

ITPM Managed Project Service

As part of its Project and Programme Management product and service offering, ITPM is able to provide a Managed Project Service. This paper provides an overview of the service in terms of its mode of operation, implementation approach and financial considerations.

Why consider the ITPM Managed Project Service

The Managed Project Service has been developed to address the specific needs of Clients that experience a continued pipeline of project demand. Whereas some may argue that such a continual demand should be 'operationalised' in some manner, the simple fact is that in many cases, the nature of work requires specific Project Management delivery skills. Furthermore, it is often the case that fluctuating demand places unmanageable pressures on internal teams (both under and over supply) and drives the need for a flexible and agile approach to resourcing of IT projects.

Traditional methods of external IT resourcing rely on the engagement of specialist contractors to fulfil particular project delivery needs. They are usually engaged on a fixed term basis and are assigned to a specific project and while this 'dedicated' approach typically leads to successful delivery, it might be considered as sub-optimal in terms of resource utilisation. What if a particular 'dedicated' resource has spare capacity? What if they have specialist knowledge that could be used across a number of delivery fronts? At the end of an engagement, what happens to the knowledge capital that resources has developed

Would it not be better if valued resource could be used to full capacity across a number of projects, maintaining continuity, but also retaining flexibility and agility to increase or decrease resource levels in line with fluctuating demand. The ITPM Managed Project Service aims to fulfil this need.

What does the ITPM Managed Service Deliver

The service may be scoped to provide varying levels of service dependant upon client requirements. As a minimum, the service would comprise:

- One or more Project Managers or Specialist Technical resources
- An appropriate level of management support to ensure optimal resource utilisation, ongoing knowledge management and interface into the client organisation

This may be expanded to include:

- Provision of Project, Programme or Portfolio Management Support
- Management of Prioritisation and Governance mechanisms
- Provision of supporting tools and processes

It is also possible to package the delivery of specific projects on a separate basis (either fixed price, time and materials or benefit share)

How does the ITPM MPS Work?

The ITPM MPS can be implemented to varying degrees dependant upon client requirements. It can sit alongside or be nested within a clients existing Project delivery organisation or it can be a stand-alone capability delivering against a particular strand of work. In its simplest form, for small levels of demand, the service would comprise the provision of one or more Project/Programme Managers actively engaged on the delivery of client projects, together with a small degree of effort required to interface with the client in terms of prioritisation and governance.

At the full extent, in addressing larger demands, the ITPM MPS would include a larger number of Project/Programme Managers, Technical specialists and Support Resources, together with tools and processes required to deliver a wide portfolio of projects. The MPS would provide an interface into Client Business Units, manage the prioritisation and governance mechanisms, the effective resourcing of projects, delivery control and transition to operational service.

Implementing the ITPM MPS

Implementation of the ITPM MPS follows a straightforward process as outlined below:

- ❑ Stage 1 – Scoping (undertaken jointly between the Client and ITPM)
 - Analysis of project demand and identification of MPS streams
 - Agreement of type, levels and quantity of MPS resources
 - Evaluation of existing client tools, processes, prioritisation and governance mechanisms and agreement of gaps to be addressed
- ❑ Stage 2 – Definition
 - Preparation of detailed MPS proposal
 - Client review and approval
- ❑ Stage 3 – Implementation
 - Preparation and introduction of tools, processes, prioritisation and governance mechanisms as appropriate
 - Mobilisation of resources
 - Initiation/transition of applicable projects
- ❑ Stage 4 – Operation
 - Ongoing delivery of MPS
 - Regular review of service delivery, resource needs and delivery performance

Thus, in entering into an ITPM MPS the client would typically commit to:

- jointly undertaking the Scoping stage in order to provide ITPM with sufficient information to prepare a detailed MPS proposal
- the funding of a base level of resource for a specific period of time
- ensuring that the implementation of the MPS is adequately communicated and understood within the business
- that client side procedures are adapted to take account of the MPS

In return, in delivering its MPS, ITPM commits to:

- ensuring that resource utilisation levels are maintained
- that resources are made available to cope with increased demand within an agreed SLA
- that resources can be redeployed (outside of the clients account) to cope with reduced demand within an agreed SLA
- that where it is not possible to retain resource continuity, adequate knowledge transfer will occur without incurring additional cost
- a pre-agreed rate-card for the provision of resources

Benefits of the ITPM MPS

In summary, the ITPM MPS is a flexible offering of Project delivery services, tailored to meet client specific requirements and able to provide:

- ❑ increased utilisation of contract resources
- ❑ protection of knowledge capital invested in contract resources
- ❑ improved flexibility and agility of contract resource utilisation
- ❑ access to tools and processes to support the delivery and governance frameworks