SELECTED CONFERENCE PAPERS & ARTICLES BY MARTYN PHILLIPS

PROJECT MANAGEMENT

PM.7 Sharpening the Performance Edge: PROJECT DELIVERY ENHANCEMENT THROUGH VALUE ASSURANCE; November 2003

PM.6 RESULTS ORIENTED PERFORMANCE Using the Project Performance Enhancement Approach; June 2002

PM.5 Value is in the Eye of the Beholder, Part 1: A FRAMEWORK FOR SMART PROJECT DEVELOPMENT AND SERVICE ENHANCEMENT; May 2002

PM.4 Challenging the Project Management Paradigm (3): THE USE OF VALUE ANALYSIS TO ENHANCE THE PROCUREMENT PROCESS; June 1996

PM.3 Challenging the Project Management Paradigm (2): PLANNING FOR STAKEHOLDER SATISFACTION FIRST TIME ROUND; May 1996

PM.2 A Structured Approach to Multi-Project Management: REVIEW & CONTROL PROCESS FOR CAPITAL PROJECTS; October 1999

PM.1 QUALITY MANAGEMENT APPLIED TO CAPITAL PROJECTS, August 1990

STRATEGIC FOCUS

SF.4 Focusing the Program, Projects And Teams: STRATEGIC CHOICE and DEFINING PROGRAM DIRECTION; June 1999

SF.3 Challenging the Project Management Paradigm (4): DEVELOPING CONSENSUS ON CHANGING STRATEGIC DIRECTION; November 1997 and June 1998

SF.2 Achieving Greater Value-Added From Your Outsourced Business Operations: INCORPORATING THE CONCEPT OF VALUE ANALYSIS INTO YOUR OUTSOURCING STRATEGY; September 1997

SF.1 Challenging the Project Management Paradigm (1): INTEGRATING STRATEGIC VALUE WITH PROJECT DEVELOPMENT AND EXECUTION; May 1995

VALUE MANAGEMENT

VM.6 A VALUE and RISK MANAGEMENT APPROACH to PROJECT DEVELOPMENT; May 2002

VM.5 A HOLISTIC APPROACH to FACILITATION; May 2002

VM.4 THE APPLICATION OF VALUE CIRCLES FOR ENHANCED PROJECT PERFORMANCE; May 2001

VM.3 PERFORMING VALUE STUDIES WITH PIZZAZZ, OOMPH & SUBSTANCE: Lessons Learned; June 2000

VM.2 CUSTOMER FOCUSED CONCEPT DEVELOPMENT and CONTINUOUS VALUE IMPROVEMENT; November 2000

VM.1 THE USE OF THE VALUE METHODOLOGY TO SHAPE AND ACCELERATE THE PROJECT DEVELOPMENT PROCESS FROM INCEPTION TO COMPLETION; May 1999

ENVIRONMENTAL

E3. TOWARD SUSTAINABILITY & CONSENSUS THROUGH VALUE MANAGEMENT; May 1999

E2. ENVIRONMENTAL STRATEGIC CHOICE THROUGH VALUE MANAGEMENT; June 1996

E1. A METHODOLOGY FOR RATING ENVIRONMENTAL RISKS AND MANAGEMENT RESPONSE SYSTEMS; October 1995

Abstract PM7

Sharpening the Performance Edge: PROJECT DELIVERY ENHANCEMENT THROUGH VALUE ASSURANCE; November 2003

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P. Eng.

Presented in November 2003 at the Hong Kong Institute of Value Management, China

In today's world of rapid change, faster communications and emerging technologies, there are widely differing stakeholder needs and expectations for clients and their project managers to reconcile. Many well-intentioned undertakings have led to costly overruns, disruption in service, over-complexity, disputes, poor overall value for money and slower than expected pay back. Properly applied, Value Assurance (VA) is a pro-active and holistic approach to preventing or mitigating such problems, while delivering superior results in a timely manner.

The paper outlines the application of a high performance business and technical improvement process together with a set of techniques used to guide improved initiation and development of programs, projects and services. This process is particularly effective for situations with a complexity of issues, diversity of stakeholder opinions and disparity of expected outcomes. It is applicable at various levels within and between organizations.

This holistic process saves considerable project development time. The enhanced approach integrates a number of best practices for optimizing results across a broad spectrum of project activities. It also fits well with the Project Management Institute (PMI) knowledge areas and with the industry acknowledged Value Improving practices (VIPs).

Abstract PM.6

Results-Oriented Performance Using the PPE Approach

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P. Eng.

Presented in June 2002 at the PMI - Northern Alberta Institute Seminar & Workshop

Program Performance Enhancement (PPE) is a pro-active and holistic approach to preventing or mitigating common project problems, while delivering superior results. The **PPE** approach provides a robust framework for managing, adjusting and changing outcomes.

The **PPE** approach is applicable at various levels within and between organizations. It is a value creating, results-oriented approach to enable program and project success. It is used for situations with a complexity of issues, diversity of stakeholder opinions and disparity of expected outcomes. Example application areas are: systems and services planning, asset management, operations, I.T., manufacturing, environmental remediation, infrastructure expansion, re-development or rightsizing. The **PPE** process provides a balanced, consolidated approach to achieving performance gains and delivers significant return on investment, while focusing on lasting results. The process saves considerable staff time and is applicable at any of a number of key points throughout the life cycle of a service or facility. The pace of application is tailored to suit the requirements and availability of participants. It may be applied as a series of mini-workshops conducted over a period of weeks or months, or as a single session focused around a short, intensive innovation workshop. Different stages of **PPE** may focus on budget, schedule, quality, reliability, life-cycle-impacts or total cost of ownership.

Abstract PM.5

VALUE IS IN THE EYE OF THE BEHOLDER, Part 1:
A Framework for Smart Project Development and Service Enhancement

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM. P.Eng.

This paper describes the practical application of the Value Spiraling Technique (VST) as the basis of a smart approach to guiding project development and for enhancing existing programs /services. It continues in a series of papers presented at previous SAVE International conferences in which some project and value management paradigms of individuals and organizations are challenged. A basic premise is that project success is determined through recognition of the evolving needs of various stakeholders. This should be addressed at each major stage in the life of a program or project, that is for:

- developing a business case or master plan
- ensuring best concept and a managed risk approach
- enhancing an existing design and implementation plan
- optimizing an in-service process or facility.

This proven technique is an enhancement of the traditional Value Engineering (VE) methodology and tools; it advocates a two-part approach through strategic focusing followed by value enhancement as a continuing value improvement (CVI) process.

The paper overviews a project development and improvement technique through the use of advanced applications for a combined value and risk management methodology. Examples of how this approach has been successfully applied are provided in the accompanying presentation. These applications include use by typical project development teams for “hard” projects and also by environmental task forces for “soft” projects.

Abstract PM.4

Challenging The Project Management Paradigm (3):
THE USE OF VALUE ANALYSIS TO ENHANCE THE PROCUREMENT PROCESS.

By Martyn R. Phillips, P.Eng., CVS, FICE, FCIWEM.

Presented in September 1996 at the Best Practice Purchasing & Partnership Development for the Utilities, London, UK

The purpose of this paper is to illustrate how significant benefits may be derived through the application of Value Analysis techniques as an aid to strategic procurement for utility schemes. Benefits include clear project direction, significantly reduced development & decision-making time, optimised costs, enhanced teamwork and communication together with increased stakeholder satisfaction.

The context in which this paper is presented relates particularly to the *procurement of a new, replacement, refurbished or expanded system or facility that will generate, convey, treat, enhance or dispose of a commodity.* This pre-supposes that procurement is viewed as a high level, strategic management function to initiate a new or modified product or service. Value Analysis (VA) is the originating methodology of Value Management (VM) and Value Engineering (VE). The following text also describes the adaptation of the Value Analysis technique, for application during the very early days of a project, following initial identification of a problem or opportunity.

Abstract PM.3

Challenging The Project Management Paradigm (2):
PLANNING FOR STAKEHOLDER SATISFACTION FIRST TIME ROUND.

Martyn R. Phillips, P.Eng., CVS, FICE, FCIWEM., M.I.Mgt.

Presented in May 1996 at the International Conference of the Hong Kong Institute of Value Management

The paper discusses how to identify, at an early stage, broad-based stakeholder values and judgements for developing consensus on project aims and scope definition. Use of the Value Management (VM) approach is advocated from initial project conception. In particular, F.A.S.T. diagramming (Functional Analysis System Technique) encourages all functions, issues and related activities to be identified and evaluated. Application may extend from major civil engineering projects that expand or remediate our built and natural environments, to manufactured products or processes for administering a major public service. Examples included are both “hard” and “soft” project applications: one illustrates an analysis of a river crossing project, the other identifies the key issues and steps in moving a community toward environmental sustainability. The VM process is holistic, concentrated and focuses on issues and functionality

This paper focuses on obtaining early stakeholder acceptance and ownership of proposals. It does this through the use of function analysis during the initial stage of a project. The purpose of the paper is to describe how traditional project development can be enhanced significantly. Particular advantages are accelerated development schedule, reduced costs and a superior end product.

Abstract PM.2

A Structured Approach to Multi-Project Management:
REVIEW & CONTROL PROCESS FOR CAPITAL PROJECTS

Martyn R. Phillips, P. Eng., FICE, FCIWEM

Presented in October 1989 at the Project Management Institute Symposium, Atlanta, GA.

The methodology addresses the dilemma of conflicting priorities and competing demands encountered while ”ram-rodding” several projects. Emphasis is placed on communication and documentation of original concerns, key decisions and deviations from initial scope; recognizing the ever-diminishing ability to influence end-results as the project pace picks up, Value-for-money, fitness-for-purpose, sufficiency of scope/ cost estimates and realism of scheduling is examined.

The process also addresses the final, but sometimes neglected stages of the project: hand-over, maintenance procedures and feedback to the project originator. Ideally, the process is monitored through two-part Quality Management audits, carried out at various stages throughout the life of the project. Adherence to the principles should result in the accomplishment of projects finished within budget on schedule of acceptable quality and with minimum disruption to existing facilities or services.

The purpose of the paper is to acquaint recently qualified technical graduates and to to remind experienced professionals of the entire scope of requirements for successfully managing several concurrent projects, each of which may be at different stages of development or execution.

Abstract PM.1

QUALITY MANAGEMENT APPLIED TO CAPITAL PROJECTS, August 1990

Martyn R. Phillips, P.Eng., FICE, FCIWEM

London, UK, August 1990

Quality has often been assumed to be provided for implicitly within the various project execution phases of design, manufacture, construction and commissioning. Quality is formally defined (in BS 4478) as "the totally of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs".

The term quality does not necessarily denote over-indulgence in superiority or excellence, but appropriate fitness-for-purpose in conformance with pre-determined parameters and within acceptable professional standards. Compliance with quality standards should be measured and documented throughout all project stages.

For maximum project efficiency, a **quality system** should be applied from the outset. The client should have a quality system to define requirements and control the brief(s). The designer needs a quality system to to control the design process and to ensure that the client's brief is satisfied. In turn, the constructor(s) and supplier(s) need to have quality systems which will satisfy the requirements of the designer and to execute the project in accordance with the quality standards and specification. Finally, the operator must operate and maintain the project end-product in accordance with a quality system to ensure that the structure or plant is properly used. Only with this overlapping of **quality management** aspects will the full benefits of a project or program of projects be realized.

Quality management (QM) is a systematic approach to securing satisfactory project performance. It is a mechanism for ensuring that projects are completed in a timely, cost-efficient manner to agreed standards – at first attempt. QM provides a set of built-in controls to ensure consistency and is independent of statutory regulations, codes, design criteria and technical specifications.

Abstract SF.4

FOCUSING THE PROGRAM, PROJECTS AND TEAMS
Part A: Strategic Choice and Defining Program Direction

Martyn R. Phillips, P. Eng., CVM, CVS, FICE, FCIWEM

Continuing in a series[i] of related papers, this paper challenges the conventional manner of program and project development. It illustrates how significant benefits may be derived through the application of the Value methodology as the core tool set for improved business decision-making and control. This is accomplished through refocusing business programs and resources, - by proper identification and understanding of the issues and strategic intent at an early stage, together with involvement and clear focusing of the appropriate team members at the right times. The context in which this paper is presented relates to the improvement of management ("soft") services and systems as well as the development of new, refurbished or expanded ("hardware") facilities.

This particular paper describes a very early application of the Value methodology to focus or refocus strategy, define program(s) effectively and provide a framework to guide development of subsequent projects

The paper is part of a conference that addresses the whole spectrum of using Value Management to effectively manage business programs and "drive" projects through:

a) developing strategic choice and defining program direction
b) building and maintaining effective partnerships through trust and teamwork
c) optimizing and controlling project value, resources and schedule.

Abstract SF.3

Challenging The Project Management Paradigm (4):
DEVELOPING CONSENSUS ON CHANGING STRATEGIC DIRECTION

Martyn R Phillips, P.Eng., CVS, FICE, FCIWEM

Presented in November 1997 at the International Conference of the Hong Kong Institute of Value Management

This paper describes a methodology that enables well-founded, collaborative decisions for a variety of problems and opportunities. The approach is applicable equally across a range of situations, such as major policy changes, turning around adversarial relationships, procurement of major equipment or implementation of different operating systems. Benefits include clear, tested strategic direction, enhanced teamwork and communication, together with fast track consensus building

In line with conventional VM studies, the various workshop steps involve an iterative process of issues identification, development of a vision, principles, strategic action areas, strategies, initiatives, target levels of service and indicators for success. This includes testing the rationale, functionality, life-cycle impacts, relative cost-benefit, affordability and acceptability to all stakeholders. It is a natural precursor to proper program and project development for complex or sensitive issue areas and as a foundation for encouraging continuous improvement during subsequent implementation of proposals.

Abstract SF.2

YOUR OUTSOURCING STRATEGY; September 1997

Achieving Greater Value-Added From Your Outsourced Business Operations:
INCORPORATING THE CONCEPT OF VALUE ANALYSIS
INTO YOUR OUTSOURCING STRATEGY

Martyn Phillips, VALUE MANAGEMENT International and
Michael Thompson, ROE THOMPSON Limited

Presented in September 1997 at the Practicalities of Outsourcing Business Operations in the Utilities Conference held in London, UK,

Changing corporate direction can incur a great deal of time, money and perhaps resentment. Effort spent in developing unambiguous, acceptable strategic direction is undeniably a good investment. The Value Analysis methodology enables well-founded, collaborative decisions for a variety of problems and opportunities. Benefits include clear, tested strategic direction, alignment of expectations, enhanced teamwork and communication, together with fast track consensus building.

The purpose of this paper is to outline a methodology for deriving an outsourcing strategy, together with developing (or modifying) a workable implementation plan for outsourcing.

Abstract SF.1

Challenging The Project Management Paradigm (1):
INTEGRATING STRATEGIC VALUE WITH PROJECT DEVELOPMENT AND EXECUTION.

Martyn R. Phillips, P.Eng., FICE, FIWEM, MIMgt.

Presented in May 1995 at the Society of American Value Engineers Conference, Phoenix, AZ

So often we hear of project proposals that, late in the day, have become too expensive to implement or have become the target for much criticism by a particular group of stakeholders. The Value Management (VM) approach encourages earlier than usual participation of all interested parties and agreement of values to be assigned to a range of project parameters. This ensures a higher degree of confidence that risk management goals are defined and achieved. In doing so, Value Management requires early identification, development, appraisal and testing of the least life-cycle cost, together with demonstrating related consequences at the project concept/feasibility stage. Such a concerted, focused approach leads to significant cost-savings and will, inevitably, challenge previous practices and "committed assumptions". Through clearer understanding of stakeholder requirements, constraints, options, risks and consequences, there is derived a better definition of project scope and cost.

The paper discusses, through the use of the Value Management approach, ways to: minimize budgeting, operational, corporate and stakeholder “surprises”; meet the user’s vision through earlier stakeholder consultation; identify strategic value beyond traditional evaluation criteria; define the different aspects and phases of project development; identify technical and administrative concerns. This approach promotes and enhances functional effectiveness, together with providing a greater degree of cost certainty and organizational comfort.

Abstract VM. 6

A VALUE and RISK MANAGEMENT APPROACH to PROJECT DEVELOPMENT

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM. P.Eng.

Published in the May 2002 Proceedings of the Journal of the Institution of Civil Engineers, London, UK

The "value methodology" has been practised for over 50 years. Its use has recently become more usual for architectural, building and civil engineering projects. Significant benefits are derived through the application of the value methodology as a core tool for guiding improved business / project decision-making and control. Key characteristics of the process are: early and continued stakeholder consultation; team alignment and culture change; a managed risk approach; consideration of whole life impacts and integrated service delivery. Transparency of the process greatly aids decision-making and consensus development. With the formal inclusion of risk considerations, the value methodology is a particularly powerful project development aid and enabling mechanism for acceleration through the approvals process.

There are two contrasting applications:

a) Strategic Choice – through strategic focusing, formulation of clear, unambiguous, strategic direction to enable approvals, funding and subsequent orientation of the development/implementation team. To build consensus on the way forward through complete gathering of the many and various stakeholder views, strategic focusing is, of necessity, an iterative process.

b) Value Enhancement – through value engineering - continuing value improvement for finessing to optimum quality, functionality and cost parameters.

Abstract VM.5

A HOLISTIC APPROACH TO VALUE MANAGEMENT FACILITATION

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM. P.Eng., PVM

Presented in May 2002 at the International Conference of the Hong Kong Institute of Value Management

This paper describes a facilitation approach and framework for smart project development and service enhancement. It continues in a series of papers presented at previous HKIVM International conferences in which existing project and value management paradigms of individuals and organizations are challenged.

For the purpose of this treatise, facilitation is viewed here as guiding and enabling the following key action areas:

- Strategic framing
- Concept definition
- Performance enhancement
- Delivery of sustaining results

The paper is based on a proven, user-friendly technique that is an enhancement of traditional VA/VE/VM methods and tools. It advocates a broader Value study approach and improved reporting. The purpose of the paper is to describe a "macro" approach to the application of value management. It provides for better stakeholder communication through appropriate communication at all levels up to senior executives. The process is consultative and non-threatening. It synchronises proceedings with the natural pace of specific organisations and their other project commitments.

Abstract VM.4

The APPLICATION of VALUE CIRCLES for ENHANCED STUDY PERFORMANCE

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM. P.Eng.

Presented in May 2001 at the SAVE International Conference, Fort Lauderdale, Florida

Obtaining consensus among a group of persons already committed to a project is relatively straightforward, especially when using traditional value management (VM) techniques. However to obtain consensus and approvals on project direction, among stakeholders who appear initially to hold opposing values and priorities, a more strategic approach is required from the outset.

A single value workshop should not be viewed as an end, but as a beginning or a keystone around which to develop and refine the program or project. Due to the many complexities, variables and different stakeholder opinions, it is necessary to review issues and potential solutions more than once – either during a single, long workshop or through a series of mini-workshops. With this in mind, and the need to keep the process readily understandable for the majority of value study / project participants, the Value Circles approach has been developed. This is an integral part of a value spiraling technique (VST).

Value Circles provide a framework approach for establishing strategic direction and progressing to project specifics. The approach may be used as a tool for consensus building to enable successful project funding applications and as a frame of reference to guide subsequent project development through continuing value improvement. It forms a useful adjunct to traditional value engineering methods. The value spiraling technique provides a framework for scheduling key milestones and guiding the whole process of project initiation, partnering, development and consultation. A variety of analytical and consensus building techniques is used within the different Value Circles.

Abstract VM.3

PERFORMING VALUE STUDIES WITH PIZZAZZ, OOMPH and SUBSTANCE:LESSONS LEARNED

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P. Eng

Presented in June 2000 at the SAVE International Conference, Reno, Nevada

Traditionally, the value workshop, is given a pre-eminent place within the value study process. Many clients think that an “all singing – all dancing” workshop, followed by receipt of thick report document, will fulfill their needs or the needs of their bosses, client or funding / approval agency.

Within a wide range of practices, workshops may be conducted with pizzazz, oomph or substance that will be sustainable in practice, but perhaps typically not with all three. There may be a range of effectiveness in which value workshops are characterized by (a) extremely hard work during very long days, yet tremendously productive, leading to implementation of significant project improvements, to (z) where workshops are slick, lots of fun, not particularly hard work but not really productive of tangible results. Herein lies the challenge of energizing the value methodology: to make the value methodology fun, productive and sustaining. This session provides a lively, provocative and interactive response to this challenge.

Abstract VM.2

CUSTOMER FOCUSED CONCEPT DEVELOPMENT and CONTINUOUS VALUE IMPROVEMENT

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P.Eng

Presented in:

- November. 2000 at the 4th International Conference of the Hong Kong Institute of Value Management
- May, 2001 at the International Conference on Project Cost Management

Although often applied as a one-off event for project improvement, the Value methodology is most successful when used as a long-term, continuous strategy for business success. This paper describes an improved approach to ensure that:

a. strategic choices are adequately identified and explored,
b. stakeholder needs are properly addressed, and,
c. the best value program or project is implemented and maintained in the longer term.

A central theme includes the use of Value Circles to lay out a framework for the analytical process and consensus building. By using a "bite-sized chunks" study approach, participants and initiators feel more comfortable and confident in the process. Also, the pace of proceedings may be more easily slowed or accelerated to suit the requirements of the situation and participants. A significant advantage is the best use of stakeholders' time.

Abstract VM.1

The USE of the VALUE METHODOLOGY to SHAPE and ACCELERATE the PROJECT DEVELOPMENT PROCESS from INCEPTION to COMPLETION

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P.Eng.

Presented in: June 1999 at the Construction Engineering & Leadership Conference, Calgary;
May 1999 at the VE and Technology Innovation Conference, Hanzhou, China;
April 1999 at the Canadian Society of Value Management Conference, Montreal

Early application of the Value Analysis (VA) methodology as an integral component of the project development process leads to significant savings relating to schedule, staff time, capital costs and lifecycle costs. To address the pressures that typically accompany the initiation and development phases of many projects, the VA methodology produces a high level of focused and tested information in a very short time. This enables well-founded, collaborative decisions on program/project strategy, scope and components, together with contractor selection and contractual relationships. A framework is established for optimizing and controlling project value, resources and schedule. Unnecessary costs are systematically eliminated without sacrificing quality.

The VA methodology assists in developing a competitive edge for a wide range of private sector and public service business programs. Increasingly it is being accepted as a very powerful tool for ensuring best value for money, while in no way compromising quality. This holistic yet analytical approach is ideally suited for meeting the challenges presented by the current trends toward corporate downsizing and outsourcing. Appropriate application of the VA methodology provides a multi-disciplinary framework within which to focus team efforts and to subsequently re-focus for on-time, on-budget completion, to stakeholder expected requirements of scope, quality and functionality. In this way, stakeholder "buy in" is developed. The degree of savings and functional enhancement increases significantly with the duration of VA effort.

Abstract E.3

TOWARD SUSTAINABILITY & CONSENSUS THROUGH VALUE MANAGEMENT

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P. Eng.,

Presented in May 1999 at the International Conference of the Hong Kong Institute of Value Management

This paper follows directly from the author's paper "Developing Consensus on Changing Strategic Direction", which was presented at the HKIVM 1997 International Conference. The paper is based on applications of a successful process and of the issues encountered in building consensus, - among an extremely wide range of stakeholders, - for development of agreed strategic direction. The discussion illustrates how the traditional Value Management process has been adapted and applied to align stakeholder views and to develop jointly acceptable strategies for moving towards agreed, long-term, sustainable solutions.

This adaptation of the Value methodology provides a framework to facilitate internal and external stakeholder involvement and build trust, - such that firm working relationships are established among professionals and lay persons alike, for a broad-based and extremely powerful, team working approach. These team members represent a great many organisations and interests, often initially exhibiting opposing ideals and motives.

Shared vision(s), principles, strategies and initiatives are identified, tested for practicality and developed in sufficient detail to enable subsequent implementation as originally envisaged. Through this form of structured, participatory planning and analysis, society-wide strategic choices are established on a firm and defensible basis. This allows effective major programs and related cost-efficient projects to proceed with confidence and encouragement of community-wide, stakeholder acceptance towards the ultimate goal of sustainability.

Abstract E.2

ENVIRONMENTAL STRATEGIC CHOICE THROUGH VALUE MANAGEMENT

Martyn R. Phillips, CVM, CVS, FICE, FCIWEM, P. Eng.

Published in the Spring 2000 Edition of Value World, Journal of SAVE International

Establishment of a comprehensive governing framework provides for the shaping and control of programs and projects, -particularly for matters of major policy and complex or controversial issues, such as managing environmental sustainability. This is accomplished through proper identification and understanding of the issues at an early stage, together with establishment and clear focusing of the appropriate working group and involvement of review team members at the right times.

Early application of the Value methodology as an integral component of the program or project development process leads to significant savings relating to schedule, staff time, capital costs and lifecycle costs. With the pressures that typically accompany the initiation and development phases of many projects, the Value methodology can produce a high level of focused and tested information in a very short time. This enables well founded, collaborative decisions on program/project strategy, scope and key components.

The approach described provides a complete strategic thinking approach - from deriving a vision and principles, through to tested strategic direction to arrive at an acceptable schematic design/procurement specification. This approach is particularly useful for where there is a wide and varied stakeholder interest.

Abstract E.1

A METHODOLOGY FOR RATING ENVIRONMENTAL RISKS AND MANAGEMENT RESPONSE SYSTEMS

Martyn R. Phillips, P.Eng., FICE, FCIWEM, MIMGT.

Published Oct. 1995 in Value World, Journal of the Society of the American Value Engineers.

Increasingly, stringent environmental performance standards are leading to the need for organizations to examine their potential exposure to risk implications from environmental aspects of their operations. Risk can be defined as the statistical probability of some adverse event occurring to a particular target, which may be an ecosystem, a man-made structure or (a group) of human(s).

This paper deals in a broad sense with the identification of inherent environmental risks, prioritization of their significance and assessment of the related environmental management response systems that are in place within the organization. The following describes a comprehensive workshop approach to determine which areas within a large organization should be examined more closely. This is achieved through assessment of the following:

- Extent and priority of primary environmental risk areas
- Degree to which each operating area impaqcts each of those risk areas
- Environmental management systems that are in place to respond to those risks.

Martyn Phillips is qualified formally as:

• Certified Value Specialist, United States	CVS
• Certificated Value Manager, United Kingdom,	CVM
• Professional in Value Management, Europe,	PVM
• Fellow of the Institution of Civil Engineers	FICE
• Fellow of the Institution of Water and Environmental Management, (UK)	FCIWEM
• Professional Engineer Alberta, Canada	P.Eng.

Martyn has represented owner-utility organizations, contractors and consultants in a variety of posts since 1964 and on projects of up to US$6 Billion construction cost. His early technical specialism was structural engineering. He provides risk and value management consulting services worldwide, particularly in the areas of strategic planning, value engineering, project management, and related training. Areas of activity include traditional construction, design-build-finance-operate-transfer, environmental, industrial and soft systems & procedures. Martyn has served as the SAVE International Vice President of Services & Systems and as Director of International Affairs for Canada.