

Project Description:		ı
Client Name:		

LEADERSHIP AND COMMUNICATIONS CHECKLIST

REMOVING AMBIGUITY

Ambiguity is perhaps one of the greatest causes of project failure.
Ambiguity causes rework, scope creep, missed deadlines, run-away costs, under / over utilization of resources, bad and wrong decisions.
It is the job of the project team to identify and eliminate ambiguities - otherwise the project plan is nothing more than a guess.

ECN	Engineering Change Notice
EP	Engineering Procurement
EPC	Engineer Procure Construct
FCN	Field Change Notice
ITP	Inspection Test Plan
KPI	Key Performance Indicator
NCR	Non-Conformance Report
RASCI	Responsible - Approval - Supports - Consulted - Informed

Project Location:			RFI Request for Information
Category	Applies Action Required Completed By Date	Category Applies Action Required Completed By Date	Category Applies Action Re By
1. MANAGEMENT OF PROJECT TEAM		MANAGEMENT TOOLS	3. HS&E AND QA/QC COMMITMENT
ROLES & RESPONSIBILITIES AND SELECTION OF KEY PLAYERS		Project management tools to be used must be identified and be appropriate for the project phase and user (ie. Owner / EP / Constructor)	DEFINITION AND COMMUNICATION OF PROJECT GOALS
Define and communicate the project scope by phase to all stakeholders		Management / Planning tools (checklists, simulations, work flow diagrams, recovery plans, etc.) must be clearly established and well documented	HS&E and QA/QC goals are defined, documented, communicated and have senior management support Desired and SE (Table of Management) Plan is accorded to the ac
Roles and accountability / responsibilities of each team member are clear, documented, published and understood (RASCI Chart) Clearly define project goals and expectations and key performance indicators / metrics for each project phase		Ensure that lessons learned from other projects are identified and implemented Management tools must be functionally verified and communicated to all key staff	Project specific HS&E (Total Loss Management) Plan is current, documented and communicated Project Quality Plan is established, documented and communicated
Project Team Organization Chart must be kept up-to-date, corporately sanctioned, and communicated to the project team		Feedback on the use of management tools and performance measures must be in place	Process in place to ensure that the goals are understood by all stakeholders
Reporting structure / relationship between organizations (owner / engineer / constructor) must be clear, understood and documented		Execution / control / contracting strategy must be aligned, defined, documented and communicated prior to defining / sizing work packages	Each stakeholder and each team member to read and sign off on project execution plan including HS&E and QA/QC
Project has clearly defined role of owner and principal contractor with respect to management of suppliers and contractors		Ensure that an effective Management of Change process is defined, implemented and communicated	Ensure Continuous Improvement Initiatives are implemented
Update roles / responsibilities when key players / positions are changed / added		Ensure that a Risk Assessment and Mitigation Plan is conducted for each contemplated change	Clear policy is established, documented and communicated as to what types of behavior will be recognized / rewarded / disciplined, and how
Select a suitable communications medium (ie. Intranet. Project website) to convey changing information		Work Packages need to be fully integrated back to front and construction schedule driven (early constructor engagement)	Reporting and monitoring processes are established, documented and communicated
Implement a mechanism to review and close accountability / responsibility gaps as the project runs it's life		Are work packages properly sized and organized for project control systems?	Metrics are in place to record actual results and compared to the established project goals
Balance the perspectives represented in the organizational structure (stakeholders, O&M, owner, construction, engineers, etc.)		Timely training / mentoring must be available to ensure tools are used correctly - enough time must be allowed for training on tools	Training programs in place for HS&E and QA/QC plan and systems (Behavior Based Safety & Quality)
Define primary and secondary roles to avoid duplication		COAA Best Practices should be utilized whenever possible	Ensure specific action plans are developed to support the HS&E and QA/QC goals Compared local architecture that to apply the total of the status of the sta
Team members must understand strategic role overlaps and respective synergies Team members must be skilled and competent to support their role. (If not there must be a training plan in place to address the gap)		Feedback is solicited to improve the planning tools Verify that systems are streamlined and automated to provide timely data	Corporate leadership is clear to the team (walking the talk) Field level risk assessments are completed at start of each new work activity
Structure and staff project adequately to ensure team meets the execution strategy and project goals		Systems interfacing to be clear when systems are not integrated	Root cause analysis techniques are used to identify the underlying causes for construction safety incidents
Define, develop and implement Human Resources Management Plan at commencement of project (ie. succession plan, recruitment, retention)		Project team to be periodically surveyed to verify that management tools are effective and efficient	
		Team member input to be used to update the plan	
		A project specific and detailed definition of project indirects must be established early in the project and used consistently throughout the project	ALIGNMENT OF EXPECTATIONS BETWEEN OWNER, CONTRACTOR AND SUPPLIERS
DEFINITION OF KEY PLAYERS AND AUTHORITY		Establish a clear definition of estimating tools to be used at each project phase (conceptual vs. detail)	Stewardships are established with all stakeholders
Authority of each team member must be clear and documented, published and understood for each project phase			Alignment meetings are scheduled to re-emphasize, correct or refocus HS&E and QA/QC goals
Authority matrix must be developed, published and understood			Contract acknowledges and supports the owners / contractors priorities
Update authority matrix when key players / positions are changed / added		MANAGEMENT OF CHANGE	Project pre-planning activities have involved all parties
Select a suitable communications medium (ie. Intranet. Project website) to convey changing information		Management of Change process must be defined, documented and communicated	Detailed plan for off-site inspection has been established
Implement a mechanism to review and close authority gaps throughout the project		Authority Matrix and Change Approval Flowchart established for approving scope changes and trends	Contractor / suppliers understand and support the detailed plan for field / shop inspection
		Benefit analysis of proposed changes must be done to adequately evaluate reason for change and associated impacts to construction execution Scope changes are approved with consideration of all stakeholder perspectives	Early engagement of contractors / suppliers in order to have alignment Project has timely and adequate review of Material Requisitions prior to issue to ensure alignment
TEAM OWNERSHIP		Project tools to manage changes are available and fit for purpose	Project has scheduled formal audits / inspections conducted on suppliers and vendors as per project Quality Plan
Empower team members to make decisions within their authority / accountability as defined by the RASCI chart		Dispute resolution process is defined, documented and communicated	Communicate to suppliers complete scope including deliverables
Leadership must be actively engaged and visible in participating (walking the talk)			Communicate to suppliers all relevant contract sections including specific exclusions or pre-approved substitutions
Leadership must be receptive and have an open-door policy			Project QA/QC controls and expectations are communicated to suppliers (including ITPs)
Leadership must provide support to team members without micro-managing		KEY PERSONNEL CHANGES	Contractors are required to provide a subcontractor management plan
Approval procedures must be appropriate for the task at hand		Ensure entire team is promptly notified of personnel changes and resultant roles / responsibilities	New team members are oriented to existing programs in a timely manner
Involve team members in the development of the deliverables		Project has a program for staff recruitment and retention as well as a succession / contingency plan which is periodically reviewed and updated	
Provide feedback to recognize team member's contributions		Ensure project has an orientation, training, written procedures and mentoring program	
Communications must reach all team members		Ensure project team has appropriate bench strength to respond effectively during vacations, sick leave, training and un-anticipated events Personnel change management process has provisions for operating success (in training back-up written procedures)	CONTRACT / TECHNICAL DOCUMENTS SUPPORTING QA/QC Contract clarification is performed prior to award and includes alignment of contract and technical specifications
		Personnel change management process has provisions for ensuring success (ie. training, back-up, written procedures) Process in place to ensure proper position handover of knowledge (outstanding issues, areas of concern, lessons learned)	NCR and RFI process (including reporting matrix) is established, documented and communicated
PROJECT TEAM ALIGNMENT		Assure company / project culture has been established and is emphasized when a large number of new people join the project	Project has a timely resolution procedure in place for NCRs and RFIs
Stakeholders are appropriately identified and represented on Project Team (Owners, Operations, Specialists, Government, Local groups, etc.)		Ensure new / replacement members are compatible with the existing team	Project spec deviations process established, documented and communicated
Understand, identify, communicate and respect the differing success criteria of the Stakeholders / Owners / Consultants / Contractors / Vendors			Construction has adequate input into subcontract(s) before issue to ensure alignment with principal contract
Priorities of safety, quality, cost, schedule and other required objectives are clear, documented and communicated			The contractor must ensure that all subcontracts align with the requirements of the principal contract
Project team performance is periodically checked for alignment with project objectives		QUALITY SYSTEMS / AUDITS	Hierarchy of documents has been established, documented and communicated
Communication with team / stakeholders is open and effective		Project quality expectations (Quality Plan) must be defined, documented and communicated all parties including suppliers	All project documents are clear (contracts / work packages etc.)
Project communication matrix includes all Stakeholders / Owners / Consultants / Contractors / Subcontractors / Vendors		Clearly define the roles and responsibilities of Quality Assurance, Quality Control, and Quality Audits	
Teamwork and team building programs are in place and appropriate for the project challenges		Ensure team members have reviewed lessons learned and implemented appropriate measures	
Reward and recognition systems are in place to promote meeting / exceeding project objectives (ensure to celebrate team successes)		Project team must have time allocated to review and understand the Quality Plan	
Project objectives (definition of success, KPIs, etc.) are clear, understood, and accepted by team members Project specific code of conduct has been developed and accepted by the team		Ensure all aspects of the quality plan are integrated into the project schedule Ensure project audits identify root cause(s) of quality problems and communicate recommended solution(s)	
Understand the cultural diversity of the project team and focus on how we communicate so that all cultures understand		Notify project team of non-conformance issues as well as the remedies applied	
Process in place for early mediation of issues			4. COMMUNICATION BETWEEN OWNER'S FIELD INSPECTORS / CONSTRUCTORS
Conflict resolution process in place that is well understood and can be timely employed by the team to maintain and build the trust within the team			INTERPERSONAL COMMUNICATION / RELATIONS
			Roles, levels of authority (contractual) and lines of communication are established, documented and are understood
			Expectations between the two parties (including timely resolution of issues) are clear and aligned
INSTRUCTIONS / POLICIES / PROCEDURES		2. ODEDATIONS (END LISED) INVOLVEMENT AT ALL STAGES	Respect in the Workplace (including training) is a fundamental criteria
Communication plan and matrix must ensure communications methods / procedures are identified, documented, and communicated		2. OPERATIONS (END USER) INVOLVEMENT AT ALL STAGES PEDICATION AND CONSISTENCY OF OPERATIONS PERSONNEL / TEAM	Team is working towards a common goal
Interface Management Procedure in place to define and manage all interface points All project instructions are written, clear and appropriate		DEDICATION AND CONSISTENCY OF OPERATIONS PERSONNEL / TEAM Involve operations representatives early and throughout the project in reviewing the project design, layout, maintenance access, etc.	
Work Flow Process (including flow diagram) must be established, documented and verified for all communications		Roles and responsibilities between operations and the project team must be clear, documented and communicated	STANDARD COMMUNICATION PROCEDURES / POLICIES
Team members must be aware of the inter-discipline work flow activities and deliverables		The true end-users must be identified - the communication plan (matrix) is clear, documented, and communicated	Inspection and Test Plan (including witness and hold points) have been submitted and approved
Project instructions must be accessible for reference by all team members		Operations must ensure appropriate personnel with proper experience and authority are assigned and available	Project has clearly defined the range of acceptability (ie. technical specs and standards)
Key personnel must have access to a central depository for basic project information, overall drawings and execution strategy		Technical specs agreed to early in project with end-user (address legacy issues vs. new technologies vs. maintenance efficiencies)	Field issues / deviations (NCRs) are reported immediately
Project team must have access to the 3D Model which is regularly updated		Project schedule includes milestones (with appropriate time) for Operations reviews	
Timely feedback mechanisms should be in place to answer project queries (RFIs, FCNs, ECNs, etc.)		Operations input must be timely to reduce rework and schedule slippage	1
Ensure that each team member is not overcommitted in their workload		Operations must attend regular project stewardship meetings	EFFECTIVE COMMUNICATION TO REMOVE BARRIERS
Ensure that process is in place to monitor effective allocation of individual workloads and effect proactive workload changes		Document Review and Deliverables Matrix must include Operations	Communications plan and tools have been developed, documented, and communicated
Change management processes must be in place, documented and understood by the team		Operations staffing plan for each project phase must be fit for purpose The project has implemented a continuous team-building program including operations	Allow team members to get to know each other Align Roles & Responsibilities to prevent conflict / overlap
		Project has a succession plan for key personnel	Encourage opportunities and social gatherings for team building
PROJECT REVIEWS		Operations culture must be identified & understood (ie. safety, cleanliness, preventative maintenance)	Mitigate cultural boundaries through "Respect in the Workplace"
Verify that project reviews are taking place according to plan		Operations included in project risk reviews	Training / Coaching / Mentoring is available to assist breaking down barriers (ie. cultural, personal, social, etc.)
Verify project review expectations are clear, appropriate, documented, and communicated		Ensure team has understanding of turnover sequence, priority, and method as defined by Operations	Design project infrastructure to assist communications (ie. minimize separate office trailers)
Verify that list of project reviews for each project phase is clear, appropriate, documented, and communicated			Accommodations must be made when more than one language exists
Needs and action lists are developed and monitored at regular intervals			
Ensure resolution process is communicated and implemented		TURNOVER PLAN	
Confirm that reviews proactively identify and resolve issues in a timely fashion		Turnover plan must be developed as early as feasible on the project, clearly documented and communicated There is accommunicated the plan and interference that are plantly defined and understood.	PROBLEM SOLVING SKILLS / DECISION MAKING Desirable as a sufficiency lating model / greeces in place.
Ensure issues are resolved and communicated Appropriate and current accurate data / deliverables (cost, schedule, accounting, etc.) must be available for each review	 	There is consensus to the plan and interfaces that are clearly defined and understood All stakeholders have bought into Operation's Turnover Plan	Project has a conflict resolution model / process in place Issue resolution must be allowed to take place at lowest level possible prior to escalating
Appropriate and current accurate data / deliverables (cost, schedule, accounting, etc.) must be available for each review Verify adequate time is allotted for scheduled reviews and ensure appropriate stakeholders with proper authority are represented		All stakeholders have bought into Operation's Turnover Plan All contractors' plans (silos) are integrated into one overall turnover plan	Issue resolution must be allowed to take place at lowest level possible prior to escalating Team members have been trained on problem solving skills
Provide sufficient staff / schedule to have the right people at the right reviews	 	All contractors plans (slios) are integrated into one overall turnover plan There is a clear definition of mechanical completion, pre-commissioning, commissioning and startup	Technical / engineering resources are available to assist with issues (interpretations)
Effective project metrics for key objectives are developed, communicated, measured and managed	 	There is a clear definition of turnover (care, custody and control) to Operations (ie. by system, area, plant, etc.)	Root cause analysis techniques are used to identify the underlying causes for construction quality issues
Risk review to consider other current or planned construction projects and existing facilities turnarounds		Turnover plan includes change management process	Problem solving authority matrix is established
		Process in place to ensure the work priorities are checked / adjusted against the plan as the plan / execution sequence changes	
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