Project Management Improvement @ Fluxys ICT

PMI Belgium Chapter Meeting – 21 April 2008

Vincent Mahieu – Fluxys

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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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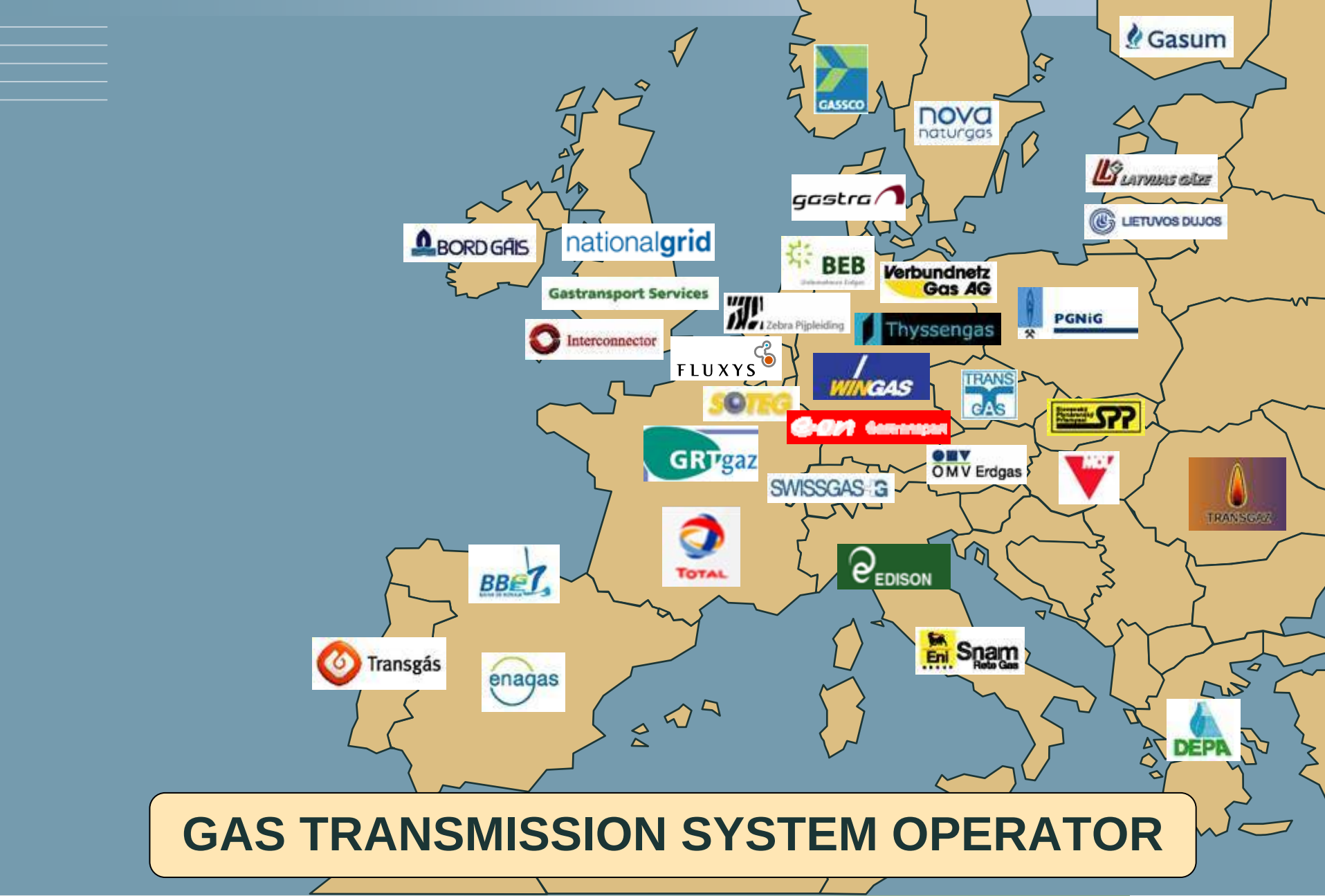
MISSION OF FLUXYS

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...

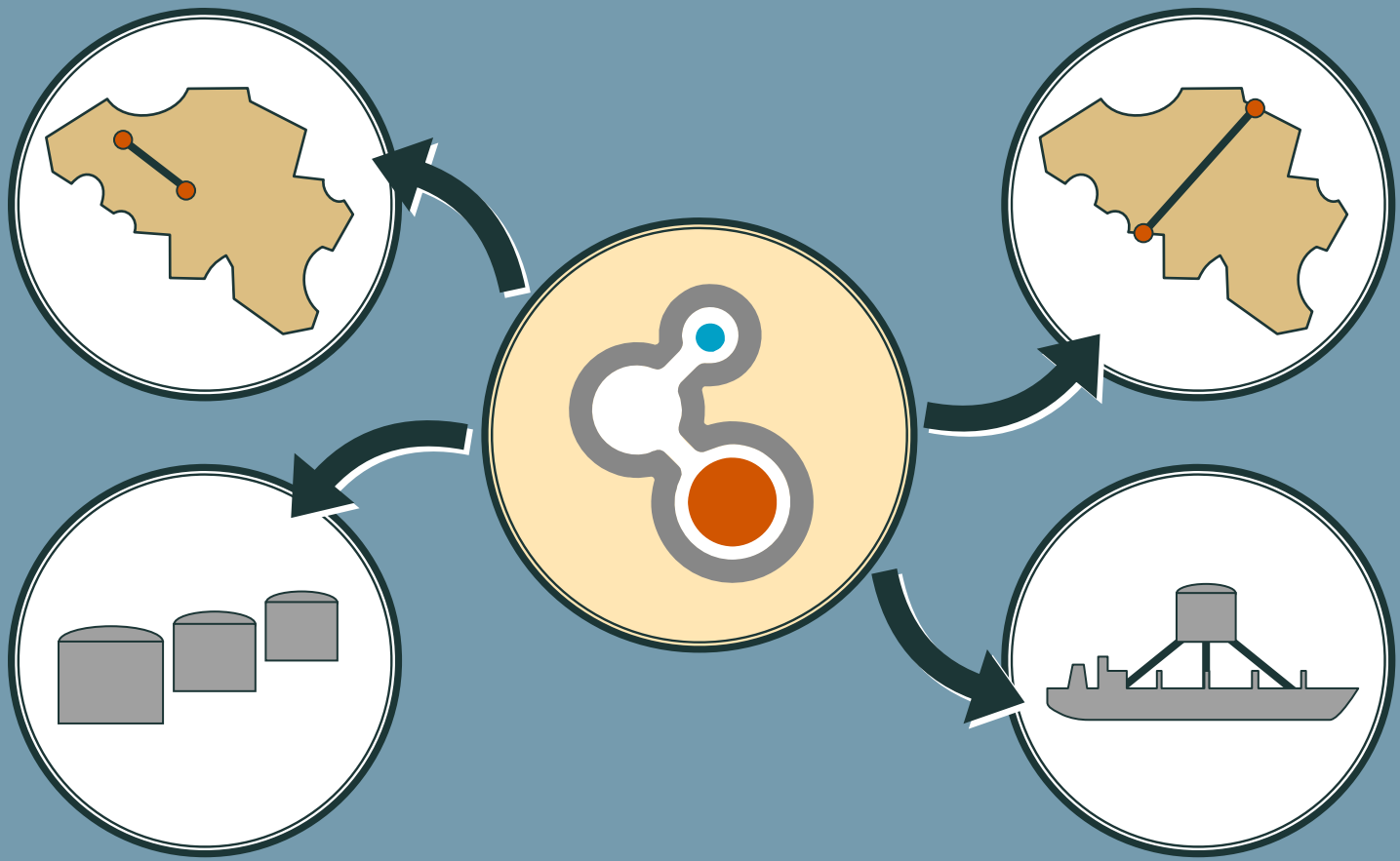
... And reinforce the role of Belgium at the heart of cross-border European Gas Flows



GAS TRANSMISSION SYSTEM OPERATOR

Transport:
17 bcm/y

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



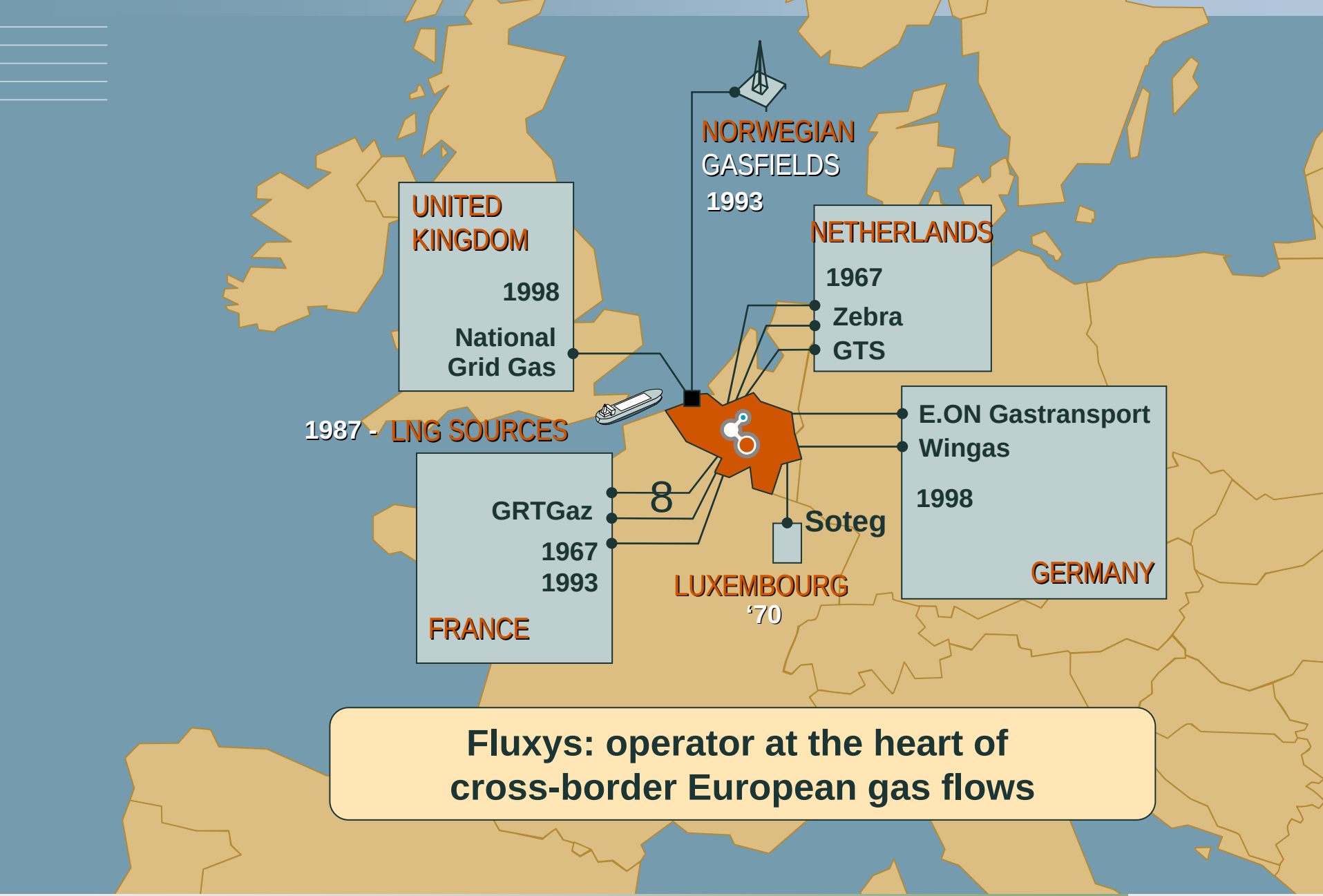
Storage: 684 mln. m³(n)
(workable volume)

LNG terminalling:
9 bcm/y

4 CORE ACTIVITIES

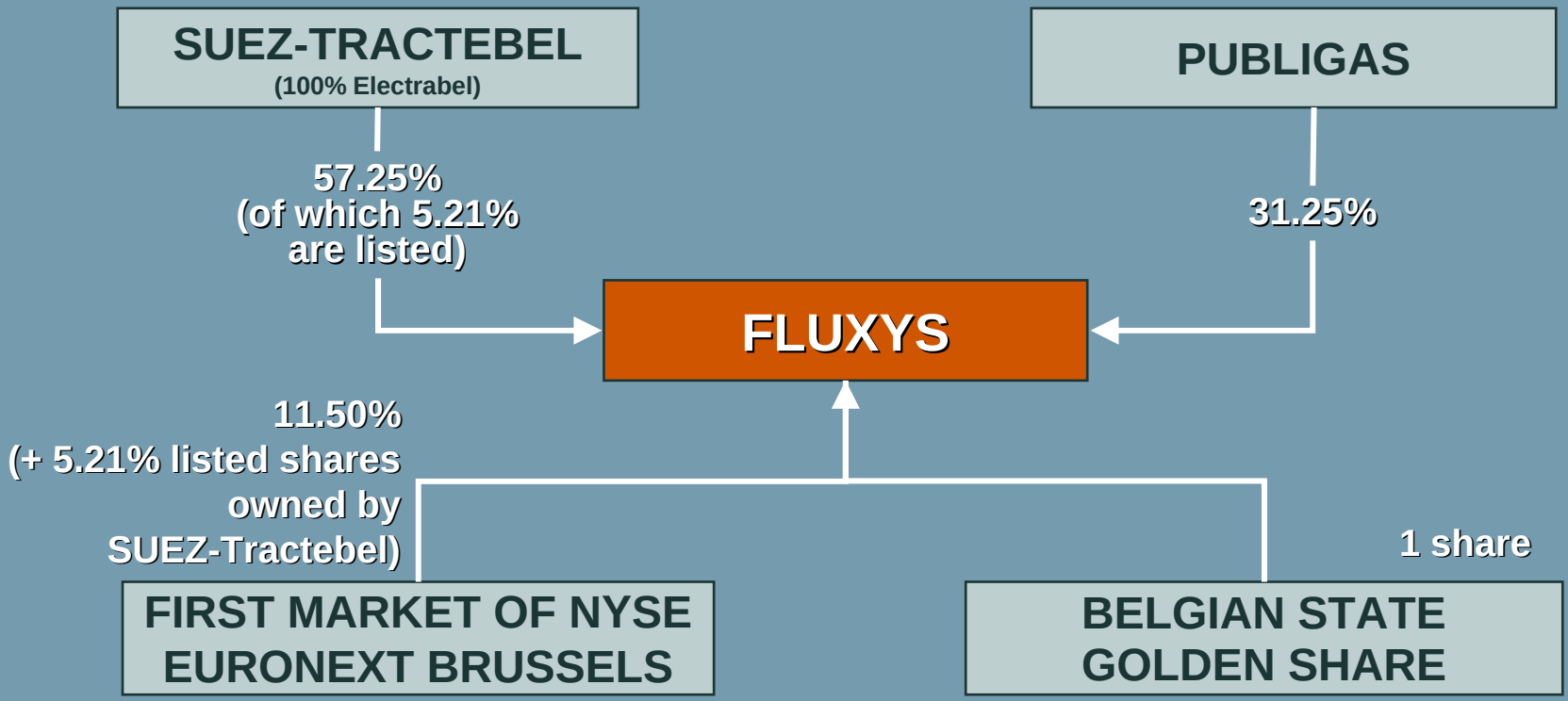
1 bcm = $10^9 m^3$

FLUXYS



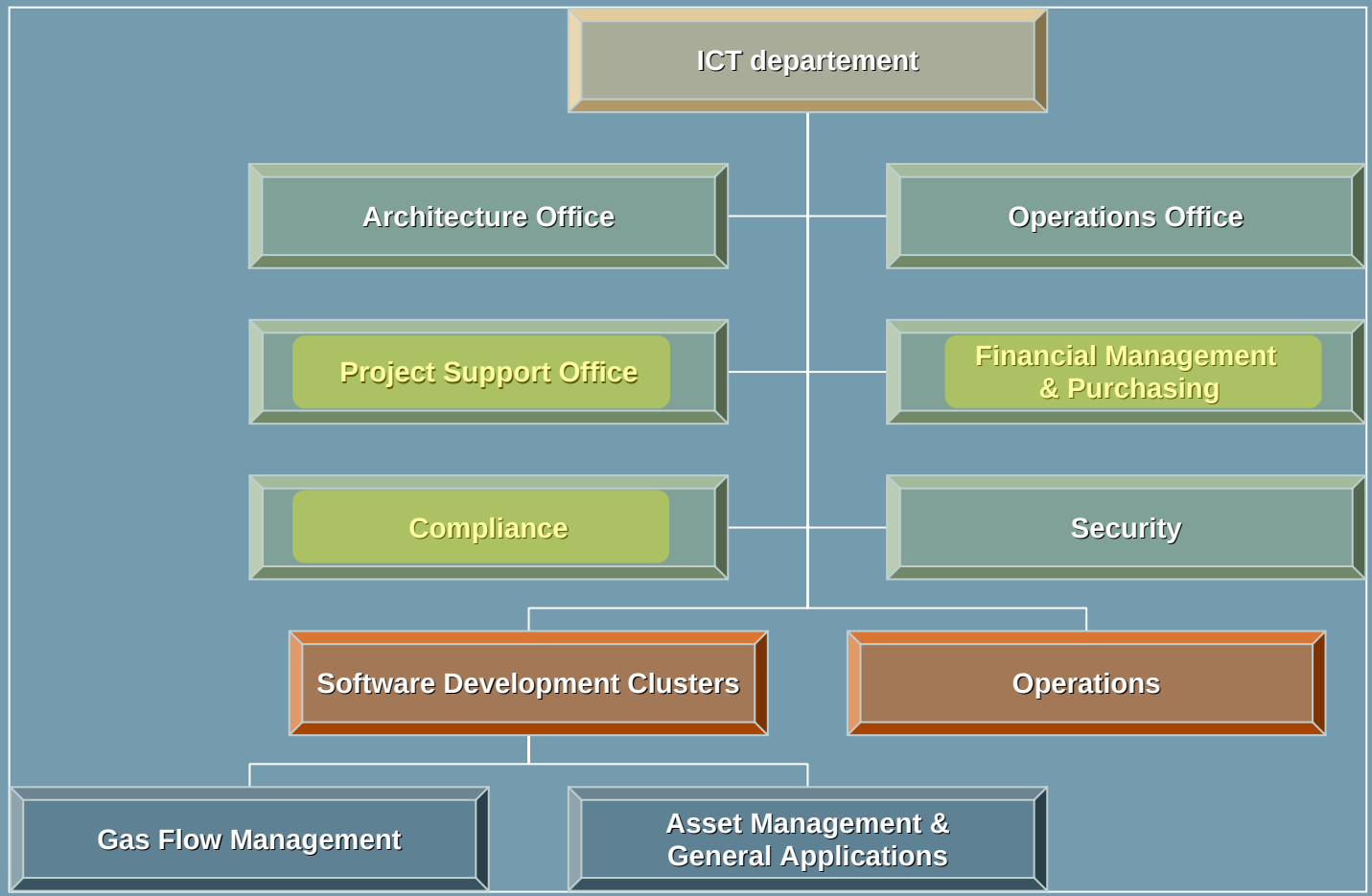
Fluxys: operator at the heart of cross-border European gas flows

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 $^{1}/_{3}$ Internals and $^{2}/_{3}$ 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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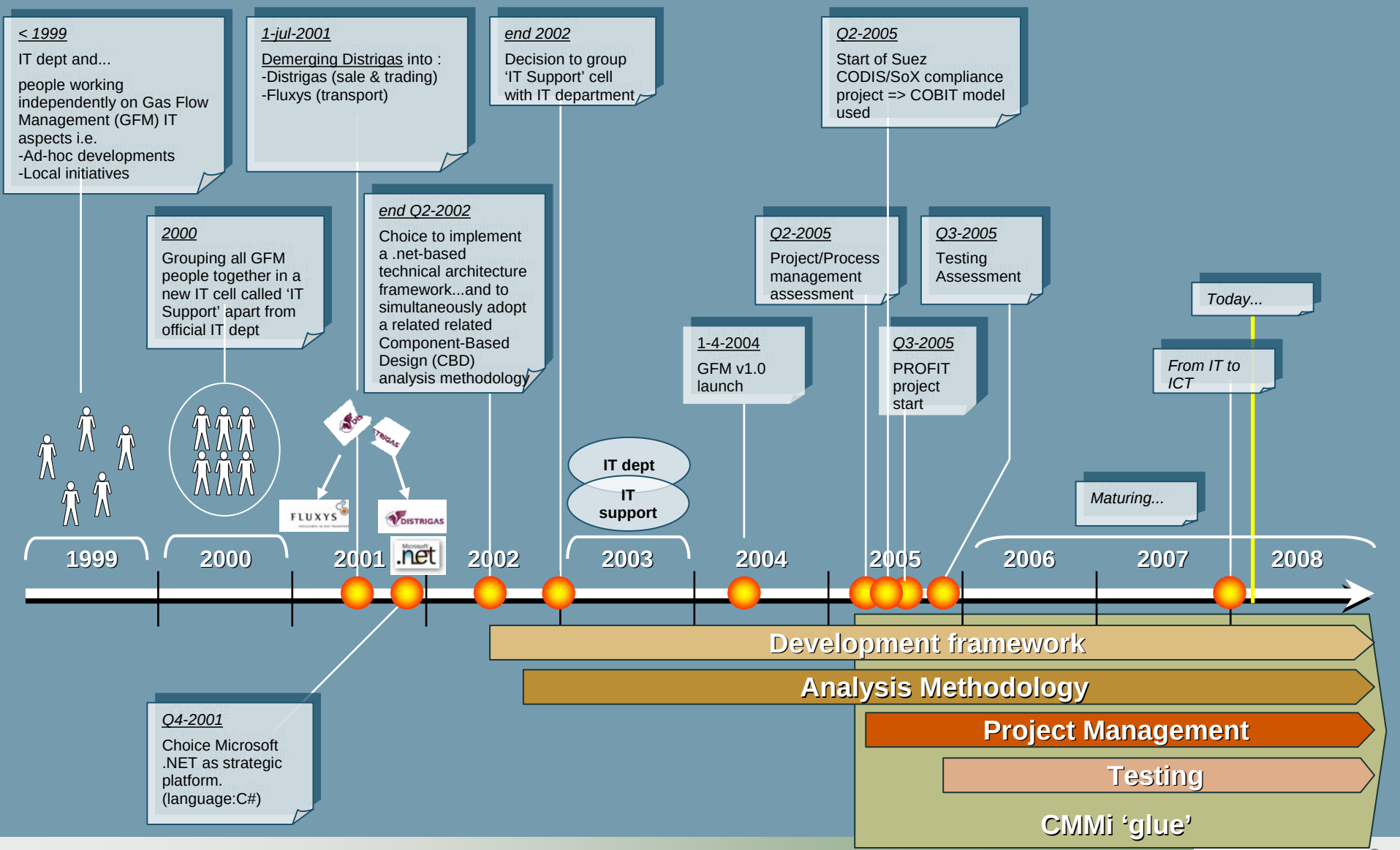
  - Some context : back in time...
  - Main improvement drivers
  - Targeted added value
- The road towards...
- The results

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*

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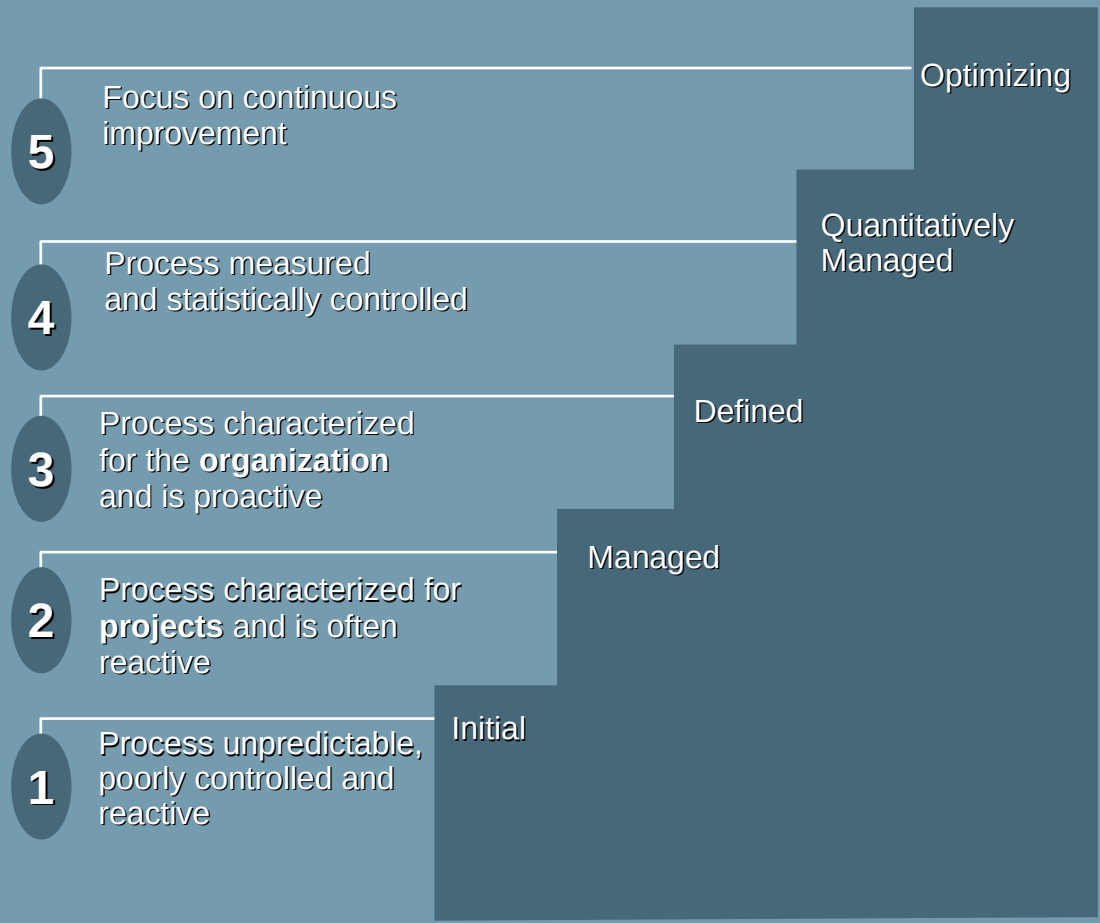
  - The assessment
  - The stategic action plan
  - Phase 0 – Proof of concept
  - Phase 1 - Focus on Basic Project Management
- The results

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

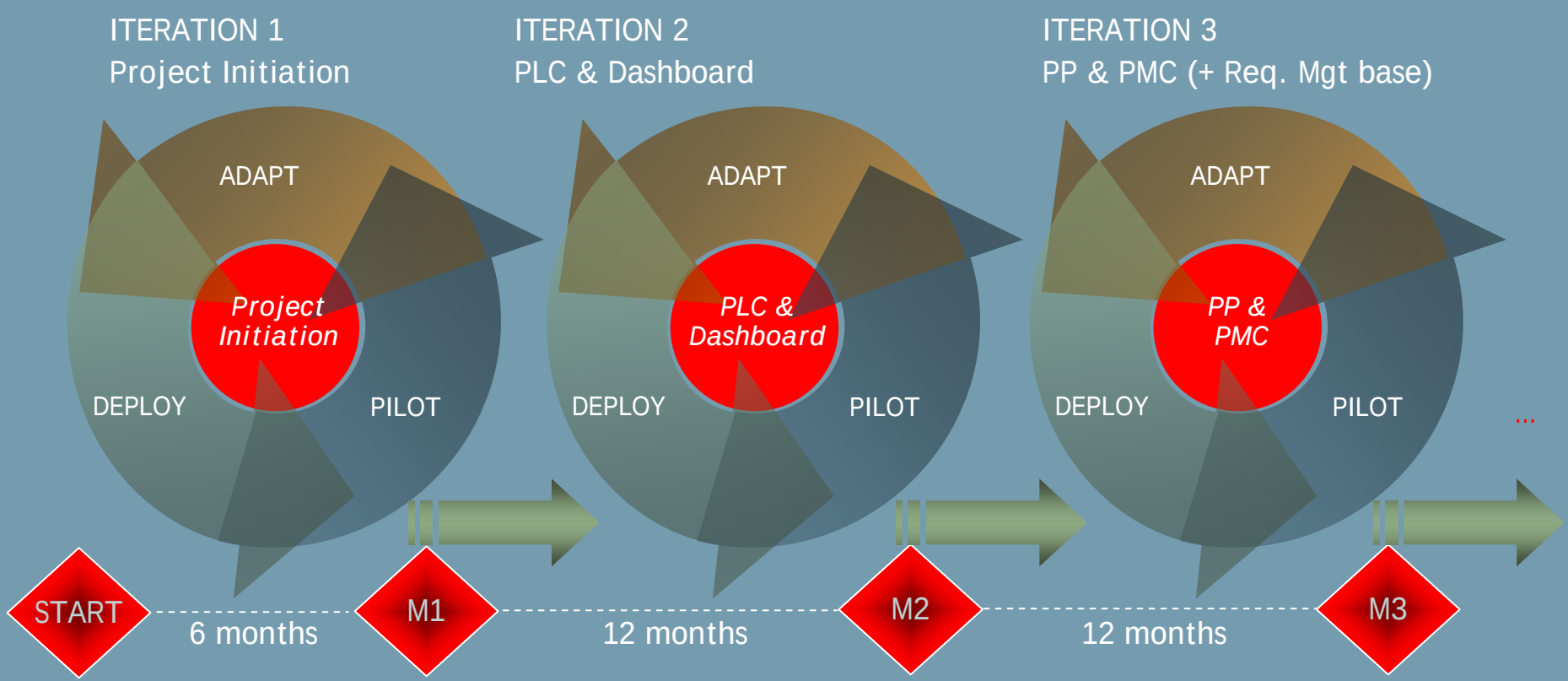
Maturity level 1 organization with elements of maturity level 2: projects are delivered but there is no managed project management process

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**

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  - 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

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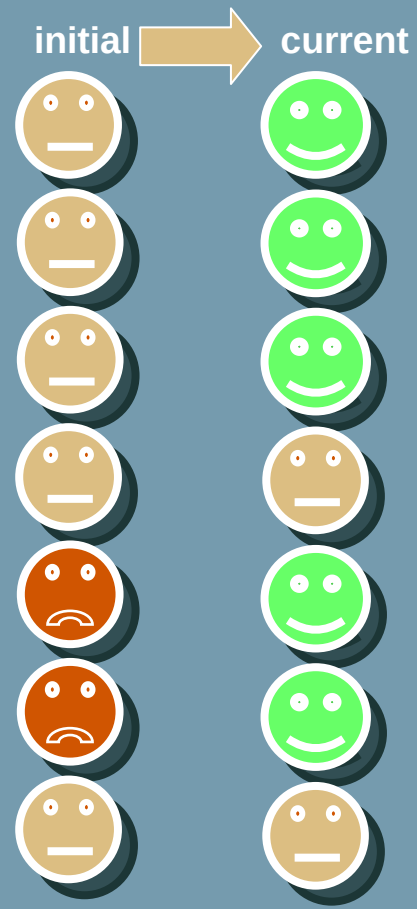
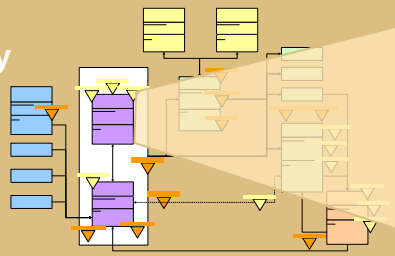


Results – Process Assets

Project Delivery handbook

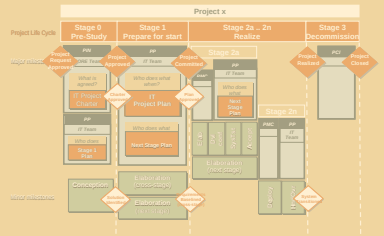
ICT Processes & Methods

PM Policy

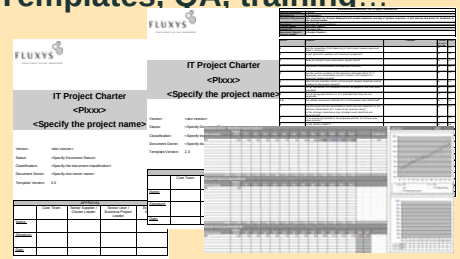


PO10 – Manage Projects

Project Life-Cycle Model



Templates, QA, training…



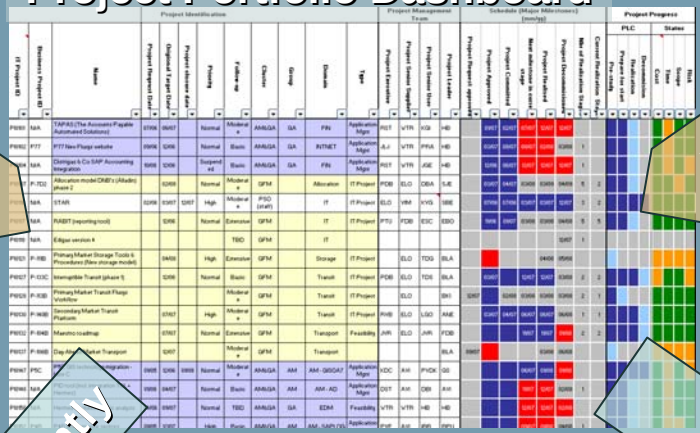
Tailoring Guidelines

Results - Governance

Team reports

(Bi)-weekly

Project Portfolio Dashboard

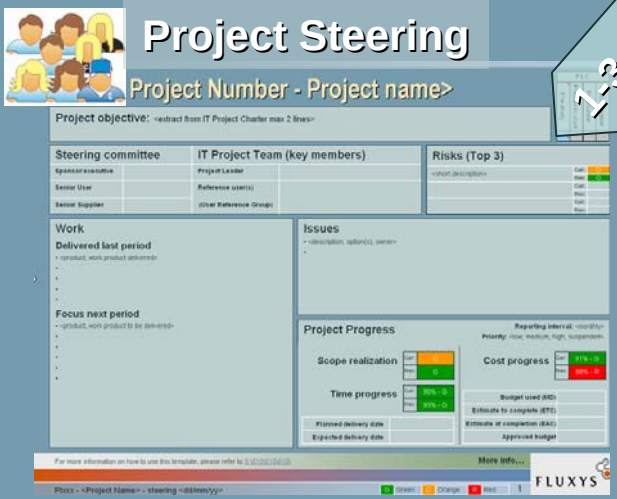


Resource planning&actuals

Realtime

1-3 monthly

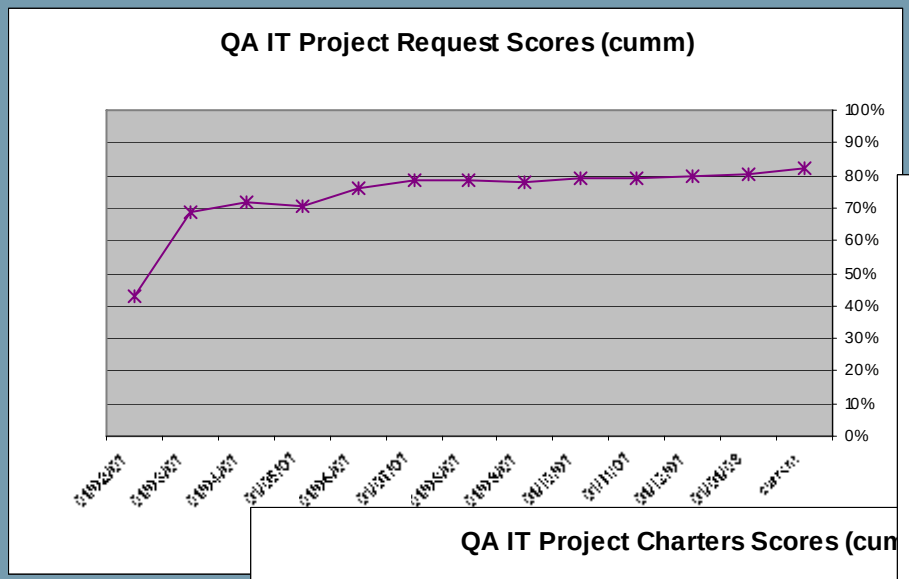
Project Steering

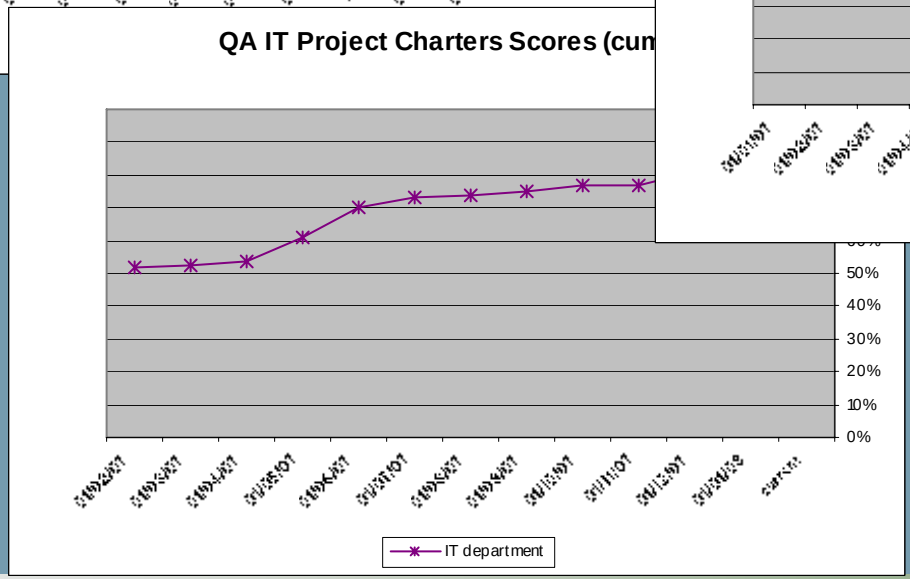


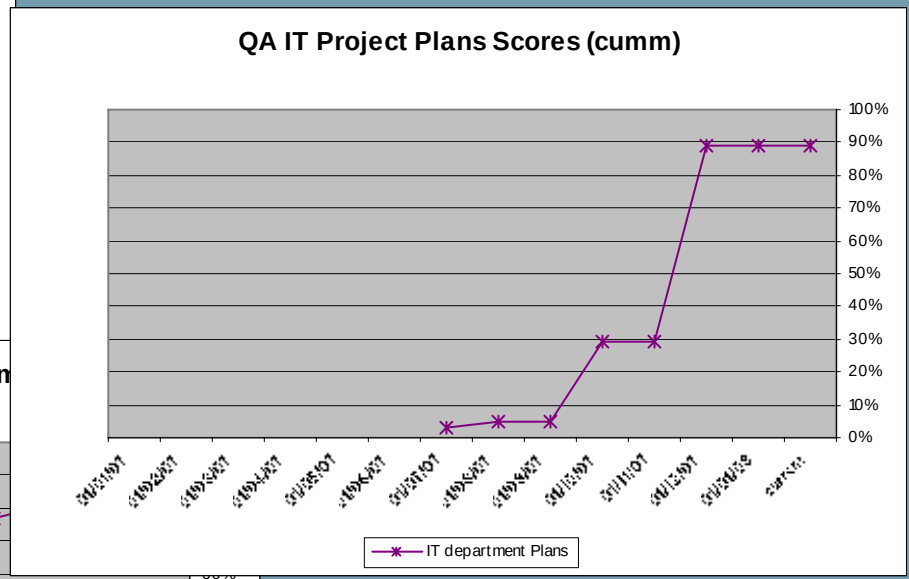
Quarterly

Portfolio committee

Results - Metrics







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

FLUXYS

EXCELLENCE IN GAS TRANSPORT