The Portfolio Management Office

Project Management Process Overview

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Why Project Management?

• For most organizations, the largest investments they make are in the form of projects
  – Too many projects risk failure to achieve objectives, timeline and return on investment
  – The most often-cited reason for success or failure of major initiatives is the degree of project management (planning)
Objectives

- Establish an environment which guides the organization to improved project delivery through better planning. This requires enhancement of the organization’s project management “core competencies.”

- Put in place the supporting infrastructure to enable and nurture leading practice project management. This infrastructure includes disciplined processes, reporting, tools and techniques which guide projects from initiation through delivery.
Project Management Core Competencies

Understanding Technology

Quality Assurance

Risk Management

Issue Management

Estimating

Scope Management

Budget Management

Resource Planning

Project Planning

Understanding Business Value

Resource Management

Relationship Management

Staff Management

Suggested Use (Example):
Green = Demonstrated Competency
Yellow = Development Opportunity
Mission

"To support the oversight, management, and communication of the Information Technology Services investment portfolio."
Guiding Principles

- Business driven: focus on end products and outcomes for students and faculty
- Emphasize support and collaboration while providing leadership
- Use external expertise to incorporate and inculcate knowledge and leading practices into the organization
- Light footprint: implement adaptable and flexible methods and practices
- Focus on effectiveness, enable individuality
Customers and Stakeholders

- Students
  - PMO
  - ITS Staff
  - Office of the Chancellor Leadership
  - Business Unit Leaders/Managers (ASA, Finance, HR)
  - Board of Trustees

- Faculty
  - Governance
  - Project Managers
  - Advisory Groups

- Chief Information Officers
  - ITS Leadership & Managers
  - BU Project Managers
  - External Partners (OET, Vendors, DEED)

- College and University Leadership
  - Faculty College and University Leadership
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What Do Our Customers Want?

The PMO will improve ITS delivery and/or support of:

- Innovative services
- Increased faculty knowledge and use of e-learning
- Greater use of technology in classrooms
- Increased student orientation and skill training related to information technology on the campus
- Improved communication with students
- Greater computer availability with relevant software
- Expanded wireless access

Source: 2005 Student IT Survey
Approach: How Do We Improve?

Project Management Methodology Improvement

Plan
- Establish PMO leadership
- Staff the PMO
- Develop PMO communication plan including website
- Utilize light footprint standards

Implement
- Track, monitor and control performance of identified projects
- Build rapport with customers
- Establish leading practices
- Design enterprise governance for strategic initiatives

Sustain
- Transfer knowledge and leading practices
- Gather feedback from customers and stakeholders for improvement
- Measure PMO progress Innovate

Mobilization/Communication to Organization

We are here

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PMO Operations

Project Support or Delivery

Project Management

Communication and Reporting
Portfolio Management

Project Standards

Process/Methodology
Training
Coaching and Mentoring
Tools
PMO Project Performance

- Helps the executive team track the portfolio of projects in work by developing metrics against which projects can be measured
- Administers required status reporting and budget tracking on all projects

- Improves project delivery performance and minimizes risk
- Improves customer satisfaction among project customers
PMO Project Management

- Supports the delivery of projects or directly manages projects
- Facilitates mutual commitment from the business, campuses and ITS on all projects (i.e., timing and resources required for user acceptance testing)
- Improves ITS resource planning and allocation
- Ensures ITS customers are informed about project expectations, status and deliverables
Example: Project Status Reviews

The PMO conducts bi-weekly meetings with all Project Managers

• Team meeting
  – Each PM presents a brief summary of status
  – Cross-project issues and dependencies are also discussed

• Individual 1-on-1 reviews
  – Focus is on current project issues – and what can be done to address the issues
  – The PMO also works with the individual PMs to identify potential risks that may arise – and how to proactively mitigate the risks before they occur
PMO Project Standards

- Provides enterprise-wide project coordination, structure and consistency
- Sets standards and methodologies for projects in the enterprise
- Develops and delivers training and coaching
- Provides a knowledge management system that gathers project information, then broadly communicates this data in an accessible and useful format
Example: New Business Case

- A business case conveys the need for a new initiative that will:
  - Close an existing gap
  - Improve service to students, faculty and staff
- The PMO assists the author to develop a complete business case:
  - Suggests additional user groups / committee that should be sought out for input
  - Provides a conduit into ITS so that a preliminary technical implication review can be performed
- The PMO reviews the business case with the Cross-functional advisory group, to obtain additional feedback:
  - Results are shared with the author to strengthen the merits of the business case

The PMO facilitates the entire business case process
The Next Generation PMO:

- Reduce dependence on external resources by hiring staff and integrating external knowledge and skills
- Expand the scope of the PMO based on customer demand
- Measure the contributions of projects to the system’s strategy and objectives
- Use standard techniques and historical information to improve cost/benefit analysis and project estimating approaches
- Improve ability to plan for post-project operating costs
- Build trust with customers and measure progress of the PMO over time.

Support the system’s strategic investment in innovation