

# Project Management @ Auckland Transport



**Facts about Auckland:**

Area 4894 km<sup>2</sup>

Population 1,527,100

Consists of 1 city & 13 towns

Mainland coastline 1,613 km

**Facts about Auckland Transport:**

1400 Employees

340 Capital Projects

\$1.3bil Capital, renewal and maintenance budget

80 – 100 Project Managers



# PROJECT MANAGEMENT METHODOLOGIES

1. Prince 2
2. Method 123
3. Ten Step Project Management Process
4. UPMM Unified Project Management methodology
5. AdPM – a best practices project methodology
6. MITP – Managing Information Technology Projects
7. Microsoft Solutions Framework (MSF)
8. MBP- Managing by Project from X-Pert Group

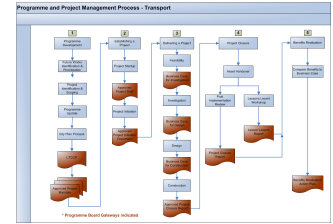


# BENEFITS OF HAVING AN PROJECT METHODOLOGY

- **Consistency across the organisation**
- **Improved decision making leads to better financial management**
- **More effective communication = more realistic expectations**
- **Drives consistent language, practice and process**
- **Reporting and extraction capabilities**
- **Resolving problems & future risk before it happens**
- **Process rule book for Project Managers**
- **Good planning enables the ability to stop ‘bad’ projects**

# METHODOLOGY EXPECTATIONS

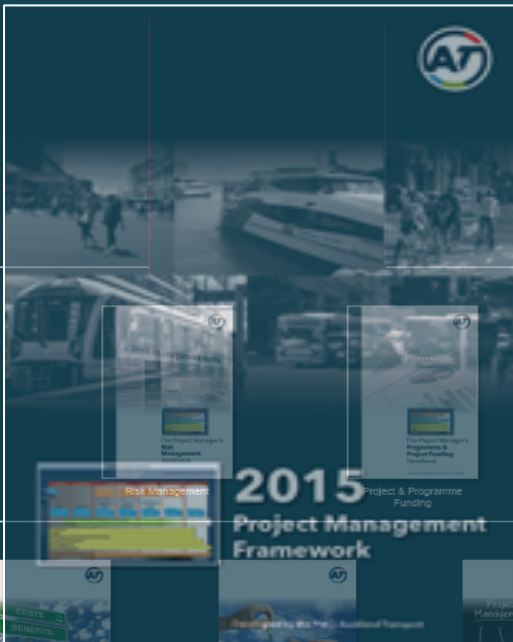
- A core set of processes to follow for delivering projects
- A set of templates to help you build deliverables quickly
- A suite of case studies to help you learn from past projects
- An option for customizing the methodology provided
- Document management system



# The Project Management Framework 2015



THE FRAMEWORK



HANDBOOKS



Contract Management



Cost Estimation



Risk Management



Project & Programme Funding



Benefits Management



Quality

GUIDES



Project Establishment



Safety in Design



Benefits Management



Asset Handover



Tailoring Projects

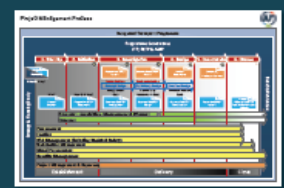


Property Acquisition



Planning Integration and Consenting

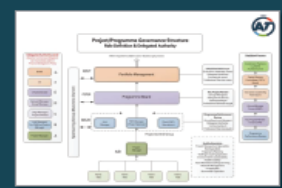
WALL CHARTS



The PM Process



The PM Universe



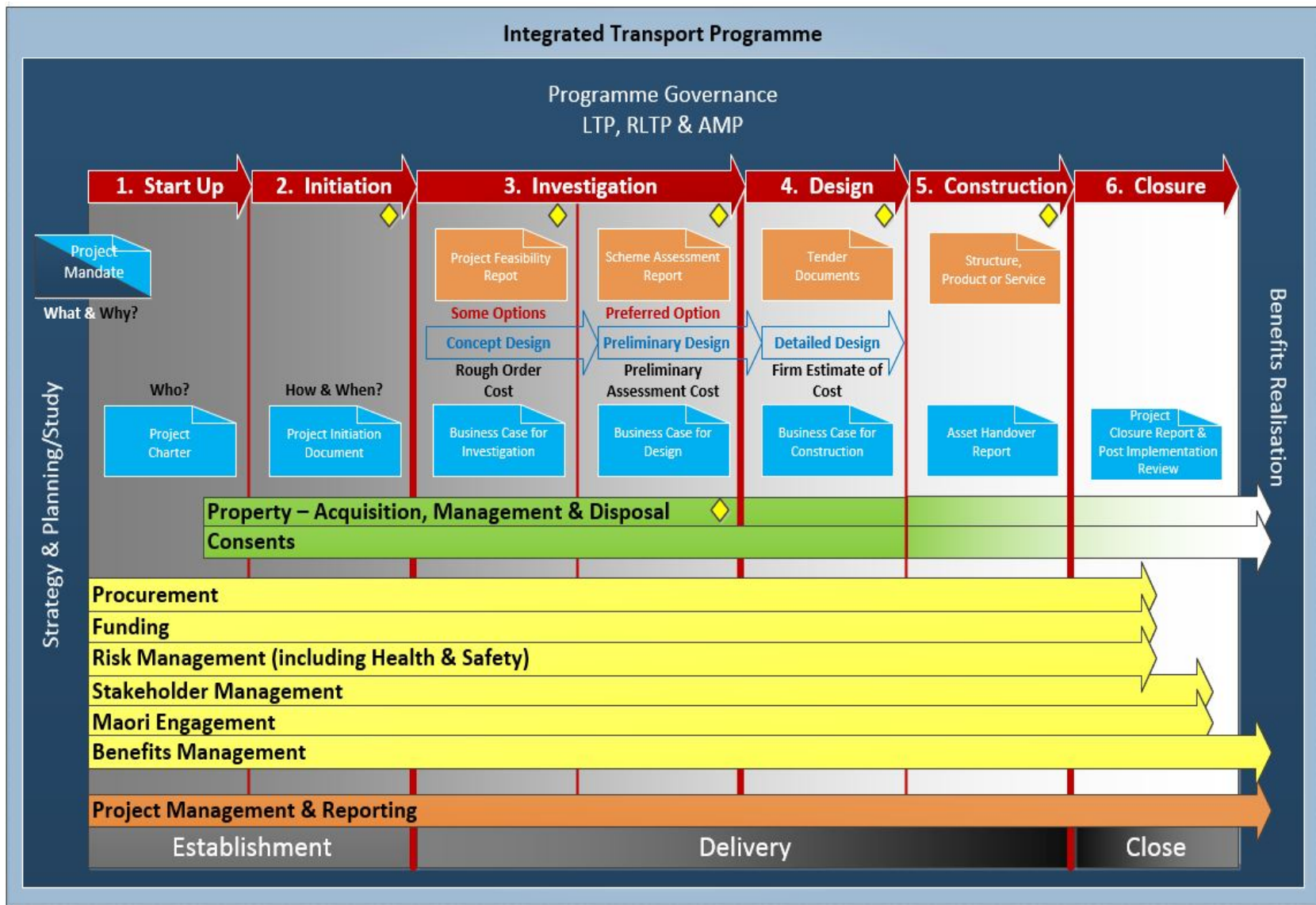
The Governance Chart



10 Principles for Project Managers

Developed by the PMO, Auckland Transport









# REPORTING

Project Highlight Report Page 1



Project Financial Status		Project Progress Summary		PHR Form Status: To Be Updated			Save	Cancel
<b>Project Details</b>								
SAP No	C.100224	Project Name filter	Project Name		Quay Street - City Centre Master Plan	Search		
Description					Project Sponsor	Chris Jones		
Report Covering Period	From	1/09/2012	To	30/09/2012	Project Manager	Marcus Pillay		
Report Creation Date	11/09/2012	Project Phase	Startup		Phase Complete (%)			
<b>Project Status Summary</b>								
Status (This period)		Comments			Action Required	By Whom		
Scope	Amber	Definition of design scope to be clarified in respect of the inclusion of the Downtown Ferry Terminal Upgrade.			Request decision from PCG	Chris Jones		
Budget	Amber	Auckland Council hold the budget: AT has to invoice AC for costs incurred wasting significant administration time and delaying procurement. Recommend that budget is transferred to AT to match approved expenditure			Request decision from PCG	Chris Jones		
Milestones	Amber	Dates for REoI and Tender for SAR and Detailed design to be agreed			SG to agree; PCG to approve	Chris Jones		
Issues	Green							
Risks	Amber	The primary risk to this project is that sufficient budget will not be available to deliver the integrated solution that is required (road/seawall/ferry term).			Update cost information and submit to Auckland Plan Committee	Gavin Flynn		
Overall	Amber	The organisation to manage budget & contracts to be clarified to facilitate project management; recommended AC remains the client but that AT should carry out the management. The SAR/Design tender will clarify scope.			Report to PCG	Chris Jones		
<b>2011 - 2014 Budget Status</b>								
2012/13 Year Plan	2012/13 Reforecasted Year Plan	2012/13 YTD Plan	2012/13 YTD Actual	2012/13 YTD Variance YTD Plan - YTD Actual	2013/14 Plan	2014/15 Plan	2012/13 - Variance Explanation (2012/13 Reforecasted - Actual)	
\$0.00	\$9,580.00	\$0.00	\$73,250.84	-\$73,250.84	\$0.00	\$0.00	Highlight any budget bring forwards or deferrals, or any significant variance in current month	
Financial Actual Jul	Financial Actual Aug	Financial Actual Sep	Financial Forecast Oct	Financial Forecast Nov	Financial Forecast Dec 2012	2012/13 Project Managers Forecast this FY		
\$0.00	\$9,580.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,580.00	AC must still be invoiced for some costs incurred to date; recovery of staff time may not be possible.	
Financial Forecast Jan 2013	Financial Forecast Feb	Financial Forecast Mar 2013	Financial Forecast Apr	Financial Forecast May	Financial Forecast Jun 2013			
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
<b>Whole of Life Budget Status (To be used only by PM)</b>								
Phase	Budget	Spent to Date	Estimated Cost to Complete	Total Projected Cost	NZTA Funding Status			
Feasibility				\$0.00				
Investigation				\$0.00				
Detailed Design				\$0.00				
Land Purchase				\$0.00				
Construction				\$0.00				
<b>Total Project Status</b>	\$0.00	\$0.00	\$0.00	\$0.00				
<b>Total Project Variance</b>		Explanation & Action Required		Will be completed in the October report.				

Details

Status summary  
- RAG indicators

Financials  
- Active budgets

- Whole life budgets



Project Highlight Report Page 2



Project Financial Status | Project Progress Summary | PHR Form Status: To Be Updated | Save | Cancel

**Progress Summary (maximum 15)**

Id	Activity from last highlight report	Id	Forward Plan
1	Investigation contracts to be completed; contracts completed on time	1	Complete REoI document and put to market by end September
2		2	Prepare RFP document
3		3	Procurement plan for SAR & Design to be approved

Add Progress Activity

**Related MS-Project File**

[Click here to insert a hyperlink](#)

**Top 3 Project Issues**

Ref No	Issue Description	Consequence or Impact	Action Required	Owner
1	Budget management ot be clarified	Inefficient management process	PCG decision required	Chris Jones
2	Contract principakl to be agreed; recommend AT	Loss of NZTA funding; potential \$7m to \$12m	PCG decision required	Chris Jones

Add Issue

**Top 3 Project Risks**

Ref No	Risk Description	Consequence or Impact	Mitigation	Owner
1				

Add Risk

**Milestones (maximum 6)**

Milestone Description	Baseline Date of Completion	Estimated Date of Completion	Status / Notes / Progress
REoI to market	1/10/2012	1/10/2012	On target

Add Milestone

**Action Points for Sponsor (maximum 2)**

Item	Date Required By

Add Action Point

Template Last Updated: 1/05/2012

Progress summary

MS-Project file path

Issues

Risks

Milestones

Action for Sponsor





AHNU

Search this site [Search Icon]

Home

Transmittals 0 [Plus]

Action Required 0

Actions Overdue 0

Transmitted Docs

+ Transmittals

- Project Governance

PHR

Property

Programme and Gantt Chart

Health and Safety

Quality Assurance

Procurement

+ Registers

+ Contacts

+ Document & File Storage

+ Search by Project Phase

+ Other

+ Recent

Recent

AHNU

# Albany Highway North Upgrade

## Albany Highway North Upgrade

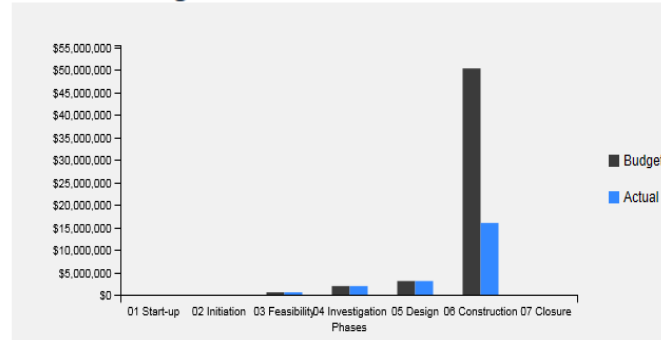
Overall Status	01 Start-up	02 Initiation	03 Feasibility	04 Investigation	05 Design	06 Construction	07 Closure
<span style="background-color: green; color: white; border-radius: 10px; padding: 2px 5px;">GREEN</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">100%</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">100%</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">100%</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">100%</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">100%</span>	<span style="background-color: #0070C0; color: white; border-radius: 10px; padding: 2px 5px;">40%</span>	<span style="background-color: #ccc; color: white; border-radius: 10px; padding: 2px 5px;">0%</span>
	Start 1/7/2005 End 1/7/2005	Start 1/1/2015 End 30/6/2015	Start 1/2/2015 End 1/6/2015	Start 1/7/2005 End 30/6/2011	Start 1/7/2012 End 19/8/2014	Start 20/8/2014 End 23/12/2016	Start 31/1/2017 End 31/1/2018

## My Checked Out Documents

### Project Info

SAP CODE	C.001504
AREA	Construction
PROJECT MANAGER	Mark Walker
PROJECT SPONSOR	Mark Walker
% COMPLETE	15
DEPARTMENT	I&D
PROJECT PHASE	06 Construction

### Actual vs Budget



### My Transmittals

[new transmittal](#)

Find an item [Search Icon]

✓ [Filter]	[Filter]	TRANSMITTAL ID	SUBJECT	FROM	DATE	SENDER ORG.	TO	STATUS	DUE DATE
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There are no items to show in this view of the "Transmittals" list.



# PROJECT CONTROL & DOCUMENTATION

## Project Management Checklist

- Start up	
<b>Generate</b>	
<input checked="" type="checkbox"/> <b>Handover from Stevo</b> Completed Step last updated by Steve Gray (AT) at 24/07/2015 10:29 a.m. testpdf.pdf	<a href="#">Link to document</a>
<input checked="" type="checkbox"/> <b>Edit Project Details</b> Completed Steve Gray (AT) 27/07/2015 11:43 a.m.	<a href="#">Edit Project Details</a> <a href="#">Confirm</a>
<input checked="" type="checkbox"/> <b>Create Mandate</b> Completed Last Modified By Rouben Mangalasseril (AT) at 15/07/2015 03:07 p.m. Open document ...	<a href="#">Create</a> <a href="#">Approval</a>
<input checked="" type="checkbox"/> <b>Create Project Charter</b> Completed Last Modified By Steve Gray (AT) at 27/07/2015 03:25 p.m. Open document ...	<a href="#">Create</a>
<input type="checkbox"/> <b>Project establishment form</b> Not started	<a href="#">Link to document</a>
<input type="checkbox"/> <b>Communications plan</b> Not started	<a href="#">Link to document</a>
<input type="checkbox"/> <b>NZTA funding application</b> Not started	<a href="#">Link to document</a>
<b>+ Initiation</b>	
<b>+ Feasibility</b>	
<b>+ Investigation</b>	
<b>+ Design</b>	
<b>+ Construction</b>	
<b>+ Closure</b>	
<b>+ Property acquisition, Management and Disposal</b>	

Project Management Checklist	
<b>+ Start up</b>	
<b>- Initiation</b>	
<b>Generate</b>	
<input type="checkbox"/> <b>Project initiation document</b> <i>Not started</i>	<b>Create</b>
<input type="checkbox"/> <b>Communications plan</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Kick off meeting</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Project approach</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Delivery schedule</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Quality plan</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Risks register</b> <i>Not started</i>	<b>Open risk register</b> <b>Confirm</b>
<input type="checkbox"/> <b>Issues register</b> <i>Not started</i>	<b>Open issues register</b> <b>Confirm</b>
<input type="checkbox"/> <b>Gateway Documentation</b> <i>Not started</i>	<b>Link to document</b>
<input type="checkbox"/> <b>Gateway Approved</b> <i>Not started</i> <i>Approval Date 30-July-2015 Project phase 1587830d-0601-4721-9552-b952f819f7b8</i>	<b>Gateway Approval</b>
<b>+ Feasibility</b>	
<b>+ Investigation</b>	
<b>+ Design</b>	
<b>+ Construction</b>	
<b>+ Closure</b>	
<b>+ Property acquisition, Management and Disposal</b>	

# TRAINING FACILITATION & SUPPORT

- APMG Courses
- Mentoring classes
- Support Public courses
- Bespoke Training eg: BBC Workshop



# Wins/Achievements

- Standard approach – builds confident PM's
- More effective communication relates to more realistic expectations
- Saving effort on scope management
- Better solutions being delivered
- Improved financial management – more cost effective
- Improved work environment





Thank you.