

# THE DOCUMENT CONTROL TRIBUNE

Issue no. 11 - December 2016



INTRODUCING  
THE **CONSEPSYS**  
DC COMPETENCY  
MATRIX

**AVOIDING RECURRENT  
DOCUMENT CONTROL  
PROBLEMS**





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The Document Control Professionals

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**EDITORIAL**

2016 has been yet another difficult year for many industries, such as Oil & Gas, with a noticeable number of job losses for Document Controllers around the world.

However, as the worldwide leaders in Document Control and given our international exposure to Document Control professionals over time zones spanning over a total of 19 hours, we have noticed a trend showing an increasing number of new industries starting to incorporate Document Control in their work practices. There is hope for expansion and opportunities for Document Control professionals to move across to new activity sectors.

Our training facilitators and our consultants have travelled further this year than they have ever been to work with our large client base. They have met formidable people, they have collected even more practices of excellence and they cannot wait to share them with you.

We wish to end this year on a high note and we hope that our tips for the pursuit of excellence and a greater credibility of the profession inspire you to go further still.

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# DO YOU KNOW ON WHAT PROJECT PHASE YOU ARE WORKING?

**D**ocument Controllers working in project environments must be aware of the development phase or stage of their project in order to understand and, most importantly, to anticipate requirements specific to each phase or stage.

Knowing project phases and what each of them entails allows DCs to fully contribute as professionals and as members of the project team and adds more value to their work.

## Project development stages

### 1. Feasibility Studies / Screening

Investment ideas or opportunities are subjected to high-level economic calculations, usually based on a high-level, 'top-down' approach. Very little documentation is produced, except maybe for a Statement of Requirements and/or a Feasibility Report. An economic 'gate' must be passed for the project to go further.

### 2. Conceptual Engineering / Conceptual Design / Pre-FEED

A bit more detail is developed to create a better understanding of the venture. This is where the first drawings usually start appearing. At this stage, a Basis of Design will be produced, with drawings such as Block Flow Diagrams, Process Flow Diagrams, Calculations Notes, sometimes Datasheets and a Conceptual Design Report. An economic 'gate' must be passed for the project to go further.

### 3. Front End Engineering and Design (FEED)

More detailed engineering activities start in this phase and usually DCs start being heavily involved. A large suite of engineering documents is produced: Piping and Instrumentation Diagrams, ESD Logic Diagrams, Single Line Diagrams, Datasheets,

Calculation Notes, Plot Plans, Layout Plans, just to name a few. Many reports and basis documents are also produced: Basis of Design, Simulation Report, Soil Report etc. An economic 'gate' must be passed for the project to go further and, it is usually at the end of FEED that companies decide whether they wish to invest or not.

A robust Master Deliverables Register is required at this stage. Also, if the project goes on, DCs have to prepare an 'End-of-FEED' documentation package for the EPC contractor.

### 4. Engineering, Procurement and Construction (EPC) / Design & Construction / Engineering & Construction

If the company decides to go for the investment, this is where the 'real' project starts: all FEED documents are re-visited and detailed further and a large set of additional activities (eg procurement) and documents (specifications, requisitions, isometrics etc) are progressed. The MDR becomes much larger, more sub-contractors and vendors are involved and the volume of documentation increases dramatically.

'Issued for Construction (IFC)' or 'Approved for Construction (AFC)' documents are produced. DCs must prepare the 'IFC' package of documents for construction activities.

Then, construction, com-

pletion, commissioning and start-up are undertaken.

### 5. As-building & hand-over

Once EPC is complete, red-line mark-ups are conducted (also known as 'as-building' or 'walkdown') to capture the differences between the IFC documents what was actually built (there sometimes are differences).

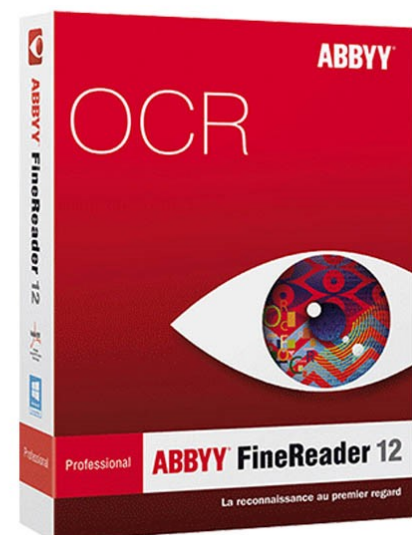
The mark-ups are therefore back-drafted and documentation is revised to an 'As-built' status.

For DCs, this is a busy and intense phase during which large packages of documentation are pre-

pared in a short amount of time for final delivery to the Client. Client DCs must check the as-built package to ensure that it is correct and complete. Upon delivery of the as-built package and the facility, the contractor hands over to the client. The project is completed.

Do you know on what project phase you are working and what the phase entails?

*"Knowing project phases allows DCs to fully contribute as members of the project team"*



**More**



# AVOIDING RECURRENT DOCUMENT CONTROL PROBLEMS

**F**or those of us working on projects, there is sometimes an overwhelming feeling that some of the problems we typically encounter keep on happening from a project to another and that they are recurrent problems that should be avoided.

Typical recurrent problems include: disagreement between client and contractor (or sub-contractor / suppliers) about document standards (e.g. numbering, revision system, template, format, etc.), disagreement on the delivery methods (electronic / hardcopy, by email, through EDMS), disagreement on format of As-Built documents, etc.

A few measures can actually help avoid the most common recurring DC problems.

## Documented DC Requirements

A lot of problems can actually be avoided easily by ensuring that Document Control requirements are documented by the Client (for example with a 'Document Control Instructions to Contractors' document), included in the Invitation to Tender (or Request for Quotation) as well as included in the contract signed between the two parties.

Discussing the requirements in the Tender phase allows the Contractors / Suppliers to quote including the specific requirements (and to provision the right number of resources or the right competencies / tools).

Including the requirements in the contract allows to reduce the number of disagreement as the contract is the governing document for the work to be done. If a requirement was in the contract and the parties have signed it, then we can enforce it. If not, then we may have either a change order or a negotiation to hold.

## Involvement in kick-off meeting

A common issue that Document Controllers report regularly is that they are not involved in the kick-off meeting, or they even discover that there is a new project when it's already started and even sometimes when they receive the first project document.

This is a problem as Document Control is a function that interfaces with all project stakeholders (internal and external) and as all processes related to documents (including creating, modifying, reviewing) include several groups of people (authors, peers, managers, document controllers, etc.).

Therefore, by essence, Document Control is one of the



functions that must be represented during the Kick-off meeting for the project. The benefits being understanding of project specifics, requirements and guidance on how the project intends to work together.

## Record lessons learnt and act on it

During the course of the project, it is important to keep a log of the lessons learnt: anything that did not go as expected for example, should be recorded. Including how it happened, why and how it was managed. Along with the record, it is important to take some time at the end of the project for an analysis session about those lessons, and what preventive measures we can take to avoid recurrence.

It is important indeed not only to be in a corrective posture when problems occur, but to adopt a preventive posture whereby we establish strategies to improve practices and processes along the way.

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# THE CONSEPSYS DOCUMENT CONTROL COMPETENCY MATRIX

**C**onsepsys is pleased to introduce its Document Control Competency Matrix.

The Consepsys DC Competency Matrix gives DC professionals an objective, rational, measurable means of assessing their current competencies and to identify any potential skill gaps separating them from:

- Better performance in their current position; or
- A future target position (eg Lead DC, DC Manager, Quality Manager etc),

with the approach that identified gaps should lead to professional development objectives.

It comes in the form of an Excel spreadsheet, with a list of over 130 competency areas for self-assessment and/or discussion with one's Lead or Manager.

It uses the Consepsys 'NAKISM' competency scale.

The Consepsys DC Competency Matrix helps answer questions such as:

It allows to assess competencies in such areas as technical DC competencies, soft skills, personal qualities, leadership & management skills and business acumen.

It provides a fair tool for performance appraisals and discussions on level of experience and seniority.

It enables DC professionals to build and strengthen their credibility and their appeal to current employers and potential recruiters.

It also allows Lead DCs and Managers to compare competencies within their team.

Document Control professionals who manage and develop their competencies usually have greater job security, either through direct and continued employment or by being recommended for new projects through word of mouth or by co-workers.

The Consepsys DC Competency Matrix is a great tool to harness to build one's career development roadmap.

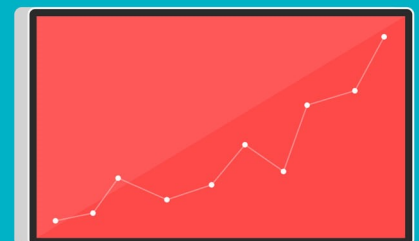
Start a better way of planning your career today and find out more on our website: [Consepsys DC Competency Matrix](#).

Question	Follow-on question
What competencies do I have?	What is my level of experience for each competency?
What competencies do I need?	For my current job? If I want a promotion? If I want to become a manager?
What additional competencies do I need to acquire?	In Document Control? In other areas (eg management)?
What is my plan for closing identified competency gaps?	Over what time scale shall I close identified gaps? Shall I attend formal training? Shall I request on the job exposure? Can I turn to a mentor for coaching?

Improve your job security by formally managing your competences

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DC Competency Matrix

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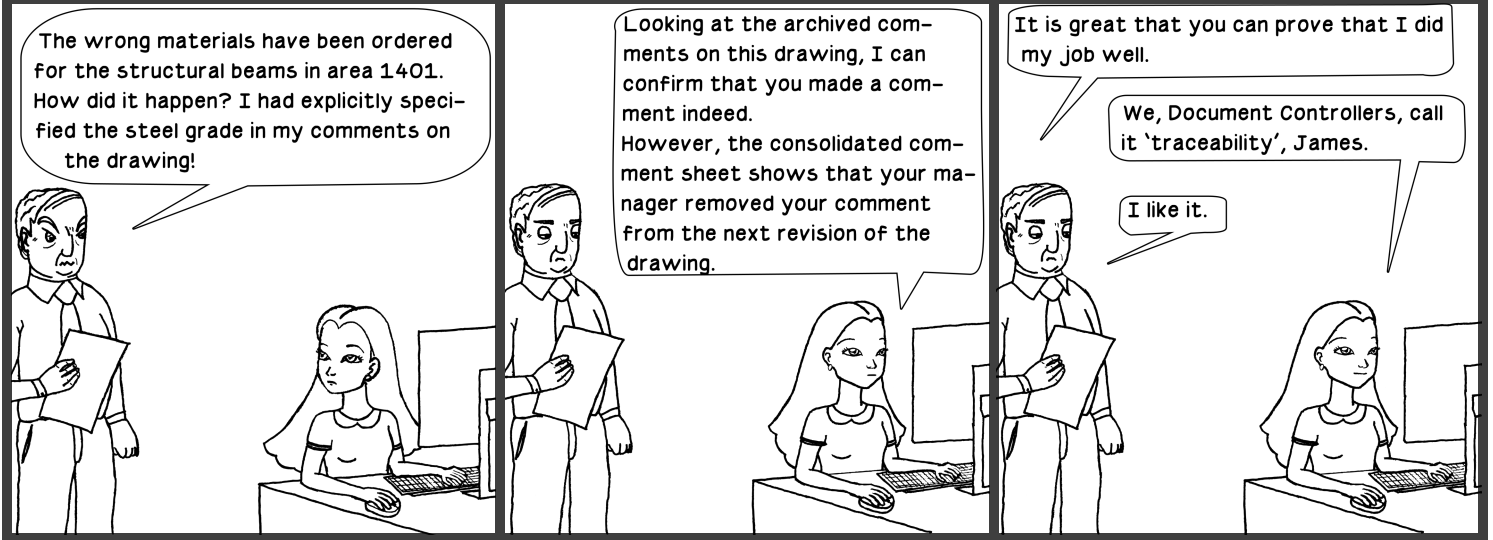


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“Hanging in there” with D. Ceecee - the Document Controller by Tuffmee

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# FAIR ASSESSMENT OF PERFORMANCE

The end of year often rhymes with assessment of the performance, setting of objectives for the new year to come, and development plans in terms of tasks, areas of responsibilities, training courses to attend, etc.

This is an essential moment in the life of companies, where we can all ensure that we achieve the goals of the company and that we renew the agreement on tasks and objectives for each employee.

However, it sometimes happens that people have the feeling that the assessment of their performance is not as fair as they would expect.

This may have negative consequences, as this has an impact on motivation and attitude towards work. Fair assessment of the performance is therefore essential.

## Setting objectives first

Assessing fairly the performance starts with setting fair objectives.

You cannot indeed assess the performance of an individual if the objectives were not set and communicated clearly first and in advance. Typically, at the beginning of the year, objectives are set and they are assessed at the end of the year. One of the situations where people do not feel that they have been evaluated fairly is in fact situations where there were no real individual objectives set first.

## 'S.M.A.R.T.' objectives

Another situation where the fair assessment is not possible is where objectives are set but are too vague, not specific or not relevant to the actual job of the individual.

The 'SMART' approach helps setting fair objectives. The method states that objectives should be

**S** – Specific (What, Who, Where, When, How)

**M** – Measurable (we should be able

to measure precisely whether the objective is met or not (or indicator of progress)

**A** – Achievable (the goal should be achievable within the timeframe given, as well as not too easy to achieve, as this might be demotivating)

**R** – Relevant (relevant to the company and team's objectives)

**T** – Time Specific (must have a start, an end, a duration)

## Measurement of objectives

Once objectives are set, they can be measured. Again, it is important for the measurement to be objective and for that to be based on facts and figures rather than feeling and perception.

If the objective was 'SMART' as described above, it should be measura-



ble.

For example, if one of the objectives was to process incoming documents within 24 hours of receipt. This is something that can be measured by different ways, for example:

If you work with an EDMS, most software suites time-stamp the date and time when the document was received and then when it was processed and distributed internally. This data, once exported from the software can be processed to produce statistics

If you do not work with an EDMS, you are likely to work with an Excel register of documents. In this case, it could be a good idea to keep track in it (through specific columns for example) of the date and time of when you received the document and when you finished processing it.

Another objective that could be tracked is to have less than 1% of documents rejected by the Client for quality issues (as opposed to content). This is something that can be easily tracked by keeping a log of transmittal packages accepted or refused by the Client.

## Performance review meeting

The performance review is normally conducted through a face-to-face one-to-one meeting. It is always best to discuss in person as opposed to systems where the performance assessment and objective settings is done through a software package.

The one-to-one meeting should be prepared thoroughly, both by the assessor and the assessed, to be a success: sufficient information should be sent in advance to both parties so that they can prepare the meeting.


Again, the subjects discussed should be based on facts and data, rather than on feelings. In order to have a rational discussion, the best is always to focus on actual measurements of KPIs, percentages of completion, difficulties encountered and how they have been managed.

## Development requirements

The performance review meeting is, in most companies, also the moment where future career requirements are discussed: development plan, career moves, skills and training plans. A tool that can be used to facilitate this discussion is the [Consepsys DC Competency Matrix](#).





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# PORTRAIT OF A DOCUMENT CONTROLLER



## VALERIIA MARTYSHOVA

Lead Document Controller in Ruspetro Oil Production Company in Moscow, Russia

*Valeriia attended the Certified Lead Document Controller Course with Consepsys in Dubai in June 2015*

### Can you tell us a bit about you?

My name is Valeriia Martyshova, I am 33 years old. I was born in Tambov, a small Russian city. I travelled a lot for work, and I was even lucky to live and work for a couple of years in Dubai.

I have now returned to Russia, and I have set two goals to myself: to become a Document Control Manager and to start a family as I feel that my time has come (someone said that it is impossible to reach both goals simultaneously – but I would like to prove that I can do it).

### What is your current role?

I am a Lead Document Controller in Ruspetro Oil Production Company in Moscow, Russia. I established and maintain the Document Control process on the Projects from the very beginning including development of Document Control procedures. I also manage the EDMS integration and implementation.

Recently, we have been facing the challenge of establishing technical archives, and this is something I am working on right now: it is very difficult but interesting. I actually like solving difficulties as they allow me to grow as a professional.

I also created a group of Document Control Professionals on Facebook where I can share my experience with

other Document Controllers.

### Can you describe your professional experience?

I have worked for more than 10 years as a Document Controller on different project phases (pre-FEED, FEED, EPC, ASB).

I started my career as a Document Control Assistant on the construction projects for offshore oilfields in the Caspian Sea.

### Which Consepsys course did you attend and when?

I attended the Certified Lead Document Controller Course in Dubai (United Arab Emirates) in June 2015.

### What did you think about the course? How did it help you in your current role and career development?

It helped me to summarize and structure all knowledge I had and provided me with a lot of useful work tools.

For instance, I have learned how to

*“The course helped me to summarize and structure all knowledge I had and provided me with a lot of useful work tools”*

Then, step by step, I was promoted to the Lead Document Controller position.

My life totally changed when I started working for Total EP Russia Company on a very interesting project “Kharyaga Oil Field Construction”, which was located behind the Polar Circle (a place where temperatures in winter are usually below minus 50°C).

Then I worked for Middle East Projects for a few years (Dubai,UAE and Basra,Iraq).

organise and distribute tasks in a proper way as well as how to calculate the costs for the tasks.

It helps me to plan the Document Control budget for the year now.

The Skills Matrix discussed during the course is also one of the interesting tools. It shows me what kind of gaps I have to plan training.

So, it doesn't matter how experienced you are, as you always find something interesting and useful for your career in the course.

# MEETINGS: ARE THEY PART OF YOUR JOB OR NOT

Many professionals feel frustrated to have to attend meetings – their perception is that meetings waste time that they could spend doing their ‘actual job’. In other words, they have the feeling that meetings are not part of their job.

This perception could be damaging.

Imagine for a minute that you decide to hire a team of movers to empty only one bedroom in your house or apartment. Now imagine that, after you sign the purchase order, you give them the key of your home and you decide not show up to supervise the operations.

How well do you think the move will go?

If your answer is “not very well”, you are absolutely right. Why? Because the movers will probably need you to indicate:

- What room needs to be emptied
- Particular items that are fragile

- Particular items that may not be part of the move
- And so on

Meetings allow to convey and share information that may otherwise be missed, overlooked or neglected. They provide additional communication information, such as facial expressions, tone, urgency, which may not be obvious in a procedure or an email.

Attending meetings also:

- Shows everyone that you are an integral part of the team
- Allows you to lean about coming phases and workload
- Allows you to anticipate workload peaks
- Allows to develop a wider understanding of what the team, the department, the project or the company does
- Puts a face to your name and allow to humanise you

- Makes you likeable and potentially increases your job security
- Gives you an opportunity to show the value that you add to the team and may potentially brush away the question: what does this Document Controller actually contribute to the team? Do we really need him/her?
- Provides an opportunity to better understand engineering and project considerations – making you a more accomplished professional
- Allows you to create a bond with other team members

Meetings may take time, and they may sometimes appear as a waste of time, but they must be seen as an integral part of your job, as an investment in your relationship with others and as an opportunity to collect information to improve your work and your performance.

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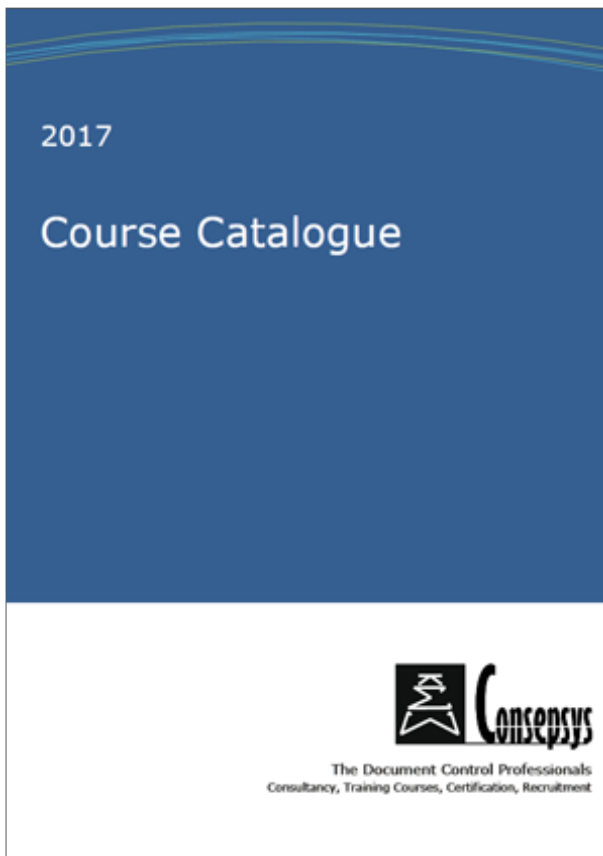
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## DCC Certified Document Controller Course

Covers all day to day document control task, including basics (document checks, numbering, identification, filing, distribution) and more advanced subjects (such as lifecycle, as-built, procedures, reports, interfaces).

## DCM Certified Lead Document Controller Course

Prepares DC professionals to manage and lead teams of DCs, to manage and organise DC activities and tasks, to manage stakeholders and to run, implement or improve DC management systems (procedures, tools, software, etc).

## DCA Advanced Document Control Course

Covers advanced non-routine Document Control tasks. Learn how to better start and finish a project, issue useful reports, statistics and KPIs, write fool-proof procedures, raise awareness about DC, and formally manage your professional competencies.

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