



**THE STATE OF  
PROJECT MANAGEMENT**  
Annual Report

**2019**



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## Introduction

The State of Project Management is an annual report created, owned and published by Wellington with contribution from hundreds of project & portfolio practitioners from the UK and across the world.

Now in its fourth 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. PPM is a catalyst for productivity improvement, a key economic challenge.

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

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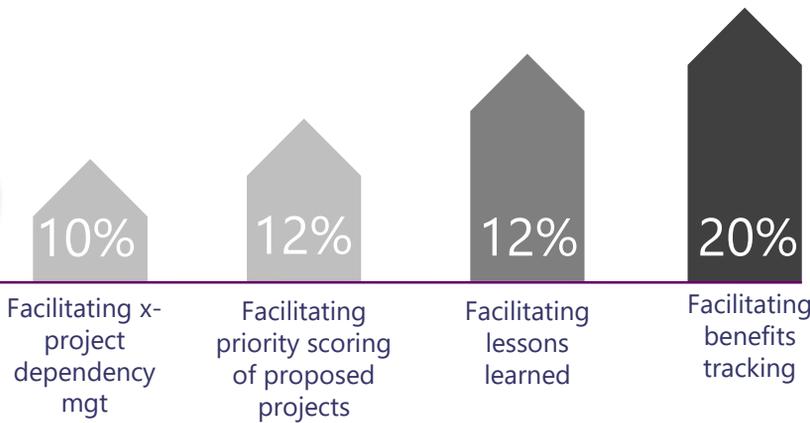
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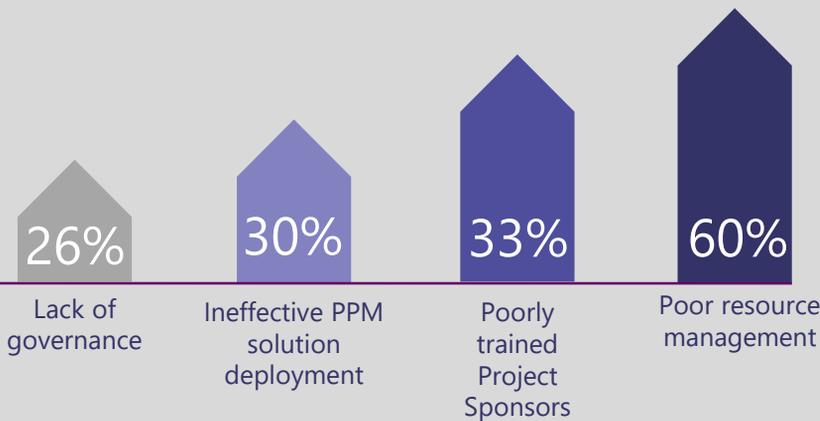


## Headlines

Participants stating they are **somewhat or very dissatisfied** with the current level of **PPM maturity** in their organisation has increased since 2016



The **PMO** is getting **more involved** in these activities compared to 2018



Project management **challenges** with the most **significant increases** compared to 2018

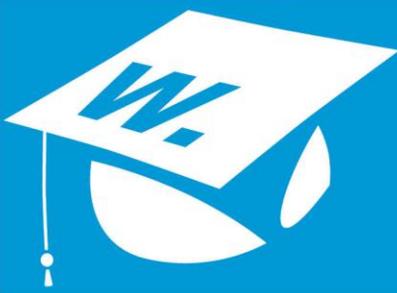


### Processes that add the most value

- Stakeholder Engagement
- Risk Management
- Planning
- Resource Management
- Change Control

### Most difficult processes to embed

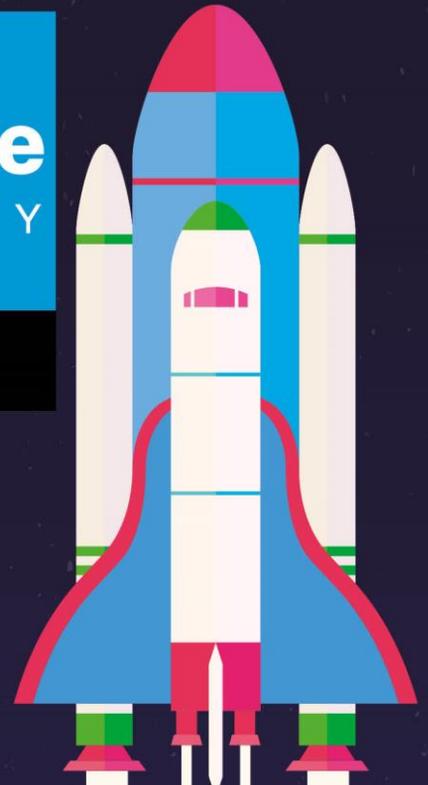
- Benefits Realisation
- Lessons Learned
- Change Control
- Resource Management
- Risk Management



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**PMO Specialists** today

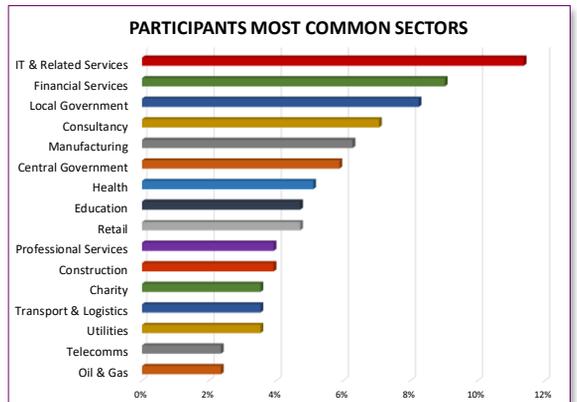
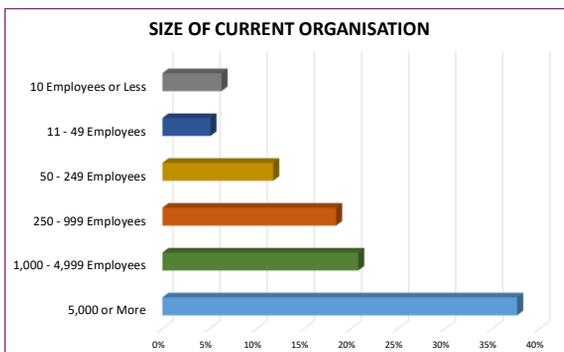
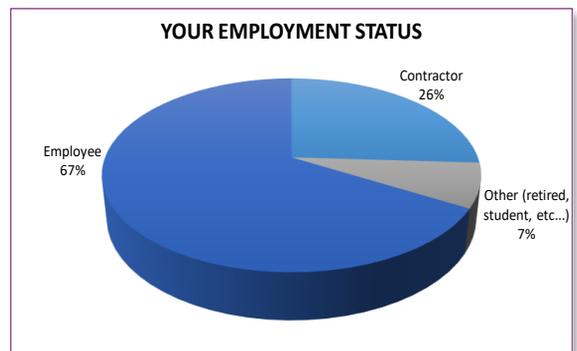
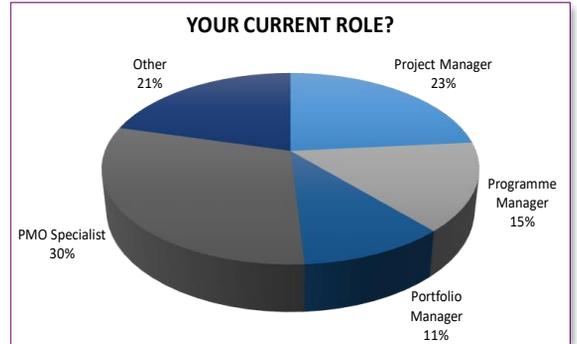
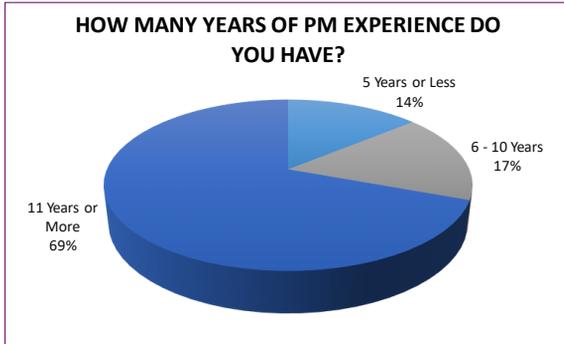
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## About the Participants

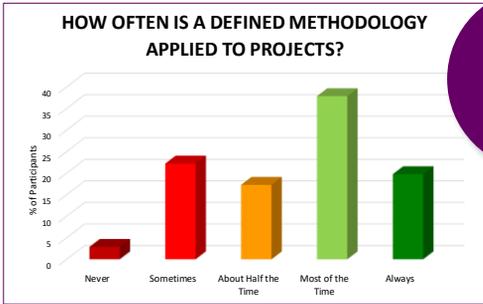
# + 150 organisations



**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

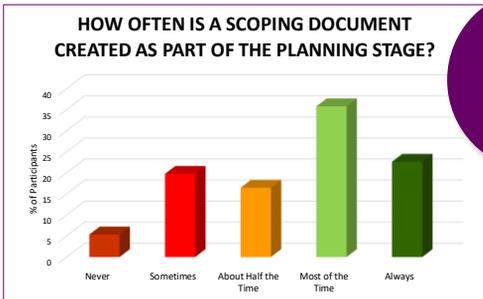


# The Project Management Basics



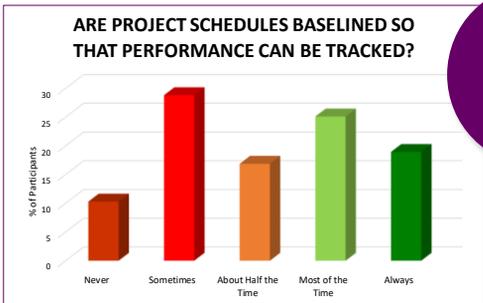
58%

Mostly or always apply a defined project methodology



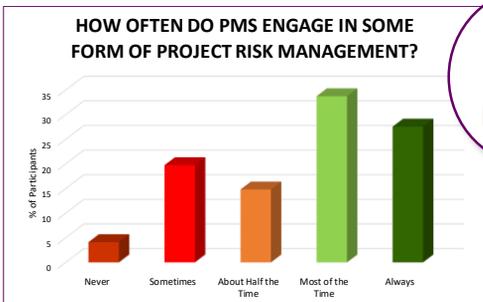
58%

Mostly or always create a scoping document as part of planning



44%

Mostly or always baseline their project schedules

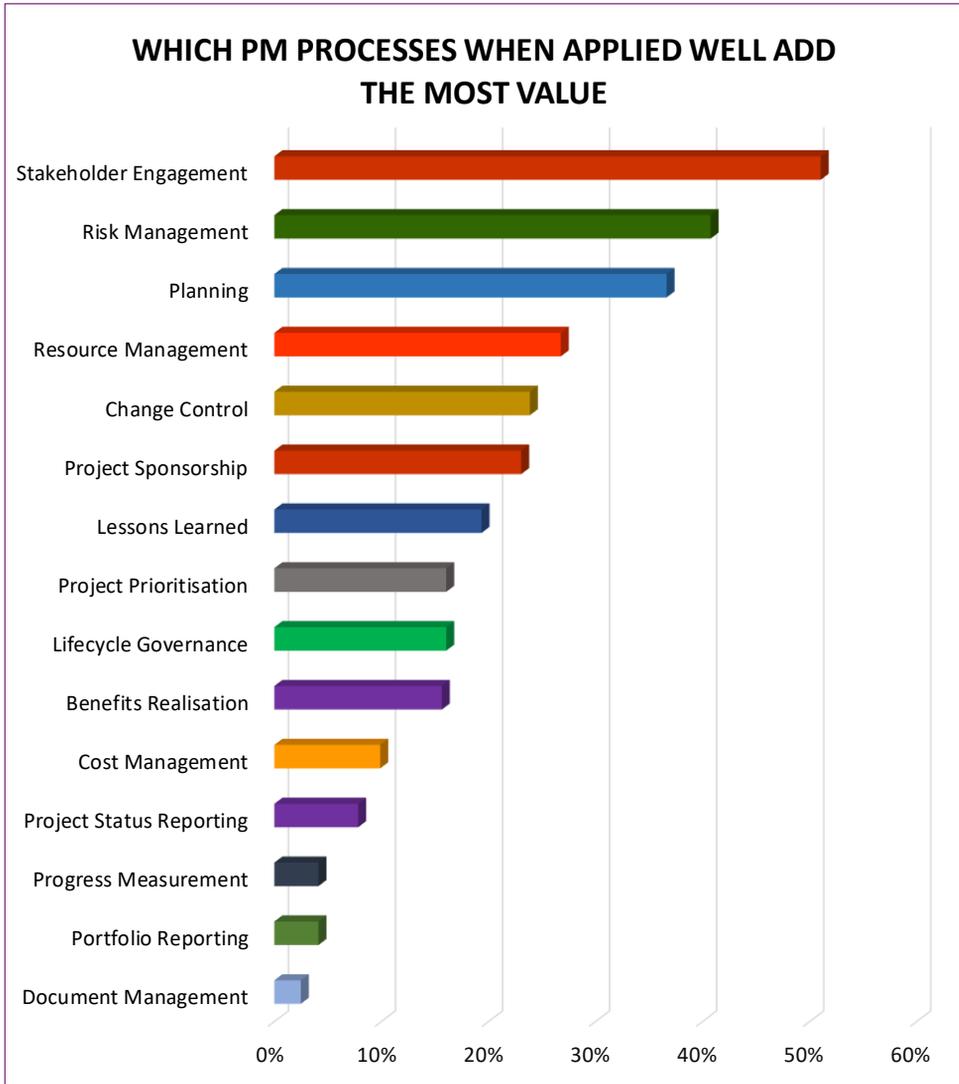


61% of Project Managers always or mostly engage in risk management

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**



## Most Valuable PPM Processes



*"I'm going to focus more on stakeholder management"*



*"I'm going to focus more on project risk management"*



*"We're going to establish a change control board"*



*"We're going to implement a PPM solution to enable resource mgt"*

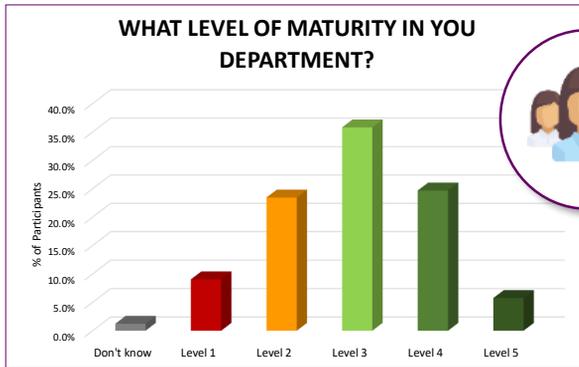
*"It's people that deliver projects"* and everyone else is certainly going to have an opinion. **Stakeholder management** is critical to the success of projects, yet is sometimes an after-thought. Undertaking **stakeholder identification** and **mapping** as part of initial planning is recommended, and informs building a **Communications Plan**.



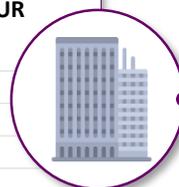
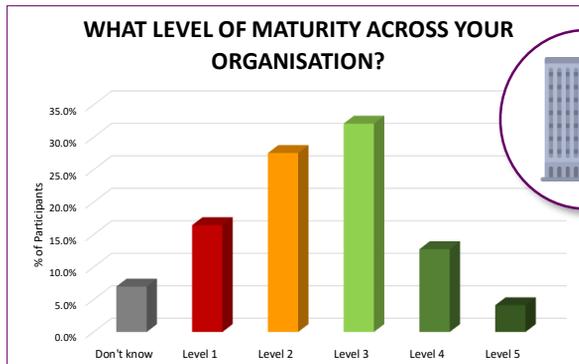
## PPM Maturity



**32%** are somewhat or very satisfied with the current level of PM maturity



**66%** believe the current level of maturity in their department is 3 or more



**49%** believe the current level of maturity across their organisation is 3 or more

**53% 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 scale of opportunity for PPM improvements and perhaps the increased recognition of what "good" PPM looks like.

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

## The Wellington PPM & PMO Maturity Assessment Service

Understanding where you are, enables you to plan where you want to be. Achieve a clear score of current PPM & PMO capabilities measured against 15 Value Enablers. This provides a clear benchmark to assess future development. Our Assessment provides a detailed practical report with clear recommendations on how you can increase your PMO and wider PPM maturity.

### 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 organization 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 utilized 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.

### 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

**W.**

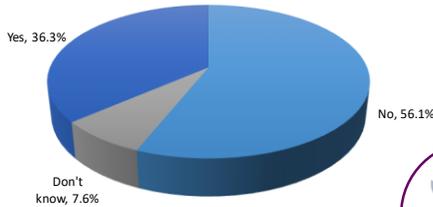
### PMO MATURITY RADAR



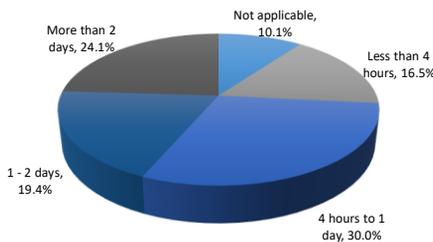


## PPM Software Tools

**DOES YOUR ORGANISATION HAVE ACCESS TO REAL TIME CENTRALISED PROJECT KPIS?**



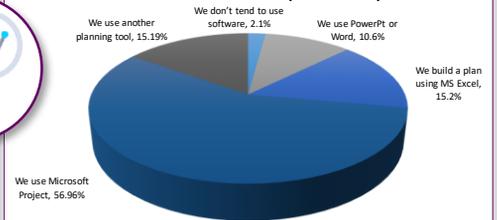
**HOW MUCH TIME DO YOU SPEND EACH MONTH MANUALLY COLLATING PROJECT STATUS INFO?**



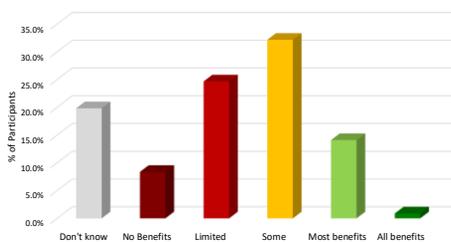
**56%** do not have access to real time project KPIs with **43%** spending 1 or more days manually collating project reports. **Isn't it time to implement a PPM solution such as Microsoft Project Online...?**

**One third** of respondents reported **little or no benefit** from their PPM solution. This highlights the importance of the approach. Recognise this is a **business change**, not just a software implementation

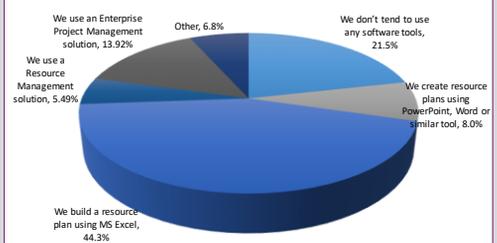
**WHICH SOFTWARE TOOLS ARE TYPICALLY USED TO MANAGE PROJECT PLANS (SCHEDULES)?**



**IS YOUR ORGANISATION ACHIEVING THE ANTICIPATED BENEFITS FROM THIS SOLUTION?**



**WHICH SOFTWARE TOOLS ARE TYPICALLY USED TO MANAGE PROJECT RESOURCES?**



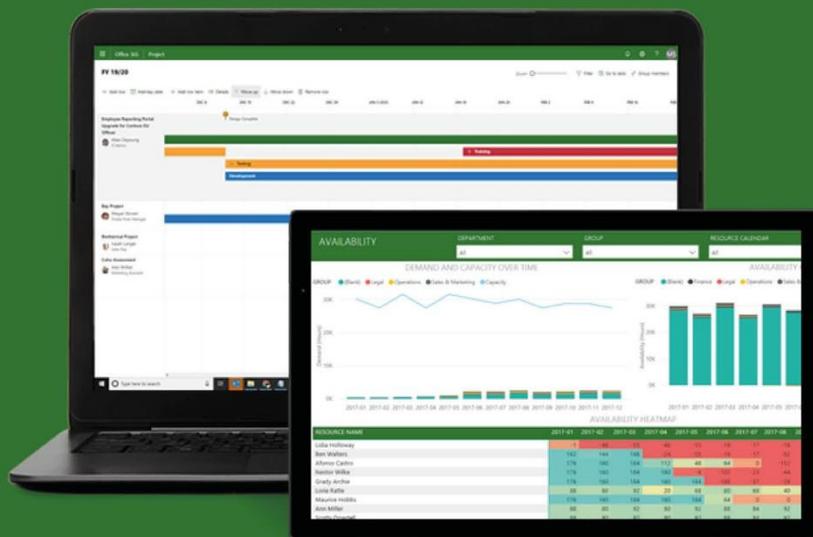
**Only 19%** use a PPM or Resource Management software solution, with many organisations yet to benefit. Equally, **56%** do not have access to real time KPIs. Those that do implement a PPM solution must give consideration to new ways of working, data migration, the change for users and an adoption roadmap. These ensures benefits are realised.

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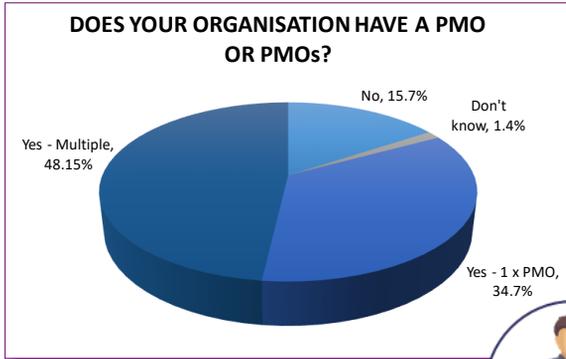


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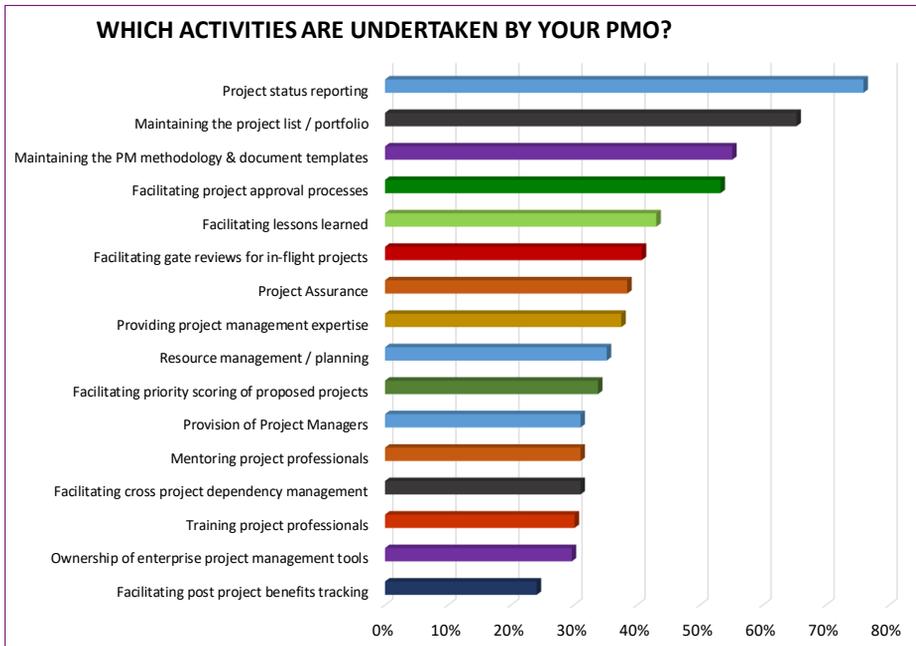
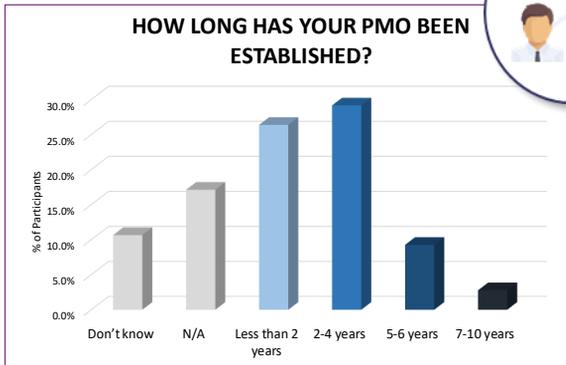
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## The PMO



**83%** of organisations have 1 or more PMOs  
**26%** of these are less than 2 years old

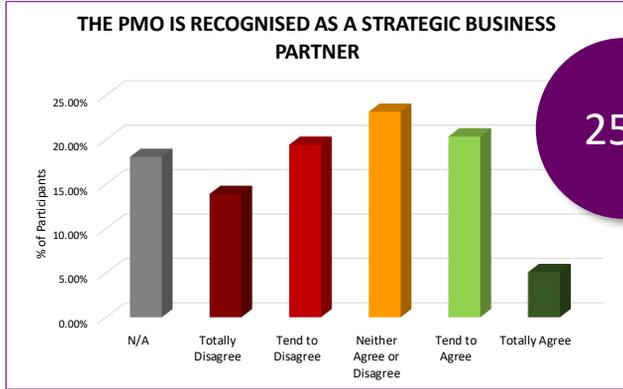


Which of these activities are in your **PMO Service Catalogue?**

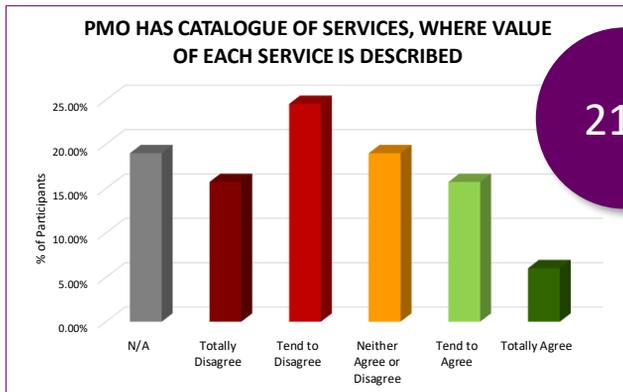
**83% of organisations now report having one or more PMO's, increasing steadily from 71% reported in 2016.** Once again we see "benefits tracking" as the least likely to form part of PMO scope and status reporting once again claiming top spot. Automation through MS Project Online can eliminate report collation time, enabling the PMO to focus on higher value activities



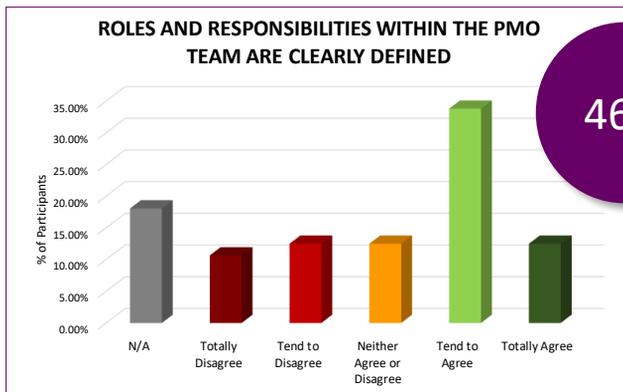
## The PMO



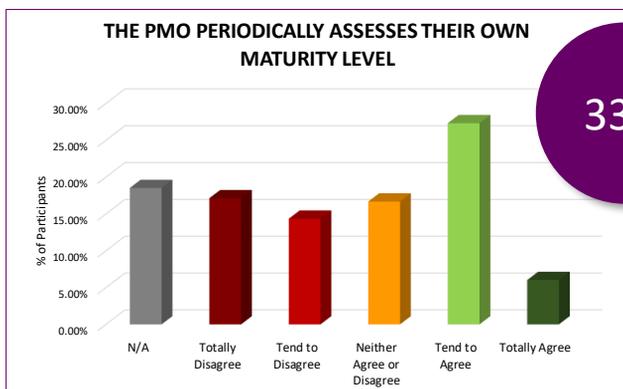
Agree their PMO is recognised as a strategic business partner



Agree their PMO has a catalogue of services, where the value of each service is described



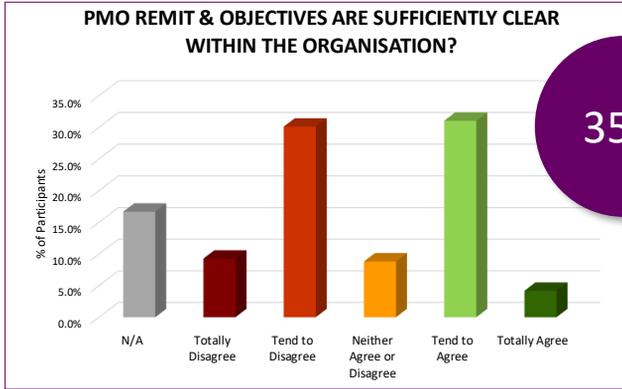
Agree roles & responsibilities within the PMO are clearly defined



Agree their PMO periodically assess their own maturity level

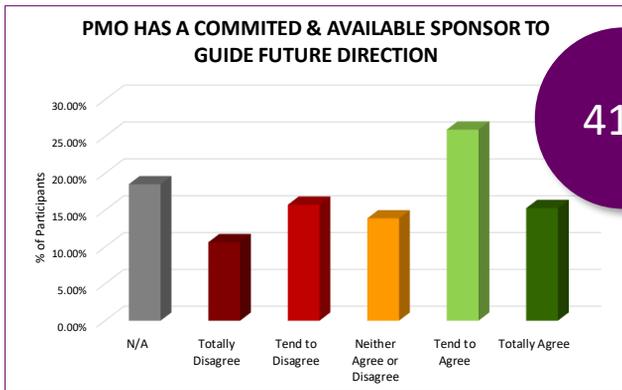


# The PMO



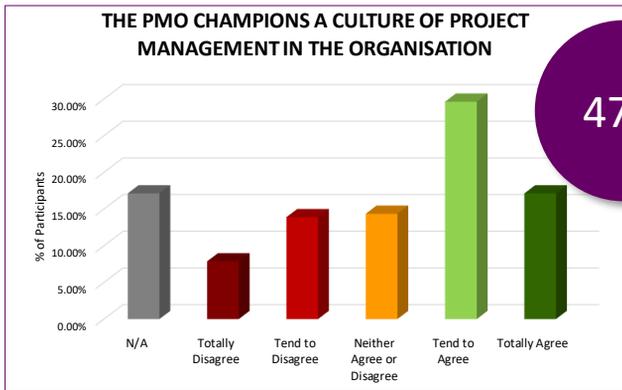
35%

Agree their PMO remit & objectives are sufficient clear within their organisation



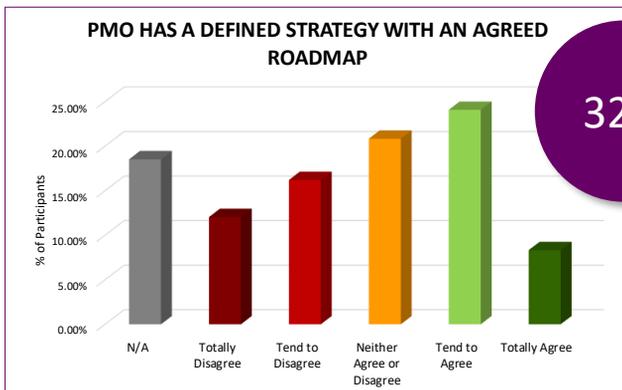
41%

Agree their PMO has a committed and available sponsor to guide future direction



47%

Agree their PMO champions a culture of project management in their organisation

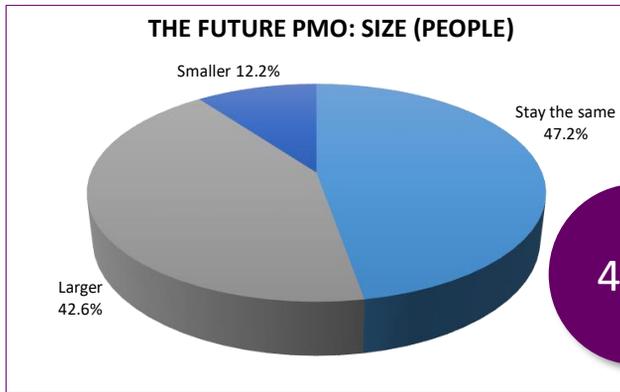


32%

Agree their PMO has a defined strategy with an agreed roadmap

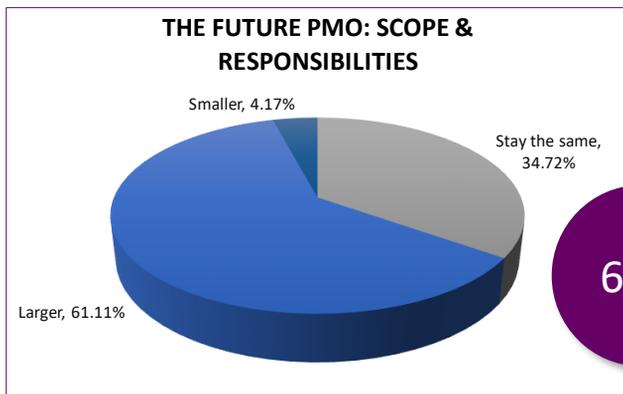


## The Future PMO



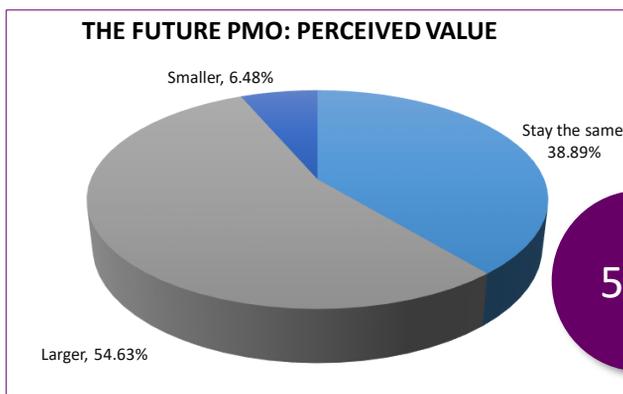
43%

PMO will increase in headcount, up from 39% in 2018 & 36% in 2017



61%

PMO will increase in scope & responsibilities, up from 56% in 2018 & 54% in 2017



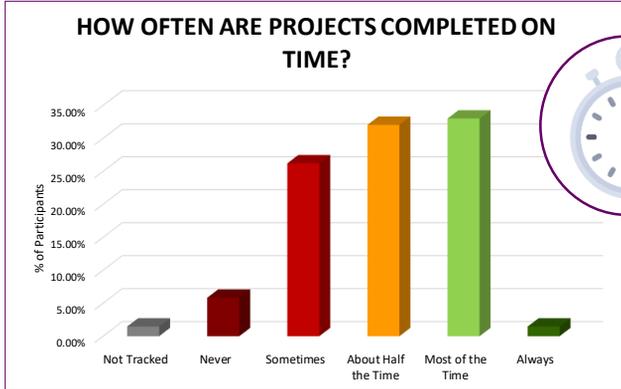
55%

PMO will increase in perceived value, up from 51% in 2018 & 46% in 2017

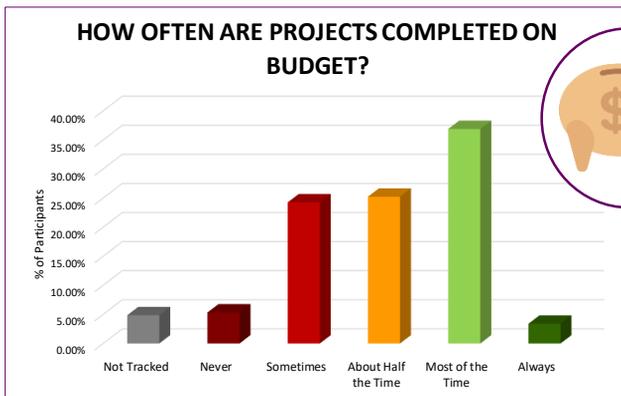
**The Future PMO will have increased scope of work and responsibilities but proportionally a smaller increased headcount.** If PMOs are to take on this challenge then they need to become more efficient through automation. The deployment of Microsoft Project Online is one way to achieve this automation bringing benefits such as real time KPIs & the elimination of manual report creation



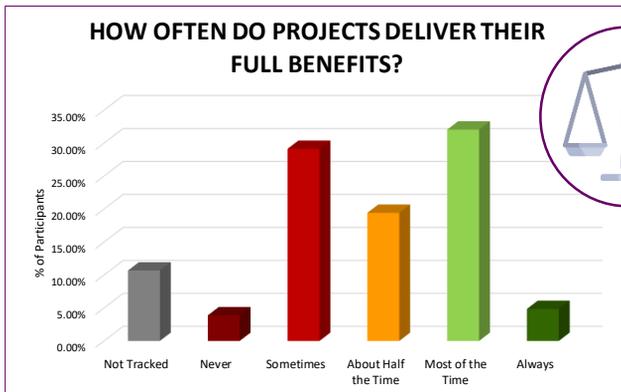
# Project Performance



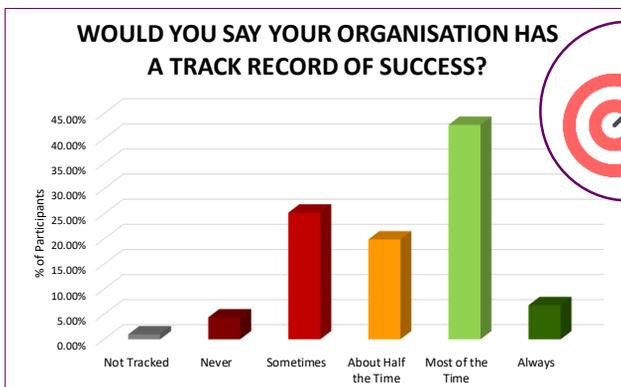
**35%** of organisations mostly or always complete projects on time



**40%** of organisations mostly or always complete projects on budget



**37%** of organisations mostly or always deliver the full benefits of their projects



Yet, **50%** say their organisation has a track record of project success



## Project Performance



*"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 to enable resource management!"*

These challenges might look familiar. Is your organisation running the right projects in the right way? **Poor resource management** has seen the largest increase since 2018 and is now ranked 2<sup>nd</sup>. Implementing an enterprise PPM solution such as Microsoft Project Online tackles this challenge head on. Only 19% of PMOs have taken this step.



## About this Report

Wellington 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 from the 1<sup>ST</sup> of November 2018 until the end of 2018.

Vince Hines, Managing Director, Wellington 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.

Wellington does not share respondent specific data. Wellington Limited is registered in accordance with the Data Protection Act 1998: Z9727037.



# About Wellington



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

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## Our Locations

Our corporate headquarters are in the historic Royal town of Windsor, convenient for London & Heathrow.

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 Portuguese



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