

PROJECT one

**Programme Management
Office (PMO)**

Driving success with governance
and control

Programme Management Office (PMO)

Driving success in every Programme

- Transformation initiatives are challenging – how they are governed and controlled is fundamental to their success
- A PMO is pivotal to governance and control, positioning both to the core of every transformation
- A PMO can support a single programme, a portfolio of programmes or all initiatives across an enterprise
- A great PMO brings clarity, confidence, consistency and certainty
- A PMO needs to be the right size for each organisation. One size does not fit all; it needs to support delivery, not hinder it
- The PMO must deliver value, with clarity across the stakeholders of its purpose, objectives and SLAs
- By adopting a continuous improvement approach, the PMO will continue to support complex transformation initiatives.



We make a real difference by:

- Designing or maturing a PMO to underpin delivery
- Implementing governance and control to aid delivery
- Staying in control with the right level of information
- Establishing early warning systems to prevent a crisis
- Managing the single version of the truth
- Involving the right people in decision-making.

How do you know you need to uplift your PMO?

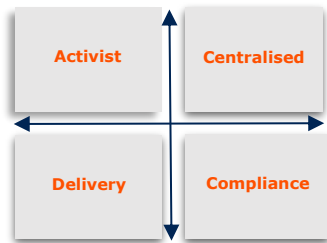
...if you answer “No” to any of the following questions:



What PMO support do you need?

We provide PMO services that shape, mature, transform and execute PMO activities, tailored to your specific needs

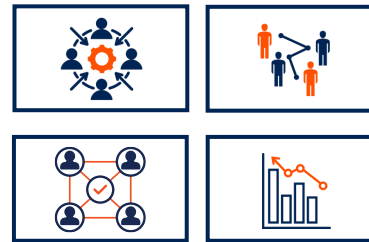
Definition and Maturity



We assess your organisation's PMO requirements. Defining the services, skills, controls and approach necessary to embed an enduring capability.

Our Maturity Assessment evaluates the effectiveness of the PMO and delivers a plan to mature the PMO, based on prioritisation of needs.

Implementation



We rapidly mobilise the appropriate PMO services and implement the prioritised Maturity Assessment recommendations.

Implementation of the core governance 'backbone' necessary to embed best practice controls and decision-making forums promoting oversight, collaboration and compliance.

Leadership and Run



Our teams lead the PMO service with the execution of day-to-day activities and implementation of a continuous improvement approach.

Upskilling customer teams, promoting centres of excellence, embedding governance and controls to deliver a high performing PMO function that underpins all transformation initiatives.

Definition and Maturity

PMO Needs Analysis and Maturity Assessment

1. Understand the needs and goals:

- Clarify strategic goals and vision
- Agree the purpose and type of PMO (Programme, Portfolio, ePMO)
- Appoint a PMO sponsor; understand their requirements / preferences

2. Assess current levels of maturity:

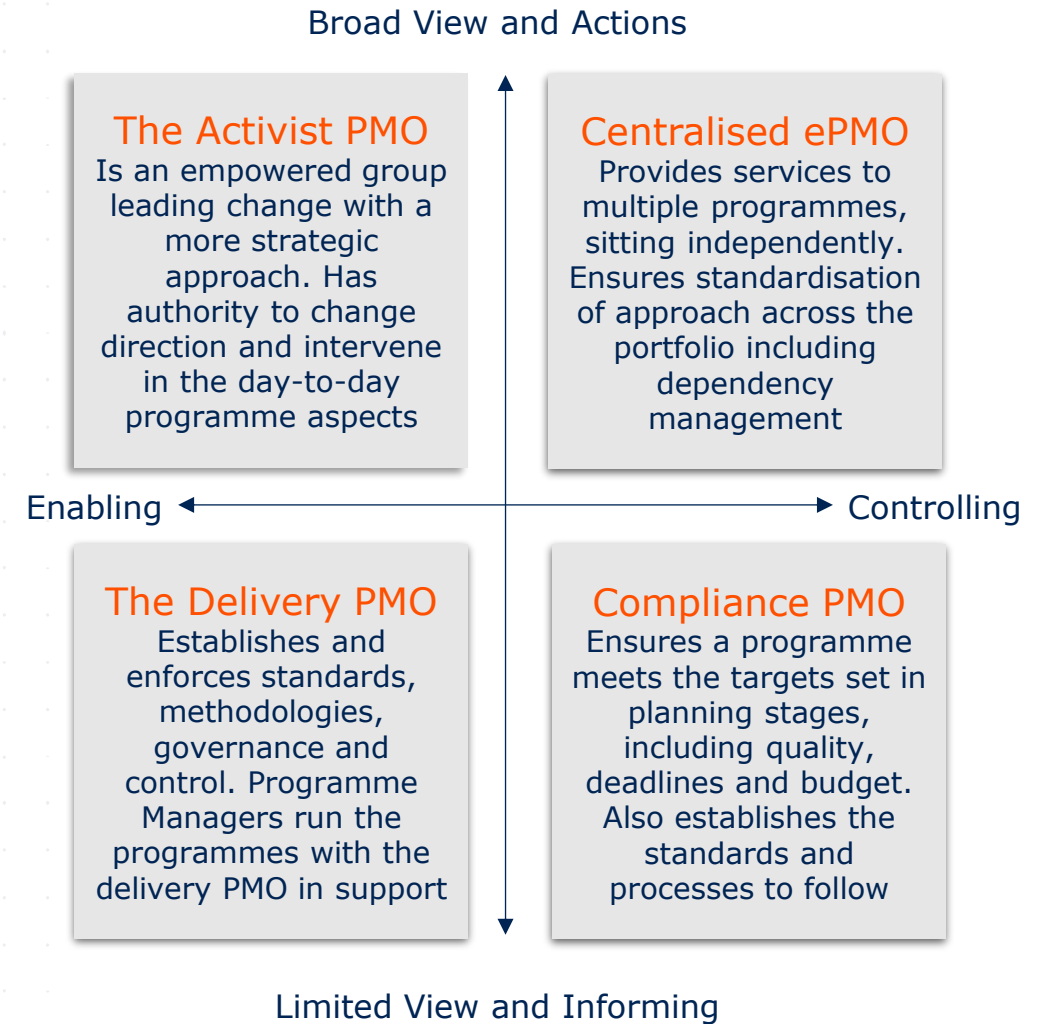
- Review the current governance approach of the portfolio
- Review maturity of the PMO services supporting the transformations
- Understand the current team capability

3. Bring it to life:

- Define the PMO services required to support the portfolio
- Prioritise areas of greatest benefit
- Define PMO structure, skills needed and budget requirements

4. Agree PMO transformation plan:

- Define the documents, tools, templates and PMO processes needed
- Agree the reporting approach, PMO SLA's and KPIs
- Develop an implementation roadmap and plan with clear owners.



'What category of PMO do you need?'

Implementation

Mobilisation and Continuous Improvement

1. Establish the PMO principles:

- Appoint a PMO sponsor who is the internal champion
- Define a clear Terms of Reference for the PMO and PMO team
- Agree communications responsibilities and methods

2. Implement core governance and controls:

- Implement PMO tools, templates and control processes
- Put in place core governance forums and status reporting
- Train the project team and other stakeholders in the PMO runbook

3. Stakeholders and communication:

- Implement a stakeholder management plan to promote the PMO
- Put in place the communication plan to give clear status updates
- Provide early warning of potential upcoming adverse events

4. Monitor and respond:

- Monitor PMO SLAs and respond if not being hit
- Prioritise incremental improvement as requirements change
- Seek regular feedback to ensure the PMO is meeting expectations.



Establish



Implement



Stakeholders



Monitor

'Crucial areas of focus – build a solid foundation'

Leadership and Run

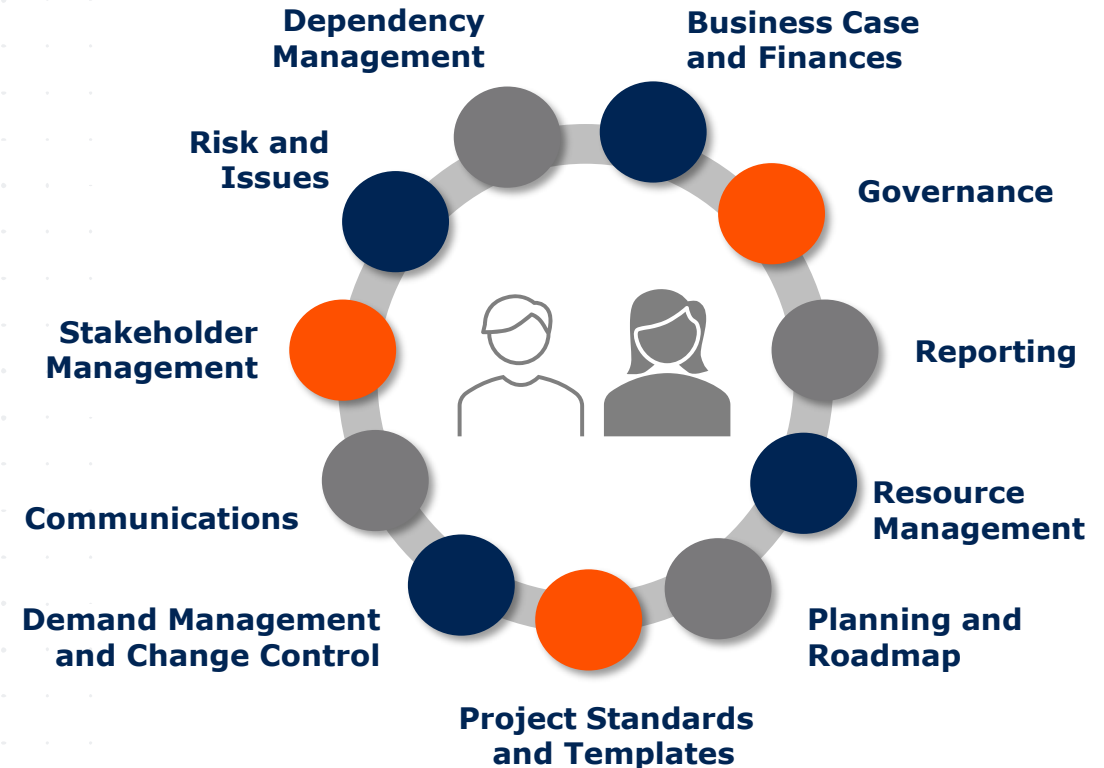
Leadership capability aligned to PMO needs

PMO Leadership:

- Lead the PMO team and deputise for the Programme Director if needed
- Ensure project alignment to the business objectives
- Maintain the methodologies, standards and governance approach
- Conduct stakeholder management including escalation procedures
- Support skills development and training needs
- Ensure continuous improvement of PMO services, KPIs and SLAs
- Facilitation of the annual and multi-year Business Planning process

Run the PMO:

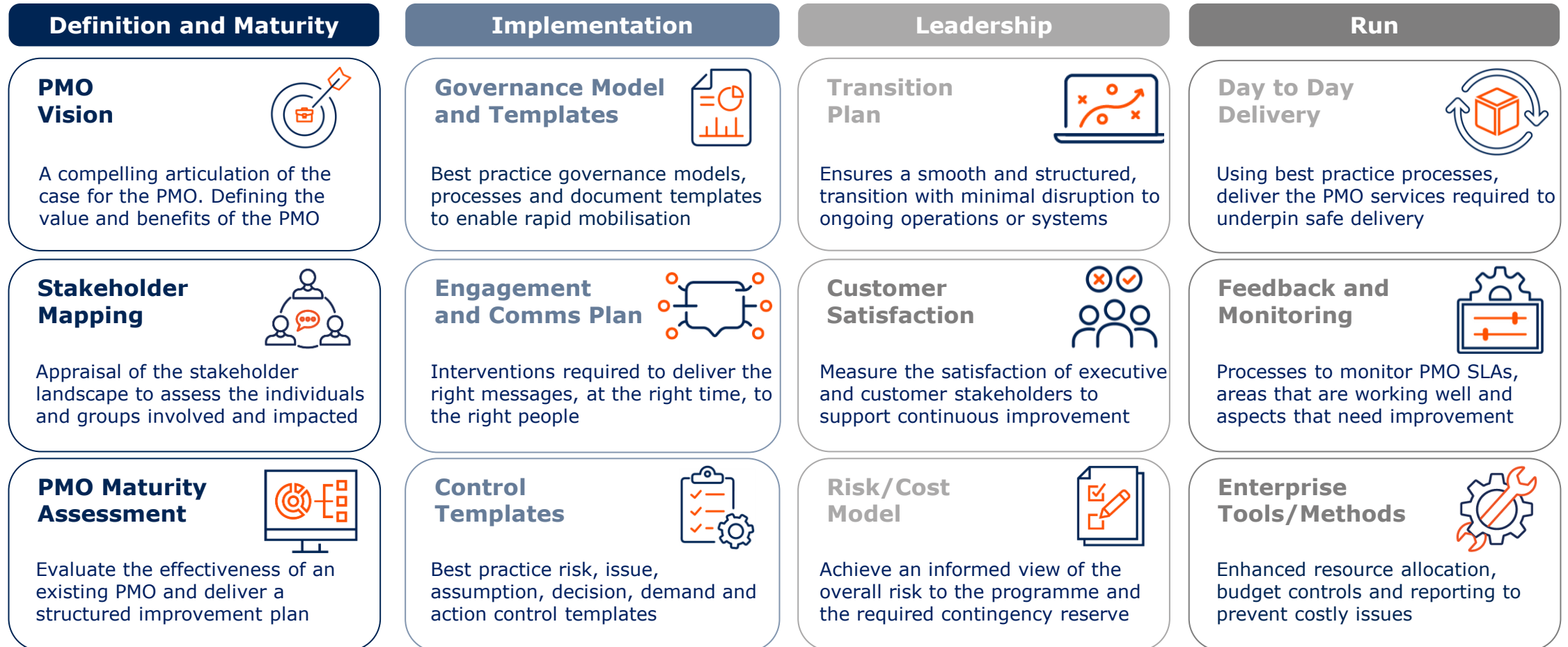
- Execute the day-to-day PMO processes and activities
- Monitor project compliance, tracking and reporting
- Improve the PMO processes, tools and artefacts
- Manage the project stage gates
- Participate in regular project healthchecks
- Provide core stakeholder communication activities, executive reporting
- Train and mentor more junior team members.



'PMO Run – the essentials of programme success'

PMO - Example tools, accelerators and benefits

Our tools and methods underpin the design, maturity, implementation and run of the PMO



Where we have made a real difference

We have global experience across multiple sectors, helping our customers to transform.

nationalgrid



- Brought focus, structure and rigour to the programme management
- Enhanced the governance of the ET Price Control Submission to Ofgem.

THE ROYAL PARKS



- Transformed the PMO into a Strategy Programme Office
- Enhanced oversight of strategic planning and benefits realisation.

LIBERTY GLOBAL



- Delivered a digital transformation, driving tech and business change
- Led a PMO team providing strong and effective governance and control.

CHRISTIE'S



- Implementation of a new PMO/ Portfolio Management approach
- An Enterprise Portfolio View was built giving a single version of the truth.

AstraZeneca



- Building of capability within the Finance Transformation PMO
- Maturity assessment with governance uplifted to give delivery certainty.

Superdry®



- Maturity and assurance assessment of a retail transformation programme
- Recommendations recovered the programme getting it back on track.

Where we have made a real difference

We have global experience across multiple sectors, helping our customers to transform

BAE SYSTEMS



- Defined and led the PMO function for a Finance Modernisation Programme
- A complex systems and data landscape involving multiple vendors.

Slimming WORLD



- Revitalised the PMO function with best practices for a major transformation
- Matured the governance and control capabilities, processes and tools.

ROLLS ROYCE



- Mobilised an enterprise PMO in 35 days to support a complex portfolio
- Built confidence in data that were required for investment decisions.

Unilever



- Established and operated the PMO for an ambitious IT transformation
- Delivering simplification, speed and agility through future-fit technology.

BAKKAVÖR



- PMO leadership for an S/4HANA and legacy IT Transformation Programme
- Strengthened capability through enhancing governance and control.

Department of Health & Social Care



- Rapidly established the programme's structure, process and reporting
- Developed an integrated plan enabling informed decision making.

What our team say



"An effective and proactive PMO is critical to the success of any change programme. It turns strategy into action and ensures outcomes and measurable value is achieved."
– **Steve**



"I am passionate about enabling organisations to achieve the best possible transformation outcomes. With the right Governance and Controls we can maintain agility and pace needed for successful change."
– **Ed**



"Bringing structure and control to complex programmes provides clarity for the team, allows a focus on the key deliverables and significantly accelerates delivery."
– **Kevin**



"Setting up, leading and recovering large-scale programmes is where I excel, especially in cross-functional and global delivery. Empowering teams to succeed is so rewarding."
– **Jo**



"I have a passion for building strong working relationships with my stakeholders and strive to deliver quality and at pace. I love learning and embrace diversity of thought."
– **Joyce**



"Delivering complex business change with the underpinning process and technology enablement, ensures that major transformations are introduced in a sustainable way."
– **Alastair**

Why Project One?

We provide the change leadership expertise you need, without the pyramid

- Genuine independence to guide the right decisions
- Deep expertise in programme and change management
- Aligning to the culture and values of your organisation
- Getting the best value from your external partners
- Providing access to knowledge across our experienced team
- Accelerating results via our proven tools and techniques
- Working at your side and to your business agenda
- Uplifting the capability of your internal team.



Do you have the right people leading your business transformation?

- We are Transformers, making a real difference for your organisation and your customers
- Working with you at the top of your ambitious change and transformation programmes to define, orchestrate and drive activity
- We have the experience to know how to do this, avoiding the pitfalls along the way.

External recognition



Awarded **silver** recognition for:

Digital Transformation, Organisation & Change, Aerospace & Defence and Financial Services.

Bronze: Internet Media & Entertainment, Healthcare & Life Sciences, IT, Technology & Telco, Chemicals & Pharma, Consumer Goods & Retail, Energy & Utilities, Public & Social Sector, Travel Transport & Logistics and Data Analytics & Big data.

Awarded for the **third year:**

For Programme Management
#2 Consultancy in the UK
#1 Boutique Consultancy

Also recognised in:

Change Management, Management, Energy, Aerospace, Defence, Retail, Public Sector, Pharma & Life Sciences, Financial Services, and Healthcare.

Recognised as:

A UK Best Workplace

Independent accreditation via an anonymous employee survey.

Recognised as:

A UK Best Workplace in Consulting & Professional Services

and

A UK Best Workplace for Wellbeing

Based on feedback from the Project One team.

Committed to climate change:

Signed up to the **UN Race to Zero campaign** and UK Government sponsored **SME Climate Hub.**

We've **met our ambitious goal** to halve our carbon emissions by 2025 and are working towards **Net Zero Carbon by 2050.**