IT P3M and Delivery@Griffith University

Sudath Wijeratne and Ian Smith
Project Management Office
2000
PM approach began

2001
Project office created & a Methodology selected

2002
First Electronic Infrastructure Capital Plan (EICP)

2006
Initial portfolio boards were established

2009
Revamped Portfolio boards - Greater stakeholder engagement in project prioritisation

2010
New look PMO - Delivery Focus!

2011
Agile approach to PMO to cater for change in Focus!

Governance

Portfolio Governance
- Supporting Research Portfolio Board
- Learning & Teaching Committee / Portfolio Board
- Supporting University Business Portfolio Board
- Underlying Infrastructure Portfolio Board

Project Governance
- Project Management Office (PMO)
- Project Sponsor
- Project Board
- Project Manager

Information Services
Portfolio boards terms of reference

- Strategic Alignment
- Prioritisation of projects
- Monitoring performance
- Providing guidance on Risk and Issues

Project Management Office

Objective: Manage and administer the delivery of the project portfolio

Responsibilities

- Framework & Tools
- Projects are delivered to agreed budgets, timeframes and scope
- Cross project issues and risks management
- Projects are aligned with Information architecture
- Project resource management
- Metrics and performance reporting
Project Management Office Focus

- Recent focus has been on **Project Delivery**
- Current Trends/Focus:
  - Identifying and managing project benefits becoming important
  - Alternate methods of efficient project delivery also becoming important…

Going forward…

“PMO needs to be agile unit to focus on Changing Organisational Priorities!”
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Project Methodology and Tools in a Changing Delivery Environment

Key changes
Our Project Environment
Strategies to adapt to these changes
Environment: Project categories

Include all “Projects” in planning …

“New Initiatives” only 8%!

Environment: Project Managers

Building a Project Management culture and capability

Full time/Part time

Internal/External
Environment: Mature Structures

Building solid foundations and time to mature.

Years since implemented

Years since implemented

Adaptibility: Methodology

Flexible and scalable based on project risk
Scope for agile techniques (for appropriate projects)
Adaptibility: Governance

**MATURE** Portfolio Board processes

**ENGAGED** business representatives

Cross **MEMBERSHIP** of Portfolio, Project and Operational

Project Management Office **COORDINATION**

Adaptibility: Project Portfolio Tool

![Project Portfolio Tool Image]
Adaptibility: Project Planning Tools

Challenges

Replacing our Project Portfolio Tool

Greater granularity required by senior management!

Time recording
Cost recovery processing
Resource tracking