

## Contact

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## Top Skills

Reporting

Governance

DPMO

## Certifications

Practical Application of Gen AI for Project Managers

Data Landscape of GenAI for Project Managers

Generative AI Overview for Project Managers

Talking to AI: Prompt Engineering for Project Managers

Project Management Professional (PMP)®

# Steven Thomson, PMP®

Digital PMO Lead at Mavar

Whitehaven, England, United Kingdom

## Summary

I help large, complex programmes use data, digital and AI to deliver more with less, without losing control, compliance or assurance. I'm a Digital PMO Lead and Senior Project Controls specialist with 20+ years' experience across nuclear and major infrastructure. My work sits at the intersection of integrated planning & controls, assurance, and AI, designing practical ways for organisations to modernise how they manage cost, schedule, risk and performance. Right now, I'm:

- Leading Digital PMO strategy and implementation, building a DPMO that joins up planning, cost, risk, change, reporting and assurance into one "smart core" of trusted data.
- Writing a hands-on book on the DPMO, a field guide for organisations who want to adopt AI and ML in project delivery without breaking governance, contracts or the supply chain.
- Translating complexity into plain English, helping sponsors, PMO teams and delivery partners see the whole pitch: where we are, what's really driving performance, and which levers to pull next.
- I'm also a proud dyslexic thinker, which means I:
  - Spot patterns and early signals across projects and data sets
  - Make complex information visual and simple
  - Reframe problems to find practical, low-friction paths forward
  - Communicate so that decisions stick

Typical areas I work on:

- Digital PMO / DPMO strategy & target operating models
- Integrated planning & controls, WBS/CBS alignment, schedule, cost, risk, change
- Data standards and assurance, policies, procedures, work instructions and CDEs
- AI & analytics in the PMO, copilots, predictive insights, automated reporting & health checks
- Capability building, upskilling PMO and project teams to work in a digital, AI-enabled way

If you're looking to design, start up or scale a Digital PMO, or explore how AI can safely enhance your PMO and project controls, feel free to connect or drop me a message.

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## Experience

Movar

Digital PMO Lead at Movar

November 2025 - Present (3 months)

Cumbria

Cavendish Nuclear

Senior Project Controls Manager

February 2021 - November 2025 (4 years 10 months)

Cumbria, England, United Kingdom

- Responsible for establishing/maintaining and adhering to the specific PMO governance, processes and procedures
- Oversight and Assurance of Project Controls
- KPI Monitoring, Reporting and Governance
- Establish the project baseline position in terms of scope/cost /schedule and the ongoing governance control
- Manage scheduling staff to develop, manage, revise, and analyse integrated Project schedules, including all phases of project execution.
- Manage project controls staff to provide cost management/change management/risk & opportunity management and document management provision.
- Provision of regular management reporting both internal and external to the Project to provide relevant accurate and reliable information on the status and forecast of the Project.
- Managing stakeholders, taking account of their levels of influence and particular interests Establishing governance reviews at appropriate points during the project lifecycle
- Gathering independent evidence to provide confidence that the Project is likely to achieve the success criteria.
- Collation of lessons learned and onward communication to business process owners.
- Develop, implement and update resource allocations plans taking account of availabilities and scheduling
- Planning and tracking of benefits Schedule and Cost Risk analysis inputs/outputs
- Develop and mentor staff ensuring succession planning is in place
- Control Account Plans
- Risk and Opportunity Registers

- Master Deliverable Register
- Weekly Project Progress Reports
- Monthly Project reports accurately reflecting the project status in terms of HSSE, Quality, Schedule and Cost.

Interserve OSW One-AIM

Project Controls Manager

November 2018 - March 2021 (2 years 5 months)

Westlakes

- Accountable for strategic direction and oversight regarding control requirements
- Lead the production, maintenance and monitoring of integrated scope, schedules, cost baselines and underpinning estimates at an appropriate level of detail and the application of effective change management processes
- Implement timely performance monitoring, trending, variance analysis and forecasting processes and provide periodic reports on performance and status issues
- Accountable for the framework Performance Dashboard (Executive level)
- Maintain a project controls EVM forecasting accuracy of +/-10%.
- Accountable for driving improvements in the project controls team
- Perform regular functional peer reviews and support the Project Controls QA process
- Communicate significant unresolved concerns regarding project and programme cost, schedule, scope, or Project Controls fundamentals to the Head of Projects
- Manage and implement all Project controls policy, processes and procedures associated with Planning, Risk, Cost & Estimating
- Drive collaboration with commercial team and collated earned value analysis data in compliance with client and served as a key contributor during internal/ external client meetings and post tender negotiations.
- Review and oversee the change management plan
- Identify and evaluate risks that may have an impact on the project.
- Oversee and lead on risk register findings
- Support in actively mitigating risk
- Identify and analyses deviations and trends against budgets and schedules, investigate such deviations with the relevant group and advise the Project Manager.
- Hold regular progress and coordination meetings with project control staff and inform the team of the overall project and management objectives.

- Review overall project status with Project Management and recommend corrective action if necessary.

Morgan Sindall

Planning Manager

September 2016 - October 2018 (2 years 2 months)

whitehaven

- Key contributor, planner and programme tracker on multiple business-critical projects such as steam and electricity generation, water supply and onsite distribution, civil infrastructure, drainage network, sewerage treatment plant, roads, bridges, car parks and general building facilities.
- Served as high level support for all aspects of schedule recovery, expedited BCWP forecasting with accuracy level of +/- 10%, evaluated BCWP and resource profiles and complied strictly with agreed delivery schedule.
- Awarded pass on schedule quality assurance (DCMA) 14-point check.
- Reviewed and analysed entire schedule, evaluated critical and subcritical paths, highlighted potential risks and expedited risk mitigation through efficient problem resolution and detailed analysis of project float erosion.
- Drove collaboration with commercial team and collated earned value analysis data in compliance with client and Morgan Sindall requirements, and served as key contributor during internal/external client meetings and post tender negotiations.
- Trained, guided and supported project team and optimised team performance through effective engagement, improved innovation and problem resolution, yielding vastly improved productivity.
- Emphasised pinch-points on critical path, achieved improvement in baseline programme and thwarted delays, yielding flawless operations.
- Drove compliance with Invitation to Tender (ITT) through expert analysis of tender programmes, tender sum, design, assurance and methodology as per agreement with suppliers and bid teams.
- Compiled reports and provided programme status updates for customers in adherence with specified requirements.
- Devised programmes for pre-construction/construction activity and created winning bid strategy for construction team.

Jacobs BEPDT JV

Planning Manager & Deputy PCM

August 2014 - September 2016 (2 years 2 months)

- Successfully led, managed and engaged a team of 11 planners through provision of effective leadership efficiently directed Engineering, Procurement,

Construction and Commissioning (epCc) integrated schedule for BEP Project, including all facets of cost and resource, with project value of £450M+, a crucial UK Risk Reduction project.

- Executed all quality KPI aspects of schedule and awarded pass on DCMA 14 point check, on 10,000 line schedule.
- Achieved forecasting accuracy of +/-10% each period on BCWP/EAC KPI, resulting in seamless operational performance.
- Created highly effective schedule delivery strategy and BOS, highlighted areas of improvement for quality and output, reviewed and assessed Spend Profiles, and demonstrated in-depth comprehension of critical and subcritical paths.
- Drove schedule risk reduction through detailed analysis and provided comprehensive recommendations on critical and subcritical paths, including analysis on resource clash and expertly mitigated risk.
- Served as principal contact for Engineering, Procurement, Construction and Commissioning (epCc) and drove delivery of all critical systems and work streams and collaborated daily with client.
- Expedited all facets of change control process input for schedule (NEC 3).
- Collaborated effectively with PM and generated status updates pertaining to risk reduction through float erosion.
- Compiled detailed monthly management reports regarding Earned Value data and Earned Value Analysis.

**Jacobs**

Sr Planning Engineer

September 2013 - August 2014 (1 year)

- Appointed as Senior Planning Engineer and served as an integral member of the Design Service Alliance (DSA), generated full baselined programmes for key client Sellafield Ltd., and collaborated with partners to secure weekly updates.
- A key contributor during client progress meetings and coordinated onsite partner meetings to acquire regular progress handovers and updates.

- Ensured all programmes were adequately resourced, provided recommendations at resource meetings and generated detailed monthly financial reports, including project plan updates, progress reporting vs programme.
- Critical path/schedule reviews.
- Produced critical path and float erosion reports.
- Update Schedule with Early Warning Notices / Compensation Event Notifications.
- Collaborated closely with the Project Manager/Project Team.
- Produce tender schedules including cost profiles.
- Consistently provided recommendations to drive continuous schedule improvement.

#### **SELLAFIELD LTD - FGMSP PLANT**

**Project Planner, Integrated Work Management Scheduler  
2010 - 2013 (3 years)**

**SELLAFIELD**

- Operated as Project Planner on First Generation Magnox Storage Pond (FGMSP) plant, highest UK nuclear risk and second in Europe, effectively managed 130 decommissioning work programmes, valued at £5BN+, and projects such as environmental clean-up, introduction of new mechanical and electrical services and removal of redundant equipment.
- Served as Lead Integrated Work Management (IWM) representative for ROV In-Pond tactical plan, executed all facets of production for ROV Project programme, and pivotal in determining Pond inventory and retrieval strategy and ensured alignment with facility critical Business Milestones.
- Collaborated closely with internal customers, drove Integrated Scheduling improvements, efficiently managed entire process, pioneered development of long-term integrated plan and executed Integrated Work Week Management (IWM) for T-12 Integrated Work Schedule for entire facility.
- Achieved seamless implementation of Enterprise Project Structure (EPS) and Work Breakdown Structure (WBS), recognised by management as principal driver of integrated project team and accurately quantified scope, created strategies and highlighted interdependencies.

- Integral member and contributor on planning team for FGMSP facility and expedited internal and external supply chain schedules, yielding flawless integration of all programmes.
- Efficiently collated, analysed and reported on performance data such as labour hours and quantifiable progress metrics for direct hire and subcontractors, for all Operations and Maintenance activity.
- Created reports on all facets of progress, key dates and milestones, including float erosion, critical path metrics, earned valued measures and trends, and accurately updated and maintained Master Production Schedules and Plans.

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## Education

Whitehaven