

THE PRACTITIONER



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Zero to 'Draft' CAMP in Three Days

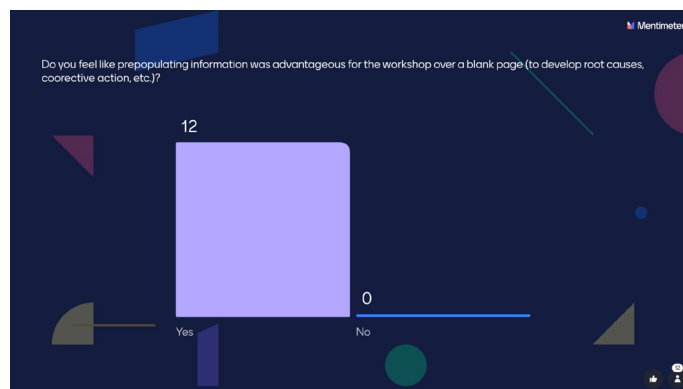
In last month's *Practitioner*, we talked "Less is More" in the context of IP2M METRR. This month, we are excited to share a follow-on to that report related to a pilot EVMS Corrective Action Management Plan (CAMP) facilitated workshop. The CAMP workshop is part of the suite of collaborative PM-30 architecture used to evaluate the environment and maturity of earned value management systems.

The results of the 3-day workshop were unprecedented. The contractor and government teams produced a real-time Gantt Chart with a calculated Critical Path, representing all corrective actions required to implement and execute the CAMP to closure.

To make this possible, the contractor, field office and PM-30 assessed both the environment and maturity using the IP2M METRR. Using the results of the environment and maturity assessments, findings were established and used to draft "Problem Statements." Emphasis was placed on consensus given that it would be unlikely to come up with a consensus corrective action if you are unable to agree on what the problem is. A well-defined problem statement also has the benefit of establishing corrective action closure criteria.

It's noteworthy to mention the problem statements were generated by Artificial Intelligence (AI) using the verbatim CAR/DR Findings, free of any bias from the review team or facilitation team. It is also worth mentioning that the proposed AI problem statements were accompanied by AI proposed root causes, presented in the form of a question. The use of AI to pre-populate the workshop material proved to be invaluable given the "blank page syndrome" or "writers block" (see the "Post-Workshop Survey" slide below). While many can't always tell you what is right, most can always tell you when it's wrong. Pre-populating proved to be one of the keys to creating the draft CAMP within three days. Providing the teams with something to agree or disagree with allowed the teams to add, modify, or delete any pre-populated narrative, creating ownership. All team members and facilitators were free to challenge any proposed or draft final conclusions or results of the workshop.

Post-Workshop Survey



Unanimous agreement on pre-populating workshop material!!!

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Zero to CAMP

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The workshop attendees were also asked... ***"Without dedicated facilitation, collaboration (which included PM-30 the review certifying authority), and pre-populated AI Problem Statements, Root Cause Analysis, and Corrective Actions for your editing, how long do you think it would take your team to develop a CAMP for PM submittal and approval comparable to the CAMP produced through the 3-day workshop just completed."***



Six attendees believed it could take 2-5 weeks, five believed it would take longer than 5 weeks, with just one believing it could be done in 1 week.

Other revealing "Post-Workshop Survey" results



All agreed the process helped identify gaps in the current project environment for implement EVMS.

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**Is your data and info Current, Accurate, Complete, Repeatable, Auditable
and Compliant®?**

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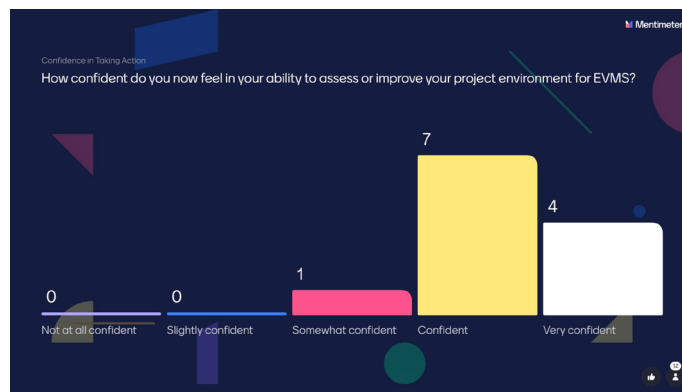
For questions, comments,
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From Zero to CAMP

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All agreed there is a clear understanding of what the project needs to support effective EVMS implementation.



All were confident in their ability to assess or improve the project environment for EVMS.

All told, the CAMP workshop was highly successful in producing a draft CAMP in just three days. Stakeholder ownership was significantly enhanced given the process was based on the environment and maturity assessment results translated into problem statements, root cause analysis, and corrective actions by the project staff (contractor and field office).

If you have an in-process or upcoming (capital or non-capital) project and would like more information on the process used, please reach out to PM-30 or EFCOG.

It Is Not One World

The Teton Dam failure is one of the most infamous engineering disasters in U.S. history—both for its suddenness and the scale of devastation it unleashed.

What Happened?

Location: Eastern Idaho, on the Teton River near Rexburg

Type: Earth fill embankment dam, 305 feet tall and 3,100 feet long

Purpose: Flood control, irrigation, and hydroelectric power

Construction: Began in 1972, completed in late 1975

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Teton Dam Failure

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Failure Date: June 5, 1976 — during its first reservoir filling

The Collapse

Just days before the breach, small seeps were noticed downstream. On the morning of June 5, muddy water began leaking from the dam's right abutment. Despite frantic efforts with bulldozers to plug the leak, the dam catastrophically failed by midday, releasing nearly the entire reservoir in a matter of hours.

Aftermath

Casualties: 11 people and approximately 16,000 livestock perished

Damage: Estimated at up to \$2 billion, with over 300 square miles flooded³

Communities Affected: Sugar City, Rexburg, Wilford, and others were inundated

Response: Massive evacuation efforts and federal disaster aid followed. The dam was never rebuilt.

Why It Failed

The dam was built on highly fissured volcanic rock, which was poorly suited for such a structure. Grouting efforts to seal the rock were insufficient, and internal erosion (piping) likely initiated the breach. Investigations revealed design flaws, rushed construction, and ignored geological warnings.

This disaster reshaped dam safety protocols in the U.S., leading to stricter oversight and the creation of more robust dam safety programs.

Note: All photos below are courtesy of Brigham Young University-Idaho; gallery available on [Flickr](#).



A leak forms in the Teton Dam as the dam is put into service, June 5, 1976



The dam begins to give way under the immense water pressure behind it.



Fully breached, water pours through the opening caused by the leak.



Muddy water surges through the breached dam.



Most of the town of Rexburg is covered with water following the dam break.



A small portion of the devastation in Rexburg.

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

Notable Events

- 1 — Postage stamps went on sale for the first time (1847), the Battle of Gettysburg began (1863), paycheck tax withholdings began (1943), ZIP codes went into use (1963), 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), aviation pioneer Amelia Earhart disappeared (1937), and the Civil Rights Act was signed into law (1964).
- 3 — The Battle of Gettysburg ended (1863), Idaho became the 43rd state (1890), and a U.S. warship mistakenly shot down an Iranian passenger jet, killing 290 people (1988).
- 4 — The United States of America declared its independence from Great Britain (1776), and France presented the Statue of Liberty to the U.S. in Paris (1884).
- 5 — **The Salvation Army was founded** (1865), the bikini made its debut (1946), the U.S. suffered its first death in the Korean War (1950), and Arthur Ashe became the first Black man to win Wimbledon (1975).
- 6 — The first MLB All-Star game was played (1933), Althea Gibson became the first African-American to win Wimbledon (1957), and *Forrest Gump* opened in theaters (1994).
- 7 — Hawaii was annexed into the U.S. (1898), construction began on Hoover Dam (1930), 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), and the first Americans were killed in South Vietnam (1959).
- 9 — President Zachary Taylor died (1850), the first Wimbledon tennis tournament began (1877), and the first female U.S. Army officer was appointed (1947).
- 10 — Millard Fillmore was sworn in as the 13th U.S. president (1850), the Battle of Britain began (1940), the three-point seat belt was patented (1962), and Classic Coke was re-introduced after New Coke flopped (1985).
- 11 — The *Old Farmer's Almanac* was first published (1792), Vice President Aaron Burr killed Treasury Secretary Alexander Hamilton in a duel (1804), **baseball legend Babe Ruth made his major league debut** (1914), and the *Skylab* space station fell to earth (1979).
- 12 — The Medal of Honor was created (1865), the Etch-A-Sketch went on sale (1960), 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), and the Live Aid concert for African famine relief was held (1985).
- 14 — The French Revolution began with Bastille Day (1789), and dynamite was first demonstrated (1867).
- 15 — Vulcanized rubber (1844) and margarine (1869) were patented, the not-a-Christmas-movie *Die Hard* opened (1988), and the social network Twitter (now X) was launched (2006).
- 16 — Washington, D.C. was declared the new nation's capital (1790), the first successful atomic bomb test was conducted (1945), and Amazon opened for business (1995).
- 17 — The first dental school in the U.S. opened at Harvard (1867), the air conditioner was invented (1902), Joe DiMaggio's record 56-game hitting streak ended (1941), **Disneyland opened** (1955), and American and Soviet spacecrafts rendezvoused in orbit (1975).
- 18 — The Spanish Civil War began (1936), and FDR was nominated for an unprecedented third presidential term (1940).
- 19 — The Rosetta Stone was found (1799), and the revolver was invented (1814).
- 20 — *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), and NASA's final space shuttle mission ended (2011).
- 22 — Wiley Post became the first person to fly solo around the world (1933), and "Public Enemy No. 1" John Dillinger was killed (1934).
- 23 — Civil War General and U.S. President Ulysses Grant died (1885), the ice cream cone was invented (1904), and the U.S. women's gymnastics team won their first-ever gold medal (1996).
- 24 — The Incan city of Machu Picchu was discovered (1911), and *Saving Private Ryan* opened in theaters (1998).
- 25 — The U.S. invaded Puerto Rico (1898), 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), military discrimination ended (1948), 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), and a bomb blew up in Centennial Park during the Summer Olympics in Atlanta (1996).
- 28 — World War I began when Austria declared war on Serbia (1914), a military plane crashed into the Empire State Building (1945), and *Animal House* opened in theaters (1978).
- 29 — Walt Disney's "Steamboat Willie" featuring Mickey Mouse premiered (1928), and NASA was created (1958).
- 30 — The first legislative assembly in America convened in Jamestown, Va. (1619), and Medicare was signed into law (1965).
- 31 — *Ranger 7*, an unmanned U.S. lunar probe, took the first close-up images of the moon (1964).



Birthdays

- 1 — Actors Jamie Farr (1934) and Dan Aykroyd (1952), Princess Diana and Olympic track champion Carl Lewis (1961), and actress Pamela Anderson (1967)
- 2 — Supreme Court Justice Thurgood Marshall (1908), Wendy's founder Dave Thomas (1930), racing legend Richard Petty (1937), and actress Lindsey Lohan (1986)
- 3 — TV personality Montel Williams (1956), actor Tom Cruise (1962), and singer Taylor Dayne (1963)
- 4 — President Calvin Coolidge (1872), advice columnists Ann Landers Abigail Van Buren (1918), football executive Al Davis (1929), former N.Y. Yankees' owner George Steinbrenner (1930) and TV personality Geraldo Rivera (1943)
- 5 — Circus founder P.T. Barnum (1810), and singer Huey Lewis (1951)
- 6 — First Lady Nancy Reagan (1923), **TV entertainer Merv Griffin** (1925), singer Della Reese (1931), the 14th Dalai Lama (1935), actors Ned Beatty (1937) and Burt Ward (1945), and 43rd U.S. President George W. Bush and actor Sylvester Stallone (1946)
- 7 — Baseball Hall of Famer Satchel Paige (1906), Beatles drummer Ringo Starr (1940), actress Shelley Duvall (1947), and Olympic figure skating champion Michelle Kwan (1980)
- 8 — Philanthropist John D. Rockefeller (1839), singers Jerry Vale (1931) and Steve Lawrence (1935), actress Anjelica Houston (1951), actor Kevin Bacon (1958), and country music star Toby Keith (1961)
- 9 — Sewing machine inventor Elias Howe (1819), actor Brian Dennehy (1938), disgraced football star O.J. Simpson (1947), actors Jimmy Smits (1955) and Tom Hanks (1956), singer Courtney Love (1964), and actor Fred Savage (1976)
- 10 — Brewer Adolphus Busch (1839), TV newsman David Brinkley (1920), actor Fred Gwynne (1926), tennis champ Arthur Ashe (1943), folk singer Arlo Guthrie (1947), and singer/actress Jessica Simpson (1980)
- 11 — 6th U.S. President John Quincy Adams (1767), actor Yul Brynner (1915), fashion designer Giorgio Armani (1936), boxer Leon Spinks (1953), and singer Suzanne Vega (1959)
- 12 — Roman Emperor Julius Caesar (100 B.C.), author Henry David Thoreau (1817), comedians Milton Berle (1908) and Bill Cosby (1937), fitness guru Richard Simmons (1948), actor Jay Thomas (1948), actress Cheryl Ladd (1951), and Olympic figure skating champ Kristi Yamaguchi (1971)
- 13 — Actors Patrick Stewart (1940) and Harrison Ford, and singer Roger McGuinn (1942), actor Cheech Marin (1946), and singer Louise Mandrell (1954)
- 14 — Cartoonist William Hanna (1910), folk singer Woody Guthrie (1912), 38th U.S. President Gerald R. Ford (1913), and TV newsman John Chancellor (1927)
- 15 — Artist Rembrandt (1606), actor Jan-Michael Vincent (1944), singer Linda Ronstadt (1946), **wrestler/politician Jesse Ventura** (1951), and actor Forest Whitaker (1961)
- 16 — Explorer Roald Amundsen (1872), actresses Barbara Stanwyck (1907) and Ginger Rogers (1911), Hall of Fame football coach Jimmy Johnson (1943), and actor Will Ferrell (1967)
- 17 — Actor James Cagney (1899), TV guy Art Linkletter (1912), funny lady Phyllis Diller (1917), actress Diahann Carroll (1935), and actors Donald Sutherland (1934) and David Hasselhoff (1952)
- 18 — Comedian Red Skelton (1913), South African President Nelson Mandela (1918), astronaut/politician John Glenn (1921), actor James Brolin (1941), and golfer Nick Faldo (1957)
- 19 — Revolver inventor Samuel Colt (1814), singer Vikki Carr (1941), and tennis star Ilie Nastase (1946)
- 20 — Alexander the Great (356 B.C.), mountaineer Sir Edmund Hillary (1919), actress Natalie Wood (1938), and guitarist Carlos Santana (1947)
- 21 — Author Ernest Hemingway (1899), actor Don Knotts (1924), former Attorney General Janet Reno (1938), and actors Robin Williams (1952) and Jon Lovitz (1957)
- 22 — *Jeopardy!* host Alex Trebek (1940), musician Don Henley and actors Danny Glover (1947), Willem Defoe (1955) and David Spade (1965)
- 23 — Baseball Hall of Famers Pee Wee Reese (1918) and Don Drysdale (1936), actor Woody Harrelson (1961), infamous intern Monica Lewinsky (1973), and actor Daniel Radcliffe (1989)
- 24 — Aviator Amelia Earhart (1897), actress Lynda Carter (1951), **basketball Hall of Famer Karl Malone** (1963), baseball star Barry Bonds (1964), and singer/actress Jennifer Lopez (1970)
- 25 — Football Hall of Famer Walter Payton (1954), actor Matt LeBlanc (1967), and the first test-tube baby Louise Joy Brown (1978)
- 26 — Directors Blake Edwards (1922) and Stanley Kubrick (1928), singer Mick Jagger (1943), actor Kevin Spacey (1959), Olympic champion figure skater Dorothy Hamill (1956), and actress Sandra Bullock (1964)
- 27 — TV producer Norman Lear (1922), Olympic champion figure skater Peggy Fleming (1948), actress/comedian Maya Rudolph (1972), and baseball star Alex Rodriguez (1975)
- 28 — Former First Lady Jackie Kennedy Onassis (1929), cartoonist Jim Davis (1945), and disgraced actress Lori Loughlin (1964)
- 29 — Italian Fascist leader Benito Mussolini (1883), singer Martina McBride (1966), and actor Wil Wheaton (1972)
- 30 — Auto maker Henry Ford (1863), legendary baseball manager Casey Stengel (1890), "The Governor" Arnold Schwarzenegger (1947), and actress Lisa Kudrow (1963)
- 31 — Actor Wesley Snipes (1963), author J.K. Rowling (1965), and actor Dean Cain (1966)

