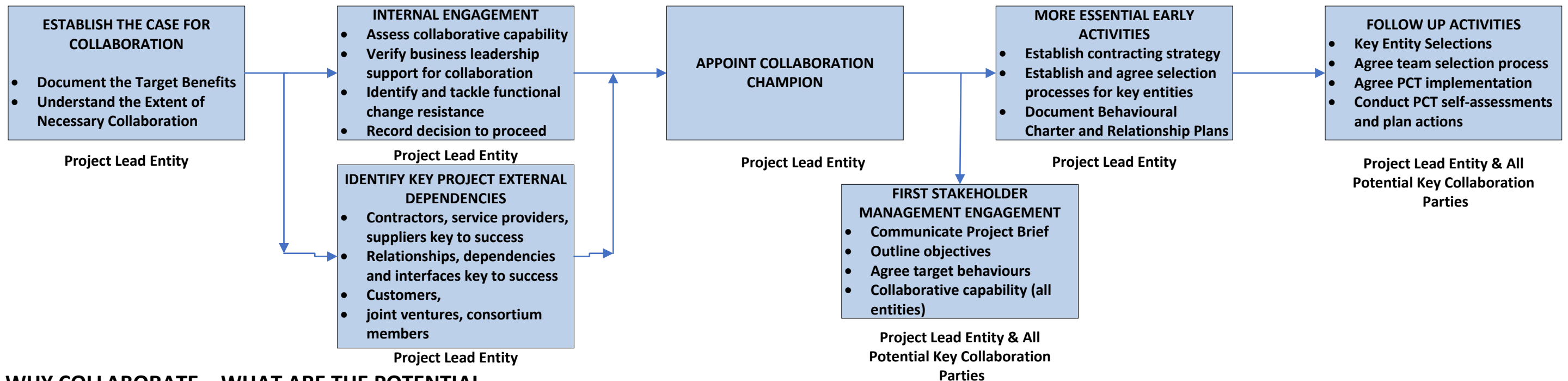
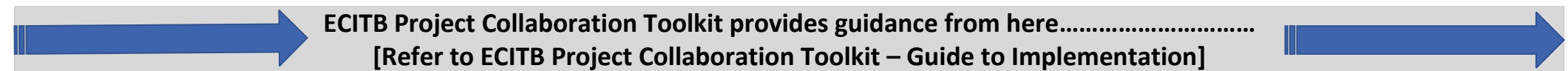




EFFECTIVE COLLABORATION FOR PROJECT DELIVERY SUCCESS – GUIDANCE FOR PROJECT LEAD ENTITY EARLY CONSIDERATION

(Preface to the application of the ECITB – Project Collaboration Toolkit, if the adoption of a collaborative project delivery strategy is agreed)



WHY COLLABORATE – WHAT ARE THE POTENTIAL BENEFITS?

- Potential for overall project cost reduction – contributing to overall sustainable industry performance improvement
- Reduced Team Size / Cost – efficient use of total available human resource
- Best people delivering the right work in an open, honest and communicative environment
- Objective Alignment – collaborative effort toward achievement
- Total SSEHQ management & performance
- Project Controls – single source of truth
- Alignment and simplification of work processes
- Potential for project schedule reduction
- Platform for Innovation – innovative thinking and contribution
- Reduced risk of wasteful dispute, conflict and adversity with attendant claim and legal costs
- Appropriate and equivocal sharing of risk and reward
- Joint efforts toward the timely resolution of problems / issues

PUTTING THE EFFORT IN WHERE NEEDED

- Establishing effective collaboration requires commitment, energy and up-front cost
- Understand where such effort will help deliver the benefits and where it may not be necessary
- Extent of required collaboration likely to be related to risk profile – larger projects may need more due to their strategic nature

PROJECT LEAD ENTITY – INTERNAL ENGAGEMENT & ALIGNMENT TO PROJECT COLLABORATION

- Conduct an available form of collaborative capability assessment (IfCW/ISO44001 or ECITB)
- Understand whether organisational culture is set in past sector practices and the extent of change / strategy acceptance required
- Gain commitment to the proposed collaborative strategy from the top
- Seek out where internal resistance to the strategy might come from and address (e.g. internal organisational functions such as legal, contracts, procurement)
- Record the decision to proceed with the proposed strategy and the behaviours expected from Project Lead Entity team members
- Lead on embedding a WIN / WIN philosophy to delivery of the project with key support entities

APPOINT COLLABORATION CHAMPION

- Someone who can resolve any behavioural and relationship issues that might emerge (both internally and externally) and liaise with the Champions appointed by other entities
- Project Lead Entity should encourage the appointment of Collaboration Champions by other project entities (when selected / identified) to monitor collaborative performance and behaviours

USEFUL ECITB PROJECT COLLABORATION TOOL REFERENCES

- PCT Phase1-1.1 Appoint Collaboration Champion
- PCT Phase1-1.2 Undertake collaborative assessment and establish enabling climate
- PCT Phase1-1.3 Stakeholder Management Conference and Periodic Reviews
- PCT Phase1-1.4 Establish Foundations for Stakeholder Trust
- PCT Phase1-1.5 Establish Collaboration Plan and Behavioural Charter
- PCT Phase1-1.6 Partner Selection Process
- PCT Phase1-1.7 Establish Contracting Principles
- PCT Phase1, Phase2, Phase3- Phase Review Checklists