



# PROJECT MANAGEMENT CENTER FOR EXCELLENCE

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



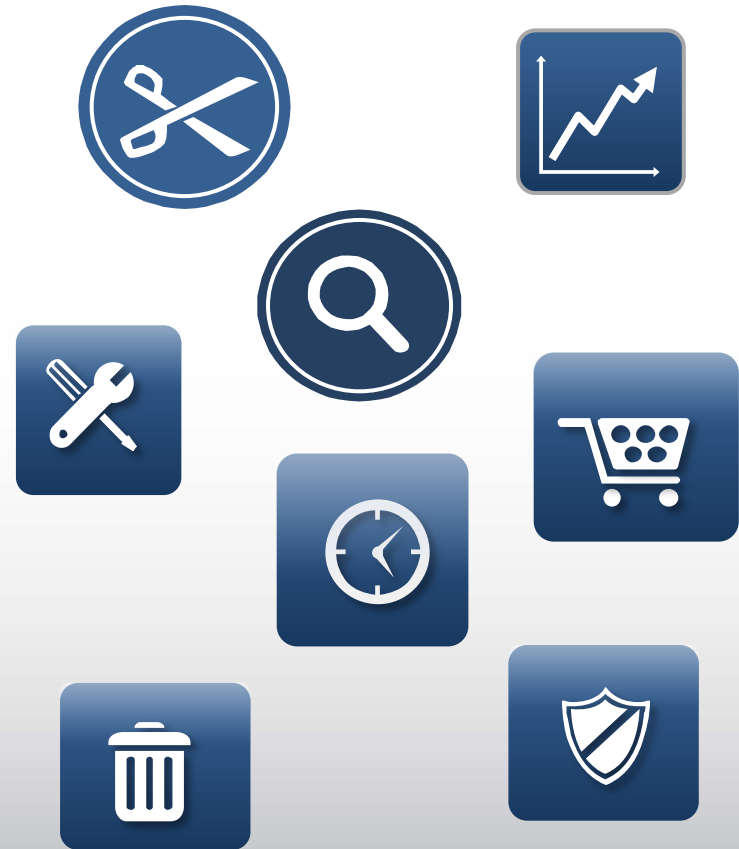
# PROJECT MANAGEMENT: A FOUNDATION FOR LEADERSHIP TRANSITION

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# The PMBOK is often associated with PM logistics

# PMBOK

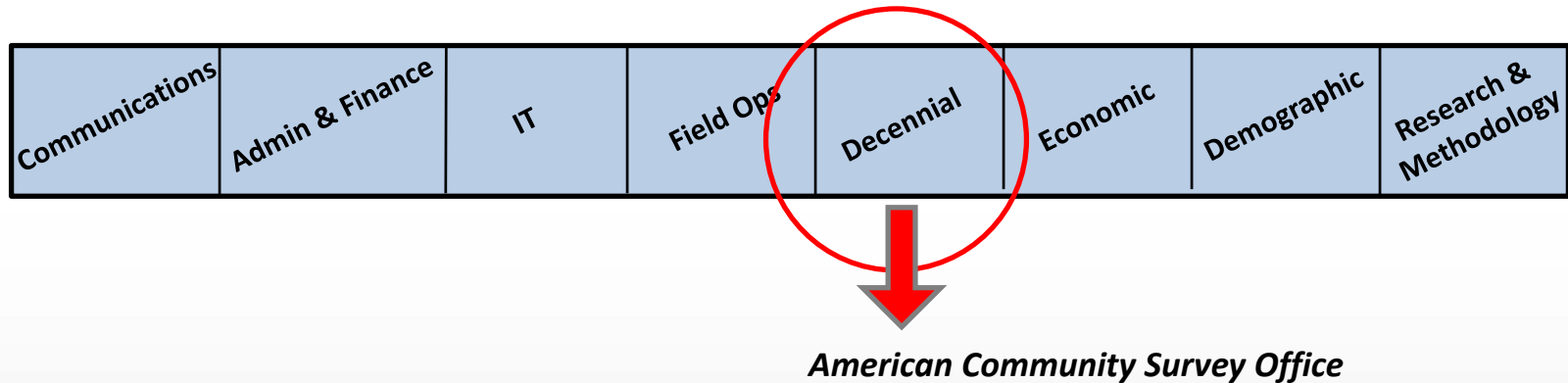


# History of PM at the Census Bureau

- In the late 90's the National Performance Review reported that the Census Bureau was missing deadlines and overspending budgets
- Leaders at the Census Bureau, including the current Deputy Director and COO Nancy Potok, partnered with ESI International Inc. and George Washington University (GWU) to create a Project Management Master's certificate program.
- Since the training program began in 1998, over 2,800 Census Bureau employees have earned either the ESI/GWU certificate, or the citation (which was created to provide a more affordable option)

# Census Organization

## 8 Directorates



# Senior Executive Service

- The Civil Service Reform Act of 1978 established the Senior Executive Service for the purpose of ensuring “that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality.”
- 7,000-plus members of the Senior Executive Service are often people who often work their way up through the ranks in Federal civil service.
- Expected to have mastery of core management functions that can be used in multiple environments, within their own agencies, or across the Federal government.
- SES members are key figures in project management at the Census Bureau.
- Depend on the project management system for necessary insight to plan, lead initiatives, manage risk, and navigate transitions confidently and successfully.

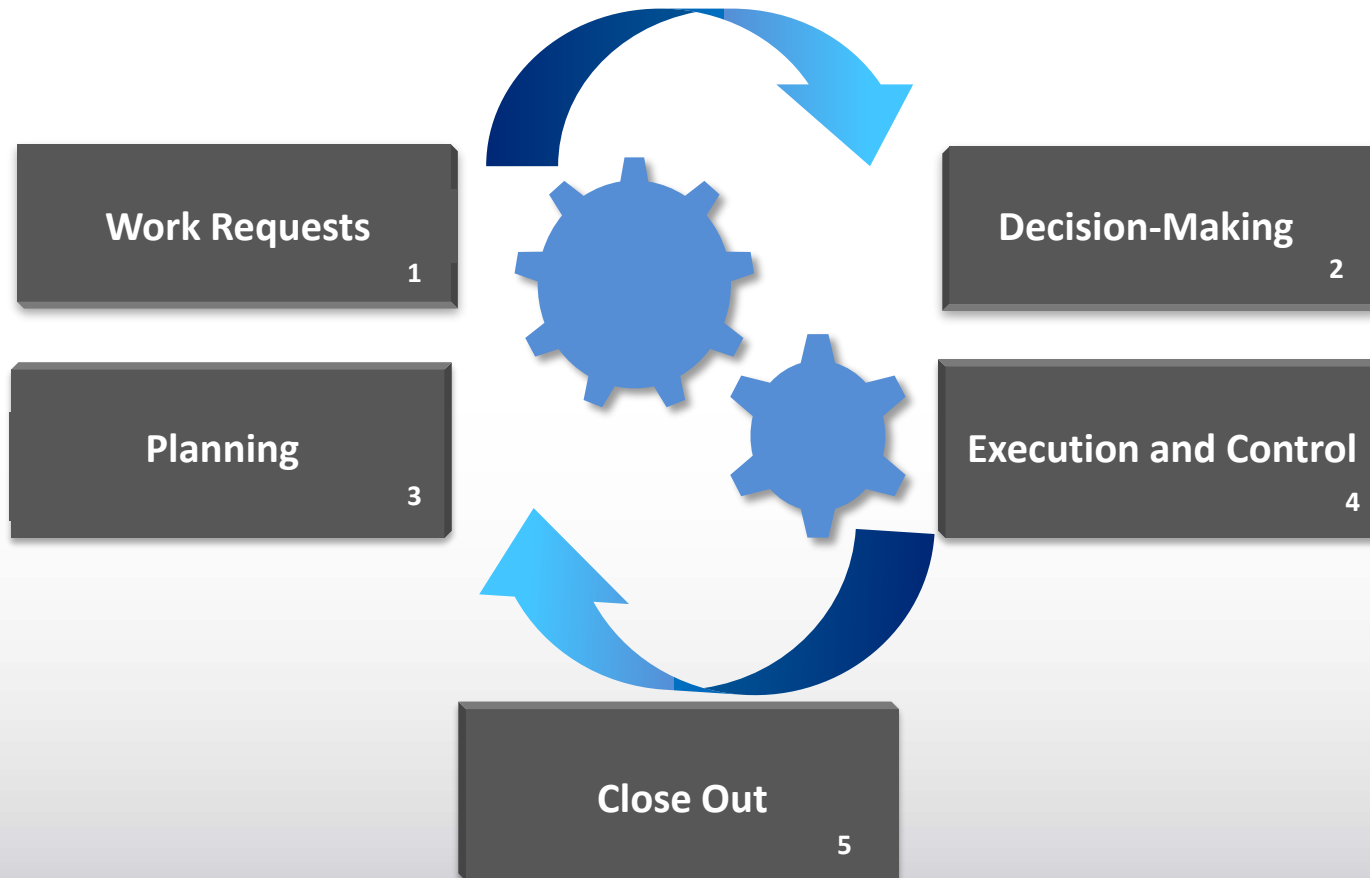
# Kerzner's 5 Stage Project Management Maturity Model

- Level 1-Common Language
- Level 2-Common Processes
- Level 3-Singular PM Methodology
- Level 4-Benchmarking
- Level 5-Continuous Improvement

# PM at ACSO

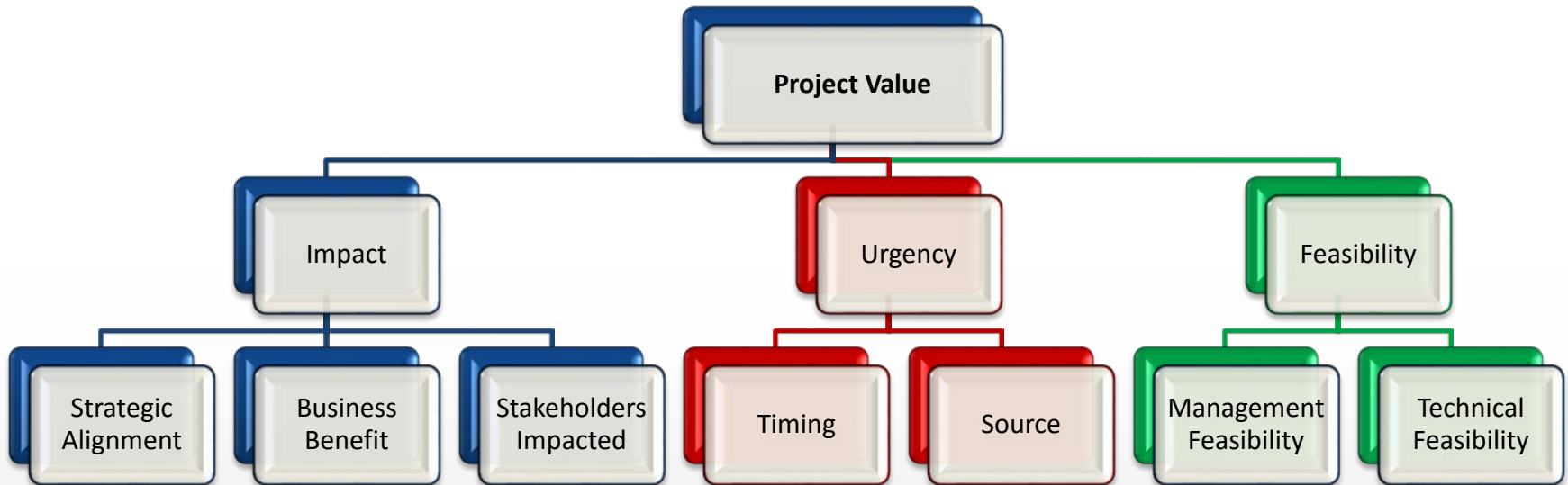
- Integrated with Census governance structure
- Program Management Governance Board (PMGB)
  - Key senior leaders from across the Census Bureau
  - Follows established program and project management processes through a lifecycle
  - Monitors each phase in the PM lifecycle

# PM at ACSO (cont'd)





# PM at ACSO (cont'd)



# Conclusion

- Solid PM smooths leadership transition
- Leaders in transition should focus on PM early in the transition process
- Investing in PM education yields results
- Tying PM to governance is critical

# Questions?

