PMO of the Year Award



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Table of Contents

Introduction 3

2015 PMO of the Year: Navy Federal Credit Union
ISD Project Management Office 5

- Finalist: Symcor Enterprise Project Office 11
- Finalist: Ticketmaster International PMO 15

PMO of the Year Hall of Fame: 2006–2014 20

About the PMO of the Year 21

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Introduction

Best-in-Class PMOs Leverage Technology to Improve Services

Increasingly, PMOs form the nexus between executive decision making, project execution, and stakeholder input.

This year's PMO Symposium, where the PMO of the Year Award is presented, focuses on Portfolio Management and there could not be a more apt set of finalists to display how, using technology as an enabler, companies can close the gaps between strategy and projects. The winner and each of the finalists have successfully made a seat for the PMO at the strategy table, and utilize the power of PPM tools and processes to help their companies make wise investment decisions.

In addition, these companies are leveraging the constantly-improving resource management tools inherent in portfolio management tools, along with learning and development processes tailored to their industries and corporate settings, to address the resource management issues that have long presented project management practitioners with some of their most intractable problems.

This year's pool of finalists was unique in the history of the award in that all of them are focused on delivering technology-driven services, either to individual consumers or B2B. Navy Federal Credit Union, 2015's winning PMO, places customers first in processes designed to streamline access to funds and credit for military personnel. With a laser focus on customer needs and flexible processes for delivering new products and services, the Navy Federal ISD PMO has kept initiatives of practical use to their members at the top of the priority list. The Instant Card Issuance project described in their award documents offers a great example of moving from customer need to strategic execution "full speed ahead."



In our finalists, Symcor and Ticketmaster International, we also see case studies of another key PMO trend that has been identified by the biennial PM Solutions Research studies, The State of the PMO. These PMO leaders have established strong working relationships with top executives, based on the value the PMOs offer to the overall organization.

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Introduction
(continued)

Increasingly, PMOs form the nexus between executive decision making, project execution, and stakeholder input. The responsibility of such a position, in the PMOs described here, could not be placed in more capable hands.

Congratulations to Navy Federal Credit Union, Symcor and Ticketmaster International for their achievements – and for the role such PMOs play in bringing recognition to project management practitioners.

Jeannette Cabanis-Brewin
Editor in Chief
PM Solutions Research
November 3, 2015

Stop by the Strategy & Projects blog to read interviews with the directors of this year's winner and finalists.

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Navy Federal Credit Union

ISD PROJECT MANAGEMENT OFFICE

PMO of the Year 2015

Full Steam Ahead: Navy Federal's ISD PMO Puts Power behind Major Initiatives

Military personnel have special needs when it comes to financial services; the soldier or sailor being deployed who misplaces her debit card can't wait a week to receive a new one in the mail. To respond to this unique challenge, in 2014, Navy Federal Credit Union — the world's largest credit union, with over 5 million members — relied on their Information Services Department's Project Management Office (ISD PMO) to manage the creation and rollout of a new system for issuing debit cards. The Instant Card Issuance (ICI) project did more than serve Navy Federal's mission of "serving members where they serve" — it produced tangible financial benefits for the organization. The case study of the ICI was the centerpiece of a PMO of the Year Award application that impressed PMI's panel of judges and won Navy Federal the top spot in this year's competition.



Attendees at the Sept. 2015 PM Forum, a monthly event sponsored by the NFCU PMO.

FROM FORMULA TO FLEXIBILITY

Chartered over 80 years ago, Navy Federal has long been recognized for its outstanding member service and passionate employees, who are dedicated to serving the military and their families. This mission drives Navy Federal's Information Services Department (ISD) Project Management Office (PMO) to demonstrate its commitment to members through a results-oriented culture of excellence in project, program, and portfolio management practices and delivery. The PMO works on a portfolio of over 150 essential IT projects. These projects result in new or

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Navy Federal Credit Union *(continued)*



changed products, services, environments, processes, and other value-adding business objectives. Recently, Navy Federal has experienced robust growth, with membership growing 25% from 2012–2014. The PMO's growth kept pace with an increase of 42% in the number of annual projects managed during the same period. The Project Management team, formed in 2010 with only five employees, grew into a formal PMO with over 120 employees and contractors.

During this period of growth, the IT organization stressed the adoption of and adherence to formalized delivery practices and processes. This heavy emphasis on process and a one-size-fits-all approach to projects began to create a culture in which project leads focused on administration, process execution, and task management, rather than the leadership talent and skills they had to offer. Process compliance is important but can be carried too far, particularly on new product development projects, where emergent issues and unforeseen opportunities require an entrepreneurial approach to goal achievement. Feedback from both business and IT began to highlight a desire for less focus on process and more on leadership and partnership, and for a deeper understanding of customers' businesses. As the PMO was formalized in 2014, the project management function also saw increased demand for measurable results on initiatives.

PMO leadership led the charge to drive value by focusing on the measurable behaviors needed to deliver projects with speed and reliability while forging lasting relationships. To support the organization's growing demands, the PMO has been tailored to accomplish organizational change in an environment with tenured key stakeholders, mature relationships, and defined responsibilities and expectations. To complement this legacy and position project and program managers for success, PMO leadership makes a concerted effort to drive improvements by addressing specific capabilities such as staff development, contractor support, process improvement, actionable metrics and reporting, financial controls and tools, with a heavy focus on strengthening relationships between ISD and the Navy Federal business units.

Navy Federal's level of trust in their project management function can be seen in the roles played by the PMO. The PMO VP reports to the Deputy CIO, and is a part of the departmental leadership and Project Prioritization Team, which feeds into the IT Governance and Strategic Planning Group (SPG) committees. The strategy planning process, which includes corporate project/program prioritization and funding, is governed by the SPG, which comprises the senior executive team. The PMO is part of the Project Prioritization Team (PPT), which consists of Navy Federal executive management. ISD's Account Management team works with the various PPT representatives to derive a list of new initiatives to be considered for the upcoming year's prioritization.

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Navy Federal Credit Union *(continued)*

Our accomplishments have been made person by person, and we never lose sight of the members we are serving.

— Kristin Earley, Assistant Vice President, Project and Program Management Team

Portfolio analysis and prioritization is governed by the Project Prioritization Team (PPT) with oversight by the Strategy Management Division. This group meets bi-weekly to review the portfolios and make decisions on scope changes and exceptions to the planning process. The PPT facilitates the prioritization, execution, and monitoring of strategic initiatives as defined in Navy Federal's Strategic Five Year Plan across four IT portfolios: Strategic, Compliance, Tactical, and Infrastructure. The PMO provides significant input for PPT review in the areas of project health, emergent risk, benefit realization, scope governance, resource capacity usage and demand management. The portfolios are recalibrated as needed to accommodate emergent requirements (such as compliance concerns or technology developments).

The PMO is divided into two groups: the Project and Program Management team, which focuses on managing all aspects of project delivery, from the identification of resources to coordinating cross-project dependencies, and the Performance and Optimization team (P&O), which drives enhanced accountability and optimization in ISD's planning and execution of technology portfolios by leveraging analysis, metrics, and reporting. This includes services such as Capacity and Resource Management, Proposal and Estimation Management, Technology and Portfolio Planning, PPM Ownership, and the management of Technology Portfolio Metrics, KPIs, and Annual KPI Validation, including Best Practices and Benchmarking. P&O provides extensive reporting, data standards, and benchmarking to demonstrate the results of all ISD project resources and drives improvements based on data reporting and analysis. It works closely with departmental leadership and the enterprise in the annual planning process to provide project capacity data and forecasting.

A FOCUS ON TALENT

Navy Federal has a strong commitment to employees; it has ranked as one of *Fortune* magazine's 100 Best Companies to Work For® five times in 2008–2014. The PMO staff benefits from this people-focused management style: the PMO has grown and developed in-house expertise and champions of the project management discipline to manage its 2015, $205-million portfolio, with balanced use of external consulting. The PMO has incorporated numerous best practices and standards to support better performance and success, including a structured career path that ranges from the Level 1 apprentice PM to Level 4 Program Manager, as well as a Project Coordinator track and intern program. Navy Federal offers a robust corporate tuition reimbursement program and annual employee training budget. Additionally, the PMO encourages continuous learning and skills development by offering numerous in-house trainings, facilitating a PM Community of Practice and hosting a monthly PM Forum featuring internal and external speakers.

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Navy Federal Credit Union *(continued)*



Kristin Earley, Assistant Vice President, Project and Program Management Team

In 2015, after attending the 2014 PMI Symposium, the PMO ramped up efforts around talent management strategy. This multi-year effort will transition the group to become more intentional in assigning staff, aligning staff with the appropriate initiatives based on skills and competencies, and developing comprehensive talent management tools (i.e. skills inventory) for input and management of these assignments.

In addition, the PMO works to address the resource management issues that often plague projects. A project and program management tool is established with time tracking for all ISD resources with resource pool management in place. The P&O group monitors and forecasts all resource usage. This system feeds data to the comptroller for the purpose of IT financial planning and management.

Says Assistant VP of the Project and Program Management Team, Kristin Earley, "Navy Federal has one of the most talented group of Project and Program Management professionals I have worked with, and I am incredibly proud of the work we do to demonstrate our commitment to members through our project delivery and leadership. We continue to take on larger, complex projects and programs, and being able to consistently deliver on these successfully is rewarding for everyone involved. I can remember several years ago when we were launching the first program and the concerns we had about that massive endeavor. Now we have over 15 programs running concurrently and over 100 projects worked on this year."

INSTANT CARD ISSUANCE: EXCELLENCE IN ACTION

Of the many projects that the PMO led in 2014, the deployment of the Instant Card Issuance (ICI) system stands out as a significant strategic initiative with an immediate, positive outcome for both the credit union and the military families it serves. With the capability to instantly issue VISA® Check Cards, members no longer had to wait up to 10–14 days to receive a card by mail. ICI was an ideal solution for service men and women who were being deployed, as well as their loved ones who remained home and managed their finances while they were overseas. The Savings and Membership Department relied on the PMO for support in delivering this key initiative.

The corporate Project Prioritization Team prioritized ICI so that resources were available and full management and executive support was available to remove roadblocks as needed. A series of phases was designed to implement prioritized functionality first and managed interdependencies with other projects and systems while engaging multiple business units across the credit union. Coordinating this effort meant introducing new technology and hardware at every branch across

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Navy Federal Credit Union *(continued)*

You can do what? Did I hear you right? You're kidding!

— Customer overheard at the Naval Station Norfolk branch, on the first day of the ICI program rollout.

the globe, coordinating the accompanying logistics and training over 3,000 Branch Operations employees on its use.

The project team structured a pilot phase to deploy the solution to nine test branches, identify best practices and lessons learned, and then deploy the system to over 250 branches across the globe. The full rollout of ICI capability to every Navy Federal branch began in July and was completed in December 2014.

Deploying ICI functionality to over 250 branches worldwide in a six-month period was no small feat, and the PMO played a critical role by acting as the "glue" that held the effort together: vendors, multiple business units, and building a strong team that was dedicated to the end result. The project manager worked with the business units to ensure that business requirements were understood and with the vendor and internal technical team to map them to system requirements.

With over 1 million cards issued since production, the Instant Card Issuance project strongly supported Savings and Membership Division's goal to increase and retain membership while providing excellent member service. Instant card replacement prevents members from using an alternative card while the replacement is being processed, resulting in "top of wallet" status for Navy Federal debit cards, with important business impacts. Instantly issued cards:

- are used over five days faster than centrally issued (mailed) cards
- are used, on average, seven more times a month
- have a 40% higher active rate.

Instant Issuance is a significant strategic differentiator for Navy Federal, providing members with the option to receive a ready-to-use, personalized VISA® Check Card within a few minutes of enrollment and opening a checking account. This service also supports member requests for issuance of replacement cards. If a member is unable to visit a branch or prefers the card to be delivered, the existing process by which a new debit card is mailed to the member's location continues to be in service.

The ICI project is a perfect example of how the PMO serves as a critical partner to lead initiatives with the business units while leveraging project management standards, corporate goals, and vision to support value delivery aligned with business needs. The PMO's focus on strong leadership, business understanding, creativity for flexible and rapid delivery, as well as extensive change management and communication plans, also played a key role in the success of this major initiative for Navy Federal.

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Navy Federal Credit Union
(continued)

LOOKING AHEAD

Ongoing changes in the PMO's delivery practices include using software development methodologies such as scrum and incremental agile approaches, as well as empowering project managers to approach project delivery creatively and to value flexibility, collaboration, continuous improvement, and early delivery of prioritized business value. This significant amount of change is being adopted incrementally to minimize impact on both project managers and business partners.

The PMO promotes empowerment of the PM group to approach projects with a collaborative spirit, both internally and with stakeholders, even while tightening scope management through an enhanced PPM change management process. Collaboration ties into the alternative delivery approaches and focuses on business value, all of which require changes across IT and business units in parallel. With the PPT leadership sponsoring these changes, a viable organizational cultural shift can ensue. The results will provide the PPT the needed environment and oversight to focus on delivering prioritized business value.

The following priorities were established for the Navy Federal PMO to provide areas of focus for the changes within the organization.



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Symcor

ENTERPRISE PROJECT OFFICE

Finalist

A Strategic EPO Links Project Execution and B2B Customer Satisfaction

Though we don't often think about it, the simple everyday task of writing a check is today supported by a sophisticated network of technology products and services. In Canada, this year's PMO of the Year finalist Symcor is the quiet engine behind the scenes of much that consumers take for granted about their banking experiences. Serving nearly all the major chartered banks (85% of the market), Symcor provides outsourced check processing, payment processing, statement printing, ATM transactions, and the like. When it comes to keeping our money flowing smoothly, only "flawless execution" will do, and this is what Symcor promises to its customers.

Naturally, in a B2B company, customer satisfaction is of primary importance. Symcor measures client satisfaction on an annual basis through its CSAT Survey. This provides united feedback from all clients on various areas of project execution and is a good measure of the effectiveness of continuous improvement initiatives. In 2011, Symcor realized that client satisfaction (CSAT) was decreasing, which



Standing (l-r): Mark Rudmik (Program Manager), Liana Yeo (Program Manager), Savio Vaz (Associate Director), Louis Kan (PCO), Thiru Rajagopalan (Program Manager). Eric Hu (PCO), Lucio D'Costa (Program Manager), Gaitrie Chetram (Technical Consultant), Hugh Murray (Associate Director), Matt Raffi (Process Engineer), Nick Stamatakis (Technical Consultant), Ned Krsikapa (Program Manager), Iffat Azam (Resource Analyst), Rajpreet Multani (PCO), Dennis Taylor (Program Manager), Tara Macpherson (Technical Consultant), Juan Contin (PCO)

Sitting (l-r): Haresh Desai (VP, EPO), Rory Macleod (Associate Director)

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Symcor
(continued)

The EPO has provided the discipline that enables improved execution with delivery of over 95% of projects on-time and within budget. This has resulted in an improvement in our client satisfaction by more than 38% over the past 5 years. At its onset, the EPO facilitated a project prioritization process identifying and eliminating projects with low ROI allowing a focus on initiatives which added business value to the organization. Over the years, the EPO has evolved and developed its Program Management capability, which has guided the organization to deliver large complex multi-year projects with a high level of precision and certainty. These processes are part of Symcor's performance excellence culture and have positioned us in the right quadrant for growth.

— Chameli Naraine, President and CEO of Symcor

was a risk to client retention and new business growth and that a key contributor to the decline was that project success was unacceptably low. As a result, the Board of Directors had lost confidence in Symcor's ability to execute projects, which inhibited investment into new products and services.

These concerns resulted in the founding of Symcor's EPO. Prior to the establishment of the EPO, project execution was inconsistent among LoBs. This caused inconsistencies for sponsors and governance and was also observed by clients, resulting in a lack of confidence in Symcor. To achieve consistent project execution across the organization, the EPO Gating Framework was introduced. This framework did not replace any existing processes/methodologies, but rather was introduced to serve as an overarching framework for projects from intake to closure while binding underlying processes (e.g. software development, operational development, etc.) with the objective of providing consistent delivery. Through the introduction of funnel gates between project phases, the EPO also gained control of project delivery ensuring that required deliverables, risk and issue management, financial spend, and stakeholder engagement were all property managed.

Reflecting its strategic role, the EPO reports directly the CEO. It is responsible for projects and programs across the organization and is funded at the corporate level. As a governance body,

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the EPO manages "the funnel" that feeds the project portfolio: all go through an appropriate due diligence process (up to and including proof-of-concept in some cases). All investments are aligned to key corporate strategies that are embedded in all performance agreements.

The Program Management Team within the EPO manages execution on large (>$2M) and complex programs. The programs typically include initiatives that cross multiple groups or lines of businesses and involve a high level of client interaction. The value of the portfolio of projects under the purview of EPO is approximately $260M.

The CSAT survey provides high-level feedback once per year, but does not give timely feedback on individual projects. To ensure that client satisfaction is addressed at a more granular level, a Project Client Survey was implemented in 2012. The Project Client Survey is completed by clients at the end of each project phase and gathers feedback regarding the key client-facing deliverables and activities that were conducted. This allows sponsors and senior management to proactively direct projects as they execute and has proven to be an accurate leading indicator of the annual CSAT Survey. Furthermore, the Project Client Survey has become an effective tool to highlight areas of future improvement for all areas of the EPO.

THE RESULTS?

Symcor's CSAT scores for project execution increased 20% over a two year period — 11% in 2012 and 9% in 2013. Project success rate has gone up from 55% in 2011 to 96% in 2013. This has increased the predictability of when the projects will actually finish, what they will cost, and what they would actually deliver. For billable projects, Symcor's return on each dollar of cost has gone up from -30% in 2011 to +27% in 2014.

In addition to these metrics, there have been significant cost reductions. The EPO led an initiative that resulted in a net cost reduction of $32M in 2010 and an overall cost reduction of $72M over three years. This was achieved via:

1. Project prioritization (identifying and stopping all projects with weak or no ROI)
2. Realignment on management span of control
3. Staffing to volume of incoming work
4. Process efficiencies (at 5% per year or higher}

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Symcor
(continued)

Prior to the existence of the EPO, Symcor also had multiple challenges with respect to reporting. With the EPO, Symcor's Senior Management team gets a monthly update on:

1. Overall investment portfolio and spend
2. Top 10 projects/programs within the organization
3. Resourcing and how it links back to our fiscal plan and forecast
4. Top client projects
5. Upcoming projects (Funnel)

This has allowed the top executives within the organization focus on areas which need attention and move initiatives with strategic importance ahead of others as needed.

And "the journey is not yet finished," according to Haresh Desai, Vice President, EPO. Along with a program of continuous improvement in project management processes internally, the EPO plays a role in helping the company meet new strategic challenges. For example, Symcor's long-standing success in providing outsourcing services to the country's major chartered banks has provided the foundation for expansion into servicing major companies in the retail and telecommunications sectors.

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Ticketmaster International

PMO

Finalist

That's the Ticket! Merging Strategy and Portfolio Management Helps Ticketmaster Succeed

If you have bought a ticket to any show, concert, or game pretty much anywhere in the world outside the US, you have likely been the beneficiary of the work being done by Ticketmaster International's PMO. The need for a strategic PMO was recognized in 2010 when Ticketmaster merged with Live Nation. Gerry McDonnell was put in charge of the Ticketmaster International PMO and made part of the Ticketmaster International Executive team with the objectives of "joining up the ends" between departments, processes, and strategy; controlling the delivery of projects; and gathering and producing good information to inform good business decisions. With an enterprise-wide mandate to become "an independent and objective voice of truth," the Ticketmaster International PMO is an independent executive function responsible for managing the strategic planning process and delivering all Ticketmaster International projects. The PMO currently has a budget of US$2.3M and comprises five departments: Software Projects, Implementation Projects, Business Analytics Projects, Process Improvement Projects, and a central governance and support function.



The Ticketmaster PMO team (the portfolio team, including Project Managers).

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Ticketmaster International *(continued)*

When setting up the PMO, Ticketmaster International did not look for a "one size fits all" approach and methodology as it simply wouldn't work with their spectrum of projects. Instead, they created a set of guidelines — not rules — encompassing the most important aspects of project management, from planning and estimation to communication and closure, to guide the Project Managers (and their teams) in how Project Management techniques and standardized approaches should be used.

With a streamlined, value-driven and measureable business request, the PMO wanted to communicate the value being enabled and highlight risks and issues to stakeholders as early as possible. Historically, transparency within such a large international organization had been a problem. With this in mind, the PMO developed the "Weekly Report" template which would update stakeholders with all relevant information in one page. Showcased on this report is the project's overall status, progress against planned metrics, risks, dependencies, and a summarized commentary.

On the talent management side, a career path for project managers is clearly defined, from Associate to Manager to Senior to Director. Quarterly Performance Development Reviews ensure members of the PMO understand what they need to do to progress. Time is made available for staff to attend conferences and events, and team members are encouraged to present at weekly team meetings to share knowledge. Employees are encouraged to obtain qualifications that best demonstrate their competence in their specialist area. The PMO has PMP, PRINCE2, Lean, Six Sigma, and Agile practitioners. The PMO holds an annual conference to allow all Project Managers to come together to share knowledge, receive training, and hear from key speakers on the strategic objectives for the upcoming year. It also provides a welcome opportunity for the geographically diverse team, scattered over 13 markets around the globe, to socialize.



Ticketmaster employees being trained in Agile techniques. The employees are not members of the PMO but from other areas of the business.

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Ticketmaster International *(continued)*

THE RESULTS

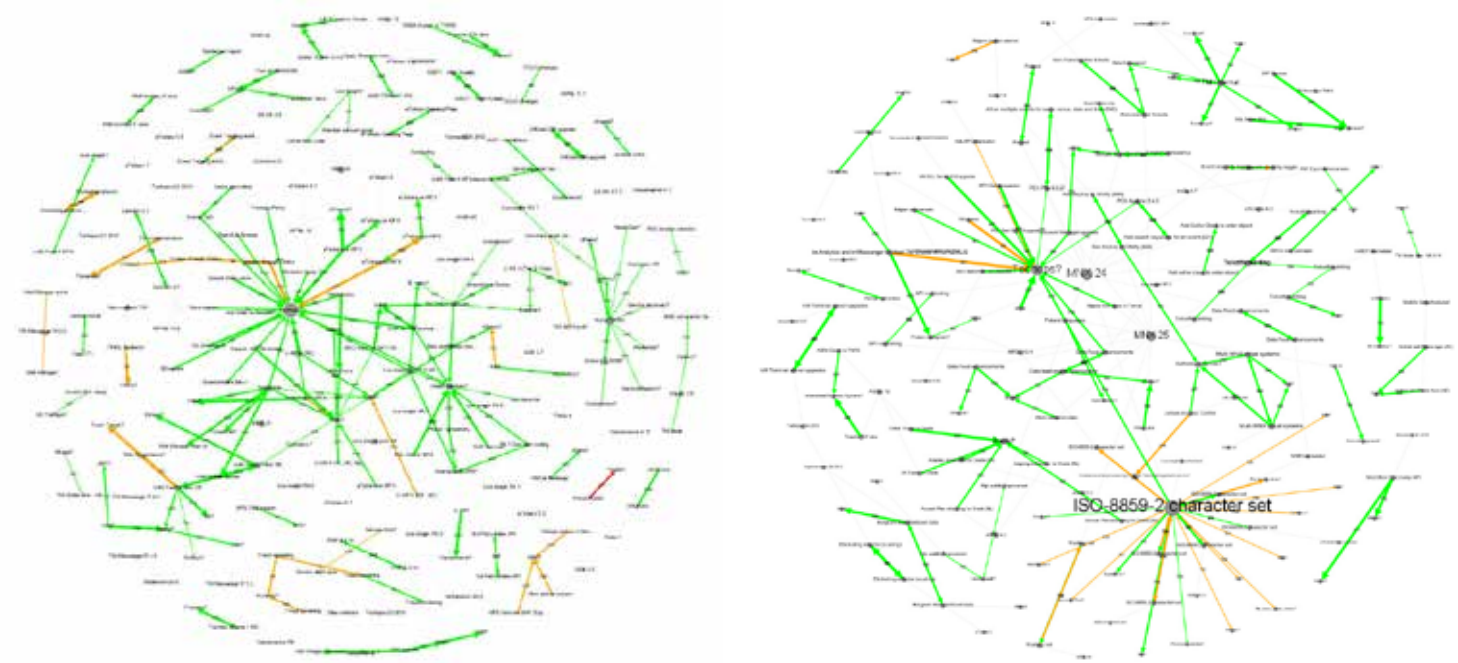
One example of how the PMO brings a culture of efficiency into the organization as a whole is the Kaizen initiative, which encourages, nurtures, and rewards teams and individuals who can evidence continuous improvement initiatives that have had a positive effect in their areas. Savings in time and cost are routinely tracked; in the last year alone 143 ideas have been generated, with 34 implemented, equating to a $75,340 cost saving. The Kaizen program is currently being rolled out to more countries, and gamification techniques are being used to increase participation.

Mastering Dependencies. Although the PMO had already succeeded in standardizing reporting and communications within the organization, dependencies between projects and departments were proving hard to define and manage. The complexities involved in managing dependencies and priorities in a global eCommerce organization, presented a major challenge. Resources dependent on each other were run by different teams in different departments in different countries with Project Managers caught out regularly through lack of transparency on dependencies. As McDonnell put it: “We’d be in the middle of a sprint and suddenly something would stop us in our tracks.” The business objective was to have clarity and transparency on dependencies on a project, cross-project, and cross-department level so that these dependencies could be managed and controlled.

An initial investigation clarified that there were two types of dependencies: permanent dependencies between systems and project-related dependencies. The former could be identified early on and managed throughout releases, while the latter should be visible at least three months in advance to be managed on a case-by-case basis. Unable to find a tool that answered this need, the PMO built an internal real-time web-based tool called Dependency Master. The application allows any Project Manager to enter simple information about a dependency, measuring the impact as large, medium, or small, and apply a status to indicate the control the Project Manager has over the management of the dependency. This information then goes into either a system specific or global map of current dependency management status. Dependency Master has given Project Managers the means to create, edit, and exchange with other dependency owners in real time. A great facilitator for dialogue, this tool has drastically reduced resolution time and been a big hit with stakeholders as it’s easy to understand and consume. The map known as “the Death Star” allows the PMO to see at a glance where the “pinch points” are and apply immediate actions to resolve them. As seen in the graphic on the following page, this transparency has made a big difference in the incidence of issues since its implementation.

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Ticketmaster International
(continued)



Death Star – 28 November 2012

Death Star – 28 October 2013

"The incidence of projects getting blocked because of an unforeseen or badly managed dependency has dropped from critical to almost nothing. I'm very proud of what the team has achieved in creating this tool." — Gerry McDonnell, PMO executive sponsor

Strategic Planning. The business asked the department to validate executive business plans against the overarching strategic objectives for Ticketmaster International. It was found that inconsistencies in business plans which, although aligned with the strategic objectives in essence did not provide appropriate evidence and reasoning behind project selection, needed to be addressed. Further research found that the inconsistencies could be traced back to lack of involvement from the 15 international markets that would have to implement the Executive's business plan. At a project level it was also found that projects had not been estimated with input from Product and Engineering departments — consequently leading to unrealistic estimates.

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Ticketmaster International *(continued)*



John McIntyre, Head of PMO, Ticketmaster International

The PMO concluded that business plans should still be written by Executives and approved by the CEO, but a preliminary stage was needed to make sure that Executives had a thorough understanding of the current status of the market environments from the on-the-ground teams with recommendations from these experts. With the markets, product, and engineering teams being involved to form the eventual business plans it was estimated that motivation would also increase as the teams responsible for implementing the objectives and projects would be part of the definition process. Thus, the PMO got approval from the business to introduce a Strategic Planning stage to the process managed by the PMO.

Today, the markets make aspirational recommendations that fit with the business strategy, which help the markets to think in terms of the big picture. The markets had free rein to think of "out-of-the-box" solutions, as long as they were supported by a valid business case. For the first time, on-the-ground team members are able to present ideas at an executive level, a revolutionary and inspiring prospect. Well-informed and achievable yet inspiring business plans are the result.

John McIntyre, new Head of PMO, has taken over the reins from McDonnell, who was promoted to Senior VP of Technology. He looks forward to an increasing role for the PMO within the company, stressing that "whilst Projects and Programs are the 'bread and butter' for PMOs, many of the initiatives that mature PMOs deliver could be used elsewhere in the business."

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PMO of the Year Hall of Fame

2014

WellPoint Government BUsiness Division Implementation Management Office

Finalists

- Central Bank of the Dominican Republic Portfolio Management Office
- DTE Energy Major Enterprise Projects

2013

Canada Health Infoway Portfolio Management Office

Finalists

- Jones Lang LaSalle Project and Development Services PMO
- Bentley Motors Beyond 18 PMO

2012

Verizon Wireless Marketing PMO

Finalists

- VSP Vision Care Enterprise Project Solutions
- First Horizon Bank Enterprise Project Services
- Catholic Health Initiatives Enterprise Program Management Office

2011

Dell Services Healthcare and Life Sciences PMO

Finalists

- VSP Vision Care Enterprise Project Solutions
- California Technology Agency Program Management Office
- Nationwide Insurance Enterprise IT Delivery Services

2010

IBM Corp. Project Management Center of Excellence

Finalists

- Auckland City Council Programme Management Office
- The Doe Run Company Enterprise PMO
- T-Mobile USA Enterprise Program Office

2009

Rockwell Automation Software Program Management Office

Finalists

- Alcatel-Lucent Global Program Management Office
- Australian Securities Exchange Enterprise Wide Project Management Office
- Cisco Services Office of Strategy & Planning
- Regence Enterprise Program Management Office

2008

Accident Fund Insurance Innovation & Planning Department

Finalists

- CPS Energy Information and Communication Services Program Management Office
- Hewitt Associates Information Technology Services Project Management Office
- National Council on Compensation Insurance Program Management Office
- R. L. Polk & Co. Enterprise Project Office

2007

Norton Healthcare Enterprise Program Management Office

Finalists

- EDS Applications Program Office
- National Council on Compensation Insurance Program Management Office
- New York City Housing Authority Virtual IT PMO

2006

EDS Office of the Multi-Year Plan

Finalists

- Accident Fund Insurance Company of America Innovation and Planning Department
- Oklahoma Department of Human Services Data Services Division Project Management Office
- American Power Conversion Availability Enhancements Group Global Project Office

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About the PMO of the Year Award

The **PMO of the Year Award** honors a PMO that has demonstrated superior organizational project management abilities by adding value to its organization through its support of successful strategic initiatives. The award recognizes a PMO that has established a vision for value delivery and has had a positive and clear impact on business results. The PMO of the Year Award is presented at the PMO Symposium annually, and sponsored by PM Solutions, Inc.

Established in 2006 by PM Solutions' research division in order to bring recognition and accolades to the inspiring work being done in organizations by PMOs, the PMO of the Year Award was formally transferred to PMI in 2013, to become part of PMI's prestigious awards program. Coverage of award winners and finalists from 2006 – 2014 can be found on PM Solutions' website in the Hall of Fame, and interviews with PMO leaders of award finalists past and present are available on the Strategy & Projects blog.

The 2015 winner and finalists are also profiled in PM Network.

Read about what made the finalists stand out on PMI's website: http://www.pmi.org/Learning/PM-Network/2015/PMO-of-the-year-finalists.aspx.

To read more about how to apply for the 2016 award, visit PMI's Awards Program page.

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