

Project Management Office

INSIDE THIS ISSUE:

Where did the Agile COE go?	2
Not all PMOs are created equally	2
Project Highlight	2
Business Process Management	3
Benefits of BPM	3
Project Highlight	3
So what improvements are on the horizon?	4
Meet a PM	4

PMO Assessment

Recently the PMO underwent an internal assessment to identify areas of strength and those that need improvement.

What did we find? To say everything was rosy would go against project managers core values of Honesty, Trust and Integrity.

Our website is well, let's say a tad bit outdated. Broken links, old templates, and just not very user friendly are things that you will find.

We also need to improve on standardizing and documenting our processes and policies.

What else is there? Standard status reporting, a more user friendly project/portfolio dashboard, and a more robust training plan for our project managers and business analysts are



others that were found that could use some improvement.

Now that's a lot but there are just as many things that were found to be strengths. We've done quite well in training OIT internal and Agency staff on Agile methodologies like Scrum and Kanban. Quite a few of our projects beat industry standards in terms of on

time, budget and delivered to customer defined quality standards!

Didn't know that did you? Well a lot of us didn't because we haven't advertised it that well.....but we will!

Did You Know?

Companies that have made the leap in establishing a PMO are reaping the benefits. Organizations with a PMO report significantly more projects coming in on time, on budget and

meeting intended goals and business intent compared to those without a PMO, according to PMI's 2011 Pulse of the Profession Survey. The State of the PMO 2010 says PMOs

help reduce failed projects, deliver projects under budget, improve productivity, deliver projects ahead of schedule and increase cost savings.

Where did the Agile Center of Excellence go?

I get the term “Center of Excellence (COE)” but as Peter Griffin would ask “What Really Grinds My Gears?” it would have to be that term C.O.E.

You know our entire project management state staff and most of our contracted staff are trained in Agile in some form or another! There are many methodologies under Agile to choose from and we have

different levels of skillsets in each.

So why have just a small subset of the PMO focused on Agile when it should be a tool in our toolkit for all PMO staff to use?

Seems to me like that would enhance our ability to provide Agile expertise to our customers!

So that’s what we did!
Our entire PMO is Agile!

When we’re developing that centralized toolkit providing best practices, templates, and training, Agile will be a big part of that. Now for you traditionalists out there don’t worry, we’re still going to have information on traditional project management practices.

“You know our entire project management state staff is trained in Agile in some form or another!”

Not all PMOs are created equal.

One of the top differentiators of PMO success is how well a PMO is embedded within an organization, says Monique Aubry, PhD, professor, graduate programs in project management, School of Business and Management, University of Québec at Montréal, Québec, Canada.

She lists four factors that determine this level of

integration:

1. Collaboration: The PMO should encourage collaboration between project professionals and functional departments.

2. Recognition of expertise: Do the project professionals working with the PMO improve the level of respect project management receives within the organization?

3. The mission is well understood: Do those outside the PMO know its purpose?

4. Support from upper management: Is there an executive champion who will not only communicate the mission, but will work to gain engagement from stakeholders?

Project Highlight – MRM Consortium

The MRM Consortium is a three state consortium comprised of Mississippi, Rhode Island and Maine to build a cloud based unemployment insurance system. This will replace the Maine UI Benefits and Tax systems with a new Software as a Service

(SaaS) application residing in a cloud environment.

This is an active project sponsored by the Maine Department of Labor.

Project Managers working on this project are Jack White and Sonia Dore.

This project is expected to be completed by the end of 2018.

Business Process Management

As the Director for BPM and now PMO I felt I was in a bit of a quandary as to what to do with BPM. Should it be its own stand-alone organization or are there benefits to incorporating it as a competency center within the PMO? I could make a good case for either one...and I have!

After giving it quite a bit of thought and running the idea through my cohorts

here in OIT I decided it would be beneficial to drop the term COE and align it under the PMO.

Now BPM will still be responsible for setting strategic direction and motivating people to change along with identifying, governing and assessing business outcomes and building and evolving solutions.

What it also provides is a

consolidation of resources which provides greater flexibility and efficiency for our staff. Ultimately we hope these improvements will be felt by all of our customers both internal to OIT and external.

Did you know? According to Gartner **businesses see up to a 20% cost savings after the first year of implementing BPM!**



Benefits of Business Process Management

Bruce Robertson, Gartner Research VP sums up the ultimate goal of a BPM program, also commonly known as a Business Process Competency Center; "You want to build better and more repeatable processes, both in the center itself and out in the field."

BPM, allows a company to develop a centralized program, rather than just a series of isolated BPM

projects, Robertson said recently.

"BPM plays an important role here," he said. Specifically, a BPM program allows a company to build a customized mix of BPM tools, expertise and skills that serves as a centralized "internal consultancy and expertise focal point," he said.

Benefits include:

- Improving project results by better aligning business with IT and reducing project redundancies earlier.

- Creating better and more repeatable skills.

- Establishing the ability to cross functional and business unit boundaries.

- More fully leveraging technology investments.

Project Highlight – Internet Explorer 11 Upgrade

The IE11 project was recently completed. This project accomplished a statewide Internet Explorer 11 browser upgrade. This brings the entire OIT fleet of 12,000+ workstations into a Microsoft-supported browser. This was a massive undertaking that impacted all Executive

branch agencies. The actual browser upgrade was the easy part. The difficult part was testing and certifying the 700 agency business applications. The project was chartered on June 22, 2015. The last deployment was completed on April 11, 2016.

The Project Manager for this project was Susan Banden and Sponsor Nicholas Marquis. This project required a lot of effort from the entire OIT team. It required a true OIT team effort along with support from all Agencies. Congratulations on a successful project completion!

"This brings the entire OIT fleet of 12,000+ workstations into a Microsoft supported browser"

Project Management Office

51 Commerce Drive
Augusta Maine 04330

E-mail:

ProjectMgtOffice.OIT@maine.gov

So what improvements are on the horizon?

- Standardized & documented processes & policies
- Robust website providing:
 - PMO Mission/Goals
 - Benefits of Project Management/Business Process Management
 - Metrics
 - Portfolio Management
 - PM/BA training
 - PM/BPM Project Toolkit

Meet a Project Manager: JoAnn McElvaine

JoAnn has been an employee of OIT for over 18 years. Prior to OIT JoAnn lived in New Jersey working first as a teacher and later as an IT Application Development System analyst for 11 years. She and her family moved to Maine and JoAnn started work as a System Analyst at OIT in 1997. In 2006 JoAnn joined the PMO as an Associate Project Manager and was promoted to Project Manager (PM) in 2013. In recent years she has been the lead Project Manager on many MDOL projects including the IVR system and the Web Unemployment Claims

project.

When asked what the most important skill was for a PM, she replied that a good PM must act as a servant leader – in essence becoming a trusted advisor to team members whether they come from the business, the OIT staff, or a vendor. She explained that the greatest skill to develop is to learn how to work with each individual according to their personal needs – learn what their tolerance for direction and change is, learning when to push, when to convince, when to follow up and how to get the best effort from each team member.

JoAnn is currently on a significant project for MDOL – Bureau of Employment Services. This project will replace the current Maine Job Bank and One Stop Operating System with Maine JobLink application, Maine's implementation of the Americas Job Link Alliance, part of a 15 state consortium hosted in the cloud. Slated to deploy this summer, it will greatly improve employment services for citizens of Maine and improve BES regulatory efforts.

We're on the Web!

http://www.maine.gov/oit/project_management/index.shtml