

# **Centre of Programme and Project Management (COPPE)**

**at the Driver and Vehicle Licensing Agency**

**Presented by Janet Williams (DVLA)**

**June 2007**

# Efficiency, Efficiency, Efficiency

- Key focus across Government
    - Need to make savings
- BUT***
- Need to make substantial improvements to our delivery
- Conclusion – we need to deliver more for less!

# So what did we do?

- We created a .....  
***Centre of Programme and Project Expertise***
- We recognised that if we were going to be able to deliver projects that were more and more challenging, and with fewer resources, then we needed to improve the capability of our project management community.
- One of the main aims of COPPE was to provide a centre for the professionalisation of PPM across the Agency.
- The COPPE model was subject to independent compliance checking with an OGC accredited COE consultant (Nigel Stock – Atkins)

# The 3 key objectives for COPPE

- Coherent upward reporting to provide assurance, to support prioritisation and enable effective decision making;
- Networking and cross government lesson learning;
- Inward support to help programmes and projects with the right expertise when they need facilitation of organisational improvement in capability and capacity.

# What does COPPE look like?

## Project Professionals:

- Programme Managers
- Project Managers
- Project Support

**Resource, Capability  
and Capacity Managers**

**Portfolio Management**

**People Managers**

**Programme and  
Project Assurance**

**Business Design  
Authority**

*A “PPM Resource Pool Working together to achieve predictable, successful, and sustainable delivery”*

# COPPE roadmap

PPM Resource Pool  
Formed – 181  
Project Professionals

New Org Structure  
In place - @ 220  
Includes:  
- COPPE  
- BDA  
- PPA

Pay and Recognition  
Model developed  
aligned to performance  
and achievement

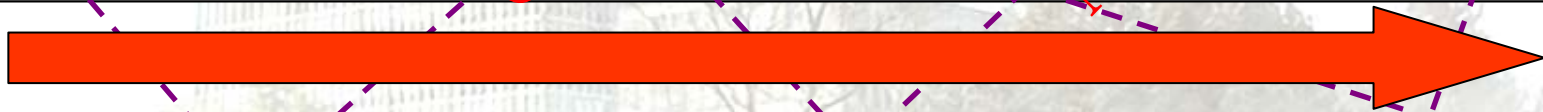


Apr 06

Oct 06

Mar 07

Sep 07



Implementation of the Programme and Project Management Job Family

Embedding of:

People Managers

Appraisals

Personal Development Plans

Resource Management

Development of:

New Pay Model

Career Development Toolkit

New Performance Management Processes

PPM Resource Plans

Resource Management Function  
formed

People Managers role developed

New Organisational Structure and  
roles developed

Underpinned by:

New Processes

Agreed Principles

Best Practices

New 'ways of working'



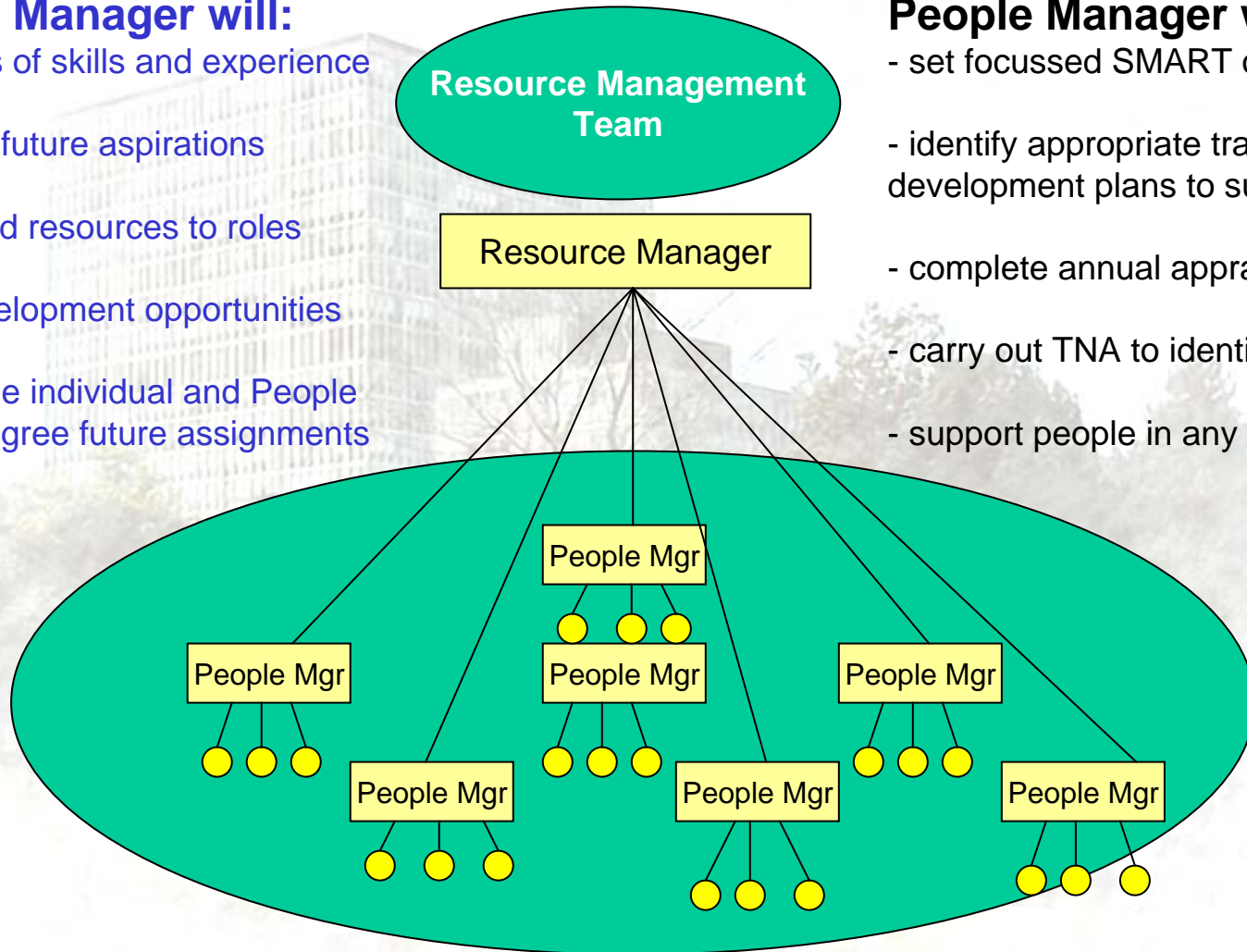
# Support to help improve capability

## Resource Manager will:

- keep details of skills and experience
- understand future aspirations
- match skilled resources to roles
- identify development opportunities
- work with the individual and People Manager to agree future assignments

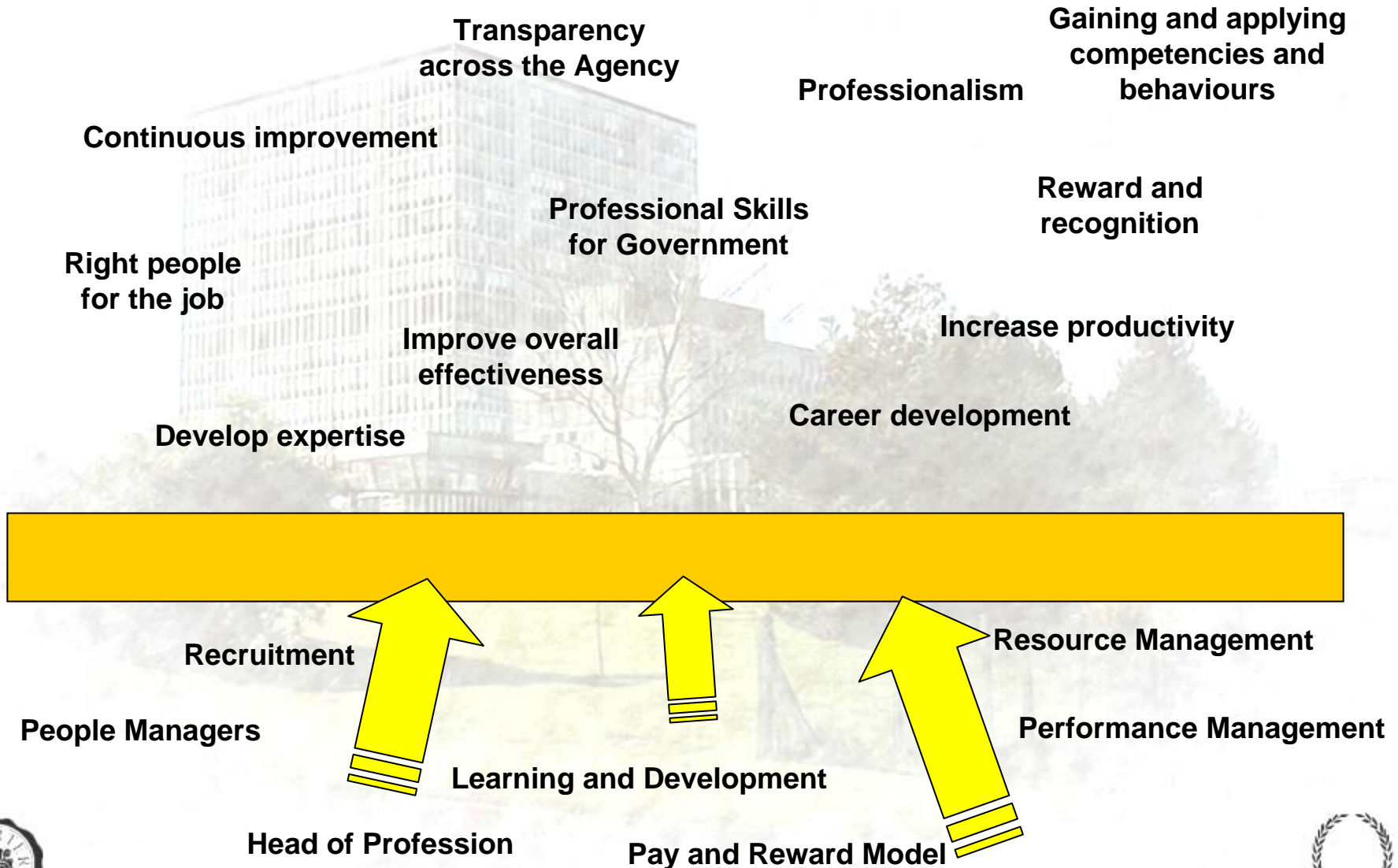
## People Manager will:

- set focussed SMART objectives
- identify appropriate training and development plans to support objectives
- complete annual appraisals
- carry out TNA to identify skill gap
- support people in any personal issues



**A professional group of skilled programme and project staff who are highly motivated to deliver the Agency Change Programme**

# Support to the PPM Job Family



# Support to our People

- Creation of a COPPE;
  - Creation of a Programme and Project Management Resource Pool;
  - Implementation of the Programme and Project Management Job Family.
- 
- These will be supported by the Programme and Project Management **Career Development Toolkit.**

# PPM Career Development Toolkit

For each level there will be:

- A high level summary, which provides a snapshot of what is required at a particular level...a useful starting point for individuals;
- More detailed profiles for each role within a level...defines specific, day-to-day responsibilities and deliverables for each role in the Job Family;
- Training and development details...greater targeted guidance to work effectively and support career progression;
- Assignment assessment forms...to capture and demonstrate evidence of operating effectively at a level.

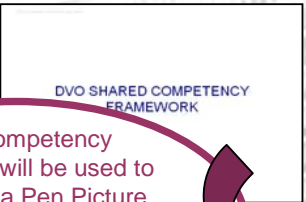
# Who will use it and for what purpose?

The Toolkit will be available to all PPM resources. It will be used by:

- **Individuals:**
  - to provide visibility of the level of skills and capability required to perform at a specific level within the PPM Job Family Framework
  - to provide visibility of expected behaviours and deliverables attached to the PPM Level
  - as a basis to work with their People Managers in identifying skill gaps and agreeing an appropriate personal development plan
- **People Managers:**
  - to assess individuals performance
  - to agree personal development plans
  - to identify relevant training and development needs
- **Resource Managers:**
  - in the design of appropriate recruitment/assessment processes
  - to support more effective resource planning and allocation by identifying the appropriate level of PPM resource required

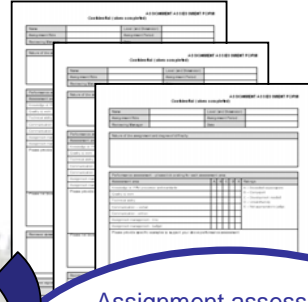
# Supporting our People

## Bringing the Toolkit together:



**1** DVO competency framework will be used to determine a Pen Picture for each level, providing an overview of the key competencies required at that level

Level One	Personal Excellence	DVO Competency Framework Elements	Key Functional PFMW Competencies (Minimum Level)	
<b>Role Profile</b>	Deliver a positive experience to their work, being open, friendly, courteous and respectful to colleagues and customers. They are responsible to deliver a positive working knowledge of PFMW products, best practice and standards, and their application to the Agency. Share tasks and responsibilities for their role, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing.	Delivering a positive experience to their work, being open, friendly, courteous and respectful to colleagues and customers. They are responsible to deliver a positive working knowledge of PFMW products, best practice and standards, and their application to the Agency. Share tasks and responsibilities for their role, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing.	Planning and delivery (1) Project delivery (1) Programme delivery (1) Business management and communication (1) Project management delivery (1) DVO Key skills and standards (1)	
Knowledge, Skills, Competence and Experience	Knowledge	Competence	Skills	Checklist
<b>Key Requirements</b>	Delivering a positive experience to their work, being open, friendly, courteous and respectful to colleagues and customers. They are responsible to deliver a positive working knowledge of PFMW products, best practice and standards, and their application to the Agency. Share tasks and responsibilities for their role, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing.	Delivering a positive experience to their work, being open, friendly, courteous and respectful to colleagues and customers. They are responsible to deliver a positive working knowledge of PFMW products, best practice and standards, and their application to the Agency. Share tasks and responsibilities for their role, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing.	Delivering a positive experience to their work, being open, friendly, courteous and respectful to colleagues and customers. They are responsible to deliver a positive working knowledge of PFMW products, best practice and standards, and their application to the Agency. Share tasks and responsibilities for their role, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing. They are responsible for their own work, personal development needs, development planning and organizing.	<input type="checkbox"/> Identify and deliver all their experience <input type="checkbox"/> Deliver all relevant DVO information <input type="checkbox"/> Demonstrate all understanding of the Change Programme Governance <input type="checkbox"/> Demonstrate all understanding of the Project Lifecycle <input type="checkbox"/> Provide all evidence to show that they understand PFMW products and services as they relate to the Agency <input type="checkbox"/> Demonstrate all understanding of the Agency's business and operations <input type="checkbox"/> Demonstrate all understanding of the Agency's business and operations



**3** Assignment assessment forms will be completed for each assignment, and can be used as evidence of how an individual is performing

Programme and Project Support Officer	DVO Competencies (Current/Developing)	Key Functional PFMW Competencies (Current/Developing)	Key Deliverables
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**2** Role profiles will provide the 'substance' behind the high level summary, breaking down what is required for each role

**4** Training and development guidance to action identified gaps from other parts of the toolkit



# Measuring success

## Outcomes

Professionalism of individuals

Appropriately skilled resources

People rewarded based on acquisition and application of skills and experience

An effective Resource Management Function

Flexible resource pool

Ability to deliver more change

## Measurement

Success rate of moving up the PPM career ladder

Quality of project delivery

Appraisal system

Successful placement into the 'right' assignments

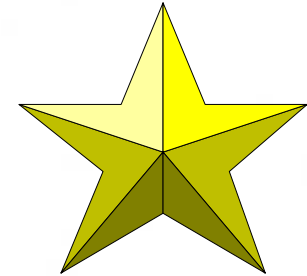
Resources gain wider exposure to development opportunities across the Change Portfolio

Size of Change Portfolio compared to size of pool

# What will success look and feel like?

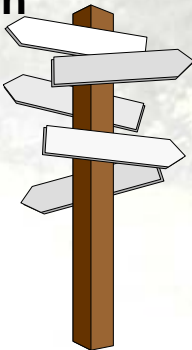


**Routes to  
promotion**



**Achievement of  
your full potential**

**Career  
Direction**



**Supported by People Managers  
and Resource Managers**

**Learning and  
Development  
opportunities**



**Identify gaps  
in performance**

