

Attachment 3: PMO Background and Objectives

Toronto Parking Authority

Project Management Office

Background and Objectives Summary



Executive Summary

Creating a PMO to support modernization and transformation

TPA is seeking to create a Project Management Office (PMO), to partner with the organization to deliver effective project services and enhance foundational internal capabilities, leading to achieving financial and strategic goals

- The role of the PMO will be to create an organizational framework to:
 - Create strategic alignment and project prioritization,
 - Build transparency into departmental resources and workloads,
 - Create structured communications to manage risk and timelines,
 - Develop organizational skills in project management, business/data analysis, requirements gathering and analysis, quality assurance testing, user acceptance testing, and
 - Deliver strategic priorities, including: Operational Business Process re-engineering and adoption; Vendor, Contract and Asset management; SAP Phase 2 (Core HR and Business Analytics); implementation of an online monthly parking services solution and the Technology Roadmap.

Evolution of the Project Management Office

Today, TPA's Project Management Office is in its infancy, as it transitions to linking technology, business strategy and execution

SUPPORT FUNCTION

Planning Assistance

- Project planning tool
- General (siloed) communication and status guidance
- Some processes and procedures (partially) documented

SERVICES PROVIDER

Provide a portfolio of PMO services

- Project Templates
- Project Gating Framework
- Vendor contract and statement of work (SOW) reviews
- Stakeholder identification & Project Governance
- Business Requirements
- Change Management

ENHANCED SERVICES TO BUSINESS AND IT

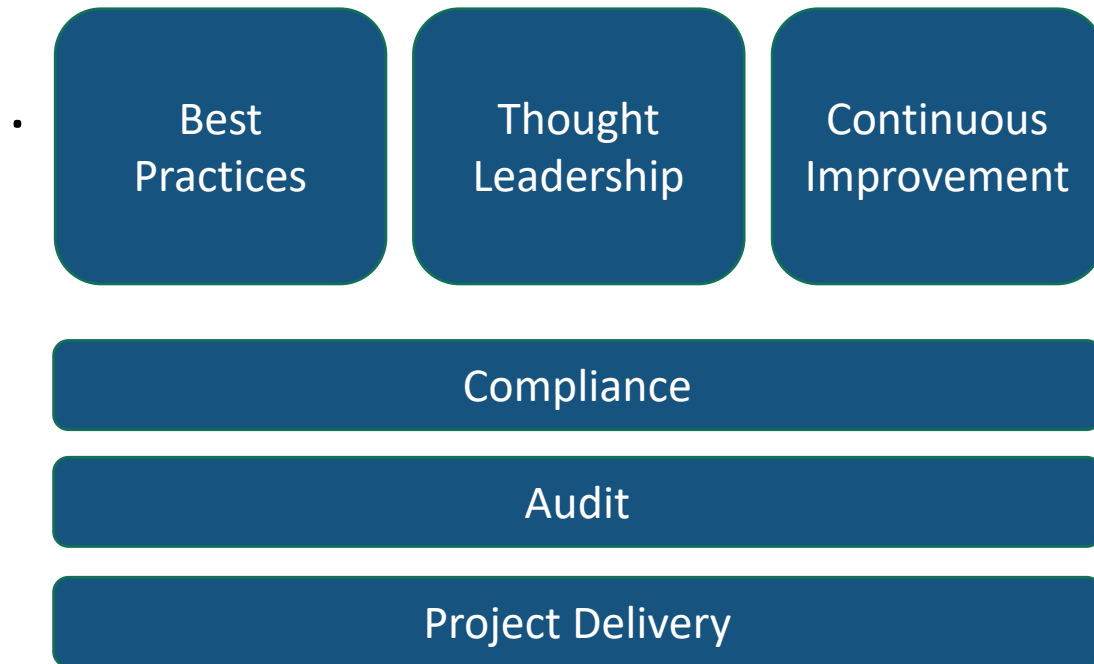
Provide Enterprise-wide Services

- Program & Project intake and prioritization
- Business Cases
- Performance Metrics and Analytics
- User Acceptance Planning & Testing
- Communication Plans, Status Updates
- Resource requirements / allocations

STRATEGIC BUSINESS & IT PARTNER

- Full collaborative and consultative relationship
- Engagement throughout entire project lifecycle
- Ongoing standards/audit review process of deliverables, risks, change management
- Alignment & organization for Roadmap prioritization / delivery

Linking strategic priorities to critical capabilities



Typical Functions of a PMO:

- Define, implement and reinforce best practices across Organizational Programs and Projects
- Establish a well-defined Project Intake process to capture, evaluate and prioritize all proposals for strategic alignment and impact
- Define, capture and report Key Risk Indicators (KRIs) to manage and mitigate errors to fully realize project goals and objectives
- Define the Organization Change Management (OCM) framework in conjunction with the PMO, supporting a culture of continuous improvement

Linking strategic priorities to critical capabilities

Current State Gaps

- Limited success performing support function activities; priority projects missing delivery framework (templates/governance) impacting delivery timelines
- Limited standard operating procedures documentation impacting execution
- Project Gating Framework not widely known; needed for control over the project to support audit and compliance
- Knowledgeable resources currently limited and assigned to multiple projects
- No resources available to conduct spot checks or deliverables quality reviews; change management lessons learned on 2020 projects to be adopted
- Project management discipline, documentation, and user acceptance testing is newly formed
- Lack of clear and consistent project management standards

Linking strategic priorities to critical capabilities to enhance Service Delivery and Become a Business & IT Partner

- Implement a project management methodology and apply to TPA roadmap projects (manage programs and projects and the Enterprise level)
- Work with other Departments to lead Organizational changes by promoting a project management culture where applicable
- Provide guidance and assistance with documenting and socializing organizational processes
- Implement Project Intake Process to ensure that any requested initiative and/or enhancement work is aligned to the PMOs' and Organizational strategies and that estimated costs, risks, and benefits of all initiative requests are well understood before being declared a project
- Establish Project Governance and PMO roles and responsibilities as the new norm for TPA roadmap projects to ensure all team members are aware of expectations and accountabilities

Project Management Office Proposed Structure

