

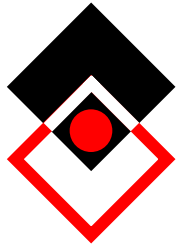


# The Corporate Improvement Project (CIP) ... how to enhance & consolidate PM Organisational Maturity through KPIs



Presented by:  
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Director **BPPM** Pty Ltd





# Objective of the Presentation



The aim of this paper is to ...

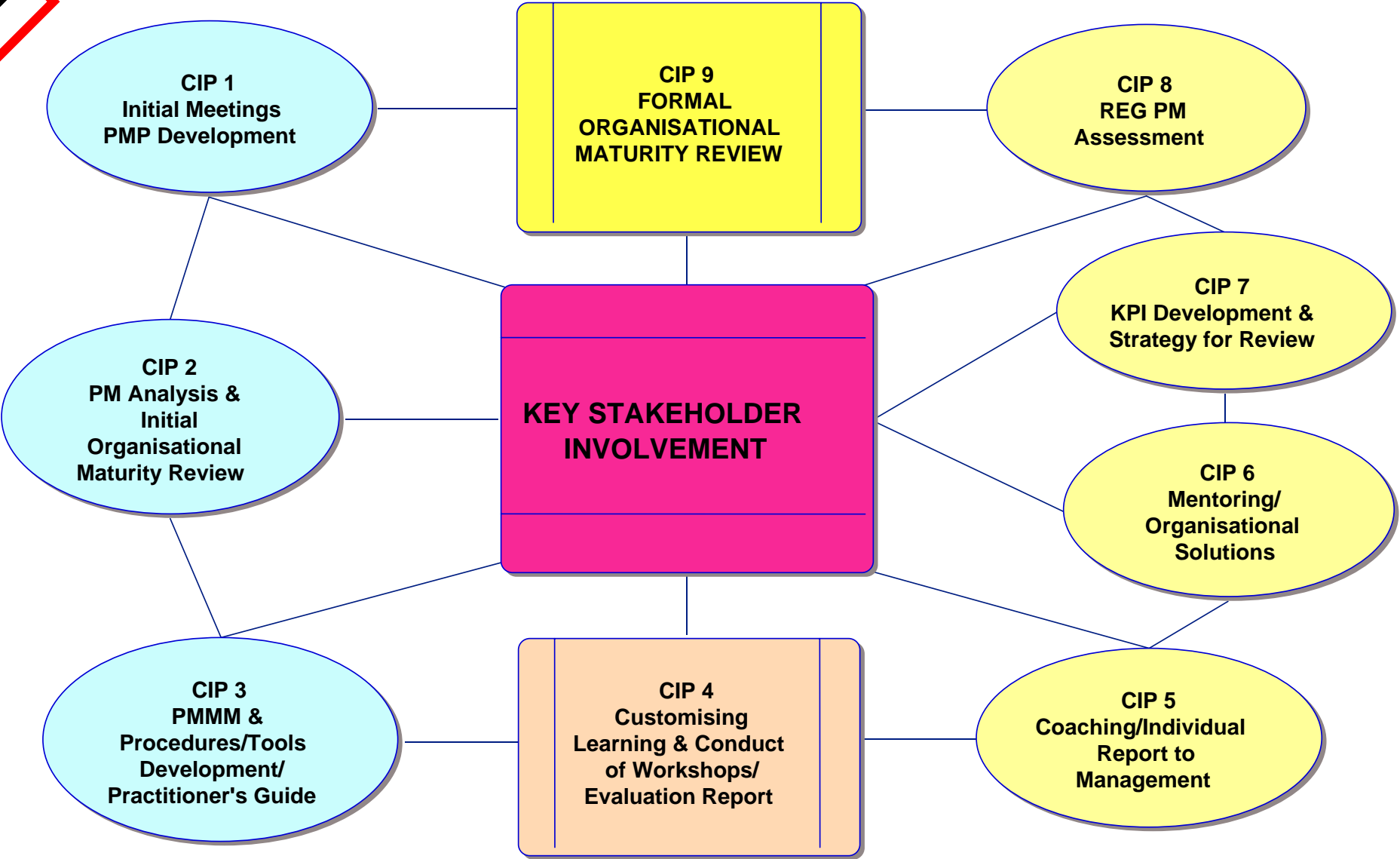
describe how the **Corporate Improvement Project (CIP) for Program & Project Management**

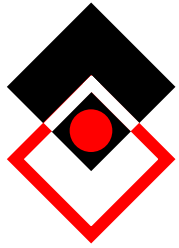
...provides specified, agreed **organisational/business & professional development outcomes ...**

through **customised Key Performance Indicators (KPIs)**



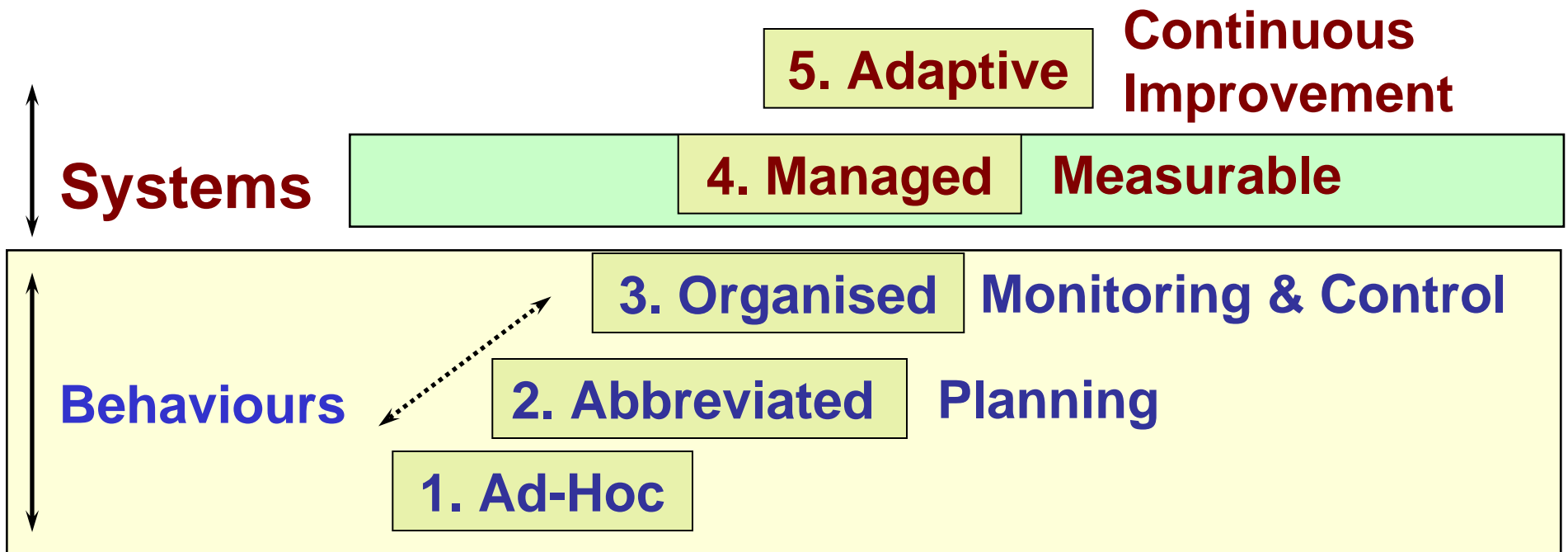
**CORPORATE IMPROVEMENT PROJECT (CIP)  
PROCESS FOR PROJECT MANAGEMENT**

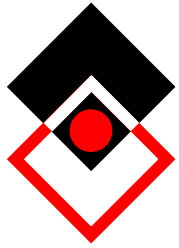




# MATURITY LEVELS of Project Management:

**Behaviour first ... Systems second**



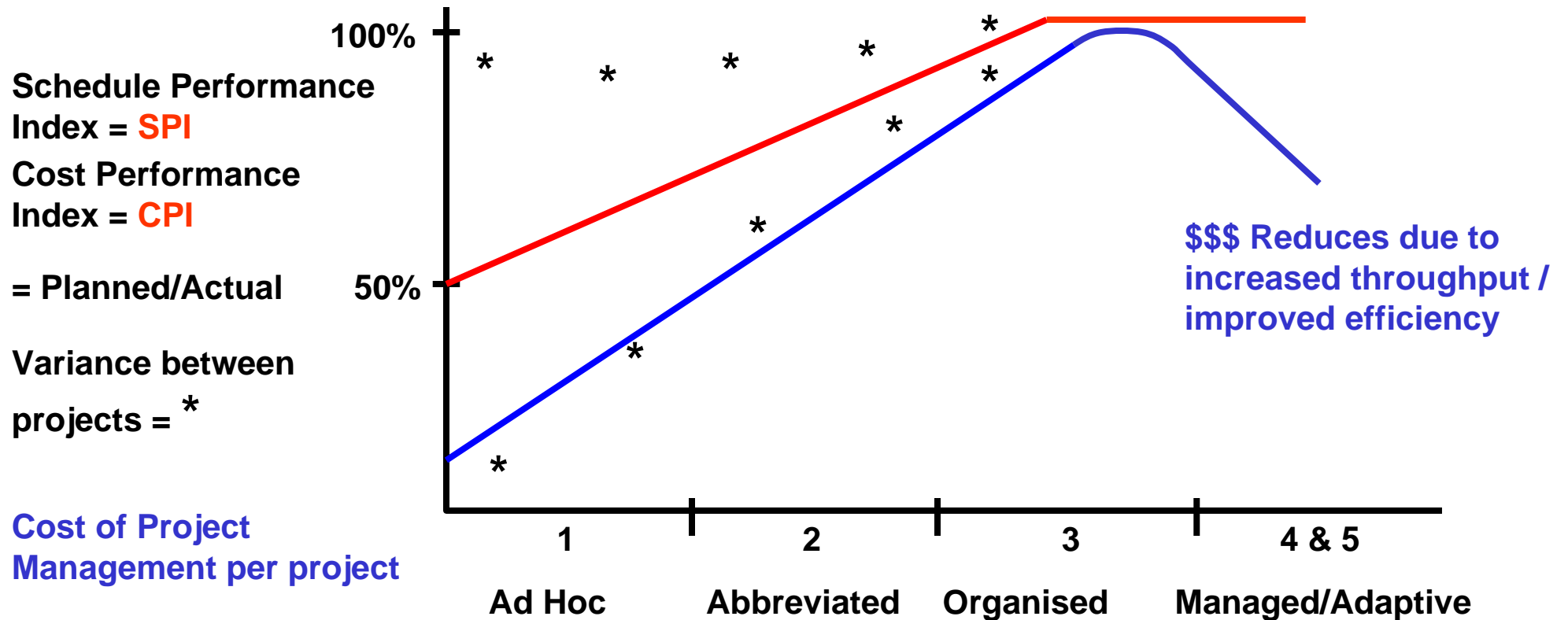


# IBBS & Reginato Research

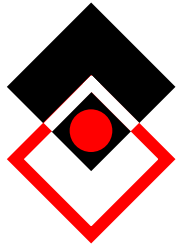
- 52 Corporations
- 7 years of research
- *Quantifying the Value of Project Management, 2002 PMI*
- “Why do some Companies enjoy a higher ‘return on investment’ (ROI) than others”?
- “If you aren’t consistently measuring your business, you cannot effectively manage it.
- This is the key to project management maturity”



# Benefits of PM Maturity



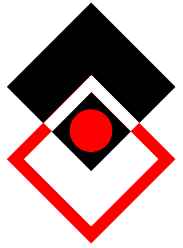
Reference: Research by Ibbs & Reginato 2002



# Definition of the Situation and Need for the corporation, in terms of **OUTCOMES** for:

- **Executive / Business Unit (Portfolio level) – KPIs met**
- **Program of Projects (Program level) – return achieved, targets met**
- **Project Manager and Team – objectives achieved + satisfaction + individual performance criteria met**
- **The Client – product or service acquired**

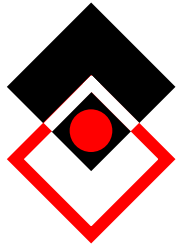




# BPPM Clients involved in the CIP Process

- **ALSTOM Power**
- **BORAL Limited** ... the most advanced ...
- **CHUBB Fire Safety**
- **Enerserve ENERGY AUSTRALIA**
- **Ergon Energy QLD**
- **Penrith Lakes Development Corporation**
- **Department of Parliamentary Services (APH)**





# Develop Key Performance Indicators (KPIs) – CIP 7

- **Benefits:**
  - Q **Formally confirms the PM Functional Approach against Business Drivers/Targets**
  - Q **Sets metrics by Business Unit**
  - Q **Forecasts further development required**
  - Q **Tests organisational processes**
  - Q **Forecasts when measurement will be conducted (six-monthly/annually)**



OVERALL CORPORATE PERFORMANCE SCORECARD

(4.78)  
Project Management Performance

(4.25)  
Contract Management Performance

(6.42)  
Financial Management Performance

(4.86)  
Human Resource Management

(3.65)  
Customer/Client Management Performance

Double click on each of the Scorecard categories to drill down further

(4.79)  
Overall Corporate Performance

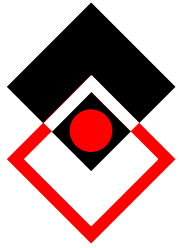
*Rolling up to a higher level we can integrate with the other discipline based scorecards to give an overall Corporate Scorecard*





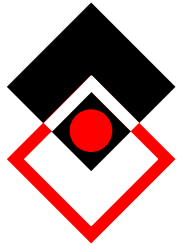
# Suggested KPIs: PM/Contract Management Functions

- **Scope**
- **Time**
- **Cost**
- **Quality**
- **Risk**
- **Communications**
- **HR**
- **Procurement/Contracts**
- **Other: Assets, Variations etc**
- **NOTE: measured on a 1-5 Maturity Scale**



# Suggested KPIs: Business Management Functions

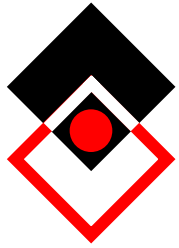
- **Strategic & Business Planning**
- **Leadership**
- **People**
- **Business Improvement Processes**
- **Health, Safety & Environment (may be separated)**
- **Customer Focus and Management**
- **Results: Financial & Non-Financial**
- **Other: Business Analysis, Marketing, Entrepreneurship & Innovation**
- **NOTE: measured on a 1-5 Maturity Scale**



# Attain PMP or RegPM Award – KPI Linkage **CIP 8**

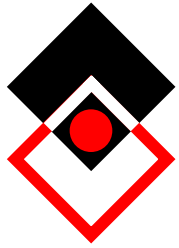
- **Benefits:**

- Q **Confirms selected project staff are competent in planning and managing projects: Project Directors (MPD), Project Managers (RPM) and Team Members (QPP)**
- Q **Assures professional development and attainment of PM corporate maturity**
- Q **Embeds PM methodology, procedures and toolsets**
- Q **Allows for competent Managers to become both internal Coaches and Mentors**
- Q **Assures management progression**
- Q **Provides marketing edge!!!**
- Q **Individual progress linked to Business KPIs**



# Conduct CIP Validation/Organisational Maturity Assessment – CIP 9

- **Benefits:**
  - Q **Formally reports on progress by individuals, groups and corporate PM maturity development – by Business Unit**
  - Q **Forecasts further development required**
  - Q **Tests integrated organisational processes**
  - Q **Measures KPIs every six months**
  - Q **Formally reports annually**



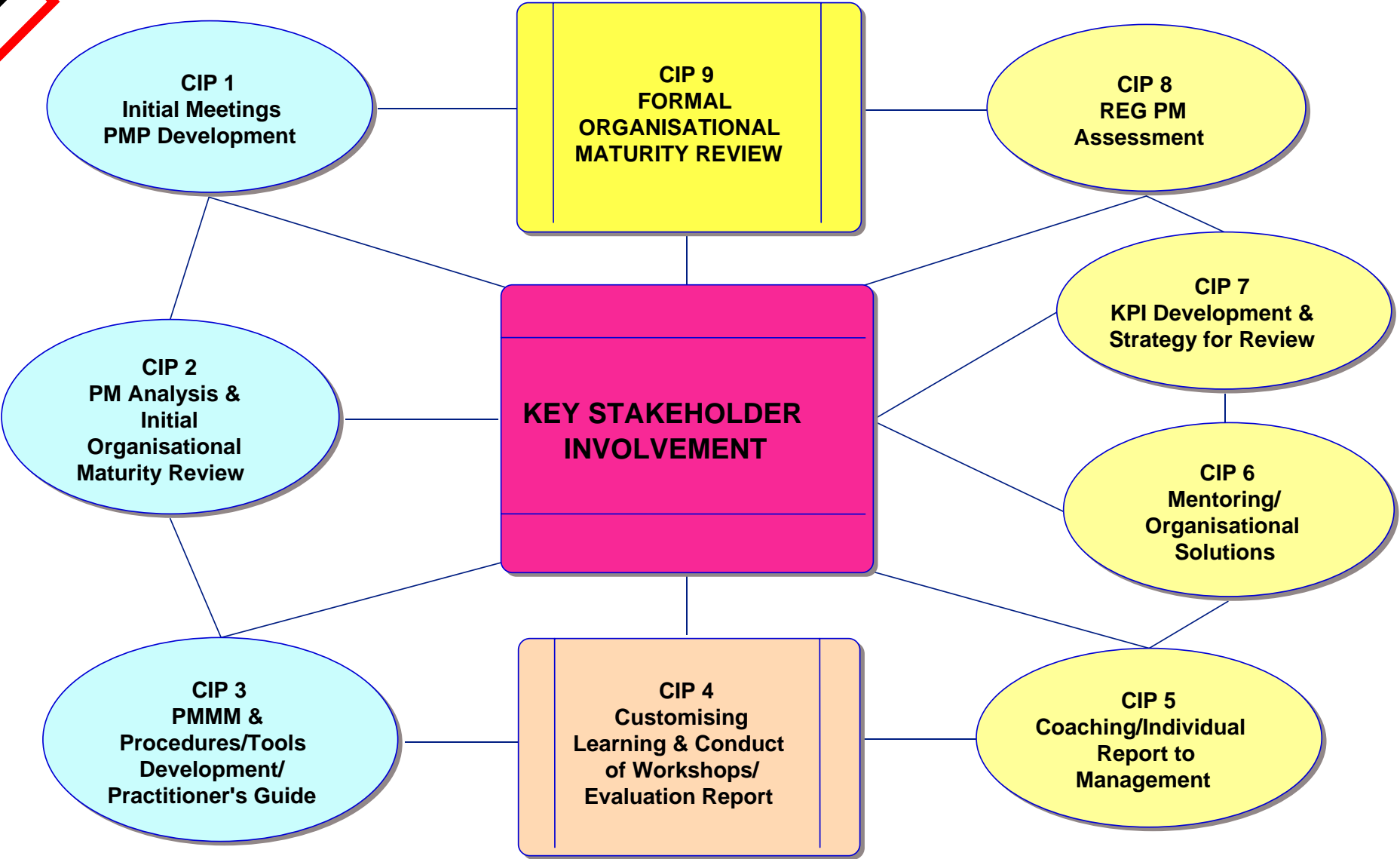
# The Boral Contracting Businesses Story

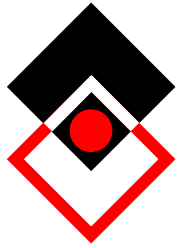


- **2002** - Initiation: CIP 1, 2, & 3 (PMP, Analysis & Report, PMMM & Manual) + Authorisation by Executive GMs
- **2003** - Development: CIP 4, 5, & 6 (“Live Projects” Workshops for Exec, PM/CMs and Supervisors; Coaching on location; Mentoring by Managers)
- **2004** – Implementation: CIP 7 (customisation of PMMM and development of KPIs, including self-assessment)
- **2005** – Validation/Consolidation: CIP 8 & 9 (External Facilitation of KPIs & report to GMs/MD, & RegPM for selected PM/CMs)



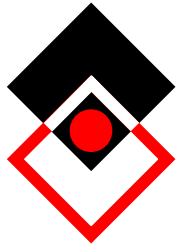
**CORPORATE IMPROVEMENT PROJECT (CIP)  
PROCESS FOR PROJECT MANAGEMENT**





# Benefits of the CIP Process

- ◆ It provides in-context enhancement of the project environment and **establishment of a PM culture ... supported by KEY stakeholders.**
- ◆ It provides the opportunity for **project staff** to upgrade their skills on an as-required basis, and gain a **professional cross-industry award (PMP or RegPM)**
- ◆ It establishes the basis for ongoing **organisational maturity** development
- ◆ It realises and measures **project and business results by way of customised KPIs**



# Questions from the Corporate Improvement Project (CIP) ... KPIs



- **NOTE:** BPPM licenses the CIP to prospective users – clients and consultants

- **Reference:**

[www.bppm.com.au](http://www.bppm.com.au)

