

Project Assurance Landscape



EPC firms too project-centric and not provide objectivity representing the owners perspective...“fox over-seeing the hen house” ...leave before OPEX Phase and next project motivated

Top tier consulting typically lack expertise to adequately know where to look and apply boots on the ground from a construction site perspective...more strategy/PMO-based and lack execution ability based on CAPEX experience

Boutique consulting – lack staffing to cover long-duration projects and complex scope

Technical consulting – typically excel at process design but lack business perspective

Maintenance Consulting – largely focus on OPEX and not CAPEX

3rd Party Inspection/surveillance – experience in TPI/In-Service Inspection/Staffing but typically ignore assurance-based CAPEX/OPEX opportunities to reduce cost/identify savings/CI nor provide CMMS capability.

Assurance For Major Projects Assurance For Major Projects

Judd E. Hollander



Assurance For Major Projects Assurance For Major Projects:

HC 147 - Major Projects Authority Great Britain: Parliament: House of Commons: Committee of Public Accounts,2014-08-19 The work of the Major Projects Authority is supported but without stronger powers it is unlikely to achieve its aim of a systemic improvement in project delivery across government The projects in the MPA s portfolio represent a huge and rising cost to the taxpayer The MPA however only has informal influence over departments It has no powers if a department decides to proceed with a project against MPA advice It needs to have stronger more formal mechanisms for driving change and there should be transparency where ministers or officials have rejected its recommendations The MPA also needs to focus its efforts more on the early stages of a project working with departments to ensure that they have devoted sufficient attention to the concept design and business case for projects before seeking approval It could also improve its impact by prioritising its work more effectively The creation of the Major Projects Leadership Academy is welcomed but the MPA needs to target top decision makers as well as managers Nobody in central government is responsible for overseeing projects at a strategic whole of government level The Treasury should take ownership and responsibility for overseeing the government portfolio The MPA should also publish more information on each project including the amount spent to date even if this means reviewing the Government s transparency policy There is also particular concern that the decision to award a reset rating to the Universal Credit project may have been an attempt to keep information secret and prevent scrutiny

Management of major projects Great Britain: National Audit Office,2010-03-23 The Home Office is currently managing over 30 major projects more than any other central civil government department with a combined estimated lifetime cost of 15 billion The Department has taken steps to improve its approach to project management It established the Group Investment Board in 2003 to challenge approve and monitor all major projects In addition the Department set up a centre of excellence which provides guidance and support for project managers and supports the Group Investment Board The Home Office has strengthened oversight of projects with improved reporting on project progress It has shown a great commitment to improving the capabilities and skills it needs to deliver these projects developing a range of training and development initiatives to support project managers and project staff It has led in the development of training for Senior Responsible Owners senior staff accountable for the delivery of project benefits and which is now available across Government There is however scope for further improvements The Home Office has not used the information it has to assess whether or not there has been an improvement in performance in delivering projects to time and budget It also needs to improve the accuracy and consistency of its project information and to improve management of risk The Home Office remains reliant on temporary staff and consultants who make up over 30 per cent of its major project teams

Assurance for major projects Great Britain: National Audit Office,2012-05-02 This National Audit Office report is on assurance for major government projects such as the introduction of large IT systems the construction of ships and

helicopters and major changes to how services are delivered There are 205 projects in the Government Major Project Portfolio with a combined whole life cost of 376 billion and annual cost of 14.6 billion Thirty nine of those projects have a delivery confidence rating of red or amber red The report supports the changes that government has made to the central assurance system for such projects in particular the launch of the Major Projects Authority and finds that they have resulted in some significant impacts However the system is not yet built to last Processes need to be formalised and the Authority HM Treasury and departments need to co operate more if these improvements are to continue Transparent reporting of project data would also create a more effective and enduring system An effective central system that gives assurance over project progress is critical for ensuring successful outcomes Capacity constraints have had an impact on the effectiveness of the assurance system The Authority is reporting on 160 more projects as part of the portfolio and carrying out more in depth assurance work but has 40 per cent fewer staff than the body it replaced As a result processes for sharing project lessons and for continuously improving the system remain informal and there is overdependence on key individuals in the system

Projects, Government, and Public Policy Stanisław Gasik, 2022-11-25 Many governments have effectively organized public project implementation systems in their jurisdictions At the same time many other countries remain at a less advanced level of public project management Globally there is a need for project management knowledge to be transferred between governments However no systematic review of these practices has been developed to date Projects Government and Public Policy was written to fulfill this need and presents a review of project management practices in countries with developed project based capabilities This book uses its own rigorous model to present this review systematically This book's practical purpose is to give a structured overview of government level project management practices This knowledge can be used in the work of governments to improve the management of public projects and the implementation of public policies Many professionals working in public institutions understand project management concepts differently than project management professionals Therefore this book begins with a chapter that describes the differences between the conceptual basis of public administration and project management The body of this book has five parts Part I is mainly intended for those involved in government and public administration who want to acquire or increase knowledge about project management Part II provides an overview of the basic concepts from the theory of public administration public policies and development management Part III describes what makes public projects unique and the success factors specific to projects of this sector Knowledge about effective government project management practices is covered in Part IV The concluding Part V begins with a general overview of the maturity model concept Its main part covers the description of a maturity model showing ways to systematically improve the implementation of public projects This book is written for governments and government administrators including the most influential decision makers who craft policies to guide a country's development as well as how to implement projects This book is also intended for supporters and enthusiasts of project management in government

and public administration by providing them with a description of the solutions used by project management in public administration This book is intended too for all project management practitioners working for public projects project managers team members sponsors and middle level executives of project delivering private companies By knowing public administration concepts they can manage their projects better and use a common language with their clients Lessons from PFI and other projects Great Britain: National Audit Office,2011-04-28 Lessons from the experience of using PFI can be applied to improve other forms of procurement and help Government achieve its aim of securing annual infrastructure delivery cost savings of 2 billion to 3 billion To secure the best value for money from all types of procurement the public sector needs to develop skills the NAO has identified These are collecting better data to inform decision making ensuring projects have the right skills establishing effective arrangements to test challenge and if necessary stop projects and using commercial awareness to obtain better deals The case for using private finance in public procurement needs to be challenged more Also privately financed projects will often still be off balance sheet which may continue to act as an incentive to use PFI There has not been a systematic value for money evaluation of operational PFI projects by departments So there is insufficient data to demonstrate whether the use of private finance has led to better or worse value for money than other forms of procurement The Treasury and departments should identify alternative methods for delivering infrastructure and related facilities services to maximise value for money for government The NAO welcomes the current plans of the Treasury and Cabinet Office to strengthen project assurance The report highlights the need for independent challenge capable of stopping projects which do not give the prospect of value for money This is particularly important as there is still a shortage of the skills needed to manage and oversee complex major projects Project Management in Health and Community Services Valerie Thiessen,2020-07-16 Project management is recognised as a core competency across health and community services environments yet it can be challenging for new project staff and practitioners to balance the needs of stakeholders and ensure the best outcome for everyone involved This wholly revised edition of Project Management in Health and Community Services presents the tools and techniques for effective practice offering practical problem solving strategies for managing projects based on real life scenarios The expert authors use case studies and examples from the field to illustrate topics such as the project life cycle project planning execution and evaluation risk management handling change and building effective teams This edition also features a new chapter on the importance of incorporating evaluation into project design and implementation and how evaluation can impact on future project design and development Written by highly experienced authors and underpinned by the latest research this is an essential resource for anyone studying or working in health and community services *Reconstructing Project Management* Peter W. G. Morris,2013-03-08 This hugely informative and wide ranging analysis on the management of projects past present and future is written both for practitioners and scholars Beginning with a history of the discipline s development Reconstructing Project Management provides an extensive

commentary on its practices and theoretical underpinnings and concludes with proposals to improve its relevancy and value. Written not without a hint of attitude, this is by no means simply another project management textbook. The thesis of the book is that it all depends on how you define the subject: that much of our present thinking about project management as traditionally defined is sometimes boring, conceptually weak, and of limited application, whereas in reality it can be exciting, challenging, and enormously important. The book draws on leading scholarship and case studies to explore this thesis. The book is divided into three major parts. Following an Introduction setting the scene, Part 1 covers the origins of modern project management, how the discipline has come to be what it is, typically said to be how it has been constructed, and the limitations of this traditional model. Part 2 presents an enlarged view of the discipline and then deconstructs this into its principal elements. Part 3 then reconstructs these elements to address the challenges facing society and the implications for the discipline in the years ahead. A final section reprises the sweep of the discipline's development and summarises the principal insights from the book. This thoughtful commentary on project and program and portfolio management as it has developed and has been practiced over the last 60 plus years, and as it may be over the next 20 to 40, draws on examples from many industry sectors around the world. It is a seminal work required reading for everyone interested in projects and their management.

The Front-end of Large Public Projects Terry M. Williams, Knut Samset, Gro Holst Volden, 2022-06-07. Large public projects represent major complex investment, and whilst there has been much written about how to develop, manage, and deliver such projects, practice still does not match up with expectations. In this book, researchers from the Norwegian Concept Research Programme explore the paradoxes between theory and practice in collaboration with experts in the field of project governance. This book delves into the reality of large public projects to show how they can be managed effectively and efficiently, recognising the realities of their context. It offers a range of practical conclusions as to the paradoxes of the governance and management of public projects. The international spectrum of authors draw their examples from the UK, Norway, Canada, France, Australia, and the Netherlands. Bridging the gap between research, theory, and practice, this book will benefit academics and researchers in the field of project management and corporate governance, as well as those in the practice of public project governance: civil servants and industry practitioners.

Benefits Realization Management: A Practice Guide, 2019-01-22. Benefits realization is the common thread that runs from organizational strategy through project deliverables that contribute benefits. Yet according to PMI's 2018 Pulse of the Profession Report, Success in Disruptive Times, only one in three organizations report high benefits realization maturity. This practice guide provides a comprehensive look at the topic of benefits realization in portfolio, program, and project management. It will help readers tackle this important topic and drive more successful outcomes and better strategic alignment in your organization. Inside this practice guide, readers will find standardized definitions for benefits realization, benefits realization management, and associated benefits realization terms; the core principles of benefits realization; the benefits realization management life cycle from organizational

mission vision and strategy through project deliverables and success measurement and how it contributes to the expected benefits and value that the organization intends to realize and a framework and guidance to help practitioners manage benefits realization in organizational project management and portfolio program and project management As with all PMI standards and publications this practice guide also aligns with our other standards including A Guide to the Project Management Body of Knowledge PMBOK Guide Sixth Edition The Standard for Program Management Fourth Edition and The Standard for Portfolio Management Fourth Edition **Project Management, Planning and Control** Albert Lester, 2021-08-27 Covering the principles and techniques you need to successfully manage an engineering or technical project from start to finish Project Management Planning and Control is an established and widely recommended project management handbook Building on its clear and detailed coverage of planning scheduling and control this eighth edition includes new case studies from industries including petrochemical and construction as well as updates throughout to account for changes and best practice in governance and adjudication It also now includes expanded coverage of AI Big Data and sustainability Ideal for those studying for Project Management Professional PMP qualifications Project Management Planning and Control is aligned with the latest Project Management Body of Knowledge PMBOK for both the Project Management Institute PMI and the Association of Project Management APM and includes questions and answers to help you test your understanding Self contained chapters make this ideal for quick reference Provides case studies in project management from construction industries and AI Updated and expanded to address new trends and techniques related to governance stakeholder management BIM VDC and Primavera P6

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