

CBIPS AECOM Practicum

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Agenda

- AECOM Overview
- Introductions
- Practicum Mentorship: AECOM Deputy Project Manager Team
- Practicum Methods: Agile Project Management and Traditional Project Management
- Practicum Project Examples:
 - a. Operational Excellence Initiatives with Agile Project Management
 - b. Traditional Project from planning through closeout





AECOM overview

Delivering a better world

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Who we are

We are the world's trusted infrastructure consulting firm.

We partner with those who want to make a positive difference as we lead the change toward a more sustainable and equitable future.



We're one team driven by a common purpose in everything we do:

Delivering a better world.

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Our business



Design consulting services

Connecting disciplines and resources to deliver innovative infrastructure solutions

Planning, architectural, engineering and consulting services for public- and private-sector clients around the world



Construction management

Delivering the most iconic, complex structures ever conceived

Building, modernizing and expanding projects throughout North America



AECOM Capital

Best-in-class investment and execution capabilities

Investor and developer of real estate across North America and select international markets





By the numbers



Most Admired Companies" seven years in a row **#1 transportation** design firm, facilities design firm, program management firm and global environmental consulting firm, and **#2 water design** firm as ranked by *Engineering-News Record* Named one of 2021 World's Most Ethical Companies for its commitment to integrity and making a positive impact by Ethisphere

Received a perfect score for three years in a row on the Human Rights Campaign Foundation's Corporate Equality Index





Introductions

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Marilisa Stigliano Director of Operations

Education

- B.S. Civil Engineering La Sapienza University of Rome
- M.S. Civil Engineering Structure – La Sapienza University of Rome
- M.S. Construction Engineering and Management – Columbia University

Years with **AECOM**

7+

Qualifications + Accreditation

Project Management Professional (PMP)

Agile Certified Practitioner (PMI-ACP)



Dimitra Karachaliou Project Controls Manager

Education

- Diploma in Civil Engineering, Structural (5-year Accredited Degree) – National Technical University of Athens
- M.S. Construction Engineering and Management – Columbia University

Years with AECOM

5

Qualifications + Accreditation

Project Management Professional (PMP)



Mentorship Team: The Deputy Project Manager Program

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The **Deputy Project Manager Program** is a regional program established in Metro New York with the following objectives:

Provide support to Project Managers

Attract young professionals

Grow the next generation of PMs









Program Goals

Provide support to Project Managers

Provide support to PMs with activities related to project management, project controls and operations throughout the project life cycle

Main responsibilities include project set-up, cost control and reporting, scheduling, estimates at completion, subconsultants and change management, invoice and cash management

Key interface between the project team and operations, finance, working capital, procurement, quality and safety

Attract young professionals

Attract top talent with a role that enables them to explore the various business lines, departments, and practices, before finding their place in the company

Built a strong diverse team: currently 20 professionals from 10+ countries, backgrounds in civil, mechanical, electrical engineering, architecture, planning, environmental studies

Close collaboration with **local universities** and **student chapters** to attract best talent

65+ young professionals have joined the program since inception

Grow the next generation of PMs

Invest in the next generation of Project Managers through exposure to various aspects of the business and with a tailored training and mentorship program

Develop PMs that will have an understanding of the business and of AECOM's specific processes, procedures and requirements

Work with each DPM and business line to develop ad-hoc career paths based on individual interests and business needs

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Practicum Methodologies: Agile Project Management and Traditional Project Management

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What is a project?

A Project is chartered to create a specified "deliverable" as efficiently as possible (Project Management Institute [PMI], 2008a).



What is Project Management?

Project management is the use of specific knowledge, skills, tools and techniques to deliver something of value to people. The development of software for an improved business process, the construction of a building, the relief effort after a natural disaster, the expansion of sales into a new geographic market—these are all examples of projects.





Agile Project Management

In the core of Agile project management lies the word "agility", which means "mobility, nimbleness", as well as from the Latin "agere": "to do, to act". This signifies the ability to move something forward in a quick way that allows easy changes of direction.





Agile Project Management – Phases



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Traditional Project Management - Phases



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Agile Project Management vs

Agile Project Management is an incremental and iterative approach.

Agile separates a project into sprints.

Agile allows requirement changes at any time;

Traditional Project Management

Traditional Project Management or Waterfall is a linear and sequential approach. Waterfall divides a project into phases. Waterfall avoids scope changes once the project starts.





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Practicum Projects: Operational Excellence Initiatives

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What is Operations

Managing Business Performance

Analyzing operational performance and proactively identifies areas of improvement; this includes analyzing KPIs such as utilization, gross margin, SG&A, EBITA and DSO.

Working with managing principals, finance and accounting to forecast volume of work and identify deviations from plan/outlook.

Main responsibilities management of the P&L.

Key interface Business Line Director of Operations, senior leadership team, support functions

Managing People

Recruitment, management, leadership and development of a team of project management/delivery and technical professionals and support functions. Supports the continued growth and development of a professional environment for a creative enterprise, built on design and delivery excellence. Drives Equity, Diversity and Inclusion initiatives

Main responsibilities recruitment and retention, succession planning, mentorship

Key interface Practice Leaders, Functional Leaders, all staff

Managing Projects

Client leadership, project leadership, project reviews, margin achievement and preservation; technical expertise and best practices; client satisfaction. Acts as an advisor to clients and acts as an advisor to others on client expectations, project delivery, technical practice and business units. Serves as top advisor on projects of large scope and complexity.

Main responsibilities project reviews, pricing reviews

Key interface Project Managers, Practice Leaders, Client Account Managers



Operational Excellence

"A philosophy of the workplace where problem-solving, teamwork, and leadership results in the ongoing improvement in an organization. The process involves focusing on the customers' needs, keeping the employees positive and empowered, and continually improving the current activities in the workplace."

What to avoid

We've tried this before and it didn't work

We've always done it this way





Challenge

Solution

Obtain updates on cash & billi	ng 😳 🚱 🏝	Database that updates daily that can be used to provide updates (probability and status)
15+ financial reports issued weekly/monthly		PowerBi dashboard that consolidate the information to make data actionable
Contracts stored in various locations		Database that can be searched via keywords

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Practicum Projects: Traditional Project Management from Planning through Closure

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Simulate all phases of a project







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Project Lifecycle

- Review contract document
- Define project stakeholders
- Prepare for a "Healthy Start"
- Develop a comprehensive Project Management Plan and Safety Plan
- Establish tools to monitor and control cost, schedule, risks
- Review Project Closeout Procedure



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... other opportunities

- Site visits
- Guest speakers
- Industry trends analysis



Thank you.

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