

GDPM: The Next 30 Success Case 2

State Oil Company Suriname LLC
Refinery Expansion Project

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Tom Helderweirt



Program and Project manager

- Belgian, born & lived in South-Africa, Namibia, Thailand (study, work), Belgium and Suriname (near Brazil)
 - Project management professional since 1994 at associated firm Coopers & Lybrand, since 2003 independent consultant at Helderweirt Consulting;
 - Focus on project management, strategic management and human resources
 - Financial services, production, telecom, wholesale / retail
 - Lions Club member since 1999
- Core competences:
 - Project set-up
 - Planning and reporting
 - Coaching
 - Working with multicultural teams, anywhere in the world
 - Speak Dutch, English, French, Thai, some German, some Chinese

Contents



- The project
- Overall strategy
- Added value GDPM per project phase
- Lessons learned

The project



- The project: Build a new oil refinery in Suriname: capacity 14.000 barrels / day (bitumen, diesel, fuel oil)
- Project budget: 760 million USD
- Consulting time frame: Feb 2013-Feb 2015
- Project team client: 25 people
- Involved departments: operations, HSE, CSU, maintenance, technical services, refinery economics, marketing, human resources development, management information systems, culture change, warehousing and lab building equipment
- Not in the scope: construction

The project



My task:

- Implement a structure for planning, reporting and communicating
- Project scope
- Milestone plan
- Responsibility chart
- Activity plans and reports
- Risk register

Overall strategy



- Appoint team
- Develop common understanding
- GDPM training, coaching
- Technical consultants on board
- Start planning with teams
- Agree on execution and follow-up (reports)
- Risk management
- Close-out

Added value GDPM per phase



Project scope:

- Clear deliverables !
- For example: preservation of equipment (maintenance) was not well defined and not agreed on with counterparts

Added value GDPM



Milestone plans:

- Focus on clear results
- Look for different means to reach same results (faster, cheaper)
- Start including project risks as milestones
- See Goal Director screenshot

Added value GDPM



Responsibility chart:

- Get the real decision makers on-board to create ownership and share (travel) schedules
- Identify additional actions needed to get everybody on-board
- See screenshot

Added value GDPM



Activity plans:

- First plan with involved workers, then execute (discipline)
- Weekly up-dates!
- It forced people so actually sit down, plan together and share information

Added value GDPM



Reporting:

- Recording history versus being pro-active
- Easy to track developing issues and actions / in-action
- Software is of great benefit here
- Weekly team meetings to enforce

Lessons learned



- Get consultants on board in the beginning
- Implement pm software / on-line platform
- Get real decision makers on board in the planning phase
- Get teams to sit together and share milestone plans / activity schedules
- Management of change: communication

Golden tips



- Take your time to implement GDPM ahead of the real start up phase of the project
- Especially if you integrate a pm software solution / on-line platform

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