

PMO and Projects

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Content of the presentation

- Project Management Office
- Projects and Project Portfolios (Case: Youth Guarantee)
- FinnWayLearning
- From Darpa to Nudge

Project Management Office

General services

- general coordination of activities
- project planning
- support for project activities and actors
- productisation of project results

Invoiced services (according to actual costs)

Projects and Project Portfolios

The objective of the project activities is to...

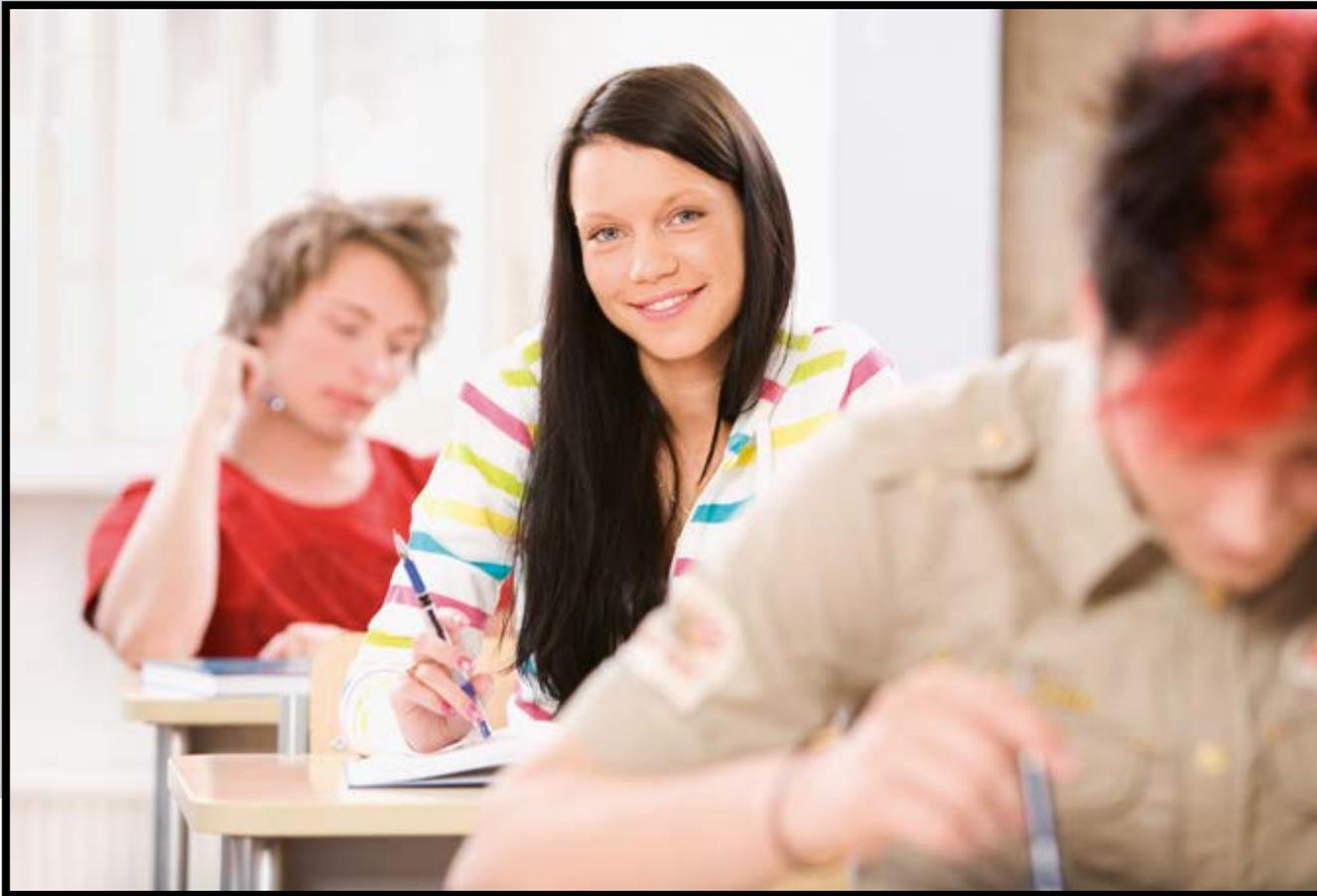
- support the strategic development of the division
- improve the management and leadership of the project entities
- increase the cooperation between projects
- reduce overlap
- learn from the others
- increase the productivity and effectiveness

Projects and Project Portfolios

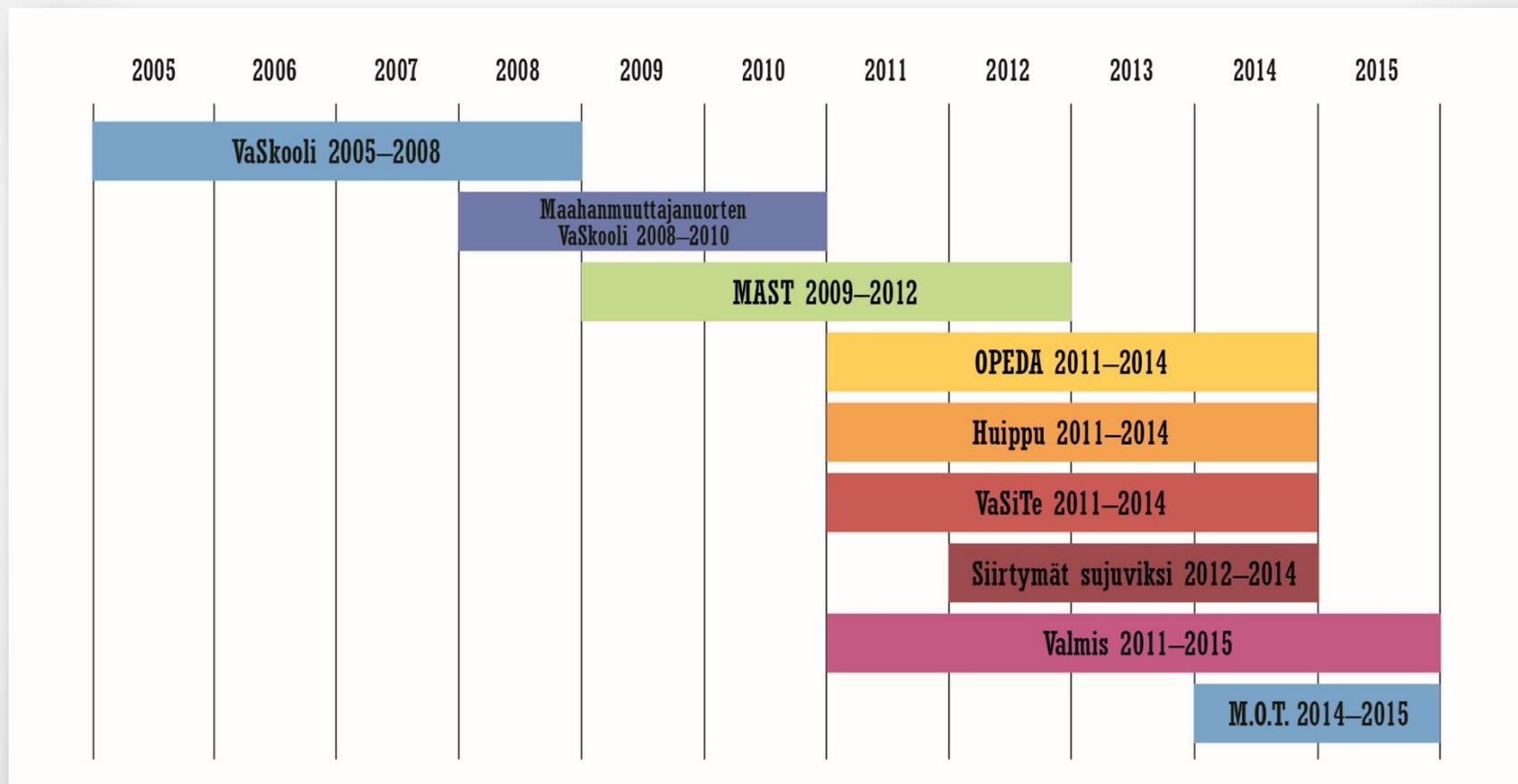
The projects of the City of Turku Education Division are divided into **six project portfolios**:

- Youth Guarantee
- Learning, guidance and growth support
- Information and communication technology in education and guidance
- International operations
- Working life cooperation and services
- Organization's operational capability

CASE: Youth Guarantee



YOUTH GUARANTEE PROJECTS IN SOUTHWESTERN FINLAND, 2005–2015





YOUTH GUARANTEE VISION

According to the vision of the Youth Guarantee NOW project, **the Youth Guarantee will be implemented in the Turku region in 2017**. For this, the following things are required:

1. Every young person will be provided with sufficient support and guidance during and after comprehensive school, so that they can move forward in their lives to further education or other meaningful activities.
2. Most young people (90%) in upper secondary education will complete their studies and gain the ability to enter working life or further education.



YOUTH GUARANTEE VISION

3. Every young person will be provided with the guidance and support that he/she needs to find a job or a place in further education, workshop or rehabilitation.
4. Young people will take active responsibility for their own lives.
5. Parents will support young people in their efforts to reach their full potential, and parents themselves will receive sufficient support where needed.

YOUTH GUARANTEE VISION



6. Everyone from public officials to worklife representatives will actively work together and focus on finding opportunities and creating new innovations.
7. Active and effective steps will be taken to remove any bureaucratic obstacles.





ACTIONS SUPPORTING THE REALIZATION OF THE VISION

Continued operations – If It Ain't Broke, Don't Fix It

Activities in need of development – Business as Usual

Radical innovations – To Boldly Go Where No Man Has Gone Before

Catch 22 – Don't Try This at Home



IF IT AIN'T BROKE, DON'T FIX IT



CONTINUED OPERATIONS



1. Continuing the exchange of information and cooperation in the transition phase
2. Continued use of the Southwest Finland provincial guidance model
3. Providing sufficient resources to ensure the continued operations and development of low-threshold guidance facilities
4. Ensuring sufficient guidance and support activities in upper secondary vocational education

CONTINUED OPERATIONS



5. Continuing and developing the practices for increasing the participation of young people
6. Developing entrepreneurship training at all levels of education
7. Continuing and clarifying the operations of cooperation networks
8. Continued cooperation with parents

CONTINUED OPERATIONS



9. Continuing the cooperation between Youth Guarantee actors and working life and developing it further
10. Continued use and further development of operating models that stimulate young people and promote their access to employment



BUSINESS AS USUAL



ACTIVITIES IN NEED OF DEVELOPMENT



1. Developing and enhancing the communication about the Youth Guarantee
2. Developing the cooperation between vocational institutions and special education vocational institutions
3. Developing and mainstreaming youth apprenticeship and its operational models
4. Developing the Ohjaamo 2.0 operating model for an improved easy-access, one-stop guidance service point, and finding and stimulating young people who have long been outside the reach of the services

ACTIVITIES IN NEED OF DEVELOPMENT



5. Developing preparatory education
6. Improving the teaching of life skills and the skills needed for independent learning and career planning
7. Creating a joint Youth Guarantee forum for Southwest Finland
8. Developing new guidance and teaching practices and learning environments
9. Continuing the Skills Programme for Young Adults and mainstreaming its operating models



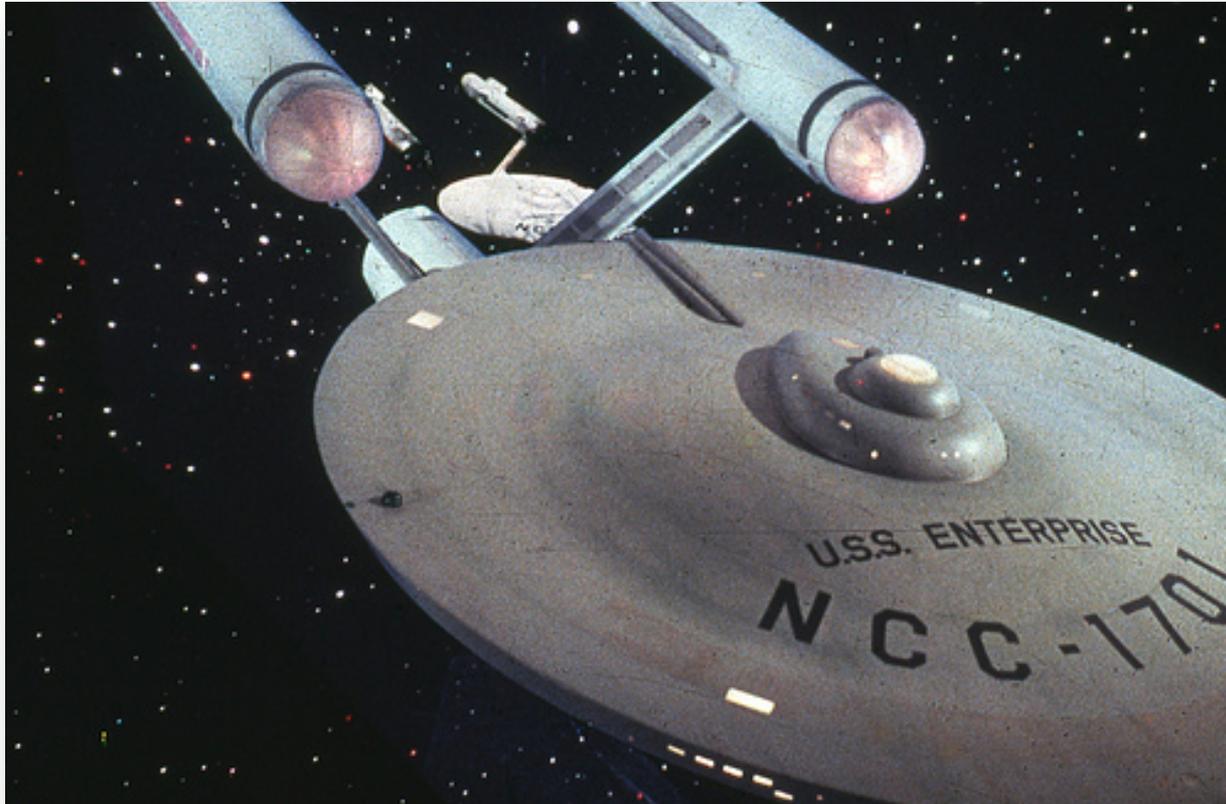
ACTIVITIES IN NEED OF DEVELOPMENT



10. Mainstreaming the social perspective of procurement strategies
11. Better and more extensive utilisation of models developed elsewhere
12. Early intervention and early start to the transition phase
13. Increasing guidance and support activities, career counselling and working life cooperation in upper secondary schools



TO BOLDLY GO WHERE NO MAN
HAS GONE BEFORE



RADICAL INNOVATIONS



1. Establishing an open vocational college in Southwest Finland and developing its operations
2. Revising the youth apprenticeship model on the basis of similar models from Germany and the Netherlands by e.g. establishing separate apprenticeship salary levels outside those dictated by collective bargaining agreements; the term “apprenticeship” may have to make way for a new one (e.g. “training agreement”)
3. Trying out and adopting new types of reward systems in the public sector in such a way that the sectors, actors, or employees who produce significant savings by reducing the social exclusion of young people also receive a financial reward for their actions

RADICAL INNOVATIONS



4. Significantly increasing the role and responsibilities of young people by letting them take charge of important projects
5. Creating new guidance and teaching practices and learning environments
6. Making it mandatory to complete comprehensive school
7. Opportunity for persons with partial work capacity to receive wage subsidies for their entire life

CATCH 22 – DON'T TRY THIS AT HOME



CATCH 22: ACTIONS

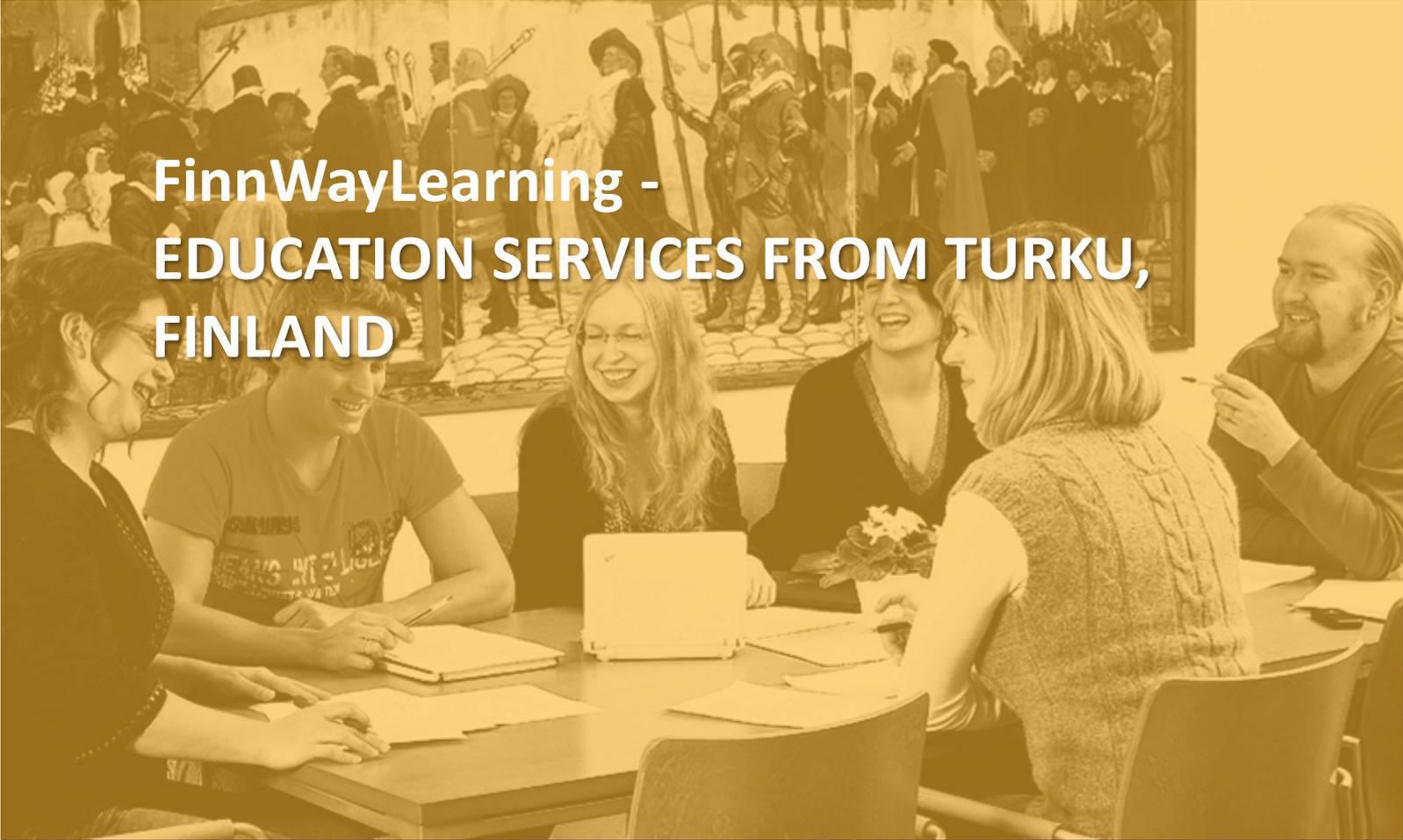


1. Improving the flexibility and motivational properties of support systems
2. More flexibility in wage subsidies and work try-outs
3. Promoting actual long-term saving
4. Changing data security regulations to make it easier to exchange information regarding young people at risk
5. Replacing sector-based thinking with cross-sector development and cooperation
6. Removing the “can’t be done” attitude and increasing courage

SIX REASONS TO IMPLEMENT THE YOUTH GUARANTEE



1. The social exclusion and marginalization of young people is an economic burden
2. The social exclusion and marginalization of young people threatens social stability
3. Working life requires a contribution from everyone
4. Education increases the years spent in working life
5. Implementing the Youth Guarantee will generate enormous savings
6. The Youth Guarantee is a part of a just society



FinnWayLearning -
EDUCATION SERVICES FROM TURKU,
FINLAND

INVEST IN WORLD CLASS LEARNING

FinnWayLearning – a unique consortium of education expertise

- Collaboration between City of Turku and regional education establishments
- Everything from comprehensive to higher education
- Over 60,000 students in total
- Over 8,000 staff in total

FinnWayLearning education services covering three areas

Learning and pedagogy solutions

New methodology and content for education and training.

Linking education with working life

Planning education according to the specific demands of working life;
promoting innovation in universities.

Chains of education

Creating and maintaining effective, business branch specific value chains
covering all levels of education.

We provide

- Expert lectures, seminars and workshops
- Consulting
- Research and development
- Study visits
- etc.



PARTICIPANTS in FinnWayLearning



INVEST IN WORLD CLASS LEARNING

Turku

- Population of the Turku region 330,000
- Strong branches of industry: biotechnology,
- ICT, marine industry, creative industries
- Great logistics and travel connections to Scandinavia and Continental Europe

TURKU





City of Turku Education Division

University of Turku

Turku University of Applied Sciences

Novia University of Applied Sciences

Turku Adult Education Centre

TURKU



FinnWayLearning

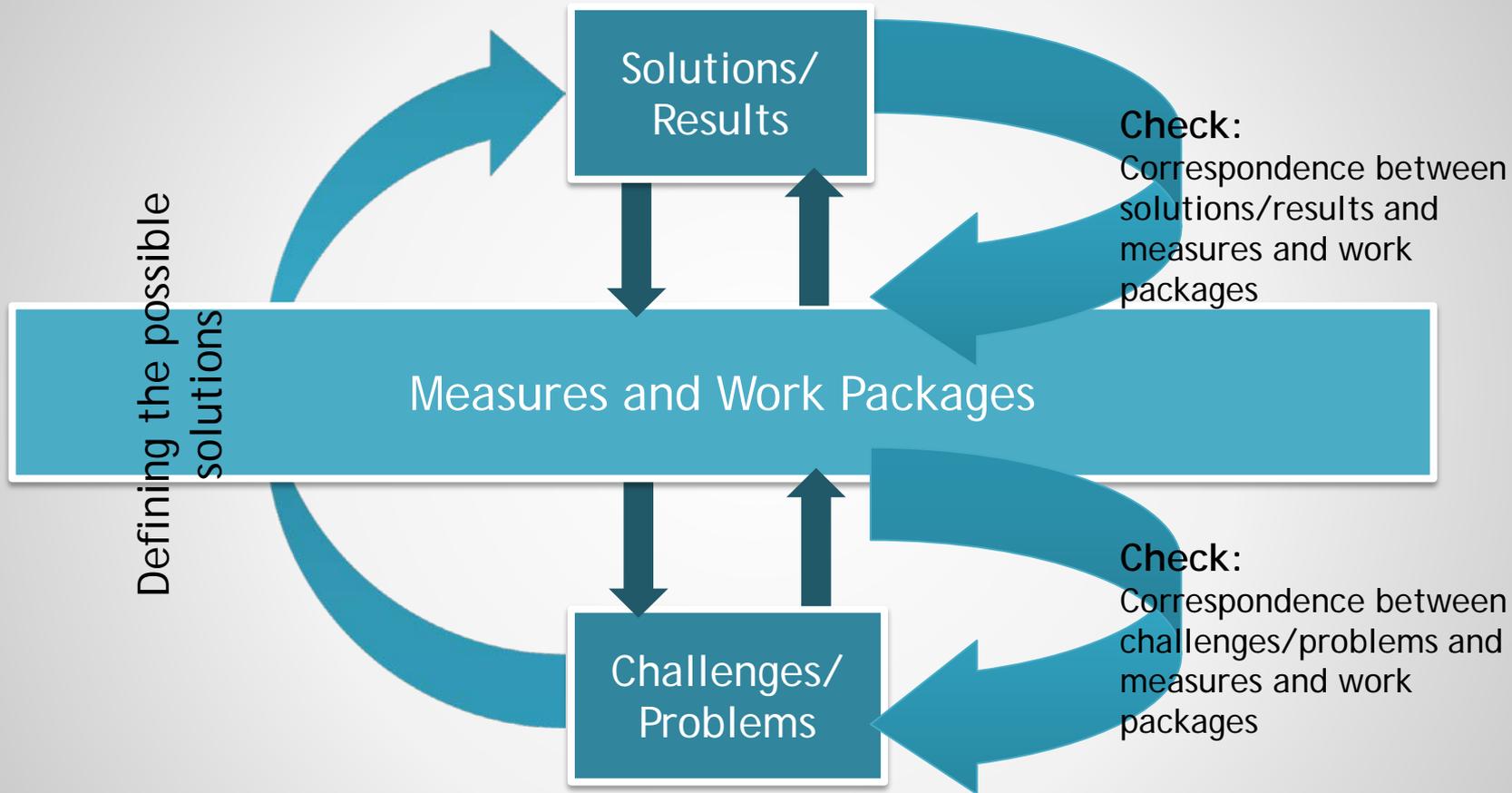


Setting the Standard for
Top Education

From DARPA to Nudge: How to Use Development Tools and Create a Right Mindset



Some Tools...



Phyllis, this looks a lot like the Southwestern desert"

"Yes, doesn't it?"

"But, you really have no idea what the surface of the moon is like? It could be powder, or jagged needles..."

"Look, the engineers can't work without a specification. If it turns out to be a lot more difficult than this, we aren't going to be spending much time on the moon anyway."



Source: Richard Rumelt: Good Strategy, Bad Strategy



Case: Los Angeles, California

Challenge: Too many high schools with graduating students not reaching the learning goals

Solution: Development project in which the schools were rewarded based on their improvement in the learning results of the graduated students

What Went Wrong?

You Get What You Measure



Agile projects

Agile projects

- individuals and interaction
- functional application
- cooperation
- reacting to change

Traditional projects

- processes and tools
- precise documentation
- contract negotiations
- following plans

Which model suits better for your work/organisation? Why?

SCRUM



Scrum is an agile software development methodology for managing product development.

Key principle is that the customers can change their minds during production processes, and those unpredicted challenges cannot be easily addressed with traditional project models. Scrum focuses on maximizing the team's ability to deliver quickly and respond to emerging requirements.

Must-win Battle

- the leadership chooses a few objectives and focus areas that are important for putting the strategy into practice
- all developmental measures and required resources focus on achieving these objectives
- the leadership and other persons in charge actively monitor and evaluate the progress of these objectives

What are your organisation's battles that you can't afford to lose?

Lean

- Lean ideology is based on Toyota Production System (TPS), and it was first introduced in a book called "The Machine That Changed the World" (James Womack and Daniel Jones, 1991)
- The core idea is to maximize customer value while minimizing waste
- Value - Non profit - Waste
- Key issues: continuous improvement, respect for people, management support, long-term objectives

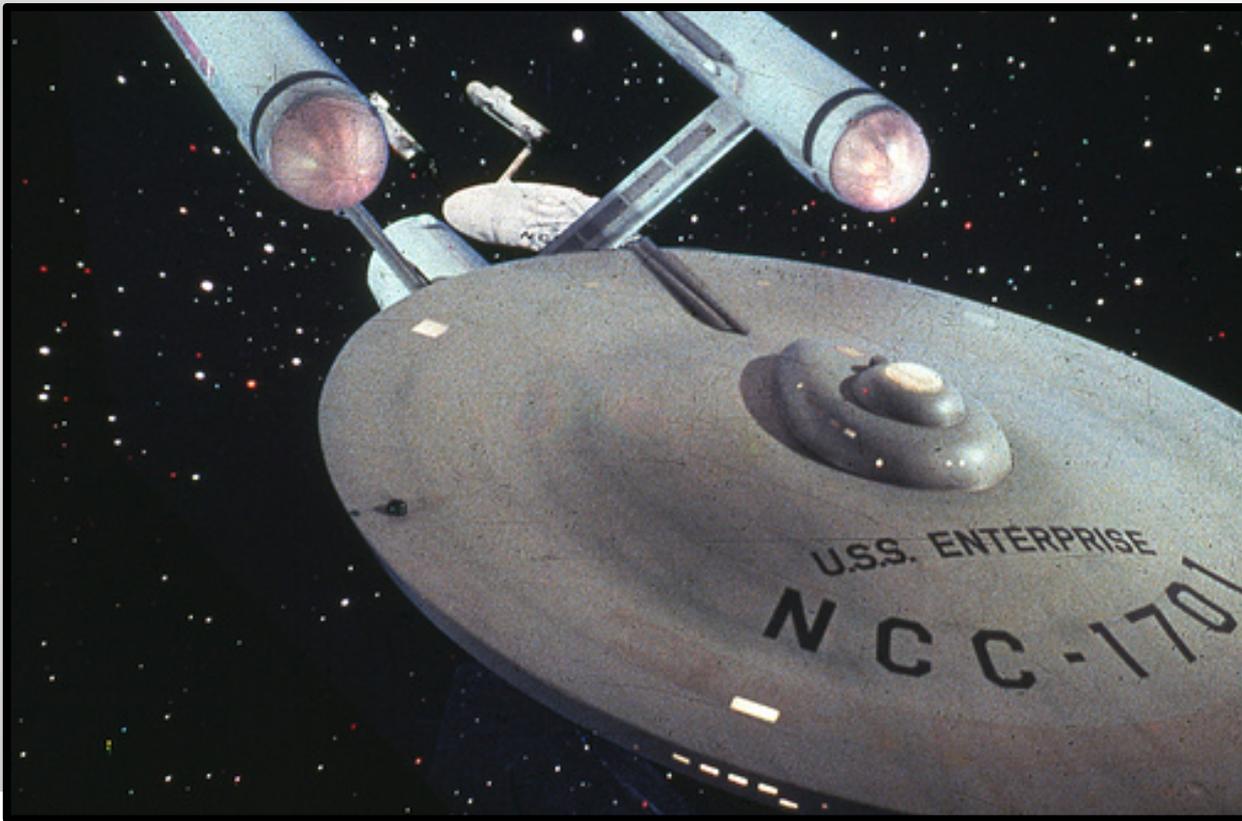
Lean

- “Empowered and inspired teams systemically solving problems permanently as part of the daily work”
- Focus on what you want - goals
- Every problem is an opportunity in disguise
- Integrate the culture of continuous improvement into the dna of your organisation

DARPA

- DARPA (Defense Advanced Research Projects Agency) is a research organization that is a part of the United States Department of Defense
- DARPA has provided funding for the development of such innovations as the Internet, GPS tracking, and stealth technology
- The key element of this developmental model is setting the objectives so high that up to 85% of projects fail. Despite this, even unsuccessful projects provide a great deal of new information and results that can be utilised elsewhere
- The model emphasises the idea that easily achieved, safe goals only tend to yield mediocre results

How Boldly Would You Go to Uncharted Territories?



Nudge

Concept of nudge was created by Richard Thaler and Cass Sunstein in the early 2000s'. Nudge means working model in which people are gently guided to act in a hoped manner.

One of nudges' most frequently cited examples is the etching of the image of a housefly into the men's room urinals at Amsterdam's Schiphol Airport, which has been reported to reduce cleaning expenses by 80 per cent.

How would you use nudge to implement, for example, new pedagogical practice?

Tool for Transferring Innovations

ENGAGEMENT

PLANTING

DISSEMINATION

SURVEY

- identifying problems and the need for change
- planning the process
- finding possible solutions

EVALUATION

TESTING

- good practice into use
- a part/parts of good practice into use
- modification of the practise into a new environment
- piloting new practises
- development project
- implementation project

EVALUATION

IMPLEMENTATION

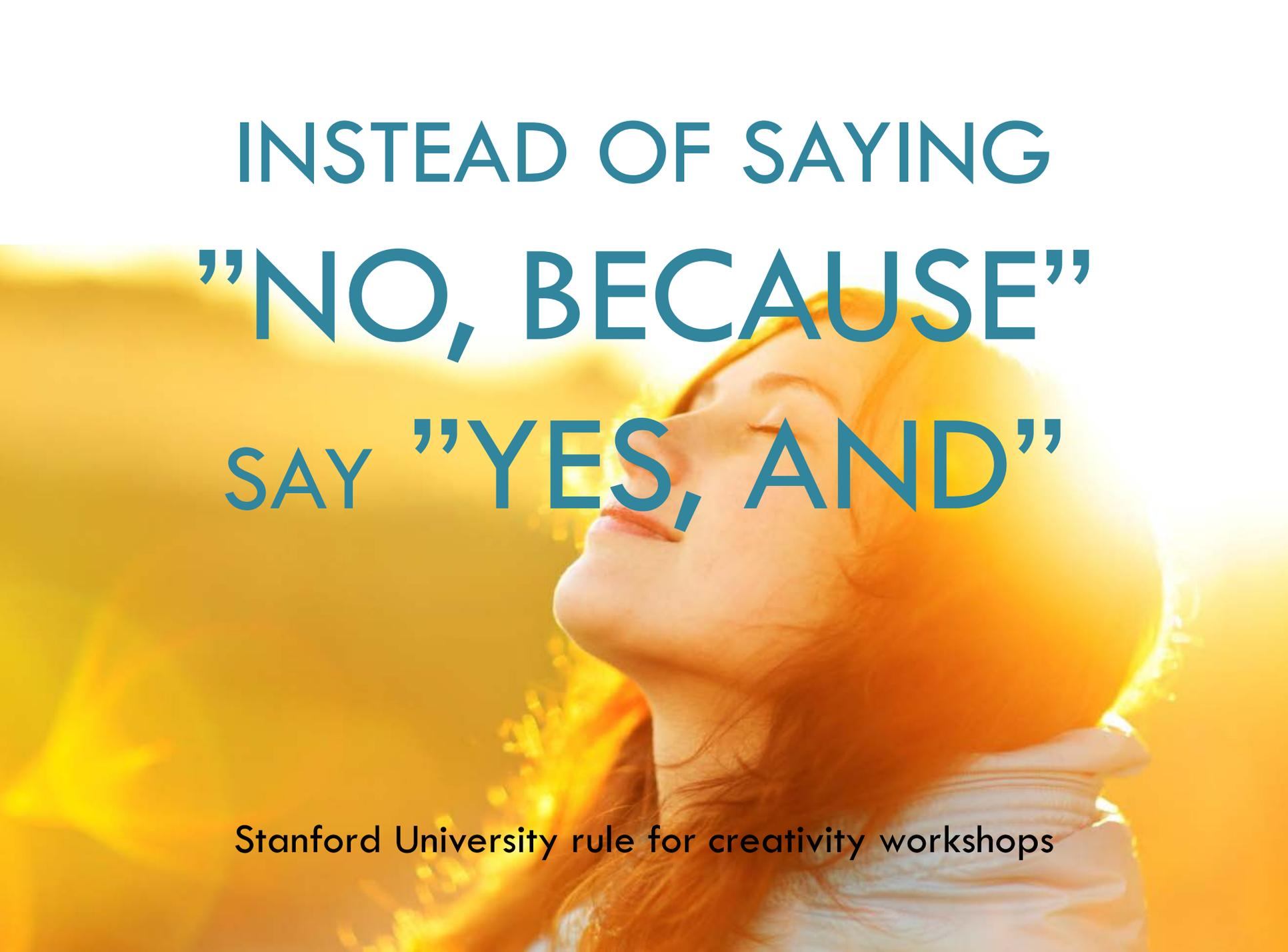
- description of results and product development
- mainstreaming and planting
- dissemination
- Intense dissemination
- new ideas for development

NEW IDEAS FOR DEVELOPMENT

Mindset

Get Better -Mindset (vs. Be Good -Mindset)

- Be Good -mindset works in simple tasks; failure causes frustration whereas focusing on development (get better) faces difficulties and failures with "what I could do better" attitude
- In Get Better -mindset you can learn from the others; in Be Good -mindset you are threatened by those who do better



INSTEAD OF SAYING
"NO, BECAUSE"
SAY "YES, AND"

Stanford University rule for creativity workshops