Halliburton has formalized and strengthened its Pipeline and Process Services project management process by adopting the global Project Management Institute (PMI) methodology.

**Proven Benefits**

The PMI project management approach fosters teamwork among all stakeholders and provides a number of benefits through improvements in several areas:

- **Understanding of Clients’ needs** – Formal documentation and sign-off help ensure all parties agree on project objectives and required deliverables.
- **Planning** – Using project management tools helps enable continuous, effective and timely planning.
- **Identification of stakeholders roles and responsibilities** – Accomplishing this early in the process helps assure all involved and affected are informed and engaged.
- **Personal accountability** – Task identification and allocation, action trackers and Gantt charts help ensure project team members fully understand their own responsibilities within the project.
- **Communications** – Creating project communication plans helps ensure all parties are aware of what will be submitted, how often, in what format, and by and to whom.
- **Risk management** – The eight-step process enables continuous risk analysis

- **Project control management** – Formal documentation and regular project monitoring helps assure project control at all times. This can include, for example, analysis of cost baselines against actual costs.
- **Resource management** – Work breakdown structures and network diagrams enable improved understanding of the activities involved, sequence and relationships, resources required, and duration of activities.
- **Consistency of approach** – A structured and disciplined approach enables efficient project performance and improvement for future projects.
- **Change management** – A formalized process facilitates awareness of the interrelationship among scope, time, cost and quality, and the impact of change within each.
The Project Management Process

Halliburton's Pipeline and Process Services project management approach is tailored around PMI's five project management steps:

1. **Initiation** - Define the project and specify objectives; formally establish and authorize the project.
2. **Planning** - Identify specific work to be performed; estimate time, cost and resources required; identify and plan for risk events; provide a management review and control framework; establish baselines.
3. **Execution** - Implement planning elements; perform work activities and complete project deliverables; perform quality assurance to ensure viability and acceptance of deliverables by the Client.
4. **Monitoring and Control** - Periodically track, review and regulate project progress and performance; analyze performance metrics, variances from plan and expected future performance; identify change requirements and manage approved changes.
5. **Close-out** - Ensure all project elements are officially closed out; formally hand project over to the Client; perform final project review; capture and disseminate lessons learned.

Project Management Tools

**Project Management Handbook**

The handbook provides the complete guide for running a well-controlled project. It specifies the key inputs, tools, techniques and outputs required for each process, the key project management activities to be performed, and templates to be used during each process.

**Project Management Templates**

Numerous templates and checklists are available to use throughout the life of the project and include the following:

- Project Management Plan
- Project Summary and Costing Sheet
- Work Breakdown Structure Plan
- Action Tracker
- Risk Register
- Issues Log
- Project Schedule
- Quality Plan
- Communications Plan
- Project Review and Lessons Learned

Standardized Folder Structure

Information storage and retrieval and the ability to share information on-line quickly and easily by all team members are of great benefit in exercising control of the project throughout its lifecycle. Halliburton has developed a project folder structure to standardize how project files are stored.

Project Management Audits

The handbook and templates are incorporated into the Halliburton Management System (HMS). To verify compliance with project management principles, the HMS, contracts, and to identify areas for improvement, Halliburton personnel carry out periodic audits.

Training and Accreditation

Halliburton’s Pipeline and Process Services Project Management course prepares Halliburton personnel for accreditation through the Project Management Institute (www.pmi.org).

For more information about how Halliburton Pipeline and Process Services can help make your projects more cost effective, email pps@halliburton.com.