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 (i.e. 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.