



Rescue and Recovery of an Aircraft Modification Programme

An MoD Project Team had experienced severe problems in executing a key capability upgrade programme. The project was effectively stalled and needed urgent assistance to regain control and deliver the capability to Operational Theatre. Harmonic responded immediately with fast survey of the project.

“Without question this programme would have failed without the skills, drive and flexibility of approach Harmonic brought to the PT. The end result has been a significant capability upgrade in direct support of Operations in Afghanistan”

WCdr Andy Young, Chinook
Capability Programme Manager

This revealed a number of challenges including the lack of almost any documentation, evaluation, equipment and support. Contracts were out of date and payment status was not known. Most importantly the customer did not accept the design met the requirements and was on the verge of cancellation. Within 5 days, Harmonic delivered an assessment of the status of the programme along with recommendations for delivering the capability to an agreed timescale. The proposal was built around a ‘service delivery’ model and payments were linked to achievement of milestones.

Harmonic assembled a team in 2 weeks providing the key skills required and integrating into the PT structure, recognising there would need to be a blend of disciplined management and pragmatic ‘firefighting’. This team prepared and delivered new planning documents, rebaselined schedules and reviewed commercial documents. They revitalised key stakeholder interfaces, devised new structures for reviews and overhauled the way the project was governed and delivered.

The Result

After 7 months the team had:

- Documented confirmation that the system would meet all customer requirements
- A stable and documented configuration supported by technical documentation
- A completely revised budget forecast and spend status
- All required Government Furnished Equipment on order and deliveries started
- An agreed programme for a revised Release to Service
- Revised milestones to reflect the additional challenges identified

This allowed a new deployment date to be set with full agreement of the key DLOD owners.

The RTS Authority was able to agree a programme for moving to Full Clearance. As the completion date approached the PT requested a further proposal from Harmonic to support the transition into service. This provided a fully flexible service to a number of PT departments.