



pmo of the year®

PROJECT MANAGEMENT OFFICE AWARD

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2011



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# Foreword: The Strategic PMO

## TRANSFORMING ORGANIZATIONS

**T**HE PMO has been in the news this year, with studies and predictions from the major business research firms making headlines. PMOs have been lauded as “transformative” by Forrester research and as “strategy execution offices” by Gartner, Inc. The speed with which this organizational structure has colonized both industry and government around the world — and expanded its influence from the IT department to the highest executive levels — is perhaps the greatest testament to its effectiveness.

We are used to technology revolutionizing business practices over a short time span; but the PMO is perhaps the only organization design that has performed a similar transformation. In just one decade, we have seen:

**The PMO of the Year Award winners and finalists model the new style of transformative PMO.**

- The Project Office morph into the *Project Management Office*, a significant change in terminology because it tells us that we are creating a process center, not merely managing projects
- The divisional (usually IT) PMO evolve into an Enterprise PMO
- The Enterprise PMO take on more and more high-value, strategic tasks, from advising senior executives to participating in portfolio selection.

What’s next? As the Enterprise PMO becomes the Office of Strategy Management, or the Office of Planning and Innovation (just two of the titles held by recent PMO of the Year finalists), long-time project management watchers can be gratified that the “projectized” organization long imagined is becoming a reality. The best-practice organizations who win, place, and show in the PMO of the Year Award offer us a glimpse into a future that is already under way.

# The Strategic PMO

(continued)

## WHY THESE ORGANIZATIONS MATTER

The Award program is the culmination of a decade of original business research by PM Solutions' research division. Business research, as opposed to the kind of pure research carried on by scientists and academics, seeks to answer specific questions and to answer them in ways that provide immediate actionable information. Therefore, naturally, firms that carry out business research ask questions to which they need answers. It's not surprising that the majority of actionable business research comes from the research departments of consulting firms because consulting firms provide, primarily, two intellectual commodities: information and strategies.

Information alone isn't enough. Sometimes it helps to know how many other companies, for example, train project managers, or how many of them they train. But what would really help would be to know why and how they train them, and what business results they derive from that investment. That understanding is what separates usable information from raw numbers.

Strategy alone isn't enough, either, because a strategy that is not based on information cannot be subjected to performance analysis. You'll never know if you succeeded because of the strategy or by sheer accident or due to a change in the business environment.

So what consultants need are *strategies based on information*. Since 1999, PM Solutions Research has sought to provide this through a program of survey and action research. Then, in 2006, increasingly impressed by the achievements of the project management leaders who attended our Benchmarking Forums and discussed the innovative ways they were implementing project, program, and portfolio management in their organizations, we conceived of The PMO of the Year Award as a way to spotlight the business value of project management and the role of the

Any organization that depends on projects and programs for growth can benefit from the example set by the PMO of the Year Award winners.

# The Strategic PMO

(continued)

professional PMO leader. At the same time, we have focused our survey research efforts on PMOs, creating *The State of the PMO*, a recurring study that examines trends and benchmarks practices across a variety of industries. This study describes an organizational entity whose time has come. For example:

- PMO maturity is up. Average maturity is 2.3 (on a scale of 1–5), with 14% immature (compared with 26% in 2007) and 52% established (34% in 2007).
- PMOs demonstrate significant value. In particular, they've contributed a 31% decrease in failed projects on average, 30% of projects delivered under budget, a 21% improvement in productivity, 19% of projects delivered ahead of schedule, and cost savings of \$567,000 per project.
- There's a direct correlation between the maturity of a company's PMO and the value it provides. More mature PMOs are far more likely to meet critical success factors. They also demonstrate significantly greater improvements in cost savings per project, decrease in failed projects, schedule and budget performance, and productivity.
- Companies with PMOs have significantly more mature project management capability than those without. In fact 30% of companies without PMOs have only ad hoc processes (Level 1 project management maturity) while only 6% of companies with PMOs are still at Level 1 maturity.

While the award and the surveys are quite separate, the award applicants do provide a living laboratory where the trends that emerge from the data are demonstrated. The PMO of the Year Award winners and finalists model the new style of transformative PMO. Even six years ago, we found that those who rose to the top in the awards program had already understood the need for business results and had taken on the mantle of accountability. They were actively seeking ways to improve overall organizational performance, as well as ways to communicate performance improvements across the enterprise. In short, they had not waited to be told what a best-practice enterprise PMO should be doing: They invented it. Any organization that depends on projects and programs for growth (and who doesn't?) can benefit from their example.



# About the PMO of the Year Award

## To the 2011 Judges: Thank You!

- **Paul E. Bryan** MBA  
Project Management Office Chief,  
U.S. Census Bureau
- **N. Robert Buckwalter** PMP  
Director, Projects and Programs,  
Tegrit Financial
- **Ginger Levin** PhD, PMP, PgMP  
Certified OPM3 Assessor,  
Consultant and Educator
- **Robert J. Tresente** PMP  
Director of Portfolio Management,  
Providence Health and Services
- **Janice Weaver** PMP  
System Associate Vice President  
and Senior Program Manager,  
Enterprise Program Management  
Office, Norton Healthcare
- **Steven Weber** MBA, PMP  
Managing Director, Resultaire AG
- **Margo Visitacion**  
Vice President, Forrester Research

**P**RESENTED BY PM Solutions and the Project Management Institute's Program Management Office Community of Practice, the award salutes a Project Management Office that has demonstrated excellence and innovation in developing and maturing an organizational structure to support the effective management of projects. It is a showcase for PMOs that have demonstrated vision and business acumen in implementing new ideas, methods, or processes that led to measurable improvements in project management realizing business benefits for their organizations.

The Award grew out of the Project Management Benchmarking Forums, begun in the 1990s by Dr. Frank Toney of the University of Phoenix. These forums, which continued under the auspices of the Center for Business Practices (now PM Solutions Research) from 2002 to 2007, brought together project management leaders from major corporations, government entities, and nonprofit organizations to discuss their challenges and share workable solutions and practices in an informal dialogue.

Over the course of a decade, we had watched as more and more project management leaders reported success with implementing organizational entities devoted to the management of projects. These structures — Project Offices, PMOs, Centers of Excellence — brought new rigor to the practice of project management and improved results to their sponsoring organizations. But they were not receiving the accolades they deserved. The PMO of the Year Award was created to draw attention to their accomplishments.

Since 2006, the PMO of the Year Award has been awarded annually. The number of contestants has been on an upward trend, from an ever-widening span of the globe. Since 2010, the award has been jointly administered with PMI's PMO Community of Practice (formerly the PMOSIG).



pmo of the year®

PROJECT MANAGEMENT OFFICE AWARD

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# About the PMO of the Year Award (continued)

## HOW THE AWARD IS DECIDED

PMOs must be nominated by their directors, who submit a three-part essay covering :

### 1. The Background of the Project Management Office.

- How long the PMO has been in place
- Director's role within the PMO
- How the PMO's operations are funded
- How the PMO is structured (staff, roles and responsibilities, enterprise-wide, departmental, etc.)
- How the PMO uses project management standards to optimize its practices.

**2. PMO Innovations and Best Practices.** Addresses the challenges the organization encountered prior to implementing the new PMO practices and how it overcame those challenges. Describes clearly and concisely the practices implemented and their affect on project and organizational success.

**3. The Impact of the PMO and Future Plans.** The overall impact of the PMO over a sustained period (e.g., customer satisfaction, productivity, reduced cycle time, growth, building or changing organizational culture, etc.). Provides quantitative data to illustrate the areas in which the PMO has had the greatest business impact. Describes the PMO's plans for the coming year and how those plans will potentially impact the organization.

Judges — a panel of independent volunteer experts, co-selected by PM Solutions Research and the PMO Community of Practice — then review the documentation provided for each of the nominated PMOs and rate them on a scale of 1 to 5 on how well they meet the criteria below, taking into account the validity, merit, accuracy, and consistency in addition to the PMO's contribution to project and organizational success:

- Demonstration of vision and business acumen in implementing new ideas, methods, or processes
- Meeting organizational challenges
- Positive impact on project success

## About the PMO of the Year Award

*(continued)*

- Positive impact on organizational success
- Realization of tangible business benefits
- Building a project management culture
- Effective use of resources
- Improved organizational PM maturity
- Improved project manager capability.

Finally, the judges provide an Overall Rating based on the following question: To what extent did the nominated PMO demonstrate excellence and innovation in developing and maturing an organizational structure to support the effective management of projects? The top-ranking PMOs are then reconsidered, in a second round of judging, to select the winner and top three finalists. (In some years, when there is a tie between finalists, there have been four finalists.)

The PMO of the Year Award is presented in recognition of excellence and innovation in developing and maturing an organizational structure to support the effective management of projects.



## HEALTHCARE AND LIFE SCIENCES PMO

### Good Project Managers are Good Business for this Healthcare PMO

In the healthcare industry, approximately 30% to 60% of projects routinely fail — depending on which study is quoted. Projects managed by the Healthcare and Life Sciences (HCLS) PMO elite team, by contrast, deliver at an astounding 96% success rate with 94% utilization. That's not just good project management, that's good business.

But at Dell Services, even 96% success is simply not good enough. As a consequence, the HCLS PMO is implementing a Zero Defect Project Management program in 2011. The program is designed to shift the mindset of all project stakeholders to the concept that on-time, on-budget, high-quality delivery of all projects is, as PMO Director Robert Rausch says, "the standard rather than the goal."

#### BUSINESS FIRST

The Dell Services Healthcare and Life Sciences (HCLS) PMO (formerly the Perot Systems Healthcare PMO) was established in 2002 to support healthcare accounts throughout the United States and immediately established itself as a leader in project management process and tool implementation by developing best practices, standardized project management templates and Microsoft Office tools within the organization to reduce risk and ensure consistent project delivery.

This business-first mindset of the HCLS PMO has been a hallmark of the group since its inception. The approach to project management has focused on maximizing flexibility while minimizing overhead. For example, the business identified reporting as a particular area of concern in 2005. In response, the PMO took the lead in spearheading the development of *Project Reporter* — an in-house, centralized reporting tool available to all healthcare accounts and project managers.

**Type of Organization**

Healthcare Services

**Headquarters**

Plano, Texas

**Number of full-time employees (FTE)**

9,000

**PMO Size (FTEs)**

16

**PMO Annual Operating Budget**

US \$3 million (approximate)

**PMO Director**

Robert Rausch

**Presenting Challenge**

Making high-quality delivery of projects the standard in an industry where up to 60% of projects routinely fail.

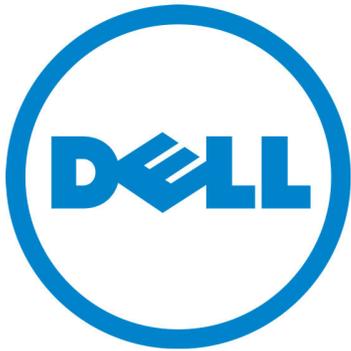
**Business Benefits**

Since implementation of PMO improvement initiatives, 96% of projects deliver on time and on budget.

**Website**

<http://content.dell.com/us/en/healthcare/healthcare-solutions.aspx?~ck=bt>

## Dell Services (continued)



In 2007, a new business certification program was initiated. The process involved ensuring that all healthcare new business pursuits (Integrated Technology Office, software implementations, etc.) had been validated from a project management perspective during the sales cycle. By linking scope, schedule and cost in the sales cycle, the PMO expedited planning phase activities while providing leadership with confidence that each new deal would reach its financial objectives.

In 2008, the PMO played a key role in the development and implementation of the Portfolio, Program, Project Management Methodology (P<sup>3</sup>MM), which was featured prominently in Harold Kerzner's 2010 book *Project Management Best Practices: Achieving Global Excellence* as a premier example of corporate project management reengineering. Then, in 2009, focus shifted toward the application of P<sup>3</sup>MM processes and tools. Because a large volume of projects had to be reviewed to ensure P<sup>3</sup>MM compliance, the PMO developed the Quick Assessment process — a list of 25 questions designed to ensure that large projects were adhering to P<sup>3</sup>MM best practices. The Quick Assessment was so successful at pinpointing project trouble spots that it remains the standard tool for assessing “suspect” projects.

In 2010, Perot Systems was acquired by the Dell Corporation but the PMO's mission remains the same: to provide healthcare accounts and project managers with *best in class* support for the timely, cost-effective delivery of high quality products and services to clients.

In 2010–2011 the HCLS PMO focus has been on increasing the value of project management to the business. To this end, the PMO implemented its Project Management Optimization Initiative consisting of three major components:

- 1) Certification of project managers based on skill level
- 2) Identification of project manager capacity and utilization metrics
- 3) Implementation of an elite leveraged project manager pool.

### CERTIFICATION OF PROJECT MANAGERS BASED ON SKILL LEVEL

At Dell Services HCLS, project managers are rated in one of four skill categories: *Beginner*, *Performer*, *Master*, or *Mentor*. The HCLS PMO recently completed the challenge of classifying all 120 healthcare project managers in one of those categories. This undertaking was not just a simple professional designation — Human Resource job codes were changed to reflect each project manager's level of

## Dell Services (continued)

skill, making it a highly visible undertaking (Consultant = Mentor; Sr. PM = Master; PM = Performer; Analyst = Beginner).

Project manager skill ratings are by no means uncommon, and most organizations use some type of subjective system to rate project managers. At Dell Services, however, the HCLS PMO identified a firm set of objective requirements for each classification. For example, performer candidates had to, among other things, demonstrate that they had successfully managed two medium-sized projects. This involved an HCLS PMO review of project schedule artifacts to ensure that the candidate could capably manage a baselined, fully linked, fully resourced project schedule.

The requirements for master certification were even more arduous. Candidates had to demonstrate that they managed an effort-based schedule utilizing earned value; that costs tied to the project schedule; and that risk and issue management was conducted on a regular basis. In addition to the artifact review, a three member panel of master project managers quizzed candidates on a host of project management topics encompassing all *PMBOK® Guide* knowledge areas as well as the Dell Services internal project management methodology (P<sup>3</sup>MM).

That the certification is rigorous is shown by the results: only 1% of those assessed attained the rank of Mentor, with the majority in the Performer category.

Certification of skill level simply for the sake of recognition is, of course, little more than an honorary title. At Dell Services, skill level serves as the basis for project management capacity planning. That is, how many projects can a Mentor/Master-rated project manager capably manage? A Performer? How much effort can an average Beginner project manager oversee before becoming overwhelmed? At what point is it necessary to hire additional project managers? These are tough questions, and there is a surprising lack of research in the area.

**When projects turn red, they get a Quick Assessment and daily governance until they're back on-track — not tons of overhead in terms of committee meetings and oversight boards. The HCLS PMO has earned the trust of the business to “fix the problem.”**

## Dell Services (continued)

The HCLS PMO attacked the problem systematically. Following project manager certification and classification, a thorough review of all completed projects was conducted. Successful projects were placed in one bucket and unsuccessful projects in another. The results implied that the single most important metrics in predicting project success or failure were: 1) the skill level of the project manager; and 2) the average number of effort hours managed monthly. To put it another way, projects had the greatest likelihood of success when:

- Mentor/Master PMs managed no more than 1,600 effort hours (10 FTEs) per month
- Performer PMs managed no more than 1,200 effort hours (6–8 FTEs) per month
- Beginner PMs managed no more than 500 effort hours (2–3 FTEs) per month.

The metrics data struck a chord with Dell Services HCLS leadership and formed the basis for a systematic review of account project performance. That is, a given HCLS account is managing an average of 5,400 project hours per month with one Master and two Performer project managers. Based on metrics data the three project managers should only be managing 4,000 project hours per month (1,600 + 1,200 + 1,200). The data suggests that this hypothetical account may be risking quality by over-allocating the project managers. Thus, they may reasonably support hiring another performer level project manager. This analysis helped several accounts rightsize their PM staff and made Dell Services better at proactive project management.

### IMPLEMENTATION OF AN ELITE LEVERAGED PROJECT MANAGER POOL

Every organization seeks to assign its most skilled project managers to its most complex projects. Doing so reduces risk, increases customer confidence, and makes the best possible use of scarce resources. It's not always easy, however, to identify the most talented project managers or the most complex projects. At Dell Services, all projects are classified on a 1 to 5 scale, with 5 being the most complex. Their best practice involves assigning only Mentor or Master project managers to level 4 and 5 projects (or Mentor-guided Performers in stretch assignments). The Dell HCLS PMO certification and classification initiative helped identify the most talented project managers, and the Dell HCLS PMO utilization approach helped determine which project managers (if any) had available capacity. What could be done, however, if there were simply no project managers available on a given Dell HCLS account to manage a complex project?

We don't do good project management simply for the sake of project management; we do good project management because it reduces risk and results in increased sales of Dell products and services.

— Robert Rausch  
PMO Director



## Dell Services (continued)

Great hard work, high expectations and commitment.

They demonstrated their accomplishments to a great extent across the board. I could find nothing negative or anything that they needed to improve upon except to keep doing what they are doing.

— from the judges

To resolve this issue, the HCLS PMO implemented an elite project management team. All project managers on the team were PMI PMPs and internally certified at the Master (or Mentor) level. The twelve-member team of elite project managers was chartered to rescue troubled projects, manage high-profile, “can’t fail” efforts, provide PMO startup support, mentor junior project managers, and provide consulting and sales support. Project managers wishing to join the team must be PMP-certified and P<sup>3</sup>MM Master certified, meaning: 1) each of their prior projects had been subjected to a thorough artifact review by a Master project manager; 2) a committee of Master project managers must have interviewed and approved the project manager; and 3) all project sponsors must have rated the project manager no worse than 5.75 on a 7 point scale in the areas of leadership, communication and organization. All leveraged project managers are fully booked in billable roles through 2011. Due to the rigorous acceptance process, there is a queue of both requests and applicants.

The elite leveraged pool provides a significant value to some 40 Dell Healthcare and Life Science Accounts. Each account is, essentially, an independent business with an account PMO Leader reporting to a Client Executive. Account PMO Leaders are responsible for project manager staffing, project delivery, and application of Dell Services best practices (governed by the HCLS PMO). Engaging an elite project manager assures a certified resource, trained in Dell Service best practices, and available at a reasonable cost.

The elite leveraged project managers are held to the same utilization standards as their peers outside of the team (each must manage at least 1,600 project hours per month over the life of the project). However, unlike many of their peers, this team of project managers is not dedicated to a particular client or account. As such, they are generally assigned to multiple projects, often for multiple clients, until they reach capacity. The availability of highly-skilled project managers for partial assignment has sparked a wave of interest among Dell HCLS accounts. Rather than hiring contractors or additional staff to support new project work, Dell HCLS accounts rely on the partial assignments of the leveraged project managers from the HCLS PMO.

In addition to reducing project startup costs (contractor rates and training, new-hire training, etc.), the risk of failure and reduced project quality have been diminished as elite leveraged project managers are already familiar with the Dell Services culture and can be counted upon to uniformly apply best practices.

## Dell Services (continued)

### PROJECT MANAGER OPTIMIZATION INITIATIVE RESULTS

The Project Manager Optimization Initiative has exceeded all expectations at Dell HCLS. From a cost perspective, few Dell HCLS accounts hire dedicated project managers (unless contractually mandated or a unique skill set is required). This has reduced training and startup costs as most accounts utilize the elite project manager service. All of the elite project managers are 100% billable and ran an astounding 94% utilization in the first year of operation. From a delivery perspective, only two of forty-eight projects have been classified as “unsuccessful engagements” — a 96% schedule and cost success rate.

The elite project management team’s greatest success, however, has been in the area of quality. From a Human Resource perspective, the elite team is considered a destination for project managers throughout Dell Services. Within Dell HCLS, engaging an elite project manager is tantamount to a *guarantee* of project delivery success.

In many companies, project management in general, and the PMO in particular, are viewed as overhead or administrative functions. At Dell Services Healthcare and Life Sciences, project management is held in high regard as the PMO is viewed as a business partner. This hard-earned status is due, in large part, to a culture of relentless innovation to improve project delivery for the business. In the HCLS PMO, “we don’t do good project management simply for the sake of project management; we do good project management because it reduces risk and results in increased sales of Dell products and services,” says Rausch.

This practical approach to project management is attractive to HCLS leadership and customers alike. When projects turn red, they get a Quick Assessment and daily governance until they’re back on-track — not tons of overhead in terms of committee meetings and oversight boards. The HCLS PMO has earned the trust of the business to “fix the problem.” If the project cannot be rescued, the HCLS PMO oversees change request development and is actively involved in resetting customer expectations.

Impressive focus on governance and best practices ... There is an extensive emphasis on quality. The PMO supports the entire organization and is viewed as a valued business partner.

— from the judges

## ENTERPRISE PROJECT SOLUTIONS

### Out of Many, One: An Enterprise PMO Conducts a Symphony of Divisions after Acquisitions Grow the Company

VSP Vision Care® (VSP), a VSP Global<sup>SM</sup> company, provides vision benefits to more than 56 million members nationwide through an exclusive network of 28,000 private-practice doctors. Founded in 1955 in Oakland, California, the company has grown to its current status through acquiring a series of other vision care companies and labs.

In the 1990s, unprecedented growth drove the individual divisions within VSP to employ project managers (PMs) and business analysts (BAs) to support project efforts. Driven by the need to collaborate and share experience, a grassroots team of PMs, BAs, managers, and sponsors self-organized to address the lack of coordination. This team established a standardized project management methodology and training program, forming a virtual PMO. While this provided a good start to VSP's project methodology, the virtual PMO had several issues:

- Through years of siloed efforts, VSP had become insular, lacking the enterprise vision which would allow VSP to fully leverage the opportunities derived from its acquisitions
- Lack of shared knowledge subverted the growing need for cross-divisional and line-of-business efforts
- Inconsistent use of project management criteria and methodology across divisions caused confusion for sponsors, teams, and business partners
- PMs and BAs were not held to the same standards and metrics, leading to discrepancies in skills and approaches.



#### Type of Organization

Insurance

#### Headquarters

Rancho Cordova, California

#### Number of full-time employees (FTE)

1,700

#### PMO Size (FTEs)

42

#### PMO Annual Operating Budget

US \$5 million (approximate)

#### PMO Director

Karen Casey, Vice President, Enterprise Project Solutions

#### Presenting Challenge

Rapid growth through acquisitions led to a lack of coordination among various divisions; projects struggled to meet budget projections, close on time, and deliver business value aligned with corporate strategies.

#### Business Benefits

Through an emphasis on enterprise thinking, the amount spent on projects in the portfolio benefiting new/growth lines of business increased over 2900% from 2008 to 2010. Through use of metrics to track success, EPS reduced the number of projects closing late and over budget by 50% from 2009 to 2010.

#### Website

<https://www.vsp.com/>

## VSP Vision Care

*(continued)*



In 2008, a period of international expansion that resulted in a growing number of projects, a formal Program Management Office (PMO) structure became a necessity, and the Enterprise Project Solutions Division (EPS) was chartered as a PMO. Under the leadership of Chief Operations Officer Laura Costa and Vice President Karen Casey, EPS consolidated and co-located the PMs and BAs from individual divisions. EPS developed key staff roles and key job accountabilities, implemented robust interview processes to hire experienced project professionals, and increased career development opportunities.

EPS focuses on three goals in support of their mission, “Bridging strategy and operational excellence through innovation, execution, and adoption.” These are:

- Shaping, leading, and delivering results on enterprise projects
- Fostering high performing employees
- Championing business innovations to transform the way business is done.

VSP had faced a variety of issues in managing its portfolio and projects. Until recently, projects struggled to meet budget projections, close on time, and deliver business value aligned with corporate strategies. As a company that has grown through acquisition, VSP Global’s project management practices have been inconsistent from one line of business to the next. Within its various business entities, VSP has tended to take a narrow viewpoint of strategic goals, focusing on division priorities to the occasional detriment of the greater good of the enterprise.

While the EPS PMO was originally chartered within the Vision Benefits business, its impact has been felt throughout the organization as it continues to influence the practice of project management. As a change agent, the EPS PMO has been the single largest unifying force in developing an enterprise view through influencing, leading cross enterprise projects, bringing all parties to the table, and encouraging cooperation among the lines of business. The projects led by the PMO can radically change business direction, systems architecture, and VSP’s relationships with its publics, requiring true leadership to help VSP Global through the ensuing transition.

As EPS began maturing its skills, it also championed the development and improvement of enterprise-wide tools and processes. With much of the needed structure and methodology already in place but inconsistently applied, the EPS PMO dedicated itself to internal process improvement and alignment. The goal was to build an enterprise point of view and increase effectiveness and business value.

## VSP Vision Care (continued)

One strategy was to create participation by executives in the portfolio process by creating three unique organizational entities that superseded the Portfolio Steering Committee (PSC):

**Business/Technology Integration Team (BTI).** EPS initiated the founding of the BTI, consisting of the Presidents and top-level executives across VSP Global's lines of business. The BTI is chartered with ensuring that programs and projects align with VSP Global's enterprise strategic initiatives and are prioritized accordingly. By involving the company's top-level executives, BTI is intended to ensure resource and budgetary support for the most critical undertakings, ensure alignment within the enterprise, and ensure the vision of leadership is executed.

**Strategy Integration Team (SIT).** EPS instituted SIT and holds several seats on the team. SIT is chartered with researching and clarifying corporate strategy. This team undertook a review of current and future portfolio efforts and resource capacity to understand how best to prioritize and phase the work. With the Intake Team, it will implement additional process changes and improvements designed to align the portfolio more closely with corporate strategies.

**Intake Team (Project Screening Board).** Established in June 2008, the Intake Team has played a key role in driving process improvements in project portfolio management. Intake comprises experts in project execution, analysis, technology, and finance. Originally tasked with reviewing project documents prior to submission to the PSC, Intake now also ensures that projects remain in alignment with strategic enterprise initiatives. Intake also provides coaching to PMs, sponsors, and projects at risk; and researches, analyzes, and develops feasibility studies of various strategic initiatives.



As VSP Global grows larger and more diverse, the PMO has become critical to achieving our goals. When I arrived in Sacramento, two and a half years ago, the EPS PMO was just being formed with an emphasis on continual improvement, repeatable processes, and taking a strategic view of all of our businesses. It has evolved a lot over the past few years and will be a big part of our strategic plans going forward

— Jim McGrann, Chief  
Technical Officer, VSP Global

### BEYOND PROJECT PERFORMANCE

For years, VSP projects experienced obstacles outside their control with internal business processes. Project teams routinely created “work-arounds” to these organizational impediments to achieve project goals and remain on schedule. To resolve these long-standing impediments, EPS now assists in identifying impediment owners, facilitates issue resolution, and communicates the resolution to all stakeholders.

## VSP Vision Care (continued)

EPS established an Operational Readiness (OR) task force in mid-2009 to ensure that divisions are prepared to manage their business at project close. The task force established new PM and BA responsibilities and developed new tools:

- Initial stakeholder assessment to identify high-level needs
- The OR plan, which details change management and communication efforts
- Training on the new process and updated standard documents.

VSP has incorporated multiple feedback loops into projects and business units. These include project performance feedback involving the PM, BA, sponsor and team, Operational readiness, intake process, and annual enterprise-wide employee engagement surveys. This information is used to hone existing processes, develop new ones, and determine education needs. As a result, EPS achieved the following improvements from 2009 to 2010:

- 8.6% improvement in sponsor satisfaction with PM
- 4.7% improvement in team satisfaction with PM
- 10.9% improvement in team satisfaction with BA
- 6.2% improvement in sponsor satisfaction with operational readiness.

### METRICS-DRIVEN QUALITY IMPROVEMENT

Project managers and projects are measured and evaluated on meeting the goal of getting first baseline approval within five weeks and meeting project hours and duration estimates within a 10% variance from their second baselines. In implementing these metrics, the PMO put more rigorous and consistent change control practices in place. This ensured greater visibility to changes in scope or schedule/budget outside the approved variance. Since putting these measures in place, 67% of 2010 projects closed within budget. EPS maintains tracking metrics to ensure the metrics are achievable and realistic. These measures are also presented in a sponsor report card at project close.

The PMO has produced results that have greatly benefited the VSP Global companies. Through the EPS emphasis on enterprise thinking, the amount spent on projects in the portfolio benefiting VSP Global lines of business other than Vision Benefits has increased over 2900% from 2008 to 2010. Through continued improvement efforts and use of metrics to track success, EPS has reduced the number of projects closing late and over budget by 50% from 2009 to 2010.

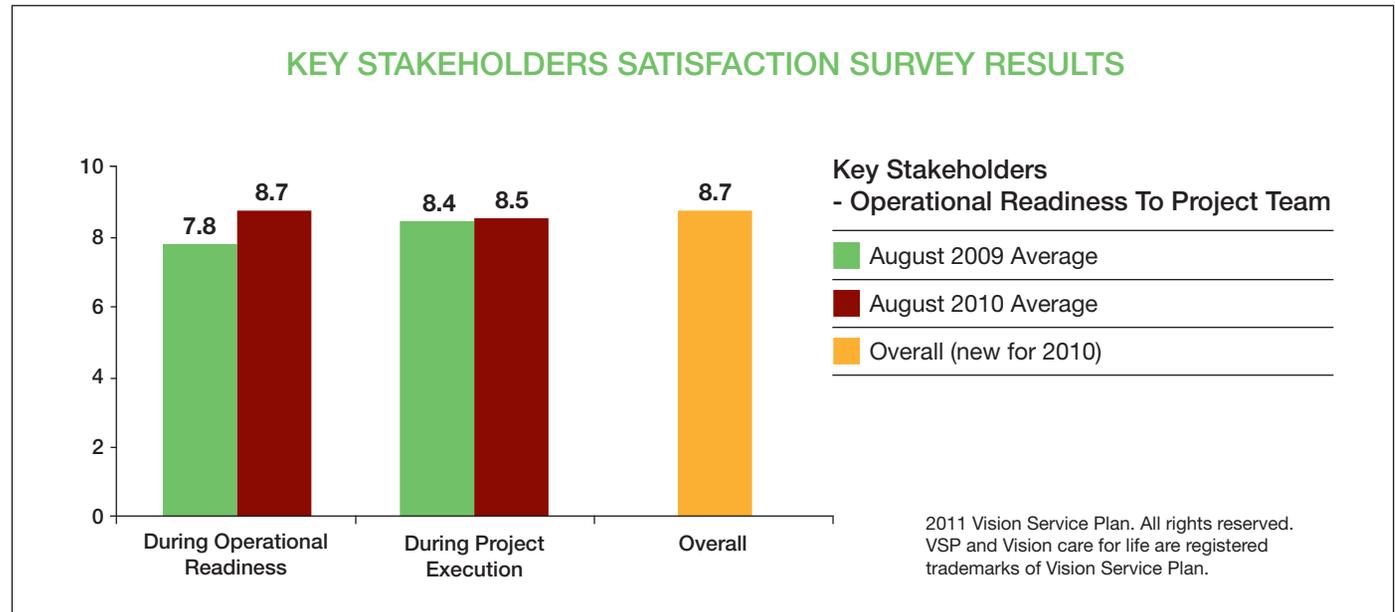
Innovative PMO practices and organizational improvement solutions, benefits and impact on organization success. Good metrics to support their claims of success. The organization improved, not just the IT or PMO departments, from the improvements in project management and PMO practices.

— from the judges

## VSP Vision Care (continued)

Very creative in developing new models that truly changed the way the organization thought, strategized and functioned. Collaboration between PMO and business/organization leaders is broad and deep with well-structured mechanism that produces well-informed business and project decisions.

— from the judges



Measurable results and continuous success have increased business partner confidence not only in EPS but in project management as a discipline. In the past, the business did not understand the benefits of involving a project manager in a project. Currently, demand has outstripped availability, prompting EPS to increase PMO staffing by 17% (in an economy which has seen flat or decreasing headcount in most industries).

Jim McGrann, Chief Technical Officer for VSP Global, summarizes the evolution of the PMO: “As VSP Global grows larger and more diverse, the PMO has become critical to achieving our goals. When I arrived in Sacramento, two and a half years ago, the EPS PMO was just being formed with an emphasis on continual improvement, repeatable processes, and taking a strategic view of all of our businesses. It has evolved a lot over the past few years and will be a big part of our strategic plans going forward.”



# California Technology Agency

## PROGRAM MANAGEMENT OFFICE

### From IT Project Approver to Manager of a US\$5 Billion Portfolio

California is the eighth largest economy in the world. To meet the needs of its citizens, California state government has an IT project portfolio of approximately US\$5 billion. In 2007, economic pressures, a shrinking state budget, and growing complexity in its technology environment forced the state to revolutionize how it managed its IT portfolio to ensure sustained, superior results.

Until 2007, the state focused on reviewing and approving individual projects and providing high-level project oversight. In December 2007, the governor hired a CIO with an encompassing vision for enterprise technology governance that included a statewide enterprise Program Management Office (PMO) to integrate IT policy, project approval, and management with the desired result of better managing the state's IT portfolio, improving IT project outcomes, and developing confidence in the state's portfolio management. To achieve these objectives, the PMO needed to build a project management infrastructure across the state, including policies, practices, and standardized methodologies, while developing project managers and sponsors who could effectively plan, develop, and implement projects.

**PMO Transformation.** The PMO leadership set ambitious goals. As indicated in the PMO's Vision Statement (next page), these goals would require a complete, systemic overhaul of the state's IT project initiation process, oversight processes, and creation of non-project IT management programs. This effort was complex as it would profoundly change the way the state treated IT projects requiring a comprehensive elevation of staff knowledge and capacity. Most importantly, it required a change in the state's ingrained culture regarding IT planning, adherence to management, and trust and transparency among the state's organizations.



#### Type of Organization

State government

#### Headquarters

Sacramento, California

#### Number of full-time employees (FTE)

175,000 (approximate)

#### PMO Size (FTEs)

31

#### PMO Annual Operating Budget

US\$2 million (approximate)

#### PMO Director

Russ Guarna, Deputy Director

#### Presenting Challenge

A shrinking state budget, a growing population, and growing complexity in the IT portfolio.

#### Business Benefits

Portfolio management refinements have led to more than \$694 million in opportunity cost savings to date.

#### Website

<http://www.cta.ca.gov/>

# California Technology Agency (continued)



## CALIFORNIA TECHNOLOGY AGENCY'S PMO VISION STATEMENT

*The vision of the PMO is to become a center of excellence and the recognized leader in project management and of the state's IT portfolio data. With the PMO's leadership, the performance of statewide IT programs will improve year after year. The PMO's customers will recognize the PMO as the collaborative IT portfolio experts in the state and the "go to" place for credible IT information and guidance.*

The PMO's scope now includes all critical aspects of managing the state's IT portfolio across the project planning and management lifecycle including:

- Primary support for program and project planning, investment analysis, and project management
- Ensuring the coordination and collaboration of enterprise and other multi-departmental IT efforts
- Ensuring standardization in project management processes and project performance metrics in order to maximize the management of major projects and allow for uniform project performance assessments
- Coordinating project remediation activities as needed.

The PMO provides executive-level management and guidance and works directly with departmental CIOs, sponsors, and project teams for the entire state. The PMO has 20 staff, structured in two units:

**Program Management.** This unit focuses on project planning; investment analysis, review, and approval; ensuring approved projects are set up for success; and high-level oversight of performance.

**Oversight and Strategic Initiatives.** This unit provides expert project oversight, procurement, spend management, and long range planning and policy. The PMO embeds this unit's staff in critical IT projects for onsite independent oversight. This unit provides procurement expertise for policy and acquisition oversight activities, and a spend management program that manages budget and savings initiatives within the state IT portfolio.

# California Technology Agency (continued)

I was really impressed with the tangible (monetary) benefits of the results of the PMO and the challenges they had to overcome.

Created a complete redesign on the IT and project management structures for the state of California. Remarkable results very quickly.

— from the judges

Since its creation in 2008, the PMO has driven California's state government to adopt project management best practices while maturing its own portfolio management competencies. The PMO's success is documented, including the achievement of a Carnegie Mellon Capability Maturity Model Integration (CMMI) Level 3 certification in November 2010 and a 2011 award from the Center for Digital Government's Best of California contest for Best IT Collaboration among Organizations.

## THE CHALLENGES

The state faced many challenges to establish a world-class IT portfolio management organization, including a lack of strategic or enterprise view. Projects were evaluated with little consideration of long-term planning, alignment to the state's goals, departmental capacity, or ability to leverage existing state investments or collaborate as a state. In addition, non-project IT activities and expenses were not considered. They lacked a consistent project management methodology, tools, standards, or clear roles and expectations for project managers and sponsors. PMO staff used different business processes, formats, and standards across units, which made it difficult to provide consistent direction, manage work, or use data. The PMO also lacked a single system to store and upload data, to show the status or health of individual projects or the state's overall portfolio, or credible data to track progress and deviation from baselines, or to make informed decisions.

Perhaps most important for a state agency, there was a lack of transparency; thus the public, the legislature, and the governor lacked trust in the state's project management.

## STRATEGIC/ENTERPRISE VIEW

To manage the state's IT portfolio, the PMO needed to proactively guide development several years out. During 2008, the PMO created California's first five-year IT capital plan by gathering data from 130 departments and aligning it with the state's IT strategic plan. The IT capital plan allowed departments to prepare for longer-range needs rather than treat each year independently. The PMO updates the statewide plan annually and uses the plan to identify areas of overlap and opportunities for shared services.

## California Technology Agency (continued)

The PMO's new portfolio management tool ... gives decision makers like the governor and legislature information they need on individual projects of the overall portfolio while allowing the public to hold state government accountable for results on its projects and operations.

— from the application

The IT capital planning process optimizes resources through consolidated systems and shared services, resulting in fewer active projects that are more realistically achievable. The IT capital plan and new procedures have combined to produce more some remarkable results:

- o **\$694 Million.** The state avoided significant costs by turning down projects that did not meet state smart investment criteria. With the information and enterprise plans now available and a knowledge of departments' needs, expert project staff stops bad projects before they start. Departments now conduct more stringent reviews of their own operations and submit fewer projects that do not align with the state's goals or meet its success criteria.
- o **15% Reduction in Project Rebaselines.** California's new practices have already reduced the need to rebaseline projects. Rebaselining is expected to fall further as new projects are initiated using the state's standardized processes.
- o **46% Reduction in the Number of Projects.** The PMO and departments better prioritize projects to ensure that the state will implement the right projects with its limited resources.



### CREATING A STATEWIDE PROJECT MANAGEMENT INFRASTRUCTURE

Poor IT project management had long plagued California state government; the state lacked policies, standards, or methodologies that could lead to consistent project success. Using the *PMBOK® Guide* as a basis, the PMO collaborated with experienced project managers from state departments to develop a single standard California Project Management Methodology (CA-PMM). The CA-PMM includes a training and certification program for state project executives, project managers, and project teams to ensure each level understands its role in successful project outcomes. As of June 2010, more than 1,100 project managers, staff, and executive sponsors have received training on CA-PMM.

California's project management infrastructure is paying dividends: The need to rebaseline projects has already dropped by 15 percent. The PMO expects that projects initiated and managed through the new processes will be even closer to initial estimates.

Another key to the PMO's transformation has been its staff's development as project and portfolio experts. More than half of the PMO has received PMP training, while the remaining PMO staff are scheduled to take their PMP certification test.

## California Technology Agency *(continued)*

At its inception, the PMO had multiple repositories of project information scattered across tools. The PMO needed a management tool to quickly upload data in one repository, generate reports, and load project information to the Internet. In May 2009, the PMO implemented a project portfolio management solution that:

- Replaced scattered repositories with a powerful, consolidated, automated system
- Provided greater transparency by quickly uploading project reports to the web
- Improved project reporting, eliminating double entry while giving a dashboard view of the state's IT project portfolio
- Provided a common platform to optimize the PMO's business processes.

### TRANSPARENCY

Before 2009, stakeholders could not get timely information on individual projects or the state's overall IT portfolio. Project reports were too late for policy makers to make informed decisions on funding, staffing, or schedule. Stakeholders could only get project information by submitting a Public Records Act request, a slow, time consuming process for PMO staff and stakeholders. Publishing project information to the public website was performed only once a month because it required 20 hours of effort.

The PMO's new portfolio management tool provides one repository that instantly uploads project information to the Internet so stakeholders can review projects' scope and progress, and ask informed questions about what government is doing. This gives decision makers like the governor and legislature information they need on individual projects of the overall portfolio while allowing the public to hold state government accountable for results on its projects and operations. The trust established since the PMO's creation is visible in the California legislature's unanimous passage of AB 2408 in 2010, which codified the provisions that created the Technology Agency into law and extended its sunset date.

**More than half of the PMO has received PMP training, while the remaining PMO staff are scheduled to take their PMP certification test.**

**California  
Technology  
Agency**  
*(continued)*

**ORGANIZATIONAL IMPACT**

Ensuring transparency provides the key feedback loop stakeholders need to hold departments and the PMO accountable for project performance. In three years, the PMO has moved from a control agency to excellence as an IT portfolio manager while moving all state government toward excellence in project management. Stakeholders now view the PMO as trusted business partners, the source of information on the state's IT projects, and the state's project and portfolio experts.

While the PMO's improved efficiency is significant, the most important accomplishments are in bottom line savings to California's state government. The PMO's journey shows that government can make a difference when there are defined objectives, a systematic plan, and the right processes and people for the job.

**In three years the PMO has moved from a control agency to excellence as an IT portfolio manager while moving all state government toward excellence in project management.**



# Nationwide Insurance

## ENTERPRISE IT DELIVERY SERVICES

### Building a Central Home for Project Management Yields Business Benefits

Prior to May 2009, Nationwide operated 10+ Program Management Offices, each with its own priorities and governance processes. Now, approximately 300 project managers, managing over 500 programs and projects, have been centralized into a PMO organization named Delivery Services.

The mission of Delivery Services is to provide effective, efficient and predictable project delivery services that create business value for customers while improving project management capabilities. With this transformation, the PMO has achieved the foundation for “Delivery Done Right” through:

- Stronger partnerships that enable Business and IT success
- Associates that are empowered and leaders who are accountable
- Implementing consistent project delivery methodology and performance standards.

The PMO basically provides two types of services:

- **Program/Project Delivery Services.** These services place the right project manager on the right project — highly capable PMs that manage an appropriate level of work; provide coaching to the to drive efficient, effective, and successful delivery; and ensure appropriate delivery methods are leveraged.
- **On Demand Services.** These services are requested by the Business Solution Area (BSA) or recommended by the PM Coach. The services may include program/project efficiency reviews; Enterprise Solution Delivery (Nationwide Project Management Methodology) adoption workshops; Solution delivery reviews done by external industry experts; and Plan to Build transition activities that include program/ project framing and sizing, pre-initiate consulting, and high-level estimating.



#### Type of Organization

Finance and Insurance

#### Headquarters

Columbus, Ohio

#### Number of full-time employees (FTE)

Over 30,000

#### PMO Size (FTEs)

300

#### PMO Annual Operating Budget

US\$40 million (approximate)

#### PMO Director

Maria Urani, VP, Enterprise Delivery Services

#### Presenting Challenge

Consolidating over 10 PMOs across the enterprise into a “one-stop” centralized project management service center, overcoming resistance to the centralization, melding the work styles and expectations of 300 project managers into a new, coherent resource framework.

#### Business Benefits

Successfully delivered over 600 projects with a combined budget of \$450M with lower delivery risk and increased delivery predictability; improved employee engagement scores; streamlined vendors for cost savings and improved knowledge transfer.

#### Website

<http://www.nationwide.com/about-us/about-us-nationwide.jsp>

## Nationwide Insurance

*(continued)*



The organization is funded by all business areas that need IT project management services and currently provides project management services to projects totaling over \$450 million in project spend.

“Our journey over the past two years has been planned and focused around operational efficiency and effectiveness,” says PMO director Maria Urani. She lists the challenges the PMO faced in June 2009:

- Inconsistent demand process
- Inconsistent vendor management
- Project evaluations conducted inconsistently
- Inconsistent resource alignment and project funding
- Inconsistent role expectations and performance management.

By the end of 2009, they had created 1) a centralized model aligning PM Coaches and PM Service Owners (15:1 associate to coach ratio) that face off to CIO areas; 2) a standard operational plan and procedures (they had varying operating models coming into a centralized model that had to be revised, agreed upon, and rolled out); 3) a process for demand/resource management and a method to manage it; and, 4) through a focus on organizational communications, common expectations, objectives, and calibration for all roles in Delivery Services.

By the end of 2010, further progress included the development of service level agreements and health metrics. Consistent operations reviews were put in place. The PMO created a consistent feedback process and ensured there was a consistent performance management process, including promotion and demotion activities.

A significant savings was achieved when the PMO realigned headcount, achieving a 70:30 associate to contractor ratio and developed and executed a vendor strategy that focused on streamlining from 19 vendors to 9 vendors in 9 months and negotiating to reduce contractor rates down within the project manager and requirements analyst space.

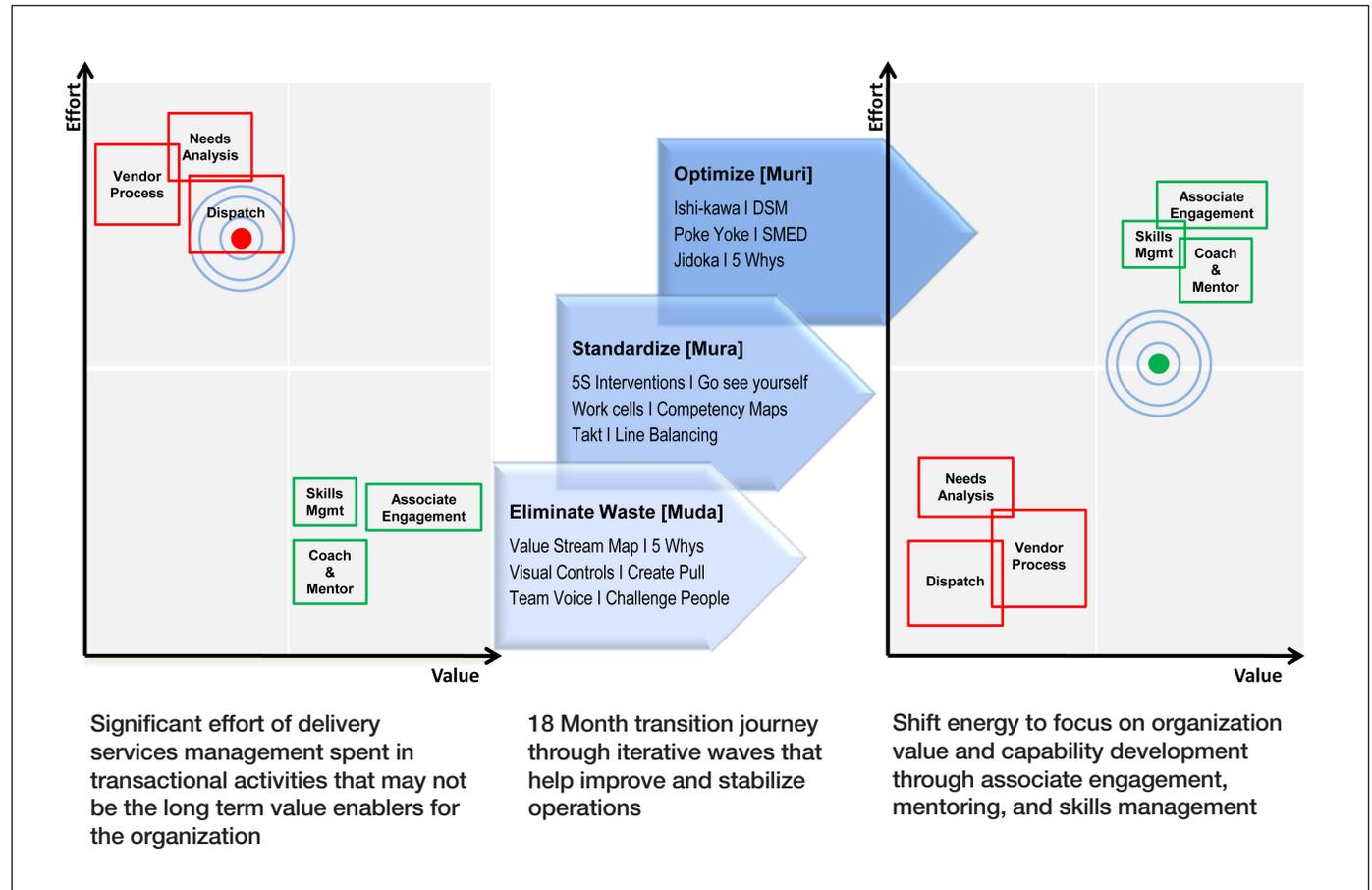
In the first part of 2011, the PMO saw a significant increase in its overall Gallup Engagement Score and assumed a leadership role in creating a workforce strategy for all IT positions throughout the organization.

# Nationwide Insurance

(continued)

Using lean management principles, we were able to shift wasted time spent on low-value-add transactional activities like assigning resources, to value-added activities such as coaching, associate engagement, and skills development.

— Maria Urani, VP,  
Enterprise Delivery  
Services



The transformation from transactional activities to value-adding activities is shown above.

## INNOVATIONS AND BEST PRACTICES

The new PMO strategy transformed how Nationwide leverages its program and project management talent. Prior to implementing this change, project managers were aligned across company business areas (de-centralized) to project management competency coaches within their IT organization. This included a matrix relationship to a centralized skills capability uplift and methodology deployment

## Nationwide Insurance

(continued)

Very solid description of the impacts, results, and innovations. Demonstrated progress in taking the PMO from average to outstanding.

— from the judges

group. They were limited to assignments within their business area, so there was little opportunity to leverage talent and build skills or advance a career, and there was no best practice sharing and reuse between business areas.

The centralized model matches project manager assignments (based on the capability and skill of the resource) to the size and complexity of the project. Project tier definitions are used to categorize projects. Projects are assigned a tier level based on various factors including project size, complexity, team size, organization impact, interfaces, etc. Project managers are endorsed to a maximum tier level and staffed accordingly.

In addition to encouraging feedback from associates, the PMO has also seen an increase in individuals outside the organization who want to become part of Delivery Services. Says Urani, “They understand that in order to become a great PM, Delivery Services has the support and opportunities available to make that a reality.”

At first there was much resistance to the centralized model from the IT solution areas (where these resources were coming from) due to concerns about control. There were instances of customers trying to go around Delivery Services and staff their own contractors. Over time, this was replaced by a trusting relationship with solution area partners. They have seen that the PMO’s ability to deliver moderate to extremely complex initiatives within Nationwide is a strength for IT and the business. The centralized model allows Nationwide to leverage talent more effectively which limits delivery risk. In addition, they have realized efficiencies in starting up programs and projects by ensuring the project manager is not staffed until there is a clear understanding of work and key resources aligned to the effort to efficiently kick off. Some of the many benefits of the centralized service model include:

- One-stop shop for project management/manager needs
- Stronger governance process for associate performance, promotions, and profession entry
- Best practices and mentoring on target skills across the community
- Better overall performance evaluation rating process across profession
- Unified view of PM needs across the enterprise allowing a reduction in cycle time to provide PM resources. On approximately 600 active projects a month, the median time to staff has been consistent at seven days.

## Nationwide Insurance (continued)

Solution area partners ... have seen that the PMO's ability to deliver moderate to extremely complex initiatives within Nationwide is a strength for IT and the business.

— from the application

### RESOURCE MANAGEMENT STRATEGY

After searching across various industries for ideas to improve resource management and capacity planning, Delivery Services discovered a large IT offshore company who had successfully applied Toyota's lean management principles and techniques to solve similar problems for its organization. Partnering with this organization, Delivery Services was able to train the management team, including the PM coaches, on lean management principles and techniques.

Urani notes, "Using lean management principles, we were able to shift wasted time spent on low-value-add transactional activities like assigning resources to value-added activities such as coaching, associate engagement, and skills development." Specific actions taken were as follows:

- Step 1: Eliminated waste by creating a standard resource request form
- Step 2: Defined consistent metrics and KPIs used to measure effectiveness and efficiency
- Step 3: Implemented a consistent skills and experience capability assessment framework
- Step 4: Created a matching solution where projects' attributes are matched to the ideal resource characteristics.

As a next step in the lean management initiative, Delivery Services completed a skills and experience baseline of all associates targeted to be assigned to programs and projects. This baseline helped ensure that project needs aligned with project manager skills and experience. Additionally, the PMO is in the early stages of piloting a new matching tool that calculates a "fit index" based upon the project attributes and the project managers' competencies and experience.

The PMO has seen its project managers win several industry awards for projects over the last year, including:

- CIO Top 100 from *CIO Magazine*
- Celent Model Insurer Award given by Celent Model Insurer
- 2010 Interface Leadership Award given by ASCnet
- Realtime Adoption Award given by ASCnet.

In addition, the PMO has received high customer satisfaction scores — 4.4 on a 5 point scale — from their key stakeholders.





# PMO of the Year Hall of Fame



J. Kent Crawford (left), CEO of PM Solutions, and Rommy Musch (right), PMO CoP Council Leader, present the 2010 PMO of the Year Award to Michael Collins, Program Manager, IBM Corp. Project Management Center of Excellence.

2010  
2009  
2008  
2007  
2006

## **IBM Corp.** Project Management Center of Excellence

*Finalists*

Auckland City Council Programme Management Office  
The Doe Run Company Enterprise PMO  
T-Mobile USA Enterprise Program Office

## **Rockwell Automation** Software Program Management Office

*Finalists*

Alcatel-Lucent Global Program Management Office  
Australian Securities Exchange Enterprise Wide Project Management Office  
Cisco Services Office of Strategy & Planning  
Regence Enterprise Program Management Office

## **Accident Fund Insurance** Innovation & Planning Department

*Finalists*

CPS Energy Information and Communication Services Program Management Office  
Hewitt Associates Information Technology Services Project Management Office  
National Council on Compensation Insurance Program Management Office  
R. L. Polk & Co. Enterprise Project Office

## **Norton Healthcare** Enterprise Program Management Office

*Finalists*

EDS Applications Program Office  
National Council on Compensation Insurance Program Management Office  
New York City Housing Authority Virtual IT PMO

## **EDS** Office of the Multi-Year Plan

*Finalists*

Accident Fund Insurance Company of America Innovation and Planning Department  
Oklahoma Department of Human Services Data Services Division Project Management Office  
American Power Conversion Availability Enhancements Group Global Project Office

HALL OF  
FAME  
PROFILES



# About PM Solutions

PM Solutions is a project management firm helping organizations execute, govern, and measure their portfolios to improve business performance. We are the leader in applying project and portfolio management processes and practices to drive operational efficiency for our clients.

Founded in 1996 by J. Kent Crawford, PMP®, the former president and chair of the Project Management Institute (PMI®), PM Solutions delivers expert project management services to help organizations and its people perform to maximum potential. Our targeted offerings address business needs in the following areas: Organizational Improvement, Project Execution, and Learning & Development.

## Services that Drive Performance

### ORGANIZATIONAL IMPROVEMENT

- Governance/PMO
- Portfolio Management
- Resource Optimization
- Performance Measurement
- Process Maturity

### PROJECT EXECUTION

- Program Managers
- Project Managers
- Mentors
- Project Controllers

### LEARNING & DEVELOPMENT

- Comprehensive Curriculum
- Course Customization
- PMP® Certification Prep
- Competency Assessment

## PM SOLUTIONS' PMO PRACTICE

For more than 15 years, PM Solutions has been well-known as a leader in PMO design and practice, bringing its clients the expertise and tools needed to help create and sustain a value-driven PMO. We regularly work with clients to deploy a new PMO, operate a PMO, or optimize and enhance an existing PMO to meet a set of evolving challenges, functions, and services. Our processes are scalable and fit PMOs at any level of the organization (enterprise, divisional, departmental, etc.) at any level of PMO maturity.

PM Solutions' highly experienced consultants (15 years on average) have deployed and actively managed PMOs for both commercial and government organizations. We've worked in most industries, including manufacturing, IT, financial services, and healthcare. PMO structure and process are only part of the overall picture. It takes people to adapt to the cultural shifts that result and embrace PMO operations. Because we have our own training division, the PM College, we incorporate training, professional development, mentoring, and coaching, which are integral parts of making a PMO "stick" and become a valued organizational entity to the business.

### PMO RESOURCE CENTER



PM Solutions' PMO Resource Center offers articles, webinars, blogs, and other information designed to provide you with valuable information to help improve and mature your organization's project management office.

**pm**solutions

1788 Wilmington Pike  
Glen Mills, PA 19342 USA  
484.450.0100 | [pmsolutions.com](http://pmsolutions.com)



# About PMI's PMO Community of Practice

The Project Management Institute Program Management Office Community of Practice (CoP) helps bridge a critical organizational gap between delivery and strategy. This focus enables the translation of organizational strategies into actionable plans. The CoP facilitates collaboration, knowledge sharing, and professional development opportunities for a growing community of project, program, and portfolio professionals.

As a virtual organization the PMO CoP provides its members with opportunities to collaborate and learn through offerings such as a webinar series, discussion forums, newsletters, and access to relevant PMO research. The CoP provides value to members that cannot be found elsewhere. Some of these unique community accomplishments include:

- Publishing the PMOSIG Program Management Office Handbook
- Presenting the PMO Symposium, the largest global conference specifically focused on the PMO
- Collaborating with key industry analysts, including Forrester Research, to provide members access to the latest PMO trends
- Partnering with PMO Solutions to manage and host the PMO of the Year Award
- Hosting an ongoing series of PMO-focused webinars.



The PMO of the Year Awards are presented at the PMO Symposium held at the Loews Royal Pacific Resort in Orlando, FL, Nov. 6-9, 2011.

For more information about the PMI PMO CoP visit the website at [www.pmo.vc.pmi.org](http://www.pmo.vc.pmi.org).



PMO of the Year 2012  
applications will be  
available  
March 2012



pmo of the year®

PROJECT MANAGEMENT OFFICE AWARD

2011

