

ITEC PMO 2.0

The PMO Strikes Back

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Safe Harbor Statement

Our discussion may include predictions, estimates, or other information that might be considered forward-looking. While these forward-looking statements represent our current judgment on what the future holds, they are subject to risks and uncertainties that could cause actual results to differ materially. You are cautioned not to place undue reliance on these forward-looking statements, which reflect our opinions only as of the date of this presentation.

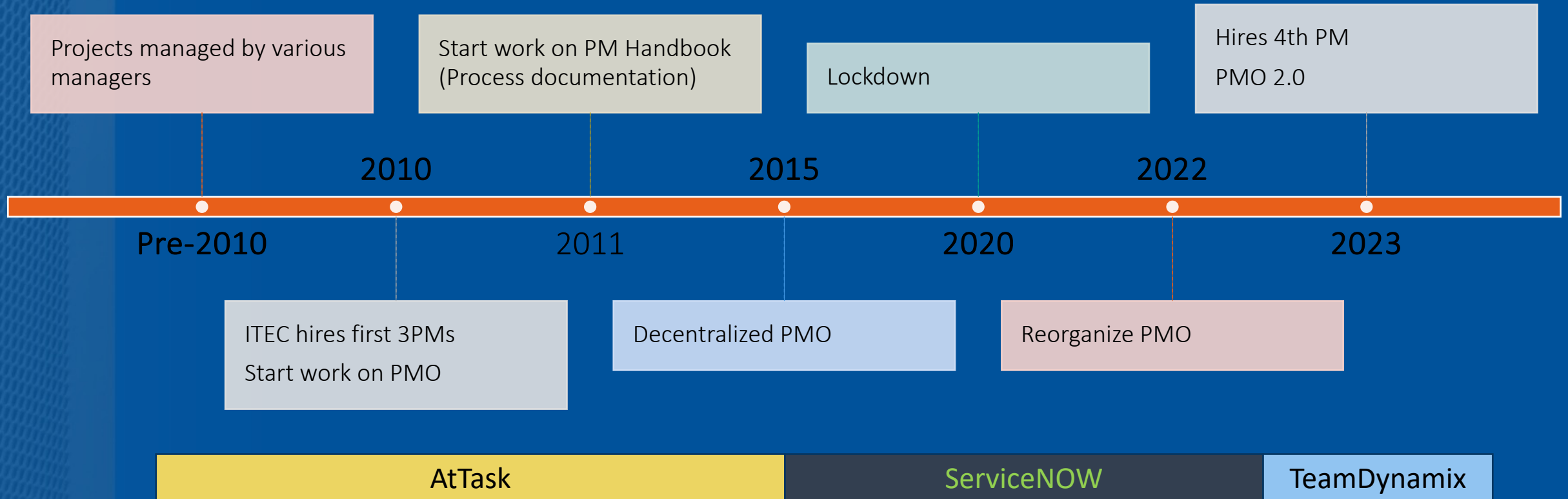


A long time ago in a galaxy far,
far away....

A Little Bit of History

What happened to PMO 1.0?

The history of the ITEC PMO



Rise of the PMO - 2010-2015

- Implemented Project Management practices at ITEC
 - Based on Waterfall Methodology
- Helped define first ITEC Strategic Goals
- Created a PM Handbook
 - Based on project management principles customized to ITEC
- Established Project Priorities



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The Decentralization of the PMO 2015-2016

50% of PMOs close within the first 4 years.
-- *The State of the PMO 2010* research report (PM Solutions, 2010)



• Reasons

- Projects over Process
- Shifting Priorities (Service Management)
- Process Fatigue
- Additional Roles for the PMs
 - Change in reporting structure

Decentralized Period - 2016-2022



- PMs and Team Leads
- Projects were being run specific to each PM
 - Uneven experience
- Sporadic work on process improvement
 - Not centralized

Factors For Overhauling the PMO

- Recovering From Lockdown
- Most of our processes were running sporadically
- Inconsistent application of existing standards
 - Many out of date
- No PMO meetings
- Uneven executive participation
- Growing frustration with how things were running across the organization



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PMO 2.0 - Aug 2022

- An effort to overhaul our project management processes
 - Based on a decade of how ITEC operates.
- Started with overhauling the Project Intake process
- Establishment of regular meetings
- Creation of Portfolios, Portfolio Owners & Managers
- Update all other processes in the project management lifecycle
 - In Line with ITEC Handbook documentation
 - Technology Agnostic

Where We Are Today?

- PM Processes are in various state of completion
- PMO is meeting weekly
- Project Intake process is operating
- Hired and Trained a new Project Manager
- Completed our migration to TeamDynamix (5 months ago)

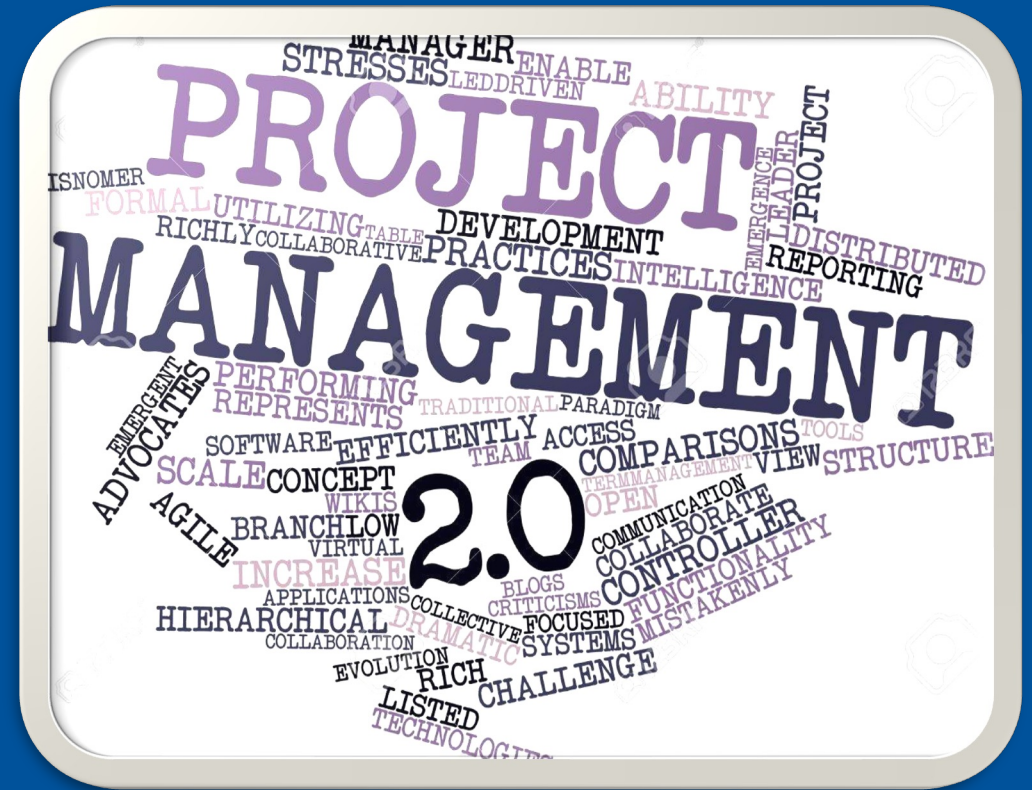


Migration to TeamDynamix

- ITEC PMO created a Project w/assigned PM to lead Migration
- As ITEC PMO Team – Identified Day 1 & Day 2 Items
 - What else needed to be considered?
 - Documentation Updates & Future Planning
- Day 1
 - Portfolios
 - Project Intake
 - Active Projects Migration
 - PCRs
 - Status Reports
- Day 2
 - Backlog of Demands
 - Resource Allocation
 - On Hold Projects
 - Dashboards & Reporting

PMO 2.0

What exactly makes it 2.0?



Role of the PMO

The PMO's mission is to establish and implement project management best practices for the benefit of ITEC in a way that encourages collaboration, standardization, innovation and overall improvement in project results across the system.

Processes

- Create and maintain all project management processes

Training

- Train PMs and non-PMs to run projects

Compliance

- Ensure projects follow processes

Project Support

- Assist PMs and Non-PMs with Projects

Executive Support

- Provide information to senior management

Philosophy of the PMO

Practical Use

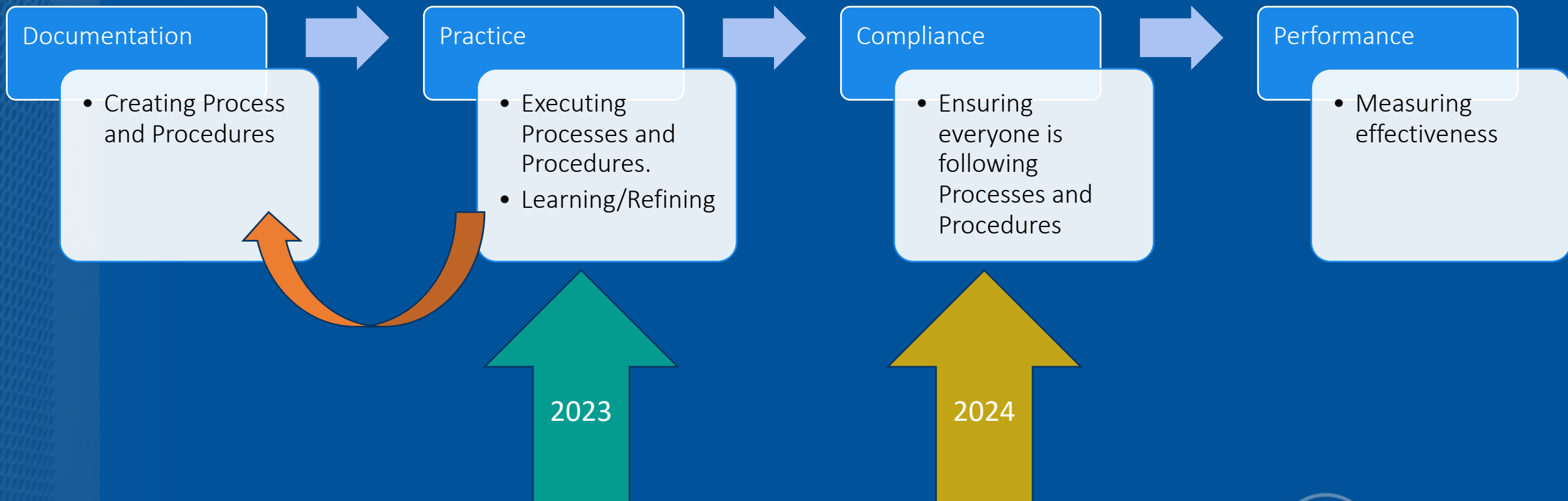
90/5/5

Spark
Conversations

People Solve
Problems

Only
Cumbersome
to PMs

Our PMO Roadmap



New Features

Some of the things we have been working on.



Updated Documentation

Built for ITEC
Handbook

Broke Apart
Documentation

Separated Tools
from Process

Added RACI

Support
Documentation

Adding Agile
Processes

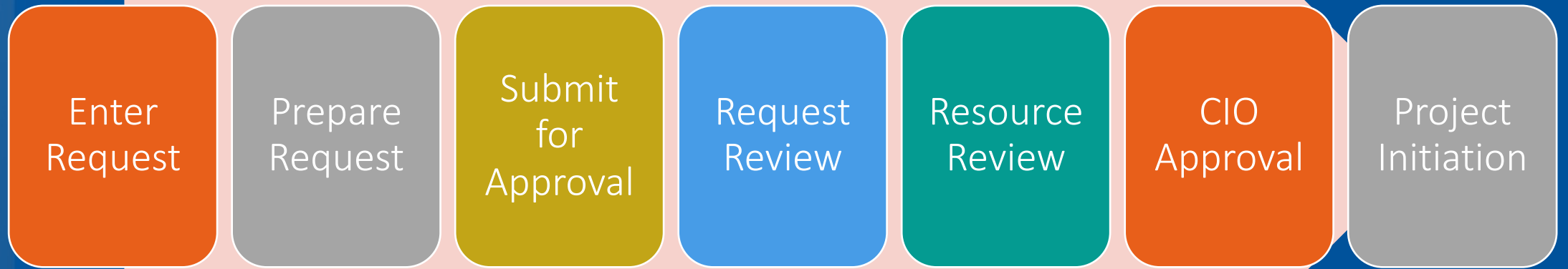
Updated Status Reports

- Reduced the complexity
- Created Standard Template
 - Status
 - Progress
 - Problems and Issues
 - Slack Usage
- Reduced time to fill out
- Monitor Status Report updates



Image by WikimediaImages from Pixabay.

Project Intake



Client Portal	TDX	Workflow			TDX
ITEC Team	Port. Mgr & SMEs	C-Suite/PMO	Resource Mgrs.	CIO	Port. Mgr PM

Project Slack



- Goal of Project Slack
 - Manage Unplanned Schedule Deviations
 - Make Project End Dates More Predictable
 - Allow for Task Slippage before Interference
 - Creates Buffer when Project is at Risk of being delayed
- Why?
 - Schedule deviations come from many sources
 - Slack time represents a buffer

Project Slack Cont.

- Problem it solves?
 - Stable Project Task & End Dates
 - Buffer for unplanned interruptions
 - We can measure task slippage
 - Trigger more critical conversations
- Process
 - Slack days equal 30% of Total Duration of the Project for Slack



Project Plan with Slack

WBS	Title	Start Date	End Date	Duration	%	Predecessors
	IPA Upgrade - Project Timeline	Mon 9/25/2023	Tue 12/5/2023	49 days	80 %	
1	Initiation	Mon 9/25/2023	Fri 9/29/2023	5 days	100 %	
2	Server Request	Mon 10/2/2023	Mon 10/16/2023	10 days	100 %	1
3	▲ Production	Tue 10/17/2023	Mon 10/30/2023	10 days	100 %	
3.1	Join One New Server to IPA Domain & Upgrade Domain	Tue 10/17/2023	Wed 10/18/2023	2 days	100 %	2
3.2	Configure AD for Domain	Thu 10/19/2023	Thu 10/19/2023	1 day	100 %	4
3.3	Extend IPA Domain onto all OL7 Servers & DNS Change	Fri 10/20/2023	Fri 10/20/2023	1 day	100 %	5
3.4	Clean up OL6 environment	Mon 10/23/2023	Mon 10/23/2023	1 day	100 %	6
3.5	Update Clients	Tue 10/24/2023	Mon 10/30/2023	5 days	100 %	7
4	▲ Development	Tue 10/31/2023	Wed 11/1/2023	2 days	100 %	
4.1	Create Replica	Tue 10/31/2023	Tue 10/31/2023	1 day	100 %	8
4.2	Extend Replica into Development environment	Wed 11/1/2023	Wed 11/1/2023	1 day	100 %	10
5	Update Documentation	Thu 11/2/2023	Wed 11/8/2023	5 days	100 %	11
6	Decom OL6 Servers	Thu 11/9/2023	Thu 11/9/2023	1 day	0 %	12
7	Slack	Fri 11/10/2023	Tue 11/28/2023	11 days	0 %	13
8	Closing	Wed 11/29/2023	Tue 12/5/2023	5 days	0 %	14
9	▲ Ongoing Activities	Mon 9/25/2023	Tue 12/5/2023	49 days	90 %	
9.1	IPA Upgrade - Team Meeting	Mon 9/25/2023	Tue 12/5/2023	49 days	90 %	
9.2	IPA Upgrade - Project Management	Mon 9/25/2023	Tue 12/5/2023	49 days	90 %	

Project Resource Allocation

Previous Model – None !!!



Project Resource Allocation – TDX

- TDX Software
 - Took existing Resource Allocation Breakdown from Team Leads and updated availability in TDX.
 - Added assigned Project work in TDX & Updated ITEC Documentation

Mary Spence			182.31	36.03%	63.97%	182.31	36.03%	63.97%
James Kowalczyk	Network Technician		39.72	11.73%	88.27%	39.72	11.73%	88.27%
Luke Clutter	Network Technician		69.36	33.94%	66.06%	69.36	33.94%	66.06%
Patrick Walker	Network Technician		4.08	90.93%	9.07%	4.08	90.93%	9.07%
Todd Sholtz	Network Technician		69.15	23.17%	76.83%	69.15	23.17%	76.83%
Matthew Tamburello			45.88	78.15%	21.85%	45.88	78.15%	21.85%
Andrew Harradine	Banner SDM		-69.44	331.47%	-231.47%	-69.44	331.47%	-231.47%
Booker Brooks	Service Technician - Other		23.40	22.00%	78.00%	23.40	22.00%	78.00%
Deepa Brown	Banner SDM		30.00		100.00%	30.00	0.00%	100.00%
Justin Morgan	Banner SDM		30.00		100.00%	30.00	0.00%	100.00%
Nick DeNora	Banner SDM		30.00		100.00%	30.00	0.00%	100.00%
Shannon Coleman	Banner SDM		-21.48	171.60%	-71.60%	-21.48	171.60%	-71.60%
Jason Tessier	Service Technician - Other		23.40	22.00%	78.00%	23.40	22.00%	78.00%

Project Change Requests



- Being used and refined
- Triggered in other parts of our processes
- Used for changes in:
 - Scope
 - Schedule / Slack
 - Team Members
 - Hours
- Simple Word Template
- Issue in TDX

Wrapping Up

Nearly done.



Contact Info

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Back at the Office

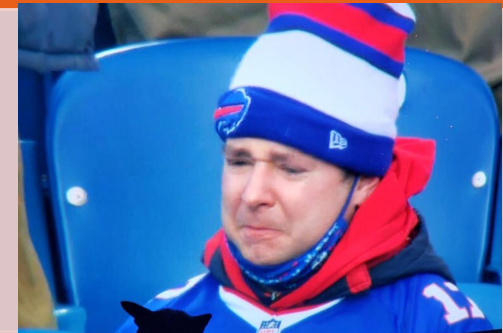
Ralph Chille



Christa
Glassman



Jason Poch



Any Questions?



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