Dar Al Riyadh Insight #37

Giga Program Manager's Checklist - Part 4 –

Sustainability and Innovation

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).

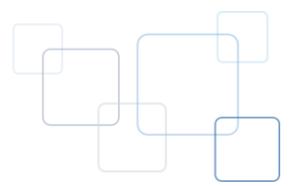The checklist has been segregated into four parts:

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 fourth and final part of the checklist.

Sustainability

82. Has a programmatic approach to safety and sustainability been adopted by the program team?
83. Has a holistic life-cycle approach (CAPEX and OPEX phases) to sustainability been adopted or are efforts more narrowly focused on the CAPEX phase?
84. Are metrics established with respect to sustainability that will drive and reinforce the practices and results being sought?
85. Is the program enhancing its social license to operate? Is there a documented plan?
86. Have all waste streams and the activities of all projects to minimize waste and impacts on a programmatic basis been carefully reviewed? Are waste treatment strategies endorsed by governing authorities?
87. What special attention has been given to minimizing energy and water usage both during construction and in subsequent operations?
88. Are labor force capacity building programs providing the skills needed post-CAPEX?
89. Is strong owner commitment to safety present and felt at all program levels?
90. Have stakeholder management programs been designed to comprehensively identify all stakeholders, understand their needs and potential influence on the program, and how the stakeholders relate to each other?
91. Do stakeholder plans exist with well-defined beginnings, middles, and ends?
92. Is the stakeholder management program increasing "trust" in the program?

Innovation

93. Have we identified opportunities for and barriers to innovation in the program?
94. Are we sufficiently taking advantage of the long life of the program to foster systemic innovation and learning based on the semi-permanent relationships the program creates?