



AMTRAK

**Enterprise
Program
Management
Office**

**Empowering AMTRAK
to
deliver on the promise**

Sarina Arcari, PMP
Vice President – EP MO

November 29, 2016





The case for Amtrak's EPMO

The Amtrak EPMO mission & structure

Where we are

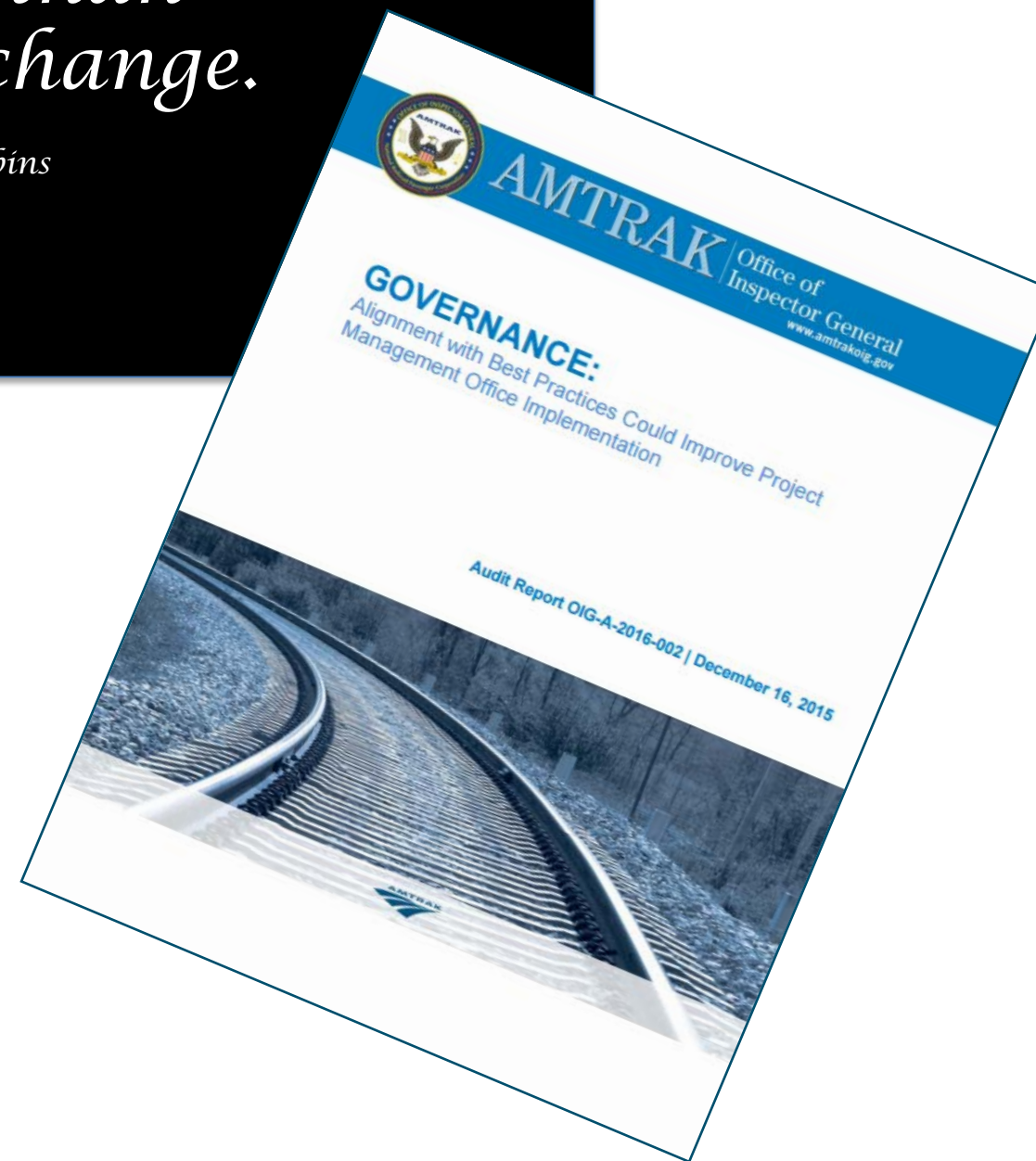
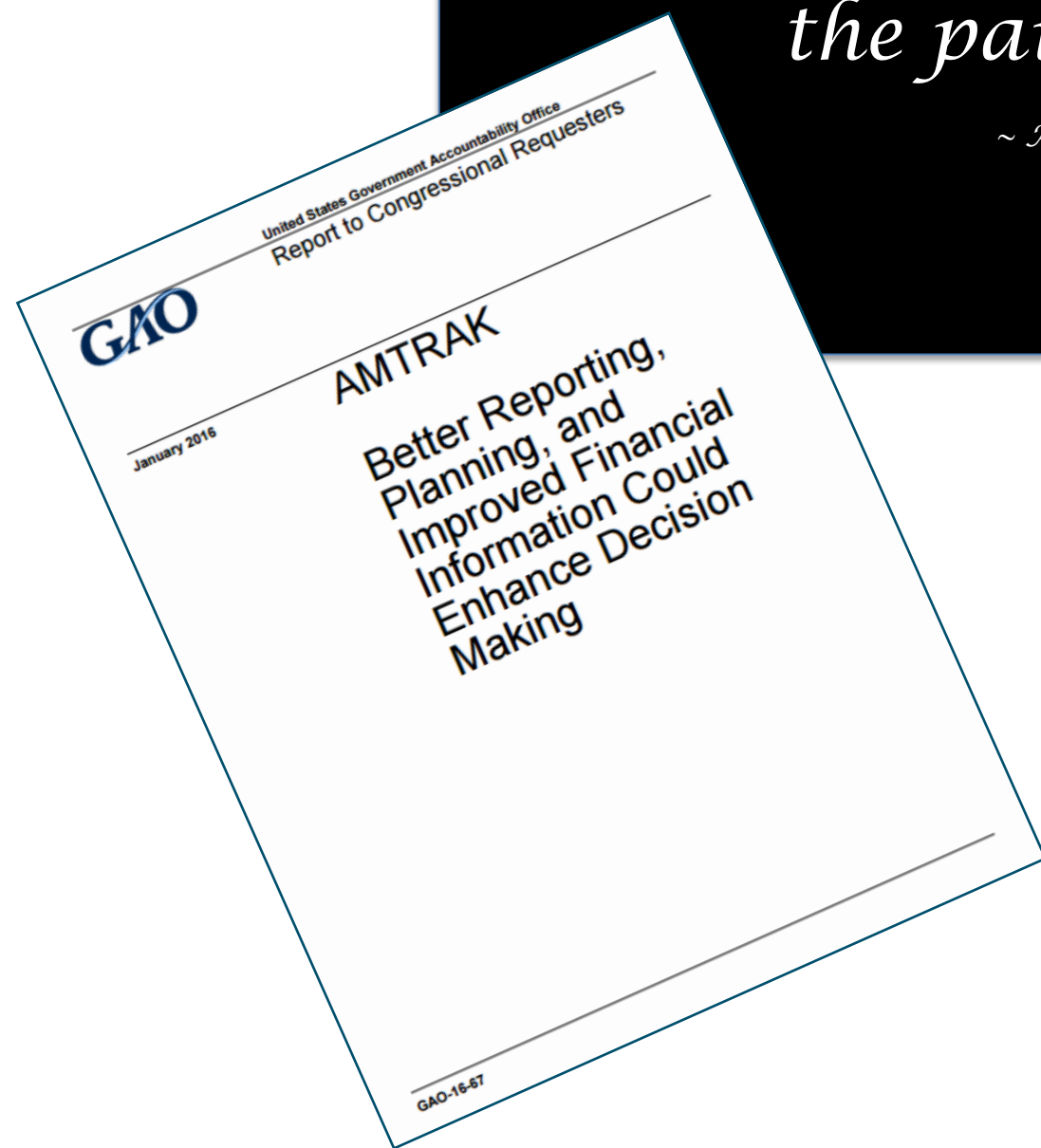
Where we plan to go

The Case for AMTRAK's EPMO

The Case for AMTRAK's EPMO

*Change happens when
the pain of staying the same
is greater than
the pain of change.*

~ Anthony Robbins



The Case for AMTRAK's EP MO

“High performing PMOs enable the right level of engagement with senior leaders through meaningful milestones, smart routines that track progress without adding new burdens, and application of the right talent to create an enterprise capability which empowers change.

These interlocked capabilities reinforce each other and lead to stronger strategic performance.

Building these capabilities is not easy, but doing so is crucial.”

Project Management Improvement & Accountability Act

- Creates a formal job series and career path for program managers
- Develops a standards-based model for program management consistent throughout the federal government
- Recognizes the value of executive sponsorship and engagement by designating a senior executive in each agency to be responsible for program management policy and strategy
- Breaks down silos and encourages collaboration through an interagency council on program management

The screenshot displays the CONGRESS.GOV website interface. At the top, there are navigation links for Legislation, Congressional Record, Committees, and Members, along with a Sign In button. Below this is a search bar with a dropdown menu for 'Current Legislation' and a search input field containing 'Examples: hr5, sres9, "health care"'. The main content area shows the title 'S.1550 - Program Management Improvement Accountability Act' for the 114th Congress (2015-2016). A 'BILL' tab is active, and a 'Hide Overview' button is visible. The bill's progress is shown in a tracker: Introduced, Passed Senate, Passed House (highlighted), To President, and Became Law. Key details include the sponsor 'Sen. Ernst, Joni [R-IA]' (introduced 06/10/2015), committees 'Senate - Homeland Security and Governmental Affairs' and 'House - Oversight and Government Reform', and committee reports 'S. Rept. 114-162' and 'H. Rept. 114-637'. The latest action is dated 09/26/2016, and there has been 1 roll call vote. A sidebar on the right offers 'More on This Bill' (CBO Cost Estimates [3]) and 'Subject — Policy Area: Government Operations and Politics'.

AMTRAK EPMO Mission & Structure

AMTRAK EPMO Mission & Structure

Enterprise Program Management Office

Vice President, EPMO

Enterprise Project Management
Center of Excellence

Director, PMCoE

{ Step 1 }

Enterprise Portfolio Governance

Director, Portfolio Governance

{ Step 2 }

Enterprise Portfolio Execution

Director, Portfolio Execution

{ Step 3 }

1 Amtrak way for project execution



Organizational PM Maturity

Talent

Standards

Methodologies

Adherence

Training/Coaching



Enables enterprise portfolio reporting

Voice of project management



Policy

Prioritization Process

PPM Data Capture

Analysis

Reporting

Consulting



Informs intelligent enterprise portfolio governance, annual enterprise strategic planning, & ongoing progress tracking

Enterprise Execution Capability



Operate

Optimize

Grow



Leads or oversees as appropriate any enterprise, cross functional, initiatives using captured & credentialed program and project managers ~ ensures CoE & portfolio reporting are applied to the most critical strategic imperatives of the enterprise

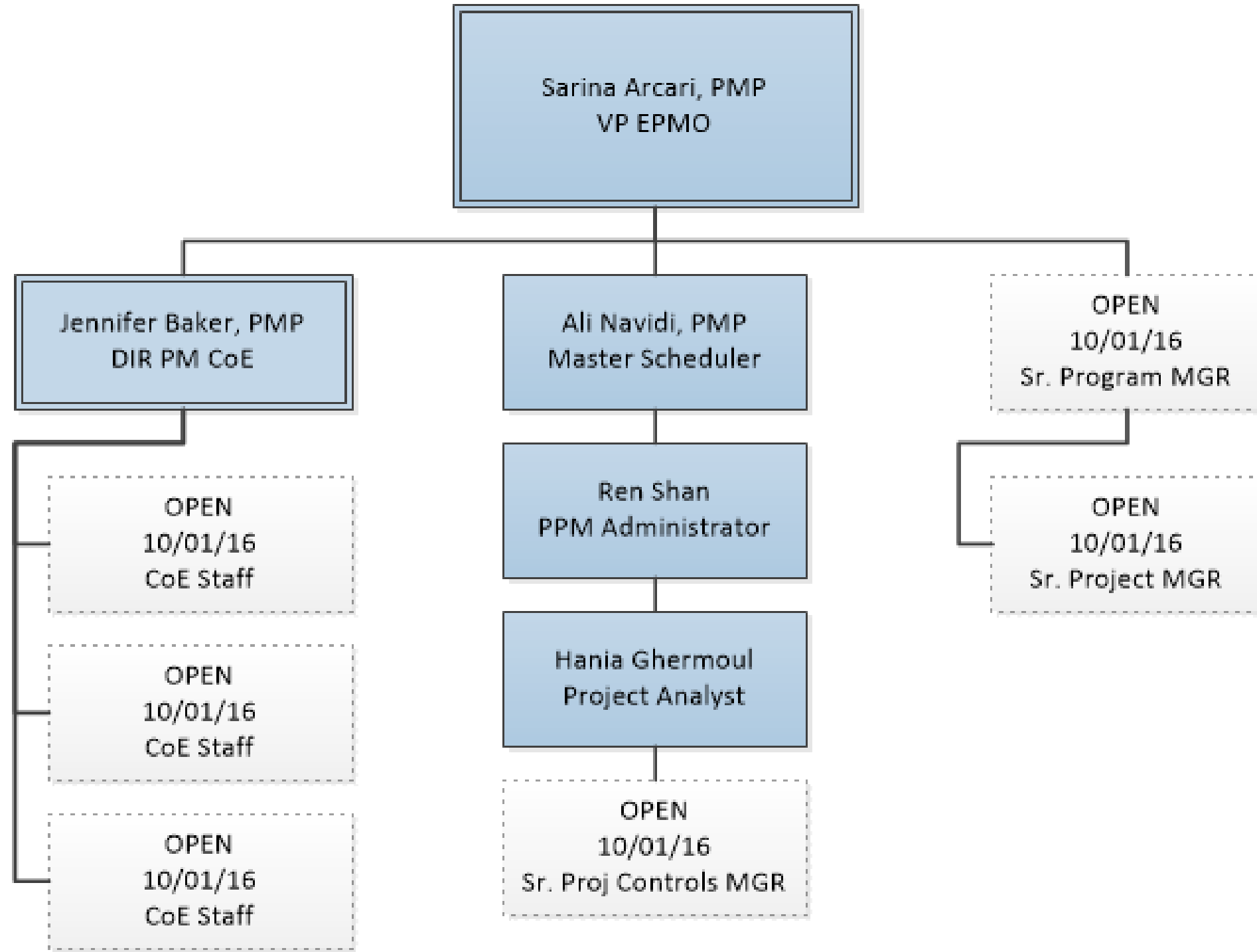
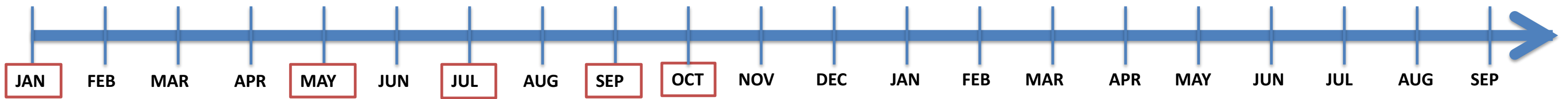
AMTRAK's EPMO

Where we are now

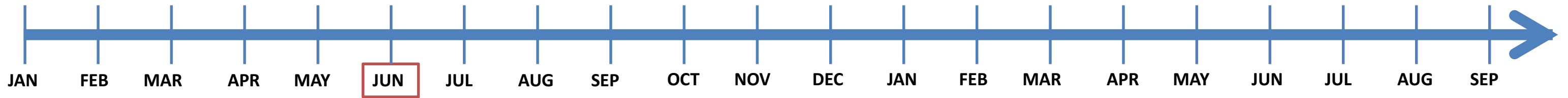
Where We Are Now

- EPMO Staff
- Enterprise project management maturity assessment
- Enterprise project management policy
- Enterprise project complexity rating model
- Enterprise project management job family

EPMO Staff



Enterprise Project Management Maturity Assessment



Level 5 - World Class Project Organization.

- Process performance continually improved through incremental and innovative technological improvements

Level 4 – Systematic and Managed Project Management Processes

- Processes are controlled using statistical and other quantitative techniques.

Level 3 – Defined Project Management Processes

- Processes are well characterized and understood. Processes, standards, procedures and tools are defined at the enterprise level.
- Proactive

Level 2 – Project Management Exists but is not Well Documented

- Processes are planned, documented, performed, monitored and controlled at the project level.
- Often reactive

Level 1 – Basic Knowledge of Project Management

- Processes are unpredictable, poorly controlled and reactive.

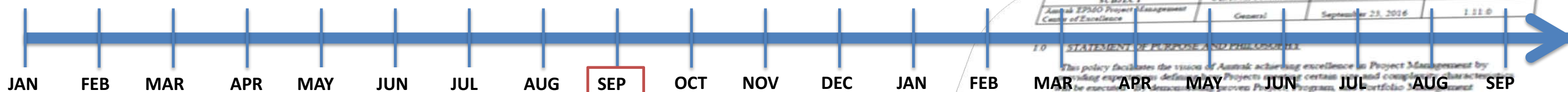
Level 0 – Lack of Awareness about Project Management

- No awareness or understanding of project management processes or framework.

PMI project management process groups and Organizational Project Management Maturity Model (OPM3)

- Survey distributed internally & externally to @ 300 respondents
- Highlights areas of greatest opportunity
- Establishes a baseline to measure EPMO effectiveness
- Re-assess every 1-2 years

Enterprise Project Management Policy

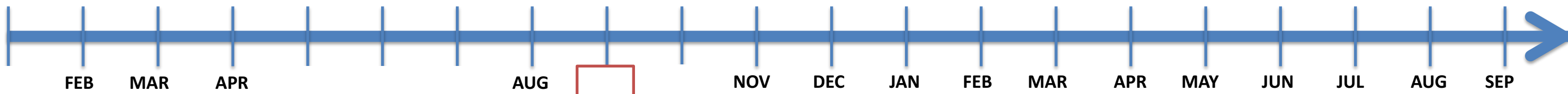


- ✓ Establishes the Amtrak Enterprise PM Delivery System, Project Investment Lifecycle, & PM CoE Enterprise PM Standards
- ✓ Mandates that all existing projects be complexity rated by 10/1/16
- ✓ Mandates that all projects starting after 10/1/16 be conducted in compliance with policy
- ✓ Provides one full fiscal year for in-flight projects to come into compliance

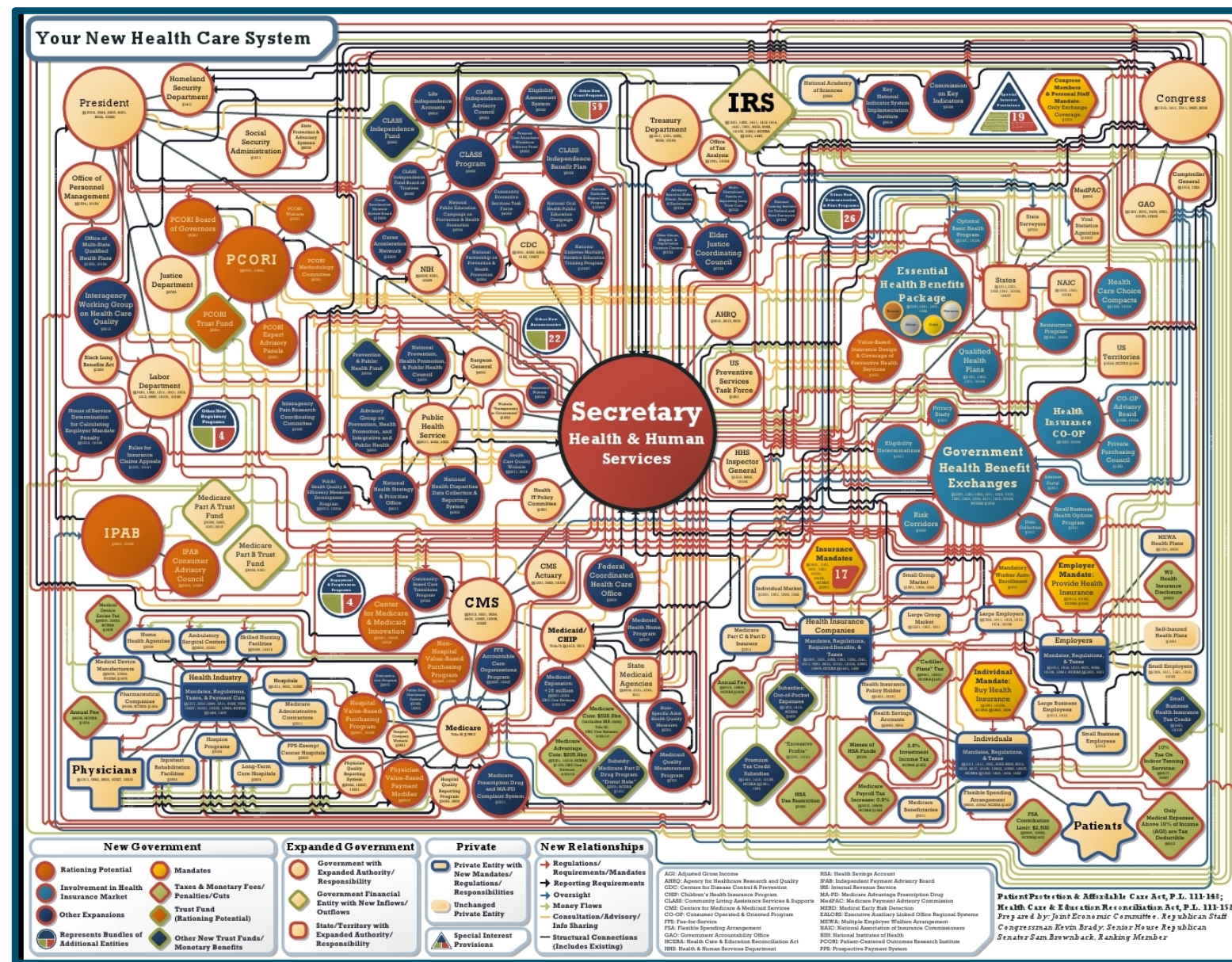
SUBJECT	CLASSIFICATION	DATE APPROVED	PI NUMBER
Amtrak EPMO Project Management Center of Excellence	General	September 23, 2016	1.11.0

APPROVED	REVISION NO.	SUPERSEDES	PAGE
C. W. Morrison President and Chief Executive Officer	New	New	Page 1 of 4

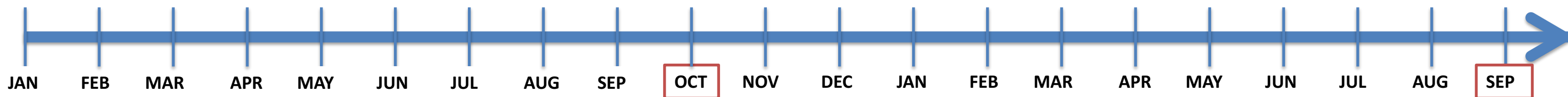
Enterprise Project Complexity Rating Model



- Policy mandates that all inflight projects be assessed and complexity rated NLT 10/1/16
- New projects will be rated during the initiation or business case development process
- Seven criteria
 - ✓ Cost
 - ✓ Degree of difficulty
 - ✓ Interface complexity
 - ✓ Strategic alignment
 - ✓ Risk
 - ✓ Benefits & resource impact
 - ✓ Stakeholder engagement



Enterprise Project Management Job Family



Project Management Career Path																	
Description	Project Leadership			Program & Project Management					Project Support								
	Senior PMO Director	PMO Director	Portfolio Manager	Senior Program Manager	Program Manager	Senior Project Manager	Project Manager	Associate Project Manager	Senior Project Controls Manager	Project Controls Manager	Lead Project Controls Specialist	Senior Project Controls Specialist	Project Controls Specialist	Project Controls Associate	Senior Project Business Analyst	Project Business Analyst	Project Business Analysis Associate
Cost and Complexity																	
Project Rank	N/A	N/A	N/A														Blue
Required Qualifications																	
Education	Graduate Degree	Graduate Degree	Graduate Degree														HS Diploma
Certification	PMP and PMP**	PMP and PMP**	PMP														SA* or AP*
Years of Experience w/ Degree	15+ Years	13+ Years	13+														0+ Years
Years of Exp in Lieu of Degree	20+ Years	17+ Years	17+														3+ years
Preferred Qualifications																	
Education																	Associate Degree
Certification																	PMI-PBA or CBAP
Knowledge / Skills / Abilities																	
Business Acumen	Mastery	Mastery	Ma														Demonstrated
Written & Verbal Communication	Mastery	Mastery	Ma														Demonstrated
Project Controls Understanding	Mastery	Mastery	Ma														Demonstrated
Critical Thinking / Problem Solving	Mastery	Mastery	Ma														Demonstrated
Analytics / Decision Making	Mastery	Mastery	Ma														Demonstrated
Other																	
Direct Reports	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No	No	No	No	No	No

- Policy mandates that new PM talent hired on or after 10/1/16 must map to new job family
- Existing talent must map to new job family by 9/30/17
- Job family relates to complexity model to ensure proper level of talent is applied to each project
- Policy allows for exceptions with proper risk mitigation and oversight

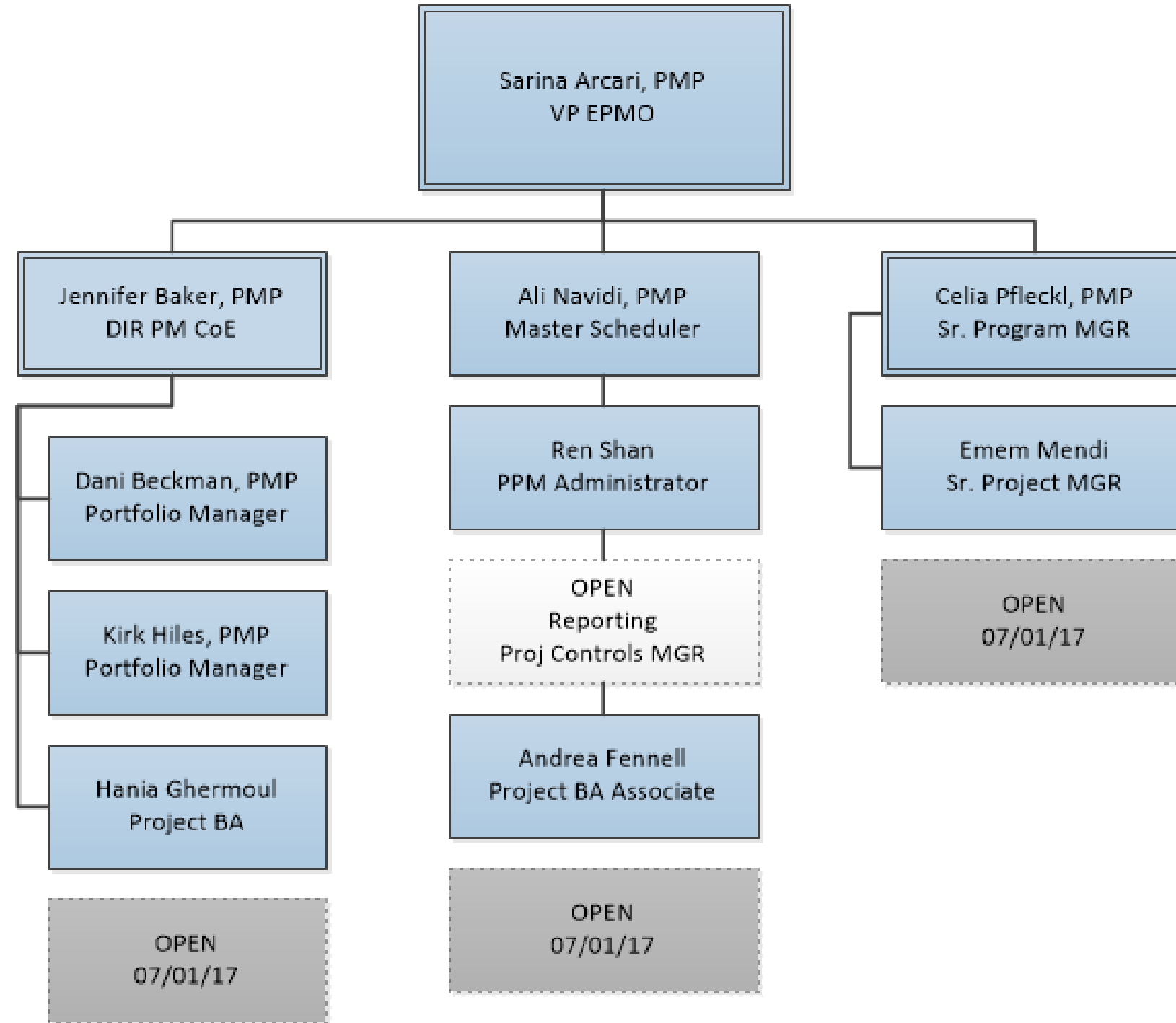
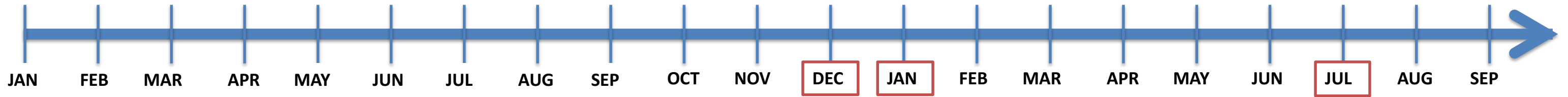
AMTRAK's EPMO

Where we plan to go...

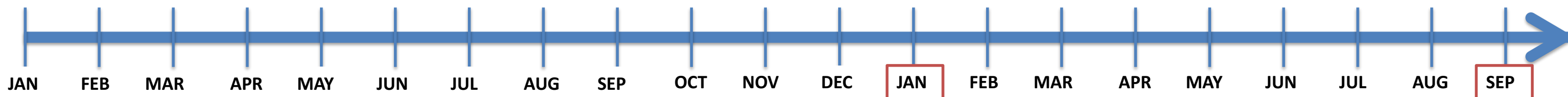
Where We Plan to Go...

- EPMO Staff
- Enterprise project management policy compliance
- Enterprise portfolio capture & tracking
- Enterprise project portfolio management

EPMO Staff



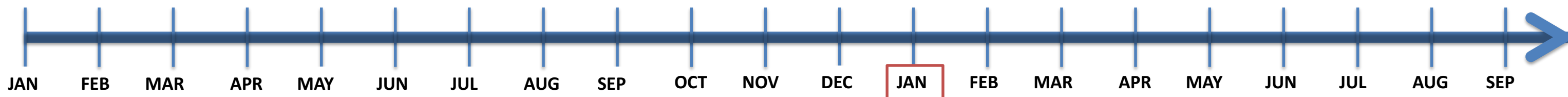
Enterprise Policy Compliance



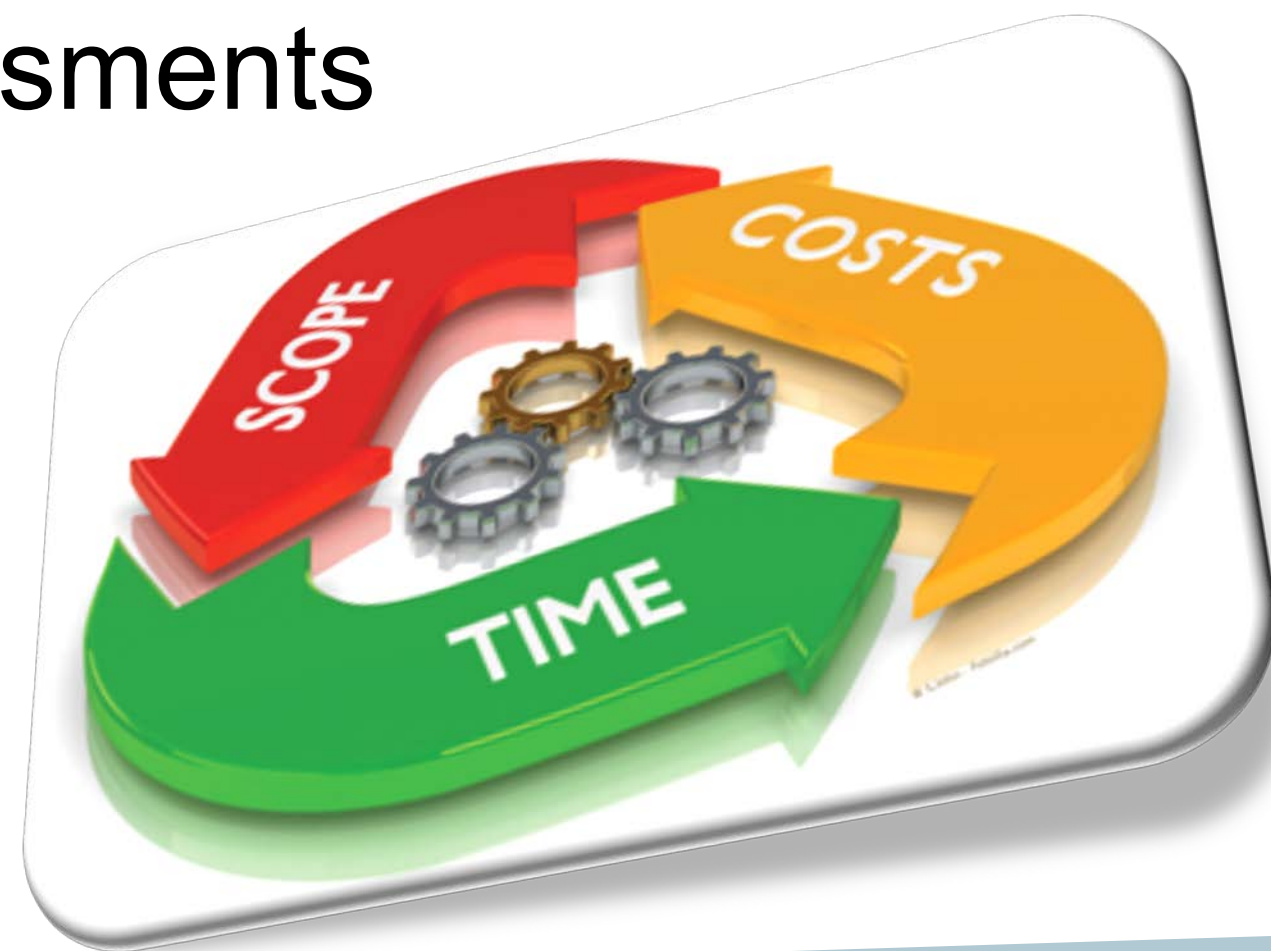
- CoE pivots from foundation implementation to full time internal project performance consulting staff
- Human Capital & Legal work with department leaders to map existing staff to new PM job family
- CoE assists with risk mitigation plans as needed
- CoE initiates PMP prep courses and ongoing PM continuing education classes



Enterprise Portfolio Capture & Tracking



- Complete initial inventory of enterprise in flight projects
- Validate all in flight project complexity ratings
- Perform project health checks on any at risk projects
- Conduct project schedule assessments
- Develop & implement portfolio tracking and executive reporting process
- Support executive portfolio prioritization process



Enterprise Project Portfolio Management

