Work Control Process and Measuring Alignment

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Alignment is Critical to Project Success

**Definition** - The condition where appropriate project participants are working within acceptable tolerances to develop and meet a uniformly defined and understood set of objectives.

- A state of being; focused on objectives
- Must be fostered throughout the project life
- Must be readdressed as new participants added to project, or as objectives change

- Skilled Craft
- Engineering
- Management
- Construction
- Safety
Understanding the Alignment Challenge

– Projects have complex objectives — *sometimes they are in direct conflict*

– Mixed stakeholders cause project complexity

– Different work groups — *sometimes specialists tend to do their own thing*

– Multiple decision makers increase the need for communication — *both on the project and off the project*

– Project Dynamics — *scope, schedule, funding*
Alignment on Work Control Must Exist in Three Dimensions

Longitudinal – stay aligned throughout project’s life

Horizontal – Support organizations aligned with project objectives

Vertical – Project team aligned in values & purpose
Examples of Barriers to Work Control Alignment

- **Culture** – No formal division of responsibility for work control - all stakeholders not accepting ownership and not holding each other accountable

- **Execution** – Workers not fully engaged in the work planning process - management, non-manual, & craft workers not fully engaged in the work planning process

- **Communication** – Lack of sufficient vertical & horizontal communication - management-to-craft and craft-to-management, line management-to-functions and function-to-line management

- **Tools** – Feedback & Lessons Learned not adequately collected or incorporated into the work control process - doing the same thing over & over and expecting different results
Examples of Barriers to Work Package Alignment

- **Plan** - Entire work team not engaged in the process
- **Approve** - Comment resolution is too cumbersome
- **Execute** - Work package is too complex
- **Closeout** - No feedback or feedback follow-through
Alignment Tool

Teamwork versus Team-Alignment?

- Teamwork reflects whether or not a team is working well together to achieve an objective.
- Alignment reflects whether or not a team is working on the same objectives in a collaborative manner and if those objectives are correct in terms of the organization’s need or mission.
Alignment Thermometer: Where are we starting from?

- Measures the Project Team Alignment
- Identifies the Areas Needing Focus
- Assists in Tracking Toward Alignment
- Captures agreement/disagreement among stakeholders
- Captures how well alignment issues are addressed on project
- Leads to pinpointed actions

![Alignment Thermometer Diagram]

- 100%
  - Comfortable Road to Success
- 70%
  - Discomfort on the Road to Mediocrity
- 40%
  - Stressful Road to Failure
Alignment Tool

Components

- Survey Sheet
- Survey candidates
- Excel Tool
- Administrator/Data Input
- Understanding of the graphs
- Sharing Results
Alignment Tool

Excel – Data Entry Tool

- Set up for 50 questions and 200 survey sheets
- Converts data into spider graphs
  - Range
  - Average
- Password protected cells
Steps 1 and 2 – Collect Survey Data

Work Control Alignment Survey (Project-Level)

INSTRUCTIONS - answer as follows:
1. Give the answer that represents your belief of what is the current practice in your organization (the “as-is” process, not the “should-be”).
2. Rank each statement on a scale of 1 to 5 ("Strongly disagree with this statement (1)" to "Strongly agree with this statement (5)").
3. Rank the statement 0 if it does not apply to you.

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Legend: 1 = Strongly Disagree  5 = Strongly Agree
Steps 3 and 4 – Analyze Data (Spider diagram)

- Average ranking of Work Implementers
  - Each spoke is an alignment statement from the survey
  - Average for all respondents
  - The larger the “spider web” the more poorly aligned the team
  - Indicates alignment work to be done
Steps 3 and 4 – Analyze Data (Spider diagram)

- Range ranking of Work Implementers
  - Max minus Min ranking for each of the alignment survey statements
  - The larger the “spider web” the more poorly aligned the team
  - 44 of 48 statements had a range of 10 (maximum mis-alignment possible)
Alignment Tool

Summary

- Measurement of alignment is difficult
- Appropriate stakeholder representation is critical
- Alignment is dynamic and key throughout project life cycle and must be addressed

- Skilled Craft
- Engineering
- Management
- Construction
- Safety
Disciplined Work Control Alignment

Summary

- Has to be a Project Leadership Absolute!
- Needs to be defined, measured, and tested early on in the Project
- Requires involvement and ownership by all members of the project team
- Is an essential element to Zero Incidents & Injuries
- Instills discipline in the approach to work
- Complements Integrated Safety Management
- Establishes “our” work control culture and expectations on the Project
- Needs to be maintained for the life of the Project
Some Key Questions to ask Regarding Work Planning & Control on Any Project

Summary

- How do we plan, approve, and get work done on this project?
- Can you show or describe the work planning and control process to me?
- Who is responsible and accountable for the various phases of the work planning and control process?
- How do we measure whether we are aligned?