



**New South Wales Government
Procurement System for Construction**

Procurement Practice Guide

GC21 meetings and workshops

July 2008

Important notices

Current version

The current version of this Procurement Practice Guide is maintained on the Internet at:

<http://www.nswprocurement.com.au/psc/ppg/gc21-meetings-and-workshops.aspx>

Amendments

Refer to the Procurement Practice Guide Amendments Log which is available on the Internet at:

<http://www.nswprocurement.com.au/psc/ppg/amendments.pdf>

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GC21 meetings and workshops

Contents

1	Introduction.....	1
2	Preparation.....	1
	2.1 Scheduling of workshops and meetings.....	1
	2.2 Workshop planning discussions	2
	2.3 Workshop attendance	2
	2.4 Printed handouts for Start-up workshops.....	3
	2.5 Printed handouts for Evaluation and Monitoring meetings	3
	2.6 Printed handouts for Close-out workshops	3
	2.7 Commencement time of workshops	4
	2.8 Commencement time of Evaluation and Monitoring meetings.....	4
	2.9 Venue selection for workshops	4
	2.10 Venue selection for Evaluation and Monitoring meetings.....	5
	2.11 Facilitator	5
3	Start-Up Workshop	6
	3.1 Welcome	6
	3.2 Introductions	6
	3.3 Purpose, agenda and guidelines	6
	3.4 Opening statements – Contract and project overview	6
	3.5 Co-operative contracting - Overview	6
	3.6 Sub-groups.....	7
	3.7 Co-operative contracting (Sub-group Exercise 1).....	7
	3.8 Communication framework	7
	3.9 Communication channels.....	7
	3.10 Project team directory.....	7
	3.11 Key concerns and solutions (Sub-group Exercise 2).....	7
	3.12 Opportunities and innovation (Sub-group Exercise 3)	7
	3.13 Prioritisation (Group Exercise 4)	8
	3.14 Closing comments	8
	3.15 Assessment of workshop	8
	3.16 Close of workshop.....	8
	3.17 Refreshments.....	8
	3.18 Workshop report.....	8
4	Valuation and Monitoring Meetings.....	9
	4.1 Evaluation.....	9
	4.2 Monitoring and discussion.....	9
	4.3 Preparation for next meeting.....	10
5	Close-Out Workshop	10
	5.1 Welcome	10
	5.2 Introductions	10
	5.3 Purpose, agenda and guidelines	10
	5.4 Opening statements – Contract and project overview	10
	5.5 Sub-groups.....	11
	5.6 Evaluation and Monitoring learnings	11
	5.7 New concerns, solutions and innovations	11
	5.8 Prioritisation.....	11

	5.9	Closing comments	12
	5.10	Assessment of workshop	12
	5.11	Close of Workshop	12
	5.12	Refreshments.....	12
	5.13	Workshop report.....	12
6		Reporting.....	12
	6.1	Start-up workshop report	12
	6.2	Evaluation and Monitoring meetings	13
	6.3	Close-out workshop report.....	13
	6.4	Distribution of reports	14

GC21 meetings and workshops

1 Introduction

This Procurement Practice Guide details the preparation, content, implementation and reporting requirements for Start-up workshops, Close-out workshops and Evaluation and Monitoring meetings to be held under contracts based on the GC21 (Edition 1) General Conditions of Contract (“GC21”). These workshops and meetings have been developed for a range of particular project milestones, situations and purposes as follows:

- Start-up workshops provide an atmosphere conducive to developing positive relationships between a diverse range of stakeholders. Start-up workshops often provide the first opportunity for all key stakeholders to meet at the same place and time. This may also be the first time that many stakeholders are able to see the faces associated with contract documents and other communications. The Start-up workshop provides an encouraging and supportive atmosphere for further development of cooperative relations and communications while focusing the parties on the business of progressing the contract and project.
- Evaluation and Monitoring meetings enable performance to be reviewed and discussed by the team in an open and co-operative manner. These meetings are crucial for the identification of project concerns and priorities, and the development of the associated action plans and corrective actions essential for the success of the contract and project. The meetings also provide the means for refocussing the parties and bringing in new stakeholders, especially during long and complex projects.
- Close-out workshops provide an opportunity to review the management of the contract and project, and identify key learnings for feedback to the parties to enable them to improve the overall communication and management process for future contracts and projects. This also provides an opportunity for the parties to consolidate business relationships and celebrate their success.

Workshops and meetings of this nature have proven to be a highly effective tool for realising the benefits of co-operative contracting. They bring together a range of key stakeholders to discuss and share ideas and concerns regarding the project as well as opportunities for innovations and improvements.

Feedback given to the NSW Department of Commerce from workshop and meeting participants confirm, through closing statements and workshop assessments, the high regard participants have attributed to these events. Start-up and Close-out workshops and Evaluation and Monitoring meetings have significantly contributed towards achieving the goals of co-operative contracting and towards successful contract and project outcomes.

2 Preparation

The Contractor and Principal will take responsibility for making preparations for the Start-up workshop, the Evaluation and Monitoring meetings and the Close-out workshop. The preparations set out hereafter will assist in ensuring the effective delivery of the benefits offered by workshops and meetings.

2.1 Scheduling of workshops and meetings

Workshops and meetings are scheduled according to the requirements of the contract.

Event	Start Date	Suggested duration
Start-up workshop	within 28 days after the Date of Contract (or other period as the parties agree)	3 – 4 hours
Evaluation and Monitoring meetings	Monthly (or as agreed)	40 min
Close-out workshop	within 21 days after the completion of the whole of the Works	2 – 3 hours

2.2 Workshop planning discussions

The Contractor and Principal discuss and agree on various aspects of the workshop including:

- participants to attend;
- date and time of the workshop;
- workshop agenda;
- venue to be used;
- facilitator to be used; and
- shared costs to be incurred.

The Principal arranges:

- the workshop / meeting venue;
- any food, beverages, etc required for the workshop / meeting;
- name tags and desk tags for each participant; and
- delivery of background information to participants.

2.3 Workshop attendance

The following are suggested as guidelines for the number of attendees for the workshops and meetings:

Participant	Minimum (suggested)	Typical	Large* (suggested)
Principal	2 <ul style="list-style-type: none"> • Authorised Person • Project Manager 	4 <ul style="list-style-type: none"> • Authorised Person • Project Manager • Senior Executive • Consultant 	6 As for “Typical”, plus Consultants
Contractor	2 <ul style="list-style-type: none"> • Authorised Person • Project Manager 	4 <ul style="list-style-type: none"> • Authorised Person • Construction Manager • Senior Executive • CEO 	6 As for “Typical” plus Consultant and key Subcontractors
Client	1 <ul style="list-style-type: none"> • Project Director or Property Officer 	2 <ul style="list-style-type: none"> • Project Director • Property Officer 	3
End users (of the facility)	1 <ul style="list-style-type: none"> • eg School Principal 	3 <ul style="list-style-type: none"> • eg Head of Nursing, or Director of Surgery, Chief Engineer 	6
Community interest groups	1	2	3

Facilitator	1		
		• External facilitator or Project Manager	

Total participants	8	16	25
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* While no limit is placed on the maximum number of attendees, discussion between the Principal, the Contractor, key stakeholders, the facilitator and venue management is recommended to ensure appropriate arrangements are in place.

2.4 Printed handouts for Start-up workshops

The provision of contract and project background information is ideally delivered to participants one week prior to the workshop or earlier. This ensures that all participants are provided with adequate opportunity to become more familiar with the nature of the contract and project. This also assists in starting the workshops off on an equitable and harmonious note and provides participants with the opportunity to give further thought to their needs of and contributions to the project.

The early delivery of background information promotes the more effective engagement of participants during the workshops and avoids the risk of potential ill feeling, resentment or hostility, which a lack of information might tend to foster. Particular attention needs to be directed to groups who are not so closely aligned within an existing planning and development cycle yet can contribute significant value during a Start-up workshop e.g. the end users of the facility, community interest groups and others.

Project background material should be in simple, plain English and not be overly technical in wording. This material may include:

- A brief description of the facility to be developed;
- A brief history detailing how and why the project came into being;
- Details on the key components of the facility and a general description of how these interact, including interaction with end users;
- Estimated costs, milestones, quality, safety, environmental and industrial issues;
- Opportunities for Aboriginal participation;
- Concept sketches, plans, photos etc; and
- Relevant reports or report extracts where appropriate.

The following information is also to be provided in advance:

- Workshop agenda (to all participants); and
- Opening statement sheets (for key participants who are requested to present opening statements)

Other planning information that may be provided in advance include:

- these guide notes or appropriate extracts; and
- a customised document prepared as a work kit or tool for participants (where appropriate).

2.5 Printed handouts for Evaluation and Monitoring meetings

The following information is to be provided to participants prior to each meeting:

- Performance Evaluation sheet (blank copies to be provided at previous evaluation meeting).

2.6 Printed handouts for Close-out workshops

The following information is ideally provided to participants prior to the workshop:

- Workshop agenda;

- Opening statement summary sheet; and
- The score sheets or graphs from the previous monitoring & evaluation meetings

2.7 Commencement time of workshops

Workshops are generally best timed to commence in the morning when the mood and energy of the participants is generally most positive. Workshops may then conclude in time for a shared lunch, which lends for further discussion and relationship building. Alternatively, workshops may commence close to midday and conclude with a snack, light meal or afternoon tea as appropriate.

2.8 Commencement time of Evaluation and Monitoring meetings

These meetings are often well timed to commence an hour prior to or immediately after the normal regular site meeting. Coordinating the scheduling of these two meetings sequentially usually provides the most popular and convenient opportunity for most stakeholders.

2.9 Venue selection for workshops

The venue and facilities available can have a significant influence on the successful delivery of a workshop. The following factors need to be considered:

- Comfortable conference centre, board room, training room or meeting room;
- Adequate air-conditioning in hot summer weather and adequate heating during colder periods;
- A venue free from external disturbances, in particular as a result of noise, vibration or dust from in-house or external, adjacent renovations, refurbishment, construction, sporting events, public events etc. Enquiries with venue management regarding possible disturbances is advisable prior to booking;
- Ideally, the workshop space is to have a window with a view to the external environment to minimise any perception or experience by participants of being too closed in;
- Tables are recommended to be arranged in a multiple “island” configuration of 2 to 4 separate tables to help consolidate the subgroup and to provide adequate privacy when discussing issues prior to presentation to the whole group. Table size is to be ideally on the generous side to enable reports, plans and sketches to be easily accessed and displayed. Seating for between 4 and 6 people per table “island” is optimum. (Note that larger numbers can risk loss of focus, fragmentation and disunity within subgroups);
- Name tags and desk tags to be available for each participant;
- Participants are to be seated next to someone they don’t know where possible;
- Adequate communication and documentation aids such as overhead projectors, data projectors, electronic whiteboard or butcher’s paper are to be provided. The use of non-electronic whiteboards or other media is to be avoided where there may be some risk of information being lost or where the material may be difficult to retrieve for subsequent documentation;
- Secondary / backup projectors are recommended should the primary aid malfunction. For large groups, two projectors can also be used simultaneously on separate projection surfaces in some instances to assist in clarifying or streamlining presentations;
- Ensure an adequate projection surface for projection devices. Often a large relatively light coloured wall space can be preferable to a tripod-mounted screen. When using such a screen ensure that it is of adequate size so as to enable the furthest participants to clearly read the information projected;

- Spare power boards and extension leads can ensure adequate flexibility, particularly in unfamiliar venues. Adequate OH&S safeguards must be employed to reduce the trip hazard of power leads; and
- The provision of refreshments creates a new opportunity for participants to get to know each other on a more relaxed and informal basis. This can create an atmosphere more conducive for networking on project issues and for developing harmonious working relationships. Refreshments might consist of tea, coffee and orange juice 15 minutes prior to the commencement of the workshop. Morning or afternoon tea mid-way through the workshop. A lunch at midday and or a meal or light snack at the end of an afternoon provides a particularly important opportunity to thank the participants for their efforts as well as encourage further informal dialogue on project matters. Reasonable, good quality refreshments are recommended to help impart a positive aspect and tone towards the whole workshop experience. For Close-out workshops, refreshments assist in creating an atmosphere of appreciation in the celebration of the successes and learnings from the project.

2.10 Venue selection for Evaluation and Monitoring meetings

These meetings often take place in on-site locations such as in the Contractor's or Principal's site office or other suitable venue. A training room, meeting room or boardroom in the existing facility or in an adjoining facility may also be suitable.

2.11 Facilitator

The Principal and Contractor are responsible for selecting a facilitator for conducting the Start-up workshop, Close-out workshop and Evaluation and Monitoring meetings. The facilitator should be a person who is experienced in conducting workshops and meetings of this nature. An experienced external facilitator can at times offer the most effective means of conducting workshops. An alternative is the use of project staff such as one of the Project Managers. However, the use of an external facilitator can have a number of advantages including:

- Relieving staff from taking on of additional duties and responsibilities in the organising, planning and conducting the workshop as well as in writing up the formal workshop report. This allows project staff more time to attend to core responsibilities;
- Provides the opportunity for staff to focus on developing relations with other stakeholders;
- Provides the opportunity for staff to fully participate within a subgroup in identifying issues, innovations and opportunities;
- Is more likely to be seen as a neutral, unbiased facilitator by all parties; and
- Can be a more cost effective use of people, particularly on larger or more sensitive contracts.

External facilitators are most commonly used for Start-up workshops and for Close-out workshops. Evaluation and Monitoring meetings could be chaired by a key stakeholder representative on a rotational basis.

In recognition of the role of the Senior Executives under the Contract, these people should not act as facilitator.

3 Start-Up Workshop

The Start-up workshop is held to encourage the parties and others concerned with the Works to work co-operatively towards a successful contract and project. The Start-up workshop will be conducted so as to promote a culture of co-operation and teamwork for the management of the Contract.

The Principal must convene a start-up workshop within 28 days after the Date of Contract or such other period as the parties agree.

The following information describes the content of the workshops.

3.1 Welcome

The workshop is opened by the facilitator who welcomes the participants, presents a brief self-introduction and announces the title of the workshop and of the Contract. The facilitator advises the participants of the role of the facilitator, i.e. to guide the participants through the workshop processes as outlined under the Contract.

3.2 Introductions

The stakeholders participating in the workshop are introduced. This may be conducted through a paired introduction exercise that acts to “break the ice” and develop familiarity amongst stakeholders. The stakeholders group into pairs and conduct a 3-minute informal interview based on a questionnaire to be completed by each interviewer. The two stakeholders will ideally have had no previous contact with each other so as to focus the group in building new relationships where possible. Following completion of the questionnaire, each stakeholder presents a brief introduction of the other to the workshop.

3.3 Purpose, agenda and guidelines

The facilitator will announce the purpose of the workshop as well as outline the agenda. Guidelines for effective participation at the workshop are presented and agreement to these is sought from all parties.

3.4 Opening statements – Contract and project overview

The facilitator introduces key stakeholders who make opening statements describing their organisation’s general aspirations and overview of the project. Generally at least two key stakeholders will make such statements with possibly one or two others where appropriate. This will consist of the Client or the Principal and the Contractor. Other parties may include consultants, end user groups or community interest groups. The facilitator will collect a summary of prepared statements with any amendments noted following the presentation delivery. These will be placed in the workshop report to document the views and position of these key organisations.

3.5 Co-operative contracting - Overview

The facilitator provides a general overview of co-operative contracting in terms of the Contract:

- Co-operation;
 - Duty not to hinder; and
 - Early warning
- and could include discussion on
- Commitment;
 - Trust;
 - Respect;
 - Open Communication;
 - Timely responsiveness; and

- Joint evaluation of the team's performance.

A further more detailed description of the Evaluation and Monitoring requirements are subsequently presented to ensure adequate familiarity with the requirements of the Evaluation and Monitoring meetings.

3.6 Sub-groups

The workshop participants are split into 2 to 4 sub-groups. Each sub-group should include representatives from a diverse range of key organisations. This arrangement encourages diversity in the range of views expressed, promotes the identification of inter-relationships between stakeholder requirements and encourages the exploration of mutually beneficial solutions.

Sub-group size would ideally range between 4-6 participants. Note that sub-groups that are too small risk providing less interaction and breadth of output while sub-groups that are too large can risk limiting interaction, isolating stakeholders, and may result in fragmentation and disunity.

3.7 Co-operative contracting (Sub-group Exercise 1)

The stakeholders work in sub-groups to discuss what the contractual clauses mean to the participants, and how the clauses apply to themselves. The team's scribe records the items raised. The sub-groups conclude this exercise and a speaker appointed by each sub-group presents the findings to all stakeholders at the workshop.

3.8 Communication framework

The facilitator presents the structure of the communications framework to the whole group. The facilitator promotes open discussion amongst the whole group to determine the names of the stakeholders who are to constitute the members of the evaluation and monitoring team. It is important that the names of actual people are recorded (rather than only position titles) to ensure clarity of responsibilities.

3.9 Communication channels

The facilitator presents guidelines on the protocol for communication. The Principal and the Contractor should nominate at the workshop a minimum of two people each with 24 hour telephone numbers as contact people to accommodate communication. The parties and stakeholders must be mindful of the need to maintain formal contractual communication through the Authorised Persons.

3.10 Project team directory

The facilitator will circulate a Project Team directory amongst participants. All participants attending the workshop as well as the names and details of any absent colleagues are to be completed.

3.11 Key concerns and solutions (Sub-group Exercise 2)

The stakeholders work in the same sub-group as previously arranged to discuss and note key concerns and possible solutions regarding any matters that may influence the Contract and project directly or indirectly. The sub-groups conclude this exercise and a speaker appointed by each subgroup presents the findings to all stakeholders at the workshop.

3.12 Opportunities and innovation (Sub-group Exercise 3)

Co-operative contracting encourages innovation. Opportunities are best identified early to ensure adequate time for planning and development with minimum impact on cost and time.

The facilitator is to advise the sub-groups of the importance of active enquiry and brainstorming in this area. The facilitator may wish to acknowledge past experience of initial reluctance to exploring this area. (i.e. "the plans are all completed", "we've talked about all this before" etc.). The facilitator can highlight that

perseverance has more often paid off with significant new opportunities in reducing cost or time or improving the utility or quality of the project or that result in improved support for the Contract and project.

The stakeholders work in the same sub-group as previously arranged to discuss and note opportunities or innovation on any matters that may influence the project directly or indirectly. The subgroups conclude this exercise and a speaker appointed by each subgroup presents the findings to all stakeholders at the workshop.

3.13 Prioritisation (Group Exercise 4)

The stakeholders work in the same sub-group as previously arranged to discuss, agree to and note the priority of each individual item listed in all previous sub-group exercises. This includes the exercises in:

- Co-operative contracting;
- Key concerns and solutions; and
- Opportunities and innovation

An appropriate prioritisation system that is quick and easy to implement is to be utilised, for example:

- H = High
- M = Medium
- L = Low

On completion of the prioritisation of all items, the group is to then select the top 3 or perhaps 4 of all the items reviewed. The selected items are appropriately marked e.g. by circling the score or placing an asterisk near the score etc.

A speaker appointed by each sub-group presents the findings of the top 3 or 4 priority items to the workshop.

3.14 Closing comments

All workshop participants are asked to note their closing comments on a handout sheet for inclusion in the workshop report. These comments may cover the perceived value or benefits of the workshops and any further aspirations. Participants are also given the opportunity to briefly address the workshop with their closing comments.

3.15 Assessment of workshop

Participants are to be requested to complete a workshop assessment form, the feedback from which will assist in improving future workshop arrangements and processes

3.16 Close of workshop

The facilitator thanks the participants for their attendance and participation, expresses aspirations for a successful project and seeks a round of applause towards the efforts of all participants.

3.17 Refreshments

Refreshments in the form of a light meal and beverages are provided following the conclusion of the workshop. This encourages participants to continue with discussions in a more leisurely and unstructured manner. The offering of such hospitality further promotes communications, problem solving and the consolidation of positive relationships between stakeholders

3.18 Workshop report

The facilitator advises the participants on the availability of the workshop report including the availability date and the contact person for accessing the workshop report. Reports are to be available at least in a “final draft” form to the Principal

within one week or as agreed. A report writer, normally the facilitator will prepare the report. The principle will normally comment on the draft and may request comment from other stakeholders. The final report is provided to the Principal for subsequent distribution to all workshop participants.

4 Valuation and Monitoring Meetings

The Evaluation and Monitoring meeting is to be held as agreed at the Start-up workshop.

4.1 Evaluation

The Chairperson is to remind attendees to complete their own personal scoring on the Performance Evaluation sheet prior to attending the meeting.

The Chairperson requests stakeholders to present their scores and clarify the reason for their scoring through notes and observations.

The range of scores presented for each item are discussed and their reasons reviewed.

The chairperson is to present and clarify the guidelines on group evaluation scoring to all participants. These include:

- Regardless as to whether or not any perceived problems have already been addressed, it is often the more appropriate to register the lowest score as the final group score. This is often more useful than the highest score or even an average score which may risk encouraging complacency. A low score generates motivation to discuss, select and implement corrective actions to prevent the repetition of the problem. This is essential to the success of the evaluation and monitoring meetings. This keeps the project alive!
- Performance Evaluation scores are a group self-management, self-correction tool. This is not to be used by senior management as a means to exert undue pressure or penalty on staff.
- The Performance Evaluation is NOT a Contractor Performance Report (used by the Department of Commerce). It is a performance report of the team and must not be used or interpreted to have any bearing on the level of Contractor performance.
- A group/team score is agreed to by all participants and recorded on the sheet.

4.2 Monitoring and discussion

The Chairperson is to plot the group scores against each item on the Performance Evaluation Record and present this record to the participants.

The participants review and discuss the trends to:

- Identify the success factors which allowed periods of high or improving performance to be established;
- Identify factors that resulted in any periods of low or declining performance to take place;
- Discuss how these factors came into place;
- Prepare a list of strategies that would be put in place to promote the continuation of any positive outcomes and trends;
- Prepare a list of strategies to manage the risks and avoid the continuation of any negative outcomes and trends; and
- Responsibilities are assigned to ensure corrective actions are completed.

4.3 Preparation for next meeting

- The Chairperson hands out copies of blank Performance Evaluation forms to each participant for use prior to the subsequent meeting;
- A new “rotating” chairperson for the next meeting is identified;
- The Chairperson closes the meeting; and
- The Chairperson documents the minutes and findings of the meeting and places these with copies of evaluations and corrective actions on the project file.

5 Close-Out Workshop

The purpose of the Close-out workshop is to provide a realistic assessment of the team’s performance by the workshop participants. The Close-out workshop is an opportunity to review the management processes undertaken for the Contract. It is also used to collect and provide feedback to the Principal and Contractor on things such as design, the contract documents, communication and co-operative contracting strategies, and relationships, to enable the parties to develop and implement improvements for any possible future contracts. The workshop is also an opportunity to celebrate a job well done.

The Principal must convene a ‘close-out’ workshop within 21 days after the completion of the whole of the Works.

The Close-out workshop is usually 2 to 3 hours long. A longer workshop may be deployed where a new contract closely associated with the existing contract is imminent or where significant benefits from a longer review are anticipated. The workshop will use sub-groups and individual responses to create a prioritised list in order of importance of any areas for improvement for future projects.

The Close-out workshop is generally less formal than the Start-up workshop and would include some overlap of coverage. The content of a Close-out workshop includes:

5.1 Welcome

The workshop is opened by the facilitator who welcomes the participants, presents a brief self-introduction, and announces the title of the workshop and of the Contract. The facilitator advises the participants of the role of the facilitator, i.e. to guide the participants through the workshop processes as outlined under the Contract.

5.2 Introductions

Introductions will generally not be required unless there have been significant additions during the course of the Contract, or where participants of an associated follow-on contract are attending.

5.3 Purpose, agenda and guidelines

The facilitator will announce the purpose of the workshop as well as outlining the agenda. Guidelines for effective participation at the workshop are briefly reviewed.

5.4 Opening statements – Contract and project overview

The facilitator introduces key stakeholders who make opening statements describing their organisation’s overview of the contract and project. Generally, at least two key stakeholders will make these statements. The facilitator will collect a summary of prepared statements with any amendments noted following the presentation delivery. These will be placed in the workshop report to document the views and position of the key organisations.

5.5 Sub-groups

The workshop participants are split into 2 to 4 subgroups. Each sub-groups is to contain representatives from a diverse range of key organisations. Sub-group size would ideally range between 4 to 6 participants. Note that sub-groups that are too small risk providing less interaction and breadth of output while groups that are too large can risk limiting interaction, isolating stakeholders, and may result in fragmentation and disunity.

5.6 Evaluation and Monitoring learnings

The complete set of operational records of the Evaluation and Monitoring meetings are to be presented to all participants. This is to include the:

- Performance Evaluation form (agreed by the whole group - including the scores, notes of observations and corrective actions etc)
- Performance Evaluation Record sheet (graphically depicting performance trends over the life of the project)

Participants are to review and discuss the performance trends over the life of the project for various topics (i.e. communications, time, cost, quality, contract relations, design etc) and will:

- Identify the success factors that allowed periods of high or improving performance to be established;
- Identify factors that resulted in any periods of low or declining performance to take place;
- Discuss how these factors came into place; and
- Prepare a list of strategies that would be put in place in future GC21 based contracts in a similar context so as to promote the repetition of any positive outcomes and trends. Similarly, list strategies to manage the risks and avoid repetition of negative outcomes and trends on future projects.

5.7 New concerns, solutions and innovations

Participants are to discuss any significant new concerns, solutions and innovations identified during the course of the contract that may assist in future contracts.

The participants may where appropriate review and discuss any significant outcomes and learnings from the Start-up workshop report to prompt further suggestions for improvements. The following portions of the report are particularly suggested:

- Co-operative contracting;
- Communication framework;
- Project Team directory;
- Key concerns and solutions; and
- Opportunities and innovation.

5.8 Prioritisation

The stakeholders should work in the same sub-group as previously arranged to discuss and note the priority of each individual item noted in all previous sub-group exercise. This includes the exercises in:

- Evaluation and Monitoring learnings; and
- New concerns, solutions and innovations.

An appropriate prioritisation system which is quick and easy to implement is to be utilised, for example:

- H = High
- M = Medium

- L = Low

On completion of the prioritisation of all items, the group is to then select the top 3 or perhaps 4 of all the items reviewed. The selected items are appropriately marked e.g. by circling the score or placing an asterisk near the score etc.

The sub-groups conclude this exercise and a speaker appointed by each sub-group presents the findings of the top 3 or 4 priority items to the workshop.

5.9 Closing comments

All workshop participants are asked to note their closing comments on a handout sheet for inclusion in the workshop report. These comments may cover the perceived value or benefits of the workshops and any further aspirations. Participants are also given the opportunity to briefly address the workshop with their closing comments.

5.10 Assessment of workshop

Participants are to be requested to complete a Workshop Assessment that will assist in improving future workshop arrangements and processes.

5.11 Close of Workshop

The facilitator thanks participants for their attendance and participation, expresses aspirations for the success of future contracts and projects and seeks a round of applause towards the efforts of all participants.

5.12 Refreshments

Refreshments in the form of a light meal and beverages are provided following the conclusion of the workshop. This encourages participants to continue with discussions in a more leisurely and unstructured manner. The offering of such hospitality further promotes communications, problem solving and the consolidation of positive relationships between stakeholders. This also provides a focus around which to celebrate the success of the project.

5.13 Workshop report

The facilitator advises the participants on the availability of the workshop report including the availability date and the contact person for accessing the workshop report. Reports are to be available at least in a “final draft” form to the Principal within one week or as agreed. A report writer, normally the facilitator will prepare the report. The Principal will normally comment on the draft and may request comment from other stakeholders. The final report is provided to the Principal for subsequent distribution to all workshop participants.

6 Reporting

Workshops and meetings form an essential element for the management and progress of the contract. On completion of workshops and meetings all matters discussed are to be appropriately documented. Suggested documentation guidelines are outlined below.

6.1 Start-up workshop report

The contents for a Start-up workshop report could include:

- Title Page (including name of project, date of report, contact details of report writer)
- List of Names of Organisations that are Key Stakeholders to the project
- Table of Contents
- Introduction
- Background

- Opening statements
- Co-operative contracting (Sub-group Exercise 1)
- Communications framework
- Team directory
- Key concerns and solutions (Sub-group Exercise 2)
- Opportunities and innovation (Sub-group Exercise 3)
- Highest priority Items (Sub-group Exercise 4)
- Closing statements

The following documents may be included in an Appendix, if required:

- Workshop Agenda
- Evaluation and Monitoring guidance
- Performance Evaluation form
- Performance Evaluation Record
- Plans, sketches, photos (samples and extracts) related to the project proposal, site, workshop etc (where available)

6.2 Evaluation and Monitoring meetings

The contents for the Evaluation and Monitoring meetings reports could include:

- Title Page (including name of project, date of meeting, venue)
- Meeting attendance directory
- Minutes of the meeting
- Performance Evaluation sheet (i.e. the current completed monthly working sheet agreed to by the whole group - including the scores, notes of observations and corrective actions etc)
- Performance Evaluation Record sheet (Summary Trends Graph)

6.3 Close-out workshop report

The contents for a Close-out workshop report could include:

- Title Page (including name of project, date of report, contact details of report writer)
- List of Names of Organisations that are Key Stakeholders to the project
- Table of Contents
- Introduction
- Project Background
- Opening statements
- Attendance Directory
- Evaluation & Monitoring learnings
- New concerns, solutions and innovations
- Prioritisation recommendations
- Closing statements

The following documents may be included in an Appendix, if required:

- Workshop Agenda
- Performance Evaluation Sheets (i.e. all completed Monthly working sheets as agreed to by the whole group - including the scores, notes of observations and corrective actions etc)
- Performance Evaluation Record Sheet (Summary Trends Graph)

- Plans, sketches, photos (samples and extracts) related to the project proposal, site, workshop etc (where available)

6.4 Distribution of reports

A copy of the reports should be provided to each participant of the workshops and relevant meetings.

For contracts involving the NSW Department of Commerce, a copy of the Start-up workshop report and the Close-out workshop report must be sent to:

- The Manager, Contracts & Suppliers Systems, Policy Support Services; and
- The Manager, Project Management Centre of Excellence, Office of Public Works and Services.