

Current State Assessment  
 IES Project Management Practices  
 Matrix Format

Assessed Category	Current State - Findings	Recommendations
Policy and Standard Methodology	<p>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 (PM<sup>3</sup>) level 1. At PM<sup>3</sup> 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 PM<sup>3</sup> level 2 than 1.</p>	<p>IES needs to issue and enforce a project management policy that will require the use of an IES standard PM methodology.</p>
Formal Documented Planning	<p>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 plans, project schedules and integrated project schedules.</p>	<p>Each project in IES must be assigned to an individual scheduler who must create and manage the schedules for the respective projects. IES management team may choose one of two models presented in this report.</p> <p>Implement an integrated scalable project management system that can provide the capability for project and program coordination.</p> <p>Provide training and explain benefits of standard Project Management practices to managers and employees.</p>

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<p>Use of Project Management Tools</p>	<p>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.</p>	<p>Provide basic Project Management training and relevant software application or tools training tailored to all categories of IES employees.</p> <p>Adopt Primavera suite as the primary IES Integrated Enterprise Project Management System (IEPMS) to provide the capability for project and program coordination.</p>
<p>Training and Competency Development</p>	<p>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.</p>	<p>A Competency Development Plan should be designed to provide various levels of PM training to all IES employees.</p> <p>Management needs to exercise caution in requiring PMP® certification for positions.</p> <p>Provide training sponsorship to employees who are currently interested in pursuing the PMP® certification.</p> <p>Provide tailored competency development leading to PMP® certification as needed to satisfy various levels of practitioners.</p> <p>The PMST/G should create and maintain a project management skills database for effective resource management.</p>

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<p>Established Project Management Structure</p>	<p>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.</p>	<p>PM must be positioned at such a level to obtain the visibility and authority it needs to perform effectively and be successful in adding value to the organization.</p> <p>IES needs to formally establish a PM Support Team/Group by adopting the Project Management Support Office Model (PMSO).</p> <p>IES needs to formally charter or establish the PM Lead role with adequate authority and support to implement the IES Project Management initiative.</p> <p>The Project Management Support Team/Group should be capable of and responsible for providing all IES PM expert support needs.</p> <p>IES needs to formally designate Project Management roles and clarify responsibilities.</p>
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