

Using Target Process Profiles in the Real World

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Abstract. In 2011, ISO TS 15504 part 9 was published after over three years of standardization work. How does using it look like in reality? This paper looks at real application in the construction industry of Target Process Profiles using the Practical Process Profiles method of Leistungs Consult.

Keywords: Target Process Profile, Practical Process Profile.

1 Setting the Scene

The Dutch ministry responsible for construction projects, the Rijkswaterstaat, has adopted a new approach to construction projects. This includes a shift from performing projects themselves to assessing project performance. The winning construction consortia are now responsible for design, build, finance and maintenance, commonly referred to as a DBFM contract.

The largest contract awarded to date went to A-Lanes, a consortium of finance and construction companies. This is for the A-15 highway in the port of Rotterdam for a highway of 5 lanes in each direction. The A-15 weaves its way through mostly industrial areas. It needs to handle the massive amounts of heavy freight transport originating and ending at the port of Rotterdam. The level of project complexity is high.

2 Laying the Foundations

During the tendering process, Rijkswaterstaat specified thousands of requirements. This is necessary for such a complex project but also increases project risk due to the amount of details that have to be handled.

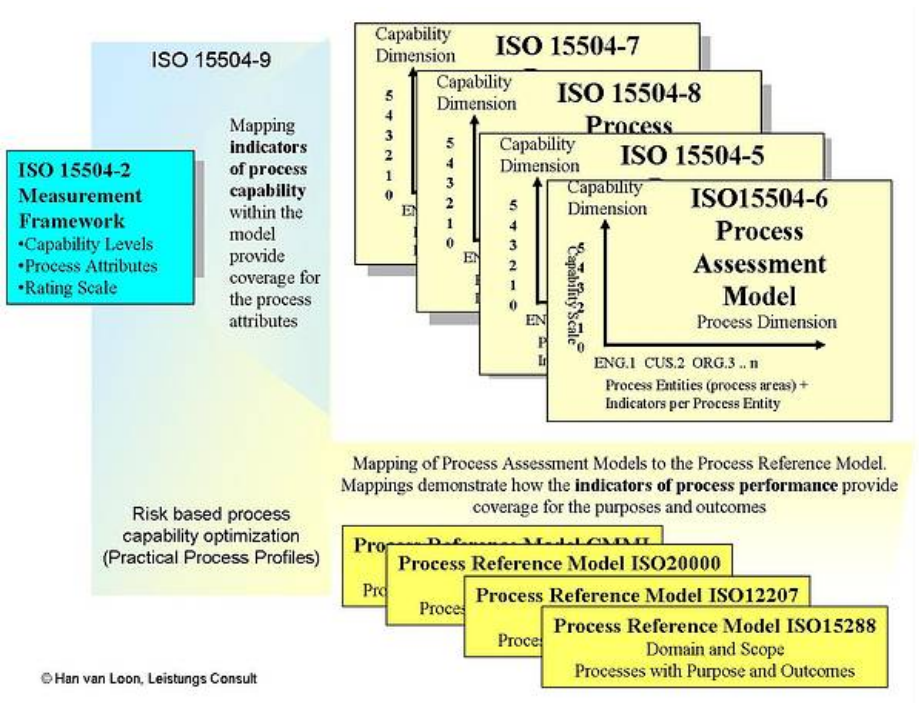
One requirement is that the winning consortium had to have a management system that met multiple ISO standards including ISO9001, ISO14400 and ISO 15288. Another was that the management system would need to reach increasing levels of process capability over time.

Leistungs Consult worked with the consortium team during the tendering and proposal stages with the goal to optimize the management system approach. As part of this cooperation, it became clear that setting a set of target process profiles could

help reduce risk. A-Lanes agreed to use Leistungs Consult’s Practical Process Profiles method to set the target process profiles.

3 What Are Target Process Profiles?

According to the standard, a Target Process Profile provides a desired target for the purpose of selecting suppliers for specific projects, programmes and product types, and for targeting improvement of processes to meet defined business needs. The application is called risk based process capability optimization in the diagram.



4 The Practical Process Profiles Method

Leistungs Consult created a fully compliant method for creating target process profiles called Practical Process Profiles. In brief the method, defines a set of target process profiles, in the following steps:

- Define the purpose of the target process profile = improvement target to reduce process related risk
- Select the community of use = A-Lanes consortium
- Define the business requirements = construction project management

- Define the domain of application = ISO15288 oriented management system
- Define categories for the domain of application = single management category
- Define target process profile factors used to convert the intended use into process attributes = project risk
- Define criteria for data and information collection = individual and collective risk analysis
- Select business processes and practices, PRM and PAM = ISO 15288, ISO 15504-6
- Define target process profile output content and format = risk oriented profiles
- Define target capability statement = set of target process profiles and management system application related to risk reduction.

5 The Result – Lower Risk and Reduced Costs

A-Lanes demonstrated during the tender proposal phase that they could offer a superior management system than competing consortia. This was one of the main differentiators that led to winning the A-15 contract.

A-Lanes have implemented the management system with the guidance of Leistungs Consult. It is focussed on the processes that bring the most benefit in terms of project performance and reduced risk.

A-Lanes successfully achieved the required Rijkswaterstaat capability determination process assessment result three months before scheduled in 2011. In fact, A-Lanes exceeded the required target capability for the assessment. Rijkswaterstaat has a high level of confidence that A-Lanes has a superior management system in place.

More importantly, A-Lanes has already started reaping benefits in term of reduced risks and an associated reduction in the cost of managing the A-15 project.