

Merritt Technology Committee

MTC Project Management Office

*A structured path to managing, delivering & tracking
Merritt Technology Solutions*

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What is the purpose of a Project Management Office (PMO)?

- Definition - A **project management office (PMO)** is a group – internal or external to a company – that sets, maintains and ensures standards for **project management** across that organization. **They**'re the keepers of best practices, **project** status and direction – all in one spot.
- A successful **PMO** ensures your company is working on the right things by prioritizing work based on corporate strategy. It also enables the transparency of **important** Key Performance Indicators (KPIs) along with budgets and resources. This ensures the right projects are implemented within budget without overburdening employees

What type of PMO will we need at Merritt College

- Supportive PMO, Controlling PMO or Directive PMO ?

1) Supportive PMO: Functional Managers as PMs

Supportive PMO's act as a repository to your organization's projects. It supplies templates, best practices, training and keeps track of lessons learned. These have a very low degree of control in projects. You can adopt this if your organization has a functional or weak matrix type.

In functional or weak matrix organizations, project managers have very little control. Functional managers manage virtually all activities, and the budget is under their sole control. Project managers are generally in project expedition or project coordinator roles. They collect, document and store the project activities in the organization's assets library.

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2) Controlling PMO:- PMO functions as an auditor - PMs and Functional Mgrs share management of budgets

Controlling PMO's act as the auditor of the company. They check whether organizational tools, processes, and standards are applied in projects. They have a moderate degree of control in projects, they are well suited to an organization with a balanced matrix model.

In balanced organizations, project control is shared among functional manager and project manager. They manage the project activities and budget together. Controlling PMO's check whether the processes, tools, and standards are being applied or not. Corrective actions are taken in case of problem in application or efficiency of processes, tools, and standards.

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3) Directive PMO: The Project Manager controls the budget and directs work to get done (Similar to AEKON @ Peralta)

As the name suggests, Directive PMO's manage and have a high degree of control in projects. They are suitable for an organization that is a strong matrix or projection type.

In strong matrix or projectized organizations, the project manager controls the project. The ultimate authority in relation to the project lies with the project manager. Directive PMO's take complete control of all the projects executed within the organization.

How will the Merritt PMO work with MTC & PCCD/IT?

- PCCD is in the process of upgrading to PeopleSoft Campus Solution v9.2
 - Business Units will make the business case and get projects authorized and funding allocated
 - MTC will initiate the PMO to manage and track all Merritt College projects and work with PCCD/IT on implementation and testing
- Key differentiation between MTC and Merritt PMO
 - MTC is for Governance Group overseeing the MTC Technology Plan
 - PMO is the management group for Merritt projects. It uses best practices, tools & standards to measure, prioritize, schedule or track projects?
 - PMO decides on tools for project portfolio and/or task management
 - PMO manages and mitigates pre-assessed risks
 - PMO ultimately delivers to project goals/objectives?

Where are the GAPS in Ph2 delivery @ PCCD?

- **People**

- Who is Accountable for PeopleSoft Upgrade Success/Failure at PCCD?
How are colleges being included in the upgrade project ?
- Have testing teams been established @ District and @ each College?

- **Processes**

- Are stakeholders actively involved in the PS9.2 Ph2 project delivery?
- What core processes are in place for managing *Workflow Automation* implementations as part of the PeopleSoft 9.2 upgrade @ District?
- Project Management - What is the preferred PCCD project approach (agile or waterfall), are risks assessed, what mitigations are in place?
- Are test scenarios with specific use cases created by the business unit or is a dedicated project team in place for an agile sprint approach?

Next Steps

- Merritt Technology Committee to decide on
 - 1) Merritt PMO People: could be formed from members within the MTC and others from outside the MTC including student interns
 - 2) Merritt PMO Processes: will help with requirements gathering, workflow automation, use case definitions and/or testing?
 - 3) Merritt PMO Resources/Budgets: Annual budget for PMO group of people, processes and tools for to initiate and manage projects from beginning to end (in production).
 - 4) Merritt PMO Oversight - the MTC will have the PMO as part of the Merritt Technology plan and have oversight on the structure, but the PMO's project managers will execute/report on projects.