

LRD FY18 MULTI-COP INITIATIVE CAP RISK MANAGEMENT SUMMIT

PCoP WEBINAR SERIES

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LRD CAP RISK SUMMIT OBJECTIVES

- Introduce the Corps Risk Analysis Model
- Produce and collaborate on Multi-CoP Risk Assessment results and recommendations
- Develop MSC-wide commitment to develop a LRD CAP Risk Management Plan focused on continually improving project delivery
- MSC-wide Pilot CoP Initiative to operationalize risk-informed decision making and establish an LRD Enterprise Risk Management Framework



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LRD COP LEADER OVERSIGHT & COORDINATION

12 critical CoPs/sub-Cops to Delivery of CAP projects

- Programs and Project Management
- Plan Formulation
- Hydraulics & Hydrology
- Cost Engineering
- Geotechnical Engineering
- Economics
- Environmental Science and Engineering
- HTRW
- Geospatial
- Real Estate
- Contracting
- Construction
- Office of Counsel

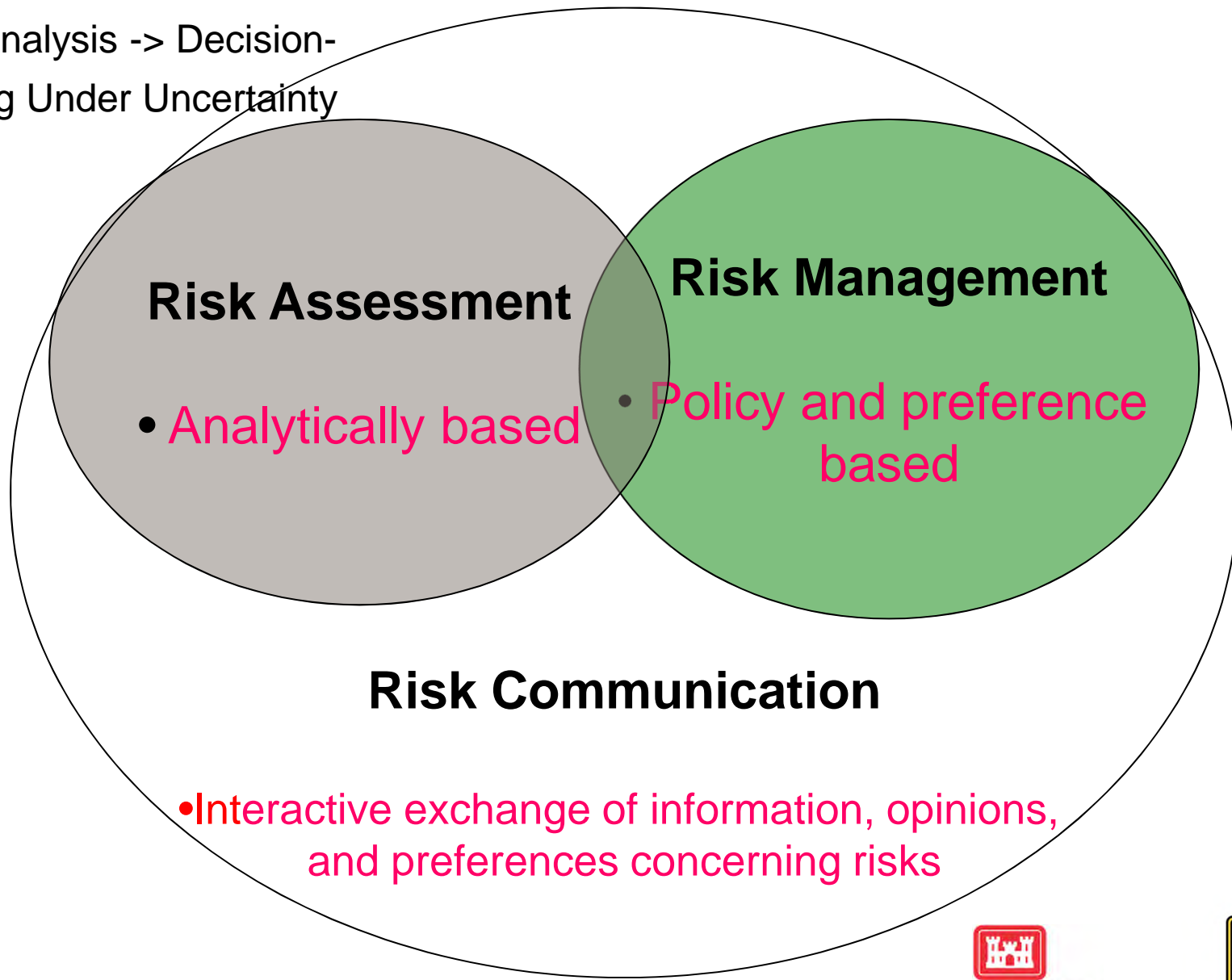


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Risk Analysis – Organizational Model

Risk Analysis -> Decision-Making Under Uncertainty



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MULTI-COP RISK ASSESSMENT SURVEY & DATABASE

– Risk Assessment Survey Tool and Database (ACE-IT)

- Respondent Level of Experience
- Identify Key Product/Service (Planning, Design, Construction)
- What is the most significant or common problem (thing that can go wrong) to your CoP's ability to deliver this CAP product on time, within budget and to appropriate quality standards?
- <https://team.usace.army.mil/sites/LRD/PDT/CAPSummit/default.aspx>
- Pre-summit individual CoP Risk Assessment discussions/collaborations.



SUMMIT PRESENTATIONS AND DIALOGUE

PPM

CAP Feasibility Products/Services

- Key Products/Services
 - ▶ PMP (Plan for Success)
 - ▶ P2 Schedule/Budget
 - ▶ Risk Register
 - ▶ FID/FCSA/EA/DPR
 - ▶ Receipts of Fed/Non-Fed funds
 - ▶ T&E species coordination
- Most Significant Problems/Risk
 - ▶ Lack of management controls (Scope/Schedule/Budget)
 - ▶ Time and Cost Growth
- Most Common Problems/Risks
 - ▶ Compliance with PMBP standards
 - ▶ Lengthy review process
 - ▶ Lack of/timely receipt of Sponsor funds
 - ▶ Cost/timing of T&E compliance
- Best Practices to Mitigate Problems/Risks
 - ▶ Eliminate/reduce/concurrent reviews on low-risk studies
 - ▶ Secure non-Fed funds
- Best Opportunity Risks
 - ▶ Follow the PMP
 - ▶ Communicate clear requirements and expectations to sponsors
 - ▶ Build quality throughout product development
 - ▶ Hold PM/PDT accountable
 - ▶ Increase sense of urgency/emphasis/priority to "deliver" what we say

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SUMMIT PRESENTATIONS AND DIALOGUE

PPM

CAP Engineering & Design Products/Services

- Key Products/Services
 - ▶ PMP Update
 - ▶ PPA
 - ▶ P&S
- Most Significant Problems/Risks
 - ▶ Lack of management controls (Scope/Schedule/Budget)
 - ▶ Time/Cost Growth
- Most Common Problems/Risks
 - ▶ Insufficient information prior to start of design
 - ▶ Risks pushed from Feasibility Phase are realized
- Best Practices to Mitigate Problems/Risks
 - ▶ Thorough reviews of alternatives (FAAM) to identify major risks down the road
- Best Opportunity Risks
 - ▶ Increased review in feasibility could lead to time/cost savings in Design Phase
- Performance Metrics/Monitoring
 - ▶ Implement EVM mindset (cost per milestone)

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SUMMIT PRESENTATIONS AND DIALOGUE

PPM

CAP Construction Products/Services

- Key Products/Services
 - ▶ PMP Update
 - ▶ RTA/Contract Award
 - ▶ Project Construction
 - ▶ S&A/EDC
 - ▶ Closeout
- Most Significant Problems/Risks
 - ▶ Lack of management controls (Scope/Schedule/Budget)
 - ▶ Time/Cost Growth
- Most Common Problems/Risks
 - ▶ Lack of initial geotechnical
 - ▶ Changed site conditions
 - ▶ Lack of LERRDS
 - ▶ Delayed awards/carryover
- Best Practices to Mitigate Problems/Risks
- Best Opportunity Risks

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INPUTS TO LRD CAP RISK MANAGEMENT PLAN

Baseline Risk and Opportunity Assessment/Profile

- Financial Management Risks
- Quality Management Risks
- Schedule Management Risks
- Key risk themes
 - Scope definition and growth
 - Inadequate internal PDT coordination and communication
 - Carryin
 - Uncertainty, lack of requisite information
 - Late discovery of policy and technical issues
- Many great ideas on risk mitigation to be evaluated and incorporated into LRD CAP PgMP/SOP



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Questions?

Type questions in the chat box.
We will answer as many
as time allows.

This webinar will be posted to the
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CAP EXECUTION – THE RCPC EXPERIENCE

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Mark Bierman, Regional CAP Production Center
01 March 2018



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OVERVIEW

- The 5 Ws of the Regional CAP Production Center
- What Has Worked
- Challenges
- Strategies & Lessons Learned



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REGIONAL CAP PRODUCTION CENTER (RCPC)

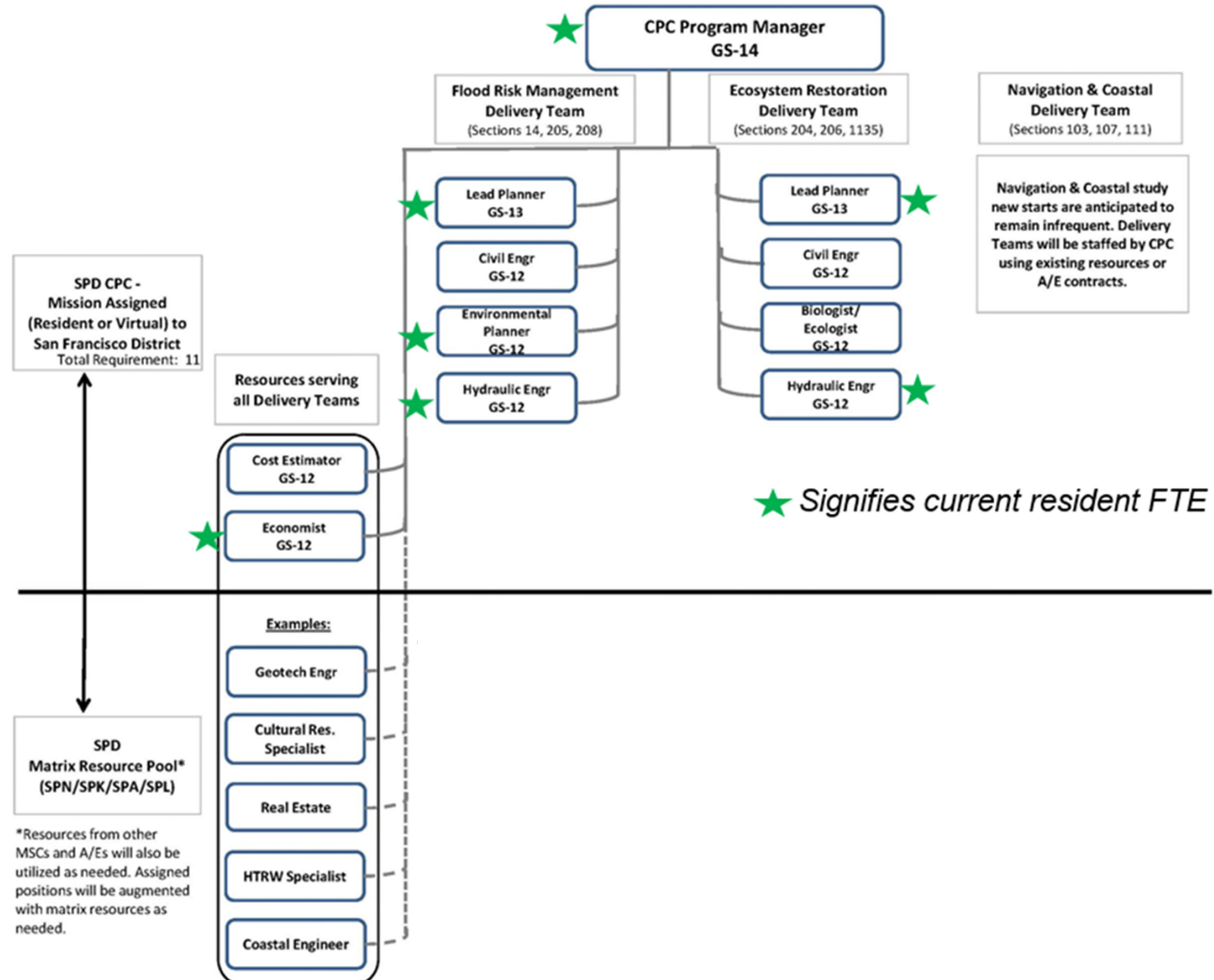
- New organization established to improve the execution of CAP feasibility studies in SPD (OPORD 2015-07)
 - Staffing to current level in Nov 2016
- BIG Idea: Cadre of employees dedicated to producing CAP feasibility reports for SPD
 - Multiple disciplines aligned under 1 supervisor
 - Resident and virtual team members
 - Nested within SPN PPMD
 - PM & Counsel remain with the home district
 - District CAP Leads assigned
 - Project D&I completed by District



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CPC Final Operating Capability (FOC) Organization Structure



WHAT HAS WORKED

- Permanent “Tiger Team”
- Opportunities for dual-hatted PM/Lead Planner
- Application of some SMART Planning tools
- Strong MSC support and leadership
- Outreach support to districts



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CHALLENGES

- Remote study management
- Providing close technical oversight and opportunities for development
- Developing a common understanding of process, etc.
- Managing with fluctuations and uncertainty in CAP workload



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STRATEGIES & LESSONS LEARNED

- Remote study management
 - Active, strong PM role key
 - Open and frequent lines of communication (including with sponsor)
- Technical supervision
 - Formal and informal mentoring
 - Integration into CoPs
- Common understanding of process, etc.
 - Regional meetings (summits)
 - Documentation

STRATEGIES AND LESSONS LEARNED

- Workload fluctuations
 - Ask not what your District can do for you...



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