

The logo for ASCI (Ascension Systems Inc.) features a stylized blue 'A' and 'S' that form a continuous shape. The 'A' is a simple triangle, and the 'S' is a thick, rounded curve that connects to the 'A'.

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From the Captain to the Cook



What do the Captain and Cook have to do with construction mega projects?

Nothing!

But! There is something to be learned

- **Shared Goals**
- **Shared Training**
- **Shared Language**
- **Well defined organization structure**

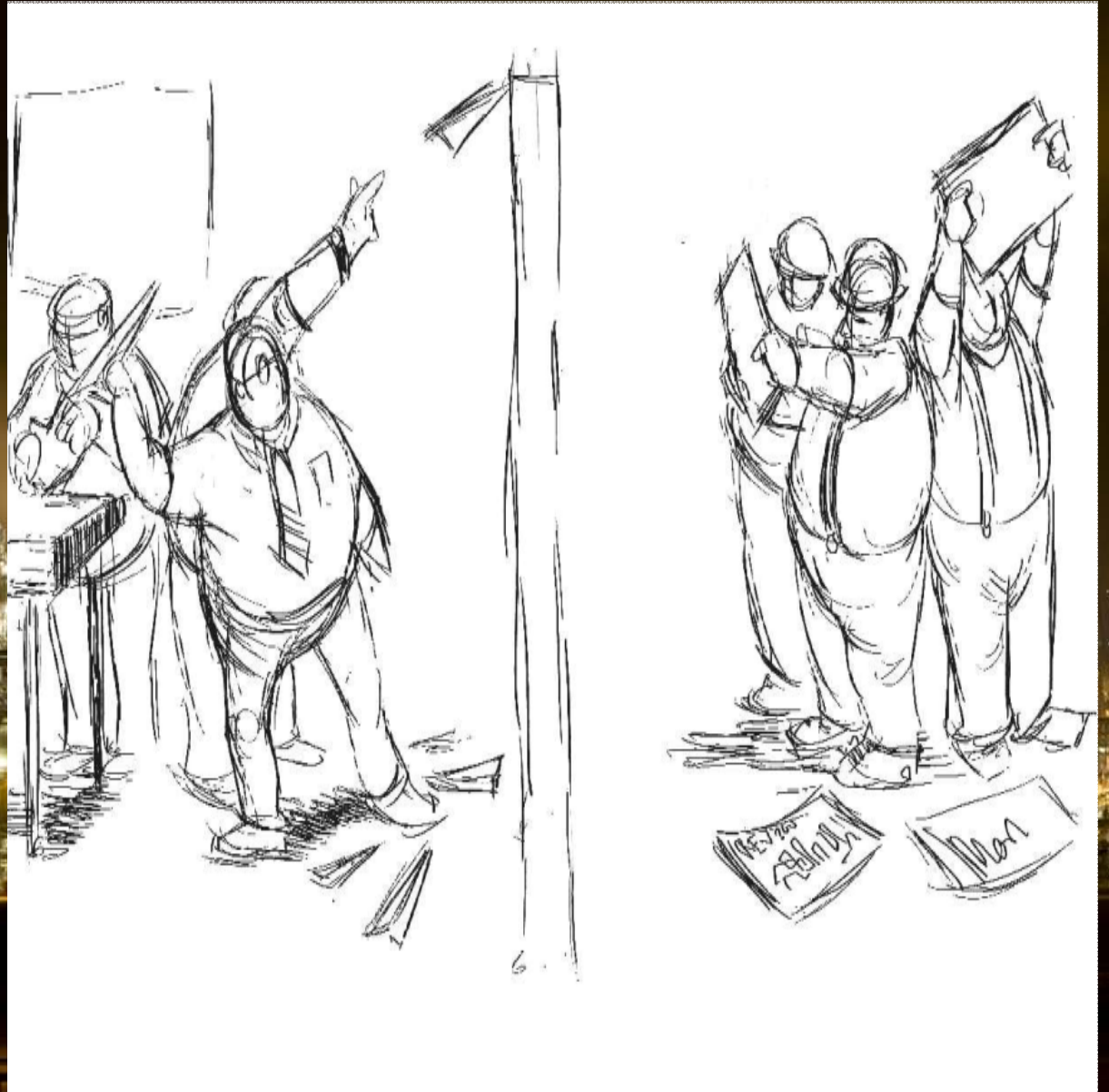


Problems for Mega-Projects

- **Large cost over runs and schedule delays**
 - *People shortages*
 - *Material shortages*
 - *No shared or at best inconsistent goals*
 - *Little or no shared training*
 - *No or defacto shared language*
- **Litigious**
- **Outdated business model**
 - *Minimize costs*



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Workface Planning

- **Establish Common Framework**
- **Establish Common Priorities**
 - *Construction Driven*
- **Use of similar terminology**
 - *Is FIWP or FWP*
- **Documentation**



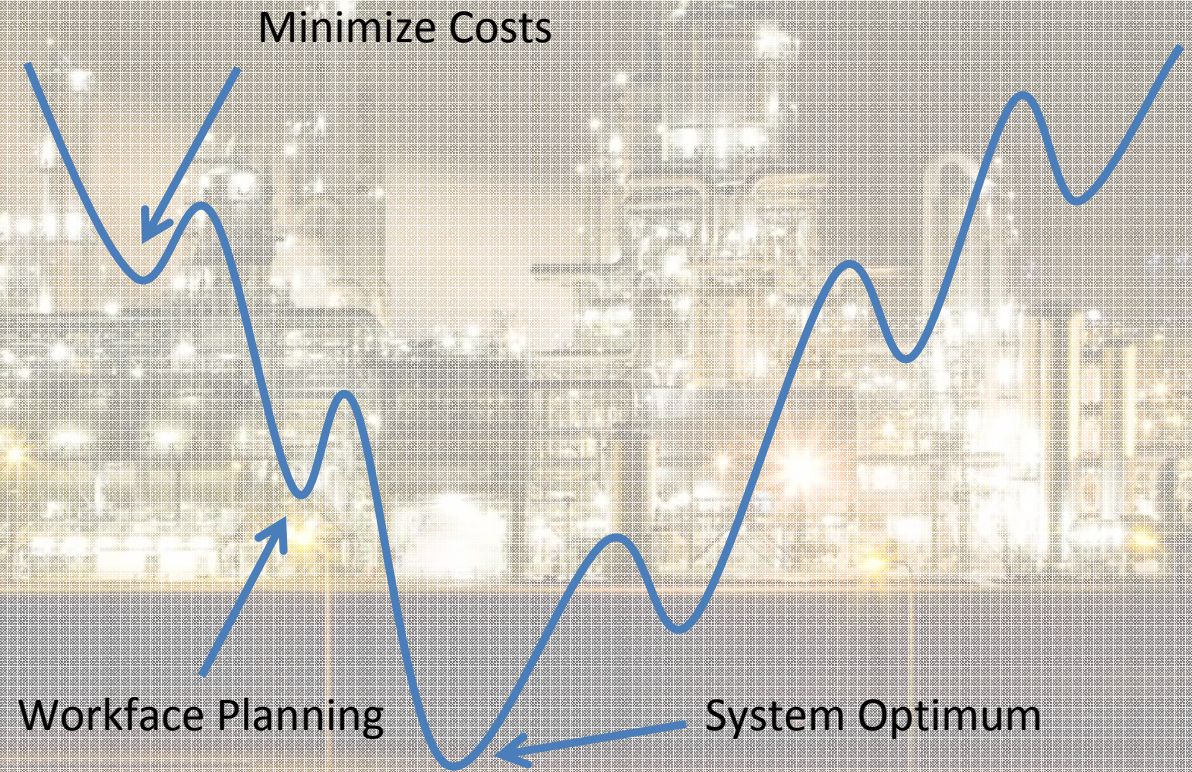
Workface Planning Issues

- New concept- not fully developed or proven
- Varies from Org to Org
- No shared training
- No common language
- Support systems
 - *WFP Systems are new and do not address complete scope*
 - *Few standards*
 - *Data integration issues*
 - *Many ad hoc programs*
- Not a complete solution



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The Multi-Objective Problem





Captain to Cook Redux

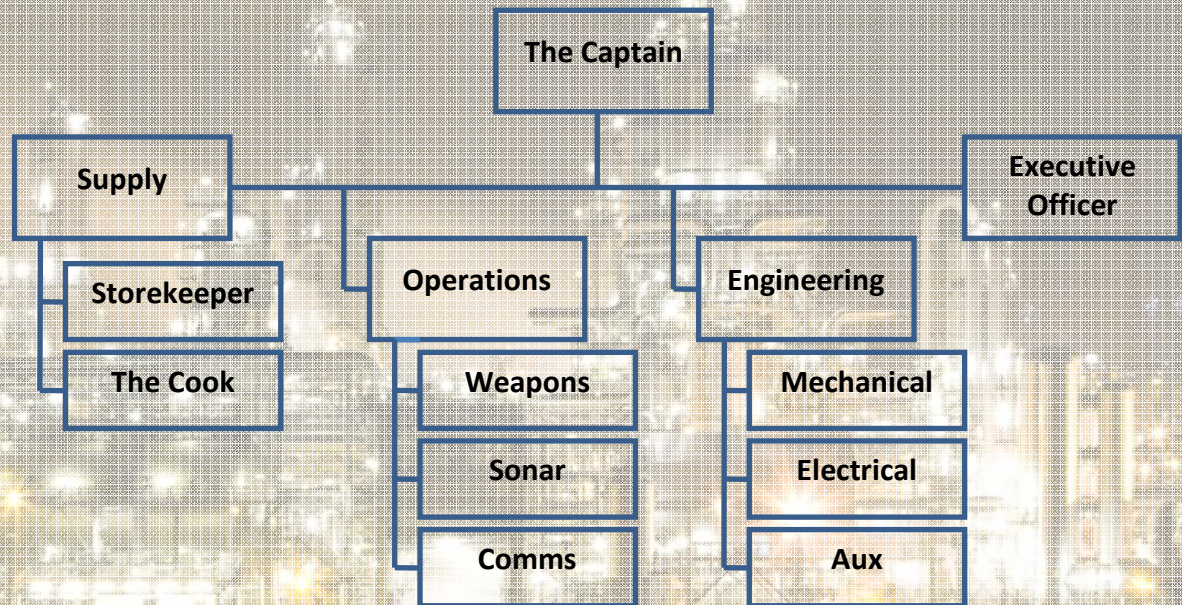
How did we get the Captain and Cook on the same page?

- Training!
- Training!
- Qualification
- Organization!
- And assessment.



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Organization





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The Submarine Model

- **Expert training – Each prospective crewmember is already trained in a specialty area**
- **Platform Training – 3 to 6 month Submarine School**
- **Qualification – One year on board training lead to qualification as Submariner**
- **Continued training – Leading to increased responsibility**
- **Assessment**



Expert Training

- **Machinist**
- **Electrician**
- **Electronic Tech**
- **Commissaryman (the Cook)**
- **Engineering (the Officers)**
- **Management Trainees (the Officers)**
- **Management (the Captain)**



Platform Training

- **Submarine School – All**
 - *Training in all aspects of submarine operations*
 - *Classroom*
 - *Simulator training*
 - *Safety training*
 - *Common Language*



Onboard Training Training

- On board training – All
 - *Overall training on all aspects of operations and systems*
 - *Hands on training on unique systems*
 - *Conducted by senior crewmembers*



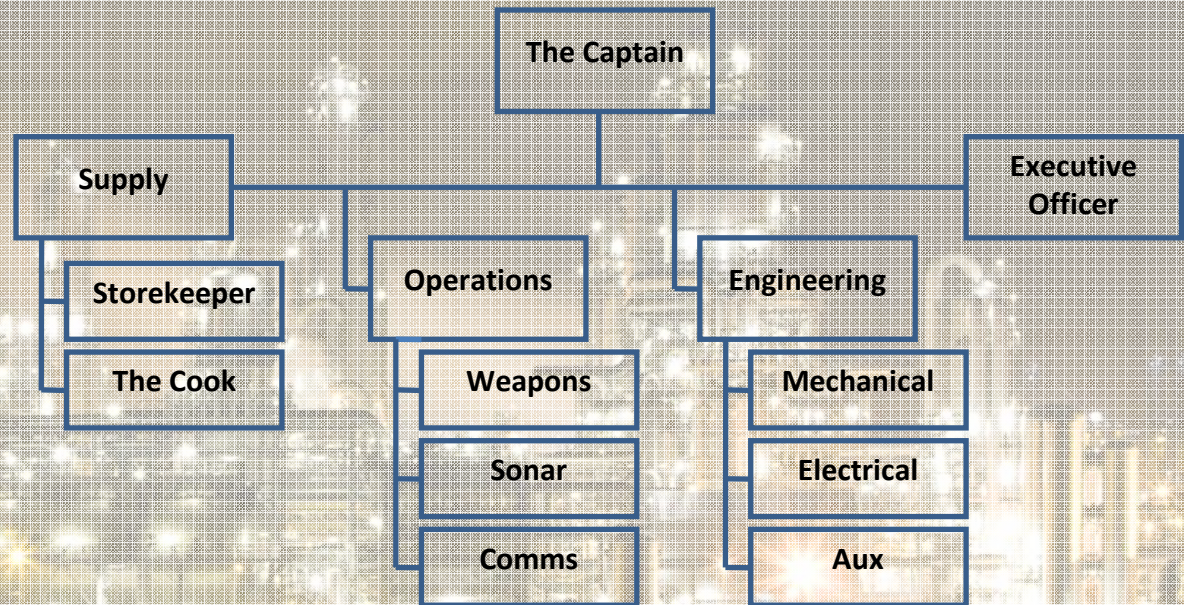
Qualification

- **Earning your Dolphins**
 - *Written exam*
 - *Oral exams and walk through*
 - *Recognition*



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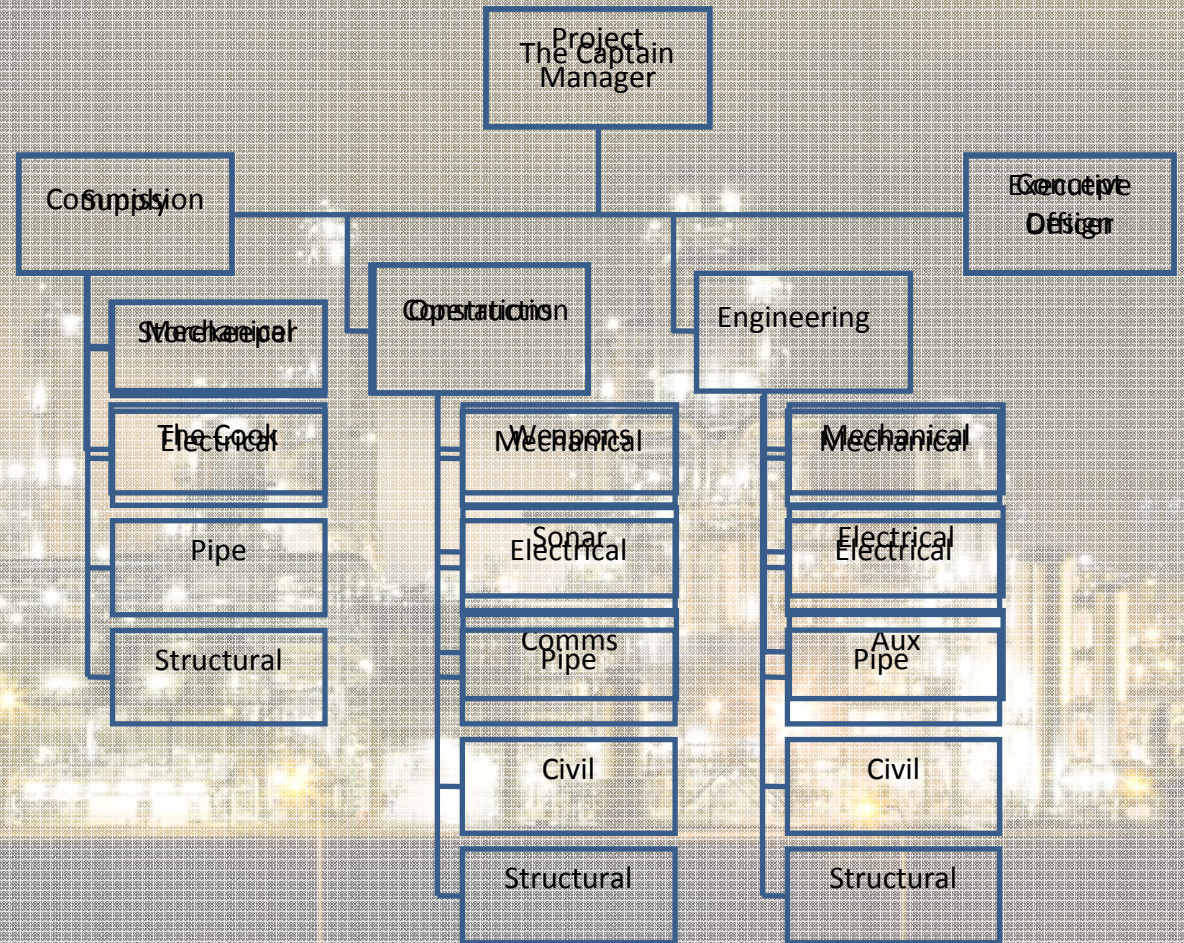
Captain Qualification

- **Successfully performed in all division officer billets**
- **Served as Executive Officer**
- **Attend Prospective Commanding Officer program – 3 to 6 month assignment**
- **Qualify for Command**



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Recommendation

- Establish universal Workface Planning program
- Establish company specific training programs for all levels
- Develop qualification program for all levels
- Develop Assessment tools for individual and team



Universal Training

- All must attend
- Standardized across stakeholders
- Available online or through stakeholder networks
- Cost effective
- Continuing education



Company Specific Training

- All must attend
- Train in company specific implementation
- Available online or through stakeholder networks
- Cost effective
- Continuing education



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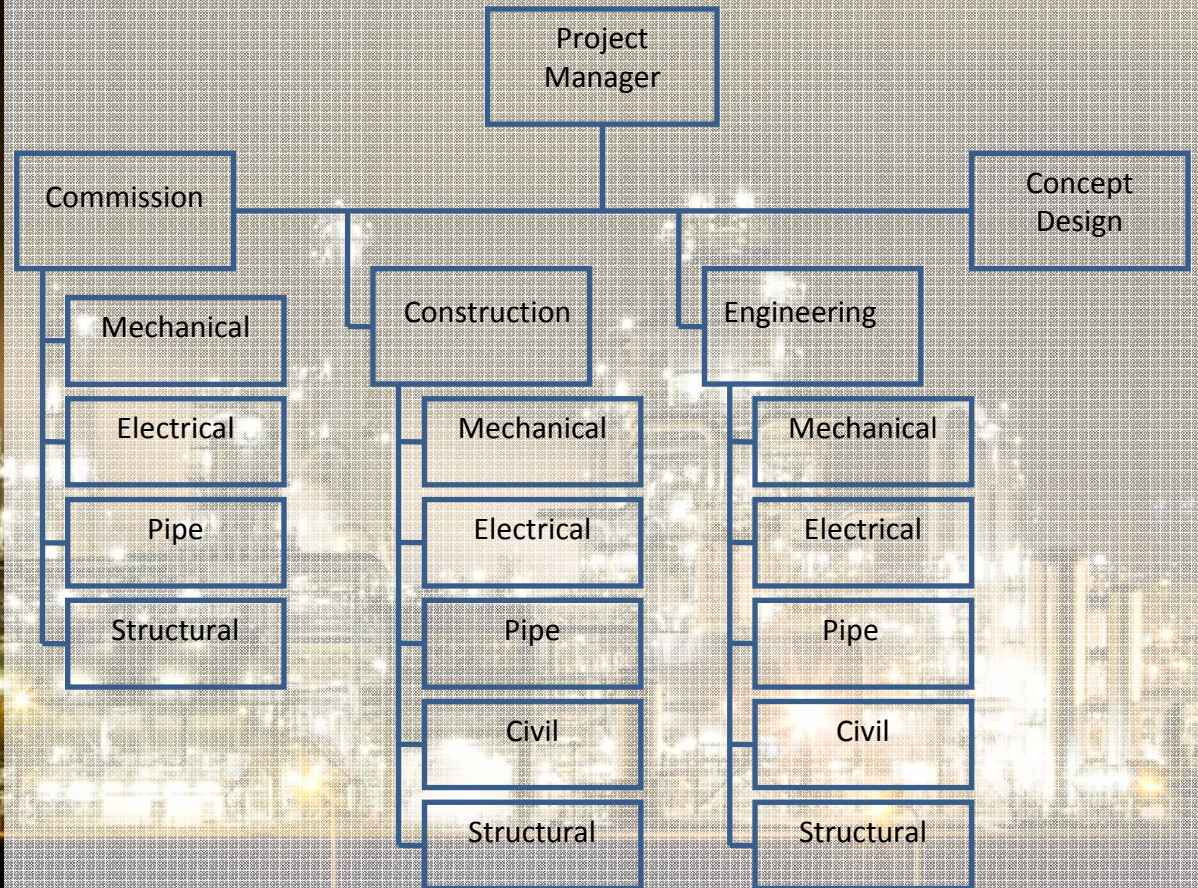
Qualification Program

- On the job demonstration of Workface Planning knowledge
- Recognize qualification
- Qualification transferrable
- Renew qualification by project or employer



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Recommendations

- **Establish Project Manager Career Path and Qualification program**
- **Need to move beyond PMI or upgrade PMI training**
- **Develop contact language to give Project Manager “Captain Like” authority over project resources and performance**