# IMPLEMENTING OGC'S MANAGING SUCCESSFUL PROGRAMMES USING A MODELING TOOL

Written by:
Peter Harrad

orbus software

# INTRODUCTION

It's quite striking how many standards that get used in IT management come from a government background. The omnipresent TOGAF grew out of TAFIM, from the United States Air Force. Archimate started out as a project commissioned by the Netherlands government. ITIL came from the United Kingdom government's own efforts to manage their own information technology more effectively; in fact, ITIL is one of a series of frameworks, including PRINCE2 that they've come up with.

Recently, I worked at a United Kingdom local authority and had cause to interact with another one of these frameworks – the Managing Successful Programmes framework. It has some interesting similarities with TOGAF (as well as some interesting differences), which I've talked about elsewhere. Since it is a mandated framework for UK government work, and has value elsewhere, it's interesting to see how little published work there is on implementing it in tooling. The articular interest, given the space that Orbus works in, is how a modeling tool might be of use for MSP. In this ebook I'm going to take a look at what a modeling tool can do to implement and support the Managing Successful Programmes framework.

At points in the eBook, I'll be using the example of a local government authority who are implementing a transformation programme based on better management of data across disparate authority systems.

# AN OVERVIEW OF MANAGING SUCCESSFUL PROGRAMMES

The Managing Successful Programmes is designed to be a structure for managing transformation of some kind within an organization, defined as a set of individual projects that are grouped into a program. It very explicitly focuses on how to govern the program in order to ensure not only successful delivery, but delivery that achieves the end goals. To this end, where it stands out from other frameworks that I have seen is a focus on ongoing monitoring of benefits.

To assist in achieving its goals, MSP defines nine core Governance Themes;

### Organization

To assist in governance, clear reporting lines need to be drawn. In particular, MSP requires that each significant role in the programme be defined, with clear reporting lines. Interestingly, it states an explicit requirement for stripped-down reporting. That is, each role should have only one upwards reporting line, or two in the specific case where a technical manager needs to be kept informed. Hence formal definition of the organizational structure of the programme and the projects that compose it becomes an important activity in the definition and ongoing management of the programme.

### Vision

The second key aspect is that all stakeholders are required to agree to a vision for the programme, expressed in a Vision Statement. Depending on the situation, it might be defined by a core internal team or be the result of a more collaborate, group effort.

### Leadership & Stakeholder Engagement

As with other transformation frameworks such as TOGAF, MSP recognizes the importance of stakeholder engagement. It is after all, necessary to identify stakeholders in order to get their buyin into the Vision Statement mentioned earlier. In common with other such frameworks, the methodology requires the definition of a stakeholder profile for each stakeholder, referencing factors such as their concerns, their level of interest, their power and so on.

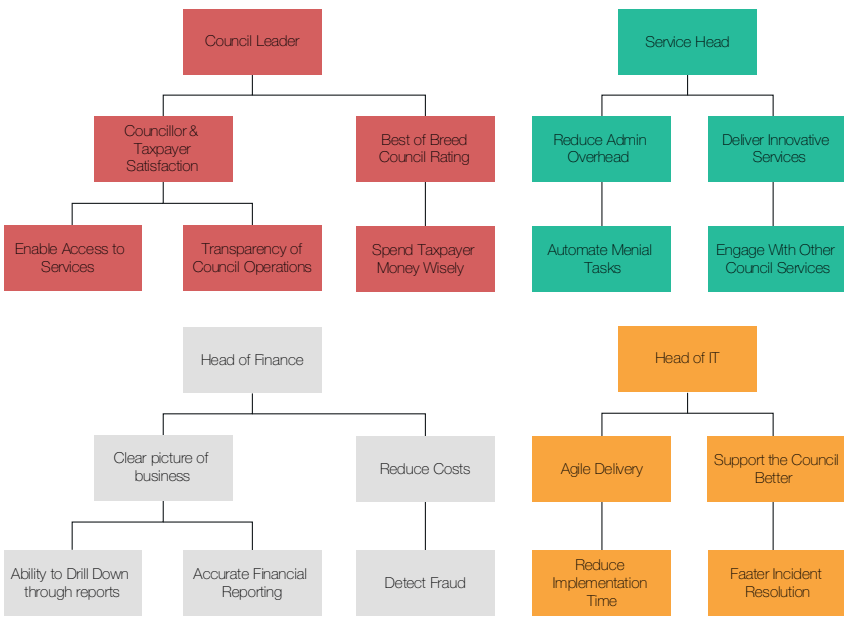


**Figure 1:** A Sample Stakeholder Map

# AN OVERVIEW OF MANAGING SUCCESSFUL PROGRAMMES

### Benefits Realization Management

As mentioned earlier, one of the distinguishing feature of MSP is a focus on ensuring that it achieves its stated outcomes. The approach to accomplishing this is to establish a 'Benefit' as a first-class entity in the programme. A Benefit is an expected positive outcome from the programme; however, the process is also required to map Dis-benefits, i.e. possible or likely negative outcomes from the programme. Each benefit is required to be identified and recorded in a document called a Benefit Profile.

Benefits are required to be measurable; where a beneficial (or non-beneficial outcome) is expected but cannot be measured, it must be used to derive some kind of measurable outcome. For example, 'Happier Employees' can be mapped to 'Improved Employee Retention'. This requires the creation of a Benefits Map, a primary output of an MSP programme. An example is on the right.

The Benefits Map and Benefits Profiles are supplemented by a Benefits Realization Plan, that outlines precisely how each Benefit will be achieved. A key consideration is that different benefits may be of interest to different stakeholders, based on the individual concerns of each stakeholder.


**Figure 2:** A Sample Benefits Map

# AN OVERVIEW OF MANAGING SUCCESSFUL PROGRAMMES

### Blueprint Design & Delivery

The Vision Statement sets out the high-level picture of the desired end state; but it is not enough by itself to enable proper project planning. Once it is agreed, it is fleshed out into a detailed statement of the desired future state called the Blueprint. MSP suggests that the Blueprint consider the outcomes from four different perspectives, known as the 'POTI model';

*Process* - changes to processes (or new ones) required to support the transformation

*Organizational* - changes to the organization, whether structure, staffing, skills etc required to support the transformation

*Technology* - changes to infrastructure, buildings, IT etc required to support the transformation

*Information* - changes information and data required to support the transformation

### Planning & Control

Planning refers to that fact the programme should be planned as a set of staged , incremental deliveries (known as tranches). Planning the programme as a set of tranches enables checkpoint review at the end of each tranche.

### Business Case

The programme business case builds on the Blueprint; it takes the detailed set of activities and outcomes (both benefits and disbenefits) to produce an estimation of the overall value of the programme versus cost of implementation. It is important to note that the business case for the programme is distinct from the business case for each individual project that makes up the programme – although in practice the project business cases will often derive from the programme business case.

### Risk Management and Issue Resolution

MSP defines nine principles to apply for effective risk management and issue resolution. One important aspect of MSP is, however the distinction that they make between risks and issues; risks require definition and regular monitoring, whereas issues, having taken place, require immediate action.

### Quality Management

Last in the MSP governance themes is quality management. In keeping with the ongoing theme of governance and satisfying stakeholders, the MSP approach to quality management makes stakeholder concerns a key driver of quality management. It recommends defining a set of Critical Success Factors based on the identified stakeholder concerns, which should form the basis of quality monitoring. IN particular, the CSFs derived from the stakeholder concerns can in turn be used to derive a set of Key Performance Indicators to inform quality and project reviews.

# AN OVERVIEW OF  MANAGING SUCCESSFUL PROGRAMMES

At the same time, the  Managing Successful Programmes framework also defines six core processes :

**Identifying a Programme:**
The process of the initial definition of the Vision Statement for the programme

**Defining a Programme**:
The process by which the Benefits Realization Plan, Blueprint and Business Case are defined

**Managing the Tranches:**
The process by which individual tranches are officially started, monitored and closed off as they complete

**Delivering the Capability:**
The process by which each individual project is started, operated and closed as they complete

**Realizing the Benefits**:
The process by which each change required by the programme is transitioned into operation

**Closing a Programme:**
The process of closing the overall programme once all tranches and projects have completed, including a post mortem review

# USING A MODELING TOOL WITH THE MSP FRAMEWORK

Modeling tools perform a number of functions – analysis, reporting, and communication. Of these, the communication function is obviously useful in terms of providing a central point of access to project documents such as the blueprint, communications plan and so on. Yet this does not offer significantly more functionality than placing the documents in a properly configured SharePoint library or some other repository.

Where a modeling tool excels is in the management of relationships and dependencies. There are five aspects to the Managing Successful Programmes framework where this functionality shows itself as being of particular value – managing the organizational structure of the project, managing the stakeholder analysis and the benefits management process.

### Organizational Structure

The first sweet spot for using MSP in a modeling tool is the management of reporting lines. As described earlier, MSP is emphatic that reporting lines need to be as lean as possible, with only each role having one reporting line, or two if some form of technical management is necessary. Given the wide range of roles and extensive structure of a large programme, it can be difficult for programme leadership to ensure that this is being followed. Modeling and maintaining the structure in a tool would assist with detecting where the guideline is not being followed.

### Stakeholder Analysis

The second key area where modeling the programme would be helpful is in the area of stakeholder management. One of the most important aspects of stakeholder management is in mapping stakeholders to their concerns, and a modeling tool excels at tracking and analyzing dependencies.

### Benefits Management

The third area where a modeling tool could assist an MSP implementation is in the area of benefits management. As shown above, outputs are mapped to outcomes, which then may need to be mapped through multiple other outcomes before getting to a measurable benefit.

### Quality Management

The last significant theme described by the MSP framework is in the use of stakeholder concerns to inform quality management. In particular, it's necessary to use the stakeholder-concern mapping defined in the stakeholder management phase to map the concerns of individual stakeholders to Critical Success Factors, which you then map to Key Performance Indicators.

### Process Maps

Last but not least, MSP prescribes a number of different processes – everything from programme definition end-of-tranche review. There is value in mapping these processes in a formal modeling tool, so as to clearly map roles to tasks across the whole range of programme processes.

# CONCLUSION

A key aspect of project management I managing dependencies, but the Managing Successful Programme framework takes this further than most by its emphasis on benefits management and stakeholder satisfaction as the engine of project governance. This means that a modeling tool has the ability to greatly assist an MSP programme, particularly in four areas;

**Organizational Structure:** managing the reporting lines and checking that they are as lean as possible

**Stakeholder Analysis:** mapping stakeholders to concerns

**Benefits Management:** managing the expected outcomes and derived benefits for the programme

**Quality Management:** using the previously mapped stakeholder concerns to define the quality model for the programme

**Process Mapping:** formally defining the process maps for each of the processes that form programme management

Often, I find that the first question that gets asked around a modeling repository is " How does this help us over putting everything in Sharepoint?". The main benefit that a modeling tool offers over and above a simple document repository is the tracking of dependencies. Is this ebook, I've identified four key areas where a modeling tool can be extremely useful to an MSP programme.

Note: For more information about MSP, go to:
**https://www.axelos.com/best-practice-solutions/msp**




Orbus Software
Portland House, Bressenden Pl, Westminster, London SW1E 5BH

+44 (0) 20 3824 2907
enquiries@orbussoftware.com
www.orbussoftware.com