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The significance of a Programme Management Office within financial institutions in South Africa

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The significance of a Programme Management Office within financial institutions in South Africa

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2010

ABSTRACT

Project Management has been around for centuries, but only recently become an integral part of the management of larger organisations around the world. In the management of projects, the Project Management Office (PMO) is employed to ensure that projects are selected and managed according to a detailed and defined set of governance structures and an organisational methodology.

To understand whether this body, the PMO, adds the value it is expected to add to the organisation, this study surveyed Financial Institutions within South Africa, with specific focus on the methodology employed to execute projects, and the relevant governance structures which are in place to support both the PMO and the individual projects being managed.

The 'big 4' Financial Institutions in South Africa were selected and surveyed through an online survey tool questionnaire which was designed to establish the significance of both the methodology employed and the governance structures in place within these organisations. The respondents to the questionnaire included Project Managers, Programme Managers, CIO's and CFO's. These people were selected as they are the closest and most involved when it comes to the management of projects, and the PMO as a whole.

The questions were designed to give the respondent the opportunity to answer similar questions in various manners. The data received was both statistical and open ended text with each supporting the other to get a clear and concise interpretation of all the results from each of the respondents. The results are able to be displayed in a visual form, with text from comments and open ended questions able to be used to expand on the graphs.

The results showed that, while the methodology employed by many of the organisations is effective, there are areas where this methodology can be improved to make the management and implementation of projects far more effective and efficient. The governance structures employed by the PMO, and the organisation as a whole, do offer support to both the PMO and projects in

general, however, far more involvement from the Senior Management of the organisation would assist in the successful delivery of projects into the environment.

The final results of this research can go a long way to assist the Senior Management of Financial Institutions within South Africa in the streamlining of project delivery. Having a detailed understanding of areas of concern within the PMO, through the Project Managers and their superiors, will assist the Senior Management of the organisation in establishing the areas of change required within this area of the business, and what the potential impacts and implications of not effecting this change will be on the business.

DECLARATION

I, **Duncan Stewart**, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Duncan Alexander Stewart

Signed at ……

On the …….. day of …… 2010

DEDICATION

This document is dedicated to several people.

Firstly to Mr Mike Pycraft who, as my initial supervisor, passed away suddenly during the course of completing this document. Thanks for the guidance and motivation. You are missed by many.

Secondly, to all the project and programme managers who work tirelessly to make sure that the dreams and aspirations of all organisations are delivered according to how they are dreamt by the Senior Management. The hard work sometimes goes unnoticed, but the dedication and commitment is more highly appreciated than you would think.

ACKNOWLEDGEMENTS

I would like to thanks many people who assisted me in the completion of this document. Firstly to my son, Cameron, who stood by me for the full duration of the MBA and offered assistance and all the kind words he could give under the circumstances. He will now get his father back again. Also to my friends who did not completely disappear but understood that this was important to me and supported me through the entire MBA and the final thesis process.

Also thanks to the MBA part time class of ’07 – ’10 who motivated and drove me through this document. It is much appreciated. A great bunch of people.

Also thanks to Mr. Mike Mundy, who assisted me as a supervisor towards the end of the process and was a great help and inspiration to get the document completed and submitted.

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CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this research was to establish and characterise the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa.

It evaluated the functioning of the PMO within the corporate environment in the context of the methodology in use and the governance models employed within the structure which will ultimately aid in the establishment of the significance of the unit within the ambit of the organisation.

1.2 Context of the study

The PMO can be defined as a corporate body responsible for the establishment and management of all the necessary methodologies, policies and governance structures required to assist in the effective delivery of a range of Projects, which are designed to meet the strategic objectives of the organisation as a whole (Rad and Levin 2002; Kerzner 2005).

An initial investigation into the significance of the PMO showed that research is largely limited to documentation and papers completed in both the USA and the UK, each with elements of their own unique Project Management methodologies. These Project Management methodologies are the PMBoK predominantly practiced in the US (PMI 2009), with PRINCE II the most widely used methodology in the UK (OGC 2005, 2009). From within the South African context, there is limited research and/or investigations which have been completed in the area of the impact of the PMO in the South African corporate environment.

Through the evaluation and understanding of established and mature PMO's within the Financial Industry in South Africa, specifically the Methodology Management and the Governance Structures in place, this research aimed to build an understanding of the significance of the PMO within these institutions. Due to the fact that there are many Financial Institutions in South Africa, this

research was limited to Financial Institutions which are listed on the JSE. Financial Institutions identified for inclusion in the research include (but not limited to):- First National Bank (FirstRand Bank); Nedbank Limited; Standard Bank and ABSA.

The research focused on two broad areas within the ambit of the PMO which have the potential to have a direct impact on the organisation and the delivery of Projects therein. These include:

- **Methodology Management**

  Methodology management covers the effective development, support and enhancement (Mochal 2007a) of a methodology (including Project life-cycle, templates and processes) as defined and deployed by the PMO. The concept of methodology includes all the necessary tools required in order to facilitate the successful completion of the Projects in the environment.

  Additional to the physical methodology, the processes in which the Project Manager, and supporting teams, operates are critical to Project success. Processes are aimed at ensuring consistency and compliance within the organisation in the acceptance and delivery of Projects – with specific reference to Project selection, change management and approval processes. These have been identified due to their impact on the Project, PMO or organisation as a whole (Ikeda 1994; Martinelli and Waddell 2007).

- **Governance Structures**

  Governance structures within and around the PMO context include all the necessary meeting structures and stakeholders (with specific reference to interaction and involvement), and their role in the execution of Projects and the operations of the PMO (Hotle and Light 2006; Mochal 2007b; Cullen and DeGennaro 2008).

The combination of the aspects documented above provided a detailed and thorough view of the significance of the PMO within a Financial Institution.

1.3 Problem statement

1.3.1 *Main problem*

The purpose of this research was to determine the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa. The specific focus of the research is aimed at the Methodology Management and the Governance Structures in effect within the PMO environment and their impact on the greater organisation.

1.3.2 *Sub-problems*

- **Sub problem 1**

  The first sub problem is to assess the degree of Methodology Management and extent to which the Methodology and the required Processes have been successfully implemented by the PMO and their impact on the greater organisation.

- **Sub problem 2**

  The second sub problem will be to evaluate the governance structures which are in place to support the PMO in the execution of its mandate, and the impact these structures has on the greater organisation.

1.4 Significance of the study

The significance of this study is that it will show whether the implementation of a PMO, including all the components required for the successful implementation and management of this body, has any significant effect – either positive or negative – on the organisation in which it is deployed.

This study provides guidance to senior management and executives of organisations as to the most appropriate method of deploying the PMO function within their structure. The study covers the critical aspects of the operations of the

PMO which include methodology management and the required governance structures.

1.5 Delimitations of the study

In order to be specific in the completion of this research, the study is limited to companies which have a mature PMO within the organisation. It is also be limited to financial institutions which are listed on the Johannesburg JSE.

1.6 Definition of terms

The **PMI** is the Project Management Institute – an international body responsible for the maintenance of the PMBoK, and several Project Management Certifications.

The **OGC** is the Office of Government Commerce – the body responsible for the management of the Prince II Project Management methodology.

PMBoK is the **P**roject **M**anagement **B**ody **o**f **K**nowledge. This Project Management body of knowledge is maintained and supported by the PMI (PMI 2009).

Prince II is defined as **PR**ojects **IN** a **C**ontrolled **E**nvironment – an internationally recognised Project Management methodology created for use by the OGC in the UK (OGC 2009).

1.7 Assumptions

- A common understanding of the key areas of the research is held by all subjects interviewed
- The companies surveyed are actively involved in all operational aspects of Project and Programme Management
- Respondents are qualified, and have the necessary experience, to supply substantial responses to the questions posed in the research questionnaire

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

Verzuh (2005) reminds us that the origins of Project Management are far older than many of the common business practices which are in effect in the modern world today. He, along with Burke (2001) and Kerzner (2005), show us that Project Management has been around since at least the construction of the pyramids in Egypt, and possibly earlier. Through the millennia, Project Management has become one of the major management functions in the 21st century (Rad and Levin 2002; Kendall and Rollins 2003).

According to the Project Management Institute (PMI), and as quoted by Burke (2001: p81) and Choudhuri (2005: p3), Project Management can be defined as:

> *"... the application of knowledge, skills, tools and techniques to Project activities in order to meet stakeholder's needs and expectations from a Project."*

Kerzner (2005: p38) expands on this definition by saying the following of Project Management.

> *"... the planning, organising, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, Project Management utilises the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific Project (the horizontal hierarchy)."*

The Programme Management Office (PMO), the organisational body which has been developed to support and manage the individual Project Managers tasked with the delivery of specific Projects (Rad and Levin 2002), is, in contrast, a relatively new organisation function.

In the support and management of Project Managers, the PMO is responsible for, amongst other tasks, the development and management of the methodology (Burke 2001; Mochal 2002) and artefacts in use by the Project Managers, and the

governance structures which have been developed and implemented to ensure that there is adequate oversight to all the Projects in the environment (Kendall and Rollins 2003).

2.2 Programme Management

In order to fully understand the purpose and function of the PMO, a basic understanding of the concept of a Programme, and the art and science of Programme Management is required.

A Programme can be defined as the coordination of several interrelated Projects and the resources which they share (Verzuh 2005). Wysocki and McGary (2008) go on to say that the Projects within the Programme are required to be completed in a certain sequence to achieve overall success. All of which are delivered against the multiple goals which have been mandated to the Programme. Kerzner (2005) compares a Project and a Programme and finds that, with the exception of the obvious time differences between the two, they are both governed by the same policies, procedures and guidelines.

Kendall and Rollins (2003) define a Programme and Programme Management as a function that is concerned with the improving of the practices, and, therefore, the final results, of Project Management.

Verzuh (2005: p328) then goes on to define the art and science of Programme Management as...

> *"... the oversight of multiple Projects within an organisation ... all the Projects are related because they share broad organisational goals and draw on the same resources."*

In order to ensure that all the Projects within the organisation are in a position to be delivered, it is critical to ensure that the necessary and most appropriate human and technical resources (Verzuh 2005) are both available and able to be deployed within the Project environment. As there are a limited amount of these resources available to Projects within an organisation, it is of vital importance that these resources are deployed to ensure the ideal skills and abilities are deployed to the Projects best suited to these abilities (Verzuh 2005).

Since Programme Management gives oversight to all Projects within an environment, the allocation of resources, both human and otherwise, at the correct time and to the correct Project is simplified (Rad and Levin 2002).

However, according to Rad and Levin (2002) and Verzuh (2005), one of the most important aspects of Programme Management is the tracking of relationships between the Projects running within an organisation. These relationships can include human resources, financial, infrastructure and equipment.

In order to prevent unnecessary and wasteful employment of resources between the Projects within the Programme, views of all aspects of these Projects are required by the Programme Manager overseeing the implementation. In this scenario of execution, the duplication of effort between the various Project Managers is largely negated, and there is, therefore, a streamlining of delivery and results to the business (Kendall and Rollins 2003).

2.3 The PMO

In order for the Programme Manager to perform optimally, the development of an office in support of Programme Manager is required. The PMO is the central location where all Project related information and knowledge is stored within the organisation. Burke (2001) says that this office is central for the processing and storage of any and all Project data; and the communication of this information through to the Project team, client and specific Project stakeholders. Mochal (2007a: p3) expands on this definition by adding:

> *"... a PMO is responsible for deploying a consistent Project Management methodology within the organisation, including processes, templates and best practices."*

Since the formulation of the PMO as a business unit within an organisation is a relatively new concept (Rad and Levin 2002), there are many variations of the same function. Rad and Levin, (2002) then go on to state that the overall organisational structure of the organisation is dictated, in a way, through the corporate strategy which has been adopted by the organisation. Three predominant structures have been identified within organisations, which will have

an ultimate impact on the design and implementation of a PMO within an organisation. Verzuh (2005) concurs with this theory, and defines the structures as either functional, Project orientated or matrix organisational structures. Mochal (2007a) has identified the understanding of the organisational structure in the implementation of a PMO within any organisation as the “critical foundation” in the deployment process.

2.3.1 *Functional organisation*

Within a functional organisation, the divisions in the organisation are defined by their purpose. Burke (2001) and Verzuh (2005) give examples of these types of divisions being that of Marketing, Finance and Manufacturing, or specifically focussed on the product lines (Burke 2001). Rad and Levin (2002) and Van Der Merwe (2002) build on this by saying that specialists and subject matter experts (SME’s) are concentrated in these areas.

Due to the nature of this organisation, there is little authority for a multi-dimensional Project Manager (Burke 2001; Rad and Levin 2002; Verzuh 2005). The Project Manager in the functional organisation is seen more as an assistant to the Functional Manager (Rad and Levin 2002; Kerzner 2005), than a Project Manager. Due to the limited acceptance of the authority of the Project Manager, the development of a PMO within this environment would have a limited scope. Rad and Levin (2002) explain that this PMO would be function or division specific, and would remain in the authority of the Functional Manager.

2.3.2 *Matrix organisation*

Matrix organisations, according to Kerzner (2005), are the preferred structure for an organisation which is Project driven. Rad and Levin (2002) offer that an organisation can fall between being a strong matrix or a weak matrix. They go on to say that the higher the level of matrix, the higher the practicality and possibility of implementing a reliable and accepted PMO (Rad and Levin 2002).

Since the structure is a matrix, with both functional managers and Project Managers reporting into an executive (Verzuh 2005), the environment lends itself

more to multi-functional Project Management. Burke (2001) notes that, in this organisational environment, the Project Manager may well have interactions with multiple functional managers. Verzuh (2005) and Kerzner (2005) build on this by saying the authority of the Project Manager within the organisation increases with the level of the matrix structure within the organisation.

Since this environment is typically running many cross functional Projects (Verzuh 2005), it is considered to be more conducive to the implementation of an organisational PMO. The implementation of a PMO in this environment would assist the company in providing Project focused functions (Rad and Levin 2002), and would, therefore, assist in building enterprise orientate functions.

2.3.3 *Project orientated organisation*

Burke (2001) states that the pure Project orientated organisation is very similar to the functional structure, with the emphasis being on Project delivery, and not on functional delivery. Verzuh (2005) expands on this by saying that the functions are still in place, however they operate within each independent Project.

Within a pure Project organisation, the authority levels of the Project Manager are significantly higher than all other structures (Burke 2001; Rad and Levin 2002; Kerzner 2005; Verzuh 2005). They are in the position of having full time allocated resources without having to negotiate with functional managers for the use of these resources (Rad and Levin 2002). Kerzner (2005) builds on this statement by stating that, in this organisational structure, the Project Manager, additional to the delegation of tasks and responsibilities, is involved in the performance evaluation of the team members.

Since there are multiple Projects running within this environment, there could potentially be multiple PMO bodies (Rad and Levin 2002). Each of these will have responsibility for the Projects to which it is mandated (Verzuh 2005). Rad and Levin (2002) show that these PMO bodies are limited in function to training and distribution of best practice.

Verzuh (2005), along with Kerzner (2005), show how each of these PMO bodies report into an organisational governance structure, which is generally managed by

the organisational or enterprise PMO. Rad and Levin (2002) then go on to say that this enterprise PMO is organisation wide and is included in Project and Programme selection and prioritisation in line with the organisational strategy.

Kerzner (2005) and Verzuh (2005) have raised concerns with this structure in that when the Project is completed, resources are made redundant. Verzuh (2005) also goes on to say that there are inefficiencies due to the potential duplication of resources as they are not shared between Projects.

2.4 The definition of the PMO

Mochal (2007a) and Mieritz (2008) state that, within these different organisations, and organisational structures in with these PMO bodies operate, the name for the PMO varies, however the overall functionality remains relatively constant. The titles include, but not limited to, the following:

- Enterprise Portfolio Management Office (EPMO)
- Programme Management Office (PMO)
- IT Project Management Office (IT PMO)
- Project Support Office (PSO)
- Programme Administration and PMO
- Programme Office (PO)
- IT Programme Management Office (OT PMO)
- Strategic Project Management Office (SPMO)
- Centre of Excellence (CoE)

For the purpose of the following research, the term PMO will be specific to the Programme Management Office, but shall not exclude any of the other alternate names identified.

According the Hotle and Light (2006), there are three specific types of PMO entities which will be created within the organisation. These include a strong management PMO, a mentoring and coaching PMO and a repository PMO. Each has a specific function which is defined hereafter.

2.4.1 *Strong Management PMO*

The strong management PMO structure has a full support staff for the Project Managers employed within the division. It has authority over the functional resources allocated to the various Projects in the environment;

2.4.2 *Mentoring and Coaching PMO*

The mentoring and coaching PMO is focussed on the transferring of Project Management knowledge from the PMO and PMO staff, to the Project Managers operating within the organisation. This knowledge transfer is not limited to Project Managers, but extends to Project resources;

2.4.3 *Repository PMO*

This style of PMO functions purely as a repository of Project Management information, and can basically be considered as a central store of data.

The view of the various structures of the PMO is shared by Mochal (2007a).

Kendall and Rollins (2003) concur with the above subsets of the PMO within an organisation, but for clarity, has added an additional model. This is the “Deliver now” model and it is focussed on delivery of all aspects of the PMO, as per the above, but, with very senior support within the organisation, is tasked with short term delivery of Projects. It is designed to perform optimally in 6 month segments, and re-evaluates Projects at the end of each period.

2.4.4 *Maturity levels*

The level of maturity of the PMO is important to the success rate of implementation of Projects (Fitzgerald 2008). Rad and Levin (2002) go on to say that the maturity levels aid the success in the specific knowledge areas of the PMBoK (PMI 2004) namely: scope, quality, cost, time, procurement, integration, risk, communication and resources, with the addition of team morale, reporting, vendor relations and client relations.

Kerzner (2005) goes on to say that the maturity of the PMO is not a sequential process. These areas are able to overlap as segments defined above mature at a faster rate to others.

Rad and Levin (2002), Guldentops, Van Grembergen and De Haes (2002), Jugdev and Thomas (2002), Kerzner (2005) and Grant and Pennypacker (2006) have observed and defined five distinct maturity levels within an organisation. Gartner research, as conducted by Fitzgerald (2008), concurs with the above findings in the maturity levels, but has, however, further segmented the lowest level of the previous findings.

According to the authors listed above, the levels of maturity for Project and Programme Management within an organisation, and their descriptions, are as follows:

Table 1 : Levels of PMO Maturity

Level 1	Level 2	Level 3	Level 4	Level 5
Initial processes in place	Structured processes and standards	Organisational standards and institutionalised	Managed processes	Processes optimised
Reactive in nature	Consistent, abbreviated and repeatable	Initial integration completed	Increasing efficiency	Optimised and adaptive to new environments
Ad-hoc processes	Emerging discipline	processes Integrated, organised and defined	Benchmarking used in evaluation processes	Enterprise orientation
Common language	Common processes	Singular methodology in place	Comprehensive and Managed	Continuous improvement

The additional level, as identified by Fitzgerald (2008), is defined as level zero and states that any Project Management methodology, or the like, is nonexistent, and that all forms of Project Management are done on an *ad-hoc* basis. Rad and

Levin (2002) also give the option of a level zero maturity in which there are absolutely no procedures in place to guide Project Managers and their teams.

In order to ensure the PMO is effective, in whatever state it is chosen to be implemented, there are several key areas which need to be covered. These will be introduced and discussed in the following section.

2.5 Methodology management

2.5.1 *Sub problem 1*

The first sub problem is to assess the degree of Methodology Management which has been implemented by the PMO and their impact on the greater organisation.

As detailed by Kendall and Rollins (2003), and corroborated in research conducted by Symonds (2009), it was identified that one of the primary functions of the PMO was in the standardisation of Project Management processes and methodologies. Wysocki and McGary (2008) build on the comments by Kendall and Rollins (2003) and say that the establishment, monitoring and enforcement of standards are major undertakings of the PMO.

However, Cardin (2008a) found that a methodology which was dictated to Project Managers through the PMO was a hindrance on their ability to deliver or “get things done”. Kendall and Rollins (2003) have also identified that the Project Management maturity of an organisation will determine the level of acceptance of a Project Management methodology.

A Project Management methodology includes all the necessary tools (Mochal 2002; Choudhuri 2005) required in order to facilitate the successful completion of the Projects in an environment. According to Mochal (2007a), Choudhuri (2005) and Goff (2007) the methodology includes the processes, tools and artefacts required to deliver Projects.

Methodology management entails the effective development, support and enhancement (Mochal 2007a) of a Project Management methodology as defined and deployed by the PMO.

2.5.2 *Methodologies*

There are many Project Management methodologies available to organisations around the world today. Some of them are renowned and have achieved international acceptance, while others have not. The two major methodologies, according to Mochal (2007a), Choudhuri (2005), Burke (2001) and Goff (2007) which have been identified include the PMBoK (2004), as designed and managed by the PMI (2009), and Prince II (2005), which has been designed and rolled out by the OGC (2009).

Additional methodologies have been developed for very specific Projects and deliverable types. These include the Systems Development Life Cycle (SDLC) methodology, which is specifically focussed on the development of software (Kay 2002). Each of the other methodologies on the market will not be discussed further in this paper.

According to the PMI, and as defined in the PMBoK (2004), a methodology utilised within Project Management can be defined as “A system of practices, techniques, procedures and rules used by those who work in a discipline”. Goff (2007), has a similar view and includes process descriptions, templates, roles & responsibilities, life cycles & work breakdown structures and all other supporting information.

The PMI has, over many years and through much iterations, completed the PMBoK (2004), which is currently considered the most internationally accepted methodology on the market (Burke 2001; Rad and Levin 2002; Kerzner 2005; Verzuh 2005; Wysocki and McGary 2008). It covers the nine major Project Management knowledge areas. The combination of these knowledge areas is professed by the PMI (2004) to be instrumental in the successful implementation of any Projects. These knowledge areas include:

Table 2 : The 9 Knowledge Areas of Project Management

Scope Management	Resource Management	Knowledge Management
Integration Management	Time Management	Cost Management
Quality Management	HR Management	Procurement Management

(PMI 2004)

The Prince II methodology delivered through the OGC is a more detailed methodology. It defines specific processes and the interaction of the Project Manager and Project teams required at specific times during the lifecycle of a Project (OGC 2009).

2.5.3 *Tools and Templates*

The tools and templates required within Project Management are aimed at simplifying and standardising (Levitt, Thomsen, Christiansen, Kunz, Jin and Nass 1999; Mochal 2007a; Symons 2009) the implementation of Projects within the organisational environment, and ultimately increasing the possibility for a successful implementation (Cardin 2008a).

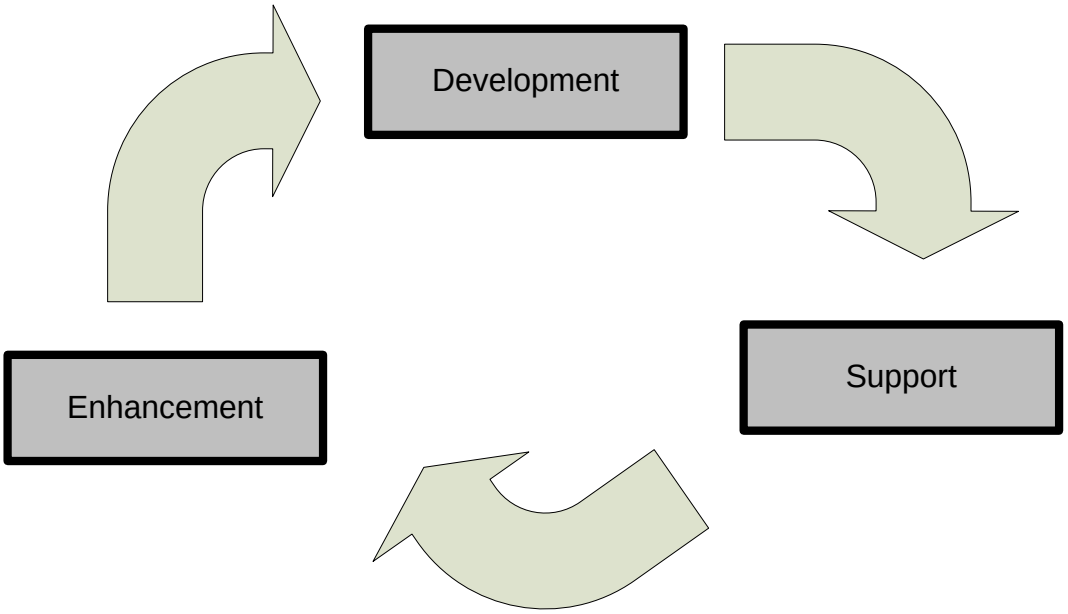
Since no two organisations are the same, it is difficult to dictate a common standard with regards to tools and templates onto an organisation (Fitzgerald 2008). Each organisation will develop, buy or 'buy and customise' their own unique set of tools and templates for the delivery of a Project (Mochal 2007a).

Over time, these tools and templates will be required to be updated and customised to suite the organisation to which they are associated (Mochal 2002; Hotle and Light 2006; Cardin 2008a, 2008b; Fitzgerald 2008; Symons 2009). This revision process enables organisations to have a tool set which is best suited to the environment, and to the Projects which are implemented within the environment.

2.5.4 *Methodology Management*

Methodology management is the active management of the methodology which is in effect within the organisation (Mochal 2002). As an organisation commences with the delivery of Projects, it is important for them to establish what level of methodology is required within the environment. This is the first stage of methodology management.

Mochal (2002) defines the phases of the Methodology Management lifecycle as;



- **Development**

No two organisations execute and deliver Projects in the same way (Rad and Levin 2002; Kendall and Rollins 2003; Kerzner 2005). Due to this, each Project Management methodology in use by these organisations will be different.

The development component of methodology management entails the consolidated effort of all the required stakeholders in the organisations (Rad and Levin 2002; Van Der Merwe 2002; Kendall and Rollins 2003; Kerzner 2005). This effort will determine the level of methodology required within the organisation, and whether the best solution is to purchase a methodology, develop a methodology in house, or purchase

a methodology and customise it to the requirements of the organisation. This methodology is, ultimately, required to be fit for purpose and relevant to the organisation and the Projects which will be implemented.

- **Support**

Once the methodology has been designed and deployed into the organisation, support of the methodology commences (Mochal 2002; Kerzner 2005; Wysocki and McGary 2008). The support of the methodology includes guiding Project Managers in the best practice of the methodology (Mochal 2002), and the training of resources in the correct and accurate use of the methodology (Mochal 2002; Rad and Levin 2002; Kendall and Rollins 2003).

As the methodology is deployed into the environment, and support takes place, the training of all Project resources on the methodology is critical (Mochal 2002; Rad and Levin 2002; Kendall and Rollins 2003).

According to Wilder and Davis (1998), the resistance of, or failure to train the resources on, the revised methodology is a major contributor to a 'botched' delivery. This training, therefore, assists the Project Management team in the correct and accurate use of the methodology (Mochal 2002), and advises the PMO on any revisions which may be required through the interaction.

- **Enhancement**

In order to ensure that the Project resources are in a position to successfully manage implementations in these dynamic environments, the maintenance of the methodology is critical (Mochal 2002). Through all the interactions between the Project Managers and the PMO, the revisions to the methodology are identified.

These changes are executed by the PMO and the Methodology Management cycle commences again (Mochal 2002; Rad and Levin 2002). These enhancements to the methodology may include the expansion or reduction of processes, templates and tools available to

the Project teams (Mochal 2002; Rad and Levin 2002; Kendall and Rollins 2003), all aimed to ensure the methodology in use within the organisation is current, practical and the ideal solution for Projects running in the environment to achieve success in Project Management (Mochal 2002; Rad and Levin 2002; Kendall and Rollins 2003; Wysocki and McGary 2008).

2.5.5 *Research Question 1*

Does the execution of the concept of Methodology Management within a mature PMO enhance its significance within the organisation in which it operates?

2.6 Governance

2.6.1 *Sub problem 2*

The second sub problem with be to evaluate the governance structures which are in place to support the PMO in the execution of its mandate, and the impact this structure has on the greater organisation.

In the execution of Projects in any environment, the support of strong governance structures in critical for success (Henry, Kirsch and Sambamurthy 2003; APM 2005; Turner 2006). According to the APM (2005) the key areas of responsibility of Project governance include:

- Portfolio direction;
- Project sponsorship;
- Project Management effectiveness and efficiency; and
- Disclosure and reporting.

In order to ensure that these areas are able to be addressed in and through the PMO, a solid Governance Board is required to be constructed (Kendall and Rollins 2003; Miller and Hobbs 2005; Cardin 2007; Haubner 2007; Mochal 2007a).

Research done previously by Henry *et al* (2003) has indicated that these key areas of responsibility of the Project Governance identified above, are able to be refined further to cover the following areas within the Project Governance Board:

- Authority;
- Responsibility; and
- Participation.

Each of these areas will be investigated further as means of an explanation.

2.6.2 *Construct of Project Governance*

In order to effectively implement Project Governance, stakeholders are required from both the business side of the organisation, and the PMO (Kendall and Rollins 2003; APM 2005; Miller and Hobbs 2005). These authors, along with Rad and Levin (2002), go on to say that the inclusion of parties across the organisation enables the levels of the required governance to be understood, agreed and executed.

In order to ensure that this mandate designated to the Governance Board is able to be executed on an unbiased, informed and credible manner (Cardin 2007), Henry *et al (2003)* ask the question: "Who is most capable of making specific decisions?"

- **Authority**

  The delivery of Projects and Programmes in an environment require high levels of authority on the part of the Project Manager (Burke 2001; Rad and Levin 2002; Henry et al. 2003; Kerzner 2005; Verzuh 2005; Haubner 2007; Mochal 2007a; Cardin 2008a; Wysocki and McGary 2008; Symons 2009). These levels of authority are delegated through the Governance Board to the delivery Project Manager (Miller and Hobbs 2005).

  The authority of the Governance Board, according to Henry *et al* (2003) reflect the location of the decision rights, and the final say on Project related issues. Cardin (2007) goes on to say that Governance

addresses how the key critical decisions are made regarding Project and Programme execution. These decisions include resource decisions and timing decisions (Henry et al. 2003; APM 2005; Cardin 2007).

- **Responsibility**

Responsibility covers both the responsibility and accountability in the execution of Project and Programme Management requirements (Henry et al. 2003). Responsibility is the obligation of execution, while accountability refers to the person who will ultimately execute on the task (Henry et al. 2003).

Having a Governance Board in place which takes responsibility in the delivery of Projects and Programmes, builds on the assurance that the organisation will be in a position to execute on the required deliverables (Henry et al. 2003), as the level of attention, and the makeup of the Governance Board – being represented by both business and the PMO (Kendall and Rollins 2003; APM 2005; Miller and Hobbs 2005) – (Henry et al. 2003; Miller and Hobbs 2005; Cardin 2007) will ensure that there is responsibility delegated through the system.

- **Participation**

Participation, regardless of the resource, is critical in the delivery of successful Projects within any environment (Ikeda 1994; Burke 2001; Rad and Levin 2002; Henry et al. 2003; PMI 2004; Choudhuri 2005; Kerzner 2005; OGC 2005; Verzuh 2005; Turner 2006; Cardin 2007; Martinelli and Waddell 2007; Mochal 2007c; Wysocki and McGary 2008).

The above authors all agree on a minimum level of participated on the part of the Governance Board, which includes the following key areas in the successful delivery of Projects.

  - Issue and Risk tracking and management
  - Project change management
  - Guidance and advise

- Resolution of escalated queries
- Project and Programme ‘go/no go’ decisions

2.6.3 *Project Governance structures*

Within the Governance of Projects and Programmes, there are key governance structures which are required to have oversight into critical areas of execution (Kendall and Rollins 2003; APM 2005; Kerzner 2005; Miller and Hobbs 2005). At a minimum, these areas include:

- **Project evaluation and selection**

  Many Projects are requested by business through the operations of an organisation (Wilder and Davis 1998; Burke 2001; Rad and Levin 2002; Kendall and Rollins 2003; PMI 2004; Kerzner 2005; OGC 2005; Verzuh 2005; Cardin 2007; Haubner 2007; Mochal 2007a; Cardin 2008b; Wysocki and McGary 2008). In order to ensure the Projects which are selected for execution within the organisation are in line with the strategy, it is imperative that a body is designated that has the mandate to evaluate and select Projects.

  Additional to the selection process, these authorised Projects are prioritised for execution within the organisation (Henry et al. 2003; Kendall and Rollins 2003; Mochal 2007a).
- **Change Management**

  In order to ensure that the originally approved Project or Programme is able to be delivered, strong sight of the potential changes to the Project scope is required (APM 2005; Kerzner 2005). Having a structure in place which is able to manage the changes against the original approved requirements increases the ability to successfully deliver the Projects (APM 2005; Kerzner 2005).
- **Risk and issue Management**

  Regardless of the Project or Programme in execution, the identification and realisation of both issues and risks is almost inevitable (Wilder and Davis 1998; Rad and Levin 2002; Kendall and Rollins 2003; Kerzner 2005; Verzuh 2005; Wysocki and McGary 2008). In order to ensure the successful mitigation of each of the

issues and risks raised, it is important to have a governing body with the ability to assist in the resolution of these issues and risks (Henry et al. 2003; Miller and Hobbs 2005; Verzuh 2005; Haubner 2007).

- **Steering Committee**

  The Steering Committee (SteerCom) is of higher importance the greater the size of the Project or Programme. This body is responsible for the steering of the engagement to fruition (Rad and Levin 2002; Kendall and Rollins 2003; Kerzner 2005; Verzuh 2005). This body is generally made up of all the necessary stakeholders of the organisation, and suppliers, who have a vested interest in the final delivery of the Project or Programme.

2.6.4 *Research Question 2*

Does the implementation of the correct and relevant governance structures within the PMO, and the support thereof by the greater organisation, enhance the significance of the PMO within the organisation in which it operates?

2.7 Conclusion

Organisations of today are under constant change (Kerzner 2005; Verzuh 2005; Wysocki and McGary 2008). In order to facilitate, and keep up with, this constant change, organisations are authorising a large amount of Projects each year (APM 2005; OGC 2009; PMI 2009). In order to ensure that the assigned Project Managers are in a position to deliver these Projects according to the required scope, within the timeframe allocated, and to the desired quality, management of the process of Project Management is required (Rad and Levin 2002; Kendall and Rollins 2003; Mochal 2007a; Cardin 2008a; Symons 2009).

These multiple Projects being delivered, in order to be effective, are suggested to be grouped into a Programme (Rad and Levin 2002; Kendall and Rollins 2003). This Programme can be considered as an implementer of the strategy of the organisation, and the Projects within it are the tools to deliver the strategy. Projects are selected for execution in line with the strategy which has been

identified and adopted by the organisation (Rad and Levin 2002; Kendall and Rollins 2003; Cardin 2007, 2008a; Symons 2009).

To facilitate the management of these Projects and Programmes, and in support of the Programme Manager, the development of a body is required which is in a position to assist in the execution of these Projects. Depending on the nature of the organisation, and the organisational structure, the implementation of this body can be an extensive exercise (Rad and Levin 2002; Verzuh 2005; Mochal 2007a). The various structures of an organisation will each have their benefits and issues. These organisational structures include:

- Matrix organisation;
- Functional organisation; and
- Project orientated organisation...

One of the functions of this office, regardless of the organisation in which it is deployed includes methodology management (Mochal 2002). This process includes the evaluation, selection, deployment, training and maintenance of the methodology in place within the organisation. The methodology which is in place within an organisation will include all the necessary tools, artefacts and processes required to streamline the delivery of Projects (PMI 2004; Goff 2007).

The process of methodology management places the PMO in a position to have a single method of delivering Projects (Mochal 2002; Kendall and Rollins 2003; Cardin 2008a; Wysocki and McGary 2008; Symons 2009), and the reporting of these Projects through the governance structures employed by the PMO, and the organisation as a whole (Henry et al. 2003; APM 2005; Miller and Hobbs 2005; Turner 2006; Haubner 2007; Mochal 2007a).

Methodology management within the PMO is an iterative process which follows the cycle of:

- Development;
- Enhancement; and
- Support.

Once a PMO is established within the organisation, it is relevant to have an understanding of the maturity of the body within this environment (Guldentops et al. 2002; Jugdev and Thomas 2002; Rad and Levin 2002; Kerzner 2005; Grant and Pennypacker 2006). These authors then go on to say that the maturity of the PMO will determine its ability to motivate the organisation in the execution of the Projects required.

In order to assist in the execution of Projects within the organisation, the implementation of several governance structures is required (Guldentops et al. 2002; APM 2005; Miller and Hobbs 2005). A Governance Board assists in this regard by providing the PMO with the necessary guidance (Henry et al. 2003; APM 2005; Turner 2006). The key responsibilities of the Governance Board include authority, participation and responsibility in the execution of the Projects within the Governance Board. According to Henry *et al (2003)*, Kendall and Rolling (2003), APM (2005), Kerzner (2005), Miller and Hobbs (2005), Haubner (2007) and Mochal (2007a), additional responsibilities of the Governance Board include:

- Project evaluation and selection;
- Change management;
- Issue and risk management; and
- Steering Committee.

2.7.1 *Research Question 1*

Does the execution of the concept of Methodology Management within a mature PMO enhance its significance within the organisation in which it operates?

2.7.2 *Research Question 2:*

Does the implementation of the correct and relevant governance structures within the PMO, and the support thereof by the greater organisation, enhance the significance of the PMO within the organisation in which it operates?

CHAPTER 3. RESEARCH METHODOLOGY

This research is considered exploratory research into Programme Management Offices within the Financial Sector in South Africa. It was conducted to establish the significance of the deployment of a mature PMO within an organisation in the Financial Sector.

There is currently very little research done in this area in South Africa, and it was therefore a requirement to understand this area through both a qualitative and quantitative approach.

3.1 Research methodology / paradigm

In order to facilitate the evaluation of the research required, a combination of both qualitative and quantitative methods was utilised. In order to achieve this, the mixed method approach was followed (Kalof, Dan and Dietz 2007). Based on the four possible models for the combination of qualitative and quantitative research as presented by Tashakkori and Teddlie (1998), the following research used quantitative methods to enlarge on qualitative study as defined in Figure 1.

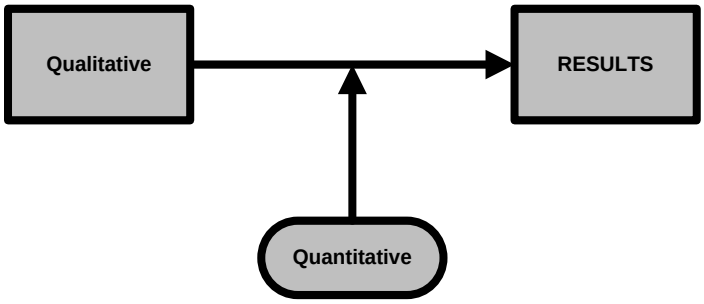


Figure 1 : Quantitative methods to enlarge qualitative studies

In order to gain an understanding of the benefits of this research, an evaluation of both qualitative and quantitative methods is presented, with the combination thereof delivering the mixed method.

3.1.1 *Qualitative*

As per Willig (2001) and Creswell (2008), qualitative research is focussed on the evaluation of personal insights into the topic; and the ability to generate extensive insight and understanding to the outcome of the research.

This qualitative component is considered the major component of this research, and focussed on the collection and collation of a selection of open ended questions from the sample, and the interpretation of this input. According to Kalof, Dan and Dietz (2007), the open ended questions allow the respondents to provide their own answers to the questions. They do, however, stress that there is a greater degree of difficulty in the evaluation of these types of questions.

3.1.2 *Quantitative*

Quantitative research, according to Tashakkori and Teddlie (1998), Willig (2001), Kalof *et al* (2007) and Creswell (2008), draws information from the statistics which are received from the interviewees through surveys and experiments.

The quantitative component of this research was completed to support the qualitative input which was received through the open ended questions as per the model of Tashakkori and Teddlie (1998).

3.1.3 *Mixed methods*

The mixed method approach taken in this research is that of quantitative methods to enlarge qualitative studies (Tashakkori and Teddlie 1998). This enabled both statistical data to be gathered through the quantitative component of the research, and used in support of the descriptive data which is gathered (Creswell 2008).

3.2 Research Design

In order to collect all the necessary information required to complete this research, a detailed survey questionnaire was developed. This questionnaire is designed in such a way as to allow the interviewee to answer very specific questions, and

have an opportunity to openly and freely answer a series of open ended questions.

The survey questionnaire was developed as an internet based form into which the interviewee was requested to capture all the necessary information. The process of capturing the data was designed to take the minimum amount of time to ensure constant attention. The information received was stored on the site for extraction and evaluation once each of the questionnaires were answered in full.

The questionnaire was made up of a combination of likert type questions, which form the basis of support to the open ended questions asked on the form.

The advantage of likert type questions is that they have a simple construct; which is easy for the interviewees to read and answer. The disadvantages are that the respondent may not be honest in the answering of the questions, or given an opportunity to validate the answer if necessary. This disadvantage can potentially be negated in the collection of the open ended questions. The disadvantage of open ended questions is that they can be 'long winded' and opinionated towards the interviewee.

The online approach to the questionnaire was taken to ensure that the interviewees were able to respond to the survey at their leisure. This is primarily designed to avoid taking up the valuable time of some of the interviewees. The internet facility also allows the interviewee to save their progress, and return when more time is available.

The fact that the survey questionnaire is based on the internet, the lack of personal access to the interviewee could have posed a concern to the validity of the research. Although all possible measures were taken to ensure the questions on the questionnaire are explicit in nature; the possibility existed that the interviewee may interpret the questions differently, and potentially inadvertently skew the results.

3.3 Population and sample

3.3.1 *Population*

The target population for this research comprised all financial lending institutions listed on the JSE Securities Exchange in South Africa. This information is obtained from the current JSE Securities Exchange website (www.jse.co.za).

3.3.2 *Sample and sampling method*

Since this research was focused on Financial Institutions which are currently listed on the JSE Securities Exchange, which is currently limited to a few significant companies, no further sampling took place.

Of all the financial institutions listed on the JSE Securities Exchange in South Africa, First National Bank (FirstRand Group), Nedbank, ABSA and Standard Bank are widely considered and accepted to be the primary financial lending institutions in South Africa. They currently comprise and lend to in excess of 85% of the South African commercial and private market and were therefore the only institutions considered for this research.

The profile of the respondents within these institutions includes:

Table 3: Profile of respondents

Description of respondent type	Number to be sampled
Project Manager	12
Programme Manager	6
CIO	(1) 2
CFO	(1) 2

(n) Denotes – at a minimum

3.4 The research instrument

The research instrument consisted of an online questionnaire which is broken down into sub-sections for easier data collection. These sections will include:

- Demographic Information;
- Qualitative Information; and
- Quantitative Information.

The quantitative component was made up of likert questions and was distributed across each of the sub-problems under investigation. In order to obtain clarity in the responses to a portion of the Likert questions, additional space was allocated for the clarification should this be required.

The qualitative information was gathered through giving the respondent an opportunity to use free text in order to document their opinions in an open and unlimited text field. Additional to these specific areas of open ended questions, the possible additional information received through the comments section of the likert questions is included.

The questionnaire was developed in conjunction with subject matter experts and the necessary industry leaders to ensure that the data which was collected is both pertinent and valid in the context of the study.

3.5 Procedure for data collection

Space was allocated on a dedicated server for the hosting, collection and storage of the responses from this research. The survey will take the form of an internet page, which includes all the necessary information and instructions which allowed the respondent to complete the questionnaire.

The initial communications with the interviewee was done through e-mail. This mail confirmed with the interviewee that they are agreeing to be involved in the research, and included the location of the questionnaire on the internet. In order to ensure privacy and confidentiality, the site was, and still is, secure. The respondent was informed in the initial communication mail as to their username and password to access the site. This measure will ensure that none of the information is lost or open to misuse.

The use of the internet to collect information allowed the interviewee to complete the questionnaire at their leisure. Additional to this, the structure of the internet site will allow for ease in data capture, storage, extraction and reporting.

3.6 Data analysis and interpretation

Descriptive statistics, specifically frequency distributions, category proportions or percentages and rank orders were used in the analysis of the data obtained. This data is classified as:

- Demographic information;
- Maturity of the PMO;
- Structure of the organisation;
- Methodology Management; and
- Governance structures.

The quantitative information is interpreted and displayed as a combination of bar graphs and pie charts to simplify the interpretations of the information.

The questions answered in the qualitative section of the questionnaire have been interpreted with input from the quantitative component of the study. All the additional qualitative information which has been received through the comments facility in the quantitative section was included in the qualitative interpretation component of the research to add substance, and explanation to the quantitative research.

3.7 Limitations of the study

No limitations to the completion of this study were identified.

3.8 Validity and reliability

Reliability is concerned with consistency. Research findings are considered reliable if similar findings are revealed time after time in repeated applications of the research (Kalof et al. 2007).

Validity is concerned with congruence, or ‘goodness of fit’ between the details of the research, the evidence, and the conclusions drawn by researchers (Kalof et al. 2007).

3.8.1 *External validity*

External validity is the ability to generalise a result from a sample within a study to a larger population (Kalof et al. 2007). Due to the sample used in this study being convenient, it will not be possible to generalise the opinions of the respondents to the larger population. Diversity rather than representation is used in this phase of the study to identify as many sub-drivers as possible.

3.8.2 *Internal validity*

Internal validity means that the study is drawing appropriate conclusions from the data collected (Kalof et al. 2007). Researcher bias can possibly influence the interpretation of the data collected in the interview. To moderate the effect that this bias placed on the study, the perspective was moderated by assessment together with existing literature.

3.8.3 *Reliability*

As identified in section 3.8 above, reliability is concerned with consistency which means that results are considered reliable if they are reproducible in repeated applications of the same or similar research (Kalof et al. 2007). Each survey was carried out independently of any others as the respondents completed the questionnaire at their own leisure. The likelihood of replication could have been increased through: connecting views of respondents to the theory framework, the selection of respondents, and the steps followed through the research study (De Ruyter and Scholl 1998).

CHAPTER 4. RESULTS

4.1 Introduction

In order to ensure that the information presented and explained in the following section is easily delivered and understood, it is displayed graphically based on the responses which have been received from each of the respondents. As there is both quantitative and qualitative information being received and presented, each will be used to expand on the other.

The quantitative information is interpreted and displayed as bar graphs, while the qualitative information received is documented below the graphs as required.

The questions answered in the qualitative section of the questionnaire are interpreted with input from the quantitative component of the study. All the additional qualitative information which has been received through the comments facility in the quantitative section was included in the qualitative interpretation component of the research to add substance, and explanation to the quantitative research.

4.2 Demographic profile of respondents

Description of respondent type	Number to be sampled
Project Manager	11
Programme Manager	9
CIO	2
CFO	2

4.3 Results pertaining to background information

4.3.1 *Background information questions*

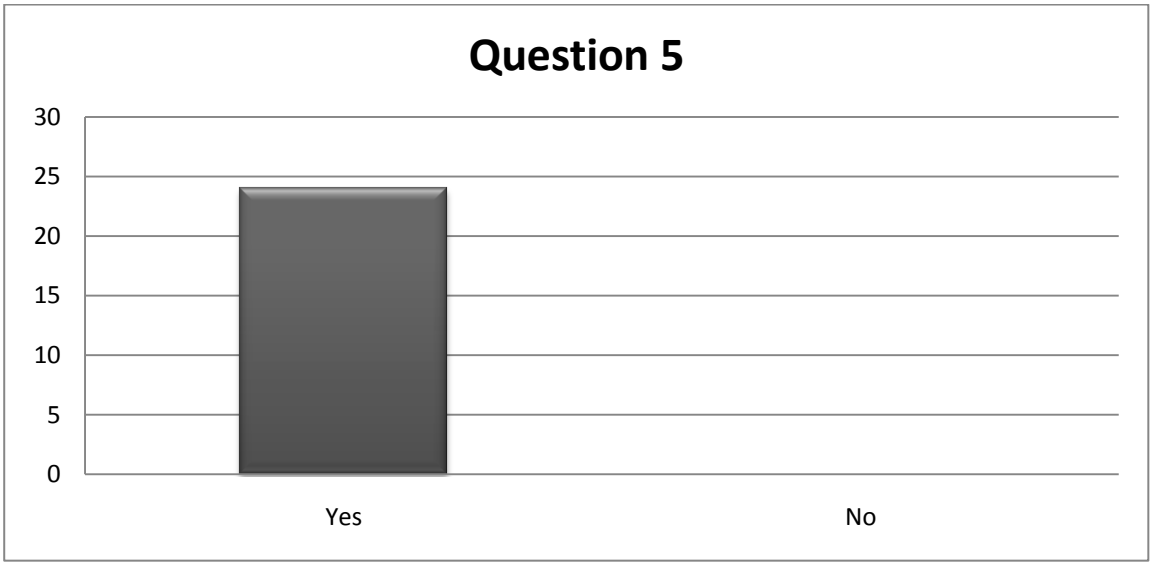


Figure 2 – Graphic of question 5

Question 5: Are there multiple PMO's operating within your organisation?

In order to establish whether there are multiple PMO's operating within the environment under review, this graph displays how many respondents confirmed whether there are multiple PMO's in the environment.

The responses to the question show that 100% say there multiple PMO's, while none said there are not multiple PMO's in the environment.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- Standard bank is the biggest bank in South Africa. They have many banks in Africa, Europe, Asia, etc. Obviously this would require many divisions with their own focus.
- Only one within BPS

- Personal and business banking has its own, there are other PMO's in Africa and other areas of the bank
- Limited rudimentary PMO's in the environment. Only 1 of any substance
- CIB have regional PMO's and CIB and Retail have complete separate entities. My answers will be related to CIP (Corporate and Investment Banking) South Africa only
- Managing different units
- Various PMO's in different departments. Not sure of total number
- CIB SA, AFRICA, CIB International
- PBB South Africa / Corporate Investment Bank / Africa
- As far as I'm aware there are at least 2 PMOs in this organisation.
- Within each area
- A EPMO is in place
- one within each business cluster
- Existing PMO is in the process of being decentralised
- Absa has a number of business clusters, e.g. Personal Bank (Retail Banking); Corporate and Business Bank; Financial Services (Assurance, Insurance, Investments); Africa; etc. Each cluster will have its own PMO and Change Committee where initiatives are discussed. Group IT also has its own PMO, mainly covering the IT projects and programmes
- We did have one project office previously but decided to move to specific portfolio teams. The project management function therefore now falls within the portfolio team
- There is a PMO at the Group level and there is also a PMO for Group Technology

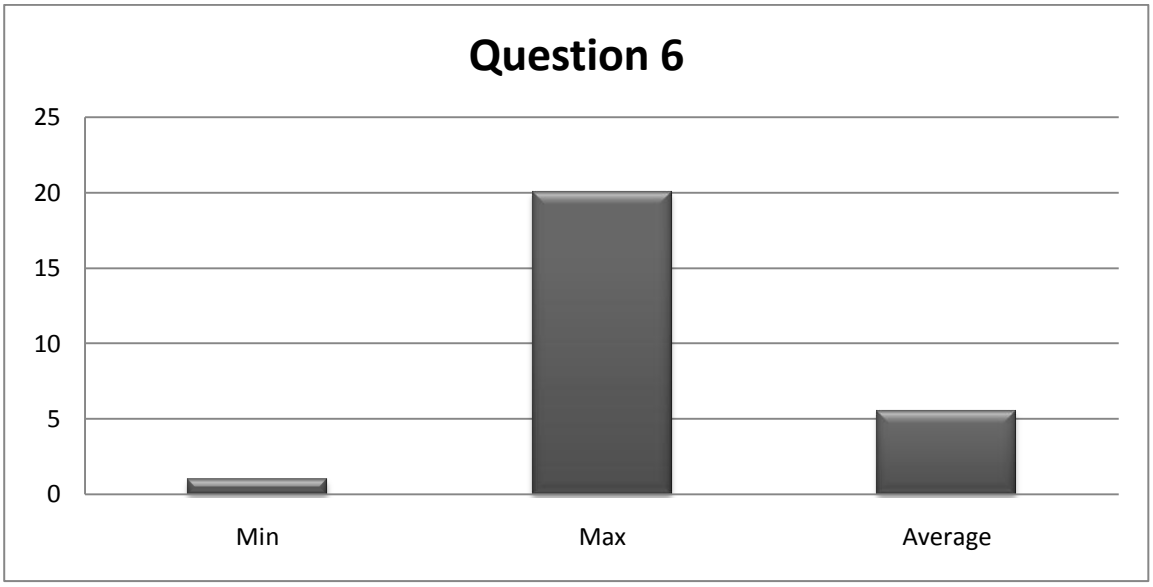


Figure 3 – Graphic of question 6

Question 6: How long has/have the PMO(s) been in operation within the organisation?

In order to gain an understanding of the time the respective PMO's have been in operation in the environment, this graph displays how many respondents confirmed the current lifespan of the PMO's in their environments.

The responses to the question show that the minimum amount of time the PMO's have been in operation is 1 year; the maximum operation is 20 years, while the average operation for all responses is 5.5 years.

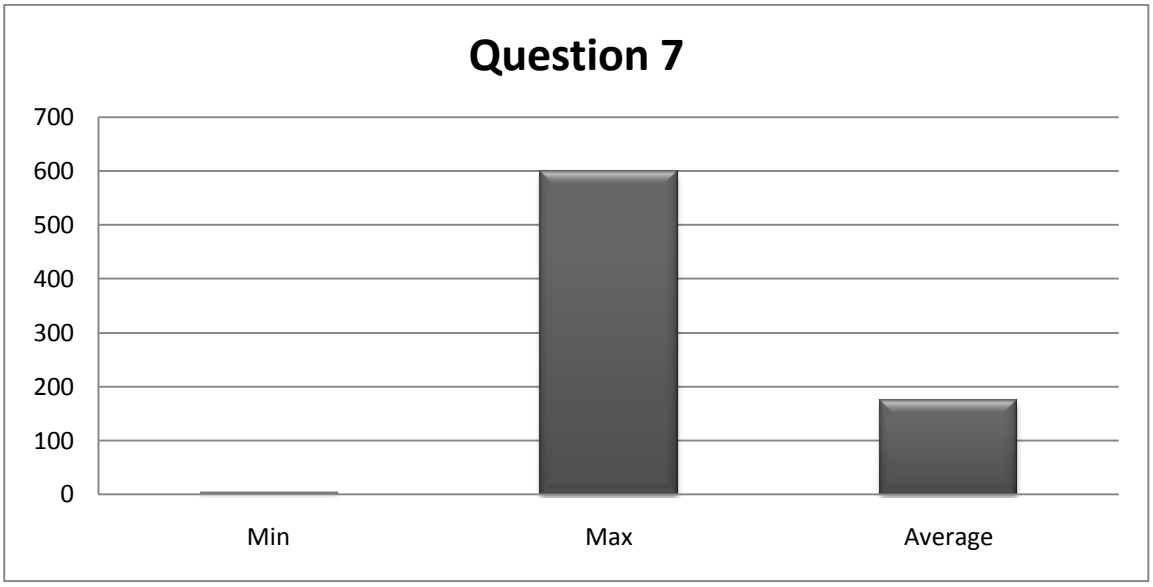


Figure 4 – Graphic of question 7

Question 7: What is the number of projects run through the PMO in the last year?

In order to gain an understanding of the amount of projects physically managed through the PMO, this graph displays the numbers supplied by each of the respondents.

The responses to the question show that the minimum amount of projects run through the PMO is 3; the maximum number is 600, while the average number for all responses is 174.

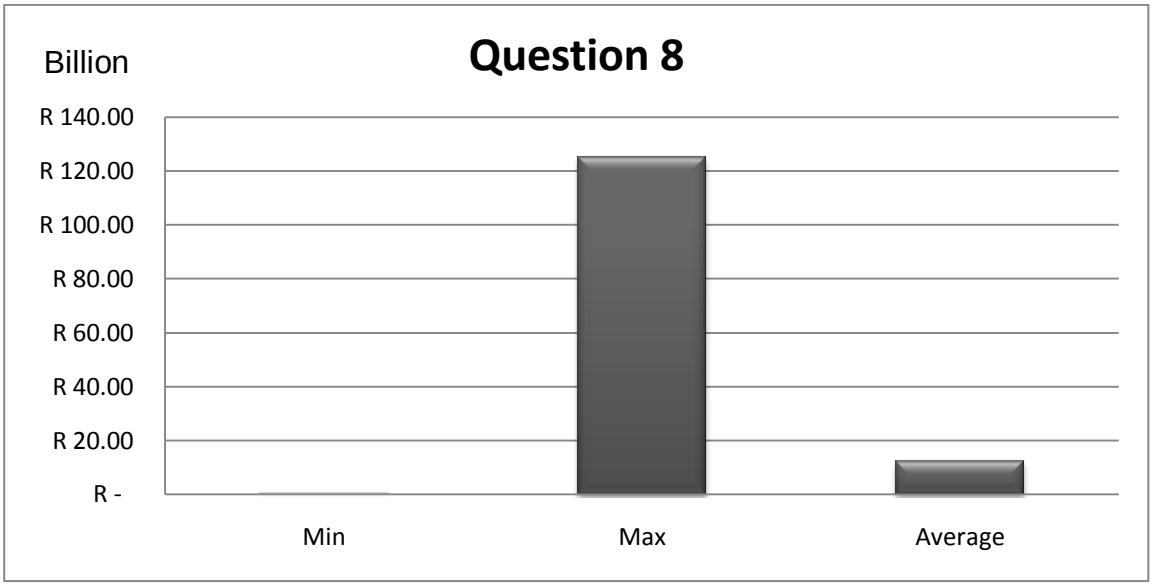


Figure 5 – Graphic of question 8

Question 8: What is the value of projects run through the PMO in the last year?

In order to gain an understanding of the value of projects physically managed through the PMO; this graph displays the financial information supplied by each of the respondents.

The responses to the question show that the minimum value of projects run through the PMO is R6.2 million; the maximum number is R125 billion, while the average number for all responses is R12.3 billion.

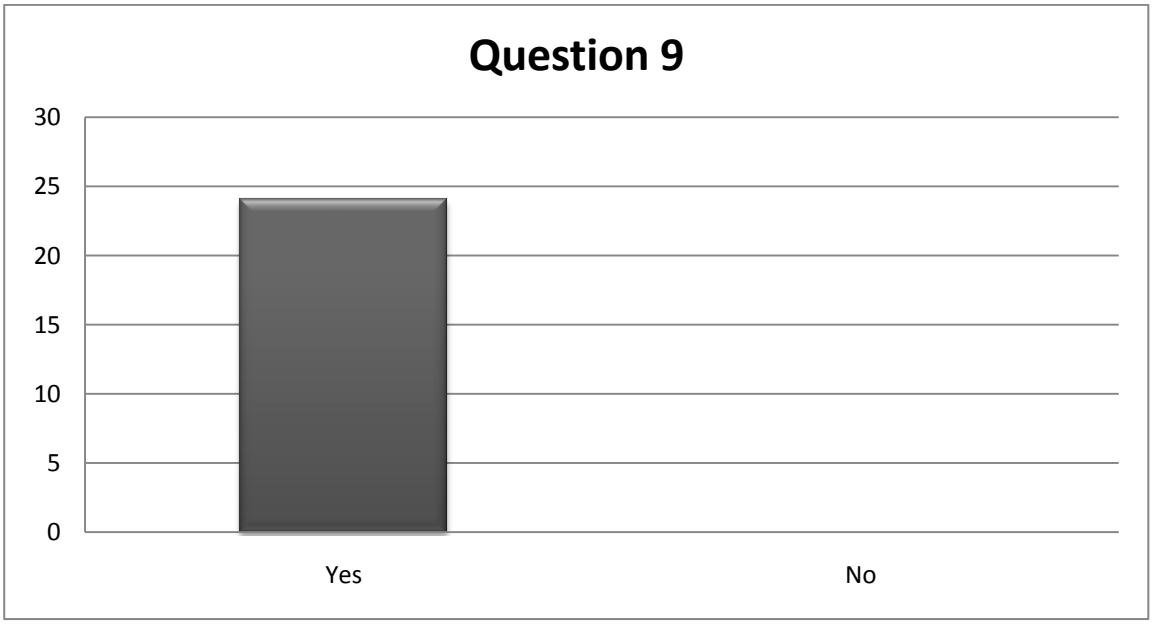


Figure 6 – Graphic of question 9

Question 6: Is the Project Management methodology within the organisation actively managed by the PMO?

In order to understand whether the Project Management methodology is actively managed by the PMO, this graph displays how many respondents confirmed the methodology is actively managed by the PMO in their environment.

The responses to the question show that 100% say the methodology is actively managed, while none said the methodology is not actively managed by the PMO.

4.4 Results pertaining to Research Question 1

4.4.1 *Research Question 1*

Does the execution of the concept of Methodology Management within a mature PMO enhance its significance within the organisation in which it operates?

4.4.2 *Yes/no question relating to sub-problem 1*

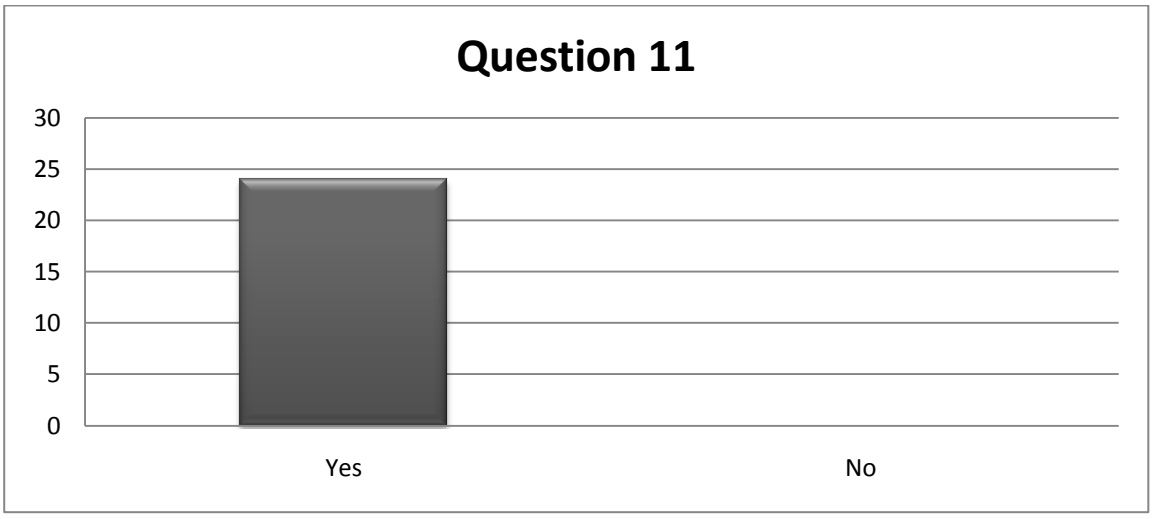


Figure 7 - Graphic of Question 11

Question 11: Is a detailed Project Management methodology deployed by the PMO for the execution of projects?

In order to establish whether there is a detailed Project Management methodology in place within the organisation, this graph displays how many respondents confirmed whether a detailed methodology is currently deployed by the PMO to assist in the execution of projects in the environment.

The responses to the question show that 100% say there is a detailed methodology which has been deployed by the PMO, while none said there is not a detailed methodology.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- Methodology development under way
- Prince II
- Yes for IT PMO; No for business PMO's
- No formal methodology has been defined. Currently an ad-hoc methodology based on PMBoK
- Delivered through the PMO
- Including artefacts and process
- PRINCE 2 - Although not instituted or implemented by the PMO
- The methodology is managed and deployed by the PMO in my area
- Only performed on the largest and most material projects.
- Detailed methodologies are followed, however, level of internalisation and maturity could differ from cluster to cluster

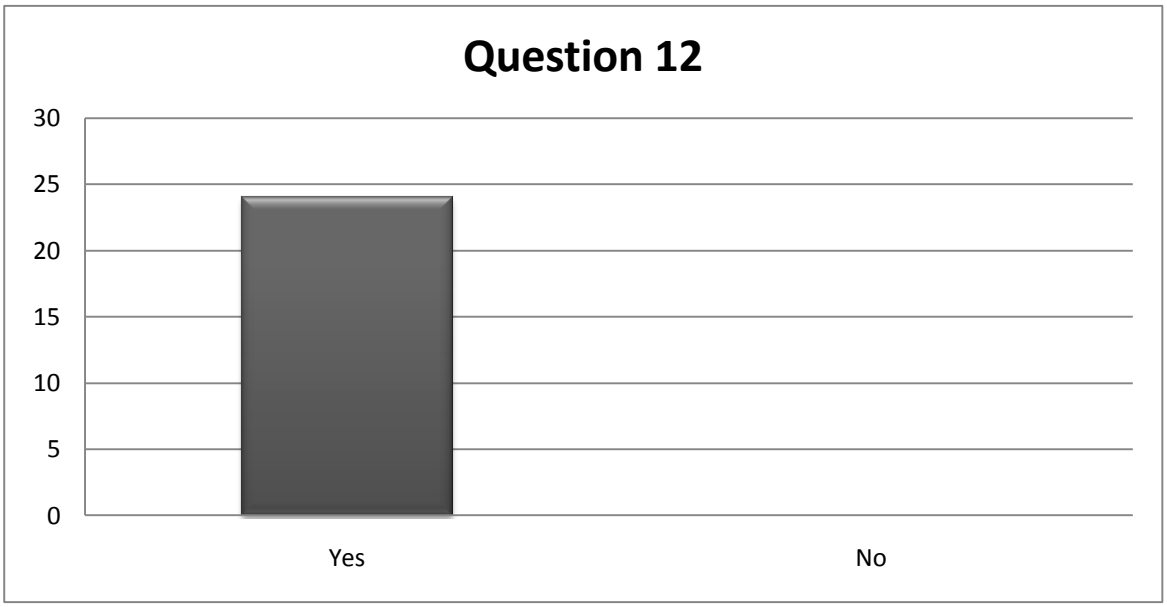


Figure 8 - Graphic of Question 12

Question 12: Does the methodology employed by the PMO include standard templates and artefacts?

A detailed methodology would require that templates and artefacts are deployed as part of this PMO process. This graph shows how many of the respondents were able to confirm whether there are standard templates in use in the organisation and distributed by the PMO.

Based on the responses, the results show that 100% have templates and artefacts available within the environment, while none say that these are not available.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- PRINCE2 has all of these templates adequately covered.
- Yes for IT PMO. Business PMO's all have their own
- In great detail
- And process – in detail
- As per Prince 2 methodology

- Everything is included in the methodology
- most often
- Standardisation remains essential as it leads to repeatability (Level 2 of CMMI). Absa standardised a number of Project Management matters, e.g. reports, methodologies, Business case templates, BCL, etc

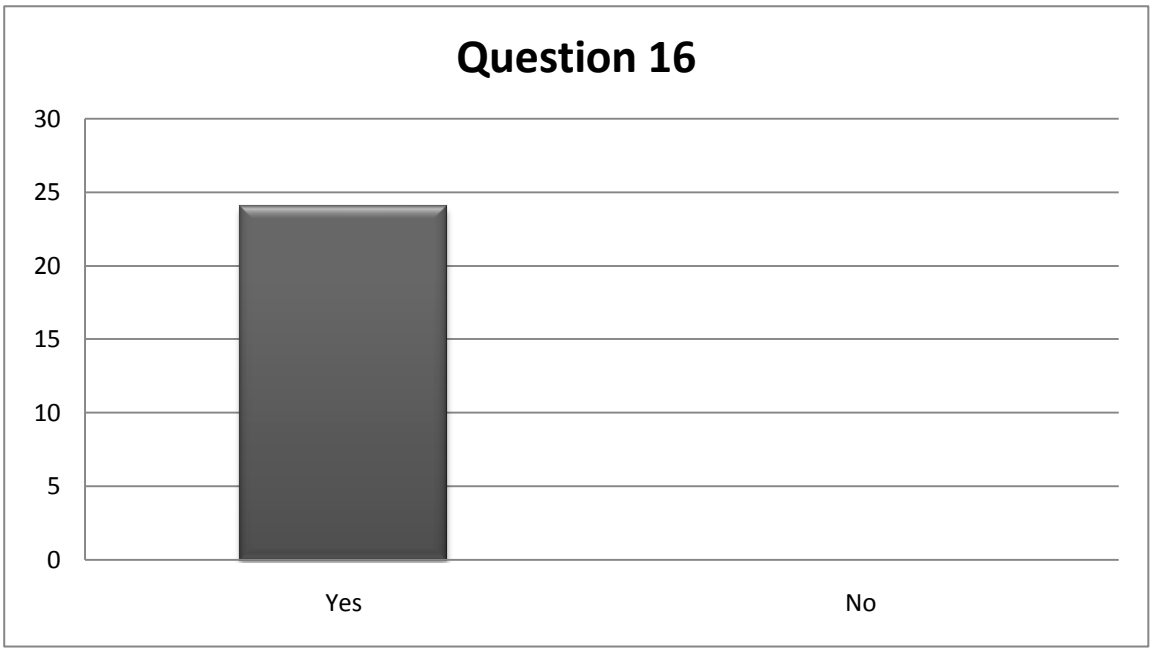


Figure 9 - Graphic of Question 16

Question 16: Are all project resources trained to deliver projects against the methodology employed by the organisation?

In order to ensure that the methodology employed by the organisation is able to be used effectively and efficiently, training is required for each of the resources employed to deliver projects. This graphic displays the whether the project managers are trained in the use of the methodology in use in the organisation.

Based on the responses, the graph shows that 100% of the respondents agree that there has been training on the methodology, while none say there has been no training given.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- Yes – resources are adequately trained
- Not necessarily
- Well trained
- By PMO through training area
- PMO ensures that all resources trained
- My personal belief is that if the Business Analysts were given an indication of what the projects managers needed for the PMO then this might assist in project delivery.
- Detailed training given
- Centralised functions such as Group Change and/or Centre of Excellence would provide suitable training
- Yes and No in that PM's and PSA's are trained, however very little if any for the rest

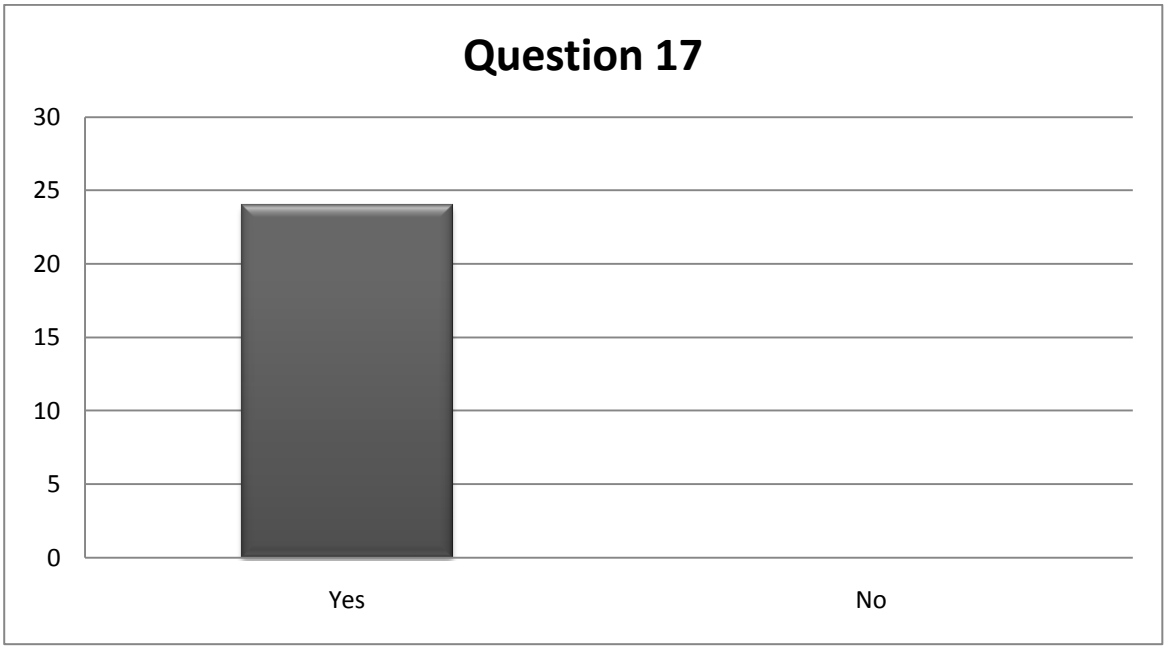


Figure 10 - Graphic of Question 17

Question 17: Was the methodology currently employed by the organisation developed internally?

A methodology can be bought and deployed, bought and customised or developed internally. This graphic shows whether the methodology which is in effect in the organisation was developed internally or purchased externally and deployed into the environment.

The responses show that 100% say that the methodology was developed internally, while none say that the methodology was purchased externally and deployed

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- Prince II methodology customised for the bank.
- This answer has a yes and no answer.Prince2 project management methodology used for governance. Project knowledge based on experience

and PMBOK skills. ARIS, MS Project used and many supporting templates and governance bodies.

- It's Prince 2 but it's customised for SBSA
- Prince 2 methodology used in the environment
- Methodology developed internally, but is rudimentary at best.
- To the best of my knowledge, yes it was developed internally
- PRINCE 2 adopted and customised to suit organisation
- I think this is the case - has been around and customised for quite a while
- It's a combination as with any proprietary approach. You apply best practice and then tailor it to your requirements
- it was developed in the Australian and New Zealand cluster and then move to SA cluster however, customized internally
- The Business Change Lifecycle (from project/idea inception through design, development, testing, implementation, etc) was developed in-house in conjunction with AT Kearney. Obviously PMBOK and Prince 2 also feature, but the BCL is the main reference framework
- Yes and No in that the PMBOK principles are used, however there is some customisation to suit the organisation.

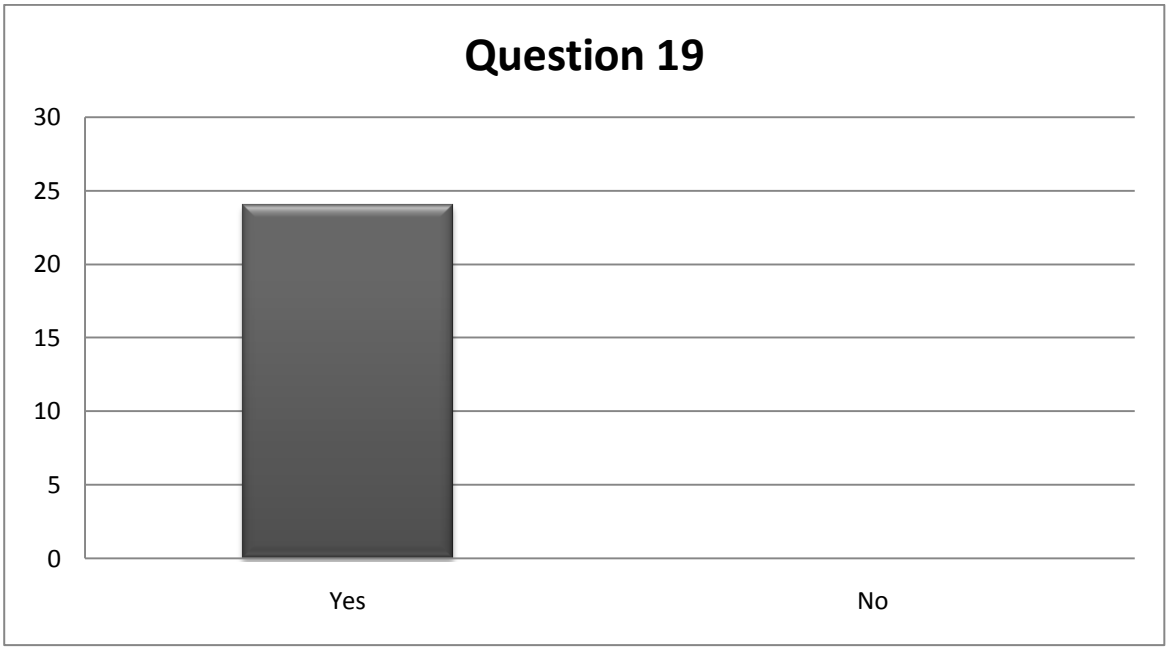


Figure 11 - Graphic of Question 19

Question 19: Does the methodology deployed by the PMO assist in the execution of projects?

As with all methodologies deployed into an environment, it needs to add value by assisting in the execution of projects. This graphic depicts whether the respondents feel that the PMO assists in the execution of projects in the organisation.

The responses to the question show that 100% of respondents feel the methodology is supporting and assists them in the execution of projects, while no respondents say the methodology adds limited value to the execution of projects.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- PRINCE2 and EPM are very good tools.
- Provides a sound foundation to manage the project
- No formal process or methodology makes the delivery of additional project a time consuming exercise

- High success rate
- So far no issues experienced
- The PMO in its current format purely distributes reporting and facilitates budget processes
- Yes, most of the time.
- I have found it to be very helpful
- Although in practice execution is not really about the methodology
- Execution has become a discipline - the discipline of getting things done. The Business Cases are tabled at different forums (Change Committees, Investment Committees, etc) and benefit realisation has become an integral part

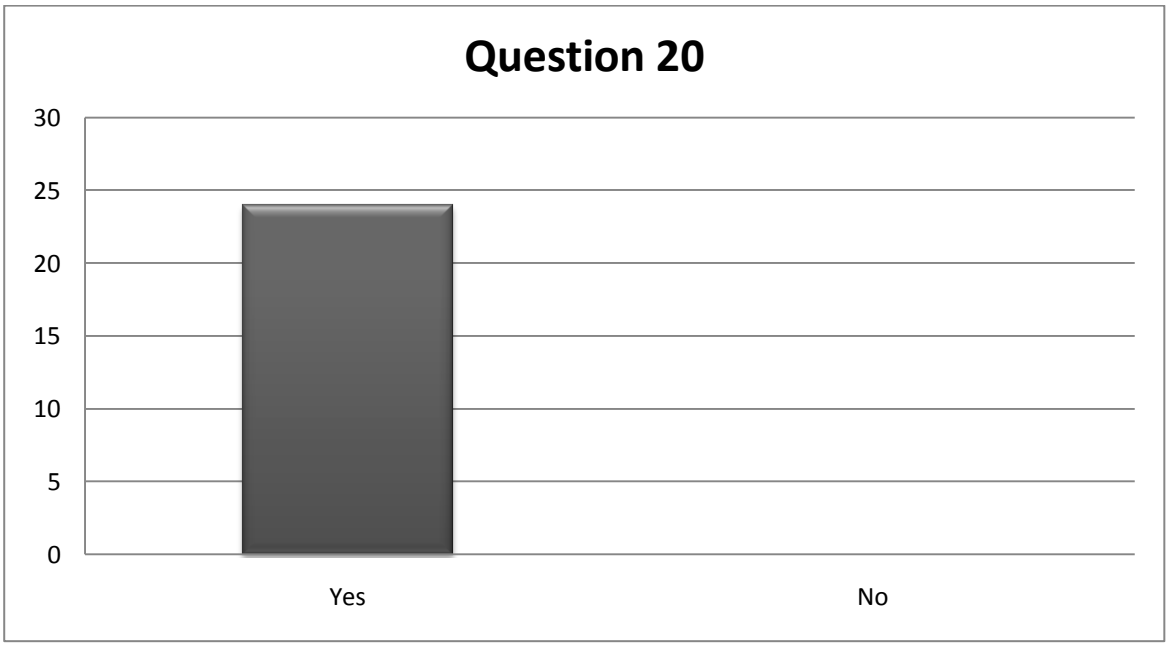


Figure 12 - Graphic of Question 20

Question 20: Are requested updates to the methodology evaluated and acted upon by the PMO?

In order to ensure that the methodology is current and adds value to the delivery of projects, it is required to be maintained on a regular basis. This graphic shows whether respondents feel that requests for updates of the methodology are actioned by the PMO.

The responses to the question show that 100% of the respondents are satisfied with the maintenance of the methodology, while none of the respondents say that the methodology is not updated based on requests from project resources.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- Not so sure it is always done, but they do listen very well
- Project Prince 2 audits carried out regularly
- PMO is currently being re-formed and is a significantly different beast now so haven't seen if this applies yet or not
- As the methodology is ad-hoc, most requested changes are discussed and deployed into the environment
- Each request is individually discussed
- I have not requested anything specific, but others have and succeeded in having their requests executed
- So far all requests have been evaluated and discussed
- Are done but Prince 2 methods and templates still deployed
- Have had issues with this in that some of the requests are not completed and the methodology not changed
- there is no formal process to update methodology so some updates slip through the cracks
- The project methodology, as subset of the BCL, is continually reviewed and enhanced. All processes should continually be reviewed and improved, e.g. at times approaches are adapted to allow agility and speed for smaller projects

4.4.3 *Multiple Choice question relating to sub-problem 1*

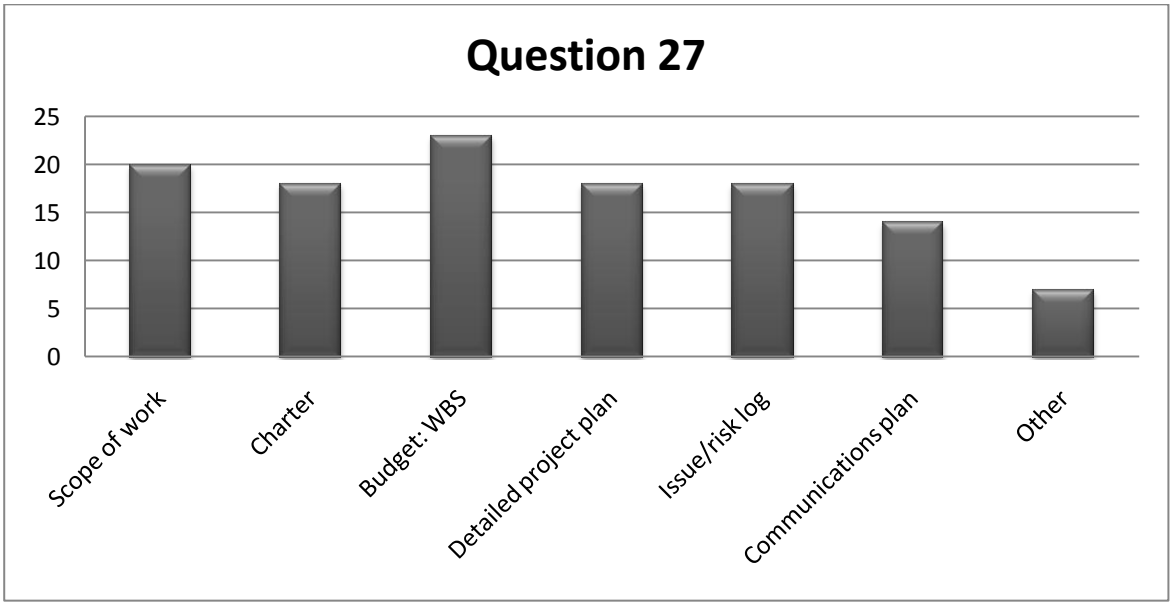


Figure 13 - Graphic of Question 27

Question 27: At a minimum, what is required to be completed to execute on a project?

In order to execute effectively on a project, there are several artefacts or templates which are required to be completed. This graph shows what information is required to be completed at a minimum within the organisation to effectively execute projects within the environment.

Of the six options, excluding OTHER, 20 of the respondents are required to complete a Scope of Work, 18 are required to complete a Charter, 23 are required to complete a Budget and WBS, 18 are required to complete a detailed project plan, 18 are required to complete an issue and risk log and 14 are required to complete a communications plan. The OTHER option was selected by 7 respondents.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- All relevant Prince 2 templates Stage plan, work packages etc
- BCD, Project Brief
- All documents stipulated in Prince 2 methodology
- As per methodology
- Very detailed methodology includes all necessary templates and artefacts
- and all Prince 2 required structures and documents
- Mainly to ensure that an understanding of the requirements and costs. Also to check who needs to be communicated with
- Project at the level required for EPMO involvement
- Detailed cash flow forecasts and funding methodology; Staff and skills required; BEE scorecard; Risk Identification and mitigation plan;
- Quality Plan, PID
- The definition of a "project" is pertinent - obviously a small enhancement need not have all the project deliverables. Any sizeable project should at least go through the steps and have some basic project documentation in place - all about professionalisation

The use and management of the budget in conjunction with a detailed WBS and scope are primary for the deployment of projects within these environments. Additional information required is based on the defined requirements from the Prince II methodology which is employed by several of the organisations surveyed. These documents, including the other documents referred to by the respondents are supplied by the PMO.

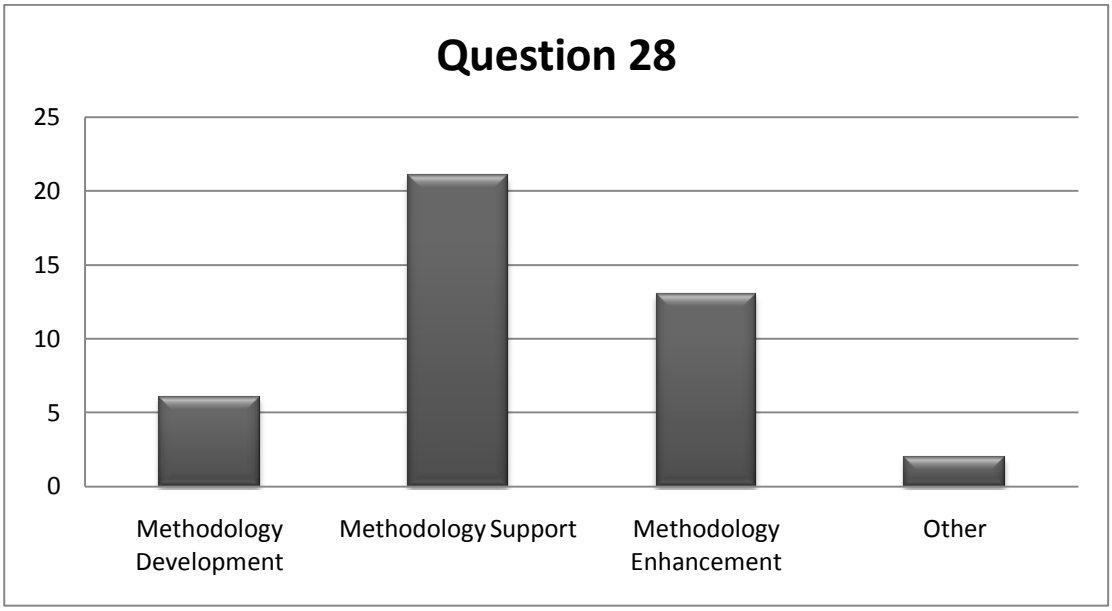


Figure 14 - Graphic of Question 28

Question 28: Which of the following is done as part of the PMO?

Related to Methodology Management, the PMO is responsible for several areas and has specific requirements to enable the effective delivery of project in the organisational environment. This graph shows what certain actions are taken around methodology management within the PMO.

6 of the respondents confirmed that the PMO is responsible for Methodology Development; 21 confirmed that the PMO is responsible for Methodology Support while 13 confirmed that the PMO is responsible for Methodology Enhancement. The OTHER option was selected by 2 respondents.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments include:

- SharePoint / EPM in use by PMO
- No methodology work done as part of the PMO
- Very effective management unit
- Reporting / Project Tools management
- Focussed on the support of the methodology

- Depends - the development could have been part of a transformation programme, e.g. in Absa, there was an IT Transformation Programme named "Project Quantum" that delivered many of the processes in 2000. Likewise with the BCL in 2003

The majority of the PMO's which have been surveyed are responsible for the support of the methodology which is employed. As the majority of responses confirm that Prince II is the primary methodology, these PMO's will ensure that all the necessary documentation is available and completed as required.

4.4.4 *Likert question relating to sub-problem 1*

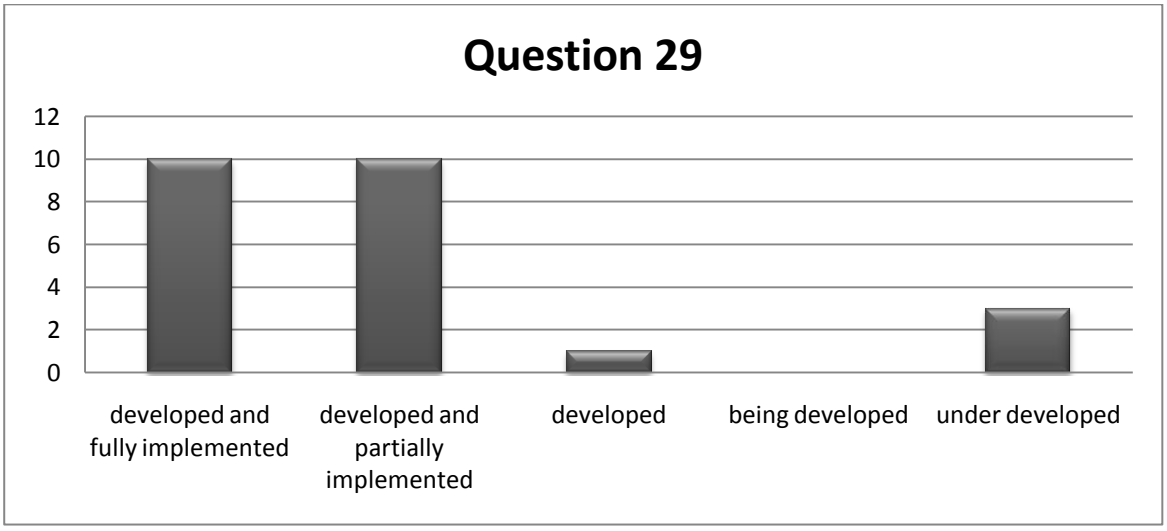


Figure 15 - Graphic of Question 29

Question 29: The level of the Project Management methodology within the organisation can be defined as follows

This question aims to understand whether the respondents consider the methodology which is deployed within the environment is suitable to aid in the successful delivery and execution of projects within the organisation.

The question considers options from developed and fully implemented through to under developed.

The result of this is tabulated and displayed in the graph above.

86% of respondents feel that the PMO in operation within their environment is developed and either fully or partially implemented. This is positive in that these PMO's are fully capable of supporting projects which are active in the respective environments. Of the responses, there were three who felt that their PMO was underdeveloped.

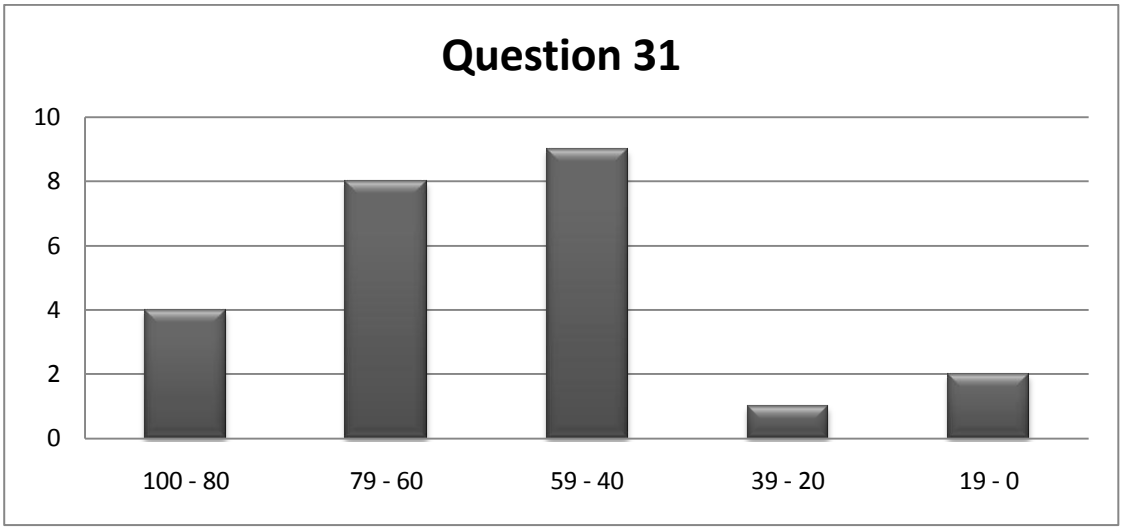


Figure 16 - Graphic of Question 31

Question 31: During the past 3 financial years, what is the success rate for the execution and delivery of projects within the organisation?

In order to establish whether there is success in the delivery of projects within the environment, this question aims to understand what the success rate is of the delivery of projects over the previous 3 years.

This will establish, based on the responses from previous questions, whether the methodology, artefacts and tools deployed into the organisational environment are adding value to the delivery of projects.

The result of this is tabulated and displayed in the graph above.

The majority of responses show that the success rate of project delivery was between 40% and 59%. Of the responses, three had realised major failures in the delivery of projects. This is in line with the respondents who felt that the PMO within their environment were under developed.

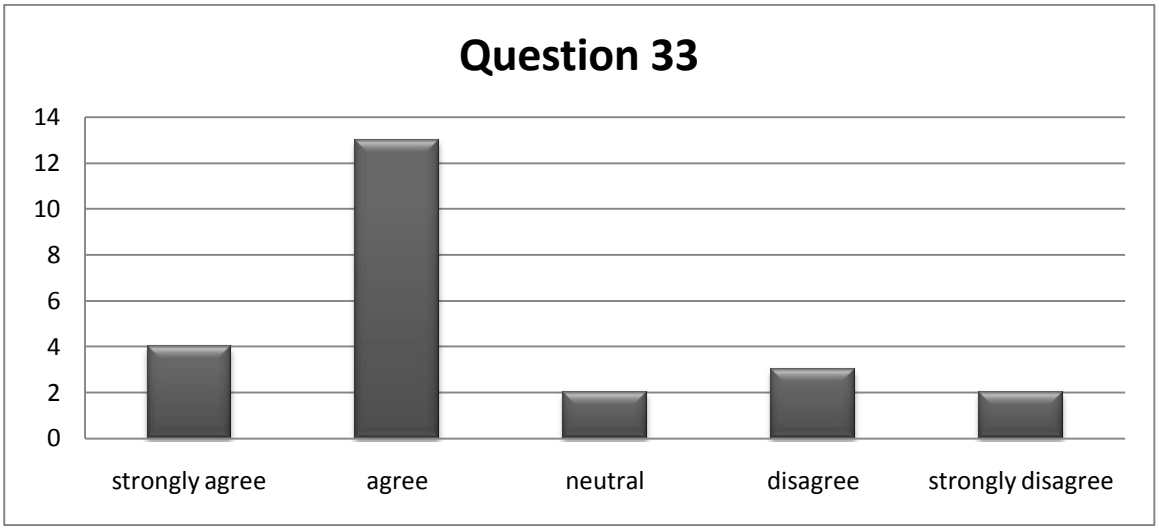


Figure 17 - Graphic of Question 33

Question 33: The developed methodology is sufficient to assist in the successful delivery of projects within the environment.

The methodology deployed by the PMO should ultimately assist the Project Managers and their teams in the successful delivery of projects.

The responses to this question establish whether the resources delivering the project, and their superiors, feel that the methodology is in a position to assist them in the delivery of projects.

The result of this is tabulated and displayed in the graph above.

Of the responses, the majority felt that the methodology which is deployed is sufficient to assist them in the delivery of projects.

4.4.5 *Open ended question relating to sub-problem 1*

Question 36 – How is the success of projects and programmes evaluated within the organisation?

This question aims to understand how the successful delivery of projects within the organisation is measured.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- has the target implementation date been met
- Parameters defined at inception of project. Generally time, cost and quality
- Within parameters agreed (tolerances) for time, budget, scope and quality
- Balanced scorecard
- Against budget, time and quality
- against baseline and budget
- I just started at Standard Bank, so I am not sure. At the moment, it seems as though time, cost and quality are priority
- Projects never evaluated
- Only on whether the project has been delivered as per the original scope and on time
- Projects are monitored closely by the PMO - PM must pass through gateways. We do lack however in the benefits assurance after projects are delivered. Programme Management role in CIB is very weak the role gets assigned to people with a regular day job and they see it as a quarterly budget exercise
- On time, within budget and within scope
- Time / cost / quality
- It is multi-faceted: - business (and IT) perception - actual delivery in accordance with objectives - adherence to governance - cost – duration
- Post implementation evaluations

- Delivery of projects within agreed timelines indicates success and projects delivered within budget or within accepted tolerances.
- The main areas of the projects - namely time, cost and quality
- Outcomes linked to goals. Always Measureable. But some things are easier to measure than others
- The leader decides what is important about the project and then subjectively makes it a success or failure
- Profitability Return on assets Cash flow
- Meeting Budget, Schedule and quality requirements and to a lesser extent, the meeting the business need/ROI
- Duncan, you should also review the Chaos Report (produced by the Standish International Group in Boston, USA). They have been producing the Chaos Reports since 1994 and have the statistics available. According to the 2009 Chaos Report, where 60,000 projects were tracked, only 32% were successful (on time, within budget, according to spec); 44% were challenged; and 24% failed. The good, the bad and the ugly! Even more discouraging was the fact that on average, the cost overruns totalled 45%; time overruns 63%; and functionality delivered averaged 67%. In Absa a Business Case approach is taken and the success would be tied to the original business case - costs, benefits, time, specification, etc
- Scope, time, budget and at specific quality level
- Implemented on time and working

Of the responses received, the triple constraints of Project Management, time, cost and quality, are deemed to be the primary methods of evaluating the successful delivery of projects. Other measures include the adherence to the original scope of the project, and the overall ROI, or other financial metrics, of the final implementation.

Question 37 – What are your feelings towards the implementation and management of the methodology in place within the organisation?

This question aims to understand how the successful delivery of projects within the organisation is measured.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- We must focus on getting the basics right
- It has proved to be effective and assists in the delivery of projects. I have no concerns or problems with the methodology
- Too much useless documentation that actually does not add value except to say you did complete the document. Concern is that we are not building Boeings or bridges just moving debits and credits that constantly change. Not sure this process is very green in terms of our environment - the current documents and printing for a small project could cut down 2 or more trees and use lots of carbon and energy.
- This is the step in the right direction. The problem lies with individual misusing the methodologies for their own personal gains. This methodology should promote good governance and produce business values.
- Very well done, taking into consideration the size of the organisation
- Happy with it
- The methodology provides a good basic structure in order to manage the project better.
- Methodology is required. believe there should be more than one to apply to different types of projects e.g. a new process project is different to a system implementation
- There is no specific methodology. If something was defined - process and methodology - the success rates of the project and programmes would increase dramatically

- We train up all senior managers in CIB on Prince2 before we rolled out the methodology. We are not running a fully Prince2 shop but a slightly adapted version for our business. The terminology and process is well understood and supported by all managers
- It is adequate for delivery
- It is suitable in the deployment of projects
- Prince2 is a great methodology, which addresses process. It is complimented with PMBOK for content, though
- Personally, PRINCE 2 is great methodology and has been well implemented
- Prior to 2010 were faring poorly with deliverables. The new BPS structure within SBSA attempts to limit the liability by delivering fewer projects more often.
- It is suitable. Could be some changes to streamline, but currently assists in project delivery
- Methodology is sound. But execution is all about practical delivery. The PMS and tools should be there to assist in adding value, coordinating and reducing risks
- PM is usually put in a silo by non-PM people. Non-PM people are cowboys that do not like the rules.
- It's okay given the type of business we are in
- Implementation and management of the methodology is doing a good job for the organization. Things would have been a lot more chaotic if methodology and its management was not in place
- Relatively positive. People realise that process, context and content is important and that there should be a balance. No use having a superb process but that execution is lacking
- A specific methodology was implemented. Then the move to portfolio teams. Proper methodology has not been sorted out in the portfolio teams
- Sometimes restrictive and not flexible enough

Many of the respondents are satisfied with the implementation of the methodology in the environment; however there are several comments which show that the methodology has not been completed effectively. The training of key project

resources and the sharing of the methodology and the processes supporting the methodology are the areas where many of the respondents have concerns.

Question 43 – Do you feel that the methodology employed through your PMO assists is successful Project delivery within your organisation?

This questions aims to understand whether the methodology employed in the organisational environment assists in the delivery of projects.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- It will if the PM's are involved in defining it
- So far it is suitable to the projects being run in the environment
- No. The methodology is not reviewed and tailored to allow selection of work product to ensure quality and timeous delivery. We need to be able to select the right governance methodology for the right project. Also many templates could be combined because "cut and paste" is currently the biggest tool for governance documentation
- The method does not manage the workflow which controls the project gate keeping
- Yes it does help us, and it does make sense to use it for pure project management, but we have other areas outside of our department that uses their own methodologies and governance checks, so the PM's end up not focusing on what they should
- Yes
- Yes
- When it is deployed it will certainly assist. Down side will be that they've gone to the nth degree. Really not necessary
- No - the methodology does not assist or help with any project related delivery

- Absolutely - the Project account managers are involved closely with all the PM's and assist on a daily basis with projects in trouble, growth of people, coaching and mentoring. The delivery team also enforce governance through gateways
- Yes - very effective
- It is effective in assisting project delivery
- Yes - Prince 2 assists greatly in the delivery of projects
- Yes - Prince 2 is effective and helps with delivery
- To an extent. However, the greater good is trounced by the excessive governance.
- So far, the methodology is proving very successful in the delivery of projects.
- Yes. keeps the pressure on for delivery, applies discipline to selection, forecasting and budgeting and accountability for delivery in line with public and internal staff commitments
- Yes
- It's adequate
- Yes, definitely
- Yes. All methodologies should continually be reviewed and improved where appropriate
- No
- Yes, however sometimes restrictive

With the majority of responses being satisfied that the methodology does aid in the execution of projects within the environment, there are several comments which show that this is not necessarily the case. Concerns are raised around the fact that the methodology was not developed in conjunction with the Project Managers responsible for using it to delivery projects. Some of the respondents found it to be more of a hindrance due to the additional paper trail required in the delivery of projects.

Question 45 – What do you feel your PMO could improve on in supplying a methodology to the Project Managers?

This questions aims to understand what the respondent considers could be done by the PMO in order to improve the Project Managers ability to successfully deliver on the projects within the environment.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- Stakeholder engagement
- Additional training and implementing the requested or required changes to the methodology as it is requested
- Selection and tailoring of documentation that would be appropriate for a specific project. Not required to have a one size fits all process
- Handling the finance
- We have enough methods and structures, we need to un-complicate the templates and processes in order for PM's to work and deliver more efficiently
- Single document for signoff, tailored in areas
- Main objective should be to deliver what the business wants. It should be arranged around this as its primary goal. Also link to overall strategy. We should only be working on what is strategically important for the organisation
- If the PMO developed a detailed and defined methodology and ensured that all resources were trained and fully aware of the methodology the success rate of projects would increase
- Move PMO from CIO to COO and maintain ownership of PM's. We also have to incorporate the programme management role in the PMO, educate the role players and have better results in this space
- No specific answer. Currently satisfied
- Nothing that could be noted

- We could insist on some kind of PMBOK training, to ensure everyone understand both Prince2 and PMBOK, and how they fit together for a meaningful whole
- A visible integrated end to end process
- Have proper induction for any person that will be using the PMO (irrespective of whether permanent of contract). Use these people as markers to identify possible bottlenecks/issues/problems on a regular basis (e.g. bi-annually) and adjust the PMO accordingly
- Listen more to what the PM's are requesting and customise the methodology more to suit the style of delivery
- Methodology is probably over killed already. it's about assisting delivery
- make the material more relative to the lower level staff like coders
- Documentation of the methodology would help!
- Pay more attention to the project pipeline process where initiatives are translated into projects (selection / Prioritisation, Budgeting, resources),
- Providing increased hand-holding on the first project; on-boarding programmes for new staff members; case studies. Duncan, all the best with your research paper!
- Standard for all projects. Defined boundaries
- Hands on support rather than consultative

It is noted that most of the responses in this area show that there are many areas which could be improved to assist the Project Managers in the delivery of projects. The primary area here is that the methodology which has been defined is documented and distributed to each of the Project Managers and additional resources. This will include an 'initiation' into the methodology to ensure that all Project Managers, as they arrive in the environment, are made fully aware of the methodology and associated processes.

4.5 Results pertaining to Research Question 2

4.5.1 *Research Question 2:*

Does the implementation of the correct and relevant governance structures within the PMO, and the support thereof by the greater organisation, enhance the significance of the PMO within the organisation in which it operates?

4.5.2 *Yes/no question relating to sub-problem 2*

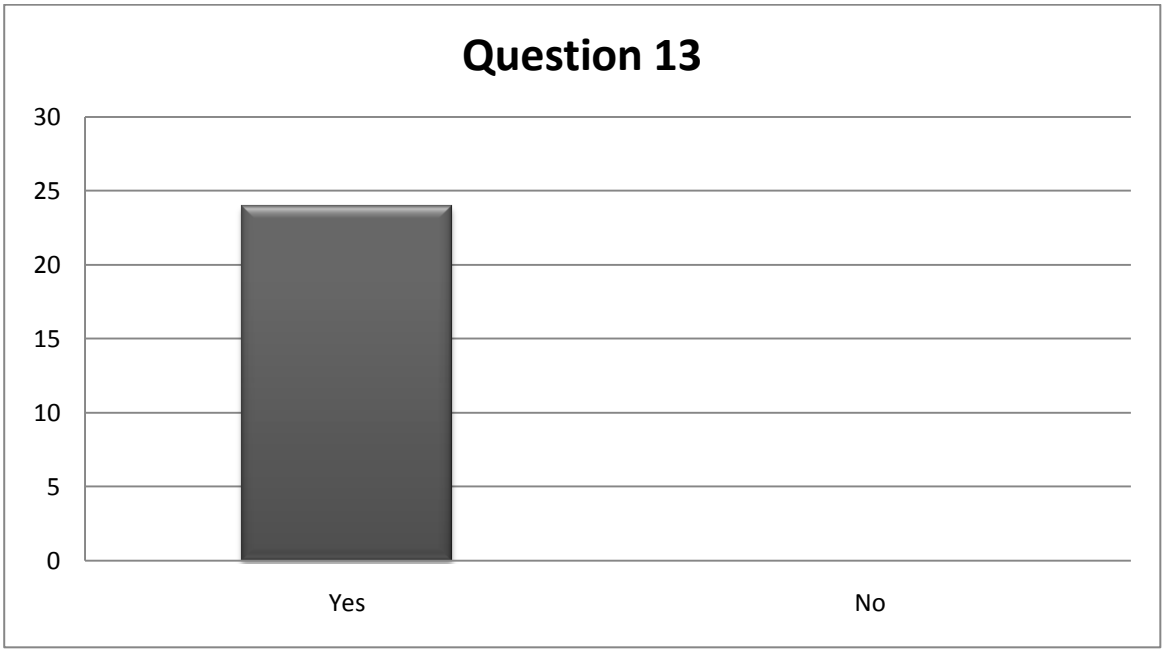


Figure 18 - Graphic of Question 13

Question 13: Are there detailed and defined organisational governance structures in place to support the operations of the PMO?

The support of the PMO by structures within the organisation, certain governance structures are required to be deployed. This graph shows the respondents view of whether there are any detailed and defined governance structures in place within the organisation which support the PMO.

The responses to the question show that 100% of the respondents feel that the relevant governance structures are in place within the organisation to support the

PMO; while no respondents feel the relevant governance structures are not in place.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- PRINCE2 contains structures which have clearly defined roles and responsibilities.
- Yes for the IT PMO but not for the business Projects
- No specific governance structures. Only implemented on starting of project, but never followed through in detail
- Defined in detail as part of methodology
- All important structures defined
- My understanding is this is part of the methodology
- In my area, PMO well supported
- most often
- PMOs managed within respective clusters, however, governance influenced from the Centre and through the various Change Committees (inclusive of the centralised Group Change Function)

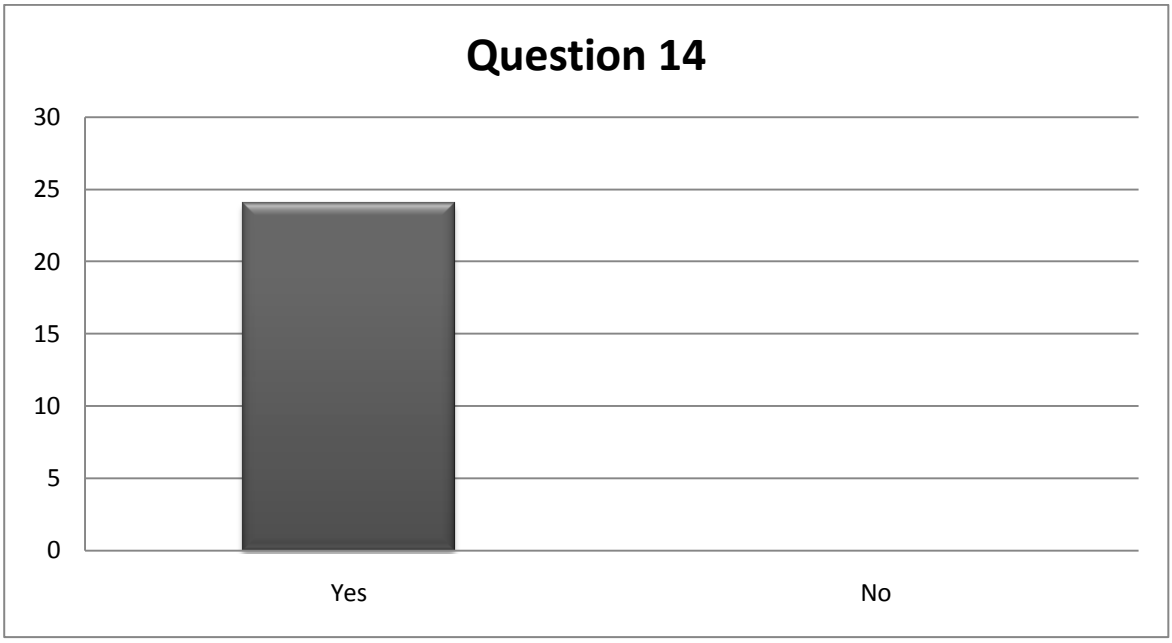


Figure 19 - Graphic of Question 14

Question 14: Are there detailed and governance structures in place to support the execution of projects?

To enable the successful delivery of projects within an environment, it is important that the delivery of projects is supported by the relevant governance structures established at the onset of the project. This graph shows the respondents view of whether there are any detailed and defined governance structures which support the delivery of projects.

The responses to the question show that 100% of the respondents feel that the relevant governance structures are in place within the organisation to support the delivery of projects within the environment, while no respondents say they feel that the relevant governance structures are not in place.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- We have those structures but operations are not ideally performed according to those structures. The release structures are the best structures, they are predictable and consistent.
- Very strict release governance must be followed for the project to be deployed
- Yes – for IT projects
- These are created at the beginning of the project. Limited influence over the management of the project.
- Per project as per methodology
- Created per each project
- Each project defines these structures
- Minimum standards and gateway process
- This is specifically designed per each project
- most often
- As above. Larger projects (those over a certain threshold) would have a Steering Committee in place with an Executive Sponsor and Owner. Large programmes would feature at Exco-level and those impacting the strategy or exceeding a specified mandate would feature at Board level

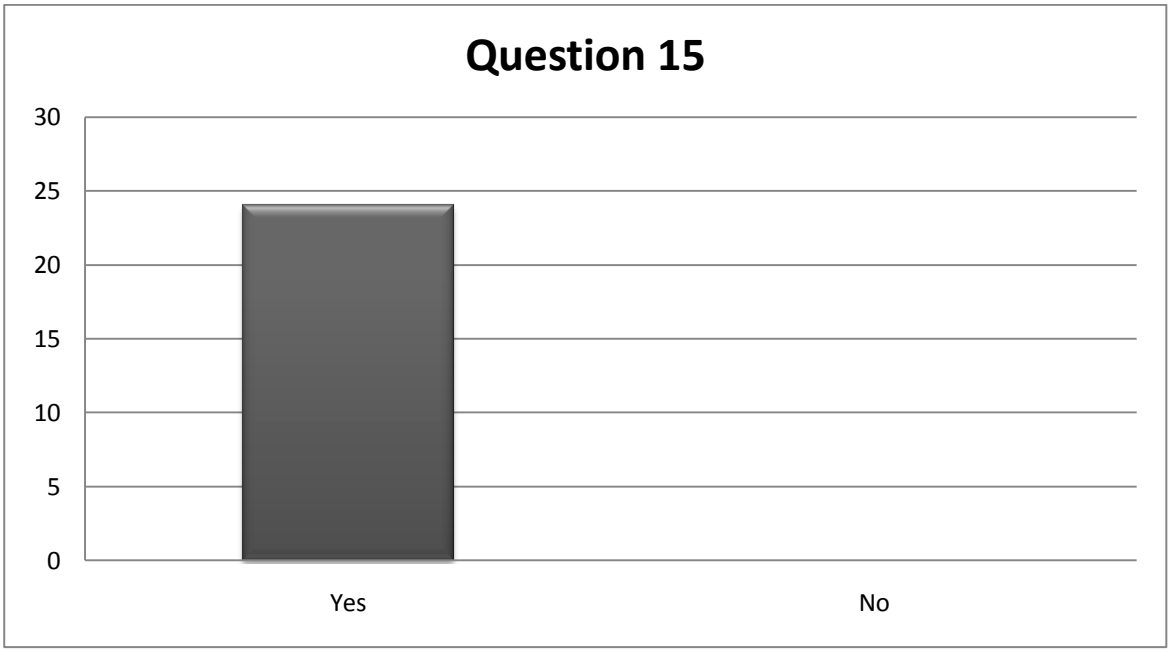


Figure 20 - Graphic of Question 15

Question 15: Do the Project Managers in the organisation report directly to the PMO?

Certain organisations deliver projects in different ways. Some ensure that the Project Managers report directly into the PMO, while others have the Project Managers reporting into the business and delivering projects solely within this environment. This graph shows whether Project Managers report directly into the PMO or not.

The responses to the question show that 100% of the respondents have the Project Mangers reporting directly into the PMO, while none have the Project Managers reporting into other areas.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- There are duplication of roles between PMO and Business. Business should be focussing of the end product, whether it is usable, or whether it adds value to their processes or whether it is what they have ordered.

- NO, the PMO is actually more of a PSO project support office in IT
- Report into the business units and are seconded to PMO as and when required
- This is the case in my area
- I have noticed this to be different per each area
- In my area this is the case. Cannot speak for other areas although I think it is the case
- In my area this is the case. Cannot speak for other areas although I think it is the case
- Project Managers utilise the services of the PMO, however, report where appropriate - business or IT. The PMO should enable the Project Managers to perform and execute according to plan (specification, time and resources)

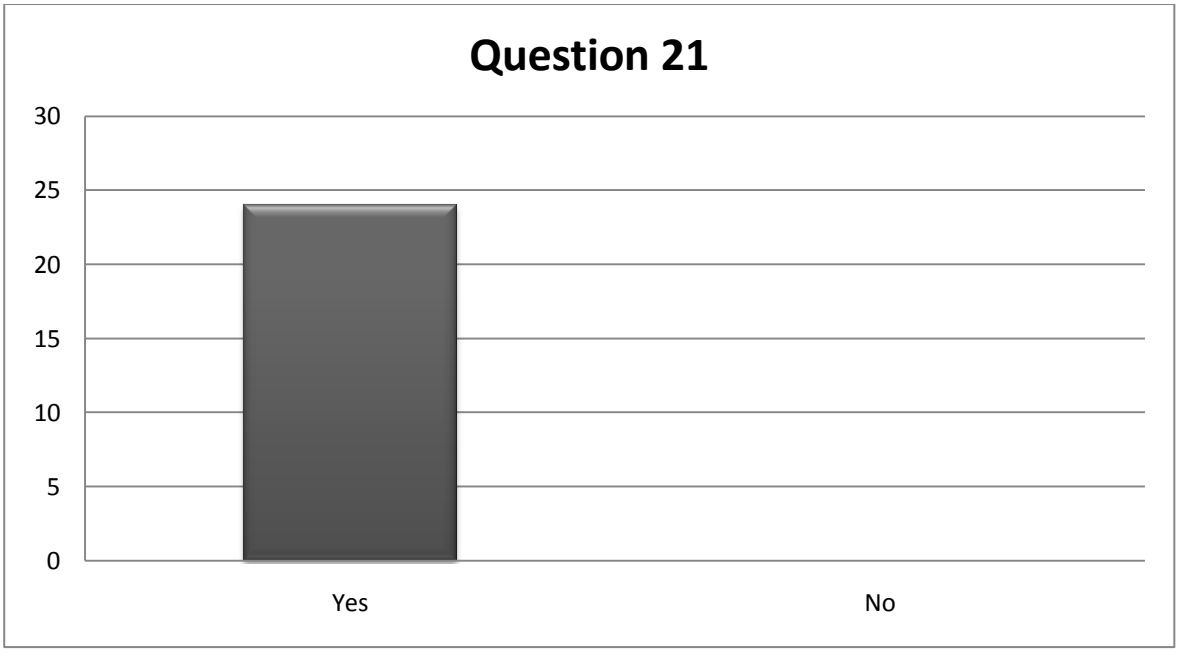


Figure 21 - Graphic of Question 21

Question 21: Are projects selected in line with the current organisational strategy?

The delivery of projects against the organisational strategy and direction is of utmost importance. Delivering projects which are not in line with this strategy are

potentially a waste of time and money. This graph shows whether the projects which have been selected for execution are in-line with the organisational strategy.

The responses to the question show that 100% of the respondents feel that the projects selected for delivery are in line with the organisational strategy, while none think that the projects are selected against the strategy.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- Since the introduction of the PIC committee. Instruments like NPV, IRR, etc are useful in evaluating the business value of projects.
- Projects are approved by top management in line with strategy.
- Very ad hoc. No prioritisation. I have tried to introduce a methodology but company resists the change
- Each of the projects run in the environment are regulatory and not specifically in line with the corporate strategy of the organisation. We are obliged to deliver.
- This is the way it operates in my area
- All projects delivered to assist in the strategy of the organisation
- This is critical - there is a direct strategy map alignment to the Mandate, the Org goals and mission statement which also links into Government objectives and strategy. Finances are aligned to this through a 3 year MTEF view and the PMDF and PCOF.
- ABSA has a well embedded strategy formulation and implementation approach which supports the Barclays direction. Organisational strategy is translated into strategic themes and the themes are eventually supported by programmes and projects. Remember that projects make up a programme and a number of programmes would constitute a portfolio

4.5.3 *Multiple Choice question relating to sub-problem 2*

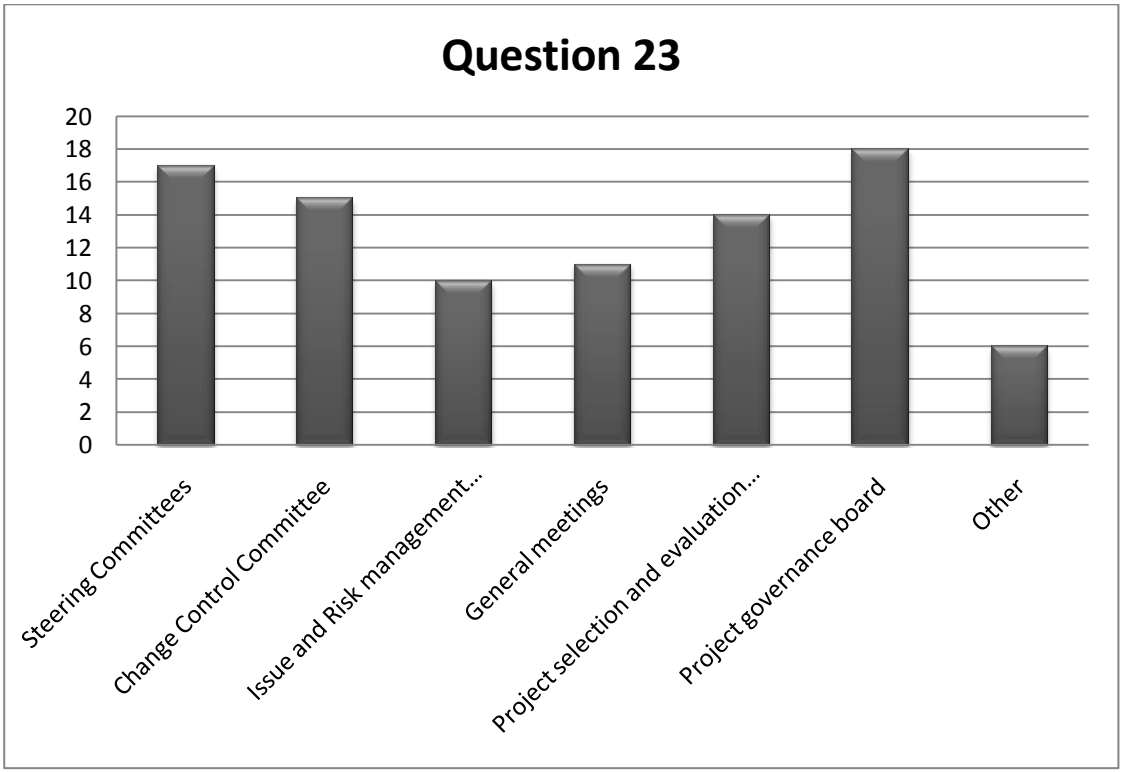


Figure 22 - Graphic of Question 23

Question 23: What governance structures are in place to support the PMO?

In order to successfully delivery projects within the environment, certain governance structures are required to be deployed to support the PMO. This graph shows what governance structures are in place and supporting the PMO.

17 of the respondents confirmed that a Steering Committee is established; 15 confirmed that a Change Control Committee is established; 10 confirmed that an Issue and Risk Management Committee was established; 11 confirmed that General Meetings were held; 14 confirmed that there is a Project Selection and Evaluation Committee and 18 confirmed that there is a Project Governance Board. The OTHER option was selected by 6 respondents.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- Additional structures in place on an ad-hoc basis
- All Prince 2 required structures
- No governance structures specifically in place
- Mainly designed to ensure correct projects selected, and tracking progress
- The use of Change Control (rather than Change Management) is pragmatic depending on the nature of the programme
- ABSA has a number of committees and/or forums in place that assist in governance - project meetings, steering committees, Change Councils, Investment Committees, Exco's of the Clusters, Exco itself, etc. Each large programme or project would have an agreed project governance charter

As can be seen from the chart, most of the relevant and required structures are in place to support the PMO. The Project Governance Board and the Steering Committees are most prevalent and would ensure that the appropriate projects are selected for execution, and then managed through to final delivery. Additional to the options available, all the relevant Prince II governance structures are mentioned in the responses.

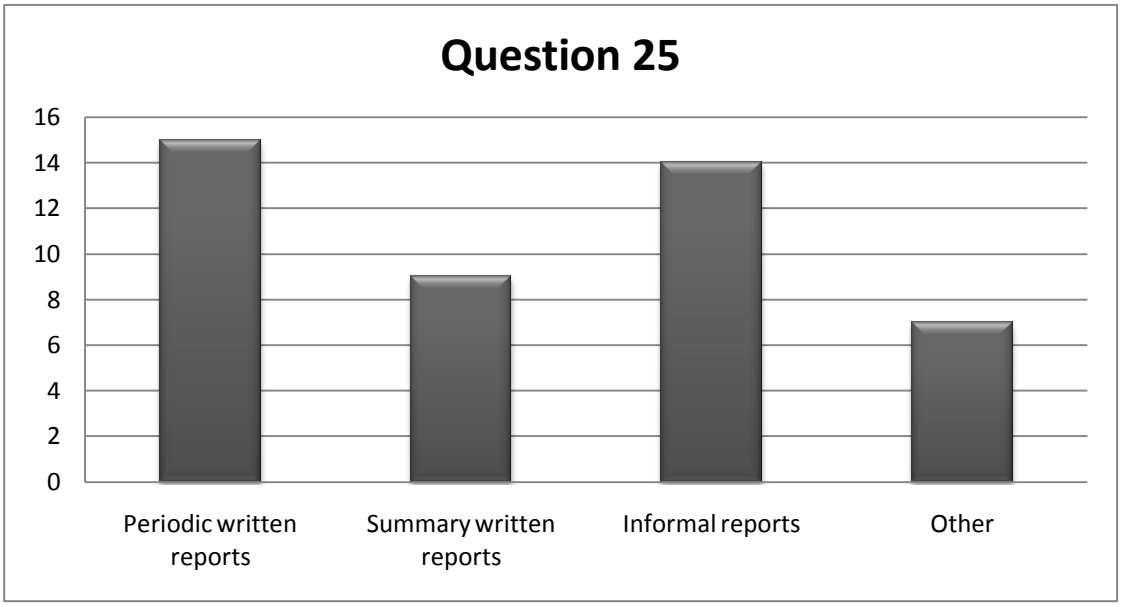


Figure 23 - Graphic of Question 25

Question 25: What forms of formal communication are forthcoming from the PMO to the greater organisation?

In the delivery of projects within an organisation which could have an impact on the organisation as a whole, communication to the relevant stakeholders within the defined governance structures is of high importance. The communication will ensure that all parties concerned are kept aware of the progress of the project, and clarity on the impact of the final implementation, including any and all issues and risks which are being experienced or tracked by the project team. This graph shows what types of communication are forthcoming from the PMO to the organisation.

15 of the respondents are aware of periodic written reports from the PMO; 9 aware of summary written reports and 14 aware of informal reports. The OTHER option was selected by 7 respondents.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- Nothing. Only get info if you are part of the governance board which effectively only approves or disapproves spend
- Only as and when requested
- Additional reports on request
- Additional as and when required
- based on individual projects and programmes
- And additional reports on request
- Only a limited number of individuals will ever get information from the Project Office.
- PMO Newsletter
- PMO is a source of information and should provide different types of reports and satisfy numerous requirements - standard reports, ad-hoc, query/drill-down, alert or exception reporting, statistical analysis, forecasting and extrapolation and predictive modelling (once a history database has been built up)

The PMO should be central to all information related to projects within the environment. Most of the PMO's do supply much information, however many of the respondents feel that the information which is required is not necessarily available. This can be seen by the comments around the fact that many Project Managers are only supplied with relevant information on request.

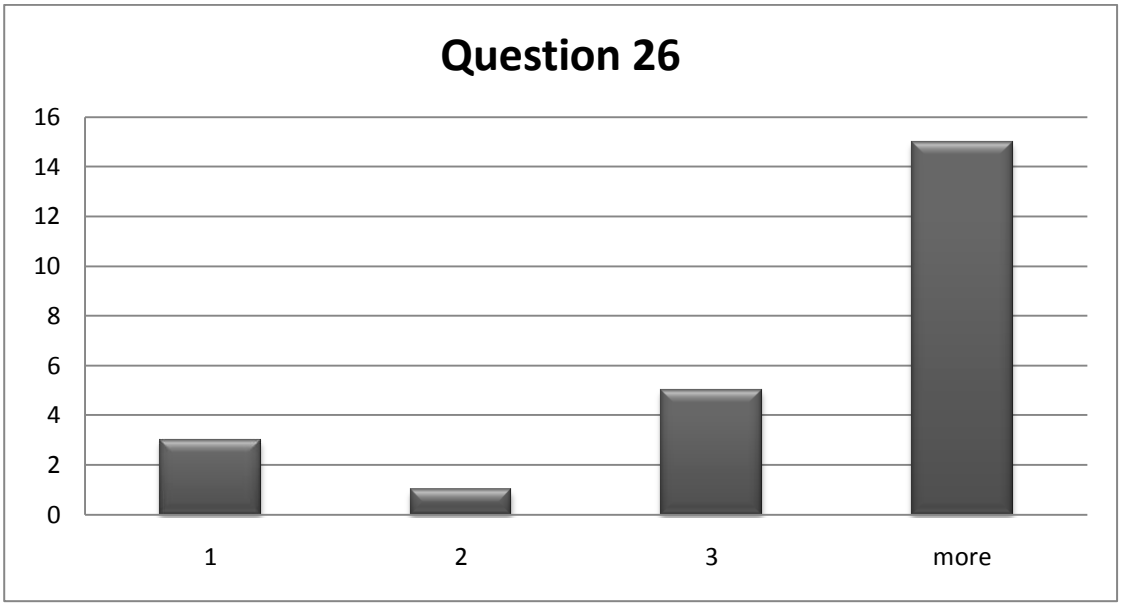


Figure 24 - Graphic of Question 26

Question 26: How many functional areas are serviced by the PMO in the environment?

The PMO within an organisation can service a single business unit or functional area, or be responsible for the delivery of projects across a multiple of functional areas. This spread across the organisation can impact on the delivery of projects as Project Managers will need to be proficient in multiple areas. This graph shows the number of business units or functional areas which are serviced by the PMO.

Of all the respondents, 3 said the PMO services 1 functional area, 1 said the PMO services 2 functional areas, and 5 say 3 functional areas are services. The more option was selected by 15 respondents.

Additional space was given to allow the respondents to supply extra comments to the question which has been given. These comments have been used in the final interpretation of all the responses.

The additional comments included:

- Each business area e.g. Ops, finance, HR, Product, etc
- IT, Finance and Credit and Risk
- Within business unit and organisation
- Service multiple areas and business units

- Global markets, IT infrastructure, Risk, Operations Technology, GTPS, Finance, CFM, HR
- This PMO serves only IT. Interaction with business, but mainly from an analysis point of view
- Serviced
- Operations and Finance functions only
- Clusters vary in size, however, not strange to find 10 or more functional areas per Cluster (even IT would have a number of areas, e.g. application development, application maintenance, services, architecture, strategy, etc

The majority of responses confirm that more than 3 areas are serviced by the PMO. These areas include HR, IT, Risk, Operations and Finance. IT does seem to be the major area which is serviced by the PMO. This is due to the fact that in most organisations, IT is a central service which works directly with the relevant Business Units.

4.5.1 *Likert question relating to sub-problem 2*

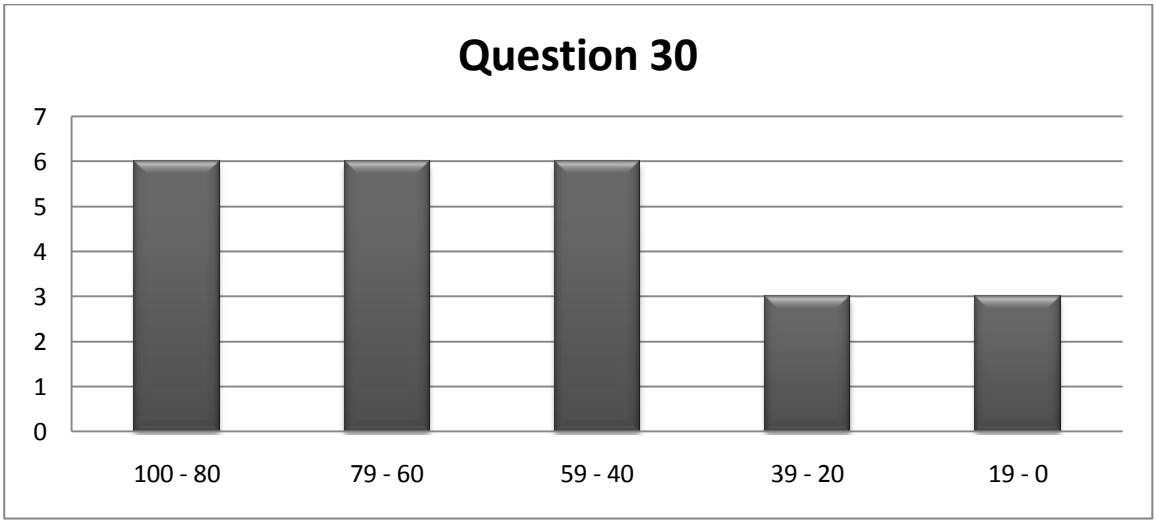


Figure 25 - Graphic of Question 30

Question 30: How much support is available to the PMO from senior management in the organisation?

In order for the PMO to successfully deliver projects within its scope, it is critical the support is received from the senior management of the organisation.

The responses to this question establish whether there is suitable support available to the PMO to assist them in the effective delivery of project.

The result of this is tabulated and displayed in the graph above.

Around 50% of responses confirm that the level of support from Senior Management to the PMO is between 60% and 100%. This shows that there is positive input and support from the majority of Senior Managers to the PMO. Six of the respondents, 23%, feel that the support is not available.

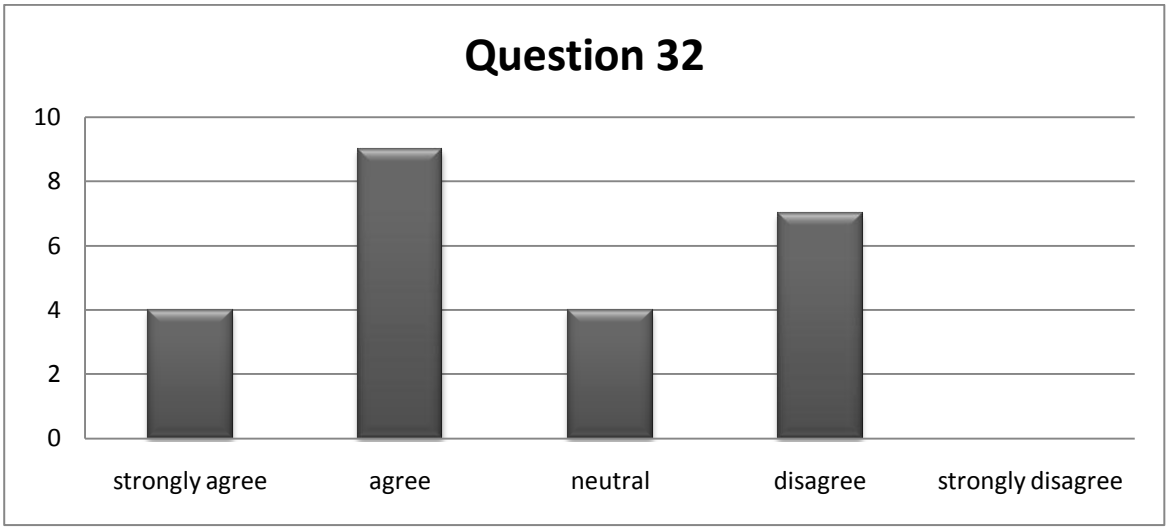


Figure 26 - Graphic of Question 32

Question 32: The position and authority of the PMO and Project Managers within the organisation is well defined.

Project Managers are generally managing both up and down within the organisation. In order for them to successfully deliver on projects, it is important that both the PMO and the Project Manager delivering the project have the relevant authority.

The responses to this question establish whether suitable authority is available to both the PMO and the Project Managers.

The result of this is tabulated and displayed in the graph above.

Of all the respondents to the survey, 35% feel that the authority of both the PMO and the Project Managers themselves is not well defined. This lack of perceived authority will result in the failure of projects within the environment. The balance of the respondents feel that the levels of authority are suitable to facilitate the delivery of projects within the environment.

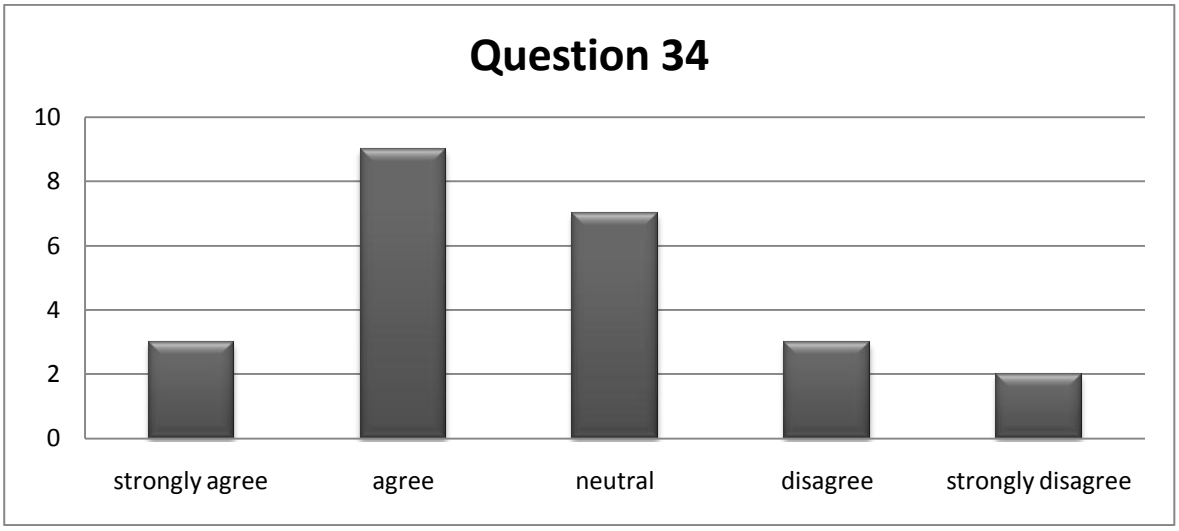


Figure 27 - Graphic of Question 34

Question 34: The authority levels of Project Managers are suitable for the execution of projects within the environment.

Not only is it a requirement that the Project Managers are given the relevant authority, it is also important that the level of authority given to the Project Managers is suitable to facilitate the successful delivery of projects in the environment.

The responses to this question establish whether the authority levels of the Project Managers is suitable to enable them to deliver their respective projects.

The result of this is tabulated and displayed in the graph above.

In order for Project Managers to successfully delivery projects, a certain level of authority is required. 50% of the respondents agree or strongly agree with this statement and feel that the levels of authority are suitable to deliver projects while an additional 35% are neutral to this.

4.5.2 *Open ended question relating to sub-problem 2*

Question 38 – What are your feelings towards the governance structures in place to support the PMO?

This question aims to understand whether the respondents consider the governance structures in place to support the PMO are suitable and what their direct feelings towards these structures are.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- Do not know – no specific feelings either way
- They are suitable. PMO manages many projects and governance structures seem to support it.
- Reasonable
- It is good, but only if their roles can more of process improvement, rather than policing.
- Structures all in place, it just needs to be followed.
- fine I just started at Standard Bank, so I am not sure about the relationship between PMO and other governance structures
- Don’t know too much about it. Seems to be a secret
- There are no specific governance structures in place to support the PMO. They are left and only interacted with when specific information is required by an organisational governance structure
- We reduced the must haves to a minimum to ensure we don’t over govern and this was very well accepted. Business do get frustrated if it is too rigid
- Very well defined
- No issues - effective in support
- We have made great strides towards a more robust project environment, but we are still continuously optimising

- Governance is a key component in this organisation, however feel that governance is bordering on bureaucracy
- Most times the governance is overwhelming.
- Could be more committed to the PMO. Most people in the structures are business and not 100% sure of IT. Much debate with little outcome on many occasions
- 1st class.
- Necessary but it does slow things down. There needs to be greater education on how to adhere to governance in a fast way so that we don’t proceed with a 'do and apologise later' attitude
- It's sufficient given the number and size of projects
- The existing governance structures constitute an imperative for the delivery of projects in the organization, and it is meeting the objectives for which they created
- Positive. Governance ensures success and provides comfort to executives. Also remember that with the King III Code being effective from 1st March, 2010, organisations need to apply the seven IT principles as discussed in Chapter 5 of the code - the company boards now need to review and monitor all significant projects
- Not supportive of the project managers
- Not supported strongly by top management

The majority of responses in this area show that, while the governance structures within the organisation are defined to assist the PMO, the purpose and function of these structures falls short. Many of the responses mention that the structures are overwhelming and focussed more on the policing of projects rather than on the facilitation of successful project delivery. It is noted that additional training and education on the actual structures, and the purpose of these structures would assist in their effectiveness.

Question 39 – What are your feelings towards the governance structures in place to support individual projects?

As with the previous question, this question is based on the governance structures which are in place to support individual projects which are being executed within the organisational environment.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- Too much
- They vary depending on the project. Each project has the ability to deploy individual governance structures
- Some excellent, some good, some bad. Spread covers all.
- The structure is good but only if these inconsistencies can be sorted, the structure's operations may be effective.
- There are too many structures (outside of PMO), it takes a PM 85% of his project life cycle just to sort out paperwork and governance
- Fine
- I feel they are necessary to ensure better execution planning, defines roles and responsibilities, offers a good communication mechanism, improves project delivery control
- Not very good. Business Projects maturity is very low. IT projects have an enormous structure in place and appears overkill and can't deliver as doesn't do the change pieces or operationalisation pieces of the project
- These are limited and not really taken seriously by the parties concerned.
- I think it works very well and we had great success to date
- Well defined
- Deployed per project and effective
- We have made great strides towards a more robust project environment, but we are still continuously optimising

- Tedious. Project managers operate within four different frameworks without a single end to end view. This results in multiple forms requesting the same info etc
- Still very overwhelming and can be simplified.
- These are suitable and customised per each project
- Depends, we have tough and aggressive targets to achieve - I think they are appropriate for a demanding context
- Weak and abstract. needs more education to the lower level people
- it's adequate on medium to large projects very poor on smaller projects
- The existing governance structures constitute an imperative for the delivery of projects in the organization, and it is meeting the objectives for which they created as above. Will also vary according to the size and scope of the project. A global or cross-boundary project requires more governance and senior executive involvement
- Not supportive
- Sometimes restrictive and not flexible enough

Many of the responses above show that the governance structures which are required to support individual projects are cumbersome and add additional burden to the delivery of projects. Although they are seen to be a necessity to the successful delivery of projects, they don't appear to add any value or are unsupportive to the delivery of projects and the Project Managers.

Some of the comments refer to the fact that the governance structures are customised per project. This would be the ideal scenario as each project is unique and has unique governance requirements.

Question 40 – Do you feel enough support is given to the Programme Managers, Project Managers and project resources by senior management?

In order for the projects to be successfully delivered within the environment, support for Project Manager, Programme Managers and specific project resources is required from Senior Management within the organisation. This question allows

the respondent to comment on whether they consider this to be suitable to aid them in the delivery of projects.

This question is open ended and allows the respondent to comment directly and openly as to what they consider to be the most appropriate response.

Each of the comments which are received is listed below:

Comments

- Could improve
- Seems to be satisfactory support for the PMs
- Some excellent, some good, some bad. Spread covers all.
- No, these people operate as only when the whip is to be cracked. They do not use their natural punch/power when issues are escalated. Sometimes when you escalate they use the same escalations to come back at you. They are not decisive, not take calculated risk. I sometimes feel that I am on my own. There is a culture of protecting "my own self" which is unethical according business practise and this is done at the expense of the organisation.
- Yes, we get support from CIO's and department executives
- Yes
- Yes
- No. Other IT snr mgt fight with IT PM’s e.g. development doesn’t work towards timelines governed by PM's. Snr mgt in rest of org gives no support as don't understand benefit or need for business PM
- There is not enough support to any project resources within the organisation. They are seen as a hindrance rather than a support function
- Yes for PM's. They reside in PMO but the programme managers are now in the line (IT and Business) and they are useless.
- There is adequate support for the managers
- In my experience, there is effective and efficient support
- Now, not at all. Business largely do not really understand projects, which creates a lot of pain for project people
- No far more input and commitment can be given

- Yes. So far the support is adequate
- So far this is satisfactory.
- Yes
- Yes
- Yes, however the PM's don't use the senior managers enough to understand the full extent of the projects.
- Yes, through the role of Project Account Managers (PAM)- a line management role within the PMO , and into which PM' report
- Yes, project managers form part of the overall governance structures. Depending (once again) on the size of the project or programme, project owners, stakeholders and sponsors (champions) will be appointed
- Yes and no in that when things go wrong then only do they get involved

The responses received show that some respondents feel that the support is adequate, while other feel that it is only visible during times of project trouble. This shows a lack of commitment from the Senior Management of the company to ensure that projects are successfully delivered with a focus on rescuing projects in distress. This level of support is not ideal in the delivery of projects.

CHAPTER 5. CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This section of the research paper will put forward conclusion and recommendations to management based on the information which has been received through the questionnaire and presented and explained in the previous section.

It will be broken down into each of the background information and each of the research questions respectively.

6.2 Conclusions of the study

5.1.1 *Background information*

The responses to questions five through nine show that each of the respondents work in an environment which has multiple functional PMO's in operation. These PMO's have been in operation for an average of 5.5 years with an average of 174 projects running through the PMO in the previous financial year. The average value of projects run through the environment over the same time is R12.3 billion.

Each of these PMO's has an active approach to managing the methodology which is employed within the environment.

5.1.2 *Methodology Management*

As defined in earlier chapters, Methodology Management is broken down into various sections. Each of these areas will be explained and discussed individually.

- **Methodologies**

  Project Management methodologies are designed to assist in the successful delivery of projects within an environment. Each of the respondents confirmed that the methodology which is deployed into their environment is serving this purpose and aids in the successful delivery of projects.

  Although these methodologies are considered to assist in the deployment of projects in the environment, there would be a more positive approach to the methodology were it developed and discussed in conjunction with the relevant project management staff prior to deployment.

  This deployed methodology is considered to be developed and the majority feel that the methodology is fully developed and implemented.

  Once a methodology is deployed into the environment, it is required to be supported by the PMO. This will ensure that it is always current and relevant to both the organisation and the projects being deployed in the environment. This is confirmed by the respondents who all confirmed that the methodology is supported.

  The concerns which are raised relating to the supporting of the methodology by the PMO are that the training which is supplied on the methodology could be more detailed and defined.

- **Tools and templates**

  Prince II, the primary methodology employed by the organisations surveyed, is a very detailed methodology and consists of all the required tools and templates required to deliver projects. Within each of the environments, is is confirmed that all the standard tools and templates do assist in the deployment of projects.

  Prince II is a very detailed and defined methodology which has been successfully deployed into the environments. Most of the respondents feel that this methodology has enhanced their ability to deliver the projects which they are required to delivery.

  Within many of the areas, several additional tools and templates have been employed by the organisation to assist in project

selection and project evaluation. These all ensure that the correct project is selected, and that the benefits expected from the project are realised on final deployment.

In some instances, the lack of training supplied to the Business Units, and the onerous tools and templates required to be completed for project delivery account for project delay and the ultimate lack of delivery.

- **Methodology Management**

  According to Mochal (2002), the methodology deployed into the environement is required to be actively managed as part of a methodology lifecycle within an organisation.

  A significant amount of the respondents confirmed that the methodology which has been deployed within the environment is Prince II. Due to this, the PMO's in these environments focus primarily on the support of the methodology in place.

  Although some methodology management is done by the PMO on the deployed methodology, this is mainly in the area of customising the Prince II methodology to ensure that the methodology deployed suites the environment and is able to be used effectively in the management and implementation of projects.

  The methodology in most areas is developed and fully deployed into the environment. Some of the respondents confirm that their methodology is still in the process of being developed, but is being discussed with the project resources to ensure that the final product is suitable for the delivery of projects in the environment.

  The training of resources on the methodology is of vital importance to ensure consistent positive results in project delivery (Mochal 2002; Rad and Levin 2002; Kendall and Rollins 2003). Each of the relevant resources within the PMO and Project Management are trained in the methodology, and the PMO's are able to assist through mentoring and knowledge transfer.

  An area raised is that the training is limited to the project specific staff, PMO staff and Project Managers, with little or no training being offered to the business on the methodology. This will result in

conflict during times of delivery with the expectation of the business being different to that of the trained project staff.

Additional to the support requirements of the PMO, each of the PMO's do act on requests which are received from project resources to enhance and update the current methodology in place.

Although these requests are not always acted on, the PMO does discuss most of the requests with the resource requesting the change or alteration. In some organisations, no formal request process is available, which results in some of the requests being misplaced and not acted upon.

5.1.3 *Governance*

As defined in earlier chapters, Methodology Management is broken down into various sections. Each of these areas will be explained and discussed individually.

- **Construct of Project Governance**

  In order to effectively manage and implement projects within any environment, there needs to be various levels of authority afforded to the project. These include the PMO as a unit, and each of the project managers in the delivery of their respective projects.

  Support in the delivery of projects is of vital importance to ensure that projects are able to be delivered according to the predefined requirements and expectations of the sponsor and business. This support needs to come from the Senior Management of the organisation and must be directed at both the PMO and the individual projects. This support is in the form of direction and sponsorship according to Henry, Kirsch and Sambamurthy (2003); APM 2005 and Turner 2006.

  The commitment from Senior Management as identified in this study is satisfactory for both the PMO and the individual projects and does aid in the successful delivery of projects.

  Many of the organisations surveyed are successful in the commitment and the commitment is clearly visible to both the PMO

and the individual projects. However, some of the respondents feel that additional commitment could be shown to the PMO structures. To some of the projects, the support is more of a hindrance and only available when there are problems or issues experienced in project delivery.

In order to ensure that the highest level of authority is available to Project Managers, it is ideal that they report directly into the PMO. This is defined as a project orientated organisation as confirmed by Burke (2001) and Verzuh (2005).

The Project Managers within the organisations surveyed report into the PMO for the delivery of projects. However, there is also a duel reporting line for the some of the Project Managers directly into the Business Unit into which they report. This dilutes the level of authority as the direct reporting line, which is generally the Business Unit, will take preference in the instruction given to the Project Manager.

Due to this duel reporting, the majority of the responses confirm that the actual level of authority is not suitable for the delivery of projects and that the specific levels of authority to both the PMO and the individual Project Managers is not adequate.

This results in the authority levels of the Project Managers not being of a high enough level to effectively manage and implement projects within the environments.

- **Governance structures**

  Certain governance structures are required to ensure the PMO is able function effectively as a unit. Additional project specific governance is required per each individual project to ensure that a suitable level of management and visibility is given to the project.

  The governance structures in effect for the PMO are suitable, but could be better defined and more consistent. This includes clarification around the authority, responsibility and participation expections of the various structures.

  These governance structures in place include the primary structures of Steering Committee, Selection and Evaluation Committee and

Issue and Risk tracking structures. In order to ensure effective management, the additional structures should be implemented.

One of the key areas of the governance structures in place to govern the PMO is to ensure that the appropriate projects are selected in line with the strategy of the organisation, and that these projects are sucessfully delivered.

For each individual project, the respective methodology dictates the required governance structures. These are defined at the beginning of each project and maintained throughout. In some instances, these structures are considered loose and not to add significant value to the final delivery of projects.

6.3 Recommendations to management

The following actions are recommended to Senior Management of institutions responsible for the PMO and Project Management. These recommendations will aid in improving both the perception and function of these areas. They will also aid in improving the maturity of the organisations.

Recommendations were identified for both the main areas of the study and will be documented individually to ensure clarity.

- **Methodology management**
  - In the development and management of the methology within the environment, any request for alterations or additions to the methodology should be tracked and managed. Many of the suggestions which will come through from the project staff are based on actual use of the methodology and should all be considered. Each request should be able to be followed up by the person requesting the change. This would ensure that the resources feel they are being listened to and that the suggested changes are actioned on.
  - The methodologies employed by the organisations should be able to be scaled depending on the requirements of the

projects. To have the same methodology employed regardless of the size, cost or duration of the project makes the smaller projects far more onerous and time consuming. This can be defined thorugh process or specifically within the methodology and should be defined and clarified at the onset of the project.

- In order to ensure that the methodology employed within the organisation is able to be deployed and utilised effectively, the training which is given to the project resources should be expanded to include the business. Many of the delays and issues arising from the delivery of projects are due to the lack of understanding by the business of the methodology. This training need not be as detailed as the training given to project specific resources, but should include the methodology and all the relevant process which are required to be followed in project delivery.

- **Governance**
  - In an organisation that is serious about Project Management and the successful delivery of projects, commitment from Senior Managment needs to be clearer and more defined. This relates to the commitment to the PMO itself and to each of the relative individual projects being delivered in the environment. It should be defined and clarified at the onset of each individual project.
  - Each of the relative governance structures deployed to support the PMO should be defined and clarified. This needs to include a specific mandate and terms of reference for each of the specific structures. At a minimum, these structures should include:
    - Project selection and evaluation
    - Steering Committee
    - Issue and risk management forum
    - Change Management or Change Control
    - Investment Committee

Additional structures should be implemented and mandated as per the requirements of the organisation.

- All governance structures deployed to support individual projects should be defined and clarified. As each project will be unique in it requirements of governance, there should be a detailed list of all available and recommended structures available to each project, and these should then be customised per project depending on the size and complexity of the projects.

6.4 Suggestions for further research

A major methodology has been identified as part of this study. This methodology, Prince II, has, in most cases, been customised to suite the organisation. Additional research should be done to establish what the most effective methodology, whether fully customised and internally developed or procured, would aid significantly in the management of projects within these environments. Additional to this, the methodology is required to be scalable to facilitate the management of all ranges of projects.

Several governance structures have been mentioned and discussed during the course of this research. Further research is recommened to establish the most effective governance structures, and the method of deploying these structures within the organisations. These structures should be focussed on the effective management of the PMO as a unit, and the management of individual projects.

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APPENDIX A

Actual Research Instrument

Research questionnaire to establish the significance of a Programme Management Office (PMO) within a JSE listed Financial Services organisation

The responses to the questions will be aggregated and analysed for research purposes. All information gathered through the completion of this questionnaire will remain strictly confidential.

The completion of this questionnaire is broken down into various sections. Please ensure that all questions are answered – unless opportunity is given for the question to be ignored. This questionnaire should take no more than 30 minutes to complete and can be saved and re-accessed should this be required.

Please enter the username and password which has been supplied to you for the completion of this questionnaire. This will ensure confidentiality of all the information received.

Questionnaire contents

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1. YES / NO QUESTIONS 111
2. MULTIPLE CHOICE QUESTIONS 112
3. LIKERT QUESTIONS 112
4. OPEN ENDED QUESTIONS 113

GENERAL INFORMATION

The following questions are to obtain general information of the respondent. Questions marked with an (*) are required to be completed.

1. Company (*) .....
2. Position (*) .....
3. Name .....
4. Contact e-mail .....

BACKGROUND INFORMATION

These questions are to gain an understanding of the environment, and some background information into the organisation. All questions are required to be completed.

5. Are there multiple PMO's operating within your organisation? [yes / no / comments (#)]
6. How long has/have the PMO(s) been in operation within the organisation? [#]
7. What is the number of projects run through the PMO in the past year? [#]
8. What is the value of projects run through the PMO in the past year? [#]
9. Is the Project Management methodology within the organisation actively managed by the PMO? [yes / no]

THE SURVEY

YES / NO QUESTIONS

The following questions are to be answered as yes / no. Additional comments may be given in the space allocated as and when required. All questions are required to be completed.

10. Is there commitment from top management to Project and Programme Management within the organisation? [comment]
11. Is a detailed Project Management methodology deployed by the PMO for the execution of projects? [comment]
12. Does the methodology employed by the PMO include standard templates and artefacts? [comment]
13. Are there detailed and defined organisational governance structures in place to support the operations of the PMO? [comment]
14. Are there detailed and governance structures in place to support the execution of projects? [Comment]
15. Do the Project Managers in the organisation report directly to the PMO? [comment]

16. Are all project resources trained to deliver projects against the methodology employed by the organisation? [comment]
17. Was the methodology currently employed by the organisation developed internally? [comment]
18. Does the PMO assist in the training, mentoring and knowledge transfer to Project Managers and Project resources? [comment]
19. Does the methodology deployed by the PMO assist in the execution of projects? [comment]
20. Are requested updates to the methodology evaluated and acted upon by the PMO?
21. Are projects selected in line with the current organisational strategy?

MULTIPLE CHOICE QUESTIONS

The following questions are to be answered with the most relevant answer available. Additional comments may be given in the space allocated as and when necessary. All questions are required to be completed.

22. To what position does the PMO report? [COE / CIO / CFO / Functional line manager / Business unit]
23. What governance structures are in place to support the PMO? [Steering Committees / Change Control Committee / Issue and Risk management committee / General meetings / Project selection and evaluation committee / Project governance board / OTHER]
24. Which best describes the structure of the PMO within the organisation? [Mentor / Repository / Manager]
25. What forms of formal communication are forthcoming from the PMO to the greater organisation? [periodic written reports / Summary written reports / Informal reports / OTHER]
26. How many functional areas are services by the PMO in the environment? [1 / 2 / 3 / more (comment)]
27. At a minimum, what is required to be completed to execute on a project? [Scope of work / Charter / Budget; WBS / Detailed project plan / Issue/risk log / Communications plan / OTHER
28. Which of the following is done as part of the PMO? [Methodology Development / Methodology Support / Methodology Enhancement]]

LIKERT QUESTIONS

Please select the most relevant answer from the selection below. All questions are required to be answered.

29. The level of the Project Management methodology within the organisation can be defined as follows: [developed and fully

implemented / developed and partially implemented / developed / being developed / under developed]

30. How much support is available to the PMO from senior management in the organisation? [100 – 80 / 79 – 60 / 59 – 40 / 39 – 20 / 19 – 0]
31. During the past 3 financial years, what is the success rate for the execution and delivery of projects within the organisation? [100 – 80 / 79 – 60 / 59 – 40 / 39 – 20 / 19 – 0]
32. The position and authority of the PMO and Project Managers within the organisation is well defined. [strongly agree / agree / neutral / disagree / strongly disagree]
33. The developed methodology is sufficient to assist in the successful delivery of projects within the environment. [strongly agree / agree / neutral / disagree / strongly disagree]
34. The authority levels of Project Managers are suitable for the execution of projects within the environment. [strongly agree / agree / neutral / disagree / strongly disagree]
35. How would you define the level of maturity of Project and Programme Management within your organisation? [1 – initial; 2 – developing; 3 – defined; 4 – managed; 5 – optimised]

OPEN ENDED QUESTIONS

Please answer the following questions as honestly and in as much detail as is required. There are no limits to the amount of information being entered. All questions are required to be completed.

36. How is the success of projects and programmes evaluated within the organisation?
37. What are your feelings towards the implementation and management of the methodology in place within the organisation.
38. What are your feelings towards the governance structures in place to support the PMO
39. What are your feelings towards the governance structures in place to support individual projects
40. Do you feel enough support is given to the Programme Managers, Project Managers and project resources by senior management?
41. What would you say are the major problems surrounding Project Management and the PMO within your organisation?
42. What would you say are the major success factors to Project Management and the PMO within your organisation?
43. Do you feel that the methodology employed through your PMO assists is successful Project delivery within your organisation?
44. What do you consider the barriers to successful project delivery within your organisation?

45. What do you feel your PMO could improve on in supplying a methodology to the Project Managers?

Thank you for your support in the completion of this questionnaire. You valuable input has been stored for evaluation. Should you have any questions or queries, please don't hesitate to contact the author on the contact details listed on the site.

APPENDIX B

Table 4: Consistency matrix

The purpose of this research is to determine the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa. The specific focus of the research will be aimed at the Methodology Management and the Governance Structures in effect within the PMO environment and their impact on the greater organisation.					
Sub Problem	**Literature review**	**Research question**	**Source of data**	**Type of data**	**Analysis**
The first sub problem is to assess the degree of Methodology Management and extent of the Process which have been implemented by the PMO and their impact on the greater organisation.	• Burke, R. (2001) Project management: planning and control techniques • Cardin, L. (2007) What to do when you need to fix your PMO • Choudhuri, N. M. (2005) Project Management Fundamentals • Goff, S. A. (2007) What is a PM Methodology? • Hotle, M. and Light, M. (2006) Four steps to a successful PMO setup • Kay, R. (2002)	Does the execution of the concept of Methodology Management within a mature PMO enhance its significance within the organisation in which it operates?	**Yes/No questions** 11 12 16 17 19 20	Nominal Comments	Bar graph
			Multiple Choice question 27 28	Nominal Categorical Comments	Bar graph
			Likert questions 27 31	Ordinal Comments	Bar graphs

The purpose of this research is to determine the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa. The specific focus of the research will be aimed at the Methodology Management and the Governance Structures in effect within the PMO environment and their impact on the greater organisation.					
Sub Problem	**Literature review**	**Research question**	**Source of data**	**Type of data**	**Analysis**
	QuickStudy: System Development Life Cycle • Kendall & Rollins (2003) Advanced PPM and the PMO • Kerzner, H. (2005) Project Management • Levitt, R. *et al*. (1999) Simulating project work processes and organizations • Mochal, T (2007) The re-use environment • Mochal, T. (2002) Defining and supporting Project Management Methodology • Mochal, T. (2007) Learn how to set up and run a PMO • Rad, P. and Levin, G. (2002) The advanced project management office • Symons, C. (2009) Inquiry Sporlight : The PMO		**Open ended questions** 35 43 45	Free text	Interpretive Look for trends and similarities

The purpose of this research is to determine the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa. The specific focus of the research will be aimed at the Methodology Management and the Governance Structures in effect within the PMO environment and their impact on the greater organisation.					
Sub Problem	**Literature review**	**Research question**	**Source of data**	**Type of data**	**Analysis**
	• Wysocki,R. (2003) Effective Project Management				
The second sub problem with be to evaluate the governance structures which are in place to support the PMO in the execution of its mandate, and the impact this structure has on the greater organisation.	• Cardin, L. (2007) What to do when you need to fix your PMO • Haubner, D. (2007) Program Management - Overcoming obstacles to success • Henry, R., Kirsch, L. and Sambamurthy, V. (2003) The role of knowledge in information technology project governance • Kendall & Rollins (2003) Advanced Project Portfolio Management and the PMO • Kerzner, H. (2005) Project management • Martinelli, R. and Waddell, J. (2007) Managing	Does the implementation of the correct and relevant governance structures within the PMO, and the support thereof by the greater organisation, enhance the significance of the PMO within the organisation in which it operates?	**Yes/No questions** 13 14 15 21	Nominal Comments	Bar graph
			Multiple Choice question 23 25 26	Nominal Categorical Comments	Bar graph
			Likert questions 28 29	Ordinal Comments	Bar graphs

The purpose of this research is to determine the significance of a mature Programme Management Office (PMO) within a JSE listed Financial Services Industry organisation in South Africa. The specific focus of the research will be aimed at the Methodology Management and the Governance Structures in effect within the PMO environment and their impact on the greater organisation.					
Sub Problem	**Literature review**	**Research question**	**Source of data**	**Type of data**	**Analysis**
	Programs to Success • Miller, R. and Hobbs, B. (2005) Governance regimes for large complex projects • Mochal, T. (2007) Learn how to set up and run a PMO • Turner, J. R. (2006) Towards a theory of project management • Verzuh, E. (2005) The fast forward MBA in project management • Wysocki, R. and McGary, R. (2008) Effective project management		**Open ended questions** 34 36 37 38 39	Free text	Interpretive Look for trends and similarities