



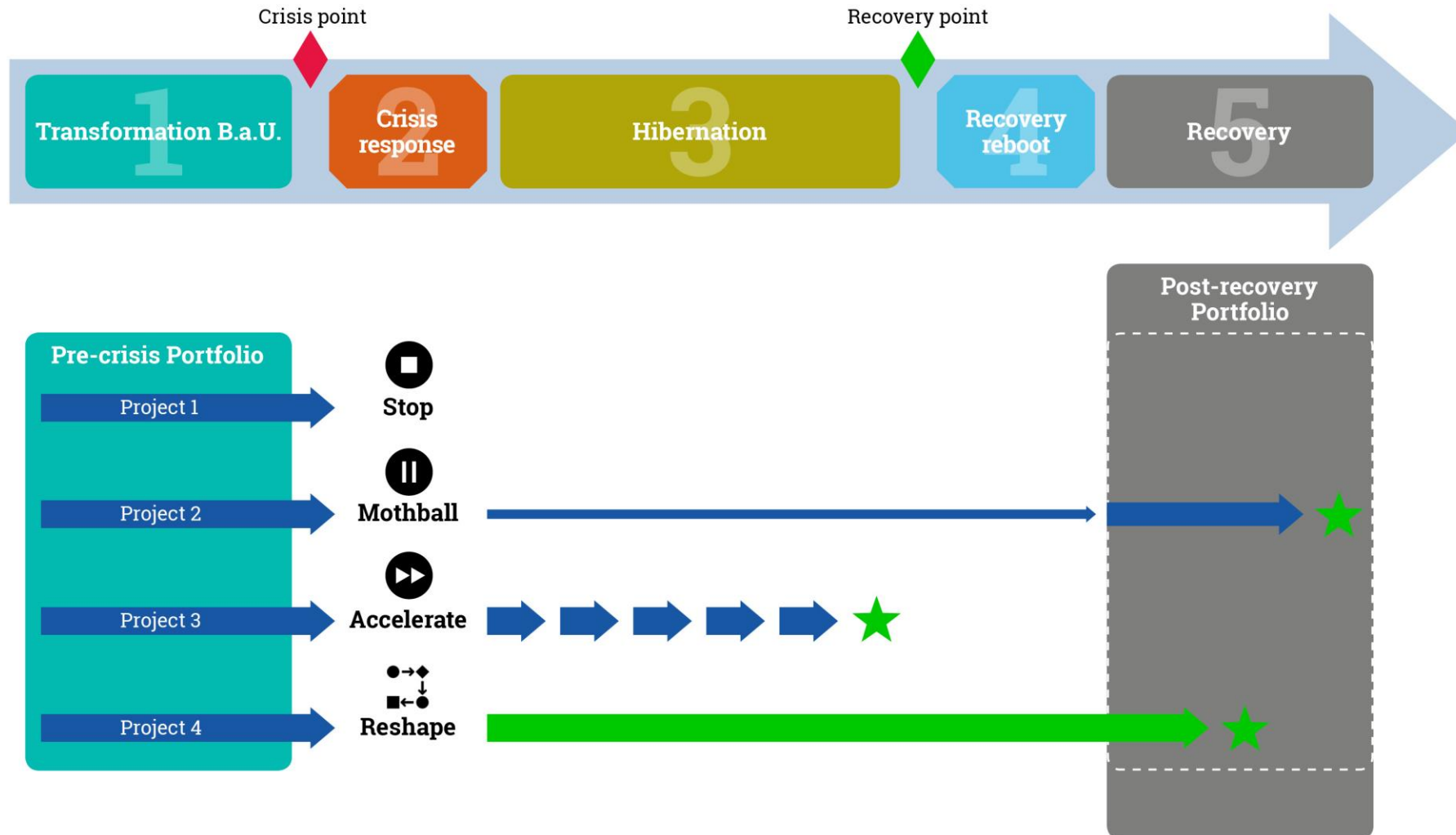
P2 CONSULTING







The critical role of the PMO during crisis or staying relevant as the world ends.

Thursday 6th May 14:00 – 15:00 BST

Portfolio transformation from crisis to recovery



Crisis Prioritisation – key considerations, process and outputs

Option	Definition	Initiative	Contribution to New Strategy	Cost Savings (over next 3 years)	Payback Period (short term)	Resource Requirements (personal and knowledge)	Execution Risk	Weighted Total Rating
Stop 	Project ends as efficiently as possible with minimum additional funding or resources	Weighting Based on Strategy	50%	17%	11%	11%	7%	100%
		Assessment	Low Medium High Very High Mission Critical	< \$1m \$1m - \$5m \$5m - \$20m > \$20m	> 5 Years 3 - 5 Years 1 to 3 Years < 1 Year	High Medium Low Minimal	High Medium Low Minimal	
Mothball 	Project is 'paused' and all project artefacts are put on ice until the project is rebooted	Project 1	Mission Critical	> \$20m	< 1 Year	Minimal	Minimal	100
		Project 2	Very High	< \$1m	> 5 Years	High	High	44
		Project 3	Very High	\$5m - \$20m	3 - 5 Years	Medium	Medium	54
		Project 4	Very High	> \$20m	> 5 Years	High	High	54
		Project 5	Medium	< \$1m	< 1 Year	Minimal	Minimal	40
		Project 6	Mission Critical	\$1m - \$5m	1 to 3 Years	Low	Low	83
		Project 7	Medium	\$5m - \$20m	3 - 5 Years	Medium	Medium	29
		Project 8	Medium	> \$20m	> 5 Years	High	High	29
		Project 9	Mission Critical	< \$1m	> 5 Years	Low	High	74
Accelerate 	Project has jumped to the top of the list as it must be done to help recover from this crisis situation	Mission critical Keeping lights on activity Vital for the new operating model Workforce can be redeployed to help						
Reshape 	Some vital value can be extracted from the project or one of its deliverables or releases but it must be reshaped to descope non essential activity and deliver more incrementally	Some mission critical elements Close to delivering real value						



Crisp, clear decision making



New priorities established







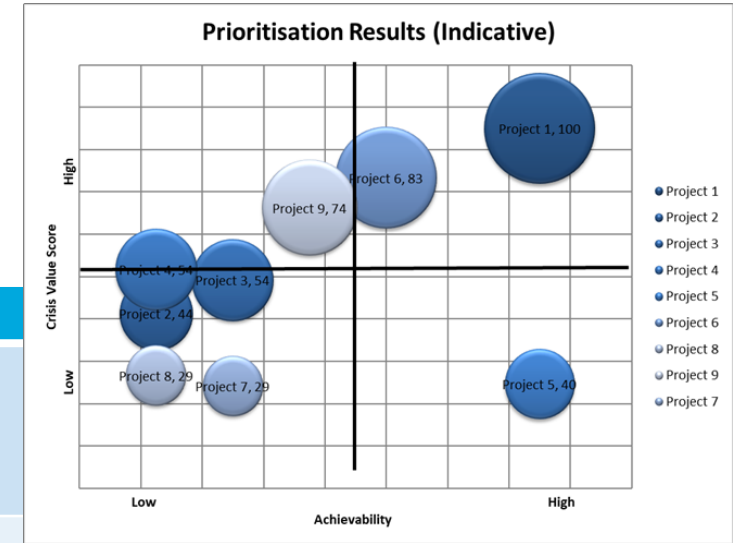
Plan and facilitation



Change Management

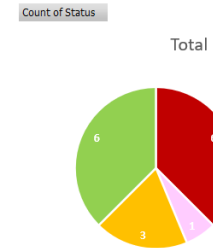
Crisis Prioritisation

Option	Definition	Key Drivers
Stop 	Project ends as efficiently as possible with minimum additional funding or resources	No longer relevant Main value delivered In distress or recovery Niche or non critical
Mothball 	Project is 'paused' and all project artefacts are put on ice until the project is rebooted	Low contribution to new 'Must Dos' Costs too high in constrained environment Costs too high in constrained environment but still critical to organisation's long term strategy
Accelerate 	Project has jumped to the top of the list as it must be done to help recover from this crisis situation	Mission critical Keeping lights on activity Vital for the new operating model Workforce can be redeployed to help
Reshape 	Some vital value can be extracted from the project or one of its deliverables or releases but it must be reshaped to descope non essential activity and deliver more incrementally	Some mission critical elements Close to delivering real value

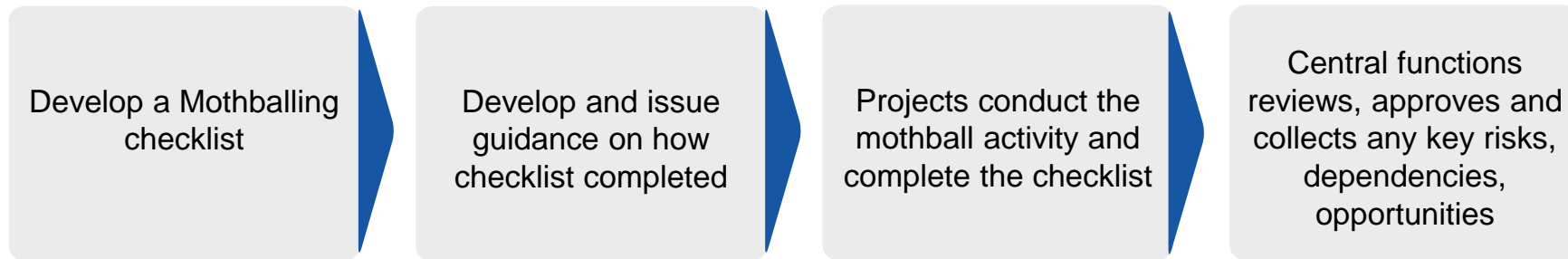



Initiative	Contribution to New Strategy	Cost Savings (over next 3 years)	Payback Period (short term)	Resource Requirements (personal and knowledge)	Execution Risk	Weighted Total Rating
Weighting Based on Strategy	50%	17%	13%	13%	7%	100%
Assessment	Low Medium High Very High Mission Critical	< \$1m \$1m - \$5m \$5m - \$20m > \$20m	> 5 Years 3 - 5 Years 1 to 3 Years < 1 Year	High Medium Low Minimal	High Medium Low Minimal	
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Mothballing your projects – key considerations, process and outputs





Domain Categories	Sub-Category	Checklist of Requirements for Pausing a Project	Status	Gaps
	Budget release	Project team to confirm what costs (if any) were budgeted for post go-live, which will not now be incurred with post remobilisation of the project.	Red	
	Commercial Terms	Project team and Finance Manager to work together to determine whether there are any existing costs being committed to (licences fees, hosting etc) which cannot be terminated & which will no longer be used by the business.	Amber	
	Commercial Terms	Project team and Finance Manager, once re-mobilised, consider if there are any changes required to estimated UELs (useful economic life) that are known at this time (e.g. previously signed to licence fee periods); are we now dependent on these being extended? do we need to upgrade to later versions earlier than originally envisaged?)	Red	
	Remobilisation costs	Upon remobilising the project, is the project team aware of any future re-work that is likely to be required that is known at this time? (E.g. as a result of known scheduled upgrades by 3rd Parties; updates needing to be applied to system integrations; additional testing/regression testing required etc.) Please add a note to the Comment box if so.	Green	
	Statements of Work (SoW)	Programme/Project Manager to determine whether there are any SoW coverage gaps for projects being paused. If so, project team to work closely with Finance and Commercial teams to resolve the issues prior to the project being paused.	Amber	
	Deliverables	3rd Parties to complete all agreed 2020 Programme and Project level deliverables to a high quality standard ahead of the project pause date. Programme Manager/Project Manager to lead these discussions on pause deliverable and set timelines and expectations engaging other key stakeholders in this work as appropriate e.g. Finance and Commercial.	Pink	
Financial / Commercial	Benefits	Project Manager and Finance Manager to confirm the impact to the projects benefits profile and business case.	Red	

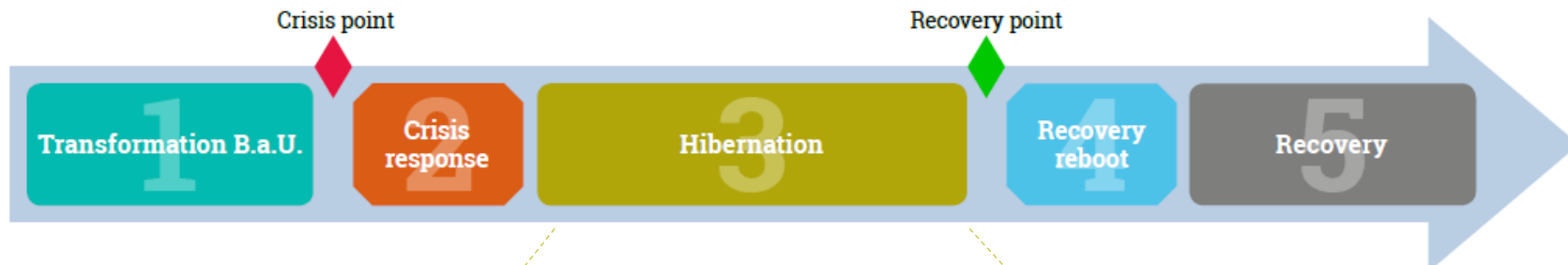


 Morale and motivation

 Capability/knowledge

 Remobilisation guide  Quick wins

Critical Functions during the Hibernation Phase



- Standard functions of central PPM
- Additional functions to prepare for recovery
- 'Housekeeping' improvements

Role of central function to prepare for recovery

2. OWNING THE MOTHBALL PORTFOLIO

Representing, the portfolio of mothballed projects when it comes to portfolio and strategic level conversations

Tracking the knowledge for the paused portfolio

Owning the 'plan' to rapidly reboot the portfolio

Ensuring the mothballed portfolio can be rapidly recovered with minimal cost and delay.

1.
CAPABILITY TRACKING

3.
PORTFOLIO REBOOT PLANNING

House-keeping activities for the Central Functions

5. STRENGTHEN REPORTING STRUCTURE

Revisit the reporting and progress tracking in place and ensure it supports customer need.

Engage with key customers to improve services

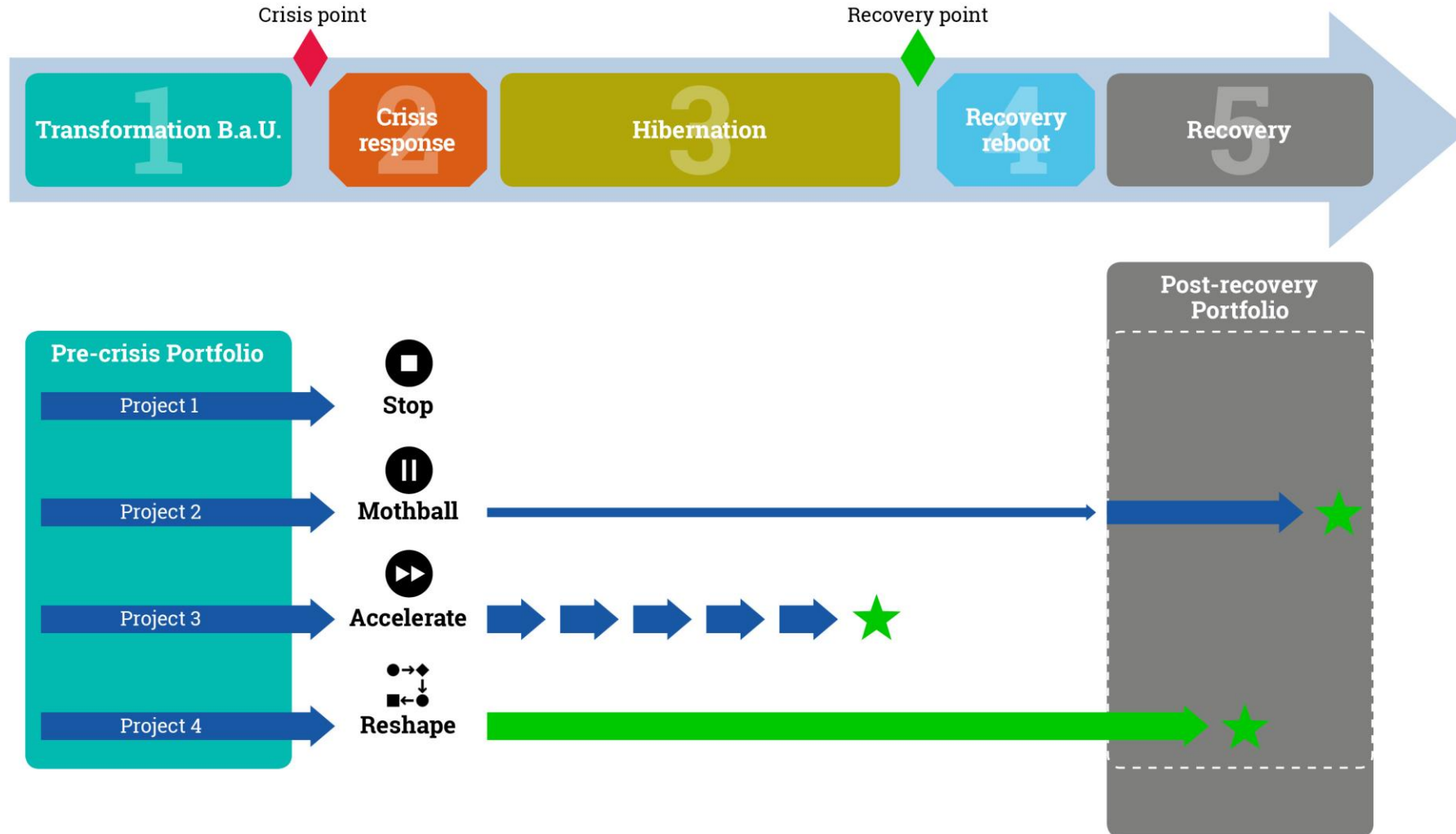
4. CUSTOMER SATISFACTION

6. STRENGTHEN DELIVERY FRAMEWORK

Refresh the delivery framework – simplify and refine or consider new methodologies

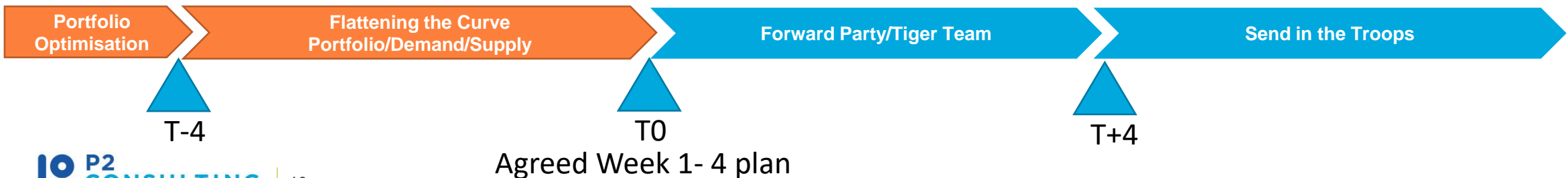
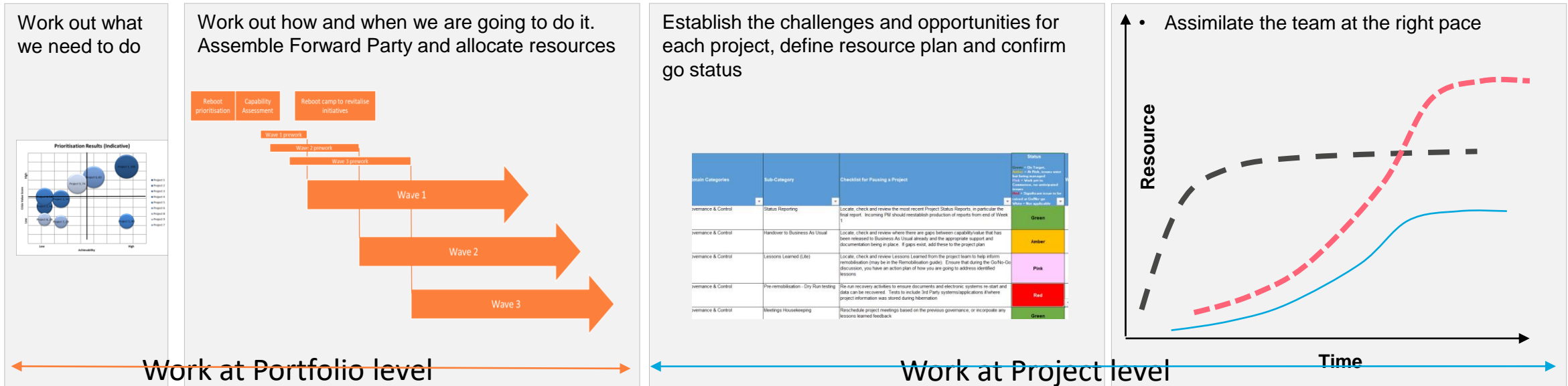
Ensuring the PPM Capability is ready and optimised for the recovery phase

Portfolio transformation from crisis to recovery



Portfolio Reboot plan

- Central functions liaise and plan the activity of the teams before bringing Forward Party on line.
- Forward party details the Resourcing and Reboot Plan for each project before assembling troops



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21 May | 12.00-12.30pm BST

Project Reboot: successfully bringing your projects out of hibernation

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