

Appendix A - Recommended Leading Practices for Policy and Procedure Manual

The following processes are recommended leading practices that FP&C may consider implementing in any future updates to the FP&C PPM:

- Section 12 – Risk Management
- Section 13 – Project Communication
- Section 18 – Lessons Learned

12 Risk Management

This Risk Management policy establishes a guideline and approach for successful management of risks that a project might face during its entire life cycle. Risk management tasks involve proactively identifying and mitigating project risks to facilitate project success. To do so, the following must be considered:

Recognize that risk will always exist in construction and that the objective of a Risk Management Plan is to minimize its impact.

Not all risk will be eliminated; while some may be, others will only be mitigated or managed in another way (e.g. transferred).

Risk should be carried by the party most suitable to do so. However, the transference of the Risk should be equitable and not arbitrary.

Guidance is needed for the systematic approach to the identification, quantification, and the monitoring/controlling of risk.

- Such will necessitate the development of control documents such as the 'Risk Register'.

The early evaluation of costs due to risks serve as a foundation to determine project contingency.

12.1 Risk Management Process¹

Risk management processes are different for Large and Small Projects.

¹ Refer to Appendix 12.1W – Risk Management Workflow

12.2 Typical Risk Events Worksheet

The Typical Risk Events Worksheet (Appendix 12.

4. Indication of quantitative numerical impact on project objectives if the risks do occur.

13 Project Communication

Consistent project reporting helps keep the Client and project stakeholders informed of the current status of the Project. The Project Manager (PM) is responsible for regular reporting. Standard project report templates (detail below) should be used for all reporting; amendments to the standard template should be made as appropriate, with approval of the Director.

Upon commencement of Design Phase activities, the PM is responsible for completion and distribution of standard project reporting on a monthly basis. Reports should be distributed

18 Lessons Learned

18.2 FP&C Lessons Learned

For all projects, the PM should be aware of lessons learned from previous projects maintained in the FP&C Lessons Learned (Appendix 18.2).

The PM inputs the project lessons learned summary into the FP&C Lessons Learned Log for future use.

On at least an annual basis, the PM performs analysis on the FP&C Lessons Learned Log to identify trends and opportunities for FP&C improvement. This report is published to FP&C personnel.

Facilities Planning and Construction (FP&C)

UAA FP&C Risk Register for Large Projects

Project: <insert Project name> PM: <insert PM>
Project ID: <insert Project ID> Updated: <insert last update date>

ID	Status	Raised by	Date ID'd	Date Last Updated	Description	Cost Impact	Time Impact	Probability (H/M/L)	Probability (%)	Impact (H/M/L)	Risk Classification (H/M/L)	Probability \$ Impact	Probability Time Impact (days)	Mitigation Plan	Mitigation Activities Pursued (incl. dates)	Action Owner	Closure Date
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Guide Active/Closed Name of party

Facilities Planning and Construction (FP&C)

<Project Name>
<Project Manager>

Project ID:
Updated:

<Project ID>
<Insert last update date>

Item #	PPM Section		Project Size	Owner of Communication Task	Communication Type	Communication Type Details	Attendance	Frequency	Associated Template/ Documents	Elements of Communication
1	6	Initiation	All	Project Manager	Meeting	Project Scoping	Project Team	Per each scoping phase	Design Assessment Checklist	Scoping Session to occur within 2 weeks of PM Assignment PM to capture full intended scope of work from Client
2	9	Closeout	Large	Project Manager	Meeting	Lessons Learned Workshop	Project stakeholders	1x per project (@ completion)	Project Lessons Learned Log	
3	10	Schedule Management	All	Project Manager	Meeting	Project Schedule Meeting	Project stakeholders	As required	Schedule Checklist	
4	11	Risk Management	All	Project Manager	Meeting	Risk Management Meeting	Project stakeholders	As required	Risk Register	
5	12	Project Communication	All	Project Manager	Meeting	Internal FP&C Staff Meeting	FP&C Staff	Bi-Weekly (2x/month)	Item #8 & #9	
6	12	Project Communication	Large	General Contractor	Meeting	Coordination Meeting Owner-Architect-Contractor (OAC)	Project stakeholders	Bi-Weekly (2x/month)	n/a	
7	13	Change Management	All	Project Manager	Meeting	Project Change Meetings	Project stakeholders	As required	1. Contractor Potential Change Order 2. Change Order Log	
8	12	Project Communication	All	Project Manager	Report	Dashboard Summary	Project stakeholders	Bi-Weekly (2x/month)	Dashboard	To be communicated at Internal FP&C Staff Meeting (Item 5)
9	12	Project Communication	Large	Project Manager	Report	Monthly Project Report	Project Team	Monthly	Monthly Report for Large Projects	To be communicated at Internal FP&C Staff Meeting (Item 5)
10	12	Project Communication	Large	Director	Report					

● On Track (Scope, \$, Schedule)

Appendix 13.2 – Monthly Report Summary for Large Projects Template

Facilities Planning and Construction



Project
Status
Report

<insert
Project
Name>

Project Manager:

<Month Year>

1 PROJECT OVERVIEW

1.1 STATUS

<A description of the project should be provided, including an overview of the scope, total project costs (budget and forecast costs), and expected completion schedule including key milestones.>

1.2 DASHBOARD REPORT (LARGE PROJECTS ONLY)

Metric	Current	Prior Month	Comment
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3 COST REVIEW

3.1 FORECAST REVIEW

<A summary of the most recent forecast should be included, including total project costs and a summary of costs, at a minimum, showing Approved Budget, Forecast, Forecast Variance from Prior Month, Forecast Variance from Budget, and Actual spend to date.>

3.2 BUDGET VARIANCES

<All variances in excess of 10 percent should be summarized. Variances should be calculated as forecast relative to budget, as well as the forecast relative to the prior month's forecast.>

4 SCHEDULE REVIEW

4.1 SCHEDULE STATUS

<The status of the project, including expected milestones and the projected project completion date. The schedule should be inserted at a detail level no less than the Feasibility Schedule requirements, including the baseline and current schedule.>

4.2 SCHEDULE VARIANCES

<A summary of all schedule delays should be included.

6 PROCUREMENT SUMMARY

6.1 PROCUREMENT STATUS

<A summary of the procurement strategy and key procurement dates should be summarized. The status of all procurements of \$50,000 or greater (or 20% of the project costs) should be summarized, including procurement, vendor (if selected), key dates, and value of the procurement (including relative to budget). The total procurement amount and actual procurement complete to date (e.g., contracts executed), including %, should be contained.>

6.2 CHANGE ORDER MANAGEMENT

A summary of all construction change orders for the project is provided below:

Status	# of Change Orders	Cost Impact	Time Impact
Approved			
Expected			
Pending			
Total Exposure	<sum of Approved, Pending & Expected>		
Rejected			

<A summary of all Pending and Expected Change orders should be provided:

Change Order 1:

Change Order 2:>

7 RISK MANAGEMENT

<A copy of the most recent risk register should be inserted. All risk events (changes, additions, subtractions) over the prior period should be summarized.>

8 SAFETY REVIEW

<Insert a summary of any safety events over the prior period, including injury incidents, shutdowns, etc., if any.>

A summary of project safety st

Appendix

Project Photos

Cost Report (current month)

Current Schedule

Current Forecast

Appendix 18.2 – FP&C Projects Lessons Learned Overview Template

FP&C LESSONS LEARNED

1	Project Manager:	Project Name:	Date:
	Contractor Name:		Contractor Project Manager:
	Original Contract Value:		Final Contract Value:
2	Project Manager:	Project Name:	Date:
	Contractor Name:		Contractor Project Manager:
	Original Contract Value:		Final Contract Value:
3	Project Manager:	Project Name:	Date:
	Contractor Name:		Contractor Project Manager:
	Original Contract Value:		Final Contract Value:
#	Project Manager:	Project Name:	Date:
	Contractor Name:		Contractor Project Manager:
	Original Contract Value:		Final Contract Value:

#	Project Manager:	Project Name:	Date:
	Contractor Name:		Contractor Project Manager:
	Original Contract Value:		Final Contract Value:

Executive Summary

<p>Project Description (short description of project):</p>
<p>Project Successes (bulleted list of only the <u>most important</u> things that went well):</p>

Distribution

Full Report	Executive Leadership
	Name