

2014 Project Management Symposium Implementing a Center Of Excellence



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Agenda

- Introductions
- What is a Center of Excellence (COE)?
- Why is the Ameren IT PMO establishing a COE?
- Our approach to implementing the COE
- Accomplishments
- Challenges, Lessons Learned & Next Steps
- Questions

Introductions

- Kevin Delia, PMP
 - 20 Years of Project Management
 - International and Domestic
 - Service, Financial, Manufacturing and Utility Industry
 - IT Areas – Infrastructure, Technology Planning, Application Development and Project Management Office
 - BS – Management

- Vijay Gade, MBA
 - 7 Years of Project Management
 - International and Domestic
 - Financial, Healthcare, and Utility Industry
 - IT Area – Application Development and Project Management Office
 - MS – Civil engineering
 - MBA - Finance

What is a PMO Center of Excellence (COE)?

Support: Provide support to the project teams. This may be through services needed or providing subject matter experts.

Guidance: Standards, methodologies, tools and knowledge repositories are typical approaches to filling this need.

Shared Learning: Training and certifications, skill assessments, team building and formalized roles are all ways to encourage shared learning.

Measurements: Provide project performance and visibility through metrics.

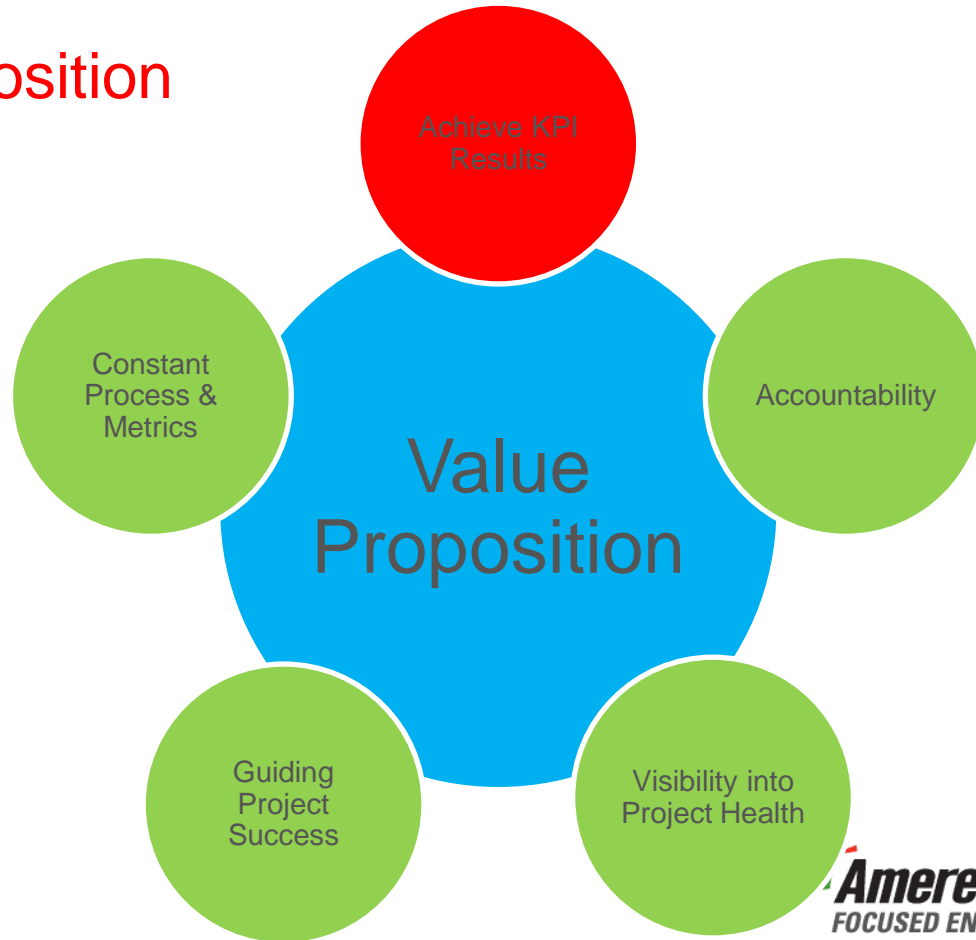
Governance: Allocating limited resources (money, people, etc.) across all their possible uses is an important function of COE. They should ensure organizations invest in the most valuable projects.



Why is the PMO establishing a COE?

- Information Technology Governance Audit - January 2013
 - Recommendation: Select a framework
- Info-Tech Research Group Workshop – July 2013
 - Conducted Maturity Model Analysis and identified gaps through analysis
 - Inconsistencies in following project management methodology
 - Stagnant documentation
 - Lack of Resource Management
 - Inconsistencies in Project Risk Management
 - Lack of Benefit Realization
- Recommendation – To implement a COE

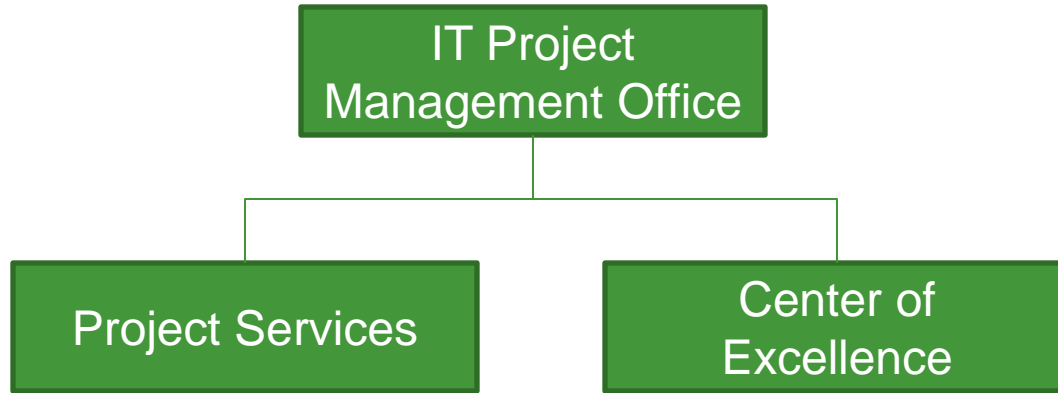
Value proposition








COE Implementation Approach

The COE is a component of the PMO.

While one group is focused tactically on managing projects and delivering results, the COE becomes the strategic team ensuring project managers are trained and equipped to successfully run projects/programs.



COE Implementation Approach (...continued)

- Based on the workshop gap analysis, we decided to implement
 - Peer Reviews 
 - Metrics and Dashboards 
 - Centralized Scheduling 
 - Template modifications 
 - IT Project Portfolio Management
 - Bi-monthly cadence between all IT Project/Program Managers 

Example Reports

Weekly Summary Report - Snapshot as of 09/16/14

Knobbe; Jay

	Project Name	Project Manager	Current Project State		Schedule	Budget		PM Assessment		Go-Live
			Phase	End Date	Overall	Labor	Overall	Status	Reason for Yellow/Red	
1	CRTS Enhancements	Sivan; Suresh	Design Phase	09/19/14	●	●	●	■		12/12/14
2	DCT Implementation - Phase 1	Tillotson; Graham	Detailed Business Case Development	04/24/15	●	●	●	■	Setting as yellow because of resource constraints for requirements	
3	Digital Asset Experience 2014 (DAE)	Rikand; Lisa	Build Phase	12/29/14	●	●	●	■		09/18/14
4	Digital Roadmap Program Management	Tillotson; Graham	Project Plan Phase	03/04/14	●	●	●	■	Restructure of the DWG meetings and delays getting the DCT projects started	
5	Electric Settlement System Enhancement (ESS)	Parker; Uma G	Build Phase	08/29/14	●	●	●	■	This ongoing project does not have signed vital documents which officially firm the scope/schedule of the project.	10/20/14
6	ESS - Red Clay	Spector; John	Test Phase	09/30/14	●	●	●			10/10/14

Example Reports

Week to Compare

IT Manager

Select a Project

1 of 20 100% Find | Next

Knobbe; Jay - Project Progress View

Project Name	Project Manager	Current Project State Phase End Date	Schedule Overall [^]	Budget Overall [^]	Status	PM Assessment Reason	Go Live Date
CRTS Enhancements	Sivan; Suresh	Design Phase 9/19/2014	●	●	■		12/12/14

Estimate At Completion: \$574,954 Baseline Cost: \$585,567 Actual Cost: \$322,778 Remaining Cost: \$252,176

Status: **Phase I** - Deployed to production on 12/11/2013.

Phase II

- Deployed to production on 04/11/2014.

Phase III

- Deployed to production on 08/14/2014.

Phase IV

- Scoping/Requirements Elaboration completed. Pending Business Sign-Off on final scope.

- Design in progress.

- Development team supporting changes due to Sitecore Migration which is now postponed to 09/25.

As of 9/16 Today	1 Administration	2 Requirements	3 Design	4 Build and Unit Test	5 System Test	6 Implementation	7 Post Implementation
Baseline	01/22/2015	08/15/2014	09/19/2014	11/14/2014	12/05/2014	12/12/2014	01/22/2015
Planned	01/22/2015	08/15/2014	09/19/2014	11/14/2014	12/05/2014	12/12/2014	01/22/2015
Deliverables*	1/3/5/9 - 55%	0/0/4/4 - 100%	2/1/51/54 - 94%	3/1/43/47 - 91%	4/0/12/16 - 75%	2/0/6/8 - 75%	3/2/4/9 - 44%
Active Tasks	11/18 - 61%	4/4 - 100%	54/59 - 91%	45/51 - 88%	18/25 - 72%	6/9 - 66%	6/14 - 42%
As of 9/9 Tuesday	1 Administration	2 Requirements	3 Design	4 Build and Unit Test	5 System Test	6 Implementation	7 Post Implementation
Planned Was	01/22/2015	08/15/2014	09/19/2014	11/14/2014	12/05/2014	12/12/2014	01/22/2015
Deliverables*	1/3/5/9 - 55%	0/0/4/4 - 100%	3/2/49/54 - 90%	4/0/43/47 - 91%	4/0/12/16 - 75%	2/0/6/8 - 75%	3/2/4/9 - 44%
Schedule Shift	+0 days	+0 days	+0 days	+0 days	+0 days	+0 days	+0 days
Deliverbles-chg	0 complete	0 complete	2 complete	0 complete	0 complete	0 complete	0 complete

9/16/14 ^{*}Deliverables: Tasks not started / In progress / Completed / Total - % Page 1 of 20
 -Light Blue for current Dates going past previous weeks.
 -Active Tasks: Completed / Total - %

[^]Indicators: Behind Schedule: 10% Red; 4% Yellow; otherwise Green;
 Over Budget: 10% Red; 4% Yellow; otherwise Green;
 Under Budget: 10% Blue; 4% Steel Blue; Otherwise Green.



Challenges / Lessons Learned

- Peer Reviews
 - Socializing the project evaluation criteria
 - Bringing qualitative consistency to the PM deliverables
- Reports
 - Getting senior management on board to use a standard set of reports
 - Getting PMs to manage better schedules to reflect proper reports
- Centralized Scheduling
 - Understanding the size and complexity of the projects
 - Getting PMs to own the project schedules even though they had a project scheduler
 - Getting PMs to follow scheduling standards
- Project Time Reporting

Next Steps

- Develop a Steering Committee for the COE
- Methodology Enhancements
 - PMBOK adherence to both Software Development & Infrastructure projects
 - Sizing of projects
- PM on-boarding and training development
- Demand Management





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