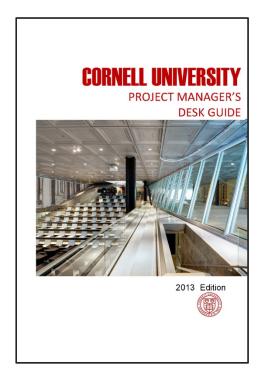
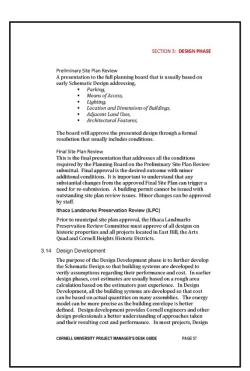


Improve Our Game Goal







Replace PM Desk Guide with a comprehensive set of tools and resources to ensure **Consistent** and **Proactive** project management throughout the University.

Project Management Tools and Resources

Quantitative (*eBuilder*)

- Consistent Processes
- Approval Management
- Data Management
- Reporting
- Manage Documents



Qualitative (need)

- Consistent Engagement
- Consistent Delivery
- Define Expectations
- Share Knowledge



Develop and enhance the craft of project management

Inventory Phase

File Name? Group?

Status? Author?

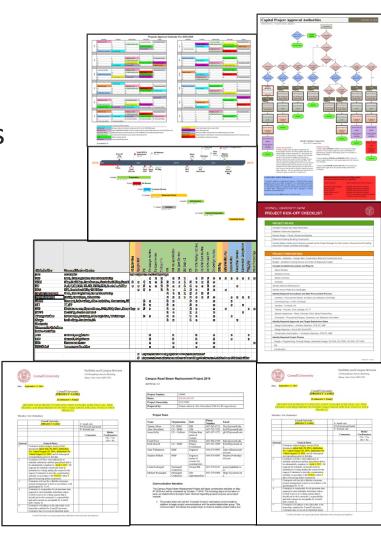
Document Type? Project Phase?

Is it the right tool for the task?

#	File Name	Status	Document Type	Group	Author	Project Phase	Comments	Link
1	Bid Abstract	In use	Guidance Document	E&PM		Bid Phase		https://cornell.app.box.com/file/453677053612
2	Capital Project Approval Authorities	In use	Guidance Document	Budget & Planning		All Phases		
								https://cpb-us-
1 1								e1.wpmucdn.com/blogs.cornell.edu/dist/b/6138/fi
1 1								les/2017/09/Capital-Project-Funding-
3	Capital Project Funding Guidelines_2017_August	In use	Guidance Document	Budget & Planning	MLC	All Phases		Guidelines 2017 August-1xww6co.pdf
4	Change Request Checklist	In use	Checklist	E&PM		Construction		https://cornell.app.box.com/file/453690651266
5	Checklist - Project Launch AMG Draft.pdf	Draft	Checklist	E&PM	Andrew G	Pre-Design		https://cornell.app.box.com/file/435965032191
6	Checklist Pre-bid conference.docx	For Consideration	Checklist					https://cornell.app.box.com/file/452844576295
7	Checklist Preconstruction v2.pdf	In use	Checklist	E&PM	Paul	Bid Phase		https://cornell.app.box.com/file/435957661391
8	Checklist Red Zone.pdf	In use	Checklist	E&PM	Paul	Construction		https://cornell.app.box.com/file/435966795979
9	Construction Readiness Checklist	In use	Template	E&PM		Construction		https://cornell.app.box.com/file/453690653666
10	COR Calc Worksheet	In use	Template	E&PM		Construction		https://cornell.app.box.com/file/453690659666
							Need better	
1 1							name for file.	
11	Cornell University Access Waiver	In use	Contracts Document	Contracts	?	Design Phase	Why use this?	https://cornell.app.box.com/file/452851850284
12	Design Kick-Off Meeting Agenda	In use	Template	E&PM	Deb Melanson	Design Phase		https://cornell.app.box.com/folder/75872779378
13	eBuilder Cost Code Budget SUCF Funded Project Spreadshee	In use	Template	E&PM	Deb Melanson	Pre-Design		https://cornell.app.box.com/file/453682291460
14	eBuilder Cost Code Budget Template.xlsx	In use	Template	E&PM	?	All Phases		
1 1							Rename file, how	
15	ebuilder process- draft 6-26.pdf	For Consideration	Guidance Document	E&PM	Paul	All Phases	will this be used?	https://cornell.app.box.com/file/438228284559
								https://cpb-us-
1 1								e1.wpmucdn.com/blogs.cornell.edu/dist/b/6138/fi
1 1								les/2015/07/Guidelines Structuring-CFPC-
16	Guidelines for Structuring the CF&PC Agenda and Materials	In use	Guidance Document	Budget & Planning	MLC	All Phases		Agenda 2019 Jan-1ptgz9n.pdf
17	Kick Off Meeeting Sign In Sheet	In use	Template	E&PM	Alex Chevallard	Construction		https://cornell.app.box.com/file/453690652466
								https://cpb-us-
1 1								e1.wpmucdn.com/blogs.cornell.edu/dist/b/6138/fi
								les/2017/09/Managing-Capital-
18	Managing Capital Activity	In use	Guidance Document	Budget & Planning	MLC	All Phases		Activity 2017 August-2a4pkzn.pdf

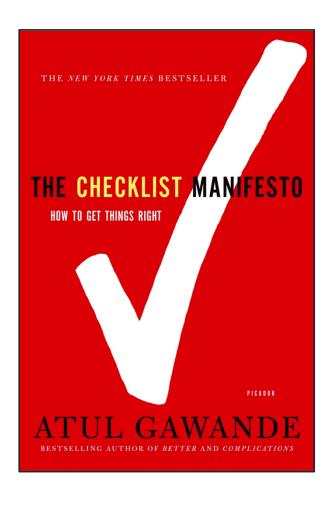
What we Discovered

- Over 40 documents and resources
- Many excellent tools and templates
- Redundancies
- Inconsistent formatting
- Lack of organizing structure
- Stored in several locations
- Expectations for use not clear



What is the best First Point of Interface for PMs?

Checklists as a Qualitative Tool



Key Takeaways:

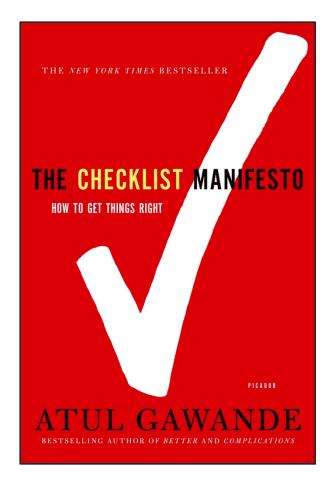
- Power of Checklists
- Complexity & # of Tasks
- Avoidable Failure
- Two Types of Checklists

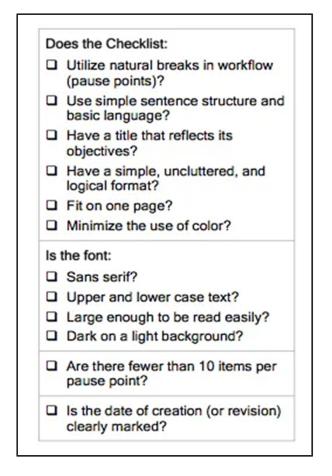
DO-CONFIRM

READ-DO

Interactive checklist most useful for PMs.

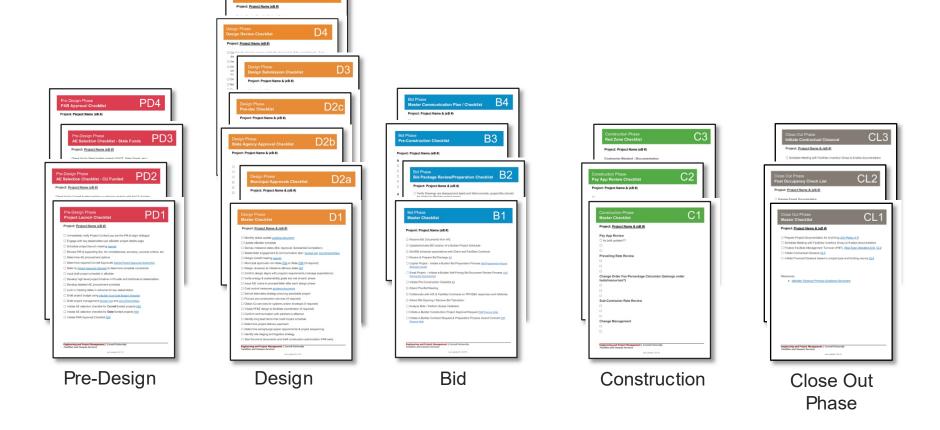
A Checklist for Checklists





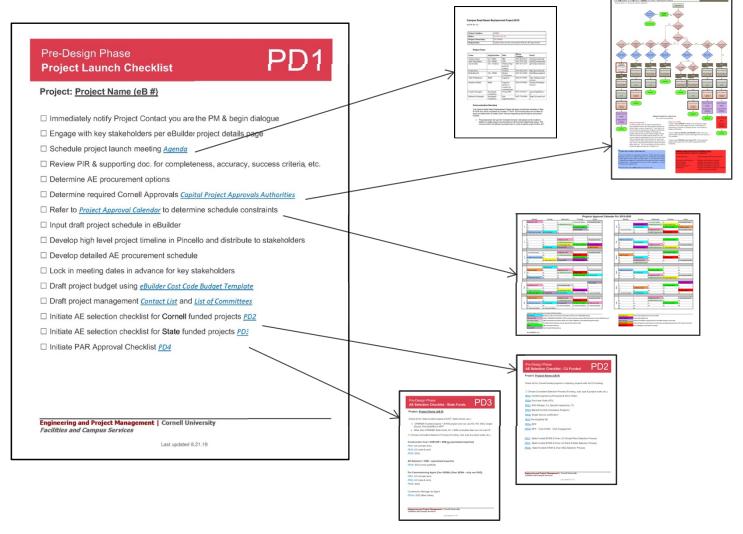
Checklist should be easy to use.

New Checklist Format & Structure



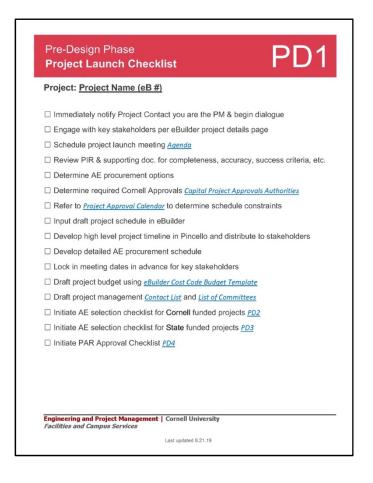
Consistent format and structure to encourage use.

Checklist Example



Quick links to key documents and resources.

Checklist Example



Why use this check list?

- Stay on task
- Reminder of process
- Delegate work
- Various meetings
- Track progress

These checklist are for you (Project Leaders).

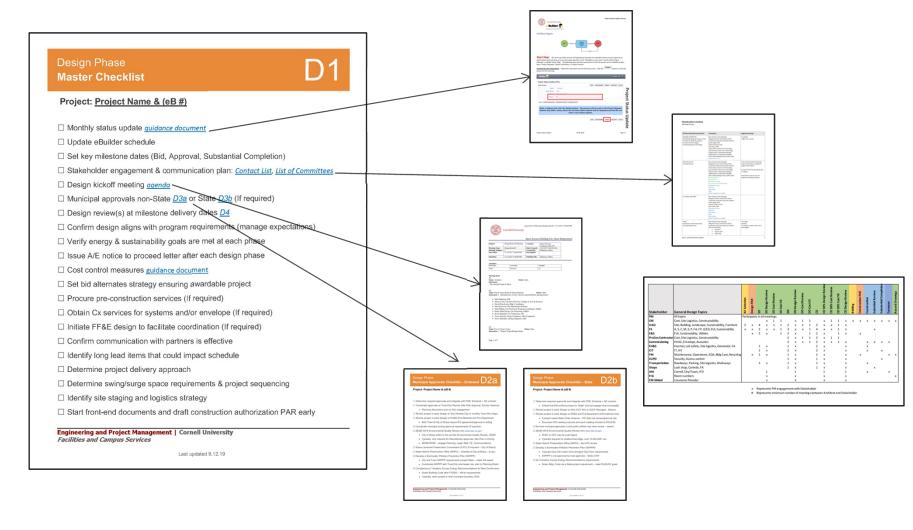
Pre-Design Phase **Project Launch Checklist**

PD1

Project: Project Name (eB#)

☐ Immediately notify Project Contact you are the PM & begin dialogue
☐ Engage with key stakeholders per eBuilder project details page
☐ Schedule project launch meeting <u>Agenda</u>
$\hfill\square$ Review PIR & supporting doc. for completeness, accuracy, success criteria, etc.
☐ Determine AE procurement options
☐ Determine required Cornell Approvals <u>Capital Project Approvals Authorities</u>
☐ Refer to <u>Project Approval Calendar</u> to determine schedule constraints
☐ Input draft project schedule in eBuilder
\square Develop high level project timeline in Pincello and distribute to stakeholders
☐ Develop detailed AE procurement schedule
☐ Lock in meeting dates in advance for key stakeholders
☐ Draft project budget using <u>eBuilder Cost Code Budget Template</u>
☐ Draft project management <u>Contact List</u> and <u>List of Committees</u>
☐ Initiate AE selection checklist for Cornell funded projects <u>PD2</u>
☐ Initiate AE selection checklist for State funded projects <u>PD3</u>
☐ Initiate PAR Approval Checklist <u>PD4</u>

Checklist Example



Key resources at your fingertips.

Cornell University

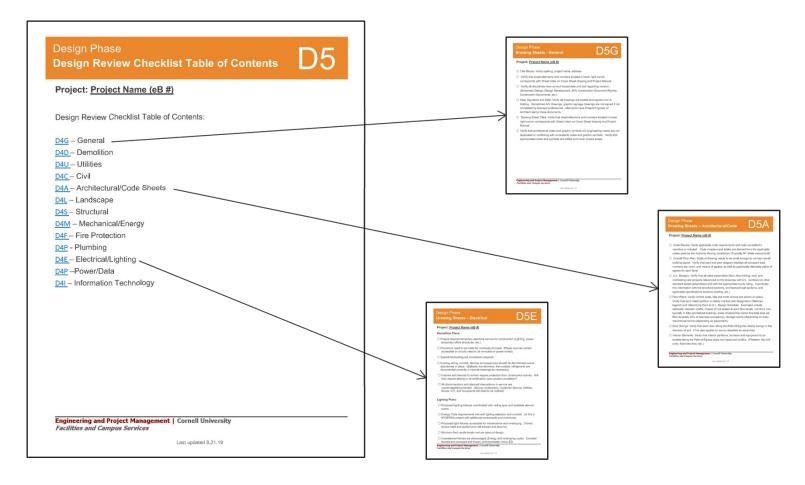
Design Phase Master Checklist

D1

Project: Project Name & (eB #)

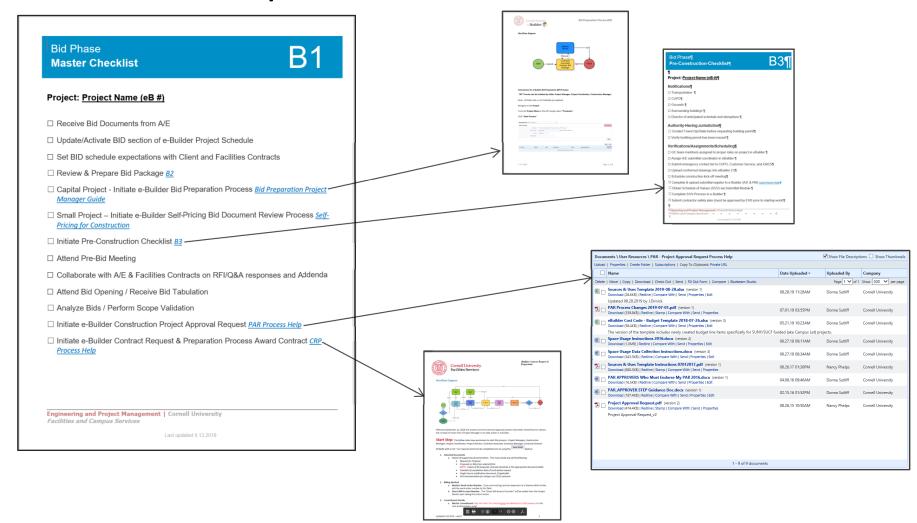
☐ Monthly status update <u>guidance document</u>
☐ Update eBuilder schedule
☐ Set key milestone dates (Bid, Approval, Substantial Completion)
☐ Stakeholder engagement & communication plan: Contact List, List of Committees
☐ Design kickoff meeting <u>agenda</u>
\square Municipal approvals non-State $\underline{D3a}$ or State $\underline{D3b}$ (If required)
☐ Design review(s) at milestone delivery dates <u>D4</u>
\square Confirm design aligns with program requirements (manage expectations)
☐ Verify energy & sustainability goals are met at each phase
☐ Issue A/E notice to proceed letter after each design phase
☐ Cost control measures guidance document
☐ Set bid alternates strategy ensuring awardable project
☐ Procure pre-construction services (If required)
☐ Obtain Cx services for systems and/or envelope (If required)
☐ Initiate FF&E design to facilitate coordination (If required)
☐ Confirm communication with partners is effective
☐ Identify long lead items that could impact schedule
☐ Determine project delivery approach

Checklist Example - Document Review



Capture institutional knowledge for document reviews.

Checklist Example – Bid Phase



Quick links to key documents and resources.

Bid Phase Master Checklist

Β1

Project: Project Name (eB #)

Receive Bid Documents from A/E
Update/Activate BID section of e-Builder Project Schedule
Set BID schedule expectations with Client and Facilities Contracts
Review & Prepare Bid Package <u>B2</u>
Capital Project - Initiate e-Builder Bid Preparation Process <u>Bid Preparation Project</u> <u>Manager Guide</u>
Small Project – Initiate e-Builder Self-Pricing Bid Document Review Process <u>Self-Pricing for Construction</u>
Initiate Pre-Construction Checklist <u>B3</u>
Attend Pre-Bid Meeting
Collaborate with A/E & Facilities Contracts on RFI/Q&A responses and Addenda
Attend Bid Opening / Receive Bid Tabulation
Analyze Bids / Perform Scope Validation
Initiate e-Builder Construction Project Approval Request PAR Process Help
Initiate e-Builder Contract Request & Preparation Process Award Contract <u>CRP</u> <u>Process Help</u>

Timeline

Roll out Checklists at Sept 26th PMPD



- Pilot Drafts in eBuilder Folder Oct 8th
- Three Month Pilot Phase to Gather Feedback
- **Explore Intranet Access Opportunities**
- Go Live with Final Version Jan 1st (six month update cycle)
- Next Phase: Guidance Docs & Templates (Jan Mar)