

Managing Change Through Programme and Project Management

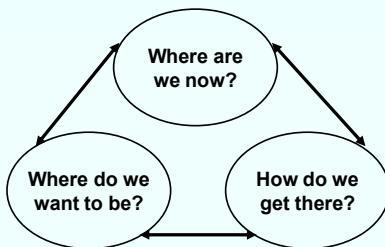
Dr Steve Frosdick



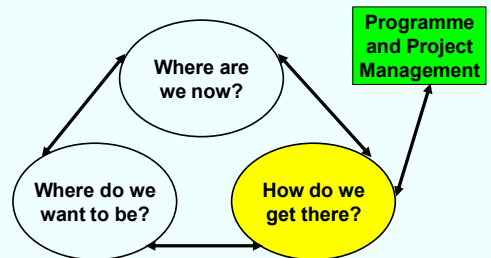
Overview

- Strategic Management Context
- Change Management
- Programme Management
- Project Management

Strategic Management



Strategic Management



Managing Change: Key Steps

- Understanding
 - Where are we now?
- Planning
 - Where do we want to be?
- Implementing
 - How do we get there?
- Controlling
 - Programme and project management

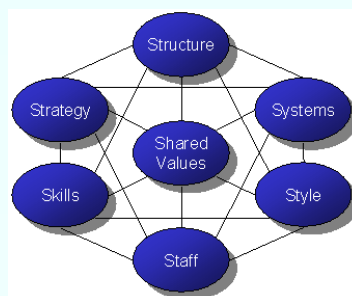
NAO Common Causes of Failure

- Lack of:
- Link with strategic objectives
 - Senior ownership and leadership
 - Engagement with stakeholders
 - Skills in project and risk management
 - Manageable steps
 - Long term value for money
 - Senior contact with supply industry
 - Supply chain integration

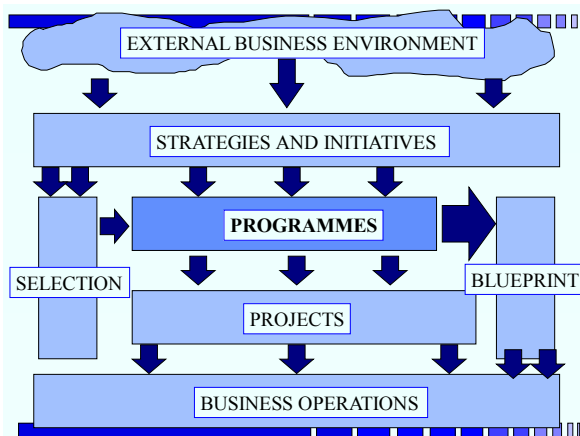
OGC Success Factors: Change

- Focus on the whole change
- Leadership and responsibility
- Resourcing the ‘soft’ aspects
- Programme and project management
- Risk management
- Benefits management
- Communication
- Learning from experience

McKinsey 7S: Change Factors



Programme Management



What is a Programme?

- “A programme is a portfolio of projects and activities that are co-ordinated and managed as a unit such as they achieve outcomes.”
(OGC Successful Delivery Toolkit 2004)

What is Programme Management?

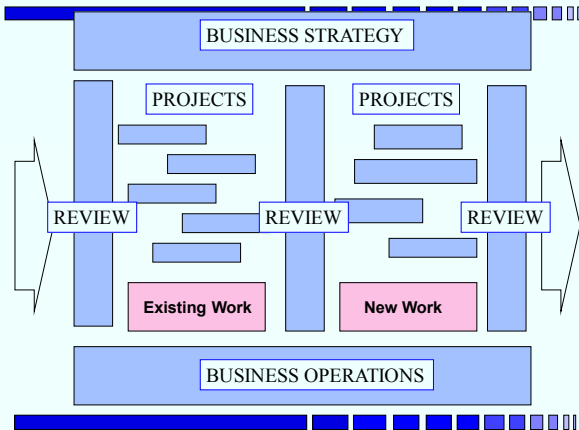
- “Programme management is a structured framework for defining and implementing change within an organisation.”
(OGC Successful Delivery Toolkit 2004)

Programme Management Organisation

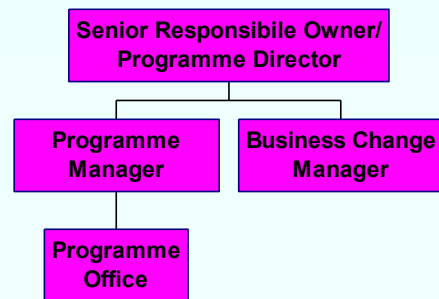
- Programme Sponsorship
- Programme Management
 - Programme Director
 - Programme Manager
 - Business Change Manager(s)
- Programme Support
 - Programme Planning
 - Benefits Management
 - Stakeholder Management
 - Risk and Issues Management
 - Quality Management

Programme Management Framework

- Identifying a Programme
 - Programme Brief
- Defining a Programme
 - Vision Statement and Blueprint
- Establishing a Programme
- Running a Programme
 - Managing the Project Portfolio
 - Delivering Benefits (Outcomes)
- Closing a Programme



Programme Structure



Success Factors

- One person in overall charge (SRO)
- Stakeholder management
- Vision of changes and success
- Active co-ordination
- Responsibility for benefits
- Appropriately skilled personnel
- Organisational capability to change
- Programme management and support

Stakeholders

- Those who commissioned the work
- Those who are doing the work
- Those who will use the end products
- Those with concerns about the work
- Those who have a commercial interest

<p>POLICE/PUBLIC USERS No Agenda</p> <p>Rank and File Police User Senior Police User Community User</p>	<p>POLICE BUSINESS Compliance Agenda</p> <p>Police Executive Police Authority Head of Department</p>
<p>CONSULTANTS/SUPPLIERS Commercial Agenda</p> <p>Leicestershire Police WS Atkins University of Reading</p>	<p>'ADVISORY' GROUPS Political Agenda</p> <p>Black Police Association Police Federation UNISON</p>

Differences Between Programmes and Projects

- External Focus – Up/Down
- Activity – Coordinating/Doing
- Lifecycles/Timescales – Longer/Shorter
- Director/Executive - Seniority
- Risk – Strategic/Tactical
- Benefits – Realisation/Enabling

Project Management

Pragmatic PRINCE 2

- Controlled Project Start-Up
- Project Planning
- Controlled Project Progress
- Management of Risk
- Quality
- Filing and Configuration
- Controlled Project Close

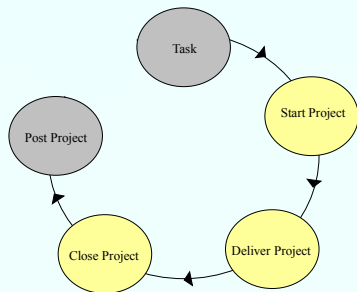
What is a 'Project'?

- Unique change
- Characteristics
 - Defined time, cost and quality
 - Working to plan
 - Techniques and tools
 - Skilled personnel

Product/Project Life Cycles



Product/Project Lifecycle



What is PRINCE2?

- 8 main processes
- 8 components
- 3 techniques
- 36 management products
- 10 team roles
- **Too Complicated!**

PRINCE 2 Components

- Business Case
- Organisation
- Plans
- Controls
- Management of risk
- Quality
- Configuration management
- Change control

PRINCE 2 Processes

- Starting up a project
- Directing a project
- Initiating a project
- Controlling a stage
- Managing product delivery
- Managing stage boundaries
- Closing a project
- Planning

PRINCE 2 Techniques

- Product-based planning
- Change control approach
- Quality review techniques

PRINCE2 Team Roles

- Project Board
 - Executive
 - Senior User
 - Senior Supplier
- Project Manager
- Team Manager
- Project Assurance
- Project Support
 - Configuration Librarian
 - Project Support Office

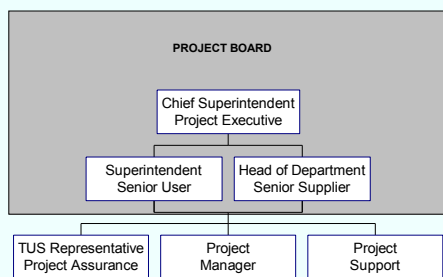
Pragmatic PRINCE2

- ‘the way in which PRINCE2 is applied to each project will vary considerably, and tailoring the method to suit the circumstances of a particular project is critical to its successful use’ (OGC 2002)

Pragmatic PRINCE 2

- Project Mandate
- Business Case
- Benefits Profile
- Product Description
- Project Plan
- Communications Plan
- Stage Plans
- Risk Log
- Project Initiation Doc.
- Work Package
- Situation Report
- Issues Log
- Request for Change
- End Stage Report
- End Project Report
- Post Project Report

Pragmatic Project Structure



Pragmatic PRINCE 2

- Controlled Project Start-Up
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Controlled Project Start-Up

- How did the project first come about?
- What were the main things done to initiate the project?

Project Planning

- What are the main components of the project plan?
- How often is the project plan updated?
 - schematic/Gantt chart
 - products
 - budget

Project Organisation

- How is the project board made up?
- Who runs the project day to day?
- How is the project team resourced?
- How are the project's performance and products monitored?
- How is administrative support provided?
- What formal relationships exist between the project and the programme?

Controlled Project Progress

- How did you plan each of the stages?
- How do you task individuals & teams?
- How is work in progress monitored?
- How are changes managed?
- How is the project board kept informed about and involved in overall progress?
- How is progress reviewed at the end of each stage?

Management of Risk

- What is the overall risk strategy?
- What risk analysis was undertaken?
- What risk management was undertaken?
- How often is the risk log updated?
- Who has responsibility for risk?
- What risk communication is there?

Quality

- What is the project's overall approach to quality?
- How will you know that the final product(s) are fit for purpose?

Filing and Configuration

- How is the project's filing system organised?

Controlled Project Close

- How are you planning to bring the project to a close?
- What plans are there for a post implementation review?



Summary

- **Strategic Management Context**
 - **Change Management**
 - **Programme Management**
 - **Project Management**
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