Creating Your AWP Playbook

Session Goals

• What is an AWP Playbook, and why is it necessary?
• How can companies with no AWP program get started building their own entry-level Playbooks?
• How can companies with existing AWP programs improve their Playbooks?
What is an AWP Playbook?

**Typical Playbook Contents:**

- Value proposition / business case
- Culture / organization / roles
- Work processes / procedures / guidelines
- Technologies
- Change management and communication plan
- Training
- Key Performance Indicators (KPIs)
Introducing Today’s Facilitator and Panelists

Glen Warren  
Chair  
COAA AWP Committee  
wrap@telus.net

John Coombs  
Project Manager  
Dow Chemical  
jcoombs@dow.com

Justin Weaver  
Construction Manager  
Southern Company  
juweaver@southernco.com

Dr. Amr El-Sersy  
Group Manager, Learning and Innovation  
Consolidated Contractors Company (CCC)  
asersy@ccc.net
Question 1

Where would you say your company is on the AWP maturity model? What should a company’s Playbook contain depending on where it is within the AWP Maturity Model?
Question 2

Why can’t I just use IR-272 for my Playbook?
Question 3

For companies just beginning their AWP journey (going from AWP maturity level 0 to 1), what essentials are necessary for their Playbooks?
# Playbook Essentials

<table>
<thead>
<tr>
<th>Project Activity</th>
<th>Who</th>
<th>What</th>
<th>When</th>
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<tbody>
<tr>
<td>Front-End Planning</td>
<td>Project Lead Team</td>
<td>Conduct Interactive Project Planning sessions to produce CWA, CWP, EWP, LWP, PWP and TOP lists, path of construction</td>
<td>FEL2</td>
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<tr>
<td>Scheduling and Budgeting</td>
<td>Project Controls Team</td>
<td>Break down the project scope document, schedule, and budget using package lists</td>
<td>FEL2, FEL3</td>
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<tr>
<td>Engineering</td>
<td>Engineering Team</td>
<td>Develop and release EWP</td>
<td>Detailed Design</td>
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<tr>
<td>Material Procurement</td>
<td>Engineering and Procurement Teams</td>
<td>Develop and release PWP</td>
<td>Detailed Design</td>
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<td>Work Issuance</td>
<td>Construction Management Team</td>
<td>Develop and release CWPs as part of LWP during bid process or as extra work</td>
<td>Construction</td>
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<tr>
<td>Labor Contracting</td>
<td>CM and Contracting Teams</td>
<td>Develop and release Labor Work Packages (LWPs)</td>
<td>Construction</td>
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<tr>
<td>Startup &amp; Commissioning</td>
<td>Startup Team</td>
<td>Develop and release Turnover Packages (TOPs)</td>
<td>Construction</td>
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<tr>
<td>Closeout</td>
<td>CM and Startup Teams</td>
<td>CM and Startup teams manage client acceptance and package closure via structured punchlist process</td>
<td>Construction</td>
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</tbody>
</table>
Marketing and Early Adoption

- Make it fun
- Make it catchy
- Reward early adopters

WolfPack Advanced Work Packaging Platform

CWA Construction Work Areas
- Major work areas within a site plan
  - They include all disciplines, and are defined by

CWP Construction Work Packages
- Single-DOW groupings of construction scope with discrete boundaries within a CWA

EWP Engineering Work Packages
- Groups of engineering deliverables that support the discrete scope boundaries of the CWP
Question 4

For companies further along in their AWP implementation (going from AWP maturity level 1 to 2), how do you improve your Playbook?
Overall Playbook

Role Based Playbooks

- AWP Integration
- Interfaces/Roles
- Suppliers (Labor/Material)

- Digital Threads
- Data Integration
- Data Templates

- Roles/Responsibilities
- Interactions
Question 5

For an Owner, how does the Playbook change based on how your company typically contracts out the work?
Owner Self-Performs EPCM

Use Owner’s playbook

Owner contracts with single EPC

Use EPC’s playbook

Owner contracts with E&P, then contracts out C separately

Owner use C’s playbook
Question 6

For an EPC or Installation Contractor, how does the Playbook change based when your company is contracted for the work?

Using an Owner’s Playbook

Using your own Playbook
Challenges Faced by Contractors

**External**
- Always involved late in the process
- Regularly have to follow owner/EPC procedures
- Frequently obliged to implement owner/EPC software
- Lack of transparency on E&P status (e.g. data sharing)

**Internal**
- Awareness and support at different organizational levels
- Creating bespoke AWP/WFP best practices
- Building dedicated AWP staff and software
- Integrating WFP team & process in the project
- Establishing CCC’s “live” AWP knowledge base
AWP-Based Project Organization

- Workface planning team qualifications, skills, roles & responsibilities (Manager, planners, technicians, IT specialists).
- Roles & responsibilities of others such as Forman, chargehands, project control, material management, DCG and IT.
- Recommended staff numbers
- Recommended Client interfaces
CCC AWP Knowledge Base

IWP Best Practices & Lessons Learned
• Number of IWPs Estimation
• IWP Definition
• IWPs Templates & Checklists
• IWP Adoption
• Key processes & workflows
• AWP Audit processes
• C3D User Guide/ EDI Procedure
• Case Studies
• Useful KPIs
• Lessons Learned
• SMEs Contacts

Workface Planning Community of Practice

Live Playbook
Q & A

Questions from the Audience