

May 9, 2024

Public Sector Project Management Forum (PSPMF)

Session Name: Increasing Project Management & Change Management Capacity in your Organization

Organizational and Participant Details from Pre-Session Questionnaire

Total Participants: 76

Most Common Roles:

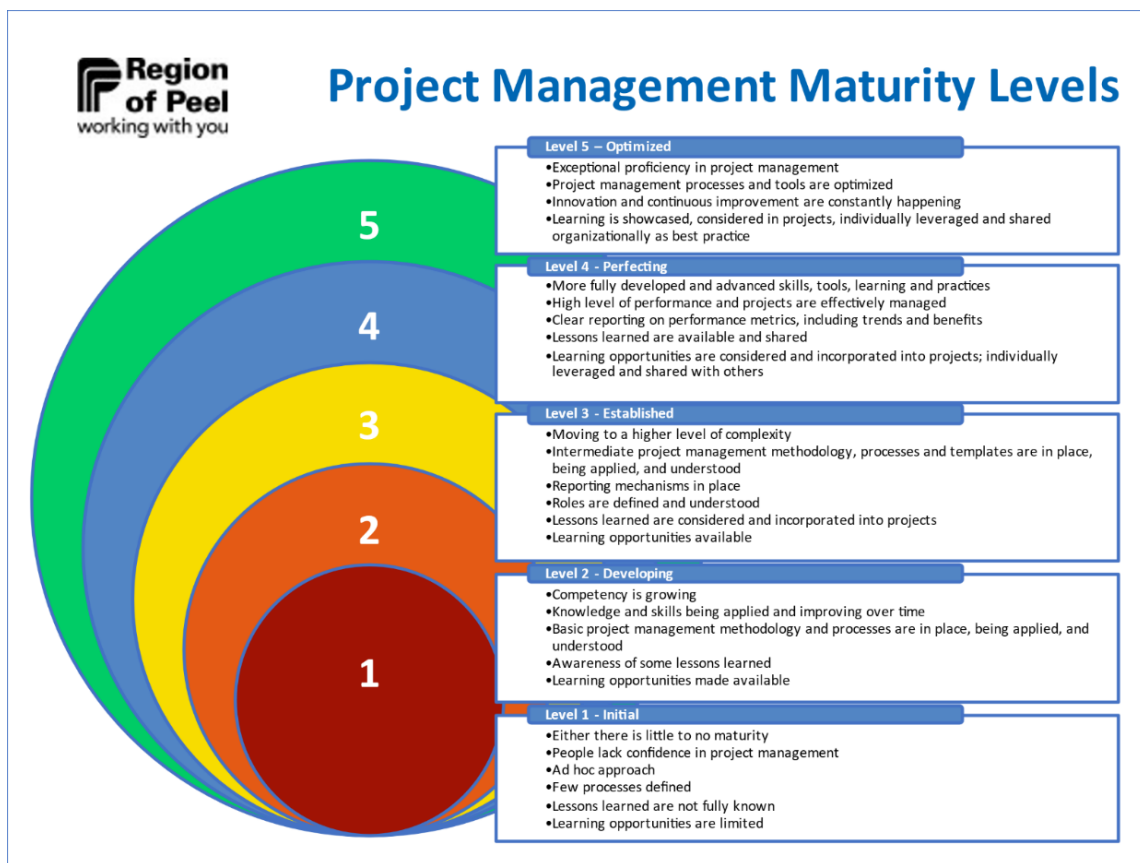
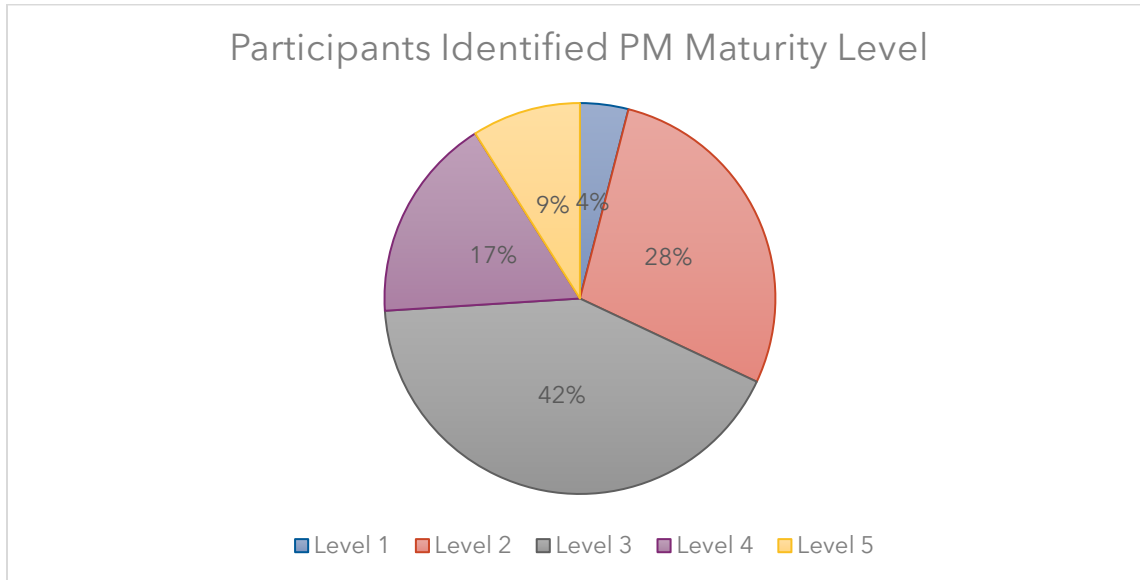
- Project Manager (more than 25% of respondents)
- Analyst
- Advisor
- Business Analyst
- Project Specialist
- Project Control
- Program or Portfolio Manager

Organizations Represented:

- City of Brampton
- City of Cambridge
- City of Guelph
- City of Hamilton
- City of Mississauga
- City of Toronto
- City of Vaughn
- Hamilton Public Library
- Halton Region
- Region of Durham
- Region of Peel
- York Region
- York Regional Police
- Town of Aurora

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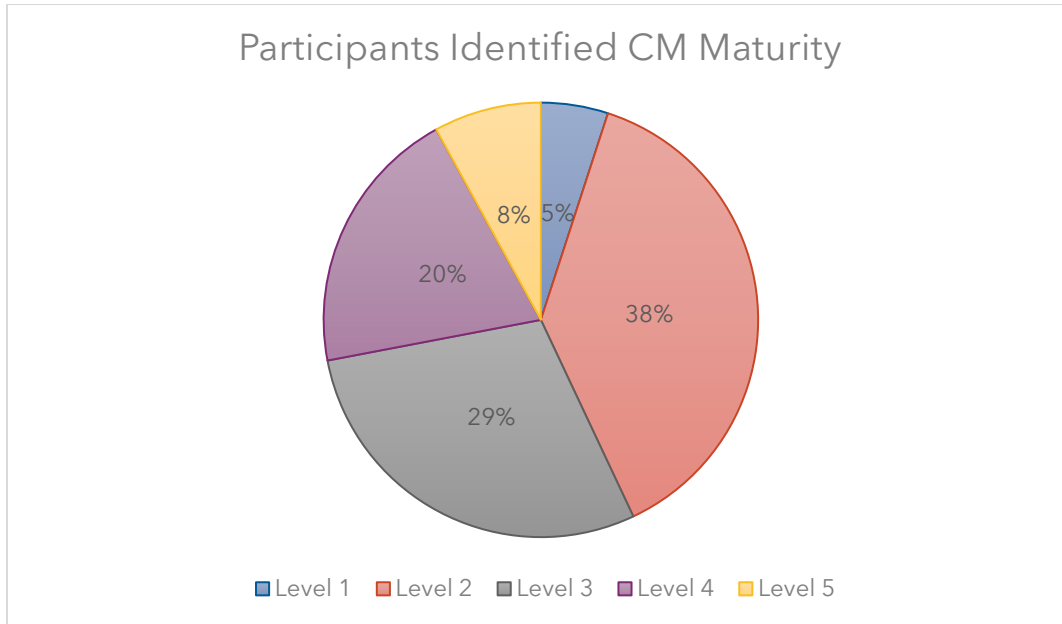
Project Management Maturity Level



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Change Management Maturity Level



Prosci Change Management Maturity Model

Based on more than two decades of research, the [Prosci Change Management Maturity Model](https://www.prosci.com/blog/change-management-maturity-model) serves as a measuring stick for an organizational change management progress. Informed by the five areas that define change capability within an organization, the Change Management Maturity Model framework enables you to rate your strengths and weaknesses, and then use the scores to drive targeted improvements that will grow your maturity level in the right areas.

Level 5	Organizational Competency	Change management competency is evident in all levels of the organization and is part of the organization's intellectual property and competitive edge	Continuous process improvement in place	Highest profitability and responsiveness
Level 4	Organizational Standards	Organization-wide standards and methods are broadly deployed for managing and leading change	Selection of common approach	
Level 3	Multiple Projects	Comprehensive approach for managing change is being applied in multiple projects	Examples of best practices evident	
Level 2	Isolated Projects	Some elements of change management are being applied in isolated projects	Many different tactics used inconsistently	
Level 1	Ad Hoc or Absent	Little or no change management applied	People-dependent without any formal practices or plans	
			Highest rate of project failure, turnover and productivity loss	

www.prosci.com/blog/change-management-maturity-model

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Project Management Communities of Practice

- Majority have medium level of maturity and some form of PMO that sets or provides standards.
 - Ex. Corporate level standards are set and implemented at divisional levels. Some efforts to providing training to look at further improvements.
 - Ex. Regular team meetings with other project managers to share knowledge and project updates.
 - Ex. PMO runs training and quarterly sessions on lessons learned, tools, speakers from other departments. Half day quarterly PM forum. Share information via Teams channel.
 - Ex. CPMO working on bringing all PMs together. Have regular sessions where one presenter with a supporter presents, then the supporter presents the next time.
- Some with low maturity are in early stages for having more formal PM standards.
 - Ex. Just starting a new CPMO, efforts being made to identify why it's important to have PMO and standardize practices.
 - Ex. People who are front/public facing playing role of PM and so is challenging to set standards on how projects implemented.
- Some with high maturity have formal bodies that set standards, provide templates, organize training.
 - Ex. PMO office run at departmental levels but with central oversight from corporate. Regular meetings to review ongoing projects and to ensure alignment on processes and usage of tools/templates/lessons learned.
 - Ex. IT enterprise level projects. Have used 3rd party consultant and run 60-70 projects currently.
 - Ex. CPMO is 20+ years with trained methodology. Overlooks all "activities & projects". Solution focused Community of Practice run by volunteer staff.

Change Management Community of Practice

- Almost half of respondents identified low maturity with no formal Change Management community of practice or standards.
 - Ex. Leadership support exists and there is discussion on creation of community of practice. The challenge is getting everyone together.
 - Ex. Issues of silos, big cultural transition happening but lack CM practices.

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- Ex. Just got some staff PRSOCl trained and working on testing out tools/standards as projects are being run. Have separated the PM and CM roles within projects.
- Ex. 2 CM coordinators available to work on projects and build CM knowledge. Still in early stages. There is desire to implement a program to raise awareness about CM.
- A third of respondents identified medium level maturity with some formal CM standards and practices but further development is being worked on.
 - Ex. Efforts to conduct change readiness assessments and formal CM strategies being used. Challenge is resistance to CM strategies and varying knowledge of CM practices within the business areas.
- A quarter of respondents identified high level of maturity with formal advanced CM standards and practices.

Challenges in creating or maintaining Community of Practices for Project and Change Management

- Getting organized internally
- Conducting CM for operationally focused staff.
- Getting buy-in or building capacity amongst staff when they are spread thin and leadership does not understand.
- Cultural change - targeted group do not really understand change management but are working with leaders to get them onboard.

Suggestions in addressing above challenges:

- Get leadership support and ownership. Educate leadership Get people involved and own change initiatives, get user input to drive desire.
- Prepare operations staff step-by-step so they are not afraid of change.
- Find champions within operations groups to help motivate, inspire and influence group members.
- Divide up the practice of PM and CM to their separate disciplines within projects.
- Have a dynamic filterable lessons learned repository so people can search by project types.
- Organize events to provide networking opportunities.
- Using 3rd party consultant

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