CREATING A PROJECT MANAGEMENT CENTER OF EXCELLENCE AND THE EFFICIENCIES OF OPTIMAL RESOURCE MANAGEMENT VIA AN OPERATIONAL PMO

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2019 Project Management Symposium

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Agenda

- Introduction / Overview

- PMO Model

- PMO Processes

- Resource Model

- Case Study

- Summary / Questions

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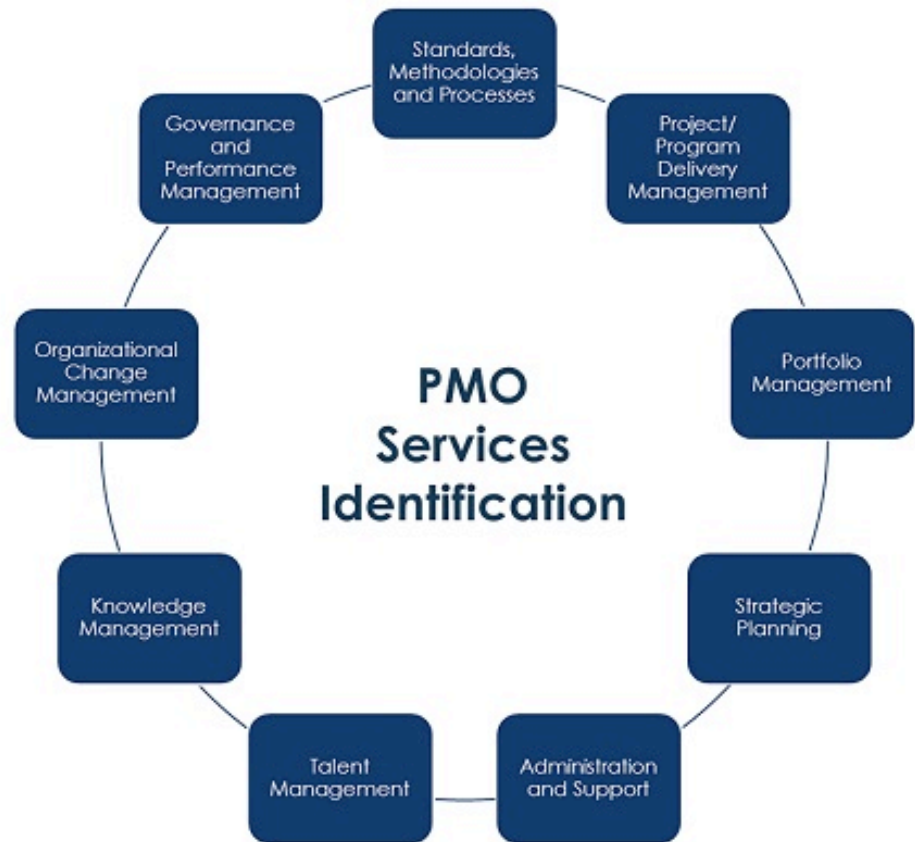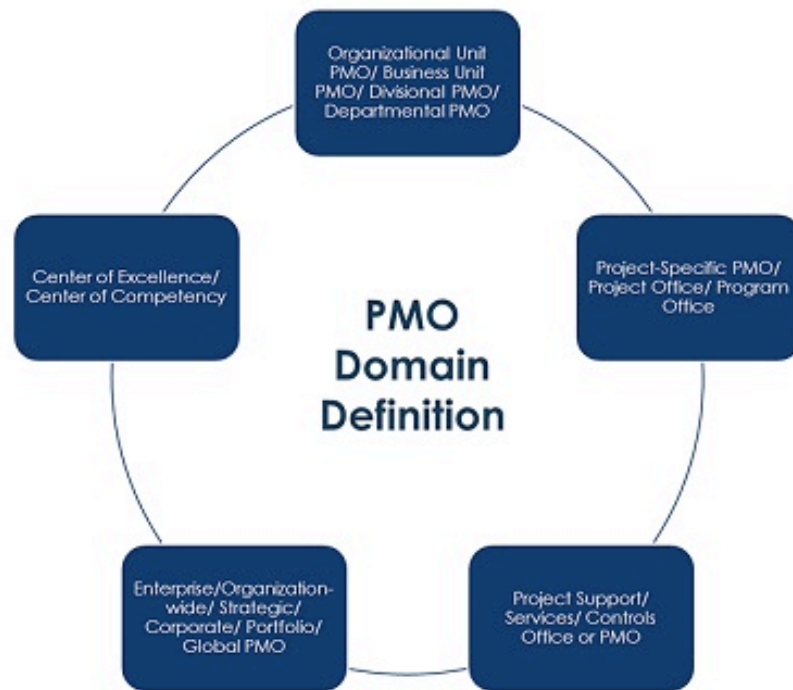May 9-10, 2019   Slide 3

Overview

- Processes are among the most important assets of any organization. To support Project Management best practices and industry standards, Innovative Development developed a Center of Excellence focused on the PMI (Project Management Institute) standards. The Project Management Center of Excellence and PMO was built to align with Innovative Development's organizational need for continuous process improvement. Also keeping people at the forefront in the design of the Center of Excellence, there was a need for optimal resource management across the organization.

- Innovative Development provides service-based teams to many clients, tailored to meet the client's needs and demands at any given time; including the ability scale up or down resources. Since many of these service-based teams are alike, Innovative Development's operational PMO was built to include guidelines designed for internal training and development for members of these similar teams. Providing standard training via ID's operational PMO allows resources to seamlessly transition from one client team to another.

PMO Framework*

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Steps to create a successful PMO

- Develop the Scope of the PMO
- Determine the type / purpose of the PMO
- Get leadership and organizational buy in for the PMO
- Define the desired end state for the PMO
- Treat the PMO development as project and develop an implementation plan
- Execute the implementation plan
- Communicate small wins to the organization to build momentum
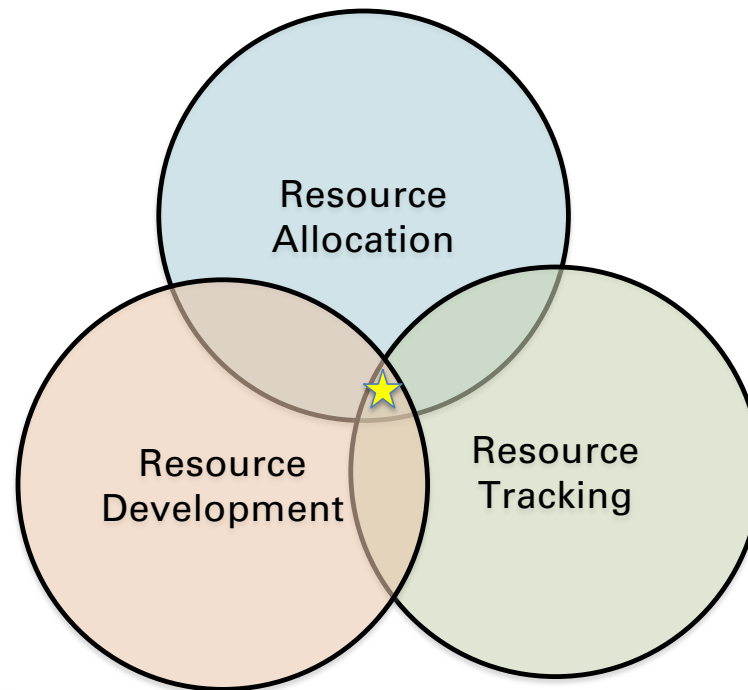- Continue to implement process improvement within the PMO

PMO Framework*
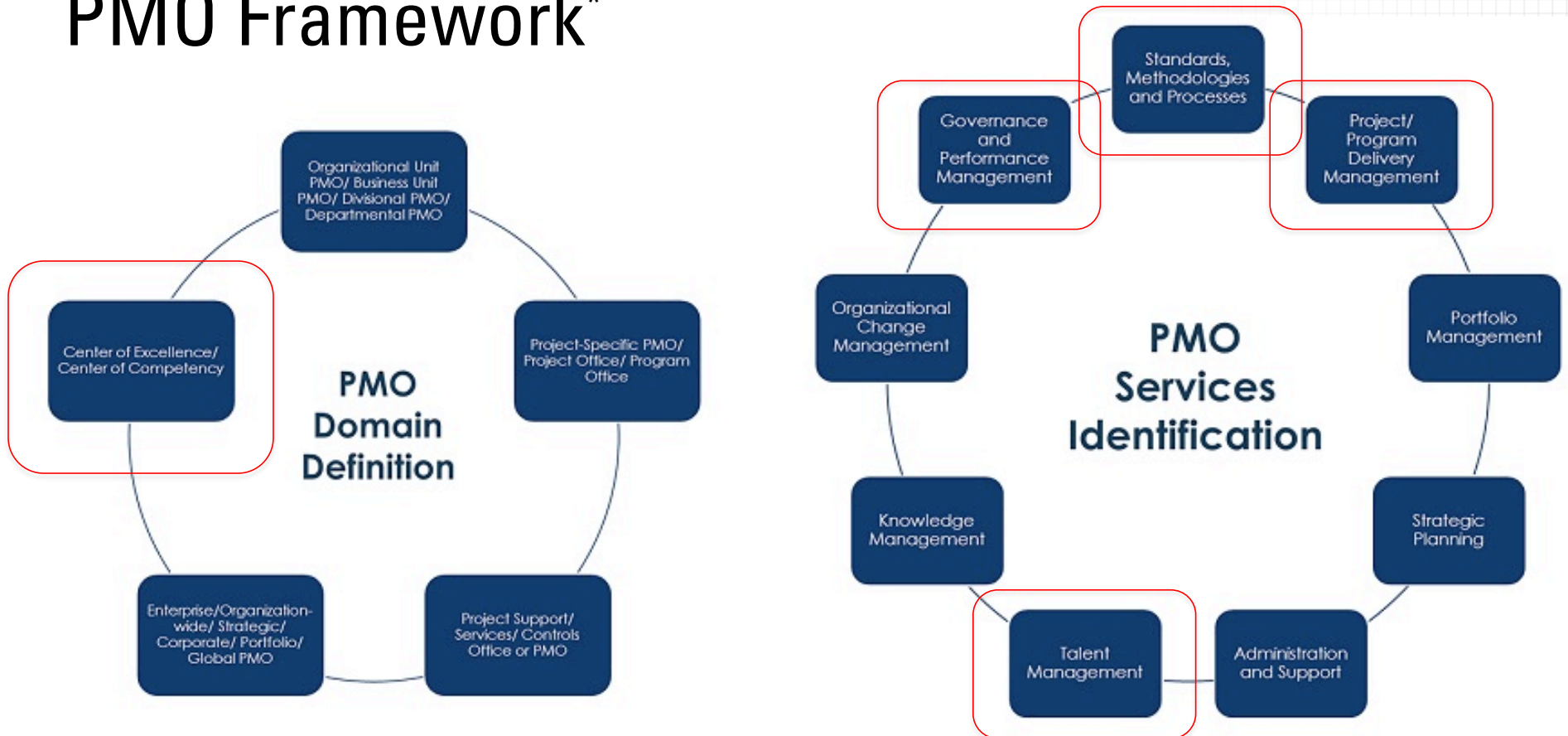
*PMI This Pulse of the Profession: PMO Frameworks 2013

Resource Model

Resource Readiness

- Train current resources

- Hire new resources with desired skills

- Utilize consulting resources

- Train for today versus plan for the future

Resource Allocation

- Analysis of project demand
  - Full visibility of all projects within the scope of the PMO
  - Leadership support of all project in the portfolio of work

- Review of available resources
  - Tracking processes for current and planned allocation
  - Consistent compare of demand versus actual and planned availability

Case Study

Client 1 PMO

- Well-established culture for sharing resources

- Resource Pool

- Resource Allocation

  – Clear Scope

  – Metrics

Case Study

Movement of Resources across Client PMOs

- Resource Plan
  - Roles and Responsibilities
  - Staffing Plan
  - Training Plan
  - Communication Plan
- Monitor

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Summary

- Full visibility of all work across the organization (Portfolio, Program, Project)
- Create a pool of resources managed by PMO
  – Develop staffing plan, inventory of skills, current / planned allocation
  – Need to have full insight into all aspects of resource pool
- Sponsors must be engaged and informed of all PMO activities
- PMO must have "go/no go" power over all projects in the portfolio
- Develop fully loaded project plans that show resource allocation
- Train resources for current demand but plan for future allocation.

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Slide 13

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