



PROJECT CONTROLS CONFERENCE 2017

20-22 September | ICC SYDNEY

*Improving maturity in Project Controls
– keeping investments on track*

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The Project Manager and the Cost Engineer – The need for education – Lou Vidotto



Lou Vidotto

- 40 years of project and study experience;
- Site engineer – Contractor;
- Project Manager;
- Project Controls Engineer and Manager:
 - EPCM's and Owners teams.
- Trainer;
- National Committee Australian Cost Engineering Society.



How the Owner explained it



How the project leader understood it



How it was scoped it out



How the estimators Pieced it together



What the team wanted to build



Back-up documentation



Cost of project



What the owner really needed



Background

- Historically, a co-dependent relationship between the Project Manager and the Project Controls Engineer;
- Project Controls Engineers;
 - The eyes and ears of the Project Manager;
 - Drive change management, time, progress measurement, forecasting and risk mitigation;
 - Drive processes and procedures
- Project Manager relied on the Project Controls Engineer to provide the information to make informed decisions – EARLY;



Background

Project Manager

- Responsible for delivering the project to the approved criteria;
 - Four pillars
 - Quality,
 - Business criteria,
 - Provide Environment for project success
 - Culture, team, responsibilities etc



Background

Project Controls Engineer

- Everything Cost, Time and Risk
- ECARR process
 - E Establish the Baselines
 - C Collect information
 - A Analyse the impacts
 - R Recommend a solution
 - R Report the results



Recent Resources and Construction Booms

- Relationship suffered if not fallen apart;
- Massive influx of new resources to fill the vacant roles;
 - Across all disciplines.
- Change in function from predominantly a forecasting role to accounting and reporting role;
- Increase in number of inexperienced Project Managers and Project Controls Engineers;
- Understanding of the role of the Project Controls Engineer has suffered.



Impact

- Dilution of skills within the Project Controls profession;
 - Greying of the functions and seniority within the profession.
- Been a significant contributor to the demise in effective project delivery seen within the industries over the last years;
- We are facing a legacy effect, where Project Managers often don't understand nor appreciate the importance of the role;



What is the Solution ?

- Education and Training;
 - Class room and on the job.
- We need to address the problem in both directions;
 - Project Controls Engineers to better understand what their role is,
 - Project Managers to understand what Project Controls Engineers should deliver.
- We need to begin to entice young engineers into the Profession;
 - Project Controls was always seen as a career development step towards becoming a Project Manager.



Education, Training and Certification are more important than ever

- Project Controls;
 - Promote education and training in a coordinated manner;
 - Class Room and On the Job;
 - Work with Project Managers.
 - Certification to achieve minimum standards of performance.
- Project Managers and Companies;
 - Work with groups like ACES, Risk Engineering Society and Engineers Australia,



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Thankyou