

Project Controls – a journey

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About us

Defence Equipment & Support (DE&S) is part of the Ministry of Defence.

We have special Bespoke Trading Entity status that enables us to operate in a more commercial way to improve the quality of delivery to our customers.

Our job is to manage a huge range of complex programmes to provide all the equipment and support the UK's armed forces need to do theirs.

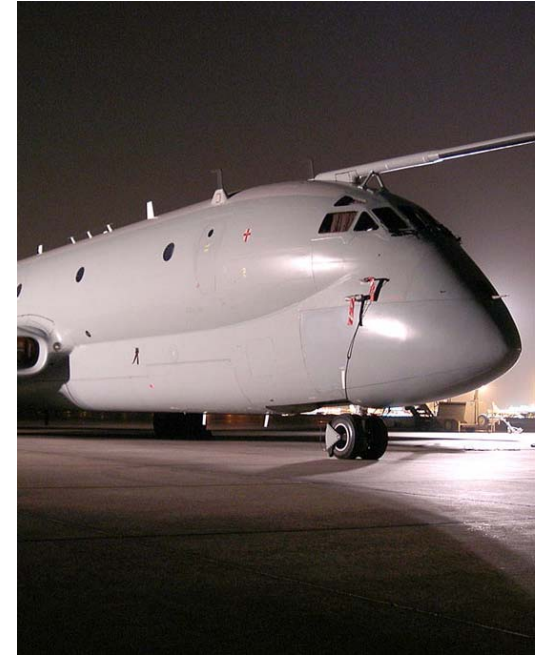


Who We Are

DE&S employs approximately 12,500 civil servants and military personnel around the UK and overseas. Our headquarters is in Abbey Wood, Bristol.



The challenge of defence acquisition



Recent Successes



Queen Elizabeth Carrier

Construction has involved more than...

10,000 people

700 businesses and suppliers

800 apprentices and nearly 8,000 jobs at shipyards around the UK

DE&S transformation

We want to set the standards globally for excellence in defence procurement and support.

In 2014 we embarked on one of the biggest transformation programmes across government, working to address:

- Our skills
- Our processes
- Our decision making



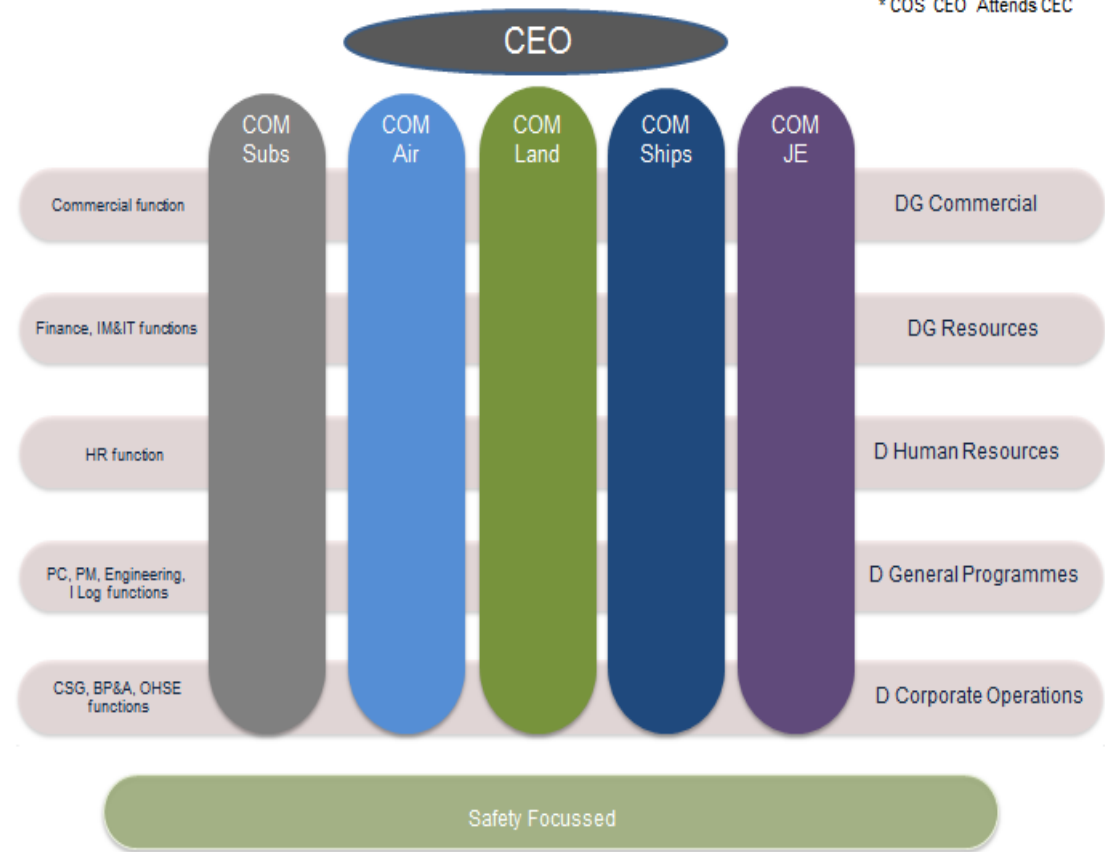
Working in a balanced matrix

Delivery teams are responsible for what gets delivered, and when.

The functions are responsible for how it gets delivered, and by who.

DE&S CEO Executive Committee

* COS CEO Attends CEC



Introducing Project Controls

Our vision

Project Controls is the right arm of Project Management, providing the right information, at the right time, in the right format – to drive better informed decision making.

We're made up of the following sub-functions:

Cost control

Scheduling & planning

Estimating

Risk management

Project Controls coordinator/ manager

Why we matter in defence

- We believe in the power of quality data and information – we want to keep informed and on the front foot
- Improved project controls within DE&S will drive industry's own project controls performance
- We want to reduce the variability in our performance
- We want to make our working lives easier, reduce the burden on our people and make defence an easier business to manage



Benefits to DE&S

- Improved data integrity, analysis and confidence in our programmes, portfolios and projects
- Improved control through consistent processes and behaviours
- Better foresight – an early warning system – to enable decision-makers to act faster
- Optimal use of our skills within specialist functions
- Reliable outputs for UK defence
- Credible engagement with supply chain leading to better contracting

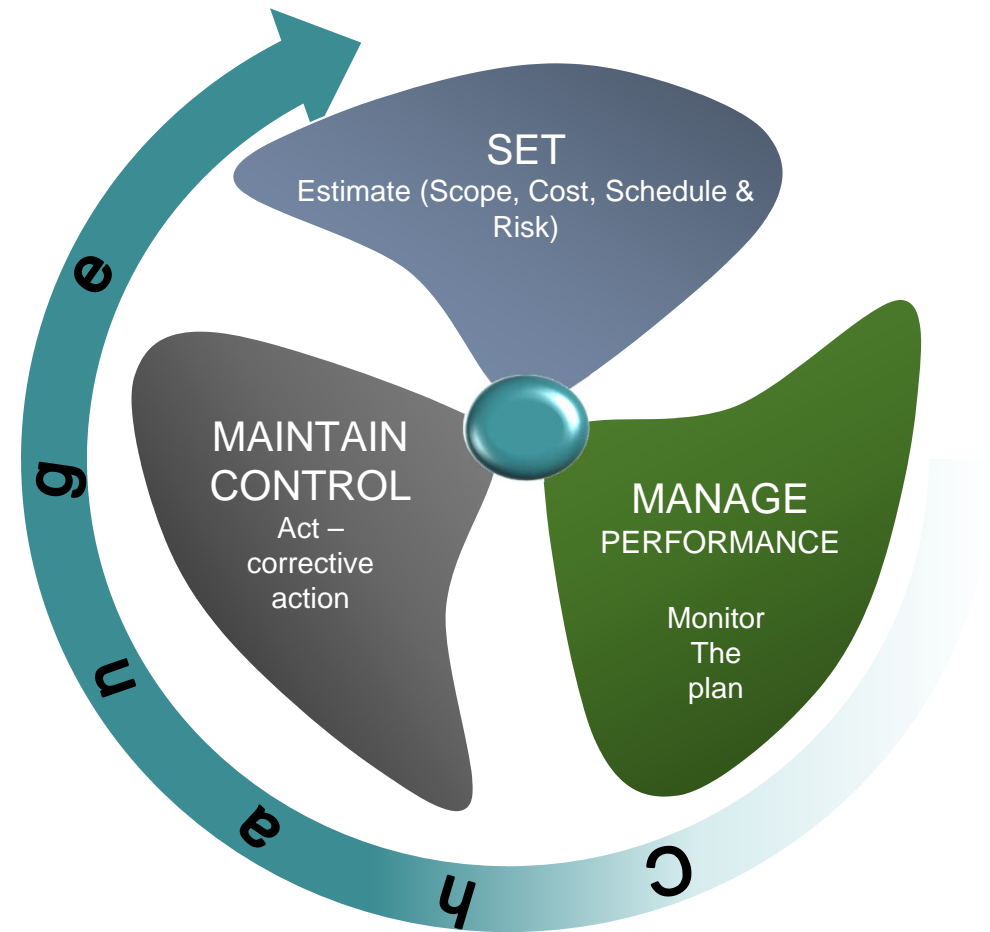


How we work: *Process development*

Historically there has been no common project controls process agreed across DE&S.

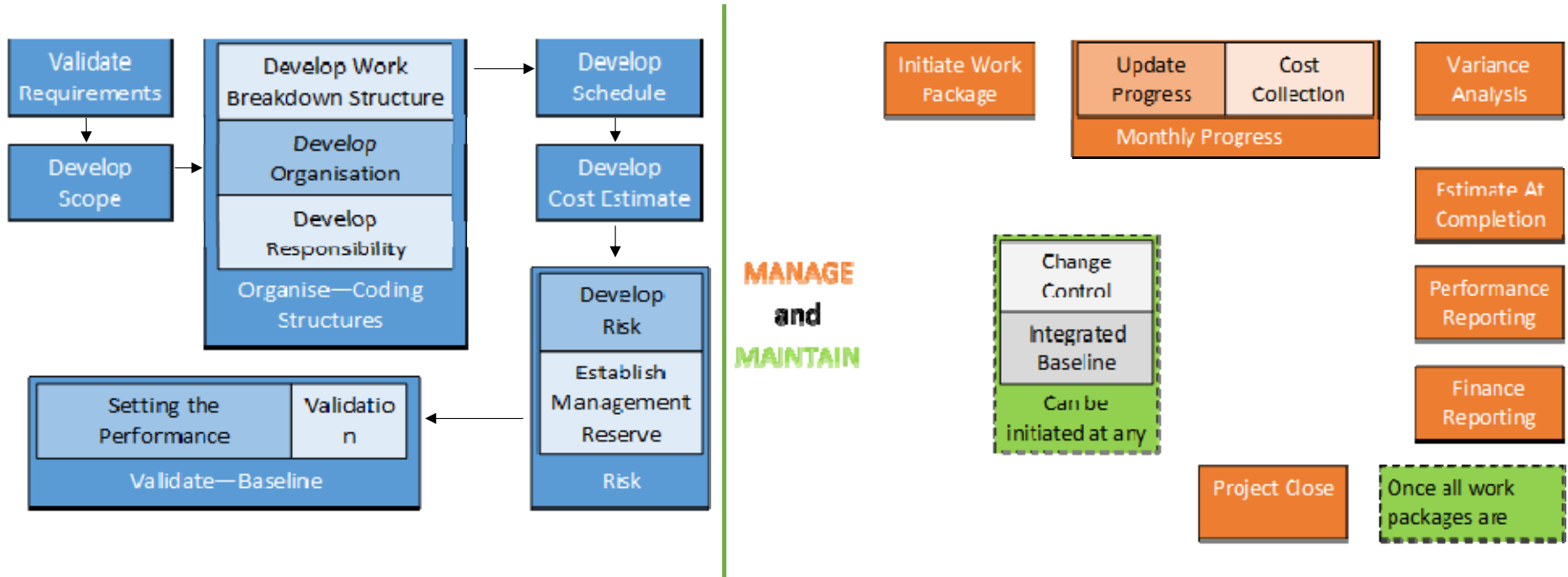
We've now developed high level processes to establish this common approach.

Our processes are all stored in our Business Management System.



How we work: Process development

SET



How we work: *Common processes, common tools*

Our consistent ways of working are supported by – and drive – a set of consistent tools:

- JAMES Cost Model
- Active Risk Manager (ARM)
- Portfolio, Programme and Project Management framework (P3M) and tool suite



JAMES cost model

- JAMES is a cost model that uses a range of tools to assist in the planning and execution of equipment procurement and support.
- We use the model to analyse project costs. This is used to inform investment decisions and construct performance.
- Using a standardised model across all our domains means we can:
 - Train staff easily
 - Focus on model content
 - Add value



Active Risk Manager (ARM)

- ARM is a software package that helps the us to identify, analyse, control, monitor, mitigate and report on risk
- Mandated across all projects, it provides us with a single source of the truth
- ARM ensures clarity for governance routes and accountabilities

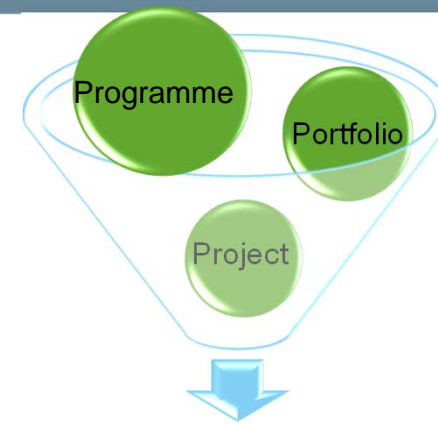


P3M tool suite

We're introducing a complete suite of fully integrated tools to provide the critical insight we need to manage our projects, programmes and portfolios in the most effective way.

Leveraging industry-standard software, the suite will provide:

- Enterprise WBS
- Cost engine
- Analytical tools to enable Earned Value Management
- Time recording
- Schedule risk analysis



Primavera P6
(Scheduling)

Enterprise Product
Portfolio
Management

Primavera Risk
Analysis

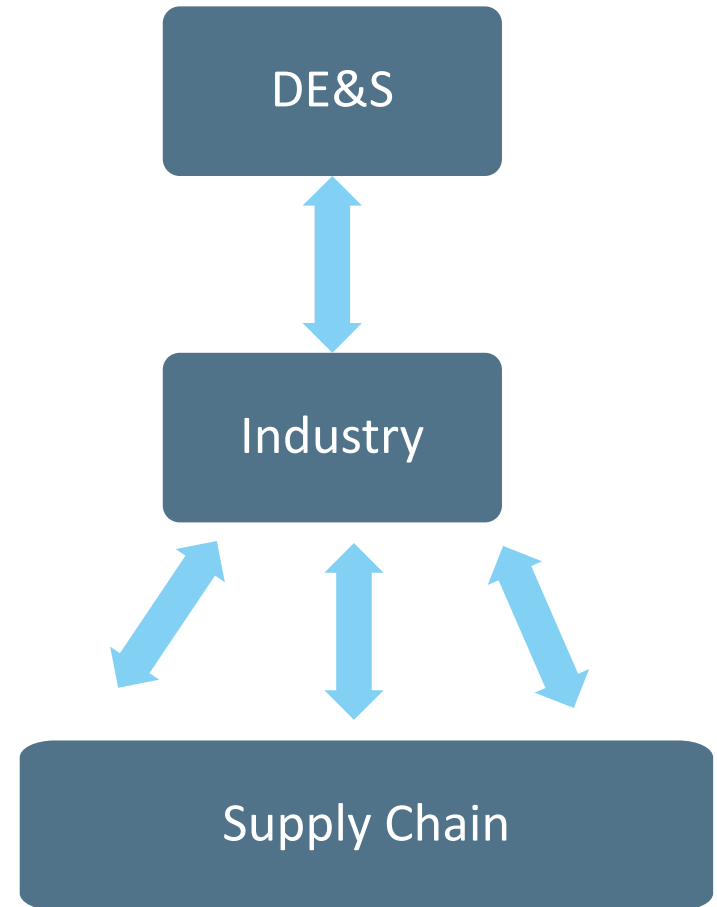
Business Intelligence
Publisher

Unifier

Business Intelligence Enterprise Edition

How we work: *Interface with industry*

- Earned Value Management mandated for all applicable new contracts and at break points on current contracts
- Standardised requirements including cost performance reports 1-5, WBS & dictionary, schedule, risk, estimate at complete
- Tailored to the project based on risk, product and contract type, complexity and value
- DE&S guide published via Commercial Managers Toolkit



Our people

We have just over 1600 people, working across five domains and five specialisms

Cost Control	Estimating	Planning & Scheduling	Project Controls Management	Risk
544	114	183	693	73

Corporate	Land	Joint Enablers	Fleet	Air
351	353	187	436	280



Our careers

Recruitment

- Entry level development programmes
- Internships, apprentice and graduate schemes across project professions
- A challenging career change for experienced professionals

Learning and development

- A growing offering
- License to practice
- Targeted learning and development support, including technical coaches



Challenges ahead

- Embedding the new ways of working for processes and people
- How we work with the other functions
- How we work with industry
- Recruitment, retention and development of our people



Thank you

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Linked in

