

Today's Program Office

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Presentation
5174

- What does a Program Office Do?
- Why does Your Organization Need One?
- How do you Implement a Program Office?

Program
Office
Value

Effective
Management of
Investment Portfolio

Good Decisions
(maximize ROI)

Reference-able
Customers

Minimize Project
Overhead, Maximize
Project effectiveness

Program Office Objectives

- Improve effectiveness of Program /Project Managers
- Improve capacity of Program /Project Managers
- Provide a consistent, repeatable, streamlined checkpoint process
- Ensure appropriate project investments are made
- Demonstrate improved Project Success Rate

Types of Program Offices

- Monitor
- Control
- Resource Management

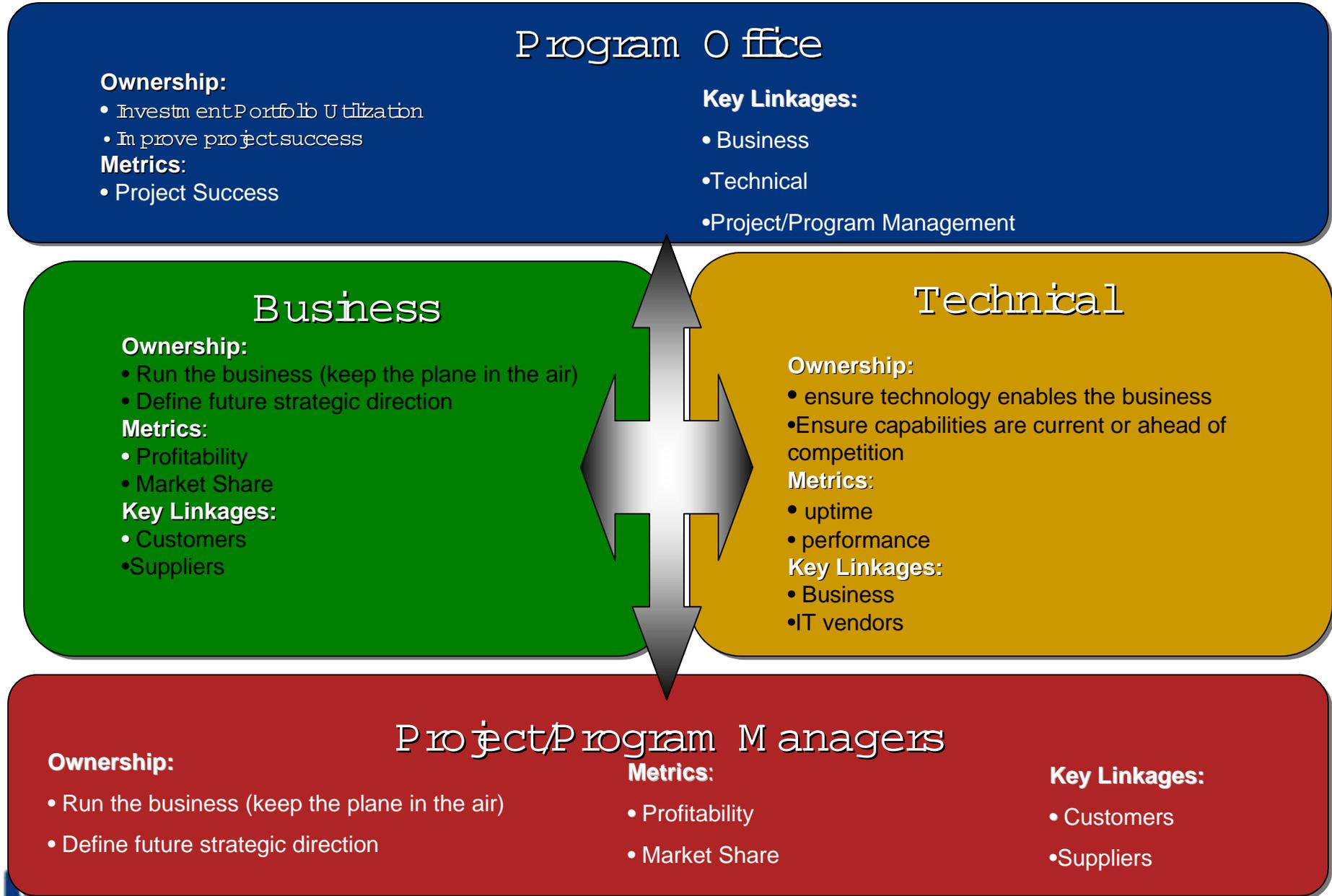
Program Office Responsibility

- Project/Program Lifecycle maintenance
- Project/Program Lifecycle consulting
- Program /Project processes
 - Requirements
 - Design
 - Risk Management
 - Change Control
 - Solution & Project Tracking
 - Action/Issue processes
- Program Management toolset
- Training and Mentoring
- Link to broader PM community

Program Office Services Provided

- Schedule maintenance
- Action item follow-up
- Meeting facilitation
- Manage Projects or Programs
- Identify and validate project contribution
- Drive Project & Roadmap Lifecycle
- Define, track, and manage appropriate project metrics
- Manage white space
- Resolve issues/manage escalation
- Communication
- Management of Change
- Resource Management

Roles and Responsibilities



How Do They Do That?

➤ Training

➤ Running the Checkpoint meetings

➤ Developing & designing the process and tools

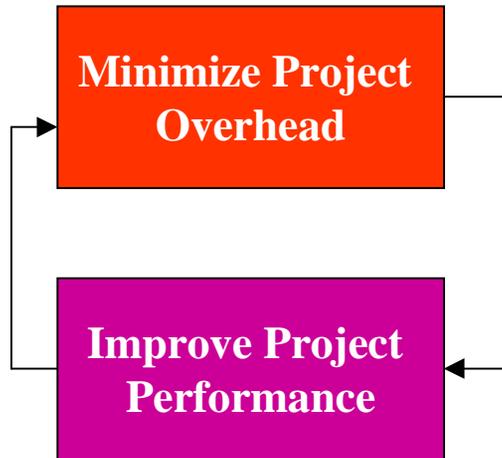
➤ PM FORUM

➤ Mentoring / Coaching

➤ Running Retrospectives & Kick-offs

Factors and Variables in "sizing" projects

Purpose of Differentiation:



Factors to Consider

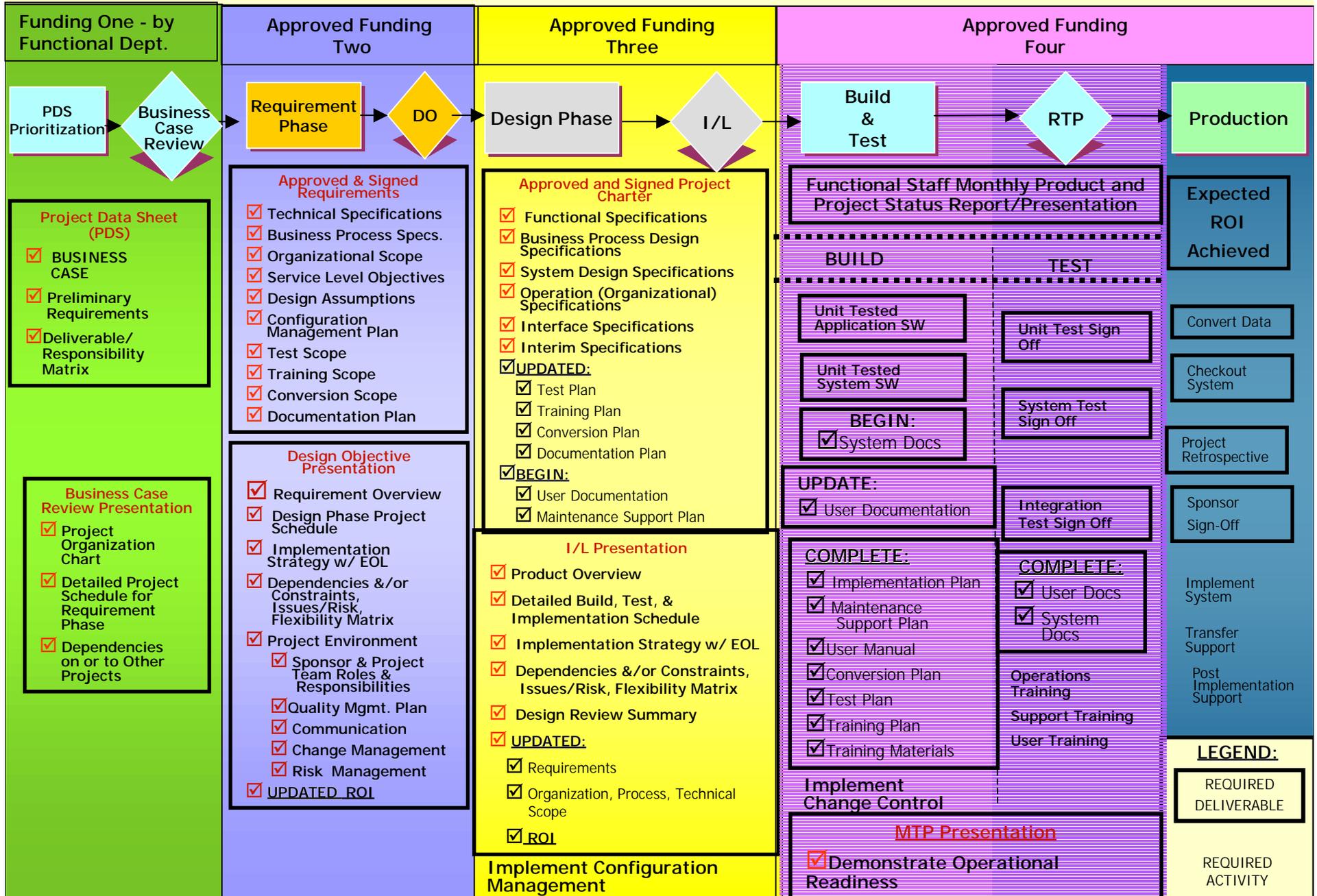
- ▶ Driven by WW initiative
- ▶ Project Cost
- ▶ Time Frame
- ▶ No. of Functional Departments Impacted
- ▶ Technical Complexity
- ▶ Business Risk
- ▶ Visibility

Variables that will be Affected

- ▶ Number of Required Checkpoints
- ▶ Number of Fundings Required
- ▶ Level of Management Involved
- ▶ Quantity of Deliverables



Large Project Lifecycle



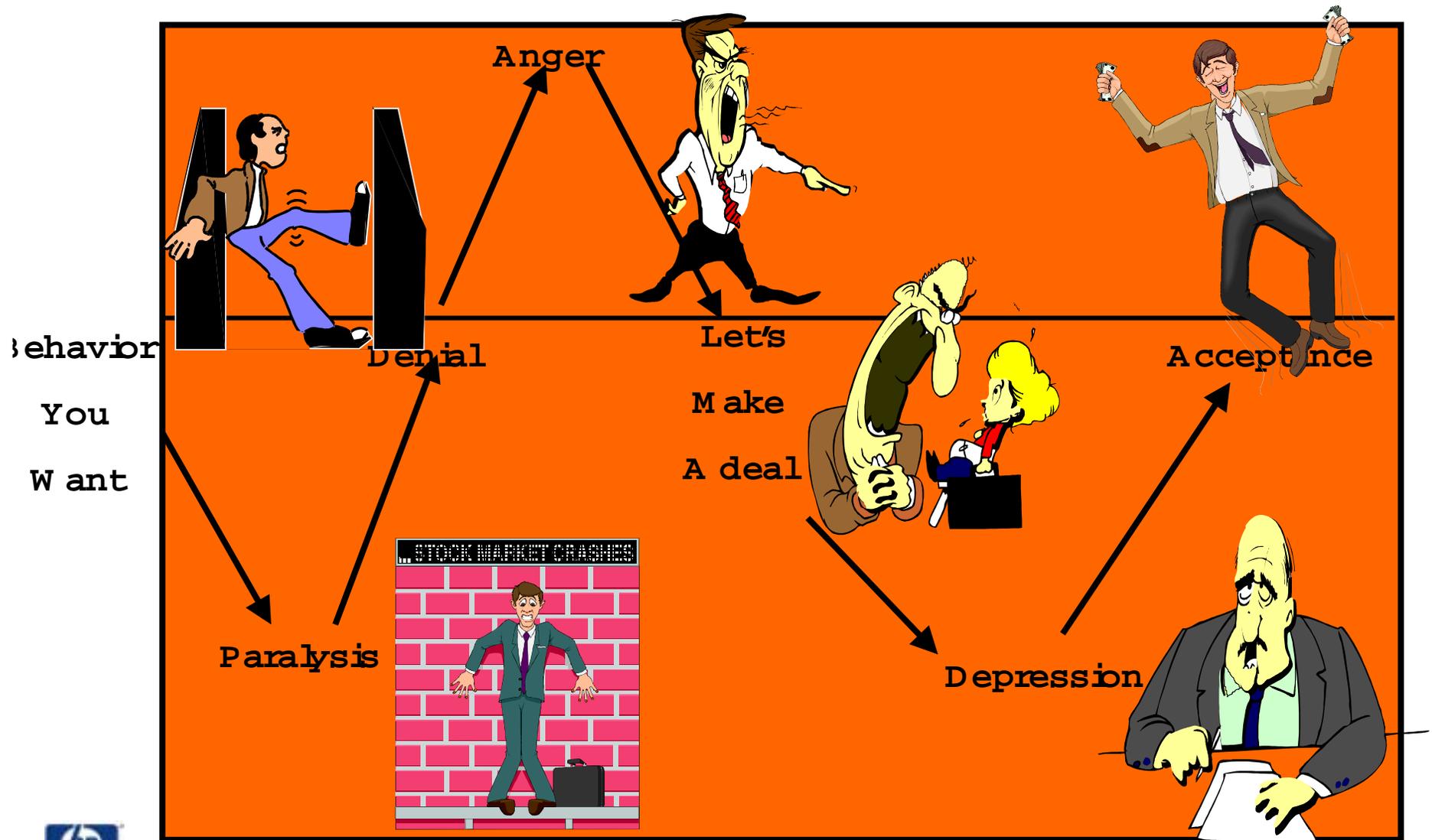
Why do You Need a Program Office?

- Ensure money well spent
- Minimize resource contention
- Ensure consistency across projects
- Improve probability of success without relying on "brilliant" behavior of one person
- Attract and Retain employees

Value	Benefit to Em ployers	Benefit to Em ployees
•Increase skills	•Investm ent in workers	•Prom otion path
•Std m easurem ent	•Yardstick of progress	• Equality
•S tandard quality	•Reduce oversights	• less rework
•Im proved oversites	•Early w aining	• fewer panic assignm ents
•G eneric skill	•F lexible m anagers	•M obility w /i organization
•Cost savings	•Few er failures	• job security
•Industry standard	•Leverage w /partners	•International opportunity
•Career link		•Leveragable Job Skills



Objective/Autonomous Agent of Change



How Do I Get One?

- Make a Business Case
- Sell TO P M A N A G E M E N T
- Demonstrate Value
- Provide Training
- Find Champions
- Do it on one or two projects - demonstrate Value

Business Case



➤ Where is the PAIN in Your organization?

➤ Project cancellations (late in the game)

➤ Project Overruns

➤ More projects than workers?

➤ Turn-over/Burn-out

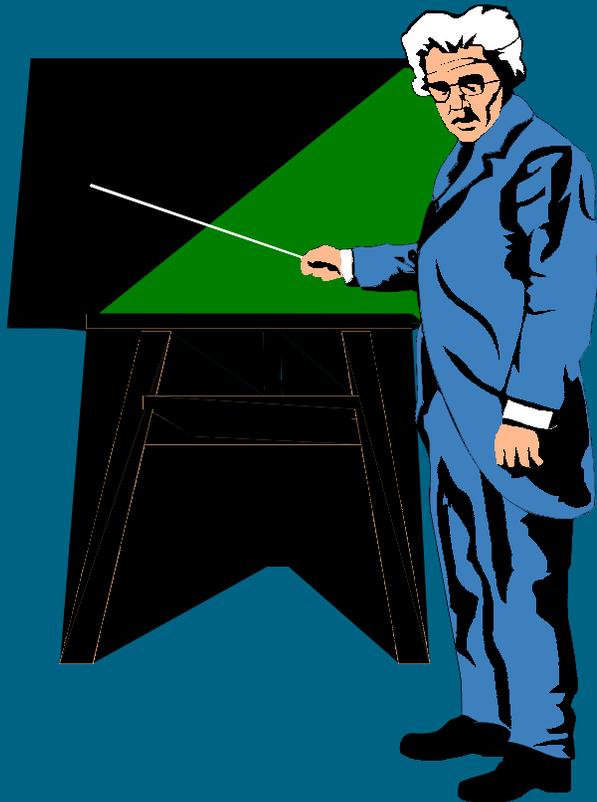
Sell TOP

Market



- Understand the Requirements
- Where is the PAN in Your organization?
- Project cancellations (late in the game)
- Project Overruns
- More projects than workers?
- Turn-over/Burn-out

Provide Training



➤ Design a Solution

➤ People can't use what they don't understand

➤ Form a land one on one

➤ Overview and specifics

➤ More than one time

Find Champions



➤ Pick them Well

➤ Troublemakers
or leaders

➤ Ones with
something to gain

➤ Use the Tools &
Processes Visibly

Demonstrate Value



- Make sure there is an improvement
- Make sure you can demonstrate that the procedures, tools, et al you implemented are the cause of the improvement
- Get lots of testimonials
- The plan is nothing
- The change in your organization is the value

Don't Give Up



- This does work
- Estimates 30% saving in costs
- Estimated 30% savings in time
- Reduce Time to market
- See benefits sooner
- Balanced Portfolio