Building a Great AWP Experience

Fernando España, President
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- President and AWP Delivery Excellence Program Lead
- Recognized thought-leader and expert
  - Advanced Work Packaging (AWP)
  - WorkFace Planning (WFP)
  - Lean Project Delivery (LPD)
  - Integrated Materials Management (IMM).
- Over 35 years of professional experience in project management and executive leadership
- In-depth knowledge of the construction industry
- UC Berkley graduate with multiple degrees in engineering and construction management
The Industry Leaders in Advanced Work Packaging

We empower Owners and EPCs in a wide variety of industries globally to solve efficiency, alignment, productivity and cost-avoidance challenges.

We support projects large and small to benefit from adoption of AWP, Lean, BIM, Modularization and other performance improvement initiatives.
Defining your AWP Experience
Audience Participation

Your Personal Perspective:

What do you consider a positive project experience?
People, Process, Technology + Culture

The Science Behind a Great AWP Experience
Common Misconceptions

“We are already operating efficiently.”

“I’ve already been doing this for 30 years.”

“This is something the Contractor does.”

“That requires a lot of work!”

“Leadership doesn’t understand what it takes.”

“I have to add a lot of money to do this that will make my company non-competitive.”

“Something I have to do along with my current job?”

“Owners want it but won’t put up the money.”

“I’m not involved in the construction phase so it doesn’t apply to me.”

“It won’t stick.”
Frequent AWP Program Shortcomings

- Not making the AWP Program fit for purpose
- Lack of a training program
- Lack of dedicated resources
- No alignment between functional groups
- Lack of an AWP Contracting strategy
- Leadership and key managers not proactively engaged
In an ideal AWP experience, the program is **highly robust** and can be adapted and applied to a variety of projects.
Integrated Organization with Defined AWP Roles

- Holistic Approach
- Aligned Teams
- Proactive & Collaborative
- AWP/WFP
- Project Management
- Construction
- Engineering
- Resourcing
- Operations
- C&SU
- Project Controls
- Quality
- Safety

Shared Knowledge
Trust & Respect
Well-Defined Solutions
Internal and external teams are fully and effectively trained and engaged in their role in the program.
Defining Your AWP Experience: The Ideal

Self-paced, role-based training programs are available for, and required of, all new staff members.
Defining Your AWP Experience: The Ideal

All construction technologies used are in sync, and data is readily available for use across all relevant tools (effective *integration of technologies*).
Defining Your AWP Experience: The Ideal

“I’m enabled with field mobility tools to interact with information sources and provide updates in real time.”
Defining Your AWP Experience: The Ideal

“I can visualize status and make better decisions from dashboards streaming leading indicators.”
Dedicated AWP Program management personnel meet to regularly assess the program performance to ensure that goals are continually met.
Elements of an Empowering AWP Program
Alignment

If you don’t know where you are, it is hard to script a great experience forward.

Take advantage of assessment tools

- Biweekly reporting
- Visual Status / Progress Guages
- Dashboards
- KPIs
Delivering the Experience!

- Starts with leadership
- Supported by leadership
- Resourced by leadership
Delivering the Experience!

1. **RIGHT PROGRAM**

   - Formally establish an AWP Delivery Excellence program based on best practice that works for your organization
   - Adaptable to suit project, program, and portfolio types
   - AWP toolkits and supporting win-win contracting strategies that enable optimal project engagement across interdependent functional groups and organizations.
Delivering the Experience!

2. The right PEOPLE & ORGANIZATIONS

- Dedicated team lead
- Adequate support team
- Staff augmentation by external resources as needed
Delivering the Experience!

3. Integrated and enabling TECHNOLOGY

- The integration of all your key construction technologies to enable a high degree of effective data utilization
- Defining information exchanges and data threads to maximize automation
- Intelligent dashboards with key leading indicators that enable better earlier decisions
Delivering the Experience!

4. Institute **rigorous PROCESS** to avoid unnecessary project delays and overruns.
   - Establish readiness environments where go / no-go decisions are shared responsibilities
   - Establish oversight and continuous improvement programs to maintain the integrity of the Program
   - Establish a continual improvement program
Delivering the Experience!

5. **Effective education and TRAINING** of your internal and extended contractor networks to properly enroll everyone in your AWP program

- Awareness, Role-based, Best Practice
- Role based Playbooks with Touchpoints and Job Aids
- On-boarding for new personnel
Delivering the Experience!

6. Seeking expert GUIDANCE as needed to supplement internal expertise and personnel.
   - Maintain best industry practice
   - Industry experts
   - You don’t know what you don’t know
Next-Gen Work Packs
What is a Next Gen IWP?

- Fully Modularized IWP Templates
- Plug and Play Discipline-Specific Template Sections
- Variable Content Paneling for Different-Type & Size IWPs
- Integration for Software and Non-Software Implementations
- Digital Check-Box Task Progressing
- Data Minable PDFs
- Safety Information
- Access Planning
- Coordination Tracking / Permitting
- Close-Out and Sign-Offs
PDF Digital Progressing

• Take the Next-Gen IWP to the field on a tablet and gain real-time visual progressing
• Check-box-driven progress capture
• Update project controls progress systems directly via updates in the IWP
• Empower Weld Tracking logs
Excel-driven MTO from existing tracking systems

Auto-size and load MTO templates direct from MTO Excel exports
Leverage Next-Gen IWP Methodologies and Templates

- Seamless communication is critical
- Lower search times, helps team members avoid confusion and decrease frustration
- Decisions can be made more collaboratively – make it easy for team to make go-no-go decisions
- Give people accountability and ensure they can get what they need
- WorkFace Planners can produce better-quality packages and spend more time on value-added planning
Supercharge Your WorkFace Planners

- Allocate more time for value-added planning
- Leverage lower-cost, offsite IWP technicians
- Modularize the IWP process
- Clearly define support roles of constraint owners
- Avoid re-work through advanced revision management
- Integrate IWPs well across disciplines
Thank You