

Construction Work Packages Best Practice

A Consensus...

Document Number: COP-WFP-SPD-16-2013-v1

DOCUMENT VERSION		
Revision	Description	Date
Rev. A	Imported to COAA Report Template 2013	24 FEB 13

AUTHORSHIP AND APPROVALS			
Originated By	COAA WFP Subcommittee	01 NOV 07	
Reviewed By	COAA WFP Subcommittee	01 NOV 07	
Approved By	COAA WFP Subcommittee	01 NOV 07	



Record of Revision

Revision	Date	Revision Description	Originated By	Reviewed By	Approved By
Rev. 0	01 NOV 07	Report submitted and published	COAA WFP Subcommittee members	COAA WFP Subcommittee	COAA WFP Subcommittee
Rev. A	01 JAN 13	Report imported to COAA Report Template 2013	Yogesh Srivastava, Steve Manktelow	COAA WFP Subcommittee	COAA WFP Subcommittee

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Submitted by the COAA WFP CWP Subcommittee:

Frank deLuca Bird Construction

Niels Frederiksen Jacobs

Stewart Garry Suncor

Jose Herrero Fluor

Lloyd Rankin UofC

Randy Regan Suncor

Linda Savage Suncor

Gary Semaniuk Stantec

Executive Summary

An assumption was made during the development of the Construction Owners Association of Alberta (COAA) WorkFace Planning (WFP) model that the term construction work package (CWP) was known and accepted in industry. As WorkFace Planning initiatives gained steam, reports by COAA members revealed different levels of definition around the term CWP. A subcommittee was formed to define the CWP and to determine if CWPs can be considered a best practice in relation to WFP and the development of installation work packages (IWPs).

The literature review made it clear that work packaging is not a new concept. Construction work packages on the other hand have developed in an environment where there are many different types of construction that have different needs, different systems, not to mention the different types of companies (E, EP, EPC EPCM, C). It is no surprise then that construction work packages do not look the same, have the same name or have all the same attributes. The basic premise of work packaging whether it is a construction, engineering, procurement or installation work package is rooted in the idea that a project is broken into well defined manageable pieces that can be executed, budgeted, measured and controlled. CWP are sometimes used for contracting purposes. This report focuses on the use of CWPs for construction planning purposes as it pertains to the WorkFace.

The distinction is that a CWP is a construction deliverable that defines a specific scope of work and should include a budget and schedule that can be compared with actual performance. The boundaries of the CWPs, the complete list and the priorities must be developed by Construction during the front end of the Engineering phase, in conjunction with the path of Construction so the sequence of the Engineering and Procurement deliverables can support the Construction requirements. The CWPs are assembled by Construction before the work gets to the field. The CWP will always include a description of the work, list of drawings and materials/equipment to be installed, reference documents (such as P&ID's, specifications, etc.) and should include estimated manpower, scaffolding and construction equipment requirements, safety, quality, subcontract administration, permitting and regulatory requirements. CWPs are rolled out in a staged process, updated as information becomes available at different schedule levels and are continually refined into IWPs. The CWP is a prerequisite of the IWP, it is not the detailed plans for the WorkFace it is the high level forethought that can be reasonably captured by senior level construction.



A CWP template was developed in order to harness consistency in the construction industry with respect to CWPs. This can be viewed in Appendix B – CWP Template.

The “how” of execution is addressed in the CWP flow chart in Appendix A – CWP Flow Chart and as a narrative in the section entitled CWP Flow.

Today COAA endorses WorkFace Planning as a best practice; CWPs are a prerequisite to this best practice. Consistent use of the CWP packaging process will help projects to align construction plans with engineering and procurement and as a consequence improve the overall project execution and management.

1. Introduction

An assumption was made during the development of the Constructing Owner Association of Alberta (COAA) WorkFace Planning (WFP) model that the term construction work package (CWP) was known and accepted in industry. As WorkFace Planning initiatives gained steam, reports by COAA members active in WFP in industry revealed different levels of definition around the term CWP.

A subcommittee was formed to define a CWP and to determine if CWPs can be considered a best practice in relation to WFP and the development of installation work packages (IWPs). The subcommittee's strategy for determining if a CWP can be called a best practice included:

- Research into the origins of the CWP,
- Discussion around the need for and characteristics of the CWP,
- The development of a CWP flow chart,
- A CWP template,
- A formal report,
- The presentation of the CWP findings and conclusions to the WFP committee for discussion and consensus.

2. CWP Literature

The majority of the theory and the practical application of work packaging are from the late 1970s and 80s. CII developed an information publication on work packaging in 1988. During the 1990s, software was developed based on the concept of work packaging. A paper written in 2006 called "Effective Construction Work Packages" was not theoretical in nature but a practical application of the work packaging process specific to the oil and gas industry. Based on this information we can answer such questions as why work packaging, what is it, what are the objectives, how do we do it and how does it relate to WFP?

Why develop work packages? Why develop construction work packages? The question of why construction work packaging is being raised is not only because WorkFace Planning has identified CWPs as part of the WFP process but because recent studies around productivity improvement, tool time and data collected in lessons learned sessions draw attention to areas that are governed by CWPs. These include alignment between the Engineering and



Construction functions, estimate and schedule risk analysis, forecasting scaffolding and construction equipment requirements, safety, quality, subcontract administration, permitting, etc. “The CWP process was developed as a result of root cause analysis, lessons learned and the need to take a more proactive approach to project execution.” [5] This means involving construction in the front end planning because classically “the project is designed (engineered) with a top down approach. Detail increases as major systems are defined and expanded from the concept to the working design level...In contrast, construction occurs in a bottom up fashion. Individual work activities are synthesized to construct modules which ultimately work together as systems...This orientation to plan and control by area is in direct contrast to the system orientation of the design process...The work packages... for engineering will be system oriented and focus on work product such as drawings, specifications, and studies. During construction, work packages...will focus on area and component and will result in work product such as duct installation and concrete placement.” [2] Being involved in the front end is not just about defining the boundaries, the priorities and eventually developing CWPs but it entails construction planning, developing a solid execution plan , constructability reviews, managing project (and construction) risks, lessons learned data base review and preparing adequate schedule and budget baselines for the construction phase..

Construction work packages are developed to describe the construction scope of work and facilitate the integration between cross functional disciplines. “The CWP provides integration between construction and estimating, field engineering, safety, project controls, (quality) and materials management. This process does not eliminate the need for effective WorkFace Planning, but rather forms an integral part.” [5] WorkFace Planning has an expectation of having the right things provided to the right people at the right place and time. This requires preplanning and appropriate lead time for cross functional teams such as engineering and supply chain to be able to provide the necessary drawings and materials when construction needs them. That lead time starts at the CWP level and is broken down to more precise requirements in the IWP.

What are the objectives of work packaging? “The objectives of work packaging are to reconcile the differences of planning, scheduling, budgeting, status and control implied by the system orientation of design, procurement, start up and operation and the area orientation of construction. By effective work packaging, these differences can be addressed in a uniform manner so that integrated project management is possible.” [2] Not only to reconcile the differences of planning but to actually plan the work.

How do we execute the work package process? CWPs remained a theory for much of the 1970s and into the early 1980s leaving the “how” out, except in isolated cases of large EPC

companies. “Previous research has been devoted to examining the conceptual applicability of the work packaging concept and applying it as a general managerial tool. Only limited attention has been paid to the actual work packaging process” [3].

CII addressed the “how” of work packaging by developing an easy to follow information publication defining the entire work package process as it relates to Project Controls and the Work Breakdown Structure. Areas of engineering, procurement and construction are detailed in individual or separate work packages. They define an engineering work package or EWP and a procurement work package or PWP and a construction work package or CWP and finally a crew work package. CWPs according to CII are a staged process, updated as information becomes available at different schedule levels; this is confirmed by a recent paper called “Effective Construction Work Packages”. The CII defined CWP is continually refined into crew work packages or what we now call installation work packages (IWPs). The COAA model deviates from the CII model in that it does not recommend a hard connection to Project Controls. The IWPs are still schedule driven but progress and performance is not necessarily measured at the IWP level. The driver for developing construction work packaging is to draw in construction early enough to affect change and preplan with expertise before the work gets to the field. The IWP addresses the planning of the work in the field such that the right things get to the right people at the right place and time. This is all very generic and is meant to be a model to any kind of construction. Each construction company that implements WorkFace Planning will have different systems, ideas and process to make WorkFace Planning work for them. However by following the basic COAA road map the industry can communicate at a high level what its needs and expectations are at the WorkFace. The “how” of execution is addressed in the CWP flow chart in Appendix A – CWP Flow Chart and in a narrative in the section entitled CWP Flow.

Perhaps it is also a question of when. How much advance notice does Engineering and Materials Management need from Construction about the CWP boundaries and the priorities so they can get the necessary items to Construction in time so the CWPs can be compiled with all the correct information? When should construction get involved to ensure their needs are met? When should Construction start assembling the CWPs? By involving construction in the early stages of EDS and having a clear understanding of the roles and responsibilities of each group, it is anticipated that the efficiency of the overall process can be improved.

There are many different types of project execution strategies (E, EP, EPC EPCM, C) and commercial approaches. It is no surprise then that work packages do not look the same, have the same name or have all the same attributes.

3. Definitions

What is the definition of a work package? Some of the definitions found in the literature for work packaging include;

“A Work Package is a well-defined **scope of work** that terminates in a deliverable product(s) or completion of a service. Each package may vary in size, but it must be a measurable and controllable unit of work to be performed. To complete a work package, one or more tasks will be performed. Thus, a work package may encompass the work of more than one crew or staff.” [2, CII]

“Work Breakdown Structure **elements** of the project isolated for assignment to “work centers” for accomplishment. Production control is established at this element level.” [PMI]

“Small, **discrete elements of work** (called packages) that are budgeted with realistic but challenging targets and are assigned to supervisors to be completed in a relatively short period of time. Actual costs are collected and compared to the budget as the work packages are completed. Based on the data collected, progress is analyzed and action is taken to control the project according to plan.” [1]

COAA proposes the following definitions for the WFP model:

Construction Work Package (CWP) - A construction work package is an executable construction deliverable that defines in detail a specific scope of work and should include a budget and schedule that can be compared with actual performance. The scope of work is such that it does not overlap another CWP and can be used as a scoping document for Requests for Proposal and Contracts.

Engineering Work Package (EWP) - An engineering work package is an engineering deliverable that is used to develop CWPs and that defines a scope of work to support construction in the form of drawings, procurement deliverables, specifications and vendor support and that is released on an agreed upon sequence consistent with the CWP schedule. The scope of work is typically by discipline by area.

Installation Work Package (IWP) - A installation work package is a detailed execution plan that ensures all elements necessary to complete the scope of the IWP are organized and delivered before work is started to enable craft persons to perform quality work in a safe, effective and

efficient manner. Generally the scope of work associated with the IWP should be small enough that it could be completed by a single foremen team in a one or two week time frame.

4. CWP Template

What does a Construction Work Package look like?

A CWP template was developed in order to set the bar for package content. The cover page which includes title block, sign off block and table of contents will probably look different for each company though the table of contents sections should remain the same regardless of the type of construction in order to harness consistency in the construction industry with respect to CWPs. This can be viewed in Appendix B – CWP Template.

The CWP elements were chosen as a result of a gap analysis comparing CWPs from various sources and referencing the CII definition of a construction work package. Not all elements will apply to all CWPs. They will differ depending on the industry, discipline and scope of work. It is recommended that NO categories are deleted in a CWP template but rather a statement of not applicable (NA) be used. Additions to the CWP are encouraged where they are construction related or impact construction in a way that warrants recording the information at that level.

5. CWP Flow

The following describes the work flow for CWP development from project inception to CWP breakdown into IWPs. Appendix A – CWP Flow Chart is an illustration of the narrative below.

The Project Manager prepares the Project Execution Plan (PEP) which among other things includes documenting the implementation of work packaging. The Project Construction Director prepares the preliminary Construction Execution Plan (CEP) for insertion into the PEP which will detail the engineering, construction and installation work package processes and procedures. In addition develops the path of construction.

Next engineering, whether it is an EP/EPC/EPCM contractor, provides the preliminary overall Project Plot Plan and the Construction Contractor then develops the path of construction. Once that is done the constructability process is initiated. “Constructability is the effective and timely integration of construction knowledge into the conceptual planning, design, construction and field operations of a project to achieve the overall project objectives in the

best possible time and accuracy, at the most cost-effective levels.” [6] This process brings engineering and construction together to understand and confirm agreement on the path of construction previously developed. In the absence of the Construction Contractor, the Construction Management team takes on duties until such time as the Construction Contractor is signed. Ideally the construction contractor is brought on no later than early EDS.

The Construction Contractor then generates a preliminary CWP list, and definitions (boundaries). The Construction Contractor meets with the Engineering Contractor to review the CWP list and definitions and discuss the logical sequence of the CWP packaging, its prioritization and the scheduled release or need dates. Where Engineering has difficulty in accommodating a definition or prioritization, both the Construction Contractor and the Engineering Contractor will discuss the CWP Plan and together with the Owner decide upon the best balanced solution for the benefit of the project. After this discussion and subsequent agreement, Engineer will incorporate these definitions into the appropriate EWPs, adapt as required the engineering process and report progress by EWP in an agreed upon manner with the Owner.

The EP/EPC/EPCM Contractor will establish 3D Model Areas (or partitions) and sets up EWP by discipline; these will be finalized in the Detail Design Phase and target review and completion dates for the different Areas will be inserted into the Project Schedule. The scheduled EWPs will align with the agreed to CWP Plan.

Before construction starts the Construction Contractor will determine preliminary overall project temporary facilities, craft and indirect manpower requirements. This information is used to update the CEP.

EP/EPC/EPCM Engineering Contractor EWP Coordinator should compile all information and documents required as part of the specific EWP and release the information by EWP to the Construction Contractor via the specified Project Document Management System. EWP Updates and Revisions will be released to the Construction Contractor CWP Coordinator in the same way. The Construction Contractor CWP Coordinator will compile all documents and information (as noted in the list below) from the released EWPs into a CWP and then issue it for execution. This CWP will include input from the Construction Management Team (CMT). If so required by the CEP, when the Construction Contractor has completed assembled each individual CWP it is sent to the CMT for review prior to issuing for execution.

Items to be considered for inclusion in a CWP:

- Budget and Schedule
- Cleaning requirements
- Construction Scope of Work
- Consumables
- Engineering (List of related EWPs)
- Listing of related CWPs/IWPs
- Manpower
- Materials
- Quality
- Regulatory Requirements
- Rigging
- Risk
- Safety
- Scaffolding
- Special Construction Equipment
- Special Temporary Facilities
- Special Tools
- Subcontract Identification
- Vendor Support
- Warehousing
- Waste Management
- Welding
- Winterization
- Subcontract Identification

Once the CWP is deemed ready for execution (installation and erection) the Construction Contractor will provide a detailed Erection and Installation Plan and start the WorkFace Planning process by creating a preliminary IWP Release Plan.

IWPs are developed as per the release plan as a breakdown of CWPs. Field Supplied Material and Owner – Engineering Contractor supplied material are received by the Construction Contractor. The CM Integration Coordinator liaises with the individual Construction Contractor Integration Coordinators to promote optimized use of common commodities (Cranes, Scaffold etc.) between Contractors and disciplines. Work is then executed by IWP. IWPs are released one per crew at a time until the work is complete.

The Construction Contractor performs the Turnover System Walkdown and generates a Pre Turnover Punchlist and work-off items listed. Some of the Punchlist item may be generated from the IWP process.

6. Conclusion

CWPs are a construction deliverable developed by the construction contractor performing the work at site. It is the preplanning of construction related essentials at the WorkFace that requires early attention and consideration. The CWP is a prerequisite of the IWP, it is not the detailed plans but the high level forethought that can be reasonably captured by senior level construction.

Today COAA endorses WorkFace Planning as a best practice; CWPs are a prerequisite to this best practice. Consistent use of the CWP packaging process will help projects to align construction plans with engineering and procurement and as a consequence improve the overall project execution and management.

7. References

1. Elmore and Sullivan Project Control Through Work Package Concepts 1976
2. Work Packaging for Project Control CII Information Publication, 1988
3. Kim, Jae-Jun and Ibbs, William C. Work Package Process Model for Piping Construction Journal of Construction Engineering and Management, Dec. 1995
4. Choo, Jyun Jeong, Tommelein, Iris D., Ballard, Glenn and Zabelle, Todd R. Work Plan Data Base for Work Package Production Schedule Proceedings IGLC 1998
5. Gardner, George, Effective Construction Work Packages AACE International Transactions, 2006
6. CII Benchmarking Glossary of Terms Version 9.0, accessed from internet September 2007

Frequently Asked Questions

- **Why can't I go from an EWP to an IWP?**

Because the EWP, CWP and IWP are different things, an EWP is an engineering deliverable, a CWP is a construction deliverable. An EWP is a CWP deliverable, it is part of a CWP. A IWP is a construction deliverable broken down from a higher level construction deliverable, the CWP. The EWP does not account for scaffolding, construction equipment, subcontractors, manhours etc.

- **Who develops the CWP?**

The CWP is developed by either the construction contingent of an EPC, the construction contractor who will perform the work. In the absence of the construction contractor the owner construction management team will develop the CWPs.

- **How many EWPs in a CWP?**

This is dependent on the scope of work but typically there will exist a 1:1 relationship or N:1 where N is the EWP.

- **What is in a CWP?**

Refer to the CWP template in this document.

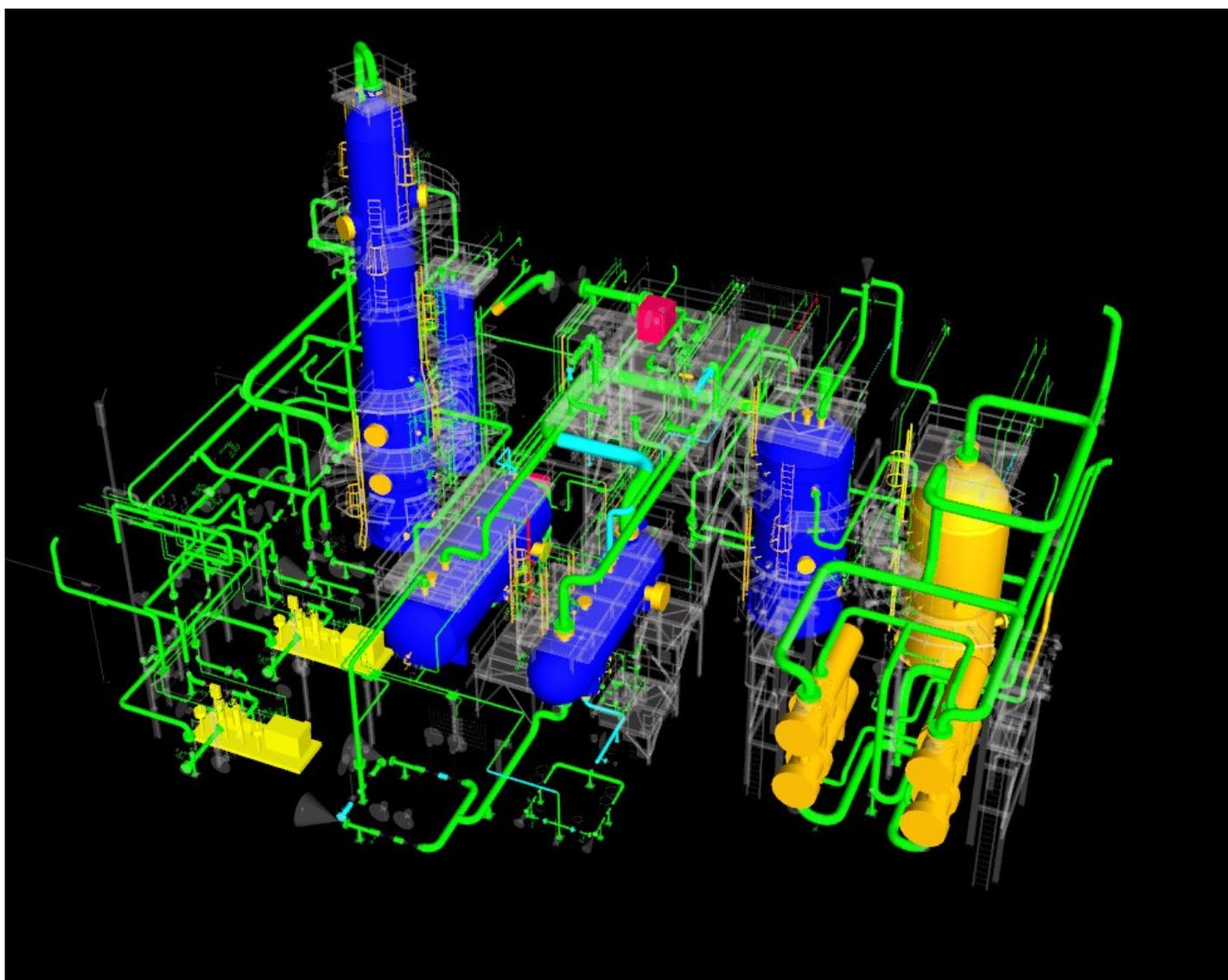
Appendix B: CWP Template

(See following page[s])

CONSTRUCTION WORK PACKAGE

Project Name:				Company Logo							
Project CWP WBS No:											
CWP		Plant		Area		Discipline		Sequence No			
C	W	P	-	-	-	-	-	-	-		
Description:											

Rev. No	Rev Description	Date	Author	Checked By:			Approved By:	
				Contracts admin.	Project Controls	WFP Manager	Contractor	Construction/ Planning Manager
A	Issued For Review	MM/DD/YYYY						
B	IFC	MM/DD/YYYY						
C	Contractor Finalization	MM/DD/YYYY						



CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

1.0 SCOPE OF WORK

1.1 Summary Description of the Scope of Work

A summary description of the scope of this CWP is to be provided here. Reference additional CWPs, Fabrication Work Plans and/or Modularization Work Plans that will be combined to form a construction or fabrication contract.

1.2 Execution Strategy

Provide the strategic intent or Path of Construction for scopes to be executed in this CWP. Reference integration and interface requirements and Project Schedule.

1.3 Execution Milestones

Identify key milestone dates for scopes of work referenced based on the Level III Project Schedule.

1.4 Work Included

Include any scope items that are not contained in the defined EWPs, or where the referenced documents do not adequately convey the scope.

1.5 Work excluded

Identify work that is specifically not included that is not identified in the defined EWPs, or where the referenced documents do not adequately convey the limits of scope.

2.0 CWP REFERENCE LIST

2.1 CWP Reference List and Interface lists

*Identify additional CWPs that must be referenced to understand scope and execution strategy.
 Identify Tie-in requirements document*

2.2 Owner Supplied Sub-Contractors

Provide specific list of CWPs executed buy owner supplied sub-contractors pertinent to this CWP.

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

3.0 ENGINEERING INFORMATION

- 3.1 Engineering Work Package List**
A listing of all EWPs associated with this CWP including EWP number, description and revision
- 3.2 Holds List**
Identify Hold and forecast release for documents listed but not released
- 3.3 Additional Technical Information**
Identify any technical information that is not included in other documentation
- 3.4 Technical document lists**
Identify and include the lists of technical documents included in this CWP

4.0 MANPOWER

- 4.1 Manpower Requirement**
Provide an estimate of manpower requirements
- 4.2 Density calculations**
Complete workplace density calculations
- 4.3 Special Skills**
Identify all specialty skill requirements to complete tasks and their impact on schedule (if any)

CONSTRUCTION WORK PACKAGE												
Project Name:						Company Logo						
Project CWP WBS No:												
CWP			Plant			Area				Discipline		Sequence No
C	W	P	-									
Description:												

5.0 MATERIALS

5.1 Bill of Materials Matrix (owner, engineer, vendor, contractor, fabricator supplied)
List responsibilities for materials not identified in EWPs. Ensure Cross-reference lists between tag numbers; requisition numbers, PO numbers, and IFC drawing numbers are included in EWPs.

5.2 Owner supplied equipment and materials
Must include all owners provided, or free-issued to Contractor, materials and tagged items.

5.3 Required at Site Dates (change to key and long lead)
Confirmation that material deliveries conform to Require at Site dates (RAS). Include RAS vs. ETA

5.4 Total Quantities
Provide Total material quantities as applicable (i.e. Ea, Tonne, Y cu, ft, dia-inch, etc.)

6.0 SAFETY

6.1 Safety
Provide high level Job Hazard Analysis for the identified work scopes, rank and set priorities for hazardous jobs contained in the execution of the CWP. These jobs should be the first priority for analysis and identification of items such as:

- Safe work plans
- Special Training requirements
- Special PPE requirements
- Special Permits (confined space, road closures, man baskets, lock-outs, etc)
- WHIMIS/MSDS requirements

Note: Detailed JHAs or FLHAs will take place at the IWP level. (To be provided by the Contractor)

CONSTRUCTION WORK PACKAGE												
Project Name:						Company Logo						
Project CWP WBS No:												
CWP			Plant			Area				Discipline		Sequence No
C	W	P	-									
Description:												

7.0 QUALITY

7.1 Inspection and Test Plans

All work defined in this CWP will be executed to requirements of Owner-approved Inspection and Test Plans (ITP). ITPs will be developed in compliance to Owner document XXX-XXX-000 Contractor Quality Requirements Specification Standard.

7.2 Weld Procedures

No welding process will be applied to the execution of scopes defined in this CWP without an approved Welding Procedure. Welding Procedures will satisfy welding requirements identified in EWPs listed in Section 2.0 EWP List.

7.3 Survey Requirements

This section should state the strategic intent for survey requirements and survey control plan for the scopes defined

8.0 REGULATORY APPROVALS AND PERMITS

8.1 Regulatory Approval Requirements

Regulatory Approval Requirements and compliance status must be communicated to contractors. Review compliance requirements and include applicable special permits required for execution of the CWP. (Such as Building Permits, Potable Water, Disposal, etc.)

8.2 Permit Schedule

A list of permit requirements for the defined scopes is to be provided.

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

9.0 SUB-CONTRACTS (Construction Contractor)

9.1 Contractor activities

Provide an explanation of the services to be sub-contracted as well as the target start and completion dates for said services and the contract formation process.

9.2 Services Provided

List the services that will be provided to the contractor by a sub-contractor, and by Owner, if they are to be different than agreed.

10.0 VENDOR SUPPORT

10.1 Equipment List Vendor Requiring Support

Provide a list of applicable equipment that will require vendor assistance.

10.2 Purchase Order Schedule

Provide confirmation that a Contract or Purchase Order is in place.

10.3 Vendor Contact Information

Prepare a list of Vendor contact information, notification requirements and anticipated required at site dates.

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

14.0 WASTE MANAGEMENT

14.1 Waste Management Plan

Typically the Waste Management Strategy/Plan is defined in general terms in the Construction Execution Plan with respect to responsibilities.

The Contractor is to provide a listing here as to the types and estimated quantities of waste associated with the CWP along with the discarding plan. (This to be in alignment with the overall Site Waste Management Plan)

15.0 RISK REGISTER

15.1 Risk and Mitigation

Provide a listing of items from the risk register that apply to the CWP complete with mitigation measures and an associated status report.

CONSTRUCTION WORK PACKAGE															
Project Name:							Company Logo								
Project CWP WBS No:															
CWP		Plant				Area				Discipline			Sequence No		
C	W	P	-					-				-			
Description:															

16.1 WORKFACE PLANNING	
16.2	<p style="text-align: center;">Installation Work Package List and Schedule</p> <p><i>A detailed breakdown of the planned number IWPs associated with the CWP is to be provided by the Contractor along with the release plan.</i></p> <p>The Contractor Shall follow the implementation practices as described but CII and COAA. (Insert Links to Web information for COAA, CII, and the 272IR)</p>

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

17.0 PROJECT CONTROLS

17.1 Integrated Schedule
A detailed Level 3 construction schedule showing integration; with other construction disciplines and contractors is to be provided by Owner's Project Controls group along with an overall narrative of the proposed Suncor Execution Strategy.

17.2 Progress and Performance Measurement
Provide a confirmation and listing of:

- *progress measurement and performance requirements*
- *the support mechanisms are set up and;*
- *the material quantities and labour are rolled up to the required WBS level.*

Add WBS chart to outline WBS numbers within this CWP

18.0 TURNOVER DOCUMENTS

18.0 Turnover Document Matrix
Provide a list or matrix of the required documents for Turnover that pertains to this CWP.

18.1 Turn Over Responsibility
Reference the Project Turnover Responsibility Matrix

18.2 Templates for Turnover Binders
Reference the location of the Templates required to develop the Turnover Binders.

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

19.0 3D Model Shots Of CWP												
19.0		Model Shots										
<i>Include here several 3D model shots of the CWP</i>												
20.0 Submittals												
20.1		Submittals										
<ul style="list-style-type: none"> • <i>CONTRACTOR to submit to the OWNER an approved Methodology Statement (or equivalent) for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER a schedule for this CWP based on IWPs two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER a resource staffing plan for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER a detailed equipment plan (complete with pricing) for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER an estimate of man hours (complete with pricing) for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER a status listing of all CONTRACTOR supplied items (complete with pricing) required for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER for approval the proposed ITP for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER for approval a job hazard analysis for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER for approval a rigging/lifting study for this CWP two weeks prior to commencing work.</i> • <i>CONTRACTOR to submit to the OWNER the work permit(s) for this CWP two weeks prior to commencing work.</i> 												

CONSTRUCTION WORK PACKAGE														
Project Name:						Company Logo								
Project CWP WBS No:														
CWP		Plant				Area				Discipline			Sequence No	
C	W	P	-											
Description:														

21.0 Contact List	
20.0	Contact List
<p><i>Provide a comprehensive list of Contact Information for:</i></p> <ul style="list-style-type: none"> • <i>Construction Management Personnel</i> • <i>Project Personnel</i> • <i>Engineering Personnel</i> • <i>Materials Management</i> • <i>Vendors</i> • <i>Document Owners</i> • <i>Area Hospitals and Doctors</i> • <i>Emergency Response Teams</i> • <i>Etc.,</i> 	