The Knowledge Leader for Project Success
Owners • Contractors • Academics

Power, Utilities, and Infrastructure Sector Committee Charter
(FINAL DRAFT 5/12/2017)

1. Purpose

The purpose of the Power, Utilities, and Infrastructure Committee (PUIC) is to facilitate collaboration between owners, service providers, and academia within the power, utilities and infrastructure sectors through the development and implementation of "fully formed" research designed to produce creative, innovative solutions that tangibly improve safety and environmental performance and capital efficiency.

The PUIC is sponsored by CII's Sector Leadership Committee (SLC), from which it receives guidance and oversight on compliance with this charter.

2. Scope

The PUIC will:

- Include owners, service providers and researchers that develop, operate and sustain capital assets in the following industrial sectors:
    - **Power Generation** including: nuclear, thermal, hydro, wind, biomass and solar
    - **Utilities** including: electric, gas, water, wastewater, steam, recycling and waste processing, and telecommunications
    - **Infrastructure** including: rail and subway, ports and terminals, airports, bridges, tunnels, and roads

- Develop research and best practices that advance capital project governance, processes and technology adoption in ways that are valuable to the businesses represented in this sector.

- Determine how new and existing research can generate innovation and value for PUIC businesses.

- Leverage the resources available in CII to develop "fully formed" deliverables that optimize use with business impact.

- Support the objectives of CII by staffing research teams with sector personnel.

- Promote the work of CII within the PUIC by accomplishing the following objectives:
    - Increase sector membership.
    - Promote innovative research.
    - Deliver value to PUIC member organizations through the implementation of research and the best practices and associated deliverables that research generates.
    - Measure the business impact improvement created by such implementations.
    - Develop membership personnel through training and committee participation.

- Provide PUIC sector team building and development activities to create additional PUIC member benefits, including the following actions:
    - Inviting guest speakers to present on topics of interest to the members.
    - Facilitating engagement with peer companies to respond to industry conditions that present risks or opportunities to members of the PUIC
    - Promoting team building by hosting social opportunities before, during, or after PUIC or CII events.

3. Membership

Participation in the Power, Utilities, and Infrastructure Sector Committee is limited to the following groups of individuals:

- CII member employees
- Academics with research interests in the sector who have applied to the Academic Advisor for acceptance

As a condition of membership, the following responsibilities apply:

- Obtain a UT Electronic Identification (EID) logon.
- Set up alerts on the PUIC SharePoint site.
- Participate on a regular basis (attend conference calls and meetings).
- Participate in at least one PUIC subcommittee (section 5) or research team.
- Comply with CII Meeting Guidelines.

4. Key Roles and Responsibilities

PUIC will maintain the following leadership positions with specific responsibilities as follows:

4.1 Power, Utilities, and Infrastructure Sector Committee Chair – The PUIC Chair,
initially appointed by CII, shall develop agendas and preside over meetings and conference calls. The term of the Chair shall be one year. Following this term, the Chair will join the Sector Leadership Committee for one year and the Vice Chair will become Chair. The Chair and Vice Chair will report periodically to the Sector Leadership Committee on PUIC progress and activities.

4.2 Power, Utilities, and Infrastructure Sector Committee Vice Chair – The PUIC
Vice Chair shall assist the Chair in the development of agendas for meetings and conference calls, assume leadership duties in the absence of the Chair, and become the next Chair. The Vice Chair is selected from the PUIC membership. If the Chair is an owner member representative, the Vice Chair shall be a service provider member representative, and vice versa.

When a serving Vice Chair resigns or becomes Chair, the committee membership will select the next Vice Chair from a nomination list provided in writing (each committee member may nominate one candidate for the list), and based on a confidential popular vote. Voting will be held during a PUIC meeting that coincides with CII's annual fall board meeting or, failing that, at a meeting determined by the PUIC Chair with the approval of the Sector Leadership Committee. Votes will be collected only from PUIC members in attendance, and endorsement of the new Vice Chair is required by the Sector Leader Committee.

4.3 PUIC Sector Committee Academic Advisor – The PUIC Academic Advisor shall
be appointed by CII and will complete the following tasks:

- Advise and facilitate the committee on developing research topics and conducting the research process.

- Act as a liaison between the PUIC and the Funded Studies Committee.
- Onboard new PUIC members and maintain the committee roster.
- Maintain the PUIC SharePoint site to allow ease of access to collected documents, including the following specific tasks:
    - Determine the quality and appropriateness of documents to be posted on the site.
    - Obtain permission from authors whose copyrighted documents or other intellectual property are posted on the site.
    - Develop and post PUIC meeting notes on the PUIC SharePoint site.

4.4 PUIC Sector Committee Liaisons – PUIC Liaisons shall be assigned to interact CII standing committees as required. These committee Liaisons may be nominated from the PUIC subcommittees. Liaisons to or from other sector committees may also be appointed to in an effort to share knowledge/lessons and research findings across all CII sectors.

5. PUIC Sector Subcommittees

On an as-needed basis, PUIC members will be asked to serve on subcommittees to address specific topics or issues. These subcommittees will choose a lead representative amongst themselves to act as a coordinating individual to help ensure that the subcommittee meets its mandate. The following list describes the inaugural PUIC sector subcommittees and their responsibilities:

5.1 Budget Subcommittee
- Presents the PUIC annual budget to the committee membership, of funding provided by CII annually through the Sector Leadership Committee. The PUIC budget will reflect the approved and funded research commitments and other priorities set by the committee.

- Working with the CII finance staff, the Budget Subcommittee presents the current year's performance against the budget, including variances and, to the greatest extent possible, value received against key budget line items.

5.2 Charter Subcommittee
- Acting on behalf of the committee membership, the Charter Subcommittee develops this PUIC charter based on input from the PUIC membership, the Sector Leadership Committee, and other standing committees of CII.

- Reviews the PUIC charter annually to ensure that it continues to meet the evolving needs of the PUIC members and CII.

5.3 Implementation Subcommittee
- Develops implementation strategies for PUIC and CII research findings and identifies any resulting best practices that suit the needs of PUIC members.

- Collaborates with CII's Implementation Committee, other sector committees' Implementation Subcommittees, CII RAP members, and third parties to share innovative ideas for improving implementation within PUIC members' organizations.

- Develops implementation resources specifically tailored to serve the PUIC sectors by modifying existing CII materials as required. (Note: these modifications can be delivered through funding from the PUIC as specialized research or proposed as minor research topics.)

5.4 Knowledge Management Subcommittee

- Performs periodic reviews of CII's Knowledge Base to determine its relevance to the PUIC sector.

- Updates the CII Knowledge Base with PUIC research, best practices, presentations, implementation resources, and tools that the PUIC created or developed by modifying existing CII resources.

- Collaborates with CII staff and personnel from other sector committees to ensure continued improvement to CII's Knowledge Base and easy access to sector-specific resources.

5.5 Membership Subcommittee

- Ensures the growth and long-term viability of CII and the PUIC through the retention of existing members and attraction of new members from the PUIC's industry sectors.

- Develops strategies and coordinates events that may include seminars, meetings, introductions, and social media campaigns for the benefit of PUIC members and to attract new PUIC members.

- Collaborates with CII's Associate Director of Membership and Communication and other sector committees' personnel to share innovative ideas and to have the PUIC contribute to combined membership participation.

5.6 Performance Management Subcommittee

- Develops and maintains a Balanced Scorecard to measure the level of strategy execution.

- Provides PUIC members with performance assessment resources for comparing their capital and maintenance projects with the "best in class," including by using CII's 10-10 Program and the Performance Assessment System.

- Collaborates with CII's Performance Assessment Committee to purpose fit CII performance management resources to PUIC members' needs.

5.7 Professional Development Subcommittee

- Develops personnel training strategies fit for purpose for PUIC members.

- Collaborates with the Professional Development Committee, CII REP members and other sector committees to share innovative personnel development ideas.

5.8 Research Subcommittee

- Manages active research teams that are funded by the PUIC in accordance with guidelines set by CII and the Funded Studies Committee, including the following tasks:

  o Forming PUIC research teams from committee member nominations
  o Selecting academics for each research team, using the resources of the Funded Studies Committee as required
  o Support Research Team Kickoff Meetings

- o Provide Research Team sponsorship
- o Review PUIC research as each research team moves through its life cycle, from team formation to publications. Review draft research deliverables and provide feedback to the Research Team

- Manages the development and maintenance of a prioritized list of research proposals of interest to PUIC, drawing upon talent from the PUIC and external sources. This list will assign new research to "Doable," "Conceivable," "Bold," or other categories that may be developed from time to time. The topics list will also include proposals to modify existing CII Knowledge Base resources to improve their alignment with PUIC members' requirements.

- Collaborates with the Funded Studies Committee and other sector committees in sharing innovative research ideas and pursuing them as research projects funded and conducted by CII as a whole, or in conjunction with one or more other sector committees.

6. Communications Format

- The PUIC's periodic face-to-face meetings will normally be held alongside other CII events. Initially, this will include Board of Advisors meetings, annual conferences, and the annual leadership meeting.

- Conference calls and web meetings will be sponsored by a PUIC member or by CII, and held between face-to-face meetings as needed to conduct PUIC business.

- Email and SharePoint will facilitate ongoing communication within the PUIC between scheduled meetings.

- Meeting notes, presentations, and any other PUIC deliverables will be summarized and posted on the SharePoint site by CII staff and the Academic Advisor.

7. Key Interfaces

Listed below are the key interfaces that the PUIC, its subcommittees and members will work with as it delivers its mandate.

- Sector Leadership Committee
- Funded Studies Committee, Implementation Committee, and other standing committees as needed to deliver "fully formed" research
- Research teams outside the sector
- Other associations, such as CMAA
- CII staff

8. Critical Success Factors

There are several key performance indicators that the PUIC will develop using a balanced score card approach to assist it in meeting its stated purpose. Broadly, some of these indicators include:

- Active owner and service provider participation in forming, developing, implementing and sharing of research
- PUIC deliverables that members can regard as valuable contributions to their businesses and the construction industry

- Activities that are supported by the Sector Leadership Committee and align with CII's Next-Generation Governance Plan

9. Definitions

- **Business Impact** – Quantifiable improvement to capital project processes in one or more of the following areas: financial, legal/contractual, regulatory, reliability, reputation, and safety.

- **Fully Formed** – Comprehensive research that follows CII's Funded Studies research processes and guidelines, and that develops deliverables by using CII resources that include implementation resources, metrics, case studies, training materials, research summaries, presentations, templates, and other tools

- **RAP** – Registered Advisor Program. Members of CII, both individuals and companies that are qualified and approved by CII to provide implementation assistance of CII Best Practices.

- **REP** – Registered Education Provider. Members of CII, both individuals and companies that are qualified and approved by CII to provide training on CII's Best Practices and Implementation tools.

- **Sector Leadership Committee** – The CII body that provides oversight, communications, and coordination across the sector committees to ensure that their activities—particularly research selection and use—are rationalized, prioritized, and resourced appropriately for fully developed and finished ("fully formed") deliverables.

- **Service Providers** – Firms and organizations that provide services to sustaining and greenfield projects to Asset Owners. Service Providers include but are not limited to engineers, constructors, equipment and material suppliers, consultants, attorneys, policy makers and other governmental organizations providing services or regulatory oversight and input.