all projects (whether specifically following a collaborative project strategy or not) should be an industry aim in order to improve project performance and behaviour.

OBJECTIVE
To establish the intent to deliver the project through effective collaboration between all project delivery stakeholders. The main entity for the proposed project needs to lead toward the establishment of a collaborative project environment during this preliminary phase.

1.7 ESTABLISH CONTRACTING PRINCIPLES

PHASE ACTIVITY OBJECTIVE

To establish the principles and framework for formal project agreements in support of the project collaboration strategy.

GUIDANCE

Collaboration needs to be supported and reflected within the framework of contracts and agreements that formalise the working arrangements between the project delivery stakeholders. Transactional agreements (e.g. Fixed Price/ Lump Sum) will normally drive master/slave relationships and quite often lead to conflict and adversity between the contracting parties - this will not support development of the truly aligned and collaborative relationships that are being sought. This is not to say that collaborative contracts/agreements should be 'soft' in any way and unbalanced in favour of the service provider or supplier. Balanced risk and reward agreements should be the aim, where parties to the agreement share the potential gain or pain associated with project performance in an equitable and proportional manner. The limits and boundaries associated with risk share by the project parties should be explored and discussed at the Stakeholder Management Conference (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Reviews). The Lead Entity Collaboration Champion will need to engage with legal and contract/commercial functional representatives to gain support for a collaborative project contracting strategy and philosophy.

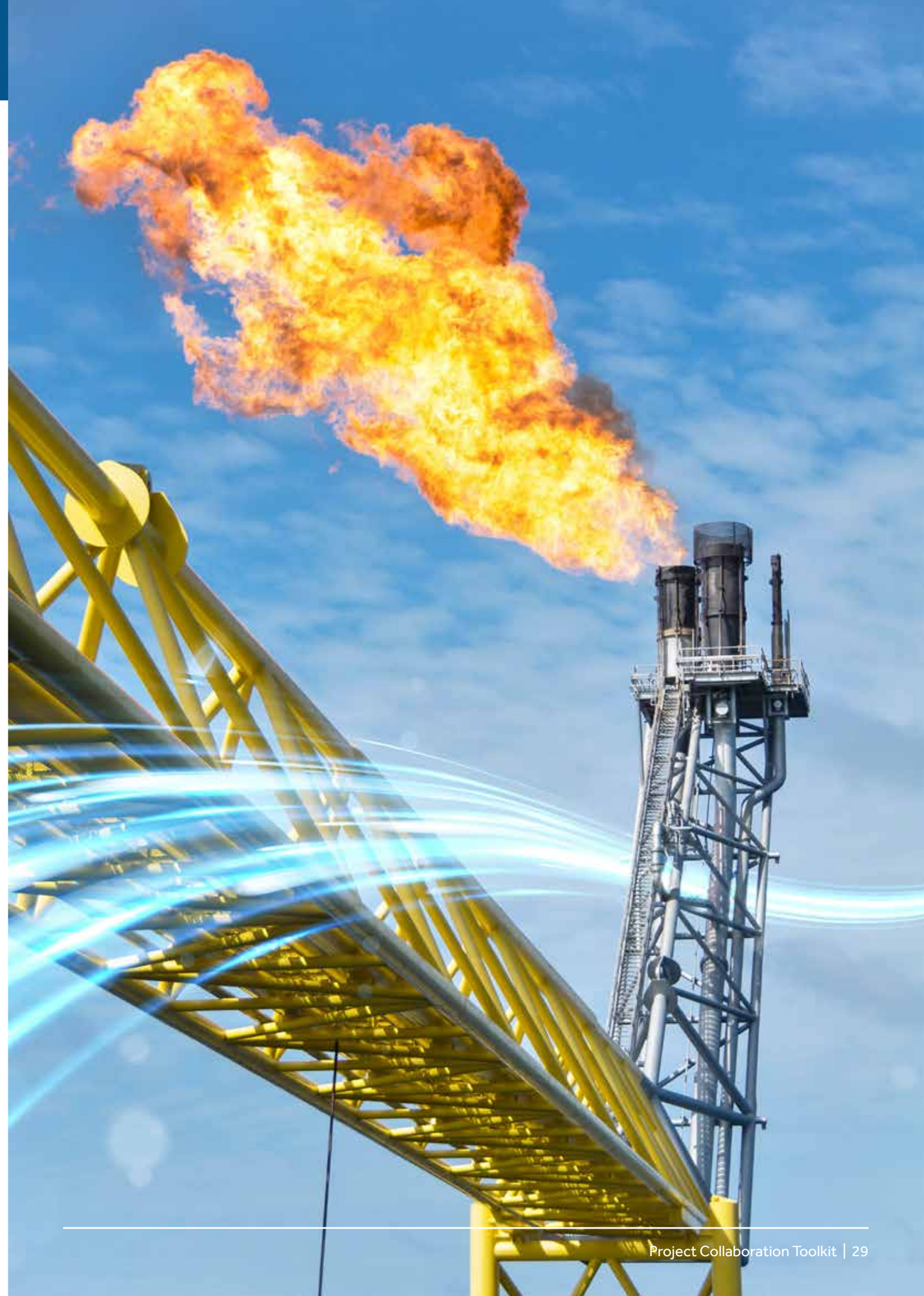
There are many examples of model form contracts, created to afford balance of interests between the contracting parties (e.g. LOGIC and NEC contract forms), that have been used to support partnership arrangements. However, these contract forms quite often get modified by the addition of special clauses (e.g. NEC Contract 'Z' clauses) which shift the balance in favour of one party's interests. Balance in contracts and the principles on which they are founded is the key for effective project collaboration and contract terms and conditions (e.g. those associated with Liquidated Damages) should not be unilaterally imposed by one party without the understanding and acceptance of the other. Acceptance of contracting principles needs to be the result of open and honest dialogue between the parties and should not be 'assumed' from the receipt of a tender – this might reflect a lack of understanding of the risks that are

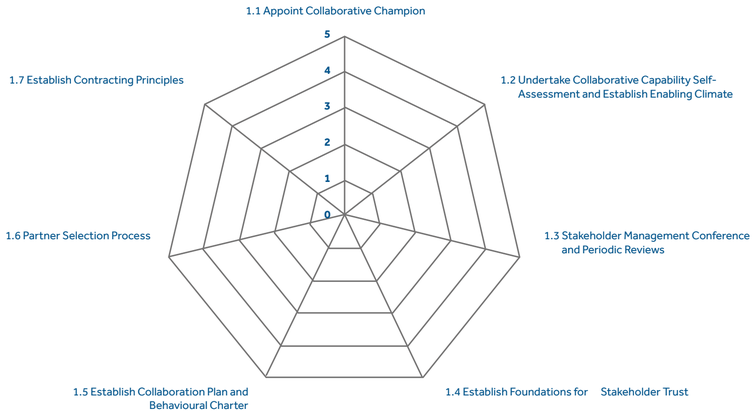
REFERENCES

Infrastructure UK - Alliancing Best Practice - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/359853/Alliancing_Best_Practice.pdf
Infrastructure UK – Alliancing Code of Practice - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487294/alliancing_code_of_practice_18122015.pdf
European Construction Institute (ECI) – ACTIVE Principle AP3
Effective Supply Chain Relationships
VEP3.1 Procurement Cycle Management
VEP3.2 Supplier Selection
VEP3.3 Contract Dispute Resolution
European Construction Institute (ECI) – ACTIVE Principle AP5
Effective Project Risk Management
VEP5.2 Risk and Benefit Framework Agreements

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The present convention for industry contracts is founded on the need for competition and control – a feature of Oil & Gas industry culture. Whilst fully reimbursable contracts have been widely used during times of resource shortage, the approach swings toward alternative, more transactional contract forms when the sector is under economic pressure. Neither side of this 'pendulum swing' reflects true and appropriate balance of interests between the contracting parties. Careful consideration should be given to contracting principles, whether in support of a collaborative project strategy or not. Unilateral imposition of contracts and their associated terms and conditions can lead to the selection of a service provider or supplier who has naively accepted onerous conditions and who does not fully understand the associated risks that are being accepted.

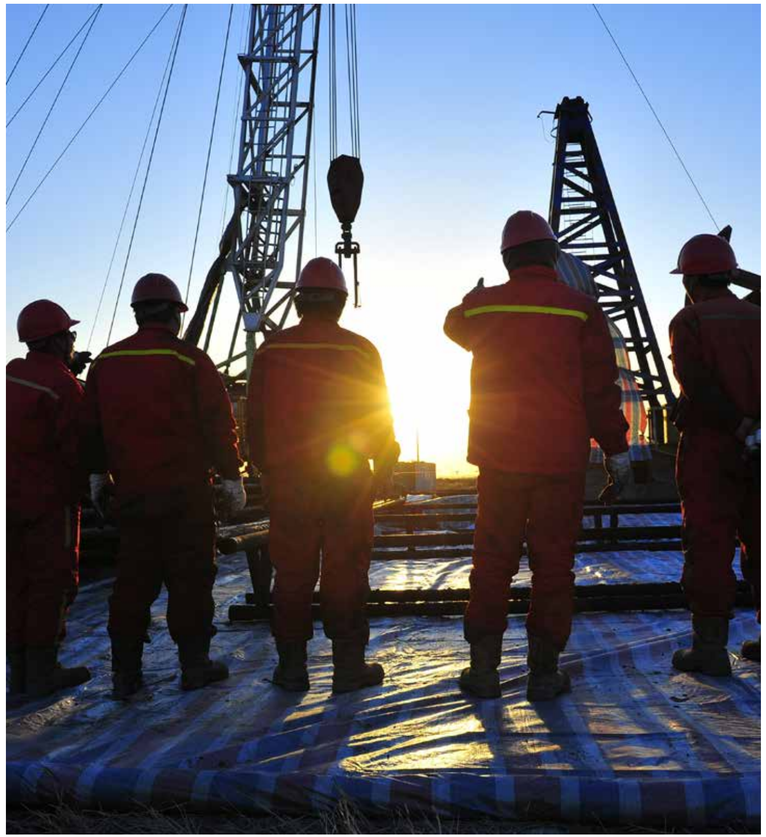




An online, editable version of the checklists can be downloaded and used to track progress here:
www.ecitb.org.uk/professional-management-training/project-collaboration/

PROJECT:							DATE:
	PHASE ACTIVITY	**SCORE**					**COMMENTS**
		1	**2**	**3**	**4**	**5**	
1.1	Appoint Collaborative Champion	○	○	○	○	○	
1.1.1	Has the Project Lead Entity appointed a Collaboration Champion?						
1.2	Undertake Collaborative Capability Self-Assessment and Establish Enabling Climate	○	○	○	○	○	
1.2.1	Has an ICW / BS11000 Collaborative Capability Self-Assessment been undertaken by the Lead Project Entity?	○	○	○	○	○	
1.2.2	Has the Lead Project Entity prepared a shortlist of potential project partners for each project service and supply category?	○	○	○	○	○	
1.2.3	Has the intention for potential partners to conduct a Collaborative Capability Self-Assessment and share the outcomes been agreed and the methodology established?	○	○	○	○	○	
1.2.4	Has the strategy for potential project partner engagement been established?						
1.3	Stakeholder Management Conference and Periodic Reviews	○	○	○	○	○	
1.3.1	Has a Stakeholder Management Conference been held?	○	○	○	○	○	
1.3.2	Has the first draft of the Project Behavioural Charter been prepared from Stakeholder Management Conference outputs?	○	○	○	○	○	
1.3.3	Were the results of Collaborative Capability Self-Assessments discussed and shared at the Stakeholder Management Conference?	○	○	○	○	○	
1.3.4	Was the Stakeholder Management Conference used to assess organisational values and behaviours as a stage in the Partner Selection Process?	○	○	○	○	○	
1.3.5	Did the Stakeholder Management Conference develop an aligned set of Project Goal statements based on Lead Project Entity presentation of the Project Brief and Business Case?	○	○	○	○	○	
1.3.6	Was the Stakeholder Management Conference event designed and used to develop the foundations for trusting relationships between potential project partners?	○	○	○	○	○	
1.3.7	Were Stakeholder Management Conference participants afforded the opportunity to demonstrate their capabilities in respect of supporting the project collaboration strategy?	○	○	○	○	○	
1.3.8	Has the frequency of Periodic Project (Collaboration) Reviews been discussed and agreed between stakeholders?	○	○	○	○	○	
1.4	Establish Foundations for Stakeholder Trust						
1.4.1	Has an approach to monitoring inter-relationship trust and openly communicating issues related to trust been developed?	○	○	○	○	○	
1.4.2	Is there an established method for assessment of relationship trust and associated behaviours?	○	○	○	○	○	
1.5	Establish Collaboration Plan and Behavioural Charter						
1.5.1	Has a Project Behavioural Charter been fully developed from Stakeholder Management Conference output?	○	○	○	○	○	
1.5.2	Has a list of required signatories to the Project Behavioural Charter been established for execution post partner selection?	○	○	○	○	○	
1.5.3	Has a Collaborative Relationship Management Plan been developed?	○	○	○	○	○	
1.5.4	Have critical interfaces and interdependencies between potential partners been documented within the Collaborative Relationship Management Plan?	○	○	○	○	○	
1.6	Partner Selection Process						
1.6.1	Has a comprehensive Partner Selection Process been established and fully / openly communicated with all stakeholders and potential project partners?	○	○	○	○	○	
1.6.2	Does the Partner Selection Process incorporate criteria and output from the Stakeholder Management Conference and collected data regarding participant performance?	○	○	○	○	○	
1.6.3	Have the results of potential partner Collaborative Capability Self-Assessments been taken into consideration?	○	○	○	○	○	
1.7	Establish Contracting Principles						
1.7.1	Has a contracting strategy, based on the principles of fairness and balance of party interests been established to support the project collaboration strategy?	○	○	○	○	○	
1.7.2	Are the contracting principles and the contracting strategy reflective of balanced Risk and Benefit Framework Agreements?	○	○	○	○	○	

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).



	Activities / Deliverables	Outline Description	Responsible	Supporting Information and References (By Exception)
2.1	Project Team Selection Process	An agreement between collaboration partners of a selection process for all key roles within the integrated project management team is necessary. Selection process emphasis should be on values and behaviours and not merely a consideration of project management and technical skills As with Partner Selection (Phase 1 - 1.6 Partner Selection Process), a Behavioural Assessment workshop can be used to support the selection of appropriate individuals for key project team roles.	Project Sponsors Project Manager Contractor, Subcontractor and Supply Chain Delivery Managers	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management: Value Enhancing Practice (VEP) 2.1 Project Team Organisation
2.2	Establish Common Project Delivery Objectives & Align	An agreement between collaboration partners of a selection process for all key roles within the integrated project management team is necessary. Selection process emphasis should be on values and behaviours and not merely a consideration of project management and technical skills As with Partner Selection (Phase 1 - 1.6 Partner Selection Process), a Behavioural Assessment workshop can be used to support the selection of appropriate individuals for key project team roles.	Project Sponsors Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	Establishment of PDOs should result in a complete set of clear and concise statements that describe the things that the project will achieve. The client should present a draft set of PDOs to the Stakeholder Management Conference for collective development and alignment with participating stakeholder representatives. Subsequently, PDOs should be a focus of attention during the formation and building of the project management team and part of the process for induction of all new team members. European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Concept and Definition: Value Enhancing Practice (VEP) 1.2 Project Definition and Objectives
2.3	Create Collaborative Project Team Environment	To establish a collaborative environment for the integrated project delivery team, the project should look to the utilisation of appropriate web enabled system(s) for collaborative project working and sharing of project information	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management: Value Enhancing Practice (VEP) 2.1 Project Team Organisation European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication: Value Enhancing Practice (VEP) 4.1 Information Management European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement: Value Enhancing Practice (VEP) 6.1 Continuous Improvement Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property
2.4	Document and Agree Project Scope	For effective project collaboration it is important that all stakeholders have a clear and common understanding of the project scope and which party is responsible for delivering the various scope elements	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Concept and Definition: Value Enhancing Practice (VEP) 1.2 Project Definition and Objectives
2.5	Scope Management and Change Management Protocol	The way in which project scope is managed through a management of change process can become an area of potential project conflict through the promotion of 'self interest' by the various stakeholders. The manner in which scope and change are managed on the project and the behaviours that are exhibited by all associated parties is important to effective project collaboration	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Concept and Definition: Value Enhancing Practice (VEP) 1.2 Project Definition and Objectives
2.6	Processes for Managing Risk and Uncertainty	An effective process for the management of risk and uncertainty is required to manage the exposure and consequences of risk throughout the project. For collaborative project undertakings a 'single team' approach and programme for the management of risk and uncertainty on the project should be adopted.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP5 - Effective Project Risk Management: Value Enhancing Practice (VEP) 5.1 Project Risk Management Value Enhancing Practice (VEP) 5.2 Risk and Benefit Framework Agreements
2.7	Engagement of Functional Stakeholders	For collaborative project undertakings to deliver the full range of potential benefits it is important that all stakeholders, including functional stakeholders with responsibilities within the respective partner organisations, are engaged early and aligned to the project objectives	Project Manager Contractor, Subcontractor, Supplier Delivery Managers Asset Manager Commercial Managers Technical Authorities All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management: Value Enhancing Practice (VEP) 2.1 Project Team Organisation European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication: Value Enhancing Practice (VEP) 4.1 Information Management European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement: Value Enhancing Practice (VEP) 6.1 Continuous Improvement Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property
2.8	Agree Project Reporting Format	The frequent preparation of substantial project reports and the unnecessary duplication of report production effort by the various delivery stakeholders is inefficient. Report structure, format and content are quite often inappropriate and unsatisfactory in terms of eliciting the right level of understanding from the reported information in those to whom it is circulated. Efficiency and appropriateness of reported data are the aims of this activity.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management: Value Enhancing Practice (VEP) 2.1 Project Team Organisation European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication: Value Enhancing Practice (VEP) 4.1 Information Management European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement: Value Enhancing Practice (VEP) 6.1 Continuous Improvement Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property
2.9	Agree Project Processes, Standards and Specifications	Over time the industry has become encumbered by an excess of work process and has moved away from the application of functional specifications. Inefficiency, stifling of creativity and innovation in project teams and over-specification and unnecessary cost has resulted. This activity is aimed at appropriate efficiency and effectiveness in the application of work processes, standards and specifications for collaborative projects.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management: Value Enhancing Practice (VEP) 2.1 Project Team Organisation European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships: Value Enhancing Practice (VEP) 3.1 Procurement Cycle Management Value Enhancing Practice (VEP) 3.2 Supplier Selection European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication: Value Enhancing Practice (VEP) 4.1 Information Management European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement: Value Enhancing Practice (VEP) 6.1 Continuous Improvement Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property
2.1	Phase 2 - Review & Phase Learning			

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.1 PROJECT TEAM SELECTION PROCESS

PHASE ACTIVITY OBJECTIVE

The success of project delivery is determined largely by the people involved and how closely they work collaboratively to achieve the aligned project objectives. A process for the selection of the correct people into key project team roles (whether permanent in-house staff, contractors, consultants or supplier employees) is necessary to achieve the required effectiveness. Partner organisations should work together to agree an integrated project team organisation, with minimum role overlap and man-marking and the right people for team positions should be selected on the principle of 'best fit'. The objective is to have clear leadership of a focused, integrated team comprising team players who are fully engaged and motivated toward the achievement of project objectives and the success that will result for all stakeholders.

GUIDANCE

In developing the project team organisation, a role and responsibility profile for each key project team position should be developed and these should become the foundation of the selection process. Whilst it is important to recognise that the right person for the role will possess the necessary technical skills and competencies, the values and behaviours exhibited by each of the individual candidates should be given equal consideration and weighting. Candidates should be questioned around their understanding of, and alignment to, the project objectives. Their commitment to exhibiting the desired behaviours, as set out in the Project Behavioural Charter, should be tested. Aggressive, adversarial and self-interested behaviour is quite often experienced from individuals who do not reflect the culture and values of an integrated project team and avoidance of the selection of such individuals should be a key aim of the selection process. It is recognised that team position selection is quite often highly constrained by who might be available at the time the team is being built. However, technical ability without the desired behaviours in any project team position will likely cause problems at some stage in project performance and delivery. If some potential behavioural weaknesses are identified in team candidates then a programme of coaching and development should be established in response.

The individuals selected for each key project team role should be clear regarding their role responsibilities and that they will be held accountable for their behaviours and performance in role delivery. Behavioural Assessment can be used as part of the selection process for integrated team roles (see also Collaboration Toolkit Phase 1; 1.6 – Partner Selection Process)

The use of psychometric testing such as Myers-Briggs personality type indication and Belbin team role profiling can be a useful part of an effective project team selection process. They can enhance individual and team understanding and provide a useful common language for team building. With the aim of effective collaboration and team engagement being heavily reliant on shared values and behaviours, a values based profiling tool such as the Judgment Index has also been very effectively used in many project management scenarios. (See links below)

REFERENCES

UK Power Networks – Behavioural Assessment Case Study - https://www.ice.org.uk/disciplines-and-resources/case-studies/uk-power-networks-behavioural-assessment-to-aid
Network Rail - Wessex Alliance - https://www.ice.org.uk/disciplines-and-resources/case-studies/network-rails-wessex-alliance-selection-process
Anglian Water @one Alliance - https://www.ice.org.uk/disciplines-and-resources/case-studies/high-performing-teams-anglian-water-one-alliance
European Construction Institute (ECI) – ACTIVE Principle AP2 – Effective Project Team Management – Value Enhancing Practice
VEP 2.1 Project Team Organisation
ECITB & APM Competence Frameworks
Myers-Briggs Personality Assessment - http://www.myersbriggs.org/my-mbti-personality-type/
Belbin Team Role Assessment - http://www.belbin.com/
Judgment Index Values Assessment - http://judgementindex.co.uk/

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

If a project organisation and team have been established without consideration of the benefits of integrated, collaborative working then damaging, adversarial and self-interested behaviours can be exhibited by some individuals. In such circumstances it is essential that such unacceptable behaviour is confronted. In such cases the behaviour may result from the individual having being given no guidance as to what is expected of him/her. They may simply be acting in a manner which they mistakenly believe is expected of them as, for example, a client or delivery contractor representative. Corrective action can therefore often be based around retrospective realignment to common project objectives and workshop development of a behavioural charter, if this has not been previously put in place.

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.2 ESTABLISH COMMON PROJECT DELIVERY OBJECTIVES & ALIGN

PHASE ACTIVITY OBJECTIVE

The primary objective of this activity is to establish a set of Project Delivery Objectives (PDOs) that collectively define what the project needs to deliver in order to fulfil the Project Brief and the Business Case. The resultant objectives can then be used throughout the project as a principal tool for alignment between project delivery stakeholders.

GUIDANCE

A set of Project Goal Statements should have been prepared through the contribution and involvement of potential project partners at the Stakeholder Management Conference (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Reviews). As the project enters ECITB Project Collaboration Toolkit – Phase 2, which corresponds to the post FID, start-up stage of the project, these Goal Statements should then be developed and converted into a comprehensive set of Project Delivery Objectives by the integrated project management team. It is important that the PDOs are generated collaboratively and are reflective of inputs from the wider stakeholder community and not just the Lead Project Entity. Typical categories for PDOs might include HSSEQ objectives, Business Case Delivery objectives (built around commercial, cost and schedule targets), People and Collaboration objectives, Project Management Efficiency (functional specification, elimination of excessive and unnecessary work processes, waste reduction etc.), Stakeholder and Partner Satisfaction, Communication and Information Management and Management of Risk & Uncertainty.

Each PDO should comprise as a minimum the following components:

- PDO Heading.
- Goal Statement: A statement of the achievement that is sought.
- Conditions of Satisfaction (COS): The condition to be met which will allow the goal to be achieved.
- Objective Delivery Strategy: A set of high level statements of how the project team will set out to meet the goal.
- Critical Success Factors (CSFs): Those aspects/factors that are required to realise the strategy and meet the minimum conditions of satisfaction.
- Key Performance Indicators (KPIs): The measures that will be used to drive and verify performance towards meeting the minimum conditions of satisfaction.

REFERENCES

Infrastructure UK - Alliancing Best Practice reference - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/359853/Alliancing_Best_Practice.pdf
Infrastructure UK - Alliancing Code of Practice - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487294/alliancing_code_of_practice_18122015.pdf
APM reference: https://www.apm.org.uk/IntroToPlanning
European Construction Institute (ECI) – ACTIVE Principle AP2 – Effective Project Team Management

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The identification and documentation of Project Delivery Objectives is a fundamental requirement for effective project management. Whether the project is collaborative or not, project delivery objectives should be used as an alignment tool and should feature within project personnel induction programmes.

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.3 CREATE COLLABORATIVE PROJECT TEAM ENVIRONMENT

PHASE ACTIVITY OBJECTIVE

To ensure that the Project Management Team have a working environment which supports the 'single team' philosophy of the project collaboration strategy.

GUIDANCE

For collaborative projects, members of the extended project should have been selected on the basis of 'best fit' for the role (see also Collaboration Toolkit Phase 2; Step 2.1 - Project Team Selection Process). It is important that project team members, irrespective of the organisation that they represent, are able to operate in an environment in which they have equal standing alongside all other members. For project team members and contributors to feel that they are part of "one team" and genuinely aligned to the achievement of common project objectives, a non-hierarchical collaborative environment should be created. The integrated project team organisation should not present complex hierarchical layers with numerous levels of authority and access to project information. The organisation should more closely resemble a network centric eco-system and although project information access and security are recognised to be important, simple, non-hierarchical access protocols should be utilised.

The integrated project management team should be co-located wherever possible. In the present day environment of complex projects and delivery contribution from many global locations, co-location is however rarely achievable in full. It is important where project team members might be in multiple locations to ensure that there is as much opportunity for 'face to face' communication as possible, even if facilitated by web technology.

Effort and resource should be allocated for 'building the team'. This should be achieved through structured, facilitated team building activities that are aimed at developing sound working relationships. Traditional (so called) 'team building' strategies, based on social interaction and hospitality are out-moded and inappropriate and have never been particularly effective in supporting the kind of working relationships that are desired to support a collaborative project undertaking.

Whilst there are a plethora of available project systems with infinite variety in the functionality that they offer, it is recommended that project collaboration is built around a suitable web-enabled Project Management Information System (PMIS). Suitable systems should offer project information and project document collation, access and distribution capability and also access to common team tracking databases (e.g. project issues and risks). The main aim of a collaborative project PMIS is to enhance efficiency by elimination of unnecessary duplication of the document and project information systems which might otherwise be used in parallel by each of the project stakeholders.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

For non-collaborative projects where the relationship between the Lead Entity and contracted service providers and suppliers may be wholly transactional (i.e. less collaborative / cooperative), good, effective and regular communication between the parties is still important. These requirements need to be addressed within a sound project communications plan.

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.4 DOCUMENT AND AGREE PROJECT SCOPE

PHASE ACTIVITY OBJECTIVE

To establish and agree a baseline project scope of work, define limitations and boundaries and agree the division of responsibilities for the delivery of scope elements between the project delivery stakeholders.

GUIDANCE

The establishment of a project baseline scope, upon which all formal agreements and contracts for project service, supply and support can be founded, is a critically important requirement. Poor management of scope (see also Collaboration Toolkit Phase 2; Step 2.5 Scope Management and Change Management Protocol) through poorly controlled scope changes and scope 'drift' or 'creep' can become a threat to the project collaboration strategy. It is recommended that the Baseline Scope of Work for the project is documented in the form of a 'Scope Book'. The Baseline Scope Book should correspond to the relevant version of the project estimate (e.g. the Baseline Scope Book should normally correspond to the project estimate that was used to support the Final Investment Decision (FID)). All subsequent changes in scope (additions and deletions) that are formalised and agreed through the Management of Change process should then be documented in periodic Scope Book revisions. The Scope Book should be a key document for the development of alignment and understanding between the delivery stakeholders and should incorporate clear statements of who carries responsibility for delivery of the various scope elements. Any remaining areas of scope uncertainty (e.g. elements of technical scope that still require study and development or items of as yet undefined 'condition dependant' scope for projects with brownfield content) should be recorded within the Scope Book.

The Scope Book may use the following items to achieve the necessary level of definition and agreement between the delivery stakeholders:

- Specifications and Standards – defining functionality and quality requirements as limit defining scope requirements (see also Collaboration Toolkit Phase 2; Step 2.9 – Agree Project Processes and Standards).
- Project Equipment List.
- Schedule of Contracts – defined by 'four line' specifications, split by type and discipline.
- Material Assignment Schedules – split to contracts and listing division of responsibilities.
- Engineering and Design Deliverable Schedules – split to contracts and listing division of responsibilities.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Concept and Definition:
Value Enhancing Practice (VEP) 1.2 Project Definition and Objectives

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The establishment and recoding of baseline scope is as important on non-collaborative project undertakings.

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.5 SCOPE MANAGEMENT & CHANGE MANAGEMENT PROTOCOL

PHASE ACTIVITY OBJECTIVE

The agreement by the responsible members of the integrated project management team of an appropriate behavioural protocol for the way in which scope and change are managed on the project.

GUIDANCE

The management of project scope and change can become a 'flash point' and lead to conflict and adversarial behaviour between project delivery stakeholders. This results from the project culture that has developed in the industry over the years. Whereas Lead Project Entities (e.g. client / operators) believe that the engaged project supply chain will vigorously pursue additive changes to the project scope in order to increase individual workshare and margin, project delivery support stakeholders correspondingly believe that Lead Project Entities (e.g. client / operators) can be overly stringent when recognising and authorising change in some circumstances. For collaborative projects, both of the above positions represent unacceptable misalignment and expressions of self-interest. The problem manifests itself in the behaviour of the parties involved in the change process rather than problems with the Management of Change process itself. During the early stages of project start-up, the newly formed integrated project management team should agree a behavioural protocol for how potential changes in project scope will be dealt with. The following elements are recommended as the basis for an aligned and collaborative protocol for scope and change management:

- A 'single team' process for project Management of Change should be agreed at the onset.
- Having collectively reviewed and agreed the Baseline Scope of Work, the integrated project management team should adopt a basic philosophy of "no change" throughout the project to completion (i.e. additive scope changes should be collectively and vigorously resisted). Agreements and contracts should wherever possible be structured such that there is no commercial advantage to be gained by any party from the pursuance of additive scope change.
- In acceptance of the "management of no change" philosophy, should any potential change or variation to the project scope of work become absolutely necessary, they should be tested, measured and evaluated against the Baseline Scope (see also Collaboration Toolkit Phase 2; Step 2.4 – Document and Agree Project Scope). Agreements and contracts should wherever possible be structured such that the interests of any party cannot be detrimentally affected by change rejection (e.g. parties needing to undertake additional change related work at its own cost, albeit conditional on absence of responsibility and reason for potential change initiation).
- All parties should recognise the importance of dealing with potential changes in a timely manner.
- The integrated project management team should 'test' the agreed protocol for behaviours associated with management of change by discussing a number of possible change scenarios, checking the (behavioural) responses of the associated parties and recording the outcomes for future reference.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Concept and Definition:
Value Enhancing Practice (VEP) 1.2 Project Definition and Objectives

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

The establishment and recoding of baseline scope is as important on non-collaborative project undertakings.

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.6 PROCESSES FOR MANAGING RISK & UNCERTAINTY

PHASE ACTIVITY OBJECTIVE

The establishment of a 'single team' risk management programme, processes and procedures for the effective management of risk and uncertainty throughout the project lifecycle.

GUIDANCE

The way in which project risks and uncertainties are identified, assessed, mitigated and managed is vitally import to the successful delivery of projects. Within the framework of relationships for a collaborative project the aim should be for a specific risk to be managed by the party best equipped to deal with that risk, at least cost. However, industry custom and practice over a period of time has moved away from this principle and unreasonable/ disproportionate transfer of risk into the supply chain has resulted. Risk should not be unilaterally transferred by Lead Project Entities into project service and supply chain partner agreements without appropriate discussion and prior agreement being reached and without validating that the partner fully understands the risks and their consequences. To do so may in itself constitute a risk to performance and the outcome of the project.

The potential benefits available to each of the partners, as reflected in the contractual agreement, should reflect the degree of risk borne by each party. Proper management of risk in supply chain relationships should encourage and reward effective innovation and performance.

Over time the approach to management of project risk has become cumbersome and inefficient through duplication of the risk management approach and process by each of the various project entities. This is an area where the industry has become encumbered by weighty, duplicated process. For collaborative projects there should be a single, commonly identifiable risk management process with, for example, a single project risk register. It is recommended that a 'single team' programme and process for the management of risk and uncertainty is established early in the project set-up phase so that all parties are aligned to the common approach and can clearly see their respective responsibilities for the management of all allocated project risks. The risk and uncertainty management process should be directed at the project and any overlap with the established processes for business risk management within any of the involved parties to the project should be avoided.

All projects need to consider contingency provisions in order to cater for unidentified risks and uncertainties that may be encountered during execution. Collaborative projects should have a single, transparent policy for the allocation, management and drawdown of contingency. Those responsible and accountable for the management of contingency within the integrated project team should be clearly identified.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP5 - Effective Project Risk Management:
Value Enhancing Practice (VEP) 5.1 Project Risk Management
Value Enhancing Practice (VEP) 5.2 Risk and Benefit Framework Agreements
European Construction Institute (ECI) ACTIVE Principle AP6 – Effective Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.7 ENGAGEMENT OF FUNCTIONAL STAKEHOLDERS

PHASE ACTIVITY OBJECTIVE

To ensure that functional representatives, having responsibilities for performance and standards within the various project stakeholder organisations, are engaged early and that they fully understand and are aligned with the project objectives.

GUIDANCE

Project performance can be influenced from a variety of different directions. For collaborative projects, the project management team needs to identify the range of functional stakeholders within the organisations that are supporting project delivery and consider the influence that they might have on project performance and delivery. Such functional stakeholders need to be included in stakeholder management and relationship management planning. Collaborative projects, in pursuing creative, innovative and efficient approaches to project performance and delivery may need to be granted concessions in order to deviate from established functional processes and standard approaches. Technical Authorities, for example, have a critically important role to fulfil and it is essential that they are communicated with at an early stage in the project lifecycle to share details of the collaborative project strategy and any project policies that are intended around functional specification. In this way Technical Authorities might be afforded the opportunity to appreciate the project objectives and ensure at an appropriate, early stage that their technical requirements and criteria will be met. Similarly, contract and legal functional representatives need early consultation to understand and buy-in to the style of contracts and agreements (e.g. risk and benefit framework agreements) that are intended to be deployed.

A stakeholder analysis and management template such as the following should be used:-

Lack of early consultation with the entire range of influential functional stakeholders constitutes an appreciable risk to the project. Functional representatives who have not been engaged early will not feel aligned to project objectives and will not feel a share of ownership for their achievement. Late engagement and involvement can risk adverse influence during project execution.

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

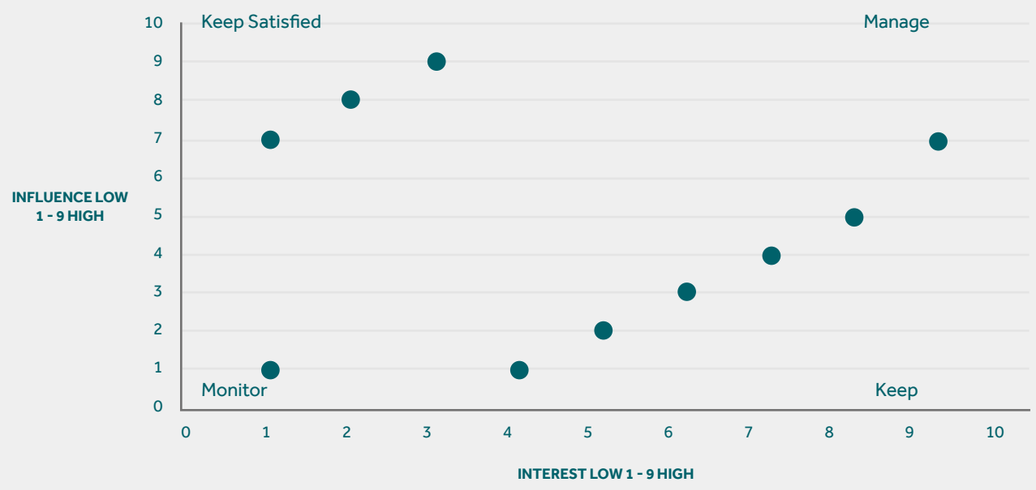
Stakeholder management should be a key project management focus on all projects.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

No.	Name	Job Title	Function	Influence Low 1 - 9 High	Interest Low 1 - 9 High	Communication requirements
1	Peter Smith	Title 1	Finance	1	7	• Invite to workshops & team meetings
2	James Treat	Title 2	Finance	2	8	• Accepted change requests
3	John Class	Title 3	Finance	3	9	• Monthly project status report
4	Jeff Home	Title 4	Finance	4	1	• Issues report
5	Sally England	Title 5	Procurement	5	2	• Weekly progress update
6	Katie Johns	Title 6	Procurement	6	3	• Team status reports
7	Mike James	Title 7	Procurement	7	4	• Invite to workshops & team meetings
8	Kevin Toms	Title 8	Procurement	8	5	• Weekly web bulletin
9	Andy Pointer	Title 9	Procurement	9	7	• Issues report
10	Sara Clark	Title 10	Audit	1	1	• Milestone report

STAKEHOLDER ANALYSIS



OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.8 AGREE PROJECT REPORTING FORMAT

PHASE ACTIVITY OBJECTIVE

To ensure efficiency and fitness for purpose in the preparation, structure and content of project reports.

GUIDANCE

Industry custom and practice has led to a culture of excessive effort and the generation/preparation of unnecessary data in the production of project reports. On sizeable, complex projects some stakeholder organisations may produce a number of reports in different formats to satisfy other project parties and to satisfy corporate functional requirements. Such duplicated effort is wasteful and inefficient and much of the data produced in traditional, voluminous project reports is superfluous and not read or referred to by report recipients. For collaborative projects, the integrated project management team should at an early stage in the project start-up phase, discuss and agree a 'single team' structure, format and content for project dashboards and project reports. The reporting schedule (frequency) and timing for issue of project reports should similarly be agreed. Clearly the dashboard and report content needs to result from extensive consultation with those in the various project stakeholder organisations (e.g. senior management and leadership teams) to ensure sufficiency and fitness for purpose. However, agreement of a 'single team' format will optimise the effort and time required for production. The project management team should agree who needs to contribute to dashboard and report data with responsibilities being allocated accordingly. Dashboards and project reports should be produced on the basis of minimising the need for manual manipulation and formatting of data.

The agreed dashboard and report structure and content should sit at the core of the project information management and communication strategies and plans. The ability to streamline and minimise unnecessary duplicated effort in the production of project dashboards and reports is one of the many potential benefits to project performance that a collaborative strategy can deliver.

NON-COLLABORATIVE ENVIRONMENTS – HINTS / TIPS

Although it is recognised that for non-collaborative project strategies a number of project parties will require to produce their own project reports, much of the above guidance can still be adopted as best practice.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To ensure that the project is correctly structured for effective collaboration between the project delivery stakeholders during Pre-Project Planning and Front End Loading (FEL).

2.9 AGREE PROJECT PROCESSES STANDARDS AND SPECIFICATIONS

PHASE ACTIVITY OBJECTIVE

To optimise project performance, improve efficiency and reduce unnecessary project cost by applying an appropriate level of work process/procedure and functional specifications and standards.

GUIDANCE

Past industry practice has led to a culture of excessively tight control through the application of stringent and prescriptive work processes. Whilst the reasons for this may be understandable (e.g. application of stringent engineering and design work processes to reduce the risk of design error and potential process safety incident), the present circumstances drive project management, engineering, procurement and other project costs to an unacceptably high level. In applying a complex network of work processes, many areas of overlap and duplication occur between the various project parties (e.g. in applied assurance processes) and this translates into wasted effort and unnecessary cost. Creativity and innovation are also stifled by the application of excessive work processes and procedures. In the future interests of the industry a change of practice in the direction of a more efficient application of processes and procedures is required. Applied processes need to be optimised / minimised to those that are essential to the safe achievement of project objectives. Procedures should be as far as practically possible be limited to "what" needs to undertaken, rather than a prescriptive set of rules around "how" certain processes should be performed.

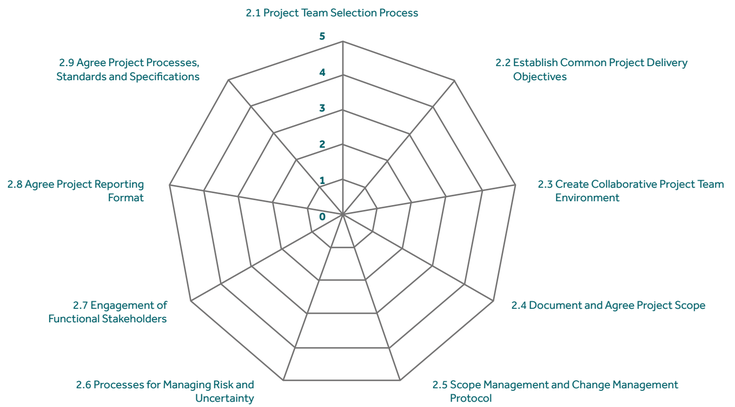
For collaborative projects the integrated project management team should determine a 'single team' set of the work processes that are essential to objective achievement and project delivery performance during the project start-up phase.

Similarly, project standards and specifications should be developed to represent functional and project performance requirements. Over-specification through the application of historical standards (and the attendant costs) should be avoided. Project suppliers should be engaged and consulted early to allow contribution to the formulation of specifications and the potential for innovative approaches and solutions before specifications are finalised.

A full listing of agreed 'single team' project processes/ procedures, project standards and specifications should be included within the Project Management Plan or could be referenced within the Project Statement of Requirements. In order to promote innovation and creativity, project process should allow for derogation and deviation from established processes, standards and specifications based on application and approval by an agreed project authority.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships:
Value Enhancing Practice (VEP) 3.1 Procurement Cycle Management
Value Enhancing Practice (VEP) 3.2 Supplier Selection
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property



An online, editable version of the checklists can be downloaded and used to track progress here:
www.ecitb.org.uk/professional-management-training/project-collaboration/

PROJECT:		DATE:						
	PHASE ACTIVITY	SCORE					COMMENTS
		1	2	3	4	5	
2.1	Project Team Selection Process						
2.1.1	Has a project team selection process been used that will support the collaborative project strategy?	○	○	○	○	○	
2.1.2	Have organisational and individual values and behaviours been recognised as an important consideration in the selection process?	○	○	○	○	○	
2.1.3	Is an integrated team working approach to be applied to the management of the project?	○	○	○	○	○	
2.2	Establish Common Project Delivery Objectives						
2.2.1	Has a set of Project Delivery Objectives been developed from project goal statements agreed at the Stakeholder Management Conference?	○	○	○	○	○	
2.2.2	Were all stakeholders able to participate and contribute to the development of Project Delivery Objectives?	○	○	○	○	○	
2.2.3	Have workshops been held to ensure understanding and alignment of all project delivery stakeholders to the Project Delivery Objectives?	○	○	○	○	○	
2.2.4	Will progress toward Project Delivery Objective achievement and the behaviours of stakeholders in support of achievement be assessed at Periodic Reviews?	○	○	○	○	○	
2.3	Create Collaborative Project Team Environment						
2.3.1	Has a collaborative project team environment been established to support an integrated / 'single team philosophy for the management of the project?	○	○	○	○	○	
2.3.2	Is the collaborative project team environment suited to the support of team members in different locations?	○	○	○	○	○	
2.3.3	Is the project team environment non-hierarchical such that project team members have equal status, irrespective of the organisations they represent?	○	○	○	○	○	
2.4	Document and Agree Project Scope						
2.4.1	Has a Project Scope Book been developed?	○	○	○	○	○	
2.4.2	Does the documented project scope of work adequately define included scope, specific scope exclusions, scope limits and boundaries and areas of remaining uncertainty?	○	○	○	○	○	
2.4.3	Does the documented project scope of work clearly define the responsibilities for delivering all elements of the entire project scope?	○	○	○	○	○	
2.4.4	Have workshops been conducted to ensure that the project management team and all project delivery stakeholders understand the project scope and their responsibilities for delivery?	○	○	○	○	○	
2.5	Scope Management and Change Management Protocol						
2.5.1	Has a protocol for the way in which project scope and potential changes in project scope been established?	○	○	○	○	○	
2.5.2	Has the protocol been tested by running a number of project change scenarios?	○	○	○	○	○	
2.6	Processes for Managing Risk and Uncertainty						
2.6.1	Have a single set of project opportunity, risk and uncertainty management processes been agreed which are to be applied on the project?	○	○	○	○	○	
2.6.2	Has the distribution and sharing of risk between delivery stakeholders been thoroughly considered, discussed and agreed?	○	○	○	○	○	
2.6.3	Are the opportunities and risks borne by each project delivery stakeholder fairly reflected in the contractual agreements for each party?	○	○	○	○	○	
2.7	Engagement of Functional Stakeholders						
2.7.1	Have functional stakeholders throughout project delivery stakeholder organisations been adequately engaged and involved in understanding the project and its objectives?	○	○	○	○	○	
2.7.2	Are the range of functional stakeholders aligned to the achievement of Project Delivery Objectives?	○	○	○	○	○	
2.8	Agree Project Reporting Format						
2.8.1	Have the range of project stakeholders been fully consulted regarding their project information needs and how these can be satisfied by project dashboards and reports?	○	○	○	○	○	
2.8.2	Has a 'single team' structure, format and content for project dashboards and project reports been agreed?	○	○	○	○	○	
2.8.3	Have responsibilities for data contribution and the production of dashboard and report content been agreed within the project management team?	○	○	○	○	○	
2.9	Agree Project Processes, Standards and Specifications						
2.9.1	Have the project team agreed a single set of work processes and procedures against which the project will be conducted and managed?	○	○	○	○	○	
2.9.2	Can the framework of processes and procedures for the project be considered to be the minimum necessary to achieve safe and effective delivery of the project objectives?	○	○	○	○	○	
2.9.3	Has a listing of project standards and specifications been established on the principles of functionality?	○	○	○	○	○	
2.9.4	Does the listing of standards and specifications represent an acceptable basis for achieving project objectives without over-specification and attendant unnecessary cost?	○	○	○	○	○	

OBJECTIVE
Following agreement and establishment of a collaborative project strategy and setting up the project for collaboration, the objective of this phase is the adoption of a collaborative approach to key project management operations during project execution.

Photo courtesy of © Amec Foster Wheeler

	Activities / Deliverables	Outline Description	Responsible	Supporting Information and References (By Exception)
3.1	Collaborative Schedule and Cost Control Processes	For collaborative projects the integrated project management team should openly discuss and agree the basis on which the project will be controlled during the project set-up phase. During project execution, the agreed, integrated project control strategy should be implemented in a collaborative manner which avoids unnecessary duplication of effort on behalf of the project delivery stakeholders. Those involved in controlling the project should do so in an environment of openness and honesty to ensure "one version of the truth" in terms of project control parameters such as schedule and cost.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP7 - Effective Project Execution: Value Enhancing Practice (VEP) 7.1 Project Control
3.2	Stakeholder Risk & Reward - KPI Measurement	In collaborative project arrangements a number of project delivery stakeholders are likely to have been contracted on the basis of Risk and Benefit Framework style agreements. Project performance will therefore directly translate to the commercial return that such stakeholders achieve during project execution. Any KPI measures that are connected to stakeholder margin / return should be openly and clearly tracked throughout the progress of the project.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	European Construction Institute (ECI) ACTIVE Principle AP7 - Effective Project Execution: Value Enhancing Practice (VEP) 7.1 Project Control European Construction Institute (ECI) ACTIVE Principle AP8 - Effective Performance Measurement: Value Enhancing Practice (VEP) 8.1 Performance Benchmarking Value Enhancing Practice (VEP) 8.2 Contract Monitoring and Measurement
3.3	"Single Team" Quality Monitoring & Assurance	Sizeable and complex projects within the industry need to be subjected to appropriate levels of governance and assurance to avoid defects that might result in unacceptable risk consequences, such as process safety incidents. However, duplication and consecutive application of assurance processes can be extremely wasteful and collaborative project strategies afford an opportunity to optimise the approach.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	APM Publication – "Guide to Integrated Assurance"
3.4	"Single Team" Safety, Health & Environmental Management	The industry has a strong track record of collaboration for effective management of safety, health and environmental performance on projects. Without exception, industry organisations recognise the industries aspirational goal of 'zero harm' and have developed initiatives and processes to support the path to achievement. However, many of these initiatives are followed and deployed in parallel and this can lead to some confusion in project work teams. For collaborative projects an integrated team Project HSE Plan should be generated and implemented.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team	Oil & Gas (UK) / Step Change in Safety (https://www.stepchangeinsafety.net/)
3.5	Phase 3 - Review & Phase Learning			

OBJECTIVE
Following agreement and establishment of a collaborative project strategy and setting up the project for collaboration, the objective of this phase is the adoption of a collaborative approach to key project management operations during project execution.

3.1 COLLABORATIVE SCHEDULE AND COST CONTROL PROCESSES

PHASE ACTIVITY OBJECTIVE

A collaborative and efficient approach and methodology for effective project controls.

GUIDANCE

The processes to be utilised for effective project controls, including those for cost and schedule control should have been agreed during the project start-up phase (see also Collaboration Toolkit Phase 2; Step 2.9 – Agree Project Processes, Standards and Specifications). Schedule and cost control should be conducted against established baselines – the Baseline Project Control Budget and the Baseline Project Schedule respectively. A single set of systems / tools, as agreed during project start-up, should be used to support effective control to include operations such as forecasting, measurement (earned value based) and change. Any changes to cost and schedule baselines during project progress should be strictly effected through the management of change process (see also Collaboration Toolkit Phase 2; Step 2.5 – Scope Management and Change Management Protocol).

Project control should be conducted in a completely open manner with all project delivery stakeholders having access to current project control status information. Transparency is of paramount importance in the reporting of cost and schedule performance by delivery stakeholders for each and every element of the project scope. There should be one recognised project control process, project schedule and project cost budget. Management of duplicate schedules and cost management processes by the various stakeholders should be discouraged and is potentially wasteful. Agreement needs to be reached between the members of the integrated project management team as to who is authorised to make decisions associated with take-up of cost contingency and schedule float, against the principle that both contingency and float belong to the project rather than any particular stakeholder.

Cost and schedule performance are important criteria and are likely to be reflected in risk and benefit framework contract agreements. The outputs from the project control process should provide information (see also Collaboration Toolkit Phase 2; Step 2.8 – Agree Project Reporting Format) to all stakeholders to allow determination of the position relative to their contract agreements.

REFERENCES

APM reference: https://www.apm.org.uk/Planning-Monitoring-Scheduling-Control
European Construction Institute (ECI) ACTIVE Principle AP7 - Effective Project Execution:
Value Enhancing Practice (VEP) 7.1 Project Control

OBJECTIVE
Following agreement and establishment of a collaborative project strategy and setting up the project for collaboration, the objective of this phase is the adoption of a collaborative approach to key project management operations during project execution.

3.2 STAKEHOLDER RISK & REWARD - KPI MEASUREMENT

PHASE ACTIVITY OBJECTIVE

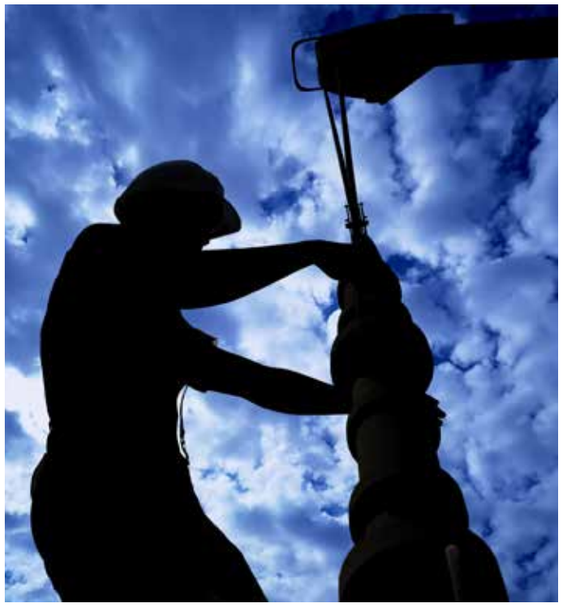
Transparency and visibility of Project KPI measures that relate directly to project stakeholder performance returns.

GUIDANCE

In establishing project control processes (see also Collaboration Toolkit Phase 2; Step 2.9 – Agree Project Processes Standards and Specifications and Phase 3; Step 3.1 – Collaborative Schedule and Cost Control Processes) the project KPI measures that will directly relate to stakeholder (risk and benefit framework agreement) commercial returns from the project are clearly important. KPIs should be established on S.M.A.R.T. principles (Specific, Measurable, Achievable, Realistic and Time-bound). All such KPI measures should be incorporated into a Project KPI Schedule and the project control process should allow for their measurement and tracking. Visible indicators of tracked KPIs should be incorporated into project dashboards so that all project delivery stakeholders can evaluate their commercial standing throughout the progress of the project.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP7 - Effective Project Execution:
Value Enhancing Practice (VEP) 7.1 Project Control
European Construction Institute (ECI) ACTIVE Principle AP8 - Effective Performance Measurement:
Value Enhancing Practice (VEP) 8.1 Performance Benchmarking
Value Enhancing Practice (VEP) 8.2 Contract Monitoring and Measurement



OBJECTIVE
Following agreement and establishment of a collaborative project strategy and setting up the project for collaboration, the objective of this phase is the adoption of a collaborative approach to key project management operations during project execution.

3.3 'SINGLE TEAM' QUALITY MONITORING & ASSURANCE

PHASE ACTIVITY OBJECTIVE

The application of an effective and efficient approach to governance and assurance for collaborative projects.

GUIDANCE

The need for appropriate governance and assurance processes in order to avoid the potential consequences of damaging defects in the quality of project engineering and design, supplied equipment and materials etc. is widely recognised. Because of the potentially catastrophic consequences of design errors and quality defects that could lead to process safety incidents, many industry client / operators, contractors and suppliers have developed their own extensive assurance processes. Whilst this is understandable, the way in which assurance processes are applied to projects needs to be carefully considered in order to avoid wasteful duplication of effort. The 'sequential' application of assurance process by a number of project delivery stakeholders in the supply chain can result in significant schedule time requirement.

For collaborative projects the integrated project management team should discuss and agree a 'single team' approach to project governance and assurance during project start-up (see also Collaboration Toolkit Phase 2; Step 2.9 – Agree Project Processes, Standards and Specifications). The agreed project governance and assurance process for the project should be communicated and agreed with the responsible functional representatives of all project delivery stakeholders in order to avoid conflict with normal business assurance processes. (see also Collaboration Toolkit Phase 2; Step 2.7 – Engagement of Functional Stakeholders). Any required adjustments to, or deviations from stakeholder business assurance processes should be negotiated, agreed and recorded.

REFERENCES

APM reference: https://www.apm.org.uk/measures-assuring-projects-apm-toolkit
APM Publication - "Guide to Integrated Assurance"

OBJECTIVE
Following agreement and establishment of a collaborative project strategy and setting up the project for collaboration, the objective of this phase is the adoption of a collaborative approach to key project management operations during project execution.

3.4 'SINGLE TEAM' SAFETY HEALTH & ENVIRONMENTAL MANAGEMENT

PHASE ACTIVITY OBJECTIVE

The adoption of a 'single team' approach to the leadership and management of health, safety and environmental performance for collaborative projects.

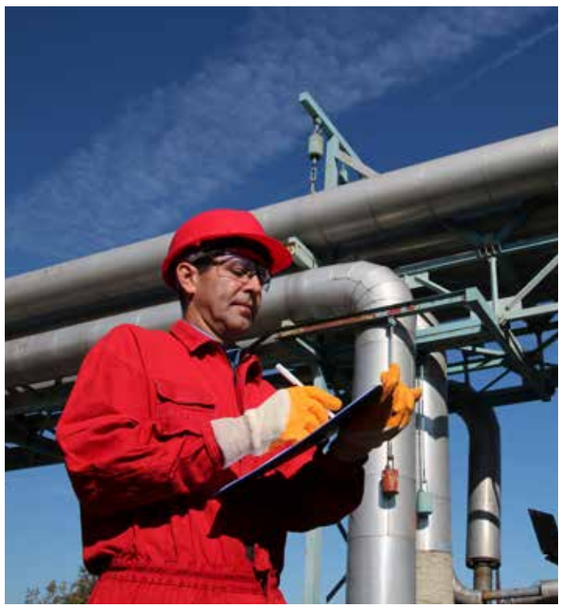
GUIDANCE

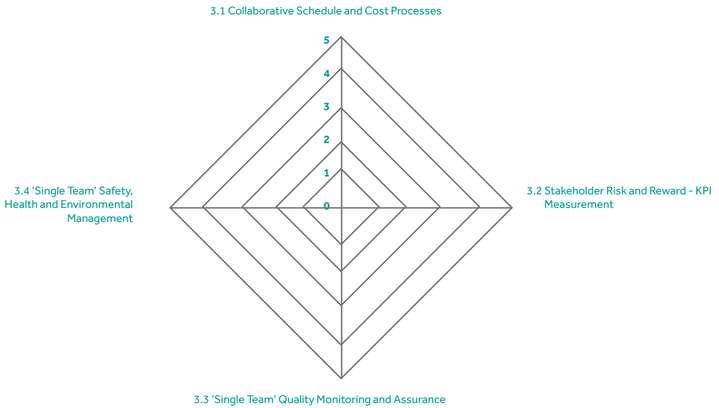
Collaboration between project stakeholders aimed at assuring delivery without harm to the safety and health of those involved or affected and without detrimental impact on the environment is common practice. Many organisations have their own policies, processes and initiatives to support HSE performance along the journey to "Zero Harm". However, many of these laudable initiatives and approaches are applied 'in parallel' on conventional projects and this can result in divergent effort and confusion in some of the project work teams. For collaborative projects, the integrated project team should develop a 'single team' strategy for leadership and management of HSE. The project should develop a single Project HSE Plan as part of the project management planning process and the following features of the HSE Plan should be standardised and recognised / followed / observed by all project delivery stakeholders:

- A single HSE vision for the project.
- A single set of project targets for HSE (e.g. safety - no lost time injuries).
- A standard for HSE recording and investigation of incidents and near misses.
- An agreed single set of proactive initiatives to support HSE performance on the project (e.g. one recognised safety performance observation system).
- A single safety incentive system (if any agreed to be applied).
- Standard agreement of roles and responsibilities for HSE performance between project line management and HSE functional team members across the project.

REFERENCES

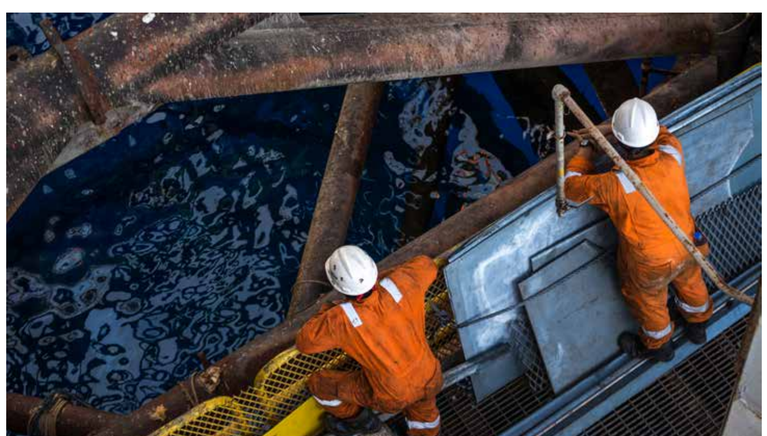
Oil & Gas (UK) / Step Change in Safety - https://www.stepchangeinsafety.net/





An online, editable version of the checklists can be downloaded and used to track progress here:
www.ecitb.org.uk/Project-Management/Collaboration/Project-Collaboration-Toolkit

PROJECT:							DATE:	
	PHASE ACTIVITY	SCORE					COMMENTS
		1	2	3	4	5	
3.1	Collaborative Schedule and Cost Control Processes						
3.1.1	Has a single project control process been applied across the project, as agreed during project set-up?	◯	◯	◯	◯	◯	
3.1.2	Are stakeholder responsibilities for project controls clearly understood and accepted?	◯	◯	◯	◯	◯	
3.1.3	Has open / honest behaviour been demonstrated by stakeholders when contributing to project control and performance measurement?	◯	◯	◯	◯	◯	
3.1.4	Has duplication of project controls effort been avoided on the project?	◯	◯	◯	◯	◯	
3.2	Stakeholder Risk and Reward – KPI Measurement						
3.2.1	Are the KPI measurement affecting stakeholder risk and benefit agreements and commercial status being actively monitored?	◯	◯	◯	◯	◯	
3.2.2	Are KPIs clearly visible to all project stakeholders on project dashboards?	◯	◯	◯	◯	◯	
3.3	'Single Team' Quality Monitoring and Assurance						
3.3.1	Has a 'single team' approach to project governance and quality assurance been applied to the project?	◯	◯	◯	◯	◯	
3.3.2	Are stakeholder responsibilities for assurance in accordance with the established process understood and agreed?	◯	◯	◯	◯	◯	
3.3.3	Has unnecessary duplication of effort in the application of assurance processes been avoided?	◯	◯	◯	◯	◯	
3.4	'Single Team' Safety, Health and Environmental Management						
3.4.1	Has a 'single team' approach to the leadership and management of HSE performance been applied on the project?	◯	◯	◯	◯	◯	
3.4.2	Are stakeholder responsibilities for project HSE active leadership, monitoring and performance clearly understood and agreed?	◯	◯	◯	◯	◯	
3.4.3	Has unnecessary duplication of processes in the leadership and management of project HSE performance been avoided and energy focussed on a single approach?	◯	◯	◯	◯	◯	



PHASE 4: CLOSE OUT AND LEARN

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

	Activities / Deliverables	Outline Description	Responsible
4.1	Evaluate Project Lessons Learned	Collaborative projects should adopt a comprehensive process for identifying and recording Lessons Learned. Lessons Learned should be an agenda item at Project Team Meetings and Periodic Project Reviews. Tracking by the project management team of Lessons Learned in similar manner to Project Issues and Information Needs throughout the project is recommended.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team
4.2	Collaborative Lessons Learned Conference	It is recommended that all documented Lessons Learned for the project become the focus of discussion between all project stakeholders at a dedicated Collaborative Lessons Learned Conference during the Project Close-out phase.	Lead Entity Project Sponsor Lead Entity Collaboration Champion Delivery Stakeholder Collaboration Champions Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team
4.3	Close Out Collaborative (Risk & Reward) Project Agreements	At project closure there will be a range of collaborative contract agreements that need to be formally closed. Since these agreements were brokered for project partner opportunities and risks (i.e. gain and pain) to be matched to project contribution and performance, it is vitally important that the learnings from these arrangements are captured and the strengths and weaknesses of the applied risk and benefit framework agreements are recorded for future use.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team
4.4	Review, Agree & Record Project Outcomes	At the conclusion of every collaborative project venture, a complete record of the project outcomes should be documented. It is important that this exercise is performed to capture input from all associated stakeholders such that all perspectives are captured.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team
4.5	Establish Basis for Future Project Collaborations	In consideration of the project Lessons Learned, the outcomes from the Project Collaborative Lessons Learned Conference, Close-out of project contract agreements and documentation of project outcomes, the basis for future project collaborations should be determined.	Project Manager Contractor, Subcontractor, Supplier Delivery Managers All Members of the Integrated Project Management Team

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

4.1 EVALUATE PROJECT LESSONS LEARNED

PHASE ACTIVITY OBJECTIVE

To collate all Lessons Learned in relation to the collaborative project undertaking and make available for continuous improvement and as the basis for further, future collaborations.

GUIDANCE

The Lessons Learned process for collaborative projects should be open to contribution from all project stakeholders. A register of Lessons Learned should have been maintained by the integrated project management team throughout the project lifecycle to close-out. Importantly, project lesson categories should cater for capture of lessons associated with performance to the Project Collaboration and Relationship Management Plans (see also Collaboration Toolkit Phase 1; Step 1.5 – Establish Collaboration Plan and Behavioural Charter).

The behaviours exhibited by project stakeholders throughout the project in the various stakeholder relationships and in fulfilling relationship dependencies should be the subject of particular scrutiny. If there have been recorded incidences of poor behaviour which has deviated from the principal agreements signed up to in the Project Behavioural Charter, the basis for future modification and improvement should be agreed and recorded. Although such behaviours should have been addressed and confronted at the time they occurred, these should also be the subject of concluding discussion at the Collaborative Lessons Learned Conference (see also Collaboration Toolkit Phase 4; Step 4.2 – Collaborative Lessons Learned Conference).

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships:
Value Enhancing Practice (VEP) 3.1 Procurement Cycle Management
Value Enhancing Practice (VEP) 3.2 Supplier Selection
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

4.2 COLLABORATIVE LESSONS LEARNED CONFERENCE

PHASE ACTIVITY OBJECTIVE

To stage a project stakeholder forum during project close-out that is dedicated to collective and collaborative review of the project outcomes, the lessons learned and experiences from the collaborative project undertaking.

GUIDANCE

During project close-out an event should be staged, corresponding to the Stakeholder Management Conference (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Reviews), aimed at summarising and sharing experiences from the collaborative project. The agenda should be built around collaborative project lessons learned and it is important to ensure the participation and contribution of representatives from all project delivery stakeholders.

The event should proceed with an objective assessment of project performance against the agreed Project Delivery Objectives (see also Collaboration Toolkit Phase 2; Step 2.2 – Establish Common Project Delivery Objectives and Align) and then go on to review the lessons that were learned from the project. There will be a spread of different views concerning the achieved outcomes from the project and some comparative winners and losers in terms of performance related results – it is important for the conference to allow all viewpoints to be heard. Although the behaviours exhibited by the range of project stakeholders and their representatives should have been subjected to regular review (see also Collaboration Toolkit Phase 1; Step 1.5 – Establish Collaboration Plan and Behavioural Charter and Step 1.3 – Stakeholder Management Conference and Periodic Reviews), the Collaborative Lessons Learned Conference should provide a final opportunity to summarise behavioural experiences and set out the basis for improvement on any future collaborative project undertakings.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships:
Value Enhancing Practice (VEP) 3.1 Procurement Cycle Management
Value Enhancing Practice (VEP) 3.2 Supplier Selection
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

4.3 CLOSE OUT COLLABORATIVE (RISK & REWARD) PROJECT AGREEMENTS

PHASE ACTIVITY OBJECTIVE

To formally close all collaborative (risk and reward based) project agreements and summarise the learning from them for future benefit.

GUIDANCE

In support of the collaborative project strategy, the formal contract agreements for project delivery stakeholders should have been established in the form of risk and benefit frameworks. In this way the agreements should align the potential upside opportunities (i.e. gains) and share of risk (i.e. pain share) to the contracted partner's contribution to project performance. The amount of risk that was taken by each project delivery stakeholder should have been fair and proportional as established in the very early stages of the project (see also Collaboration Toolkit Phase 1; Step 1.3 – Stakeholder Management Conference and Periodic Reviews). Project delivery stakeholder agreements should also reflect the principle that specific risks should be managed by the party best equipped to deal with that risk at least cost (see also Collaboration Toolkit Phase 2; Step 2.6 – Processes for Managing Risk and Uncertainty). In this context, the formal close-out of collaborative project contract agreements is important in providing an understanding as to whether the required performance and behaviours of the contracted party were suitably incentivised. Any impediments to incentivised performance and collaborative behaviour that were experienced during the contract period need to be carefully recorded together with the underlying reasons.

Close-out of contract agreements will provide important information for continuous improvement and to guide the formulation of any agreements used on future undertakings.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships:
Value Enhancing Practice (VEP) 3.3 Contract Dispute Resolution
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP5 – Effective Project Risk Management
Value Enhancing Practice (VEP) 5.2 Risk and Benefit Framework Agreements
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

4.4 REVIEW AGREE & RECORD PROJECT OUTCOMES

PHASE ACTIVITY OBJECTIVE

The preparation of a comprehensive record of project outcomes and achievements on which future collaborative project undertakings can be modelled.

GUIDANCE

Based on output from all other preceding Collaboration Toolkit Phase 4 activities / steps, a comprehensive record of project outcomes should be developed (see also Collaboration Toolkit Phase 4; Step 4.1 – Evaluate Project Lessons Learned; Step 4.2 – Collaborative Lessons Learned Conference; Step 4.3 – Close-out Collaborative (Risk and Reward) Project Agreements). This activity can be considered to closely relate to the generation of a Project Close-out Report on conventional projects but the emphasis for collaborative projects should be different. Focus should be on the achievement of collaborative relationships and the associated behaviours that were demonstrated.

It is expected that the significant investment that was made in a collaborative project strategy will have delivered a range of benefits, as set out in the Case for Collaboration (see ECITB Collaboration Toolkit – Case for Collaboration and Collaboration Toolkit Phase 1; Step 1.2 – Undertake Collaborative Assessment and Establish Enabling Climate). However, there will be many aspects of project performance and the delivered outcomes that will be viewed as either success or failure through the eyes of project stakeholders and these may be viewed and categorised quite differently from different stakeholder perspectives. It is important therefore to ensure that a documented record of the project is produced with the participation of and contribution from all delivery stakeholders and that the resultant document is agreed as being broadly representative of all different and varied stakeholder views.

The project outcome record can be used as the basis for developing the project specific case for collaboration for future collaborative project undertakings and to produce case study information to support continuous improvement.

REFERENCES

European Construction Institute (ECI) ACTIVE Principle AP2 - Effective Project Team Management:
Value Enhancing Practice (VEP) 2.1 Project Team Organisation
European Construction Institute (ECI) ACTIVE Principle AP3 - Effective Supply Chain Relationships:
Value Enhancing Practice (VEP) 3.1 Procurement Cycle Management
Value Enhancing Practice (VEP) 3.2 Supplier Selection
European Construction Institute (ECI) ACTIVE Principle AP4 - Effective Information Management and Communication:
Value Enhancing Practice (VEP) 4.1 Information Management
European Construction Institute (ECI) ACTIVE Principle AP6 - Innovation and Continuous Improvement:
Value Enhancing Practice (VEP) 6.1 Continuous Improvement
Value Enhancing Practice (VEP) 6.2 Innovation and Intellectual Property

OBJECTIVE
To summarise the key learning points from the project, assess and measure project outcomes against the project objectives and agree forward intentions.

4.5 ESTABLISH BASIS FOR FUTURE PROJECT COLLABORATIONS

PHASE ACTIVITY OBJECTIVE

To provide the basis on which decisions regarding future project collaboration strategies can be made.

GUIDANCE

The results and outcomes from all ECITB – Project Collaboration Toolkit Phase 4 (Close Out and Learn) activities need to be utilised to form the basis for any decisions around the adoption of collaborative strategies for future projects (see Collaboration Toolkit Phase 4; Step 4.1 – Evaluate Project Lessons Learned; Step 4.2 – Collaborative lessons Learned Conference; Step 4.3 – Close Out Collaborative (Risk and Rewards) Project Agreements; Step 4.4 – Review, Agree and Record Project Outcomes).

A significant investment will have been made in the adoption of a collaborative project strategy and as the project is being closed, an overall Cost Benefit Analysis should be conducted to assess the benefits to the project that were achieved against the resource (cost, effort and energy) that was deployed to pursue collaboration. It is likely that some project collaborative relationships may have been highly successful whereas others may be considered to have failed. Both outcome success and failure needs to be openly and honestly recognised in the final assessment. Due to the magnitude of investment in collaborative working it is highly desirable to retain as much of the collaborative framework that has been developed on the initial project for potential use on subsequent collaborative project undertakings. Some project partners may need to be replaced and such considerations need to be guided and evaluated against the criteria that were agreed in the early project stages for 'exit' (see Collaboration Toolkit Phase 1, Step 1.2 – Undertake Collaborative Assessment and Establish Enabling Climate) The philosophy and approach to project collaboration may also need to be adjusted in consideration of the many Lessons Learned and outcomes from other Close Out and Learn activities.

REFERENCES
ICW/BS11000 – Collaborative Capability Self-Assessment
ICW/BS11000 – Step 8 – Exit Strategy

APPENDIX A – CONTRIBUTORS

The Offshore Project Management Steering Group (OPMSG) is a voluntary group of individuals working within the UK Oil & Gas Industry. The ECITB would like to thank all the members for their continued support and commitment throughout the year towards all initiatives which are helping to support the continued development of Project Management in the sector.

Specifically, the ECITB would like to thank **Jim Lenton**, Amec Foster Wheeler who led the Toolkit initiative alongside **David Connolly**, WGPSN and **Lynsey Benson**, ECITB.

Particular thanks are expressed to **Tony Maplesden** who has acted as an ambassador and leading light in the field of Project Management capability across all the engineering sectors. Tony has undertaken many voluntary roles within his career, promoting skills issues in the sector and across wider industry and has made a significant contribution in the development of this guide.

ECITB would like to also thank the following individuals/ organisations who contributed time and expertise to the development of the Project Collaboration Toolkit:

- Alix Thom, Oil & Gas UK
- Chris Bird, P3L Energy
- Dave Inglis, Louisville Consultancy
- Ian Rattray, MOL Group
- Jim Thompson, Aker Solutions
- Keith Scott, Petrofac
- Malcolm Watt, Total E&P
- Nicola Mason, AMEC FW

- Oil & Gas UK Supply Chain Forum
- Peter Benton, Cephas Project Mgmt.
- Peter Thomas, OMV
- Phil Roberts, Crondall Energy
- Scott Cameron, Subsea7
- Sharon Smith, ADIL
- Steven Petrie, Centrica E & P Norway

APPENDIX B – GLOSSARY OF TERMS

- ACTIVE - Achieving Competitiveness through Innovation and Value Enhancement
- APM - Association for Project Management
- BFD - Basis for Design
- CNS - Central North Sea
- COS - Conditions of Satisfaction
- CSF's - Critical Success Factors
- ECIA - Engineering Construction Industry Association
- ECI - European Construction Institute
- ECITB - Engineering Construction Industry Training Board
- FEL - Front end loading
- FID - Final Investment Decision
- HSE - Health, Safety & Environment
- HSSEQ - Health, Safety, Social, Environmental, & Quality
- ICE - Institute of Civil Engineers
- ICW - Institute for Collaborative Working
- IVB - Independent Verification Body
- KPI - Key Performance Indicator
- LOGIC - Leading Oil & Gas Industry Competitiveness
- MER - Maximising Economic Recovery
- NEC - New Engineering Contract
- OCA - Offshore Contractors Association
- OIW - Oil in Water
- OPMSG - Offshore Project Management Steering Group
- PDO - Project Delivery Objective
- PEP - Project Execution Plan
- RMP - Relationship Management Plan
- SER - Senior Executive Responsible
- SoW - Scope of Work
- UKCS - United Kingdom Continental Shelf
- VEP - Value enhancing practice

APPENDIX C - KEY REFERENCES

- **Institute for Collaborative Working (ICW) and BS 11000: Collaborative Business Relationships Standard**

The ICW are the thought leaders that drove the creation and publication of BS 11000 (soon to become an ISO standard) to provide a process and model (the eight step 'octagon' model) to guide inter-business collaboration. The BS 11000 model, although primarily aimed at longer term business to business collaborations, is also applicable to project undertakings and the ECITB Project Collaboration Toolkit makes reference to the BS 11000 eight step model throughout the toolkit content and cross references to each of the BS 11000 steps are provided.

The ECITB Project Collaboration Toolkit is not intended to amend or supersede any of the BS 11000 process and methodology but to provide supplementary guidance on collaboration aspects particular to projects.

- **ACTIVE – Achieving Competitiveness Through Innovation and Value Enhancement**

The ECITB Project Collaboration Toolkit contains many references to ACTIVE within its content. ACTIVE was a UK Department of Trade & Industry (DTI) sponsored initiative of the late 1990's aimed at improving project delivery performance in the process industry sector. ACTIVE was an onshore process industry initiative but it is relevant to the present move toward collaboration in the UK Oil & Gas sector because many of the principles and value enhancing practices that were created under the initiative relate to collaborative and integrated team working.

ACTIVE generated a workbook around the following eight basic project management principles:-

AP1. Effective Project Concept and Definition
AP2. Effective Project Team Management
AP3. Effective Supply Chain Relationships
AP4. Effective Information Management and Communication
AP5. Effective Project Risk Management
AP6. Effective Innovation and Continuous Improvement
AP7. Effective Project Execution
AP8. Effective Performance Measurement and supporting Value Enhancing Practices (VEPs)

The validity of ACTIVE to effective project management is still recognised across UK industry through the staging of ACTIVE Cup project management competitions that are designed to provide teams with an insight into the benefits that a collaborative approach to project delivery can bring. The ACTIVE Cup is run jointly between Cranfield Management School and ECITB and is supported by the European Construction Institute (ECI) who are the present custodians of ACTIVE information and materials. Contact details for ECI are provided within the acknowledgements section.

- **Infrastructure and Projects Authority**

The Major Projects Authority, which had responsibility for working with HM Treasury and other government departments to provide independent assurance on major projects merged with Infrastructure UK on 1st January 2016 to form the Infrastructure and Projects Authority. There are a number of publications produced by the former Infrastructure UK that are highly relevant to this ECITB Project Collaboration Toolkit:-
Infrastructure UK - Procurement Routemap; "Guide to Improving Delivery Capability"
Infrastructure UK - Procurement Routemap; "Technical Note on Application"
The above documents can be used to support the determination of whether a collaborative strategy is right for a particular project undertaking when considering delivery environment complexity and capability.
Infrastructure UK – "Alliancing Best Practice"
Infrastructure UK – "Alliancing Code of Practice"
These documents are directly relevant to the approach and behaviours associated with achieving effective collaboration. Links to the above documents are provided within Appendix D.

- **Project Management – Professional Bodies (APM and PMI)**

Whereas the ECITB Project Collaboration Toolkit is focused on what needs to be done to achieve effective collaboration, much of the content relates directly to project management practice. The Association for Project Management (APM) – Body of Knowledge 6th Edition and the Project Management Institute (PMI) – PMBOK 5th Edition are essential references to project management best practice. Some further specific references, as related to particular toolkit phase activities are provided within the content and within Appendix D

- **Engineering Construction Industry Association (ECIA)**

The Engineering Construction Industry Association (ECIA) is the principal trade and employer Association for the UK engineering construction industry. The ECIA Productivity Improvement Committee (EPIC) has published a series of best practice guides (a link can be found to these in Appendix D) the latest of which, Guide No.7 is focused on Collaboration.

APPENDIX D - FURTHER REFERENCES

- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329052/iuk_procurement_routemap_guide_to_improving_delivery_capability_280113.pdf
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329056/PU1445_Infrastructure_procurement_routemap_techincal_note_on_application....pdf
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- https://www.ice.org.uk/disciplines-and-resources/best-practice/alliancing-code-of-practice-grid-infrastructure/delivering-commercial
- http://www.ecia.co.uk/pages/index.cfm?page_id=232
- ECIA Collaboration Best Practice guide No.7
- APM Project Risk Analysis and Management Guide 2nd edition; ISBN: 978-1-903494-12-7
- APM Body of Knowledge (Sixth Edition), ISBN 978-1-903494-40-0
- APM Research Report – "Conditions for Project Success"
- APM Directing Change: A Guide to Governance of Project Management, ISBN: 978-1-903494-06-6
- APM Sponsoring Change: A Guide to the Governance Aspects of Project Sponsorship
- APM Co-directing change: a guide to the governance of multi-owned projects
- RICS / APM Stakeholder Engagement, 1st edition

YOUR NOTES

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