Claude Beauport's Experience

Project Management

Construction Management is obviously deeply connected to Construction Management and also to his experience in the Power Sector.

Claude has a wide experience profile. He started as MSc in Civil Engineering in 1970 in an Energy/Environment related Company and wide up into other disciplines. He has a multidiscipline experience. His career covers all phases: Design, Site & Project Management, marketing, Procurement, Business development, Director of subsidiary and Business Units on an international level, and covers also manufacture of products (Heat Exchangers and Cooling Towers components). His activities cover acquisitions and Joint-Ventures negotiation and development.

Modern Management Techniques remains my main guidelines: Integration=Team work with all stakeholders!

His career is different from a typical "Project Manager", who has a projects list. He has a wider profile, in the sense that he did cover multiple projects including their Project Management.

His first project as Project & Site Manager was in 1972 building a Natural Draft Cooling Tower for ESCOM at Kriel Power Plant in South Africa, and his last involvement in covering the Project Management was in 1995-1997 for Paguthan Power Plant in Gudjarat in India.

His career did cover as well other kind of "projects" like company and fabrication acquisitions.

General:

The principles of the project management apply, and the company to be acquired dealing with project & site management, the evaluation does include the techniques.

The industry sectors he is covering during his career are mainly: Power, Gas & Oil, Chemical and Petrochemical Plants.

The majority of the components and systems he has been involved all his life are deeply related to sub-processes integrated in an Oil & Gas industry under others. He is highly process oriented.

Technical aspect:

He has collected experience covering the design phases from the conceptual design down to detail design: system and process (including optimisation), thermodynamic, heat transfer, structural (stress analysis, static and dynamic analysis, vibration, earthquake etc. applied on

classical structure but also on thin shells and pressure vessels), civil (foundation, etc.), mechanical (compressors, fans, gears, motors, etc.), hydraulic, C&I, Process Logic Control, flow chart. A quick review of the pages Techniques & technical know-how, Energy/facility management and Lean Management discloses a highly process oriented operation, including gas compression, inter-cooling and condensing (basic of an LNG plant). This includes the practice of the related codes like DIN, BS, Australian Standard, South African Standard, NEN, Indian Standard, TEMA, API, ASME etc…

His experience covers also the aspects of fabrication, site management, health & safety etc… A quick review of the page Waste-Energy Chain and Renewable Energies will disclose his activity in the field of Gasification (Waste Gasification Processes), dealing obviously also with gas.

Project definition:

Clear definition of the customer's requirement (contract, spec., etc.) including the project budgeting, payment graph, risk analysis.

All his career from designer to managing director was permanently project driven, the topic has obviously been covered.

Project organisation:

Defining project structure, tasks, scheduling, critical paths, etc … Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject. He has experience of MS-Project.

Capacity estimation & delivery schedule:

This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Resources & cost analysis:

This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Customer requirement driven:

Having in mind: reducing the project timing to keep the deadlines, etc… This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Plans and documentation validation:

Operating as per QA and QC, including all required follow-up: risks, reception, solving problems, budget confirmation, project milestones, etc… This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Claims management:

Managing incoming claims straight away. Keeping all the records to claim soon or later to the customer or counter claim if required. The same applies for the suppliers. This subject is associated with "Plans and documentation" mentioned here above. This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Customers relation:

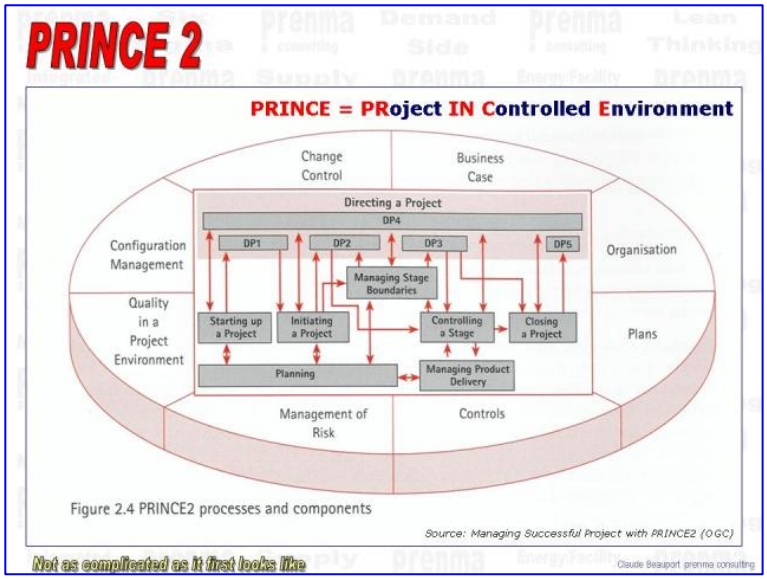
The project manager acts as a "Key Account Manager" for the project. This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Team members relation:

His management style is to operate for the team as a "moderator", who channels solutions to problems related to the project and keep the concentration and motivation of the team on the project objectives: finance, customer satisfaction, process improvement & permanent learning. He is not playing a role of the "all mighty project boss"! That is not his style! This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.

Supply Chain Management:

The driving force is: managing the suppliers as partners for the ultimate success of the project. He "Win-Win" oriented, that means that no ways for the project to loose! Therefore the rule is to anticipate the problems and solving them before they become detrimental to the project. This remains valid from a project management level up to a company management level. Those requirements are basics for any project, what ever the technical project is. His experience covers obviously the subject.


PRINCE 2
PRINCE = PRoject IN Controlled Environment
Change Control
Business Case
Directing a Project
DP4
DP1
DP2
DP3
DP5
Configuration Management
Organisation
Managing Stage Boundaries
Quality in a Project Environment
Starting up a Project
Initiating a Project
Controlling a Stage
Closing a Project
Plans
Planning
Managing Product Delivery
Management of Risk
Controls
Figure 2.4 PRINCE2 processes and components
Source: Managing Successful Project with PRINCE2 (OGC)
Not as complicated as it first looks like
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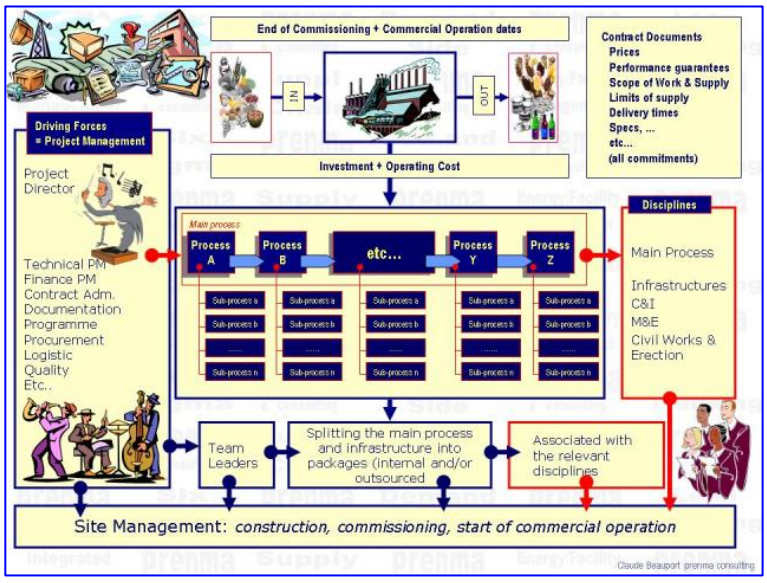
End of Commissioning + Commercial Operation dates
Contract Documents
Prices
Performance guarantees
Scope of Work & Supply
Limits of supply
Delivery times
Specs, ...
etc...
(all commitments)
IN
OUT
Driving Forces = Project Management
Investment + Operating Cost
Project Director
Main process
Process A
Process B
etc...
Process Y
Process Z
Disciplines
Main Process
Infrastructures
C&I
M&E
Civil Works & Erection
Technical PM
Finance PM
Contract Adm.
Documentation
Programme
Procurement
Logistic
Quality
Etc..
Team Leaders
Splitting the main process and infrastructure into packages (internal and/or outsourced
Associated with the relevant disciplines
Site Management: construction, commissioning, start of commercial operation
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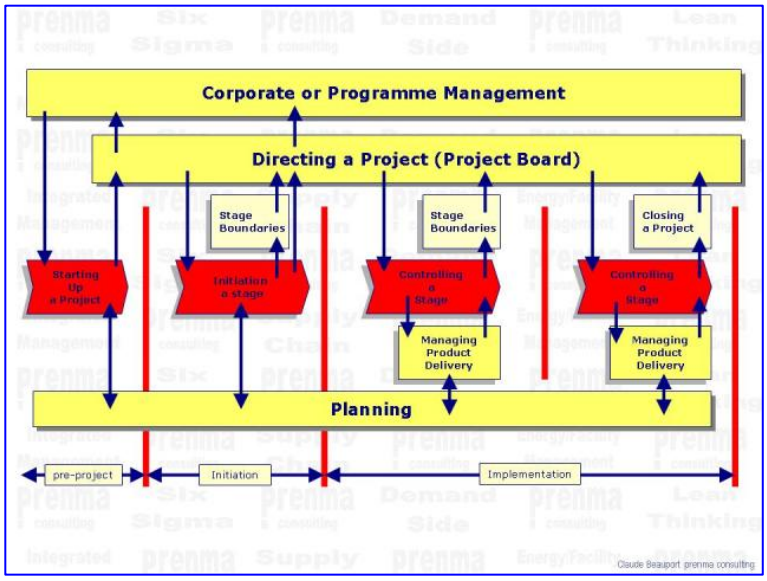
Corporate or Programme Management
Directing a Project (Project Board)
Stage Boundaries
Stage Boundaries
Closing a Project
Starting up a Project
Initiation a stage
Controlling a Stage
Controlling a Stage
Managing Product Delivery
Managing Product Delivery
Planning
pre-project
Initiation
Implementation
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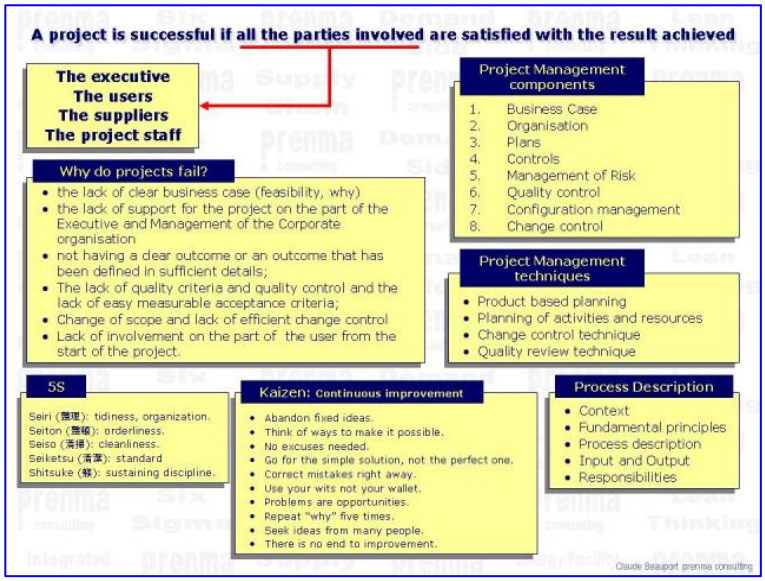
A project is successful if all the parties involved are satisfied with the result achieved
The executive
The users
The suppliers
The project staff
Why do projects fail?
the lack of clear business case (feasibility, why)
the lack of support for the project on the part of the Executive and Management of the Corporate organisation
not having a clear outcome or an outcome that has been defined in sufficient details;
The lack of quality criteria and quality control and the lack of easy measurable acceptance criteria;
Change of scope and lack of efficient change control
Lack of involvement on the part of the user from the start of the project.
Project Management components
1. Business Case
2. Organisation
3. Plans
4. Controls
5. Management of Risk
6. Quality control
7. Configuration management
8. Change control
Project Management techniques
Product based planning
Planning of activities and resources
Change control technique
Quality review technique
5S
Seiri (整理): tidiness, organization.
Seiton (整頓): orderliness.
Seiso (清掃): cleanliness.
Seiketsu (清潔): standard
Shitsuke (躾): sustaining discipline.
Kaizen: Continuous improvement
Abandon fixed ideas.
Think of ways to make it possible.
No excuses needed.
Go for the simple solution, not the perfect one.
Correct mistakes right away.
Use your wits not your wallet.
Problems are opportunities.
Repeat "why" five times.
Seek ideas from many people.
There is no end to improvement.
Process Description
Context
Fundamental principles
Process description
Input and Output
Responsibilities
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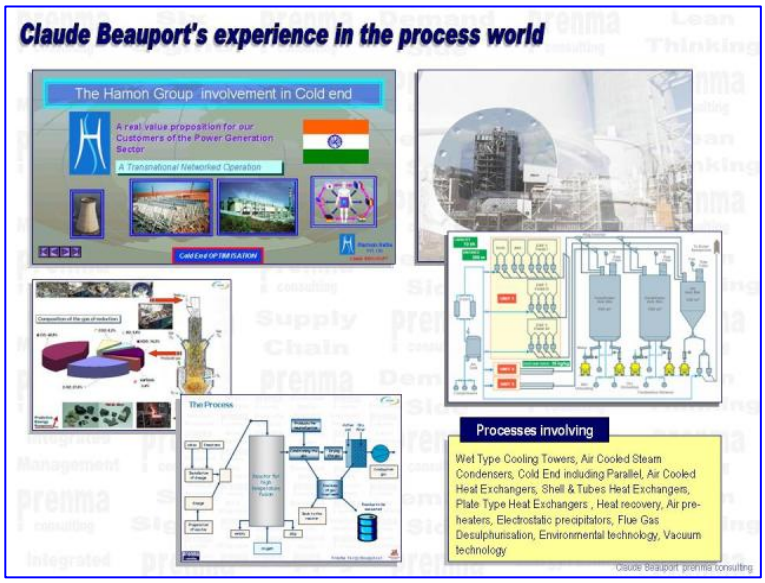
Claude Beauport's experience in the process world
The Hamon Group involvement in Cold end
A real value proposition for our Customers of the Power Generation Sector
A Transnational Networked Operation
Cold End OPTIMISATION
The Process
Processes involving
Wet Type Cooling Towers, Air Cooled Steam Condensers, Cold End including Parallel, Air Cooled Heat Exchangers, Shell & Tubes Heat Exchangers, Plate Type Heat Exchangers , Heat recovery, Air pre-heaters, Electrostatic precipitators, Flue Gas Desulphurisation, Environmental technology, Vacuum technology
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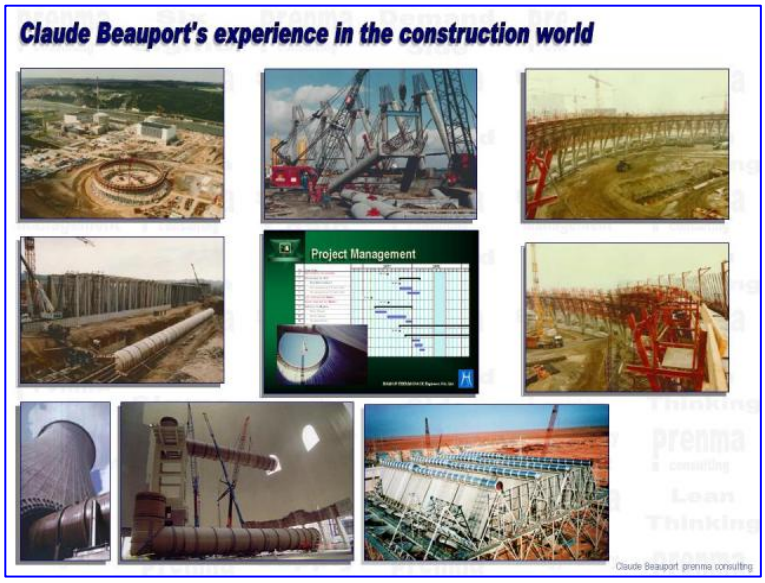
Claude Beauport's experience in the construction world
Project Management
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Some related documents prepared by Claude Beauport

N.B.: *click on the icons to get access to the document through an internet connection (required)*

Project Management

Claude Beauport

The Effectiveness

Claude Beauport based on S.R. Covey

Key Account Marketing

Claude Beauport based on W.W. Lasko

Extract of "The Partenrship Concept" from Siemens AG

Claude Beauport based on Andreas Kley, Member of thr KWU Executive Management

Internationalisation versus Globalisation

Claude Beauport

Some examples of realised projects:

- Doel Nuclear Power Plant (BE)
- Langerloo Thermal Power Plant (BE)
- Thiange Nuclear Power Plant (BE)
- Rodenhuizen Thermal Power Plant (BE)
- Ptomemais Thermal Power Plant (GR)
- Kardia Thermal Power Plant (GR)
- Kriel 1 to 4 Thermal Power Plant (ZA)
- Mattla 1 to 6 Thermal Power Plant (ZA)
- Duvha 1 to 6 Thermal Power Plant (ZA)
- Geertruidenberg - PNEM Thermal Power Plant (NL)
- Paguthan (CCPP) CT in Indai for Siemens (BOP - IIP project)
- Transformation of an existing officeblock building into a cribb for the personnel of the European Commission in Brussels (HVAC)
- etc...

This document may also be viewed with all active links on internet at the address:
http://www.prenma.eu/IM/ProjectM.htm