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POWERING TRANSFORMATION
enterprise portfolio & project management solutions

Design and Establishment of a Programme Management (PMO) and the need
for the right IT Platform



Tusla – Child and Family Agency

- Established on 1st January 2014 – The Child and Family Agency – Tusla
- 4,200 staff and an annual budget of €750m
- Range of universal and targeted services
 - Child Protection and Welfare
 - Educational Welfare
 - Psychological Services
 - Alternative Care
 - Family and Locally-base community supports
 - Early years services
 - Domestic, sexual and gender-based violence services.
- Over 380 Offices nationwide

Executive Summary

- The purpose of this presentation is to outline the main steps I took in the design and establishment of a Programme Management Office (PMO) for Tusla and the challenges I face in the context of the scale and size of the transformation plan underway in Tusla – the Child and Family Agency.
- This presentation outlines five key phases that needed to be gone through to establish, position and resource the PMO so that the PMO adds real value to Tusla

Choosing an Operating Model for the PMO

Positioning PMO in the overall governance structure

Demonstrating how the PMO can support a governance structure for the Transformation Programme

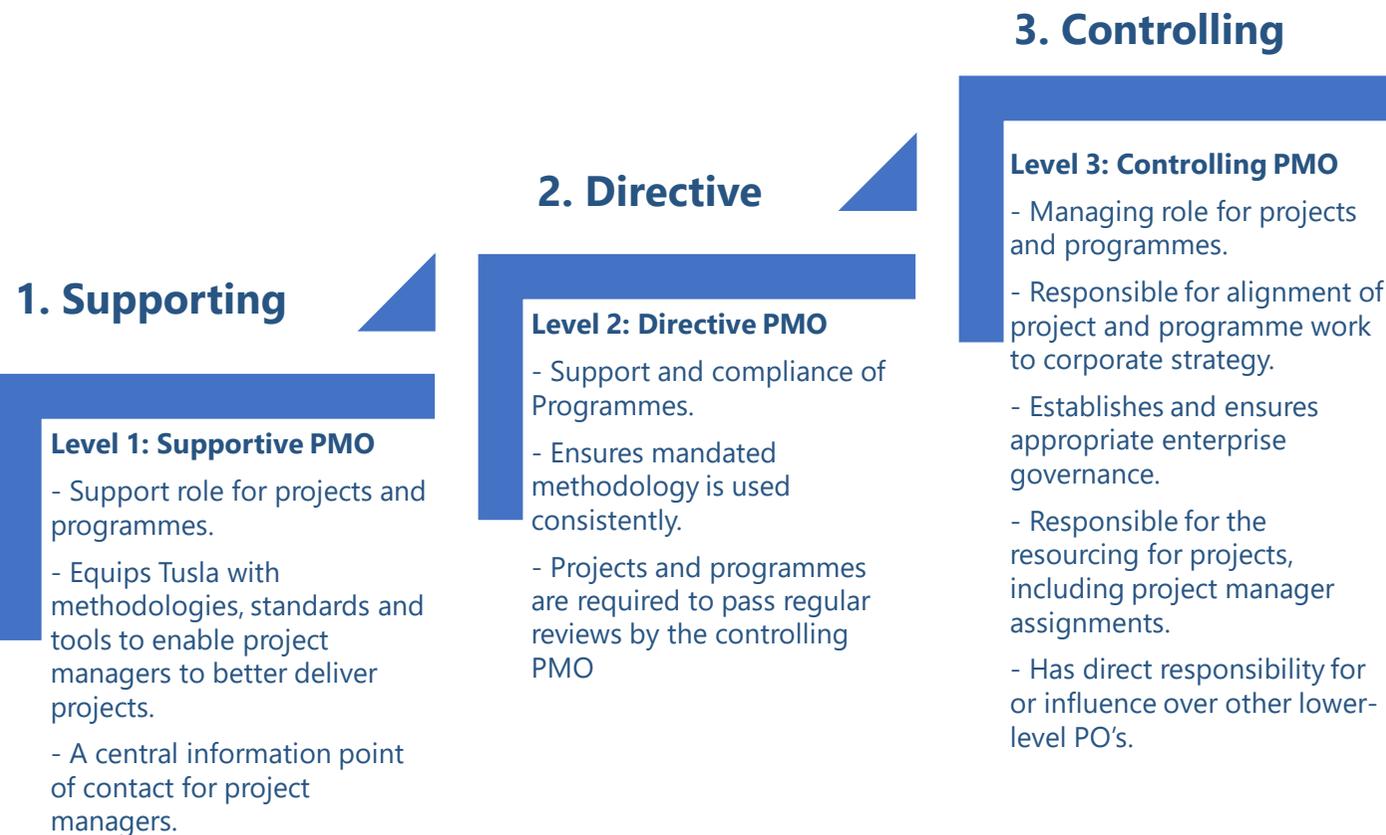
Resourcing the PMO

Bring in the correct IT platform for the PMO and Tusla

1. Choosing an Operating Model for the PMO

- A number of standardised PMO service models are available that organisations can adopt and customise to meet their own particular need. Each Model will generate value, depending on the scope of it's authority and the type of interactions it has with projects.
- The models are
 1. A supportive PMO
 2. A Directive PMO
 3. A Controlling PMO
- Real world PMO models are generally not a pure adoption of the specific typical PMO models. Most organisations will develop a customised model by first selecting a core model and then tailoring that model to their particular circumstance by integrating a mix of other models determined by considerations such as the types and numbers of projects involved, the strategic importance of the project portfolio, the requirements of the organisation, and even resource availability.
- The most appropriate PMO model option can also change over time and with gains in PMO capability maturity.

3 Models to Choose From



PMO Model: Supportive PMO

I chose a **Supportive PMO Model** for Tusla for the following reasons;

1. The PMO was implementing a number of small / medium sized projects
2. Tusla did not have an established or standardised project management discipline.
3. Tusla had no PMO or only a recently established PMO and so had a low maturity level as a result.
4. The PMO initially had limited staffing capacity available and had limited resources with specialised project management skills and experience
5. The PMO had limited funding available to ensure effective project and programme management.
6. The PMO had an agreed methodology and a process agreed by work done by PWC and Prospectus

Once this model is stable and mature then Tusla can consider further development of the PMO in future years.

Initial Key PMO Processes and Scope of Initial PMO Support:

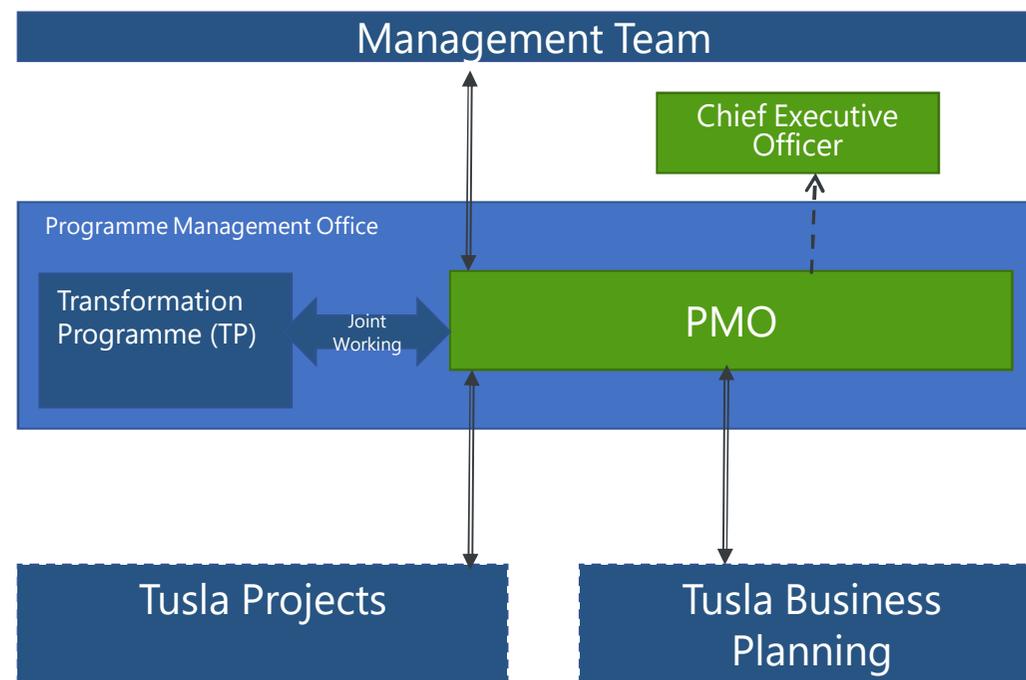
Process	Scope of Initial PMO Support
Project Selection	Record details of projects selected by the TP governance board including project scope, plan and deliverables.
Project Initiation	Assist project managers with controlled project initiation
Project planning	Assist project managers with project planning.
Risk Management	Support project managers with risk identification and mitigation planning
Issue Management	Support project managers with issue resolution planning
Status Reporting	Facilitate regular project status reporting.
Quality Assurance	Ensure appropriate quality assurance is in place.
Change Control	Co-ordinate change control management process across the Department's portfolio of projects.

PMO Responsibilities Scope of Initial PMO Support:

Service Offering	PMO Responsibilities
<p>Coordinate and support the delivery of the Transformation Programme</p>	<p><u>Daily Operations</u></p> <ul style="list-style-type: none"> • Responsible for the day-to-day running of the TP governance framework. • Single point of contact for all TP related queries. • Organise the inputs to meetings. • Support the meeting chair during update meetings; and • Distribute the outputs of all TP meetings to appropriate stakeholders. <p><u>Reporting</u></p> <ul style="list-style-type: none"> • Responsible for collecting MI / status reports from programme leads in each of the three clusters. • Provide MI / status reports to Senior Management Team (SMT). • Implement and maintain a central repository for all reports and other essential project information to enable effective knowledge sharing. <p><u>Shareholder Management</u></p> <ul style="list-style-type: none"> • Support the SMT in the management of key stakeholder management.
<p>Manage reporting to external stakeholders as required</p>	<ul style="list-style-type: none"> • Support the Management Team with the preparation of materials required for any ministerial reports. • Manage the circulation of reports to external stakeholders.
<p>Coordinate and support the delivery of Business Plans</p>	<ul style="list-style-type: none"> • Prepare and support business planning process, guidelines and templates. • Arrange meetings between the 3 clusters and the SMT to discuss. • Coordinate all collate the production of business plans. • Facilitate monthly business planning meetings.

2. Positioning the PMO into the overall governance structure of Tusla

- The diagram below illustrates the organisation structure for the PMO
- Structurally the PMO reports to the Chief Executive (Appendix 1)
- The double blue reporting line from the Tusla project managers to the PMO indicates a peer relationship rather than the projects reporting to the PMO.
- Project managers remain responsible to the project sponsor, although this could potentially change as the PMO Project Management Maturity Levels improve.



3. How the PMO supports a governance structure for the Transformation Programme

Clarifying the definition of Transformation:

- I assessed the existing programmes across Tusla, and developed potential definitions for Transformation to ensure the correct programmes and projects were included in the Transformation Programme.
- Confirmed definition and related principles on Transformation with senior stakeholders

Defining the governance framework enabled the MT accountabilities for the Transformation Programme to be fulfilled based on the principles from 1, ensuring:

- ✓ Formal, consistent **roles and accountabilities** definition via clear terms of reference for each governance body.
- ✓ **Benefits realisation** ownership reflected in accountabilities and assurance roles
- ✓ Definition of the **assurance and decisions** owned by each governance body
- ✓ **Efficient, productive** processes and meetings that balance pace with rigour
- ✓ Control over the wider impact via **communications and change management**
- ✓ **Measurement** and continuous improvement of governance performance

4. Resourcing the PMO

- To address the responsibilities and activities outlined above, I believed that the PMO staff compliment needed to consist of 7 Programme Managers, a Business Process Improvement Manager, LEAN Specialist, Business Analyst, and admin staff
- The workload evolved quickly as project activity and oversight increased and as formal project management came into broader use across Tusla.
- One large ICT Programme – National Childcare Care Information System took on board a team of 28 staff including 3 Programme Managers, myself, and a number of PMO admin staff.

Effective governance needs the right PMO support

- Effective governance depends on the right information being available at the right time to the right people
→ The right PMO provides this support.
- Effective governance at the scale of the Transformation Programme required an integrated assessment of cumulative risk, organisational impact and delivery capacity across all programmes
→ The right PMO provides this cumulative assessment across the portfolio.
- Rigorous programme delivery at this scale generates significant amounts of information on scope, dependencies, risks, resources and milestones
→ The right PMO provides integrated structures that give easy access to up-to-date information to decision-makers.
- Designing governance and PMO models together ensures there are no gaps and inconsistencies in how these principles are applied at each level.

Therefore, governance and PMO models are most effectively designed together

Challenges starting off and now..

- The size of Tusla with over 4,088 employees (2016 Business Plan Table 4.2) spread over 380 offices. The PMO's staff are based in Galway, Cork, Limerick, Navan and Dublin
- Priorities in the Transformation Programme needed to be altered following publication of the Children's Minister - Minister Zappone's Statement of Strategy in 2017's Business Plan.
- Resource constraints – it may not be possible to full resource all Programmes under the Transformation Programme – despite a €37m increase on 2016's budget.
- An PMO ICT solution to support reporting and governance on the TP and all other PMO functions will be required and this will need financial support and will require a tendering process.
- Training on the new processes, governance structures and ICT solution were required and are ongoing.

Getting the right ICT solution to support the PMO

- An PMO ICT solution was required to support reporting and governance on the TP and all other PMO functions.
- A Business Case was produced and detailed specification document and required to be put through a Request For Quotation tendering process.
- Cora won this competition and we engaged Cora to build the system
 - System was configured to match the PMO Methodology and Process
 - User training and system administration training
- All Projects added to Cora PPM
- System now used for
 - Reporting into Senior Management Team
 - Large Scale complex Change Management Systems

Summary

- Choose the correct type of PMO to fit the organisation
- Resource your PMO
- Carry out P3M3 and start Project Management Training
- Choose the Correct IT Project Management Platform
- Expansion of Cora PPM
 - Additional functionality
 - Additional Licences
 - New Reporting

Thank you

Any questions – please come and visit us at our stand

cora

List of Abbreviations

- TP – Transformation Programme
- SMT – Senior Management Team
- PMO – Programme Management Office
- P3M3 - is a management maturity model looking across an organization at how it delivers its projects, programmes and portfolio(s).