

## BUSINESS SCENARIO:

### EXPEDITING PROJECT SCHEDULES AND ENSURING RIGHT QUALITY.

The high risk and cost involved in projects in the oil and gas industry calls for highly efficient project management skills. The challenge is in executing the project on time and at the same time compiling to the quality specifications of a project that involves more than 2000 deliverables that have to traverse through different lifecycles. Engineering companies in the recent past are aware that they need to evolve smarter methodologies for meeting project schedules. The usual approach in Project monitoring where the project manager gets things done by running behind his team fails in this case simply because of enormous number of deliverables and the complex information flow involved in the engineering process. Engineering companies in this domain need to evolve smarter working methodologies and define foolproof procedures in order to expedite projects schedules and ensure quality.

In typical Engineering companies, detailed reports are generated to project the facts like what are the work pending, since when and with whom? Project team vests the responsibility of understanding the current status of work, the snags causing the delay and expediting the schedule to meet the targeted date. The quality of the deliverables are closely monitored by the Quality Dept., but Project team has to closely interact with the Quality Dept. while expediting project schedules to ensure they are not cutting corners and compromising quality. The weekly meetings that throw light on the project status are usually post mortem of why the project schedule is off track .

A Scenario from a weekly project review:

- Mr. Chris (Project Manager):** The EDDR report shows here that out of the 200 deliverables planned for this week only 100 have been submitted to client. I wish I didn't have to wait for the EDDR and Project status report till Thursday. If I had these reports earlier we could have met the targets!
- Mr. Mike (Planning Engineer):** Chris, I understand but the project has 2000 deliverables and I have only five people in my team. Following up on each deliverable status is through phone calls or through mails. And given the cyclic nature of engineering data and the multiple lifecycles in a project, updating the deliverable status takes us all week.
- Mr. Chris (Project Manager):** And out of the 100 submissions only 25 has been approved by the client. This is too bad! Sam , this will project a wrong image to the client. I cant believe this is happening after we deployed an Inter-department Squad check to ensure better quality?.
- Mr. Mike (Planning Engineer):** Chris, we do have a Squad check but I unable to enforce this on all the deliverables. In most cases it gets delayed or the report gets misplaced. See , we have to physically circulate the hard copy of the Squad check report and the deliverable through the entire team in the defined sequence. Either it is delayed or misplaced somewhere during the process.
- Mr. Chris (Project Manager):** What I need is timely reports and quality processes inbuilt into our working methodology!

### THE CRUX

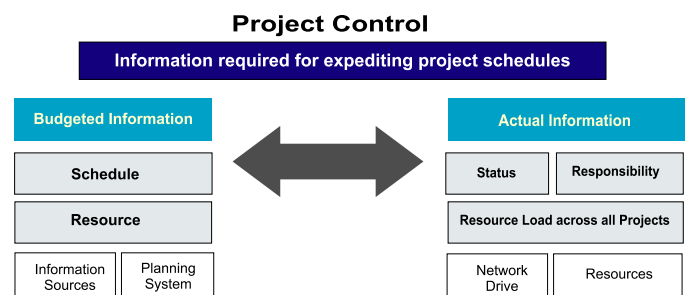
Unavailable Online status and timely reports for project expedition:

The ownership is on the planning department to update the Deliverable status and generate weekly reports for project review meetings. Reports like the EDDR, Project Status reports, Reports of the Pending Submissions, Resubmissions etc... are some of the reports generated to depict the correct project status for internal review and for the client review. The planning department consists of not more than five planning engineers and they have to meticulously follow up on the deliverables of more than 10 projects at a time. Deliverable status is incurred over emails and phone calls are prone to error. The time consuming nature of deliverable status follow up will lead to the reports that too late to be used to initiate project recovery measures.

- Challenges involved in capturing correct Deliverable status in the cyclic engineering process:** In a typical engineering project, the

numbers of deliverables are enormous. Each of these deliverables goes through the elaborate process of drafting, checking, inter departmental checking and finally a collaborative approval by the client and other third party shareholders. The CRUX is to identify the current status of each of these deliverables and if delayed, to understand the reason for delay.

- No data Transparency:** In most companies, the delays and snags are exposed only during weekly meetings and due to dependency on multiple individuals and systems to get the right information, more time is consumed and the information is some cases end up being wrong. Expediting the schedules might require more resource for the project, hence the project team need to understand the resource load in the existing projects. The budgeted load is maintained in the planning system, but to understand the actual load, the team has to enquire each department head to know "who is working on what" and "till when".
- Quality systems outside of the working procedure:** Quality enforcement procedures are not inbuilt into the working methodology and hence there is a huge challenge in enforcing the same.



### THE RIGHT APPROACH OF PROJECT EXPEDITION AND QUALITY ENFORCEMENT: WRENCH

- Timely reports and online Status from Wrench that aid Project Expedition:** Automating the processes and working in one platform enables that data is automatically captured by the system. This saves the tremendous effort involved in follow up of deliverable status information and thereby redirects this effort in proactive deliverable monitoring activities.
- Expediting possible before the delay:** The project manager is in absolute control of the deliverables since it can be accessed through the routing history .Online status and timely reports can be generated which can initiate project recovery processes well in advance.
- The quality process and procedures enforced by workflows:** Instead of a quality system that is removed from the working methodology Wrench incorporates all the quality procedures in the automated information flow thereby enforcing quality checks within the system.

- Mr. Stephen (Client):** Guys, this calls for a treat. The project is on schedule. Out of the 100 deliverables planned for this week you have met all 100. And no rejections too. Chris, how did you manage this?
- Mr. Chris (Project Manager):** Thanks, Stephen. We have migrated to Wrench where the entire process is automated. Hence I get the correct deliverable status and can follow up on any snags as and when they occur. I can engage recovery measures well in advance now that I can see the current status of each deliverable. The entire information flow is captured in the routing history and I can actually take up the issue with the person causing the delay.
- Mr. Mike (Planning Engineer):** Our planning department has finally started to proactively follow up on deliverable monitoring and budgeting now that the system automatically captures the deliverable status.
- Mr. Sam (Quality Manager):** And now all quality procedures are inbuilt into the automated information flow I need not worry about misplaced or delayed squad check reports anymore. I guess that's why we don't have any rejections as all the deliverables are scrutinized before submittal to client.