

PM-03

3rd Scientific Conference on Project Management
“Clustering in Construction Project Management”
September 24-25, 2004 Thessaloniki, Greece

Case Study

**London Heathrow Terminal 3
Pier 6 – Project Control**

Dimitris Antoniadis

Senior Project Manager

Turner & Townsend Project Management

PM-03

**3rd Scientific Conference on Project Management
“Clustering in Construction Project Management”
September 24-25, 2004 Thessaloniki, Greece**

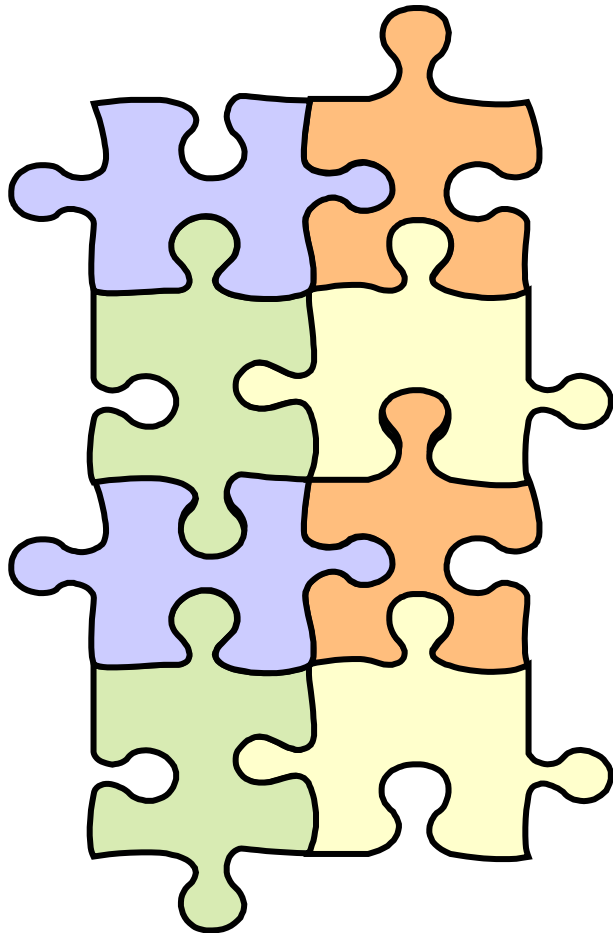
London Heathrow Terminal 3 Pier 6 Project Control



31-Aug-04

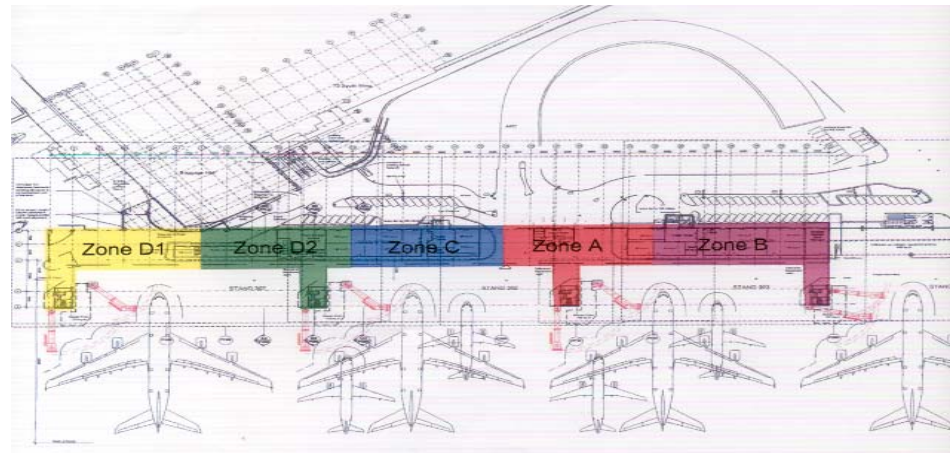
- Project information
 - Construction of a new Pier to accommodate the new Airbus A380 (one of the biggest aircraft in the world)
 - Budget £112.5M, total project duration 30 months, 19 months construction, critical completion Dec-05
 - Relocation of 9 existing tenants, demolition of existing pier, major resource constraints
 - Project Management team comprising of BAA, MACE, T&TPM and a number of other consultants
 - 20+ Contractors and design consultants

- The Project Control approach - 1



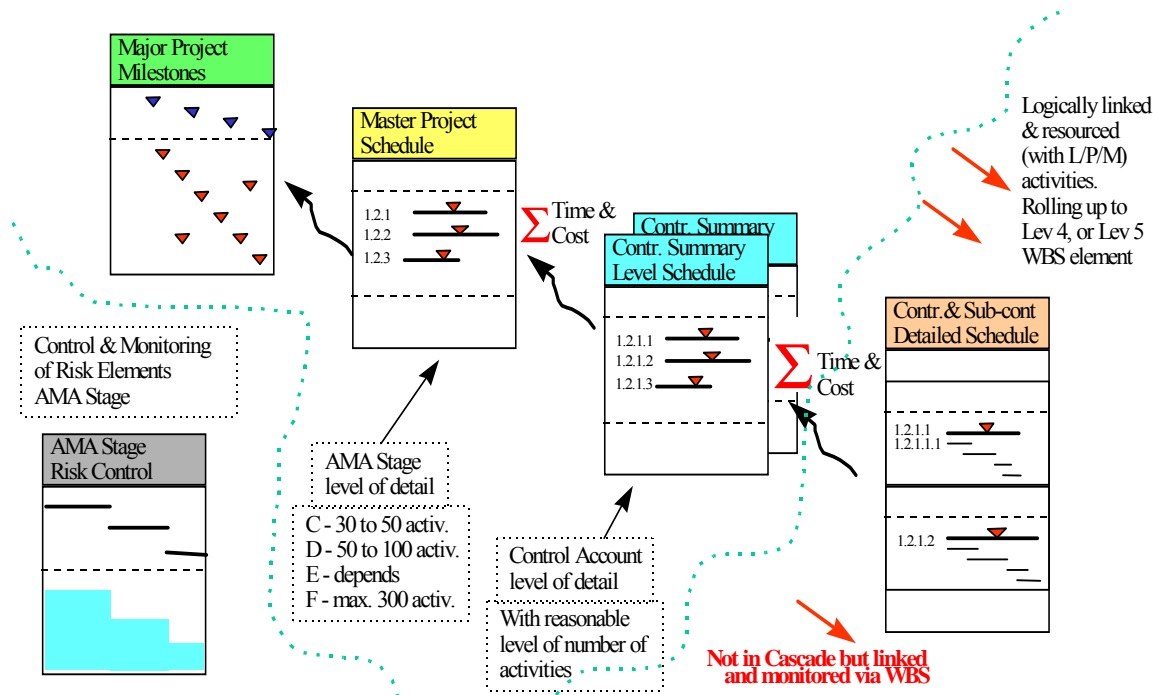
- Integrate seamlessly processes and functionality of disciplines and parties to the project
- The process is described in the Project Control Handbook that has been developed for the project

- The Project Control approach - 2
 - It follows a systematic and structured approach
 - Emphasis on the basic project structures of WBS, CBS and other coding



Diagrammatic representation of Pier 6 – Level 3 WBS

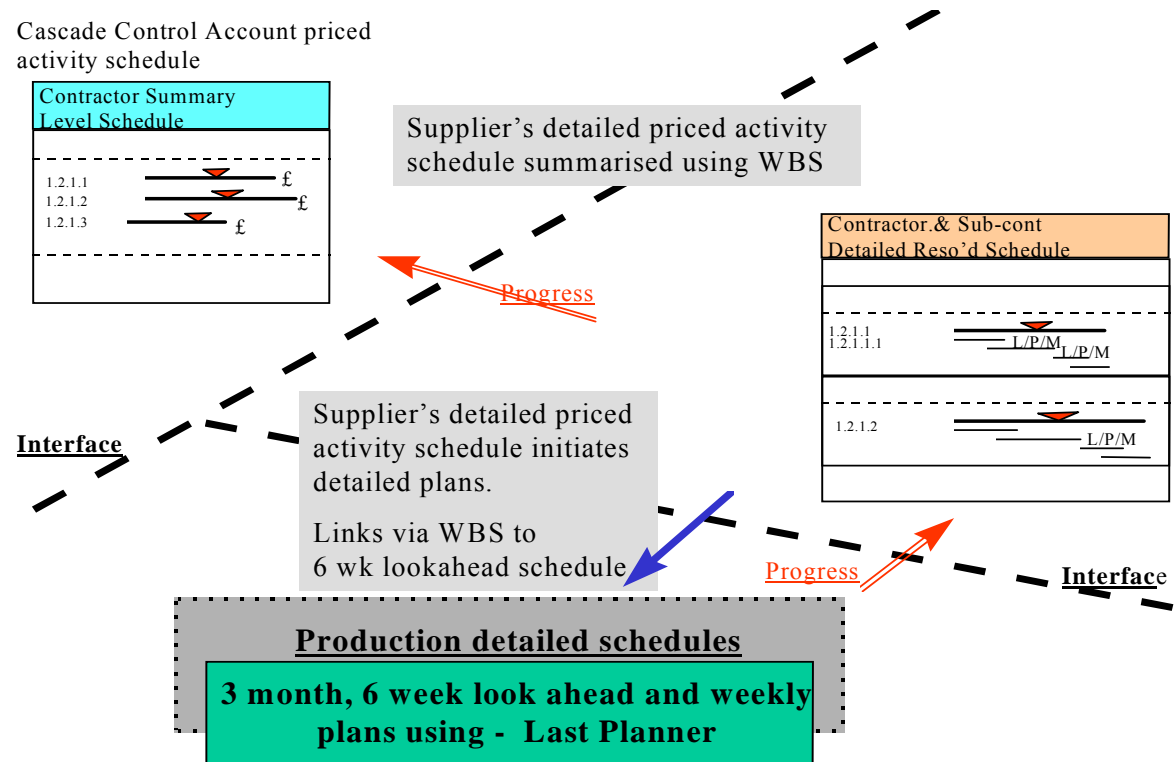
• The Project Control approach – 3



- Logically linked Priced Activity Schedules from all parties to the project (using MS Project)
- Information from schedules is rolled-up to the Master Project Schedule (MPS) using the 5-level WBS
- Risk and opportunities also monitored and reported from within the MPS

•The Project Control approach – 4

- Clear definition and linking of Last Planner (production schedule) to the MPS
- The MPS links to the Supply Chain and Single Commercial team (contracts and cost) reporting systems through coding



- The Issues
 - Legacy of previous attempts to implement project control
 - The fears / concerns / worries of the various parties from the Client to the Construction Manager (MACE) and the contractors
 - Will it be ‘labour intensive’, too complicated, too rigid?
 - Different approach to planning by the different parties - from PMs doing everything, to a number of disciplines contributing to produce the information, to never being done before

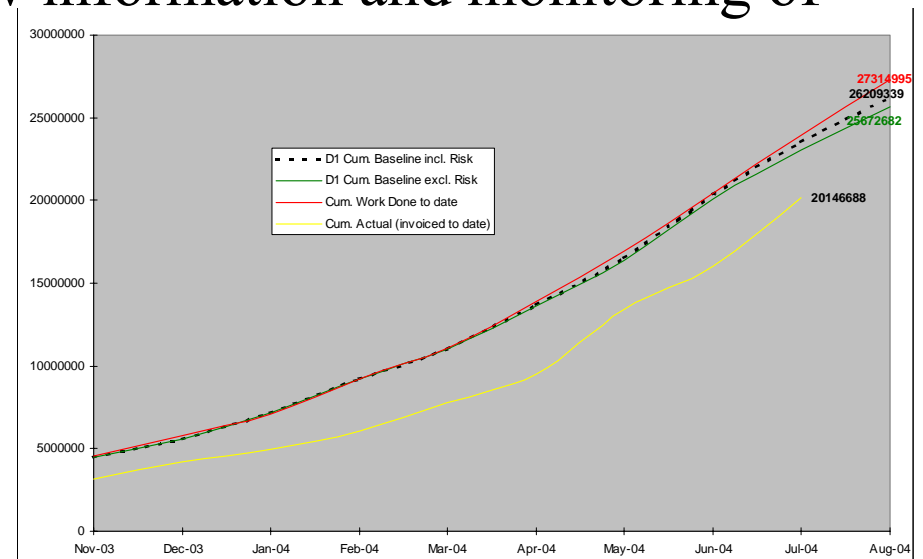
- How were the issues resolved?
 - The Project Control Handbook was issued as part of the tender/contract documentation (very early on)
 - Everyone in the management team knew what was being done and why
 - Workshops were carried out both at group and individual levels
 - Guidance was provided on the ground and in some cases the actual work was carried out together
 - Their own outputs were used as a sample for the other contractors / suppliers

- Lessons learnt
 - Produce and circulate the Project Control Handbook at a very early stage
 - Explain every detail, down to ‘what is a schedule’, or ‘how do we create priced activity schedules’ – Do not assume that people know (!)
 - Manage expectations and fears in both directions *bottom-up* and *top-down*
 - Management of behaviours - Control environment Vs Team working – behavioural environment
 - You cannot TELL you have to SELL

PM-03

3rd Scientific Conference on Project Management
“Clustering in Construction Project Management”
September 24-25, 2004 Thessaloniki, Greece

- Why should it be done? What are the benefits?
 - Provides the mechanisms and structure for effective delivery of the projects
 - Integration of data and a holistic approach
 - Provides improved linking between project and financial data, and improved reporting on performance – Earned Value
 - Improves transparency/clarity and decision-making
 - Improves forecasting, cash-flow information and monitoring of income
 - Improves resource management
 - Reduces duplication of effort
 - Reduces conflict and improves communication



Ευχαριστω πολυ

Thank you very much