

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

IRMO to SCIRT Transition Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which describes how the transition from the IRMO programme to the SCIRT programme will take place after the signing of the Alliance Agreement.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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IRMO to SCIRT Transition

Management Plan

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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
AOC	Actual Outturn Cost
ALT	Alliance Leadership Team
ADN	Alliance Defect Notice
AM	Alliance Manager
AMT	Alliance Management Team
CCC	Christchurch City Council
CERA	Canterbury Earthquake Recovery Authority
CHIRP	Christchurch Horizontal Infrastructure Rebuild Programme (The Works)
DMP	Design Management Plan
DTL	Delivery Team Leader
EMP	Environmental Management Plan
EOC	Estimated Out-turn Cost
FAT	Factory Acceptance Test
FMP	Financial Management Plan
FOC	Forecast Out-turn Cost
FFTC	Forecast Final Target Cost
GST	Goods and Services Tax
HIRAC	Hazard Identification, Risk Analysis and Control
HIRS	Horizontal Infrastructure Recovery Strategy
HRMP	Human Resources Management Plan
IAT	Integrated Alliance Team
IDV	Independent Design Verifier
IE	Independent Estimator
IFA	Independent Financial Auditor
IRMO	Infrastructure Rebuild Management Office
ITP	Inspection and Test Plan
IWMS	Integrated Work Method Statements
JDE	JD Edwards Accounting System
KPI	Key Performance Indicator
KRA	Key Result Area
NZTA	New Zealand Transport Agency
NOP	Non Owner Participant
OPS	Overall Performance Score
PMP	Programme Management Plan
PMS	Programme Master Schedule
QMP	Quality Management Plan
RFQ	Request for Quote
SA	Supply Agreement
SAT	Site Acceptance Test
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
SCHIRP	Stronger Christchurch Horizontal Infrastructure Rebuild Plan
SWG	Specialised Working Group
TLG	Tactical Leadership Group
TMTG	Tactical Management Traffic Group
TOC	Target Out-turn Cost
USC	Utility Service Coordinator

1 INTRODUCTION

1.1 PURPOSE

This describes in detail how the transition from the IRMO mode of operation to the SCIRT mode of operation will take place after signing of the Alliance Agreement. This changeover date is planned as 1 September 2011. The plan is supported by a detailed schedule ([SCIRT Transitions Plan.mpp](#)). The plan has uncovered the need to undertake transition activities prior to the handover date.

The purpose of the IRMO to SCIRT Transition Management Plan (Transitions Plan) is to describe how SCIRT will takeover the activities commenced under the previous arrangement known as the Infrastructure Rebuild Management Office (IRMO).

1.2 OBJECTIVE

The objective being to maintain momentum during the transition and to comprehensively pick up and manage all on-going issues.

1.3 REQUIREMENTS

There are no specific requirements for the transition imposed by the AA or IAA. The need to meet the AA requirements going forward frames this plan.

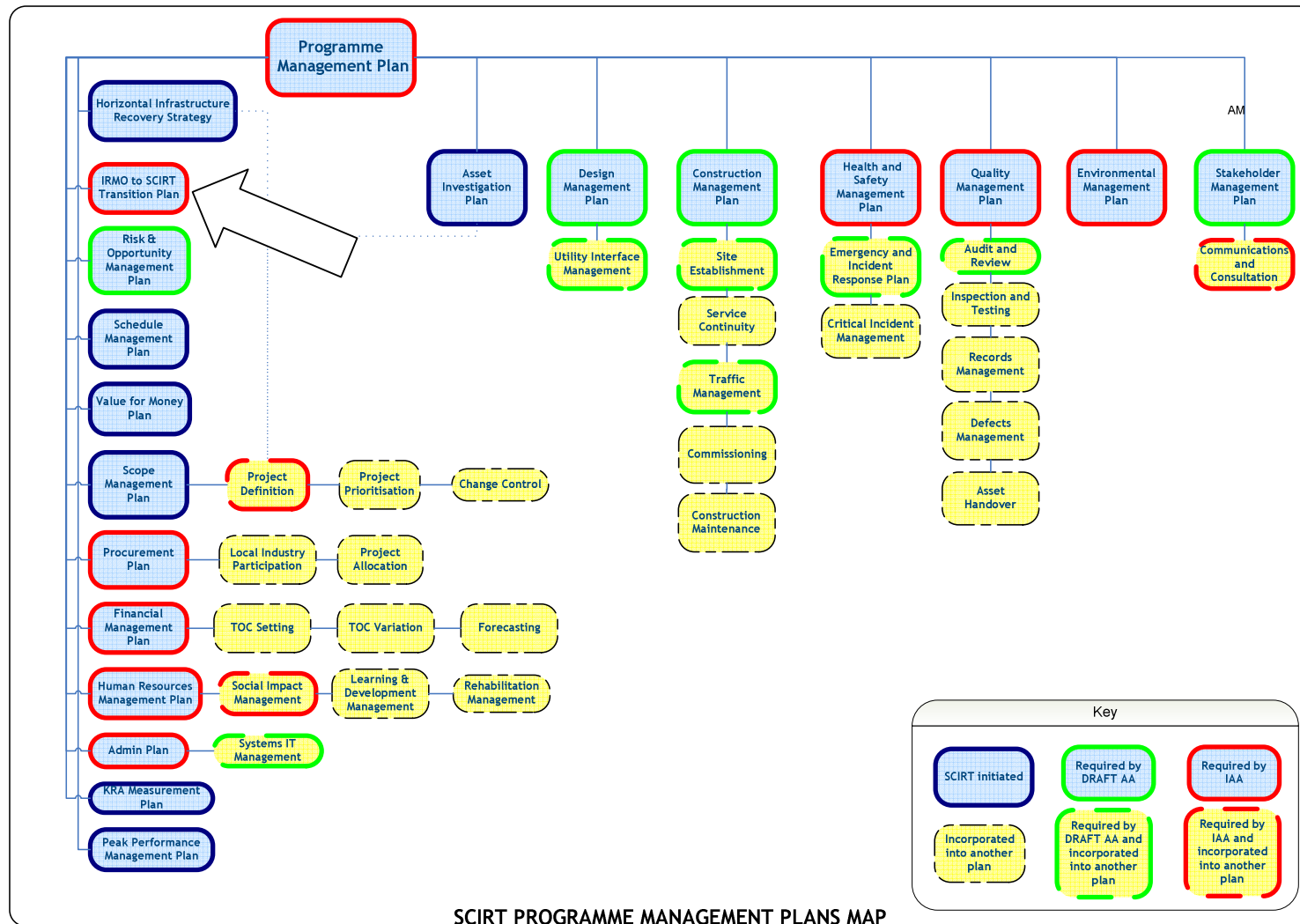
1.4 RELATIONSHIP TO OTHER MANAGEMENT PLANS

This management plan is part of the overall SCIRT Management Plan set as shown in the diagram below. Please refer to the SCIRT Programme Management Plan for an introduction to SCIRT and to understand the context of this plan.

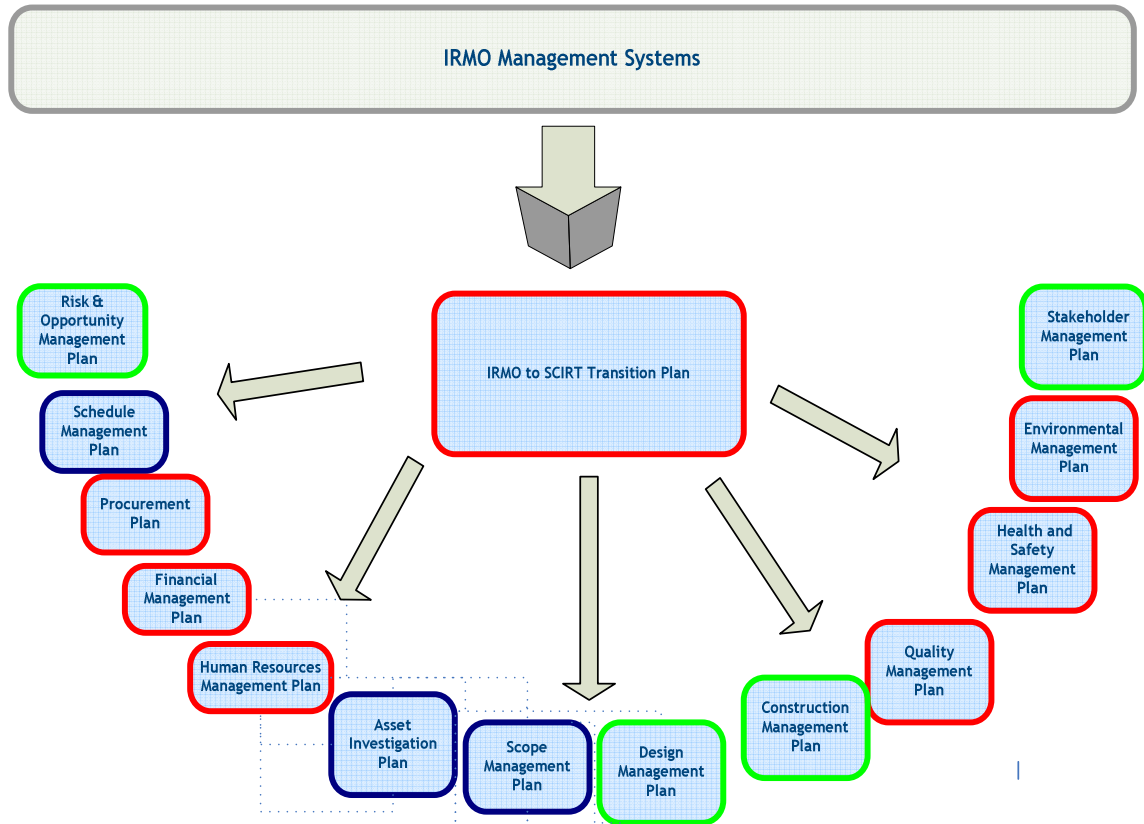
This plan touches on many of the areas covered by other plans but the specific transition activities are described here, not in those plans.

Once work packages have been transitioned their subsequent management will be in keeping with the normal SCIRT Management Plan processes and procedures unless noted otherwise in this plan.

IRMO TO SCIRT TRANSITION MANAGEMENT PLAN



Management Plan Interfaces



IRMO to SCIRT Transition Management Plan Interfaces

The above diagram shows how this plan effects others in the Management Plan set. Where IRMO management systems existed prior to SCIRT, these elements have been transitioned to the SCIRT management systems. This transition plan describes how this transition has been managed.

2 MANAGEMENT TRANSITION

The process for the transition of all the various Management functions related to IRMO Work Packages is outlined in the diagram in Appendix 1 and the schedule in Appendix 2.

This first section of the schedule describes the Management Plans that SCIRT must deliver to allow the signing of the Alliance Agreement.

The second section of the schedule describes the specific transition activities, organised generally under the same breakdown structure as the SCIRT Management Plans.

2.1 RISK AND OPPORTUNITY MANAGEMENT TRANSITION

The SCIRT Risk and Opportunity Management Plan and associated tools need to be in place and configured to allow this transition.

A series of information transfer sessions will need to be held with IRMO project managers to pass over all the risk information required by the SCIRT Risk and Opportunity Management Plan including accurate progress information to accurately identify which risks or opportunities have passed and which recently uncovered risks and opportunities need to be managed by SCIRT.

This information will need to be collected from all facets of IRMO activity including any information related to projects already physically complete.

2.2 SCHEDULE MANAGEMENT TRANSITION

The Schedule Management Plan needs to be place as it establishes the schedule information to be input into the SCIRT Master Schedule.

“AstaPowerproject” has been selected as the SCIRT Scheduling tool. The initial task to configure Asta Powerproject will also need to be completed or there will be additional work required to adjust the input information.

A series of information transfer sessions will need to be held with IRMO project managers to pass over all the information required by the SCIRT Schedule Management Plan including accurate progress information as at the handover date (or forecast progress at the handover date).

This information will need to be collected from all facets of IRMO activity including handover information from projects already physically complete.

The Programme Master Schedule will be continuously reviewed and amended for use as a programme control tool. The Programme Schedule will demonstrate precedence of activities, critical path, float and contingencies and key milestones.

The details are described in the [Schedule Management Plan](#).

2.3 PROCUREMENT MANAGEMENT TRANSITION

The pre-requisite to this activity is selection and procurement of the SCIRT procurement configuration in the selected tool (JDE) being in place.

2.4 FINANCIAL MANAGEMENT TRANSITION

The pre-requisite to this activity is selection and procurement of the SCIRT procurement configuration in the selected tool (JDE) being in place.

2.5 INSURANCE MANAGEMENT TRANSITION

IRMO insured risks that remain at the date of AA signing will become SCIRT's responsibility?

2.6 HUMAN RESOURCES MANAGEMENT TRANSITION

All IAT are employed by their participant organisations. This remains the case on handover of IRMO to SCIRT management. A structured process has been developed to facilitate the transfer of CCC team members to SCIRT to enable a rapid engagement into the IAT, refer to the SCIRT Peak Performance Plan.

2.7 ASSET INVESTIGATION MANAGEMENT TRANSITION

The pre-requisite to this activity is the SCIRT Asset Investigation Management Plan being sufficiently defined, and the tool configured, to allow information being transferred to SCIRT to be input directly into the SCIRT system for management going forward.

There are several different sources of Asset Condition information each will require a specific upload plan.

(Quality Control tasks should be performed using a pilot upload to verify the correctness of information prior to any bulk upload.)

2.8 SCOPE MANAGEMENT TRANSITION

The process diagram overleaf generally describes how the transition will be managed.

For this transition to take place the SCIRT Scope Management Plan must be defined sufficiently to allow information being transferred to be input into the ongoing SCIRT processes.

This transition plan will be applied only to work packages inherited from IRMO that have not yet entered design but have had some prioritisation and definition work commenced by IRMO.

The full SCIRT Scope Management procedures will be applied to these Work Packages, even if this means reviewing the decisions recently taken by SCIRT in regard to Project Definition and Project Priority. In reality not all business systems may yet be in place, however the processes will be undertaken without the benefit of the "permanent" tools if necessary to ensure all are completed.

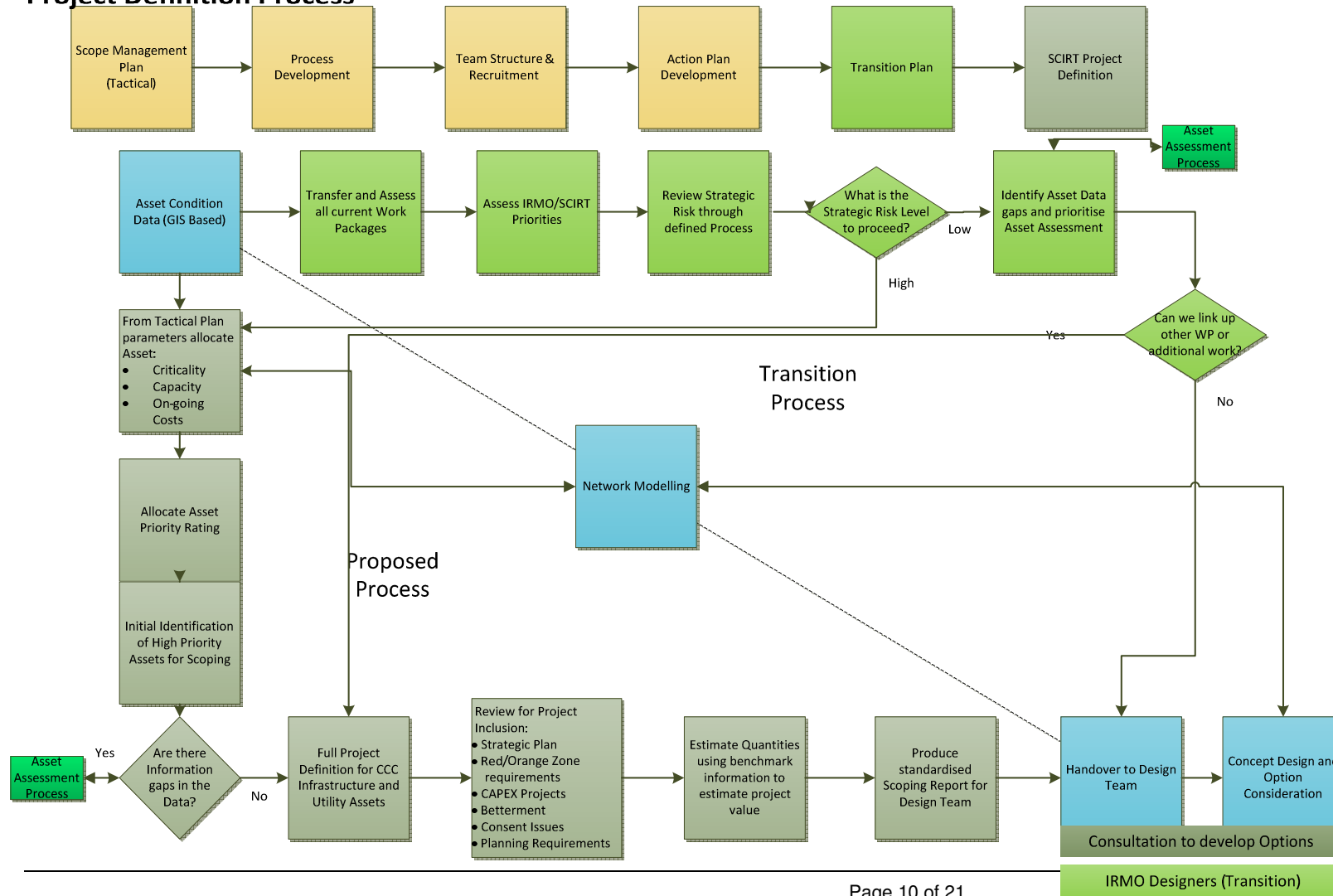
All transitioning work packages will be individually re-assessed by SCIRT to determine the most appropriate process to be applied to them. They will all be gated through the SCIRT prioritisation process, to confirm (or otherwise) the priority (and wisdom) of allowing them to continue to progress towards design. This will be achieved via a formal risk assessment process. In particular the risk of the work package being significantly affected by the Horizontal Infrastructure Rebuild Strategy (HIRS) will be analysed

IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

One possible outcome of this risk assessment may be to seek further Asset Condition Information or to HOLD the work package pending the release of the HIRS.

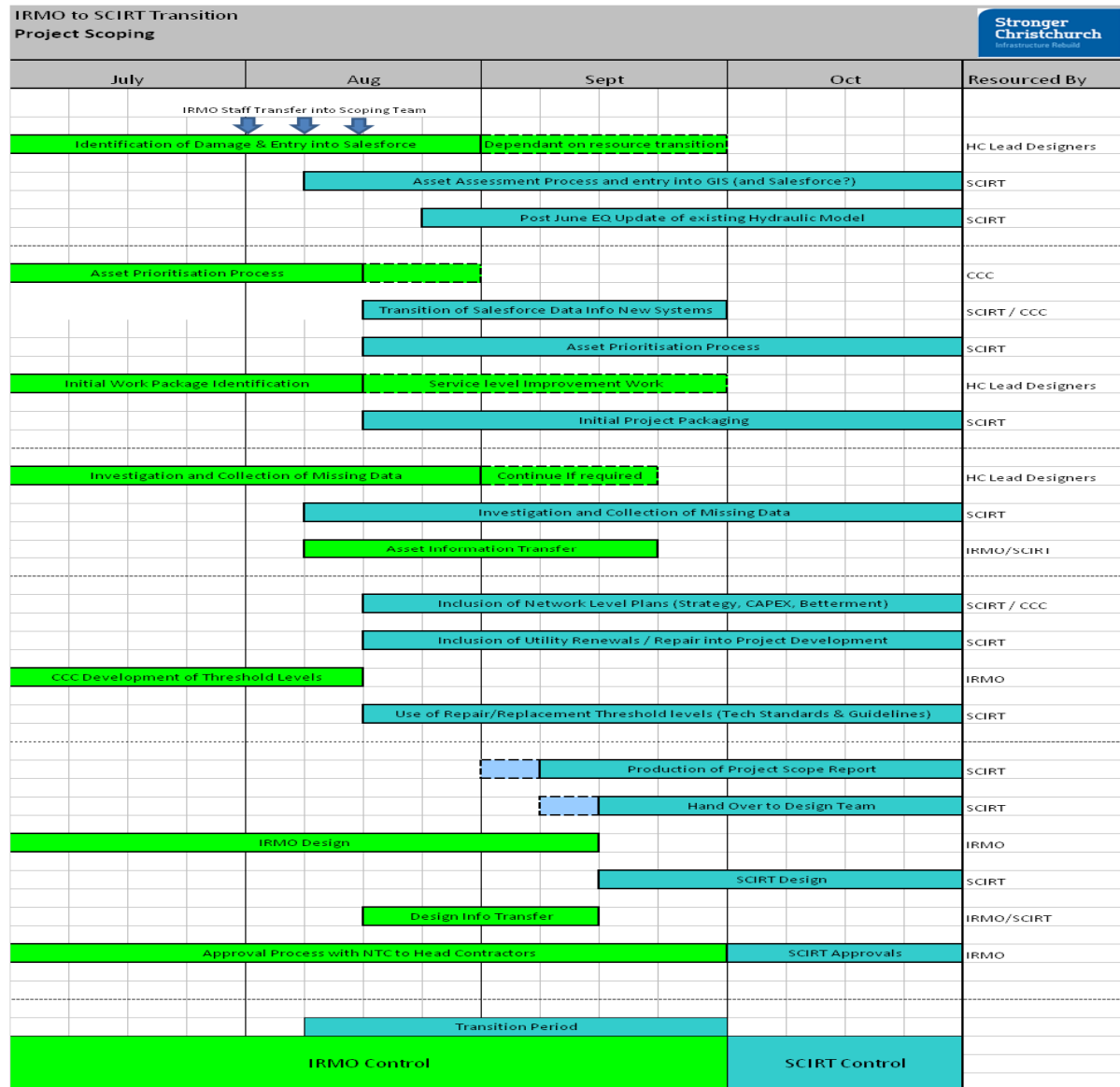
IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

Project Definition Process



IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

The following gant chart details when these transition tasks will be performed and by whom.



2.9 DESIGN MANAGEMENT TRANSITION

IRMO has a number of Projects (Work Packages) for which design will be at different stages around the changeover date. Each scenario is shown on the barchart overleaf and discussed separately below;

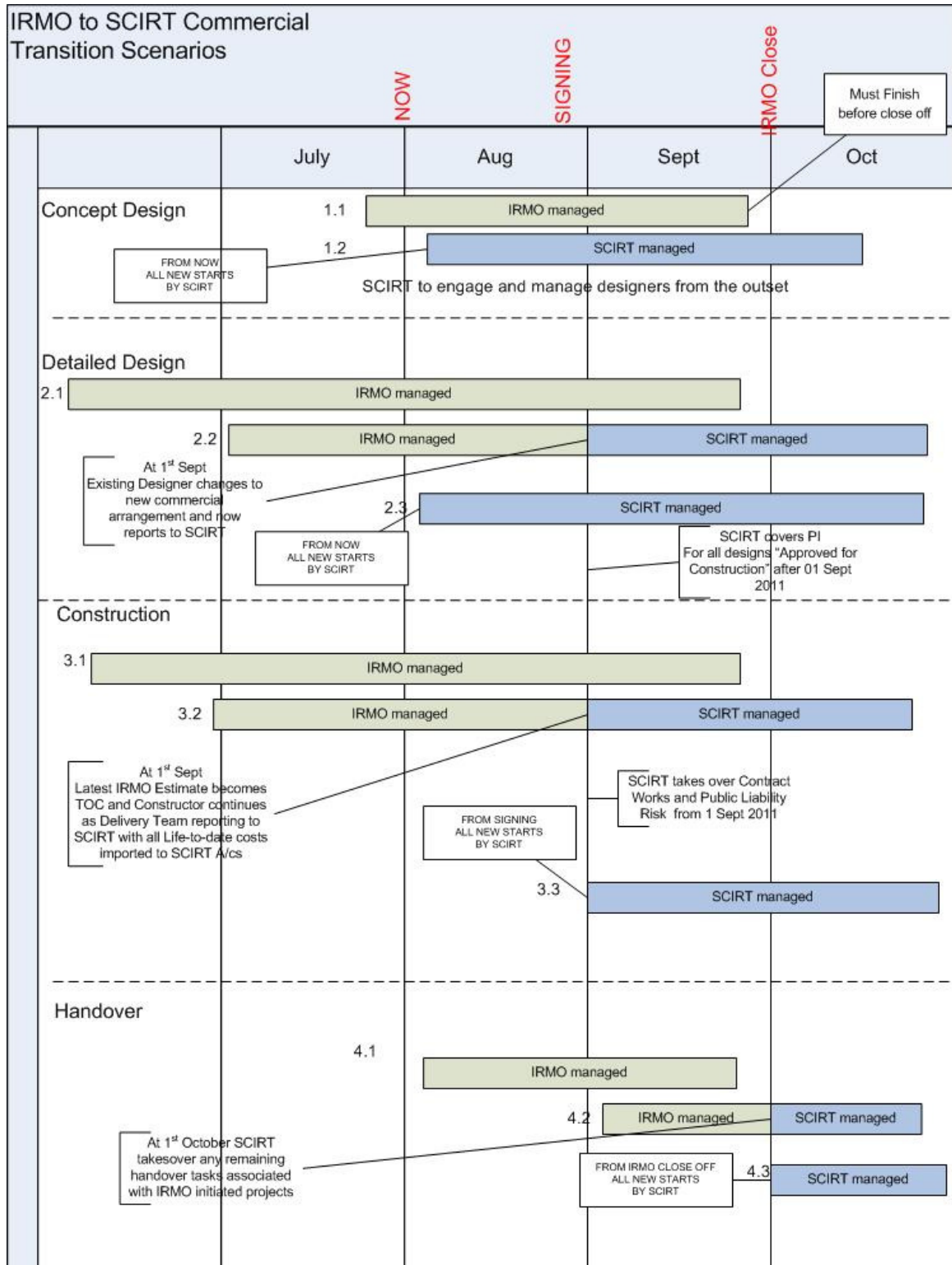
- All projects for which **concept design** is underway must be completed by 30 September 2011. Those projects will remain with IRMO and be handed over to SCIRT at the completion of concept design (chart item 1.1),.
- All new starts of **concept design** from 1 August 2011 will be managed by SCIRT (chart item 1.2)
- Those project for which **detailed design** is underway and is forecast to be complete by 30 September 2011, will remain with IRMO and be handed over to SCIRT at completion of detailed design (chart item 2.1),.
- Those projects for which **detailed design** is underway and is forecast to be incomplete at 30 September 2011, will be taken over by SCIRT at the changeover date (1 September 2011). At the changeover date the incumbent designer's commercial arrangement will need to be replaced with a SCIRT service agreement. This may need to be a specific agreement to avoid delay, as a programme level agreement may not yet be in place (chart item 2.2),.
- All new starts of **detailed design** from 1 August will be managed by SCIRT. The management systems applied to these initial new starts may need to be a compromise, to reflect the current state of SCIRT management systems development (chart item 2.3),.

In order for the project to be judged "underway" there must be a Contract Instruction already in place for the design and the designer must have commenced acting on that instruction. Otherwise the design is to be considered a "new start" and will therefore be managed by SCIRT.

Based on the state of design inherited by the SCIRT Design Manager/Coordinator, they will decide which SCIRT Design Management processes will be applied to these transitioning designs. Notwithstanding the above, in all cases these transitional designs must be put through the:

- Zero Harm in design procedure, and;
- Design coordination procedure, and;
- Utilities Interface procedure, and;

IRMO TO SCIRT TRANSITION MANAGEMENT PLAN



2.10 CONSTRUCTION MANAGEMENT TRANSITION

IRMO has a number of Projects (Work Packages) for which construction will be at different stages on the changeover date. Each scenario is discussed separately below;

- All projects for which **construction** is underway, and practical completion is forecast on or before 30 September 2011, will remain with IRMO (chart item 3.1),.
- Those projects for which **construction** is underway and is forecast to be incomplete at 30 September 2011, will be taken over by SCIRT at the changeover date (1 September 2011). At changeover the IRMO project estimate will be converted to a Construction TOC and the constructor continue to deliver the work but as a Delivery Team under the SCIRT management system. IRMO will then need to arrange for the previous commercial arrangements to be formally terminated before 30 Sept 2011 (chart item 3.2),.
- All new starts of **construction** from 1 August will be managed by SCIRT. The management systems applied to these initial new starts may need to be a compromise, to reflect the current state of SCIRT management systems development (chart item 3.3),.

2.11 HANDOVER MANAGEMENT TRANSITION

IRMO has a number of Projects (Work Packages) for which handover will be at different stages around the changeover date. Each scenario is discussed separately below;

1. All projects for which handover is underway, and handover completion is forecast on or before 30 September 2011, will remain with IRMO (chart item 4.1),.
2. Those projects for which handover is underway and is forecast to be incomplete at 30 September 2011, will be taken over by SCIRT after the 30 September 2011. Formal information transfer sessions will need to be held with IRMO to accurately define the remaining scope of work to be performed to achieve handover. The management systems applied to these initial new starts may need to be a compromise, to reflect the current state of SCIRT management systems development (chart item 4.2),.
3. All new starts of handover from 30 September will be managed by SCIRT. The management systems applied to these initial new starts may need to be a compromise, to reflect the current state of SCIRT management systems development. Formal information transfer sessions will need to be held with IRMO to accurately define the remaining scope of work to be performed to achieve handover. The management systems applied to these initial new starts may need to be a compromise, to reflect the current state of SCIRT management systems development (chart item 4.3),.

2.12 HEALTH AND SAFETY MANAGEMENT TRANSITION

Zero Harm is a non-negotiable objective for the Alliance. We aim to achieve this objective by encouraging safety conversations, hazard reporting, near miss reporting and safe act audits and by encouraging ground level ownership of safety initiatives and sharing lessons learnt.

Alliance Minimum PPE Standards

- Safety footwear
- High-vis vest (NZTA Standard)
- Hard hat
- Safety glasses

Note: this list is a minimum requirement only. Contractors / subcontractors should not lower their own standard requirements for PPE. The requirement for additional PPE will also be determined through a job hazard assessment approach.

Reporting Requirements

The Alliance will require contractors / subcontractors to report regularly on the following indicators.

LTI, MTI, FAI

Near miss and safety hazards

Safety conversations

Safe Acts Audits

Safety Initiatives

An overarching incident management system is planned to be developed for the Alliance within 6 months from 30 Sept 2011. Until this system is in place, contractors / subcontractors will need to collate these indicators and report them through to the Alliance Management Team.

All personnel involved in the programme including subcontractors will be inducted on the requirements of the SCIRT Health and Safety Management system before the handover date, or as soon as practicable thereafter.

All requirements of the SCIRT Health and Safety Management System will be met from the date of handover, for all programme activities including transitioning projects.

2.13 QUALITY MANAGEMENT TRANSITION

All personnel involved in the programme including subcontractors will be inducted on the requirements of the SCIRT Quality Management system before the handover date, or as soon as practicable thereafter.

All requirements of the SCIRT Quality Management System will be met from the date of handover, for all programme activities including transitioning projects.

Handover information will need to be obtained from IRMO for all work not already handed over before the 30 Sep 2011, and that outstanding handover information uploaded into the SCIRT Handover Information Platforms which are the CCC TRIM system (for asset information) and the SAP system (for financial information).

A defects list at time of handover will need to be created to ensure ongoing management as the liability for defects remains with the IRMO contracted parties and not with SCIRT.

Prior to the expiry of the defects liability period, the IAT will inspect the assets and produce a defects list and at the appropriate time arrange for the Final Completion Certificate to be issued (as applicable to their construction contract).

2.14 ENVIRONMENTAL MANAGEMENT TRANSITION

The Alliance aims to deliver an environmentally sensitive rebuild by developing environmentally aware people and leading sustainable construction practices.

Global resource consents (under the Resource Management Act 1991) are currently being sort for construction activities by IMRO. These consents will be handed over to SCIRT following 30 September.

Reporting Requirements

The Alliance will require contractors / subcontractors to report regularly on the following indicators.

- Environmental non conformances
- Environmental infringements / prosecution
- Team environmental initiatives
- Community environmental events
- Waste minimisation initiatives

An overarching incident management system is planned to be developed for the Alliance within 6 months from 30 Sept 2011. Following handover and until this system is in place, contractors / subcontractors will need to collate these indicators and report them through to the Alliance Management Team.

All management involved in the programme including subcontractor management will be inducted on the requirements of the SCIRT Environmental Management system before the handover date, or as soon as practicable thereafter.

All requirements of the SCIRT Environmental Management System will be met from the date of handover, for all programme activities including transitioning projects.

2.15 STAKEHOLDER MANAGEMENT TRANSITION

All management involved in the programme including subcontractor management will be inducted on the requirements of the SCIRT Stakeholder Management system before the handover date, or as soon as practicable thereafter.

All requirements of the SCIRT Stakeholder Management System will be met from the date of handover, for all programme activities including transitioning projects.

3 TRANSITION PLANNING

3.1 TRANSITION SCHEDULE

The IAT has developed a Transition Schedule (refer Appendix 2) to manage the execution of all the necessary transition tasks. The Transition Schedule will be updated throughout the course of the programme of works.

Specific elements detailed in the schedule include the following

- Investigation
- Design
- Procurement
- Utilities interfaces
- Construction
- Commissioning
- Handover

4 PERFORMANCE MONITORING AND EVALUATION

Given the short-term subject of this plan, conformity with the processes and procedures in this management plan will be monitored through meetings of the transition management team.

The topics of non-conformance and opportunities for improvement will be agenda items in regular transition management meetings and significant issues discussed in reports (see reporting section)

5 MANAGEMENT PLAN CONTROL

5.1 AUTHORISATION AND REVISION

Initial authorisation is from the Alliance Manager. Subsequent revisions to plans will be authorised by the AM.

5.2 DISTRIBUTION

The Plan is a controlled document and shall be distributed and revised in accordance with the SCIRT Quality Management Plan. Hardcopies are Un-controlled copies. The Controlled copies are maintained in "Project Centre" which is a secure website which supports various project management functions for the Programme including "configuration management" i.e. version control of documents.

5.3 Auditing

Given the short-term nature of this plan, no formal auditing is contemplated.

5.4 Management Plan Review

The management plan is a dynamic document that is current at the time of issue. The process for monitoring and review of the Plan or its implementation and operation are detailed within the SCIRT Quality Plan.

Implementation of resolutions from the review will contribute to continuous Improvement.

Revisions to any management plan will always involve the Quality Manager who will take responsibility for ensuring the management plan set remains co-ordinated when revisions occur.

6 RECORDS AND REPORTING

6.1 PROJECT INFORMATION, DATA & RECORDS MANAGEMENT

The information transitioned from IRMO will be stored in the SCIRT environment for ongoing application of SCIRTs Management Information Systems. Until the data is resident in those systems, transition will not be complete.

6.2 REPORTING

The progress of transition activities will be reported against the Transition Schedule, on a monthly basis to the Alliance Manager.

IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

7 ROLES AND RESPONSIBILITIES

The responsibility for meeting the key requirements of this plan are assigned primarily to the roles identified in the table below:

Risk Management Plan	Responsibility								
Role	Alliance Manager	Human Resources Manager	Community Stakeholder Manager	SQE Manager	Delivery Managers	Professional Services Manager	CCC Interface Manager	Value for Money Manager	Commercial Manager
Plan Issue/Revision authorisation		Assist	Assist	Assist	Own	Assist			Assist
Risk Management Transition		Assist	Assist	Assist	Assist	Assist			Own
Schedule Management Transition					Own	Assist			
Procurement Management Transition					Assist	Assist			Own
Financial Management Transition									Own
Human Resources Management Transition		Own							
Asset Investigation Transition						Own			
Scope Management Transition						Own			
Design Management Transition						Own			
Construction Management Transition					Own				
Quality Management Transition				Own					
Health and Safety Management Transition				Own					
Environmental Management Transition				Own					
Stakeholder Management Transition			Own						

Appendix 1

Project (Work Package) Transition Process

IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

Appendix 2

IRMO to SCIRT Transition Schedule