

### **Project Director Turnaround – Rail Refurbishment**

Barry was invited by Bombardier Rail Refurbishment, to replace the incumbent Project Director, to improve project turnaround and performance. Reporting into the Vice President and with 10 Project Managers reporting directly to Barry, whose role centred around improving delivery times by returning rolling stock to service on time and within budget. Barry was responsible for the administration of three major contracts between Bombardier and the ROSCO'S and these were valued at circa £90 million, £45 million and £13 million. They each entailed varying degrees of refurbishment, re-branding and bogey overhaul. The Class of rolling stock was Class 455 / Class 156 and Class 315.

The problems that he faced were in essence, that the refurbishment was physically undertaken by Bombardier Production Department, over which, project managers had no true control. The manifestation of this was that they never ever delivered a car back to service on time or within budget and this was a major problem between Production and Projects. Production 'claimed' that they were operating at 60% efficiency, but when he went into the numbers following his own detailed investigations, the true figure was not in fact, true.

He demonstrated to the VP and to the Production Director that they had never ever met any target they set. Their costings were based on £26 per man hour when in fact, due to their own inefficiencies, he was able to prove that true costs were running at £36.40 per hour. This was an immediate bottom line impact of £10.40 cost overrun. The cumulative impact of this upon the overall business was very detrimental.

Barry then set in place a reverse plan, by making the Project Managers and not Production responsible. And by doing, agreeing a different approach. In addition, he created new Project report formats, showing how Progress and financial criteria were to be reported and these were rolled out across the projects to provide better and more concise management information.

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