Project Risk Management

Mobilisation/Demobilisation Risks

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Mobilisation Risk – the basics

- Mobilisation & Demobilisation are important elements of the initial and final phases of a project.
- They are also key components in Project Risk Management.
- It is not only about who you bring to, or release from your team, but when.
- It is not only about company personnel, but the client, subcontractors and a whole list of other stakeholders as well.
Mobilisation Risk – the basics

- As with most components of Risk Management, mobilisation & demobilisation has both opportunity (positive) and hazard (negative) risks.

- What are they?

- Take 5 minutes to discuss this in your groups and give examples of:-
Mobilisation Risk – the basics

- Time
- Money
- The actions/failings of others
- People
- Productivity

- A bit of Legal Focus regarding workers: -
  - The law requires employers to provide ‘competent persons’
Mobilisation Risk – *the basics*

- In relation to ‘productivity’ you should be aware of the time it takes for new employees to become fully ‘productive’.
- Studies show that this can be anything from 6 to 18 months!!!

- So now we will look at mobilisation and demobilisation – but from a different perspective.
Mobilisation Risk – a different perspective

Welcome to departures for today’s flight of discovery. Please make your way to your gate.
Mobilisation Risk – a different perspective

At the start of any flight (project) the captain (PM) starts to select his crew (the various levels of the management team).
Mobilisation Risk – a different perspective

Then the team starts to get the passengers (*the workforce*) on board, and you can start to get ready for take off (*mobilise on site*)
Mobilisation Risk – a *different perspective*

The size of the aircraft *(team)* will depend upon the project.
Mobilisation Risk – a different perspective

Don’t forget the importance of others like the ground and support crews *(stakeholders, subcontractor etc.)* at this point, it could lead to trouble ahead – so engage them early, their input can help steer you out of trouble.
Mobilisation Risk – a different perspective

Don’t forget the importance of facilities and services to support the project and its personnel
Mobilisation Risk – a different perspective

Once everyone is on board/sitting comfortably, you can begin with delivering the essential information that they may need (project information).
Mobilisation Risk – a different perspective

This includes emergency procedures – we hope it won’t be needed, but also that you have paid attention. Just in case!
Mobilisation Risk – a *different perspective*

Taxi and take-off – similar to projects, one of the major risk points, but with the right crew, maintained equipment and everyone fully informed you can reduce the likelihood.

Once off the ground, we work our way up to cruising altitude and automatic pilot, when the likelihood of incidents is statistically lower – but never be complacent you need to be ready to react.
There is always the risk of turbulence (*delays, acceleration, incidents etc.*) which can not only come out of the blue, but take our focus off of the goal.
Mobilisation Risk – a different perspective

You always need to consider self-inflicted turbulence
Mobilisation Risk – a *different perspective*

- After taking the time and effort for mobilisation, we either demobilise the wrong personnel or mobilise new subcontractors at the wrong time.

- At any stage we need new people to ‘hit the ground running’ and get ‘up to speed’ with what existing conditions.

- In reality they also ‘start from scratch’ – with a steep learning curve and don’t get up to speed for some time.
Mobilisation Risk – a different perspective

- If you leave too early it may result in an uneven load and change your flight path.
- REMEMBER – it is always more difficult to get back on the plane mid-flight.
- Timing is essential – if you are experiencing ‘turbulence’ you may be better waiting for clearer skies when you can concentrate on getting someone on board successfully.
- All of these constitute a risk or a ‘clear and present danger’.
Mobilisation Risk – a different perspective

- Having made it near to your destination – it is time to prepare for landing.
- This is where another set of major hazard await us in the process.
- Think: -
  - Time
  - Money
  - Others (and lots more)
Mobilisation Risk – a different perspective

➢ We trust you enjoyed your flight and the result was a safe landing.
Mobilisation Risk – a *different perspective*

Or the comprise point was this.
Mobilisation Risk – a different perspective

But never this
Mobilisation Risk – summary

The main risk for any flight (project) are:

- Take off (mobilisation)
- Landing (demobilisation/handover)
- There are risk when cruising on autopilot (when everyone is settled into the project and understand both it and their role), but these are usually well controlled by the on-board computer (policies, plans and procedures).
- However – there can be no room for complacency!!
So now we are back down on the ground (back to reality): -

- Sometimes a different perspective can reveal risks we had not considered.
- In comparing the overall process to a specific one, we may reveal emerging risk.
- Consider the implications of failing to fit one bolt when securing a bracket to a wall –
- does the bracket fail, or just increase the stress on the rest of the bolts – or both?
Mobilisation Risk – summary

And we can consider the potential effects:

- Demobilising those with project specific knowledge and experience at the wrong time will increase pressure on others and/or deplete your expertise.

- Mobilisation at any stage of the project carries risks, especially where a steep learning curve is required – it can slow progress and impose additional time pressures.
Mobilisation Risk – summary

The landing (handover/demobilisation) phase of projects is a recognised risk phase.

- There is always a rush to get tasks completed on time – any rush job will affect quality and safety.
- Concentration may be reduced as many are thinking about their connecting flight (the next project or hoping there is one).
- Plan in advance/practice for a good landing – it may come back and bite you if you don’t
Mobilisation Risk – conclusion

Plan Ahead

but do it systematically
Project Risk Management

Thank you for your time and contribution

Any questions?

The next Risk Management session will look at the effect of time (from a different perspective)