Information Technology Services
Project Management Office
FY2018-FY2020 Strategic Roadmap

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Document Version History

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0.01	07/21/2017	Initial draft	Vikki M. Massey	Jan van der Aa
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EXECUTIVE SUMMARY

In 2016 the university conducted an independent assessment of information technology. The final report, released in January 2017, identified several critical gaps and vulnerabilities along with recommendations for addressing them. The purpose of this roadmap is to align the efforts of the UTHSC ITS Project Management Office ("the PMO") over the next three years with the key recommendations from that report where possible.

To directly address these recommendations, the PMO has the following goals for 2017-2020:

1. Establish quantitative management processes throughout the ITS project lifecycle
2. Build a best-in-class PMO that can handle a growing need for project portfolio management
3. Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts

These goals are supported by 12 objectives and 28 activities, each helping the PMO to meet the priorities of Information Technology Services and the University of Tennessee Health Science Center at large. (See the full list of goals, objectives, and activities in Table 1 on p. 3.)

The total new cost to meet these goals and objectives is approximately $379,096. See the detailed financial information in Table 2 on p. 5.)

PMO VISION AND MISSION STATEMENT

The vision and mission of the PMO continue to be the same as in its founding charter:

Vision: To satisfy the goals of our customers, university, and ITS. Every time.
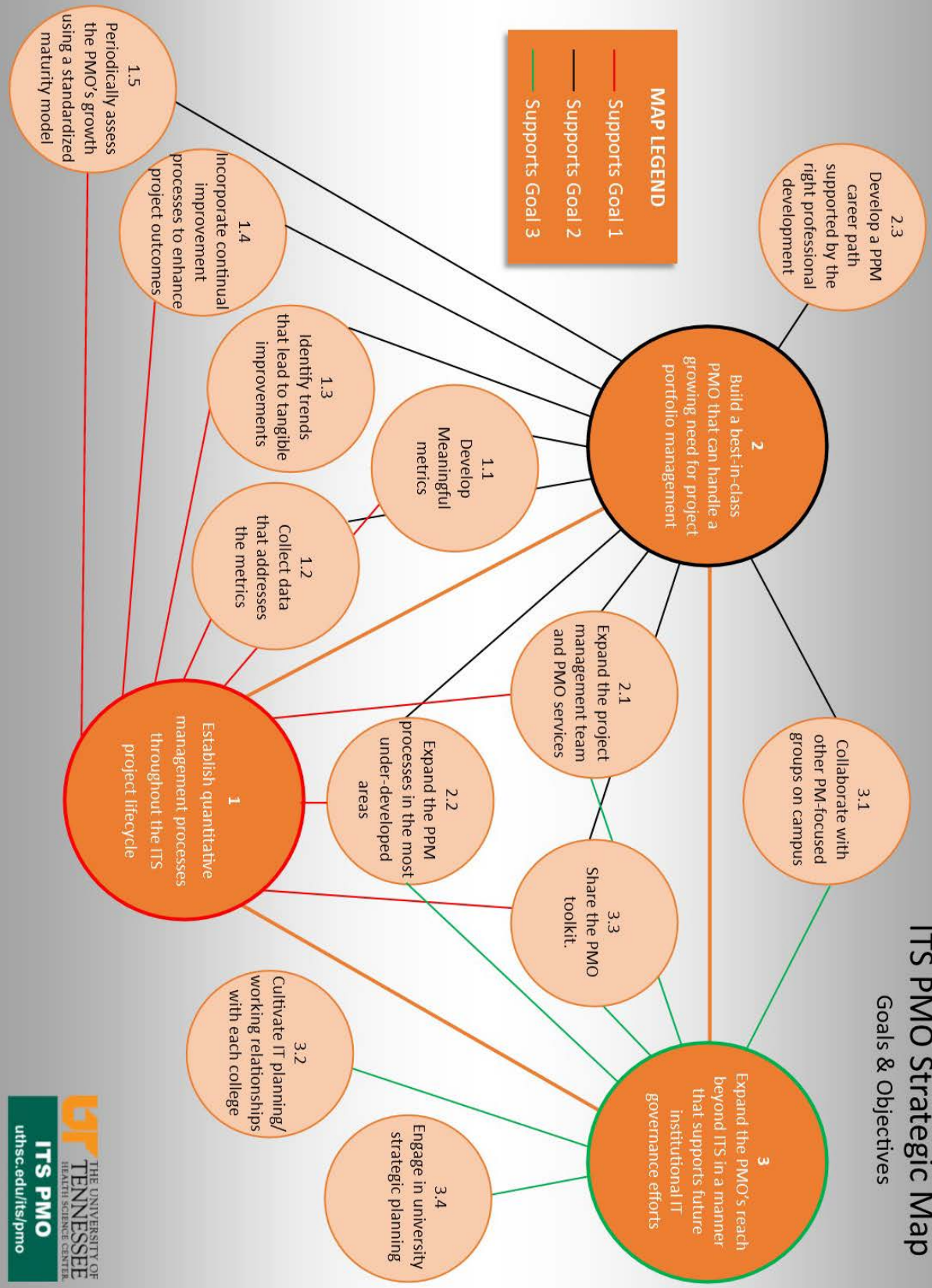
Mission: The mission of the PMO is to facilitate the delivery of the value promised to our customers in support of the university's strategic vision via disciplined, performance-based project portfolio management (PPM).

Table 1: FY2018-FY2020 Goals and Objectives.

Goal	Objectives	Supporting Projects/Activities
1. Establish quantitative management processes throughout the ITS project lifecycle.	1.1. Develop meaningful metrics.	1.1.1. Review metrics used by others; identify questions that can lead to improvement 1.1.2. Select metrics

	1.2. Collect data that addresses the metrics.	1.2.1. Configure Project Web App (PWA) tool to collect supporting data, such as the following:
		    1.2.1.1. Record 100% of received project requests in PWA
		    1.2.1.2. Record 100% of project work in PWA
		    1.2.1.3. Track 100% of project tasks to completion
		1.2.2. Train ITS staff to check assignments, track project time, access documents, and review reports in PWA

	1.3. Identify trends that lead to tangible improvements.	1.3.1. Develop metrics-driven reports and dashboards in PWA 1.3.2. Conduct regular sessions with CIO and directors to review and analyze data
	1.4. Incorporate continual improvement processes to enhance project outcomes.	1.4.1. Develop lessons learned knowledgebase and incorporate into project lifecycle 1.4.2. Periodically review project outcomes and use to update PPM metrics and processes
	1.5. Periodically assess the PMO's growth using a standardized maturity model.	1.5.1. Adopt a PPM maturity model 1.5.2. Assess the PMO periodically using the selected maturity model
2. Build a best-in-class PMO that can handle a growing need for project portfolio management.	2.1. Expand the project management team and PMO services.	2.1.1. Create and hire one project manager position (as soon as possible) 2.1.2. Transition two business analyst (BA) positions from ITS Systems Development to PMO 2.1.3. Create and hire one IT content writer position (FY19) 2.1.4. Re-align the PMO work to match the appropriate positions
	2.2. Expand the PPM processes in the most under-developed areas.	2.2.1. Develop and implement detailed scope, risk, and quality management processes 2.2.2. Configure PWA to support and measure the new processes 2.2.3. Continue the current relationship with the PWA consultant in order to grow the tool
	2.3. Develop a PPM career path supported by the right professional development.	2.3.1. Create a formal PPM career path document 2.3.2. Develop a professional development plan for each PMO member and review annually
3. Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts.	3.1. Collaborate with other PM-focused groups on campus.	3.1.1. Invite Facilities Administration and Space Planning and Utilization to meet regularly to discuss PPM best practices, challenges, and opportunities for collaboration
	3.2. Cultivate IT planning/working relationships with each college.	3.2.1. Find liaison in each college to help identify and prioritize IT needs 3.2.2. Establish regular planning meetings with each liaison
	3.3. Share the PMO toolkit.	3.3.1. Add PMO tools to PMO website and communicate them to campus 3.3.2. Provide PPM consultation where requested
	3.4. Engage in university strategic planning.	3.4.1. Actively engage in development of university's 2019-2023 strategic plan 3.4.2. Maintain and report ITS's strategic goals and outcomes to Assessment Committee

ITS PMO Strategic Map
Goals & Objectives

MAP LEGEND
— Supports Goal 1
— Supports Goal 2
— Supports Goal 3

1 Establish quantitative management processes throughout the ITS project lifecycle

1.1 Develop Meaningful metrics

1.2 Collect data that addresses the metrics

1.3 Identify trends that lead to tangible improvements

1.4 Incorporate continual improvement processes to enhance project outcomes

1.5 Periodically assess the PMO's growth using a standardized maturity model

2 Build a best-in-class PMO that can handle a growing need for project portfolio management

2.1 Expand the project management team and PMO services

2.2 Expand the PPM processes in the most under-developed areas

2.3 Develop a PPM career path supported by the right professional development

3 Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts

3.1 Collaborate with other PM-focused groups on campus

3.2 Cultivate IT planning/ working relationships with each college

3.3 Share the PMO toolkit.

3.4 Engage in university strategic planning

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ITS PMO
uthsc.edu/its/pmo

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FINANCIALS

The total *new* cost associated with this three-year plan is $404,681, with an annual average *new* cost of $134,894. Below is a cost breakdown by goal, objective, and fiscal year.

Table 2: FY18-FY20 Proposed New Costs for the PMO.

STRATEGIC GOAL	STRATEGIC OBJECTIVE	NEW FTE	ANNUAL COST			TOTAL 3-YEAR COST
			FY18	FY19	FY20	
G1: Establish quantitative management processes throughout the ITS project lifecycle.		0	$0	$0	$0	$0
G2: Build a best-in-class PMO that can handle a growing need for project portfolio management.	O1: Expand the project management team and PMO services	NA[1]	$13,359[2]	$27,519	$28,345	$275,317
		1	--	$43,255[3]	$44,553	
		1	--	$58,269[4]	$60,017	
	O2: Expand the project management processes in the most under-developed areas. [3]	0	$8,400[5]	$18,480	$20,328	$47,208
	O3: Develop a formal PPM career path supported by the right professional development.[4]	0	$18,400[6]	$30,360	$33,396	$82,156
G3: Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts.		0	$0	$0	$0	$0
TOTAL ANNUAL COST		2	$40,159	$177,883	$186,639	$404,681

[1]*This line represents a reclassification of the existing project coordinator position to an IT project manager position with additional duties (UT job description: IT Team Leader). Thus, only new cost, not a new FTE, will be added.*

[2]*This cost represents the difference between the existing position's current salary of $46,104 and a projected salary of $72,821 for the reclassified position for the final six months of the fiscal year. (The position would be hired no earlier than January 2018.) The projected salary is based on the reference salary amount listed for UT pay grade 42, which is in the range of pay grades associated with the IT Team Leader job category.*
FY19 cost = FY18 x 2 (to represent a full fiscal year) + 3% cost-of-living adjustment.
FY20 cost = FY19 + 3% cost-of-living adjustment.

[3]*This cost represents the estimated annual salary for the proposed IT content writer position. The estimate is based on the average annual salary reported on Payscale.com on 7/17/2017 for the listed position in a public higher education employer in Memphis, TN, for a candidate with a bachelor's degree and three years of experience ($41,995), plus a 3% cost-of-living adjustment.*
FY20 cost = FY19 + 3% cost-of-living adjustment.

[4]*This cost represents the estimated annual salary for the proposed second IT project manager position. The estimate is based on the average annual salary reported on Payscale.com on 7/17/2017 for the listed position in a public higher education employer in Memphis, TN, for a candidate with a bachelor's degree, three years of*

experience, and a Project Management Professional (PMP) certification ($56,571), plus a 3% cost-of-living adjustment.
FY20 cost = FY19 + 3% cost-of-living adjustment.

[5]*This cost for a Microsoft Project Web App (PWA) consultant supports the overall plan but is associated most closely with the goal listed above. The FY18 total is about half that of FY19 and FY20 because 50% of the FY18 cost was paid from the FY17 budget.*
FY19 cost = FY18 x 2 (to represent a full fiscal year) + 10% vendor cost adjustment.
FY20 cost = FY19 + 10% vendor cost adjustment.

[6]*Totals are based on an estimate of $4,600 of professional development per PMO member per year. The training total per PMO member per year is based on highest and lowest PMO/BA-related training event costs listed in the "UTHSC ITS Professional Development FY2018 Projected Costs" document developed in Spring 2017 (high cost: $4,400; low cost: $200). The goal is to be able to cover one large training event, such as a national conference that requires travel, and a small event, such an in-city seminar, each year per member.*
FY18 cost = $4,600 x 4 members
FY19 cost = $4,600 x 6 members + 10% vendor cost adjustment.
FY20 cost = FY19 + 10% vendor cost adjustment.

SCOPE

CIO Dr. Jan van der Aa founded the Information Technology Services Project Management Office ("the PMO") in 2014 as a way to align ITS resources and efforts with the university's business objectives. A charter was created to guide the PMO's development and outlined a plan for its first three years. Since then the PMO has grown in many ways, hitting most of its intended targets for that initial time period. However, the PMO is still very young in its maturity, and much more remains to be done. Thus, the purpose of this roadmap is ensure continued development of the capabilities and functions of the PMO and its ability to help ITS meet its strategic, tactical, and operational goals.

However, this plan also addresses some very specific work that ITS must embark upon in the next few years. In 2016, the university hired independent consulting firm WTC to conduct an assessment of information technology at the campus level. WTC's final report, released in January 2017 and endorsed by UTHSC upper administration, identified several critical IT gaps and vulnerabilities along with recommendations for addressing them. Per the report, these key deficiencies, which occur at both the ITS and institutional levels, "pose a high risk to the University" and "are growing and intensifying at a rate faster than the University is addressing them." ITS agrees with the great majority of the report results and thus, seeks to move as swiftly as possible to address the issues. (It must be noted that ITS had been grappling with and trying to resolve many of the identified problems long before the report was created.)

The PMO is prepared to do its part. As such, the goals and objectives outlined in this document are specifically designed to align the efforts of the PMO over the covered time period with the key recommendations from the assessment report.

While the PMO cannot address all aspects of the report, there are some recommendations where it can have a direct impact, specifically the following:

- Introduction of quantitative management into ITS, including the establishment of meaningful metrics, to support continual process improvements
- Development of a detailed ITS staff professional development plan with specific details for each member, including budget requirements and rationale
- Establishment of a multi-tiered institutional IT governance structure closely aligned with the university's decision-making processes

(In addition to the above, this roadmap in and of itself addresses another recommendation from the report, which is a call for more IT strategic planning.)

To directly address these recommendations, the PMO has set the following goals for FY18-FY20:

- Establish quantitative management processes throughout the ITS project lifecycle
- Build a best-in-class PMO that can handle a growing need for project portfolio management
- Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts

Below please find details on how the PMO will aggressively pursue the fulfillment of those goals.

GOAL 1: Establish quantitative management processes throughout the ITS project lifecycle.

The PMO recognizes that in order to grow its organizational maturity, ITS must move from anecdotal evidence to the collection and use of quantitative data for making strategic and operational decisions. Meaningful use of this data will facilitate stronger arguments for resource needs, enable more accurate prediction of project outcomes, and increase the overall quality of ITS products and services. This in turn will lead to more efficient project performance and heightened customer satisfaction.

While the WTC report specifically focuses on ITS's Footprints helpdesk ticketing system as the source for the organization's quantitative management efforts, the same opportunity exists with Project Web App (PWA), ITS's recently adopted project portfolio management (PPM) tool. Hence, the PMO intends to leverage solid PPM processes and deliberate use of PWA in the same manner.

The following objectives support this goal:

- **Objective 1: Develop meaningful metrics.**
  The PMO will work with ITS leadership to adopt standards of measurement by which project efficiency, performance, progress, and quality can be assessed. The PMO also will develop metrics for its internal use in measuring success of project management processes. To do so, the PMO will meet with the CIO and directors to elicit those questions to which the answers would lead to tangible improvements and also review metrics established by similar organizations. All projects for which the PMO is accountable for successful delivery then will be regularly monitored and measured for performance using those metrics. Furthermore, all other ITS projects will be encouraged to regularly self-monitor performance and share these performance measurements with the PMO, project sponsors, and other stakeholders. Metrics will be reviewed periodically for relevancy and accuracy.

- **Objective 2: Collect data that addresses the metrics.**
  Once metrics are established, the PMO will configure PWA to collect the corresponding data and essentially make it a one-stop shop for all project documentation and tracking. While the PMO has utilized the tool for several months to track many projects, the PMO now will expand its use to tracking all projects as well as project execution. Changes will include adding all received project requests from all sources into PWA (the formal request pipeline as well as other methods), creating project schedules or tasks lists for all projects, tracking 100% of project tasks to completion (i.e., marked as 100% complete, with accurate actual finish dates), and moving all project documentation into PWA. Additionally, to support increased accuracy and completeness of assignment tracking, project team members will be trained to track their assignments to completion in PWA (as opposed to the project managers doing it). Lastly, to encourage on-time task completion, PWA also will be configured to send automatic assignment alerts and notifications to team members via email.

- **Objective 3: Identify trends that lead to tangible improvements.**
  Based on the selected metrics and ITS leadership input, the PMO will present the PWA data in visual and graphic reports that build knowledge about resource allocation, staff performance and productivity, project time and cost estimates, etc. This will include the establishment of reporting dashboards that support CIO- and director-level strategic and

tactical decision-making.

Analysis of the collected data will clearly indicate whether ITS is meeting its established goals (i.e., metrics) and if not, identify the areas where growth and even outright modification are needed. The PMO will actively engage in the process of reviewing PWA data with the CIO and ITS directors to identify significant themes and trends. The PMO suggests this be done via periodic review sessions dedicated just to this purpose and will lead them as requested.

- **Objective 4: Incorporate continual improvement processes to enhance project outcomes**
  Quality-improvement pioneer Dr. W. Edwards Deming's Plan-Do-Study-Act cycle (PDSA) is one of the most commonly used models for ongoing evaluation and progress across a multitude of industries. PDSA, which can be applied to products, services, or processes, involves the identification of a goal and a theory and plan for meeting that goal (Plan), followed by implementation of the plan (Do), monitoring of the results (Study), and integration of the lessons learned from those results (Act). These four steps are repeated over and over again to achieve increasing efficiency, effectiveness and flexibility. The PMO will apply PDSA by integrating the four preceding objectives into a cycle that hopefully will lead to significant improvements for ITS.

  To foster this process, the PMO will develop a lessons-learned knowledgebase to capture the results of ITS's continual-improvement efforts and incorporate its review into all stages of the project lifecycle. The PMO also will lead the periodic review of project outcomes and use the knowledge gained to update PPM metrics and processes.

- **Objective 5: Periodically assess the PMO's growth using a standardized maturity model.**
  To further facilitate progression from random, ad hoc processes to calibrated, optimized results, the PMO will adopt an applicable maturity model for periodic assessment. The PMO will seek a model that provides tools for measuring and developing PPM capabilities against a comprehensive set of organizational best practices and identifies areas most in need of improvement. The PMO director and CIO will conduct and review the assessments at a time interval of their choosing and determine how to apply the results.

GOAL 2: Build a best-in-class PMO that can handle a growing need for project portfolio management.
While the existing staffing level of the PMO is enough to sustain the office at its current maturity level, several factors suggest that it must grow both in number and competency in order to be the office that ITS and the university need moving forward.

First, the coordination, documentation, tracking, communications, roadblock removal, and interpersonal skills provided by the PMO to a myriad of projects consistently help to move ITS work from concept to completion. As technology is applied to solve more and more problems at the university, solutions become more complex, and acquisition and maintenance costs rise, then the need for a PMO that can ensure aligned selections and effective implementations will increase as well.

Additionally, management of the ITS project portfolio is about to become more complex and time-consuming. The quantitative management objectives described in Goal 1 will require increased expertise and administration for PWA as well as additional time for data review and analysis and process improvement implementation. Goal 3 also will require time and effort in excess of the current PMO workload, as it will require more relationship-building time and individual meetings.

Finally, the PMO is well-positioned to fulfill some duties outside its current purview but finds it difficult to do so at the present staffing level.

In response to these needs, the PMO proposes the following objectives to fulfill this goal:

- **Objective 1: Expand the project management team and PMO services.**

  As of June 30, 2017, the PMO comprises two full-time equivalents and also receives approximately 30% effort from an ITS Information Security staff member who manages that specific team's projects. While this number of people allows for the sufficient management of the current project portfolio, it only does so by requiring the PMO director to spend approximately 75% of that position's time actively managing projects or handling project-related activities. Hence, there is little time left for setting strategy, developing plans, and growing processes. The project coordinator position is in a similar situation, with little time left to grow the PWA installation or PMO website, both of which are pivotal to the office's maturity goals.

  To alleviate this, the PMO proposes the modification of a current position and the addition of another. The first proposal is to reclassify the current IT project coordinator position to that of an IT project manager/IT team leader. Not only would the reclassified position be able to manage larger and more complex projects, which currently are overseen by the PMO director exclusively, but it also would enable the position to supervise other PMO staff. The reclassification also would enable the position to take on other more strategic duties, simultaneously preparing its holder for a director-level position and providing succession planning for the PMO. (The use of the term "succession planning" is not meant to denote any guarantee of an automatic promotion to PMO director. Instead, it means that the position would be trained to be qualified to apply for the PMO directorship or be appointed as an interim PMO director in the event of the incumbent's absence or termination.)

  The second proposal is to add another project manager position. Not only would this provide more project management capability, but the position also could assist in PPM process development and PWA administration, among other duties needed by the office.

  In addition to its current duties, there are two other services which the PMO is prepared to formally assume. These include business analysis and IT content writing, both of which naturally align with the office's mission and inherent skillset. Moving the business analysis service and two of the existing business analysts (BA) from ITS Systems Development to the PMO not only would enable the office to do more detailed project planning, which is sorely needed, but also would naturally align with the PMO career path. (The BA position is a traditional stepping stone to becoming a project manager in the PPM discipline as defined by PMI's Project Management Body of Knowledge.)

  Additionally, the writing and deployment of emails, marketing materials, and other types of internal and external communications for IT projects and operational work has fallen more and more to the PMO over the past two years. This has occurred mainly because PMO staff have strong written and oral skills as well as a broad overview of ITS work and strategy, simply by nature of what they do each day to identify and shepherd projects through the PPM lifecycle. Hence, the addition of an IT content writer would be a natural fit with the PMO.

  An IT content writer position could ensure that all ITS communications is planned and

delivered in a strategic and deliberate manner with a consistent "voice" that is audience-appropriate in format and technicality. Where full marketing campaigns are needed, it also could collaborate with ITS Communications & Marketing (C&M) to produce creative, information-rich promotions. The results would be increased ITS visibility and transparency as well as a more positive connection with customers. It is important to note that this position would not duplicate the work done in C&M, as its purview would be to plan and write content that relies upon IT domain knowledge and project portfolio knowledge, which C&M does not have.

The PMO recognizes that budgetary constraints may not allow for the proposed reclassification and two new positions to be hired immediately. Thus, the request is that the reclassification occur in FY18 and the new positions be added in FY19.

The fulfillment of this objective would lead to a total of six PMO positions over the span of the time period covered by this document. (See position descriptions on p. 13.) The total projected cost for the three-year period for the reclassification and two proposed new positions is $275,317.

For the reclassified project manager position, the projected three-year total is $69,223. This figure represents the difference between the existing position's current salary of $46,104 and a projected salary of $72,821 for the reclassified position for the final six months of FY18 and all of FY19 and FY20, plus an annual 3% cost-of-living adjustment. (The position would be hired no earlier than January 2018.) The projected salary is based on the reference salary amount listed for UT pay grade 42, which is in the range of pay grades associated with the IT Team Leader job category.

For the second project manager position, the projected three-year total is $118,286. This figure is based on an FY18 salary estimate of $56,571, which is the average annual salary reported on Payscale.com on 7/17/2017 for an IT project manager in a public higher education employer in Memphis, TN, for a candidate with a bachelor's degree, three years of experience, and a Project Management Professional (PMP) certification, plus an annual 3% cost-of-living adjustment.

For the IT content writer position, the projected three-year total is $87,808. This figure is based on an FY18 salary estimate of $41,995, which is the average annual salary reported on Payscale.com on 7/17/2017 for and IT content writer in a public higher education employer in Memphis, TN, for a candidate with a bachelor's degree and three years of experience, plus an annual 3% cost-of-living adjustment.

See the "Financials" section on p. 5 of this document for a detailed cost breakdown by fiscal year. Please note this cost will support multiple goals and objectives of this plan and thus, represents a critical strategic investment.

- **Objective 2: Expand the PPM processes in the most under-developed areas.**

  While the PMO has solidly defined its identification and initiation processes that begin a project and the closeout processes that end a project, the same specificity is absent in the planning and execution/monitoring phases of the PPM lifecycle. Planning in particular needs to be fleshed out into more detailed steps that ensure a well-defined scope, the highest level of product/service quality, and a keen awareness and preparedness for potential project pitfalls.

  To meet this objective, the PMO will develop and implement additional planning

processes in the areas of scope, quality, and risk management. This will include configuration of PWA to support and measure those processes. To facilitate this ever-increasing use of PWA, the PMO proposes to continue employing the help of the consultant hired in Spring 2017. Based on past usage, the PMO requests 80 remote support hours and 80 onsite support hours per fiscal year to provide time both for staff training as well as consultant-developed PWA customizations.

The total projected cost for the three-year period is $47,208, based on the current vendor cost of $80/hour for remote services and $120/hour for onsite work, plus an annual 10% vendor rate adjustment. (This figure covers cost for only the last half of FY18, as vendor services rendered during the first six months were covered by other funds.) See the "Financials" section on p. 5 of this document for a detailed cost breakdown by fiscal year. Please note this cost will support multiple goals and objectives of this plan and thus, represents a critical strategic investment.

- **Objective 3: Develop a formal PPM career path supported by the right professional development.**

    The PMO will work with the CIO and ITS Human Resources (HR) to create a career path consisting of PPM roles and responsibilities that reflect the organization's needs. This path for progression will be formalized into a document approved by the CIO and HR. This plan will provide PMO staff with a clear picture of how they can advance in their chosen field within (and outside) ITS as well as a natural means for succession planning and business continuity, as each position is a stepping stone to the next (i.e., a BA can prepare to become a project coordinator, who is preparing to become a project manager, etc.)

    To support PMO staff in their current and future positions, the PMO director will work with each member to review PMO and individual goals and then develop a meaningful training plan on an annual basis. This will continuously strengthen members' core skills and competencies while also providing the personal and professional fulfillment that stems from learning and growth opportunities. The WTC report advocates for this as well, listing detailed ITS staff professional development as a key recommendation in the area of organizational maturity. Finally, a development plan also will ensure that PMO members fulfill the institution's HR128 policy requirement of 32 hours of training per year.

    Development may include a variety of activities, ranging from free or inexpensive events such as webinars, reading of relevant books and papers, and participation in local and online PM/BA meetings to group events, such as consultant training, up to more expensive opportunities like major conferences and certification preparation courses and exams. Any reasonable and relevant training opportunity will be considered. Each plan will include a list of development activities, rationale, and cost and be submitted to the CIO for review and approval.

    Cost for professional development for each member is estimated at $4,600 per fiscal year. This estimate is based on each member participating in two for-pay events annually, including one major conference-style event that involves air travel (such as the annual PMBA Conference) and another inexpensive, local event (such as the annual PMI Memphis Professional Development Day). Both of these events are listed on the "UTHSC ITS Professional Development Fiscal Year 2018 Projected Costs" document developed in Spring 2017 and are estimated to cost $4,400 per person and $200 per person, respectively (hence,

the $4,600 estimate). Actual professional development costs will vary and may be more or less per individual. However, the PMO director assumes responsibility for ensuring that the office stays within the overall allotted professional development budget.

The total projected cost for professional development for the three-year period for existing and proposed new positions is $82,156, based on the aforementioned estimates plus an annual 10% vendor rate adjustment. (FY18 figures include cost for four staff members, while FY19 and FY20 estimates include cost for six staff members.) See the "Financials" section on p. 5 of this document for a detailed cost breakdown by fiscal year. Please note this cost will support multiple goals and objectives of this plan and thus, represents a critical strategic investment.

Table 3: Proposed ITS PMO staff by FY20

Position (#)	Status	Requires PPM Certification?[1]	% Effort	Duties	Starting Annual Salary[1]
Director (1)	Existing	Yes (or will seek certification within first two years)	100	• Lead PMO strategic planning; develop PMO vision and goals • Provide CIO support, including strategic planning assistance • Manage enterprise-level/large ITS projects • Provide project portfolio reporting and data analytics • Direct PMO and non-PMO staff in project planning and execution	--
IT project manager/IT team leader (1)	Reclassification	Optional	100	• Manage enterprise-level/large and medium-sized projects • Supervise PMO staff members' daily work • Provide PMO director support, including strategic planning assistance • Develop PMO processes and materials • Administer, develop, and maintain PMO tools and website	$72,821
IT project manager (1)	New (FY19)	Optional	100	• Manage small- and medium-sized projects • Co-manage enterprise-level/large projects • Develop and maintain PPM tools and website	$58,269
Business analyst (2)	Realignment	Optional	100	• Elicit, document, trace, and manage project requirements • Define project work (scope) • Help manage project risks, issues, scope, and quality • Provide process analysis independent of technical solutions	--
IT content writer (1)	New (FY19)	No	100	• Lead communications content planning for ITS • Develop and deploy project and non-project communications content for internal and external audiences • Collaborate with UTHSC Communications & Marketing to develop ITS/project marketing campaigns when needed • Develop and maintain ITS website content	$43,255

[1] See the "Financials" section on p. 5 of this document for a detailed cost breakdown by fiscal year.

GOAL 3: Expand the PMO's reach beyond ITS in a manner that supports future institutional IT governance efforts.

Governance is a process that puts the right information in front of the right people to make the best decisions for the university (Jane Cox, University of Idaho PMO, 2017). A proper IT governance structure ensures the alignment of work with the university's strategic mission, efficient and cost-effective use of resources, and transparency across the institution. The WTC report ranked the absence of an institutional IT governance structure as a high-priority issue that needs to be addressed within the next two years (WTC Consulting, Inc., UTHSC Information Technology Assessment Final Report, Jan. 17, 2017). The PMO strongly agrees with this assessment, not only for the aforementioned advantages it imparts to the university but also for the positive down-stream effects it will have for ITS and project implementation.

In the current state, ITS projects experience a significant amount of churn – fitful starts and stops, useless meetings, mid-stream overhauls of scope, disconnected stakeholders, etc. Couple this with unaddressed funding and policy issues, competing priorities, and misaligned decision-making, and the impact on a project is devastating. The result is project rework, finished but unused products and services, unnecessarily lengthy implementations, and at its worst, us-versus-them blame-placing (often skewed toward ITS).

However, a governance structure that sets project priorities based on business objectives and then finds and vets potential solutions in terms of cost, scope, and schedule would remove many of these obstacles, providing a clearer path toward efficient technical implementations and fostering a one-team mentality.

So what can the PMO do in the meantime? Simple: It can continue to encourage a culture of project management and of governance by leveraging the disparate governance-like structures already in place. The following objectives support this goal:

- **Objective 1: Collaborate with other PM-focused groups on campus.**

While not a consolidated effort, dedicated project management and coordination is occurring in pockets at the university. For instance, Facilities Administration (FA) has several project managers who head up renovations, and Space Planning and Utilization (SP&U) has dedicated project management for the implementation and administration of the Archibus facilities management system.

The PMO will invite the FA and SP&U project managers to meet and discuss best practices, challenges, and opportunities for project collaboration in the hopes of fostering greater project efficiency and productivity. This also will exemplify the benefits of formal project prioritization, planning, and execution processes. The PMO's goal is for such meetings to occur on a recurring basis and that all involved parties will request and lead various topics for discussion. We also will identify other project managers – or individuals interested in implementing project management – who may want to join the group.

- **Objective 2: Cultivate IT planning/working relationships with each college.**

Currently, at least one UTHSC college, Dentistry, has a functional member who is tasked with oversight of its IT needs. He is a faculty member and clinician, so he understands the mission of the college and the work needed to achieve it. Additionally, as he is officially assigned to this role by the dean, he is made aware of each department's technical needs and knows how they interconnect. At the same time, he also has a broad knowledge of and appreciation for technology, especially that which is relevant to the dentistry field. Thus, he is an ideal liaison because he speaks the language of

both his colleagues and ITS.

The PMO and ITS support technician assigned to Dentistry meet regularly with this individual to identify and prioritize the college's projects and coordinate the work needed to complete them. (All Dentistry project requests must come through him to ITS.) After several months of regular meetings and the successful disposition of multiple projects in 2016 and 2017, both the college and ITS agree that this working relationship is paying big dividends. Dentistry members are appreciative that their needs are being met in a timely and coordinated manner, and ITS is freed up from having to make business decisions about what gets done and in what order and instead can focus on the technical work only. It truly is a win-win situation.

While not formally referred to as IT governance, that is exactly what this individual and these regular meetings are providing for the College of Dentistry.

The PMO seeks to replicate the success of this arrangement by identifying a similar individual in each of the other five colleges and working with them in the same manner. Not only will the colleges reap the near-term benefits, but also, as the university moves toward an institutional IT governance structure, they will be perfectly positioned to participate because they already will have been engaging in similar processes on a smaller scale.

- **Objective 3: Share the PMO toolkit.**

The PMO has developed a variety of templates, job aids, and process documentation to support every project stage. To assist others who want to adopt more formal project management processes, the PMO will add its toolkit to the office's website and advertise it to the campus. The PMO also will be available for consultation on the toolkit and PPM. By making these tools and guidance available to the institution, the PMO will be promoting disciplined, coordinated management of campus projects, which could eventually coalesce into a single, enterprise-wide IT governance and PPM structure.
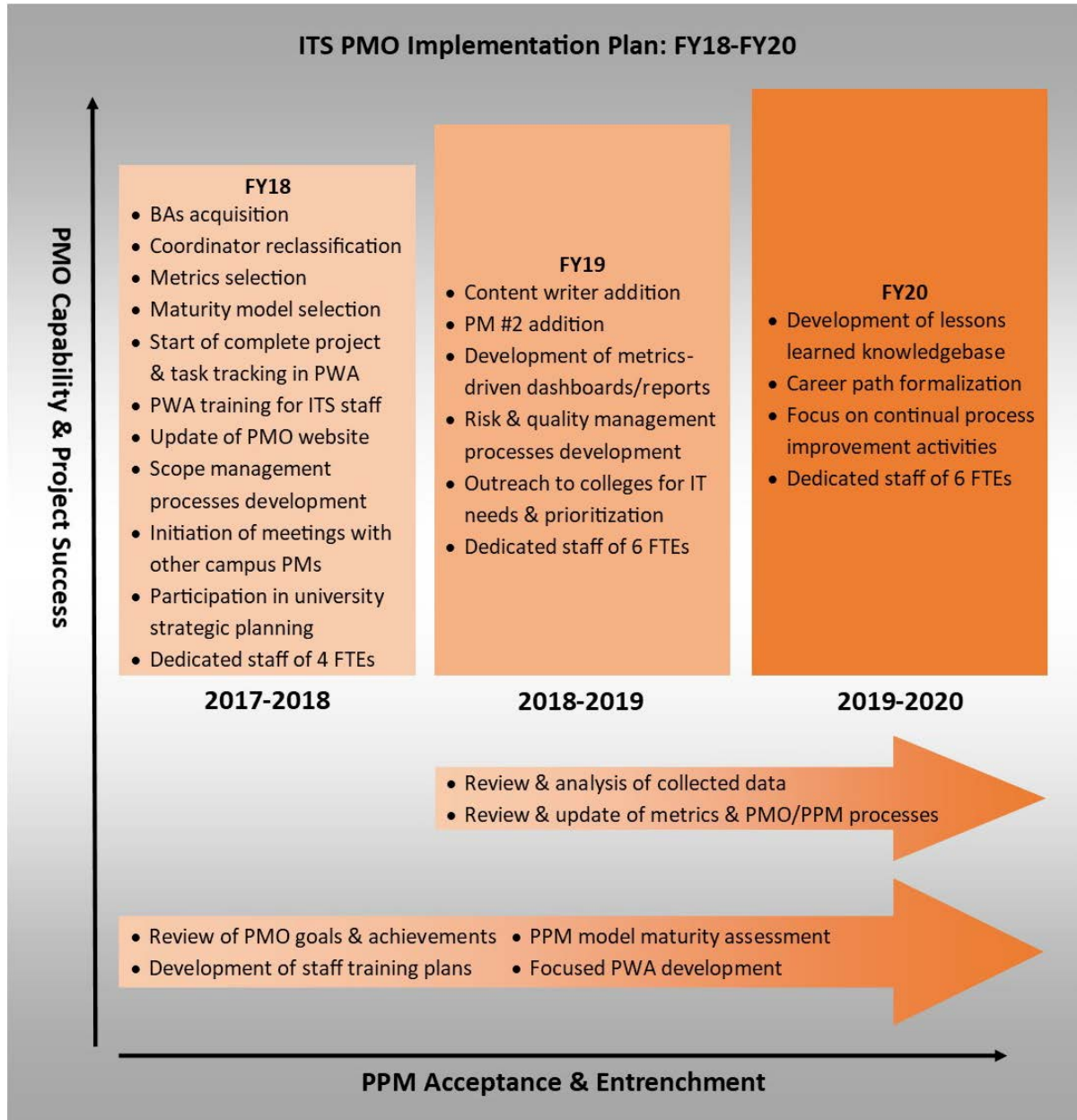
- **Objective 4: Engage in university strategic planning.**

The PMO seeks to participate whenever it can in the university's planning processes, again in hopes that such existing coordinated efforts will eventually inspire enterprise-wide IT governance. A major opportunity kicked off in Spring 2017, when the PMO director joined the committee tasked with updating the university's current strategic plan. The director will leverage this effort to learn more about institutional needs and incorporate that knowledge into ITS/PMO planning.

Additionally, the PMO director will continue to represent ITS on the Assessment Committee run by the Office of Institutional Effectiveness.

IMPLEMENTATION PLAN

As all activities cannot and should not be started at once, below is the proposed rollout by fiscal year.

ITS PMO Implementation Plan: FY18-FY20

SUMMARY

The PMO is very proud of the work it accomplished in its first three years and looks forward to working with the CIO and IT staff to execute this plan and achieve even more successes for the organization and university as a whole.

The CIO and PMO director reserve the right to make changes to this plan as required to meet university, ITS, and PMO business objectives.