

Programme Management Office

Effectively structure, govern and monitor and control the successful delivery of your critical business changes.

What is it?

Programme Management Office (PMO) provides the structure, governance, monitoring and control required to enable successful delivery of critical business change programmes.

It enables decision making within the programme by providing regular and consistent information on plans, achievement, costs and risks. The information is collated from all work areas within a programme and presented in a tailored form suited to the needs of each governing body.

This key management function is made up of dedicated specialised resources and operates at programme director level

Why do you need it?

Do all your business development programmes deliver the expected business benefits to time and cost? Do you know the key risks and issues which require management attention? Successful delivery of large programmes is complex and the ability to deal with items by exception is key to ensuring management focus is directed effectively.

A well defined and resourced PMO will help to ensure that all the necessary management processes are in place to provide visibility of what is proceeding according to plan but more importantly what is not. It can then prioritise and direct the decision making process to resolve the issues.

Without a PMO to establish and enforce this level of transparency, order and control programmes inevitably do not deliver to expectation.



Our Approach

BT Telconsult utilise the industry standard approaches of PRINCE2 and OGC's MSP as the foundation of the structure and methods for PMO.

Based on our knowledge and experience of applying PMO inside and outside BT we are able to offer you a range of options, including:

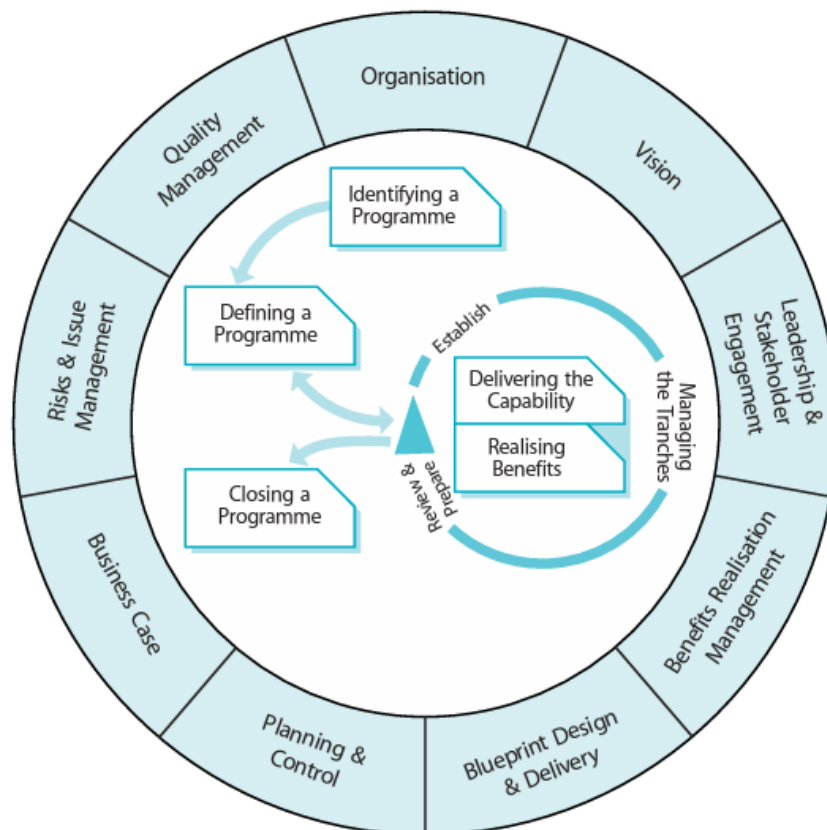
Health checks – to provide you with the confidence that your PMO is structured and staffed appropriately and has established effective governance, monitoring and control regimes.

PMO definition – as part of establishing your programme we can assist you by defining and developing the processes, organisation and roles required internally for an effective PMO.

PMO execution – we can define, establish, fully staff and run a PMO to support your programme. This can be undertaken as part of a wider programme engagement or as a standalone PMO including adoption of a payment by results approach.

In any deployment the PMO includes the following:

- Work planning and scheduling
- Management reporting
- Scope and requirements management and change control
- Release planning and content management
- Risk / issue management
- Quality planning and management
- Contract delivery management
- Benefits realisation management
- Cost and financial management
- Resource management
- Communications



Where we have done it

In recent years BT has undergone many major business and technology transformations, the most recent examples being the 21C programme and the formation of Openreach. Efficient PMO organisations are at the heart of the successful programmes which are delivering these changes.

BT delivers major transformation programmes to many of its major customers such as the National Health Service (NHS), Department of Works and Pensions (DWP) and Reuters. PMO solutions were deployed by BT in these contracts and were crucial in achieving successful deliveries to these customers.

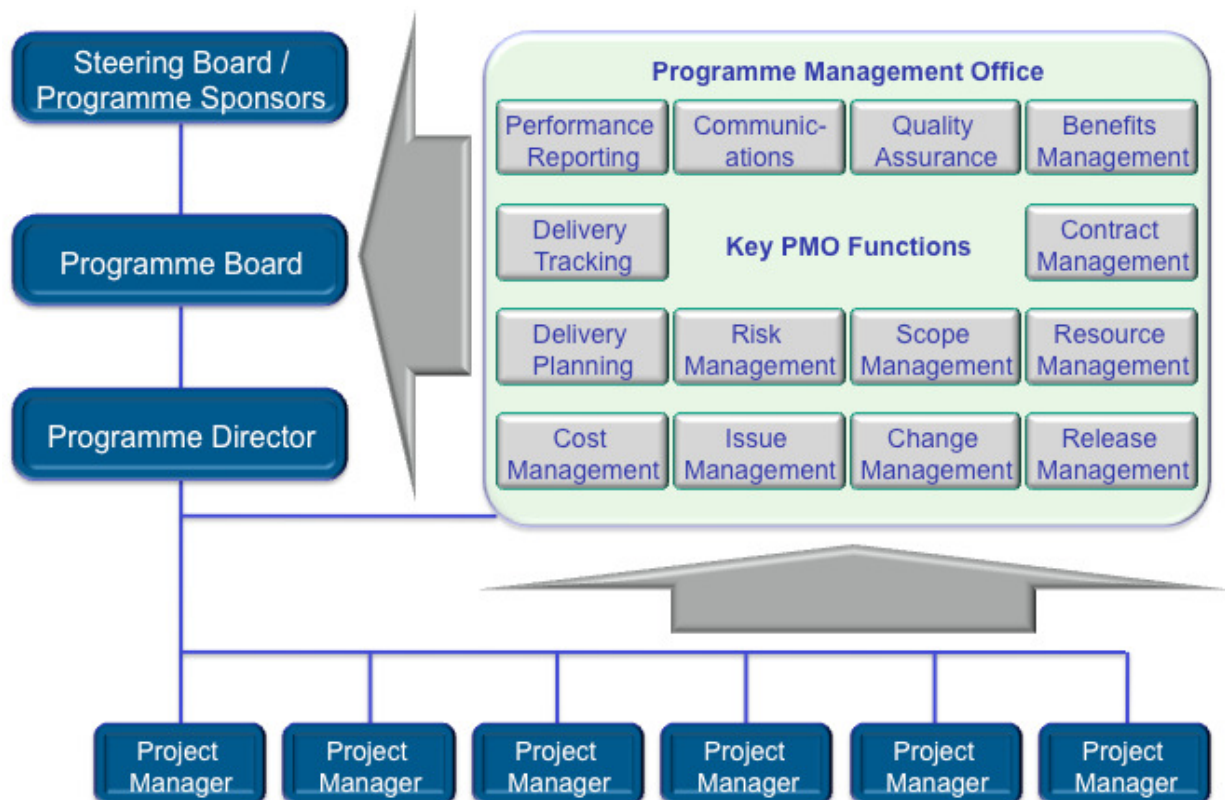
BT Telconsult has deployed PMOs as part of programmes delivered to clients in the Middle East, Far East and Africa as a means of ensuring key programme delivery commitments are achieved.

Why BT

BT is one of the leading telecommunications operators globally and is widely recognised for its innovation and thought leadership. We operate in one of the most competitive and deregulated markets and understand the impact of regulatory changes on telco and ICT transformations.

We bring a combination of unparalleled industry experience, robust programme delivery models and methodology and practical experience of major business transformation.

BT invests heavily in methods and standards based solutions to help ensure a consistent and effective approach to managing programmes. Using these in the transformation of our own business has established a large skill base that is accustomed to working in complex programmes and effectively deploying and utilising the disciplines and methods that have been developed for that environment.



Client Benefits

Reduced risk achieved through:

- Production of an overall programme schedule, key milestones, deliverables and detailed plans.
- Clear visibility for the PMO Steering Board showing:
 - Performance against plan as part of a regular reporting cycle.
 - Ongoing risks and their potential impact.
 - Outstanding issues and their planned resolution.
 - Dependencies between: staffing, budget, timelines, milestones and deliverables.
 - Resources requirements and constraints.
- Improved communication between work areas, the programme and the overall business.

Reduced cost gained from:

- An agreed and managed baseline from which to assess costs, benefits and change requests.
- Clear visibility of planned and achieved costs.
- Early visibility of late deliverables or cost overruns reducing the impact and cost of resolution.
- Improved benefit delivery through:
- Creation of a full benefits realisation plan detailing benefits, enablers and dependencies.
- Validation, tracking and reporting of benefits delivery.

Overall there is a greater certainty of achieving a successful programme and delivering benefits to cost and on schedule.

About BT Telconsult

BT Telconsult is a global telecommunications management and technology consulting business with 30 years experience in providing consultancy services to fixed and mobile telco operators in over 90 countries. We are part of BT Global Services and use BT's experience and expertise as a 21C Next Generation Communication Provider to help our clients overcome the challenges they face. Our Consultative Practitioners have a deep understanding of how to address end-to-end business, technology and operational challenges using best practices and methodologies developed by BT to support your business transformation.

For more information please visit <http://bt-telconsult.com>



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Offices worldwide

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