



The Other Triple Constraint

Presented by the Project Management Office (PMO)
for MISA 2010

June 16th, 2010



Workshop Objectives

- To provide a quick overview of Durham Region and its organizational structure
- To review what we know about IT Projects
- To identify the Other Triple Constraint
- To indicate how Durham has responded and lessons learned

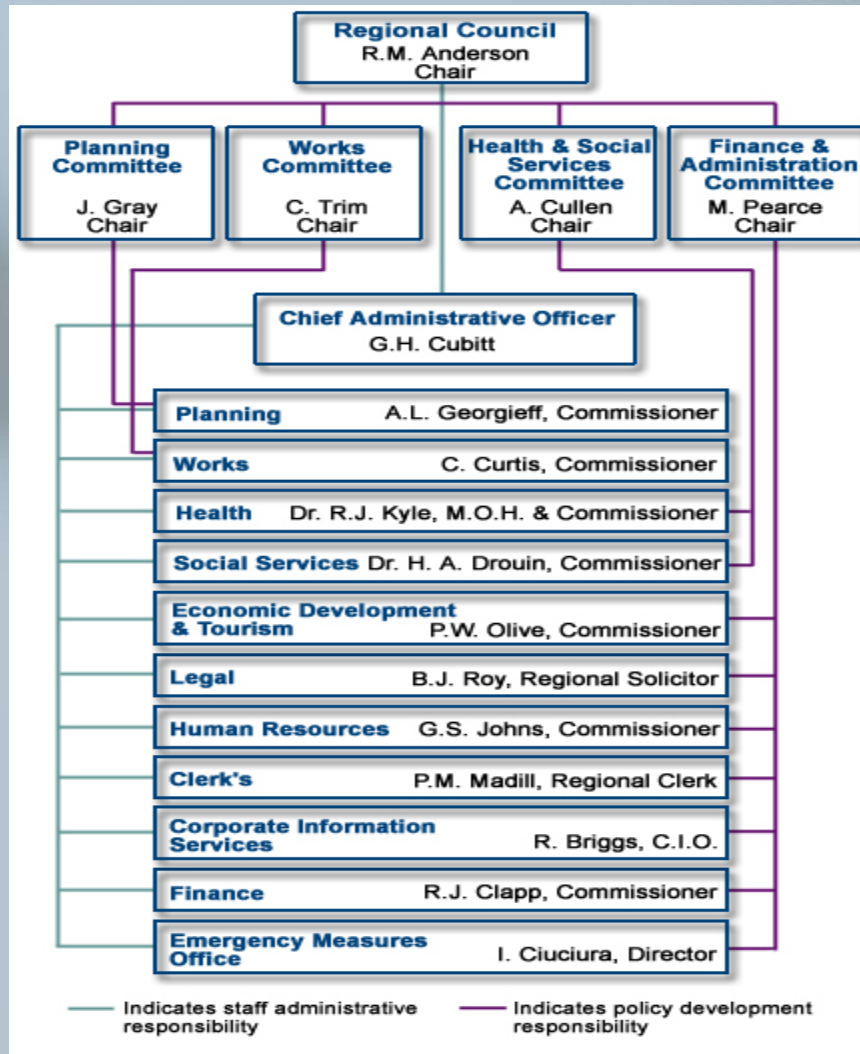


Overview of Durham Region

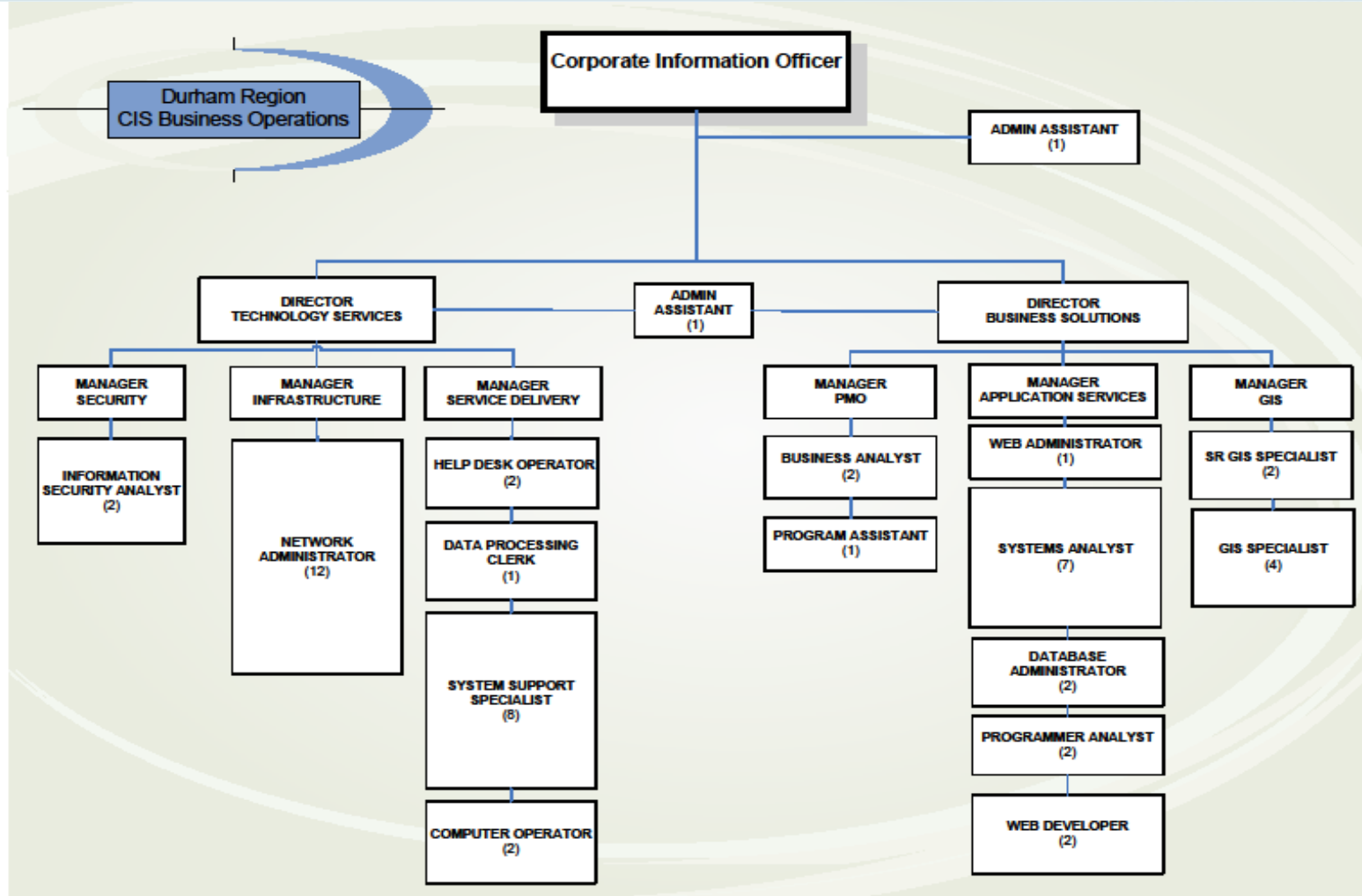
- Durham Region is east of Toronto in the Greater Toronto Area with a land mass of approximately 2,590 square kilometers
- Population of the Region was 531,000 in May 2001 with estimated population targets of:
 - 760,000 by 2011
 - 970,000 by 2021, which is more than double the 1991 population



Overview of Durham Region cont'd



Overview of Durham Region cont'd



What we Know about IT Projects

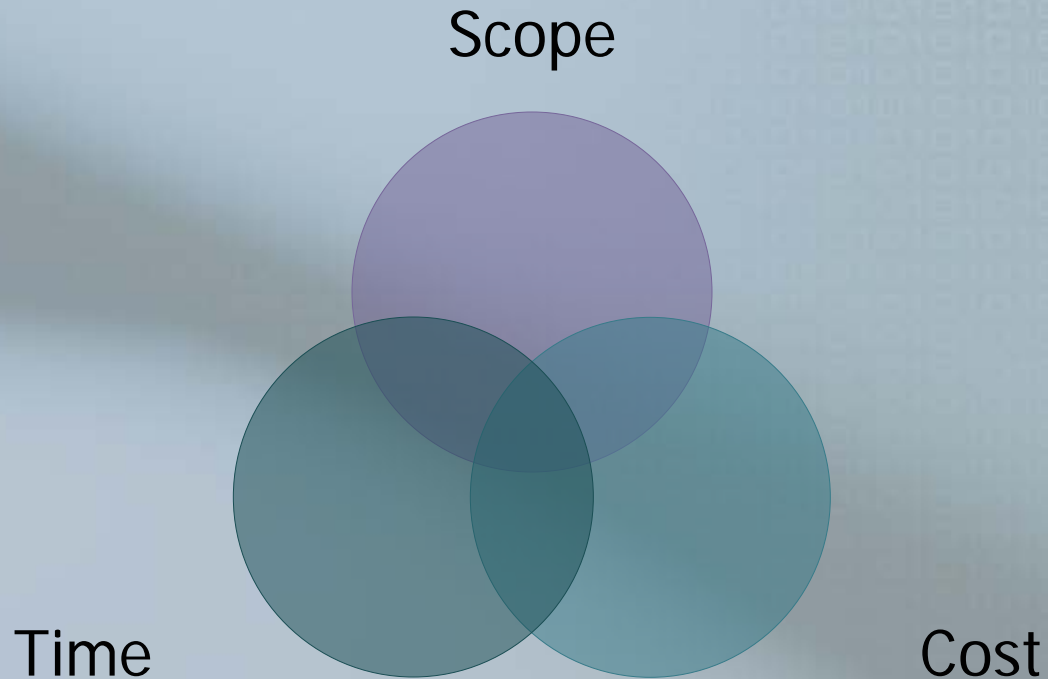
- Quick turn around expected
- Changing / growing complexities in technology
- Increase in functional requirements
- Smooth integration between tools, processes, and departments is required



What we Know about IT Projects cont'd

- Successful projects:
 - Are **delivered** on time ,on budget and within scope
- Challenged projects:
 - Are **completed** and operational but over budget, late and/or did not meet all original scope
- Failed projects:
 - Are **cancelled** before completion or never implemented

What we Know about IT Projects cont'd



The Triple Constraint

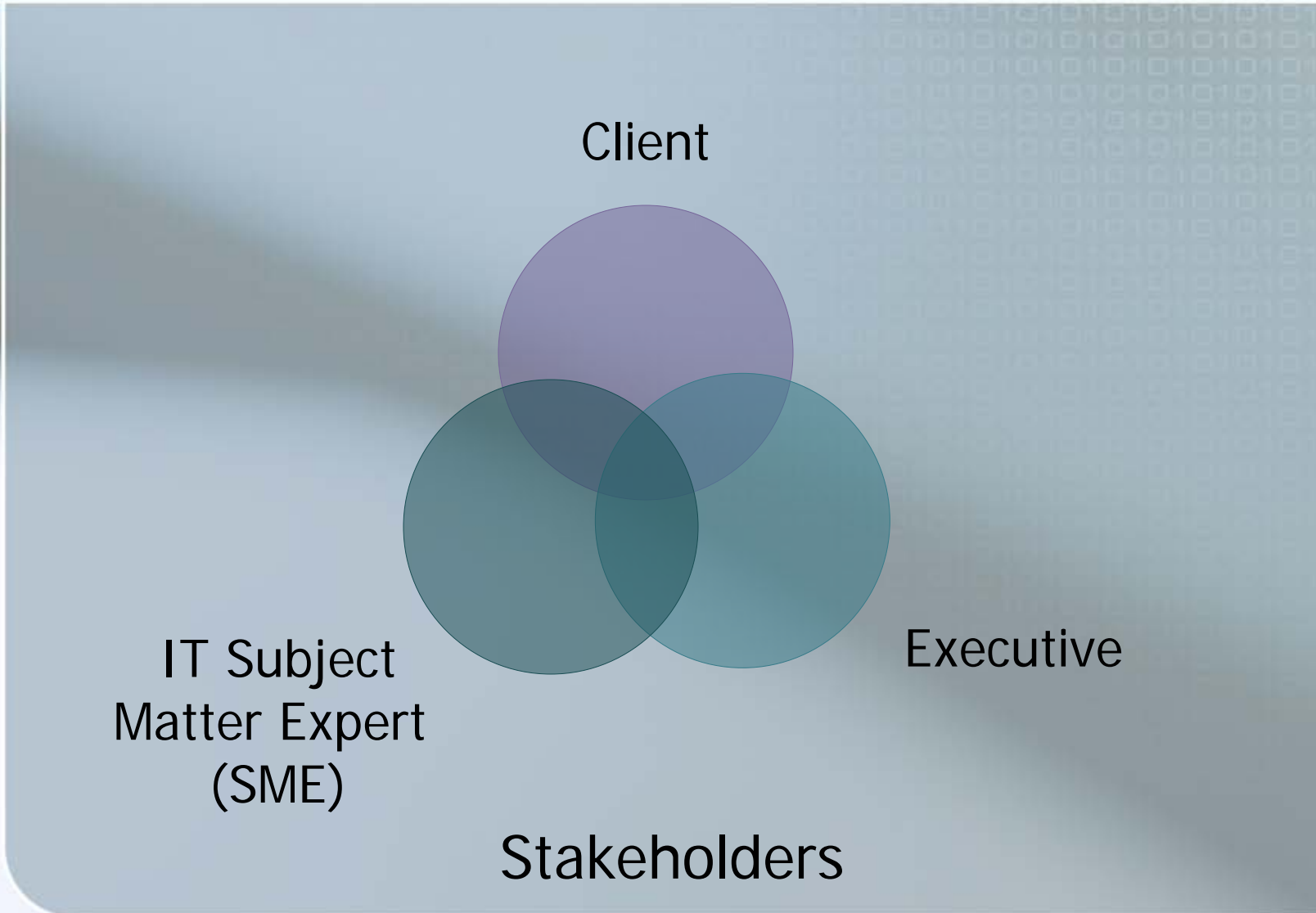


What we Know about IT Projects cont'd

- What do the standard Triple Constraints have in Common?
 - Stakeholders
- What do all three need?
 - Communications



The Other Triple Constraint



Executive Expectations

- Clear Scope
- Costs that are defined / owned
- Impact analysis to current state
- Projects that align with department and corporate strategic plans
- Metrics to measure project success and outcomes for customer
- Awareness / understanding of all Stakeholders involved
- Communication and collaboration

Client Expectations

- To understand current and end state
- To identify how IT can meet business needs and increase their success
- To know costs / impacts of IT changes
- To have a customer service orientation
- To communicate and collaborate in their business language



IT Subject Matter Expert (SME) Expectations

- Clear deliverables and expectations
- Work packages that are planned in advance
- Consultation during the planning phase
- Documentation that is justified
- Effective and efficient processes
- Communication and collaboration





Durham's Response to the Other Triple Constraint

- Established Project Management Office (PMO)
 - Best Practice
 - Service orientation
 - Communication Tools
 - Project Initiation Process





Durham's Response: Best Practice

- PMO established in 2005 to:
 - Align IT to Regional business
 - First point of contact for Regional and Departmental IT projects
 - Act as key conduit for communication and collaboration) between various departments involved
 - Identify business needs
 - Analyze and determine solutions to business problems
 - Develop initial plan to organize, and manage resources to enable successful completion of specific project goals and objectives





Durham's Response: Service Orientation

- PMO services:
 - Orientation to PMO and Corporate Information Services (CIS) for all stakeholders (Executive, Client, IT Subject Matter Experts)
 - Gather Requirements
 - Project Initiation Process and Documentation
 - Facilitate Project Approval Process
 - Assist with application of Framework for Regional Projects and CIS specific tools and templates
 - Provide Regional training on Project Management





Durham's Response: Service Orientation cont'd

- Customer Relationship Management
- Vendor Management
- Monthly Project reviews with CIS Management team
- Administer CIS Project Registry
- Advise on application of Project Management principles and areas for continuous improvement
- Develop and improve Project Management and business analysis methodologies, tools and processes
- Provide customer liaison with IT SMEs



Durham's Response: Communication Tools

- PMO Orientation Package
- Initial Project Questionnaire
 - Gathers information on proposed project
- Business Impact Analysis
 - Identifies security concerns/considerations of proposed project
- Requirements Document (dependent on project scope and size)



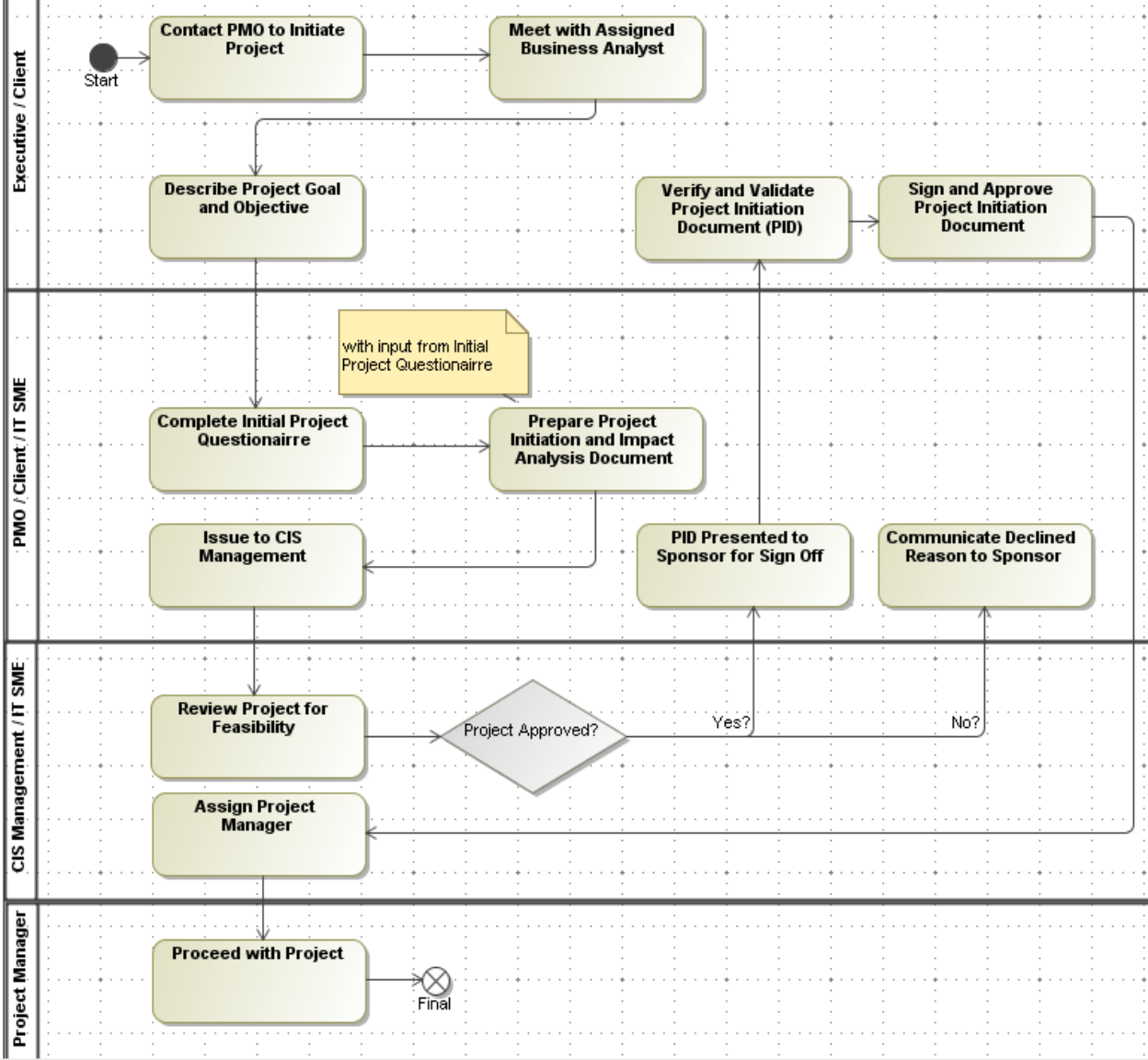
Durham's Response:

Communication Tools cont'd

- Project Initiation Document (PID)
 - High level definition of project that includes background information, scope, deliverables and resource requirements
 - Outlines project's estimated cost, schedule, and impact assessment for Regional infrastructure to client
 - Reviewed by the PMO
 - Requires sign-off / approval from CIS Management Team and Project Sponsors in order to proceed



Durham's Response: Communication Tools & Project Initiation Process



Executive / Client	PMO / Client	Executive / Client / IT SME
Presentation of: CIS & PMO Orientation Package		Approval of: Project Initiation Document
	Creation of: Initial Project Questionnaire Business Impact Assessment (BIA) Associated Process: Procedure 1.0 - IT Project Initiation Associated Process: Procedure 1.0 BA Project Initiation	Creation of: Project Initiation Document Associated Process: Procedure 1.0 - IT Project Initiation Documentation
		PMO PID Review: Project Initiation Review Form Management Review/Approval: Project Initiation Document
		Execution of: Project Initiation Document

Tying it All Together

- In summary, the PMO is the initial CIS point of contact for the customer
- The PMO:
 - **Communicates** and collaborates with all parties involved
 - **Builds** consensus of the Other Triple Constraint
 - **Develops** customer relationships with IT / CIS
 - **Aligns** projects with the strategic goals of the organization
 - **Identifies** stakeholder impacts and overall infrastructure impacts to the Region
 - **Creates** a winning outcome for stakeholders

Tying It All Together cont'd



References

- http://www.standishgroup.com/newsroom/chaos_2009.php
- <http://www.pmi.org>
- <http://www.pspmf.ca/default.htm>

Contact Information

- PMO@Durham.ca
- Bill.Cleary@durham.ca (PMP)
- Carrie.Grimley@durham.ca
(MCPM, CAPM, BSAC)
- Cindy.Timianis@durham.ca (BACP, MCPM)