

Project Management Capability Building

Omega Point is an IT management consulting firm that specializes in working with Information Technology (IT) groups to achieve high performance and increased value to the businesses they serve.

We help IT leaders strengthen and shape management capabilities, implement new ways of working, realign and restructure, improve IT staff performance, and grow IT leaders to improve overall IT organizational effectiveness.

Our consultants have deep experience and expertise in IT organizational effectiveness, gained through positions in industry, consulting, and research. We work across all major industry sectors with Fortune 500 organizations, as well as with dynamic and progressive smaller companies and institutions.

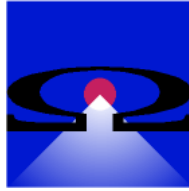
In the context of overall IT management, we are often asked to help establish or mature [project management capabilities](#). Our assistance has taken different forms, including the following:

- Facilitating vision setting and planning for project management capability building with those groups engaged in the process: EPMOs, PMOs, IT Leaders
- Initiating and maturing a project management office or competency center
- Setting project management roles, career paths, competency models, and curriculum
- Implementing project management disciplines and techniques
- Developing and implementing program management and portfolio management processes
- Coaching and advising program managers on key elements of their role
- Coaching IT leaders in how to manage the organizational change issues that come with implementation of project management initiatives
- Conducting training on project management techniques for IT project managers and team members and for business project managers, team leaders, and team members

Specific efforts in which we have been involved are outlined on the following pages.

We have applied expertise serving clients in global firms in the following industries:

- ✦ Financial Services
- ✦ Healthcare
- ✦ Banking
- ✦ Pharmaceuticals
- ✦ Manufacturing
- ✦ Consumer Packaged Goods
- ✦ Government



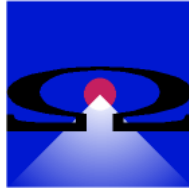
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PROJECT MANAGEMENT OFFICE

- ✦ Led a transition strategy team in **assessing IT project management capabilities and needs**:
 - Current state assessment
 - Structural recommendations
- ✦ Facilitated the definition and direction of an **IT Project Management Competency Center**:
 - PM operating guidelines
 - Role definitions
 - Success measures
 - PM competency model
 - PM career paths
- ✦ Led the definition and initial implementation of **IT PM capability building**:
 - Skills development program
 - Internal certification program
 - PM mentoring
- ✦ Facilitated the creation of **foundation infrastructure** to support learning and PM skills enhancements:
 - PM resource library/web site
 - PM tool training options
 - PM process techniques and linkages
- ✦ Conducted a **checkpoint on the effectiveness** of IT Project Management capability program; refined program direction
- ✦ Introduced **reinforcing mechanisms** to support implementation of project management capability program:
 - Sponsor development
 - Performance management connections
 - Rewards and recognitions
- ✦ Created and executed a **PM demand analysis** process to identify project demand across the enterprise and project annual need for project managers, project directors, program directors, and project administrators based on approved project requests from the business and PM operating guidelines that were established for large IT efforts

ENTERPRISE PROGRAM MANAGEMENT OFFICE

- ✦ Facilitated **vision setting and strategic planning** for an enterprise program management office (EPMO)
 - Assisted in maturing EPMO capabilities from basic PM capability building to high value, strategic advisor
 - Assisted in restructuring the EPMO to manage to shifting needs and competencies and to reduce cost and raise value
 - Coached EPMO leader on organizational issues and maturing the EPMO capabilities
 - Designed a portfolio management process and implementation plan



- ✚ Facilitated the development of an enterprise-wide portfolio management process focused on creating a uniform method for: business case development, project evaluation and ranking, and project performance to ensure that projects are aligned to the company's strategies and remain on track
- ✚ Developed a vision and transition plan with IT leaders for growing IT project management office to an [enterprise project management office](#) with objective to manage resource efficiencies, maximize value and mitigate risk, manage increased interdependencies and complexity across projects, and ensure integration across products and lines of business

PROJECT MANAGEMENT DISCIPLINE & TECHNIQUES

- ✚ Led the development and implementation of [critical PM management processes](#):
 - Project team model and critical roles
 - Work management
 - Project planning standards & templates
 - Project status reporting
 - Software certification
 - Performance testing
- ✚ Led large projects with the objective of transitioning Project Leader responsibilities while in mentoring role and following knowledge transfer
- ✚ Co-led initiatives with other consulting firms for client while engaged in the preliminary phases of a point-of-service redesign

PROGRAM AND PORTFOLIO MANAGEMENT

- ✚ Introduced [portfolio management](#) techniques and facilitated the development and analysis of the portfolio to assist with balancing current projects and new technology introductions
- ✚ Assisted in the development of a set of portfolio management frameworks and a portfolio management process for Information Officers across the world to identify investments of the highest strategic value, and recognize opportunities for consolidation and resource optimization
- ✚ Developed [program management](#) processes and tools to support the management of a large program supporting a technology renewal:
 - Uniform project-based templates (by project type)
 - Executive status reporting
 - Predecessor and successor identification

PROJECT MANAGEMENT TRAINING

- ✚ Conducted simplified project management training programs for both business and IT project managers, team leaders, and team members embarking on new projects
- ✚ Prior to Omega Point, while at Ernst & Young, developed and delivered a 10-day Project Management Masters Program that combined project management disciplines with training change agents to deploy PM methodologies across the IT consulting practices of E&Y