

Project Management Process

Best Practice Sitewide Capital Expenditure

The Brief:

Lafferty were engaged by one of our clients to establish a project management process to be utilised in the delivery of the site capital program for a new drug product facility located in Ireland.

The objective of the assignment was to produce a project management process which supported more consistency in project delivery providing great alignment between projects and strategic investment requirements, greater assurance of schedule, more robust financial compliance with local and corporate guidelines.

The scope of services entailed establishing fit for purpose project management guideline leveraging Lafferty best practices and associated tools and templates to be used in the delivery of sitewide capital projects.

The Approach:

- Lafferty obtained all relevant existing site procedures related to the delivery of projects and the introduction of new equipment and systems to site and conducted a gap analysis against the same with respect to industry best project management practice.

- Lafferty engaged key stakeholders such as engineering, finance, operations, MSAT, and quality to ensure our new process would address the problems faced by the client.
- A Stage Gate model based on best practice was proposed to the client and presented early in the assignment. Key stakeholder buy-in was achieved for the model and proposed list of deliverables which included various tools and templates to be used in project delivery.
- Lafferty developed the PM guideline and associated templates, conducted review sessions with key stakeholders and delivered the system to the clients SharePoint location.
- Lafferty conducted training sessions with key stakeholders and future users of the system.

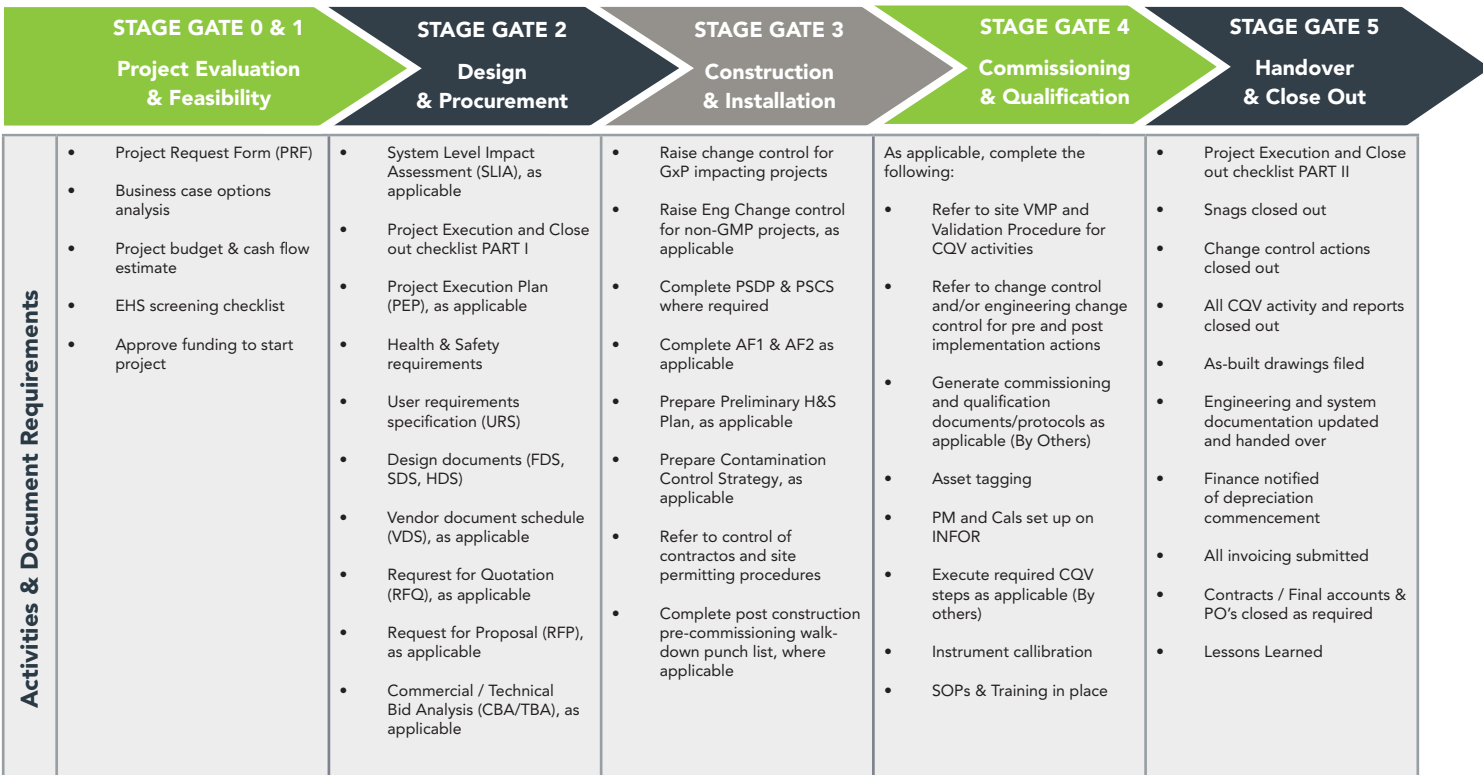


Figure 1: Stage Gate Approach to project management of sitewide capital projects

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The Outcome:

The following outcomes were realised for the client:

- A robust fit for purpose project management process/ guidelines and associated tools and templates was developed for the client.
- The client has a new system which improves consistency of project delivery across the project engineering team including new team members and those with limited project delivery experience.
- Key stakeholders across end users, engineering, MSAT, quality, and finance were engaged to ensure the new system addressed all of their concerns including project initiation and close-out in particular.
- The project request form includes a business case, upfront budgetary planning and cashflow analysis to better support the site objectives, goals, and financial control in support of delivering the annual capital expenditure plan on a month to month and quarterly basis. This proves a basis to prioritise and progress projects that deliver success for the site in achieving strategic objectives.

- Projects are more controlled, in particular GxP projects, leading to improved project handover and close-out procedures. This has improved outcomes for both the engineering and end user teams.
- A reporting dashboard was developed to improve communications and reporting of project progress across the site.
- Greater assurance of schedule is achieved through the use of the upfront early-stage tools and templates and through the use of improved communication and reporting tools developed.
- Financial reporting, spend, and cashflow forecasting have been improved.
- An engineering change control procedure / form was developed to compliment the site change control procedure but applicable to non GxP projects.
- EHS aspects of projects and statutory requirements are identified and addressed upfront during initiation.

Key Statistics:

Location | Ireland

Duration | 8-12 weeks

Scope | PM Process Design & Deployment

Sector | Biopharma (DS/DP)

