

Wellington
PPM Intelligence ▶



**The State of
Project
Management**
Annual Survey

2018

apm PMO
Specific Interest Group

apm Systems Thinking
Specific Interest Group

UCL

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Foreword from Dr. Michael Emes, UCL

From an academic perspective, I find some of the results quite interesting. In particular, I find it very surprising that only 59% of respondents mostly or always create a scoping document as part of planning, that only 48% mostly or always baseline their project schedules and 62% always or mostly engage in risk management. These are fundamental aspects of project management, yet seem to be seen as optional by a significant proportion of respondents.

There is a relationship between them, and we find that effective risk management is critical for managing scope and controlling schedules, especially for complex projects with challenging (and often changing) requirements. Our own research has found that risk management is amongst the most important success factors for projects.

It was also interesting to note as a provider of project management education and training (from 5-day PMQ courses up to Masters degrees), that respondents found the largest project management challenge in their organisations to be 'Poorly trained Project Managers'. It would be interesting to understand a bit more about this - whether not enough people are looking to undertake training, whether training is being sought but current offerings are not seen as relevant or attractive, or whether training is being completed but is not achieving the required outcomes (and in each case, why is this happening?).

It's great to have access to data like this to understand trends and attitudes in the project management community. As with most research, though, the data often raises as many questions as it answers!



Dr Michael Emes

Director, UCL Centre for Systems Engineering
Head, Technology Management Group
University College London



Foreword from the APM PMO SIG

This last year has seen huge strides in the PMO industry and we can see that as the number of organisations with (one or more) PMO continues on it's upward trend. Even though we can see this trend moving steadily upward, and organisations are making decisions to develop PMO capability, we still see a low number when it comes to them being perceived as a Value Adding Business Partner.

So, why? Is it because the perception of value to be gleaned from PMOs is wrong? Or is it that PMOs aren't positioning themselves in the right space?

If a PMO asks it's Senior Leaders what value they expect, often they will talk in the language of money. Customers want to know what projects are costing and how much benefit they can recoup.

Maybe we can get an idea if we look at how many PMOs are engaged in benefits realisation facilitation activities. Circa just 19%. According to this years' data, this activity is the least likely to be performed by a PMO; when one could argue is one of the best activities to put the PMO in the spotlight. Facilitating actual benefits (read: value) to the organisation and its' Senior Team will surely bring the eyes towards the PMO.

It was good to see in the data this year, that almost 45% of PMOs have defined roles and responsibilities – which as PMOs grow (which apparently they are going to!) is going to be more and more important.

More PMOs than last year also have a defined set of services that they offer their Customers too – a good improvement and again, something that brings light to the little understood world of PMO.



Emma-Ruth Arnaz-Pemberton

Chair APM PMO SIG



Introduction

The State of Project Management is an annual report published by Wellington Project Management with contributing input from the Association for Project Management (APM) Project Management Office (PMO) Specific Interest Group (SIG) and the APM Systems Thinking SIG.

Although a number of non-salary focused project management surveys are published each year they tend to be either very US centric or global in perspective. Our UK project management industry is highly developed and deserves special attention.

We invited colleagues from across our project management industry to participate, and they did, in their hundreds! **This is the largest annual non-salary focused project management survey in the UK.**

The State of Project Management survey asks questions across a number of important topics including; project management maturity, tools & techniques, project success rates and of course PMO maturity.

You are very welcome to share this report with colleagues across our industry. It provides a fantastic insight into the state of project management in the UK.

In writing this report I was keen to provide short focused commentary on the data rather than making you wade through pages of text. As a minor point of clarification where I have used the term "Project Management" I have done so as a generic catch all and am referring to project, programme & portfolio management. The data should speak for itself and although it highlights the great successes achieved by some it clearly shows there is much work to be done! Almost every organisation can benefit from improving their project management maturity. I hope this report provides the catalyst for you to consider how you can increase your project successes.

Thank you to all those professionals who contributed to this important and invaluable research data. Please do contact me with your thoughts on the survey and this report.



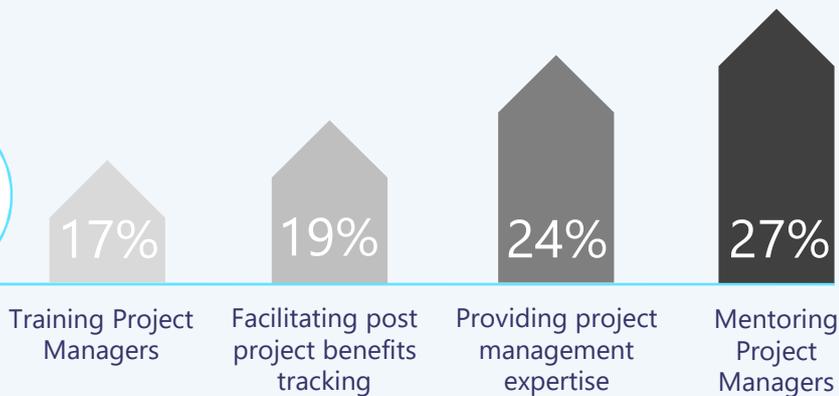
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Wellington PPM
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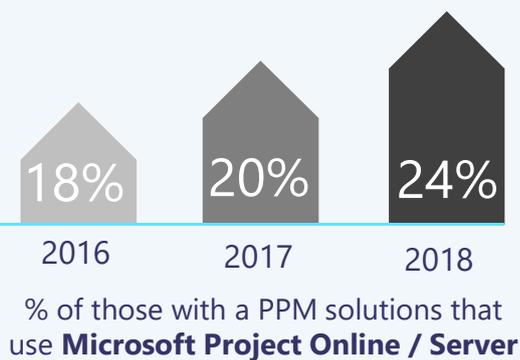
Headlines

More respondents are **somewhat or very dissatisfied** with the current level of **PPM maturity** in their organisation



The **PMO** is getting **more involved** in these activities compared to 2017

Project management **challenges** with the most **significant increases** compared to 2017



The **most difficult** PM processes to embed for the **last 3 years**

- ✓ Benefits Realisation
- ✓ Lessons Learned
- ✓ Change Control

Project Online

www.microsoft.co.uk/project



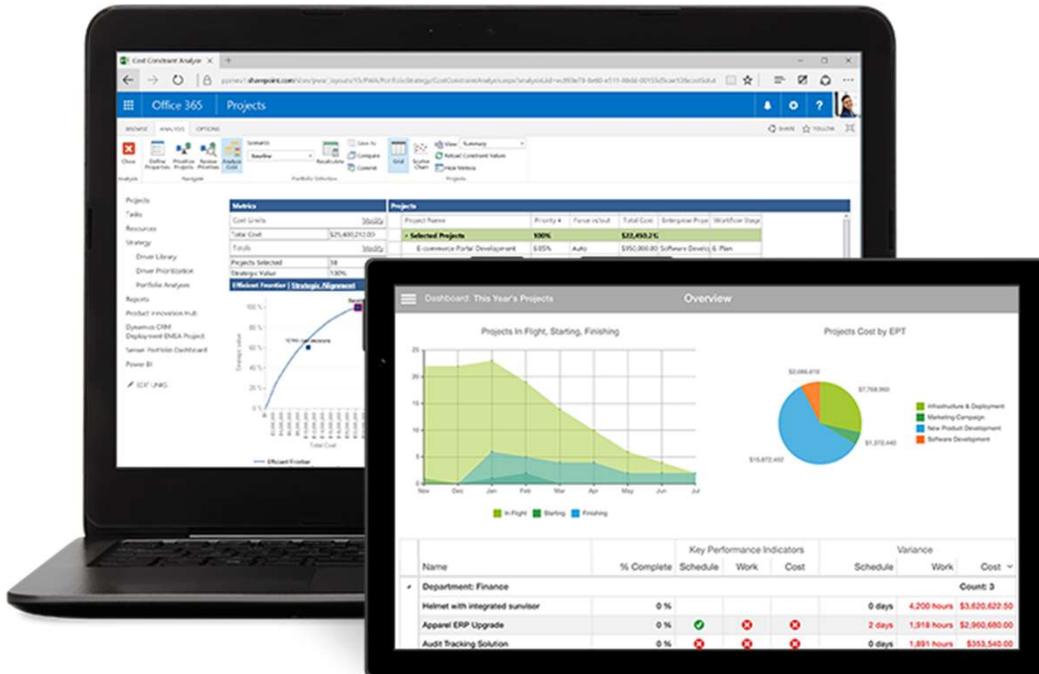

Planning &
Scheduling


Project & Portfolio
Management


Resource
Management


Agile
Collaboration

Modernize the approach to Project Management across the entire organization!



Project Collaboration Work Management

Audience:
Team Members

Web-based interface for team members
Update tasks, issues, and risks
Submit timesheets
Share documents and collaborate with
Skype for Business presence



Project Management Visibility and Control

Audience:
Resource and Project Managers

Rich user interface through desktop
client (always latest version/ 5
installations per subscription)
Anytime/anywhere access through Web
interface
Project scheduling and costing
Resource management
Publishing projects to the cloud



Portfolio Management Alignment with Business Objectives

Audience:
*PMO, Executives and Portfolio
Managers*

Portfolio selection and optimization
Demand management
Enterprise resource management
Out-of-box portfolio reports



Project Online Essentials

Project Online Professional

Project Online Premium

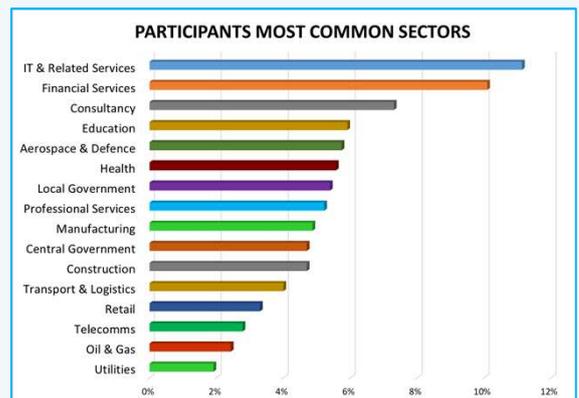
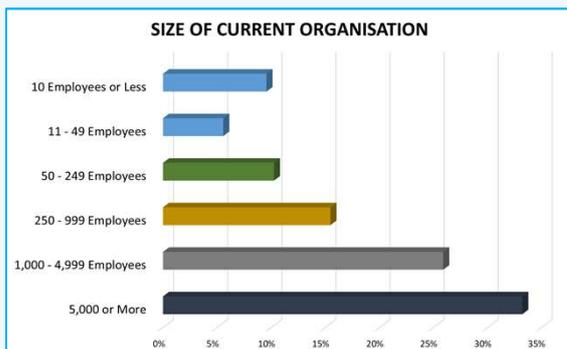
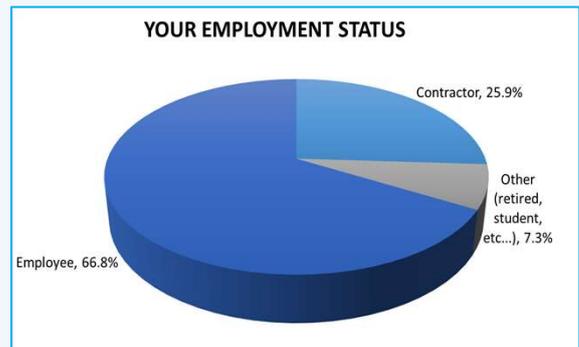
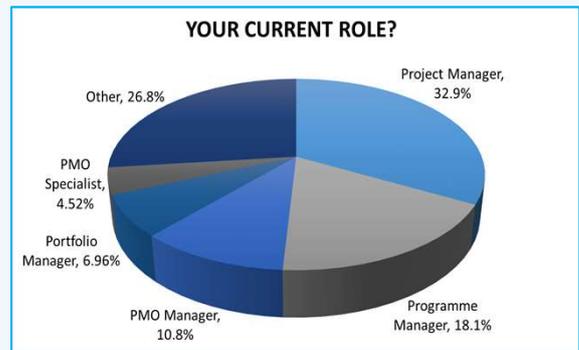
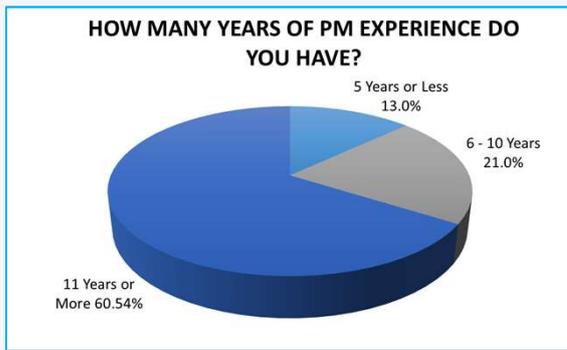
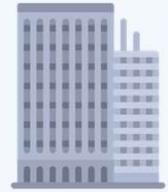
Join & Share the UK Project Community – www.microsoft.co.uk/project

Free webinars and other resources to support the adoption of better Project Management tools and methodologies.



About the Participants

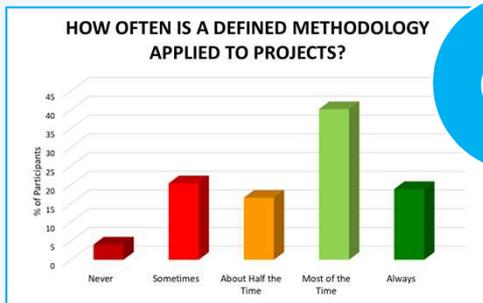
+ 300 organisations



Thank you to all those who participated from across our profession. Respondents tended to be highly experienced, professionally qualified project management practitioners from across a wide spread of industries and UK geographic regions. The average participant is a Project Manager employed by a large organisation with at least one professional qualification

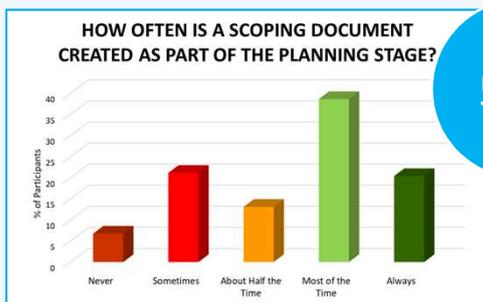


The Project Management Basics



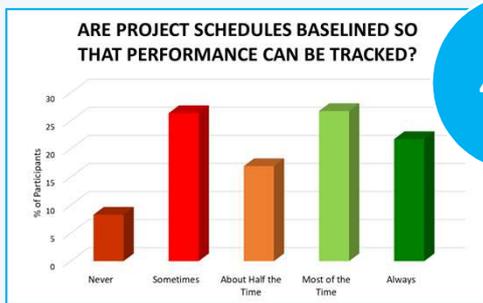
60%

Mostly or always apply a defined project methodology



59%

Mostly or always create a scoping document as part of planning



48%

Mostly or always baseline their project schedules

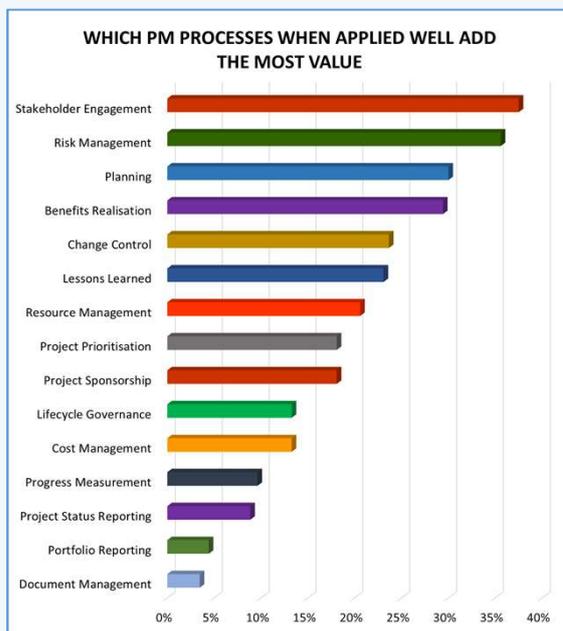
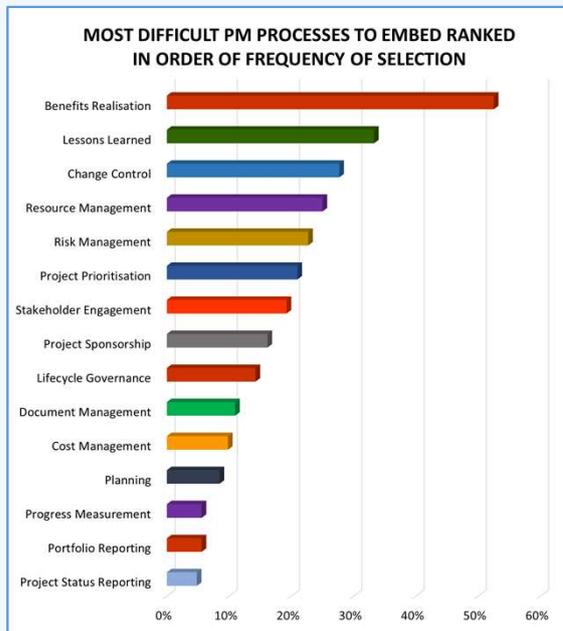


I always (or mostly) engage in risk management 62% of the time

Approximately 60% of projects mostly or always have a scoping document, a defined methodology and undertake risk management. There are however significant numbers of projects that do not benefit from these basic principles with **28% sometimes or never creating a scoping document & 35% sometimes or never baselining**



Difficult & Valuable PPM Processes



"I'm going to focus more on project risk management"



"I'm going to focus more on tracking benefits"

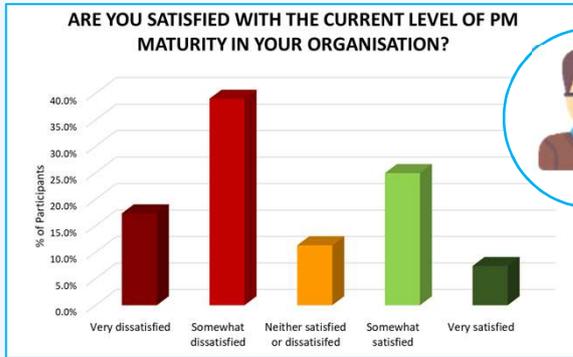


"We're going to establish a change control board"

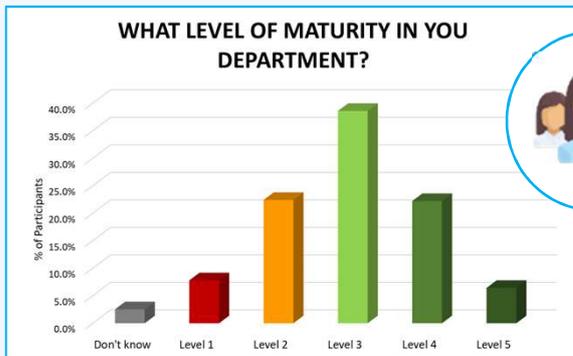
Benefits realisation has been a "hot" topic in project management for some time. **Over 52% of respondents highlighted this as troublesome to embed**, similar to 2017 and an increase from the 45% stated in 2016. We've selected the 3 processes that add the most value, but also rank highest for difficulty to embed



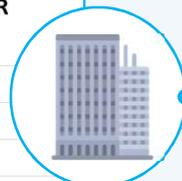
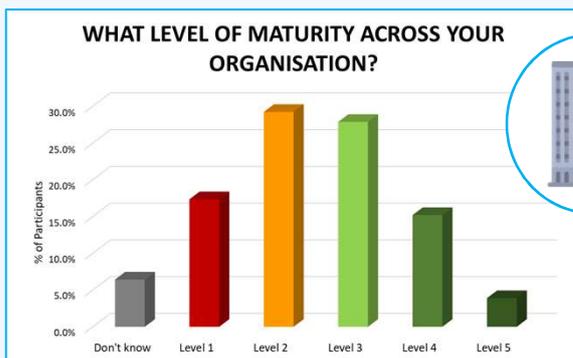
PPM Maturity



32% are somewhat or very satisfied with the current level of PM maturity



67% believe the current level of maturity in their department is 3 or more

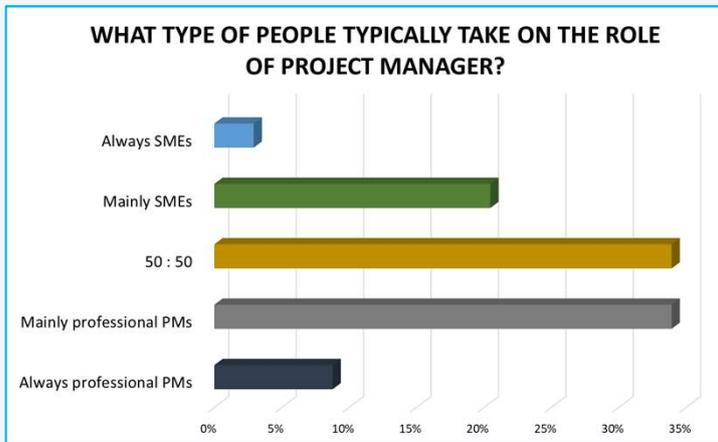


47% believe the current level of maturity across their organisation is 3 or more

56% of respondents are somewhat or very dissatisfied with the current level of PM maturity in their organisation, up from 50% in 2017, itself an increase from the 45% recorded in 2016. This is a significant figure and demonstrates the scale of opportunity for PPM improvements



Types & Training of Project Managers



42% of projects are mainly or always run by professional Project Managers

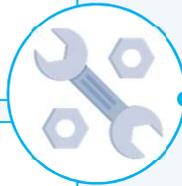
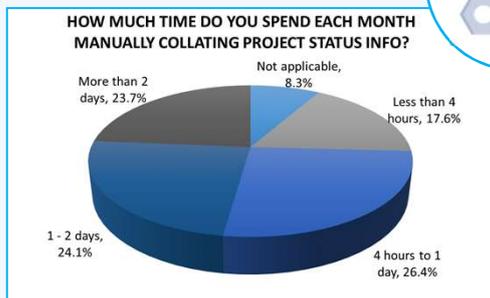
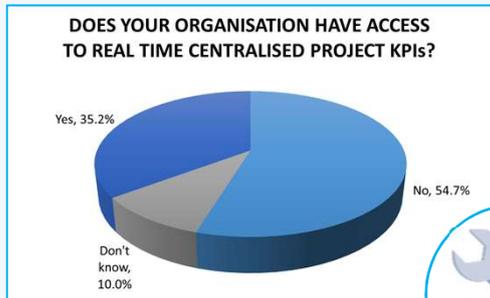


48% of organisations invest in accredited project management training

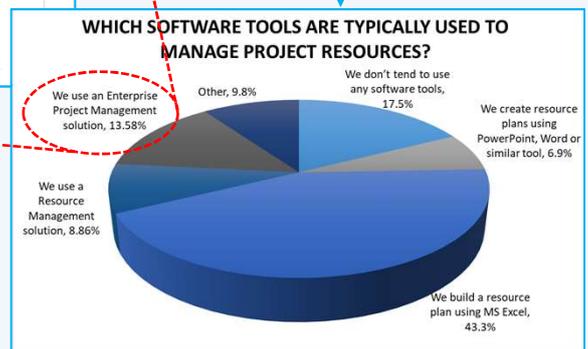
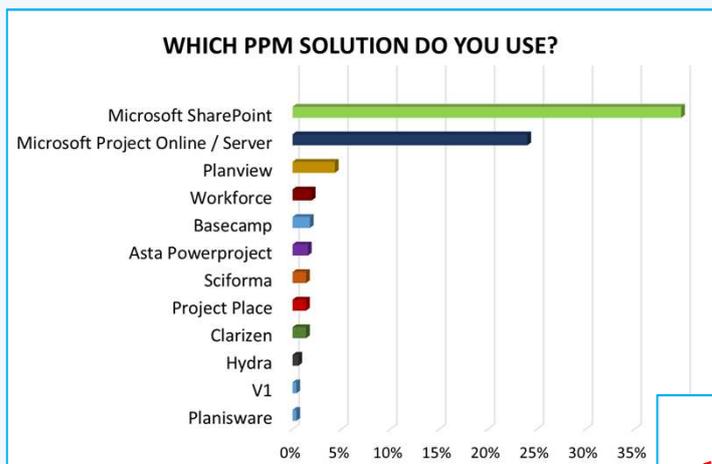
Many projects are not run by a recognised “professional” Project Manager but rather a Subject Matter Expert (SME). **28%** of participants reported that their organisation does not invest in project management training. How can these organisations expect project success without training in best practice tools & techniques?



PPM Software Tools



55% do not have access to real time project KPIs with nearly **50%** spending 1 or more days manually collating project reports. **Isn't it time to implement a PPM solution...?**

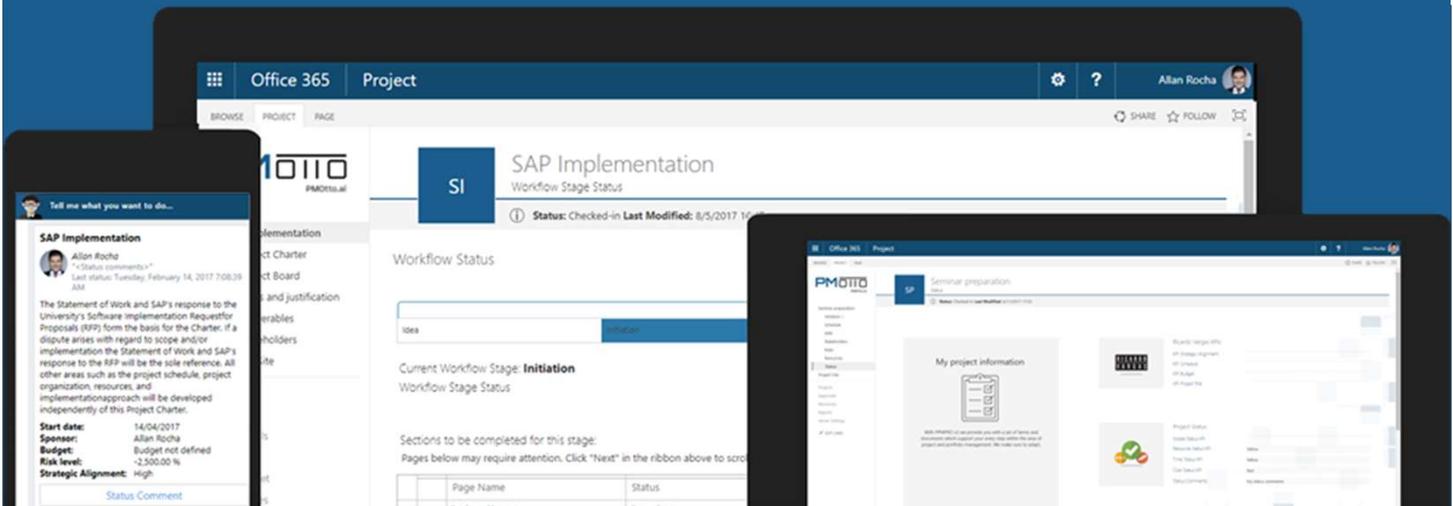


Only 22% use a PPM or Resource Management software solution, with many organisations yet to benefit and still collating reports manually with no access to real time KPIs. **The most popular full PPM solution is Microsoft Project Online,** available in the cloud alongside Microsoft Office365. Microsoft Project Online can be quickly setup on its own or added to an existing Office365 tenant



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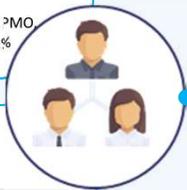
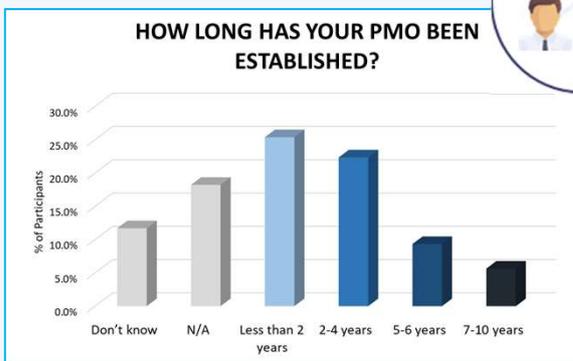
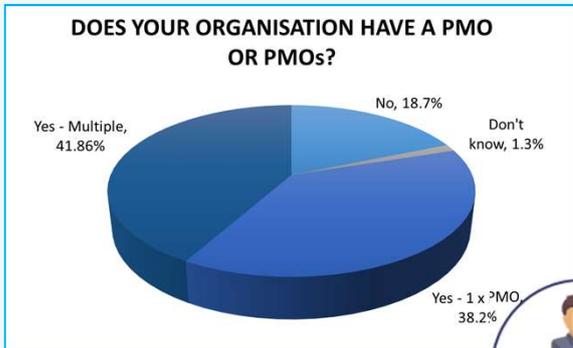
Project



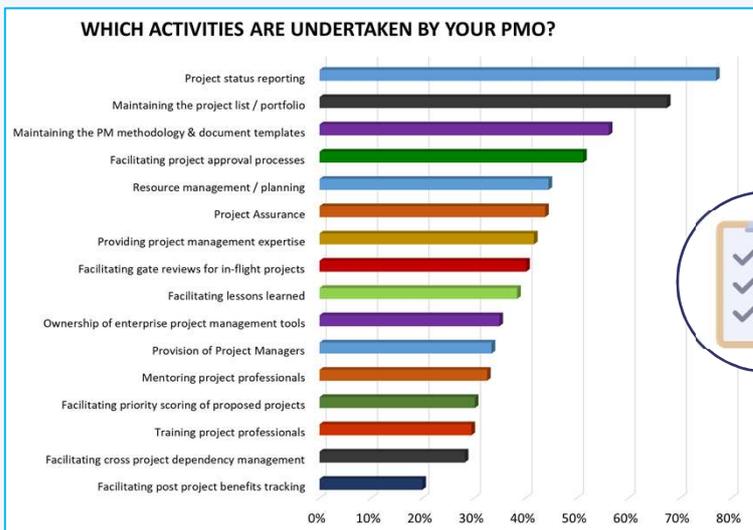
Microsoft Teams



The PMO



80% of organisations have 1 or more PMOs
25% of these are less than 2 years old

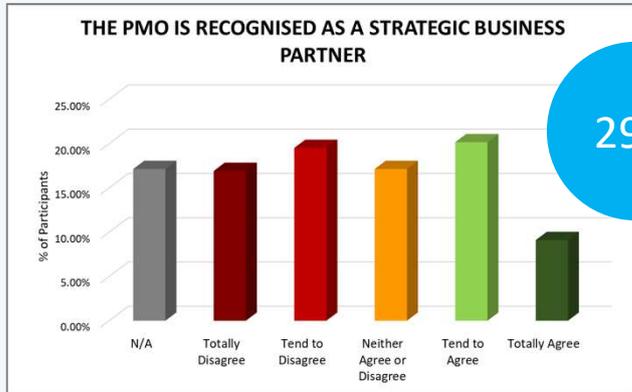


Which of these activities are in your PMO Service Catalogue?

80% of organisations now report having 1 or more PMO's, up from 71% in 2016. Building on page 8 here we see "benefits tracking" as the least likely to form part of PMO scope with only 20% stating this activity is undertaken

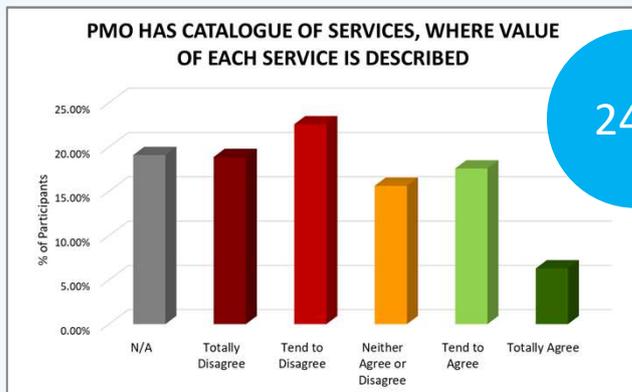


The PMO



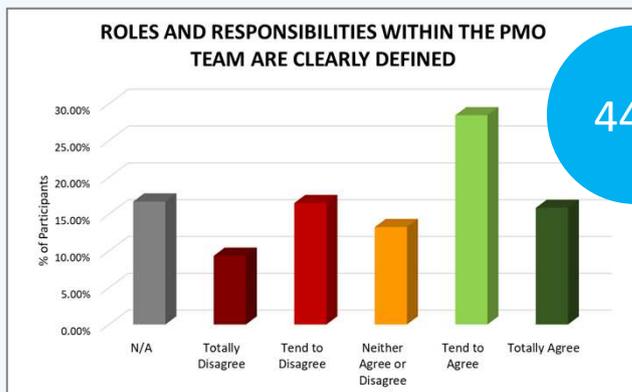
29%

Agree their PMO is recognised as a strategic business partner



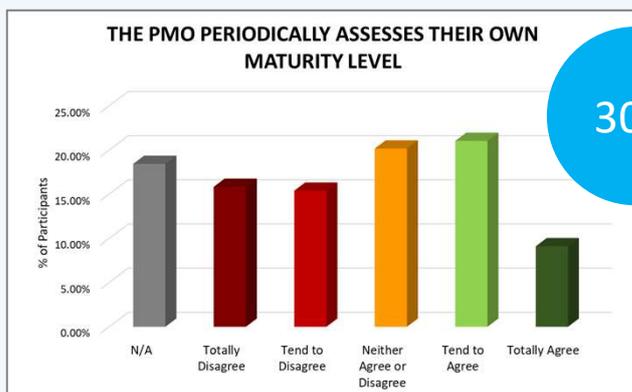
24%

Agree their PMO has a catalogue of services, where the value of each service is described



44%

Agree roles & responsibilities within the PMO are clearly defined



30%

Agree their PMO periodically assess their own maturity level

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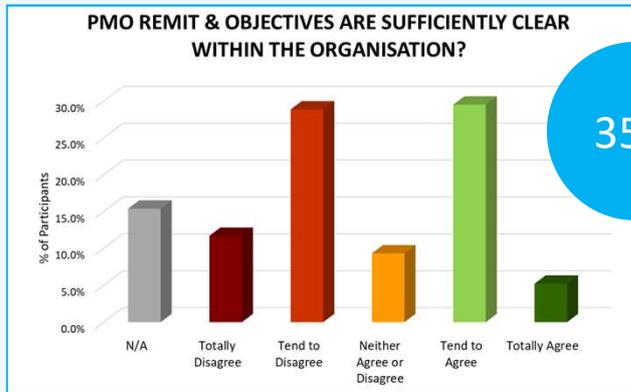
Rebecca Fox - Head of Commercial, APM

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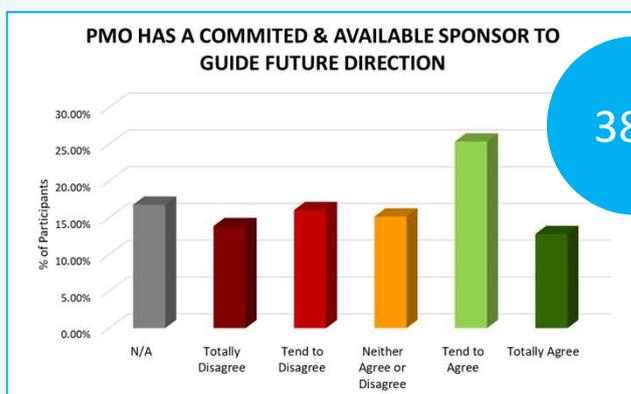




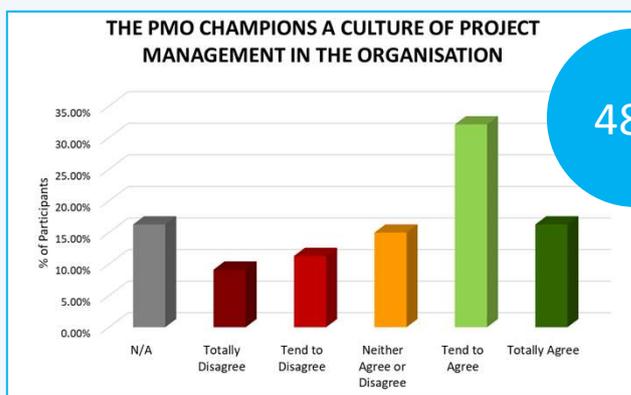
The PMO



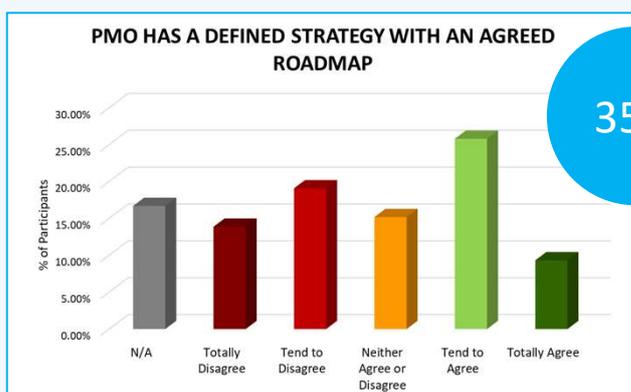
Agree their PMO remit & objectives are sufficiently clear within their organisation



Agree their PMO has a committed and available sponsor to guide future direction



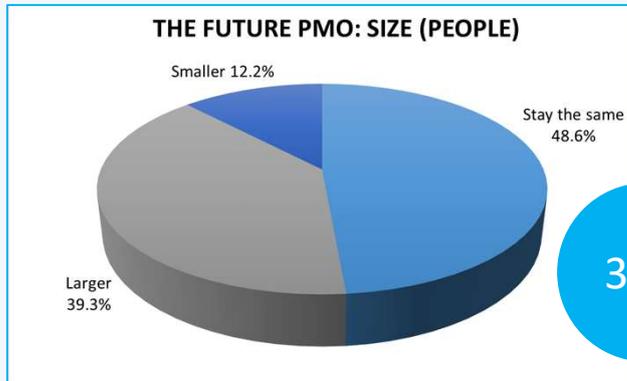
Agree their PMO champions a culture of project management in their organisation



Agree their PMO has a defined strategy with an agreed roadmap

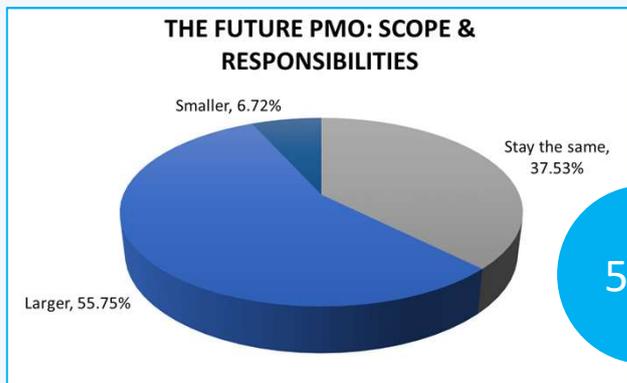


The Future PMO



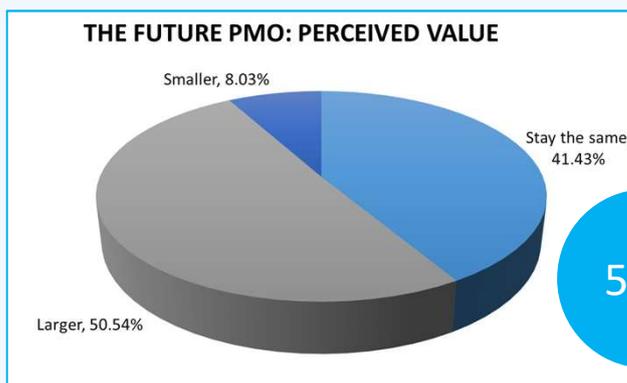
39%

PMO will increase in headcount, up from 36% in 2017



56%

PMO will increase in scope & responsibilities, up from 54% in 2017



51%

PMO will increase in perceived value, up from 46% in 2017

The Future PMO will have increased scope of work and responsibilities but is less likely to be given increased headcount. If PMOs are to take on this challenge then they need to become more efficient, for example reduce or eliminate time spent manually collating project reports

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PMO** 
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OCT 4TH 2018  **LONDON**

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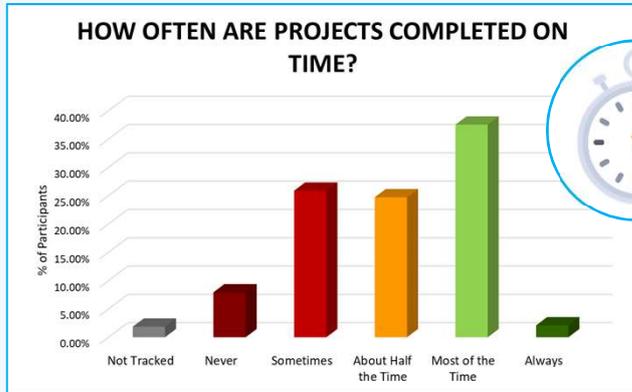
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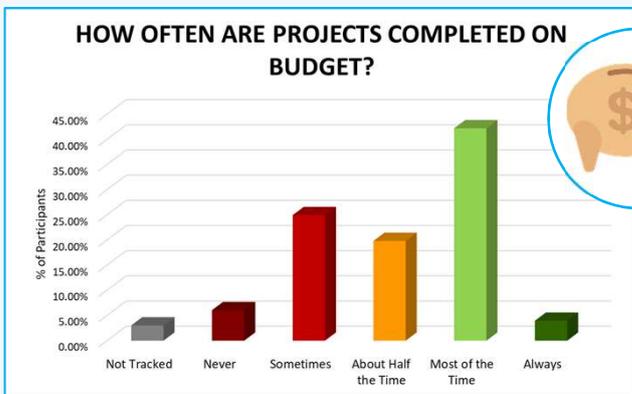
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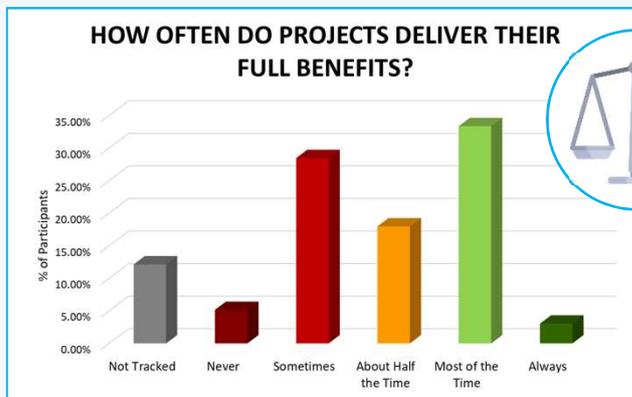
Project Performance



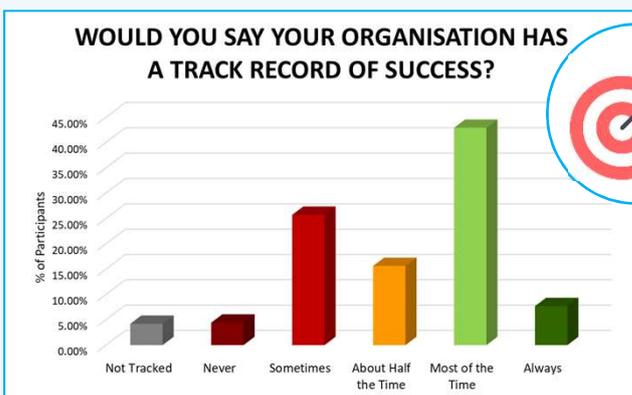
40% of projects are mostly or always completed on time



46% of projects are mostly or always completed on budget



36% of projects mostly or always deliver their full benefits

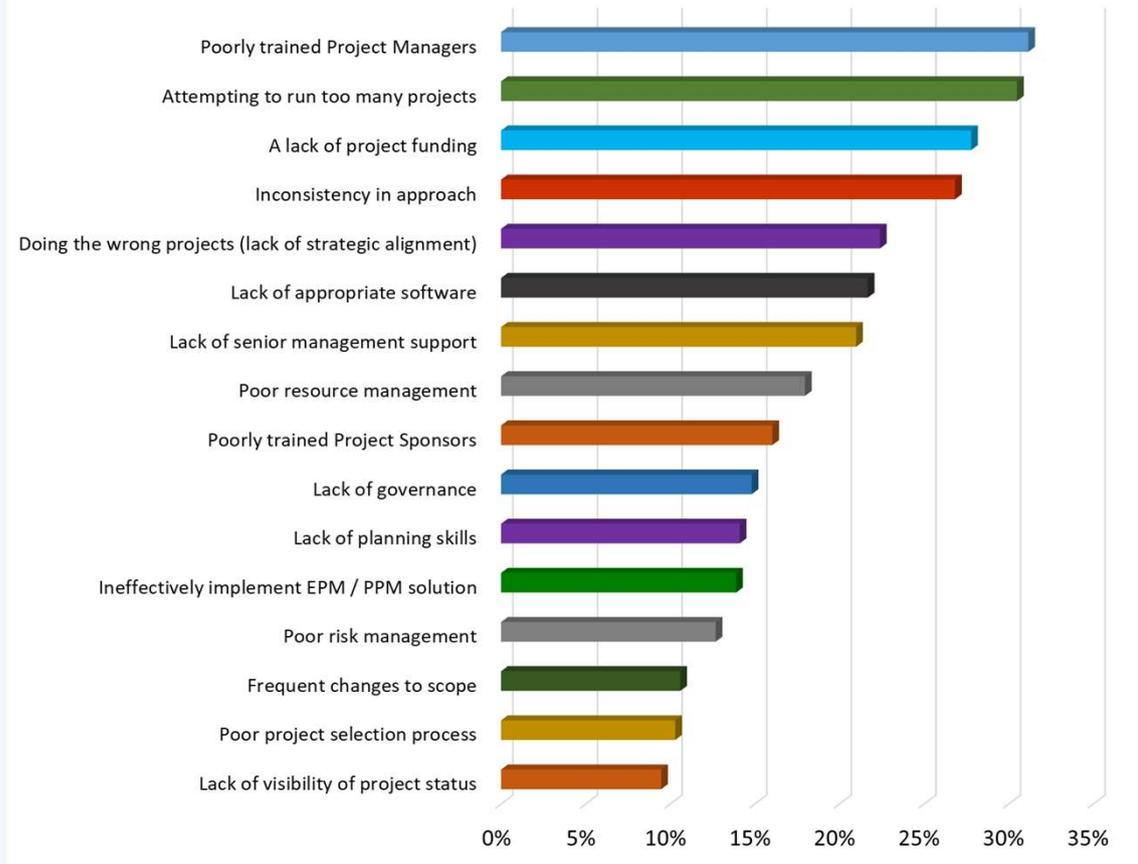


Yet, **50%** say their organisation has a track record of project success



Project Performance

WHAT ARE THE LARGEST PROJECT MANAGEMENT CHALLENGES IN YOUR ORGANISATION



"Lets focus on the priority projects. We're trying to do too many!"



"Lets train our PMs & Sponsors to give them a fighting chance!"



"Lets agree a consistent, practical, scalable way of working!"

These challenges might look familiar, yet if we tackle them we will increase our chance of project success. Is your organisation running the right projects in the right way? **Consider your organisation and the challenges you face. What can you pro-actively do to tackle these challenges head-on?**



About this Report

Wellington PPM defined a series of 40 questions relating to project management in consultation with the APM PMO SIG and the APM Systems Thinking SIG.

These questions were then used to build an online survey. Project Management professionals from across all industries were invited to participate by completing the online survey. The survey was publicised solely in the UK and was open for participation from the 1ST of October 2017 until the 30th of November 2017.

Vince Hines, Managing Director, Wellington PPM is the author of this report, created based on the data collected from the survey. Respondent specific survey data is kept in strictest confidence. This report has been anonymised and includes trends, averages and totals data. Anonymised data was shared with University College London to further their research in project management along with the APM PMO SIG and the APM Systems Thinking SIG.

Wellington PPM does not share respondent specific data. Wellington Limited is registered in accordance with the Data Protection Act 1998: Z9727037.

Prize Draw

Acknowledging that project management professionals are busy people Wellington PPM provided additional incentive to complete the survey with a prize draw. The APM PMO SIG kindly contributed a ticket to the APM PMO SIG conference as part of the prize draw, all other prizes were provided by Wellington PPM

Congratulations to our Prize Draw Winners

M. Holland	APM PMO SIG conference ticket
L. Beaumont	£100 John Lewis vouchers
R. Royle	£250 John Lewis Vouchers
N. Mitchinson	FuturePMO conference ticket
S. Smith	FuturePMO conference ticket
K. Hardy	FuturePMO conference ticket



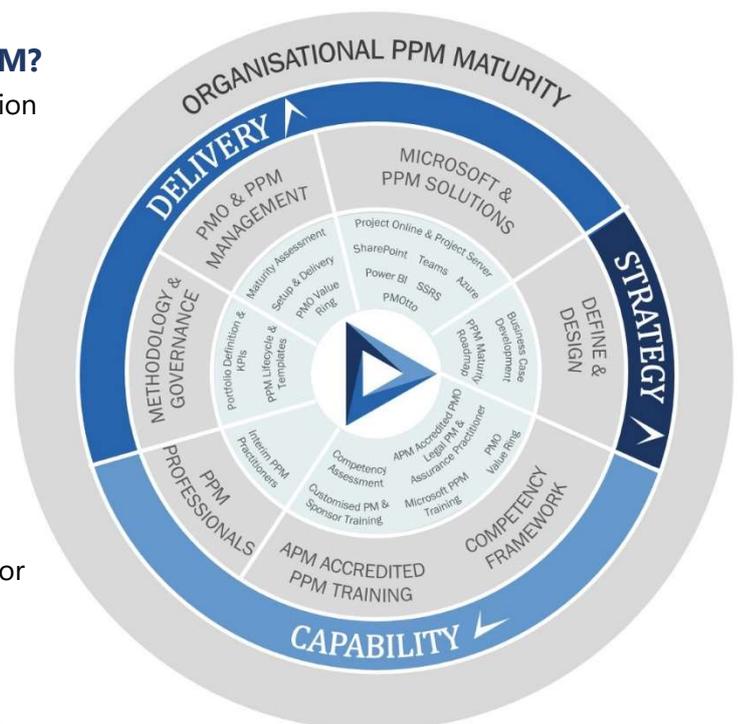
About Wellington PPM



We are a specialist Project Management company based in Windsor, Berkshire working with clients across the UK and internationally with a focus on Spain & Ireland. Established since 1995, our clients come from all industries, both public and private sectors and range from household names to SME's. The one thing all our clients have in common is they all run projects.

What is unique about Wellington PPM?

- **MS Gold Partner** with the PPM Specialisation
- **APM Accredited Training Provider**
- Exclusive UK Partner for the **PMO Global Alliance**
- Member of the APEX Alliance
- Exclusive UK, Ireland & Spain Partner for **PMOtto** AI Solution
- Exclusive UK, Ireland & Spain Partner for **PPMPro** Project Online apps
- Organisers of **FuturePMO** – the annual 1 day PMO Conference, 4th Oct, London
- APM PMO of the Year Award Sponsor
- APM Salary & Market Trends Report sponsor
- Authors of the APM Accredited **PMO Practitioner Course** and **Legal Project Management** course
- Organisers of the UK **PM Day of Service**, a charity day where PPM gives back





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Legal Project Management Course

1 day training course provides a benchmark for LPM training and is now available for firms to train their fee earners in best practice project management

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