



# CMMI<sup>®</sup> Institute Conference EMEA 2015

## Transport for London – Surface Transport *Our Improvement Journey*

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**MAYOR OF LONDON**

# Transport for London

## Surface Transport

Buses, Cycling Events, River Crossing, Road Network, Traffic Controls, Congestion Charges, Cycle Superhighways, Road over Rail Bridges, Tunnels.

## Projects & Programmes Directorate:

Over 250 People

Over 70 Major Projects & Programmes

3 Portfolios of Projects & Programmes

Portfolio 1 - Technology and Systems Portfolio e.g. Traffic Signals Systems

Portfolio 2 - Highways & Infrastructures Portfolio e.g. Hammersmith Flyover

Portfolio 3 - Service Operations & Cycling Portfolio e.g. Tour De France

2 Support Teams:

Commercial Team

Portfolio Office

# Before We Start

## P3M3 – Project, Programme, Portfolio Management Maturity Model

- 7 Perspectives                      13 Threads
- 5 Maturity Levels                3 Models

TfL have adopted P3M3  
for benchmarking  
Delivery Maturity

## CMMI – Capability Maturity Model Integration Development

- 22 Process Areas                12 Generic Practices
- 5 Maturity Levels                3 Capability Levels

Surface Transport have  
engaged two CMMI Lead  
Appraisers

# Before We Start

- There is overlap between the two Models e.g. Risk Management is a Perspective in P3M3 and a CMMI Process Area
- There is divergence in that P3M3 includes Finance Management and Benefits Management as Perspectives
- There is divergence in that CMMI includes Process Areas related to Process Management
- There is alignment between P3M3 Threads and CMMI Generic Practices e.g. GP2.2 Planning and GP3.2 Lessons Learned
- There is interpretation materials with CMMI Practices that does not yet exist for P3M3

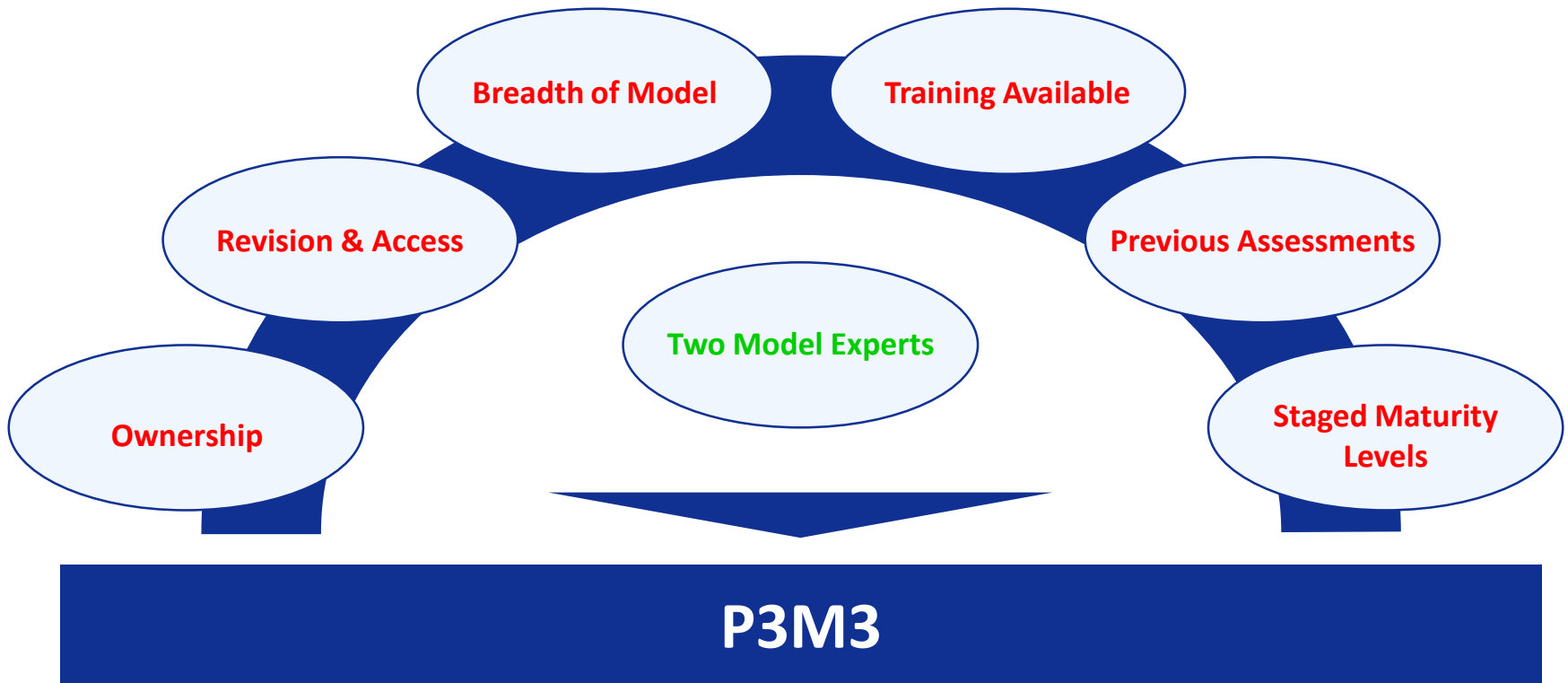
# The PPD Vision

“To deliver projects and programmes consistently, effectively and efficiently for our customers; to provide career development opportunities for our people and to be *nationally recognised* as a centre of project and programme management excellence”

## Our Challenge

“To make the Vision a Reality”

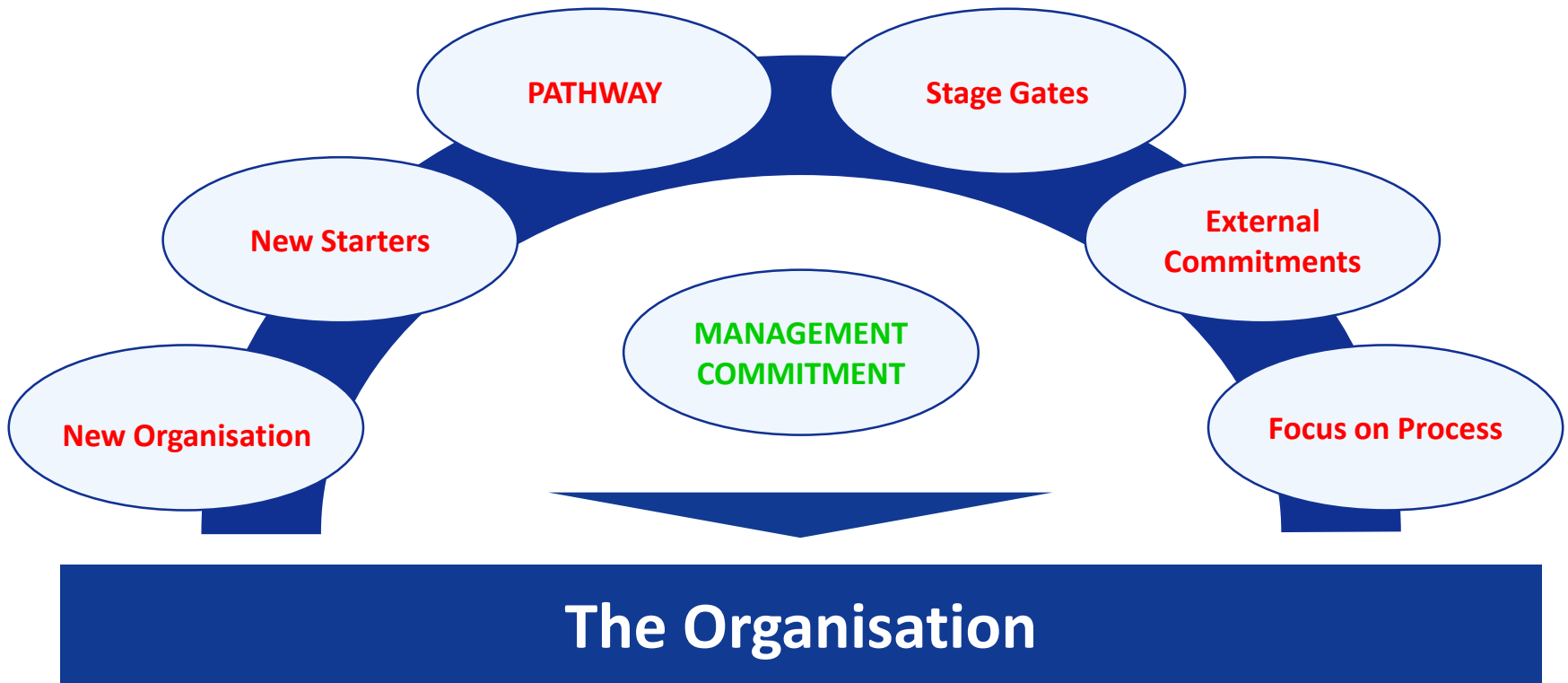
# The Model Challenge



# Our Solution

- Use a combination of CMMI and P3M3
- Map Process Assets to both Models
- Establish internal Assessment capability
- Conduct combined CMMI/P3M3 Readiness Assessments
- Conduct a CMMI Continuous Appraisal
  - 5 Project Management Process Areas
  - 3 Process Management Process Areas
  - 3 Support Process Areas
- Establish internal experts in P3M3

# The Organisation Challenge





# Our Solution

- Major Investment in Training Events
- Managed Induction to PPD - 'How We Do Things Here'
- Pathway Principles Guides - PPD Expectations
- Portfolio Office Support Services
- Performance Improvement Lead Appointed
- Performance Improvement Steering Group Established
- Compliance Dashboards Introduced
- Stage Gate Assurance
- Extensive Communication Plan

# Our Journey

2014



2015

# The Results

- Reduced learning curve for new starters
- Enhanced mobility of people supporting ‘resource pool model’
- Improved management information and reporting
- Introduction of weekly Project Exception Reporting
- Introduction of measurement pack and “project war room”
- Focus on the capture and management of risks and issues
- Increased capture and use of lessons learned
- Focus on process as well as delivery
- Enhanced work force planning over an 18 month window

# The Results

- Improved collaboration and measurement with suppliers
- Adoption of standard planning tool internally and externally
- End to end integrated project schedules
- Coordination and challenge of improvement initiatives
- Improved Delivery Confidence Indicators
- Increased achievement of internal and external milestones
- Common Change Control Process and Tools
- Standards for Document Storage and Version Control
- Introduction of Project Complexity modelling

# Lessons Learned

- Employ tried and tested credible change agents
- Communicate, use every channel available 'old' and 'new'
- Celebrate and share successes
- Engage directly with project teams
- Collaborate on process definition
- Negotiate on what is required and compromise where possible
- Understand delivery pressures and be flexible on engagement
- A strong Portfolio Office is key to success

# Next Steps

## 2015:

- PPD – P3M3 Level 3 Readiness Check
- PPD – CMMI Level 3 Class B Assessment
- Surface Transport - P3M3 Level 3 Full Assessment
- Build a Surface Transport Wide Improvement Plan
- PPD – CMMI Level 3 Class A Assessment

## 2016:

- Surface Transport – P3M3 Level 4 Accreditation

# Our Contact Details

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