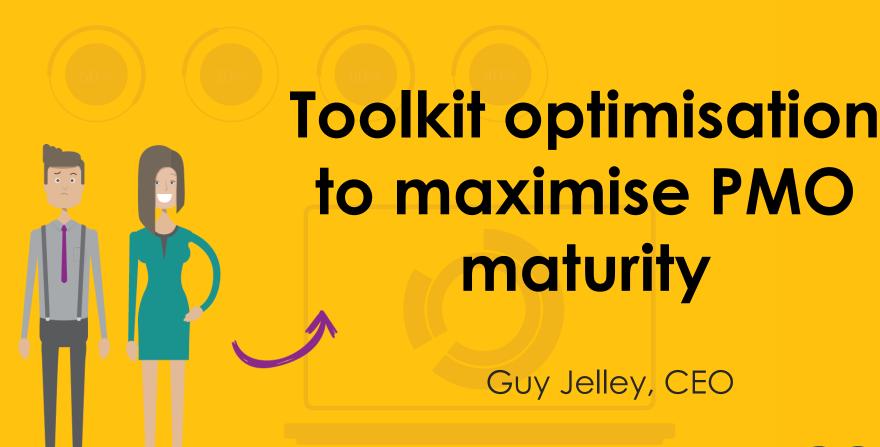
Thanks for joining.

Toolkit optimisation to maximise PMO maturity webinar will start on the hour











EVERYTHING YOU NEED TO KNOW ABOUT PPO

With numerous offices in London and South Africa and global network of partners, our users from consultancies to global Fortune 500 organisations managing everything from consulting, IT, strategic, marketing, new product launches and innovation (NPD), construction, large mining & engineering projects and programmes

































EVERYTHING YOU NEED TO KNOW ABOUT PPO -





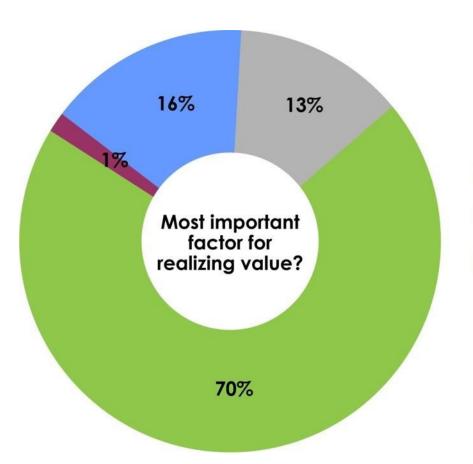
Project Portfolio Office (PPO) exists to enable organisations to achieve greater project success by implementing and adopting a simple to use, cost effective, configurable yet enterprise scalable project portfolio management application to plan, manage, collaborate, execute and report on their projects, programmes and portfolios.



PPO's implementation methodology, developed over 15 years and used in hundreds of unique implementations is focused on user awareness, training and adoption and includes several key activities to entrench PPO.



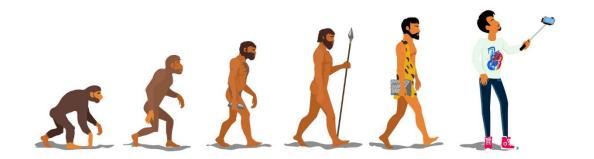
Our approach is to become a long-term partner to our clients to ensure they continuously derive incremental value from the tool which, by its very nature, will morph in accordance to the development of the client's organisational maturity.



Toolkit Implementation Success

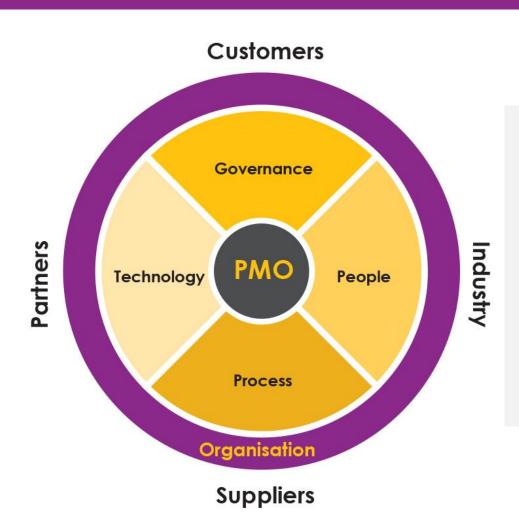
- Effective User Adoption
- Software Functionality
- Organisational Change
- Process Alignment





Project management maturity refers to the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process.





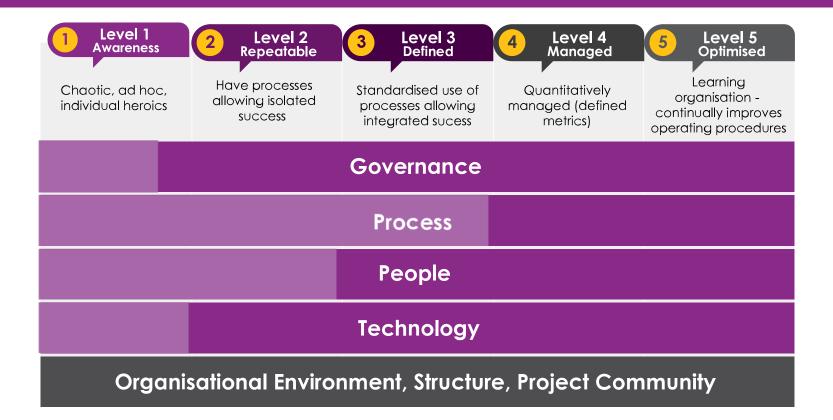
Maturity in the Organisational Context



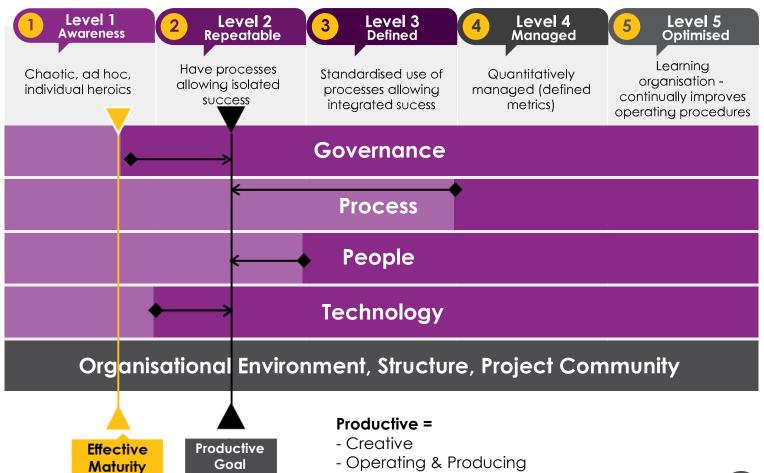
Level 1 Level 2 Repeatable Level 3 Defined Level 4 Level 5 Awareness Managed **Optimised** Learning Have processes Chaotic, ad hoc, Standardised use of Quantitatively organisation allowing isolated individual heroics processes allowing managed (defined continually improves success integrated sucess metrics) operating procedures

Organisational Environment, Structure, Project Community













Project



Programme



Portfolio

Level 1: Awareness of Process

Does the organisation recognise projects and run them differently from its ongoing business? (Projects may be run informally with no standard process or tracking system.)

Does the organisation recognise programmes and run them differently from projects? (Programmes may be run informally with no standard process or tracking system.)

Does the organisation's board recognise programmes and projects and run an informal list of its investments in programmes and projects? (There may be no formal tracking and documenting process.)

Level 2: Repeatable Process

Does the organisation ensure that each project is run with its own processes and procedures to a minimum specified standard? (There may be limited consistency or coordination between projects.) Does the organisation ensure that each **programme** is run with its **own processes and procedures** to a **minimum specified standard?** (There may be limited consistency or coordination between programmes.)

Does the organisation ensure that each programme and/or project in its various portfolios is run with its own processes and procedures to a minimum specified standard? (There may be limited consistency or coordination between portfolios.)

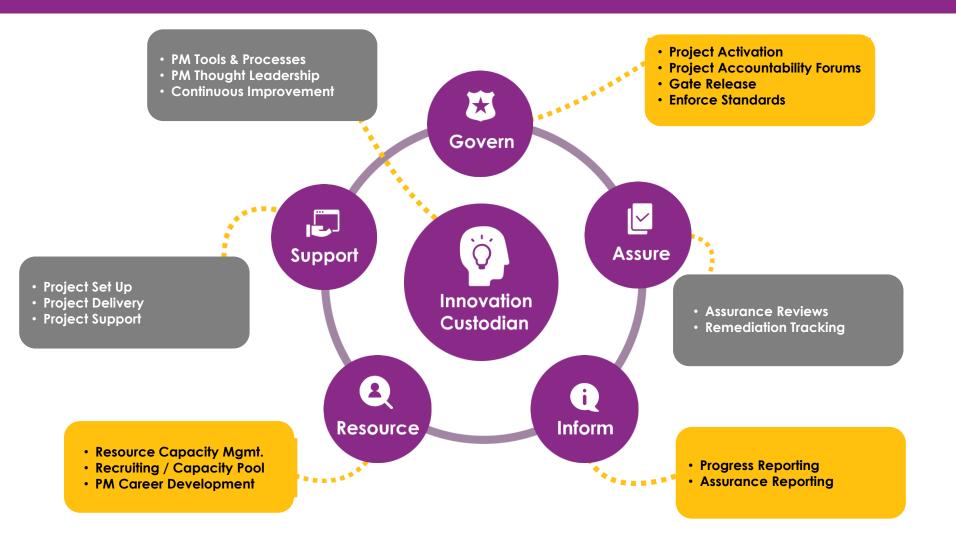
Level 3:
Defined
Process

Does the organisation have its own centrally controlled project processes and can individual projects flex within these processes to suit the particular project?

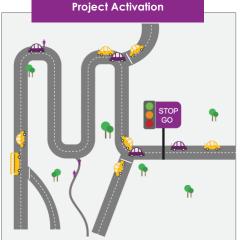
Does the organisation have its own centrally controlled **programme processes** and can individual programmes flex within these processes to suit the particular programme?

Does the organisation have its own centrally controlled **portfolio processes** and can individual initiatives flex within these?





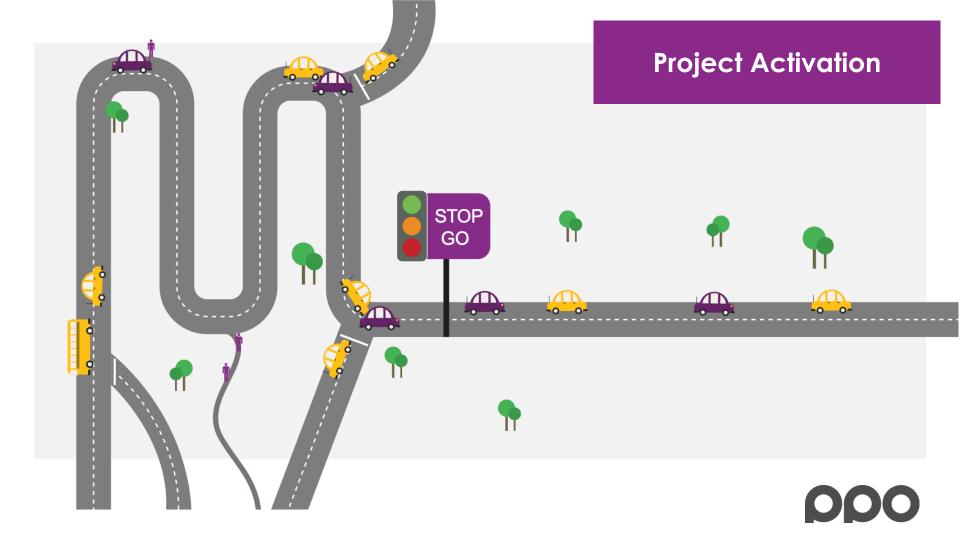
Your Top 3 PMO Services













Symptoms



Level 1

- No clear definition between projects vs. BAU
- No single place to register projects
- Lack of effective project sponsorship early on
- No consolidated project register



Level 2

- Clear distinction between projects and BAU
- Project activation process defined but not all departments are using it
- Some strategic alignment of the portfolio
- Less projects activated without the knowledge of the PMO



- Activation of projects is aligned to the portfolio at a single entry point for the entire organisation
- Accurate, consolidated portfolio accessible & available to the entire organisation
- Effective executive sponsors
- Projects cancelled / put on hold in favour of new projects more aligned to strategy







Level 2



Level 3

 Develop a definition for what a project is and most importantly isn't







Project Definition

A project can be described as a distinct effort comprised of a planned set of work activities applied against a specific scope that creates a well-defined final product, process or result that yields a measurable business benefit.

Introduces business change different from normal business activities

Produces a defined deliverables (output) and operational benefits (outcomes)

Has a start and end with a duration >3months

The activities required to achieve the goal are related

Requires motivation for resources and/or funding

Requires project management to integrate various/cross functionality activities

Requires stakeholder management







Level 1

- Develop a definition for what a project is and most importantly isn't
- Create a consolidated project list
- Define the project approval process



Level 2

- Build a single entry point to register all projects
- Define a simple project categorisation model
- Constitute a portfolio review committee







PRC (PROJECT REVIEW COMMITTEE)

Interval: Minimum Monthly

Purpose	Mandate	Members
 Represents the EXCO in executing the company projects Ensure balanced selection of appropriate opportunities Hold projects accountable to delivery progress Executive support for projects Custodian of stage gate release 	 Activation and archiving of projects Approve Allocation of Project Sponsor, Project Owner, Project Manager Identify the project performance Project Prioritisation Stage Gate Release Resource Allocation Publish official Project Portfolio status 	Core • PMO Manager • EXCO Team Invited: • Project Managers • PRC Administrator
 Custodian of published Project Portfolio reporting 		EXAMPLE





Level 1

- Develop a definition for what a project is and most importantly isn't
- Create a consolidated project list
- Define the project approval process



Level 2

- Build a single entry point to register all projects
- Define a simple project categorisation model
- Constitute a portfolio review committee



- Include strategic contribution on project the project request form
- Introduce the recording of quantifiable business benefits as part of project registration



Project Status Reporting







Symptoms



Level 1

- Impossible to obtain clear indicators of the state of each project
- No templates, guidelines to produce status reports
- Status reporting in the form of chats at the water cooler



Level 2

- Inconsistent use of templates, inconsistent frequency
- Status means something different for each person
- Isolated areas of the business producing status reports



- Can monitor the status of each project
- Standardisation of RAG indicators
- Status reporting is less data and more information





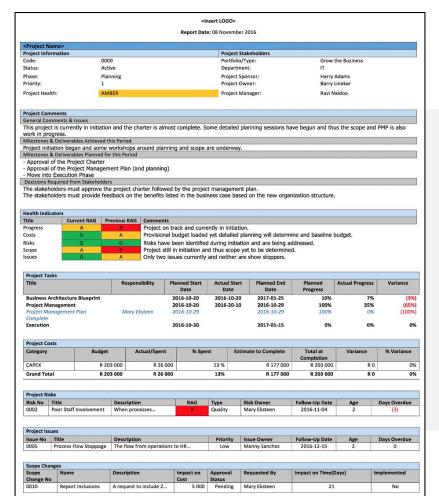






- Formalise status reporting
- Standardise the reporting heartbeat
- Develop a project status report template







Project Status Report Template







- Formalise status reporting
- Standardise the reporting heartbeat
- Develop a project status report template



Level 2

 Tailor templates based on audience

























Level 1

- Formalise status reporting
- Standardise the reporting heartbeat
- Develop a project status report template



Level 2

- Tailor templates based on audience
- Apply a standard for how to report on project status





Indicato	RED IF	AMBER IF	GREEN IF
Progress	The baseline planned end date will not be achieved or the negative variance on the project will not be resolved.	A negative schedule variance exists or the baseline planned end date is at risk but the team has identified and are implementing mitigating actions that have a high chance of succeeding in bringing the schedule variance back in line and completing the project by the baselined planned end date.	The project variance is acceptable and the project with be completed by the baselined planned end date.
Scope	The project is at sever risk due to the scope of project not being defined, documented and approved by PPO and the client or the current work / expectations are not aligned to the approved scope.	The project has a serious challenge in that the scope of the project is not definded, documented or approved by PPO and the client or the current work / expectations are not aligned to the approved scope but the team has identified and are implementing mitigating actions that have a high chance of succeeding in defining, documenting and approving the scope or aligning the current work to the currently approved scope.	The scope of the project is defined, documented and approved by PPO and the client and the current work is aligned to this scope.
Costs	The project is at risk with unplanned costs and/or hours expected to exceed the current budget.	Costs and/or hours may possiblt exceed the original budget but the team has identified and is implementing mitigating actions that have a high chance of succeeding to correct this.	Cost and hours are being incurred but are not expected to exceed the current budget.









Level 1

- Formalise status reporting
- Standardise the reporting heartbeat
- Develop a project status report template



Level 2

- Tailor templates based on audience
- Apply a standard for how to report on project status
- Acknowledge only the status reports adhering to the reporting heartbeat using the defined templates



- Gamify submission of project status reports with a project manager leader board to achieve consistency
- Provide information not data through story telling in reporting via constant review, coaching and training









Symptoms



Level 1

- Lack of understanding of current capacity (No visibility of resource allocation to BAU vs. projects)
- Little or no insight to resource demand per project
- No formal resource request process in place



Level 2

- Limited views of the resource pool (capacity & utilisation)
- Some insights to allocation across BAU and projects
- Defined process to request resources
- Limited view of actual time spent on projects



- View of the complete resource pool with charge out rates, skill and allocation per resource
- Comparison of demand vs. actual time spent on projects
- Optimal resource request process in place







Level 1



E Level 2



- List the resources available for project work
- Amend project request process to include resource requirements









Resource Capacity







Level 1

- List the resources available for project work
- Amend project request process to include resource requirements



- Update resource charge out rates, skills and allocation
- Record actual time spent on project work





Employee Information Code: DEMO Name: Mary Surname: Eksteen Cell Phone: 082-926-8075 E-Mail Address: mary.eksteen@regal.com

Active: Yes Job Title: Project Manager Department: Project Office Location: United Kingdom Skill Level: Intermediate

Planning Information		^
Include in Capacity:	Yes	
Standard Hours:	6.000	
Standard Charge Out Rate:	£ 480.00	
Charge-Out Rate 1:	£ 540.00	
Charge Out Rate 2:	€ 0.00	





Resource Attributes







Level 1

- List the resources available for project work
- Amend project request process to include resource requirements



Level 2

- Update resource charge out rates, skills and allocation
- Record actual time spent on project work



- Govern resources & proactively communicate capacity matched to the pipeline
- Prioritise resource requests based on a project's strategic value





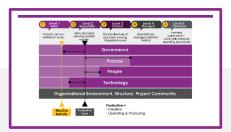
VALUE



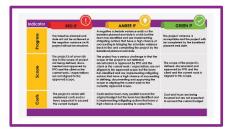






















- Must Keep All Pillars
 Aligned for Maturity
 (People, process, technology & governance).
- User adoption is key to Toolkit success.
- Set appropriate goal maturity (fit for purpose).
- Focus on using the technology to address top services, step by step, no big jumps.

Lessons Learnt



Questions

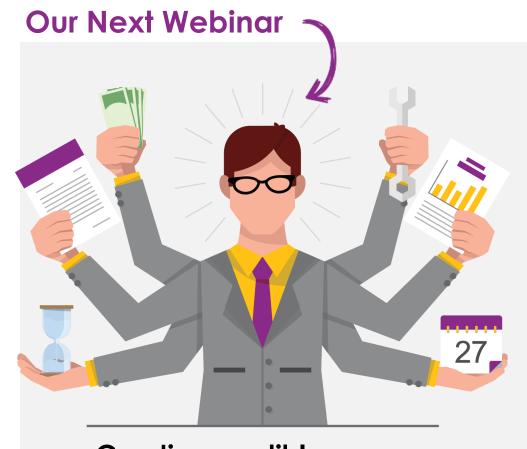




Guy Jelley
CEO
Project Portfolio Office
guy@go2ppo.com

GuyJelley





When: 6 August

Time: 10:00-10:45 GMT

Register: http://bit.ly/ResMan

Webinar

Guy Jelley

CEO

Project Portfolio Office

Creating credible resource management capability within 30 days

