

Finland Project Management Roundup



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INTRODUCTION

This roundup continues the coverage of Project Management Association Finland, PMI Finland Chapter, and the key projects currently going on in Finland.

PROJECT MANAGEMENT ASSOCIATION FINLAND

Project Management Association Finland (PMAF), **Projektiyhdistys ry** in Finnish, is a not-for-profit organization, and the International Project Management Association (IPMA) Member Association (MA) in Finland.



Founded in 1978, PMAF promotes the interaction, project-oriented thinking, and exchange and development of practical and theoretical knowledge among project management professionals with over 4000 individual and 200 organizational members.

PMAF promotes the development and dissemination of project and project management knowledge. PMAF members are able to enjoy information sharing, workgroups, development projects, project management forums, conferences and certification services PMAF provides. PMAF organizes two annual conferences: *Project Days* (*Projektipäivät* in Finnish) in early November, and *3PMO* in early June. This year the Project Days conference took place on 31.10. - 1.11.2017 in the Helsinki Expo and Convention Centre. The conference program included plenary sessions with state-of-the-art keynotes, and several parallel tracks with a total of over 70 keynote and paper

presentations. The conference was attended by over 920 participants, including many of the best-known Finnish project management practitioners.

On morning of the first conference day, Mr **Ville Saksi**, the CEO of Länsimetro Ltd, delivered his keynote presentation *Kokemuksia Länsimetron rakentamisesta* (Experiences from the westward metro extension), summarizing the actions taken to get the Länsimetro project under control.



In the photograph: Mr Ville Saksi delivering his keynote presentation

On the afternoon of the first conference day **Mr Karri Kivi**, a renowned Finnish ice-hockey coach, delivered his keynote presentation *Kuinka dream team sitoutetaan samaan tavoitteeseen ja onnistumaan* (How a dream team is engaged to the same target and to success) explaining how to build a well-performing team from individuals.



In the photograph: Mr Karri Kivi delivering his keynote presentation

On the morning of the second conference day Mrs **Nonna Babitzin** delivered her keynote presentation *Vastuu on valtaa vaikuttavampaa* (Responsibility is more influential than power), explaining how leadership can be enhanced by assigning and taking responsibility appropriately.



In the photograph: Mrs Nonna Babitzin delivering her keynote presentation

During the morning of the second conference day Mr **Miles Shepherd**, the immediate past chairman of ISO/TC 258, introduced ISO 21503 – the new international program management standard – to the Finnish project management community.



In the photograph: Mr Miles Shepherd delivering his presentation on ISO 21503

PMI FINLAND CHAPTER

PMI Finland Chapter is a not-for-profit organization providing project practitioners in Finland continuous learning, networking and community support. The Chapter was founded in 2005. Today, with more than 400 members, the chapter is increasingly recognized as place where its members can enhance their project management and leadership skills, as well as network with other project management professionals.



PMI Finland Chapter hosts a number of events such as Breakfast Round Tables, regular meetings taking place once a month in Helsinki and occasionally also in other locations. The chapter members have the opportunity to attend events for free or with a discount and the chapter sends its members a regular newsletter with localized content on project management. Additionally, the Chapter supports its members in their professional development and training.

PMI Chapter Finland has a tradition of organizing an annual conference in the spring. This year the conference took place on May 10th, in Helsinki, with an overarching theme “Change!”. Please navigate to www.pmifinland.org and www.conference.pmifinland.org for further information on the PMI Finland Chapter and its main events.

OLKILUOTO 3

The 1 600 MW Olkiluoto 3 nuclear power plant, originally contracted to be built by consortium comprising of **Areva** and **Siemens** for **Teollisuuden Voima** (TVO) at Olkiluoto, has announced a further delay from the previously agreed time schedule. The previously agreed time schedule estimated the plant would be on line at the end of 2018 – nine years behind original time schedule. Due to the latest delay, the plant will not be on line before May 2019 – full ten years behind the original time schedule. Once completed – ten years behind original time schedule and over 5 500 M€ over budget – Olkiluoto 3 will be the largest nuclear power plant in the world. TVO is understandably very disappointed about the latest delay – and the fact that the plant is well over 100 % over original budget and 10 years behind the original time schedule.

The contract for building the Olkiluoto 3 power plant was signed in 2003 for 3 000 M€, and construction began in 2005, targeting completion in June 2009. Due to numerous challenges during the planning and construction phases, the target date has been pushed forward several times, finally to 2018 – nine years in total. According to Areva, the delays have pushed the total cost up to 8 500 M€. Areva and TVO have conducted negotiations regarding the delay and related penalties, with TVO demanding 2 300 M€ from Areva, and Areva 3 500 M€ from TVO: Areva claims TVO has not carried out its contractual duties, and is therefore accountable for the costs of the string of delays. TVO claims Areva has failed to construct the plant according to contractual schedule.

The matter is made more challenging by the French government plan to sell its majority share of Areva stock to *Électricité de France* (EDF) S.A. – the French electric utility company, largely owned by the French state, headquartered in Paris, France, with 65 200 M€ in revenues in 2010. EDF operates a diverse portfolio of over 120 GW of electrical power generation capacity in Europe, South America, North America, Asia, the Middle East and Africa. The French government would like to merge the loss-

making Areva with EDF, however, EDF has been unwilling to proceed with proposed arrangement understanding the international arbitration may agree with TVO's claims.



In the photograph: Olkiluoto reactor buildings, number 3 at left

HANHIKIVI 1

The preliminary construction works of the 1 200 MW Hanhikivi 1 nuclear power plant, contracted to be built by **Rosatom** for **Fennovoima** at Pyhäjoki, is proceeding despite the pending of the main building permit. **Säteilyturvakeskus** (STUK), the Radiation and Nuclear Safety Authority in Finland, has published a statement according to which the technical documentation submitted by Rosatom as part of the Fennovoima nuclear power plant main building permit application is insufficient for the permit to be granted. STUK estimates that this is due to the inappropriate safety culture at Rosatom. Further to this, STUK is instructing for Fennovoima to take a more powerful stance towards Rosatom when demanding the safety documents required for the main building permit. STUK estimates the main building permit cannot be granted before 2019 due to the inaccuracies in the Rosatom technical documentation.

Due to the EU sanctions towards Russia, the Hanhikivi 1 plant has become involved in international politics. Many see the Rosatom three-way involvement in the Hanhikivi 1 project – being one of the main shareholders as well as the main contractor and the main equipment supplier – as a way for Russia to get involved in EU matters. Some go as far as seeing the Rosatom involvement in the Hanhikivi 1 project as a way for Russia to strike a blow against a uniform EU sanction policy towards Russia. Setting aside the

international politics, experts say the Hanhikivi 1 plant is unlikely to be able to produce electrical power at a price lower than the Teollisuuden Voima Olkiluoto 3 plant.

A preliminary approval to construct the plant was granted by the Finnish Government in April 2010, and by the Finnish Parliament in July 2010. The decision to invest in the power plant was made by Voimayhtiö SF, the largest owner of Fennovoima, in February 2014. The final permit to construct the plant – applied for by Fennovoima in June 2015 – is now expected to be granted by the Finnish Government no earlier than 2019.

The plant will be constructed by Rosatom, and will use a pressurized water reactor. Rosatom – formally known as *Rosatom State Atomic Energy Corporation* – is a Russian state corporation, established in 2007, and the regulatory body of the Russian nuclear operations. 66% of Fennovoima is owned by the Finnish *Voimaosakeyhtiö SF*, and 34% by *RAOS Voima*, the Finnish subsidiary of Rosatom.

The plant is expected to generate approximately 10% of Finnish electricity demand. Rosatom has 34% ownership of the plant, which translates to Rosatom supplying 3% of Finland's electricity production according to Veli-Pekka Tynkkynen, professor of Russian energy politics at University of Helsinki. Professor Tynkkynen argues Russia may use its ownership of the plant to attempt manipulating Nordic power prices, or use it to leverage political disputes the same way Russia is already using its gas supply in disputes with neighboring countries such as Ukraine. Researcher Martin Kragh of Uppsala University in Sweden notes that Russia has already applied pressure to keep the Hanhikivi 1 project going by pressuring Fortum – a major player in the Finnish power business – to invest in the Hanhikivi 1 project through Voimaosakeyhtiö SF.



In the photograph: The Hanhikivi construction site (photo courtesy Pekka Fali)

LÄNSIMETRO

The first implementation phase of Länsimetro extension to the existing Helsinki metro system is nearing commercial operations, however operations have not been started at the time of writing. The final metro tests have run repeatedly into unexpected problems which are being investigated in an attempt for the metro extension to be taken in to commercial operation. No exact dates have been released at this time.

Several experts – Mr **Antero Alku** more than others – have criticized the Länsimetro procurement practice of arranging a high number of bidding competitions, claiming that one single overarching turn-key delivery would have saved Finnish taxpayers 400 million Euro, and allowed starting operations according to the original time schedule.

The westward extension is to be established in two phases: The first phase of the extension will lengthen the existing line from *Ruoholahti* via the island of *Lauttasaari*, the *Aalto University Otaniemi campus*, and *Tapiola* to a new terminus at *Matinkylä*. The second phase of the extension will lengthen the line further from *Matinkylä* to *Kivenlahti*. Länsimetro project is undertaken by Länsimetro Ltd, a jointly founded a company, of which the city of Espoo owns 72%, and the City of Helsinki the remaining 28%.



In the illustration: Helsinki metro system subsequent to the extension (illustration courtesy HSL)

The first phase of the extension, a 13.5-kilometer (8.4 mi) route, was approved for construction in April 2007, and the construction began in November 2009. In February 2014, rock blasting was complete, and the fitting out of the tunnels and construction of the stations was ongoing. The extension first phase was planned to open on August 15th 2016, however, last minute delays have pushed the start of operations into 2017.

The first preliminary plans, made in 2000 and 2001, cited the cost of building the infrastructure for the metro extension to Matinkylä to 400 M€. When the Espoo city council approved the construction of the metro extension in 2004, the estimated cost was 452 M€. In September 2007, the estimated cost of the Länsimetro was at least 530 M€, and in December 2007, at least 600 M€ due to increased need for ground construction and security systems. By January 2008, the estimated cost had risen to over 800 M€, and by February 2014 to about 1 000 M€. As of today, the total cost is estimated at 1 088 M€ – over 150% more than the original cost estimate.

The second phase of the extension, a 7.4 kilometer (4.7 mi) route was approved for construction in February 2014, and the construction began flexibly as the work on the first phase was being completed. The second phase of the westward metro extension runs entirely within Espoo city limits. The second phase of the extension is planned to be completed in 2020. The estimated cost of the second phase is 801 M€ as of 2013.

RAIDE-JOKERI

A consortium comprising **Yleinen Insinööritoimisto** (YIT) and **VR Track** has been chosen as the main building contractor for the Raide-Jokeri. The building of the track and related structures is expected to start in 2019. The main contract is for 205 ... 225 M€, and the overall building budget is 275 M€.

The Raide-Jokeri light rail transit system – similar to the *Metro Blue Line* light rail in Minneapolis, Minnesota, US, and the *Metrolink* in Manchester, England – is planned for the metropolitan Helsinki area to complement the existing public transit service. Raide-Jokeri will connect two Helsinki metro stations – *Itäkeskus* in eastern Helsinki, and *Keilaniemi* in the eastern Espoo – to one another with 25 km of street-level double track and 33 stops. Raide-Jokeri will replace bus line 550, which is currently the most heavily congested line in metropolitan Helsinki area, in 2021. The new light rail transit system is intended to enhance the reliability and travel comfort of the transverse public transportation i.e. traffic in the areas surrounding the immediate downtown Helsinki.



In the illustration: An artist's view of the Raide-jokeri train (illustration courtesy HSL)

The first idea of a transverse light rail transit system was introduced in 1990, and it was agreed to be one of the next-generation public transit systems to be constructed in 1994. Instead of a light rail system, the transverse connection was established with bus service in 2006. The number of passengers has grown enormously, and bus connection 550 along the proposed path of the Raide-Jokeri route is currently the most popular bus service offered by Helsinki Regional Transport Authority. Due to the increasing traffic, and need for quick and reliable connection, the plan to establish the originally proposed light rail transit system has been approved by the city of Helsinki as well as the city of Espoo. The budget for construction of the Raide-Jokeri infrastructure was originally 275 M€, however, the figure has been pushed up to 459 M€ before construction has started.

About the Author



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Jouko Vaskimo is an International Correspondent and Senior Contributing Editor for **PM World** in Finland. Jouko graduated M.Sc. (Tech.) from Helsinki University of Technology in 1992, and D.Sc. (Tech.) from Aalto University in 2016. He has held several project management related positions with increasing levels for responsibility. Jouko holds a number of professional certificates in the field of project management, such as the IPMA Level C (Project Manager), IPMA Level B (Senior Project Manager), PMP, PRINCE2 Foundation, and PRINCE2 Practitioner. Jouko is also a Certified Scrum Master and SAFe Agilist. Jouko is a member of the Project Management Association Finland, a founding member of PMI Finland Chapter, and the immediate past chairman of the Finnish IPMA Certification Body operating IPMA certification in Finland. Since October 2007, he has been heading the Finnish delegation to ISO/TC 258. Jouko resides in Espoo, Finland and can be best contacted at jouko.vaskimo@aalto.fi . For more information please navigate to www.linkedin.com/in/jouko-vaskimo-6285b51 .