

Using Cultural Change to Introduce E V P M into a SME Rural Construction Company.



Presenter:

Raphael M. Düa FAICD,FAPE, MACS(Snr) CP,PCP, Grad DISC

Owner & CEO

Micro Planning International Asia Pacific

raf@microplanning.com.au

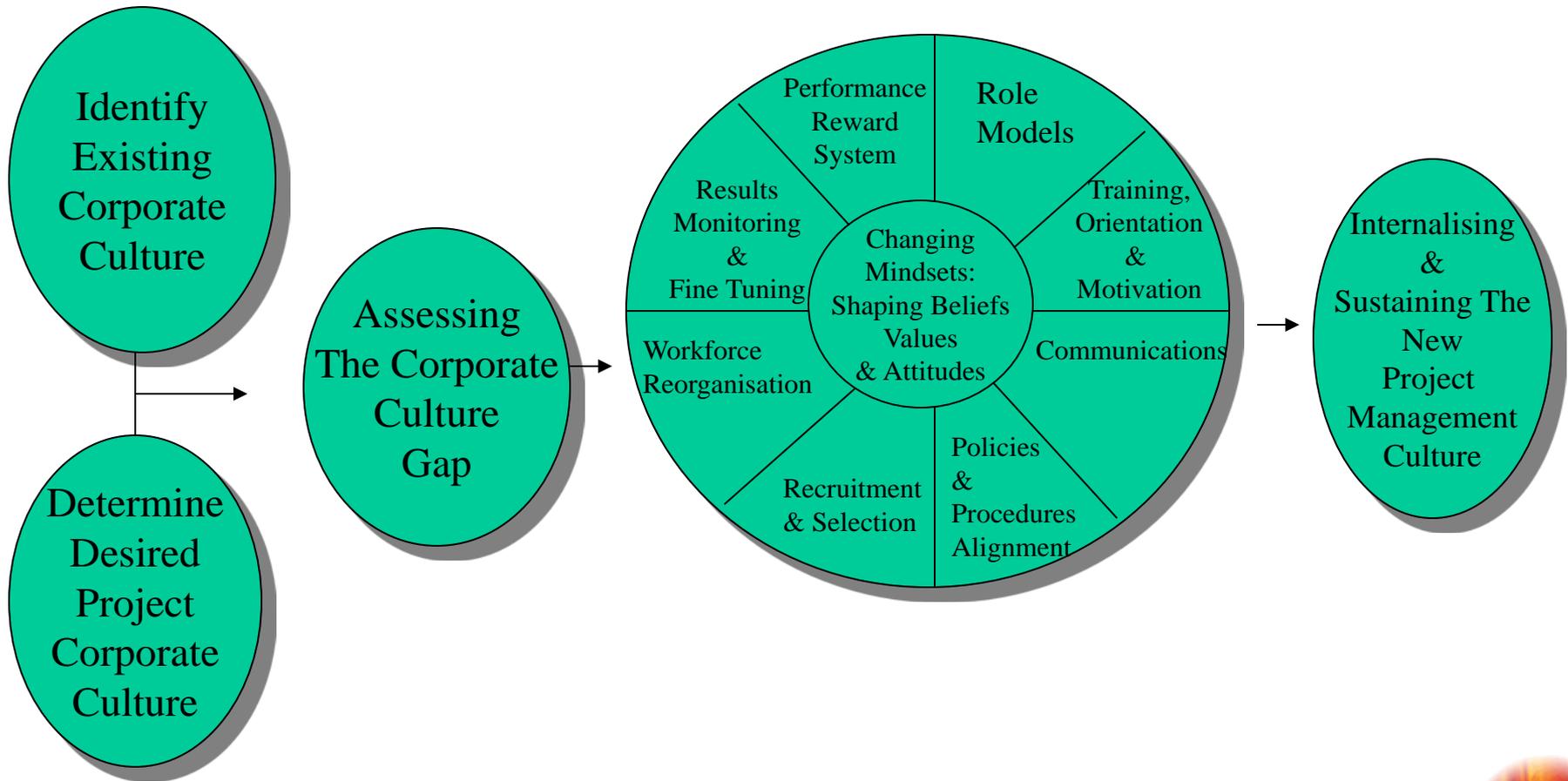
At

UNSW Governance and Controls Symposium

ADFA Canberra May 6-7th 2014



Changing Existing Culture to Desired Project Management Culture



Cultural Change

- **Stage 1 – Culture Assessment**
- **Stage 2 – Culture Gap Analysis**
- **Stage 3 – Changing the Mindset;
Influencing Cultural Change**
- **Stage 4 – Maintaining the New Culture**



Who Are We?

- Who we are and what we do?
- How did we start to create a Corporate Project Management Culture?
- Partnership at Work – Victorian Govt
- Aims and Objectives
- Developing the workplace partnership involving all parties
- Providing an adequate social and/or economic return to the workplace?



What did we do?

- **Workplace performance/productivity and the quality of working life for workers**
- **Developing effective Communications**
- **Establishing the framework for implementing Earned Value Performance Management**



Part of Workshop Tasks

Stage	Process	Typical activities	Typical questions	Typical techniques	Outputs/outcomes
Pre-workshop	Preparatory planning	Prepare/review <i>Project Management Brief</i> (including <i>Project objectives/scope</i>) Select participants Organise a venue Gather and distribute relevant information Prepare facilitation strategy and agenda Brief participants	What is the purpose of the <i>Project</i> ? What is to be delivered by the end of the <i>Project</i> ? Who needs to be there? What information needs to be gathered and distributed? Where is a suitable venue?	Organisational management and planning	<i>Project</i> approach agreed Scope, objectives and deliverables agreed. Background information documented Management and Sub contractor 'buy in' secured Agenda developed and circulated Workshop strategy is developed Workshop parameters agreed

Using Cultural Change to Introduce E V P M into a SME Rural Construction Company.

Risk Management

- **Identifying and Managing Risk**
- ***Analysis and Management of Risks
– Risk Mitigation***



Using Cultural Change to Introduce E V P M into a SME Rural Construction Company.

Risk Analysis

No.	Risk Factor	Low	Medium	High	Imp/Pro
1	Overall Project/Deliverables	<input type="checkbox"/> Simple	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> Complex	I
2	Legal/Policy Impact	<input type="checkbox"/> None	<input checked="" type="checkbox"/> Some	<input type="checkbox"/> Extensive	I
3	Strategic Impact	<input type="checkbox"/> None	<input type="checkbox"/> Some	<input checked="" type="checkbox"/> Extensive	I
4	Interface to Other Products/Systems	<input type="checkbox"/> Simple	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> Complex	P
5	Intrinsic Complexity	<input type="checkbox"/> Simple	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> Complex	P
6	User Procedures - Alterations	<input type="checkbox"/> None	<input type="checkbox"/> Some	<input checked="" type="checkbox"/> Extensive	I
7	Stability of User Requirements	<input type="checkbox"/> Stable	<input type="checkbox"/> Average	<input checked="" type="checkbox"/> Unstable	P
8	Performance/Quality Requirements	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> High	I
9	Level of Innovation	<input type="checkbox"/> Simple	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> Complex	P
10	Similarity to Other Project/Deliverables	<input type="checkbox"/> Similar	<input checked="" type="checkbox"/> Some	<input type="checkbox"/> None	P
11	Intrinsic Project Team Skills	<input checked="" type="checkbox"/> High	<input type="checkbox"/> Average	<input type="checkbox"/> Low	P
12	Relevant Skill Level (With Application)	<input type="checkbox"/> Extensive	<input checked="" type="checkbox"/> Some	<input type="checkbox"/> None	P
13	Project Manager Experience	<input checked="" type="checkbox"/> Extensive	<input type="checkbox"/> Some	<input type="checkbox"/> None	P
14	Project Staffing Level	<input type="checkbox"/> 1 - 5	<input checked="" type="checkbox"/> 5 - 10	<input type="checkbox"/> over 10	P
15	Use of Contractors/Part Time Members	<input type="checkbox"/> None	<input checked="" type="checkbox"/> Some	<input type="checkbox"/> Extensive	P
16	Project Development Length	<input type="checkbox"/> 4 to 6 months	<input checked="" type="checkbox"/> 6 - 12 months	<input type="checkbox"/> Over 1 year	P
17	Schedule/Deadlines	<input type="checkbox"/> Flexible	<input checked="" type="checkbox"/> Firm	<input type="checkbox"/> Fixed	I
18	Project Priority For Project Team	<input checked="" type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	P
19	Project Team Experience with Project Type	<input checked="" type="checkbox"/> Extensive	<input type="checkbox"/> Average	<input type="checkbox"/> Some	P
20	Project Team Environment	<input type="checkbox"/> Excellent	<input type="checkbox"/> Average	<input checked="" type="checkbox"/> Poor	P
21	Level of Sub Contractor/User Support	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low	P
22	Southon & Sub Contractor Experience With Applications/System	<input type="checkbox"/> Extensive	<input checked="" type="checkbox"/> Some	<input type="checkbox"/> None	P
23	Own Professional Project Manager	<input type="checkbox"/> Full-Time	<input checked="" type="checkbox"/> Part-Time	<input type="checkbox"/> None	P
24	Southon Own IT Team	<input type="checkbox"/> Moderate	<input type="checkbox"/> Some	<input checked="" type="checkbox"/> None	P
25	Southon and Sub Contractors Participation	<input type="checkbox"/> Full-Time	<input checked="" type="checkbox"/> Part-Time	<input type="checkbox"/> Ad-hoc	P
26	Southon & Sub Contractor Support Capability	<input type="checkbox"/> Moderate	<input type="checkbox"/> Some	<input checked="" type="checkbox"/> None	P
27	Southon & Sub contractor User Skills	<input type="checkbox"/> Extensive	<input checked="" type="checkbox"/> Average	<input type="checkbox"/> None	P
28	Impact on Southon/Server Environment	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input checked="" type="checkbox"/> High	I
29	Number of Key Stakeholders	<input type="checkbox"/> 1-3	<input checked="" type="checkbox"/> 3 - 5	<input type="checkbox"/> over 5	P
	Overall Project Risk	<input type="checkbox"/> LOW = 4	<input type="checkbox"/> MEDIUM = 17	<input type="checkbox"/> HIGH = 8	

I = Impact and P = Probability. And I = 7 and P = 22

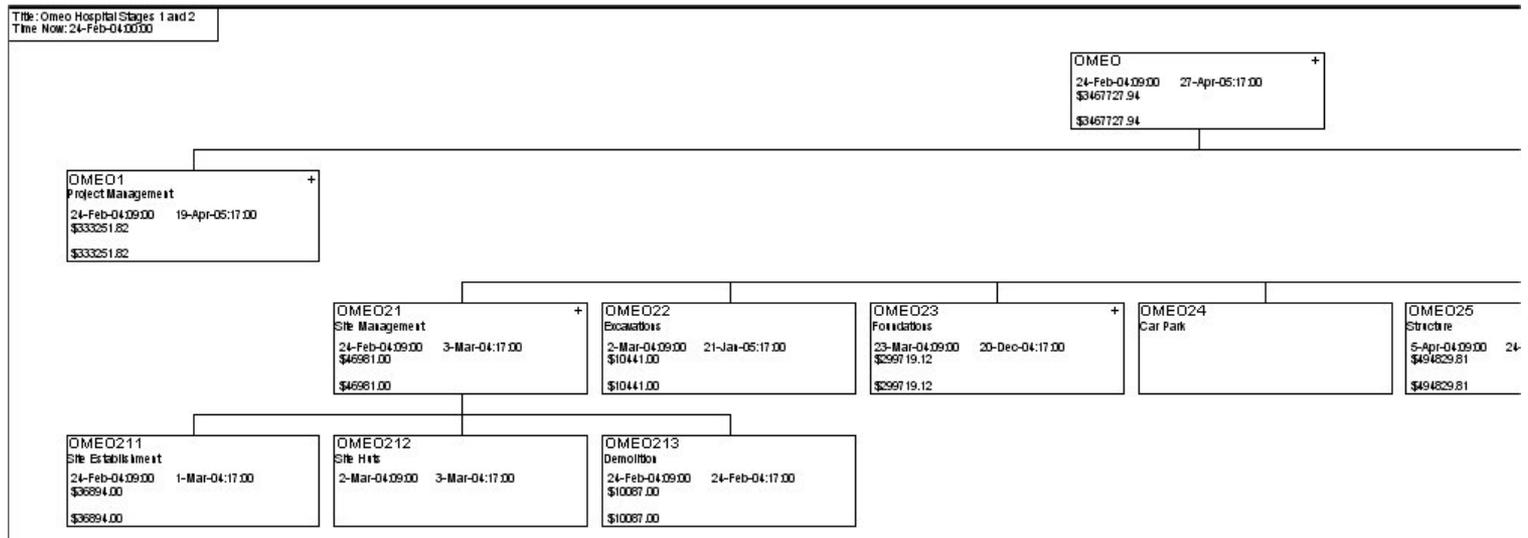


Getting Going

- **Establishing the Project Office**
- ***Project Control and Reporting Process***
- **Project Control and Reporting Process Summary**
- **Establishing our EVPM System**

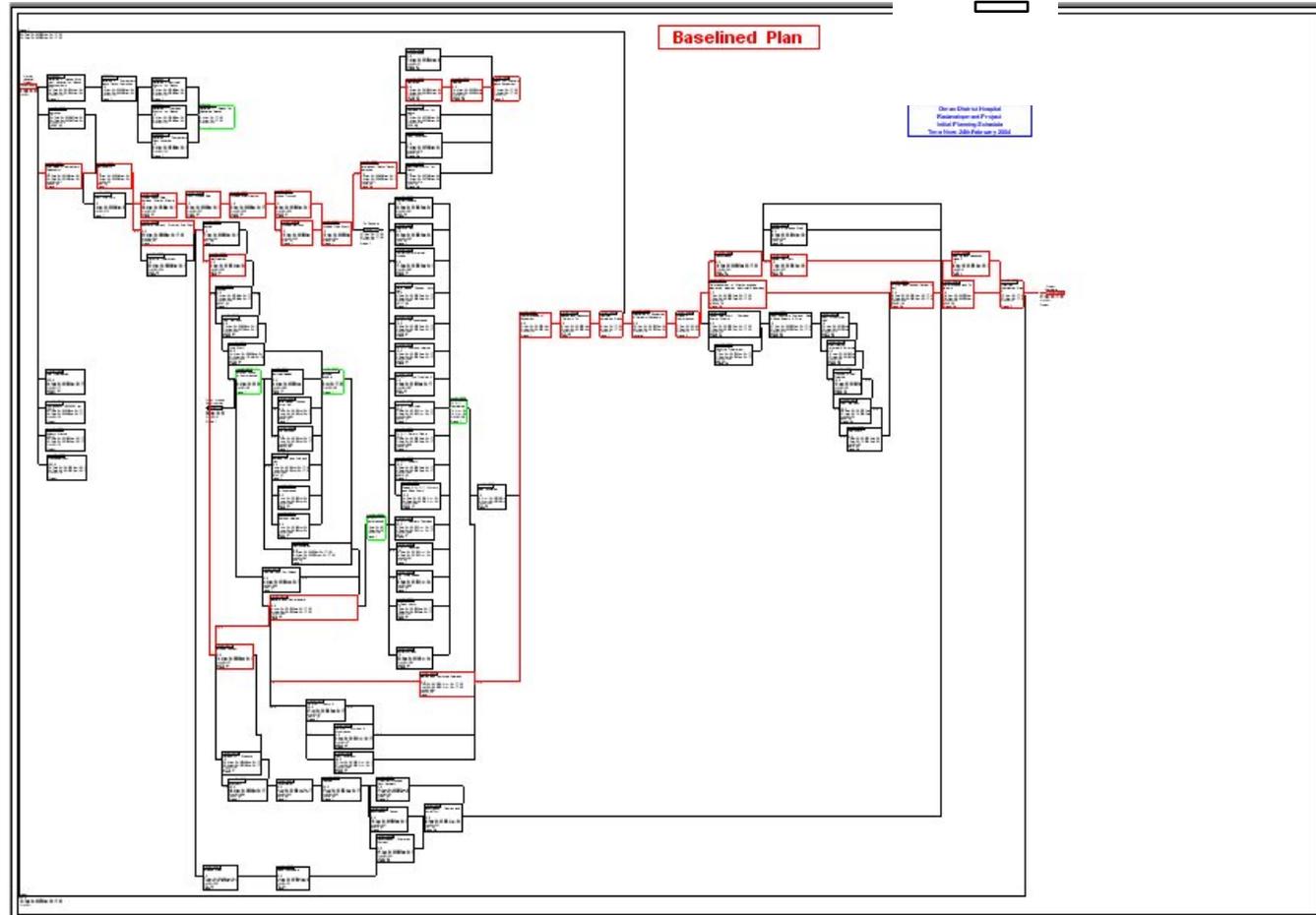


Work Breakdown Structure

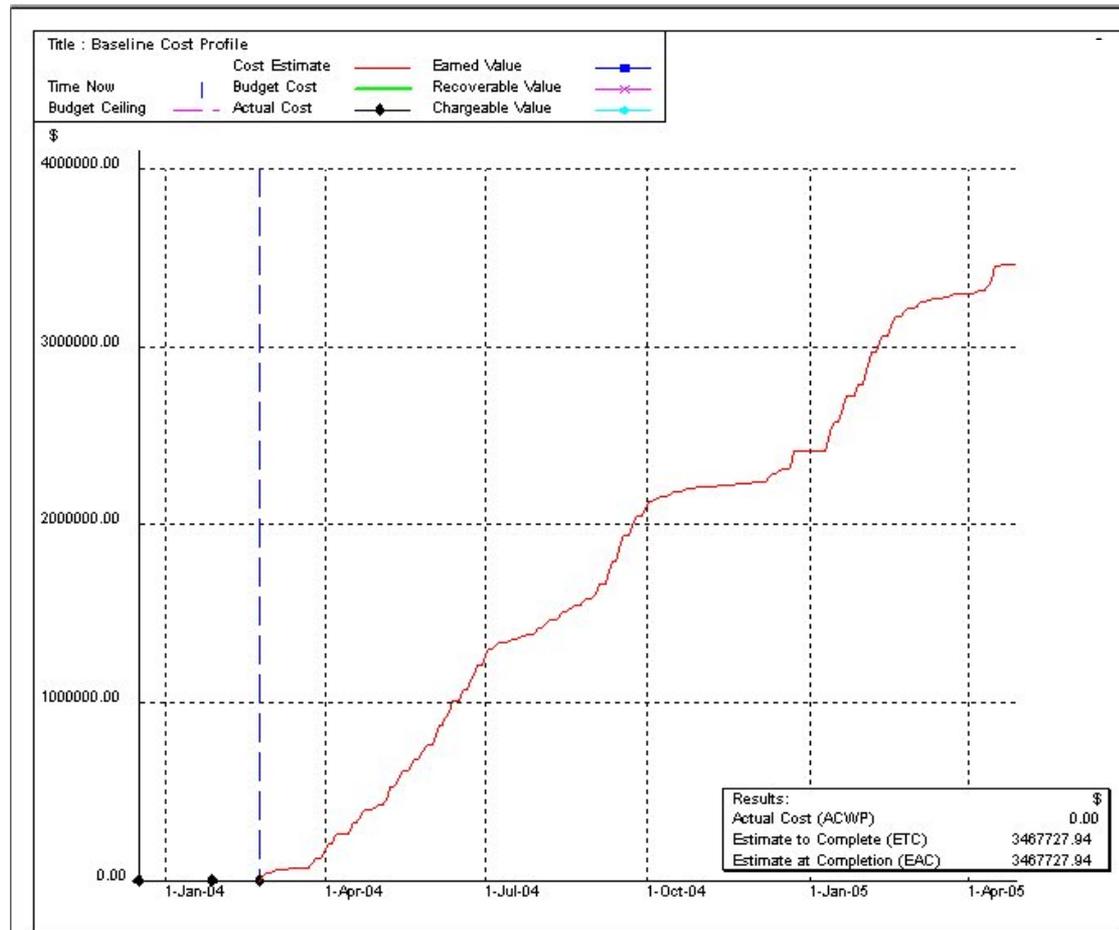


Using Cultural Change to Introduce E V P M into a SME Rural Construction Company.

Critical Path Network



Baseline Cost Profile

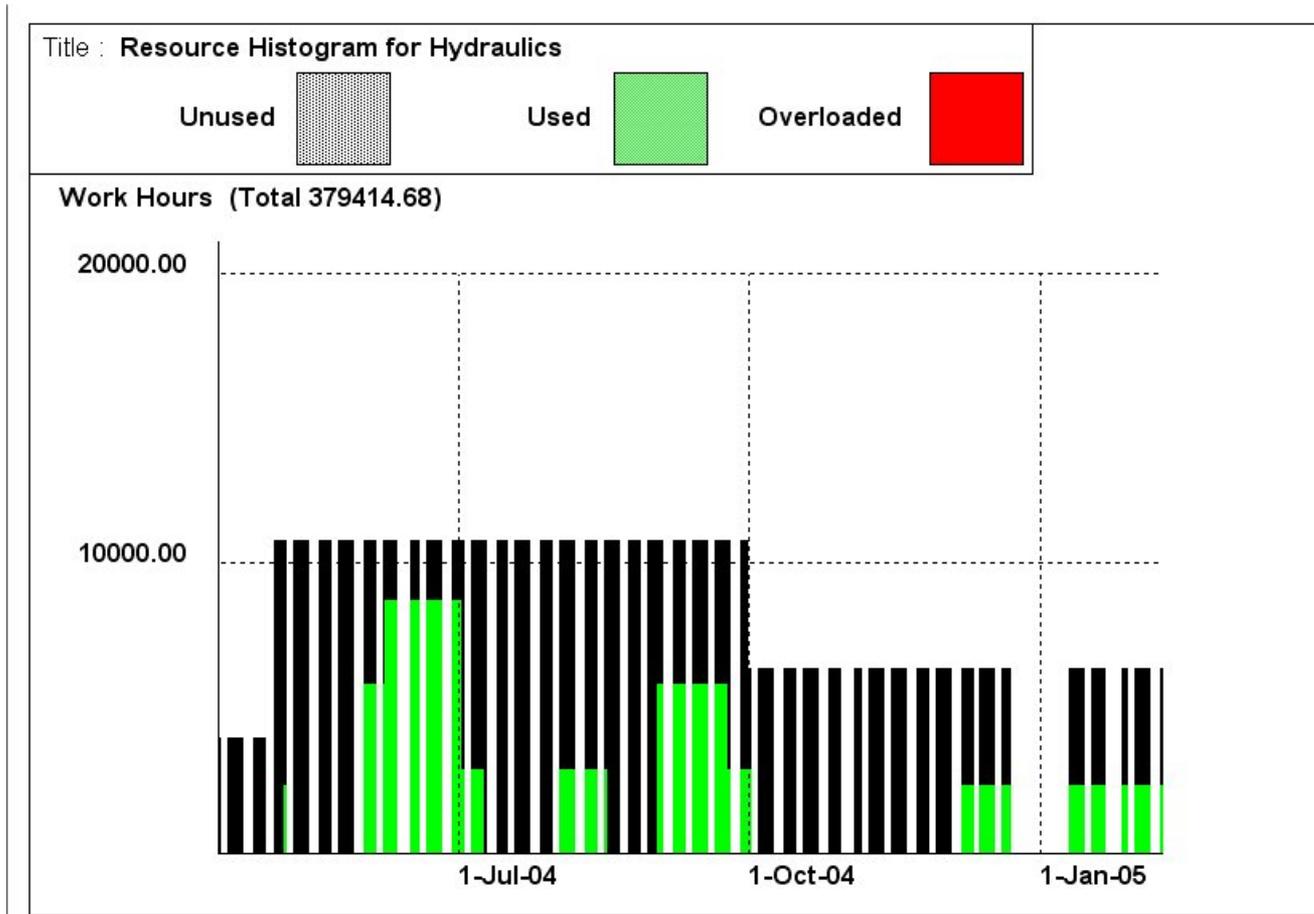


Cost Status Report

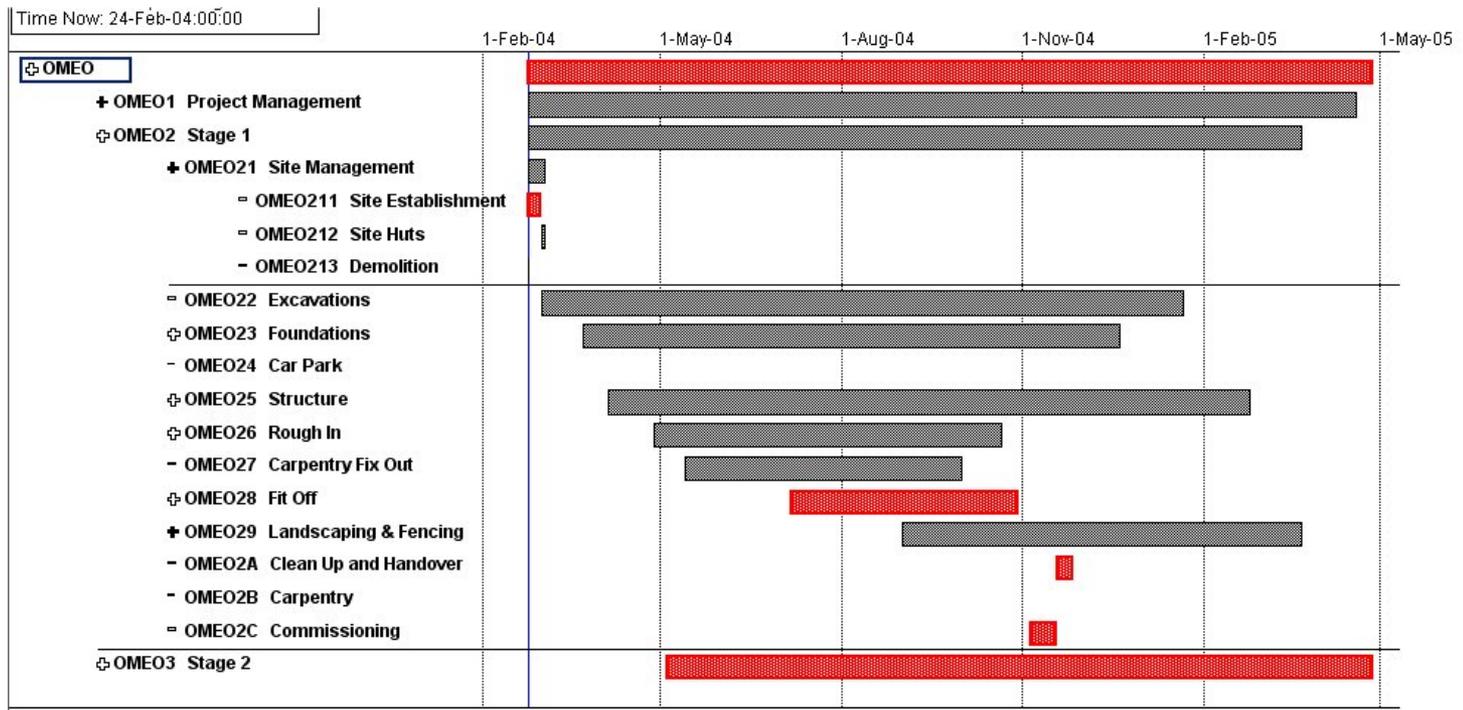
Task Id	Task Duration	Task Schedule Start	Task Schedule Finish	Budget Cost	Actual Cost	2004 Feb	Mar	Apr	May	Jun	Jul	Future Cost	Total Estimate	Total Cost	
DMEC0001	Stage 1 Duration	174.0	24-Feb-04 09:00	26-Nov-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
DMEC0001	Project Duration	253.0	24-Feb-04 09:00	27-Apr-05 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Stage 1															
DMEC0002	Site Clean & Temporary Roadworks	5.0	24-Feb-04 09:00	1-Mar-04 17:00	3894.00	0.00	29515.20	7378.80	0.00	0.00	0.00	0.00	-0.00	3894.00	3894.00
DMEC0006	Demolition	1.0	24-Feb-04 09:00	24-Feb-04 17:00	10087.00	0.00	10087.00	0.00	0.00	0.00	0.00	0.00	0.00	10087.00	10087.00
IAF00001	Variation 2 - Liaison With Host Hospital for Dialysis Requirements	5.0	24-Feb-04 09:00	1-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DMEC0003	Erect Site Huts	2.0	2-Mar-04 09:00	3-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DMEC0005	Earthworks	4.0	2-Mar-04 09:00	5-Mar-04 17:00	9483.00	0.00	0.00	9483.00	0.00	0.00	0.00	0.00	0.00	9483.00	9483.00
IAF00002	Variation 2 - Temporary Dialysis Facility Demolition	1.0	2-Mar-04 09:00	2-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IAF00003	Variation 2 Electrical Works for Dialysis	1.0	3-Mar-04 09:00	3-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IAF00004	Variation 1 - Planting Works for Dialysis	1.0	3-Mar-04 09:00	3-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IAF00005	Variation 1 - Temporary Floor Covering	1.0	3-Mar-04 09:00	3-Mar-04 17:00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DMEC0009	Concrete Footings, Stumps Sub Floor	20.0	23-Mar-04 09:00	23-Apr-04 17:00	21999.39	0.00	0.00	78948.24	142718.15	0.00	0.00	0.00	0.00	21999.39	21999.39
DMEC0000	Terminal Treatment	1.0	23-Mar-04 09:00	23-Mar-04 17:00	1599.00	0.00	0.00	1599.00	0.00	0.00	0.00	0.00	0.00	1599.00	1599.00
DMEC0008	Kitchen Under Slab - Plumbing, Water Waste	5.0	26-Mar-04 09:00	1-Apr-04 17:00	14535.32	0.00	0.00	11628.26	2907.06	0.00	0.00	0.00	0.00	14535.32	14535.32
DMEC0054	Pour Kitchen Slab	1.0	2-Apr-04 09:00	2-Apr-04 17:00	11081.00	0.00	0.00	0.00	11081.00	0.00	0.00	0.00	0.00	11081.00	11081.00
DMEC0071	Kitchen Wall Frames	1.0	5-Apr-04 09:00	5-Apr-04 17:00	14423.35	0.00	0.00	0.00	14423.35	0.00	0.00	0.00	0.00	14423.35	14423.35
DMEC0077	Kitchen Trusses	5.0	6-Apr-04 09:00	16-Apr-04 17:00	20050.21	0.00	0.00	0.00	20050.21	0.00	0.00	0.00	0.00	20050.21	20050.21
DMEC0085	Kitchen Bathrooms	2.0	16-Apr-04 09:00	16-Apr-04 17:00	5181.21	0.00	0.00	0.00	5181.21	0.00	0.00	0.00	0.00	5181.21	5181.21
DMEC0089	Kitchen Iron Work	6.0	19-Apr-04 09:00	27-Apr-04 17:00	27855.38	0.00	0.00	0.00	27855.38	0.00	0.00	0.00	0.00	27855.38	27855.38
DMEC0087	Flanking	4.0	27-Apr-04 09:00	30-Apr-04 17:00	4821.68	0.00	0.00	0.00	4821.68	0.00	0.00	0.00	0.00	4821.68	4821.68
DMEC0088	Wall Frames	15.0	29-Apr-04 09:00	21-May-04 17:00	85870.23	0.00	0.00	0.00	15882.70	77887.53	0.00	0.00	0.00	85870.23	85870.23
DMEC0089	Trusses	20.0	7-May-04 09:00	7-Jun-04 17:00	85201.94	0.00	0.00	0.00	60151.46	20050.48	0.00	-0.00	0.00	85201.94	85201.94
DMEC0010	Roof Bathrooms	10.0	7-May-04 09:00	7-Jun-04 16:12	40069.62	0.00	0.00	0.00	25272.72	10826.90	0.00	-0.00	0.00	40069.62	40069.62
DMEC0017	Services Riggers	25.0	14-May-04 09:00	23-Jun-04 17:00	25279.04	0.00	0.00	0.00	11711.62	17987.42	0.00	0.00	0.00	25279.04	25279.04
DMEC0011	Iron Work	20.0	21-May-04 12:12	1-Jul-04 16:12	92194.62	0.00	0.00	0.00	13627.69	14038.62	4548.31	-0.00	0.00	92194.62	92194.62
DMEC0013	Steel Bathrooms For Ceilings	15.0	24-May-04 09:00	16-Jun-04 17:00	17987.42	0.00	0.00	0.00	5895.81	11711.61	0.00	-0.00	0.00	17987.42	17987.42
DMEC0016	Wall Insulation	20.0	24-May-04 09:00	23-Jun-04 17:00	9590.40	0.00	0.00	0.00	1272.60	3617.80	0.00	0.00	0.00	9590.40	9590.40
DMEC0041	Electrical Cabling	20.0	24-May-04 09:00	23-Jun-04 17:00	90234.13	0.00	0.00	0.00	12888.53	37679.60	0.00	0.00	0.00	90234.13	90234.13
DMEC0015	Carpentry - Windows	4.0	25-May-04 09:00	25-Jun-04 17:00	41779.31	0.00	0.00	0.00	8295.89	33423.42	0.00	0.00	0.00	41779.31	41779.31



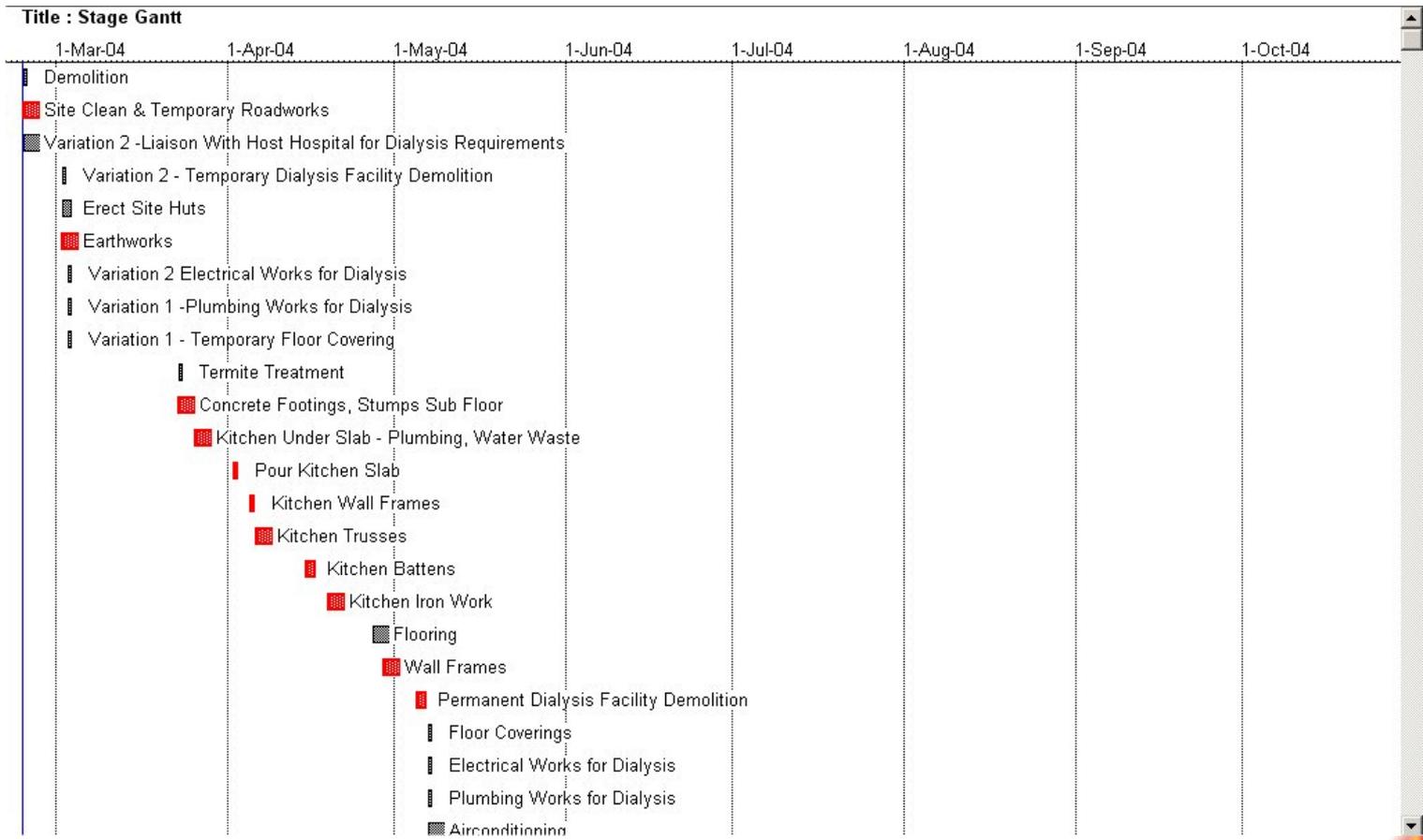
Resource Histogram



Management Summary Gantt



Project Gantt for Site by Stage



Trade Progress & Updating Report

OME0054

Pour Kitchen Slab

10 % of the Concrete Budget

Stage 1

Scheduled dates: 2-Apr-04 2-Apr-04 Dur: 1

Actual Progress

Planned Resource

Actual Resource + Rate

Hours spent to date:

Est. \$to go:

11061.00 BldgSlb&Ftgs

Unplanned Resource (if any)

Budgeted \$: 11061.00

Actual \$ to date: 0.00

Est. Rem. \$ 11061.00

Balance from previous report: 1

Est. Remaining balance:

Hrs for this report:

Hrs for unplanned resource for this report:

OME0071

Kitchen Wall Frames

Scheduled dates: 5-Apr-04 5-Apr-04 Dur: 1

Actual Progress

Planned Resource

Actual Resource + Rate

Hours spent to date:

Est. \$to go:

4820.19 Wall Frames

1171.16 Carpentry

8432.00 Struct Steel

Unplanned Resource (if any)

Budgeted \$: 14423.35

Actual \$ to date: 0.00

Est. Rem. \$ 14423.35

Balance from previous report: 1

Est. Remaining balance:

Hrs for this report:

Hrs for this report:

Hrs for this report:

Hrs for unplanned resource for this report:

Page Totals (Accumulative):

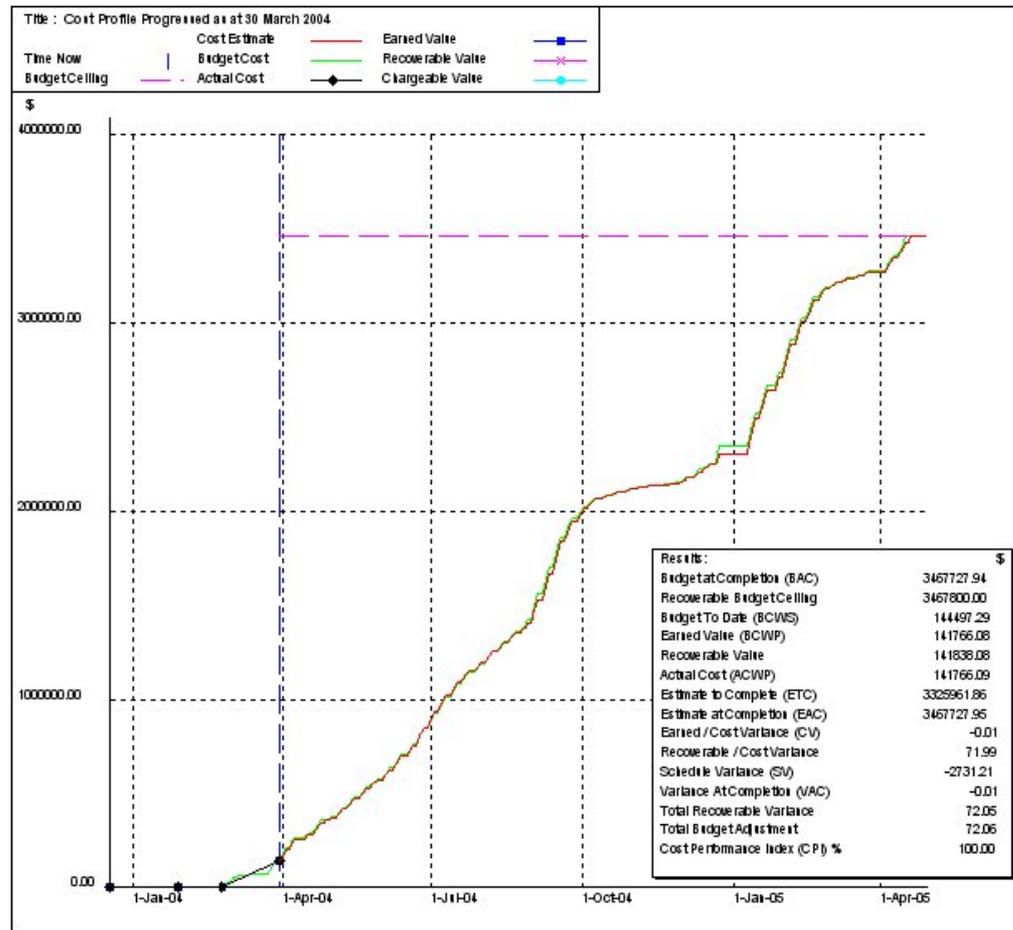
Budgeted - 554196.88

Actual - 85322.08

Remaining - 468874.80



Progressed Cost Profile



Using Cultural Change to Introduce E V P M into a SME Rural Construction Company.



Conclusion

- Questions and Answers
- Visit MPI web site
- <http://www.microplanning.com.au>
- Download a full working copy of Micro Planner X-Pert from our site – at no charge

