

PROJECT MANAGEMENT... (Cont'd from page 32)

staggered assembly approach, but it also increases the number of operations and resources to be tracked at any one time. The plan called for whole ship cross-section to arrive prefabricated from Kockums in Sweden to be completed in Adelaide section by section then joined. In practice, the alignment demands of such an approach are very considerable, given that any precision systems which pass through the hull sections (cabling, ducts, etc.).

Valuable time was gained by assembling "system", welding two sections together before completing the systems inside them. The consequences for labour, parts and resource allocation following this schedule realignment are profound; illustrating the flexibility required project management as well as the Micro Planner X-Pert software's agility in coping with it. The scale and complexity could also be depicted by the several hundred tonnes of batteries to be installed per ship, warranting a separate Battery Installation project plan within X-pert. The Collins class submarine is entirely run on batteries; the only carbon powered engines in the craft are the backup generators which can be run from time to time to recharge the batteries. The electric power plant explains the submarine's silent operation, and the ultra-short length reduces mechanical rumble to a minimum. Anyone who saw the movie or read the book Hunt for Red October will realise that the author came very close to reality.

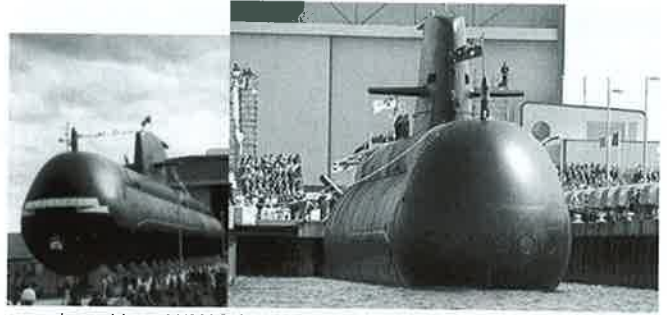
The launch

The first sub launched on 28th August 1993. According to Dr Don Williams, Managing Director, ASC, the project had "exceeded contract requirements and exceeded quality requirements" and the first sub was delivered "on time and on budget".

Entry into service

Raf of Micro Planning International Asia Pacific has his own variation on the theme: "on time and budget and on Micro Planner". Corny, but understandable. The scheduling and project planning section is a linchpin.

I and Micro Planning International, helped produce one of those extremely rare beasts in project planning history: a project of this size that went to plan and did not double in cost. One down, five to go.



Launching of HMAS Collins, lead boat and namesake of the class, on 28 August 1993

Dr William's estimate is that while the project is on target now, there is a chance that it will inch some months ahead of schedule by the time they reach submarines NO.5 and 6. The most unpredictable elements were dealt with early in this unusual partnership between a long time Swedish shipbuilder, Kockums, and an Australian start-up company Australian Submarine Corporation.

Surrounding the submarine project were the usual political pressures, and a share of scepticism from some quarters, that Australians could undertake such a manufacturing venture from scratch. We might add that ASC raised the stakes even higher by opting for an all Macintosh administration, at this time (1991) the largest Australian Mac Installation and certainly the most critical role for a computer that was still fighting for acceptance in corporate circles. The Mac's role in steering the project schedule via its Micro Planner software would be its most critical test. Raf conducted his onsite and very hands on consultancy while something of a permanent resident at Adelaide's Park Royal Hotel.

Rather than quote tons (some 3050-330) or sizes (77 metres) or numbers of parts (some 500,000 per sub) We think a better way to hint at the complexity of planning the Collins submarine is indicated by the number of working drawings used: some 23,000 drawings, and most of them in multiple revisions. Tracking those, deriving sensible material requirements and labour schedules from them, integrating frequent plan revisions and all the time optimising time costs is a monster of an undertaking. ■

MPI

"Cost Effective Earned Value Project Management Software for Defence Projects in these Tight Budgetary Times"

**Earned Value Project Management
(E.V.P.M)**

Arrow Diagramming

Gantt Chart

Project Risk Management

And more.....

**The affordable alternative to
MS Project and Primavera**

Download your FREE TRIAL - now

We will be attending the PMoz Conference

in August 2013

www.pmoz.com.au

Micro Planning International Asia Pacific P/L

PO Box 7177, 479 St. Kilda Road, Melbourne
Victoria, Australia, 8004

Mr. Raphael M Dua

CEO and Owner

Mob: + 61 418 53 1111

raf@microplanning.com.au

Micro Planning International Americas

1752 Cottonwood Drive, McConnelsville,
OH 43756

Mr. John Strohl

CEO

Tel: +1 703 926 4449

john@microplanning.com

Micro Planning International Ltd

Registered Office: 6 Chase Crescent, Woodcuffs,
Dorset SP5 5RN

Mr. John Cornish

MBA, Fellow of The CIM, Chartered Marketer

Tel: + 44 1725 553 199

john@microplanning.co.uk

www.microplanning.com.au

