## Project Management in Schlumberger Information Solutions

John K. Arthur Project Manager, Asset Optimization





#### Topics

- Introduction
- Challenges to Project
   Execution
- Integrated Project Execution Framework
- What Works Well
- What Works Not So Well
- Conclusions





#### Schlumberger At A Glance

- World's Largest Oil Field Services Provider
- 45 billion USD in turnover
- 123 000 Employees
- 140 Nationalities
- Operating in 45 Countries
- Schlumberger Information Solutions one of 22 segments.
- CEO is Paal Kibsgaard







#### Asset Optimization The Definition

Asset Optimization (AO) is the practice of integrating people, technology, information and processes.







#### **Operational Decision Support System - Asset Optimization**



Bridging: People—Processes—Technology

Schlumberger

## OLGA Online – Web Based User Interface



#### **Online Asset Optimization in a Control Room Setting**





#### **Delivering Projects Worldwide from 3 Execution Hubs**



## **Typical Project Profile**

Customers:

• Engineering Contractors and Oil Majors Customer/Field Locations:

- Middle East, Australia, Malaysia, Brazil Budget:
- 1-3 million USD (fixed price) Resource Requirements:
- 4-8 full time employees

Deliverables:

- System Hardware (16 CPUs, 64 GB RAM, 2x500GB RAID, Windows Server 2008)
- Simulation Models (5-6 models)
- OPC Kernel (20 -30 000 tags)
- Web-based user interface (15-30 pages)





#### **Challenges to Project Execution 1**

- Global spread of project members (Oslo, Houston, Perth)
- Cultural differences with customers
- All projects are unique
- Dependency on place in value chain
  - The lower we are the harder project execution is.
- Data gathering



#### Challenges to Project Execution 2

- Project Complexity:
  - Engineering data
  - IT Systems
  - Simulation Models
  - OPC Kernel
  - Web systems
- Fixed price means tight project execution is essential.







#### **Project Methodology**





## **Typical Project Organization**





#### Integrated Project Execution Framework: Main Toolset

MS Project 2010.

Microsoft\*

- MS Project Server 2010.
- **MS Sharepoint Server and** Workspace 2010



## Integrated Project Execution Framework: Project Web

#### Portal

R http://sptsp:81.	/pwa/Project%	20Detail%20	)Pages/Schedule.aspx?ProjUid=f37b52d8-00 🔎 🗸 😚 Pro	piect Detail P	ages - Sche ×						<u> </u>
File Edit View Eavoriter	r Toolr Hel	In	-	,	5						
	s roots ne	np Dia i		0.0.0	00 e						<sup>20</sup> C
🙀 🏨 Schlumberger 👻 🏨	SPT Group •	J Acropo	lis 👻 🍙 Projects 👻 👔 e-Field PMIS Systems 👻 👔 Engineerin	ig & Keferen	ice 👻 🁔 Financ	ial 👻 👔 Private 🕯	<ul> <li>Is SPT Software</li> </ul>	Develop 👻 🌆		Secure Gateway Basic Ad	c D suggested sites •
Site Actions + Browse Pro	Sched ject Task	lule Tools Options									DIR\JArthur2 🗸 💺
	De 6	Docu	Deliverables								
2 🖬 🖬 👪	à 🎎 📷	Issues	Project Permission								
Edit Save Close Proje Site	ct Build Team	Risks	Resource Plan								
Project		Navigate	Page								
Status: Checked-in Last Mo	odified: 04/06	5/2014 09:4	41 Version: Published								· · · · · · · · · · · · · · · · · · ·
KwIDF Phase 1	ID	WBS	Task Name	% Wc	Work	Actual	Remaining Work	В	11		30/12/2013 06/( * S M T W T F S S M 1
Schedule	2	1.1	Milestones	0%	Oh	Oh	Oh		CCASS	to Project Documents	
Project Details	3	1.1.1	Project Award	0%	Oh	Oh	Oh	0			
	4	1.1.2	Kick-Off Meeting with KOC	0%	Oh	Oh	Oh	0		(O   a   a   D   a'   a)	
Home	5	1.1.3	Data Freeze	0%	Oh	Oh	Oh	0		(SharePoint)	
Projects	6	1.1.4	Functional Design Specification Approved	0%	0h	0h	0h	0			
Project Center -	7	1.1.5	Project Review meeting with client	0%	Oh	0h	0h	0h			
Approval Center	8	1.1.6	Infrastructure Setup	0%	Oh	Oh	0h	0h	_		
	9	1.1.7	Engineering Phase Complete	0%	Oh	Oh	Oh	0h	_		
My Work	10	1.1.8	Completion of FAT	0%	Oh	Oh	Oh	Oh	-		
Tasks	11	1.1.9	Installation of What-if Mode	0%	Oh	Oh	Oh	Oh	-		=
My Booked Hous	12	1.1.10	Final Report	0%	Uh	Uh	Uh	Uh			
	13	1.2	B Project Management	100%	705h	705h	oh	739.88h			
Resources	14	1.2.1	Project Management Work	100%	416h	416h	Un	4/4.6h			
Resource Center	15	1.2.2	Establishment	100%	2090	2090	oh	205.20h			
-	10	1.3	Desirable Augested	100%	3321	3321	oh	3201			
Business Intelligence	18	132	Project Opening	0%	0h	Oh	Oh	0h			
	19	1.3.3	Internal Kick-Off Workshop	100%	32h	32h	Ob	32h	- I		
Settings	20	134	Prepare Project Execution Documentation	100%	32h	32h	Ob	21b			
Perconal Settings	21	1.3.5	Kick-off preparations	100%	156b	156h	Ob	156b	-		
Server Settings	22	1.3.6	Kick-Off with KOC	100%	112h	112h	Oh	112h			
Server Sectings	23	1.3.7	Establishment Phase Gate Meeting	0%	Oh	Oh	Oh	5h		<b>A</b>	
	24	1.4	Phase 1 - Offline Mode	98%	4,136.14h	4,072.14h	64h	3,997.83h			
	25	1.4.1	∃ Specification	100%	526.14h	526.14h	Oh	740.8h			
	26	1.4.1.	Data Collection	100%	62.14h	62.14h	Oh	194.8h			
	7	1.4.1.	Data Freeze	0%	Oh	Oh	0h	0h			
	28	1.4.1.	Develop Functional Design Specification	100%	376h	376h	0h	463h			
	29	1.4.1.	Specification Review with KOC in Kuwait	100%	88h	88h	0h	62h			
	30			0%	Oh	Oh	Oh	21h			
	31	1.4.2	Submit Houre	100%	426h	426h	Oh	252.95h			<b>→</b>
	32	1.4.2.		100%	160h	160h	0h	121.95			
	33	1.4.2.	Tag Setup APIS/OLGA Integration Tool	100%	226h	226h	0h	16b			
	34	1.4.2.:	Review of Technical Solution	100%	24h	24h	Oh	Jh			·≻──────────
	35	1.4.2.	Update of Technical Solution	100%	16h	16h	Oh	40h			
	36	1.4.2.	Design Phase Gate Meeting	0%	0h	Oh	Oh	35h			
	37	1.4.3	Visualization Activity	99%	720h	712h	8h	622.08h			
	38	1.4.3.	Concept Development	100%	408h	408h	OF	162.03h	_		
	39	1.4.3.	Mock-up Development	100%	224h	224h	Oh	160.06h	_	*	
_	40	1.4.3.	Review of Mock-up by KOC	0%	Oh	Oh	Oh	Oh	-		
	41	1.4.3.4	implementation	100%	oud	oun	UN	≥50.01h			F

**Project Gantt Chart** 



#### Integrated Project Execution Framework: Setup

- Project Manager creates an initial project plan based pre-defined template on Project Server
- Update project with, scope, resources, timeline etc.
- Project is published and available on project server.





#### Integrated Project Execution Framework: Execution

- Project Members submit hours weekly/daily.
- Project Manager approves or rejects





## Integrated Project Execution Framework: Project Plan Update

- Project Plan is Automatically updated with approved project resources' hours.
- Project Manager can adjust plan based on weekly updates.
- Updated plan is available for project members when published.



MS Project Application



# Integrated Project Execution Framework: Project Documentation

- MS SharePoint is also accessible from web and Sharepoint Workspace.
- Secure access granted to all project members.
- Provides Project
   Document and
   Data Storage





#### What Works Well

- Integrated Environment for Project Setup and Execution.
- Project Team can submit hours based on approved project plan.
- Project Manager approves/rejects hours.
- Project Plan is updated based on approved hours.
- Project Manager gets weekly feedback on current status of project.
- Possible to keep a good overview of whether project is on track.





#### What Works Not So Well

- Web interface for submitting ours could be streamlined.
  - Its easy to submit hours on the wrong project.
  - With many projects its easy to lose an overview of hours.
- «Grabbing tasks» that project members have not been assigned can unexpectedly add many hours to the project.
- Projects can get «stuck» in limbo between MS Project and Project Server.
- SharePoint Workspace interface can be unintuitive.





#### Conclusions

- MS Project Server, SharePoint and MS Project provide a solid Integrated Project Execution Environment.
- Has become an essential tool for succesfull project execution.
- Keeps projects (more or less) on time and on budget.
- Integrated project hour registration and plan update key feature.





#### MS Project Server Wish List

- Better web GUI for hours.
- Better publishing of projects.
- SmartPhone or Tablet App for clocking hours.
- SmartPhone App for Project Managers to keep track!







