



Case Study: A Fast-Track PMO Implementation Rescues Troubled Projects and Improves Customer Satisfaction

Industry: Worldwide Staffing and Recruiting Services

Services Provided: PMO Implementation Services that included: PMO, PM Maturity, PPM, and Project Manager Competency Assessments; PM Methodology Customization and Deployment; PPM Tool Requirements Definition/RFI Development; Resource Management; PMO Metrics Development; PM Process Workshops and Training, Project Health Checks, Coaching/Mentoring, Advisor to Senior Management

Company: One of the largest privately-held staffing companies in the United States, the client's team includes more than 8,000 internal employees and 90,000 contract employees working with customers around the world.

Challenge: While the client's core business growth is phenomenal, they are also diversifying into new industries, such as health care. This growth puts tremendous strain on IT resources supporting the growing list of projects, from business-critical IT infrastructure to meet the ever increasing demands of business growth. System enhancements are under way to standardize business practices across newly acquired business units. The CIO's vision for the future of IT includes improved performance in delivering projects, while maintaining costs and holding staffing levels to the absolute minimum. Implementing a PMO seemed a logical approach to achieving this vision.

Solution: After an unsuccessful first attempt at implementing a PMO, the Company then turned to PM Solutions' expertise in establishing PMOs for very diverse clients over a wide range of industries. PM Solutions utilized a PMO Implementation Model developed over many years of experience. After conducting an assessment of existing levels of project management maturity and competency, the PM Solutions team converted their findings into actionable tasks grouped by actions to be taken in the short term for immediate gains, along with mid-term and long-term tasks. They customized a project management methodology for the client's business climate that comprised traditional project management, agile project management and the touch points between project management and SDLC (Software Development Life Cycle) methodologies. Culture change was sparked through the establishment of PM Workgroups and other professional training, performing project reviews and project health checks, addressing the need for a project governance structure, and implementing systems for improving project portfolio management and resource management/planning. Finally, metrics were introduced so that resulting gains in project performance and productivity due to the PMO implementation could be tracked.

Result:

Within six months, PM Solutions delivered a PMO with industry-standard functions, including a project management process methodology, resource management, and programs for project management training, coaching and mentoring. In addition, PM Solutions assisted the Company with the software selection process for a project portfolio management tool to address portfolio and resource management. The resulting visibility into projects allowed the client to identify those projects in need of corrective action and immediately implement project recovery strategies. All projects flagged as "red" by the new project status reporting system, valued at more than \$13 million, were recovered. These successes significantly improved

project manager morale as well as project performance and customer satisfaction.

Because of these results, the Company also added a PM Solutions Program Manager to one of the more troubled IT projects. The project was experiencing severe scope creep, was not adhering to the project schedule, and was in danger of going over budget. Within four weeks, the PM Solutions Program Manager, working closely with the client's project managers, was able to turn the project around, meeting project deliverable dates while keeping the project within budget. PM Solutions continues to partner with the Company to support the successful execution of this multi-year project.

Value Delivered

In just six months, a fully-functional PMO was implemented including Project Portfolio Management tools. The resulting visibility into projects allowed the client to recover 100% of the troubled projects in a portfolio valued at approximately \$13M, while significantly improving project manager morale as well as project performance and customer satisfaction.