

‘We bothered and this is what we got’

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the programme & project support office
specialist interest group

International Bank Y2K Programme

- 12 months in
- 1200 bank staff
- 400 contractors
- 47 projects
- Governance established
- PMO in place and reporting
- All project managers trained
- Projects had been defined, reviewed and baselined
- Projects were reporting on a fortnightly basis



PSO review

- The PSO team were relatively new (and temporary)
- Expectations of the PSO role as 'policing'
- Lack of confidence in the reports
- Plans were changed without challenge
- Sponsor becoming increasingly frustrated



Actions taken

- All plans and reports were audited
- Immediate variations found of up to 40%
- Challenged the information
- Re-baselined all project level plans
- Re-baselined the programme level plan
- Enforced a fortnightly reporting and review cycle
- Produced consolidated fortnightly programme update
- Constantly updated stakeholders



Outcomes

- Confidence in the realigned expectations
 - Added value support to Project Managers
 - Trust in progress reporting
 - Management by exception
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- Delivered according to plan



Telecoms Company Programme Office

- Established methodology
- Governance structure
- Reporting mechanisms
- Gateway review process
- Project and Programme Manager career and development structure
- Development and mentoring programmes
- One professional community



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Outcomes

- Improved Project and Programme Manager skills
- Increased capability and confidence in the Project Management community
- Visibility and confidence in progress
- Enhanced business performance
- Demand from the businesses for Project Managers



Thank you