NTIS Program Management Office Charter

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# Executive Summary

The National Technical Information Service (NTIS) serves as the largest central resource for government-funded scientific, technical, engineering, and business related information available today. For more than 60 years NTIS has assured businesses, universities, and the public timely access to approximately 3 million publications covering over 350 subject areas.

The NTIS Program Management Office (PMO) is a service organization created for the specific purpose of supporting Information Technology-centric projects and programs in all of NTIS’s lines of business.

The mission of the PMO is two-fold:

* Guide key projects to a successful conclusion
* Create a foundation for consistent project success throughout the organization.

In support of that mission, the PMO has four primary objectives:

1. Serve as the NTIS’ authority on project management methods and practices.
2. Set the project life cycle standard, provide the tools, processes and methods, and become the model for good project management practice.
3. Implement a project portfolio management system that will support the bureau’s strategic planning, project integration, effective resource allocation and executive reporting.
4. Mentor, train and guide NTIS’s project teams as they learn and adopt project management best practices.

Through sponsorship by Lee Halvorsen, Deputy CIO and supervision by Joshua Foley, the PMO gains:

* *Authority* needed to promote NTIS-wide organizational change effectively
* *Independence* that can sustain objectivity
* *Oversight* that can keep PMO activity aligned with NTIS’s business strategy
* *Legitimacy* that fosters an effective enterprise-wide approach.

# Introduction

NTIS, through the NTIS OCIO, has authorized the creation of a PMO. The purpose of this charter is to establish agreement on key aspects of the PMO in advance of the organizational change required to implement the PMO.

This charter is, in effect, the organizational mandate for the PMO to exist. This document defines the purpose, vision, mission and functions of the PMO. The Charter states who the PMO's sponsors and primary stakeholders are, the services offered and the staffing and support structures required to deliver those services.

This charter is not the project plan for implementing the PMO, but instead a statement of what the PMO will do once fully implemented.

# PMO Justification

Establishment of the PMO arose out of the necessity to implement the following main functions and roles:

1. Development and management of a project life cycle standard that will enable consistent, transparent, measurable, repeatable, and adaptable project delivery.
2. Implementation of a project portfolio management system, in alignment with NTIS‘s vision and mission, that will support the bureau’s strategic planning, project integration, effective resource allocation and executive reporting.
3. Provider of risk management services and oversight for select projects and programs.
4. Main change agent, promoting and implementing a continuous improvement culture.

# PMO Vision

Successful projects. Every time.

# PMO Mission

* Guide key projects to a successful conclusion.
* Create a foundation for consistent project success throughout the organization that helps accomplish NTIS’s mission, business strategy and goals.

# PMO Objectives

For each objective, the PMO will develop one or more SMART (specific, measurable, attainable, results-oriented, time-delimited) targets against which to evaluate performance.

PMO’s primary objectives are:

* Serve as the NTIS’ authority on project management methods and practices.
* Set the project life cycle standard, provide the tools, processes and methods, and become the model for good project management practice.
* Implement a project portfolio management system that will support the bureau’s strategic planning, project integration, effective resource allocation and executive reporting.
* Mentor, train and guide NTIS’s project teams as they learn and adopt project management best practices.
* Source and manage dedicated collaboration environment for projects.
* Create an effective repository for project historical data, artifacts and lessons learned reports.
* Create and maintain a risk register to include events, circumstances, mitigation activities and watch lists.
* Develop, manage and coordinate OCIO contract support activities, processes, functions and templates.
* Complete PMO maturity cycle within three years.

# Critical Success Factors

The following may be considered necessary steps NTIS can take that help ensure PMO success:

* Senior staff shall provide the PMO with unanimous, visible and vocal support.
* PMO functions will be introduced in a phased manner.
* Senior staff shall champion the process of organizational change, recognizing those groups and individuals embracing the change in project management practice sooner and broadly.

# PMO Metrics

The following areas can be used to measure PMO value:

* Enterprise-wide adoption of the PMO framework (min. 75% of projects follow the methodology).
* Pre-defined business objectives and project goals are achieved or exceeded.
* High-level of customer, stakeholder, partner and public satisfaction.
* Projects following the methodology are delivered within 10% budget and schedule variance.
* Project execution and results help build a good reputation with federal agencies and commercial partners.

# PMO Staffing

The PMO has the following permanent staff:

|  |  |  |
| --- | --- | --- |
| **Function** | **Role** | **Activities** |
| PMO Lead | Leadership and Management | Department of Commerce  Investment Reporting  Federal Enterprise Reporting  Staffing  Budget |
| Senior Program Manager | Strategic | Framework  Portfolio  Business Cases  Investments  Documentation |
| Executive Project Manager | Tactical | Project Management  Business/Process Workflows  Requirements Development  Communication Liaison |
| Acquisitions Specialist | Acquisitions | Budget  Procurement |

The PMO also can have temporary staff in the form of departmental project managers who report via matrix on a dotted line to the PMO Lead or to a PMO Program Manager. This can occur when a department:

* Supplies the project manager but requests that the PMO indirectly manage the project
* Requests this arrangement as a means of mentoring their project manager

The PMO maintains an office:

* For the PMO staff
* For temporary staff (e.g., department project managers on temporary assignment)
* Where the project management library materials are kept
* Where project managers and project teams can meet to strategize or work out project issues.

# PMO Sponsor

The project to establish the PMO is sponsored by Lee Halvorsen, Deputy CIO. The sponsorship of the PMO has the direct approval of the NTIS’s executive team.

# PMO Organizational Structure

The PMO reports to the PMO Governance Board consisting of the PMO Sponsor, Lee Halvorsen; the PMO Lead, Joshua Foley; and Keith Sinner, member of NTIS’s Senior Staff. Through alignment with the CIO’s office and the executive leadership the PMO gains:

* *Authority* required to promote NTIS-wide organizational change effectively
* *Independence* that can sustain objectivity
* *Oversight* that can keep PMO activity aligned with NTIS’s business strategy
* *Legitimacy* as fostered by an effective enterprise-wide approach.

# PMO Stakeholders

The PMO regards the following as primary stakeholders:

|  |  |  |
| --- | --- | --- |
| **Stakeholder** | **Role** | **Expectations** |
| **Senior Staff**  Keith Sinner, CIO | Executive Team Oversight | Senior Staff provides Executive Management Team oversight. |
| **PMO Sponsor**  Lee Halvorsen, Deputy CIO | PMO reports to PMO Sponsor | PMO Sponsor supervises the PMO lead and provides the PMO guidance on PMO business objectives and supports the PMO’s efforts to achieve them |
| **IT Department staff**  Bob McClellan, CTO  Kat Kendall, Manager, Office of Production Support  Gillian Gage, Manager, Office of Business Support  Leigh Anne Levesque, Manager, Office of Infrastructure Support  Alan Willard, Security Officer | Internal Customer | The PMO supports the IT Department mission to deliver successful IT projects |
| **Department Heads**  Other Executives | Internal Customer | As senior staff members, department heads expect the PMO to provide guidance, drive projects to success and deliver updates |
| **Other Organizations**’ Managers, PMs, and staff involved in projects  NTIS Director  OFS  CFO  Warehouse  Production | Internal Customer | Expect the PMO to: set the PM standard; provide training and mentoring; work with the senior management to create an environment conducive to project success |
| Client federal agencies | External Customer | Role dependent on project |

## Other key players

Joint venture partners - role dependent on project.

# PMO as a Learning Organization

The PMO is modeled as a learning organization in relationship to NTIS’s executive leadership, project managers, project teams, customers and partners. A learning organization may be defined as an organization that facilitates the learning of all members and continuously transforming to achieve superior competitive performance.

The PMO learning organization orientation is expressed through several means, including:

* Maintenance of a lessons learned database to promote organizational learning
* Use of lessons learned exercises to encourage continual improvement
* Encouragement of cross-training and stretch assignments
* Promotion of continual learning and professional growth in project management

# Future of the PMO

The PMO as described in this document is only a starting point. NTIS’s executive leadership may choose in the future to expand or diminish the scope of services that the PMO provides, depending upon whether or not the PMO continues to provide value. The bureau can obtain a regular measure of that value through use of objective measures (see section entitled “PMO Metrics”).

# Appendix A

### Frequently Asked Questions (FAQs)

What is a Program Management Office (PMO)?

A PMO is an organizational entity established to assist project managers throughout the organization in implementing project management principles, practices, methodologies, tools, and techniques.

What is a Project Portfolio?

A Project Portfolio is any group of projects that are being managed together for any of a number of reasons, including:

* All projects are related to the same goal or set of business objectives
* Projects are interrelated via shared inputs and outputs
* Projects share resources.

What is an NTIS Portfolio?

The NTIS Portfolio is the entire IT investment for NTIS and includes:

* All internal and external client programs & projects
* Integrated views of Assets, Risk, Mandates
* Generally represented as a budget profile (not yet defined by NTIS).

Is the PMO a permanent NTIS feature?

This depends on the value the PMO brings to NTIS. If the PMO is no longer measurably useful, the organization will be reduced, changed or eliminated. If the Office consistently provides good value, the Office will be retained.

Will the PMO Lead have a disproportionate amount of control?

No. Business sponsors own their projects. The business community is responsible for defining the business objectives in their projects. IT is the source of technical expertise. The PMO exists solely for the purpose of making the projects succeed, using the criteria for success that came from their customers.

In addition, the PMO can only impose the NTIS project management standard when the PMO is directly responsible for success or failure of the project. For all other projects, the PMO PM standard is highly recommended, but optional.

How will the PMO properly evaluate department PMs who work through the PMO on a project?

The PMO will only evaluate project managers on their work as project managers. This can be done, for example, by comparing a project manager’s actual performance against a checklist of standard project management tasks and skills, so that the project manager and their department can properly evaluate the project managers’ strengths as well as areas in need of improvement.

The PMO would not evaluate a project manager on non-project work.

Training in project management is one of the activities proposed for the PMO. Will the PMO staff do that training or can that actually be done by a third party?

There would be no problem with having fundamental project management training done by a third party. However, advanced topics (especially as they relate specifically to NTIS) might best come from PMO staff and other organization project managers.

Are there any specific pitfalls that the bureau should watch out for while implementing the PMO?

An underfunded PMO will have difficulty fulfilling expectations.

The PMO work plan should not require PMO staff to spend an excessive amount of time compiling reports for senior management that there is not enough time to ensure that projects are delivered on time and within scope.

If the PMO staff becomes “Process Police” or “Document Nazis” they are headed down the wrong road. Project documentation exists for the benefit of the project and the organization, not for the fulfillment of some document standard.

Where the PMO is responsible for projects, the PMO staff MUST keep in close contact with the respective project teams. Assigning too many projects to the PMO can be counterproductive.

# Appendix B

### Value of a Successful PMO to the Organization

In general, the value of a common project management process includes:

* Reduced cycle time
* Reduced delivery costs
* Improved quality of project deliverables
* Early identification of project issues (e.g. budget, scope, schedule, and technical constraints) and risks
* Knowledge leverage and reuse
* Improved accuracy of estimates
* Improved perceptions of the organization by clients
* Improved people and resource management
* Reduced time to get up to speed on new projects
* Elimination of the thrash (e.g. false starts, self-defeating conflict, indecision) that is so common in failing projects
* Enhanced oversight of quick response, quick turnaround investment projects

In addition to the above, a successful PMO:

* Eliminates duplication of data and processes among project managers
* Collaborates with all staff to implement effective processes for managing all projects
* Cultivates “unusual” levels of cooperation
* Institutes new operating mode with detailed definition of process, roles, and measures
* Promotes change from status quo, upstream and downstream of the organization’s mission
* Nurtures organizational neutrality
* Instills a passion for the profession of project management’s processes, practices, and tools.

# Appendix C

### Expected Benefits from the PMO for Specific Customers

Executives

* PMO provides timely feedback about project goals, status, accomplishments, and issues
* Organization has an increased probability of meeting corporate business goals
* PMO provides additional oversight and reporting and Executives receives timely warning about critical issues and possible steps toward resolution

Functional Managers

* PMO provides metrics to ensure staff is performing adequately and projects are on schedule and on budget
* PMO maximizes chances of project success, resulting in less rework and reduced cost of product delivery
* Project guidance helps departments maximize use of resources
* Departments can obtain project management resources when needed
* PMO helps the departments to integrate project management Methodology into their Product Methodology

IT Department

* Promotes change from status quo, upstream and downstream of IT mission
* Assists IT management in establishment of effective processes for managing all IT projects
* Clients develop improved perceptions of the IT organization

Project Managers

* PMO improves project managers’ execution through the establishment of a consistent framework for the management of projects and defining methodologies, best practices, and guidelines
* PMO enhances the capabilities of the project managers by providing mentoring, training, and career development
* Training, coaching and mentoring move project managers more quickly through the learning curve
* Suggests to executive management solutions to organizational issues that may hinder project success

External Customers

* Increases probability of meeting customer requirements and expectations
* Aims at increasing customer satisfaction
* Provides single point of contact for multiple projects within same customer

Finance

* Project teams are able to provide periodic data of project actuals
* Project teams are able to provide supporting documentation to expedite invoices collection

Human Resources

* PMO establishes and provides quantifiable metrics for the evaluation of personnel
* A project management career track facilitates the project manager’s career path and training.

# Appendix D

### PMO Success Factors

The PMO will optimize long-term success if the following can be achieved:

* The PMO functions and services/deliverables are prioritized and implemented in a time-phased manner
* The organization selects an PMO leader who has the right set of skills and experience
* A consistent approach to planning and managing projects is implemented across the organization
* Internal project management training is provided at all levels (from staff to Senior Executive)
* Project management is recognized as a core competency (i.e. as part of the organization's culture)
* The PMO’s balance between project support and control functions is defined and communicated to ensure that departments understand what is expected of them and what they should expect from the PMO
* The PMO staff understands the culture; the organization intentionally modifies the NTIS business culture to support the business goals
* The PMO leverages industry standards and best practices
* The organization defines strategy; the PMO focuses on those projects central to realization of the strategy
* The PMO adjusts PMO operations based on continuous customer feedback
* The PMO designs a scalable project management system (process and tools)
* The organization recognizes that some groups and individuals will embrace project management change better than others.

# Appendix E

### Glossary of Terms, Acronyms and Abbreviations

|  |  |
| --- | --- |
| **Term, Acronym, Abbreviation** | **Explanation** |
| Best Practice | A technique or methodology that, through experience and research, has proven to lead reliably to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success |
| FAQ | Frequently Asked Questions |
| PMO | Program Management Office |
| OCIO | Office of the Chief Information Officer |
| Project Portfolio | Any group of projects that are being managed together |
| SMART | Specific, Measurable, Attainable, Results-oriented, Time-delimited |