PMO DEVELOPMENT PLAN

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1. EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

To mitigate the trends[1] such as those documented by The Standish Group, and in support the Office of Information Management Technology's (OIMT) commitment to management excellence, the Program Management Office (PMO) will deliver the State of Hawai`i's mission and services to citizens of Hawai`i. The PMO will use best practices as the catalyst for organizational and cultural change. Through the promotion and use of best practices, the PMO will:

• Increase the probability of meeting users' needs and expectations.

• Improve project planning.

• Define clear business objectives, understanding options by identifying their benefits, costs and risks.

• Facilitate better decision making before a project's start and during a project's execution.

• Increase probability of executing projects successfully, on time and within budget.

• Reduce project risks of delays, cost overruns, and failure.

As a trusted partner, the PMO vision is to facilitate, guide, and assist all statewide IT programs and projects to success. The PMO's outcome goals are that projects achieve success according to the program and portfolio objectives. Its performance goals are to successfully guide and support all projects to successful project objectives derived from the portfolio and strategic plan. Its organizational goals are to provide support to all projects and project practitioners in the form of appropriate best practice leadership and just-in-time services. The PMO's objectives are to develop a world-class best practice capability and capacity to assist all statewide IT programs and projects and provide support and

guidance for State of Hawai`i departments. Figure 1 below illustrates the functions and focus of the PMO.

PMO Functions. The PMO's business services can be summarized into three high-level functional responsibilities:

1. Guidance

2. Assistance

3. Oversight.

These high-level functions apply to three primary focus areas: practitioners, practices, and management tools across the State of Hawai`i's government.

PMO Services. The PMO has the inherent responsibilities to perform specific services. These services facilitate the key high-level functions of guidance, assistance, and oversight. The services are:

• Program and project management policy

• Best practice standards

• Oversight—project performance accountability

• Central tool management

• Central PM artifact repository management

• Portfolio project management/inter-project coordination

• Workforce assessment—practitioners and teams

• Training and education—curriculum identification, design and development, and delivery

• Resource (Project Manager) coordination

Figure 1: Functions and Focus

[1] Source: The Standish Group's report CHAOS Summary 2009, April 23, 2009. This report is an annual follow-up to the hallmark baseline report, The Standish Group Report, 1994, that surveyed over 1,200 U.S. Information Technology (IT) users.

2. INTRODUCTION

3. MISSION, VISION, GOALS, AND OBJECTIVES

2. INTRODUCTION

2.1 PURPOSE

The PMO of the OIMT provides project management planning and best practices services to statewide IT initiatives.

As a trusted partner, the PMO vision is to facilitate, guide, and assist all State of Hawai`i IT projects to success. In support of this vision, the PMO's responsibilities include: administrative support to the project review process (Chief Information Officer Council [CIOC]); coordination with department PMOs; and guidance, oversight, and assistance to projects as outlined in Figure 2.
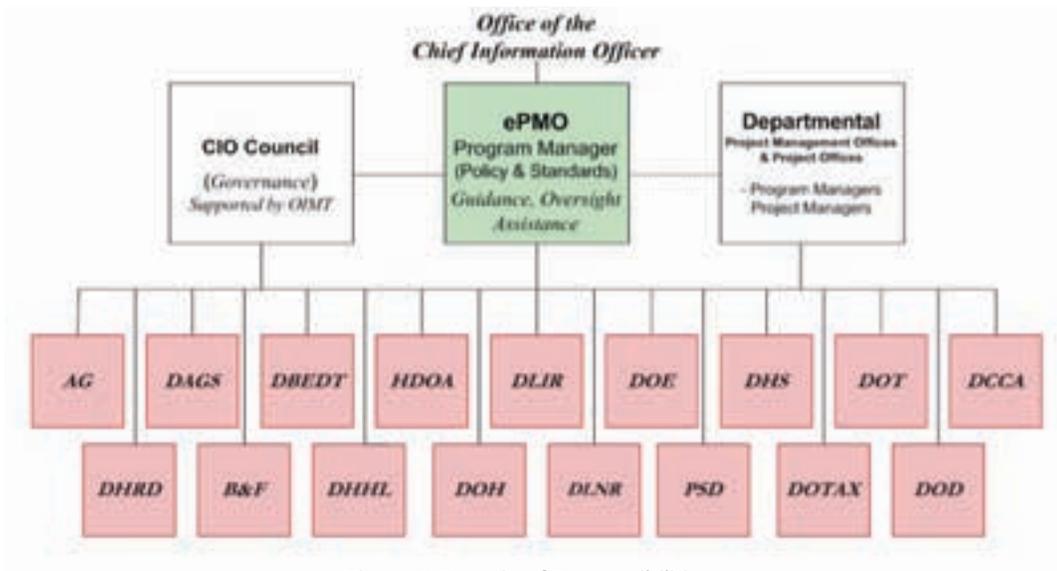
Figure 2: Domain of Responsibilities

- The PMO functional value proposition can be summarized as the following:

- Identifies, develops, and coordinates organization-wide program and project management policy and best practice standards and procedures

- Manages the enterprise management tool that supports both the projects and the portfolio of project needs

- Identifies, coordinates, and manages the cross-project dependencies of all projects. In concert with Enterprise Architecture (EA), this is inherently the PMO's co-responsibility to coordinate.

- Coordinates with the Portfolio Management Office (PfMO) regarding project, program, and portfolio objectives serving the strategic plan

- Provides project start-up capability needed for new projects, bridging the initial gap for projects to get organized

- Plans, designs, develops and/or coordinates PM training and educational requirements and curriculum

- Provides specialized just-in-time skillsets that would be prohibitively expensive for any one project to develop

- Identifies and coordinates program and project manager resources for enterprise programs and projects

2.2 ASSOCIATED DOCUMENTS

- State of Hawai`i PfM

- State of Hawai`i BPM

- State of Hawai`i PMM

- Clinger-Cohen Act (CCA) of 1996

- ANSI Earned Value Management System Standard (ANSI/EIA-748-A), November 2006

- Project Management Body of Knowledge (PMBOK® Guide), ANSI/PMI 99-001-2004

- State of Hawai`i Business Transformation Strategy and IT/IRM Strategic Plan, 2013

- Baseline of Information Management and Technology and Comprehensive View of State Services (referred to as the Final Report) prepared by SAIC

- Program and Portfolio Management Key Initiative Overview, Gartner, July 2011

3. MISSION, VISION, GOALS, AND OBJECTIVES

3.1 MISSION

The mission of the PMO is to provide program and project management leadership, expertise, experience, and training to teams for initiating, planning, and guiding implementations and completions. The primary responsibilities are to manage and control the constraints by ensuring plans are implemented on schedule, within budget, and within scope. Maintaining alignment to the strategic goals and mission of the State of Hawai`i is critical to successful program and project management, whether projects are managed for the benefit of a department or for statewide critical functions that benefit the entire enterprise and surrounding community. Incorporating program and project management administration with best practice methods and standards that are either based on State of Hawai`i's Strategic Plan or single in purpose and scope ensure consistency is applied effectively and is scalable to be administered across various sized projects.

3.2 VISION

Promote best practice standards and methodologies into a program and project management discipline that advances the core vision and mission of the State of Hawai'i's Strategic Plan through comprehensive and iterative development comprising education, training, and a set of guiding principles.

3.3 GOALS

The PMO's outcome goals are that all projects achieve success. Its performance goals are to successfully guide and support all projects to success. Its organizational goals are to provide to all project and project practitioners support in the form of appropriate best practice leadership and just-in-time services.

3.4 OBJECTIVES

The PMO's objectives are to develop a world-class best practice capability and capacity to assist programs and provide well-planned projects that successfully deliver expected outcomes within budget, on time, and aligned with program and portfolio goals and objectives.

4. PMO FUNCTIONS AND SERVICES

4. PMO FUNCTIONS AND SERVICES

4.1 PMO FUNCTIONS

The PMO's business services can be summarized into three high-level functional responsibilities:

1. Guidance

2. Assistance

3. Oversight.

These high-level functions (shown in Figure 3) apply to three primary areas of focus: practitioners, practices, and management tools.

Figure 3: PMO's High-level Functions and Focus

4.2 PMO SERVICES

The PMO has the inherent responsibilities to perform specific services. These services facilitate the key high-level functions of guidance, assistance, and oversight. The services include:

• Project management policy

• Best practice standards—identification, development, and coordination

• Oversight—project performance accountability

• Central tool management

• Central PM artifact repository management and archival

• Portfolio project management/inter-project coordination

• Workforce assessment—practitioners and team evaluation

• Training and education—curriculum identification, design and development, and delivery

• Project support—guidance, coaching, mentoring, and just-in-time assistance

• Resource (Project Manager) coordination

4.3 PMO SUPPORT ROLE

Focus Areas: The PMO's project management (business) focuses on 1) people/practitioners, 2) professional practices, and 3) management tools. Each of these focus areas have their respective standards for performance and best practices.

Responsibility Domain: The PMO's project management responsibility domain for each service is unique, varying from statewide to what's defined by the respective Investment Review Board (IRB). For example, the span of responsibilities for project management policy and standards are statewide. For direct project oversight, the span of responsibility is from OIMT for enterprise infrastructure and mission systems to the departments for performing oversight of their specific mission and non-major systems. Department mission projects that are well run remain within their oversight domain of responsibility (refer to Figure 4 below).

The PMO will provide value across the State of Hawai`i by specifically assisting with the following:

• Identify, develop, and coordinate organization-wide project management policy, best practice standards, and procedures.

• Manage the enterprise management tool that supports both the project and the portfolio of project's needs

• Identify, coordinate, and manage the cross-project dependencies of all projects in concert with EA.

• Provide project start-up capability needed for new projects, bridging the initial gap for projects to get organized.

• Plan, design, develop, and/or coordinate PM training and educational requirements and curriculum.

• Provide specialized just-in-time skillsets that would be prohibitively expensive for any one project to develop.

• Identify and coordinate project manager resources for enterprise projects. For economies of scale, this is inherently the PMO's responsibility to provide and coordinate.
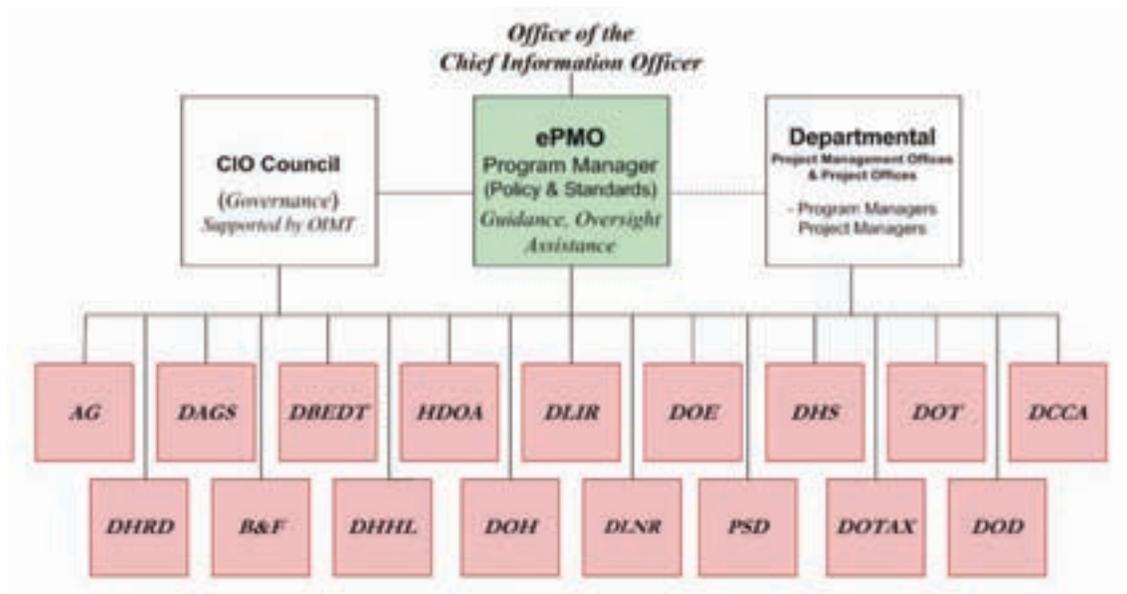
Figure 4: PMO Responsibilities

Other Responsibilities: The PMO will administratively support the Project Review at the CIOC. Additionally; the PMO coordinates with Department Project Management Offices[2] and Project Offices (PO) as shown in Figure 5. The PMO provides guidance, performs oversight, and provides assistance to projects within their domain. Guidance is delivered via **best practice** standards and policies. As seen in Figure 5, oversight is delivered via the **integrated baseline review** (at the CIOC) program and Project Review activities. Project assistance is provided via the Project Management Planning Services (PMPS) program, and the Project Management Information System (PMIS) management tool support.

Figure 5: The PMO Deliverables and Functions

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[2] The PMO coordinates with department PMOs to identify and coordinate Project Manager resources for enterprise efforts.

5. PMO MAJOR MILESTONES

6. PMO ORGANIZATION AND RESOURCES

7. CRITICAL SUCCESS FACTORS

5. PMO MAJOR MILESTONES

5.1   FY-2012 PRIORITIES (MILESTONES)

Table 1: FY-2013 Priorities (Milestones)

FY-2012 Prioritites	Responsible Person or Team	Planned Completion Date
2012 Priority 1: Project Management Office Start-up		
2012 Priority 2: Central PMIS Tool (Project Guidance) Initiate the integrated state-wide project and portfolio management tool, including process on demand (POD).		
2012 Priority 3: Planning (Project Assistance) Complete OIMT project plans with scheduling to the 85% confidence level.		

5.2   FY-2013 PRIORITIES (MILESTONES)

Table 2: FY-2013 Priorities/Responsibilities (Milestones)

FY-2013 Prioritites	Responsible Person or Team	Planned Completion Date
2013 Priority 1: Mature the Project Management Office Mature the Project Management Office with full capabilities to fully perform all PMO services and capacity to fully support all projects (as needed).		
2013 Priority 2: Central Tool Management (Guidance and Assistance) Mature the PMIS tool (Phase 2), including loading key projects and their project artifacts onto the PMIS, specifically charters.		
2013 Priority 3: Project Review Process (CIOC) (Oversight) Continue to mature the projects oversight, providing management and administrative support to the start-up of the Project Review at CIOC.		
2013 Priority 4: Project Planning (Assistance) Expand PMO's capabilities and capacity (grow and mature), providing guidance and assistance to priority projects.		
2013 Priority 5: Project Execution (Assistance) Oversee or directly manage OIMT projects. When necessary, take management receivership of any project. Projects include OIMT projects.		

PMO Project Started   Date: _____

PMO Program Plan - Draft   Date: _____

PMM Framework and Planning Standards   Date: _____

PMO Program Plan - Authorization   Date: _____

CIOC Review and Planning Standards - Review Started   Date: _____

PMO Department Manual - Draft   Date: _____

PMPS Contracting Vehicle Starts   Date: _____

PMO First Hire   Date: _____

PMO Start-up Project Completed   Date: _____

6. PMO ORGANIZATION AND RESOURCES

Mature the PMO to baseline best practice capability and capacity to support all projects.

The overall objective is to build and provide the following PMO services for all projects through a series of objectives:

• Objective 1: Project oversight

• Objective 2: Central tool management

• Objective 3: Central PM artifact repository management

• Objective 4: Portfolio project management

• Objective 5: Human and team resource assessment and coordination

• Objective 6: Training and education—planning, design, and development

• Objective 7: Training and education—delivery and delivery coordination

• Objective 8: Project support—guidance and just-in-time assistance

• Objective 9: Resource sharing coordination

7. CRITICAL SUCCESS FACTORS

Critical success factors (CSF) increase the probability of success when management focuses attention in these areas. This program's CSFs are:

• All major projects (investments that have Development Modernization Enhancement (DME) components are registered, meaning they have signed project charters (or authorizing documentation) and are authorized.

• Performance Measure: A percentage of major projects (investments that have DME components) have registered projects, meaning they have signed project charters (or authorizing documentation) and are authorized.

• Most major projects (investments that have DME components) have validated project plans, adhering to State of Hawai`i's OIMT policy.

• Performance Measure: Percentage of major projects (investments that have DME components) have registered projects, meaning they have signed project charters (or authorizing documentation) and are authorized.

• All major projects (investments that have DME components) continuously report project performance via the State of Hawai`i dashboard.

• Performance Measure: A percentage of major projects (investments that have DME components) have continuous project performance reporting via the State of dashboard, adhering to the reporting requirements.

• Most major projects (investments that have DME components) perform successfully within

• +/- 20% of cost and schedule.

• Performance Measure: Percentage of major projects (investments that have DME components) performs successfully within +/- 20% of cost and schedule.

8.   ASSUMPTIONS AND BUSINESS CONSTRAINTS

8. ASSUMPTIONS AND BUSINESS CONSTRAINTS

• For FY-2013, the PMO will be fully resourced with the Program Manager and 11 positions (FTE budget [$nnK]).

• For FY-2013, the PMO will be resourced with contract funding ($nnK).

• For FY-2013, the PMO will be authorized to set-up the Project Review Process (CIOC).

8.1
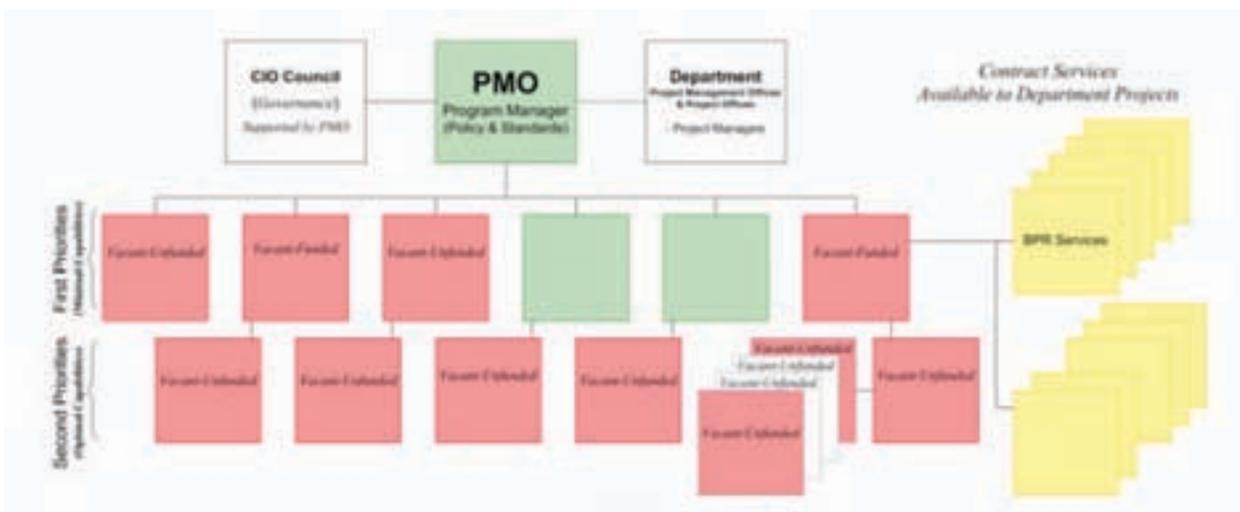## ORGANIZATIONAL STRUCTURE, FUNCTIONS, AND SERVICES

Figure 6: PMO's Target Structure (Positions, Services, Functions, and Grades)

Legend: (Green: FTE filled; Red: FTE vacancy)

The PMO's internal organizational structure is represented by Figure 6 above. (For a detailed descriptions of services, see "Appendix E: Additional InformationAppendix E: Additional Information.") Note: To adjust to varying project management demands, the PMO is organized to collaboratively leverage available Departmental Project Manager resources (PMO = red and Departmental = white) and leverages contract support when needed via the reimbursable contract service (PMPs=yellow) set up by the PMO. In summary, these positions manage, coordinate, or perform the PMO services, listed as:

• Project management policy

• Best practice standards

• Oversight—project performance accountability

• Central tool management

• Central PM artifact repository management

• Portfolio project management/inter-project coordination

• Workforce assessment—practitioners and teams

• Training and education—curriculum identification, design and development, and delivery

• Project support—just-in-time assistance

• Resource (Project Manager) coordination

Externally, the PMO will administratively support the Project Review at the CIOC. The PMO will execute decisions regarding oversight, guidance, and assistance. The PMO will organize and support projects for the oversight reviews. After the fact, the PMO will perform the administrative and documentation follow-up activities, manage integrated baseline reviews, support project initiation and planning phases. Additionally, the PMO has a coordination role with the Department PMOs. Regarding projects, the PMO has oversight, support, and guidance roles.

PMO Maturity Strategy. The PMO's maturity strategy involves further developing the best practice capabilities and capacity to assist all projects. In Figure 7, the capability column shows the staffing levels for foundational (minimum) and optimal (fully developed/maximum) functionality. To perform all

services, there is a minimum staffing level necessary to get to the foundational level. To get to the fully developed state, a moderate increase in staffing will take the PMO to the optimal capability level. Staffing beyond this point offers only minor increases in capabilities.

Figure 7: PMO Personnel Requirements

8.2
FUNCTIONAL CAPABILITY AND RESPONDING TO CAPACITY DEMANDS

Discussion: Because of the potential for many concurrent and interdependent projects, capacity must be given attention. Capacity is like bandwidth on the network. The network must provide functions (services); it also must have bandwidth for efficient delivery of the services. The PMO's staffing will offer all the necessary functions (capabilities) based on the resources available. When the PMO becomes fully functional, the PMO needs the capacity to provide the

services on demand to all projects in a scalable manner. As illustrated in the capacity column of Figure 7, this can be provided via outsourcing using indefinite delivery/indefinite quantity (IDIQ)-like contract vehicles.

To provide these types of services on-demand through contracting to meet oversight responsibilities, the PMO must have minimal government staffing to manage this program. The OIMT's PMO resourcing analysis conclusions align with Gartner's principal message of being "lean and mean." To minimally support the hundreds of major and non-major IT projects, the PMO requires nn minimal staffing that includes the Program Manager. To optimally support the hundreds of major and non-major

IT projects, the PMO requires staffing of the twelve FTEs. At the high end of the spectrum, the PMO should not grow beyond an optimized staffing level. The strategy for providing needed capacity leverages the IDIQ-like contract vehicles that adjust to varying demands.

Figure 8 below shows the priority of project management functions. These functional priorities are related to vstaffing levels and the development of organizational maturity. The current staffing level of three focuses on policy and standards, better oversight, inter-project coordination, and PM tool support (refer to the red box in Figure 8).
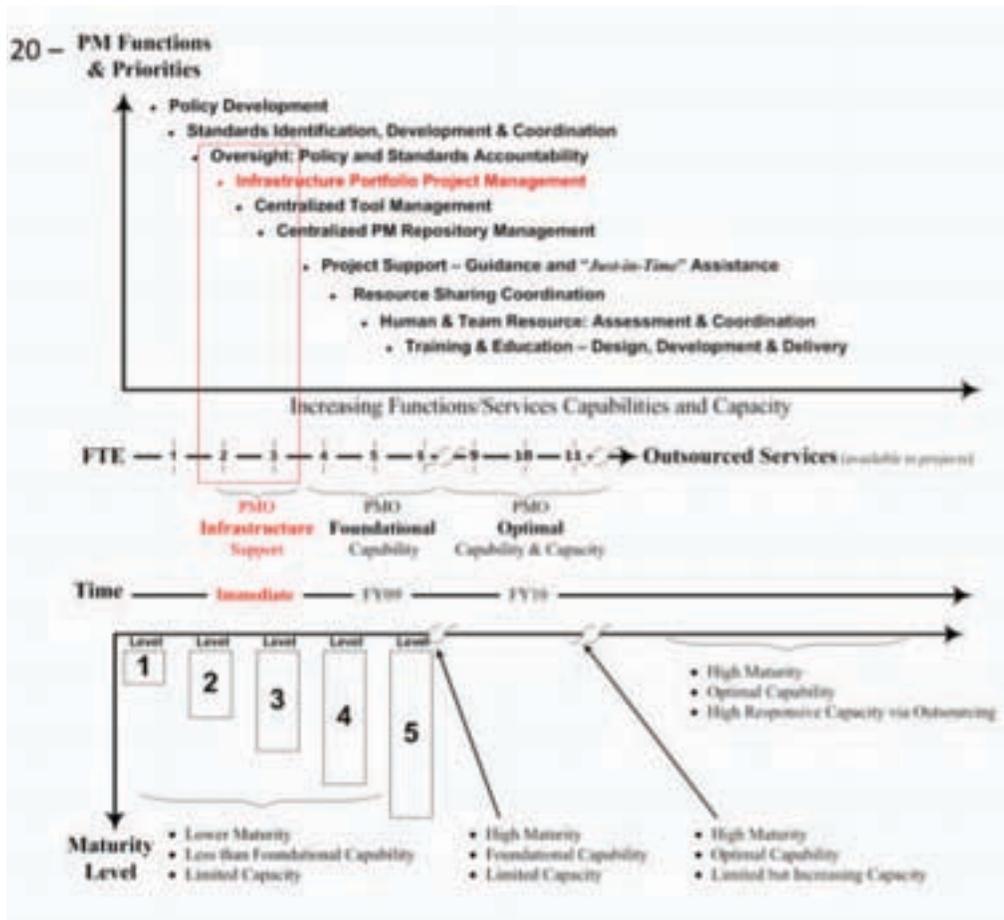
Figure 8: PMO Functional Priorities and Maturity Strategy

When able to perform these functions, the organization takes on more mature aspects of the Software Engineering Institute's Capability Maturity Model[3] (SEI-CMM). To perform all PMO basic functions, the foundational staffing level needs approximately nn additional FTEs. To perform all PMO functions (capabilities) and to be fully responsive to all projects, the optimal level needs approximately nn FTEs. Higher CMM maturity and high organizational performance result from developing all capabilities and developing capacity to deliver these capabilities. Again, a small increase in staffing will take the PMO from the foundational capability level to the optimized capability level. Staffing beyond the optimized point offers only minimal increases in capabilities. Beyond that point, increased performance is realized by developing greater just-as-needed capacity through IDIQ-like PM service contacts.

[3] CMMi: Capability Maturity Model (integrated) ranking, in this case, indicates the project planning and control processes maturity. CMM development was sponsored by the United State Air Force via the Software Engineering Institute (SEI) and detailed in Managing the Software Process, 1989.

8.3
PROJECT MANAGEMENT OFFICE FTES: POSITION STAFFING, PERCENTAGE OF TIME FOR ASSIGNMENT AND VACANCIES

Table 3: Project Management Office FTEs: Position Staffing, Percentage of Time for Assignment

Project Management Office - Service (Function)	Staffing	Percentage Time Assignment	Vacant FTEs
Portfolio Management	Vacancy	100%	1
Policies & Standards (Guidance) and Program Management	Vacancy	100%	1
Project Performance Accountability (Oversight)	Vacancy	100%	1
Project Planning Services (Assistance)	Vacancy	100%	1
Centralized Management Tools (Assistance)	Vacancy	100%	1
Project Records/Artifacts Management (Assistance)	Vacancy	100%	1
PM Workforce Assessment (Oversight)	Vacancy	100%	1
Professional Development (Guidance)	Vacancy	100%	1
Program Manager	Vacancy	100%	5
Project Manager	Vacancy	100%	7
Project Support (Assistance)	Vacancy	100%	4
Program Specialist - Acquisition	Vacancy	100%	1
Program Specialist - Risk	Vacancy	100%	1
Program Specialist - BPR	Vacancy	100%	1
Program Specialist - Communications	Vacancy	100%	1
Program Specialist – Change Management	Vacancy	100%	1
Program Specialist – Requirements	Vacancy	100%	
Program FTEs (supporting the optimal organization)	nn Planned		nn

9. RISK AND ISSUES

10. ROLES AND RESPONSIBILITIES

11. PROJECT MANAGEMENT
FTES—OPERATIONAL REQUIREMENTS

9. RISK AND ISSUES

A **risk** is an uncertain event or condition that, if it occurs, has a positive or negative effect on a Program's objectives, scope, cost, schedule and/or quality. An issue is a risk that has become a reality.

Table 4: Risks and Issues

Risk Register				
ID	Description	Probability 1 = low 5 = high	Impact 1 = low 5 = high	Mitigation Plan
	Issue: Under-resourcing Impact: delayed programs and personnel burnout	5	5	• Fill vacancies • Get additional support through contractors • Communicate and work with OIMT Budget Office, • Office of the Chief Information Officer (OCIO) Business Office and Human Resources to get approval to fill vacancies • Prioritize work • Manage workload expectations of senior OCIO management • Give staff flexibility to telework and extend deadlines where it is not possible to complete tasks
	Issue: Contracting delays for procurements Impact: Program delays and/or increase costs	5	5	• Start requisition process as early as possible and work closely with the State Procurement Office (SPO)
	Issue: Ability to get the cooperation and participation of program representatives in IT project 1. Policies 2. Practices 3. Decision-making Impact: Poor project performance	3	5	• Engage and communicate to better understand program interests • Provide value proposition (needs) so they see their interest in participation in the IT decisions • Use the policy and contract vehicle to establish objectives status and corrective actions

10. ROLES AND RESPONSIBILITIES

Table 4: Relationships and Responsibility Matrix

Relationships	Responsibilities
OIMT-PMO	• Project management policy • Standards—identification, development, and coordination • Oversight—project performance accountability • Central tool management • Central PM artifact repository management • Portfolio Project Management—inter-project coordination • Workforce assessment—practitioner and team evaluation • Training and education—identification, design and development, and delivery • Project support—guidance and just-as-needed and just-in-time assistance • Resource sharing coordination (For details, see "Appendix E: Additional Information.")
CIO (OIMT-PMO Sponsor)	• Authorizes PMO Program funding • Presents program results to major stakeholders and other executive bodies. • Facilitates resolution issues outside of the program • Signs and authorizes project management policy
Project Review Process (CIOC)	• Evaluates project performance results • Develops and drafts project guidance and recommendations • Resolves inter-project level issues outside of the program • Develops, reviews, and/or comments on drafts policy • Quality Assurance: validates project performance directly or via independent validation and verification (IV&V) and integrated baseline review (IBR) • Change Management: evaluates project change requests and develops/drafts change requests guidance and recommendations
Project Sponsors	• Authorize program/project funding • Present program results to major stakeholders and other executive bodies • Facilitate resolution issues outside of the Program

Relationships	Responsibilities
Contracting Officer	• Oversees contracts • Manages task order solicitation. • Supports contract administration. • Administers competitive procurements • Facilitates acquisitions)
OIMT Administrative Staff	• Support program fund actions • Support personnel actions
PMO Service Team Leader	• Provides leadership for Subject Matter Expertise (SME) • Actively participates in progress reviews to ensure critical program information is communicated to all stakeholder organizations • Facilitates resolution of program issues in stakeholder organizations • Defines acceptance criteria • Monitors and controls the work scope, quality, budget, risks, and schedule for the business stakeholders • Manages the day-to-day work of the business stakeholders • Leads, coordinates, and facilitates the business stakeholders' planning and execution of tasks and deliverables • Accountable for the success of the business stakeholders' tasks and deliverables • Ensures appropriately skilled program participants are available when needed • Facilitates resolution of issues and elevates risks
Program Manager	• Monitors and controls the scope, quality, budget, risks, and schedule • Manages the day-to-day work of the program • Defines and manages program risks • Leads, coordinates, and facilitates their team's planning and execution of tasks and deliverables • Accountable for the success of team tasks and deliverables • Ensures appropriately skilled program participants are available when needed • Prepares and presents program reports to appropriate levels of management • Facilitates resolution of issues and elevates risks • Manages acquisitions
Solution Architect	• Ensures all aspects of a solution are integrated, consistent, completes and correct • Facilitates analysis of change requests • Facilitates open communication between other Solution Architects to maintain complete and consistent architecture decisions

Relationships	Responsibilities
Stakeholders	• As the executives from each organization who are impacted by the program, stakeholders authorize their organization's resources required to successfully complete the program • Actively participate in progress reviews to ensure critical program information is communicated to stakeholder organizations • Facilitate resolution of program issues in stakeholder organizations • Define acceptance criteria
Team Leaders	• Monitor and control the scope, quality, budget, risks, and schedule for their area • Manage the day-to-day work of their area • Lead, coordinate, and facilitate their area's planning and execution of tasks and deliverables • Accountable for the success of their area's tasks and deliverables • Ensure appropriately skilled program participants are available when needed • Facilitate resolution of issues and elevate risks
All Program Participants	• Complete assigned tasks and deliverables based on agreed schedule • Act as SMEs for appropriate organizational function • Provide status updates including issues and risks • Provide actual hours worked per week by team • Attend all scheduled meetings • Be prepared to take some responsibility to educate others • Communicate openly and assertively • Respect opinions of others • Agree to work toward consensus • Commit to scope of the program

11. PROJECT MANAGEMENT
FTES – OPERATIONAL REQUIREMENTS

Table 6: Project Management Office FTEs – Operational Requirements

Project Management Office - Service (Function)	Staffing	Tech Skills	Experience
Portfolio Management			
Policies & Standards (Guidance) and Program Management			
Project Performance Accountability (Oversight)			
Project Planning Services (Assistance)			
Centralized Management Tools (Assistance)			
Project Records/Artifacts Management (Assistance)			
PM Workforce Assessment (Oversight)			
Professional Development (Guidance)			
Program Management			
Project Management			
Project/Program Support (Assistance)			
Program Support - Acquisition			
Program Support - Risk			
Program Support - BPR			
Program Support - Communications			
Program Support – Change Management			
Program Support – Requirements			
Program FTEs (supporting the optimal organization)	nn Planned		nn

12. CONTRACT SERVICES REQUIREMENTS

Table 7: Contractor Requirements

Role	Skills	Experience	Duration
CIOC Program and Project Review Services • Status: Not in place • Type: IDIQ • Funding: via the project's sponsoring office • Services: performs IBR to standards on project at the end of planning, before execution approval.	**Contractor** • Project Planning • Cost Estimating • Systems Engineering & Architecture **Government Manager** • Project Planning • Contacting	**Contractor** • Senior **Government Manager** • Senior	Ongoing/Operational
Project Management Planning Services (PMPS) • Status: Not in place • Type: IDIQ • Funding: via the project's sponsoring office • Services: performs Project Planning to standards on project.	**Contractor** • Project Planning • Cost Estimating • Systems Engineering & Architecture **Government Manager** • Project Planning • Contacting	**Contractor** • Senior **Government Manager** • Senior	Ongoing/Operational
Project Management Information System (PMIS) Support • Status: Not in place • Type: BPA-Support Services • Funding: Partial • Services: performs support services for the PM Management Tools (PMIS)	**Contractor** • MS-Project Server • SharePoint Services • System Operations • Project Management **Government Manager** • Project Planning • Contacting	**Contractor** • Senior **Government Manager** • Senior	Ongoing/Operational

Role	Skills	Experience	Duration
Business Process Management Professional Services • Status: Not in place • Type: BPM- Project Management and Support Services • Funding: Partial • Services: performs support services for the departments directly or via OIMT Program	**Contractor** • Project Planning • Business Process Methodologies (TOC, Lean, Six Sigma, iTLS) • Cost Estimating **Government Manager** • Project Planning • Contacting	**Contractor** • Senior **Government Manager** • Senior	Ongoing/Operational

13. DELIVERABLES

13.1   PROGRAM SERVICE DELIVERABLE

• Project management policy

• Standards—identification, development and coordination

• Oversight—project performance accountability

• Central tool management

• Central PM artifact repository management—management of project artifacts and archives

• Portfolio Project Management—inter-project coordination

• Workforce assessment—practitioner and team evaluation

• Training and education— curriculum identification, design and development, and delivery

• Project support—guidance and just-as-needed and just-in-time assistance

• Resource sharing coordination

13.2   PROGRAM DELIVERABLES

Table 8: Program Deliverables (Milestones)

Major 2013 Deliverables (Milestones)	
2013 Priority 1: Mature PMO	Mature the PMO with full capabilities to fully perform all PMO services and capacity to fully support all projects (as needed).
2013 Priority 2: Central Tool Management System	Mature the PMIS tool (Phase 2), including loading key projects and their project artifacts onto the PMIS, specifically charters and IRB authorizing records of decisions (RODs).
2013 Priority 3: Program and Project Review Process (CIOC)	Continue to mature the project's oversight, providing management and administrative support to the start-up of the Project Review at CIOC.
2013 Priority 4: Program and Project Planning	Expand the PMO's capabilities and capacity (grow and mature), providing guidance and assistance to priority projects.
2013 Priority 5: Program and Project Execution	Oversee or directly manage OIMT projects. When necessary, take management receivership of any project.

14. PROGRAM MANAGEMENT DELIVERABLES

• Weekly status reports

• Program reviews

• Departmental performance reporting

15. PROGRAM/PROJECT CONTROL

The items described in this section are required elements of project and program control.

15.1 ACTION ITEM LIST

Project-related action items will be maintained and monitored to ensure awareness of actions necessary for program success:

• PMIS development

• Project Review Board

15.2 ISSUE LOG

A list of program issues will be maintained and monitored to ensure awareness of actions necessary for the program's success:

• PMIS development

• Project Review Board

15.3 RISK REGISTER

A program risk register will be maintained and monitored to ensure awareness of actions necessary for program success:

• PMIS development

• Project Review Board

15.4 DELIVERABLE REVIEW AND APPROVAL

Deliverable reviews will be conducted for all program deliverables to ensure that they are complete, correct, and consistent. Program participants and stakeholders will be asked to participate in these reviews, which can be conducted via email or in person. Review comments will be documented in a Quality Assurance Review Comment Sheet. To sort documents by date, the file name for each QA Review Comment Sheet will be in the format of: YYYYMMDD QA Review Document Title. Each of the identified comments will be categorized by type, severity, and priority. The comments will be analyzed, and then incorporated by the author of the deliverable as appropriate. Comments not incorporated require an explanation back to the reviewer. The final deliverables will then be approved by the designated approvers. The completed Quality Assurance Review Comment Sheets and the approved deliverables will be stored in the OCIO CM Repository.

15.5 QUALITY ASSURANCE:

Quality Assurance activities will be performed to ensure quality control processes are defined and followed. As the program progresses, metrics will be provided on a weekly basis to identify the number of Quality Assurance reviews conducted, the number and priority of comments identified, and the number of approved deliverables completed. If it is found that the review and approval processes are not being performed, then the identified issues will be escalated to the Program Manager for corrective action. The goal of the monitoring effort is to provide visibility on the status of the quality tasks performed for the program.

The verification of program requirements, as documented in the Requirements Traceability Matrix (RTM), will be performed. The requirement verification methods include analysis, inspection, demonstration, or testing. The method by which the requirements will be verified will be documented in the test plan. The results of the verification activities will be documented in the RTM.

Privacy and Security. All program documents will be labeled For Official Use Only in the header and footer. All Certification and Accreditation (C&A) tasks and deliverables required before this program's solution can be implemented in production are part of this program.

APPENDIX A: PROGRAM SUMMARY DESCRIPTION

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Program Name	Program Management Office (PMO)
Description	The PMO promotes and delivers management excellence based on best practice standards that contribute to achieving the OIMT's missions. The result is that the State of Hawai`i projects achieve success and meet their respective performance goals that contribute to achieving the OIMT's missions. General goals: 1. Outcome Goals: projects achieve success, contributing to OIMT's missions. 2. Performance Goals: the PMO support projects achieve their performance, cost, and schedule goals. 3. Organizational Goals: the PMO provides services and effective support to project and project practitioners' leadership to meet their goals. PMO FY-2012 Goals (aligned to the above general goals): 1. Provide better project oversight and assistance though standardized tools and structure. 2. Initiate the PMIS) tool (Phase 1). 3. Provide guidance and assistance to priority projects; provide planning services to projects. PMO FY-2013 Goals (aligned to the above general goals): 1. Continue to mature the project's oversight capability though expansion of the program. 2. Continue to mature the program and projects oversight, providing management and administrative support to the start-up of the Project Review at CIOC. 3. Mature the Project PMIS tool (Phase 2), including loading key projects and their project artifacts onto the PMIS, specifically charters and authorizing RODs. 4. Expand the PMO's capabilities and capacity (grow and mature), providing guidance and assistance to priority projects; provide planning services to projects. 5. Expand PMO's capabilities and capacities (grow and mature), providing project execution management to priority projects; provide planning services to projects.
Business Areas Impacted	All OIMT mission and mission support offices.
Period of Performance	Ongoing
Performing Unit	Office of the CIO-PMO
Sponsors	Sonny Bhagowalia
Program Manager	Nicholas Harrigan

APPENDIX B: PROGRAM SCHEDULE

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FY-2012 Priority	Planned Completion Date
2012 Priority 1: Mature the PMO Mature the PMO with full capabilities to fully perform all PMO services and capacity to fully support all projects (as needed).	
2012 Priority 2: Central Tool Management (Guidance and Assistance) Mature the PMIS tool (Phase 2), including loading key projects and their project artifacts onto the PMIS, specifically charters and IRB authorizing RODs.	
2012 Priority 4: Project Review Board (PRB) (Oversight) Continue to mature the projects oversight, providing management and administrative support to the start-up of the Project Review at CIOC.	
2012 Priority 5: Project Planning (Assistance) Expand PMO's capabilities and capacity (grow and mature), providing guidance and assistance to priority projects.	
2012 Priority 6: Project Execution (Assistance) Oversee or directly manage OIMT projects. When necessary, take management receivership of any project. Projects include OIMT projects.	

APPENDIX C: PROGRAM FY-2012 COST ANALYSIS (SUMMARY)

APPENDIX C: PROGRAM FY-2012 COST ANALYSIS (SUMMARY)

FY-2012 Spend Plan for 2012 (Dollars)	
Object Class	FY-2012 Planned Obligations
11. Personnel Compensation	
12. Personnel Benefits	
13. Benefits to Former Employees	
Sub-total, Comp and Benefits	
21. Travel and Train	
22. Transportation of Things	
23. Communications	
23.a. Rent	
24. Printing	
25. Other Services	
26. Supplies	
31. Equipment	
93.a. Indirect	
Sub-total, Other	
Total	

Note: the funding and gap analysis is as follows:

2012 Priority 1: Mature the Project Management Office Mature the Project Management Office with full capabilities to fully perform all PMO services and capacity to fully support all projects (as needed). ***Priority 1:** Funding represents the overall analysis. The funding information below represents aspects of the overall analysis.		

APPENDIX D: PROJECT MANAGEMENT SERVICE

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E.1   **Policy:** Manage, develop, and coordinate Federal and State of Hawai`i PM Policy.

> Within the PMO, the Program Manager is responsible for understanding project management policy, regulation, directives and guidance; and coordinates their appropriate implementation into State of Hawai`i policies, directives, and guidance. This includes project management policy, regulation and guidance. This function supports the PMO's oversight and all other functional responsibilities regarding human resources, practice standards, and professional tools. It is inherently the PMO's responsibility; this provides one set of directives, standards and guidance for all State of Hawai`i Bureau and Office PMOs and Project Offices. Leveraging economy of scale, this prevents each project from developing policies.

E.2   **Standards Identification, Development and Coordination:** Manage, develop and coordinate project management standards recognized by the Federal government and the State of Hawai`i.

> Within the PMO, the Program Manager is responsible for understanding project management standards; and coordinates the appropriate translation of these directives into State of Hawai`i policies, directives, and guidance. This includes project management standards that include to Project Management Body of Knowledge (PMBOK). This function supports the PMO's oversight, training development, and training delivery responsibilities. This provides one set of directives, standards, and guidance for all State of Hawai`i Bureau and Office PMOs and Project Offices. If performed at the project level, this would create inconsistent practices and reporting of planning and performance.

E.3   **Oversight: Policy and Standards Accountability:** Manage and coordinate State of Hawai`i project oversight activities to assure adherence to policy and standards; monitor and track performance.

> The PMO is responsible for evaluating project planning quality and due diligence; and provide continuous monitoring and tracking of project performance. At the project planning stage, this includes managing and coordinating of the independent IBR. At the completion of execution/development, this includes the post implementation review (PIR). Throughout the project this includes performance reporting to the State of Hawai`i's portfolio management and governance structures. This function supports the policy and standards adherence responsibilities regarding human resources, practice standards, and professional tools. This provides consistent and standardized project oversight that meets State of Hawai`i requirements.

E.4   **Central Tools Management:** Manage and coordinate State of Hawai`i enterprise project management tools.

> The PMO is responsible for planning and managing common enterprise tools needed by all project offices. The managing of and training for one PMIS provides a cost effective shared resource that supports a statewide portfolio repository. Central tools management function/service strategy includes the PMIS, cost estimating tools, and team assessment tools. It will manage and coordinate the collection of project performance information and project artifacts. This function supports the PMO's central PM repository management responsibility. Leveraging economy of scale, this provides central tool management for project planning, monitoring, and tracking and accounting. This is prohibitively expensive for many projects to set up and manage.

E.5   **Central PM Repository Management:** Manage and coordinate the collection of project performance information and project artifacts.

> By managing and coordinating the collection of project performance information and artifacts, the PMO is responsible to support the reporting the State of Hawai`i's portfolio performance, maintaining project records for agency accountability, and lessons learned. This includes periodic EVM information reporting, risk management, estimating and other planning artifact management responsibilities. This function supports the PMO's oversight and lessons learned responsibilities required by an IBR. Leveraging economy of scale, this provides artifact management used for project accountability and lessons learned. This would be prohibitively expensive for all projects to set up and manage.

E.6   **Portfolio Project Management (PfM):** Manage and coordinate the inter-project management and coordination.

The PMO's portfolio project management performs very important project initiation and inter-project coordination services with a line of business (LOB), including:

• Project initiation phase analysis and support

• Project charting assistance

• Project and inter-project portfolio resource planning

• Acquisition planning and strategy development

• Project and inter-project portfolio execution tracking and oversight

• Portfolio PM repository coordination

> This function supports the PMO's project oversight, repository management responsibilities, HR assessment and development functions, performs inter-project coordination and dependency identification, and critical project initiation activities. Not performed at the project level, PPM provides the important project initiation and inter-project coordination within a LOB

E.7   **Human and Team Resource Assessment:** Manage and coordinate the project manager competency and team maturity assessment process.

> The PMO performs the capability assessment of practitioners and project team required by best practices. This function supports the PMO's project support, training planning, and training delivery responsibilities. Not consistently performed at the project level, the practitioner and team assessment are better managed and more cost effectively performed at the enterprise level.

E.8   **Training and Education – Planning, Design, and Development:** Manage and coordinate the development of the competency delivery process for practitioners and teams.

> The PMO performs planning and design requirements of curriculum to be delivered based on competencies required by best practice standards. This function supports the PMO's project support and training delivery coordination responsibilities. Leveraging economy of scale, this provides standardized and consistent quality training and education planning; design and development that are not performed at the project level.

E.9   **Training and Education – Delivery and Delivery Coordination:** Manage and coordinate the training and education delivery process for practitioners and teams.

> The PMO coordinates the curriculum delivery of PM competencies required by best practice standards. Currently, the PMO co-manages the delivery via outsourced contract administration. This function supports the PMO's project support and leverages economy of scale, providing standardized and consistent quality training and education delivery that is not performed at the project level.

E.10   **Project Support - Guidance and Just-in-time/Just-as-needed Assistance:** Provides special skillsets that projects require for successful performance.

> The PMO must provide and coordinate just-in-time and just-as-needed special skillsets for projects such as cost and schedule estimating, EVM assistance, and risk management expertise. This function supports resource-sharing coordination. Leveraging economy of scale, this provides standardized and consistent quality and a high level of planning due diligence expertise that is needed for short periods and not cost effectively developed at the project level.

E.11   **Resource Sharing Coordination:** Working with projects, helps projects plan and balance resources. It maximizes all of the organizations' usage of resources.

> For mature organizations, the PMO coordinates the movement of project managers and other specialty resources to maximize the whole organization's resource demands. This function supports project support activities, helps the training and education functions, and assists the PPM function. This function is level 4-5 of the CMM maturity levels. This is the PM function that has great value to the organization by increasing performance and reducing costs.

APPENDIX E: ADDITIONAL INFORMATION

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Project Management Planning Standard: The PMO-developed project management planning standard provides better guidance to projects teams and prepares them for the required IBR. The Project Management Integrated Planning Standard is explicit guidance for developing a realistic, quality, mature project plan. The planning standard includes: 1) artifact standards (addressing what's in the plan), 2) artifact quality standards, and 3) the planning process standards. The Project Management Planning Standard is the basis for State of Hawai`i's IBR Program, IBR Services, the PMPS, and the OIMT Project Management Professional Development curriculum.

Integrated Life Cycle (ILC) Framework: The Integrated Life Cycle Standards describe the State of Hawai`i's required life cycle processes, their artifacts, and when and how decisions are to be made (governance). The State of Hawai`i's ILC standard components address the three phases of DME planning and development and the operation and maintenance (O&M) steady state. The three phases apply to all of the information management (IM) disciplines including CIPC, Project Management, Records Management, and Privacy.

Project Management Services: The PMO has set up two contract vehicles to assist projects, the PMPS and IBR Services. These contract services are complimentary to the PMO's responsibilities and goals of providing projects guidance, oversight, and assistance.

Project Management (PM) Curriculum Enhancement and Alignment: The PMO enhanced and aligned State of Hawai`i's PM curriculum. The enhancements incorporated State of Hawai`i's Project Management Planning Standard and the ILC guidance into the PM curriculum. The enhanced curriculum offers a more relevant course design, providing students with clear connection between best practice techniques to State of Hawai`i's project planning standards and policy. The restructured curriculum will offer a combination of required project management courses and courses for both Program and Project Managers.

Program Management Office (PMO) Operations: Within the boundaries of resources, the PMO has actively worked with State of Hawai`i's IT projects to facilitate their success, meeting State of Hawai`i's business goals. Existing and new projects have benefited via the PMO's guidance, assistance, and consultation. Many of these projects had significant issues, being considered for discontinuance (red-lining). The PMO provided appropriate consultation and just-in-time support to these projects, correcting issues and turning projects from distress into successes.