



DR03: Project Team Coordination

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Unless you are a “one-man band” that can do everything your project needs (which probably means it is a house addition) you will have a Project Team to coordinate. A failure to do that well throws the doors wide open to a whole array of risk issues.

Is it just about communication?

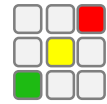
It’s easy to say “that’s just a communication problem” – but the task is often complex, and less experienced Team Leaders can – and do – run into trouble. When there is an independent PM involved, or when you are part of a Project Alliance controlled by a developer, the management issues get a lot more complex and hard to control. Some of the risk factors impacting Team Coordination are:

1. Lack of a single point of control over Team Coordination
2. Lack of common graphic standards for documentation
3. Team members reporting to different “bosses” – especially where a client or owner goes directly to a team member rather than through the Project Manager
4. Inability of some team members to perform, through competing projects, time pressure or lack of competent staff
5. Competing / conflicting personalities

Is there a solution?

Simple answer: **YES!** Although you might experience some resistance to some of these ideas, the more of them you implement, the more smoothly the project will run, and the lower both your frustration and your risk exposure will be:

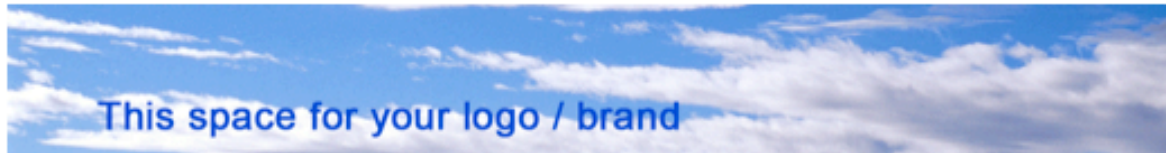
1. Offer the client/owner a comprehensive project management service (separate from and in addition to the design service) that identifies and structures the communication issues that are mission-critical. Convince the client/owner that success requires it.
2. Ensure that your PMs have the skills they need to make good on the promise described above. If you have any doubts, send them to the PSMJ **Project Management Essentials** program. (See www.psmj.com.au for details).
3. Think through the complex web of essential interfaces between components of the project, and the order in which they need to be started, and completed. In other words, schedule ALL system interfaces, not just the ones you are responsible for – that needs to be a key part of the package you offer the client/owner.
4. Identify critical client decisions and inputs, and schedule them.
5. As lead consultant, ensure that you provide other consultants with the information THEY need, when they need it. It is common practice for engineers to “hold off” on their design work until the end, as they don’t want to do rework caused by the architect changing her mind. Understandable, but a coordination disaster.



Are there tools to help?

There absolutely are: the **iProjects Design Management** software suite has a number of tools that make it easy to keep the Project Team on track. The matrix below gives a brief overview of these tools:

Feature	Benefit
Project Management Planning (PMP) tools	Quickly and easily build comprehensive PMPs
Power, unique <i>TeamWork</i> tools that identify key coordination tasks for 28 design disciplines, customizable to suit any project type, as well as individual projects – see example below	Swiftly create project-specific checklists to key tasks for every discipline of the project team, customized to suit any project
Move <i>TeamWork</i> tasks from one discipline to another with a single mouse click	Very low-overhead management of discipline interfaces, supporting the ability to offer cost-effective, detail-oriented project management services
<i>Project Team</i> template	Identifies all team players, their roles, their contact details, and keeps this information up-to-date automatically
<i>Consultants Coordination Verification</i> template (see next page for sample)	Puts responsibility for inter-discipline coordination on each consultant: they nominate the coordination they require and then must track that it has occurred
Nine checklists cover coordination required for the nine most common engineering and specialty disciplines	Especially when modified to suit particular project types, these checklists will dramatically reduce “gaps and overlaps” and “clashes” in contract documentation
<i>Project Schedule</i> , <i>Project Financial Plan</i> , <i>Project Delivery Budget</i> tools support team efforts	Team stays focused on what really matters
<i>Client Decision Matrix</i> and <i>Information Required Schedule</i> and <i>Resource Plan</i> guide team efforts	Focus is maintained on external inputs required to complete the project; rework is minimized



Project	Megatowers Training Sample	Sent by:	Charles Nelson	Page	1/2	AR	PF27
No.	225A	Printed	22/2/12	Sent date:	12.12.23	IP-P	PF27
Consultant:	Consultant 1	Worked on:	Fred Smertz	Issue:	22/2/12	Consultants Coordination Verification	

Project director: Fill in the information above and send to each consultant and subconsultant on the project.

Services responsible for:	Person responsible:	Services responsible for:	Person responsible:
<input type="checkbox"/> Structural Engineering	_____	<input type="checkbox"/> Civil Engineering	_____
<input type="checkbox"/> Hydraulics	_____	<input type="checkbox"/> Mechanical Services	_____
<input type="checkbox"/> Electrical Services	_____	<input type="checkbox"/> Fire Protection	_____
<input type="checkbox"/> Lifts & Escalators	_____	<input type="checkbox"/> Building Communication	_____
<input type="checkbox"/> _____	_____	<input type="checkbox"/> _____	_____
Services requiring coordination:	Consultant:	Services requiring coordination:	Consultant:
<input type="checkbox"/> Structural Engineering	_____	<input type="checkbox"/> Civil Engineering	_____
<input type="checkbox"/> Hydraulics	_____	<input type="checkbox"/> Mechanical Services	_____
<input type="checkbox"/> Electrical Services	_____	<input type="checkbox"/> Fire Protection	_____
<input type="checkbox"/> Lifts & Escalators	_____	<input type="checkbox"/> Building Communication	_____
<input type="checkbox"/> _____	_____	<input type="checkbox"/> _____	_____

INSTRUCTIONS TO CONSULTANT

Completion of this form is the responsibility of the Consultant. Please print names legibly. At the start of each project, complete the information above this instruction. Keep as a master copy for duration of project. For each verification check, make a photocopy of this form completed as above. On it complete the information below, and send a copy to the architect. If the information above requires amendment, replace the first master. Send an amended copy to the architect.

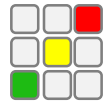
COORDINATION VERIFICATION

Services checked:	Results:	Comments:
<input type="checkbox"/> Structural Engineering	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Civil Engineering	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Hydraulics	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Mechanical Services	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Electrical Services	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Fire Protection	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Lifts & Escalators	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> Building Communication	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____
<input type="checkbox"/> _____	<input type="checkbox"/> Coordination OK	_____
Date: _____	<input type="checkbox"/> Coordination Req'd	_____

REVIEW STAGE: Design Development Contract Documents

Completed by: _____ Date: _____

YOUR FIRM NAME **GOES HERE**
 YOUR FIRM ADDRESS **GO HERE**
 Full width of page is available. See HOME > System Admin



To see other **DesignRisk** “more info” docs, go to http://iprojects.net.au/index.php/user_guides and scroll down to the bottom: 8.0 DESIGN RISK, and click on the document you’d like to review.