

**State of Montana Project Management Advisory Workgroup
Minutes
August 23, 2017
3:00 PM
Cogswell, Room 151**

Members Present:

Bill Jarocki, DOR – Chair
Jerry LaChere, MDT
Stuart Fuller, DPHHS – Alternate

Stephen Forrest, DEQ – Alternate
Anne Bauer, OPI – Alternate

Staff Present: Wendy Jackson, Sarah Mitchell

Guests Present:

☞ **Real-time Communication:** Miki Cestnik, Dana Corson, Jeremy Crouse, Sky Foster, Maura Gruber, Lindsey Krywaruchka, Cory Mabry, Susan Murray, Angie Riley, Gregory Smith, Stacy Stolp, Greg Thomas

Welcome

Bill Jarocki welcomed the council to the August 23, 2017 State of Montana Project Management Advisory Workgroup (SMPMAW) meeting. All members and guests were introduced.

Minutes

Motion: Stuart Fuller made a motion to approve the July 19, 2017 minutes. Jerry LaChere seconded the motion. Motion carried.

Business

PMI's Pulse of the Profession – What Can We Learn from the Latest Global Report on Project Management?

Mr. Jarocki presented PMI's Pulse of the Profession 9th Global Project Management Survey to the workgroup. This information is located at <https://sitsd.mt.gov/Governance/Boards-Councils/PMAW>. Mr. Jarocki noted the purpose in reviewing this information was to stimulate thinking from the SMPMAW workgroup.

The PMI's Pulse of the Profession 9th Global Project Management Survey entailed collecting feedback and insight from 3,234 worldwide project management practitioners and leaders from diverse industries. 25% of responders included in the survey work in technology and government. Elements within this survey entailed review of the current state of project management and exploration of future outlooks for the project management profession. This survey noted traditional measurement methodologies of assessing scope, time, and cost are no longer sufficient. Inclusion of benefits realization maturity, along with traditional measures, enhanced effective identification regarding project success. Organizations participating in this survey were placed in one of two newly identified performance levels. Champions were identified as those organizations completing 80% or more projects on time and on budget while meeting original goals and business intent, which resulted in high benefits realization maturity. Underperformers comprised of organizations reporting 60% or fewer projects completed on time and on budget in meeting original goals and business intent. These organizations exhibited low benefits realization maturity.

Results of PMI's Pulse of the Profession survey reported organizations experienced a 20% increase in performance from 2016. Five common themes emerged as contributing to this success of champion organizations. Enhancing the talent within these organizations via training and development opportunities increased individuals' success in addressing project and program initiatives. Identifying benefits and monitoring progress toward achieving them throughout the project lifecycle was also recognized as influential in contributing to an organizations' success. Establishing Project Management Offices (PMOs) or Enterprise Project Management Offices (EPMOs) offered organizations the capacity to ensure project portfolio aligns to strategy, progress and optimization of delivery of strategy are monitored, benefit realizations are captured, talent is managed, and governance and accountability are enhanced.

Mr. Jarocki noted the EPMO concept is one that aligns to the person driving the strategy for the organization. The EPMO serves above all the silos of PMOs within a division. An EPMO aligns projects to the overall enterprise strategy.

Stephen Forrest commented a PMO within State Information Technology Services Division (SITSD) would appear to inhibit agencies being champion organizations, because they would be locked into being part of Information Technology (IT) rather than looking at the whole project.

Mr. Forrest questioned SMPMAW's purpose as a subset workgroup to the Information Technology Managers Council (ITMC).

Stuart Fuller stated the purpose of the SMPMAW workgroup is to collaborate on best practices and tools as it relates to IT projects. The workgroup offers the opportunity for discussions to occur concerning project alignment, portfolio management, and lessons learned.

Mr. Jarocki commented engaging executive sponsors was another common theme utilized by champion organizations to increase project success. Executive sponsors offer expertise in clearing roadblocks, making quick and effective decisions, and influencing leadership. Applying agile approaches within existing project management framework also ensures champion organizations effectively managed their projects. 71% of organizations reported they apply agile approaches to projects.

Mr. Forrest noted the Department of Environmental Quality (DEQ) is working to transition current mindsets toward understanding and embracing agile approaches.

Mr. Jarocki suggested the SMPMAW workgroup explore of agile approaches in more detail.

Mr. Jarocki noted this survey also recognized key causes for project failure. The primary cause of failure entailed a lack of clearly defined and/or achievable milestones and objectives to measure progress. Additional sources contributing to failed projects were poor communication, lack of communication by senior management, employee resistance, and insufficient funding.

This survey offered future recommendations to ensure project success. These recommendations include developing project management talent, managing project benefits, establishing PMOs and strategic EPMOs, driving executive sponsorship, and addressing agile approaches.

Q: Jerry LaChere: Are agencies exploring the use of Commercial-off-the Shelf (COTS) solutions for project management?

A: Mr. Fuller: COTs are viewed as advantageous for benefits realization, but customizations are often required to meet the needs of individual projects.

Member Forum

Dave Nagel has retired from DEQ. Stephen Forrest is the interim member of DEQ for this workgroup.

Public Comment

None

Future Agenda Topics

Mr. LaChere noted he has received permission to speak with a representative from the Montana Department of Transportation's (MDT) Engineering Department to provide a 30-minute presentation to the SMPMAW on the topic of Preconstruction Phase and Portfolio Management.

Action Item: Mr. LaChere will notify Mr. Jarocki by September 8, 2017 if an MDT representative will be able to present the Preconstruction Phase and Portfolio Management topic at the September 20, 2017 SMPMAW meeting.

Mr. Fuller mentioned a presentation regarding the Department of Public Health and Human Services' (DPHHS) revised Legislative Finance Committee (LFC) reporting process tool could be provided at a future SMPMAW meeting.

Greg Pierson offered to present Breakdown Base Project Management Review at the September 20, 2017 Project Management Institute (PMI) Workgroup meeting.

Action Item: Mr. Pierson will provide Mr. Jarocki with a brief description regarding the Breakdown Base Project Management Review.

Next Meeting

September 20, 2017

3:00 PM to 4:00 PM

Cogswell, Room 151

Adjournment

The meeting adjourned at 4:02 PM.