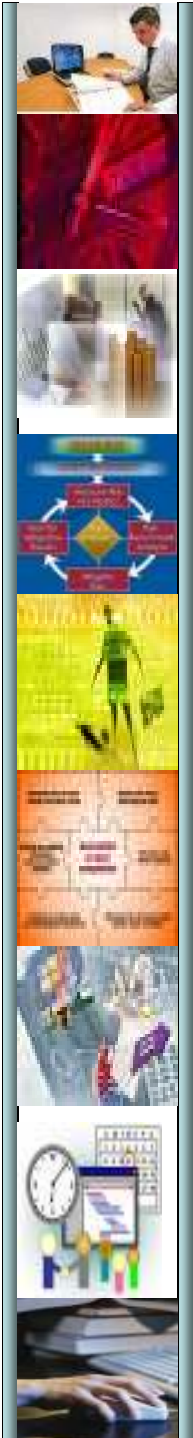


Enterprise Program Management Office Where to Start?

The Project Management Center of Excellence

Presented by: Mrs. Enid T. Vargas Maldonado, PMP
www.partnersfl.com

"PMI", the PMI logo, "PMP", the "PMP" logo, "PMBOK", "Project Management Journal",
"PM Network", and the PMI Today logo are registered marks of
Project Management Institute.



OUR GOAL.....

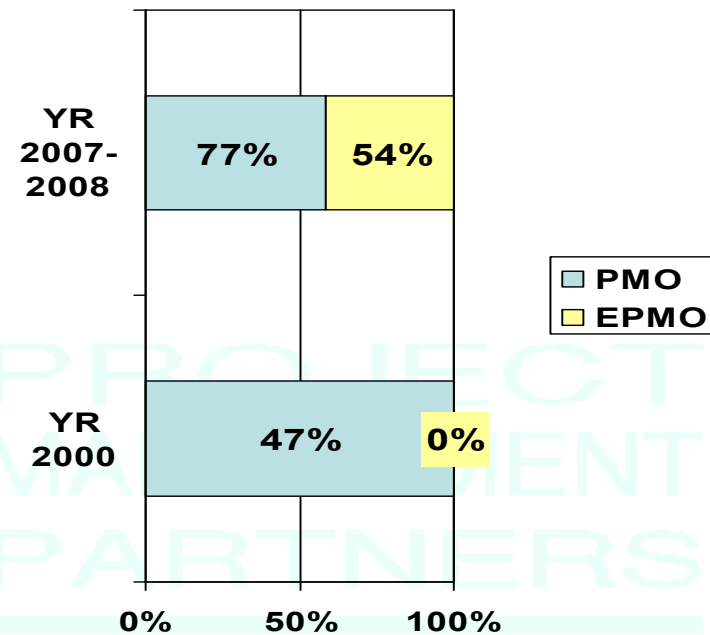
TO HAVE A **PM CENTER OF EXCELLENCE** THAT ADDS **VALUE** NOT BUREAUCRACY

Where to Start?

Lessons Learned

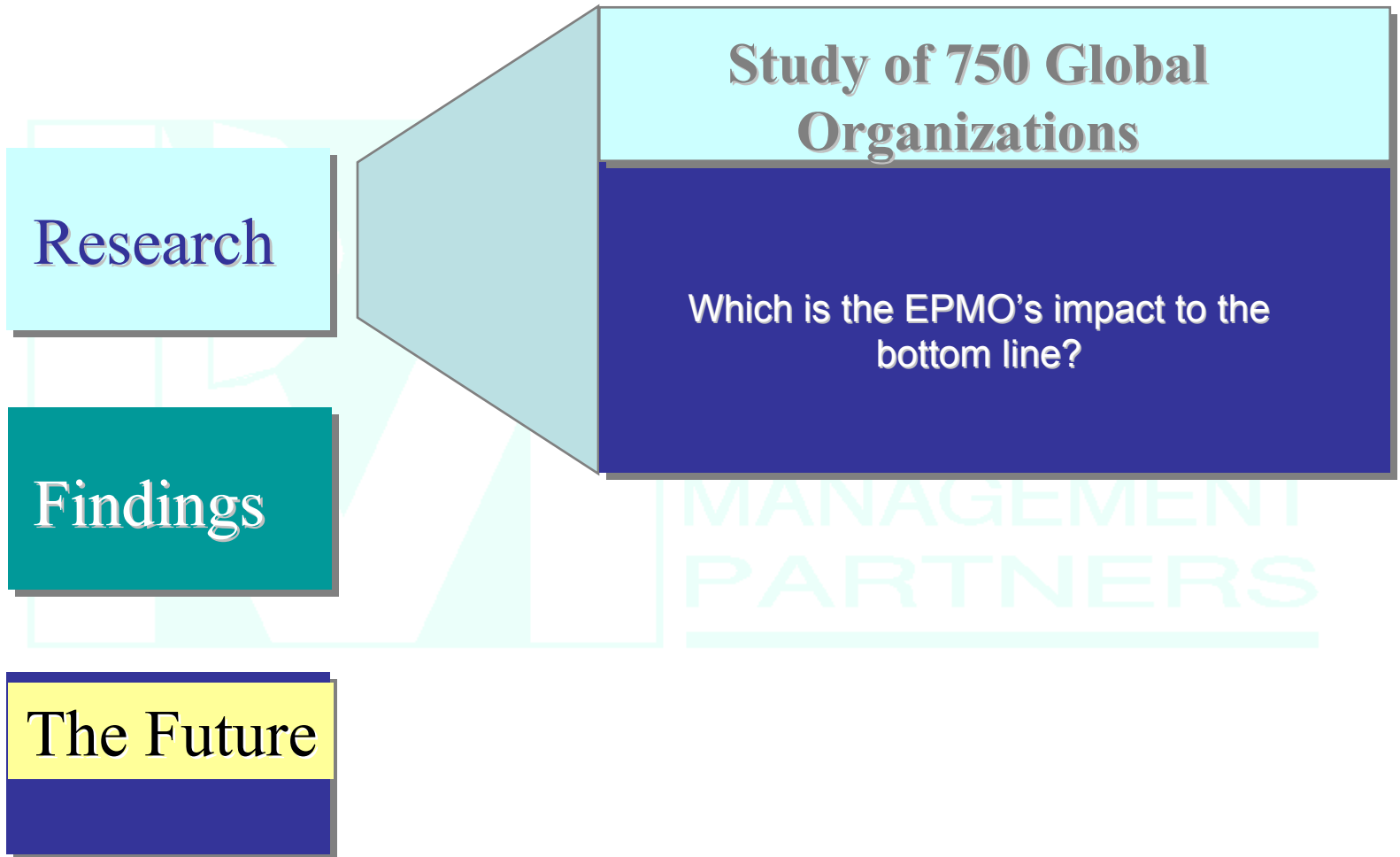
- Organizational Maturity level is the key, the PMO must **evolve gradually**.
- PMO often has short term to demonstrate its ability to create **value** before it is restructured or closed down.
- New PMOs are being created at a relatively **high rate** and they are being shut down or radically reconfigured at a similar rate.
- More than half the PMOs in existence today were created in the last **two years**.
- PMO's goal should be the **development** of project management as a profession.

PMOs: Growth and Expansion



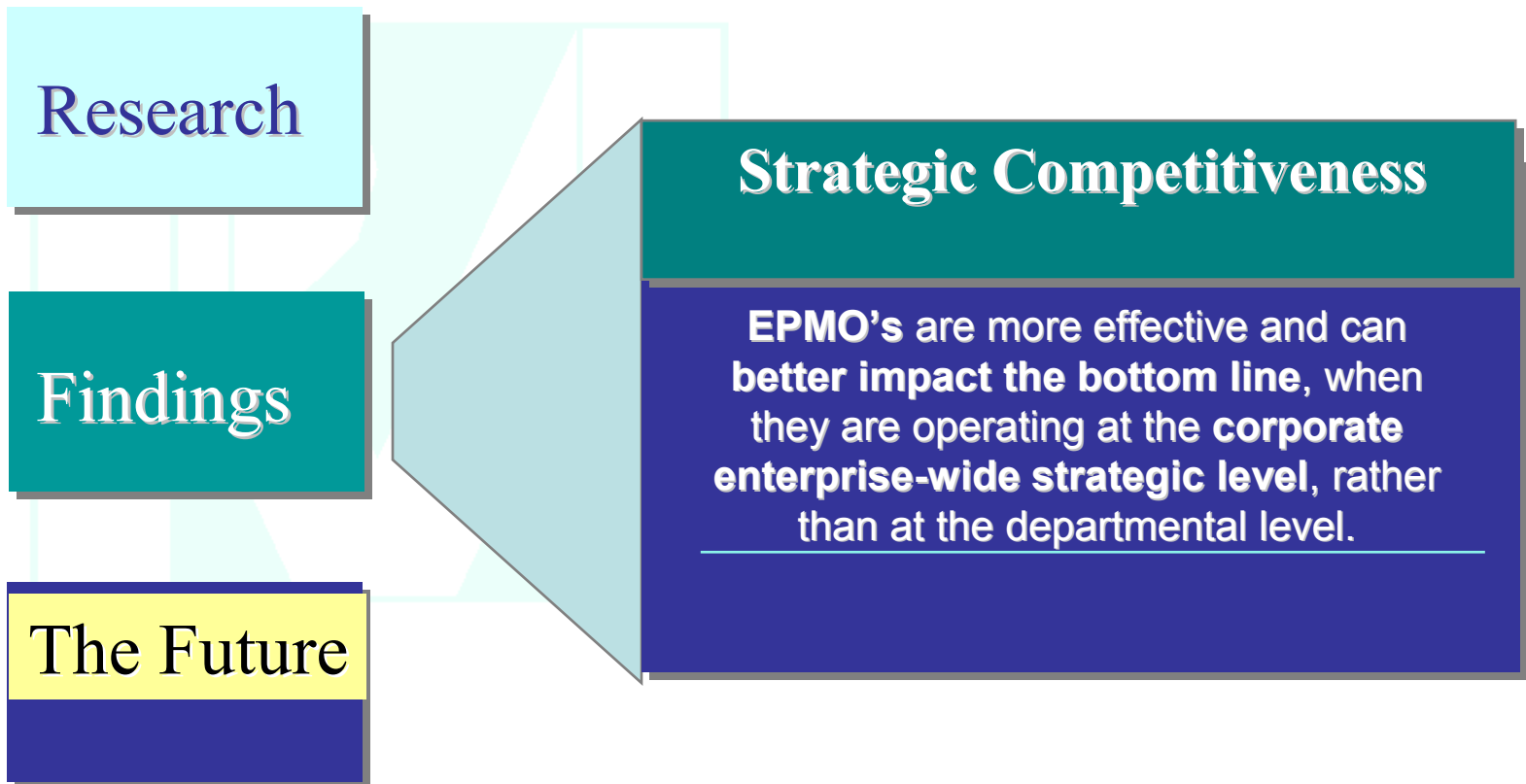
Source: *The State of the PMO 2007-2008 A BENCHMARK OF CURRENT BUSINESS Value of Project Management study.*

Where to Start? Lessons Learned



Source: [Michael Stanleigh](#) is author of the global report: ["From Crisis to Control: A New Era in Strategic Project Management"](#).

Where to Start? Lessons Learned



Source: [Michael Stanleigh](#) is author of the global report: ["From Crisis to Control: A New Era in Strategic Project Management"](#).

Where to Start? Lessons Learned



Research

Findings

The Future

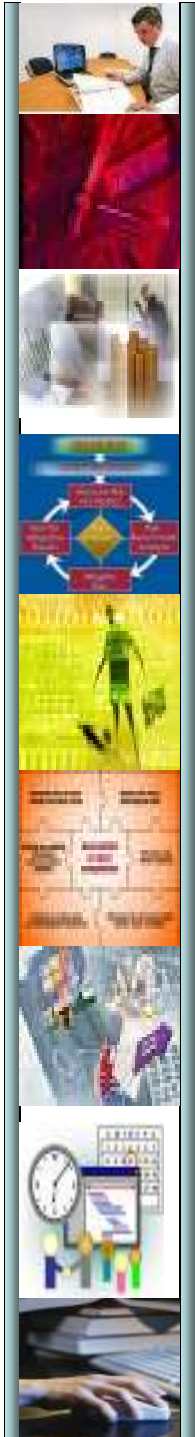
Evolution

Project management should not be a departmental strategy; **it should be an organizational strategy.**

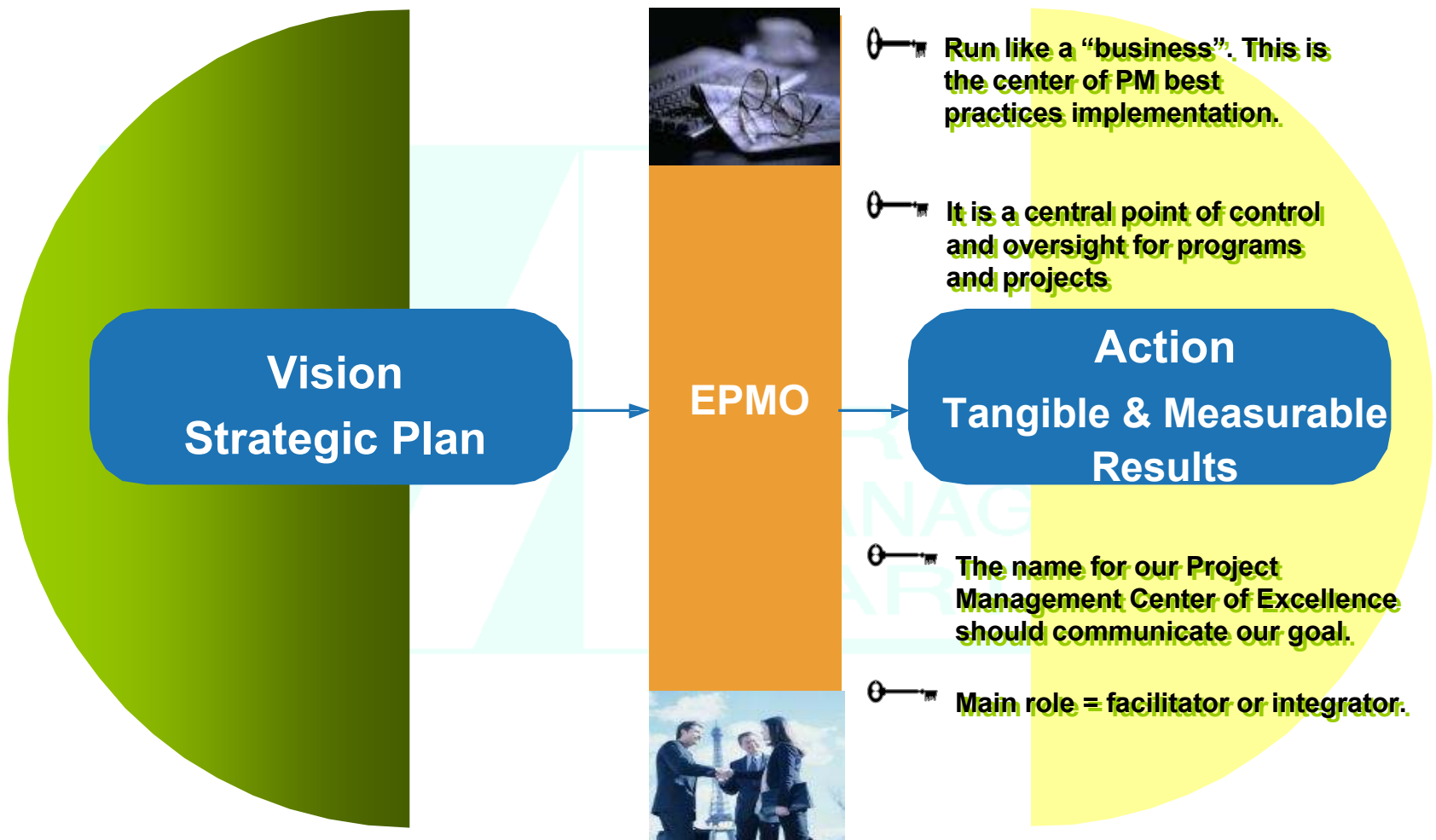
Source: [Michael Stanleigh](#) is author of the global report: [“From Crisis to Control: A New Era in Strategic Project Management”](#).

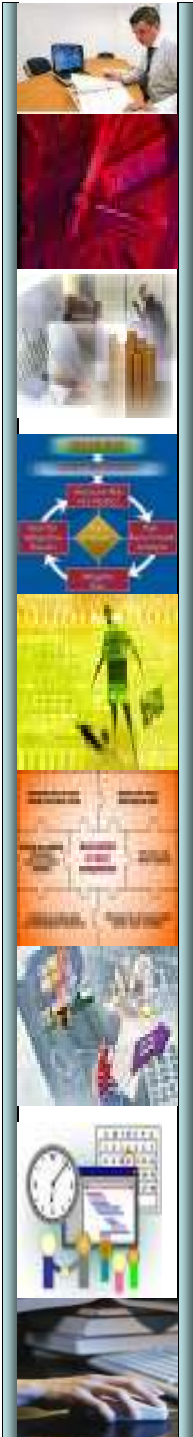
Where to Start?

- The Program Management Office SIG will promote the values of program management and PMO utilization at different levels within organization or enterprise through the application of established standards for communications, practices, growth, and success.
 - The **PMI® Program Management Office Specific Interest Group (PMOSIG)** is a Knowledge Based component of the Project Management Institute (PMI) with:
 - Membership representing 49 countries, 171 chapters, nearly 1200 postal codes, the top vertical markets, more than 400 leading companies and government entities around the world. <http://www.pmi.org/sigs/PMO>
 - Figure 1: [Canada EPMO](#)
 - Figure 2: [State of Minnesota EPMO](#)



Where to Start? Show The Value





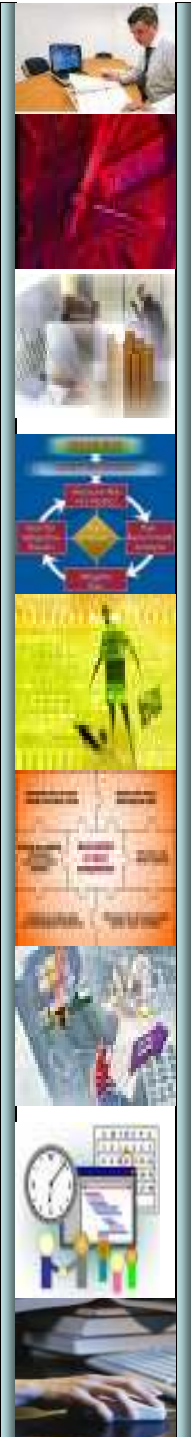
THE ASSESSMENT

15 QUESTIONS QUIZ

PROJECT
MANAGEMENT
PARTNERS

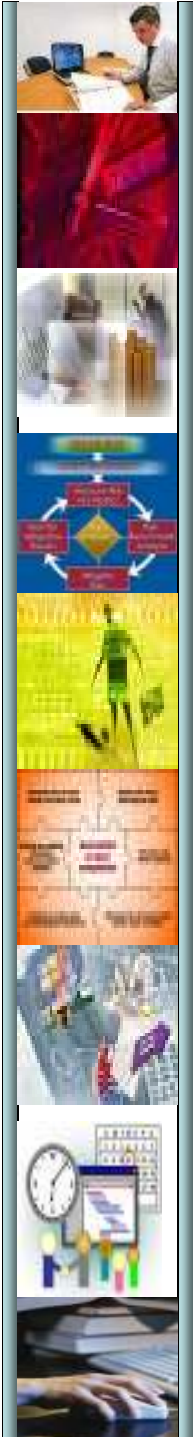
QUIZ

1. Does your Organization currently have a PMO? If your answer was yes, please answer the following questions.
2. Does your PMO support 100% Business Strategic Initiatives?
3. Which automated project management tool is used by your organization?
4. Do you maintain statistics or scorecard about projects success?
5. Do you have an organization-wide coordination and communication?
6. Are you still selling the PMO to non-believers?
7. Would you consider your PMO effective?
8. Is project financial performance measured? Such as Return on Investment (ROI)?

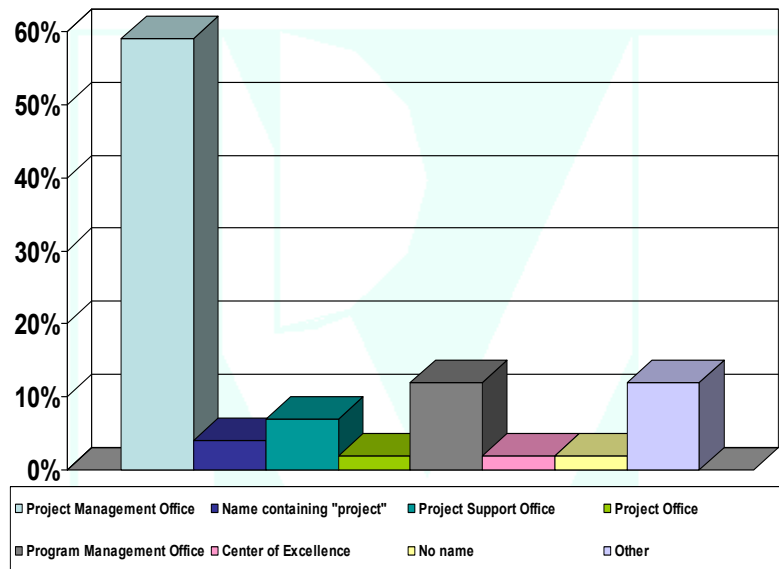


QUIZ

9. Does your PMO leadership have direct access to and guidance from top decision makers?
10. Does your PMO engage in portfolio management activities?
11. Are projects selected objectively?
12. How is project evaluation or audit conducted?
13. Does your PMO document history or set the course?
14. Has your PMO implemented a plan for communications or are you still “lost in translation?”
15. Is your PMO a strategic facilitator and integrator?

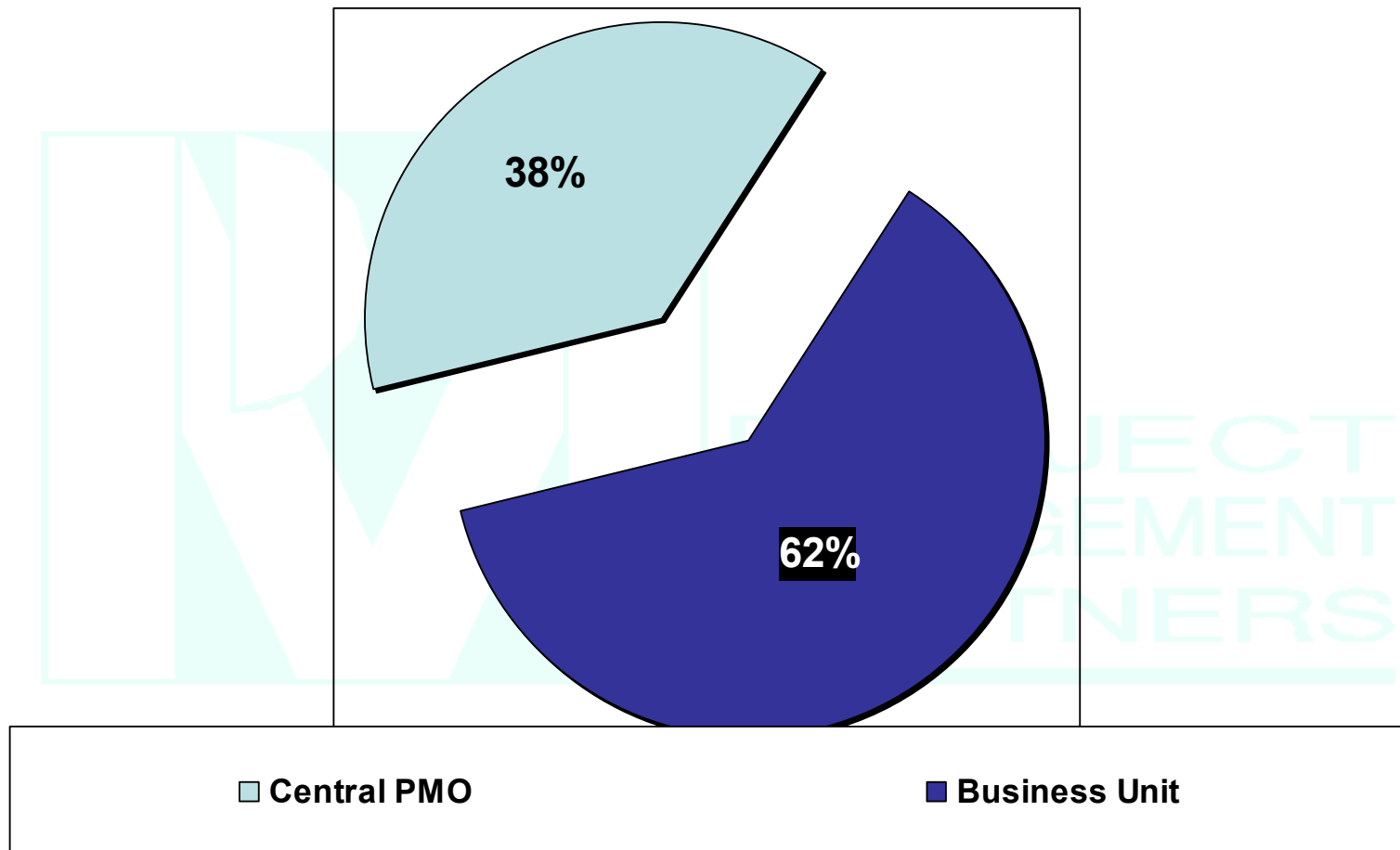


Current Characteristics



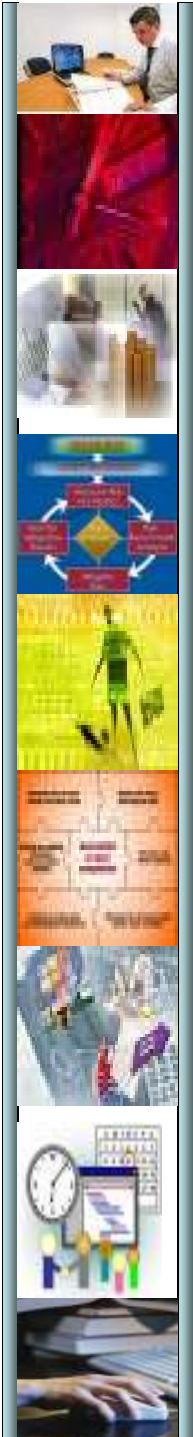
- Different names such as PMO or Project Office
- Small staffing 59% have between **two to seven people.**
- **Passive Role**
- Little or no decision-making authority.
- Highly **variable roles** and wide range of functions.
- Either all or none of PMs are located within most PMOs.
- Uncoordinated organization initiatives.

Location in the Organization



Why are PMOs formed?

- Global Projects
- Mergers & Acquisitions
- Outsourcing Initiatives
- Marketing
- Expansion and/or transformation
- Supplier Management Recommendation
- Mandates or Regulation – HIPAA & SOX
- A new boom



Challenges

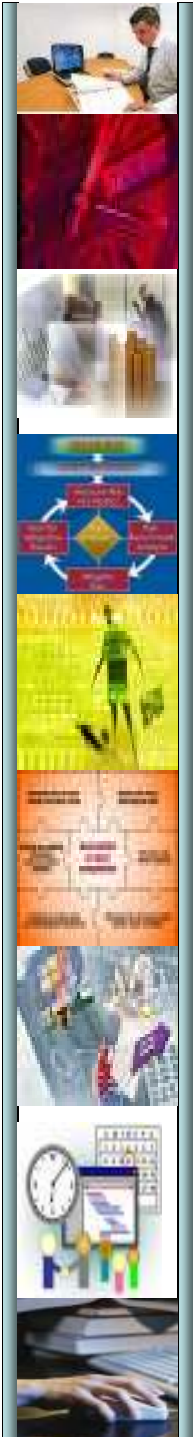
External

- Laws
- Culture & Language
- Suppliers
- Competition
- Regulatory Compliance
- Economic Conditions
- Political Scenarios

Internal

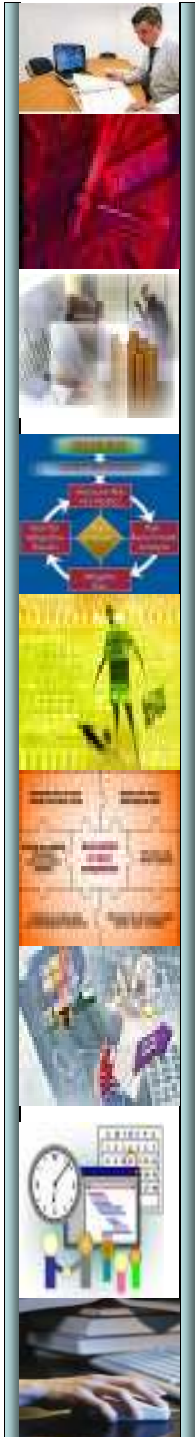
- **Organizational Change**
- Language & Culture
- Financial Performance
- Business Process: Alignment, Opportunities
- Promotion of Technical People to PM
- Marketing Drive





Effective EPMO Implementation in **Six** Steps

Positioning, **G**iving Identity, **P**ersuading,
Redefining Success, **G**aining Credibility,
and **I**mproving.



Positioning

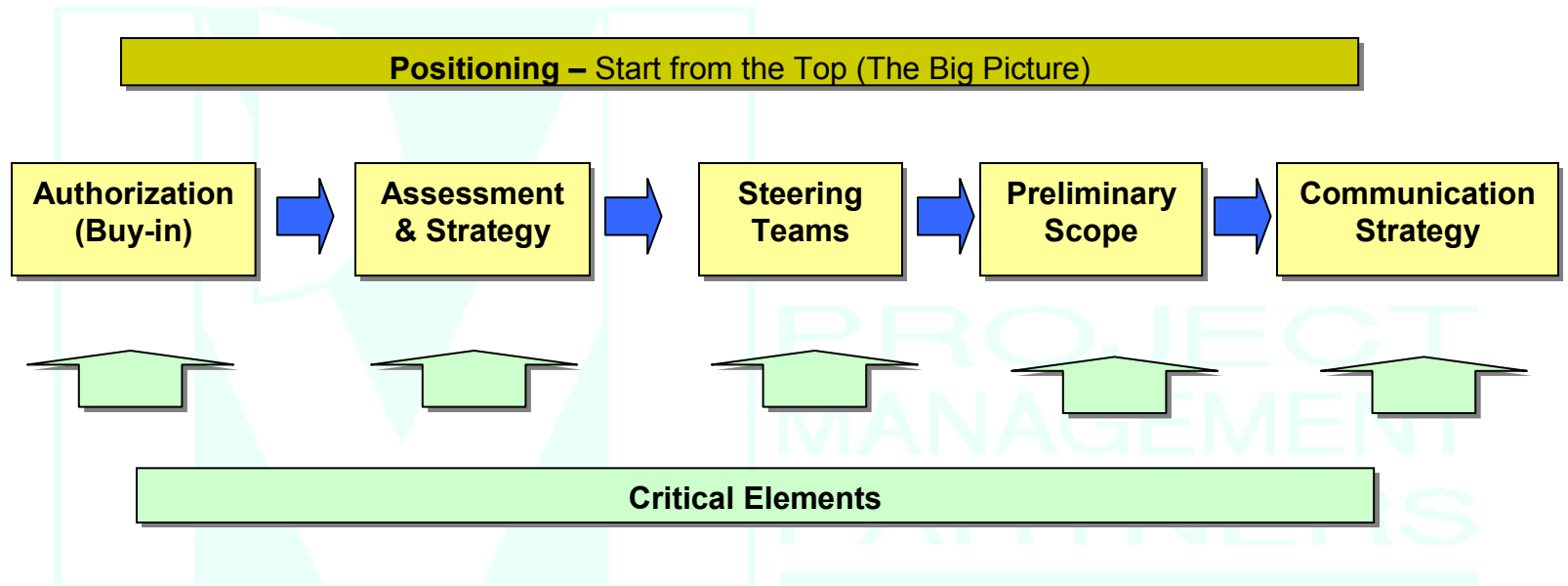
Project Management Processes Initiation Processes

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition



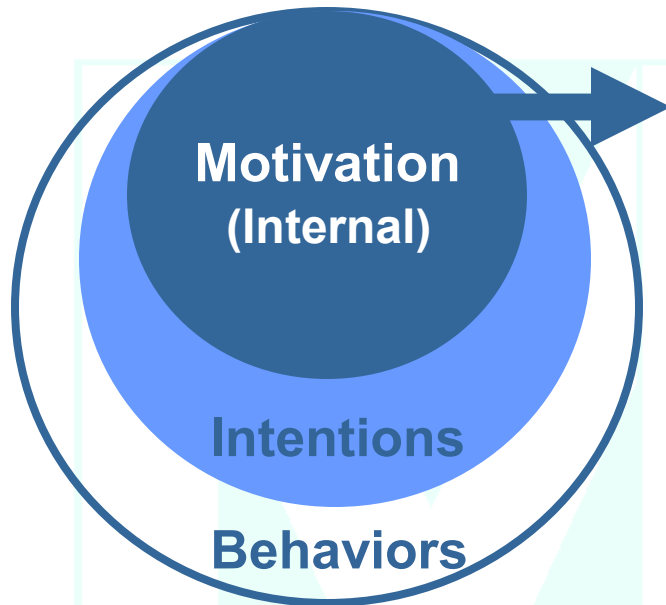
Initiation Processes

Enterprise **Program** Management Office



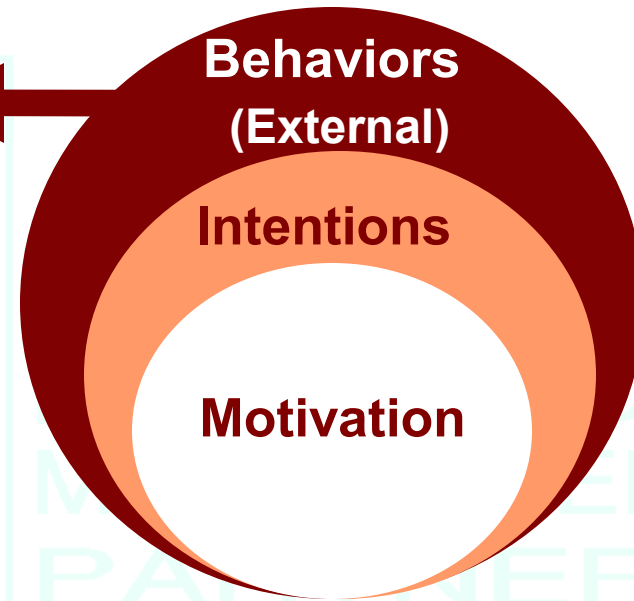
EPMO Challenges: SDI Assessment

Your self-perception is based on...



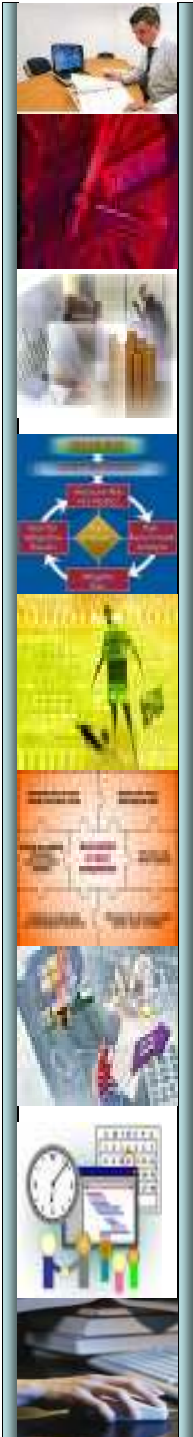
what you are trying to do!

Their perception of you is based on...



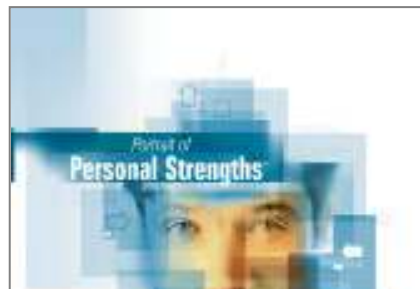
what they are seeing you do!

Source: [Strength Development Inventory](#)® SDI Manage Conflict and Improve Relationships based on Elias H. Porter, Ph.D Well-regarded psychologist, author, practitioner and researcher



EPMO Challenges: SDI Assessment

Portraits

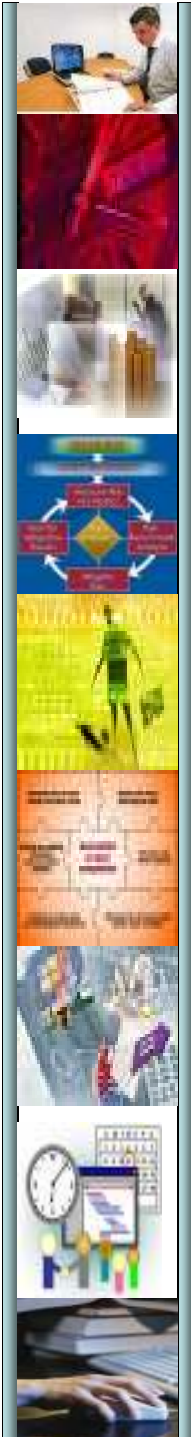


**Organizational Self-Assessment
Top & Middle Management**

**Expectations &
Assumptions**

Strategy

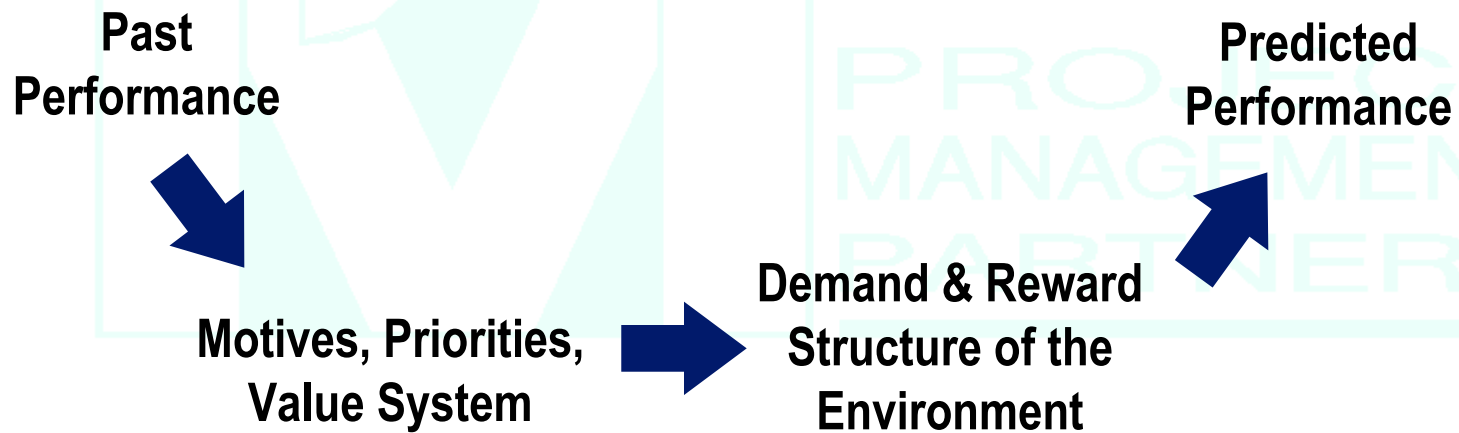
Source: [Strength Development Inventory](#)® SDI Manage Conflict and Improve Relationships
based on Elias H. Porter, Ph.D Well-regarded psychologist, author, practitioner and researcher



EPMO Challenges: SDI Assessment

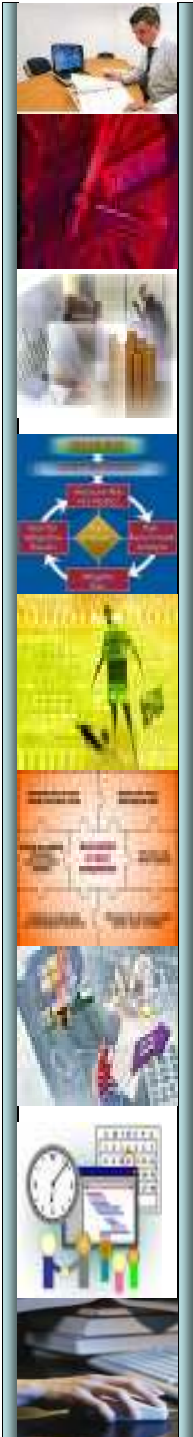


Relationship Awareness Theory



Theory – connections to client-centered psychology (Rogers et. al.), social psychology (Fromm and Freud) and original contributions in conflict management (Porter).

Source: *Strength Development Inventory*® SDI Manage Conflict and Improve Relationships based on Elias H. Porter, Ph.D Well-regarded psychologist, author, practitioner and researcher

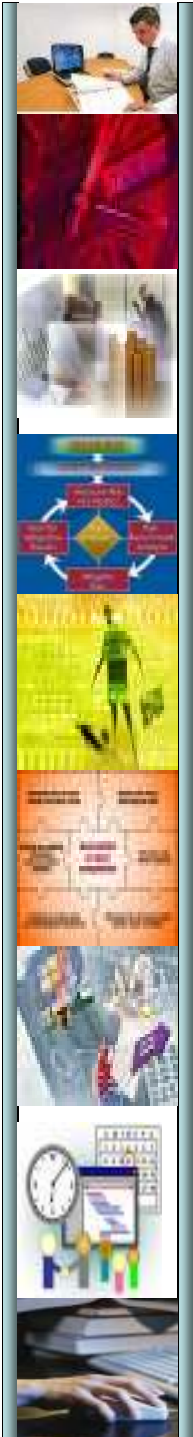




GIVING IDENTITY

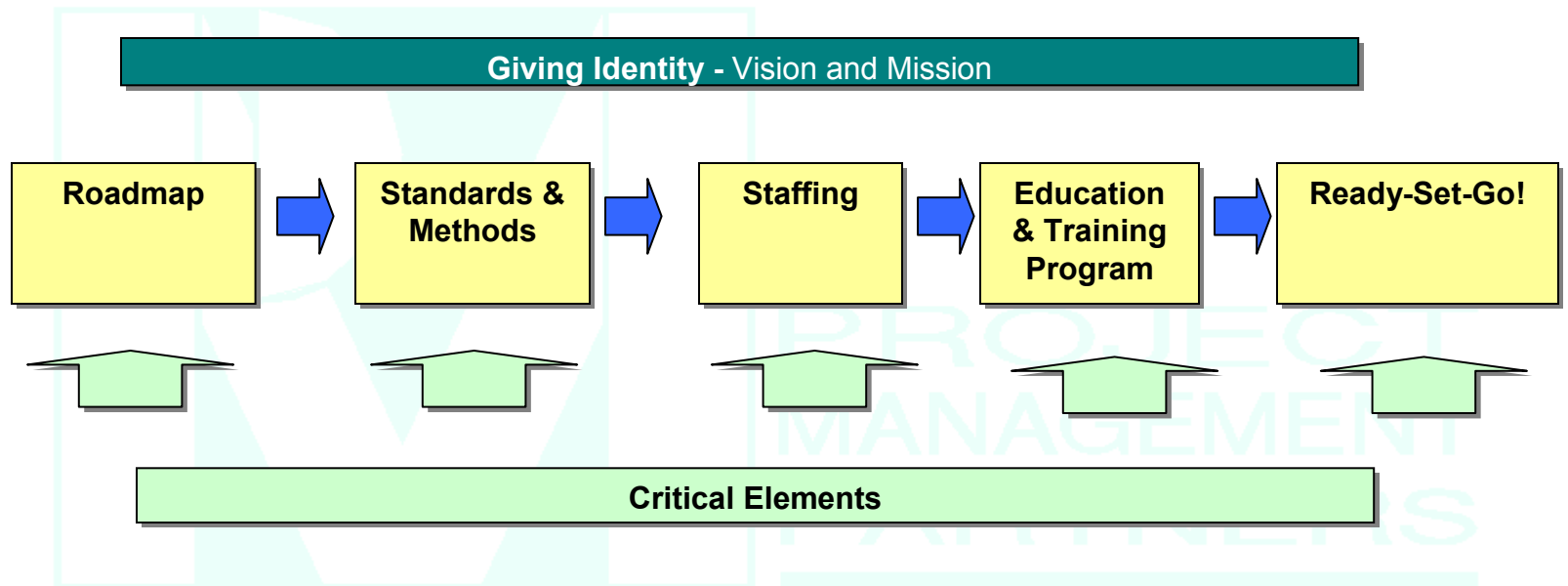
Project Management Processes Planning Processes

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition



Planning Processes

Enterprise **Program** Management Office



Planning Processes

Enterprise **Program** Management Office

EPMO Roadmap

Y1, 20YY

Y2, 20YY

Y3, 20YY

Y4, 20YY

Phase 1

Start-up: PM Knowledge

Phase 2

Start-up: PM Processes
Application

Phase 3

Standard PMO: Portfolio Management

Phase 4

Advanced PMO: Integration

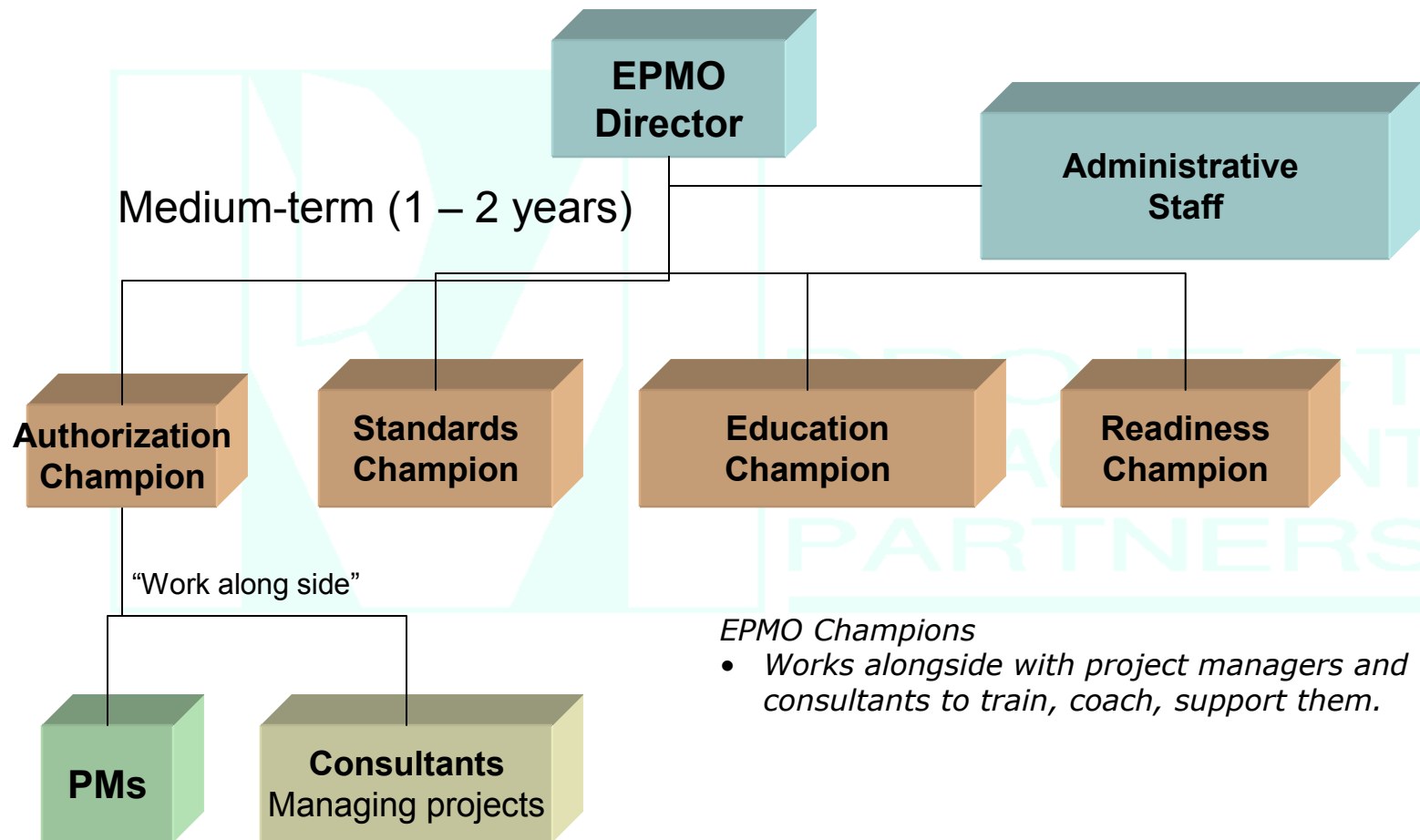
Phase 5

Center of Excellence:
EPMO Governance

Planning Processes

Enterprise **Program** Management Office

- Staffing: Establish EPMO organization chart





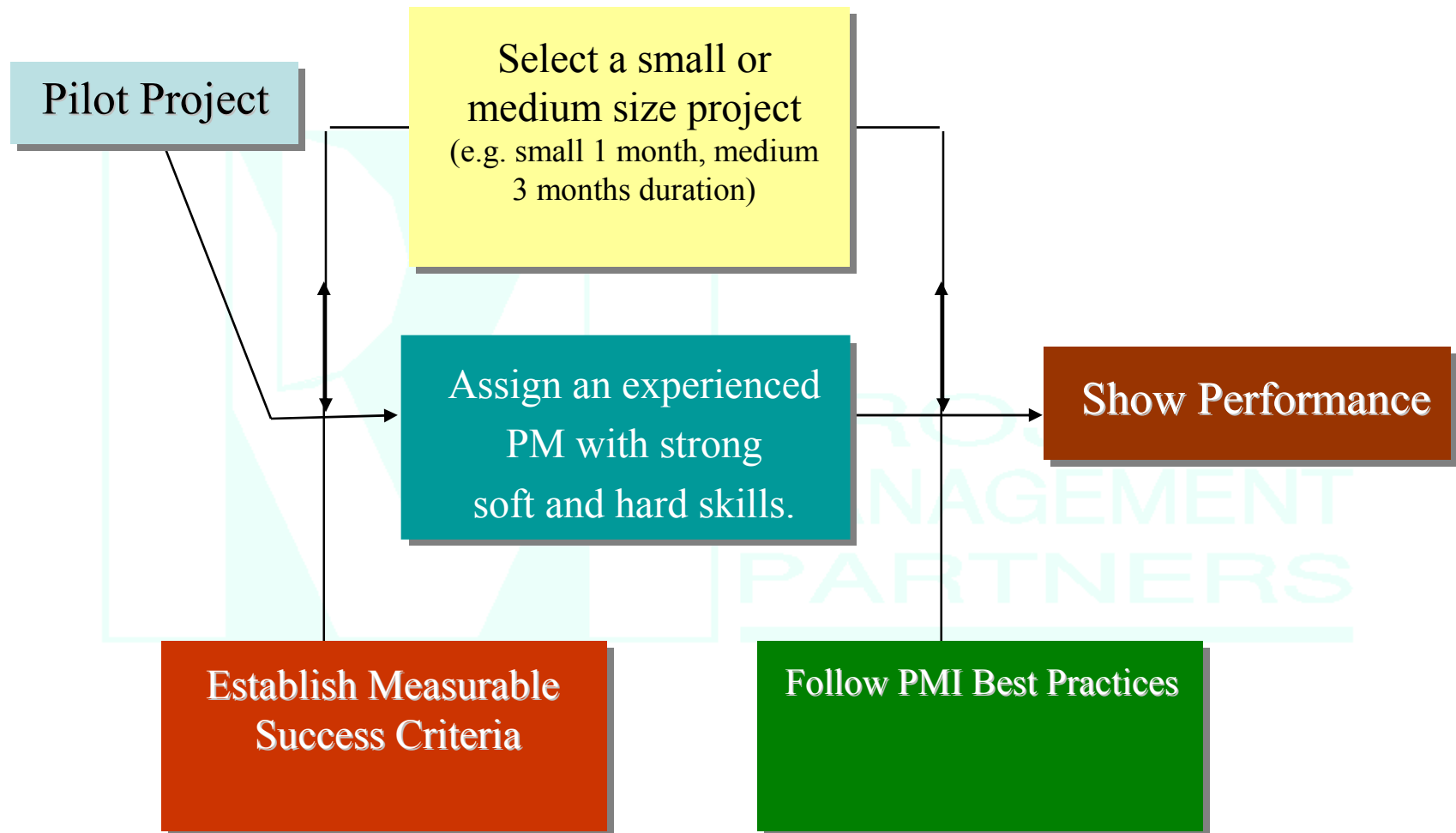
PERSUADING

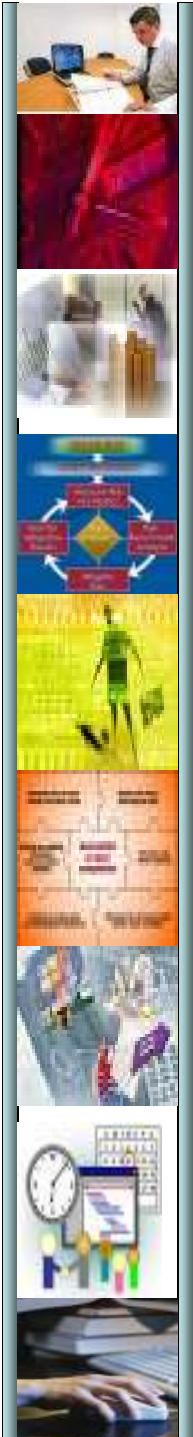
Project Management Processes Execution Processes

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition

Execution Processes

Enterprise **Program** Management Office

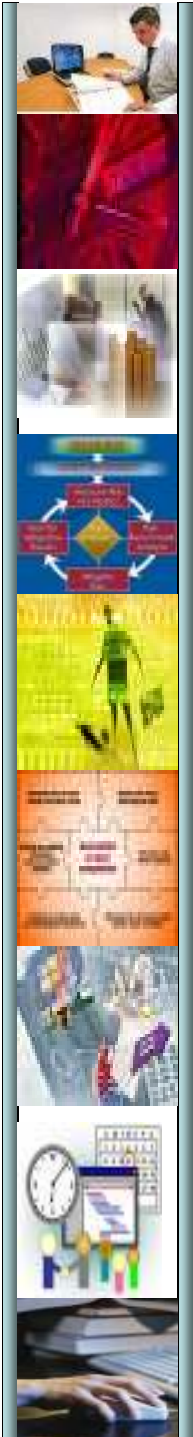




Execution Processes

Enterprise **Program** Management Office

- Mentoring and Support Functions
 - **Augment**: providing personnel to the project for the performance of certain tasks.
 - **Mentor**: working together with project personnel to ensure proper execution of certain tasks.
 - **Consult**: providing support to project managers during project life cycle.



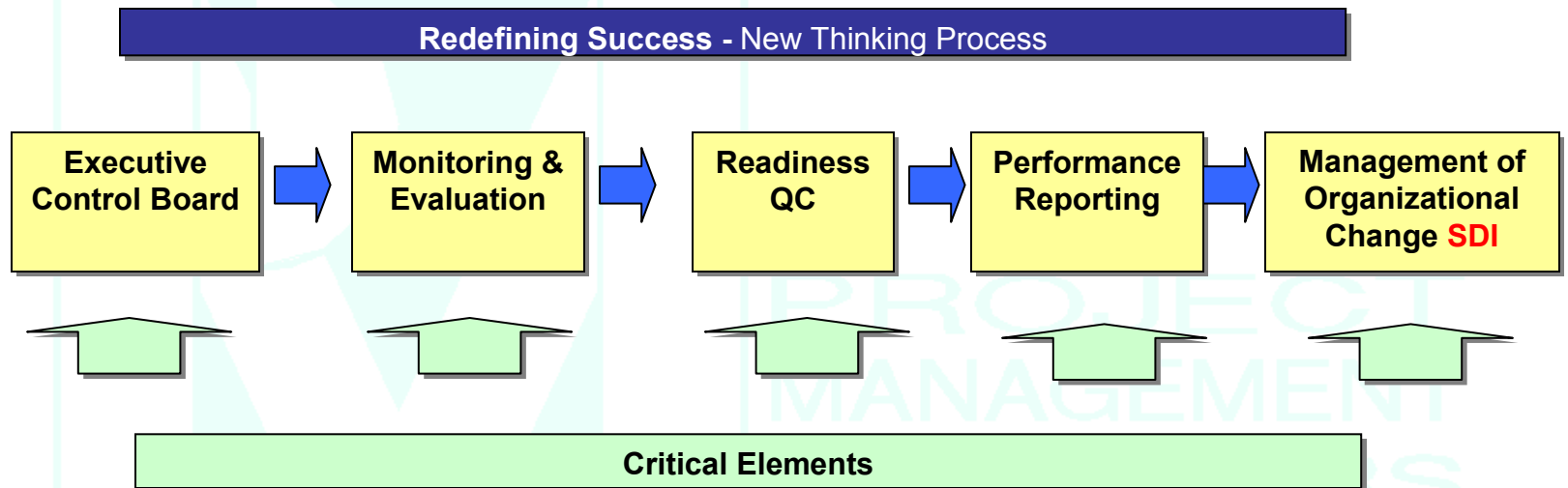
REDEFINING SUCCESS

Project Management Processes Monitoring and Controlling Processes

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition

Monitoring and Controlling Processes

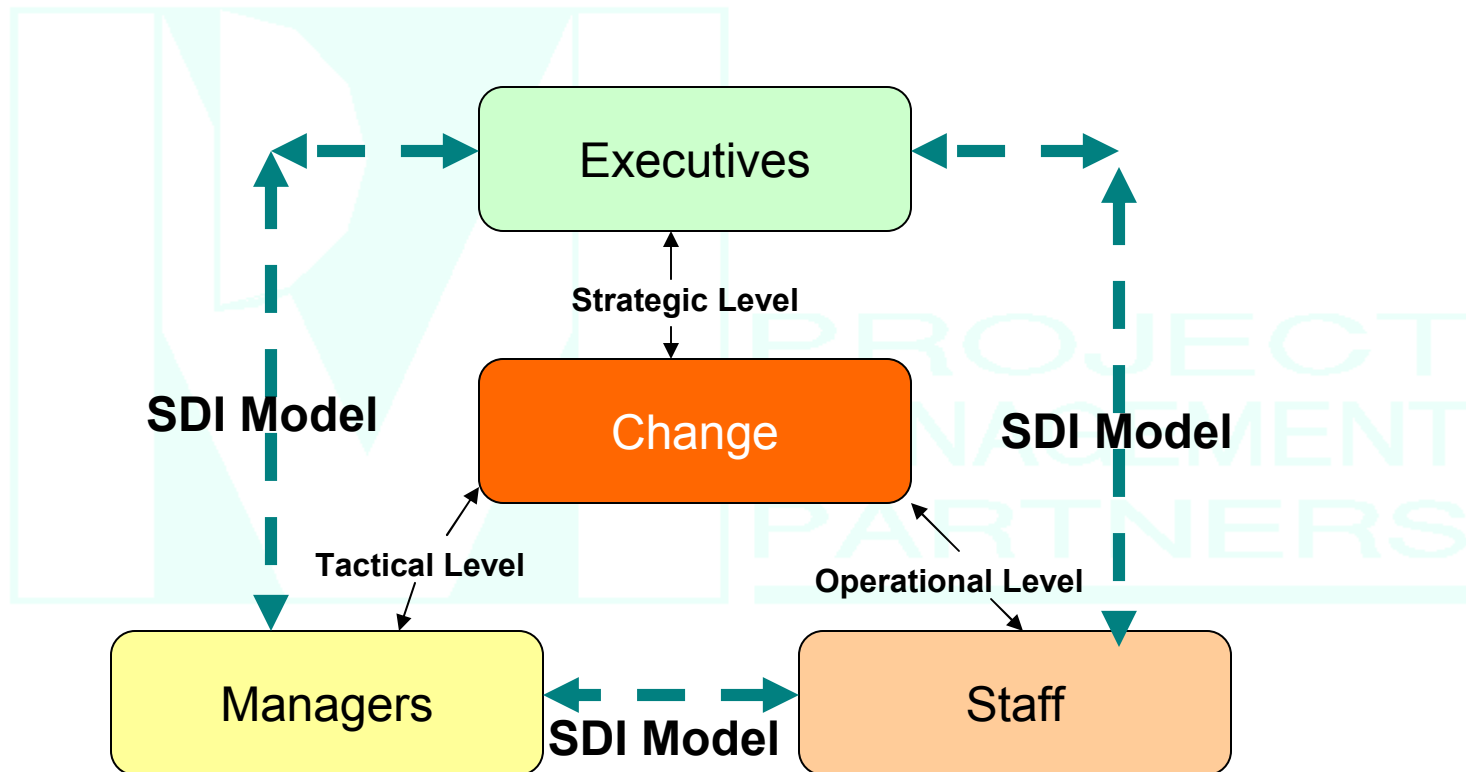
Enterprise **Program** Management Office

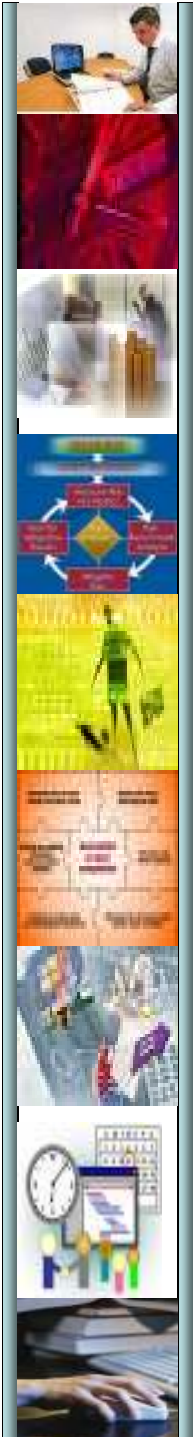


Monitoring and Controlling Processes

Enterprise **Program** Management Office

- Management of Organizational Change





GAINING CREDIBILITY

PROJECT
MANAGEMENT
PARTNERS

Project Management Processes

Closing Processes

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition

Closing Processes

Enterprise Program Management Office

PM Processes:



Results:

Financial Value

Performance



Accountability

Leverage Strengths

“The company’s project success rate has soared from 54% in 2002 to 88% percent today. Improved project management has had a dramatic impact on the company’s financials”.

Source: June 01, 2006
 John Parker, CTO AG Edwards
 PM – When Failure is Not An Option
 CIO Magazine
www.cio.com



IMPROVING

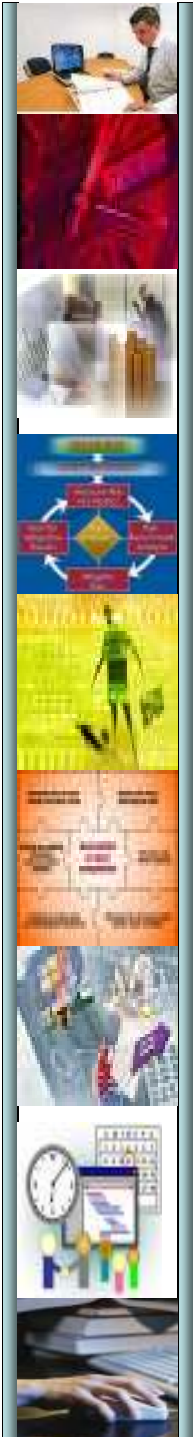
Project Management Processes

Post-Implementation

©2005. Project Management Institute, Inc. All rights reserved.
Based on Project Management Body of the Knowledge Third Edition

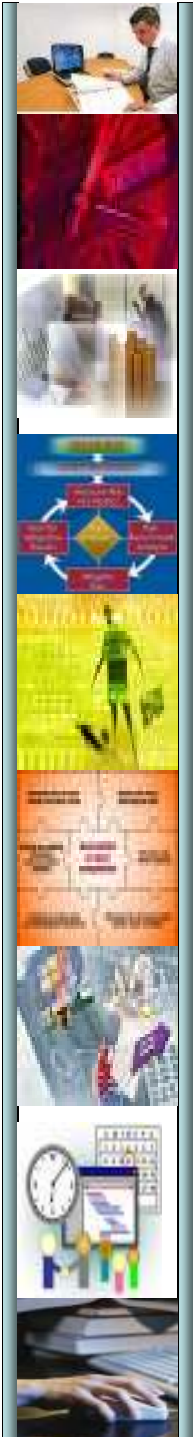
Post Implementation Enterprise **Program** Management Office

- Health Checks
 - Customer satisfaction (Performance)
 - Process excellence (Leverage & Accountability)
 - Value realization (Strategic Alignment)
 - Compliance (PM Policies & Procedures)
 - Transition management (Staffing & Change Management)



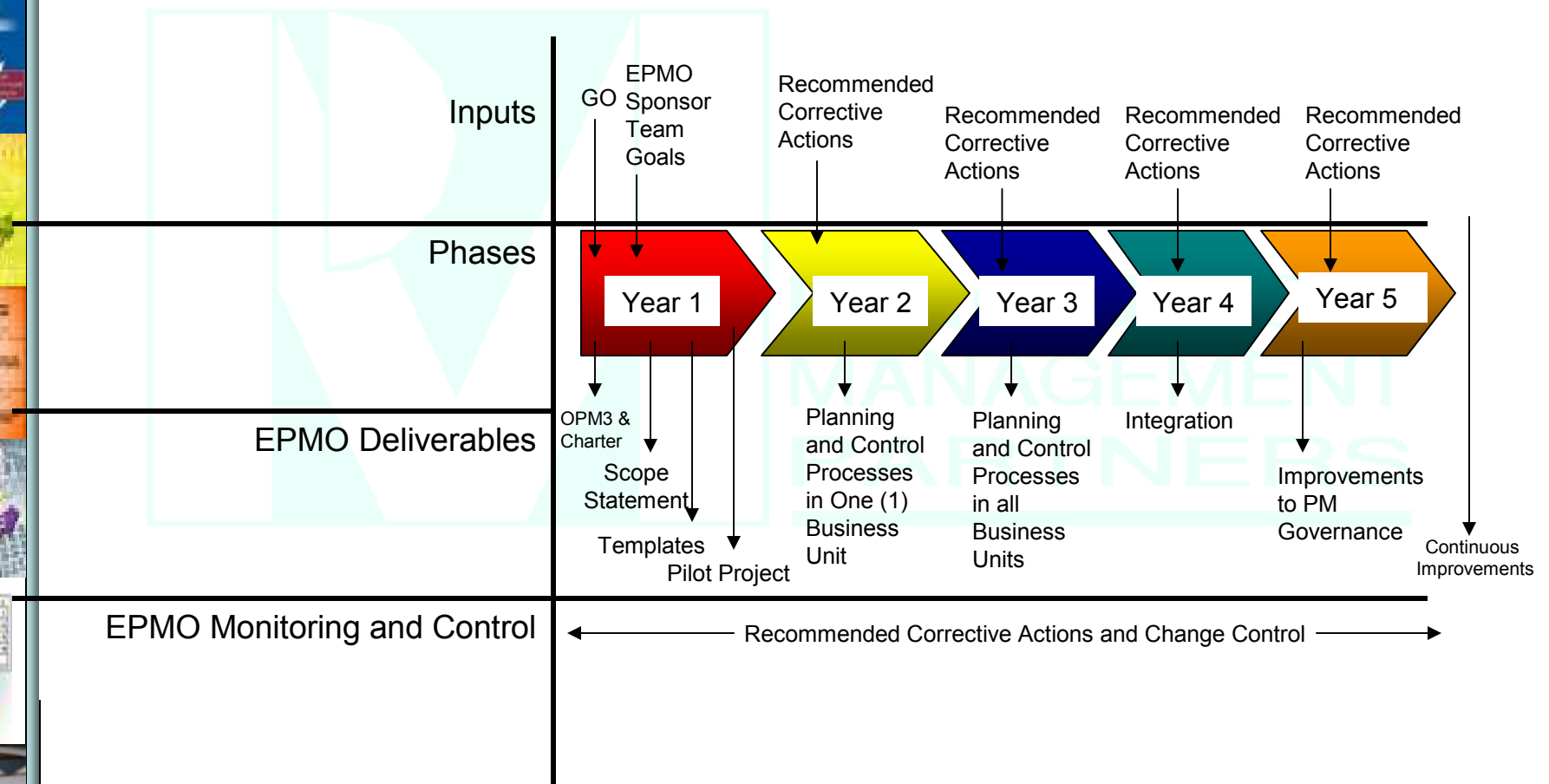
Post Implementation Enterprise **Program** Management Office

- Recommendations
 - Determine if the organization is ready to move to the next project management maturity level.
 - Prepare a list of improvement and corrective steps into an action plan.
 - Discuss with steering teams the list of corrective actions.



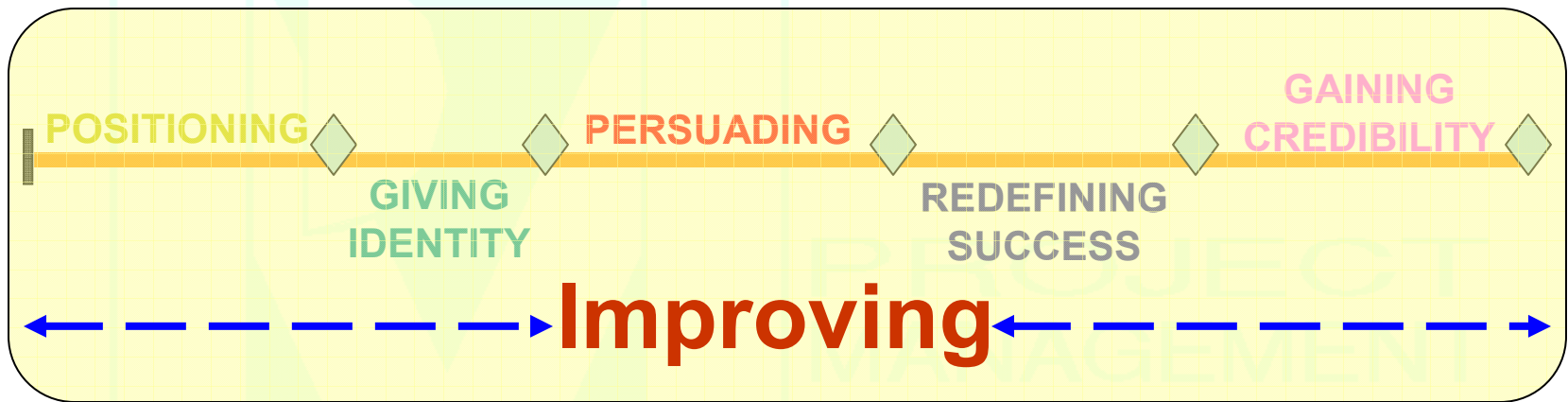
Post Implementation Enterprise Program Management Office

EPMO Maturity Model Roadmap



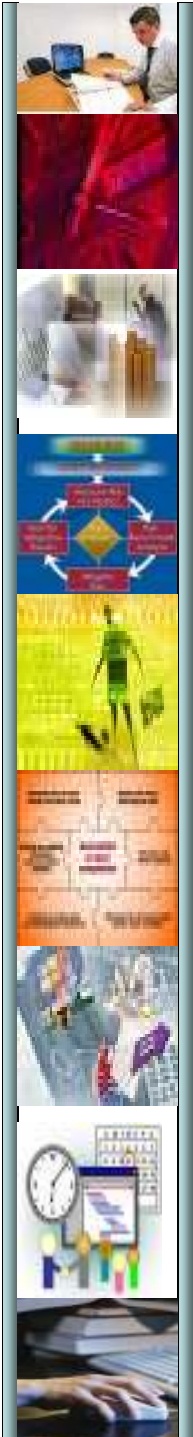
Summary

EPMO Life Cycle - Six Implementation Steps



Summary

- The project management center of excellence that is structured to manage projects across departments, locations and countries is best implemented on an **enterprise-wide** basis.
 - This is because it will hold the **responsibility** for **ensuring consistency** in the management of all elements of each of these projects and will also be able to **assess** and **prioritize** each project for **alignment with the corporate strategy**.

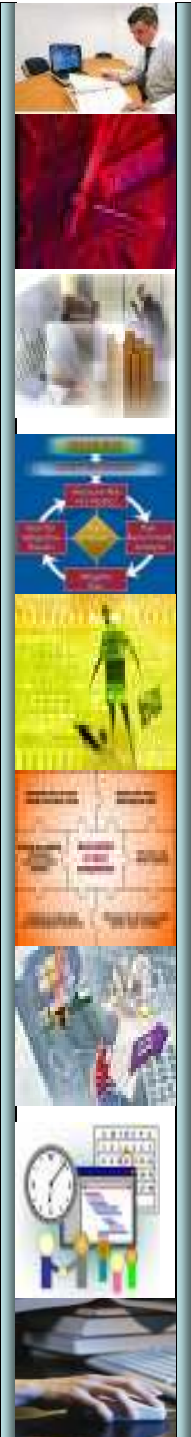


Believe You Can Succeed

- Attitudes are Contagious
- If Optimism Is Not Your Nature...
 - It Just Needs To Become The Habit You Practice!



PROJECT
MANAGEMENT
PARTNERS



References

- Project Management Institute. *A Guide to Project Management Body of Knowledge (PMBOK® Guide) Third Edition*.
- *The State of the PMO 2007-2008 A BENCHMARK OF CURRENT BUSINESS Value of Project Management study*
customerservice@cbponline.com.
- **Michael Stanleigh** is author of the global report: **“From Crisis to Control: A New Era in Strategic Project Management”**.
- **Strength Development Inventory**® SDI *Manage Conflict and Improve Relationships based on* Elias H. Porter, Ph.D Well-regarded psychologist, author, practitioner and researcher
- Project Management Institute, PMOSIG.
- EPMO Implementation Experiences:
 - State of Minnesota
<http://www.state.mn.us/portal/mn/jsp/content.do?agency=OETweb&id=-536890276&subchannel=-536890651>
 - Treasury Board of Canada
<http://www.tbs-sct.gc.ca/emf-cag/project-projet/project-projet-eng.asp>