Records, Records, Records.

By Ben Walker

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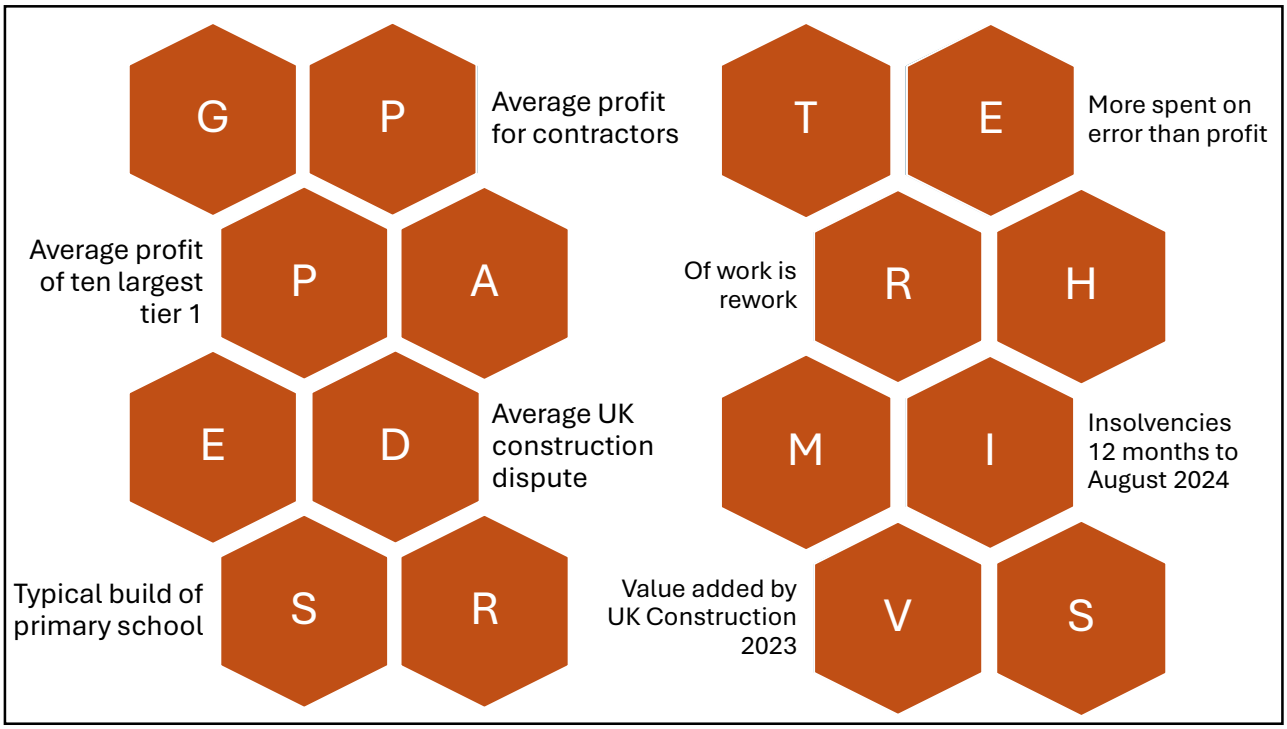

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Great records = healthy projects + fewer disputes.

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Causes of Dispute

- Poor contract strategy / drafting
- Behaviours/culture/compliance
- Principles and quantum
- Delay and disruption
- Change management, payment

It is easy to imagine how an absence of records causes or worsens these.

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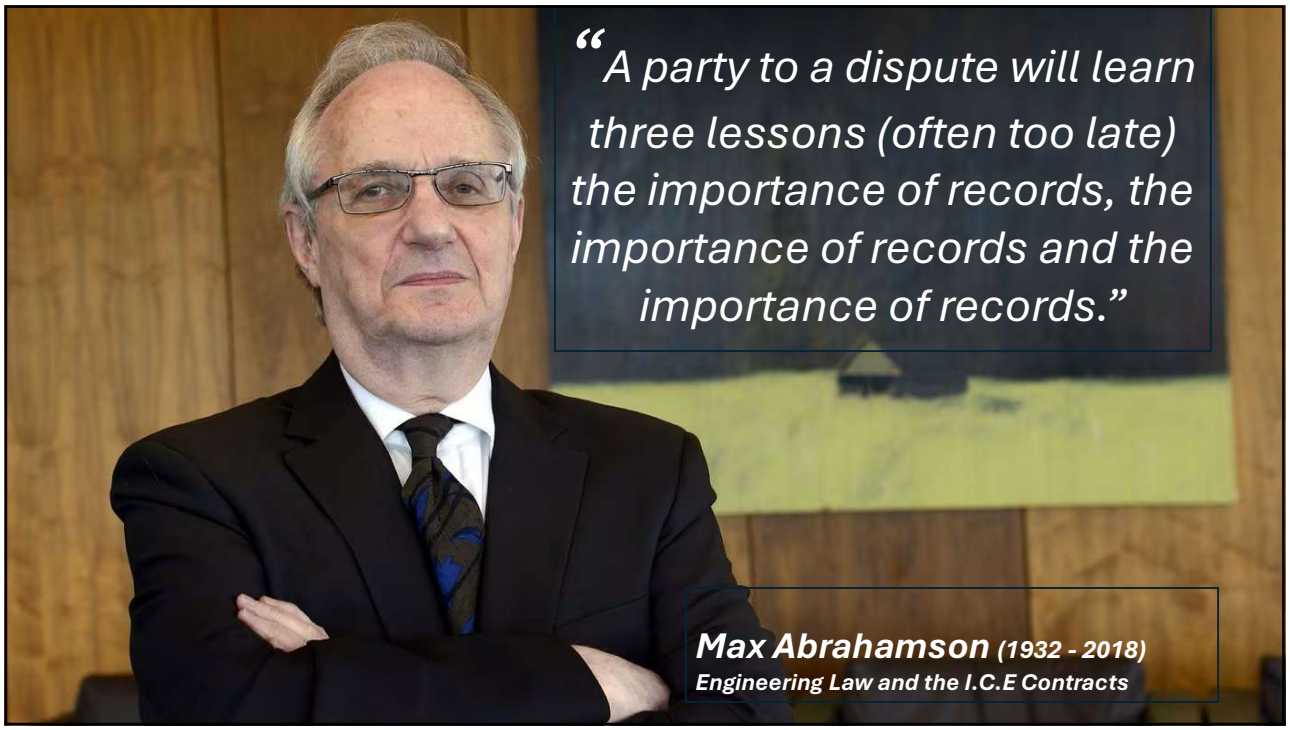

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Dispute and contention has a human cost...

Some people thrive on it. The majority don't.

- Distraction and wasted potential
- Lowers morale, creativity and innovation
- Erodes trust capital
- Increases employee turnover
- Additional hours working away from family
- Construction: 3.7x national suicide rate
- Stress, anxiety and depression taken home
  - 49% of ill-health
  - 17.1 million working days lost.

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“We shouldn’t be spending time arguing the facts.”

Robert Gerrard

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What is a record?

1) QMS
2) Commercial

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Why is there a gap in record management best practice, between quality and commercial?

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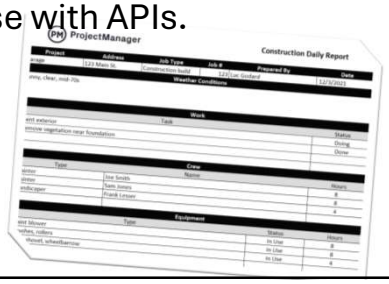
The records best practice ‘gap’

Quality management

- Format of capture (inputs) and format of usage (outputs) are the same.
- Electronic stationery works well.
- Form-builder software ideal.

Commercial management

- Multiple use cases for outputs.
- Needs structured data capture and retrieval.
- Alignment with NEC, rapid recall and aggregation.
- Database with APIs.



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Fueling Contract Strategy
Without 'commercial' **records**, even the most elegant contract strategy...
Records
...will **fail** to move you.

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ALL I ASK FOR IS
FRICKIN' DRONES WITH FRICKIN LiDARs
[...and robot dogs if you have them]
What's the 80:20?
For better margin, fewer disputes and healthier people?

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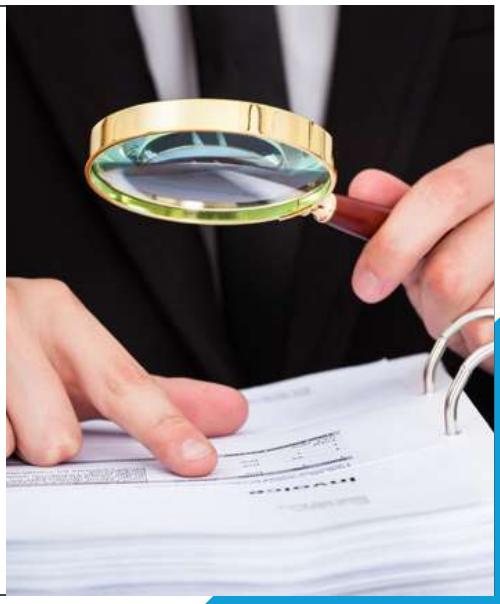
The value of records:

retrospective activities…

- Substantiating payment
- Justifying Defined Cost
- Arguing against Disallowed Cost
- Reporting progress
- Retrospective assessment
- Point events (remember the QMS point)



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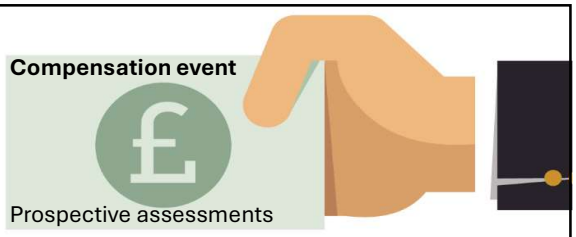
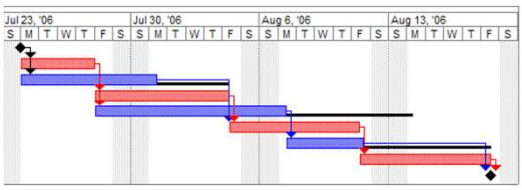
The value of records:

So much of NEC is prospective…

- In aggregate records provide productivity insights
- Need for
  - Standard Method of Measurement
  - Allocation to task and reasons for variance.
  - Alignment of records to contract.





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"Project Management is about influencing what hasn't happened yet.

Everything else is just administration."

Dr Martin Barnes CBE

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The Future: 6 things we could do today

1. **Embrace commercial records** management to improve the health of our projects and the people delivering them.
2. Match the investment in contract strategy, with **operational solutions** to deliver it!
3. **Elevate the importance** and visibility of field activities.
4. Include passages in **Scope**, setting out what is expected*
5. A competency framework, with **accreditation** for field teams.
6. **Incentivisation and recognition** of field teams.

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Key Benefits of Getting Records Right

1. Better margins. Get paid for everything, in full, on time.
2. Greater commercial assurance.
3. Improved contract compliance.
4. Fewer Disputes.
5. Healthier people.
6. Increased productivity.

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Questions

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