RE-ENGAGING PROJECT TEAMS WITH THE PLANNING PROCESS

BY: LUIS A. TERRY TORRES, PMP
TABLE OF CONTENTS

1. Background
2. Why NetPoint?
3. How we are using NetPoint
4. How did NetPoint Impact the Organization?
5. What are looking forward to?
6. Conclusions
BACKGROUND
1. BACKGROUND

The Challenges

- Schedules for Proposals developed with minimum input from Stakeholders
- Delays in ongoing projects because schedules did not include all required tasks or durations were underestimated
- Lack of involvement of Project Stakeholders with the Planning Process
1. BACKGROUND

Ran a quick survey / focus group and identified that:

- Schedules were considered important only when the client required them (e.g. Payment)
- PMs, Technical Staff and Upper Management had all different ideas about how to read a CPM Schedule
- Schedules were developed by schedulers and lacked buy-in of the Team executing the work
- Planning Sessions not feasible due to company structure (personnel spread across the U.S. and Colombia)
1. BACKGROUND

- Primavera P6
- MS Project

CPM Schedules were not being used to manage projects

- Lack of Involvement
- Existing Conditions / Tools were not ideal to facilitate the Planning Process
1. BACKGROUND

Benchmarking

Identified what other companies were using:

- MS Visio for Planning
- Interactive Sessions for Planning Projects
- Roll Wave Planning
- Lean Planning (Last Planner)
- GPM

Identify a New Tool

Facilitate Collaboration
WHY NETPOINT?
2. WHY NETPOINT?

1. Looked for a tool that did not resemble Primavera P6 or MS Project
2. WHY NETPOINT?
2. WHY NETPOINT?

2. Looked for a tool that enabled more flexible planning (Not only Early / Late Days)
2. WHY NETPOINT?

2. Looked for a tool that enabled more flexible planning (Not only Early / Late Days)
2. WHY NETPOINT?

- Early S-Curve
- Late S-Curve

% Complete between Both Curves is OK
2. WHY NETPOINT?

3. Looked for a tool that could be used for interactive planning – remotely (e.g. Via Webinar)

- Personnel spread all over the country
- Face to Face planning sessions not feasible
- Ability to use the tool to telecom a must!
2. WHY NETPOINT?

4. Looked for a tool that did not require a long learning period

- Very important, quick implementation was a Must
- When planning implementation the lower the cost the more Upper Management likes the idea
- We are still learning the tool, but we were able to start using NetPoint within 7 days of installation
- Not using NetPoint to its full capacity (by choice)
2. WHY NETPOINT?
5. Looked for tool that could be accessed from anywhere (Cloud Based Solution)

- Important when selecting the tool: not being currently leveraged due to current level of implementation
HOW WE ARE USING NETPOINT
3. HOW WE ARE USING NETPOINT

PROPOSALS

- To enhance the Presentation of our Proposals / Technical approaches
- To work in the Development of our Execution Strategies

ON-GOING PROJECTS

- To create more understandable and easy to use schedules for our projects (e.g. PBR Contracts)
- To Assess the Needs of Resources Division Wide
3. HOW WE ARE USING NETPOINT

1. Enhance the presentation of our Proposals

Sometimes Proposal Reviewers may not understand CPM Very Well
Summary level graphic is very cool. Can you take a look and see why it appears that the end date and start date for Areas 4 and 5 (1/21) doesn’t line up? Also, can you make sure that the area 5 activity has a label? This will be very slick to show in our proposal.
3. HOW WE ARE USING NETPOINT

2. Development of Execution Strategies

- By incorporating NetPoint into our existing workflows we are able to improve the quality of our planning deliverables with minimal resistance
- No additional work for the Team and useful input to develop the schedule

Win / Win!

Information used to develop CPM Schedules as required by the Client
3. HOW WE ARE USING NETPOINT

3. Create schedules that are easier to read / understand

- Very long schedules are not useful for Non-Schedulers
- Contracts with some clients required Integrated Master Schedules, which were not really easy to decode for our teams
- Leveraging NetPoint to create shorter versions of those schedules to execute the work
- Updates for the client still on the tool specified in the contract
- Project Team working with NetPoint Schedules
3. HOW WE ARE USING NETPOINT

4. Assessing resources needs division wide

Scheduling Key Personnel (Site Superintendents, QCO, HSO, Crews)
THE IMPACT OF NETPOINT
4. THE IMPACT OF NETPOINT

For Our Project Controls (PJC) Department

- Helped Position PJC as Planning / Scheduling GO TO Department
- Helped open the doors for PJC to work on our projects from the proposal onward
- Helped demonstrate that PJC was not creating additional work for PMs, but that PJC was actively involved in trying to improve the way projects were executed

For our Operations

- Better Planning and Scheduling for our Projects
- Increased of number of projects delivered ahead schedule
- Increase in profitability
THE FUTURE WITH NETPOINT
5. THE FUTURE WITH NETPOINT

What are we looking forward to

- **2014**: Acquired NetPoint license
- **2015**: Implementing NetPoint in the Cloud
- **2016**: Increase the Number of NetPoint Users within the Organization
- **2017**: Make NetPoint Our “Official” Planning / Scheduling Tool
- **2018**: Use NetPoint Risk
CONCLUSIONS
10 months after buying the tool we are already seeing results:

- NetPoint can be easily incorporated to any current workflow that the company has for Planning / Scheduling
- More Collaboration of Project Teams with the Planning Process
- Project Teams want to use “Summary Schedules” and are willing to work on them
THANK YOU!