PROJECT COMPLETION PLAN

Project title

Project number

Document number: **xxx-001-1**
Revision number: **0**

Framework Leader:

Document contributors:

Name	Title	email
Name	Title	email
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Probate Party:

Name	Title	email

Date approved:

History

Release number	Reason for release	Detail
A	*Initial draft for review*	
B	*Second draft for review*	
C	*Final draft for review*	
0	*Initial release*	
1	*Changes to sections 3 and 4*	*3.2.1: Corrected the spelling of "baef"* *3.3.4: Added reference to section 6.1* *4.1: Changed the title of the header*

References

1. Investment-Centric Project Management, Chapter 19
2. Web-Added-Value (WAV) download Baseline Asset Execution Framework.

Executive summary

This document prescribes the mandatory activities to systematically bring to completion all aspects of the projects, such that no unresolved technical or commercial issue remains upon closure of the contract between XXX and its contractors. The plan includes the requirements to properly document the project's performance; to ensure the complete transfer of data to the Client; and to comprehensively archive the project records such that they can be accessed and relied upon, in the future, by the XXXX.

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Section 1 Introduction

1.1 Summary

1.1.1 Objectives

This completion plan applies to all lifecycle phases of the project. For each phase, the completion activities are carried out to:

1. Obtain confirmation by the Framework Leader that the PMO has completed the close-out activities on the Project.
2. Obtain confirmation by the PMO that each Contractor, its sub-contractors, and vendors have completed their respective scope of work and supplied the required closure deliverables.
3. Compile the final performance assessment metrics, to be reviewed jointly with the PMO, the Framework Team and Senior Management.
4. Gather and record key project metrics, data and statistics.
5. Confirm the completion of all billing and debt recovery activities.
6. Complete, post and close all accounting activities.
7. Archive or destroy the project files in a manner consistent with the requirements of this plan.
8. Verify compliance of record keeping against regulatory and legal obligations.

1.1.2 Corporate Management Documentation

The following management documents provide details on specific activities carried out by the project team members identified in this Plan (note to reader: these documents are presumed to exist within the organization):

1. Archiving Procedure
2. Record Management Procedure
3. Project Close-out Procedure
4. Project Close-out Report
5. Project Close-out Form
6. Project Close-out Procedure for Timesheet System
7. Contract Close-out Procedure
8. Construction Contract Close-out Procedure
9. Contract Close-out checklist
10. Commercial Close-out Checklist
11. Purchase Order Close-out Checklist

12. Surplus Materiel Reconciliation Form
13. Personnel Close-out Checklist
14. Mobilization & De-mobilization authorization form
15. Project Controls Close-out Procedure
16. Project Controls Close-out Report
17. Close-out Performance Assessment Metrics
18. Key quantities report
19. Final Documentation Package Procedure
20. Final Documentation Package Checklist
21. Document Management Completion Procedure
22. Master Folder and File Register
23. Digital Archive Register
24. Paper Archive Register
25. EDM Archive Register
26. Lessons Learnt Management Plan
27. Lessons Learnt Register
28. Feedback Form
29. Feedback Procedure
30. Certificate of Final Acceptance
31. Information Systems completion checklist
32. Information Systems completion procedure
33. EDS completion checklist
34. EDS completion procedure

1.1.3 Definition of "record"

A "record" is any document or file that must be retained in accordance with operational needs, governmental regulations, fiscal/legal requirements, historical and reference purposes. Note that any documents produced in the course of a project do not meet this definition.

A record is the "proof of an activity". Records are evidence of what an organization does or the recorded evidence of an activity. They capture its business activities and transactions.

To be evidence a record must have content, context and structure, and must be part of a record-keeping system. Some documents will need to be kept as evidence of business transactions, routine activities or as a result of legal obligations, such as policy documents. These should be placed into an official filing system and at this point, they become official records. In other words, all records start off as documents, but not all documents will ultimately become records. In addition, there is no rule against using a record for reference; the primary criterion is that the original record cannot be altered. However, "copies" of a record can be altered to create new documents. Some examples of a record are contract negotiations, business correspondence, personnel files, financial statements, research, and history of the business or organization, invoices, drawings and data sheets.

1.2 Obligations

The retention of project records is governed by regulatory and legal statutes that stipulate what piece of information must be retained in what format, for what duration. The determination of preservation, or not, of a document is governed by the requirements delineated in article 1.2.2.

1.2.1 Legal obligations

The following regulatory and legal requirements, underlying the retention and destruction of project records, are applicable to this plan (list drawn for the jurisdiction of Alberta, Canada):

Federal level:

- Canada Evidence Act
- Personal Information Protection and Electronic Documents Act (PIPEDA)
- Employment Standards Code
- Canada Business Corporations Act
- Freedom of Information and Protection of Privacy Regulation

Provincial level:

- Alberta Electronic Transaction Act
- Alberta Evidence Act
- Alberta Limitation Act
- Electronic Transactions Act
- Occupational Health and Safety Act
- Personal Information Act (PIPA)
- The Engineering, Geological and Geophysical Act
- Alberta Business Corporations Act
- Electronic Transactions Act Designation Regulation
- Electronic Transactions Act General Regulation
- The Engineering, Geological and Geophysical Professions Act

1.2.2 Firm-imposed obligations

A project archive shall be compiled from the set of documents, datasets and other information pieces, retained as records in accordance with this plan, for the purpose of enabling future consultation. This archive therefore exists as the primordial link to the work done in the past. To be purposeful, that archive must be structured formally in a manner that enables access, search and retrieval efficient and productive. That is accomplished through the process laid out in Ref [1].

1.3 Completion deliverables

The deliverables producible in connection with this plan are grouped into five categories: turnover documents, completion documents, close-out documents, digital archive and paper archive.

1.3.1 Turnover documents

These documents are created by supply chain partners hired by the Project to supply it a good or service. The turnover documents are listed in the individual contracts signed by the supply chain partners. All turnover documents shall be in their final release versions and bear the approval / authentication marks when required by the contract. These documents are described in article 2.3.

1.3.2 Completion documents

These documents constitute the formal recognition and acceptance by the PMO of the completion of the contractual scope of work & supply by Contractors. Completion documents bear the signature of a PMO-designated representative as proof of completion. The set of documents includes:

- De-mobilization List (see 2.1.2)
- Completion schedule (see 2.1.3)
- Signed Certificate of Completion – *refer to Attachment 1*
- Signed Feedback (see 2.3.5)
- Approved Punch List (see 2.3.5)
- Minutes of Client Close-out Meeting (see 2.3.5)
- Signed Personnel Close-out Checklists – (see 2.1.4)

1.3.3 Close-out documents

Close-out documents are produced by the PMO and/or the Framework Team and comprise the set of forms, task checklists, project metrics and financial documents generated as evidence of closure of all aspects of the project, leading to the final closure of its commercial state. These documents will usually not bear a signature as evidence of approval. The documents are discussed in article 2.4.2.

1.3.4 Digital archive

This archive will be constituted into the set of electronic records (files and folders). The digital archive shall only include cleansed contents from the project's folder, in accordance with article 2.2.

Note that the electronic files maintained on the project's Electronic Data Management (EDM) system are excluded from the digital archive.

1.3.5 Paper archive

This archive is compiled into the set of original published documents forming the project records. The paper documents are those that are deemed essential to the project's long term knowledge preservation. The paper archive is prepared in accordance with Reference [1], as discussed in article 2.2.

Section 2 Completion sequencing

The completion of a lifecycle phase or the project is carried out through a series of five stages which will commence several weeks before the scheduled end date of the work. These stages are:

Stage 1: Close-out planning
Stage 2: Records cleansing
Stage 3: Contract close-out
Stage 4: Project close-out

2.1 Stage 1 - Close-out planning

2.1.1 Who and when

Accountable Party: Deputy Project Manager (DPM) .
Start date: Three months before the end of the *contract close-out* stage.

This initial stage is executed primarily by the DPM, in conjunction with the Project Manager. This stage sets out the timeline of the completion activities to be performed by all project team personnel *prior to their de-mobilization from the project.* The outcome of this stage is the compilation of the de-mobilization list and the completion schedule.

2.1.2 De-mobilization list

The DPM, in conjunction with the Project Manager and the project Leads, compiles into a single list the expected date of de-mobilization of each team personnel on the project. This list forms the basis of the *completion schedule* and establishes the timeline, by individual, to complete their respective close-out activities, spelled out for the remaining three stages, and in accordance with Section 3Section 3.

2.1.3 Completion schedule

The DPM, in conjunction with the Scheduler, compiles a Level 2 activity schedule for the completion work, comprising De-mobilization, Contract Close-out and Project Close-out.

The De-mobilization group lists all project team personnel in increasing order of de-mobilization date. No individual is to be released from the project until that person's Personnel Close-out Checklist (see 2.1.42.1.4) has been signed off.

The Contract Close-out Group includes the dates for the following line items:

- Client Turnover documents (see 1.3.1)
- Signed Customer Feedback (see 2.3.5)

- Client contract close-out meeting (see 2.3.5)
- Minutes of Client Close-out Meeting (see 2.3.5)
- Signed Certificate of Completion (see 2.3.5)
- Approved Punch List (see 2.3.5)

2.1.4 Personnel Close-out Checklist

This checklist (Ref [13) verifies that a team member has completed his/her own individual close-out tasks *prior to effective de-mobilization from the* project. The form must be checked and signed by each of the four functional leads from administration (DPM), Project Information Management (PIM), Document Management (DM) and EDS. The DPM then informs the Project Manager that the individual can be formally released from the project.

The Project Manager signs off on the mobilization form (Ref 14). The signed form and the checklist are then scanned, and their resulting PDF versions stored into the project drive by the Administration Lead.

2.2 Records cleansing

2.2.1 Who and when

Accoutable Party: Each team member for his/her respective contents.
Probate Party: Member's Manager
Start date: One month before individual de-mobilization.

This second stage involves every individual assigned to the project (employees and contractors). Each person selects which information is to be tagged as record, and to which archive it is to be added. The cleansing of documents and creation of records is to be carried out in accordance with Section 3.

2.2.2 Archive records

The entirety of documents, data and files created during the life of the project are parsed for retention or deletion, in order to eliminate all but the essential information that must be retained as archive *records*. Records are preserved electronically in the *digital archive* and in paper format in the *paper archive.*

2.2.3 Performance Assessment Metrics and key TIC quantities

Leads from all functional groups are required to supply Project Controls with the pertinent project metrics accumulated over the life of the project, for insertion into two close-out deliverables owned by Project Controls:

- Close-out performance assessment metrics (Ref [17])
- Key quantities report (Ref [18])

De-mobilization of all Leads is conditional to the completion of their respective inputs to these two forms.

2.3 Contract close-out

Accountable Parties: DPM & Construction Manager (when applicable)
Start date: Two months before submission of last deliverable

This stage covers the commercial activities to achieve acceptable completion of delivery of a project's third party services and to ensure that all billable costs from Contractors are documented, submitted and approved by the PMO. This phase targets the provision of acceptance certificates, the confirmation/transfer of warranties, the handover of documentation, final inspections (Quality activity), claim resolutions and payment reconciliation and verification of final invoice for payment.

This third phase is associated with the Turnover deliverables discussed in article 1.3.1.

2.3.1 Corporate Management prescriptions

The contract close-out phase shall be executed in full compliance with the following management documents:

By the Project Manager:
- Ref 3: Project Close-out Procedure

By the Deputy Project Manager:
- Ref 7: Contract Close-out Procedure
- Ref 8: Construction Contract Close-out Procedure

By the Construction Chief (when construction is in the project's scope)
- Ref 8: Construction Contract Close-out Procedure
- Ref 12: Surplus Materiel Reconciliation Form

By Document Control
- Ref 21: Document Management Completion Procedure
- Ref 20: Final Documentation Package Checklist

2.3.2 Administration activities

The project administration group assists in this phase as follows:
- Expedite the receipt of invoices from miscellaneous third-party contractors and vendors
- Expedite the submission and approval of personnel expense reports
- Coordinate the clearing out of offices occupied by Client representatives
- Reclaim building and parking passes granted to Client representatives

2.3.3 Procurement activities

The project procurement manager assists in this phase as follows:

- Expedite the receipt of invoices from suppliers and vendors covered by issued contracts and purchase orders
- Expedite the submission and approval of quality inspection reports, shop inspection reports, vendor deliverables and other documents stipulated on the Vendor Data and Documentation Requirements sheets (FDDR).
- Assemble the procurement documentation identified in the Turnover Deliverables package.

The typical contents of the procurement turnover package are:

Commitments:

- Purchase Orders (PO)
- MRP (includes cover sheets)
- RFA

Seller's acceptance

- PO and Change Order Acknowledgements

Change Orders:

- PO Change Orders
- MRP (includes cover sheets)
- RFA/RFC Amendment(s)

Quotations:

- Bid Opening Report
- Successful Quotation
- Unsuccessful Quotation
- Short List Recommendation (if applicable)
- Bid Clarifications

Inquiries:

- Bidders List
- Single/Sole Source (if applicable)
- RFQ Package
- Request for Quotation
- Invitation to Bid Reply
- Inquiry Instructions to Bidder
- Pricing Quotation Summary
- Certification of Compliance

- Terms and Conditions
- MRQ (includes cover sheets)
- Bid Acknowledgements
- Bid Addendum(s)
- Bid Opening Report

2.3.4 Commissioners of oath

The following personnel are Commissioners of Oath empowered to administer declarations under oath, when such declarations are required by the Client on specific forms:

- List

2.3.5 Contract close-out meeting

This meeting will be held in the weeks following the acceptance of the final deliverables by the Client. This meeting is chaired by the PMO and gathers key personnel from the PMO's team and the Contractor's team to review and sign off on the final documentation.

The agenda for the meeting typically include:

- Introductions
- PMO's evaluation of the Contractor's performance
- Statutory declarations (which may require Commissioner of Oath's signature)
- Final payment release confirmation
- WCB clearance letter
- Returns (by PMO personnel) – passes, FOBs, tools, etc. when a contractor's facility was used by PMO personnel as remote offices
- Liens / Claims / Equitable adjustments
- Construction contract agenda items (if applicable)
- Guarantees and warranties
- Deficiencies and punch list
- Completion certificate
- Release of holdback (if applicable)
- As-built drawings (if applicable)

2.4 Project close-out

Accountable Party: Deputy Project Manager
Start date: One month before submission of last deliverable

This fourth and final phase covers the physical and financial closure of the project. This phase overlaps the third phase and will normally end in the weeks following the completion acceptance of the project by the PMO. The fourth phase ensures that:

- Customer has accepted that scope is complete
- Management is provided with feedback on the proposal/project performance
- Useful project information, data, and statistics are maintained for further reference
- The project profile is recorded for marketing purposes
- Billing and debt recovery are complete
- Accounting closes the project
- The project files are archived in accordance with Ref [1].

2.4.1 Corporate Management prescriptions

The contract close-out phase shall be executed in full compliance with the following prescriptions documents:

By the Technical Chief:

- Ref 3: Project Close-out Procedure
- Ref 26: Lessons Learnt Management Plan
- Ref 28: Feedback Form
- Ref 29: Customer Feedback Procedure
- Ref 30: Certificate of Final Acceptance

By the Contracts Manager:

- Ref 6: Project Close-out Procedure for Timesheet system
- Ref 7 Contract Close-out Procedure
- Ref 9: Contract close-out checklist
- Ref 10: Commercial Close-out Checklist

By the Metrics Chief:

- Ref 4: Project Close-out Report
- Ref 15: Project Controls Close-out Procedure
- Ref 17: Project performance assessment metrics
- Ref 18: Key quantities report

By the Document Control Manager:

- Ref 19: Final Documentation Package Procedure
- Ref 1: Archiving Procedure

- Ref 2: Record Management Procedure
- Ref 21: Document Management Completion Procedure

By the PIM manager:

- Ref 31: Information systems completion checklist
- Ref 32: Information systems completion procedure

By the EDS manager:

- Ref 33: EDS completion checklist
- Ref 34: EDS completion procedure

2.4.2 Close-out deliverables

Close-out documents are produced by the PMO and/or the Framework Team and comprise the set of forms, task checklists, project metrics and financial documents generated as evidence of closure of all aspects of the project, leading to the final closure of its commercial state. These documents will usually not bear a signature as evidence of approval. The documents are divided into seven groups:

1. Project documents (C100 series):
    a. Signed Project Close-out Form (C100) - Ref [5]
    b. Lessons Learnt Register (C110) - Ref [27]
    c. Project Close-out Report (C120) - Ref [4]
1. Project controls documents (C200 series):
    a. Completed Close-out Report (C200) - Ref [16]
    b. Completed performance assessment metrics (C210) - Ref [17]
    c. Completed Key Quantity Report (C220) - Ref [18]
2. Document control documents (C300 series):
    a. Master Folder and File Register (C300) - Ref [22]
    b. Digital Archive Register (C310) - Ref [23]
    c. Paper Archive Register (C320) – Ref [24]
    d. EDM archive register (C330) - Ref [25]
    e. Document Management Completion Procedure (C340) - Ref [21]
3. Project Information Management documents (C400 series):
    a. Signed Completion Checklist (C400) - Ref [31]
    b. Signed EDS Completion Checklist (C410) - Ref [33]
4. Accounting and Finance (C500 series):

a. Signed Contract Close-out Checklist (C500) - Ref [9]

b. Signed Project Commercial Close-out Checklist (C510) - Ref [10]

5. Supply Chain Management (C600 series):

a. Purchase Order Close-out Checklist (C600) - Ref [11]

b. Surplus Materiel Reconciliation Form (C610) - Ref [12]

2.4.3 Meeting – Project PAMs and TIC quantities review

This internal meeting will be held no earlier than the Contract Close-out meeting (refer to 2.3.5) to review the final metrics achieved by the project. The meeting shall include, as a minimum, the following personnel:

- Framework Leader
- PMO Project manager
- Deputy Project Manager
- Execution Chief
- Metrics Chief
- Technical Chief
- Construction Chief
- Asset Chief
- Director, Business Development

2.4.4 Meeting - Lessons Learnt review

This internal meeting will be convened by the Framework Leader after the Contract Close-out meeting (refer to 2.3.5) to review the final register gathered for this project. The meeting shall include, as a minimum, the following personnel:

- PMO PM
- Corporate Engineering Head
- Director, Business Development
- Corporate Lessons Learned Manager
- All Project Chiefs

2.4.5 Meeting – Vendor feedback review

This internal meeting will be convened by the Framework Leader prior to the Contract Close-out meeting (refer to 2.3.5) to review the final feedback received from the vendor. The meeting shall include, as a minimum, the following personnel:

- PMO PM
- Corporate Engineering Head
- Director, Business Development
- Corporate Lessons Learned Manager
- All Project Chiefs

Section 3 Management of records

3.1 Digital archive

The digital archive is the *primary archive* for future consultation purposes. It includes all digital forms the records preserved for the paper, including native electronic files and folders, and electronic scans of paper records.

The digital archive is effectively created from the folders and files remaining on the project's root drive, after its contents have been cleansed in accordance with articles 1.1.3 and 2.2.

3.1.1 Rules for file cleansing

The starting point for the retention of records is the *Retention Matrix* contained in Ref 1. All deliverable documents defined within this Plan are hereby defined as archive records and must be preserved in digital form.

Appendix A provides guidelines on what files are to be retained as archive records. Generally speaking, the following rules apply:

- Only native files of documents issued to the Client are kept.
- For Client deliverables, only the issued revisions are kept. Non-issued versions of the deliverables, whatever the file format, are deleted. These deleted files include such types as working, deleted, superseded, archive, obsolete, personal, etc.
- Emails retained in the archive ONLY include those on topics upon which a final decision was made – specifically related to project deliverables and contract terms. All previous email history strings are deleted. All other emails are deleted. Record emails are to be preserved as Outlook PST folders, identified only by the individual's name, and stored in the sub-folder PST in the ARCHIVE DETAILS folder located under the project drive's root level.
- Client templates, standards, specifications and the like, are to be kept in a single project folder. All instances of those documents occurring elsewhere within the project directory are to be deleted, *including procurement folders in particular.*
- PDF scans of signed / stamped documents are to be preserved in the same folder where the corresponding native files are preserved.
- Documents unrelated to the project's contract requirements, are to be deleted (party invitations, commercial brochures, working copies of tracking spread sheets, etc.)

Finally, ALL FILES and FOLDERS are governed by the built-in filename limitation of 225 characters (which include folder paths). Originators of any document stored on the project drive are individually responsible for naming files within this limitation.

3.1.2 Rules for folder cleansing

The digital archive is based upon the original project drive folder structure but cleansed. The rules for file redundancy, duplication and transient instances, enunciated above, apply equally to folders. Rules are also listed in Appendix A.

3.1.3 Rules for pictures, audio and video files

These types of files do not usually qualify as archive records, but contain valuable information for future references. Hence, they are to be preserved in the digital archive.

For each of the three types, a description list, created in WORD or Excel, shall be created by Project Administration to capture the metadata of the files. The list shall include, as a minimum:

- The file name (of the picture, audio or video file)
- The subject or nature of the file
- The reference to a specific matter kept in the project drive (for example, when a picture presents a defective nozzle weld on a pressure vessel, the reference will be against that pressure vessel name and/or number)

3.1.4 Folder ARCHIVE DETAILS

This new folder is intended to capture a summary of the contents of the digital archive. The contents of this folder will be as follows:

Archive details
- Master Folder and File Register (xls or doc file)
- Digital Archive Register (xls or doc file)
- EDM archive register (xls or doc file)
- Password list (xls or doc file) – for files that are so protected
- Benchmark metrics.xls
- Final TIC quantity metrics.xls
- COMPLETION DOCUMENTS
  - Scans of individual, signed completion documents

AUDIO FILES
- Description list (xls or doc file)
- Individual files

PICTURE FILES
- Description list (xls or doc file)
- Individual files

VIDEO FILES

Description list (xls or doc file)
Individual files

3.2 PAPER ARCHIVE

3.2.1 Rules for retention

The paper archive is assembled in accordance with Ref 1. The selection of the records to be preserved accords with Appendix B, and follows the following general rules:

- Documents bearing an original signature from the project's leadership team, the Client's representatives, or a vendor's acknowledgement of acceptance of a purchase order. The exception to this rule is documents pertaining to project team personnel, such as *project assignment authorization forms.*
- All original, issued commercial documents (contracts, purchase orders, work orders, etc.)
- Audit documents (technical and non-technical)
- Stamped documents – including drawing markups (only)

3.2.2 Rules for deletion

Any document not explicitly defined in 3.2.1 is to be deleted or destroyed.

Section 4 Appendix A – Cleansing rules

4.1 Rules for files

1. For the purpose of storing a file in the project folder, the file name must NOT contain the whole document number.
2. GOOD: 04_Calcs\CHD\FINAL 612-PR-CAL\632 Rev A.pdf
3. BAD: 04_Calcs\CHD\FINAL\612-PR-CAL-632 Rev A.pdf
4. Exceptions: drawing files and pdf versions of WET SIGNED documents
5. File names must be compact.
6. If file names are to contain dates use numerical values instead of spelling out the date (I.E. 11-12-2013 instead of November 12, 2013)
7. File names cannot be a long sentence (use key words to identify meaning)
8. Email file names must be shrunk when the subject is too long
9. Delete previous versions of a current file that will no longer be used.
10. Files must be saved in a single folder and appear ONCE in the project drive. Delete all other instances.
11. Delete duplicates of files, usually named *copy of xxx*.
12. Delete multiple commented versions of a file, once the final version is issued.
13. In instances for sorting in a folder you might have to include a 0 in front of a number to make sense of a logical sequence for double (or more) digit naming convention, particularly for doc control and references in appendix etc.:
    a. foldername\document 01
    b. Foldername\document 02
    c. .
    d. Foldername\document N
14. Instead of
    a. foldername\document 1
    b. Foldername\document 10
    c. Foldername\document 11
    d. Foldername\document 2 .

4.2 Cleansing rules for Project Drive Folders

1. Maximum file path name cannot exceed 220 characters.
2. Folder names must be compact. Abbreviate always
3. Keep folder levels at minimum as Microsoft tends to have issues with deeply-nested folders. Logically think through levelling of folders. (e.g.

Would you create a separate paper file folder for each detail level or would you create a paper file folder that would contain the details)

4. Do not repeat project number in subfolder or file names. The project number is already identified.
5. Sub-folders cannot repeat the name of a parent folder:
   a. GOOD: V:\FIRM\407012-00054\10Eng\08Process\04 calcs\CHD \ARCHIVE\CHD Liquids\
   b. BAD: V:\FIRM\407012-00054\10_Eng\08 Process\04 Calcs\CHD \ARCHIVE\Archive\
   c. EXAMPLE OF BAD: V:\FIRM\407012-00054\10_Eng\08 Process\04 Calcs \CHD **Archive**\John Smith\ working\ reports**Archive**)
6. No date in the folder names:
   a. GOOD: V:\FIRM\407012-00054\10 Eng\08 Process\04 Calcs\
   b. BAD: V:\FIRM\407012-00054\10_Eng\08_Process\04_Calcs\
   c. Exception: when a folder contains series of dated folders:
      i. \04_Calcs\CHD\Sept 31\ set of result files
      ii. \04_Calcs\CHD\Oct 14\ set of result files
      iii. \04_Calcs\CHD\Nov 24\ set of result files
7. Use the first part of a document numbering scheme as folder name
   a. GOOD: V:\FIRM\407012-00054\10 Eng\08 Process\04 Calcs\03-00114-FT-7.7.1-RPT\
   b. BAD: V:\FIRM\407012-00054\10_Eng\08_Process\04_Calcs\03-00114
   c. For example:
      i. \03-00114-FT-7.7.1-RPT\2 Rev 1.pdf
      ii. \03-00114-FT-7.7.1-RPT\3 Rev 1.pdf
      iii. \03-00114-FT-7.7.1-RPT\4 Rev 1.pdf
      iv. \03-00114-FT-7.7.1-RPT\5 Rev 1.pdf

In each case, the file name is thus reduced in length meaningfully. A bad example is:

8. \03-00114-FT-7.7.1-RPT\03-00114-FT-7.7.1-RPT-2 Rev 1.pdf
9. Do not use single sub-folder. Place all files directly in the parent folder
   a. For example:
   b. \04 Calcs\CHD\03-00114-FT-7.7.1-RPT-2 Rev 1.pdf
   c. \04 Calcs\CHD\03-00114-FT-7.7.1-RPT-3 Rev 1.pdf
   d. \04 Calcs\CHD\03-00114-FT-7.7.1-RPT-4 Rev 1.pdf

10. Instead of:
    a. \04 Calcs\CHD\Reports\03-00114-FT-7.7.1-RPT-2 Rev 1.pdf
    b. \04 Calcs\CHD\Reports\03-00114-FT-7.7.1-RPT-3 Rev 1.pdf
    c. \04 Calcs\CHD\Reports\03-00114-FT-7.7.1-RPT-4 Rev 1.pdf
11. Delete empty folders, obsolete folders, working folders and superseded folders.
12. Do NOT create elsewhere duplicate folders of an existing folder. Client specifications, standards, and templates, for example, should only appear once in the project directory. This is especially true for the engineering and procurement folders.
13. Client-supplied templates, specifications, etc., shall be stored in a logically named folder at the second level in the project folder hierarchy, and contain an excel and a word list of all of the files included in the folder. Those lists will be used for rapid reference to those files, when required elsewhere in other project folders.
14. During the close-out phase, delete all folders and files copied from a previous project.

Section 5 Appendix B - List of records

CATEGORY	Types	ARCHIVE Digital	Paper	DELETE / DISCARD
Signed documents	Project reports	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
(include all revisions)	Letters	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Minutes Of Meetings	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Contract s and Change Authorizations	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Project Variation Notices	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Project Change Requests	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Invoices	X	X	Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Payment certificates	X	X	Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Purchase Orders	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Expense reports	X	X	Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Close-out forms from Clients	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Customer Feedback	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Third party deliverables	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Quality audit reports and PEER review reports	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
Stamped documents	Drawings	X	X	Unstamped copies, un-issued (both D&P)
(include all versions)	Drawing squad check comments	X	X	Copies (P)
	Project reports	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Calculations	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Inspection reports	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Certificates	X	X	Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Data sheets	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Statutory declarations	X	X	Copies (D&P), working versions (D&P), drafts (D&P)
	Third party deliverables (Final version)	X	X	Previous versions, WP comments
Unsigned documents	Baseline schedule	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)

(include all revisions)	Monthly schedule updates	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	All project plans	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	IEWO documents	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Third party deliverables	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Client standards and specifications	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Final Key Quantity Tracking report	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Final TIC Key Quantity Tracking report	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Project Deliverables (including revisions)	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Risk Register (including revisions)	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Lessons learnt register (including revisions)	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Client-supplied templates	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Project presentations to client	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
	Vendor presentations to WP	X	X	
	3D models (final configuration only)	X		Delete all previous revisions
	Simulations	X		
	Photos and videos	X		Duplicates
	Weekly progress reports	X		Copies (D&P), working versions (D&P), drafts (D&P), squad check comments (D&P)
DELETED DOCUIMENTS	Administrative forms	X	X	
	All templates other than Client-supplied	X	X	
	Copies and go-bys from other projects	X	X	
	Copies of codes and standards (not client-specific)	X	X	
	Staffing documents, PAAFs, evaluations	X	X	
	EMAILS	X	X	Note: decisions reached by email should be issued under a separate signed document
	Duplicate project folders	X		
	Obsolete project folders	X		
	Superseded project folders	X		
	Empty project folders	X		
	Personnel project folders	X		
	Outlook PST folders	X		
	Working project folders	X		

Vendor marketing materials and brochures	X	X
Presentations that are not directly linked to project	X	X
Audio or video recordings of meetings	X	
Travel itineraries	X	X
MPRD presentations and supporting documents	X	X
Meeting agendas		