

Authority elevates issues deemed critical for resolution at board level

Explore CIM. Detecting issues deemed potentially critical, actors and authorities promote their evaluations to a programme forum. Unresolved issues and associated evaluative arguments advance directly to the board.

Partnership – the capacity for it – was fundamental to successful PPP procurement of major public works from its introduction two decades past. Principal contracting authorities and multiple stakeholders discovered and confronted yet another complexity. Where should risk lie? Might the public sector contain it? Who else?

Contractors, their sub-contractors and multiple suppliers responded, sublimely. They cosseted defensive contracts with impenetrable and near excluding boundaries. Therein, the challenge to a critical but vulnerable partnering anchor.

Ancient history? Not at all! Defensive contracting pervades, tightly. But what does defence procure: isolation, obfuscation, risk elsewhere, cost to all ... Risks attached to integration – partnership – collect and prevail in the conduct of programme business on far wider foundations than PPP in the construction industry.

Critical Issues Management is a singular foil: it promotes, secures and exercises partnership in differing circumstances; its mechanisms detect, evaluate and publish risks that threaten *primary business targets*. [Vide “Explore Links” – capital expenditure in asset procurment]

Perforce, the principal contractor’s oversight contributes fulsomely to a body of potentially critical issues. How might it do less? Control account holders, purposeful and informed by their prosecution of operational phases, contribute precisely.

Project Directors integrate resources across a span of professional practices and processes. They report to enterprise authorities, engage clients and regulatory bodies, etc. Consequently, PDs and Enterprise actors detect cross-domain issues and seek their resolution. The span of this vision and its richness reveal issues that stand at critical business junctions.

Project Managers record and address issues that pm actors and subject groups detect within their domain of influence. The PM’s internal resolutions of this body of issues may impinge upon extra project activities, i.e. activities not scheduled in pm records. Who will disclose them?

Solyphony establishes the CIM framework and conforms its mechanisms according to contractual obligations and practice. It serves the entire CIM community, but does not expect the contributing organisations to employ Solyphony internally.

Inquire
Issues and responses:

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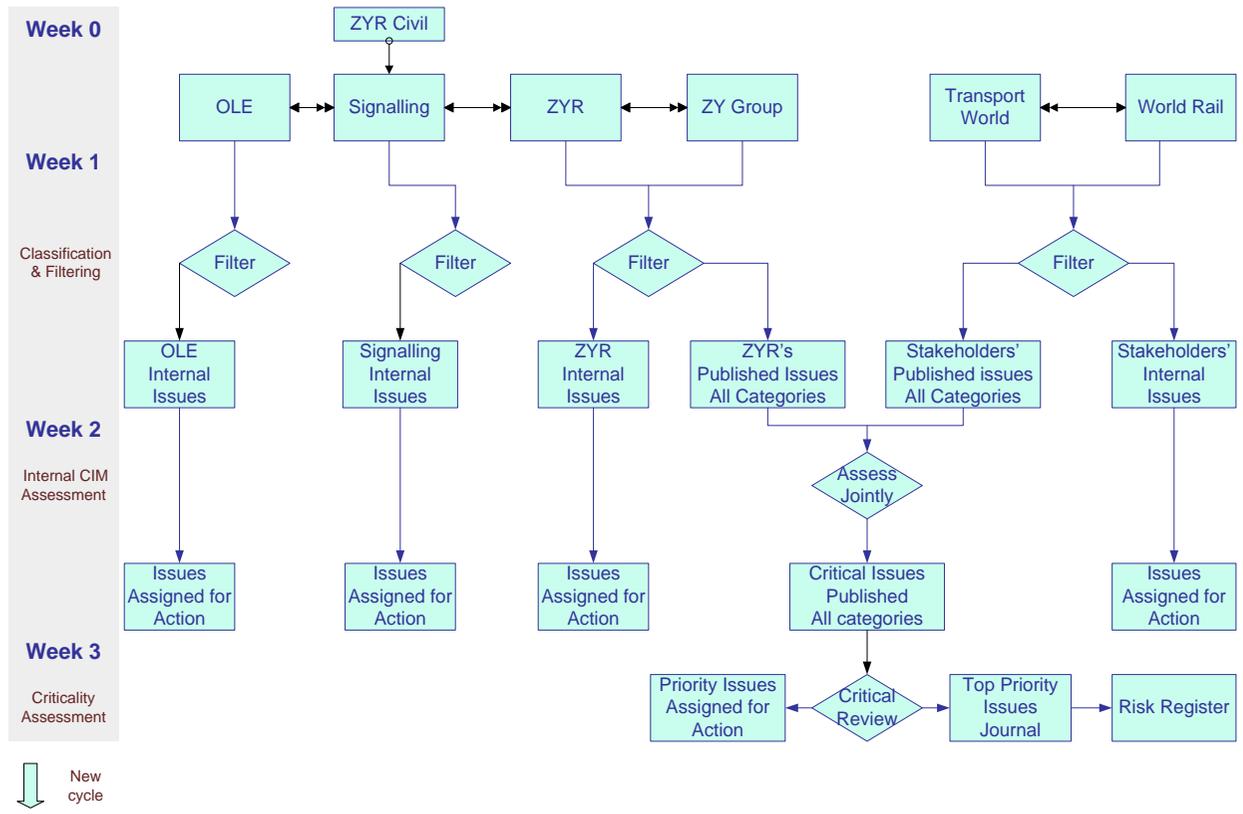


Figure 1 illustrates CIM practise as exercised in the construction industry. SMEs, party to an international body, find another prescription. These differing practices share a common purpose; the CIM mechanism adapts.

CIM direction values professions and the operational acumen of practitioners. So, is the *CIM leader* chosen¹. Contributing *actors*, advancing peculiar iinterests, express these qualities, or fail in their duty...

CIM, a constructive and available entity, abhors mischief² contractors seeking internal advantage risk their authority. Programme criticality supersedes all.

Risks that rise from published issues enter the risk register, without let. Preparing the publication of top priority issues, the CIM leader acquires legal opinion, without prejudice, when contractual constraints intercede.

Prority issues proceed to the monthly Board meeting for action, as the Board determines.

Shall the CIM leader persist?

¹ And approved by the Board? Ah! Better not.
² E.g. play an RFI game