

PMO 2022

The Conference for PMO Professionals

Conference

JUNE 2022 | LONDON | EDINBURGH



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HOUSE OF PMO
HOME TO PMO PROFESSIONALS

CONSCIENCE AND INTEGRATOR
A PMO IN THE *SHADOW* OF A VOLCANO

SPEAKER BACKGROUND

- *Head of PMO, Government of Montserrat.*
- *Experience across Portfolio, Programme and Project Mgt.*
- *Previously: Enterprise Portfolio Office and portfolio framework for Sellafield Ltd, and worked on a variety of high risk nuclear projects and programmes.*
- *Barack Obama Presidential Campaign 2008 – strategy*
- *Author, academic and speaker*
- *Confederation of British Industry – 35 Business Leaders under 35*
- *MA (Oxon), MA (UBC), Canadian Rhodes Scholar, MSP, MoP, P30*



APM

PROJECT MANAGEMENT
AWARDS 2020

Headline sponsor



WINNER

**PMO
of the Year 2020**

Government of Montserrat

#APMAwards

“Despite these uniquely challenging times, where both funding and project delivery are under intense pressure, Montserrat’s PMO has achieved rapid success and international respect. It’s a new and small unit that punches above its weight, offering to PMOs around the globe important lessons in innovation, implementation and transformation; as well as how to focus on the human and psychological impacts of change.”

The judges described the office as “a perfect example of a well-functioning PMO and the way that Government of Montserrat has overcome its challenges is powerful.”



PMO GLOBAL AWARDS
2021

CERTIFICATE

THIS CERTIFICATE IS PROUDLY AWARDED TO
THE GOVERNMENT OF MONTserrat
IN RECOGNITION OF AN OUTSTANDING
PERFORMANCE REPRESENTING
MONTserrat

AT THE 2021 PMO GLOBAL AWARDS,
THE WORLD'S LARGEST AND MOST PRESTIGIOUS
AWARD FOR PMOs AND PMO PROFESSIONALS.

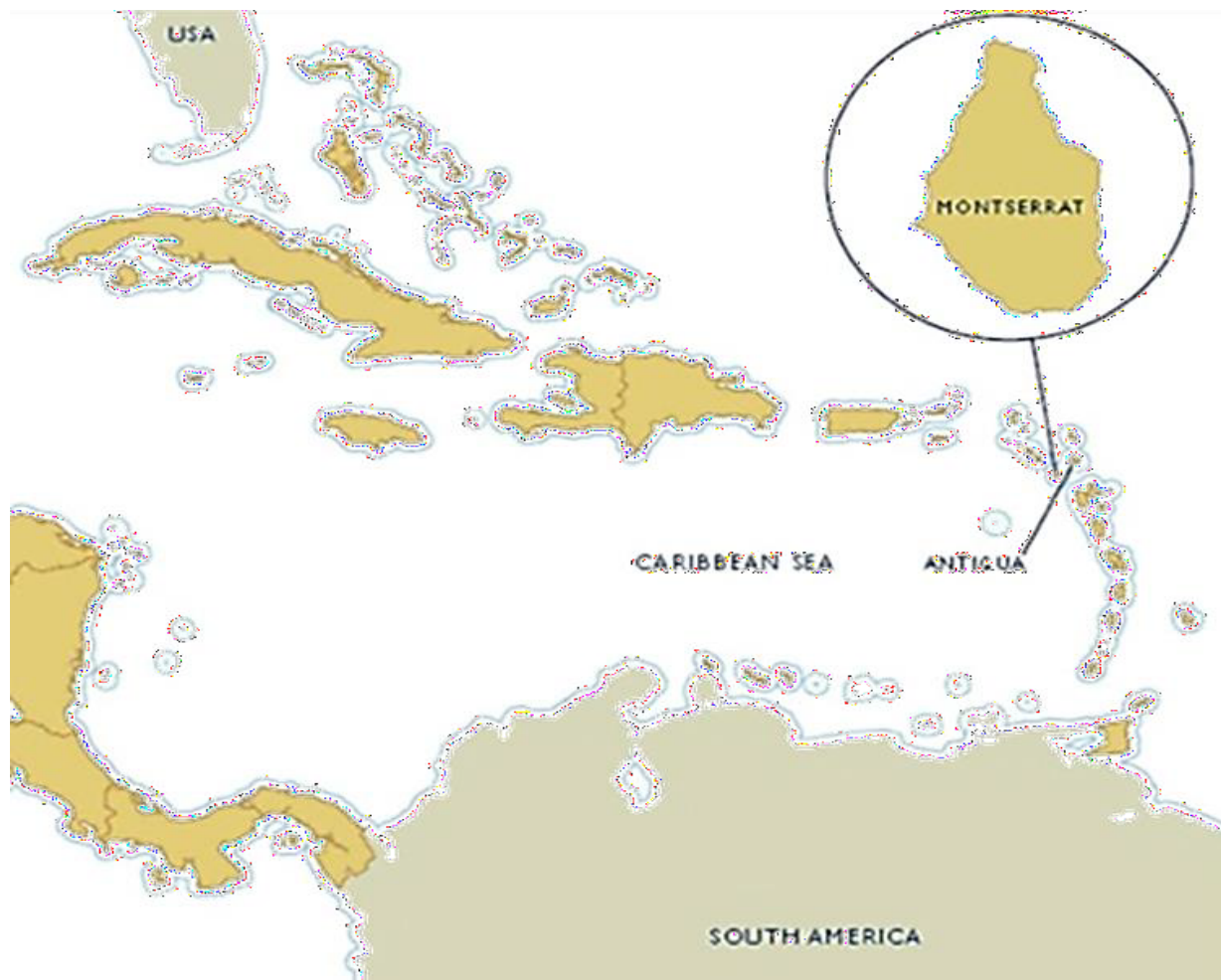
GIVEN ON THE 15TH OF SEPTEMBER, 2021.

Americo Pinto

Americo Pinto
PMOGA Founder and Chair



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OUR PLACE IN THE WORLD

- The emerald heart of the Caribbean
- 1 of 14 British Overseas Territories
- 39 square miles
- Population c5000
- **Facing transformational challenges of an almost inordinate scale.**
- **No Project is an island.**

The Greenest of Greens



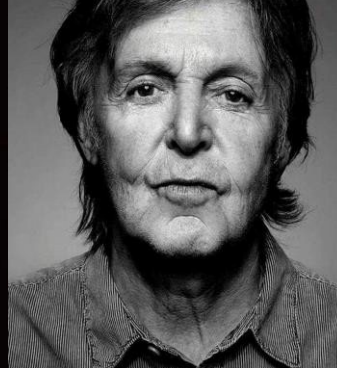
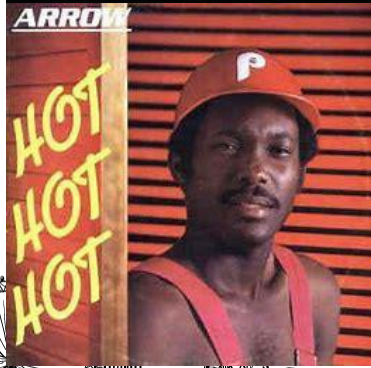
Unspoiled Beaches – Ebony and Ivory



Little Ireland at the End of the Rainbow



The Caribbean's Abbey Road - AIR Studio





1989 – HURRICANE HUGO

- *Destroyed entire villages*
- *98% of buildings impacted*
- *Electrical grid, hospital etc. destroyed*
- *Capital's sea port washed away*
- *2500 homeless, mass displacement*

1995 – SOUFRIERE HILLS





Caribbean's Modern Day Pompeii



An Unparalleled Portfolio of Change

\$200m of infrastructure and enabling transformational programmes/projects over 3-5 years

CIPREG Programme (FCDO)

- New National Hospital
- Airport Rehabilitation
- Subsea Fibre Optic
- MSS School Development
- A-01 Road Replacement
- Social Housing Phase 2
- Geothermal
- New Parliament??

EU

- Renewable Energy – 750kw Solar and Wind
- Tourism Redevelopment
- New Port Project (partial funding)
- RESEMBID Programme
- COVID19

UK CIF

- New Port Project (partial funding)



Foreign &
Commonwealth
Office



Governance Reform and Institutional Development (GRID)

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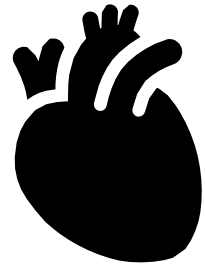


Integration Challenge - FAMILIAR?

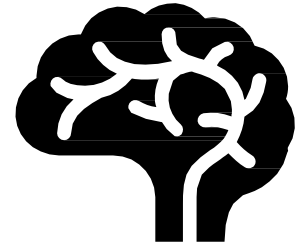
- PM... What?
- Historical failure to deliver, lack of sponsorship
- Collapse of Previous PMO attempts
- Fear of the outsider
- Navigating embedded resistance to change and trauma
- Ambition versus Uber Constraints in Capacity / Capability
- Highly politicized stakeholder landscape
- Uneven requirements across Ministries and Departments
 - PMO “taking away” the kudos of transformational work
 - Silos, lack of collaboration and cross-cutting synergy



TYPICAL PMO FUNCTIONS



EQ



PSYCHOLOGY OF
IMPLEMENTATION

(D)EVOLUTION TOWARD
AUTOMATION, AI, DATA
DRIVEN



Overcoming the “New Kid on the Block”

- PMO not usually part of an organisation’s original eco-system.
- Often awkward straddling of departments / authorities.
- Budget, what budget?
- Two potential responses 1) adapt and integrate (collaborate) or 2) reject/resist (conflict).
- Leads to the need to show **consistent PMO value, alignment, organizational “friendship”**, whilst driving change
 - Adopt lingua franca, clothe the new in the familiar



LESSON IN FOCUS - 2



Strategic (In)Consistency – Finding an Identity

- PMOs can describe or imply a multitude of functions and roles – and defining your services is important but....
- PMOs should also be flexible to the need of the context, maturity, character, modality of projects, programmes and teams it supports.
- PMOs can control, support, assure, mentor, lead, augment, report, analyse, advise, escalate, enforce, oversee...etc....
- Sometimes a rock, sometimes a willow
- PMOs require the collaboration skills linked to adaptability, EQ and tactical deftness, as much as technical know-how.



LESSON IN FOCUS - 3

Accept there's no such thing as Best Practice

- No framework, methodology, or process is fully adoptable / applicable.
- A drift towards automation, certification and software solutions has compounded the appetite for one-stop-shopism.
- Implementation, assessment and differentiation should be context driven, based on need, capacity and DNA.
- There is no such thing as best practice, just the right practice for your organization – build it together.
- Indeed, even within our macro, micro-pockets of differentiated practice have been encouraged and effective.



LESSON IN FOCUS - 4

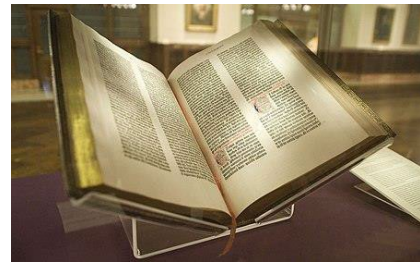


Short and Long-termism: Both important factors

- PMOs and Programmes must operate in a temporal paradox – eyes on the near and long term
- New and existing PMOs must demonstrate early and regular wins – part of maintaining buy-in, organisational relevance and demonstrating value.
- But PMOs must also keep an eye to longer term impact and the overall portfolio – benefits, strategic ends of transformation, capability building, legacy
- To focus on only one of these paths is dangerous – leading to a PMO being viewed as too transactional or overly academic
- Blueprint the PMO – phases, building blocks, win-wins.
- Team needs to comprise both fruit pickers and seed planters



LESSON IN FOCUS - 5



Turning Projects into Relatable Human Stories

- PMOs can sometimes be accused of being process-hungry, theoretical, driven by tools and templates – what does all of this mean to me?
- A PMO can also be a powerful advocate for the human impact of PM
- Gain stakeholder buy-in, media interest and sponsorship for your projects through turning your schedules, milestones, benefits, outcomes etc, into stories of real impact and human consequence.
- This becomes the lens for stakeholder engagement, benefits realisation, risk management – and turns attention towards end-users and social impact
 - Adapt your language to suit – maintain integrity but keep your vocab relatable, human, accessible to all.



OUR COLLABORATION APPROACH

- Delivery support and Capability Development
- An Honest Broker, and a Loyal Advocate
- Communicate, Communicate, Communicate
- Build on what exists for easier adoption – no big bang
- Respect history, experiences and disappointments
- Demonstrate integrity and motive
- Simple and Pragmatic over Theory and Process
- Governance as Vehicle for Progress, not Control

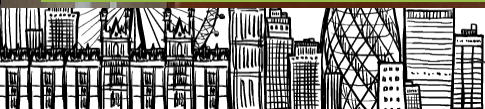


SUBSEA FIBRE OPTIC PROJECT £5m

- Restoring island's lost connection
- Entirely new subsea and terrestrial infrastructure
- Secured investment from national Steering Committee
- Procurement of design, installation, operations
- Despite COVID – ahead of schedule, below budget
- FCDO funded, locally managed, international contracts



VISION: THE MOST FIBRE
CONNECTED ISLAND IN
THE CARIBBEAN



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NEW NATIONAL HOSPITAL PROJECT (£15M)

**PMO “broke through
quarter century of
debate”**



- FCDO funded, locally managed, international supply chain, and public health body input (PAHO, NHS, PHE).
- 25-year long project, punctuated by delays, relationship wobbles, ≠ perspectives
- 2019 - Minimum requirements agreed between all parties → Business case.
- Tripartite governance established → trust
- Procurement approach revisited : FCDO → GoM.
- Preliminary design tendered, awarded and complete; Preferred design selected through collaborative options appraisal.
- Detail design underway!





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AIRPORT RESURFACING & CONTROL TOWER (£4M)



Keeping the Planes Flying

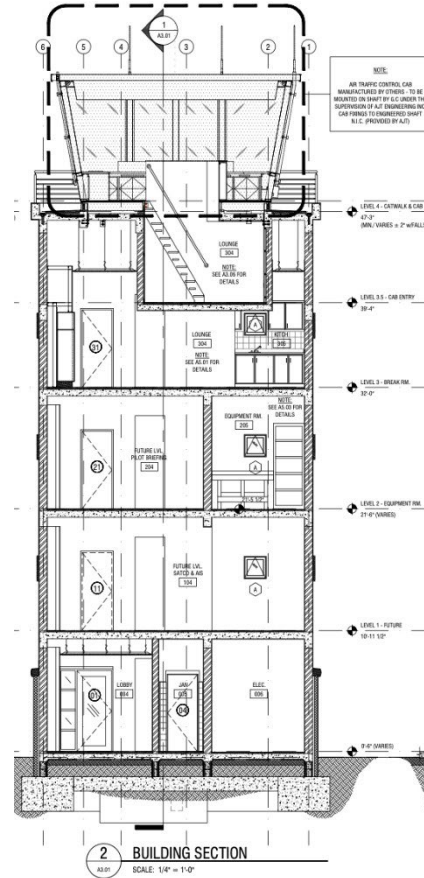
- Key strategic risk – airport closure if runway not addressed.
- Kicked borderless collaboration into high gear – **forged in crisis**
- Secured emergency funding from CIPREG Programme
- Procurement of airport design and oversight specialist to augment local team
- Construction completed April 2021 during COVID-19
- Ensuring contingency plans for emergency access / medevac

AIRPORT RESURFACING & CONTROL TOWER (£4M)



- Current tower facility degraded outwith regulations.
- Project was unfunded, PMO led business case for inclusion within CIPREG Programme.
- Tower design completed
- Procurement for construction and commissioning awarded.
- Main tower construction completed. Cab placed.
- Completion expected in coming weeks.

AIRPORT CONTROL TOWER



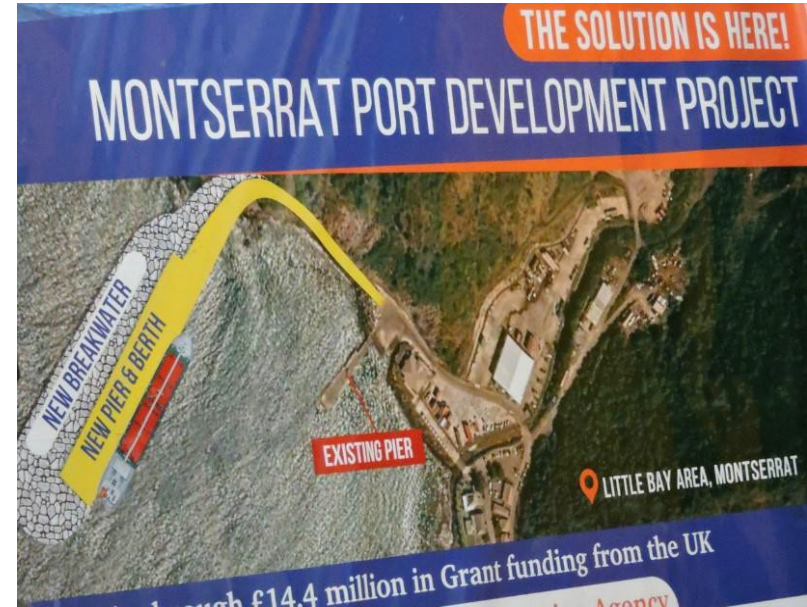
PORT DEVELOPMENT PROJECT (£35M)

The first step to a new Capital



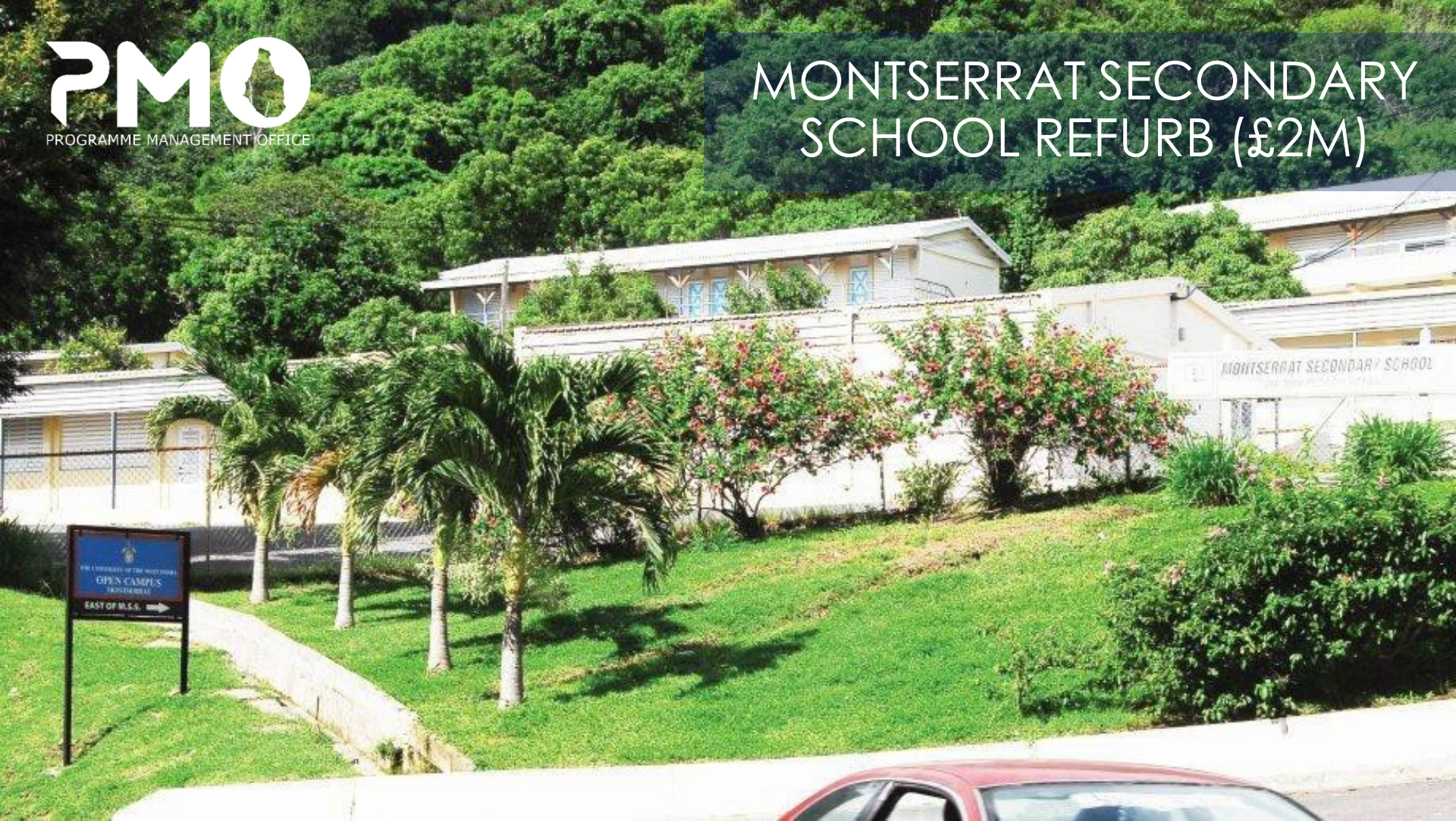
PORT DEVELOPMENT PROJECT (£35.3M)

- UK and EU funded, locally managed, facilitated through Caribbean Development Bank.
- A new 130m berthing facility aimed at improving access and conditions for cargo and cruise, minimizing downtime
- PMO has played a critical role in progressing through conceptual and preliminary design, as well as procurement for construction.
- **Trailblazer** project for risk, stakeholder management and governance.
 - PMO intervention when design appeared undeliverable; optioneering undertaken; new solution approved through Cabinet and governance.
 - Contract awarded.





MONTSERRAT SECONDARY SCHOOL REFURB (£2M)



- Island's only secondary school – some temporary buildings, some degraded
- PMO successfully lobbied ministerial level for inclusion within Pg envelope.
- Completed some initial site safety improvements
- Refurbishment for Pupil Support Unit
- New staff facility created
- Main staffroom refurb complete
- Project underway to restore Blocks L and M which will restore significant teaching capacity space.





OTHER PROJECTS & ROLES

- Renewable Energy – Solar and Wind
- Governance Reform Programme
- Tourism Development
- Social Housing Phase 2
- Main Road Project and Asphalt Capability
- Taskforces for COVID19 Response, Energy, Fibre.



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BUILDING SUSTAINABLE CAPABILITY THROUGH COLLABORATION



BUILDING SUSTAINABLE CAPABILITY



- On arrival, **no standards** for portfolio, programme or project management.
- The frameworks and language for transformational change **not understood**.
- **Limited perception** of change management as a “professional pathway”
- Noting status as British OT, but proximate to the US, we have adopted a **blended approach** to international standards and qualifications – APM, Axelos, AIPMO and PMI.
- Montserrat has formed an exciting new partnership with the Southern Caribbean Chapter of the PMI, providing a much needed **regional professional network + support community**.
- **New handbook** development with simple templates, exemplars, supported by context-based training modules. **Champion Challenger** model adopted.
- **Offering apprenticeships**, secondments, internal rotations and internal coaching.
- **Virtual network of change** management professionals across Government departments



BUILDING SUSTAINABLE CAPABILITY



Risk is a part of our very existence so *anyone can benefit from this course*. Thank you for considering this training for the wider public service. I think that *everyone should take up the offer to learn this*.

WORKSHOP ATTENDEE

Managing Risk and Uncertainty
Capability Development

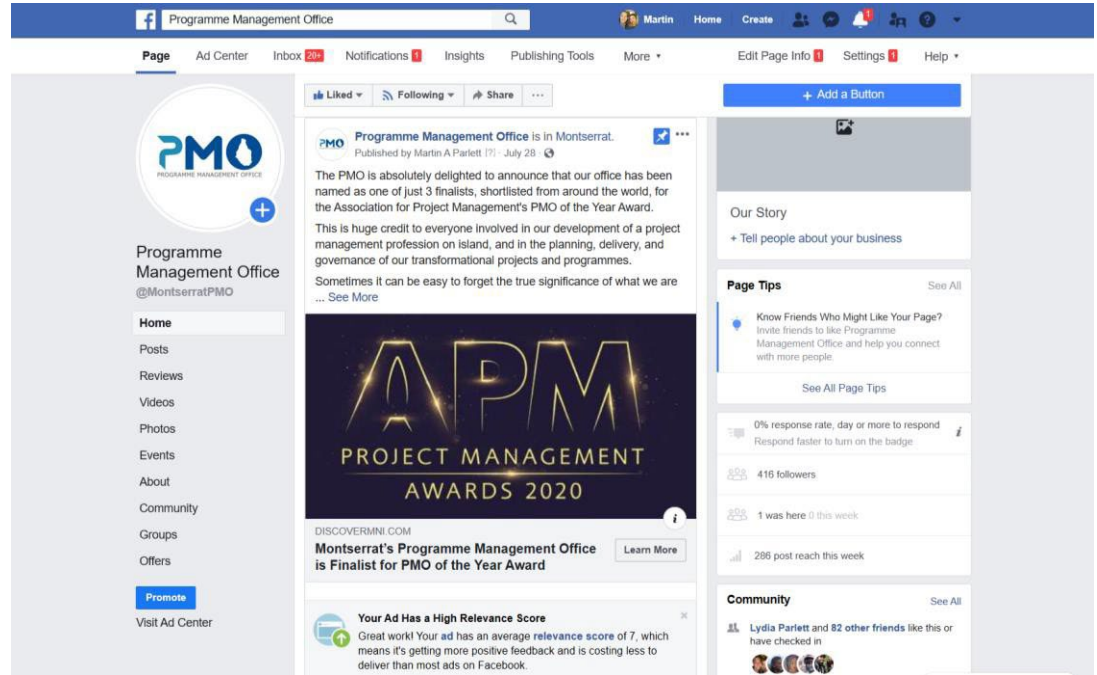


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ENGAGING THE PUBLIC

- From Day 1 – Strategy of maximal transparency and engagement.
- Use of internet and radio as primary communication vehicles
- Proactive, uplifting messaging and countering misinformation on project status/trajectory
- Public consultations



Testimonial

“



I wish to join others in expressing heartiest congratulation on [the PMO] being named as one of the finalists for this year's PMO Award. The Government and people of Montserrat salute the work performed by the PMO, together with project management colleagues, which is recognized by this achievement. The PMO's impact can be seen across the portfolio of our Government's major projects, as well as important efforts to build a sustainable project management capability for the island's future development. The PMO is a trusted advisor to Government and an effective advocate for Montserrat's needs with our international funding partners.

Hon. Easton Taylor-Farrell
Premier of Montserrat



Testimonial



“

When I established the PMO during my administration, I could not have imagined then the national impact that this office would have in such a short period of time. The PMO has raised confidence around the world in Montserrat's development journey, and has done so in a way that respects Montserrat's unique culture, history, and ambition. Their success is our success.

**Hon. Donaldson Romeo,
Former Premier of Montserrat**



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Testimonial



“

Quite simply, the PMO is the future of Montserrat's development. Its early success - in project delivery and relationship-building - is beyond any of our expectations. After 25 years of challenging recovery efforts, the PMO signals new hope for Montserrat. On land, at sea, and in the skies, the PMO's early legacy is a phenomenal success, against the backdrop of one of the most challenging delivery environments on the face of the planet.

**Hon. David Colin Owen,
Financial Secretary of Montserrat**



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Take-aways

- **Establish allegiance and value relentlessly**
- **Dare to be strategically inconsistent**
- **Don't chase best practice**
- **Be a time lord – today and tomorrow**
- **Turn projects and programmes into human stories – because that is what they are.**

P.S. Come and visit us soon