



BEST PRACTICE AWARDS SUBMISSION QUESTIONS

Please respond for at least 2 and up to 3 Best Practices

Advanced Work Packaging

1. Provide an example of the Advanced Work Packaging that was used on your project.
2. At what point in the project did you implement Advanced Work Packaging?
3. With whom did you review the plan?
4. What perceived benefits were realized for use of Advanced Work Packaging?

Alignment

1. Describe the process used to identify all of the project's stakeholders.
2. What procedures were put in place to facilitate clear and open communication within the team?
3. How was the project leadership team accountable for achieving the project's goals?
4. Was a recognition program established to reward team members for achieving the project goals?
5. What activities / tools / tasks were completed by the project leadership team to establish or maintain Alignment on the project?

Benchmarking & Metrics

1. What did you use as your benchmarking baseline?
2. How did your use of the Benchmarking and Metrics Best Practice contribute to the success of the project?
3. Why was it implemented?
4. What metrics were used? Did you meet or exceed your metrics? What were the results?
5. How did you achieve buy-in by all members of the project team?

Change Management

1. Was the philosophy of change management discussed at the beginning of the project and understood by all parties?
2. Were all stakeholders in alignment with the project scope? Were changes managed and reported against that project baseline scope?
3. Was a systemized process in place to evaluate the justification and expedite approval of changes in a timely manner? (Feel free to share the document or format.)
4. What were the resulting metrics and discuss any knowledge gained (Lessons Learned) that will be applied on future projects?

Constructability

1. At what stages of the project were constructability reviews conducted?
2. What processes and tools did you use during these reviews?
3. What project benefits did these reviews yield?
4. Did you have a formal constructability program used on the project and a method to review and adjust for the future?
5. What were lessons learned?

Disputes Prevention & Resolution

1. Were provisions for a Dispute Resolution Board (DRB) included initially on this project, before contracts were awarded or after the first dispute? If so,
 - When was the board organized, before conflict or after?
 - Was there, or would there be, any benefit in establishing the DRB before the first dispute?
 - Who specifically was on the DRB (specific names are not necessary, but the committee would like to know the discipline roles involved and whether their company was a part of the project; i.e. legal counsel from the owner company, CM from a construction management services company not on the project, etc.);
 - Did all members of the DRB have authority to approve proposed resolutions?
 - Was the DRB active throughout engineering and construction period with or without disputes?
2. If a DRB was not formed, describe the plan that was in place in the event a dispute was brought forward.
 - What was the procedure that was to be used if a dispute were to arise?
 - To whom would the complaint go?
 - Who would review the complaint?
 - How would it be resolved?
 - In what amount of time was the issue resolved to the full satisfaction of all parties?
3. What were the benefits of the method of resolution?
4. Did rapid resolution avoid costly delays?

Front End Planning

1. Which members of the project team were involved in the front end planning process?
2. What were the identified project risks? What courses of action were taken to mitigate or eliminate these risks?
3. What procurement method was selected (Design / Bid / Build, Construction Management, Design-Build, Collaborative)? Why was this method selected?
4. What project constraints (resource availability, budget, etc.) were identified during the pre-planning process and what measures were taken the pre-project planning process to overcome these constraints?
5. What project controls were selected for use during construction of the project?

Implementation of CII Research

1. Why is it worthwhile to invest in the cost of CII Research and Implementation practices?
2. How did the implementation of this Best Practice contribute to the success of the project?
3. What have been steps involved with your organization adopting the implementation of CII research?
4. What metrics have been used to measure the effectiveness of some of CII's research as pertaining to your project?
5. How did your organization determine an implementation Champion? Explain that process and the Champion's role.

Lessons Learned

1. How was the lessons learned concept introduced and implemented? What was the process? What stakeholders were involved in the lessons learned?
2. What was the formalized program and how did senior level management support it?
3. How were any legal issues addressed regarding documentation of mistakes or better methods of execution that could also result in providing formalized documentation for claims?
4. Discuss metrics gained from the program.

Materials Management



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1. What materials management challenges did your project face? For example,
 - Pre-purchase
 - Off-site fabrication
 - Lead time
 - Re-use of materials
 - Warehousing - on-site/off site
 - Transportation
2. What tools and techniques did you use to manage these challenges?
3. What project benefits resulted from this approach?

Partnering

1. Describe the owner's preparation and planning in the Partnering process.
 - What were the owner's business drivers for partnering?
 - Did the owner identify competency gaps that needed filling?
 - At what point was the decision made to partner (i.e. during the project or in advance)?
 - What levels within the owner organization and ultimately in the Partner company were involved in the process?
2. Describe the evaluation process to select the partner company.
 - Was a selection team chartered?
 - Were selection criteria established?
3. Describe the partnering relationship
 - What was the process for building trust?
 - Were metrics developed?
 - Was a risk/reward system established?
 - Describe some win-win project objectives and success criteria.
 - Was a dispute resolution plan formed?
4. Describe the results in the partnering relationship
 - When did the relationship begin?
 - Were there previous jobs between the owner and partnering company?
 - What has the impact been on total project cost, schedule and/or safety?

Planning for Modularization

1. At what point was the modularization strategy selected?
2. What was the business case developed in support of the Modularization approach?
3. What were the execution plan differences identified to prepare for modular shipment?
4. What were the Critical Success Factors monitored to ensure modularization selection was correct?
5. What benefits were realized through the use of Modularization?
6. Was a formal practice identified by the company or project in support of future modularization? If so, what was it?

Planning for Startup

1. At what stage in the project did planning for start-up begin?

2. Were the start-up requirements addressed in the procurement process? If so, please describe.
3. Which members of the project team developed criteria for the start-up and commissioning plan?
4. What potential issues were avoided by the implementation of the start-up plan?
5. Was the start-up and commissioning plan initiated by the project team or was it necessitated by other features of the project (LEED, Factory Manual, etc.)

Project Risk Assessment

1. Was the Project Manager adequately trained in the area of Project Risk Assessment (PRA)?
2. Was the PRA conducted on a frequent basis throughout the life of the project using an outside facilitator?
3. Did the project team use Front End Planning tools, such as the PDRI and PRA, to provide sufficient scope definition to thoroughly define existing and future conditions and risks so that decision makers could evaluate the viability of a project prior to moving forward with design and construction?
4. Were risk mitigation costs and contingency added to the authorized budget as a result of the risk assessment process?
5. Was the project mitigations plan's schedule impact properly reflected in the project schedule as a result of using PRA?
6. Were the stakeholders aligned with the project risks and the defined risk mitigation plan?

Quality Management

1. What is Quality Management to your organization?
2. How do you assure consistent quality?
3. What challenges have driven your need to focus more on Quality Management?
4. How did it make the project successful?
5. What metrics were used to measure your quality results and what were those results?

Team Building

1. What was the team building process that you employed?
2. What characteristics of this project made team building a critical element of success?
3. What barriers or obstacles were encountered in implementing the team building concept and how were they addressed?
4. What benefits did the project achieve as a result of the team effort and what experience was gained that will be implemented on future projects?

Zero Accidents

1. How did you instill a culture of safety on the project? Describe your project specific safety program.
2. How did you implement the program with all project constituents?
3. What specific safety statistics resulted from the program?