



Integrating Estimate and Schedule

A Critical Component to a Successful Project

Customer Profile: Sellafield, Ltd.

The Customer

Sellafield is a business unit originally set up by British Nuclear Fuels to provide specialist nuclear site management, decommissioning and clean-up services. The establishment of the Nuclear Decommissioning Authority (NDA) in 2004 allowed BNG to create and develop its own decommissioning and clean-up business as a leading market-driven contractor to service the UK nuclear industry.

Within the UK there are 18 sites currently being managed by Sellafield. These sites comprise Sellafield and the UK's Magnox reactor sites, both those currently operating and those already decommissioned.

The Problem

Each nuclear site managed by Sellafield is responsible for the preparation of estimates for inclusion within the Near Term Work Plan (NTWP). The NTWP is an in-depth view of the next two or three years of the Life Cycle Baseline (LCBL) and will set out a detailed plan of all activities which Sellafield will perform in that period. The NTWP describes the scope and program of services to be provided, analyzed by category of service, the budgeted cost of works and the overall funding limit for the site.

The format and quality of the estimates needed to meet both Sellafield internal standards and also the demands of the NDA. In the preparation of previous NTWP's both spreadsheets and 3rd party software packages had been utilized. This led to a fragmented and inconsistent approach to estimating and did not lend itself to the capture of valuable data.

As the first NTWP approached Sellafield needed to select and implement an estimating solution that would form an integral part of the planned "one-way" approach to Program Management. This "one-way" process involved the adoption of a standard approach to planning, estimating, risk analysis, cost management, forecasting and reporting. By design, the chosen estimating solution would need to be compatible within a Citrix Metaframe environment and be able to communicate with P6.

To add further control and uniformity Sellafield demanded a common approach to both Work Breakdown Structures and Code of Accounts. To achieve this goal any estimating solution selected needed to be able to incorporate these controls and provide a user-friendly interface to assist in their development and administration.

Based on a combination of powerful, flexible software application and a proven track record with BNFL in the US, Sellafield decided to implement US Cost's Success as the estimating solution of choice accompanied with Schedule Exchange to provide the key integration to P6.

The Solution

Working onsite with the Sellafield team, the U.S.COST implementation group began the implementation process with 4 weeks of 2 day training courses. Success and Schedule Exchange were installed and tested, meeting the requirements of both stringent user and site acceptance tests, then released to the NTWP 2 estimators via the Citrix Metaframe.

The solution was deployed to over 50 users at 14 different locations which were overseen by a management team based at the Oldbury Training Center near Bristol. As part of the implementation US COST, Inc. provided local representation for 6 months to offer support to ensure a successful deployment and act as a constant link between our UK client and our corporate base in the US.

Success Schedule Exchange was deployed to provide the bi-directional connection between the Success project and the P6 database. The automatic creation of the estimate tree structure based on the P6 schedule and the adoption of a common code of accounts for resources offered a standard estimating process aligned with the clients "one-way" approach to project controls. The seamless transfer of resource assignments and budgeted units and costs into the P6 databases based allowed the scheduler to work with accurate and up-to-date detail provided by the estimate.

The deployment of Schedule Exchange facilitated the successful transfer of over 1,200 estimates with a total value of \$160M into two separate P6 databases during a six-month estimating initiative.

The Result

Sellafield now has a proven estimating solution that was instrumental in successfully delivering the NTWP programs to its client, the NDA. The "one-way" system adopted will continue to be followed as part of the Change Control process and in readiness for the preparation of the future programs.

"We are extremely pleased with the versatility of Success and Schedule Exchange. Our groups diverse requirements, which are often used to transfer hundred's of files between Success Estimator and Primavera in a single day, with a minimal amount input by the user makes this a well tried and tested application".

Dave Beattie - Program Manager, Sellafield Ltd.