

Advanced Work Packaging in Europe

What's stopping it?

AWP in Europe

The uptake of Advanced Work Packaging is considerably lower in Europe than in any other global region. The European AWP Community of Practice have been examining this and how we help European stakeholders to realize AWP benefits, hence embracing it.

Below some of the blockers we've identified, based on industry's feedback.

Terminology

Like any new process or technology, AWP can sound a little daunting to the uninitiated, but it needn't be. At its essence AWP is basically **common sense**. CII define AWP as:

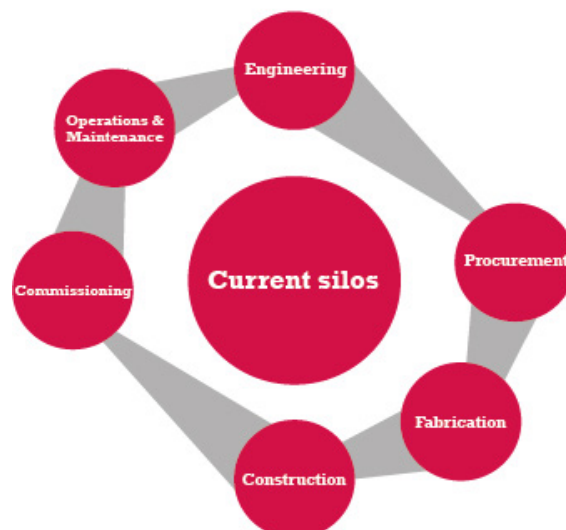
“ The overall process flow of all the detailed work packages (construction, engineering, and installation work packages). AWP is a planned, executable process that encompasses the work on an EPC project, beginning with initial planning and continuing through detailed design and construction execution. AWP provides the framework for productive and progressive construction, and presumes the existence of a construction execution plan.

How do we fix it?

People can perceive AWP as a huge change, but in reality, it is just putting **robust processes** in place to manage activities that should be happening anyway, particularly at the early stages of the project. Start with the end in mind.

Silos/Understanding the customer

AWP is owned by Construction but requires support of all disciplines and functions. Multiple teams and departments benefit from access to consistent and well managed information. However organisational silos mean that it is not always clear why information is required and who the ultimate recipient is and this leads to poor information management.



How do we fix it?

Adopting a **one team** approach is crucial to delivering successful projects. AWP is a comprehensive process, not siloed. AWP helps focusing on optimizing the entire project, rather than prioritising individual departmental tasks.

Business models

Europe has considerably more construction management compared with other global regions. Therefore there is a much greater reliance on supply chain partners within Europe. In Europe, careful consideration needs to be given to bringing the supply chain on board and understanding their capacity and capability with regards to AWP.

How do we fix it?

Engaging and training supply chain partners in AWP. Traditional roles focus on managing deliverables of their contract, lack of alignment. AWP requires the appropriate contract language and responsibility matrix to support the execution.

Leadership

Often central teams and organisational headquarters will make commitments that are ignored by project managers who are focussed on bringing their projects in on time and on budget.

How do we fix it?

Get buy in and engagement from across the organisation demonstrating the specific benefits to those key stakeholders of embracing AWP. Embracing AWP requires a culture change from right at the top of the organisation.

Perceived cost

Project managers will see increased costs at the outset versus potential savings further down the line as a risk. Even though the risks associated with a badly run project in terms of reworks and delays are significant, this is a known risk to the project manager that they are more comfortable with. This excludes the whole life cost of having inaccessible information has on the operations, maintenance and decommissioning of the asset.

How do we fix it?

Encourage project managers to think long term and break down budgetary and organisational silos. CII has determined that a Capital Project not using AWP will overrun on average by 35% in cost and 28% in Schedule.

Technology is risk

Implementing new technologies is seen as a risk and a cost. People will naturally want to stick with the risks that they know. Technology is also viewed as an overhead and often clients are unwilling to pay for high overheads. The cost of an hour worked is understood the value that technology brings is less easy to quantify.

How do we fix it?

Clients need to support their supply chain to implement and invest in new technologies. All organisations need to create the space and budget to invest in the innovation, technology and skills needed to drive their business forward. With AWP, keep focus on the consistency of your project data, regardless the technology used to mitigate any risks.

You know your processes

Technology providers are not experts in running projects. Don't engage the software market too soon, before you engage with providers make sure you understand your goals and your processes. Organisations need to set their requirements based on their specific needs and understand what is fit for purpose for them.

How do we fix it?

Run some pilots, you don't need sophisticated software but small scale pilots can be carried out using existing standard software packages. This will help you understand your own specific requirements. Data is the key, keep it consistent regardless the scale. Go through the AWP Maturity Assessment Matrix to help you identify the level of AWP implementation based on your organization's processes.

Finally, remember you are not alone; there is a community out there going through similar situations. The European AWP Community of Practice provides a forum for open discussion, so we can collectively advance into a path of improved project execution in our region.

For more information, please visit www.eci-online.org