## Glossary

- **FCN**  
  Field Change Notice

- **KPI**  
  Key Performance Indicator

- **NCR**  
  Non-Conformance Report

### Ambiguity

Ambiguity is perhaps one of the greatest causes of project failure. It is the job of the project team to identify and minimize ambiguity. Here are some ways to do that:

1. **Roles and accountability/responsibilities of each team member must be clear, documented, published, and understood (RASCI Chart).**
2. **Project goals and expectations, and key performance indicators/metrics for each project phase must be defined.**
3. **Project Location:**
   - Project Team Organization Chart must be kept up-to-date, corporately sanctioned, and communicated to the project team.
4. **Required/Completed/Required Applies Action:**
   - Execution/control/contracting strategy must be aligned, defined, documented, and communicated prior to defining sizing work packages.
   - Project management tools to be used must be identified and be appropriate for the project phase and user (ie. Owner/EP/Constructor).
   - Ensure that lessons learned from other projects are identified and implemented.
   - Project specific HS&E (Total Loss Management) Plan is current, documented, and communicated.
5. **Are work packages properly sized and organized for project control systems?**
6. **Roles, levels of authority (contractual) and lines of communication must be established, documented, and understood.**
7. **Change management processes must be in place, documented, and understood by the team.**
8. **Inspection and Test Plan (including witness and hold points) have been submitted and approved.**
9. **Field issues/deviations (NCRs) are reported immediately.**
10. **Project has a succession plan for key personnel.**

### Team Ownership

- **Project specification:**
  - Project has scheduled formal audits/inspections conducted on suppliers and vendors as per project Quality Plan.
  - Project spec deviations process established, documented, and communicated.

### Instructions / Policies / Procedures

- **The project has implemented a continuous team-building program including operations.**
- **Technical/engineering resources are available to assist with issues (interpretations).**
- **Communication plan and tools have been developed, documented, and communicated.**
- **Communication between Owner's Field Inspection/Construction/Owner's Field Inspection/Construction (Owner's Field Inspection/Construction/Owner's Field Inspection/Construction).**
- **Effective communication to senior personnel.**

### Project Team Reviews

- **Project has a succession plan for key personnel.**
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- **Communication plan and tools have been developed, documented, and communicated.**
- **Verification of turnover sequence, priority, and method as defined by Operations.**
- **Training/Coaching/Mentoring is available to assist breaking down barriers (ie. cultural, personal, social, etc.).**

### Owner's Emphasis

- **The project has implemented a continuous team-building program including operations.**
- **Technical/engineering resources are available to assist with issues (interpretations).**
- **Communication plan and tools have been developed, documented, and communicated.**
- **Verification of turnover sequence, priority, and method as defined by Operations.**
- **Training/Coaching/Mentoring is available to assist breaking down barriers (ie. cultural, personal, social, etc.).**