PMO Conference London 2016

The Role of the PMO in Change

Stuart Collins, Head of Portfolio, BBC
Debbie Fisher, Delivery Support and Assurance Manager, BBC

PMO Conference London 2016

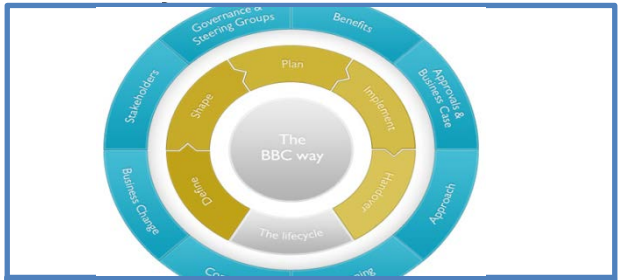
Like any good story it started with a day in the life of the BBC PMO……

BBC PMO

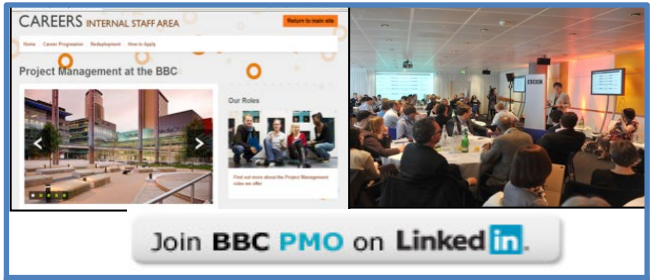
We were doing what we love: assuring, supporting challenging and developing…

A Portfolio of pan-BBC critical projects

Delivery support and assurance for critical projects, including healthchecks



A standard approach - with guidance and tools



A project community, training courses and careers portal

With a diverse portfolio…

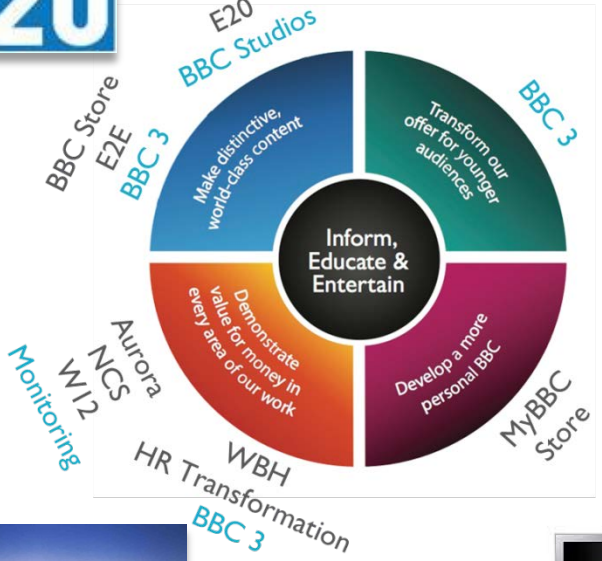
BBC NEWS OPEN MEDIA

E20

BBC STUDIOS

BBC HR

BBC three



Aurora Programme

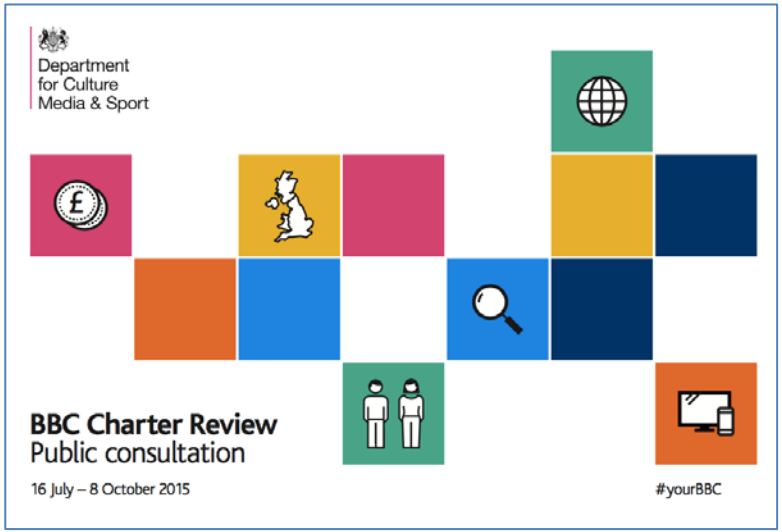
BBC MONITORING

W12 Programme

myBBC

BBC Store

Where the environment is changing significantly…..



With our fair share of scrutiny….

BBC staff battle with revolving doors at new £1 billion HQ

BBC spends £6million in six months on Broadcasting House

BBC builds a bomb-proof news bunker

BBC bans staff kickabouts at its new HQ

BBC hawk kills pigeon as staff look on

HOT MICROWAVES! TROUBLE COOKING AT THE BBC

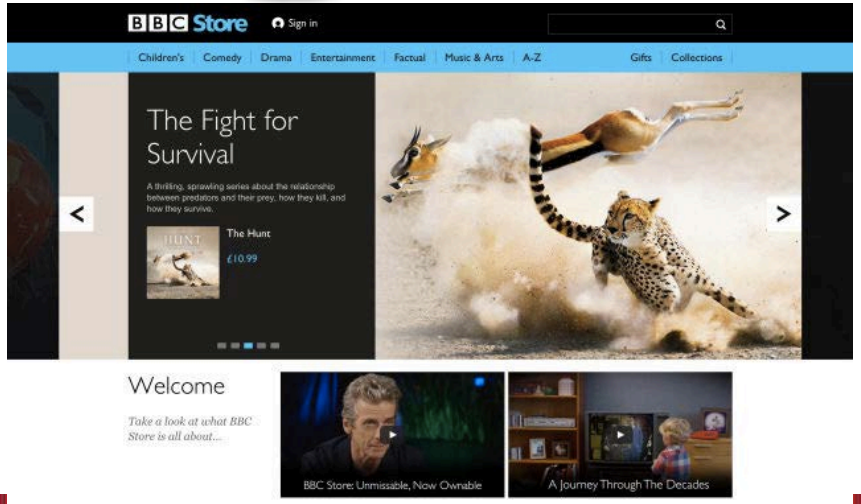
BEEB ELF 'N SAFETY BAN ON XMAS TREES

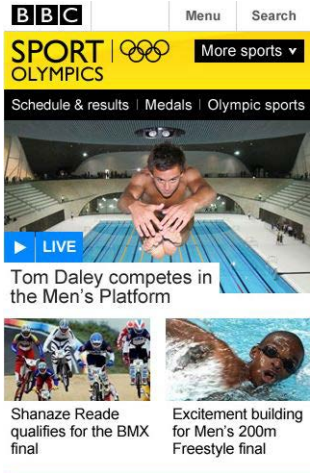
Staff told to get rid of festive firs at new HQ

Live music from the BBC piazza? Pass the earplugs

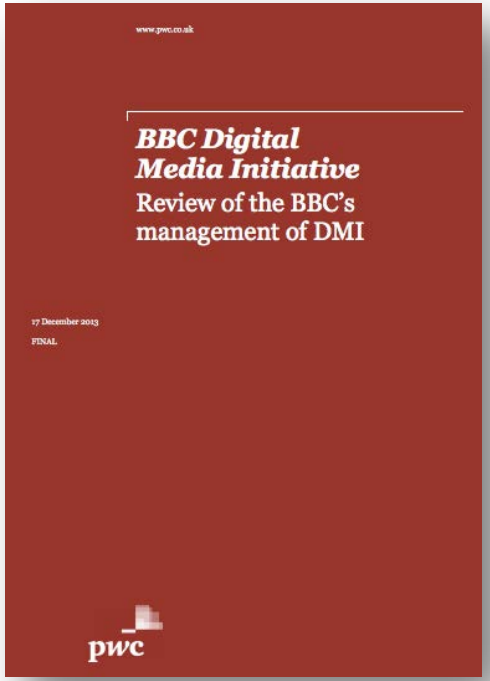
Banana ban at the BBC over one allergic worker

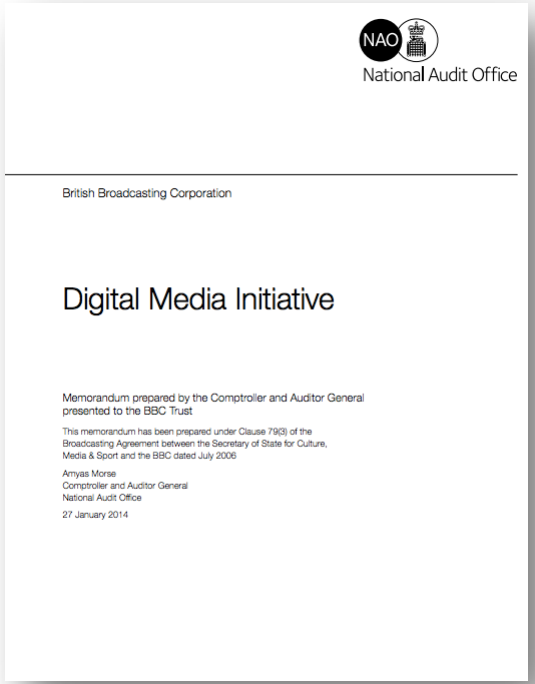
And good levels of success..

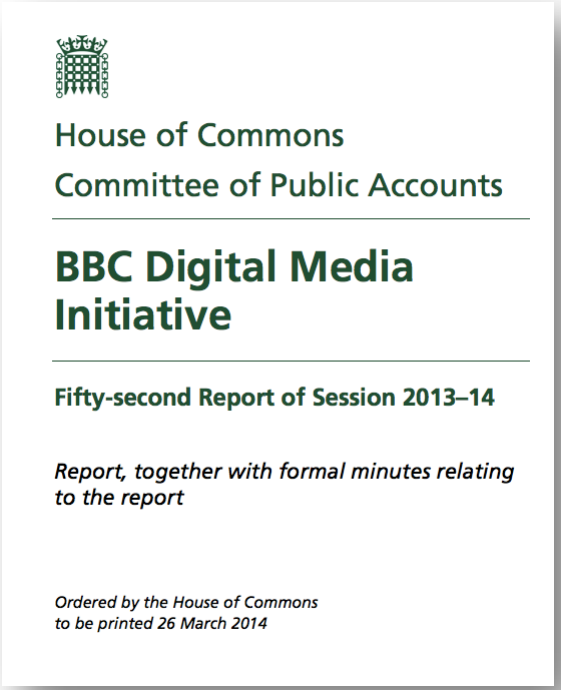




Some hard lessons to learn..



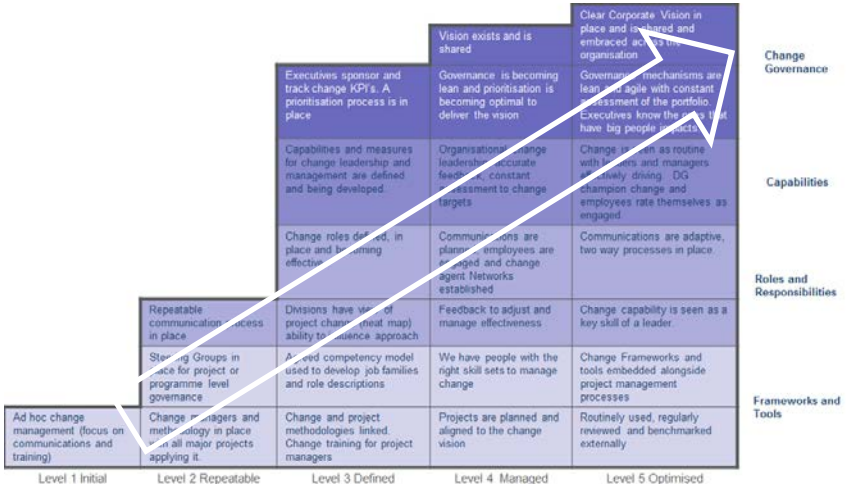




But we needed to go further…

- Portfolio changing shape
- Scale of change
- Risk of organisation strain
- Change capability
- Benefits realisation

At first this seemed a bit daunting….



But help and inspiration was at hand…

Change Management Institute

DHL

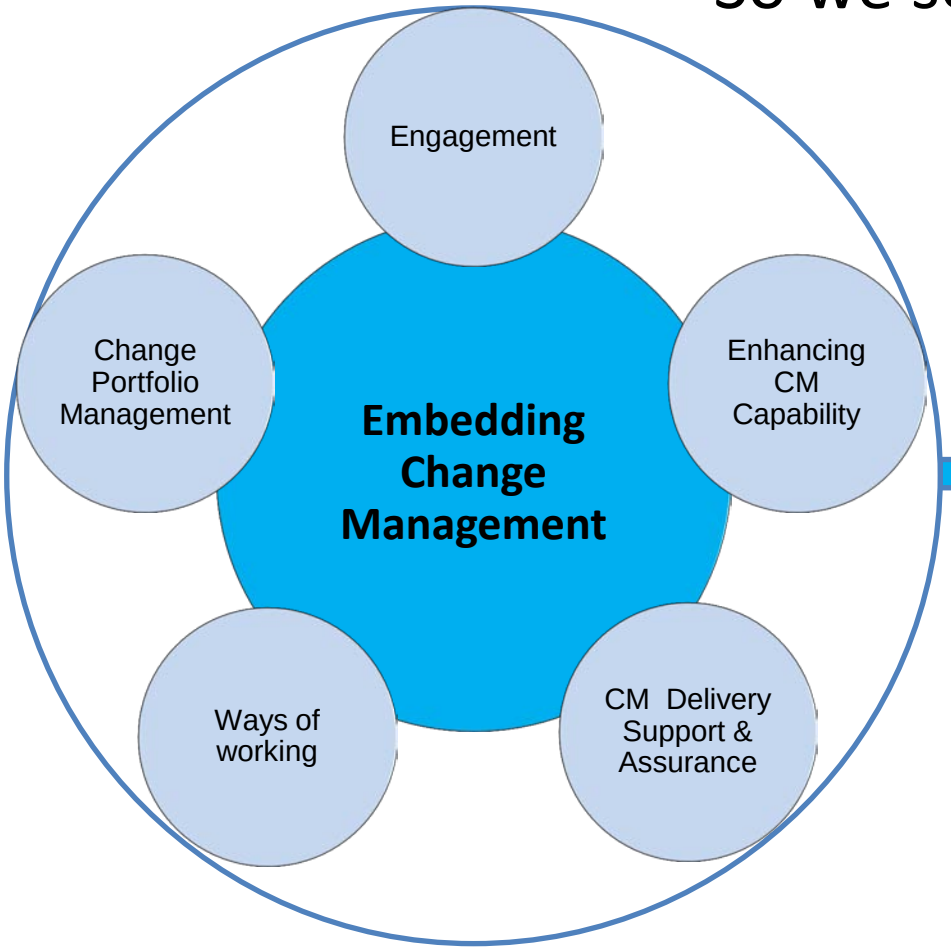
apm

Home Office

Marlowe Consulting

BRITISH AIRWAYS

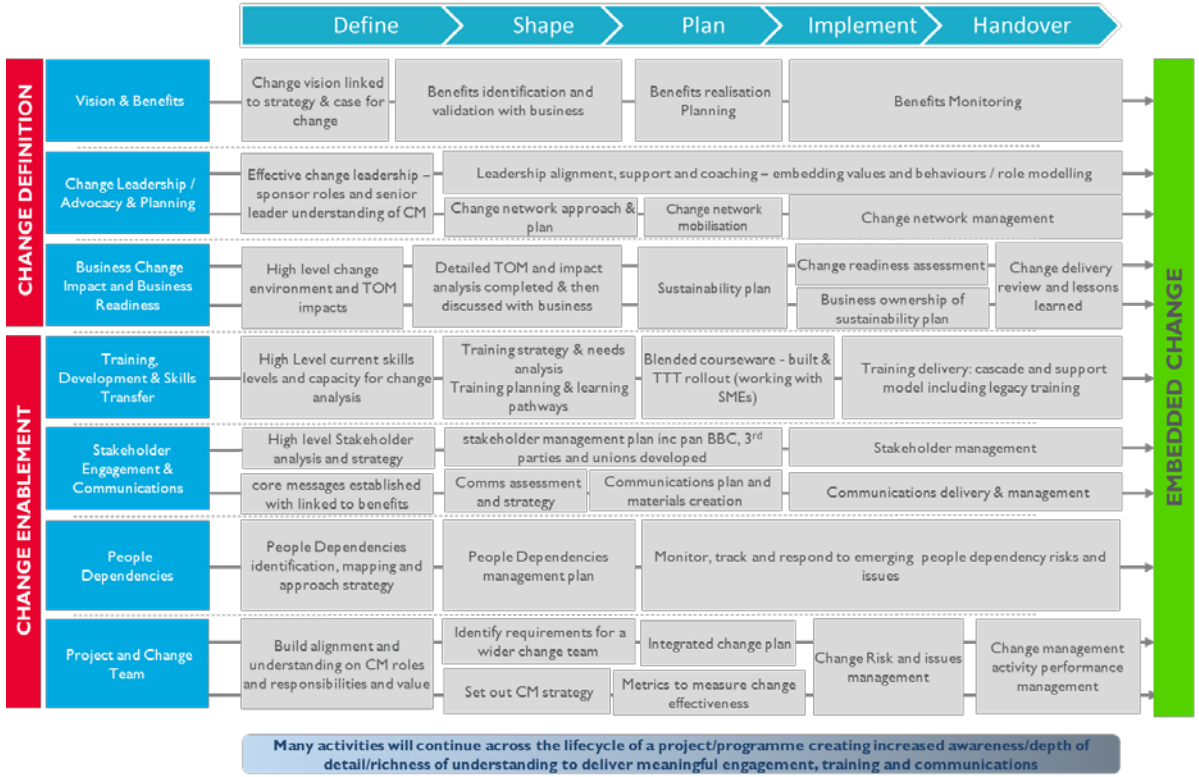
So we set off on our adventure…

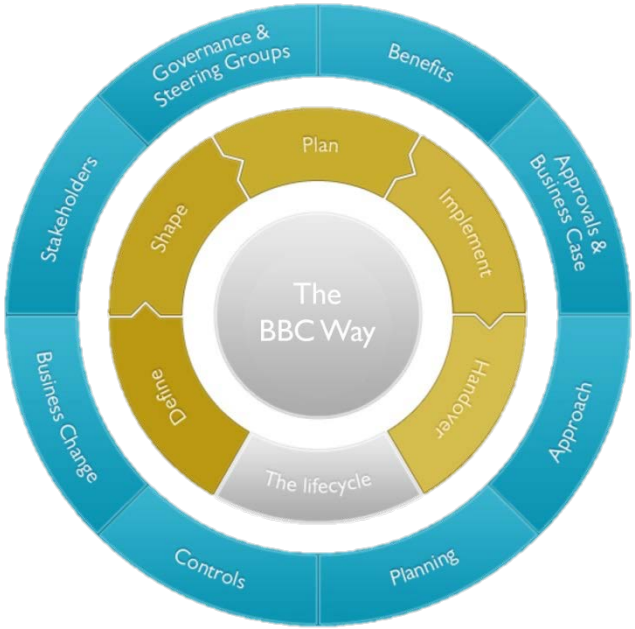


Supporting Projects and Programmes to deliver sustainable benefits

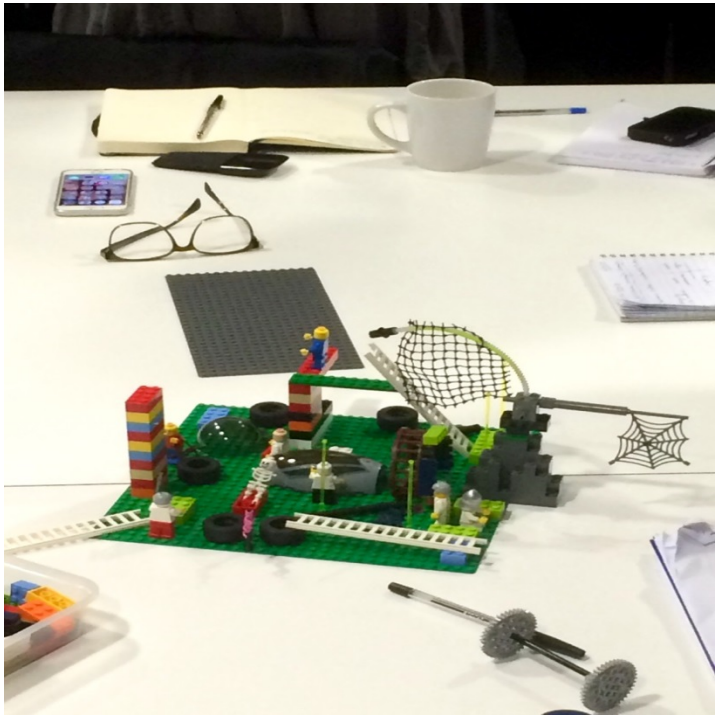
We were tested, found allies and enemies…

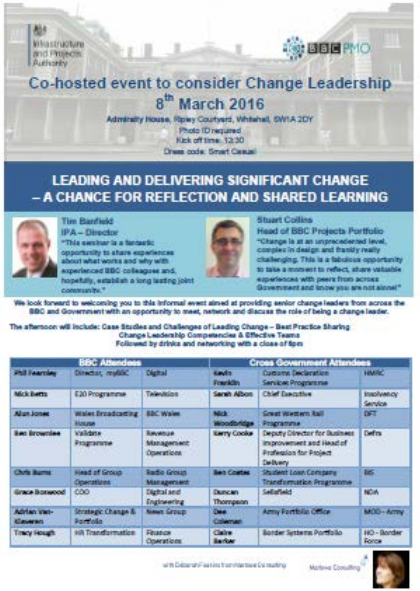
We developed our approach…





Continued to engage and adapt…





Co-hosted event to consider Change Leadership

8th March 2016

Admiralty House, Ripley Courtyard, Whitehall, SW1A 2DY
Photo ID required
Kick off time: 13:30
Dress code: Smart Casual

LEADING AND DELIVERING SIGNIFICANT CHANGE – A CHANCE FOR REFLECTION AND SHARED LEARNING

Tim Banfield
IPA – Director
"This seminar is a fantastic opportunity to share experiences about what works and why with experienced BBC colleagues and, hopefully, establish a long lasting joint community."

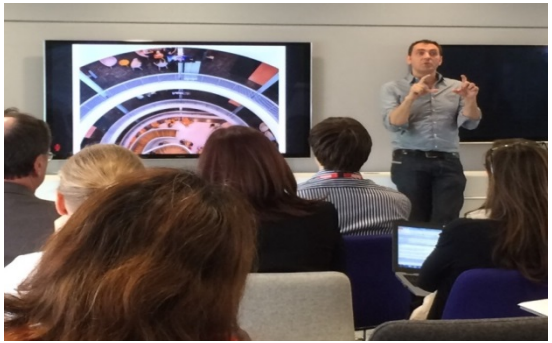
Stuart Collins
Head of BBC Projects Portfolio
"Change is at an unprecedented level, complex in design and frankly really challenging. This is a fabulous opportunity to take a moment to reflect, share valuable experiences with peers from across Government and know you are not alone!"

We look forward to welcoming you to this informal event aimed at providing senior change leaders from across the BBC and Government with an opportunity to meet, network and discuss the role of being a change leader.

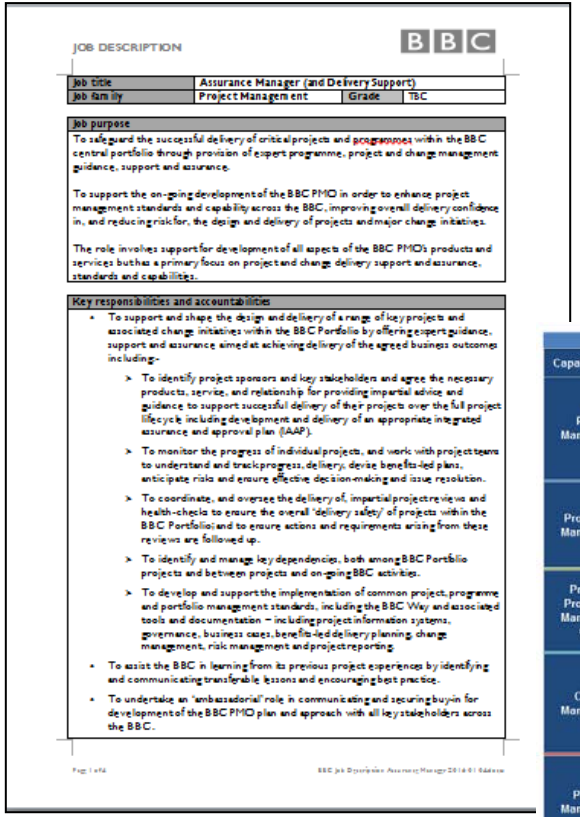
The afternoon will include: Case Studies and Challenges of Leading Change – Best Practice Sharing
Change Leadership Competencies & Effective Teams
Followed by drinks and networking with a close of 6pm

BBC Attendees			Cross Government Attendees		
Phil Fearnley	Director, myBBC	Digital	Kevin Franklin	Customs Declaration Services Programme	HMRC
Nick Betts	E20 Programme	Television	Sarah Albon	Chief Executive	Insolvency Service
Alun Jones	Wales Broadcasting House	BBC Wales	Nick Woodbridge	Great Western Rail Programme	DfT
Ben Brownlee	Validate Programme	Revenue Management Operations	Kerry Cooke	Deputy Director for Business Improvement and Head of Profession for Project Delivery	Defra
Chris Burns	Head of Group Operations	Radio Group Management	Ben Coates	Student Loan Company Transformation Programme	BIS
Grace Boswood	COO	Digital and Engineering	Duncan Thompson	Sellafield	NDA
Adrian Van-Kleuveren	Strategic Change & Portfolio	News Group	Dee Coleman	Army Portfolio Office	MOD – Army
Tracy Hough	HR Transformation	Finance Operations	Claire Barker	Border Systems Portfolio	HO – Border Force

with Deborah Fearnley from Marlowe Consulting



And develop capability….



JOB DESCRIPTION

BBC

Job title	Assurance Manager (and Delivery Support)		
Job family	Project Management	Grade	TBC

Job purpose

To safeguard the successful delivery of critical projects and programmes within the BBC central portfolio through provision of expert programme, project and change management guidance, support and assurance.

To support the on-going development of the BBC PMO in order to enhance project management standards and capability across the BBC, improving overall delivery confidence in, and reducing risk for, the design and delivery of projects and major change initiatives.

The role involves support for development of all aspects of the BBC PMO's products and services but has a primary focus on project and change delivery support and assurance, standards and capabilities.

Key responsibilities and accountabilities

- To support and shape the design and delivery of a range of key projects and associated change initiatives within the BBC Portfolio by offering expert guidance, support and assurance aimed at achieving delivery of the agreed business outcomes including:-
  - To identify project sponsors and key stakeholders and agree the necessary products, service, and relationship for providing impartial advice and guidance to support successful delivery of their projects over the full project lifecycle including development and delivery of an appropriate integrated assurance and approval plan (IAAP).
  - To monitor the progress of individual projects, and work with project teams to understand and track progress, delivery, devise benefits-led plans, anticipate risks and ensure effective decision-making and issue resolution.
  - To coordinate, and oversee the delivery of, impartial project reviews and health-checks to ensure the overall 'delivery safety' of projects within the BBC Portfolio; and to ensure actions and requirements arising from these reviews are followed up.
  - To identify and manage key dependencies, both among BBC Portfolio projects and between projects and on-going BBC activities.
  - To develop and support the implementation of common project, programme and portfolio management standards, including the BBC Way and associated tools and documentation – including project information systems, governance, business cases, benefits-led delivery planning, change management, risk management and project reporting.
- To assist the BBC in learning from its previous project experiences by identifying and communicating transferable lessons and encouraging best practice.
- To undertake an 'ambassadorial' role in communicating and securing buy-in for development of the BBC PMO plan and approach with all key stakeholders across the BBC.

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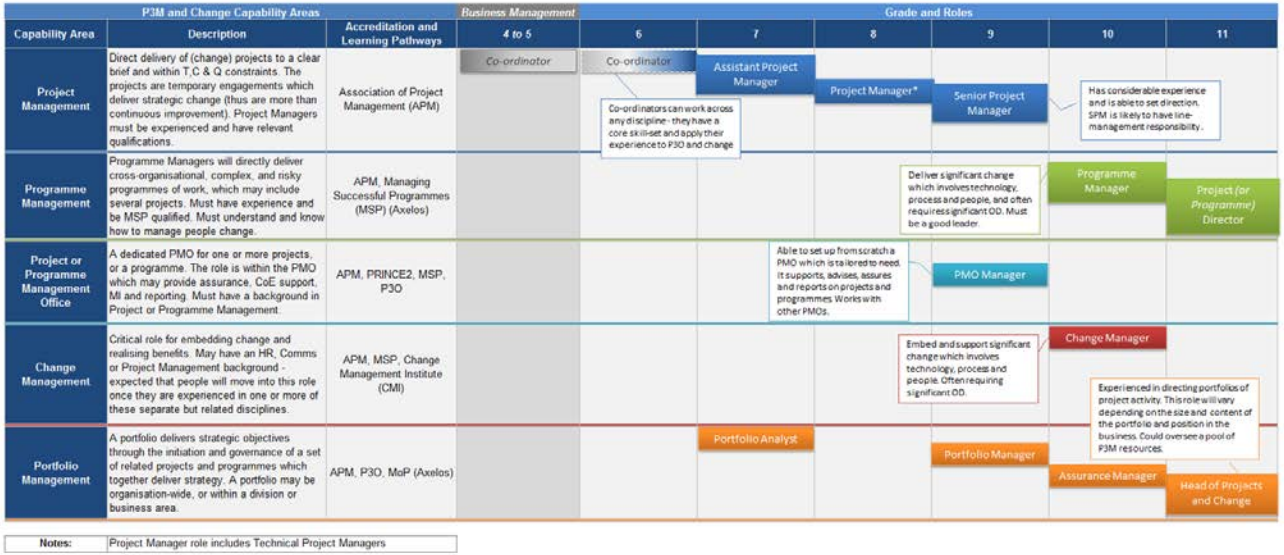
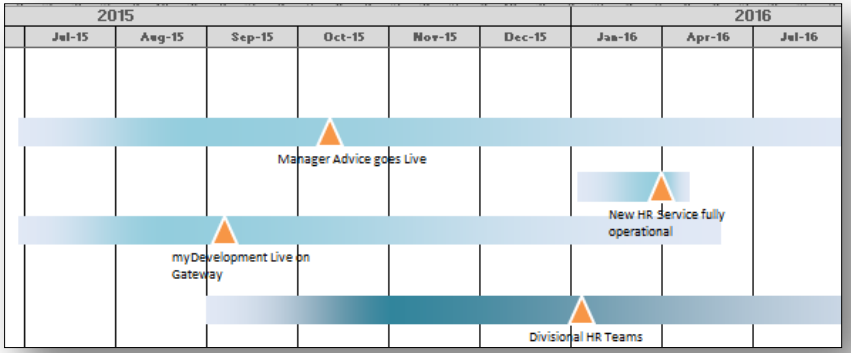
APMG International™ Change Management

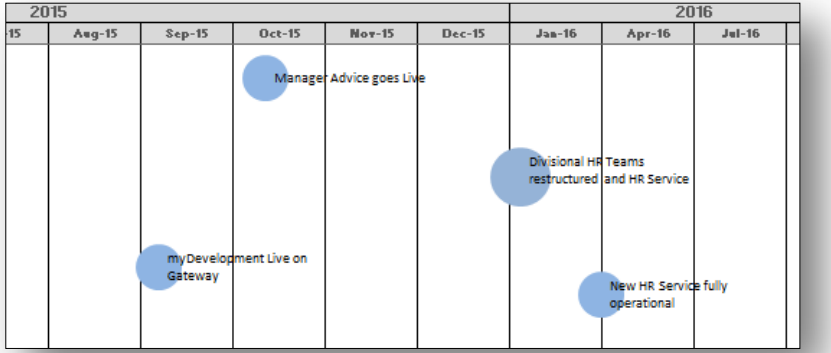


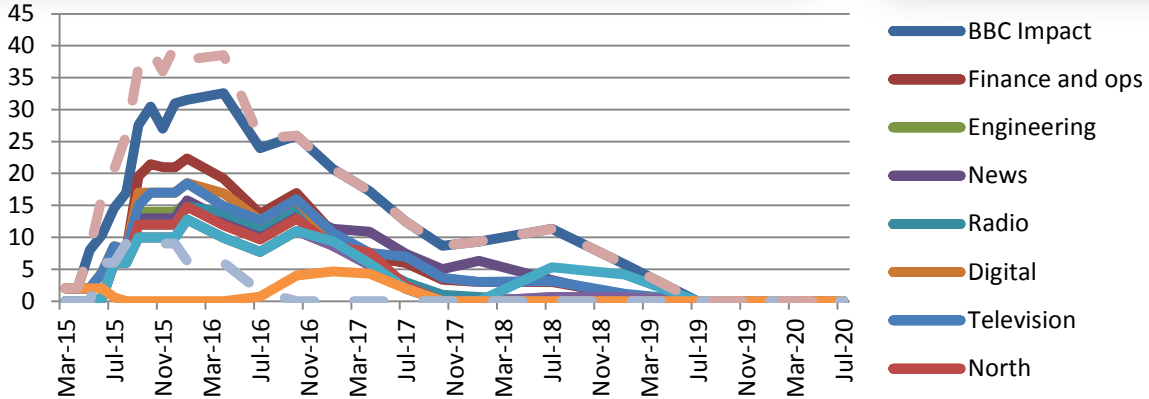
P3M and Change Capability Areas			Business Management	Grade and Roles					
Capability Area	Description	Accreditation and Learning Pathways	4 to 5	6	7	8	9	10	11
Project Management	Direct delivery of (change) projects to a clear brief and within T,C & Q constraints. The projects are temporary engagements which deliver strategic change (thus are more than continuous improvement). Project Managers must be experienced and have relevant qualifications.	Association of Project Management (APM)	Co-ordinator	Co-ordinator Co-ordinators can work across any discipline - they have a core skill-set and apply their experience to P3O and change	Assistant Project Manager	Project Manager*	Senior Project Manager	Has considerable experience and is able to set direction. SPM is likely to have line-management responsibility.	
Programme Management	Programme Managers will directly deliver cross-organisational, complex, and risky programmes of work, which may include several projects. Must have experience and be MSP qualified. Must understand and know how to manage people change.	APM, Managing Successful Programmes (MSP) (Axelos)					Deliver significant change which involves technology, process and people, and often requires significant OD. Must be a good leader.	Programme Manager	Project (or Programme) Director
Project or Programme Management Office	A dedicated PMO for one or more projects, or a programme. The role is within the PMO which may provide assurance, CoE support, MI and reporting. Must have a background in Project or Programme Management.	APM, PRINCE2, MSP, P3O				Able to set up from scratch a PMO which is tailored to need. It supports, advises, assures and reports on projects and programmes. Works with other PMOs.	PMO Manager		
Change Management	Critical role for embedding change and realising benefits. May have an HR, Comms or Project Management background - expected that people will move into this role once they are experienced in one or more of these separate but related disciplines.	APM, MSP, Change Management Institute (CMI)					Embed and support significant change which involves technology, process and people. Often requiring significant OD.	Change Manager	
Portfolio Management	A portfolio delivers strategic objectives through the initiation and governance of a set of related projects and programmes which together deliver strategy. A portfolio may be organisation-wide, or within a division or business area.	APM, P3O, MoP (Axelos)			Portfolio Analyst		Portfolio Manager	Assurance Manager	Experienced in directing portfolios of project activity. This role will vary depending on the size and content of the portfolio and position in the business. Could oversee a pool of P3M resources. Head of Projects and Change

Notes:	Project Manager role includes Technical Project Managers

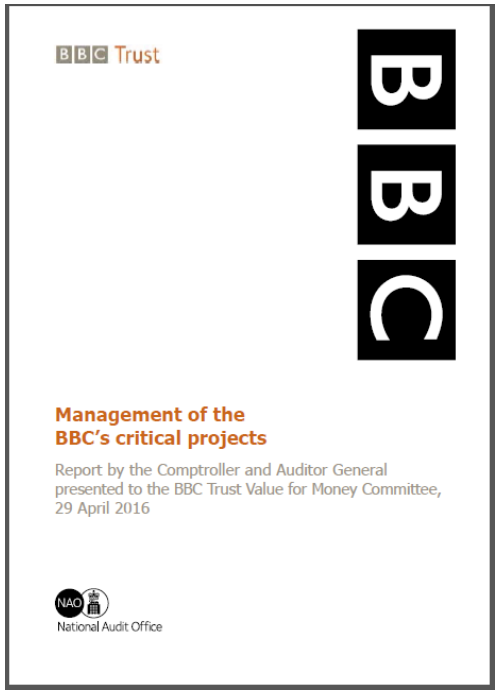
Building change into assuring and reporting…..

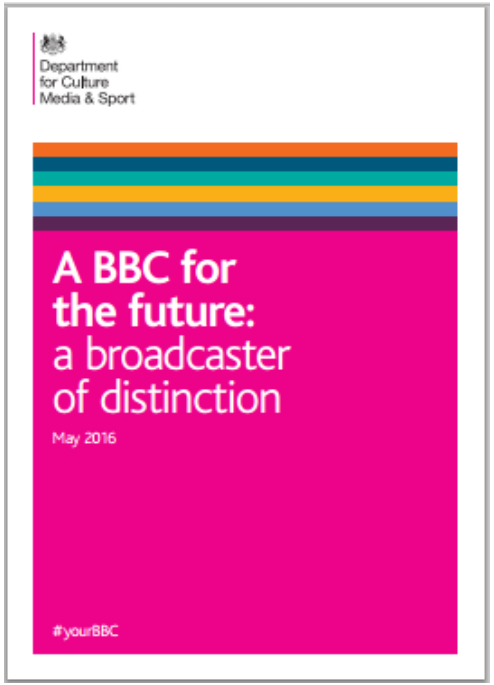






Meanwhile the challenges continued…

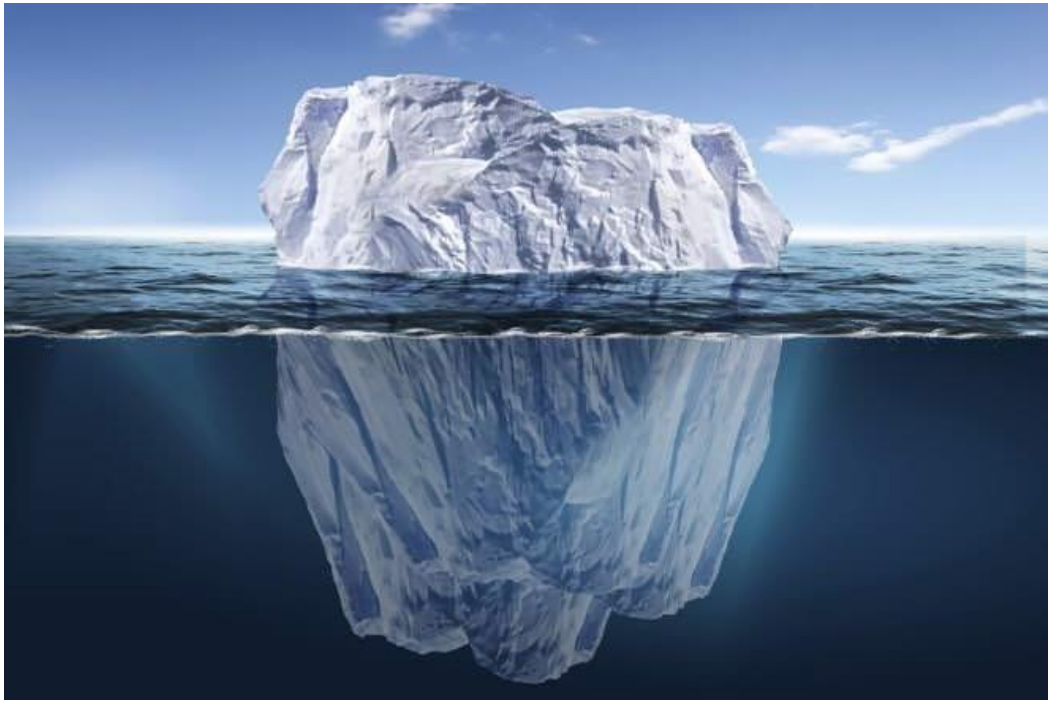




With some victories to claim….

- Value of Change Management is better understood
- Included in job family and a community
- Senior leaders engagement is higher
- Framework and tools in use

The PMO continues to evolve and the road to embedding change management continues…



So why should PMO lead the way in change?

Why Focus on Change?

- Effective CM enables benefits realisation
- Communicating is not enough
- People are people
- Cumulative impact of change

Why the PMO?

- Accountable for assuring major projects
- Support better decision making
- Role to improve skills
- We can put the brakes on
- Highlight good practice through our network

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