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ANNUAL REPORT

THE STATE OF
PROJECT MANAGEMENT

2020

This research supports

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Contents

Introduction

The State of Project Management is an annual report created, owned and published by Wellingtone with contribution from hundreds of project & portfolio practitioners from the UK and across the world.
Now in its fifth year, we invited colleagues from across our project management industry to participate and share their insight into our industry.

We asked questions across a number of important topics including; project management maturity, tools & techniques, project success rates and PMO maturity.

You are very welcome to share this report with colleagues across our industry. It provides a fantastic insight into the state of project management. Most importantly, we hope this report provides food for thought. Efficient & effective project & portfolio management (PPM) has a significant positive impact on any organisation. As work becomes more project-centric, with distributed teams, the benefits of PPM become more and more valuable.

In writing this report, I was keen to provide short focused commentary on the data rather than making you wade through pages of text. As a minor point of clarification, where I have used the term "Project Management" I have done so as a generic catch all and am referring to project, programme & portfolio management. The data should speak for itself and although it highlights the great successes achieved by some, it clearly shows there is much work to be done. There remains significant opportunity for improvement. I hope this report provides the catalyst for you to consider how you can increase your PPM maturity and therefore PPM successes.

Thank you to all those professionals who contributed to this important and invaluable research data. Please do contact me with your thoughts on the survey and this report.

Vince Hines
Managing Director

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Headlines

One headline trend is the growth of the PMO. 89% of organisations state having one or more PMOs (50% have more than one). We still find that a quarter of these are relatively new, being less than 2 years old. So what does the typical PMO do?

Well, the top 6 activities include:

> Project status reporting
> Maintaining the portfolio list
> Maintaining the PM methodology & templates
> Facilitating the project approval process
> Providing project management expertise
> Facilitating lessons learned

We have found the PMO is becoming more and more involved in supporting, mentoring or training those asked to run a project. The PMO is more of a "centre of excellence" providing expertise & guidance to the organisation as a whole in terms of best practice project management and adherence to the defined PPM methodology.

Looking into 2020 and beyond most respondents see their PMO getting larger (57%) but the scope of services increasing at a much higher rate (72%). In line with this, 71% see the perceived value of their PMO increasing.

Over three quarters of respondents see an increase in the percentage of people needing to gain project management skills, with similar numbers seeing the volume of work identified as a project increasing. This is significant.

The role of the PMO and project management will become more and more valuable to organisations.

PMO Academy

Dedicated to the needs of PMO practitioners at every level, our exclusive **PMO Academy** delivers a pick and mix of learning opportunities. Globally, our groundbreaking core courses are the only PMO professional courses independently Accredited by APM, The Chartered Body for Project Management.

The **PMO Academy** supports your journey through the PMO career ladder which is aligned to the Wellingtone Competence Framework. It provides an opportunity to select training courses to get the most out of you and your PMO's development. Be inspired and create a practical toolbox to support your organisation. These courses can be delivered as live remote training for both public and client specific.

Core PMO Training Courses

PMO Practitioner

Designed for Practitioners of all levels who are delivering, managing, implementing or transforming a PMO. It will develop skills and help you to bring your unique & best-in-class PMO to the forefront of your organisation.

PMO Leader

Designed for Practitioners of all levels who are delivering, managing, implementing or transforming a PMO. It will develop skills and help you to bring your unique & best-in-class PMO to the forefront of your organisation.
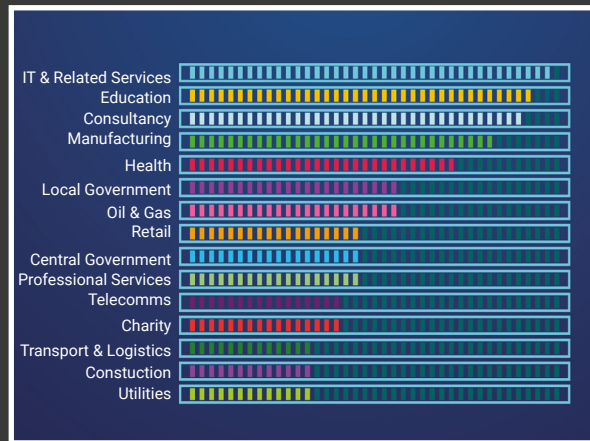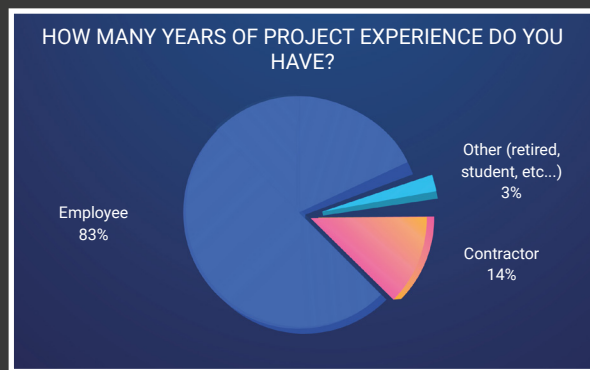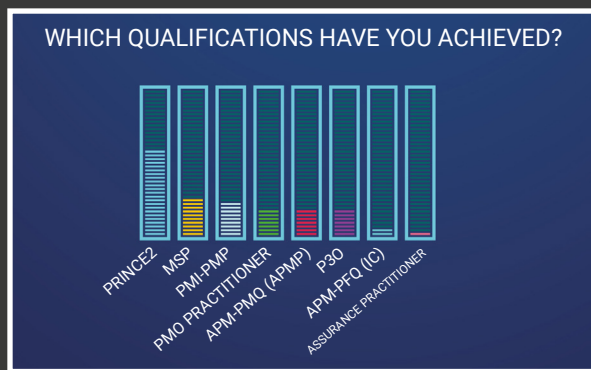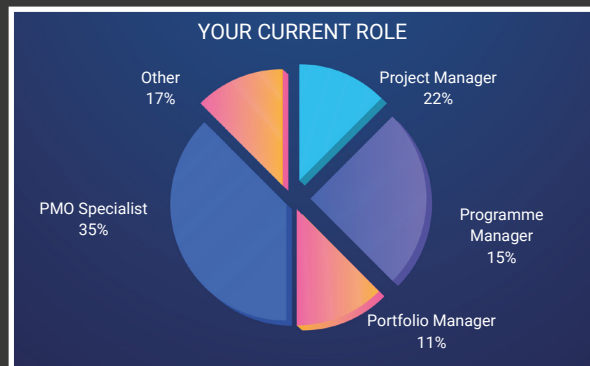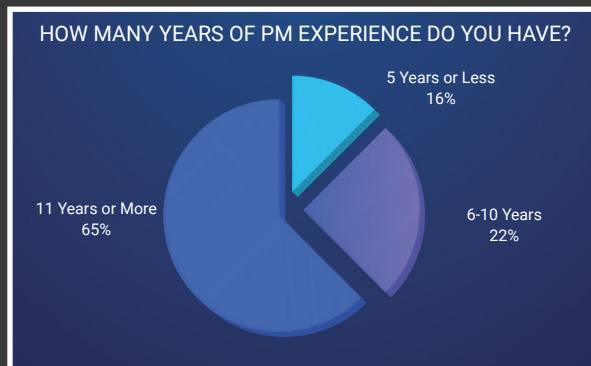
Assurance Practitioner

Specialist course provides a comprehensive and practical view of the strategies, competencies required, and tools & techniques available to design, set up and deliver effective and integrated project assurance.

About
the participants

111 organisations across 29 countries

HOW MANY YEARS OF PM EXPERIENCE DO YOU HAVE?

5 Years or Less
16%

6-10 Years
22%

11 Years or More
65%

YOUR CURRENT ROLE

Other
17%

Project Manager
22%

PMO Specialist
35%

Programme
Manager
15%

Portfolio Manager
11%

WHICH QUALIFICATIONS HAVE YOU ACHIEVED?

PRINCE2
MSP
PMI-PMP
PMO PRACTITIONER
APM-PMQ (APMP)
P3O
APM-PFQ (IC)
ASSURANCE PRACTITIONER

HOW MANY YEARS OF PROJECT EXPERIENCE DO YOU HAVE?

Other (retired,
student, etc...)
3%

Employee
83%

Contractor
14%

SIZE OF CURRENT ORGANISATION

10 Employees or Less

11 - 49 Employees

50 - 249 Employees

250 - 999 Employees

1,000 - 4,999 Employees

5,000 Employees or more

IT & Related Services
Education
Consultancy
Manufacturing
Health
Local Government
Oil & Gas
Retail
Central Government
Professional Services
Telecomms
Charity
Transport & Logistics
Constuction
Utilities

Over 20% of participants have undertaken at least one Wellingtone Professional Course exclusively Accredited by the APM.

Thank you to all those who participated from across our profession.

Respondents tended to be highly experienced, professionally qualified project management practitioners from across a wide spread of industries and geographic regions. The average participant is a Project Manager employed by a large organisation with at least one professional qualification.

The Project Management Basics
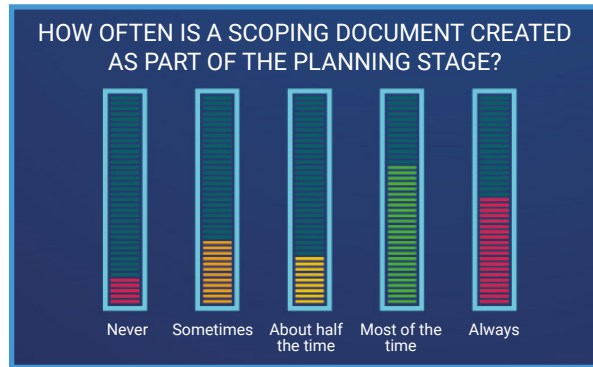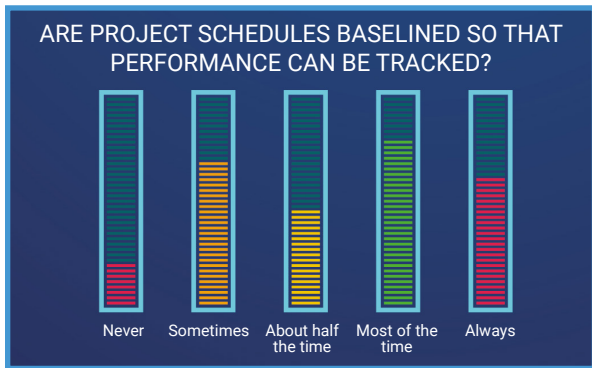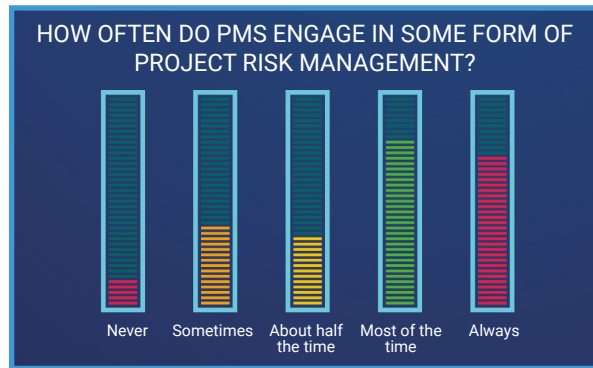
HOW OFTEN IS A DEFINED METHODOLOGY APPLIED TO PROJECTS?

Never | Sometimes | About half the time | Most of the time | Always
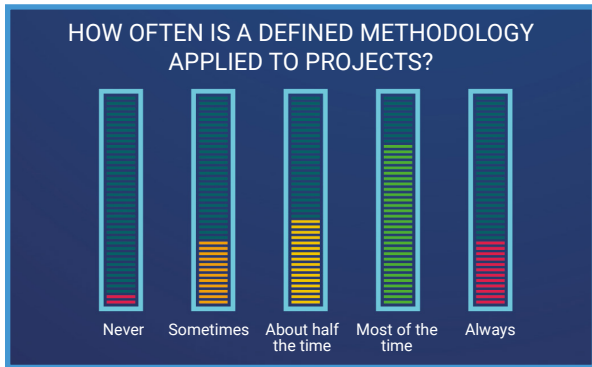
61% **Mostly or always apply a defined project methodology**

HOW OFTEN IS A SCOPING DOCUMENT CREATED AS PART OF THE PLANNING STAGE?

Never | Sometimes | About half the time | Most of the time | Always

61% **Mostly or always create a scoping document as part of planning**

ARE PROJECT SCHEDULES BASELINED SO THAT PERFORMANCE CAN BE TRACKED?

Never | Sometimes | About half the time | Most of the time | Always

50% **Mostly or always baseline their project schedules**

HOW OFTEN DO PMS ENGAGE IN SOME FORM OF PROJECT RISK MANAGEMENT?

Never | Sometimes | About half the time | Most of the time | Always

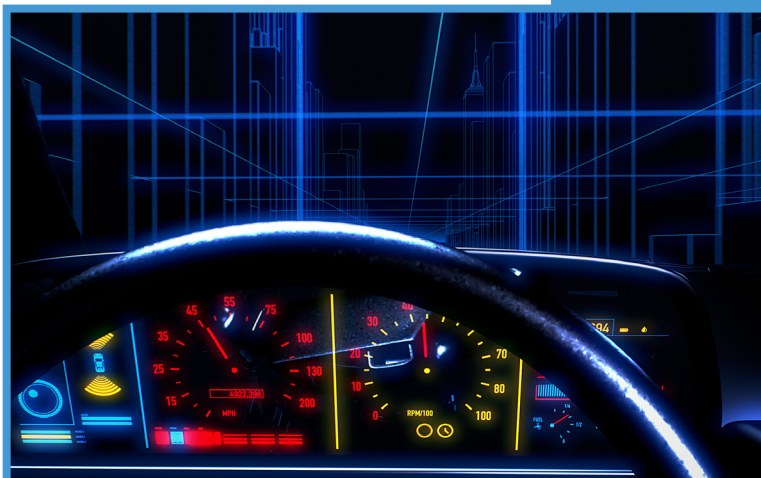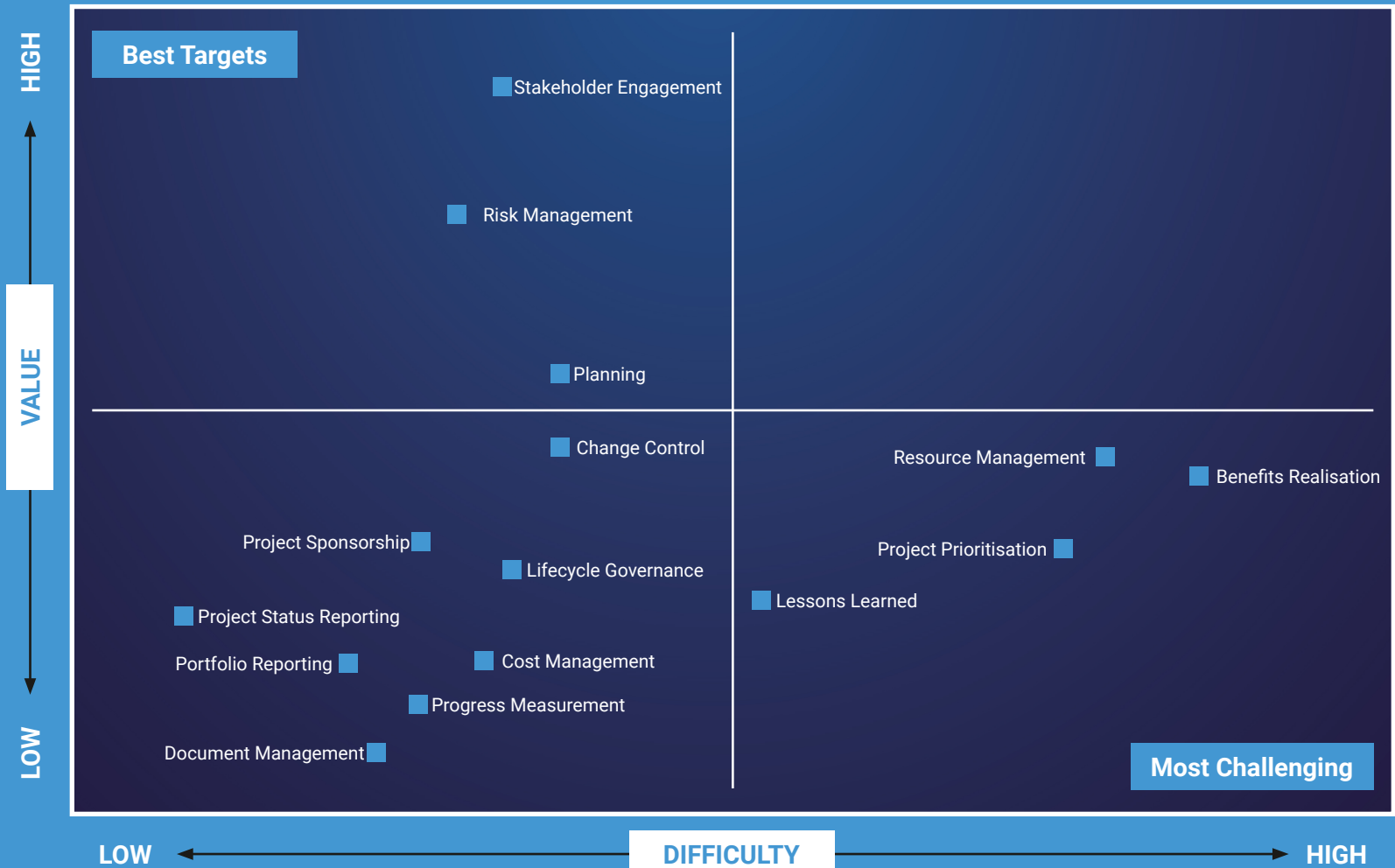**60%** **of Project Managers always or mostly engage in risk management**

Approximately 60% of projects mostly or always have a scoping document, a defined methodology and undertake risk management.

There are however significant numbers of projects that do not benefit from these basic principles with **25% sometimes or never creating a scoping document & 39% sometimes or never baselining schedules**

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PPM Process Value v Difficulty to Embed

HIGH

VALUE

LOW

Best Targets

■ Stakeholder Engagement

■ Risk Management

■ Planning

■ Change Control

Resource Management ■

■ Benefits Realisation

Project Sponsorship ■

■ Lifecycle Governance

Project Prioritisation ■

■ Lessons Learned

■ Project Status Reporting

Portfolio Reporting ■

■ Cost Management

■ Progress Measurement

Document Management ■

Most Challenging

LOW ← **DIFFICULTY** → **HIGH**

Respondents were asked which PPM Processes added the most value, when done properly, and which were most difficult to embed.
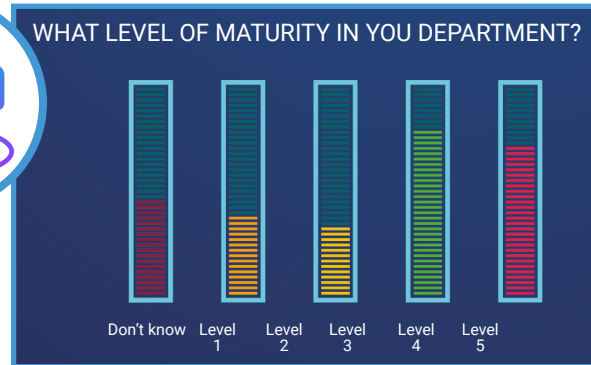
This chart combines difficulty versus benefit data. Those PPM processes in the top left quadrant should be tackled first.

Build consensus & deliver these before then reaching out to take on those with higher difficulty ratings.

PPM Maturity

ARE YOU SATISFIED WITH THE CURRENT LEVEL OF PM MATURITY IN YOUR ORGANISATION?

Very dissatisfied	Somewhat dissatisfied	Neither satisfied or dissatisfied	Somewhat satisfied	Very satisfied

35% are somewhat or very satisfied with the current level of PM maturity

WHAT LEVEL OF MATURITY IN YOU DEPARTMENT?

Don't know	Level 1	Level 2	Level 3	Level 4	Level 5

70% believe the current level of maturity in their department is 3 or more

WHAT LEVEL OF MATURITY ACROSS YOUR ORGANISATION?

Don't know	Level 1	Level 2	Level 3	Level 4	Level 5

50% believe the current level of maturity across their organisation is 3 or more

52% of respondents are somewhat or very dissatisfied with the current level of PM maturity representing a steady increase since the 45% recorded in 2016.

This is a significant figure and demonstrates the growing recognition of what "good" PPM looks like.

Enabling YOU to make a
step-change in your PPM Maturity

PMO & P3M3 & Project Management Maturity Assessment

To achieve a new vision for Project, Portfolio and Work Management you first need to understand where you are. Our PPM and PMO Maturity Assessment combines our expertise as an Axelos P3M3 Consulting Partner with our in-depth data analysis and expertise.

1. INITIAL
There is no defined processes; there is no PMO team in place or any measures.

2. DEFINED
There are pockets of excellence and some processes but application is largely down to the individual: there are defined skills xxx within the organisation, not necessarily within a dedicated PMO function; there are no measures in place.

3. STANDARDISED
All processes are detailed, educated and repeatable; there is a PMO in place providing guidance and limited education; there is some measurement of high-level KPIs which are communicated to direct management.

4. MANAGED
All processes are embedded and utilised consistently: there is a dedicated PMO function that enables communication, learning and a culture of change; there is a consistent method to measure both projects and the PMO to senior management.

5. OPTIMISING
Processes are continuously reviewed and improved; the PMO is respected as a centre of excellence and provides a career path to project professional: the performance of both projects and the PMO is measured and informs decision-making.

P3M3®
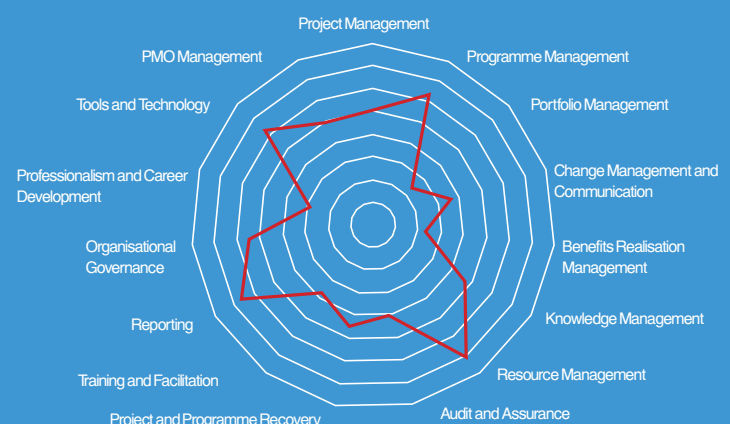AXELOS CONSULTING PARTNER

Our independent maturity assessment and benchmarking provides:
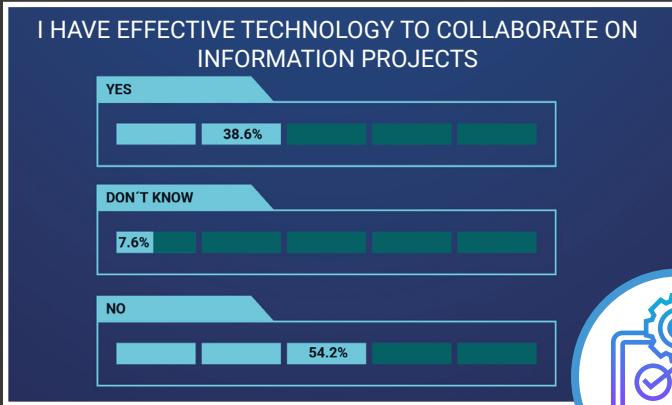
- Data informed by best practice
- Comparison against extensive benchmark data
- Areas of strength
- Areas to develop
- Practical recommendations and a PPM/PMO Maturity Roadmap
- A case for change
- A baseline from which to assess improvements over time

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PMO MATURITY RADAR

- Project Management
- Programme Management
- Portfolio Management
- Change Management and Communication
- Benefits Realisation Management
- Knowledge Management
- Resource Management
- Audit and Assurance
- Project and Programme Recovery
- Training and Facilitation
- Reporting
- Organisational Governance
- Professionalism and Career Development
- PMO Management
- Tools and Technology

PPM Software Tools

I HAVE EFFECTIVE TECHNOLOGY TO COLLABORATE ON INFORMATION PROJECTS

YES
38.6%

DON'T KNOW
7.6%

NO
54.2%

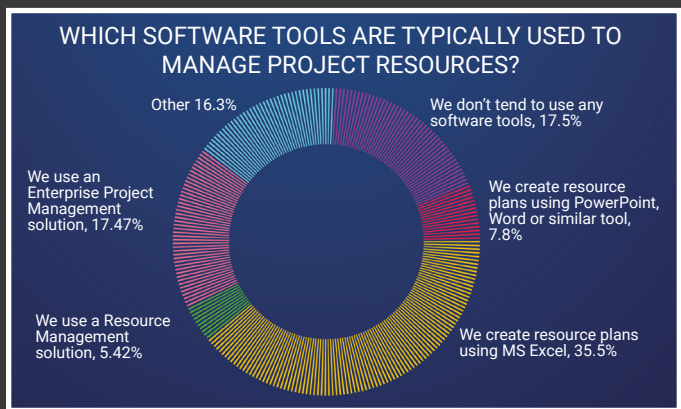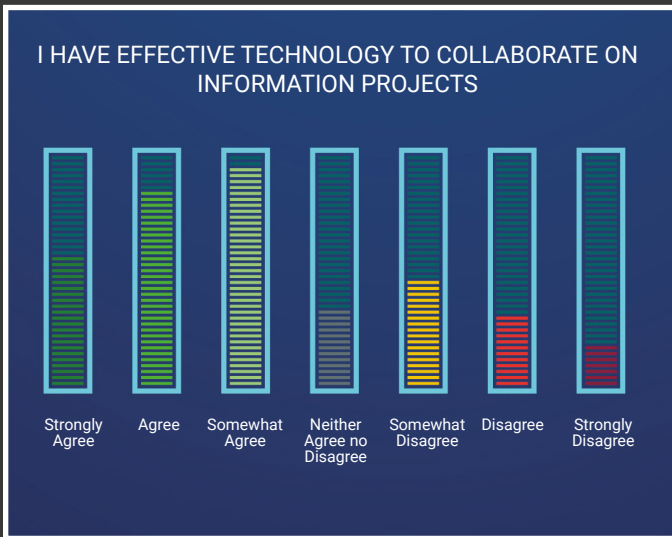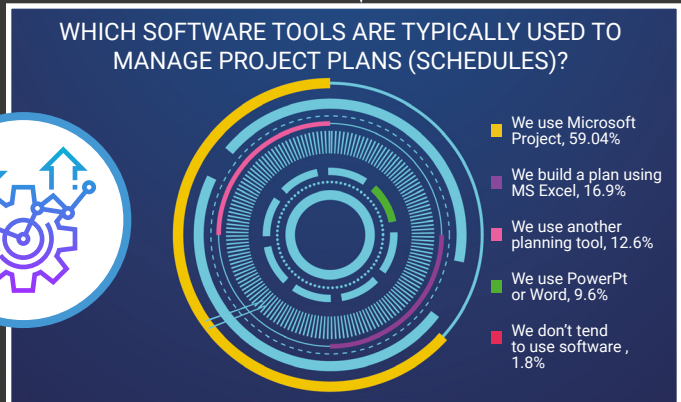**54%** do not have access to real-time project KPIs with 1/3 spending 1 or more days manually collating project reports.

HOW MUCH TIME DO YOU SPEND EACH MONTH MANUALLY COLLATING PROJECT STATUS INFO?

4 hours to 1 day	36.1%
Less than 4 hours	22.3%
More than 2 days	21.1%
1 - 2 days	15.1%
N/A	5.4%
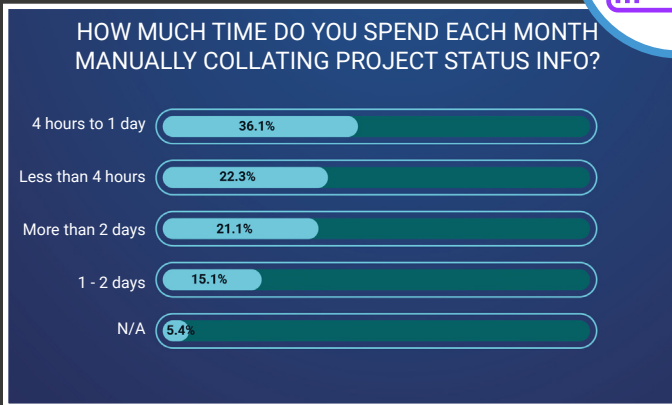
Teams need tools that flex to the scale & complexity of their project work.

25% of respondents say they do not have effective technology to collaborate on **informal projects**

I HAVE EFFECTIVE TECHNOLOGY TO COLLABORATE ON INFORMATION PROJECTS

Strongly Agree | Agree | Somewhat Agree | Neither Agree no Disagree | Somewhat Disagree | Disagree | Strongly Disagree

WHICH SOFTWARE TOOLS ARE TYPICALLY USED TO MANAGE PROJECT PLANS (SCHEDULES)?

- We use Microsoft Project, 59.04%
- We build a plan using MS Excel, 16.9%
- We use another planning tool, 12.6%
- We use PowerPt or Word, 9.6%
- We don't tend to use software , 1.8%

WHICH SOFTWARE TOOLS ARE TYPICALLY USED TO MANAGE PROJECT RESOURCES?

Other 16.3%

We don't tend to use any software tools, 17.5%

We use an Enterprise Project Management solution, 17.47%

We create resource plans using PowerPoint, Word or similar tool, 7.8%

We use a Resource Management solution, 5.42%

We create resource plans using MS Excel, 35.5%

Only 23% use a PPM or Resource Management software solution, with many organisations yet to benefit. Equally, 54% do not have access to real-time KPIs.

25% report not having the right technology to enable team collaboration on informal projects, even through this makes up 20% of work time

Discover the **NEW**
Project for the Web

Microsoft Project for the Web (Project Plan 1) is the simple, powerful, reimagined Project for everyone. Manage projects, campaigns, product launches and much more.

This latest project management software solution is available now within Microsoft 365 and offers the same powerful scheduling engine as Microsoft Project through a powerful, easy-to-use browser based app.
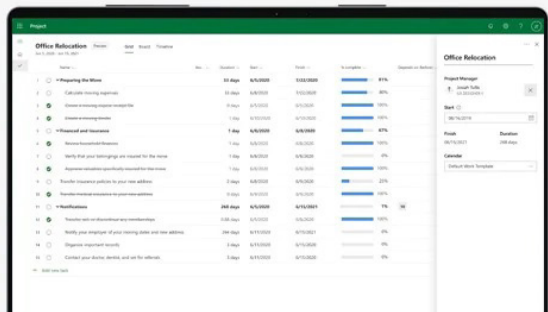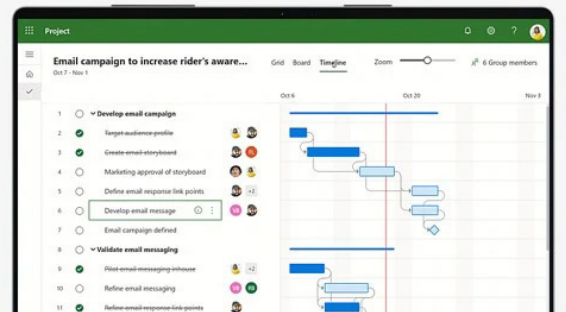
Simple
Start quickly and work intuitively with an easy-to-use, coherent visual user experience shared across Microsoft 365.
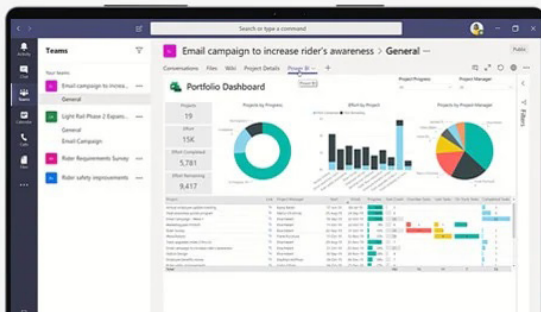
Collaborative
Enable all team members to edit tasks simultaneously so you can get more done together, even when apart.

Intuitive
Enjoy rich connections with Microsoft 365*, Teams, OneDrive, and SharePoint that help you and your teams achieve more with a common set of familiar tools.

Features

Choose your view
Work with your team on the same project using the project view you prefer whether it's grid, board, or timeline.

See visualised timelines
Understand the relationships between tasks with help from highlighted task paths in a timeline view.
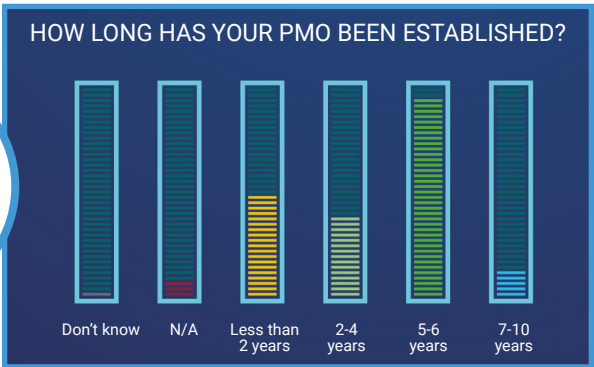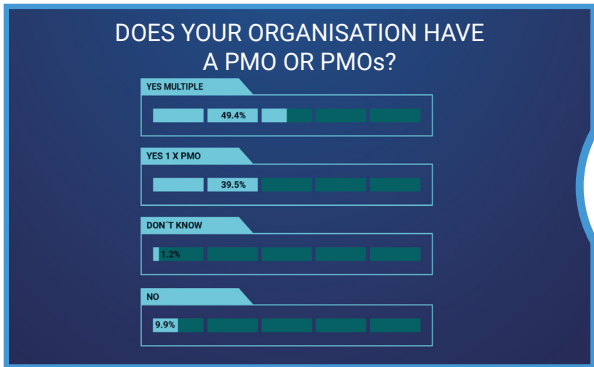
Simplify task scheduling
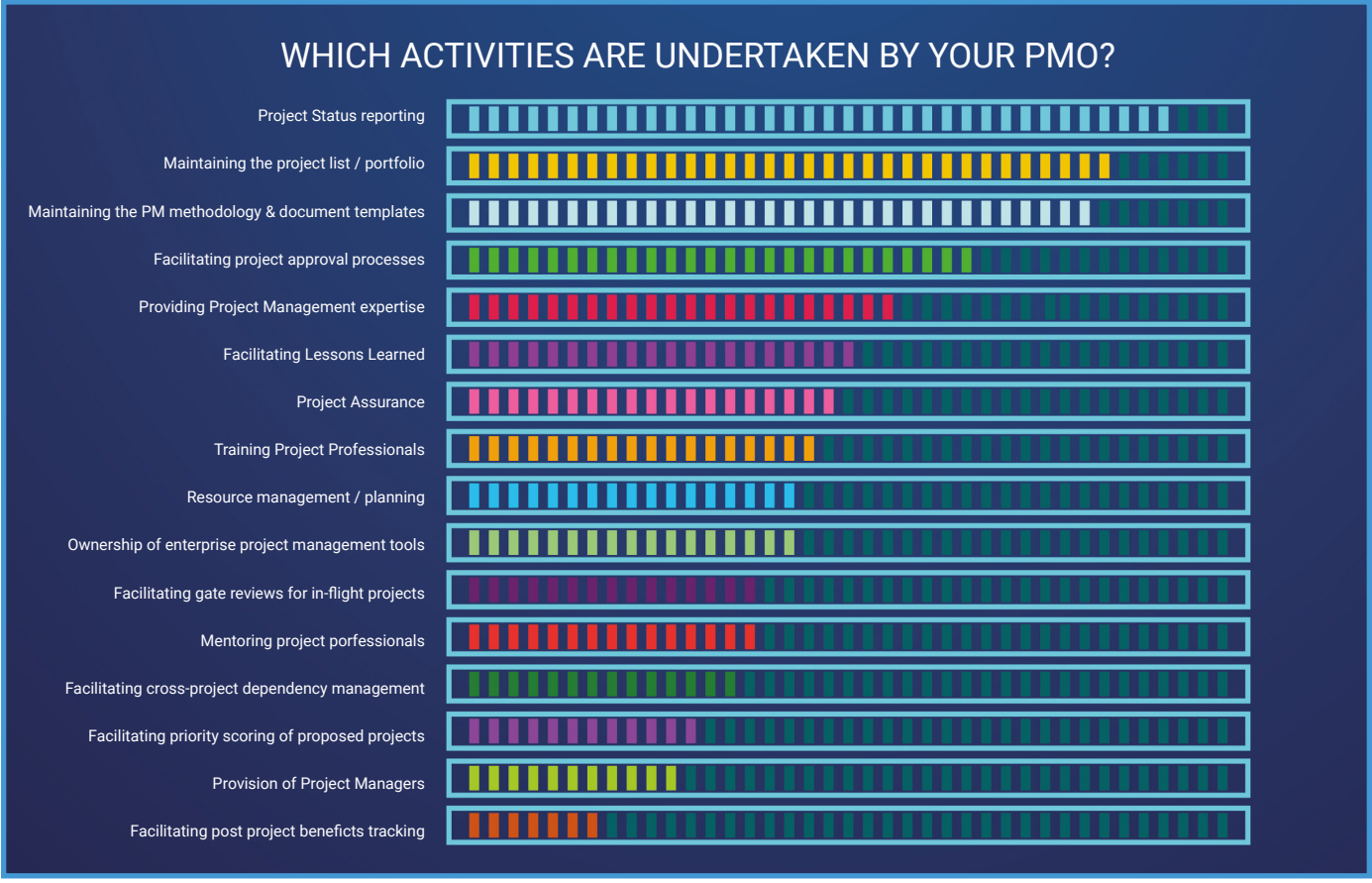Use smart scheduling to easily organize tasks.

Collaborate & communicate easily
Use Project and Microsoft Teams to collaborate on projects, including file sharing, chats, meetings, and more.

The PMO

DOES YOUR ORGANISATION HAVE A PMO OR PMOs?

- YES MULTIPLE — 49.4%
- YES 1 X PMO — 39.5%
- DON'T KNOW — 1.2%
- NO — 9.9%

HOW LONG HAS YOUR PMO BEEN ESTABLISHED?

Don't know | N/A | Less than 2 years | 2-4 years | 5-6 years | 7-10 years

89% of organisations have 1 or more PMOs

26% of these are less than 2 years old

WHICH ACTIVITIES ARE UNDERTAKEN BY YOUR PMO?

- Project Status reporting
- Maintaining the project list / portfolio
- Maintaining the PM methodology & document templates
- Facilitating project approval processes
- Providing Project Management expertise
- Facilitating Lessons Learned
- Project Assurance
- Training Project Professionals
- Resource management / planning
- Ownership of enterprise project management tools
- Facilitating gate reviews for in-flight projects
- Mentoring project porfessionals
- Facilitating cross-project dependency management
- Facilitating priority scoring of proposed projects
- Provision of Project Managers
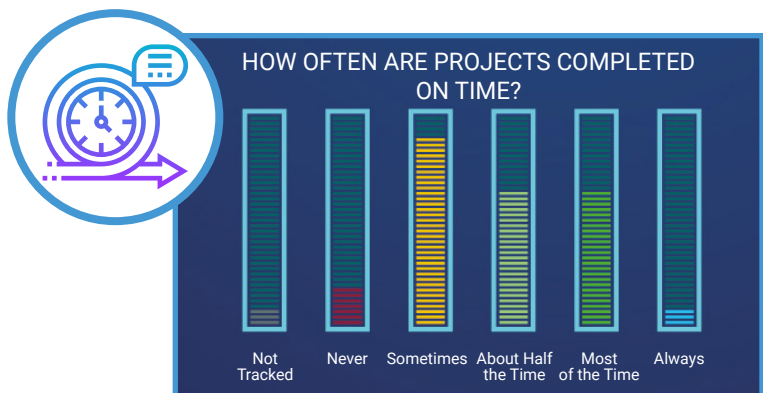- Facilitating post project benefits tracking

Which of these activities are in your PMO Service Catalogue?

89% of organisations now report having one or more PMO's, increasing steadily from 71% reported in 2016.
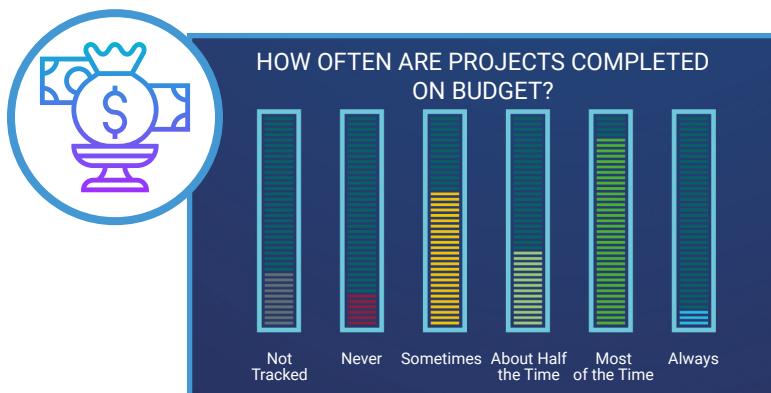
Once again we see "benefits tracking" as the least likely to form part of PMO scope and status reporting once again claiming top spot. Automation through MS Project Online can eliminate report collation time, enabling the PMO to focus on higher value activities.
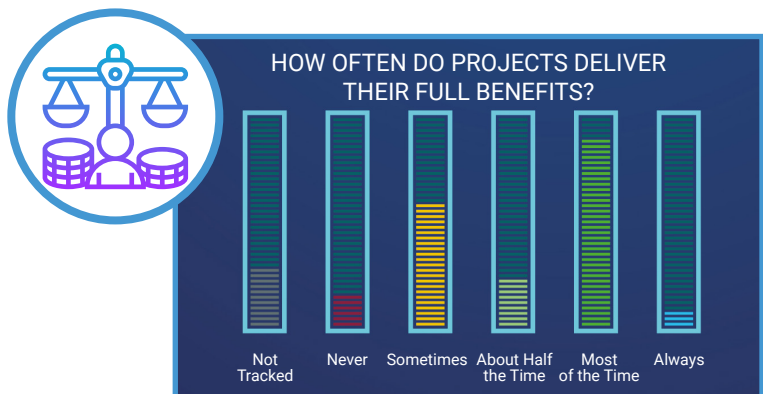
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Project Performance

HOW OFTEN ARE PROJECTS COMPLETED ON TIME?

Not Tracked · Never · Sometimes · About Half the Time · Most of the Time · Always

29% of organisations mostly or always complete projects on time

HOW OFTEN ARE PROJECTS COMPLETED ON BUDGET?

Not Tracked · Never · Sometimes · About Half the Time · Most of the Time · Always

43% of organisations mostly or always complete projects on budget

HOW OFTEN DO PROJECTS DELIVER THEIR FULL BENEFITS?

Not Tracked · Never · Sometimes · About Half the Time · Most of the Time · Always

40% of organisations mostly or always deliver the full benefits of their projects

WOULD YOU SAY YOUR ORGANISATION HAS A TRACK RECORD OF SUCCESS?

Not Tracked · Never · Sometimes · About Half the Time · Most of the Time · Always
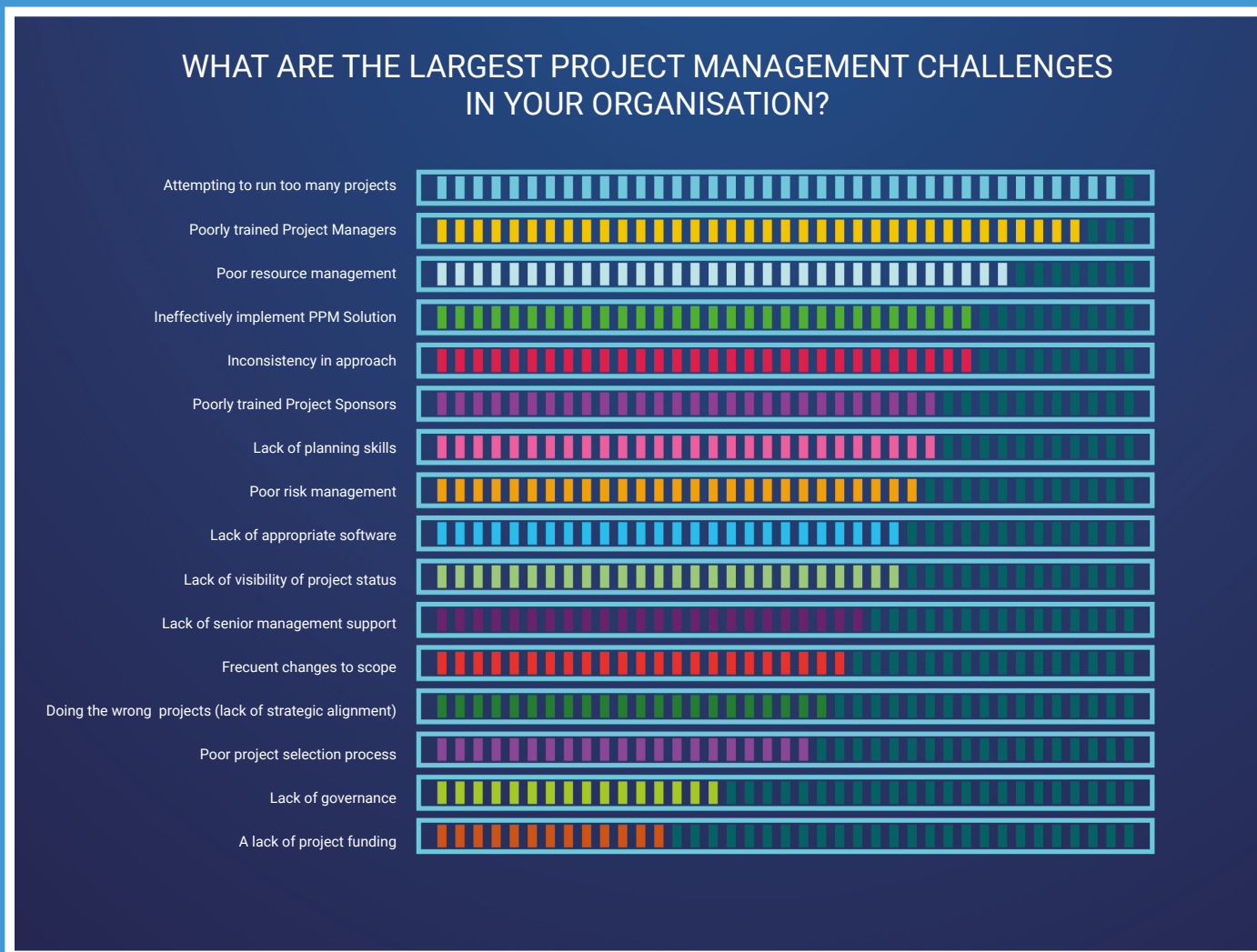
47% say their organisation has a track record of project success

Project
Performance

These challenges might look familiar. Is your organisation running the right projects in the right way? *"Attempting to run too many projects"* **has finally knocked** *"poorly trained PMs"* **off the top spot.**

"Poor resource management" has steadily moved up the rankings and now takes 3rd place. A successful deployment of a PPM solution tackles these challenge head on, but needs to be undertaken with proper consideration.

WHAT ARE THE LARGEST PROJECT MANAGEMENT CHALLENGES IN YOUR ORGANISATION?

Attempting to run too many projects
Poorly trained Project Managers
Poor resource management
Ineffectively implement PPM Solution
Inconsistency in approach
Poorly trained Project Sponsors
Lack of planning skills
Poor risk management
Lack of appropriate software
Lack of visibility of project status
Lack of senior management support
Frecuent changes to scope
Doing the wrong projects (lack of strategic alignment)
Poor project selection process
Lack of governance
A lack of project funding

"Let's focus on the priority projects. We're trying to do too many!"
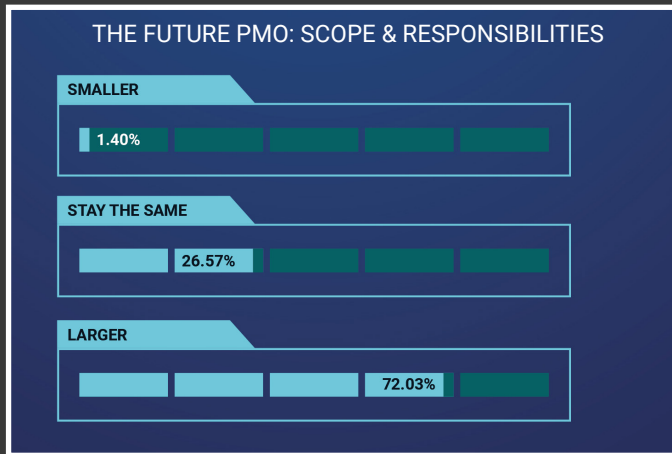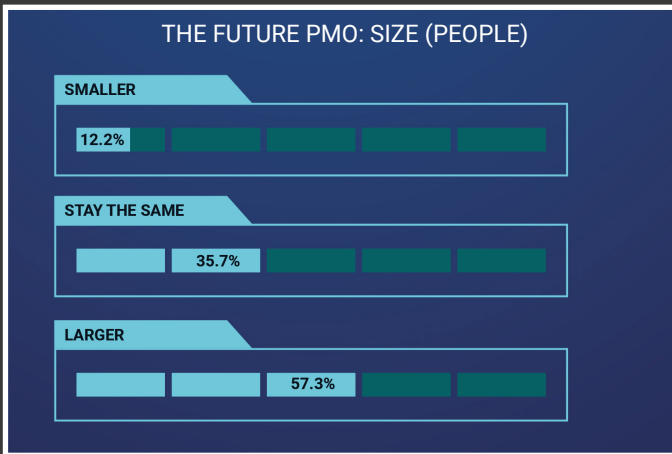
"Let's train our PMs & Sponsors to give them a fighting chance!"

*"Let's implement a PPM solution properly to enable resource management!"*

THE FUTURE PMO

THE FUTURE PMO: SIZE (PEOPLE)

SMALLER
12.2%

STAY THE SAME
35.7%

LARGER
57.3%

57% PMO will increase in headcount, up from 43%, 39% & 36% in previous years (2019 – 2017)

THE FUTURE PMO: SCOPE & RESPONSIBILITIES

SMALLER
1.40%

STAY THE SAME
26.57%

LARGER
72.03%

72% PMO will increase in scope & responsibilities, up from 61%, 56% & 54% in previous years (2019 – 2017)

The Future PMO will have increased scope of work and responsibilities but proportionally a smaller increased headcount.

If PMOs are to take on this challenge, then they need to become more efficient through automation. The deployment of Microsoft Project Online is one way to achieve this automation bringing benefits such as real time KPIs & the elimination of manual report creation.

THE FUTURE PMO: PERCEIVED VALUE

SMALLER
5.59%

STAY THE SAME
23.08%

LARGER
71.33%
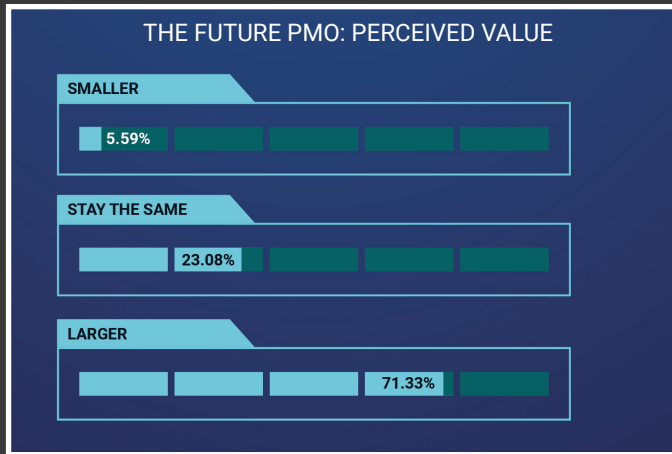
71% PMO will increase in perceived value, up from 55%, 51% & 46% (2019 – 2017)

THE FUTURE OF WORK

Percent of respondents that believe that project work will increase

68%

Percent of respondents that believe that more work will be organised around small informal teams

56%

Percent of respondents that believe people will need more project management skills

78%

Percent of respondents that believe more people will work from home

74%

Percent of respondents that believe the use of team collaboration tools will increase

75%

About this Report

Wellingtone defined a series of 40 questions relating to project management.

These questions were then used to build an online survey. Project Management professionals from across all industries were invited to participate by completing the online survey. The survey was publicised internationally and was open for participation through the end of Q4 2019.

Vince Hines, Managing Director, Wellingtone is the Author of this report, created based on the data collected from the survey. Respondent specific survey data is kept in strictest confidence.

This report has been anonymised and includes trends, averages and totals data. Anonymised data was shared with University College London to further their research in project management.

Wellingtone does not share respondent specific data. Wellingtone Limited is registered in accordance with the Data Protection Act 2018.

Wellingtone

work.smarter

Taking you to the Future of Work Management

Established in 2001, we work with organisations of all sizes and industries enabling them to make a step change in PPM maturity.

Globally we are the only organisation that is both a Microsoft Gold Partner with the PPM specialisation and an Accredited Training provider with the Chartered Body for Project Management, the Association for Project Management.

We have developed more specialist PPM training courses that have been independently Accredited by the APM than any other organisation

Our groundbreaking courses, industry leading publications and reputation set us apart. Contact us, we would love to hear from you

apm Accredited

Gold **Microsoft Partner**

Microsoft

Our Locations
Our corporate head office is in the historic Royal town of Windsor.

Our clients are global; beyond our European home, as far afield as Dubai, Hong Kong & Costa Rica. We are a multi-cultural, multi-language consultancy with native speakers in English, Spanish and Portugese.

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