

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

ESTABLISHMENT OF A PROJECT MANAGEMENT OFFICE WITHIN THE
MINISTRY OF INFRASTRUCTURE AND PHYSICAL DEVELOPMENT - PHYSICAL
PLANNING UNIT IN GRENADA.

ALEENA OLLIVIERRE

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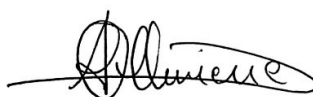
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as
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Master's in project management (MPM) Degree

Karolina Jiménez Monge
TUTOR

Róger Eduardo Valverde Jiménez
REVIEWER No.1

Oswaldo Alexander. Martínez Gómez
REVIEWER No.2



Aleena Ollivierre
STUDENT

DEDICATION

I dedicate my work to the Almighty Father, for giving me the courage and strength to endure to the end. My mother, Rhonda Ollivierre, for encouraging and supporting throughout my journey, for the many sacrifices she has made for me to have gotten this far. To other family members who showed up when I needed them, to offer their support and guidance on my journey to completion.

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ABSTRACT

The objective of this document is to propose the establishment of a Project Management Office (PMO), within the Ministry of Infrastructure and Physical Development (MoI) -Physical Planning Unit, that can address the organizational challenges that the MoI currently faces.

Currently, the Ministry of Infrastructure and Physical Development is not equipped to manage projects to the extent required. This is due to many factors that range from limited access to facilities, minimal staffing, and lack of financial support from the government.

The expected benefits that will result from the successful execution of this FGP will determine the maturity of the Ministry of Infrastructure and Development in proposing a PMO. This in turn, will facilitate the implementation of project processes, communications and development of projects, the implementation of set policies and guides that will be used by developers, architects and contractors, project monitoring and project control, aid in hiring new staff, reassigning duties, and allowing the Ministry of Infrastructure to be able to keep updates of activities and offer guidance to project contractors and site managers.

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ABBREVIATIONS AND ACRONYMS

CMMI	Capability Maturity Model Integration
FGP	Final Graduation Project
GCNA	Grenada co-operative Nutmeg Association
GoG	Government of Grenada
MoI	Ministry of Infrastructure
OPM3	Organizational Project Management Maturity Model
PMBOK® Guide	Project Management Body of Knowledge
PMO	Project Management Office
PPU	Physical Planning Unit
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

The Government of Grenada, as well as the construction industry in Grenada over the years, has seen an increase in the number of construction projects throughout the island. Currently, the Ministry of Infrastructure and Development - Physical Planning Unit, is solely responsible for the approval process and management of any construction in Grenada, however, they face great challenges in keeping up with the structures in place that help in the construction and management of projects that pass through its office. This research paper will focus on the implementation of a PMO that will help reorganize the organizational structure, and implementation of management frameworks.

The Ministry of Infrastructure and Physical Development is responsible for construction management and monitoring and guiding in the execution of projects that are submitted and approved by the department. As it stands, government projects managed by the MoI have suffered from lack of resources and manpower and there are no systems in place for increasing workflow.

The general objective was to establish a Project Management Office within the Ministry of Infrastructure and Physical Development, that can address the organizational challenges that the MoI currently faces, in accordance with the Project Management Body of Knowledge Seventh Edition (PMBOK® Guide). The specific objectives were to assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs, to determine the type of PMO, its roles and responsibilities to improve the organization's competitiveness and to develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.

The research was done using various sources of information which include company documents, websites, observations, questionnaires, and interviews, PMBOK® Guide, 7th Edition. The research methods: analytical research, quantitative research, and descriptive research, were used to analyze the current management practices of the Ministry of Infrastructure and Physical Development. This research was done with the aim of identifying current areas within the system that are struggling so that changes can be made. In addition, strategies, guidelines, and policies can be put in place to allow the successful initiation of this PMO in the Ministry of Infrastructure and Physical Development.

The maturity assessment concluded that there are many areas that can be improved within the MoI – Physical Planning Unit. However, the results of the assessment show that the MoI-Physical Planning staff recognizes the opportunities for improvement within the organization. By working diligently as a team to improve on areas of weakness and establishing good relationships with contractors and architects, the PMO will be able to serve the organization and the Grenadian people in more fulfilling way and generate positive change in the construction field. The MoI - Physical Planning unit is currently the only organization in Grenada offering these services. Therefore, it is paramount that they are able to establish a functional system where they are able to maximize the strengths of the employees and monitor and control the operations of the organization. The Directive PMO will aid in providing the support and guidance needed for the organization to enforce the changes required to accomplish its goals. The implementation of this PMO will not only aid

in a full revamp of the existing system, addressing all inequities, by applying the best practices of a Project Management Body of Knowledge (PMBOK® Guide), but also to ensure that addressing this issue through the Construction and Architecture industries, will serve as a successful steppingstone in creating a better Grenada.

A maturity assessment of the PMO must be conducted by December 2024, fifteen months to assess the ability of the organization to manage projects and to determine at what level this can be successfully accomplished. Additionally, this should be done to identify areas needing improvement within the organization. Moreover, the MoI- Physical Planning Unit, project manager should be responsible for assessing the Project Supervisor and Department Supervisor quarterly. This is to determine their areas of strengths and weaknesses, and to determine if they are able to manage their given roles and responsibilities to improve the services of the organization. Finally, it is recommended that the Permanent Secretary ensures that the PMO implementation plan is executed for each construction project over 6,000 sq. ft. and commercial projects. This is to ensure best practices are adapted to take the project from initiation to completion.

1. INTRODUCTION

1.1. Background

In Grenada, there has been an increase in the number of applications submitted to the Ministry of Infrastructure and Physical Development (MoI), as Grenada experienced a rise in the construction industry over the last few years. The author of this FGP is a practicing architectural designer who is involved in the construction and architectural field in Grenada. Based on her experience, she is of the view that there is a plethora of challenges that the Ministry of Infrastructure and Physical Development - Physical Planning Unit is faced with.

The Ministry of Infrastructure and Physical Development is responsible for the approval of any infrastructure development, with a duty to ensure that contractors and architects are following stipulated guidelines for approval. Their responsibility also involves project management, social and environmental safeguards, and contract supervision. Recently, the Government of Grenada (GoG) has taken the initiative to commence the revamping of the MoI. While in-depth details on the revamping of the ministry are not yet publicized, this FGP is a benchmark to guide GoG officials and professionals in the field as to what exactly is involved in making this process a success.

The Ministry of Infrastructure and Physical Development currently does not have a PMO; there are four officers in place who are responsible for site visits and managing projects as they are approved. However, the current management methods have proven to be ineffective for the progress and success of the MoI, PPU.

1.2. Statement of the problem

Despite having years of experience, the Ministry of Infrastructure and Physical Development does not have the ability to facilitate adequate management of the projects as they are submitted.

Currently, the Ministry of Infrastructure and Physical Development has less than twenty workers, who are overwhelmed and overworked, because they are responsible for guiding the processing of planning and approval of projects throughout the island of Grenada, as well as offering support to the Ministry of Works. The MoI, PPU has challenges when it comes to staffing, both in the office and in the field, which includes time constraints and planning approval limitations. Therefore, the organization often encounters delays in project approvals, site visits and follow-ups, project planning and management. This has been an ongoing concern, as once the client collects the approved plan they are now left to their own free will, without any scheduled follow-up in place. In most cases follow-up happens only when reports are made to the MoI, PPU about issues of encroachment or construction issues, after the fact.

Moreover, the way projects are managed prevents the organization from systemizing the management experiences, to be able to reap benefits from previous projects by the implementation of the lessons learned and the incorporation of best practices according to the PMBOK® Guide. Therefore, a full revamp will need to take place so that a new management framework can be implemented for new developmental projects to be undertaken.

1.3. Purpose

Now, more than ever, the Ministry of Infrastructure and Physical Development - Physical Planning Unit, is required to improve the need for monitoring and control of construction projects. The need to offer full service of support and guidance to contractors and architects is becoming a critical requirement for the success of construction projects in Grenada.

The aim of this project is to successfully implement a Project Management Office within the Ministry of Infrastructure and Development Planning that focuses solely on revamping the existing organizational structure in a way that will adequately functionable and successful. This will also involve the engagement of the architectural and construction firms, to give them the tools and knowledge of new and improved systems, new policies, additional services, and various ways in which the office can serve.

This PMO will greatly benefit the Ministry of Infrastructure and Physical Development, as it will help to address organizational challenges within the Ministry. This PMO is also needed to facilitate successful management of construction projects as there needs to be a system in place to implement new policies and guidelines to guide the execution and monitoring of activities. The intended benefit of this proposal is to help in project development, project management, minimize delays and ensure that projects are completed within the approved guidelines of the Ministry of Infrastructure and Physical Development, PPU. This will aid in the realignment of responsibilities within the Ministry as well as in the determination of the best solution to their current issues, thus offering optimal results.

1.4. General objective

To establish a Project Management Office within the Ministry of Infrastructure and Physical Development - Physical Planning Unit, that can address the organizational challenges that the Ministry currently faces, in accordance with the Project Management Body of Knowledge Seventh Edition (PMBOK® Guide).

1.5. Specific objectives

1. To assess the maturity analysis and determine the project management maturity level of the Ministry of Infrastructure and Physical Development - Physical Planning Unit, as well as the organizational needs.
2. To determine the type of PMO, its role and responsibilities to improve the organization's competitiveness.
3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

The construction industry is one of the leading sources of economic development for the small island of Grenada. After Hurricane Ivan in 2004, major strides were made to rebuild the damaged building structures, to be more hurricane efficient and sustainable. As of recently, the construction industry has seen an increase in projects throughout the island, ranging from commercial to residential use.

The Ministry of Infrastructure and Physical Development - Physical Planning Unit, has a hierarchical organizational structure and plays an integral role in the construction process in Grenada. The organization's responsibility includes the management of infrastructure, utilities and resources and technical supervision of the construction industry, physical development, and other traditional communications services.

2.1.1 Company/Enterprise background

The Ministry of Infrastructure and Physical Development is a newly established Ministry since the Grenada 2022 general elections. Previously, it was known as the Ministry of Works and the Environment, however its portfolio remains the same.

The main office for managing the construction processes, known as the Physical Planning Unit, is located within the GCNA complex, in St. George. Currently, the department employs twelve people to serve both as office staff as well as field officers.

The mandate of the Ministry of Infrastructure and Physical development is the management of infrastructure utilities and resources, technical supervision, physical development, and other traditional communications services within the construction industry.

2.1.2 Mission and vision statements

Mission Statement

To provide rules for the physical development of public and private land in Grenada so as to, among other things which include, ensure sustainable land use, maintain and improve the quality of the physical environment, provide for the orderly subdivision of land and protect and conserve the natural and cultural heritage of Grenada (Physical Planning Unit, GCNA Complex, Kirani James Boulevard, St. George, 2008).

Vision Statement

To effectively guide the development and implementation policies within Grenada that establish a requirement for sustainability implementations, through innovations, leadership and planning. (Physical Planning Unit, GCNA Complex, Kirani James Boulevard, St. George 2008)

2.1.3 Organizational structure

According to PMI (2021), organizational structure is “project teams use, tailor and implement structures that help coordinate the individual effort associated with project work. It is any arrangement of/or relation between the elements of project work and organizational

processes”. (p. 29). In a functional organizational structure, the organization is grouped into departments with similar skills which aid in the efficient functioning of each department.

The Ministry of Infrastructure and Physical Development organizational structure shown in Figure 1, shows the organization is organized using a functional organizational structure.

Figure 1 Ministry of Infrastructure and Physical Development (Physical Planning Unit, 2023)



- The Minister of Infrastructure and Development is the head of the Ministry. His responsibility is to approve any new operations and disburse budget allocations.
- The Chief Technical Officer reports to the Permanent Secretary, who is responsible for ensuring the approved operations are managed efficiently, as well as introducing new sustainability ideas to the project proposals.

- The Project Coordinator is responsible for ensuring that the team can execute the project, scheduling, estimates, and materials required. They will be responsible for documentation and reporting of each project phase.
- The Project Coordinator and the Department Supervisor report to the Chief Technical Officer. The Project Coordinator and the Department Supervisor have four technical staff, two administrative staff members and four officers that report to them respectively.
- The rest of the team includes the Development Specialists, Project Engineer, and Project Architect.

2.1.4 Products offered.

The GoG has engaged in some structural reform that includes focus being placed specifically on the revamping of the MoI, particularly the Physical Planning Unit. With responsibilities in its operations as of 2022, includes the following services:

1. Feasibility Studies
2. Environmental Management
3. Oversight of construction projects
4. Guidance in design and planning of new projects.
5. Disaster risk management
6. Quality Assurance
7. Environment, Social and Economic Management Plans
8. Supporting climate smart construction initiatives.

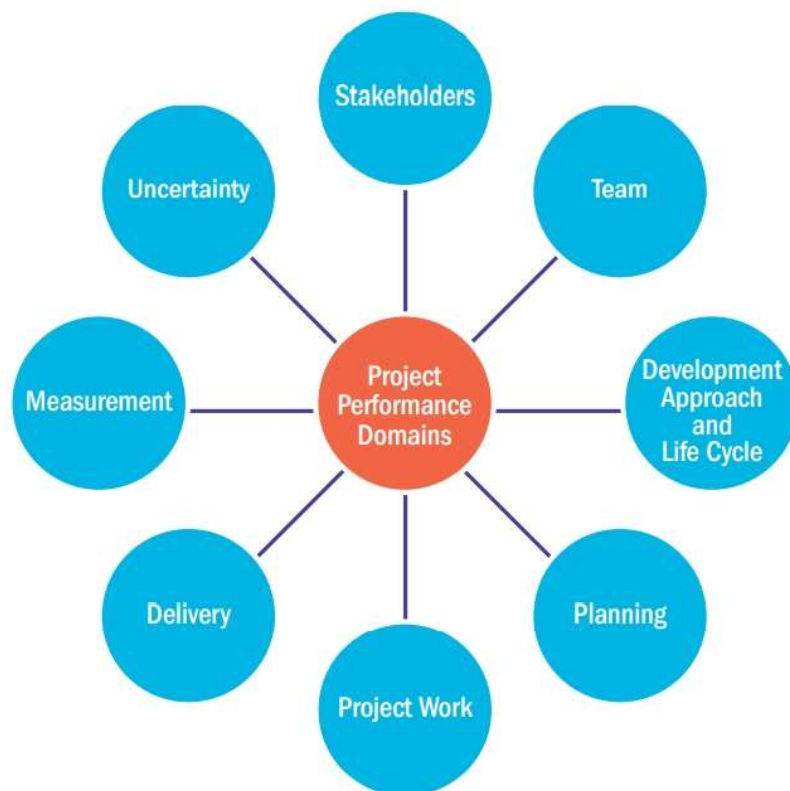
2.2. Project Management concepts

Project management can be described as: “the use of specific knowledge, skills, tools, and techniques to deliver something of value to people” (Project Management Academy, Megan Bell, 2023). Project Management includes several processes, the relevant concepts applicable to this research are outlined below.

2.2.1 Project management domains

According to PMBOK® Guide seventh edition (2021), project management domains are defined as “a group of related activities that are critical for the effective delivery of project outcomes” (p. 7).

Figure 2 Project Management Domain (PMI, p.5, 2021)



The performance domain should be considered through all phases of the project as detailed below:

- **Stakeholder** – This will contribute to the successful implementation of the PMO, as well as promote increased production levels and implementation, which is needed in the construction industry to ensure timely deliverables.
- **Uncertainty** – Unforeseen issues that may arise during the project, such as weathering, procurement delays from suppliers, all of which we have no control over. However, these must be considered during the planning phase in the implementation project. In the case of this FGP, it would be great for the MoI, PPU to have a system where, prior to the commencement of a project, it is able to assist with preordering items that usually take long to arrive based on past experiences, so that they can be readily available.
- **Measurement** – This weighs the deliverables and expected project outcomes to determine if they are met. In the FGP, it is suggested that this is completed regularly to ensure minimal delays.
- **Delivery** – Focuses on meeting desired quality requirements within the scope of the project and in this FGP, ensuring that each output is executed to the maximum of its intended outcome.
- **Project work** – This incorporates teamwork that aims to deliver outcomes in a timely and optimal manner. In this FGP, it is imperative that the project team understands the importance of teamwork, as this will ensure good communication, peer to peer understanding and a successful FGP.

- **Planning** – Aids the organization in the coordination of duties. In this FGP, it is suggested that meetings be held every other week so that everyone on the team is on the same page so that necessary changes can be applied as events occur.
- **Development approach and Life cycle** – Determines what is the best approach for this FGP and works as a guide to influence success in the project.
- **Team** – The project team plays a major role in the success of this FGP. It is encouraged to have motivated, knowledgeable, and supportive individuals who are willing to take on leadership roles when needed.

2.2.2 Project management principles

Project management principles “provide guidance for the behavior of people involved in projects as they influence and shape the performance domains to produce the intended outcomes” (PMI, 2021, p. 21). Project management principles to be considered in this PMO include the following:

1. **Be a diligent respectful and caring steward:** the implementation of this project management principle in the PMO is to maintain a work environment that is not toxic, where persons are able to excel, maintain positive working relations in a space where they are respected and appreciated.
2. **Create a collaborative team environment:** this management principle is imperative as it is one of the most important elements in the successful functioning of this PMO, to create a team that is knowledgeable on the tools needed to make

these necessary changes as well as create external connections outside of the MoI to encourage smooth transition.

3. **Effectively engage with stakeholders:** success of the PMO relies heavily on stakeholder engagement. Engaging others within the same capacity, who have similar opinions on the topic and who want similar outcomes.
4. **Focus on value:** the meaning of value may vary on each construction project on the PMO, based on the purpose and objectives of the plan. The greatest success however, from this project will come from the successful completion of projects managed by the Physical Planning Unit.
5. **Recognize, evaluate and respond to system interactions:** this involves the guidance and leadership in the successful execution of the PMO, keeping up with the project schedule and ensuring that every section of the project is operating at its maximum ability.
6. **Demonstrate leadership behaviors:** being able to successfully lead the Project to successful completion.
7. **Tailor based on context:** this incorporates quality outcome of the project, as well as ensuring staff can execute quality outcomes.
8. **Build quality into processes and deliverables:** to ensure each deliverable is met at the same standard set by the project lead. Give adequate guidance and attention to deliverables set out.
9. **Complexity:** with the focus on figuring out strategies and techniques to work around and within project outlines and being able to navigate through challenges.

10. **Optimize risk responses:** while we may not be able to eliminate all risks, risks should be dealt with in a timely manner to alleviate any additional issues that may arise during the process.
11. **Embrace adaptability and resiliency:** being resilient and adaptable with project teams and engagement of project team members in solutions of overcoming obstacles that may arise.
12. **Enable change to achieve the envisioned future state:** in the event of unexpected occurrence during the setting up of this PMO, the project manager must be able to make changes, when deemed necessary.

2.2.3 Predictive, adaptive and hybrid projects

- **Predictive approach** – This type of approach is useful when the project and product requirements can be defined, collected, and analyzed at the start of the project. This may also be referred to as the waterfall approach, which can also be used when there is a significant investment involved and a high level of risk that may require frequent reviews, change controls mechanism and re-planning between development phases (PMI, 2021, p.35).
- **Adaptive Approach** – Adaptive approaches are useful when requirements are subject to a high level of uncertainty and volatility and are likely to change throughout the project. A clear vision is established at the start of the project and the initially known requirements are refined, detailed, changed or replaced in accordance with user feedback, the environment, or unexpected events (PMI, 2021, p.38).

- **Hybrid Approach** – This is a combination of both predictive and adaptive approaches. This means that some of the elements from the predictive approach are used and some from the adaptive approach are used. This development approach is useful when there is uncertainty or risk around the requirements (PMI, 2021, p,35).

2.2.4 Project management

The Project management Institute (2021), seventh edition, states that project management is defined as “the application of knowledge skills, tools and techniques to projects activities to reach the project requirements” (p. 245). Project management involves the developments that improve business processes, the construction of a building and encourages expansion into a new geographical market.

The FGP is the development of a PMO that establishes an environment for the successful operations of the Ministry of Infrastructure and Physical Development. This project is geared towards better management of the construction and architecture industries in Grenada. Long term, this will save a lot of resources, time, and cut costs for clients as well as the Ministry, once properly managed.

2.2.5 Project management knowledge areas

A knowledge area is defined as “the key aspects of project management that should be overseen by project managers so they can plan, schedule, track and deliver projects successfully with the help of the project team and project stakeholders’ specification” (Peter Landau, 2023). The FGP will include the following knowledge areas, which will aid in achieving the desired outcome. They include, project integration management, project scope

management, project schedule management, project cost management, project quality management, project risk management, project communication management, project procurement management and project stakeholder management.

1. Project Integration Management: This is identifying, defining, combining, unifying and coordinating the processes and activities within the project management process groups (PMI, 2021, p. 186).
2. Project Scope Management: This plan is a component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled and validated (PMI, 2021, p 186).
3. Project Schedule Management: This plan is a component of the project or program management plan that establishes the criteria and the activities for developing, monitoring and controlling the schedule (PMI, 2021, p 187).
4. Project Cost Management: This plan is a component of the project or program management plan that describes how costs will be planned, structured, and controlled (PMI, 2021, p 186).
5. Project Quality Management: This plan is a component of the project or program management plan that describes how applicable policies, procedures and guidelines will be implemented to achieve the quality objectives (PMI, 2021, p 186).
6. Project Resource Management: This plan is a component of the project management plan that defines how project resources are acquired, allocated, monitored, and controlled (PMI, 2021, p 186).

7. Project Risk Management: This plan is a component of the project, program or portfolio management plan that describes how risk management activities will be structured and performed (PMI, 2021, p. 186).
8. Project Communication Management: This plan is a component of the project, program or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated (PMI, 2021, p 186).
9. Project Procurement Management: This is a component of the project or program management plan that describes how a project team will acquire goods and services from outside of the performing organization (PMI, 2021, p 186).
10. Project Stakeholder Management: This is a component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in the project or program decision making and execution (PMI, 2021, p. 187).

2.2.6 Project management processes

PMI (2017) defines a project management process group as, “a logical grouping of project management processes to achieve specific project objectives” (p. 23). Project management processes allow a technique to be applied to each input to obtain one or more outputs which can be a project deliverable or an input in the following process. This allows for the successful implementation of the project life cycle. Project management processes are broken down into the following.

- The initiating process group phase is where the processes are performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase (PMI, 2021, p. 171).
- The planning process is where the processes required to establish the scope of the project, refines the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve (PMI, 2021, p. 171).
- The executing process group is responsible for the processes performed to complete the work defined in the project management plan to satisfy the project requirements (PMI, 2021, p. 171).
- The monitoring and control group is required to track, review, and regulate the progress and performance of the project, identify any areas in which changes to the plan are required and initiate the corresponding changes (PMI, 2021, p. 171).
- Closing – Those processes are performed to formally complete or close a project, phase, or contract (PMI, 2021, p. 171).

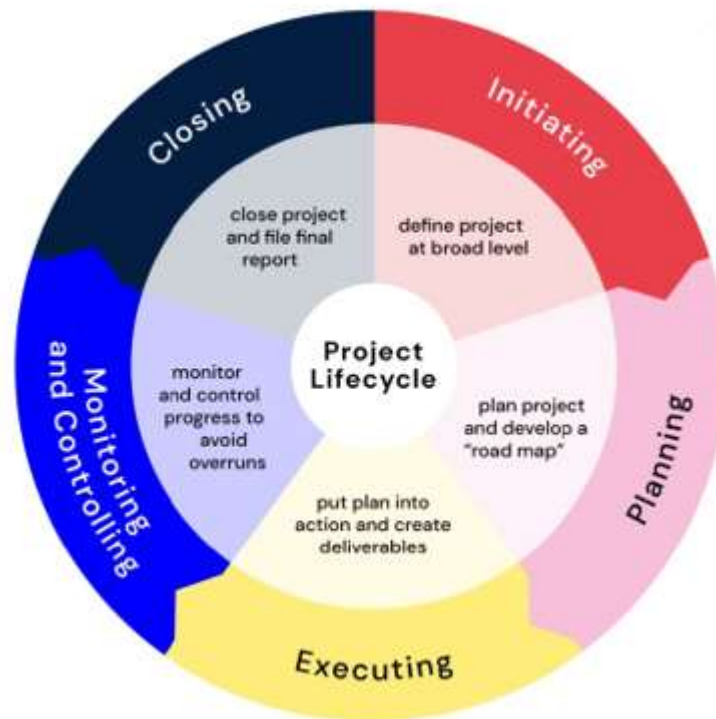
This FGP focuses on four of those process groups, these which are: initiating process group, planning process group, executing process group and monitoring and controlling process groups.

2.2.7 Project life cycle

The project life cycle is a series of phases that a project passes through from its start to its completion, (PMI, 2021, p. 245). The general cycles of the project include the initiating

of the project, planning, executing, monitoring, and control and closing, however for this project, the adaptive approach will be used.

Figure 3 Project Life Cycle (Source University of Sydney, Wales Library, 2023)



2.2.8 Implementation Projects

According to Hitesh Bhasin (2023), implementation projects have two essential functions: execution of the work and proper delivery. The resources used in the implementation must be accurate. The keys to successful implementation of projects are:

1. Execute the planned details into a full-proof action plan.
2. Document every little detail in this stage, from decisions to results at every step.
3. Have an efficient line of communication in place across the hierarchy.

4. Take quick decisions if the need for a change of plan instantly.
5. Form a consensus about the changes and implement them immediately.

These elements work as a guide in the integration into a changing culture, by establishing a baseline to follow, that can be used to align deliverables, strategies, budgeting, and scheduling. Moreover, according to Mario Trentim, PMI, 2014, establishing a PMO implementation plan involves addressing the following questions for it to be successful:

- What is your roadmap for implementation?
- What are the implementation's phases and key milestones?
- How many resources do we need?
- How much will the implementation cost?
- How do we guarantee the PMO's sustainability?

These questions will be used as a guideline to determine the best implementation plan for the organization that would achieve maximum results.

2.2.9 Project Management Office

The Project Management Office, according to PMI (2021), represents “a management structure that standardizes project related governance processes and facilitates the sharing of resources, tools, methodologies, and techniques” (p 211). The function of a PMO ranges between and within organizations. Its core benefit is to improve project management in terms of schedule, cost, quality, risk, and other facets. There are three main types of PMO structure as shown below:

Figure 4 PMO Structures (Project Management by Vidya, 2020)



- **Supportive PMO** - This is a low control office with very limited power. Supportive PMO provides support as consultations and are available upon request. It also provides forms, information, technical support and training to the project team, without imposing control on their project or activities. This type of PMO is used in an organization with a weak matrix organizational structure.
- **Controlling PMO** – This is a moderate control project management office with a reasonable set of power. Controlling PMO type of office provides a unified framework for the institution, which requires adjustments and modifications on the used methodologies, as well as forms and applications. This type of PMO is used in an organization with a balanced matrix organizational structure.

- **Directive PMO** – This is a high control PMO and is known for its high control of projects or even fully managing projects with providing needed resources and support. The office defines managers to run it directly after contacting the PMO project. This type of PMO is used in a strong matrix and organizational structure.

2.2.10 Project Management Maturity

Project Management Maturity refers to an organization's development of a project management approach, methodology, strategy, and decision-making process, where the appropriate level of maturity will vary for each organization based on its specific goals, strategies, resources capabilities, scope, and needs (PM Solutions, 2020). Four of the main maturity models are:

- **Portfolio, Program & Management Maturity Model (P3M3)**

According to Axelos, Prince 2 Maturity Model (2023), the portfolio, program & Management Maturity Model (P3M3), is a framework for assessing and benchmarking your organization's current performance and for developing plans for improvement. This model allows you to assess your whole organization, or specific areas of the business, to better understand the capabilities of your portfolio, program, and project teams. P3M3 considers the whole system and not just the processes.

The levels of maturity assessment in P3M3 are identical to those for CMMI. It is developed based on seven project process-related perspectives. These are:

1. Organizational governance

2. Management control
3. Benefits management
4. Risk management
5. Stakeholder management
6. Finance management
7. Resource management

- **Capability Maturity Model Integration (CMMI)**

This is a process and behavioral model that helps organizations streamline process improvement and encourage productive, efficient behaviors that decrease risks in software, product, and service development (Sarah K White, 2021). It is designed to help improve performance by providing business with everything they need to consistently develop better products and services. Additionally, it is also considered as a behavioral model. Businesses can use the CMMI to tackle the logistics of improving performance by developing measurable benchmarks. There are five maturity levels used in the assessment of CMMI. These are:

1. **Initial:** Processes are unpredictable, poorly controlled, and reactive.
2. **Managed:** Processes are characterized by projects and are often reactive.
3. **Defined:** Processes are characterized by the organization and are proactive.
4. **Quantitatively managed:** Processes are measured and controlled.

- **Organizational Project Management Maturity Model (OPM3)**

In Organizational Project Management Maturity Model (OPM3), the term “Organization” is not limited to an agency, company, or society but it applies to a group which is aiming to use their material in the OPM3 standard. It illustrates business strategies and gives regulations and a high-level perspective of resources which straightly influence financial consequences of organizations if they are used properly (MBA Knowledge Base, 2021).

The OPM3 maturing process results in more projects complying with standards, meeting, and exceeding requirements, and concluding successfully. OPM3 is designed to provide a wide range of benefits to organizations, senior management, and employees engaged in PPM activities (PPM Express, 2022). Some benefits of using OPM3 are as follows:

- Strengthens the link between strategic planning and execution, so project outcomes are predictable, reliable, consistent, and correlate with organizational success.
- Identifies the best practices which support the implementation of organizational strategy through successful projects.
- Identifies the specific capabilities which make up the best practices, and the dependencies among those capabilities and best practices.

OPM3 maturity is classified into the following four levels (Project Training Institute, 2021):

- **Standardization** means consistent and uniform implementation of project management processes.

- **Measurement** means designing metrics for your project management processes that fit your organization's goals.
- **Control** means that your organization has defined what stability is and has come up with a way to monitor stability throughout your projects.
- **Continuous Improvement** means routine, systematic, and sustained improvement of processes.

- **Project Management Maturity Model (PMMM)**

Project Management Maturity Models is a framework used by organizations to assess how an organization generally scores, based on the key areas of project management. The PMMM's main characteristics include target, focus, method, and model style.

Project Management Maturity Model is another model that uses the PMBOK® 10 knowledge areas to create a standardized method for maturity assessment. When using this model, project managers assign one of five maturity levels to each knowledge area. These levels are the following: initial process, structured process and standards, organization standards and institutionalized process, managed process, and optimizing process (Kate Eby, 2022).

PMMM consists of a series of levels, ranging from Level 1 (initial) to Level 5 (optimizing). Each level represents a different level of project management maturity. Organizations are then expected to progress through each level as they improve their project management capabilities.

2.2.11 Maturity Assessment for this FGP

The maturity models presented allow the MoI, PPU to determine where the appropriate level of maturity will be for the organization, based on specific goals, strategies, resources capabilities, scope and needs. It identifies improvement initiatives to reach an improved level of maturity and by extension, improved capabilities and outcomes to support business success. The Project Management Maturity Model (OPM3) will be used to assess the MoI's maturity level.

The key to making this maturity model work for the Ministry of Infrastructure and Physical Development is to implement compliance of standards through the Physical Planning Unit, assisting the team to be able to meet and exceed expected requirements to acquire project success. The idea behind the success of this maturity model is to ensure that there is correlation between the organization's capabilities in project management, program management and portfolio management as well as the organization's effectiveness in implementing new strategies.

As an organization, the Ministry of Infrastructure and Physical Development – Physical Planning Unit, will measure their capabilities and propose and implement changes, specific areas for improvement, adapting best practices to achieve goals and objectives. The project manager will utilize data analysis, interviews with team members, questionnaires, and training sessions to perform the assessment and research on the Ministry of Infrastructure and Physical Development.

2.3. Current situation of the problem or opportunity in study

Grenada has seen a steady increase in construction projects throughout the island. While this is great for the country's economy, proper management of these projects are an ongoing challenge for the Ministry of Infrastructure and Physical Development. The GoG has recognized that this area has become challenging to manage and has plans on making changes to keep up with the demand. The proposal of this PMO, however, is to aid in the proper management of new implementations and systems within the MoI, as well as the effective management of construction projects throughout the island.

2.3.1 Previous research one for the topic in study.

While there has been no extensive research completed on this topic to date, the GoG has already identified the existing need for improvement based on concerns from its employees and the increased number of issues that are reported daily.

3. METHODOLOGICAL FRAMEWORK

3.1. Information sources

According to IGI Global (2023), information sources refer “to a person, thing or place from which information comes, arises, or is obtained, this can be primary or secondary”. While undertaking research, information sources can be individuals, organizations, websites, observations, speeches, questionnaires, and any document, electronic or hardcopy. For this FGP implementation, information sources will be organization documents.

3.1.1 Primary sources

According to the University of Wales Library (2022), primary sources provide a firsthand account of an event or time-period and are authoritative. They represent original thinking, reports on discoveries or events. According to the University of Wales library (2022), these sources are often created at the time of the discovery or when the event occurs or during the period or research and are usually the first formal appearance or original research primary sources relay, firsthand accounts of relevant information.

This FGP’s primary sources of information will include organization documents and interviews with relevant personnel.

3.1.2 Secondary sources

Secondary sources offer an analysis, interpretation or a restatement of primary sources and are persuasive (University of Wales library, 2022). The secondary source is information that is created by someone with no firsthand knowledge or who was not present

in original research studies. This source of information is less reliable and may not entail as many details as the original data. This includes sources like newspaper pieces, journal articles, interviews, dissertations, textbooks, dictionaries, and political commentary. For this FGP, the following sources will be used.

Chart 1 Information Source (Source A. Ollivierre, Author of Study, 2023)

Objectives	Information Sources	
	Primary	Secondary
1. To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Planning as well as the organizational needs.	<ul style="list-style-type: none"> ▪ Organizational processes and procedures ▪ Organizational Structure ▪ Team interviews 	<ul style="list-style-type: none"> ▪ Tools and Techniques ▪ Research projects ▪ Political commentary ▪ PMBOK® Guide
2. To determine the type of PMO, its role and responsibilities to improve the organization's competitiveness.	<ul style="list-style-type: none"> ▪ Organizational documents ▪ Team interviews 	<ul style="list-style-type: none"> ▪ Articles ▪ Websites ▪ Research projects
3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.	<ul style="list-style-type: none"> ▪ Organizational processes and procedures ▪ Team interviews 	<ul style="list-style-type: none"> ▪ Articles ▪ Websites ▪ Research projects ▪ Dictionaries ▪ Political commentary

3.2. Research methods

Research methods are “strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic” (University of New Castle library guides, 2023). The type of research methods applied to the FGP are the analytical method, inductive and deductive method.

3.2.1 Analytical method

Analytical Research is “a form of research where the researcher must make do with the data and factual information available at their behest and interpret this information to undertake an acute evaluation of the data” (Analytic Steps Mallika Rangaiah, 2021).

3.2.2 Deductive method

Deductive or top-down approach is based on the act of making a generalized statement and backing it up with specific scenarios and information. This method is usually associated with quantitative research. “Quantitative research is based on the measurements of a particular amount or quantity of a particular phenomenon. It focuses on gathering and interpreting numerical data and can be adopted for discovering any averages or patterns or for making predictions” (Mallika Rangaiah, 2021).

3.2.3 Inductive method

Inductive or bottom-up approach uses data collection and observations to discern a pattern or formulate a theory. This is when a specific scenario is used, and a generalized

conclusion is formulated. This method is usually associated with qualitative research. “Qualitative research involves non-numerical data, such as opinions and literature. It uses descriptions to obtain the meanings and feelings involved in a situation” (Indeed Career Development, 2023).

3.2.4 Descriptive research

“Descriptive research, also termed as Ex post facto research, is a form of research that incorporates surveys as well as different varieties or fact-finding investigations. It emphasizes factual reporting; the researcher cannot control the involved variables and can only report the details as they took place or as they are taking place” (Analytic steps Mallika Rangaiah, 2021). The following chart shows the research methods for each specific objective.

Chart 2 Research Methods (Source A. Ollivierre, Author of Study, 2023)

Objectives	Research methods	
	Analytical method	Inductive- deductive method
1. To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs.	<ul style="list-style-type: none"> ▪ This method was used to assess the current maturity level of the MoI, the OPM3 methods were used. 	<ul style="list-style-type: none"> ▪ This method is applied by testing the tools and techniques used in the maturity assessment.

Objectives	Research methods	
	Analytical method	Inductive- deductive method
2. To determine the type of PMO, its roles and responsibilities to improve the organization's competitiveness.	<ul style="list-style-type: none"> ▪ This method was used to determine the type of PMO, roles and responsibilities required within the MoI. 	<ul style="list-style-type: none"> ▪ This method was used to acquire an understanding of the roles needed in the successful execution of the PMO.
3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.	<ul style="list-style-type: none"> ▪ This method was used to brainstorm and analyze necessary tools needed to streamline the PMO management process. 	<ul style="list-style-type: none"> ▪ This method will be used when the data is collected so that it can be analyzed and assist in streamlining the new management processes.

3.3. Tools

According to PMI, tools “consider software or equipment used by the project as a form of tailoring” (PMI. 2021, p 136). The tools used for this FGP are meetings, expert judgement, analytical techniques, alternative tools, scheduling tools and the OPM3 method. The following chart shows the tools for each specific objective.

Chart 3 Tools (Source A. Ollivierre, Author of Study, 2023)

Objectives	Tools
1. To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs.	<ul style="list-style-type: none"> ▪ Expert judgement ▪ PMO template ▪ PMP knowledge areas ▪ OPM3 model
2. To determine the type of PMO, its roles and responsibilities to improve the organization's competitiveness.	<ul style="list-style-type: none"> ▪ Expert judgement ▪ Online PMO Template ▪ Team consultation
3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.	<ul style="list-style-type: none"> ▪ PMO templates ▪ Expert advice ▪ Research templates

3.4. Assumptions and constraints

Assumptions are “a factor that is true, real or certain, without proof or demonstration” (PMI, 2021, p. 174). The assumptions of this FGP are:

- The maturity level of PMO will be assessed within two months.
- An assessment of the hierarchy of the Ministry of Infrastructure and Physical Development's organizational structure will assist in project success.
- Newly established teams will be competent in their tasks as training and mentoring will be provided.

Constraint is “a limiting factor that affects the execution of a project, program, portfolio or process” (PMI, 2021, p. 174). The constraints of this FGP are:

- Government delays could stand in the way of successfully implementing the PMO in a timely manner.
- Finding the right maturity assessment model for this FGP, given the short space of time for this project.
- Open-mindedness among managers and staff members to the new implementations.
- Lack of resources and funding to hire skilled personnel.
- The short time frame for execution of the FGP will prevent a thorough comprehensive assessment.

Assumptions and constraints should be integrated into the project plans and documents. The following chart details the assumptions and constraints of the FGP.

Chart 4 Assumptions and constraints (Source A. Ollivierre, Author of Study, 2023)

Objectives	Assumptions	Constraints
1. To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs.	<ul style="list-style-type: none"> ▪ The MoI needs a PMO. ▪ The results of the case study will show the stakeholders the importance of the PMO. 	<ul style="list-style-type: none"> ▪ Insufficient time to get accurate results. ▪ The stakeholders’ requirements and level of interest may vary during the project.

Objectives	Assumptions	Constraints
	<ul style="list-style-type: none"> ▪ An assessment of the Ministry of Infrastructure and Physical Development - Physical Planning Unit will be assessed. 	
<p>2. To determine the type of PMO, its roles and responsibilities in order to improve the organization's competitiveness.</p>	<ul style="list-style-type: none"> ▪ Considering the size of the Physical Planning Unit, a large PMO would not be required. 	<ul style="list-style-type: none"> ▪ Political interference in implementing this initiative when it was not included in the budget. ▪ Lack of resources to pay for new employees.
<p>3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.</p>	<ul style="list-style-type: none"> ▪ The PMO proposed will help the MoI in becoming a functional addition to the organization. 	<ul style="list-style-type: none"> ▪ Government delays in making decisions. Implementing change in government organizations is usually a timely process.

3.5. Deliverables

Deliverable refers to “the interim or final product, service or results from the project. Deliverables enable the outcomes that the project was undertaken to create. Deliverables reflect the stakeholder requirements, scope, and quality along with the long-term impacts to profit, people, and the plant” (PMI, 2021, p.82).

The following chart shows the deliverables for each specific objective.

Chart 5 Deliverables (Source A. Ollivierre, Author of Study, 2023)

Objectives	Deliverables
1. To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs.	<ul style="list-style-type: none"> ▪ Ministry of Infrastructure and Physical Development maturity level report
2. To determine the type of PMO, its role and responsibilities in order to improve the organization’s competitiveness.	<ul style="list-style-type: none"> ▪ Type of PMO ▪ Report on organizational structure ▪ Details of each employee PES
3. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.	<ul style="list-style-type: none"> ▪ Implementation plan

4. RESULTS

4.1. Maturity Assessment

4.1.1 Initial Assessment

One questionnaire (Questionnaire A) was prepared to determine the need for a Project Management Office within the Ministry of Infrastructure and Physical Development - Physical Planning Unit. The purpose of this questionnaire was to get an idea of the position of the organization, based on the issues encountered daily and to address areas that can be improved, as well as gain support in implementing the PMO. The questionnaire considered the following aspects:

- Need for the PMO.
- Expected benefits from the implementation.
- Effective projects' monitoring without PMO.
- PMO's positive impact on existing issues.
- Effective project risk management without PMO.
- Ministry's current ability to promote continuous improvement and training.
- Ministry's potential growth in construction projects.
- Current management framework of the Ministry and opportunities for new projects.

The following processes were conducted for the analysis:

- a. Interviews with team members – The Chief Planning Officer was interviewed to further establish the maturity level of the MoI, based on the Project

Management practices. His responses were used to develop a questionnaire that would reflect questions that will not only give a better understanding of the day-to-day activities within the Ministry, but also get an idea of the current plans and steps they are currently taking, and plan on taking in the future.

- b. Organizational Document Review - To further assess the current challenges the MoI faces, a preview was made of certain parts of a detailed document that focuses on the roles and responsibilities of the Ministry of Infrastructure and Physical Development - Physical Planning Unit, to determine if employees were indeed fulfilling their obligations as outlined by the GoG.
- c. Questionnaire – Questionnaire from the author of study was distributed to the staff members to complete (see Appendix 4).
- d. Analysis of results: After completion, data was compiled and analyzed.

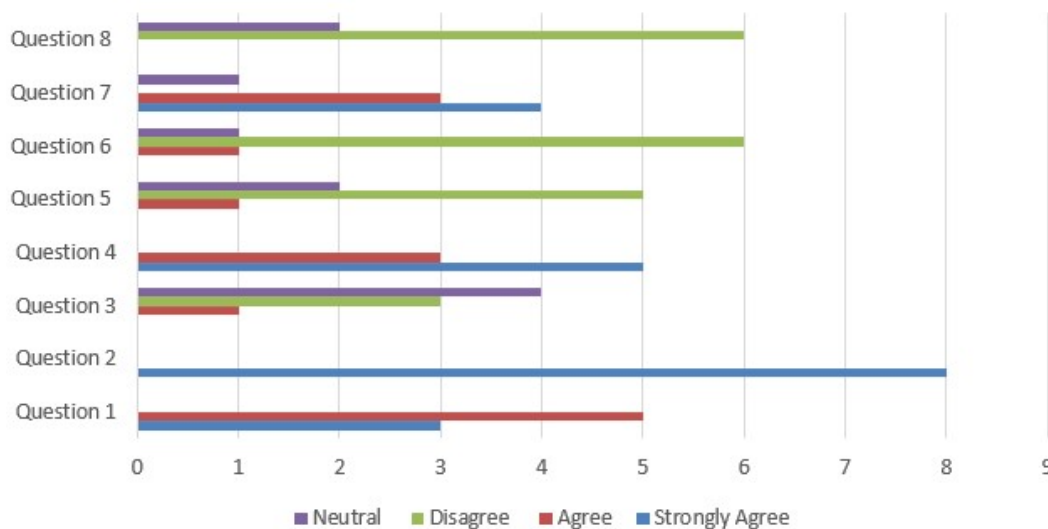
A total of eight questions posed to eight staff members within the MoI. This group included one senior member of staff, four technical staff members and three officers. The results of the questionnaire showed that the staff gave favorable responses overall, indicating the need for a PMO. Chart 6 and figure 5 show the staff responses.

Chart 6 Questionnaire A responses (Source A. Ollivierre, Author of study)

Questions	Strongly Agree	Agree	Disagree	Neutral
1. Need for the PMO	3	5	0	0
2. Expected benefits	8	0	0	0
3. Effective projects monitoring without PMO	0	1	3	4

Questions	Strongly Agree	Agree	Disagree	Neutral
4. PMO's positive impact on existing issues	5	3	0	0
5. Effective project risk management without PMO	0	1	5	2
6. Ministry's current ability to promote continuous improvement and training.	0	1	6	1
7. Ministry's potential growth in construction projects	4	3	0	1
8. Current management framework of the Ministry and opportunities for new projects.	0	0	6	2
Total	20	14	20	10

Figure 5 Questionnaire A responses (Source A. Ollivierre, Author of study)



The results from Questionnaire B show that staff members within the Ministry of Infrastructure and Physical Development - Physical Planning Unit believe that there is a need

for a PMO office within the establishment, 100% indicated by strongly agreeing/agreeing that the PMO is needed.

The second question results show that staff members do see the benefits of a PMO, including better management of construction projects once they are approved and hiring of additional staff within the department and monitoring of ongoing construction projects as beneficial to the MoI and the service they provide, 100% strongly agreed to this. In addition, the staff stated that the implementation of the PMO will have a positive impact on existing issues as it would allow them to improve their project management practices (100% indicated by strongly agreeing/agreeing to question number four).

Staff within the Ministry confirmed by their answers that currently projects are not being monitored without the implementation of a PMO. The questionnaire also confirmed that staff are of the opinion that the MoI is not able to facilitate any process improvement, follow guidelines and engage in employee development and training. In addition, the current framework does not provide opportunities for the successful execution of developmental projects. This is because of limited staffing, limited access to resources and lack of knowledge of what is required for the successful execution of projects. Based on the conversations with the Ministry staff, the PMO is expected to support the organization on this matter. It is worth noting that the Ministry visualizes a potential growth in construction projects, due to the increasing number of projects being registered for approval, into the Ministry monthly. However, while there is an increase in project submissions, the staffing does not increase. This demonstrates an even greater need for the implementation of the PMO.

4.1.2 Maturity assessment

The questionnaire developed by PMI comprising of 501 questions was used to assess the organization's maturity level. The questionnaire included the analysis of the components and domains of project management (see Appendix 5, Questionnaire B). These questionnaires were distributed among eight staff members, which included one senior member of staff, four technical staff members and three officers.

The PMI questionnaire link was sent to the 8 staff members, using Survey Monkey. The selected members were all given a general idea of the purpose of the questionnaire and synopsis of the proposed implementation, so that they got a general understanding of the purpose behind the questions. The criteria used for selecting the members of staff for applying the questionnaire are as follows:

- By determining the employee knowledge relevant to their position within the organization. This was done through general conversation with employees.
- By determining the employee's vision for the organization, and what changes they would like to see implemented. This was done by conversations with employees to determine their interest in seeing improvements made within the organization.
- By determining the employee qualifications to ensure they understand the questions and to ensure their existing role is vital in the implementation of

the PMO. This was done by general conversation and my existing knowledge of the employees.

- By determining the employee commitment to work in an environment where collaborate efforts are paramount. This was done by general conversations with employees.
- By using expert judgment

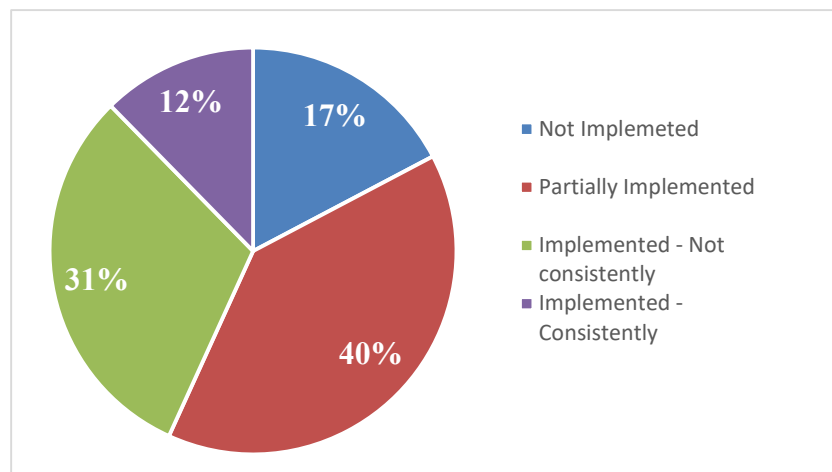
There are four different maturity levels in this model: Standardization, Measurement, Control, and Continuous Improvement. The questionnaire incorporates ninety-three (93) questions related to the standardization level, ninety-eight (98) questions related to the measure level, one hundred and one (101) related to the control level, one hundred and four (104) related to the improvement level and one hundred and five (105) other general maturity related questions. The response option breakdown are as follows:

- 0 -Not implemented for outcomes of best practice
- 1-Partially implemented for outcomes of a best practice
- 2-Fully implemented, not consistent for outcomes of best practice
- 3-Fully implemented, consistently for outcomes of best practice.

Standardization level

The questionnaire results showed that 52% of the standardization maturity level related questions, responses were partially implemented, while 24% were not consistently implemented, 14% were not implemented and 10% implemented consistently. The following figure shows that results obtained.

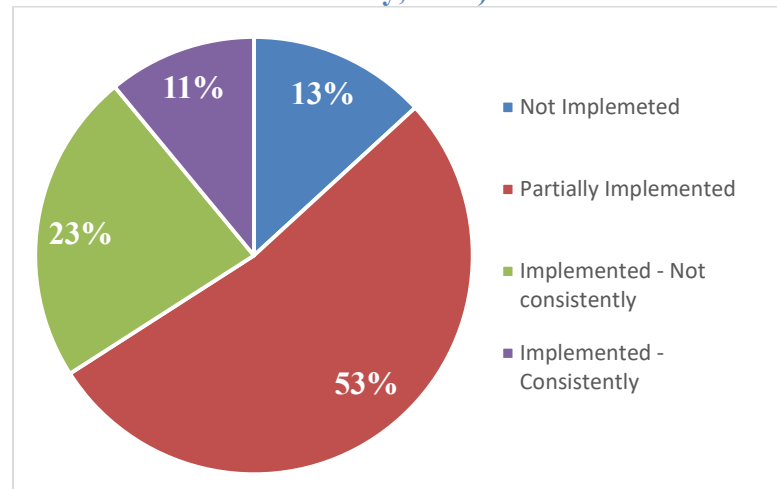
Figure 6 OPM3 Standardization Maturity Level results (Source A. Ollivierre, Author of Study, 2023)



Measurement level

The questionnaire results showed that 48% of the measurement maturity level related questions, responses were partially implemented, while 21% were not consistently implemented, 12% were not implemented and 19% implemented consistently. The following figure shows that results obtained.

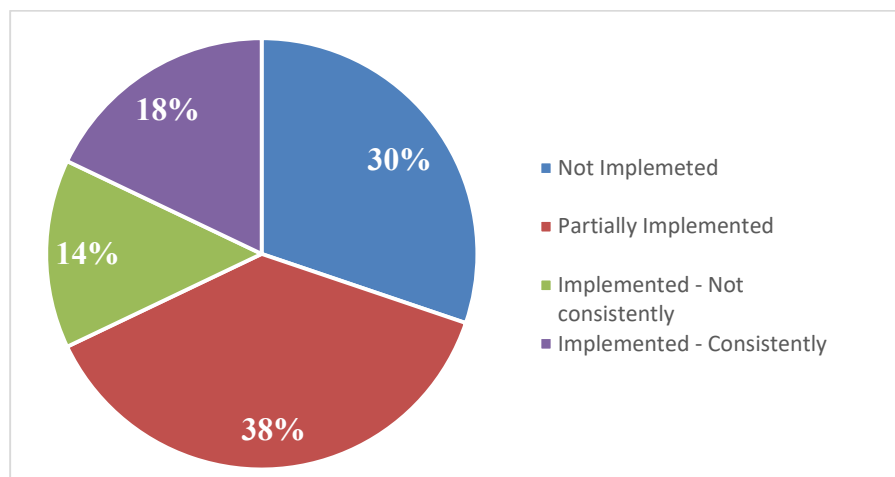
Figure 7 OPM3 Measurement Maturity Level results (Source A. Ollivierre, Author of Study, 2023)



Control level

The questionnaire results showed that 40% of the control maturity level related questions were partially implemented, while 15% were not consistently implemented, 32% were not implemented and 13% implemented consistently. The following figure shows that results obtained.

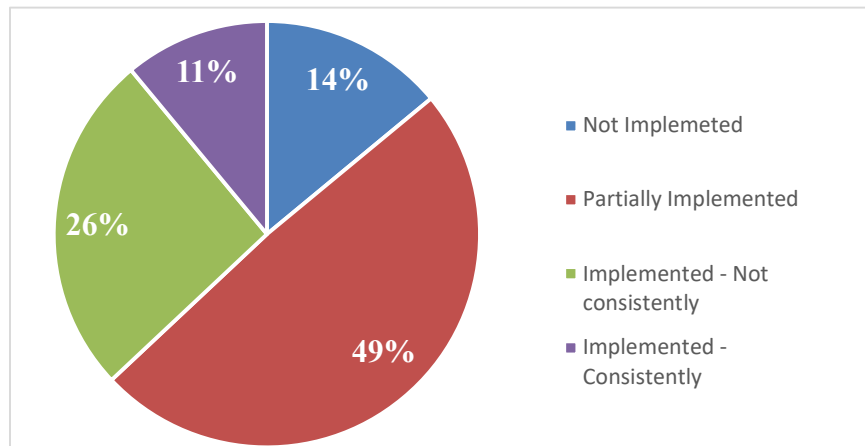
Figure 8 OPM3 Control Maturity Level results (Source A. Ollivierre, Author of Study, 2023)



Continues improvement level.

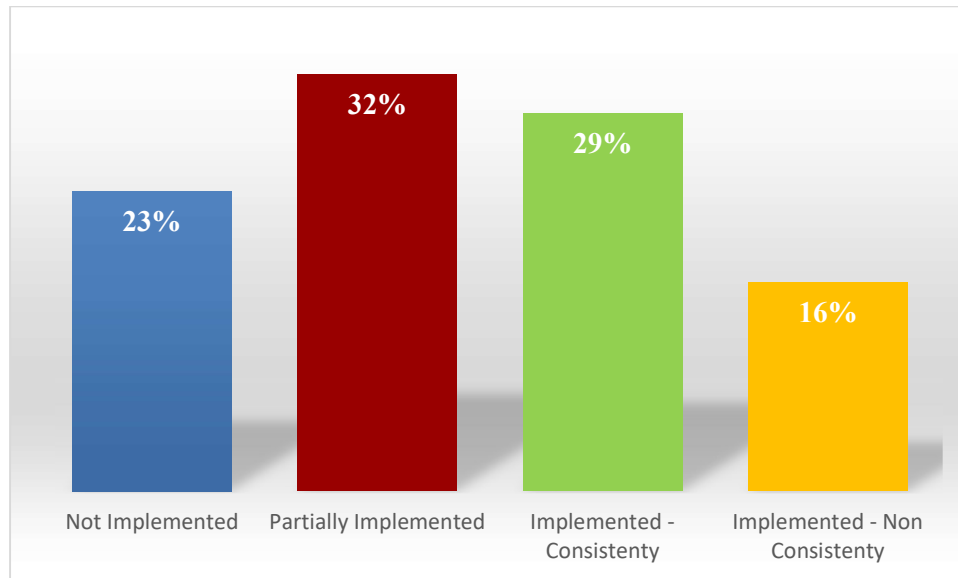
The questionnaire results showed that 49% of the continuous improvement maturity level related questions, responses were partially implemented, while 26% were not consistently implemented, 14% were not implemented and 11% implemented consistently. The following figure shows that results obtained.

Figure 9 OPM3 Continuous Improvement Maturity Level results (Source A. Ollivierre, Author of Study, 2023)



Finally, all the responses were compiled and analyzed. The following chart presents the results.

Figure 10 Questionnaire B responses (Source A. Ollivierre, Author of Study, 2023)



Based on the results, 32% of the maturity questions are at a maturity level of 1 and 29% are at level 2. Therefore, the results of the questionnaire showed that staff indicated that most of the respective processes and procedures were either partially implemented or not consistently implemented within the organization. This indicates that the organization applied some outcomes of best practice, in the components and domains related to project management, however the organization was not consistent in implementing these practices in their day-to-day operations. Therefore, the Project Management Office is required to standardize the existing practices and help the organization fulfill the PMI's requirements, highlighted in the PMBOK® Guide.

The chart below details the main strengths and weaknesses identified.

Chart 7 Strengths and Weaknesses (Source A. Ollivierre, Author of Study, 2023)

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Willingness of the staff to accept change. 2. Staff members are eager to become more knowledgeable in their role. 3. Team members are open to technical improvements within the organization. 4. Additional services to be offered within the organization. 5. The organization will become a one stop shop, for Grenadians getting into planning and building once the PMO is implemented. 6. Unique position for marketing additional services that will be offered, as the organization is frequently visited by persons within the construction industry community. 7. Support from the Grenada Government 	<ol style="list-style-type: none"> 1. Lack of effective communication within the organization 2. Minimal planning structure given to ongoing projects. 3. Limited monitoring of ongoing project. 4. Minimal analysis done on project risks. 5. No control of projects after the approval stage. 6. Funding of the government is required to implement the PMO. 7. Length of time for the approval of projects. 8. Irregular meeting schedule for the approval planning process. (Currently the organization tries to

Strengths	Weaknesses
8. Stakeholder's interests in implementing change within the organization.	<p>hold meetings once a month for this purpose).</p> <p>9. Limited procedures for project execution.</p> <p>10. Inadequate cost management for project budgeting.</p>

The Moi – Physical Planning Unit questionnaire results indicated that while they are aware that the organization is currently not functioning at its full capacity to be able to achieve maximum results and develop the right project management practices for the organization, there needs to be a full organizational restructure and transformation. Once this is implemented, the organization will be at a greater competitive advance in the project management field.

4.2. Type of PMO, roles and responsibilities

The type of PMO required to be effective within the Ministry of Infrastructure and Physical Development - Physical Planning Unit, was determined by conversations with staff members and results from the questionnaire. The following specifics were highlighted:

- The need to make informed and timely decisions for the success of a project. This includes the operational efficiency, identifying the project risks and mitigation of these risks.
- The ability to streamline processes and workflows, with increased responsibility.

- Overseeing new collective projects and programs within the organization.
- Monitor, guide and ensure efficiency and consistency in Project Management practices.
- PMO that will be engaging with contractors and architects to ensure successful completion of projects.
- PMO that provides a designated area for analysing, assessing, and addressing any concerns with new and ongoing projects.
- A PMO that will ensure informed and timely decisions are made based on the objectives and mission of the organization.

4.2.1 Type of PMO

Based on the responses of participants, a Directive PMO was selected for Ministry of Infrastructure and Physical Development - Physical Planning Unit. This type of PMO was selected as it allows the direct management of projects with a high level of control and influence therefore reducing the number of failed projects. This type of PMO also allows for increased consistency and milestones to be maintained and met.

The Ministry of Infrastructure and Physical Development - Physical Planning Unit, is a small organization. While the organization can manage a minimum number of basic procedures, the Directive PMO. It will help in the assignment of project managers to projects, maintain regular site reports from them so that people are held accountable for the results of every project. Functioning as an organization's centralized authority on projects, a Directive

PMO can help ensure consistency across the portfolio and will aid in better management of the organization's processes, tools and standards when applied to projects.

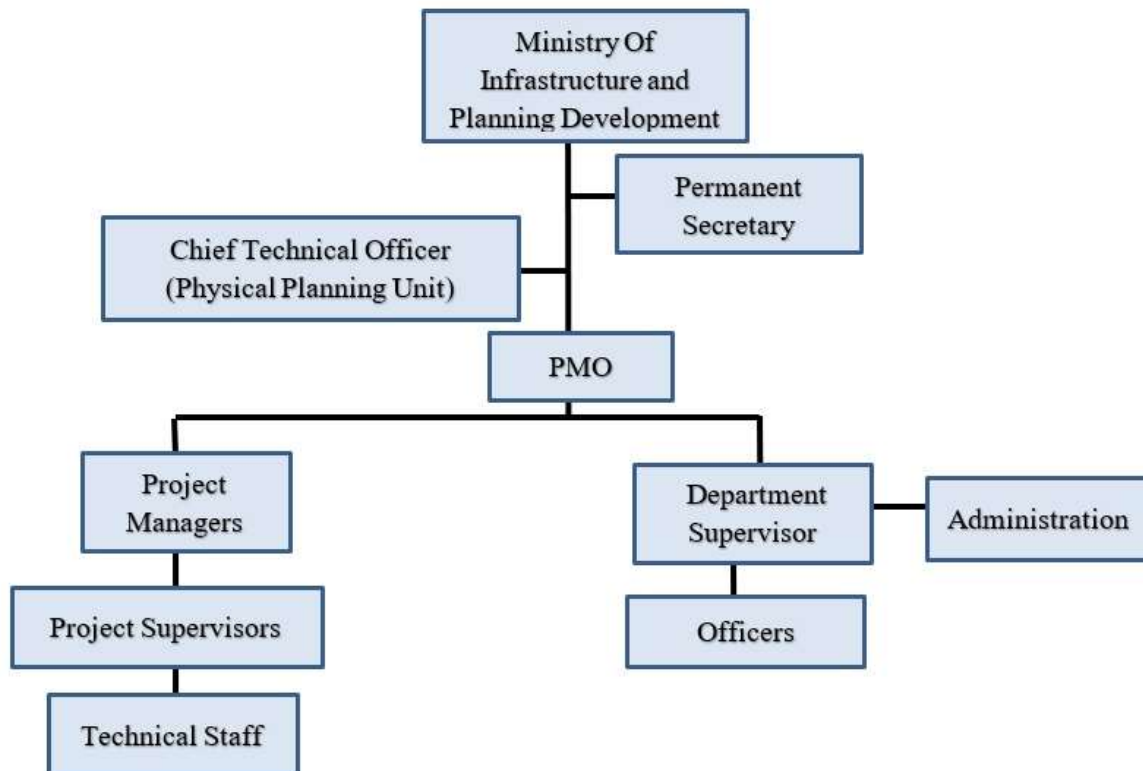
The Directive PMO implemented in the MoI, Physical Planning Unit where the main business is getting projects delivered to clients based on the organization requirements, a strong PMO that directs activity will be effective for implementing change successfully. Projects should run smoothly when all managers share a skillset and work on the same process. Similarly, when projects are delivered externally there is likely going to be a lot of communication with external stakeholders. Having harmony of process and language is professional and easy for everyone to work with.

4.2.2 Position of the PMO within the hierarchical Ministry's organizational management.

For the PMO to be able to adequately serve its purpose within the organization, based on the current maturity level of the organization and the analysis performed, the Ministry of Physical Infrastructure and Physical Development - Physical Planning Unit would be able to solve their challenges by locating the PMO in a strategic position within its organizational structure.

While the questionnaire did not focus on the placement of the PMO within the Ministry, based on interviews with the staff, a greater understanding of where the PMO is best suited was garnered. For the best results, the PMO should be placed directly under the Chief Technical Officer within the organization. The following figure shows the proposed placement of the PMO within the MoI-Physical Planning Unit.

Figure 11 Ministry of Infrastructure and Physical Development, Physical Planning Unit New Organizational Structure (Source A. Ollivierre, Arthor of study, 2023)



In this position, the PMO will be able to be managed directly by the head of the Physical Planning Unit, and will be able to better manage projects going in and out of the organization which will include:

- Status reports will be submitted on a weekly basis on all projects.
- Implementing a team that focuses on projects risks, that report to the Project Coordinator on a weekly basis

- More detailed site visits will be conducted for each proposed construction project.
- Thorough review of projects by the PMO before approval by its Board of Directors.
- Monitoring of construction projects once they commence.

4.2.3 Roles and responsibilities

Besides the inherent roles of a Directive PMO, it is also important to assign tasks to the chosen PMO to help fill the Ministry's weaknesses in its quest to improve its competitiveness in project management. Thus, the following chart highlights the roles and responsibilities assigned to the PMO.

Chart 8 Roles and Responsibility (Source A. Ollivierre, Author of study)

Responsibility	Role	Owner	Approver
Establishing Methodologies <ul style="list-style-type: none"> • Create communication plan. • Create template for reporting forms. • Prepare risk analysis template of projects. • Monitoring project construction plan 	PMO – Project Manager	PMO	Permanent Secretary
Project Tracking <ul style="list-style-type: none"> • Project information and status form • Review of construction plan • Conduct site visit • Implement corrective measures if needed (contact Architect or Draftsman) 	PMO – Project Supervisors	PMO	Permanent Secretary

Responsibility	Role	Owner	Approver
<p>Project Support</p> <ul style="list-style-type: none"> • Centralized data collection on all computer systems, assessable to every team member • Quarterly training and mentoring sessions for all team members 	<p>Chief Technical Officer</p>	<p>PMO</p>	<p>Permanent Secretary</p>

4.3. Implementation Plan

The roadmap for implementing the PMO within the Ministry of Infrastructure and Physical Development - Physical Planning Unit will describe what the PMO needs to be sustainable. For this PMO, the focus will be to ensure that it is in alignment with the vision of the organization as well as the objectives outlined. There needs to be careful monitoring and the ability to be adaptive and responsive to change if necessary. Additionally, seeing that this is a new implementation, all staff members should comply with open-mindedness towards innovation and change and open communication within the organization.

The immediate focus and priority of the organization should be made known to everyone within it and staff should occasionally be reminded of this. The direction of the organization, as well as general and specific objectives should also be a guiding factor to the success of this PMO. Ensuring that Government bodies and executives are supportive and can offer guidance when needed is also critical to the success of the PMO.

4.3.1 Project Charter

This Project Charter focuses on the implementation plan of a Project Management Organization at Ministry of Infrastructure and Development, Physical Planning Unit.

Chart 9 Project Charter (Source A. Ollivierre, Author of study)

PROJECT CHARTER	
Date	Project Name:
September 4 th 2023	Implementation Plan of a Project Management Organization at the Ministry of Infrastructure and Development, Physical Planning unit.
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Risk Management, Project Procurement Management, Project Communications Management, Stakeholder Management	Strategy, Human Resources, Planning

<p>Process groups: Initiating, Planning, Monitoring, Controlling, and Closing.</p>	
<p>Start date</p>	<p>Finish date</p>
<p>September 4th, 2023</p>	<p>March 4th, 2024</p>
<p>Project Objectives</p>	
<p>General objective:</p> <p>To develop an implementation plan at PMO to assist with the management and functionality of the Physical Planning Unit.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To acquire approval from the Government of Grenada in order to implement the PMO. 2. To determine strategies and procedures within the Ministry of Infrastructure and Physical Development - Physical Planning Unit to facilitate efficiency within the organization. 3. To coordinate the processes required in order to set up the PMO. 	
<p>Project purpose or justification (merit and expected results)</p>	
<p>The Ministry of Infrastructure and Physical Development, Physical Planning Unit currently does not have a PMO, and the organization is currently not able to adequately manage the influx of projects being submitted into the office for approval.</p> <p>The main reason behind proposing the implementation of this PMO is to determine the maturity level of the Ministry, so that areas of weaknesses can be identified, and necessary improvements can be made.</p>	

The intended benefit of the PMO implementation is to manage projects approval and construction processes and to ensure that Physical Planning guidelines are being followed throughout the initiation and completion process.

Project deliverables

- Approval for PMO implementation
- PMO strategies & procedures
- Set up of the PMO

Assumptions

- The necessary staff members required to complete the review process will be present, if not another trained staff member will be able to assume the responsibility.
- The Government will approve funding for this project.
- Stakeholders are on board with the PMO implementation.
- The budget will be assigned to training and certification of employees.
- Expert Judgement will be practiced throughout this project.

Constraints

- The timeline for funding approval might be lengthy.
- Inadequate resources
- Limited space for expansion within the existing space the ministry occupies.

Preliminary risks

- Objectivity and disagreement from staff to implement change.
- Failure to train new and existing employees adequately.

- Undefined roles and responsibilities within the organization

Budget

The overall cost to implement this Project Management Office is \$172,800.00 USD.

This cost includes training and certification, hiring of new employees, renting a larger office to accommodate additional staff if needed, marketing and investments in upgraded office equipment.

Milestones and dates

Milestone	Start Date	Finish estimated date
1.1 Project Management Plan	September 4 th ,2023	October 13 th , 2023
1.2 Government evaluation of the PMO	October 16 th , 2023	November 30 th , 2023
2.1 Strategic Plan	December 4 th , 2023	January 9 th , 2023
2.2 PMO Guidebook	December 18 th ,2023	January 19th, 2024
3.1 Resources Analysis	December 4 th , 2023	February 2 nd , 2024
3.2 Training Program	February 26 th , 2024	February 13 th , 2024
3.3 Launch of PMO	December 14 th 2024	March 4 th 2024

Stakeholders

- | | |
|--|---|
| <ul style="list-style-type: none"> • Direct stakeholders: • Government of Grenada • Ministry of Infrastructure and Physical Development, Physical Planning unit. | <ul style="list-style-type: none"> • Indirect Stakeholders: • Customers • Vendors |
|--|---|

Project Manager: Aleena Ollivierre	Signature: 
Authorized by: Government Of Grenada	

4.3.2 Scope Management

The scope management aims to outline effectively all the requirements, tasks, activities, and operations that fall within the project's scope. Mainly, the scope of the project is defined by the Scope Statement and the Work Breakdown Structure (WBS).

A. Scope Statement

The project scope statement was developed to determine requirements and documents for the implementation of the PMO within the Ministry of Infrastructure and Development, Physical Planning Unit. It is developed to be used as a reference for staff members to accurately measure individual project processes and success.

Chart 10 Project Scope Statement (Source A. Ollivierre, Author of study)

Project Name: Implementation Plan of a Project Management Organization at the Ministry of Infrastructure and Development, Physical Planning unit.	
Project Scope Description: This will be a tool used to track and monitor projects from the time they are submitted for approval by the client.	
Project Deliverables	Acceptance Criteria
1 Approval for PMO implementation	<ul style="list-style-type: none"> ▪ Project Management Plan for the PMO Implementation, including the ten knowledge areas.

	<ul style="list-style-type: none"> ▪ Approval letter from the Government of Grenada.
2 PMO strategies & procedures	<ul style="list-style-type: none"> ▪ Strategic plan and goals of the PMO: objectives, strategy, approach, tactics, and key performance Indicators. ▪ PMO Guidebook: methodology, systems, and processes. ▪ Governance procedure that indicates communication lines, roles, relationships, rules, and resources.
3 Set up of the PMO	<ul style="list-style-type: none"> ▪ List of furniture and equipment required detailing the technical characteristics. ▪ Placement of employees ▪ Training program about PMO key concepts and PMO Guidebook, Construction projects.
Project Exclusions	
<ul style="list-style-type: none"> • Projects will be monitored for construction based on the plan submitted by the client for approval by the PMO. • The client is responsible for submitting necessary changes requested by the Physical Planning unit during the review process by the PMO. • Review process for construction process will take place during working hours. • All clients will be given a data and analysis review based on project reports prepared by the PMO. 	

Project Constraints

The following are key constraints for the current project:

- The timeline for funding approval might be lengthy.
- Inadequate resources
- Limited space for expansion within the existing space the ministry occupies.

Assumptions

For the current project, the following reasonable assumptions have been made:

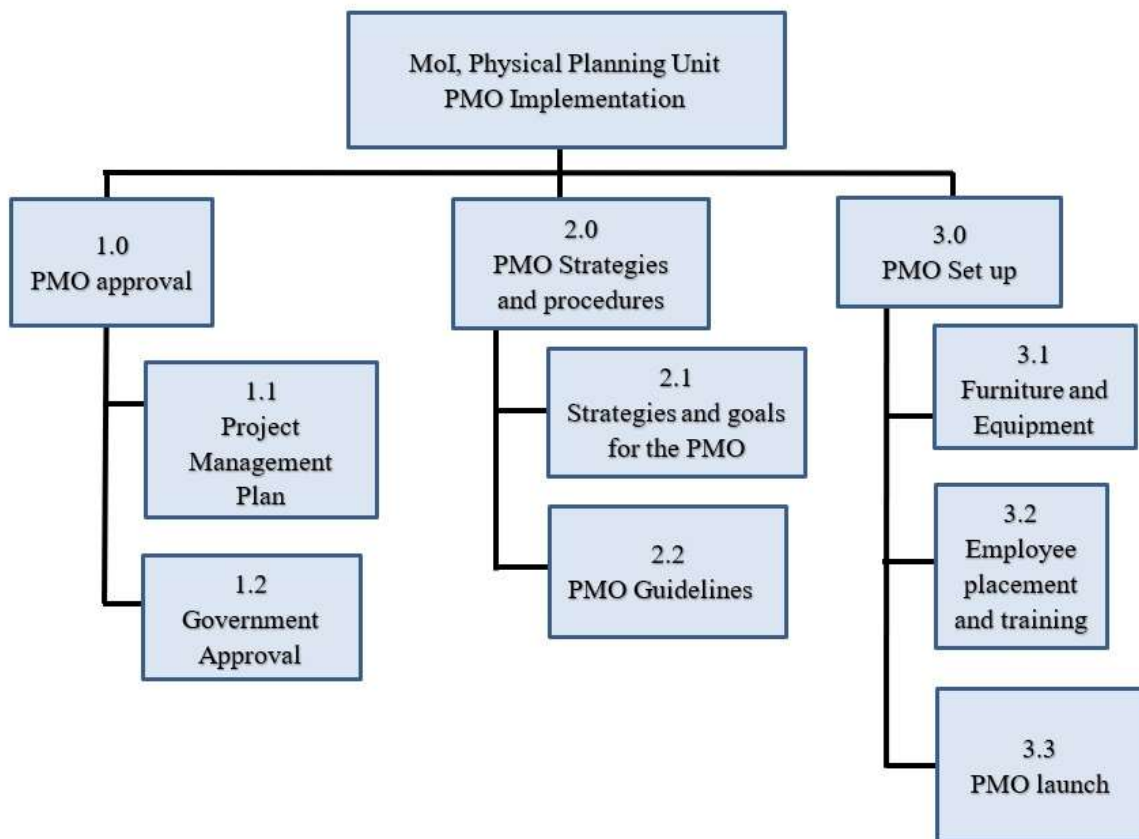
- The necessary staff members required to complete the review process will be present, if not another trained staff member will be able to assume the responsibility.
- The Government will approve funding for this project.
- Stakeholders are on board with the PMO implementation.
- The budget will be assigned to training and certification of employees.
- Expert Judgement will be practiced throughout this project.

B. WBS

The Work Breakdown Structure (WBS) is designed to show how project deliverables are broken down into work packages and provide a way of showing high level areas of responsibility (PMI, 2017, p.316). The WBS for this project was created to determine the breakdown of the PMO into manageable components to achieve a successful outcome. The following deliverables were identified for the implementation plan.

- **Approval of the PMO:** it is mandatory to coordinate all the steps required in order to receive the approval from the Government of Grenada.
- **PMO concept:** As each project will require the input of several members of staff. Therefore, the main processes should be defined in order to guide the initiation, planning, execution and closing of the projects.
- **PMO Set up.** The PMO should have equipment and staff required to execute the projects once these have commenced and until they are successfully completed.

Figure 12 WBS (Source A. Ollivierre, Author of study, 2023)



4.3.3 Schedule Management

Based on the organization's current position, a six-month implementation plan should be applied. The implementation plan below shows the breakdown of the activities and applications that will be used for each phase of the plan. Expert judgement was used to estimate the durations of the listed activities.

Chart 11 Activities for PMO Implementation (Source A. Ollivierre, Author of study)

WBS ID	Activity	Start	End
1.0 Approval of PMO			
1.1 Project management Plan			
1.1.	To prepare the PMP	September 4 th , 2023	September 15 th , 2023
1.1.1	To review the PMP with the Minister	September 18 th 2023	September 29 th 2023
1.1.2	To make the adjustments required	October 2 nd , 2023	October 6 th 2023
1.1.3	To get approval of PMP	October 9 th 2023	October 13 th , 2023
1.2. Government evaluation of the PMO			
1.2.1	To send the PMP Minister for review	October 16 th 2023	October 27 th 2023
1.2.2	Government to analyze PMP	October 30 th 2023	November 17 th 2023
1.2.3	To coordinate adjustments based on Government feedback	November 20 th 2023	November 27 th 2023
1.2.4	To get approval from Government	November 27 th 2023	November 30 th 2023
2.0 PMO Strategies and Procedures			
2.1 Strategic Plan			

WBS ID	Activity	Start	End
2.1	To develop PMO functions and services	December 4 th 2023	December 8 th 2023
2.1.1	To review functions and services by Project Manager	December 11 th 2023	December 20 th 2023
2.1.2	To approve strategic plan by Minister	December 21 st 2023	January 9 th 2024
2.2 PMO Guidebook			
2.2.1	To develop a guideline for PMO policies	December 18 th 2023	January 5 th 2024
2.2.2	To get PMO guidelines approved by Minister	January 8 th 2024	January 19 th 2024
3.0 PMO Set up			
3.1 Resources analysis			
3.1.1	To prepare furniture list required	December 4 th 2023	January 25 th 2024
3.1.2	To prepare equipment list required	December 4 th 2023	January 25 th 2024
3.1.3	To get approval from Minister for purchasing	December 22 nd 2023	January 5 th 2024
3.2 Training Program			
3.2.1	To design the PMO training program	January 26 th 2024	February 7 th 2024
3.2.2	To arrange training schedule for employees	February 7 th 2024	February 13 th 2024
3.3 Launch of PMO			
3.3.1	To hire new recruits	December 15 th 2023	February 16 th 2024

WBS ID	Activity	Start	End
3.3.2	To coordinate the purchase of furniture and equipment required	December 4 th 2023	February 9 th 2024
3.3.3	To schedule PMO opening ceremony	January 29 th 2024	March 4 th 2024

After this information was collected. The main tool used to aid in ensuring the implementation of the PMO remains on schedule is a Gantt Chart. This encourages the project manager to ensure that the project has structure and ensure that the milestones and their dependencies are completed within the given timeframe. This gives a general idea of the duration of the project and will also identify the critical path associated with implementing a project of this nature, as there are a few.

The critical path of the implementation project is mainly associated with tasks that depend on the Government of Grenada's approval and financing. As a Project Manager, monitoring and working on the critical path will include ensuring that the Minister in charge of presenting the PMO to the Government, sees the need and value of this implementation and to ensure he has all the information presented to him prior to the budget meeting, to prevent any delays because of additional information that they may need. Additionally, close monitoring of the dependent tasks is recommended to identify which tasks can be advanced while awaiting the approval process. This can include the following:

- Locating and obtaining quotations for the required equipment for purchasing

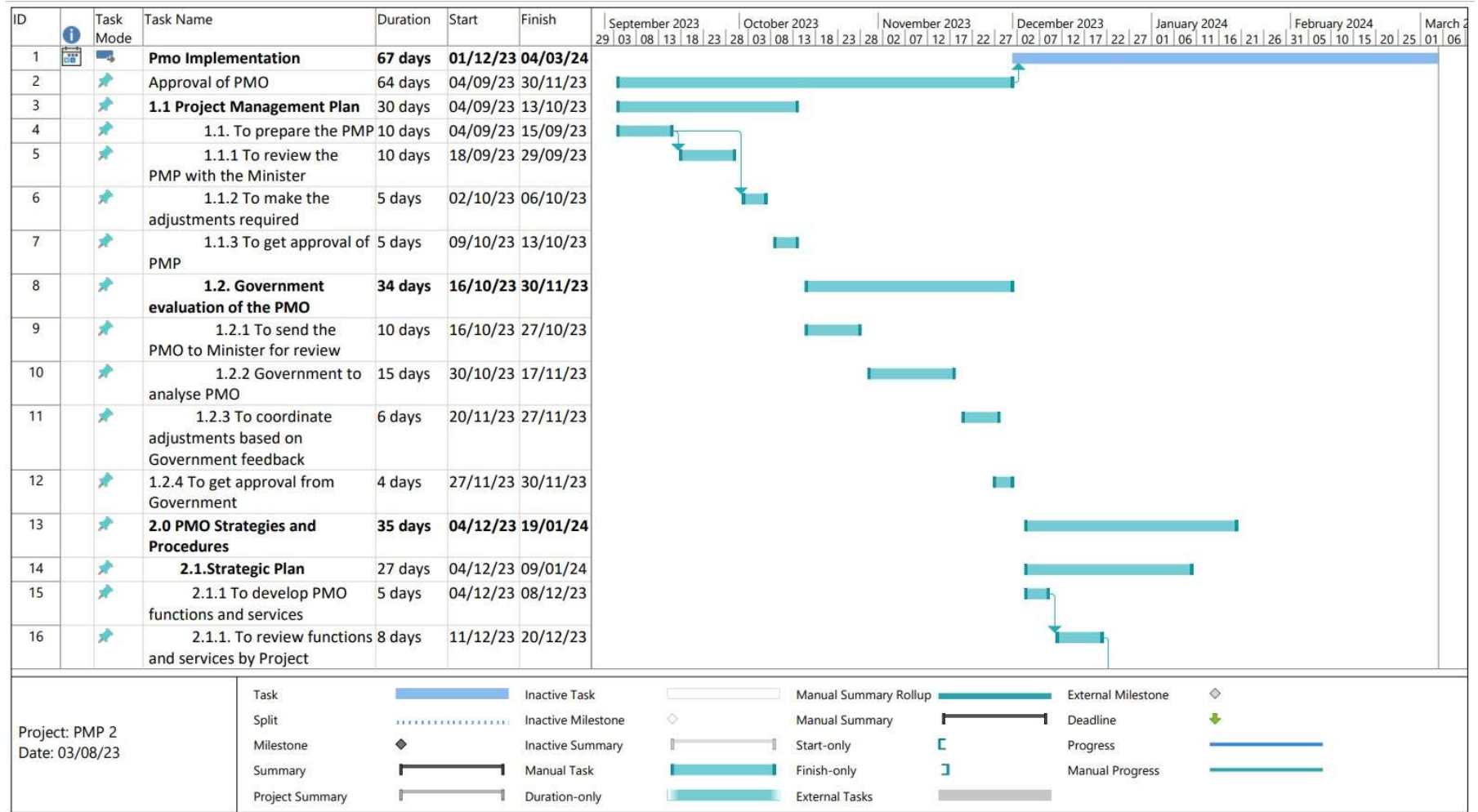
- Identifying online or local training and coaching programs
- Locating furniture and securing quotations for purchasing.
- Locating computers and securing quotations for purchasing and well as quotations for installation.

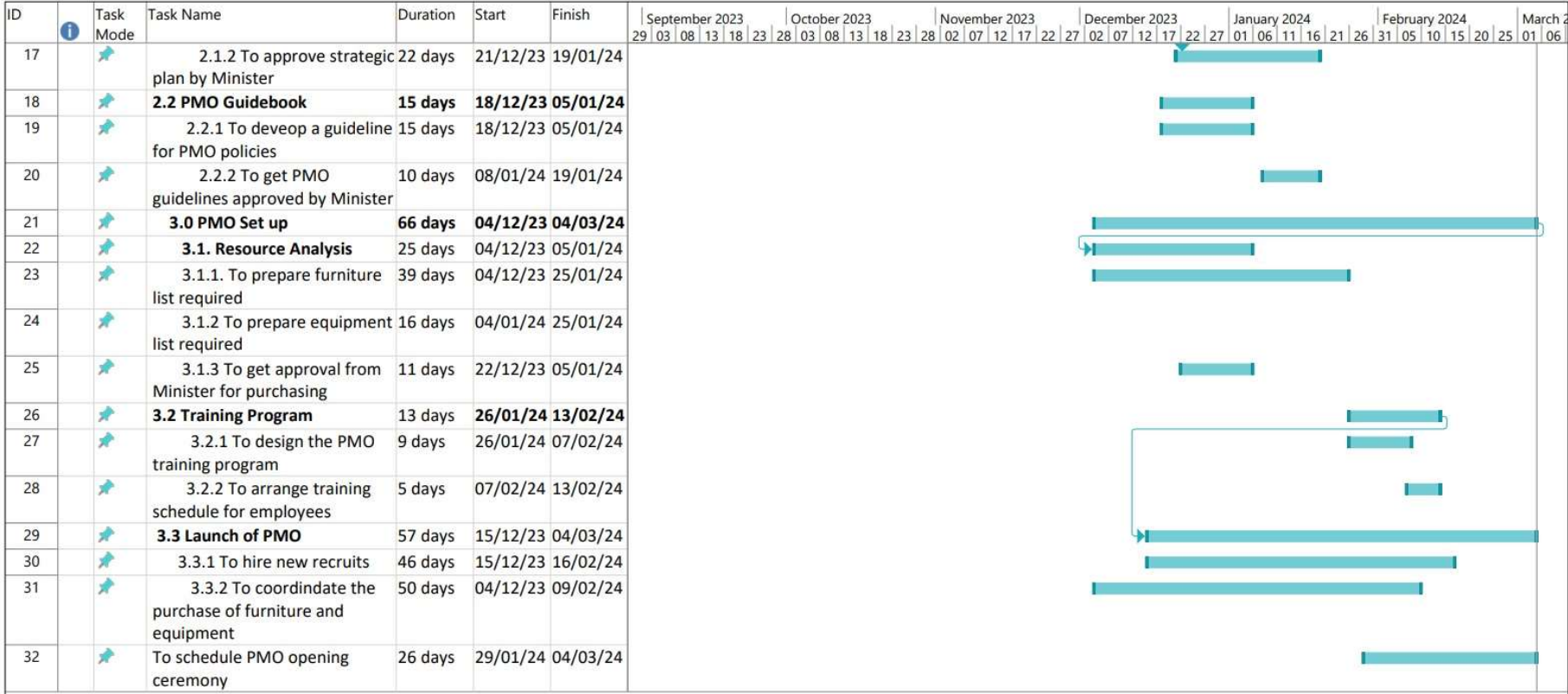
As a project manager of this implementation project, the strategies for dealing with the activities on the critical path, includes the following:

- Reduce the duration of the task on the critical path. This will allow more time to be given to get the dependent tasks to be completed.
- Allow more flexibility in the schedule. Given that these critical tasks are related to the Government approval timeline, which we have very minimal control over, it would be wise to allow more flexibility to accommodate delays within the project.
- Ensure that the critical path tasks are closely monitored and updated.

Microsoft Project Professional which was then used to create the project schedule. The project schedule is presented in figure below.

Figure 13 Gantt Chart of PMO Implementation (Source A. Ollivierre, Arthor of study, 2023)





Project: PMP 2 Date: 03/08/23	Task		Inactive Task		Manual Summary Rollup		External Milestone	
	Split		Inactive Milestone		Manual Summary		Deadline	
	Milestone		Inactive Summary		Start-only		Progress	
	Summary		Manual Task		Finish-only		Manual Progress	
	Project Summary		Duration-only		External Tasks			

4.3.4 Cost Management

The cost of the implementation of this PMO will have to be approved by the Government as this will be established within a government organization. Firstly, the operational cost for running the PMO will need to be established and presented to the Government body so that they can determine if this implementation will have a positive outcome on their investment. The associated cost for the PMO includes employment of certified professionals, training for additional and sets, additional office space for the increase in staff and purchasing and training in Project Management Software.

Chart 12 Project Budget. (Source A. Ollivierre, Author of study)

WBS Code	Description	Budget (USD)
1.0	Approval for PMO implementation	\$25,000.00
2.0	PMO strategies & procedures	\$30,000.00
3.0	Set up of the PMO	\$105,000.00
Budget		\$160,000.00
5% Management Reserve		\$8,000.00
3% Contingency Reserve		\$4,800.00
TOTAL		\$172,800.00

4.3.5 Resource Management

Identifying the physical resources required for the functioning and operations of the PMO office is important to ensure that the office is well equipped and capable of offering the services required.

A. Physical resources

This includes resources that aid in the reporting, estimating, operations of the PMO, IT equipment and programs required for the running of the PMO. The key physical resources of the PMO include.

Chart 13 Physical resources. (Source A. Ollivierre, Author of study)

Physical Resources	Requirement
Laser measuring tape	For site visits
Computers	For additional staff
Furniture	For additional staff
Laser level	For site visits
Department Vehicles	At least two to accommodate construction monitoring
Office equipment	For new and existing staff

B. Human resources

Identifying and ensuring the key resources required for this PMO are imperative in acquiring optimal results and successful management. The key resources for this PMO include:

- The right persons being assigned to tasks that are within their areas of expertise.
- Staff members who feel valued and are content.
- Staff members who are well trained in the use of technology since certain tasks will require it.

Identifying and ensuring the key staff for this PMO is key for achieving optimal results and successful management. The following staff will be required for the PMO:

Chart 14 Staff for the PMO. (Source A. Ollivierre, Author of study)

Staff	Requirement	Description
Project Managers	3	Previous position was called project co-ordinator. An addition of two project managers are now required.
Project Supervisors	3	Previous position was called department supervisor. An addition of two persons are required for this position.
Technical staff	6	An addition of two technical staff are required for this position
Supervisor	2	One additional general supervisor required.
Administrative staff	3	One additional administrative staff required.
Officers	8	The number of officers required was doubled. An addition of four officers are now required.

These required additional staff members were determine based on conversations with existing staff and their challenges of being short staffed, as well as the influx of projects the department has seen over the past years, the skill set and qualifications of the employees and the current demands of the organization.

4.3.6 Quality Management

The Quality management approach for the PMO Implementation is aimed at ensuring the project deliverables meet the prescribed requirements. This includes planning for the project and product quality given the scope of the project. The approach includes researching and having a clear understanding of the regulations and standards that govern the project.

These include government regulations and the policies outlined by the Ministry. Project deliverables must meet these standards as well as provide a high level of stakeholder satisfaction. Therefore, the establishment of a Quality Management system to prepare oversight and general alignment of the organization will aid in its success. Additionally, the management and operations, internal checks, reviews, and corrective alignment will benefit the PMO by encouraging constant improvement and development of the organization.

4.3.7 Communication Management

The communication management is intended to be a guide for the communication that will occur among project stakeholders. Communication among stakeholders must be planned. The Project Manager and Supervisors will take responsibility for ensuring that communication is effective.

The communication matrix for the PMO presents the methods of communication, the delivery method, frequency, and the persons responsible for encoding the information (owner) and the intended audience. It will improve teamwork, prevent misunderstandings, and prevent unnecessary delays and potential issues that may arise.

Chart 15 Communication Matrix. (Source A. Ollivierre, Author of study)

Communication	Goal	Medium/ channel	Frequency	Owner	Audience
Starting meeting	To review PMO objectives	Face-to-face	Once	Project Manager	Project sponsor, project team members

Communication	Goal	Medium/ channel	Frequency	Owner	Audience
Team meetings	To communicate project progress and set activities	Face-to-face Video conferencing	Weekly	Project Manager	Project manager and project team members
Monthly meetings	To review and discuss projects status	Face-to-face Video conferencing	Monthly	Project Lead	Minister, Project manager
Change Order Meeting	To discuss changes to the projects	Face-to-face Video conferencing	As Necessary	Project Manager	Minister

Moreover, a communication escalation process will be put in place. A communication escalation process is a kind of proactive risk communication where the project manager is highlighting the bottleneck to the next level in the hierarchy for attention and quick resolution.

4.3.8 Procurement Management

Procurement will be the responsibility of the Procurement Office to ensure that the required material, equipment, and goods needed for the project is purchased in a timely manner and that deliverables are met.

The Procurement Office of the Government of Grenada is responsible for all orders and purchases made on behalf of the Government. The procedure involves the office

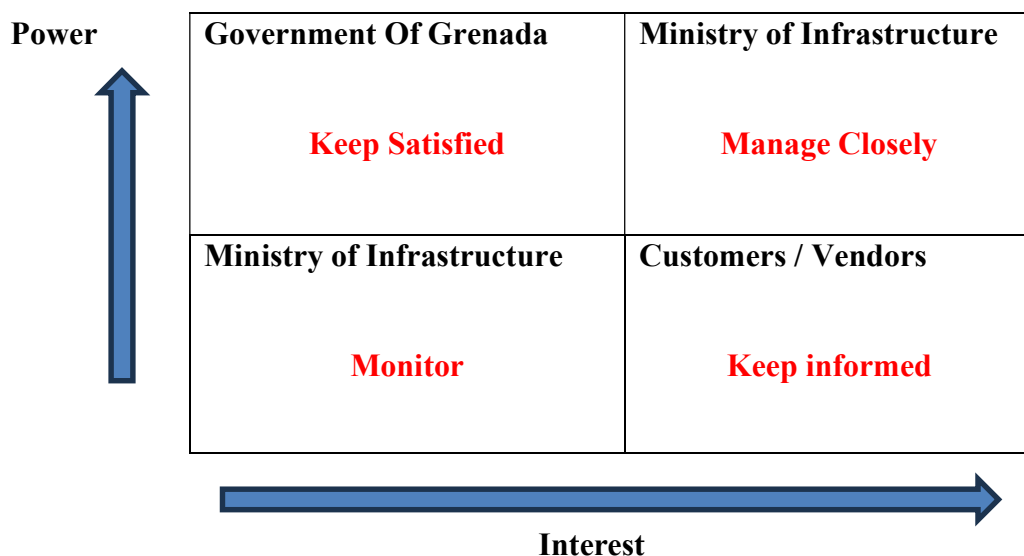
acquiring the information from the Government organization and sourcing and creating purchase orders on the Government behalf.

4.3.9 Stakeholder Management

Stakeholder Management includes processes needed to identify organizations and people that will impact or be impacted by the implementation of the PMO. This is a process of analyzing expectations and creating appropriate management strategies for accomplishing tasks.

A power and interest grid matrix was done to further explain the concepts of power and interest as it relates to each stakeholder identified. The chart below is the power and interest matrix for the project. It represents each stakeholder involved in the implementation of the PMO, the level of influence they have over the decisions that must be made and their level of interest in the PMO.

Chart 16 Power interest matrix (Source A. Ollivierre, Author of study)



4.3.10 Risk Management

The risks were identified and assessed based on the probability of them becoming a reality. The following chart was used to rank the probability and impact of each identified risk.

Chart 17 Risk Probability and Impact Criterion (Source A. Ollivierre, Author of study, Adapted from PMI)

Probability		Threats				
Very High	0.9	0.05	0.09	0.18	0.36	0.72
High	0.7	0.04	0.07	0.14	0.28	0.56
Medium	0.5	0.03	0.05	0.10	0.20	0.40
Low	0.30	0.02	0.03	0.06	0.12	0.24
Very Low	0.10	0.01	0.01	0.02	0.04	0.08
Impact		0.05	0.10	0.20	0.40	0.80
		Very Low	Low	Moderate	High	Very High

Key:

High Risk	$X > 0.20$
Medium Risk	$0.05 < X \leq 0.20$
Low Risk	$X \leq 0.05$

The Risk Register was created to highlight the risks identified, the probable causes and potential response. The register is presented in the chart below.

Chart 18 Risk Register (Source A. Ollivierre, Author of study)

Risk	Level of Risk	Occurrence	Probability Score	Impact	PXI	Detail	Potential Risk Response
Delay in funding from the Government	Very High	Likely to occur	0.9	0.8	0.72	Based on the existing Government operations and approval processes, the Government would usually make investments based on monies they have available from grants and funding that they receive externally. These monies usually go into infrastructure and the economy.	Accept
Delay based on feedback from Government.	High	Likely to occur	0.7	0.4	0.28	Approvals through the Government usually take time as it involves a vigorous process.	Accept
Delay in Government approval	Very High	Likely to occur	0.9	0.8	0.72	Grenada does not have the financial resources on hand to implement such a project, therefore we will have to wait for Government funding approval.	Accept
Lack of Communication	Medium	Likely to occur.	0.5	0.2	0.09	While working in teams, communication breakdowns may often occur, however it is up to the project manager to have this issue remedied prior to it negatively affecting the PMO success.	Mitigate
Operations Challenges	Medium	Likely to occur	0.5	0.2	0.9	The project manager is responsible for ensuring that all issues are dealt with during the weekly meetings.	Mitigate

Risk	Level of Risk	Occurrence	Probability Score	Impact	PXI	Detail	Potential Risk Response
Procurement and shipping delays	Medium	Likely to occur	0.5	0.2	0.9	There will have to be a lot of outsourcing to get the PMO up and running. Delays may occur with shipping to Grenada.	Mitigate
Unavailability of training sources locally.	Medium	Likely to occur	0.5	0.2	0.9	Since we are a third world country, we lack many resources that are required for training and coaching purposes. This also may cause delay since it will have to be online or persons may have to travel.	Mitigate

4.3.11 Risk Management Approach

A Risk Management approach is necessary throughout this project. Identifying the risks of the project early in the project life cycle will allow the expectations of the project and the project plans to be more realistic.

The below table shows the identified risk management approach for the implementation of this PMO.

Chart 19 Risk Management Approach (Source A. Ollivierre, Author of study)

<p>Introduction:</p> <p>This table describes how Risk Management will be done during the project.</p>
<p>Risk Management Procedure:</p> <p>The procedure should identify risks, analyze risk, identify responses to consider and determine how the risk response plans will be developed.</p>
<p>Tools and techniques:</p> <ul style="list-style-type: none"> • The project Manager will use the risk register to track all risks. • The project manager will communicate any risks in a timely manner and also include the risk report in the weekly meetings.
<p>Timing of risk management activities:</p> <p>The project manager will designate adequate time each week during the PMO implementation process, to address risk management, in an effort to ensure that all risks are monitored and managed with little to no repercussions.</p>
<p>Risk Tolerances:</p> <p>Risks outside of Government involvement should be escalated if it puts the project at risk.</p>

5. CONCLUSIONS

1. The maturity assessment concluded that there are many areas that can be improved within the MoI – Physical Planning Unit. However, the results of the assessment show that the MoI-Physical Planning staff recognizes the opportunities for improvement within the organization. By working diligently as a team to improve on areas of weakness and establishing good relationships with contractors and architects, the PMO will be able to serve the organization and the Grenadian people in more fulfilling way and generate positive change in the construction field.
2. The MoI - Physical Planning unit is currently the only organization in Grenada offering these services. Therefore, it is paramount that they are able to establish a functional system where they are able to maximize the strengths of the employees and monitor and control the operations of the organization. The Directive PMO will aid in providing the support and guidance needed for the organization to enforce the changes required to accomplish its goals.
3. The implementation plan plays a major role in making this PMO a reality. Thankfully, the existing staff responded positively and generally agree that the PMO is very much needed. Therefore, there is a high possibility that everyone will be corporative while establishing new roles, responsibilities, and procedures within the organization. The success of this implementation plan will require staff to be unified, establish open communication and develop good working relationships for the PMO to be effective.
4. Getting approval of the PMO by the Government of Grenada is one of the first tasks needed to be completed for the PMO to be implemented. The challenge will be getting

this done within the appropriate time frame. The funding will have to be included in the Government Budget and financing will likely be from external sources or grants. The Minister in charge of the MoI will have to ensure that the proper channels are being followed for the approval process.

5. The procurement of resources needed for the PMO will require careful, in-depth research. Therefore, it is imperative that the procurement team begins this process once approval is granted, so that the appropriate connections for furniture, equipment training and coaching can be made to reduce the downtime once monies become available.

6. RECOMMENDATIONS

Based on the assessment and research conducted on the existing office of the MoI - Physical Planning Unit, its maturity level, and the potential growth of the organization the following are recommended:

1. A maturity assessment of the PMO must be conducted by December 2024, fifteen months to assess the ability of the organization to manage projects and to determine at what level this can be successfully accomplished. Additionally, this should be done to identify areas needing improvement within the organization.
2. The MoI- Physical Planning Unit, Project manager should be responsible for assessing the Project Supervisor and Department Supervisor quarterly. This is to determine their areas of strengths and weaknesses, and to determine their ability to manage their given roles and responsibilities to improve the services of the organization.
3. The Project Manager is responsible for updating forms and checklists used within the department every three years, or when it is necessary to do so, to ensure accountability.
4. It is recommended that the Permanent Secretary ensures that the PMO implementation plan is executed for each construction project over 6,000 sq. ft. and commercial projects. This is to ensure best practices are adapted to take the project from initiation to completion.

5. It is recommended that weekly meetings are held within the organization to keep team members updated and ensure projects are being monitored and analysis completed withing the required timeline.

7. VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT

7.1 Relationship with Sustainable Development

The Government of Grenada, as well as the construction industry in Grenada, has seen an increase in sustainable implementation of construction projects, over the last few years. As new homeowners become more aware of the existing economic, environmental, and social challenges that humanity faces, they are beginning to make more appropriate choices when it comes to material that negatively impacts the environment. These challenges range from high pollution levels, restricted access to facilities, limited products and material options and lack of knowledge in advance developments.

The idea of implementing sustainability through construction and architecture is to allow Grenadians to become aquatinted with the importance of this vital implementation that will assist in sustaining the environment. It will also encourage the implementation of sustainability by making materials more accessible to contractors, architects, and new homeowners, while having long term benefits to the environment and economy.

Chart 20 Sustainable Development as it relates to the PMO (Source A. Ollivierre, Author of Study, 2023)

SDG	Description
No poverty	This PMO will give opportunities for additional employment.
No hunger	More employment opportunities will reduce poverty and help feed families.

SDG	Description
Good health	People will be encouraged to check on their health, given new job opportunities. They now have the finances to do so.
Quality education	<p>This project involves educating people on the importance of proper management of construction and they will become privy to the challenges that occur once this is not done adequately.</p> <p>Additionally, this will give persons the opportunity to access affordable education, especially in the low-income households.</p>
Gender equality	All genders will be considered and accepted in any role during this implementation project.
Clean water consumption	<p>Part of the sustainability development aims to promote clean water consumption with the introduction of water treatment plants.</p> <p>Additionally, this PMO will help in the availability of clean water on construction sites.</p>
Renewable energy	Energy for water heating and cooling, as well as standalone power systems, will be part of the environmental impact changes proposed for construction projects.
Good jobs and economic growth	Ensuring local procurement opportunities and bringing business to local suppliers is a great way to keep the economy afloat and encourage local businesses to improve services.

SDG	Description
Innovation and infrastructure	This PMO encourages innovation in all aspects as well as improved and effective infrastructure. This will afford young talented innovative minds the opportunity to be able to make suggestions within their community, and wider areas, effect change.
Reduced inequalities	All professionals in the industry will be given equal opportunities to be part of the change.
Sustainable cities and communities	This PMO can have a positive impact on our environment, our communities, and our island. A more hands on construction management process will allow less wastage and more mindfulness while working on construction sites.
Responsible consumption	Energy efficiency and water efficiency will both be part of the PMO management policies in construction and architecture in Grenada. Making persons aware of what methods can be used to preserve energy and water effectively is imperative to the success of this implementation.
Climate action	Reduced carbon emissions and carbon footprint will aid in preserving the environment and reducing climate action. Recycling on construction sites, large complexes, and private homes, as well as reducing pollution can reduce emissions and positively impact the community.

SDG	Description
Life on land	This will become increasingly better for persons directly and indirectly by making these changes as there will be more income streams, less pollution, better job opportunities, better health and overall, a positive impact on livelihood.
Partnerships for the goals	During these implementations processes, it is important that partnerships are created so that continuous improvements are made. People will become connected based on similar interests. They will now invest in the development once they see the positive environment, economic and social impacts.

Therefore, listed below are the goals and the indicators for the project:

- Environmentally friendly and biodegradable materials - Percentage of biodegradable materials used in construction projects.
- Power use and generation from renewable energy sources - Percentage of constructions that use energy from a renewable source.
- Generate employment within communities where projects will be undertaken – Number of employment opportunities generated.
- Enabling efficient use of our local resources on construction projects – Number of local/sustainable providers for construction.
- Integration of sustainability in day-to-day activities on sites and in the office space – Percentage of staff members that attend training about PM and sustainable construction.

7.2 Relationship with Regenerative Development

Regenerative Development is an approach that encourages communities to support and create positive relationships that will benefit society and our environments, by allowing the system to evolve and adapt to changing circumstances, Christina Hernandez (2019). The idea of regenerative development and the process of combining the activities of the human community with the evolution of the world, which helps to develop our potential as humans, aligns with this PMO in several aspects.

Regeneration can work across all sectors. By better management of construction projects, the PMO will be able to increase efficiency and the capacity of the industrial and technological works, while offering supporting services to do so. The following chart provides information on the Regenerative Development and the relationship with the FGP.

The PMO will be able to identify issues within site management, where employees are able to proactively promote and manage site conditions that can encourage the restoration of our environment. The following chart provides information on the Regenerative Development and the relationship with the FGP.

Chart 21 Regenerative Development as it relates to the PMO (Source A. Ollivierre, Author of Study, 2023)

Processes of Regenerative Development	Relationship to FGP
Functional regeneration of ecosystems and their services, supporting biodiversity and	<ul style="list-style-type: none"> ▪ Management of flora and fauna on construction sites, where they are only removed when necessary.

Processes of Regenerative Development	Relationship to FGP
allowing life to continue thriving throughout the planet. (Müller, 2017).	<ul style="list-style-type: none"> ▪ Prohibited building in wild like preserve areas.
Social strengthening fosters community organization and development to be able to cope with adaptation to climate change and reduce sumptuous consumption patterns (Müller, 2017).	<ul style="list-style-type: none"> ▪ Implementation of climate smart technologies on sites. ▪ Employ green infrastructure practices.
A new paradigm for economic development where people matter more than markets and money, where entrepreneurship for youth is more important than employment, where economic development is promoted at all levels of society allowing for more opportunities to achieve better living standards (Müller, 2017).	<ul style="list-style-type: none"> ▪ Incorporation of training and mentoring for new recruits ▪ The use of natural resources on site
Conservation and valuation of living culture which is the necessary bond for community life, where local knowledge, values and traditions are shared within family, friends,	<ul style="list-style-type: none"> ▪ New recruits will bring about new employment opportunities, reducing the unemployment rate.

Processes of Regenerative Development	Relationship to FGP
and the community, giving meaning to these terms (Müller, 2017).	<ul style="list-style-type: none"> ▪ Encourage contractors to utilize workmen within the community the projects are being constructed. This will minimize commute time that can be spent on the job. More progress.
Rethinking and redesigning current political structures so they can reflect true participatory democracy without the influence of money and power and especially fostering long term vision and actions that seek increased livelihoods and happiness and not only gross income (Müller, 2017).	<ul style="list-style-type: none"> ▪ Eradicate the existing culture in Grenada and ensure persons that in the event of change in Government they have job security. ▪ Move staff within the MoI from contract staff to permanent staff. They will feel more secure in their roles.
Fostering a deep spiritual and value structures based on ethics, transparency, and global well-being to allow humanity to live in peace with itself and Mother Earth (Müller, 2017).	<ul style="list-style-type: none"> ▪ This will be incorporated to ensure the core values of the organization are maintained.
Rethinking and redesigning current political structures so they can reflect true participatory democracy without the influence of money and power and especially fostering long term	<ul style="list-style-type: none"> ▪ Eradicate the existing culture in Grenada and ensure persons that in the event of change in Government they have job security.

Processes of Regenerative Development	Relationship to FGP
vision and actions that seek increased livelihoods and happiness and not only gross income (Müller, 2017).	<ul style="list-style-type: none"> ▪ Move staff within the MoI from contract staff to permanent staff. They will feel more secure in their roles.
Fostering a deep spiritual and value structures based on ethics, transparency, and global well-being to allow humanity to live in peace with itself and Mother Earth (Müller, 2017).	<ul style="list-style-type: none"> ▪ This will be incorporated to ensure the core values of the organization are maintained.

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9. APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Aleena Ollivierre

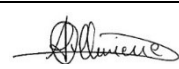
2. FGP name

To propose the establishment of a Project Management Office, within the Ministry of Infrastructure and Physical Development- Physical Planning Unit, in Grenada.

3. Application Area (Sector or activity)

Construction /Architecture

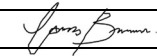
4. Student signature



5. Name of the Graduation Seminar facilitator

Carlos Brenes Mena

6. Signature of the facilitator



7. Date of charter approval

February 26th, 2023

8. Project start and finish date

January 9th, 2023

July 30th, 2023

9. Research Question

What changes need to be implemented to assist the Physical Planning Unit to be able to successfully manage construction projects?

10. Research hypothesis

Is it possible to create additional roles and responsibilities within the organization for it to be better equipped in managing, conducting site visits and performing assessments on projects?

11. General objective

To establish a Project Management Office, within the Ministry of Infrastructure and Physical Development - Physical Planning Unit that can address the organizational challenges that the Ministry currently faces, in accordance with the Project Management Body of Knowledge Seventh Edition (PMBOK® Guide).

12. Specific objectives

This proposal seeks to:

4. To assess the maturity analysis and determine the project management maturity level of the Ministry of Infrastructure and Physical Development - Physical Planning Unit, as well as the organizational needs.
5. To determine the type of PMO, its role and responsibilities to improve the organization's competitiveness.
6. To develop an implementation plan aimed at establishing all steps needed to be accomplished for the establishment of the PMO.

13. FGP purpose or justification

The Ministry of Infrastructure and Physical Development, Physical Planning Unit currently does not have a PMO. They have two officers that are responsible for site visits and managing projects as they are approved. The current management methods however, have proven to be ineffective for the progress and success of the Ministry.

The main reason behind proposing the implementation of this PMO is to analyze the existing organizational structure of the Ministry of Infrastructure and Physical Development, improve the project management practices and assess its maturity level of the organization. This will aid in the realignment of responsibilities within the Ministry as well as determine the best solutions to its current issues to obtain optimal results.

The intended benefit of the process is to help in project development, project management, minimize delays and ensure that projects are completed within the approved guidelines of the Ministry of Infrastructure and Physical Planning.

14. Work Breakdown Structure (WBS).

Final Graduation Project	
1.0	Graduation Seminar
1.1	FGP Deliverables
1.1.1	Deliverable 1
1.1.2	Deliverable 2
1.1.3	Deliverable 3
1.1.4	Deliverable 4
1.1.2	Charter
1.1.3	WBS
1.1.4	Chapter I. Introduction
1.1.5	Chapter II. Theoretical Framework
1.1.6	Chapter III. Methodological Framework
1.1.7	Annexes
1.1.7.1	Bibliography
1.1.7.2	Schedule
1.2	Graduation Seminar Approval
2.0	Tutoring Process
2.1	Tutor
2.2	Tutor Assignment
2.3	Communication
2.2	Adjustment of previous chapter (if needed)
2.3	Chapter IV. Development (Results)
2.4	Chapter V Conclusions
2.5	Chapter VI Recommendations
3.0	Reading by Reviewers
3.1	Reviewers' assignment request
3.1.1	Assignment of two reviewers

3.1.2	Communication
3.1.3	FGP submission to reviewers
3.2	Reviewers Work
3.2.1	Reviewer 1
3.2.1.1	FGP Reading
3.2.1.2	Reader 1 report
3.2.2	Reviewer 2
3.2.2.1	FGP Reading
3.2.2.2	Reader 2 Report
4.0	Adjustments
4.1	Report for reviewers
4.2	FGP update
4.3	Second review by Reviewers
5.0	Presentation to Board of examiners
5.1	Final Review by Board
5.2	FGP Grade report

15. FGP budget

The cost to develop the Project Management Office is \$1600.00 USD. This cost includes the transportation to and from the Ministry to conduct interviews and attain information, printing of information to undertake analysis and final document printing, review of final document and payment to courier service to deliver final FGP to the University.

16. FGP planning and development assumptions.

1. It is assumed that the documents required to develop the Project Management Office will be made available by the Ministry of Infrastructure and Physical Development - Physical Planning Unit.
2. It is assumed that stakeholders and managers, in particular the Ministry of Infrastructure and Physical Development will approve proposals made.
3. It can be assumed that the Government is able to accommodate the proposal into their budget.
4. All required stakeholders will be on board with the new PMO project.

17. FGP constraints

1. The long-time which Ministry of Infrastructure and Physical Development - Physical Planning Unit takes to review and provide approval of the new proposal.

2. Time constraints for the Government Ministries will have to be in keeping with the timelines given by the University, so that information can be conveyed in a timely manner.
3. Stakeholders are unable to provide data and necessary information in a timely manner.
4. All associated costs will be the responsibility of the Project Manager.

18. FGP development risks

1. If deliverables are not executed within the required timeline, it may cause delay in the successful execution of the FGP.
2. The Government Ministries may not be forthcoming with the necessary information for the execution of the project.
3. Knowledge of the impact of the implementation of the PMO may be limited, as such it may take a while to convey knowledge and data needed to implement change.

19. FGP main milestones

Deliverable	Start Date	Finish estimated date
1.1 Start of Graduation Project	January 9 th ,2023	July 9 th , 2023
1.2 Graduation Seminar Approval	February 26 th , 2023	February 26 th , 2023
2.1.1 Tutor Assignment	May 8 th , 2023	June 25 th , 2023
2.2 Adjustments of previous chapters	May 22 nd , 2023	June 4 th , 2023
3.0 Reading by Reviewers	June 26 th , 2023	July 2 nd , 2023
4.0 Adjustments	July 2 nd , 2023	July 9 th , 2023
5.0 Presentation to Board of Examiners	July 30 th , 2023	July 30 th , 2023
FGP End		

20. Theoretical framework

20.1 Estate of the “matter”

Currently the Ministry of Infrastructure and Physical Development has challenges in staffing, both in the office and in the field, time constraints and planning approval limitations. The Ministry often encounters delays in project approvals, site visits and follow ups, project planning and management. These have caused delays in approvals, site visits and follow-ups and are ongoing concerns. Once clients collect the approved plans they are now left to their free will, without any follow-up in

place to the Ministry about issues of encroachment or any other construction issues from when reports are made, but after the fact.

The implementation of a Project Management Office is needed to facilitate successful management of the Ministry of Infrastructure and Physical Development. To ensure its success, however, there needs to be a system in place to do quarterly reviews and the ability to implement new policies and guidelines where needed.

Now more than ever, the Ministry of Infrastructure and Physical Development requires the need for monitoring and control of construction projects as statistics show that there has been an increase in legal disputes over the last 5 years. The need to offer full service of support and guidance to contractors and architects is becoming a much-needed requirement for the success of construction projects in Grenada.

20.2 Basic conceptual framework

List of the basic concepts to be included in the document include.

- Project management
- Construction Methods
- Business collaborations
- Certifications

20.3 Methodological framework

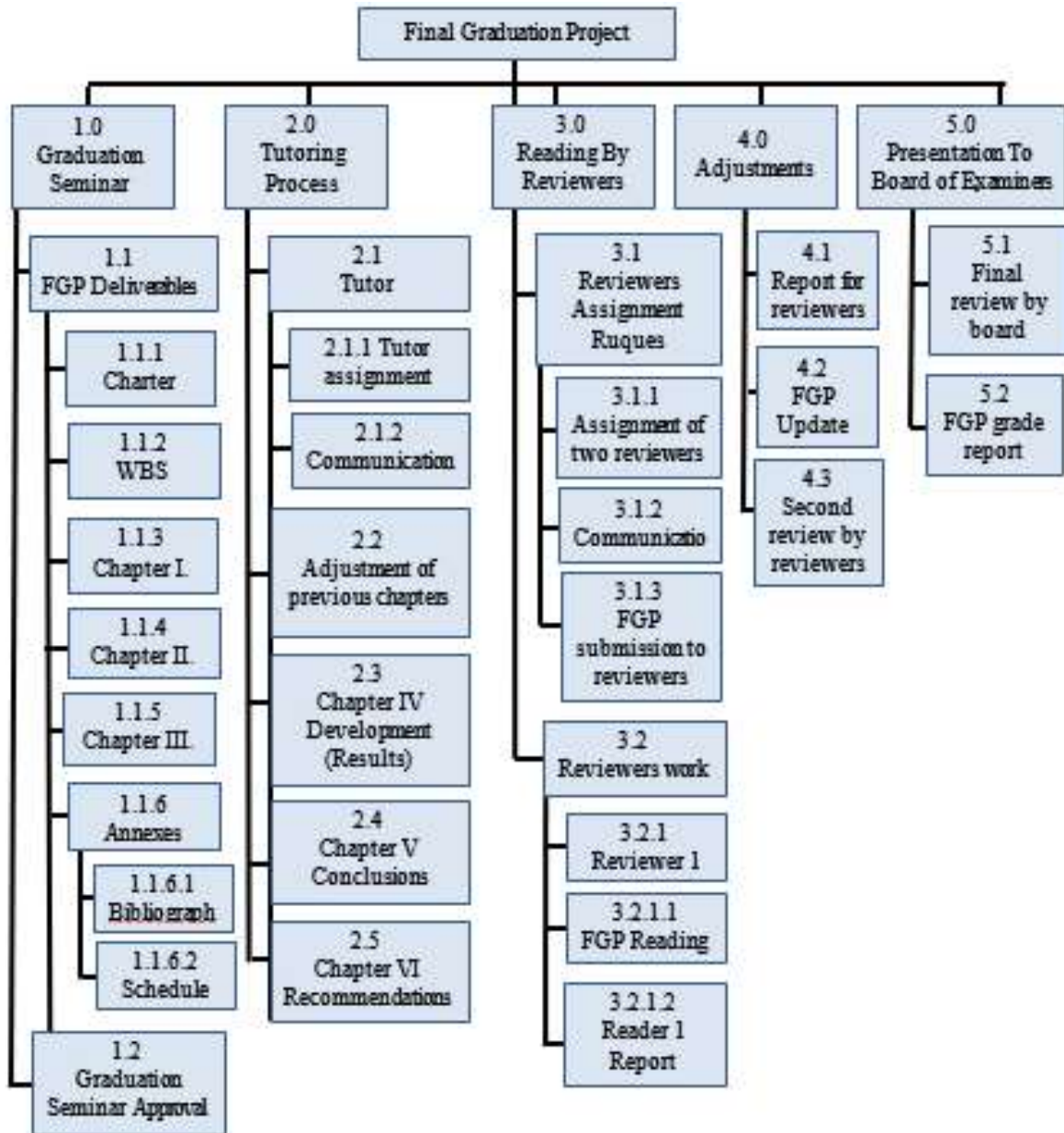
Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
1 To assess the maturity analysis to determine the project management maturity level of the Ministry of Infrastructure and Physical Development as well as the organizational needs.	Report of the maturity level of the organization.	<ul style="list-style-type: none"> ▪ Secondary Reports ▪ Primary: Field Interviews. ▪ Organization documents 	<ul style="list-style-type: none"> ▪ Inductive and deductive Analysis. ▪ Analytical Analysis. 	<ul style="list-style-type: none"> ▪ Bibliographical files ▪ Interviews, Questionnaires 	<ul style="list-style-type: none"> ▪ Limited information online. ▪ Limited timeline to acquire adequate information. ▪ Limited staffing in Government Ministries
2 To determine the type of PMO, its role and responsibilities in order to improve the competitiveness of the organization.	Report on the type of PMO best suited.	<ul style="list-style-type: none"> ▪ Field interviews ▪ Organization documents 	<ul style="list-style-type: none"> ▪ Inductive and Deductive analysis 	<ul style="list-style-type: none"> ▪ Interviews and Questionnaires 	<ul style="list-style-type: none"> ▪ Limited timeline ▪ Uncooperative staff members

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
3 To develop an implementation plan aimed at identifying all steps needed to be accomplished for the establishment of the PMO.	Implementation Plan	<ul style="list-style-type: none"> ▪ Field Interviews 	<ul style="list-style-type: none"> ▪ Inductive and Deductive 	<ul style="list-style-type: none"> ▪ Interviews and Questionnaires 	<ul style="list-style-type: none"> ▪ Limited Timeline

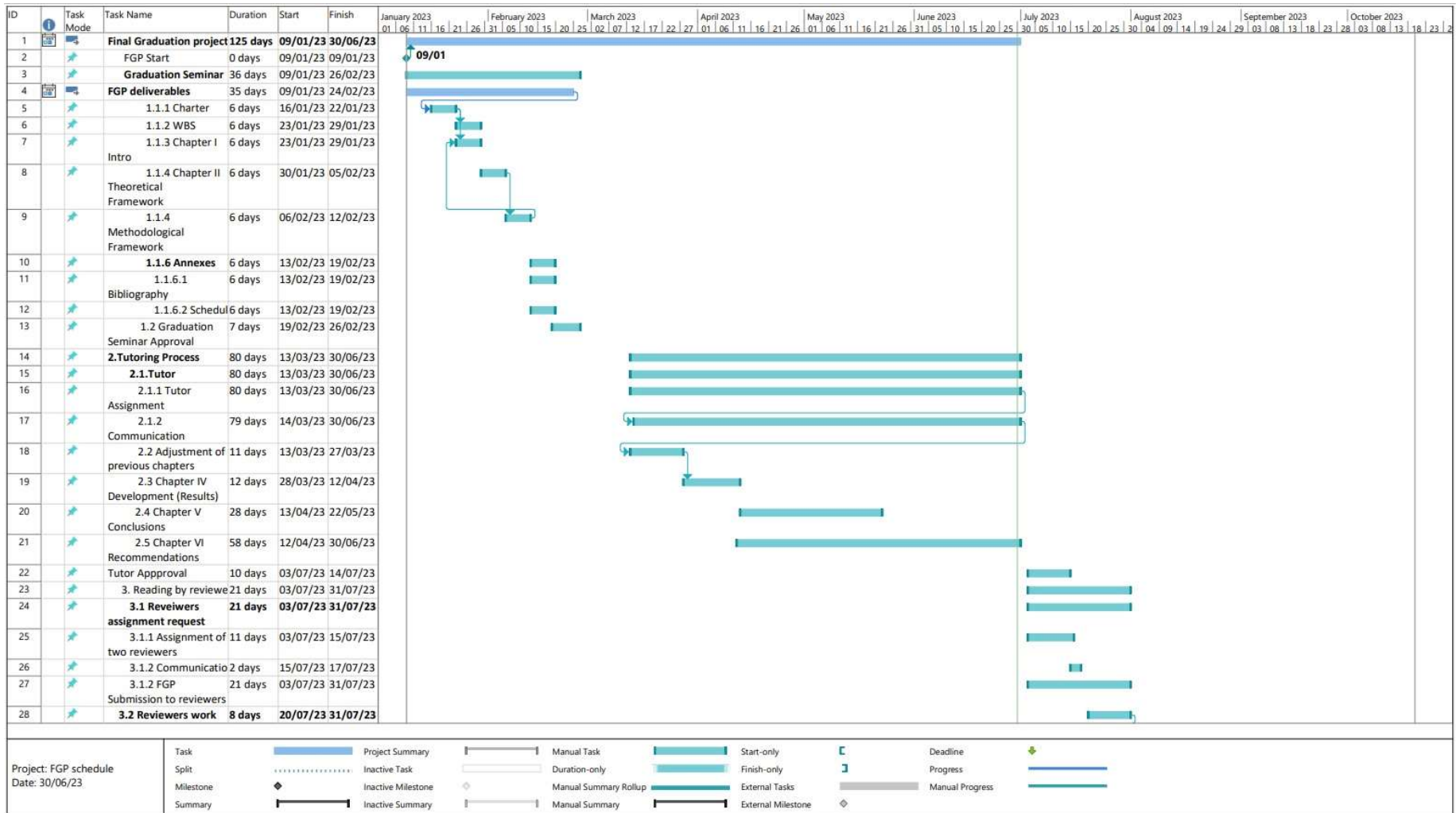
20.4 Validation of the work in the field of regenerative and sustainable development.

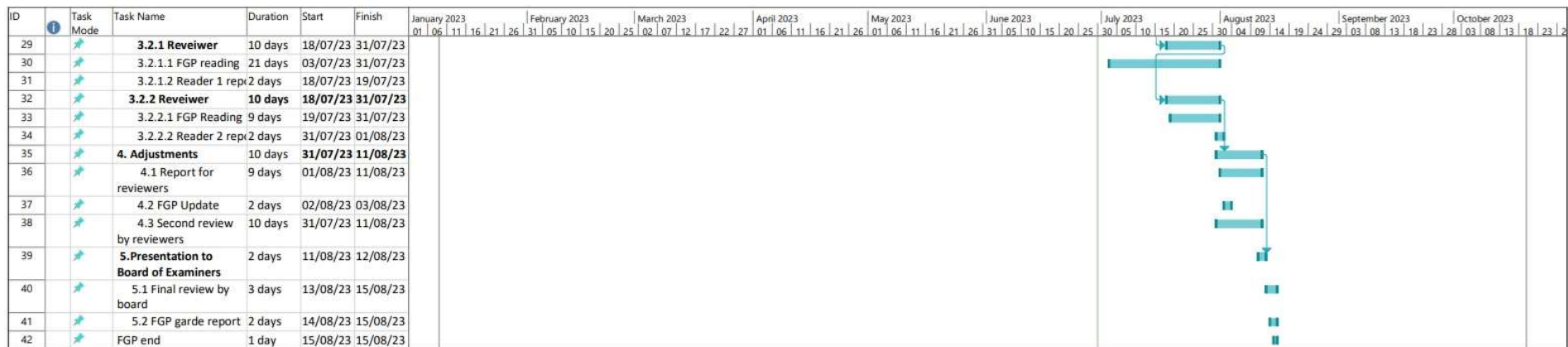
The effects of the implementation of this PMO do favor regenerative and sustainable development. The impact of the successful execution of this PMO will greatly benefit the people of Grenada, by creating job opportunities, training in various knowledge areas and allowing opportunities for contractors to be better able to manage projects. Contractors will now also have the support of the organization should they encounter any challenges during a project. Additionally, the PMO will be able to manage construction projects to ensure that the environmental impact is minimized, and the environment is restored.

Appendix 2: FGP WBS



Appendix 3: FGP Schedule





Project: FGP schedule
Date: 30/06/23

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

Appendix 4: Questionnaire A

This survey seeks to determine the need for a Project Management Office within the Ministry of Infrastructure and Physical Development - Physical Planning Unit. This questionnaire comprises of eight questions related to the implementation of a Project Management Office within the organization based on staff knowledge and opinions.

1. Do you agree that there is a need for a Project Management Office within the Ministry of Infrastructure and Physical Development - Physical Planning Unit?

Strongly Agree

Agree

Disagree

Neutral

2. Implementing a PMO will bring on some adjustments which include better management of construction projects once they are approved, hiring of additional staff within the department and monitoring of ongoing construction projects. Do you see these as being beneficial to the Ministry and the service that it is required to provide?

Strongly Agree

Agree

Disagree

Neutral

3. Project Integration Management is one of the knowledge areas that this PMO will focus on. Based on your experience, do you think that projects are being monitored and managed adequately without a PMO?

Strongly Agree

Agree

Disagree

Neutral

4. Do you think that the implementation of a PMO within the Ministry of Infrastructure and Physical Development - Physical Planning Unit will aid in eliminating some of the issues that are encountered during the construction process?

Strongly Agree

Agree

Disagree

Neutral

5. One of the other knowledge areas that will be focused on is Project Risk Management. Does the system that is currently in place facilitate the identification of Project Risks prior to approval of construction?

Strongly Agree

Agree

Disagree

Neutral

6. Based on the current challenges faced by the organization, would it be able to facilitate process improvement development and training without the implementation of the PMO?

Strongly Agree

Agree

Disagree

Neutral

7. Would you say that the Ministry of Infrastructure and Physical Development - Physical Planning Unit's involvement in construction projects should increase to the point that the project is successfully completed?

Strongly Agree

Agree

Disagree

Neutral

8. Does the current management framework of the Ministry of Infrastructure and Physical Development - Physical Planning Unit, provide opportunities for new developmental projects to be undertaken within the organization?

Strongly Agree

Agree

Disagree

Neutral

Appendix 5: Questionnaire B

This survey seeks to assess the maturity level of the Ministry of Infrastructure and Physical Development-Physical Planning Unit. The questionnaire comprises questions developed by PMI to adequately determine the maturity level of organizations and hence, identify the maturity level of the MoI – Physical Planning Unit.

OPM3 Maturity Levels

Identify and define the process	Plan =Standardize
Identify inputs and outputs during execution and define indexes to measure	Do =Measure
Analyze deviations and derive root causes	Check = Control
Define changes to improve	Act = Improve

1) Does your organization “Establish Organizational Project Management Policies”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

2) Does your organization Standardize the “Develop Project Charter” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

3) Does your organization Standardize the “Develop Project Management Plan” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

4) Does your organization Standardize the “Collect Requirements” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

5) Does your organization Standardize the “Monitor and Control Project Work” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

6) Does your organization Standardize the “Define Scope” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

7) Does your organization Measure the “Monitor and Control Project Work” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

8) Does your organization Standardize the “Define Activities” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

9) Does your organization Control the “Monitor and Control Project Work” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

10) Does your organization Standardize the “Sequence Activities” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

11) Does your organization Improve the “Monitor and Control Project Work” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

12) Does your organization Standardize the “Estimate Activity Durations” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

13) Does your organization Standardize the “Create WBS” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

14) Does your organization Standardize the “Develop Schedule” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

15) Does your organization Measure the “Create WBS” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

16) Does your organization Standardize the “Plan Human Resource Management” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

17) Does your organization Control the “Create WBS” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

18) Does your organization Standardize the “Estimate Costs” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

19) Does your organization Improve the “Create WBS” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

20) Does your organization Standardize the “Determine Budget” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

21) Does your organization Standardize the “Estimate Activity Resources” process?

Implemented	<input type="checkbox"/>	Fully Implemented, not consistently.	<input type="checkbox"/>
Partially Implemented	<input type="checkbox"/>	Fully Implemented, consistently.	<input type="checkbox"/>

22) Does your organization Standardize the “Plan Risk Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

23) Does your organization Measure the “Estimate Activity Resources” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

24) Does your organization Standardize the “Plan Quality Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

25) Does your organization Control the “Estimate Activity Resources” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

26) Does your organization Improve the “Estimate Activity Resources” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

27) Does your organization Standardize the “Acquire Project Team” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

28) Does your organization Standardize the “Manage Project Team” process?

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Partially Implemented Fully Implemented, consistently.

29) Does your organization Standardize the “Plan Communications Management” process?

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Partially Implemented Fully Implemented, consistently.

30) Does your organization Measure the “Manage Project Team” process?

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Partially Implemented Fully Implemented, consistently.

31) Does your organization Standardize the “Identify Risks” process?

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Partially Implemented Fully Implemented, consistently.

32) Does your organization Control the “Manage Project Team” process?

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Partially Implemented Fully Implemented, consistently.

33) Does your organization Standardize the “Perform Qualitative Risk Analysis” process?

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34) Does your organization Improve the “Manage Project Team” process?

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35) Does your organization Standardize the “Perform Quantitative Risk Analysis” process?

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37) Does your organization Standardize the “Perform Quantitative Risk Analysis” process?

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38) Does your organization Standardize the “Identify Stakeholders” process?

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Partially Implemented Fully Implemented, consistently.

39) Does your organization Standardize the “Plan Risk Responses” process?

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Partially Implemented Fully Implemented, consistently.

40) Does your organization Standardize the “Plan Procurement Management” process?

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Partially Implemented Fully Implemented, consistently.

41) Does your organization Standardize the “Direct and Manage Project Work” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

42) Does your organization Standardize the “Perform Quality Assurance” process?

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Partially Implemented Fully Implemented, consistently.

43) Does your organization Standardize the “Develop Project Team” process?

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44) Does your organization Standardize the “Manage Communications” process?

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45) Does your organization Standardize the “Conduct Procurements” process?

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46) Does your organization Standardize the “Control Procurements” process?

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Partially Implemented Fully Implemented, consistently.

47) Does your organization Standardize the “Control Communications” process?

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48) Does your organization Standardize the “Perform Integrated Change Control” process?

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49) Does your organization Standardize the “Validate Scope” process?

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50) Does your organization Standardize the “Control Scope” process?

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51) Does your organization Standardize the “Control Schedule” process?

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52) Does your organization Standardize the “Control Costs” process?

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53) Does your organization Standardize the “Control Quality” process?

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54) Does your organization Standardize the “Control Risks” process?

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55) Does your organization Standardize the “Close Procurements” process?

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Partially Implemented Fully Implemented, consistently.

56) Does your organization Standardize the “Close Project or Phase” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

57) Does your organization “Staff Organizational Project Management with Competent Resources”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

58) Does your organization “Establish Project Manager Competency Processes”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

59) Does your organization “Establish Strong Sponsorship”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

60) Does your organization “Tailor Project Management Processes Flexibly”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

61) Does your organization “Use Formal Individual Performance Assessment”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

62) Does your organization “Include Strategic Goals into Project Objectives”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

63) Does your organization “Record Project Resource Assignments”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

64) Does your organization “Know Inter-Project Plan”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

65) Does your organization Measure the “Develop Project Charter” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

66) Does your organization Measure the “Develop Project Management Plan” process?

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67) Does your organization Measure the “Collect Requirements” process?

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68) Does your organization Measure the “Define Scope” process?

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69) Does your organization Measure the “Define Activities” process?

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70) Does your organization Measure the “Sequence Activities” process?

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71) Does your organization Measure the “Estimate Activity Durations” process?

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72) Does your organization Measure the “Develop Schedule” process?

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74) Does your organization Measure the “Estimate Costs” process?

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77) Does your organization Measure the “Plan Quality Management” process?

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78) Does your organization Measure the “Acquire Project Team” process?

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84) Does your organization Measure the “Plan Procurement Management” process?

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92) Does your organization Measure the “Perform Integrated Change Control” process?

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93) Does your organization Measure the “Identify Stakeholders” process?

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94) Does your organization Measure the “Validate Scope” process?

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95) Does your organization Control the “Identify Stakeholders” process?

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97) Does your organization Improve the “Identify Stakeholders” process?

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98) Does your organization Measure the “Control Schedule” process?

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Partially Implemented Fully Implemented, consistently.

99) Does your organization Standardize the “Manage Stakeholder Engagement” process?

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Partially Implemented Fully Implemented, consistently.

100) Does your organization Measure the “Control Costs” process?

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Partially Implemented Fully Implemented, consistently.

101) Does your organization Measure the “Manage Stakeholder Engagement” process?

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Partially Implemented Fully Implemented, consistently.

102) Does your organization Measure the “Control Quality” process?

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106) Does your organization Measure the “Close Procurements” process?

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Partially Implemented Fully Implemented, consistently.

107) Does your organization Measure the “Close Project or Phase” process?

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Partially Implemented Fully Implemented, consistently.

108) Does your organization “Adhere to Project Management Techniques “?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

109) Does your organization “Benchmark Organizational Project Management Performance Against Industry Standards”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

110) Does your organization Control the “Develop Project Charter” process?

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111) Does your organization Control the “Develop Project Management Plan” process?

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142) Does your organization Control the “Control Quality” process?

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143) Does your organization Control the “Control Risks” process?

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144) Does your organization Control the “Close Procurements” process?

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145) Does your organization Control the “Close Project or Phase” process?

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146) Does your organization Improve the “Develop Project Charter” process?

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147) Does your organization Improve the “Develop Project Management Plan” process?

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148) Does your organization Improve the “Collect Requirements” process?

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149) Does your organization Improve the “Define Scope” process?

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150) Does your organization Improve the “Define Activities” process?

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151) Does your organization Improve the “Sequence Activities” process?

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152) Does your organization Improve the “Estimate Activity Durations” process?

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153) Does your organization Improve the “Develop Schedule” process?

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154) Does your organization Improve the “Plan Human Resource Management” process?

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155) Does your organization Improve the “Estimate Costs” process?

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156) Does your organization Improve the “Determine Budget” process?

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157) Does your organization Improve the “Plan Risk Management” process?

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158) Does your organization Improve the “Plan Quality Management” process?

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159) Does your organization Improve the “Acquire Project Team” process?

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160) Does your organization Improve the “Plan Communications Management” process?

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161) Does your organization Improve the “Identify Risks” process?

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162) Does your organization Improve the “Perform Qualitative Risk Analysis” process?

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163) Does your organization Improve the “Perform Quantitative Risk Analysis” process?

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164) Does your organization Improve the “Plan Risk Responses” process?

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165) Does your organization Improve the “Plan Procurement Management” process?

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166) Does your organization Improve the “Direct and Manage Project Work” process?

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169) Does your organization Improve the “Manage Communications” process?

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Partially Implemented Fully Implemented, consistently.

170) Does your organization Improve the “Conduct Procurements” process?

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171) Does your organization Improve the “Control Procurements” process?

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172) Does your organization Improve the “Control Communications” process?

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173) Does your organization Improve the “Perform Integrated Change Control” process?

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174) Does your organization Improve the “Validate Scope” process?

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178) Does your organization Improve the “Control Quality” process?

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179) Does your organization Improve the “Control Risks” process?

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180) Does your organization Improve the “Close Procurements” process?

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Partially Implemented Fully Implemented, consistently.

181) Does your organization Improve the “Close Project or Phase” process?

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Partially Implemented Fully Implemented, consistently.

182) Does your organization “Capture and Share Lessons Learned”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

183) Does your organization “Encourage Risk Taking”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

184) Does your organization Standardize the “Program Initiation” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

185) Does your organization Standardize the “Program Management Plan Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

186) Does your organization Standardize the “Program Scope Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

187) Does your organization Standardize the “Program Infrastructure Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

188) Does your organization Measure the “Program Infrastructure Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

189) Does your organization Control the “Program Infrastructure Development” process?

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190) Does your organization Improve the “Program Infrastructure Development” process?

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191) Does your organization Standardize the “Program Schedule Planning” process?

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Partially Implemented Fully Implemented, consistently.

192) Does your organization Standardize the “Program Cost Estimation” process?

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Partially Implemented Fully Implemented, consistently.

193) Does your organization Standardize the “Program Performance Monitoring and Control” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

194) Does your organization Standardize the “Program Cost Budgeting” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

195) Does your organization Measure the “Program Performance Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

196) Does your organization Standardize the “Program Risk Management Planning” process?

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Partially Implemented Fully Implemented, consistently.

197) Does your organization Control the “Program Performance Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

198) Does your organization Standardize the “Program Quality Planning” process?

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Partially Implemented Fully Implemented, consistently.

199) Does your organization Improve the “Program Performance Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

200) Does your organization Standardize the “Communications Planning” process?

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Partially Implemented Fully Implemented, consistently.

201) Does your organization Standardize the “Program Risk Identification” process?

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Partially Implemented Fully Implemented, consistently.

202) Does your organization Standardize the “Program Risk Response Planning” process?

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Partially Implemented Fully Implemented, consistently.

203) Does your organization Standardize the “Program Procurement Planning” process?

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Partially Implemented Fully Implemented, consistently.

204) Does your organization Standardize the “Program Execution Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

205) Does your organization Standardize the “Information Distribution” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

206) Does your organization Standardize the “Program Procurement Administration” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

207) Does your organization Standardize the “Program Performance Reporting” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

208) Does your organization Standardize the “Program Scope Control” process?

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209) Does your organization Standardize the “Program Schedule Control” process?

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210) Does your organization Standardize the “Program Risk Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

211) Does your organization Standardize the “Program Procurement Closure” process?

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Partially Implemented Fully Implemented, consistently.

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213) Does your organization Measure the “Program Initiation” process?

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222) Does your organization Measure the “Program Procurement” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

223) Does your organization Control the “Program Procurement” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

224) Does your organization Measure the “Program Cost Estimation” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

225) Does your organization Improve the “Program Procurement” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

226) Does your organization Measure the “Program Cost Budgeting” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

227) Does your organization Measure the “Program Risk Management Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

228) Does your organization Standardize the “Program Financial Framework Establishment” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

229) Does your organization Measure the “Program Quality Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

230) Does your organization Measure the “Program Financial Framework Establishment” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

231) Does your organization Control the “Program Financial Framework Establishment” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

232) Does your organization Improve the “Program Financial Framework Establishment” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

233) Does your organization Measure the “Communications Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

234) Does your organization Standardize the “Program Financial Management Plan Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

235) Does your organization Measure the “Program Risk Identification” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

236) Does your organization Measure the “Program Financial Management Plan Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

237) Does your organization Control the “Program Financial Management Plan Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

238) Does your organization Improve the “Program Financial Management Plan Development” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

239) Does your organization Measure the “Program Risk Response Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

240) Does your organization Measure the “Program Procurement Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

241) Does your organization Standardize the “Program Financial Monitoring and Control” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

242) Does your organization Measure the “Program Execution Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

243) Does your organization Measure the “Program Financial Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

244) Does your organization Control the “Program Financial Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

245) Does your organization Improve the “Program Financial Monitoring and Control” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

246) Does your organization Measure the “Information Distribution” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

247) Does your organization Measure the “Program Procurement Administration” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

248) Does your organization Measure the “Program Performance Reporting” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

249) Does your organization Measure the “Program Scope Control” process?

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Partially Implemented Fully Implemented, consistently.

250) Does your organization Measure the “Program Schedule Control” process?

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Partially Implemented Fully Implemented, consistently.

251) Does your organization Measure the “Program Risk Monitoring and Control” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

252) Does your organization Measure the “Program Procurement Closure” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

253) Does your organization Measure the “Program Closure” process?

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Partially Implemented Fully Implemented, consistently.

254) Does your organization Control the “Program Initiation” process?

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Partially Implemented Fully Implemented, consistently.

255) Does your organization Control the “Program Management Plan Development” process?

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256) Does your organization Control the “Program Scope Planning” process?

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258) Does your organization Control the “Program Cost Estimation” process?

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259) Does your organization Control the “Program Cost Budgeting” process?

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260) Does your organization Control the “Program Risk Management Planning” process?

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261) Does your organization Control the “Program Quality Planning” process?

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262) Does your organization Control the “Communications Planning” process?

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263) Does your organization Control the “Program Risk Identification” process?

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264) Does your organization Control the “Program Risk Response Planning” process?

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265) Does your organization Control the “Program Procurement Planning” process?

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271) Does your organization Control the “Program Schedule Control” process?

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Partially Implemented Fully Implemented, consistently.

272) Does your organization Standardize the “Program Transition and Benefits Sustainment” process?

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Partially Implemented Fully Implemented, consistently.

273) Does your organization Control the “Program Risk Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

274) Does your organization Measure the “Program Transition and Benefits Sustainment” process?

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Partially Implemented Fully Implemented, consistently.

275) Does your organization Control the “Program Procurement Closure” process?

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297) Does your organization Improve the “Program Risk Monitoring and Control” process?

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Partially Implemented Fully Implemented, consistently.

298) Does your organization Improve the “Program Procurement Closure” process?

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Partially Implemented Fully Implemented, consistently.

299) Does your organization Improve the “Program Closure” process?

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Partially Implemented Fully Implemented, consistently.

300) Does your organization Standardize the “Define Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

301) Does your organization Measure the “Define Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

302) Does your organization Control the “Define Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

303) Does your organization Improve the “Define Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

304) Does your organization Standardize the “Optimize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

305) Does your organization Measure the “Optimize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

306) Does your organization Control the “Optimize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

307) Does your organization Improve the “Optimize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

308) Does your organization Standardize the “Authorize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

309) Does your organization Standardize the “Develop Portfolio Communication Management Plan” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

310) Does your organization Measure the “Authorize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

311) Does your organization Control the “Authorize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

312) Does your organization Improve the “Authorize Portfolio” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

313) Does your organization Standardize the “Manage Portfolio Information” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

314) Does your organization Standardize the “Manage Strategic Change” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

315) Does your organization Standardize the “Manage Portfolio Risks” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

316) Does your organization “Use Common Project Language”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

317) Does your organization “Educate Executives”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

318) Does your organization “Facilitate Project Manager Development”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

319) Does your organization “Provide Project Management Training”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

320) Does your organization “Provide Continuous Training”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

321) Does your organization “Provide Competent Organizational Project Management Resources”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

322) Does your organization “Establish Internal Project Management Communities”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

323) Does your organization “Interact with External Project Management Communities”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

324) Does your organization “Customize Project Management Methodology”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

325) Does your organization “Integrate Project Management Methodology with Organizational Processes”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

326) Does your organization “Establish Common Project Management Framework”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

327) Does your organization “Establish Training and Development Program”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

328) Does your organization “Certify Quality Management System”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

329) Does your organization “Establish Executive Support”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

330) Does your organization “Recognize Value of Project Management”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

331) Does your organization “Define Project Management Values”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

332) Does your organization “Collaborate on Goals”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

333) Does your organization “Establish Career Path for all Organizational Project Management Roles”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

334) Does your organization Measure the “Develop Portfolio Communication Management Plan” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

335) Does your organization Measure the “Manage Portfolio Information” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

336) Does your organization Measure the “Manage Strategic Change” process?

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337) Does your organization Measure the “Manage Portfolio Risks” process?

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338) Does your organization Control the “Develop Portfolio Communication Management Plan” process?

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339) Does your organization Control the “Manage Portfolio Information” process?

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341) Does your organization Control the “Manage Portfolio Risks” process?

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342) Does your organization Improve the “Develop Portfolio Communication Management Plan” process?

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343) Does your organization Improve the “Manage Portfolio Information” process?

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344) Does your organization Improve the “Manage Strategic Change” process?

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Partially Implemented Fully Implemented, consistently.

345) Does your organization Improve the “Manage Portfolio Risks” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

346) Does your organization “Create an Organizational Maturity Development Program”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

347) Does your organization have an “OPM Leadership Program”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

348) Does your organization “Educate Stakeholders in OPM”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

349) Does your organization have a “Cultural Diversity Awareness”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

350) Does your organization have an “Organizational Business Change Management Program”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

351) Does your organization “Establish Organizational Project Management Structure”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

352) Does your organization “Adopt Organizational Project Management Structure”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

353) Does your organization “Institutionalize Organizational Project Management Structure”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

354) Does your organization “Provide Organizational Project Management Support Office”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

355) Does your organization “Manage the Holistic View of the Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

356) Does your organization “Manage the Environment”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

357) Does “The Organization Manages Self Development”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

358) Does your organization “Demonstrate Competency in Initiating a Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

359) Does your organization “Demonstrate Competency in Planning a Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

360) Does your organization “Demonstrate Competency in Executing a Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

361) Does your organization “Demonstrate Competency in Monitoring and Controlling a Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

362) Does your organization “Demonstrate Competency in Closing a Project”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

363) Does your organization “Demonstrate Communicating Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

364) Does your organization “Demonstrate Leading Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

365) Does your organization “Demonstrate Managing Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

366) Does your organization “Demonstrate Cognitive Ability Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

367) Does your organization “Demonstrate Effectiveness Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

368) Does your organization “Demonstrate Professionalism Competency”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

369) Does your organization have “Estimating Template/ Tools Established for Use
Across Organization”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

370) Does your organization “Define OPM Success Metrics”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

371) Does your organization “Collect OPM Success Metrics”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

372) Does your organization “Use OPM Success Metrics”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

373) Does your organization “Verify OPM Success Metric Accuracy”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

374) Does your organization “Analyze and Improve OPM Success Metrics”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

375) Does your organization have a “Project Management Information System”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

376) Does your organization have “Intellectual Capital Reuse”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

377) Does your organization “Achieve Strategic Goals and Objectives Through the use of Organizational Project Management”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

378) Does your organization Standardize the “Plan Scope Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

379) Does your organization Standardize the “Plan Schedule Management” process?

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380) Does your organization Standardize the “Plan Cost Management” process?

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381) Does your organization Standardize the “Plan Stakeholder Management” process?

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Partially Implemented Fully Implemented, consistently.

382) Does your organization Standardize the “Control Stakeholder Engagement” process?

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383) Does your organization Measure the “Plan Scope Management” process?

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384) Does your organization Measure the “Plan Schedule Management” process?

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387) Does your organization Measure the “Control Stakeholder Engagement” process?

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Partially Implemented Fully Implemented, consistently.

388) Does your organization Control the “Plan Scope Management” process?

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397) Does your organization Improve the “Control Stakeholder Engagement” process?

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398) Does your organization Standardize the “Component Cost Estimation” process?

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399) Does your organization Standardize the “Program Financial Closure” process?

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401) Does your organization Standardize the “Program Quality Control” process?

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402) Does your organization Standardize the “Resource Planning” process?

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403) Does your organization Standardize the “Resource Prioritization” process?

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Partially Implemented Fully Implemented, consistently.

404) Does your organization Standardize the “Resource Interdependency Management” process?

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405) Does your organization Measure the “Component Cost Estimation” process?

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Partially Implemented Fully Implemented, consistently.

415) Does your organization Control the “Program Quality Control” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

416) Does your organization Control the “Resource Planning” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

417) Does your organization Control the “Resource Prioritization” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

418) Does your organization Control the “Resource Interdependency Management” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

419) Does your organization Improve the “Component Cost Estimation” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

420) Does your organization Improve the “Program Financial Closure” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

421) Does your organization Improve the “Program Quality Assurance” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

422) Does your organization Improve the “Program Quality Control” process?

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425) Does your organization Improve the “Resource Interdependency Management” process?

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426) Does your organization Standardize the “Develop Portfolio Strategic Plan” process?

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Partially Implemented Fully Implemented, consistently.

427) Does your organization Standardize the “Develop Portfolio Charter” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

428) Does your organization Standardize the “Define Portfolio Roadmap” process?

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Partially Implemented Fully Implemented, consistently.

429) Does your organization Standardize the “Provide Portfolio Oversight” process?

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Partially Implemented Fully Implemented, consistently.

430) Does your organization Standardize the “Develop Portfolio Performance Management Plan” process?

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Partially Implemented Fully Implemented, consistently.

431) Does your organization Standardize the “Manage Supply and Demand” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

432) Does your organization Standardize the “Manage Portfolio Value” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

433) Does your organization Standardize the “Develop Portfolio Risk Management Plan” process?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

434) Does your organization Measure the “Develop Portfolio Strategic Plan” process?

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435) Does your organization Measure the “Develop Portfolio Charter” process?

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438) Does your organization Measure the “Develop Portfolio Management Plan” process?

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Partially Implemented Fully Implemented, consistently.

461) Does your organization Improve the “Develop Portfolio Risk Management Plan” process?

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Partially Implemented Fully Implemented, consistently.

462) Does your organization “Accommodate Organization’s Approved Frameworks and Governance Structures”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

463) Does your organization “Analyze Value Performance “?”

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

464) Does your organization “Assess the Realization of Proposed Benefits”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

465) Does your organization “Benchmark PMO Practices and Results”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

466) Does your organization “Create a Risk-Aware Culture”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

467) Does your organization “Define Key Leading Indicators”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

468) Does your organization address “Developing Project Management Templates”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

469) Does your organization “Document Project Management Case Studies”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

470) Does your organization “Encourage Adherence to Project Management Code of Ethics”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

471) Does your organization “Establish Competent Project Sponsors”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

472) Does your organization “Establish Enterprise Risk Management Methodology”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

473) Does your organization “Establish Executive Summary Dashboards”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

474) Does your organization “Establish Governance Policies Across the Organization “?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

475) Does your organization “Establish Organizational Project Management Reporting Standards”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

476) Does your organization “Establish Project Delivery Tips and Techniques Special Interest Group”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

477) Does your organization “Establish Project Management Template Tailoring Guidelines”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

478) Does your organization “Establish Resource Allocation and Optimization Processes “?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

479) Does your organization “Establish Scarce Resource Allocation Criteria”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

480) Does your organization “Establish Strategic Alignment Framework”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

481) Does your organization “Incorporate Performance Benchmarks into Balanced Scorecard System”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

482) Does your organization have “Project Management Case Studies Included in Induction Program”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

483) Does your organization ensure that “Project Management Training is Mapped to Career Development Path”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

484) Does your organization “Provide Mentoring to Project Managers”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

485) Does your organization “Report OPM Performance to Strategy”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

486) Does your organization “Report Project Program Strategic Performance”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

487) Does your organization ensure that “Specialists are Shared Between Projects”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

488) Does your organization have a “Consistent Project Orientation Process”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

489) Does your organization have a “Consistent Project, Program, and Portfolio Governance Across the Enterprise”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

490) Does your organization “Use Mathematically Sound Methods for Prioritization”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

491) Does your organization “Use an Optimizer to Select the Portfolio”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

492) Does your organization “Use Formal Performance Assessment”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

493) Does your organization “Manage Program Resources”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

494) Does your organization “Manage Program Issues”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

495) Does your organization “Manage Component Interfaces”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

496) Does your organization “Plan Program Stakeholder Management”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

497) Does your organization “Identify Program Stakeholders”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

498) Does your organization “Engage Program Stakeholder”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

499) Does your organization “Manage Program Stakeholder Expectations”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

500) Does your organization “Plan and Establish Program Governance Structure”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

501) Does your organization “Plan for Audits”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

502) Does your organization “Provide Governance Oversight”?

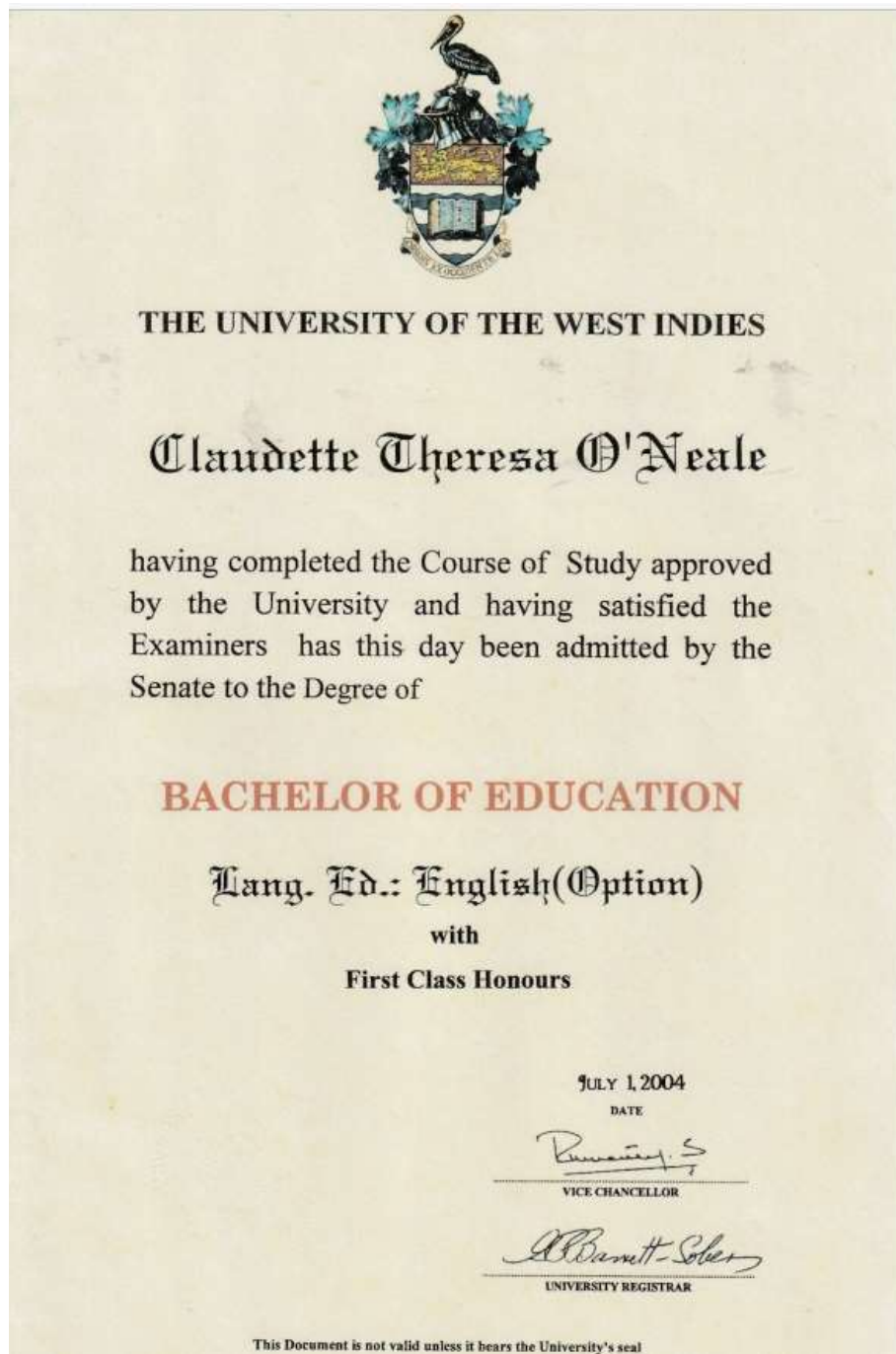
Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

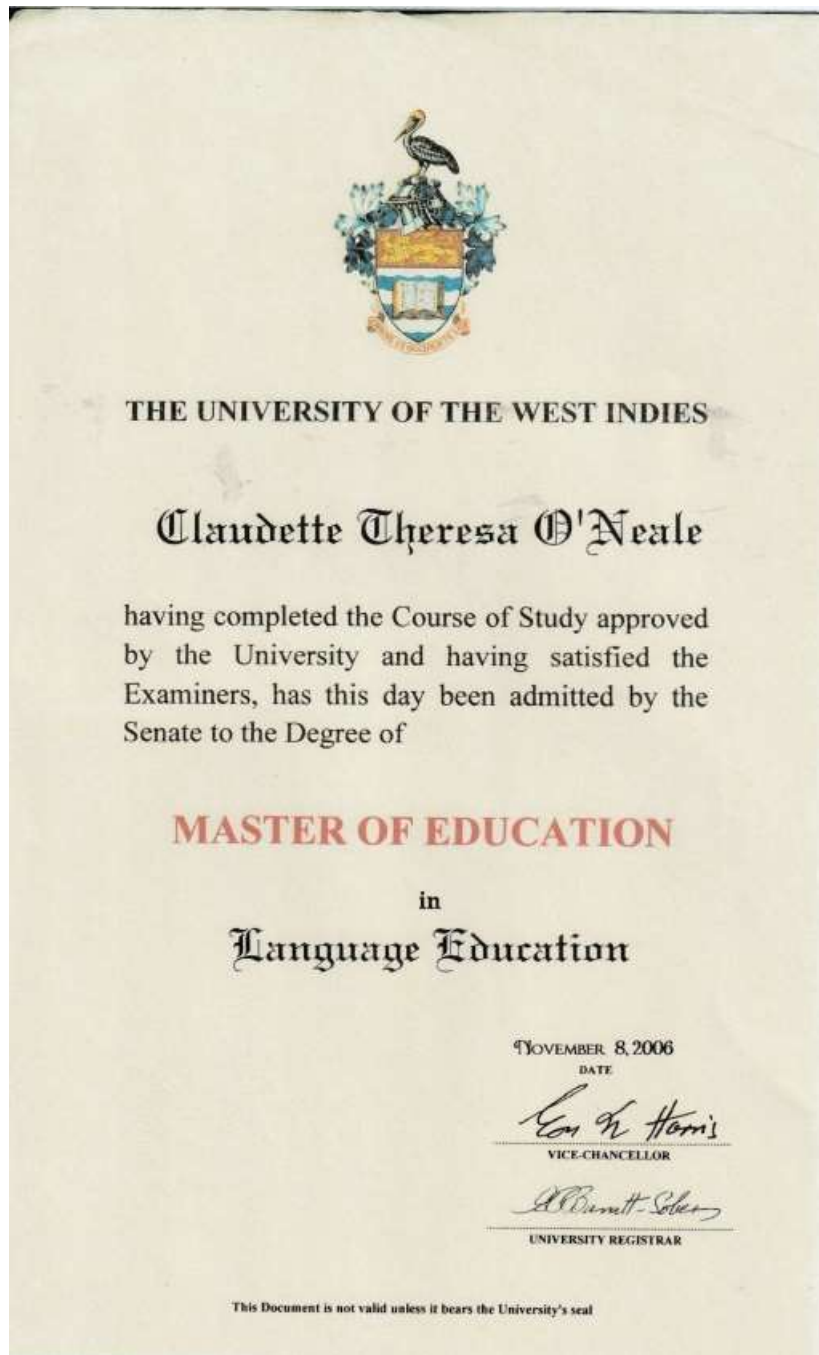
503) Does your organization have “Strategic Alignment of Programs”?

Implemented Fully Implemented, not consistently.

Partially Implemented Fully Implemented, consistently.

Appendix 6: Philologist Credentials**Copy of Bachelors**

Copy of Masters



Appendix 7: Revision Dictum

Good Hope
St Paul's
St George
Grenada
Tel 473-419-6790

2^{6th} June 2023

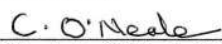
TO WHOM IT MAY CONCERN:

Dear Sir/Madam

This is to notify you that I have reviewed Aleena Ollivierre's final Graduation Project making structural, typographical and grammatical corrections where necessary.

I am a lecturer within the School of Arts and Humanities at T.A. Marryshow Community College, Grenada. I have lectured Communication Studies and Literatures in English unit 1 and unit 2 over the past fifteen years and hold a Master of Education in Language Education from the University of the West Indies. A copy of same is attached.

Yours truly,



Claudette O'Neale (Mrs.)
BEd (Hons) UWI, MEd UWI