

Rentokil Initial Case Study

Establishing a Consistent Project
Management Method



ACCREDITED CONSULTING ORGANIZATION





Initial

Initial Textiles & Hygiene Services (part of the Rentokil-Initial group) has placed excellence in project management at the heart of its strategy. Instead of adopting a standard best practice method, it has used best practice principles from the PRINCE2® method to inform and guide, but ultimately it has created its own bespoke method which is designed to appeal to its project managers (PMs), and to aid senior management’s decision making.



success in delivering large scale change. At Initial, we are part way through a development which will change our organization from being in many cases originally local businesses in many countries into an European player in the Hygiene and Textile Services Sector,” says Titus Dijkstra, Programme Director, Initial, Hygiene and Textiles division.

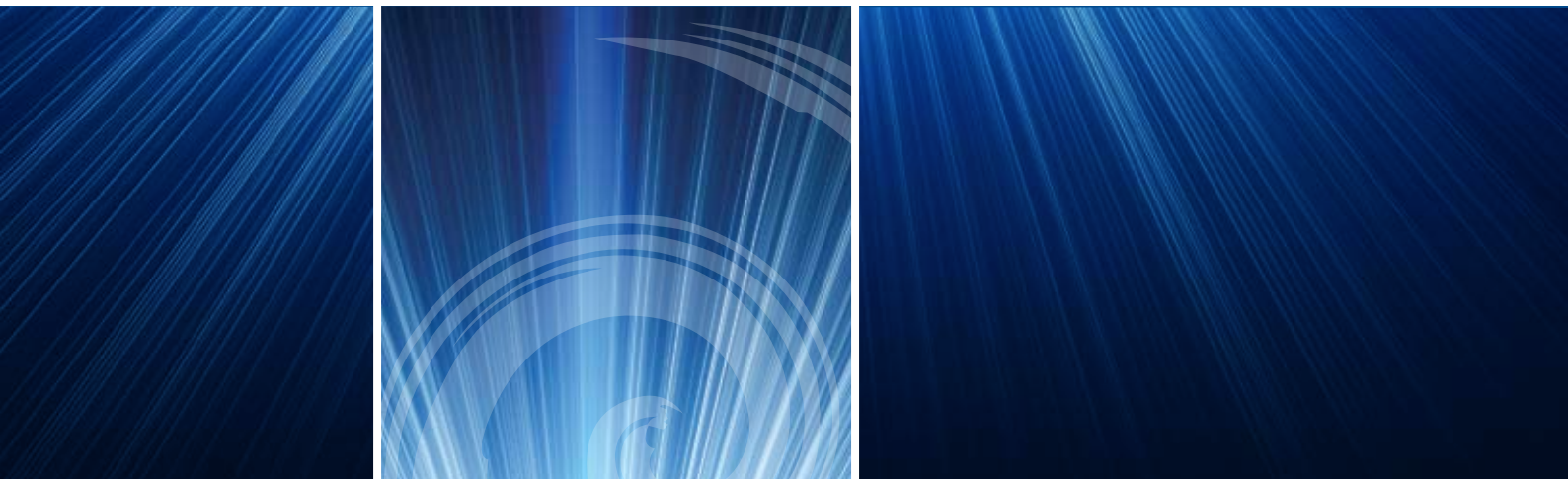
As one of the world’s largest business services companies, Initial delivers a wide range of essential support services globally such as facilities cleaning, workplace hygiene, work wear and medical supplies disposal. The Initial business is separated into different Divisions in different geographies, mainly by service sector.

“Our businesses across the world have historically been rather independent in what they do, how they work and how they operate, partly due to the way in which the company has grown through acquisition. Some time ago we started professionalizing our project management processes so that countries are not acting as autonomously but in a co-ordinated way. We are beginning to leverage the benefits of this for systems, products, marketing, sales and supply chain.”

Any project management method must be easy to follow.
Titus Dijkstra, Programme Director, Initial, Hygiene and Textiles division

“We are transforming our businesses into an organization with uniform ways of working. Ultimately this will benefit customers who will have visibility of a streamlined service oriented business working efficiently. It will also benefit our businesses in each country, which have had varying levels of

About three years ago Rentokil-Initial created its own Project Management Framework (PMF). “Everyone working in projects across Rentokil-Initial was expected to work with this method, but there was a lot of resistance to it, mainly due to its size and perceived complexity. The PMF method has 10 phases with 56 different documents. This is great where dedicated project management professionals are running projects who are skilled in adapting a method to their project needs. However the majority of projects in Initial were managed by people with ‘day jobs’, who fit projects in around their daily roles and routines.





“Our Divisional Managing Director took the decision last year that we needed better visibility and management of our projects, as they form a core part of what we do as a business. He recognized some of the shortcomings in the current recommended project management method.”

Titus was appointed as Programme Director in June 2010 and immediately started looking at the project management methods in use (or not as the case may be). His previous experience in running projects in the Netherlands is that any method needs to be simple and easy to follow, and any documentation needs to be as light as possible for it to be used effectively. He started to expand on a simple method he had tried and tested in his own projects before.

“Initial was already working with CUPE Projects – an Accredited Consulting Organization, to work on one of our business projects last year. CUPE made some recommendations for improvements to our new method, particularly around best practice, and we worked with them closely to formalize the method and document templates”

The new version developed in partnership with CUPE has only five documented phases – each of which is mandatory - and ten documents. Projects pass through five decision gates. The organization is also implementing a balanced scorecard to deliver its strategic objectives and all projects are required to utilize this approach.

Sheila Roberts, Director, CUPE Projects explains, “In deciding what would work best for Initial, we had many discussions about how the method needed to work. Initial entered into an open partnership with us where we provided the project management expertise and they provided the company expertise. We had an honest and open dialogue to find the optimum balance. This approach ensured the PMF Lite method would work for Initial, but it also met best practice principles. Everyone who provided input to the method was committed to improving performance. They welcomed a method which will help them deliver, but without a heavy bureaucratic overhead.”

The new PMF Lite method is designed to give PMs a much clearer steer on what is expected in different phases of their projects, and how documentation should be completed.

“It was useful to get the external expert guidance from CUPE,” Titus says. “CUPE was able to ask questions which challenged my thinking. They ensured we didn’t take any shortcuts! Ultimately they helped ensure the framework is fit for purpose.”

Training Project Managers to use the new PMF Lite

The process of embedding the new PMF Lite started in December 2010 and will take two years to complete. The PMF templates and training materials have been translated into four other languages by CUPE, who also trained Initial’s internal trainers. Training was initially delivered in 6 countries and in 3 languages.

Anna-Louise Regan is the PMO Support Manager. As well as being the Divisional PMO, she has been responsible for rolling out the training programme to 150 people in Europe. She has established an online repository of all the programmes and projects in the Division (which covers Europe) and will support new local PMOs setting up their Programme Offices and the supporting tools such as subsidiary sites. The method and templates are all available in all languages to all PMs on-line.

Project managers are now properly supported, decisions are made in a timely manner, and projects progress more effectively.





“The PMF Lite templates are geared to our business and what we need to know. Documentation is completed in stages, so it’s an absolute requirement that the last stage is signed off before a new one commences. This allows us to make informed decisions as the project progresses instead of diving in and carrying on regardless. We are completely geared around governance.”

Anna-Louise has driven the work to define roles and responsibilities within projects. “Previously PMs were left to run projects by themselves and they did not have very much support if things went wrong. Now we have been able to engage the senior teams and projects are driven through the Programme & Project Board. This means that PMs are properly supported, decisions are made in a timely manner, and projects progress much more effectively.”

One of the initiatives that has benefitted from the new framework is customer pricing. “We have overhauled our strategic pricing using a project managed through PMF Lite. Previously countries acted independently with no single process for pricing services offered to customers. We have two work streams which focus on delivering a new process and a new pricing tool. This project ends in 2011. This is exciting because it’s the first time that all countries are not only working using a common approach in project management, but are also working together to define the best process for all, which will ultimately help the business.”

The other clear benefit is that MD Peter Slator has – for the first time in the organization’s history – a full overview of what is happening across the organization on a project level and this really helps focus on the projects to get things done.

Lessons learned

Titus and Anna-Louise agree that one of the important things they have learned is the strategic significance of projects to the business. “Before we thought that staff could manage projects alongside their ‘day job’ but now we understand that the skills required and the responsibilities of the PM are very specific.” Titus says.

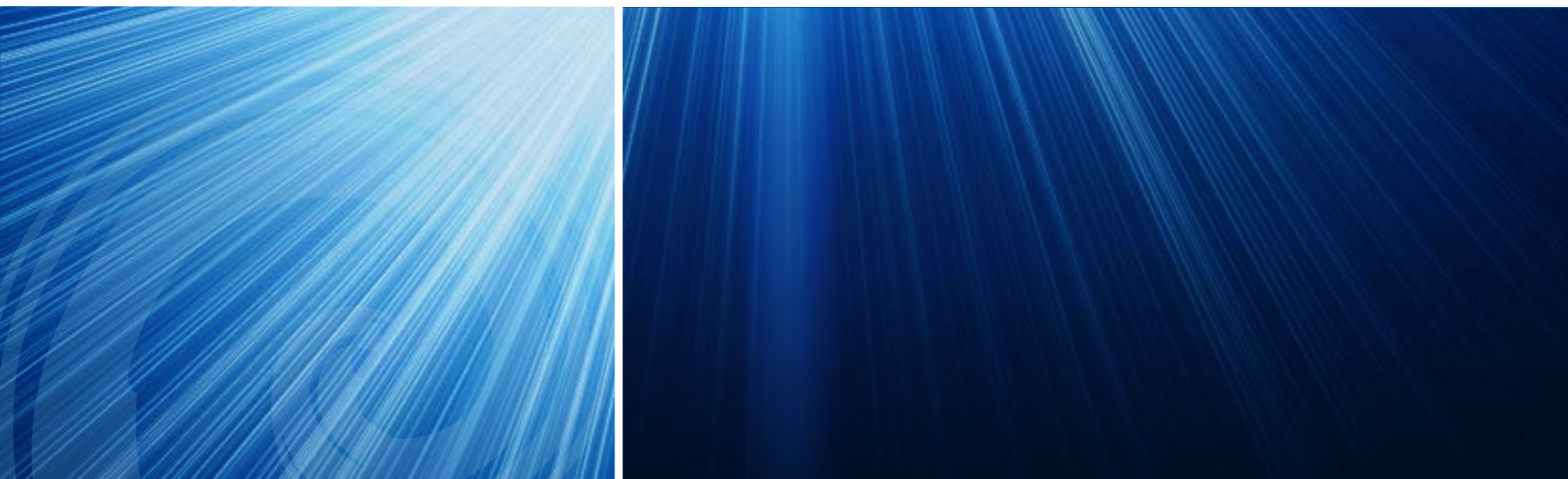
Anna-Louise agrees: “Our PMs play a vital role in bringing the strategy to life and it is important they are motivated, empowered and supported to do their best.” An important goal for PMF Lite is to combine a demand

for the lowest administrative burden with the necessary governance and best practice needed to drive projects successfully.

The organization has also benefitted from the structure and clarity that its framework provides. “People need to know what they are responsible for and what they need to deliver. It’s a lot easier to implement if you keep things simple. We still get resistance when we ask people to do things in a new way but we are finding that people understand the PMF Lite method and can apply it – when they can see the benefit they start working with it. It’s important to ensure the barrier to starting is low.”

Sheila Roberts of CUPE adds, “It’s clear that the organizational awareness of project management has significantly increased and with this there is a better linkage between the strategic objectives and projects. The capacity of the organization to deliver projects is now better understood and decisions on phasing and allocation of resources can be taken from an informed position. The business areas outside IT now see project management as a core skill rather than projects being ‘hidden’ as part of business as usual.”

It’s clear that organizational awareness of project management has significantly increased.





Sheila Roberts of CUPE reports that PMs have been able to reduce the amount of time spent reporting. "There is now only a single report required which, in turn, is used as input to reports for all the other forums. They used to have to report the same information in different formats for different audiences, so clearly this is a huge time- and therefore cost- saving for them."

Sheila recommends other organizations follow Initial's lead when they are thinking about how to get good working practices established on projects. "Initial chose to create something that works for them without preconceived ideas of what it would be. It was not constrained by needing to fit with IT or other systems, nor did it need a label. It was designed with the need to enable the PM to deliver projects, but reducing the burden of bureaucracy, while at the same time, improving information availability and visibility at Director Level. The whole process kept the organizational end to end solution in mind."

Benefits of PMF Lite

- Visibility throughout the organization
- Focus on what will be delivered
- A clear set of templates and processes
- PMs know if they follow PMF Lite method they will be doing a good job

Advice for other organizations

- Think about what you need, and don't try too hard to follow 'best practice' blindly
- Get the support of your senior management – without this you will fail
- Keep the administrative burden low so people use what you create
- Ensure they understand this is the minimum requirement

About Initial

Initial began trading in 1903 when an American, Mr. A.P. Bigelow, started a towel rental service for London businesses. Each customer had their initials embroidered on their towels – and so the Initial Towel Supply Company was born. In time the business grew and expanded into many other countries.

Initial's businesses operate in some 40 countries around the world. In the United Kingdom services include washroom hygiene services, contract cleaning services, facilities management, catering, clinical waste and building maintenance. Acquired by the Rentokil Plc in 1996, it is now part of Rentokil Initial. Rentokil has added international know-how and business acumen to the group's operations, and today the two businesses still trade separately under the Rentokil and Initial brand names.

With continual innovation, advanced management systems and the highest standards of customer service, the organization is recognized as a leader in its field.

About CUPE Projects

CUPE Projects is an Accredited Consulting and Training Organization for PRINCE2®, MSP®, P30® MoR®, MoP™, MoV™, Agile Project Management™ & Earned Value™. CUPE delivers accredited consulting and training for a wide range of clients. CUPE is DHL's preferred project management partner having delivered training and consultancy for over ten years across all continents. CUPE is also one of DHL's executive coaches. CUPE has undertaken consultancy work for Department of Health, Police, NHS Trusts, ING bank, IMF, and Southampton Solent University.

CUPE helps corporate Training and Human Resource departments develop new project capabilities, improve project performance and deliver improved staff capabilities. They also assist in major change management programmes, providing a range of services from Assessments, Assurance, Coaching to Document Reviews, E-Support, Project Workshops facilitation, Teambuilding, Registered Consultant and Approved Trainer programmes.

For individuals new to Project Management, or skilled professionals, CUPE can help candidates attain their best results. For corporate clients, CUPE will help organizations achieve world-class standards of project performance. www.cupe.co.uk



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