

Global Project Management Transformation Programme

Presented by Andrew Irvine &
Matthew Hannaway





Introductions



Andrew Irvine | Babcock International Group - Group Director of Project Controls

Andrew is responsible for the leadership of diverse teams in the delivery of all aspects of the Project Controls function. He has over 20 years of Project Controls experience across multiple sectors including the Nuclear, Defence, Petrochemical, Pharmaceutical, and Construction industries, and has worked for both EPC delivery and client organisations in both the UK and multiple locations across the world.

Matthew Hannaway | Turner & Townsend - National Controls & Performance Service Lead

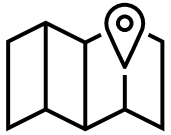
Matthew is the National Service Lead for Controls and Performance in Turner & Townsend and is passionate about the benefits that Controls and Performance can deliver to support programme outcomes. He has worked across the Power, Infrastructure, Defence, Oli & Gas and Pharmaceutical sectors and experienced at leading teams of Project Controls and Project and Programme Management professionals.



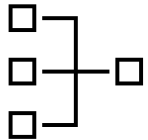


Babcock International Group

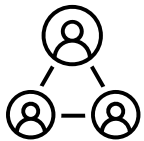
Creating a safe and secure world, together



Global Locations



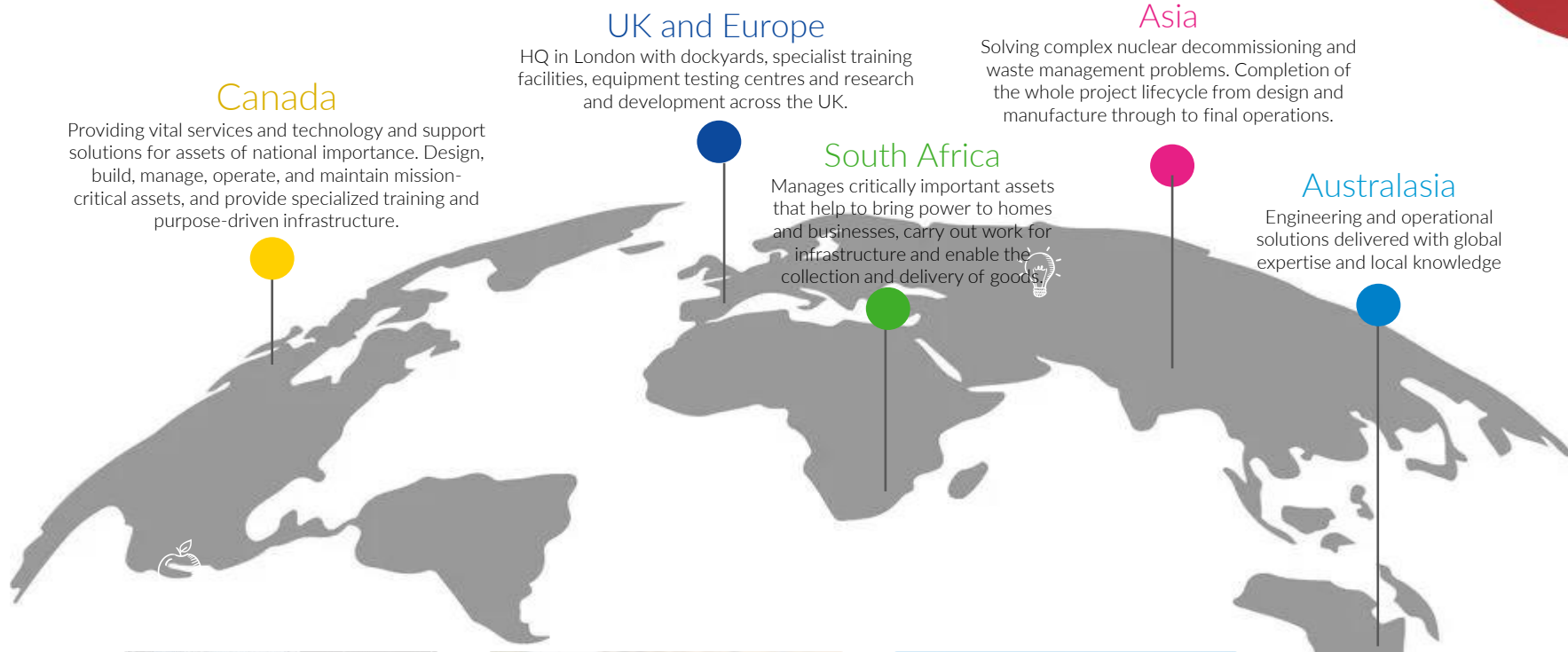
4 Sectors



Population - ~28,000



Project/Programme led businesses



Canada

Providing vital services and technology and support solutions for assets of national importance. Design, build, manage, operate, and maintain mission-critical assets, and provide specialized training and purpose-driven infrastructure.

UK and Europe

HQ in London with dockyards, specialist training facilities, equipment testing centres and research and development across the UK.

South Africa

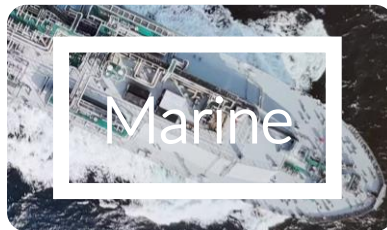
Manages critically important assets that help to bring power to homes and businesses, carry out work for infrastructure and enable the collection and delivery of goods.

Asia

Solving complex nuclear decommissioning and waste management problems. Completion of the whole project lifecycle from design and manufacture through to final operations.

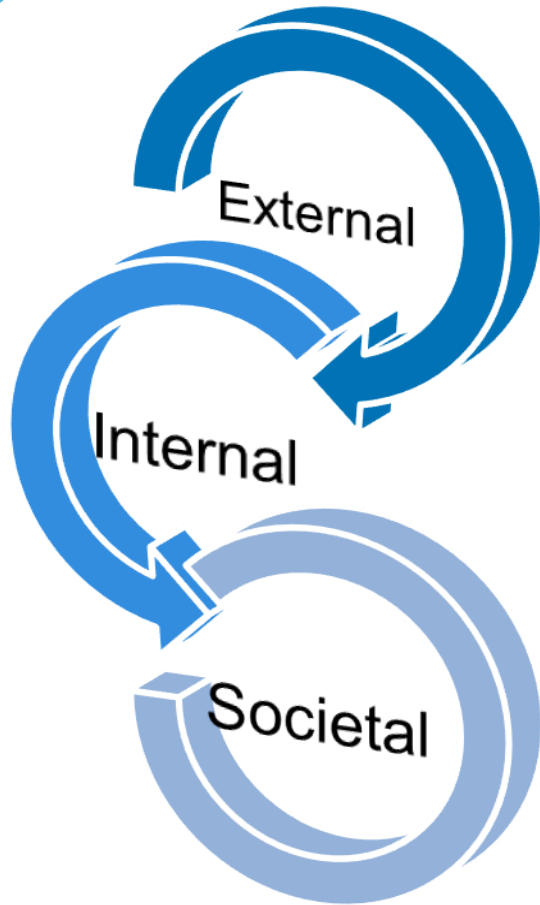
Australasia

Engineering and operational solutions delivered with global expertise and local knowledge





Drivers for Transformation



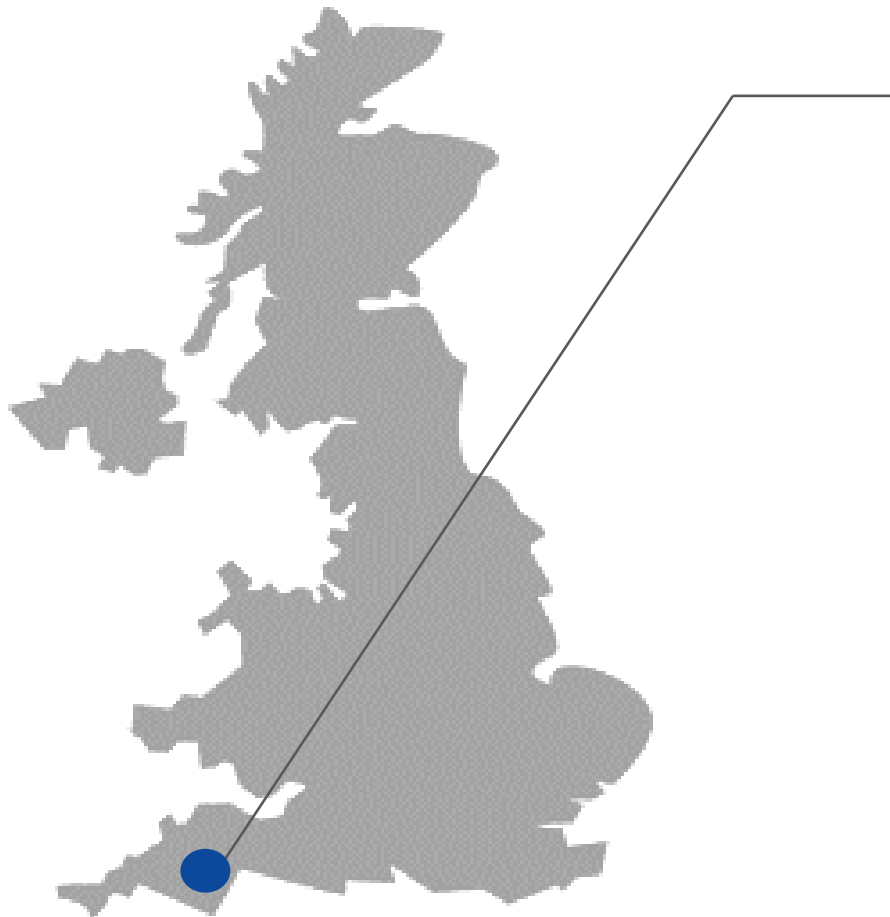
"Increasingly complex projects in a more demanding world"





Starting point for Transformation

Where it all began



No standard ways of working and inconsistent performance management



Awareness and application of Project Controls



No single governance process and lack of rigour



Inconsistent professional career development support



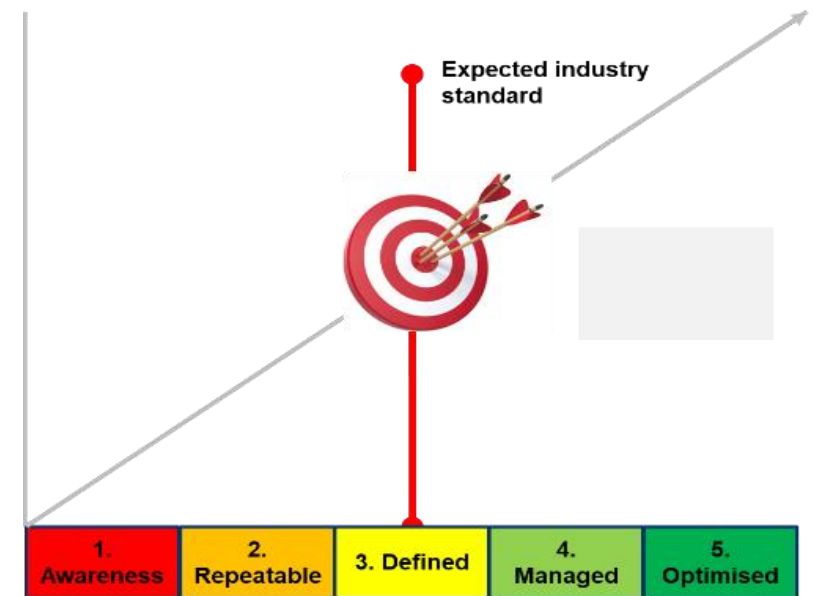
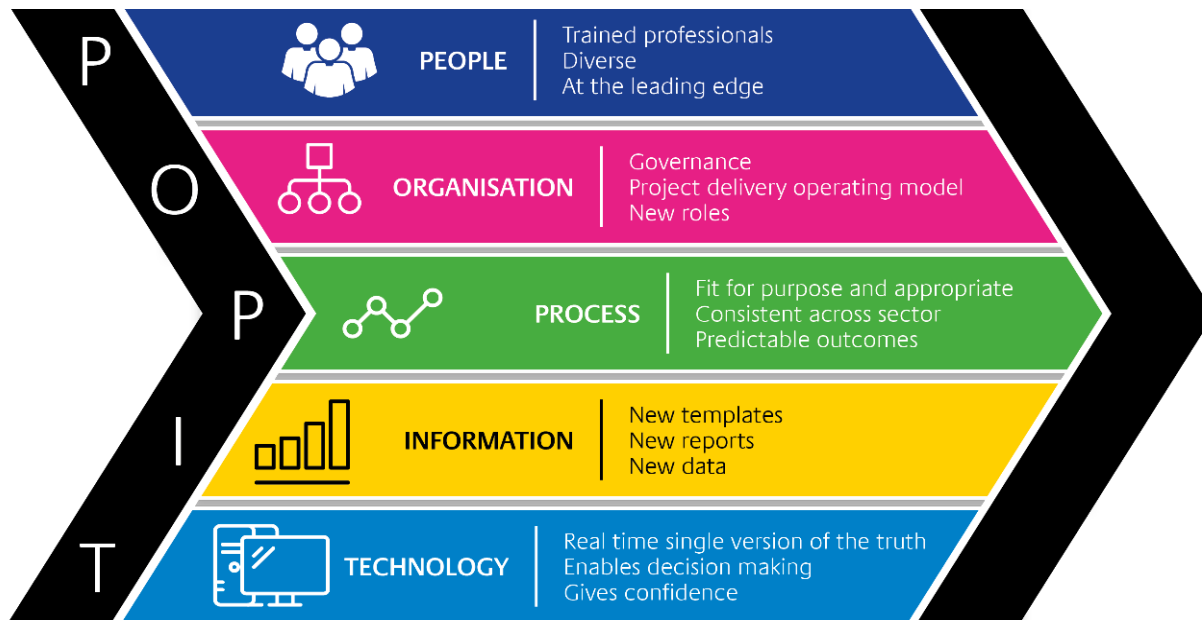
Increasingly complex projects in a more demanding world



Vision and Objectives

Start with why?

Create and enable a **professional Project Controls capability** that is enabled with the right skills, tools and framework to work consistently, manage change and delivery predictable, successful outcomes





Selecting the team and solution



Assessed the **current performance** of the organisation and get an understanding of Customer frustrations.



Assessed the current **leadership** and **people capabilities** and appetite to develop



Researched the market to understand which organisations were best placed to **partner**, develop the best solution for Babcock and learn from others



Developed a partner structure that offered the best value and solution for Babcock while **enabling Babcock to transform itself**.



Set out a **clear plan and vision** for the transformation programme, included clear points of measurement.





The Team – Group Project Management Function

Who are we?

Babcock values



Role models for diversity



Championed professional alignment

Extensive cross industry experience SME's

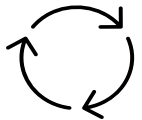




Global PM Transformation Programme

Build from a foundation

Single Governance lifecycle framework



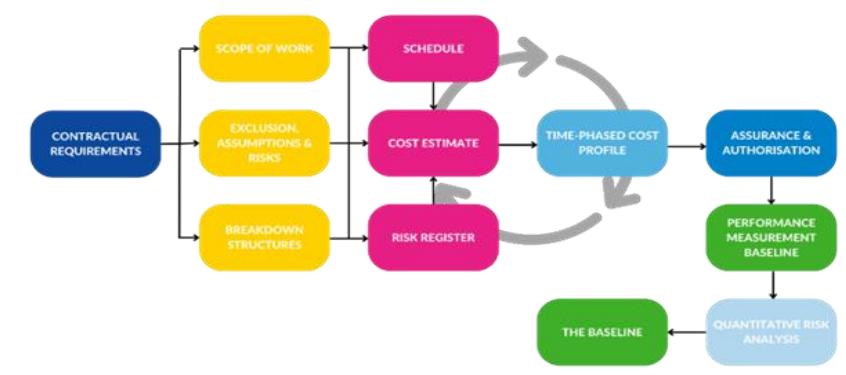
Project Categorisation process
 Exco watchlist performance reporting
 Deep dive and turnaround support to major programmes


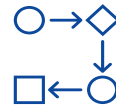



Integrated Project Controls



Broke down silos to form integrated controls approach
 Structured and standardised way of working
 Introduction of contemporary EV and risk systems to improve efficiency

One Global Project Management Framework including Integrated Project Controls



- 
1
 manual
- 
14
 processes
- 
86
 templates
- 
6
 instructions
- 
3
 e-learning



Principles based

Start with why?

People deliver Projects through
Integrated Project Teams

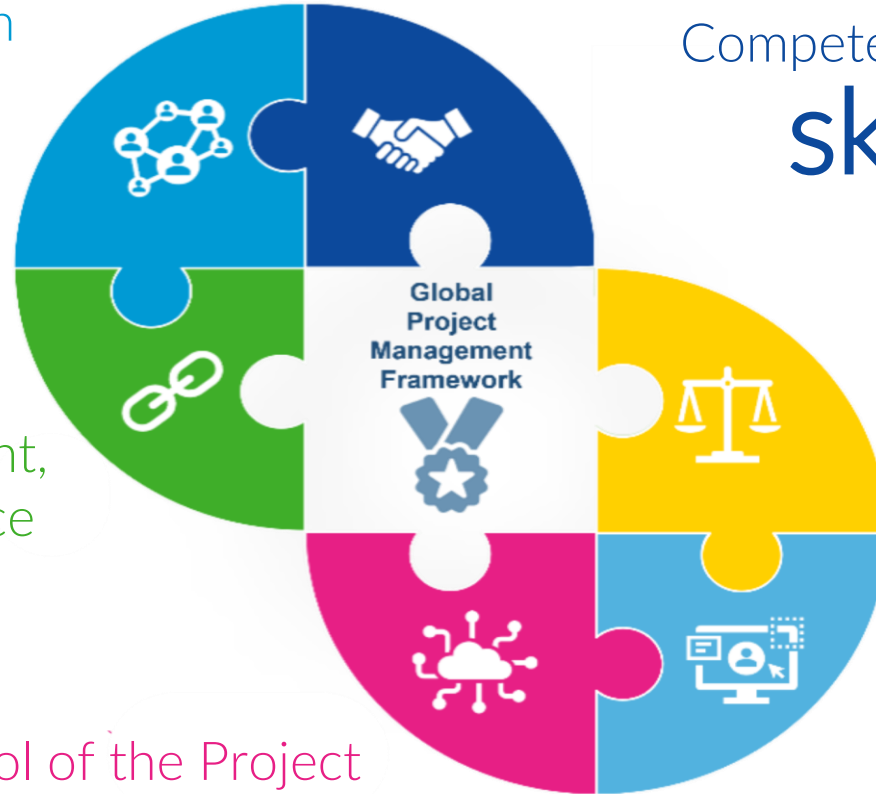
capability

Consistent Lifecycle Management,
supported by mature Governance

predictable

Integrated control of the Project

manage



Competent workforce

skills

**Proportionate
and Integrated**

Ways of Working

Enabling Systems

tools

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Turner & Townsend

Project Controls
EXPO
London, UK



Our approach

Start with why?

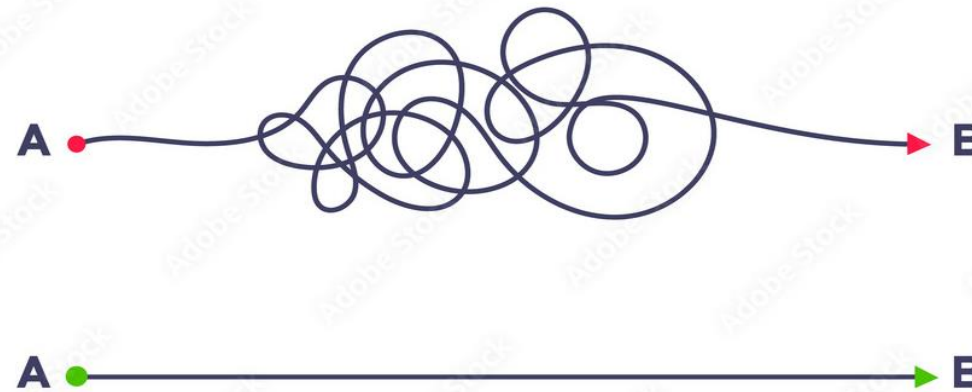
Project Maturity
Varying levels of project management maturity and experience



Existing ways of working and forming new relationships

Established practises, multiple PMOs all developing new processes and initiatives

Growing momentum – new Business Units coming on board



How we overcame

- Bring in Industry experience
- Dedicated support
- Coaching
- Recruitment

How we overcame

- Standardised and tailored ways of working
- Look for best athletes
- CoPs and focus groups
- Identify early champions
- Manage Change

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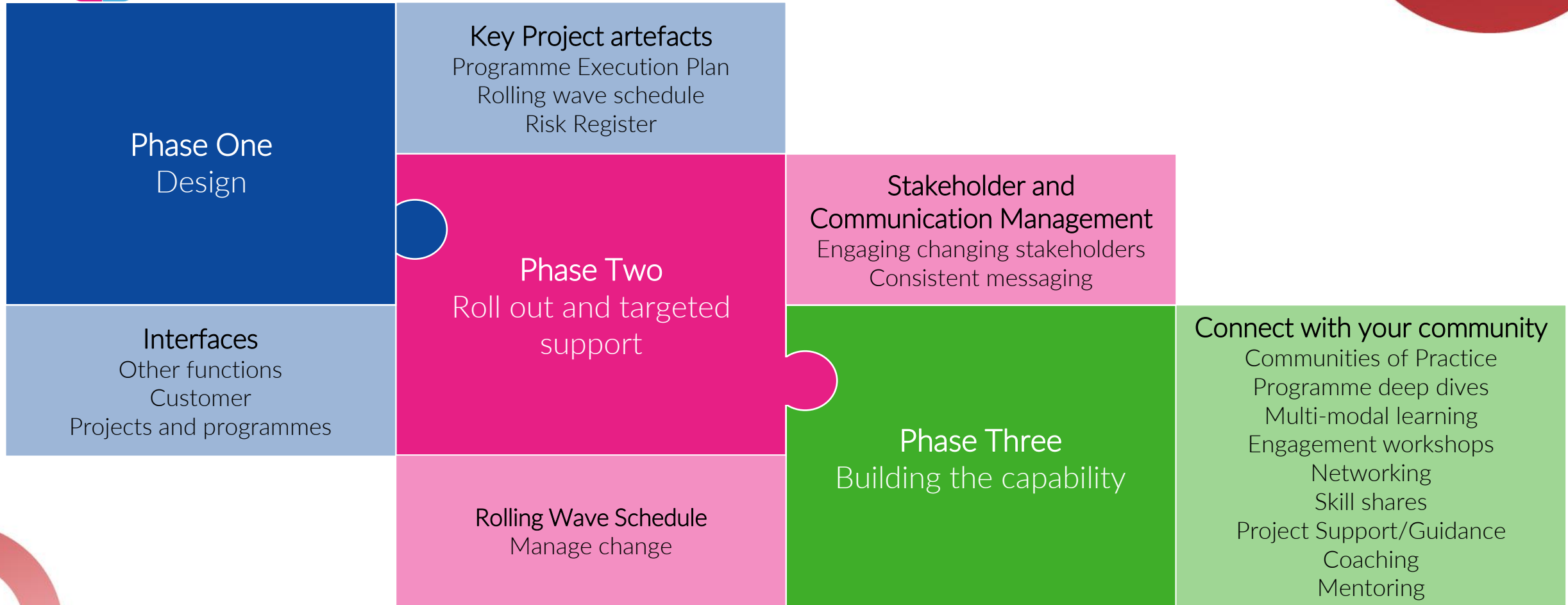
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London, UK



Our approach

Learn and adapt...then learn and adapt again





Our Approach

Different strokes for different folks

Self-Adoption

- Over arching: Group led Free-issue support provided
- 6 month **self-adoption period**
- **Demonstrate then assure**
- Targeted Corrective Action Plans as assurance output



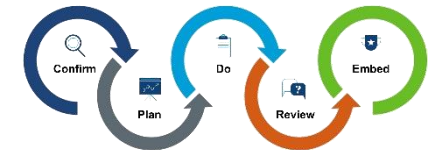
Targeted Support

- **Watch List** to determine targeted support
- Sector lead/Supported by Functional Lead, with nominated Group SME support
- 3-month window structured through Discovery > Design > Delivery

Prioritised and targeted support
Different journeys but the same destination

Deep/Enduring Support

- Deeper or **enduring support** requests to be managed through the Group led SME, who can prioritise resources to drive consistency and efficiency

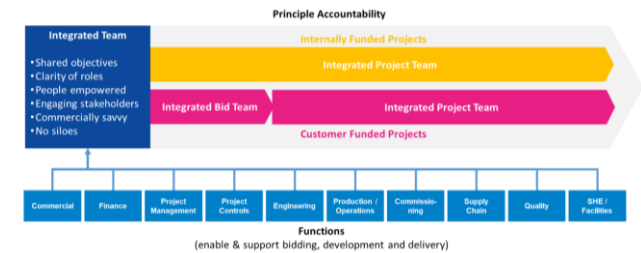




Stand up together and be counted

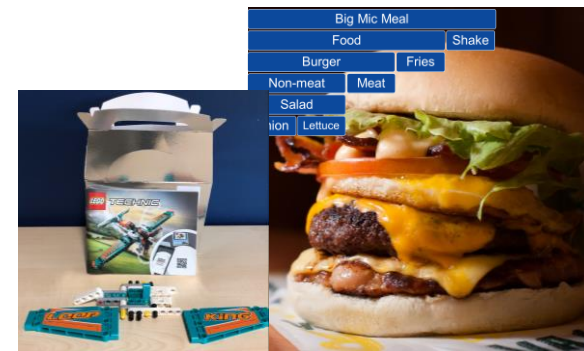
We all learn differently but we want everyone at the finish line together

- Establish consistent understand centred on core principles and approach:
 - Integrated Project Teams deliver projects – embrace diversity and be inclusive
 - Harness the power of a Project Review
 - Consistent Baseline Construction
 - Proactive management of uncertainty
 - OneBabcock = OneForecast
 - Integrated Change Management



- Behavioural consistency to drive transparency and empowered accountability

- Embrace neurodiversity: learn by doing and having fun....
- Simulation exercises to build team working, cement foundation and remove barrier





Achieving our goals

Phase One Design

One BABCOCK way



Simplifying processes



Maintenance cost



All projects categorised - **first time visibility** for senior management of portfolio

Projects transitioning to working in a consistent way – a **change in culture**

Forecast reduction in project management documents from local **Business Management Systems of 52%**

Framework and systems - enabling projects to meet customer reporting requirements for reporting

Trailblazing and setting the standard - other Babcock functions able to follow the lead and learn



Achieving our goals

Phase One Design

One BABCOCK way



Simplifying processes



Maintenance cost



Phase Two

Roll out and targeted support

Improved delivery performance



Improved reporting efficiency



Increased reliability of baseline and forecasting, to support a no surprise culture

Increased certainty of delivery - major completion milestone met within 2 weeks of re-baseline for a project which had direct support from transformation team

Enterprise tools that enable **integrated working**, reducing or eliminating manual re-keying – on one major project estimated **£670k saving**

Proactive controls rather than reactive. First time can consistently measure project performance across the portfolio

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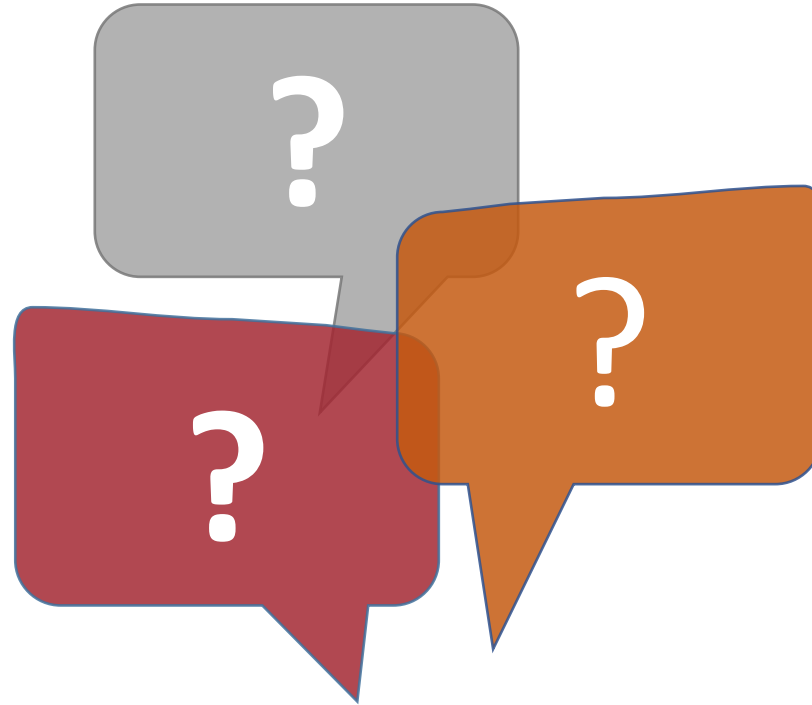
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Achieving our goals



Questions





THANK YOU