



# Project Risk Management Group

ECRI Topic Paper  
Essen, December 2008



### Issues:

- Contract wording
- Withheld payments
- Completion documentation
- Team Performance



### Contract wording :

- Increasing recourse to dispute resolution procedures
- Contract wording needs to be precise
  - Avoid inclination to compromise language and lose clarity on key issues



### Withheld payments :

- Typically arises from client being dissatisfied - rightly or wrongly
- Contract should be clear on client obligation to pay, except perhaps disputed parts of invoices
- Contractor should have right to suspend work then terminate for non-payment



### Completion issues :

**i.e when are you finished ?**

- Mechanical completion documents
- Pre-commissioning tests/calibrations
- Commissioning responsibilities
- Validation documentation - Pharma
- Tests, cure periods, warranties and backstops



### Team Performance:

### Clients and Contractors.....

- “A” teams need little
- “B” teams need guidance to optimise
- “C” teams need intervention
  - “C” Teams suck up Executive Management time

