

Public Sector Skills Capacity & Capability  
In Procuring Major Construction Programmes and Projects

Research for PSCCF WG 6

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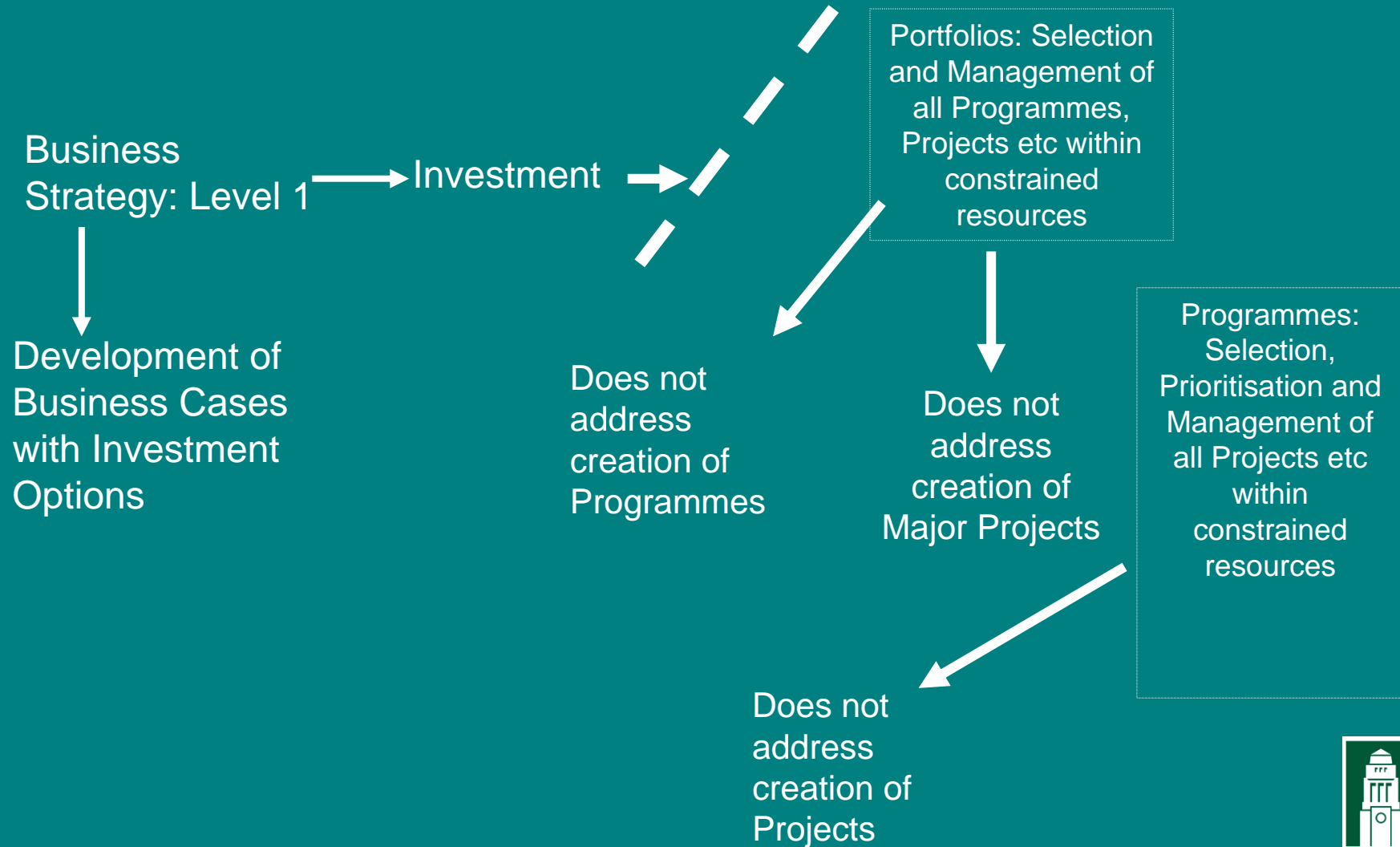


# VM Interventions in Programmes and Projects

Steve Male



# VM Interventions: The Problem



## Levels of VM Interventions

- Level 1 (S-1) = Policy
- Level 1 (S0) = Strategy: Investment in Portfolio
- Level 2 (S1) = Portfolio Level
- Level 3 (S2) = Programme Level
- Level 4 (S3) = Pre-Brief Project Level

# Levels of VM Interventions

- Level 1 (S-1) = Policy Level: Board
- Focus of VM Intervention
  - Establish Core Vision
  - Mission
  - Values
  - Requirements for Investment Needs
  - Investment priorities in outline terms
- Typical Techniques
  - Issues Analysis
  - Strategic Function Diagram
  - Needs analysis
  - Value System Analysis
  - Risk analysis
- Outputs: Series of Strategic Business Plans by Portfolio Need



## Levels of VM Interventions

- Level 1 (S0) = Policy Level: Board
- Focus of VM Intervention
  - Test individual business plans back against Vision, Mission, Values
- Typical Techniques
  - Issues Analysis
  - Strategic Function Diagram
  - Needs analysis
  - Value System Analysis
  - Risk analysis
- Output: Confirm Strategic Business Plan against need, investment priorities and above to confirm strategic fit



# Levels of VM Interventions

- Level 2 (S1) = Portfolio Level: Board & Portfolio Manager(s)
- Focus of VM Intervention
  - Clarity of Core Vision, Mission, Values against particular portfolio investment vision (intent) and capability building via programmes
- Typical Techniques
  - Issues Analysis
  - Strategic Function Diagram
  - Needs analysis
  - Value System Analysis
  - Time Cost, Quality Trade-offs
  - Strategic time line
  - Programme requirements: needs and investment requirements outlined
  - Capability building
  - Output: Series of Programme Level Business Plans



## Levels of VM Interventions

- Level 3 (S2) = Programme Level: Board, Portfolio & Programme Manager (s)
- Focus of VM Intervention
  - Clarity of Vision, Mission, Values against particular portfolio investment Vision and Programme Level Vision
- Typical Techniques – same as S1
- Consider Procurement Strategy (s)
- Identify Project Level investment requirements
- Output: Programme Need, Capability Identification, Confirm Programme Level Business Case



## Levels of VM Interventions

- Level 4 (S3) = Project Level: (Board if Major Project) Portfolio & Programme Manager (s)
- Focus of VM Intervention
  - Establish Need, Project Vision
- Typical Techniques – same as S1-S2 and as International VM Benchmarking Study
- Identify Project Level investment requirements
- Confirm / Consider Procurement Strategy (s)
- Output: Project Strategic Brief, Project Level Business Case

