

Old Dominion University
Office of Computing and Communication Services

Project Management Office Charter

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Introduction

The Office of Computing and Communications Services (OCCS) Leadership and stakeholders are increasingly requiring OCCS to continuously improve its ability to successfully and efficiently complete IT projects, as well as provide IT services to the University. Also, the economic situation of the Commonwealth of Virginia has dictated that everyone do more with less.






In response to these ever increasing challenges, the CIO has authorized the creation of a Project Management Office (PMO), which is a strategic, functional unit which promotes and advances Project Management principles and services for IT projects at Old Dominion University. The PMO provides support for managers of information technology projects at the University and for the information Technology Advisory Committee (ITAC), which reviews proposed IT projects classified as medium or high risk.

This living document defines the mission, objectives and goals and functions of the PMO. It identifies the PMO sponsors and primary stakeholders as well as the services it offers. This charter is not the project plan for implementing the PMO, but instead a statement of the PMO's function. It also should not be interpreted as a Service Level Agreement for services and support functions provided to Old Dominion University.

PMO Mission



The Mission of ODU's OCCS PMO is to champion consistent project management practices which will allow OCCS to effectively prioritize and manage projects and resources that will help Old Dominion University fulfill its mission and strategic goals.

Objectives and Goals

-  Build Project Management maturity at the organizational level
-  Manage IT project portfolio
-  Serve as ODU's authority on IT Project Management practices
-  Keep OCCS leadership and the project community informed
-  IT Project Management

Business Drivers

Developing an effective PMO will help OCCS support the University's and OCCS's initiatives, specifically:

-  OCCS Mission to "provide high-quality and cost-effective computing and communications services that meet the needs of the University community"
-  Strategic Initiative: Make available and maintain IT tools for business improvement

- ✚ The PMO will help satisfy OCCS's compliance with University Policy 3508 – Information Technology Project Management as well as OCCS's IT Standard 04.6.2 – Project Management Standard.
- ✚ The creation of a PMO will also help keep ODU in compliance with the Higher Education Finance and Operations Restructuring Act, which requires us to establish, maintain and operate under Project Management.

Project Parameters

Business Objectives

In order to support both the University's and OCCS's initiatives, OCCS must focus on developing and/or improving a number of capabilities. The PMO, under the guidance of the CIO and OCCS Leadership, will be responsible for the initiation, planning, implementation, execution and monitoring of the following critical areas:

- ✚ Build Project Management maturity at the organizational level
 - Project Governance: Establish and continuously improve a standardized project management framework
 - Maintain Project Repository: Establish centralized location to store project artifacts for project history and review
 - Act as a resource for project teams throughout the project lifecycle to ensure adherence to project management standards and best practices
 - Maintain a "Lessons Learned" archive
- ✚ Manage IT Project Portfolio
 - Project Requisition Standardization: Develop standard for customers to requisition projects that have sufficient detail information about the project (goals, business objectives, performance requirements, etc.)
 - Portfolio Definition: Partner with OCCS leadership to determine the essential components of the OCCS project portfolio
 - Portfolio Prioritizations: Develop comprehensive criteria to enable OCCS leadership to ensure optimal deployment of OCCS resources (funding, people and time) to those projects which align with the University's priorities, goals and strategic plans
 - Monitoring: Develop process to monitor project progress, status and success
- ✚ Serve as the organization's authority on IT Project Management practices
 - Project Management mentoring: Be available to interested parties (internal and external) to advocate good Project Management practices
 - Best Practices: Implement a process to analyze project successes and failures to raise awareness, encourage best practices and educate stakeholders on the benefits of project management to our organization
 - Project audits: Develop process to allow for review of project delivery process
 - Serve as the official source for project templates and other tools

- ✚ Keep OCCS Leadership and Project Community informed
 - Provide weekly portfolio reports to CIO
 - Provide executive reports for academic and administrative leadership
 - Maintain a PMO website
- ✚ IT Project Management
 - Provide management, oversight, governance and quality assurance to projects assigned to the PMO

Assumptions

- ✚ An experienced Project Management Professional will develop and maintain methodologies and standards consistent with those outlined by the Project Management Institute (PMI)
- ✚ Stakeholders will buy into the defined project methodologies and processes
- ✚ Training/mentoring on established methodologies and tools will be provided for staff at every level of the organization
- ✚ OCCS leadership will hold themselves, staff and customers accountable to the standards and procedures developed
- ✚ OCCS executives and leadership will be vocal and positively support project management efforts and work in collaboration with the PMO to make this a center of excellence for OCCS

Constraints

- ✚ Buy-in of PMO by those that are resistant to change or have their own ideas of how things should be done
- ✚ Tendency to employ 'old' ways and work without regarding the 'bigger picture'
- ✚ Current project workload may lead to taking shortcuts
- ✚ Lack of external executive administrative sponsorship

Success Criteria

- ✚ OCCS executive leadership provides the PMO with unanimous, visible and vocal support
- ✚ OCCS leadership supports the process of Project/Portfolio Management. Managers recognize that some groups and individuals will embrace the change better than others
- ✚ Project Management is recognized as a core competency
- ✚ The PMO designs a scalable and flexible Project Management System (process and tools)
 - The PMO leverages industry standards and best practices
 - The PMO is flexible to adjust its operation based on continuous organizational and community feedback
 - PMO constantly redefines its strategy based on the University's and OCCS's strategic plans
 - Eliminates duplication of data and processes among project managers
- ✚ Introduction of PMO functions in a 'rolling wave' manner
- ✚ Implementation of a Rewards and Recognition program

What the PMO is NOT

As it is important to define what the PMO is and its functions, it is of equal importance to clearly state what functions and/or services are not within the scope of the PMO. This is not a complete list, but a starting point for further discussions.

- ✚ The responsibility of successfully managing projects rests with the project manager of that project; the responsibility of the projects' success rests with management support and technical expertise. The PMO can help the project manager be successful, but the PMO is not taking over the accountability for individual project success.
- ✚ The responsibility of the management of resources will continue to remain with OCCS management and project managers.
- ✚ The focus of the PMO is to implement project management discipline, not to require arbitrary project documentation. Project documentation exists for the benefit of the project and OCCS, not for the fulfillment of some documentation standard.

PMO Metrics

Metrics will be developed that will measure those aspects of PMO performance that are directly related to its Mission. Some of the key questions that should be answered by the metrics are:

- ✚ Has communication about projects increased?
 - Internal
 - Know what projects take precedence over others
 - Are the necessary resources made aware of their needed participation
 - External
 - What is my current project status?
- ✚ Is the OCCS staff continuing to increase its professional approach towards management of the organization's IT projects?
 - Documentation
 - Process
- ✚ Are projects more successful over time?
- ✚ Is OCCS able to report what projects are being worked?
 - Overall portfolio
 - Executive reports
 - Priorities
 - Reports made available on web

Expected Benefits

OCCS Leadership

- ✚ Overview of what is being worked on in OCCS and by whom
 - Weekly portfolio report
 - Executive reports

- ✚ Mechanism for providing facts to show what the OCCS department has accomplished, as well as providing justification for requests for additional funding, resources, etc.
- ✚ Increased ability to show value to the University community

Project Managers

- ✚ Standard processes and tools maximize chances of project success, resulting in less rework and reduced cost of delivery
- ✚ Enhanced capability through training and mentoring
- ✚ Increase in collaboration and knowledge transfer between project managers
- ✚ Optimized use of OCCS Staff

OCCS Staff

- ✚ Enhanced project execution through the establishment of a consistent framework
- ✚ Efficiency gains through the use of standard processes and tools
- ✚ Greater understanding of tasks and priorities

External Customers

- ✚ Increased communication with OCCS about overall priorities and project status
- ✚ Increased probability of implementing projects that meet customer requirements and needs
- ✚ Increased customer satisfaction

PMO Stakeholders

Stakeholder	Relationship with PMO	Expectations of PMO
OCCS CIO	Executive Sponsor	Show continual growth and improvement, demonstrate project value, clear and accurate picture of what is being done in OCCS
OCCS Directors	PMO Oversight	Establishment of effective process for managing projects
Director, Technology Policy & Project Management Office	Director of the PMO	Enable OCCS to be accountable for effectively managing portfolios, projects and resources
OCCS Project Managers	Customer	Set the PM standard, provide training/mentoring
OCCS Staff	Customer	Support mission to deliver successful IT projects
Information Technology Advisory Council (ITAC)	Customer	Provide essential project information to ensure that they can make accurate, fact-based decisions on projects
University community	Customer	Provide an user friendly interface to request /approve IT projects, improve communication

PMO Team

Title	Responsibility
Director	Executive leadership
PMO Project Manager(s)	PMO Leadership, development, mentoring, portfolio management

Revisions

Revision Number	Issue Date	Revised By	Description of changes
1.0	01/11/2010	alfox	Initial Draft