



## Selection

### Identifying external partners

FUSION partners should be selected according to their suitability to carry out the work in question. It follows that all interested parties should be involved in the selection process, to ensure collective ownership of the decisions and 'buy in'. This should include consulting with appointed partners on the suitability of others yet to be selected.

Where possible, external partners should be chosen from an approved pool of suppliers and contractors. This should be sized to allow repeat business, so that the benefits of reduced learning curves are gained and FUSION progress is reinforced and improved. At the same time, people are not kept hanging on without a realistic chance of regular work.



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The list should also:

- Cover as many areas of regular activity as possible to aid business continuity
- Be categorised for capabilities and value of work
- Have reserves to enable replacement or addition, as necessary
- Be reviewed on a regular basis for pool size, categorisation and performance of nominees
- Be configured as a common database, available to all who participate

### Selection criteria

Not everyone is able to adapt to a FUSION project and experience has demonstrated the importance of selecting team members carefully. This applies to the selection of individual practitioners as much as it does to corporate partners for a particular project. It is important that selection is on the basis of merit, so that partners are chosen who are best suited to the project in mind and have the right approach to undertaking it.



In addition to the normal acceptance criteria for selection, such as experience, location, safety record and available resources, there are a number of areas for consideration, which are key to success in a FUSION environment. Potential partners should show that they are able to meet these criteria before they can be selected.

- Accepts and supports the need to do things differently
- Has experience of working in a collaborative team environment
- Shows a flexible and supportive managerial approach
- Devolves decision making to those most appropriate
- Applies FUSION or similar principles to own supply chain
- Is willing to work open book, disclosing profit and overhead and working to achieve maximum value for minimum expenditure
- Has the ability and systems to work in a collaborative financial environment
- Has demonstrated the ability to perform in a continually evolving environment
- Exhibits the ability and desire to contribute to the overall project
- Supports the allocation of work to the most appropriate partner or individual

For the FUSION process to fulfil its potential, those involved must be fully committed to and supportive of it and of each other. The following characteristics should therefore be regarded as highly desirable in FUSION team members, whether as part of a corporate culture, or exhibited by individuals:

- Approachable and confident team player
- High level of integrity and sincerity
- Self motivated and self disciplined
- Able to contribute to the overall project
- Shows commitment and enthusiasm for working openly
- Values working collaboratively
- Already applying FUSION principles to existing activities
- Willing to adapt to changing circumstances



- Enjoys and responds positively to being challenged
- Has the courage to do things differently
- Enjoys being creative
- Has the courage and honesty to state the facts
- Can empower others to take responsibility and make decisions
- Will support and challenge others to develop and make choices
- Prepared to adapt behaviour for the benefit of the project or team
- Relaxed and able to put others at ease

### Identifying internal partners

The principles of selecting internal partners should be similar to those above. Individuals who display the appropriate attributes should form the basis of the internal team. No matter how much the external partners wish to be collaborate, the client group must create the environment in which the FUSION culture can thrive, or it will die.

### Financial principles

The selection of partners should be based on the value they can deliver, rather than lowest cost and all relevant factors should be taken into account. It is essential that partners are prepared to adopt the FUSION principle of financial transparency, through willingly working 'open book'.

Appropriate levels of profit and overhead should be agreed at the onset. Once partners know that by adopting FUSION principles they are financially secure, they can focus on the project itself and how they can best contribute to it.

### Contracting

Appointing partners as early as possible in the project is critical. FUSION brings together at the start all the skills that are needed throughout the process, so that people can maximise their input and expertise, in order to deliver a successful outcome.



All partners are considered to have equal status under a FUSION contract. By contracting directly between client and partner in every case, no-one feels isolated from the client and all are reassured that they will be dealt with in the same way.

Some members of the FUSION team will become Principal Partners. This will vary from project to project, selection being based on their relative contribution and value to the success of the project. It is not fundamental that the Principal Partners will have the highest cost element of the project. A key player may well be one whose cost element is relatively low, but whose input is crucial to the overall success of the project.



*Using adversarial forms of contract does not help in creating the culture of trust and collaboration.*

Where involvement is through a sub-contract, it takes the form of an appointment via an addendum to the contract, so that terms are consistent. Payment terms are set for all participants and will generally be similar.

Although FUSION is not primarily about changing contractual terms and conditions, using adversarial forms of contract does not help in creating the culture of trust and collaboration. Since no such standard contracts currently exist, two new forms of contract have been created for use on FUSION construction projects:

- Consultants' appointment (staff cost, overhead and fee)
- Partner/trade contract (agreed profit, overhead and open book cost )

### **Future projects**

For each new project, selection should be made from the relatively small pool of partner companies that has been created. Essentially, the pool should be 'mixed up' so that different teams work on succeeding projects. In this way, teams will bring a variety of expertise, knowledge and experience from other projects, thereby constantly re-engineering, refining and improving FUSION practices. As the pool is small, its members understand that they will continue to be offered opportunities to participate, if not today then tomorrow, or the day after.