



**UK IS & Change**

**SEPG Europe**

**The PMO and CMMI**

**Steve Woods**

**November 2013**

**V1.0**





## Introduction to Steve Woods

Citibank

- Over 15 Years experience of CMM and CMMI.
- SCAMPI Lead Appraiser for DEV.

Marks & Spencer

AXA IM

- Led Appraisals and delivered training globally.
- Led Multiple Organisations to Level 2 and 3.

BT Global Services

Legal and General

- Worked with Multiple CMMI Models.
- Implemented Prince 2, P3O and MSP.
- Current Role RSA PMO Manager.

RSA



## RSA - Background

- RSA is one of the world's leading multinational insurance groups, with a 300-year heritage.
- Today, we employ around 23,000 people, serving 17 million customers in over 140 countries.
- Our origins lie in London, but RSA is now a global company with businesses in both mature and emerging markets.
- We have major operations in the UK, Ireland, Scandinavia, Central and Eastern Europe, Canada, Asia, the Middle East and Latin America.
- Our focus on general insurance delivers strong, profitable performance, even in the most challenging market conditions.
- In 2012, for example, our net written premiums were £8.4bn.



## RSA - PMO Overview

- PMO 25 People.
- 4 Locations.
- 5 Portfolios of Projects.
- 60 Programmes and Projects.
- 3 Key Delivery Partners - Accenture, IBM, Endava.
- Systems Delivery Factory Operating Model.
- PMO Services based on P3O and aligned to CMMI.
- CMMI Target is selected Process Areas to Capability Level 3 in 2014.



## P3O - 22 Functions / Services

We have adopted P3O a Programme Office Model aligned to Prince 2, MSP and other OGC methods. It Provides definitions of Operating Models, Governance Models, Services and Functions.

*Portfolio Build, Prioritisation Analysis Reporting*

*Change Control*

*Programme / Project Setup and Closure*

*Finance*

*Stakeholder Engagement & Communications*

*Commercial*

*Planning & Estimating*

*Quality Assurance*

*Capacity Planning & Resource Management*

*Information Management*

*Benefits Management*

*Transition Management*

*Performance Monitoring*

*Secretariat*

*Monitoring & Review*

*Standards & Methods*

*Reporting*

*Internal Consultancy*

*Risk Management*

*Organisational Learning & Knowledge*

*Issue Resolution*

*People and Skills*



## P3O - Touch Point with CMMI

There are 'touch points' between P3O and the following CMMI Process Areas and Generic Practices. Some are stronger than others and some cases it's a one to many relationship.

### Project Management:

- Project Planning
- Project Monitoring & Control
- Risk Management
- Requirements Management
- Integrated Project Management
- Supplier Agreement Management

### Process Management:

- Organisational Process Focus
- Organisational Process Definition
- Organisational Training

### Support:

- Measurement & Analysis
- Configuration Management
- Process & Product Quality Assurance

### Generic Practices:

- GP1.1 Perform Specific Practices
- GP2.1 Establish an Organisational Policy
- GP2.2 Plan the Process
- GP2.3 Provide Resources
- GP2.4 Assign Responsibility
- GP2.5 Train People
- GP2.6 Control Work Products
- GP2.7 Identify & Involve Stakeholders
- GP2.8 Monitor and Control the Process
- GP2.9 Objectively Evaluate Adherence
- GP2.10 Review Status with Higher Level Management
- GP3.1 Establish a Defined Process
- GP3.2 Collect Process Related Experiences



# RSA - Approach





# Sample PMO Function

**CENTRE OF EXCELLENCE**  
Process Management & Measurement

*Process Asset Library*

*Improvement Roadmap*

*Measurement Plan*  
*Balance Scorecard*

*P3M3 / CMMI*  
*Appraisals*

**Organisational Process Focus**

**Organisational Process Definition**

**Measurement & Analysis**

**CENTRE OF EXCELLENCE**  
Organizational Learning Service

*Communities of Practice & Mentoring*

*Communications Plan*

*Induction & Training Plan*

*APM and Learning Partner Relationships*

**Organisational Training**

**GP2.5 Train People**

**CENTRE OF EXCELLENCE**  
Assurance Service

*Stage Gate Management*

*Key Deliverables Non-Compliance*

*Group Audit Relationship*

*Document Configuration Audits*

**Process and Product Quality Assurance**  
**GP2.6 Control Work Products**  
**GP 2.9 Objectively Evaluate Adherence**

**SERVICE**

**ACTIVITIES**

**CMMI**





## Communication/Culture:

- EMAIL
- CD Cases
- Canteen Menus
- YAMMER
- Flying Pigs
- News in the Loos
- Reference Cards
- Branded Gifts Pens
- Plasma Screens
- Bite Size Sessions
- Tailored External Training
- Coffee Cups & Machines
- Desk Drops
- External Champions
- Forced link to Sites
- Posters
- Stakeholder Comms Plan
- Floor Walking
- Monthly Letter
- White Coat Surgeries
- Champions Word / Mouth
- Intranet
- Slogans
- WIIFM Sessions

TELL THEM

TELL THEM

THEN TELL THEM AGAIN



## Deployment/Delivery:

- Improvement Project
- Stage Gate Check Lists
- Name and Shame
- Steering Group
- Product Templates
- Escalation
- Induction Training
- Compliance Dashboards
- Product Descriptions
- Intranet PAL
- MS Project Templates
- SME Mentors
- Principles
- Appraisals
- Flexibility
- Project Control Logs
- Pilots / Trials
- Objectives Setting
- Life Cycle Tube Maps
- QA Deep Dives
- Contracts
- PBS RACI Charts
- Exemplars

RIGHT THINGS

RIGHT WAY

RIGHT BENEFITS

# In Summary



CMMI DEV

- We are using Best Practice to make a step change in the capability of our PMO.

PRINCE 2

CMMI SVC

- We are then using the PMO to drive a step change in our Programme and Project Management Capability.

Group Directives

P3O

- We are getting the basics in place to give us a foundation for further change.

Legal & Regulatory

- We have known gaps today we have to live with some of these short term.

- We are measuring adoption via Appraisals.

- We are measuring benefits through Project Performance trends.



## Conclusion

- If you have any questions then you can email:

[SJWOODS1954@ICLOUD.COM](mailto:SJWOODS1954@ICLOUD.COM)

- If you ever need a CMMI Appraisal performed let me know.
- If you need a consultant then LAMRI have helped me in the past.
- If you are interested in P3O Training then UNICOM are our training providers.

# Questions?





## Our Vision and Mission

### To be the UK's respected PMO business partner for change by being a Programme Management Office that.....

- Is viewed by its Customers as a centre of excellence for programme and project management services
- Follows and promotes the use of industry best practice and methods
- Works as a team to help programme and project managers successfully deliver programmes and projects
- Develops the capabilities of its people and that of our programme and project managers
- Adds value to its customers by delivering services in a pragmatic, efficient and effective manner
- Provides management information on the portfolios, programmes and projects
- Governs the use of Change Stack investment in programmes and projects
- Assures compliance to agreed ways of working, expected processes and legal and regulatory requirements
- Reduces the risk and cost associated with the use of third party suppliers and non permanent resources

**Mission Statement: To partner our customers to drive business agility through the successful delivery of change**