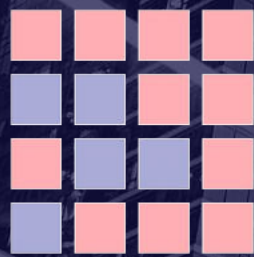


Webinar April 2022
Project, Programme, and Portfolio Management Maturity



IBRS

ANALYSIS
INSIGHT
JUDGEMENT

Establishing a Successful Project Culture

Mike Mitchelmore
Advisor

Today's Goals



What is the project landscape for success



Using the project management office (PMO) to assure successful governance



How to establish a project management framework (PMF) that works



Using project assurance effectively to support decision making



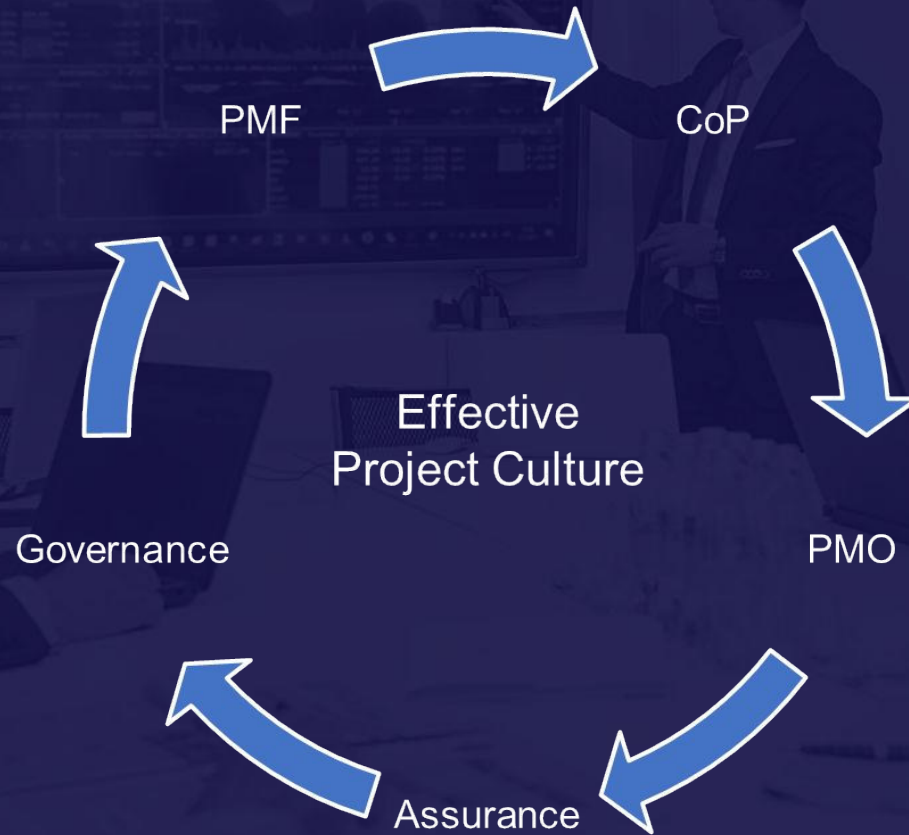
Getting value from community of practice (CoP)



Next steps

Effective Project Culture

Continuous Improvement Cycle – Growing Maturity of the Project Culture



Successful Project Management Landscape



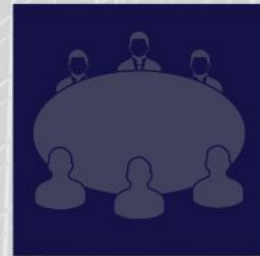
PMF that addresses multiple models



Effective governance



COP that is more than sharing information



Using project assurance to stay on track



A PMO that is key to managing risk



Not forgetting the need for organisational change management (OCM)

Poll:

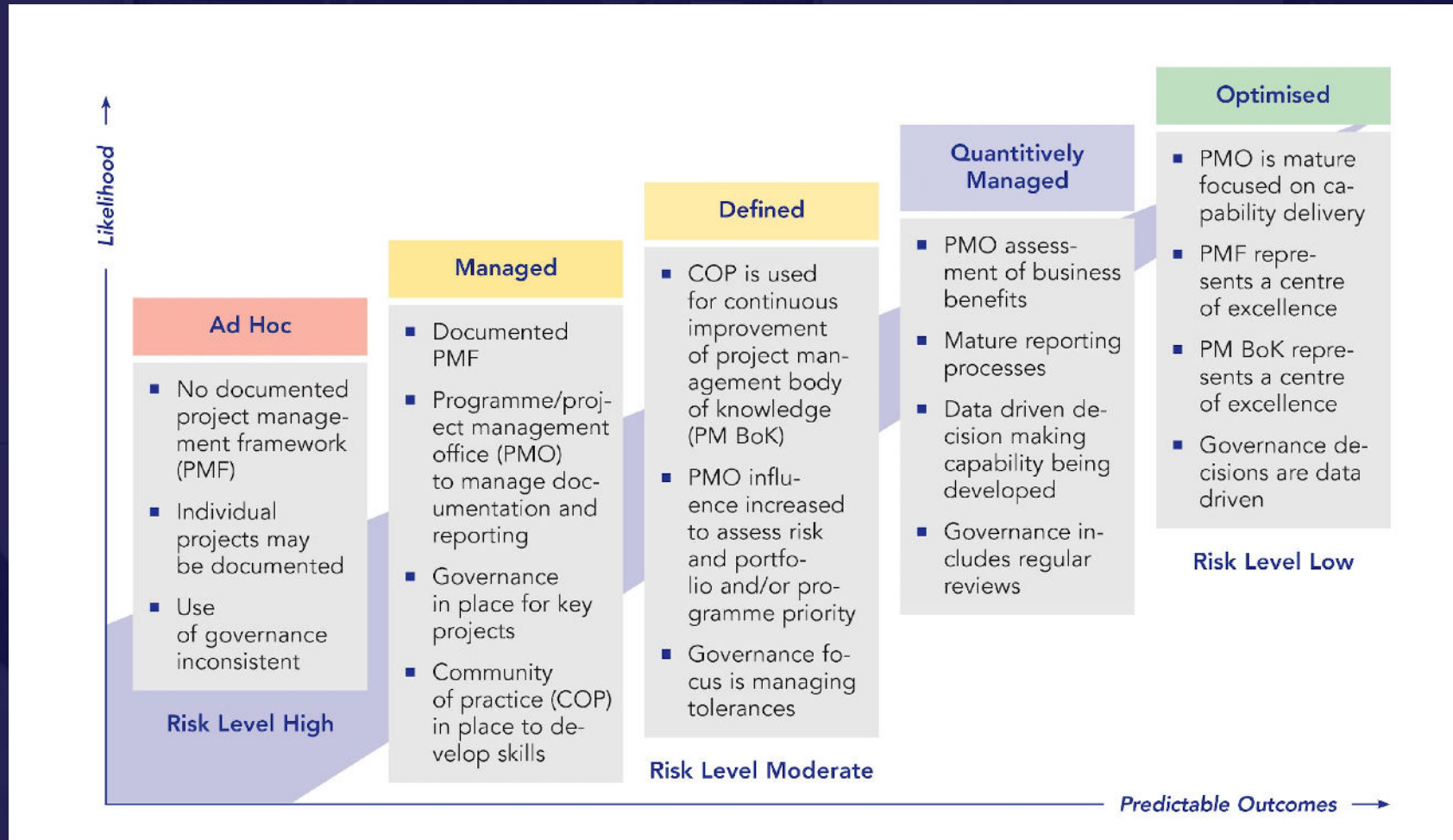
Select the answer that best describes your organisation:

1. My organisation uses a mix of project management approaches (for example a mix of Waterfall and Agile).
2. My organisation uses only Waterfall.
3. My organisation uses only Agile.
4. My organisation is still developing its approach to project management.

Poll responses:

- Uses a mix of project management approaches 29%
- Uses waterfall almost exclusively 43%
- Use agile almost exclusively 0%
- Is still developing its project management approach 21%
- Has no fixed project management approach 7%

Programme and Project CMM Maturity Model



Poll:

Select the answer that best describes your organisation:

1. My organisation project management maturity best fits a CMM level of 1.
2. My organisation project management maturity best fits a CMM level of 2.
3. My organisation project management maturity best fits a CMM level of 3.
4. My organisation project management maturity best fits a CMM level of 4.
5. My organisation project management maturity best fits a CMM level of 5.

Poll responses:

1: Ad-hoc	14.5%
2: Managed	57%
3: Defined	14.5%
4: Quantitatively managed	7%
5: Optimised	0%
6: Unknown	7%

Project Management Framework



Templates for project management artifacts



Effective information source for governance



Process maps for multiple approaches



Using project assurance to stay on track

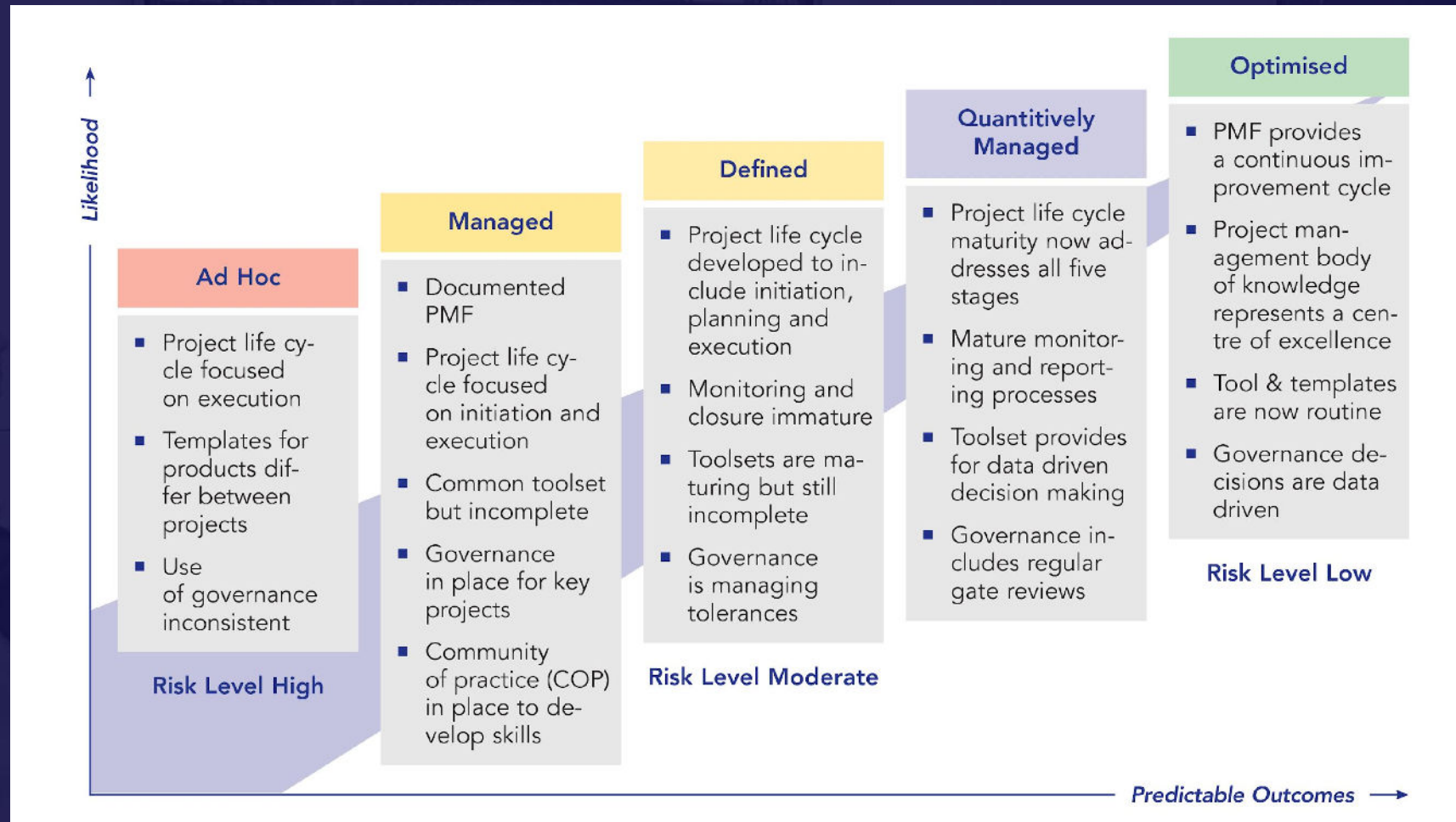


Reporting on issues and risk



Not forgetting the need for OCM

Project Management Framework Maturity Model



Role of the PMO



Drive standards



Track business benefits



Map and manage risk reduction



Manage gateway reviews

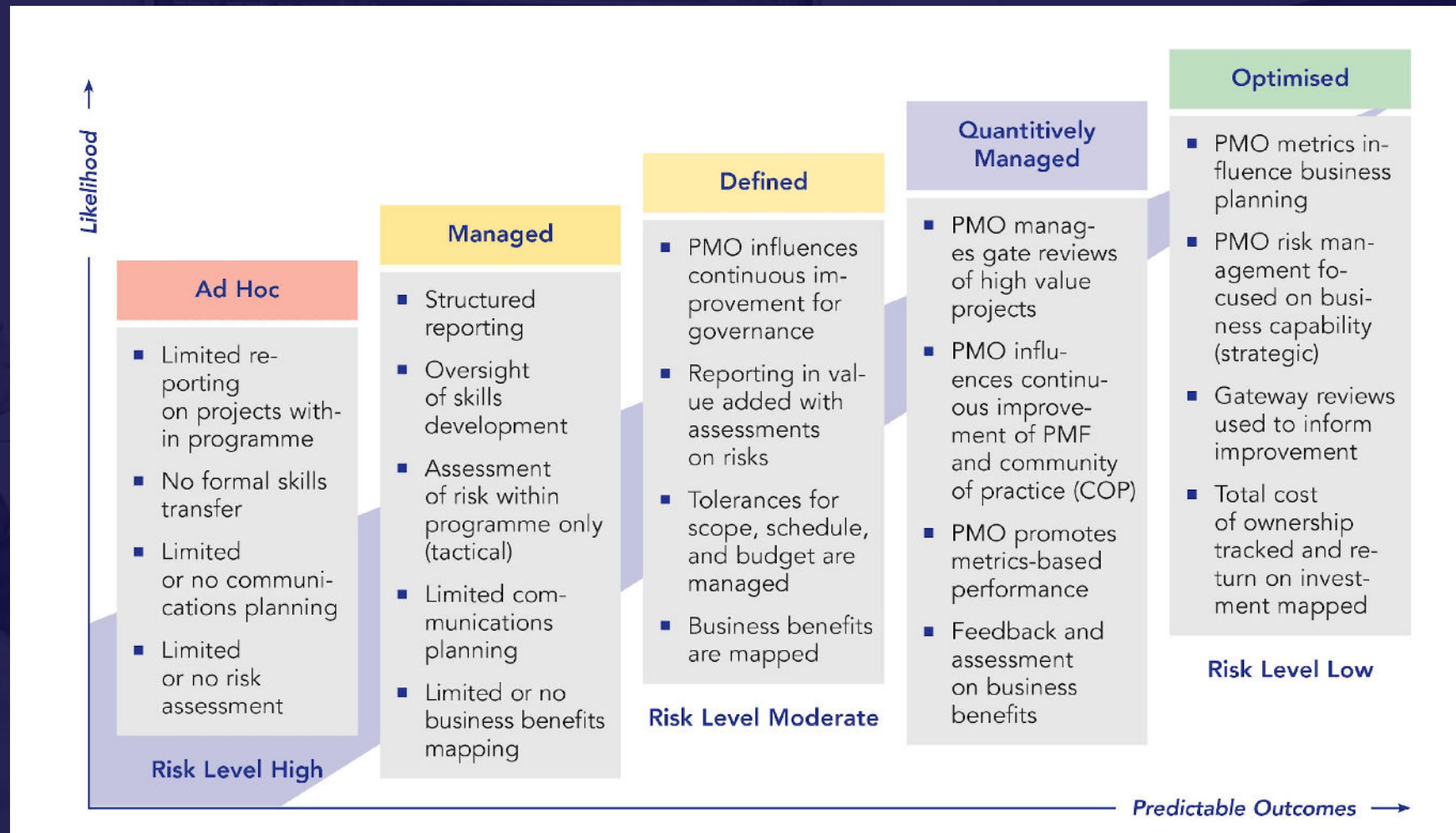


Interface governance bodies



Advise business on impacts

PMO Maturity Model



Effective COP

Sharing of
knowledge

Development
of the
framework

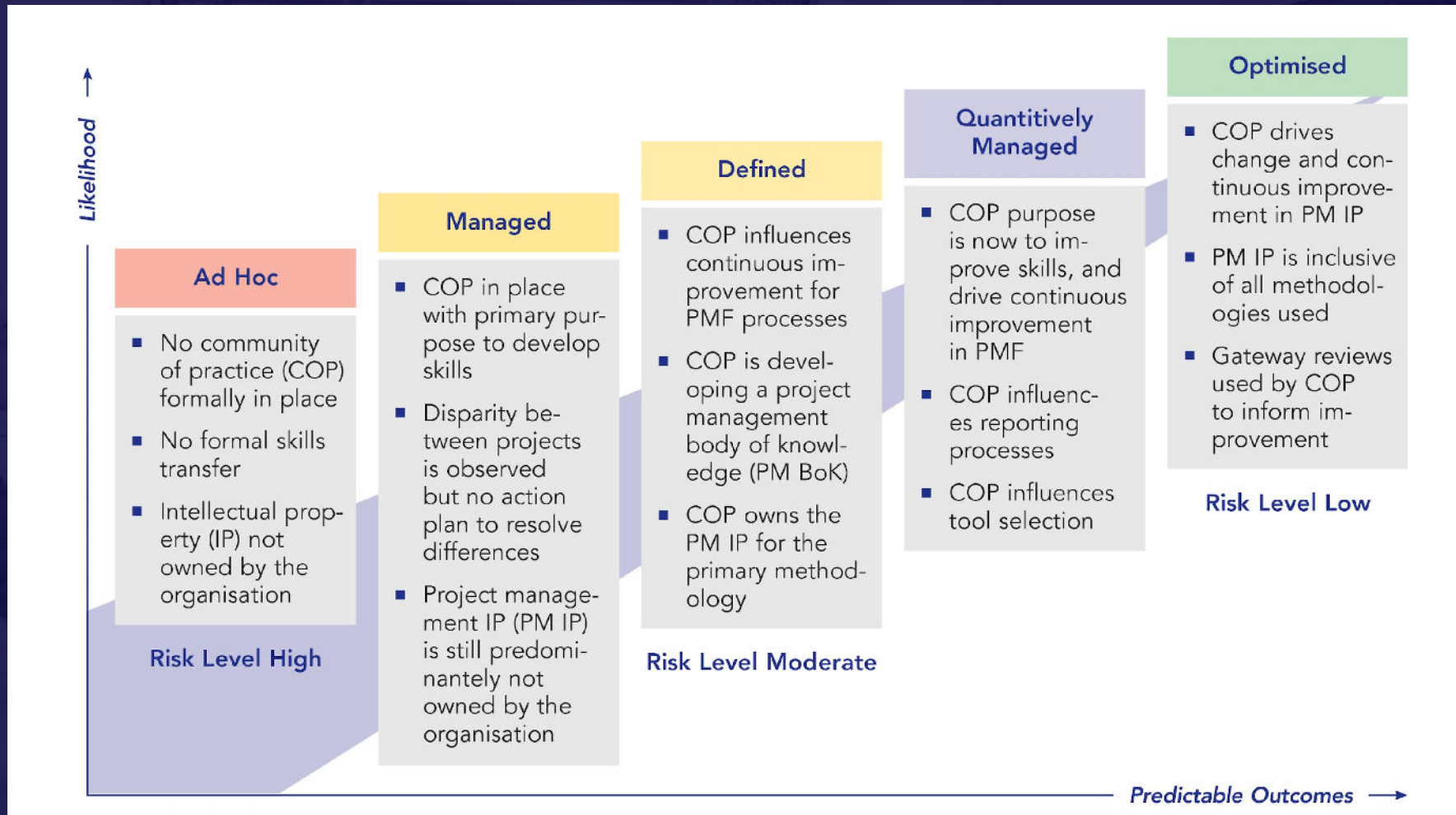
Providing
multi
disciplinary
teams to
resolve issues

Training and
improvement
of skills

Tool selection

Driving
continuous
improvement

COP Maturity Model



Value of Gateway Reviews

Maintains
focus on the
capability

Provides
governance
with
independent
view

Confirms
progress

Identifies
threats

Readiness for
the next stage

Identifies
lessons to be
learned

Gateway Reviews

Gate	Focus of Review
Gate 0	<p>Business Need Assures that the scope and purpose has been adequately assessed, communicated, fits within the agency's overall business strategy and/or whole-of-government strategies and policies, and that the expected benefits have been identified and measures have been considered.</p>
Gate 1	<p>Business Case Focuses on the robustness of a project's proposed approach to meeting the business requirements and can be delivered within the timeframe and with the resources provided. This assures that a benefits' management approach has been applied, improvements are clearly defined, and can be quantified.</p>
Gate 2	<p>Delivery Strategy Provides assurance that the procurement strategy: establishes a clear definition of the project and a plan for its implementation; has assessed the project's potential for success, benefits agreed upon in previous stages have been aligned to the delivery effort, and if the project is ready to invite proposals or tenders.</p>
Gate 3	<p>Investment Decision Providing assurance on the supplier selection: that the business needs are likely to be met through the project and contract management controls; that the processes are in place for contract delivery; assures that the benefits' management strategies and plans have been incorporated.</p>
Gate 4	<p>Readiness for Service Provides assurance on the organisational readiness for delivery and ongoing management of the solution prior to production release.</p>
Gate 5	<p>Benefits Realisation Provides assurance on the project's success in achieving its objectives and potential remedial actions.</p>

Poll:

Select the answer that best describes your organisation:

1. My organisation uses a Gate Review process for major capability developments.
2. My organisation has used Gate Reviews but the application of which projects are reviewed is not well defined.
3. My organisation does not use a gate review process.

Poll responses:

- For major capability developments 27%
- For some, but application is not well defined 46%
- Rarely or never 27%

Next Steps

1. Download a copy of the IBRS ebook on programme and project maturity from ibrs.com.au
2. Conduct a short workshop internally to:
 - a) Assess your organisation's PMF to ensure it is representative of the project approaches in use.
 - b) Determine how to use your COP to influence the organisation's project culture.
 - c) Assess how your PMO can mature to a point where it influences business decisions.
 - d) Assess how your organisation can use gate review processes for better inform governance decision making.

Poll:

Select the answer that best describes your organisation now that we have completed the webinar:

1. My organisation project management maturity best fits a CMM level of 1.
2. My organisation project management maturity best fits a CMM level of 2.
3. My organisation project management maturity best fits a CMM level of 3.
4. My organisation project management maturity best fits a CMM level of 4.
5. My organisation project management maturity best fits a CMM level of 5.

Poll responses:

1: Ad-Hoc	18%
2: Managed	55%
3: Defined	27%
4: Quantitatively managed	0%
5: Optimised	0%
6: Unknown	0%



Open Forum

A group of five business professionals are seated around a conference table in a meeting room. A woman with curly hair is in the center, speaking and gesturing with her hands. To her left, a woman is listening intently. To her right, a man and another woman are also listening. The room has large windows in the background. The text "Submit an Inquiry" is overlaid in the center in a white serif font.

Submit an Inquiry

About IBRS

Save Time | Save Money | Mitigate
Risk | In-Context Advice | Skills
Development | Personal Touch

IBRS is a boutique Australian ICT Advisory Company. We help our clients mitigate risk and validate their strategic decisions by providing independent and pragmatic advice while taking the time to understand their specific business issues.

