

Project Management Improvement @ Fluxys ICT

PMI Belgium Chapter Meeting – 21 April 2008

Vincent Mahieu – Fluxys

Wouter Bigaré – Prosource

Agenda

- **Welcome**
 - Presentation purpose
- Fluxys corporate
- Drivers for improvement
- The road towards...
- The results

Presentation purpose

- Present experience with Project Management improvement at Fluxys ICT department
- Report on multi-model improvement: PMBOK and CMMI
 - PMBOK: Project management framework
 - CMMI: Support & Process management framework
- Report on experience with an iterative improvement approach

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MISSION OF FLUXYS

To build and operate the necessary infrastructure in order to increase security of supply of the country and to foster competition on the gas market in Belgium and beyond...

... And reinforce the role of Belgium at the heart of cross-border European Gas Flows



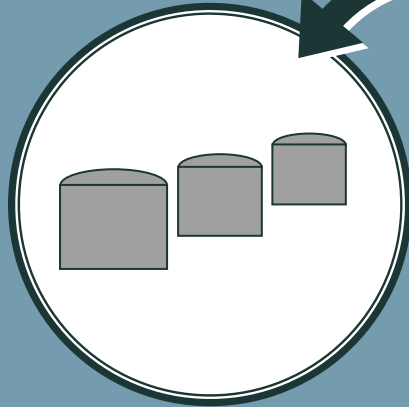
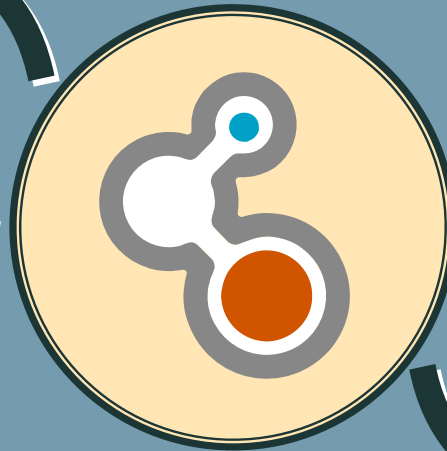


GAS TRANSMISSION SYSTEM OPERATOR

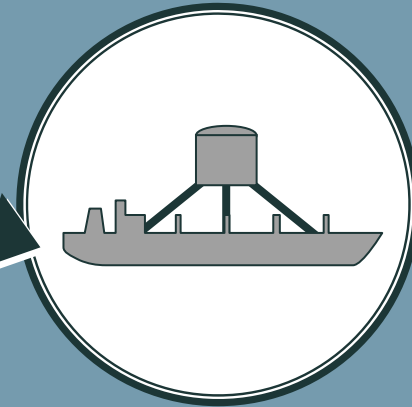
Transport:
17 bcm/y



Transit: 80 bcm/y
(Long term booked capacity)



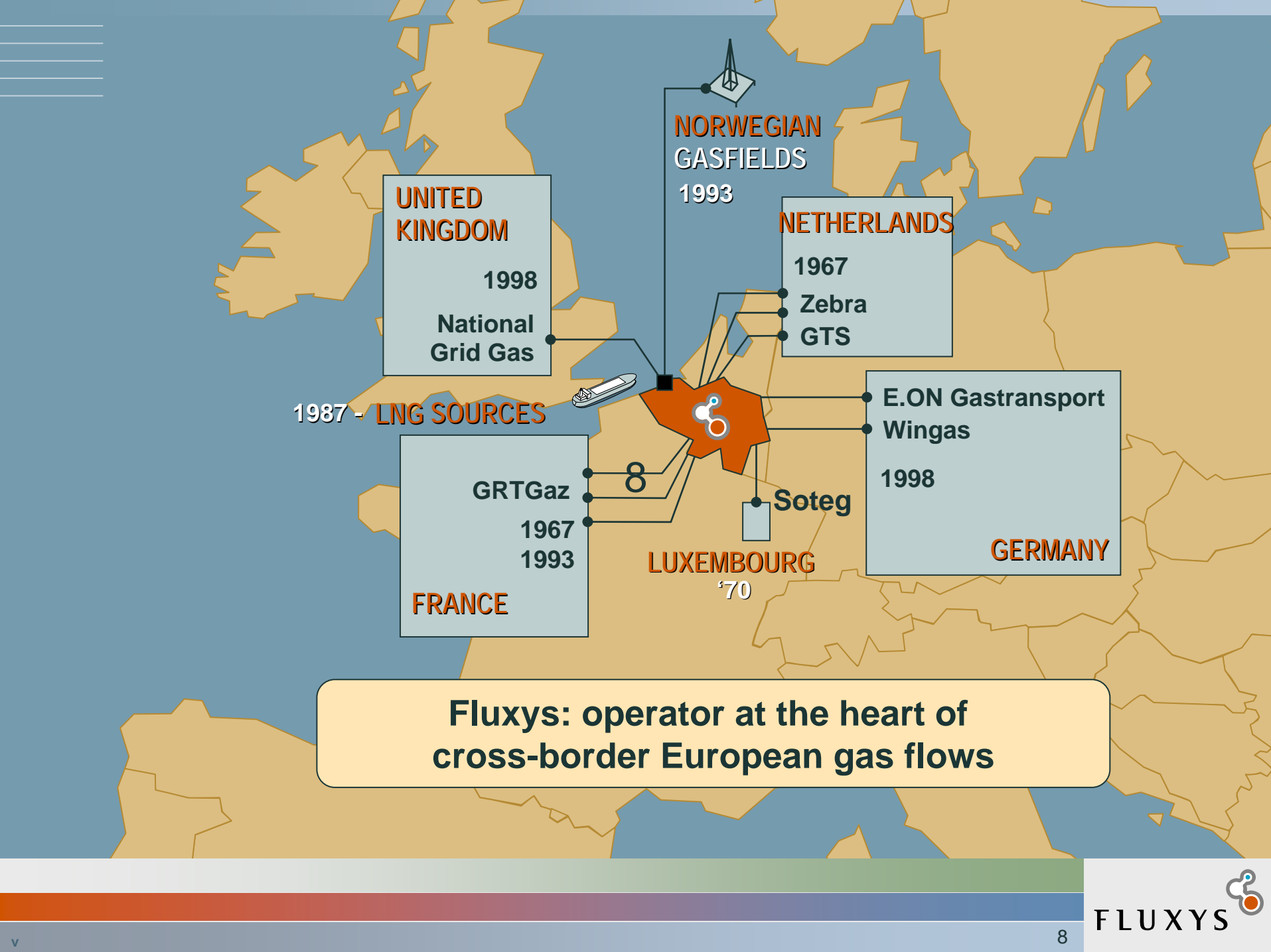
Storage: 684 mln. m³(n)
(workable volume)



LNG terminalling:
9 bcm/y

4 CORE ACTIVITIES

1 bcm = 10⁹m³



UNITED KINGDOM
1998
National Grid Gas

NORWEGIAN GASFIELDS
1993

NETHERLANDS
1967
Zebra
GTS

1987 - **LNG SOURCES**

GRTGaz
1967
1993
FRANCE

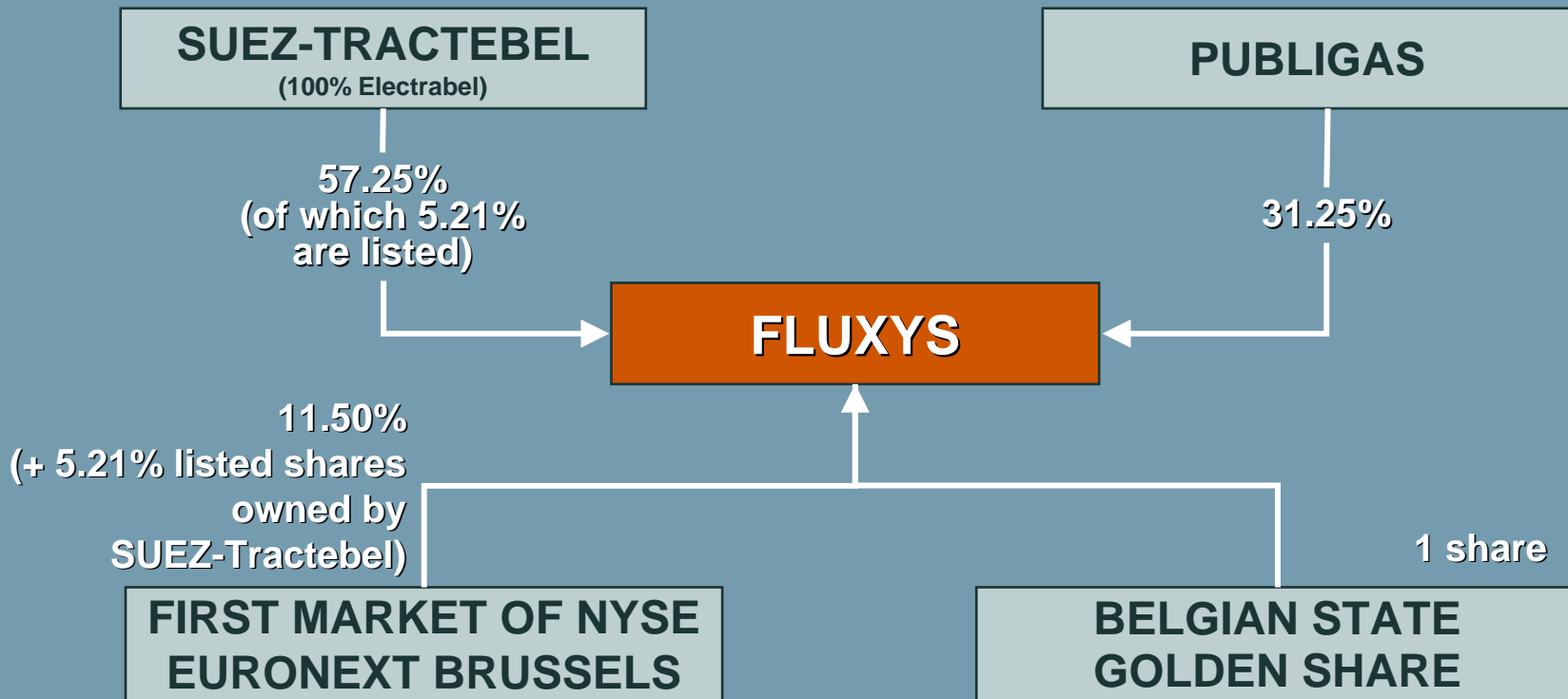
E.ON Gastransport Wingas
1998
GERMANY

LUXEMBOURG
'70

Soteg

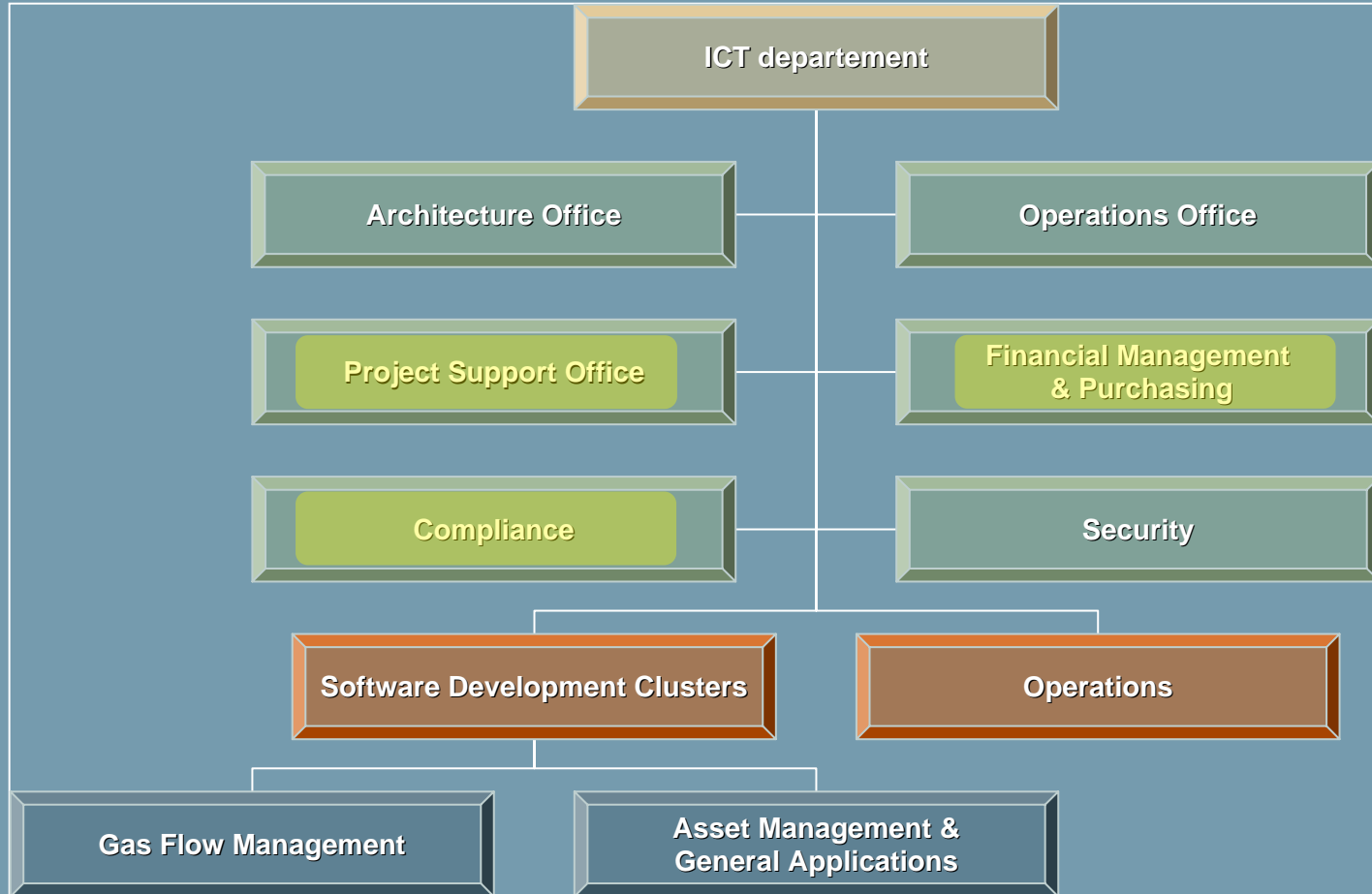
Fluxys: operator at the heart of cross-border European gas flows

SHAREHOLDERS AS OF TODAY



KEY CONSOLIDATED FINANCIAL FIGURES 2007 (in €million – IFRS)			
Revenue	433	Equity	1240
Net profit	82	Assets	2070
GROUP HEAD COUNT : 1022			

ICT dept organigram (simplified)



ICT dept – some fact & figures

- **People**

- ~240 Fulltime Equivalent with $\frac{1}{3}$ Internals and $\frac{2}{3}$ externals

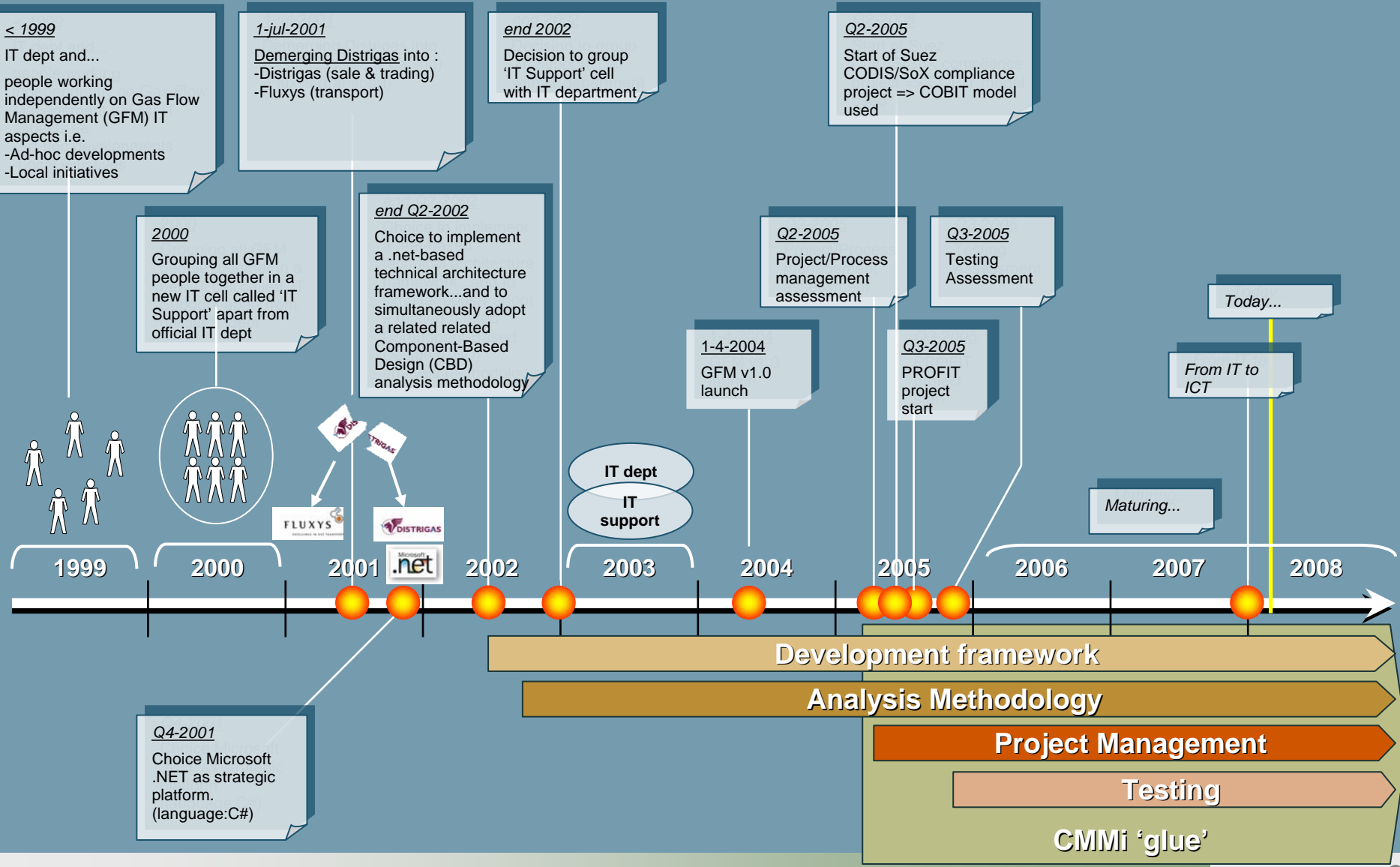
- **Technological environment**

- Windows-based servers: 150 physical + 105 virtual (VMWare ESX-based)
- Database: Oracle / SQL server
- Unix: 20 servers supporting SAP & critical apps
- Storage: 40 Tb DMX (high-end), 15 Tb Clariion (Mid-range), 16 Tb (Centera – archive)
- Network: Cisco-based

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- Welcome
- Fluxys corporate
- **Drivers for improvement**
 - Some context : back in time...
 - Main improvement drivers
 - Targeted added value
- The road towards...
- The results

Some context : back in time...



Main improvement drivers

- Numerous individual initiatives in the field of project management
- SUEZ's CODIS project demanding structured and documented processes to allow audits
- Need for uniform, integrated & regular project reporting
- Recent growth of the IT department with increasing average size of project teams, requiring better project structuring
- Need for consistency in the way IT projects are managed
- 7x24 availability of IT applications

Targeted added value

Goals of the improvement project

Reliability

Improved reliability of project delivery

Efficiency

Improved efficiency & traceability

Responsiveness

Improved responsiveness and added value to the business

Quality

Improved quality of delivered products and services

Governance

Improved governance of IT projects

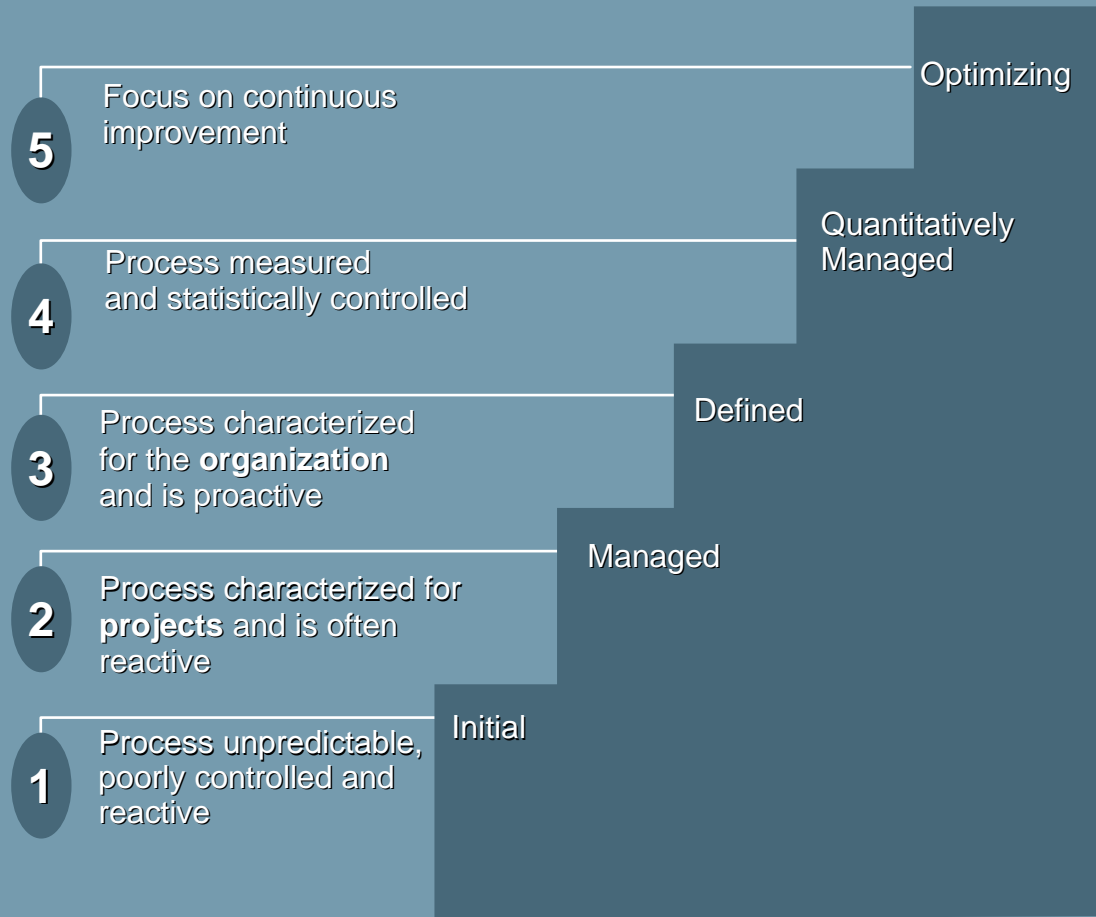
Agenda

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- Drivers for improvement
- **The road towards...**
 - The assessment
 - The strategic action plan
 - Phase 0 – Proof of concept
 - Phase 1 - Focus on Basic Project Management
- The results

Assessment with CMMI as a reference model

Assessing the **AS IS** is a first step towards process improvement.

- **Assess existing project management practices**
- **Determine the estimated 'maturity' level**
- **Come to a reliable and realistic 2-years action plan ('TO BE' situation and roadmap)**



Assessment result

Maturity level 1 organization with elements of maturity level 2: projects are delivered but there is no managed project management process

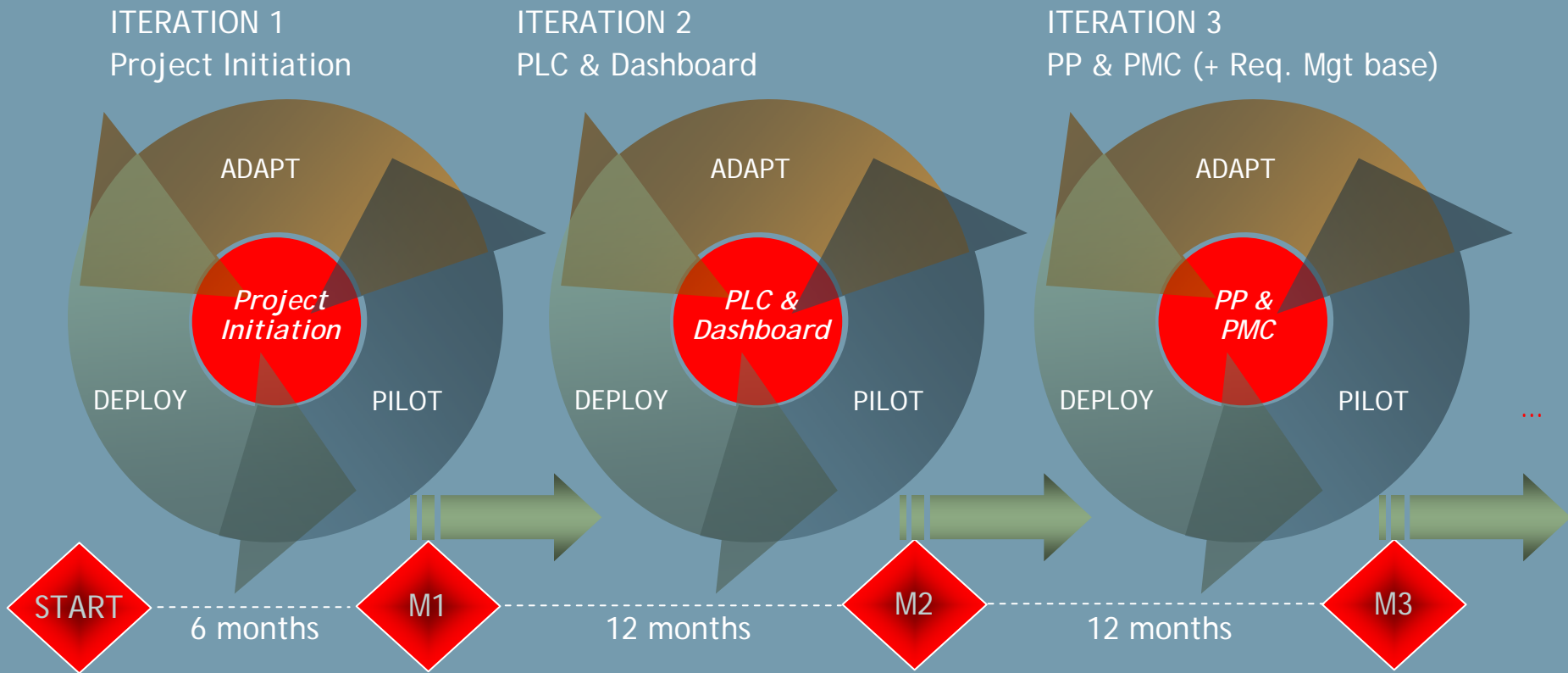
Maturity Level 2 Process Areas

- Requirements management
- Project planning
- Project monitoring&control
- Supplier agreement management
- Process and product quality assurance
- Measurement & analysis
- Configuration management



Strategic action plan - Approach

Iterative approach: 6-12 monthly iterations with focused deliverables.
Use of PMBOK as a project management framework.



Iteration 1 – Project Initiation

Can we get the people to change their way of working?

- **Focus on alignment of Business and IT**
 - **Project Initiation Policy & Process**
 - **Templates for Project Request and Project Charter**
- **Start with the infrastructure for maintaining process assets**
 - **Set-up of a PM Helpdesk**
 - **Start with PM training in-line with new processes**

Iteration 2 – PLC & Dashboard

Consolidation + one step beyond

- **Institutionalize the project initiation process (developed in iteration 1)**
- **Define project life-cycle model**
- **Implement basic project portfolio dashboard (developed in iteration 1)**

Iteration 3 – PP & PMC (+ Req.Mgt base)

Writing of 'Project Delivery Handbook'

- Institutionalize PLC & dashboard
- Lay foundation for Project Planning and Project Monitoring and Control
- Basic requirements management

Agenda

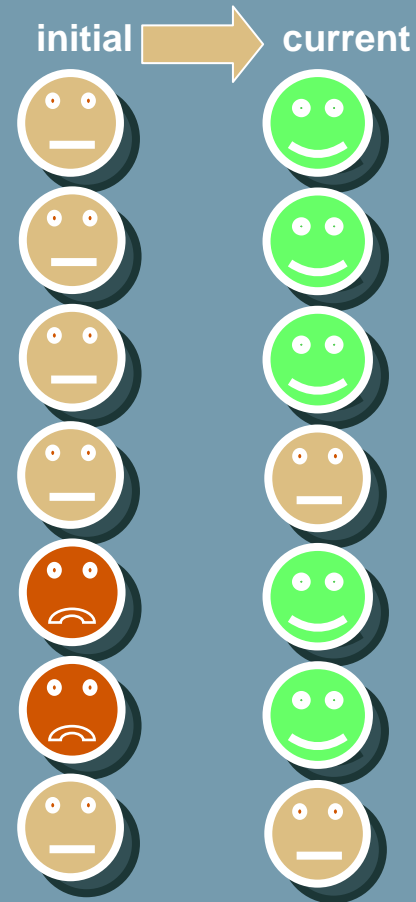
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- **The results**
 - **Maturity profile**
 - **Process assets**
 - **Governance**
 - **Metrics**

Results – Maturity Profile

Main characteristics of maturity level 2 organization: project management process is managed with supporting processes in place

Maturity Level 2 Process Areas

- Requirements management
- Project planning
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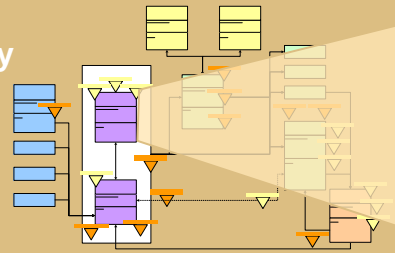


Results – Process Assets

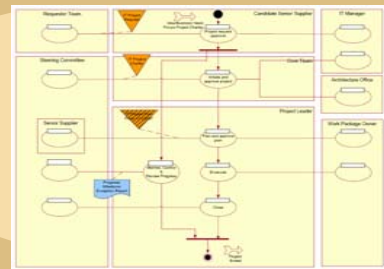
Project Delivery handbook

ICT Processes & Methods

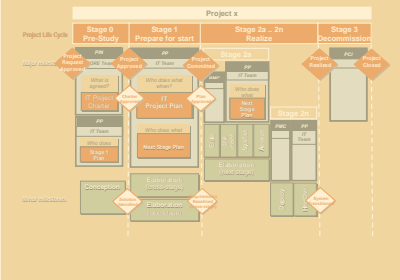
PM Policy



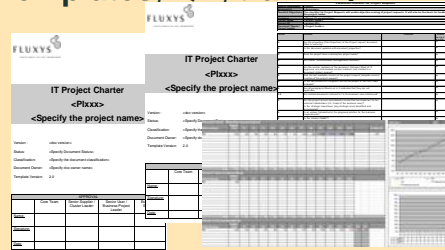
PO10 – Manage Projects



Project Life-Cycle Model



Templates, QA, training...



Tailoring Guidelines



Results - Governance

Team reports

(Bi)-weekly

Resource planning&actuals

Realtime

Project Portfolio Dashboard

Project ID	Name	Priority	Impact	Phase	Status	Start	End	Team	Manager	Progress (%)	Risks	Issues	Cost	Resources
PR001	TAPAS (The Accountants Automated Solutions)	High	Medium	Analysis	On Track	2024-01-15	2024-03-31	IT	J. Doe	85%	Low	2	150k	10
PR002	PTT New Page website	Medium	Low	Design	Delayed	2024-02-01	2024-04-30	Marketing	A. Smith	40%	Medium	5	80k	5
PR003	Abstraction model (M&E) (Medical plant 2)	High	High	Analysis	On Track	2024-01-01	2024-06-30	IT	M. Brown	90%	Low	1	200k	15
PR004	Edgex version 4	Medium	Medium	Development	On Track	2024-03-01	2024-09-30	IT	P. Green	60%	Low	3	120k	8
PR005	Primary Market Storage Tank & Processors (New storage mode)	High	High	Design	Delayed	2024-02-15	2024-08-31	Engineering	R. White	30%	High	8	300k	20
PR006	Interplay Transit (phase 5)	Medium	Low	Development	On Track	2024-01-01	2024-07-31	IT	S. Black	70%	Low	4	90k	6
PR007	Primary Market Transit Pump Upgrade	High	Medium	Design	On Track	2024-03-15	2024-10-31	Engineering	T. Grey	50%	Medium	6	110k	7
PR008	Secondary Market Transit Platform	High	Medium	Design	On Track	2024-04-01	2024-11-30	Engineering	U. Blue	45%	Medium	7	100k	8
PR009	Maximo upgrade	Medium	Low	Implementation	On Track	2024-02-01	2024-08-31	IT	V. Red	95%	Low	1	70k	4
PR010	Logistics Digital Transport	High	Medium	Design	On Track	2024-03-01	2024-09-30	IT	W. Green	65%	Low	3	130k	9
PR011	AM-DIGIAT	High	High	Analysis	On Track	2024-01-01	2024-05-31	IT	X. Blue	90%	Low	2	160k	12
PR012	AM-AC	High	High	Analysis	On Track	2024-01-01	2024-05-31	IT	Y. Red	80%	Low	3	140k	11
PR013	AM-SAP	High	High	Analysis	On Track	2024-01-01	2024-05-31	IT	Z. Green	75%	Low	4	150k	10

1-3 monthly

Quarterly

Project Steering
Project Number - Project name

Project objective: <extract from IT Project Charter max 2 lines>

Steering committee	IT Project Team (key members)	Risks (Top 3)
Sponsor executive Senior User Senior Supplier	Project Leader Reference users ITSM Reference Group	Risk description Impact Likelihood Response

Work
 Delivered last period
 Focus next period

Issues

Project Progress

Scope realization: 100% (Green)

Cost progress: 115% (Red)

Time progress: 95% (Green)

Budget used (BUD): 115% (Red)

Estimate to complete (ETC): 115% (Red)

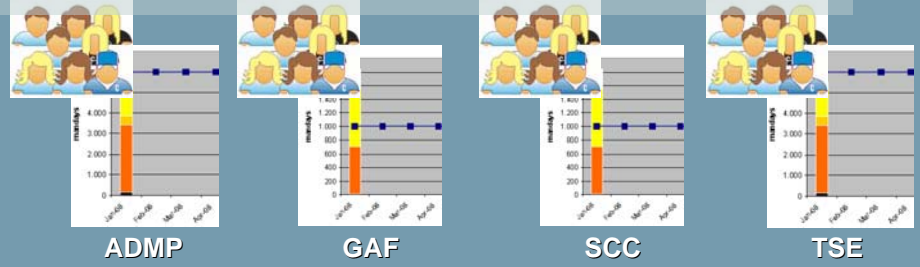
Planned delivery date: 2024-06-30

Expected delivery date: 2024-06-30

Approved budget: 150k

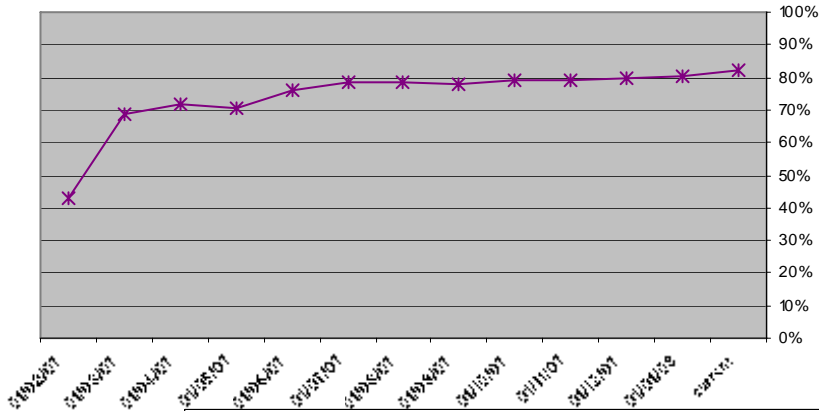
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Portfolio committee

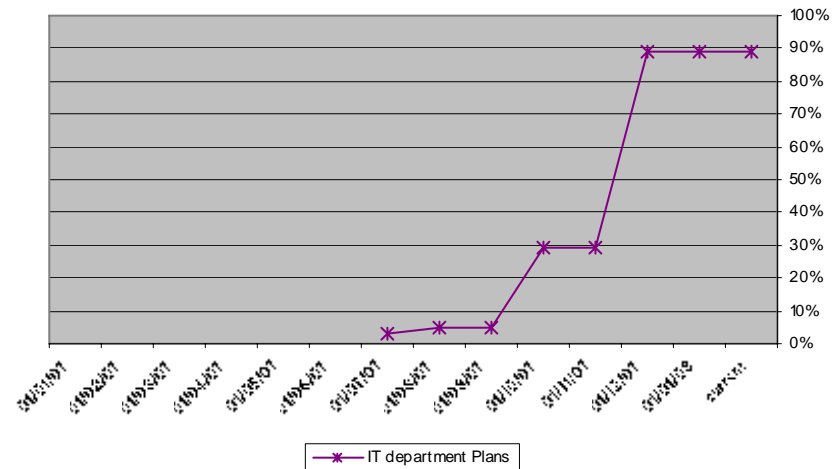


Results - Metrics

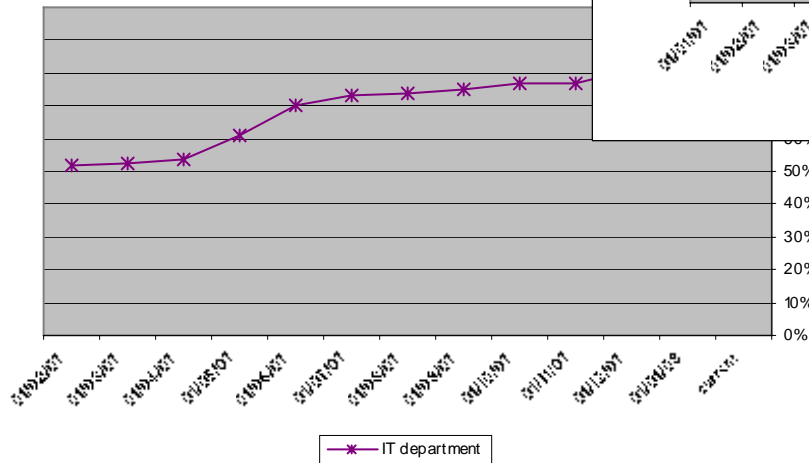
QA IT Project Request Scores (cumm)



QA IT Project Plans Scores (cumm)



QA IT Project Charters Scores (cum)



Lessons learned

- It works !
- It takes time : evolution instead of revolution, culture is slow to evolve
- Difficult to cope with multi-model views => use them to build your own processes
- Do not be a model 'fundamentalist'
- Coaching, guidance,... : help people on the field
- Start with a project dashboard
- Tools won't help you at an early stage

Wrap-up

- **Successful implementation of project management improvement with PMBOK & CMMI**
 - **PMBOK: Project management framework**
 - **CMMI: Support & Process management framework**
- **Iterative improvement approach**
 - **Focus on results**
 - **One step at a time**

Q&A

- **Vincent Mahieu**
Project Support Office Leader, Fluxys
- **Wouter Bigare**
Project and Process Improvement Coach, Prosource



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EXCELLENCE IN GAS TRANSPORT