

Current State Assessment IES Project Management Practices

Executive Summary

This study was conducted to establish a baseline against which future performance can be measured. It was also intended to obtain feedback and suggestions on current practices to help improve PM application from practitioners and senior management. The study focused on current practices in five major areas of PM maturity assessment including: policy and standard methodology, documented planning process, use of project management software tools, training and competency development, and established structure and support.

The result of this baseline study shows that the Office of Innovations and Solutions currently practice enterprise-wide Project Management at Project Management Maturity Model (PM³) level 1. At PM³ level 1, the organization is practicing Project Management in an ah-hoc manner. The study found that IES does not have any established documented **repeatable processes and has no formal PM policy**, both of which are required features of level 2, just as in the FAA iCMM. Individual projects teams adopt different methods in managing their projects with some leaning more towards PM³ level 2 than 1.

- ✚ IES-1 needs to issue and enforce a project management policy that will require the use of an IES standard PM methodology.

Most projects in IES currently do not have **formal project plans and schedules**. It was found that managers do not have the necessary skilled resources to develop and maintain project plans and schedules. Managers will be willing to adopt PM principles only if help is provided for them to develop project schedules and integrated project schedules.

- ✚ Each project in IES must be assigned to an individual scheduler to create and manage the schedules for the respective projects. IES management team may choose one of two models presented in this report.
- ✚ Implement an integrated scalable project management system that can provide the capability for project/program coordination.
- ✚ Provide training and explain benefits of standard Project Management practices to managers and employees.

The survey found that most project schedules are not developed or managed with project management **software tools**. In projects where PM software tools are used, some of the users do not have formal PM basic training and PM software tools training.

- ✚ Provide basic Project Management training and relevant software application or tools training tailored to all categories of IES employees.
- ✚ Adopt Primavera suite as the primary IES Integrated Enterprise Project Management System (IEPMS) to provide the capability for project/program coordination.

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In terms of **PM competency development and training**, most managers were found to have undergone basic PM training. However, the need for refresher courses was overwhelmingly emphasized by all survey respondents.

- ✚ A competency development plan should be developed to provide various levels of PM training to all IES employees. Management needs to exercise caution in requiring PMP® certification for positions.
- ✚ Provide training sponsorship to employees who are currently interested in pursuing the PMP® certification. Provide tailored competency development up to PMP® certification to satisfy various levels of practitioners. The PMST/G should create and maintained a project management skills database for effective resource management.

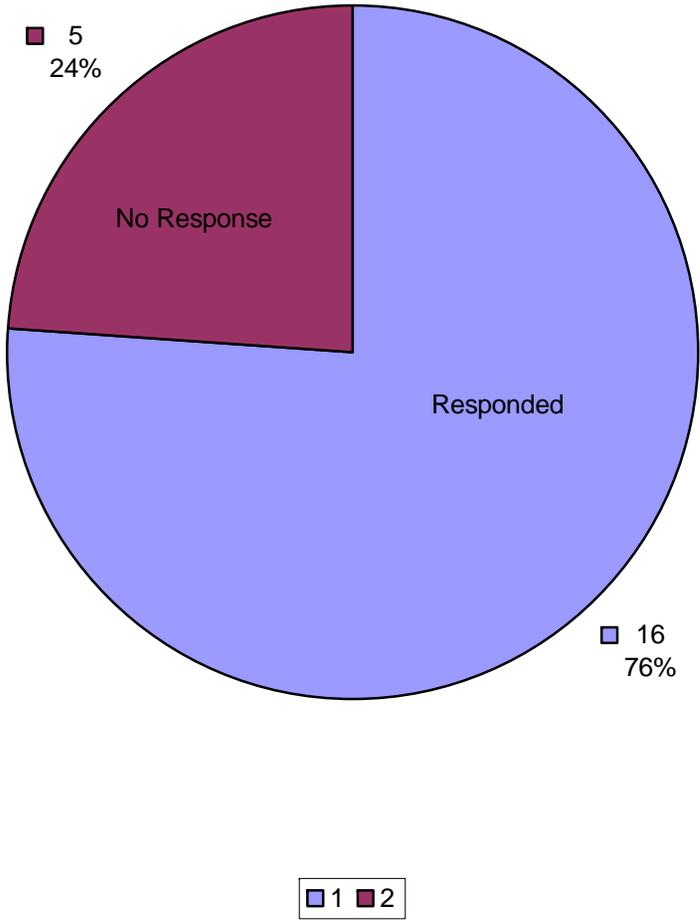
The study found that IES currently has a weak matrix **structure** which is capable of supporting effective Project Management implementation only if all employees in the organization understand and appreciate their individual and collective roles. The study also found that some employees do not understand or do not agree with their roles and responsibilities.

- ✚ IES-1 needs to formally establish a PM structure by adopting the Project Management Support Office Model (PMSO).
- ✚ The Project Management Support Team/Group should be responsible for and capable of providing all IES PM expert support needs. Visibility and authority to perform effectively is of critical importance for a successful value added implementation.
- ✚ IES-1 needs to formally designate Project Management roles and clarify responsibilities.
- ✚ Provide training sponsorship to employees who are currently interested in pursuing the PMP® certification.

Considering the current ATO direction as a performance based organization, the need for measurements have become more critical than ever before in demonstrating value to customers and sponsors. Therefore, IES management and employees need to change the current culture of ad-hoc PM practices to a more deliberate application of standard Project Management principles to project activities.

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Survey Response Rate



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Relative Y/N Response Analysis

