Primavera Project Professionals

Building a P3M solution for UK Defence's highest priority

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Defence Nuclear Organisation

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Defence Nuclear Enterprise

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Defence Nuclear Enterprise – About Us

The Defence Nuclear Enterprise (DNE) is a partnership of organisations that operate, maintain, renew and sustain the UK's nuclear deterrent.



OUR MISSION

Our mission is to keep safe and capable submarines at sea, maintain our nuclear warheads and deliver the nuclear deterrent to protect national and global security

MINISTRY OF DEFENCE PARTNERS

Part of the Ministry of Defence, it includes Defence Nuclear Organisation (DNO), Royal Navy, AWE Nuclear Security Technologies and Sheffield Forgemasters.

CIVIL INDUSTRY PARTNERS

Civil industry partners also form part of the DNE, including:

- **BAE Systems –** manufacture all the UK's current submarines
- **Babcock International –** maintain UK submarines
- **Rolls-Royce Submarines Ltd –** provide the submarine propulsion systems

A National Endeavour

A GROWING NATIONAL WORKFORCE

The DNE supports more than **47,000** jobs across the UK, with this figure set to rise to **65,000** over the next decade.

A UK-WIDE ENTERPRISE

Defence nuclear work spans every region of Great Britain, from shipbuilding in Barrow-in-Furness to submarine maintenance in Plymouth and deterrent operations from HM Naval Base Clyde in Scotland.

Barrow-in-Furness • Plymouth • HM Naval Base Clyde



Submarine Delivery Group's current ways of working

SCOPE

Multi £Bn portfolio, 200+ Active Projects, ~ 2,500 employees

P3M FRAMEWORK

P3M policies and process aligned to Association for Project Management standards

P3M TOOLS IN USE

- Oracle P6/P6 EPPM, Team Member, PRA, Unifier and Analytics
- Riskonnect Active Risk Manager
- In-house software for Assumptions and Dependencies Management



Case for Change

THREE PRESSURES REQUIRE A DIFFERENT APPROACH

01 SECURITY

Greater protection is required to manage critical risks to information relating to UK nuclear submarines.

02 CONFIGURATION

Current P3M tools are owned by a partner MOD organisation and are not fully designed for DNE needs.

03 DATA FRAGMENTATION

Project data is spread across multiple applications, increasing manual aggregation and the risk of data errors.



DNE P3M Solution

An integrated, end-to-end capability to plan, control and assure delivery with confidence

ENTERPRISE VISIBILITY	BETTER DECISIONS	CONTROLLED DELIVERY	ONE TRUSTED VIEW

WHAT THE SOLUTION DELIVERS

01 Integrated plans & schedules
One aligned delivery baseline

02 Portfolio & programme visibility
Priorities, milestones and outcomes

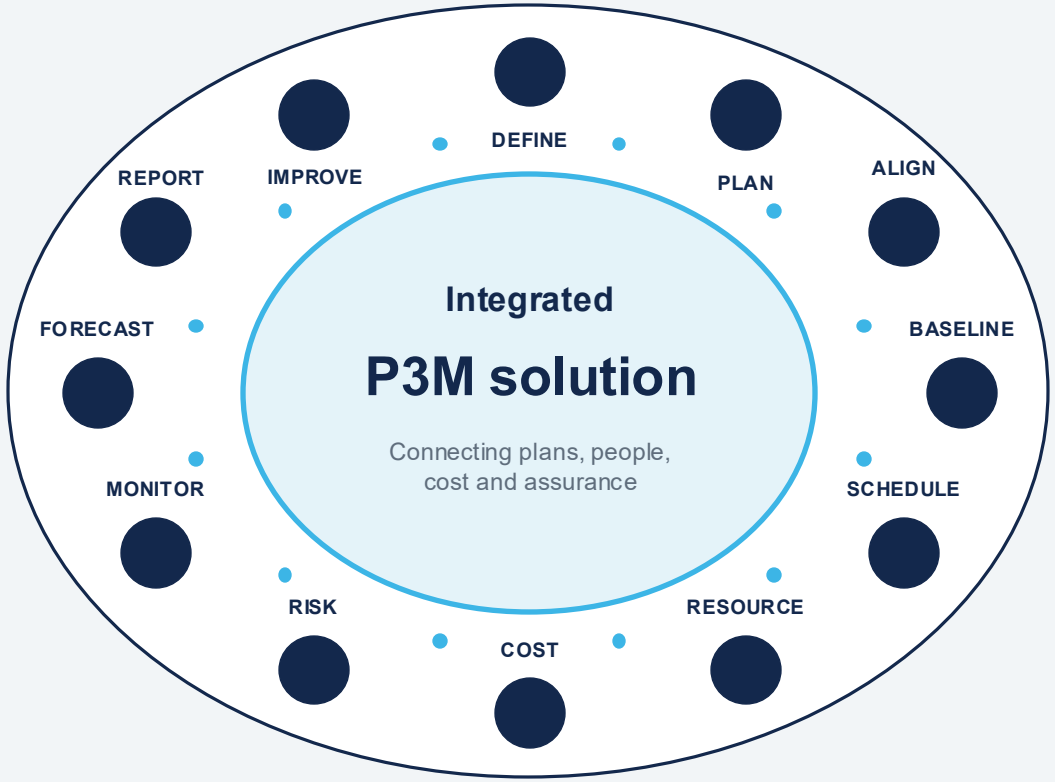
03 Resource & workforce control
Demand, capacity and assignments

04 Cost & OPEX management
Forecasts, actuals and reconciliation

05 Risk, issues & dependencies
Owned, escalated and treated

06 Change & configuration control
Controlled baselines and impact

07 Performance & assurance
Evidence, measures and intervention



VALUE ACROSS THE DNE

01 One DNE delivery picture
Shared view across the enterprise

02 Decisions from trusted data
Clear, timely and traceable

03 Cost and schedule confidence
Integrated plan and actuals

04 Resources aligned to demand
Capacity visible across OS and SSZ

05 Earlier risk intervention
Exceptions identified sooner

06 Less manual reconciliation
Controlled transfer and validation

07 Audit-ready evidence
Governance and assurance supported

CONNECTED DNE DELIVERY ECOSYSTEM	OS	SSZ	P6	IMPEX	DATA PRODUCTS	COLLABORATION
	source data	enterprise view	plans & actuals	controlled transfer	reporting & insight	actions & decisions



Solution Overview 1

Risk Management

One governed risk process connects ownership, action and assurance

Unifier maintains an auditable record from capture through escalation - within defined role, shell and reporting controls.

1. **CAPTURE** — Create ID and classify the risk event
2. **ASSESS** — Apply the scorecard and tolerance scale
3. **ASSIGN** — Name accountable owners
4. **PLAN** — Set strategy, actions, target score and dates
5. **MONITOR** — Track scores, actions and review evidence
6. **ESCALATE** — Record escalation and reporting history

01 THE CONTROLLED RECORD

RECORD ONCE
Generate a unique ID and capture mandatory fields.

ASSESS CONSISTENTLY
Apply the approved scorecard and tolerance scale.

PLAN THE RESPONSE
Set the strategy, actions, target score and dates.

02 GOVERNANCE + TRACEABILITY

ASSIGN OWNERS
Assign named owners for the risk, plan and response.

CONTROL ACCESS
Use roles to control viewing, editing and status changes.

PRESERVE HISTORY
Retain who changed what, when and why.

03 DELIVERY VISIBILITY

CONNECT DELIVERY
Link related records and P6 activities where permitted.

REVIEW EXCEPTIONS
Track scores, actions, evidence and overdue reviews.

REPORT SAFELY
Use shell views locally and governed reporting across shells.

OPERATING CONTEXT SSZ is the intended operational environment; OS supports testing and configuration.

DESIGN CONTROLS Cross-shell search and consolidated outputs rely on reporting • scorecard changes may require reassessment • escalation communication is manual while recipient and decision history are recorded

Risk Management

Identify, assess, monitor and manage risks to maximise opportunities and minimise threats to successful delivery.

KEY CAPABILITIES DELIVERED

RISK CAPTURE AND ASSESSMENT

Capture risks with detailed assessment of likelihood, impact, priority and risk score.

RISK OWNERSHIP AND ACCOUNTABILITY

Assign risk owners and pre-define mitigation actions with clear due dates.

RISK MONITORING AND TRACKING

Monitor risk status and effectiveness of mitigation actions over time.

LINKAGE AND VISIBILITY

Link risks to activities, milestones, assumptions, dependencies and other key records.

ESCALATION AND REPORTING

Escalate high risks and provide dashboards and reports for informed decision-making.

RISKS REGISTER



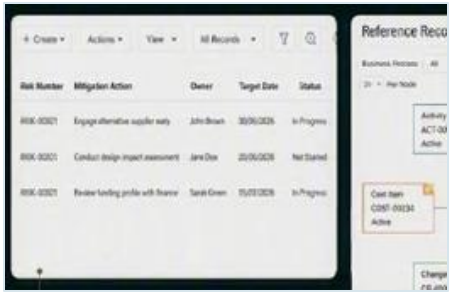
Central register of all risks with current status and score.

RISK DETAIL



Detailed risk information including impact, likelihood and priority.

RISK MITIGATION ACTIONS



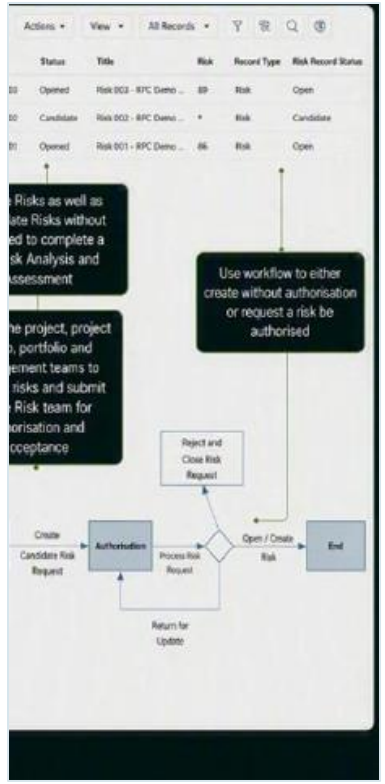
Mitigation actions with ownership, target dates and status.

LINKED RECORDS — CONNECTIVITY



Visual connectivity of risks to activities, milestones, costs, assumptions, dependencies and approvals.

ENTERPRISE RISK CAPTURE



Project, programme, portfolio and PMO-wide risk capture and generation.

Risk stays connected to delivery across the DNE

One controlled process captures, owns and treats risk—then keeps it visible in plans, decisions and assurance.

1	2	3	4	5
CAPTURE	**ASSESS**	**OWN**	**TREAT**	**ASSURE**
Risk • issue • assumption	Impact • likelihood	Named accountable owner	Action • milestone • due date	Monitor • escalate • report

01 DELIVERY SIGNALS

What enters the process

- Risk or emerging threat
- Assumption requiring validation
- Issue affecting delivery
- Dependency on another team
- Change with delivery impact

Recorded once with the evidence needed to act.

02 CONTROLLED RISK MANAGEMENT

Unifier maintains the single risk record

1	**ASSESS**	Impact, likelihood and exposure are evaluated
2	**ASSIGN**	A named owner accepts accountability
3	**TREAT**	Actions, milestones and dates are maintained
4	**REVIEW**	Status, evidence and movement are monitored

CONTROLLED Common fields, workflow and audit trail

03 CONNECT + ASSURE

Risk informs delivery decisions

LINKED TO DELIVERY
Plans, milestones and dependencies remain connected.

VISIBLE FOR ACTION
Owners and decision-makers see exceptions early.

ASSURANCE EVIDENCE
History, approvals and actions remain traceable.

ESCALATED BY TOLERANCE
Material exposure reaches the right governance forum.

Result: one DNE risk picture—owned, linked to delivery and ready for timely intervention.



Solution Overview 2

Work Force Data Alignment (WDA)

Workforce Data Alignment remains aligned across OS and SSZ

Validated workforce data creates and maintains consistent resource records in both P6 environments.

1 UPLOAD	2 VALIDATE	3 MATCH + MAP	4 CREATE + UPDATE	5 ROUTE
Approved .xlsx	File + fields	PUID + Job Code	OS + SSZ records	Info • Action • Errors

01 APPROVED INPUT

Workforce extract

RECOGNISED FIELDS

- Person Number / PUID
- Email • UIN • FTE
- Person Type • Location
- Manager • Department L2–5
- Job Code

Blank rows ignored • Extra columns excluded

02 UNIFIER WORKFORCE DATA ALIGNMENT

Rules decide what can flow automatically

1. **VALIDATE** File type, headers and required fields
2. **IDENTIFY** Match named resources by PUID
3. **MAP** Connect Job Codes to Function Resources and Roles
4. **APPLY** Create or update workforce attributes

AUTOMATED Manual prerequisite only where required

03 OS + SSZ P6 EPPM

OS and SSZ stay aligned

OS + SSZ UPDATED
Resources • users • rates
Approved changes applied in both environments

ACTION REQUIRED
Function mapping or prerequisite
Administrator resolves then continues

VISIBLE EXCEPTION
Info • Errors • not in extract
No record disappears silently

Result: accurate resource records across OS and SSZ, with focused intervention and a visible audit trail.

Source: Workforce Data Alignment UAT Report, September 2026



Solution Overview 3

OPEX Management

Granular OS OPEX becomes SSZ cumulative P6 actuals

Detailed OS entries are reported by period, IMPEXed across and added to the matching target P6 assignment.

1 CAPTURE	2 REPORT	3 IMPEX	4 VALIDATE	5 APPLY
Granular OPEX in OS	Cumulative period total	OS → target environment	Project • Activity • Resource	Add cumulative actuals

01 OS SOURCE

Granular OPEX capture

CAPTURED AT SOURCE

- Team Member timesheet lines
- Project + Activity
- Resource assignment
- Approved hours by period

OS retains the detailed entries

02 REPORT + IMPEX

Report packages the detail for transfer

1. **PERIOD** — Select the reporting-period parameters
2. **TOTAL** — Sum approved OS hours by resource assignment
3. **EXPORT** — Produce the OAP period report in .xlsx format
4. **IMPEX** — Move the OS report across and upload to Unifier

Target IDs and status are validated before actuals are applied

03 SSZ TARGET P6 ACTUALS

SSZ Cumulative total is added for the period

MATCHED ASSIGNMENT
Project • Activity • Resource
Target resource assignment identified

PERIOD TOTAL ADDED
Cumulative actual units applied
One controlled total for the period

INVALID REPORT
Invalid IDs or status are identified
Route to In Review before applying totals

Result: Granular OS entries become one cumulative period total on the matching target SSZ P6 assignment.

Source: SDG P3M Test Script – Team Member OPEX Sync – Unifier, August 2026



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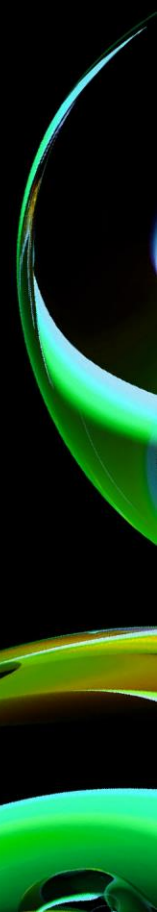
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