



Governance and Management Reporting May 27, 2010



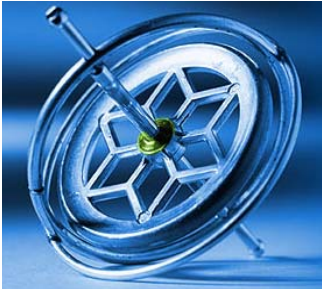
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Agenda

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Project Delivery Executives

- What is ePMO Governance?
- Organization Structures
- Roles / Responsibilities
- Areas of Focus
- Bottom Line/Key Takeaways



What is ePMO Governance?

Definition of ePMO Governance

- Oversight of an organizational entity assigned various responsibilities related to centralized and coordinated portfolio of projects within its domain. Responsibilities range from providing support functions to actually being responsible for direct management of projects.
- Enterprise framework and disciplines associated with approval and monitoring of programs and project.



Organization Structures



- PMO Leadership
- Executive Sponsorship
- Steering Committee
- Program Management
- Project Management



ePMO Roles / Responsibilities

- PMO Leadership - ***Oversight & Management***
 - Project Portfolio management
 - Creation of a portfolio of projects aligned with company objectives
 - Program/Project prioritization
 - Report on Portfolio progress updates
 - Project Governance
 - Project Quality Management / Mentoring
 - Project Management Methodology
 - Ownership of Knowledge Center for PM Support
 - Vendor Management
 - Capabilities Assessment



ePMO Roles / Responsibilities

- Executive Sponsor - **Vision**
 - Leads business and technology direction, mission and vision
 - Obtains funding and develops project champions
 - Sponsors the work of the program both internally and externally
 - Sets high-level direction & strategic oversight and advice on coordination with other corporate efforts
 - Communicates progress/outlook of program in relation to program plan to executives Steering Committee Members
 - Makes major program decisions, especially when there are differences of opinion amongst Steering Committee members
 - Reviews and signs off major deliverables
 - Communicates vision & status to senior executives and stakeholders



ePMO Roles / Responsibilities

- Program/Project Steering Committee – **Vision**
 - Defines business and technology direction, mission and vision
 - Obtains commitment of resources from stakeholders
 - Provides high-level direction & strategic oversight
 - Reviews program plan/progress and set direction as appropriate



ePMO Roles / Responsibilities

- Program Management - **Approach**
 - Defines overall program approach based on business direction
 - Defines program scope and approach
 - Creates and monitors program plan
 - Provides oversight of overall program activities for the successful execution of program
 - Initiates and drives program improvements
 - Performs coaching and mentoring of program and project managers



ePMO Roles / Responsibilities

- Project Management - **Execution**
 - Provides oversight of the project team for the successful day to day execution of project
 - Creates and monitors project plan
 - Communicates project goals and objectives to team members
 - Coordinates team member assignments, activities and progress
 - Performs coaching and mentoring of project team
 - Resolves project level issues and problems with customers, processes, support functions and vendors
 - Facilitates management of project risks and mitigation strategies
 - Monitors project performance against scope, time, budget, quality targets and initiates project improvements



Areas of Focus

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- Communication Management
- Business Value
- Vender Management
- Program Management Methodology
- Management Reporting
- Infrastructure and Technology
- Portfolio Selection
- Knowledge Sharing & Training
- PMO Management Tools
- Issues and Risks
- Resource Management
- Project Deliverables and Repository



Areas of Focus

Communications Management

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Project Delivery Executives

- Critical Skill
 - Communication is the only knowledge area that directly affects all other PMBOK areas
 - Complexity of encode and decode process
 - Tools to facilitate communication
- Create one set up integrated processes/project plan
- Focus on risks and interdependencies
- Align Expectations – continuously
- Can never communicate enough



Areas of Focus

Business Value

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- Business Case
- Metrics - Critical to the Business
- Cost Benefit Analysis
- Setting the Baseline
- Measuring against the Baseline



Areas of Focus

Vendor Management

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- Statement of Work
 - Scope
 - Timing
 - Cost
 - Staffing
- Key Relationships
- Service Level Agreements
- Vendor Performance

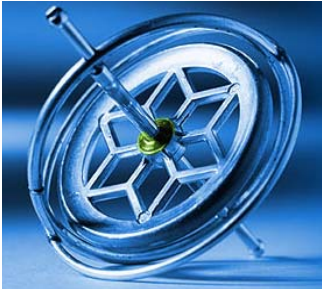


Areas of Focus

Program Management Methodology

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Project Delivery Executives

- Value of Program Management
 - Integration
 - Senior Level Perspectives
 - Governance
- New on the Scene – PgMP
 - Ensure ultimate success of program
 - Advance strategic and business objectives
 - Initiate project and assign PMs
 - Oversee multiple projects

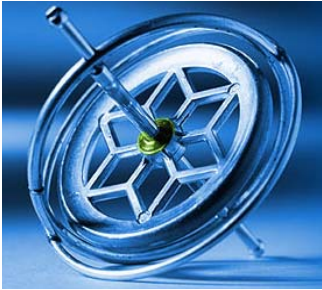


Areas of Focus

Management Reporting

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- Levels of Status Reporting
 - Portfolio
 - Program
 - Project
 - Individual Contributor
- Exception Reporting
 - Executive Point of View
 - Value-Add
 - Practical
- Examples
 - Program Status
 - Portfolio Status



Areas of Focus

Infrastructure and Technology

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- What is Infrastructure?
 - **in-fra-struct-ure** (n fr -str k ch r) *n.*
 - **1. The basic structure of an organization, system, etc.**
 - **2.** An underlying base or foundation especially for an organization or system.
 - **3.** The basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power lines, and public institutions including schools, post offices, prisons **and PMOs.**
- Business Driven Technology
 - Sponsorship
 - Involvement
 - Superset
 - Lowers Risk



Areas of Focus

Portfolio Selection

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- Define a process for all projects
 - Establish and maintain executive participation

- PMO project approval governance:
 - Supportive of company goals
 - Managing company risk
 - Gain competitive edge in the marketplace



Areas of Focus

Knowledge Sharing & Training

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- Knowledge Sharing & Training
 - Establish collaboration
 - Document Repository
 - Project Management SMEs
 - Establish formal and informal training



Areas of Focus

PMO Management Tools

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- A defined Project Management Methodologies/
Frameworks (Tollgates) include phases:
 - Definition/Planning
 - Execution/Monitoring
 - Closeout/Wrap-up

- Established process & procedures
 - Standard documentation
 - Checklists

- Document templates and “How To Use” instructions
- Standard reporting cadence (content and frequency)
- Project Manager measurements



Areas of Focus

Issues & Risks – Keys to Success

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- Use your visibility to all projects
 - Identify/Document/Mitigate/Manage risks
- Engage Project teams and other stakeholder's participation
- Work with Project Managers to prepare for Issues/Risks in all plans
- Review and update Issue/Risk logs often

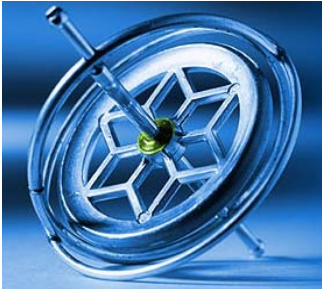


Areas of Focus

Resource Management

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- Selection process
 - Identification criteria
 - SME skill requirements
 - Business skill requirements
 - Availability & time requirement definition
 - Time away from their real job
 - Time allocated to other projects
- Process and approvals for participation
- Tracking tools and process



Areas of Focus

Project Deliverables & Repository

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- Deliverables
 - Defined in Project Charter
 - Tangible
 - Uploaded to Repository

- Repository
 - Define the strategy for projects with project information
 - “push” or “pull”
 - Defined Folder Structures – Some flexibility



Key Takeaways



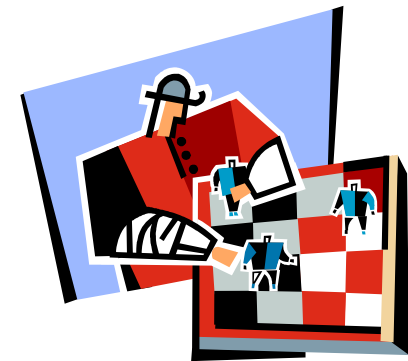
PMO Governance

- Oversight and Management
- Standard process development & maintenance
- Critical success measurements
- Liaison to executive oversight
- Mentoring & Training



PMO Management Reporting

- Essential component of communication
- Standard reporting tools
- Define templates





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