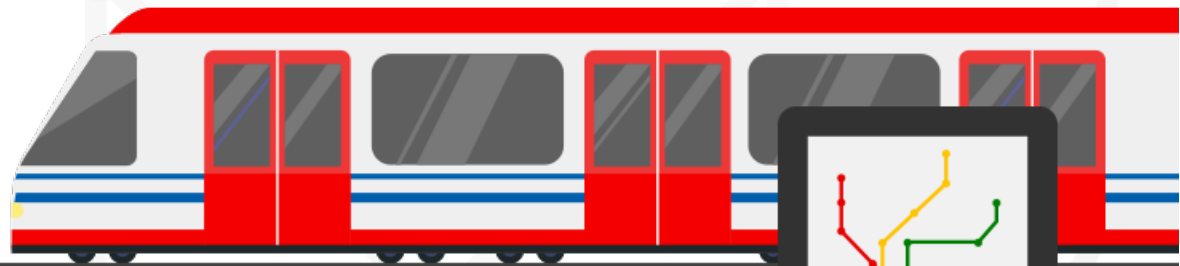




# ALL ABOARD!

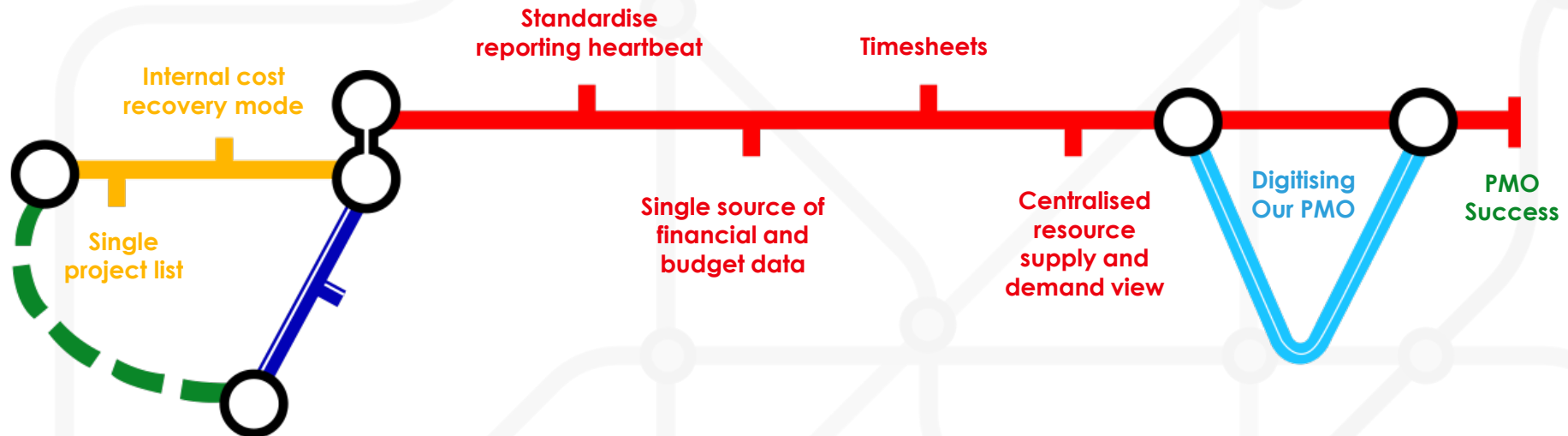
Train leaves on the hour.



**Richard Humphrey**

Portfolio Director & Head of EPMO

# Journey to digitising our PMO





# Background and introduction



Over 15 years PPM experience driving **operational efficiencies** through establishing, **growing** & **maturing** PMOs



PPO has **offices in Europe and South Africa**, providing support to clients across the globe

**Guy  
Jelley**

Founder and  
CEO of PPO

Project Portfolio Office (PPO) exists to enable organisations to achieve **greater project success**.

Prior to starting up Project Portfolio Office, Guy completed his articles at KPMG and went on to manage a large number of complex financial and IT projects at large corporates such as Deloitte, DSV (previously known as UTi), Kimberly Clark, PricewaterhouseCoopers, SABMiller, Europcar, Old Mutual and British Telecommunications (BT).





# Background and introduction



**Richard  
Humphrey**  
Portfolio Director  
& Head  
of EPMO



**Over 30 years** in Financial Services across Retail Banking, Investment Banking and Insurance sectors



**23 years** of Project & Change management in the City of London

**“Drive the PMO as an enabler of change and be the ‘go to’ partner for Executives, Business Stakeholders and our Transformation teams”**

Projects include: Euro conversion, Y2K, Systems implementations, Office moves, Data Centre re-fit, Transformation Programmes. PMO management positions for Halifax, HBOS, Standard Bank, Barclays Investment Bank and Aspen

Joined Aspen in September 2015 to build an Enterprise Portfolio Management Office from a small existing IT Project Office function. Responsible for a core PMO team of 4 FTE and flexible delivery PMO team currently FTE. Line management of Transformation Graduates





# Background and introduction



ASPEN

## ASPEN BACKGROUND

- Aspen is a leading global speciality insurance and reinsurance company
- Formed in 2002 we have major hubs in London, New York and Bermuda and offices in nine countries across Europe, the Middle East, North and Latin America
- We specialize in providing customized underwriting solutions to clients and brokers across an array of geographies, products and perils
- Our success is founded on our underwriting expertise and risk management insight, and it is backed by our client focused philosophy
- Aspen is an innovator in the management of complex risks on behalf of our clients. We are focused on providing carefully tailored underwriting solutions in select markets where talent, technical expertise and underwriting skills are rewarded
- Aspen Insurance Holdings Limited reported assets of \$12.5 billion at the year ended 31 December 2018
- In February 2019, Aspen was acquired by certain investment funds affiliated with Apollo Global Management





# How the EPMO enables our business

*EPMO was introduced to allow for greater insight into and governance of the change portfolio.*

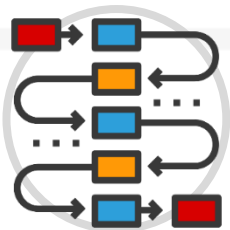
## How the EPMO enables business at Aspen

- Core element of our Business Transformation Function
- Facilitator for Business and IT
- We provide **'Thought to Finish'** full lifecycle Portfolio Management and PMO Services
- Key stakeholders:
  - Group Executive and Operations Committees
  - Change Portfolio Board
  - Senior Business Executives
  - Business Portfolio Owners
  - Transformation, IT and Business Teams

## Our mission statement:

To establish & manage the enterprise wide approach, methods, services, tools & governance oversight to enable optimised construction, control & delivery of the change portfolio, leading to enhanced return on investment & client satisfaction.





# Our journey: Starting out and maturing the EPMO

Where were we as a PMO in 2015?

- Varying levels of maturity in PMO process, data management and organisational change management:
- PMO had developed over a number of years with multiple leads
- Some good elements but built in 'modular' style
- Elements produced in isolation, not looked at as an end to end integrated service offering
- PMs working inconsistently from each other
- Differing data standards, inconsistent reporting heartbeat
- Limited trust from delivery community in PMO data set
- Inconsistent data set reported to different stakeholders at different points in month
- Legacy / failed PPM tool implementation – number of contributing factors but critically an over ambitious scope and lack of change management





# Our analogue journey: building our core competencies and capabilities

The steps we took to develop and mature our services model

'Plan, Build, Stabilise & Move on'



**EPMO service model developed iteratively**



**Enhanced capabilities and service offerings**

- Processes
- Data
- Formats
- Heartbeat



**Consistent data set for management and reporting**



**Consistent and recognized reporting formats**



**Consistent reporting frequency**



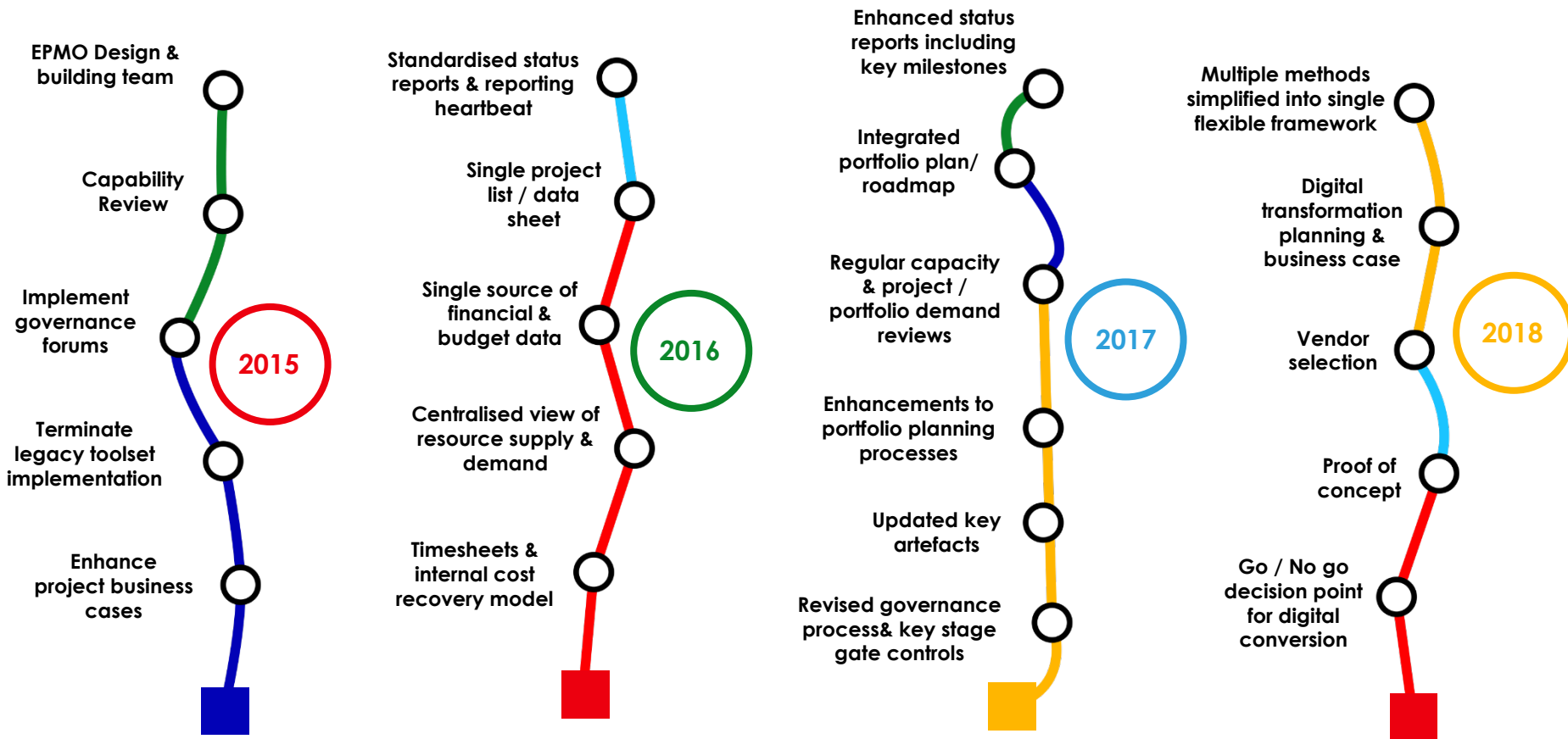
**Gave us a baseline to digitise later**





# Our analogue journey: building our core competencies and capabilities

The steps we took to develop and mature our services model





# Operating in the analogue environment

What was it like working in our analogue environment?



## How we operated:

- 'Single' data sheets with multiple charts and pivot reports
- Copy / Paste from charts into Executive and team summary reports
- Coverage of key elements BUT sourced at differing points in time through month
- Manual timesheet extract and cost recovery calculation for internal project costs



## Impact on PMO:

- Limited capacity to drill into data
- Considerable manual effort to source data, check it, consolidate it, refresh charts/outputs, copy into decks and publish
- Limited time for oversight and commentary within reporting windows
- Long SLA for 'month end' reporting
- No easy way to run scenarios or bespoke investigations



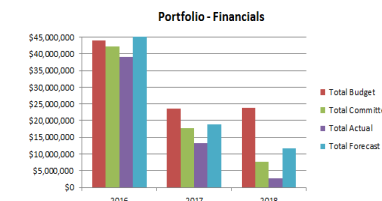
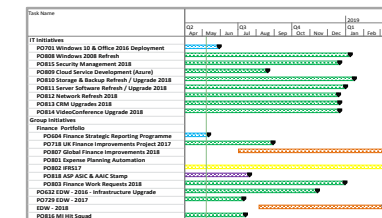
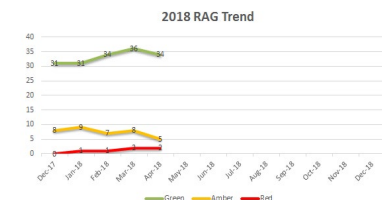
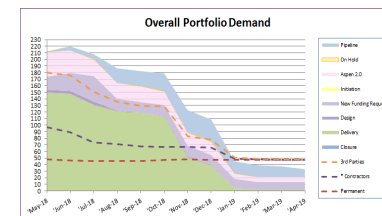
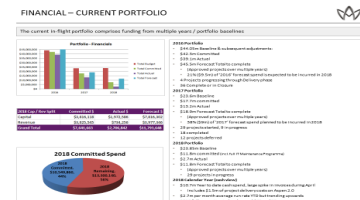
## Impact on Project Managers

- Manual reporting using PowerPoint, Excel, MS project
- Stakeholders wanting bespoke views
- Push data, limited value add available



## Impact for Executives and other stakeholders

- Limited real time data
- Receiving different formats
- Slow response to 'fire drill' requests





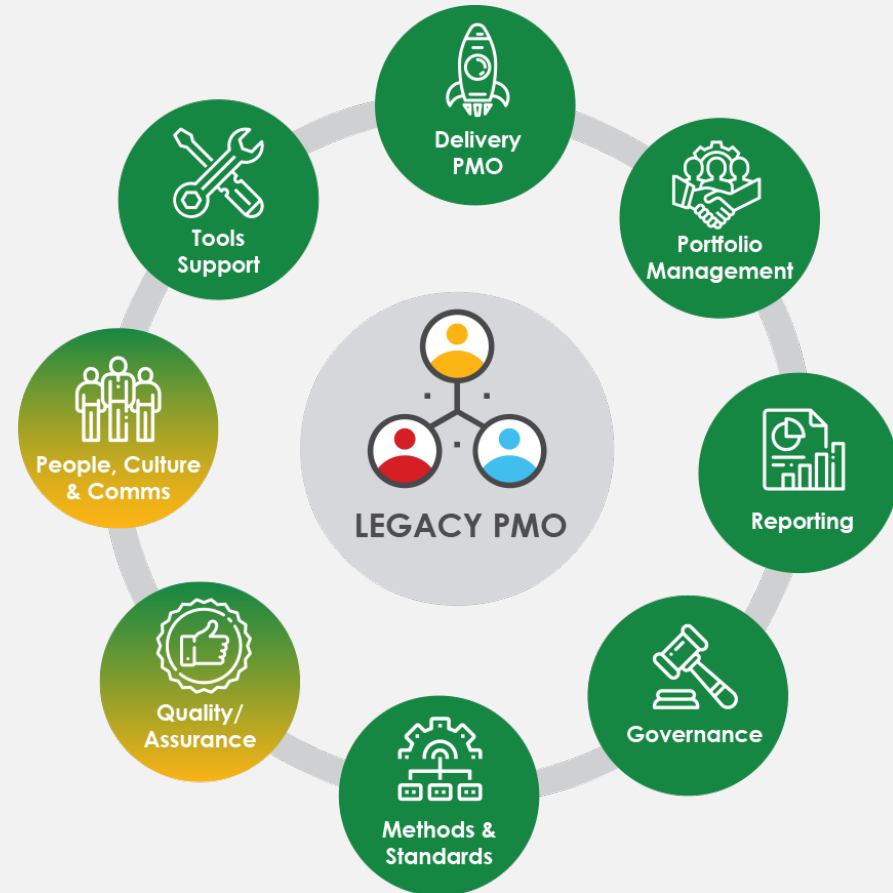
# Revised PMO services - analogue

Revised service model covered majority of our intended scope but PMO at maximum capacity

What were the triggers for moving to Digital?

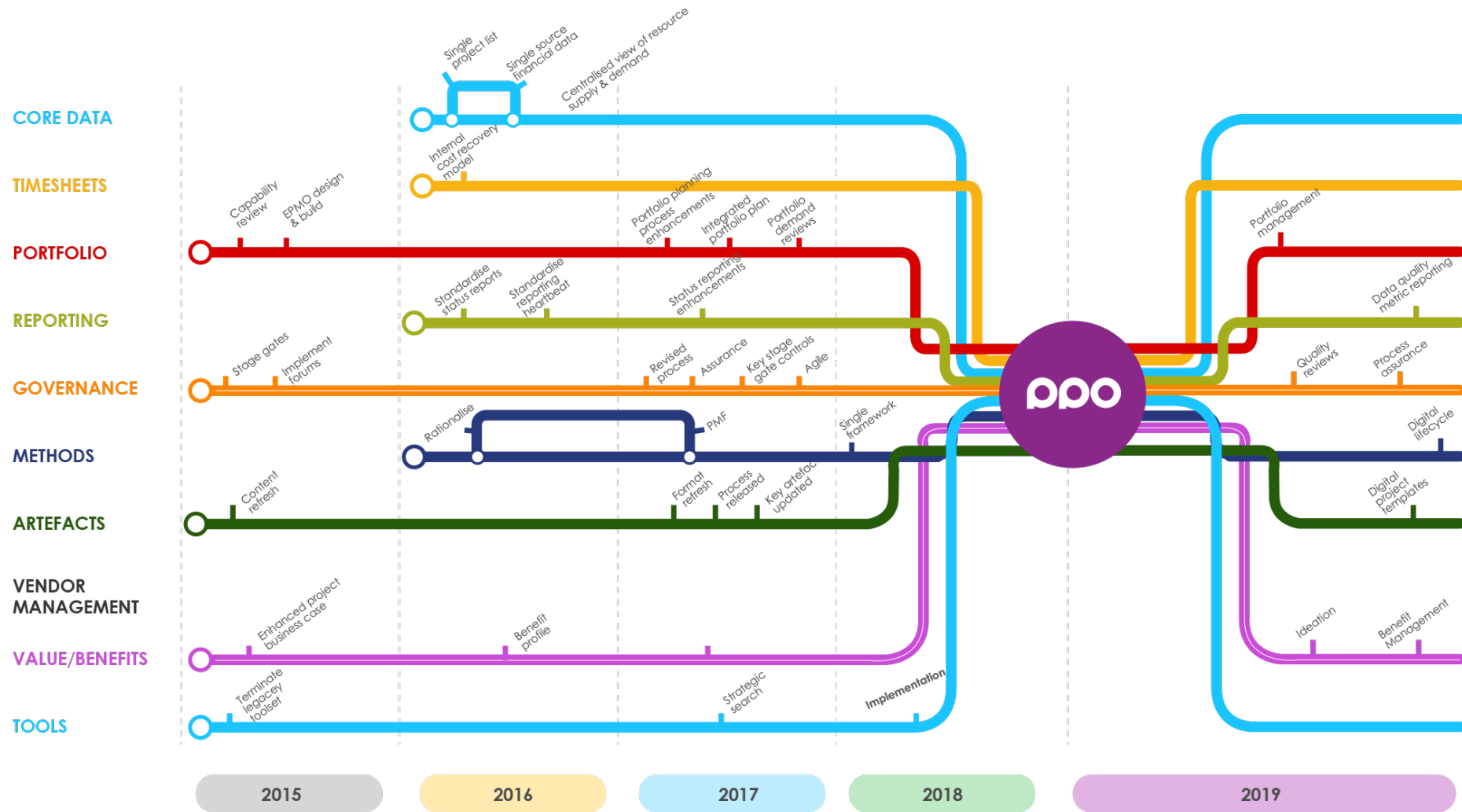
Whilst we had sound services coverage critical challenges remained:

- **PMO Effort** - Unable to grow volumes or services within FTE constraint
- **PM Effort** - PMs managing multiple projects, data quality and timeliness often poor as prioritised managing day to day project issues
- **No 'Real Time' Data** - Key data elements collected 'point in time' but at different points in the monthly cycle therefore no 'true' snapshot at a single point in time
- **Data availability** - Manual reporting was distributed via email or limited Intranet site, access and availability constrained
- **Business Environment** - Business headcount and cost challenges
- **Expectations** - Success of greater insight provided to Executive committees naturally led to greater expectations and demand for my sophisticated and frequent reporting



“Put simply, we lacked time to add further value.”

# Timeline: The route to digital and beyond





# 'Going digital' – Our approach

**Aims: 'Win back our time' & 'Enable our further development'**

## Introducing Digital

**Objective:** Streamline the project governance, planning, control and reporting processes by implementing an enterprise Project Portfolio Management (PPM) Toolset for all projects within the Aspen Change Portfolio.

### Our Approach:



Review the market place with an awareness of our key drivers

- Solution sympathetic to our maturity but that enabled our growth and would grow with us
- Partner / supplier that matched Aspen ethos
- Clear selection criteria e.g. simple and clean user interface

### Making a Selection:



- Vendor demonstrations
- Shortlist x 3
- Extended fact find and proposal
- Proof of Concept

### Implementation objectives



- Run as a project following our own rules!
- Prove the concept to retire all manual reporting for the PMO & status reporting for the Project Managers
- Illustrate the labour saving for both PMO and Project Managers in the creation and correlation of reporting



# Proving the concept

**Aims: Enable and simplify the PMs day, 'train the trainer' and create PM advocates**

Following a mini RFP process we selected PPO as an implementation partner for a formal Proof of Concept

## Proof of concept

- Select mix of PMs and project types
- Don't limit to 'tame' project managers!
  - Select a diverse group including 'toughest nut to crack'
- Run end to end I.E. capture an in flight project as if it was new and work through the phases
- Parallel POC or single?
  - Option to run further proof of concept with a 2nd vendor
  - Went single due to organisational capacity to support rather than purely costs but a consideration

## What did we do?

- 5 projects selected, different sizes / scales
- 5 different Project Managers (tool sceptics and advocates)
- Dual location (to test training and adoption assumptions for our US based team)
- Project take on and 1 full monthly reporting cycle
- Built everything necessary to replace our manual status reports
- We treated the PoC as a Phase 1 implementation, no throw away work
- As projects on-boarded we committed to PPO and retired all of their manual reports and controls





# Building out – implementing PPO

Aim: A clean transition to the digital world

## Specific focus:



Project, Programme  
Portfolio status reporting  
and outputs;



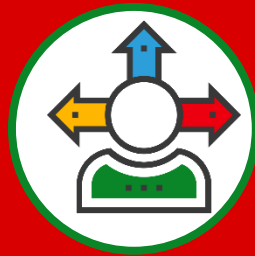
Project plan capture,  
management and key  
milestones;



Resource pool /  
supply model



Resource allocations  
/ demand



Resource  
insight



Utilisation of out of  
the box reporting



# Building out – implementing PPO

**Aim: A clean transition to the digital world**

**We followed an extended model of the Proof of concept with several additional steps:**

- 1** Bulk data uploads from our data sheets (Project data, Resource supply etc.) Essential to have data available and well formatted
- 2** Start running status reports as early as possible
  - Option to parallel run but adds overhead
- 3** Prove one element then move on – Strong people change focus
- 4** Retire manual processes one by one
  - Project log & Status Reporting
  - Resource Supply & Demand
  - Portfolio Reporting
  - Timesheets
  - Cost recoveries / re-charges
- 5** Minimise process change to enable easier adoption of technology
- 6** Avoid timesheets too early
  - Adds noise, inflates the user base & change challenges
  - We deliberately left the timesheets migration to last
  - Planned and moved all active project timesheet data over in one weekend, removing all links to the old system





# Building out – implementing PPO

Aim: A clean transition to the digital world

## Key Outcomes:



Operational PPO  
environment



PMO have capacity to report  
across the portfolio



'Do no damage' all  
data and reporting  
values remain

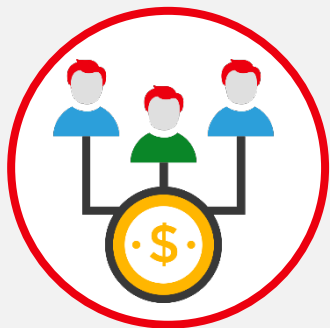


Project Managers have enhanced  
control and reduced reporting /  
administration overhead



# Embedding and stabilizing the digital environment

What did we do that made our implementation successful?



Support and buy in



Change in management was crucial



Parallel runs - Can / should you operate analogue and digital in parallel?



Data completeness metrics



Implementation Partners



User Survey





# Reviewing our implementation + key principles

Looking back what made our transition successful?



We ran our implementation in PPO as the first project fully utilising the system



Change management was crucial



Proof of concept approach



Implement incrementally, core basic function, prove it works, then add one each month...



Understand your audience, tailor your individual change management activity accordingly



Communicate, communicate, communicate...  
.....



Listen to suggestions, some will be good and useful to implement now, others can sit on a parking lot



Always look for iterative improvements - we've seen month-on-month improvements in data quality and enhanced decision-making, and we're sequencing projects better



Maintain communications and profile!!



Choose your partners wisely

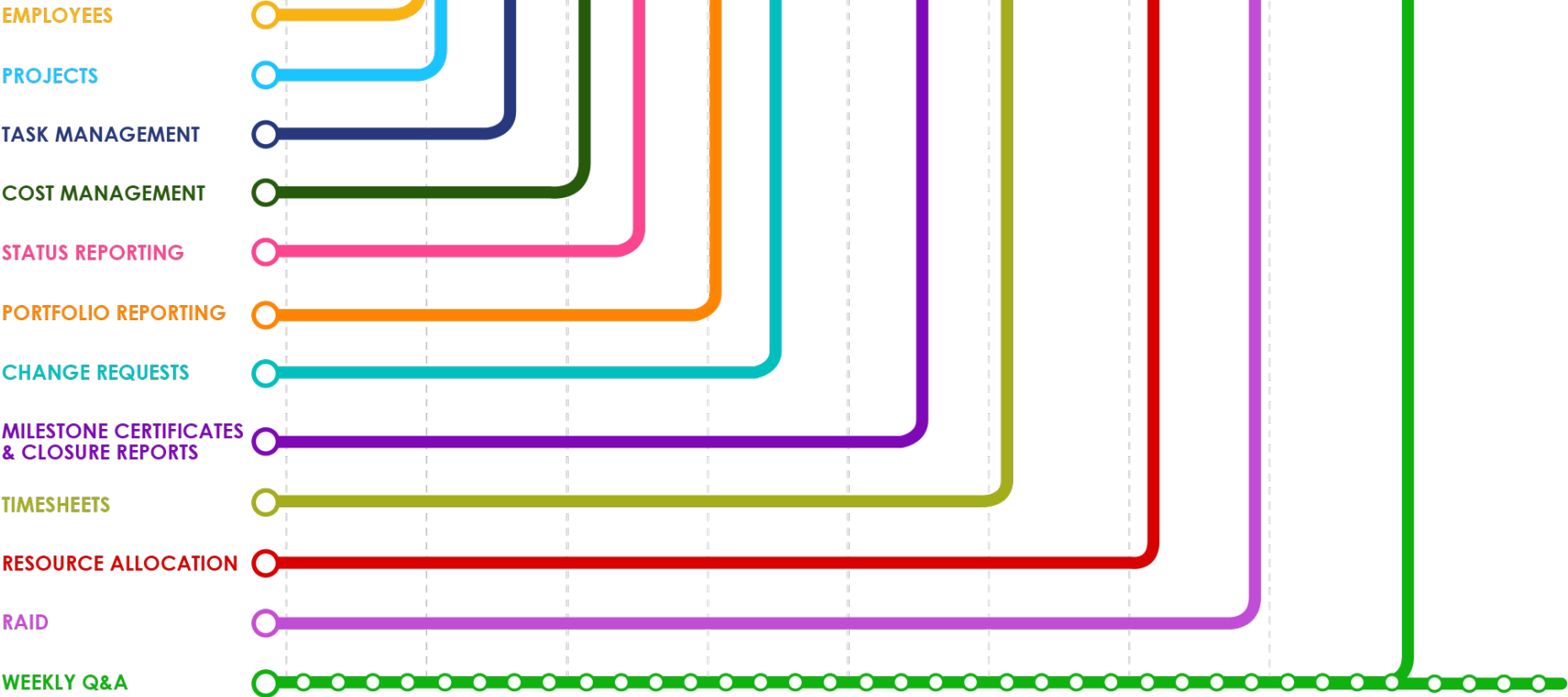
*'PPO's partnership approach has been the biggest benefit to our business, they have been highly collaborative, becoming a strategic partner to us. They've listened closely to our specific requirements and made valuable suggestions on how to forge ahead by building in functionality and massaging processes, while enabling us to stick as closely as possible to the native version of PPO. It was crucial for us that any toolset focussed on enabling delivery and by providing simple yet feature rich functionality, PPO has been able to achieve that.'*





# Timeline – Implementation

May June July August September October November December





# Benefits realised – releasing resources

How did the digital journey benefit Aspen?

## Tangible Benefits



We have saved between a half and three quarters of the time of a full-time EPMO employee spent on reporting and administration, enabling us to handle a higher volume of concurrent projects whilst maintaining our key delivery controls and governance processes



We've also managed to save several days every month per project manager in terms of administration, with estimated gains of 10-15% per person



Over \$250k annual budget reduction for 2019 / 2020 via role rationalisation across the PMO and PM teams



Cost of ownership also improved vs. renewal rate on our legacy toolset due to PPO subscription model

*"Not only has PPO provided us with greater insight into our allocation of tasks, it has also provided our Transformation teams and EPMO with considerable time savings."*





# Benefits realised – releasing resources

How did the digital journey benefit Aspen?

## Intangibles



Improved data quality, visibility and timeliness of Management Information has enabled improved decision making e.g. optimising use of the change resource pool



Data inputting was faster; as were reporting outputs



More timely data, month end cycle reduced from 6 to 2 business days



Far greater levels of insight provided to our Executive teams resulting in better project selection, earlier interventions where needed and better use of our resource pool



Capacity generated to provide one to one support meetings with every project every month

*“Not only has PPO provided us with greater insight into our allocation of tasks, it has also provided our Transformation teams and EPMD with considerable time savings.”*





# Moving on

Following successful Phase 1 sponsorship was obtained to build additional capabilities

Maintained partnership approach with PPO moving towards more of a consultancy model

In house capacity for PPO development, now able to support deployments of new features and functionality, on average have a release once a month

**We have engaged on a formal phase 2 project to extend key services and functions:**



Completing the thought to finish cycle



Automating our project artefacts



Creating bespoke control metrics and KPIs



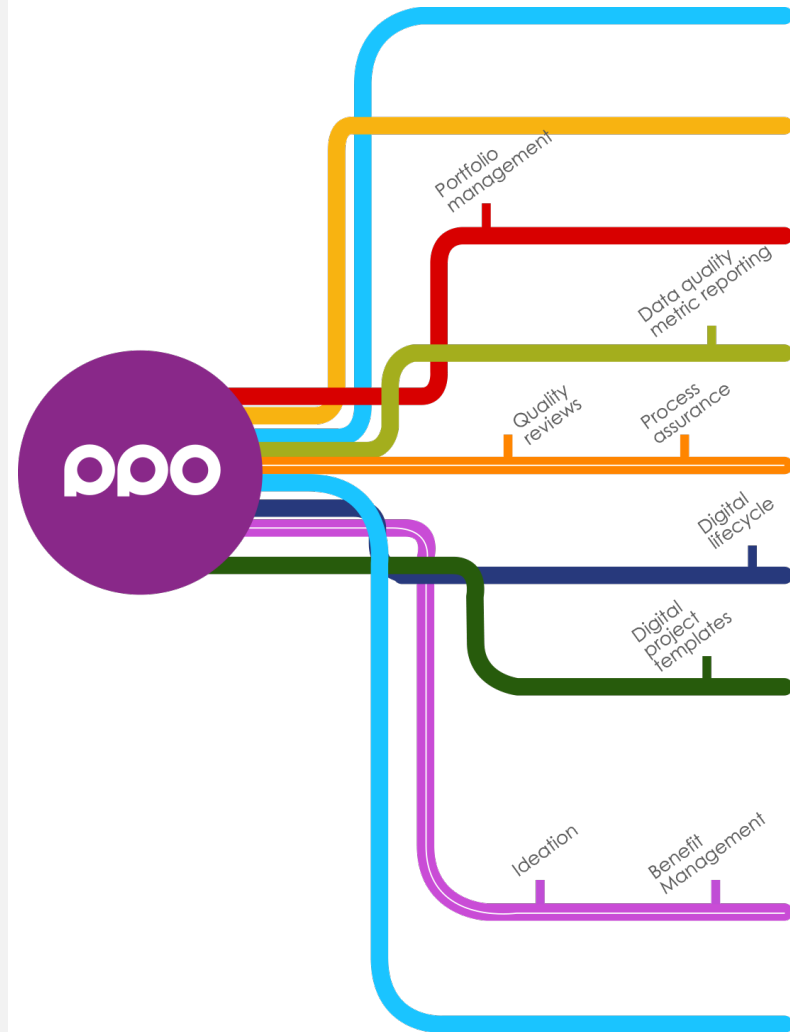
Further developing our lifecycle and branding



We have maintained our communications profile



Introduced additional key data points



# Summary and key take away points

What did we do that made us successful?

- 1 Do not use a PPM implementation to drive process change
- 2 Avoid major changes to reporting content, frequency and formats during your implementation
- 3 Enable your Project Managers
- 4 Get your 'value chain' stakeholders on board
- 5 Remain focussed on your target outcomes
- 6 Never say or allow anyone else to call your solution a 'PMO Tool'
- 7 Focus heavily on change management
- 8 Maintain ongoing communications and keep your solution profile high





# Questions?

Q & A





YOU HAVE REACHED  
YOUR DESTINATION

**THANK  
YOU**



# Questions?



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