Performance Assessment Committee Charter
(Revised Draft, 02/02/2017)

1. Purpose

The PAC is the essential benchmarking body for CII. It measures the business impact of CII research, products and services to the capital projects industries.

The Performance Assessment Committee enables and recommends Sector performance improvements through expertise, methodologies and tools to understand current state, resulting state and envisioned state of performance changes.

The PAC is a member body which maintains the latest understanding of performance measurement approaches, analytics and tools.

2. Scope

The Performance Assessment Committee will:
- Work with the Associate Director, the Sector committees and other entities inside and (selected) outside CII member companies in order to fulfill this committee's purpose.
- The PAC oversees performance evaluation processes such as the 10-10 Program. These processes may be applied to individual projects or in industry-wide programs where understanding performance can lead to data driven innovation.
- The PAC sets policy and provides governance across the Sectors regarding performance measurement to ensure consistency and effectiveness within CII.
- Assist the Sector's development of "fully formed" deliverables that optimize use with business impact.
- Promote the work of CII to increase membership, promote innovative research, knowledge sharing and deliver value to member organizations.

3. Membership

Participation in the Performance Assessment Committee is limited to the following:
- CII members, and
- Academics with a research interest in project analytics, benchmarking and metrics

As an expectation of membership, the following responsibilities apply:
- Obtain access and set up alerts on the PAC SharePoint site
- Participate on a regular basis (attend 75% conference calls, committee meetings)

- Participate in at least one PAC focus area (research, membership, product review, benchmarking and implementation)
- Conformance to CII Meeting Guidelines

4. **Key Roles and Responsibilities**

   Leadership positions with specific responsibilities are as follows:
   - Performance Assessment Committee Chair – The PAC Chair is initially appointed by CII, and shall develop the agenda and preside over meetings and conference calls. The term of the Chair shall be a minimum of one year. The Chair and Vice Chair will report periodically to the Strategic Planning Committee on PAC progress and activities. The PAC Chair's duties and responsibilities include, but are not limited to, the following;

     - In consultation with the Associate Director, or other committee members, schedule dates, times and location for meetings.
     - Ensure meetings are called and held in accordance with the PAC's Charter.
     - In consultation with the Associate Director, establish and confirm an agenda for each meeting.
     - Ensure the meeting agenda and relevant documents are circulated to the members of the committee 3-5 days in advance of the meeting.
     - Officiate and conduct meetings.
     - Provide leadership & ensure committee members are aware of their obligations and that the committee complies with its responsibilities.
     - Ensure there is sufficient time during the meeting to fully discuss agenda items.
     - Ensure that discussion on agenda items is on topic, productive and professional.
     - Ensure minutes are complete and accurate, retained, included and reviewed at the next meeting.
     - Delegates responsibilities to committee members.
     - Reports work of the PAC to the Strategic Planning Committee as required.

   - Performance Assessment Committee Vice Chair – The PAC Vice Chair shall assist the Chair in the development of the agenda for meetings and conference calls, assume leadership duties in the absence of the Chair, and will become the next Chair. The Vice Chair is selected from the PAC members. If the Chair is an owner member representative, the Vice Chair shall be a service provider member representative, and vice versa. The Vice Chairs duties and responsibilities include, but are not limited to the following;
     - Assumes the role and responsibilities for the Chair in their absence.
     - Will transition into the Chair role at subsequent vacancy

   - Performance Assessment Committee Academic Advisor – The PAC Academic Advisor is appointed by CII and is the PAC's source for academic expertise. The PAC Academic Advisor is responsible for:

- - - - o Advising and facilitating the committee on the research process and developing research topics, including
  - − Active participation in the pre-qualification of principal investigators.
  - − Evaluation of research methodology and offer suggestions for obtaining quantitative data
- o Assumes the roles of Chair or Vice Chair in their absence

- **Performance Assessment Committee Associate Director** – The PAC Associate Director is appointed by CII and is the PAC's liaison with the CII organization and executives. The PAC Associate Director is responsible for:
  - o Maintaining relationships with the CII organization and Standing Committees.
  - o Assist in the identification and development of funding opportunities from other research sponsors, which may include governments, industry, universities, and associations.
  - o Developing and posting PAC meeting notes
  - o Coordination and allocation of financial and other resources to the pursuit of PAC specific research topics.
  - o Onboarding new PAC members and maintaining the roster.
  - o Developing and posting PAC team meeting notes.
  - o Maintaining the PAC SharePoint site to allow ease of access to collected documents

- **Liaisons** – PAC Liaisons may be assigned as needed to interact with Sector committees and other standing committees for collaboration and support of fully formed research initiatives. Fully formed research is defined as having established implementation methods and tactics, training, and performance measurement metrics.

  Performance Assessment Subcommittees – on an as-needed basis, members may be asked to serve for a specified duration on subcommittees to address specific topics or issues eg
  - − Membership
  - − Platform & Metrics
  - − Sector support (assigned points of contact)
  - − Productivity
  - − Research
  - − Training

5. **Communications Format**

- Periodic face-to-face meetings will normally be held alongside other CII events. Initially, this will include Board of Advisor meetings, Annual Conference and the Leadership Meeting.
- Conference calls and web meetings will be sponsored by a PAC member or by CII and held in-between face-to-face meetings as needed to conduct PAC business.

- Email and SharePoint communications will be an ongoing mechanism of communication that will take place between scheduled meetings.
- Meeting notes, presentations, and any other PAC deliverables will be summarized and posted on the SharePoint site.
- The order of business at every business meeting of the PAC shall be as follows:

    - Safety
    - Reading of the minutes of the preceding meeting
    - CII status update PALs, external projects, data analytic requests
    - Committee reports
    - Other business

6. Deliverables

- Membership: Recruit and retain CII membership
- Maintain an updated PAC SharePoint site
- Maintain success stories, case studies promoting value of benchmarking
- Publicize the activities of the PAC to the CII membership

7. Key Interfaces

- Strategic Planning Committee
- Sector committees as needed to deliver "fully formed" research
- Research teams
- CII Staff

8. Critical Success Factors

- Active owner and contractor participation and knowledge sharing
- Growing benchmarking database
- PAC deliverables are viewed by its members as a valuable contribution to their businesses and the construction industry.
- Activities are supported by the Strategic Planning Committee and align with CII's Next-Generation Governance Plan.

9. Decision Rights/ Governance

- One vote per PAC member company
- Proxy votes are accepted from members in good standing