

**UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)**

**DESIGNING A STRATEGIC PMO  
FOR THE ACADEMIC HOSPITAL PARAMARIBO (AZP)**

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## **DEDICATION**

This project is dedicated to family.

To my mother, who undoubtedly supported and encouraged me since I signed up for the MPM program. I thank her for praying for me, for believing in me, and for always being my source of strength throughout this program.

To my daughter, the reason I entered the MPM Program at UCI, was to ensure that I could provide a better future for you. I thank you for your patience and unknowingly encouraging me to cross the finish line when I did not have energy after playtime.

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## **ABBREVIATIONS AND ACRONYMS**

AMC-SU – Academic Medical Center Suriname

AZP – Academic Hospital Paramaribo

CEO – Chief Executive Officer

CFO – Chief Financial Officer

CHO – Community Health Officer

CMM – Capability Maturity Model

CNO – Chief Nursing Officer

ER – Emergency Room

FGP – Final Graduation Project

K-PMMM – Kerzner Project Management Model

OPM3 – Organizational Project Management Maturity Model

PMBOK – Project Management Body of Knowledge

PMI – Project Management Institute

PMMM = Project Management Maturity Model

PMO – Project Management Office

UNSW – University of New South Wales

## EXECUTIVE SUMMARY (ABSTRACT)

Project Management Offices are not a very common part of organization structures in Suriname. To me it was a new topic introduced during the Master in Project Management courses. This document explains the processes used and steps taken to design a strategic Project Management Office for the Academic Hospital Paramaribo.

The Academic Hospital Paramaribo had its original opening in March 1966 under the name "The Central Hospital", but was operational since the 18<sup>th</sup> of September 1965. Since 1973, the Hospital was put under the authority of the Ministry of Health. It is the biggest hospital in Suriname and is operational at six different locations throughout Paramaribo and has over 70 buildings. The hospital has 2100 employees that include medical specialists, physicians, nurses, nursing personnel, and administrative personnel. AZP is the only hospital that provides some specialized treatments such as Cardiac disorders, ER traumas, Eye Care services, and Radiotherapy care.

Within the current organizational structure of this Hospital, there are several project managers that are overseeing current and upcoming projects. Their roles consist of ensuring project duration, budget, and delivery is consistent with the original plans. The problem the AZP faces is that because of the lack of a PMO within the organizational structure, some project managers can get carried away and forget their roles, responsibilities and functions. In addition to that, often times project managers give their input for projects that are not under their lead. Which causes unnecessary delay in projects.

The purpose of this research is built around and with the Strategic Plan 2020's mission and vision in mind. This is a transformation build on Patient Care, Medical Researches, Medical Education, and Paramedical Training. The purpose is to design a suitable PMO for the Academic Hospital which can effectively direct and manage different construction projects during the transformation phase with the use of Project Management Processes and Procedures.

The general objective for this project is to develop a Strategic Project Management Office for the Academic Hospital Paramaribo to further utilize these Project Management skills in construction projects done by and for the hospital. The specific objectives are to analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP, perform a maturity analysis to determine AZP its organizational needs, and to establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity of AZP. Developing an implementation plan is the last specific objective for this study.

With the use of the following research strategies, the objectives were met. The methodologies employed in this research were based on literature reviews of similar researches using the analytical research method. This analytical research allowed for an in-depth analysis of the organization. The tools used are questions asked during meetings, expert judgment, analytical techniques, and maturity model tools. The results of this research will determine the maturity of the organization and a suitable PMO for the Academic Hospital Paramaribo.

## **1 INTRODUCTION**

### **1.1 Background**

The Academic Hospital Paramaribo in Suriname has been operational since September 18<sup>th</sup> 1965, but had its original opening in March 1966 under the name “The Central Hospital”. Because of the proclamation of the Faculty of Medical Science, the name of the hospital changed to the Academic Hospital Paramaribo (AZP) in 1969. Since 1973, the Hospital was put under the authority of the Suriname Government, namely the Ministry of Health.

The AZP is operational at six different locations in Paramaribo and has over 70 buildings. With 26 medical wards and 2 laboratories, the hospital handles around 300.000 treatments per year, more than 50.000 emergency care cases, has an annual admission of 23.000 patients and has a bed capacity of 510 beds with 97% capacity. The hospital has 2100 employees including medical specialists, physicians, nurses, nursing personnel, and administrative personnel. The AZP is the biggest hospital in Suriname and for some specialized treatments such as Cardiac disorder, ER trauma, Eye Care and Radiotherapy the AZP is the only hospital with the medical specialism.

### **1.2 Statement of the problem**

Within the current organizational structure of this Hospital, several project managers are overseeing current and upcoming projects. Their roles consist of ensuring project duration, budget, and delivery is consistent with the original plans. They report to the director and work closely with construction companies on one side and the end users, their AZP colleagues, on the other hand. Though this has been the case for the last six to seven years, and has proven to work for the management of projects, there is no “third party” besides the staff and board of trustees.

The problem the AZP faces is that because of the lack of a PMO within the organizational structure, some project managers can get carried away and forget their roles, responsibilities and functions. Another problem is that many different project managers are giving input for one project, causing unnecessary delay in projects. Project Managers do not see eye to eye on certain problems, and personal benefit sometimes can play a part when having to make critical decisions.

### **1.3 Purpose**

In August 2013, the AZP completed its new Strategic Plan with the SP2020 mission and vision. This centers on the transformation from the Academic Hospital to an Academic Medical Center for whole Suriname (AMC-SU). This transformation will be founded on three pillars: Patient Care, Medical Research, Medical Education and Paramedical Training with the focus on the following:

- Restructuring: financial stabilization and cost management
- Integrated building –and construction plan
- Organization
- Setting up Centers of Excellence
- Decentralization of care

With the SP2020 in mind, the purpose of this research is to design a suitable PMO for the AZP, which can effectively direct and manage different construction projects during the transformation phase with the use of Project Management Processes and Procedures. This research will result in specific documentation and templates to be used by the PMO during construction projects and will benefit AZP in every level of planning and execution.

Installing a successful Project Management Office in this organization will have the following benefits for the Academic Hospital Paramaribo:

- Align all projects with the strategic plan 2020 in mind
- Deliver all projects on time, within budget, and according to set scope
- Understand the relationships between different projects
- Improve communication skills within project teams and among stakeholders.

### **1.4 General objective**

To develop a Strategic Project Management Office for the Academic Hospital Paramaribo to further utilize Project Management skills in construction projects done by and for the hospital.

### **1.5 Specific objectives**

- 1) Analyze different PMO styles, their characteristics and functions, and

determine the most suitable for the AZP

- 2) Perform a maturity analysis to determine AZP its organizational needs
- 3) Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP
- 4) Develop a PMO implementation plan for AZP

## **2 THEORETICAL FRAMEWORK**

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

This research is conducted in Paramaribo, Suriname within the Academic Hospital of Paramaribo (AZP). AZP is the biggest medical institution in the capital of Suriname and is for some medical procedures and treatments the only equipped and capable facility.

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

The AZP its main commercial function is to provide medical care and treatment to patients that are sick or injured.

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

*Mission:* We stand for high quality and accessible healthcare for everyone. In our continuous pursuit of excellent care, we are driven by customer focus, scientific research and innovative power.

*Vision:* We are the leading Academic Medical Center in Suriname and the region, based on customer-oriented services from Centers of Excellence, which are staffed by innovative, expert and passionate teams of professionals. We distinguish ourselves through accessible and personal care, strengthened by the trust of the total community.

### 2.1.3 Organizational structure

The organization structure consists of the following levels and sublevels, and their relationships. Seeing the sensitive purpose of this research not all levels were added and no names were added to these positions.

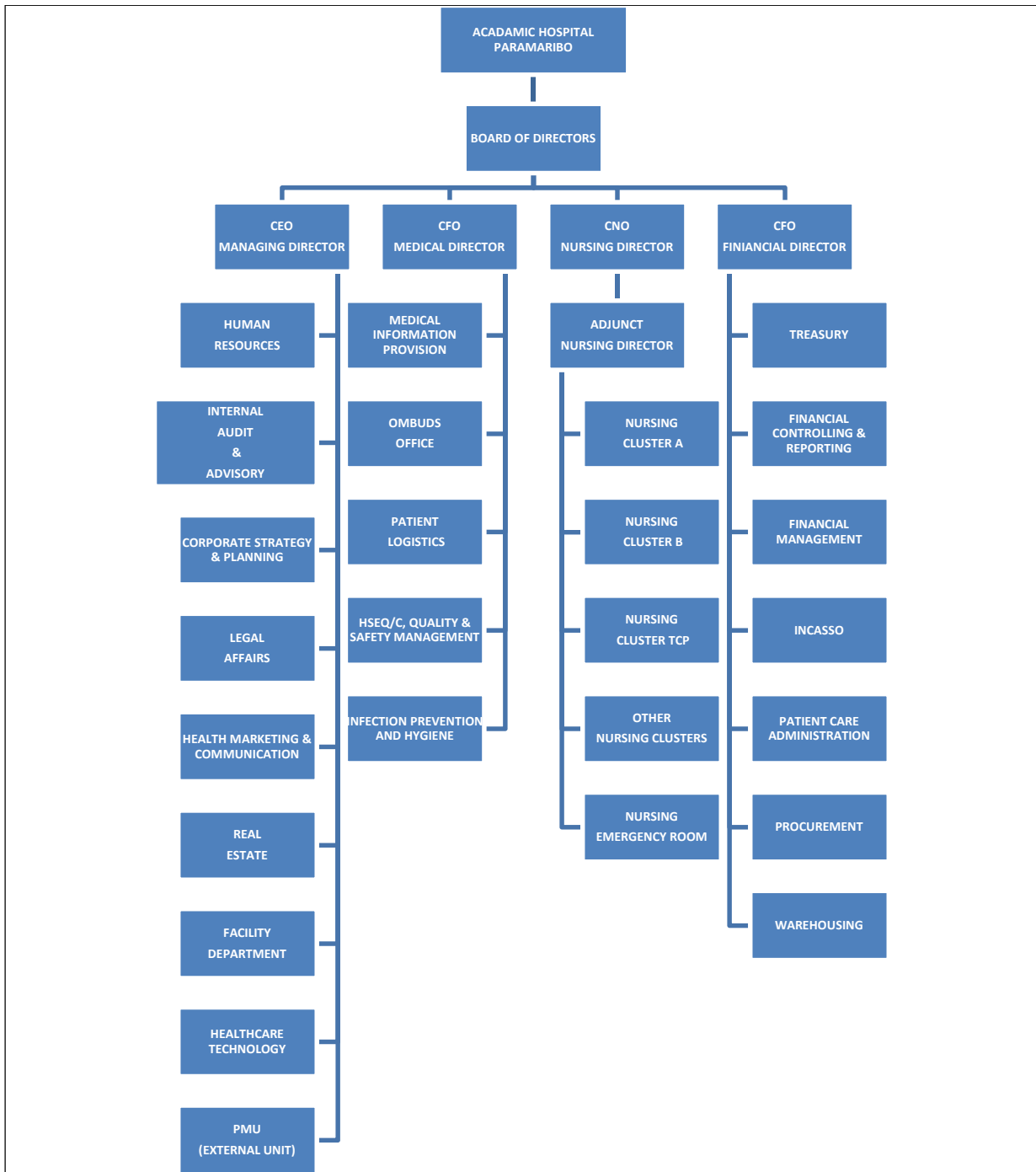


Figure 1 Organizational structure  
(Source: Author, 2019)

#### **2.1.4 Products offered**

The AZP is operational at six different locations in Paramaribo and has over 70 buildings. With 26 medical wards and 2 laboratories, the hospital handles around 300.000 treatments per year, more than 50.000 emergency care cases, has an annual admission of 23.000 patients and has a bed capacity of 510 beds with 97% capacity. This does not only mean that patients are being helped, but it also means that a lot of maintenance is necessary. Seventy (70) buildings with all for example an air-conditioning installation system need to have regular checkups and maintenance. Most of the maintenance work is the responsibility of the Facilities Department (in-house maintenance), Real Estate (out-sourcing maintenance) and Medical Equipment (in –and outhouse maintenance of medical equipment) departments.

### **2.2 Project Management Concepts**

The Project Management Institute (PMI) defines The Project Management Body of Knowledge (PMBOK) as a term that describes the knowledge within the profession of project management. (PMBOK, sixth edition, p.1). By applying a set of key skills and knowledge to satisfy customer's needs as managers, project management principles, processes, tools, and techniques began to form what is now known as the content of the PMBOK.

#### **2.2.1 Project**

A project is a temporary endeavor undertaken to create a unique product, service, or result. They are taken to fulfill objectives by producing deliverables. (PMBOK, sixth edition, p.4). Projects are temporary, but can have deliverables that can last a lifetime, way beyond the end of the project. They can also drive change within an organization, meaning it can move an organization from one state to another by achieving specific objectives. For the purpose of this research, a project shall be a proposal for designing a Project Management Office (PMO) for the AZP.

### **2.2.2 Project Management**

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. It is accomplished through the correct application and integration of the project management processes identified for the project and it enables organizations to execute projects effectively and efficiently. (PMBOK, sixth edition, p. 10).

### **2.2.3 Project Life Cycle**

The series of phases that a project passes through from its start to its completion is considered a project life cycle. This project life cycle is managed by executing a series of project management activities known as the project management processes, which produces one or more outputs from one or more inputs by using appropriate project management tools and techniques. (PMBOK, sixth edition). These processes are:

- Initiating Process
- Planning Process
- Executing Process
- Monitoring and Controlling Process
- Closing Process

The Academic Hospital has protocol processes for the different departments. From the marketing department to the hospital kitchen that prepares and delivers food for the patients.



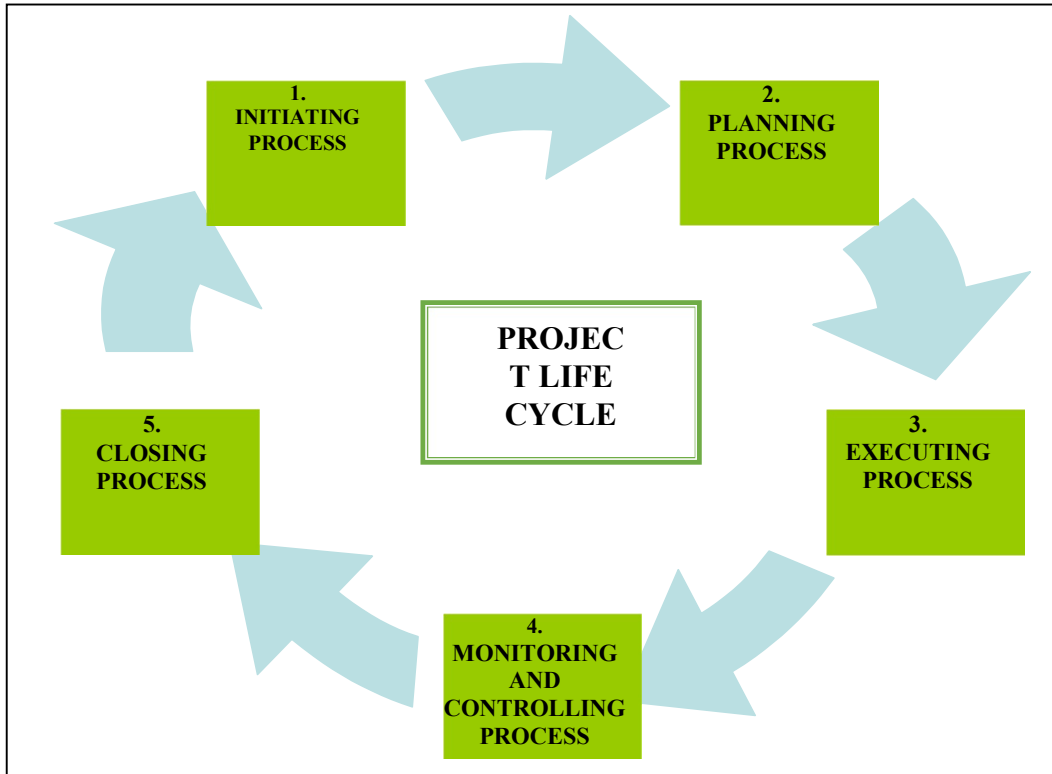


Figure 2 Project Life Cycle  
(Source: Author, 2019)

#### 2.2.4 Project Management Processes

The traditional approach to project management has proven to result in positive projects for project leaders. Especially those project leaders that take their time to learn how the project management processes overlap throughout all the phases of the project. Though each project is different, every project goes through the different stages of these process groups. Project management processes are a systematic series of activities directed towards causing an end result where one or more inputs will be acted upon to create one or more outputs. (PMBOK, sixth edition, p.18). These five (5) processes are:

- *Initiating Process: involves the processes, activities, and skills needed to effectively define the beginning of a project.*
- *Planning Process: involves the processes that are needed to define the scope, goals, expectations, infrastructure, strategic plans, and priority lists.*

- *Executing Process: involves the effective management of the team while keeping in mind the project timeline.*
- *Monitoring and Controlling Process: involves the processes that are concerned with managing all the changes, contributions, mitigations, and unforeseen circumstances that may affect the project team to meet project objectives.*
- *Closing Process: involves the processes that ensure projects end on time and within budget, and that all necessary paperwork is submitted on time.*

### **2.2.5 Project Management Knowledge Areas**

The project management processes cover ten knowledge areas. A knowledge area is an identified area of project management defined by its knowledge requirements and described in terms of its (PMBOK, sixth edition, p.23); All 10 knowledge areas consist of their own processes, practices, inputs, tools, and techniques. These are:

- I. Integration Management
- II. Scope Management
- III. Time Management
- IV. Cost Management
- V. Quality Management
- VI. Procurement Management
- VII. Human Resource Management
- VIII. Communications Management
- IX. Risk Management
- X. Stakeholder Management



Figure3ProjectManagementKnowledgeAreas  
(Source: Author,2019)

For this research, designing a strategic PMO for AZP, these knowledge areas will be followed, with the exception of cost and procurement management. The knowledge areas, established in the PMBOK Guide - sixth edition that will apply to this research are:

- *Integration Management*: this is the beginning phase of the project, resulting in developing the project charter. The processes involve identifying what the project is, initiating the project, and integrating it into one body of work. This area resulted in developing the Project Charter, directing and managing project work and project knowledge, performing integrated change control when making necessary corrections, and closing project or phase.

- *Scope Management*: this area is responsible for defining the different processes required to ensure that the project consist of all the necessary components to successfully complete the project. This phase will result in finishing the FGP.
- *Time Management*: includes the processes responsible for completing the project on time. This resulted in the FGP project schedule.
- *Quality Management*: this area is responsible for ensuring that the quality of the objectives are met in a responsible manner. These results will be given in the weekly feedback by the professor and the feedback we will receive from tutors and reviewers.
- *Human Resources Management*: the area responsible for organizing and managing the project team. This will result in a new organizational structure after designing a PMO for AZP.
- *Communication Management*: includes the processes that ensure positive communication skills throughout the project. This started with getting project approval from the director of the AZP, and continues by staying in constant contact with the professor.
- *Risk Management*: these processes allow conducting plan risk management, risk identification plan, qualitative and quantitative risk analysis as well as the risk response plan.
- *Stakeholder Management*: includes the processes necessary to identify the groups or individuals who may be impacted by the outcome of this research. The stakeholders listed in the project charter are the result of this knowledge area.

### **2.3 Project Management Maturity**

The Cambridge Dictionary defines maturity as the quality of behaving mentally and emotionally like an adult or on a larger scale, it can be defined as being in a very advanced or developed form or state. When it comes to Project Management Maturity, it refers to the progressive development of maturity within an organization with a project management approach, its methodologies, strategies, and decision-making processes. The level of organizational maturity, also referred to as maturity levels, varies based on an organization's goals, strategies, resources, values and needs.

### **2.3.1 Project Management Maturity Levels**

There are five levels of Project Management Maturity, which together make up the first dimension of the Project Management Maturity Model (PMMM). These five (5) maturity levels are:

Level 1: Initial Process – at this level there is very little control, it is hard to predict how an organization will react when faced with a crisis. A company stuck in this level is unlikely to be able to reproduce success on a consistent basis.

Level 2: Structured Process and Standards – at the second level there are some basic project management practices, but often only at an individual project level.

Level 3: Organizational Standards and Institutionalized Process – this level indicates well-defined project management procedures, which are documented and used as a standard of operations. Such organizations generally act proactively rather than reactively.

Level 4: Managed Process – at this level an organization reflects one that measures project performance with well-defined metrics. Common metrics are used to manage business decisions and processes.

Level 5: Optimizing Process – when at this level the organization focuses on deliberate and continual process improvement. At this level, an organization seeks improvement with innovative techniques that are new to other organizations.

The level of maturity of an organization can be determined with the results of a survey conducted within an organization. From the results, one can determine at which maturity level an organization is at and how to improve project performance.

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

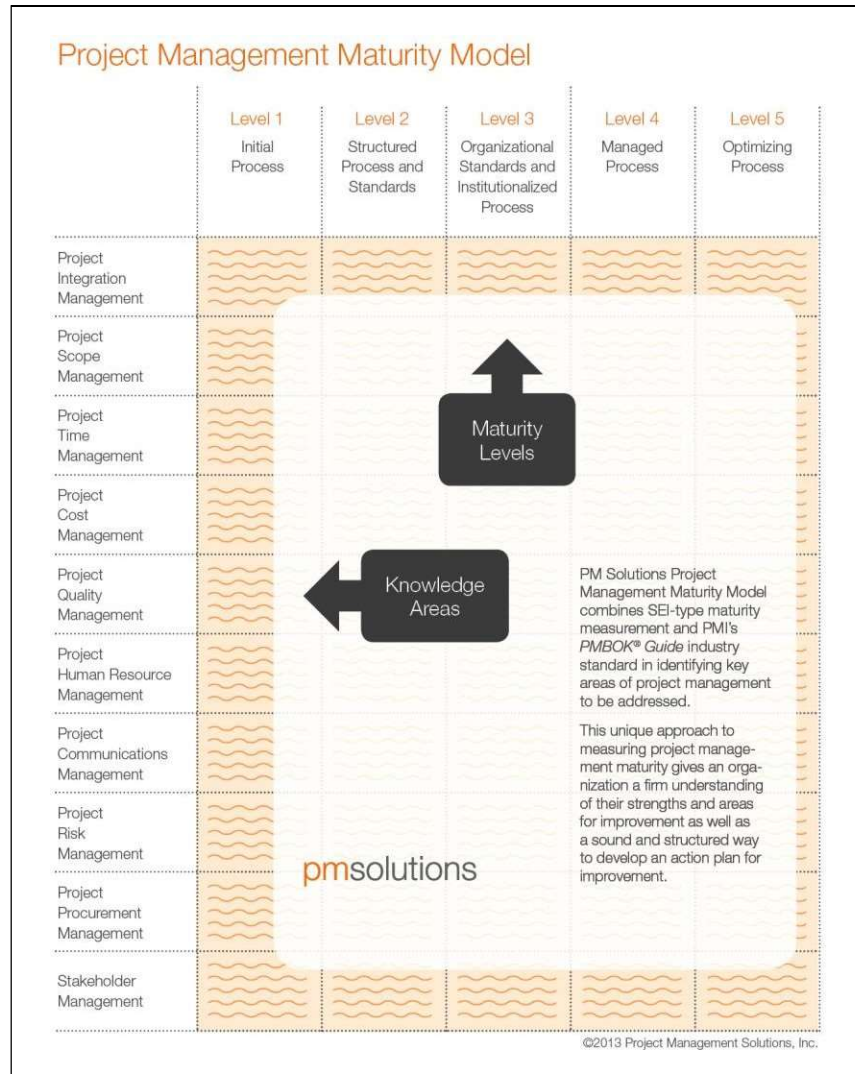
The Project Management Maturity Model contributes to the evolution of the PMO from immature to mature level through addressing appropriate project management practices. (Sokhanvar, Matthews & Yarlagadda, 2014) The Project Management Maturity Model consist of a two dimensional framework. The Maturity levels named earlier form the first dimension, while the second dimension is formed by the Project Management knowledge areas that is broken down into specific components that can measure maturity and develop action plans.

Project Management Maturity Models are designed to provide the framework that an

organization needs to purposefully and progressively develop its capabilities to deliver projects successfully project after project. (Pennypacker & Grant, 2003). Project Management Maturity Models have been developed to address associated practices to establish the Project Management Office and provides best practices and road maps to improve project portfolio practices. Measuring project management maturity typically begins with measurement and assessment of existing project management practices and then benchmarking the existing project management maturity with best practices standard of project management maturity. This then provides a comparison of project management capabilities with which we can improve the maturity level. There are different PMMMs all with different characteristics and criteria, some of the widely used are:

- 1) Capability Maturity Model (CMM)
- 2) Organizational Project Management Maturity Model (OPM3)
- 3) Kerzner Project Management Maturity Model (K-PMMM)

For the purpose of this research, the Kerzner Project Management Maturity Model will be used and therefor discussed in more detail than OPM3 and CMMI. The Kerzner's PMMM is at times even compared to a doctor's work, because it can diagnose the health of an organization.



**Figure 4 Project Management Maturity Model (PMMM)**  
(Source: Project Management Solutions Inc., 2013)

### 2.3.3 Capability Maturity Model (CMM)

The best-known model is the Capability Maturity Model. It was the first maturity model and formed the basis of the technical delivery process models and the Project Management Process Models. It was presented by Software Engineering Institute (SEI) division of Carnegie Mellon University in 1991 and was targeted at software organizations. This model helps to determine and analyze the current level of process maturity within an organization. The level of maturity identifies the issues that need to be overcome to achieve maturity. In software organizations, these issues are used to determine process improvement strategies. This model has two approaches: Continuous Representation and Staged Representation.

**Continuous Representation** – offers a detailed image of an organization's processes. It will allow an organization to evaluate process areas individually, and it is the representation commonly used in process improvement, because it allows identifying and focusing on trouble spots, and measuring improvement progress on a finer-grained scale. Capability levels are used to measure the improvement path from an unperformed process. (Constantinescu and Lacob, 2007). The continuous representation gives a good understanding of the relationships and dependencies among the process areas.

**Chart 1 Capability Levels for CMM**

Identifier	Capability Level
0	Incomplete
1	Performed
2	Managed
3	Defined
4	Quantitatively Managed
5	Optimizing

(Source: Constantinescu and Lacob, 2007)

**Staged Representation** – similar to the other model it is measured on organizational level and provides an overall view of the organization. It provides a higher-level view of the entire organization, and a simple, straightforward, easily understandable label, with more direct commercial/business implications. This model provides as a standardized measure the entire organization's maturity level. (Constantinescu and Lacob, 2007)

**Chart 2 Maturity Levels for CMM**

Identifier	Maturity Level
1	Initial
2	Managed
3	Defined



4	Quantitatively Managed
5	Optimizing

(Source: Constantinescu and Lacob, 2007)

CMM provides an interconnected and stable model, with more detailed coverage of the product life cycle than other process-improvement alternative products. It joins software engineering and systems engineering into product engineering, therefore providing organizations with a powerful integrated toolset. (Constantinescu and Lacob, 2007) It can be said that even though CMM was initially focused on product and service engineering, it is also designed for other disciplines as well. It can support enterprise-wide process improvements.

#### **2.3.4 Organizational Project Management Maturity Model (OPM3)**

The Organizational Project Management Maturity Model is a mechanism to advance an organization's strategic interests through the efficient and successful execution of projects. (PMI, 2004) It is a maturity model developed between 1998 and 2013 by a team of volunteers from the Project Management Institute. It is aligned with the PMBOK and aims to measure the level of maturity of projects and practices, based on best practices as its methodology for assessment.

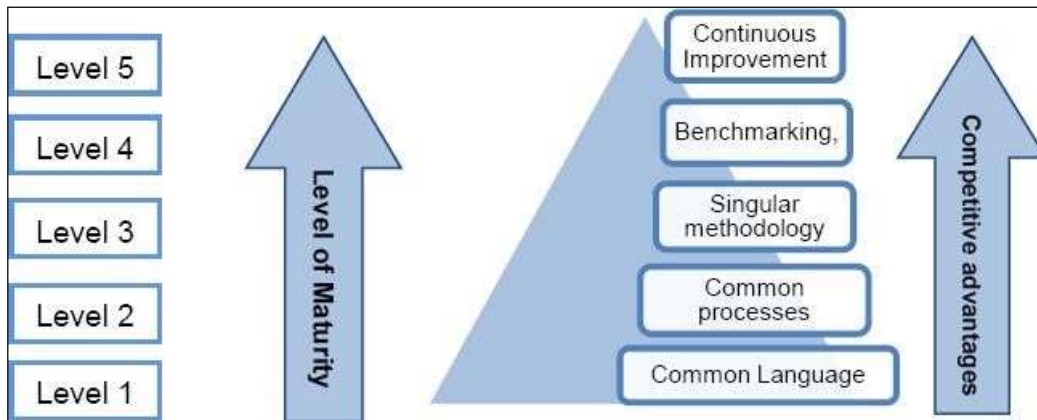
In OPM3 we compare organizational activities with a large number of standardized best practices by measuring them in project, program, and portfolio management. (Langston and Ghanbaripour, 2016) OPM3 is classified into the following four levels (Pinto and Williams, 2013):

- Standardize: structured processes are adopted
- Measure: data is used to evaluate process performance
- Control: control plan developed for measures
- Continuously improve: processes are optimized

#### **2.3.5 Kerzner Project Management Maturity Model (K-PMMM)**

Kerzner put forth his Project Management Maturity model in 2002 based on knowledge areas of the PMBOK. Kerzner's maturity model uses the PMBOK guide and follows the Capability Maturity Model Integration approach to address Project Management development by providing five levels of maturity. These levels are

measured in stages as shown in the figure below:



**Figure 5 Kerzner's Project Management Maturity Model (K-PMMM)**

(Source: Project Management Institute, 2014)

Level 1 — *Common language*: “In this level, the organization recognizes the importance of project management and the need for a good understanding of the basic knowledge on project management and the accompanying language/terminology (Kerzner, 2002)”.

Level 2 — *Common processes*: “In this level, the organization recognizes that common processes need to be defined and developed such that successes on one project can be repeated on other projects. Also included in this level is the recognition of the application and support of the project management principles to other methodologies employed by the company (Kerzner, 2002)”.

Level 3 — *Singular methodology*: “In this level, the organization recognizes the synergistic effect of combining all corporate methodologies into a singular methodology, the center of which is project management. The synergistic effects also make process control easier with a single methodology than with multiple methodologies (Kerzner, 2002)”.

Level 4 — *Benchmarking*: This level contains the recognition that process improvement is necessary to maintain a competitive advantage. Benchmarking must be performed on a continuous basis. The company must decide whom to benchmark and what to benchmark (Kerzner, 2002)”.

Level 5 — *Continuous improvement*: “In this level, the organization evaluates the information obtained through benchmarking and must then decides whether or not this information will enhance the singular methodology (Kerzner, 2002)”.

### **3 METHODOLOGICAL FRAMEWORK**

#### **3.1 Information sources**

For this research project, we can define information resources as all the information in what form, type, or size that can benefit to the successful completion of this research. Information resources can be any website, database, library, or location where useful information can be gathered.

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

Primary sources provide a first-hand account of an event or time period and are considered authoritative (UNSW Library, May 2019). Primary sources often represent new information, developed from original thinking or discoveries during the research.

For this FGP the primary sources used are:

- Interviews with directing staff and other key stakeholders
- Organizational documents

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

Secondary sources offer an analysis, interpretation or a restatement of primary sources and are considered to be persuasive (UNSW Library, may 2019). Secondary sources are often used to convince a group of an argument by involving generalizations, synthesis, and personal interpretation or evaluation. For this FGP the secondary sources used are:

- The PMBOK Guide, sixth edition
- Articles on PMO's and their roles in organizations
- Articles on the functionality of combining PMO's
- Publications by Harold Kerzner on Maturity analysis
- Articles on Maturity Analysis and their results

Chart 3 Information sources

Objectives	Information sources	
	Primary	Secondary
Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP	AZP Organizational Structure	Articles on PMO's and their roles in organizations.
Perform a maturity analysis to determine AZP its organizational needs.	Interview with directing staff and other key stakeholders	- Publications on Harold Kerzner on Maturity analysis - Articles on Maturity analysis and their results
Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP	Interview with directing staff and other key stakeholders (HR Department)	Articles on the functionality of combining PMO's
Develop a PMO implementation plan for AZP	-	Articles on PMO Implementation methods.

(Source, Author 2019)

### 3.2 Research methods

Research method as defined in the Cambridge Business English Dictionary is a particular way of studying something in order to discover new information about it or understand it better. It can be seen as the strategy one uses to answer a research question. For the purpose of this research, the analytical research method will be utilized.

#### 3.2.1 Analytical method

The analytical research method is a type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. From this research, one can find new ideas to the material being produced with the use of articles, data and other important facts. From this information, a

hypothesis can be proven or an idea can be supported. (What is Analytical Research, November 2016)

**Chart 4 Research Methods**

Objectives	Research Methods
	Analytical Research Method
Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP	To assess the current organization structure and how and where a PMO will fit into the organization
Perform a maturity analysis to determine AZP its organizational needs.	To assess the maturity status of the organization
Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP	To assess the PMO their roles and functions within this organization.
Develop a PMO implementation plan for AZP	To provide a helpful plan, critically thought through and worked out, when installing a PMO

(Source, Author 2019)

### 3.3 Tools

Research tools are any instrument, mechanism, or appliance used during a research. Using these tools can facilitate the research. The tools used for this research are: meetings, expert judgment, analytical techniques, and maturity model tools.

### Chart 5 Tools

Objectives	Tools
Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP	<ul style="list-style-type: none"> <li>- Expert judgment</li> <li>- Analytical techniques</li> </ul>
Perform a maturity analysis to determine AZP its organizational needs.	<ul style="list-style-type: none"> <li>- Maturity model tools</li> <li>- Meetings</li> </ul>
Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- Expert judgment</li> <li>- Analytical techniques</li> </ul>
Develop a PMO implementation plan for AZP	<ul style="list-style-type: none"> <li>- Expert judgement</li> <li>- Stakeholders input</li> <li>- PMO research</li> </ul>

(Source, Author 2019)

#### 3.4 Assumptions and constraints

For any research, it is essential to make assumptions and define constraints that accompany those assumptions. According to the Cambridge Business English Dictionary, an assumption is something that you accept as true without question or proof. A constraint on the other hand is defined as something that controls what you do by keeping you within particular limits. (Cambridge Dictionary). For the purpose of this research, the assumptions and constraints shown in the table below are made.

**Chart 6 Assumptions and constraints**

Objectives	Assumptions	Constraints
Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP	A strategic PMO is necessary in AZP's organizational structure	A PMO seems unnecessary in the organization
Perform a maturity analysis to determine AZP its organizational needs.	AZP will show a medium level of maturity after analysis	AZP shows high level of maturity
Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP	A directive PMO will fit in AZPs organizational structure	The directing staff doesn't deem a PMO necessary within the organization
Develop a PMO implementation plan for AZP	A three phased implementation plan will help AZP transition to installing a PMO	The directing staff doesn't deem a PMO necessary within the organization

(Source, Author 2019)

**3.5 Deliverables**

Cambridge Business English Dictionary defines a deliverable as something that can be provided or achieved as a result of a process. The deliverables for this research are shown in the table below.

**Chart 7 Deliverables**

Objectives	Deliverables
Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP	Analysis Report showing details on different PMO Styles
Perform a maturity analysis to determine AZP its organizational needs.	Maturity Analysis Report

Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP	Analysis report on the suitable PMO and its position in AZPs organization structure
Develop a PMO implementation plan for AZP	Structured implementation plan divided into three phases, short term, midterm, and longterm, shown in a MS Project layout

(Source, Author 2019)



## 4 RESULTS

### 4.1 Project Management Office Analysis

A Project Management Office is defined as a group or an organizational department within an organization that defines and maintains standards for project management. The Project management office (PMO) is a unit or department within organizations to centrally facilitate, manage, and control organizational projects through developing and maintaining suitable processes and practices. (Kerzner, 2009). They have been around since the 1800's, where they were used as a national governance within the agricultural industry and have evolved over time. Today they can be labeled as a dynamic entity used to solve specific issues within organizations, with responsibilities ranging from providing project management support to directly managing one or more projects. There are three (3) types of PMOs: Supportive PMOs, Controlling PMOs, and Directing PMOs. Each one is different in their roles, degrees of control and influence within their organization.



**Figure 6 Project Management Office (PMO)**

(Source: Bakkah Inc., 2019)

#### 4.1.1 Supportive PMOs

Supportive PMOs have a consultative role. This means that they mostly function in the role of a consultant and have a low degree of control. They provide templates, the best practices, training, access to information, and lessons learned from other projects. (PMBOK, sixth edition)

#### **4.1.2 Controlling PMOs**

Controlling PMOs have a supportive role. This means that they provide support to the organization and have a moderate degree of control. To provide support they are required to be compliant in different ways. (PMBOK, sixth edition)

#### **4.1.3 Directive PMOs**

Directive PMOs have a directing role. This means that they take control of projects by directly managing them. They have a high degree of control, where project managers are assigned and report to the PMO. (PMBOK, sixth edition)

#### **4.1.4 Most Suitable PMO for AZP**

All PMO's have their functions and can have an impact on an organization's structure. The most suitable PMO for AZP, based on the definitions given above, is a combination of a supportive and a directive PMO. This PMO combination will install a new unit into AZP's organizational structure in between the Directing Team and the current Project Managers. (See explanation in Ch. 4.3). What this will create is less room for error from the Project Managers, and a larger view on projects ("extra set of eyes"). The project managers will be working directly with the Facility Department and Real Estate Department to oversee small and large projects ranging from new construction to medical gas installations. The PMO will give support when necessary and be in control at all times.

Per definition, a Project Management Office (PMO) is a unit or department within organizations to centrally facilitate, manage, and control organizational projects through developing and maintaining suitable processes and practices. (Kerzner, 2009). AZP has several Project Managers within its organizational structure, who directly manage and take control of projects. Installing a combination of a supporting and directive PMO within AZP's organizational structure will cause the following:

- All projects will be controlled by the PMO, instead of by Project Managers only. This will increase the planning accuracy of projects in terms of budget, schedule, and resources. And therefor ensure projects to finish according to the planned schedule and cost.

- Project Managers will report to the PMO, instead of the Directing Team directly. Meetings can be on weekly basis.
- Project Managers can work from standardized processes. In comparison to project managers working with different processes, when installing a PMO, the organization can work with the same standardized processes.

## 4.2 Maturity Analysis

Two colleagues of the Real Estate department were asked to partake in this analysis. The chart below shows the Maturity Analysis Survey that was taken to determine the maturity of AZP. This survey resulted in different maturity levels for each knowledge area. These are explained in further detail below.

**Chart 8 Project Management Maturity Survey/Results**

Project Management Maturity Survey							R E S U L T S
No	PMI Knowledge Areas	Kerzner PM Maturity Levels					
	Levels	Lvl 1	Lvl 2	Lvl 3	Lvl 4	Lvl 5	
	Level Description	Common language	Common processes	Singular methodology	Benchmarking	Continuous Improvement	
<b>Project Integration Management</b>							<b>1</b>
1	Develop project charter	1					
2	Develop project management plan		2				
3	Direct and manage project work		2				
4	Monitor and control project work		2				
5	Perform integrated change control		2				
6	Close project or phase			3			
<b>Project Scope Management</b>							<b>2</b>
7	Plan scope management		2				
8	Collect requirements		2				
9	Define scope		2				
10	Create WBS		2				

11	Validate scope			3			
12	Control scope			3			
<b>Project Time Management</b>							<b>1</b>
13	Plan schedule management			3			
14	Activity definition		2				
15	Activity sequencing		2				
16	Estimate activity resource		2				
17	Estimate activity duration		2				
18	Schedule development			3			
19	Schedule control			3			
<b>Project Quality Management</b>							<b>1</b>
20	Plan quality management	1					
21	Perform quality assurance	1					
22	Quality control	1					
<b>Project Human Resource Management</b>							<b>3</b>
23	Plan HRM			3			
24	Acquire project team			3			
25	Develop project team			3			
26	Manage project team			3			
<b>Project Communications Management</b>							<b>4</b>
27	Plan communications management				4		
28	Manage communications				4		
29	Control communications				4		
<b>Project Risk Management</b>							<b>1</b>
30	Plan risk management	1					
31	Identify risks		2				
32	Perform qualitative risk analysis	1					
33	Perform quantitative risk analysis	1					
34	Plan risk responses		2				
35	Control risks		2				
<b>Project Stakeholder Management</b>							<b>3</b>
36	Identify stakeholders				4		

37	Plan stakeholder management				4	
38	Manage stakeholder engagement			3		
39	Control stakeholder engagement			3		

(Source, Author 2019)

### Chart 9 Project Management Maturity Results

Maturity Analysis		Kerzner PM Maturity Levels
PMI KNOWLEDGE AREAS	RESULTS	Level Description
Project Integration Management	1	Common Language
Project Scope Management	2	Common Processes
Project Time Management	2	Common Processes
Project Quality Management	1	Common Language
Project Human Resource Management	3	Singular Methodology
Project Communications Management	4	Benchmarking
Project Risk Management	1	Common Language
Project Stakeholder Management	3	Singular Methodology

(Source, Author 2019)

From the chart we can conclude the following about the maturity of each knowledge area:

#### *Project Integration Management*

This knowledge area resulted in a maturity level 1, meaning there is very little control in the integration phase of projects. Even though the organization has an idea or understands the importance of project management processes, they are not utilized to their full extent or utilized at all.

#### *Project Scope Management*

This knowledge area resulted in a maturity level 2. This level of maturity states that the organization has recognized and defined common processes for scope management. There is to a certain extent a common way of completing this phase of project management for projects.

### *Project Time Management*

This knowledge area resulted in a maturity level 2. From the survey results, we can conclude that throughout the organization, the same processes are being used. Even though AZP is using some of the tools for time management, it does not use it to its full potential. This causes projects to not start on the set date and therefore not end within the given project time.

### *Project Quality Management*

Just like the integration management knowledge area, quality management has a maturity level of 1. The quality management, assurance and control are performed at very low level. Even though the quality of the projects delivered are up to the required level, the theoretical part of the knowledge area needs to be added to AZP.

### *Project Human Resource Management*

This knowledge area has resulted in a maturity level of 3. During projects, AZP works with highly skilled companies, and requires them to submit a list of workers, list of relatable projects and resumes of the project team. These are checked and controlled to ensure the company qualifies. This methodology is used throughout the whole hospital.

### *Project Communication Management*

The knowledge area with the highest maturity is the communication management area. This area is utilized at all times during projects and in the planning stage of projects. All stakeholders are in regular meetings before starting the project. What level 4 teaches us, is that we have to continue improving this knowledge area to maintain the maturity level.

### *Project Risk Management*

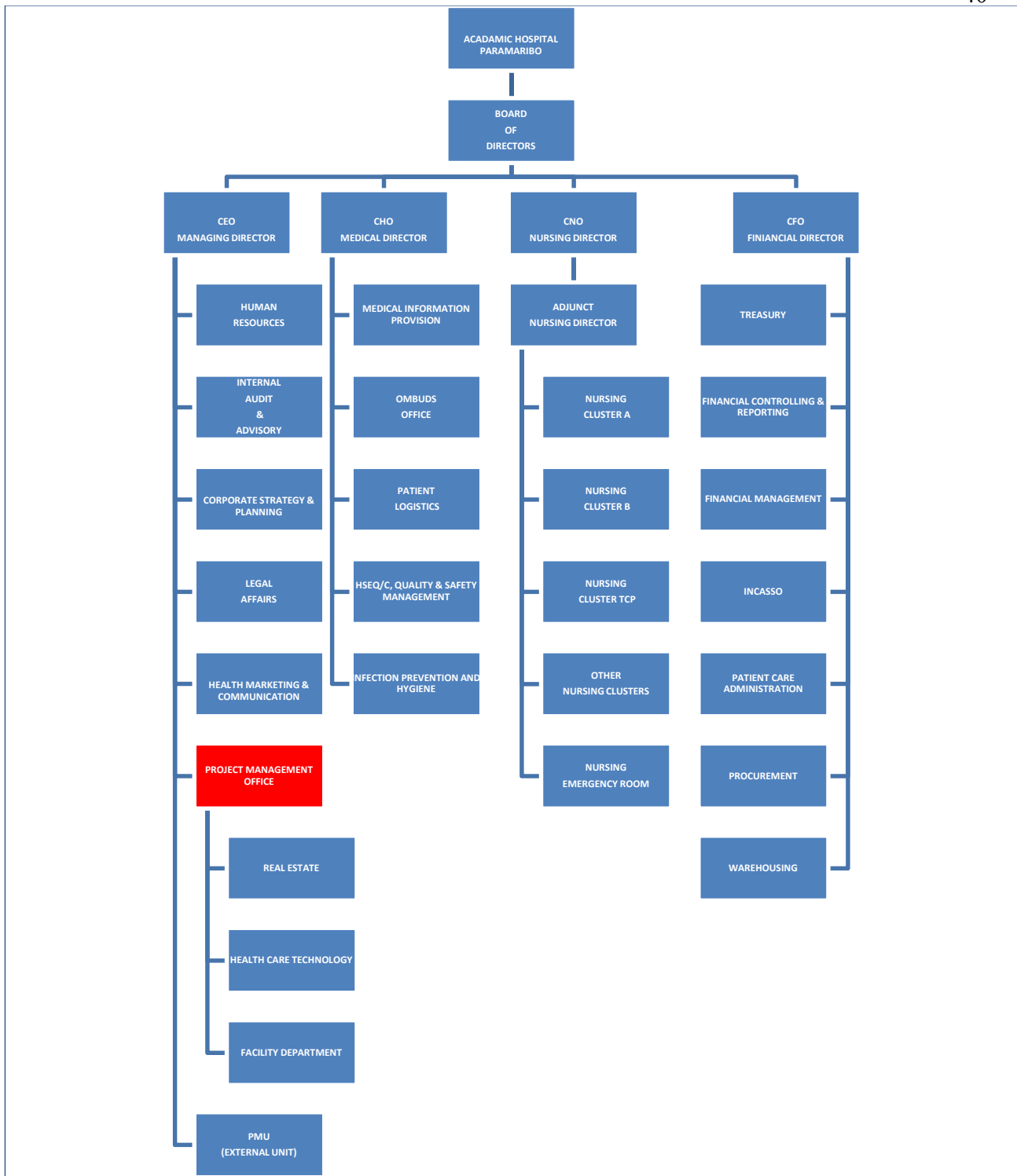
Another knowledge area with the lowest level of maturity is the risk management area. This means that risks, even if identified, are not managed correctly. Or risks that are identified are not being taken too seriously, until they actually occur. Being at level 1 means that AZP recognizes the importance of risk management principles.

### *Project Stakeholder Management*

This knowledge area received a deserving level 3 maturity. As stated before, stakeholders are often in regular meetings to discuss wishes, changes, or additional work from projects. The effects of frequently meeting all stakeholders is known, but not all stakeholder management principles are being utilized.

#### **4.3 Establish PMO in AZP**

As stated in Ch. 4.1.5, the most suitable PMO for this organization is a combination of a supportive and directive PMO. The figure below shows a proposed organizational chart with a position given for the PMO to be effective. The PMO will fall directly under the managing director and have the Real Estate, Facility Department, and Health Care Technology department under its provision. The PMO will consist of qualified Project Managers and oversee that project management principles and processes are used throughout different projects in the organization.



**Figure 7 Proposed Organizational Structure**  
 (Source: Author, 2019)



### 4.3.1 Roles and Responsibilities to AZP's PMO

In general, the PMO's roles and responsibilities are the following:

- Introduce effective project management processes for all knowledge areas
- Standardize terminology within the organization
- Implement common methodologies, processes and techniques
- Provide common tools to support the processes
- Improve and oversee project management and therefor project success

Research into the different type of PMO's their responsibilities has shown the following:

**Chart 10 PMO's Responsibilities**

Type	Responsibilities
Supporting PMO	<ul style="list-style-type: none"> <li>- provide templates</li> <li>- provide best practices</li> <li>- provide training</li> <li>- share resources</li> </ul>
Controlling PMO	<ul style="list-style-type: none"> <li>- provide governance</li> <li>- provide conformance</li> </ul>
Directive PMO	<ul style="list-style-type: none"> <li>- directly manage and control projects</li> <li>- provide strong governance frameworks</li> </ul>

(Source, Author 2019)

AZP's PMO will have the following responsibilities:

- Establish Project Methodologies

Within AZP's organization, there is a sense of what project management principles are and how they should be used, but there is no official methodology defined. By doing so we are establishing the foundation of processes and procedures upon which the organization will rely to the most, even after reviewing and updating when necessary. The basic project methodologies needed are:

Project Charter: For each new project, this will show a clear outline of the project, and define the objectives and goals to its stakeholders.

Governance Plan: This will outline the roles and responsibilities to be assigned to each member of the project team.

Risk Analysis Identification: This would allow the project team to list as many potential problems as possible or deviances that have a probability of occurring and which have an impact, and their possible solution or mitigation.

Communication Plan: Establishes the protocol, procedure, and the methods to communicate project information and issues among members of the team.

Forms and Templates: This would establish the list of simplified tools, forms and templates, that the project team would use to communicate effectively, report and do record keeping. Templates such as Project Scheduling, Project budget, Simple project tracking template, daily task manager, assumptions, and risk managements templates.

- *Project Tracking*

The project managers will have to track every project at all times. This includes progress reports, delays, and the impact of those on the delivery date, budget etc. The PMO has the responsibility to oversee this project tracking. This means project managers have to gather and archive project experiences, lessons learned, and reusable data for future projects.

- *Project Support*

The PMO will also have a supportive role. AZP is in need of a supporting mechanism to maximize its potential concerning project delivery. Support from the PMO can be on different levels.

Training: team members, from other departments, will have to be trained in relevant project management tools and techniques used by that department. The project managers will then ensure that these tools are utilized effectively during projects.

Consultancy: during projects from other department, the project managers will have to consult on project issues when necessary.

#### **4.4 Develop a PMO Implementation Plan for AZP**

Through online research for articles based on PMO implementation a great insight was found on how this plan could be worked on. As stated earlier the implementation plan will contain three (3) phases, each having its own subsections with deliverables. These three phases are:

- *Phase 1: short term plan*

During the short term plan we have to evaluate the idea of having a PMO office within the organization structure of AZP with the different stakeholders. Seeing that there is a significant need for a PMO consulting with stakeholders will take place in short term. Consulting can consist of meetings and informational sessions about what a PMO is and what it stands for, but it can also consist of training the directing team or potential PMO members already within AZPs organization.

- *Phase 2: mid term plan*

Secondly, based on AZPs history we will have to re-evaluate the other organization structure functions. Because the roles and responsibilities of the Project Managers within the PMO are defined, it should be easy to align those already existing functions with the new methodologies. AZPs strategic plan has clear definition of what it stands for and where it is heading to.

Another part of the mid term plan is to develop templates that will be used by PMO members. The processes and procedures that are developed need to be reviewed and studied in order to implement the methodologies set out for the PMO. These process templates (communication, reporting, etc.) are important tools that should be known

and understood by all team members and team leaders.

- *Phase 3: long term plan*

The last phase of this implementation plan is to ensure that the processes and procedures are done according to the methodologies. These can be reviewed by a separate group of people that constantly review performance and adherence to the methodologies, processes and techniques. What this will create is a work environment that is used to the processes necessary to successfully finish projects. And it will also allow for the PMO to show its effectiveness within the organization.

## 5 CONCLUSIONS

The Academic Hospital Paramaribo is the biggest and most visited hospital in Suriname. It has been operational since 1973 and since then was able to develop into a hospital with many different specialized treatments such as Cardiac disorders, ER traumas, Eye Care services, and Radiotherapy care. With the use of different research strategies, the results of this research were determined.

Firstly, different PMO's were analyzed and studied. From this research the assumption made was proven to be wrong. It was assumed that AZP would need a directive PMO, but research has proven that a combination of a supportive and directive PMO will fit better within AZP's organization structure. This PMO combination will give the necessary support, control and oversee the different Project Managers at AZP.

The maturity of the organization was the second study within this research. The maturity analysis determined that AZP is on different maturity levels based on the project management knowledge areas. The project communication management knowledge area showed the highest maturity level of 4 within the organization, compared to project quality management and project risk management who both showed a level 1 maturity. From those results I was able to conclude that there is some knowledge about project management processes, tools, and techniques within the organization, but that they are not used correctly when used if even used at all.

The PMO position was determined by first researching all three types of PMO's. Analyzing the capabilities, responsibilities, and roles of PMOs concluded that a combination of a directive and supportive PMO is suitable PMO for AZP. This was then added to the current organizational chart, creating a new organizational chart by adding a PMO in between the other departments. The new PMO is positioned under the direct management of the managing director and has a leadership position for the real estate department, facility department, and health care technologies department. What this means is that the PMO will establish methodologies for these departments,

track, support and control projects and oversee that projects are completed within the set budget and time.

Lastly, a PMO implementation plan was developed as a guide for AZP's transition, if they decide to use the suggested PMO. This plan is a three phased plan with all three phases having their deliverables: short term, mid term, and long term phase. This is a continuous plan, which means that in order to continue on to the next phase, a phase has to be completed.

## **5.1 General Objectives**

This research has concluded that a strategic Project Management Office within the AZP hospital is an absolute necessity. The roles of this PMO will differ from project to project. Overseeing other departments will give the PMO enough room to gather and archive project experiences, lessons learned, and reusable data for future projects. Installing a PMO within AZP will help to maximize its potential and to remain sustainable in the realization of the construction projects on the premises of the Academic Hospital.

## 6 RECOMMENDATIONS

Based on the research done during the MPM program, the following can be recommended:

1. AZP has a need to establish organization wide methodologies. These methodologies need to be defined, archived and shared throughout the organization. What this will create, is a lifestyle within the organization, compared to the situation they are in now. Project managers will use these methodologies when necessary.

2. The PMO should be responsible for implementing methodologies throughout the organization. Trainings or methodology sessions should be organized in order to get all parts of this organization, top management to lowest level of the organizational chart, accustomed to these methodologies.

3. The PMO also needs to be aware of all its responsibilities during projects. They should be in frequent, daily, contact with the directing team of AZP, where they should at first establish these roles and then discuss their adequacy or lack thereof.

4. I would highly recommend AZP to adopt a PMO within its organizational structure, because of the benefits it can have. It will optimize the results of future projects. Together with current experience the organization can grow into the structural organization it can be.

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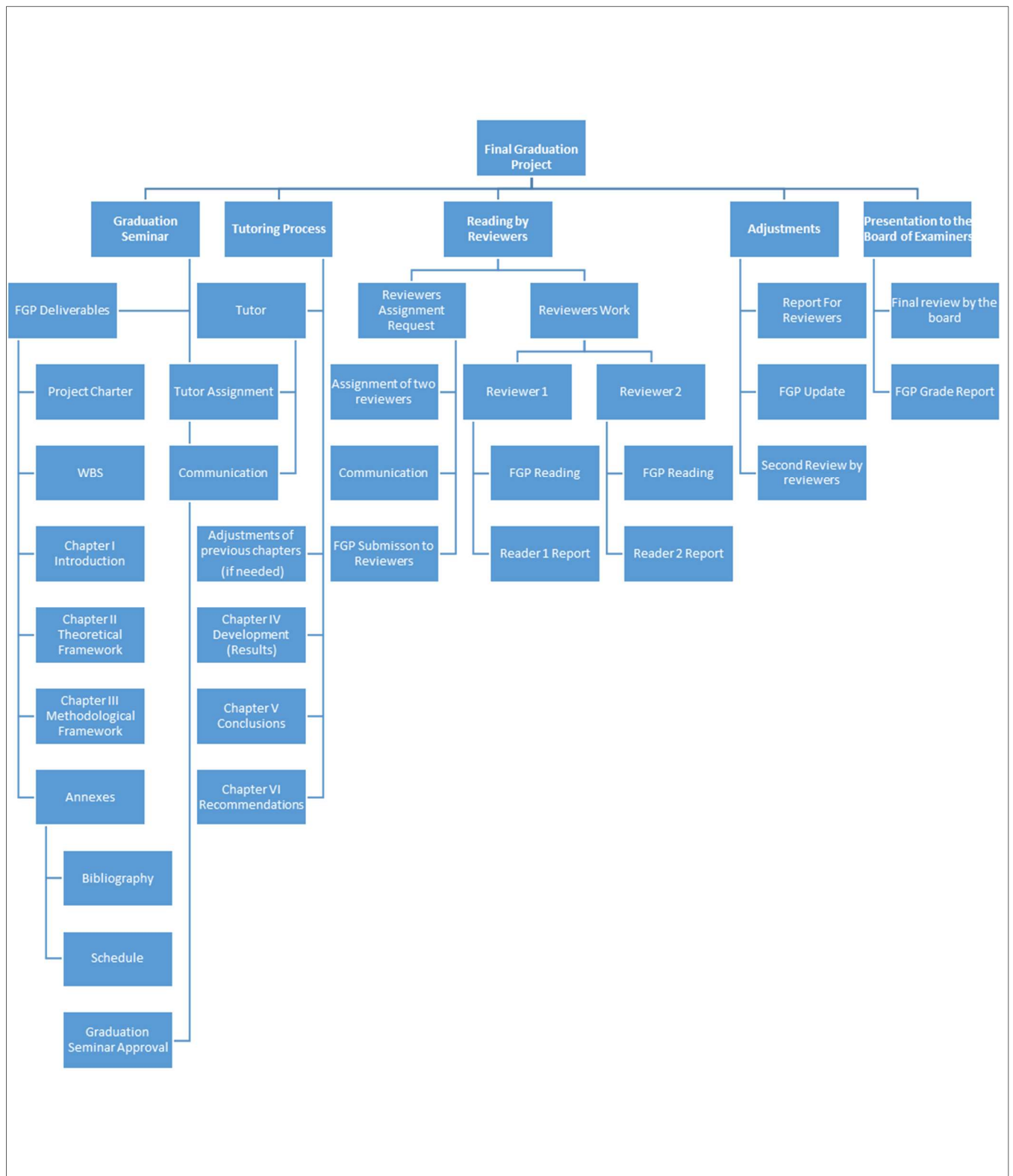
## 8 APPENDICES

### 8.1 Appendix 1: FGP Charter

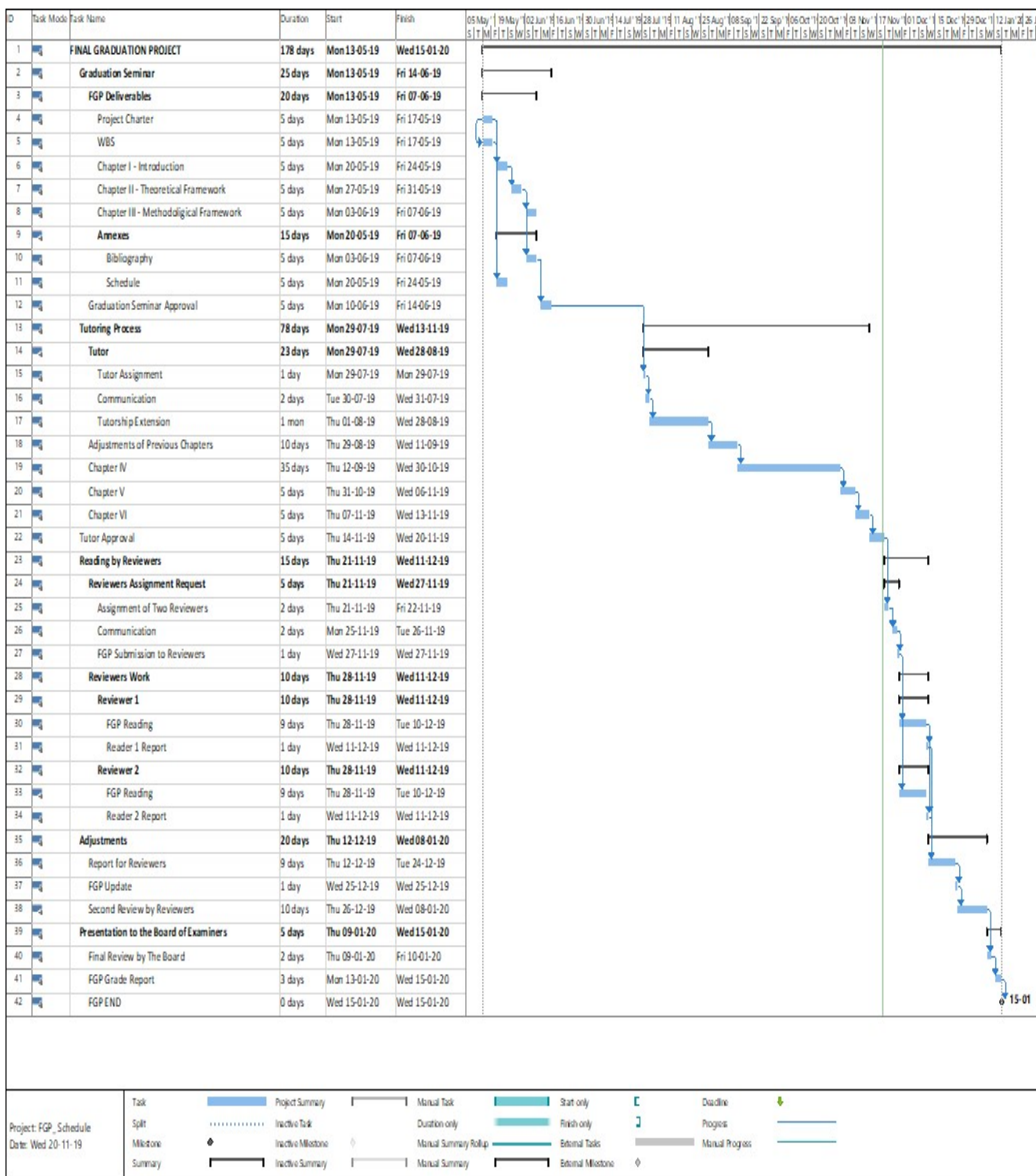
<b>PROJECT CHARTER</b> Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
<b>Date</b>	<b>Project Name:</b>
May 13 <sup>th</sup> 2019	Designing a Strategic PMO for the Academic Hospital Paramaribo (AZP)
<b>Knowledge Areas / Processes</b>	<b>Application Area (Sector / Activity)</b>
<b>Knowledge areas:</b> - Integration Management; - Scope Management; - Time Management; - Quality Management; - Human Resource Management; - Communication Management, - Risk Management; - Stakeholder Management	<b>Process groups:</b> - Initiation - Planning - Execution - Monitoring - Controlling - Closing - Construction - Safety
<b>Start date</b>	<b>Finish date</b>
May 13 <sup>th</sup> 2019	November 20 <sup>th</sup> 2019
<b>Project Objectives (general and specific)</b>	
<b>General objective:</b> To develop a Strategic Project Management Office for the Academic Hospital Paramaribo to further utilize Project Management skills in construction projects done by and for the hospital.	
<b>Specific objectives:</b> - Analyze different PMO styles, their characteristics and functions, and determine the most suitable for the AZP - Perform a maturity analysis to determine AZP its organizational needs - Establish the suitable PMO's position, roles, and level of authority in the organization, in order to improve the maturity AZP - Develop a PMO implementation plan for AZP	
<b>Project purpose or justification (merit and expected results)</b>	
The Academic Hospital Paramaribo is the largest hospital in Suriname. Located in the capital, Paramaribo, it is a semi government owned hospital in Suriname with an annual admission of 23.000 patients and counts over 300.000 treatments per year. In august 2013 the AZP completed its new Strategic Plan with the SP2020 mission and vision. These center on the transformation from the Academic Hospital to an Academic Medical Center for whole Suriname (AMC-SU). This transformation will be founded on three pillars: Patient Care, Medical Research, Medical Education & Paramedical Training with the focus on the following: Restructuring: financial stabilization and cost management Integrated building –and construction plan Organization Setting up Centers of Excellence (CEO) Decentralization of care	
With the SP2020 in mind, the purpose of this research is to design and implement a suitable PMO for the AZP, which can effectively direct and manage different construction projects during the transformation phase with the use of Project Management Processes and Procedures. This research will result in specific documentation and templates to be used by the PMO during construction projects and will benefit AZP in every level of planning and execution.	
<b>Description of Product or Service to be generated by the Project – Project final deliverables</b>	

<ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Scope Management Plan</li> <li>• Integration Management Plan</li> <li>• Time Management Plan</li> <li>• Quality Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Management Plan</li> <li>• Communication Management Plan</li> <li>• Risk Management Plan</li> <li>• Stakeholder Management Plan</li> </ul>	
<b>Assumptions</b>		
<p>- It is assumed that the student will get the proper support from the AZP directing staff be it in form of permission or required information.</p> <p>- It is assumed that there will be no change in organization structure during the study of this research</p> <p>- It is assumed that the PMO will be implemented after conducting this research</p>		
<b>Constraints</b>		
<p>- Not getting sufficient information or feedback from necessary parties</p> <p>- Change in Strategic Plan</p>		
<b>Preliminary risks</b>		
<p>- If permission to conduct this research is not given or hindred, there might be an impact on the time and quality of the project.</p> <p>- If there is a change in Strategic Plan within the organization it might have a negative impact on the research and its implementation.</p>		
<b>Budget</b>		
There are no costs during the research, but after implementation there will be a budget necessary for office space, office furniture, etc. for the new PMO.		
<b>Milestones and dates</b>		
<b>Milestones</b>	<b>Start Date</b>	<b>Finish Date</b>
Signed Project Charter	13 – 05 – 2019	16 – 06 – 2019
Project WBS	13 – 05 – 2019	19 – 05 – 2019
Introduction Chapter	20 – 05 – 2019	26 – 05 – 2019
Theoretical Framework Chapter	27 – 05 – 2019	02 – 06 – 2019
Methodological Framework Chapter	03 – 06 – 2019	09 – 06 – 2019
Executive Summary	10 – 06 - 2019	16 – 06 – 2019
Annexes, Bibliography	10 – 06 - 2019	16 – 06 – 2019
<b>Relevant historical information</b>		
<p>The Academic Hospital Paramaribo in Suriname has been operational since September 18<sup>th</sup>, 1965 but had it's original opening in March 1966 under the name "The Central Hospital". Because of the proclamation of the Faculty of Medical Science the name of the hospital changed to the Academic Hospital Paramaribo (AZP) in 1969. Since 1973 the Hospital was put under the authority of the Suriname Government, namely the Ministry of Health.</p> <p>The AZP is operational at 6 different locations in Paramaribo and has over 70 buildings. With 26 medical wards and 2 laboratories the hospital handles around 300.000 treatments per year, more than 50.000 emergency care cases, and hass a bed capacity of 510 beds with 97% capacity. The hospital has 2100 employees including medical specialists, physicians, nurses, nursing personnel, and administrative personnel. The AZP is the biggest hospital in Suriname and for some specialized treatments such as Cardiac disorder, ER trauma, Eye Care and Radiotherapy the AZP is the only hospital with the medical specialism.</p>		
<b>Stakeholders</b>		
<b>Direct stakeholders:</b>		
<ul style="list-style-type: none"> <li>• Academic Hospital of Paramaribo</li> <li>• Government of Suriname – Ministry of Health</li> <li>• Current AZP workforce that can climb on their professional ladder</li> </ul>		
<b>Indirect stakeholders:</b>		
<ul style="list-style-type: none"> <li>• Future PMO members</li> <li>• Construction companies</li> </ul>		
<b>Project Manager:</b> Valies Janice H. C.		<b>Signature:</b> J.H.C.V
<b>Authorized by:</b>		<b>Signature:</b>

## 8.2 Appendix 2: FGP WBS



### 8.3 Appendix 3: FGP Schedule



## 8.4 Appendix 4: FGP Approval Letter

Ing. Evelyn Hernández Rojas  
FGP Tutor

Dear Ms. Hernández,

Undersigned, Naduschka Nyala Straal, with identity card number, FG009014V, with an academic Mo-A degree in English, graduated in 2017, declare that I have reviewed and corrected Janice Valies her Final Graduation Project (FGP) entitled "*DESIGNING A STRATEGIC PMO FOR THE ACADEMIC HOSPITAL PARAMARIBO (AZP)*" on November 19, 2019.

As requested, I have reviewed this document for writing, spelling and grammar, and am hereby declaring that this Final Graduation Project meets the proper qualities and is corresponding to a master's level work.

Yours sincerely,



*Naduschka Nyala Straal*  
MO-A Degree in English (equivalent to Bachelors degree in English)  
English teacher

Attached:

- Resume – Straal N.

## 8.5 Appendix 5: Linguist Credentials

Curriculum Vitae – Naduschka Straal		Page 1 of 1	
<b>PERSONAL INFORMATION</b>			
Name:	Naduschka Straal		
Address:	Verl. Gemeenelandsweg #43		
Residence:	Zorg & Hoop		
Phonenumber:	400512		
Mobile:	+5978569517		
E-mail:	dushy41088@hotmail.nl		
Date of birth:	04-10-1988		
Drivers License:	BE		
<b>SKILLS</b>			
<b>Language Skills</b>	<b>Reading</b>	<b>Speech</b>	<b>Written</b>
English	Yes	Yes	Yes
Dutch	Yes	Yes	Yes
Sranan Tongo	Yes	Yes	No
<b>Computer Skills</b>	<b>Basic</b>	<b>Experienced</b>	<b>Expert</b>
MS Word	X	X	
MS Excel	X	X	
MS PowerPoint	X	X	
MS Access	X	X	
<b>WORK EXPERIENCE</b>			
2010 – 2011: Telenamic (Call Agent)			
2011 – 2012: Sol Zinnia Pumping station (All-rounder)			
April 2012 – October 2013: Juicy (Hermitage Mall) (Saleswoman/Manager)			
October 2013 – April 2016: Sociale Vereniging de Eenheid (Administrative Assistant)			
January 2017 – Present day: Christus Koningschool (English Teacher)			
<b>EDUCATION &amp; COURSES</b>			
<b>Educational Institution</b>	<b>Education</b>	<b>Year</b>	
Mr. Dr. J. C. De Miranda Lyceum	VWO – P (Graduated)	Okt 2004- Aug 2010	
Het Instituut voor de Opleiding van Leraren (IOL)	HBO – Engels (Graduated)	Nov 2010 tot Nov 2016	
<b>Educational Institution</b>	<b>Training / course</b>	<b>Year</b>	
SMART-Suriname	Customer Service Training	2013	
NV SITT	Office Management	2016	
Mr. Kramp	Office Secretary	2016	
	Interpreter	2019 – Present day	