

# The Challenges of Developing a Project- Based Organisation in Whitehall

Andrew Schuster

ProgM

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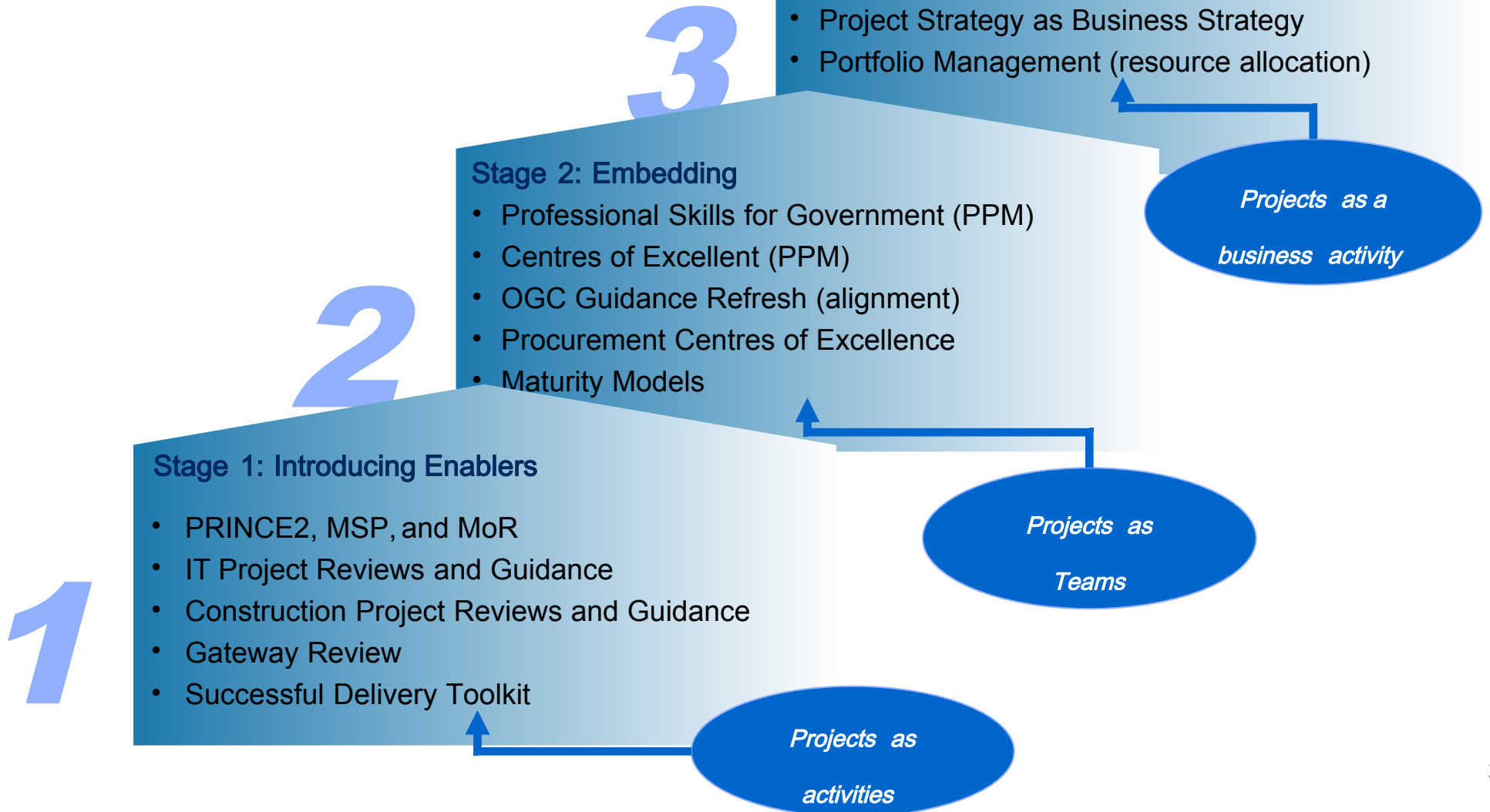
# Overview

**The Project-Based Management Journey**

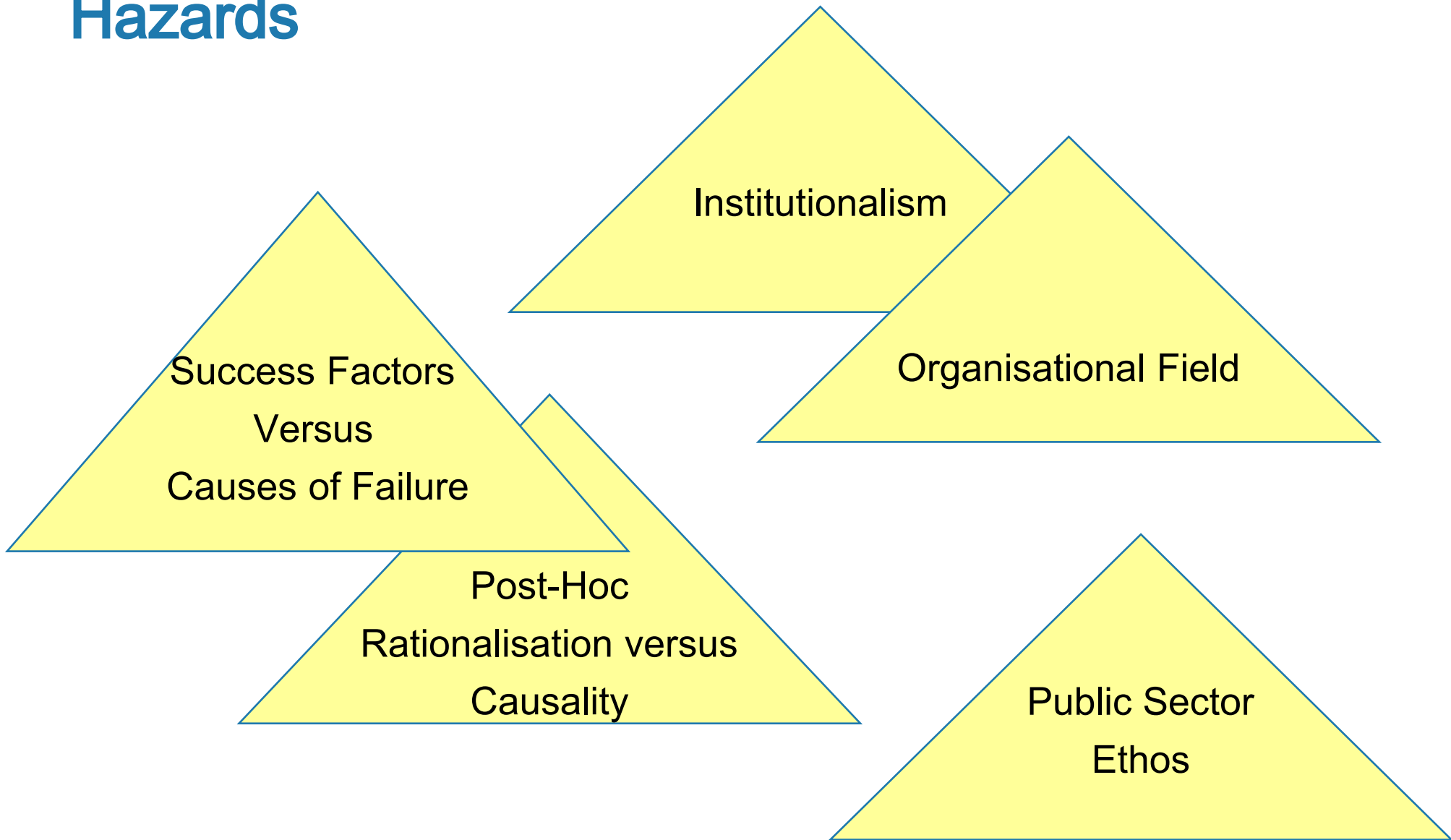
**Hazards Encountered**

**A Case Study – Workforce Directorate**

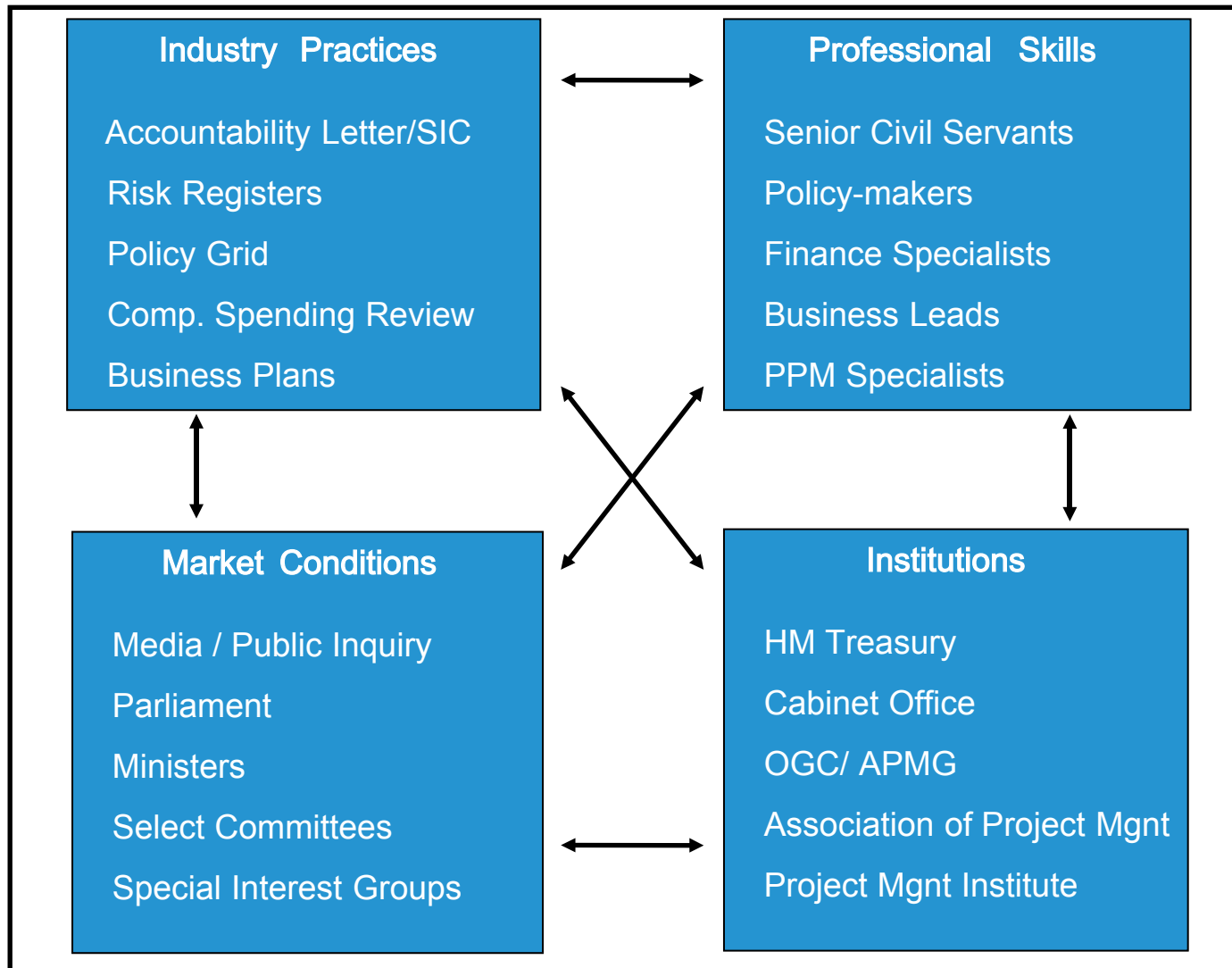
# The Journey



# Hazards



# Organisational Field (Context)



Source: Dimaggio and Powell, Manning, Author Analysis

# Common Causes of Project Failure (Success?)

Linking of project and business objectives  
Effective Senior Management/ Ministerial Sponsorship  
Stakeholder engagement  
Breaking projects into manageable pieces  
Lifetime contract pricing  
Effective contracting with suppliers  
Supplier/delivery project team integration  
Project and risk management (skills)

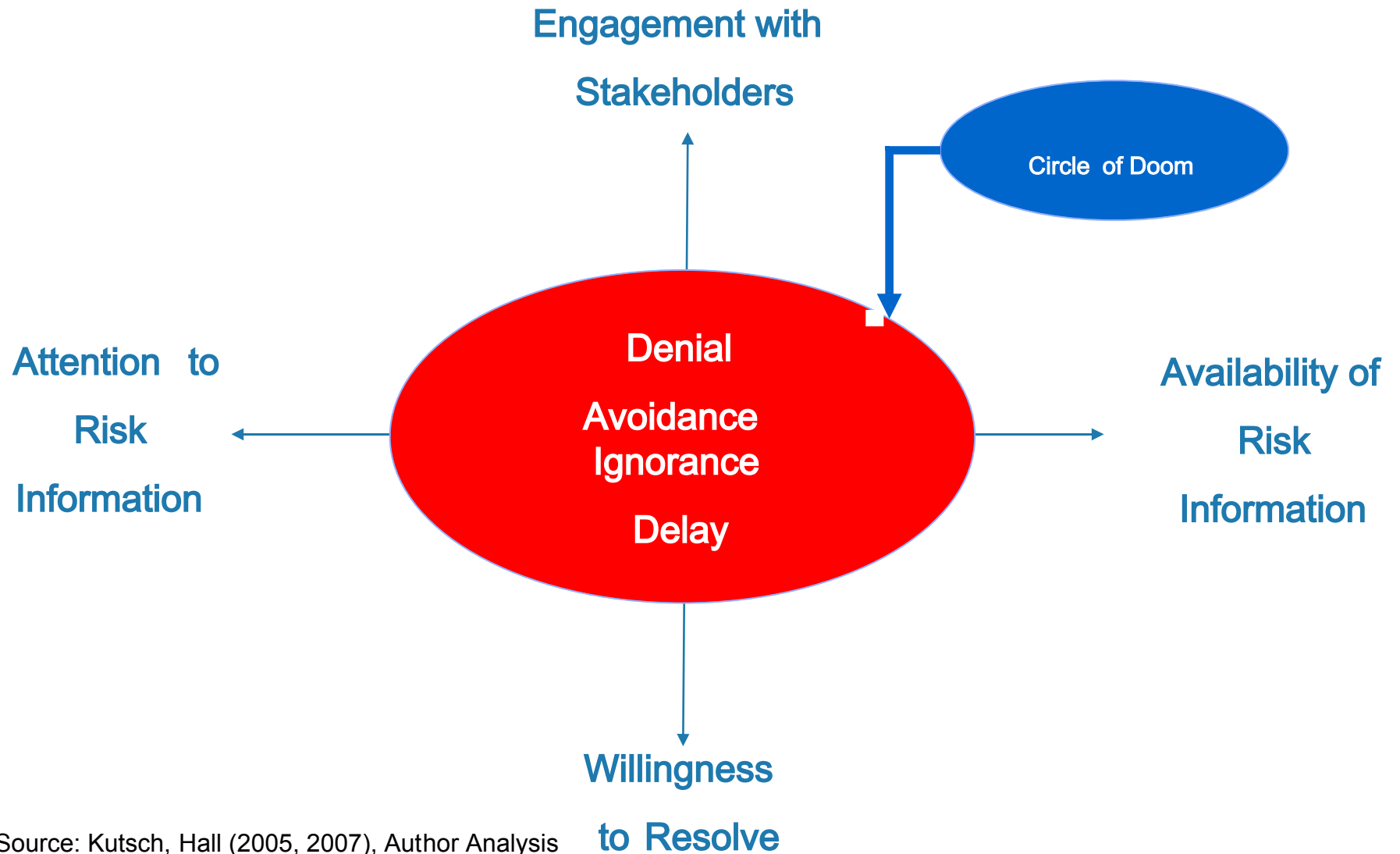
Time

Cost

Quality

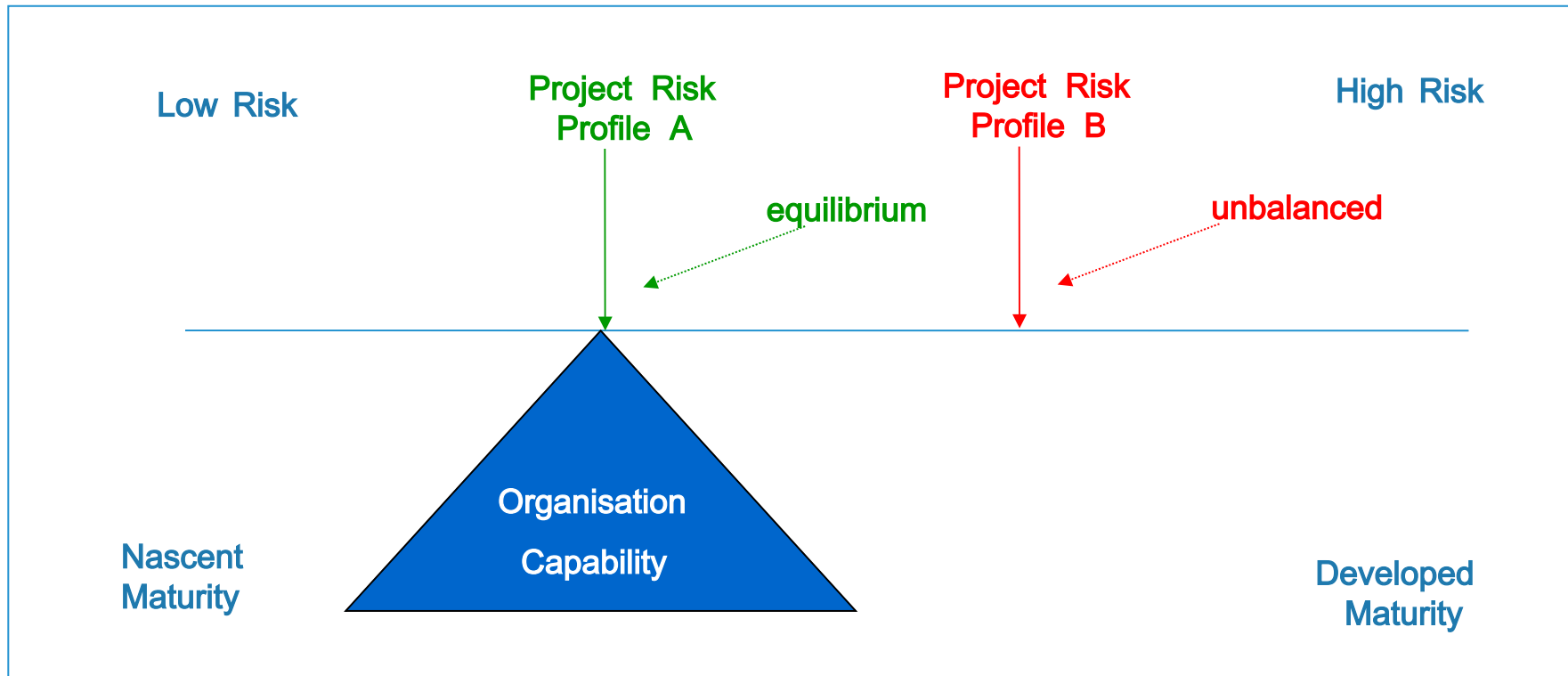
Satisfaction

# Risk Manifestation



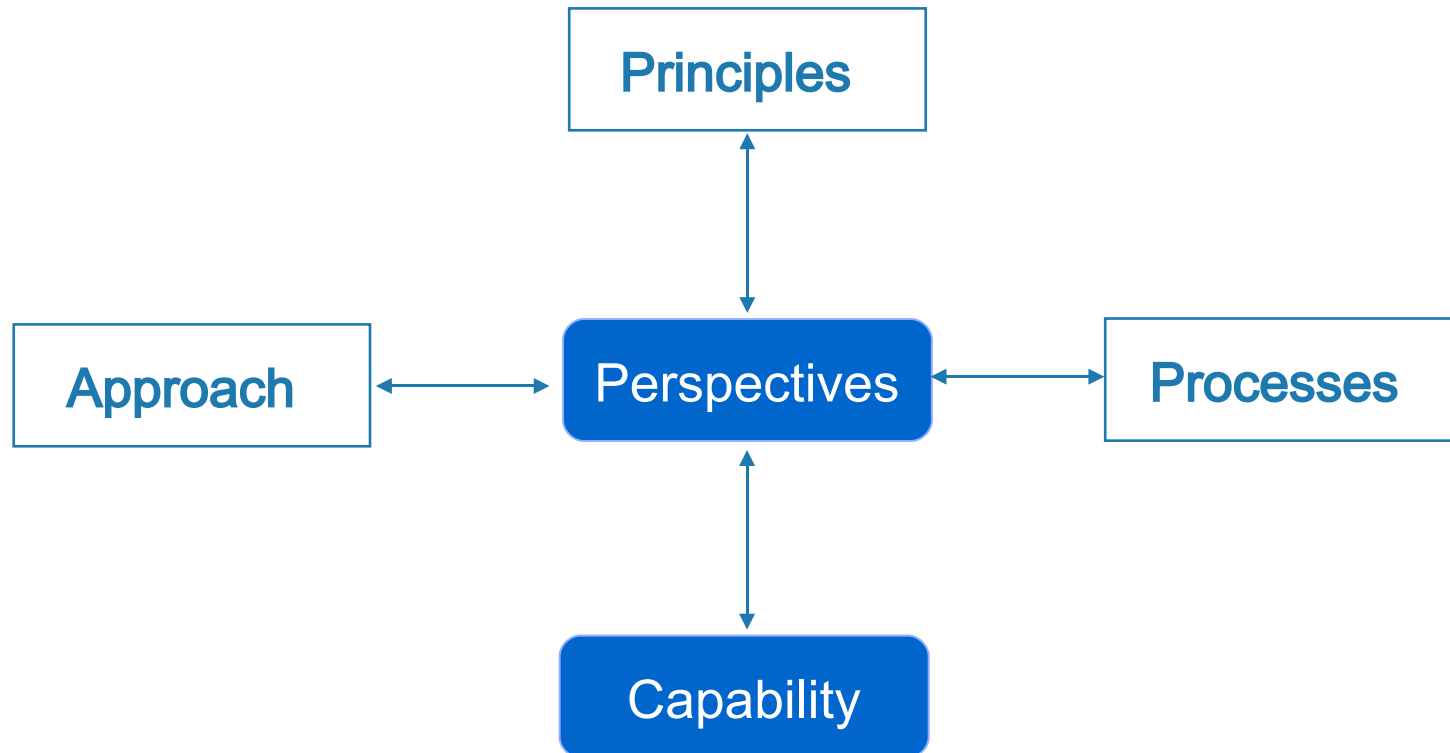
Source: Kutsch, Hall (2005, 2007), Author Analysis

# Risk Management Capability (Maturity)



Source: Author

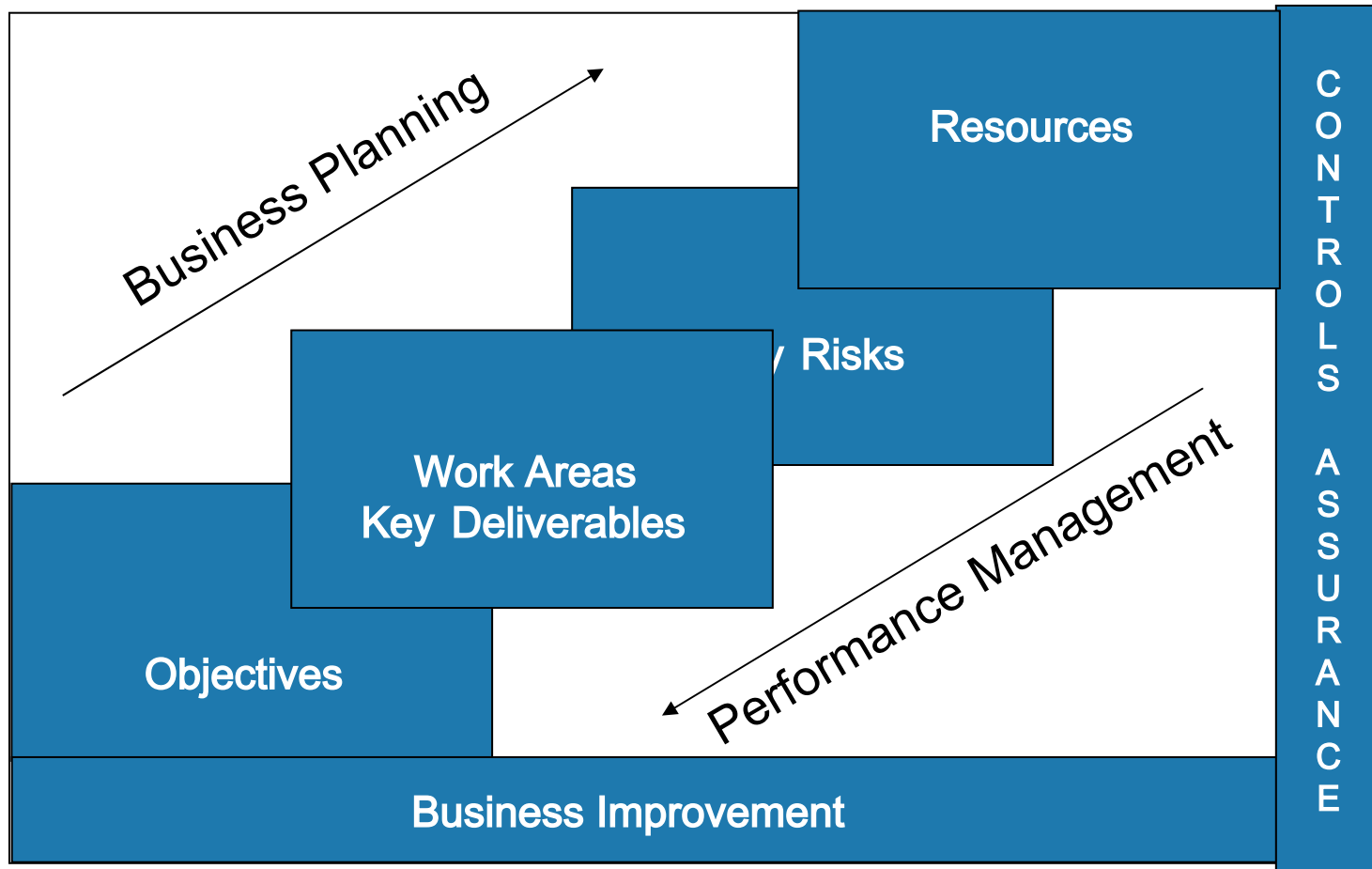
# Management of Risk (2007)



'management of risk' incorporates all the activities required to identify and control the exposure to risk which may have an impact on the achievement of an organisation's business objectives

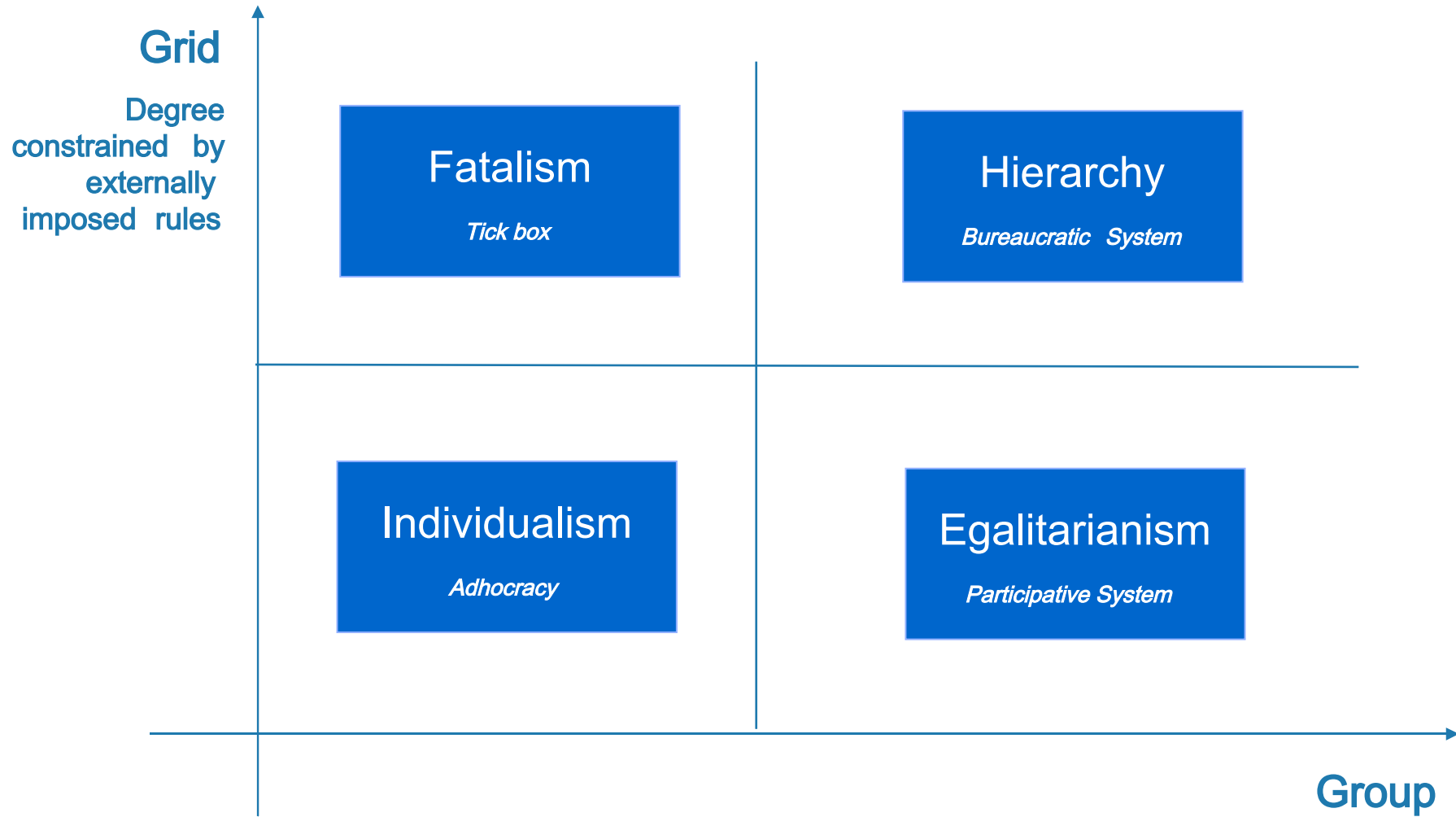
Source: OGC and Author Analysis

# Business Programme Office



Source: Author

# Cultural Viewpoints



Source: Kutsch, Hall (2005, 2007)

Degree of incorporation into bounded social control

# A Case Study - Workforce Directorate

## Key Objectives



- Leadership and Talent Management
- Workforce Availability
- Reform of Professional Regulations
- Employment Model
  - 3-year pay deal
  - Pensions Modernisation
- Education and Training
  - Modernising Medical Careers
- Reform Adult Social Care
- Team Development

## Resources



### Directorate Funding

- DH Staff: 167 wte
- Other : secondees, agency, consultants
- Administration Budget: £10.1m

### SHA Funding

- Programme Budget (near-term): £501.6m
- Programme Budget (NHS) : £6.5m

### Arms Length Bodies

- NHS Employers
- Skills for Health
- Deaneries
- NHS Institute

# Workforce Directorate - Capability Building



- Resource Mgmt
- Finance
- Procurement
- Communications
- IT/Facilities
- PPM



- Alignment of Form, Function and Purpose (Objectives)
- Key Risks
- Strategic deliverables
- Accountabilities

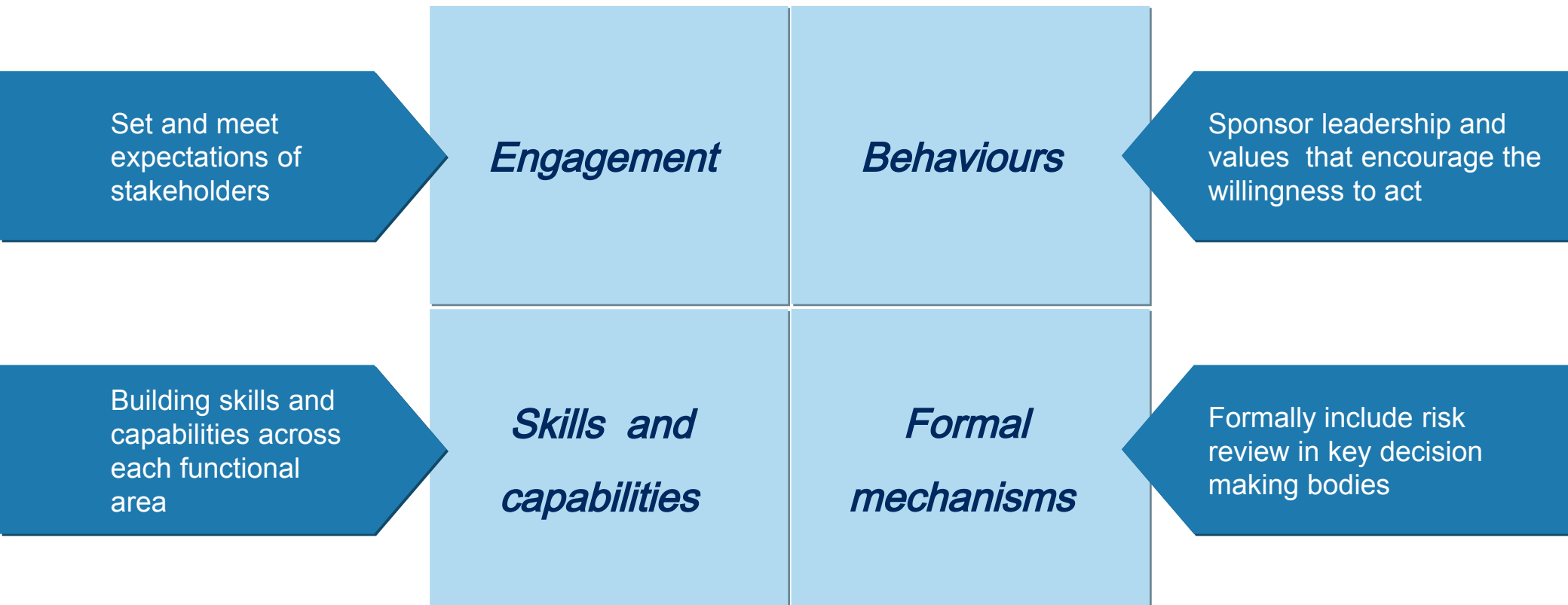


- Formal commissioning
- Co-operative resource allocation
- Linkage of project management to Directorate Balanced Scorecard



- Enterprise Project Management
- Management Information Systems
- MoR Training
- Roles - Aide Memoires
- Mentoring - Professional

# Principles - Four things to get right



# Challenges

- Building programme office skills and capacity
- Creating 'bandwidth' for further internal change

# Questions



[Andrew.Schuster@cranfield.ac.uk](mailto:Andrew.Schuster@cranfield.ac.uk)