

PMOLearn!

The One Day Learning Conference

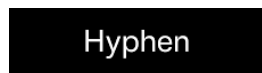


The role of the PMO in effective project Assurance

Roy Millard

Who am I?

- 15 years at Transport for London responsible for the planning and delivery of all internal audits of the Investment Programme, covering project and programme management, procurement and contract management, and for a period health, safety & environmental
- In final year at TfL, led a transformation project to bring together Project Assurance, Risk Management and Internal Audit within a single directorate
- Previously 19 years working as an electronic engineer and project manager on many communications systems projects of values ranging to £1bn+
- Founded APM Assurance SIG in 2008 and Chaired for 12 years
- Now a management consultant, as owner of P3 Risk & Assurance, providing advice and support on matters of governance, risk and assurance in project organisations.
- Honours degree and a post-graduate Diploma in Management Studies; is a Fellow of the APM and a full member of the Institution of Engineering and Technology
- Previous APM Trustee for 3½ years



What is 'Project Assurance'?



Code: nn nn nn n

Some definitions of 'Assurance'

- **Assurance** n. Emphatic declaration, guarantee; self-confidence, assertiveness; insurance esp. of life; certainty. (Source: The Pocket Oxford Dictionary.)

- **Assurance**

noun

1. the act of assuring
2. the state of being assured; sureness confidence; certainty
3. something said or done to inspire confidence, as a promise, positive statement, etc.; guarantee

(Source: www.yourdictionary.com)

... and in the context of projects

- P3 Assurance:

“The process of providing **confidence** to stakeholders that projects, programmes and portfolios will achieve their objectives for beneficial change.” [APM BoK7]



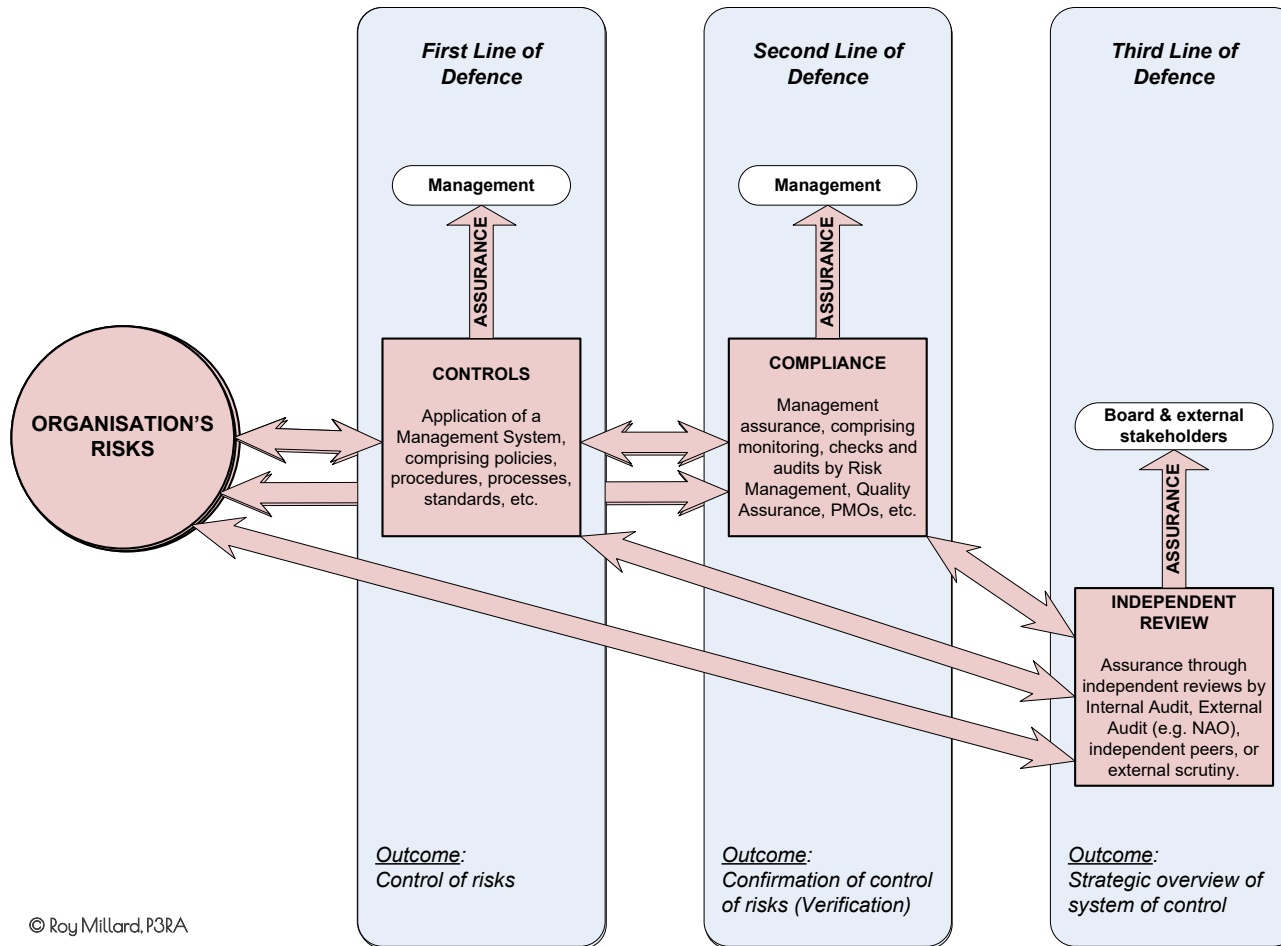
Any mechanism that provides, and hopefully improves, the likelihood of project success

Delegate Exercise #1 – Part 1

On your tables . . .

Using post-it notes, identify as many P3 Assurance mechanisms as you can

The Three Lines [of Defence] Model



Delegate Exercise #1 – Part 2

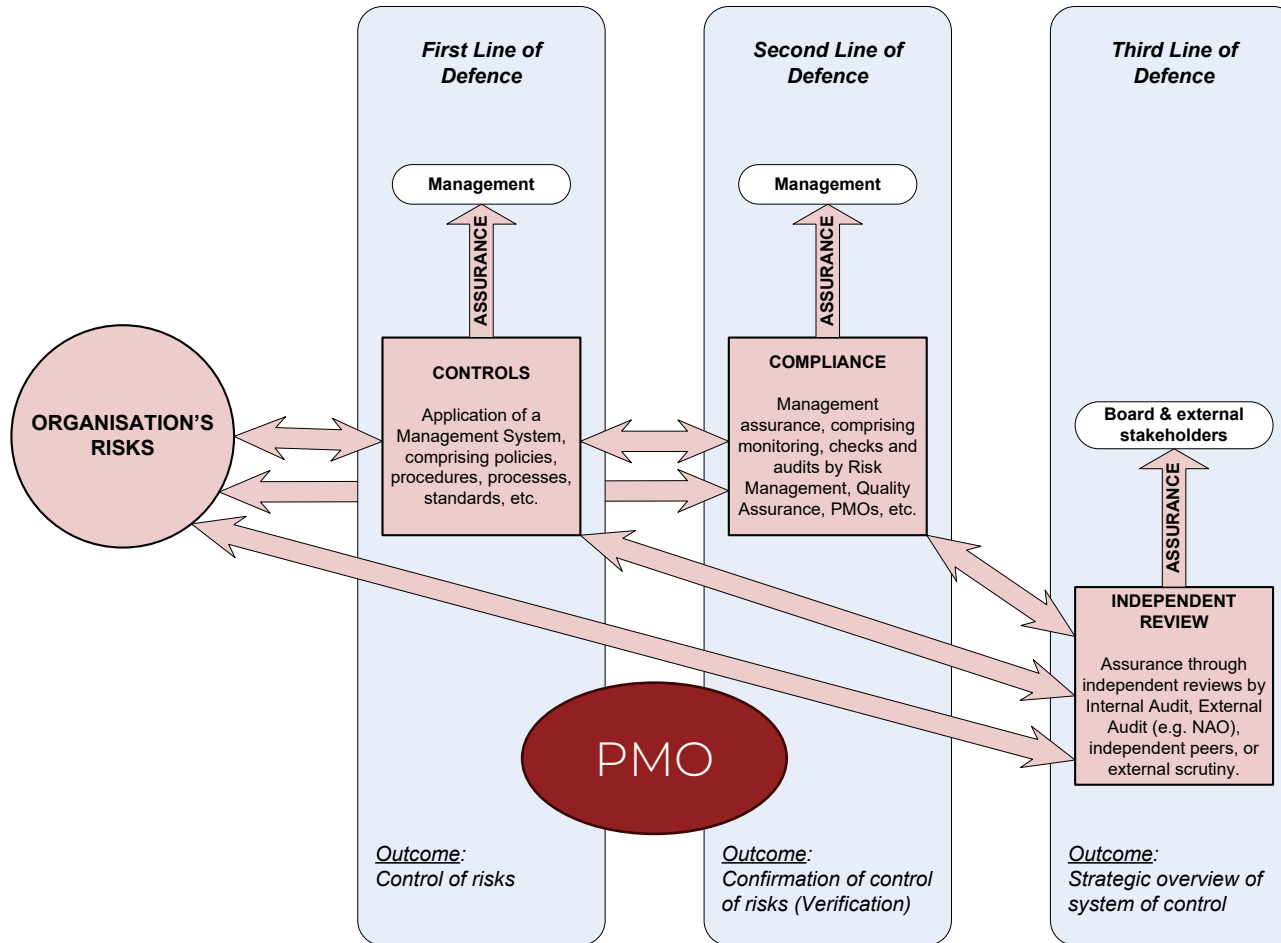
On your tables ...

Organise the P3 Assurance
mechanisms into first, second and
third lines using the Three Lines
Model

&

Identify those that could be provided
by a PMO?

The Three Lines [of Defence] Model



P3 Assurance services provided by a PMO

- Primary services:
 - Monitoring for non-compliance (with standards, guidance, objectives, etc.)
 - Supporting sponsors in planning assurance activities (i.e. Integrated Assurance Plan)
 - Organising reviews (scheduling, resourcing and communicating)
 - Undertaking reviews (e.g. routine gate reviews)
 - Managing/oversee consolidated recommendations actions plan
- Secondary services:
 - Consultancy on P3 assurance
 - Knowledge management from assurance services
 - Predictive analysis

Monitor projects, programmes and portfolio to identify any non-compliance to corporate standards and guidance or delivery objectives and expectations



Work with PMs, Sponsors and Stakeholders to determine an effective plan for assurance activities



Organise and support individual reviews and maintain an overall schedule of reviews



Undertake reviews to ensure projects, programmes and portfolios are following agreed standards and are looking to be successful



Produce the consolidated assurance recommendations action plan



Consultancy on project, programme and portfolio assurance



Knowledge Management from Assurance Services



Predictive Analysis



Delegate Exercise #2

On your tables . . .

Pick one of the services discussed
and identify:

- The value to your organisations
- The challenges of
implementation within your
organisations

Further Help and Support

- Discussion & collaboration:
 - P3RA: www.p3ra.co.uk/forum
 - APM Community: community.apm.org.uk/topics/28687/feed
 - LinkedIn: [Governance, Risk & Assurance In Projects, Programmes & Portfolios LinkedIn group](https://www.linkedin.com/groups?gid=12345678901234567890)
- Current practice and guidance:
 - APM Assurance Interest Network: www.apm.org.uk/community/assurance-interest-network/
- Contacts:
 - LinkedIn: www.linkedin.com/in/roy-millard-9545852/
 - Email: roymillard@p3ra.co.uk
- Mentoring, consulting and advisory: