



# Presentation

- Battle Scars – Career Overview
- Project Groups - Historical Issues
- Managing a large portfolio of small projects
  - The Good , the Bad & the Ugly
  - Issues
  - Solutions
- Questions

# Career Overview

## Battle Scars – the '80s, '90s & the '00s

- The military & “project management”?
- Project management - Baptism by Fire
- First panic attack and staying away from Prozac
- How it should be done – Million Ton Expansion
- Dealing with change – South Africa, Australia and the USA
- Surviving Industrial Psychopaths 😊
- Using every opportunity – Learning from the good and bad
- Great leaders & project managers

Special thanks to all employers – past and present

# Small Project Groups

## Typical Issues

- Humble beginnings
  - Maintenance, Engineering, Technology or R&D Departments
- Companies evolve so does the need for projects
- “Amateur” project groups don’t cope with increased complexity
- Inexperienced groups cannot understand the problems or see the solutions
- They are not bad people - they just need appropriate leadership
- Value the IP which exists within these “underperforming” groups – you need them
- Externally imposed project structures don’t necessarily work
- External help + an internal willingness to change works best

*“It is always easier to talk about change than to make it.” Alvin Toffler*

# Managing a Large Portfolio of Projects

## Good

- Quality of works

## Bad

- Projects reworked – high churn
- Adherence to plan
- Large teams
- Business to Project Communications
- Forecasting
- People retention

## Ugly

- Safety performance
- Project targets missed
- Financial control
- Project blowouts
- “Legacy” projects
- Business objectives not met by project objective

*“I would say that what we've gotten for a half billion dollars is an unpronounceable acronym [DIMHRS].” U.S. Defense Secretary Robert Gates*

**Defense Integrated Military Human Resources System**

# Safety

## Embedded Construction Team/s

- Embed team to develop a shared safety culture with aligned goals

## Behavioural Safety Culture

- Good safety training for all
- Develop a shared language
- Daily discussions – passionately supported by management (walk the floor – top down)
- Proactive culture

## No name no blame discussions, risk audits & pre start safety system

- Improved focus and quality of field safety interactions

## Additional Focus

- Pay attention to Tier 2 & 3 contractors
- Zero tolerance to unacceptable behaviours
- Apply risk management process to all projects

# Single Point of Entry

## Issue

- Process is too accommodating
- Multiple points of entry
- Working on multiple fronts
- Engineers “running” projects
- External interference

## Solution

- Create single point of entry into portfolio
- Killed “dead ducks” early
- Engineering reality check
- Greater management review
- Eliminated use of customers unrealistic scopes and estimates
- One project, one name, one manager

# Simplified Operating Framework

## Issues

- Ambiguous
- Individual systems
- Limited control



## Solutions

- Mandatory process
- Fixed naming conventions
- Removed clutter
- Only source of templates
- FEL @ pre determined points
- Only 1 option to pass pre set toll gate

*"If you always blame others for your mistakes, you will never improve."*

Joy Gumz

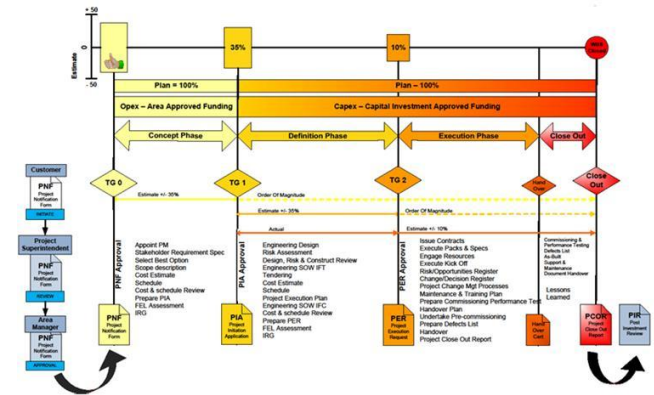
# Operating Framework – Tollgate Process

## Issues

- Phase names and tollgate ambiguity
- Lack of understanding around toll gate requirements
- Estimating accuracy confusion

## Solutions

- Clarified Toll Gates, estimating accuracy and funding requirements
- Support the embedding of naming conventions



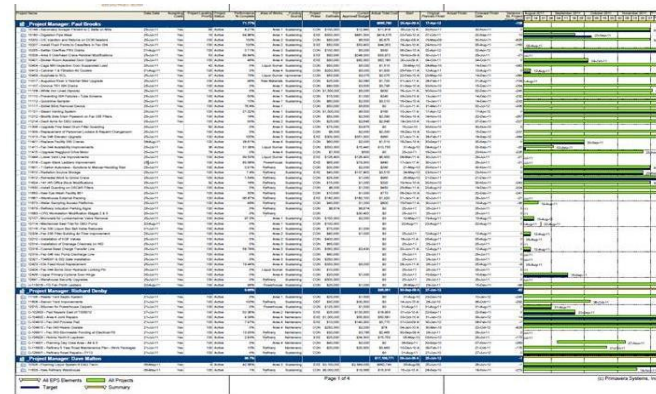
# One Plan

## Issues

- Multiple plans
- Plans tracked on PMs computers
- No transparency
- Each person to himself

## Solutions

- Implement one planning tool
- Dedicated planning team
- Improved reporting and tracking
- Resource planning
- Greater transparency
- Draft reports for review = accountability
- ***One plan, one name, one portfolio = one source of truth***



The image shows a screenshot of a project management software interface, likely Primavera P6. It displays a detailed view of project data, including a list of activities with columns for activity name, duration, start/finish dates, and resource assignments. Below the list, there are Gantt charts and resource histograms for various projects, showing task dependencies and resource usage over time. The interface is densely packed with data, reflecting the complexity of managing multiple projects.

# Estimating & Contingency

## Issues

- Ambiguity
- Contingency on contingency on .....
- Stakeholder & PM yes-men
- Cowboys making budgets “fit”

## Solutions

- Set definitions in stone
- Get contractors and estimators on board
- Accountabilities & responsibilities
- Service providers must have skin in the game

Activities	WBS	Labour cost			Material Cost			Contract Costs (\$)	Total Base Cost (\$)	Contingency		Total Cost
		Qty (hrs)	Rate	Total	Qty	Rate	Total			%	\$	
<b>CONCEPT</b>												
Project Management	010101	20-01										
Engineering	010102	01-01										
Other activities	010103	01-01										
Subtotal (CAPEX Concept Base Estimate)											100%	
<b>DEFINITION</b>												
Project Management	010201	01-01										
Mechanical Engineering	010202	01-01										
Mechanical Drafting	010203	01-01										
Civil Structural Engineering	010204	01-01										
Civil Structural Drafting	010205	01-01										
Electrical Engineering	010206	01-01										
Electrical Drafting	010207	01-01										
Other	010208	01-01										
Subtotal (CAPEX Definition Base Estimate)											100%	
<b>EXECUTION &amp; CLOSEOUT</b>												
W&A - Iron work Materials	010301	01-01										
Manufacturing Package	010302	01-01										
Installation	010303	01-01										
Project Management	010304	01-01										
Mechanical Engineering	010305	01-01										
Mechanical Drafting	010306	01-01										
Civil Structural Engineering	010307	01-01										
Civil Structural Drafting	010308	01-01										
Electrical Engineering	010309	01-01										
Electrical Drafting	010310	01-01										
Project Supervision	010311	01-01										
Other - Commissioning	010312	01-01										
Subtotal (CAPEX Execution Base Estimate)											100%	
<b>TOTAL PROJECT ESTIMATE</b>											100%	
T&M - Management Personnel including vacation and foreign exchange											100%	
<b>Project Totals</b>											100%	
<b>ESTIMATE SUMMARY</b>												
<b>CONCEPT PHASE ESTIMATE</b>			<b>DEFINITION PHASE ESTIMATE</b>			<b>EXECUTION PHASE ESTIMATE</b>						
OPEX - PM Estimate	\$		CAPEX - PM Estimate	\$		OPEX - PM Estimate	\$					
Estimate to complete Concept Phase as PDR			Estimate to complete Definition Phase as PDR			Estimate to complete Execution Phase as PDR						
Contract ERM Target Est.	\$		Definition ERM Target Est.	\$		Execution ERM Target Estimate	\$		None available for CFI			
Concept Base Estimate	\$		Definition Base Estimate	\$		Execution Base Estimate	\$		Requires David Mackey's approval			
						Execution Contingency	\$		Requires John Berger approval as per			
						Total Capital Cost (EPC)	\$		Total Capital Cost Applied for as PDR			
Comments:						Total Capital Cost (incl OPEX)	\$		Used to measure CapEx/Project KPI's			
LEAD/IC:												

# Staff Development

## Issues

- High turnover (no continuity of people)
- Little focus on contractors' development
- Team morale – “them and us”

## Solution

- Introduced employee survey
- Meet employees basic needs.
- If an employees' lower-level needs remain unaddressed, then everything you do for them is almost irrelevant.
- Develop and support embedded contractors

*“True motivation comes from achievement, personal development, job satisfaction, and recognition.”*

Frederick Herzberg

1. I know what is expected of me at work.				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
2. I have the tools and equipment I need to do my job properly				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
3. I have the opportunity at work to do what I do best every day				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
4. I have received recognition or praise for doing good work in the last month				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
5. My supervisor, or someone at work, seems to care about me as a person				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
6. There is someone at work who encourages my development				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
7. At work, my opinions seem to count				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
8. I contribute to Capital Projects achieving its goals and purpose				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
9. My co-workers are committed to doing quality work				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
10. I have a good friend at work				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
11. In the last six months, someone has talked with me about my progress				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
12. This past year, I have had opportunities at work to learn and grow				
Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

# Stakeholder Management

## Issues

- No respect for budgets
- Little understanding of essentials and nice-to-haves
- PMs too accommodating
- Little focus on business case
- Failure to deal with organisational (stakeholder) changes

## Solution

- Minimise and manage change - adopt a “no change” target
- Challenge scope creep
- Address perceptions immediately
- Defend budgets
- Obtain signoff on all scopes of work

# Front End Loading

## Issues

- Up to the project manager to FEL own project
- FEL on some large projects, but process not well defined

## Solutions

- Process must be a well defined system
- Minimum score requirements to pass Toll Gate
- Mandatory pass questions

## Continuous Improvement

- These documents must be continuously changing based on ongoing learning and company requirements (i.e. Carbon Tax, water and project energy impact)

*“The single best payoff in terms of project success comes from having good project definition early.”*

RAND CORPORATION

**Table 2 (201) Front-End Loading (FEL) Assessment**

**Project/Process Title:**  
**Project/Process Number:**

I have read or been read for an "in-house" assessment of the extent of FEL, achieved and the project's readiness to proceed to Execution. It is the responsibility of the Project Manager to provide the best and most realistic data.

I have assessed and/or completed the assessment of this project and as a prerequisite for completion and presentation of a Project Execution Plan (PEP). I am providing a rating of project's readiness to proceed to Execution if this assessment. Score ranges from 0% (lowest) to 100% (highest) based on the following criteria and weight.

If this assessment occurs as well as a formal assessment, as required for the project's development.

Project FEL Assessment Score			
Final Review of Key Business Cases (KBC)	30	10	30
Review of KBC's relevance to the project	10	10	10
Review of complete KBC's	10	10	10
Project FEL Assessment Score (PS)	40	10	50

Project FEL Assessment Stage (PS)			
Stage	Final Review	Score	Weight
Project Manager			
Delivery Manager			
Project Sponsor/Client			

**Project FEL Assessment Checklist**

1
2
3
4
5

Final FEL Assessment				
Key Business Case	Business Assessment	Applicable to Project	Key FEL Score	Comments
<b>A. High-End Key Business Case</b>				
1. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		Weighted Score
2. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
3. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
4. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
5. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
6. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
7. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
8. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
9. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
10. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
<b>B. High-End Key Business Case</b>				
1. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
2. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
3. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
4. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
5. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
6. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
7. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
8. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
9. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		
10. Are the key business cases (KBC) relevant to the project?	Reviewed and approved by PM	Yes		

# Service Providers Accountability

## Issues

- Focus primarily on Project Managers performance
- Lack of accountability, visibility, tracking and reporting on service provider's key milestones

## Solutions

- All service providers must be held accountable and be subject to higher visibility tracking

# Guiding Principles

Get the rules of the game right

- Vision
- Purpose
- Values
- The way we work
- Guiding Principles

*“In NASA, we never punish error. We only punish the concealment of error.” Al Siepert*

# Questions