



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



GOVERNMENT PROGRAM/ PROJECT MANAGEMENT OFFICES: BEST PRACTICES AND LESSONS LEARNED

Dr. Bill Brantley, CSM, PMP

2017 Project Management Symposium



Research Question

What type of PMO frameworks currently exist in federal government agencies?

Hypothesis One

There are more than one type of PMO framework in the federal government agencies.

Hypothesis Two

The type of PMO framework in any given federal government agency is equally influenced by the agency mission and culture.

Hypothesis Three

Most federal government agency PMOs are not enterprise-wide and are based in the CIO's organization.



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PMO Frameworks





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PMO Frameworks

Organizational Unit PMO/Business Unit PMO/Divisional PMO/Departmental PMO

Provides project-related services to support a business unit or division within an organization including, but not limited to, portfolio management, governance, operational project support and human resources utilization.

Project-Specific PMO/Project Office/Program Office

Provides project-related services as a temporary entity established to support a specific project or program. May include supporting data management, coordination of governance and reporting, and administrative activities to support the project or program team.

Project Support/Services/Controls Office or PMO

Provides enabling processes to continuously support management of project, program or portfolio work throughout the organization. Uses the governance, processes, practices, and tools established by the organization and provides administrative support for delivery of the project, program or portfolio work within its domain.



PMO Frameworks (cont.)

Enterprise/Organization-wide/Strategic/Corporate/Portfolio/Global PMO

The highest-level PMO in organizations having one, this PMO is often responsible for alignment of project and program work to corporate strategy, establishing and ensuring appropriate enterprise governance, and performing portfolio management functions to ensure strategy alignment and benefits realization.

Center of Excellence/Center of Competency

Supports project work by equipping the organization with methodologies, standards and tools to enable project managers to better deliver projects. Increases the capability of the organization through good practices and a central point of contact for project managers.



PMO Work Domains

Standards, Methodologies and Processes

Methodology definition; metrics definition; process development and improvement

Project/Program Delivery Management

Define the business goals; resource management; schedule/cost/scope management; business realization management; risk management; stakeholder management; communications; project integration

Portfolio Management

Prioritization; strategic alignment; portfolio reporting; resource management allocation; opportunities and investment analysis; risk management; benefits realization tracking/reporting

Talent Management

Training, career paths, career development, capability/skills development and certifications/qualifications/credentials



PMO Work Domains (cont.)

Governance and Performance Management

Performance reporting; issue escalation; information distribution; metrics/KPIs; compliance; financial management; PMO performance management

Organizational Change Management

Customer/stakeholder satisfaction; managing resistance; readiness assessment; stakeholder management; communications

Administration and Support

Tools (provisioning/implementation/support); consulting; IT/IS support

Knowledge Management

Defining knowledge management policies, managing intellectual collateral/property, lessons learned, content management and collaboration

Strategic Planning

Confirming strategic priorities; defining business goals and aligning to initiatives; environmental scanning; opportunity analysis



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Preliminary

**Survey
Research**

The image features a 3D-rendered clipboard with a silver clip at the top, holding a white sheet of paper with a survey form. A red pencil is positioned diagonally across the bottom right of the paper. The word "Preliminary" is written in large, bold, red, sans-serif font across the center of the clipboard. Below the clipboard, the words "Survey" and "Research" are stacked in a bold, blue, sans-serif font with a slight drop shadow.



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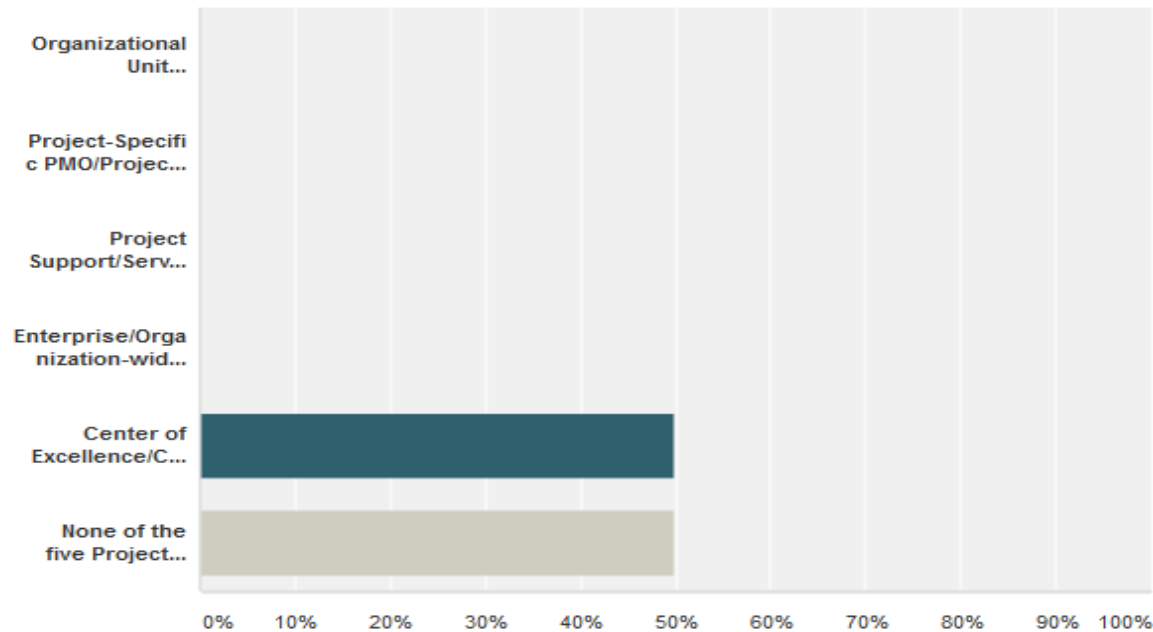
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Please read the following descriptions of the Project Management Institute's Project Management Office (PMO) Frameworks. Which one most closely resembles the type of PMO in your agency or organization? If you have more than one PMO, select the framework that most closely resembles the highest organizational level PMO for this question and subsequent questions.

N = 2

Answered: 2 Skipped: 0



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Is your agency or organization's PMO different from the Project Management Institute's (PMI) five PMO frameworks? If so, is it a combination of two or more of the PMI's PMO frameworks? Please indicate which PMO frameworks combine to best represent your agency or organization's PMO.

N = 1

Answered: 1 Skipped: 1

Answer Choices	Responses
Organizational Unit PMO/Business Unit PMO/Divisional PMO/Departmental PMO	100.00% 1
Project-Specific PMO/Project Office/Program Office	0.00% 0
Project Support/Services/Controls Office or PMO	0.00% 0
Enterprise/Organization-wide/Strategic/Corporate/Portfolio/Global PMO	0.00% 0
Center of Excellence/Center of Competency	100.00% 1

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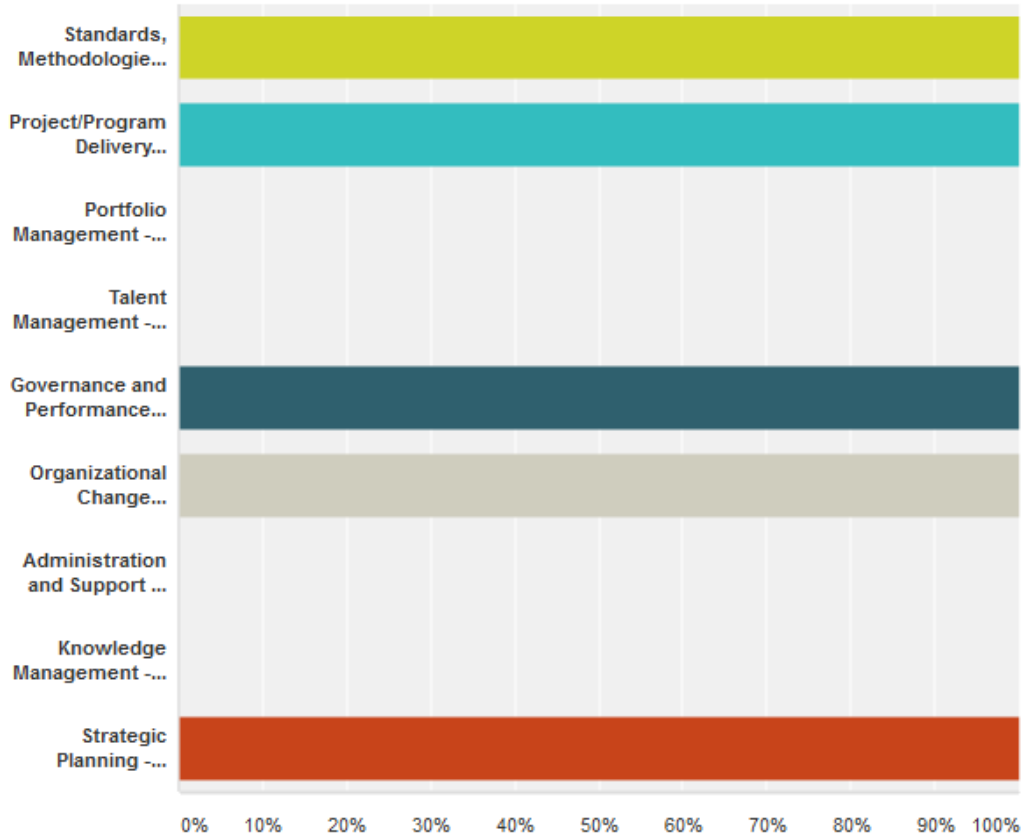
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Please select one or more work domains
that your agency or organization's PMO
provides:

Answered: 1 Skipped: 1

N = 1



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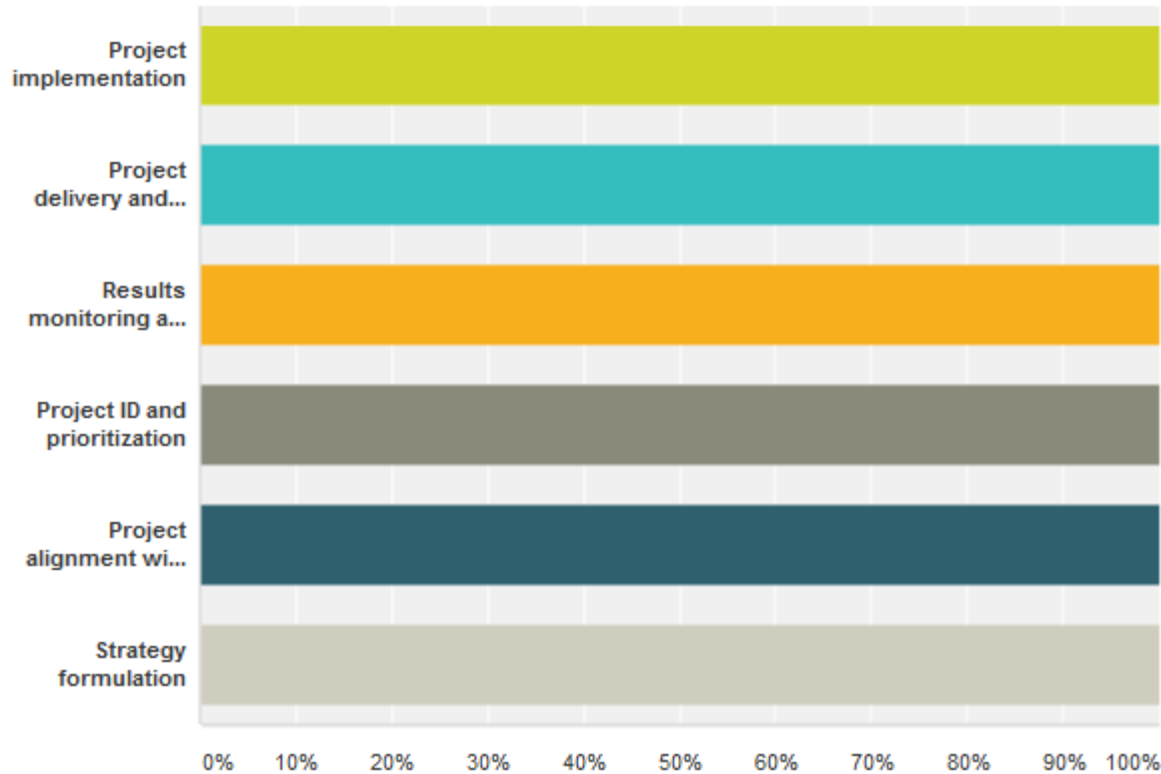
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Which phase or phases is the agency or organization involved in? Select all that apply.

N = 1

Answered: 1 Skipped: 1



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N = 1

If your agency or organization has more than one PMO, please describe why you have multiple PMOs.

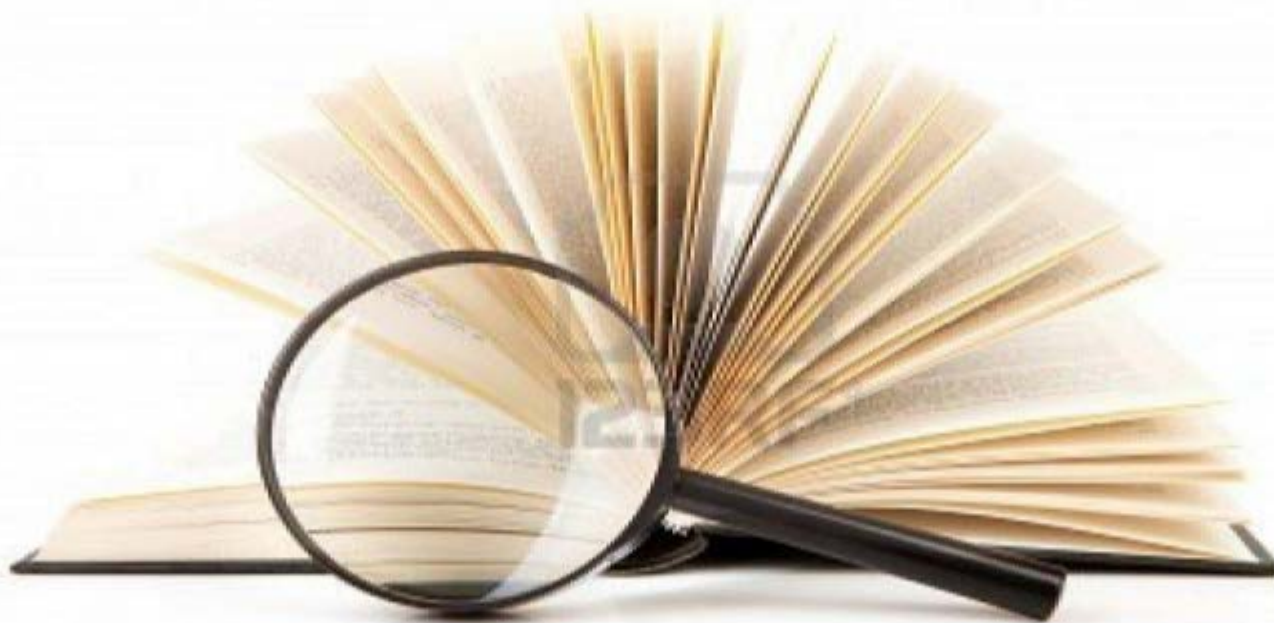
“IT has an extremely large portfolio and must comply with FITARA and other recent IT laws. The Office of Management (OM) PMO must manage all other projects such as process improvements, organizational assessments etc. OM has the responsibility of steering Strategic Initiatives for the COO, thus projects most often relate to goals and objectives that align with the strategic plan.”



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Literature Review

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An exploration of project management office features and their relationship to project performance

- Project support to offload administrative burdens such as reporting and software operations from project managers.
- Consulting and mentoring, whereby professional PM expertise such as proposal development and project planning is provided.
- Development and enforcement of standards and methods to leverage best practices and to ensure members of the organization are all “speaking the same PM language.”
- Training to enhance individual skills and to encourage professional certification.
- Assistance in staffing projects with appropriate project managers.
- Playing a high-tech project support role by enabling virtual project offices across geographical and organizational distance.



An exploration of project management office features and their relationship to project performance

PRESENCE

-
- Providing Project Administrative Support
 - Providing Human Resource/Staffing Assistance
 - Providing PM Consulting and Mentoring
 - Providing or Arranging PM Training
 - Developing and Maintaining PM Standards and Methods
 - Developing and Maintaining Project Historical Archives





An exploration of project management office features and their relationship to project performance

PMO Presence Findings

1. There is strong evidence that PM standards and methods are most highly correlated with project performance. This PMO feature should take priority over the others studied, whether a formal PMO entity is being established or not.
2. The use of project historical archives also showed a significant correlation with project performance.

Dai, C.X., and Wells, W.G. (2004). An exploration of project management office features and their relationship to project performance. *International Journal of Project Management* 22. 523-532.



Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan

- Monopolistic in nature
- Lack of adequate and appropriate skills within the public sector
- Larger number of stakeholders, often with conflicting interests
- Elaborate bureaucratic processes of projects approval, funds release, reporting, and monitoring
- Larger, and more complex, projects



Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan

- Sometimes ambiguous goals, or goals not properly linked with organizational (i.e. national development) goals
- Extensive external dependencies and influences, i.e. from politicians, citizens, external funding agencies etc.
- Diluted personal responsibilities and accountability, sometimes drive by attitude of 'passing the buck'.



Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan

- Shorter planning and financial horizons (or perspectives)
- Subject to laws, regulations and oversight that exceed those on private organizations



Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan

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Think



Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan

It is recommended that attention must be given while proposing the standardized and internationally recognized project management methodologies and practices to Public sector organizations. The important **factors** like **lack of adequate and appropriate skills** within the public sector; **larger number of stakeholders with conflicting interests, bureaucratic processes of projects approval and funds release** must be considered in advance. **Attention** must be given to **projects progress; timely and accurate identification of delays and reasons** thereof; **capacity building of project management professionals**, and **better projects controlling, monitoring, and closing** . . .

Shah, S.R.A., Khan, A.Z., and Khalil, M.S. (2011). Project Management Practices in e-Government Projects: A Case Study of Electronic Government Directorate (EGD) in Pakistan. *International Journal of Business and Social Science*, 2:7. 235-243



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BREAKING NEWS: President Barack Obama signs the PMIAA

**We are excited to announce that on 14
December, President Barack Obama signed **The
Program Management Improvement and
Accountability Act of 2015 (PMIAA)** into law.**



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PMIAA: overview

- PMIAA will enhance program management leading practices throughout the U.S. federal government in four important ways:
 - Creating a job series and career path for federal program managers
 - Developing a standards-based model for program management consistent throughout the government
 - Designating a senior executive in each agency to be responsible for program management policy and strategy across the agency
 - Establishing an interagency council on program management to align agency approaches across the federal government

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