

# Project Management

## *Performance. Schedule. Budget.*

Project management starts with involvement in the estimating process and continues with the kick-off meeting, where the project team begins addressing project implementation, schedule, and budget. But it doesn't stop when the project closes.

We perform post-closeout reviews to examine those aspects of the job that went well, and those that didn't, allowing the project managers to learn from each job in order to make the next one better. Project managers also perform post-closure follow-up with the owners to assure that satisfaction and positive relationships are maintained.

One key to good project management is that proper methods are utilized throughout the process to control schedule and costs. These methods include the following:

### **Internal Project Control**

Effective project management and cost control starts with involvement in the estimating process and continues with the kick-off meeting, where internal parties, including project manager, engineers, business developers, and estimators, discuss the project and its requirements to make sure that all items have been addressed and are assigned for completion. We use our internal Quality Program to assure that all deliverables meet customer expectations. Our quality policies were developed along ISO 9000 guidelines and have been audited by the Control Systems Integrators Association to assure compliance.

We use Microsoft Project to develop and track project schedule. That information is integrated into our internal tracking system and is used to plan production and shipment dates of all equipment. Display monitors are located in our production facilities so that technicians are aware of required completion dates. Completion dates that are in jeopardy of being missed are tagged and displayed as an alarm so that corrective action can be taken.



We also use a Job Progress Dashboard so that project managers can view the key project performance indicators to identify project problems early. Like the production scheduling monitors, the Dashboard gives our project managers the required information in an easy-to-use format and highlights projects in an alarm so that corrective action can be taken. Project status is also available to our clients through the REX system.

For cost control, we have a monthly meeting with our internal managers, including project managers, business developers and estimators, where all projects are reviewed. The focus of this meeting is to communicate to all parties how a project is progressing, at what stage the project is in, expected milestone completion dates, project cost to date, and expected cost at completion.

### **External Project Control**

We believe that active involvement in coordination meetings assures timely installation and site commissioning. We will participate in all necessary project coordination meetings as well as the SCADA hardware and software coordination meetings, to discuss project deliverables, vendor coordination, project testing, and site installation and commissioning.

# Typical Project Management Plan

In order to provide the highest level of quality and work standards, we are committed to a process that relies on a structured design and implementation. To ensure the quality of a project through its life cycle, a project plan is defined that allows for significant input from the consulting engineer/end user at various stages throughout the project to review and approve each stage before moving on to the next step. For a typical project, the recommended stages for project implementation are shown below.

