

## WorkFace Planner

### Sample Job Description

Job Title: WorkFace Planner  
Reports to: Construction Superintendent  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

### Summary

The WorkFace Planner is responsible for the conversion of Construction Work Packages (CWP) into Installation Work Packages (IWP). They are also responsible for insuring that all necessary resources are available prior to releasing the IWP and monitoring and control of IWP.

### Essential Duties (Roles and Responsibilities)

- The WorkFace Planner ensures that safety, quality and efficiency at the WorkFace are considered in the planning process.
- In this field position, the WorkFace Planner would use his/her hands-on construction expertise to develop Installation Work Packages (IWP).
- The WorkFace Planner coordinates with and provides WorkFace construction knowledge to project schedulers, engineers, superintendents and managers.
- He/she acts as liaison between the project controls department and workforce supervision.

## Safety

The WorkFace Planner must facilitate a safe work culture and is accountable for identifying and inputting into IWP all necessary resources and specific safety requirements to provide safe working conditions for all planned activities. This may include

- Knowing, understanding and communicating the safety regulations (Occupational Health and Safety Act) and project specific safety policies and procedures
- Identify specific risks associated with executing the planned activities
- Providing or arranging for inclusion of safety compliance in IWP to mitigate specific risks
- Ensure intended safety requirements are properly conveyed to workforce supervision.

## Project Planning

The WorkFace Planner is accountable for developing IWP from design documentation and reviewing with foremen to ensure a complete understanding of the daily and weekly activities required to meet production goals.

Responsibilities may include

- Developing IWP templates
- Preparing required project IWP, which includes determining required activities, resources, special conditions, quality control, risk planning, interdependencies
- Determining and coordinating resource requirements and liaising with resource coordinators
- Reviewing IWP for completeness and accuracy
- Coordinating IWP execution with field supervision
- Monitoring and controlling IWP and advising appropriate parties
- Coordinating activities with field supervision, resource coordinators, project controls, quality assurance other planners, and operations personnel
- Modifying, reviewing or adjusting IWP as necessary
- Conducting post-mortem on IWP

## Qualifications

To perform this job successfully an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and or attitudes required. Reasonable accommodations may be made to enable individuals to perform essential functions.

## Knowledge

The WorkFace Planner should meet the following requirements:

- Have knowledge of health, safety and environmental programs
- Know the company and project environment
- Be a member of at least one specific construction trade discipline or construction speciality at a minimum journeyman level
- Know general construction and materials systems and procedures
- Have a basic understanding of project scheduling and estimating techniques
- Understand how the IWP fits into the overall project schedule

## Education and/or Experience

The WorkFace Planner should meet the following education/experience requirements:

- Completed Construction Safety Training Systems
- Minimum 5 to 7 years' experience on industrial construction projects as a journeyman tradesperson or other construction project specialist
- Minimum 3 to 5 years of supervisory experience
- Completed a formal supervisory training program (e.g., Better Supervision, Merit Supervisory Training Program or equivalent)
- Completed Leadership for Safety Excellence

## Skills

The WorkFace Planner should have the following skills:

- Problem solving and conflict resolution
- Effective oral and written communication
- Strong organizational and documentation skills
- Basic computer literacy

## Desirable Characteristics

The WorkFace Planner should exhibit the following characteristics:

- Accepts challenges
- Willing to learn
- Responsible and accountable
- Good work ethic
- Adaptable
- Leads by example
- Team player
- Honest and acts with integrity

## GROUP — CONSTRUCTION CONTRACTOR

### CC-5 Database Administrator

#### Sample Job Description

Job Title: Database Administrator

Reports to: Contractor's Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

All inputs into this AWP database are reviewed by this individual to ensure they comply with the protocols established for the project.

This normally is not an additional organizational position. However, the Contractor's Database Administrator position may require some additional responsibilities to ensure that the database information complies with the AWP protocols established

#### Essential Duties (Roles and Responsibilities)

- Ensure proper data governance procedures are followed.
- Ensure all inputs to the database comply with the AWP strategy and protocols.

- Ensure distributions comply with the distribution lists that are originally established and periodically updated throughout the project life cycle.
- Ensure sub-contracts include the necessary information required in the performance of their scopes to meet the project requirements.

## **GROUP — CONSTRUCTION CONTRACTOR**

### **CC-4 Superintendents/General Foremen**

#### **Sample Job Description**

Job Title: Superintendents/General Foremen

Reports to: Contractor's Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

These positions will have additional scope added to their traditional job descriptions including collaborative planning and input in development of the IWP's.

These are not new positions within the Construction Contractor's Organization; however, these individuals will be expected to have additional training and be prepared to collaboratively work with the WorkFace Planners in providing their input to each IWP as part of the "buy-in" to the process.

## Essential Duties (Roles and Responsibilities)

- Provide their expertise and knowledge to ensure that the construction aspects and detailed execution plan within each IWP is complete and all aspects of safety, quality, good work practices etc. are incorporated.
- Collaboratively work with the WorkFace Planners in the development of the IWPs.



## GROUP — CONSTRUCTION CONTRACTOR

### CC-1 WFP Champion

#### Sample Job Description

Job Title: WFP Champion

Reports to: Contractor's Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This is a senior position within the Construction Contractors Organization. This position must have the authority to ensure that all of the contractor's employees and subcontractors meet the expectations for successful AWP implementation. The WFP Champion will also ensure that these individuals are adequately trained and experienced to understand and implement the AWP responsibilities for their position.

This could be a new position within the Construction Contractors Organization Chart, particularly if this is their first implementation of AWP. Alternately, a senior position of the Construction Contractors organization may take on the additional scope required.

## Essential Duties (Roles and Responsibilities)

- Be an active participant in all the planning and execution of the project that is associated with AWP.
- Ensure that key contractor employees as well as sub-contractors have taken mandatory training to understand their roles with implementation of AWP.
- Provide supportive guidance to employees as their roles in the WFP Strategy may be new and uncomfortable to them.

## GROUP — CONSTRUCTION CONTRACTOR

### CC-3 WorkFace Planners

#### Sample Job Description

Job Title: WorkFace Planners

Reports to: Contractor's Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

These positions are expected to produce discipline specific IWPs utilizing the templates that have been developed by the Construction Contractor for each discipline of work. These planners are expected to coordinate and collaborate with the respective discipline superintendents and/or general foremen to ensure that the IWPs when released to the field already have the "buy-in" of these key individuals.

This is a new position in the Construction Contractor's Organization compared to traditional projects.

## Essential Duties (Roles and Responsibilities)

- Ensure each IWP is fully completed using the Construction Contractor's templates.
- To collaboratively work with the respective discipline Superintendents and/or General Foremen to get their input and "buy-in" of the final product before it is issued to the field.
- Complete mandatory training to ensure they completely understand their key role in the implementation of AWP.

## GROUP — CONSTRUCTION CONTRACTOR

### CC-2 WorkFace Planning Lead

#### Sample Job Description

Job Title: WorkFace Planning Lead

Reports to: Contractor's Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This position will take the lead in the planning, development, tracking and reporting the IWP's required to execute the scope of work. This position will also be required to coordinate the efforts of the discipline workforce planners and key construction staff in developing the IWP's.

This will probably be a new position in a Construction Contractor's Organization, if this is their initial implementation of AWP as the amount of structure in the formation of IWP's is over and above what may have been the Contractor's traditional execution.

## Essential Duties (Roles and Responsibilities)

- Responsible for planning, developing, issuing, and progress tracking of all IWP's for the awarded scope of work.
- Participate in all integrated planning sessions associated with IWP's.
- Be prepared to work in the Engineer's office if the strategy calls for early engagement of the Construction Contractor during the front end of the project.
- Review and endorse the IWP templates developed by the discipline Workface Planners.
- Ensure that the data required to build the IWP packages is available and accurate.
- Ensure each IWP is completely reviewed and signed off before it is issued to the field for execution.

## GROUP — CONSTRUCTION MANAGEMENT

### CM-1 Construction Manager

#### Sample Job Description

Job Title: Construction Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This position will be responsible to ensure the commitment and alignment of all construction stakeholders to implement AWP. This includes ensuring that appropriate resources are made available for the integrative planning sessions to have adequate input into the development of the Path of Construction.

This should not be a new project position on the Organization Chart. The additional requirements of supporting and implementing AWP would be added to the scope of this position.

## Essential Duties (Roles and Responsibilities)

- Ensure personnel in the CM organization are committed to and aligned with the implementation of AWP on the project.
- Ensure the Project's Contracting Strategy and the Construction Execution Strategy reflects the implementation of AWP.
- Ensure qualified construction resources are appropriately engaged during the Front End to establish the CWP boundaries and the Path of Construction.
- Develop AWP Execution Plan, including CM staffing plan and training plan for both CM and Contractor personnel.
- Ensure the requirements for AWP are clearly defined in all Requests for Proposals as well as final contractual agreements with Contractors.
- Ensure the adequacy of Contractors AWP execution and staffing plans.
- Ensure resources are assigned to cover the interface planning during the Front End and to provide coverage during the construction phase.
- Ensure that construction input is provided for successful transition from the bulk construction phase into the systems based commissioning and start-up of the project.



## **GROUP — CONSTRUCTION MANAGEMENT**

### **CM-3 Overall Planner**

#### **Sample Job Description**

Job Title: Overall Planner

Reports to: Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This position will manage and coordinate the planning activities required to support the AWP. They will incorporate input from the various stakeholders into the overall Project Execution Strategy (including cost and schedule).

This will not be a new position within the Organization Chart. This individual will have additional scope of responsibility to ensure that any additional planning/scheduling for construction activities associated with AWP are incorporated into all planning activities.

## Essential Duties (Roles and Responsibilities)

- Ensure additional inputs associated with AWP are incorporated into the Path of Construction.
- Ensure that AWP planning deliverables and input required of stakeholders (Engineering, Supply Chain, Construction Contractors and Vendors) are either included in the Project's AWP Procedure (internal stakeholders) or included in their contractual terms and conditions (Contractors).
- Ensure the WBS reflects the implementation of AWP.

## **GROUP — CONSTRUCTION MANAGEMENT**

### **CM-6 Quality Manager**

#### **Sample Job Description**

Job Title:                   Quality Manager

Reports to:                Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This position will ensure any quality issues associated with the Project AWP Strategy are incorporated into the Project Quality Execution Plan.

This should not be an additional position. Any additional scope required to implement AWP strategy for Quality issues can be added to the Quality.

#### **Essential Duties (Roles and Responsibilities)**

- Ensure the Project Quality Program includes processes and procedures that support the AWP Strategy.

- Ensure that the necessary inputs, processes and procedures required to support the AWP Strategy are incorporated into the Terms and Conditions of each Construction contract.
- Ensure that resources are available to provide any additional field and shop inspections that may be required to support the project AWP implementation.

## **GROUP — CONSTRUCTION MANAGEMENT**

### **CM-2 Resource/Interface Coordinator**

#### **Sample Job Description**

Job Title: Resource/Interface Coordinator  
Reports to: Construction Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### **Summary**

This position will ensure that input is provided during the Front End integrated planning sessions as part of the development of the Path of Construction and ensure resources are provided to manage the interfaces during construction.

This should not be a new position within the Project Organization Chart. The Construction Management Organization should have a position covering the management of the interfaces.

#### **Essential Duties (Roles and Responsibilities)**

- Provide input during the development of the Path of Construction to ensure that the interface management will support the contracting strategy, the construction execution strategy and the transition into commissioning and start up.
- Ensure appropriate resources are assigned on a timely basis to support the interface management requirements of AWP.
- Establish draft resource plan in Front End integrated planning sessions.

- Track needed resource changes during design phases and develop final resource plan for WorkFace execution.

## **GROUP — CONSTRUCTION MANAGEMENT**

### **CM-5 Turnover Manager**

#### **Sample Job Description**

Job Title: Turnover Manager

Reports to: Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

The Turnover Manager ensures that the Path of Construction is consistent with and incorporates the Owner's Commissioning and Start-up Plan. This position will also ensure that the Project specific AWP plan and procedures adequately address how the project will transition from area based IWPs to systems completion packages, and further into actual commissioning and start-up activities.

This is not a new position in the Construction Management organization, AWP requires that the Turnover Manager be engaged in the Front End Integrated Planning session.

## Essential Duties (Roles and Responsibilities)

- Actively participate in integrated planning sessions to ensure that both the Path of Construction and AWP plan support the transition from bulk construction to systems completion.
- Ensure that the Owner's Commissioning and Start-up Plan is used as the basis for planning this AWP transition.
- Ensure that the Project specific AWP procedures clearly define how the project will transition from area based IWPs to systems completion packages, and further into actual commissioning and start-up activities.
- Identify resource needs to support AWP leading into this transition and throughout commissioning and start-up.
- Ensure that all construction contracts clearly specify that the Contractor is required to implement AWP for systems completion, commissioning and start-up activities. Contracts should also clearly define all inputs/deliverables the Contractor is required to provide.



## **GROUP — CONSTRUCTION MANAGEMENT**

### **CM-4 WorkFace Planning Manager/Champion**

#### **Sample Job Description**

Job Title: WorkFace Planning Manager/Champion

Reports to: Construction Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This position is responsible for ensuring that the project AWP is implemented by all members of the Construction Management Organization and the Construction Contractors. This position also ensures that all mandatory training for Construction Management Organization and Construction Contractors' personnel is completed.

This may be a new position within the Project Organization Chart. However, the additional responsibilities of the position could be added to an existing senior member of the construction management organization staff.

## Essential Duties (Roles and Responsibilities)

- Actively participate in integrated planning sessions to ensure professional construction input is incorporated into the Path of Construction.
- Ensure construction resources are invited and actively participate in the integrated planning sessions.
- Ensure the aspects of the AWP are followed and notify the Construction Manager when non-conformance issues are identified. Ensure that all construction contracts clearly specify that the Contractor is required to implement AWP. The contracts should reference procedures the Contractor is expected to follow and listing all inputs/deliverables the Contractor is required to provide.

## GROUP — ENGINEERING

### E-4 Discipline Leads

#### Sample Job Description

Job Title: Discipline Leads  
Reports to: Engineering Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### Summary

These positions will ensure that their teams comply with the requirements of AWP. They will provide guidance to their teams to ensure their deliverables are released according to the EWP release plan as agreed to support the Path of Construction.

These are not additional positions within the Engineering Organization Chart as Discipline Leads are required to guide and support their teams as they complete their EWP's. The Discipline Leads will require additional training to understand their responsibilities in implementing AWP.

#### Essential Duties (Roles and Responsibilities)

- Actively participate in the integrative planning sessions to provide their input and agreement to the scheduled EWP release plan
- Ensure their teams meet the release dates of their associated EWP's to meet the Path of Construction.

- Train and provide guidance to their teams so they also understand their roles and how it affects the project outcome.

## GROUP — ENGINEERING

### E-3 Document Control

#### Sample Job Description

Job Title: Document Control  
Reports to: Engineering Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### Summary

This position ensures that all documents are reviewed and comply with the requirements of AWP prior to transmittal.

This is not an additional position within the Engineering Organization Chart as a Document Control Manager would be normally assigned to the Project. Any aspects of document control relating to AWP would be added to the scope of this position.

#### Essential Duties (Roles and Responsibilities)

- Ensure resources are provided to have transmittals that comply with the requirements of AWP.
- Review of all documents and transmittals for compliance with AWP
- Ensure that the information within the transmittals meet the requirements for the Construction Contractor to break down the CWP's into their IWP's for both the bulk construction phase as well as the transition into the completion of systems to support commissioning and start-up.

## GROUP — ENGINEERING

### E-1 Engineering Manager

#### Sample Job Description

Job Title: Engineering Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

Implementation of AWP will require that Engineering make several work process changes from traditional project implementation. This will include packaging and sequencing the engineering deliverables to support the Path of Construction. The Engineering Manager must understand the AWP process and the key role Engineering plays in this process. Additional training will be needed to gain the in depth knowledge of the AWP process.

This is not a new position and any new AWP responsibilities would be added to the duties of this position.

## Essential Duties (Roles and Responsibilities)

- Collaborate with Construction to establish EWP boundaries with respect to CWP boundaries.
- Actively participate in integrated planning meetings to ensure the engineering deliverable schedule to meet the Path of Construction is realistic and can be accomplished. Develop a EWP release plan consistent with the Path of Construction.
- Monitor and assess the discipline team's compliance with the AWP process.
- Ensure reporting of engineering progress at the EWP status level is at a sufficient level of detail to support forecasting against those dates established in the EWP release plan.
- Ensure the EWP's include all the information required from Engineering by Construction Management to develop complete CWPs.
- Provide AWP implementation guidance and support to all engineering personnel.

## GROUP — ENGINEERING

### E-2 Engineering WorkFace Planning Champion

#### Sample Job Description

Job Title: Engineering WorkFace Planning Champion

Reports to: Engineering Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This position will work closely with the Engineering Manager to provide AWP implementation guidance and support to all Engineering personnel as required, ensuring they understand their roles and responsibilities.

This person must be trained to understand the roles and responsibilities of Engineering in implanting AWP.

This could be a new position within the Engineering Organization Chart. This position needs to have the leadership and management skills necessary to remove barriers to change.



## Essential Duties (Roles and Responsibilities)

- Understand how the Engineering firm (and their associated discipline teams) fit into AWP and be able to lead the organization through this implementation.
- Ensure of all individuals within the organization comply with the AWP, and notify the Engineering Manager if issues cannot be resolved.
- Works with the Engineering Manager to ensure the correct level of discipline resources are present in the Integrated Planning Sessions.

## Equipment WorkFace Planner

### Sample Job Description

Job Title: Equipment WorkFace Planner

Reports to: Equipment Coordinator – Functional  
WorkFace Planning Lead - Matrix

Prepared by:

Prepared Date:

Approved by:

Approval Date:

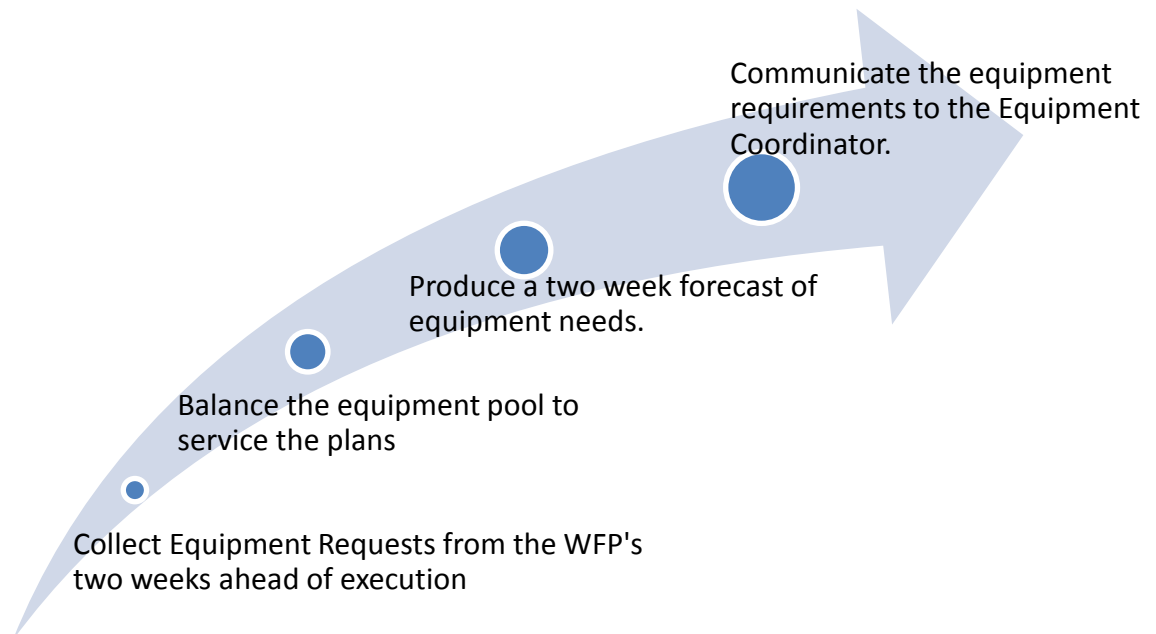
### Summary

The Equipment WorkFace Planner (WFP) is responsible to support the execution of IWPs by coordinating the allocation of construction equipment to meet the needs of the plans. Construction equipment includes cranes, manlifts, heaters, pumps, generators, welders and all other items over \$1500 in value.

The Equipment WFP will do this by collecting requests for construction equipment from the WorkFace Planners two weeks in advance. The total projected needs of the IWP's will then form a forecast. The Equipment WFP will then balance the equipment pool to satisfy the forecast and share the forecast with the Equipment Coordinator. The Equipment Coordinator, (not the Equipment WFP) is responsible for the day-to-day management, allocation, maintenance and fueling of equipment. If an equipment management database is to be used then the Equipment WFP would administrate this process.

## Essential Duties (Roles and Responsibilities)

- The Equipment WFP is responsible to ensure that the needs of the IWP's can be met and then, that the equipment is well utilized.
- Ensure that the equipment requests are received two weeks ahead of execution. Work with the WorkFace Planners to match the equipment (size and reach of cranes & manlifts) to the tasks.
- Working with the WorkFace Planners, the Equipment WFP will suggest alignment strategies that will allow the shared use of cranes.



## Integration Planner/Coordinator

### Sample Job Description

Job Title: Integration Planner/Coordinator

Reports to: Engineering Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

### Summary

The Integration Planner is responsible for reviewing work plans from multiple contractors and proactively identifying potential conflicts or integration issues and resolving them. Other responsibilities include providing direction, leadership and coordination to planners while maintaining the critical path.

### Essential Duties (Roles and Responsibilities)

- Ensures that safety, quality and efficiency are considered in the planning process to ensure results at the WorkFace.
- Use their hands-on construction expertise to monitor Installation Work Package (IWP) development and coordination of all work plans.
- Coordinates with and provides WorkFace construction knowledge to WorkFace Planners, and acts as liaison between construction contractors and construction managers.

## Safety

The Integration Planner must facilitate a safe work culture and is accountable for overseeing safety requirement input into IWPs to provide safe working conditions for all planned activities.

This may include

- Knowing, understanding and communicating the safety regulations (Occupational Health and Safety Act) and project specific safety policies and procedures
- Identify specific risks associated with executing the planned activities
- Providing or arranging for inclusion of safety compliance in IWP to mitigate specific risks
- Ensure intended safety requirements are properly conveyed to workforce supervision.

## Project Planning

The Integration Planner is accountable for coordinating all IWPs to a level 4 schedule from design documentation to the field to ensure continuity and integration of plans as part of a level 5 schedule.

Responsibilities may include

- Develop, oversee and seek continuous improvement of the WorkFace Planning program
- Assist in the development of IWP templates
- Surveillance of contractor IWP process
- Coordinate IWPs across all planners
- Review IWPs and provide constructive feedback to contractors WorkFace Planning Lead
- Assist contractors with accessing documentation and latest revisions necessary for building IWPs
- Facilitate regular meetings to proactively resolve planning conflicts across contractors
- Participate in WorkFace Planning audits
- Keep up to date on WorkFace Planning developments in industry

## Qualifications

To perform this job successfully an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and attitudes required. Reasonable accommodations may be made to enable individuals to perform essential functions.

## Knowledge

The Integration Planner should meet the following requirements:

- Have knowledge of health, safety and environmental programs
- Know the company and project environment
- Be a member of at least one specific construction trade discipline or construction speciality at a minimum journeyman level
- Know general construction and materials systems and procedures
- Have a basic understanding of project scheduling and estimating techniques
- Understand how the IWP fits into the overall project schedule

## Education and/or Experience

The Integration Planner should meet the following education/experience requirements:

- Completed Construction Safety Training Systems
- Minimum 7 to 10 years of experience on industrial construction projects as a journeyman tradesperson or other construction project specialist such as a field engineer or technologist with hands on construction experience
- Minimum 5 to 10 years of supervisory experience
- Completed a formal supervisory training program (e.g., Better Supervision, Merit Supervisory Training Program or equivalent)
- Completed Leadership for Safety Excellence

## Skills

The Integration Planner should have the following skills:

- Problem solving
- Conflict resolution
- Effective at promoting collaborative decision making
- Leadership
- Effective oral and written communication
- Strong organizational skills
- Basic computer literacy
- Time management
- Good understanding of scheduling

## Desirable Characteristics

The Integration Planner should exhibit the following characteristics:

- Team leader
- Leader by example
- Team player
- Organized
- Good communicator
- Accepts challenges
- Willing to learn
- Responsible and accountable
- Good work ethic
- Adaptable
- Honest and acts with integrity

## Material Management WorkFace Planner

### Sample Job Description

Job Title: Material Management WorkFace Planner

Reports to: Material Manager – Functional  
WorkFace Planning Lead - Matrix

Prepared by:

Prepared Date:

Approved by:

Approval Date:

### Summary

The Material Management WorkFace Planner (WFP) is responsible to support the execution of work by coordinating the allocation and delivery of materials to satisfy the needs of the IWP's.

Working with the material management database the Material Management WFP will align the received materials with the proposed IWP's in order of priority (set by execution date). This will show the WorkFace Planners which IWP's are buildable and produce a list of material shorts for each IWP four weeks prior to execution.

The Material Management WFP will then produce a material take off for each IWP and give this information to the material management staff so that they may prepackage materials into IWP's.

The WorkFace Planners will produce material requests 1 week prior to the Required at Site dates and the Material Management WFP will pass on the request to the material management group.



## Essential Duties (Roles and Responsibilities)

- Provide an accurate assessment of which IWP's can be built based on the material received.
- Enable the material delivery system by identifying IWP's prior to their request for delivery.
- Work with the WFPs to develop a process for coordinated material delivery.
- Coordinate alignment between the Material Management group and the WorkFace Planners.

## GROUP — OWNER

### 0-5 Audit Manager

#### Sample Job Description

Job Title: Audit Manager

Reports to: Owner's Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

In addition to all other project audit requirements, this individual is responsible to develop the AWP Audit Protocols and the follow-up audits required to ensure ALL stakeholders are following the project AWP strategies.

This should not be a new position on the Owner's Organization Chart, and the additional audit protocols, checklists, etc. associated with the implementation of the AWP Strategy should be added to the existing audit requirements of their position.

## Essential Duties (Roles and Responsibilities)

- Establish the Audit Protocols associated with the AWP Strategy for the project that will cover all stakeholders.
- Ensure these audit protocols are included in all contracts.

## GROUP — OWNER

### 0-2 AWP Champion

#### Sample Job Description

Job Title: AWP Champion

Reports to: Owner's Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This is the individual within the Owner's organization that has ultimate role of ensuring that all stakeholders (and all employees of each stakeholder) are following the Owner's detailed AWP Processes and Procedures. This individual will also be required to ensure the Owner's AWP Processes and Procedures are complete and that all stakeholders have mandatory training completed to be able to execute their responsibilities within the AWP implementation. This individual should be empowered to make recommendations in the Project Structure to ensure the success of the AWP Strategy for the Project.

This may be a new position on the Organization Chart. Alternatively, a key senior member of the Owner's Organization may take on the additional scope required. However, it is recommended that this position be considered important enough to warrant that a key

individual be assigned specifically to this role – especially if this is one of the first times the Owner has tried to implement AWP throughout the Project Life Cycle.

## **Essential Duties (Roles and Responsibilities)**

- Ensure the Project's AWP Processes and Procedures are complete and up-to-date
- Ensure the Audit Protocols are established and followed
- Be actively involved in the interactive planning sessions through all phases of the project and be ready to intervene in any problems related to stake holders not supporting or needing clarification of the WFP Processes and Procedures.
- Ensure all mandatory training courses of all stakeholders meet the intent of the Project's AWP Strategy and follow-up to ensure the stakeholders are following the processes through Audit Protocols.
- Actively support all stakeholders and work to align the stakeholders in the goal of successfully implementing the AWP Strategy throughout the Project.

## GROUP — OWNER

### 0-4 Commissioning and Start-up Lead

#### Sample Job Description

Job Title: Commissioning and Start-up Lead

Reports to: Owner's Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This individual will be responsible to ensure that resources (with associated knowledge and accountability) are assigned and actively participate to ensure that project can effectively transition from a bulk-based construction activity and into a systems-based completion to support the commissioning and start-up of the project.

This should not be a new position on the Owner's Organization Chart, but it will be necessary to assign this person to the project much earlier than is traditionally seen on projects.

## Essential Duties (Roles and Responsibilities)

- Ensure appropriate resources are assigned to develop the commissioning and start-up strategy and processes and provide the active participation in the integrated planning sessions required to ensure that this part of the project is fully developed and part of the overall project plan.
- Ensure early development of the systems for commissioning and start-up to enable these to be integrated into the overall project planning and execution.
- Lead the process to ensure that when the project switches from area construction to completion by system, that the IWP's developed meet the requirements of the commissioning and start-up strategy. (Define the sequence and makeup of the IWP's).

## GROUP — OWNER

### 0-1 Owner Project Manager

#### Sample Job Description

Job Title: Project Manager

Reports to: Project Director

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This is the senior position in the Owner's Project Organization. It has overall control and responsibility of the project and is responsible to steward the development and execution of AWP to the Owner's Project Director.

This is not a new position on the Organization Chart. However, this individual will need additional training to understand all aspects and his or her role within AWP for project life cycle.



## Essential Duties (Roles and Responsibilities)

- To ensure AWP is the process used by all stakeholders from initial development through to the commissioning and start-up of the project.
- As AWP is a top-down driven process, this position must be seen as actively supporting the strategy and understand the responsibilities matrix for AWP.
- Clearly communicate the expectations that all stakeholders utilize AWP including willingness to remove non-supporters of the process from the project.
- Assure resources assigned to the Project are knowledgeable in regards to AWP and their associated responsibilities.
- Ensure the Start-Up and Commissioning requirements are developed early in the project and that adequate resources are assigned to do this. Ensure these resources are actively participating in the integrated planning sessions throughout the project life cycle.

## GROUP — OWNER

### 0-3 Turnover Manager

#### Sample Job Description

Job Title: Turnover Manager

Reports to: Owner's Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This individual is responsible to ensure that all of the documentation required during the planning and execution of the project is received in the correct format and in a timely manner to coordinate the turnover of completed portions of the project to the owner's operational team.

This may not be a new position on the Organization Chart. However, utilizing an AWP Strategy will require this position being active perhaps much earlier in the front end than on more traditional projects.

## Essential Duties (Roles and Responsibilities)

- Ensure the inputs/outputs that may change due to the AWP Strategy for the project database are established very early in the front end of the project to enable the project to effectively and efficiently steward the progress of the project and be able to turn over the project to operations as required.
- Establish the requirements of all stakeholders (e.g., delivery schedule for inputs into the database) for reports and/or information required by the project.
- Actively participate in the integrated planning sessions to ensure these requirements are understood and agreed upon by all stakeholders.

## GROUP —PROJECT MANAGEMENT

### PM-8 AWP Audit Manager

#### Sample Job Description

Job Title: AWP Audit Manager  
Reports to: Project Manager/Functional Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### Summary

This position ensures that the AWP audit protocol is followed by all stakeholders reporting to the Project Management Team.

This may be a new position within the project organization – but can also be accomplished by adding the responsibilities to an existing member of the organization responsible for other audits (e.g., safety, quality). This individual MUST understand the AWP strategy and may require additional training.

#### Essential Duties (Roles and Responsibilities)

- Ensuring resources are available to conduct audits and report the results of the audit to the Project Manager.
- Ensure the scopes and checklists for the AWP audits are complete and up to date.
- Maintain a record of all AWP audits conducted.
- Maintain a record of all AWP audit findings and the finding resolution closeout details

## **GROUP —PROJECT MANAGEMENT**

### **PM-7 AWP Champion/Manager**

#### **Sample Job Description**

Job Title: AWP Champion/Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This position must be a senior member of the project organization who has the mandate and authority to ensure that all stakeholders reporting to the PMT comply with the AWP Strategy for the project.

This organizational role may be a new position or alternately be covered by ensuring that an existing senior member of the organization takes on the associated roles and responsibilities required.

#### **Essential Duties (Roles and Responsibilities)**

- Ensure all contracts include terms and conditions that will ensure compliance with the AWP strategy for the project.
- Lead the Change Management involved with implementing the AWP strategy.
- Report to Project Manager on status of stakeholder alignment and any necessary actions needed for improvement.

- Be active participant and supporter for the AWP Strategy and fully understand the responsibilities matrix to successfully implement this strategy.
- Responsible for development and implementation of the AWP communication and training plan.

## **GROUP —PROJECT MANAGEMENT**

### **PM-4 Cost Control**

#### **Sample Job Description**

Job Title: Cost Control  
Reports to: Owner's Project Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### **Summary**

This individual has the overall responsibility to manage the project cost from the commencement of the planning in the front end through to the commissioning and start-up of the project.

This would not be a new position on the PMT Organization. However, this individual would require additional training so that he/she would completely understand his/her role with the implementation of AWP.

## **GROUP —PROJECT MANAGEMENT**

### **PM-6 Database Administrator**

#### **Sample Job Description**

Job Title: Database Administrator

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

The Project Database may need to be modified to include the provisions required for AWP. All inputs into this database are reviewed by this individual to ensure they comply with the protocols established for the project.

This normally is not an additional organizational position. However, the Project Database Administrator position may require some additional responsibilities to ensure that the database information complies with the AWP protocols established

#### **Essential Duties (Roles and Responsibilities)**

- Establish proper data governance procedures to enable inputs from multiple sources/systems to be integrated for AWP implementation.
- Ensure all inputs to the database comply with the AWP strategy and protocols.
- Ensure distributions comply with the distribution lists that are originally established and periodically updated throughout the project life cycle.



- Ensure contracts include the necessary information so that stakeholders understand the formats and schedules of inputs required in the performance of their scopes to meet the project requirements.

## **GROUP —PROJECT MANAGEMENT**

### **PM-3 Document Control Manager**

#### **Sample Job Description**

Job Title: Document Control Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This individual ensures adequate and appropriate resources are assigned to handle all of the receiving, recording and transmittal of project documents throughout the duration of the project.

This would not be a new position within the PMT Organization – however the individual would require additional training so that they understand their expanded role within the implementation of AWP.

#### **Essential Duties (Roles and Responsibilities)**

- Ensure that all project documents meet the requirements of the AWP project document matrix.
- Ensure an updated distribution matrix is developed and maintained so all AWP documents and procedures are properly handled in a timely manner and to support the path of construction.

## **GROUP —PROJECT MANAGEMENT**

### **PM-1 Project Manager (Managing E, P, C)**

#### **Sample Job Description**

Job Title: Project Manager (Managing E, P, C)

Reports to: Owner's Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

This individual has the overall responsibility to manage the Project Management Team from the commencement of the planning in the front end through to the commissioning and start-up of the project.

This would not be a new position on the PMT Organization Chart. However, this individual would require additional training so that he/she completely understands their role with the implementation of AWP and how they would help (guide) all stakeholders through the necessary changes in the execution of their jobs.

#### **Essential Duties (Roles and Responsibilities)**

- Steward all AWP activities and progress to the Owner.
- Actively participate in and promote the AWP process.
- Support and enforce the process with all the PMT, CMT, Engineering, Supply Chain and Construction Contractors.

- Ensure all stakeholders are invited to and participate in all integrated planning meetings.
- Fully support the PMT WFP Champion/Manager.

## **GROUP —PROJECT MANAGEMENT**

### **PM-5 Scheduler**

#### **Sample Job Description**

Job Title: Scheduler  
Reports to: Owner's Project Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### **Summary**

This individual has the overall responsibility to manage the project cost from the commencement of the planning in the front end through to the commissioning and start-up of the project.

This would not be a new position on the PMT Organization, however this individual would require additional training so that they completely understand their role with the implementation of AWP.

## **GROUP —PROJECT MANAGEMENT**

### **PM-2 Turnover Manager**

#### **Sample Job Description**

Job Title: Turnover Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

Within the PMT, the Turnover Manager ensures that all processes and procedures related to set-up and administration of the project Data Base.

This should not be a new position on the PMT Organization Chart, however this individual would need additional training so that they understand how their role best supports AWP and what additional scope changes would be required within their position.

#### **Essential Duties (Roles and Responsibilities)**

- Ensures the Project Data-Base is set up and administered to meet the requirements of the Project
- Set the reporting schedule and data governance requirements for all database inputs and ensure all stakeholders meet these requirements.

## GROUP —Supply Chain

### S-4 Contract Manager

#### Sample Job

#### Description

Job Title: Contract Manager

Reports to: Procurement

Manager Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### Summary

This position will ensure that all contracts and purchase orders (including subcontracts) include Terms and Conditions that hold the vendor/contractor responsible for implementing AWP.

This should not be a new position on the Organization Chart.

#### Essential Duties (Roles and Responsibilities)

- Develop a clear understanding of the AWP strategy through active participation in the Path of Construction integrated planning sessions. Ensure all contracts meet the intent and requirements of the strategy.
- Ensure each contract contains binding Terms and Conditions to hold the supplier responsible for implementing AWP, including remedies for non-compliance.
- Ensure each contract clearly defines the specific responsibilities of the supplier for implementing AWP.

## **GROUP —Supply Chain**

### **S-2 Material Manager**

#### **Sample Job Description**

Job Title: Material Manager  
Reports to: Procurement Manager  
Prepared by:  
Prepared Date:  
Approved by:  
Approval Date:

#### **Summary**

The Material Manager provides the strategy and execution for ordering, delivery, receiving and transmitting material/permanent equipment to meet the Path of Construction.

This should not be a new position in the Organization Chart but is especially important to ensure materials are provided to support AWP Materials are expected to be released by individual EWP's in accordance with the Work breakdown Structure and the Path of Construction.

#### **Essential Duties (Roles and Responsibilities)**

- Ensure the planning and execution of logistics and warehousing is developed early in the front end of the project.
- Ensure the material/equipment deliverables support the Path of Construction
- Ensure the materials are properly distributed complete with associated transmittals (B.O.M.'s) to the Construction Contractors to meet their required schedules.



- Collaborate with the project team in the development of the Path of Construction to ensure material and equipment issues are discussed and mitigated.

## **GROUP —Supply Chain**

### **S-1 Procurement Manager**

#### **Sample Job Description**

Job Title: Procurement Manager

Reports to: Project Manager

Prepared by:

Prepared Date:

Approved by:

Approval Date:

#### **Summary**

The Procurement Manager will ensure that all of the procurement deliverables are provided to meet the Path of Construction and that materials/permanent equipment can be sorted and allotted to each EWP, CWP and IWP.

This should not be a new position on the organization chart. However, this person will likely require additional training to understand the additional scope of responsibilities required to implement AWP.

#### **Essential Duties (Roles and Responsibilities)**

- Ensure the Terms and Conditions (especially payment terms) encourage the suppliers/vendors to provide Vendor Data to Engineering by specific dates, to enable Engineering to meet their EWP release plan.
- Ensure all materials and permanent equipment deliverables meet the Path of Construction.

- Ensure the Terms and Conditions in all procurement “contracts” will encourage the suppliers/vendors to meet the schedule set by the Path of Construction
- Ensure the material management system is capable of both soft and hard allocation of material to each individual EWP, CWP and IWP.

## GROUP —Supply Chain

### S-3 Warehouse

#### Manager Sample Job

#### Description

Job Title: Warehouse  
Manager

Reports to: Procurement

Manager Prepared by:

Prepared Date:

Approved by: Approval

Date:

#### Summary

The person in this position is expected to ensure that all material release dates are met according to the schedule laid out in the Path of Construction.

This should not be a new position on the Organization Chart. However, this individual will need additional training to understand how implementing AWP may affect changes to traditional warehouse management work processes. This will include planning and delivering materials from the warehouse(s) to the Construction Contractors at an IWP level, with strong emphasis on meeting planned release.

#### Essential Duties (Roles and Responsibilities)

- Ensure that the material is bagged and tagged by IWP and released according to the Path of Construction schedule and the IWP multi week look ahead plan.

## Scaffold WorkFace Planner

### Sample Job Description

Job Title: Scaffold WorkFace Planner  
Reports to: Scaffold Superintendent – Functional  
WorkFace Planning Lead – Matrix

Prepared by:

Prepared Date:

Approved by:

Approval Date:

### Summary

The Scaffold WorkFace Planner is responsible to support the execution of IWPs by coordinating the erection of scaffold prior to the plans being released. The Scaffold WorkFace Planner will do this by collecting requests for scaffold from the WorkFace Planners on a daily basis. Then review the requests for integration with other discipline needs so that multi-discipline scaffolds can be erected. The scaffolds will then be arranged into IWPs for the scaffold crews to complete.

If a scaffold management database is to be used, then the Scaffold WorkFace Planner would administrate this process.

### Essential Duties (Roles and Responsibilities)

The Scaffold WorkFace Planner is responsible to support the execution of IWPs by coordinating the erection of scaffold prior to the plans being released. The Scaffold WorkFace Planner will do this by collecting requests for scaffold from the WorkFace Planners on a daily basis. Then review the requests for integration with other discipline needs so that multi discipline scaffolds can be erected. The scaffolds will then be arranged into IWPs for the scaffold crews to complete.

If a scaffold management database is to be used then the Scaffold WorkFace Planner would administrate this process.