

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

**DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF  
HOME AFFAIRS AND NEW GROWTH INDUSTRIES**

CUFFA JONELLE RAMIREZ

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE  
MASTER'S IN PROJECT MANAGEMENT (MPM) DEGREE

City of Belmopan, Belize

June 2022

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

This Final Graduation Project was approved by the University as  
partial fulfillment of the requirements to opt for the  
Master's in project management (MPM) Degree

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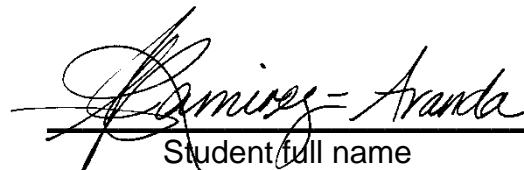
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## DEDICATION

I dedicate this Final Graduation Project to my little but supportive family. To my sons, Shajee and Shai. I love both of you endlessly.

To my husband, Kenroy, I know these 21 months have been tough and I am grateful for your support.

To my support team: Cecil (dad), Carmen (mom) and Cecile (sister), I would have not been able to accomplish this feat without you.

In loving memory of my dear and beloved uncle, Pedro Alonzo Ramirez, you were one of my biggest supporters and I know you would have been proud. I wish you could have seen me finish. This is for you.

To my friends and colleagues, thanks for always reminding me that I got this!

## **ACKNOWLEDGMENTS**

I would like to thank all the UCI professors and staff especially my tutor, Ms. Evelyn Hernandez Rojas. A special thanks to the Academic Assistants Gabriela Zuniga Calderon and Beatriz Davis for keeping me informed and urging me to meet deadlines.

To Ms. Cecile Ramirez MSc. Ed., thank you for the hours you spent reviewing my final project and for all the suggestions that you made to make my paper better. Your philological expertise is greatly appreciated.

A special thanks to the Chief Executive Officer of the Ministry of Home Affairs and New Growth Industries, Mr. Kevin L. Arthurs, for agreeing to making the Ministry a part of my research.

A special thanks to my interviewees Ms. Jamila Bulwer (Procurement Manager), Ms. Dawn Mitchell (Staff Officer), Mr. Bart Jones (Deputy Commissioner of Police) and Mr. Gian Cho (Director NFSS) for providing much needed insight and information to assess the Ministry's project management needs.

Thanks to Mrs. Josephine Garbutt (Administrative Officer) for assisting me with understanding the Public Service staff selection and recruitment framework. I am grateful for your assistance.

Thank you to my colleagues, Jean Frenel Tham, Elizabeth Ayala, Shakira Sharp, Gary Ramirez, and Serge David Telfort, who provided unwavering support during the completion of this FGP and have always checked in on me to make sure that all was well.

## **ABSTRACT**

The objective of this document is to develop a proposal for the development of a Project Management Office for the Ministry of Home Affairs and New Growth Industries that will formally oversee the implementation/execution of existing and new projects that are or will be managed by the Ministry. The need for such a proposal stems from the increasing number of grants/projects that the Ministry executes and implements as regional partners continue to support the Government of Belize in strengthening its Citizen Security framework. As such, the segmented management of projects that is being carried out by the respective departments by untrained personnel could benefit from a centralized framework that is run by trained Project Manager Officers. The development of a PMO within the Ministry would yield great project success as well as possibly increased grants and sponsorship as international partners are always results oriented.

The final deliverables for this Final Graduation project consist of an analysis report on the Ministry's organizational needs and maturity to develop a PMO. The report includes recommendations regarding the characteristics and functions that the Ministry's PMO should have. Subsequently, a PMO proposal based on the identified characteristics and functions is being developed to address the Ministry's organizational needs along with a plan for the recruitment of personnel and a restructured organizational chart to include the proposed PMO. To achieve the above-mentioned tasks, a combination of Qualitative and Analytical methodologies is being used. The Project Management Institute's Guide to Project Management Body of Knowledge is also being utilized to guide some aspects of the research.

Through a combination of research tools and methodology, the Ministry's project management maturity was analyzed. It was concluded that the project management processes at the Ministry of Home Affairs and New Growth Industries are below the initial level (Level 1) of the maturity index. A proposal was designed to guide the development of a Project Management Office complete with desirable characteristics, functions, vision, mission, and a plan for the recruitment of staff.

In summary, the following recommendations were made to address the Ministry's project management deficiencies: increase project management capacity, establish a Directive PMO within the Ministry and standardize the use of maturity model assessments. The Ministry of Home Affairs and New Growth Industries possesses great potential to attain organizational project management maturity and support its vision and mission through project implementation. This FGP can be useful in that regard.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BCP</b>	Belize Central Prison
<b>BPD</b>	Belize Police Department
<b>CMMI</b>	Capability Maturity Model Integration
<b>FGP</b>	Final Graduation Project
<b>KPI</b>	Key Performance Indicators
<b>MHA &amp; NGI</b>	The Ministry of Home Affairs and New Growth Industries
<b>NSCS</b>	The National Security Council Secretariat
<b>NFSS</b>	Belize National Forensic Science Service
<b>OPM3</b>	Organizational Project Management Maturity Model
<b>PPP</b>	Public Private Partnerships
<b>PM</b>	Project Manager
<b>PMO</b>	Project Management Office
<b>PMBOK</b>	Project Management Book of Knowledge
<b>PMI</b>	Project Management Institute
<b>PMMM</b>	Project Management Maturity Model

## **EXECUTIVE SUMMARY**

Governments around the world usually enter Public Private Partnerships (PPPs) with international organizations with the objective of seeking funding to complete their scheduled objectives. Traditionally, the Ministry of Home Affairs, which has now been paired with New Growth Industries, has always been the recipient of regional and international grants and projects aimed specifically at strengthening Belize's Citizen Security Framework. This framework includes policing, the Criminal Justice Framework, the system of incarceration and the forensic capabilities to solve crime – to name a few. Essentially, most of the projects are aimed at maintaining citizen security standards across the Central American and Caribbean regions to prevent the balloon effect that is sometimes created when neighbouring countries boost their citizen security initiatives. As such, this project sought to assess the Ministry's need for the centralized management of projects by conducting research aimed at developing a Project Management Office within the Ministry.

The Final Graduation Project general objective was to develop a proposal for the development of a Project Management Office for the Ministry of Home Affairs and New Growth Industries that will formally oversee the implementation/execution of new projects that will be managed by the Ministry. The specific objectives were: Objective 1: To analyse the Ministry's organizational needs and maturity to develop a PMO, Objective 2: Identify the characteristics and functions that the Ministry's PMO should have, Objective 3: Develop a PMO proposal based on the identified characteristics and functions in order to determine the Ministry's organizational needs, Objective 4: Develop a plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director and Objective 5: Reconstruct the Ministry's organizational structure to include the proposed PMO.

Through a combination of research tools and methodology such as the qualitative analysis of the interviews, surveys, document analysis, and the use of the Project Management Maturity Model were used to assess the Ministry's project

management maturity. Personnel who double as project managers were interviewed regarding the standards and processes that they utilize in the implementation of projects. Several charts were used to analyze the result of the maturity analysis.

It was concluded that the project management processes at the Ministry of Home Affairs and New Growth Industries are deficient. Subsequent to analysis, it was assessed that the Directive PMO would be the best to establish project management standards and principles throughout the Ministry and its departments.

The following recommendations were made to address the Ministry's project management shortcomings:

- Build project management capacity of MHA staff that are presently managing projects.
- Create the opportunity for mobility within the Ministry for those who are interested in pursuing careers in Project Management.
- Establish a PMO capable of the management of MHA & NGI projects.
- Utilize this FGP as a guide to establish a Project Management Office for the Ministry.
- Establish the use of the PMMM model as a goals benchmark to improve project management process and raise the level of project management maturity.

## **1. INTRODUCTION**

### **1.1. Background**

The Ministry of Home Affairs and New Growth Industries was officially established after the People's United Party won the General Elections in Belize on 11<sup>th</sup> November 2020. Though the New Growth Industries mandate of the ministry is new to Belize, the Home Affairs portion isn't. Generally, when a new administration assumes power, government ministries are reorganized in alignment with that administration's overarching goals and strategic objectives. This Final Graduation Project will focus on the Home Affairs mandate of the Ministry which governs the Ministry proper and its departments namely: The National Forensics Science Services, The Belize Police Department and The Belize Central Prison.

The Ministry of Home Affairs' mandate is to attend all Citizen Security related matters on behalf of the Government of Belize. As such, the Ministry has been the recipient of various grants and projects related to national and regional Citizen Security initiatives. Presently, the projects are managed in silos by the respective departments. In the recent past, the National Security Council Secretariat (N.S.C.S.) acted as an intermediary or focal point for the implementation of some internationally sponsored projects, but each department still has projects which they run on their own. Essentially, the N.S.C.S. functioned as somewhat of an informal Project Management Office. In January 2022, the N.S.C.S. was reassigned to the Office of the Prime Minister and the responsibility of the management of citizen security related projects remained with the Ministry of Home Affairs and New Growth Industries.

### **1.2. Statement of the Problem**

Internationally and regionally sponsored projects are being managed in silos by different departments within the Ministry. The absence of a Project Management Office places additional duties on technical personnel who have other job

responsibilities. In departments where there are no qualified project managers, the management of projects is left up to experience and hypotheses on how projects should be implemented. On many occasions, productivity is not maximized due a lack of expertise in the management of projects.

Donor agencies and sponsors usually take the lead in the implementation of the projects while designating a focal point within the Ministry who will be charged mainly with stakeholder engagement and communication – essential project management processes. Currently, the Ministry's project management practices can be deemed unsustainable as the management of its projects are done by very few technical officers with no succession plan.

Though the focus is on the departments that fall under the Ministry of Home Affairs portfolio, the Project Management Office would be able to serve the entire Ministry as the New Growth Industries portfolio continues to develop.

### **1.3. Purpose**

The purpose of this research is to analyze the organizational structure of the Ministry of Home Affairs and New Growth Industries to determine whether a Project Management Office would be useful. The development of a formal Project Management Office would improve the Public-Private Partnerships between the Ministry and regional/international donors.

With the advent of the COVID 19 pandemic and other economic pressures that are being experienced in the country of Belize, the Ministry of Home Affairs and New Growth Industries' focus is on creating new industries that will help to grow Belize's economy such as Industrial Hemp, Cohune Oil Production and Marijuana Farming. While there are some persons who possess basic Project Management knowledge, there are no trained and qualified Project Managers. As such, there are several

expected benefits if a PMO was to be developed for the Ministry of Home Affairs and New Growth.

There is a need to formalize and develop a Project Management Office to manage all the projects on the behalf of the Ministry, for these different departments. This would ensure that that the projects are being managed by qualified and experienced project managers. Though technical expertise can be found within each of the departments under the Ministry of Home Affairs' portfolio, the management of projects requires a different technical expertise. The success of Citizen Security related initiatives is imperative to guarantee that the Ministry's departments will receive similar funding in the future.

Therefore, the proposal is to develop a centralized system where all Ministry projects are managed. This would prove to be more beneficial than the currently functioning silos. The efficient execution or implementation of Ministry-run projects would be economically beneficial to the country of Belize as it relates to New Growth Industries.

#### **1.4. General Objective**

To develop a proposal for the development of a Project Management Office for the Ministry of Home Affairs and New Growth Industries that will formally oversee the implementation/execution of new projects that will be managed by the Ministry.

#### **1.5. Specific Objectives**

- To analyse the Ministry's organizational needs and maturity to develop a PMO.
- To identify the characteristics and functions that the Ministry's PMO should have.

- To develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.
- To develop a plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director
- To reconstruct the Ministry's organizational structure to include the proposed PMO.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Company/Enterprise framework**

The research for this project will be done at the Government of Belize's Ministry of Home Affairs and New Growth. This government Ministry has been in existence just over one (1) year.

#### **2.1.1. Company/Enterprise background**

The Ministry of Home Affairs and New Growth Industries is responsible for several important Citizen Security related departments. The Belize Police Department, the Belize Central Prison and the National Forensics Science Services all fall under the portfolio of the Ministry; these are some of the key institutions responsible for criminal justice and the maintenance of public order. These departments are usually the recipients of citizen security related projects which require management, execution, and implementation of the same.

#### **2.1.2. Mission and vision statements**

##### **Mission:**

Ministry of Home Affairs and New Growth Industries working together with the private sector and civil society will create and implement innovative and technologically advanced systems that transform the Ministry's mission and vision into actions that will enable the rule of law and order and a society that is safe, secure, and at peace with itself. (D.E. Mitchell, personal communication, May 23, 2022)

##### **Vision:**

A safe and secure Belize fostering the development of a peaceful and democratic society that utilizes its human, material, and natural resources to



ensure social justices, ethnic harmony, citizen security, stability, and prosperity. (D.E. Mitchell, personal communication, May 23, 2022)

### **2.1.3. Organizational structure**

The Ministry of Home Affairs and New Growth Industries is currently responsible for the administration of three citizen security related government departments. As can be seen in Figure 1, each department has a Head of Department or Director who reports directly to the Ministry's Chief Executive Officer (equivalent to Vice Minister in Latin American countries). The Chief Executive Officer is the administrative head of the Ministry. The political head of the Ministry is the Minister with responsibility for Home Affairs and New Growth Industries and as such is not featured in the organizational structure. It is also important to note that the staffing for the New Growth Industries portion has not yet been designated as the portfolio is still being developed. The three departments include:

- **Belize National Forensic Science Service (Belize NFSS)** – The NFSS is Belize's primary provider of forensic science and forensic medicine services. In its recently developed Department Charter, the NFSS reiterated the department's vision and mission statements as stated below.

Vision: "To become a fully functional independent and accredited forensic department providing comprehensive analysis of scientific evidence done by qualified staff to assist in the administration of just to exonerate the innocent and convict the guilty." (Belize National Forensic Science Service, 2022)

Mission: "To assist in the administration of justice by providing reliable and object scientific evidence based on established forensic principles." (Belize National Forensic Science Service, 2022)

- **Belize Police Department (BPD)** – The BPD is mandated to prevent crime, enforce the law, and support quality public safety by delivering respectful, professional, and dependable police services. (Belize Police Department, 2014)

Mission: “The police working in partnership with all communities to help prevent and reduce crime, and to enhance the quality of life for a safer Belize.” (Belize Police Department, 2014)

Vision: The Belize Police Department shall work in partnership with all communities in providing the highest quality of service through Community Policing and problem-solving strategies.

We seek to reduce and prevent crime by employing intelligence-led policing, effective investigation and prosecution of crimes and proactive and preventative patrol of our cities, towns, and highways. We aim to enhance the quality of life by creating safer neighbourhoods, while maintaining the highest standard of integrity. (Belize Police Department, 2014)

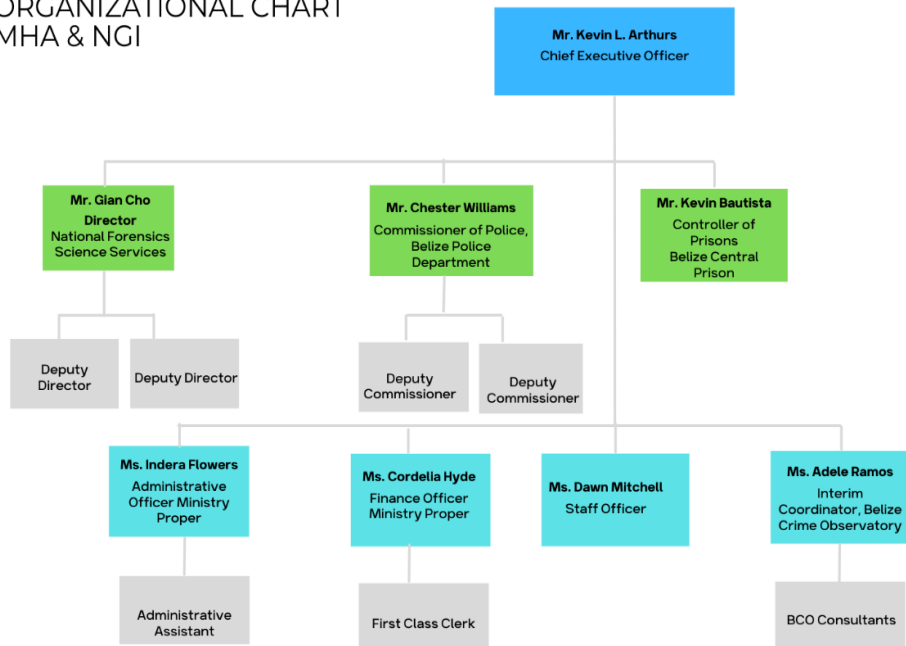
- **Belize Central Prison (BCP)** – The BCP is the only correctional facility in the country of Belize, and it managed by the Kolbe Foundation – a non-profit organization. The Controller of Prisons is mandated to oversee prison operations and to ensure that the Kolbe Foundation meets its contractual obligations.

In Figure 1, the different sections of the Ministry proper can also be seen such as the Accounts Section, the Registry Section, and the Belize Crime Observatory.

- **Accounts Section:** This section is headed by a Finance Officer who handles all the financial operations of the Ministry and oversees financial operations of the other departments.
- **Registry section:** This section is headed by an Administrative Officer (a human resource manager) and is responsible for maintaining employee records and all other human resource related functions.
- **The Belize Crime Observatory:** The BCO is a national repository for the secure storage of comprehensive, multi-dimensional data relating to crime. Data stored by the Observatory is collected from relevant sources and processed to ensure it is fit for the creation of statistical analysis and outputs for a wide range of stakeholders. (Belize Crime Observatory, 2016)

The BCO is headed by an Interim Coordinator who is also the project lead for the InfoSegura Project (a regional project sponsored by USAID and implemented by the United Nations Development Programme and the Ministry of Home Affairs).

## ORGANIZATIONAL CHART MHA & NGI



Note: Prepared by author.

### Figure 1.

*Organizational Chart of the Ministry of Home Affairs and New Growth Industries*

#### 2.1.4. Products offered

The Ministry of Home Affairs and New Growth Industries does not produce any products.

## **2.2. Project Management concepts**

It is important for any good project manager to be able to discern what project management is. Project Management purports to manage projects from the planning stage to the close of the project. This management includes scheduling, budgeting, planning, and networking (stakeholder engagement). The goal of the Project Manager and the Project Management team is ensuring that the deliverables, whether product or services, is available to the sponsor/customer on time and within budget. While that is ideal, project management also includes changes and adjustments to the project management plan and its inputs as they become necessary.

### **2.2.1. Project**

According to the Project Management Institute, “a project is a temporary endeavour undertaken to create a unique product, service or result”. (PMI, 2017)

### **2.2.2. Project Management**

“Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements”. (PMI, 2017)

Project Management integrates the abovementioned to achieve project success.

### 2.2.3. Project life cycle

The PMBOK Guide defines project lifecycle as: “the series of phases that a project passes through from its start to its completion...The phases may be sequential, iterative, or overlapping.” (PMI, 2017)



**Figure 2.**

*Project Lifecycle*

Note: Adapted from Orangescrum.com. The Project Management Lifecycle.  
<https://www.orangescrum.com/tutorial/introduction-to-project-management/project-management-life-cycle>

### 2.2.4. Project management processes

The Project Management Institute establishes five (5) project management process in the 6<sup>th</sup> edition of the PMBOK Guide. The process groups are Initiating, Planning, Executing, Monitoring, and Controlling and Closing. The table below presents a clear picture of what the relationship is between the process groups and the knowledge areas.

## Project Management Process Groups

	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING	CLOSING
<b>Project Integration Management</b>	4.1 Develop project charter	4.2 Develop project management plan	4.3 Direct and manage project work 4.4 Manage project knowledge	4.5 Monitor and control project work 4.6 Perform integrated change control	4.7 Close project or phase
<b>Project Scope Management</b>		5.1 Plan scope management 5.2 Collect requirements 5.3 Define scope 5.4 Create wbs		5.5 Validate scope 5.6 Control scope	
<b>Project Schedule Management</b>		6.1 Plan schedule management 6.2 Define activities 6.3 Sequence activities 6.4 Estimate activity durations 6.5 Develop schedule		6.6 Control schedule	
<b>Project Cost Management</b>		7.1 Plan cost management 7.2 Estimate costs 7.3 Determine budget		7.4 Control costs	
<b>Project Quality Management</b>		8.1 Plan quality management	8.2 Manage quality	8.3 Control quality	
<b>Project Resource Management</b>		9.1 Plan resource management 9.2 Estimate activity resources	9.3 Acquire resources 9.4 Develop team 9.5 Manage team	9.6 Control resources	
<b>Project Communications Management</b>		10.1 Plan communications management	10.2 Manage communications	10.3 Monitor communications	
<b>Project Risk Management</b>		11.1 Plan risk management 11.2 Identify risks 11.3 Perform qualitative risk analysis 11.4 Perform quantitative risk analysis 11.5 Plan risk responses	11.6 Implement risk responses	11.7 Monitor risks	
<b>Project Procurement Management</b>		12.1 Plan procurement management	12.2 Conduct procurements	12.3 Control procurements	
<b>Project Stakeholder Management</b>	13.1 Identify stakeholders	13.2 Plan stakeholder engagement	13.3 Manage stakeholder engagement	13.4 Monitor stakeholder engagement	

Table 1-4 from page 25, Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK)® Guide*, Sixth Edition, copyright 2017.

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### Figure 3.

#### *Project Management Process Groups*

### **2.2.5. Project management knowledge areas**

There are ten (10) project management knowledge areas designated by the Project Management Institute. According to the PMI, “a knowledge Area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools and techniques”. (PMI, 2017)

The ten (10) knowledge areas are:

1. Project Integration Management
2. Project Scope Management
3. Project Schedule Management
4. Project Cost Management
5. Project Quality Management
6. Project Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management

Each of the knowledge areas will be summarized in the following subsections.

- **Project Integration Management**

The PMBOK Guide states that Project Integration Management “includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities withing the Project Management Process Groups”. (PMI, 2017) This knowledge area is essential as it includes plans such as developing a project charter. The project charter provides the initial details regarding a project and assigns the Project Manager.



- **Project Scope Management**

Important details are collected during this phase of the project. Requirements for the final product or service are provided during these processes. Project Scope Management Scope relates to the work of the project. (Project Manager, 2019) The PMBOK Guide states that Project Scope Management “includes the process required to ensure the project includes all the work required, and only the work required, to complete the project successfully”. (PMI, 2017)

- **Project Schedule Management**

Project Schedule Management includes the processes required to manage the timely completion of the project. (PMI, 2017)

“The project is divided into tasks, which are scheduled with start dates and deadlines, as well as budgets for each task”. (Project Manager, 2019) Changes can be made to the project schedule throughout the lifetime of the project though this is not encouraged. Too many changes can negatively affect the project schedule which may result in project lag and overspending.

- **Project Cost Management**

In any project, budgeting is equally as important as budgeting. If project schedules and costs are not managed properly, a project may fail or be significantly delayed. This knowledge area “includes the process involved in planning, estimating, budgeting, financing, funding and managing and controlling costs so the project can be completed withing the approved budget”. (PMI, 2017)

- **Project Quality Management**

According to the PMBOK Guide, Project Quality Management “includes the processes for incorporating the organization’s quality policy regarding

planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations". (PMI, 2017) Quality is also an important aspect to consider when planning to achieve project management success. "A project can come in on time and within budget, but if the quality is not up to the standard set, then the project is a failure". (Project Manager, 2019) Project quality should be monitored throughout the lifecycle of the projects so that necessary changes can be made to the product or services. This quality control mechanism is aimed at preventing customer dissatisfaction as result of poor quality.

- **Project Resource Management**

Project Resource Management includes but is not limited to financial, material, and human resources that are needed to execute/implement a project. "Project Resource Management includes the process to identify, acquire and manage the resources needed for the successful completion of the project". (PMI, 2017) While all resources are important, the most important resource is the project team. The project manager's job is to lead the team by example and ensure that all members are engaged. Their performance is highly dependent upon their participation in the project.

- **Project Communications Management**

"All areas of project management are important, but communication management might be paramount as it informs every aspect of the project". (Project Manager, 2019) This knowledge area "includes the process required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information". The project team, the sponsors and other stakeholders are kept informed using a communications plan. This is an essential element in the implementation of any project.

- **Project Risk Management**

The Project Management Institute (PMI) defines Project Risk Management as the process of “conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project”. (PMI, 2017)

Managing the risk of any project by anticipating the risks and developing a plan of how these risks can be mitigated is an important aspect of this knowledge area. Identification of the risks also involves also includes categorization and prioritization. One of the tools used in this knowledge area is a risk register.

- **Project Procurement Management**

When products or services cannot be sourced from within the project management team, the Project Procurement Management knowledge area becomes very important. This deals with sourcing or purchasing materials or services from outside the project and most often, external to the organization that project works for.

Procurement management starts by identifying the external project needs, the role of the subcontractors, the hiring process, contract processes, statement of work, terms of reference, requests for proposals and vendor selection processes. This process should be controlled closely “by managing and monitoring, and then closing the contracts once the work has been done to everyone’s satisfaction”. (Project Manager, 2019)

- **Project Stakeholder Management**

The PMBOK Guide states that “Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate

management strategies for effective engaging stakeholders in project decisions and executions”. (PMI, 2019)

The Project Manager should make good use of the tools for stakeholder analysis and prioritization to decipher which stakeholders are most important to engage and with what frequency. It important to note that Project Team, though not as influential, as the sponsors and other key stakeholders, should always be included as a part of the stakeholder engagement process.

### **2.3. Other applicable theory/concepts related to the project topic and context**

#### **2.3.1. The Project Management Office**

According to the PMBOK Guide, a Project Management Office (PMO) is “A management structure that standardizes the project related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques”. (PMI, 2017) improving not only project and program delivery, but efficiency and accountability”. (Cabanis – Brewin, 2014)

“The existence of a PMO has become necessary for organization in both the public and private sectors whose core activities are project-based.” (Hamid and Khoori, 2020)

The PMO may be involved in the selection, management, and deployment of shared or dedicated project resources. The Standard for Organization Project Management (OPMI) lists some primary functions of a PMO:

- Reporting directly to executive, independent of other organizational functional groups;

- Integrating the application of project management practices with operational business practices by coaching, mentoring, training and oversight;
- Coordinating portfolio management activities and ensuring alignment between organizational strategy and programs and projects;
- Coordinating communication across programs and projects;
- Developing and managing project policies, procedures, templates, and other project documentation (organizational process assets);
- Identifying and developing project management methodology, recommended practices, and standards;
- Managing shared resources across all projects administered by the PMO;
- Monitoring compliance with project management standards, policies, procedures, and templates by means of project audits;
- Engaging the portfolio, program, and project management community and ensuring their involvement in continuous improvement for the OPM framework; and
- Providing centralized support for managing changes and tracking risk issues.

(PMI, 2018)

### **2.3.2. Types of Project Management Offices**

According to Reiling, there are three types of Project Management Offices (PMOs):

- **Supportive PMO** - This type of PMO exercises the lowest degree of control. The role of the Supportive PMO is to provide project management support to an organization – mainly processes. The PM in this type of PMO assists by providing “on-demand expertise, templates, best practices, access to information and expertise on other projects.” (Reiling, 2014) According to

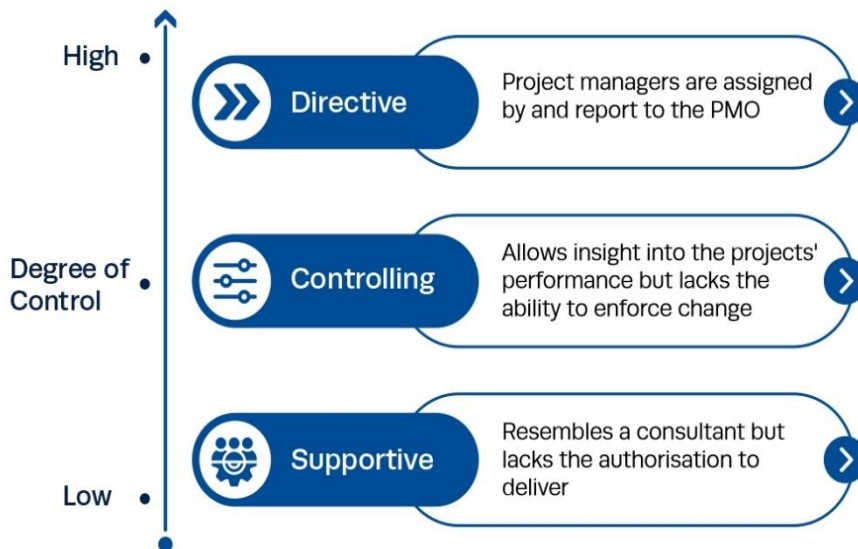
Reiling, organizations that manage projects in a “loosely controlled manner and where additional control is deemed unnecessary” can benefit by choosing to establish this type of PMO. (Reiling, 2014)

The Supportive PMO can also be used as a repository of project management information that can be disseminated throughout the organization.

- **Controlling PMO** - A moderate level of control is exercised by the Controlling PMO. This type of PMO is particularly useful in organizations where project activities, processes, procedures, documentation etc. are not standardized. As such, the Controlling PMO is able to change these activities and processes by identifying by ensuring compliance through the use of list of requirements, the use of standardized tools and methodology, and process reviews.

According to Reiling, this type of PMO can work if “a) there is a clear case that compliance with project management organization offerings will bring improvements in the organization and how it executes on projects, and b) the PMO has sufficient executive support to stand behind the controls the PMO puts in place.” (Reiling, 2014)

- **Directive PMO** - “This type goes beyond control and actually “takes over” the projects by providing the project management experience and resources to manage the project.” (Reiling, 2014) Qualified project managers are assigned to all projects that are undertaken by the organization. These project managers report directly to the PMO which creates consistency in the standard of project management practices and processes that are being carried out in all of the projects. A higher level of professionalism is also exercised due to the experience and qualifications of the project managers. This type of PMO also creates a culture of professional project management as its authority is supported by management/administration.



**Figure 4**

Types of Project Management Office. Taken from: Institute Project Management. 2022. *Project Management Office (PMO)*

<https://www.projectmanagement.ie/blog/project-management-office-pmo/>

### 2.3.3. PMO Areas of Responsibility

In the extensive PMO survey conducted by The Project Group in 2020, several areas of PMO responsibility were discovered. Figure 7 illustrates the different areas that were revealed during the survey:



**Figure 5.**

PMO Areas of Responsibility. From: The Project Group, 2020, *What are Typical PMO Functions and Areas of Responsibility of a Project Management Office*. TPG. <https://www.theprojectgroup.com/blog/en/pmo-functions/>

- **Strategic support (sPMO):** Aligning project work with the corporate strategy by classifying, selecting, and prioritizing (and, if necessary, terminating) projects.
- **Managing a multi-project environment / Resource management:** This is the PMO's primary function, and it includes maintaining a good overview of all the projects and ensuring that all the necessary data is always up to date and plausible. In this context, decisions regarding the scope, budgets and



resources are prepared and made in due consideration of interdependencies between projects.

- **Project implementation / Services:** This involves providing operational support in projects by taking on the management of a project, executing defined subtasks or providing project assistants.
- **Training and Coaching:** Project managers and participants in the processes are trained and supported in the field. Possibly, career paths for project managers are offered.
- **Methods, processes, and tools:** Choosing and adapting the PM methodologies and processes to best suit the needs of everyone involved at the company. Selection, implementation, and management of appropriate tools for the different roles in project and portfolio management. (TPG, 2020)

#### **2.3.4. Project Management Maturity**

Project Management Maturity is defined as “the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process.” (Crawford, 2007) Crawford, in the fourth edition of Project Management Maturity Model states: “Organizations cannot afford to rely on heroic individuals; however, they need repeatable, reliable processes that become institutionalized. Hence, the need to look at an organization’s complete picture of project management effectiveness, or, as we call it, project management maturity.” (Crawford, 2021, p. 6)

The assessment of an organizations project management maturity can be done by using various Project Management Maturity Models. According to the Project Management Institute, Organizational Project Management (OPM) maturity models “are often cited as tools for measuring and organizations adoption and consistent implementation of recommended practices in project management that help to achieve strategic objectives.” (PMI, 2018) Crawford (2021) recommends that the model that is used to assess project management maturity should map out ways to

progressively improve the organization's project management practices. (p.6) The improvement.

Some frequently used maturity models are as follows:

- Capability Maturity Model Integration (CMMI)
- Portfolio, Program and Project Management Model (P3M3)
- Organizational Project Management Maturity Model (OPM3)
- Project Management Maturity Model (PMMM)
- Berkeley Project Management Process Maturity Model
- Gartner Score Diagnostic Family
- Kerzner's Project Management Maturity Model

For the purpose of this Final Graduation Project, the Capability Maturity Model Integration, the Project Management Maturity Model, and the Organization Project Management Maturity Model will be reviewed and analyzed to determine if any of these models are suitable to determine the Ministry of Home Affairs and New Growth Industries project management maturity.

#### **Capability Maturity Model (CMM):**

Developed by the Software Engineering Institute at Mellon University as 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. (White, 2021)

The CMMI model considers five levels of organizational maturity:

**Chart 1.**

*CMMI Maturity Levels.* From *What is CMMI? A model for optimizing development processes.* By S.K. White, 2021, CIO. <https://www.cio.com/article/274530/process-improvement-capability-maturity-model-integration-cmmi-definition-and-solutions.html>

Maturity Level	Description of processes
0 - Incomplete	<ul style="list-style-type: none"> <li>• incomplete</li> <li>• do not meeting the organization's needs</li> <li>• Goals have not been established</li> </ul>
1 - Initial	<ul style="list-style-type: none"> <li>• unpredictable</li> <li>• reactive.</li> <li>• "Work gets completed but it's often delayed and over budget."</li> <li>• increased risk and inefficiency</li> </ul>
2 - Managed	<ul style="list-style-type: none"> <li>• A level of project management achieved</li> <li>• Projects are "planned, performed, measured and controlled"</li> <li>• still a lot of issues to address</li> </ul>
3 - Defined	<ul style="list-style-type: none"> <li>• more proactive than reactive</li> <li>• There's a set of "organization-wide standards" to "provide guidance across projects, programs and portfolios."</li> <li>• Shortcomings are understood, solutions, and goals for improvement</li> </ul>

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4 – Quantitatively Managed	<ul style="list-style-type: none"> <li>• more measured and controlled</li> <li>• Organization utilizes quantitative data to determine predictable processes that align with stakeholder needs</li> <li>• The business is ahead of risks, with more data-driven insight into process deficiencies.</li> </ul>
5 - Optimizing	<ul style="list-style-type: none"> <li>• stable and flexible.</li> <li>• constant state of improving and responding to changes or other opportunities</li> <li>• more “agility and innovation,” in a predictable environment</li> </ul>

---

White noted that “maturity Levels 4 and 5 are considered high maturity, where they are “continuously evolving, adapting, and growing to meet the needs of stakeholders and customers.” (White, 2021)

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

According to Matassa (Matassa, 2006), “the OPM3 model is a methodology for implementing and improving OPM. It accomplishes this goal through a five-step iterative cycle that emphasizes OPM assessment and continuous improvement.” (Matassa, 2006) This model assists organizations in determining just how robust their OPM framework is i.e., the relationship between the management of projects and portfolios and its alignment with the organization’s strategic goals. (Matassa, 2006)

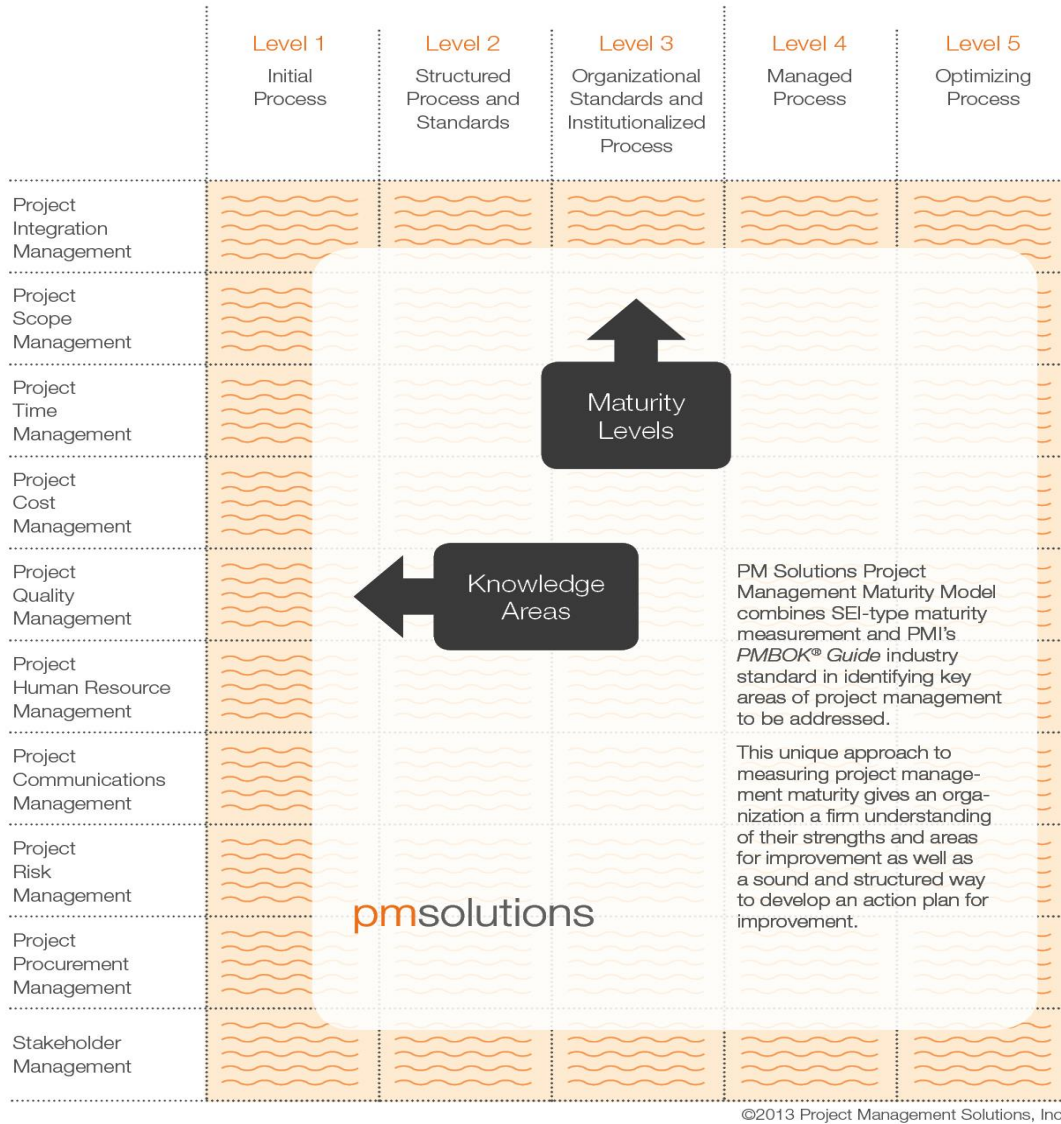
In the article, “Grow up already! An OPM3 primer”, Pete Matassa (2006) explains how the OPM3 model is implemented:

1. Acquiring an understanding of the model and its implementation – **Knowledge**,
2. Comparing the current OPM infrastructure to a robust OPM infrastructure – **Assessment**, and
3. Determining which changes are feasible at the current time and implementing the noted changes – **Improvement**

### **Project Management Maturity Model (PMMM):**

PM Solutions' PMMM is a formal tool that is used to measure an organization's project management maturity. (PM Solutions, 2012) The tool utilizes the PMBOK Guide's ten knowledge areas and is similar to the CMMI model. This model has five levels of maturity. "Each level represents a discrete organizational capability based on summary-level characteristics." (Crawford, 2021, p.7)

## Project Management Maturity Model



**Figure 6.**

*The Project Management Maturity Model. Adapted from Project Management Solutions, 2012, What is the Project Management Maturity Model (PMMM)? PM Solutions. <https://www.pmsolutions.com/resources/view/what-is-the-project-management-maturity-model/>*

### **3. METHODOLOGICAL FRAMEWORK**

#### **3.1. Information sources**

When conducting research, several sources of information can be used. Since the concept of the Project Management Office is not common to the Government of Belize, much research will need to be done to broaden the knowledge on this topic so that an adequate proposal can be designed for the development of the PMO.

The sources of information that will be used in this FGP range from Books to Theses/Dissertations. The use of the internet, government documents, scholarly publications, and popular sources such as (news and magazines) will also be employed. Upon continuation, the dichotomic nature of the types of sources will be explored – primary and secondary sources.

##### **3.1.1. Primary sources**

They represent original thinking, reports on discoveries or events, or they can share new information.” (UNSW Sydney Library) It is important to note that primary sources include but are not limited to original works such as court records, diaries, surveys, interviews, poems, original research or field work and published research in scholarly journals.

The primary sources of information to be used in this project will be obtained mainly through interviews and original research.

##### **3.1.2. Secondary sources**

Secondary sources analyze primary sources of information. Essentially, secondary sources are types of sources that are not primary sources. Secondary sources include but are not limited to journal articles that comment on or analyze research, textbooks, dictionaries and encyclopedias, political commentary, dissertations, and newspaper editorial/opinion pieces.

Due to the abundance of research that must be conducted to put together the proposed structure of the PMO, secondary sources such as scholarly journals and dissertations will be useful in the development of this project. The sixth edition of the PMBOK Guide and other standards produced by the Project Management Institute are essential secondary sources.

## Chart 2.

### *Information Sources (Source: the Author)*

Objectives	Information sources	
	Primary	Secondary
1. To analyze the Ministry's organizational needs and maturity to develop a PMO	Interview with the Chief Executive Officer of the Ministry of Home Affairs and New Growth Industries	Scholarly journals and dissertations Project Management Tools and research on PMOs
2. Identify the characteristics and functions that the Ministry's PMO should have.	The Project Manager Interview with Public Sector Project Manager	Government documents, online research, scholarly journals
3. Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.	The Project Manager	Indicate secondary sources used for this objective.



Objectives	Information sources	
	Primary	Secondary
4. Develop a plan for the recruitment of personnel for the Ministry's PMO.	The Project Manager Interview with Public Sector Project Management Expert	Government Documents, Research journals, Books, Expert Guidance
5. Reconstruct the Ministry's organizational structure to include the proposed PMO.	The Project Manager Interview with Public Service Expert	Books, Project Management Tools, Online research

### 3.2. Research methods

It is important to define the concept "research methods". "Research methods are specific procedures for collecting and analyzing data. Developing your research methods is an integral part of your research design". (Scribbr) Essentially, choosing the type of research method that will be used allows the researcher to plan regarding data collection methods and design the tools necessary to aid in data collection.

The Qualitative Research Method will be the primary method of research that will be used in the FGP. This method enables the researcher to explore concepts and theories using data collection methods such as interviews and literature reviews. (Scribbr) While using a mixed method is common practice in research, it is not foreseen that the quantitative method will be included. Some qualitative data collection methods are interviews, focus groups, ethnography, and literature review. Another method that can be used in the FGP is Analytical Research.

### 3.2.1. Analytical method

“Analytical research uses the facts that have been confirmed already to form the basis for the research and critical evaluation of the material is carried out in this method”. (Pedamkar, 2021) This method can be used alongside either quantitative or qualitative methodology as analysis can either be done with numbers or words.

### 3.2.2. Interview Method

While the face-to-face interview forms part of the qualitative method of research, the analysis of the information gathered is essential.

### 3.2.3. Content Analysis

Content analysis is distinguished from other kinds of social science research in that it does not require the collection of data from people. Like documentary research, content analysis is the study of recorded information, or information which has been recorded in texts, media, or physical items.

## Chart 3.

*Research Methods (Source: the author)*

Objectives	Research methods		
	Qualitative	Interview Method	Analytical Method
1. To analyze the Ministry's organizational needs and maturity to develop a PMO	A review of relevant literature	Interview with the Chief Executive Officer to explore how the present projects are aligned with	An analysis of the literature review and the interview notes.

Objectives	Research methods		
	Qualitative	Interview Method	Analytical Method
		the Ministry's need	
2. Identify the characteristics and functions that the Ministry's PMO should have.	Review of relevant literature and Government documents regarding existent public sector PMOs	Interview with Ministry staff who act as Project Managers	Analyze the information gathered from the interviews and additional research
3. Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.	Review of relevant literature and Government documents regarding existent public sector PMOs	N/A	An analysis of the literature review and the interview notes.
4. Develop a plan for the recruitment of personnel for the Ministry's PMO.	Review of Government documents regarding staff recruitment	Interview with expert from Government of Belize Public Service	An analysis of the literature reviewed
5. Reconstruct the Ministry's organizational	N/A		Analyze the information gathered from

Objectives	Research methods		
	Qualitative	Interview Method	Analytical Method
structure to include the proposed PMO.			the interviews and additional research

### 3.3. Tools

The Project Management Institute defines tools (Project Management tools) as something tangible such as software or template used in performing an activity to produce a product or result. (PMI, 2017) For the purpose this FGP, the tools that will be used are mainly qualitative research and assessment tools to gather information regarding the MHA & NGI's project management practices and capabilities. The Project Management Maturity Model Assessment and the tools used to display the results are the only quantitative elements used throughout the FGP. A brief description of the tools that will used are as follows:

#### **Expert Interview**

One of the most frequently used qualitative research tools is the expert interview. According to Monke (2007), "The expert interview is one of the most frequently used methods in empirical social research". He further elaborates on the purpose of conducting the expert interview: "to discover the unknown, a person's "insider knowledge". (2007) It is important to note that direction of these interviews is generally unknown and an interview guide will be used to add some structure to the interview. This tool will be used mainly to gather information regarding public sector (Government of Belize) project management practices.

### **Document Analysis**

Another qualitative tool or research technique that will be used during this FGP is document analysis. “The process involves evaluating electronic and physical documents to interpret them, gain an understanding of their meaning and develop upon the information they provide”. (Indeed Editorial Team, 2021) According to the Indeed Editorial Team (2021) there are 3 main types of documents that are usually analysed by researchers:

- Public records
- Personal documents
- Physical evidence

It is likely that public records will be the main type of documents that will be used in this FGP since the research is public sector related.

### **Flow Charts**

“A flowchart is a picture of the separate steps of a process in sequential order”. (ASQ, n.d.) This commonly used tool is generally used to show the way processes flow within institutions, teams, groups etc. A sequence of actions such as inputs and outputs and those involved are usually displayed through the use of a flowchart. When can a flowchart be use? According to ASQ (n.d.) a flowchart can be used for the following reasons:

- To develop understanding of how a process is done
- To study a process for improvement
- To communicate to others how a process is done
- When better communication is needed between people involved with the same process
- To document a process
- When planning a project

**Interview Guide**

Matthew De Carlo defines an interview guide as “a list of topics or questions that the interviewer hopes to cover during the course of an interview”. (De Carlo, n.d.) The author notes that the guide is dynamic, and it is more of a to-do list of topics that the researcher/interviewer wants to make sure that they cover during the interview. Essentially, the interview, should be conducted using this tool regardless of the type.

**Qualitative Interviews**

Qualitative interviews are generally referred to as intensive or in-depth interviews because they allow the researcher more freedom to ask questions regarding their topic. When compared to survey tools, the qualitative interview is mainly comprised of open-ended questions as opposed to closed-ended questions in surveys. DeCarlo stated “These interviews are considered semi-structured because the researcher has a particular topic for the respondent, but questions are open-ended and may not be asked in the exact same way or order to each respondent”. (DeCarlo, n.d.) The qualitative interview is one of the main tools that will be used to find out more about the MHA & NGI’s project management practices.

**Organizational Chart**

This tool will be used several times during the FGP as dictated by its specific objectives. “An organizational chart is a graphical representation of the roles, responsibilities, and relationship between individuals within an organization ...” (Orgcharting, n.d.) There are four (4) main types of organizational charts: line organizational chart, lateral organizational chart, staff organizational chart, and functional organizational chart. For the purposes of this FGP, the line and staff organizational charts will be used.

### **Project Management Maturity Model Survey (PMMM)**

As previously defined in the Theoretical Framework, The Project Management Maturity Model (PMMM) is a formal tool that was developed by PM Solutions to measure an organization's project management maturity. This model evaluates organizational maturity using Project Management Knowledge areas as define in the Project Management Institute's (PMIs) PMBOK Guide. This tool is usually used to determine project management maturity in medium to large organizations. However, it will prove useful in setting criteria that needs to be assessed.

### **Radar Chart**

“Radar charts (also known as spider charts, polar charts, web charts, or star plots) are a way to visualize multivariate data”. (Nowicki & Merenstein, 2016) These graphic representations display several common variables in relation to a group of values. This chart will be used to display the results of the Project Management Maturity model so that the results are easy to comprehend.

### **Report**

One of the deliverables of any scientific research is the report. Nordquist (2019) defines a report as a specific form of writing that concisely identifies and examines issues, events or findings that have occurred such as those that happen within organizations. (Nordquist, 2019) He noted that events can also be identified during literature reviews and can be used to objectively inform readers about the relevant issues. (Nordquist, 2019) Generally, the structure of a report, aside from adhering to the basic rules, is determine by the writer to decide what elements are most useful.

**Proposal**

Though similar to report writing, proposal writing is used “especially in business and technical writing.. [it] offers a solution to a problem or a course of action in response to a need”. (Massey University, n.d.) A concise proposal will be included in this FGP to provide insight on the functions, characteristics, and staff that a PMO should have for the MHA & NGI.

**SWOT Analysis**

Schooley defines a SWOT analysis as “a compilation of your company’s strengths, weaknesses, opportunities and threats”. (Schooley, 2022) He states that that the main objective of the SWOT analysis is to assist organizations in making informed business decisions based on a full awareness of all issues affecting it. (Schooley, 2022) This tool helps and organization to identify strategic recommendations based on opportunities for growth. The previously mentioned qualitative interview will be one of the tools that will be used to gather information to conduct the SWOT analysis for the MHA & NGI.



**Chart 4.***Tools (Source: The Author)*

<b>Objectives</b>	<b>Tools</b>
1. To analyze the Ministry's organizational needs and maturity to develop a PMO	Qualitative Interview Document analysis SWOT Analysis
2. Identify the characteristics and functions that the Ministry's PMO should have.	Report Document Analysis
3. Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.	SWOT Analysis Proposal
4. Develop a plan for the recruitment of personnel for the Ministry's PMO.	Work Breakdown Structure Gantt Chart MS Project Professional (2019) Interview
5. Reconstruct the Ministry's organizational structure to include the proposed PMO.	Flow Charts Organizational Chart Interview

### 3.4. Assumptions and constraints

#### 3.4.1. Assumptions

According to the PMBOK Guide, an assumption “is a factor in the planning process that is considered to be true, real, or certain without proof or demonstration”. (PMI, 2017)

The analysis of assumptions is a part of the Risk Management Process, and the project lifecycle can be greatly affected if well thought out assumptions are not made. If the assumptions are proven to be incorrect during the lifecycle of the project, they can be removed from the Risk Management process.

#### 3.4.2. Constraints

“A limiting factor that affects the execution of project, program, portfolio or process”. (PMI, 2017)

Miller states that: “Identifying and understanding the constraints you may face is a key part of the project planning process, and ultimately informs how you proceed. Project managers are trained, in part, to understand these constraints and to craft a plan that fits within those constraints.” (Miller, 2020)

#### Chart 5.

*Assumptions and Constraints (Source: The Author)*

Objectives	Assumptions	Constraints
1 To analyze the Ministry’s organizational needs and maturity to develop a PMO.	The interviewee will be cooperative and provide much needed guidance  The permission will be granted in a timely manner for access to the relevant	The information needed is not obtained during the interview process.

Objectives	Assumptions	Constraints
	information by the Chief Executive Officer.	
2 Identify the characteristics and functions that the Ministry's PMO should have.	The review of adequate literature regarding the topic will provide information to develop the proposed characteristics and functions suitable for this public sector organization.	The unavailability of literature that provides best practices in sociocultural environments that are like Belize. Permission is not granted to access the necessary information to complete the proposal.
3 Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.	The strategic objectives have been fully developed to analyze the Ministry's organizational needs. The information needed will be made readily available to me by those persons who are acting as project managers.	The absence of well-defined strategic objectives would make it difficult to align a proposed PMO with the organizational needs of the Ministry. Staff who usually act as project managers are unwilling to share the information needed.

Objectives	Assumptions	Constraints
4 Develop a plan for the recruitment of personnel for the Ministry's PMO.	The interviewee will be cooperative and provide much needed guidance.	The information needed is not obtained during the interview process.
5 Reconstruct the Ministry's organizational structure to include the proposed PMO.	The interviewee will be cooperative and provide much needed guidance.	The information needed is not obtained during the interview process.

### 3.5. Deliverables

The Project Management Institute defines deliverables as a “unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase or project”. (PMI, 2017)

#### Chart 6.

*Deliverables (Source: The Author)*

Objectives	Deliverables
1 To analyze the Ministry's organizational needs and maturity to develop a PMO.	An analysis report on the Ministry's organizational needs and maturity to develop a PMO.
2 Identify the characteristics and functions that the Ministry's PMO should have.	A report on the characteristics and functions that the Ministry's PMO should have.
3 Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.	A PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.
4 Develop a plan for the recruitment of personnel for the Ministry's PMO.	A plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director.
5 Reconstruct the Ministry's organizational structure to include the proposed PMO.	A new organizational chart of the Ministry's organizational structure to include the proposed PMO.

## 4. RESULTS

### 4.1. Organizational Needs and Maturity to Develop a PMO

The first specific objective of this FGP was to analyse the Ministry's organizational needs and maturity to develop a PMO. Basically, the organization's project management maturity needed to be evaluated to determine whether a Project Management Office would be a useful addition to the Ministry's framework. The MHA & NGI has been in existence for a year and six months. The ministry retained most of its experienced staff responsible for the management of sponsored projects. The following tools were used in the analysis interviews and surveys for this specific objective: Document analysis, SWOT analysis and the PMMM maturity model.

THE MHA & NGI supports the implementation of citizen security related projects as the ministry responsible for police and security matters. Therefore, the new administration inherited ongoing projects and new projects that are being sponsored by the following donors:

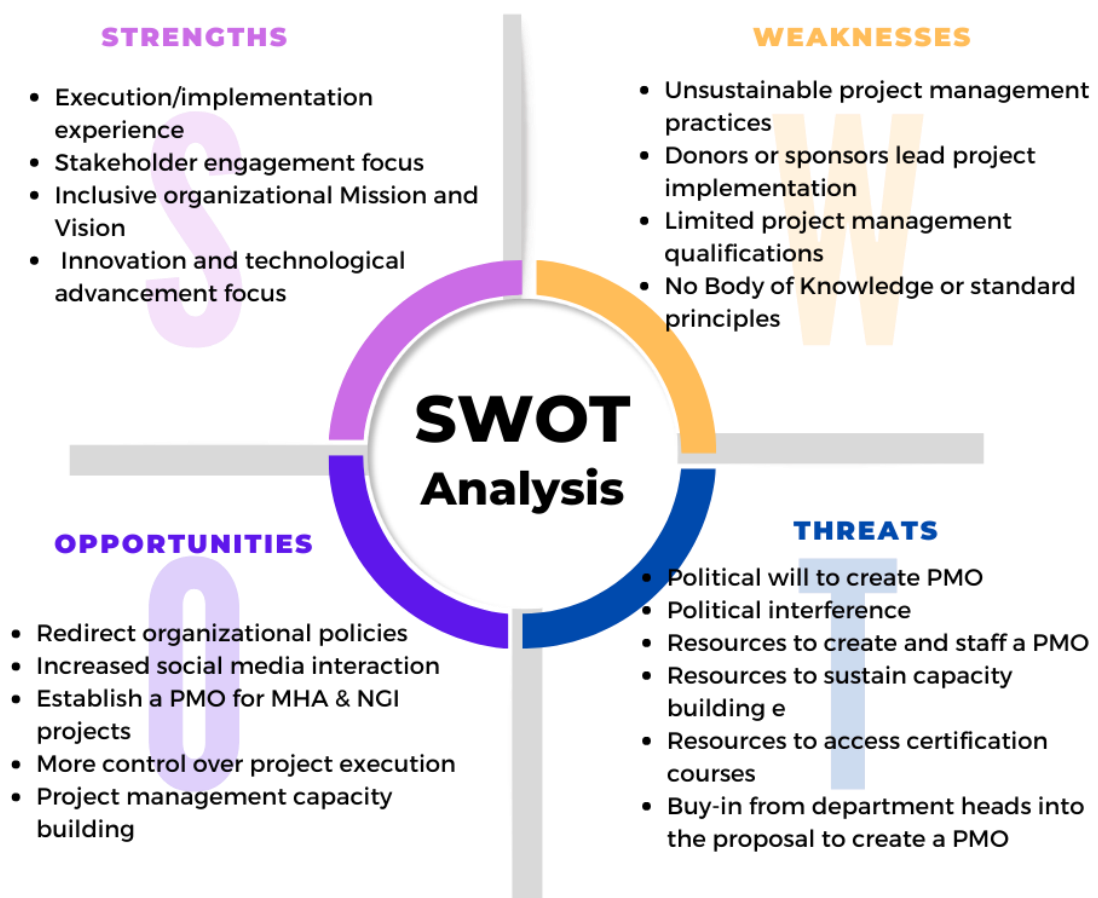
- The U.S. Government through the Central America Regional Security Initiative (CARSI) and the Bureau of International Narcotics and Law Enforcement Affairs (INL)
- Evidence Based Information Management for Citizen Security Project (InfoSegura Project) with United Nations Development Program (UNDP) sharing responsibility for implementation
- Central American Integration System (SICA)
- Organization of American States (OAS)
- European Union (EU)

Three (3) Ministry employees who are responsible for project management activities within their departments/units were interviewed. A Project Management Expert, with

over 20 years of project management experience was also interviewed to balance the knowledge gap regarding the Government of Belize's PM practices.

#### 4.1.1. SWOT Analysis

A SWOT Analysis was done to study the strengths, weaknesses, opportunities, and threats of the Ministry's organizational processes as it relates to project management by analysing the results of the interviews and surveys that were conducted with PM personnel.



**Figure 7**

*SWOT Analysis of MHA & NCI (Source: The Author)*

- **Strengths**

The Ministry's project management personnel have supported the successful implementation of most of its projects. Through focus on stakeholder engagement project management personnel have created a good professional relationship between the Ministry/Departments and the donor agencies. The donor agencies provide additional support and guidance for the implementation projects. Considering the limited Ministry and department personnel involved in the project processes, this is extremely important.

- **Weaknesses**

The personnel interviewed for this FGP had similar comments regarding the unsustainable project management practices. There is no deliberate succession planning. Generally, project donors or sponsors lead in implementation and execution as there are limited staff with project management experience. No standard Body of Knowledge or set of project management principles.

- **Opportunities**

The recent revision of the Ministry's mission and vision has refined the overarching principles and principal objectives with which the departments' work should be aligned. The inclusive organizational mission and vision presents a broad but succinct arena for the advancement of the Ministry and its departments as well as an innovative and technologically advanced space to create a Project Management Office. During the interview process, all the PM personnel indicated that all the projects that they are responsible for are aligned with the Ministry's mission and vision. They also agreed that there is a need to centralize the management of projects to improve efficiency and accountability. Therefore, the creation of a PMO to foster the successful and timely implementation of projects through project management expertise is aligned with the mission and vision of the MHA & NGI.



- **Threats**

The Political will to create a PMO is one of the first threats that was identified. There is always an existent threat of political interference as there are no safeguards to prevent such. The resources to sustain project management capacity building exercises, access certification courses and attain educational qualifications in project management related themes. Another threat is the possible buy-in reluctance from department head for the proposal to create a PMO.

#### 4.1.2. Project Management Maturity Analysis

PM Solutions' Project Management Maturity Model Survey was the tool that was used to assess the maturity of the Ministry of Home Affairs and New Growth Industries project management processes. Three of the four personnel who are charged with project management responsibilities were interviewed for the purpose of gather information for this FGP. The PMMM model uses PMI's Project Management Knowledge areas to measure five levels of maturity.

The following results were obtained via the PMMM survey and face to face interviews:

#### Chart 7.

*Interview Responses by Thematic Areas (Source: Author)*

Thematic Areas	Responses		
	PM 1	PM 2	PM3
Age	33-38	33-38	45-52
Educational Levels	Bachelors	Masters	Bachelors
Projects aligned with Ministry's Mission and Vision	yes	yes	yes

Thematic Areas	Responses		
	PM 1	PM 2	PM3
Project delivery effectiveness (1-10)	6	5	7
Number of projects being managed	4	9	several
Sustainability of Project Management Practices	no	somewhat	somewhat
Should the management of projects be centralized?	yes	yes	yes
Project Management Capacity in the Departments/Ministry	none	none	none
Can qualified PMs help with Stakeholder Engagement	yes	yes	yes
Project monitoring mechanisms	no	yes	done by a unit
Most suitable type of PMO	controlling	supportive	supportive
Project Intake Processes	no	no	yes
Adherence to Project Management Processes	mostly no	mostly no	mostly no

### Chart 8.

*Project Management Maturity Levels Radar Chart; by Level and PM Rating*  
 (Source: Author)

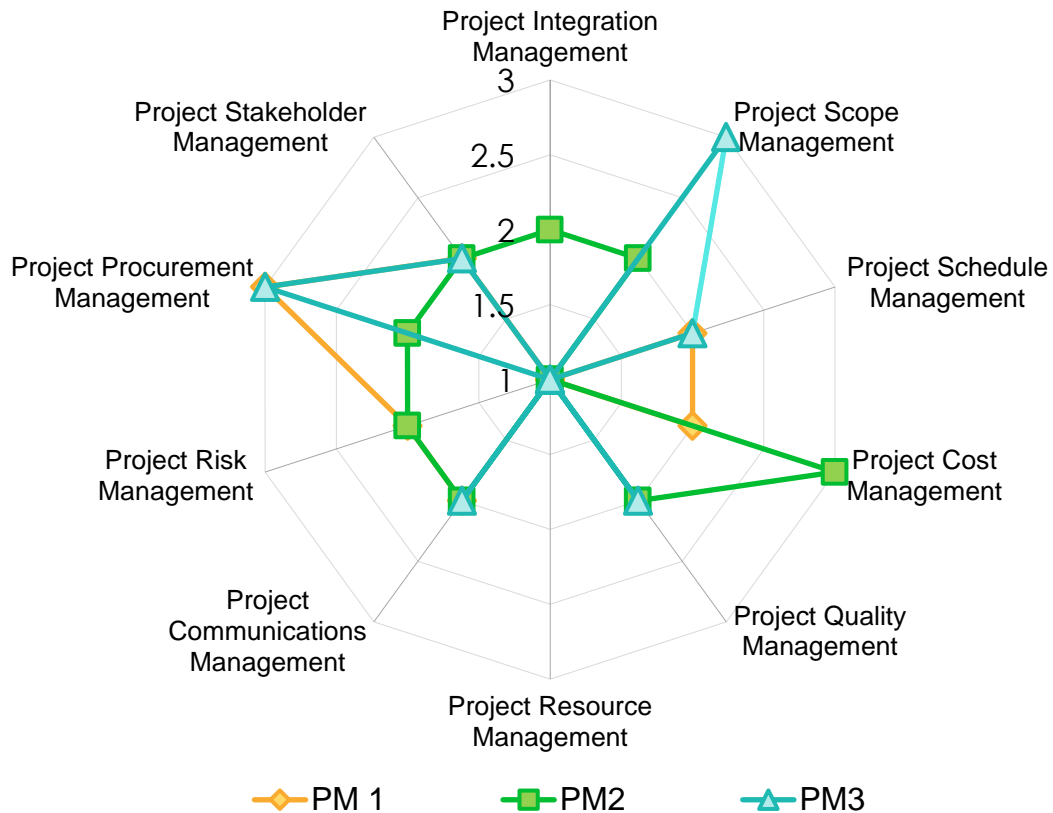
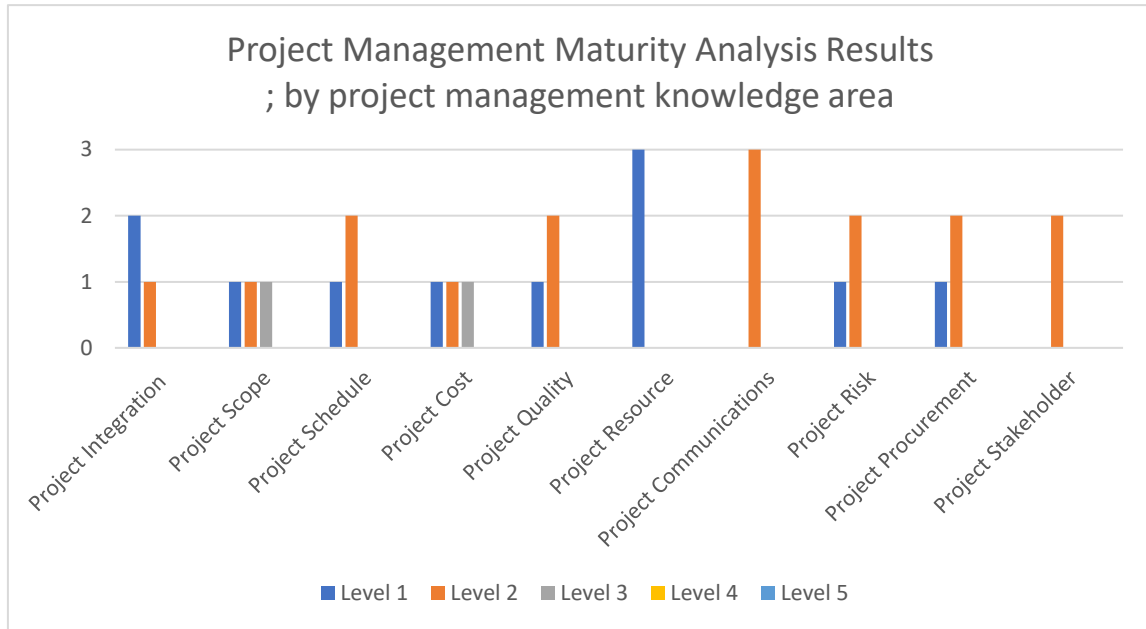


Chart 8 allows the readers to visualize the responses given by the personnel responsible for the management of MHA & NGI projects. While these informal project managers' responses were similar in the thematic areas during their interviews, the survey results depict the differences in their opinion regarding the maturity levels of their departments or area of responsibility in the respective project management knowledge areas.

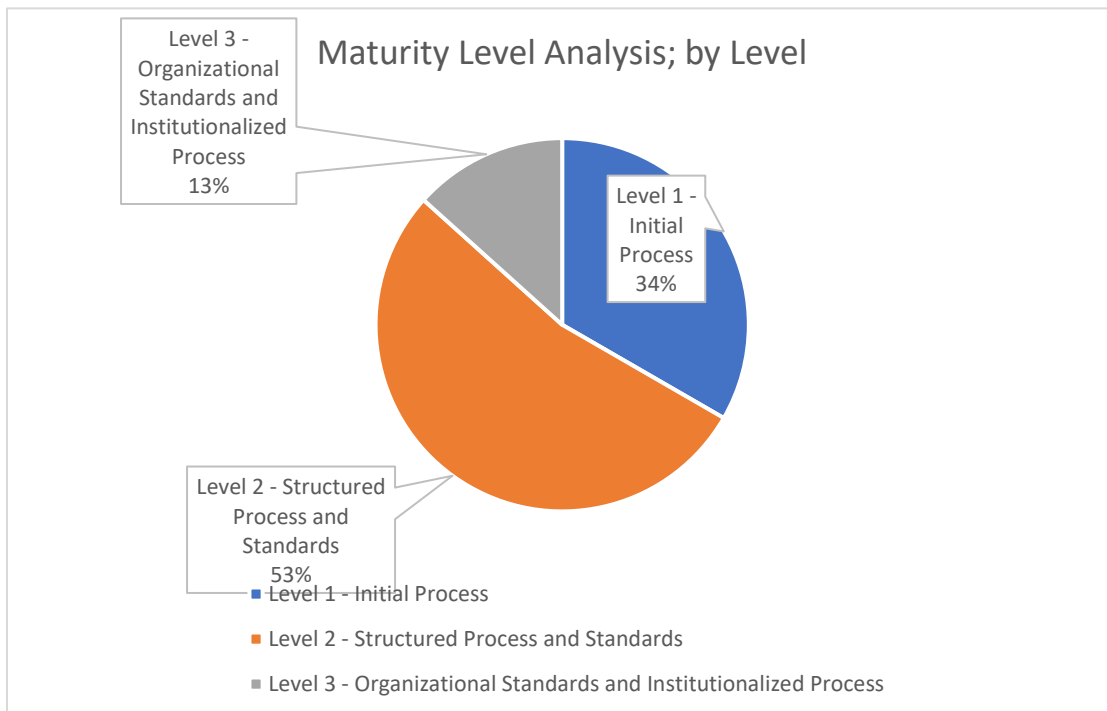
**Chart 9.**

*Bar Graph Depicting the Results of the Maturity Level Analysis (Source: Author)*



**Chart 10.**

*Pie Chart Depicting Maturity Level Analysis by Level (Source: Author)*



- Project Integration Management

66% of the personnel who manage projects at the MHA & NGI rated the Project Integration Management processes as Level 1 - Initial Process. At this level, there are no established practices, standards, or Project Office. Work is performed in an ad hoc fashion. The median score for this process is 0.6 or less than one which confirms that there is much to be done in this area.

- Project Scope Management

The personnel who manage projects at the MHA & NGI rated the Project Scope Management processes as Level 1, Level 2 and Level 3 respectively. The difference in rating indicates a difference in the levels of project management process in each of the departments - BPD, NFSS and Ministry proper. At the initial level there is a general statement of business requirements, little to no scope management or documentation is available. In Level 2 (Structure Process and Standards) basic scope management process is in place. Scope management techniques are applied regularly in larger, more visible projects. Level 3 requires that full project management processes are documented and utilized by most projects especially larger ones.

- Project Schedule Management

In so far as the processes required to conduct Project Schedule Management, there are no automated or digital processes. Schedule management is done by maintaining basic processes. The processes are only documented in some closing reports. 66% of the personnel who manage projects at the MHA & NGI rated the Project Schedule Management processes as Level 1 - Initial Process.

- Project Cost Management

During the interview, one of the PMs noted that there are always budget overruns in their department. This knowledge area was rated between Levels 1 and 3

respectively by the interviewees. The differences in the processes at their departments. There is documentation of some of the processes however, there are still informal practices.

- Project Quality Management

The results show that 66% of the interviewees observe basic organizational project quality within their departments. Quality is one of the priorities that the Ministry wants to refine. As such, it is likely that quality management processes will be incorporated in a standardized manner.

- Project Resource Management

Results showed that 100% of the PMs rated this knowledge area at Level 1 - no repeatable processes applied to planning and staffing of projects. Project teams are informal and ad hoc. Human resource time and cost is not measured. These results coincide with the results of the SWOT analysis regarding the limited personnel with project management qualifications. Also, there is an opportunity for capacity building and career development in project management.

- Project Communications Management

Results showed that 100% of the PMs rate this knowledge area at Level 2. The description of the Level 2 maturity level is: Basic communications management process are established. Project status and progress reports are distributed regularly. Large, highly visible projects follow the process and provide progress reports based on triple constraints. In response to Question 34 (How is communication managed when there are changes that need to be made in the project such as variances in scope, schedule, or budget?) the consensus was the communication is maintained through email, minutes of meetings and the revision of Memorandum of Understanding.

- Project Risk Management

The results showed that 66% of the PMS rate this knowledge area at Level 2 which is described by having risk management processes documented and utilized. Donor agencies usually ensure that there is adequate Risk Management planning, but input is always required from the PM responsible.

- Project Procurement Management

The results show that 66% of the PMs document the basic processes for the procurement of good and services. 33% rated the knowledge area as Level 1 where no procurement processes are in place with ad hoc contracts managed at the final delivery. The PMs revealed that donor guidelines are followed along with the Government of Belize's Financial and Stores Orders.

- Project Stakeholder Management

Results showed that 100% of the PMs rate Stakeholder Management at Level 3. This level entails a standard approach and process for project stakeholder management across the organization. Formal project stakeholder management plans are developed and executed for all projects.

Overall, the project management maturity in the different knowledge areas were rated between Level 1 and Level 3 by the PMs. The average score for all the levels were under 1. This presents a collective view of the project management processes and practices throughout the Ministry of Home Affairs and New Growth Industries irrespective of the department. The two Heads of Departments (PMs) that were interviewed manage projects for the two largest departments in the Ministry. Consequently, there is a clear indication of the need to provide project management guidance, introduce and institutionalize standard project management practices in the MHA & NGI and its departments.

### 4.1.3. Summary of Project Management Issues

The following project management issues were identified after the analysis of the results of the interviews done with the MHA & NGI PMs:

- Shortage of Human Resources – There only a few persons who act as PMs throughout the Ministry and its departments. As such, there is extra time that must be allotted to manage projects as well as quotidian job responsibilities. While ministry personnel double as PMs, none of them have formally been designated as Project Managers. The juggling of daily tasks and PM responsibilities heighten the risk for employee burnout.
- No Qualified Project Management Staff – With the exception of some project management courses in the case of one or two employees, there are no qualified Project Management personnel. This means that no one holds undergraduate or Graduate degrees in Project Management. This directly contributes to the next issue that was identified: Limited project management standards.
- Limited Project Management Standards – The limited project management practices and standards are a direct result of the shortage of qualified project managers. As such, the practices and standard are determined by the donors/sponsors who control the specific projects. During the interviews, the personnel indicated that there is no body of knowledge nor project management standards that are observed/practiced within their departments or at the Ministry proper. In some instances, this has contributed to some project lags and some failed/cancelled projects in the past.
- No Project Management Maturity Model  
There are no Project Management Maturity Models that are being used to assess the limited number of project management standards. Therefore,



there is no framework for the improvement of practices and standards. In any organization that seeks to remain current, this is an issue. This was one of the issues that was identified as a weakness in the SWOT analysis.

#### **4.1.4. Organizational Needs**

An analysis of the results of the interviews done with the MHA & NGI PMs highlights following organizational needs:

- Capacity Building – PMs agreed that there is need for training in all project management areas. They also noted the need to hire staff with project management qualifications.
- Standardization of Project Management Processes – Project management practices and processes need to be documented, standardized, and institutionalized throughout the Ministry and its departments.
- Project Management Maturity Model – A maturity model such as PMMM needs to be used to conduct continuous assessments of the project management processes in the Ministry. The use of such models provides somewhat of a baseline of what is acceptable to reach higher levels of organizational project management maturity.
- Human and Financial Resources – There is a need to increase the human and financial resources that have been allotted to developing project management processes. The absence of succession planning at the Ministry could contribute to the overwork and eventual burnout of the personnel that currently manage projects.

The establishment of a Project Management Office will also require additional financial resources.

## **4.2. Characteristics and Functions of the PMO**

### **4.2.1. Characteristics**

It is important to outline the characteristics and functions that the PMO should have to respond to the current needs of the organization. As a public sector organization, the Ministry's customers are the Belizean public, however, recent developments have sought to consider the private sector practice of making constant improvements to the quality of services rendered to the public from policing to basic daily functions. The proposal is for the PMO to take on a more traditional design with tenets of agile practices as digitalization, modernization and technological advances have become part of the Ministry's objective as stated in its mission and vision statements respectively.

According to Galloway, there are certain characteristics that distinguish a world class PMO (whether large or small) from a mediocre PMO. (Galloway, 2020) He outlined the following characteristics:

- Responsiveness
- Independence and Complete transparency
- A consistent, joined – up approach from top to bottom
- A view of the future
- Senior stakeholder sponsorship, engagement, and support
- Agility not bureaucracy
- Promote best practice
- Develop a project management profession and community
- Focus on key metrics
- Use the right tools

The Ministry of Home Affairs and New Growth Industries' PMO will be characterized by the following:

- Experienced, qualified, and skilled staff
- Multi-project management
- Accredited project management standards
- Objectives based on Key Performance indicators
- Modern mission and vision aligned with the MHA & NCI Mission and Vision
- Proactive project management support to all MHA & NCI personnel
- The use of project management tools for the management of processes
- Guide high level project management decisions
- Teambuilding priorities

#### **4.2.2. Functions**

In his paper presented at the PMI Global Congress in 2013, Americo Pinto outlines the most common PMO functions. He stated: "Some common functions/services of PMOs are reporting project/program status to upper management, developing and implementing a standard project management methodology, providing mentoring for project managers, managing one or more portfolios, and even, manage certain projects or programs considered strategic." (Pinto, 2013) The author also referred to previous research conducted by Hobbs and Aubry where a total of twenty-seven functions and services most commonly provided were found in 500 PMOs throughout the world. (Pinto, 2013)

**The twenty-seven functions and services can be found in the following table:**

## Chart 11

*Twenty-seven functions of a PMO (Source: Pinto, 2013)*

<b>The most common PMO functions/services</b>	
1 - Report project/program status to upper management	15 - Develop and implement a standard project management methodology
2 - Monitor and control project/program performance	16 - Develop the competences of professionals, including training
3 - Implement and operate project management information systems	17 - Provide top management with advice
4 - Coordinate and integrate the projects in the portfolio	18 - Develop and maintain a project scoreboard
5 - Promote project management awareness within the organization	19 - Monitor and control the performance of the PMO itself
6 - Participate in strategic planning	20 - Provide mentoring for project managers
7 - Manage one or more portfolios	21 - Identify, select and prioritize new projects
8 - Manage project files/documentation	22 - Manage one or more programs
9 - Audit projects and programs	23 - Manage customer interfaces
10 - Provide a set of tools that can be customized to meet the specific needs of programs and projects	24 - Provide specialized tasks for project managers
11 - Allocate resources between projects	25 - Carry out post-project management reviews
12 - Implement and manage the database of lessons learned or knowledge repository	26 - Implement and manage the risk and issues database
13 - Manage program benefits	27 - Networking and environmental scanning
14 - Recruit, select, evaluate and decide on the salaries of project managers	

**The main functions of the proposed PMO within the Ministry of Home Affairs and New Growth Industries are the following:**

## Chart 13

*Main functions of MHA & NGI's Proposed PMO (Source: Author)*

<b>Functions</b>	<b>Details</b>
Coordination	Coordinate matters related to all projects for the Ministry and its departments
Governance	Maintain lines of communication by increased reporting to the Chief Executive Officer and project sponsors.
Planning	The development of Annual Work Plans for each project and a centralized work plan to show the full scope of the PMO

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Resources Management	The management of human and financial resources is important to supervise project managers and experts involved in projects. However, it is equally important to create the possibility of secondment of personnel to manage human resources needs for the respective projects. Additionally, the management of all project finances and procurement is an important function that the PMO will be mandated to
Knowledge Management	The management of intellectual collateral/property, lessons learned, content management and collaboration. (Deloitte Middle East, 2020) The PMO acts as a repository for all information regarding past and present projects.
Documentation requirements	The documentation of project processes using Word and other platforms.
Standards, tools, and methodology	Standards, methodologies, and processes methodology definition; metrics definition, process development and improvement and PM tools are very key here (Deloitte Middle East, 2020)
Monitoring and Evaluation	The tracking of projects to ascertain whether the scope, schedule and budget are being adhered to and determine what challenges, if any, the project team is facing. This mechanism may be used to evaluate the benefits of the project activities and the performance of the PMO.

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### **4.3. The PMO Proposal**

#### **4.3.1. Justification**

The Ministry of Home Affairs and New Growth Industries benefits from four large projects under its Home Affairs portfolio. These internationally and regionally funded projects are aimed at supporting the Ministry's departments in improving the quality of Citizen Security – policing, forensic science, improved data quality, data analysis and collection, evidence-based resource management, border security and cybersecurity. Due to its law enforcement mandate, the Ministry is also the focal point for several border security related initiatives. In order to play a more active role in the implementation of these citizen security related projects, the proposal is to develop a PMO staffed with a team of qualified project managers who will oversee project management processes for all projects in the Ministry and its departments. The establishment of a PMO is expected to benefit the Ministry by improving and standardizing project management practices, optimized resource management, technical support, intellectual property management, and in-house capacity building.

#### **4.3.2. Proposed PMO Mission and Vision Statements**

As a unit within the Ministry, it is recommended that mission and vision statements be developed, aligned with those of the ministry proper, to create direction and purpose for PMO team members. Felt and Korschak refer to the establishment of a vision for the PMO as a critical success factor which should be developed with organization's visions and goals in mind. (Felt and Korschak) Similarly, a mission statement should also be developed at an early stage in the development of the PMO. "An effective mission statement clearly identifies why the PMO exists. It should describe the function of the PMO, how the PMO will conduct its business, and who the PMO clients will be." (Felt & Korschak) It important to note that the clear articulation of these statements will assist other personnel outside the unit to understand the PMO's role within the Ministry's framework.

**Mission**

*To provide technical guidance and support for the management of projects within the Ministry of Home Affairs and New Growth Industries to ensure accurate, timely, and cost-effective project management processes.*

**Vision**

*To introduce and maintain a consistent and transformative approach to the administration and management of projects in the Ministry. The PMO will oversee the implementation of projects using standards, methodology, and PM tools/technology in alignment with Ministry's overarching objectives to enable the rule of law and order and create a safe and secure society using principles for strategic peacebuilding.*

**4.3.3. Project Management Office Type and Structure****The Directive PMO**

The selection of a PMO type for the Ministry Home Affairs and New Growth Industries addresses the need to consolidate the management of its projects and establish direct lines of communication with the administrative head – the Chief Executive Officer. The Directive PMO is the best type for the Ministry. This would allow for full control over projects, autonomous decision making and implementation for the betterment of the project. The establishment of a PMO with a high level of control, such as the Directive type, would allow the Ministry to place all the department's projects under the management of qualified project managers.

The personnel responsible for the management of projects at the MHA & NGI selected the Supportive and Controlling as the recommended PMO. However, a closer look at their interview results shows positive responses to the need to centralize the Ministry's project management activities. The Project Management



Expert clarified the best PMO type to use for the public sector: “It is best to establish a Directive PMO that will give the unit the highest level of control over the projects.” (PM Expert, 2022, p.2) The Controlling and Supportive types of PMOs do not provide the level of authority that will be needed to manage projects and create a project management framework.

#### **4.3.4. PMO Structure and Staffing**

The PMO structure is a private sector type design modified to address the immediate needs of the Ministry of Home Affairs and New Growth Industries. The Director’s role is to head the ten-person unit. The responsibility of managing projects for the different departments will be delegated to three project managers. For example, one project manager will be responsible for the projects for the National Forensics Science Services and another PM will be responsible for the project for the Belize Police Department. The project assistants will be responsible to support the work of the respective project managers.

As mentioned in the Recruitment Plan that was developed as a part of this FGP, the recruitment of staff will be phased to accommodate the present public sector economic constraints. The director will be hired first, followed by two project managers and the procurement manager. The additional project manager and two project assistants will be recruited followed by the additional project assistant and the procurement assistant to complete the PMO team.

#### 4.3.5. PMO Implementation Plan

##### Chart 14.

*Project Management Implementation Plan (Source: PMI and Author)*

No.	Task	Timeline
<b>1.0</b>	<b>Project Management</b>	Week 1- 2
1.1	Finalize Vision	
1.2	Finalize Scope	
1.3	Finalize PMO Project Implementation Plan	
1.4	Finalize PMO Director and move to hire	
1.5	Finalize PMO staff recruitment plan	
<b>2.0</b>	<b>Governance</b>	Week 3 - 4
2.1	Establish Governance Committee	
2.2	Prioritization processes	
2.3	Change Management process	
2.4	Project Dashboard (Red, Yellow, Green)	
2.5	Project review process	
2.6	Commence phased recruitment of PMO staff	
2.7	Other reports	
<b>3.0</b>	<b>Methods and Standards</b>	Week 4 - 8
3.1	Status reporting	
3.2	Standard project deliverables	
3.3	Project initiation processes	
3.4	Estimating processes	
3.5	Project Plan templates	
3.6	project Milestone standards	
3.7	Scope Management process	
3.8	Change Management process	
3.9	Project acceptance process	
<b>4.0</b>	<b>Resource Management</b>	Week 9 - Week 12
4.1	Time recording system	
4.2	Resource forecasting system	
4.3	Resource Management process	
<b>5.0</b>	<b>Training and Mentoring</b>	Week 9 - 12
5.1	Enterprise tools and processes	

5.2	Project level tools, templates, and processing	
5.3	Time capture and resource forecasting	
<b>6.0</b>	<b>Rollout</b>	Week 13 - 17
6.1	Enterprise tools and processes	
6.2	Project level tools, templates, and processing	

#### 4.3.6. Key Performance Indicators (KPIs)

One of the foremost authors on management Peter Drucker, stated the following about KPIs: “What gets measured gets done”. “KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making, and help focus attention on what matters most.” (KPI.org) **According to KPI.org, good key performance indicators:**

- Provide objective evidence of progress towards achieving a desired result
- Measure what is intended to be measured to help inform better decision making
- Offer a comparison that gauges the degree of performance change over time
- Can track efficiency, effectiveness, quality, timeliness, governance, compliance, behaviour, economics, project performance, personnel performance, or resource utilization
- Are balanced between leading and lagging indicators (KPI.org)

**The Project Group outlines 10 KPIs for establishing a PMO that would help to determine the success or failure of the unit:**

1. Honest analysis of the PM weaknesses
2. Complete stakeholder analysis
3. Clear differentiation between project work and general operations
4. Determination of baseline expertise so that progress can be measured and documented

5. Achievement of quick wins
6. Clear definition of PMO duties and expertise
7. Manageable scope of responsibilities
8. Clear communication of the PMO's mission
9. Use of change management right from the beginning
10. Visible support from top management

#### **4.4. Plan for the Recruitment of PMO personnel**

One of the final project deliverables of this Final Graduation Project is to develop a plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director. According to Stanier, "A recruitment plan is properly defined strategy for attracting, hiring and onboarding the right talent." However, attracting and identifying talent can be considered a private sector recruitment and selection strategy because public sector employment follows different guidelines. In Belize, the Ministry with responsibility for Public Service is mandated to: (i) formulate recruitment schemes for the Public Service (ii) manage and control the Public Service. While the respective line ministries can identify their staffing needs, the Ministry of the Public Service is responsible for oversight regarding these processes. As such, the guidelines and procedures for recruitment of personnel for the PMO must be aligned with those outlined in the "Selection and Recruitment Manual for the Belize Public Service". The recruitment plan outlines the notification of vacancies, advertisement process, the interview process and the orientation and induction of the PMO staff.

Since the PMO is a new office that will be created within the Ministry of Home Affairs and New Growth Industries, the Ministry must seek approval from the Ministry of Finance for the creation of a budget to sustain the employment of new personnel. After receiving the go-ahead from the Ministry of Finance, the Ministry must write to the Ministry of Public Service to request the creation of the ten positions proposed in the PMO organogram. Taking into consideration the Government of Belize's financial constraints due to global economic conditions and the Covid 19 pandemic, the filling of positions may be phased and not immediate.

#### **4.4.1. The Recruitment, Selection, and Hiring Process**

In accordance with the “Selection and Recruitment Manual for the Belize Public Service”, the following steps must be taken to hire new persons for the available positions within the PMO.

##### **1. Notification of Vacancy**

The Ministry of Home Affairs and New Growth Industries will write to the Ministry of the Public Service to seek the Ministry’s help in preparing, reviewing, and advertising the vacancies at the PMO. The correspondence will include a justification for the creation of the respective positions such as the organizational needs, present and future projects and a short-, medium- and long-term plans for the phased employment of personnel. Information such a list of duties, desired academic qualification, skillset, knowledge, and abilities will be included.

##### **2. Advertisement Process**

Before the Ministry of the Public Service advertises a vacancy, there is usually a review a collection of previous applicants, including previously short-listed applicants. If there are suitable candidates in that pool, short lists can be generated without internally or publicly advertising the positions. If no suitable candidates are found using this process, then the advertisement will be circulated in major, local newspapers, the Government Gazette and by email to personnel throughout the public service.

It is important to note that filling the position of director of the PMO will be a priority. The director will be responsible for drafting the job descriptions of all personnel that are to fall within the unit in alignment with the Ministry’s approved organogram.

### 3. Interview Process

Shortlisted candidates will be invited to a panel interview for the respective positions.

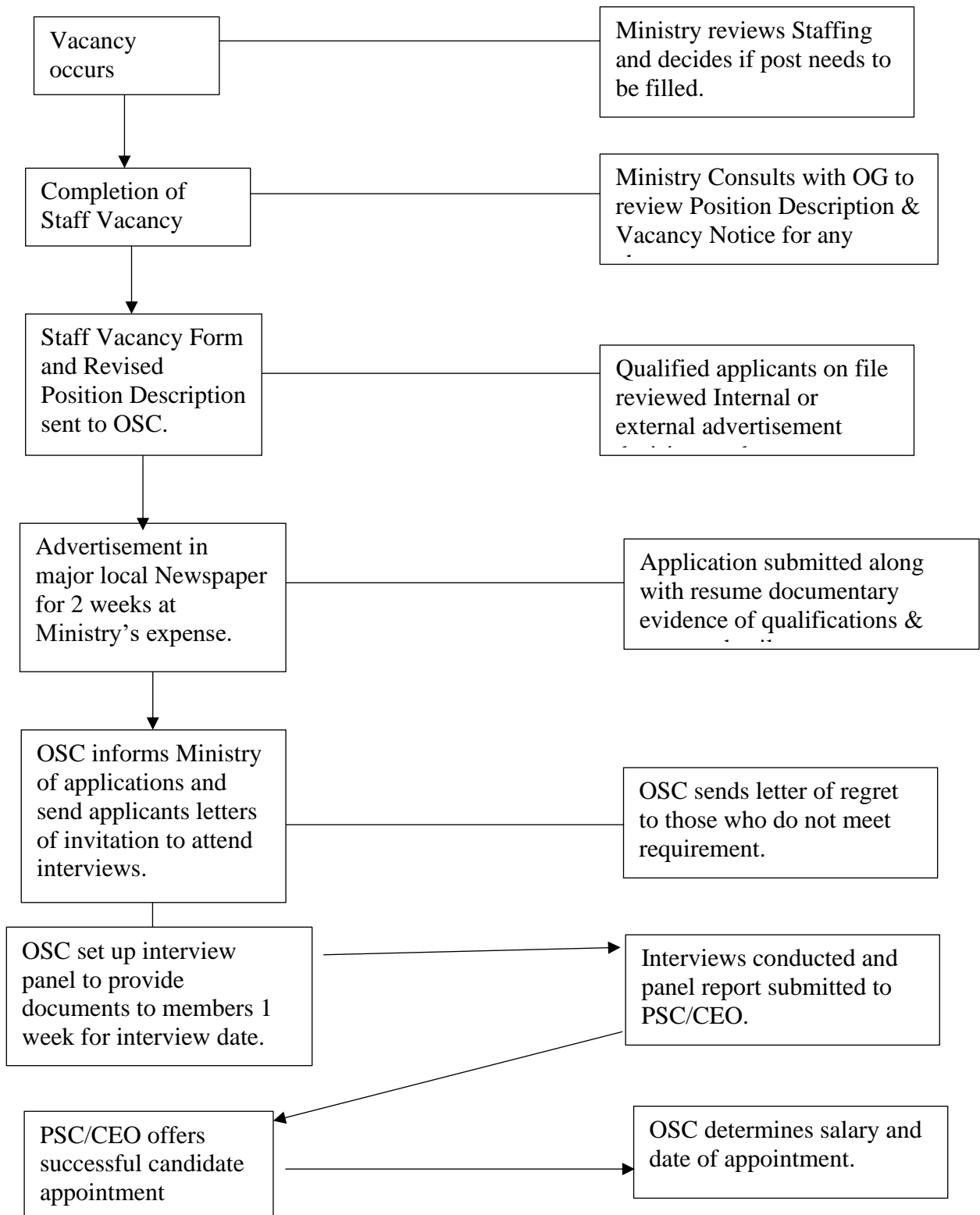
The “Selection and Recruitment Manual for the Belize Public Service” states that “the Panel shall normally comprise four (4) persons namely: (a) Member representing the Public Services Commission. (b) Member representing the Ministry of the Public Service. (c) Administrative Office of the relevant Ministry (d) A senior technical officer of the relevant Ministry.” (SRMBP 2003)

After the interview process is complete, the successful candidate will be offered an appointment to the position. The other candidates will be informed that their application was unsuccessful. If the successful candidate is a member of the public service, they can be appointed using two processes: 1. Transfer on promotion (raise in pay scale) or 2. Transfer on Appointment (same pay scale).

### 4. Orientation and Induction of New Officer

The Administrative Officer responsible will facilitate the orientation of the new officer regarding the public service and Ministry dynamics. The training of the new personnel will be done by the Director or one of the Project Managers in the case of the Assistant positions.

### Selection and Recruitment Procedures Flow Chart

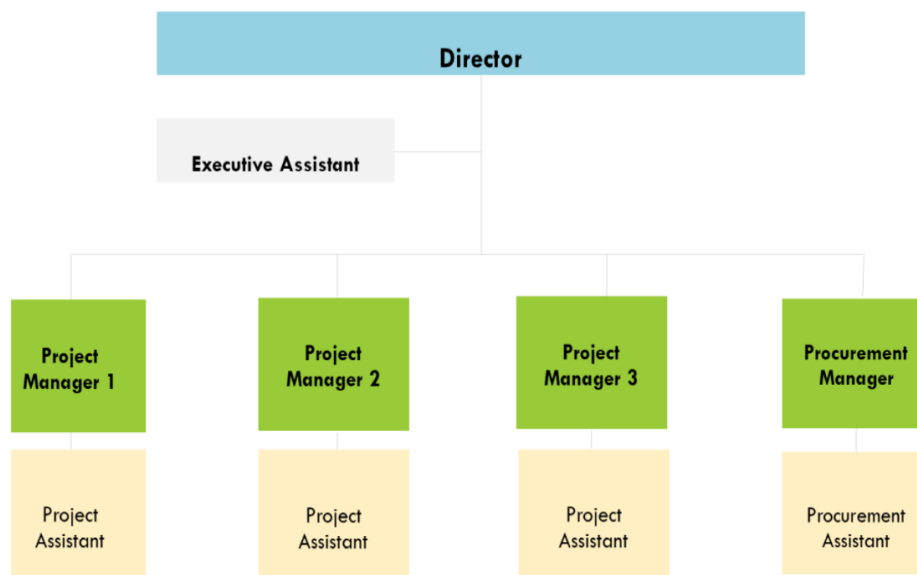




#### 4.4.2. Job Descriptions and Roles of PMO Personnel

The proposal is to staff the unit with a PMO Director, three project managers, a procurement manager, three project assistants, a procurement assistant, and an executive secretary. These positions can be filled with qualified persons from within or outside of the Government of Belize's public service. The proposed placement of the PMO within the Ministry of Home Affairs and New Growth Industries and proposed structure of the unit can be seen in the organograms below. The roles and job description of each role will be explained in the following sections.

ORGANIZATIONAL CHART  
PROJECT MANAGEMENT OFFICE



**Figure 8.**

*PMO Organizational Chart. (Source: The Author)*

**Chart 15.**

*Job Descriptions of Proposed PMO Staff (Source: Prepared by Author)*

<b>Position</b>	<b>Duties and Responsibilities</b>	<b>Skills</b>
<b>PMO Director</b>	<p>Administration:</p> <ul style="list-style-type: none"> <li>• Establish the PMO role in alignment with Project Management Institute (PMI) guidelines, quality standards and Ministry requirements.</li> <li>• Develop, implement, and govern program management processes, dashboards, templates, policies, and metrics.</li> <li>• Monitor compliance with project policies and standards.</li> <li>• Manage government project deliverables and tasks.</li> </ul> <p>Team Leadership:</p> <ul style="list-style-type: none"> <li>• Coach and mentor project management practitioners and share knowledge of best practices.</li> <li>• Establish the PMO organization structure in alignment with the current needs of the Ministry of Home Affairs and New Growth Industries.</li> <li>• Set annual performance targets for reporting purposes and conduct performance reviews.</li> <li>• Oversee Project Managers for the delivery of projects on time, within scope and on budget.</li> </ul> <p>Prioritization:</p>	<ul style="list-style-type: none"> <li>• Skilled at managing teams and projects in not for profit or government contracting entities.</li> <li>• Skilled at managing project deliverables and timelines.</li> <li>• Excellent ability with identifying sources of funding and business development opportunities.</li> <li>• Successful with outreach strategies</li> <li>• Facilitates the development of grant applications and business proposals.</li> <li>• Direct responsibility for planning, organizing and the direction of the organizations project management office and programs.</li> <li>• Expert-level knowledge of project and change management, methodologies, techniques, processes (e.g., Project and Portfolio Management Methodology - PPM).</li> <li>• Budget, cost, and profitability management skills.</li> <li>• Knowledge of resource management tools.</li> <li>• Strong analytical and problem-solving skills, particularly on challenging, complex,</li> </ul>

- 
- Provide the Chief Executive Officer with the information needed to assess and decide which project proposals have the highest potential value, impact, and strategic alignment.
  - Liaise with Heads of Department to define project priorities, implementation opportunities, challenges and communicate project risks and opportunities.
- and difficult issues to develop solutions that address root causes.
  - Ability to develop and deliver training to small and large groups.
  - Flexible, adaptable, and resourceful when managing changing timelines and multiple deliverables.
  - Demonstrated leadership ability to establish and manage a high-performance team.

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**Project Managers**

- Participate in the planning, implementation, monitoring, and evaluation of International Funded projects for the Belize Police Department, National Forensics Science Services, the Belize Central Prison or the Ministry proper at the Ministry of Home Affairs and New Growth Industries.
  - Advise the PMO Director on any issues arising during the planning, appraisal and implementation of projects that may affect project implementation and recommended corrective actions.
  - Develop and/or revise terms of reference, technical specifications, work plans, and other documents as requested.
  - Represent the PMO at project implementation meetings providing guidance, clarification, and technical advice in accordance with the mandate of the Ministry of Home Affairs and New Growth Industries.
- Proven knowledge and experience with various project management knowledge areas and methodology
  - Excellent command of the English language with excellent writing and oral presentation skills
  - Be a team player
  - Strong interpersonal and communication skills who can communicate effectively with a wide range of stakeholders and maintain constructive working relationships
  - Excellent planning and organizational skills with the ability to prioritize tasks and manage time effectively
  - Work under tight deadlines and remain results and deadline oriented
  - Excellent computer skills using Microsoft Office suite
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	<ul style="list-style-type: none"><li>• Knowledge of project and change management, methodologies, techniques, processes</li><li>• Professional competence in Spanish with excellent written, oral and presentation skills</li></ul>
<b>Procurement Manager</b>	<ul style="list-style-type: none"><li>• Prepare, coordinate, and participate, if necessary, in the issuing, examination, awarding of tenders, calls for proposals, evaluation committees and the preparation and conclusions of service, supply, works and grants contracts in accordance with the applicable procedures.</li><li>• Prepare and update the General Procurement Plan, and specific procurement plans for each project.</li><li>• Coordinate the integration, convening and functioning of the committees for the reception and evaluation of proposals for the acquisitions of infrastructure projects and equipment.</li><li>• Arrange for all publications of Contest Invitations and bidding documents.</li><li>• Prepare responses to bidders' queries on bidding documents.</li><li>• Prepare the evaluation report of proposals for submission to the Project Coordinator.</li><li>• Advise the PMO Director in all matters under his or her charge.</li><li>• Maintain control and monitoring of the procurement plan and its aggregate amounts.</li></ul> <ul style="list-style-type: none"><li>• Communication: Strong interpersonal, communication and negotiation skills with the ability to work effectively with a wide range of stakeholders at all levels to achieve results.</li><li>• Time Management: Attention to detail, exceptional planning, and organization skills, able to work under pressure, prioritize and manage own time effectively.</li><li>• Flexibility: Able to multi-task and work on concurrent projects. Work beyond the normal working hours.</li><li>• Deadlines: Exceptional skills in setting goals and meeting deadlines.</li></ul>

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<b>Project Assistants</b>	<ul style="list-style-type: none"><li>• Assist in the development and/or revision of the terms of reference, technical specifications, work plans, and other documents as requested.</li><li>• Ensure that all the project files are up to date and provide the Secretary of the PEU with all necessary documentation/correspondences for filing.</li><li>• Assist with the planning, coordination and follow up the meetings of the PMO/ Ministry of Home Affairs with stakeholders such as Technical Staff of Line Ministries, CEO, and Non-State Actors, etc.</li><li>• Ensure that all incoming and outgoing documents are scanned and properly saved electronically in the PMO server.</li></ul>	<ul style="list-style-type: none"><li>• Excellent command of the English language with excellent writing and oral presentation skills</li><li>• Be a team player</li><li>• Good interpersonal and communication skills who can communicate effectively with a wide range of stakeholders and maintain constructive working relationships</li><li>• Excellent computer skills using Microsoft Office suite</li><li>• Professional competence in Spanish is a plus</li></ul>
<b>Procurement Assistant</b>	<ul style="list-style-type: none"><li>• Assist in the identification of reliable sources of goods and services required for execution of respective project activities</li><li>• Assist with the management of all procurement processes through the preparation of high-quality Tender documents and participate with the Procurement Team in contract negotiations meetings</li><li>• Assist in the development and maintenance of procurement plans.</li><li>• Facilitating the evaluation of suppliers, products, and services, negotiating contracts, and ensuring that approved purchases are cost-efficient and of high quality.</li></ul>	<ul style="list-style-type: none"><li>• Time Management: Attention to detail, exceptional planning, and organization skills, able to work under pressure, prioritize, and manage own time effectively.</li><li>• Flexibility: Able to multi-task and work on concurrent projects. Work beyond the normal working hours.</li><li>• Deadlines: Exceptional skills in setting goals and meeting deadlines</li></ul>

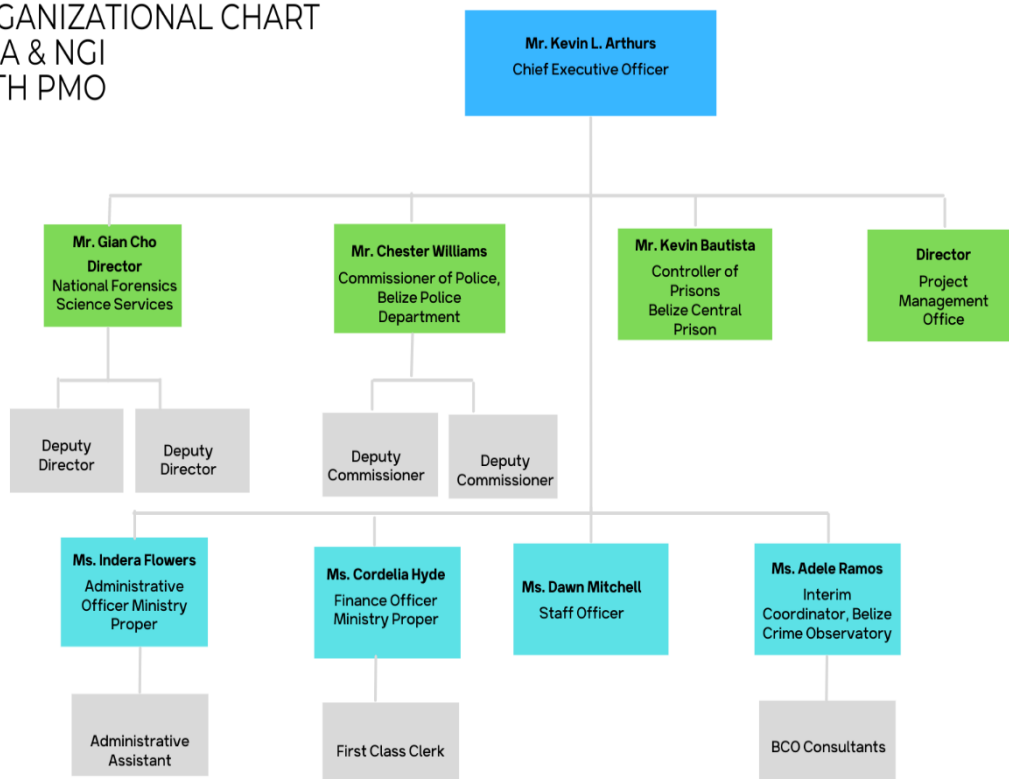
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- 
- Maintain updated controls of all contracts, amendments and guarantees to allow an effective monitoring of the commitments assumed.
  - Maintain updated controls of all contracts, amendments and guarantees and establish a proper filing system.
  - Organize and convene Public Bid Openings and prepare the Minutes of meetings.
-

#### 4.5. The PMO within the Ministry

Where does the PMO fall within the Ministry's structure? The PMO will be headed by a director who will report directly to the Chief Executive Officer. Therefore, the unit will be placed on the same level with the Ministry's departments as can be seen in the following organogram.

ORGANIZATIONAL CHART  
MHA & NGI  
WITH PMO



Note: Prepared by author.

**Figure 9.**

*New Organizational Chart of the MHA &NGI (including PMO) (Source: The Author)*

In the research conducted during the writing of this FGP, most organizations position their PMOs directly beneath the administrative head and above the respective functional managers or in this case, Heads of Department. However, in the Government of Belize Public Sector, the position of the unit is done according to the number of persons that fall beneath the respective department. Therefore, the PMO must be positioned on the same level with the other departments with a direct reporting responsibility to the Chief Executive Officer. The mandate of the PMO will give it the necessary authority of the projects that are presently being managed by the different players and departments.



## 5. CONCLUSION

The practice of developing Project Execution Units, Project Offices and Project Management Units throughout the Government of Belize has gained recent momentum with the increase of international funding for civil and social projects. The development of strategies which are aligned with global principles has also created the need for public servants to familiarize themselves with project management practices and principles. Similarly, the Ministry of Home Affairs and New Growth continues to collaborate with regional and international partners to support projects and the development/implementation of national strategies. This FGP was aimed at developing a proposal for the development of a Project Management Office for the Ministry of Home Affairs and New Growth Industries that will formally oversee the implementation/execution of projects that are managed by the Ministry.

1. The first specific objective of this FGP was to analyse the Ministry's organizational needs and maturity to develop a PMO. Interviews and surveys were conducted to collect information regarding the use of project management process during project management activities. An analysis of the maturity level surveys done by the informal PMs yielded levels less than 1. This shows the immediate and urgent need to standardize project management practices within the Ministry.
2. The results of the maturity level analysis were helpful in completing the second objective of the FGP: Identify the characteristics and functions that the Ministry's PMO should have. It was important to align the characteristics and functions with the Ministry's priorities. Through research and interviews conducted during this FGP, it was determined that one of the priorities of the Ministry is the adequate monitoring and evaluation of projects. However, the absence of qualified project managers to oversee projects that are being implemented by the Ministry and its Departments, creates the need for a fully

functioning PMO. The PMO will be characterized by multi-project management capabilities, qualified staff, accredited standards, KPIs, innovative tools and a culture of team building. These characteristics will allow for the PMO to function as the hub for project coordination, governance, planning, resource and knowledge management and monitoring and evaluation.

3. The objectives to develop a PMO proposal and recruitment plan based on the identified characteristics and functions and the Ministry's organizations were completed. A potential Director could not be identified as there are no personnel within the Ministry that possess Graduate educational qualifications in Project Management – a key qualification. A justification for the establishment of the PMO, proposed mission and vision, an implementation plan and staffing requirements were developed. These are some important preliminary steps to guide the establishment of a PMO.
4. The Ministry's organizational structure was reconstructed to include the proposed PMO. Literature review and guidance provided by the Project Management expert were key in this aspect of the FGP.

## 6. RECOMMENDATIONS

Having completed the objectives set out in the project charter of this FGP, the following steps are recommended to address the Project Management shortfalls at the Ministry of Home Affairs and New Growth Industries:

1. Build project management capacity of MHA staff that are presently managing projects. Since the personnel that manage the Ministry's projects have been doing the job of project managers, their capacity should be built to improve their skills. This is a step that can be taken until approval is granted to establish a PMO.
2. Create the opportunity for mobility within the Ministry for those who are interested in pursuing careers in Project Management. If the informal PMs are willing to attain higher educational qualifications and become actual PMs, they should be supported financially by the Government of Belize and donor agencies.
3. Establish a PMO capable of the management of MHA projects and the future ones under the New Growth industries portfolio.
4. Employ the use of this FGP as a guide to establish a Project Management Office for the Ministry.
5. Use the PMMM model as a goals benchmark to improve project management process and raise the level of project management maturity.

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## 8. APPENDICES

### Appendix A: FGP Charter

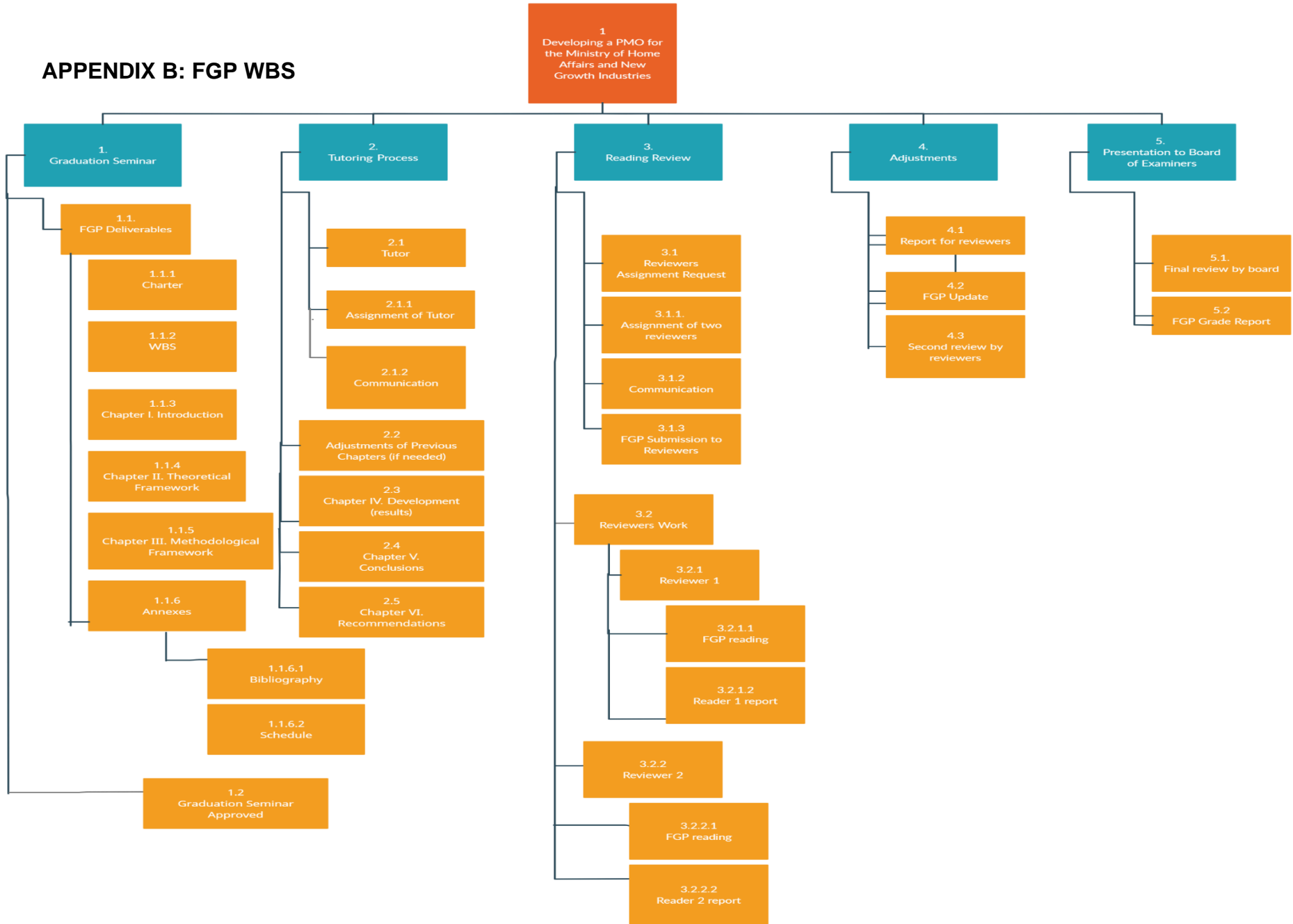
 	
<b>PROJECT CHARTER</b>	
(Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well-defined project boundaries)	
<b>Date:</b>	<b>Project Name:</b>
14th November 2021	Developing a Project Management Office for the Ministry of Home Affairs and New Growth Industries
<b>Knowledge Areas / PM Processes:</b>	<b>Application Area (Sector / Activity):</b>
Knowledge Areas: Human Resource Management, Quality Management, Communication Management, Procurement Management, Stakeholder Management, Risk Management	Citizen Security Related Projects
PM Processes: Initiation, Planning, Execution, Monitoring and Control	
<b>Project Start Date:</b>	<b>Project Finish date:</b>
14th November 2021	May-22
<b>Project Objectives (General and Specific):</b>	
<b>General Objective:</b>	
General objective: To develop a proposal for the development of a Project Management Office for the Ministry of Home Affairs and New Growth Industries that will formally oversee the implementation/execution of new projects that will be managed by the Ministry.	
<b>Specific Objectives:</b>	
1. To analyze the Ministry's organizational needs and maturity to develop a PMO	
2. Identify the characteristics and functions that the Ministry's PMO should have	

3. Develop a PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.
4. Develop a plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director
5. Reconstruct the Ministry's organizational structure to include the proposed PMO.
<b>Project purpose or justification (merit and expected results):</b>
<p>Most Government of Belize Ministries do not have Project Management Offices. Projects are often bestowed upon Ministries when they receive grants or donations via Public-Private Partnerships. Generally, persons within these Ministries who have very little project management experience are selected to carry out the tasks of Project Managers or Project Management Teams. The Ministry of Home Affairs and New Growth Industries is one such Ministry that needs a dedicated Project Management Office.</p> <p>With the advent of the COVID 19 pandemic and other economic pressures that are being experienced in the country of Belize, the Ministry of Home Affairs and New Growth's focus is on creating new industries that will help to grow Belize's economy such as Industrial Hemp, Cohune Oil Production and Marijuana farming. While there are some persons who possess basic Project Management knowledge, there are no trained and qualified Project Managers.</p> <p>As such, there are several expected benefits if a PMO was to be developed for the Ministry of Home Affairs and New Growth. Firstly, the execution or implementation of projects that are being run by the ministry would be more efficient. Secondly, a centralized system where all Ministry projects are managed would prove more beneficial than the departments who are currently functioning in silos. Thirdly, the efficient execution or implementation of Ministry run projects would be economically beneficial to the country of Belize especially as it related to New Growth Industries.</p>
<b>Description of Product or Service to be generated by the Project – Project final deliverables:</b>
<p>The following deliverables will be generated during the Final Project.</p> <ol style="list-style-type: none"> <li>1. An analysis report on the Ministry's organizational needs and maturity to develop a PMO</li> <li>2. A report on the characteristics and functions that the Ministry's PMO should have</li> <li>3. A PMO proposal based on the identified characteristics and functions to determine the Ministry's organizational needs.</li> <li>4. A plan for the recruitment of personnel for the Ministry's PMO and identify a potential Director</li> <li>5. A new organizational chart of the Ministry's organizational structure to include the proposed PMO.</li> </ol>
<b>Assumptions:</b>
<ol style="list-style-type: none"> <li>1. The information that I need will be made readily available to me by those persons who are acting as project managers.</li> <li>2. The permission will be granted in a timely manner for access to the relevant information by the Chief Executive Officer.</li> </ol>
<b>Constraints:</b>

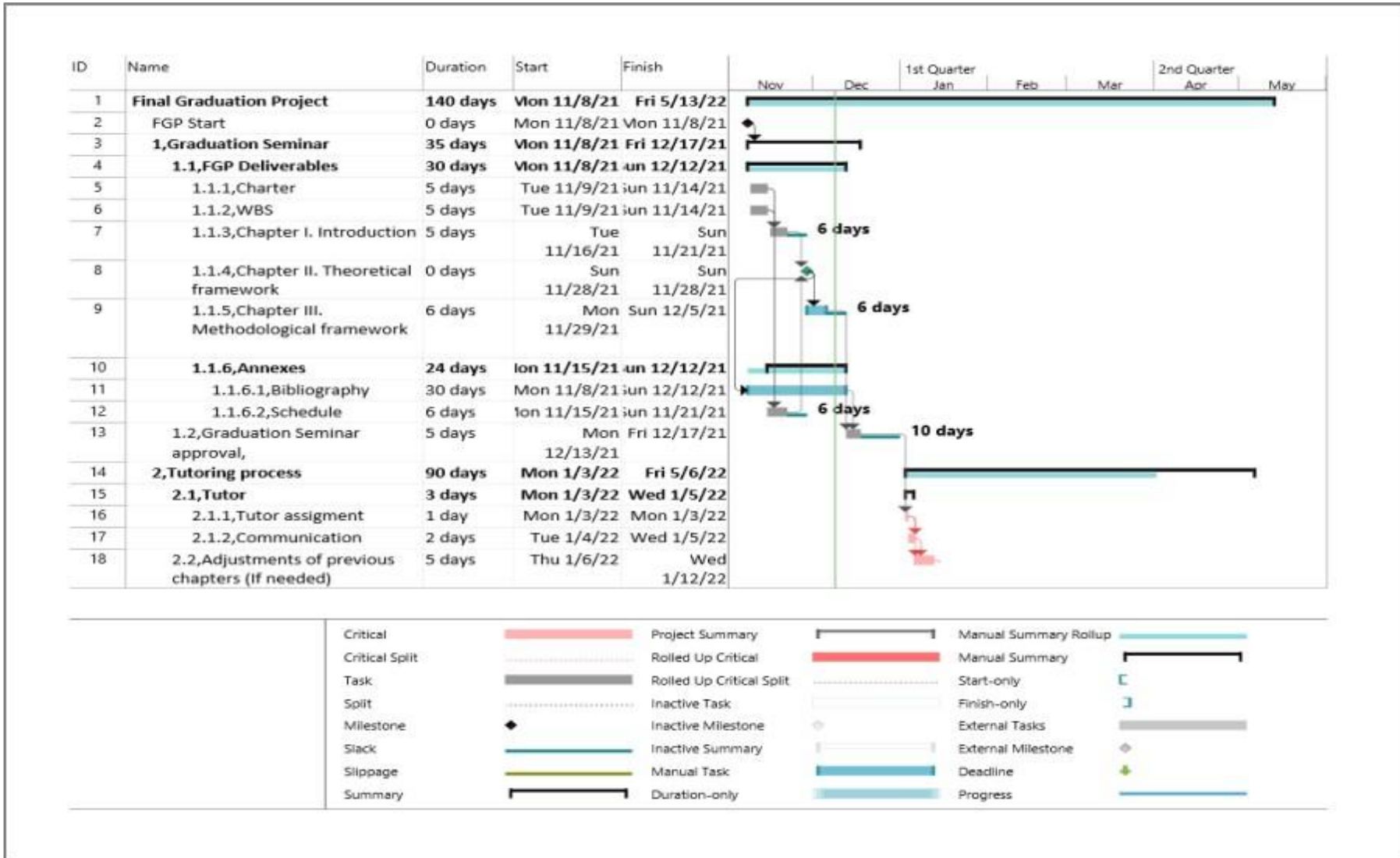


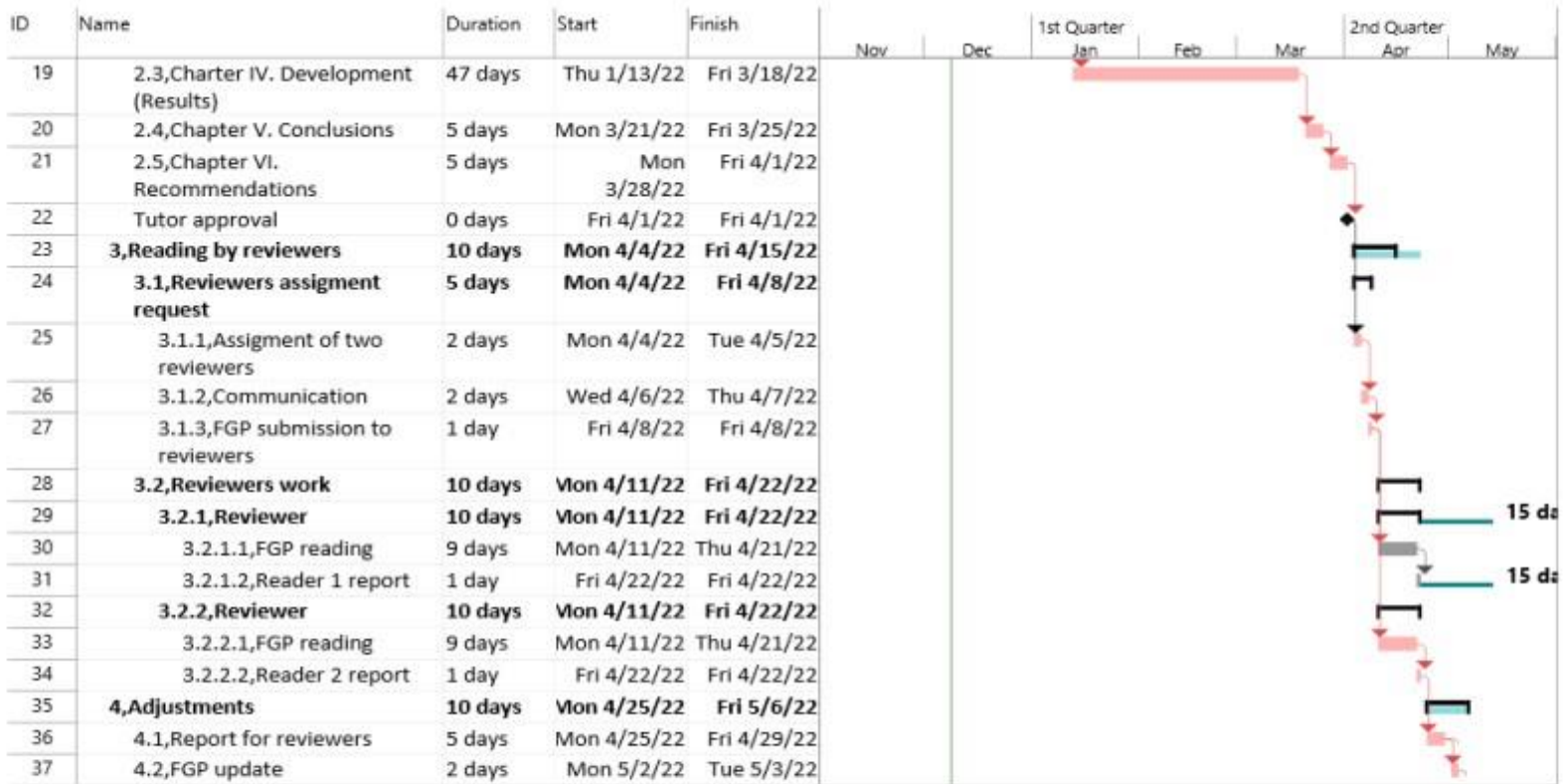
1. Permission is not granted to access the necessary information to complete the proposal. 2. Staff who usually act as project managers are unwilling to share the information needed.		
<b>Preliminary Risks:</b>		
The first preliminary risk is as it relates to the development of a PMO proposal is time. If the information that is needed is not readily available this may take the research.		
<b>Budget:</b>		
\$600,000 USD		
<b>Milestones and dates:</b>		
<b>Milestone</b>	<b>Start date</b>	<b>End date</b>
Final Graduation Project Start	14 <sup>th</sup> September 2021	1 <sup>st</sup> May 2022
Graduation Seminar	1 <sup>st</sup> 15 <sup>th</sup> December 2021	15 <sup>th</sup> March 2022
Tutoring process	1 <sup>st</sup> February - 2022	1 <sup>st</sup> May 2022
<b>Relevant historical information:</b>		
There is no template at the Ministry regarding the development of a PMO. It has not been done at that Ministry.		
<b>Stakeholders:</b>		
Unknown		
<b>Approval:</b>		
Project Manager: Cuffa Ramirez	Signature:	
Authorized by:	Signature:	

**APPENDIX B: FGP WBS**



Appendix C: FGP Schedule (Gantt Chart) (Compiled by Author)





Critical		Project Summary		Manual Summary Rollup	
Critical Split		Rolled Up Critical		Manual Summary	
Task		Rolled Up Critical Split		Start-only	
Split		Inactive Task		Finish-only	
Milestone		Inactive Milestone		External Tasks	
Slack		Inactive Summary		External Milestone	
Slippage		Manual Task		Deadline	
Summary		Duration-only		Progress	

ID	Name	Duration	Start	Finish	Nov	Dec	1st Quarter Jan	Feb	Mar	2nd Quarter Apr	May
38	4.3,Second review by reviewers	3 days	Wed 5/4/22	Fri 5/6/22							
39	<b>5, Presentation to Board of Examiners</b>	5 days	Mon 5/9/22	Fri 5/13/22							
40	5.1,Final review by board	2 days	Mon 5/9/22	Tue 5/10/22							
41	5.2,FGP grade report	3 days	Wed 5/11/22	Fri 5/13/22							
42	FGP End	0 days	Fri 5/13/22	Fri 5/13/22							

Critical		Project Summary		Manual Summary Rollup	
Critical Split		Rolled Up Critical		Manual Summary	
Task		Rolled Up Critical Split		Start-only	
Split		Inactive Task		Finish-only	
Milestone		Inactive Milestone		External Tasks	
Slack		Inactive Summary		External Milestone	
Slippage		Manual Task		Deadline	
Summary		Duration-only		Progress	

## ANNEX D: Interview with Ministry Project Manager

### DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF HOME AFFAIRS AND NEW GROWTH INDUSTRIES

#### Interview Guide – Project Manager

1. Sex: Female  Male
2. Age: a. 18 – 25                      b. 26 – 32      c. **33 – 38**      d. 39 – 44      e. 45 - 52
3. Position: Staff Officer
4. How long have you been working with the Government of Belize?
  - a. 1 – 5 years                      b. 5 – 10 years                      **c. 10 – 15 years**
  - d. 15 – 20 years
5. How long have you been managing projects for the Ministry?
  - a. 1 – 5 years                      **b. 5 – 10 years**                      c. 10 – 15 years
  - d. 15 – 20 years
6. How many projects are being by the MHA & NGI?  
6
7. On scale from 1-10, how effective would say is the Ministry's Project and Program delivery?
 

1    2    3    4    5    6    7    8    9    10
8. What is the Ministry's vision?  
A safe and secure Belize fostering the development of a peaceful and democratic society that utilizes its human, material, and natural resources to ensure social justices, ethnic harmony, citizen security, stability and prosperity.
9. What is the Ministry's mission?  
Ministry of Home Affairs and New Growth Industries working together with the private sector and civil society will create and implement innovative and technologically advanced systems that transform the Ministry's mission and vision into actions that will enable the rule of law and order and a society that is safe, secure, and at peace with itself.

10. Are the current projects that are being run by the Ministry aligned with the Ministry's mission and vision?  
Yes. All the projects are aligned with the mission and vision of the Ministry.
11. How sustainable are the Ministry's current project management practices?  
The Ministry's current project management practices are unsustainable. Moves are currently being made to conduct succession planning and have personnel understudy project focal points within the Ministry.
12. Do you believe that there is a need to centralize the management of projects that are being managed by the different departments to improve efficiency and accountability?  
I believe that a Monitoring and Evaluation unit is needed to ensure that departments are executing the projects according to the Ministry plan. M and E is a priority.
13. Would the personnel who manage projects across the Ministry's departments benefit from capacity building exercises in the different areas of project management? (Example Procurement/Project Management technology/software)  
Yes definitely. Most of the procurement is donor funded and is being done by the donor agencies. Priority areas are Monitoring and Evaluation and Quality Assurance.
14. Could project managers be recruited from within the MHA & NGI?  
No.
15. Do you believe that hiring qualified program/project managers would be helpful for stakeholder engagement/communication with sponsors and donors?  
At this point no.
16. What mechanism does the MHA & NGI use to monitor program/project progress and success?  
It is position specific. It depends on the person/public officer who is managing the respective project.

17. How are project delays and/or challenges addressed?

This is done through communication with the stakeholders. At the Ministry level, the CEO's guidance or extension is requested. Deadlines are usually met. Projects are held up from time to time by lengthy procurement processes.

18. There are three types of PMOs: Supportive, Controlling and Directive. If a PMO were to be developed for the Ministry, what type do you believe would be most suitable?

Controlling would be the best. The policy direction would require that information be provided to the Office of the Prime Minister.

19. How would a PMO fit into the Ministry's current organizational structure?

Reporting directly to the CEO on the same level of the other respective departments.

20. Are there any specific standard and methods (Body of Knowledge) used to manage Ministry projects? It is up to the public officer. There is no standard or Body of Knowledge in use.

21. Are lessons learned during the execution /implementation of projects recorded and disseminated? No. This is not done.

22. Are there any Private Sector project management practices that you feel would be beneficial to the Ministry?

Yes. Digitalization of services. Restructure of the current management practices to allot adequately human resources to prevent burnout and overwork.

23. How does the Ministry evaluate which projects it will or will not take on? Are there any project intake processes?

The proposal is taken to the CEO and subsequently to the Minister. As long as it is aligned with the Administration's policy direction. If there is need for legislation or if there are financial implications, then approval needs to be sought at the cabinet level (Prime Minister and Ministers).



24. How does the Ministry decide which projects should continue or which ones should be cancelled?

If it is cost effective on G.O.B.

25. Do you know of any projects that have failed? If so, what was the main reason?

Yes. In the case of the project failed, equipment became obsolete and there were great cost implications on the Government of Belize. At the Ministry level, the information was not submitted regarding costs from the respective department. Also, the project was not a priority for the administration of the day.

**Project Management Knowledge areas:**

26. Project Integration – How are project activities coordinated and integrated into project plans?

Through stakeholder consultation, preliminary assessment. Stakeholder buy-in is always sought.

27. SM – How is the project scope managed? Are many changes made to the project scope for most projects or is the scope adhered to strictly?

Not strictly, it adjusted depending on unforeseen risks. The general scope is adhered to with slight changes.

28. TM – How is project schedule managed? What mechanisms are used to monitor time management of project? (Work Breakdown Structure? Project Management Software?)

The WBS table. It is for the benefit project manager so the information of the be interpret and by the CEO.

29. Cost Management – Does the Ministry place great focus on cost management?

Yes.

30. Do projects generally fall within the budget or are there usually cost overruns?  
Yes, they fall within the budget. Funds are usually underspent.
31. What controls are usually put in place to monitor costs?  
Donor funded agencies generally ensure that they control the implementation of the finance.
32. QM – What quality control activities are practiced by the Ministry? (Quality control involves the operational techniques and activities that are used to fulfil requirements of quality)  
There are no quality control activities used.
33. Does the Ministry prioritize Quality Assurance? (Quality Assurance is a means by which an institution satisfies itself that standards and quality of its service provision can be maintained and enhanced.)  
Yes. The Ministry is placing emphasis on hiring personnel to do QA activities. At the Ministry level, they are also exploring the accreditation of standards and services.
34. HRM – How much staff members are responsible to manage projects within the Ministry?  
Four persons manage projects within the Ministry. A staff officer (myself), the Interim Coordinator of the Belize Crime Observatory, one staff member of the Belize Police Department and the same for the National Forensics Science Services.
35. CM – How is communication managed when there are changes that need to be made in the project such as variances in scope, schedule, or budget?  
Periodic updates are done depending on the need and on the respective phases of the projects.
36. RM – Are Risk Mitigation Plans developed for each project? If not, how are risks mitigated?

Risk Mitigation plans are usually developed by the sponsors for donor funded projects. However, this is not done for G.O.B. (Ministry) funded projects.

37. Procurement Management – Is a procurement plan developed for each project?

Yes. Procurement plans are usually developed for each project.

38. Does the Ministry follow the Government of Belize's guidelines for procurement or the donor/sponsors' guidelines?

The Ministry follows the procurement guidelines of the donor agencies. However, these are subject to the Government of Belize's Financial and Stores Ord

## ANNEX E: Interview with Ministry Project Management Expert

### DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF HOME AFFAIRS AND NEW GROWTH INDUSTRIES

#### Interview Guide – Public Sector Project Management Expert

1. Sex: Female  Male \_\_\_\_
2. Age: a. 18 – 25    b. 26 – 32    c. 33 – 38    d. 39 – 44    **e. 45 - 52**
3. Position: Procurement Manager
4. How long have you been working with the Government of Belize?
  - b. 1 – 5 years                      b. 5 – 10 years                      c. 10 – 15 years
  - d. 15 – 20 years                      **e. 21 – 30 years**
5. How long have you been involved in project management activities?
 

I have been working with the Government of Belize for the past 22 years. I started working in project management at the Ministry of Health in 2006 and in 2012, I was established as a Procurement Manager for all projects that are being executed/implemented by the Ministry of Health.
6. How many projects are being managed by your Ministry?
 

Six projects are being managed by the Project Management Unit. Four IADB, 1 World Bank and 1 Social Investment Fund.
7. What mechanism does your Ministry use to oversee, coordinate, and manage projects?
 

The Project Management Unit is responsible for coordinating, overseeing, and managing all projects within our Ministry. The management of these projects requires seeking guidance from specialists/medical experts and including them in processes especially the procurement process. They do not necessarily have to form a part of the team.

It is important to note that the PMU also provides project management support to the ministry proper for CAP 2 projects – those funded by the Government of Belize.

8. Are projects managed across all the Ministry's departments using the same mechanism?

All projects are managed by the PMU.

9. Would your Ministry benefit by establishing a Project Management Office?

The Ministry of Health and Wellness does have a Project Management Unit.

Most of the staff are permanently established.

10. On scale from 1-10, how effective would say is the Ministry's Project and Program delivery?

1    2    3    4    5    6    **7**    8    9    10

11. How sustainable are the current project management practices within your Ministry?

The practices aren't very sustainable as the unit has been affected by a shortage of human resources and the 10% salary cut and increment freeze imposed by the present administration over the past year. The change in Ministry administration produced many changes in management styles which have also affected the unit.

12. Do you have an idea of how many PMOs, PMUs or PEUs exist throughout the Government of Belize?

No. I am not sure how many exist in the Government of Belize. Before establishing a Project Management Unit was separate from the Policy and Planning. However, the unit was renamed the Policy, Planning and Project Management Unit. It comprises of health planners and other personnel.

13. Do you have any tips for a Ministry trying to start its own PMO?

1. It is best to establish a Directive PMO that will give the unit the highest level of control over the projects.
2. Focus on recruitment and selection of good staff.
3. Attractive salaries and innovative team management practices to prevent high staff turn over
4. Capacity building would be key.

5. Limit political interference in the staffing of the unit
  6. Build a culture of teamwork within the PMO
  7. Make the staff permanent so that they are not easily transferrable. This would help with project continuity.
14. Do you believe that there is a need to improve efficiency and accountability regarding projects that are being managed by the Government of Belize?  
Yes. Definitely there is a need for greater accountability. Contracts for the procurement of human resources, goods, materials, equipment etc. are monitored by the Office of the Contractor General. In the case of donor funded projects, the sponsors' guidelines are adhered to.
15. Do you believe that the personnel who manage projects in your Ministry would benefit from increased capacity building exercises in the different areas of project management? (Example Procurement/Project Management technology/software)  
There is definitely a need for capacity building. Training in Monitoring and Evaluation would be key. Additionally, there is a need to build capacity in the use of project management software which would increase efficiency.
16. Do you believe that hiring qualified program/project managers would be helpful for stakeholder engagement/communication with sponsors and donors?  
Yes. Definitely. The project management background would equip persons to navigate project dynamics.
17. Are there any specific standard and methods (Body of Knowledge) used to manage Ministry projects?  
No. There are not any specific standard or methods used to manage ministry projects.
18. Are lessons learned during the execution /implementation of projects recorded and disseminated?

No. They are only recorded in project final reports. Lessons learned are not shared with the Ministry personnel and other project managers.

19. Are there any Private Sector project management practices that you feel would be beneficial to the Ministry?

1. The use of team management software
2. Team building culture
3. Continued capacity building
4. A focus on Monitoring and Evaluation
5. Weekly team meetings
6. The selection of staff qualified for the required job positions

20. How does the Ministry evaluate which projects it will or will not take on? Are there any project intake processes?

There are no project intake processes. That is only practiced in relation to the acceptance of donations – equipment and medicine. If the projects will be funded through a loan, then the proposal goes to the cabinet (Prime Minister and Ministers).

21. How does the Ministry decide which projects should continue or which ones should be cancelled?

No projects have been cancelled projects. Activities have been cancelled but not entire projects.

22. Do you know of any projects that have failed? If so, what was the main reason?

There have been no failed projects under the ministry.

**ANNEX F: Interview with Head of Department/Project Manager**  
**DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF**  
**HOME AFFAIRS AND NEW GROWTH INDUSTRIES**

**Interview Guide – Head of Department**

1. Sex: Female      \_\_\_\_\_      Male **X**
2. Age: a. 18 – 25                      b. 26 – 32      c. 33 – 38      d. 39 – 44      e. **45 - 52**
3. Position: Commander Research, Planning, Legal Affairs, and Compliance Branch
4. Level of Education (please state degree): Bachelor of Laws
5. How long have you been working with the Government of Belize?  
 c. 1 – 5 years                      b. 5 – 10 years                      c. 10 – 15 years  
**d. 15 – 20 years**
6. How many projects are being by your department? Several projects are being conducted
7. On scale from 1-10, how effective would say is your department's Project and Program delivery?  
 1      2      3      4      5      6      7      8      9      10
8. What is the department's vision?  
The Belize Police Department working in partnership with all communities: to help prevent and reduce crime, to detect and prosecute crime, and to enhance the quality of life, for a safer Belize.
9. What is the department's mission?  
The Belize Police Department shall work collaboratively with all communities to foster the highest level of trust, confidence, and safety, through effective community policing and problem-solving strategies. We seek to reduce and prevent crime by employing intelligence-led policing, Innovation and technology-driven strategies, effective investigation and prosecution of crimes, and proactive and preventive patrols of our cities, towns, and highways while adhering to the rule of law and respecting individual rights.



We aim to enhance the quality of life by creating safer neighborhoods while maintaining the highest stand of integrity and accountability.

10. Are the current projects that are being run by your department aligned with the Ministry's mission and vision?

Yes there are

11. How sustainable are the current project management practices in your department? They are somewhat sustainable.

12. Do you believe that there is a need to centralize the management of projects that are being managed by the different departments to improve efficiency and accountability? There is a an urgent need yes

13. Would the personnel who manage projects across the Ministry's departments benefit from capacity building exercises in the different areas of project management? (Example Procurement/Project Management technology/software)

Yes, many departments lack project management capabilities..

14. Could project managers and experts be recruited from within your department?

Not at this time

15. Do you believe that hiring qualified program/project managers would be helpful for stakeholder engagement/communication with sponsors and donors?

Yes I do believe so.

16. What mechanism does your department use to monitor program/project progress and success?

The Inspection and Compliance Unit of the department is responsible for Monitoring and Evaluation

17. How are project delays and/or challenges addressed?

Delays are addressed swiftly and challenges are addressed by discussion.

18. There are three types of PMOs: Supportive, Controlling and Directive. If a PMO were to be developed for the Ministry, what type do you believe would be most suitable?

Supportive

19. Are there any specific standard and methods (Body of Knowledge) used to manage your department's projects?

None in specific.

20. Are lessons learned during the execution /implementation of projects recorded and disseminated?

Yes

21. Are there any Private Sector project management practices that you feel would be beneficial to the Ministry and/or your department?

None come to mind

22. How does the department evaluate which projects it will or will not take on? Are there any project intake processes?

Brainstroming and vetting by the Policy Group

23. How does the department/ministry decide which projects should continue or which ones should be cancelled?

Decision of the Policy Group

24. Do you know of any projects that have failed? If so, what was the main reason?

A number of projects have failed due to funding.

### **Project Management Knowledge areas:**

25. Project Integration – How are project activities coordinated and integrated into project plans?

Its all dependent on the specific projects

26. SM – How is the project scope managed? Are many changes made to the project scope for most projects or is the scope adhered to strictly?  
Projects are managed by constant monitoring. The scopes are changed depending on project needs
27. TM – How is project schedule managed? What mechanisms are used to monitor time management of project? (Work Breakdown Structure? Project Management Software?)  
We don't have any Project Management Software. Project are managed on a case-by-case basis
28. Cost Management – Does your department place great focus on cost management?  
Not necessarily
29. Do projects generally fall within the budget or are there usually cost overruns?  
There are many instances of cost overrun
30. What controls are usually put in place to monitor costs?  
The Government's financial procedures
31. QM – What quality control activities are practiced by your department? (Quality control involves the operational techniques and activities that are used to fulfil requirements of quality)  
Depending on the project
32. Does the Ministry prioritize Quality Assurance? (Quality Assurance is a means by which an institution satisfies itself that standards and quality of its service provision can be maintained and enhanced.)  
Yes we prioritize quality assurance.
33. HRM – How much staff members are responsible to manage projects within the Ministry?  
It depends on the size and nature of the project.

34. CM – How is communication managed when there are changes that need to be made in the project such as variances in scope, schedule, or budget?

There is constant communication on the projects

35. RM – Are Risk Mitigation Plans developed for each project? If not, how are risks mitigated?

Not always

36. Procurement Management – Is a procurement plan developed for each project?

The government procurement procedures are used.

37. Does the department follow the Government of Belize's guidelines for procurement or the donor/sponsors' guidelines?

Yes the department follows the Government guidelines.

## ANNEX G: Interview with Head of Department/Project Manager

### DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF HOME AFFAIRS AND NEW GROWTH INDUSTRIES

#### Interview Guide – Head of Department (PM)

1. Sex: Female  Male
2. Age: a. 18 – 25                      b. 26 – 32      **c. 33 – 38**      d. 39 – 44      e. 45 - 52
3. Position: Head of Department
4. Leve of Education (please state degree):  
Master's
5. How long have you been working with the Government of Belize?  
d. **1 – 5 years**                      b. 5 – 10 years                      c. 10 – 15 years  
d. 15 – 20 years
6. How many projects are being by your department? 9
7. On scale from 1-10, how effective would say is your department's Project and Program delivery?  
1      2      3      4      **5**      6      7      8      9      10
8. What is the department's vision?  
choose not to answer
9. What is the department's mission?  
choose not to answer
10. Are the current projects that are being run by your department aligned with the Ministry's mission and vision?  
Yes
11. How sustainable are the current project management practices in your department? somewhat sustainable contingent upon budgetary support for additional human resources (technical posts) that are needed
12. Do you believe that there is a need to centralize the management of projects that are being managed by the different departments to improve efficiency and accountability?

- \_\_\_\_\_ yes \_\_\_\_\_
13. Would the personnel who manage projects across the Ministry's departments benefit from capacity building exercises in the different areas of project management? (Example Procurement/Project Management technology/software)  
\_\_\_\_\_ yes \_\_\_\_\_
14. Could project managers and experts be recruited from within your department?  
\_\_\_\_\_ no \_\_\_\_\_
15. Do you believe that hiring qualified program/project managers would be helpful for stakeholder engagement/communication with sponsors and donors?  
\_\_\_\_\_ yes \_\_\_\_\_
16. What mechanism does your department use to monitor program/project progress and success?  
\_\_\_\_\_ built in M&E mechanisms in each project \_\_\_\_\_
17. How are project delays and/or challenges addressed?  
\_\_\_\_\_ with a view to mitigate further negative outcomes on project results or on GOB operations \_\_\_\_\_
18. There are three types of PMOs: Supportive, Controlling and Directive. If a PMO were to be developed for the Ministry, what type do you believe would be most suitable?  
\_\_\_\_\_ supportive \_\_\_\_\_
19. Are there any specific standard and methods (Body of Knowledge) used to manage your department's projects? \_\_\_\_\_ no \_\_\_\_\_
20. Are lessons learned during the execution /implementation of projects recorded and disseminated? \_\_\_\_\_ not routinely, only when asked for in closeout reports \_\_\_\_\_

21. Are there any Private Sector project management practices that you feel would be beneficial to the Ministry and/or your department?

\_\_\_\_\_ n/a \_\_\_\_\_

22. How does the department evaluate which projects it will or will not take on? Are there any project intake processes?

\_\_\_\_\_ must be aligned with current strategic goals and objectives \_\_\_\_\_

23. How does the department/ministry decide which projects should continue or which ones should be cancelled?

\_\_\_\_\_ usually, a budgetary decision based on cost-benefit analysis \_\_\_\_\_

24. Do you know of any projects that have failed? If so, what was the main reason?

\_\_\_\_\_ no \_\_\_\_\_

### **Project Management Knowledge areas:**

25. Project Integration – How are project activities coordinated and integrated into project plans?

\_\_\_\_\_ must contribute toward achieving a project objective \_\_\_\_\_

26. SM – How is the project scope managed? Are many changes made to the project scope for most projects or is the scope adhered to strictly?

\_\_\_\_\_ typically adhered to, only changed in consultation with donor \_\_\_\_\_

27. TM – How is project schedule managed? What mechanisms are used to monitor time management of project? (Work Breakdown Structure? Project Management Software?)

\_\_\_\_\_ no set mechanism, occasional check-in meetings \_\_\_\_\_

28. Cost Management – Does your department place great focus on cost management?  
yes
29. Do projects generally fall within the budget or are there usually cost overruns?  
generally, fall within budget
30. What controls are usually put in place to monitor costs?  
pre-approvals needed before any expenditure; tender process used for large purchases
31. QM – What quality control activities are practiced by your department? (Quality control involves the operational techniques and activities that are used to fulfil requirements of quality) day to day quality control for technical activities
32. Does the Ministry prioritize Quality Assurance? (Quality Assurance is a means by which an institution satisfies itself that standards and quality of its service provision can be maintained and enhanced.)  
not particularly
33. HRM – How much staff members are responsible to manage projects within the Ministry?  
between 5 to 10
34. CM – How is communication managed when there are changes that need to be made in the project such as variances in scope, schedule, or budget?  
email documentation, minutes of meetings, revised MOUs
35. RM – Are Risk Mitigation Plans developed for each project? If not, how are risks mitigated?  
Yes
36. Procurement Management – Is a procurement plan developed for each project?  
No, unless procurement is managed externally by donor



37. Does the department follow the Government of Belize's guidelines for procurement or the donor/sponsors' guidelines?

          for the most part yes

**ANNEX H: Project Management Maturity Model Survey (Source PMI and author)**

**Instructions: Select the project management maturity level that best suits the project management practices of your department in relation to Project Management Knowledge Areas.**

Level of Project Management Maturity	Level 1	Level 2	Level 3	Level 4	Level 5	Score Level 1-5
	Initial Process	Structured Process and Standards	Organizational Standards and Institutionalized Process	Managed Process	Optimized Process	
<b>Project Integration Management</b>	No established practices, standards or Project Office. Work is performed in ad hoc fashion.	Basic documented processes for project planning and reporting are available.	No established practices, standards or Project Office. Work is performed in ad hoc fashion.	Basic documented processes for project planning and reporting are available.	No established practices, standards, or Project Office. Work is performed in ad hoc fashion.	
<b>Project Scope Management</b>	General statement of business requirements. Little to no scope management or documentation available.	Basic scope management process is in place. Scope management techniques regularly applied on larger, more visible projects.	Full project management processes are documented and utilized by most projects. Stakeholders actively participate in scope decisions.	Project management processes are used on all projects. Projects are managed and evaluated in light of other projects.	Effectiveness and efficiency metrics drive project scope decisions by appropriate levels of management. Focus is on high utilization of value.	
<b>Project Schedule Management</b>	No established planning or scheduling	Basic processes exist but not required	Schedule management processes are	Schedule management	Improvement procedures utilized for time	

	standards available. Lack of documentation makes it difficult to achieve repeatable project success.	for planning and scheduling. Standard scheduling approaches are utilized for large, visible projects.	documented and utilized by most projects. Organization wide integration includes interproject dependencies.	utilizes historical data to forecast future performance. Management decisions are based on efficiency and effectiveness metrics.	management processes. Lessons learned are examined and used to improve documented processes.	
<b>Project Cost Management</b>	No established practices or standards. Cost process documentation is ad hoc and individual, or project teams follow informal practices.	Processes exist for cost estimating, reporting and performance measurement. Cost management processes are used for large, visible projects and management supports efforts to apply them.	All cost processes are in place and documented. Cost processes are considered organizational standards and are utilized by most projects. A cost change control system is in place and implemented.	Cost planning and tracking integrated with Project Office, financial and human resources systems. The organization mandates compliance with project management processes and procedure. Management takes an "organizational view" of projects.	Lessons learned improve documented processes. Management actively uses efficiency and effectiveness metrics for decision-making. Metrics are used to understand the performance of a project during execution and for making management decisions for the future.	

<p><b>Project Quality Management</b></p>	<p>Management is aware of the need for quality management, but no established project quality practices or standards are in place.</p>	<p>Basic organizational project quality policy has been adopted. Management encourages quality policy application on large, visible projects and is supportive of the time required to enhance project quality by defining and implementing quality control metrics.</p>	<p>Quality processes are well documented as organizational standards. Management participates in quality oversight for most projects.</p>	<p>All projects are required to use quality planning standard processes. The Project Office coordinates quality standards and assurance.</p>	<p>The quality process includes guidelines for feeding improvements back into the process. Metrics are key influences on product quality decisions, including cost-and-benefit comparisons, effectiveness and efficiency decision.</p>	
<p><b>Project Resource Management</b></p>	<p>No repeatable process applied to planning and staffing of projects. Project teams are informal and ad hoc. Human</p>	<p>Repeatable processes are in place that defines how to plan and manage the human resources. Resource tracking are on</p>	<p>Most projects follow established resource management processes. Professional development program establishes project</p>	<p>Resource forecasts used for project planning and prioritization. Project team performance is measured and integrated with career</p>	<p>All projects are expected to follow the established human resource's planning process. Teams consistently document projects lessons</p>	

	resource time and cost is not measured.	highly visible projects only.	management career path.	development plans.	learned. Improvements are incorporated into human resources management process.	
<b>Project Communications Management</b>	Management utilizes an ad hoc communication process whereby project status is reported informally.	Basic communications management processes are established. Project status and progress reports are distributed regularly. Large, highly visible projects follow the process and provide progress reporting based on triple constraints.	The communication management process has been institutionalized and formal communications management plans are expected for most projects. Active involvement by management for project performance reviews.	Communications management plans are mandated for all projects. Communications plan are integrated into corporate communications structure.	An improvement process is in place to continuously improve project communications management. Lessons learned are captured and incorporated into improvement initiatives and documented into repeatable processes.	
<b>Project Risk Management</b>	No established practices or standards are in place.	Risk management processes are documented and	Risk management processes are considered organizational	All documented processes are utilized for most projects.	Improvement processes are utilized to ensure projects are continually	

	Documentation is minimal and results are not shared. Risk response is reactive rather than planned and proactive.	utilized for large projects. Management consistently involved with risks on large, visible projects.	standards and are utilized for most projects. Metrics are used to support risk decisions at the project and the program levels.	Management is actively engaged in organization wide risk management. Risk systems are fully integrated with time, cost and resource systems.	measured and managed against value-based performance metrics. Lessons learned are regularly examined and used to improve documented processes.	
<b>Project Procurement Management</b>	No project procurement process in place. Methods are ad hoc. Contracts managed at final delivery level.	Basic process documented for procurement of goods and services. Procurement process mostly utilized by large or highly visible projects.	The procurement process acts as an organizational standard and is used by most projects. Project team and purchasing department integrated in the procurement process.	Organizational management mandates compliance with procurement procedures by all projects. Make/buy decisions are made from an organizational perspective. Vendors are integrated into the organization's project management mechanisms.	Procurement process is reviewed periodically, and enhancements are incorporated. Ongoing process improvements focus on procurement efficiency and effective metrics.	

<b>Project Stakeholder Management</b>	An ad hoc stakeholder management process is in place, whereby projects manage stakeholders informally.	A basic project stakeholder management process is established. Large, highly visible projects follow the process and provide a structured approach for project stakeholder management.	There is a standard approach and process for project stakeholder management across the organization. Formal project stakeholder management plans are developed and executed for most projects.	Stakeholder management plans are required for all projects. The plans are integrated into all corporate planning systems, processes and structures.	A process is in place to ensure continuous improvement of project stakeholder management. Lessons learned are captured and incorporated into existing processes.	
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### ANNEX I: Results of Project Management Maturity Model Survey (Source: Author)

#### Results of the Project Management Maturity Model Survey

Level of Project Management Maturity	Level 1	Level 2	Level 3	Level 4	Level 5	AVG SCORE/LEVEL
	Initial Process	Structured Process and Standards	Organizational Standards and Institutionalized Process	Managed Process	Optimized Process	
Project Integration Management	2	1	0	0	0	0.6
Project Scope Management	1	1	1	0	0	0.6
Project Schedule Management	1	2	0	0	0	0.6
Project Cost Management	1	1	1	0	0	0.6
Project Quality Management	1	2	0	0	0	0.6
Project Resource Management	3	0	0	0	0	0.6
Project Communications Management	0	3	0	0	0	0.6
Project Risk Management	1	2	0	0	0	0.6



<b>Project Procurement Management</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0.6</b>
<b>Project Stakeholder Management</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.6</b>

A.L.E. Business School  
 25 Temash Street  
 City of Belmopan  
 Cayo District  
 Belize C.A.

10<sup>th</sup> June, 2022

Universidad Para La Cooperación Internacional  
 Avenida 15, Calle 35  
 Barrio Escalante, San José 10101  
 Costa Rica

To Whom it May Concern:

**RE: Philological Review of Cuffa Ramirez Aranda Thesis Submission**

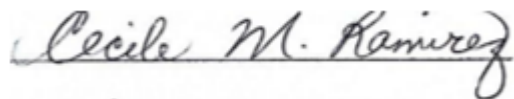
I have read and reviewed the Final Graduation Project entitled “DEVELOPING A PROJECT MANAGEMENT OFFICE FOR THE MINISTRY OF HOME AFFAIRS AND NEW GROWTH INDUSTRIES” prepared by Mrs. Cuffa Ramirez Aranda and submitted in partial fulfilment of the requirements for the Master’s in Project Management (MPM) Degree at UCI.

I have considered the standard of academic writing and the use of English in the document. I find the language and expression therein to be lucid and precise. Syntax is sophisticated and correct throughout. Spelling is accurate and the register appropriate for work at this level. Overall, the fluency of writing is proficient, precise, and mature. The scholarly apparatus is accurate, consistent, and well-judged. The document appears complete and logically organized.

I have included comments on the draft document in the form of suggestions and tracked minor corrections for the consideration of the writer and tutors.

Should any further information regarding these comments be required or should the thesis committee wish to discuss any aspect of my evaluation, I would be pleased to assist.

Sincerely,



Cecile Maxine Ramirez, M. Ed.  
 English/ Communications/ Literature Lecturer -Department of Humanities  
 A. L.E. Business School/ Belmopan Methodist High School  
 cecmram@yahoo.com/cecile.ramirez@bmhs.edu.bz  
 +(501) 6375097

# University College of Belize

BELIZE CITY, BELIZE



*The Council of the University College of Belize,  
upon recommendation of the Faculty, has conferred on*

**Cecile Maxine Ramirez**

*who has completed the prescribed studies and fulfilled all requirements thereof  
the degree of*

**Bachelor of Arts in Secondary Education  
English**

*with all the rights and privileges pertaining to that degree, granted at Belize City, Belize  
this twenty-first day of May, nineteen hundred and ninety-five.*

*Dorian A. Bander*  
ACADEMIC VICE PRESIDENT

*[Signature]*  
PRESIDENT

*Carlos O. Castillo*  
COUNCIL CHAIRMAN

# University of North Florida

*has conferred on*

**Cecile Maxine Ramirez**

*the degree*

**Master of Education**

**Secondary Education**

*and all the rights and privileges thereunto appertaining.  
In Witness Whereof, this diploma, duly signed, has  
been issued and the seal of the University affixed.*

*Issued by the Board of Trustees upon the recommendation of the Faculty of the  
College of Education, and Human Services at Jacksonville, Florida, this second day of August, A. D. 2002*

*Jet Buel*  
Veteran



*June H. Hopkins*  
President

*Katherine Boston*  
Dean