



pm-partners

# Breaking the cycle of delivery failure with a proactive Continuous Assurance methodology

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# SUMMARY

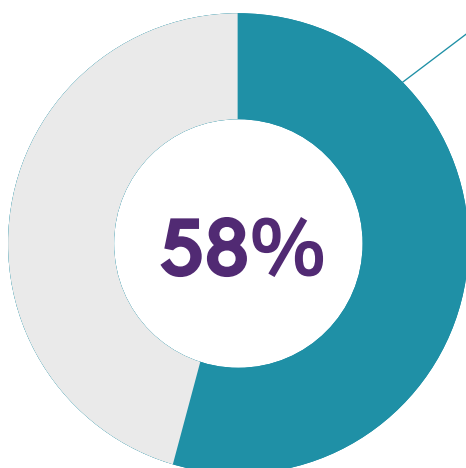
In a competitive, increasingly complex delivery landscape, experience shows that effective assurance is integral to success, whether you're running projects, programmes or Agile initiatives. With a solid assurance framework and the right expertise, organisations can flag and resolve issues in a cost-effective way, and ensure their investments are well guarded and delivered on time and within budget.



Despite this, project assurance efforts are typically falling short. Research shows that the application of independent assurance is on the decline, and few businesses are conducting preventative activities or putting review findings into action. The result? Organisations are stuck in a cycle of unwelcome surprises and repeated mistakes: projects are failing, investments and opportunities are being squandered and intended benefits are not being realised.

To break this cycle, progressive leaders are upping their assurance game and embracing a more proactive, effective approach. Continuous Assurance empowers businesses to drive sustainable delivery improvements across their portfolios, reducing risk and cost and maximising ROI.

By taking assurance to the next level, organisations can cut the cycle of failure and replace it with a cycle of continuous improvement and delivery success.



Only 58 per cent of delivery professionals are running assurance activities on their initiatives and just over one in three are performing set up for success reviews.

**PM-Partners 2022 Assurance Survey**

# TODAY'S DELIVERY CHALLENGES

## Inherent hazards of delivery

Across sectors, successful delivery is a challenge, and consistent delivery is even harder. Whether they care to admit it, too many organisations are familiar with project and programme failure and its often far-reaching repercussions.

Only 19 per cent of organisations achieve delivery success at least most of the time - a figure that reflects substantial inefficiencies across the delivery lifecycle. More than 70 per cent of organisations struggle to deliver projects on time; and almost 60 per cent are not always completed within budget.

Of course, all of this adds up. A recent Pulse of the Profession® survey conducted by the Project Management Institute (PMI), found that globally organisations waste nearly 10 per cent of every dollar due to poor project performance, which amounts to roughly \$2 trillion every year.

There are a multitude of reasons initiatives spiral out of control - from insufficient team capability, to poor project management, or a lack of governance. 'Poor planning' and 'vague goals' are two of the most significant factors. But whatever the cause, the impacts, not just on project outcomes, but on the financial viability of organisations more broadly, can be colossal.

## Complexity on the rise

The fact that delivery is hard is nothing new. But in today's work environment, organisations are facing additional barriers to success. The COVID-19 pandemic only served to exacerbate a climate of disruption and uncertainty and further accelerate the rapid pace of change. Across numerous sectors, these forces have had a profound impact on both the initiatives being delivered as well as the environmental conditions behind those deliverables.

According to the Australian Institute of Project Management (AIPM), as many as 71 per cent of organisations agree that the complexity of projects and programmes has increased. There are numerous drivers and associated challenges but standout issues being experienced by many of our clients include:

» **Transformation:** More than half of all organisations, deliver 'transformational' initiatives - those that are linked with digitisation of business processes and cloud

migration. These projects are highly complex and difficult to manage. As noted by Leslie Franchi, Head of Portfolio and Delivery Services with the ABC's Product and Content Technology team, "*Transformations were easier when you could simply buy and implement technologies. Now you have to integrate everything.*"

» **Misalignment:** Partly due to the pandemic, delivery teams are experiencing a reduction in communication and interpersonal collaboration. This siloing effect impacts initiatives that are delivered across departments and generates inconsistent expectations between stakeholders.

» **Acceleration:** According to Harvard Business Review, 90 per cent of global executives say the pandemic accelerated the timing of their organisation's transformational endeavours. A survey from McKinsey, meanwhile, found that many companies responded to COVID-19-related change 20 to 25 times faster than respondents thought possible before the crisis. Unfortunately, this increased appetite is often not matched by delivery capability.

Two in five project managers cite 'poor requirements gathering', one in three cite 'poor upfront planning', one in five cite 'inexperienced project manager' and 20 per cent point to 'limited/taxed resources' as key reasons for project failure.

» **Shift to Agile:** To keep up with the pace of change, organisations have correctly understood the importance of elasticity. More than two-thirds have adopted and implemented Agile methodologies into their delivery processes. Yet just 37 per cent say Agile has improved success rates, with many struggling with poor practices or the transition to effective hybrid frameworks.

# THE POTENTIAL OF DELIVERY ASSURANCE

## Protecting your investments

Given the complex conditions and challenges of today's delivery landscape, it's critical to have sufficient oversight and controls in place to keep your portfolio on track and avoid costly mistakes. This is where effective assurance comes in.

Embedding project, portfolio or programme assurance into your delivery framework empowers you to capture and

resolve risks, issues and opportunities that directly impact the outcome of your initiatives.

When aligned to your organisation's business strategy and baked into delivery from the start, assurance not only improves delivery effectiveness but ensures organisations say 'yes' to the right initiatives, increasing rates of success and return on investment.

## Three pillars of delivery success

The three most important pillars of effective assurance include:

1

### Set up for success review:

Completed early during the delivery process before business case submission. With particular focus on planning, resourcing, reporting and estimating all critical components of the initiative, the aim is to drive success from the outset.

2

### Mid-point review/health

**checks:** Effective assurance programs account for changes over the course of delivery. Health checks review the status of your deliverables and ensure necessary actions are taken to keep initiatives on track.

3

### Post-implementation review (PIR):

PIRs capture the lessons learned - both positive and negative - and provide a set of impartial recommendations which can be applied to future delivery. This affords your organisation an opportunity to avoid past mistakes and repeat successes.

Assurance essentially gifts your organisation with another set of eyes, which is invaluable in complex settings. As the ABC's Leslie Franchi comments in relation to the challenges of digital integration, *"Given the increased complexity around data, data migration, data security etc, the assurance role can really help to make sure you've thought of all these things."*

By identifying problems early and getting to the root cause of a challenge - such as a lack of team capability or an improperly used delivery framework - you can mitigate issues before they get out of hand. More importantly, you can leverage the lessons learned from these activities to improve the way you deliver initiatives and the processes that support this.

For example, when a major provider of payment solutions undertook a complex project - a new digital bank business - they engaged PM-Partners to conduct a review. While viewed internally as a success, elements of their delivery could've been improved. Our PIR provided the client with a number of valuable learnings to accelerate decision making, manage risk and compliance, and decrease employee churn for their future endeavours.

In short, assurance has the potential to reduce organisational risk, decrease costs and maximise benefits.

# WAKING UP TO REALITY

Despite its potential, the reality is that many organisations are failing to recognise the true value of good assurance, especially the early upfront activities.

According to PM-Partners' 2022 Assurance Survey of delivery professionals, only 58 per cent are running assurance activities on their initiatives and few are performing set up for success reviews.

As well as a simple failure to conduct assurance, misplaced assumptions about what assurance is and what it can offer are having a detrimental effect on how other organisations approach their assurance activities. As a result, many are falling short and wasting their time and money.



There are so many more layers that you have to deal with – from a compliance perspective, from a fraud and money laundering perspective and from a data security perspective; those three things alone have become incredibly complex.

**TIM KINCHINGTON, Head of Project Management Office, Cuscal Limited**

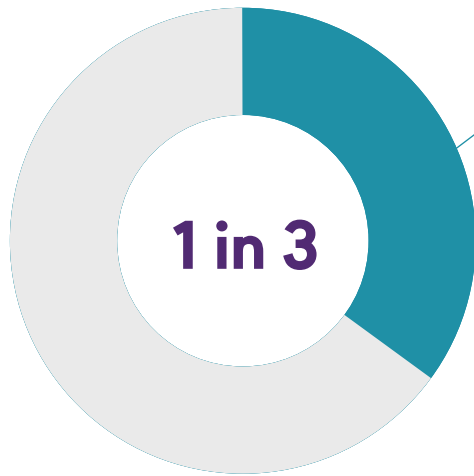
## Five common assurance mistakes

Assurance mistakes come in a variety of shapes and sizes, but the most consequential include:

- » **Too little, too late:** According to PMI, 33 per cent of project failures occur because of inadequate planning. But our research shows that only one in three organisations are using assurance preventatively. Poorly set up initiatives typically encounter issues that need larger mitigations later on, but by the time they're identified it's often too late to make viable adjustments.
- » **Not fit for purpose:** Assurance should be risk based, but rather than tailor their efforts to project complexity, many organisations funnel everything through their internal PMO. This 'one-size-fits-all' approach may suit smaller, lower risk projects but complex initiatives with the potential to severely impact the business require more rigorous reviews.
- » **Passivity:** When recommendations are made, stakeholders aren't taking them seriously or implementing

them during delivery. In many cases lessons are simply filed away as it's not clear who is accountable for actioning them. Significant IP is wasted in the process.

- » **Ad-hoc and inexperienced:** A random approach to assurance will always fail to extract maximum benefits. This is particularly the case when those responsible for the reviews lack expertise - there are too many instances of inexperienced project managers and poorly resourced PMOs being tasked with assurance, which essentially becomes a box ticking exercise and a waste of time and money.
- » **Lack of impartiality:** According to AIPM data, just 49 per cent of companies reportedly used independent project performance reviews in 2021 - a 10 per cent decrease from the previous year. When assurance is conducted by those involved with the project it's impossible to get an accurate, objective assessment - it's like marking your own homework. PMOs have an element of independence but work closely with project teams, which typically has a detrimental effect on the level of transparency. In either case, the true picture is obscured, potentially leaving the organisation wide open to repercussions down the track.



PM-Partners 2022 Assurance Survey found that only 1 in 3 organisations are performing set up for success activities.

## Busting four assurance myths

Many of the mistakes that organisations make are rooted in long-held misconceptions about what assurance is and what it takes to perform it effectively. Chief among these are the following:

- 1 Assurance equals an audit** - This is a fundamental misunderstanding. While audits check on compliance with policies, procedures and legislation, assurance is about delivery success factors and capabilities. Rather than being a finger-pointing exercise, the aim is to help teams deliver more successfully.
- 2 PIRs are the be-all of assurance** - According to our latest Assurance Survey, 72 per cent of organisations running assurance are conducting PIRs. In contrast, just 38 per cent are running mid-point reviews and even fewer are investing in set up activities. PIRs can capture vital lessons to inform future delivery but they're only one piece of the puzzle and have reduced benefit to the project under review.
- 3 Agile is its own assurance** - It's logical to break large, complex initiatives into smaller, more manageable segments. However, the incremental nature of Agile does not make it inherently less risky. Far from it.
- 4 Skipping set ups saves money** - It's an unfortunate truth that most sectors are under pressure to do more with less. Cutting corners on upfront assurance activities is perceived as one way to save when in fact set ups cost a fraction of the cost of a failed initiative, or even bringing a wayward project back on track.



In an Agile project you need more frequent assurance to ensure every little piece adds up. It can go off on a tangent very easily because the teams at the lowest level are the ones making a lot of the critical decisions. If they're not checking in to make sure it remains aligned with strategic vision, you can get to the end of the process having built a monster that the organisation doesn't need, or can't support.

**BRADLEY ROLFE, Program Manager, Ausgrid**

# CONSEQUENCES OF INEFFECTIVE ASSURANCE

## A dangerous domino effect

Without properly executed assurance, organisations are vulnerable to a whole host of issues that have the potential to derail delivery and increase organisational risk.

If we just take poor set ups as an example, there are a host of potential consequences. This hasty approach typically leaves projects without a proper business case and scope. Costs and timeframe estimates are less than robust and executives are then anchoring themselves to flawed metrics. They typically lack line of sight into the initiative,

leading to misalignment between delivery teams and governance layers.

A rush to start often means critical areas are overlooked. A common scenario is organisations focus too heavily on technology and not enough on business processes such as operating models, even if that's where most of the benefits are ultimately coming from.

Overall, falling short with your assurance sets up an environment where issues can remain hidden and ultimately spiral out of control.

## Four top signs of failure

Whether your project can be remediated or falls off the rails entirely, this dangerous domino effect typically manifests in a number of key ways:

- » **Scope creep:** Poorly conceived projects typically involve multiple changes in scope and can become highly complex deliverables that require more resourcing than you bargained for - a consequence that at least one in three organisations experienced in 2021, according to PMI.
- » **Financial overrun:** Nearly two thirds of organisations struggle to deliver to budget, with blowouts commonplace in IT delivery. A survey in HBR found that the average IT project overran its budget by 27 per cent, while a PwC study revealed that 17 per cent threaten the viability of the company.
- » **Schedule overrun:** Less than one-third of organisations mostly or always complete projects on time. Delays can impact areas such as compliance - resulting in fines - and mean you fail to meet customer or client demand, eating away at project value and damaging your reputation.
- » **Staff churn:** Issues during delivery also leave a negative impact on your delivery team. Sudden changes in scope, for example, can lower staff morale, lead to frustration and complicate their ability to deliver positive outcomes.

These issues and their resulting inefficiencies effectively squander an organisation's ability to realise their intended benefits. According to PMI, at least 11.4 per cent of investments are wasted due to poor performance during the delivery process.

While more robust assurance could identify and mitigate problems before they worsen, organisations are instead leaving themselves vulnerable to significant risks and costs and a higher chance of failure. Worse still, they're forgoing the opportunity to learn from their mistakes or apply insights to improve subsequent delivery initiatives.

And the result? The cycle of failure continues. They plan poorly, rush through the business case, overlook critical aspects and soon enough they're working to mitigate issues all over again.



The majority (83%) of organisations agree or strongly agree that running assurance proactively across the delivery lifecycle could generate immediate and long-term benefits across their portfolios.

**PM-Partners 2022 Assurance Survey**



# BREAKING THE CYCLE OF DELIVERY FAILURE

Running a good assurance program is about protecting your organisation from unwelcome surprises and giving it the firepower to deliver successful initiatives. But too often businesses are missing the mark and failing to safeguard, let alone optimise, their investments.

The good news is that there is a smarter, accessible approach to assurance that can unlock its potential and break the cycle of repeated mistakes.

## Getting the principles of effective assurance right

This approach starts with embracing the following core fundamentals:

### Good assurance starts early

Effective assurance is just as much about selecting the right project as it is about delivering it. Running a set up before business case submission allows you to assess the viability of your initiative before you commit to the investment. It puts everyone on the same page and highlights impending issues before they have a chance to escalate. With today's tight labour market, for instance, it's critical to stay well ahead of all your resourcing needs to avoid costly delays down the track.

79%

The majority of assurance activities (79%) are completed in-house rather than by an independent, external organisation.

**PM-Partners 2022 Assurance Survey**

### Cost is embedded from the beginning

The best performing organisations adequately scope their assurance needs and include costs for assurance activities in their estimates upfront. *"If you don't budget for your reviews then typically it can be a struggle to get them done,"* says Tim Kinchington, Head of Project Management Office at payments solutions provider Cuscal, which regularly engages PM-Partners to conduct assurance.

*"There should be a line item in the business case which accounts for them, then it becomes part of that initiative."* This means you don't have to go cap in hand to get a review done and avoids boxing your delivery team into a sticky situation without the funds to rectify problems. And because senior executives have committed to the cost they tend to be more invested in the review activities.

### Complex initiatives are reviewed independently

To be effective, assurance needs to be run by someone outside the project team. In this regard, an organisation's assurance framework should account for different levels of complexity. Generally speaking, smaller initiatives may be adequately covered by peer reviews, the PMO as an independent body can often look at medium projects, but large, typically riskier and more costly initiatives necessitate the impartiality of an external provider. Unfortunately, our own research indicates that nearly 80 per cent of assurance activities are being completed in-house.

### Recommendations must be clear and assigned

Historically, organisations are failing to implement the outcomes of their assurance efforts. *"Executives assume project managers are going to do something with the report but they're often moving on to their next programme so typically nothing happens with it,"* says Ausgrid's Rolfe.

*"People need to understand that an effective assurance review will generate recommendations, and that these will fall on someone's plate and need to be logged and tracked along with all the other risks in the organisation."*

*"Often it's a senior leadership team or executive team member who needs to take ownership, and this is another advantage of using a third party provider as that can be hard to swallow. With our PIR, we got clear, realistic recommendations and clear ownership, which turned it around from being one of those processes that can be just yet another administrative burden, to being something quite powerful."*

It's worth noting that delivery improvement initiatives can of course also be owned and applied by the PMO (for instance, improvements in governance and delivery frameworks). In either case, it's critical that everyone's clear on their responsibilities to ensure improvements are actioned.

## Setting up for success at Ausgrid

The benefits of robust set ups cannot be underestimated. Take one of Ausgrid's recent cloud migration programmes as an example. When Program Manager Bradley Rolfe came on board, the initiative had been oversold to executives and was without the required resources. Rolfe immediately began resetting expectations and embarked on a large-scale assurance and planning stage.

*"We got challenged quite a lot," he says, "but we were able to convince the executive that it's fairly cheap to do planning; whereas with execution there's no easy way to change course."*

As part of this initiation process, he says, *"I identified that we lacked the skills in-house and sold in the strategy of going to market for a partner. I also hired a team of specialists including project managers and BAS cloud engineers."*

By ensuring the initiative was set up well, that the business case was solid, all the right resources were in place, and stakeholders were aligned and supportive, he and his team were able to deliver the initiative under budget. According to Rolfe, these early planning stages were "enormously" impactful on the success of the migration.

## The role of independent experts

After rolling out its cloud migration programme, Ausgrid engaged PM-Partners to conduct a PIR. *"The obvious benefit of an external agency is objectivity,"* says Rolfe.

*"It's also about having the requisite skill set to do the PIR. PM-Partners were able to interpret all the actions we took and put them in a project management context to say 'this was the best way you could have managed it under the circumstances but here there's still room for improvement'."*

*"Even though the programme had been successful, the review highlighted to the executives all the challenges that the team had overcome and essentially validated the approach. It highlighted which processes were solid and replicable, and provided a blueprint for how we need to do other projects like that."*

This included the approach they took with assurance. *"We've done a lot of tightening up around the project initiation. We now do formal set up for success meetings pre-business case for every project that we launch - this makes sure that the justification, the success criteria are valid and, more importantly, that we've adequately scoped the resources and we know who our principal partners are going to be, and everyone knows what this is about."*

*"I think it was a very good idea to have the PIR done by a third party,"* Rolfe says. *"I'm now building in funding for PIRs for most of our primary projects over the next 12 months, depending on the scope of it. It should probably be the formalised standard for any programme over a certain amount of money, that a certain percentage of the budget is put aside for third party review."*



# OPTIMISING YOUR APPROACH WITH CONTINUOUS ASSURANCE

Adopting these principles will deliver more value from your assurance efforts. However, it's the organisations that are proactively applying them in a more consistent, structured way across the lifecycle of their initiatives that are really optimising their results.

Continuous Assurance, or lifecycle assurance as it's also known, drives success by giving you a more holistic view of your investments, whether you're working on projects, programmes or across an entire portfolio. This enables organisations to capture and utilise a cycle of valuable insights to both mitigate risks and make ongoing delivery improvements.

The ABC's Franchi believes this approach is invaluable, particularly across complex programmes. *"At every point, whether it's Agile or waterfall, whoever's doing the assurance can understand what's happening and they can highlight potential issues that the project team may be glossing over. Typically assurance is about only looking forward to the next project, or it's a retrospective on what happened - doing it as you go gives you a much greater chance of success."*

## Driving delivery improvement

Unlike singular point-in-time reviews, Continuous Assurance provides the opportunity to capitalise on lessons learnt to uplift current and future initiatives and drive meaningful improvements. In the case of Cuscal, Kinchington has found this to be "very" effective. *"When you do this across the portfolio it very quickly becomes apparent when one project*

*is not doing something, or it hasn't paid attention to the lessons. Having a process that you can immediately call on, means you can nip issues in the bud and end up saving that programme, as well as the company, time and money.*

*"We always make sure delivery people are across the relevant assurance findings so when they initiate a similar project they're instantly aware of what to avoid and what was done well, and they can set up for success. Having that continuous improvement loop is key to the value of it all."*

## Broad benefits

Critically, this approach goes beyond the scope of singular projects or programmes to deliver more broad-reaching benefits. In fact, according to our survey, more than 80 per cent of delivery professionals agree that proactive lifecycle assurance could generate immediate and long-term value to their portfolios.

As the ABC's Franchi explains, this process empowers you to identify and address more systemic issues and uplift your delivery capabilities. *"You can definitely pick up on trends and common factors - things that are going right or wrong more broadly, which informs the changes that you need to make."*

Ultimately, with the right expertise, a Continuous Assurance approach has the potential to drive down your risks and costs, improve rates of success and deliver long lasting improvements across your organisation.

## Reducing risk and cost

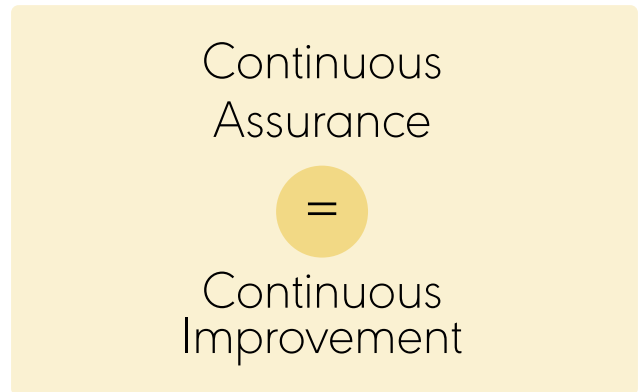
Continuous Assurance has the potential to:

- » **Reduce risk:** Continuous Assurance provides a transparent look into the delivery cycle for executive sponsors and budget holders, thus quickly bringing risk to the surface and identifying the proper mitigation.
- » **Reduce cost:** A continuous approach shines a light on the unseen issues that might blow your budget or jeopardise your schedule and empowers organisations to address inefficiencies.
- » **Improve engagement:** Continuous Assurance relieves the stresses of poorly planned delivery through early action. This allows you to increase retention, avoid burnout, support your delivery teams and improve engagement across the business.

# PM-PARTNERS' CONTINUOUS ASSURANCE METHODOLOGY

## Trusted partner

PM-Partners' approach to Continuous Assurance promises to drive a culture of continuous improvement across your organisation by working collaboratively with your teams as a trusted partner. This relationship has numerous benefits, as Cuscal's Kinchington points out. *"It's good value for money from our perspective. We're getting expertise and by using the same people they build up a valuable history of knowledge - they know the business and they know what to look out for. And because there's trust there, people can be more open and transparent."*



## Continuous improvement activities

Aligned with our best practice assurance framework, PM-Partners' Continuous Assurance builds on our proven experience conducting successful assurance reviews. In addition to effective set ups, mid-point reviews/health checks and PIRs, we place emphasis on activities that pinpoint capabilities gaps and drive actionable long-term delivery improvements.

These continuous improvement activities include:

**Lessons learned:** As we've established, far too many organisations are failing to document and leverage lessons learned and valuable IP frequently falls through the cracks. To ensure insights are captured and utilised, we conduct regular lessons learned workshops based on findings from your assurance reviews (supported by Capability Assessment data and insights - see below).

**Capability Assessments:** Poor project skills or a lack of necessary experience are consistently quoted as causes of project failure or overrun. Covering best practice delivery areas such as Agile, project management, PMO, business analysis and change management, PM-Partners' Capability Assessments provide a wealth of information on how your delivery people are working at an individual and team level. This data supports continuous improvement by pinpointing skills, capability and capacity gaps that are contributing to poor performance, empowering you to uplift delivery and engagement via training, coaching and mentoring.

Capability assessments can also extend to focus on uplifting delivery processes, the delivery framework and the

overall capabilities of your PMO. As with people skills and performance, running these assessments in tandem with assurance reviews can help to really hone in on areas for improvement.

*"Having them at the same time and getting the same people involved has been a huge positive for us," says the ABC's Franchi. "The advantages are that if you're doing the capability review you can see where the gaps are and then when we go in and do the assurance we can marry those two together. You can see how the improvements can work in real-time and start to test as you go to prevent issues from happening again."*

**Improvement recommendations:** With traditional, stand-alone reviews, the outcomes are mapped against pre-agreed metrics but the benefits are typically limited to the remediation or improvement of that project or programme. In contrast, Continuous Assurance provides more potential for trend analysis and an opportunity to drive broad capability uplift, and address the root cause of issues.

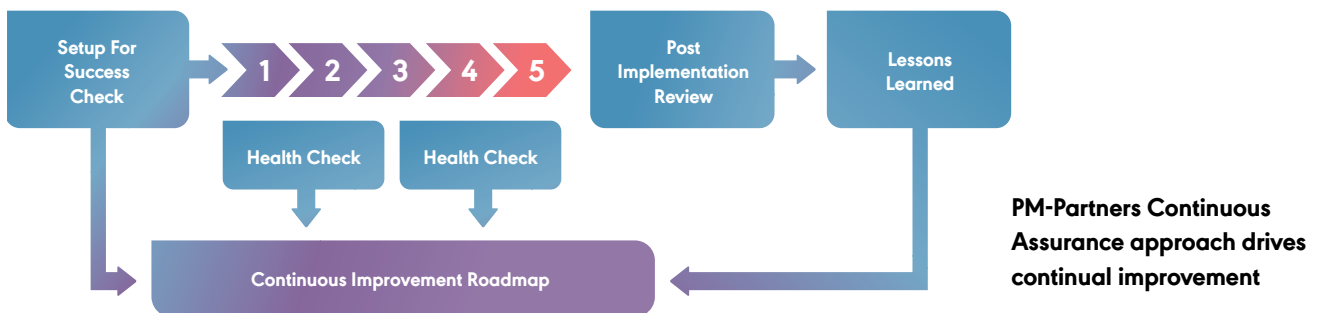
We can highlight areas where delivery initiatives are consistently tracking red and identify realistic, actionable improvements, both within projects and programmes and outside of initiatives into the PMO, and other areas like auditing and risk. In the case of poor estimating and scheduling, for example, this may entail improvements to the delivery framework and/or how people are applying it in the form of process or template changes, reporting improvements, or skills-uplift.

In her work at the ABC, Franchi shares review findings with all the programme managers across the portfolio, not just with those people who were involved with the assurance review. *“This way they can see and understand that when we’re bringing some new items into the delivery framework, there’s a reason we’re doing that. We are doing it because here are the lessons we learned and the recommendations from these other assurance reviews.”*

**Continuous Improvement Roadmap:** Charting an actionable and detailed course for how improvements will actually be implemented is critical. Recommendations are collaboratively agreed on to ensure buy-in, and prioritised according to urgency and value. These improvements

are then plotted on a dynamic roadmap, which we help drive. Reaching from project managers and sponsors to your EPMO/PMO and beyond, the result is a continuous improvement loop fuelling sustainable long-term improvements across the organisation.

Depending on your requirements, roadmaps can be specific to programmes or to the entire portfolio. For Franchi at the ABC, for example, the latter is more appropriate. *“Based on where we are in our delivery maturity, we’re doing a portfolio level roadmap of improvements. We want greater consistency across our programmes so that’s what’s driving our behaviour.”*



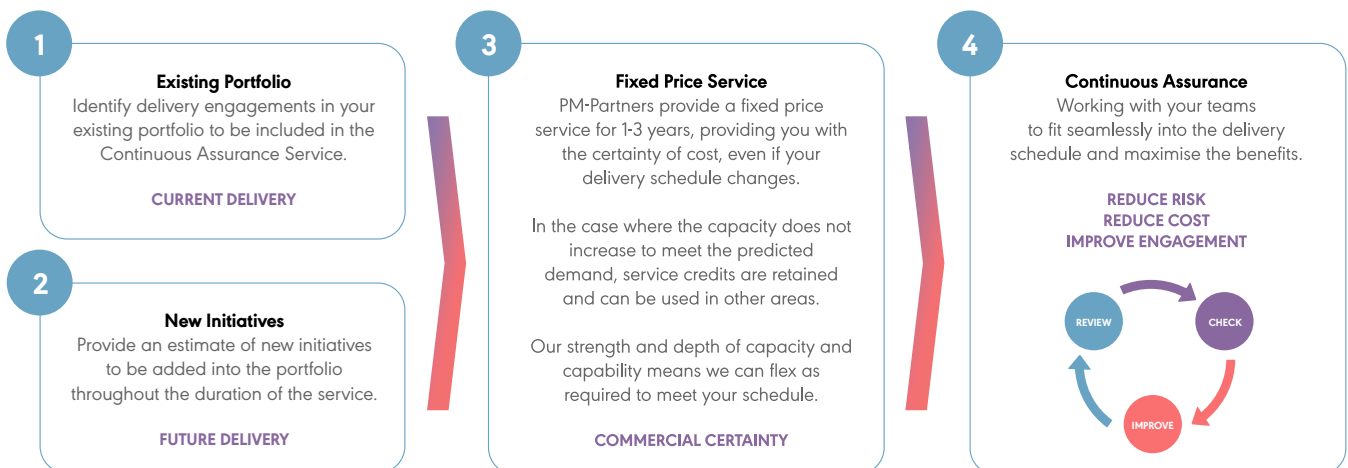
## The missing link

In PM-Partners’ experience, when it comes to breaking the cycle of cost overruns and delivery failure, Continuous Assurance is the missing link. Implementing best practice assurance activities across the delivery lifecycle and connecting regular assurance outputs to ongoing delivery improvements, empowers organisations to drive down costs, reduce risk and improve engagement. Ultimately, this proactive approach results in a standardised method of success that translates into far-reaching benefits throughout your organisation, and ensures your assurance ROI is fully realised.



These quality assurance activities, they pay for themselves 10-100 times over. They’re typically only a very small percentage of the total project or programme cost. Compared to the cost and ramifications of not doing them, the value is immense.

**TIM KINCHINGTON, Head of Project Management Office, Cuscal Limited**



**How PM-Partners Continuous Assurance works with your delivery schedule**

# CONCLUSION

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In an age marked by unprecedented transformation and rising complexities, it's time for forward thinking organisations to take their assurance to the next level.

At PM-Partners, we've developed our Continuous Assurance approach to proactively safeguard your investments and ensure you're well placed to realise their intended benefits. This gives you peace of mind throughout your entire delivery calendar.

Continuous Assurance not only drives successful delivery but replaces a cycle of failure with a cycle of continuous improvement, giving you the tools and insights you need to build resilience, flexibility and organisational agility.

With over 25 years of advisory and training experience, and 28 globally recognised certifications and accreditations, our team of experts are ready to uplift your team's capabilities and help you carve out real competitive advantage.

For more on how PM-Partners can drive successful delivery across your organisation, contact our team of experts today, or call 1300 70 13 14.

**A special thank you to our participating clients for their time and the valuable insights they shared:**

**TIM KINCHINGTON**, Head of Project Management Office, Cuscal Limited

**LESLIE FRANCHI**, Head of Portfolio and Delivery Services, Product and Content Technology, ABC

**BRADLEY ROLFE**, Program Manager, Ausgrid

The PM-Partners 2022 Assurance Survey was conducted in April 2022 to gather insights on the assurance activities being conducted in today's delivery environment. Survey questions gathered responses from PM-Partners' network of delivery practitioners working across sectors including IT, federal and state government, construction, energy, and finance. Respondents ranged in seniority from senior project managers and PMO/ePMO roles to portfolio directors and senior executives, and owned or engaged with delivery portfolios valued from \$1m to \$50m plus.

# CONTACT

## About PM-Partners

We are strong advocates and practitioners of Agile and Scaled Agile and have a 25-year pedigree in traditional project management, programme management and portfolio execution. We believe our multi-modal approach enables the right blend of best practice frameworks and methods for your organisation to succeed.

Known to reduce risk, improve costs and services, PM-Partners are also skilled at driving measurable, long-term value to our customers.

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