What is a World Class Program Management Organization?

Panel Discussion

April 30, 2014

Background

- **Started as an internal company discussion**

- **Found other organizations were also examining this question**

- **Interviewed several organizations (companies and agencies) to determine what makes up a world class PM organization**

  – This is not a PMO discussion but an organizational discussion

What organizations were interviewed?

- **Department of Homeland Security (DHS)**
- **NASA**
- **Bechtel**
- **Lockheed Martin**
- **URS**
- **United Technologies**
- **Raytheon**
- **L-3**

My apologies if your organization was not interviewed

Panel

- **Beth Anne Killoran (DHS)**
  - Director, Enterprise Services Development Office
- **Jerry Charlow (Raytheon)**
  - Vice President, Program Management Excellence
- **Jim McNeely (Battelle)**
  - Vice President, Program Management Operations
- **Sandra Smalley (NASA)**
  - Director, Engineering & Program Management Division
- **Tom Carney (Lockheed Martin)**
  - Vice President, Program Management Policy and Controls

- **Overall Characteristics of a World Class PM Organization**

- **Deeper dive into:**
  - Policy/process
  - Tools
  - Training
  - People

Excellence in project management by <u>consistently</u> (not perfectly) delivering to clients within budget, on schedule, and meeting project performance as contracted at the same time satisfying the company's fiduciary responsibilities

Characteristics

- ## Leadership

  - Senior leadership has to openly commit to program management and demonstrate that commitment to the staff.

  - The organization has to have clear goals and a supporting framework to support program management.

  - A PM **culture** needs to be ingrained in the organization and driven from the top.

- ## Role of PM

  - PM plays critical, leading role in executing the business.

  - PM is a distinct discipline with the project manager in charge of the project.

  - PMs are given all the authority and resources to deliver and succeed.

  - PMs are held **accountable.**

Deeper Dives

- **Policy & Process: Compliance to policy and a standard, but flexible, process across the organization**

- **Tools: Use of common program management tools across the organization**

- **People:**

  – A minimum set of training requirements for project managers. Also includes training "people" skills for intermediate and advanced program managers

  – A project management certification program is also used to improve program management performance.

- **Metrics: Industry uniformly uses P&L as one of the quantitative measures of assessing a program manager's performance**

The IPMD thanks those that participated in the interviews and this panel discussion

QUESTIONS