



EPMO Implementation & Improvement

"The team were professional, thorough, and comprehensive in their support of the change. I would recommend AMO and would welcome the opportunity to work with AMO again."

~ Head of Transformation

KEY RESULTS



\$2M

in savings within the 1st 3 months



BOARD

Endorsement received for the enterprise governance strategy delivered by AMO.



LEVEL 3

increase to level 3 maturity in 12 months



65%

increased compliance by 65%, from 30% to 95% in 6 months



SIGN OFF

Improve the relationship with internal audit and reduced project audits.

COMPANY OVERVIEW



This organisation is a leader in consumer finance in Australia and New Zealand offering a range of financial services including loans, insurance, and credit cards. They specialise in digital payments and finance business.

THE PROBLEM



In late 2015, this organisation underwent several transformation and separation initiatives. While some PMOs operated simultaneously, the new business required one central Enterprise Wide PMO function. The Enterprise Change Office was tasked with building the project and PMO capability, its delivery functions, and establish the EPMO. Some issues this organisation experienced included:

- Decentralised, siloed, inconsistent, and **dysfunctional PMOs**
- **Stakeholder and sponsor confusion**, causing lack of ability to make decisions
- Inefficient, duplicated work with high **employee dissatisfaction**
- **Scope creep** resulting from no clear decision making on included IT aspects under the EPMO remit
- **No central approach** to document management or configuration control
- Attempts to implement SAFe from the bottom up, resulting in **confusion for projects** unsure of which method to follow

OUR CHALLENGE

- Build an EPMO and uplift project management capability
- Resolve the issues above
- Handling an annual project budget of ~\$250M, more than 400 project resources, and 3,500 company resources

PROJECT OVERVIEW

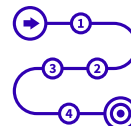


For the project, we were asked to provide:

Review



Strategy



Build



THE SOLUTION



AMO established a highly efficient, scalable, and proactive EPMO function that focused both strategically and tactically to the changing demands of the project organisation and worked on integrating the silos across the business. After initial scoping, AMO completed a capability assessment to baseline current functionality, propose and implement centralised EPMO function. Activities involved defining a target operating model, EPMO blueprint and a detailed delivery roadmap. We up-skilled and trained internal staff, collaborated with non-project departments (as stakeholders), and ensured regulatory/compliance needs were met or exceeded.

By providing this function as a service, AMO:

- **Up-skilled staff** to support the function and introduced templates, tools, and automation to increase efficiency
- **Worked with internal audit and corporate risk** to ensure risk and audit requirements were met or exceeded
- **Introduced a benefits realisation process** to engage operational readiness teams and finance to support benefits realisation upon going live that suited both PMO and finance
- **Managed end-to-end processes** for the PMO and developed PMO frameworks in line with proven practice
- **Defined escalation paths** through committees and change control boards
- **Managed end-to-end development** of document management frameworks and configuration control processes



Knowledge Management

Centralised all PMO activities across business



Dependency Management

Aligned governance needs across the business



Delivery Support

Established a highly efficient EPMO team for support



Methodology Management

Introduced adaptive methodology

THE OUTPUTS



- Capability Assessment to determine baseline, target high value areas and reusable processes
- Redefine, documentation and established centralised EPMO
- Led the governance framework presented at Board level and sign off attained
- Centralised all PMO effort in the EPMO, reducing unnecessary overheads of multiple PMOs
- Defined the operating model for Information and Knowledge Management, endorsed by the CIO, and resulted in AMO's team being awarded for our approach
- Introduced a single consistent approach to managing project governance that is documented, embedded, and understood by all PMO resources

THE RESULT



Work at the team, portfolio or program level, to help organisation establish processes for managing a portfolio of work in an agile way. Led the change management activities to drive stakeholder engagement and uptake. Assessed business readiness, design and implemented a new target operating model that led to a significant reduction in risk associated with poor governance previously. Led the EPMO team to develop a comprehensive framework that was fit for purpose and scalable.

1

Scalability

Developed scalable solution that went from \$500m to \$250m

2

Endorsement

Obtained enterprise endorsement across all functions including finance

3

Accelerated Delivery

Delivery improved across projects and programs through targeted support