Project Controls for an IT Project Management Organization

THE NEED

The client established an informational technology (IT) PMO team with multiple active projects but had not yet established robust project cost tracking and financial controls. They required a system that also aligned with the Procurement and Capital project funding request processes.

THE APPROACH

- A development strategy was presented providing a roadmap and resources required to implement the controls framework and also to staff the initial day to day management of the project cost controls process.

- A cross departmental workflow using swim lanes was developed with input from the relevant teams with roles and responsibilities clearly defined.

- The client agreed to the overall project controls process before implementation.

THE SOLUTION

The Primecore team worked directly with the Client Finance, Procurement, and IT PMO teams to develop and implement the following project cost control tools:

- Project coding to enable the internal systems to capture and track relevant costs.

- Capital Approval Request templates updated and suitable for the IT projects.

- Procurement Requisition templates as well as a process to manage all Capital requisitioning for the Capital projects.

Once the tools were implemented, developing and generating reports for visibility and actioning were prioritized:

- Primecore developed and maintained project cost control reports, which provided direct project controls for the Project managers.

- Reports also provided necessary detail to the Client Fixed Asset Finance team for capitalization and depreciation of the asset.

- PowerBI reports were developed from existing systems to enable accurate and timely reporting.

- Primecore developed monthly Executive reporting data for review of the portfolio of IT projects and managed monthly meetings to facilitate this.

THE RESULTS

- *The Client team benefitted from timely monthly for the portfolio and also reporting down to an individual project level.*

- *The Executive reporting process provided both spend and forecasting detail which enabled Client to better manage its Capital Budget.*

- *Primecore was recognised for providing structure and process to the Client's processes which had cross functional benefits within organization.*

PRIMECORE