

Topic #1:
Developing/Communicating
Scope & Key Stakeholder
Involvement

- A. What are good and not-so-good practices related to the owner sharing “the vision” of the project with all project participants?
- B. Why is it important to have early and continuous involvement of all key stakeholders? Who are the key stakeholders?

Part A: What are good and not-so-good practices related to the owner sharing “the vision” of the project with all project participants?

| Disposition | Comments |
|-----------------------|--|
| Good Practices | <ul style="list-style-type: none"> • Use of Stakeholder Matrix • Understanding/Communicating the End-User Experience • Setting Guiding Principles: Guardrails, Having 2nd Tier in Room • Aligning with programmatic requirements • Use of comprehensive WBS (work breakdown structure) |
| Not-So-Good Practices | <ul style="list-style-type: none"> • Different interpretation • No vision or not clear • Description is just “too broad” |

Part B: Why is it important to have early and continuous involvement of all key stakeholders? Who are the key stakeholders?

| Disposition | Comments |
|-------------|--|
| Why? | <ul style="list-style-type: none"> • To have all stakeholders focused on the “end goal” • Continuous involvement helps to avoid late changes or “back-tracks” • Some stakeholders may change, and constant re-evaluation is helpful |
| Who? | <ul style="list-style-type: none"> • Use of tiered engagement of all stakeholders |

Topic #2: Scope Control

A. What are good and not-so-good practices related to controlling the scope of the project as it evolves from a concept to reality?

Part A: What are good and not-so-good practices related to controlling the scope of the project as it evolves from a concept to reality?

| Disposition | Comments |
|-----------------------|---|
| Good Practices | <ul style="list-style-type: none"> • Trust with Team – open honest communication • 1 point of reference (Excel – ebuilder) • Understand decision-makers • Guiding Principal documented – revisit! • Prioritize goals • Clear plan with decision points • Sharing/Access to Existing documents • Established/detailed scope • Use of comprehensive Work Breakdown Structure (WBS) |
| Not-So-Good Practices | <ul style="list-style-type: none"> • Make assumptions (big risk factor) • Multiple owners (ensuring alignment is needed) • Use of old technology • Bad/unclear documentation • No preliminary cost • No agreement on dispute resolution • Not having ongoing ROM + LOD |

Topic #3: Unknown Scope

A. What are good and not-so-good practices related to dealing with scope/project unknown and risks associated with them?

Part A: What are good and not-so-good practices related to dealing with scope/project unknown and risks associated with them?

| Disposition | Comments |
|-----------------------|--|
| Good Practices | <ul style="list-style-type: none"> • Use of Allowances/Proper Discovery/Contingencies • Use of Risk Register & qualify + analysis • Discussions to ensure understanding • Connecting contractors and designers from the beginning – learn from past/similar projects • Use of fair Contract Terms related to unknowns (balancing risk effectively) • Early side investigation • Clear communication on what is wanted |
| Not-So-Good Practices | <ul style="list-style-type: none"> • Lack of communication (amongst project participants) • Losing track of changes from cost standpoint • Not understanding existing conditions or investigating them |