



Projects fit for purpose: delivering more with less in the public sector

Success factors in public sector project management

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- PMI is the **world's largest project management membership association**.
- PMI's mission – to advocate for PPM and ensure that organisations all attribute their success to it.
- It is a not-for-profit organisation that represents more than **700,000 practitioners** in more than **185 countries** and works with some of the largest companies in the world.
- Additionally as part of the PMI family, **Human Systems International** (HSI) provides organisational assessment and benchmarking services to leading businesses and government.



Background to the report

- **PMI's core purpose is to advance the profession** and to ensure more organisations attribute their success to it.
- A key part of this is examining **what contributes to PPM success** across the world.
 - Pulse of the Profession
 - Federal Project Management Study
 - Stakeholder engagement for successful project delivery
- This research **sits alongside** this wider body of knowledge.



Background to the report

- Against a backdrop of constant media negativity about ‘failed’ and ‘underperforming’ projects in the public sector, PMI wanted to explore what the common factors are in the **majority of projects that succeed.**
- There are many successful projects – and the Civil Service Awards has been inspirational in celebrating these.

Two G4S directors New £500m border control lets
wake of Olympics for passengers flood in unchecked
chief executive Nick buckles
keeps his job

- Chief operating officer and head of global ...
after Olympics blunder
- Report found monitoring a 'Flawed' Work Programme contra
workforce was inadequate costing millions, watchdog says
- Also concluded that manage
scale and exact nature of the

Failed fire project wasted £469m, says
committee of MPs

Osborne
is warned
of welfare
reform
disaster

Spending watchdog accuses DWP of
hiding universal credit's failings
Public accounts committee says that categorising the scheme as
'set' may have been to prevent scrutiny and hide problems

Syal
Guardian, Tuesday 19 August 2014
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Study overview

- The Project Management Institute commissioned London Economics to conduct an **exploratory study** of success factors in public sector project and programme management in the United Kingdom.
- The study forms part of PMI's ongoing effort to understand what works in project management globally.
- Encompasses central Government, devolved Government, local authorities and the education sector.



“What makes projects fit for purpose in a fiscal environment that requires the public sector to deliver more with less?”

“

‘Projects fit for purpose: delivering more with less in the public sector’ captures the experience of Project Managers and Senior Responsible Owners who deliver public sector projects. The success factors identified neatly overlaps with the MPA priorities, and our maxim ‘Right projects, done right’.

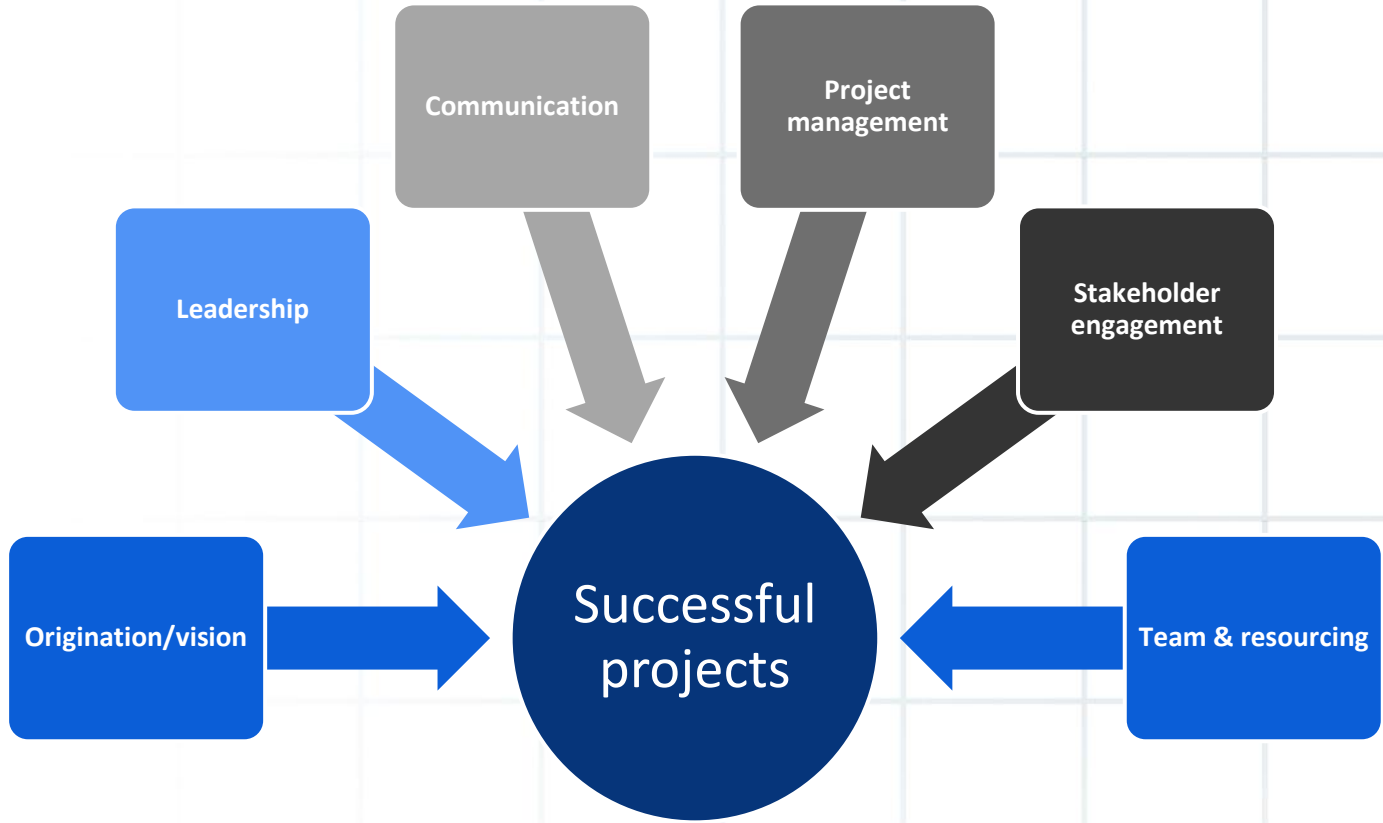
We welcome this research and look forward to working closely with PMI and other institutions and academic groups to share and promulgate the lessons from all of the good work being undertaken.

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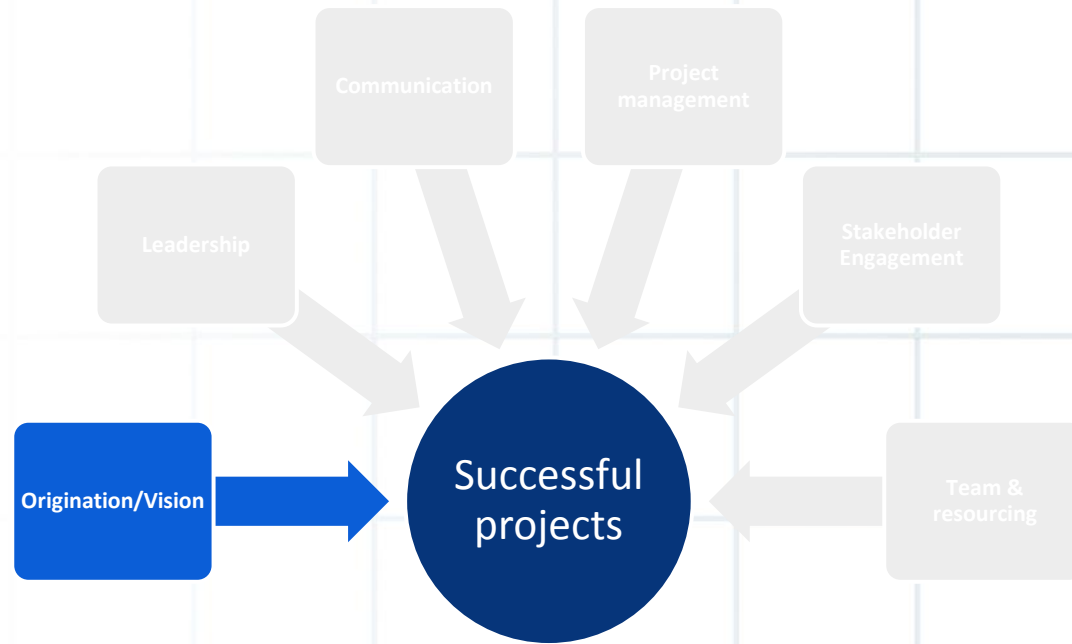
Tim Banfield

Director, Major Projects Authority

Success factors

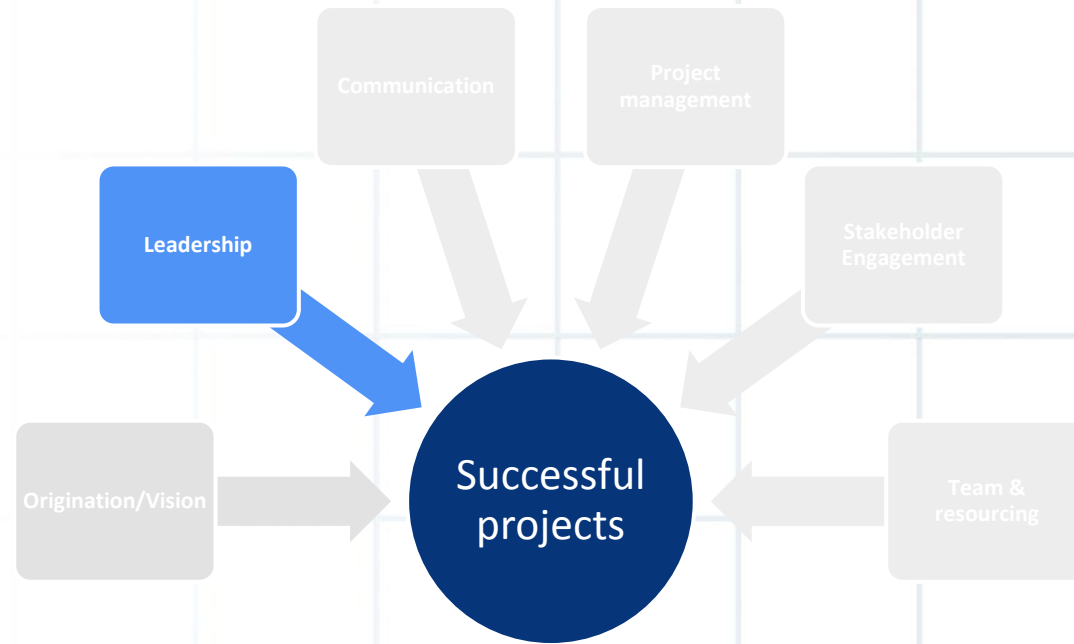


Origination/Vision



- **A fundamental determinant for the success of a project is how well it is conceived at the outset.**
- Projects need to be seen as a distinct tool within public sector bodies and reflect the way policy is conceptualised and delivered; **projects ≠ business as usual**, and should reflect the need for changes outside an organisation's normal structures.
- Sufficient funding, a compelling, well-defined objective, and the groundwork necessary to gather the necessary support from internal and external stakeholders are all crucial success factors at the origination stage.

Leadership



- Leadership includes active management, setting the culture on the project team, and communicating effectively internally and externally.
- The **3 pillars** of leadership relate to
 - formulating, articulating and **communicating** the vision for the project;
 - building **support** for the project's aims and the approach taken within the organisation and among **external stakeholders**;
 - being prepared to **act decisively** in support of the project's objectives, while allowing the project team to get on with the work.

Communication



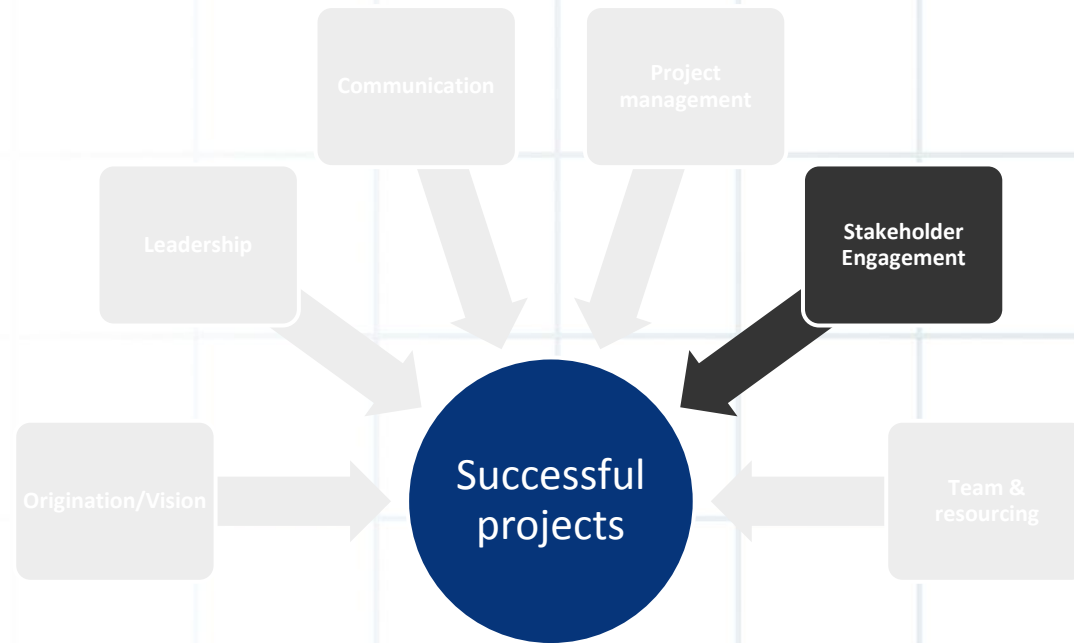
- Good communication permeates good project delivery.
- It is **concentrated at the leadership level**, but **includes the whole organisation** as well as external stakeholders.
- Clarity of **vision** and the ability to communicate the rationale for the project and its objectives are a core requirement in any project.
- Communication needs to be timely, clear, sufficiently (but not excessively) detailed, use **appropriate** (non-technical) language and appropriate settings or media.

Project management



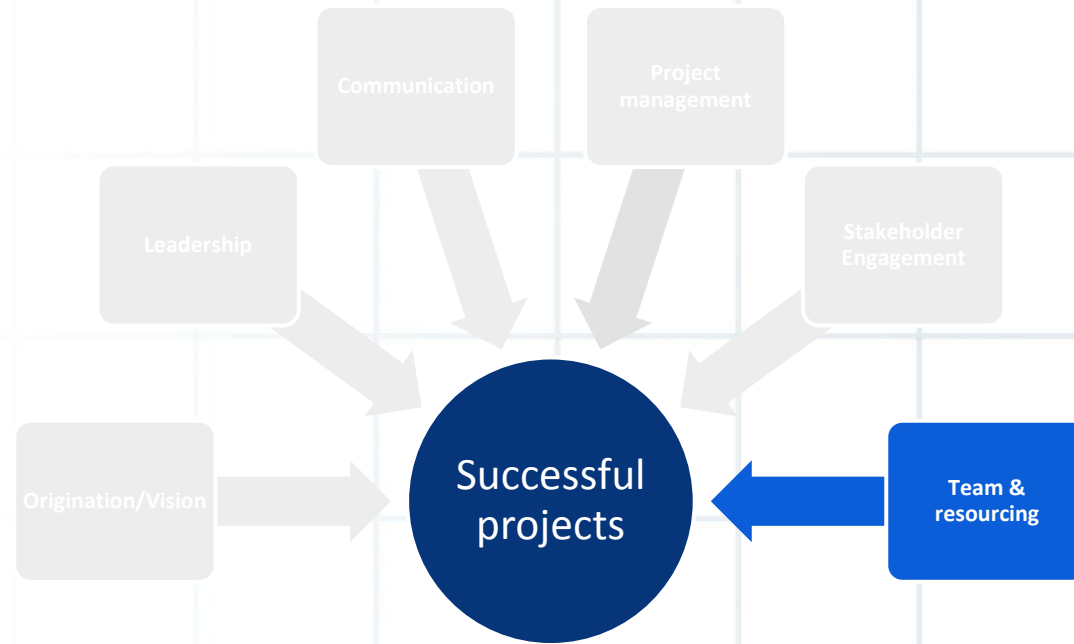
- Standard project management methods are **necessary, but not sufficient** for successful project or programme delivery
- Project management tools are **often seen as rigid**, geared toward standardised, technical projects and insufficiently responsive to the demands of **policy delivery**, which is **people centric**.
- Softer skills such as stakeholder engagement and communication, which project managers see as some of their core competencies, don't receive sufficient space in standard methodologies.

Stakeholders



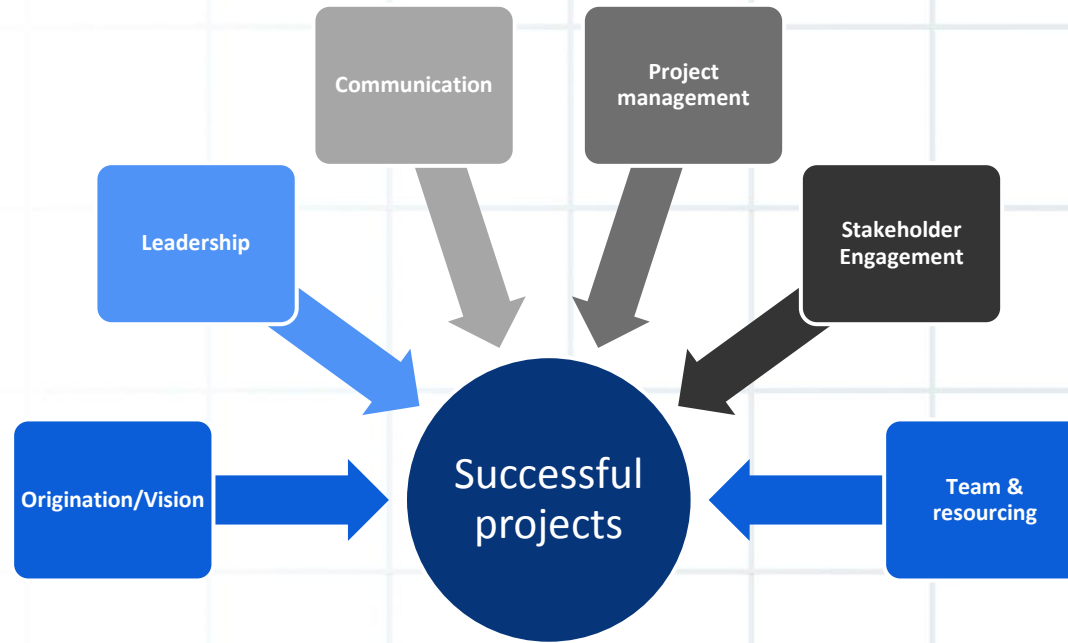
- Stakeholder engagement is crucial for project success.
- This raises the question whether projects with supportive stakeholders are inherently more likely to succeed.
- Potentially important implications for the relative importance of different success factors depending on a project's objectives:
 - **Process and project management may become more crucial when stakeholders are indifferent or hostile.**

Team & resourcing



- Project management skills are **sometimes undervalued** in the public sector, which can lead to challenges.
- The difference between good and bad project managers is substantial.
- Simply allocating an ‘available’ individual to be the project manager is a significant risk if that person does not have the appropriate training or skills
- An area of concern is the tendency in many public sector organisations to move successful individuals out of project management roles quickly, thereby jeopardising continuity and expertise.
- More **delivery-focused organisations** (including most local government) have a stronger sense of the importance of project management as a skill set.

Success factors



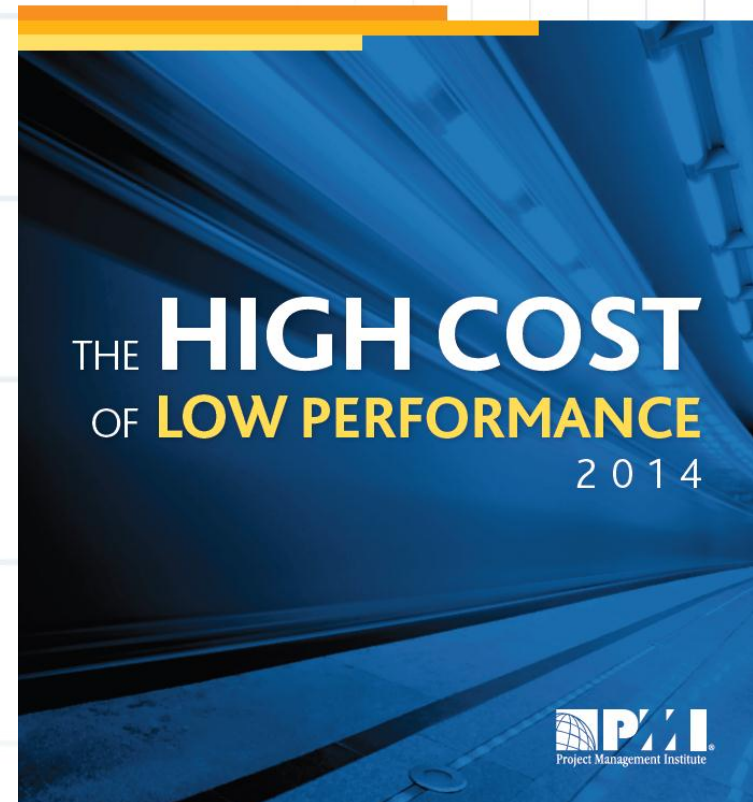
“Establishing a sure-footed leadership who trust their project team’s abilities, all working toward clearly-defined goals with effective communication is the best way to ensure project success.”

US research

- In 2010, PMI conducted similar research in the US, entitled “**Program Management 2010: A study of program management in the U.S. Federal Government**”
- The research sought to investigate the problem of ‘how to deliver increasingly complex programs sooner, cheaper, and better than ever before’.
- It concluded that “**experienced** and **well-trained** programme management practitioners (people), standardised program management practices (processes), and the tools to support both”, are key.
- With these foundations in place, people have room to be better communicators, more agile, more collaborative and more engaging – the combination of all these leads to success.
- It noted that having the right tools and processes alone will not ensure success, just as agility without the right people and tools will likely go astray. Bringing together the tangible best practices with the more intangible success factors is what has set these programs apart from the rest.

Pulse of the Profession

- PMI's Pulse of the Profession 2014 shows that globally, **£109m out of every £1bn** spent on projects is wasted.
- Very few organisations (9 percent) rate themselves as excellent on successfully executing initiatives to deliver strategic results.
- Projects and programmes that are aligned to an organisation's strategy **are completed successfully more often** than projects that are misaligned (48 percent versus 71 percent).
- Organisations that are **highly agile** complete more of their strategic initiatives successfully than slower, less agile organisations (69 percent versus 45 percent).
- High-performing organisations successfully complete **89 percent of their projects**, while low performers complete only 36 percent successfully.
- Put simply, it shows that organisations with high project management maturity deliver better results.



Questions and comments?

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