Management Solutions
Intelligence for Management

MSOL-TW
Intelligence for Management
A group company of Management Solutions co., ltd.

How do I analyze my project's maturity ?

プロジェクトマネジメントを
世の中に

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About Management Solutions

Management Solutions is recognized as a leading PMO professional support services company in Japan.

Our competitive advantage is in our education process using proven methodology for providing PMO services.

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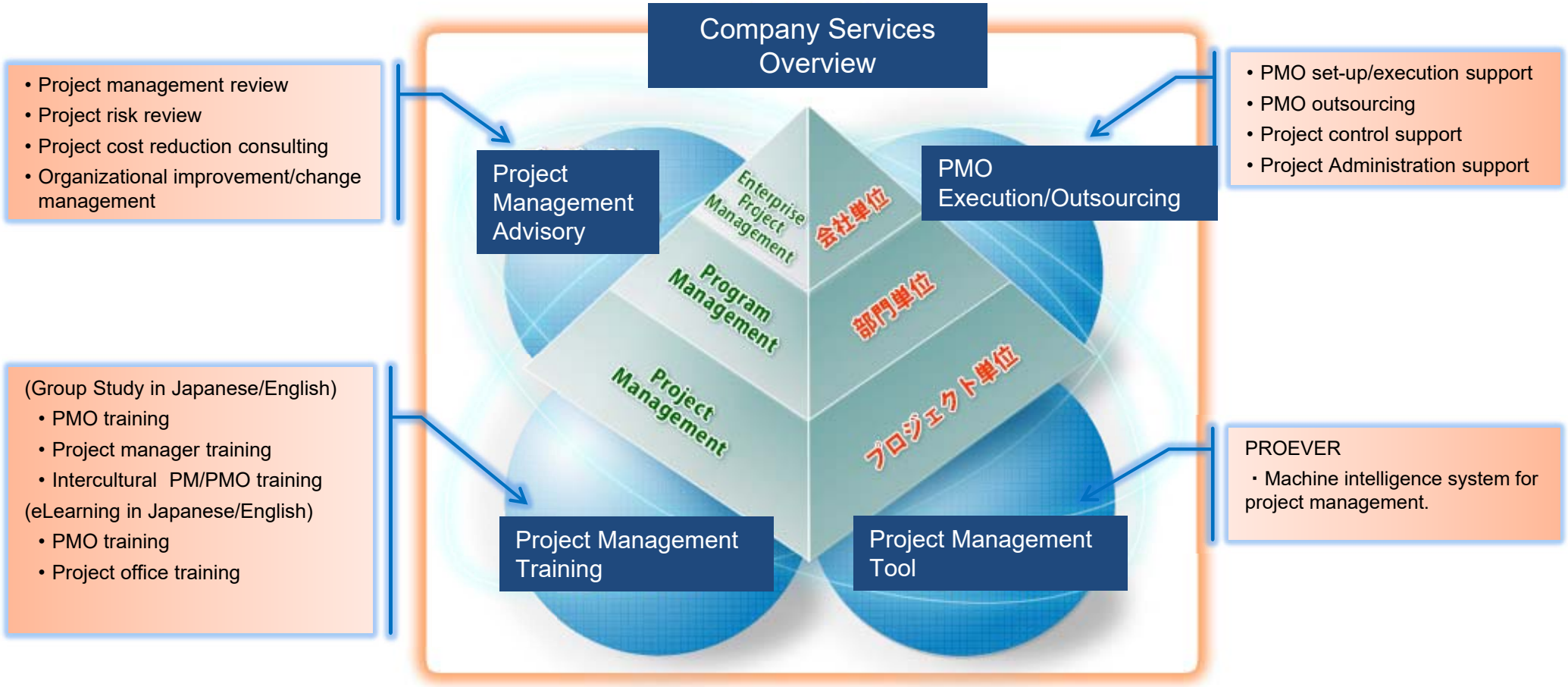
Company overview

✓ MSOL's four project service layers, tailored to company/division/project-level needs, contribute to increased management productivity.



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Today's Topics

Analyzing project maturity is an important PMO task

1. Basic understanding of PMO

2. How do I analyze my project's maturity

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Quiz 1

Question:
What percentage of companies reported having a PMO in 2014 ?
Hint ! 47% of firms had a PMO back in 2000

A . 60% B. 70% C. 80% D. 90%

Answer: 80%(on average)
-Small size (Revenue < US$100M) 61%
-Mid size (Revenue US$100M - $1B) 88%
-Large size (Revenue > US$1B) 90%

Source: The state of the Project Management Office 2014
The research of "Pmsolutions"

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Why most of companies set up PMOs?

1. Project become complicated moreover be agile

2. Many projects on going simultaneously

3. Beyond the capacity of manager

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Quiz 2

Question:
What is the average percentage of PMO budget that is part of the total project budget?

A: 4% B: 10% C: 20% D: 40%

Answer: around 4%

Average annual PMO budget is US$800,000
Average staff number = 8 people

Source: The state of the Project Management Office 2014
The research of “Pmsolutions”

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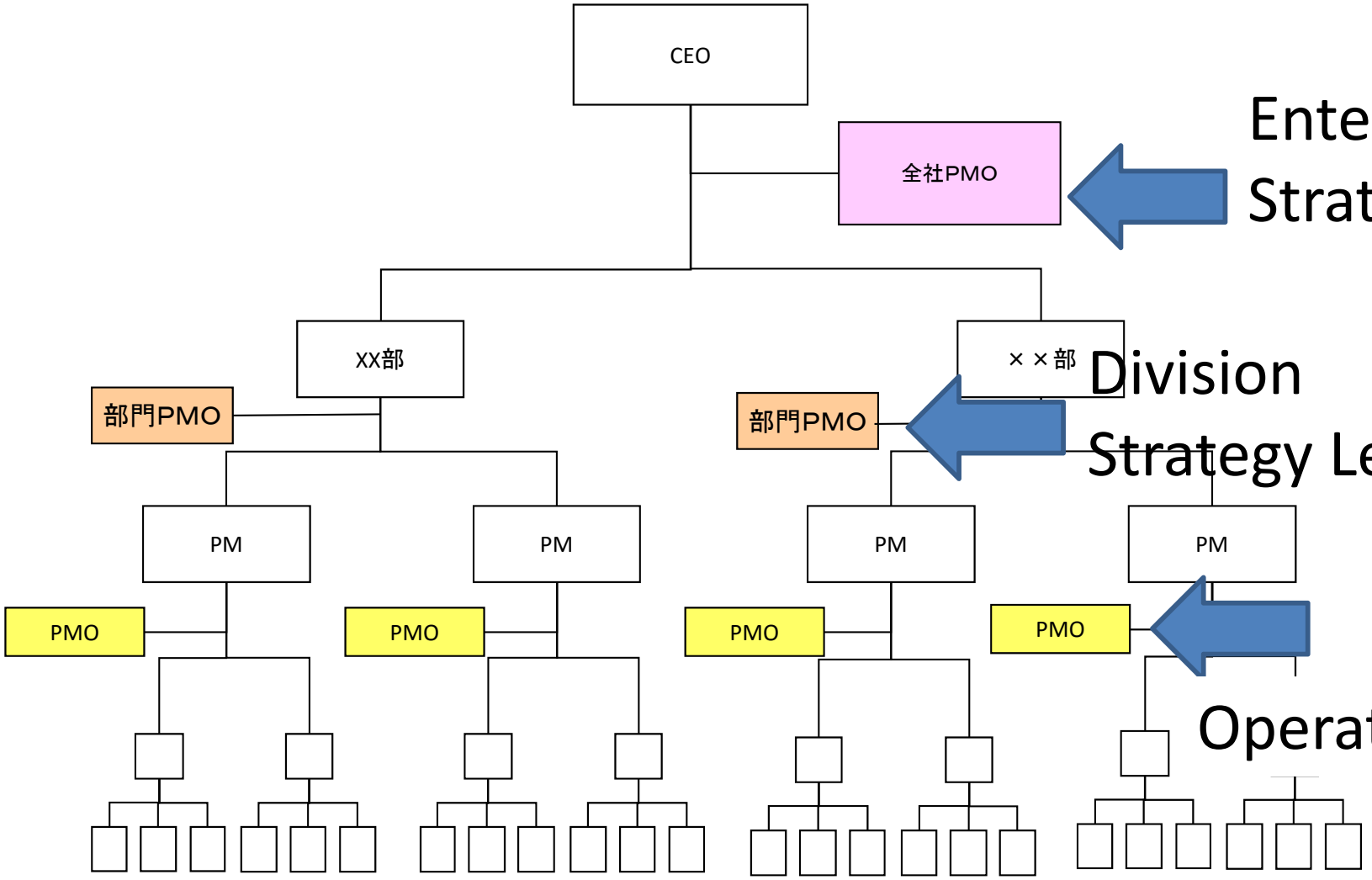
They understand importance of PMO but....



Enterprise Strategy Level PMO

Division Strategy Level PMO

Operation Level PMO

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Quiz 3

Question:
What is the percentage of external (contracted resource) PMOs?

A: 18% B: 32% C: 59% D: 75%

Answer: 59%

IT-related PMOs are more likely to use external resources.

Source: The state of the Project Management Office 2014
The research of "Pmsolutions"

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Quiz 4

Question:
What percentage of PMOs have PMP- certified staff

A: 28% B: 45% C: 61% D: 73%

Answer: 45%

75% of PMOs use “PMBOK guide”

Source: The state of the Project Management Office 2014
The research of “Pmsolutions”

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Quiz 5

Question:
What is the TOP challenge for PMOs

A: PMO processes seen as overhead 47%

B: Demonstrating the value of the PMO 43%

C: Organizational resistance to change 51%

D: Having enough time/resources to execute strategy 45%

Answer: C

Source: The state of the Project Management Office 2014
The research of "Pmsolutions"

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PMO is ...

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What is the PMO's function

NO	Function	重要
1	Report project status to management	83%
2	Develop and implement standards	76%
3	Monitor and control project performance	65%
4	Develop competency of personnel	65%
5	Implement and operate a PMIS	60%
6	Provide advice to upper management	60%
7	Coordinate between projects	59%
8	Develop and maintain a project scoreboard	58%
9	Promote project management within org	55%
10	Monitor and control performance of PMO	50%
11	Participate in strategic planning	49%
12	Provide mentoring for project managers	49%
13	Manage one or more portfolios	49%
14	Identify, select, and prioritize new project	48%
15	Manage project documentation archives	48%
16	Manage one or more programs	48%
17	Conduct project audits	45%
18	Provide interface between management and customer	45%
19	Provide a set of tools	42%
20	Execute specialized tasks for PM	42%
21	Allocate resources between projects	40%
22	Conduct post-project reviews	38%
23	Implement and manage database of lessons learned	34%
24	Implement and manage risk database	29%
25	Manage benefits	28%
26	Provide network and environmental scanning	25%
27	Recruit, select, evaluate, and determine salaries for project managers	22%

Source: The Project management office :A Quest for Understanding(PMI)

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So, what?

The point is

“PMO does not have specified function”

So, it is difficult to demonstrate the value of PMO

And

PMO seen as overhead

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Text book version of PMO

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From hundreds of our customer surveys…

These are customer's original expectations.

1. How to control QCD
2. Transparency
3. Stakeholders handling
4. Standardization

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From hundreds of our customer surveys…

1. Gain management skills

2. Encourage project managers

3. “Proactive” and “In advance”

4. Speak what we can not to tell

5. Don’t say “PMBOK says…”

These are the PMO’s real values for the client.

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後藤年成1
後藤年成2

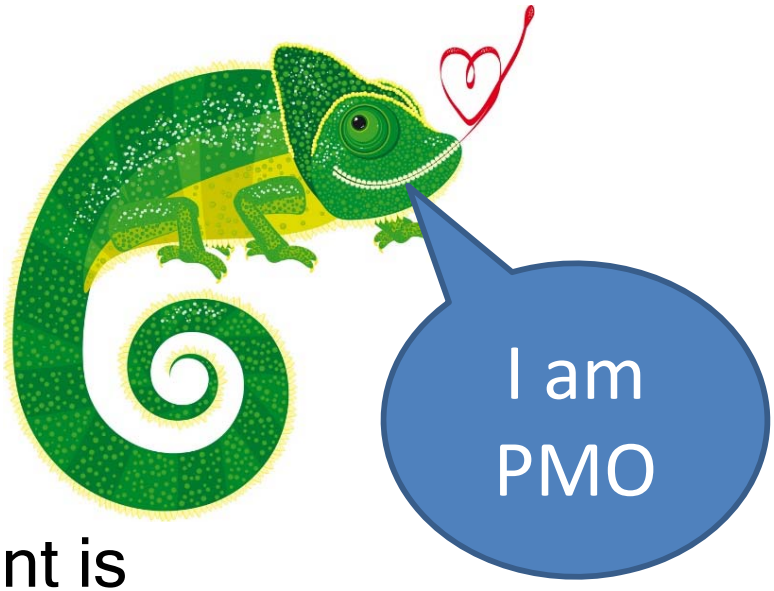
What is an ideal PMO

An ideal PMO is the one who…

✓Provides management service dependent on project needs.

✓Considers only project success objectively.

✓Changes their functions flexibly.



The PMO role that most valuable for the client is changing his/her role like as a chameleon.

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スライド 18

後藤年成1 後藤年成, 2015/10/02

後藤年成2 後藤年成, 2015/10/02

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Why we have to analyze??

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Analysis reveals clues to the cure for project.

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What do we analyze?

Where should we start to diagnose?

How do I analyze?

What kinds of question do you ask?

What do you think?

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What do we analyze?

1. Ask key project members (include contractors)

2. Analyze project documents

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What do we analyze?

1. Ask key project members (include contractors)

- If this project might be fail,

what do you think has happened? Why?
who is be a bottlenecks? Why?
when fail has revealed? Why?

- when your project success,

which task do you think key of success? Why?
who is the key person to success? Why?
what obstacle should we remove? How?

What we are looking for are “Bottlenecks”

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What kinds of bottlenecks should we be looking for

1. Which process is the bottleneck ?

2. Where is the bottleneck in information flow?

3. Who is the bottleneck in decision-making?

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What do we analyze?

1. Ask key project member (include contractors)

2. Analyze project documents

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What do we analyze? For example...

- •Proposal , contract
- •Project charter , project plan
- •Meeting minutes
- •Requirements definition documents
- •ＷＢＳ， Master schedule
- •Risk list
- •Issue/incident list (Management level)
- •Issue/incident list (Project/Team level)
- •Failure management plan
- •Failure list
- •Quality management plan
- •Quality control criteria
- •QA list
- •Progress report（steering committee, project ）

- Project organizational chart
- Project member list（skill level, experience etc.）
- System overview 、System configuration diagram
- H/W configuration diagram
- S/W configuration diagram
- Development standards

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Documentation analysis examples

category	evaluation	Situation and issue	Point of improvement
Project planning	△	• Project plan was created, and review was conducted. • However Project plan is not finalized and approved yet. • Entry criteria and exit criteria of each phase is not clear in the project plan.	• Project plan should be approved by management. • PM or PMO should define the entry and exit criteria of each phase.
Master schedule	△	• According to the master schedule, budget will be fixed by the end of June. However design requirements will not be completed by the end of June.	• Project budget will be re-estimated after fixing design. • Project budget will be approved by management.
WBS	△	• WBS was created only on the IT side, business side did not create a WBS. • Relation is unclear between IT side and Business side.	• PM or PMO should create business side WBS, and be clear the both side relation.
Progress management	△	• Progress was reported in the weekly meeting, however some indications during the meeting was not record in the minutes.	• PMO should create meeting minutes and make TO-DO list clear to monitor the indications during the meeting.
Change request control	×	• Change request process does not exist on the project. • Each team handled change requests individually.	• PM/PMO should create a change request process for the project. • PM/PMO should look into the impact which each team has already caused.

<Notes> ○ : GOOD △ : There are Process or rules, but There are some improvement
× : No process or rules

Sample

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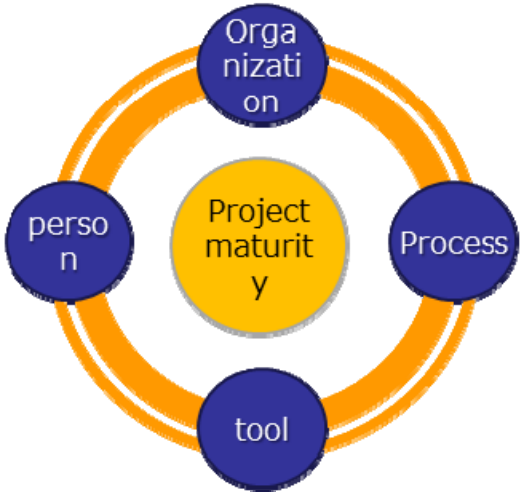
How do we analyze?

This is the our framework to analyze project maturity



【Organization】 Clarification of roles and responsibilites

【Person】 Education and Evaluation system/process

【Process】 Management process and habituation process

【Tool】 Standard process and Management information system

Process level definition

Maturity Level	Project situation	Transparency Level
Level5 Optimized management	Project management process autonomously improved Management can make a decision based on project information	Make good decision based on project information
Level 4 Quantitative control	Project management process operates autonomously Project will be supported by Organization effectively	Real time visualization and good control
Level 3 Defined	Management process systematically organized Project needs organizational support occasionally	Can visualize project situation and control project
Level2 Controlled	Each project has process and rules These processes and rules not adapted well to each other	Some visibility, but situation is not clear
Level1 Initial	There are no process. Project needs strict direction and leadership	No visibility

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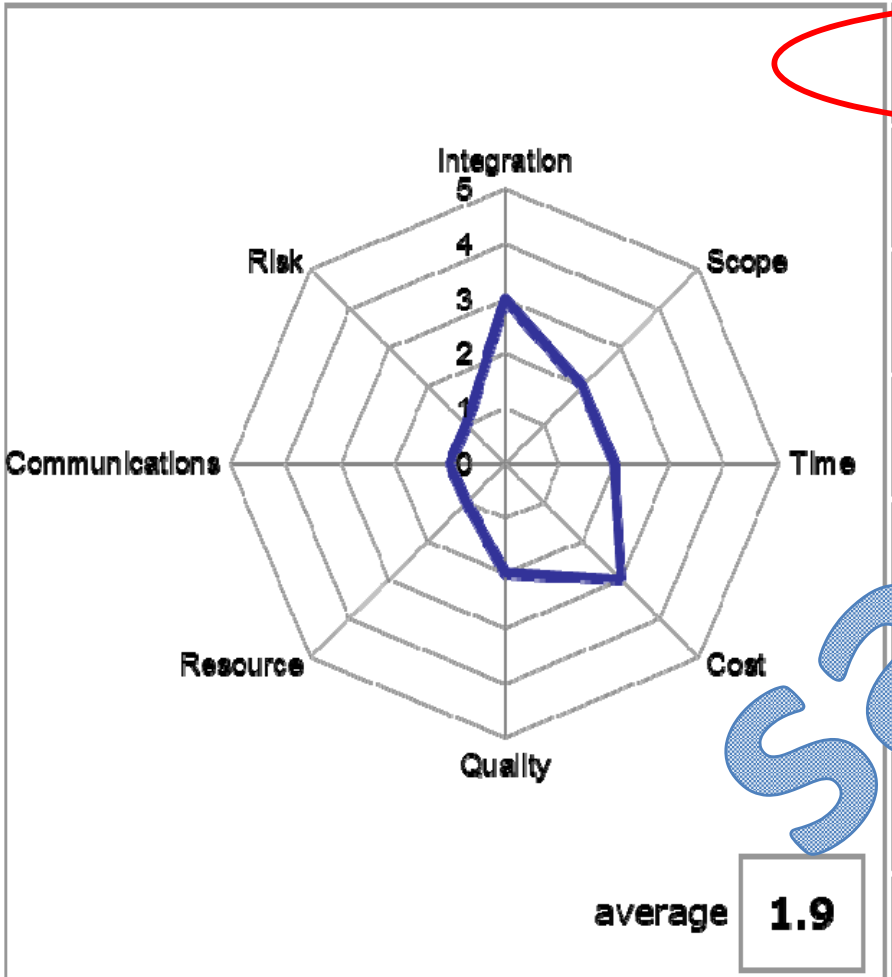
How do we analyze?

Summary of process analysis

Project management maturity level	Management Area	Maturity level	Comment/Point of improve
	Integration	3.0	From a system point of view, project is managed according to a standard procedure.
	Scope	2.	There is, from a business point of view, due to lack of business person recourse, part of a design requirement has not decided. System development team had to develop with a tentative requirements.
	Time		Management should get a business side recourses shortage as soon as possible.
	Cost	3.	Management has to improve communication between the business side and system side. Business side doesn't manage project well, especially in progress management and issue management. PMO should manage not only the system side also the business side.
	ality	2.0	From the project management point of view, planning for next phase is not sufficient.
	ource	1.0	Management should create a PMO that thinks of the future, separate from current routine job.
	Communication	1.0	
	Risk	1.0	

Sample

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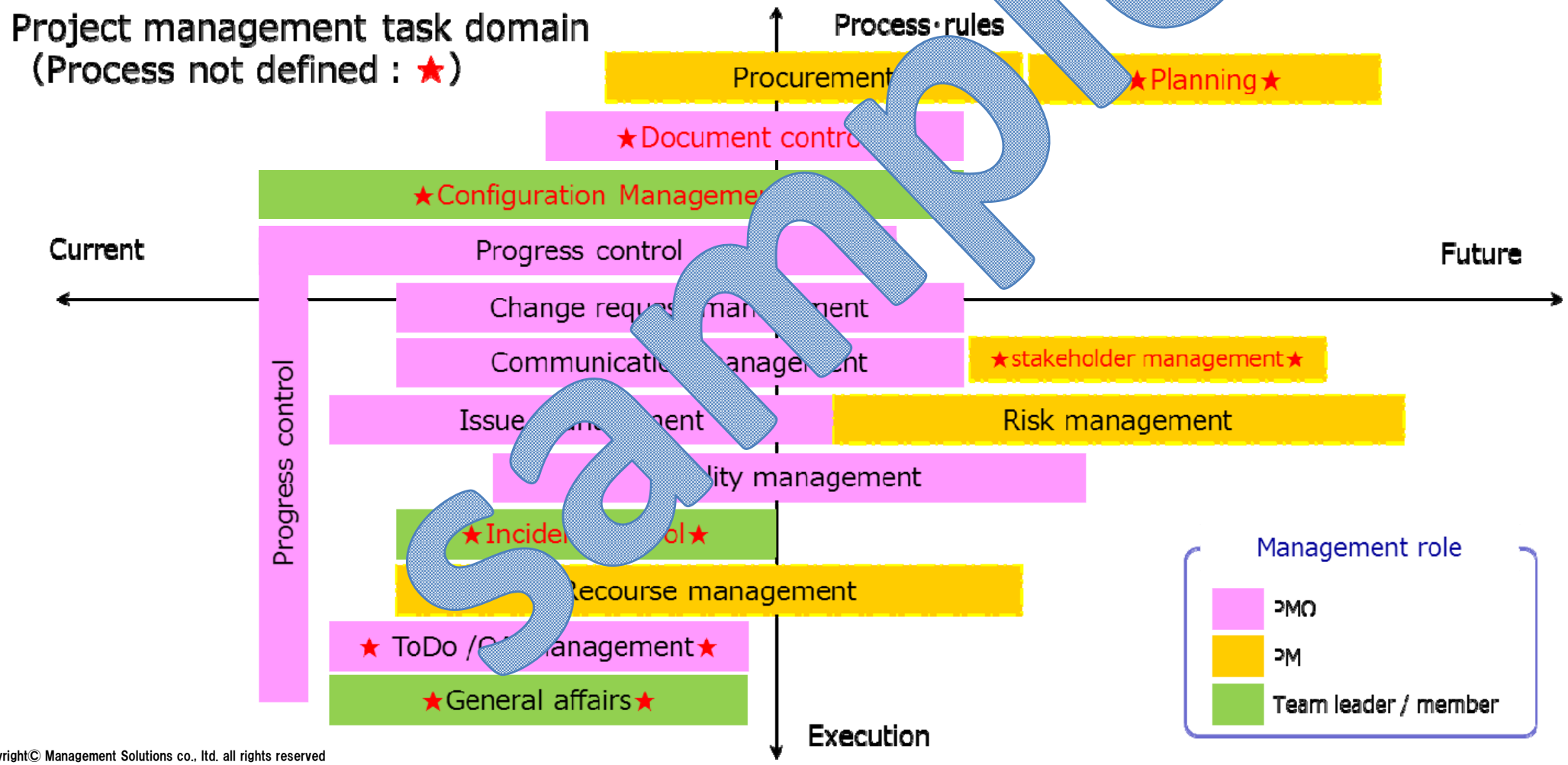
How do we analyze?

Management Area	Maturity Level	Comment/Point of improve
Integration	3.0	Project plan document , development plan document are writte lently. On the other hand, part of the management planni docum s (a ched "★" mark in the diagram below) don't have sufficient contents.



Sample

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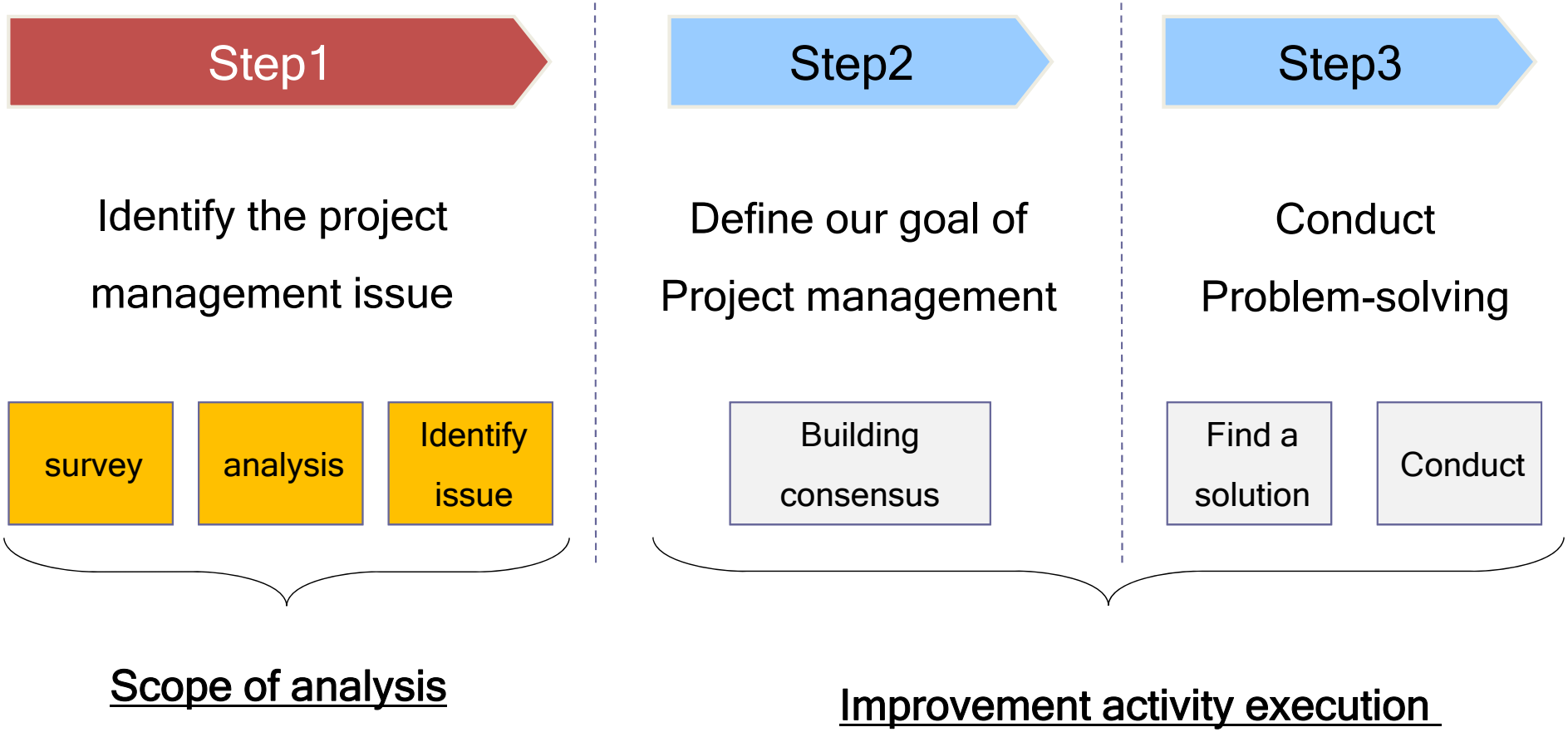
What should we do after analysis?

This is the process of project management improvement execution



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Simple diagnosis

If you want to diagnose your project,
Please ask us.
We can also provide
"Simple diagnosis service"

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消息 (Information)

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請多多關照

Our Mission: We contribute to a happier society through management.

Our Vision: Becoming a platform in project management and achieve change management of customers

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