

citi bulletin

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news from **citi** – the project professionals

break free

MOST organisations have a project office.

Though they ought to play a vital role in the management and deployment of project capability, for many project communities the experience is often a negative one.

Instead of offering options and alternatives to senior management and advice, insight and support to project managers, they are often nothing more than 'sinks' and bureaucracy, rehashing old data and creating overheads for project managers and companies alike.

Signal box

Well-run, a project office is like a signal box on the rail network. Using knowledge of the way things happen (the typical project performance in the organisation), the predicted demands on the system (projections of projects and resource plans) and the known behaviour of the components (projects and project managers), it monitors progress and performance, and uses reports, forecasts and allocation committees to optimise the throughput of projects.

Its principle function is thus one of reducing contention between project demands made on the project capability of

by **Christopher Worsley**

CEO: CITI Group

the organisation and supporting the management of its project capacity.

Setting up a programme office is a totally different proposition. Of course programme offices monitor projects and are interested in optimising the use of project resources.

But a project office focus is exclusively on the project community; its sources of information are project managers, it shapes and influences projects.

Benefits

Programme offices monitor the impacts and benefits triggered in the business by the delivery of projects. They thus need to spend more than half the time talking with and creating relationships with managers and others in operations, not just the project managers.

Project progress and project performance is important, but of equal concern is effectiveness of the change initiatives that are

happening through the medium of the line.

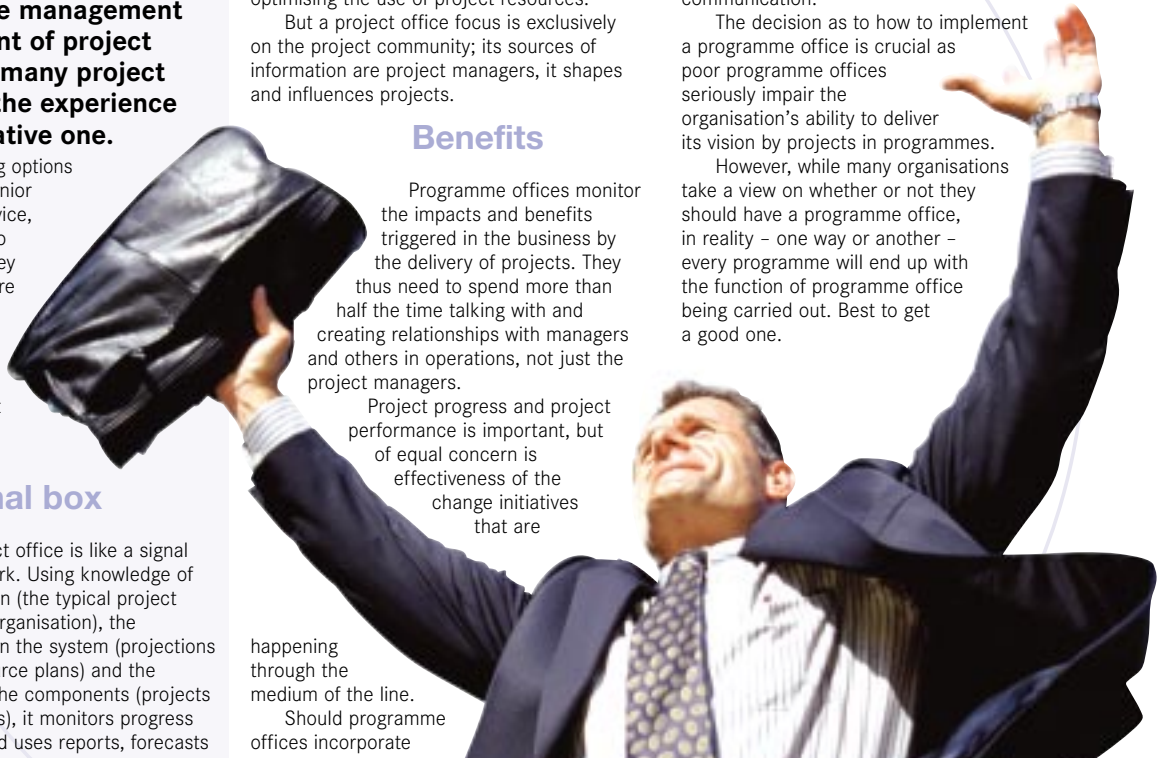
Should programme offices incorporate project offices? Organisations may opt to try to evolve their project offices

into programme offices, but the transformation involves staff, techniques, practices, and tools.

Another option, which is often more viable, is for programme offices to 'contract-out' the monitoring of projects to the established project office, while developing such key capabilities as benefits tracking, programme issue management, programme interdependencies and programme-level communication.

The decision as to how to implement a programme office is crucial as poor programme offices seriously impair the organisation's ability to deliver its vision by projects in programmes.

However, while many organisations take a view on whether or not they should have a programme office, in reality – one way or another – every programme will end up with the function of programme office being carried out. Best to get a good one.



Break free: A well-run project office cuts through the tape of bureaucracy.

change starts here

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citi the project professionals

APM Foundation Certification in Risk Management



CONGRATULATIONS are in order for Jim Redfern, Principal Consultant CITI, who has taken the first steps towards becoming an Association for Project Management accredited Risk Management Trainer.



Jim Redfern: Principal Consultant CITI.

As one of a trail-blazing group of four consultants who have taken and passed the certificate, he will be able to run CITI two-day courses based on the forthcoming APM syllabus.

The APM Foundation Certification in Risk Management is one of a portfolio of new qualifications that are being launched by the APM from September this year.

In APM's words, the foundation level Specific Qualification in Project Risk Management (Risk SQ) is designed to determine an individual's knowledge of project risk management and if it is sufficient to allow an individual to contribute to the formal process of project risk management.

The syllabus is largely derived from the APM Body of Knowledge and the APM's own PRAM (Project Risk Analysis and Management) guide. It assumes that candidates taking the examinations already have the level of Risk Management knowledge specified in the APMP, the APM's foundation qualification. For those who haven't this level of knowledge and want to gain the APMP, CITI offers the APMP Pathway either as an open or in-house programme. Contact us for more details.

The Risk SQ syllabus is generally in accordance with BS6079 2000, although it covers additional topics, allowing for wider interpretation in some areas.

Risk management is an often neglected area, yet professional risk management is central to project success. The new qualification, based as it is on an examination at the end of the two-day course, provides a way for your organisation to identify its risk management professionals from the rest!

pulling

The Prison Service had an ambitious 'root and branch' change initiative to undertake. It was decided to test a new approach – using programme management – to co-ordinate all aspects of the change.

PUTTING together the first programme in the Prison Service was a challenge.

The Executive Council commissioned CITI to support the establishment of the 'Performance Standards Programme' (PSP).

The most important decision was the appointment of Ingrid Posen – an experienced Prison Service manager. She was faced with a complex stakeholder management problem. The project management teams were a mix of field and HQ staff, a first for the Prison Service, and had little or no experience of project management. With understandably suspicious sponsors who had rather disparate agendas, Ingrid was fully occupied, leaving little or no time to support the inexperienced members of her team. This meant she was very reliant on the information to be gained from a programme office.

As a result the programme office (PO) had

to be set up quickly. It had to be able to monitor and control projects effectively in an environment in which there was limited capability to share information. It also needed to satisfy the stakeholder needs of HQ, the field operatives, the Directorates and Government agencies.

role model

The PO was set up from scratch, designing processes, templates, visibility tools and status reports. The physical processes and the roles and responsibilities were implemented with a CITI project delivery manager acting as a role model to the prospective PO manager. Meanwhile, and equally importantly, an education programme, including one-to-one support, was given to the project managers to enable them to exploit the processes and use the PO effectively. The tailored education and tailored PO supported the requirements of the programme and the culture, moving at a pace which could be handled both by the team and the environment at large – but with a view to the endgame and timescales.

Within a few days of operating the PO ran status meetings, alerted the programme manager to hot spots and areas of contention, and maintained one-to-one support as required

delivering corporate vision thro



As part of Britannia's drive to ensure the delivery of their corporate vision, they recognised a need to improve their project and programme environment.

"To do this we first needed to understand our current position and how we compared to best practice," says Chris Lazenby, Head of Business Improvement. "Working with CITI we undertook a comprehensive analysis of our change capabilities and project management competency.

"Once we had done that, we were able to recognise and build on our existing strengths, and to pinpoint improvement opportunities.

These included further development of project manager and sponsor skills, and opportunities to change the way Business Improvement supports the project community at Britannia. Finally, the analysis revealed scope to develop our governance procedures further and to make our project delivery processes compatible with best practice, and consistent across the organisation.

"We adopted the CITI project manager profiling assessment models to help us understand the current capabilities and development needs of each of our people. The output enabled us to devise focused education programmes; our project managers have undertaken courses relevant to their knowledge, skills and experience, and our sponsors and senior managers are learning



project teams

Effective project teams are fundamental to project success, yet so many books in this area focus on the management of a team and not specifically the management of a project team.



Peopleware
Torri DeMarco & Timothy Lister

An influential book in this area. Although it is IT focused and is starting to look a little dated, it is one of the few books that really go into the details of creating a productive environment for the team.

Well worth having on your bookshelf, if only for quotes like this: Our boss came in and asked, "Wendi! What are you doing?" Wendi said: "I'm thinking." And the boss said: "Can't you do that at home?"



Successful Project Managers
Jeffrey K. Pinto, O.P. Kharbanda

A very readable book which concentrates on the role of the project manager.

Although you probably won't feel like you've learnt much, there are some interesting and thought-provoking insights - is the project manager a generalist or specialist and what does it mean to be the captain, commander and conductor all in one?



Project Management
Roland and Francis Bee

While this book starts reviewing team management generally, by chapter three it really is concentrating on the dynamics of the project team - how to structure the team to deliver results. This book is certainly worth reading, if only to remind you of what you should be doing with your team!

by project managers. As soon as the programme manager and PO manager felt confident, direct support from CITI was tapered off ensuring a smooth hand-over.

The lesson was that the depth of planning and monitoring needed for complex change programmes can often be too much to cope with for those not used to projects - unless there is good, and often personal, support.

The stakeholder management commitment of the programme manager may leave the programme exposed at times; therefore the PO must be able to act as eyes and ears for the programme manager. Processes can be changed given enough commitment - even those 'tried and tested' ones!

The PSP proved a number of important points:

1. That the programmatic approach works - even in complex functional arenas.
2. Product-based planning is essential to gain control over achievement.
3. You cannot succeed without an effective programme support office.

The Prison Service is now committed to a much bigger and even more ambitious programme - Safer Custody Programme. All the lessons learned have been taken on board. CITI is there, and the Prison Service is on course for another successful programme.

ough projects and programmes

what they can expect of professional project managers, and conversely what the project management community expects of them."

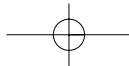
At the same time as the development programmes were under way, CITI and the Business Improvement team began designing the Britannia project management guide. "Held on the Britannia server, this intranet-based guide is already proving valuable," says Chris. "The idea is that our e:PMguide becomes a source of best practice for the whole project community, and an integral part of our project governance system.

"We recognised very early on the need both to maintain up-to-date awareness of the services provided by the Business Improvement team and to provide a medium for sharing actual experiences within the project

management community," says Chris. "CITI helped us launch the Britannia e:PMguide at our first Project Management Forum meeting.

"The Forum approach enabled us to communicate and involve all interested parties in the way forward. It was deemed by all to be a success - the feedback from the project community is that they like the Forum approach, and they are keen to meet regularly to share best practice and air issues," says Chris.

"CITI have proved to be a catalyst for us, enabling us to move forward with changes that deliver benefits focus and consistency in our projects. "Although it is early days, we believe we are already in a much stronger position to meet the demands of change on behalf of our members, and that means everything to us."



Courses and workshops

5th July, Project support office workshop, London

CITI's popular one-day project support office workshop, is a must for companies setting up or looking to improve the management of their project support office. Looking at personal successes and gaining knowledge from CITI's extensive research base, the workshop covers best practices, which should be applied in every business.

July - Working with projects course

Aimed at work package managers and line managers working in small projects, this course lays down the foundation to plan and implement a successful project using recognised tools and techniques.

September-October - Making projects work programme

Delegates' should be responsible for implementing significant stand-alone projects or projects that form part of a major programme. The first module lays down the management tools and the second tests delegates planning abilities using case work.

July-August-September - Project management masters programme

Aimed at project managers dealing with complex cross-organisational projects, this is the most advanced of the CITI project management courses. This three-module course extends the capabilities of experienced project managers to ensure

the successful delivery of the most complex of projects.

August-September - Managing programmes course

Suitable for both practising programme managers and managers about to initiate a major change programme, this four-day course looks beyond the roles and responsibilities in the programme to what needs to be done to deliver the business benefits.

More information

For more information on any of our events call the Business Development Unit on 01908 283600

organisation of choice



The growing success of the project management professionals - PMI

ON THE 1st May this year, John Zachar, Principal consultant with CITI, delivered a presentation about stakeholder identification and management to the UK Chapter of the Project Management Institute (PMI).

Since its founding in 1969, Project Management Institute (PMI®) has grown to be the organisation of choice for project management professionalism, with almost 90,000 members worldwide. In the UK, PMI has been operating for some six years. There are currently over 1000 PMI members in the UK and this number is growing fast!

Stakeholder management is one of the most important aspects of successful project management. There are a number of ways to demonstrate unequivocally success as a project manager; however, getting the output

from a project accepted and used by the 'business' is one of the more important. This requires stakeholder management.

Identifying the project's stakeholders, assessing them and determining how they should be managed is a part of that process. Understanding what a stakeholder is, where they come from, the roles that they are likely to take on and their responsibilities is only the beginning.

Understanding their relationship with the project, and inevitably other stakeholders, should help the project manager and his/her staff identify management processes that can greatly assist in setting stakeholder expectations. Coupling the above with the fact that different stakeholders have varying levels of interest in the project, and therefore demand different management approaches, only adds to the complexity.

About half of the 50 or so attendees personally approached John and indicated their thanks and appreciation. According to attendees, it was one of the best presentations the UK Chapter has witnessed. The UK Chapter of the PMI has already approached John about the possibility of



doing more presentations. If you would like further information about these events visit www.pmi.org/chap/uk.

