

NCR PMO Design Project



NATIONAL CAPITAL REGION (NCR) PROJECT MANAGEMENT OFFICE (PMO) DESIGN PROJECT

Contract No.: 14-002

DELIVERABLE: Memorandum on PMO Implementation Plan and Timetable

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1. INTRODUCTION

This document serves as the **Memorandum on PMO Implementation Plan and Timetable** deliverable for the National Capital Region (NCR) Project Management Office (PMO) Design Project under contract #14-002 effective July 8, 2013. The purpose of this document is to guide initial PMO implementation and provide a timeline for the implementation of the new NCR PMO.

2. BACKGROUND

The National Capital Region (NCR) Homeland Security Strategic Plan focuses on building and sustaining core emergency response and preparedness capabilities for the region. In July 2013, NCR launched a project to design and develop a Program Management Office (PMO) for NCR. A new PMO, comprised of dedicated, full-time staffing resources, will allow the NCR to better manage and oversee the implementation of the NCR Homeland Security Strategic Plan. The PMO will support the CAO-HSEC and SPG in their governance responsibilities, evaluate the performance of the region's homeland security program, enhance management of the homeland security program, and provide the SPG/CAO-HSEC with the tools needed to make sound financial and programmatic decisions. Additional details of the NCR PMO can be found in the *NCR PMO Final Design Document*, dated October 18, 2013.

3. IMPLEMENTATION OVERVIEW

The Final PMO Design will be presented to the SPG/CAO-HSEC for approval in early November 2013. This plan is based on the assumption that implementation activities will begin immediately upon approval. The "implementation phase" refers to the period of time during which the elements of the PMO Design are finalized and put into operation. This memo outlines a number of tasks and steps that comprise the implementation phase, including communications, recruitment, analysis of other organizations currently supporting NCR, training of new staff, identification of required tools and systems, and establishment of performance measures. This plan also identifies transition activities that will need to take place in order to ensure continuity of operations for NCR Homeland Security support, and a smooth PMO start-up.

3.1. Key Assumptions

The following key assumptions are incorporated into this implementation plan:

- Implementation activities will begin in early November 2013, immediately upon approval of the PMO Design by the SPG/CAO-HSEC.
- The PMO will have initial operating capabilities once the Director is hired, several staff members are on board, and the PMO Charter is approved.
- The PMO will have "full operational capabilities" once staff all staff are on board and trained, all current NCR activities have been transitioned from other parties, Standard Operating procedures are in place and have been tested, and the governance model has been executed.

3.2. Roles

Several groups will play key roles during the implementation phase, including the following:

- SPG/CAO-HSEC – will be primarily responsible for chartering the Steering Committee, PMO, and Technical Advisory Committee. Upon its approval by the SPG/CAO-HSEC, the Steering Committee will be primarily responsible for selecting the new PMO Director and approving changes to the implementation plan and schedule.
- COG Senior Leadership – will be primarily responsible for hiring the new PMO Director supporting the establishment of MOUs, and coordinating and leading initial implementation activities until the new Director is on board.
- Current NCR Support Staff (COG, SPG Staff, SAA staff, State Program Managers, etc.) – will serve as the “implementation staff team” to execute the implementation plan and ensure ongoing activities related to the SPG, SPG/CAO-HSEC, Advisory Board, and RESFs are maintained until the PMO establishes initial operating capability.

3.3. Timeline

Figure 1 shows a high-level timeline of the major implementation activities. This timeline is subject to change, and will be reviewed, assessed, and updated on a regular basis during the implementation phase.

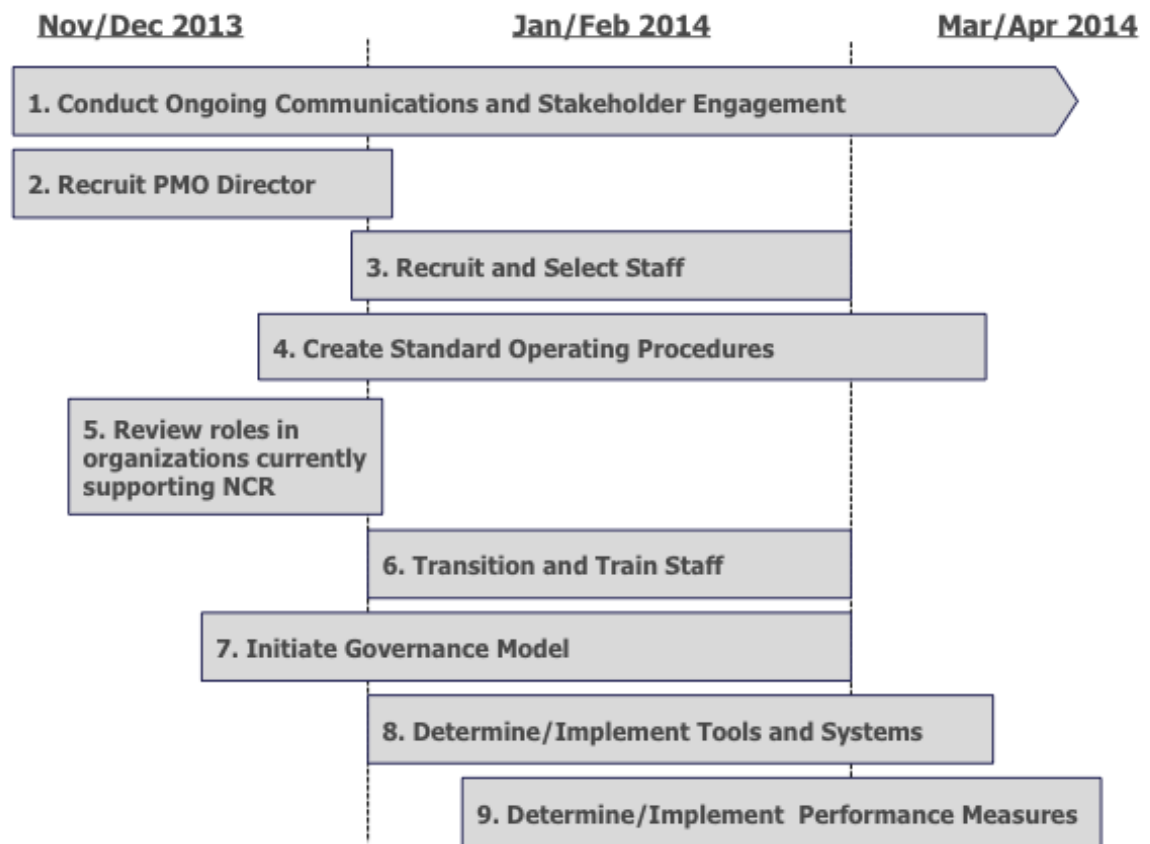


Figure 1 - High-Level Timeline for PMO Implementation

4. IMPLEMENTATION ACTIVITIES

This section describes the key activities and steps that need to be performed during the implementation phase. It should be expected that the PMO will evolve and continue to mature during the first 9 to 12 months. Therefore, the NCR should place emphasis on the fewest, most important activities required to establish initial operational capability, without placing unnecessarily high expectations on the PMO in the early stage.

4.1. Conduct Ongoing Communications and Stakeholder Engagement

The NCR has made significant progress in reaching agreement on several key principles and elements of the new PMO, including where it will be housed, the functions it will perform, and the overall goals and objectives. As this new PMO will represent a significant change in how the NCR Homeland Security Strategic Plan will be managed and implemented, maintaining communications and stakeholder involvement will be integral to the success of the PMO. The implementation staff team will develop a communications plan, implement the plan, and monitor stakeholder adoption.

4.1.1. Develop a Communications Plan

A communications plan will include the following elements:

- a. Description of Stakeholders – The communications plan will include a list of key stakeholders who need to be aware of changes to NCR Homeland Security and impacts of the new PMO, including the EPC, MWCOG, SPG, CAOs, SAA, Grants Management Team, RPWGs, RESFs, and Sub-grantees.
- b. Key Messages – The communications plan will also include the key messages that are important to each identified stakeholder. Developing these messages involves determining what information is meaningful to a certain audience, and crafting those messages. The audiences for NCR Homeland Security include EPC, SPG, SPG/CAO-HSEC, COG, SAA,
- c. Means of Communications – The plan will describe the tactics that will be used to convey the messages. Ensuring that the communications are delivered clearly and the messages impactful are critical when engaging stakeholders. This step involves understanding how a particular audience receives information so that they retain the message.
- d. Frequency of Communications – The plan will describe how often targeted communications will be delivered to the stakeholder groups.

4.1.2. Implement Communications Plan

Once the communications plan is completed, the implementation staff team, led by the PMO Director, will execute the plan and deliver the agreed upon messages to the key stakeholders.

- a. Develop digital and print collateral – The team will develop the required digital and print collateral based on the needs of the communications plan.
- b. Set up communications calendar – The team will set up a calendar based on the communications plan for planned communications and major events or meetings.
- c. Distribute Materials – Once the messaging materials are created, the team will distribute or deliver based on the communications calendar.

- d. Conduct Meetings with Key Stakeholders – Taking a proactive approach, the team will conduct meetings with key stakeholder individuals and groups to communicate the message of the PMO.

4.1.3. Monitor PMO Adoption and Adjust Messaging

On an ongoing basis, the PMO will monitor the extent to which the key stakeholders are adopting the new PMO processes and governance model. The communications plan is a mechanism to share the purpose, value, and role of the PMO. Through each interaction, the team can monitor adoption of the PMO based on the following:

- One-on-one meetings with stakeholder representatives – The PMO Director can follow-up with stakeholders after a group meeting or communication and get an understanding of the sentiment around the PMO.
- Surveys – For larger groups, such as sub-grantees, the Communications Lead can assess the general sentiment through a survey.

As the PMO Director learns about the PMO adoption across all of the key groups, he/she can adjust messaging accordingly.

4.2. Recruit the PMO Director

The recruitment of the PMO Director will occur between mid-November and early January and include the following steps:

- a. Coordinate with COG HR to refine Director job description
- b. Obtain stakeholder input and approval on Director job description
- c. Coordinate with COG HR (and external recruiter, if applicable) to post requisition
- d. Determine interview staff
- e. Develop and finalize interview questions
- f. Select candidates
- g. Conduct interviews
- h. Assess and select candidate

4.3. Recruit PMO Staff

The recruitment of other PMO staff will occur once the PMO Director is onboard in early January and include the following steps:

- a. Assess and adjust proposed staffing model from the PMO design
- b. Coordinate with COG HR to refine staffing job descriptions
- c. Coordinate with COG HR to post requisition
- d. Determine interview staff
- e. Develop and finalize interview questions
- f. Select candidates
- g. Conduct interviews
- h. Assess and select candidates

4.4. Create Standard Operating Procedures and Templates

During the implementation phase, the implementation staff team will develop a limited number of Standard Operating Procedures (SOPs) and templates that the PMO will require for early operations. The implementation staff team will leverage any existing materials and procedures that are currently utilized by COG and SPG staff in support of NCR Homeland Security. These SOPs will serve as written guidelines for members of the PMO to perform their duties, and include specific steps, hand-offs between parties, timelines, and related templates. Typically, SOPs are stored in a central repository for every staff member to have ready access, and are reviewed and updated on a regular basis.

The following Standard Operating Procedures will be developed for the PMO to operate in its early stages:

- Collect Performance Data
- Report Performance Data
- Conduct Periodic Organizational Reviews
- Manage Program Risks
- Support Project Review and Selection
- Manage Reprogramming
- Coordinate Change Management Process
- Manage Program Documentation

The implementation staff team will create and/or update the following templates, drawing from existing materials, as available, so that the PMO can begin performing its functions:

- PowerPoint template
- Memorandum template
- Report template
- Strategic Plan template (this will be taken from the existing plan)
- Work Plan template (this will be updated as needed from the existing plan)

4.5. Assess Ongoing Needs in Organizations Currently Supporting NCR

At present, several different organizations provide support to NCR Homeland Security, including COG, SPG staff, State Program Managers, the NCR Planning Coordinator, and the SAA Grants Management Team. A key assumption in the PMO Design is that some or all of these functions – and the corresponding funding – will be moved to the PMO.

Based on the potential significance of these changes, each of the organizations involved will need to assess its ongoing needs and develop options to meet those needs, including obtaining funding to support the required activities.

4.6. Transition and Train New PMO staff

Once the PMO staff members are identified, there needs to be a transition and training phase led by the implementation staff team. It is important that the staff members have adequate time to transition into the PMO and be trained on the role of the PMO, the role of NCR key stakeholders, and each staff member's responsibilities. Some of the PMO staff are likely to be existing COG and SPG staff; therefore, there will be varying degrees of training.

4.6.1. Coordinate Transition of Work from Existing Staff to PMO Staff

The implementation staff team will coordinate the transition of the work identified as being performed by current staff to the PMO staff. This mainly includes working with the staff's leadership to determine the implications of moving the identified functions and how to address the change in resourcing.

4.6.2. Establish PMO Onboarding Materials

In addition to any organizational on-boarding requirements for COG, each new PMO staff member will be provided with standard on-boarding materials, to include:

- PMO Final Design and Governance Document
- NCR Strategic Plan
- Memorandum of Understanding for each entity
- PMO Charter
- Position Description

4.6.3. Train PMO Staff

New PMO staff members will be trained on the high level roles and responsibilities, and how to work with the tools of the organization. The degree of training will vary depending on the level of familiarity of the staff members. Training will include the following steps:

- a. Orient each employee with the SOPs that pertain to his/her role
- b. Orient each employee with the technology and systems that will be required for his/her role
- c. Orient each employee with a description of key stakeholders, the Strategic Plan, the Grant Process, and the role of the PMO
- d. Facilitate introductory meetings with key stakeholders, including:
 - Grants Management Team
 - SAA
 - SPG/CAO-HSEC
 - Steering Committee
 - Technical Advisory Committee
 - RESFs and RPWGs
 - COG Leadership

4.7. Initiate Governance Model

The PMO Design proposes adding three new entities: the PMO, the Steering Committee, and the Technical Advisory Committee. All other entities will remain intact, except for the Advisory Board, which will be absorbed into the new Steering Committee and the Technical Advisory Committee. This task includes finalizing and approving the Charters and creating MOUs with partners.

4.7.1. Finalize and Approve Charters

As new entities, the PMO, Steering Committee, and Technical Advisory Committee require charters that establish their existence, responsibility, and level of authority. The SPG/CAO-HSEC

will also require a charter to formalize the group as a governing body. Please see Appendix A for a Charter template.

The following steps are required for the three charters:

- a. Create and finalize charter
- b. Approval of new charters by SPG/CAO-HSEC
- c. Selection of Steering Committee Members
- d. Selection of Technical Advisory Board Members
- e. Schedule and conduct kick-off meetings to officially launch new entities

4.7.2. Create and Issue Memoranda of Understanding (MOU) with Partners

With the introduction of several new entities to the NCR, the following MOUs will be required:

- PMO and Grants Management Team – The PMO and the Grants Management Team will interact with each other to leverage financial and performance data for the NCR UASI projects. Defining the relationship through a MOU is important to ensure unified, efficient processes related to grant management.
- COG and SPG/CAO-HSEC – COG will oversee the PMO administratively and the SPG/CAO-HSEC will oversee the PMO operationally. As a result a MOU is required between these two entities to clarify their oversight roles and obligations.

A MOU will formalize these relationships, establish a shared intent, define rules of engagement, and specify roles and responsibilities. The following contents will be included in the document:

- Introduction
- Roles and Responsibilities of both organizations
- Meeting and Reporting
- Duration
- Termination or Amendments
- Authorized signatures

Once the MOUs have been developed, each party will review prior to signature.

4.8. Determine Tools and Systems

A PMO requires many tools and systems to operate, and the PMO Design includes a list of tools and technology that a standard PMO will require such as, a Portfolio Management Tool, a Knowledge Management Tool, a Project/Program Management Tool, and a Website. During the implementation phase, the team will identify and select the specific tools it requires, and develop an acquisition and implementation approach and timeline.

To determine the right set of tools and software to use, below are the necessary steps:

- a. Gather requirements
- b. Determine options
- c. Assess systems available through COG
- d. Request funding for new systems
- e. Transfer data from existing systems

4.9. Establish Performance Measures for the PMO

A new PMO is expected to provide the following benefits to the region:

- The UASI grant process will be efficient, effective, and clearly communicated
- SPG/CAO-HSEC members will have accurate, relevant, concise and consolidated information to make timely and informed decisions
- Decisions will be based on NCR regional homeland security priorities
- Progress and results will be measured and conveyed in a meaningful way
- All committees/working groups' efforts will be integrated and coordinated
- Projects will be executed using project management standards and processes
- Projects and programs will be evaluated based on results and outcomes.

Measuring the performance of the PMO will be an important element in the success of the program. Potential performance measures include:

- Percentage of Projects Aligned with Strategic Objectives
- Project Results
- Customer Satisfaction
- Mission Effectiveness
- Effectiveness of Program Communication
- Percentage of Projects Completed
- Increase or Decrease in Project Success Rate
- Return on Investment (ROI)
- Sub Grantees reporting compliance

The PMO will define these measures and establish a process for measuring them on an ongoing basis. Goal setting for the PMO Director could be a mechanism to measure performance.

5. IMPLEMENTATION CHECKLIST

Below is a checklist with each Implementation Activity and recommended start and completion dates.

Implementation Activity	Start Date	End Date
Conduct Ongoing Communications and Stakeholder Engagement	11/15/13	4/1/14
Develop a communications plan	11/15/13	12/15/13
Identify Key Stakeholders		
Develop Key Messages		
Determine the Appropriate Means of Communications		
Determine the Frequency of Communications		
Implement communications plan	12/15/13	2/28/14
Identify Communications Points of Contact		
Develop digital and print collateral		
Set up communications calendar		
Distribute Materials		
Conduct Meetings with Key Stakeholders		
Monitor PMO adoption and adjust messaging	1/1/14	4/1/14
Schedule and conduct one-on-one meetings with stakeholder representatives		
Develop and distribute survey		
Recruit and Select PMO Staff	11/15/13	3/1/14
Recruit the PMO Director	11/15/13	1/15/14
Coordinate with COG HR to refine Director job description		
Obtain stakeholder input and approval on Director job description		
Coordinate with COG HR to post requisition		
Determine interview staff		
Develop and finalize interview questions		
Select candidates		
Conduct interviews		
Assess and select candidate		
Recruit PMO Staff	1/1/13	3/1/14
Assess and adjust proposed staffing model from the PMO design		
Coordinate with COG HR to refine staffing job descriptions		
Coordinate with COG HR to post requisition		
Determine interview staff		
Develop and finalize interview questions		
Select candidates		
Conduct interviews		
Assess and select candidates		
Create Standard Operating Procedures and Templates	12/15/13	2/28/14
Create SOPs	12/15/13	2/28/14
Revise Strategic Plan		
Update Strategic Plan		
Collect Performance Data		
Report Performance Data		
Conduct Periodic Organizational Reviews		

Implementation Activity	Start Date	End Date
Manage Program Risks		
Support Project Review and Selection		
Manage Reprogramming		
Coordinate Change Management Process		
Manage Program Documentation		
Create Templates	2/15/14	2/28/14
PowerPoint template		
Memorandum template		
Report template		
Work Plan template		
Review Existing Roles in Organizations Currently Supporting NCR	11/15/13	1/1/14
Create a survey to be distributed to each staff members affected		
Deliver the survey with associated communication		
Analyze the survey results		
Conduct follow-up questions as needed		
Create transition plan that maps current roles and responsibilities to PMO roles and responsibilities		
Transition and Train New PMO staff	12/15/13	3/1/14
Coordinate Transition of Work from Existing Staff to PMO Staff	12/15/13	1/15/14
Schedule meetings with affected staff's leadership		
Determine implications of change		
Communicate change plan to staff		
Establish PMO Onboarding Materials	12/15/14	1/15/14
Train PMO Staff	1/1/14	3/1/14
Create a copy of the PMO SOPs for each new employee		
Orient each employee with the SOPs that pertain to his/her role		
Orient each employee with the technology and systems that will be required for his/her role		
Develop an orientation program		
Conduct the orientation with all staff members		
Facilitate meetings with key stakeholders		
Initiate governance model	12/1/13	2/28/14
Finalize and Approve Charters	12/1/13	1/31/14
Create and finalize charter		
Approval of new charters by SPG/CAO-HSEC		
Selection of Steering Committee Members		
Selection of Technical Advisory Board Members		
Schedule and conduct kick-off meetings to officially launch new entities		
Create and Issue Memoranda of Understanding (MOU) with Partners	1/1/14	2/28/14
Determine the nature of the relationship with the other entity		
Draft MOUs		
Have each party review the draft MOU		
Sign final MOU		

Implementation Activity	Start Date	End Date
Determine Tools and Systems	1/1/13	3/15/14
Gather requirements		
Determine systems		
Assess systems available through COG		
Request funding for new systems		
Transfer data from existing systems		
Establish Performance Measures for the PMO	1/15/13	4/1/14
Provide a recommendation for measures and their definition		
Obtain approval from COG, Steering Committee, and SPG/CAO-HSEC		
Determine "Quick Wins" for PMO in First 90 Days of Operating	12/1/13	2/15/13
Determine ways PMO can prove value in 90 days		
Create plan to execute in first 90 days as an operating PMO		
Execute plan when implementation phase is complete		

APPENDIX A: CHARTER TEMPLATE

A charter is an official document that authorizes an entity to exist. Below is a charter template for the PMO, Steering Committee, Technical Advisory Committee, and SPG/CAO-HSEC.

Organization Name:

Organization Location:

Point of Contact Information:

Authorizing Entity:

Purpose:

[Why does this organization exist?]

Mission:

[What will the organization do?]

Objectives:

[What are the key program benefits?]

- [Objective 1]
- [Objective 2]
- [Objective 3]

Scope:

[What is included within the program and what is considered to be outside the scope?]

Roles and Responsibilities:

[What are the roles within the organization and what are their responsibilities?]

Role	Responsibilities
[Name 1]	<ul style="list-style-type: none"> • [Responsibility 1] • [Responsibility 2]
[Name 2]	<ul style="list-style-type: none"> • [Responsibility 1] • [Responsibility 2]

Program Governance:

[What is the governance structure to manage, control, and support the program? What are the recommended governance structures to manage and control projects and other program components, including reporting requirements? What authority does the program manager possess?]

Amendments to Charter:

[Under what conditions and how would this charter be updated?]

Signatures:

[Individuals from representative authorities should sign the document]