

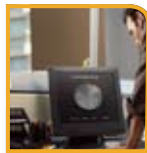
#### PROJECT MANAGEMENT PROCES:



DEFINE



PLAN



EXECUTE



CLOSE



RESOURCES

## PROJECT MANAGEMENT TOOLS HELP GET THE JOB DONE



The Portland site is introducing new project management tools. After months of development, pilot projects and training, several groups are using the online resources. Dwain Oster, Director of Process Technology, answers questions about SCO's project management initiative.

### Q Why the focus on project management?

**A.** Looking back several years, we saw a number of capital projects and work packages that were late or unfinished. We wanted to learn why, and what we could do to improve our success rate. With help from **Michelle Rose**, Manager of Personnel Training and Development, we brought in **Jeff Oltmann** of Synergy Professional Services. After extensive study of our processes and interviews with staff, he provided training on basic project management concepts to a core group of engineers and team leaders. As a follow-up, he, along with team leaders and more seasoned engineers, took the concepts and developed an SCO project management program.

### Q Is the result a new system for SCO projects?

**A.** Yes and no. We have always done some level of project management, but we felt, based on the survey, there was room for improvement. This approach utilizes our existing systems such as work packages and capital projects, but provides the backbone for comprehensive planning, tracking and reporting. We learned that to help projects stay on track and get finished in a timely fashion, we needed to add or improve elements such as a simplified workflow, a clear breakdown of tasks, regular progress reports, and consistent forms and tracking.

### Q What groups or departments are using these new project management tools?

**A.** We started with our engineering groups. To date, all Team Leaders and nearly all Engineers III and IV have been trained in the methodology and systems we want to use. Next year, the remaining engineers will receive training. Along the way, other groups heard about the training or were exposed during

specific projects and inquired about training for their areas. We've extended training to Materials Management, Human Resources and others who find they can customize it for their work. We've also made it available to colleagues in Germany, Japan and Singapore.

### Q What kinds of new projects have used these tools?

**A.** The goal is not to create new work. We encourage people to bring in their progress reports and pick up old projects that have stalled. Project management tools have helped in areas such as liquid KOH and auto TCS fill by bringing issues to light and identifying what's holding up a project and what steps or resources are needed to complete it. An Epi reactor "Center Find" project for the Centura reactors that had been stalled for a couple of years has since been finished.

### Q What's the next step?

**A.** Training is ongoing, and we're continuing to fine-tune the structure. Some parts, such as progress reports, are working very well. Others, like the work breakdown structures, need more development. It's a work in progress. By the end of the year, we hope to be able to track whether spending projects were completed on schedule. We'll know whether we've improved, and whether we're working more effectively by our success rate against work packages and our capital spending versus forecasts.

### Project management examples and templates can be found on the Intranet. Go to:

- Departments — Organization
- Technology
- Project Management