

ECIA

Collaboration

Best Practice Guide - no.7



Foreword – Collaboration

The ECIA Productivity Improvement Committee (EPIC) commissioned this Best Practice Guide on Collaboration to facilitate and encourage the sharing and utilisation of knowledge. From the information contained within this guide, more efficient work practices can be developed to assist with improving productivity and performance.

Throughout this guide the term ‘collaboration’ refers to ‘The process for efficient working together and co-operation between all stakeholders to achieve a successful project outcome’. This involves all stakeholders co-operating as an effective team, with commitment to working towards common objectives in the most productive and constructive manner and to the mutual benefit of all stakeholders.

In producing this guide a Work Group, comprising Contractor, Client and Trades Unions’ representatives, has captured Industry best practice and made recommendations aimed at reducing or eliminating barriers to productivity.

The contents of the guide are aimed at helping all parties to understand, implement and improve on collaboration in companies; information and best practice guidelines given in this guide are intended for those who are responsible for undertaking planning, supervision and management of the work, but will also be of interest to employee representatives and the wider Industry in general.

This guide is intended to be part of a continuous improvement process. In the future, the effectiveness of a collaboration strategy and its implementation can be monitored against it, and the contents adjusted as working practices evolve and improve. All stakeholders are encouraged to actively apply the best practice principles described within this guide.

The ECIA wishes to thank the many stakeholder representatives who contributed both directly and indirectly to the production of this guide. Industry support for its production demonstrates a commitment to continuously improving the overall performance and competitiveness of the UK Engineering Construction Industry.

For further information please do not hesitate to contact ecia@ecia.co.uk

Definitions

The following key terms are used in this document:

Collaborative Champion: Collaboration management can include a variety of key stakeholders and can be filled by either individuals or groups at various times during the project. The Collaborative Champion is the key person/group responsible for driving collaboration in their respective business area at the highest possible level.

Client: Primarily the asset owner, developer or operator but could apply to contractors at all levels within the supply chain who are subcontracting services as part of their scope of delivery. As such, companies who could act as both 'Client' and 'Contractor' should properly consider all the recommendations set forth in this Best Practice Guide.

Contractor: The Contractor who has primary responsibility to the Client for delivery of the project, Major Event or Repair and Maintenance (R&M) activities. Depending upon the nature of the scope of services and contract, use of the term 'Contractor' could refer to:

- A 'Managing Contractor' who manages multiple contractors with defined scope of services (i.e. does not perform the work themselves)
- An 'EPCC Contractor' who performs most of the project's scope of work with its own resources
- A 'Construction Management Contractor' who subcontracts most of the project's scope of work to other contractors who perform the work.

Project Team: Any member of the Client's, Contractor's or subcontractor's workforce charged with overseeing and execution of a contract.

Subcontractor: Any contractor in the Contractor's supply chain carrying out Engineering Construction tasks on a project.

Project: Describes all aspects of a contract from conception through to completion, including site operations directly involved in the construction, Repair and Maintenance activities, as well as management and administration activities. For the purposes of this guide, the term 'Project' is interchangeable with 'Site', 'Work' and 'Works' in that all terms are used to describe the environment and/or activity in which the relevant stakeholder is acting. The whole range of activities within Engineering Construction have been considered and taken into account to ensure this guide is equally relevant to New Build and Repair and Maintenance.

Stakeholder: Any organisation or individual that has a direct involvement in a project, including: Client, Managing Contractor, subcontractors, Trades Unions (National, Regional and Site level), ECIA and NJC.

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1. Introduction

Why promote best practice to improve productivity in collaboration?

The 'Changing to Compete' report highlighted the need to use best practice in the management of projects

Section 1 gives the background and defines the main areas of investigation for the promotion of best practice

1.1 Background

The UK Government's Review of Productivity and Skills in the UK Engineering Construction Industry ('Changing to Compete' – published in December 2009) contained a total of 13 recommendations to drive improvement in the Engineering Construction sector and thereby improve the success of future projects. A number of the recommendations are related to collaboration and form the basis of the terms of reference for this guide.

The means of managing effective labour relationships to ensure project completion to time and within budget has rested with the National Agreement for the Engineering Construction Industry (NAECI) since 1981. The NAECI was ground breaking when it was first introduced, and with subsequent revisions has remained the agreement of choice for Engineering Construction for more than 30 years.

Strict compliance with NAECI terms and conditions by all stakeholders is essential to ensure an effective and successful approach to collaboration, thus securing best possible levels of productivity.

1.1.1 Establishment of EPIC to Examine Best Practice

The Engineering and Construction Industry Association (ECIA) commissioned a study between December 2011 and January 2012 to look at best practice within the Industry and:

- Identify barriers to productivity in New Build projects and Repair and Maintenance work
- Identify areas for improvement
- Identify proposed areas for establishment of Work Groups to produce best practice guidelines to overcome and mitigate the barriers to productivity.

The resulting report 'Barriers to Productive Performance in the Engineering Construction Industry 14 March 2012' identified, amongst others, three initial areas that EPIC would investigate further: Industrial Relations, Workforce Engagement and Contract Management. Subsequently, additional areas for investigation were identified: Planning and Operations, Workforce Planning and Supervision. Work Groups comprised of experienced people drawn from all aspects of the ECI produced Best Practice Guides for each of these areas, which were published in 2013 (Industrial Relations; Workforce Engagement), 2014 (Contract Management; Planning and Operations) and 2015 (Workforce Planning; Supervision)¹.

This Work Group was then assembled to address the area of collaboration. The focus of the group was to identify best practice that can be used to prepare for and deliver construction operations in the most effective and efficient way in both New Build and Repair and Maintenance activities. This Collaboration Guide was published in 2016.



This guide continues the process of examination of best practice, considering the activities and behaviours that can reduce or eliminate barriers to productivity.

¹ The Best Practice Guides are available to purchase from the ECIA (www.ecia.co.uk) and Amazon (www.amazon.co.uk).

2. What Did the Group Look at?



2.1 Terms of Reference

The Work Group was tasked with addressing the area of collaboration. The focus of this group has been to identify best practice that can be used to prepare for and deliver construction operations within a collaborative relationship in the most effective and efficient way for both New Build and Repair and Maintenance activities.

The Work Group looked at the significant potential of a good collaboration strategy in a number of organisations, basing their views on researched evidence which the group considered appropriate to the Engineering Construction Industry.

Key areas that the Work Group were requested to address relate to the main activities involved in collaboration as defined in the British Standard BS 11000. These include:

- Developing the Relationship Management Plan ('RMP')
- Strategic Planning
- Stakeholder Engagement
- Management.

After examining these key areas, the Work Group identified and recommended a number of guidelines and best practices for good collaboration.

2.1.1 Purpose

The purpose and aim was to produce a Best Practice Guide that is fit for purpose, easily understandable and:

- Contains guidelines and recommendations for best practice within collaboration
- Recognises the important role of the Client in encouraging and supporting best practice
- Recognises the significant value to all stakeholders of early engagement
- Considers the importance of a properly implemented 'Best Practice Culture' within collaboration
- Is intended to be referred to by ECIA members and other industry stakeholders to achieve effective construction in Engineering Construction Industry projects (both New Build and Repair and Maintenance) and to reduce or eliminate barriers to productivity.

It should be used in conjunction with the other ECIA Best Practice Guides, where examples of collaboration are described relating to the topic covered. Specific references to individual guides are included in this document.

2.2 Framework for Collaboration

This section summarises key standards and codes of practice relevant to collaboration.



2.2.1 NAECI

The National Agreement for the Engineering Construction Industry was established in 1981 to provide Industrial Relations stability through an agreed set of terms and conditions supported by the structure and procedures to drive safe, collaborative and productive working. The Engineering Construction Forum (ECF), established in 2012 to respond to the Government's review of Industry productivity, confirmed that NAECI provides *"a stable and structured environment for project execution"* and the Government's own review recommended that *"all parties should ensure the NAECI is fully implemented"*. Further information regarding NAECI, including contributions from ECIA, NJC and the signatory Trades Unions, can be found in the short introductory video on the NJC website².

2.2.2 Alliancing Code of Practice

Alliancing is one form of collaborative working which has been supported by Government and Industry. Credited with supporting the development of North Sea Oil in the 1990s this approach has now been successfully adopted internationally. The key themes in Alliancing are: Behaviour, Integration, Leadership and Commercial. The Alliancing Best Practice in Infrastructure Delivery (2014) and Alliancing Code of Practice (2015) provide valuable support to those embarking upon the Alliancing approach.

² www.njeci.org.uk

2.2.3 British Standard 11000

BS 11000 ‘Collaborative Business Relationships’³ provides an eight stage approach to help organisations consider the value of partnership and what it will take to deliver that value:

“Organisations might find that working in a collaborative relationship could introduce challenges to existing operating structures. It is therefore essential that collaborative relationships are seen to be clearly linked to the organisation’s business objectives.”

BS 11000 identifies the importance of having a Relationship Management Plan which covers at least the following key areas and generates related questions:

- Awareness, knowledge and internal assessment: Can our culture support collaboration? What are the drivers/blockers? What resources are needed?
- Identifying and selecting partners: Who? Where/how do we find them? Who are the internal sponsors? What are the Rules of Engagement?
- Working together: How do we manage the relationship? What do we need to put in place to keep us together? How do we communicate shared values?
- The importance of an exit strategy: When/why do we disengage? How do we do that amicably? Are there implications for continued services/opportunities?

NOTE:

The Institute for Collaborative Working offers many tools to assist in the implementation of collaborative working as well as providing information on BS 11000.

2.2.4 NEC3 – Early Contractor Involvement

The NEC3 Engineering and Construction Contract (part of a family of contracts that provide an end to end project management solution) supports the early involvement of the Contractor; this is a highly advantageous approach and is discussed in several of the Best Practice Guides but particularly *Guide 4 – Planning and Operations (Section 4.1 – Pre-contract Engagement)*. Early engagement can support the design, development and planning processes and can also add value in areas such as buildability, logistics, recruitment, training and activity planning.

NEC3 10.1 states that everyone involved with a contract “*shall act in a spirit of mutual trust and co-operation*”; acting in this way strongly supports collaborative working.

2.2.5 BIM

Building Information Modelling (BIM) utilises information-rich models and collaborative working processes in order to improve the quality of information provided at the design and construction phases of a project and can save costs by promoting more efficient work and helping to reduce duplication and waste.

Using a collaborative approach to other practices and processes involved in the delivery of a project can similarly add value.

³ www.bsigroup.com/en-GB/bs-11000-collaborative-business-relationships/

2.3 Benefits of Best Practice

Collaborative approaches have been shown to deliver a wide range of benefits, which enhance competitiveness and performance (e.g. in risk management, resource management and cost management). Such approaches help enable all parties to meet mutually defined objectives and set new levels of value creation, thereby increasing productivity. Establishing and following best practice in collaboration can bring the following benefits:

- Development of a Best Practice Culture, which becomes habit and is self-perpetuating, driving engagement between all parties as the foundation of good practices in collaboration.
- Early identification and removal of barriers to productivity
- Enhanced ability to achieve a balanced and skilled workforce for the life of the project
- Early involvement and continued engagement of all key stakeholders so as to achieve the project's objectives successfully
- Honest and reliable standards of conduct followed by all parties
- Parties having regard to the legitimate interests of the other stakeholders
- Effective management of a project exit strategy
- Enhancement of the reputation of the Industry and its stakeholders.



3. Introduction – Collaboration

What are the key features and importance of collaboration and team working on an ECI project?

Collaboration covers team working relationships between all stakeholders on a project

Section 3 identifies reasons why a strategy and plan are essential for effective collaboration

Collaborative working describes parties working together as a team on an on-going basis with the aim of improving productivity and overall performance by successfully meeting mutually agreed objectives.

Collaborative working is an essential contributing factor in successfully and safely delivering Engineering Construction projects on budget and in a timely manner. The development of a shared vision approach based on common ownership encourages 'leadership' rather than 'management' as the key driver within the relationship.

For every collaborative programme to be successful there has to be a clear understanding by all stakeholders of their individual roles, responsibilities and objectives and how these align with the rest of the team.

The key framework required to monitor, manage and review a collaborative relationship is the Relationship Management Plan ('RMP'). This is a document which defines a collaborative relationship over the life of a project and generally covers:

- Overview of the project
- Shared objectives and performance measures
- Roles and responsibilities
- Processes and systems employed
- Principles and behaviours that define the relationship.

The development of the RMP is described in [Section 4](#) and it is important to note that this document is initiated by the Collaborative Champion. The RMP is the thread that defines and supports collaboration and is the reference point for the best practice guidelines throughout this guide.

Please also refer to [Appendix B](#) for details of the typical contents of an RMP.

3.1 Collaboration in the Engineering Construction Industry

Collaboration in the Engineering Construction Industry creates operational efficiencies and productivity improvements. Many areas of the Industry are engaged in collaborative relationships and research has shown that there is positivity towards collaboration. Collaborative working can be successfully applied to relationships on New Build projects, long term Repair and Maintenance and Major Events. Collaboration has promoted greater confidence and trust between stakeholders leading to improved certainty of achieving the desired outcomes on all sides of the collaborative relationships.

Successful collaboration in Engineering Construction has been secured by ensuring that at the outset appropriate partners are selected, shared objectives are created through engagement, time is invested to establish and maintain relationships between stakeholders and collaborators monitor their performance against agreed objectives.

In order to achieve success through collaboration there must be a structure to the collaborative relationships. The principal success factors are the commitment of adequate resources, equity of relationship, recognition of the importance of non-financial benefits and clarity of objectives. Collaboration can have a significant impact on project success and improve the performance of our Industry⁴.

3.1.1 Develop a Strategy and Plan

A fit for purpose strategy needs to be developed so that the Relationship Management Plan can then deliver collaborative working in a way that completes a project safely and successfully. This should incorporate the following:

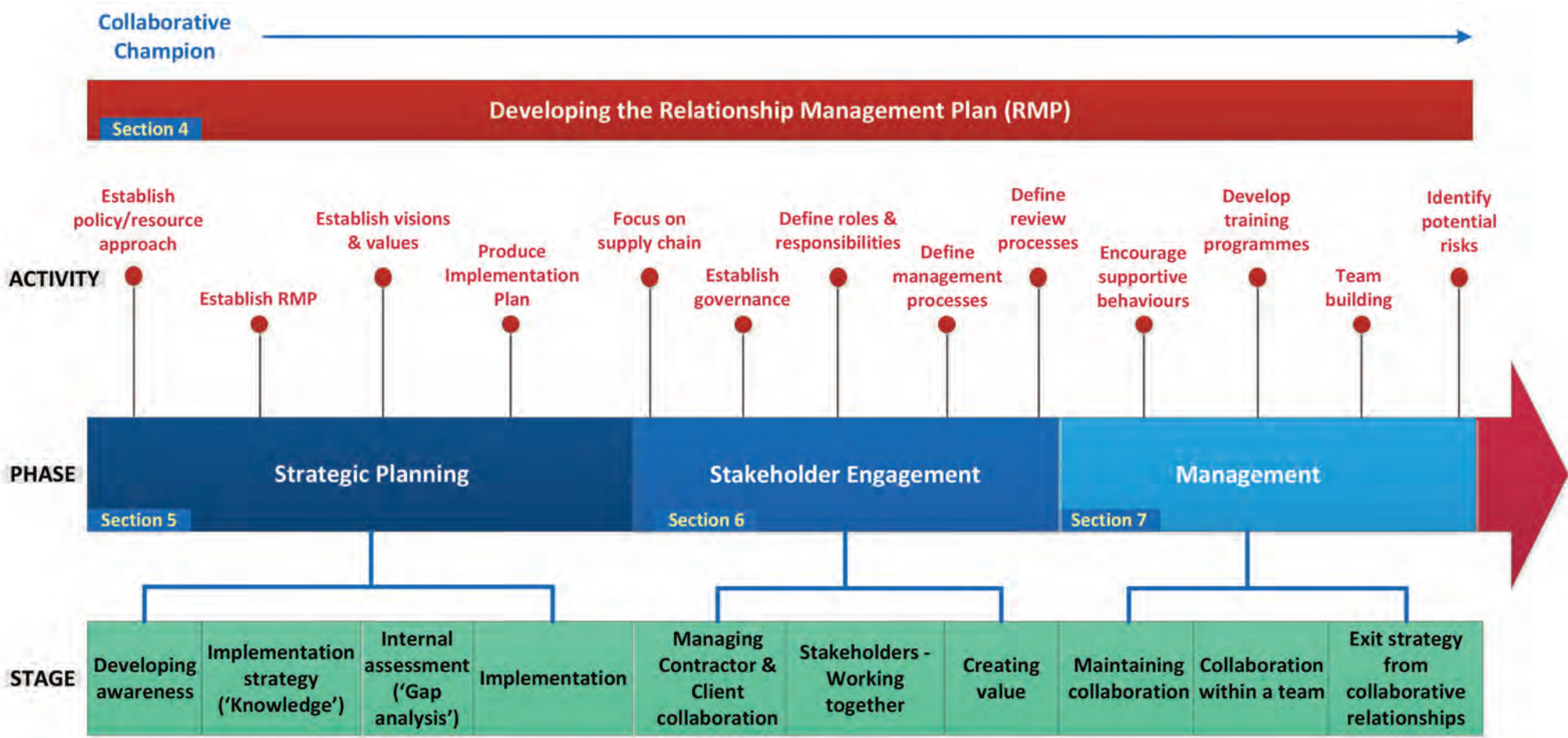
- Early stakeholder engagement and communication
- Agreement on how to build and maintain collaborative working
- Having common objectives which are agreed and shared
- Clear and precise definition of: roles, structure, requirements, duties and responsibilities
- Agreement on how to resolve issues as a team in a timely and open manner
- All stakeholders having an input into developing the strategy.

Detailed planning and activity scheduling should be undertaken to ensure that the strategy takes into account the strengths and weaknesses of all stakeholders and is aligned with the needs of the project.

⁴ For support for collaboration and examples of successful collaboration please get in touch with your regional employment contact at the ECIA.

3.2 Overview - Stages & Activities in the Collaboration Lifecycle

The following picture shows the key stages within each of the three main defined phases (Strategic Planning, Stakeholder Engagement and Management) of the collaboration process and key activities within each phase:



3.3 Best Practice

INTRODUCTION – COLLABORATION	
General	<ul style="list-style-type: none"> ■ Collaborative Champion to: <ul style="list-style-type: none"> ■ Demonstrate full support and commitment to the project ■ Target activities to ensure clear direction for investment and allocation of resources ■ Ensure a clear understanding by all stakeholders of their roles and responsibilities. ■ A Relationship Management Plan (which can be started by any stakeholder acting in the role of Collaborative Champion) to be utilised to support the process of collaboration.
Effective collaboration	<p>In addressing effective collaboration:</p> <ul style="list-style-type: none"> ■ Collaborative Champion to develop a common approach among all stakeholders which encourages supportive and constructive involvement ■ All stakeholders to consider potential barriers to collaboration and take the necessary steps to mitigate problems relating to: <ul style="list-style-type: none"> ■ Commitment and trust between stakeholders ■ Recruitment, resource and technical issues, planning and communications ■ Supervision and management ■ Project objectives ■ Health and Safety and Industrial Relations.
Minimising lost productive time	<ul style="list-style-type: none"> ■ Ensure the provision of good communications ■ Ensure that stakeholders work as a team collaboratively.
Developing a strategy and plan	<ul style="list-style-type: none"> ■ Establish early stakeholder involvement and communication ■ Agree on collaborative working and common objectives ■ Agree a definition of roles and responsibilities ■ Agree on issue resolution processes.

4. Developing the Relationship Management Plan (RMP)

What should be the approach to development of the RMP?

Identifying the need for setting a framework for managing stakeholder relationships in the course of a project

Section 4 summarises the approach to developing the RMP through the three main phases of collaboration

The Relationship Management Plan⁵ documents the strategy for collaborative working and establishes clear and direct lines of communication between stakeholders, providing a framework to record the development of the relationship on an on-going basis. It is designed to provide the model for the processes to be adopted for collaboration as well as for individual relationships and their interaction with other stakeholders. It should help enable all to work towards a common objective and at the same time provide alignment of contractual incentives.

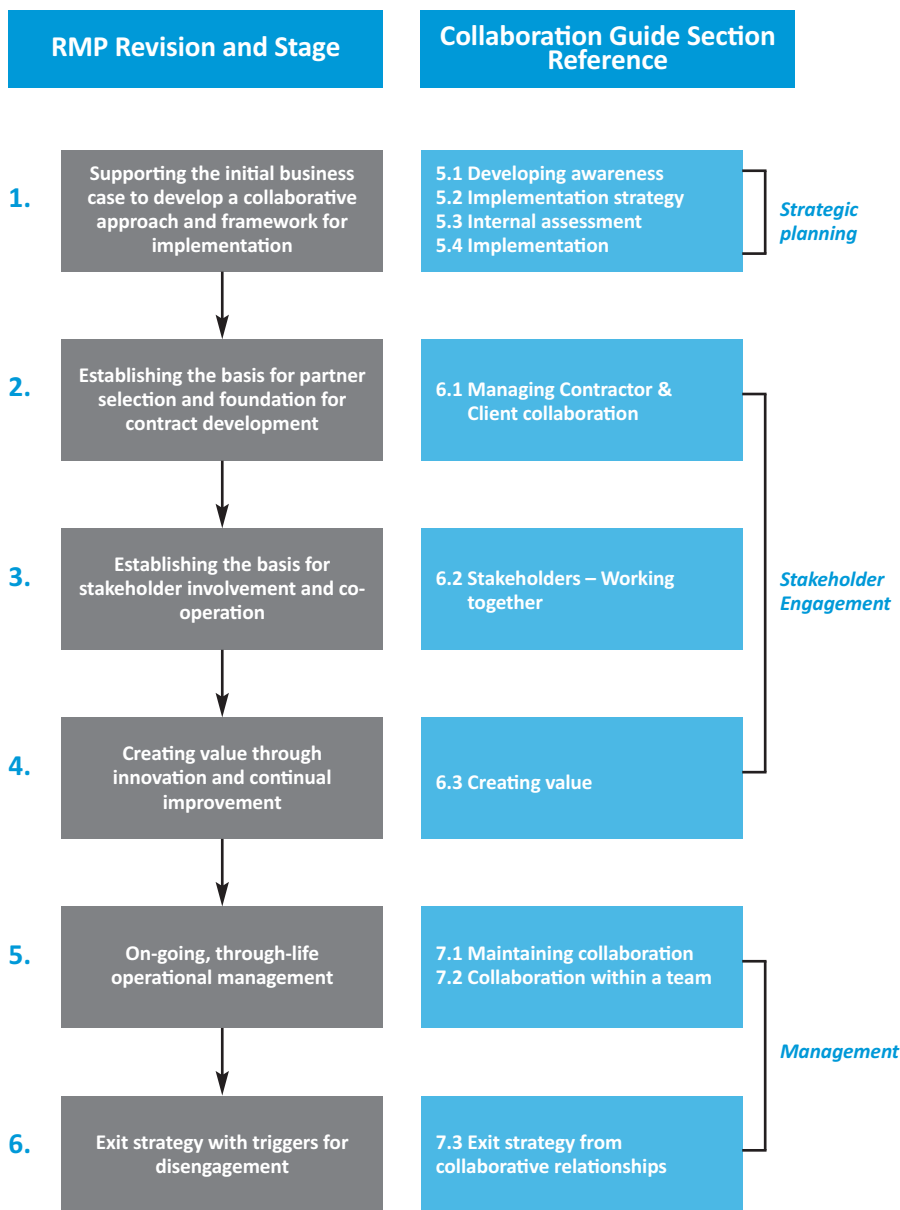
Although it can be tailored to individual needs, the RMP should cover the following stages (see also [Section 3.2](#)) in the relationship:

- General – Overview of relationship programme
- Developing awareness
- Implementation strategy
- Internal assessment
- Implementation
- Managing Contractor and Client collaboration
- Stakeholders – Working together
- Creating value
- Maintaining collaboration
- Exit strategy.

It is the Relationship Management Plan which provides the consistent point of reference to all of these stages throughout the duration of the project and agreement on its objectives by all stakeholders is a key factor in contributing to the longevity of the collaboration.

⁵ See also [Appendix B](#).

The following picture shows how the RMP would typically evolve in the course of a project:



4.1 Strategic Planning

The initial Relationship Management Plan should be created by the Collaborative Champion as a formal document, specific to the project, which will act as a model for collaborative working among all stakeholders. In the Strategic Planning phase, responsibilities and objectives should be identified and an evaluation undertaken to establish whether collaboration is an appropriate course of action. The investment in time should always remain proportionate to the potential benefit. Key elements at this point should include:

- Early involvement of stakeholders
- Commitment to NAECI, as early as possible
- Appointment of Managing Contractor or further Collaborative Champions for other business areas to assist with early advice and provide support.

4.1.1 Appropriate Collaborative Parties

An analysis should be carried out to investigate appropriate collaborative parties, paying particular regard to skills and competency as well as more general attributes they may have to offer in a collaborative relationship. When assessing the value of a collaborative relationship, current goodwill and commitment could outweigh the value of achievements from past relationships. A willing partner, familiar with collaborative working, can achieve more than a technical expert unwilling to share or contribute.

Prior to seeking to formalise the agreement, the Awareness stage (*see Section 5.1*) of the RMP should be completed, covering these points:

- Identify Senior Executive Responsible (SER)
- Identify business objectives and drivers
- Incorporate benefits analysis
- Identify implementation processes or links to existing procedures and processes
- Identify constraints and initial risks
- Identify resources and skills development requirements.

The aims should be to align:

- Outcomes and objectives (including commercial objectives)
- Behaviours, attitudes and principles.

4.2 Stakeholder Engagement

During the Stakeholder Engagement phase, the RMP should be further developed to include input from evaluation of the collaboration as well as from the development of the strategy for selecting subcontractors and other parties. Once agreed, the governance and operating structure for implementation of the collaborative programme can be added to the RMP. Any innovative ideas can also be included, which could have a bearing on future collaboration.

4.2.1 Early Engagement

Initial meetings should be arranged by the relevant stakeholders within the project management structure. Early engagement should provide stakeholders with:

- Clear division of accountabilities and responsibilities (governance structure)
- Management of scope and expectations (Senior Sponsor appointed)
- Agreed vision and mission, including duration of relationship (Team Charter)
- Gap analysis.

A spirit of “*mutual trust and co-operation*”⁶ should be established during early contractor involvement, and behaviours driven in line with the sustaining of long-term relationships.

4.2.2 Full Engagement

Following on from a clear, defined plan from the Strategic Planning phase, full engagement of all stakeholders should involve trust based relationships with common objectives and include:

- Defined roles, contributing to the overall process
- Kick off meetings, to establish common initial objectives amongst all parties
- Integrated teams and a recognition of shared objectives and risks
- Effective communication channels, to facilitate knowledge sharing/problem solving.

4.3 Management

During the Management phase, the RMP is further developed to reflect on-going management of the relationship and periodically reviewed by the Collaborative Champion. It should also contain key issues associated with the exit strategy and be updated as required.

In terms of the management of the collaborative relationship, clear leadership and accountability are fundamental; leadership rather than management should remain the key driver of the relationship.

The right environment for efficient collaboration is created by:

- Reducing/removing barriers to team working
- Focusing on continuous improvement
- Co-ordination and enforcement of procedures.

In addition to a successful project delivery, a major benefit from collaboration is the accumulation of shared knowledge. Efforts should be made to formally record this in the course of a project to enable knowledge sharing and transfer.

Generally, the RMP can be expected to evolve over the duration of a project and the effort given to the formal creation and recording of the RMP will help to prevent drift away from the agreed objectives.

⁶ NEC3 clause 10.1

4.4 Best Practice

DEVELOPING THE RELATIONSHIP MANAGEMENT PLAN (RMP)	
Strategic planning	<ul style="list-style-type: none"> ■ Collaborative Champion to develop initial Relationship Management Plan (RMP), taking into consideration: <ul style="list-style-type: none"> ■ Responsibilities and objectives ■ Evaluation of whether or not collaboration is the right approach ■ Assessment of skills and competencies of the collaborative parties. ■ 'Awareness' stage to be completed (see Section 5.1), including: <ul style="list-style-type: none"> ■ Identification of Senior Executive Responsible ■ Business objectives ■ Benefits and risks ■ Skills and resources required for the project.
Stakeholder engagement	<ul style="list-style-type: none"> ■ RMP to be further developed: <ul style="list-style-type: none"> Early engagement <ul style="list-style-type: none"> ■ Input from evaluation of collaboration ■ Governance (accountabilities and responsibilities) ■ Vision and mission ■ Gap analysis ■ Innovative ideas. Full engagement <ul style="list-style-type: none"> ■ Definition of roles ■ Establishment of common objectives ■ Effective communication channels.
Management	<ul style="list-style-type: none"> ■ RMP to be further developed, taking into account: <ul style="list-style-type: none"> ■ On-going management of the relationship ■ Key issues around the exit strategy ■ Recording of shared knowledge accumulated ■ Regular reviews.

5. Strategic Planning

What are the key considerations in the Strategic Planning phase of collaboration?

Developing awareness and an implementation strategy, internal assessment and implementation

Section 5 summarises the Strategic Planning phase with key approach, tasks and actions for all steps in this phase

In the Engineering Construction Industry, the construction project delivery process is very much reliant on the collaboration of all parties involved. For collaboration to be a success, all parties must be aware of the needs and requirements of not only their own objectives but also those of the project as a whole.

When considering potential Managing Contractor candidates, the Client should examine each candidate's attitude towards the collaborative approach in terms of:

- Knowledge of collaborative techniques
- Commitment and approach to collaborative working
- Experience from projects (whether directly involved or not) where collaboration has been an effective element.

Organisations that are successful in the long term have a clear vision; they know what they do, know their strengths, know their purpose and know how to use those strengths to accomplish their objectives. Additionally, they know how to collaborate and mitigate risks and weaknesses in their partnerships with all stakeholders. Examples of benefits from collaborative working (BS 11000-2:2011) are:

Identify total cost of ownership	Improved efficiency	Optimised effectiveness	Enhanced performance
Delivery improvement	Waste reduction	Remove duplication	Customer engagement
Workforce engagement	Risk management	Resource optimisation	Supply security
Scalability of resources	Sustainable development	Improve profitability	Information sharing
Skills enhancement	Innovation	Business growth	Process improvement

The increase in collaborative working practices such as partnering, alliances, joint ventures, framework agreements and other contract types, gives ample opportunity for projects to take advantage of the benefits of collaboration.

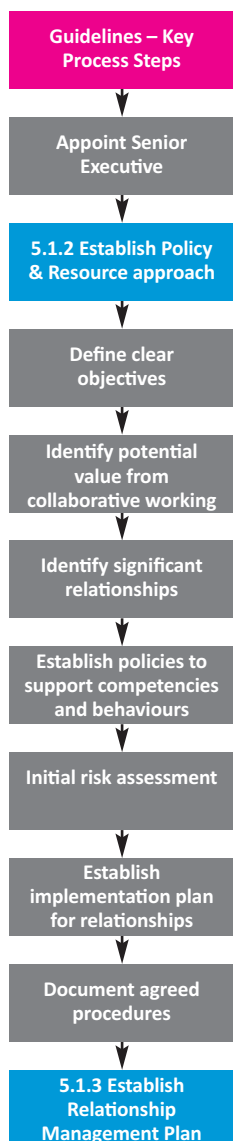
Such agreements require the right collaborative approach, however for this to occur stakeholders have to be open to formal and informal exchange of information in order to achieve collaborative decision making.

Engineering Construction Industry projects are complex; their very nature requires a considerable amount of information processing and a large number of interdisciplinary agreements. Accordingly, this also raises complex issues such as confidentiality, reliability and copyright. The in depth nature of technologies and strategic management contributes to professional knowledge management within organisations and to some extent dictates the approach taken.

To create and sustain a collaborative environment that supports sharing of knowledge requires an effective vision with the leadership, strategy and structure to ensure aligned input from all areas of activity.

5.1 Developing Awareness

A clear basis for collaborative working involves all stakeholders (Client, Managing Contractor, Trades Unions and Subcontractors) and should include policies, procedures, objectives, resources, roles and responsibilities.



In the context of a typical ECI project, all stakeholders, including those within the supply chain, should exhibit certain characteristics⁷:

- Transparency about objectives, problems and ways of working
- Respect for commercial confidentiality
- Recognition of personal relationships, built up over time
- Recognition of unexpected problems in the supply chain
- Speedy, efficient and correct execution of promises.

5.1.1 General Approach

The initial RMP must reflect the Client's and Managing Contractor's strategy and role in the supply chain. Good internal and external communication is necessary for collaboration as a whole to work; this is even more important in times of stress and during uncomfortable conversations. Project teams must have appropriate knowledge, skills and professional expertise in order to implement and administer processes and procedures throughout the project. It is also important that clear strategic business objectives are defined at the outset to ensure a clear understanding of the desired outcome.

⁷ Siemieniuch and Sinclair, 1999, 2000

5.1.2 Establish Policy and Resource Approach

Within the supply chain, each stakeholder should identify common objectives, policies and key performance metrics so that all parties have an understanding of key events and requirements, a crucial requirement when decision making is required.

The policy should establish collaborative approaches and behaviours in the business relationship so that they are consistently applied and maintained throughout the project. This approach will underpin sustainable success and the delivery of defined outcomes.

Raising awareness should occur at the following communication levels in a project:

- Transactional level – to share information regarding daily events
- Operational level – to co-ordinate and control the collaboration
- Policy level – to agree operational processes
- Strategic level – to define the role and level of collaboration; discussing market information and other policy issues such as confidentiality and scope.

Where possible, collaborative measures should be documented to make each process procedural; requirements should be in a generic format that represents best practice and raises awareness amongst stakeholders.

See also:

Guide 2 – Section 4 – Communication (Introducing a framework).
Guide 5 – Section 4 – Planning for the Work.

5.1.3 Establish the Relationship Management Plan

Creating a Relationship Management Plan is akin to developing a roadmap. It breaks down the project strategy into phases and activities and makes the implementation of collaborative processes easier to follow.

A Relationship Management Plan should be completed for each stage of the phases of the project. It provides a rich picture for collaboration within the project as well as proposing systems and processes. For example it could help set out requirements for the steering committee, human resources and the project support strategy. It also provides opportunities for project members to participate in the strategy planning and implementation process which helps to ensure that collaboration is adopted in a way that meets the project requirements.

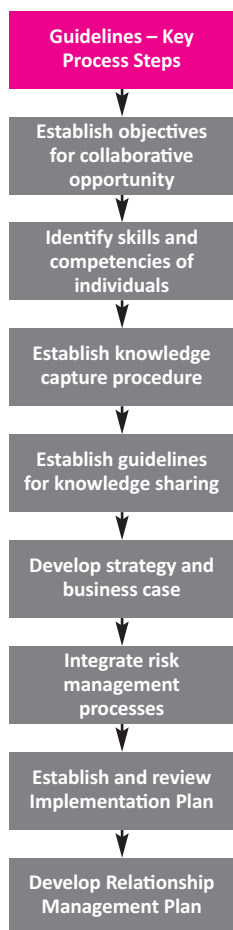
Guidelines for the contents of a typical RMP are included in [Appendix B](#). The RMP should however be tailored to the individual needs of the project and Client.

See also:

Guide 4 – Section 4.6 – Execution and Delivery.

5.2 Implementation Strategy ('Knowledge')

This stage of collaborative working involves analysis of the potential collaboration in practice, developing a business case which defines the benefits of such a relationship and establishing an approach to delivering shared objectives.



It is important to thoroughly consider the actual details of an implementation strategy and document objectives and activities in an Implementation Plan.

The flow on the left summarises the steps for developing the implementation strategy although the intent is not to go into detail in this guide⁸. The following, however, are some general points:

- The degree of involvement in the collaborative relationship should be proportionate to its potential benefits
- Identifying the skills of key individuals can assist in allocating roles and responsibilities
- The 'knowledge' set within a project needs to be captured in processes and procedures, where appropriate, and shared among stakeholders
- The business case should look at the resources, objectives and benefits of collaboration and deliver a verdict on using this approach
- A risk management policy should be drawn up, identifying individual risks to the collaborative relationship
- The Implementation Plan should be established, documented and reviewed
- The Relationship Management Plan should be updated as appropriate.

⁸ For further details, refer to the British Standard BS 11000-2 section 4.

5.3 Internal Assessment ('Gap Analysis')

The project organisation is likely to face a complex and unpredictable external environment and gap analysis should be considered as a tool in the implementation of collaborative working; it is useful to understand how it can be a means of identifying areas for collaboration that could be expanded upon in the course of the project. There are many drivers for developing this strategy and they will all involve to a certain extent some external analysis and some internal analysis.

A useful approach can be to analyse a project based on its Mission, Objectives, Strategy and Tactics ('MOST'). By viewing collaboration as a major component, an internal analysis can be helpful in identifying core areas where enhanced collaboration could be implemented.

The gap analysis represents a theoretical model of the ideal activities in the project. When comparing the reality in each organisation, the following scenarios are possible:

- Some collaboration activities are in place and satisfactory – all that is needed is to maintain these consistently.
- Some collaboration activities are in place but are not satisfactory – this could be because the processes they represent are poor or there are organisational barriers to collaboration. Here there will be opportunities to increase collaboration with stakeholders.
- Some collaboration activities are not in place at all – in this case there will be implications for the relevant organisation and benefits from the introduction of collaboration.

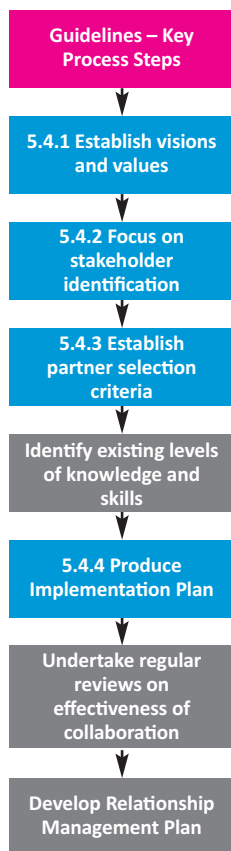
In carrying out any analysis, it is important to take into consideration all of the key stakeholders and the influence they are likely to bring to a project.

5.3.1 General Approach

An internal analysis supports the objectives of the Client and begins with an understanding of the Client's strategic requirements. This will provide the basic framework for operations and assist in defining common ways of working. This can be carried out by the Client or any of the stakeholders acting as the Collaborative Champion.

Questions should be asked about the benefits of collaboration, how objectives will be achieved and what is required for successful collaboration. External stakeholders should be identified along with knowledge owners; this will provide an opportunity to evaluate the extent of collaboration required on various aspects of the project. As every Client and project is different, it is normally only possible to highlight generic issues and suggest template processes that could be tailored to each project.

5.4 Implementation



Guidelines for implementation are given in the sections that follow.

5.4.1 Establish Visions and Values

It is important that the Collaborative Champion, when defining visions and values, holds discussions with all parties involved and ensures that the Relationship Management Plan is updated in order to align expectations.

Part of defining requirements for any project is to understand how people work. Typical questions should be:

- When do they work?
- How do they work?
- Who do they work with?
- What tools do they use?
- What information do they expect to be available?
- What are their expectations of others?

Once the strategic and process driven requirements are understood it is important to determine how collaboration will be embedded into the collaborative processes.

Questions raised should include:

- Do the processes need to change?
- What level of confidentiality is appropriate?
- Is collaboration at the right level within each process?
- What needs to happen in order to enable/enhance collaboration within all processes?

Cross-functional collaboration is a necessary function. Whilst at first this may seem time consuming, the investment in involving all stakeholders in the initial planning stage is critical to collaboration success.

See also:

Guide 1 – Section 5.1 – Client Definition of IR Requirements & Section 6.1 – Confirmation of commitment to NAECL.

Guide 2 – Section 5 – Management Competence.

5.4.2 Focus on Stakeholder Identification

All stakeholders should be included in the collaborative environment. Leadership should be appointed and empowered for the collaborative relationship to instigate any necessary organisational and process changes and drive performance.

Discussions should take place within the structure of NAECI processes to ensure that continuous improvement is being delivered to all stakeholders. There is a need to assess:

- Attributes: level of operational processes and performance indicators (KPIs)
- Abilities: experience at different levels of collaborative working
- Attitude: corporate commitment and track record of degree of collaboration.

See also:

Guide 2 – Section 7 – Engagement of Stakeholders.

Guide 4 – Section 4.1 – Pre-Contract Engagement & Section 4.3 – Post Contract Award – Defining the Relationship.

Guide 5 – Section 4 – Planning for the Work.

5.4.3 Establish Partner Selection Criteria

This process involves defining a profile of potential candidates for collaboration by stakeholders/parties and the required criteria for selection, which could include:

- Level of commitment and capability
- Having a dynamic culture, communicative and responsive to change and flexible
- Appropriate organisational structure, governance and issue resolution
- Commercial model that is customer focused and committed to vision and values
- Attitude to collaboration on mutual objectives, including risk management
- Quality programme, which focuses on continuous improvement
- Demonstrating transparency and data sharing.

See also:

Guide 1 – Section 6.3 – Appointment of Managing Contractor.

Guide 5 – Section 4.1 – Identifying and Engaging with Stakeholders.

Guide 6 – Section 5.3 – Selection Criteria (for supervisors).

5.4.4 Produce Implementation Plan

The purpose of the Implementation Plan is to provide a structured framework for the strategic development process. It should establish the governance and responsibilities for the implementation process and provide a documentary record of owners, responsibilities, activities and timelines for completion of actions and inter-dependencies.

Each plan should address the following:

- Identification of stakeholders
- Key objectives
- Potential benefits and opportunities
- Identified risks
- Key resource requirements
- Estimated lifecycle/length of relationship
- Exit strategy parameters.

See also:

Guide 4 – Section 5 – Resource Planning.

Guide 5 – Section 5 – Implementation.

Guide 6 – Section 7.5 – Resource Planning.

5.5 Best Practice

STRATEGIC PLANNING	
Developing awareness	<p>The policy for collaborative working should:</p> <ul style="list-style-type: none"> ■ Establish common objectives, procedures and measures ■ Raise awareness of communication levels (daily events, operational and strategic) ■ Be underpinned by processes and training ■ Be consistent with each stakeholder's vision and values ■ Be understandable to all stakeholders and relevant to each stakeholder's environment. <p>Business objectives should be:</p> <ul style="list-style-type: none"> ■ Focused on specific benefits and outcomes ■ Linked to policies and measurable milestones ■ Defined by time ■ Linked to adequate resources, with accountability defined.
Implementation strategy ('Knowledge')	<ul style="list-style-type: none"> ■ Develop business case, where benefits of collaboration are clearly defined ■ Assess the appropriateness of a collaborative approach ■ Consider details of implementation strategy: <ul style="list-style-type: none"> ■ Key skills available ■ Risk management policy ■ Implementation Plan.
Internal assessment ('Gap Analysis')	<ul style="list-style-type: none"> ■ Carry out internal analysis of Client's strategic objectives ■ Assess whether collaboration activities are in place or not ■ Identify extent of collaboration required and areas for increase in collaboration.
Implementation	<ul style="list-style-type: none"> ■ Establish visions and values ■ Appoint leaders and engage stakeholders ■ Establish collaborative party selection criteria ■ Produce an Implementation Plan.

6. Stakeholder Engagement

What are the key considerations in the Stakeholder Engagement phase of collaboration?

Managing Contractor and Client collaboration, stakeholders working together and creating value

Section 6 summarises the Stakeholder Engagement phase with key approach, tasks and actions for all steps in this phase

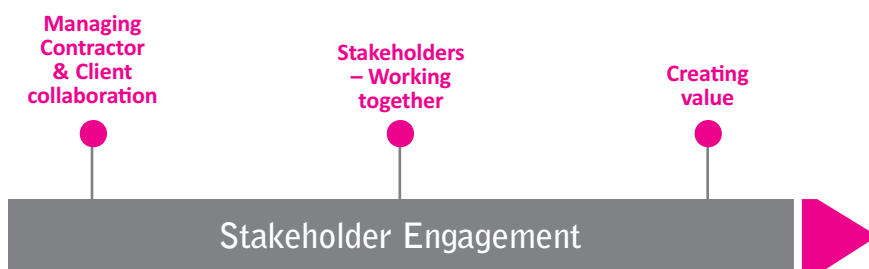
Engagement is the process by which stakeholders will seek to enter into a collaborative relationship. The objective should be to:

- Identify the basic working parameters of the relationship
- Clearly establish any common objectives that may exist
- Identify any agreed models between the parties that may assist in managing the on-going relationship.

For engagement to be successful and productive, all stakeholders must be equally committed to and supportive of the process. This commitment should assist in creating clear lines of communication between all stakeholders and in doing so create supportive networks to ensure that all stakeholders understand the business needs and opportunities driving the relationship.

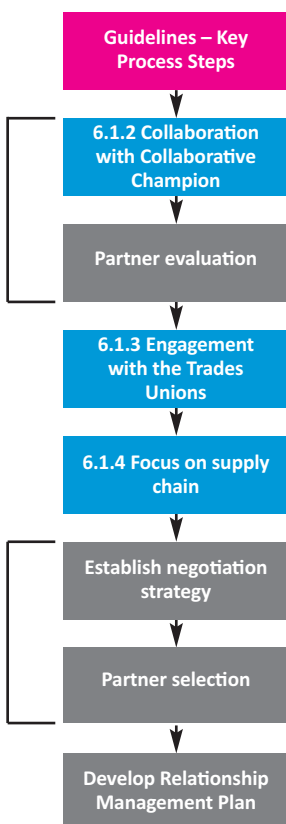
Good engagement brings greater opportunity for sharing resources and capabilities as well as increased collaboration between stakeholders, which in itself can lead to a more productive and innovative working partnership within the collaborative relationship.

This chapter covers the three key stages shown in the diagram below:



6.1 Managing Contractor and Client Collaboration

At this stage, the Collaborative Champion (see '*Definitions*' at the beginning of this guide), who is willing to lead other stakeholders at the highest possible level, should seek to work with the appointed Managing Contractor on how to develop the collaborative relationship through the life of the project. In appointing a Managing Contractor, the Client will have looked at establishing a number of key performance indicators (KPIs) for the prospective candidate, as discussed earlier in the guide. Equally important are the technology, associated work systems and partners the potential Managing Contractor brings with them.



The process of engagement also depends on the principles of shared ownership and common project objectives being cascaded down to other relationships within the collaboration.

6.1.1 General Approach

The relationship between stakeholders/parties is of paramount importance in helping to determine the future success of any project and must be transparent in achieving effective and successful collaborative working. This must be developed early in the process to build a collaborative team that involves all stakeholders. It should include the development of common and mutually accepted strategies, policies and procedures, which should remain in place and be supported by all stakeholders throughout the duration of a project.

Establishing a Collaborative Model

The Collaborative Champion has a leading role to play in establishing the collaborative model for all project stakeholders to follow during their interaction with the project. They can also play a decisive role in setting the standard which should be applied throughout the lifetime of the project.

In selecting the right parties for collaboration, stakeholders should look to suppliers and contractors who are not only capable and competent to deliver the relevant scope of works, but who also fully understand, support and embrace the collaborative model that has been established

6.1.2 Collaboration with Collaborative Champion

Once a collaborative model has been established, consideration should be given to who will be part of the collaboration process. Typical stakeholders should include the Client, Managing Contractor and other contractors, Trades Unions, ECIA and the NJC.

External Stakeholders

It is also important to remember that the collaboration process can be extended to include external project stakeholders, which could typically be: local authorities, local councils, parish leaders and local liaison committees, all of which will make up the local community within the project vicinity.

Planning and Methodology

At the outset of the project, the Collaborative Champion and other stakeholders should ensure that they have an effective Communications Plan (see also [Section 6.1.4](#)) in place prior to contract appointment to ensure that all parties fully understand and accept what is expected of them within the collaborative working process.

All potential stakeholders should be prepared to embrace and accept the methodology required, including commercial and operational models.

Behaviour

Effective collaboration may require behavioural changes from all stakeholders involved in the process. This may require moving the process away from 'control' and 'direction' to 'partnering' and 'alliance'.

It is in the interests of the Industry to analyse and review how it engages with its partners so as to achieve a common approach to problem solving, innovation and conflict resolution.

See also:

Guide 1 – Section 6 – Managing Contractor Selection (including Commitment to NAECI).

Guide 4 – Section 4.1 – Pre-Contract Engagement.

Guide 5 – Section 4.3.4 – Capability to Meet the Skills Requirement.

6.1.3 Engagement with the Trades Unions

As part of the early engagement and collaborative process, the Managing Contractor should establish early communications with the signatory Trades Unions; first contact should be the start of a transparent and open partnership with the Signatory Unions and not a 'one off' contact. This is a vital component in establishing a mutual position of trust, understanding and respect and should assist in creating a platform for effective and efficient problem solving and grievance resolution with both the Unions and respective workforce.

This early engagement should be both formal and informal and should be maintained on an on-going basis, which in turn should provide an opportunity for both the Managing Contractor and the Signatory Unions to fully understand and collaborate in the project delivery model.

Such collaboration will assist in establishing any milestone dates and deliverables and equally in identifying the method of delivery. This will include understanding the proposed contracting strategies, scope of work and labour ratios and ensuring adequate welfare standards, amongst other key areas. This allows for an on-going process, which also highlights areas of risk and mitigation.

The Managing Contractor must still remain the guiding force and focus for delivery; however consideration should be given to the supply chain and its contractor partners, including the Signatory Trades Unions.

See also:

Guide 1 – Section 6.1 – Managing Contractor Selection.

Guide 2 – Section 7 – Engagement of stakeholders.

Guide 5 – Section 4 – Planning for the Work & Section 5.5 On-going Review.

6.1.4 Focus on Supply Chain

The Collaborative Champion should seek to identify mutual partners within the supply chain who are prepared to accept a collaborative process.

To assist with this process, the Collaborative Champion will have to ensure that all partner groups within the supply chain are fully aligned and informed as to the intended delivery and milestone requirements for the project. This, as has previously been stated, requires an effective Communications Plan.

6.2 Stakeholders – Working Together

Once a collaborative relationship has been established it is important to create the right environment to support the working process and the realisation of agreed deliverables.



This should include ensuring that the correct governance is in place and adequately resourced, as well as executive sponsorship and clear identification of roles and responsibilities. This should be understood and agreed by all stakeholders.

In simple terms this process should seek to answer the following questions:

- What are our common objectives?
- How do we intend to achieve them?
- What methodology will we use?
- How do we communicate, manage and measure this process amongst other stakeholders?

6.2.1 Aims and Objectives

Stakeholders should seek to ensure that the relationships they form are based on the agreed collaborative model. Common aims should be established at the earliest opportunity to ensure that the project deliverables and milestones are fully communicated and understood.

There should also be an agreed review and measurement mechanism that will allow for all parties to review progress against the original objectives and milestones.

6.2.2 Establish Governance

It is important for the Client and Managing Contractor to identify and establish the governance structure to be implemented within the collaborative process for it to function effectively.

Each stakeholder should identify and empower a senior level 'supporter' to ensure that any necessary shared programmes, management systems and associated authorities are in place; this will assist with achieving the levels of performance required by everyone involved.

Early confirmation of the key objectives of collaboration must be given by the appointed senior level supporters from the key parties involved; this will assist in creating the fundamental operating principles for the collaborative working environment.

Operating teams should be involved in developing the collaborative environment; such teams must clearly understand any potential operational roles and responsibilities they have been assigned as part of the collaborative process. They should also have a full appreciation of any communications models that may have been agreed to ensure critical communications are maintained between all stakeholders.

The final composition, structure and operating parameters under which the teams operate must be complementary to any contractual arrangements and responsibilities agreed between the Client and Collaborative Champion and should be incorporated within any contractual agreements by which the collaborative relationship is formally recognised.

Review Process

There should be a defined review process to regularly review performance levels; this should be at both operational and senior management levels to ensure compliance with the original objectives of the collaborative model.

This review should form an integral part of a continuous improvement loop to test the effectiveness of the collaborative relationship. This can be delivered through reviewing and evaluating:

- Any relevant policies and procedures
- Original objectives set by Client and Managing Contractor
- Corrective actions that have been identified and implemented during the process
- Areas of value creation that have been identified in order to encourage the continuous development of the collaborative relationship.

See also:

Guide 1 – Section 10.1 – Establishment of a PIC Framework.
Guide 4 – Section 6.1 – HS&E Planning.

6.2.3 Establish Stakeholder Involvement

Identifying Stakeholders

An important element within the collaborative process is the early identification of those key stakeholders considered likely to have the most impact on the project objectives and milestones. It is important to remember that stakeholder relationships may exist both within the internal relationship, as an integral part of the on-going collaborative process or externally to the direct collaborative process through other project users and interfaces.

In identifying stakeholders it is important to ensure that each stakeholder group fully understands and supports the collaborative process, has a clear understanding of the project objectives and has the opportunity to contribute to the delivery of value creation, change and innovation. This can be achieved by early communication with stakeholders,

through information sharing, influencing collaborative behaviours and setting standards to encourage openness and transparency within the business relationship.

Typical stakeholders within the project lifecycle may include, amongst others: Clients, Managing Contractors, subcontractors, Trades Unions, employers' associations, ECIA, NJC, suppliers, outside agencies and bodies (including local liaison groups) and parish and borough councils.

Early Engagement

Positive early engagement with stakeholders is a vital element in achieving successful collaborative working, in particular with respect to the Trades Unions responsible for the project at local, regional and national level; transparent and open relationships should be established with these key stakeholders from the start of the relationship.

Engagement can be both formal and informal and should focus on a number of common themes including: information sharing, common communications protocols, building networks and identifying stakeholder priorities, objectives and responsibilities within the project lifecycle. This will ensure that all stakeholders are aware of and fully aligned with the project objectives, thus creating the basis for a successful working relationship.

Early engagement with project stakeholders can assist in evaluating any potential for identifying any agreed models for problem solving or grievance resolution. This will ensure that all parties are aligned with the common objective of project delivery whilst maintaining their own objectives and priorities.

See also:

Guide 1 – Section 10 – Project Joint Council Set-up.

Guide 4 – Section 4.1 – Pre-Contract Engagement.

Guide 5 – Section 4.1 – Identifying and Engaging with Stakeholders.

6.2.4 Focus on Common Objectives

A common set of objectives (operational and strategic) should be established, which all project stakeholders can understand, identify with and commit to. These objectives should preferably be agreed prior to the commencement of both the collaborative relationship and the project and should be reviewed to determine how and where delivery of these can be enhanced by use of collaborative working. By ensuring early 'buy in' and 'ownership' of these objectives it is possible to maximise stakeholder identification with their desired outcome.

Monitoring progress will help stakeholders to stay on track, achieve target dates and ensure that the collaborative process remains focused on the original objectives set.

Benefits of Participation

The agreed model can only be effective if the respective stakeholders undertake a systemic view of the collaborative process to ensure that the process itself is 'value adding'. Equally, all stakeholders need to resource in a systemic way to ensure adequate resources are appointed to achieve success.

See also:

Guide 1 – Section 10.1 – Establishment of a PIC framework and its operation.

Guide 5 – Section 4 – Planning for the Work & Section 5.5 On-going Review.

Guide 6 – Section 4.5 – Duties and Responsibilities (Planning/Work Delivery).

6.2.5 Develop the Collaborative Environment

Building a collaborative environment requires a shared purpose, with processes that enable people to work together on flexible but disciplined projects, and an infrastructure in which collaboration is valued and rewarded.

Collaboration works best when all stakeholders share common values and vision, develop a common spirit, absorb the information they need to perform their part of the task and learn to work well with each other. Trust, honesty, mutual respect and full participation are vital if true collaboration is to be achieved between all stakeholders.

In collaborative relationships, team members do whatever is needed to get the job done, keeping their ultimate objectives in mind; if they fall behind; everyone lends a hand to help the group get back on schedule.

Developing a Common Purpose

In newly formed teams made up of relative strangers, there can be a tendency to defer to age or seniority rather than challenge views and ask for explanations. While such deference has its place, especially where experience is involved, it should be remembered that the most effective decisions usually emerge from challenge and negotiation.

Developing greater trust and familiarity between the collaborative parties can encourage:

- More beneficial behaviour to develop between the team members
- More willingness to question each other's rationale and decision making
- A greater focus on searching for better solutions and ultimately better outcomes.

Consideration should be given to taking key stakeholders from each participating organisation on a workshop to allow open discussion of issues in an informal setting; this will build in an important social dimension to the collaboration process, creating trust, openness and understanding between stakeholders and team members.

See also:

Guide 1 – Section 11 – IR during Engineering Construction.

Guide 2 – Section 5 – Management Competence.

Guide 3 – Section 6.2 – Managing Barriers to Productivity.

Guide 4 – Section 4.1 – Pre-Contract Engagement.

Guide 6 – Section 7.5 – Resource Planning.

6.2.6 Establish Roles and Responsibilities

It is important for all stakeholders to understand each other's roles and responsibilities and mutual expectations. One of the main tasks required of a collaborative team is to decide how best to allocate the responsibilities for sharing information to enable the collaborative process to function effectively.

A project will normally contain key roles responsible for ensuring good collaboration, for example:

- Management teams
- Human Resource managers
- Industrial Relations managers
- Health, Safety & Environmental departments
- Supervision
- Trade Union representatives.

Each different role will have a network of contacts to assist them in their daily duties and will have some level of responsibility for communication and the transfer of information. It is in the best interest of a project to utilise all such post holders and their existing skills.

Each network of contacts also forms a collaborative team, for example a Supervisor may work alongside a Project Manager, a Chargehand and a Trade Union Representative. When managing workload, it is necessary to define who should provide the required information and who should deliver the information to the rest of the team.

In the example above, the role of providing information is the responsibility of the Project Manager and it is for the Supervisor to deliver the information to their Chargehand and to the Trade Union Representative. It would be good practice for the Managing Contractor to nominate a senior team member for each team and instruct each team to clarify its own roles and responsibilities to avoid confusion and duplication.

When examining effective collaboration, common elements are usually observed:

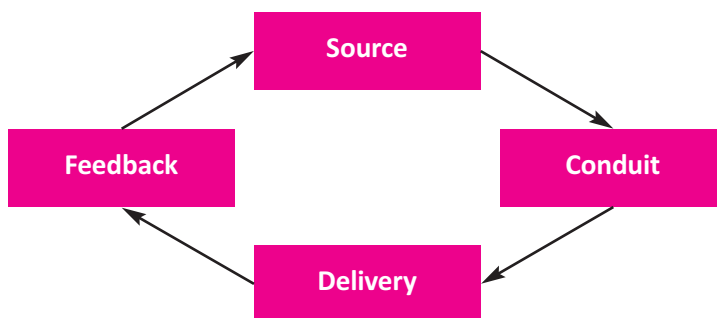
- A **Source** of information
- A mechanism, process and person to act as a **Conduit** for transferring the information
- A point/person for **Delivery** of the information
- A process of **Feedback** to confirm successful delivery and/or review of the information.

The Source, Conduit and Delivery can be any one member of a collaborative team.

See also:

Guide 4 – Section 5.3 – Planning Work Sequences.

Guide 5 – Section 3.2 – Roles and Responsibilities.



6.2.7 Create a Communications Plan

Collaborative teams should identify the optimum method of communicating information; this will largely depend upon the level and content of what is to be transmitted.

Face to face meetings can bring benefits in terms of visibility and morale; however executive teams may well have remote members or sensitive information to relay. Where physical meetings may be difficult, the use of modern communication technology such as the internet or conference telecommunication can often be more appropriate.

Production teams may need to communicate more often than other teams, so access to a readily available and suitably equipped site facility is important.

A Communications Plan should contain common elements:

- Sufficient time should be set aside to enable team members to communicate
- Dates and times should be planned ahead (diarised) wherever possible
- A record of the communications should be distributed to team members
- An element of 'Feedback' should be incorporated to confirm that the information has been successfully communicated.

There should also be the opportunity to review the Plan and make adjustments/ amendments if necessary.

See also:

Guide 2 – Section 4 – Communication.

Guide 4 – Section 5.6 – Ensuring Robust Lines of Communication.

Guide 5 – Section 4.1 – Graphic showing mutual communication between stakeholders & Section 4.5 – Communication.

6.2.8 Establish Common Management Processes

For collaboration to be effective, the Managing Contractor and subcontractors need to establish common processes, which will enable the speedy and accurate transfer of information. A typical project will normally contain well established processes which can assist the transfer of information:

- Inductions for employees – to establish rules, policies and procedures
- ‘Kick-Off’ meeting for subcontractors – to establish common objectives
- Production/Performance meetings – successful projects include regular production meetings from the strategic level involving executive management through to the operational level and utilising production management/supervision
- Toolbox Talks – to relay site-specific information
- Project Joint Councils (PJs) and/or Site Councils.

It is ineffective to rely solely upon occasional meetings to determine the ground rules and it is often necessary to reinforce the messages initiated through such processes with the respective collaborative teams.

Wherever a supporting process is needed, it should always follow a common path of:

- A point of initial communication
- A conduit for that information to travel along
- A return path for response.

See also:

Guide 1 – Section 11.3 – Implementing Plans and Policies.
Guide 3 – Section 6.2 – Managing Barriers to Productivity.
Guide 4 – Section 8 – Continuous Performance Review.

6.2.9 Establish Collaborative Contracting

Collaborative teams should determine whether their relationship is to be covered by a formal or informal agreement. Existing agreements and protocols, where appropriate, can be utilised and adapted, along with any relevant procedures.

It is not practical to cover each collaborative team (Supervisor, Project Manager, Chargehand, Procurement Manager, Training Manager and ECITB) on a project with separate formal or informal agreements; typical models on such projects tend to be in the form of the National Agreement for the Construction Industry (NAECI) and a Supplementary Project Agreement (SPA). They create not only the contractual terms and conditions of employment for those employed on a NAECI project but also provide a collaborative framework through co-operative commitment (Employers via Contractors and Employer Associations; Employees via Trades Unions).

Where collaborative teams consider such an approach, it is between the collaborating parties to determine if a collaborative relationship requires a contractual commitment. The model should consider the:

- Authorities to agree and approve contracting arrangements
- Policies, procedures, framework, roles and responsibilities to be covered
- Mutual objectives to be met
- Whether or not the contract terms require review.

See also:

Guide 1 – Section 6.1 – Confirmation of Commitment to NAECI.

6.2.10 Establish Performance Monitoring and Review Processes

Collaborative Contracting benefits from the setting of agreed performance criteria. When looking at collaborative teams involved in projects covered by the National Agreement (NAECI), there is a readymade list of criteria within the agreement itself in the form of standards and rules.

It is important to monitor the performance criteria and review at regular intervals, including at PJC or Site Council meetings.

See also:

Guide 1 – Section 10 – Project Joint Council Set-up.

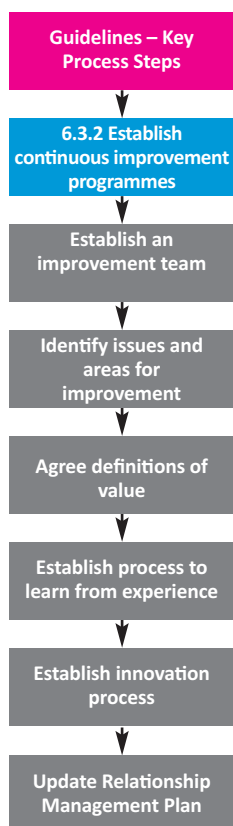
Guide 4 – Section 6.2 – Activity Programme review.

Guide 5 – Section 5.5 – On-going Review.

6.3 Creating Value



Collaborative working requires mutual commitment, effort and resource to be successful; value creation looks at ways of achieving added value from the collaborative relationship so that it achieves its full potential. At this stage, procedures should be established for creating value and all stakeholders should be encouraged to contribute ideas within a framework of continuous improvement and innovation.



6.3.1 General Approach

When looking to identify the potential value in collaborative working it is important to ensure that any benefits have been sufficiently evaluated to:

- Demonstrate specific results
- Address internal barriers
- Evaluate output versus investment
- Identify opportunities and risks to be exploited
- Drive innovation.

Additionally, value creation targets should be set covering the following topics⁹:

- Cost
- Time
- Process
- Resource
- Specification
- Performance.

⁹ Refer to the British Standard 11000-2: 2011 section 8.1 for further detail.

6.3.2 Establish Continuous Improvement Programmes

Each activity described in this guide should have a cyclical path that includes a 'review' element. The purpose is not only to analyse the previous action and amend or correct it, but also to encourage new ideas and to try to improve and innovate as the project progresses.

It is also of benefit to monitor on-going behaviour and determine possible improvements to that behaviour; in doing so, increased levels of trust may be developed between collaborative parties. The importance of a review process can be most evident when looking at an area such as issue resolution.

Close-Out Report

An added benefit of continuous improvement is the sharing of knowledge and success. The current mechanism for this is via an 'End of Project' report or 'Close-Out' report.

Such reports traditionally have highlighted the key productivity aspects to a project and have also of late included references to Industrial Relations behaviour.

The report should be used to share the successes of positive collaborative working and to detail the mechanisms, processes and practices employed.

See also:

Guide 1 – Section 12 – Project Close-Out (Capture of lessons learned).
Guide 5 – Section 5.5 – On-going Review.

6.4 Best Practice

STAKEHOLDER ENGAGEMENT	
Managing Contractor & Client collaboration	<p>The Collaborative Champion should:</p> <ul style="list-style-type: none"> ■ Establish KPIs for Managing Contractor collaboration ■ Establish a collaborative model ■ Determine the project stakeholders ■ Engage with the Trades Unions. <p>Organisational working practices should include:</p> <ul style="list-style-type: none"> ■ Clear lines of communication and authority ■ Regular workshops and team meetings ■ Problem resolution procedures.
Stakeholders – Working together	<ul style="list-style-type: none"> ■ Establish governance structure (Client and Managing Contractor) ■ Identify and engage with other stakeholders as early as possible ■ Establish roles and responsibilities ■ Draw up a Communications Plan ■ Establish common objectives (operating and strategic) and processes (monitoring and review). <p>Co-ordination can be improved by the appointment of:</p> <ul style="list-style-type: none"> ■ A Project Sponsor or client representative ■ Collaborative Champions for different aspects of the project ■ Contact points for HR, HS&E, IR and Trades Unions ■ A Project Manager ■ A knowledge management champion ■ A lead consultant and designer.
Creating value	<ul style="list-style-type: none"> ■ Establish a continuous improvement programme ■ Share knowledge in 'End of Project' report.



7. Management

What are the key considerations in the Management phase of collaboration?

Maintaining collaboration, collaboration within a team and exit strategy from a collaborative relationship

Section 7 summarises the Management phase with key approach, tasks and actions for all steps in this phase

During the Management phase, it is essential for the Collaborative Champion and internal sponsors to monitor, measure and review progress of the collaborative relationship and ensure that the shared management is sustainable and continues to deliver agreed performance and value. To this end, it is important to ensure that on-going activities are taking place in accordance with agreed mutual objectives and with the appropriate measures in place. It is also important to ensure that value, where delivered, is being enhanced by innovation.

Within this context, the importance of team working should be emphasised and monitoring of issues relating to behaviours and trust carried out.

Finally the exit strategy should be maintained and reviewed regularly, particularly with respect to potential external forces, developments and changes. An exit management plan should highlight key issues involved with disengagement and potential problems should be addressed at an early stage.

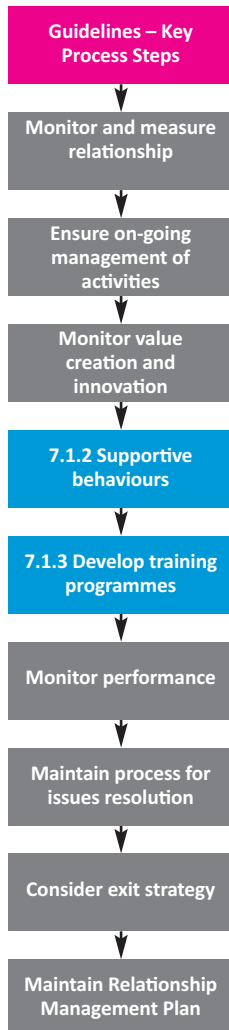
In general, changes to the relationship should be reflected in the Relationship Management Plan.

This chapter covers the three key stages shown in the diagram below:



7.1 Maintaining Collaboration

Maintaining collaboration throughout the duration of a project requires continuous commitment to working as a team, with across the board consistency in thought and deed. The importance of a mutual approach by all stakeholders should be reinforced as the project goes forward, with regular reviews on the progress of collaboration and agreement on areas where it may be improved.



7.1.1 General Approach

A mutual approach involves:

- Commitment and dedication
- Trust and openness
- Consistency
- Resolving and overcoming problems as a team
- Sufficient resource.

7.1.2 Supportive Behaviours

It should be recognised that everyone on the project contributes to its ethos and determines whether or not a collaborative Best Practice Culture permeates all levels. It is important that everyone with any leadership responsibility, and particularly the Collaborative Champion, leads by example. They should:

- Ensure that trust and appropriate behaviours are maintained
- Drive continuous improvement and innovation
- Deliver performance within a framework of supportive behaviours.

See also:

Guide 1 – Section 11.4 – Maintaining Good Industrial Relations.

Guide 2 – Section 10 – Motivation.

Guide 3 – Section 8.1 – Repair and Maintenance Contracts.

Guide 4 – Section 7.5 – Ensuring an Engaged Workforce.

7.1.3 Develop Training Programmes

Training can help to achieve optimum/improved performance by developing and enhancing skills. Actual training requirements can only be assessed when individual experiences, skills and abilities are known and this will only become apparent when draft collaborative working teams are formed.

Employers should consider types of training: 'In-House' mentors; 'Workshop' participative training; 'Course' lecture-lead training. They should also decide the best solution for provision of training.

See also:

Guide 2 – Section 5.2 – Developing Skills and Training & Section 6.

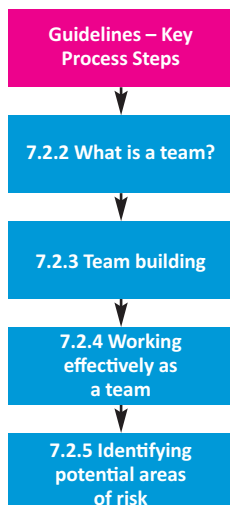
Guide 5 – Section 4.4 – (Creating the Employment and Skills Plan).

Guide 6 – Section 8.3 – Training and Competence.

7.2 Collaboration within a Team

Achieving effective team working and collaboration on a project is essential for improving productivity, particularly on projects where a diverse range of groups (Client, Managing Contractors, subcontractors and signatory bodies), skills and expertise are involved.

The four key elements of collaboration in a team are:



- Defining the key elements of what makes up a team
- Building team spirit and empathy
- Ensuring the effective functioning of a team as a unit with a shared purpose
- Identifying areas of risk which could impact on the successful performance of a team.

7.2.1 General Approach

Mechanisms for team working and collaboration are not usually in place at the point of mobilisation on a project; hence the importance of developing a suitable and fit for purpose framework to achieve improved team working and collaboration, which are critical factors in the smooth running and successful outcome of a project.

Working collaboratively, effectively and productively as a team to achieve common objectives and develop 'win-win' situations requires the contributions and pro-active involvement of everyone within the team to be duly acknowledged and utilised in a manner that is of overall mutual benefit.

Mutual respect, openness, effort, dedication and commitment are essential factors in achieving productive and effective collaboration and team performance.

7.2.2 What is a Team?

A team is a group of people who work together in a collaborative and efficient manner and have shared effort and commitment, along with a common aim and purpose, so that they can achieve mutual objectives.

Positive and helpful behaviours and attitudes, including mutual openness, respect and commitment, are essential factors in a successful team, along with maintaining a fair, consistent and reasonable manner at all times; this can achieve improved productivity and performance.

Some other key factors that contribute to an effective team are:

- Giving timely feedback, considering all feedback received and listening to and respecting the concerns of others
- Sharing and discussing within the team all information, ideas and suggestions
- Acknowledging and recognising the skills, strengths, experience and input of others
- Supporting team decisions even when a member of the team is not in agreement.

7.2.3 Team Building

It is essential that each team member gets to know each other in an informal as well as a formal working environment so that they can share individual background skills and experiences, in order to better support each other. To this end, the use of training programmes and workshops to introduce and emphasise the benefits of collaboration should be considered. Effective team working will create a happier, more harmonious and positive working environment.

7.2.4 Working Effectively as a Team

Effective team working needs a well-defined and fit for purpose plan, which has clear aims and objectives. The plan should be presented at induction, where the roles, responsibilities and reporting structure should be explained.

All work activities must be correctly identified, planned, sequenced and allocated to minimise unproductive time and maximise efficient use of time and resources to complete the project in the safest, most productive and effective way. Successful and timely project completion is achieved where the works are completed according to these principles.

Across the project, management support is essential to achieve the most efficient team working, and this should include providing sufficient funding and resource for any required training as well as procedures for resolving team problems or issues.

As well as identifying best practices, a 'one site; one team' communications strategy and policy needs to be adopted to maximise awareness and share common objectives and achievements. Collaborative working can be further supported through having common policies, practices and procedures across all companies working on a project.

See also:

Guide 1 – Appendix B.5 – Communication.

Guide 4 – Section 6.5 – Preparing for Success (team working and planning).

Guide 5 – Section 6.1 – Planning the Demobilisation of the Workforce.

Guide 6 – Section 7.4 – Delivering Productivity (workforce motivation).

7.2.5 Identifying Potential Areas of Risk

There are risks that a team needs to be aware of and avoid in the course of collaborative working. In general, there should be strong management and supervisory support and encouragement and no lack of resource and commitment throughout a project; this will help to mitigate risks.

It is also important to ensure that contractual/commercial issues do not have any adverse effects on the overall productivity and performance of the team and that there are no compromises in areas such as Health, Safety, Quality, Environmental and Industrial Relations.

All members of the team should:

- Avoid 'Them and Us' situations developing within the team, as these could undermine achieving effective collaboration, improved productivity and efficiency
- Work as a team to resolve and overcome problems and obstacles in an efficient and timely manner
- Not allow fear, hypocrisy, selfishness, 'blame culture' and greed to develop or exist
- Avoid negative and unconstructive attitudes and behaviour
- Have respect for fellow team members and pride in their project
- Avoid poor communications.

It is particularly important that Management ensures:

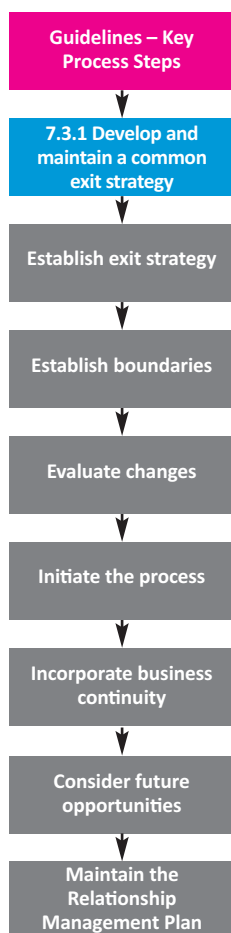
- Correct provision and positioning of facilities and amenities
- Sufficient time, consideration and planning given to achieving efficient and timely mobilisation and demobilisation, taking into account that any misjudgement in these areas could have a detrimental impact and lose the benefits achieved through team working.

See also:

Guide 5 – Section 4.2.1 – Recommendations and Risks.

7.3 Exit Strategy from Collaborative Relationships

It should be remembered that relationships are usually finite and the best chance of preserving value from a relationship is to consider when and how any exit should be managed. BS 11000 draws particular attention to the importance of developing an exit strategy (see [Section 2.2.3](#) of this guide). Clarity on an exit strategy helps all parties to be aware of the specific events that will lead to a termination of the arrangement and the processes that should be followed. The exit strategy should be pursued in a spirit of trust and agreed by all parties to encourage maximum collaboration.



7.3.1 Develop and Maintain a Common Exit Strategy

Establishing an agreed exit strategy which is regularly reviewed and refreshed helps provide clarity of purpose and performance during its implementation.

BS 11000 (see [Section 2.2.3](#) of this guide) recommends the following to add value to the collaboration:

- Agreeing and documenting the boundaries for the relationship, particularly with regard to knowledge and relationship sharing, including consideration of Intellectual Property
- Processes and parameters for disengaging, and whether or not that means termination
- Reviewing the strategy regularly and also at times of change
- Considering liabilities that may result from the relationship and how these will be apportioned beyond the relationship's life span.

A successful collaborative relationship could well lead to other opportunities in the future. A clear and robust exit strategy can increase the chances of that happening.

See also:

Guide 1 – Section 12 – Project Close-Out.
Guide 3 – Section 7 – Contract Close-Out.
Guide 4 – Section 8.4 – Applying Lessons Learned.
Guide 5 – Section 6 – Workforce Demobilisation.

7.4 Best Practice

MANAGEMENT	
Maintaining collaboration	<ul style="list-style-type: none"> ■ Hold regular reviews on progress of collaboration ■ Drive continuous improvement and innovation ■ Consider training to support collaboration.
Collaboration within a team	<ul style="list-style-type: none"> ■ Build team spirit and empathy ■ Ensure suitable framework/plan for team working and collaboration ■ Encourage appropriate behaviours and attitudes ■ Make use of workshops and training to introduce benefits of collaboration ■ Ensure that there is a suitable communications strategy in place ■ Identify potential areas of risk ■ Avoid any compromise in key areas such as Health and Safety, Quality, Environmental and Industrial Relations.
Exit strategy from collaborative relationships	<ul style="list-style-type: none"> ■ Plan an exit strategy well in advance ■ Establish a strategy that is agreed by all stakeholders ■ Agree boundaries of the collaborative partnership, particularly in terms of shared knowledge and Intellectual Property ■ Define processes and parameters for disengagement ■ Consider any potential liabilities beyond the term of the relationship ■ Review the exit strategy regularly.

8. Conclusions



8.1 Strategy for Collaboration

To assist in achieving an efficient collaboration strategy, this guide contains general guidelines and best practice recommendations (see [Section 8.3](#)) to facilitate the sharing and utilisation of relevant knowledge, experience and expertise.

The key findings are:

1. Stakeholders, both internal and external, need to be identified and roles and responsibilities defined
2. Detailed up to date planning, including the Relationship Management Plan (RMP), is essential to enable effective collaboration
3. Good communication channels are required.

The guide has built on the Engineering Construction Forum's conclusion¹⁰ that *"The NAECI and its major project Supplementary Project Agreements provide both a framework and a stable and structured environment for project execution."* with the aim of looking at ways to *"establish and encourage the adoption of practices by Clients that would promote a strong, productive and harmonious UK Engineering Construction Industry"*.

Checklists contained in [Appendix A](#) should be utilised to assess the extent of the implementation of best practice; there is an individual checklist for each main section covered in the guide.

The recommendations contained in this Best Practice Guide are designed to encourage a proactive approach to capturing lessons learned and implementing best practice. The overall objective is to increase the performance and competitiveness of the UK Engineering Construction Industry. All stakeholders have a key role to play in achieving these objectives.

8.2 Planning a Best Practice Culture

This section contains general conclusions about the approach to planning and implementing a Best Practice Culture for collaboration.

8.2.1 Framework for Collaboration

The process of collaboration should be firmly based on the available standards and codes of practice, including NAECI, Alliancing Code of Practice, British Standard 11000, NEC3 & BIM.

¹⁰ ECF Report in response to 'Changing to Compete – Review of Productivity and Skills in UK Engineering Construction' February 2012

The Relationship Management Plan provides the thread that documents the strategy for collaboration throughout the project, giving an overview of collaborative relationships as well as documenting the key processes during all the key phases of the collaborative programme. It should form the consistent point of reference for all stakeholders throughout the duration of a project.

8.2.2 Aims

Throughout the three main phases of a project (Strategic Planning, Stakeholder Engagement and Management) a co-operative approach and a shared vision are critical to success, from early engagement through to an exit strategy. The aims should be as follows:

Strategic Planning	<ul style="list-style-type: none"> ■ Ensure commitment and cultural ‘fit’ among all collaborative parties ■ Establish a policy and approach that all stakeholders can buy into ■ Ensure an environment where there are clear structures and the right level of technical and professional support for collaboration.
Stakeholder Engagement	<ul style="list-style-type: none"> ■ Establish clear ground rules for the collaborative relationship ■ Engage early on with all stakeholders and focus on common objectives, roles and responsibilities, decision making and governance ■ Set up a communications strategy and review processes.
Management	<ul style="list-style-type: none"> ■ Monitor, measure and review progress of the collaboration ■ Emphasise a collaborative approach in improvement programmes ■ Identify potential areas of risk ■ Encourage supportive behaviours through development of trust, team building exercises and training programmes ■ Ensure a clear exit strategy which is agreed between all stakeholders.

The success of these collaboration initiatives depends on the participants and their willingness to make them work. There is no single solution for increasing collaboration but embracing the principle of collaboration itself means that every stakeholder is aligned and working together to deliver the most improved results.

8.3 Summary of Recommendations

A summary of the guide's recommendations is as follows:

RECOMMENDATIONS	
Introduction – Collaboration	<ul style="list-style-type: none"> ■ Responsibilities of Collaborative Champion understood in respect of: <ul style="list-style-type: none"> ■ Targeting activities and resources and communicating with all stakeholders ■ Developing a common approach among all stakeholders ■ Responsibilities of all stakeholders understood, in considering potential barriers to collaboration and their mitigation ■ Importance of developing good communications strategy to minimise lost productive time understood ■ Early stakeholder involvement established, with agreement on objectives, roles and responsibilities.
Developing the Relationship Management Plan (RMP)	<ul style="list-style-type: none"> ■ Strategy and purpose of RMP understood ■ Development of the initial RMP to be the responsibility of the Collaborative Champion ■ RMP to be developed during the period of early and full engagement with stakeholders ■ RMP to be further developed and maintained during management of the relationship until the end of the project.
Strategic Planning	<p>Developing awareness</p> <ul style="list-style-type: none"> ■ Common objectives, procedures and measures established ■ Communications strategy in place and understood by all stakeholders ■ Business objectives defined and linked to benefits, milestones and resources. <p>Implementation strategy ('Knowledge')</p> <ul style="list-style-type: none"> ■ Business case developed ■ Details of implementation strategy considered.

RECOMMENDATIONS

Strategic Planning
*(continued)***Internal assessment ('Gap analysis')**

- Client's strategic objectives assessed and understood
- Extent of collaboration required assessed and requirements for areas to be targeted identified.

Implementation

- Visions and values established
- Collaborative party selection criteria chosen
- Implementation Plan produced.

Stakeholder Engagement**Managing Contractor and Client collaboration**

- KPIs set for Managing Contractor collaboration
- Collaborative model established
- Project stakeholders determined and engaged with (including the Trades Unions)
- Clear lines of communication established
- Workshops and team meetings instituted
- Procedures for problem resolution and continuous improvement in place.

Stakeholders – Working together

- Governance structure established
- Objectives, roles and responsibilities defined
- Communications Plan drawn up
- Common processes established
- Appropriate appointments made (Project Sponsor, Project Manager and Collaborative Champions).

Creating value

- Continuous improvement programme established
- Consideration given to an End of Project report to share acquired knowledge.

RECOMMENDATIONS

Management**Maintaining collaboration**

- Regular review meetings held
- Training programmes developed.

Collaboration within a team

- Team spirit and collaboration encouraged and developed through all appropriate means (including workshops, training and team building exercises)
- Good communications strategy maintained
- Risks identified, reviewed and monitored
- No compromises in Health, Safety, Quality, Environmental and Industrial Relations.

Exit strategy from collaborative relationships

- Exit strategy planned
- Boundaries of collaborative partnership clearly defined in terms of shared knowledge and intellectual property
- Processes for disengagement in place
- All liabilities taken account of
- Exit strategy constantly under review.



A. Checklists for Collaboration

A.1. Introduction – Collaboration

- ☐ Are the role and responsibilities of the Collaborative Champion in developing a collaborative approach fully understood?
- ☐ Are the responsibilities of stakeholders understood in terms of seeking to mitigate barriers to collaboration?
- ☐ Is there a clear plan for a good communications strategy?
- ☐ Is there a commitment to early stakeholder involvement to establish objectives, roles and responsibilities?

A.2. Developing the RMP

- ☐ Are the strategy and purpose of the Relationship Management Plan understood by the responsible Collaborative Champion?
- ☐ Is there clear understanding of how the RMP is to be developed during early and full engagement with stakeholders and throughout the management of the relationship up to the end of the project?

A.3. Strategic Planning

Developing Awareness

- ☐ Have common objectives, procedures and measures been established?
- ☐ Is a communications strategy in place?

Implementation Strategy ('Knowledge')

- ☐ Has a business case been developed?
- ☐ Have details of the implementation strategy been considered and understood?

Internal Assessment ('Gap Analysis')

- ☐ Have the Client's strategic objectives been assessed and understood?
- ☐ Have the requirements for areas of collaboration been identified?

Implementation

- ☐ Have the selection criteria for collaborative parties been defined?
- ☐ Has an Implementation Plan been produced?

A.4. Stakeholder Engagement

Managing Contractor and Client Collaboration

- ☐ Are KPIs in place for Managing Contractor collaboration?
- ☐ Has a collaborative model been established?
- ☐ Have stakeholders been identified and engaged with?
- ☐ Are clear lines of communication in place?
- ☐ Are there procedures in place for problem resolution?

Stakeholders – Working Together

- ☐ Is there a governance structure in place?
- ☐ Have objectives, roles and responsibilities been defined?
- ☐ Is there a Communications Plan?
- ☐ Have all necessary appointments been made and common processes drawn up?

Creating Value

- ☐ Is there a continuous improvement programme in place?
- ☐ Is there a commitment to produce an End of Project report?

A.5. Management

Maintaining Collaboration

- ☐ Are regular review meetings being held?
- ☐ Have training programmes been considered?

Collaboration within a Team

- ☐ Are team spirit and collaboration being encouraged by all appropriate means?
- ☐ Have risks been identified, reviewed and monitored?
- ☐ Have all aspects relating to Health, Safety, Quality, Environmental and Industrial Relations matters been addressed?

Exit Strategy from Collaborative Relationships

- ☐ Is a suitable exit strategy in place?
- ☐ Have the boundaries of the collaborative partnership been defined, in terms of shared knowledge and intellectual property?
- ☐ Are there processes for disengagement?
- ☐ Have all liabilities been taken account of?
- ☐ Is the exit strategy under constant review?

B. Relationship Management Plan – Contents

The format of the Relationship Management Plan can take any form that is acceptable to an organisation, e.g. web page, word document or database. As each project has differing needs, a specific RMP should be developed and project teams should ensure that it is communicated to all stakeholders.

B.1 Introduction

This section should describe what the document aim is and define the collaborative and audit processes that an organisation or project will use. It should guide users through the actual procedures that will be put in place, including information about performance measures and progress monitoring.

If a particular type of collaboration framework for the RMP is to be used, the framework model should be described here.

B.2 Collaborative Policy Statement

A general statement from the senior executives of the company should be included in this section, confirming commitment to the collaboration process and how the organisation intends to pursue it. It should state the benefits of the process. A clear vision and commitment to the principles of collaboration will encourage others to follow.

B.3 Key Interfaces

In this section any key interfaces and company standards that will be put in place in conjunction with the Plan should be included. Information should be provided on procedures to be followed, e.g. procurement of suppliers or site management controls.

B.4 Project Background

This section should give individual project information and background to the reader. It should be a summary of the project, which allows stakeholders to understand possible interactions that may be needed.

B.5 Objectives

The project objectives should be given in summary format. The initial RMP will only give one form of objectives but, as each stakeholder becomes involved, this will evolve so that all common objectives are captured.

B.6 Roles and Responsibilities

Initial roles and responsibilities such as senior executives, Collaborative Champions, management team structure and key contacts should be identified. An organisation chart for the project highlighting collaboration and governance structure should also be included.

B.7 Relationship Management Plan

a. Awareness

- Identify Executive Sponsor, business objectives, collaborative arrangements
- Review capability, skills and training
- Carry out initial risk assessment identifying any impact on existing procedures and any constraints involving integration or information flow.

b. Knowledge

This area should define what information needs to be shared with partners and what information is necessary for successful delivery, including a process for information control.

c. Internal Assessment

Details of the evaluation of internal capability, skills and training requirements should be given with an action plan for implementation and then used as a basis for integration of external partners.

d. Partner Selection

The methodology for partner selection should be described, including collaboration criteria.

e. Stakeholders – Working Together

Information related to who are the main contact points for various subjects, who are the senior executives, and what are the goals and objectives of each should be described here. Roles and responsibilities should be made clear along with any impact on other stakeholders. A continuous improvement process to ensure compliance and corrective actions, where appropriate, and a method of working to this should also be described.

f. Exit Strategy

An issue resolution process should be described for each particular exit factor with action plans for the approach in terms of economic, social and environmental factors. The exit strategy should be reviewed regularly at management team meetings.

B.8 Summary

The RMP should record any knowledge learnt, bottlenecks encountered and successes achieved during the project. It is a dynamic document and should be updated regularly to reflect the changing status of the project.

C. Abbreviations and Acronyms

Abbreviation	Description
BIM	Business Information Modelling
BS	British Standard
CAD	Computer Aided Design
ECF	Engineering Construction Forum
ECI	Engineering Construction Industry
ECIA	Engineering Construction Industry Association
ECITB	Engineering Construction Industry Training Board
EPCC	Engineering Procurement Construction & Commissioning
EPIC	ECIA Productivity Improvement Committee
HS&E	Health, Safety & Environment
IR	Industrial Relations
KPI	Key Performance Indicator
MOST	Mission, Objectives, Strategy and Tactics
NAECI	National Agreement for the Engineering Construction Industry
NEC	New Engineering Contract
NJC	National Joint Council for the Engineering Construction Industry
PJC	Project Joint Council
R&M	Repair and Maintenance
RMP	Relationship Management Plan
SER	Senior Executive Responsible
SPA	Supplementary Project Agreement

Your Notes