

33rd IPMA World Congress

27-29 November, Cape Town, South Africa

Practical Tales from a High-Performing Hybrid PMO

Japie Engelbrecht

Director: Project Management

Introducing the speaker

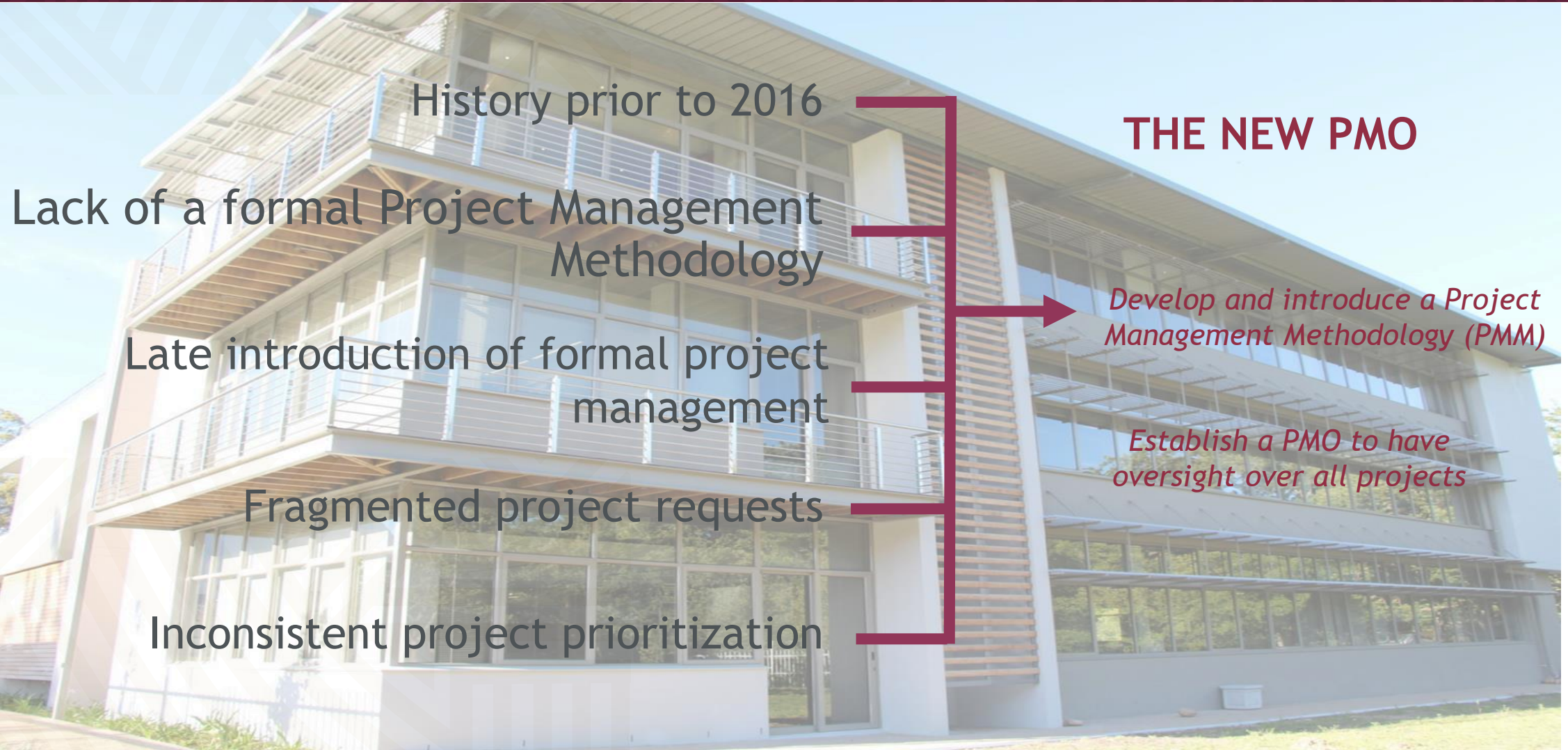


- **Director Project Management at Stellenbosch University, overseeing all capital projects and project financial programs.**
- **42 years of experience in the built environment, including construction and construction management.**
- **Extensive local government infrastructure experience, managing building projects for all departments of the Engineering Division over 20 years.**
- **Specializes in project management for the past 33 years.**
- **Managing significant infrastructure and multi-billion rand building projects, aligning with the Vision 2040 of the university**

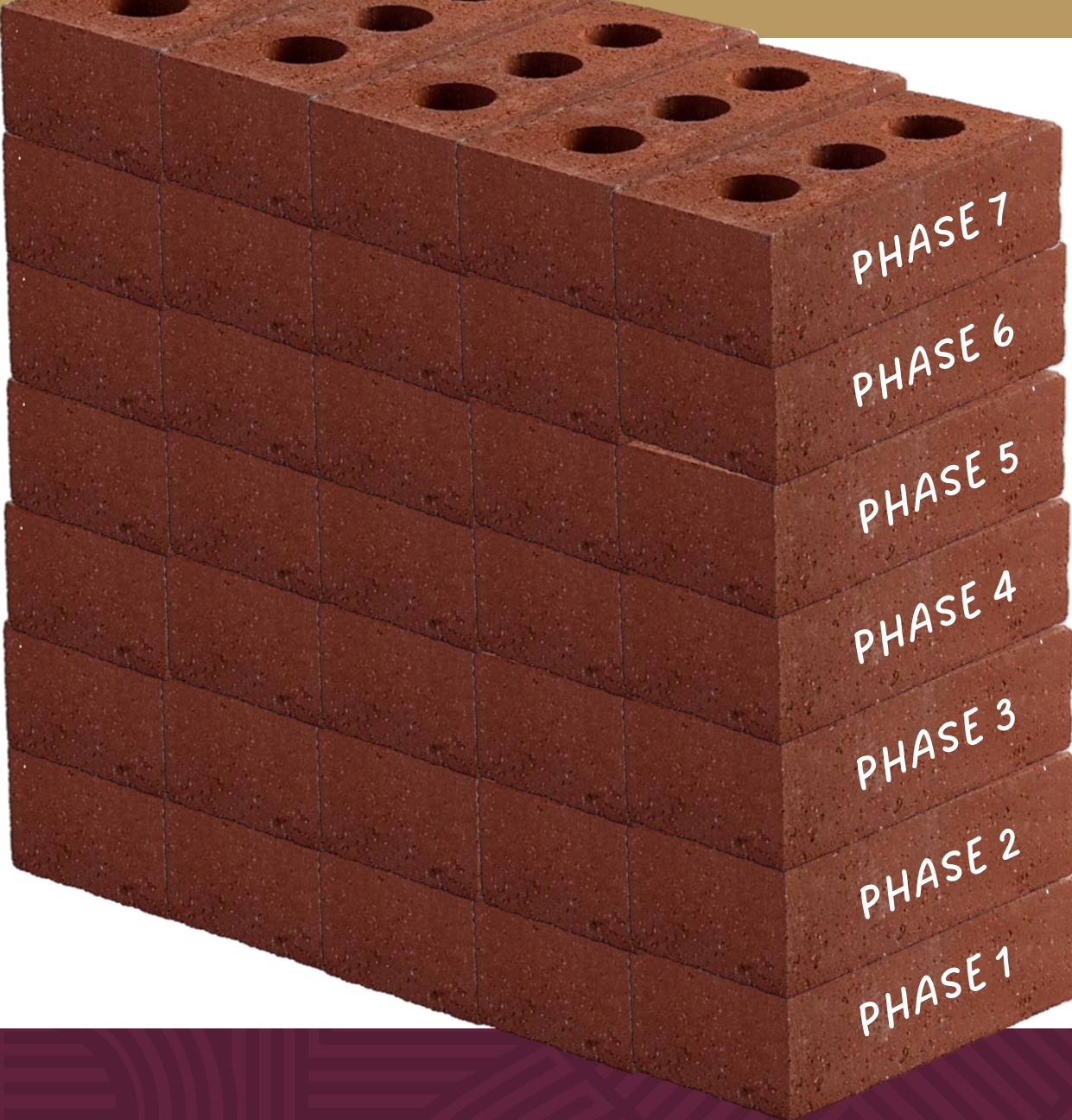


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WHY THE NEED FOR A PMO?



Building Blocks for a PMO



Scale & Optimise



Foster Organisational Alignment & Reporting



Implement Performance Management



Staff & Develop PMO Capabilities



Develop Core Process & Tools



Build Governance Framework



Define vision & strategy



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THE HYBRID PMO

Photo by Stefan Els

ADVANTAGES OF A HYBRID PMO



**Flexibility in
Resource
Allocation**



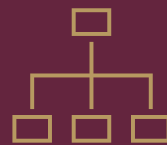
**Access to
Specialised Skills**



**Enhanced
Knowledge
Transfer and Skill
Development**



Cost Efficiency



**Stronger
Organisational
Continuity and
Stability**



**Rapid Adaptation
to Changing
Project Needs**

TOOLS OF THE TRADE



LEGACY TOOLS



COLLABORATION TOOLS: Exploring New Options

COVID-19 and the Push to Go Digital (Paperless Transformation)

CROXLY BOOK



COVID-19



INVOICES &
PAYMENTS
(PTR)

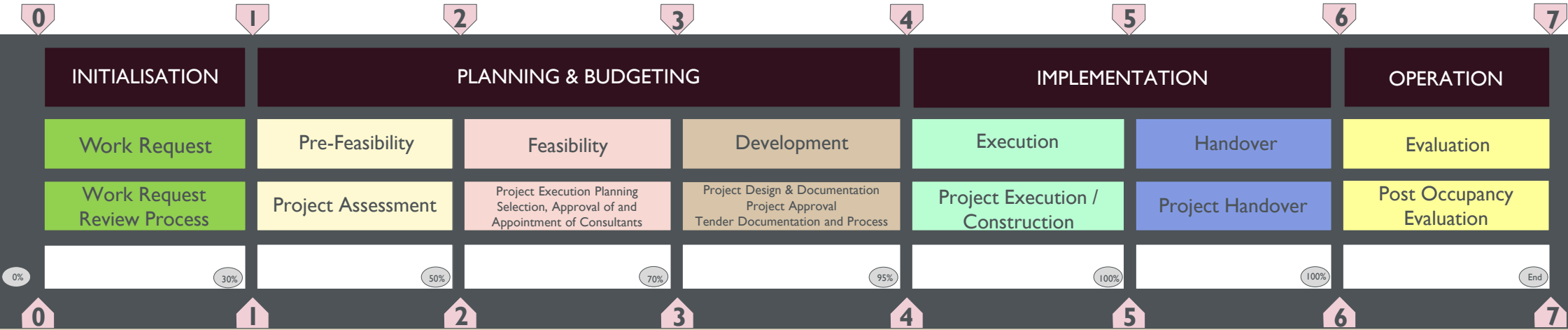


smartsheet



PAPERLESS
PAYMENT

PMM 7-Gated Methodology on Smartsheet Control Centre



Directors Dashboard: Japie Engelbrecht

Summary Report, Project Portfolio Summary for 2024, PMO Resource Summary

Project Images

Project image 1: SU Bazaar Collection Proposal
 Project image 2: SU Bazaar Collection Proposal
 Project image 3: Golffields Construction Site
 Project image 4: BMRI Link Bridges

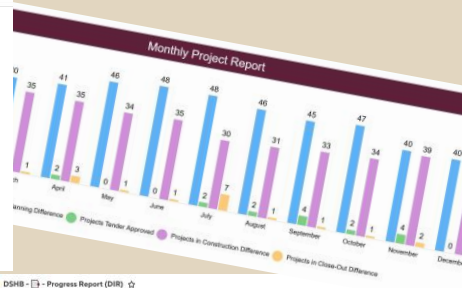
BMRI Main Entrance, New Civil Engineering Building Main Entrance (2022), ECR District Cooling Pipe retubulation to Spine, Clinical Quads refurbishment

Overview | Directors Dashboard

Project Status Summary:
 Gate 1 to 6 (Active Projects) 99
 Gate 7 (Completed) 135
 On Hold Projects 11
 Cancelled Projects 14
Total Projects 259

Overall Projects Status: (Donut chart showing 99 Active, 135 Completed, 11 On Hold, 14 Cancelled)

Projects Gate Status: (Donut chart showing counts for Gates 1-7)



PMO Risk Register

RISK CALCULATOR (Probability vs Consequence matrix)

Risk Ranking Rating: (Donut chart: 17 Low, 12 Med, 19 High)

Residual Risk Rating: (Donut chart: 12 Med, 19 High)

Action Status: (Donut chart: 6 Planned, 4 In progress, 19 Final tests and maintain)

Payment Tracking Register

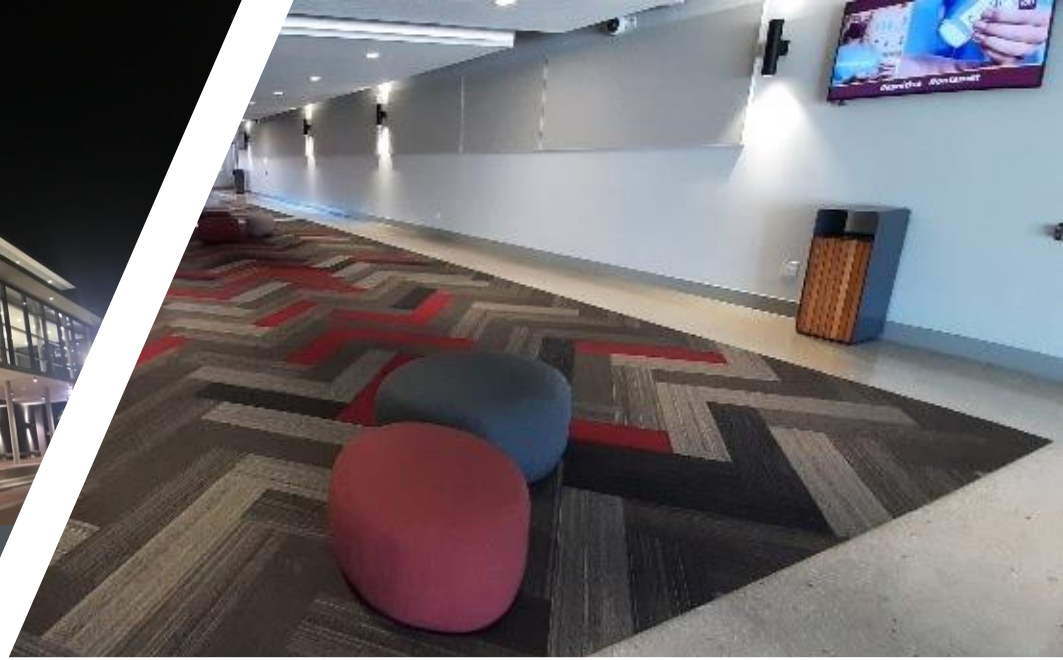
External PTR transactions for 2024: 103 Approved (GS, Director, Finance)

Facilities Management PTR transactions for 2024: 1146 Submitted (GS, GS, Prog. Mngt, Prog. Mngt, Finance)

Project Health	Project Name	Project Status	Gate Status	Gate Progress	Cost center	Project Registered Date	First Meeting with Client Date	Year Tender awarded	Site Handover Date	Planned PC Date	Year Completed
Active	3171 275 SK 01	Completed	Gate 7	100%	8481	2019/02/16		2021		2020/10/31	2022
Active	2554 127 SA 01	Completed	Gate 7	0%	8026	2017/11/14		2019		2020/05/26	2020
Active	3223 102 SK 01	On Hold	Gate 2	0%	82778	2019/09/27		2019			
Active	2986 100 WX 01	Completed	Gate 7	0%	0	2017/04/12		2019/02/25	2019		
Active	3270 757 WA 01	Completed	Gate 7	0%	8542	2021/05/11	09/09/2021	2022		2021/11/04	2021
Active	3185 100 SK 01	Completed	Gate 7	0%	8463	2019/09/27		2020		2021/04/19	2021
Active	3170 895 SK 01	Completed	Gate 7	0%	8476	2019/11/22		2021			
Active	2933 271 SK 01	Completed	Gate 6	95%	83712	2019/09/01	01/01/2019	2022	2022/03/29	2023/03/31	2023
Active	3181 144 SK 01	Completed	Gate 7	0%	8411	2019/09/08		2020		2020/07/29	2020
Active	3348 340 SK 01	On Hold	Gate 2	0%	8982	2022/08/10					
Active	3158 102 SK 01	Completed	Gate 7	100%	8488	2019/09/08		2019		2019/10/05	2019
Active	2558 078 SK 01	On Hold	Gate 2	0%	8436	2019/09/01					
Active	3182 200 SK 01	Completed	Gate 7	0%	8244	2019/09/08		2020		2020/10/02	2021
Active	3336 861 SK 01	Active	Gate 6	75%	OP 1013	2023/09/08		2023	2023/10/02	2023/10/02	
Active	3338 755 WA 01	On Hold	Gate 2	0%		2021/08/04					



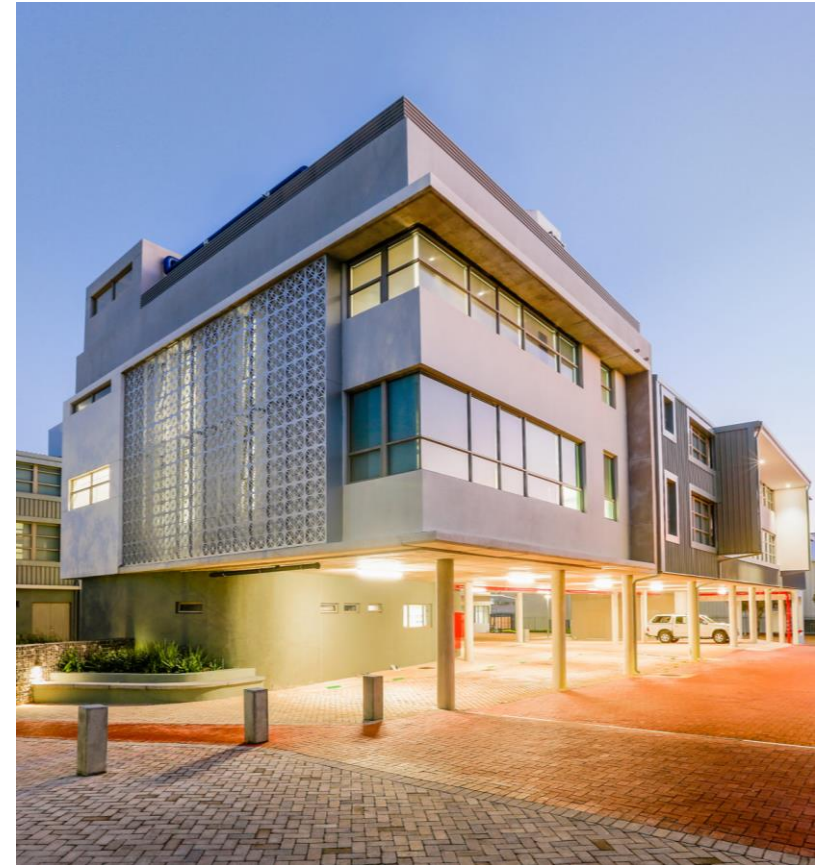
SIGNIFICANT PROJECTS



Jan Mouton Learning Centre

1690-seater central teaching and learning facility





New Decanting Facility

220-Seater New Enablement Decanting Facilities



Engineering Campus Renewal Programme

- 60 000m² of existing GLA
- 9-Year Phase Programme, est. 2018
- Fitting a 420-seater Lecture Room into a 12m wide space
- 6 Department Buildings
 - Industrial Eng
 - M&M Eng.
 - E&E Eng
 - Civil Eng.
 - Chemical Eng
 - General Eng
- Full Renovation to address back-log Maintenance and Compliance issues

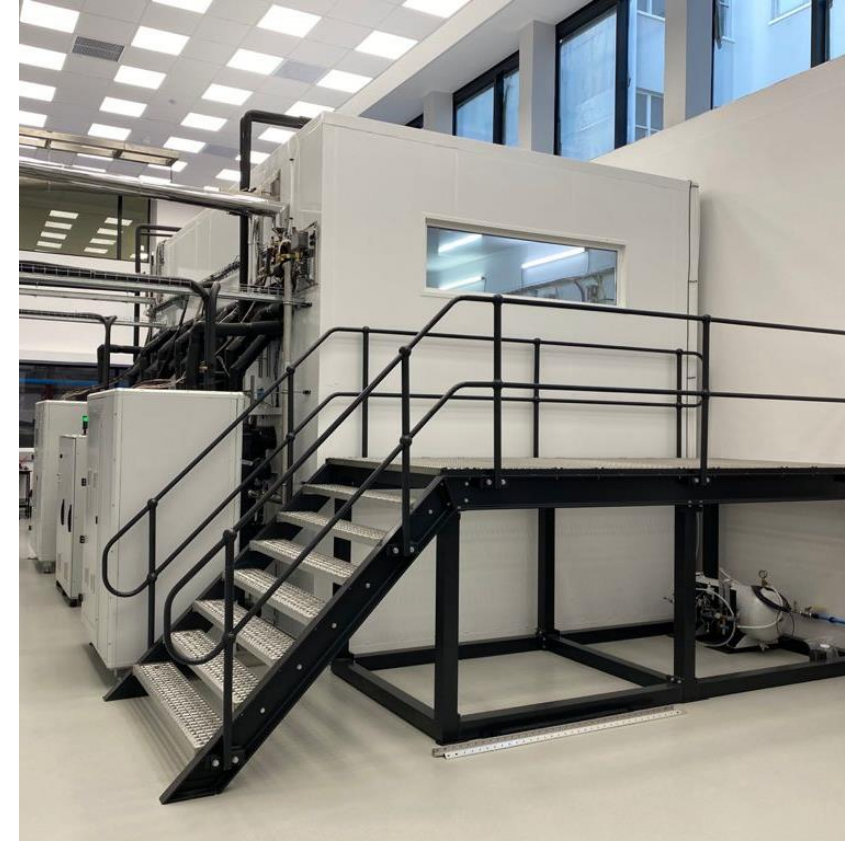




BMRI Biomedical Research Institute

- 37 121m² Facility
 - 20 500m² Facility
 - 16 621m² Newly built facility & refurbishing
- BSL3 Laboratory: Biggest in Southern Hemisphere





BMRI Biorepository Unit (BIOS)

- Hamilton BiOS, a large-scale, automated biological storage system
- -80° C storage
- Can store 3,5 million medical samples
- Automated sample banking and retrieval facility

LESSONS LEARNED



photo by Stefan Els



LESSONS LEARNED

- Engage Stakeholders Early
- Balance Structure with Flexibility
- Develop Project Manager's Soft Skills
- Optimize Technology Use
- Focus on Continuous Improvement
- Break Down Silo's Across Departments

“If you want to predict the future, you need to invent it!”

