



Improving Infrastructure Delivery: Project Initiation Routemap

Organisational Design and Development Module

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Rev 1

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Infrastructure and Projects Authority and Infrastructure Client Group

Infrastructure shapes the way we live and is the foundation on which a successful economy is built. Transport links get us where we need to be, energy systems power our homes and businesses, and digital networks allow us to communicate. It is vital to improving our quality of life and integral to the creation of a vibrant economy.

The government is committed to delivering the high-quality infrastructure that the UK needs to build and sustain a more productive economy. To achieve this the government has committed to spend £100 billion on infrastructure this Parliament. This investment will create jobs and raise productivity.

To help realise the benefits from this investment the government created the **Infrastructure and Projects Authority** (IPA) as the government's centre of expertise for project development and delivery. The IPA's Cost Review and the NAO report on delivering major government projects identified the early stages of projects as a common source of failure on infrastructure projects. The original Project Initiation Routemap (Routemap) helped address these challenges and this update, which expands to include all construction projects and adds new modules, will enhance that work, helping provide the UK with the infrastructure it needs to thrive.

The **Infrastructure Client Group** demonstrates the value of effective collaboration between government and industry to support the development and exchange of best practice to improve delivery. Initially brought together by government to support the work of the Infrastructure Cost Review, the membership of this group is representative of the major infrastructure clients. It has been instrumental in setting a common agenda for change and supports a programme of activities and applied knowledge transfer across the public and private sectors. The success of this initiative has been made possible by the continued and valuable support from industry and academic partners.

Tony Meggs
Chief Executive of the Infrastructure & Projects Authority

Andy Mitchell
Chair of the Infrastructure Client Group

Preface

Since the launch of the Routemap over 20 major projects across the transport, water, flood defence and energy sectors have undergone a Routemap assessment, helping to drive their successful delivery. Yet there is still work to do as projects continue to face challenges.

The recent NAO report on *Delivering Major Projects in Government* (2016) and the Infrastructure UK Cost Review (2010) both noted that projects continued to encounter problems in their early stages - and, particularly, that projects often publicly announced timelines and costs before plans have been properly tested. The report also identified a lack of project capability especially at portfolio level. The Routemap will help address these challenges by offering support on strategic decision making during project initiation based on the latest thinking and knowledge acquired from delivery of Major Projects applied in a series of structured exercises. It enables sponsors and those responsible for project delivery to properly align complexity with the necessary capabilities and other enhancements to ensure a more successful outcome.

The Project Initiation Routemap is a product of government working collaboratively with industry and the University of Leeds, through the Infrastructure Client Group.

Building on its success with economic infrastructure, the Routemap is being expanded to cover all construction projects and longer-term transformation projects as well. As part of this expansion two new modules are being added, for Risk Management and Asset Management alongside the existing topics on Requirements, Governance, Procurement, Execution Strategy and Organisational Design & Development. The new Risk Management Module covers the best practice in how to develop the project's approach to risk management during the initiation phase. The Asset Management Module provides advice on how to structure and manage the interaction between the project team and the corporate asset management function to successfully deliver project outcomes.



**Infrastructure
and Projects
Authority**

June 2016



Introduction: Align for Success - Organisational Design and Development

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The Project Initiation Routemap (Routemap) is an aid to strategic decision-making. It supports the alignment of the sponsor and clients organisations' capability to meet the degree of challenge during initiation and delivery of a project*. It provides an objective and systemic approach to project initiation founded on a set of assessment tools.

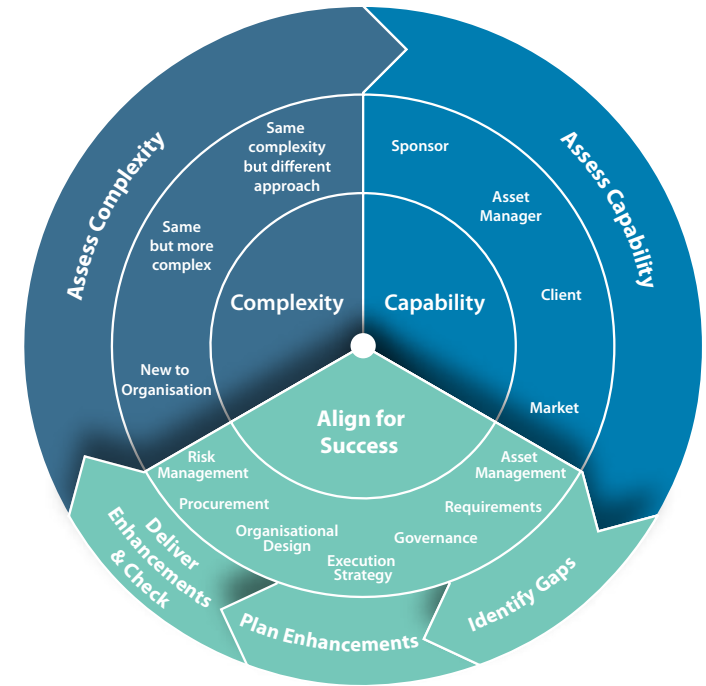
The assessment tools help determine:

- The context and complexity of the delivery environment;
- The current and required sponsor, client, asset manager and market capability;
- Key considerations to enhance capability where complexity-capability gaps are identified.

The Routemap provides further diagnostics on addressing common capability gaps that typically need to be enhanced, such as blurred governance structures, or lack of alignment between benefits and requirements. These areas are explored in more depth in a number of Align for Success modules.

The purpose of each Align for Success module is to help:

- Gain a greater understanding of the complexity-capability results;
- Identify and analyse options to better align complexity-capability;
- Plan for successful achievement of desired outcomes;
- Assure enhancement plans during implementation.



Tip:

This module should be read in conjunction with:

- Governance – as that covers decisions such as boundaries between sponsor/client and the Delivery Model
- Procurement – as that covers how to assess and engage with the market to support the selected Client Model in the ODD Strategy

Application of the Organisational Design and Development module helps determine and enhance the structure of the project organisation, including determining the optimum boundaries for in-house and external resource provision. It also helps identify transition points in the project lifecycle and the change management approach to developing organisational capability to close identified gaps.



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Tip:

This module should not be used in isolation. It is assumed you have already completed the Complexity - Capability Gap Analysis in the Project Initiation Routemap Handbook and have identified issues with why Organisational Design and Development matters.

Example Findings

If the findings from your complexity-capability assessment identify any of the following issues (or similar ones) then this Align for Success module on **Organisational Design and Development** may help. Use the **Considerations** tables that follow to diagnose enhancements that may be required.

There is a lack of understanding of the extent of new capability required by the client to deliver the project.

The approach for implementing the capability enhancement is inappropriate, or the scale of change is underestimated.

Changes to capability requirements at transition points are not identified, anticipated or prepared for (e.g. transitioning from design phase to build phase).

A Client Model (e.g. alliancing) is being proposed that the client/supply chain organisations do not have previous experience of applying successfully, therefore may need capabilities they currently do not have.

Poor development and retention of Asset Management capability leads to inadequate asset management and, in turn, to less than optimum whole life value

A Delivery Model (e.g. Public-Private Partnership) is being proposed that the sponsor/client organisations do not have previous experience of applying successfully, therefore may need capabilities they currently do not have.

Slow decision-making is likely to absorb management time and left unresolved will lead to project delays.

There are too many layers, or unclear decision-routes may result in unnecessary effort and duration to gain approvals.

Lack of accountability, as people (or organisations) are able to make decisions for which they are not fully accountable.

The accountability for risk does not match the organisation's capability or appetite to manage the risk.

There is a disjointed relationship between sponsor, client and supply chain.

Through the life of the project there is little provision for or anticipation of potential scope changes caused by changes to external factors.

Contract incentives appear to be misaligned to sponsor's requirements or Client Model, which may mean the supply chain performs contrary to expectations.

Modules that help

Requirements	Governance	Execution Strategy	Organisation	Procurement	Risk Management	Asset Management
		●	●			
		●	●			
		●	●			
		●	●	●	●	
●	●	●	●			●
	●	●	●			
	●	●	●			
	●	●	●			
	●	●	●		●	
	●	●	●	●	●	
●	●	●	●	●	●	
●	●	●	●	●	●	

● Primary module for help

● Related module for help





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Example Findings

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A procurement model is being proposed that the client/supply chain organisations do not have previous experience of applying successfully, therefore may need capabilities they currently do not have.

The market appetite to support the project is unproven.

There are no or inadequate lifecycle parameters – such as asset reliability, availability, cost of maintenance, or operability – defined in the requirements

The project initiation and delivery focuses on processes to the detriment of outcomes and associated asset management goals

There is no clear role/dedicated resource on the project specifically tasked with providing the whole life asset knowledge and articulating the asset vision so as to optimise achievement of the organisational goals

There is no strategic engagement with the operators and/or supply chain to ensure that the project solution is defined, developed, constructed and handed over appropriately

Poor decision-making, governance structures and processes undermine the integrated asset strategy

Modules that help

Requirements	Governance	Execution Strategy	Organisation	Procurement	Risk Management	Asset Management
		●	●	●		
		●	●	●		
●	●		●	●	●	●
●	●	●	●			●
●	●		●	●		●
●	●	●	●	●		●
●	●	●	●	●		●

● Primary module for help

● Related module for help



Why Organisational Design and Development (ODD) Matters





Why Organisational Design and Development (ODD) Matters

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Organisational Design concerns the structure, resources, responsibilities, skills, practices and culture required to deliver a project.

Organisational Development concerns the changes required to deliver the Organisational Design and subsequent changes required at key transition points in a project's life (e.g. moving from design to build).

Why is an ODD strategy needed?

Projects are delivered by people working in temporary teams and the performance and interaction of those people will determine the project's effectiveness. Therefore an approach to how those people are organised and developed needs to be considered.

The need for a structured approach to organisational design and development increases where:

- The project is considering a new or different Client Model (e.g. moving to thin client) requiring new or different organisational boundaries;
- The project is considering a new or different delivery method (e.g. Agile, off-site construction) requiring new or differing behaviours;
- Collaborative working is required;
- The host organisation is new to project based working;
- Efficiencies are being sought.

Characteristics of an effective ODD strategy

An effective ODD strategy should ensure:

- There is a clear understanding of the extent of capability development required;
- Good practice and lessons learned from relevant sources are considered;
- Key transition points in the project's life are identified and understood;
- Organisational design is aligned with governance and procurement decisions;
- An appropriate approach for implementing the capability enhancement is selected;
- There is a robust plan for developing and implementing the necessary capability for the required stages of delivery;
- There is on-going monitoring and review of the capability enhancement, with adjustments made as necessary.

This module is applicable to projects that are hosted within an existing organisation (such as Victoria Station Upgrade being hosted within TfL) as well as those where a new organisation is established specifically to deliver the project (such as High Speed 2 or Thames Tideway Tunnel).

Considerations





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The main approach to planning for optimised organisation is to develop an ODD Strategy. This should outline what the organisation will look like in order to meet the project's objectives.

An ODD Strategy typically includes the following themes:

Context

- The corporate context including any external drivers (for example political or shareholder);
- The organisation's core strengths, weaknesses, opportunities and threats;
- The organisation's approach to risk and reward;
- The organisation's approach to succession planning and people development;
- The culture required to deliver success, aligned with the commercial model and organisational design;

Design

- The work and expertise that must be retained in-house and work that should definitely not be done by the organisation;
- Relevant good practice, tools and frameworks to be considered and/or adopted;
- The resource forecast for the project in context with the organisation's resourcing strategy;
- The current supply chain environment including capability, capacity, collaboration and preferences;
- The project organisation structure;
- A procurement process that uses the required leadership behaviours as a criteria in partner selection;

Development

- An understanding of the capability gap;
- The magnitude of change necessary to achieve the required capability and key transition points in the project lifecycle;
- The organisation's capability in delivering internal change management;
- A framework for the development and assessment of organisation and team performance.

The client should have an ODD Strategy based on these themes. The following tables outline some of the key considerations under each heading. These headings could be used to support and facilitate stakeholder workshops, which will help define the ODD strategy.





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Key Prompt	Considerations	What may help
Corporate context	<ul style="list-style-type: none"> ■ Who has overall accountability and responsibility for the project? Who owns the business case? ■ Is there more than one sponsoring authority? Are their objectives aligned? Is the co-sponsorship formalised? ■ Is there strong departmental/corporate oversight? How do you ensure resource is allocated to managing and responding to the oversight of the project? ■ How will the organisational design be assured by the department/corporate organisation? ■ What corporate policies are in place that will affect organisational decision making (e.g. HR policies) ■ Is there a mutually agreed definition of what success looks like and measures in place to manage delivery of the benefits? ■ Are there clear corporate reporting arrangements? ■ How is the project aligned with the client's business plan and strategic objectives/intent? 	Ref [9] RACI
Strengths, weaknesses, opportunities and threats (SWOT)	<ul style="list-style-type: none"> ■ Do the governance bodies have the technical capability and understanding to make informed decisions? Do they have the capability to effectively challenge? ■ Are there other projects in the organisation (or externally) that will be competing for the resources you require or that will be releasing resources similar to that which you require? ■ What is the track record in attracting high performing staff and suppliers? ■ What is the track record in delivering organisational change? ■ What is the track record in collaborative working? 	SWOT Ref [8]
Risk & reward	<ul style="list-style-type: none"> ■ What is the organisation's approach to risk and reward? ■ How will the governance arrangements encourage accurate reporting and management of project progress? ■ Does the organisation foster a culture of escalating issues and sharing bad news? ■ Do the corporate mechanisms for rewards align motivation to the project's objectives 	Supporting Material pg 14
Succession planning	<ul style="list-style-type: none"> ■ What is the organisation's approach to succession planning and people development? ■ Is there a requirement for repeatability/sustainability of proposed organisational design? 	Ref [10]
Culture and environment	<ul style="list-style-type: none"> ■ Will delivery of project requirements depend on creating enabling behaviours; for example collaboration, challenge, ownership. If so have these behaviours been explicitly covered in the ODD strategy? ■ Has the culture of the organisation been considered and set out, this could include aspects such as customer focused, continuous improvement, predictable, innovative. ■ Is the dominant leadership style of the organisation understood? ■ Is the required environment understood and set out for example are co-location or supply chain integration part of the proposed organisation. ■ Has the commercial model been designed to create the behaviours required for success. 	Supporting Material pg 17

Tip:
The corporate context is linked to the Target Operating Model and other aspects of corporate governance. See Governance module.



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Tip:
Factors influencing the Client Model and the structure can be found in the Governance module.

Key Prompt	Considerations	What may help
Working practices	<ul style="list-style-type: none"> ■ Does the project require specific work practices (e.g. Agile, BS11000, off-site construction) that will affect organisational design? How will these be addressed? ■ If there are multiple organisations involved in delivery is the compatibility of their different cultures and working practices understood? ■ If cultural/behavioural changes are required for delivery have you planned to set up a business change project to run alongside the delivery project? 	Ref [7]
Client Model	<ul style="list-style-type: none"> ■ Have you completed a functional analysis (current and future state)? ■ Have you identified the functions which should be retained in-house; and defining the functions which should be outsourced? ■ Does the Client Model align with corporate policies regarding insourcing and outsourcing? ■ Is the appetite for 3rd party involvement understood? 	Supporting Material pg 14
Resourcing	<ul style="list-style-type: none"> ■ Is there a Work Breakdown Structure that identifies the types of resources that will be required? ■ How is the size of the team likely to change through the life of the project? ■ Is there a continuity of project pipeline beyond this project for resources acquired for this project to roll on to? ■ What is the organisation's requirements for resource optimisation and exit strategy? ■ How will the transition to operations be managed and what impact will it have on operational resources? ■ Is the resourcing strategy appropriate for the importance, complexity and scale of the project? ■ Is there a need for co-location of resources? 	Supporting Material pg 14
Structure	<ul style="list-style-type: none"> ■ What is the best structure for success? Does the structure optimise use of resources? ■ How will existing organisational hierarchies impact the project team structure? ■ Is the investment better managed as a project or as a programme? ■ Do the client and partner "buy in" to the design and how it will work? ■ What is the impact on own organisation and interfaces? ■ How does the structure align to corporate governance requirements? Are the accountabilities and responsibilities clear? 	Ref [3], [11]
Supply chain	<ul style="list-style-type: none"> ■ Do you understand the current supply chain environment including capability, capacity and collaboration practices and how that aligns with the proposed Client Model? ■ Will the project require the supply chain to change it's current practices and preferences? ■ Mechanisms in place to prevent man-marking? 	Supporting Material pg 14
Efficiencies	<ul style="list-style-type: none"> ■ Is there a need/target for efficiency savings through the project lifecycle? ■ Does the design include continuous improvement and development of the organisational structure for future growth and change in line with the strategic objectives? 	
Procurement process	<ul style="list-style-type: none"> ■ Are the selection criteria used in the procurement process aligned with the behaviours set out in the ODD. ■ Will the procurement process align partners with the behaviours required during implementation. ■ Will the procurement process identify leadership from partners that enables the required change. 	Ref [8], [4]

Note: Further Guidance contains details and links for each document reference - Ref []





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Key Prompt	Considerations	What may help
Capability gap	<ul style="list-style-type: none"> ■ How are the skills/capability requirements likely to change through the life of the project? Are the changes to required capability through the project lifecycle understood and in particular what impact will the transition or stage gates in a project have on organisational development and resource requirements? ■ What is the most appropriate framework(s) for assessing competence? ■ Is there a defined approach for evaluating and monitoring competence? ■ How will capability be monitored (actual capability versus required capability)? 	Supporting Material pg 16 Ref [6]
Enhancement plans	<ul style="list-style-type: none"> ■ What is the magnitude and/or type of capability change required? How should it be managed? Should it be managed as a project in its own right? ■ Is there sufficient time to deliver the magnitude of capability enhancement (change) required? ■ Is there an agreed enhancement plan? ■ Has leadership contributed to the enhancement plan? ■ Is there a business case for the enhancement plan? ■ Is there sufficient budget allocated for the enhancement plan? Are there appropriate resources to deliver the capability enhancement actions or are arrangements in place to procure any additional supporting resources? ■ Is there an appetite to include key personnel from partners/ suppliers in organisational development activities? ■ Will the enhancement plans deliver everything in the ODD strategy? ■ Have field trips/pilots/lessons learned from other projects (internal and external) been considered? 	Supporting Material pg 16 Ref [8]
Delivery of enhancement plans	<ul style="list-style-type: none"> ■ Is there agreement of what success looks like, and measures in place to manage delivery of the enhancement? ■ How will the achievement of the changes in capability be monitored? Will they be reviewed regularly by leadership? ■ Are Enhancement plans updated to reflect any updates arising from the performance data? ■ Ability to alter plans to reflect changes in the project environment? ■ Is the change management capability of the organisation understood? Is it sufficient? ■ How much change is already occurring? Is there a danger of change fatigue? 	Supporting Material pg 16
Impact of change	<ul style="list-style-type: none"> ■ What is the impact of change on: <ul style="list-style-type: none"> Process - is there a process for process change and approval? Policy - who creates and is there a process and approval mechanism? People - training and communication process in place and linked to/ able to support process and policy change? 	Ref [10]
Developing team performance	<ul style="list-style-type: none"> ■ Are the organisational behaviours required for success reflected in the approach to developing teams. ■ Have the characteristics of high performance teams been identified and included in the organisational development strategy. ■ Is there a process for developing teams that aligns with the requirements to be delivered and with the commercial model. 	Ref [6]

Note: Further Guidance contains details and links for each document reference - Ref []

Supporting Material





Supporting Material: Client Model Decision Tool

In order to help users of this module determine the appropriate balance between in-house and outsourced functions, the tool below can be used during development of the Organisational Design Strategy. It helps determine the approach to sourcing each of the delivery functions. For a given delivery function (project management, systems integration, design services, construction management and direct construction work), consider each project factor in turn and decide which statement in the row is most true. When completed, the overall balance of colour (in this example between the blue and the green) will help decide the optimum approach to sourcing the right people.

The illustration on page 15 lists factors that can be used to help discussions for each function of the Client Models, it is not exhaustive and there will be considerations specific to each organisation using this tool.

Select the most appropriate source

		<i>In-house resource</i>	<i>Agency resource</i>	<i>Outsource service</i>
Project Factors	Expertise	We do not have complexity-capability gap	We do not have complexity-capability gap	We have a complexity-capability gap
	Resource availability	We have good availability	We have poor availability	Not a deciding factor
	Duration needed	There is a long term need for this resource	There is only a short term need for this resource	Not a deciding factor
	Repeatability	It is a recurring task on projects within our organisation	It is not a recurring task on projects within our organisation	Not a deciding factor
	Affordability	Typical salary fits within our wage structure	Typical salary does not fit within our wage structure	Typical salary does not fit within our wage structure
	Cost	Service providers do not have economies of scale or optimised working practices to perform function cheaper than doing it in-house	Not a deciding factor	Service provider has economies of scale or optimised working practices to perform function cheaper than doing it in house
	Organisation context	There is a high degree of legacy systems/ practices that are unique to the organisation	There is a low degree of legacy systems/ practices that are unique to the organisation	There is a medium/low degree of legacy systems / practices that are unique to the organisation
	Risk	We are happy to accept all (or a high degree of) risk responsibility	We are happy to accept all (or a high degree of) risk responsibility, and will manage agency resources accordingly	We prefer to offload as much risk responsibility as possible
		In-house		Outsource

The project factors shown above are common to each of the functions (project management, systems integration, design, construction management, direct construction work) as shown on page 15.

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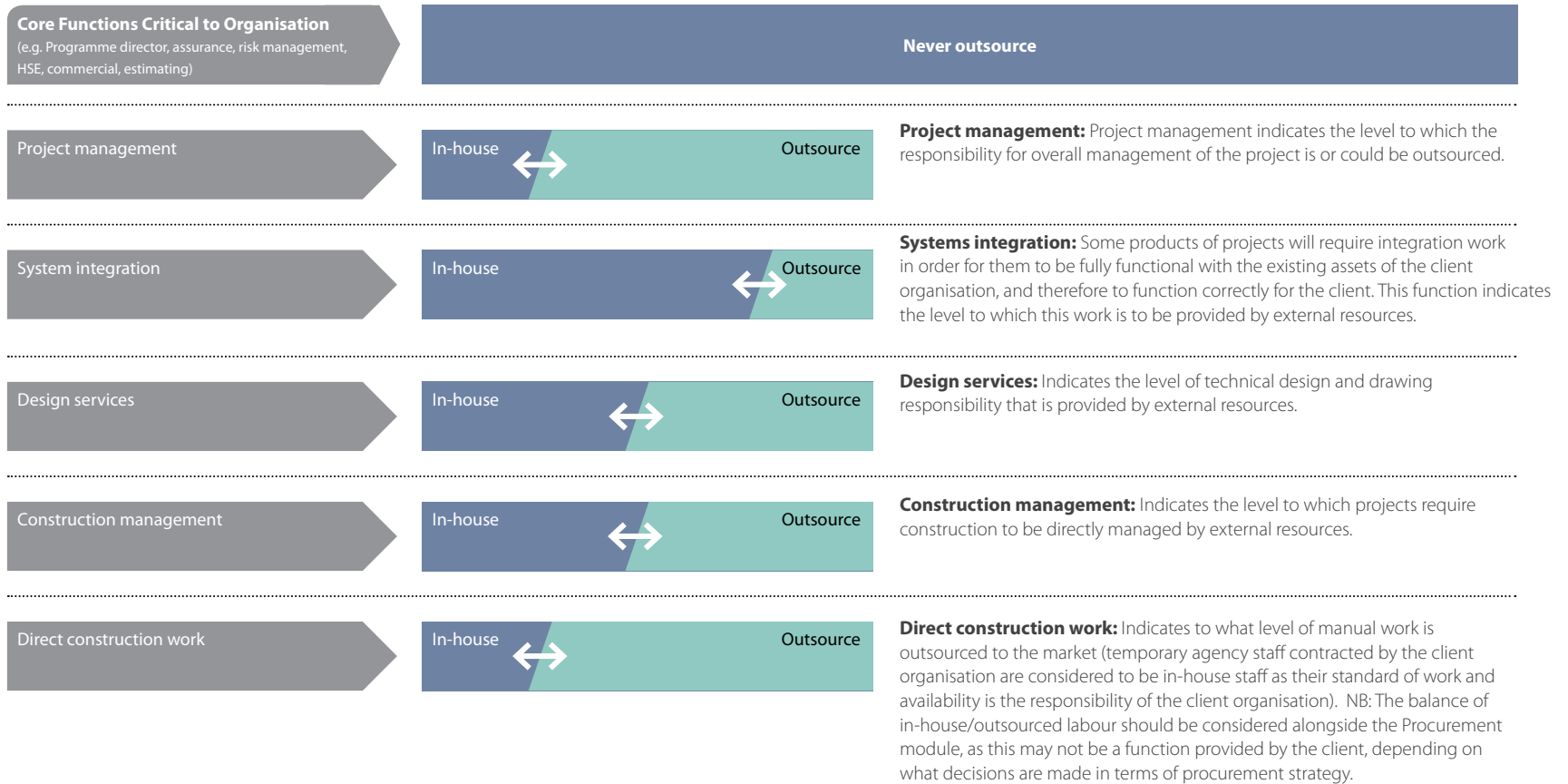


Supporting Material: Client Models

Delivery of each project function (project management, design, build, etc.) could be provided in-house by the client organisation, outsourced to specialist providers or transferred to the supply chain – this is referred to as a Client Model.

The example Client Model below shows how the delivery functions are considered as part of an overall Organisational Design, with the blue/green bars representing the expected balance between in-house and outsourced responsibility; and the core functions that should never be considered for outsourced delivery. See page 14 for considerations on in-house/outsourced delivery.

Example Client Model – in-house and outsourced



The project needs to align the context of the organisation’s forecast for resource demand/capacity, its capability and the key risks identified. Together these provide the basis for defining the most appropriate balance of in-house and external support. For instance, the resource forecast provides the basis for defining the most appropriate balance of permanent staff and external support. It is inevitable that resource requirements will fluctuate and it is unlikely that an organisation will choose to meet the peaks of demand with entirely permanent resources as this does not provide a favourable level of resource flexibility.

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Tip:
(NB: a higher proportion of blue indicates more in-house delivered services)



Supporting Material: Enhancement Plans

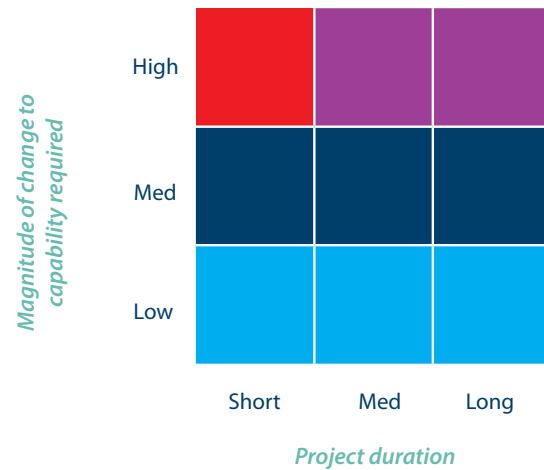
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Enhancements are needed:

- Where there is a gap between current organisational capability and the required capability defined in the organisational design;
- Prior to transition points in the investment lifecycle (e.g. moving from design to build or from build to operate).

Enhancing capability involves delivering organisational change. The approach to delivering organisational change should be chosen based on the project duration and the scale of change required.

Management of change over the life of a project



The above grid helps identify the type of change journey (e.g. incremental, step change etc) based on the scale of the change needed and the duration over which it needs to be done.

Key

Incremental change: Change can be achieved incrementally through traditional line management arrangements. The actions should be allocated owners and incorporated as objectives. Review and progress monitoring of these actions should be addressed as part of routine line management. This applies equally to the members of the team responsible for developing and delivering the enhanced capability as it does to members of the team for whom the capability has been provided.

Overall evaluation will involve re-assessment of capability and this should be contrasted against the expected improvements in delivery performance as represented by the periodic project performance data.

Step change: If the amount of change requires a planned transition from one state to another, the change can be achieved by establishing a business change project. An alternative way of considering this is that if the magnitude of change is proportional to the appetite, capacity and available time for change, it can be achieved by a business change project.

Transformational change: If the magnitude of the change is significant, it will need to be managed as a transformational change programme, thus providing progressive development and delivery of the enhanced capability through a series of tranches. This supports sustainable change and is particularly important if there are challenges relating to the appetite and/or capacity for change.

On some occasions the strategic objectives for large projects include a legacy requirement to provide a lasting improvement in project delivery that will endure beyond the delivery of the project. It is good practice to manage the delivery of such strategic objectives using a transformational change programme.

Rethink the project!: It is not considered good practice to attempt to deliver a significant amount of change in a short period of time. In such cases the viability of the project should be questioned.



Supporting Material: Behavioural Assessments and Leadership

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Behavioural assessment

Increasingly collaborative forms of contracting rely upon good cultural and behavioural alignment between the client and the supply chain. The following is an extract from guidance on alliancing being developed by the Infrastructure Client Group which shows how behavioural assessments are currently being used by clients.

Infrastructure clients have increasingly looked to behavioural and cultural assessment when selecting partners. Network Rail, Anglian Water, Thames Water and Highways Agency have all recently used behavioural assessments as part of their procurement process.

The assessments generally involve a cross section of the team in each partner's proposal attending assessment centres and collectively working through externally observed exercises. From this a set of behaviours are identified and cultural assessment of each partner produced. These are then matched with the requirements of the proposed model. Experience has shown that effective assessment centres provide an accurate representation of the cultural capability of the partners and the behaviours of the potential leaders.

This approach also places an early emphasis on behaviour, culture and the importance of leadership - and so sets a tone for everything that follows when implementing a collaborative model.

Leadership and Behaviours

The following is an extract from the Highways Maintenance Efficiency Programme (HMEP) and shows the importance of leadership in developing required behaviours through an organisation.

Leaders have a crucial role to play in supporting behavioural and cultural change, for example through demonstrating commitment to a given course of action, and through motivating others to continue to deliver outstanding performance during periods of change. Truly great leaders focus on the 'softer' aspect of change as well as hard strategy, recognising the importance of interpersonal skills, relationship building, authenticity and emotional intelligence.

Key considerations in bringing about cultural change include:

- How leaders set the tone: clarifying and managing expectations
- How leaders role model, teach and coach others
- What leaders pay attention to, measure and control
- What criteria are used to allocate rewards and status
- How leaders interact and communicate with others
- What criteria are used to recruit, select and promote
- How leaders react to critical incidents and events
- How leaders support their peers who deliver other services

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Will the proposed organisational design and development framework:

1. Cover the concerns identified by the core complexity-capability gaps?

2. Cover gaps identified by answering the considerations in this module?

3. Capture and respond to the corporate contextual opportunities and constraints?

4. Match resourcing strategy to the work breakdown, functional analysis and cultural analysis?

5. Define and respond to the transition points in the project's life where changes in capability/behaviour will be required?

6. Define the Client Model that will be used?

7. Define the organisation structure required to support the Client Model?

8. Plan for how resources will exit or transfer to other projects?

Further Guidance





Further Guidance

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Guidance

[1] Current Operating Model (COM)
Target Operating Model (TOM) - COM-TOM

[No Link](#)

[2] Poti Blueprints

[No Link](#)

[3] [3] Managing Successful Programmes (MSP)

<http://www.msp-officialsite.com>

[4] [4] HMEP Cultural Toolkit

<http://www.highwaysefficiency.org.uk/efficiency-resources/collaboration--change/creating-the-culture-to-deliver-toolkit.html>

[5] Portfolio, Programme and Project Management Maturity Model (P3M3)

APM - <http://www.p3m3-officialsite.com>

[6] Competency Frameworks: Association for Project Management (APM)

APM - <http://www.ice.org.uk/qualification-careers/Competency-Framework-Assessment>

ICE - <http://www.apm.org.uk/APMCompetenceFramework.asp>

[7] ICE Client Best Practice Guide

<http://www.ice.org.uk/Information-resources/Document-Library/Client-Best-Practice-Guide>

[8] BS11000 Collaborative Business Relationships

<http://www.bsigroup.co.uk/en-GB/bs-11000-collaborative-business-relationships/>

[9] Directing Change - A guide to governance of project management published by APM 2011

<http://www.apm.org.uk/DirectingChange>

[10] Chartered Institute of Personal and Development

<http://www.cipd.co.uk>

[11] Managing Successful Projects with PRINCE2

<http://www.prince-officialsite.com>

Usage

- Used to define the overall organisational design.
- COM and TOM describes the organisational design from a future state view point and enables transition activities to be defined based on the current state.
- Note that COM-TOM can be used for both the project delivery organisation and the operator/maintainer organisations. In the context of this module it is only for the project delivery organisation.
- Sunshine diagram, As-Is To-Be maps and POTI Blueprints are also forms of COM-TOM.

A means or breaking down COM-TOM into four main elements (some of which the Client Model will help define):

- Processes the organisation requires
- Organisation structure, roles and competencies
- Tool/infrastructure required for efficient/effective processes
- Information needed by the processes.

Programme Management for the delivery of transformational change programmes

Practical tools for assessing cultural alignment for partner selection

Maturity model used for assessing and developing organisational capability

Industry recognised competency frameworks

Guidance on the role of the intelligent client

Guidance on collaborative working

Guidance on managing change in projects

Guidance on organisational development



Glossary





Glossary

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Asset Manager

The asset manager is the organisation (or parts of) that is responsible for day-to-day operations and maintenance of the asset. The asset manager may be a part of the sponsor or client organisations or a separate entity. Similarly the operator and maintainer of the assets might be separate entities.

Asset management is the coordinated activity of organisations to realise value from their assets.

Capability

The Routemap uses capability to describe the ability of the sponsor, client, asset manager and market to organise for effective and efficient delivery. It refers to a part of the business and not the individual as most barriers to effective practice are rooted in systemic issues and not individual action.

Client

The client is the organisation that is responsible for fulfilling the requirements and delivering the benefits. The client translates the requirements from the sponsor and manages the delivery outcomes. The client selects the most appropriate supplier/s to meet project objectives.

Complexity

Project complexity is a measure of the inherent difficulty of delivering a project based on factors such as: stakeholder alignment; interconnectedness of projects; systems & organisations and the level of innovation required etc. The Routemap uses the Delivery Environment Complexity Assessment (DECA) published by the NAO for complexity assessment.

Client Model

The Client Model refers to how the client organisation will structure and resource the responsibilities for project execution between the client, advisors/partners and supply chain (e.g. thin/fat client). This is a key consideration in determining organisational design and procurement strategy.

Delivery Model

The Delivery Model refers to the organisational entity that will be appointed to deliver the project (e.g. establishment of a special purpose vehicle). This is a key consideration in determining governance arrangements.

Infrastructure

Infrastructure includes the networks and systems that supply and support reliable and effective domestic and international transport, digital communications, energy, flood protection, water and waste management.

Market

A market is a group of organisations that integrates and competes to provide goods or services to one or more clients. The construction and infrastructure market is often characterised by a large number of suppliers and SMEs.

Procurement Model

The approach taken and the contracting model used to procure the supply chain.

Project

Throughout this guide the term project is used to mean both project or programme.

Sponsor

The sponsor organisation secures the funding, owns the business case and is responsible for specifying the requirements to the client. The Sponsor ensures that the project remains strategically aligned and viable, and that benefits are on track to be realised. In some contexts the Sponsor and Client could be from the same organisation.

Target Operating Model

The end state of how the asset will be: used; funded; owned; operated and maintained.

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