Dar Al Riyadh Insight #35
Giga Program Manager's Checklist - Part 2 –
Program Initiation and Program Execution

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

Program management requires a broader, more strategic focus than project management and a tighter integration across all elements of the execution process. The following are a few of the activities that the program manager must pay particular attention to. These should be viewed as supplementing or amplifying more traditional good project management practices.

The checklist contained in this series of Insights is compiled from, "The GIGA Factor: Program Management in the Engineering & Construction Industry", published by the Construction Management Association of America (CMAA).

The checklist has been segregated into four parts:

Part 1 - Program Management Perspective and Program Governance
Part 2 - Program Initiation and Program Execution
Part 3 - Program Management Oversight (PMO) and Risks and Opportunities
Part 4 – Sustainability and Innovation

This is Part 2 of the checklist.

Program Initiation
34. Is the project selection process robust? Has it occurred considering all the strategic business objectives?
35. Are potential biases in the project selection process understood and the impacts of those biases tested?
36. Have project priorities, sequencing, and effects of interdependencies and synergies been identified?
37. Have critical controls been identified and put in place?
38. Are all of the core elements of strategic program management present and the key questions that they focus on adequately addressed?

39. Does the selected strategy reflect consideration and achievement of all of the program's strategic business objectives?

40. Are external stakeholder and resource constraints well understood and their impact on strategy selection well understood? Do mechanisms exist to monitor these constraints for any changed impacts and strategic flexibility that may result?

Program Execution

41. Has standardized program-wide program and safety orientation been put firmly in place to help build the program's safety culture among labor new to the site?

42. Do owner and PMC team members understand the broader leadership, not just management, role that is required of them in implementing a large-scale program? Have the precepts of leadership been communicated and adequately reinforced?

43. Have functional organization requirements been clearly identified and agreed to with the owner? Is there a shared understanding of how this organization will change over the life of the program?

44. Does the selected functional organization provide adequate coverage of all the potential "white spaces" that exist between the projects comprising the program?

45. Has any potential PMC$^+$ role been thoroughly reviewed, agreed to, and clearly defined?

46. Are the roles and responsibilities of the various functional elements clearly spelled out with respect to their interaction with various program contractors? Have program contractors been clearly informed of the nature and extent of their interaction with the various PMC functional organizations and are these expectations captured in program or contractual governing documents?

47. Are functional organizations attuned to processes that may result in layering of contingencies, for example, resulting in over designed systems, structures and components or estimates with contingencies at component, system and area levels.?

48. Are value improvement processes being implemented early in the program and then revisited when the program moves into subsequent phases or when there major changes in the program?

49. For changes recommended for incorporation after the change review and approval processes are complete, is the program asking as to "when" to incorporate the change?

50. Have strategic sourcing strategies been comprehensively considered at the project selection stage and the impacts on contracting strategies been fully recognized?

51. Is the material management organization consistent with the selected sourcing strategy including use of higher levels of client furnished materials (CFM)?

52. Have the <u>full range </u>of programmatic means and methods been thought through prior to finalizing the program's contracting strategy?

53. Has sufficient focus been paid to the "nuts and bolts" of engineering and construction to ensure efficiency and cost effectiveness have been adequately considered?

54. Are the owner and the PMC fully aligned on risk allocation, management approach, sharing of contingency and its management, and insurance programs required to address gaps?

55. Have lessons learned and best practices from other comparable scale and complexity programs been reviewed?

56. Is a construction-driven execution approach evident in all program processes?