

DELIVERABLE APPENDIX

# Program Management Office (PMO)

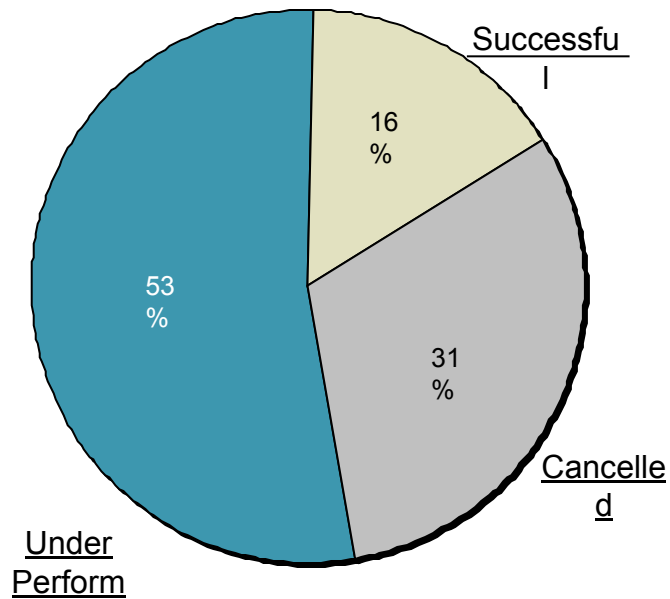
April 24, 2006

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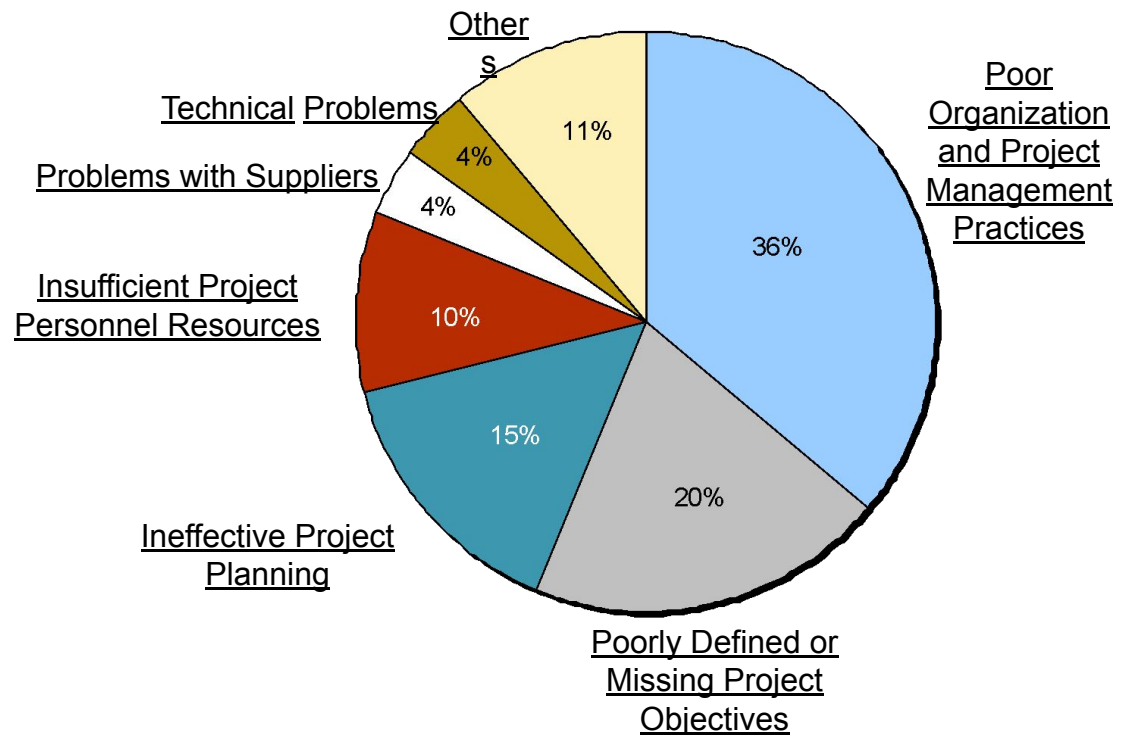
# **Program Management Office (PMO) Design**

# Most large-scale transformation programs do not succeed, mainly driven by inadequate governance and poor planning

Large Programs Success Rates



Why Projects / Programs Fail



Source: Standish Group International, Survey from 2500 personnel attending project management training

# A Program Management Office (PMO) for telework initiatives can effectively help address these challenges...

## PMO Challenges & Benefits

### Examples of Challenges

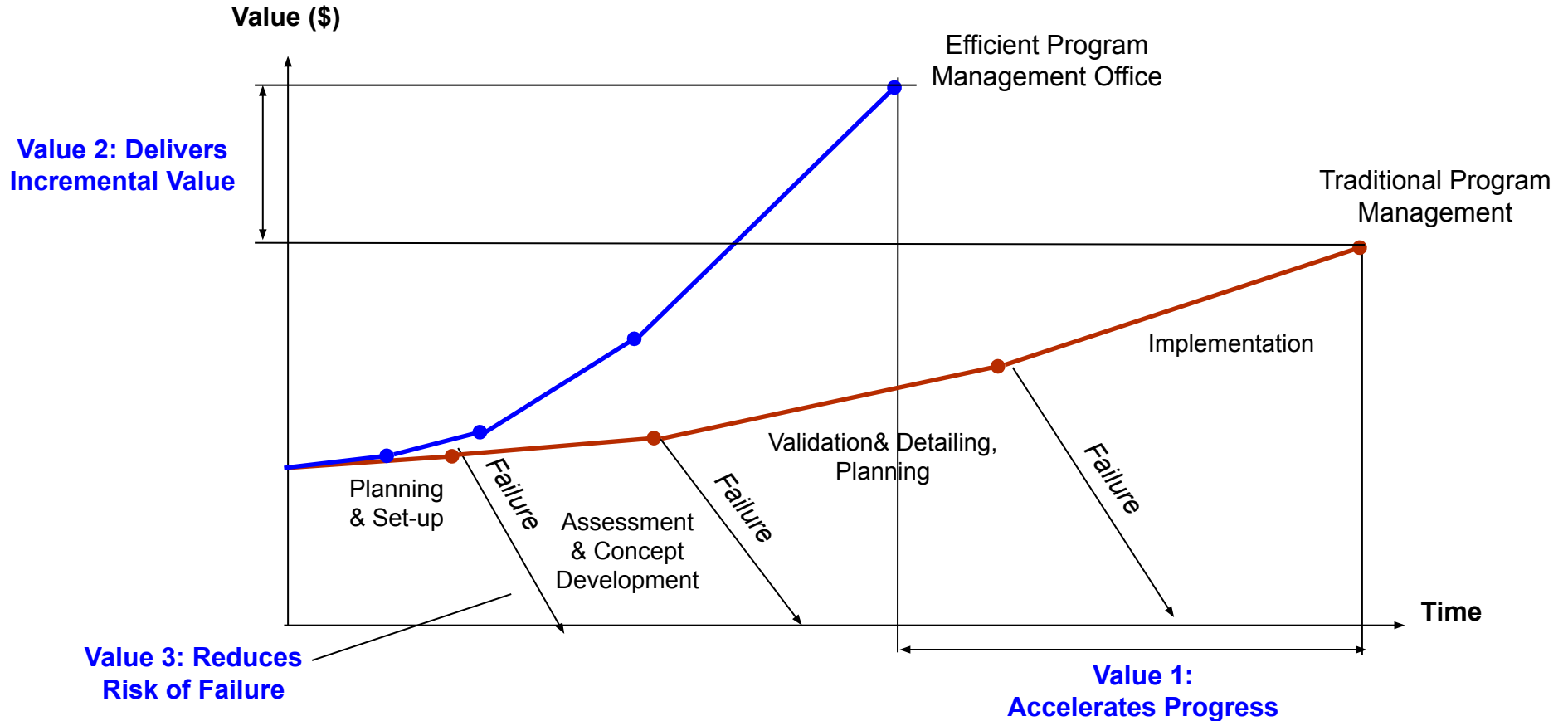
- 4 Project mission and tasks are poorly defined
- 4 Lack of a clear process for escalating risks to senior management
- 4 Insufficient reporting to support top-management decisions
- 4 Ineffective enforcement of project controls and policies
- 4 Conflict between line, project managers
- 4 Projects do not meet deadlines / milestones
- 4 Lack of standardized reports and reporting frameworks for all projects - Fragmented project plans

### Benefits of PMO

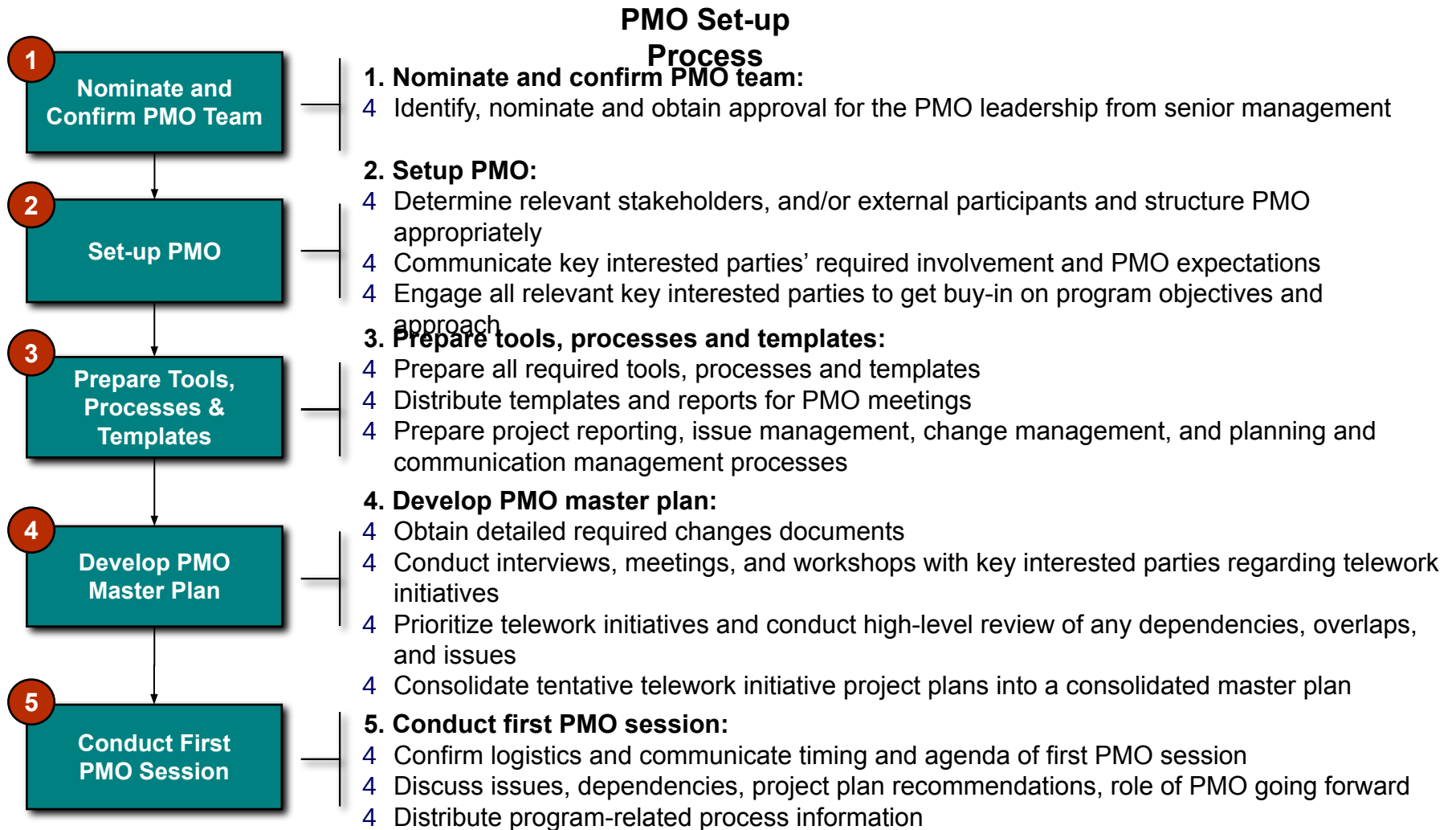
- 4 Identifies gaps in realization of strategic objectives
- 4 Escalates current risks and identifies potential risks earlier
- 4 Ensures proper communications to relevant stakeholders
- 4 Improves monitoring and control of projects
- 4 Mediates issue resolution
- 4 Increases efficiency in tracking progress of projects
- 4 Integrates project plans for all projects – Standardizes progress reporting

# ...and can accelerate progress, increase value, and reduce risk of failure

## Value of an Effective & Efficient PMO



# A Telework PMO would be initiated through five key steps leading to the first PMO session and the kick-off of Implementation



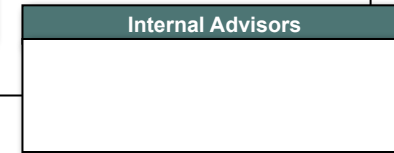
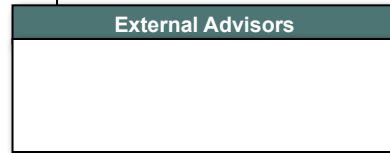
# The PMO must be comprised of senior people to facilitate and govern the implementation process

**TENTATIVE**

## Preliminary Suggested PMO Structure

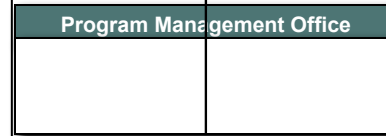
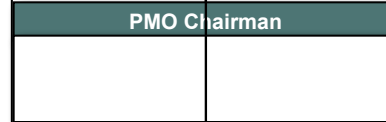
### Program Sponsorship

- 4 Oversight and direction
- 4 Institutional commitment to program



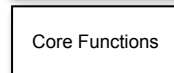
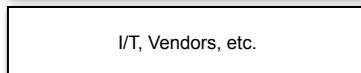
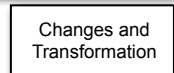
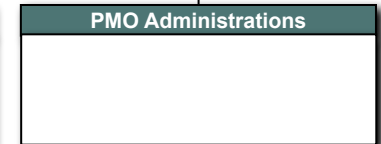
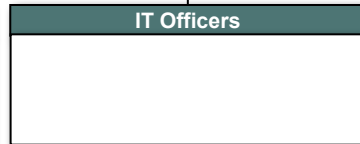
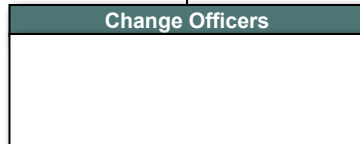
### Program Management

- 4 Overall responsibility program implementation and related efforts
- 4 Conflict resolution
- 4 Communication with key external interested parties



### Project Management

- 4 Day-to-day project management
- 4 IT, Business and Vendor representatives (full-time involvement)



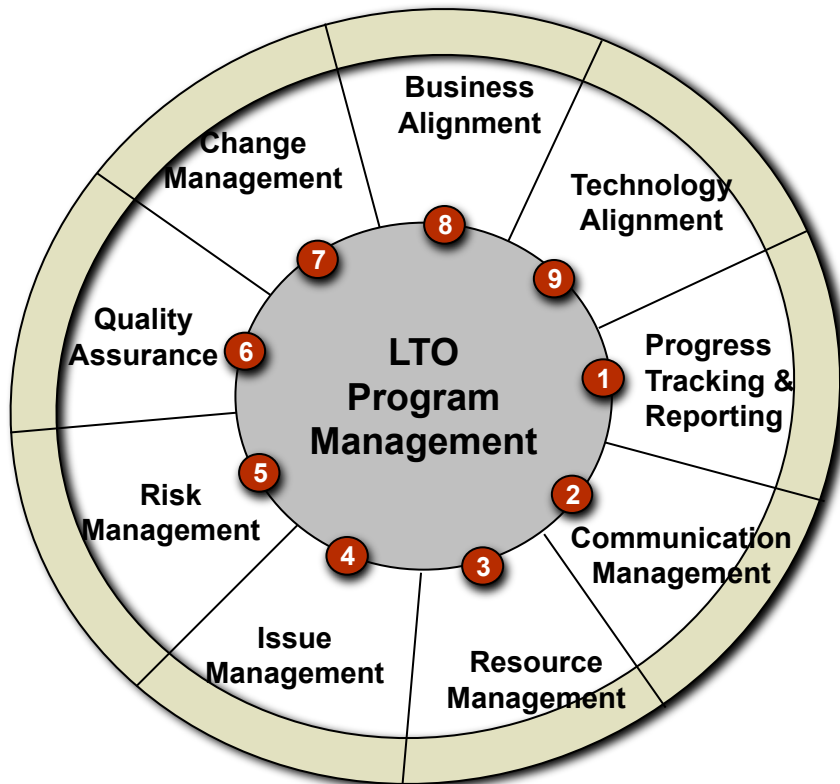
### Workgroups

- 4 Technical and operational business initiative solutions



# During the PMO lifecycle, nine functions will help ensure success of the various implementation and transformation initiatives

## Continuous Program Management Functions



## High-Level LTO PMO Functions

- 1. Progress Tracking and Reporting:** Track milestones and deliverables for each project:
  - Reject project plans if they do not conform with PMO standards and required level of details
  - Identify and coordinate program critical path changes throughout telework projects
- 2. Communication Management:** Communicate relevant messages to all key interested parties
- 3. Resource Management:** Identify potential resource bottlenecks, unique requirements, contingencies and plan accordingly
- 4. Issue Management:** Establish and maintain standards for issue categorization and resolution according to issue severity and facilitate resolution
- 5. Risk Management:** Pro-actively identify and quantify potential risks (e.g., financial, resource, technical)  
Establish and maintain quality assurance standards, procedures and schedule compliance / assurance reviews
- 6. Quality Assurance:** Provide criteria in selecting contractors during the RFP process
- 7. Change Management:** Establish and maintain a standard process for receiving, testing and approving changes to program scope
- 8. Business Alignment:** Assess the fit and identify gaps between business needs and processes with the proposed solution
- 9. Technology Alignment:** Assess the fit of proposed technologies with current or planned environment / infrastructure



# **Appendix**

## 4 Telework Initiative Template

# Telework Initiative Description Template

<b>INITIATIVE #X</b>	
<b>INITIATIVE DESCRIPTION</b>	<b>INITIATIVE DELIVERABLES</b>
4	4
<b>KEY RESOURCES REQUIRED</b>	<b>INPUTS/DEPENDENCIES</b>
4	4
<b>KEY STAKEHOLDERS</b>	<b>COSTS/ INVESTMENTS REQUIRED</b>
4	4
<b>INITIATIVE PROJECT SPONSOR</b>	<b>INITIATIVE PROJECT OWNER</b>
4	4
<b>COSTS/ INVESTMENTS REQUIRED</b>	<b>BENEFITS</b>
4	4

# Telework Initiative Implementation Planning Template

No.	Activities/ Worksteps	Responsible Party	Weeks													
			1	2	3	4	5	6	7	8	9	10	11	12	13	14
Program Management																
1			Overall Timeline					▲ <sup>(1)</sup>								
2				Overall Timeline				▲ <sup>(2)</sup>								
3						Overall Timeline										
4																
5																
6																
7																
8																
9																
10																
11																
Number FTEs																

No.	Outputs

Overall Timeline
  Full Deliverable
  Interim Deliverable
  Internal/External Consultation
  Status Meeting

(#) Denotes key deliverables number as aligned with proposal

# Telework Initiative Status Tracking Template

Initiative Name	Expected Value-Add	Actual Value-Add	Actual Start Date	Expected Completion Date