Priority®
A Better Way To Work

Smart Construction and Project Recovery using OVERGantt

Wayne Greenwood Priority Management and EndFirst Plans Inc.

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Project Controls EXPO
Melbourne, Australia

The Rosetta Stone

- **The key to translating hieroglyphics**
- The Rosetta Stone is one of the most important objects in the British Museum as it holds the key to understanding Egyptian hieroglyphs—a script made up of small pictures that was used originally in ancient Egypt for religious texts. Hieroglyphic writing died out in Egypt in the fourth century C.E..
- Over time the knowledge of how to read hieroglyphs was lost, until the discovery of the Rosetta Stone in 1799 and its subsequent decipherment.

Outline

- It’s a project world
- Best practices in scheduling
- Project Scheduling, Control and Recovery Challenges
- Integrating a Client Requirement Schedule into an existing construction Schedule for the Deepwater Titan Drillship
- Q & A

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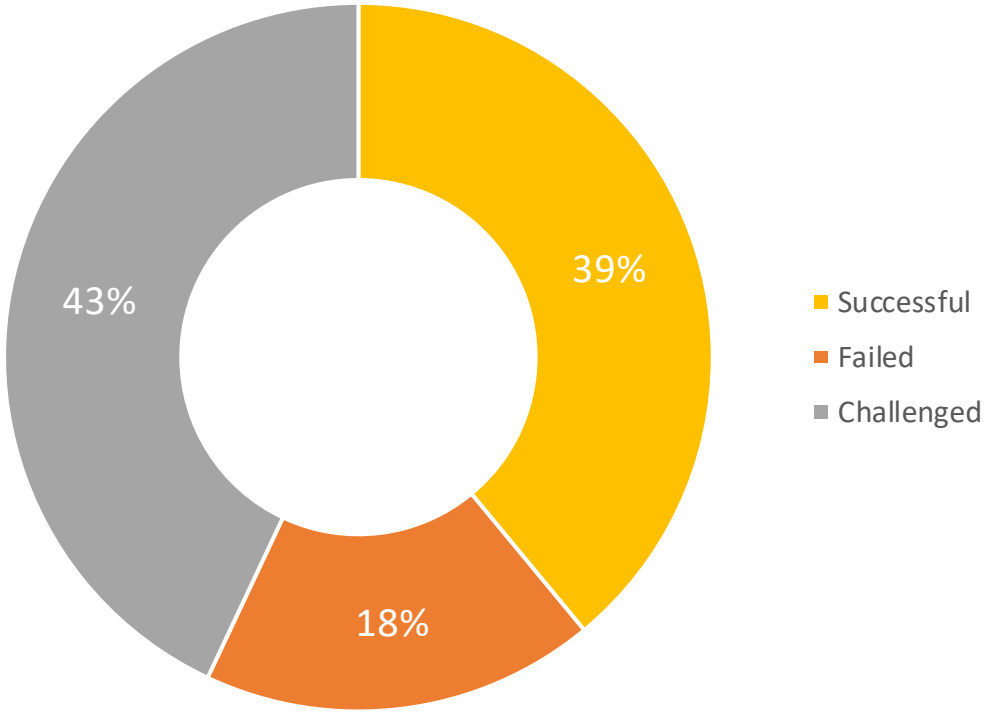
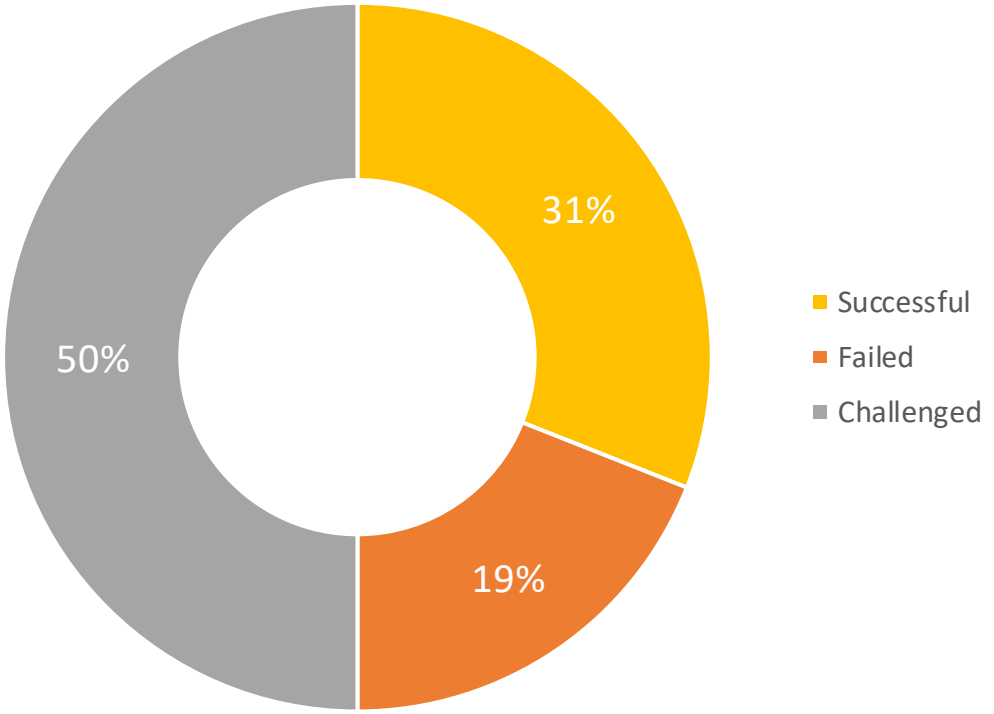
Standish Chaos Report on Project Outcomes

2012



2021



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Its a project world

31% of GDP (HBR Mag. Dec 21)
Success rate (B. Flybjerg, Oxford)
Losses - $80,000 **per second**

The planet cannot sustain these losses anymore.

What are the reasons for these losses ?

Tendency to look at external factors and not at the plan and the control of the project.

Best practices in scheduling (concensus)

- Be crystal clear on what the project is supposed to achieve
- Identify deliverables and their measurable performance criteria
- Select project solution before developing the schedule - design complete?
- Create schedule by identifying both sequential and concurrent tasks
- Make sure resources and constraints are included in your schedule
- Ensure SME's are involved in identifying predecessors and successors

Does your software do this?

Project Planning Evolution

- Challenge - Data deluge
- Whiteboards, Gantt charts, WBS, PERT & CPM and Kanban/Agile, VisiCalc (time-scaled and non-time-scaled)
- Time-scaled Project Flow Diagram with Pull Planning (Dean Kyle)
- Dedicated to Pull Planning (Lean Construction Institute)
- International Patent Pending

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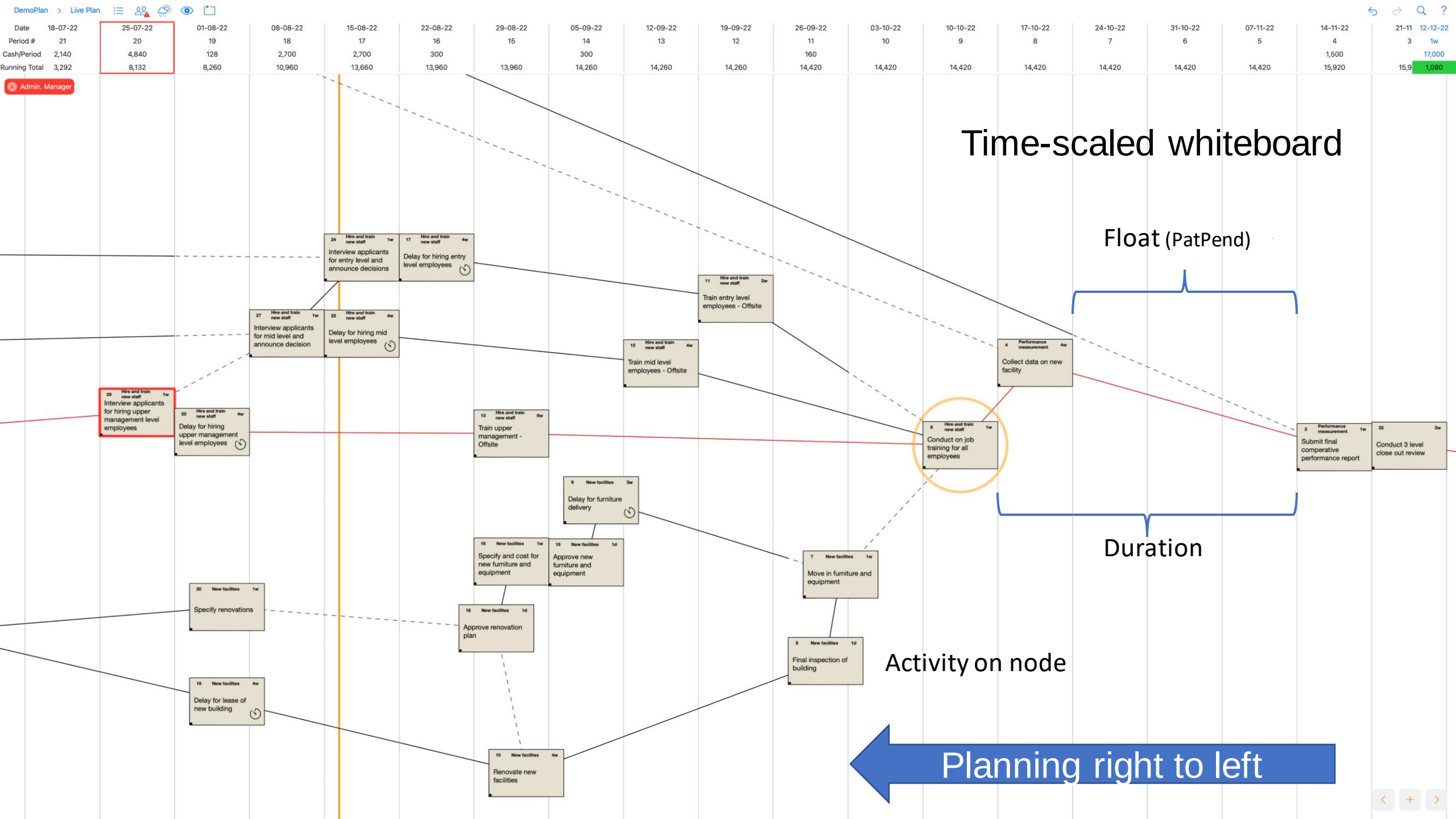
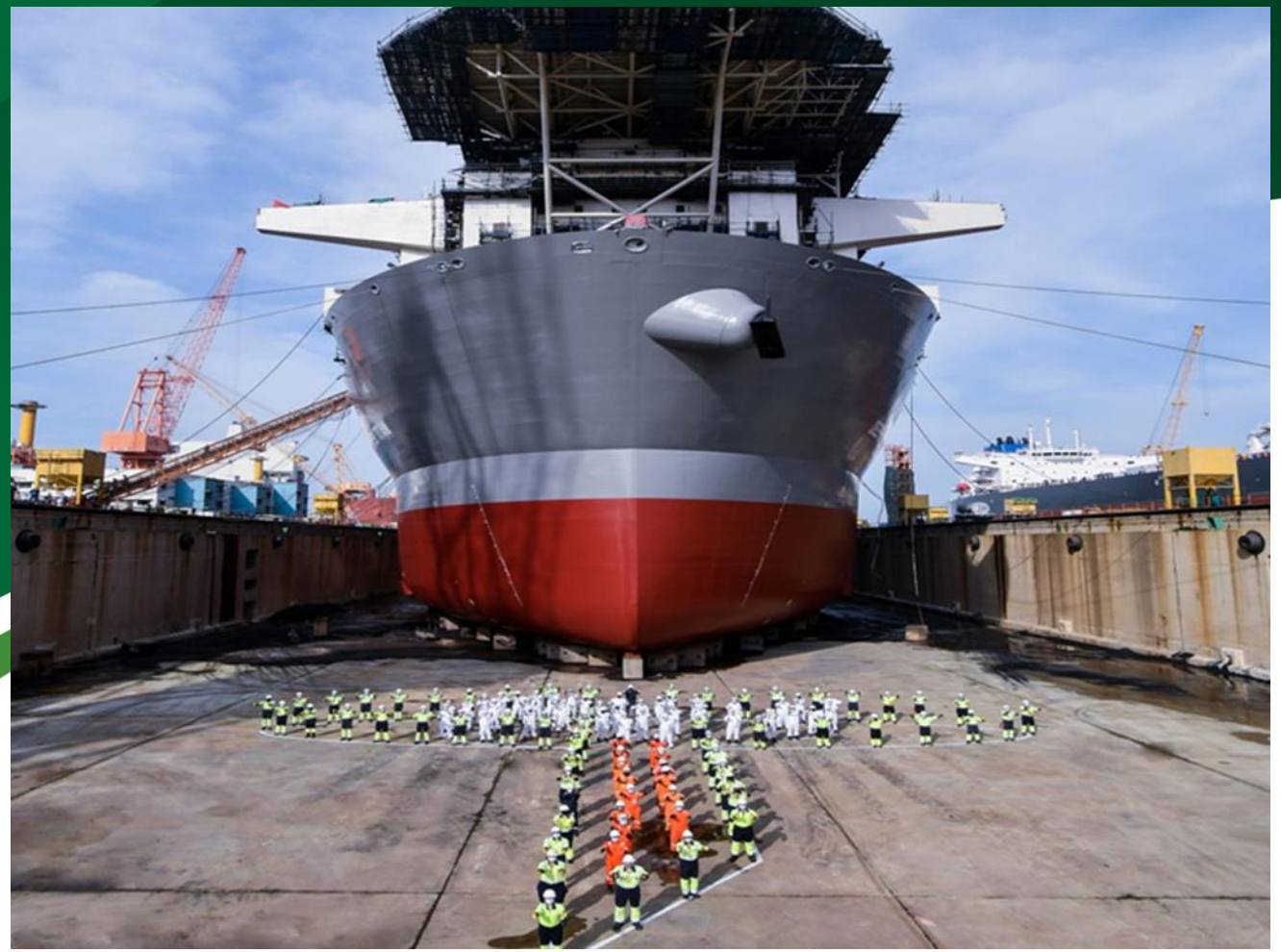

DemoPlan
Live Plan
Date 18-07-22 25-07-22 01-08-22 08-08-22 15-08-22 22-08-22 29-08-22 05-09-22 12-09-22 19-09-22 26-09-22 03-10-22 10-10-22 17-10-22 24-10-22 31-10-22 07-11-22 14-11-22 21-11 12-12-22
Period # 21 20 19 18 17 16 15 14 13 12 11 10 9 8 7 6 5 4 3 1w
Cash/Period 2,140 4,840 128 2,700 2,700 300 300 160 1,500 17,000
Running Total 3,292 8,132 8,260 10,960 13,660 13,960 13,960 14,260 14,260 14,260 14,420 14,420 14,420 14,420 14,420 14,420 14,420 15,920 15,9 1,080
Admin. Manager
Time-scaled whiteboard
Float (PatPend)
Duration
Activity on node
Planning right to left
24 Hire and train new staff 1w Interview applicants for entry level and announce decisions
17 Hire and train new staff 4w Delay for hiring entry level employees
11 Hire and train new staff 2w Train entry level employees - Offsite
27 Hire and train new staff 1w Interview applicants for mid level and announce decision
22 Hire and train new staff 4w Delay for hiring mid level employees
12 Hire and train new staff 4w Train mid level employees - Offsite
4 Performance measurement 4w Collect data on new facility
29 Hire and train new staff 1w Interview applicants for hiring upper management level employees
25 Hire and train new staff 4w Delay for hiring upper management level employees
13 Hire and train new staff 6w Train upper management - Offsite
6 Hire and train new staff 1w Conduct on job training for all employees
3 Performance measurement 1w Submit final comperative performance report
32 3w Conduct 3 level close out review
9 New facilites 3w Delay for furniture delivery
16 New facilites 1w Specify and cost for new furniture and equipment
15 New facilites 1d Approve new furniture and equipment
7 New facilites 1w Move in furniture and equipment
20 New facilites 1w Specify renovations
18 New facilites 1d Approve renovation plan
8 New facilites 1d Final inspection of building
19 New facilites 4w Delay for lease of new building
10 New facilites 4w Renovate new facilities

Deepwater Titan

Integrating Client requirement Schedule into the hand over stage of the Vessel's construction Schedule



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Deepwater Titan Specifications

- Rig Model – Espandon III
- Maximum Water Depth – 12,000 feet
- Maximum drilling depth - 40,000 feet
- Maximum pressure – 20,000 psi
- Hookload capacity – 2,500,000 lbs
- Length/Beam – 227 / 43 m
- Current Draft – 14.0 m
- Additional Information – https://www.deepwater

The Requirements – Deliverable 1

- Client leasing the rig has requested two major scope changes to be added in the post handover stage of the project before the vessel departs Singapore for the Gulf of Mexico.
- One deliverable the mud systems is already complete and installed on deck 3 which is 2 decks below the main deck. Technology has advanced since the ship construction began and the client wants the mud systems upgraded to achieve a greater pressure capacity for the mud systems. Access to the mud room for cranage is through one available entry point on the main deck

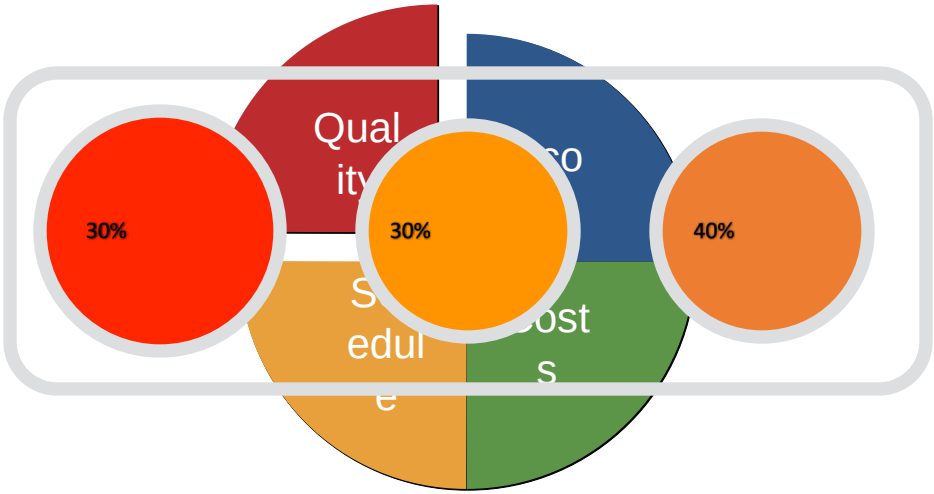
The Requirements – Deliverable 2

- The client wants a Managed Pressure Drilling (MPD) system installed this is a completely new scope and requires significant additional piping for the low pressure, high pressure and choke and kill systems.
- MPD is the use of specialized equipment (which can include such items as a Rotating Control Device, additional choke manifold, drill string check valves and fluid/solids control equipment among others) to control the pressure in a well being drilled.
- The new manifold is being built in Houston and the expected construction complete date is after the ship is scheduled to depart Singapore.

Project Bench Testing and Recovery Challenges

The decision

- Fix
- Delay
- Cancel



The ugly, the bad and (possibly) the good.

The process

- Audit the situation
- Analyze ‘choke points’ & create recovery plans
- Convince stakeholders whichever decision selected is worth supporting
- Execute the plan

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Process

- Preparation – identified the critical paths and where delays were likely to occur.
- OVERProof - bench-test current plan w. Olee
- OVERHaul - create, analyze and compare Possibility plans
- Resell the plan
- Export revised plan back into the clients software

In project control … as in sailing

You can’t change the wind…
you can only adjust your sails.

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Q & A

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THANK YOU

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