Project Controls Expo UK - 13th November 2019

Emirates Arsenal Stadium, London

Role of PMO in Lima 2019



Donna Swai Associate Director, Mace Lee McDonagh Operations Director, Mace





About the Speakers

Donna Swai

- PMO Lead for Mace Programme Management Office.
- Over 15 years programme management and controls experience.
- Worked on a broad portfolio of projects ranging from major complex programmes to utilities, manufacturing, energy and public sector works in the USA, UK, Russia, Slovakia, and Peru.

Lee McDonagh

- Subject Matter Expert Support to Infrastructure Programme
- Over 25 years experience in Infrastructure projects
- Worked across infrastructure and property areas including; transport, aviation, sports, heritage in planning and project controls



About Mace

Mace is an international consultancy and construction company, founded and built on exceptional people, a commitment to service excellence and an entrepreneurial spirit.



Vital role of PMO - Lima 2019 PanAmerican and Parapan American Games

- Integrated Delivery
- Infrastructure Support



Pan American and ParaPan American Games Context





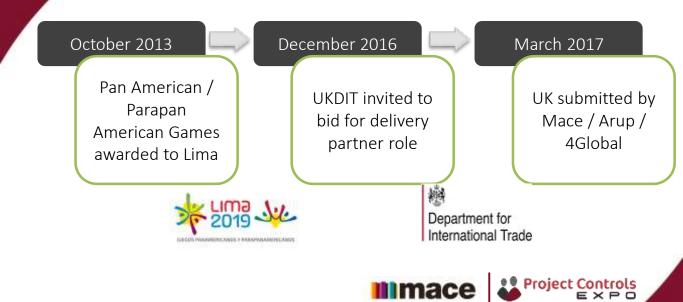




Pan American and ParaPan American Games Context



Background



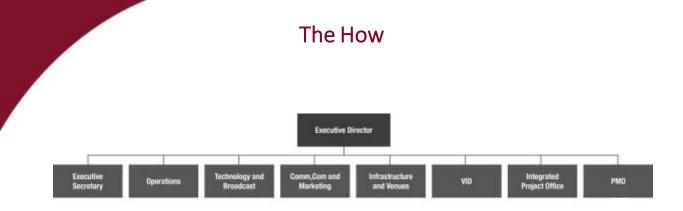
The Challenge

Compressed time to deliver

Inexperienced client in delivering major sporting event

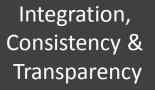
Complex stakeholders / bureaucracy







Purpose of the PMO



Informed & Timely Decisions



PMO Elements

A structured management framework with appropriate focus on delivering programme objectives





Collaboration

Creating and maintaining a shared vision and common purpose for the Games across the organisation

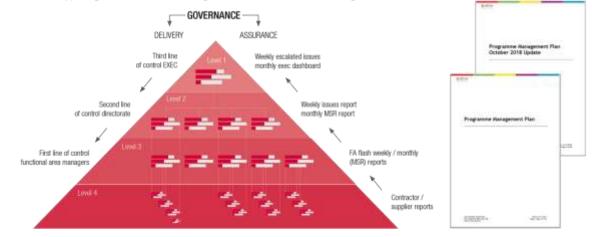
Demonstrating transparency & legitimacy





Collaboration

Implemented governance structure and processes to ensure the Organising Committee is managed in the most efficient and effective manner, supporting effective decision making and communication across the organization.





Adaptability & Flexibility

Thinking differently

- Ways of working
- Systems
- Processes





Adaptability & Flexibility





Adaptability & Flexibility

Overall Installation Programme



London, UK

Haraner, 30th April 2018

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Adaptability & Flexibility Quipu



Then



Innovation

Local supplier innovations for temporary infrastructure -Adapt the schedule / programme





Knowledge Transfer

Focus on upskilling local staff

- Shadowing staffing model
- Formal / informal forums
- Training





Key Success

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London, UK





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Key Success

Influence - Peru passed a law to mandate use of PMOs on projects over S/200m (£50m)



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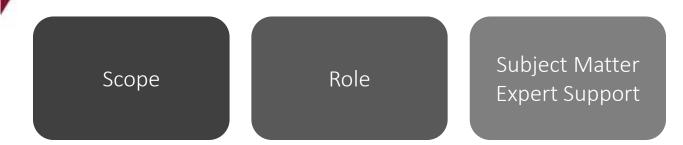
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Delivery Assurance





The Challenge

Compressed time to deliver infrastructure

Inexperienced client in delivering major sporting event

Complex stakeholders / bureaucracy





Scope

5 'Venue' Clusters – 4 different Main Contractors

4 Competition Venues

1 Athletes Village





Mace – 4Global – Arup

Assurance Role

- Delivery Mace
- Operations 4 Global
- Technical Arup

Procurement Support – NEC3 Option F Contracts



Subject Matter Expert Support

- Commercial
- Project Management
- Controls
- Assurance Reviews
- Risk Reviews
- Mitigation Planning





Thank you







