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Making project management indispensable for business results.®

Mark Dickson, Vice Chair, 2016 Board of Directors

Benefits Linkages: Creating connection between purpose, governance and control

11 May 2016

Governance Purpose

The APS still places the weight of program and risk management on templates, tools and processes, rather than instilling a **culture of judgement, initiative and capability**. Risks often manifest because the desire to 'do something' results in 'solutioneering': governments announce a solution before properly scoping the problem, and then try to retrofit the appropriate risk, **governance and oversight** requirements.

source: Professor Peter Shergold AC, 2015

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Good Governance

- Critical to project success
- Provides the environment and guidance for a culture of success
- Presents a clear structure, defined roles and responsibilities, and levels of authority to support decision making
- Strong indicator of high levels of organisational project management maturity and capability
- Reflects an organisation that sees project management as more than technical tasks carried out by project managers

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Project Governance and Control

- Governance provides the leadership and direction for a Project – it links the project outcomes with the organisation strategy and assures the relevance of the project
- Governance and control go hand in hand, and are a two way conversation
- Governance leads and sets the context or framework for Control
- You can't have good governance without the right information provided in a timely manner by effective project controls

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Good Governance in OPM Context

- Governance is required at organisational, portfolio, program and project management levels
- Portfolio governance makes decisions about organisations investments and priorities, and strategic alignment
- Program governance is focussed resourcing and funding support, policy and oversight and compliance function
- Project governance is a leadership, oversight and compliance function

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The Importance of Tailoring

- There is no one-size-fits-all approach to project governance. The particular approach to both should reflect:
  - The level of organisational project management maturity
  - The level of project practitioner capability and competency
  - The complexity of your projects
  - The duration of your projects
  - The size/value of your projects
- Appropriately applied, tailored, professional project governance and controls contribute to successful projects, programs and portfolios.

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Benefits Linkages

The formal ties of a Benefits Framework Governance Process and Standards to the organization's established risk and governance processes, standards and controls

source: PMI Global Executive Council Nexperts, Fort Worth, March 2016

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A Few Words About Benefits

"There is no logic in delivering a great project if it is not the right project for the organisation.

There is even less logic in delivering one that will fail at its intended outcomes."

Chris Lawler, PfMP, Manager - Project Portfolio Office, Mater Health Services
PMI's Pulse of the Profession® In-Depth Report |2016
The Strategic Impact of Projects

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Knowing when to stop – or press ahead

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Project Management Institute (PMI)

- World's leading not-for-profit professional membership association for the project, program and portfolio management profession
- Founded in 1969, PMI now delivers value for approximately 500,000 members, 700, 000 credential holders and 3 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research.
- PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools academic research, publications, professional development courses, and networking opportunities.

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PMI Pulse of the Profession

"When a project and program management mindset is embedded into an organization's DNA, performance improves and competitive advantage accelerates.

PMI's research shows that indicators of high performing organisations are:

- formal approaches to program and project management, including governance and control
- engaged executive sponsors, standardized approaches and certified professionals
- adopting proven best practices and standards

source: PMI Pulse of the Profession 2016

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PMI Standards

- **A Guide to the Project Management Body of Knowledge** (PMBOK® Guide) with Software, Construction, Government and USA Dept. of Defense extensions
- **The Standard for Program Management**
- **The Standard for Portfolio Management**
- Practice Standard for Project Risk Management
- Practice Standard for Earned Value Management
- Practice Standard for Work Breakdown Structures
- Practice Standard for Scheduling
- Practice Standard for Project Estimating
- Requirements Management: A Practice Guide
- Practice Standard for Project Configuration Management
- **Governance of Projects, Programs, and Portfolio: A Practice Guide**

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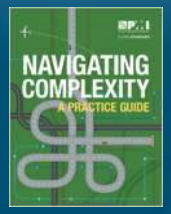
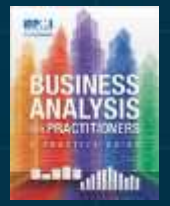
Other PMI Resources



- Organizational Project Management Maturity Model
- Project Manager Competency Development Framework
- Business Analysis for Practitioners: A Practice Guide
- Implementing Organizational Project Management: A Practice Guide
- Navigating Complexity: A Practice Guide
- Managing Change in Organizations: A Practice Guide
- Governance Frameworks for Public Project Development and Estimation by Ole Jonny Klakegg, Terry Williams, Ole Morten Magnussen



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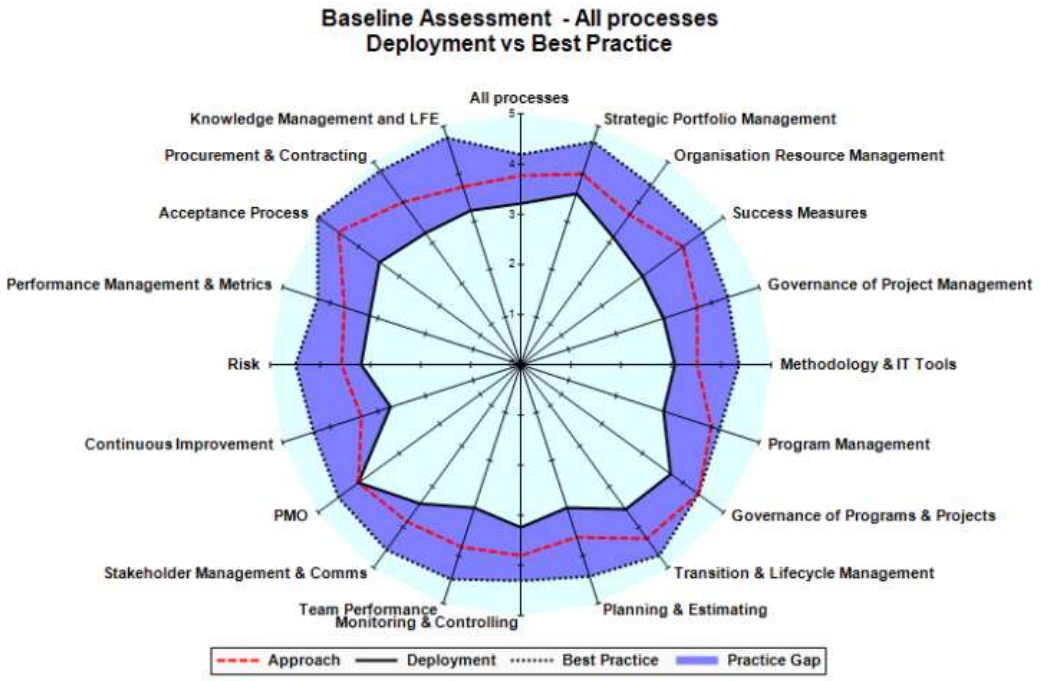
Benchmarking

Human Systems International



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Thank You

Please feel free contact me or my colleagues with any questions, comments or feedback

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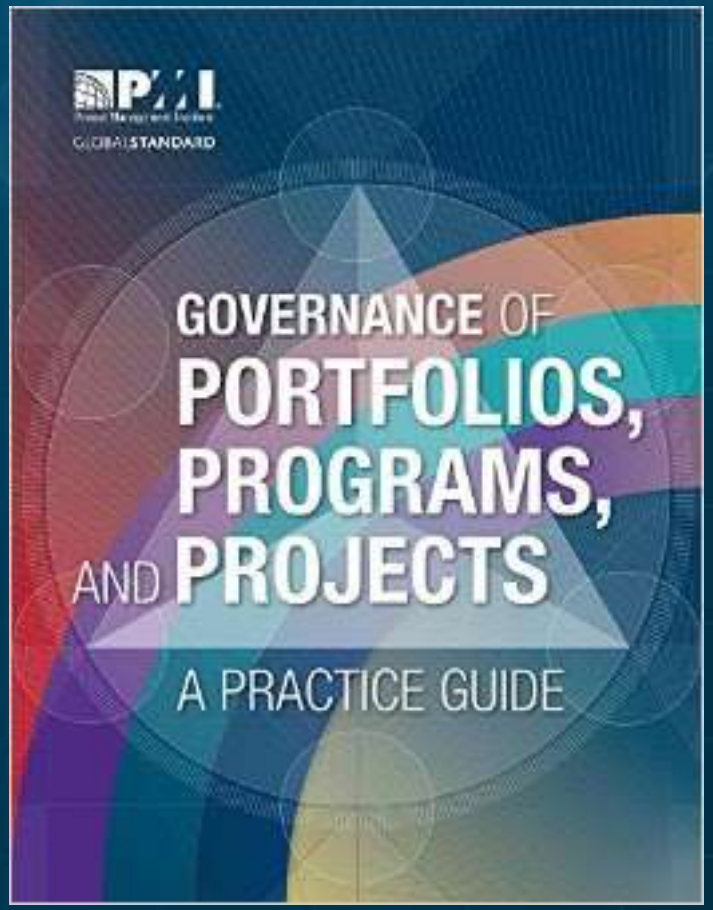

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