# 3. [EFFECTIVE PROJECT ALIGNMENT FOR CONSTRUCTION SUCCESS (RS310-1)](https://www.construction-institute.org/effective-project-alignment-for-construction-success)

**Report Summary:** This study investigated alignment for construction success and identified three areas for improvement: (1) project execution planning (as a basis for alignment in the field), (2) project procedures (to ensure effective execution), and (3) supplier engagement (to increase the likelihood of successful execution). The data collected for each of these three areas served to identify many opportunities for improvement. For example, the project execution planning data indicated broad agreement on which elements should be included in plans to increase the likelihood of successful field execution. The findings also indicated that these elements are not fully included in execution planning documents on a routine basis. Similarly, although companies include aspects of alignment in project procedures, they commonly fail to consider alignment in fundamental areas such as team building, information dissemination, and continuity across phases.

The RT-310 study also identified opportunities for increased engagement of suppliers in project planning and shortfalls in common practices (e.g., inadequate scope descriptions and unclear requests for supplier information in Requests for Quotations and Purchase Orders). Overall, the results indicate that the industry has difficulty in accomplishing basic alignment with common practices, from front-end planning through construction. Collectively, the research suggests a need for a ‘back to basics’ review of provisions for alignment throughout the project life cycle. General recommendations include that organizations should review their internal procedures and consult [Implementation Resource (IR) 310-2](https://www.construction-institute.org/effective-project-alignment-for-construction-success-fec824e2b49eb0f6b165ca7cecb4a8cb), Effective Project Alignment for Construction Success. In short, RT-310 concludes that ‘alignment doesn’t just happen’ and recommends that, for construction success, the industry should revisit and reinvest in its provisions for alignment.

**Key Takeaways:**

## (1) Advance project execution plans (PEPs).

## (Project Phase: Feasibility through Operate Facility)

* Ensure provisions for elements such as scope definition and interface management.
* Extend provisions for leading execution strategies such as advanced work packaging and modularization.
* Dedicate resources for the competent creation of the PEP, as a PEP is a front-end planning deliverable.
* Ensure handover of the PEP to subsequent phases.
* Make the PEP serve as a living document.

## (2) Engage suppliers earlier and more effectively in the project.

## (Project Phase: Feasibility through Operate Facility)

* Engage suppliers in the planning activities.
* Do not assume that the supplier will not participate or will not add value.
* Review requests for proposals, requests for quotes, and purchase orders to ensure clear definitions of scope, data needs, and data delivery dates.

## (3) Improve alignment procedures; ensure consistent execution.

## (Project Phase: Feasibility through Operate Facility)

* Ensure inclusion and consistency of procedures for alignment, team building, on-boarding, and continuity of the team.
* Ensure that procedures are not lacking in one or more areas across all project phases.
* Incorporate procedures that involve all appropriate stakeholders in the development and sign-off of key project deliverables and tasks.
* Ensure effective transitions between project phases.

## [(4) Tool: Effective Project Alignment for Construction Success (IR310-2)](https://www.construction-institute.org/effective-project-alignment-for-construction-success-fec824e2b49eb0f6b165ca7cecb4a8cb)

## (Project Phase: Feasibility through Operate Facility)

This tool does the following:

* Standardizes PEPs: Establishes a consistent PEP structure to align stakeholders from the front-end planning phase through the project execution and turnover phases for effective coordination.
* Implements alignment procedures: Utilizes an alignment checklist to ensure systematic alignment across the engineering, procurement, and construction phases, thereby addressing common gaps.
* Engages suppliers early in the project: Utilizes a detailed supplier engagement checklist to foster strong supplier relationships and clarify deliverables, thereby enhancing project outcomes.
* Promotes alignment behaviors: Cultivates collaborative behaviors across all project phases to improve information flow, accountability, and engagement among stakeholders.
* Leverages automation for consistency: Uses automated tools to streamline data sharing, enhance alignment, and improve project performance across the project’s lifecycle.