CDPP

Project Capability Improvement Project Plan 2012 – 2013 (October 2012 Update)

1. Project Context

In June 2011 CDPP National IT conducted an assessment of its organisational capability in ICT-enabled investment using the Portfolio, Programme and Project Management Maturity Model (P3M3™). This process was also completed in October 2012 and showed some improvement in the organisations Project management maturity. The assessment identified strengths, weaknesses and opportunities for improving capability that have a direct impact on the organisation's capacity to commission, manage and realise benefits from its ICT-enabled projects.

Attachment A provides a summary of the current P3M3 maturity assessment results including an overview of key strengths and weaknesses in the Office's project management capabilities.

This *Project Capability Improvement Plan* has been developed in response to the assessment of organisational capability of ICT projects. Stakeholder consultations through the assessment process have assisted in defining immediate and longer term priorities for addressing the gaps in organisational ICT project maturity that have some implications for the Office's management performance in ICT-enabled investment, including the management of risk and realisation of benefits from this investment. By addressing these priorities the Office is expected to achieve sustainable improvements in organisational ICT projects.

2. Objectives

The P3M3 assessments have identified project areas that the office can improve and increase our ICT project management maturity. While our organisation can be best characterized as having repeatable processes, some of our individual ICT project areas of assessment were assessed as 'Low Awareness' and 'Limited Formal Process'. The project areas with 'Low Awareness' and 'Limited Formal Process' were management control, business benefit, and Organisational ICT project awareness. The ICT project areas that have repeatable processes are Financial Management, deliver organisational governance, Risk Management, and Stakeholder Management and Resource Management.

Over the course of the next 6 months (originally 2 years from March 2012) the office is to create Project Management Guidelines, Toolkit and Portal site, based on the PRINCE2 project management methodology, that addresses the 7 areas of assessment and documents the processes and procedures required when establishing, monitoring, implementing and assessing an ICT or non-ICT project. The Guidelines will be written using generic language so that non-ICT projects may utilise the Guidelines.

The overall objective of this plan is to document processes and procedures where they exist and create them where they do not.

Resources have become available that will allow the CDPP to produce the policies and procedures over the next 6 months. It is envisaged that as the Plan will allow the CDPP to increase our P3M3 project maturity to Level 3 - Defined Processes. The CDPP believes that the current method of evaluation, that is the capability survey, will provide an adequate indicator of this Plan's impact on the organisation.

3. Scope & Schedule

The scope of this plan is focussed on ICT projects, though the deliverables will be written using generic language such that they may be applied to non-ICT projects. The Project Process Policy document will provide workflow diagrams, templates and examples of documentation that are required for the 7 management areas identified in P3M3 survey. Areas such as Risk Management, Benefit Identification and how to measure the achievement of those benefits, stakeholder engagement etc. will be documented and available for use by new projects. Awareness training is also a component of this project. The Project Process policy document will be generic and thus usable by non-IT parts of the organisation.

Follow-up P3M3 assessment will be undertaken in September – 2013, 2014 taking account of achievements under the plan as demonstrated through a focussed gathering and evaluation of evidence across all process perspectives. A high level schedule of the planned deliverables under the plan is set out below.

Revised Plan:

Table 1: Plan – Initiatives – document processes	2012			2013					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	...	Oct
Key staff awareness training									
Stakeholder input and review									
Establish a Project Portal									
Project Management work flow									
Project Management Documentation and template map									
Financial Management									
Risk Management									
Resource Management									
Stakeholder Engagement									
Benefits Management									
Management Control									
Organisational Governance Integration									
P3M3/Project Policy Education									
Establishment of new project management methodology									
Plan Progress Assessments (ie P3M3 Survey)									

Superseded Plan:

Table 1: Plan – Initiatives – document processes	2012				2013				2014	
	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J
Key staff awareness training										
Initial stakeholder engagement										
Financial Management										
Risk Management										
Resource Management										
Stakeholder Engagement										
Benefits Management										
Management Control										
Organisational Governance										
P3M3/Project Policy Education										
Plan Progress Assessments (ie P3M3 Survey)										

The original plan allowed three-month windows to address each of the 7 management areas. The Plan schedule was to run for 2 years and included a P3M3 education window which will provide context for the Project Policy document as well as explain the policy itself to staff.

The revised Plan provides more detail and shortens the development and implementation schedule. Large project completion and increase of IT resources recently allow us to make these changes to the schedule.

4. Plan Initiatives

Document process areas and educate staff of the purpose of P3M3 and CDPP Project Process Policy document.

Objectives: Strengthen organisational capability to conduct projects by identifying/creating processes and procedures that make up the 7-process area of assessment for P3M3.

Scope: Develop guidelines, workflow and governance processes for the 7 process areas of P3M3 and collect into a reference documents and site on our Portal for general access and knowledge base.

Budget: <2011-12: $10,000>, <2012-13: $25,000>, <2013-14: $45,000>

Project Sponsor: Deputy Director, Corporate Management

5. Target Scores 2013

P3M3 Process Perspective	Current Scores	Target Scores
Financial Management	2	3
Risk Management	2	3
Resources Management	2	3
Stakeholder Engagement	2	3
Benefits Management	1	3
Management Control	1	3
Organisational Governance	2	3

It is envisaged that after the Project Management Guidelines , Toolkit and Portal site have been created and education undertaken that the September 2013 P3M3 Project survey will show that the organisation has Level 3 - Defined Processes.

Attachment A

P3M3 Survey results October 2012 (refer to the attached document for the questions used in the survey)

Questions		Focus	1	2	3	4	5	6	7	Average	Level Result
						Respondents					
1	Our organisation can be best characterized as having:	Maturity	c	a	b	b	b	b	c	b	Level 2 - repeatable process
2	Our management control is best described by:	Project	a	a	a	a	b	b	a	a	Level 1 - Low awareness and Limit formal process
3	Our benefits management is best described by:	Project	c	b	a	b	b	a	b	a	Level 1 - Low awareness and Limit formal process
4	Our financial management is best described by:	Project	b	b	b	b	c	c	c	b	Level 2 - repeatable process
5	Our risk management is best described by:	Project	c	a	b	b	b	b	b	b	Level 2 - repeatable process
6	Our approach to stakeholder management is best described by:	Project	b	b	b	b	b	b	e	b	Level 2 - repeatable process
7	We deliver organisational governance by:	Project	b	b	b	c	b	b	a	b	Level 2 - repeatable process
8	Our resource management is best described by:	Project	b	c	b	b	b	b	e	b	Level 2 - repeatable process
9	Does the organisation	Project	a	a	a	a	a	a	b	a	Level 1 - Low awareness and Limit formal process

CDPP P3M3 Survey results June 2011 (refer to the attached document for the questions used in the survey)

Questions		Focus	1	2	3	4	5	6	7	Average	Level Result
						Respondents					
1	Our organisation can be best characterized as having:	Maturity	b	b	b	b	a	b	a	b	Level 2 - repeatable process
2	Our management control is best described by:	Project	a	b	b	b	a	a	a	a	Level 1 - Low awareness and Limit formal process
3	Our benefits management is best described by:	Project	a	b	b	b	a	a	b	a	Level 1 - Low awareness and Limit formal process
4	Our financial management is best described by:	Project	b	b	c	b	b	c	b	b	Level 2 - repeatable process
5	Our risk management is best described by:	Project	b	b	b	b	b	b	b	b	Level 2 - repeatable process
6	Our approach to stakeholder management is best described by	Project	b	b	b	b	b	b	b	b	Level 2 - repeatable process
7	We deliver organisational governance by:	Project	a	a	b	b	a	b	a	a	Level 1 - Low awareness and Limit formal process
8	Our resource management is best described by:	Project	b	b	b	b	a	b	a	b	Level 2 - repeatable process
9	Does the organisation	Project	a	a	b	a	a	a	c	a	Level 1 - Low awareness and Limit formal process

Portfolio, Program and Project Management Capability Report - September 2012

Commonwealth DPP

Assessment Type	Self-assessment		
Scope	ICT-enabled change initiatives only		
	2012 P3M3 ASSESSMENT RESULTS	ORIGINAL CAPABILITY TARGETS	REVISED CAPABILITY TARGETS (if applicable)
PORTFOLIO MANAGEMENT			
Assessment date	n/a		
Targets realisation date		dd/mm/yyyy	dd/mm/yyyy
Revised targets set date (if applicable)			dd/mm/yyyy
Management Control			
Benefits Management			
Financial Management			
Stakeholder Engagement			
Organisational Governance			
Risk Management			
Resource Management			
Overall for Model			
PROGRAM MANAGEMENT			
Assessment date	n/a		
Targets realisation date		dd/mm/yyyy	dd/mm/yyyy
Revised targets set date (if applicable)			dd/mm/yyyy
Management Control			
Benefits Management			
Financial Management			
Stakeholder Engagement			
Organisational Governance			
Risk Management			
Resource Management			
Overall for Model			
PROJECT MANAGEMENT			
Assessment date	4/10/2012		
Targets realisation date		1/09/2014	1/09/2016
Revised targets set date (if applicable)			1/09/2016
Management Control	2	3	4
Benefits Management	2	3	4
Financial Management	2	3	4
Stakeholder Engagement	2	3	4
Organisational Governance	2	3	4
Risk Management	2	3	4
Resource Management	2	3	4
Overall for Model	2	3	4

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Provide a summary of the agency's performance against its baseline Capability Improvement Plan (CIP) milestones and any major slippage that has occurred.

Key staff have undertaken Prince2 training and certification, and initial work has begun on developing consistent Prince2 based practice and procedure including some standardised templates for project documentation. Further progress against the CIP has been subject to some delay due to unforeseen staffing issues.

If the agency's capability is not improving in line with target P3M3 maturity levels set in the agency's CIP, provide an explanation of the reasons for this.

Significant progess has been made with key staff undertaking P3M3 accreditation training and the beginning of development work on ICT Project policies and procedures. However, progress of this work has been delayed due to staffing issues.

If the agency has revised its CIP, provide reasons for the revision.

The CIP has been revised to take into account delays due to staffing issues (now overcome). Significant progress in P3M3 capability is expected throughout 2013.

If the agency has revised its target P3M3 maturity levels, provide the rationale for the revised targets.

The target maturity Levels haven't been revised at this stage, though it is noted that significant progress has occurred since the previous assessment.

2012 P3M3 Assessment Report provided?	YES
If CIP revised, Executive-endorsed revised CIP provided?	YES

Commonwealth
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Portfolio, Program and Project Management
Capability Report

October 2012

P3M3 Implementation Progress Report

15 October 2012

Contents

1. Introduction

The purpose of this document is to provide an agency update on the progress of implementation of the *CDPP Project Capability Improvement Project Plan 2011-2012 (CIP)* as part of the Australian Public Service wide Portfolio, Program and Project Management Capability (P3M3) programme.

2. Objectives

The chief objective of the CIP is to improve and increase ICT project management maturity within the CDPP. The plan mandates a number of actions to deliver on this objective, they can be summarised as:

- Develop in-house PRINCE2 expertise,
- Document PRINCE2-based processes and procedures where they exist (and create them where they do not),
- Develop guidelines, workflow and processes for the seven process areas of P3M3, and
- Provide resources and training to relevant staff in CDPP project management practice.

3. October 2012 Self-Assessment Survey Results

In line with Australian Government initiatives, the CDPP undertakes regular self-assessment of project management maturity in order to gauge progress towards the objectives and reports its findings on what now will be an annual basis to AGIMO. The self-assessment is undertaken by surveying ICT staff. Survey results are analysed and allowances made for the general trend of optimism bias in order to provide a fast and simple assessment of organisation progress. The

results, set against the context of previous results and the forecasted CIP timeframes, are summarised in the following table.

P3M3 Survey results October 2012

Date of Assessment/ Targets Set	June 2011	March 2012	October 2012	Sept 2013	Sept 2016
Target Realisation Date				Sept 2013	Sept 2016
Management Control	1	2	1*	3	4
Benefits Management	1	2	1*	3	4
Financial Management	2	2	2	3	4
Stakeholder Management	2	2	2	3	4
Organisational Governance	1	2	2	3	4
Risk Management	2	2	2	3	4
Resource Management	2	2	2	3	4
Overall	1	2	2	3	4
Assessment Type	Self	Self	Self		
Scope				Project	

*Increased awareness of P3M3 principles has resulted in more objective and critical self-assessment

4. Progress Against Targets

The CDPP last reported on P3M3 implementation progress in March 2012. Since that time, significant activity against the CIP can be summarised as follows:

- Key staff trained and certified in PRINCE2 project management methodology,
- Templates for standardised project documentation for use in generic projects have been developed and adopted, and
- CIP reviewed and revised for 2012-2013.

Further progress against the CIP during this report period has been hampered due to unavailability of key programme staff.

5. Planned Activity for 2012-2013 Period

The priorities against the CIP for the 2012-2013 timeframe build upon previous progress in the development of generic templates for project documentation and can be summarised as;

- Development of Project Management Guidelines, Toolkit and Portal site addressing the seven aspects of P3M3 project assessment, and
- Undertaking of awareness training for ICT staff.

6. Document Control

Approval for Release/Document Owner

Name	Stela Walker
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Amendment Record

Version	Date	Author	Description	Next Review
1	15/10/2012	Cam McConnochie	For final review	Sept 2013