Increasing Value - Project Management Office (PMO)  
A PORTAL BASED Solution

Introduction
Imagine this, your company or agency PMO is tasked to improve organizational performance, reduce costs, and establish project discipline. You are accountable for “making it happen”.

You need to develop and implement uniform repeatable processes across the organization to reduce operating costs and improve productivity. Automation and centralization of common activities will lead to reduced staffing costs and facilitates ramp up/ramp down of staffing levels to support demand.

How to get started? This paper addresses common weaknesses in PMO and PMO like organizations and suggests priorities and starting points. We then provide some thoughts on how a portal based solution can support the transformation.

Scenario I - Project performance metrics inconsistent and difficult to validate

As the number of initiatives increases within an organization, so does the need to standardize on performance indicators and track performance. Suggested priorities in this environment:

- Review existing Key Performance Indicators (KPI)
- Get buy in from stakeholders
- Automate KPI tracking
- Create a shared library for project documentation

Starting point: Clearly identify the steps needed to meet each KPI successfully. KPIs focus on project risk, performance, and compliance with policy and regulations. Develop Key Performance Indicators (KPIs) to monitor and report performance. Automate the KPI tracking process. Use a document repository to manage project documents, KPI tracking and results.

Scenario II - Lack of enterprise-wide process and integrated tools

Many organizations have created a project management office (PMO) using the tools at hand. This leads to pen and paper checklists that are filed with the project documentation on shelves. Spreadsheets and word processing documents capture KPI metrics, and project data is stored in desktops. Separate tools house project planning, enterprise planning, project schedules and risk management. The PMO becomes overwhelmed with the details of record keeping, locating information for audits, preparing monthly reports, and overall performance deteriorates.

Priorities in this environment:

- Streamline and automate workflows
- Create a shared repository for transparency and document versioning
Integrate timekeeping, project and resource management tools
Implement dashboards and scorecards for KPI monitoring and management reporting to support governance

Starting point: Create a document repository if one does not exist, and then automate workflows and checklists to support deliverable approvals and QA. Integration of data from the various time, project, and resource management tools will reduce the burden of compiling data. Once data is available in electronic form, automate metrics calculations and KPI dashboard presentations to provide status at both the project and program levels.

Scenario III – Cost of Automation

PMO management realizes that to optimize the value of their services, they must find a tool that automates the data consolidation and reporting processes. The quest for a tool suite results in disappointment. All-in-one tools often have functionality that you pay for, but will never use. Many single purpose tools, such as time tracking and risk management tools, are difficult to integrate and maintain, requiring specialists on staff.

Priorities in this environment:
- Find a vendor that can help you develop and deploy process and tools to support program management, governance, transparency, traceability, and accountability. Use a common platform to create a document repository, Intranet portals with views of the data based on roles, e.g. Executive Manager, Portfolio Manager, Project Manager and Team Member
- Partner with an experienced vendor to facilitate implementation and drive adoption, through training, web design services and portal customization.

Starting point: Perform a needs analysis to catalog gaps in existing capabilities and process, identify the tools to integrate, and the data views required. Review potential vendors carefully to ensure that they are conversant with, and have experience with, PMO and can also support the specific platform you want to use. Once data from supporting tools is successfully integrated, you can work with the vendor to design dashboards, set up role-based views, and prepare for staff training.

At this point, you may well ask, “How much of this do I have to do in-house and how much can I contract out?” To answer this question, assess your organization’s strengths and weaknesses, your ability to integrate installed tools, and your staff specialty areas. Define your specific organizational goals and objectives. Engage an experienced team to evaluate your current state, based on PMI or CMMi standards, develop a plan, and support the transformation throughout your organization.

A Portal Based Solution for PMO

CTi has developed and implemented a portal based solution as our own internal PMO Portal. The success of our implementation is reflected in our CMMI level 2 rating in 2009. Our PMO portal solution helped us improve organizational performance, establish project discipline, and improve performance.
In addition to our own success with the PMO portal solution, we also have managed many successful implementations for our clients.

**CTi’s PMO Solution**

CTi’s certified Project Management Professionals (PMPs) have extensive knowledge of Project Management Institute processes and procedures which are recognized as best practice. We also utilize the Capability Maturity Model integration (CMMI), System Development Lifecycle (SDLC), Earned Value Management (EVM) reporting, and other proven industry best practices as the foundation of our PMO solution.

CTi will serve as the Change Agent to develop and implement process and methodology, together with the implementation of the Program Management Office (PMO) and Enterprise Project Management (EPM) toolsets to reduce cost, improve productivity, and meet compliance guidelines.

CTi will partner with your PMO to provide expertise and knowledge to quickly identify process improvements and develop relationships with the business units to make the necessary process and methodology changes to effectively operate in the new environment.

CTi uses Next Generation tools to create a PMO Portal that acts as a central interface for managing programs, strategic plans, and projects. Our PMO Portal has role-based access to individual projects, programs, portfolios, and an executive level view of all project data in the form of a dashboard. The dashboard aggregates project metric data and displays the data in tables and in summary graphics. It allows you to drill down to the project scorecard level and show trends based on the Earned Value Management (EVM) indicators. CTi also automated workflows for deliverable approvals and updates. We added a component to track compliance with the SDLC. QA auditors review the completed deliverables and complete an online questionnaire “checklist style”. The assessment calculates the compliance score, which is passed through as a metric.

Technology alone will not solve the problems associated with establishing and operating a PMO. It also requires thoughtful evaluation and selection of organization specific KPIs to report and processes to automate, as well as technical expertise to complete the automation stand up quickly and efficiently. CTi is unique in offering an a la carte menu of services to support cost management and the capabilities to meet your unique goals. If you would like to learn more about our experience with automating PMOs, please visit our website [http://www.cascadestech.com/](http://www.cascadestech.com/) or email us at SalesandMarketing@cascadestech.com.