

Enterprise Project Management (EPM)

Karthik Bharadwaj





EPM Overview

The EPM should be a major component of any organization's overarching strategy to establish governance and data management practices that provide **standardized, connected, smart and personalized** information across the organization.

The overall vision of the EPM should be to **establish a collaborative team, valued by the Business Units and Corporate Functions as partners, that successfully and consistently delivers projects to achieve intended business outcomes**

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Karthik Bhargava

The goals of the EPM are to:

- Evaluate, select, prioritize and sequence projects to align with business objectives
- Collaborate with Business Units and Corporate Functions to secure funding for projects and initiatives
- Forecast, manage and allocate project resources effectively.
- Establish and promote program management governance, methods, processes and tools
- Define and implement a consistent approach to measure program performance against key success criteria



EPM Functions

The EDM PMO performs four core functions that drive the set of services it provides

Portfolio Governance

Ensure visibility into programs and projects, transparency into project finances and improved decision-making

Project Management and Delivery

Ensure project delivery excellence across all phases from selection through to closure

Portfolio Reporting and Communication

Provide executive team the information they need to make effective, and timely decisions

Project Management Methods and Tools

Develop and publish PM policy, standards, guidelines & procedures that are scalable for varying project sizes and complexity



EPM Services

EPM drives services that supports its 4 core functions

Portfolio Governance

- Alignment of portfolio with strategic objective(s)
- Oversight for project intake, analysis selection and prioritization
- PMO and portfolio performance measurement / KPIs
- Benefits management and realization
- Program and project governance

Project Management and Delivery

- Project support and execution
- Project staffing and resource management
- Project cost and budget management
- Project risk and issue Management
- Project scope and change management
- Project schedule and quality management

Portfolio Reporting and Communication

- Distribute status reports on the performance and of the PMO and progress of portfolio over time
- Coordinate communications across key stakeholders
- Publish and maintain the PMO collaboration and knowledge site

Project Management Methods and Tools

- Create, standardize and maintain Project Management lifecycle methods, artifacts, tools, standards, reports and processes
- Mentor, train, and guide project teams to encourage adoption of project management life-cycle best practices
- Monitor compliance with PMO standards



EPM Delivery Framework

A results-oriented delivery framework provides the PMO with the ability to focus its program on strategic outcomes that link to the goals of the broader organization, rather than solely administering program scope, schedule, and budget. The framework includes the following four components:

Program Strategy and Vision Alignment

Establishes the Program objectives in support of organizational goals and ensures that the Program delivers the expected business benefits and outcomes

Engagement Model

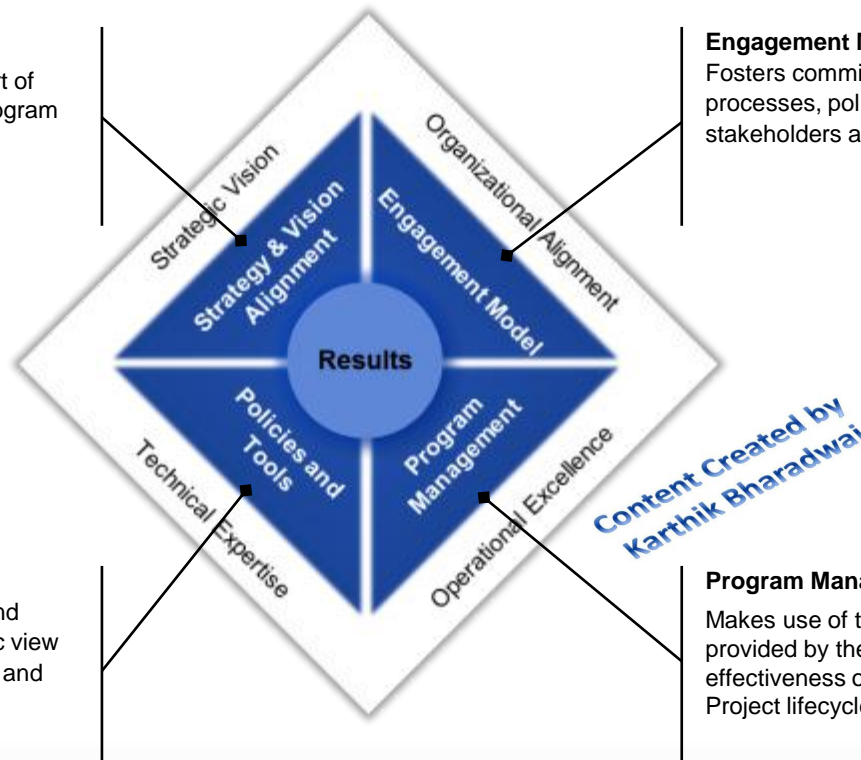
Fosters commitment to and adoption of the PMO processes, policies, methods and tools by stakeholders at all levels

Policies and Tools

Supports business and technical decisions and ensure that decisions are made with a holistic view of the impact on people, process, technology and the organization

Program Management

Makes use of the extended visibility and reach provided by the functional areas above to enhance effectiveness of traditional PMO processes of the Project lifecycle





Benefits of EPM

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Benefits

- Alignment with Organizational Objectives: Ensures that the Program defines and maintains the expected business benefits then actively monitors post-implementation
- Clearly Defined Strategy: Ensures that the Program is guided by a strategic mission that defines realistic, achievable goals and objectives and defines business benefits in clear, measurable terms
- Program Support: Increases awareness of and buy in to the Program
- Higher Adoption Rates: Stakeholders are engaged and feel like they are part of the Program, ultimately endorsing and implementing the Program results
- Improved Decision-Making: Increases visibility at the Program level, helping to ensure technical decisions are made collaboratively, with the right resources involved
- Linkage of Program Objectives and Tactical Execution: The creation of a Domain or Design Authority recognizes the need to balance the business objectives with technical design considerations
- Efficient Operations: Enables robust coordination and reporting, and quick, efficient change using standard tools, processes and practices
- On-Track Projects: Projects within the Program delivered on time and on budget