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# Starting up an Enterprise-wide PMO

## NA14INP06

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# Audience Survey *(by show of hands please!)*

- How many people in the audience are:
  1. Currently in a Project Management Office (PMO)?
  2. Thinking of starting a PMO?
  3. Were in a PMO but are not now?



# Attributes of an Enterprise-wide PMO

- Oversees the implementation of project management (PM) processes across all business units
  - Develops and maintains PM processes and tools
  - Trains, certifies, and qualifies staff
  - Conducts compliance reviews
  - Coaches, mentors, and facilitates
  - Provides assistance and support to projects
  - Monitors and reports enterprise project portfolio performance

# What is the Value to the Organization?

- Promotes management visibility
- Ensures proper application of PM processes
- Reduces project risk
- Improves effectiveness in project planning, execution, monitoring, and control
- Increases efficiencies in project delivery

# What Type of Enterprise PMO is Best?

Enterprise PMOs can be implemented following one or more of the following major deployment models:

Case  
Study  
Model

- 1. Project Competency Center
- 2. Strategic Program Office
- 3. Operational Project Management Office

# Case Study Environment - Enterprise with Four Major Business Units

- Nuclear research
- Department of Defense, Homeland Security, and Intelligence activities
- Environmental and Waste Management
- Operations and Infrastructure



# Step 1: Plan and Launch to PMO

- Establish a Project Management Policy
  - Align with organization business strategies and objectives
  - Obtain executive endorsement
- Establish a PMO Charter
  - Purpose and objectives
  - Implementation strategy
  - Roles and responsibilities

# PMO Purpose and Objectives

Excellence



Project Management as a core business process

Professionalism



Mentoring, training, and certification

Reliable Data



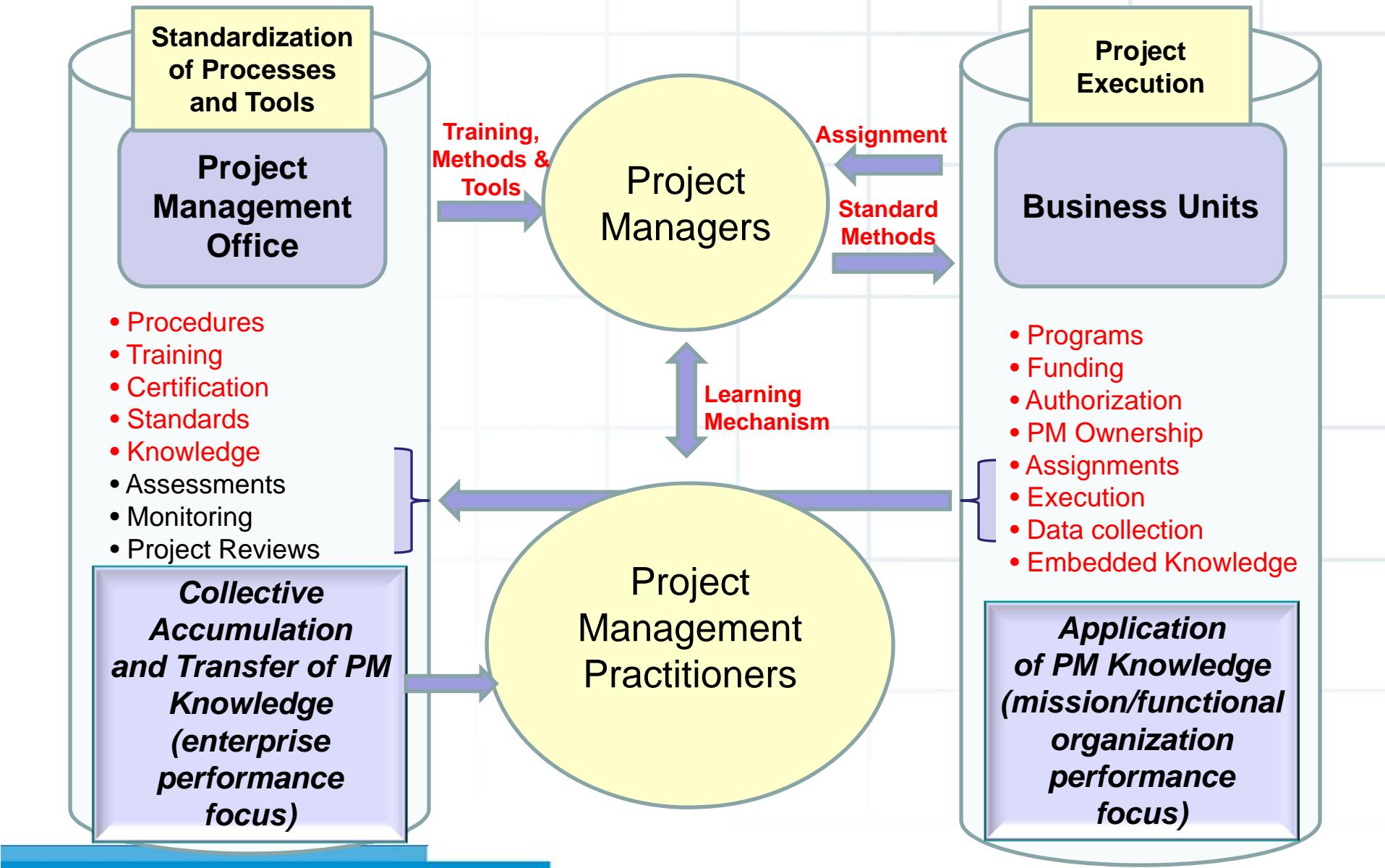
Continual monitoring, evaluation, and reporting

Authority



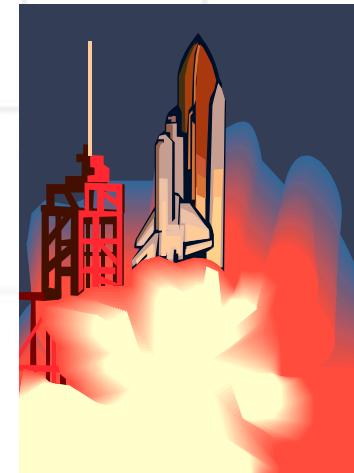
To set the standards and provide the expertise

# Enterprise PMO Case Study Model



## Step 2: PMO Implementation

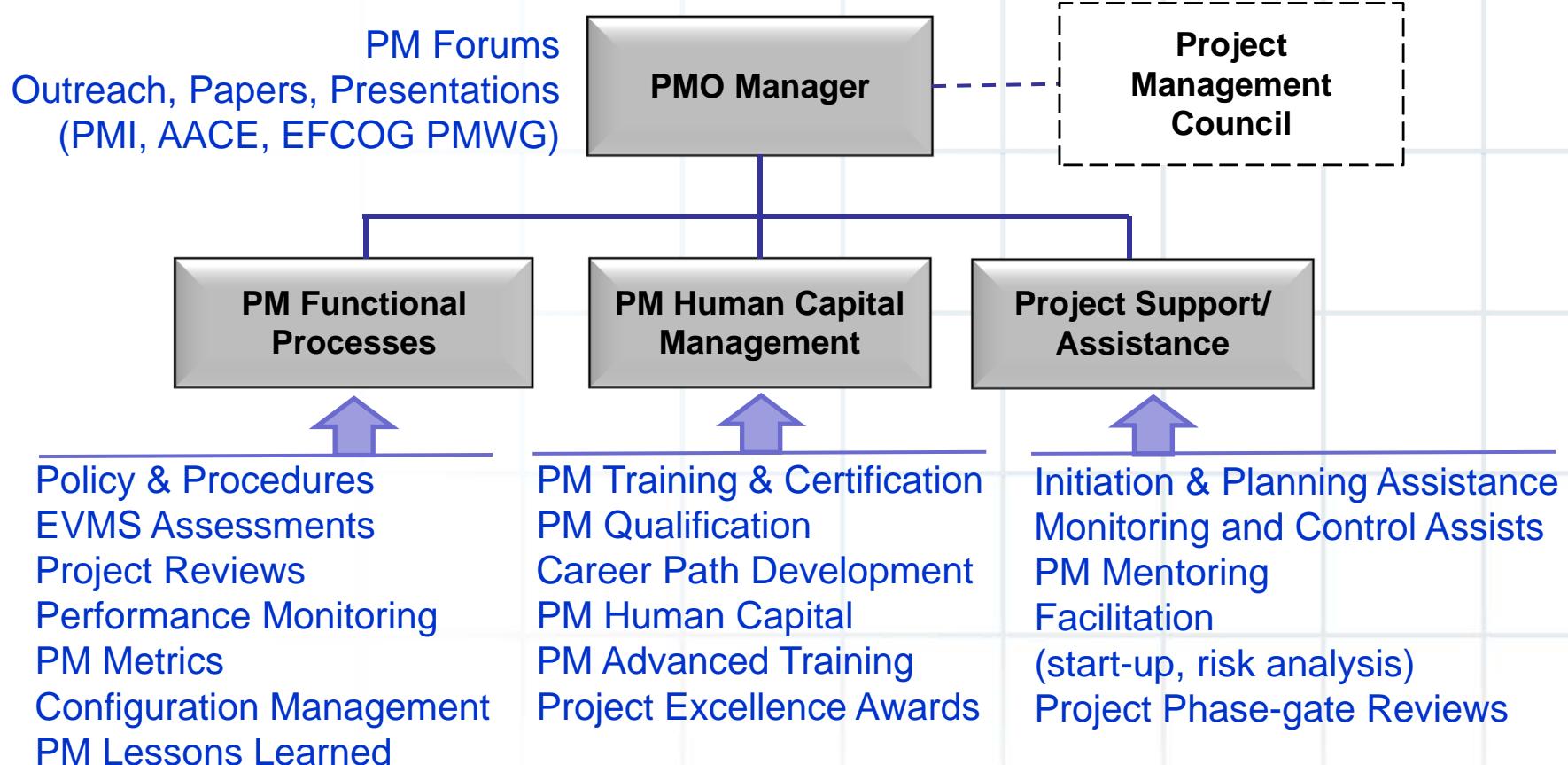
- Establish success criteria and metrics
- Obtain and maintain PMO staff
- Launch programs and services
- Vet processes and procedures with users



# Success Criteria

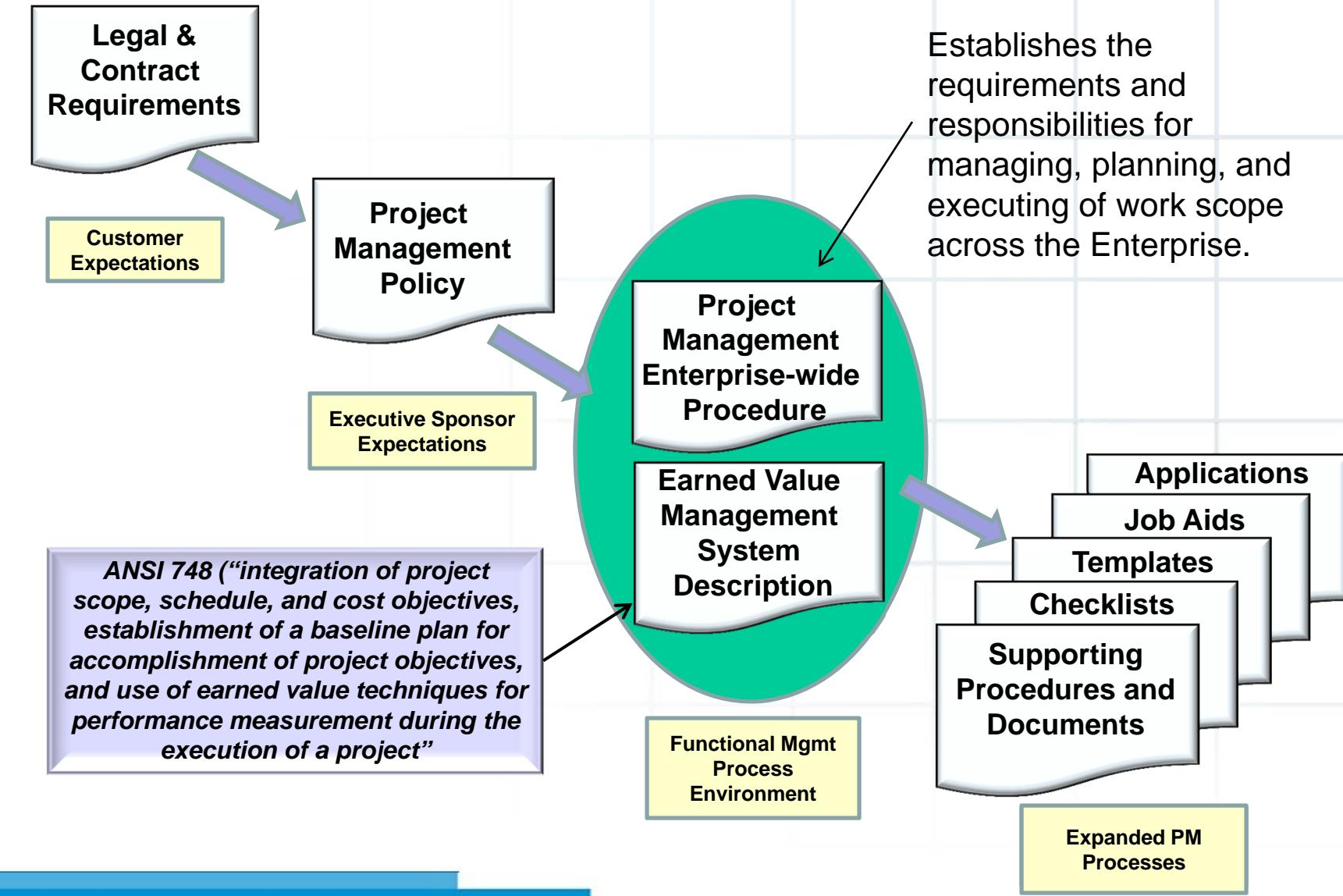
- Project Management is recognized as a core competency.
- PMO policies, processes, and support services are introduced in a phased manner, and their implementation is prioritized.
- A consistent approach to planning and managing projects is implemented.
- Internal project management training is provided at all levels (from staff to Senior Executive).

# Enterprise PMO Organization & Services



***Continually networking and benchmarking with industry and other Enterprise PMOs***

# Functional Process Environment



## Question #2

- What are effective ways of vetting project management processes and procedures with internal stakeholders?



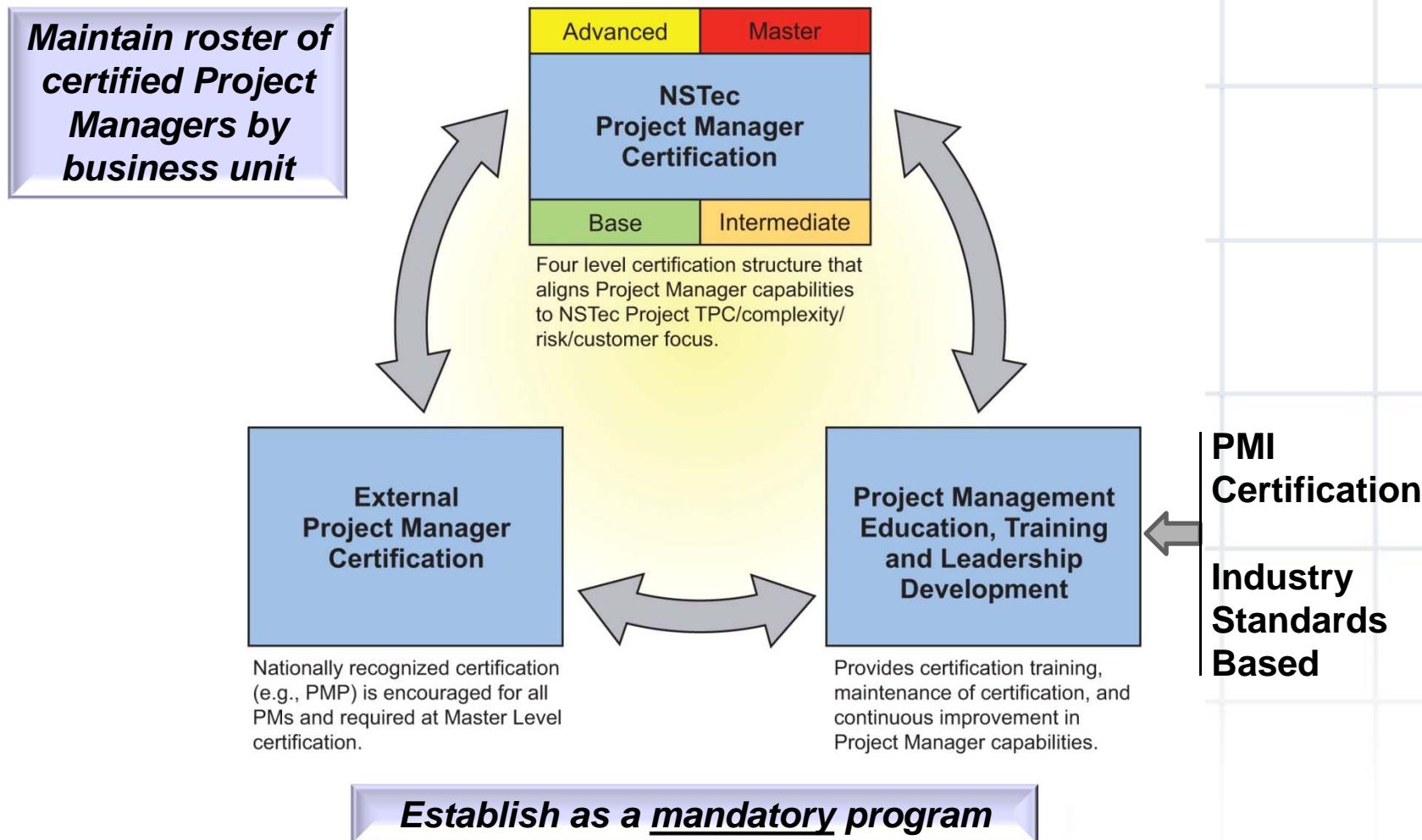
# Vet Processes & Procedures

Project  
Management  
Council

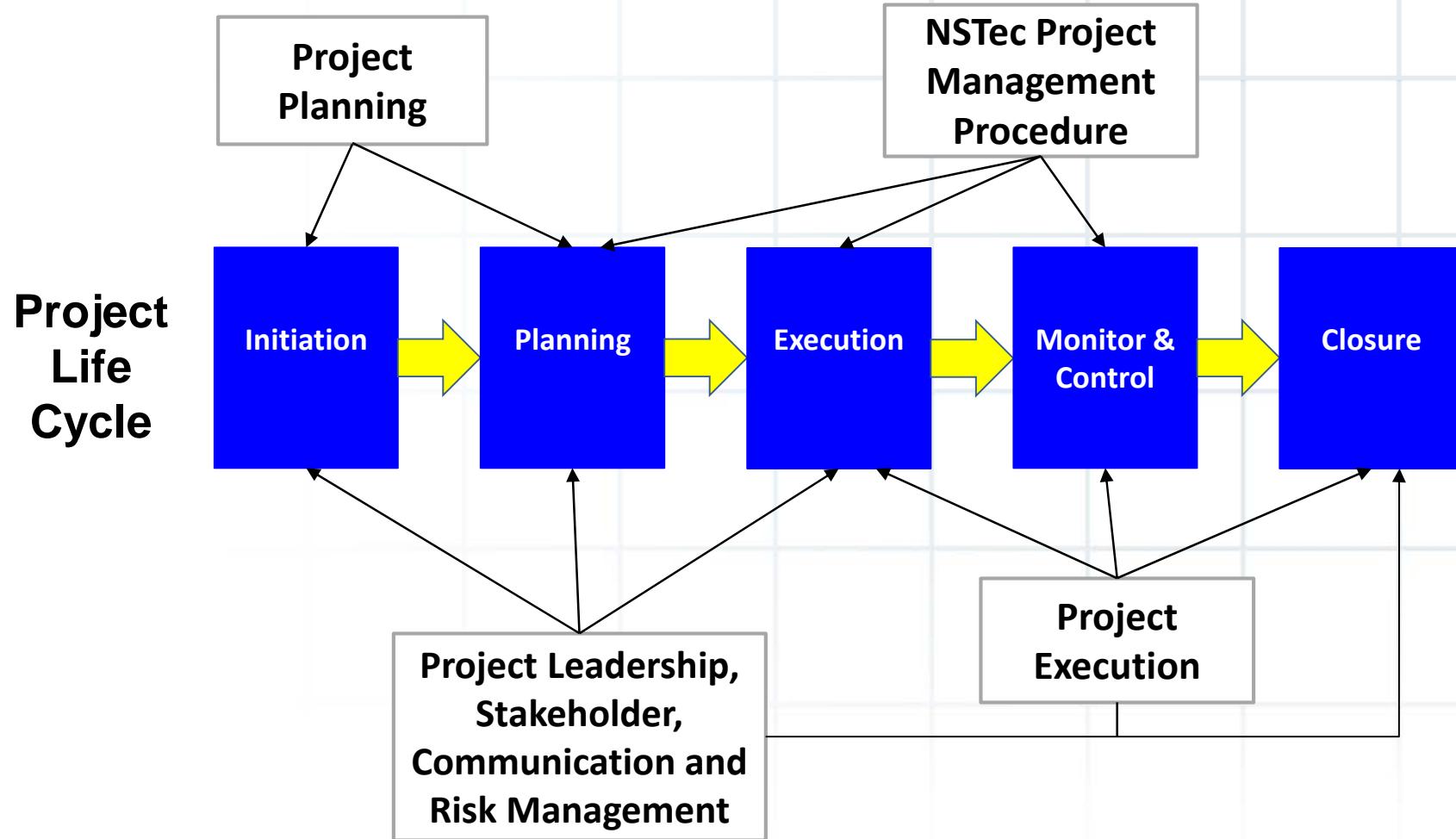
- Vetting and socializing PM processes with affected business units through the use of a Project Management Council (PMC).
- Made up of PM subject matter experts from each business unit
- Represent their business unit project management practitioners
- Act as a conduit between the PMO and business unit management



# Launch PM Human Capital Program

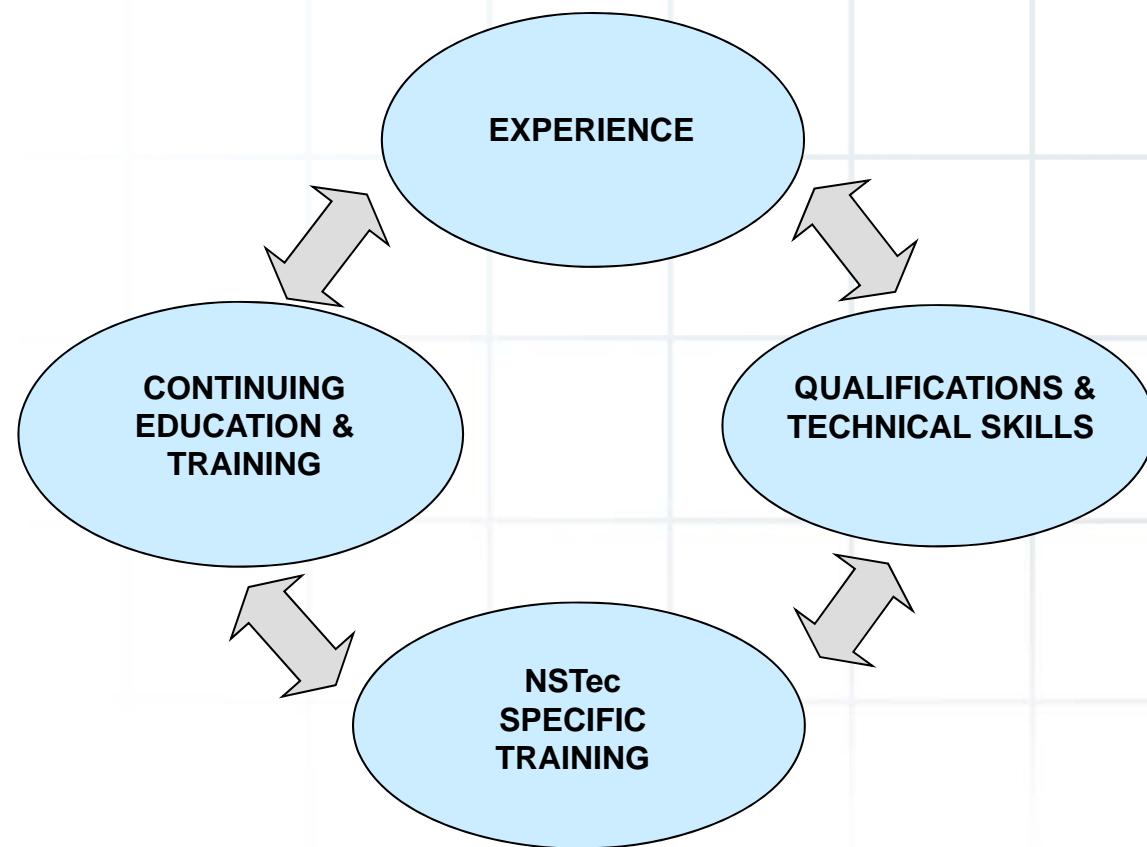


# Project Management Core Training Curriculum



# Project Manager Certification Overview

## Project Manager Certification Elements



# Project Management Orientation

## ***PMs***

- Complete initial 8-hour training course on project management procedure(s).

## ***CAMs***

- Complete annual refresher web-based training course on project management procedure(s).

## ***WPMs***

## ***PCEs***

# Project Manager Certification Program

<i>Certification Level</i>	<i>Education</i>	<i>Experience</i>	<i>Knowledge, Skills, and Abilities</i>	<i>Competencies</i>
<b>Master</b>	BS+MS	16		
<b>Advanced</b>	BS+	12		
<b>Intermediate</b>	BS	8		
<b>Base</b>	BS	3		

# Project Manager Qualification Program

<i>Business Units</i>	<i>Qualification Standards</i>
<b><i>Unit A</i></b>	<ul style="list-style-type: none"><li>• Years of experience managing specialized project types and/or projects in a specific business unit mission/technical area</li></ul>
<b><i>Unit B</i></b>	<ul style="list-style-type: none"><li>• Specialized experience leading projects and project teams within complex regulatory environments</li></ul>
<b><i>Unit C</i></b>	<ul style="list-style-type: none"><li>• Experience leading projects and project teams on projects involving specialized technical processes</li></ul>
<b><i>Unit D</i></b>	

# Project Manager Certification Benefits

- Certification Benefits
  - Personnel
    - Career development
    - Competency in project management
  - Organization
    - Basis for project manager selection
    - Improved ability to achieve project objectives
    - Professionalism
  - Customer
    - Confidence in enterprise capabilities
    - Consistency in project performance

# PM Certification Levels / Career Ladder

Job Classification	
Principal Project Manager	Master
Senior Project Manager	Advanced
Project Manager	Intermediate
Associate Project Manager	Base

## Question #3

- Should Project Manager certification be a requirement for managing a project? Yes or No

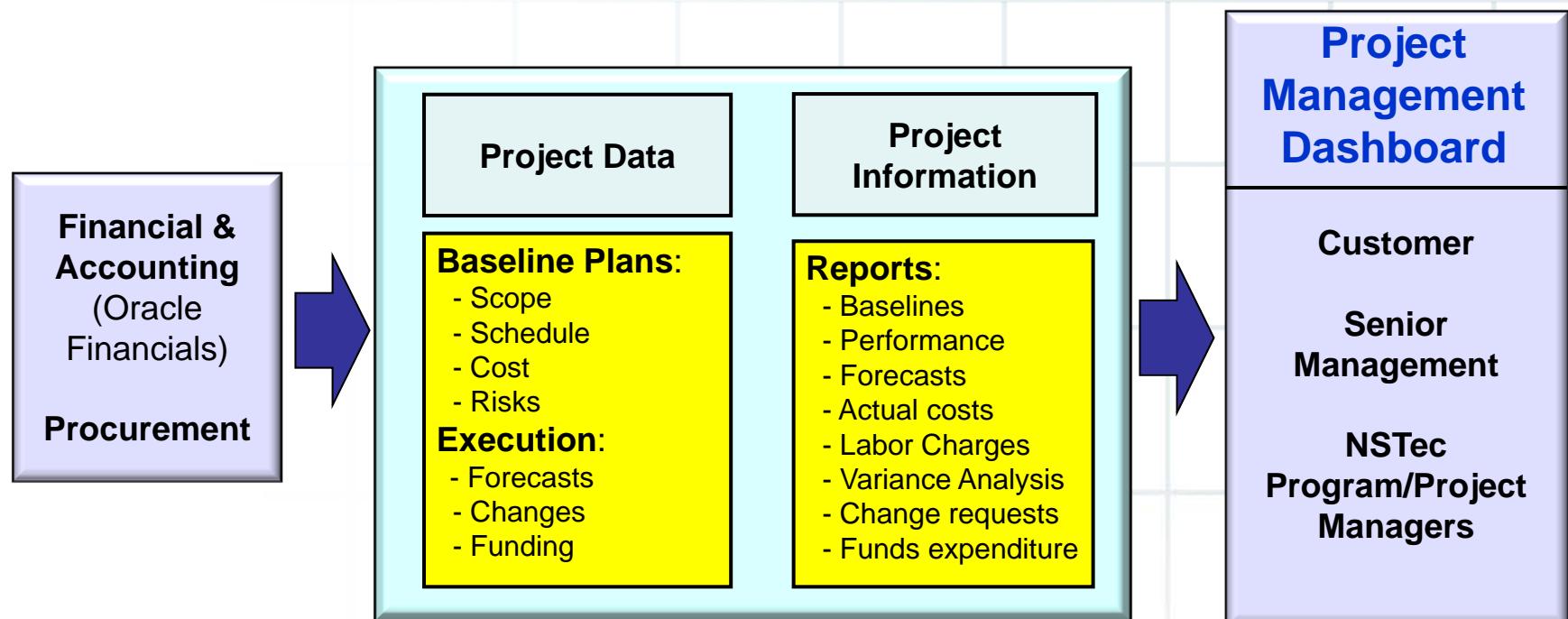


## Step 3: Monitoring, Measuring, and Reporting Progress

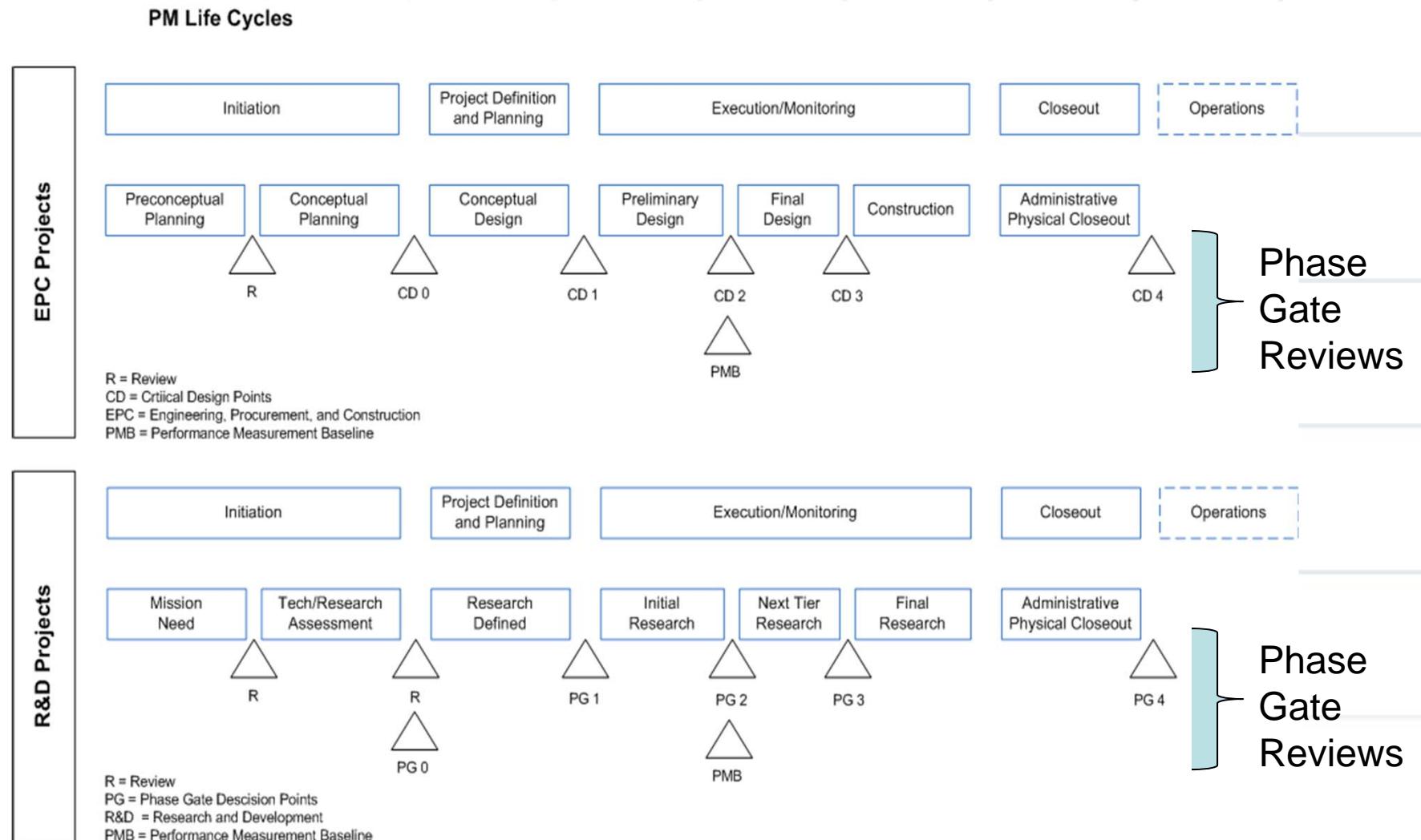
- Earned value management performance reporting (enterprise PM dashboard)
- Effectiveness metrics (from management assessments, surveillances, and project reviews)
- Phase-gate project reviews
- Performance awards / incentives



# Integrated Project Management Systems



# Phase Gate Reviews



# Project Excellence Award Program

## Selection Criteria

- Customer Satisfaction
- Cost and Schedule
- Performance
- Technical Performance
- Quality

***Awardees Selected  
from Projects across  
the Enterprise on a  
Quarterly Basis***



## Step 4: Validating PMO Effectiveness

- Management assessments
- Surveillances
- Project reviews
- Independent assessments
- Metrics



# PM Assessments and Surveillances

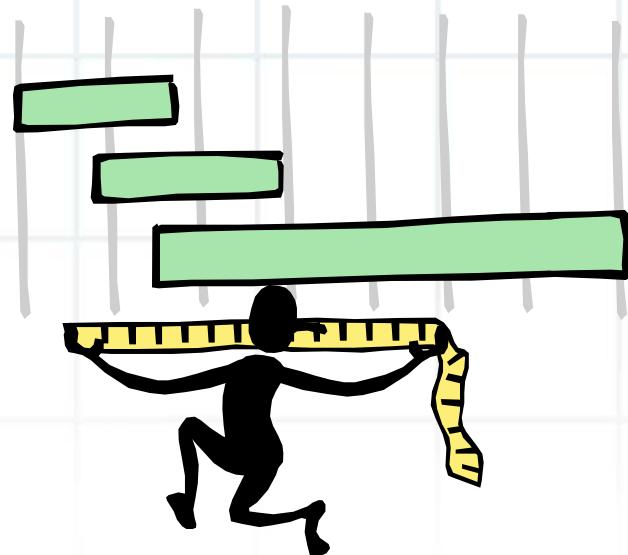
Initiation	Requirements, estimates, timelines, risks, charter, proposal, preliminary baseline
Planning	Team formation, R2A2, planning, baseline development, schedule, estimate, and risk analysis
Execution	Monitoring and control of project work scope, baseline management, variance analysis, and reporting
Closeout	Validate physical and administrative closeout, completion of a Project Closure Report, and documentation of Lessons Learned and Risk Register Archiving

# Example PMO Effectiveness Metrics

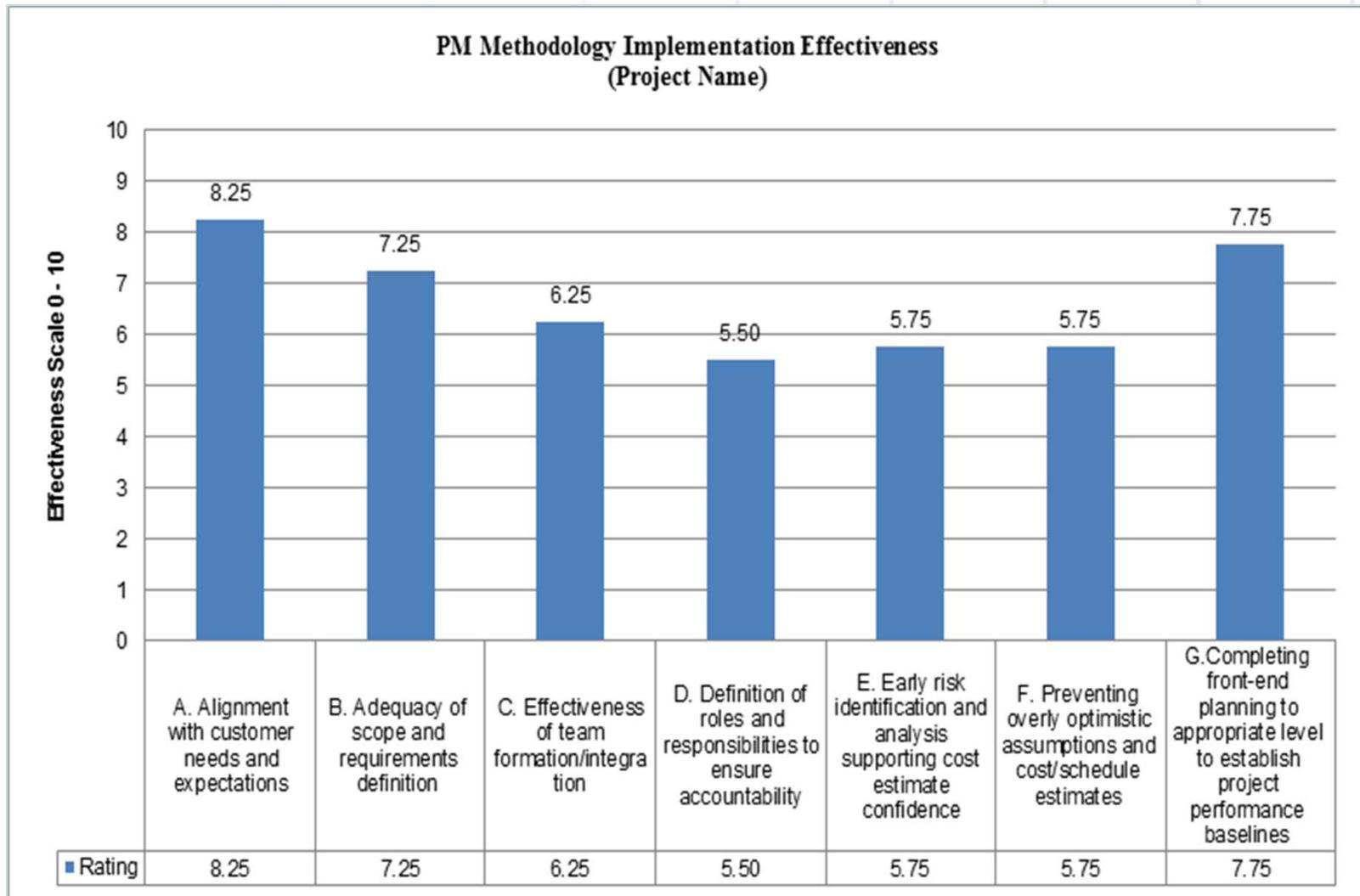
- Project management findings, opportunities for improvement, and best practices from assessments and surveillances
- PMO delivery of services (FTE emphasis)
- PMO staff assistance user satisfaction surveys
- Project control system user satisfaction surveys
- Number of certified project managers by certification level by business unit

## Question #4

- Are there other metrics that can be used to measure the effectiveness of an enterprise-wide PMO?



# Planning Effectiveness Metrics



# PMO Success Criteria Summary

- Strong executive management support
- Aligned with enterprise strategic objectives
- Performs vital functions that support the enterprise
- Increasing importance with customers
- Continually monitors effectiveness and benchmarks itself against industry
- Continuous improvement driven by programmatic commitment to project management maturity



# Questions?