



PMO's for the PM-averse

PMI-NU Educational Conference
October 12, 2006

Audience Objectives

- Understand why companies don't want PMO's
- See one approach for implementing a PMO for the PM-averse
- Take away 1 or 2 ideas that you can use to promote PMO's in your company

“Why I don't want a PMO”





“It’s too much overhead”



“I don’t have budget to invest in tools and training”



“We are an agile company focused on innovation, not on bureaucratic processes”

But...Problems Still Happen

- Projects are failing, and nobody knows why
- No metrics available to support or refute expectations
- Sales is reluctant to sell, due to lack of confidence in delivery
- Hard to hire and retain project managers, since no career support is in place

“Fine, let’s do a PMO. But it better not slow anything down!”



What is the catalyst?

- Magic!
 - Well, actually in this case it was...
- New executive in place who had previous positive experience with PMO's
 - and...
- Client crisis

Guiding Principles

- Just Enough Process
- Just Enough Documentation
- PM's are process sherpas
- Hands-On Project Managers, focused on results

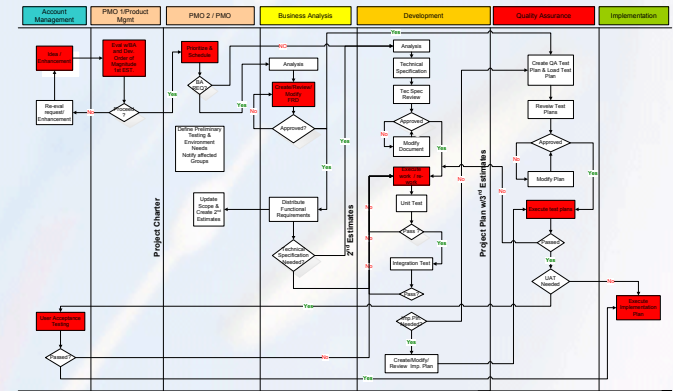
- Documented Principles

Just Enough Process

Process **is** a means to get the correct results as quickly as possible,

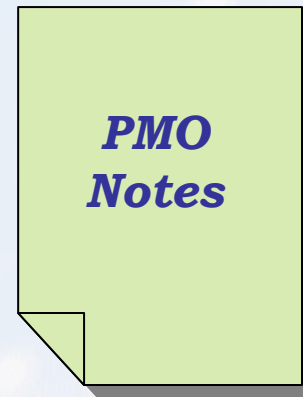
It is not a bottleneck which allows team members to avoid responsibility.

Desired result:
process never gets in the way



Just Enough Documentation

The amount of documentation created should be the minimum needed to support the end result. Never create documentation for its own sake.



PM's as Process "Sherpas"

Part of the role of the Project Manager is to educate team members and stakeholders regarding the process, and to lead them to successful results.



Desired Result: team members and stakeholders are willing to follow defined processes, and aware that they have a guide in the form of the project manager

Hands-On Project Managers

When necessary and sensible, PM's are willing and able to do the actual work on the project.

Desired result: PM's are seen as value-added, not as "management".

Documented Principles

1. We are a benevolent dictatorship
2. We are creating software
3. If it's not written, it didn't happen
4. Assignment = Ownership = Responsibility
5. It's either done or not done
6. Bad news is not gourmet cheese
7. We are not curing cancer
8. I think we should ... Define the problem
9. We have 100% internal visibility

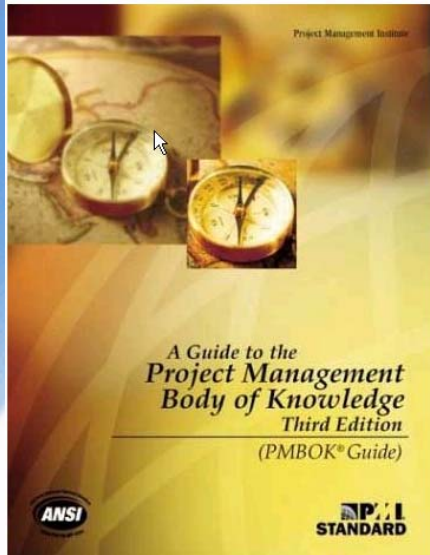
Audience Exercise

Identify the 9 principles in action throughout the rest of the presentation.

- Prizes may be awarded
- Judges' decisions are arbitrary, final, and fair

Simple Processes Implemented

- Scope Management
- Time Management
- Communications Management
- Human Resources Management
- Risk Management
- Cost Management
- Quality Management



Scope Management

- All requests tracked in web-based application

The screenshot displays a web-based application interface for request management. The left pane shows the 'Add a New Request' form, and the right pane shows a list of requests.

Add a New Request Form Fields:

- Deliverable
- Client
- Product
- Module
- Description
- Priority: Medium
- Request Type
- Dependencies
- Supporting Documentation (Browse)
- Timefox Project ID
- Client Requested Start
- Client Requested Finish
- ROMA Estimate
- Billable
- Client Communication
- Department: PMO
- Requesting Business Unit
- Requestor
- Project Phase
- Assigned To
- Project Manager
- Project Coordinator

Request List Summary: 245 requests matched (out of 1858), 1 to 93 displayed.

Description	Priority	Assigned To	Status	Notes
30 Requests				
Need to open a data path from New Mexico to North Carolina. This is so the Global NOC can have access to manage computers from any location to any location.	Medium	Dave Sanders	Not started	[JUN-21-06 dave_sanders@sento.com] We can do this pretty easily. We would just need to adjust the 10.4 routes on the 6500's in NM. The main concern I have is with the amount of bandwidth we have between Orem and NM. We do have QOS configured so there shouldn't be a problem. We should talk about what apps we want to use between sites.
Create a Productivity Report for Plusnet.	High	Brant Peine	Not started	
Create a labor dashboard for accounting and executives to use.	Critical	Chaunce Butterfield	In progress	[JUN-20-06 aaron_basinger@sento.com] Chaunce, please update this ticket. [JUN-21-06 chaunce] The first part of this is done, before we can get revenue we will need to complete account revenue reports. Sending the cost part of this report to QA. Report is located in "Public Folders >> BICC >> ODA Test Folder >> chaunce >> Sento Labor" [JUN-21-06 Kelly_marshall] Without any requirements, here's my best stab at some feedback:

Requesting Something

Requests | **Add Request** Add a New Request

SAVE | SAVE & ADD ANOTHER | CANCEL | **CUSTOMIZE**

* Deliverable ?

* Client ?

* Product ?

Module ?

Description ?

Priority ?

Request Type ?

Dependencies ?

Supporting Documentation Browse... ?

Timefox Project ID ?

Client Requested Start ?

Client Requested Finish ?

ROMA Estimate ?

Billable ?

Client Communication ?

* Department ?

Requesting Business Unit ?

* Requestor ?

Project Phase ?

* Assigned To ?

* Project Manager ?

Project Coordinator ?

Done Internet

Reviewing Requests

Intuit QuickBase Help | Sign Out My QuickBase

Engineering Request Tracking Views Customize Users Go To Find

Requests | OPEN BY CLIENT Refine this View Add a New Request I want to...

245 requests matched (out of 1858)
1 to 93 displayed

GRID EDIT | E-MAIL THIS VIEW | SEARCH & REPLACE | PRINT

	Record ID#	Client	Product	Description	Priority	Assigned To	Status	Notes
ALL 30 Requests								
EDIT DISP	3062	ALL	NOC	Need to open a data path from New Mexico to North Carolina. This is so the Global NOC can have access to manage computers from any location to any location.	Medium	Dave Sanders	Not started	[JUN-21-06 dave_sanders@sento.com] We can do this pretty easily. We would just need to adjust the 10.4 routes on the 6500's in NM. The main concern I have is with the amount of bandwidth we have between Orem and NM. We do have QOS configured so there shouldn't be a problem. We should talk about what apps we want to use between sites.
EDIT DISP	3054	ALL	Reporting	Create a Productivity Report for Plusnet.	High	Brant Peine	Not started	
EDIT DISP	3049	ALL	Reporting	Create a labor dashboard for accounting and executives to use.	Critical	Chance Butterfield	In progress	[JUN-20-06 aaron_basinger@sento.com] Chance, please update this ticket. [JUN-21-06 chance] The first part of this is done, before we can get revenue we will need to complete account revenue reports. Sending the cost part of this report to QA. Report is located in "Public Folders >> BICC >> ODA Test Folder >> chance >> Sento Labor" [JUN-21-06 Kelly_marshall] Without any requirements, here's my best stab at some feedback:

Internet

Time Management

- When practical, estimates documented for all requests

The image shows two overlapping windows. The top window is Microsoft Excel, displaying a 'Budget Workbook' with a table of project costs and a summary section. The bottom window is a project report for '0140-Interviews' from 'functionfox'.

Microsoft Excel - Budget Workbook

Category	Description	Rate	Project Totals		1-Jan		8-Jan	
			Hours	\$	Hrs	\$	Hrs	\$
8 CNT03	HTML/ Administration	\$ 35	0.0	0.00		0.00		0.00
9 GD20	UI/Graphics	\$ 75	0.0	4.00		4.00		0.00
10 IS	IS Support	\$ 150	0.0	8.00		8.00		0.00
11 PM40	PM	\$ 110	0.0	0.00		0.00		0.00
12 PM40	BSA	\$ 85	0.0	0.00		0.00		0.00
13 PM50	Sr PM	\$ 75	0.0	0.00		0.00		0.00
14 PRG01	Programmer	\$ 150	0.0	0.00		0.00		0.00
15 PRG10	DBA	\$ 150	0.0	0.00		0.00		0.00
16 PRG20	Detail Designer/Tech Lea	\$ 150	0.0	0.00		0.00		0.00
17 PRG30	TA	\$ 150	0.0	0.00		0.00		0.00
18 PRG30	SrTa	\$ 110	0.0	0.00		0.00		0.00
19 QA10	QA Tester	\$ 80	0.0	0.00		0.00		0.00
20 QA20	QA Lead	\$ 150	0.0	0.00		0.00		0.00
21	Admin	\$ 110	0.0	0.00		0.00		0.00
22								
23	Weekly Totals				0	\$12.00	0.0	\$0.00
24	Cumulative Totals		0.0	12.00	0	\$12.00	0.0	\$12.00
25								
26	August Total	12.00	100%					
27	September Total	0.00	0%					
28	October Total	0.00	0%					
29	Total	12.00						
30	Approved Change Controls	0.00						
31	Grand Total	12.00						
32								
33								
34								

Project Report

2004 to 06/30/2006
Internal
0140-Interviews
Interviewing candidates for development department.

functionfox
FunctionFox Systems Inc.

Personnel	Description	Date	Rate	Hours	Fees
strative McGarry, Dan	jen land lunch	03/29/2006	\$0.00	1.50	\$0.00
strative McGarry, Dan	reporting and app BAs	02/28/2006	\$0.00	3.00	\$0.00
strative McGarry, Dan	fred interview	02/24/2006	\$0.00	1.50	\$0.00
strative McGarry, Dan	ba interviews	02/23/2006	\$0.00	4.00	\$0.00
strative McGarry, Dan	interviews	02/10/2006	\$0.00	2.00	\$0.00
strative Robinson, Travis	interviews of SA with Ken and Wade.	02/07/2006	\$0.00	3.00	\$0.00
strative Robinson, Travis	interview	02/02/2006	\$0.00	1.00	\$0.00
strative Robinson, Travis	3 interviews and resume reading	02/01/2006	\$0.00	4.00	\$0.00
strative Robinson, Travis	Reviewed resumes and wrote interview questions	01/31/2006	\$0.00	2.00	\$0.00
strative Robinson, Travis	Read over resumes	01/30/2006	\$0.00	1.00	\$0.00
strative Robinson, Travis	Reviewed and arranged interviews	01/25/2006	\$0.00	2.00	\$0.00
Miscellaneous/Administrative Robinson,	Worked on interview questions for Ken	12/13/2005	\$0.00	1.00	\$0.00

Logging and Reviewing Time

Project Report Detail
LOG
OUT

- Calendar
- Timesheet
- CEO Desktop
- Manage Timesheet
- Project Costs
- Setup
- ▼ Reports
- Client
- Project
- Task
- Personnel
- Productivity
- Status
- Estimate
- Ranking
- Custom
- Contacts
- Search
- Download Data
- Fox Help

Date: **01/01/2004 to 06/30/2006**

Client: **Sento Internal**

Project: **SENN0140-Interviews**

Project Scope: **Interviewing candidates for development department.**

Shows: **Task**

Report type: **Project Report**

functionfox
 FunctionFox Systems Inc.

Task	Personnel	Description	Date	Rate	Hours	Fees
Miscellaneous/Administrative tasks	McGarry, Dan	jen land lunch	03/29/2006	\$0.00	1.50	\$0.00
Miscellaneous/Administrative tasks	McGarry, Dan	reporting and app BAs	02/28/2006	\$0.00	3.00	\$0.00
Miscellaneous/Administrative tasks	McGarry, Dan	fred interview	02/24/2006	\$0.00	1.50	\$0.00
Miscellaneous/Administrative tasks	McGarry, Dan	ba interviews	02/23/2006	\$0.00	4.00	\$0.00
Miscellaneous/Administrative tasks	McGarry, Dan	interviews	02/10/2006	\$0.00	2.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	interviews of SA with Ken and Wade.	02/07/2006	\$0.00	3.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	interview	02/02/2006	\$0.00	1.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	3 interviews and resume reading	02/01/2006	\$0.00	4.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	Reviewed resumes and wrote interview questions	01/31/2006	\$0.00	2.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	Read over resumes	01/30/2006	\$0.00	1.00	\$0.00
Miscellaneous/Administrative tasks	Robinson, Travis	Reviewed and arranged interviews	01/25/2006	\$0.00	2.00	\$0.00
Miscellaneous/Administrative tasks	Robinson,	Worked on interview questions for Ken	12/13/2005	\$0.00	1.00	\$0.00

Internet

Tracking the Budget

Microsoft Excel - Budget Workbook

File Edit View Insert Format Tools Data Window Documents To Go Help

Arial 10 B I U

G30 fx

	A	B	C	D	E	F	G	H	I
1	[PROJECT] PROJECTED BUDGET								
2									
3									
4									
5									
6						1-Jan		8-Jan	
						Period 1		Period 2	
7	Category	Description	Rate	Hours	\$	Hrs	\$	Hrs	\$
8	CNT03	HTML/ Administration	\$ 35	0.0	0.00		0.00		0.00
9	GD20	UI/Graphics	\$ 75	0.0	4.00		4.00		0.00
10	IS	IS Support	\$ 150	0.0	8.00		8.00		0.00
11	PM40	PM	\$ 110	0.0	0.00		0.00		0.00
12	PM40	BSA	\$ 85	0.0	0.00		0.00		0.00
13	PM50	Sr PM	\$ 75	0.0	0.00		0.00		0.00
14	PRG01	Programmer	\$ 150	0.0	0.00		0.00		0.00
15	PRG10	DBA	\$ 150	0.0	0.00		0.00		0.00
16	PRG20	Detail Designer/Tech Lea	\$ 150	0.0	0.00		0.00		0.00
17	PRG30	TA	\$ 150	0.0	0.00		0.00		0.00
18	PRG30	SrTa	\$ 110	0.0	0.00		0.00		0.00
19	QA10	QA Tester	\$ 60	0.0	0.00		0.00		0.00
20	QA20	QA Lead	\$ 150	0.0	0.00		0.00		0.00
21		Admin	\$ 110	0.0	0.00		0.00		0.00
22									
23	Weekly Totals					0	\$12.00	0.0	\$0.00
24	Cumulative Totals					0	\$12.00	0.0	\$12.00
25									
26									
27		August Total	12.00	100%					
28		September Total	0.00	0%					
29		October Total	0.00	0%					
30		Total	12.00						
31	+Approved Change Controls								
32		Grand Total	12.00						
33									
34									

Total Projected Budget \ Projected Budget \ Acti

Ready

Communications Management

- Weekly status report required for all projects, roll-up prepared for senior management

Chris Perry

Status Report - Period Ending 12/30/05

Loma Encantada - Albuquerque build out
Overall Project Status - Yellow

Not a stellar week for Albuquerque. After arriving this week I found several items that had been reported as completed or in progress that were in fact not done and not started. While most of these were in the facilities/general contractor as a there were a few that were from the IT area. The week was spent catching items up or getting them scheduled with finer expectations on the completion dates. Time with the General Contractor to again go through the items that need to be completed, this was difficult as he was only in the office for about 1/2 hour and then left back out of town. I will be returning to ABQ next week to oversee getting these type of issues completed.

Major Items Completed this Period

- 15' floor data room ceiling now has all ceiling tiles replaced
- Fire suppression on all floors is up and wired into heat sensors in the data rooms
- Installation of 12 POTS lines has been scheduled for next week, these will be used for the time clocks, faxes, conference phones and for local numbers
- Carpet has finished on 13, the cubes are all up with the exception of 10 that were missing parts
- We have interviewed and identified resource for the facilities position, we hope to make an offer next week
- Temporary files have been ordered for the HR group to use until the final decision is made of the use of the 10' floor
- We have ordered a video surveillance system that will be installed on all floors. Along with this we will be installing call buttons in each lobby area for use after hours and in the event of lost/forgotten access cards
- locks on the lobby doors have been changed so that they can not be locked and bypass the card readers
- Emergency lighting have been ordered for the data rooms
- Doors with windows have been ordered for the break rooms on 13 and 15
- Verified placement of trash cans
- EO's have all been placed and cabled on 13
- We started the process to tie down the Avaya headsets and pigtail on 15 and put procedures in place with the team leads to get the remainder tied down as folks came into work and moving forward.
- Verified that all the pigtail on 7 were tied down and tied down any headsets that were still loose

Major Items Planned for this Period but not Completed

- Data wiring on 13 is about a week behind this prevented the imaging of desktops this week. There was some buffer in the schedule so we are still on track to have the floor ready on time
- 10 - 15 cubes on 13 not put up due to missing parts
- Reception desk on 7 didn't get the correct wall panels installed
- Sento sign in the lobby on 7 still not repaired from the damage caused by the furniture installers when they put it in the wrong wall on the reception desk

Major Items Planned for Next Period

- Finish install of POTS lines all floors

Microsoft Excel - Overall Status Report 11:04

Sento IT Projects Status Report - November 4, 2005

Product/Project and Description	QA Lead	Client	Proj Status	Est. Rev.	TCS	Current Phase	Start Date	Next Milestone & Date	QC	Production Release Date	Updates/Issues/Recovery
ITF-028 (Queue of Inet requests)	RM Curtis Collier AM Pam Hall Tel: Kim Osprey, Dusty Clark	Client	Y	3	Y	NA	NA	Set up 120 vocational box TBD	NA	NA	11/4 Update: Only open request is for vocational box, awaiting temporary infrastructure upgrades. GAP: outstanding open request for vocational box has been delayed due to hardware issues regarding vocational RECOVERY: we are working with vendor to resolve the issues. However, overall priority for this is low, due to higher priorities for other clients.
ITF-034 M (Queue of On Requests)	RM Curtis Collier AM Pam Hall Tel: Kim Osprey, Dusty Clark Rep: Brad Wilkison	On	M	5	N/A	Ongoing	Ongoing	Enable remote agent observe TBD	Ongoing	Ongoing	11/4 Update: no significant activities this week. Client is becoming increasingly dissatisfied with delay in enabling remote agent observe. See gaps. GAP: remote agent observe not yet enabled due to internal resource conflicts. RECOVERY: we are bring to assign this work to Nadra. Probability is low. due to extensive work already contracted to Nadra.
ITF-067 H (Queue of Overlook requests)	RM Curtis Collier AM Mark Overstreet TL Tyler Broadstreet Rep: Brad Wilkison Tel: Dusty Clark FO: Tim McCarren MO: Mike Oleson	Overlook	M	5	Y/Y	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	11/4 Update: 1 reporting request in progress. Shut down high priority request in progress to handle additional call volume in advance of new T.F.'s being deployed. Set up in progress for new agents in Phoenix. No major open issues.
ITF-143 (Migrate Overlook chat to)	RM Curtis Collier	Overlook	M	5	Y/Y	Complete	02/04/05	NA	10/19/05	10/21/05	This project is to migrate Overlook's

Legend: ■ Completed ■ Not Working Recovery Plan ■ On Target ■ No Recovery Plan

Summary: **Overall /**

Project Status Report

Chris Perry

Status Report – Period Ending 12/30/05

Loma Encantada – Albuquerque build out
Overall Project Status – Yellow

Not a stellar week for Albuquerque. After arriving this week I found several items that had been reported as completed or in progress that were in fact not done and not started. While most of these were in the facilities/general contractor area there were a few that were from the IT area. The week was spent catching items up or getting them scheduled with firmer expectations on the completion dates. I met with the General Contractor to again go through the items that need to be completed, this was difficult as he was only in the office for about ½ hour and then left back out of town. I will be returning to ABQ next week to oversee getting these type of issues completed.

Major Items Completed this Period

1. 15th floor data room ceiling now has all ceiling tiles replaced
2. Fire suppression on all floors is up and wired into heat sensors in the data rooms
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4. Carpet has finished on 13, the cubes are all up with the exception of 10 that were missing parts
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8. Locks on the lobby doors have been changed so that they can not be locked and bypass the card readers
9. Emergency lighting have been ordered for the data rooms
10. Doors with windows have been ordered for the break rooms on 13 and 15
11. Verified placement of trash cans
12. R/C's have all been placed and cabled on 13
13. We started the process to tie down the Araya headsets and pigtails on 15 and put procedures in place with the team leads to get the remainder tied down as folks came into work and moving forward.
14. Verified that all the pigtails on 7 were tied down and tied down any headsets that were still loose
- 15.
- 16.

Major Items Planned for this Period but not Completed

1. Data wiring on 13 is about a week behind, this prevented the imaging of desktops this week. There was some buffer in the schedule so we are still on track to have the floor ready on time.
2. 10 – 15 cubes on 13 not put up due to missing parts
3. Reception desk on 7 didn't get the correct wall panels installed
4. Sento sign in the lobby on 7 still not repaired from the damage caused by the furniture installers when they put in the wrong wall on the reception desk

Major Items Planned for Next Period

1. Finish install of POTS lines all floors

Roll-Up for Executives

Microsoft Excel - Overall Status Report 11-04

Sento IT Projects Status Report - November 4, 2005

Legend:
 [Black] Completed
 [Yellow] Gap, Working Recovery Plan
 [Green] On Target
 [Red] Gap, No Recovery Plan

Priority	Product/Project and Description	Project Manager Account Manager Tech Lead QA Lead Other Resources	Client	Proj Status	SP	Cost Rev.	TCS	Current Phase	Start Date	Next Milestone & Date	QC	Production Release Date	Updates/Gaps/Recoveries
23	PFE-088 Queue of Merlot requests	PM: Curtis Clothier AM: Pam Hall Tel: Ken Gajewsky, Dusty Clark	Merlot	Y	S	Y	--N	NA	NA	Set up intl. voicemail box TBD	NA	NA	11/4 Update: only open request is for voicemail box, awaiting telephony infrastructure upgrades. GAP: outstanding open request for voicemail box has been delayed due to Nortel issues regarding voicemail. RECOVERY: we are working with Nortel to resolve the issues. However, overall priority for this is low, due to higher priorities for other clients.
23	PFE-084 Queue of Ojo Requests	PM: Curtis Clothier AM: Pam Hall ITC: Dave Sanders, Dusty Clark Rpt: Brad Wilson	Ojo	R	M	Y	N-N	Ongoing	Ongoing	Enable remote agent observe: TBD	Ongoing	Ongoing	11/4 Update: no significant activities this week. Client is becoming increasingly dissatisfied with delay in enabling remote agent observe. See gap. GAP: remote agent observe not yet enabled due to internal resource conflicts. RECOVERY: We are trying to assign this work to Nextira. Probability is low, due to extensive work already contracted to Nextira.
24	PFE-067 Queue of Overstock requests	PM: Curtis Clothier AM: Mark Danielson TL: Tyler Broadbent Rpt: Brad Wilson Tel: Dusty Clark ITC: Tim McCann QA: Mike Gibson	Overstock	G	M	Y	YYY	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	11/4 Update: 1 reporting request in progress. Short-term high priority request in progress to handle additional call volume in advance of new T-1's being deployed. Setup in progress for new agents in Raleigh. No major open issues.
25	PFE-145 Migrate Overstock chat to	PM: Curtis Clothier	Overstock	[Black]	M	Y	Y-Y	Complete	8/24/2005	NA	10/10/2005	10/21/2005	This project is to migrate Overstock's

Overall /

Basic Metrics in Place

- Project Counts
- Planned vs. Estimated Hours
- Project Success Percentage

State Program Management Office State Report - Period Ending 12/31/2004

A. Project Summary

Project Count

Number of active projects at beginning of month	25
Number of new projects added	17
Number of projects completed	30
Number of projects terminated or closed out	107
Number of active projects at end of month	34

Project Status Count

Project Type	Green	Yellow	Red	NA
Block's Project Status count	1	2	0	11
Information	3	2	0	17
Total	4	4	0	28

Project On Time / On Cost / On Schedule Count

	This month	Last month
Number of Active or Completed Projects on Time	1200 (60%)	1050 (50%)
Number of Active or Completed Projects on Cost	1175 (59%)	1075 (50%)
Number of Active or Completed Projects on Schedule	2020 (100%)	1104 (50%)

Client Employment Count

MRAs	2
Overseas	4
POP	3
SOFTSAs	2
Logistics	15
Visitors	30
Total Client Employment	58

Open Questions Requests at Month End

Request Type (Internal/External)	This Month	Last Month
Client-related	76	47
Self-Service	44	34
Total Open Requests	120	81

Engineering Project Hours by Request Type

Request Type	This month	Last Month
Unplanned, Block's, State Requests	200	300
Unplanned, Client Requests	200	200
Emergency, Business Requests (Block's, State)	1111	1000
Planned, Information	725	200
Management Overhead	200	400
Total Hours Logged	2436	1900

Monthly Project Metrics

Sento Program Management Office Status Report – Period Ending 12/31/2004

K. Project Summary

Project Count

Number of active projects at beginning of month	22
Number of new projects started	13
Number of projects completed	(8)
Number of projects terminated or closed out	(3)
Number of active projects at end of month	24

Project Status Count

Project Type	GREEN	YELLOW	RED	NA
Product Feature Enhancements	3	5	3	11
Infrastructure	3	2	0	22
Total	6	7	3	33

Project On Time / On Cost / On Schedule Count

	This month		Last month	
Number of Active or Completed Projects on Time	12/20	60%	14/20	70%
Number of Active or Completed Projects on Cost	11/12	92%	12/13	92%
Number of Active or Completed Projects on Scope	20/22	91%	21/24	88%

Client Deployment Count

McAfee	2
Overstock	2
PGP	1
Sachware	2
Reporting	11
Telephony	10
Total Client Deployments	28

Open Quickbase Requests at Month End

Request Type (internal / external)	This Month	Last Month
Client-related	78	67
Sento-internal	44	34
Total Open Requests	122	101

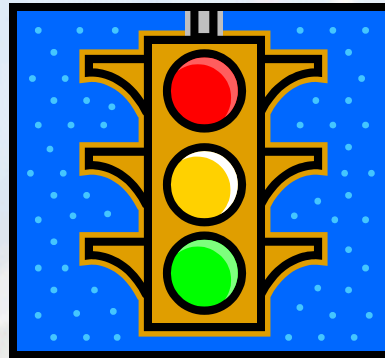
Engineering Project Hours by Request Type

Request Type	This month		Last Month	
	Hours	%	Hours	%
Potentially Billable Client Requests	370	10%	378	12%
Nonbillable Client Requests	809	22%	1000	32%
Strategic Business Projects (Abajo, Mexico)	1211	33%	1113	36%
Internal Infrastructure	725	20%	132	4%
Management Overhead	507	14%	469	15%
Total Hours Logged		100%		100%

"Just Enough Process"

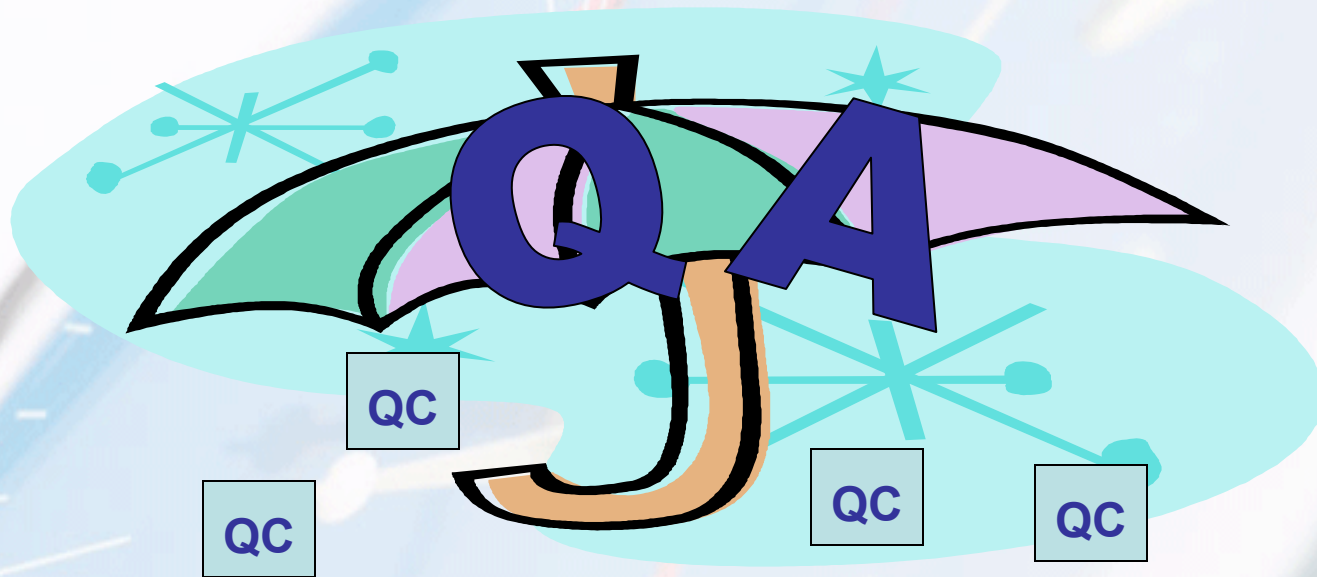
Risk Management

- “problem” projects highlighted for discussion in weekly CIO meeting



Quality Management

- Basic methods focusing on software change control



“Wow! Things are so much better now.”



Business Results

- Perception changed from “ad-hoc and low quality” to “structured and professional”
- Successful projects publicized
- Basic Metrics put in place

Successful Projects

- Client Crisis items completed
- A major software deployment on time, on scope, almost in budget
- Both of these in Month 1

Audience Exercise - Results

Identify the 9 principles in action throughout the rest of the presentation.

- Prizes may be awarded
- Judges' decisions are arbitrary and final, and fair

1. We are a benevolent dictatorship
2. We are creating software
3. If it's not written, it didn't happen
4. Assignment = Ownership = Responsibility
5. It's either done or not done
6. Bad news is not gourmet cheese
7. We are not curing cancer
8. I think we should ... Define the problem
9. We have 100% internal visibility



Checkpoint: Mid-Term Challenges

“I need a better PMO. More agile, working smarter, not harder.”



Mid-Term Challenges

- Lack of success with “innovative” projects
- Too many requests bypassing PMO and running into problems
 - Usually small requests, but with big impact
- Merger Integration



After the Checkpoint – Mid-Term Results

Mid-Term Results

- Improved success on innovative projects (agility)
- “Pain Principle” gets requests directed to PMO
- Integrated status reporting for European division
- Onsite project manager and PMO integration for NC call center and new facility in Albuquerque

Expansion of PMO

- Not just for IT any more
 - Facility build-outs
 - Sarbanes-Oxley

“This PMO idea of mine is great. I need to get other departments to use it.”





**Checkpoint – Ready for
the Next Level**

The Next Level

- Project Portfolio Selection & Prioritization
- Enterprise-Wide PMO
- Project Managers as Business Leaders



“It’s too much overhead”

Implement Just Enough Process and Just Enough Documentation



“I don’t have budget to invest in tools and training”

Simpler methods are often sufficient for initial implementation: MS Office, MS Project, training from local education providers



“We are an agile company focused on innovation, not on bureaucratic processes”

Keep the focus on the end results, not on the process to get there.

Conclusion

- Project Management works, even for the PM-averse
- Executive sponsorship is still needed
- Must show business value
- Never be perceived as a bottleneck



Audience Objectives – Met?

- Take away 1 or 2 ideas that you can use to promote PMO's in your company