



AtkinsRéalis



Industry:

Nuclear New Build



Business Area:

Design and Engineering



Project Type:

- Project/Programme Management
- Standardising Delivery
- Organisational Design



Duration:

17 plus 11 weeks with a 4 week gap in between



Location:

Victoria, London



Featured Results



Enhanced accountability and created clarity and consistency for project organisational structures by defining a level-based system for roles and responsibilities



Reduced the need for manual reporting and update meetings by designing and implementing a granular planning system which allowed accurate planning, allocation and progress reporting



Improved the ability of management to identify and mitigate risks by creating clear and consistent visibility of progress against plans

The Challenge

- A consistent Project Delivery framework was needed to drive project performance and hold management to account for delivery of work
- Time in motion studies identified areas of inefficiency, poor practice and weaknesses in the organisation. Studies showed that there were many layers between the person commissioning some work and the person who did the work, leading to accountability issues
- Project reviews needed to be overhauled; with an increased focus on performance and progress against plans, visibility of reporting feeding the reviews and less time spent gathering verbal updates and manually recording progress
- Work allocation methods needed to be enhanced to better drive output and reduce reliance on meeting content for sharing key project information
- Reporting methods varied across work packages and lacked the detail to drive decision making and performance management, with historic data being overwritten – preventing the review of trends over time
- Unclear and inconsistent roles and responsibilities within the project team structure created a lack of ownership for driving delivery and a passive style of management



“It’s interesting, we weren’t facing any particular challenges. We’ve just started Sizewell, we’ve got another 10-15 years ahead of us and there’s still a long time to go and we thought if we can see an improvement when things are going bad, what could we see if it isn’t going bad? It was more about pre-empting what improvements we could make.”

Andy Smart

Head of Major Projects, Nuclear and Power EMEA



“The Managementors team did a great job in terms of explaining what they were doing, they weren’t intrusive, they were working with our teams, asking questions and making them think about what they were doing.”

Andy Smart

Head of Major Projects, Nuclear and Power EMEA



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Our Solution



Lead a series of collaborative, solution focused workshops which achieved the following:

A review of Project Roles to define clear project levels and delivery responsibilities, allowing the current project management team to cut through the complexities and creating a consistent understanding across projects, regardless of size, job titles and scope

Redesigned an enhanced performance review structure, to reduce the amount of time spent in lengthy, unstructured, meetings to receive updates on progress, utilising the time to escalate and resolve issues in areas that need it most



Deployed the existing design engineering process into a detailed and refined planning tool, to create a method for granular planning and allocation of work; with information coming directly from the Package Leads - the frontline management



Built upon existing reporting methods with an appropriate degree of detail and visibility to review at all levels of the organisation and understand progress and possible pinch points



Integrated the new Project Delivery Management Operating System utilising formal training sessions, side by side coaching of the management team and a thorough change management process, which increased ownership and made a fit-for-purpose solution to address the complex process of design engineering



“The fact that we’ve gone from waffle on dates and progress to black and white facts has been so useful. Fundamentally if your dates aren’t being met, either you’ve not updated your programme or you’re actually late. That culture change of realising when you don’t need to be in a meeting means that now we’re dealing with facts, not with thoughts. It’s helped us to understand who our people are and how these projects should be managed.”

Andy Smart
Head of Major Projects, Nuclear and Power EMEA



Who did we work with?

- Head of Nuclear Projects
- Project Director
- Project Managers
- Design Delivery Managers
- Engineering Managers
- Chief Engineers
- CAD Technicians



Key Benefits

- ⊕ Established streamlined project organisation structures and levels, and consistency of roles and responsibilities, creating quicker, more effective, communication through the project and clearer project accountabilities
- ⊕ Designed and implemented a detailed and effective deliverable management system through which granular planning of the intricate design engineering management processes was made possible; generating bespoke, fit-for-purpose planning, allocation and reporting, reducing manual requirements and reducing time spent in update meetings
- ⊕ Provided visibility of plans, progress against them and areas of risk or pinch points to enable management actions to be taken, such as, redeploying resource or mitigating risks by developing a single, centralised programme progress report
- ⊕ Reduced ambiguity of delivery reviews by formalising the delivery review structure in a Project Delivery Management Operating System; reducing wasted time created from non-standardised practices
- ⊕ Ultimately, creating a mindset shift in managers to leverage the enhanced project delivery model, visibility of performance, review structures and accountabilities to better manage their teams and drive delivery of the work

Managers work in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it’s tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

