

Establishing an effective risk mitigation plan will reduce the impact of distressed programs/projects, by minimizing expensive disputes and delays to operational turnover. It should also create a better and safer place to work, leading to higher quality work and less defects/day 2 work.

Changes in a program or project are inevitable. We are in uncertain times with multiple indicators that will lead to an increase need for change, many of which will be positive.

Program and project execution plans are intended as a communication of good practice; hence most projects and organizations have them in place and are the basis for delivery/execution. Some of the detail will vary depending on governance and legal requirements. Examples of where it fails is due to a lack of or poor-quality document control, particularly poor communication and lack of training.

I have successfully completed countless risk and compliance reviews, proactively to set up and monitor, and reactively to provide technical support during a dispute resolution. A root cause issue is once the contract and playbook are signed off, they are put on the top shelf, and project teams are not informed of the requirement and therefore not held to account. This means from the start we have elevated risk.

When followed it's amazing how much better the outcome. I recall in Miami for a large project a comprehensive mitigation plan was in place to minimize impact of a hurricane. It was understood by all, and when activated saved lives, protected the partially completed tilt wall construction project and there was accurate documented record of events from before, during and after which led to effective claim resolution and payment to the supply chain, as well as minimizing the loss of time to achieve turnover.

There are many examples of playbook drafted as a top-down mandate, without understanding that the nature of projects will impact the ability to comply, or will carry costs and time impacts. I recall a Delegation of Authority procedure that required the head of real estate to sign off every spend over \$5,000, it led to a massive bottleneck, and work arounds being instigated, that had consequential impact.

I recall for a high-volume manufacturer that due to its own global demand led to delays in delivery of key equipment and materials. This was not fully understood at an operational level, such that manufacturing facilities could not meet the normal timelines.

I can go on with more examples, and many of you know my passion. I will pause here, the above should provide food for thought. My experience in risk planning and compliance provides the tools and detail of what to look for and prioritize, more importantly the smart methods to deliver regardless of the size, location and nature of the program/project. I invite you to my website at www.parkerconstructionconsultants.com or reach out to me directly.