

# ECIA

## Best Practice

## Assessment Tool



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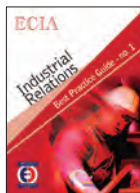
## Foreword

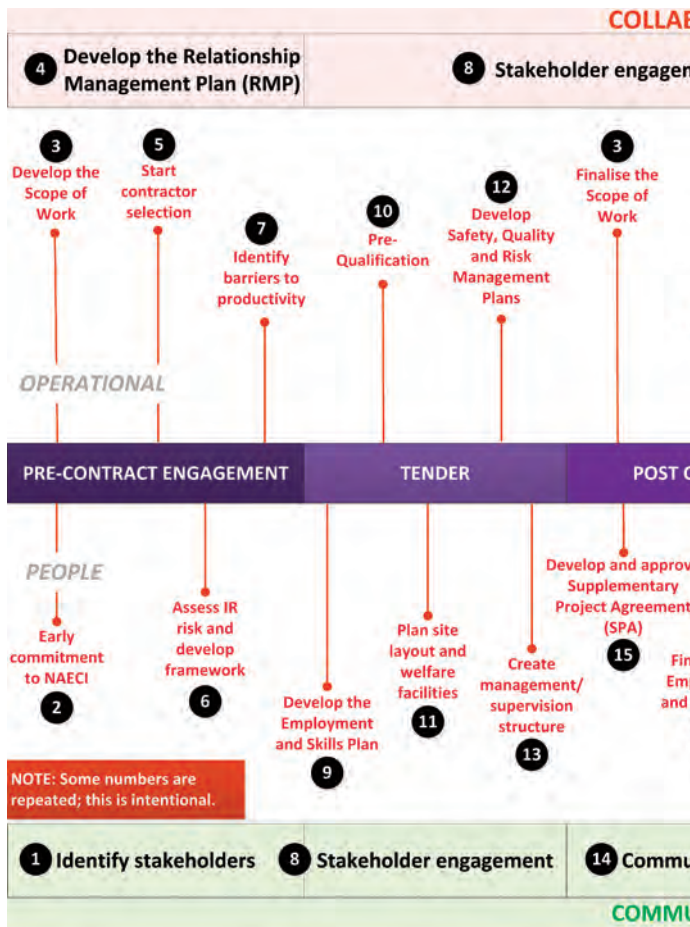
The ECIA Productivity Improvement Committee (EPIC), commissioned a Best Practice Toolkit to facilitate use of the EPIC Best Practice Guides. This Assessment Tool is the first part of that Toolkit.

In producing this Assessment Tool, a contractor work group considered the content of the EPIC Best Practice Guides and collated the main checklist points into the phases of the project timeline.

This new Assessment Tool was produced to help companies to incorporate best practice in their operations on sites and projects, to achieve optimum levels of productive performance. The ECIA wishes to thank those who contributed to the production of this Assessment Tool. Their support is an indication of the continued commitment of ECIA member companies to a continuous improvement process.

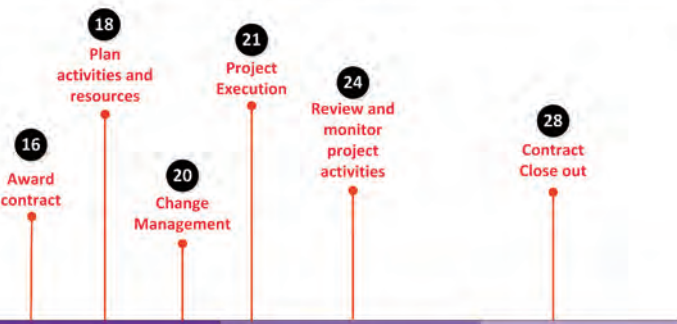
For further information, or to order further copies of the guides, please visit [www.ecia.co.uk](http://www.ecia.co.uk) or email [ecia@ecia.co.uk](mailto:ecia@ecia.co.uk).





**OPERATE**

ent	22 Maintain collaboration	27 Exit strategy
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CONTRACT AWARD	EXECUTION & DELIVERY	PROJECT CLOSE-OUT
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Communications strategy	23 Communications procedure	30 Lessons learned
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**COMMUNICATE**

## 1. Identify Stakeholders

- Is there a commitment to early stakeholder involvement to establish objectives, roles and responsibilities? (*Guide 7*)
- Have all stakeholders, both internal and external, been identified and their roles and responsibilities defined? (*Guide 5*)
- Are the responsibilities of stakeholders understood in terms of seeking to mitigate barriers to collaboration? (*Guide 7*)
- Have all departments with responsibility for any aspect of the project been included in the planning phase? (*Guide 5*)

### Follow-up activity

8. Stakeholder engagement – *Page 14*

#### Further reading:

*Best Practice Guide 5 – Section 4.1*

*Best Practice Guide 7 – Section 3*

## 2. Early Commitment to NAECI

- Is the Client who is building or financing the project aware of the benefits of using NAECI for managing Industrial Relations on an Engineering Construction Project? (*Guide 1*)
- Is the Client aware that they can discuss the use of NAECI with the National Joint Council (NJC)? (*Guide 1*)
- Have NAECI signatory organisations who have become aware of a significant new build project notified the NJC? (*Guide 1*)
- Has the Client committed to the use of NAECI? (*Guide 1*)
- Has each prospective Managing Contractor confirmed their commitment to the use of NAECI? (*Guide 1*)
- Have all other involved parties (including subcontractors, the Trades Unions and Employment Businesses) committed to NAECI? (*Guide 5*)
- Is there a contractual obligation agreed between the Client and Managing Contractor for the management of IR in accordance with NAECI? (*Guide 1*)

### Follow-up activities

6. Assess IR risk and develop framework – *Page 12*
15. Develop and approve Supplementary Project Agreement (SPA) – *Page 23*
25. Manage workforce and Industrial Relations – *Page 38*

### Further reading:

*Best Practice Guide 1 – Sections 4 and 6*  
*Best Practice Guide 5 – Section 4*  
*NJC website – Guide to NAECI – [www.njceci.org.uk](http://www.njceci.org.uk)*

### 3. Develop and Finalise the Scope of Work

- Has the Client properly researched and understood the project and environment in which it should be delivered? *(Guide 3)*
- Have the local market conditions, capabilities, subcontracting and employment practices been researched? *(Guide 3)*
- Have meetings been implemented before the contract starts among all parties to establish the project's credibility and that the Client's requirements are realistic? *(Guide 3)*
- Have the Project Scope and Mission Statement been developed? *(Guide 4)*
- Has an Activity Programme been created?  When implementing the Activity Programme, are there clear milestones defined?  *(Guide 4)*
- Is the Activity Programme accurate and reflective of current circumstances? *(Guide 4)*
- Have appropriate planning software tools been selected? *(Guide 4)*
- Are all roles and responsibilities clearly defined? *(Guide 4)*
- Has a Manpower Histogram been developed? *(Guide 4)*
- Have Engineering Construction and Quality been appropriately planned for? *(Guide 4)*
- Is there a detailed front end Project Schedule and Resourcing Plan to minimise the risk of slow contract start-up / mobilisation? *(Guide 3)*
- Have work sequences been planned, including breakdown of task activities and supply of materials / equipment? *(Guide 4)*
- Has contingency been allowed for changes in the project timeframe and / or potential peaks or troughs in construction? *(Guide 5)*



### 3. Develop and Finalise the Scope of Work (continued)

- Has the Scope of Work been developed involving all parties in the supply chain and is it sufficiently detailed to allow for effective workforce planning? (*Guide 5*)
- Have plans been made to monitor and review project data during implementation? (*Guide 4*)
- Does the Client have a realistic understanding of the state of maturity of the project, its scope, requirements and remaining areas of uncertainty? (*Guide 3*)
- Have uncertainties in scope been explored in the contract award process in an open and collaborative manner? (*Guide 3*)

#### Follow-up activities

- 12. Develop Safety, Quality and Risk Management Plans – *Page 19*
- 18. Plan activities and resources – *Page 28*

#### Further reading:

*Best Practice Guide 3 – Sections 4 and 5*  
*Best Practice Guide 4 – Sections 3, 4, 5, 6 and Appendix B – Programme Level Definitions*  
*Best Practice Guide 5 – Section 4*

## 4. Develop the Relationship Management Plan

- Have the selection criteria for collaborative parties and areas of collaboration been defined? (*Guide 7*)
- Has a person / people been appointed to monitor / manage stakeholder relationships (i.e. the Collaborative Champion)? (*Guide 7*)
- Are the role and responsibilities of the Collaborative Champion in developing a collaborative approach fully understood? (*Guide 7*)
- Has a Relationship Management Plan (RMP) been established? (*Guide 7*) This should encompass:
  - Common objectives, procedures and measures
  - A communications strategy
  - A business case.
- Are the strategy and purpose of the RMP understood by the responsible Collaborative Champion? (*Guide 7*)
- 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? (*Guide 7*)
- Have the Client's strategic objectives been assessed and understood? (*Guide 7*)
- Has an Implementation Plan, which details strategy and methodology, been produced? (*Guide 7*)

### Further reading:

*Best Practice Guide 7 – Sections 4, 6 and Appendix B – Relationship Management Plan Contents*

## 5. Start Contractor Selection

- Has the Client provided bidders with sufficient information to assist in planning their IR strategy?  Does it include local project / site related IR information that should be considered?  (*Guide 1*)
- Does the information provided by the prospective Managing Contractor's bid contain comprehensive IR management information? (*Guide 1*)
- Has the Appointed Contractor clearly stipulated the IR requirements to prospective subcontractors? (*Guide 1*)
- Have Client and Contractor established that they can build Project Teams of the required size and competence to manage the project, and have they fully evaluated the available skills market to pre-empt lack of qualified contractors? (*Guide 3*)
- Are enquiry packages complete and, if not, does the Client fully understand why the required information is incomplete? (*Guide 3*)
- Is dialogue being maintained during bidding and negotiations to ensure continued understanding and commitment? (*Guide 3*)

### Follow-up activities

- 10. Pre-Qualification – *Page 17*
- 16. Award contract – *Page 24*

### Further reading:

*Best Practice Guide 1 – Sections 5 and 9*  
*Best Practice Guide 3 – Sections 4 and 5*

## 6. Assess IR Risk and Develop Framework

- Potential IR risks – has a review been carried out by the Managing Contractor? (*Guide 1*)
- Has the IR Framework been established by the Managing Contractor? (*Guide 1*)
- Has the Pre-Job Conference been held as soon as practicable after finalisation of the IR Framework? (*Guide 1*)
- Is there a clear Industrial Relations Policy? (*Guide 4*)
- Are Trade Union representatives, or other elected representation, encouraged to undertake appropriate training (including skills that support engagement)? (*Guide 2*)

### Prior activity

2. Early commitment to NAECI – *Page 7*

### Follow-up activities

15. Develop and approve Supplementary Project Agreement (SPA) – *Page 23*
25. Manage workforce and Industrial Relations – *Page 38*

### Further reading:

*Best Practice Guide 1 – Section 8*  
*Best Practice Guide 2 – Section 6*  
*Best Practice Guide 4 – Section 4*

## 7. Identify Barriers to Productivity

- Has a Risk Management Strategy been developed? (*Guide 4*)
- Has a risk assessment been carried out, with key project risks understood and evaluated and effective mitigation measures established? (*Guide 3*)
- Have training needs been identified? (*Guide 4*)

When considering your management / supervisory structure have you:

- Checked that potential barriers to productivity are understood by the Supervisor, along with the necessary measures to overcome / remove them? (*Guide 6*)
- Put an appropriate framework in place to ensure efficiency and productivity? (*Guide 6*)
- Put in place the correct enablers for productivity, such as possession of the correct skill set by the Supervisor and appropriate information and equipment made available? (*Guide 6*)
- Identified the correct methodologies and implemented them to maximise productivity? (*Guide 6*)
- Considered equal opportunities? (*Guide 6*)

### Further reading:

*Best Practice Guide 3 – Section 5.2*

*Best Practice Guide 4 – Section 3*

*Best Practice Guide 6 – Section 3*

## 8. Stakeholder Engagement

- Has a structure been developed in which good communications can exist and which promotes a culture of working together? *(Guide 3)*
- Has the organisation established lines of communication with the Trades Unions to ensure that there is meaningful consultation on all aspects of the employment relationship? *(Guide 2)*
- Has an appropriate engagement methodology been decided on? *(Guide 4)*
- Has a collaborative model been established?  Have stakeholders been identified and engaged with?  *(Guide 7)*
- Is there a governance structure in place?  Have objectives, roles and responsibilities been defined?  Have all necessary appointments been made and common processes drawn up?  *(Guide 7)*
- Has the company verified what communication and training policies are in place prior to commencing work?  If no such policies are in place, has the organisation made plans to establish best practice techniques?  *(Guide 2)*
- Are KPIs, clear lines of communication and problem resolution procedures in place?  Is there a communication plan?  *(Guide 7)*
- Is there a clear and precise understanding of the contract? *(Guide 3)*

### Prior activity

1. Identify stakeholders – Page 6

### Further reading:

*Best Practice Guide 2 – Section 7*  
*Best Practice Guide 3 – Section 4*  
*Best Practice Guide 4 – Section 4*  
*Best Practice Guide 7 – Section 6*

## 9. Develop & Finalise Employment and Skills Plan

- Has an Employment and Skills Plan been created that covers all the key areas? *(Guide 5)*
- Has there been a thorough assessment of availability of skills to satisfy the requirements and has an action plan for any potential shortages been included in the Employment and Skills Plan? *(Guide 5)*
- Have clients satisfied themselves as far as possible that commitments made by the chosen tenderer are realistic and that they understand local market conditions and employment practices? *(Guide 3)*
- Have bidders considered the supply of personnel in all trades and professions to execute the work? *(Guide 3)*
- Has a Workforce Histogram been created for the work? *(Guide 5)*
- Has a workforce mobilisation and demobilisation plan been created? *(Guide 5)*
- Has a Training Plan been produced? *(Guide 5)*
- Have any amendments been made to the project requirements and do any changes impact the workforce requirements and Employment and Skills Plan? *(Guide 5)*

*continued overleaf* ▶

## 9. Develop & Finalise Employment and Skills Plan (continued)

### Follow-up activities

13. Create Management / Supervision structure – *Page 20*
17. Recruitment – *Page 26*
19. Commence induction – *Page 31*
29. Demobilise workforce – *Page 44*

### Further reading:

*Best Practice Guide 3 – Section 5*

*Best Practice Guide 5 – Sections 4.3 and 5*

*Best Practice Guide 5 – Sample Employment and Skills Plan*

*NAECI Appendix D – Annex E – Sample Training Plan*



## 10. Pre-Qualification

- Has due consideration been given to both the Client's and Contractor's requirements in the Pre-Qualification Questionnaire? (*Guide 3*)
- Have pre-qualification checks been carried out on subcontractors or Employment Businesses to ensure capability to deliver the work? (*Guide 5*)
- Has the Contractor's submission been evaluated to ensure that all IR matters included in the IR Guide, or identified specifically for the project, have been given proper consideration? (*Guide 1*)
- Have the prospective subcontractors demonstrated that they have suitable arrangements for compliance with NAECI and the SPA? (*Guide 1*)
- Does the Contractor's proposal address all the requirements of the Request for Proposal (RFP), such as timescales, resources, engagement with the supply chain and existing site ground conditions (e.g. potential contamination, rain, access and egress and emergency arrangements)? (*Guide 3*)
- Have other project commitments been taken into consideration? (*Guide 5*)

### Prior activity

5. Start contractor selection – *Page 11*

### Follow-up activity

16. Award contract – *Page 24*

### Further reading:

*Best Practice Guide 1 – Sections 6, 9 and Appendix B – Checklist for Assessing Contractor IR Arrangements*  
*Best Practice Guide 3 – Section 4*  
*Best Practice Guide 5 – Section 5*

## 11. Plan & Maintain Site Layout & Welfare Facilities

- Have appropriate welfare facilities been planned and resourced? (*Guide 4*)
- Have the site and facilities been organised and integrated to achieve maximum efficiency? (*Guide 4*)
- Have the welfare facilities been located as near to the workforce as reasonably practicable to maximise tool time? (*Guide 2*)
- Are the welfare facilities to an acceptable standard and sufficient for the numbers employed and has provision been made to maintain them to that standard? (*Guide 2*)
- In the absence of sufficient on-site parking, have travel plans been adopted in accordance with best practice? (*Guide 2*)
- Are provisions in place to review welfare arrangements to ensure they remain fit for purpose? (*Guide 2*)
- Does the company encourage feedback from employees on the above arrangements? (*Guide 2*)

### Further reading:

*Best Practice Guide 2 – Section 8*

*Best Practice Guide 4 – Sections 5 and 6*

## 12. Develop Safety, Quality & Risk Management Plans

- Is there a clear understanding of Health, Safety, Environmental and Quality requirements?  (Guide 4) Is this incorporated into Supervisor duties and responsibilities?  (Guide 6)
- Is there an appropriate HS&E Programme in place, with a set of Performance-Based Incentives established against the site safety performance? (Guide 3)
- Is there a good planning strategy, which prioritises Health and Safety at the Supervisory level? (Guide 6)
- Are there detailed site safety plans, Risk Assessments, a Risk Management Plan and Method Statements in place?  Are there plans to communicate these out effectively?  (Guide 4)
- Is there a Quality Control Manual and is it fit for purpose? (Guide 4)
- Is there a robust Project Quality Plan that is integrated into a Master Contract Schedule, allowing for completion of all design quality reviews and any off-site pre-inspection activities? (Guide 3)
- Are there well-documented quality management systems and processes, with suitable manuals?  Are there plans to communicate these out effectively?  (Guide 4)
- Is there commitment to quality and continuous improvement that is incorporated into Supervisor duties and responsibilities? (Guide 6)

### Prior activity

3. Develop and finalise the Scope of Work – Page 8

### Follow-up activity

18. Plan activities and resources – Page 28

### Further reading:

- Best Practice Guide 3 – Section 6*  
*Best Practice Guide 4 – Sections 6 and 7*  
*Best Practice Guide 6 – Sections 3 and 4*

## 13. Create Management / Supervision Structure

- Are duties, obligations, expectations and responsibilities of Management and Supervision clearly understood?  Have boundaries, roles and responsibilities for Management and Supervision been defined by Employers?  (Guide 6)
- Has the company given managers and supervisors clear roles and responsibilities that incorporate key workforce engagement strategies? (Guide 2)
- Are the respective roles and duties of Supervisor and Senior Supervisor clearly defined?  Are there clear boundaries of responsibility for the role of Supervision?  (Guide 6)
- Is there a clear and uncomplicated reporting structure in place? (Guide 6)
- Have all managers and supervisors been adequately trained or have suitable experience in all aspects of the job, including non-technical training? (Guide 2)
- Is there a balanced and integrated Project Team? (Guide 4)
- Have plans been made for early mobilisation of Supervision? (Guide 4)
- Do the Management and Supervision have a sound understanding of the requirements of the project's IR Framework?  Do Management, Supervision and the Trades Unions representatives have a good understanding of the main provisions of NAECI?  (Guide 1)
- Is there commitment to, and implementation of, comprehensive Management support for Supervision? (Guide 6)

## 13. Create Management / Supervision Structure (cont.)

### Prior activity

9. Develop & finalise Employment and Skills Plan – *Page 15*

### Follow-up activities

17. Recruitment – *Page 26*
19. Commence induction – *Page 31*
29. Demobilise workforce – *Page 44*

### Further reading:

*Best Practice Guide 1 – Section 11*  
*Best Practice Guide 2 – Section 5*  
*Best Practice Guide 4 – Sections 6 and 7*  
*Best Practice Guide 6 – Sections 3, 4 and 7*

## 14. Communications Strategy

- Does the company have a communications strategy that encourages the involvement of all employees so that their opinions are sought, listened to, valued and make a difference? *(Guide 2)*
- Has the company established goals and objectives that have been set by senior members of the organisation? *(Guide 2)*
- Are all employees aware of these goals and objectives across all locations? *(Guide 2)*
- Do employees at all levels of the organisation understand how their role fits into the overall organisation's strategy? *(Guide 2)*
- Does the company communications strategy have the flexibility to be applied consistently across multi-contractor sites and in integration with appropriate trade bodies? *(Guide 2)*
- Are the appropriate industry stakeholders aware of the company communications strategy and actively involved in supporting it? *(Guide 2)*
- Has suitable training been provided to all those involved in the communications strategy? *(Guide 2)*
- Does the communications strategy have an evaluation process? *(Guide 2)*
- Do managers and supervisors have effective communication skills that link to the organisational strategy? *(Guide 2)*

### Follow-up activity

23. Communications procedure – Page 36

### Further reading:

*Best Practice Guide 2 – Sections 4 and 5*

## 15. Develop and Approve Supplementary Project Agreement (SPA)

- Has a NAECI Section 20 meeting been scheduled? (*Guide 1*)
- Has the Managing Contractor (assisted by the ECIA) provided a first draft of the SPA to form a basis for discussion? (*Guide 1*)
- Have all parties (including the Trades Unions) approved the content of the SPA and signed it for submission to the NJC? (*Guide 1*)
- Has the SPA been approved by the NJC? (*Guide 1*)

### Prior activities

- 2. Early commitment to NAECI – *Page 7*
- 6. Assess IR risk and develop framework – *Page 12*

### Follow-up activity

- 25. Manage workforce and Industrial Relations – *Page 38*

### Further reading:

*Best Practice Guide 1 – Section 7*

*NAECI Section 20 and Part 3: Appendix D*

*NJC website – Guidance Document on SPA Scope (Supplementary Agreements Section) – [www.njceci.org.uk](http://www.njceci.org.uk)*

## 16. Award Contract

- Has the intent of the contract been satisfied by the preferred bidder's proposal? *(Guide 3)*
- Has the contract been awarded on the basis of a realistic scope and schedule? *(Guide 3)*
- Has the contract been awarded with a rigorous estimate of costs, which has been reviewed and agreed? *(Guide 3)*
- Prior to appointment, has the subcontractor provided a clear commitment to NAECI and the SPA?  Does the subcontract include clear reference to NAECI and the SPA?  *(Guide 1)*
- Is the subcontractor's site management team at the time of mobilisation familiar with NAECI? *(Guide 1)*
- Have effective governance arrangements been established in both Client and Contractor organisations?  Are levels of authority and escalation arrangements established and understood and incorporated into the contract?  *(Guide 3)*
- Does the Prime Contract require that key terms and conditions be integrated into any subcontracts to mitigate potential problems in the supply chain? *(Guide 3)*
- Does the Prime Contract demand that any subsequent subcontracts ensure that payment mechanisms and timelines are maintained? *(Guide 3)*



## 16. Award Contract (continued)

### Prior activities

- 5. Start contractor selection – *Page 11*
- 10. Pre-Qualification – *Page 17*

### Further reading:

*Best Practice Guide 1 – Section 9 and Appendix B – Checklist for Assessing Contractor IR Arrangements*  
*Best Practice Guide 3 – Sections 5 and 6*

## 17. Recruitment

### General strategy

- Has a recruitment strategy been planned, including lead time and procedures for interview and selection? *(Guide 4)*
- If additional labour is required, has contact been made with the Job Centre nearest to the project to advertise the vacancies?   
Should the Job Centre be unsuccessful, have other resourcing options been considered (e.g. Employment Businesses)?   
*(Guide 5)*
- Does the company have a recruitment policy that ensures a fair recruitment procedure? *(Guide 5)*
- Are managers sufficiently trained or experienced in the recruitment process and are interviews conducted in a fair and consistent manner?  Is feedback provided to candidates?   
*(Guide 5)*

### Supervision specific

- Is there a defined procedure for selection and recruitment? *(Guide 6)*
- Does the candidate have the appropriate leadership qualities, with the ability / experience to function under pressure and the capability to manage change effectively? *(Guide 6)*
- Do they have a good understanding of the role, including the necessary dedication and appropriate personal qualities?   
Have they the relevant experience, trade skills and qualifications?  Do they need testing for their technical understanding?  *(Guide 6)*
- Do they display a 'best fit' according to a previously defined Person Spec? *(Guide 6)*

## 17. Recruitment (continued)

### Supervision specific (continued)

- Do they have a working knowledge of NAECI? (*Guide 6*)
- Do they have an interest in and commitment to implementing best practice? (*Guide 6*)

### Prior activities

- 9. Develop & finalise Employment and Skills Plan – *Page 15*
- 13. Create Management / Supervision structure – *Page 20*

### Follow-up activities

- 19. Commence induction – *Page 31*
- 29. Demobilise workforce – *Page 44*

### Further reading:

*Best Practice Guide 4 – Section 5*  
*Best Practice Guide 5 – Section 5*  
*Best Practice Guide 6 – Section 5*

## 18. Plan Activities and Resources

### Planning and processes

- Is there a robust Project Execution Plan, which incorporates the Client's contract requirements and the Contractor's proposal? *(Guide 3)*
- Is there provision of adequate preliminary engineering documents (e.g. FEED) and a robust 'first pass' Risk Register to mitigate cost escalation? *(Guide 3)*
- Are documents / plant / materials ready and available? *(Guide 4)*
- Has a Project Control process been clearly defined so that cost and schedule performance progress against the baseline can be accurately measured? *(Guide 3)*
- Are there effective Client and Contractor procedures in place to drive the right practices and behaviours to effectively manage and administer the contract? *(Guide 3)*
- Has the Employer clearly defined a Resource Plan for Supervision and identified their responsibilities? *(Guide 6)*
- Has dedicated Supervision been assigned for the duration of the project and can they:
  - Plan activities and optimise installation with delivery methods? *(Guide 6)*
  - Maintain compliance with the site rules / regulations? *(Guide 6)*
  - Communicate effectively and contribute to good Industrial Relations? *(Guide 6)*

## 18. Plan Activities and Resources (continued)

### Materials and resources

- Has a Constructability Improvement Log been approved? *(Guide 4)*
- Are project requirements being fully and accurately implemented along the supply chain as subcontracts are being awarded? *(Guide 3)*
- Is there a robust off-site Equipment and Delivery Schedule, supported by appropriate expediting systems, with key equipment delivery milestones? *(Guide 3)*
- Are there measures in place for reporting progress accurately? *(Guide 4)*

### Workforce

- Are there complete and detailed allocation sheets showing a record of work to be undertaken against plan? *(Guide 4)*
- Has consideration been given to ensure harmonious Industrial Relations? *(Guide 4)*
- Are there appropriate mechanisms in place to ensure an engaged workforce? *(Guide 4)*
- Is there good site access and transport? *(Guide 4)*
- Has a suitable time recording system been decided upon? *(Guide 4)*

*continued overleaf* ▶

## 18. Plan Activities and Resources (continued)

### Prior activities

- 3. Develop and finalise the Scope of Work – *Page 8*
- 12. Develop Safety, Quality and Risk Management Plans – *Page 19*

### Further reading:

*Best Practice Guide 3 – Sections 6 and 7*  
*Best Practice Guide 4 – Sections 5, 6 and 7*  
*Best Practice Guide 6 – Sections 4, 6.2 and 7*

## 19. Commence Induction

### General

- Has early mobilisation been carried out to facilitate training and familiarisation with project scope, site rules and regulations? *(Guide 6)*
- Is there a comprehensive formal induction and deployment process in place? *(Guide 6)*
- Have the company policies and procedures been explained and understood? *(Guide 6)*

### Additionally for Supervision:

- Does Supervision understand quality assurance / quality control requirements? *(Guide 6)*
- Has Supervision been satisfactorily integrated into the company in terms of handling disciplinary matters and promoting good IR? *(Guide 6)*
- Is Supervision familiar with RAMS (Risk Assessment, Method Statement)? *(Guide 6)*

*continued overleaf* ▶

## 19. Commence Induction (continued)

### Prior activities

9. Develop & finalise Employment and Skills Plan – Page 15
13. Create Management / Supervision structure – Page 20
17. Recruitment – Page 26

### Follow-up activity

29. Demobilise workforce – Page 44

### Further reading:

*Best Practice Guide 4 – Section 4.5 has a specific section that identifies the typical content for the induction process*

*Best Practice Guide 5 – Section 5.4.1 details the recommendations and risks associated with workforce induction*

*Best Practice Guide 6 – Sections 6 and 7 – Section 6 of the guide gives comprehensive guidance on the induction and deployment of supervision*



## 20. Change Management

- Is there an agreed Change Management process, where appropriate responsibilities and accountabilities for personnel are designated? (*Guide 3*)
- Has the company made sure that a procedure is in place to ensure that design changes are effectively managed and communicated to the appropriate personnel? (*Guide 2*)
- Are effective Change Management arrangements being maintained? Are changes being minimised and controlled? (*Guide 3*)

### Further reading:

*Best Practice Guide 2 – Section 9*

*Best Practice Guide 3 – Sections 5, 6 and 7*

*Best Practice Guide 3 – Appendix B – Case Study – Relationship Management*

## 21. Project Execution

- Has a Project Execution Plan been defined and formalised? *(Guide 4)*
- Has a progress report been developed to SMART (Specific, Measurable, Achievable, Realistic and Time bound) principles? *(Guide 4)*
- Is there a clear understanding of the roles within the Project Team and the responsibilities for delivering the project objectives and milestones? *(Guide 3)*
- Has the Project Execution Plan been reviewed, and updated if required? *(Guide 4)*

### Follow-up activities

3. Develop and finalise the Scope of Work – *Page 8*
12. Develop Safety, Quality and Risk Management Plans – *Page 19*
18. Plan activities and resources – *Page 28*

### Further reading:

*Best Practice Guide 3 – Section 6*

*Best Practice Guide 4 – Sections 3 and 4.6*

## 22. Maintain Collaboration

- Is the Collaborative Champion well established? (*Guide 7*)
- Has a Project Team Building Programme been introduced to engender collaborative working throughout the duration of the Project? (*Guide 3*)
- Is there a continuous improvement programme in place? (*Guide 7*)
- Have risks been identified, reviewed and monitored? (*Guide 7*)
- Is there a commitment to produce an End of Project report? (*Guide 7*)
- Have training programmes been considered? (*Guide 7*)
- Is effective engagement between all key participants being maintained? (*Guide 3*)
- Are regular review meetings being held? (*Guide 7*)
- Are team spirit and collaboration being encouraged by all appropriate means? (*Guide 7*)

### Further reading:

*Best Practice Guide 3 – Sections 6 and 7*  
*Best Practice Guide 7 – Sections 6 and 7*

## 23. Communications Procedure

- Are plans in place to ensure clear and effective lines of communication? *(Guide 4)*
- Is there a methodology for ensuring effective communication amongst all stakeholders? *(Guide 5)*
- Does the company have a communications policy that ensures effective project communication, especially with the Trades Unions? *(Guide 5)*
- Has the Project Joint Council been established in accordance with the provisions of NAECI?  Have a calendar of meeting dates and a standard agenda been set up?  *(Guide 1)*
- Have Joint Chairs been appointed and do they have appropriate attributes?  Have the parties established a routine for preparation, feedback and follow-through around Project Joint Council meetings?  *(Guide 1)*
- Are issues being routinely dealt with, as opposed to being saved up for the Project Joint Council meetings? *(Guide 1)*
- Is communication to the workforce effective? *(Guide 1)*
- Is regular time set aside for communication that includes feedback and updates?  Is there a balance between formal meetings and personal emphasis in terms of feedback and guidance?  *(Guide 2)*

### Prior activity

#### 14. Communications strategy – Page 22

### Further reading:

*Best Practice Guide 1 – Sections 10 and 11*  
*Best Practice Guide 2 – Section 4 and Appendix B – Model Constitution of a Project Joint Council*  
*Best Practice Guide 4 – Section 5*  
*Best Practice Guide 5 – Section 4*

## 24. Review and Monitor Project Activities

- Are the project's risks and mitigation arrangements being regularly reviewed? (*Guide 3*)
- Are deficiencies in the plant being identified at the earliest possible stage to avoid delays in Commissioning and Handover? (*Guide 3*)
- Are all key aspects of project performance being reported regularly and accurately, with timely interventions as necessary? (*Guide 3*)
- Are regular checks being made at all points in the supply chain to ensure quality, and thereby minimise the need for re-work? (*Guide 3*)
- Is the Client showing sufficient commitment at all levels, including senior management, to high standards of health and safety? (*Guide 3*)
- Have all aspects relating to Health, Safety, Quality, Environmental, Risk and Industrial Relations matters been addressed? (*Guide 7*)

### Further reading:

*Best Practice Guide 3 – Section 7*

*Best practice Guide 7 – Section 7*

## 25. Manage Workforce and Industrial Relations

### Communications and IR

- Are effective channels of communication in place to enable dialogue between all involved parties (Employers, Trades Unions and the Workforce)? *(Guide 6)*
- Is there clear understanding of how to follow agreed Industrial Relations processes? *(Guide 3)*
- Are the Project IR risks being routinely reviewed?  Is the auditor's report being reviewed by the Project Joint Council on a regular basis?  *(Guide 1)*
- Are conflict management arrangements working effectively? Consider the roles of communication between Management, the Trades Unions and the ECIA. *(Guide 3)*
- Has appropriate training been provided in Industrial Relations and NAECI to Supervision?  Has a Supervisor / Steward NAECI Awareness course been held?  *(Guide 6)*
- Are best practice in Industrial Relations and lessons learned being captured on an on-going basis? *(Guide 1)*

### Workforce

- Does the company hold performance reviews? *(Guide 5)*
- Do performance reviews recognise, in an appropriate manner, the role an employee plays in actioning shared goals? *(Guide 2)*
- Are project targets communicated to the workforce?  Are they 'SMARTER' (Specific, Measurable, Achievable, Realistic, Time bound, Evaluated and Re-evaluated)?  *(Guide 2)*
- Do employees have good relationships with their managers? Are employees' concerns investigated and discussed? *(Guide 2)*

## 25. Manage Workforce and Industrial Relations (cont.)

### Management / Supervision

- Does the organisation enable managers and supervisors to manage a team and individuals, as well as handle concerns, conflict and difficult decisions? (*Guide 2*)
- Is Supervision deployed in such a way as to ensure visibility at the workplace? (*Guide 6*)
- Has the Supervisor been trained and encouraged to motivate their team and ensure a safe and healthy workplace? (*Guide 6*)
- Has the Supervisor been trained and encouraged to act as coach, mentor and advocate for the company and employee? (*Guide 6*)
- Has the Supervisor been trained and encouraged to give good briefings and Toolbox Talks and so influence performance and improve productivity? (*Guide 6*)

### Prior activities

2. Early commitment to NAECI – *Page 7*
6. Assess IR risk and develop framework – *Page 12*
15. Develop and approve Supplementary Project Agreement (SPA) – *Page 23*

### Further reading:

*Best Practice Guide 1 – Section 11*  
*Best Practice Guide 2 – Sections 5, 6 and 10*  
*Best Practice Guide 3 – Section 7*  
*Best Practice Guide 5 – Section 5*  
*Best Practice Guide 6 – Sections 3, 4 and 7*

## 26. Training and Development

### General

- Does the organisation have processes to identify talent and encourage development? (*Guide 2*)
- Does the organisation support the development of skills amongst its employees, especially in the form of apprenticeships? (*Guide 2*)
- Have performance assessments been planned for regular intervals? (*Guide 6*)
- Does the organisation have a point of contact within the ECITB? (*Guide 2*)

### Management & Supervision

- Does the organisation have support structures to develop the experience of managers and supervisors? (*Guide 2*)
- Does Supervisor training cover Health and Safety policies, Industrial Relations, Disciplinary and Grievance procedures and the provisions of NAECI? (*Guide 6*)
- Are roles understood, performance assessments done and training needs identified? (*Guide 6*)
- Is there a planned debriefing for Supervision at the end of the Project? (*Guide 6*)

#### Further reading:

*Best Practice Guide 2 – Sections 5 and 6*  
*Best Practice Guide 6 – Sections 3, 7 and 8*



## 27. Exit Strategy

- Is a suitable exit strategy in place? (*Guide 7*)
- Have the boundaries of the collaborative partnership been defined, in terms of shared knowledge and intellectual property? (*Guide 7*)
- Are there processes for disengagement? (*Guide 7*)
- Have all liabilities been taken account of? (*Guide 7*)
- Is the exit strategy under constant review? (*Guide 7*)

### Further reading:

*Best Practice Guide 7 – Section 7*

## 28. Contract Close-Out

### Planning

- Has planning for Commissioning and Handover been started early in the project?  Have commissioning personnel being appointed in good time?  (Guide 3)
- Has a specific and detailed close-out schedule / programme been agreed for clearance of snagging items and exceptions agreed at handover? (Guide 3)
- Has a Completion Manager been appointed? (Guide 3)
- Has a plan been agreed for completion of outstanding deliverables and settlement of final accounts?  Has the relevant completion certification been signed?  (Guide 3)

### Commissioning

- Are detailed commissioning Operations and Maintenance (O&M) plans available?  Have clear roles and responsibilities been established for the key members of the Commissioning Team?  (Guide 3)
- Have arrangements been put in place that will both minimise commercial downtime of plant for remedial work and ensure efficient use of Contractor resources to do this work? (Guide 3)

## 28. Contract Close-Out (continued)

### Operational

- Is the Client mobilising the operational team in good time for them to become familiar with the plant and participate effectively in Commissioning and Handover? (*Guide 3*)
- Are there in place suitably skilled and qualified snagging teams to complete any minor outstanding works required for final completion? (*Guide 3*)
- Is there in place a general support team dedicated to the Client's operational transition phases? (*Guide 3*)
- Has appropriate close-out documentation been supplied (e.g. Project Quality Assurance documentation, site test records and the Life Time Quality Records packages)? (*Guide 3*)

#### Further reading:

*Best Practice Guide 3 – Section 7*

## 29. Demobilise Workforce

- Does the company have a workforce demobilisation plan in place and are managers, supervisors, stakeholders and employees aware of the plan? (*Guide 5*)
- Is there an established redundancy procedure, agreed with the Trades Unions, and have managers / supervisors been trained in this? (*Guide 5*)
- Has there been continuous consultation with the Trades Unions? (*Guide 5*)
- Are systems in place to explore redeployment opportunities? (*Guide 5*)
- Has the company in place a workforce demobilisation strategy that supports the long term future of the Industry? (*Guide 5*)
- Does the organisation make an effort to retain trained supervisors within supervisory roles? (*Guide 2*)
- Are there provisions to enable the retention of supervisors in their roles? (*Guide 6*)

### Prior activities

9. Develop & finalise Employment and Skills Plan – *Page 15*
13. Create Management / Supervision structure – *Page 20*
17. Recruitment – *Page 26*
19. Commence induction – *Page 31*

### Further reading:

*Best Practice Guide 2 – Section 6*  
*Best Practice Guide 5 – Section 6*  
*Best Practice Guide 6 – Section 8*

## 30. Lessons Learned

### General

- Has a comprehensive Project Close-Out Report been produced, incorporating lessons learned? (*Guide 3*)
- Has a detailed project review been carried out? (*Guide 4*)
- Have shared contributions been assessed, analysed and documented? (*Guide 4*)
- Have best practices been identified? (*Guide 4*)
- Is there a strategy for applying lessons learned? (*Guide 4*)
- Have the lessons learned been communicated out? (*Guide 4*)

### In relation to Industrial Relations performance on the project:

- Has a suitable mechanism been set up for capturing lessons learned? (*Guide 1*)
- Have the Joint Chairs put in place the report production process, as Engineering Construction work draws to a close? (*Guide 1*)
- Has the report content been defined and agreed? (*Guide 1*)
- Have all appropriate parties been consulted in production of the report? (*Guide 1*)
- Has the final report been presented to the NJC and / or a copy forwarded? (*Guide 1*)

#### Further reading:

*Best Practice Guide 1 – Section 12*  
*Best Practice Guide 3 – Section 7*  
*Best Practice Guide 4 – Section 8*  
*NJC website – [www.njceci.org.uk](http://www.njceci.org.uk)*

## Abbreviations and Acronyms

Abbreviation	Description
ECIA	Engineering Construction Industry Association
ECITB	Engineering Construction Industry Training Board
EPIC	ECIA Productivity Improvement Committee
FEED	Front End Engineering Design
HS&E	Health, Safety & Environment
IR	Industrial Relations
NAECI	National Agreement for the Engineering Construction Industry
NJC	National Joint Council for the Engineering Construction Industry
O&M	Operations and Maintenance
RAMS	Risk Assessment, Method Statement
RMP	Relationship Management Plan
RFP	Request for Proposal
SMART	Specific, Measurable, Achievable, Realistic and Timely
SPA	Supplementary Project Agreement



# ECIA



## Best Practice Seminars

ECIA offer seminars to members, which provide a walkthrough of the 7 published Guides, presented in the same sequence as the project timeline in this booklet and linking common themes.

The seminars can be tailored to suit the interest and experience of the audience and have been run successfully for clients and members alike, at their premises or for away days.

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REVIEW

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