

Project Controls Systems

Integration and Implementation Lessons Learned

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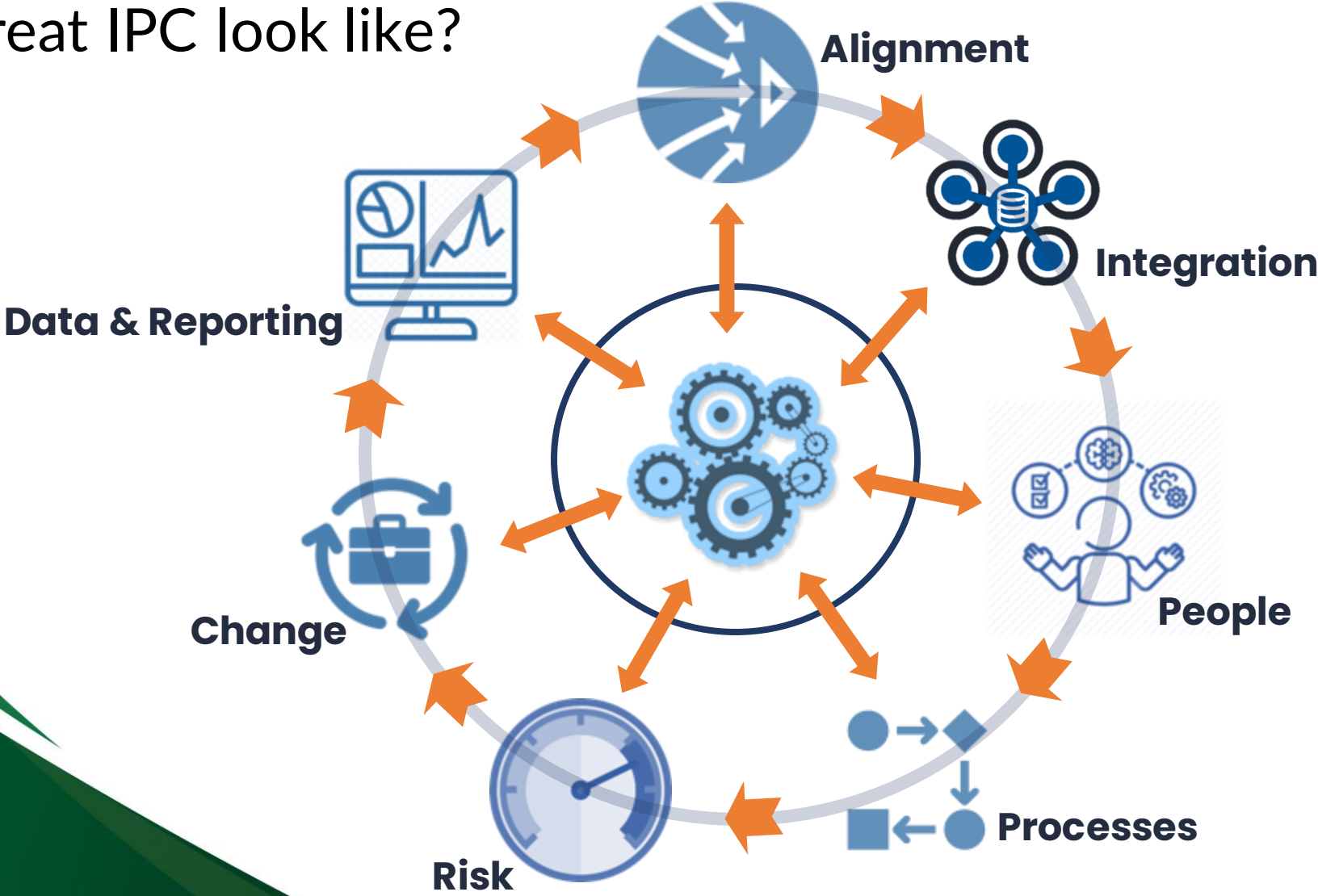
Venue: **MCG**



Project Controls at TBH



What does great IPC look like?



Before you start...

- What is the organisations maturity level?
- What is the problem you want to solve?
- What are the outcomes / benefits you want to achieve?



Implementing the right solution



INVESTIGATE

Identify current state and options



SELECT AND REFINE

Choose most appropriate tool



IMPLEMENT

Final stage and implementation

Implementing the right solution - Investigate

What does the organisation do?

What is the current state?

Is this a single instance or whole solution?

“Best of breed” or “Family”

What else is changing in the organisation?

Who will own the implementation?

Implementing the right solution – Select and Refine



Proven Record
How long has it been on the market?



Suitability
Is it fit for purpose?



Configuration v Customisation
What's the difference?



Sustainability
Will it be supported?



Scalability
Can it scale up/down easily?



Flexibility
Can it adapt to processes?

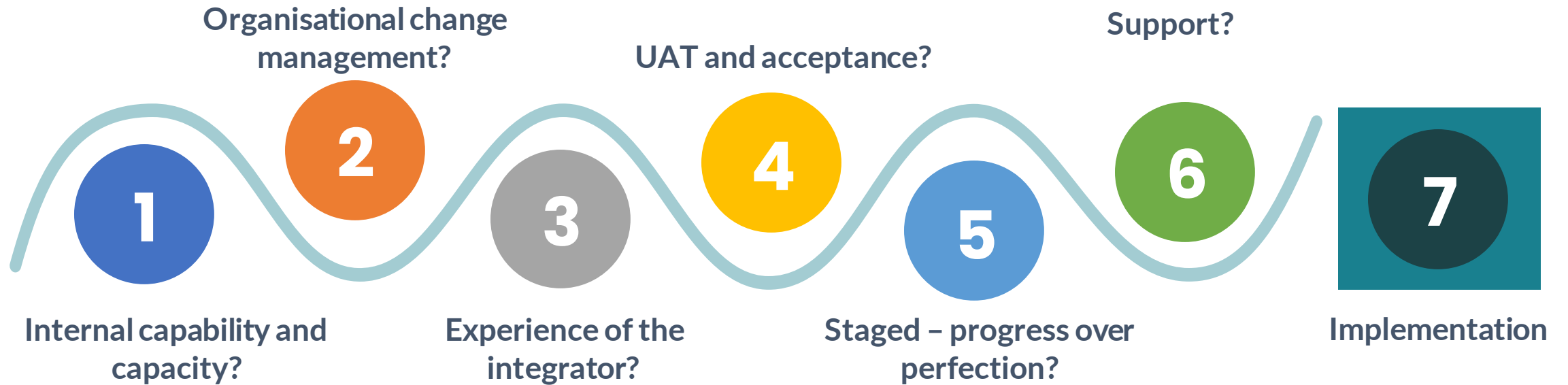


Integration
Does it play nicely with others?



User Interface
Is it intuitive?

Implementing the right solution – Implementation



Lessons Learned



Lessons Learned

Plan the implementation

- Initial consultation with users, management and the broader business is essential
- Develop an implementation plan, comms and change management plan
- Strong project ownership / Controls led



TBH

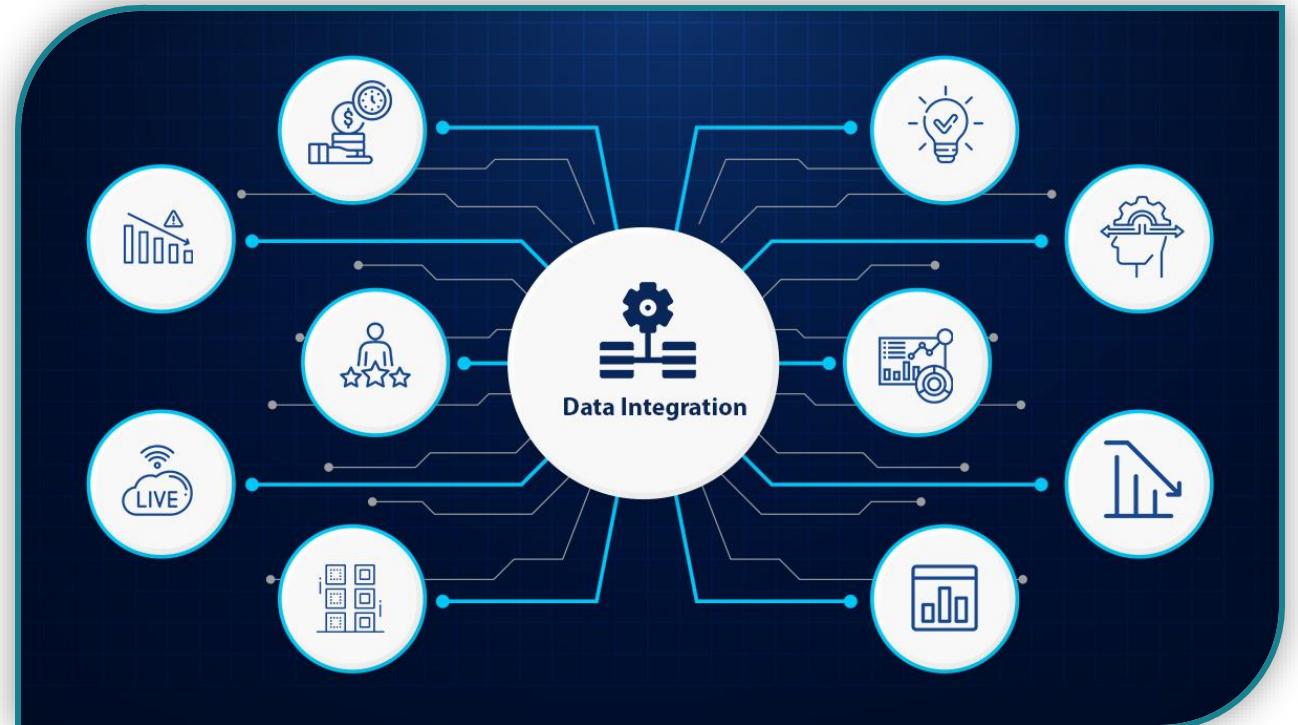


Project Controls
EXPO
Melbourne, Australia

Lessons Learned

Interfaces, data & interfaces again....

- Alignment with finance
- Integration with IT
- Visibility of Procurement



Lessons Learned

Updates & Reporting

- Understand how to export/import in case you need data manipulation
- Manually overriding inputs can be required
- Build up to Earned Value
- Consider Portfolio requirements



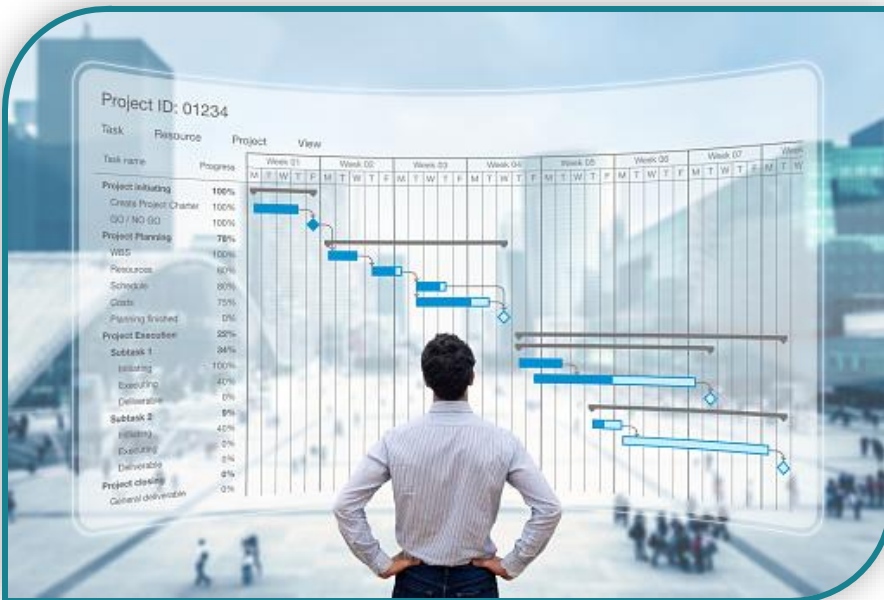
Case Study 1 – Cost & Contracts System

- Solution: Initial phase of whole Project Controls solution focusing on cost, contract and change. Project focus.
- Considerations: Low maturity. Existing manual / time consuming / inconsistent processes. Step change in value / complexity of portfolio. Tool already selected.
- Delivery: Implementation driven by IT with SME provided to support testing, implementation and handover only.
- Challenges: Tool not fit for purpose, processes and data vary across projects, varying levels of maturity, resource availability, system bugs
- Result: Four major projects tested and loaded into system in <6 months



Case Study 2 – Scheduling System

- Solution: Implement scheduling tool. Project and portfolio focus.
- Considerations : Low maturity. Existing manual / time consuming / inconsistent processes. Step change in value / complexity of portfolio.
- Delivery: Staged approach. Scheduling framework development, WBS/CBS mapping, SME support to define requirements, tool selection, implement, operate and handover. Detailed and structured training, comms and change management.
- Challenges: Senior management buy-in, IT access/permissions
- Result:
 - Scheduling framework still used today
 - Uplifted scheduling service and built capability
 - Provided overall portfolio view as well as program and project level
 - Linked aromatically to other systems and reporting



So which one was the success?

Case study 1

- Poor requirements gathering
- Did not engage with the business
- No consideration for business maturity
- IT driven implementation
- Not fit for purpose
- Poor comms and change management within the business
- Success?

Case study 2

- Recognised low maturity
- Engaged with industry and business to determine best solution
- Adopted a staged approach
- Refined processes first
- Engaged industry SME's to implement, train and build capability then handover
- Clear comms and change management plan
- Success



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Questions?
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THANK YOU

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