



Project Controls

E X P O

Project Controls Expo – 13th Nov 2013

Twickenham Stadium, London

Challenges in Project Controls



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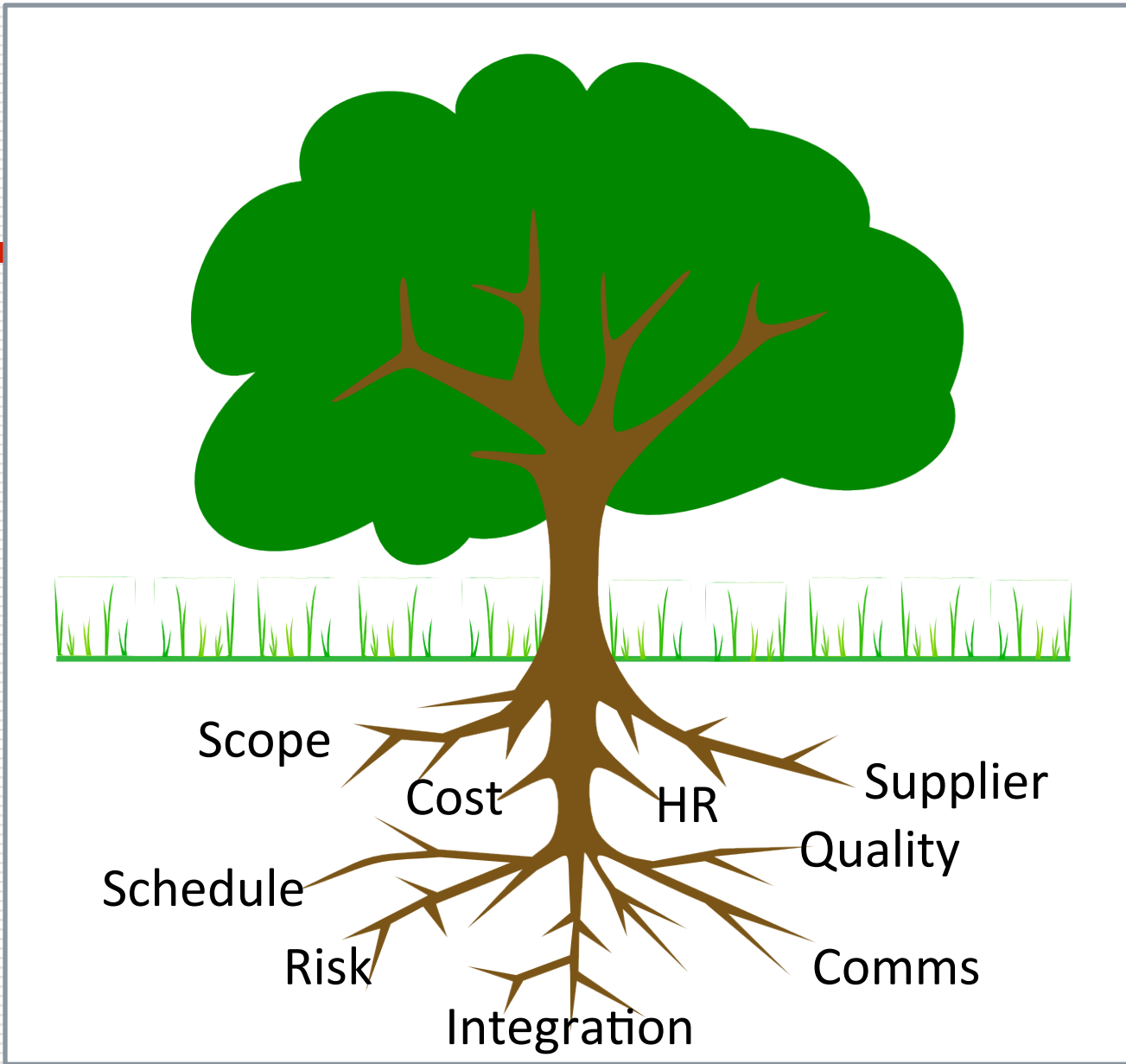
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About the Speaker

Jim Malkin



Currently the Director IPM - International for Deltek. Previously the PMO Director for General Dynamics European Land Systems where he led the implementation of professional development, process development, project management tools and practices across the business for the entire project lifecycle from business capture through to project completion. Jim has over 18 years of project management experience across many industry sectors and has been volunteering for the Association for Project Management (APM) since 2002 and is a member of the Planning, Monitoring & Control Specific Interest Group (PMC-SIG).



Scope

- How many times have you found that when you won the work, your view of the work is different to the Customer's view of life ?
- How often have you had to dip into Management Reserve because you forgot to estimate for something in the bid ?



Cost

- How many times have you as a project manager received a budget that you had no hand in ?
- Estimating / Commercial silos ?



Schedule

Director : This is your project, I want you to come up with a schedule.

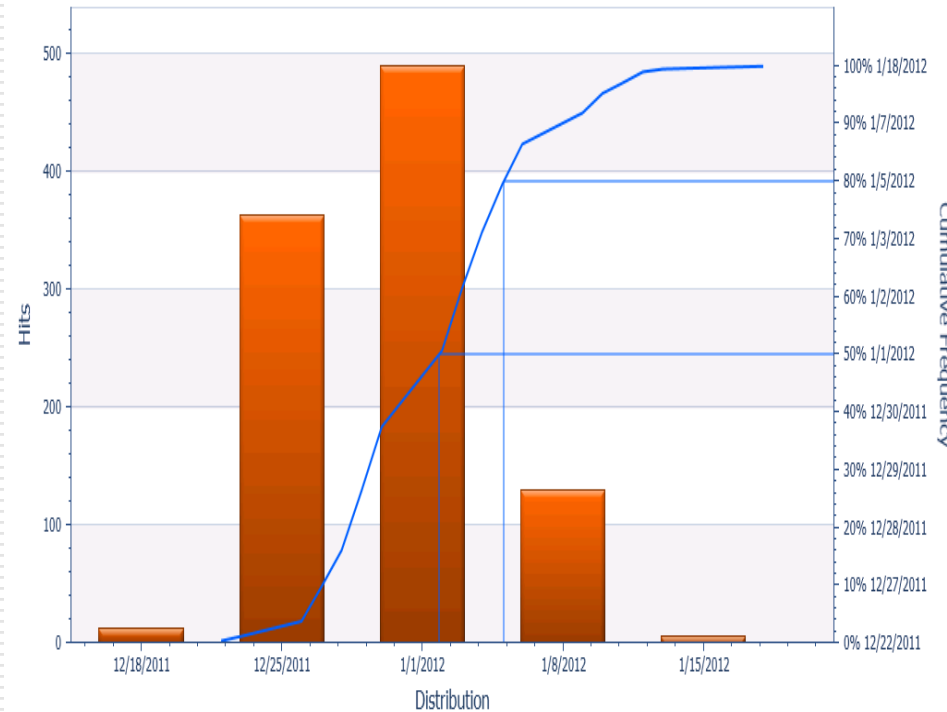
PM : When does it start ?

Director : It already has.

| | | 2011/11 | | | | | | | | | | | | |
|------------------------|-------|---------|---|---|---|---|---|---|---|---|----|----|----|----|
| Title | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| | | T | W | T | F | S | S | M | T | W | T | F | S | S |
| Summary | 5 6 | | | | | | | | | | | | | |
| Programing | | | | | | | | | | | | | | |
| Requirement definition | 7 9 | | | | | | | | | | | | | |
| Extarnal design | 5 6 | | | | | | | | | | | | | |
| Internal design | 4 6 | | | | | | | | | | | | | |
| Programing | 12 12 | | | | | | | | | | | | | |
| Test | 12 15 | | | | | | | | | | | | | |
| Comprehensive exam | 7 7 | | | | | | | | | | | | | |
| Design | | | | | | | | | | | | | | |
| Icon | 4 4 | | | | | | | | | | | | | |
| Charactor | 5 7 | | | | | | | | | | | | | |
| Screen | 6 4 | | | | | | | | | | | | | |

Risk

- ❑ We looked at risk in the bid, nothings changed since.
- ❑ What's risk got to do with the day to day issues we face – risks are all in the future !



| Risk | | | | Current | | | | Mitigation | | | | Mitigated | | | |
|-------------------------------------|-----|------|---|-------------|-----------|-----------|------|-------------------------------------|----------------------------|----------|-------------|-------------|-----------|-----------|-------|
| Enabled | ID | Type | Name | Probability | Schedule | Cost | S... | Enabled | Description | Duration | Cost | Probability | Schedule | Cost | Score |
| <input type="checkbox"/> | | | | | | | | <input type="checkbox"/> | | | | | | | |
| <input checked="" type="checkbox"/> | R9 | 🔴 | Risk of delay due to fab yard constraints | Very High | Very High | High | 25 | <input checked="" type="checkbox"/> | Procure yard early | 0d | \$500,000 | Very Low | Very High | High | 5 |
| <input checked="" type="checkbox"/> | R37 | 🔴 | Risk of major dredging equipment failure | Very High | Very High | High | 25 | <input checked="" type="checkbox"/> | Contract backup contractor | 10d | \$1,000,000 | Medium | Medium | Low | 9 |
| <input type="checkbox"/> | R2 | 🔴 | Risk of insufficient in country skilled labor | Very High | Low | Very High | 25 | <input type="checkbox"/> | | 0d | \$0 | Very High | Low | Very High | 25 |

Quality

- ❑ What does quality have to do with project controls, that's for production isn't it ?
- ❑ Everyone knows how much of a waste Quality Audits are.



**AQAP 2110
(Edition 1)**

HR

- ❑ People are placed on the Project with little or no knowledge of the project.
- ❑ My Project Management staff have no clear 'home'



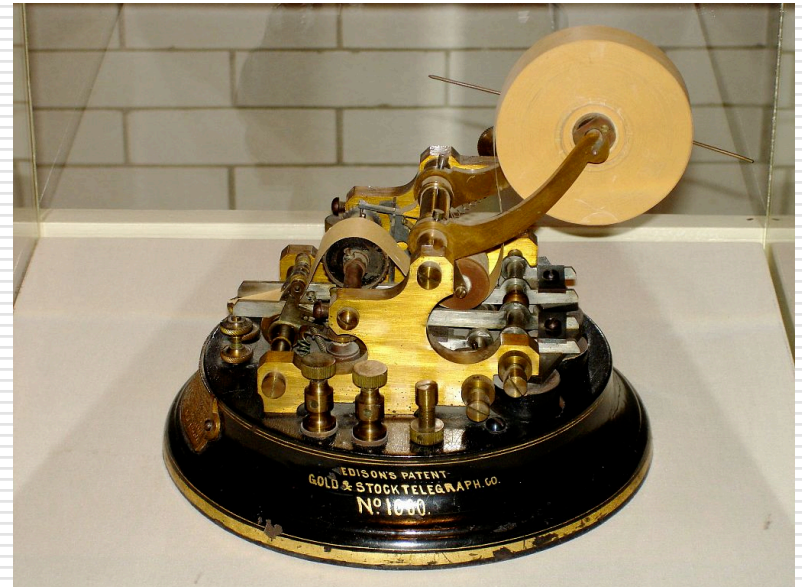
Supplier

- I can't tell what's happening until they deliver.
- My cash-flow on this project is adversely affected by the suppliers.



Communications

- It takes so long to get our period end data !
- There is so much information, I can't make head nor tails of it.



Integration

- ❑ Not everyone turns up to the status meeting and those that do aren't forecasting well.
- ❑ Change is out of control – the scope is creeping.



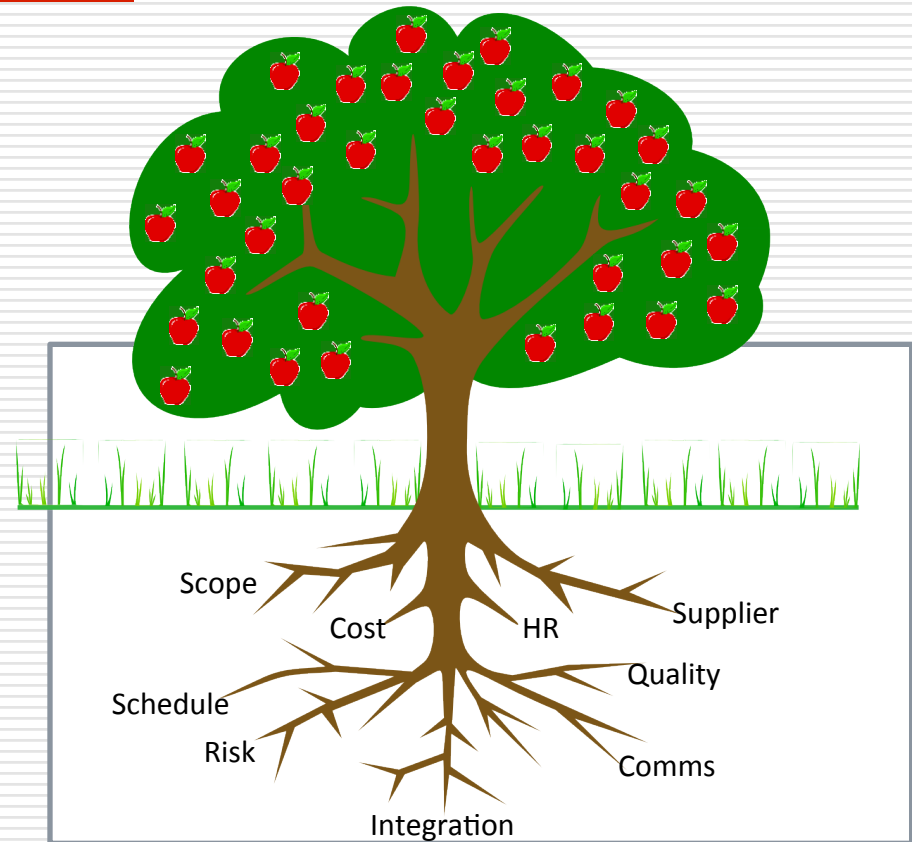
Solutions to challenges in Project Controls

- ❑ Define the scope of the project well and document it.
- ❑ Ensure that all the deliverables are focussed on in the project execution
- ❑ Estimate the Project the way you plan to execute it.
- ❑ Create a clear Basis of Estimate with Assumptions.
- ❑ Ensure the Financial contractual conditions fit the project.
- ❑ Create a challenging schedule baseline
- ❑ Make risk management part of the day-to-day business
- ❑ Embed Project management and Project Controls into the Quality Management System
- ❑ Use Quality Audits to drive action through the Project Controls
- ❑ Develop your Project Control Staff
- ❑ Integrate Major Suppliers as parts of the Project Team.
- ❑ Ensure 'One source of truth' for communications.
- ❑ Target Project Information to Project Roles
- ❑ Implement an Integrated Change Management Process

How did the project do ?

- The quality of a tree's fruit is determined by how far down its taproot grows beneath ground, not by its limbs;

Integration is the key to good Project Controls



Thanks !

- Integrated Program Management for Dummies available at the Deltek booth - 7.

