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WEEK | 2018
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Heathrow
Making every journey better



Improving quality by understanding the project management process

Helen Soulou and David Myers

Heathrow Airport Ltd.

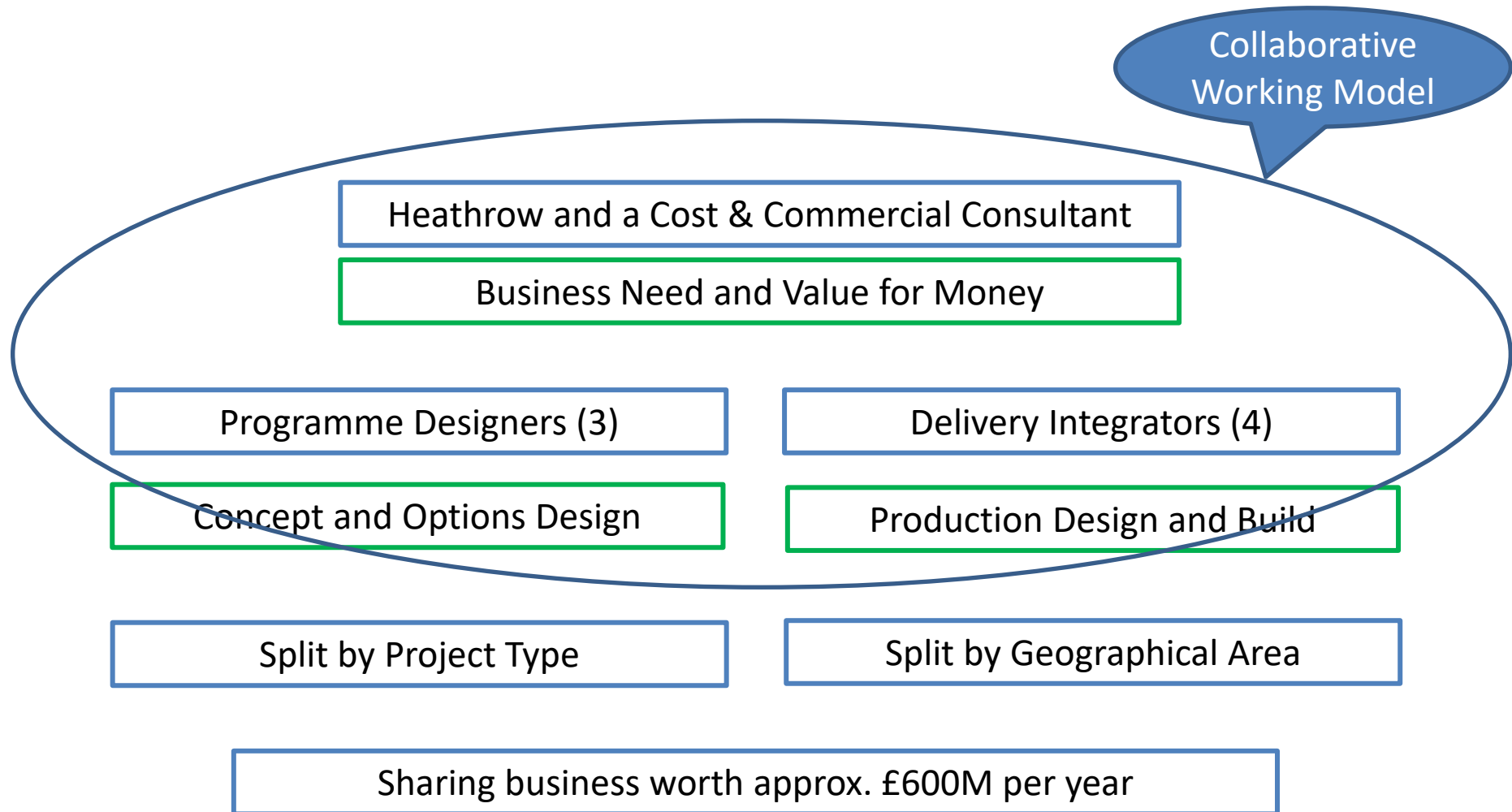
Definition of Process, Methods & Tools

Process	Losing Weight	
Sub Pro - cesses	Target Setting	Dieting
		Exercise
	Monitoring the KPI	
Methods	<u>Dieting Methods</u> Carbohydrate diet Protein Diet 9-5 Diet Etc.	<u>Exercise Methods</u> Running Cycling Gym Etc.
	<u>Measuring Tools</u> Scales Measuring tape	<u>Exercise Tools</u> Bicycle Running machine

The Heathrow collaboration model

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History of Heathrow project management process

2009 – Task Force to redefine Process

Book shelves of procedural detail

2012 – Small Team refine process

Gateway deliverables only

2014 – Cross functional team of business experts define process

80:20 rule used to map process steps
within existing gateway framework

- Clear understanding of key project activities and who is responsible for delivering them
- Less friction in teams and between contracted parties

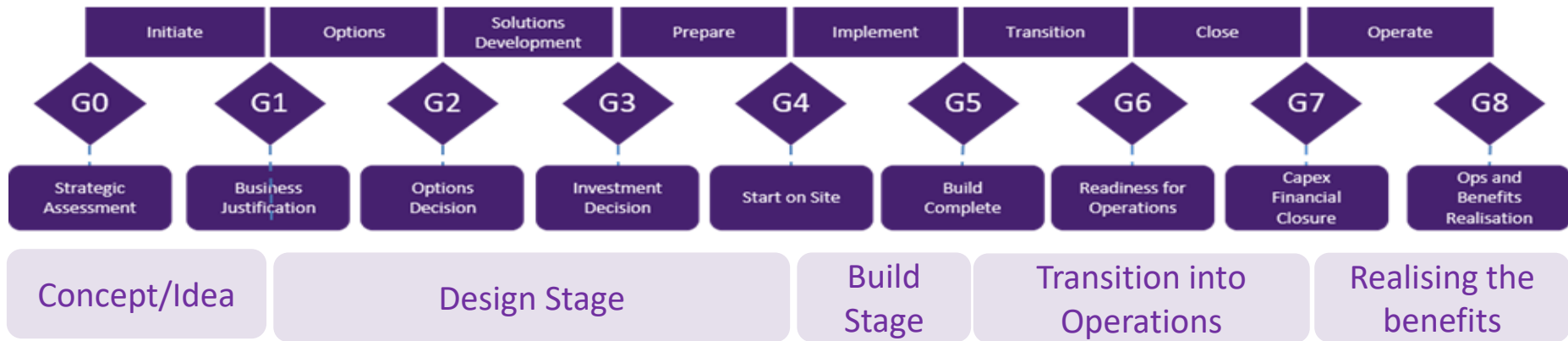
2018 – This process still in use

Annual review of the process and continuous Improvement

The Heathrow Gateway Lifecycle

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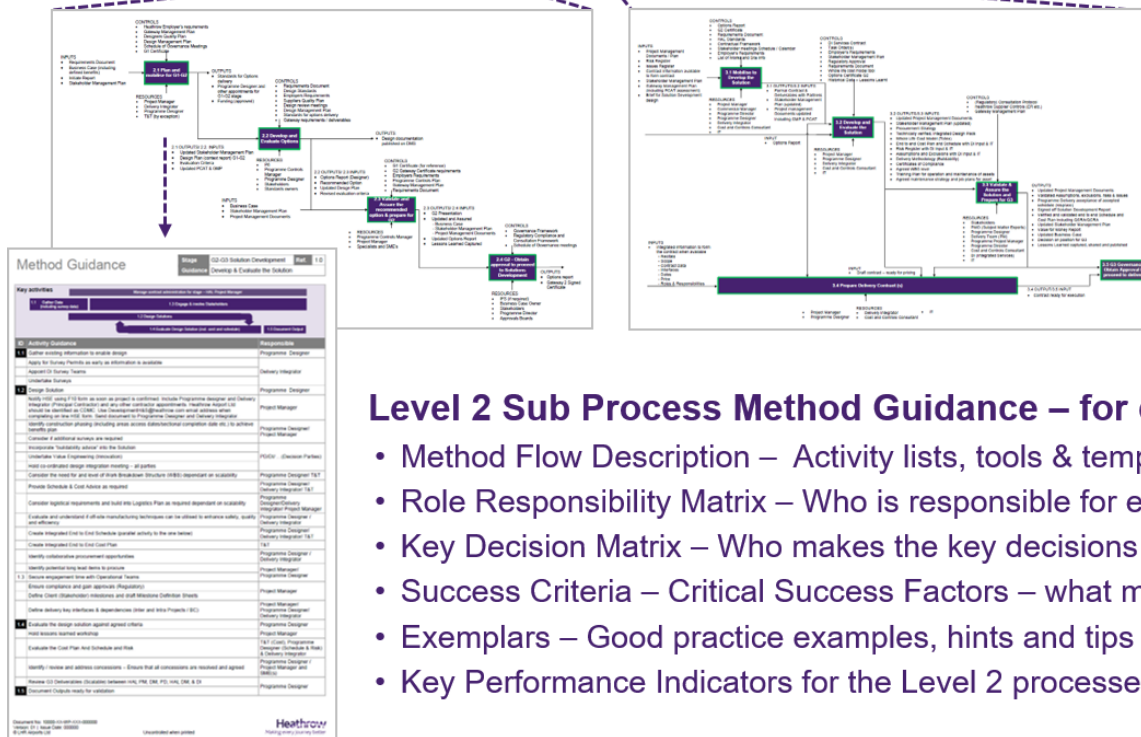
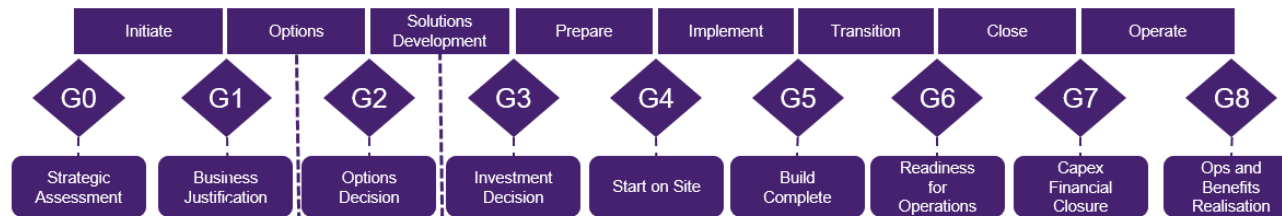
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Process Hierarchy

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Level 1 – End-to-end process flows

- Key inputs, outputs, controls and resources
- Key outcome indicators
- Fully interlinked
- Describes whole gate-to-gate flow

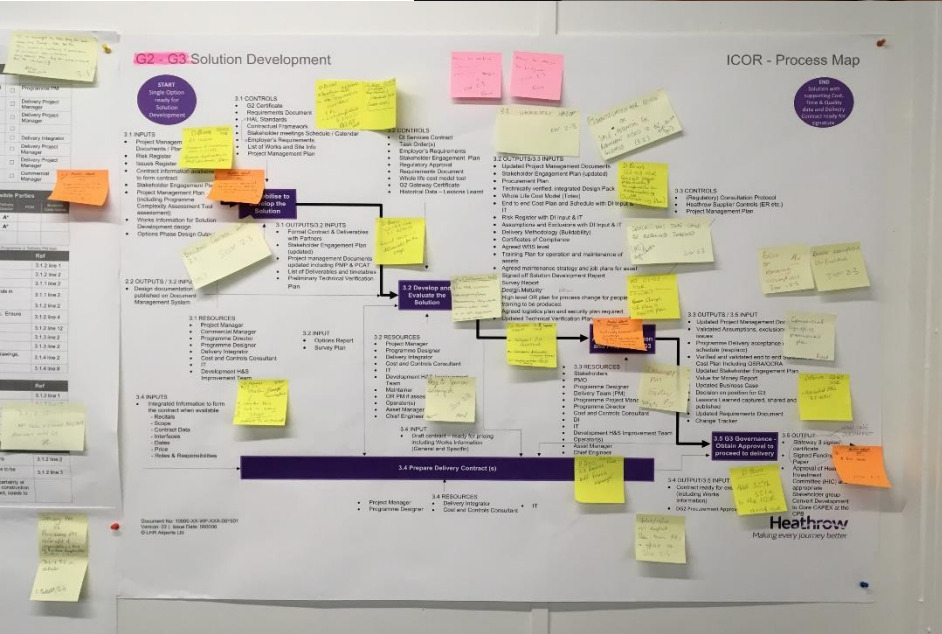
Level 2 Sub Process Method Guidance – for every process step

- Method Flow Description – Activity lists, tools & templates – What should get done
- Role Responsibility Matrix – Who is responsible for each activity
- Key Decision Matrix – Who makes the key decisions
- Success Criteria – Critical Success Factors – what must happen
- Exemplars – Good practice examples, hints and tips
- Key Performance Indicators for the Level 2 processes

- Process and documentation never stand still
- Continuous improvement via lessons learned process
- Annual process review billed as

“Your process - Your chance”

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The role of the Quality Manager

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BEFORE:

- Quality Managers buried in construction details
- No trust in self certification
- No active involvement in project management process or continuous improvement

The role of the Quality Manager

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AFTER:

- Quality managers recognised as 'go to' people for 'how to do' projects at Heathrow
- Driving cultural change through insights, strategies and improvement activities
- Improving profitability and value for money by optimising efficiency
- Empowering partners to manage quality through their self certification process

The evolution 4 years on

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- Greater understanding of other areas that are causing difficulty to our PMs
- Deepening understanding of common cause issues that are still out of control
eg. Sub- processes: Requirements management process
- Facilitated gateway assessment requested by the Project teams

The evolution 4 years on

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- Internal auditing to identify common cause issues and engage the senior management team to drive improvements
- Audits are always sponsored by the Departmental director with a focus on a specific topic
e.g. service strikes leading to service protection process audits and improvement
- Project Managers did not welcome an audit on their project
Now they ask for them

- Understand, document and look after your processes as defined by working level experts
- Moved quality from being the “people you don’t want to audit your project, to the people that you go to for advice and guidance, especially when things are going wrong”

Next challenge:

“the people that you go to before things get out of control”

Any Questions?

For more information:

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