Project Management as a Career at SU

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Enterprise Process Support
Syracuse University
EPS MISSION:
The Enterprise Process Support (EPS) department drives change by partnering with academic and administrative areas to advance the University.

EPS SERVICES:
• Process Improvement
• Project Management
• Portfolio Management Application Support
• Portfolio Management Support
• Disaster Recover.

EPS VISION:
Enterprise Process Support (EPS) is a trusted group partnering with administrative and academic units to lead innovative and transformative efforts for the good of the University community. In an atmosphere of respect and integrity, EPS helps SU more efficiently and effectively fulfill its mission of generating and transferring knowledge.

EPS “MOTTO”: Driving change to advance the University

ITS VALUES
- Excellence
- Organizational Citizenship & Trust
- Professional Enjoyment

STRATEGIES
1. Doing the Right Stuff: Drive SU’s approach to IT investment (i.e. people, process, technology & dollars) by transforming our business decision model.

2. Doing stuff the Right Way: Determine and drive the use of proven methodologies to lead and deliver SU efforts to successful completion.
EPS at SU

- **Nov 2000**: EPS formed by initial hire
- **3Q 2001**: Ad hoc PM discussions
- **2Q 2002**: Discussions to foster PM thinking
- **2Q 2003**: CIO discussion EPS services to community
- **3Q 2003**: CIO agreement EPS lead PM definition
- **4Q 2004**: New CIO agreement EPS become PMO
- **1Q 2006**: Successful vetting of 5 year PMO / service plan
- **2Q 2008**: Vetting of EPS Portfolio Mgmt support
- **1-4 Q2009**: EPS positional work
- **2Q 2010**: Positions finalized; Career ladder implemented
EPS Stakeholder Analysis / Mandates: Output

EPS Mandates
- Process Improvement
- Project Management
- Portfolio Management
- TeamDynamix Support
- Disaster Recovery

Based on the Stakeholder Analysis our relationships with our Stakeholders falls into four general areas:
- Leadership/Sponsorship
- Sources of Project Work
- Partnership & Participation
- Resource & Information
Staff Background*

Education:
- Comp Sci
- Envir Design/plan
- Psych
- Urban Planning
- Phys Ed
- Public Admin

Experience:
- Telecomm
- Hospital
- Higher Ed
- Insurance
- Utility
- Pharmaceutical
- Manufacturing
- Medical device
- Nuclear Power
- Consulting
- Defense
- Teaching

Credentials:
- PMP
- CTM
- QMS-A
- IM
- CPE
- CQMgr
- CQA
- PARC

* at time of career work was being performed
### Strengths
1. Highly skilled staff (resource)
2. Leadership skills
3. Values: Respect / Accountability / Integrity / Service / Excellence
4. Professionalism
5. PM, PI and DR skills
6. Communication
7. Crucial Conversations
8. Trust
9. Team Building
10. Diversity

### Opportunities
1. Strategic Planning (SP)
2. Process Improvement
3. ITS Portfolio Management
4. ITS Program Management
5. Centralization of IT Infrastructure and Services
6. EPS Services – Broaden our client base
7. Community Initiatives “scholarship in action”

### Weaknesses
1. Project / Portfolio Management Tool Resources
2. We may not have reached our full PMO potential
3. No way to measure our value/success as a PMO
4. Limited funding (for training & staff development)
5. Project Management Resources
6. Lack of standardization on PM and PI Approach
7. Lack of portfolio management approach implemented
8. PM vs. Analyst - not always possible
9. DR role clarification

### Challenges
1. Executive support
2. Changes in priorities/directives/work
3. Resistance to change
4. Academic area underrepresented
5. Evaluating and finding good vendors
6. Lack of DBA support for the TD application
7. Limited Reporting capabilities in TD
8. EPS Team- Office Locations
9. Lack of security portioning in TD
10. Data in TD is not kept current
11. ITS Documentation standards aren’t defined

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**EPS - SWOC Analysis: Outcome**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Challenges</th>
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<tbody>
<tr>
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<td>Detrimental to Achieving the Objectives</td>
<td>Internal</td>
<td>External</td>
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EPS Critical Success Factors

1. To deliver within budget, on time, with expected results.
2. Provide PM education and leadership.
3. Provide PI education and leadership.
4. Be able to build and lead project teams (including consulting with selected SMEs as needed).
5. Be able to communicate – project status, with the campus community, with the team etc.
6. Be able to be objective, results oriented and independent.
7. Be able to understand customer needs.
8. Establish a safe, optimal environment conducive to change.
9. Acquire or have appropriate level of functional, technical or professional knowledge / understanding to be an effective for projects we lead or participate in.
10. Be able to understand the Technical components of some projects (replaced by item above).

EPS Distinctive Competencies

1. Building Effective Teams
2. Customer focus
3. Decision quality & problem solving
4. Drive for results
5. Functional / technical skills
6. Integrity & Trust
7. Interpersonal skill
8. Managing & measuring work
9. Managing through processes & systems
10. Motivating others
11. Organizational Agility
12. Planning
13. Presentation skills + written communication = overall communication
14. Written communication
• Process Analysts → Project Managers

• **2 levels:** Project Mgr, Senior Project Mgr

• Developed “job descriptions” for each*
  – Basic function / purpose
  – Duties & responsibilities
  – Values
  – Education & experience
  – General competencies
  – Required technical skills or abilities
  – Specific / specialized certification or degree required

• **Developed level info for identified competencies:**
  Basic, Intermediate, Advanced, Expert

* Additional information in supplemental material
# PM Qualifications

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<tr>
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<th>Senior Project Manager</th>
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<td><strong>General competencies</strong></td>
<td>• Integrity &amp; Trust (Intermediate)</td>
<td>• Integrity &amp; Trust (Expert)</td>
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<td></td>
<td>• Interpersonal skill (Intermediate)</td>
<td>• Interpersonal skill (Expert)</td>
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<td></td>
<td>• Intellectual acumen (Intermediate)</td>
<td>• Intellectual acumen (Expert)</td>
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<tr>
<td></td>
<td>• Action Oriented (Intermediate)</td>
<td>• Organizational agility (Advanced)</td>
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<td></td>
<td><strong>Advanced</strong></td>
<td>• Strategic agility &amp; innovation mgmt (Intermediate)</td>
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<td></td>
<td><strong>Intermediate</strong></td>
<td>• Drive for results (Advanced)</td>
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<tr>
<td><strong>Education &amp; experience</strong></td>
<td>• Bachelors</td>
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<td>• &gt; 2 yrs small – med projects</td>
<td>• PMP or adv degree desirable</td>
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<td></td>
<td>• Experience using structured approach (PM, biz process)</td>
<td>• &gt; 6 yrs large, complex projects</td>
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<tr>
<td></td>
<td></td>
<td>• Supervising / coaching other PMs</td>
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Additional information
• Syracuse, New York, chartered 1870
• Private coed institution
• Carnegie: Doctoral / Research - Extensive
• 19244* students (Law, Grad & Undergrad)
• 1013* FT Faculty
• 3,368* Staff

*FTE
PMs within PMO: 6

Reports to: VP / CIO

PMO support central IT or entire institute: Entire institute

Who prioritizes project portfolio: collaborative effort: CIO, Assoc CIO, IT Directors & clients

# of Projects Managed by PMO PMs: varies 1 - 15

Manage projects a service: Yes; 1 of 5 major services

PM Framework used: Yes; definition & maintenance of framework is our responsibility
Project Planning Facilitation provided: Yes (on demand)

Toolkit used: Yes; definition & maintenance of framework is our responsibility

PM workshops provided: Yes; on demand; we call them training

PM Coaching / Mentoring provided: Yes; formally on demand and informally when contacted.

Project tracking provided: Yes for our projects; SOME additional projects across portfolio and on request

Facilitate Project reviews: Yes; on demand (little demand)

Portfolio Management provided: Yes, on demand service providing support, not decision making.
Cross area project planning: Yes, FY planning facilitated by EPS

Portfolio reviews provided: (Potential) future service

Are PM allocated Full Time: Varies; Yes for large projects, No for others

Are PMs allocated Part Time: Yes for all projects other than large ones

Metrics used: Yes for projects we lead

Time tracking: Yes, though inconsistently

Total projects in portfolio: (presently) 474 (Note: this includes all work - projects, operations and administrative)

Collaborative environments: Team Dynamix, Confluence, Sharepoint