

Dependency Management – Generic Blueprint

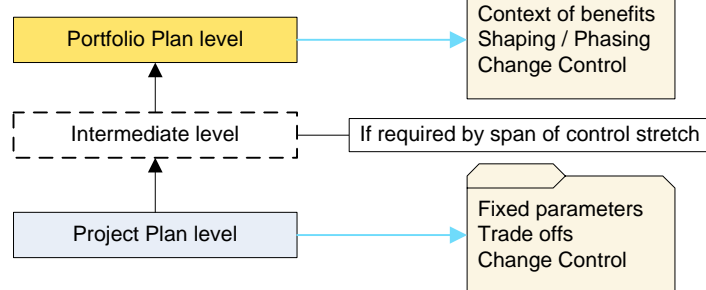
Assumptions

- ✓ The Portfolio Plan has clear levels of escalation, driven by the level at which action needs to be taken
- ✓ There is a tiered **Change Control** process aligned to governance forums
- ✓ The Plan has **Outcome Deliverables**, which are clearly scoped sets of deliverables; they have attributes such as defined benefits, costs, deadlines, risks and often **dependencies**
- ✓ A dependency is a relationship between Outcome Deliverables, and it affects the risk rating of at least one of them
- ✓ There are defined types of dependencies, which may need to be managed differently (e.g., transitive, cyclic, arising from constraints or strategies, etc.)
- ✓ The severity of a dependency is driven by the level of escalation required, which is linked to the rules for escalation

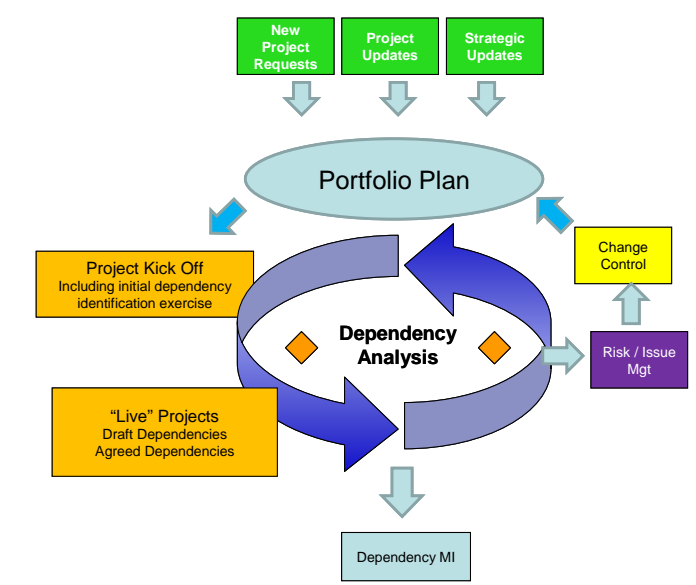
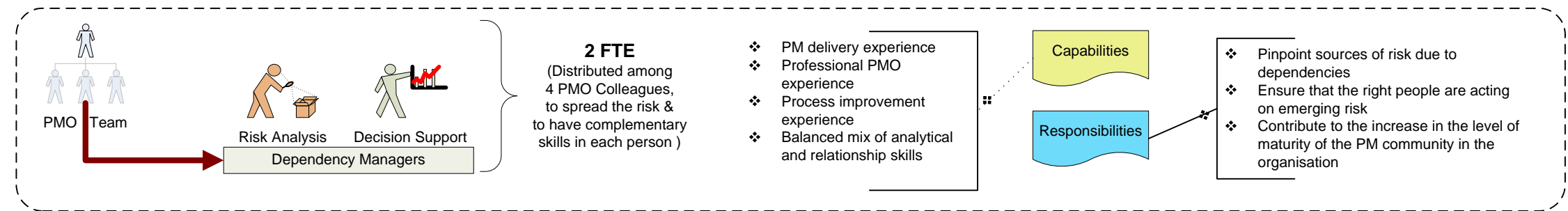
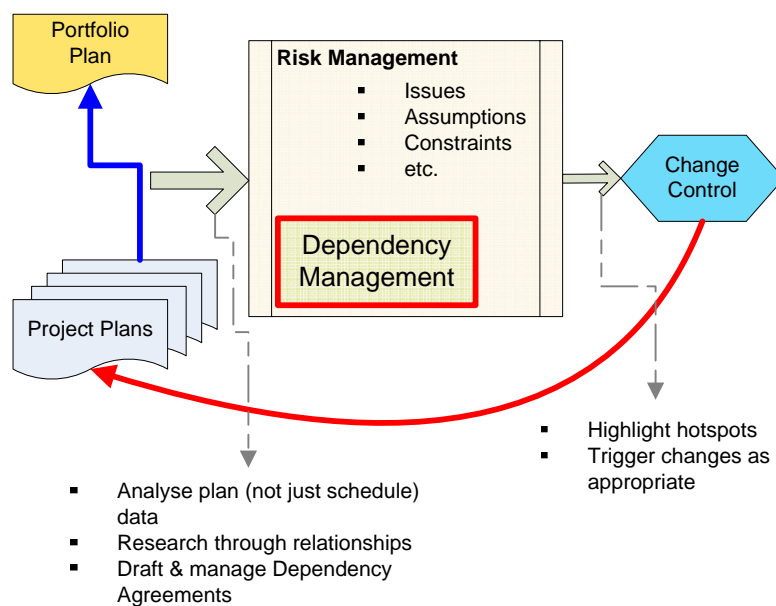
Input / Output

- ✓ Plan data relating to **Outcome Deliverables**, centrally available
- ✓ Governance data relating to the control of the Outcome Deliverables affected by dependencies, at the point of ownership of each Outcome Deliverable
- ✓ Dependency Agreements (signed by involved parties) that define each dependency, and that assign a weight to it that reflects the escalation level required to resolve it.
- ✓ Dependency Log, centrally maintained, with status and progress information
- ✓ These are examples. It makes the distinction between analysis information and decision support information:
- ✓ Analysis set 1: Ranking of dependent Outcome Deliverables by stability (ratio of 'give' to 'get') and by escalation required
- ✓ Analysis set 2: Status of dependencies – open vs. signed-off, percentage completion, rate of delivery, actions persistently delayed
- ✓ MI set 1: Dependency view of the Transformation Plan, showing RAG rated Outcome Deliverables and key dependency links

Governance

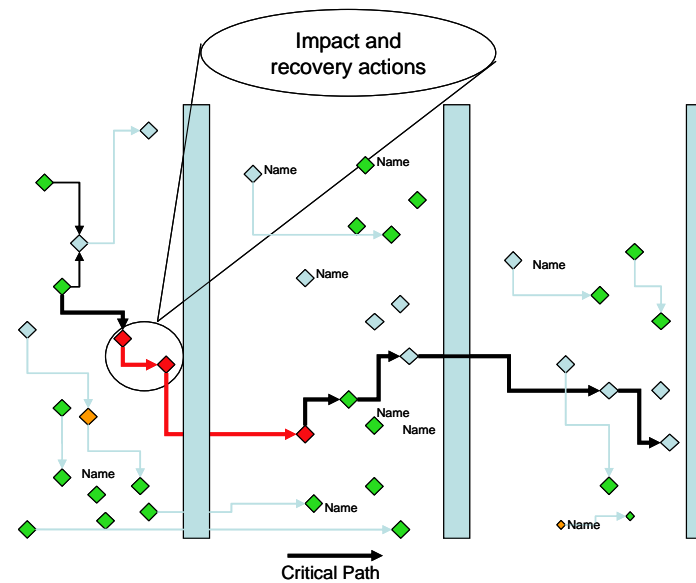
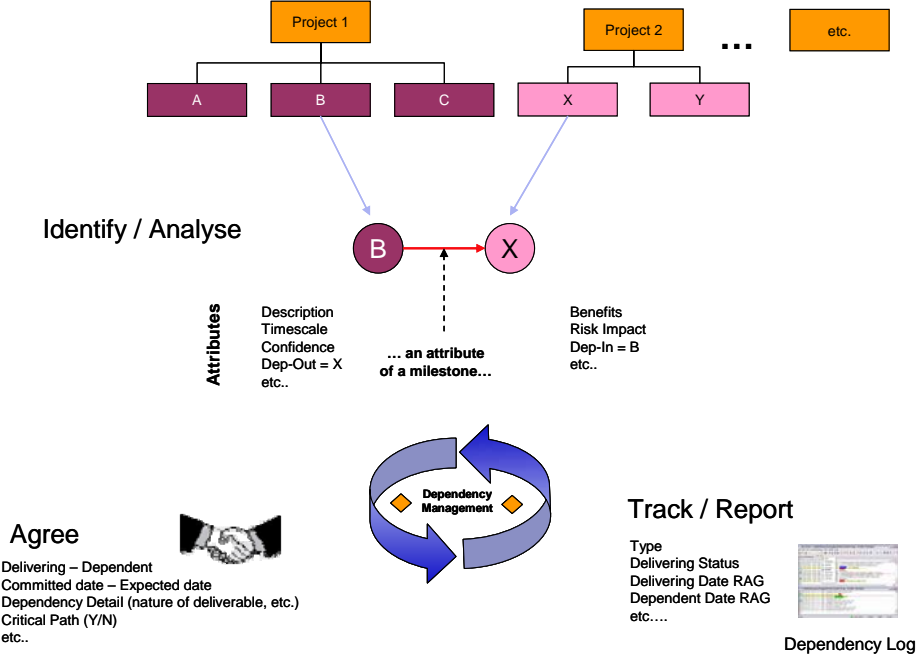


Interfaces

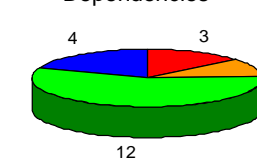


- **PMO required outlook re dependency management:**
- Maintain relationships with Projects
- Informed Analysis and Challenge
- Portfolio Plan Driven
- Informative, Complete & Meaningful Data Set
- Stakeholder Driven MI
- Accurate and Assured

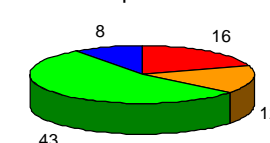
Portfolio Plan



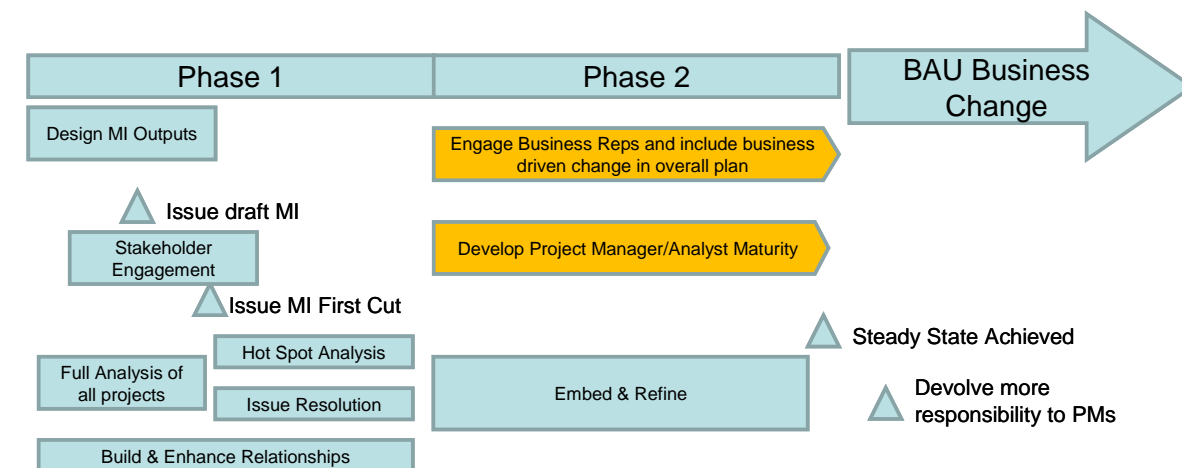
Status of Critical Path Dependencies



Status of Non Critical Path Dependencies



Implementing Effective Dependency Management



Embedding dependency management into business BAU activities is key to long term success. Project activities can then be linked to business initiatives & activities outside of the Portfolio Plan to provide the complete picture.

