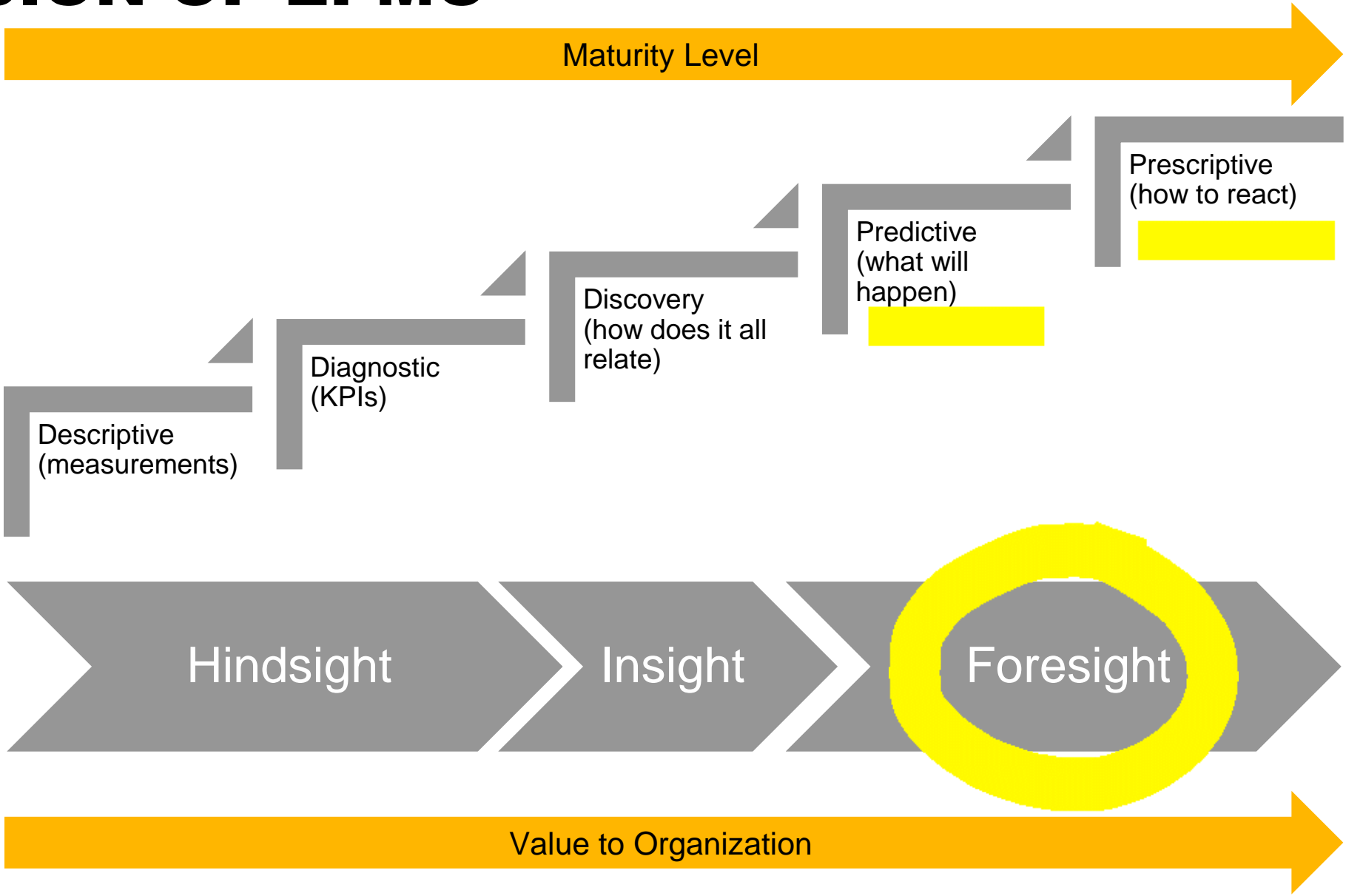


EPMO BUILD CONCEPTS AND EXPERIENCE

MY VISION OF EPMO



PROBLEM STATEMENT I RESOLVED FOR LEADERSHIP THROUGH EPMO

- How are we aligning our corporate strategy based on the demand generated by our clients?
- How are we tracking customer success? What are the KPI's
- Which business capabilities are in trouble? Which ones could be next?
- How is my portfolio / project delivery at client doing?
How are we trending?
How will my client portfolio end up doing?
- What do I need to know, review, evaluate, and possibly act upon the feedback we get from our customers?
- Is our internal knowledge being disseminated correctly throughout the company?
- When are the first indications that something may be amiss? Or that there are opportunities?
- Why didn't I see this coming?
Why did projects fail in the past? Statistically, are there root causes for cascading effects?
- Who are the experts?

MY APPROACH TO PMO OPERATING PROCESS

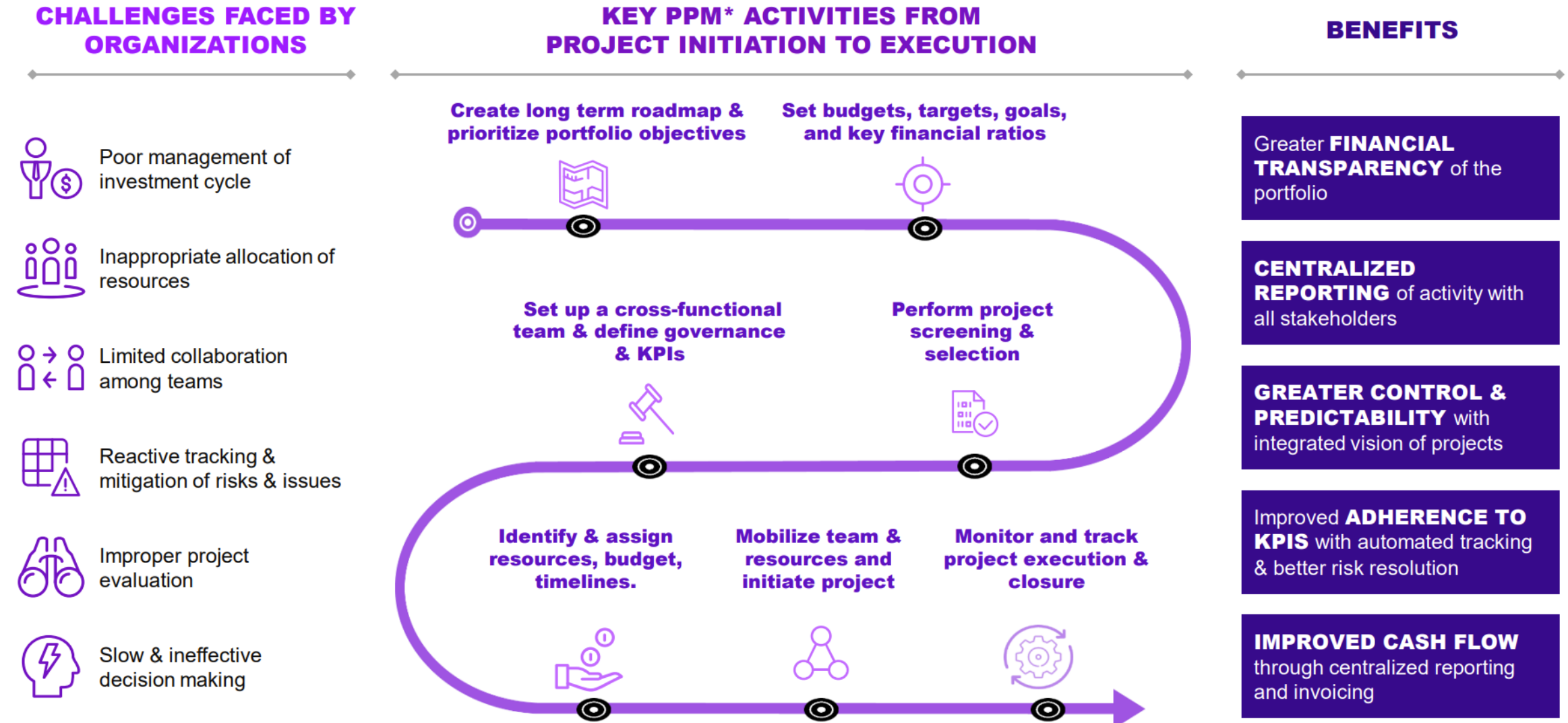
Adjustment of templated delivery process based on Lessons learned

Align Strategic goals to Operational Delivery



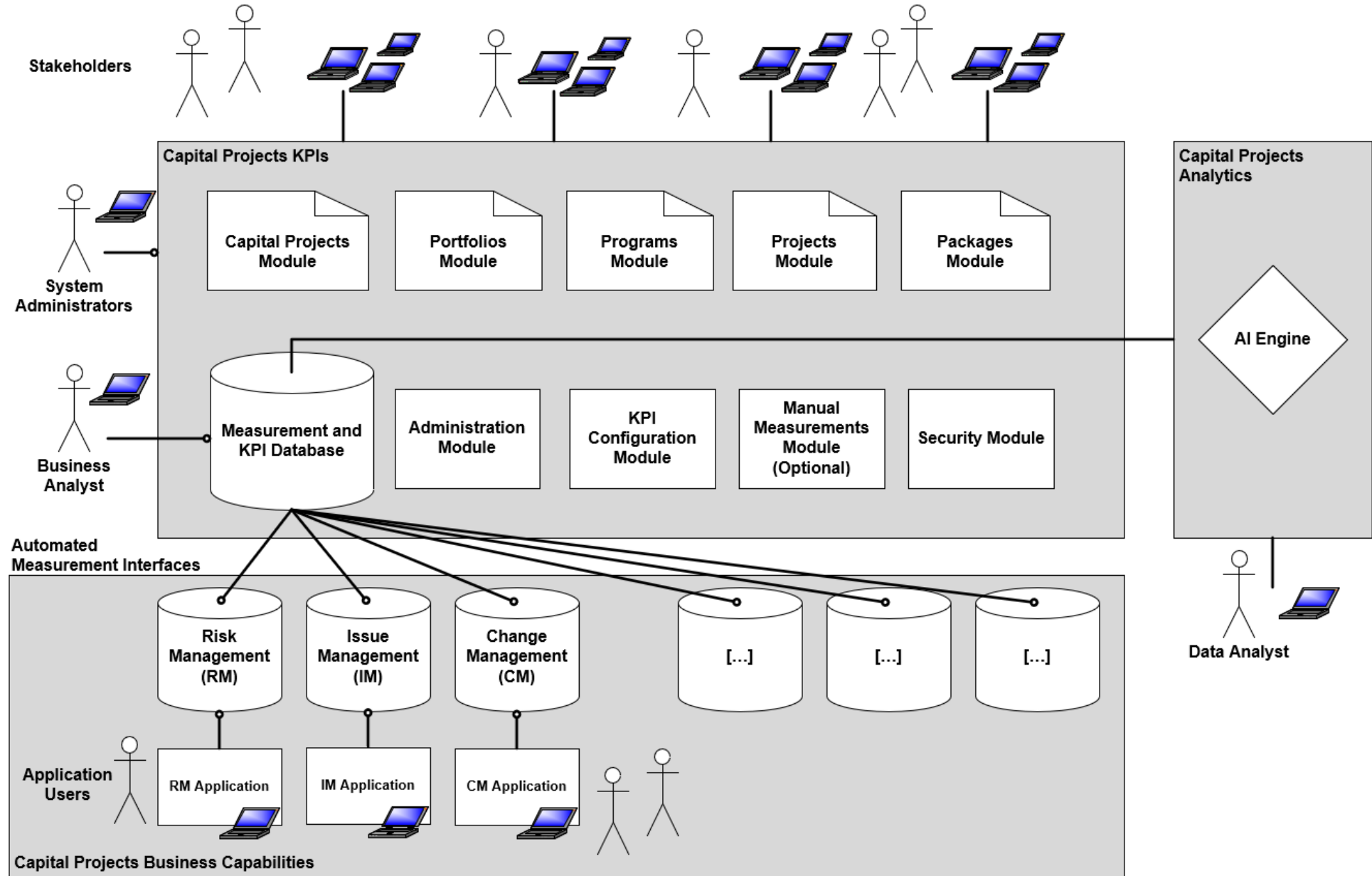
MY APPROACH TO EPMO

Building PMOs and managing client Portfolios



TECHNICAL ARCHITECTURAL BLUEPRINT OF EPMO

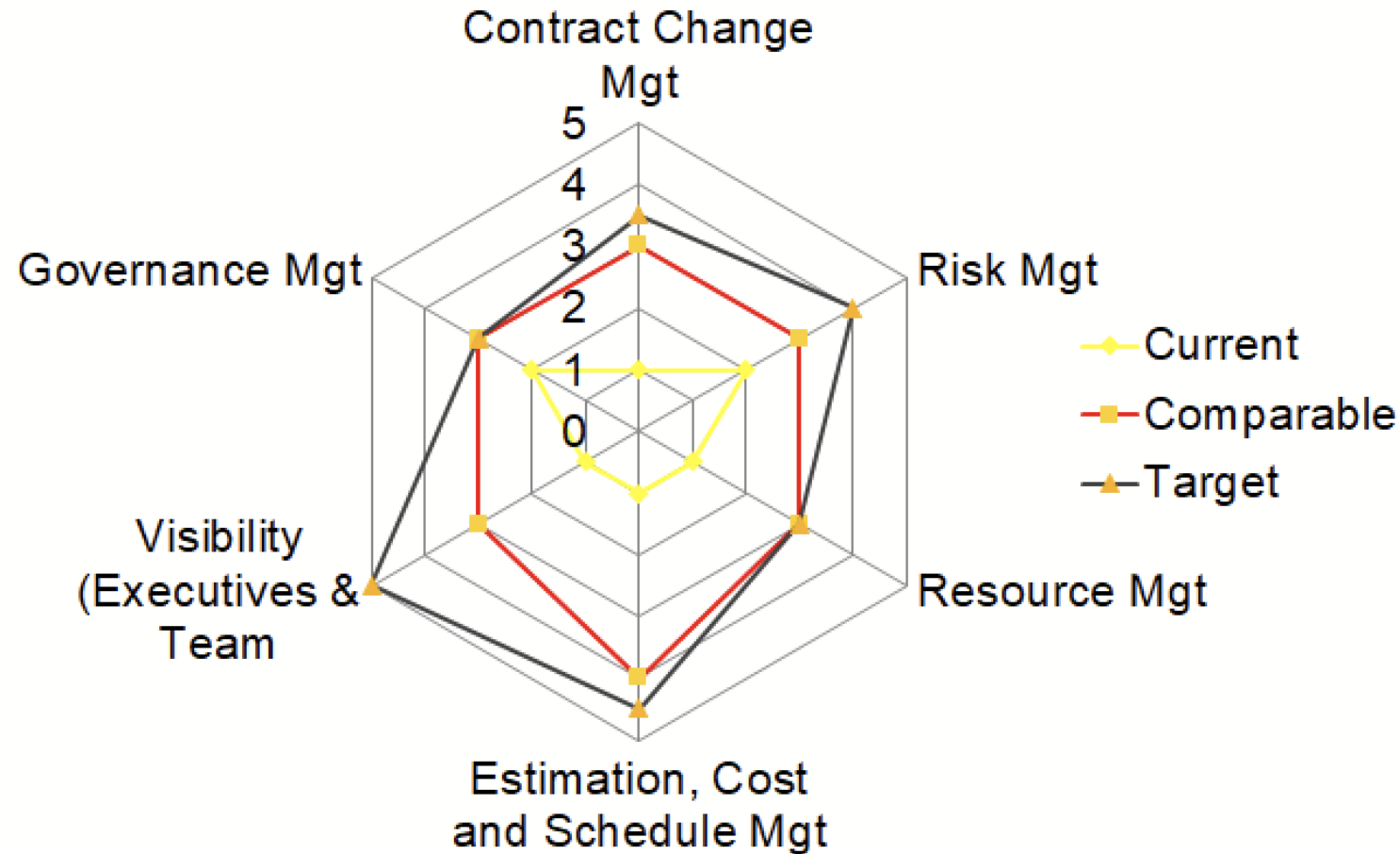
BASIC ARCHITECTURAL BLUEPRINT



WHERE ARE WE NOW? TRADITIONAL MATURITY LEVEL → 6 FACTORS TO LOOK AT...

Example of possible key challenges ?

- Is it that there is no global adherence to PM Best practices / Tools / Discipline?
- Is it that there is no single resource pool and no Resource Allocation done?
- Is it that the projects never really have a proper Closeout phase?
- Is it lack training or tools available? Or both?
- Tools don't support risk process and maturity
- ETC...



EPMO

Agility & Digital transformation as it relates to how to running ePMO

(1) Demand Management / (2) Enterprise Strategy Alignment / (3) Resource Management

There needs to be alignment between Division strategic initiatives and the PMO – that includes ranking, risk management / mitigation, determining dependencies and constraints → So moving towards an ePMO and not just a business Unit PMO

A system needs to be in place prioritize and rank the projects based on fair and impartial mechanisms, considering the following (NPV, ROI, CAPEX and OPEX \$ request, Business Value both tangible and intangible, etc.)

I would make sure we implemented a process where the Program and Project Manager to lead the business case process from the initial stages and work with the Division's functional and technical teams to determine the Business Value proposition (that way we can be held and measured against those)

This would ensure also that Program and Project Managers and the ePMO has visibility in the demand pipeline on a multiyear horizon planning (through Portfolio and Resource management tailored to specific divisions) and to be able to Resource allocate / plan accordingly



EPMO

Agility & Digital transformation as it relates to how to running ePMO

(3) Value Management

I would look at the opportunities to have the cost of the ePMO funded through the Division / Business Lines potentially as a “ePMO-as-a-Service”.

Typically, organizations are dealing with the costs of the PMO by absorbing them into the running of a head office function (cost of doing business = PMO leader’s budget is part of the overall central budget, and you must justify what you do with the money and be involved in budget negotiations...there is no cross-charging out to other departments. Any funding you need for the PMO is provided centrally.

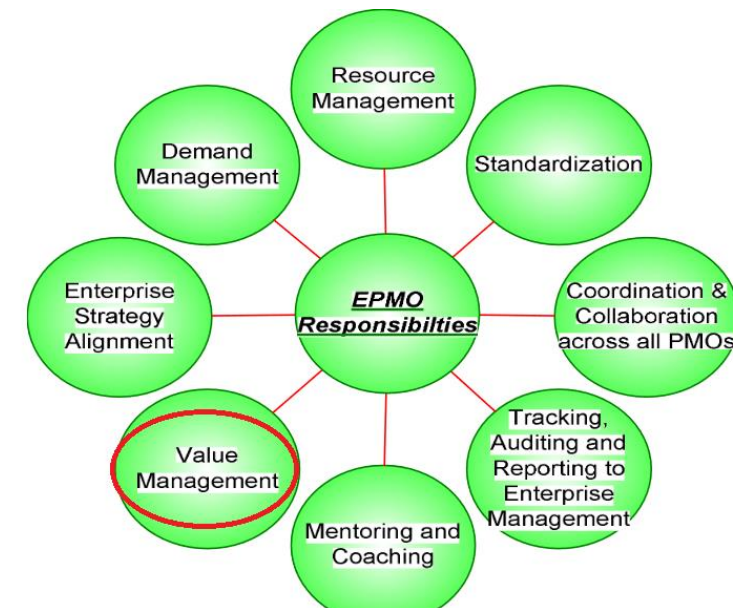
Move away from the PMO being a pure cost center and want to be able to split the cost of running the group into a “project charge” aka the “cost of services provided” and apportion that cost between Divisions / Business Units.

High Level things that need to be worked out (metrics) in order to apportion the cost in a fair matter:

1. Number of projects each division is requiring
2. Resources Allocation used on the projects for each division
3. Financial value of the project (Business Value / Benefits from the Business Case).

We look at the PMO portfolio and establish what proportion of the cost of running the PMO should be allocated to each Division, based on their usage of services.

For ad-hoc requests from other departments, we could use the same mechanism for cross-charging staff and services.



EPMO

Agility & Digital transformation as it relates to how to running ePMO

(4) Mentoring and Coaching (cont'd)

Implement 365 reviews

Performance plans as needed

Remediation plans as needed

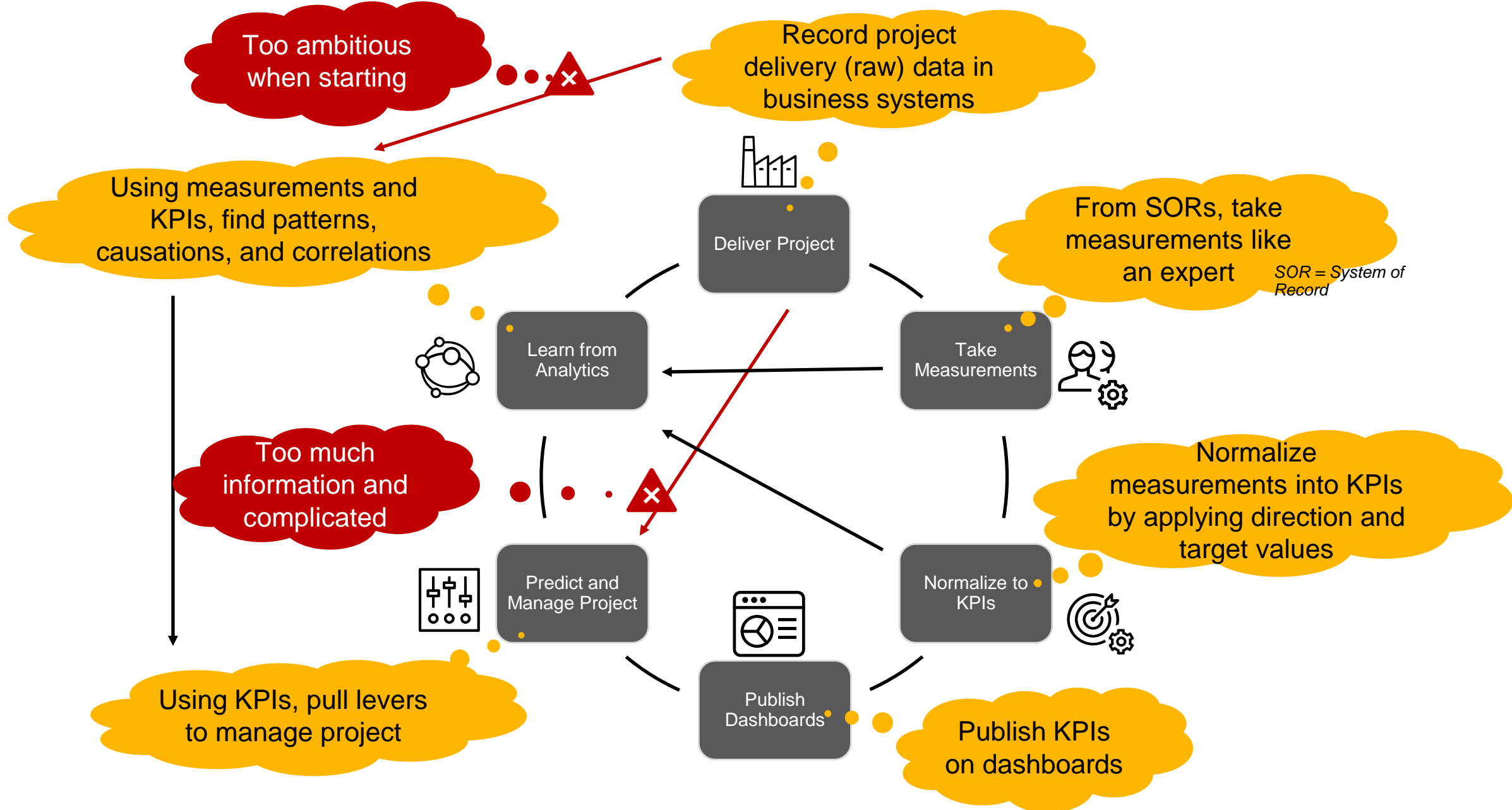
Push for and support my team members in the 3 following facets:

- **Autonomy** → People want to direct their own lives (self direction).
- **Mastery** → People want to have a “Challenge”.
- **Purpose** → People want to “Make a Contribution”. Organization needs to have a transcendence purpose / objective.



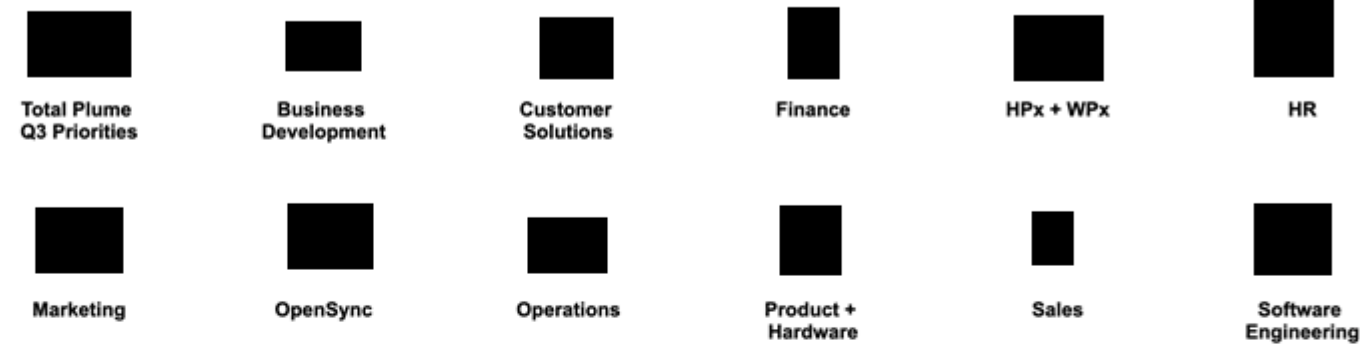
MY ANALYTICS & MY DASHBOARDS

CONCEPT

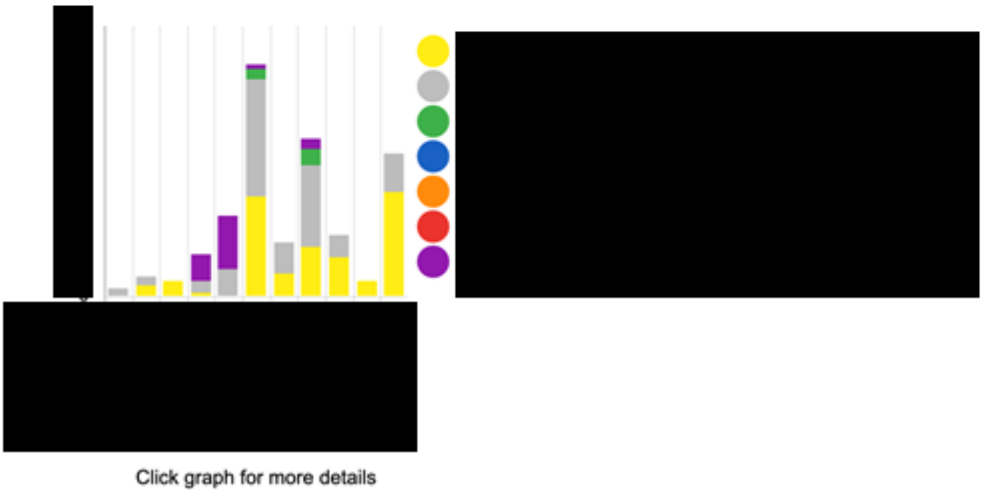


Priority Results

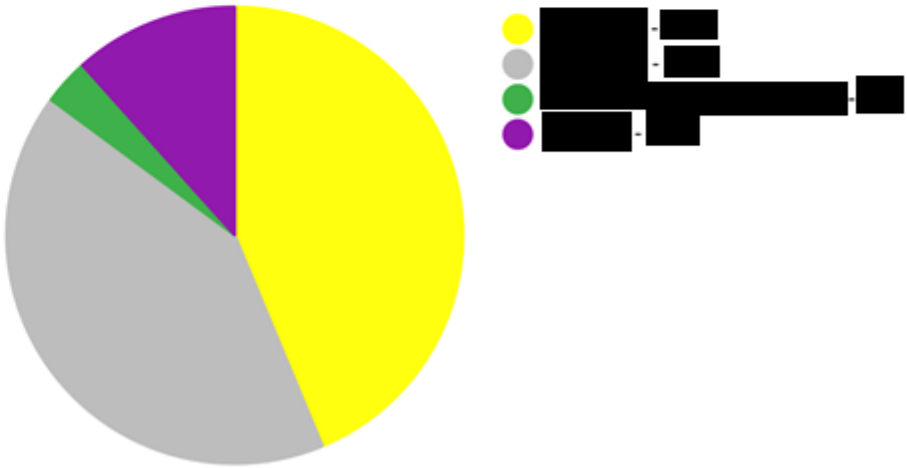
- Quick Links
- Objective Dashboard
 - 2021 Plume Projects
 - PPP Plumian
 - PPP Plumian
 - PPP Plumian
 - PPP Plumian



Objective Status By Functional Area



Objective Status - Click graph for details



EXTERNAL PROJECT PORTAL

Overview



Project Summary

Project Name	
Project Manager	
Owner	
3PP QA	
Technical Lead	
Planned Project Start	
Planned Project End	
Planned Field Trial Start Date	
Planned Certification Submission Date	
Planned Certification End Date	
Planned GA Date	

Projected Cxt End Date

Weekly Summary Report

Summary	Reported By	Created

Project Team

Plume Team	
Name	Role
	Project Manager
	Business Sponsor
	Sales Engineer
	Engineering Support
	QA Lead
	QA
	Field Support
	3P Project Manager

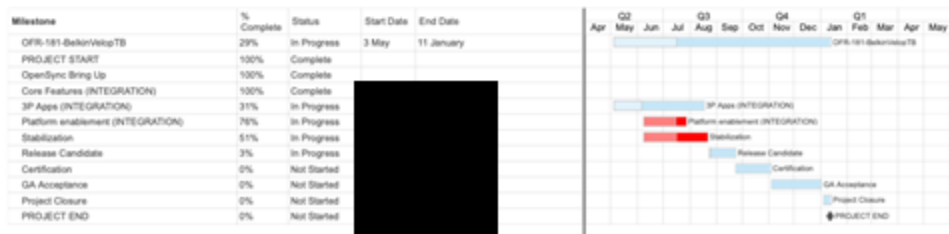
Baseline Comparison dates & Delay

Start Date	
Baseline RC Date	
Projected RC Date	
Projected Functional Testing Start Date	
Projected Cxt End Date	
Forecasted Certification Date	
Projected GA Acceptance Date	
Projected Project End Date	

Project Links, Documentation

Links
Category 1-Project Documentation
FUT, Ix, In Phase
Jira Ext. Project Dashboard
Sharefile Project Folder
Category 2-OpenSync Documentation
General Integration Documentation
OpenSync 2.2 Documentation
OpenSync Broadcom Platform Integration Documentation
OpenSync Commands Cheat Sheet
OpenSync Features Support Matrix
OpenSync FUT User Manual
OpenSync FUT, FIV, GSRT Documentation
OpenSync Managers Introduction
OpenSync Public Github
OpenSync Requirements
Category 3-Training Documentation
OpenSync Academy
Category 4-Plume Documentation
FUT Test Suite Description
Managers OpenSync-powered Gateways
Plume Bluetooth Requirements
Plume Certificates

Schedule Status



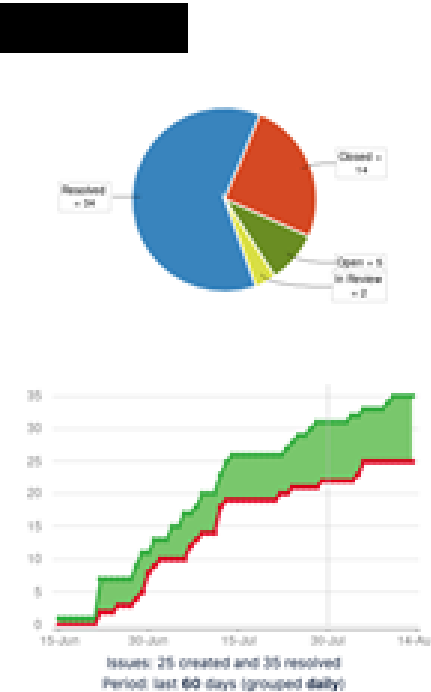
Blocker List

Key	Summary	T	Updated	Assignee	Status	Epic Link	Sprint
ESW-8812							
1 issue							
Back to Top							

Bug List

Key	Summary	T	Updated	Assignee	Status	Epic Link	Sprint
ESW-8812							
ESW-8875							
EXT065-220							
ESW-7445							
ESW-4813							
ESW-9046							

Completion Overview



PLATFORM Work

In Right

Key	Summary	Assignee	Status	Epic Link	Sp	Key	Summary	T	Updated	Assignee	Epic Link
SKTP-482				ANALYTICS POLICY MANAGEMENT (CPM-488)	38	SKTP-505					ANALYTICS POLICY MANAGEMENT (CPM-488)
SPLAT-172				ANALYTICS POLICY MANAGEMENT (CPM-488)	38	SPLAT-152					ANALYTICS POLICY MANAGEMENT (CPM-488)
SKTP-493				ANALYTICS POLICY MANAGEMENT (CPM-488)	38	SPLAT-154					ANALYTICS POLICY MANAGEMENT (CPM-488)
SKTP-490				ANALYTICS POLICY MANAGEMENT (CPM-488)	38	SPLAT-155					ANALYTICS POLICY MANAGEMENT (CPM-488)
SKTP-497				ANALYTICS POLICY MANAGEMENT (CPM-488)	38	SPLAT-157					ANALYTICS POLICY MANAGEMENT (CPM-488)
SPLAT-169				ANALYTICS POLICY MANAGEMENT (CPM-488)	38						
SKTP-496				ANALYTICS POLICY MANAGEMENT (CPM-488)	38						
SKTP-487				ANALYTICS POLICY MANAGEMENT (CPM-488)	38						
SPLAT-143				ANALYTICS POLICY MANAGEMENT (CPM-488)	38						
SKTP-516				ANALYTICS POLICY MANAGEMENT (CPM-488)	38						

Showing 10 out of 11 issues

Summary Program Status Overview

Status / Schedule Key =

- GOOD** = Program is on track to meet scope and milestones per scheduled dates.
- AT RISK** = Trending towards delayed, this is a call to action to use an opportunity for the executive team to provide input and additional mitigation solutions to move program back to good status and avoid delays.
- DELAYED** = Program is currently behind schedule to meet scope and milestones. New dates must be signed off on to move back to green and track to new dates moving forward.
- BLOCKED** = Program is blocked from moving forward. Need to fully engage executive team to help resolve blocking issues in order to move program forward.
- LAUNCHED** = Program has successfully launched to the desired feature set and dates.
- BEING SCOPED** = Working on PRD / TRD / Budget / Schedule

Platform	Product	Project Number & Description	Lifecycle Stage	Status	Target Launch Dates	Product Manager	Project Manager
[REDACTED]	[REDACTED]	[REDACTED]	Development	GOOD	[REDACTED]	[REDACTED]	
			Development	AT RISK			
			GA	LAUNCHED			
			Complete	LAUNCHED			
			GA	LAUNCHED			
[REDACTED]			GA	LAUNCHED			
[REDACTED]			Development	GOOD			[REDACTED]
			Development	GOOD			
			Development	AT RISK			
			Development	GOOD			
	POC	BEING SCOPED					

[Redacted]

Created by Ryan Okamura, last modified on Jun 25, 2021

Product Lead: [Redacted]
Technical Lead: [Redacted]
Program Manager: [Redacted]
Project Manager: [Redacted]
GTM: Bethany

Status	GOOD
PRD (Locked) TRD (Pending)	
Project Summary: [Redacted]	

Last Weekly Meeting Notes
• Smartsheet [Redacted]

Key Highlights (Previous Week)
• [Redacted] • [Redacted] • [Redacted]

Key Highlights (Upcoming Week)
• [Redacted] • [Redacted]

Program Milestone Tracking	Date	Lead	Status	Notes
TRD Sign-Off	[Redacted]	[Redacted]	[Redacted]	Waiting for Dev-Ops sign-Off
Mobile System QA Start	[Redacted]	[Redacted]	[Redacted]	
Web System QA Start	[Redacted]	[Redacted]	[Redacted]	
Cloud System QA Start	[Redacted]	[Redacted]	[Redacted]	
Alpha Entry	[Redacted]	[Redacted]	[Redacted]	
CXT Testing Start	[Redacted]	[Redacted]	[Redacted]	
Beta Entry	[Redacted]	[Redacted]	[Redacted]	
GA	[Redacted]	[Redacted]	[Redacted]	
Link: SmartSheet Schedule				

Risk Management

Functional Area	Risks	Trigger Date	Risk Mitigation
[Redacted]			

Plume Priorities

Project Number	Description	Lead	Date	Status	Notes
[Redacted]					