

OBJECTIVES of

PRESENTATION

This presentation will discuss the following topics :

PROJECT MANAGEMENT

- ♦ Organization
- ◆ Quality and Safety
- Project Planning
- ◆ Project Execution
- Project Control

PROJECT ORGANIZATION

- OVERSIGHT

Committing Unit

- Project sponsor
- <u>Customer</u>

Controlling Unit

- Funding
- Resources
- Schedule

Design Authority

- Configuration
- Systems
- Software
- Changes

PROJECT ORGANIZATION -

PROJECT TEAM RESPONSIBILITIES



- Key objectives and mileposts
- ◆ Assign responsibilities to

subordinate teams

- ♦ Obtain approvals
- ◆ Manage arising issues
- Change control
- Execute and monitor work
- Monitor expenditures
- Produce status reports

HIGHLIGHTS of QUALITY PROGRAM

- Organization and responsibilities
- Policies and procedures
- Control of interfaces
- Deficiencies and corrective action
- ◆ Testing and verification
- Documentation and records
- Configuration control
- Material management
- Training and qualification
- Assessments

HIGHLIGHTS of SAFETY PROGRAM



Setting <u>standards and objectives</u> :

- safer at work than not at work
- Measuring performance
 - classification and frequency of injuries
- Investigation and analysis of accidents and "close calls"
- Identification of hazards
 - eliminate, contain, minimize consequences
- Training, indoctrination, <u>education</u>

There is no winning attitude, there is only

WINNING PERFORMANCE

PLANNING - PROJECT OBJECTIVES

- ◆ Consistent with customer expectations
- Prioritized
- ◆ Communicated, supported, maintained
- ◆ Typically include :
 - customer satisfaction
 - safety
 - quality
 - cost
 - schedule
 - citizenship
 - environment
- ◆ Kept up to date as conditions change
- ◆ Clear and simply stated

PROJECT EXECUTION PLAN (PEP)

PEP defines plans for:

- ◆ Project description (scope) and objectives
- Organization and responsibilities (chart)
- Customer-based performance measures
- Project estimate and cash flow
- Project controls
 - performance (accomplishment)
 - cost
 - schedule
- Resources
- Measurements
- Configuration management

PLANNING - PROJECT

SCOPE

Phases of development:

Define <u>customer expectations</u>

Conceptual engineering

• Prelim. technical and performance definition

• Definition phase engineering

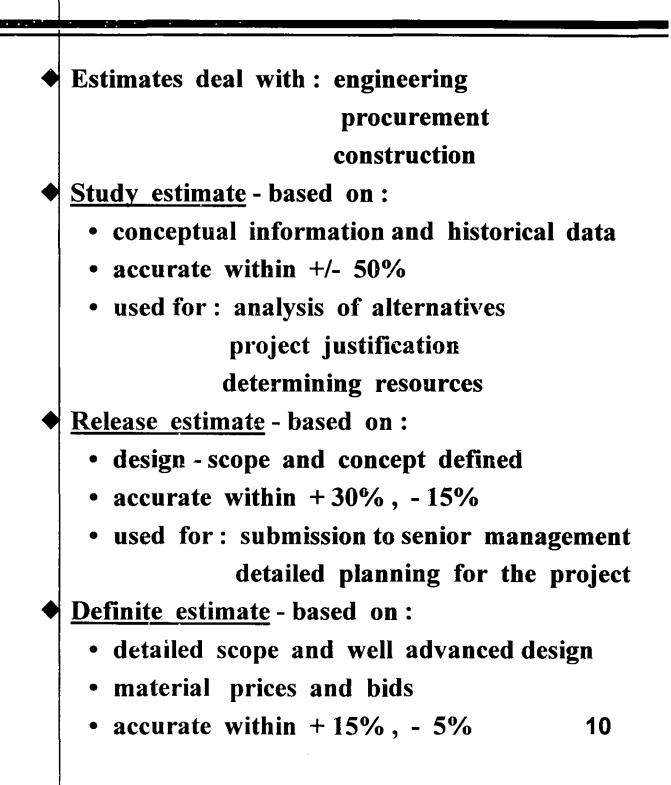
- system specifications
- Drawings and layouts
- Major equipment specified

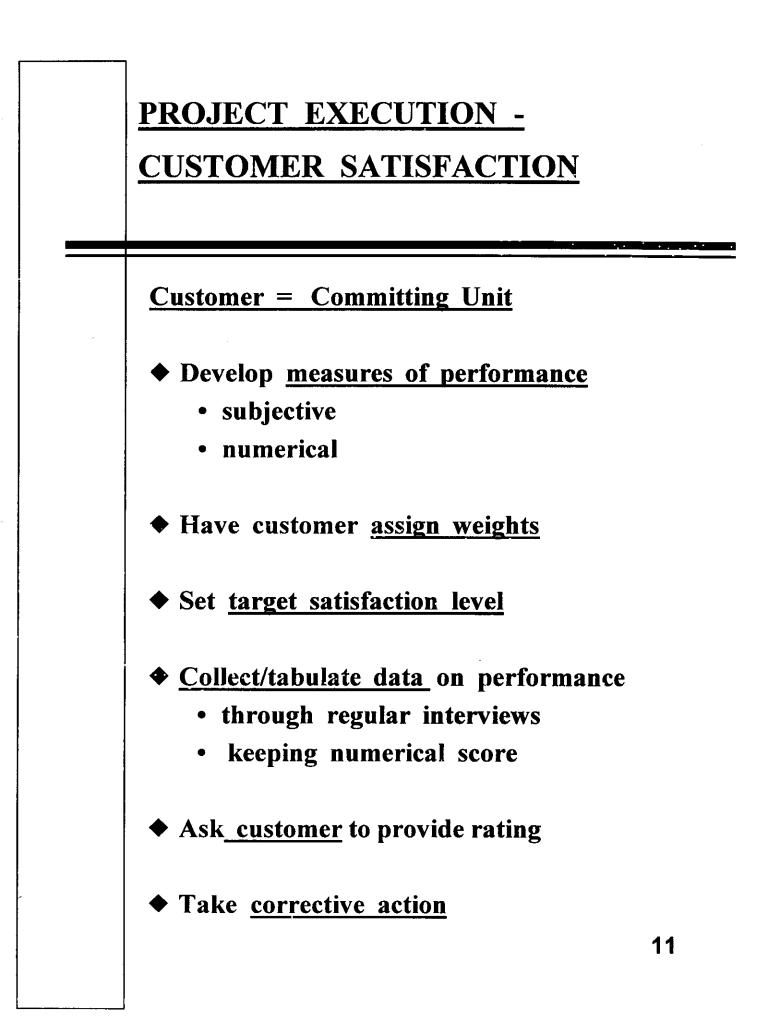
Execution phase engineering

- Design is frozen
- Drawings released for construction
- Equipment specified and ordered

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PLANNING - PROJECT ESTIMATE





PROJECT EXECUTION -

EXPERIENCE

Include experience from :

- Construction
- Operations and Maintenance

• Ensure <u>necessary inputs</u> early in the design phase from :

- construction
- operations
- maintenance

Integrate experience and lessons learned into project work

Produce a design which :

- maximizes over-all benefits
- is cost effective
- incorporates experience
- minimizes rework and modifications

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PROJECT EXECUTION -RISK MANAGEMENT

Risk refers t <u>o uncertainties</u> which affect the outcome of the project :

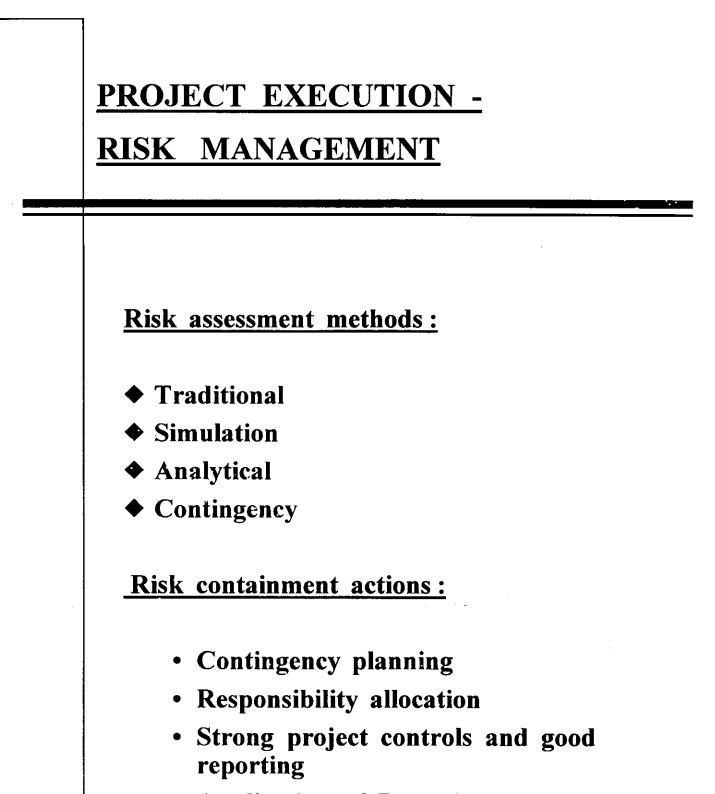
Sources of risk : technical contractual financial

• Important <u>elements</u> of risk are :

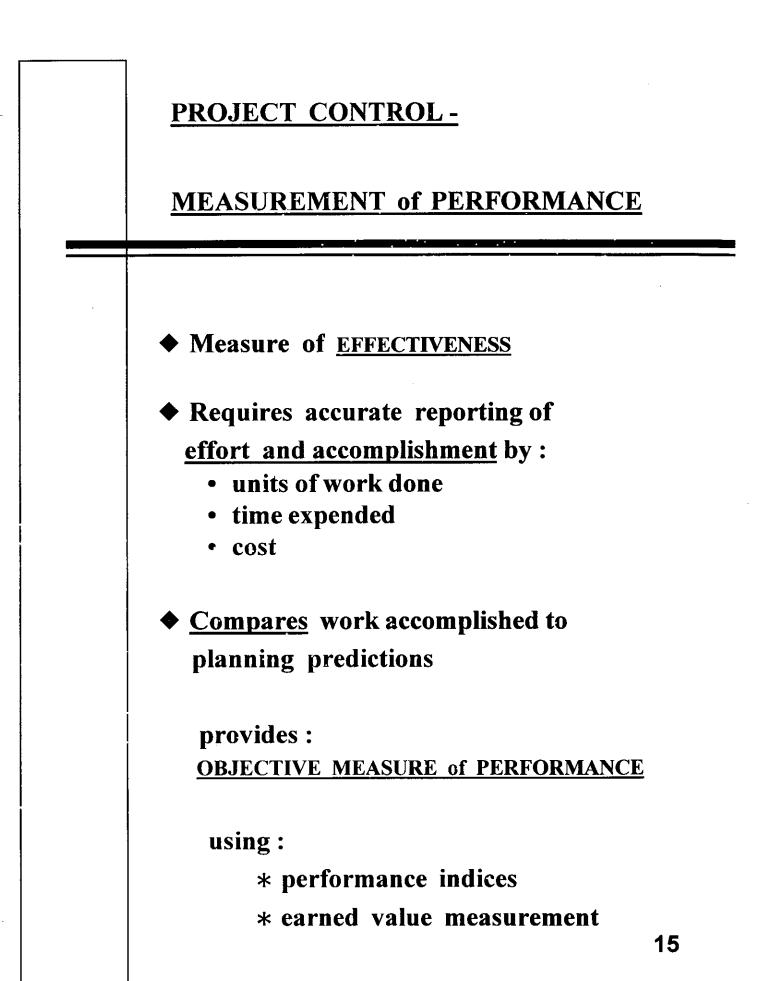
- potential severity and frequency of loss
- manageability of the risk
- potential visibility and publicity
- ability to measure the consequences

Risk management :

- identification of risk and its potential
- measurement and evaluation
- control minimizing the effect



- Application of Pareto's law
- Critical item reporting
- Risk checklists



PROJECT CONTROL -CHANGE CONTROL

Changes to <u>scope</u> affect <u>project definition</u> <u>within scope</u> affect <u>project development</u>

Changes must be:

- ◆ Based on <u>NEEDS</u> not <u>WANTS</u>
- <u>Controlled</u> by a procedure
- Documented, approved, authorized
- Impact of change must be:
 - evaluated re:
 * cost
 * schedule
- ◆ PEP and documentation updated

• Changes are <u>costly</u> - should be avoided,