

# Agenda Item 7

## ECRI Work Fronts – Up-Date

**Rod Kyle**

**Tony Winstanley**

**Peter Olofson**

**Susan Mahon**

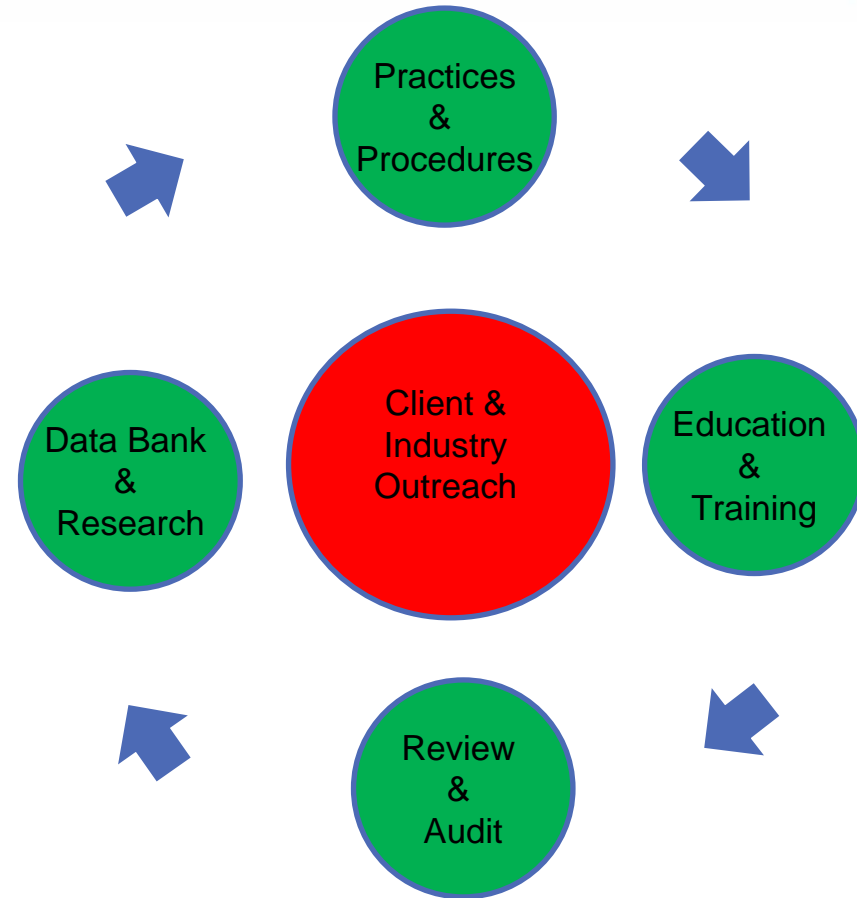
# Agenda Item 7 – ECRI Work Fronts

## Five Core Operating Work Fronts - Prioritised:

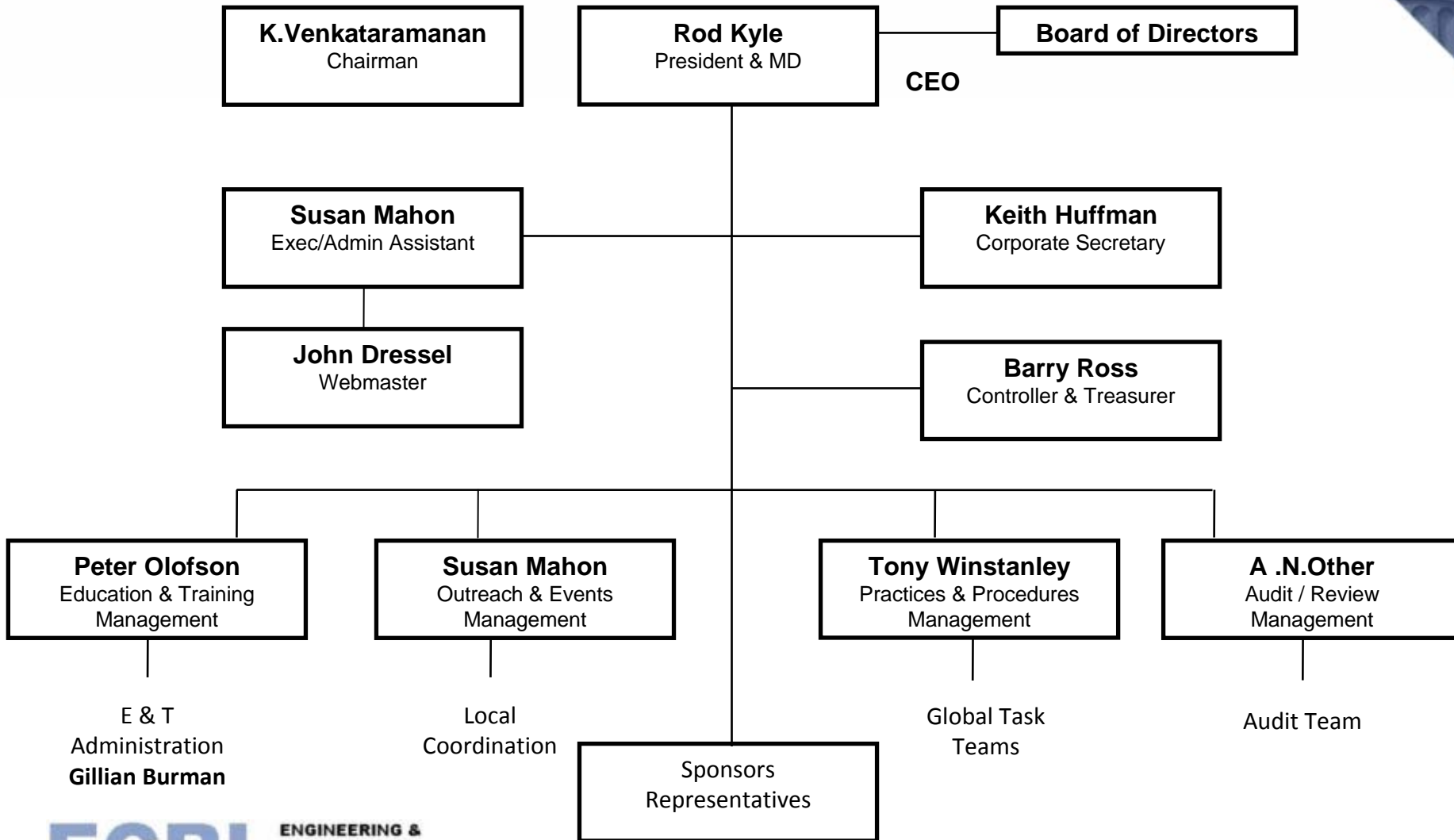
- Practices & Procedures
- Education & Training

### Client and Industry Outreach

- Review & Audit
- Data Bank / Research



# Agenda Item 7 – ECRI Functional Organisation



# Agenda Item 7 – ECRI Practices & Procedures - 2009

## ECRI Practices & Procedures - 2009

# Agenda Item 7 - ECRI Practices & Procedures - 2009

- **Survey of Sponsors showed development of P&P's was ahead in terms of importance.**
  - **Some disappointment with Sponsor "Teams" availability**
- **Following ECRI 'cold eye' review, current set of P&P's amended to provide for a more consistent presentation.**
- **'Cold eye' review comments provided by the Sponsors.**

# Agenda Item 7 - ECRI Practices & Procedures - 2009

- **All P&P's now linked to the 6 Phases of Project Implementation.**
- **Sponsors requested to provide their requirements for development of new P&P's during 2010.**

# Agenda Item 7 - ECRI Practices & Procedures - 2009

- **Eleven (11) P&P's completed during 2009**
- **ECRI-BP-009: Structured Approach to Post-Mortems, Project Close-Out and Lessons Learned.**
- **ECRI-CM-004: Managing Secondary Impacts of Project Change.**
- **ECRI-CM-005: Presentation version of ECRI-CM-004**
- **ECRI-TC-005: Important Contract Issues.**
- **ECRI-RI-002: The 6 project Phases.**
- **ECRI-BP-010: Multi-Office Execution**

# Agenda Item 7- ECRI Practices & Procedures - 2009

- **ECRI-BP-011: Risk Register Preparation.**
- **ECRI-BP-012: Contingency Drawdown.**
- **ECRI-TC-006: Standard E&C Contract Forms-  
Lessons Learned.**
- **ECRI-RF-Series: Insurance Up-Dates**
- **ECRI-BP-010: Enterprise and Portfolio Risk  
Management Drivers.**

# Agenda Item 7 - ECRI Practices & Procedures - 2009

- **P&P's under consideration:-**
  - **Risks associated with BOO/BOOT/PPP projects.**
  - **Improving Project Team Risk Awareness.**
  - **Best Practices for Pre-Commissioning, Commissioning, Start-Up, Initial Operation and Performance Testing.**
  - **Corporate/Project Insurances.**
- **Sponsors views sought on relevancy and importance.**

# Agenda Item 7 – ECRI Education & Training

## ECRI Education & Training

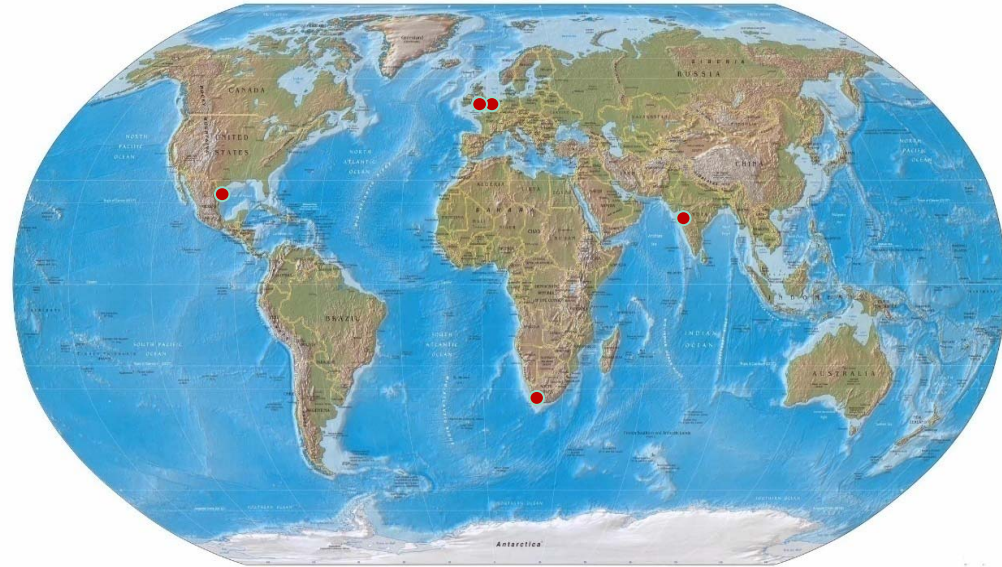
# Agenda Item 7 – ECRI Education & Training

## ➤ Developing programme of courses in ‘Practical Risk Management’ for Sponsors:

- Induction course
- Advanced course

## ➤ Establishing partnerships with universities in:

- Europe – Delft University, Netherlands ?
- USA – Rice University, Houston, TX
- RSA – Stellenbosch University, RSA
- UK – Queen Mary College, University of London, England
- India – Indian Institute of Technology, Mumbai



## ➤ Programme roll-out:

- 2 Pilot Induction courses in Q4 2009 and 1 Pilot Advanced course in Q1 2010 with full roll-out in 3 locations during remainder of 2010

# Agenda Item 7 - Education & Training

## Distinctive Characteristics of ECRI Programme

- **Completely Engineering & Construction Orientated**
- **Only available to ECRI Sponsors Personnel**
- **Practical rather than Theoretical**
- **Linked to the Six (6) Phases of Project Implementation as defined by ECRI**
- **Substantially taught by E&C Professionals from ECRI and Current Practitioners from Sponsors**
- **Offered in conjunction with World-Class Academic Institutions at Locations to suit Sponsors**
- **Offered at no charge for Sponsors**
- **Future Certification and Accreditation with linkage to Sponsors HR / Personnel Development Programmes**

# Agenda Item 7 - Education & Training

## The Six Stages of a Project

- Both the induction and advanced courses will be designed around the six stages of a project:
  1. Invitation to Bid, Proposal Preparation and Submission;
  2. Contract Negotiation and Award
  3. Contract/Project EPC Implementation and Administration through Mechanical Completion;
  4. Project Pre-commissioning, Start-Up, Commissioning and Performance Demonstration;
  5. Project Close-Out and Warranty Administration;
  6. Change Management throughout the Project cycle.

# Agenda Item 7 – Education & Training

## The Induction Course Benefits

- **A basic awareness of risk in the global engineering & construction industry, both project and enterprise;**
- **An understanding of the paramount importance of a formalized and integrated risk management process including the key issues to be addressed by such process;**
- **A basic understanding of the methodology of risk management application and the available risk management tools;**
- **A basic understanding of the practice of risk management through each of the six stages of a project;**
- **An awareness of the role ECRI can play in all of the foregoing through the ECRI Practices and Procedures.**

# Agenda Item 7 – Education & Training

## The Advanced Course Benefits

- **A more detailed understanding of all the issues addressed in the Induction Course;**
- **An understanding of the current, state of the art and best practices risk management procedures, programmes and tools being utilized by world class E&C companies;**
- **An understanding of the practical application of all of the foregoing through cases studies in an inter-active work environment;**
- **An understanding of the risk-related roles played in project implementation by secondary stakeholders from the legal, insurance, bonding and financial communities.**

# Agenda Item 7 – Education & Training

## Proposed Timetable and Attendees

- **Both the Induction Course and the Advanced Course will be offered twice a year at each academic institution. Each course will be one full day.**
- **Class size will be limited to 30 max.**
- **Induction Course— Not specifically aimed at practising risk professionals, generalists and new hires across all disciplines with emphasis on younger members of Sponsors' organizations.**
- **Advanced Course—Project / Construction Managers, Risk Managers, Project Engineers, Commercial / Sales and Marketing , Contract Specialists including in-house lawyers, Finance / Insurance / Bonding personnel, Project Services / Controls, Procurement and Functional / Discipline Managers.**

# Agenda Item 7 – Education & Training

## Current Status of Programme Development

- **Pilot Programme for Induction Course to be rolled out in Q4 2009 in Abu Dhabi and Queen Mary College, London, School of International Arbitration.**
- **Detailed Curriculum for Advanced Course being developed. Pilot Advanced Course to be rolled out Q1 2010.**
- **Full global roll out across multiple academic institutions of both the Induction and Advanced Courses during 2010.**
- **Lessons Learned from Pilot Programmes to be incorporated into both courses.**
- **Gillian Burman hired as Education & Training Administrator to support the Programme.**

# Agenda Item 7 – ECRI Client Industry Outreach & Events

## ECRI Client / Industry Outreach & Events

# Agenda Item 7 – ECRI Client / Industry Outreach & Events

- **Took place in 2009:**
  - **Industry Meetings in Abu Dhabi, April**
  - **Industry / ACA Meetings in Australia, May**
  - **Industry Meeting with BCECA, June**
  - **Joint Risk Meeting with WEF, June**
  - **Mid-Year Sponsors / Client Meeting, London, June**
  - **Outreach Forum in Houston, USA, November**
  - **Outreach Forum in Middle East, Abu Dhabi, December (postponed)**
  - **Year- End Sponsors / Client Mtg, Abu Dhabi, December**

# Agenda Item 7 – ECRI Client / Industry Outreach & Events

- **Americas Outreach Forum in Houston, USA, 5 November**
- 87 acceptances:**
  - 63 Contractors -- 21 Clients -- 3 Others**
  - Successful event with existing and potential Sponsors, including Aker Solutions, Black & Veatch, Commonwealth E&C & Worley Parsons**
  - Client attendees included Chevron, BP, ConocoPhillips, Cheniere LNG, Dow Chemicals, Marathon and Williams Brothers Construction**
- **Success due to participation and input provided by local ECRI Sponsors – we can't do this without you**

# Agenda Item 7 – ECRI Client / Industry Outreach & Events

## ➤ **Planned for 2010**

- Outreach Forum in Far East, Tokyo/Hong Kong**
- Outreach Forum in Middle East, Abu Dhabi**
- Outreach Forum in Europe**
- Client – Specific Meeting (s) – BP and Shell**
- Mid-Year Sponsors / Client Mtg, Madrid, June**
- E&C Risk Group Meeting, London/elsewhere?**
- Year- End Sponsors / Client Mtg, London, December**

# Agenda Item 7 – ECRI Website

## ECRI Website

# Agenda Item 7 - ECRI Website - Purpose

**To recap, the Purpose of the ECRI website is twofold :**

**1. To provide a Window on ECRI and its activities with the objective of Marketing the Organisation to potential new Sponsors**

**AND**

**2. To provide our Sponsors with Private Access to the information, notices, data bases and products of ECRI's work activities.**

# Agenda Item 7 - ECRI Website - Elements

- **Non-Exclusive Public Window on the ECRI:**
  - ECRI Background Summary
  - Its Global Reach
  - Founders and Sponsors Listing
  - The Benefits of Sponsorship
  - Synopsis of Practices and Procedures
  
- **Exclusive Private Data Provision for Sponsors:**
  - Practices and Procedures
  - Reference Directories and Data Bank
  - Records of ECRI's Activities
  - News – “Early Warning System”

# Agenda Item 7 - ECRI Website

- **ECRI website data bank provides:**
  - **Directory of Risk Organizations**
  - **Risk Publications Library – Index**
  - **Risk Manager’s Emerging Risk Bulletin Board**
  - **Information on New / Emerging Risk Standards**
  - **Calendar of Global Risk Events**
  - **Directory of Risk Management Software**
  - **Directory of Risk Management Consultants**
  - **Risk related Links to Academia**
  - **Suppliers Risk Management Processes**
  - **Benchmarking against Peer Group**
  - **Significant Company / Project Failures & Why ?**
  - **Chat – Room Concept under review**

# Agenda Item 7 - ECRI Website - Future

- **Short Video of Introduction / Animation**
- **Clearer, Easier to use and More Friendly Format**
- **Directors and Officers Profiles**
- **The ECRI Organisation**
- **Overview and News on ECRI's 5 Work Fronts**
- **News, Events and Emerging Risks**
- **Risk-Related Presentations**
- **Reference Data Bank**