

PM Centralization – A Success Story

PM Centralization – Value, Roles & Responsibilities, Operationalizing, & more....



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On Your Side

Thanks for being here 😊

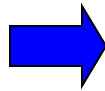


Agenda

- PM Centralization Background
 - Before and After.....
- Roles and Responsibilities
 - Project Management Center – Delivery Services
 - PM Competency Leader
 - Resource Deployment Manager
 - Project Mgr Roles/Responsibilities
- Staffing the Right Person at the Right Time.....How?
- Maturing a Service Organization
 - Skills Focus....Science versus Art
 - Negotiating
 - Organizational Agility
 - Management Effectiveness
- Lessons Learned

Why Centralize the Program/Project Mgmt Function?

In order to put the Right PM on the Right Projects at the Right Time, we must do the following:



- **Assign and support project managers on initiatives of 1,000 to 35,000 hours**
- **Manage current capacity**
 - Internal PMs
 - External PMs
- **Commit the right project manager to programs and projects**
 - Skill Level
 - Project size
- **Align with the vendor management strategy**
- **Enforce PM standards**
- **Provide consistent coaching to project managers**
- **Plan for the future project demand**

RESULT: Increase efficiency, infuse PM capabilities at a faster rate and increase morale of PM community by having a sense of 'home'

PM Organizational Background

Before...



Project managers aligned to PM Competency Coaches within Solution Areas and dotted lined into Delivery Services

- Project managers are limited to assignments within their solution areas
- Project manager expectations vary across solution areas
- Project manager support varies across solution areas
- Little opportunity for reassignment of project managers to meet needs or to build skills
- Limits career path
- Limits best practice sharing & reuse

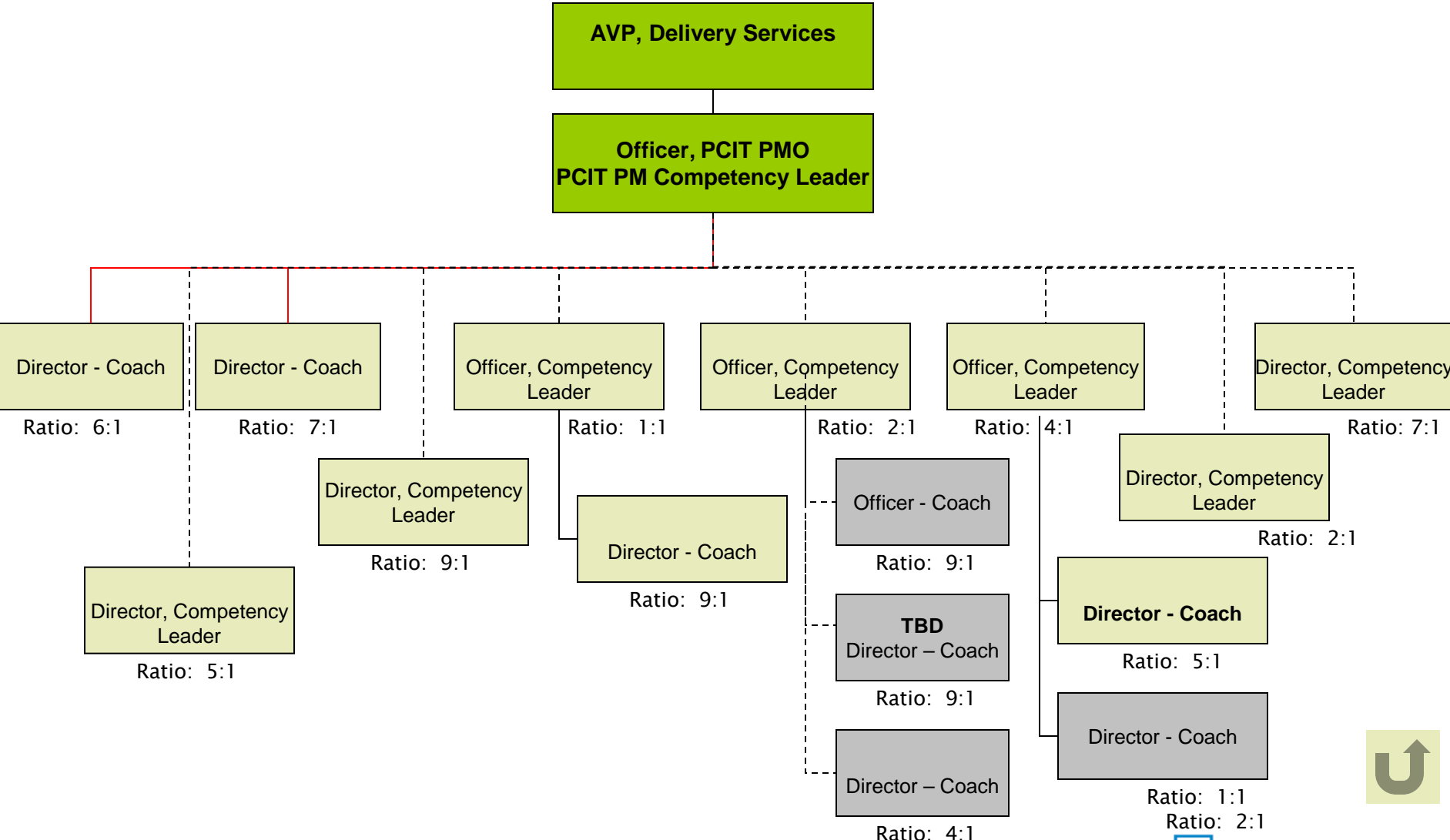
After...



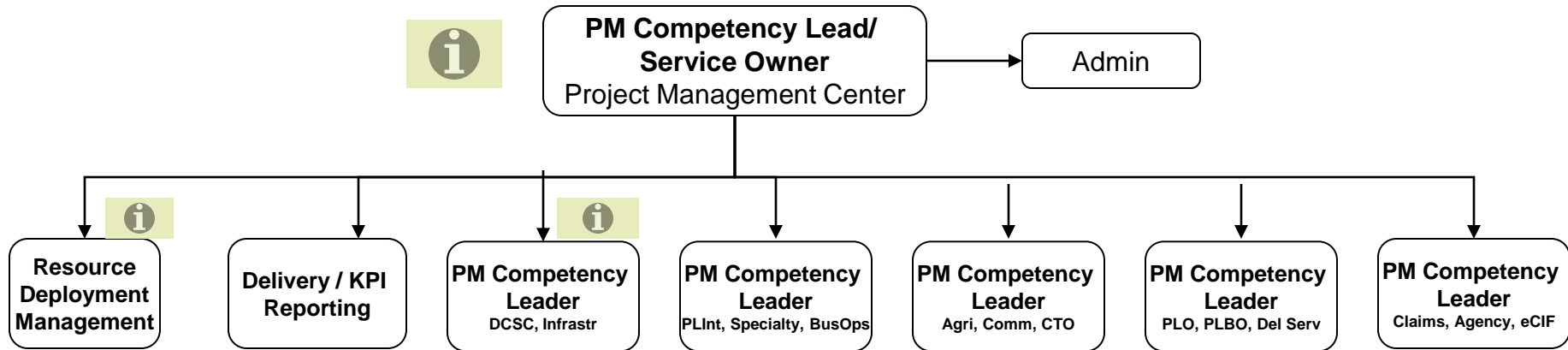
Project Managers aligned to Competency Leaders (direct reporting relationship) within the Delivery Services


- Enable cross solution area assignments
- Assign right PM to the right projects
- Provide consistent expectations for project managers
- Improve predictability of delivery
- Align with vendor management strategy
- Provide more opportunities for career growth for project managers
- Provide consistent coaching and support to project managers
- Facilitate reuse and sharing among project management community

PM Federated Model – Before



PM Centralized Model...After Leadership Team - Organization Roles & Responsibilities



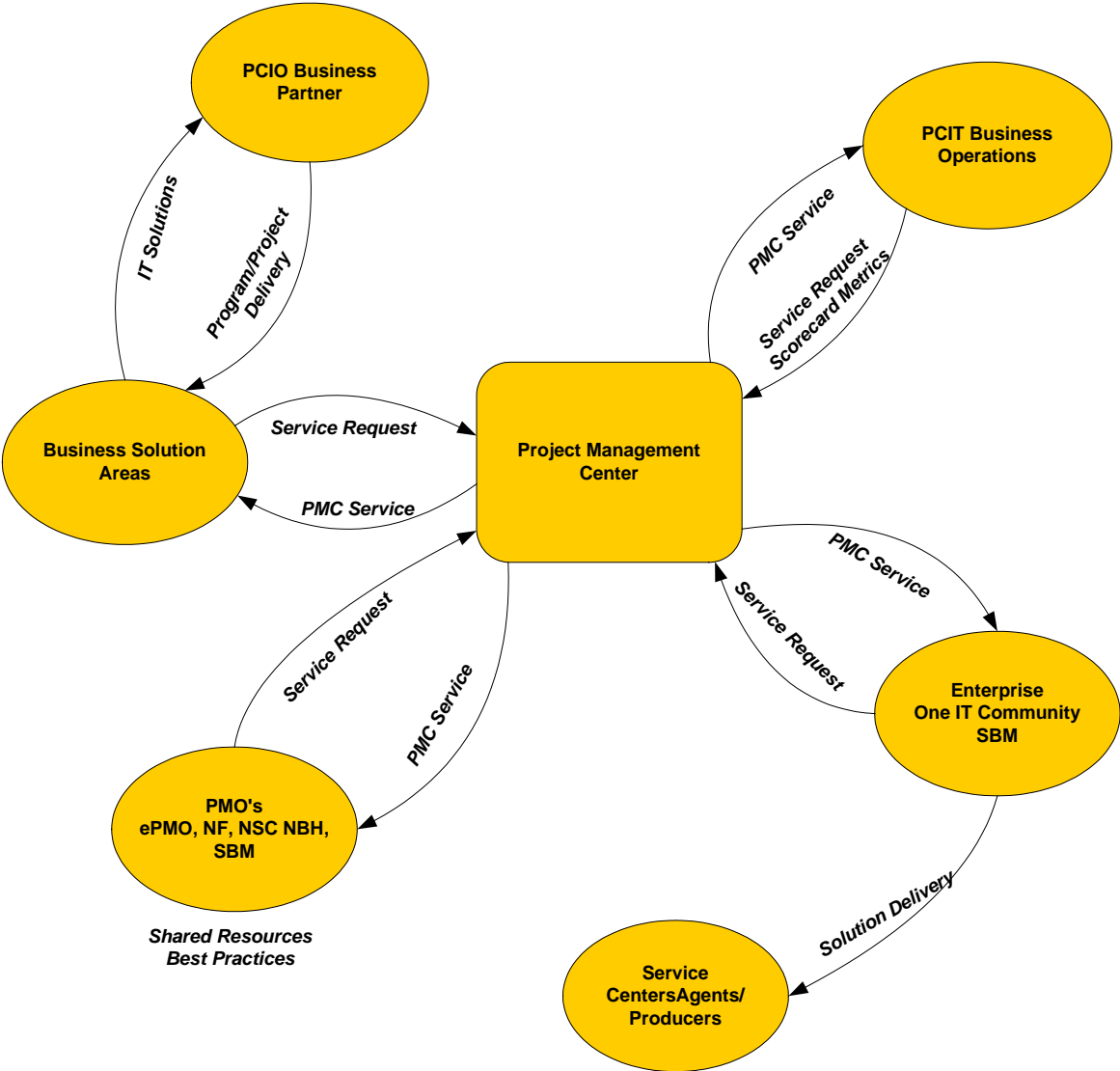
 PM Roles and Responsibilities

 PM Expectations

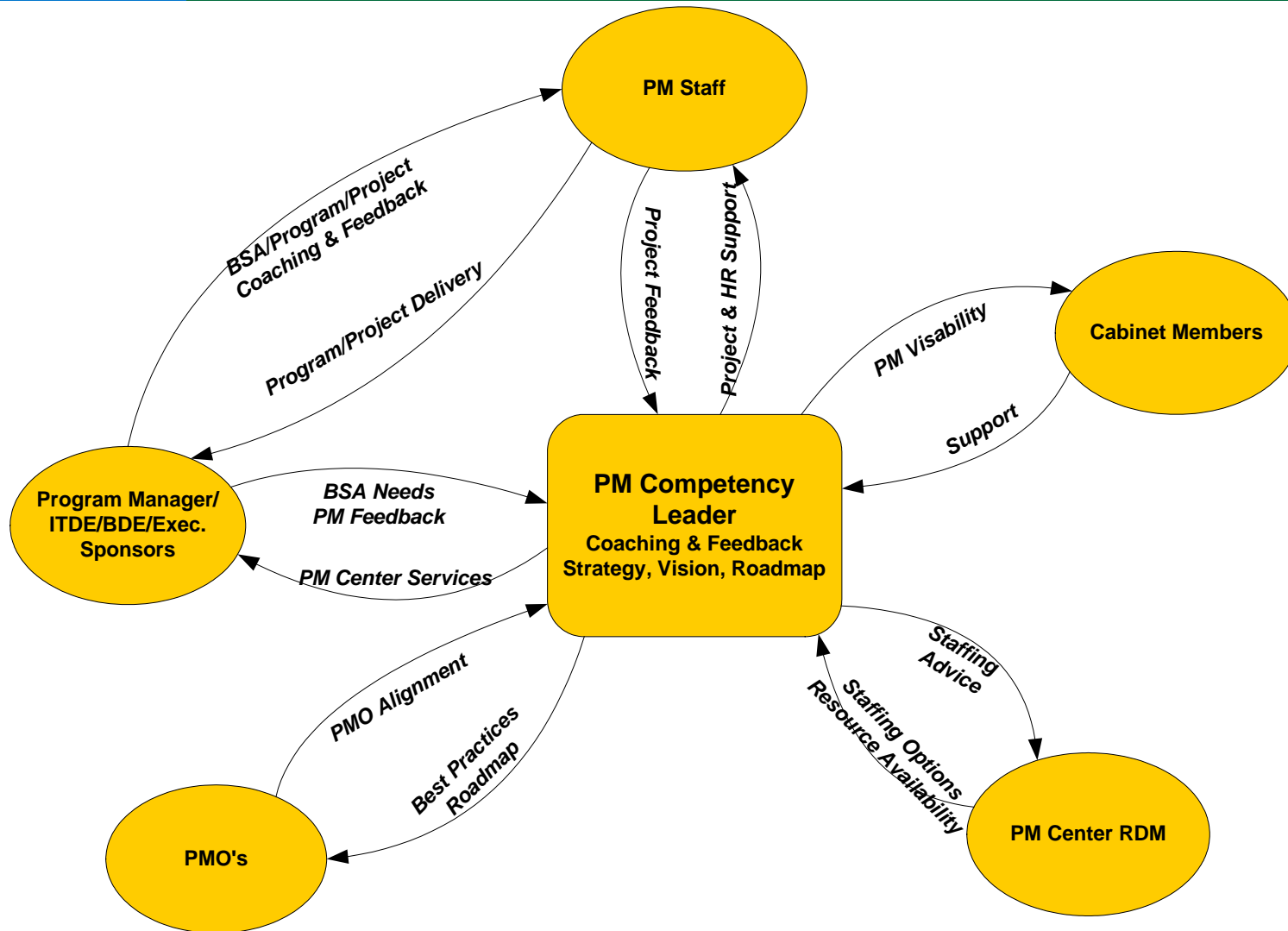
Staffing The Right Person @ The Right Time



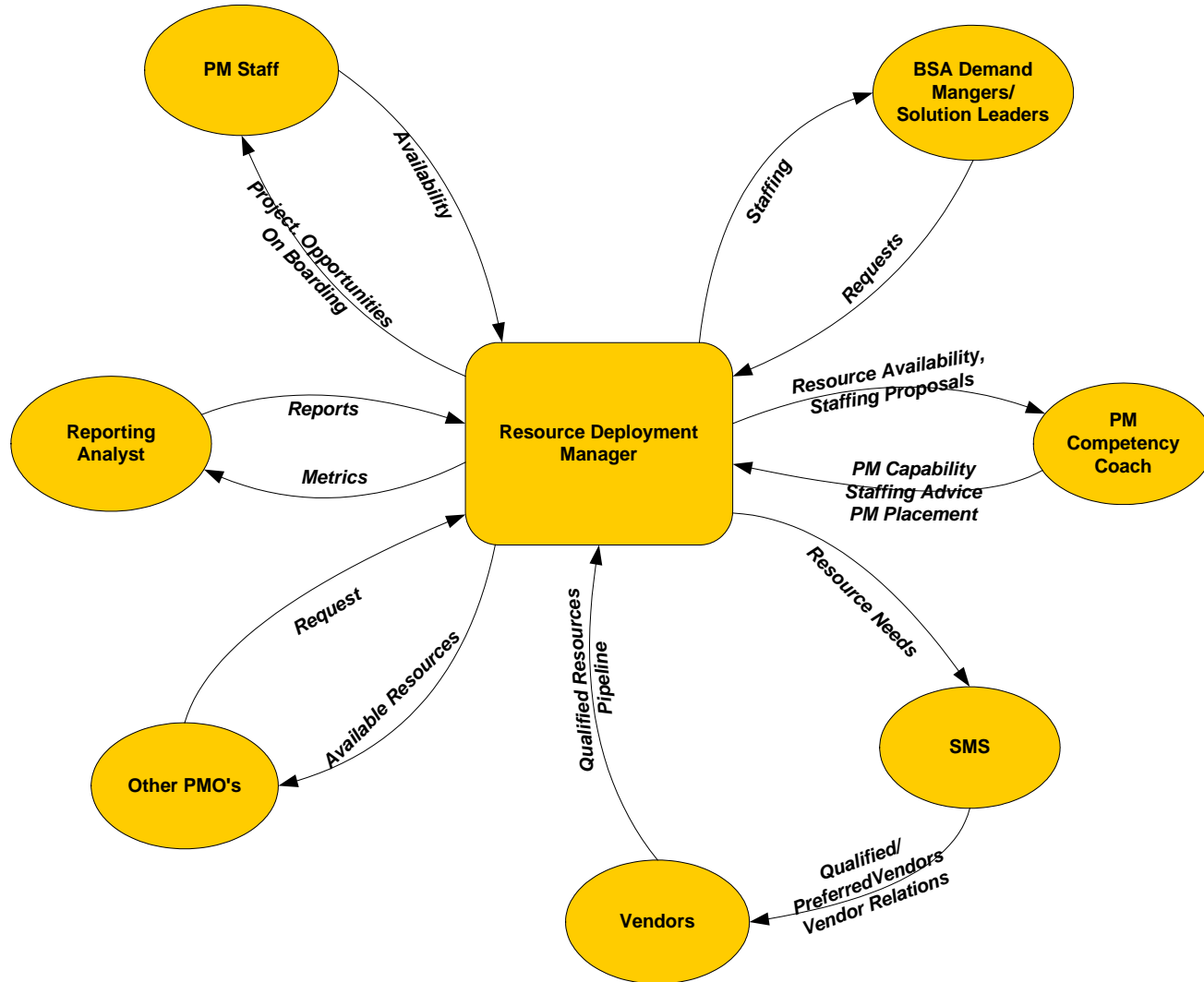
Project Mgmt Center - Roles and Responsibilities



PM Competency Leader – Roles & Responsibilities



Resource Deployment Manager – R&R



Project Manager - Roles and Responsibilities

Project Coordinators (E-band)

1. Knowledge of project management methodology, tools, and templates
2. Coordination, support and assistance to the project manager in all aspects of complex projects
3. Able to create and maintain work products with guidance
4. Under supervision prepare project status reports and management reports
5. Assist with communications including leading meetings in the project manager's absence
6. Follows- up on Issues, Risks, and Changes
7. Attend PM Community Events
8. Other criteria as needed

Specialist PMs Consultant PMs (F&G-bands)

1. Manage project execution - scope, WBS, resource planning, timelines, deliverables
2. Ensures project appropriately aligns with ESDm
3. Project Status Reporting
4. Prepare and participate in project reviews
5. Manage the financials of the project
6. Manage Issue, Risk, and Change
7. Monitors, maintains, and communicates project health
8. Communicates with resource managers to secure and utilize resources for project work
9. Attend PM Community Events
10. Other criteria as needed

Program Delivery (H-bands)

1. Manage program/ project execution - scope, WBS, resource planning, timelines, deliverables
2. Ensures program/project appropriately aligns with ESDm
3. Program/Project Status Reporting
4. Prepare and participate in program/project reviews
5. Manage the financials of the program/project
6. Manage Program/Project Issue, Risk, and Change
7. Monitors, maintains, and communicates program/project health
8. Communicates with resource managers to secure and utilize resources for project work
9. Mentor 2-3 Development Center Associates
10. Conduct Post Implementation/Commitment Reviews
11. Attend PM Community Events
12. Annual objectives aligned to the Development Center
13. Other criteria as needed



Scope/Complexity Expectations of a PM

F Band – Specialist

1. 1,000 – 15,000 hours of effort;
2. A technical team of 3 – 9 people;
3. Project cost ranging from \$330,000 to \$990,000;
4. Technology familiar to company;
5. Significant impact to workflow or processes to 1–2 business and system areas;
6. Limited vendor involvement;
7. Utilizes a limited number of contract programmers;

G Band – Consultant

1. 15,000 – 35,000 hours of effort;
2. A technical team of 10–22 people;
3. Project cost ranging from \$990,000 to \$2,310,000 ;
4. Technology new to company but not the industry;
5. Significant impact to workflow or processes to 3–5 business and system areas;
6. Significant vendor involvement;
7. Utilizes a large number of contract programmers;

H Band – Sr. Consultant

1. 35,000 – 125,000 hours of effort;
2. A technical team of 22 – 80 people;
3. Project cost ranging from \$2,310,000 – \$8,250,000;
4. Technology new to company and the industry;
5. Significant impact to workflow or processes to more than 5 business and system areas;
6. Significant involvement from multiple vendors;
7. Utilizes a large number of contract programmers;

These are guidelines, not policy.



Program/Project Delivery Service

Project Tier Definitions

Project Tier definitions are used to help categorize our Projects and Project Managers, and help to ensure Delivery Services staffs the right project manager on the right project. DS has leveraged the existing NW Enterprise Project Level definitions, and has added two additional levels to better define projects and project managers. Projects are assigned a tier level based on various factors including project size, complexity, team size, organization impact, etc. In addition, Project Managers are endorsed to a maximum tier level. This information is used when making staffing decisions, DS will work with Business Solution Areas to align project managers to projects based on tier expectations.

	Tier 1	Tier 2			Tier 3		Tier 4	
Endorsement Tier	T1	T2H	T2M	T2L	T3H	T3L	T4H	T4L
	>75K Hrs	75-35K Hrs	35-25K Hrs	25-15K Hrs	15-10K Hrs	10-4K Hrs	4-1K Hrs	<1K Hrs
Band	I, H	H	G	G	G	F	F	N/a

Tier	Summary
T1	Typically these are very large projects or programs, which are highly visible and are reflected as an OCEO level effort. While in most cases, the hours involved with these efforts are very large these efforts may be identified as T1 due to their overall importance to the organization. These projects are for Senior Level Project Managers or Program Managers.
T2	Typically these are large projects or programs costing approximately \$1 million or more and with labor hours in excess of 15K hours. Given the cost and size of these efforts, there is increased visibility and focus on these efforts. These programs or projects are staffed with strong, experienced Senior Level Project Managers or Program Managers.
T3	Typically these are projects costing under a \$1 million with less than 15K hours of labor. These projects are primarily managed by Project Managers Consultants or solid Project Management Specialist.
T4H	Typically these are projects costing under \$300,000 and less than 4K hours. These projects are primarily managed by entry level Project Management Specialist or project manager candidates in the pipeline.
T4L	In general, the PMC does not operate in the T4L space. These projects are typically run within the Business Solution Areas. These projects are good hands on opportunities for candidates in the project management pipeline.

Delivery Services – Service Model

Services The following chart depicts the services provided by Delivery Services. All services can be requested through the DS Competency Coach aligned to each Solution Area. Details for each service are provided below.

<u>PMC SERVICES</u>	Tier 1 >75Khrs OCEOr >5MS	Tier 2 15 – 75K hrs >1M - <5M \$	Tier 3 4-15K hrs >250K-1MS	Tier 4 (High) >1K – 4Khrs 100 – 240K\$	Tier 4 (Low) <1K hrs <100K\$
Pre-Initiate Consulting - Program / Project Framing and Sizing, support and coaching thru funding process, roadmap planning, Business Case Validation, qualify the project for delivery (can we adequately kickoff and deliver)	☑	☑	Limited (small project groupings)	No service	No service
Program and Project Manager Consulting (Staff)	☑	☑	☑	☑	No service
PM Capability Coaching (jointly with SA leaders)	☑	☑	☑	☑	Limited (pipeline only)
Quality and commitment Reviews - Execute SDR/SDR-Lite, PICR/PICR-Lite	☑	☑	☑	No service	No service
Perform specialized roles – Project Coordinator, Project Office for large program	☑	☑	No service	No service	No service
Execute Methodology Adoption Workshops	Limited	Limited	No service	No service	No service
Right-size Program / Project Reference Structure and Staff	☑	☑	☑	☑	No service
Developing PM talent outside Delivery Services	Limited (pipeline only)	Limited (pipeline only)	Limited (pipeline only)	Limited (pipeline only)	Limited (pipeline only)
Building pipeline into PM Center	☑	☑	☑	☑	No service
PM assessments	☑	☑	☑	☑	Limited (pipeline only)

Maturing Our Services

Our Approach to Maturing PM Center Service Organization

Our approach – run as a true Consulting Service Organization - focus on the basics as a ‘Start Up’ organization and mature over time to an environment of Continuous Improvement...

DIMENSIONS	Maturity		
	‘Start Up’	‘Defined & Functional’	‘Continuous Improvement’
DELIVERY			
Staffing and Operations	Staff remain in current role Limited movement to new opps Basic Demand Model/Onboarding Define Operational processes	Workable Coaching Model Published Operations Guide Enh Res & Dem Model – leverage Tier Endmnt & focus on Opps	Operations Guide enhanced to include remainder of Del Serv Enh Res & Dem Model – lev across Enterprise PM Community
Delivery Partnerships	Comp Lead Aligned to Sol Area Tactical Staffing	Enhanced Bus Sol Area Partnerships PMC Comp Leaders extension of SA team	Tight organization integration
Services	Basic Services Standard SDLC, focus on Tier 2&3, limited Tier 1	Published Formal Services Baseline Service Metrics Enhanced Services – Framing & Sizing, Project Coordination	Matured Services Refine metrics – enhance services and operations based on results
CAPABILITY			
Job Family Management	Tiered Endorsement Process Pipeline Management Continue Job Family Gov	Publish/formalize: -Tiered Endorsement Process - Pipeline Management Mature Job Family Gov	Succession Planning across NW to Provide more opps for PMs
Capability Development	Baseline Measurement of PM Capability Level Focus on Basics around Science	Enhance Capability Scoring Process Focus on Art of PM Trend PM Capability against Productivity/Delivery Results	PM Excellence by Job Band Enhanced Pipeline Development
Strategic Alignment	Leverage Vendor Alignment Best Practices Align w/ePMO direction	Enh Vendor Strategy Share Service Model Tools/Methods with PMOC Drive ePMO direction	Embrace opps to leverage service model across Enterprise

PM Skills...Shift of Focus

Art versus Science

Skill Name	Definition
Negotiating	Can negotiate skillfully in tough situations both internal and external
	Can settle differences with minimum noise
	Can win concessions without damaging relationships
	Can be both direct and forceful as well as diplomatic
	Gains trust quickly of other parties to the negotiations
	Has a good sense of timing
Organizational Agility	Knowledgeable about how organizations work
	Knows how to get things done through formal channels and the informal network
	Understands the origin and reasoning behind key policies, practices and procedures
	Understands the cultures of organizations
Managing and Measuring Work	Clearly assigns responsibility for tasks and decisions
	Sets clear objectives and measures
	Monitors process
	Designs feedback loops into work

Building a Service Organization... Lessons Learned

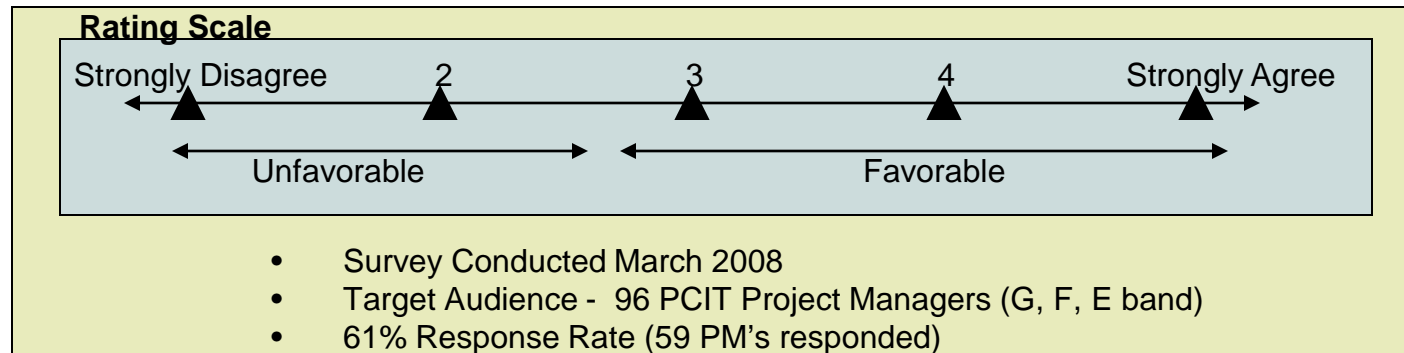
DELIVERY	
Staffing and Operations	<ul style="list-style-type: none"> •Retain Staff in current assignments to provide stability during transition •Build lite-Backoffice Support System to handle Demand/ Onboarding/ Staff Support – very important <ul style="list-style-type: none"> •Allows for Comp Leaders to spend time with staff vs tactical work •Back Office Focus on – Talent Mgt upkeep, Survey Facilitation, Contractor Onboarding/ Extensions, Allocations, Forecasting
Delivery Partnerships	<ul style="list-style-type: none"> •Align Team Structure to Single Customer Touchpoints into Service Organization <ul style="list-style-type: none"> •Helps build understanding of customer needs – demand and how to best align to Service Offerings
Services	<ul style="list-style-type: none"> •Start with very Basic Defined Services, do not over commit yourself out of the gate •Clearly state areas where there is 'No Service' provided if there is confusion from a customer perspective - add these as potential services in maturity roadmap if demand persists
CAPABILITY	
Job Family Management	<ul style="list-style-type: none"> •Leverage Capability Assessment Results to set expectations and manage promotions/ entry into the Job Family •Build basic process to handle pipeline (associates who want to join service organization)
Capability Development	<ul style="list-style-type: none"> •Set Clear Expectations with Staff - Consistent /Clear Objectives across Roles •Build/borrow method to assess and categorize capability / talent across your organization, better enables expectation setting around assignments, performance, promotions •Call out Consulting Model – differences to traditional Organizational Model within NW, set expectations around what this means as an associate up front – major cultural shift •Competency Leader ratio to staff – needs to stay in 1:15-20 range (including contractors), no more
Strategic Alignment	<ul style="list-style-type: none"> •Understand services offered at Enterprise Level – do not re-create the wheel, leverage what is available to enhance Services •Share best practices and learn from other Service Organizations

PM Center Centralization Associate Feedback

Survey Statement

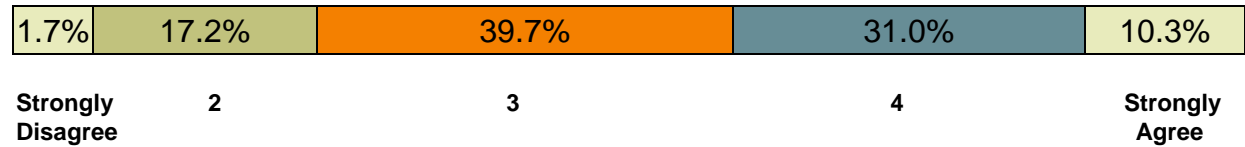
% Favorable

My understanding of expectations surrounding my role has improved.	81%
My understanding of performance aligned to expectations has improved.	78.9%
Coaching and development support from my Competency Leader as well as Peers has improved.	77.6%
Best Practice / Knowledge Sharing has improved across the PM Community.	85.9%
My opportunity for growth has improved.	84.5%



PM Centralization Feedback Survey Results

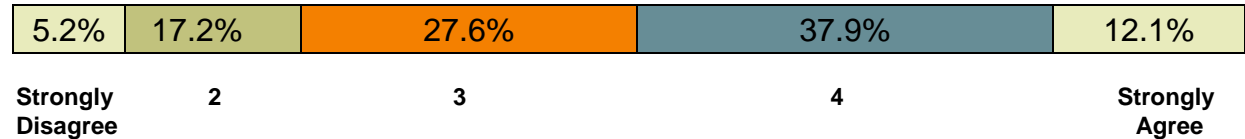
My understanding of expectations surrounding my role has improved.



My understanding of performance aligning to expectations has improved.



Coaching and development support from my Competency Leader as well as Peers has improved.



Best Practice / Knowledge Sharing has improved across the PM Community



My opportunity for growth has improved.



How does centralization really work? 😊

What every
office needs



Your turn....

