

PMO
Conference
London 
2016



The Role of the PMO in Change

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



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

What's the balance of initiatives?

Where are our points of strain?

What is coming up?

What is happening when?

Can we deliver?

What should we stop?

A Portfolio of pan-BBC critical projects

BBC PMO

BBC London 2012 Project Healthcheck

Report of key findings - FINAL

24 November 2010

Delivery support and assurance for critical projects, including healthchecks

The BBC way

Plan

Implement

Monitor

Approach

Business Case

Benefits

Governance or Steering Groups

Sales/Revenue

Business Change

The lifecycle

A standard approach - with guidance and tools

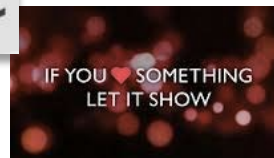
CAREERS INTERNAL STAFF AREA

Project management at the BBC

Join BBC PMO on LinkedIn


A project community, training courses and careers portal

With a diverse portfolio...



Where the environment is changing significantly.....

Department for Culture Media & Sport



The logo for the BBC Charter Review Public Consultation is a grid of colored squares. The top row consists of a pink square with a pound symbol (£), a yellow square with a map of the United Kingdom, a pink square, a green square with a globe, a yellow square, and a dark blue square. The second row has an orange square, a blue square, a white square, a blue square with a magnifying glass, and a dark blue square. The third row features a green square with two stylized human figures, and an orange square with a computer monitor and a smartphone. The text 'Department for Culture Media & Sport' is in the top left, 'BBC Charter Review Public consultation' and '16 July - 8 October 2015' are in the bottom left, and '#yourBBC' is in the bottom right.

BBC Charter Review
Public consultation
16 July - 8 October 2015

#yourBBC



With our fair share of scrutiny....

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

BBC bans staff kickabouts at its new HQ

BBC spends £6million in six months on Broadcasting House

BBC builds a bomb-proof news bunker

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..



BBC Store Sign in

Children's | Comedy | Drama | Entertainment | Factual | Music & Arts | A-Z | Gifts | Collections

The Fight for Survival

A thrilling, sprawling series about the relationship between predators and their prey, how they kill, and how they survive.

The Hunt
£10.99

Welcome

Take a look at what BBC Store is all about...

BBC Store: Unmissable, Now Ownable

A Journey Through The Decades

BBC Menu Search

SPORT OLYMPICS

More sports ▾

Schedule & results | Medals | Olympic sports

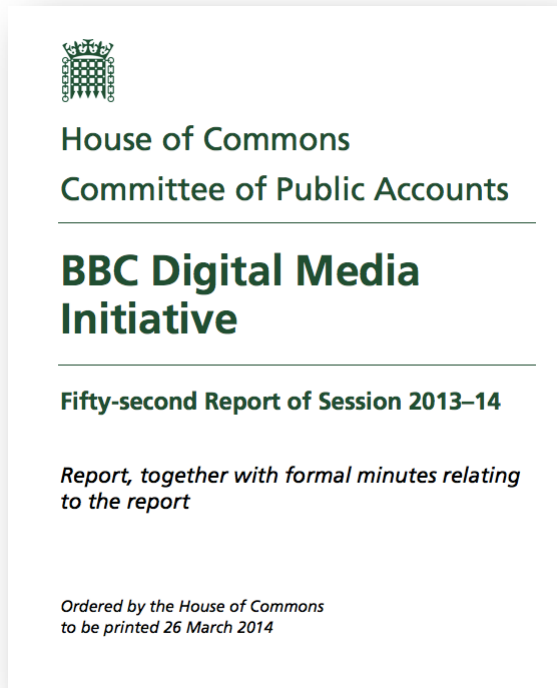
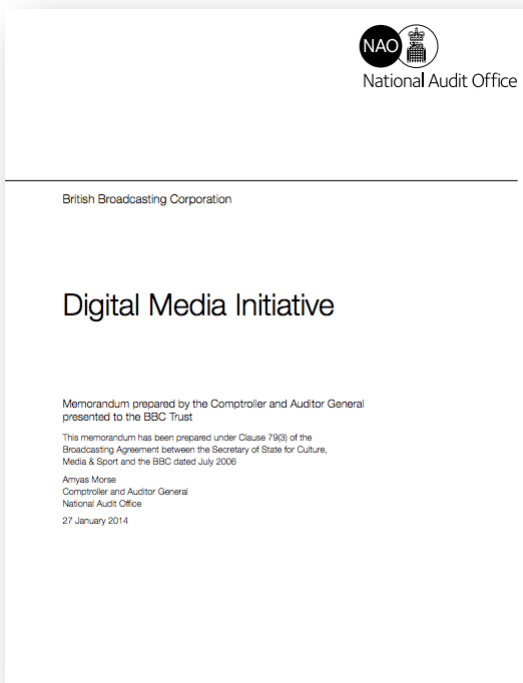
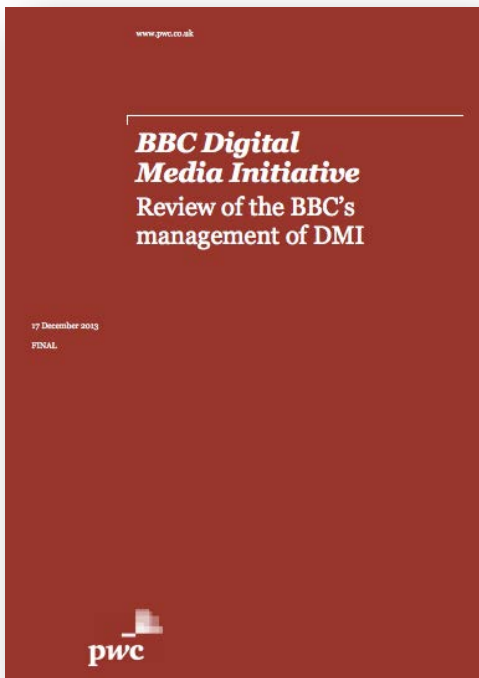
Tom Daley competes in the Men's Platform

LIVE

Shanaze Reade qualifies for the BMX final

Excitement building for Men's 200m Freestyle final

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....



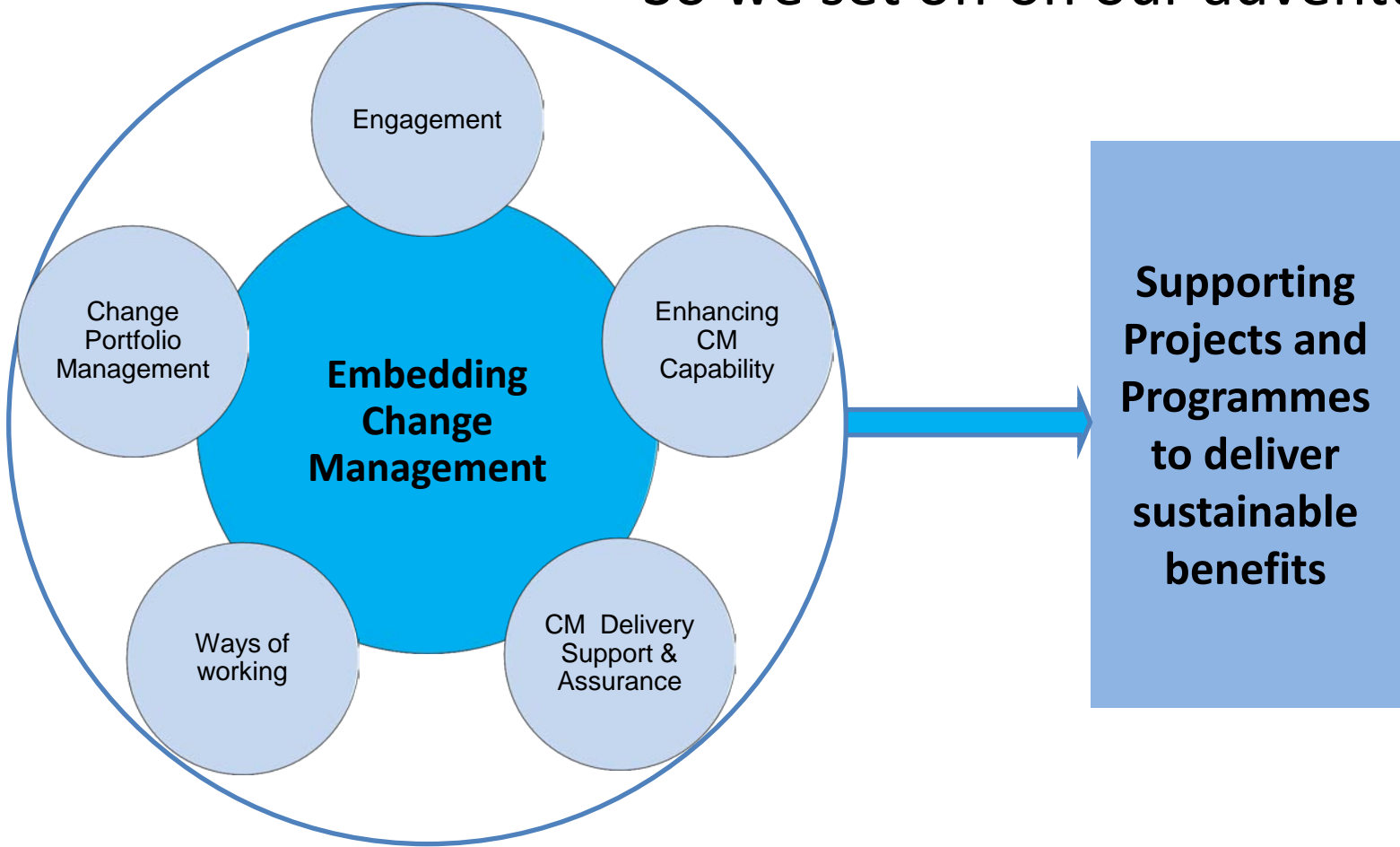
			Vision exists and is shared	Clear Corporate Vision in place and is shared and embraced across the organisation	Change Governance
	Executives sponsor and track change KPI's. A prioritisation process is in place	Governance is becoming lean and prioritisation is becoming optimal to deliver the vision	Governance mechanisms are lean and agile with constant reassessment of the portfolio. Executives know the project have big people involved.		Capabilities
	Capabilities and measures for change leadership and management are defined and being developed.	Organisations change leadership and constant assessment to change targets	Change is seen as routine with leaders and managers proactively driving DG champion change and employees rate themselves as engaged.		Roles and Responsibilities
	Change roles defined, in place and becoming effective	Communications are managed and change agent Networks established	Communications are adaptive, two way processes in place.		Frameworks and Tools
Repeatable communication process in place	Divisions have view of project change (great map) ability to reassess approach	Feedback to adjust and manage effectiveness	Change capability is seen as a key skill of a leader.		
Steering Groups in place for project or programme level governance	Agreed competency model used to develop job families and role descriptions	We have people with the right skill sets to manage change	Change Frameworks and tools embedded alongside project management processes		
Ad hoc change management (focus on communications and training)	Change managers and methodology in place in all major projects applying it.	Change and project methodologies linked. Change training for project managers	Projects are planned and aligned to the change vision	Routinely used, regularly reviewed and benchmarked externally	
Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimised	



But help and inspiration was at hand...



So we set off on our adventure...



We were tested, found allies and enemies...

You are trying
to be too
corporate

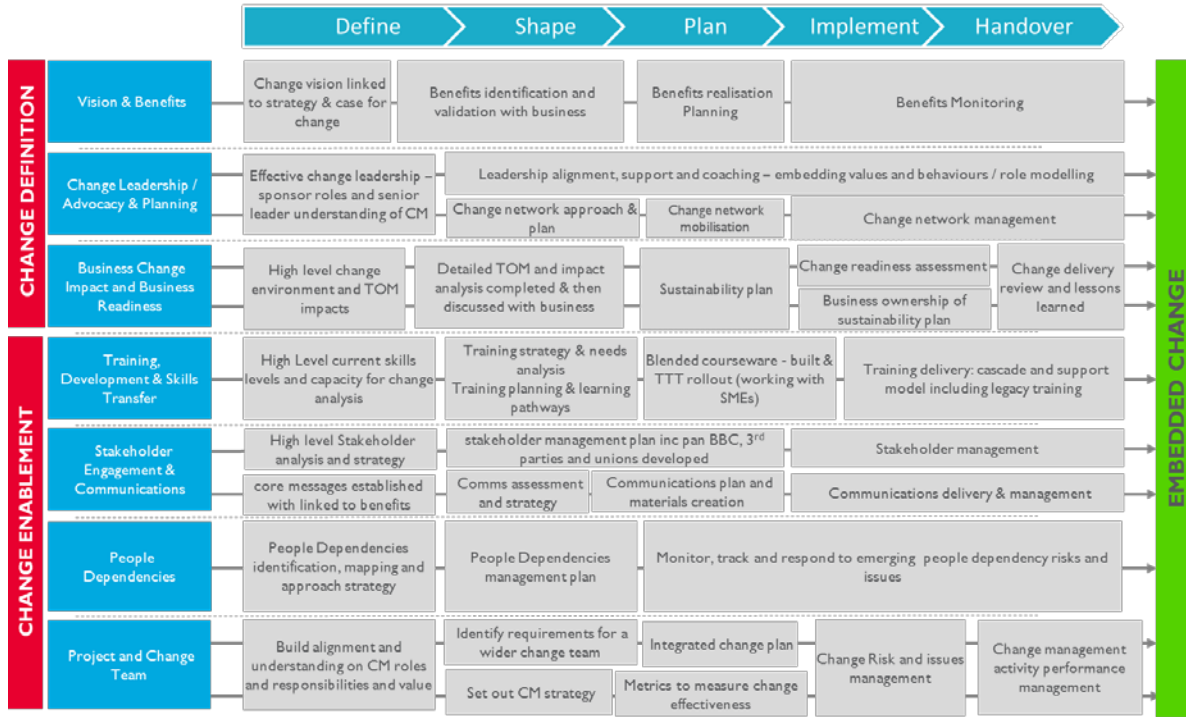
We all
know this
is about
financial
savings

It doesn't
apply to our
programme,
it's agile

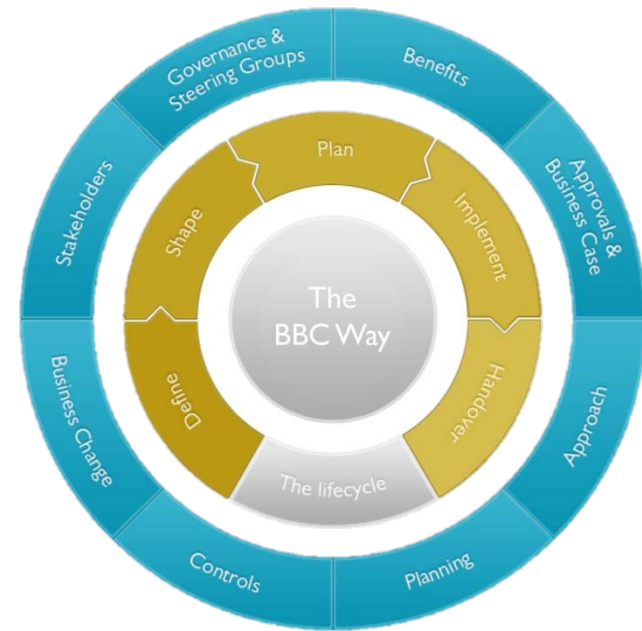
The
change
campaign
is great



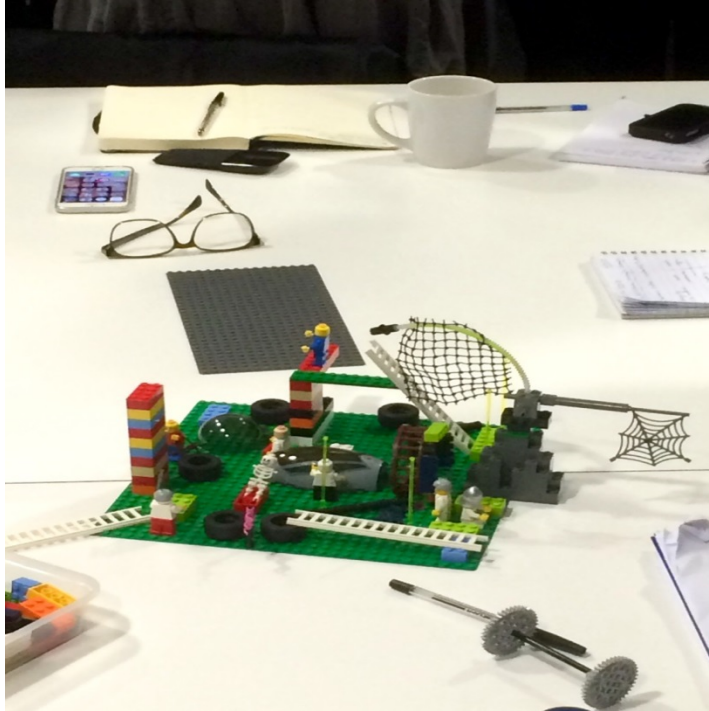
We developed our approach...



Many activities will continue across the lifecycle of a project/programme creating increased awareness/depth of detail/richness of understanding to deliver meaningful engagement, training and communications



Continued to engage and adapt...



Infrastructure and Projects Authority

Co-hosted event to consider Change Leadership
8th March 2016
Admiralty House, Ripley Courtfront, 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 Barfield
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 organisational level, complex to design and frankly really challenging. This is a fantastic opportunity to take a moment to reflect, share valuable experiences with peers from across Government and to see you do it all again!"

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 Challenge of Leading Change – Best Practice Sharing
Change Leadership Competencies & Effective Teams
Followed by drinks and networking with a class of 40pm

	BBC Attendees		Cross Government Attendees	
Phil Fearley	Director, mGBC	Digital	Kevin French	Customs Declaration Service Programme
Nick Betts	E20 Programme	Television	Sarah Albon	Chief Executive
Alan Jones	Wales Broadcasting House	BBC Wales	Nick Woodbridge	Chief Executive
Sam Brownlee	Valentia Programme	Business Management Operations	Nery Cooke	Deputy Director for Business Improvement and Head of Profusion for Project Delivery
Chris Burns	Head of Group Operations	Radio Group Management	Ben Coates	Student Loan Company Transformation Programme
Grace Hornwood	COO	Digital and Engineering	Duncan Thompson	Senior
Adrian Van-Claenen	Strategic Change & Portfolio	Team Group	Steve Coleman	Army Portfolio Office
Tracy Hough	HR Transformation	Finance Operations	Clive Barber	Border Systems Portfolio

with Deborah Lewis to introduce the evening

Melrose Consulting



And develop capability....

BBC

JOB DESCRIPTION

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

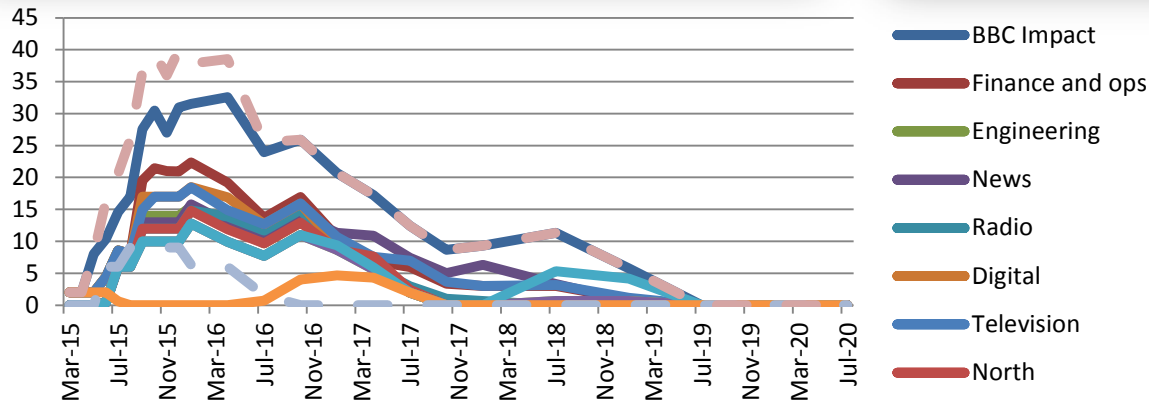
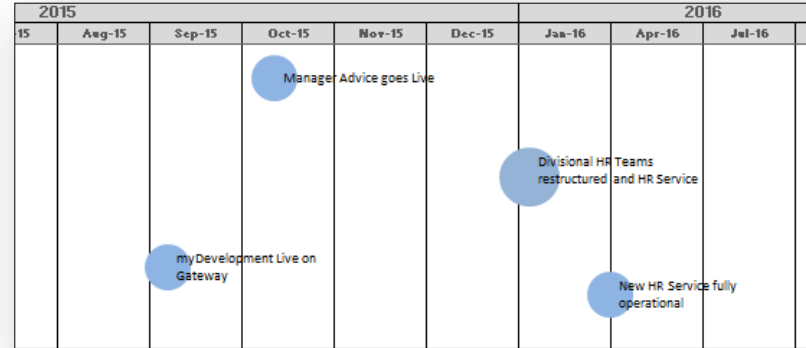
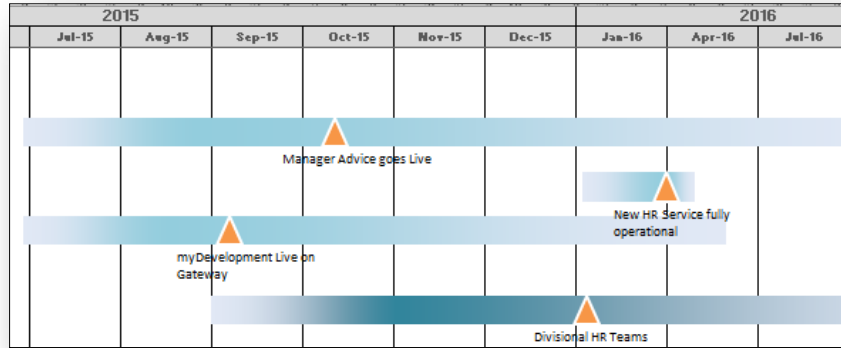
- To support and shape the design and delivery of a range of key projects and associated change initiatives within the BBC Portfolio by offering expert guidance, support and assurance aimed at achieving delivery of the agreed business outcomes including-
 - To identify project sponsors and key stakeholders and agree the necessary projects, 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 (IAP).
 - To monitor the progress of individual projects, and work with project teams to understand and enable progress delivery, devise beneficial 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, benefited 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.



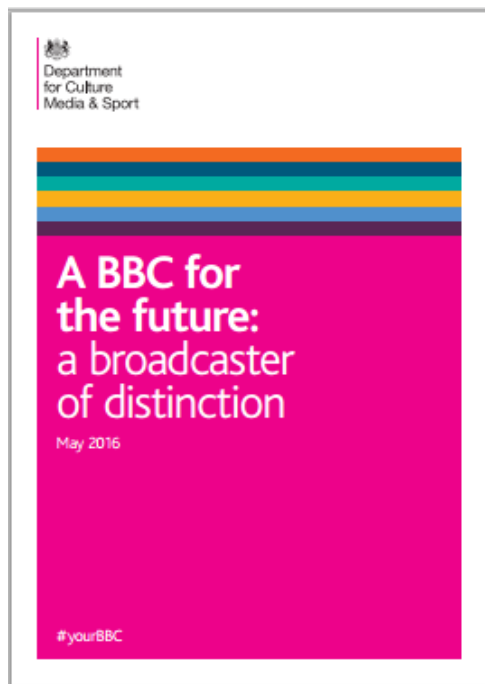
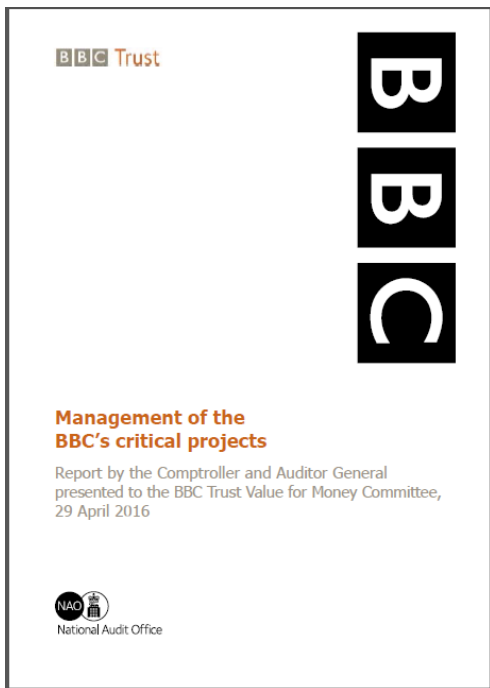
PJM and Change Capability Areas		Business Management				Grade and Roles				
Capability Area	Description	Accreditation and Learning Pathways	4 to 5	6	7	8	9	10	11	
Project Management	Direct delivery of (change) projects to a clear brief and within T.O & Q constraints. The projects are temporary engagements 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	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)		Co-ordinators can work across any discipline, they have a core skillset and apply their experience to PJO and change			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	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 PJM resources.	
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	Head of Projects and Change	

Notes: Project Manager role includes Technical Project Managers

Building change into assuring and reporting.....



Meanwhile the challenges continued...

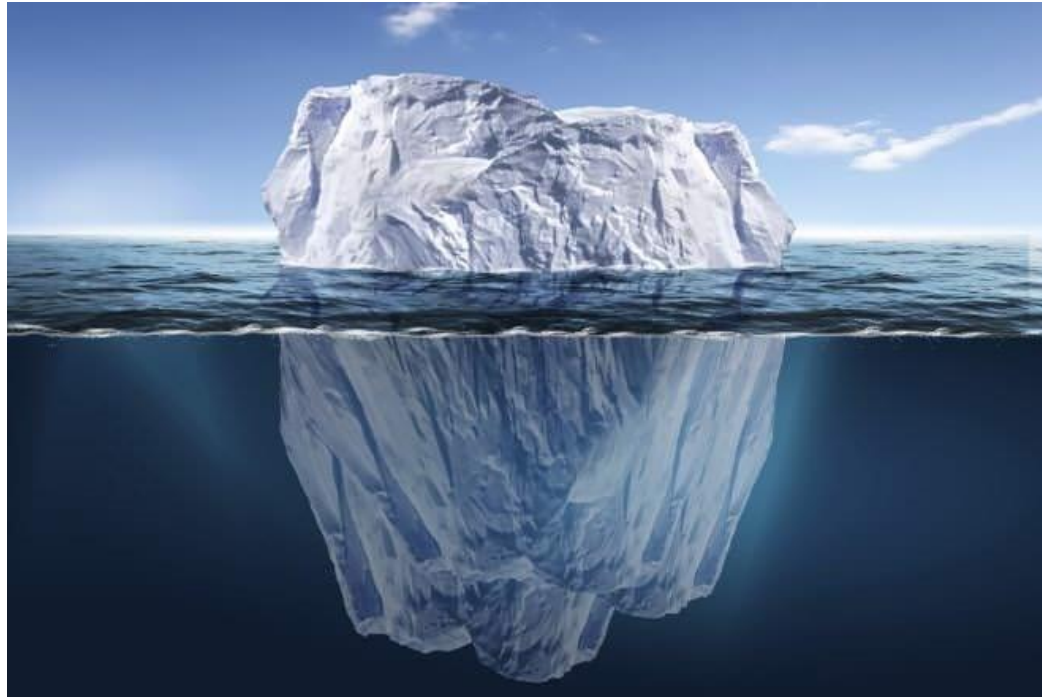


With some victories to claim....



- 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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