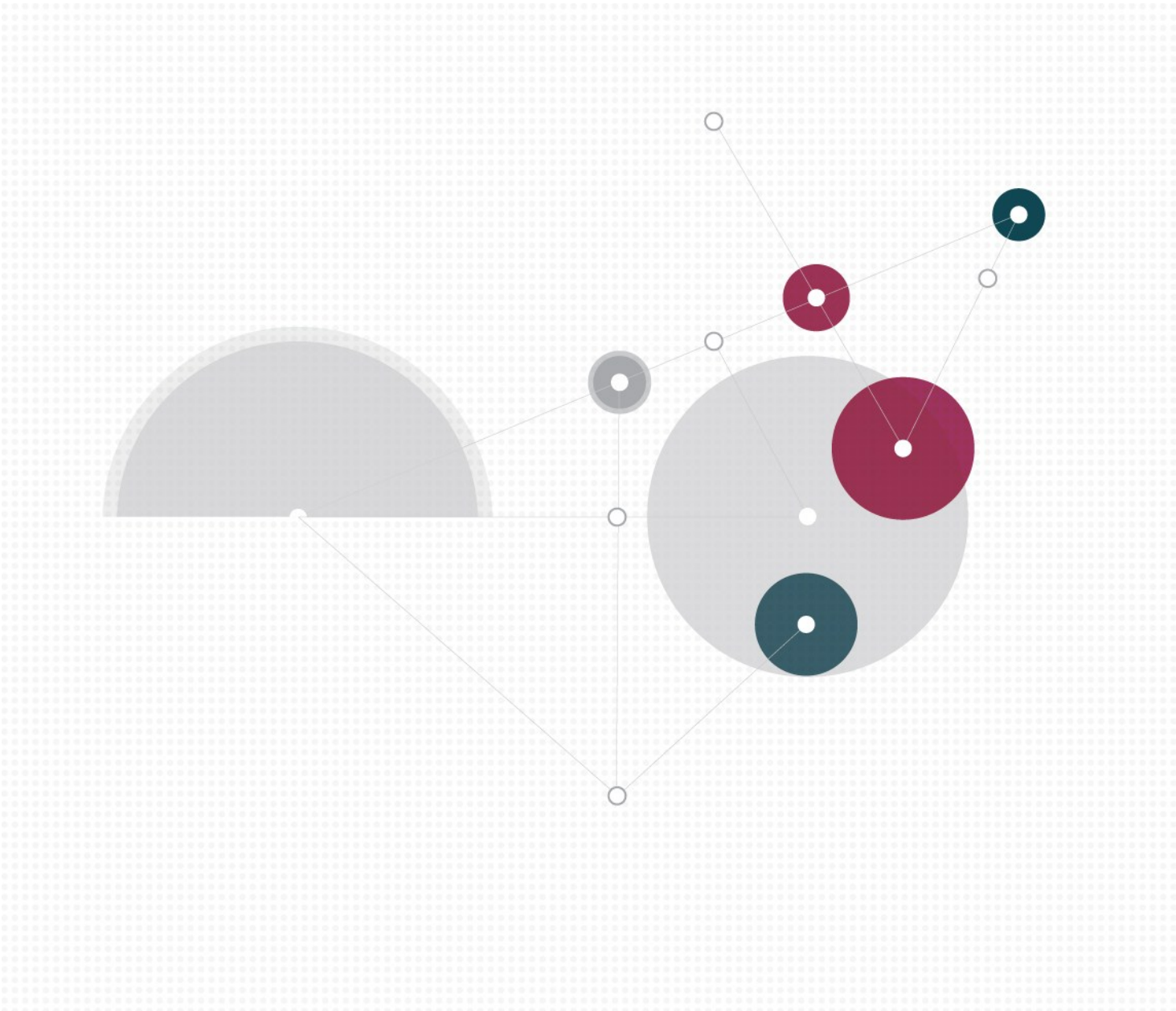


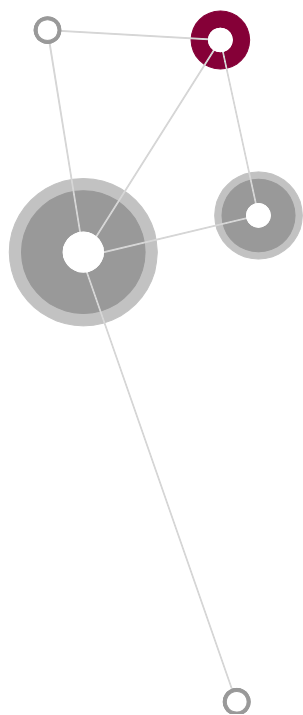
Professional Disciplines

Project and Program Management



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Why Manage Projects and Programs?

Project management is the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of the particular project; a project being a temporary endeavour undertaken to achieve a particular aim. Providence Consulting Group project managers have considerable experience in the identification and documentation of business requirements as well as conducting each of the five phases of a project: Initiating, Planning, Executing, Controlling and Closing.

Project management is concerned with the overall planning and co-ordination of a project from inception to completion aimed at meeting the client's business requirements and ensuring completion on time, within cost and to required quality standards. Providence Consulting Group believes that the project management paradigm doesn't stop there. Providence believes that the ultimate measurement of project success is the realisation of business objectives in a provable and measurable way.

Why Use Project Managers?

It is often thought that as functional or line managers are capable senior operatives, then they should be able to manage projects; "why not, it's just management!" is a line often heard. A major problem with this is that if projects are treated like ongoing tasks, the additional impacts of project issues will cause a drain on sustainment resources. The maintenance of existing systems is the team's normal, ongoing focus, whereas projects come and go. Naturally, sustainment activity gets the highest priority for competing management attention and resources. Furthermore, by their very nature, projects are implementing something new, and as such create new risks and issues to be dealt with.

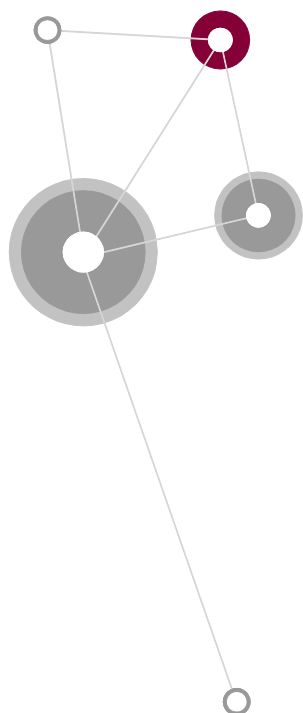
Often, the functional, day-to-day line manager is not used to dealing with new issues on such a regular basis and may become disheartened with the perceived failings of the project and their personal management. This can lead to poor staff motivation and lose some of the impetus needed to progress the project. Professional, career project managers know that by their nature, projects will raise issues and that they need to be dealt with in a structured, methodical manner. By applying project management techniques, skills, organisational structures and management style, career project managers can deal with these issues and risks without being overcome by the competing demands of the line manager.

Change Management

Organisational change can be a major challenge for any business. However it also provides the opportunity to significantly enhance the performance of any business. The management of the change process can have a major impact on business performance both during and after implementation. Effective planning is essential in minimising risk and business disruption, and maximising targeted benefits. As part of this planning and execution, Providence can assist you in considering the wider organisational and cultural imperatives which need to be addressed as part of a change program.

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Transition Management

Transitioning a new capability into services, or transitioning to a new delivery model for an existing capability, needs to be carefully managed to minimise the potential business disruption. Effective Program and/or Project Management enables transition to be undertaken in a structured manner, with stakeholders appropriately engaged, resource usage monitored and managed, and risks and issues identified and managed.

The Providence Approach

Providence Consulting Group believes that a project should be managed from the identification of the business capability gap, right through to the ongoing sustainment of the project outcome. Accordingly, a project team needs to be multi-disciplinary and capable of applying skills across Capability Definition, the five phases of the project and sustainment management. The Providence Solution features a comprehensive team of management experts who can provide the full spectrum of business consulting services from point consulting and advice through to full-service solutions and teams designed to meet your business requirement.

Where required by our customers, each Providence team is led by an experienced career Project Manager who will ensure that the Team provides high quality, timely and cost effective delivery, in order to provide the expected business benefits. Providence Project and Program Managers apply their experience and expertise across the entire procurement lifecycle utilising nationally accredited project management methodologies and tools.

To assist our Project and Program Managers to deliver business outcomes, Providence project teams may include:

- Business Analysis, including Requirements Specification, Business Case Development, and Capability Engineering;
- Corporate and financial management, delivered by our team of financial consultants including Chartered Accountants and CPAs;
- Engineers and Logisticians; and
- Procurement professionals.