The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance.

INTRODUCING ORGANISATIONAL CHANGE THROUGH THE PMO

STEPHEN WOODS

SEPTEMBER 21ST 2017

BACKGROUND

20 years helping organisations make a step change in their Project and Programme delivery capability through the introduction of best practice via the PMO.

CITIBANK

AXA IM

L&G

M&S

BT

RSA

TFL

My brief has been to Establish or Re-invigorate a Portfolio or Programme Management Office.

TWENTY YEARS

THE BRIEF

- Typical statements made at the outset:
 - “I want a PMO that can challenge and add value”.
 - “I want a PMO that can provide me with the data to make informed decisions”.
 - “I want the PMO to be my eyes and ears on projects”.
 - “The PMO should be our Centre of Excellence”.
 - “A PMO that can make a step change in how we manage Projects”.
 - “A PMO that can improve our Project and Programme Delivery”.

PMO CHALLENGES

PROCESS

PEOPLE

TOOLS

PROCESS CHALLENGE

- There is no common understanding of what the PMO does.
- The PMO:
 - Takes the minutes and gets the coffees at our meetings.
 - Organises collections and leaving parties.
 - Books travel and sets up meeting rooms.
 - Updates my Project Schedule, Risk Log and Issue Log for me.
 - Proof reads and spell checks my Progress Report.
 - Manages my documents for me.

PROCESS

PROCESS CHALLENGE - SOLUTION

1. Agree with Senior Management the remit of the PMO.

- Capture this in a PMO Vision and Mission Statement.
- Communicate the Vision and Mission Statement to all.

• **Vision: 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
- Adds value to its customers by delivering services in a pragmatic, efficient and effective manner
- Provides management information on the portfolios, programmes and projects
- Etc...

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

PROCESS

PROCESS CHALLENGE - SOLUTION

2. Agree with the P&PM community the Functions & Services the PMO will deliver.

- Capture these in a set of High Level Principles.
- Elaborate these further in Service Definitions.
- Determine where you are versus Industry Best Practice.
- Challenge Best Practice “ Is this right for us?”.
- Agree 2 Way SLAs between the PMO and P&PM Community.
- Communicate and Market to all.

PROCESS

PROCESS CHALLENGE - SOLUTION

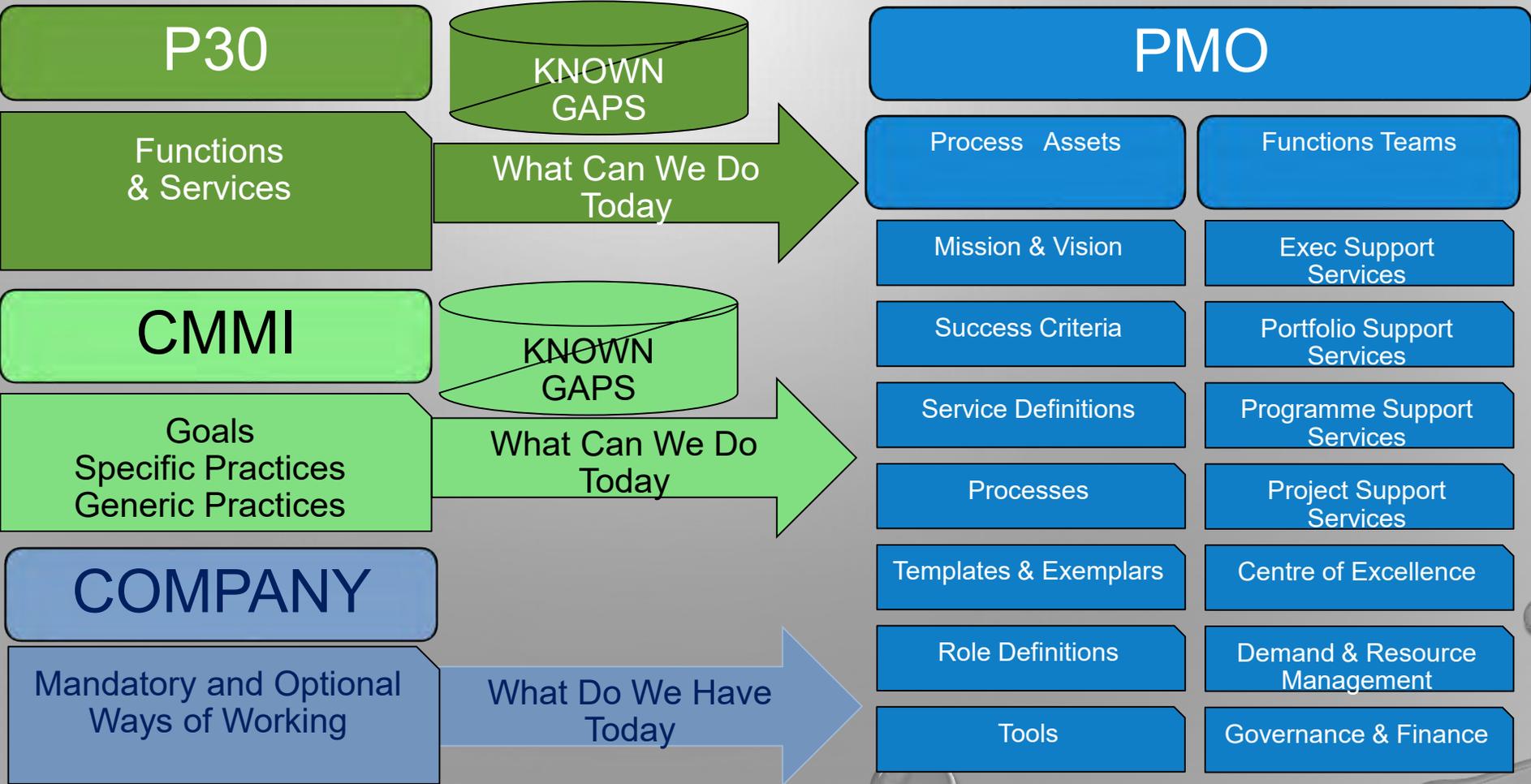
3. Agree with the P&PM Community how improvement will be measured.

- Define and implement some basic P&PM and PMO metrics.
 - Performance Metrics.
 - Compliance Metrics.
- Agree how the maturity and capability will be benchmarked.
 - Performance Improvement Targets.
 - External Assessment Objectives.

PROCESS

AN APPROACH

PROCESS



COLLABORATION

PROCESS CHALLENGE - SOLUTION

4. Communicate and Market the Functions and Services provided by the PMO and the Performance Improvement Metrics.

PROCESS

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

PROCESS CHALLENGE - SOLUTION:

5. Provide ongoing support for deployment of new way of working.

PROCESS

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

RIGHT THINGS

RIGHT WAY

RIGHT BENEFITS

PEOPLE CHALLENGE

- The existing PMO staff lack experience and credibility.
- The PMO is staffed by:
 - The Living Dead.
 - Personal Assistants who want to become Project Managers.
 - Friends and relatives of Senior Managers.
 - People with special working arrangements.
 - People with other more 'important' roles.
 - People being 'worked' out of the business.

PEOPLE

PEOPLE CHALLENGE - SOLUTION

- Justify investment in existing people and recruitment of new people based on the agreed Vision and Mission Statement.
- Train the PMO people you have:
 - P3O training – Foundation and Practitioner.
 - Subject Matter Expert training – Risk Management.
 - Tools Expert training - MS Project.
- Bring in proven PMO people - to demonstrate the value the PMO can add.
- Train the P&PM Community in 'How We Do Projects'.

PEOPLE

TOOLS CHALLENGE

- The Tools available are not fully utilised and integrated.
- The PMO:
 - Transfers data from MS Project to Reporting Tools.
 - Transfers data from Reporting Tools to EXCEL.
 - Transfers data from EXCEL to POWERPOINT.
 - Creates a multiple 'favourite' versions of the same reports.
 - Moves Triangles and Circles around on Reporting Decks.
 - Manually does things the tools could do.

TOOLS

TOOLS CHALLENGE - SOLUTION

TOOLS

- Standardise the Project Management Tools used.
- Standardise Reporting Decks.
- Automate Data Transfer, Reporting, Dashboards, RAG Ratings....
- Build or Buy an integrated P&PM Tool Kit.
- Train P&PMs and PMO people how to fully utilise the existing tools.
- Provide Templates that enforce basic standards such as a WBS.

IN SUMMARY

- Use Best Practice to make a step change in the capability of the PMO.
- Use the PMO to make a change in your Programme and Project Management Capability.
- Get the basics in place first to give you a foundation for further change.
- Accept known gaps today you have to live with some of these short term.
- Measure adoption of process via Appraisals.
- Measure benefits through Project Performance trends.

CONCLUSION

- Impossible to condense 20 years into 30 minutes.
- If you have any questions or would like an appraisal of the capability of your PMO then you can reach me at:

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QUESTIONS?



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

P3O - 22 FUNCTIONS / SERVICES

PROCESS

| | |
|---|--|
| <i>Portfolio Build, Prioritisation Analysis Reporting</i> | <i>Change Control</i> |
| <i>Programme / Project Setup and Closure</i> | <i>Finance</i> |
| <i>Stakeholder Engagement & Communications</i> | <i>Commercial</i> |
| <i>Planning & Estimating</i> | <i>Quality Assurance</i> |
| <i>Capacity Planning & Resource Management</i> | <i>Information Management</i> |
| <i>Benefits Management</i> | <i>Transition Management</i> |
| <i>Performance Monitoring</i> | <i>Secretariat</i> |
| <i>Monitoring & Review</i> | <i>Standards & Methods</i> |
| <i>Reporting</i> | <i>Internal Consultancy</i> |
| <i>Risk Management</i> | <i>Organisational Learning & Knowledge</i> |
| <i>Issue Resolution</i> | <i>People and Skills</i> |

CMMI ELABORATION

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

PMO - VALUE ADDED

Maintain the “big picture” understanding and govern the UK and each CIO Change Stack and Pipeline

Execute change more effectively and efficiently to improve programme delivery

Provide a “one truth” single source reporting function to enable on time, cost and quality delivery by focussing on exceptions

Provide industrialised standards and processes to support controlled flexibility of delivery

Provide decision support to ensure the right work packages are launched

Increase value for money in investments in our contract staff and development partners

Reduce the likelihood and impact of events that would have a negative consequence on delivery

Provide knowledge assets and sharing to build a workforce capable of world class delivery

Provide independent oversight, scrutiny and challenge to ensure the right things are done well and right first time

Provide project support office role to free up project managers to focus on added value

Proactive management of risks, issues and dependencies to ensure reliability of delivery

Build stakeholder confidence to support key business and on-going investment decisions

Protect revenue and spend and enhance value for money

Execute change more effectively and efficiently and improve delivery

Provide professional programme planning service to ensure successful delivery

Provide professional financial controller service to optimise the delivery of programme benefits