

# AUDITING with AUDITORS – REAL-LIFE USE OF PPM MATURITY AUDITS

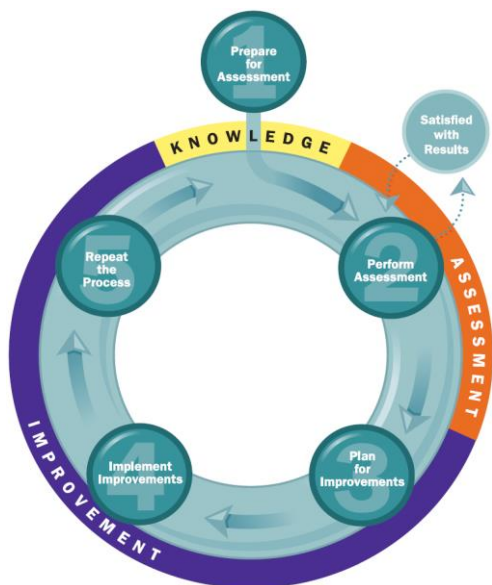
**Customer:** Government Department  
**Challenge:** Review PMO effectiveness and align current (PM) capability to new requirements  
**Solution:** OPM3/P3M3® Baseline audits, Assurance Health-Checks, Reviews and Road Map

## The Customer

Imagine being a Head of Department working in a large Government Department, struggling to deliver new services and/or improvements. The track record of is one of project delays and under-performance; year after year. The situation had to be changed, and so proposals were invited from top-name consultancies to design and operate a new PMO; a 3 year outsourcing contract was awarded to co-ordinate programme and project activities. So some existing and some new very high caliber professionals are embedded within the new PMO – to bring projects under control. But one year on, there is little evidence of performance improvement or success.

*What more can be done?*

## The Solution - Applying OPM3

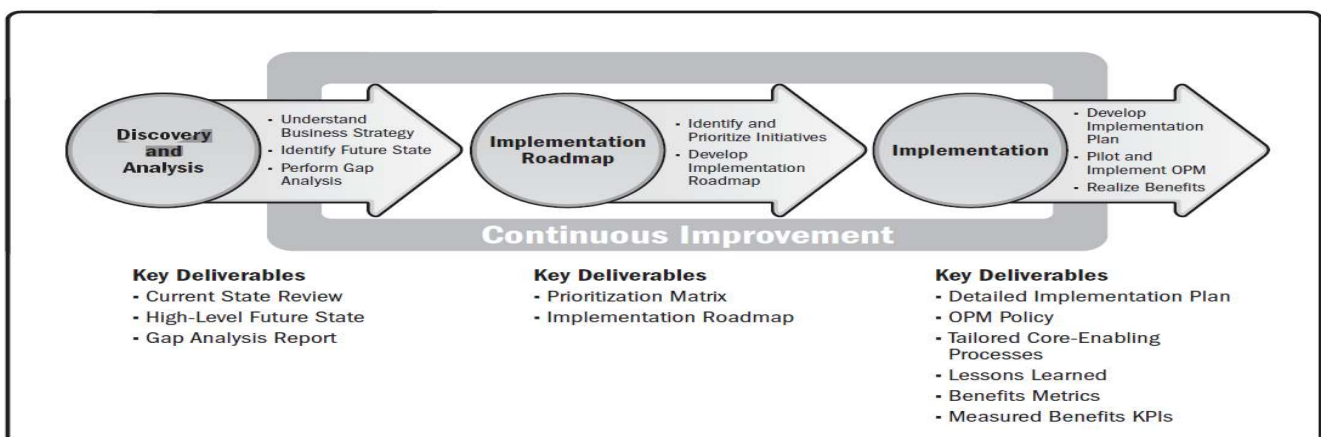


A two month OPM3 baseline audit was conducted by the CUPE Consulting Partner, with PMO and Project teams and Business Leads to address ‘the high cost of low performance.’

OPM3 is based upon the premise that three strategic focuses drive success against the strategic plan; People; Processes and Outcomes.

Gap-analysis was used to reveal where portfolio decisions and programme and project delivery fall short and organisational enablers leveraged to improve best practices, using training, better implementation methodologies and techniques.

**Road-Map to implement OPM is below:-**



## Providing feed-back to Audit Professionals – what actually happened?

In a changing environment, it is more difficult for management and auditors to share information effectively- without wondering about unspoken ‘political’ consequences of the audit/health check findings: – smart ways are needed to share project / programme information, so it can be discussed and challenged, but avoiding negative reactions to concerns indicated in evaluation of audit data.

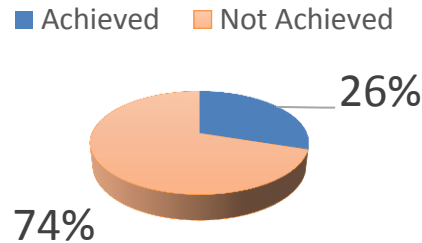
**Combining OPM3/P3M3 perspectives re-directs in-house / outsourced staff tensions, integrating the energy of professionals, enabling evolution of unique PPM Solutions.**

Scope Summary		Scope	
Best Practices:	118	Domains:	Stages:
Capabilities:	389	<input checked="" type="checkbox"/> Project	<input checked="" type="checkbox"/> Standardize
Capability Outcomes:	396	<input type="checkbox"/> Program	<input type="checkbox"/> Measure
Questions:	359	<input type="checkbox"/> Portfolio	<input type="checkbox"/> Control
Roles:	9		<input type="checkbox"/> Improve
Organizational Enablers included			
<b>Best Practices:</b>			
Project:	20		
Program:	0		
Portfolio:	11		
Standardize:	14		
Measure:	0		
Control:	0		
Improve:	0		
OE's:	17		

**High Level Summary:**

- **BP's in Scope = 118**
- **Achieved = 31**
- **Achievable = 87**

**BP Performance Delivery**



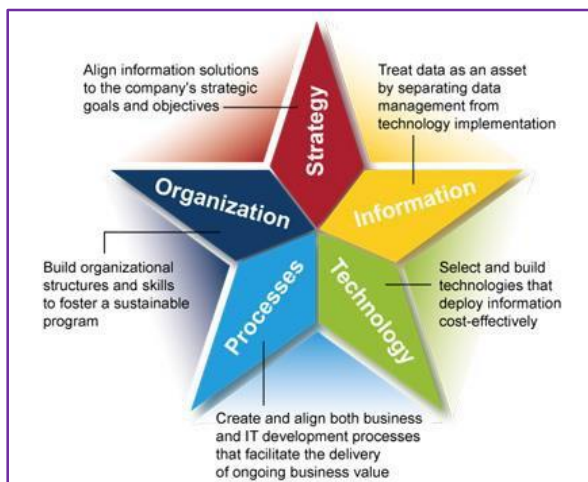
**Cross-Checking OPM3 Findings with P3M3 Better together?**

It was decided to de-escalate tensions by a to cross-check of the 1<sup>st</sup> Audit observations with a 2<sup>nd</sup> Audit using P3M3.

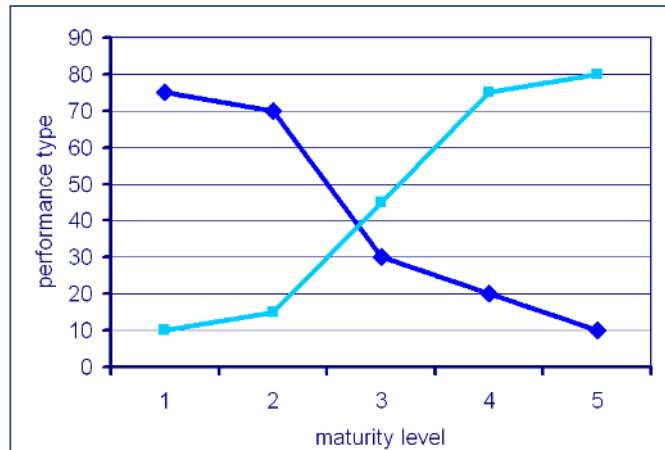
A workshop was arranged to share findings: Business Owners, PMO and Independent Consultants (all under different pressures to deliver better project and programme outcomes) focus on better practices and performance improvement.

How Workshop productivity is improved by added value is to every stakeholder interest.

**Improvement Plans from OPM3+P3M3 reviews provide second-sight to PMO**



A P3M3 audit demonstrated PPM maturity in defined 'process perspectives and generic competencies', evaluated on a five point scale, - with high performance linked to high maturity.



Maturity level high performance is shown in **light blue**; low performance in **dark blue**. (OPM3 domains would be linked mainly to PMBOK, whereas P3M3's Management Perspectives are linked to PRINCE2/MSP/MoP/P3O).

CUPE provided further insight to project controls & relative complexity, using benchmarking data tools, indicating the required PPM Right Practice levels.

The client Government Department operates in a bespoke Project Environment based (combining ideas in PMBOK & PRINCE2 & other guides) Business Owners require unique Maturity Improvement Programmes.

The value of our *Auditing with Auditors* approach, which combines best practice, is a unique client road map for improvement, agreed by consultants, the outsourced PMO, and the in-house team to overcome core issues.

**Combining OPM3/P3M3 perspectives re-directs in-house/ outsourced staff tensions, integrating the energy of professionals, enabling evolution of unique PPM Solutions.**