

CASE STUDY

4 Lines Modernisation Programme
(Rail Sector)

Thales is a global organisation delivering innovative technical solutions to the Aerospace, Space, Ground Transportation, Defence and Security sectors.

Thales were appointed by Transport for London to upgrade the signalling system of the London Underground lines to improve throughput of trains to ultimately reduce congestion and customer waiting times.

THE CHALLENGE

Blueprint Project Solutions were engaged to support PMO improvement activities. The challenges faced by the client included:

- Refocus on Earned Value Management principles
- Requirement to improve forecasting accuracy
- Earlier collation of monthly reporting data
- Schedule progress assessments were too subjective
- Reactive approach to Risk Management
- Change Control process needed streamlining



Blueprints challenge was to first ensure that the Senior Management and wider teams had a shared understanding of the challenges and then agree a way forward to address these.

THE SOLUTION

To obtain a shared client understanding of the challenges, Blueprint conducted an independent review of the Programme using an industry recognised standard, the Association of Project Management, (APM) EVM Compass Toolset as a benchmark. Blueprint approached the task as follows:

- Established a review team and delivered a "Pre-Job Brief"
- Developed a Stakeholder Management and Communications plan
- Obtained Senior Management, (SMT) approval on approach
- Delivered EVM Maturity assessments across a sample of the Control Accounts

- The results were benchmarked to identify common themes
- A presentation was delivered to the SMT and priorities were agreed
- An Interactive Planning workshop was held to develop a detailed improvement plan

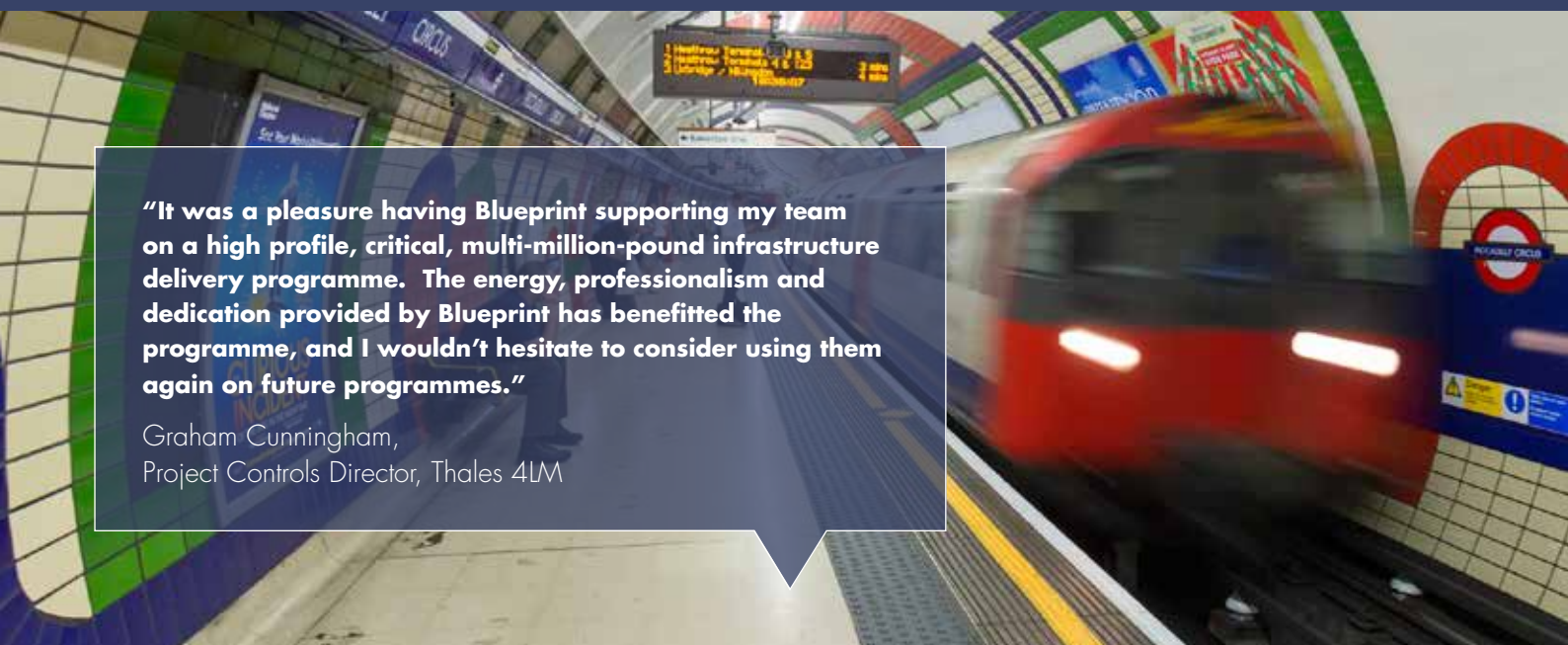
Blueprint subsequently supported implementation of the improvement actions. These included:

- Updated Project Controls processes and EVM training delivered
- Establishment of Key Performance Indicators, (KPI's) to drive forward continuous improvements
- An "Estimate at Completion, (EAC) Heads Up process" was established which allowed early visibility of month end data
- Consistent norms developed for Objective progress assessment
- An updated Risk Management process, training and a standard was set for Risk workshops
- Simplification of the Change Control process and team training

THE RESULT

The key benefits realised were as follows:

- Through our "Inclusive" approach, all Stakeholders were bought in early on
- KPI's drove forward continuous improvement and forecasting accuracy improved
- Earlier visibility of month end data allowed time to rectify errors
- Objectivity was driven into schedule progress assessments which improved data quality
- Risk Management became more proactive, embedded into the Control Accounts and mitigating activities were scoped into the plan. Owners were held to account for delivering against these
- The Change process became slicker through a "Right first-time approach" by scrutinising changes prior to escalation to the Change Board
- Thales Ground Transportation Systems, (GTS) considered adopting the Blueprint approach to their wider portfolio as "Best Practice"



"It was a pleasure having Blueprint supporting my team on a high profile, critical, multi-million-pound infrastructure delivery programme. The energy, professionalism and dedication provided by Blueprint has benefitted the programme, and I wouldn't hesitate to consider using them again on future programmes."

Graham Cunningham,
Project Controls Director, Thales 4LM