

Intel IT PMO Journey to Maturity

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Session TRN14

Agenda

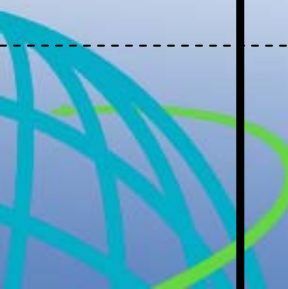
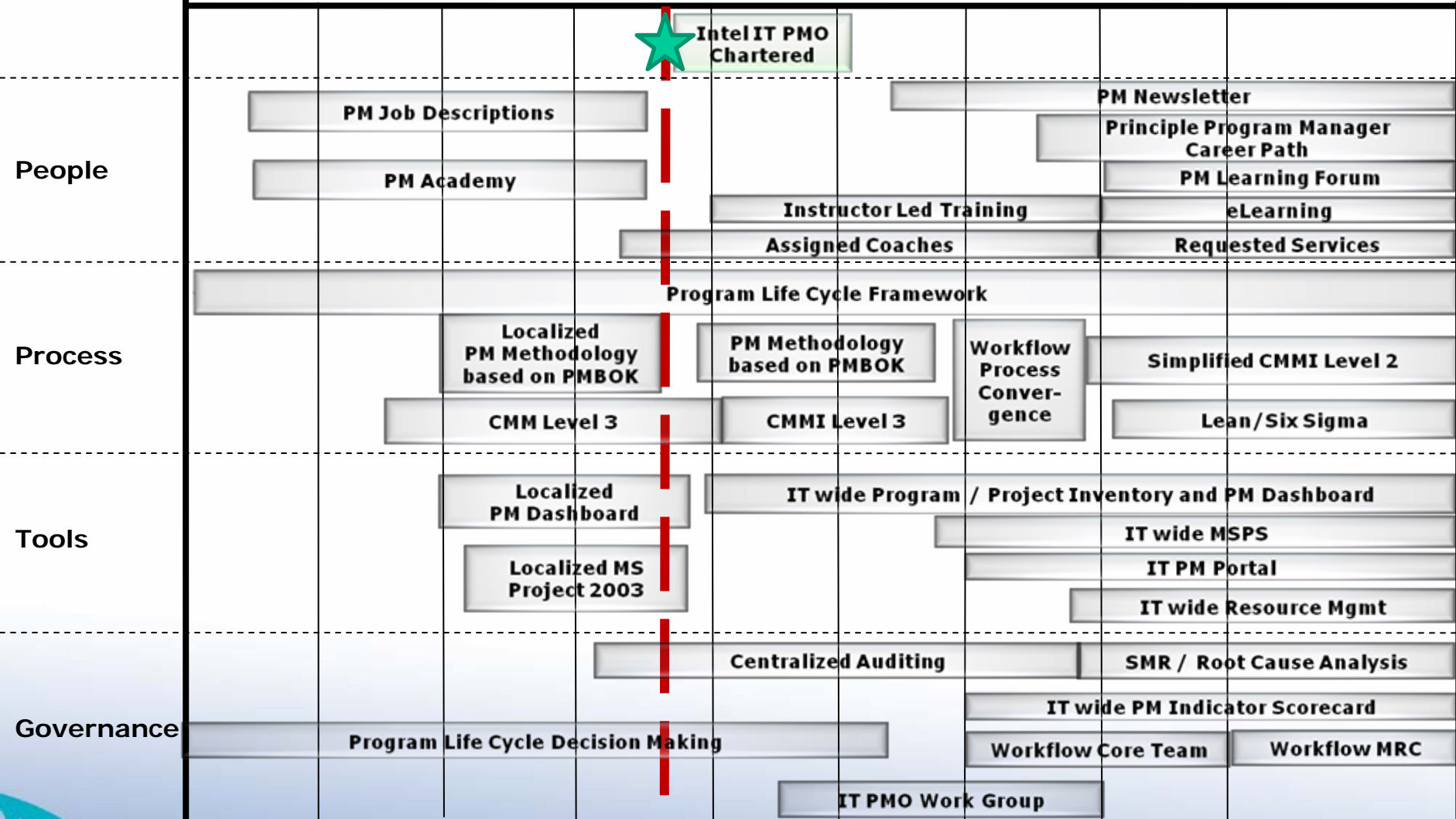
- Why a PMO in Intel IT?
- Intel IT PMO Model
- Battle of the Frameworks
- Intel IT PMO Responds to Change
- Summary of Key Learnings

Why a PMO in Intel IT?

- The business need
 - Demographics/environment
 - Program/Project performance
- Early work – the foundation for the PMO
 - Program Life Cycle Framework
 - PM competency
- Intel IT PMO Launch

Intel IT PMO Journey

2001 2002 2003 2004 2005 2006 2007 2008 Today



Intel IT PMO Model

PEOPLE

Knowledge Sharing & Training

- Coach on Standard Processes (CMMI)
- Develop & Deliver Training
- PM Skills Development - (PM Academy & PMP Certification)
- Cross IT PM Forums
- PMO Communications

PROCESS

Methodology

- Program Life Cycle (PLC)
- Integration of PLC Standard Processes (CMMI)
- Program / Project Management Methodology
- Information Repository Standards
- Continuous Improvement

Governance

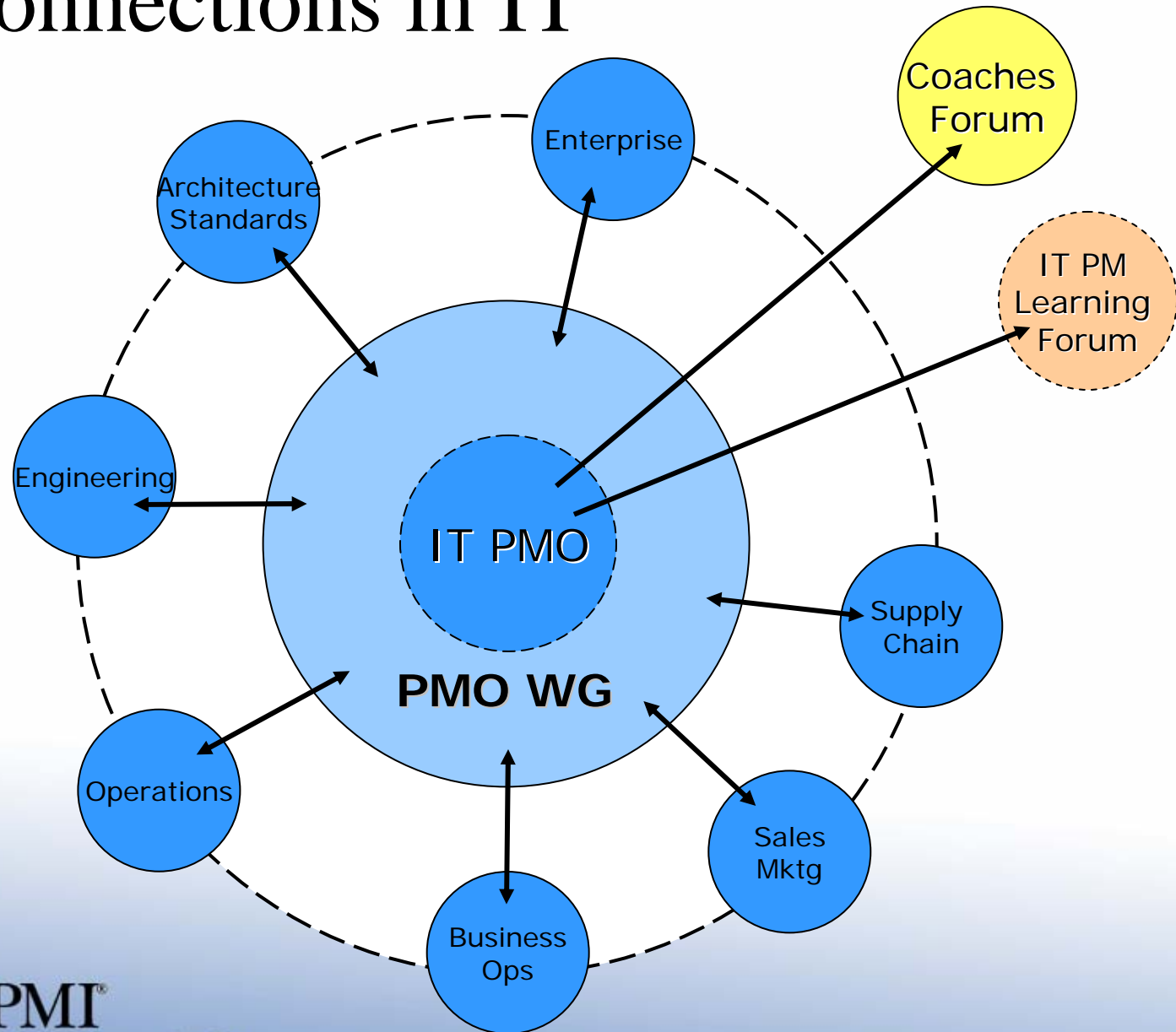
- PLC & CMMI Standard Process Adoption
- PLC Decision Making
- PM Dashboard Inventory & Data Quality

TOOLS

Tools Management & Support

- PM Dashboard – project info
- MSPS Setup & Training
- PM Central Portal
- Reporting Support
 - Project Health Indicators
 - CMMI Adoption
 - MSPS Metrics
 - PM Dashboard data accuracy

PMO Connections in IT



Battle of the Frameworks

- Project Management Institute's A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*)
- Software Engineering Institute's Capability Maturity Model® Integration (CMMI)
- Control Objectives for Information and related Technology (COBIT®)
- Information Technology Information Library (ITIL®)
- American Society for Quality – Six Sigma

Intel IT PMO Responds to Change

- People
 - Eliminated coaches
 - Moved to service model
 - PM Learning Forum
 - Expanded career path to include Principle Program Manager

Intel IT PMO Responds to Change

- Process:
 - Streamlined processes – less “required”; more flexibility
 - Job Aids rather than lengthy process docs
 - “Understandable and applicable with reasonable effort”

Intel IT PMO Responds to Change

- Tools:
 - PM Dashboard
 - Microsoft Project Server
 - Resource Mgmt Tool
 - PM Central

Intel IT PMO Responds to Change

- Governance:
 - Fewer forums
 - Role clarity → who is the Decision Maker?
 - Management scorecards
 - Indicator reviews by Intel IT Staff
 - From audits to root cause analysis

Key Learnings Summary

1. Don't reinvent the wheel if you can avoid it.
2. Creating a PMO as a formal organization does not automatically come with assumed power and authority. Credibility comes with quick results.
3. When shifting a large organization, demonstrate success with a highly visible segment of the organization first.
4. The shift to a project management culture will take longer when program and project managers do not report directly to the PMO.

Key Learnings Summary

5. In the beginning, process collateral needs to be short and simple; evolve the processes as project manager competency evolves. Use easily understandable terminology that does not require a translator.
6. Coaches accelerate the adoption rate of the standard processes.
7. Embrace industry standards as models. Take the best of what they have to offer in a way that works for the organization – not literally by the book. Multiple frameworks can coexist.

Key Learnings Summary

8. Senior management active participation makes a culture shift stick. Ivory tower perceptions can damage effectiveness of the PMO.
9. PMO maturity is not a straight line; there are peaks and valleys. The acceleration rate must be balanced with the ability of the organization to absorb change.
10. Strengthen the PMO by delivering business value to the customer.

Questions?



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