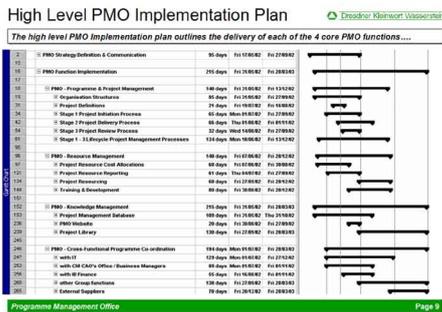


Case Study: Programme Management Office



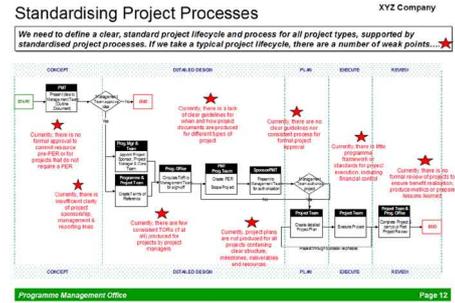
Dresdner Kleinwort Wasserstein is the investment bank of Dresdner Bank AG and a member of the Allianz Group. Headquartered in London and Frankfurt, with offices in leading international financial centres such as New York and Tokyo, it employs approximately 6,000 people around the world..



DrKW Programme Management Office Implementation

As a core component of its 3-year strategy DrKW decided to implement a professional programme management office (PMO) to co-ordinate the delivery of 80 or more major projects costing £25 million in year 1 alone. The core objectives of the PMO implementation project were to:

- Design & install programme level management, infrastructure, tools & reporting, notably including a clear project prioritisation process
- Set project level management standards and deliver enhanced and consistently applied project management reporting, controls and processes across all of our projects
- Design & deliver enhanced project resource management processes that provides transparency of resource allocation & utilisation, and hence project cost allocations, e.g. use of timesheets
- Create a project knowledge management infrastructure that captures all project information, e.g. populate and utilise a single database for all projects, accessible through the intranet
- Facilitate project and programme co-ordination across all bank functions and locations



Programme management skills

On the basis of his track record in successful programme management, Chris Charlton from Namaste Management was hired by DrKW on a permanent contract to set-up and head the Programme Management Office.

This included the organisation and management of multiple programme workstreams aligned with business divisions; and crucially, the integration and co-ordination of project and programme management teams across the primary investment bank functions, including front office, operations, IT & finance.

"Well organised and brought some much needed structure to the project management process...", Jeremy Mumford, Director, Strategy & Development, DrKW

Core PMO Drivers...

TRANSPARENCY - to be able to clearly present the what, when, who, why, how much and for whom change is delivered. This forms the basis for all control and co-ordination processes

CONTROL - to be able to control all elements of project delivery, including cost allocation and benefit realisation. This provides the mechanism to make clear and consistent project & programme decisions

QUALITY - to set the standard for project management & business analysis to ensure the production of high quality project deliverables

CO-ORDINATION - to have a management structure & process at programme level i.e. across all projects within the programme; and to have agreed priorities within and across business lines, functions and departments

"Unquestionable commitment and clear client focus... building strong relationships with client staff, always promoting a realistic 'can-do' attitude... and gets positive feedback from all members of the team. A very good job in a big role." Eric Smith, Major Programmes Director, Cap Gemini

"What is special about this project is that the upfront investment in getting the systems and processes right from day one paid dividends many times over during the design phase itself. As Design Integrator it was Atkins' job to get the best from all of the companies working together in an alliance. Working with Namaste Management, we had the toolkit plus the breadth of knowledge and experience to make this to happen." Nigel Thornton, Project Director, Atkins Nuclear

"It was a pleasure, thanks for the job well done...", John Bruno, Head of Global Margin Management, Deutsche Bank

