

**BUSINESS SECTOR**

Infrastructure Services

**SERVICES PROVIDED**

- Process evaluation
- Facilitation
- Collaborative planning
- Project Controls training
- Personnel Development
- Communication protocols improvements
- Oracle P6 expertise

**TECHNOLOGIES USED**

- Oracle Primavera P6 EPPM

**BENEFITS**

- Clear understanding of the Delivery Programme
- Upskilled teams
- Accurate forecasting
- Performance transparency
- Early sight of programme slippage/cost increase
- Closely integrated business systems

# Project Controls Framework Review and Development

The client was experiencing project management and delivery issues and wanted an enterprise-wide assessment of its Project Controls framework and recommendations for improvement. In conjunction with associates Alliance Project Controls (APC), RPCuk undertook an extensive review covering business systems interfaces, communication and performance reporting, collaboration effectiveness, client interaction, Project Controls team competencies and awareness.

**ASSESSMENT**

A series of workshops were undertaken to...

- Identify Project Controls weaknesses
- Review process consistency and effectiveness across business areas
- Assess adequacy and consistency of performance reports
- Assess collaboration and communications
- Gauge use of software tools
- Evaluate programme team competencies and experience
- Client perspectives

The outcomes were aggregated to compile a comprehensive schedule of actual and potential deficiencies for remedial action.

**RECOMMENDATIONS**

- Refocused objectives and guidelines for the collaborative planning review sessions
- Process changes to ensure Project Controls consistency, effective communication and enhanced collaboration across the enterprise
- Align reporting calendars to allow aggregation of performance metrics data and facilitate enterprise level visibility and management
- Key early warning 'pulse point' progress monitoring indicators
- Year-by-Year planning session with the client to agree proposed work and delivery timetable
- Primavera P6 schedule accuracy improvements

**FURTHER ACTIONS**

- Implementation plan to embed all recommendations in business processes
- Developed and delivered Project Controls training for Portfolio Managers, PMs and planners
- Identified opportunities to realise additional business benefits from more extensive use of Primavera P6 functionality
- Consistent Primavera P6 forecasting and planning improvements
- Engaged with client to help identify Capital Programme efficiency improvements

**Main Challenges**

- Two business centres delivering the same Capital Programme
- Hundreds of worksites
- Inexperienced Project Managers
- Inconsistent Project Controls processes
- Inadequate communication and performance reporting
- No business systems integration - unlinked information silos
- Inadequately defined Year by Year Programme

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