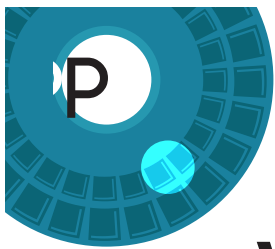PELLUCIDO

PROJECT AUDITING & CONSULTATION

What is Pellucido?

Pellucido provides a clear and transparent consultancy that helps our clients to realise their vision.

By delivering detailed audits and program reviews, we help our clients to continue to work independently, whilst providing a non-biased and clear view of where their project or program stands. We help mitigate risk and rising costs on difficult projects, whilst enabling you to streamline processes in order to obtain a greater ROI.

Some clients primarily engage Pellucido to take responsibility for the entire program delivery and/or program office management. While the initial benefits of this allows our clients to hand off the process and management of projects, Pellucido do not see this as a beneficial long term solution for our clients. Our goal is to teach you how to become self-sufficient, using your own internal resources, who know your business better than any consulting firm. You will gain the expertise to move your program forward independently, allowing you to save on third party costs. We then offer continuing support by providing you with transparent audits on your self-managed program.

pellucid (adj): allowing the maximum passage of light; translucent, clear in meaning.
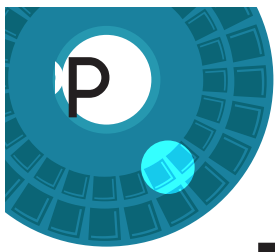
Project auditing

What is a project audit?

A project audit is a formal type of **project review**, usually designed to evaluate the extent to which project management standards are being followed.

Audits are typically performed by a designated audit department, a project management office, an empowered steering committee or an external auditor. The audit entity must have the designated authority to conduct the audit and make related recommendations.

Going beyond practice verification, project audits are also performed as a 'check and balance' to evaluate project quality, necessity, value, and to examine the root causes of known project problems and reported failures. In order to meet these varied uses, audit scope may vary based on type, purpose and timing. Verification audits are pre-planned, with the subject project selected according to established criteria.

Quality assurance and problem response audits are also initiated in response to the pressing needs of a troubled project.

The Four Keys
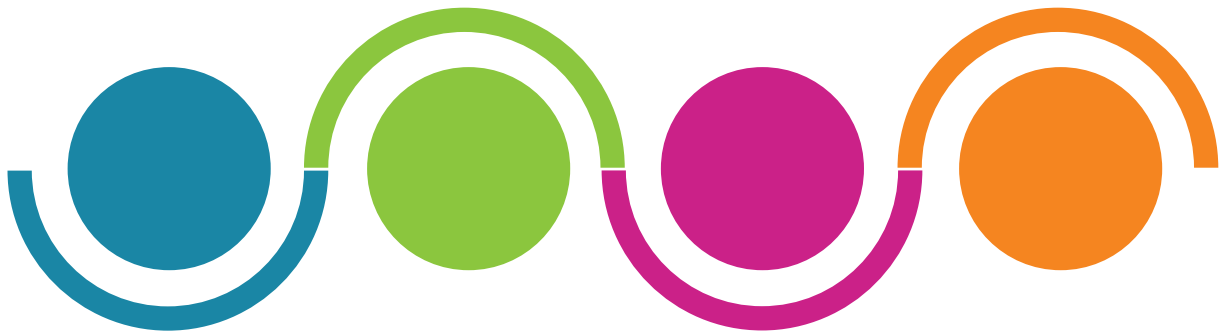
Institutional Support
Provide support and mentorship to aid the project team.
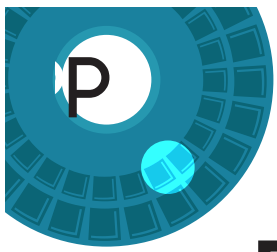
Alignment of Requirements
A review of the requirements will be undertaken, to make sure that they still align to the Mission Statement.

Independence
A completely independent review. No internal party will conduct the review alongside Pellucido. The review will also include conversations with any clients and third parties.
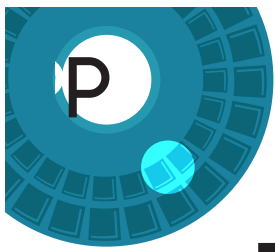
Transparency
A completely clear view of where the project stands will be provided. Nothing is hidden.

Project auditing

The Audit: 7 critical points of review

Review the mission statement

Review stakeholders' roles and responsabilities

Audit appeal procedure

Internal and external reporting

'Trigger' criteria

Review project execution

Initiation documents and procedures

Project consultation

Pellucido aims to deliver a course of action that manages the priority themes of the program alongside risk, time, cost and quality as well as the leadership to inspire and motivate teams, and the passion and enthusiasm to drive value at every turn.

By providing strong, expert leadership from the start, the aim is to give clients the confidence and assurance that they need. Together, based on experience drawn from large-scale projects around the world, we will help you to develop robust program delivery methodologies that are fully transparent.

Navigating risk
Management of risk on projects is about more than safeguarding. Effective management can also help realise new opportunities and provide crucial assurance that the project can make a smooth transition into operation. Project success means different things to each client - from value capital, cost out-turn, timely delivery, whole-life cost to value for money and reputation.

Trusted, strategic and creative
Responsiveness and reliability make Pellucido a trusted advisor. As such, we work together to link strategic, program and project advice to achieve business goals and lasting change. Whether in long-term partnerships or for one-off projects, Pellucido seeks to understand your organisation's aspirations in order to find imaginative solutions that deliver what you need.

A technical edge using a formidable specialist capability
In other words, experts on call. This allows Pellucido to meet the high technical demands of clients.

Harnessing expertise:
to aid you in creating and leading carefully-crafted project teams, bringing focus, assurance, efficiency and creativity. Years of experience allows Pellucido to tackle the complexity of combined projects.
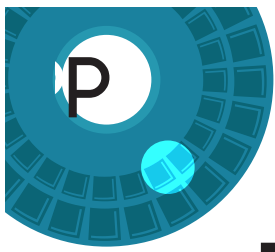
Project management

How we can help

Pellucido brings specialised skills and knowledge to assist companies to make the best possible business decisions, providing oversight and leadership in executing projects from planning to completion.

Daily tasks might include managing budgets, resources and relationships to achieve organisational objectives, as well as planning, developing and executing schedules to ensure timely completion of projects.

Together, we can help define and monitor each team member's role and function, and co-ordinate all team activities throughout the lifecycle of a project.

Pellucido also: identifies and manages project risks and develops solutions; facilitates meetings; builds positive relationships between clients, vendors and management; tracks documentation and data collection; creates presentations and conducts follow up studies on projects.

Managing client relationships

Nurturing clients properly requires a combination of personal skills and supporting structures and processes. A client should have different points of contact at different levels and at different times; it is important to spread the risk, and not have everything balancing on one point of contact.

Promoting your work from the outset with a belief that you can add real value to your client's business is a crucial starting point to building the right relationships with clients and third parties. 99% of work is not won on price alone, and trading on price means someone, somewhere will be able to undercut you. It is the quality and transparency of the work that will ultimately keep the partnership flourishing.
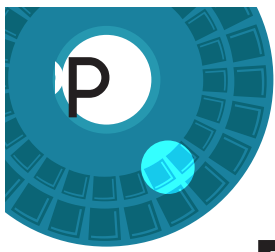
Project management

The four basics

Risk
Any project, big or small, carries inherent risk. Part of the planning process is to identify issues before they become problems. At the start of a project, all stakeholders, vendors and clients must work in partnership to identify, assess and control risk.

Leadership
The assigned project manager is responsible not only for seeing the project through to a successful completion, but also leading a team to achieve that goal. Ensuring that all parties involved are motivated will lay the groundwork for a successful project.

R

L

S

C

Scheduling
Scheduling is at the heart of what our project managers do: setting up realistic schedules in conjunction with all relevant groups and effectively managing the resources to keep the project on track, and successfully concluded on time.

Communication
Communication goes hand-in-hand with leadership. A leader cannot be effective if they are unable to articulate what it is they need their team to do. Clear communication must be provided between teams, as well as with everyone associated with the project, from vendors and contractors to stakeholders and customers.
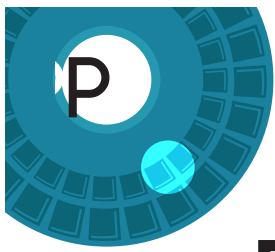
Project management

How Pellucido manages your project

Negotiating

All service, resources and scope agreements are signed off by all parties prior to the start of the project. However there are inevitable conflicts that will arise among team members or other people involved in the project. Pellucido mediates with all parties, working together to find a resolution.

Critical thinking

Pellucido's aim is to be as objective as possible in analysing and evaluating an issue or situation, in order for an unbiased opinion to be formed. The decision will be based only upon what is best for the project.
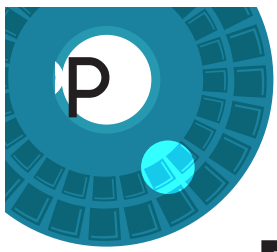
Task management

Scheduling is the foundation of project management, and the tasks are the mortar that holds everything together. Using pre-existing tools such as JIRA (see p10), Pellucido provides a clear view to all tasks and timelines. The task list (or backlog) is managed on a daily basis.
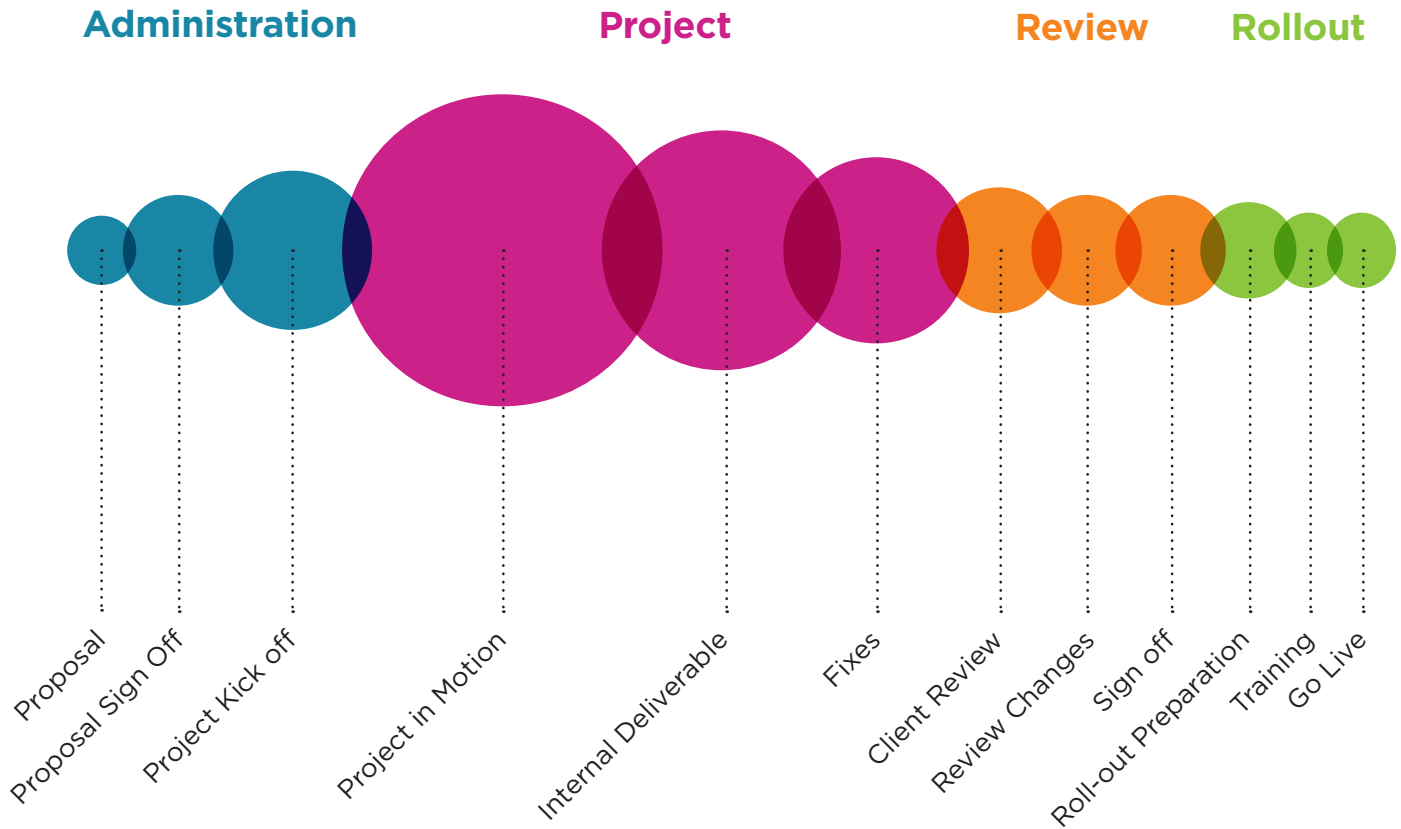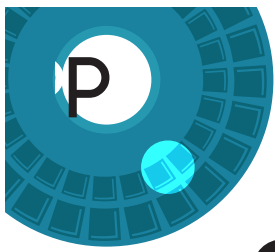
Cost management

Working with all stakeholders, vendors and clients, Pellucido ensures that all assigned costs are realistic and will meet the financial needs of the project. Working hand-in-hand with financial controllers to manage these costs throughout the life of the project is critical to its final success.

Quality management

Quality management is often overlooked by project leaders and project sponsors. Quality management is overseeing the activities and tasks that are required to deliver the product or service at the level stated in the project paperwork. Clear testing ensures that quality levels are not sacrificed in favour of hitting deadlines.

Project management

Your project outline

Administration **Project** **Review** **Rollout**

Proposal

Proposal Sign Off

Project Kick off

Project in Motion

Internal Deliverable

Fixes

Client Review

Review Changes

Sign off

Roll-out Preparation

Training

Go Live

Other services

Client proposals

Creating a robust template allows you to save time and work on the back-end of any proposal. Ensuring that you have as much information in your proposal as possible helps to answer many of the client's questions in advance and makes the RFI document easier to complete. Transparancy regarding assessed costs, timelines, project support and management, as well as quality assurance and post-project support will give your proposal the advantage.

Software development management

There are many tools that aid the management of software development, but the key with all of them is to ensure that they are used to their full capacity. Pellucido has previously rolled out the JIRA software to manage Agile, Waterfall and Scrum based projects in many companies, and will work with you to set up the application and teach you how to manage your backlogs and storyboards. We will also work with you to provide real-time statistics.
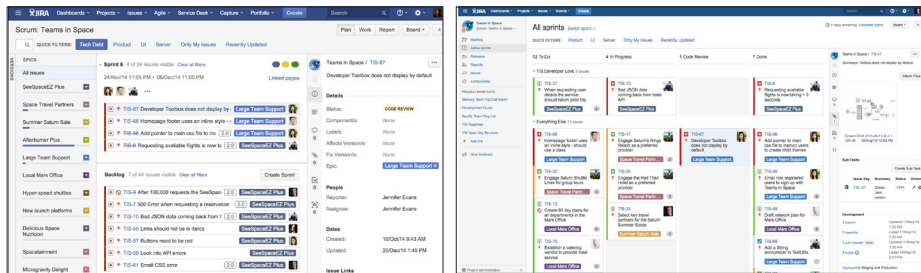
Bi stats and reporting

Real-time reporting is critical to any project and day-to-day workflow management. Waiting for weekly reports or updates creates risks that can have a financial impact both for you and your clients. Pelllucido provides real-time reporting through Tableau, and we will show you how you can get the best out of your data – whether from a standalone source or part of a data warehouse.
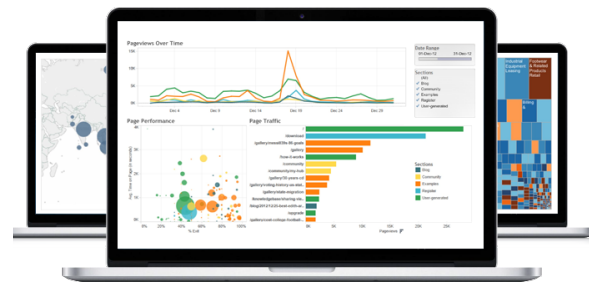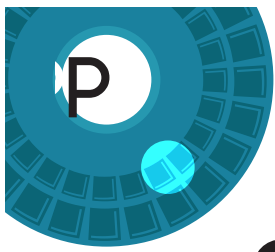
Case study

Industry: Claims and risk management for property owners

Company: The client is a national leader in insurance repudiation

Services provided by Pellucido: Post Merger & Acquisition (M&A) Integration, Project Recovery, Program Management, Project Scheduling, Methodology Enhancement, Mentoring & Coaching, Agile Development, System Integration

Challenge

The company was in the midst of significant business expansion that included the simultaneous acquisition of two organizations. One of these, which required an integration of 47 separate client sites and a software development program designed to migrate these companies to the client's corporate standards and practices, was in need of a course correction. The project was well behind schedule and over budget at the quarter-point of the implementation. On its current trajectory, the project would have lost the client multiple clients and associated revenue, along with a reduced ROI for the acquisition and development program of the new parent company.

Simultaneously, the parent company had taken on a new implementation program to prepare for integration with a new corporate in-house-developed claims management system, and the client faced an unmovable deadline for the transfer and conversion of IT Legacy systems to the new software and hardware platforms. New business from existing clients was dependent upon the completion of this integration.

In the midst of this transformative growth, senior management wanted to improve overall project management through better monitoring, control, and reporting while ensuring critical deliverables and targets were met.

The original program teams, comprising program and project managers from a third-party vendor, were unable to deliver results and the program was in peril. Planning was inadequate, milestones were missed, and the clients did not trust delivery dates. ❯
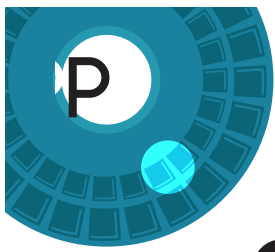
Solution

The company partnered with us to provide project management and consulting. After assessing the health of the various programs, we were able to make several key recommendations and help support the delivery of these initiatives on several fronts:

Acquisitions: The project team consolidated all decision-making responsibility with the project sponsor, appointed a technology head, and formalised the roles and responsibilities by developing a responsibility matrix. These basic processes clarified accountability and responsibility throughout all levels of the project, improving the effectiveness of the project team and streamlining decision-making. We also assigned a senior program manager who was dedicated to the implementation of the new claims management system, as well as integrating the software and process management groups from the acquisitions. They worked to integrate and coordinate multiple workstreams including groups from business, operations, implementation, and technology. Standardized process and documentation was created for individual workstream reporting and shared with other team members, and an integrated program level master plan was developed.

Formal training and mentoring was provided for all the project managers involved in the program initiatives, which improved key monitoring and control. RAG status was added to all levels of reporting, and also to the integration of the finance department to review budgetary expenditure. Internal issue management software was implemented to provide further transparency to higher management.

To improve the development effort supporting the acquisition, an **agile methodology** was introduced, focusing on improving the business requirements definition. This process led to better solutions, testing, and traceability, and ultimately a completed program with 100% client retention. ❱
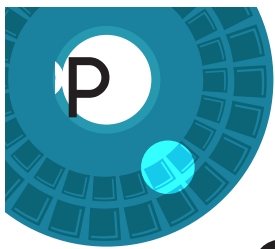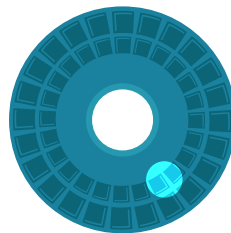
Case study (continued)

Results

The company, with our expert guidance, was able to leverage standard project management concepts and strategies and adapt them to the company's unique requirements. The result was a successful organizational transformation, retaining all current clients and integrating more than 30 new clients. The company expanded to two new call centers, and doubled the number of claims serviced, whilst meeting program deadlines and contractual obligations.

The acquisition program was reset and successfully recovered, with all of the new targets and milestones achieved within twelve months. The implementation of the company's new claims management system went live two months ahead of the planned date in the overall program.

From a company looking at a possible initial delay of nine months at the quarter point, we were able to save them from losses from development issues amounting to almost £1.4m, as well saving them the loss of clients.

The mentoring, training, and project management toolkit provided an efficient and consistent introduction to the reinforcement of project management principles. All of the processes created for these programs were developed with the goal of providing a solid foundation for the creation of the newly founded corporate PMO.

For the development effort, a team consisting of Business, Practice, and Technology members was assembled. Once the team was comfortable with the agile process, the development targets were reset, creating more realistic target dates and deliverables. ∎

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