



TM GE Automation Systems LLC

# PLCP

## Project Life Cycle Process

for

## Excellence in Project Execution

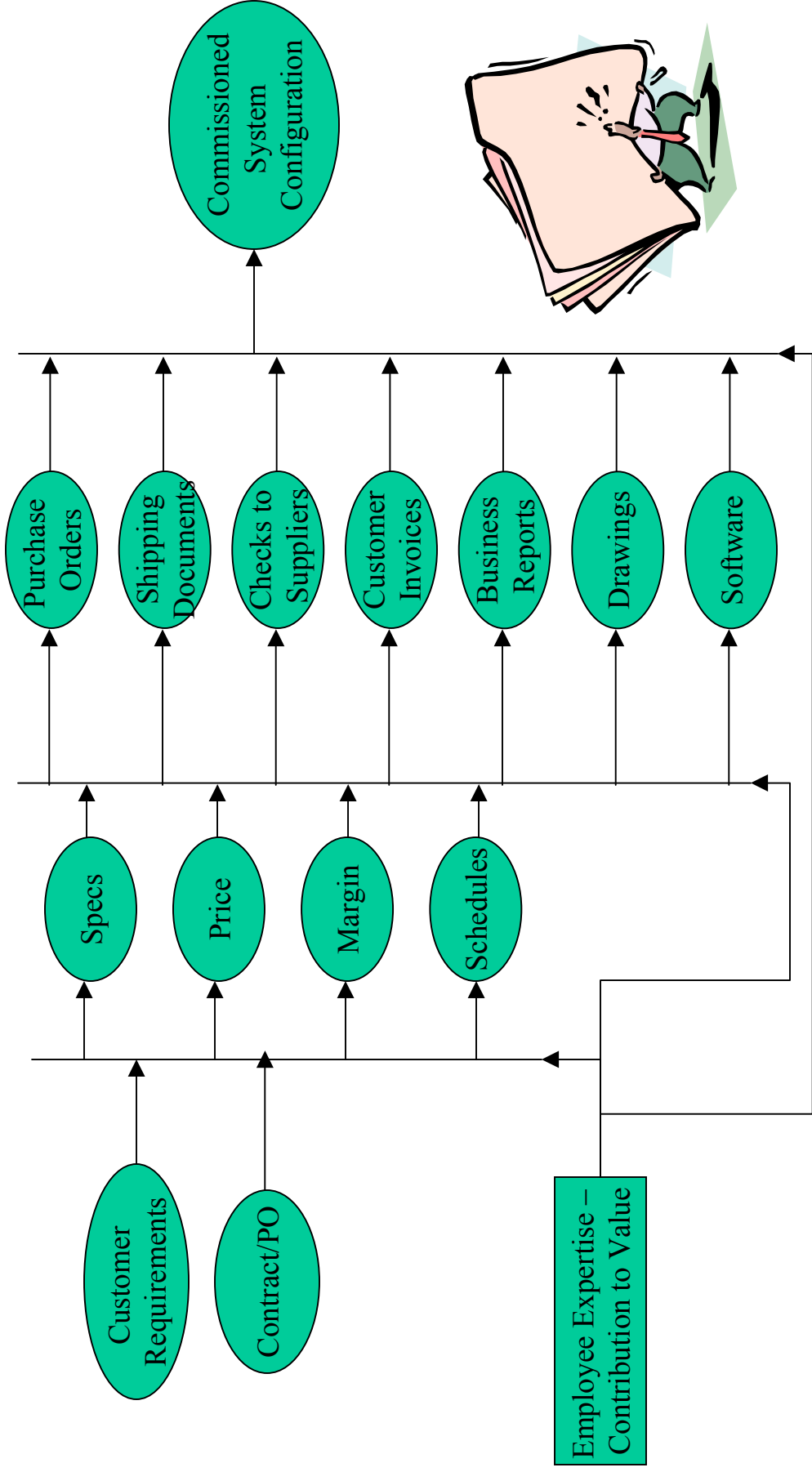
# TM GE Mission

Deliver Customer Success  
..... Every Project  
.....Every Time

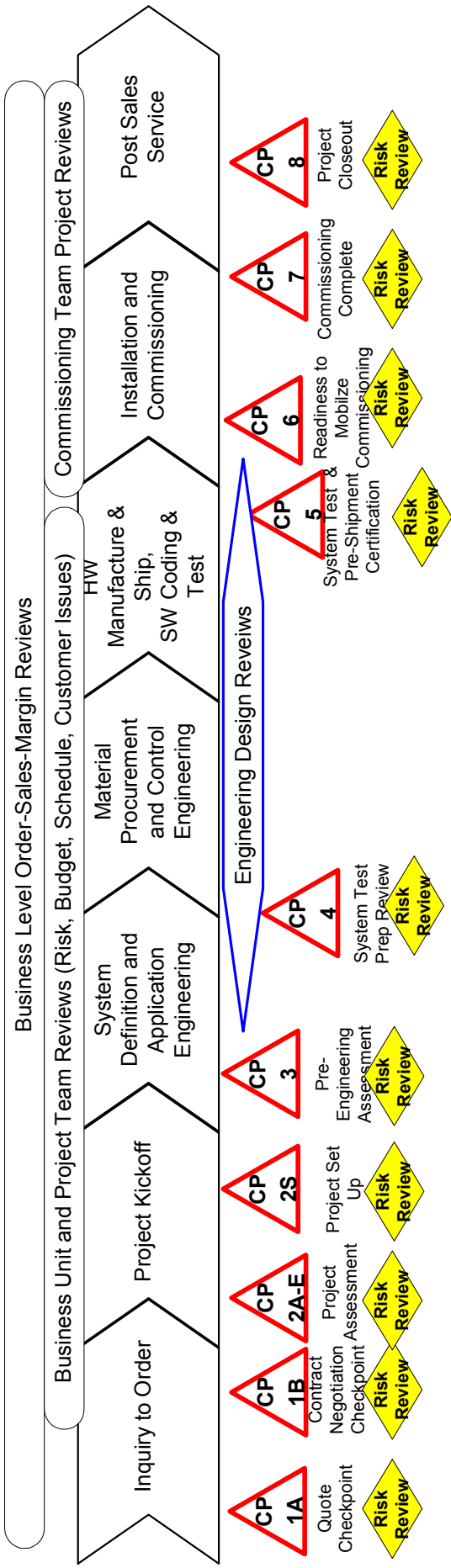
# With Our Commitment

Deliver Business Success  
..... Every Project  
.....Every Time

# Information Handoffs Critical to Project Execution



# Metals PLCP



## PLCP Goals

- Complement existing good processes
- Capture & enforce best practices where there is a significant variation in quality from job to job
- Provide a means of identifying and assessing risks to the project team and business leadership
- Compliment existing Business Unit review meetings (rather than add another layer of review & meetings)
- Facilitate the assessment of handoffs
- Provide a framework onto which continuous process improvement can be built. – Identify defects-install firewall to prevent recurrence - improve process & tools-monitor process capability & stability
- Apply appropriate level of review and control to all projects and business units

## Project Risk Assessment & Abatement

- To be used for significant project risks to cost, schedule, performance or technical success.
- Risk identification is started during the ITO phase by sales manager listing known risk items.
- Assessment of Customer and Business risk is done in preparation to CP 2
- Risk abatement plan is combined with the risk assessment which will eventually be used for determining pre-shipment certification approval levels.
- Item stays on RAP until project manager is satisfied that the risk is reduced sufficiently.
- Follow up actions can be included on project punch lists once the item is removed from the RAP.



Pre-shipment Certification Risk Assessment

Note: If Customer Risk or Business risk > 6 total OR if more than 1 High level risk item is selected, BU Engineering Leader is required for Pre-shipment Certification approval

	(x) High Risk (3)	(x) Medium Risk (2)	(x) Low Risk (1)	9 Total Customer Risk
Importance to customer	x	Critical to Plant Operation. Bad Past Experience with GE, Toshiba or JV	Nominal Impact, Alternat or backup available	
Customer History		Strategic to Market Share	Good past relationship	
Customer Importance to Business		Explosion, Pollution or Utility loss risk	Nominal impact on market share	
Impact on Society		Unable to maintain or repair	Little to none	
Customer Capability		>= 5% BU Annual Rev Budget (\$2.5M)	Self Sufficient	
Customer Risk	3	4	2	
Size of Order		Major NPI or NSI required or significant new application or market	<1% (\$0.5M) BU Annual REV Budget	
System Maturity		Requires shutdown & removal of existing control	Uses Stable products & designs	
Level of Revamp	x	Significant Resource Gap - Requires new personnel	Greenfield or no impact on current operations	
Project Staffing/Schedule		Major supplier is new or has past history of poor quality	Fully staffed with relatively experienced resource	
Equipment Supplier			Fits normal cycle times with experienced suppliers	
Business Risk	3	8	0	11 Total Business Risk

Insert an "x" in the appropriate column for the level of risk of each item. Totals will be compiled for Customer & Business Risk

# Checkpoints

## **Purpose of checkpoint:**

- Assess status of items in the risk abatement plan
- Identify new risk items, abatement plans and owners
- Assess the quality and completeness of the project information
- Identify actions required
- Review status of applicable items on a project punch list

## **Each checkpoint item is rated as follows:**

- **OK**, no concerns
- **Action required**, action items included
- **Risk item** - should be added to risk abatement plan
- **Show-stopper** – indicates that the project (or a portion of a project) should be put on hold
- **Not applicable** to this project

## **Checkpoint Scorecard to be reviewed in Project Review meeting:**

- % Items reviewed - indicates whether checkpoint review has been completed
- No. of risk items – details of risk and required actions, owners and dates are to be included in Risk Abatement Plan
- No. of action items - details of which are to be included in appropriate punch-lists
- No. of show-stoppers – indicates a serious problem exists.

# Current Reviews

## **Project Team Reviews** (PM, Engr Team & Team Leads ) (Daily – Weekly)

- Contract Deliverable Schedule (Annex of contract)
- PLCP Risk Abatement Plan, Cost, Shipment Status, Punch-list
- PLCP Checkpoint and Design Review Status Reviewed – Use proposed scorecard

## **BU Project Reviews** (PM, Engr Team Leads & Leaders, BU Leaders, PC ) (Minimum Monthly)

- Project Milestone & Engineering Schedule Summary
- Customer and Business Issues RAP, Cost, Shipment Status
- PLCP Risk Abatement Plan, Cost, Shipment Status, Punch-list
- PLCP Checkpoint and Design Review Status Reviewed – Use proposed scorecard

## **BU OSM Reviews** (Business, Functional & BU Leaders) (Weekly)

- Significant Risks identified by the PLCP RAP to be included in OSM Risk/Opportunity review

## **Commissioning Team Reviews** (Commissioning & Site Leaders) (Bi-Weekly)

- PLCP Risk Abatement Plan & Checkpoint Status
- Schedule, Cost & Customer Issues

## **Sr. Mgmt Review** of critical projects – approx same as BU Project Review (As needed)