

# Project Controls Manager

*What are we selling and what are you buying?*



# Agenda

## Introduction – From Gamekeeper to Poacher

### Defining the Problem

- *Linkedin Statistics*
- *Client Expectations*
- *People's Front of Judea*

### Progress to Date

- *APM Competence Framework*
- *Projects Controls Institute*
- *Open University of Australia*
- *PMI Certifications*

### Recommendations for Next Steps

- *Be Consistent in our Communication*
- *PMP for PCM?*
- *Apply Maturity Assessments to PCM's*

## Closing Remarks & Questions

# Gamekeeper



# External Challenge – Internal Opportunity

## FOI Request – how much money has Scottish Water spent on external consultants?

- *Request was difficult as not easily answered in statutory time limits – made upper management very nervous;*
- *Small task force put together to investigate number of consultants in use across the business over 3 financial years;*
- *Opportunity – to better understand departmental resource requirements and to renegotiate long-standing consultancy agreements.*

# 3 Key Questions on Value & Purpose

1. What happens if you do not come in tomorrow? Next week? Next month?
2. Is your role administration or analysis – are you adding value or just moving data along?
3. If we took away your systems and tools, how would you do your job?


*Review process did not focus primarily on cost-cutting measures but on understanding activity and 'contribution' – how does your role add value to the goals and deliverables of your team.*

# Switching Sides....



# Now fully in the Olive Oil Business



The background of the slide is a blue-tinted image. In the upper half, three business professionals in suits are silhouetted against a bright window, appearing to be in a meeting. In the lower half, there are several documents and a laptop. One document prominently features a bar chart with multiple bars of varying heights. A pen is visible in the bottom left corner. On the right side, there is a decorative graphic consisting of overlapping, semi-transparent geometric shapes, including squares and diamonds, creating a modern, abstract pattern.

# Defining the problem

## **What is a project controls manager?**



# Extremity of Views?

*“The right personality and four weeks of P6 training is all it takes to be a highly effective project controls manager on a large construction project.”*

***Senior Project Director, Tier 1 Construction Firm***

*“The PCM should have a minimum of 15 years professional experience undertaking project controls roles for the development and delivery of construction projects.*

*Demonstrated experience leading teams in planning/scheduling, cost management, risk management, change control and reporting within complex projects.”*

***Sydney Metro, PMO Tender***

# LinkedIn – PCM Diversity

1,220 people identify as a 'Project Controls Manager' on LinkedIn here in Australia.

Seniority	
Partner+	7%
Director	14%
Senior Advisory	56%
Manager	9%
Consultant	0%
Entry Level	14%

Experience	
More than 10 years	88%
6-10 years	10%
3-5 years	1.5%
1-2 years	0.5%
Less than 1 year	0

# LinkedIn – PCM Diversity

1,220 people identify as a 'Project Controls Manager' on LinkedIn here in Australia.

Top 5 Industries	
Construction	341
Oil & Energy	221
Mining & Metals	198
Consulting	102
Civil Engineering	67

Top 5 Employers	
BHP	39
Downer	27
Transport for NSW	24
WorleyParsons	24
Laing O'Rourke	22

# Client Expectations - 1

Your candidate for Project Controls Manager must demonstrate or hold the following:

- *Deep understanding of project controls methodology;*
- *15 years experience in engineering or project management environment;*
- *10 years experience in rail infrastructure projects;*
- *5 years experience in PMO environment;*
- *Technical expertise working with Primavera P6;*
- *Experience using Primavera Web, Acumen Fuse, BI Publisher and Primavera Risk.*

# Client Expectations - 2

Your candidate for Project Controls Manager will ideally have the following:

- *Relevant engineering or Project Management degree;*
- *Extensive experience in project controls or cost systems;*
- *Advanced level knowledge of engineering, procurement, construction and project start-up processes;*
- *Experience in validating or producing monthly cost, schedule and risk reports;*
- *Good interpersonal and communication skills (verbal and written);*
- *Good levels of personal hygiene (??)*

# Client Expectations - 3

As Project Controls Manager you will provide Governance and Project Controls Support (including Earned Value Management and other analysis techniques) to the Programme Management Team:

## Essential Skills and Qualifications:

- *Experience of working in a Project Control role within a complex, matrix organisation with the ability to interact and brief senior stakeholders in a concise and accurate way*
- *Proven understanding of Earned Value Management techniques*
- *Experience of coaching and influencing others to improve performance, embed best practice and deliver continuous improvement*

## Desirable Skills and Qualifications:

- *Degree / Certificate in Project Management or professional qualification such as APM, IPMA, Prince2 or similar.*
- *Practitioner knowledge of Primavera 6, Primavera Risk Analyser, ARM tools*
- *Life Cycle Management Assessor*
- *Project Control Systems Reviewer (IBR)*

# Client Expectations - 4

*“All members of the PMO are required to have demonstrable project controls competence in accordance with the APM Competence Framework (or equivalent).”*

	Schedule Management	Resource Management	Budgeting & Cost Control	Risk & Issue Management	Consolidated Planning	Resource Capacity Planning	Change Control
<b>Projects Controls Manager</b>	Proficient	Proficient	Proficient	Proficient	Proficient	Proficient	Proficient
<b>Projects Controls Engineer</b>	Competent	Competent	Competent	Competent	Competent	Competent	Competent
<b>Lead Planner</b>	Expert	Expert	Competent	Competent	Expert	Expert	Competent
<b>Planner</b>	Expert	Expert	Practised	Competent	Expert	Expert	Practised
<b>Lead Cost Manager</b>	Competent	Competent	Expert	Competent	Competent	Competent	Proficient
<b>Senior Estimator</b>	Competent	Competent	Expert	Competent	Competent	Competent	Proficient
<b>Estimator</b>	Practised	Practised	Practised	Practised	Practised	Practised	Practised
<b>Lead Risk Manager</b>	Proficient	Competent	Proficient	Expert	Competent	Competent	Competent
<b>Change Control Manager</b>	Competent	Competent	Competent	Competent	Competent	Competent	Expert
<b>Reporting Lead</b>	Competent	Competent	Competent	Competent	Competent	Competent	Competent

**AWARE >> PRACTISED >> COMPETENT >> PROFICIENT >> EXPERT**

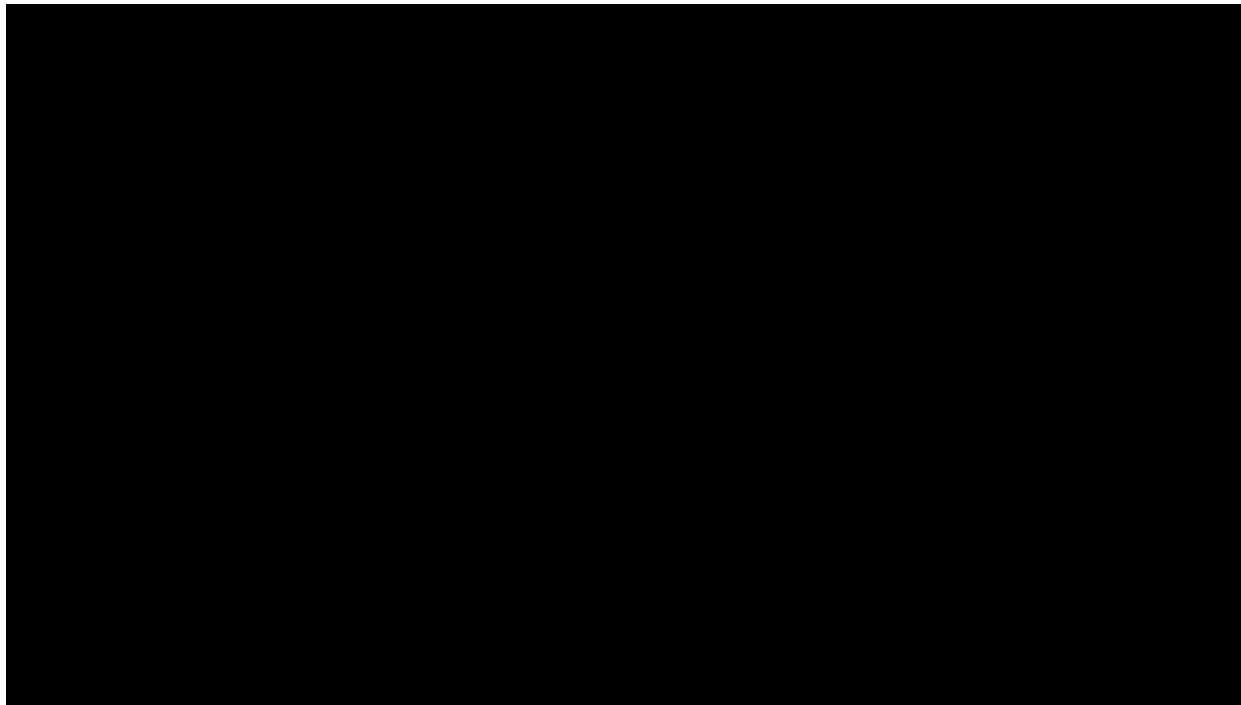
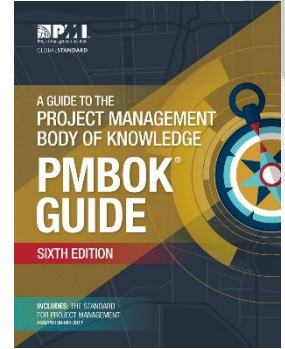
# Client Expectations - Summary

So taking all of the seek adverts, client role descriptions, tender documents and so on – is there any consistency in what a PCM should bring to the table?

Qualifying Criteria	Rating	Comment
<b>Degree Requirements</b>	Green	Consistent, most client roles require Engineering or PM degree
<b>Years Experience</b>	Yellow	Semi-consistent, most adverts suggest 10 years+ experience
<b>Domain Knowledge</b>	Red	Not consistent, mostly mentioned as 'planning & controls'
<b>Tools &amp; Systems Expertise</b>	Yellow	Semi-consistent, most common request is Primavera P6 but cost/risk not usually covered
<b>Stakeholder &amp; Communications</b>	Red	Not consistent, very rarely mentioned or requested



# Professional Bodies - People's front of Judea



The background of the slide is a blue-tinted image of a business meeting. In the upper half, three people in business attire are silhouetted against a bright window, engaged in conversation. The lower half shows a close-up of documents with a bar chart and a pen. A large, light blue geometric pattern of overlapping squares is visible on the right side of the slide.

Progress to Date  
**We have been moving  
forward!**

# APM Competence Framework

*“The APM Competence Framework sets out the competences required for effective project, programme, portfolio management and project management office (PMO).”*



**AWARE >> PRACTISED >> COMPETENT >> PROFICIENT >> EXPERT**

# APM Competence Framework

Sydney Metro proposed subset of APM Competence Framework for all project controls professionals working on the program.



**AWARE >> PRACTISED >> COMPETENT >> PROFICIENT >> EXPERT**

# APM – Planning, Monitoring & Control Special Interest Group

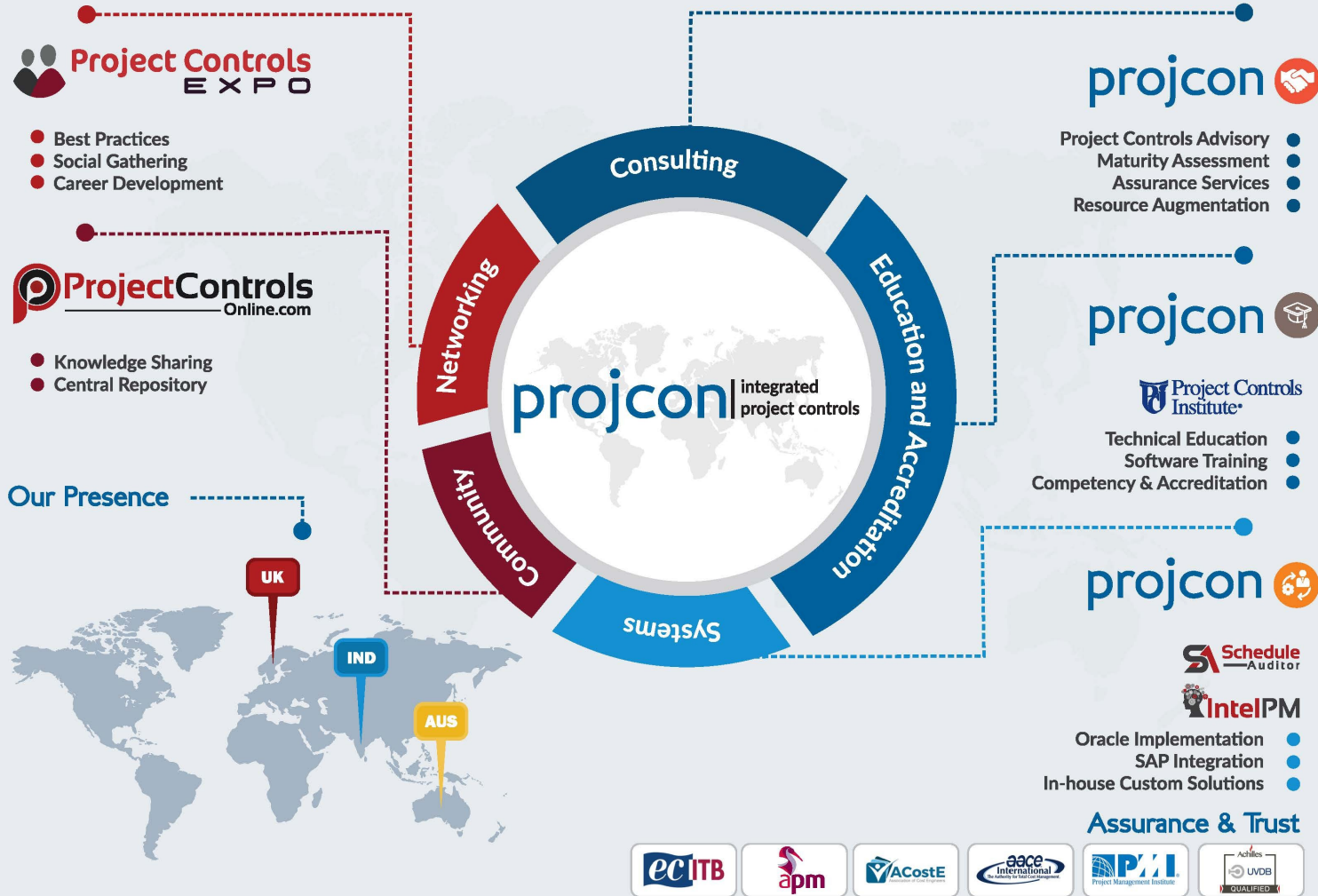
Formed in 2012 from the previous Planning and Earned Value SIG's. Focus on:

- *Custodian of the APM guide – “Planning, Scheduling, Monitoring and Control - The Practical Project Management of Time, Cost and Risk”;*
- *Created the Foundation and Practitioner APMG training course – ‘Project Planning & Control Certification’;*
- *Now has 3,383 followers within APM;*
- *Publishes papers and guides on planning, controls, earned value management and scheduling maturity.*

The logo for the Association for Project Management (APM), consisting of the lowercase letters 'apm' in a bold, red, sans-serif font.

Planning,  
Monitoring  
and Control  
SIG

## Projcon Group Capabilities



# Project Controls Institute – Accreditation Framework



## Topics covered:

- The Monitoring and Controlling Process Group (PMBOK® Guide)
- Project schedules and management
- Project costing and tracking
- Project quality plans and compliance
- Scope control
- Stakeholder relationship management
- Risk control
- Project communications
- Performance management
- Project monitoring, auditing and reporting
- Process improvement



## **PMI Scheduling Professional (PMI-SP):**

- Secondary degree;
- 5,000 hours project scheduling experience;
- 40 hours project scheduling education;
- Exam - 170 multiple choice questions in 3.5 hours

## **PMI Risk Management Professional (PMI-RMP):**

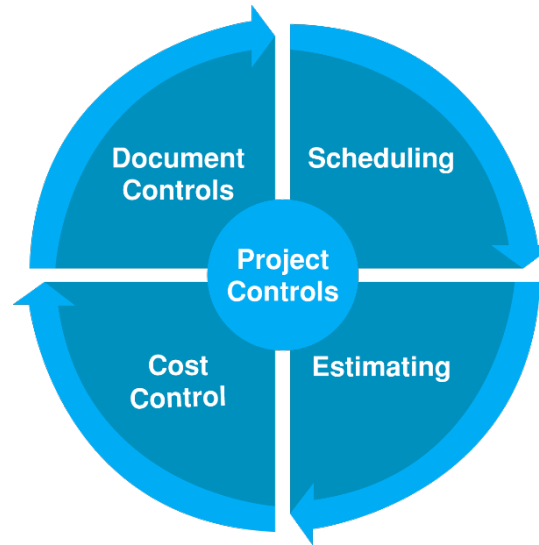
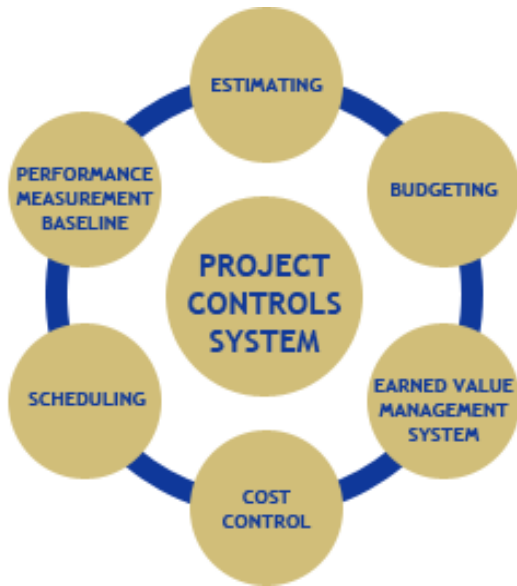
- Secondary degree;
- 4,500 hours project scheduling experience;
- 40 hours project scheduling education;
- Exam - 170 multiple choice questions in 3.5 hours

The background of the slide features a blue-tinted image of three business professionals in a meeting, with their silhouettes visible against a bright window. In the foreground, there is a blurred image of a laptop keyboard and a pen resting on a document. A large, light blue geometric pattern of overlapping squares is positioned on the right side of the slide.

# Recommendations for Next Steps

**What can we do as an industry?**

# Be Consistent in how we Communicate



# Keep things Simple

*“There are many definitions of Project Controls used across industries and indeed across companies within industries. Project Controls is a professional function not widely recognised as a set of specialised skills in its own right.”*

## PCM

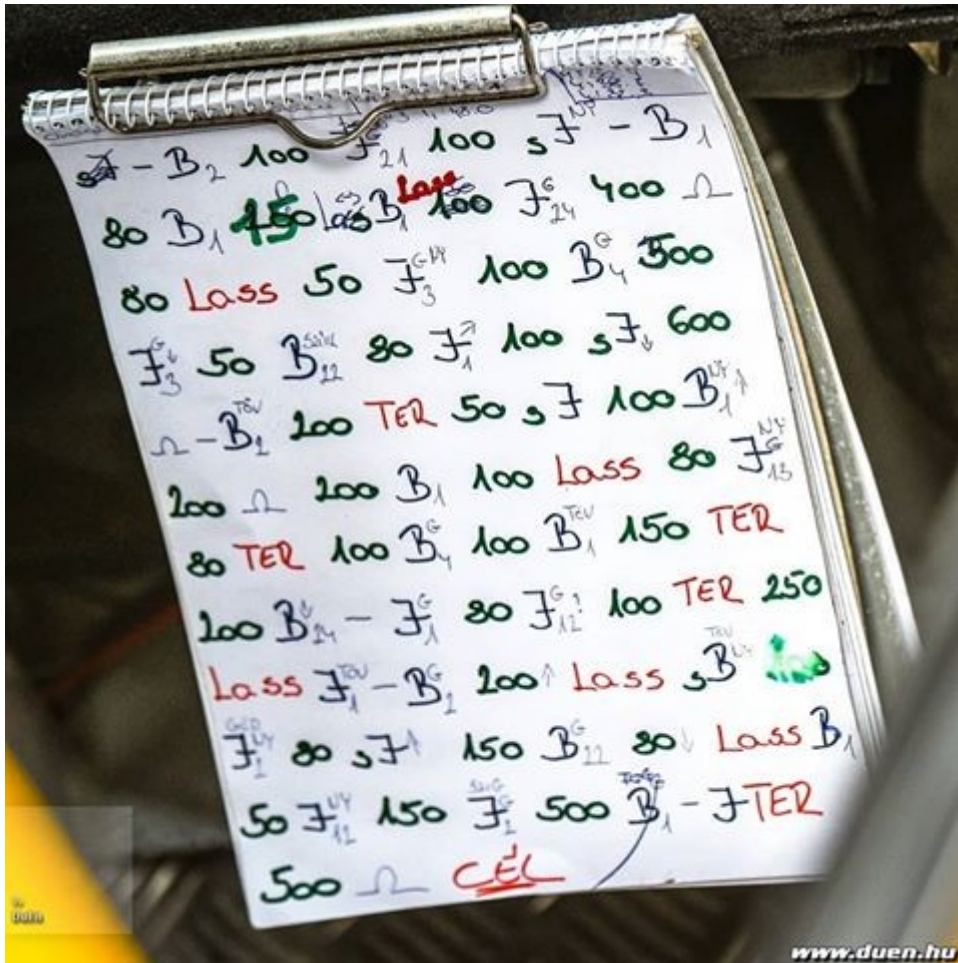
Generates project performance information

## PM

Makes effective use of that information

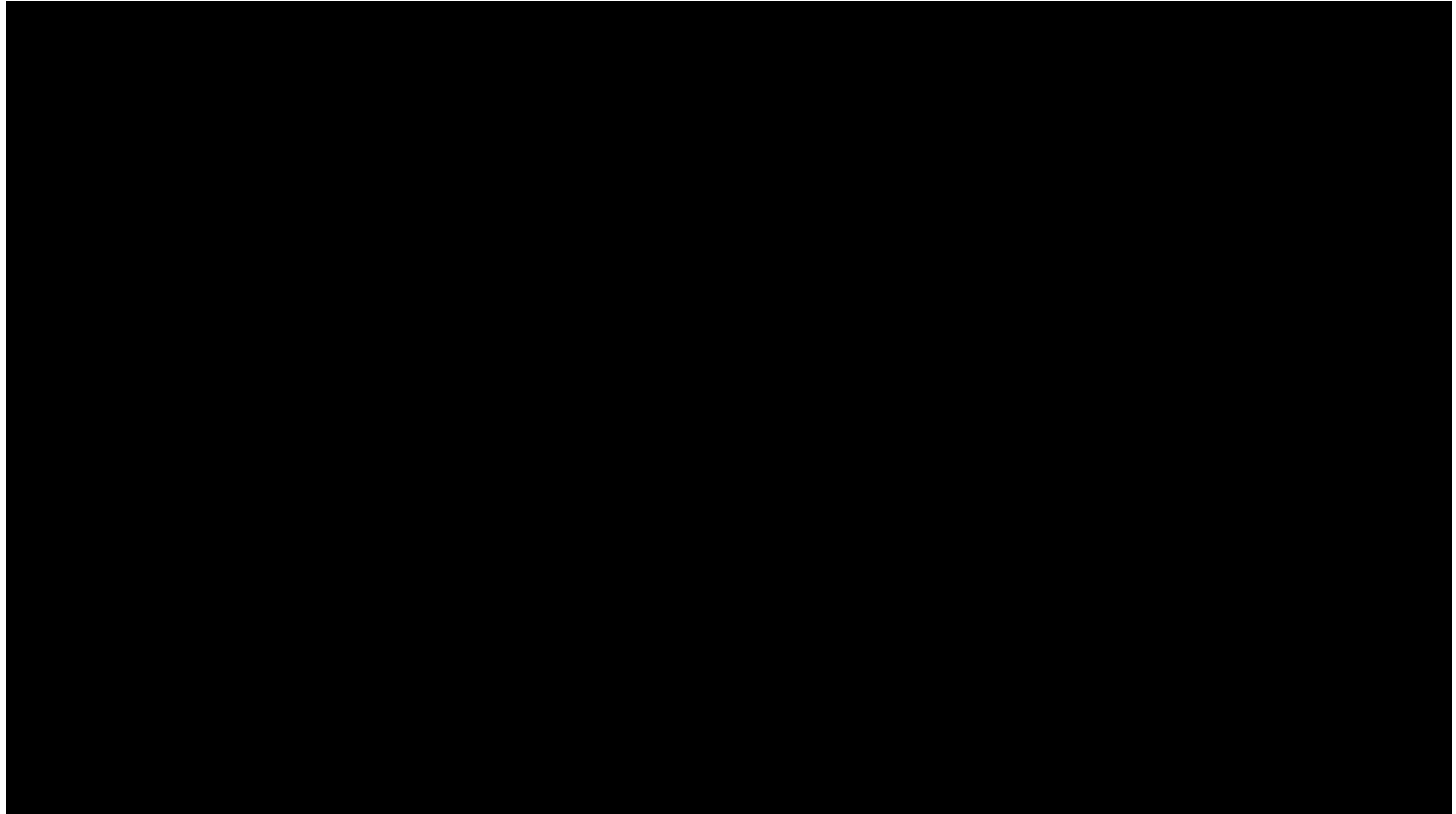
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# Understand Our Role

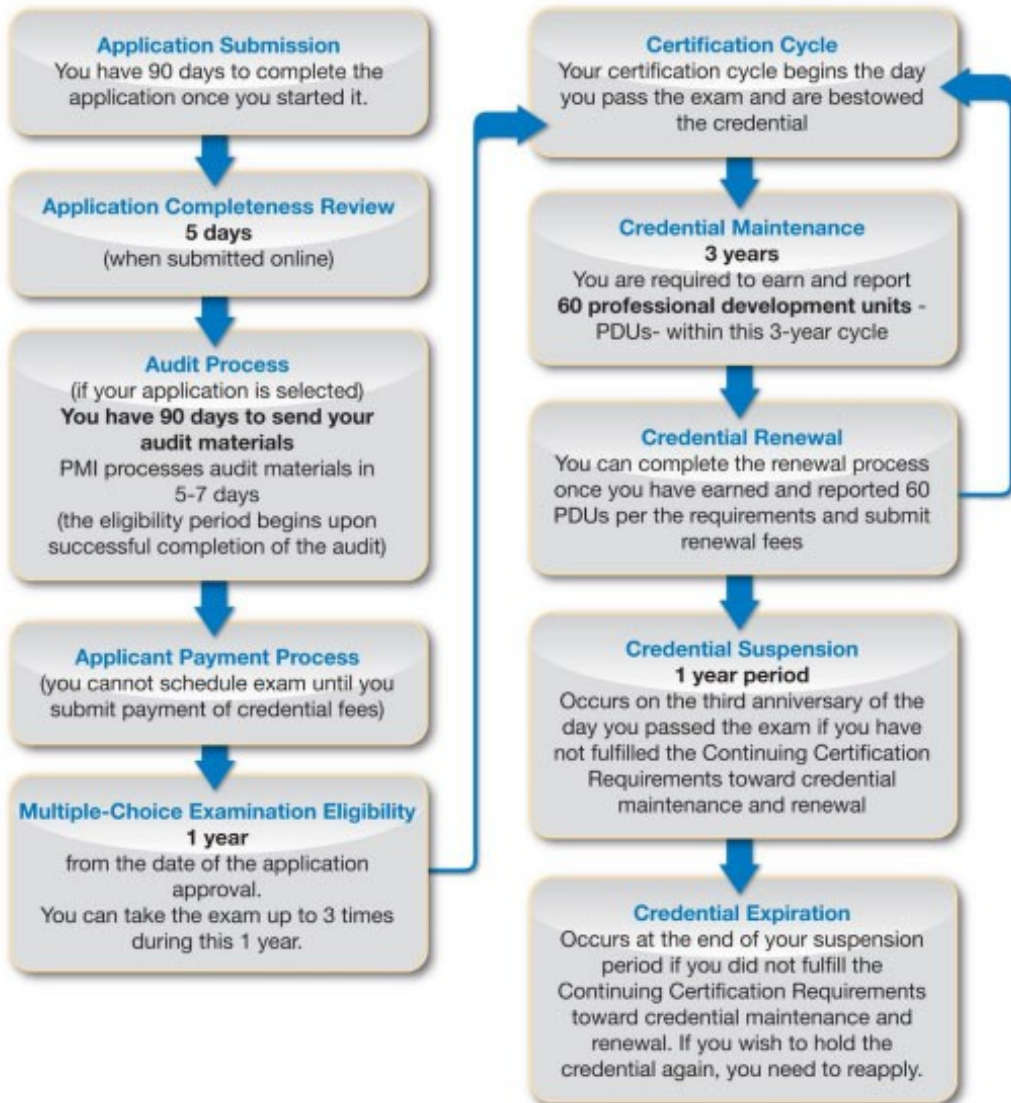


DIRECTION A PRENDRE	Km Partiel	Km Total	POSITION GPS	OBSERVATIONS
Pais Muraton	0,12	2	N 43 55 068 E 007 39 247	Croix en bois à fembranchement
10	0,88	1,88	N 43 57 181 E 007 36 695	SCARASSAN 1225 m Direction : Colla Pegairole Attention, piste effondrée à fembranchement !
9	1	1		Cyprès sur la gauche Fontaine
8	9,41	0 km		Restaurant - Bar - Refuge Altitude : 1212 m Borne kilométrique : 24 Départ de la pi
7	4,63	26,1		Direction : Gouta A gauche : pylône télécom
6	2,04	21,47		On quitte la route principale à la sortie de Pigna. Camping dans le virage Direction : Gouta
Gouta 5	1,26	19,43		PIGNA Carburant , Commerçants , Hôtel
4	0,53	18,17	N 43 29 016 E 007 37 284	Fin de la piste Point de vue au carrefour
Carri Vittori 3	10,89	17,64		Pont sur la Roya
Vinimiglia 2	6,75	6,75	N 43 39 365 E 007 35 751	Forêt de sapins
Re 220 1				

# Lessons from Rally Driving



# What would PMP® for Controls Look Like?



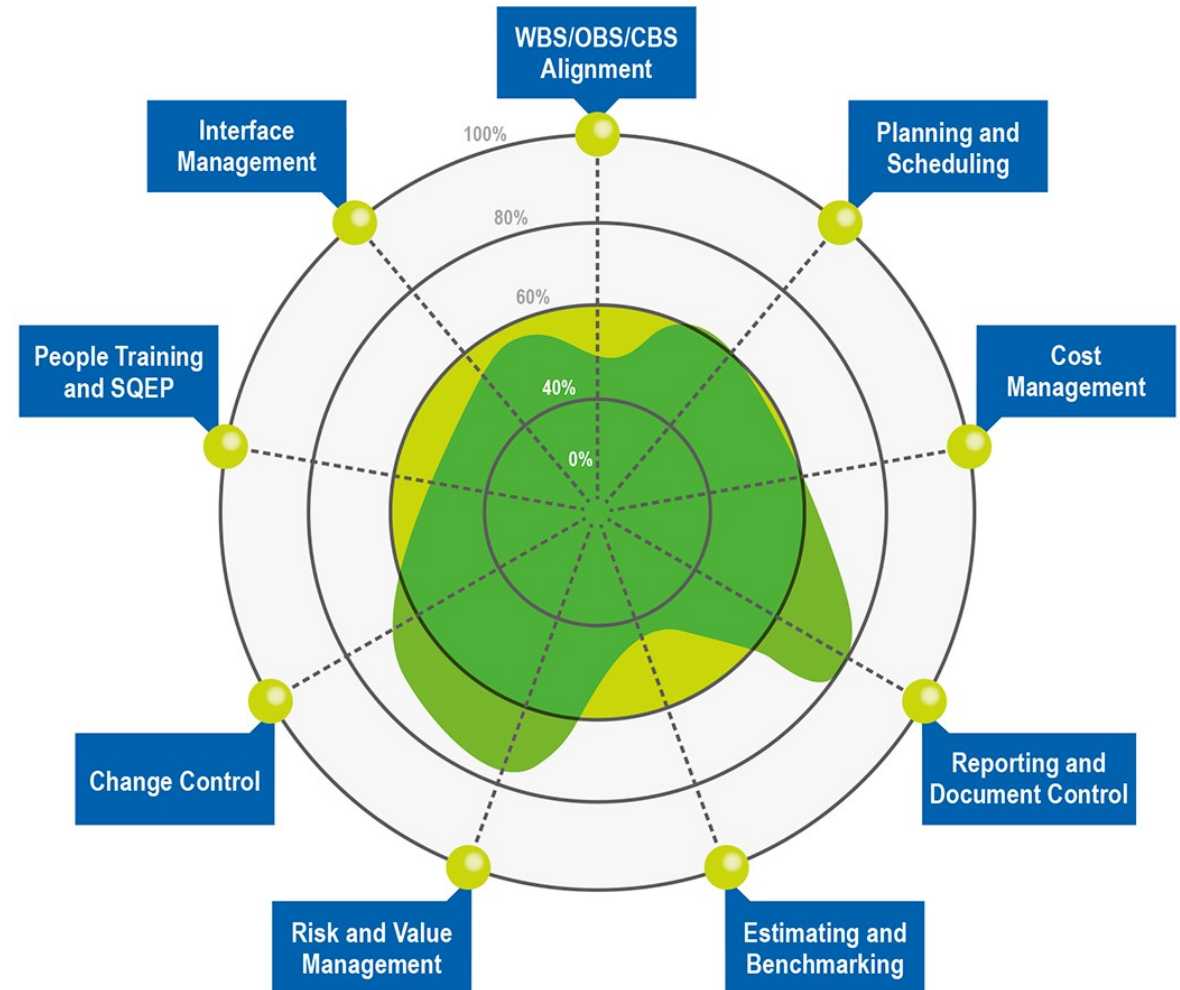
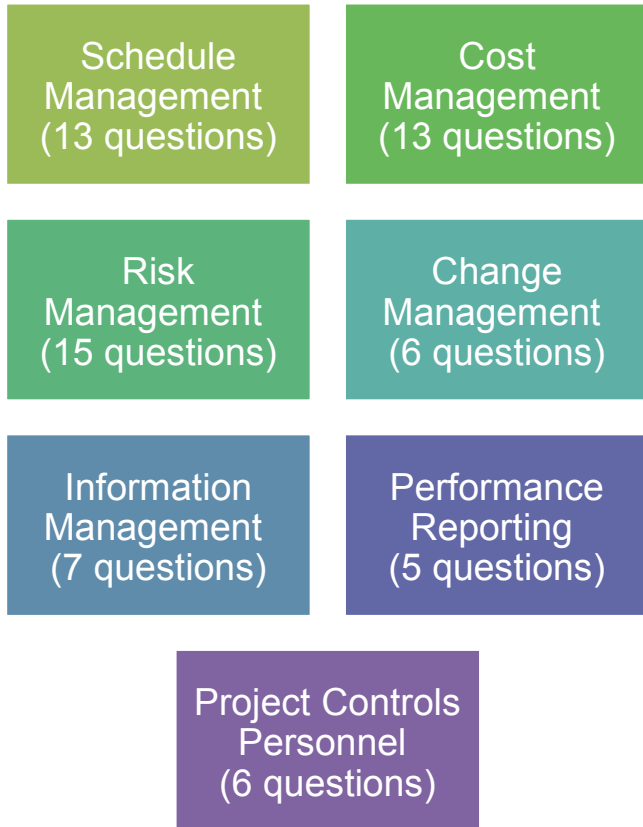
Who would be the accrediting body?

What would the pre-requisites be for application?

How many controls disciplines would need to be covered?

Appetite for more exams and CPD amongst PCM's?

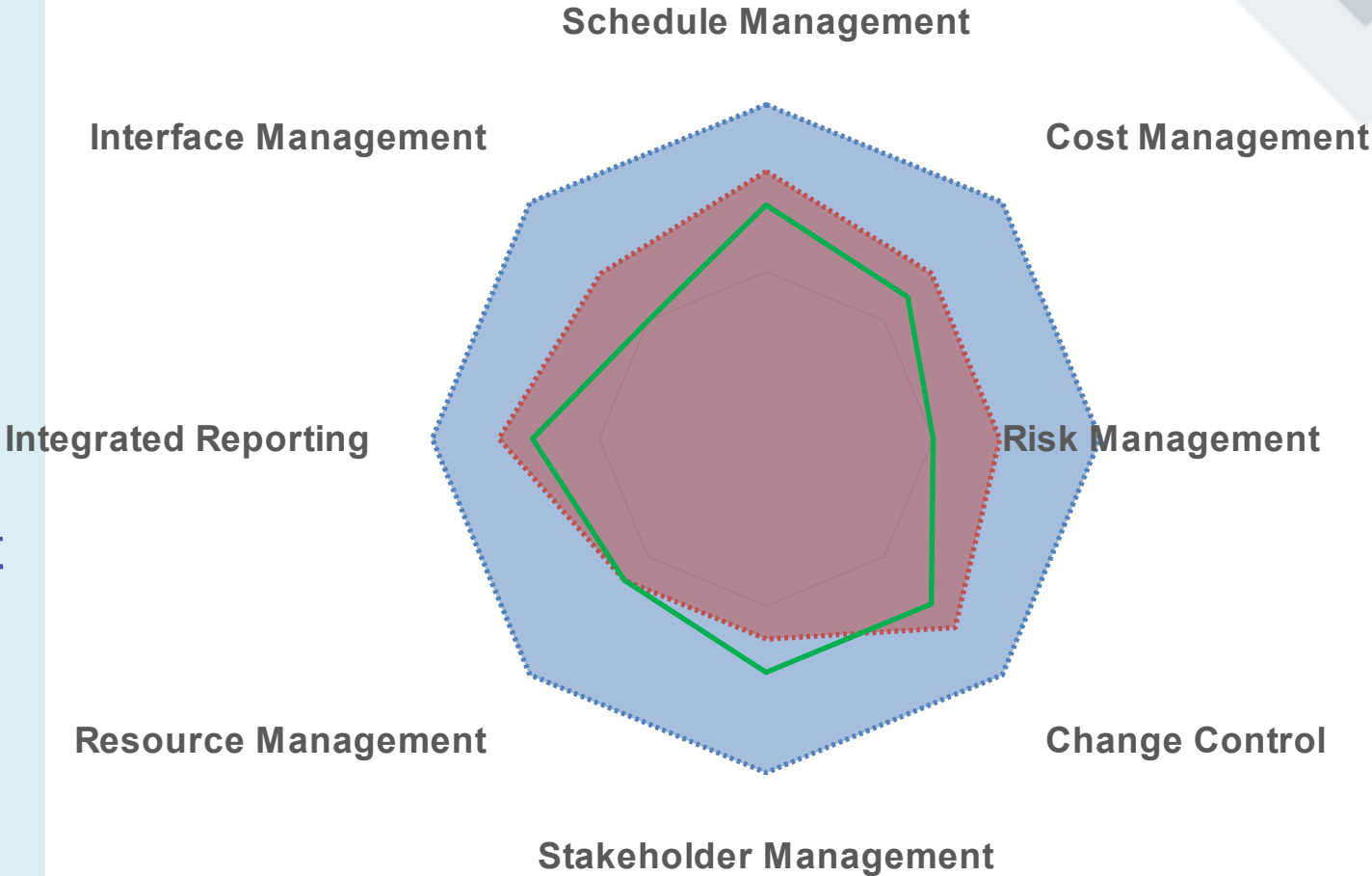
# Apply Maturity Assessments to Ourselves





# Standardise PCM Competency Assessment Framework

- Schedule Management
- Cost Management
- Risk Management
- Change Control
- Stakeholder Management
- Resource Management
- Integrated Reporting
- Interface Management



# Summary Thoughts

## Problem Summary

Project Controls means so many different things to different people so naturally the role of PCM is inconsistent across the industry.

## Signs of Progress

Good work to date by APM, PCI and PMI but the Romans aren't taking us seriously just yet!

## Next Steps

Common language, common definition, common framework.  
Recommendation that we target a PMP equivalent for PCM.

