Project Controls Solution at BAE Systems Land UK

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YOUR PROJECT EXPERTS

Project Controls EXPO
London, UK

Director TPG The Project Group UK& Ireland

- Over 25 years delivering Project Solutions
- Experience delivering in Aerospace, Defence, Pharma, and Government sectors

Peter O'Neill

Senior Consultant

- 15 years designing, delivering and supporting project management toolsets
- Microsoft Certified Trainer, PRINCE2 and MSP Practitioner

Anthony Allen

TPG The Project Group at a glance

International Experts for Enterprise-Wide Project Control solutions

- Defining and implementing your PPM strategy
- Designing and establishing your PPM solution
- Coaching and operating your solution long-term
- Focus on digital transformation and integration
- Increasing your PPM maturity

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TPG Customers

Aerospace / Defense	Engineering / Construction	Life Science / Chemicals	Oil / Gas / Mining	IT / Telecommunications
AIRBUS	ABB	Boehringer Ingelheim		ooredoo
RHEINMETALL DEFENCE	SIEMENS	FRESENIUS	QATARGAS	orange Business Services
Raytheon	LIEBHERR	NOVARTIS	e·on	dimension data
ALFMEIER	Schindler	Lonza	Hydro Québec	BT
BAE SYSTEMS	vonRoll	aspen	swissgrid	intel
QinetiQ	MAN	WELEDA	UK Power Networks	ALTECH
MEGGiTT	DESY	Rentschler Biotechnologie	سابك sabic	ELM
MT AEROSPACE		Kemira		B T C
THALES				

TPG UK Defence Customers

Extensive experience delivering PPM solutions within the Aerospace and Defence for over 20 years.

TPG Global Presence

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BAE Systems

BAE Systems provides some of the world's most advanced, technology-led defence, aerospace and security solutions. With a skilled workforce of 89,600 people in more than 40 countries BAE Systems work with customers and local partners to develop, engineer, manufacture, and support products and systems delivering military capability, protecting national security and people, and keeping critical information and infrastructure secure

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BAE Systems Land UK

BAE Systems Land UK design, manufacture, upgrade, and support combat vehicles and provide ammunition, precision munitions, artillery systems and missile launchers to a global customer base

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TPG Project Controls Challenge at BAE Systems Land (UK)

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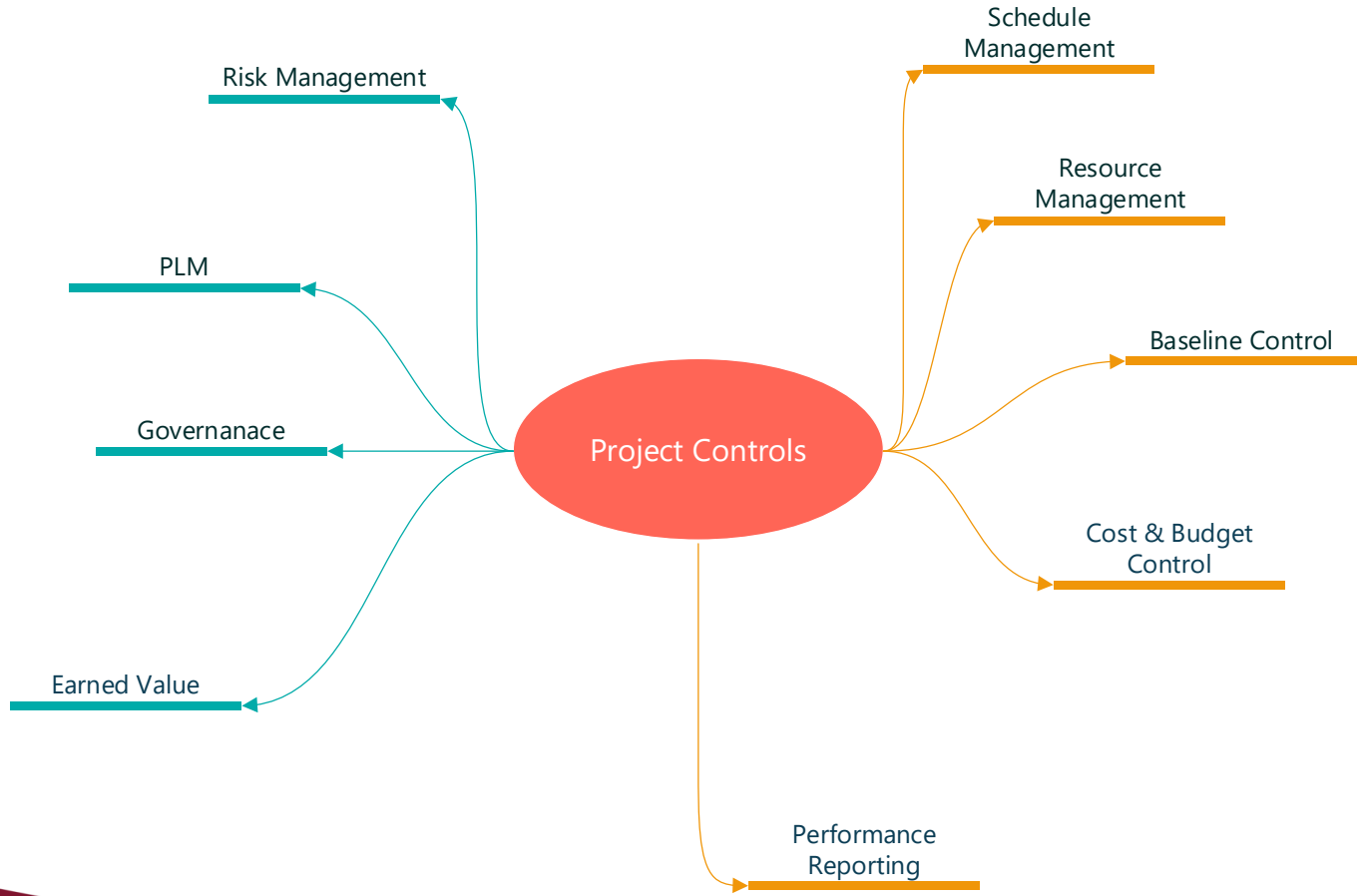
Established, world class Project Controls Processes and Governance



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…running on a mix of technical platforms

The Challenge:

Build and deploy an Integrated Project Controls solution

The solution needed to be:

- Fully integrated (no manual treatment or transfer of data)
- Scalable for large projects and volumes of users
- Offer Intuitive User experience
- Tailorable depending on Project type and scale
- Offer comprehensive reporting and dashboards

Drivers

- Remove excel and ‘cottage industries’ around reporting
- Standardise definition and reporting outputs across the organisation
- Shift focus from analysing data and inputs to analysing outputs
- Improve speed and quality of decision making
- Improve change control across Projects
- Support trending
- Easily consolidate data by Project, Program, Portfolio and other attributes based on the single source of truth

Design principles

- Leverage existing investments in Technology stack
- Leverage existing investment in middle ware
- Deliver proven, configurable integration with systems e.g. SAP, Predict!, Cobra and in- house, bespoke systems
- Proven to be stable and scalable
- ‘Configuration, not-code’ design principle, reducing complexity and increasing supportability

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Approach

- Process: Well defined and understood, champions in the business
- People: Toolset training augmented process training using a variety of media
- Toolset: designed, fully tested met and exceeded all functional and non-functional requirements

The solution

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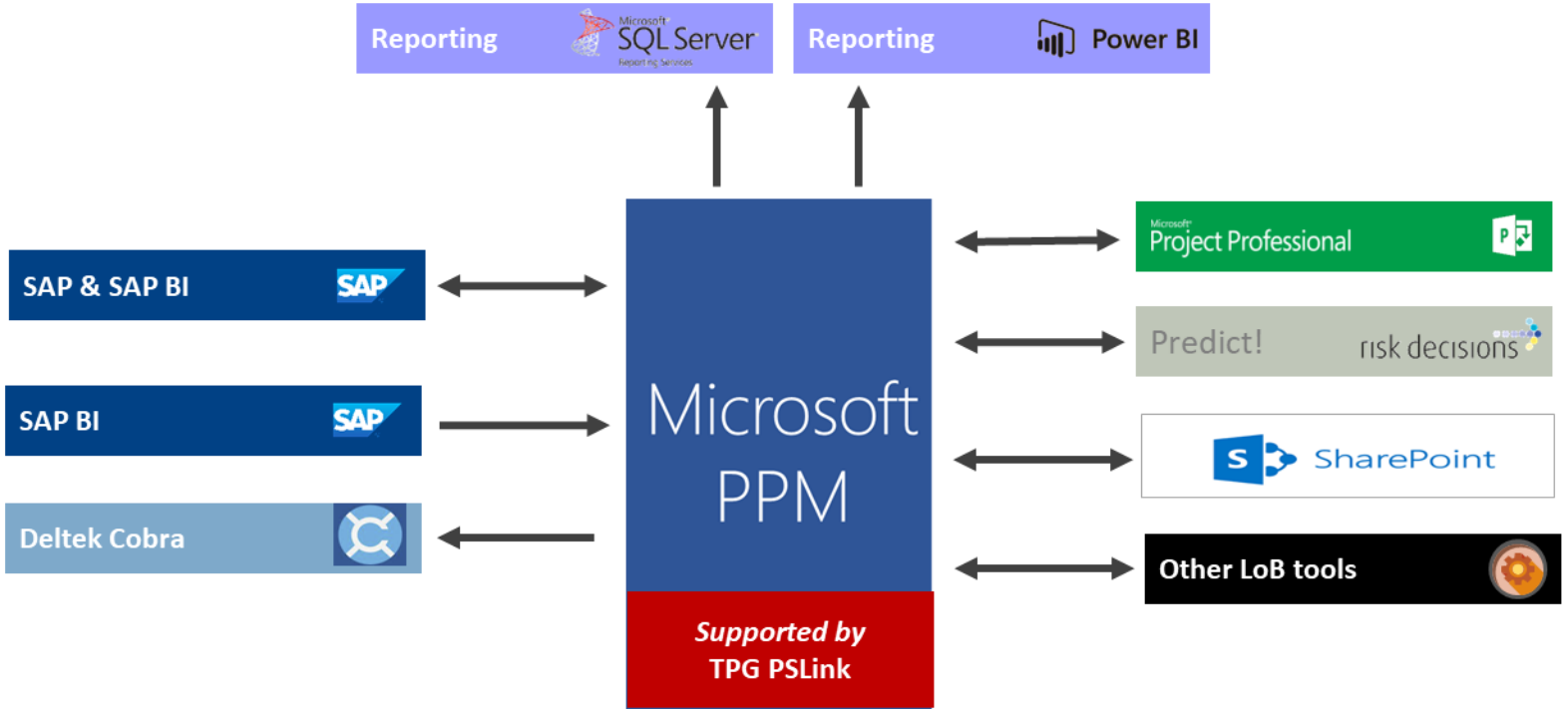

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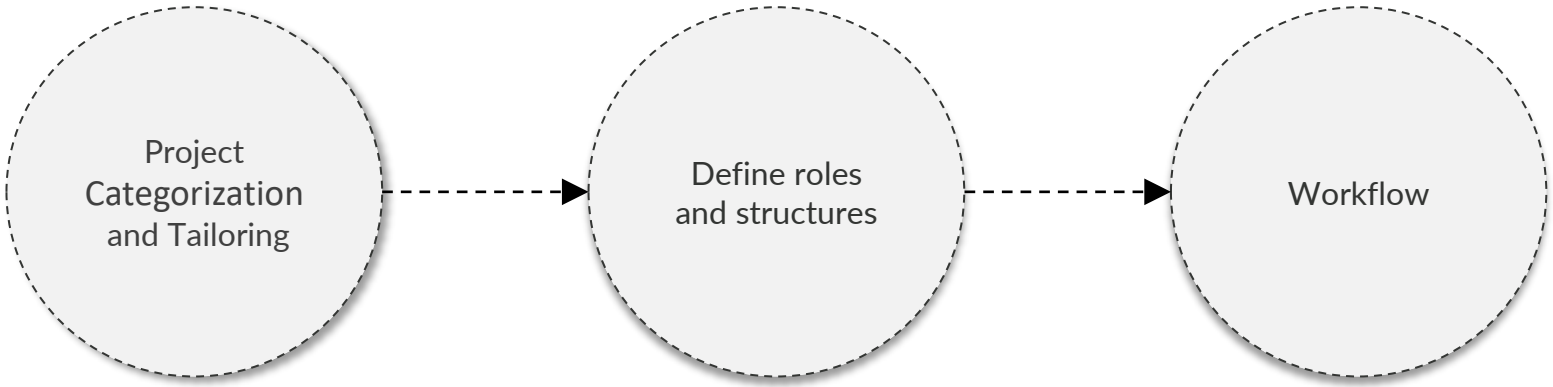
Project Set up and Governance



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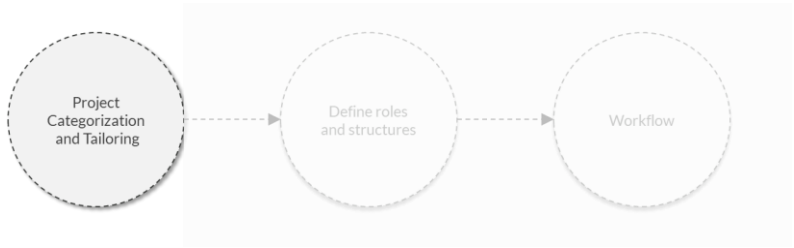
Project Set Up



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Project Categorisation

Categorisation Guidance:

- The Project should be categorised as **FULL** if any of the descriptors in the Full (High) column apply to the project.
- If no Full descriptors apply, the Project should be categorised as **TAILORED** if more than one of the descriptors in the Tailored (Medium) column apply to the Project. Where there are several Tailored descriptors relevant to the Project, the PM/CM should consider whether the Project should move to **FULL**. As a guideline three descriptors may combine to make a **FULL** project. This relies on the experience & knowledge of the team involved to make an informed judgement.
- Where no Full or Tailored descriptors apply the Project is **LITE**.

Click for Existing Categorisation

Criteria	Descriptor	High	Medium	Low	Justification
Product Safety	A Product or Service that could cause unacceptable safety risk to users.				
Technical	The risk that the project will not achieve its objectives due to risks which arise in the integration of critical technologies and / or sub-systems dependant on them.				
	To ensure that the product conforms to the relevant Product Security				

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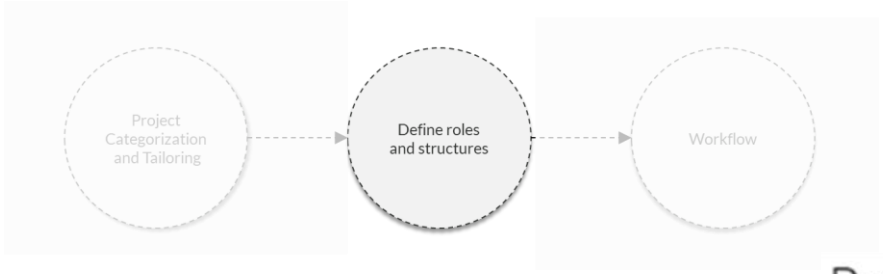
Project Set Up



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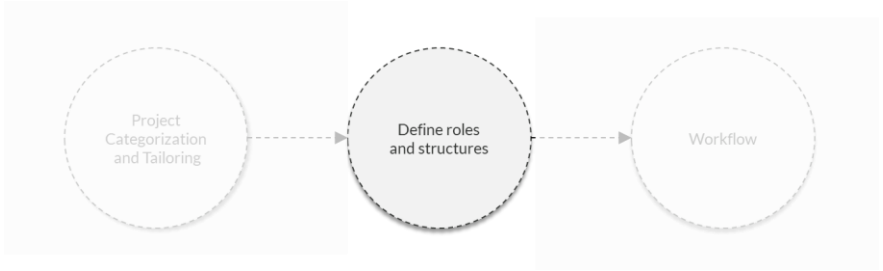
Project Roles

Add New

User	Role		
.##### Matt (UK)	Additional BAF Approver	Edit	Delete
'##### Lucy (UK)	Commercial Manager	Edit	Delete
'######## David '##### (UK)	Finance Manager	Edit	Delete
'######## David '##### (UK)	Project Accountant	Edit	Delete
###### Matt (UK)	Project Manager	Edit	Delete

Project Set Up



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Control Accounts

WBS Description	WBS	OBS	OBS Code	CAM	Status		
Phase 7 - ##### Supply Uplift	1.#####.7	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 6 - ##### Supply	1.#####.6	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 5 - Core and Support Activity	1.#####.5	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 4 - Qual Test and Assessment	1.#####.4	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 3 - ################	1.#####.3	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 2 - Development of Qual Hardware	1.#####.2	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
Phase 1 - Project Launch	1.#####.1	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete
##################	1.#####	Portfolio Manager	BA.M.10000.10001.10002...	##### Matt (UK)	Approved		Delete

Export

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Project Set Up

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Workflow Stage Status: Sample Project

Status: Checked-in **Last Modified:** 12/10/2021 16:09

Workflow Status

04 - Execution

01 - Initiation | 02 - Definition | 03 - Mobilisation | 02 - Project Change Request | 01 - Project Execution

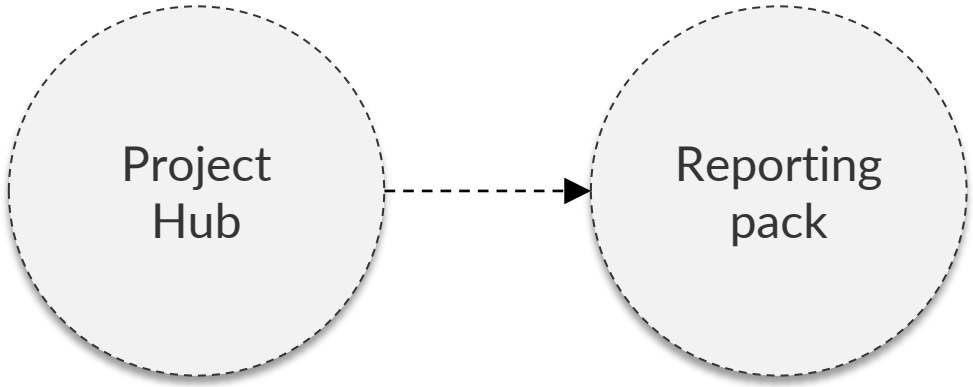
Current Workflow Stage: 01 - Project Execution
Workflow Stage Status
Awaiting submission to next stage.

All Workflow Stages

Workflow Stage status may not show current information until the project is either Submitted or the page is Refreshed.

	Stage	State	Entry Date	Completion Date	Status Info
	Workflow Phase: 01 - Initiation				
✓	01 - Inquiry Details	Completed	14/05/2020 11:59	14/05/2020 12:00	
	Workflow Phase: 02 - Definition				
✓	01 - Project Categorisation	Completed	14/05/2020 12:00	14/05/2020 12:00	
✓	02 - Project Definition Creation (S	Completed	14/05/2020 12:00	14/05/2020 12:00	
	Workflow Phase: 03 - Mobilisatior				
✓	01 - Control Account Creation / A	Completed	14/05/2020 12:00	14/05/2020 12:00	
	02a - Integrated Baseline Review	Not Started			
✓	02b - Baseline Approval	Completed	14/05/2020 12:00	14/05/2020 12:01	
✓	03 - Budget Authorisation	Completed	14/05/2020 12:01	14/05/2020 12:01	
	Workflow Phase: 04 - Execution				
	01 - Project Execution	In Progress (Waiting for Input)	05/11/2020 09:40	26/10/2020 16:55	Awaiting submission to next stage.
✓	02 - Project Change Request	Completed	26/10/2020 16:55	05/11/2020 09:40	

Project Artefacts and Narrative



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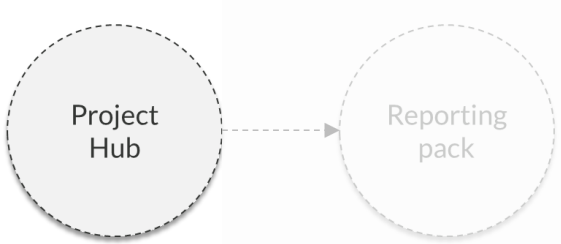
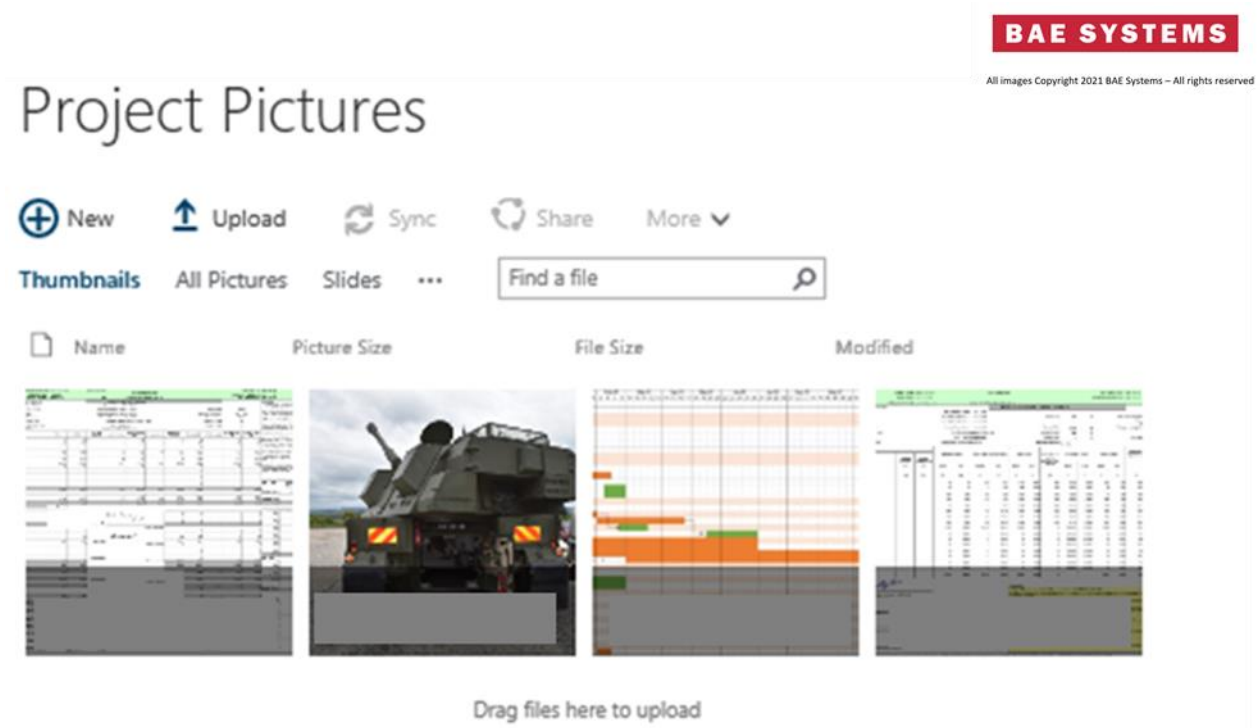
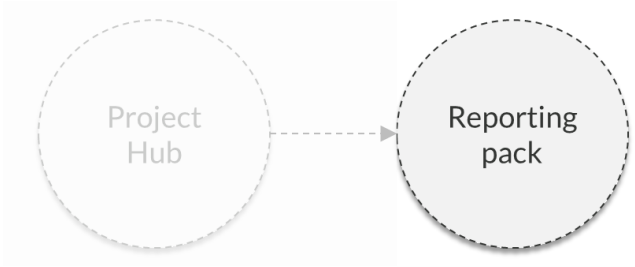
Project Artefacts & Narrative





Project Artefacts & Narrative



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Project Performance Review Focus

Sector / Business Unit	Land (UK)	Customer		Reporting Period	7

Sample Project

Line Leader (Sponsor)	Lee ###
Project Manager	### : Aaron (UK)

Overall Project Status			
Historical Trend	Last Period	Current	Future Trend
→	A	A	→

Key Areas Needing attention

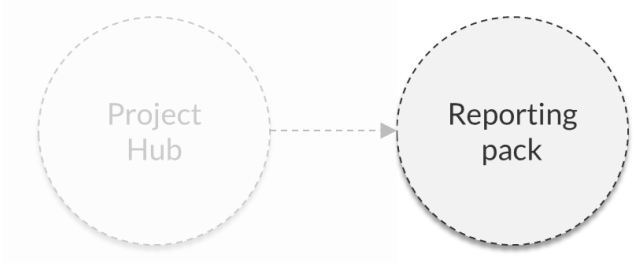
- Schedule currently being updated

Key Decisions, Guidance and Direction Required from this Review

###

Support Required from this Review

Project Artefacts & Narrative



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Project Contract Summary

Project Name	#####	**Reporting Period**	7	**Price Type**	Firm
Business Unit	Land (UK)	**Original Contract Value**	£#####	**System Design Authority**	Steve #####
Customer		**Current Contract Value**	£#####	**Project/Contract Type**	#####
End User		**Contract Start**	17/12/2018	**Internal Order Number**	#####
Project Manager	##### Aaron (UK)	**Contract Finish**	31/12/2022	**Forecast Finish**	07/03/2023
Line Leader	Lee #####	**% Internal Trading**		**Special Conditions**	
Offset		**Site Location**	#####	**Warranty**	
Product Trading Risk		**Payment Terms**		**Liquidated Damages**	
Significant Project Changes		**Currency**	Sterling	**% Subcontract**	

Project Scope	#####	**Acceptance Criteria**	Qualification - Safety Report Sign off / Production - Pass proof and C of C

Narrative / Key Takeaways

Overall Project RAG Status: AMBER
Cost Challenge on the project significant and new schedule required due to project issues.

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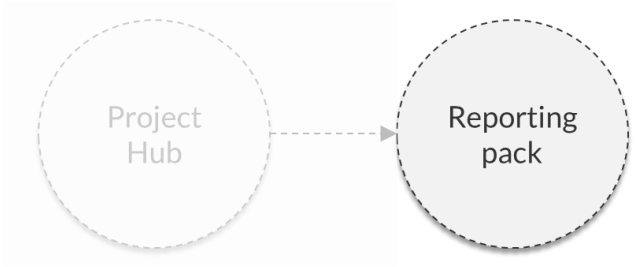
Project Artefacts & Narrative



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Monthly PM Narrative

Customer	####	Contract Value	£####	LCM Phase review Chair	CHAIR, Proxy_PR	Export Control Status	
Project	####	Price Type	Firm	LCM Review Status	Phase Review / 6 / 1	-	
Sector/BU	Land (UK)	Contract Start	17 Dec 2018	Design Review	Design Review / 5 / 1		
Site Location	#####	Contract Finish	31 Dec 2022	PCS Level	C		
Project Type		Forecast Finish	07 Mar 2023	Reporting Period	7		

High Level Scope Statement	####

Project Managers Narrative	
Customer	- |####
Schedule	- #### - -
Quality	- ####
Finance	- |####
Resource	- ####

In Period Summary	
What went well in the period?	####
What did not go so well?	####
What are the emerging Risks?	####

Project Director		Project Manager	#### Aaron (UK)	Date	19/08/2021

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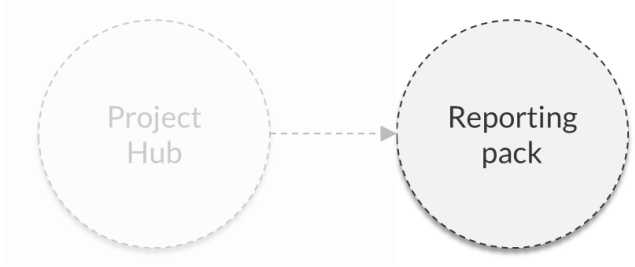
Project Artefacts & Narrative



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Summary

Baseline Change Control List	-3	-2	-1	Current	Future Trend
Baseline Change Control	G	G	G	G	→

Business Benefits List	-3	-2	-1	Current	Future Trend
Business Benefits					–

Customer Satisfaction List	-3	-2	-1	Current	Future Trend
Customer Satisfaction	G	G	A	G	→

Delivered Quality List	-3	-2	-1	Current	Future Trend
Delivered Quality	G	G	G	G	→

Management Of SHE and Product Safety List	-3	-2	-1	Current	Future Trend
Management Of Product Safety	G	G	G	G	→
Management Of Project Quality	G	G	G	G	→
Management Of SHE	G	G	G	G	→

Project KPI's List	-3	-2	-1	Current	Future Trend
KPI - Cost Challenge Uplift	A	A	A	A	→
KPI - Project Payment Milestones	G	G	G	G	↓
KPI - Project Resources	G	G	G	G	→

Technical Maturity List	-3	-2	-1	Current	Future Trend
Technical Maturity	G	G	G	G	→

Export Control List	-3	-2	-1	Current	Future Trend
Export Control	G	G	G	G	→

Risk Management

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Risk Management

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Risks

new item or edit this list

All Items All Active Risks All Closed Risks Find an item

Risk Id	Title	Risk Type	Current Score	Residual Score	Current Probability	Residual Probability	Risk Practitioner	Current Gross Cost	Residual Factored Cost	Predict Url	Is Closed?
64684	QUALIFICATION -	Threat	25	25	100	100	, Matt			Predict Item	Yes
64685	QUALIFICATION -	Threat	10	10	15	15	l, Peter			Predict Item	Yes
64686	QUALIFICATION -	Threat	6	6	30	30	Aaron	£!	£	Predict Item	No
64687	QUALIFICATION -	Threat	12	12	40	40	, Matt			Predict Item	Yes
64688	QUALIFICATION -	Threat	9	6	50	30	, Matt			Predict Item	Yes
64689	PRODUCTION -	Threat	25	25	85	85	Aaron	£	£	Predict Item	No
64690	QUALIFICATION -	Threat	4	4	10	10	, Matt			Predict Item	Yes
64691	QUALIFICATION -	Threat	10	10	20	20	, Matt			Predict Item	Yes
64692	QUALIFICATION -	Threat	3	3	5	5	Aaron			Predict Item	No
64693	QUALIFICATION -	Threat	9	6	50	30	, Matt			Predict Item	Yes
64694	PRODUCTION -	Threat	12	12	50	50	ł, Peter			Predict Item	Yes
64695	QUALIFICATION -	Threat	6	6	40	40	ł, Peter			Predict Item	Yes
64714	QUALIFICATION -	Threat	9	9	50	50	Aaron	£	£	Predict Item	No
64715	QUALIFICATION -	Threat	10	10	20	20	, Matt			Predict Item	Yes
64716	QUALIFICATION -	Threat	15	15	100	100	Aaron	£'	£	Predict Item	No
64717	PRODUCTION -	Threat	12	12	75	65	ł, Peter			Predict Item	Yes
64718	QUALIFICATION -	Threat	4	4	25	25	, Matt			Predict Item	Yes
64719	PRODUCTION -	Threat	15	15	90	90	Aaron	£	£	Predict Item	No
64720	QUALIFICATION -	Threat	12	12	50	50	ł, Peter			Predict Item	Yes
64721	QUALIFICATION -	Threat	15	15	40	40	Aaron	£	£'	Predict Item	No
64722	QUALIFICATION -	Threat	5	5	5	5	, Matt			Predict Item	Yes

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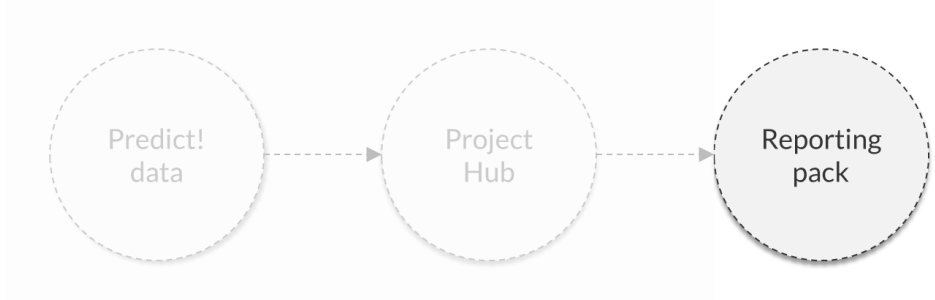
Risk Management



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Risk Waterfall

Narrative / Key Takeaways

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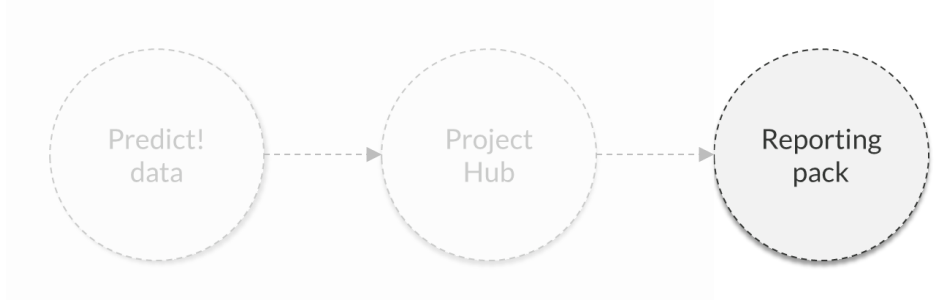
Risk Management



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Risk Management

ID	Risk	Mitigation Strategy	Current Score	Residual Score	Cur. Gross Cost	Res. Factored Cost	Status
6####	##### Performance not achieved	#####	25	25	£#####	£#####	Active
6####	Project Cost Challenge	#####	25	25	£#####	£#####	Active
7####	#####	#####	25	25	£#####	£#####	Active
6####	PRODUCTION - Additional Tooling Costs	#####	16	16	£#####	£#####	Active
6####	QUALIFICATION - Unsatisfactory Trial Results Bishopton	#####	15	15	£#####	£#####	Active
6####	PRODUCTION - Manufacturing Delays		15	15	£####	£####	Active
6####	QUALIFICATION - Assembly Quality Issues	#####	15	15	£#####	£#####	Active
6####	BREXIT - Port delays	#####	15	15	£0	£0	Active
6####	PRODUCTION - Increase in Supply Chain costs	#####	15	15	£#####	£#####	Active
6####	#####	#####	15	15	£#####	£#####	Active
		Top 10 Total			£#####0	£#####0	
		All Total			£#####0	£#####0	

Narrative / Key Takeaways

No change in month.

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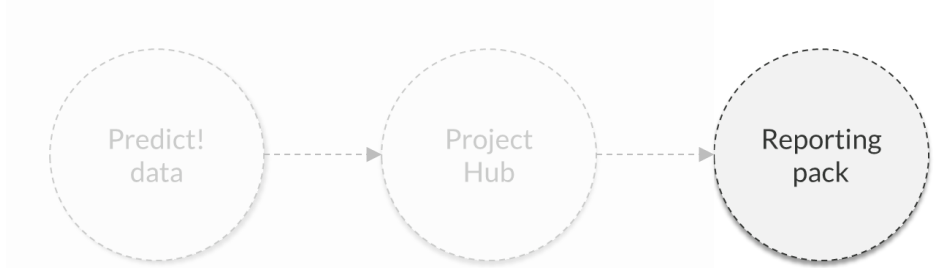
Risk Management



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Opportunity Management

ID	Opportunity	Current Score	Residual Score	Cur. Gross Value	Res. Factored Value	Status
6###	###	20	8	£###	£###	Active
6###	###	15	15	£###	£###	Active
6###	###	12	12			Active
6###	###	10	6	£###	£###	Active
6###	###	10	6	£###	£###	Active
	Top 10 Total			£###	£###	
	All Total			£###	£###	

Narrative / Key Takeaways
No change in month.

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Lifecycle Management

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Lifecycle Management

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LCMS Reviews & Actions

Reviews											
Review Type	Phase	Iteration	Review Chairperson	Baseline Date	Planned Date	Held Date	Completed Date	Result	Status	Acknowledged Date	Open Actions Count
Phase Review	6	1	CHAIR, Proxy_PR	30 Apr 2021	27 Aug 2021				Work In Progress		0
Phase Review	5	1	CHAIR, Proxy_PR	13 Jul 2020	21 Aug 2020	16 Oct 2020	02 Nov 2020	Pass	Locked	04 Nov 2020	0
Design Review	5	1	### Andrew	22 Feb 2021	02 Sep 2021				Work In Progress		2
Design Review	5	1	### Andrew	13 Jul 2020	17 Aug 2020	17 Aug 2020	12 Oct 2020	Pass	Locked	16 Oct 2020	0
Phase Review	4	2	CHAIR, Proxy_PR	07 Apr 2020	07 Apr 2020	07 Apr 2020	21 May 2020	Pass	Locked	21 May 2020	0
Phase Review	4	1	CHAIR, Proxy_PR	06 Jan 2020	19 Dec 2019	19 Dec 2019	14 Jan 2020	Fail	Locked	10 Mar 2020	0
Design Review	4	1	### Andrew	23 Mar 2020	19 Dec 2019	19 Dec 2019	29 Jan 2020	Pass	Locked	09 Apr 2020	0
Design Review	3B	2	### Andrew	04 Oct 2019	04 Oct 2019	04 Oct 2019	13 Nov 2019	Proceed	Locked	20 Nov 2019	0
Phase Review	3B	2	CHAIR, Proxy_PR	07 Oct 2019	07 Oct 2019	14 Nov 2019	25 Nov 2019	Proceed	Locked	25 Nov 2019	0
Design Review	3B	1	### Andrew	31 Jul 2019	31 Jul 2019	05 Aug 2019	06 Aug 2019	Refer	Locked	27 Sep 2019	0
Phase Review	3B	1	CHAIR, Proxy_PR	31 Jul 2019	31 Jul 2019	05 Aug 2019	03 Sep 2019	Refer	Locked	18 Sep 2019	0
Phase Review	3A	1	CHAIR, Proxy_PR	31 May 2019	31 May 2019	30 May 2019	25 Jun 2019	Proceed	Locked	02 Jul 2019	0
Design Review	3A	1	### Andrew	25 Apr 2019	30 May 2019	30 May 2019	08 Jul 2019	Proceed	Locked	27 Sep 2019	0
Phase Review	2C	2	CHAIR, Proxy_PR	06 Jan 2020	19 Dec 2019	14 Jan 2020	10 Mar 2020	Pass	Locked	13 May 2020	0
Design Review	2C	1	### Andrew	06 Jan 2020	19 Dec 2019	19 Dec 2019	29 Jan 2020	Pass	Locked	09 Apr 2020	0
Phase Review	2C	1	CHAIR, Proxy_PR	31 Jan 2019	31 Jan 2019	13 Feb 2019	04 Apr 2019	Refer	Locked	04 Jun 2019	0
Design Review	2B / 2C	1	#### James	01 Feb 2019	08 Nov 2018	18 Dec 2018	03 Jan 2019	Proceed	Locked	29 Jan 2019	0
Technical Bid Review	2B	2	####### Gavin	30 Nov 2019	30 Nov 2019	01 Jan 2020	06 Jun 2020	Pass	Locked	07 Jul 2020	0
Phase Review	2B	1	###### Andrew	31 May 2018	17 Dec 2018	11 Dec 2018	21 Jan 2019	Proceed	Locked	07 Feb 2019	0
Technical Bid Review	2B	1	###### , Gavin	01 Feb 2019	08 Nov 2018	24 Oct 2018	27 Jan 2019	Pass	Locked	28 Jan 2019	0
Design Review	2A	2	#### James	23 Jan 2018	23 Jan 2018	01 Feb 2018	02 Mar 2018	Proceed	Locked	26 Nov 2018	0
Phase Review	2A	1	###### Andrew	22 Dec 2017	01 Feb 2018	01 Feb 2018	14 Aug 2018	Proceed	Locked	14 Aug 2018	0

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Lifecycle Management

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Lifecycle Management

Overall	-3	-2	-1	0	Future Trend	RTG Date
LCM Status	G	G	G	G	→	

Overall	Project Management Plan	Engineering Management Plan	LCM Tailoring Statement
Authorised By	Matt ########	Anna ########	Stephen ####
Latest Issue Date	06/10/2020	06/10/2020	29/09/2020

Review	PMB Planned	PMB Actual	Chairperson Recommendation	Chairperson	Total No. of Actions	Review Status
5	02/09/2021	22/02/2021		#### Andrew	2	Work In Progress
6	27/08/2021	30/04/2021		CHAIR, Proxy_PR	0	Work In Progress
5	21/08/2020	13/07/2020	Pass	CHAIR, Proxy_PR	0	Locked
5	17/08/2020	13/07/2020	Pass	#### Andrew	0	Locked
4	07/04/2020	07/04/2020	Pass	CHAIR, Proxy_PR	0	Locked
2C	19/12/2019	06/01/2020	Pass	CHAIR, Proxy_PR	0	Locked
4	19/12/2019	23/03/2020	Pass	#### Andrew	0	Locked
4	19/12/2019	06/01/2020	Fail	CHAIR, Proxy_PR	0	Locked
2C	19/12/2019	06/01/2020	Pass	#### Andrew	0	Locked
2B	30/11/2019	30/11/2019	Pass	######## , Gavin	0	Locked

Narrative / Key Takeaways
LCM 5 Design & Phase review held and passed. Actions ongoing.

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Scheduling

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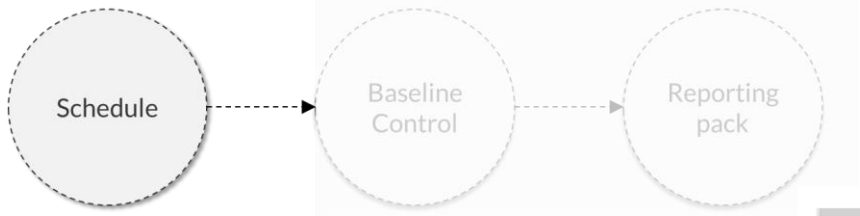

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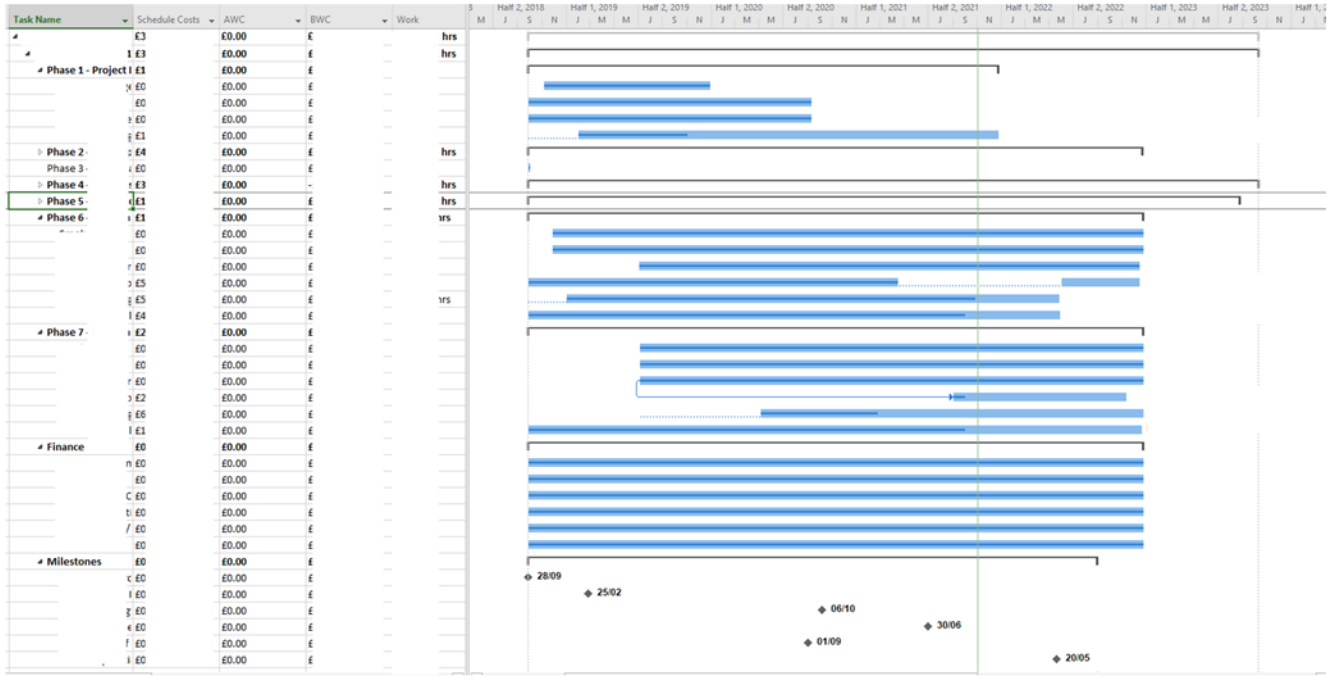

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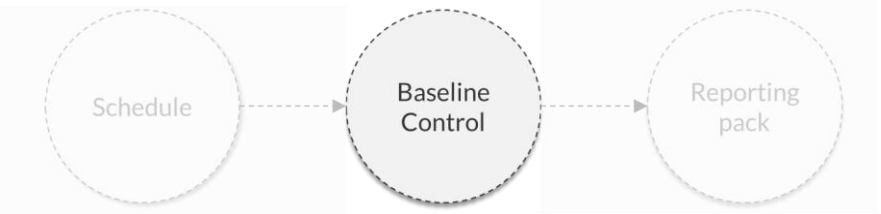
Scheduling



Baseline Change Control

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Add New

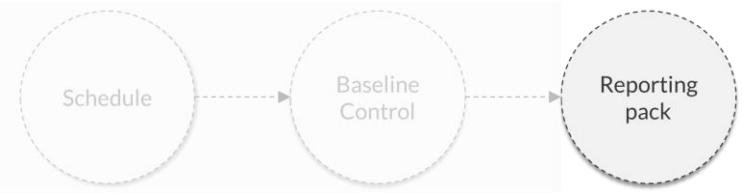
Reference	Category	Date Raised	Last Updated	Status		
1.#### BCR4	Baseline Maintenance	26/10/2020	26/10/2020	Implemented	View	
1.#### .BCR5	Baseline Maintenance	26/10/2020	26/10/2020	Approved	View	

Export

Overall Narrative	
None	Edit

RAG	Future Trend	Return to Green
G	No Change	

Scheduling



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Project Schedule

Schedule Assurance		
	Is the basis of the schedule update and forecast robust and aligned with EAC?	✓
	Have the recommended schedule health checks been completed in updating the schedule?	✗

Narrative / Key Takeaways

- Delays to shell production and trail packaging failure are impacting the schedule.

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Additional Capability

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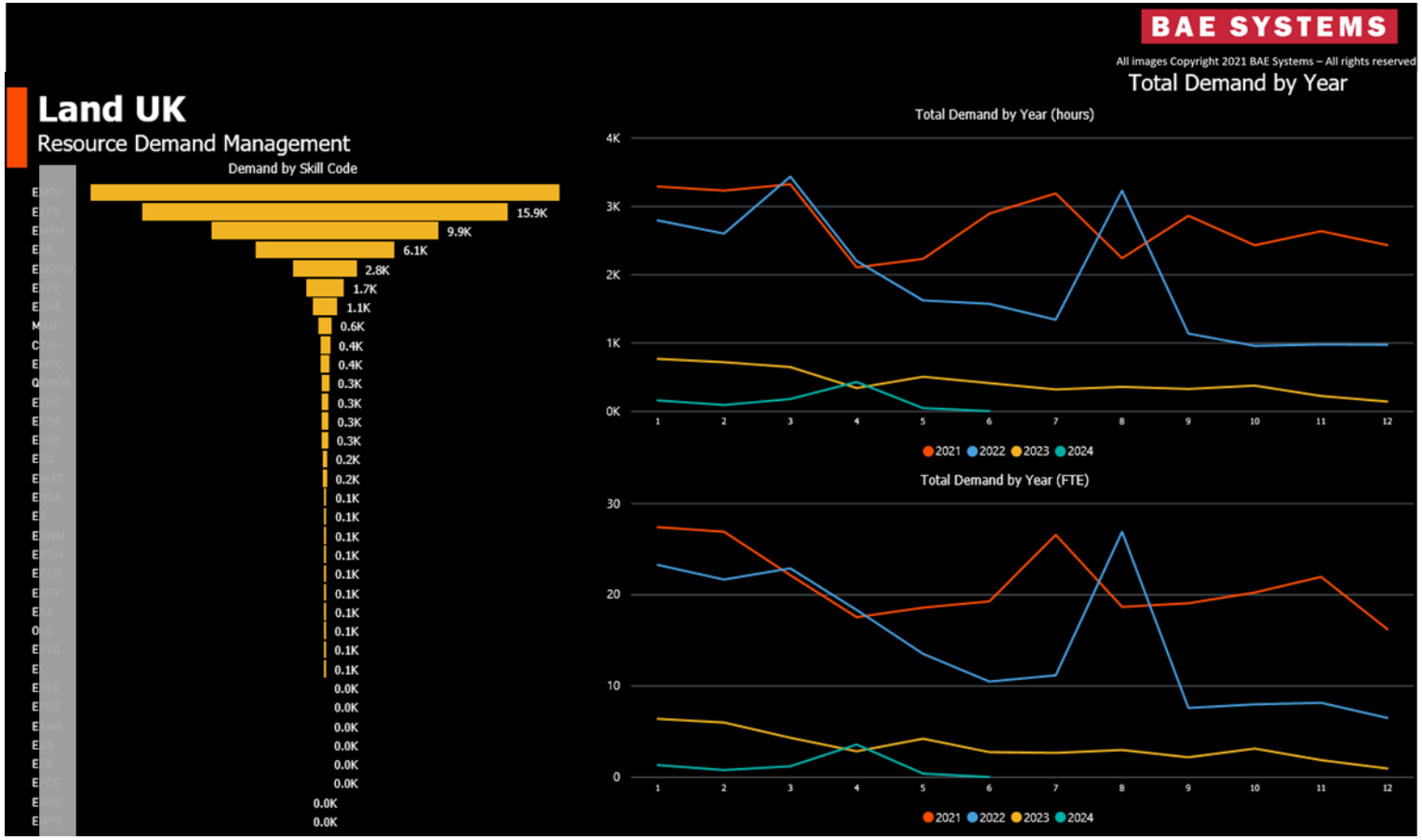
- Central repository for all Project and Resource data.
- Enabling, cross Project cross team analysis can be carried out

Resource Demand



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Resource Demand

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Project Success

- Solution delivered on-time, under budget
- Successful adoption by users and stakeholders
- Supports further analysis and interrogation of Project Controls data driving not just Project, but Business Unit wide decision making
- Land UK have set a benchmark within BAE Systems for Project Controls and Project Controls toolset deployment, with other business units keen to adopt the toolset and processes

Q & A

THANK YOU

Your Company Logo

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