ANDREW WILSON, DIRECTOR PROJECT MANAGEMENT OFFICE

Q: What are the processes that you have established through your process design process?

A: One of the things we try to do is look at what the business need is…we never wanted our PMO to be a project management office, we were there for the business need, and where did our organization need to go? What we were able to accomplish in the first year were those processes associated with Project Management, within scope, costs and schedules, went to created a charter progress, to a requirements process – all the processes they needed to be successful. We needed Service level management, lots of processes with SLA's and establishing service levels – also change and release management. We looked at processes for COOP and Lean Six Sigma, and put the governance in the processes a well.

Q: How much did the PIT add to achieve buy in of the process?

A: A lot, we have good and bad instances of that. We were getting the people that didn't have anything to do -- the people who were "experts" were too "busy" to come onto this project, so we were getting people who were not the "experts" – we didn't start off on a good foot, but once we recognized what was happening and the strength of our processes, it was able to help us sell it to the organization.

Q: Has there been a corresponding improvement in the utilization of the developed processes by their customers?

A: That's one of the things we needed to measure to see if we were being successful, but where we are in our maturity process, there were a few things we had to compromise on. There's a lack of policy, and no requirement for the project management processes, but we were able to look at the outputs. Example: for project management charters, you would think/hope it would be simple and easy and that people would be using it, but then we didn't have any new projects from our governance process, then we turned our strategic planning process with our project management processes, and used those with strategic planning, it turned into more people coming to us asking where they could find processes. Yes, we have seen an increase, and what we haven't done is turn on the actual measurement of that use.

Q: Can you provide some examples of metrics you used to measure cycle time and assess quality?

A: What we tried to do was when we created our process we hadn't considered metrics. Fundamentally, we needed at least 3 metrics: are they being used, are they being looked at, and cycle times? I could measure, but no one was asking us about the process maturity. So we kept it at a basic level. We did cycle time, rework within the process, and was the process successful? The go backs on the process and redo's and satisfaction and cycle time…specifically, if the team associated with the process, they created their standard metrics specifically for that process. WE tried to roll in competency with our processes and how they could be a user, and based on that, was it a usable process, or did they need more training? – if it was the process we could improve the process.

Q: How critical is the support of upper management to your process development and improvement?

A: Very critical to have the support from department heads and managers to have the processes be successful – it's pivotal, we need to keep them informed and educated