

Project Governance review



Skills and Capabilities

23 January 2023

The challenge

- The scope
 - A review of organisational capability by undertaking a corporation training needs analysis (building on previous work)
- Deliverable outputs
 - Analysis of current skills identified to create 'as is' picture via skills and capability survey
 - Capability framework descriptions for key PPM roles to support future portfolio TOM
- Deliverable outcome
 - Understanding of organisational capability (PMO ecosystem) to deliver improvement plan including skills analysis.

What we did

- A skills and capability survey was run to establish a baseline view of skills and capability within the organisation to inform what would be needed to support a portfolio approach to deliver the City of London improvement plan.
- The survey consisted of 35 questions mostly multiple choice but with some free text boxes to provide both qualitative and quantitative data.
- This was sent to 70+ project and programme managers across the corporation and the institutions.
- 52 people responded which is statistically significant.

Summary

Quantitative data showed:

- Gaps in skills and capability for programme management, SRO, Change Management and Benefits Management.
- Good skills and capability in Project Management.
- ⑩ Staff would welcome further training on programme and project management
- Low maturity of the organisation in terms of a Portfolio delivery approach.

Qualitative data showed:

- Change control management is elongated and unnecessarily complicated.
- Many projects and programmes are managed on top of the day job, this has the follow impacts:
 - Reduced capacity to do project management well – stress and impact on health.
 - Managing multiple stakeholders is a challenge

Proposal

If you wish to move to a more structured portfolio delivery model it is proposed that the gaps in skills and capability are addressed.

To support effective portfolio management, it is important that each role has defined, key responsibilities, technical and behavioural competencies and qualifications.

Consideration would need to be given to how the organisation meets these gaps in the short term as training would need to be front loaded to ensure the right skills and capability are in place to support a successful implementation.

To measure the impact of improving the skills and capability of the portfolio is it proposed that the survey is run again during implementation.

Recommendation

If you wish to move to a structured and comprehensive portfolio model, the following recommendation is key to ensuring the right skills and capability are in place.

- It is recommended that a structured and focused L and D model should be adopted, such as the Project Delivery Capability Framework. This is an excellent tool which describes job roles, capabilities and learning for project delivery professionals across government. It contains four elements:
 - A career pathway/ common set of job roles
 - A set of competencies
 - A signpost for development opportunities specific to job roles
 - The criteria and process to obtain accreditation as a Government Project Delivery Professional.
 - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1124745/PDCFv3.pdf



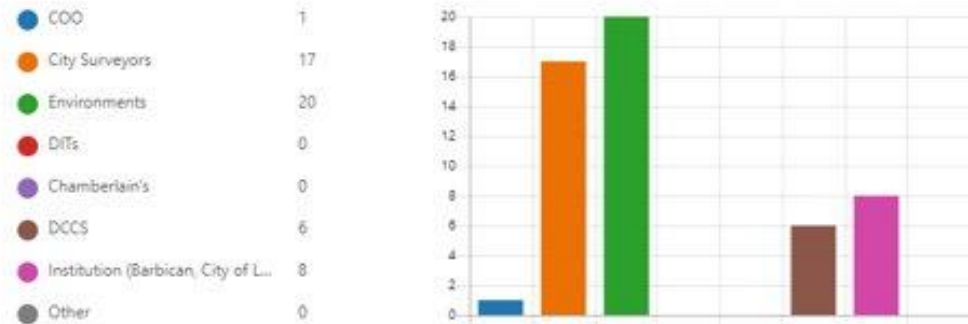
OUTPUTS FROM THE SURVEY

General

Themes

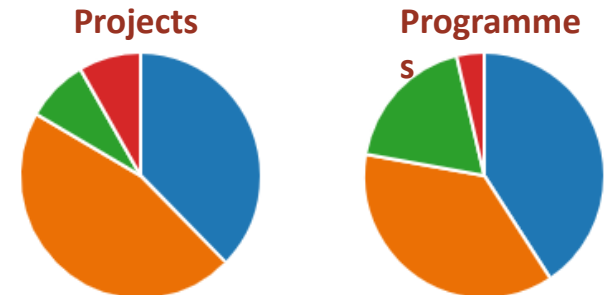
- Most project/programme roles are in Environment and City Surveyors services less in institutions and DCSS.
- Grades of PM's and Programme Managers are mainly E – H
- Most projects and programmes are large and of significant risk to the organisation.

1. Please select the department where your role is based



Project / programme scale

- It was critical and/or large in c...
- It was significant in terms cost...
- It was desirable to achieve but...
- Local change or development ...



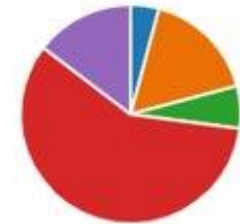
Key point – High value/high risk projects and programmes need the right framework in place for delivery and oversight

General cont...

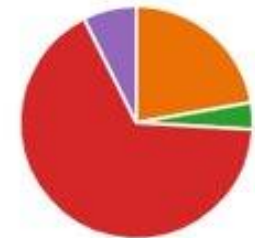
Themes

- Most projects and programmes are infrastructure with some cyclical works and procurement activity.
- Service improvement and change accounts for a small proportion.

10. What best describes your project?



15. What best describes your programme?



Key point – there is some activity that is not true programme or project and should not be considered as part of the portfolio eg procurement

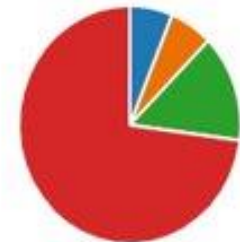
Project Management

Themes

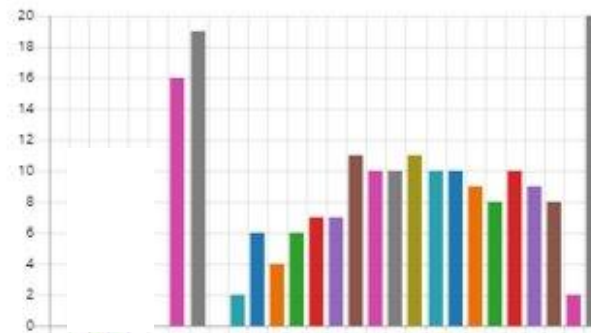
- Most projects sit within the £1mil - £50mil value.
- Most PM's had over 5 years experience.
- Most had a PM qualification

8. What is your length of experience in project management?

• Less than 6 months	3
• 6 months to 2 years	3
• 2 to 5 years	7
• More than 5 years	35



Project management range of training including Prince2 and PM Academy



Key point – most Project Managers are experienced and well trained

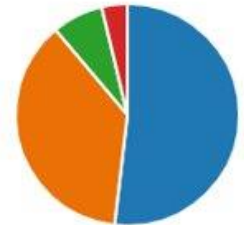
Programme Management

Themes

- Over half the respondents indicated they supported a programme and were Programme Managers.
- Most had 2 -5 years + experience. Only 5 people are qualified MSP practitioners and 4 to foundation level.
- Programme values sit mostly at the - £1mil - £50 mil value or £100mil or above.

13. What is your length of experience in programme management?

More than 5 years	14
2 to 5 years	10
6 months to 2 years	2
Less than 6 months	1



16. Do you have any of the following qualifications?

Management of Portfolios (M...	0
Management of Portfolios (M...	0
Managing Successful Program...	4
Managing Successful Program...	5

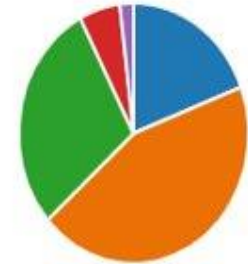
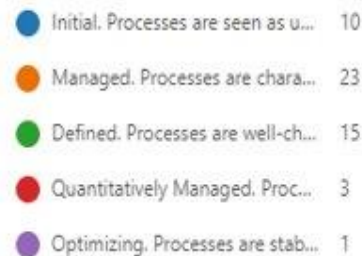
Key point – Programme management qualification is a gap and therefore a risk as programme value is high.

Portfolio Management

Themes

- The organisation had a low maturity in portfolio management. Most responses fell in the initial, managed, defined, level of maturity.
- No evidence of portfolio management qualifications or skills.

25. Which of the statements below best describes the maturity level of the organisation in Portfolio management?



16. Do you have any of the following qualifications?



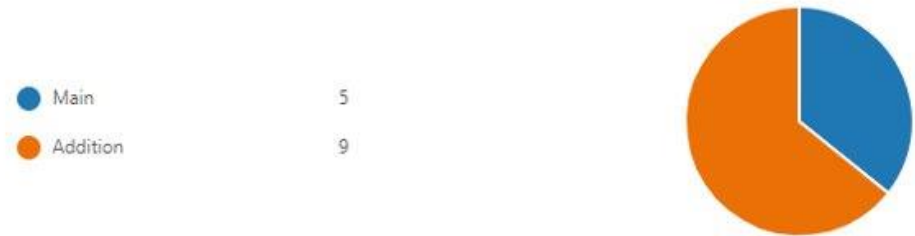
Key point - Portfolio management skills and training is a gap and would be required to support a portfolio delivery approach.

SRO

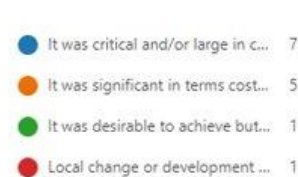
Themes

- Most have never been an SRO
- The SRO is split between being their main role and an additional role
- Most use up to 2 days a week to fulfil the SRO role.
- Nearly all had some programme or project management experience.
- SRO's are particularly difficult to assign for the City Surveyors (*evidence systems workshop*)
- There is a lack of understanding of what is required as an SRO such as: decision making / time impact / need to understand the project or programme. (*evidence systems workshop.*)
- Some training is provided for SRO's but this does not cover the whole remit of an SRO

30. Is this work your main job role or in addition to your main role?



32. Which if the following descriptions best describes the project or programme you are SRO for:



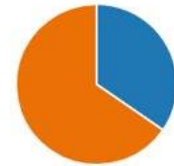
Key point – SRO skills training is a gap – this is a risk as most project are high risk and high value

Change Mangement

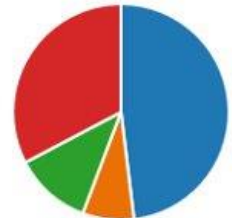
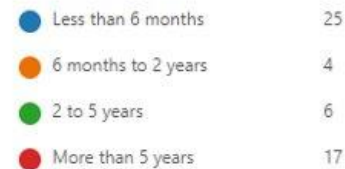
Themes

- Over half the respondents had not had a role supporting business change.
- Most had limited experience of business change.
- There is an expectation that business change is carried out as part of a project or programme but a lack of understanding as to what this entails. (*Evidenced by stakeholder engagement meetings-stage A*)

22. Have you ever been in a role facilitating or supporting business change?
(If you are unclear on what business change is or how it differs from project and programme management please go directly to next question).



24. What is your length of experience in change management?



Key point – Change Mangement skills and training are a gap

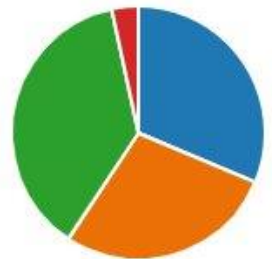
Systems

Themes

- Project Vision is used by nearly all respondents, but in general only for reporting.
- Other tools and systems used are mainly: MS project and excel spreadsheets.

35. What project systems do you use?

Project Vision	37
MS Project	33
Excel spreadsheet	44
Other	4



Key point – information from the survey to be fed into systems deliverable

Qualitative data

Comments from the survey:

- Change control management is a point of contention.
- Unhelpful level of gatekeeping
- Lack of knowledge that makes the most rudimentary activity unnecessarily complicated.
- Staff resources have not been sufficiently allocated so I'm not managing my day job or the project well.
- I'm fulfilling management roles beyond my current role in relation to multiple stakeholders – capacity issue
- I would be interested in MSP qualification
- I'm keen to do Prince2 when my current project allows time
- I'm always keen to improve my learning