Public Sector ET Organization
St. Paul, MN

Industry
Public Sector

Employees
2,100

Portfolio and Project Management Maturity

This public sector Enterprise Technology organization, led by that state's CIO, is the Information Technology agency for Minnesota's executive branch, providing a wide variety of IT services to over 70 agencies, boards and commissions. A subset of those services are also made available to other Minnesota government entities and education institutions. In its governance role, this organization sets IT strategy, direction, policies and standards for enterprise IT leadership and planning.

CHALLENGES

One of Trissential's public sector clients was tasked with formalizing Portfolio and Project Management best practices, closing the loop on project audits, tracking and measuring legislative compliance for all IT and Telecom projects. The IT organization was responsible for oversight of a $80+ million for projects for one year with a PMO staff of 17 (PMO and PMs).

The objectives were to enable the central IT PMO to create transparency for legislative requirements across organizations, including those that are not under the central IT umbrella. At the same time, mature internally to become the go-to experts for the Portfolio and Project Management disciplines. Early in the process, senior IT management sought the insights of outside consultants on how best to create a cross organizational PMO Council, compliment a tool implementation, create portfolio management governance and best practices, as well as re-aligning project management process to the Project Management Institute's process areas. That's why they called us in to pull it all together by managing this improvement effort.

SOLUTION

The Team:

- Portfolio Management improvement expert – to provide the expertise required for implementing Portfolio Management best practices, developing the PMO's mission, vision, values and metrics, as well as augmenting the position
- Project Management improvement expert – to guide the organization to include industry best practices, education, and mentoring
- Program Management expert – to augment PMO team to provide program management for a major initiative. Mentor staff on project and program management

The Solution:

- Conduct a maturity assessment and summarize improvement recommendations
- Implement Portfolio Management for the Corporate IT organization. Augment staff for Portfolio and Program Management
- Re-Brand the PMO with Mission, Vision, Values and Services (ITIL based) and implement measures and metrics
- Mature Project Management best practices anchored to Project Management Institute's standards. Transition to operational model
- Support Capacity versus Demand Resource reporting
- The total effort was 12 months in duration

RESULTS

Moved the organization from Portfolio Mature 0 to 2.0 and Project Management Maturity from 1.0 to 2.5 on a scale of 5.0.

ESSENTIALS UTILIZED

MANAGEMENT CONSULTING
BUSINESS AGILITY
CONTINUOUS QUALITY

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