

PMG Current State Analysis

- In between mid-June and mid-July of 2014, the PMG began a series of interviews to assess existing perceptions regarding Project Management processes, tools, and techniques of PMG clients and partners throughout IST.
- The interviews were performed by a neutral third party on behalf of PMG to;
 1. Solicit unfiltered, open and honest feedback.
 2. Ensure unbiased collection and interpretation of results.
- PMG then compiled the interview comments and responses into a catalogue of over 800 comments, observations, and suggestions.
- Responses were diverse and varied given the wide range of perspectives & prior exposure to projects and methodologies. To better focus on building and improving PM processes, PMG categorized pain-points into the following theme areas:
 1. Methodology & Process
 2. Communication
 3. Governance & Accountability
 4. Resource Commitment & Support
 5. Culture

Workshop Goals

- The PMO provides a service to IST. The PMO will work collaboratively with IST and IST clients to ensure the service is value-added by combining IST's knowledge and expertise with best practices, enabling an improved project and program management environment.
- Ultimately make project/program execution less painful and improve project results and outcomes.
- While we have documented pain-points and categorized them in theme groups, we would like to ask for YOUR help with the following:
 - Ensuring our summary is complete and accurate
 - Prioritizing pain-points
 - Identifying root causes for various pain-points
 - Developing a plan to address root causes
- By addressing root-causes important to PMG clients, we hope to improve project team performance across IST and increase the likelihood of success for IST projects.

Project Management Pain-Point Theme Groups

Communication

- Lack of meaningful reporting
 - Existing status reports are perceived to be of little or no value by project team members and stakeholders in IST
 - Meaningful schedules, tasklists, and roadmaps are often too detailed or difficult to interpret.
 - The format and frequency of status reports is inconsistent, and often inaccessible to project team members and stakeholders.

- Existing status reports are often too subjective to be useful to project team members.
- No clarity on the value or purpose of some of the current status reporting
- Meetings
 - Inconsistent meeting etiquette: not responding to meeting invites, not doing minutes, not providing an agenda, etc.
- Openness & Transparency
 - Work is often conducted quietly or even explicitly in secret
 - Solutions are sometimes dumped on the client/customer/recipient without engagement or communication
 - Lack of communication across groups/clients so work identified begins to conflict with what others are working on when their assistance is needed

Governance & Accountability

- Defined Workflows & Approvals
 - There is confusion around who should see what documents and who should approve what
 - There is very little appreciation/willingness to create documentation and signoffs
 - Project Charters rarely receive sign-off and if they do, the project is well into execution (ie: project is deep into planning and execution before initiation of project is actually signed off)
- Opaque Decision Making
 - Meetings, decisions and justifications for decisions are often not recorded and documented, and the appropriate people aren't always involved in those decisions
 - Answering 'why' is difficult when justification is "because _____ said so"
- Decision-making
 - Decision-making authority within project teams is often unclear.
 - Issues and decision-making is often needlessly escalated.
 - Democratic input for every decision, even on a department or team level, is not always necessary
 - Decision-making authority is often unclear, and left to committees/groups
 - The need for Steering Committees for projects and their purpose/role within projects is unclear.

Resource Commitment & Support

- Project teams are often volunteer-based or assigned based on who may have some time, instead of strategically determined based on project roles, responsibilities and skills matching
- Project schedules are not adhered to, and projects rarely complete on time
- Securing commitment for project resources & team members is often highly political and challenging and it's difficult to know who to ask.
- Resources are often over-committed, as they are assigned to more than one project and responsible for operational work.
- It is very difficult to obtain time estimates for project work, scheduling, and obtaining status updates on project tasks from team members

- It is difficult to perform project planning when budgets/resources are not accounted for at the project level.

Methodology & Process

- There is a lack of clarity and direction for how and when PM templates should be used.
- There is inconsistency in the understanding of Project Management processes, techniques and terminology
- Inconsistent support for project-specific training.
- Inconsistent appreciation of project planning and research required for projects of varying complexities.
- Project goals and project planning is often reactive and not proactive or strategic.
- Over-emphasis on Project Management process vs. Delivery.
- Too much attention is given to defining a specific solution early in the process.
- Improper and/or incomplete requirements affects projects.
- Inconsistent knowledge of different project management tools and concepts.

Culture

- *A priori* success culture: project success is often deemed/doomed at the beginning of a project.
- Project goals are not oriented towards delivery of solutions. Project team members are not consistently rewarded or recognized for their work.
- Lack of support for project-specific training.
- Lack of focus on project management during execution and closure often results in alienation of team members/departments.
- Requirements are often assumed, but not affirmed by clients.
- Outcomes are often determined before clients are consulted.
- Clients are often hesitant to cooperate with the project management process.
- Inconsistent support for projects from senior leadership.