Project Management Office – PMO  
Framework Strategy Overview  

Version 2.0  
June 9, 2008
Introduction and Background

Purpose

IT projects undertaken using a proven project management methodology carry less risk and a greater chance of success than unstructured projects. Gartner, a world-renowned information technology research and consulting firm, estimates that a consistently used methodology improves productivity by at least 30 percent. An organization (of any size) needs a formal project management methodology when it seeks to have consistent, predictable results and a process that is open to improvement. In the absence of a stable and constantly maturing process for IT project delivery, there is no possibility that project management will be consistently improved because improvements are random and non-repeatable.

Recognizing the need to improve the management of IT projects initiated to support the Washington State Judicial Information System (JIS), the Administrative Office of the Courts’ (AOC), Information Services Division (ISD) has implemented an effort to establish a centralized Project Management Office (PMO) to coordinate the development of the AOC’s project management capabilities. The PMO by design is responsible for developing and providing a consistent project management methodology and standardized project management tools. It also needs to be responsible for institutionalizing a project governance process to ensure uniform oversight of all current and future IT project initiatives.

Critical success of the PMO will depend on its effective ability to qualitatively measure consistent alignment of prospective IT initiatives with business and operational strategy (e.g., ISD Strategic Plans).

The ISD’s key drivers for establishment and total implementation of the PMO include the following:

<table>
<thead>
<tr>
<th>Refine project governance to succeed</th>
<th>Ensure that PMO practices are fully integrated with existing JIS governance structure – end to end – driven by Washington State Court Stakeholders, starting from business case development and ending with measuring actual value.</th>
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<tbody>
<tr>
<td>Prioritize to stay on course</td>
<td>Establish a JIS-wide prioritization process that objectively and continuously evaluates project initiatives to ensure value from targeted investments is achieved.</td>
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<td>Align and be ready to adjust</td>
<td>Ensure that all potential project initiatives align with business strategy and, where necessary and appropriate, adjust plans to maintain alignment.</td>
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<td>Protect business value</td>
<td>Control business value (benefits from project initiative) by clearly defining the expected value to be received, how and when it will be achieved and then monitor and reassess regularly throughout the lifecycle of the project initiative.</td>
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<td>Hold people accountable</td>
<td>Clearly define individual, group, and organizational accountability for materially realizing benefits (value), including integration of proposed benefits with operational plans and budgets.</td>
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<td>Invest in process and people</td>
<td>Recognize and implement project best practices that make sense and acknowledge the need to have a link between business strategy and project execution. Develop the capacity to deliver consistent quality, care, and execution in all proposed project initiatives.</td>
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Approach

Working closely with ISD staff, the current PMO team has identified several project deliverables to address the noted key drivers. These deliverables are based upon industry and other government agency best practices, including the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK). The deliverables can be categorized into the following two distinct functions:
1. Deliverables that articulate strategies to successfully deploy the PMO within the AOC. These include the following:
   - PMO Mission, Vision, Goals and Objectives
   - PMO Roles and Responsibilities
   - IT Project Governance
   - PMO Deployment Plan

2. Deliverables that constitute the framework and tools that will support the effective management of individual IT projects within and in support of the JIS. These will provide the foundation for the standards that will be established for managing IT projects. These deliverables include the following:
   - Project Management Methodology
   - Project Management Templates
   - Project Management Training and Certification Program
   - Project Management Coaching and Mentoring Program

**Implementation Plan**

The following figure highlights the timeline for work activities already completed and deliverable development processes underway by the AOC ISD over the duration of the project.
PMO Vision and Mission Statements

The first step in successfully addressing the key drivers for the full establishment of the PMO is to ensure stakeholders understand the PMO’s vision and mission.

Vision

The **Vision** statement describes what the PMO must ultimately accomplish to be viewed as successful. It reflects a destination for the PMO and its high ideals. The Vision statement of the ISD’s PMO is:

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Excellence in the management and delivery of projects.
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Mission

The **Mission** statement expresses the PMO’s purpose and describes its overall role, responsibility and commitment in carrying out its functions to ensure the realization of its Vision. The Mission statement of the ISD’s PMO is:

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To enable project management best practices and promote adherence to standards and measurements for sustained success.
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Goals

The PMO will support the following ISD organizational strategic goals. For each goal, PMO implementation strategies have been identified.

**ISD Goal #4 - Align products and services with overall business objectives**

- **Strategy #1:** Increase Washington Court business value derived from IT projects

**ISD Goal #5 - Achieve accountability in the consistent delivery of products and services**

- **Strategy #2:** Enhance AOC capabilities in managing IT projects
- **Strategy #3:** Establish a collaborative IT project management environment
- **Strategy #4:** Effectively manage the AOC’s IT projects portfolio

Strategies, Actions, and Measurements

The following tables relate the strategies, actions, and measurements in support of ISD Strategic Goals.

<table>
<thead>
<tr>
<th><strong>Strategy #1:</strong> Increase Washington Court business value derived from IT projects</th>
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<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>• Project business plan development process established to ensure user expectations are met</td>
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<td>• Measurable project metrics and management reporting guidelines tracked</td>
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<td>• Projects delivered within established scope, schedule, and budget expectations</td>
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<td>• Project risks minimized through proactive project governance and phased review process</td>
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<td>• Compliance measures with standardized language, measures, evaluation tools and approaches to risk assessment executed</td>
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<td><strong>Measurements</strong></td>
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<tr>
<td>• All prospective IT initiatives formally processed for validation against business and ISD organizational strategic goals</td>
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<tr>
<td>• Only IT initiatives that align with business and ISD organizational strategic goals will get approval to proceed</td>
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<tr>
<td>• 80% of compliance issues (scope, budget, risks, and deliverables) identified and addressed before major financial investments and/or approval to proceed</td>
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<td>• Direct customer/governance group involvement in IT initiative reviews</td>
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### Strategy #2: Enhance AOC capabilities in managing IT projects

#### Action
- Implemented and sustainable best practice project management methodology and standardized tools
- Standardized project management training curriculum for ISD staff
- Project management certification process developed and monitored
- Formalized project management coaching program established
- Professional project management position classifications established and incorporated into ISD organizational structure

#### Measurements
- Uniform and standardized methodology, process, and tools implemented and deployed for use for all IT initiatives
- A fully documented, staffed, and budgeted training program (ongoing) for all ISD project management staff
- All project managers professionally certified in project management practice (PMI)*
- A defined and approved job description for project management staff

### Strategy #3: Establish a collaborative IT project management environment

#### Action
- Repository of best practices in project management established

#### Measurements
- 75% recorded usage by ISD staff
- All best practice documentation centralized and available online

### Strategy #4: Effectively manage the AOC’s IT projects portfolio

#### Action
- PMO governance, organizational and staffing structure to support goals and objectives established
- Consistent approach implemented for data collection and reporting that correlates project benefits with project objectives
- Portfolio of IT projects developed and maintained to facilitate JISC and AOC-specific decision making
- Reporting processes developed and implemented to advise the JISC, Governance groups, legislature, and third parties of interest on appropriateness and impact of IT project decisions

#### Measurements
- 100% of PMO organizational and staffing structure complete and implemented
- 100% repeatable practices for collecting and monitoring project management metrics
- Fully automated (tool based) IT portfolio management system implemented and operational
- Accurate real time reporting on overall health of IT initiatives in queue or active

*Note: PMI means Project Management Institute. Founded in 1969 PMI is an internationally recognized standards organization for project management best practices. As of 2006, PMI reported over 220,010 members and over 180,000 PMP certified practitioners in 175 countries.*