

IPMA DELTA® 

CASE STORIES

IPMA®
international
project
management
association

IPMA Delta - Mastering Organisational competence in managing projects

PRY 
Projektijhdistys ry

IPMA DELTA CERTIFICATION CASE STORIES

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An increasingly complex and dynamic world requires organisations to meet the more demanding expectations of their stakeholders through the better management of projects, programmes and portfolios. IPMA Delta provides valuable insights for executives who design organisations to meet the increasing requirements of project-related work and management.



Global Assessment & Certification

Independent & Reliable

Systematically Successful Projects

Cornerstone for PM Development

Exposes the critical improvement areas in your organisation

Prioritizes action points and points out the right direction

IPMA Delta – Join us up to the next dimension!

Today's organisations are heavily project-driven. Thus, project management is a core competence which needs to be developed on a continuous basis. But what is the status quo of your organisation in managing projects, programmes and portfolios? Which development measures are needed to maintain or achieve a competitive advantage? Should you invest in developing the PM processes, structures and tools or rather the competencies of your project personnel? IPMA Delta is answering those questions. It is the most comprehensive project management assessment for the entire organisation: 360° PERSPECTIVE – 100% INDEPENDENT – ONE STEP FURTHER.

Reinhard Wagner

IPMA Delta International First Assessor, President
International Project Management Association IPMA

IPMA Delta – onnistuneita projekteja

Projektiyhdistys ry on yleishyödyllinen, voittoa tavoittelematon, suomalaista projektitoimintaa kaikin tavoin edistämään perustettu yhdistys. Yhdistyksen visio on: Projektitoiminnasta tukijalka Suomelle. Visio on kunnianhimoinen ja erittäin haastava. Sitä kohti päästään vain kehittämällä määrätietoisesti ja jatkuvasti suomalaisten organisaatioiden projektitoiminnan kyvykkyyttä. Tuloksellinen kehittäminen edellyttää selvää kuvaa nykytilanteesta ja viisasta näkemystä oikeista kehityskohteista. Onnistuneista projekteista hyötyy koko Suomi. Projektiyhdistys tuo suomalaisten projektitoiminnan organisaatioiden käyttöön parhaimmat kehittämisen työvälineet. IPMA Delta -arviointi ja sertifiointipalvelu auttaa onnistumaan projekteissa paremmin.

Jouko Kaaja

IPMA Delta Certification Coordinator
Projektiyhdistys, PMAF

IPMA DELTA® 

UP TO THE NEXT DIMENSION»

Kela 

The Social Insurance Institution of Finland

RELIABLE SERVICE DELIVERY ACROSS ALL CHANNELS

KELA'S IT DEPARTMENT SETS HIGH GOALS FOR ITSELF: USER FRIENDLY SYSTEMS, DESIGN AND USABILITY FOR ALL. ACCESS TO SERVICES WITH MODERN TECHNOLOGY SUCH AS TABLETS AND OTHER MOBILE DEVICES. YET, A HIGH LEVEL OF INFORMATION SECURITY AND A ROBUST PRIVACY POLICY ARE KEY ISSUES.

CERTIFIED ORGANISATION



WITH YOU THROUGHOUT LIFE, SUPPORTING YOU THROUGH TIMES OF CHANGE

Kela – the Social Insurance Institution of Finland – is a reliable, efficient and socially responsible actor. Kela’s vision is to offer the best service in the public sector. Everyone living in Finland and some living outside Finland are clients of Kela, at least at some point in their lives. Kela has administrative responsibility for around 100 benefits. Kela covers such areas of social security as benefits for families with children, housing benefits, financial aid for students, conscripts’ allowances, health insurance, rehabilitation, disability benefits, basic unemployment security and basic pensions. Use of Kela’s online services continues to increase rapidly year by year. Fewer and fewer clients visit the local offices or use the postal service to send in benefit applications. Kela handles about 3,830,000 million applications every year. Already about 30 percent of them are made through Kela’s online service. In total there were 21.6 million visitors to Kela’s website in year 2013, and of them 41 percent signed in to the online service.

Kela IT Department

The Kela IT Department employs 700 IT professionals who work with large-scale information systems crucial to Kela’s customer services. We are currently in the midst of a challenging IT development program in which we are overhauling the general architecture of Kela’s IT systems. The IT Department plans, develops and maintains Kela’s core IT systems. The

Department ensures a secure and reliable network, builds information systems according to specification, and offers standardized, high-quality services efficiently and cost-effectively. The wide range of applications, 40 benefit applications and nearly 100 support applications, is our core business.



PMO – current role at Kela

The Project Management Office at Kela began operations in the spring of 2012. The PMO is located in the IT Departments Project Management Team. The PMO was created to enhance and promote the project culture in the whole organisation. The PMO produces services to project managers, steering groups and projects. These services include mentoring, facilitating projects, audits and providing a “starting package” for the new projects. The PMO has built up a common set of practices, principles and working templates for managing projects. The PMO is also responsible for guidance, template maintenance, process development and streamlining. In addition, the PMO participates in implementing the new company wide project and portfolio management tool and is responsible for the tools administration in the future.



” TO MOVE FORWARD ON OUR STRATEGIC OBJECTIVES, WE NEED SUCCESSFUL DEVELOPMENT OUTCOMES... ”

The future of the PMO

Our vision is to strengthen the role of the PMO, so that it will become a more important actor in Kela. The PMO could assist in strategic planning and operational activities, as well as guiding activities of the organization in the field of project and portfolio management. Project, program and portfolio management are an integral part of the management system in the future, and the focus would be transferred from operational activities to strategic work. The PMO could enhance strategic planning in Kela so that concrete measures are included in the portfolio management of information. The PMO will define the path for developing project management maturity and competency within the organization. It will assess project performance and implement

continuous improvements. As a specialised unit for project and portfolio work it can support the strategic goals of the organisation effectively resulting in overall efficiency and cost savings. Controlling the project portfolio process by producing assessments, summarizing and analyzing project data, and providing operational guidance and support for projects and management. The PMO has an essential role in the development of project management and the project culture of Kela. The PMO will track the status of all projects in the organisation based on updates from the project managers. It will standardise the way this information is compiled and reported to management. Portfolio management also helps us decide if we are still running the right projects.

IPMA Delta® – expectations

The IPMA Delta Model, a comprehensive evaluation of our project culture and maturity level, takes into account three elements: People, projects, and the organization. The results support our efforts to effectively plan and communicate development needs of our organisation to the management. The PMO will play an important role in helping to improve the level of project, program and portfolio management. Awareness, increased involvement of our management, feedback from users and new ideas are concrete ways in which we can gain desired results. Our portfolio

management, project planning and lead time are in focus of continuous development; The IPMA Delta feedback and certification will increase awareness of our project culture and level of maturity. This allows the whole organisation to commit even more to the development of project, program and portfolio management. The outcome should be a quantifiable improvement in our project performance and thus demonstrate the business benefits and value for our organization.



Successful projects are a linchpin of development activity at Kela and critical to our operational development. Good project outcomes have far-reaching effects, helping us for example to offer richer online services and, via well-functioning processes, a greater ease of access to our clients. We want to offer our clients the best service possible. To move forward on our strategic objectives, we need successful development outcomes and strong skills in project management.

Heli Korhola
Planning Chief
Kela administrations department



We have very demanding era of transformation in our IT architecture and technology ahead. Good project management and skilled project people are our most valuable assets to achieve our goals.

Markku Suominen
Director
Head of Kela IT Department



KEY FINDINGS



Organisational competence

Organisational competence in project, portfolio and programme management is a strategic advantage for organisations that master it. IPMA Delta opens holistic and analysed view to the actual situation and offers an effective way to improve the organisational competence of managing projects in an broad way. All in all, development

through IPMA Delta opens a new dimension for organisations to be more successful in their projects.

Project management is global

IPMA Delta is an independent, international assessment service to assess and certify organisations in a broad and thorough way. It introduces the concept of organisational competence in managing projects more successfully. It can help organisations to systematically strengthen their expertise in management of projects, programmes and portfolios.

Major strengths found in the IPMA Delta assessment

On corporate level Kela is performing a clearly defined strategic planning process, a Balanced Scorecard framework is used to set goals and follow results in multiple areas. Recently Kela has established a PMO which is supporting and developing project and programme related activities. It has started to develop organizational standards and support projects and project managers in applying those standards.

Project activities are aligned to the Kela strategy or strategic decision making processes through various steering board activities (both on non-project and project specific levels). Role descriptions are available for project managers and personnel, assignments are based on those descriptions. Various training courses are offered to support the learning, PMO is dedicated to coach newcomers in the field of project management and help them to succeed.

Areas to focus in PPPM development

A methodology for project management in Kela is in place. Next steps of development should be focusing on the programme and portfolio management level. This should bring clear advantages in leading the recourses and the overall efficiency and performance of project management as well as raising the project maturity and culture to the next level. Very important role in Kela's PPPM is played by the steering groups and project owners. The key to success in PPPM is to develop the Project and Programme governance layer along other development activities.

Reinhard Wagner

IPMA Delta International First Assessor
President
International Project Management
Association IPMA

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UP TO THE NEXT DIMENSION»



MULTI-DISCIPLINE ENGINEERING AND
INFORMATION MANAGEMENT SERVICES
FOR TECHNOLOGY-DEPENDENT
INDUSTRIES

CERTIFIED ORGANISATION

EXPERTISE WITH PASSION

"WE BELIEVE BUSINESS SUCCESS IS A COMBINATION OF KNOWLEDGE, EXPERIENCE AND PASSION. THESE ATTRIBUTES ARE OUR DRIVING FORCES, AS WE TIRELESSLY WORK TO FIND THE OPTIMAL SOLUTIONS THAT MEET YOUR GOALS. WE DELIVER COMPLETE OUTSOURCING SERVICES FOR YOUR ENGINEERING AND INFORMATION MANAGEMENT NEEDS, MAKING US A POWERFUL AND EFFECTIVE PARTNER FOR YOU."



LOCAL PRESENCE, GLOBAL RESOURCES – CITEC'S APPROACH HAS BECOME A TOP TREND IN ENGINEERING

Industrial engineering is increasingly crossing borders. Today, cloud computing and advanced 3D modelling enable collaboration on common projects from different parts of the world. Although growth is mainly taking place in Asia, the base industries in Europe and the USA are once again gaining strength and solidity. Citec's business idea is to provide the thorough engineering and project management expertise needed to complete industrial building projects, including electrification, piping, information management, site management and supervision. Citec offers multi-discipline engineering and consulting, and provides services related to information management. The total number of employees is 1,300 and the turnover for 2013 was 70 million euros. Citec is headquartered in Vaasa, Finland and has offices in Finland, Sweden, Norway, the UK, France, Germany, Russia, Singapore and India.

Expertise is our Value

We continuously develop our competences and capabilities to be able to offer the best expertise and quality to our customers. Project management expertise is no exception.

Our PM process itself was not invented as a stand alone case; rather it was developed hand in hand along the operational work and has been fine-tuned with our lessons learned over the years. We know our process well and it works in practice.

Another important factor is that we openly share our experience and information, which creates a forceful "can do attitude" across the Citec Group. In order to succeed in project management you must blend the right competence, process experience, understand your customer in practice and be master in people management. Everything is linked together in fluent project communication. Everyone must be aware of the objectives, direction, responsibilities and timetable...



CITEC PMO – Ensuring successful project deliveries

As Citec has been growing rapidly by outsourcing and acquisitions unifying project management processes and systems and making those available and known to all projects and their members is an ongoing task. The Project Management Office at Citec was established in order to provide the global organisation with common project management process and set of tools. Our expertise is ensuring the successful delivery of complex and advanced projects equally anywhere in the world.

The PMO also provides technical assistance in identifying, evaluating and developing methods, procedures and tools in order to meet good business practice. Supporting the project managers in order to help them achieve their project objectives and personal expectations as well as providing mentorship, advise and supporting PM training and certification are included in the PMO function. PMO is also responsible for providing information about the portfolio for the business decisions.



” WE HAVE A PASSION FOR DELIVERING EXCEPTIONAL RESULTS
- WE SUCCEED TOGETHER WITH OUR CUSTOMERS. ”

The Future of Project Management in the Engineering Business

We believe that organisational competence makes the difference both in engineering and in project management. As IT-tools and means of working together globally have emerged, the project management has evolved into set of multiple skills required for managers in all areas of engineering business, not only in the design and delivery phases. The art of combining cutting edge engineering and project management expertise and yet maintaining efficient balance is one important cornerstone in conducting our orchestra of professionals. The more we are aware of the current status of our competencies and the needs of our customers the better we can select and focus our development efforts. Good evidence of project management excellence is crucially important property when our customers make their choice for long term

partners. And we also have to fulfill our statement; every single day in the projects. Managing a single engineering project is “a piece of cake” when you have experienced engineers and designers. The real challenge of our era is the complexity of multiple simultaneous projects run in the network of multiple clients and partners, cross-cultural, multi-discipline, globally yet locally...the management of such portfolio and the whole business environment. There is a totally new role open for project management professionals; Leading and managing the project! To stand tall leading the team and conducting the network of stakeholders. Pro-activity, leadership attitude and communication courage are the differentiating success factors for both organisations and individuals. It is demanding but rewarding.

Citec Objectives for IPMA Delta

The Global PMO function in Citec is still fairly young. Our strategy of local presence enhanced by global resources relies on common tools, way of working, but eminently on our competencies and people willing to work together. PMO's role is to develop and support the common project management process and to help local organisations and people to utilize our PM model. The benefit of working together in global project teams is quite obvious but requires common process, compatible tools and cooperative people. To be able to set objectives for the PMO you need to have the actual picture of the status quo in project management and have shared vision for the future. We wanted to draw the PMO road map

based on facts and solid information gathered from our own people and processed and analysed by experienced project professionals. The IPMA Delta assessment as an international and independent method is seen the most comprehensive and suitable tool for us. We wanted to fairly effortlessly build the big picture and to choose the most important areas of development to prioritize. “The value in IPMA Delta analysis and the Final Report became in its “rude” simplicity. Out of the complexity and too many options we now clearly see three major action points to focus in, each clearly supporting the others. The road map is clear; the route to raise our performance and competence is a matter of our own will and decisions”.



Our project managers are the ambassadors of Citec's vision and values as they run projects for our customers success. In the business front line they have to full fill our value proposition every single day and every day our projects managers have to earn the trust of our customer. We want to support the PM's to show true leadership and management in their projects to all stakeholders.

Sakari Koivuniemi

COO
Citec Oy Ab



Resourcing is an key element in Citec's business strategy. No wonder that on the project and especially on the portfolio level resourcing is one of the main focus issues. Running projects globally gives us real resourcing advantage but at the same time increases complexity on the daily basis.

Kaj Björkqvist

Director
Citec PMO



KEY FINDINGS



Citec is a good example of the new generation engineering company. Multi-discipline, global operations, international staff, utilizing the latest technology both in the engineering, design and project management processes. The playground for project management seems pretty complex at first sight. For many reasons this IPMA Delta assessment case was interestingly different from the assessors team point of view making it professionally both very demanding and rewarding.

Attitude and co-operational spirit builds maturity in company culture

On corporate level Citec has stated a clear vision and derived tangible strategy. Company values are concrete. All these are well and interactively communicated and openly discussed. A project friendly culture is spreading and all managers and employees are aware of the importance of projects for the success of Citec. Citec has established a PMO which is responsible for some of the project related activities. It has developed project management standards (PM Handbook) and supports project managers in applying those standards.

Empowering PMO will make the PMO even more helpful and efficient tool in the area of projects in Citec. Professionalism with mature attitude is present in every occasion with Citec's personnel. Team spirit and the overall motivation of staff is high. Citec's value of continuously developing competences to be able to offer the best expertise and quality to customers is clearly in practice. To apply and get involved into independent, third party assessment in itself is a sign of maturity and business courageous on the top management level.

PM competence development road-map

Citec's HR and HRD challenge is the wise balancing of engineering and project management excellence. The next few stages on the project management development road-map are quite well known. When growing and expanding as a company, the project portfolio management and the area of global resource management has totally new dimensions. New process and common tools are needed in order to generate the desired flexibility and efficiency. The new scope also sets new demands of reshaping the project and portfolio governance model. The key roles of project manager and project owner need their descriptions in terms of responsibilities and accountabilities. PMO can clearly drive the progress but to be able speed up the progress the PMO needs empowerment.

All in all the stages are quite clear and the steering wheel is firmly in Citec's own hands. The next level of organisational competence in project management can be achieved with resourcing decisions rather than investment decisions.

Sauli Kosonen

IPMA Delta Assessor
Senior Quality Intelligence Consultant
Qentinel Oy

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swisscom

SWISSCOM IT SERVICES RANKS AS THE
LEADING SWISS IT SERVICE PROVIDER
SPECIALIZING IN THE INTEGRATION
AND OPERATION OF COMPLEX IT SYSTEMS

CERTIFIED ORGANISATION

TRUSTED PARTNER IN TODAY'S DIGITAL WORLD
AND FORERUNNER IN CORPORATE RESPONSIBILITY.
TRUSTWORTHY, SIMPLE, INSPIRING - BEST IN THE
NETWORKED WORLD – EVERYWHERE AND ALL THE TIME



MORE THAN 160 YEARS WITH A FINGER ON THE PULSE

Swisscom's roots date back to 1852. One thing has never changed: like Swisscom today, its predecessors were always at the forefront of technological advances, setting new standards and trends. Swisscom offers mobile communications, fixed networks, Internet and digital TV to corporate and residential customers. We are also one of Switzerland's largest providers of IT services. We build and maintain the mobile and fixed-network infrastructure, transmit broadcast signals and own shares in media companies.

As a trustworthy partner in the digital world, Swisscom helps customers feel secure and at ease, and enables them to find what they're looking for quickly and simply, and to experience and achieve extraordinary things. Swisscom also helps business customers to create a flexible ICT infrastructure, and to optimise communication and collaboration among their employees.

Swisscom Project Management competence road-map

Back in 2006 we realized that our existing Project Lifecycle (PLC) had some deficits. The process and the project management deliverables were identified but neither obligation nor governance was defined. As a first step we established a project management policy which was approved by our Executive Board. A group of senior project managers designed a new PLC framework consisting of a process model, methods, tools, guidelines, templates, and tutorials. We built a tailoring tool to improve obligation

and to provide for governance. The goal was to support the project manager in tailoring his project based on its class (size, complexity, risks). After one year of effort the new PLC Framework was complete and we started a large training initiative. During the subsequent years we established a continuous improvement process. We optimized the project management processes as well as the guidelines and adapted our templates in order to support project managers in their daily work.



Independent evaluation with experienced PM professionals

We wanted to evaluate our project management and to analyse our stage of development. Based on this evaluation we planned to identify shortcomings and the need for further action. In addition, we intended to demonstrate our level of competence and being the first Delta certified organisation in Switzerland really appealed to us. We accepted the findings and suggestions presented by the assessors and used them to further improve the Project Competence Center by clearly defining our objectives and how we may reach them. The suggested improvements were divided into obligations and proposals. The obligations which had to be fulfilled within 6 Months were completed within the requested time frame. The proposals we categorized and selectively mapped into concrete actions.

Origin: Article in PMAF's Project Management Magazine 2|2103

IPMA DELTA ASSESSMENT – SCALABLE FOR ORGANISATIONAL OBJECTIVES



LITEX AG, SWITZERLAND

Litex AG, Switzerland, was founded 50 years ago. The continuous development from that time on has been an essential aspect of the company culture. Today Litex is an independent small/medium size company with ca.80 employees. Litex AG is well respected provider of three-dimensional illuminated and non-illuminated signs to represent the brand of Litex customers, outdoors and indoors. **"We help our customers transform their ideas into reality."**

"The detailed feedback of the independent assessment helps us to further develop our project management strategy, our project management culture and competence. We are proud to have achieved IPMA Delta® Class 3 and we are sure that our customers will benefit."

Sasha Petschnig
CEO, Litex AG



SBERBANK OF RUSSIA

Sberbank of Russia is the largest bank and the leading global financial institution in Russia. Sberbank holds almost one third of aggregate Russian banking sector assets, it is the key lender to the national economy and the biggest deposit taker in Russia. Sberbank employs over 250.000 people in Russia and ca. 5.000 in Europe.

"It was surprising for me that our competency development model for Sberbank of Russia has similar principles as the international IPMA Delta® model. Now we are sure that we are heading in the right direction with our strategic development and we can achieve our very ambitious goals in 2014 to enter the five largest banks in the world."

German Gref
President of Sberbank



CSR LTD. CHINA

China South Locomotive and Rolling Stock Corporation Limited (CSR) is the world's largest manufacturer of electric locomotives. Headquartered in Beijing, CSR went public in Shanghai and Hong Kong in August 2008. CSR has nearly 90,000 employees.

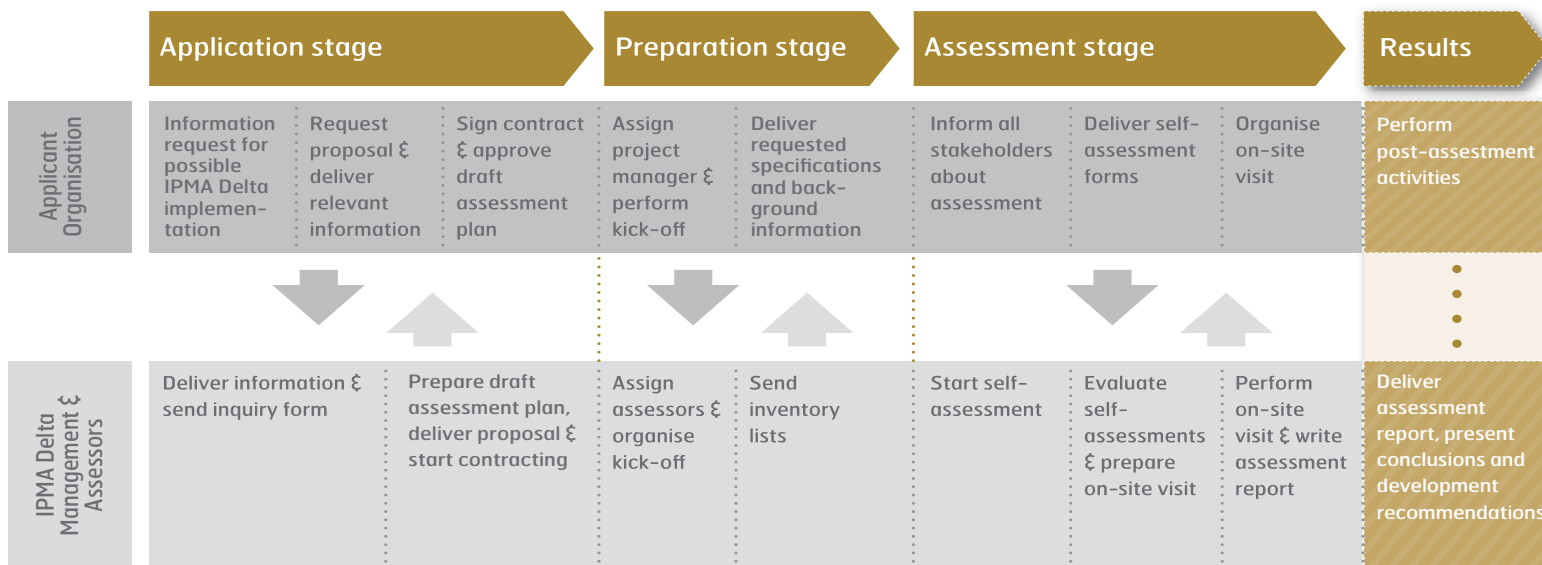
"Organizational project management competence needs continuous improvement. Through the IPMA Delta assessment, we fully and objectively evaluated our organizational project management competence by an independent third party professional authority. Many valuable suggestions from the Final Report will be the most important inputs for our further organizational project management competence development. Hopefully, CSR could be an excellent benchmark for Chinese manufacturing enterprise on developing organizational project management competence through our continuous improvement on it."

Feng Jinghua
President of CSR Research



IPMA DELTA ASSESMENT PROCESS

Clearly defined, lean process to draw the Road Map
to lead your PM to the next level.



IPMA WORLD MAP



NORTH AMERICA

Canada
Mexico
United States of America

CENTRAL AMERICA

Costa Rica
Dominican Republic
Guatemala
Panama

SOUTH AMERICA

Argentina
Brazil
Chile
Colombia
Ecuador
Peru
Uruguay

AFRICA

Egypt
Nigeria
South Africa

EUROPE

Austria
Azerbaijan
Bosnia-Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Iceland
Ireland
Italy
Kosovo
Latvia
Lithuania
Netherlands
Norway
Poland
Portugal

Romania
Russia
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
Turkey
United Kingdom
Ukraine

ASIA

China
India
Indonesia
Iran
Kazakhstan
Malaysia
Nepal
Taiwan, China

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