

PROGRESS REPORT

Working Group Name: Utilize project managers.

Working Group #: 38

Chair: Ed Pierson

Date: April 20, 2022

Update on Actions Taken Since Last Report:

The Working group continues to meet as a collective team. We have divided up into 4 sub teams.

- Sub Team 1 – Recommendation about organizational design.
 - Create an organizational design that embeds project managers across IT functions and reports into a central Project Management Office (PMO)
 - Outline processes to consolidate existing project portfolios, inventory, and catalog of current projects
 - Ensure that business leadership, deans, and college leaders are able to voice their IT project needs.
 - Develop a plan to request and prioritize current projects and ensure alignment with strategic objectives.
- Sub Team 2 – Career planning for our staff and managers.
 - Sub Team 2 worked closely with the PM working group chartered by the IT Advisory Committee (ITAC) to develop a career path and set of job profiles for the Project Specialist I-III and IT Project Manager I-IV career ladders. The Project Specialist career ladder already exists in the TAMU System and requires only minor changes to the job profile.
 - This sub team reviewed industry standard Project Management certifications and training from several well-known organizations including the Project Management Institute, International Association of Project Managers, Scrum Alliance, Kanban Academy, and Lean Project Management Foundation. Additionally, this sub team reviewed current training offerings from providers including LinkedIn Learning, Global Knowledge, and Pink Elephant to better understand the methodologies and knowledge levels provided by each.
- Sub Team 3 – Outcome planning – what does a successful program look like.
 - Define what makes an effective PMO to ensure that projects are completed successfully, completed efficiently and well documented.
 - Ensure that projects have the proper metrics to track the effectiveness of the work efforts.
 - Define and publish the methods and tools that will be used to provide the metrics.
- Sub Team 4 – Recommended project management tools.
 - Identifying best-in-class, enterprise, project management tools.
 - Gathering data and information on tools already in use across campus.
 - Creating a tool matrix for alignment with industry standard requirements.
 - Documenting process inputs and outputs of project management and ways the tool should integrate or facilitate information sharing from areas like demand

management, governance and portfolio management that will allow for greater visibility and strategic decision making.

Next Major Issue to be Addressed:

Each of the sub teams is meeting 1-2 times per week and doing a report out to the main working group. We expect most of the sub team reports to be ready for review by the main group by the end of April. Once the sub team reports are completed, we will write up an executive summary report and submit all 5 documents for review by the SIC.

Problems or Barriers Encountered and Solutions Identified:

Shortages of staffing within the IT teams will limit the availability of staff to build the new infrastructure needed to consolidate services. Providing sufficient training and certification processes for the additional project managers will take time to implement.

Deliverables Completed:

In process but not completed.

Timeline for Completion of Remaining Deliverables:

- Identify the recommended project management organizational structures that best support TAMU: May 10th
- Identify the potential career paths available to staff and management: May 10th
- Identify what metrics a successful PMO will generate to measure the success of the program: May 10th
- Identify the recommended tools for the PMO program to utilize: May 10th