

THE PRACTITIONER

A monthly newsletter of the Energy Facility Contractors Group's
Project Delivery Working Group



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Project Management: The good, the bad, and the oh-so-ugly

Greetings, Energy Facility Contractors Group (EFCOG) Project Delivery Working Group (PDWG)! In this issue of the *Practitioner*, we take a look at the origins of the project manager and explore eight key roles a PM must play. Also, we'll find out about some of the biggest ethics and compliance blunders of the previous year. These articles will give you some food for thought as to the responsibilities of a PM, as well as some lessons learned on what to avoid.

Project Manager Roles and Responsibilities [8 Key Roles]

By Maja Mrsic, Project Management writer at [ActiveCollab](#)

How did it all start? In the late 1980s, Microsoft was launching an ambitious project and had run into a problem: there were way too many players involved. There were teams from marketing, engineering, and the business end, and no one knew how to coordinate all of them.

So, Microsoft came up with what was then an ingenious solution. They picked one person to take charge of who would be given significant authority to organize and coordinate their new project. Once Microsoft appointed a dedicated leader, everything went smoothly and the teams were much happier with their work dynamics. The end result of this new strategy was Excel.

Eventually, Microsoft made this new role as a staple for all their projects. Thus, the project manager was born.

WHO are project managers and what are they like?

Good project managers are people with an excellent entrepreneurial mindset. This allows them to think about a project beyond the basic skill set needed to manage it, and it is the project manager's job to direct teams and team members to the finish line. At the end of the day, the project's success or failure rests solely on the project manager's shoulders, and he or she is the one responsible for the end result.

Project managers keep knowledge and information flowing seamlessly. They need both technical know-how and first-hand knowledge of the tasks they assign to others to keep the project moving forward.

A project manager is like a doctor who leads the trauma team and decides the course of action for a patient - both at the same time. Without the right kind of authority to efficiently handle all the project management issues, development teams can easily get into trouble.

— Scott Berkun, author of "Making Things Happen"

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But technical know-how does more than enable project managers to communicate ideas effectively to all those involved. Good project managers use their technical understanding to win team members' respect. Since project managers influence more decisions than anyone else in the company, their primary task is to use what they know to not just win employees' respect, but keep it throughout the project and into the future.

Project Managers play the lead role in planning, executing, monitoring, controlling, and closing projects. They're expected to deliver a project on time, within the budget, and brief while keeping everyone in the know and happy.

— Cam Lee, Rock Agency

What do project managers DO? 8 key roles and responsibilities

1. Activity and resource planning

Planning is instrumental in meeting project deadlines, and many projects fail due to poor planning. First and foremost, good project managers define the project's scope and determine available resources. Good project managers know how to realistically set time estimates and evaluate the team's or teams' capabilities.

They then create a clear and concise plan to both execute the project and monitor its progress. Projects are naturally unpredictable, so good project managers know how to make adjustments along the way as needed before the project reaches its final stages.

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2. Organizing and motivating a project team

Good project managers don't get their teams bogged down with elaborate spreadsheets, long checklists, and whiteboards. Instead, they put their teams front and center. They develop clear, straightforward plans that stimulate their teams to reach their full potential. They cut down on bureaucracy and steer their teams down a clear path to the final goal.

There is no other way
than leading by example.
If you are doing your part
correctly, always
supporting your team, and
having a fair and healthy
approach with them,
motivation should never
be a problem.

— Dragan Hrgić, Remade

3. Controlling time management

Clients usually judge a project's success or failure on whether it has been delivered on time. Therefore, meeting deadlines are non-negotiable. Good project managers know how to set realistic deadlines, and how to communicate them consistently to their teams.

They know how to effectively do the following:

- ▶ Define activity
- ▶ Sequence activity
- ▶ Estimate the duration of activity
- ▶ Develop a schedule
- ▶ Maintain a schedule

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4. Cost estimating and developing the budget

Good project managers know how to keep a project within its set budget. Even if a project meets a client's expectations and is delivered on time, it will still be a failure if it goes wildly over budget. Good project managers frequently review the budget and plan ahead to avoid massive budget overruns.

5. Ensuring customer satisfaction

In the end, a project is only a success if the customer is happy. One of the key responsibilities of every project manager is to minimize uncertainty, avoid any unwanted surprises, and involve their clients in the project as much as is reasonably possible. Good project managers know how to maintain effective communication and keep the company's clients up-to-date.

6. Analyzing and managing project risk

The bigger the project is, the more likely there are to be hurdles and pitfalls that weren't part of the initial plan. Hiccups are inevitable, but good project managers know how meticulously and almost intuitively, identify and evaluate potential risks before the project begins. They know how to then avoid risks or at least minimize their impact.

You have to go in expecting that things won't be as you had planned, and things won't be as easy as first expected. Goals, conditions, and circumstances will change.

— Kalila Lang, DigiSomni

7. Monitoring progress

During the initial stages, project managers and their teams have a clear vision and high hopes of producing the desired result. However, the path to the finish line is never without some bumps along the way. When things don't go according to a plan, a project manager needs to monitor and analyze both expenditures and team performance and to always efficiently take corrective measures.

8. Managing reports and necessary documentation

Finally, experienced project managers know how essential final reports and proper documentation are. Good project managers can present comprehensive reports documenting that all project requirements were fulfilled, as well as the projects' history, including what was done, who was involved, and what could be done better in the future.

Do you need a project manager?

No matter how large or demanding projects are, you need someone who will reliably and consistently maintain efficiency and productivity. Not only has research shown that 89% of high-performing organizations include a project manager, but also that the profession is consistently one of those most in demand. Project management is indispensable to successful businesses, and business owners need leaders with the right vision, the right skills, and the right know-how to face the biggest challenges and ensure projects are completed successfully and according to schedule.

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Project managers are integral parts of almost every kind of organization—from small agencies with only one project manager guiding a handful of projects to multinational IT companies that employ highly specialized project managers placed in charge of ambitious projects. If one of these describes your business or any kind of enterprise in between, then the answer is definitely yes.

Editor's Note: In a constant effort to maintain “Project Management” as the centric subject in the “Practitioner”, this article was selected for sharing with you, not because it is exceptional, but more because it is typical. Typical in the depiction of what a project manager does, and their value added. However, the missing element in this article, and so many like it, is the word “Compliant”. Unless the project manager performs their roles and responsibilities compliant to the governing requirements (for example DOE413.3B), the outcome of our efforts is significantly diminished in the eyes of our stakeholders.

In addition to compliance, be sure your project management team is engaged in making transparent, informed decisions, that are formally flowed down (in writing) from “The” Project Manager (usually the company president) to their direct reports, (vice presidents), to the field project managers, eventually reaching the Control Account Manager (CAM), and finally project controls, implementing their direction. Often, when the forensics are performed, the only fingerprints found are those of the project controls staff. Project Management is a team sport!!!

It Is Not One World

Top ethics and compliance failures of 2021

By Jaclyn Jaeger, freelance contributor to [Compliance Week](#)

Editor's Note: In real estate its location, location, location. In government contracting its compliant culture, compliant culture, compliant culture!!!

Systemic risk management lapses at a financial services firm, allegations of toxic culture at a video game giant, and more of the same baffling behavior from one of the world's largest tech companies. Compliance Week's annual list of ethics and compliance failures featured no shortage of standouts in 2021.

CREDIT SUISSE 

Significant compliance failures are not always the result of intentional misconduct. Sometimes, poor corporate governance and risk management deficiencies are at fault. Swiss banking firm Credit Suisse makes our list for those exact reasons, following the collapse of two of its high-risk clients.

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U.S. hedge fund Archegos Capital Management suffered a meltdown in March, reportedly losing \$8 billion in less than two weeks after entering several high-risk derivatives transactions that ultimately backfired. A consequential massive stock sell-off caused \$5.5 billion in losses for Credit Suisse as one of its largest lenders.

The bank had an additional \$10 billion in funds tied to U.K.-based Greensill Capital, which filed for bankruptcy protection in March after investors walked away from the supply chain financing firm over concerns about risky loans that soured.

Swiss authorities announced in April an examination into the bank's activities and its exposure to both the Archegos and Greensill collapses.

An independent report into Archegos commissioned by Credit Suisse exposed "significant" risk management deficiencies, including a lack of accountability for risk failures; acute risks that were systematically ignored; and a cultural unwillingness to engage in challenging discussions or escalate matters posing grave economic and reputational risk.

The bank continues to reorganize its senior leadership team. Chief Risk and Compliance Officer Lara Warner stepped down, and her position was split into two. Rafael Lopez Lorenzo was appointed chief compliance officer in September, while Goldman Sachs veteran David Wildermuth was hired to take over as chief risk officer by February 2022.

Credit Suisse further plans to exit prime services, the area of its Investment Bank most notably linked to its Archegos losses.



In June 2020, Alexander Kearns committed suicide believing he had racked up more than \$700,000 in losses by trading options using Robinhood's investing app.

"How was a 20-year-old with no income able to get assigned almost a million dollars' worth of leverage?" a note left by Kearns to his family read. "There was no intention to be assigned this much and take this much risk, and I only thought that I was risking the money that I actually owned."

A tragedy like this one should be a wake-up call for the entire fintech industry as to the weight of its ethical responsibility to ensure trading platforms are operating responsibly. Robinhood Co-Founders and Co-CEOs Vlad Tenev and Baiju Bhatt acknowledged this issue, though the company found itself in regulatory hot water on several occasions in 2021.

Most notably, Robinhood was at the center of January's "meme stocks" craze, where amateur investors, egging each other on via social media, inflated the price of previously flat stocks like GameStop and AMC Entertainment Holdings. During the height of the craze, Robinhood restricted purchases of the stocks on its app, citing market volatility and regulatory restrictions. The decision drew the ire of investors and politicians alike, prompting a larger Securities and Exchange Commission (SEC) investigation into digital engagement practices.

In June, the Financial Industry Regulatory Authority (FINRA) ordered Robinhood Financial to pay a record \$70 million in penalties for "systemic supervisory failures in several critical parts of its business." FINRA said it considered the "widespread and significant harm" Robinhood customers suffered for receiving "false or

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misleading information” from the firm, in addition to the effects of systems outages in March 2020 that prevented placing trades.

In November, Robinhood’s rough year continued in the form of a data breach that exposed the email addresses or names of approximately seven million of its customers when a customer support employee fell victim to a social engineering attack.



In January, Toyota was hit with a record \$180 million civil penalty for “systemically” violating the U.S. Environmental Protection Agency’s (EPA) emission-reporting requirements under the Clean Air Act from approximately 2005 until at least late 2015 by delaying the filing of “hundreds of reports” concerning approximately 78 emission-related defects in millions of its vehicles.

What makes Toyota’s actions especially egregious is that managers of the company and Toyota’s U.S. unit responsible for submitting the reports to the EPA allegedly turned a blind eye to the misconduct. The violations were also occurring at the same time numerous other automakers were facing related investigations for allegedly engaging in emissions-cheating conduct of their own. Toyota managed to slip under the radar.

Nor was this the first time Toyota was caught misleading regulators. In 2014, the Justice Department ordered the company to pay a \$1.2 billion criminal penalty—a record within the auto industry at the time—for repeatedly and intentionally misleading the public, regulators, and Congressional members about widespread incidents of unintended vehicle acceleration in 2009 and 2010.



During a year when diversity, equity, and inclusion is as hot and sensitive a topic as it has ever been, it is inexcusable for any company to respond to allegations of sexual harassment and discrimination in the workplace with an attitude of disregard toward victims. Yet, this is the tone gaming giant Activision Blizzard set in its original response to a complaint filed in July by the California Department of Fair Employment and Housing.

The complaint followed a two-year investigation into allegations describing a “frat boy culture” that subjected female employees to everything from “constant sexual harassment” to “unwanted physical touching.” The lawsuit also alleged sex discrimination related to compensation, job assignment, promotions, and retaliation.

An email sent to employees in response to the allegations stated the lawsuit painted “a distorted and untrue picture” of the company’s culture. Although Activision Blizzard CCO Frances Townsend sent the controversial message—which infuriated hundreds of employees and resulted in the staging of a walkout in protest—CEO Bobby Kotick later admitted to having drafted it.

Further evidence uncovered by the Wall Street Journal claimed Kotick knew about the sexual misconduct allegations for years but chose to leave the board in the dark. Those allegations could prove critical in an ongoing investigation by the SEC.

Despite Kotick’s efforts to punt responsibility onto others, and despite his alleged deceitful acts, the board stated Nov. 16 it “remains confident that Bobby Kotick appropriately addressed workplace issues brought to his attention.” More employee protests have occurred since.

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In a public gesture, Kotick asked Activision Blizzard's board to reduce his total compensation to the "lowest amount California law will allow," until the company achieves its cultural commitments. If approved, he would be paid a salary of \$62,500, as opposed to his current \$155 million pay package.

In November, Activision Blizzard announced the creation of a "Workplace Responsibility Committee" that will, in part, "require management to develop key performance indicators and/or other means to measure progress and ensure accountability."

Dishonorable mentions

 Five years after its fake account scandal surfaced, followed by a thrashing in Congress, Wells Fargo still can't get out of its own way. In September, the Office of the Comptroller of the Currency (OCC) hit the bank with an additional \$250 million civil penalty, in part for violating a 2018 consent order mandating Wells Fargo to improve its enterprise-wide risk management program, which the OCC said it still has not done. Sen. Elizabeth Warren (D-Mass.) is now urging federal banking regulators to break up Wells Fargo, arguing that "every new report of scandal and ongoing noncompliance" proves the bank is "ungovernable."

 The Spanish Data Protection Agency (AEPD) fined telecommunications company Vodafone a record €8.15 million (then-U.S. \$9.72 million) in March for aggressive telemarketing tactics and numerous data protection violations. Vodafone's total disregard for protecting consumer privacy is demonstrated by its repeat offenses: Between January 2018 and February 2020, the company received more than 50 fines or warnings for data privacy breaches, the AEPD said. Among them, the AEPD held, Vodafone used third-party contact lists without data subjects' informed consent, and its Spanish arm does not have "real, continuous, permanent and audited control" over how it treats customer data and "does not know" what guarantees its subcontractors have in place to protect customers.

 Another year, another cheating scandal for the Big Four audit firm. KPMG Australia was fined \$450,000 by the Public Company Accounting Oversight Board in September to resolve allegations of widespread cheating on personnel training tests at the firm. In 2019, the Securities and Exchange Commission highlighted similar misconduct as part of a larger \$50 million settlement with KPMG related to stolen inspection information.

Meta (formerly Facebook)

A company that is no stranger to ethics and compliance failures, Meta's troubles continued when whistleblower Frances Haugen went public in October after sharing a trove of sensitive internal documents regarding its Facebook platform with regulators and journalists.

The documents tell the tale of a company that prioritizes profits over people; uses its algorithms to foster social discord; negatively affects the mental health of young girls through its photo app Instagram; and enables drug cartels and human traffickers to openly conduct business on its platform.

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In addition to Meta’s questionable ethical practices, Haugen’s freedom to walk away with the documents shows its internal controls are still plagued by data security weaknesses. Haugen said once she decided to blow the whistle, she spent months accessing internal documents she had no professional reason to access.

Clearly, Meta has no effective system to issue alerts when someone without proper credentials accesses sensitive documents—which is especially concerning as a company that essentially operates a blackhole of personal consumer data and already was fined \$5 billion by the Federal Trade Commission in 2019 for privacy violations.

Having (finally!) hired its first-ever chief compliance officer in January, Meta is either signaling it’s ready to make some smart governance changes or is simply adding window dressing, depending on how much independence and authority is given to the CCO.

Only time will tell. But, for now, Meta remains on our list.

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Just for Fun: July's Notable Events and Famous Birthdays

1 — Postage stamps went on sale for the first time (1847), the Battle of Gettysburg began (1863), paycheck tax withholdings began (1943), actor Dan Aykroyd (1952) and Olympic track champion Carl Lewis (1961) were born, ZIP codes went into use (1963), actress Pamela Anderson was born (1967), **the first Sony Walkman went on sale** (1979), the PG-13 film rating was introduced (1984), and Hong Kong reverted back to Chinese rule after 156 years under the British (1997).



2 — President James A. Garfield was shot and died 80 days later (1881), Supreme Court Justice Thurgood Marshall (1908) and racing legend Richard Petty (1937) were born, aviation pioneer Amelia Earhart disappeared (1937), and the Civil Rights Act was signed into law (1964).

3 — Idaho became the 43rd state (1890), and TV personality Montel Williams (1956) and actor Tom Cruise (1962) were born.

4 — The United States of America declared its independence from Great Britain (1776), President Calvin Coolidge was born (1872), France presented the Statue of Liberty to the U.S. in Paris (1884), and football executive Al Davis (1929), former N.Y. Yankees' owner George Steinbrenner (1930) and TV personality Geraldo Rivera (1943) were born.

5 — Circus founder P.T. Barnum was born (1810), the Salvation Army was founded (1865), the bikini made its debut (1946), the U.S. suffered its first death in the Korean War (1950), singer Huey Lewis was born (1951), and **Arthur Ashe became the first Black man to win Wimbledon** (1975).



6 — The first MLB All-Star game was played (1933), the Dalai Lama (1935), President George W. Bush and actor Sylvester Stallone were born (1946), and Althea Gibson became the first African-American to win Wimbledon (1957).

7 — Hawaii was annexed into the U.S. (1898), construction began on Hoover Dam (1930), Beatles drummer Ringo Starr (1940) and figure skating champion Michelle Kwan (1980) were born, and the U.S. women's soccer team won its record fourth World Cup (2019).

8 — The first passport was issued in the U.S. (1796), actor Kevin Bacon was born (1958), the first Americans were killed in South Vietnam (1959), and country music star Toby Keith was born (1961).

9 — Sewing machine inventor Elias Howe was born (1819), President Zachary Taylor died (1850), the first Wimbledon tennis tournament began (1877), the first female army officer was appointed and football star O.J. Simpson was born (1947), and actor Tom Hanks (1956) and singer Courtney Love (1964) were born.

10 — Brewer Adolphus Busch was born (1839), Millard Fillmore was sworn in as the 13th U.S. president (1850), the Battle of Britain began (1940), tennis champ Arthur Ashe was born (1943), **the three-point seat belt was patented** (1962), singer/actress Jessica Simpson was born (1980), and Classic Coke was re-introduced after New Coke flopped (1985).



11 — President John Quincy Adams was born (1767), the Old Farmer's Almanac was first published (1792), former VP Aaron Burr killed Secretary of the Treasury Alexander Hamilton in a duel (1804), baseball legend Babe Ruth made his major league debut (1914), actor Yul Brynner (1915) and boxer Leon Spinks (1953) were born, and the Skylab space station fell to earth (1979).

12 — The Medal of Honor was created (1865), Comedians Milton Berle (1908) and Bill Cosby (1937), fitness guru Richard Simmons (1948) and actress Cheryl Ladd (1951) were born, the Etch-A-Sketch went on sale (1960), Olympic figure skating champ Kristi Yamaguchi was born (1971), and Geraldine Ferraro became the first woman nominated for vice president (1984).

13 — Guglielmo Marconi patented the radio (1898), the **first World Cup soccer tournament began** (1930), actor Harrison Ford was born (1942), and the Live Aid concert for African famine relief was held (1985).



14 — The French Revolution began with Bastille Day (1789), dynamite was first demonstrated (1867), and President Gerald R. Ford was born (1913).

15 — Artist Rembrandt was born (1606), vulcanized rubber (1844) and margarine (1869) were patented, singer Linda Ronstadt (1946), wrestler/politician Jesse Ventura (1951) and actor Forest Whitaker (1961) were born, the not-a-Christmas-movie Die Hard opened (1988), and the social network Twitter was launched (2006).

16 — Washington, D.C. was declared the new nation's capital (1790), **football coach Jimmy Johnson was born** (1943), the first successful atomic bomb test was conducted (1945), actor Will Ferrell was born (1967), Apollo 11 blasted off from Cape Canaveral (1969), and Amazon opened for business (1995).

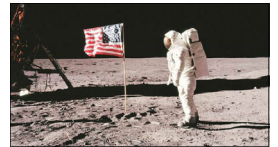


17 — The first dental school in the U.S. opened at Harvard (1867), actor James Cagney was born (1899), the air conditioner was invented (1902), actor Donald Sutherland was born (1934), Joe DiMaggio's record 56-game hitting streak ended (1941), actor David Hasselhoff was born (1952), Disneyland opened (1955), and American and Soviet spacecrafts rendezvoused in orbit (1975).

18 — South African President Nelson Mandela (1918) and astronaut/politician John Glenn (1921) were born, the Spanish Civil War began (1936), and golfer Nick Faldo was born (1957).

19 — The Rosetta Stone was found (1799), and the revolver was invented (1814).

20 — Guitarist Carlos Santa was born (1947), **Apollo 11 landed on the moon** (1969), and actor/martial-arts legend Bruce Lee died (1973).



21 — The Civil War's First Battle of Bull Run began (1861), author Ernest Hemingway (1899), actor Don Knotts (1924), former Attorney General Janet Reno (1938) and actor Robin Williams (1952) were born, and NASA's final space shuttle mission ended (2011).

22 — Wiley Post became the first person to fly solo around the world (1933), "Public Enemy No. 1" John Dillinger was killed (1934), and musician Don Henley and actors Danny Glover (1947), Willem Defoe (1955) and David Spade (1965) were born.

23 — Civil War General and U.S. President Ulysses Grand died (1885), the ice cream cone was invented (1904), actor Woody Harrelson (1961), infamous intern Monica Lewinsky (1973) and actor Daniel Radcliffe (1989) were born, and the U.S. women's gymnastics team won their first-ever gold medal (1996).

24 — Aviator Amelia Earhart was born (1897), the Incan city of Machu Picchu was discovered (1911), basketball star Karl Malone (1963), baseball star Barry Bonds (1964) and singer/actress Jennifer Lopez (1970) were born, and Saving Private Ryan opened (1998).

25 — The U.S. invaded Puerto Rico (1898), football star Walter Payton (1954) and Louise Joy Brown, the first test-tube baby (1978), were born, and the Concorde supersonic jet crashed, killing all 109 people onboard (2000).

26 — The U.S. postal system was established (1775), the FBI was founded (1908), **singer Mick Jagger was born** (1943), military discrimination ended (1948), actor Kevin Spacey (1959) and actress Sandra Bullock (1964) were born, and the Americans with Disabilities Act became law (1990).



27 — Insulin was first isolated (1921), Bugs Bunny made his debut (1940), the first commercial jet test flight was conducted (1949), the Korean War ended (1953), impeachment proceedings for President Nixon began (1974), baseball star Alex Rodriguez was born (1975), and a bomb blew up in Centennial Park during the Summer Olympics in Atlanta (1996).

28 — World War 1 began (1914), a military plane crashed into the Empire State Building and cartoonist Jim Davis was born (1945), and Animal House opened (1978)

29 — Walt Disney's "Steamboat Willie," featuring Mickey Mouse, premiered (1928), and NASA was created (1958).

30 — Auto maker Henry Ford (1863) and "The Governator" Arnold Schwarzenegger (1947) were born, and Medicare was signed into law (1965).

31 — Actor Wesley Snipes (1963) and author J.K. Rowling (1965) were born.