UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

SETTING UP A PMO
within St. Mary Health Services

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FINAL GRADUATION PROJECT
SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
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APPROVAL PAGE

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

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DEDICATION

This work is dedicated to my family, friends and loved ones who in many ways supported me through the development of this work, and to St. Mary Health Services, for serving as the model for this thesis.

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Justin A. Clarke

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ABBREVIATIONS AND ACRONYMS

- STMHS   St. Mary Health Services
- PMO   Project Management Office
- FGP   Final Graduation Project
- CEOs   Chief Executive Officers
- CMMI   Capability Maturity Model Integration
- P3M3   Portfolio, Program & Project Management Model
- OPM3   Organizational Project Management Maturity Model
- WBS   Work Breakdown Structure
- PMBOK   Project Management Body of Knowledge
- ROI   Return on Investment
- NERHA   North East Regional Health Authority

EXECUTIVE SUMMARY (ABSTRACT)

St. Mary Health Services (STMHS) comprised two (2) Hospitals and Thirty (30) Health Centres that served sixty six (66) communities and eight (8) major towns; one of which had an International Airport. The services offered were secondary care (at the hospitals) and primary care (at the health centres). Many of the facilities' infrastructures were delapidated due to age and natural disaster with some needing repair while some were being repaired. Due to the growing need for improved health services the Ministry of Health was rolling out a lot of projects to meet this demand. Two of the most recent projects were the refurbishing of the Buff Bay Health Centre, in Portland, and the construction of a temporary health centre at the Port Maria Hospital.

At STMHS projects were an ongoing way of improving the health services to the patients and as such they had an impact on the Parish Health Services' budget and resources in a way that called for close monitor and control to minimize wastage while delivering quality projects. The principal goal of this research was to improve STMHS's effiecient on the execution of projects through project management frameworks, using the benefits of a Project Management Office (PMO) on the company's organizational structure.

The absence of a customized Project Management Office (PMO) within St. Mary Health Services has contributed to an ad-hoc operation from project to project. In such cases, few if any performance indicators were used, and projects showed very unpredictable outcomes. Unplanned changes in scope, time, cost and human resources often resulted in not just overspending and projects being overscheduled but delayed treatment of patients at the health centers and hospitals when projects were not finished on time (The Gleaner, (2016).

The purpose of this research was to analyze the project management practices and organizational structure of STMHS in light of all the problems stated above to develop a PMO proposal that was suitable for STMHS.

The main objective was to develop a Project Management Office proposal for St. Mary Health Services to maximize the results of the projects done by the organization. The specific ojectives included: assessing the project management practices of STMHS, in order to have determined the project management strenghts, improvement opportunities and needs, analyzing the different PMO types in order to have established the most suitable PMO for STMHS, establishing the roles and responsibilities that were to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure, and determining the PMO implementation plan for STMHS in order to have outlined the main steps required to estblish the PMO.

The methodologies employed in this research were based on literature reviews of similar researches using the analytical, deductive and observational methods. The

analytical and deductive methods allowed for an in-depth analysis of the organization's structure, whereas the observational method was used to evaluate and record the deliverables and their acceptance by stakeholders. The tools used in this research were based on a P3M3 questionnaire sample. The results of the analytical method propelled the analysis of the different types of PMOs to determine the best suitable for STMHS' PMO development.

The maturity assessment results concluded that STMHS has limited strengths but many weaknesses in certain project management areas, such as project management, benefits management, stakeholder management, risk management. Areas that need improvement include: STMHS project management maturity, organizational governance, resource management, project management processes and procedures.

Upon the analysis of the three basic types of PMOs, it was concluded that a Directive PMO was most suitable at this time. It was further concluded that establishing project methodologies, project tracking and project support, constitute the main roles and responsibilities identified for the proposed PMO for STMHS.

A systematic implementation plan of the PMO was recommended to be introduced early enough to all stakeholders through various consultations, and group meetings. This would allow consensus to agree on a smooth transition to the successful implementation of the PMO.

INTRODUCTION

1.1. Background

Saint Mary Health Services is nestled in the parish of Saint Mary. Saint Mary is a parish located in the northeast section of Jamaica. With a population of 114,227, it is one of Jamaica's smallest parishes, located in the county of Middlesex. Its chief town and capital is Port Maria, located on the coast. It is also the birthplace of established dancehall reggae artists, such as Capleton, Lady Saw, Ninja Man, Sizzla and Tanya Stephens. Other notable residents of St. Mary parish include bestselling author Colin Simpson, Cris Blackwell (wikipedia.org, 2017).

St. Mary Health Services comprises two (2) Hospitals and Thirty (30) Health Centres that serve sixty six (66) communities and eight (8) major towns; one of which has an International Airport. The services offered are secondary care (at the hospitals) and primary care (at the health centres). Many of the facilities' infrastructures are delapidated due to age and natural disaster with some needing repair while some are being repaired. Due to the growing need for improved health services the Ministry of Health is rolling out a lot of projects to meet this demand. Two of the most recent projects are the refurbishing of the Buff Bay Health Centre, in Portland, and the construction of a temporary health centre at the Port Maria Hospital.

Projects are an ongoing way of improving the health services to the patients and as such they impact the Parish Health Services' budget and resources in a way that calls for close monitor and control to minimise wastage while delivering quality projects.

Given the knowledge that these projects are runned by serveral Heads of Department inconjunction with the regional project unit at times, in some

cases external sponsors provide the resources and run the projects and the fact that no PMO is established within STMHS; serveral mishasps and inefficiencies will occur sometimes. With the Regional Project Unit monitoring so many other projects it is not practical to monitor projects within St. Mary at the same time. This study seeks to assess which PMO type will be best suited to be implemented within STMHS so that projects can be given more attention to maximize their sucess.

1.2.   Statement of the problem

The absence of a customized Project Management Office (PMO) within an organization normally causes an ad-hoc operation from project to project. In such cases, few if any performance indicators are used, and projects show very unpredictable outcomes. As one of the managers, myself and other managers, have experienced similar occurrences within St. Mary Health Services. Unplanned changes in scope, time, cost and human resources not just result in overspending and projects being overscheduled but delay in treatment of patients at the health centres and hospitals when projects are not finished on time.   The delay, for example, in the refurbishing and outfitting of the operating theatre with equipment has delayed major surgeries being at Port Maria Hospital (The Gleaner, (2013).

Other problem such as the purchase of equipment that doesn't allow local contractor-servicing occurs and as such increased cost is incurred with outsourcing of the service overseas. In addition, certain services are suspended until outsourcing of the service is procured for equipment to be serviced.

This is due in part to their non-exposure to current project management procedures and practices, which could engender better systems for project development and project goal attainment.

1.3. Purpose

The purpose of this research is to analyze the current project management practices and organizational structure of STMHS in light of all the problems stated above. The intention is to develop a PMO proposal that is suitable for STMHS.

The overall intended benefits of this process, despite which type of PMO is developed, are to:

- Generate a report of the level of maturity of STMHS project management practices
- Generate a report detailing the most suitable PMO and the appropriate methodology, tools and templates for STMHS
- Generate a report detailing the roles and responsibilities assigned to the suitable PMO for STMHS.
- Generate a report detailing the suitable PMO implementation plan for STMHS

Other benefits include: maximizing the project management capabilities of STMHS and the lessons learned and successes can then be shared with other hospitals within the region. The region can then decide whether to incorporate PMOs in the three parishes- it serves- to maximize project success.

1.4. General objective

To develop a Project Management Office proposal for St. Mary Health Services to maximize the results of the projects done by the organization

1.5. Specific objectives

- To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs
- To analyze the different PMO types in order to establish the most suitable PMO for STMHS
- To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure
- To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO

THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

This research is conducted in Saint Mary using St. Mary Health Services as a pilot case study.

St. Mary Health Services is one of three parish Health Services of the North East Regional Health Authority (NERHA) (one of the arms of the Ministry of Health, Jamaica).

2.1.1 Company/Enterprise background

The main activity under taken by St. Mary Health Services is proving primary and secondary care to patients. Its portfolio of works- to ensure quality provision of primary and secondary care- ranges from projects to upgrade of equipment, remodeling and refurbishing of health facilities, to expansion projects due to increase in patient load etc.

2.1.2 Mission and vision statements

Mission:

To determine through research, the PMO types that fit different organizations for their success to be realized financially while being socially responsible.

Vision:

An efficient and cost-effective environment, which allows for continuous delivery of quality services in organizations according to their respective potentials.

2.1.3 Organizational structure

St. Mary Health Services
Organizational Structure
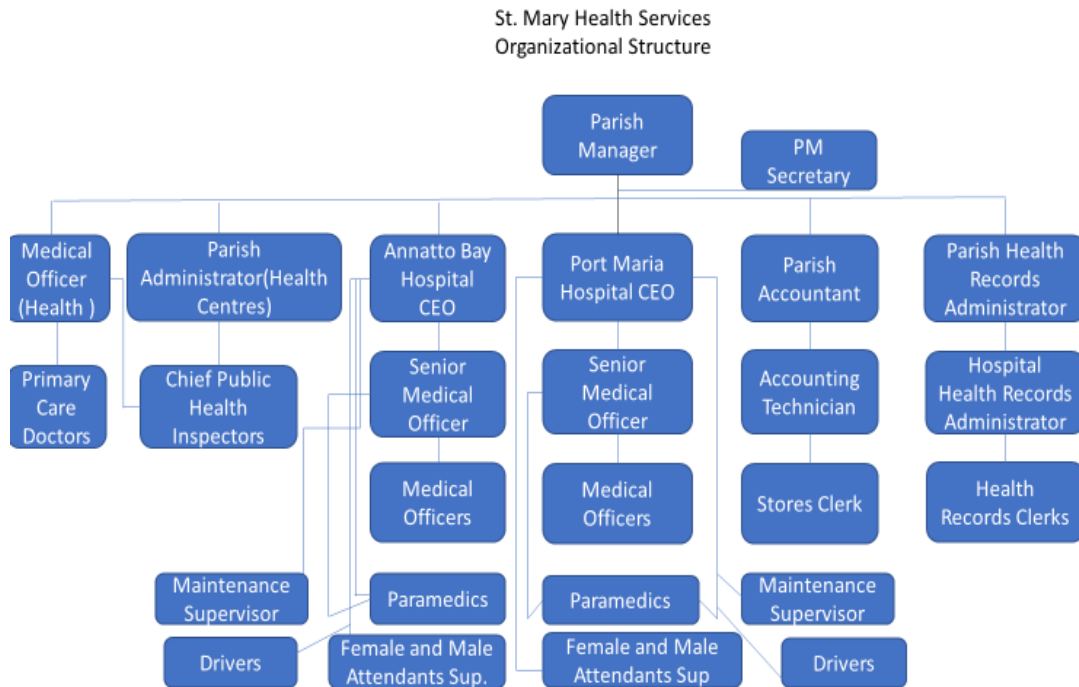
Figure 1 Organizational Structure

(Source: Author, 2017)

2.1.4 Products offered

St. Mary Health Services offers both primary and secondary care to patients. Primary health care services include immunization, health education, family planning, provision of food and nutrition and proper drinking water where as secondary health care services include: acute care such nebulization, chest tube insertion etc, medical imaging, medical laboratory services, hospital stays and transfers etc.

2.2 Project Management Concepts

Project management is the application of knowledge, skills, tools and techniques to project activities to satisfy project requirements (PMBOK, 2017, Sixth Edition, p.10). There are several grouped project management processes (49 in total)

which are grouped in five major processes to achieve project management (PMBOK, 2017, Sixth Edition, p.23). These five groups are:

- Initiation
- Planning
- Executing
- Monitoring and Controlling
- Closing

2.2.1 Project

A project is a temporary endeavor to achieve a desired result, product or service (PMBOK, 2017,Sixth Edition, p.4). For the purpose of this research, a project shall be a proposal of a Project Management Office for STMHS.

2.2.2 Project management

Project management is the application of knowledge, skills, tools and techniques to project activities to satisfy project requirements (PMBOK, 2017, Sixth Edition, p.5)

2.2.3 Project life cycle

A project life cycle is the series of phases that progresses from initiation to closure (PMBOK, 2017, Sixth Edition, p.548). The typical life cycle of most projects is:

- Starting the project
- Organizing and preparing
- Carrying out the paper work
- Monitoring and Control
- Closing the project

TYPICAL PROJECT CYCLE
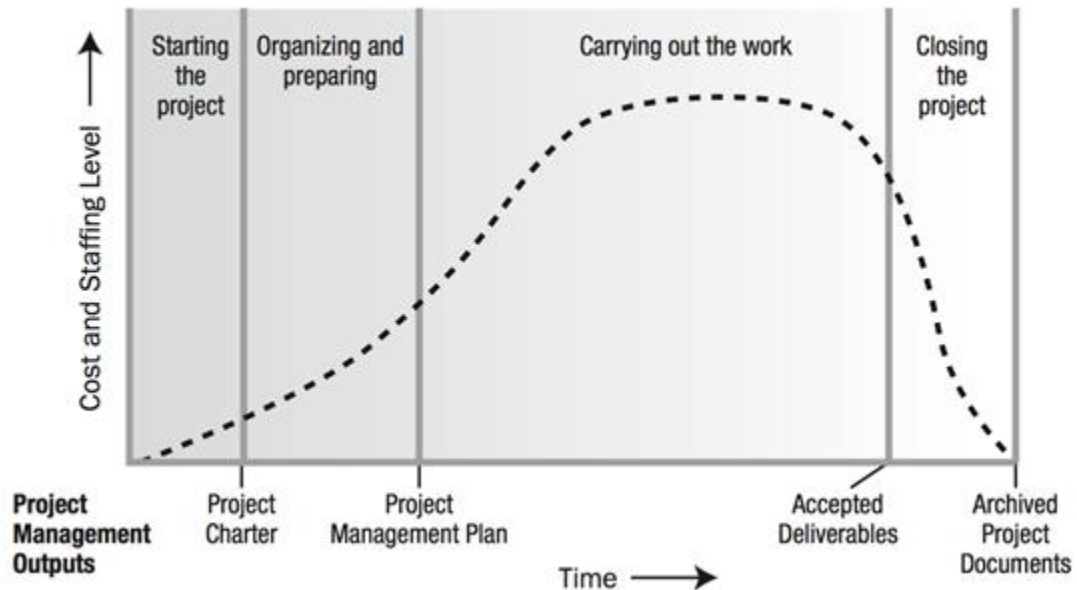
Figure 2 TYPICAL PROJECT CYCLE
(Source: Google Images, 2018)

St. Mary Health Services does not have a definite project life cycle. However, one of the aims of this research through the proposed PMO, is for STMHS to establish a project life cycle to maximize its projects success.

2.2.4 Project management processes

Project management consist of the core process that links the various aspects of a project's activities and processes. There are 49 processes that are broken down into ten (10) knowledge areas. These knowledge areas interact with the Five (5) main process groups. These are Initiation, Planning, Execution, Monitoring & Controlling, and Closing. These Five (5) process groups are not discrete, one-time events; they are iterative and occur at different levels of intensity throughout the project (PMBOK, 2017, Sixth Edition, p.554).

Knowledge areas are fields or specialization used when managing projects (PMBOK, 2017, Sixth Edition, p.553). Each knowledge area has its own inputs, tools and techniques and resulting outputs. For this research project, this final graduation project (FGP) followed the similar knowledge areas from the formulation of the Project Charter to the project that this document is about, which is to propose a Project Management Office (PMO), with the exception of Project procurement management.

PMBOK® Project Management Processes
Based on the PMBOK® Guide – 6th Edition

Project Management Processes		4. Integration	5. Scope	6. Schedule	7. Cost	8. Quality	9. Resources	10. Communication	11. Risk	12. Procurement	13. Stakeholder	
Phases	**Groups**											
Initiation	Initiating	1									1	2
Planning	Planning	1	4	5	3	1	2	1	5	1	1	24
Execution	Executing	2				1	3	1	1	1	1	10
	Mon & Contr.	2	2	1	1	1	1	1	1	1	1	12
Close-out	Closing	1										1
		7	6	6	4	3	6	3	7	3	4	49

Note: Click on the oval with the number of project management processes to toggle detail on and off.

V-7.0   PMI, PMP and PMBOK are registered marks of the Project Management Institute, Inc.   1
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Figure 3 **Project Management Processes**

(Source: Project Management Institute, 2017)

2.2.5 Project management knowledge areas

A knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (PMBOK, 2017, Sixth Edition. p.553). Some of the project management knowledge areas will be used to assist with assessing the project management practices of STMHS and to propose the best suited PMO for STMHS.

The knowledge areas as set out in the PMBOK guide, sixth edition, and applicable to this research work are:

Project Integration Management

Project integration management includes the processes and activities that identify, define, combine, unify and coordinate the different processes and project management activities within the Project Management Process Groups. Project Integration Management also include making certain choices, making trade-offs among certain objectives and alternatives and managing the interdependencies among Project Management knowledge areas (PMBOK, 2017, Sixth Edition, p.553)

Project Time Management

This knowledge area includes all the processes which ensure that the project is completed within schedule. This was established by UCI, with the assumption that the Final Graduation Project (FGP) should be completed by May 2018.

Project Scope Management

Project scope management includes all the processes necessary to have all work done and only the work required, to have a successful project completion. Managing the project scope mainly involves defining what is and what is not to be included in the project (PMBOK, 2017, Sixth Edition, p.553). In this case, it was the development of the FGP.

Project Cost Management

Project cost management includes the processes used to plan, estimate, finance, budget, fund, manage and control costs so that the project can be completed within budget (PMBOK, 2017, Sixth Edition, p.553).

Project Quality Management

Project quality management includes the processes and activities of the performing organization that determine quality policies, objectives and responsibilities to allow the project to meet the need for which it was undertaken (PMBOK, 2017, Sixth Edition, p.553). Project Quality management uses policies and procedures to implement, within the project's context, the organization's quality management system and supports continuous process improvement. It uses the following processes such as Quality Management Plan, Quality Assurance and Quality Control to validate its deliverables. The stakeholders who constitute the quality management component of FGP research include tutors and readers.

Project Human Resource Management

Project human resource management includes all the processes that organize, manage and lead the project team. Project team members may have varied skills and may be assigned to the project part-time or fulltime. It ensures the development of the Human Resource Plan for the project (PMBOK, 2017, Sixth Edition, p.553)

Project Communication Management

Project Communication Management includes all the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and the ultimate disposition of project information (PMBOK, 2017, Sixth Edition, p.605). Project managers spend most of their time communicating with team members and other stakeholders to minimize misunderstandings, rework etc. Effective communication creates a bridge between diverse stakeholders who may have varying views about the same item. When proper communication is done the project manager gets an overall idea of what is required.

Project Risk Management

Project risk management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. A key benefit of this knowledge area is that that it ensures the degree, type and visibility of risk management is not done at the expense of the success of the organization's projects (PMBOK, 2017, Sixth Edition, p.585)

Project Procurement Management

This includes the processes necessary for ensuring the purchase or acquisition of required products. This is the only exception that this FGP had not included.

Project Stakeholder Management

This includes the processes required to identify the people, groups and organizations that could impact or be impacted by the project to manage stakeholder expectations and their impact on the project. This will also aid in the development of the appropriate management strategies to effectively engage stakeholders in projects' decisions and execution (PMBOK, 2017, Sixth Edition, p.594). In this case the key stakeholders include: Parish Manager, Parish Administrator and Chief Executive Officers (CEOs) of STMHS.

2.3 Project Management Office (PMO), Project Management Maturity

A PMO integrates data, and information from corporate strategic projects and evaluates how higher level strategic objectives are being fulfilled to ensure projects are consistent with organizations strategic objectives. Project Management Maturity on the other hand refers to the progressive and holistic model that develops an organization's project management approach, methodology, strategy, and decision-making process

2.3.1 **Project Management Office (PMO)**

A Project Management Office (PMO) is a management structure that standardizes project-related governance processes and facilitates the sharing of resources, methodology, tools, and techniques. The responsibilities of the PMO can range from providing project management support to actually having the responsibility for the direct management of one or more projects (PMBOK, 2017, Sixth Edition, p.48)

There are varying types of PMO in organizations; these include:

- Supportive. This type of PMO provides a supporting role to projects such providing templates, training, best practices, access to information and lessons learned from other projects.
- Controlling. Controlling PMO provides support and require compliance to items such as framework, methodology, using specific templates, forms and tools, or conformance to governance.
- Directive. The Directive PMO on the other directly manage projects. The degree of authority afforded to this PMO is high.

The PMO is a natural connection between the organizations portfolio, programs, and the corporate measurement systems-e.g. scorecard-(PMBOK, 2017, Sixth Edition, p.48). The main function of a PMO is to provide support to project managers in a variety of ways; these include:

- Managing shared resources across all projects administered by the PMO
- Identifying and developing project management methodology, best practices and standards

2.3.2 **Project Management Maturity**

Project management maturity refers to the progressive and holistic model that develops an organization's project management approach, methodology, strategy,

and decision-making process. The appropriate level of maturity will vary for each organization based on its specific goals, strategies, resource capabilities, scope, and needs Maturity model can help an organization identify gaps, and take corrective operational steps, toward improving its culture of project management in order to achieve project management excellence (Crawford, J. (2014).

There a myriad of maturity models, however, the main ones are:

- Capability Maturity Model Integration (CMMI). CMMI was a project developed from a number tools put together in the late 80's-mid-90's to form a single integrated tool. Its uses a single tool to assess maturity or capability. There are five (5) maturity levels used in the assessment of CMMI: Initial, Managed, Defined, Qualitatively Managed, and Optimizing (Crawford, J. (2014).

- Portfolio, Program & Project Management Model (P3M3). P3M3 is model that was developed to assess government maturity standards.

- Organizational Project Management Maturity Model (OPM3). OPM3 is a PMI maturity model that is suitable for organizations of any size, location or practice environment (OPM3, 2013, Third Edition, p.2)

- Lean Six sigma Maturity Model. Six sigma is described as a strict data driven methodology that has a set of techniques and tools for process improvement

Given that the research is being done on a government organization (STMHS) P3M3 is an option to assess STMHS project management practices.

METHODOLOGICAL FRAMEWORK

3.1 Information sources

For the purposes of this research, Information sources can be defined as the means by which a person is informed about something or how knowledge is made available to someone, for example: observation, speeches, documents, pictures organizations etc. (karibouconnections.net, 2017)

The information source for this project stretches from literature reviews, PMBOK, to the World Wide Web, to documentaries, personal experiences, academic journals and STMHS archives.

3.1.1 Primary sources

Primary source of information for this research shall be defined as: a first hand and or direct source from where the original information is obtained. This includes: Interviews with the Parish Manager (Most Senior Manager of STMHS), STMHS, and other key stakeholders, personal experiences documented from Site related activities.

3.1.2 Secondary sources

Secondary source of information is the source that is not the primary source. For example, The PMBOK, Sixth Edition, 2013, STMHS archives, The World Wide Web, journals, documentaries, presentations on project management and PMO's, all constitute secondary sources of information

Chart 1 Information Sources (Source: the author)

Objectives	Information sources	
	Primary	**Secondary**
To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs	Organizational structure and operational processes and procedures	Project management tools and techniques from PMO experienced practitioners and experts. Online literature and academic journals review.
To analyze the different PMO types in order to establish the most suitable PMO for STMHS .	Interview with the Parish Manager of STMHS, key stakeholders & Project Team	Website research on PMO's, Project Management sources, templates and documentaries.
To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure	The Project manager .	Journals, and Project Management websites PM books, PMBOK, articles and presentations from Project Management Offices.
To determine the PMO implementation plan for STMHS in order to outline the main steps	The Project Manager	PM books, PMBOK, articles and presentations from Project Management offices. Journals, and Project Management websites

Objectives	Information sources	
	Primary	**Secondary**
required to estblish the PMO		

3.2 Research methods

According to, Dictionarycambridge.org, (2017), research methods is defined as "a particular way of studying something in order to discover new information about it or understand it better": On this project, the research methods that will be used are primarily Literature reviews, Analytical, Deductive - Inductive and Observation research methods.

3.2.1 Analytic Method

The Analytical Method is a generic process combining the power of the Scientific Method with the use of formal process to solve any type of problem (thwink.org. (2017). This method consists of using critical thinking skills combined with the accurate evaluation of facts and information gathered for the research that is being conducted, in an effort to break down a problem or situation under research into manageable components for solving.

3.2.2 Deductive –Inductive method

This is a common method of research in which the deductive method is geared at testing an existing theory, thus arriving at a logical conclusion, while the Inductive method is aimed at generating a new theory or theories based on the gathered information or data at hand. (Gabriel, (2013).

3.2.3 Observational method

This form of research is non-experimental, in that the research is carried out through the mere observation and acknowledgement of the ongoing pattern.

Chart 2 Research Methods (Source: the author)

Information sources	Research methods		
	Analytical Method	Deductive-Deductive Method	Observational method
To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs	This method was used to assess the current maturity status of STMHS. P3M3 standards were used as references and baseline standards	This method is applied by testing the tools and techniques used to assess the maturity status of the organization.	This method was used to acknowledge patterns of project management practices to help assess the maturity of the STMHS project management practices

Information sources	Research methods		
	Analytical Method	Deductive-Deductive Method	Observational method
To analyse the different PMO types in order to establish the most suitable PMO for STMHS	The analytical method in this instance was used to study and understand the general roles and responsibilities of a PMO in an organization.	This method was used to compare the characteristics of the different PMO's, to then determine correctly the suitable one for STMHS	This method was used to pin-point characteristics of STMHS that fit a certain PMO type
To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure	This method made for the critical thinking of the roles and responsibilities to be assigned to the PMO for the first time in the history of the company.	This method was used to gain an understanding of the roles and responsibilities of the various PMO's, and then systematically categorize these responsibilities as may be applicable to STMHS's PMO at this time. In addition, the analytical method helped with the literature reviews of similar	

Information sources	Research methods		
	Analytical Method	Deductive-Deductive Method	Observational method
		management structures in order to prioritize	
To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO			This method will help to detect errors of sequence for steps, wording etc.

3.3 Tools

Research tools are defined as any instrument, resource or information medium that can be used to facilitate, enhance the accomplishment of a task or operation. The tools used in this final graduation project are meetings, expert judgement, scheduling tools, alternative analysis, analytical techniques, and P3M3 maturity model (Ajit, (2003).

Chart 3 Tools (Source: the author)

Objectives	Tools
To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs	P3M3 Maturity Assessment Model
To analyze the different PMO types in order to establish the most suitable PMO for STMHS	Meetings, Expert judgment
To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure	Meetings, Expert judgment. Stakeholders consultation, Online PMO templates .
To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO	Stakeholders input and Online PMO research templates and experts' advice.

3.4 Assumptions and constraints

According to (Sharp T. (2014), **Assumptions** *"are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration"* and **Constraints "***are limitations placed upon the project that the project manager and team must work within".*

The assumptions of this final graduation project are:

- STMHS current operations need a PMO

- A PMO on the hierarchy of STMHS organizational structure will help it be more effective with its projects.
- Due to STMHS size, a non-complex PMO would be more appropriate.
- Developing a methodology to plan STMHS work schedule would lead to better return on investment (ROI).

The Constraints of this project were:

- Finding the right Maturity Assessment Model for this FGP.
- Management sensitivity or lack thereof for the value of PMO on STMHS organizational structure.
- Scope and time

The scope of this project was to develop a project management office proposal for STMHS. The proposal required determining the maturity level of the project management practices of this organization. The project scope started with proposing a PMO through to implementing a PMO plan and determining the required sequence of implementation. The time requirement for this project was short, three (3) months, thus making it one of the main constraints of the project. A lot more supporting areas for this research could have been covered if time allowed it.

There was also another constraint, which was the cost of preparing this research. There were direct and indirect costs associated with gathering the information, and then processing it to extract what is relevant to apply to this research.

Chart 4 Assumptions and constraints (Source: the author)

Objectives	Assumptions	Constraints
To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs	STMHS currently needs a PMO .	Finding the right Maturity assessment model for this FGP
To analyze the different PMO types in order to establish the most suitable PMO for STMHS	A PMO on the hierarchy of STMHS organizational structure will improve its effectiveness with projects.	Management sensitivity or lack thereof for the value of PMO on STMHS organizational structure.
To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure	Due to STMHS size, a non-complex PMO would be more appropriate.	Scope and time.
To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO	PMO implementation plan is drafted on-time for an on-schedule implementation	Due to the limited time allotted to the FGP there might be delays in the drafting up of the PMO plan

3.5 Deliverables

A Project Deliverable is a product or service that a project produces for its customer, client, or project sponsor called stakeholder. It may be tangible or intangible, for example, a contractor who is hired to provide a training course provides the course itself back to their client as the project's deliverable (projectengineer.net. (2017).

The deliverables of this project are:

- A report of the level of maturity of STMHS project management practices
- Report detailing the most suitable PMO and the appropriate methodology, tools and templates for STMHS
- Report detailing the roles and responsibilities assigned to the suitable PMO for STMHS.
- Report detailing the suitable PMO implementation plan for STMHS

Chart 5 Deliverable (Source: the author)

Objectives	Deliverables
To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs	A report of the level of maturity of STMHS project management practices
To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure	Report detailing the roles and responsibilities assigned to the suitable PMO for STMHS
To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO	Report detailing the suitable PMO implementation plan for STMHS

4. RESULTS

4.1 STMHS Project Management Practices

For the purposes of this research, a questionnaire was set out using P3M3 methodology guidelines to identify the areas to be assessed for the determination of a maturity level for STMHS. There were nine (9) questions of which, each question had five options on a scale of a-e) with (a) being the least favourable and (e) being the optimum option to attain the highest maturity level.

A random selection of eleven (11) workers including all senior management were the respondents to the questionnaire. This selection (11) was taken from a total of eighteen (18) senior managers-which represents sixty one percent (61%) of the targeted population for generalization to be obtained of St. Mary Health Services Project Management status. Based on the responses received from the questionnaires and the review and analysis of the responses, the following maturity assessment results were obtained:

In the category of "our organization can be best characterised as having", the results of the maturity assessment indicated that management and technical processes were documented, standardized and integrated to some extent with the responsibility for maintaining consistency and delivering process improvement across the organization. Senior management was engaged consistently and provided active and informed support. This-as depicted by figure 4 below-revealed that STMHS project management maturity was at forty five percent (45%); almost half from the optimal maturity level (e) where the organization is focused on optimization of its quantitatively managed processes to take into account challenging businesses needs and external factors etc. (see appendix 5: P3M3 Answers).
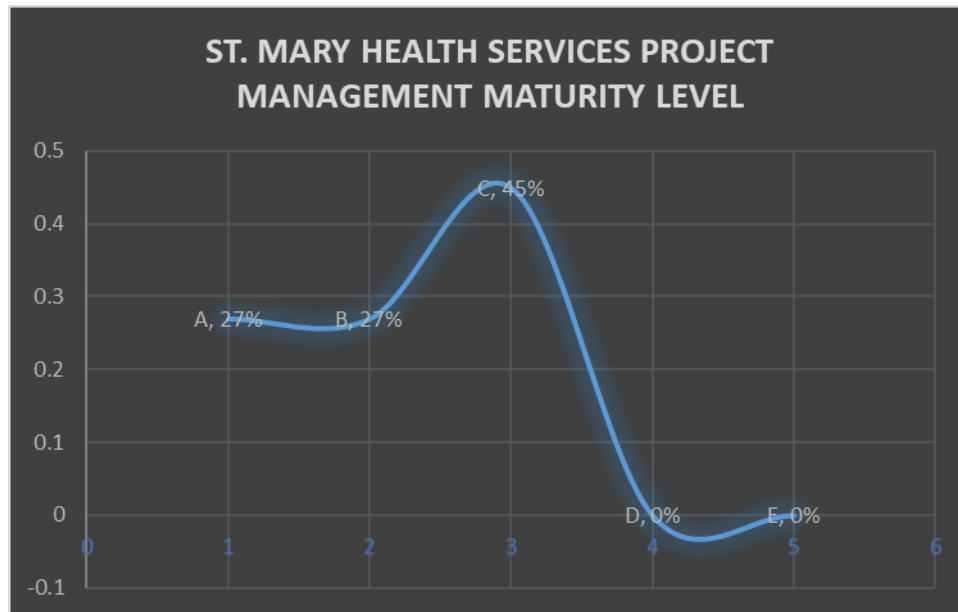
Figure 4 STMHS **Project Management Maturity Level**

(Source: Author, 2018)

In the category of "project management control", the results revealed that project management terminology was used by some members of the organization but not consistently and possibly not understood by all stakeholders. In addition, projects were conducted and managed according to individual preferences.

In the category of "project benefits management", the results-as depicted by figure 5 below- revealed that there were some elements of both b and c. These included; benefits being recognized as an element within the project business case and centrally managed but there was inconsistency with documentation regarding who is responsible for benefits and their realisation.
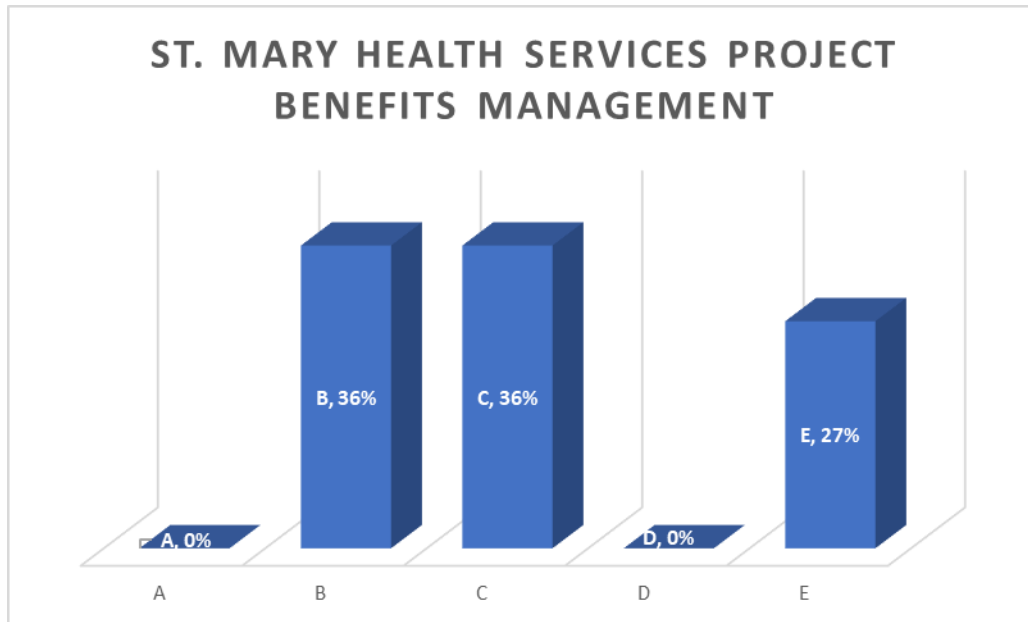
Figure 5 STMHS **Project Benefits Management**

(Source: Author, 2018)

On the contrary, the results for the analysis of the subject "project financial management", showed that the organization was able to prioritise investment opportunities effectively in relation to the availability of funds and other resources. Project budgets were managed effectively and project performance against cost was monitored and compared.

In the area of "project stakeholder management", the study showed that some projects were usually communicated to stakeholders, but this was linked more to the personal initiative of project managers than to a structured approach being deployed by the organization.

In the category of "project risk management", the research revealed that risk management was recognised and used on projects, but there were inconsistent approaches which resulted in various levels of commitment and effectiveness.

In the category of "project organizational governance", there were centrally defined organizational controls being applied consistently to all projects, with decision-making structures in place and linked to organizational governance.

In the area of "project resource management", the STMHS had a centrally defined and adopted set of procedures and management processes for acquiring, planning and managing project resources.
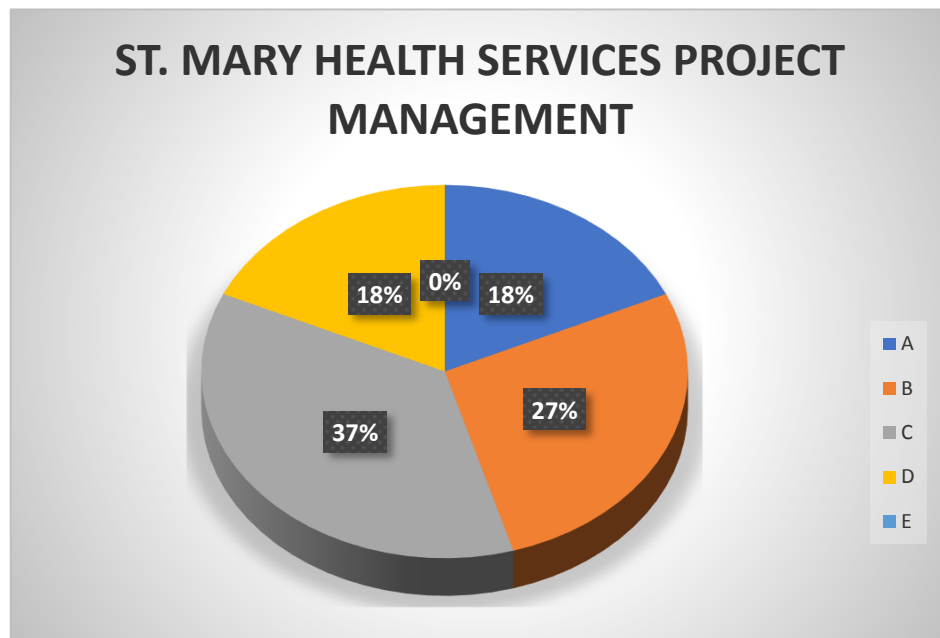
Figure 6 STMHS **Project Management**

(Source: Author, 2018)

In the category of "project management in general", the research revealed that STMHS had achieved thirty seven percent (37%) project management control where it had its own centrally controlled project processes and individual projects could flex within these processes to suit the particular project.

At the end of the P3M3 assessment the results-i.e the information received from all the assessed stakeholders- revealed the strengths, weaknesses and improvement opportunities of STMHS. Moreover, it further deepened the reason STMHS needs a PMO.

Having assessed the project management practices of STMHS-in light of objective number one (1)- STMHS project management strenght was shown in its financial management. As such, the organisation was able to prioritise investment opportunities effectively in relation to the availability of funds and other resources. Project budgets were managed effectively and project performance against cost was monitored and compared. However, it was unclear if this strength really represented projects or general financial management since it didn't match up to findings in the other eight areas which reflected STMHS overall project management maturity below average.

Weaknesses were revealed in the following areas:
- project management control
- benefits management
- stakeholder management
- risk management

Areas for improvement opportunities included:
- STMHS Project Management Maturity
- organizational governance
- resource management
- project management processes and procedures

. 4.2. The most suitable PMO type for STMHS with the roles and responsibilities to be assigned
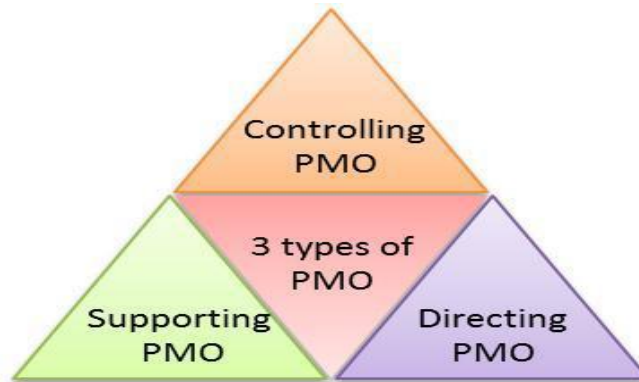
Figure 7 Three PMO Types

(Source: PMI, Google Images)

For a PMO to be selected as per the second FGP objective, an analysis of the types of PMO is required. There are three (3) basic PMO types as depicted in figure 7: Supporting, Controlling and Directive type of PMOs and each will be analyzed subsequently.

The criteria employed here to choose a PMO for STMHS was based on two (2) main defining aspects of a PMO. These aspects are, firstly the PMO responsibility as a governance and standardization resource body. Secondly, the range of PMO authority or control it possesses.

Supportive PMO

This PMO commonly provides support in the form of on-demand expertise, templates, best practices, access to information and expertise on other projects etc. This may be fitting for an organization where projects are done successfully in a loosely controlled manner and where additional control is deemed unnecessary. Also, if the objective is to have a sort of "clearing-house" of project management

information across the enterprise to be used freely by project managers, then the Supportive PMO is the right type (Reiling, J. (2014).

Controlling PMO

In organizations where there is a desire to "rein in" the activities, processes, procedures, documentation, and more - a controlling PMO can accomplish that. This PMO not only provides support, but it also requires that the support be used. Requirements might include adoption of specific methodologies, templates, forms, conformance to governance, and application of other PMO controlled sets of rules. In addition, project offices might need to pass regular reviews by the controlling PMO, and this may represent a risk factor on the project. This works 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, J. (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. As organizations undertake projects, professional project managers from the PMO are assigned to the projects. This injects a great deal of professionalism into the projects, and, since each of the project managers originates and reports back to the directive PMO, it guarantees a high level of consistency of practice across all projects. This is effective in larger organisations that often matrix out support in various areas, and where this setup would fit the culture (Reiling, J. (2014).

According to the results of the research, appendix 5, the overall project management score was forty one percent (41%), which is below average project management maturity. This is in sync with the opinion in the literature of the

background that because the Regional Project Unit monitors so many other projects it is not practical to monitor projects within St. Mary Health Services at the same time. In addition, another contributing factor may be that the Senior Management of STMHS are too consumed with other management areas to give adequate attention to project management. As such, serveral mishasps and inefficiencies occur sometimes. Against this back ground a Directive PMO may be ideal for STMHS.

The Directive PMO will directly manage projects and the degree of authority afforded to this PMO is high. With this PMO incorporated in STMHS management structure, it will release Senior Management of this extra burden to management projects while allowing for focus on their core management operations. This type also will provide high professionalism in managing projects, where it provides periodic reports for the office and will guarantee a high level of consistency in work on projects.

The roles and responsibilities to be assigned to the PMO

Based on the maturity assessment and the recommended PMO type, these series of roles and responsibilities are proposed for the Directive PMO for STMHS. These roles and responsibilities are from the needs assessment and improvement potentials envisaged for STMHS. Often, the simpler and more realistic these roles and responsibilities are, the easier and better, they are carried out. In light of the human resource limitations at STMHS at this moment of its development, roles and responsibilities should be assigned in limited capacity with bigger responsibilities assigned as it matures into the use and management of its project management processes. The basic responsibilities according to research into PMOs are as follows:

1. Establishing Project Methodologies

Establishing the methodology to execute a project successfully is a key role of a PMO. This is the foundation of the processes and procedures upon which 52 the organization is to rely at most, of course with constant reviews and updates of its processes to attain the desired goal.

The review of STMHS's status reveals that it would be best to start with a non-complex methodology for its operation. This bears in mind that the organization has never had any structured methodology of doing things. Project management methodologies can be rather complex, demand sophisticated set up, and often very costly. Hence, the recommended methodology comprises a non-complex, basic project management process of developing or creating:

Project Charter: This would outline very clearly the overall vision of the project in question, as well as articulate the objectives and goals of the project to all its stakeholders.

Work Plan: would set out detailed schedules of activities, resources, time frames and the deliverables of the project to the project team.

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

WBS: This would define the specific deliverables due from each team member at each stage of the project.

Risk Analysis identification: This would allow the team to list as many as possible the potential problems or deviances that have a probability of occurrence create 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 effectively communicate, report and do record keeping as per industry best practices. Templates such as Project Scheduling (Gant Timeline), Project budget, Simple project tracking template, Daily task manager, Assumptions, and risk managements templates.

2. Project Tracking

The responsibility of project tracking in a PMO is paramount. This is one of the roles of the Project manager. The lack thereof of any progress or delays and their possible impact on the deliverables of a project, can be traced to its tracking. This is very critical to every project. Based on researched cases, a PMO of the size anticipated for STMHS, normally should track its project in three (3) steps:

- Collecting project status information: This would entail the routine gathering from all project team leaders, updated work plans, issues, change orders and any other relevantly recorded project data.

- Consolidation and analysis of the data collected: This mechanism would allow all data collected to be analysed and the results compared to a benchmark set using the six-sigma guidelines, and then communicated to the management team for their review and possible action.

- Corrective Action: This process allows for an official endorsement of the corrective decisions decided by the management team through a process of change management.

The PMO has the responsibility of gathering and archiving project experience and reusable data for future projects. This would form part of its methodology to close the project. The Project manager is charged with this responsibility

.

3. Project Support

One of the responsibilities of a PMO is to serve as Project Support. This is huge and widely encompassing responsibility that often requires multiplicity of inputs and efforts from both internal and external resources. Hence it is coordinated by the PMO Project Executive. Research into the current status of STMHS clearly indicates that STMHS need to be provided with a support mechanism so as to maximize its full potential with regards to delivery of projects. When a PMO serves as a project support, it embodies the following responsibilities:

- The PMO provides a centralized location for planning,
- analyzing, negotiating, re-orienting project direction and concerns in line with the project baseline to the client and stakeholders.

One important support system a PMO provides is the training to team members of relevant project management tools and techniques applied to the project in question. The PMO in its support role would formulate some in-house consultancy services geared at specific project issues that would be administered to the project team from time to time. The PMO also supports the organization by developing a cadet of competent project managers through its continuous training sessions. These project managers would then ensure that the implementation of a project is done effectively following the established methodologies set out by the PMO through consultation with its stakeholders.

Chart 6 PMO Roles and Responsibilities

No	Responsibility	Role/SME	Owner	Creator	Approver
1	Establishing Project Methodologies ☐ Create Project Charter	Project Executive and Project Manager	PMO	Project Executive(PE)	Project sponsor
	☐ Create Work Plan	Project Manager	PMO	Project Manager	Project Executive
	☐ Governance Plan	Project Manager	PMO	Project Manager	Project Executive
	☐ **Work Break Down Structure**	Project Manager	PMO	Project Manager	Project Executive
	☐ Create Communication Plan	Project Manager	PMO	Project Manager	Project Executive
	☐ Create Forms and Templates	Project Manager	PMO	Project Manager	Project Executive
	☐ Prepare Risk Analysis	Project Manager	PMO	Project Manager	Project Executive
2	Project tracking ☐ Collecting project status information ☐Consolidation & Analyzing of data collected. ☐ Implementation of corrective action, if required	Project Manager	Project Manager	PMO	Project Manager
3	Project Support ☐ Provide a centralized location for all project data, for sharing and analyzing project development ☐ Develop competent project managers through training and mentoring	PMO-Project Executive	PMO-Project Executive	PMO	Project Executive

(Source: Author-Adapted from PMMajik)

4.3. The location of the proposed PMO within the existing management structure of STMHS

Based on all the maturity assessment results as well as the analysis and selection of a suitable PMO, STMHS could begin solving its maturity problems by locating the PMO in a strategic position on its management structure. This will allow for speedy implementation of processes and procedures and the PMO can harness considerable momentum to tackle the most urgent project related matters. Based

on what has been determined thus far with this research, STMHSL stakeholders input into the location of its PMO is apparent. While the questionnaire did not directly deal with location of PMO on its current organizational structure, however during stakeholders' meetings, the subject can be given consideration. The awareness generated as a result of a low rated maturity level also serves to strategically look at the merits of placing STMHS's PMO very high on its management structure. For best results it is recommended that a PMO placement directly under the mandate of a CEO or company director-in this case it's the Parish Manager, would give it the control characteristics it deserves to be functional and apt for its intended purpose.
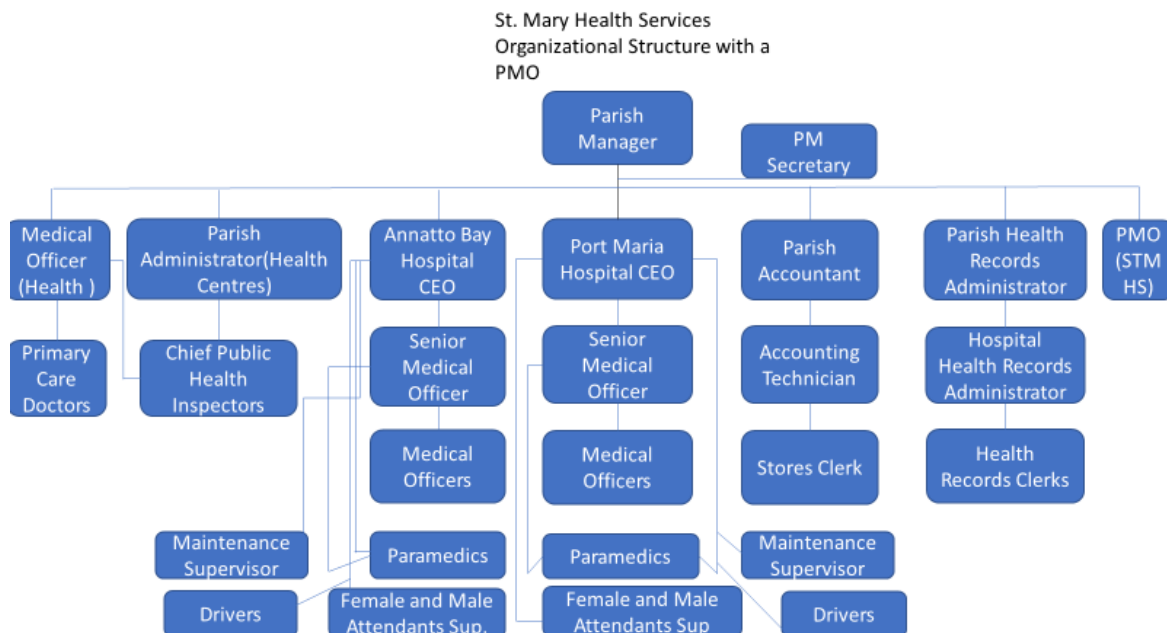
Figure 8 STMHS Organizational Structure with a PMO

(Source: Author, 2018)

4.4. The implementation plan for STMHS in estblishing the PMO

The analysis of the maturity assessment results allowed for the determination of the most fitting PMO for STMHS and now that the roles and responsibilities have been determined it is fitting to outline the implementation plan for STMHS new organizational structure. This plan should be implemented in a timely to manner.

The implementation plan is directly linked to the results of the assessment in that, the lack of consensus through the organization and the result of not sufficient employee involvement in decision-making amongst other results analysis, help determine the structure of this implementation plan.

The first requirement is to consult with all stakeholders about the introduction of the PMO into the organizational structure. This process can be carried out through training and consultation with all team members as well as top management.

Secondly, a review of the skills levels available to carry forward the new structure has to be ascertained. The history of the organization's performance is analysed so as to establish what the new PMO is to prioritize and target for the immediate or long-time improvement. All these are to be measured with the organization's strategic plans and baselines.

Once the skills have been successfully identified and the need assessment approved, the processes and procedures that are required to implement the methodologies set out for this PMO can be established. These processes and procedures are carried out using the processes templates developed specifically for the organization. Communication templates as well as reporting templates are very important tools that all team leaders should be trained to use and understand.

Finally, a check and balance system through a constant review of the performance and adherence to methodologies set out for the effective operations of this PMO is to be implemented. This would allow for growth inherent changes to the PMO to be reviewed by the executives of the organization as required, so as to make the PMO current and relevant to the organization.

Chart 7 PMO Implementation Plan Template-Phase one (1)

PHASE	STEP	TASK	DETAILS	OUTCOMES
One	1	Project planning and Initiation		Project plan and schedule
	2	Assess current environment	Resources (Staff, skills set, Funding and Project Tools Organizational Readiness (Culture, Organizational support) Governance and Escalation mode	Strengths, Weaknesses, Opportunities, Threat Analysis
	3	Establish Vision & Mission	PMO mandates PMO Policy & Direction Critical Success Factors PMO Models	Consensus, PMO Vision & Mission
	4	Establish Goals & Objectives		Consensus, PMO Goals & Objectives
	5	Develop Business case	High Level PMO Requirements Implementation Strategies & Schedule Cost Estimates	Business Case Document

(Source: Author-Adapted from PMMajik)

Chart 8 PMO Implementation template - Phase two (2)

PHASE	STEP	TASK	DETAILS	OUTCOMES
Two	1	Define Organizational Structure Staffing Requirement	Roles & Responsibilities Identify PMO Life Cycle Framework Identify PMO Process Domains	Organizational Structure & Staffing Requirements
	2	Facilitate Supporting Governance & Escalation Structure	Integrate PMO with current Governance Processes if any Facilitate Buy-in Consensus	Updated Governance & Escalation Structure
	3	Define Project Management Methodology Framework	Define PMO Lifecycle	Project Management Methodology Framework
	4	Establish Goals & Objectives		PMO Processes & Supporting Documentation
	5	Establish Review Processes & Performance Metrics	Balance Scorecard, # of feedback, etc.	PMO Review Metrics
	6	Develop Training Requirements	Project Management Training or Certification Coaching or Mentoring Skills Development Sourcing & Relationship Management Skills	Training Requirements

(Source: Author-Adapted from PMMajik)

Chart 9 PMO Implementation template - Phase three (3)

PHASE	STEP	TASK	DETAILS	OUTCOMES
Three	1	Develop Deployment Plan	Schedule Resources Costs	PMO deployment Plan
	2	Deploy PMO	Acquire/ Develop PM Methodology Add PMO Staff Pilot	PMO Program Assessments Semi-Annual PMO Review

(Source: Author-Adapted from PMMajik)

CONCLUSIONS

The maturity assessment was conducted using a questionnaire modelled after P3M3 methodology. The aim of the maturity assessment was to determine the strengths, weakness and opportunities as well as the needs of STMHS. The results of the assessment are to guide the selection of a suitable PMO for STMHS. Based on results obtained from the maturity assessment, it was concluded that:

1. STMHS project management strength was shown in its financial management. As such, the organization was able to prioritize investment opportunities effectively in relation to the availability of funds and other resources. Project budgets were managed effectively and project performance against cost was monitored and compared. However, it was unclear if this strength really represented projects or general financial management since it wasn't consistent with the findings in the other eight areas which reflected STMHS overall project management maturity below average. Weaknesses were revealed in the following areas: project management control, benefits management, stakeholder management, risk management and areas for improvement opportunities included: STMHS project management maturity, organizational governance, resource management, project management processes and procedures.

2. The maturity level assessment exercise concluded a rating of (c) on a- 5-point scale (a-e). The rating of c corresponds with an overall project management score of forty one percent (41%), which is below average project management maturity.

3. The overall maturity average of C– on a scale of 5 (a-e) led to conclude that there are many project management improvement opportunities to be tapped into by STMHS. The lowest rated

categories showed they are the most urgent categories to attend to. This means work must be started promptly to get these processes and procedures to standardized so by the next evaluation, the company can aspire to the next higher level. The best way to tap into the project management processes is using a PMO.

4. Based on the analysis of the maturity assessment, it was concluded that STHMS needs a Directive PMO. This is a further confirmation of one of the assumptions established at the very beginning of this project. The chosen PMO should fit within the current structure of the company and should use its structured organizational strengths to support the strength of STMHS project management practices, improve on its weaknesses and to maximise areas for improvement.

5. As per the results of the maturity assessment, three (3) basic types of PMO were analysed. The analysis of the capabilities and levels of control on an organisation of each of the 3 – PMOs helped conclude that, the most suitable PMO type at this stage of STMHS's development should be a Directive type of PMO.

6. The roles assigned to the chosen PMO, should start with the three basic and widely accepted project management responsibilities: Establishing project methodologies, Project tracking and Project Support, for STMHS's projects. These are the main responsibilities identified as critical for STMHS at this stage. Based on all the maturity assessment results as well as the analysis and selection of a suitable PMO, STMHS could begin solving its maturity problems by locating the PMO in a strategic position on its management structure. This will allow for an expeditious implementation of processes and procedures and the PMO can harness considerable momentum to tackle the most urgent project related matters. For best results it is recommended that a PMO placement directly under the mandate of a CEO or company director-in this case the ideal

manager is the Parish Manager-who would give it the control characteristics it deserves to be functional and apt for its intended purpose of its development. In this way, the project manager can directly be in control of helping to formulate and implement the tools and templates required to get the company onto the path of project management best practices. Other roles as may become necessary would then fall under these main roles and responsibilities herein identified.

7. It is of little relevance to propose a PMO if there is no implementation of it. Therefore, an implementation plan has to be introduced very carefully, so as not to incite scepticism from some stakeholders and team members of the introduction of a new structure, which many consider as just a waste of time and money. STMHS maturity is in its infancy, therefore any implementation proposals for its PMO should be carefully and strategically weaved into the existing fabric of the company. This would help galvanise support for its PMO. Stakeholders input into the implementation plan of STMHS's PMO is suggested, outlining the different stages of implementation of the PMO, from consultation with stakeholders, through training and determining the priorities areas for target by the PMO in the immediate and long term and finally a check and balance system to monitor its relevance and growth.

8. Finally, the relevance of this research as proven is to ascertain that "yes" STMHS does need a PMO to help it maximize its potential and to remain efficient in the care of the its patients and sustainable in the realization of its projects.

RECOMMENDATIONS

Based on the research and assessment conducted of the current status of STMHS maturity and the potential for growth, the following are recommended:

1. A maturity assessment should be conducted by the PMO through the project Executive and Project manager at least every two (2) years to update the status of STHMS and to further determine the project management strengths and needs. The PMO shall be responsible for this assessment.

2. Whenever a new PMO is set up, that it establishes a routine review program preferable every six (6) months by the Project leadership to analyze the relevance of its existence so as to advise management and stakeholders if and when STMHS would be better served with another PMO type based on the projects it undertakes.

3. In order to streamline the roles and responsibilities of the PMO, and to establish clarity of responsibilities and their relevance to the particular projects, a review panel within the management and staff structure should be set up. It will be charged with the task of reviewing the existing role of the PMO and determine its adequacy or lack thereof.

4. A very systematic implementation plan of the PMO should be introduced early enough to all stakeholders by the project manager through various consultations, and group meetings. This would allow consensus building to agree on a smooth transition to the successful implementation of the PMO. The process should be carried out by senior management.

5. It is highly recommended that STMHS adopt the use of a PMO on its organizational structure to optimize the results of its future projects.

Without a PMO it will be very difficult for STMHS to standardize its project management processes and procedures.

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Appendix 1: FGP Charter

PROJECT CHARTER	
Date	**Project Name:**
Issue date: November 13, 2017	Setting up a PMO within St. Mary Health Services(STMHS)
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Project Integration Management, Scope Management, Time Management , Cost Management, Quality Management, Human Resource Managemnt, Communication Management, Risk Management, Procurement Management & Stakeholder Management **Knowledge areas:** **Process groups: Initiating, Planning, Controlling. Monitoring and Closing**	Health/Construction
Start date	**Finish date**
November 13, 2017	May 11, 2018
Project Objectives (general and specific)	

General Objective: To develop a Project Management Office proposal for St. Mary Health Services to maximize the results of the projects done by the organization.

Specific Objectives:

To assess the project management practices of STMHS, in order to determine the project management strenghts, improvement opportunities and needs.

To analyze the different PMO types in order to establish the most suitable PMO for STMHS.

To establish the roles and responsibilities to be assigned to the PMO as well as its location on the hierarchy on STMHS organizational management structure.

To determine the PMO implementation plan for STMHS in order to outline the main steps required to estblish the PMO.

Project purpose or justification (merit and expected results)

St. Mary Health Services comprises two (2) Hospitals and Thirty (30) Health Centres that serve sixty six (66) communities and eight (8) major towns; one of which has an International Airport. Projects are an ongoing way of improving the health services to the patients and as such they impact the Parish Health Services' budget and resources in a way that calls for close monitor and control to minimize wastage while delivering quality projects.

Given the knowledge that these projects are runned by serveral Heads of Department inconjunction with the NERHA's Regional Project Unit at times, in some cases external sponsors provide the resources and run the projects and the fact that no PMO is established within STMHS; serveral mishasps and inefficiencies may occur sometimes. With the Regional Project Unit monitoring so many other projects it is not practical to monitor projects within St. Mary at the same time. With an established PMO within the St. Mary Health Services, projects can be given more attention to maximize their sucess. This study seeks to assess which PMO type will be best suited for STMHS.

Description of Product or Service to be generated by the Project – Project final deliverables

- A report of the level of maturity of STMHS project management practices.

- Report detailing the most suitable PMO and the appropriate methodology, tools and templates for STMHS.
- Report detailing the roles and responsibilities assigned to the suitable PMO for STMHS.
- Report detailing the suitable PMO implementation plan for STMHS.

Assumptions
- It is assumed that this project will be develped using experiences, data and information gathered from St .Mary Health Department   - STMHS current operations need a PMO   - A PMO on the hierarchy of STMHS organizational structure will help it be more effective with its projects.   - Due to STMHS size, a non-complex PMO would be more appropriate.   - Developing a methodology to plan STMHS work schedule would lead to better return on investment (ROI).

Constraints
- Due to Time contraints, the scope of this project would be reduced solely to meet this academic endeavour. The research shall continue beyond   - Finding the right Maturity Assessment Model for this FGP.   - Management sensitivity or lack thereof for the value of PMO on STMHS organizational structure.

Preliminary risks
If permision and access to the required information is hindredd in any way during the research period, that might impact the delivery time and subsequent quality of the project.

Budget
General cost estimate of main items/deliverables for project budget.

Milestones and dates

Milestone	Start date	End date

• Project Charter	November 13, 2017	November 19, 2017
• WBS	November 13, 2017	November 19, 2017
• Introduction Chapter	November 20, 2017	November 26, 2017
• FGP Schedule	November 20, 2017	November 26, 2017
• Theoretical Framework	November 27, 2017	December 3, 2017
• Methodological Framework	December 4, 2017	December 10, 2017
• Signed Project Charter, Executive Summary and Bibliography	December 11, 2017	December 17, 2017
• Tutoring Process	February 19, 2018	February 19, 2018
• Communication with Tutor	February 20, 2018	February 21, 2018
• Adjustment of Previous Chapters	February 22, 2018	February 28, 2018
• Results Development	March 1, 2018	March 4, 2018
• Conclusion	March 7, 2018	March 11, 2018
• Recommendation	March 14, 2018	March 18, 2018

Relevant historical information

St. Mary Health Services comprises two (2) Hospitals and Thirty (30) Health Centres that serve sixty six (66) communities and eight (8) major towns; one of which has an International Airport . It offers primary healthcare (at the health centres) and secondary healthcare (at the hospitals).

Stakeholders
Direct stakeholders: Parish Manager, STMHS, Parish Administrator, STMHS, Hospital CEOs
Indirect stakeholders: Hospital Managerment Committee, Regional Project Management Unit, Regional Director, North East Regional Health Authority(NERHA), NERHA Board

Project Manager: Justin Clarke	Signature: *Justin Clarke*
Authorized by: Dr. Isaac Brown	Signature: *Isaac Brown*

Appendix 2: FGP WBS

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                          Project
                Final Graduation Project

   1              2              3              4              5
Graduation    Tutoring      Reading by     Adjustments   Presentation to Board
Seminar       Process       reviewers                    of Examiners

1.1           2.1           3.1            4.1           5.1
FGP           Tutor         Reviewers      Report for    Final review by Board
Deliverables                assignment     reviewers
                            request

1.1.1         2.1.1         3.1.1          4.2           5.2
Charter       Tutor         Assignment of  FGP update    FGP grade report
              assignment    two reviewers

1.1.2         2.1.2         3.1.2          4.3 S
WBS           Communication Communication  Second review by
                                           reviewers

1.1.3         2.2           3.1.3
Chapter I.    Adjustments of FGP submission
Introduction  previous      to reviewers
              chapters (if
              needed)

1.1.4         2.3           3.2
Chapter II.   Chapter IV.   Reviewers work
Theoretical   Development
Framework     (Results)

1.1.5         2.4           3.2.1
Chapter III.  Chapter V.    Reviewer 1.
Methodological Conclusions
Framework

1.1.6         2.5           3.2.1.1
Annexes       Chapter VI.   FGP reading
              Recommendations

1.1.6.1                     3.2.1.2
Bibliography                Reader 1 report

1.1.6.2                     3.2.2
Schedule                    Reader 2 report
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Appendix 3: FGP Schedule

FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE

ID	Task Mode	Task Name	Duration	Start	Finish
1		**Final Graduation Project**	176 days	Mon 13/11/17	Fri 13/7/18
2		FGP Start	0 days	Mon 13/11/17	Mon 13/11/17
3		**1,Graduation Seminar**	30 days	Mon 13/11/17	Thu 21/12/17
4		**1.1,FGP Deliverables**	25 days	Mon 13/11/17	Thu 14/12/17
5		1.1.1,Charter	5 days	Mon 13/11/17	Fri 17/11/17
6		1.1.2,WBS	5 days	Sat 18/11/17	Thu 23/11/17
7		1.1.3,Chapter I. Intro	5 days	Fri 24/11/17	Thu 30/11/17
8		1.1.4,Chapter II. Theoretical	5 days	Fri 1/12/17	Thu 7/12/17
9		1.1.5,Chapter III. Methodological	5 days	Fri 8/12/17	Thu 14/12/17
10		**1.1.6,Annexes**	15 days	Fri 24/11/17	Thu 14/12/17
11		1.1.6.1,Bibliograph	5 days	Fri 8/12/17	Thu 14/12/17
12		1.1.6.2,Schedule	5 days	Fri 24/11/17	Thu 30/11/17
13		1.2,Graduation Semin	5 days	Fri 15/12/17	Thu 21/12/17
14		**2,Tutoring process**	65 days	Mon 19/2/18	Fri 18/5/18
15		**2.1,Tutor**	3 days	Mon 19/2/18	Wed 21/2/18
16		2.1.1,Tutor assigmen	1 day	Mon 19/2/18	Mon 19/2/18
17		2.1.2,Communicatio	2 days	Tue 20/2/18	Wed 21/2/18
18		2.2,Adjustments of previous chapters (If	5 days	Thu 22/2/18	Wed 28/2/18
19		2.3,Charter IV. Development	47 days	Thu 1/3/18	Fri 4/5/18
20		2.4,Chapter V. Conclus	5 days	Mon 7/5/18	Fri 11/5/18
21		2.5,Chapter VI. Recom	5 days	Mon 14/5/18	Fri 18/5/18
22		Tutor approval	0 days	Fri 18/5/18	Fri 18/5/18
23		**3,Reading by reviewers**	15 days	Mon 21/5/18	Fri 8/6/18
24		**3.1,Reviewers assigm**	5 days	Mon 21/5/18	Fri 25/5/18
25		3.1.1,Assigment of two reviewers	2 days	Mon 21/5/18	Tue 22/5/18
26		3.1.2,Communicatio	2 days	Wed 23/5/18	Thu 24/5/18
27		3.1.3,FGP submission to	1 day	Fri 25/5/18	Fri 25/5/18
28		**3.2,Reviewers work**	10 days	Mon 28/5/18	Fri 8/6/18
29		**3.2.1,Reviewer**	10 days	Mon 28/5/18	Fri 8/6/18
30		3.2.1.1,FGP readin	9 days	Mon 28/5/18	Thu 7/6/18
31		3.2.1.2,Reader 1 re	1 day	Fri 8/6/18	Fri 8/6/18
32		**3.2.2,Reviewer**	10 days	Mon 28/5/18	Fri 8/6/18
33		3.2.2.1,FGP readin	9 days	Mon 28/5/18	Thu 7/6/18
34		3.2.2.2,Reader 2 re	1 day	Fri 8/6/18	Fri 8/6/18
35		**4,Adjustments**	20 days	Mon 11/6/18	Fri 6/7/18
36		4.1,Report for reviewe	9 days	Mon 11/6/18	Thu 21/6/18
37		4.2,FGP update	1 day	Fri 22/6/18	Fri 22/6/18
38		4.3,Second review by	10 days	Mon 25/6/18	Fri 6/7/18
39		**5,Presentation to Board**	5 days	Mon 9/7/18	Fri 13/7/18
40		5.1,Final review by bo	2 days	Mon 9/7/18	Tue 10/7/18
41		5.2,FGP grade report	3 days	Wed 11/7/18	Fri 13/7/18
42		FGP End	0 days	Fri 13/7/18	Fri 13/7/18

Project: Clarke_Justin-FGP.20.02.2
Date: Sat 24/2/18

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

Page 1

Appendix 4: P3M3 Self-Assessment Questionnaire

P3M3® – Project Management Self-Assessment

Please **circle** the best answer.

Question 1: Our organization can be best characterised as having:

a. Processes are not usually documented; there are no, or only a few, process descriptions. Actual practice is determined by events or individual preferences, and performance is variable. Successful initiatives are often based on key individuals' competencies rather than organization wide knowledge and capability and the organization is unable to repeat past successes consistently. Such "successes" are often achieved with budget and/or schedule overruns. Processes are undeveloped or incomplete. There is little, if any, guidance or supporting documentation and even terminology may not be standardised across the organization – e.g. business case, risk, issues, etc. may not be interpreted in the same way by all managers and team members.

b. The organization is able to demonstrate that basic management practices have been established – e.g. tracking expenditure and scheduling resources – and that processes are developing. There are key individuals who have had suitable training and who can demonstrate a successful track record and through them, the organization is capable of repeating earlier successes in the future. Initiatives are performed and managed according to their documented plans; project status and delivery is visible to management at defined points, such as on reaching major milestones. The organization may still have inadequate measures of success; unclear responsibilities for achievement; ambiguity and inconsistency in business objectives; lack of fully integrated risk management; limited experience in change management; and inadequacies in communications strategy.

c. Management and technical processes are documented, standardized and integrated to some extent with other business processes. There is likely to be process ownership and an established process group with responsibility for maintaining consistency and delivering process improvements across the organization. Senior management is engaged consistently and provides active and informed support. There is likely to be an established training programme to develop the skills and knowledge of individuals, so they can more readily perform their designated roles. A key aspect of quality management will be the widespread use of peer reviews of identified products, to better understand how processes can be improved and thereby eliminate possible weaknesses. A key distinction between this and the previous level description is the scope of standards, process descriptions and procedures. Processes will be managed more proactively, and the standard processes can be tailored to suit specific circumstances, in accordance with explicit guidelines.

d. The organization demonstrates mature behaviour through defined processes that are quantitatively managed – i.e. controlled using metrics and quantitative techniques. There is good evidence of quantitative objectives for quality and process performance, and these are being used as criteria in managing processes. The measurement data collected is

contributing towards the organization's overall performance measurement framework and facilitates portfolio analysis and ascertaining the current capacity and capability constraints. Top management is proactively seeking out innovative ways to achieve goals. Using metrics, management can effectively control processes and identify ways to adjust and adapt them to particular initiatives without loss of quality.

e. The organization is focused on optimization of its quantitatively managed processes to take into account changing business needs and external factors. It is able to anticipate future capacity demands and capability requirements to meet delivery challenges – e.g. through portfolio analysis. Top managers are seen as exemplars, reinforcing the need and potential for capability and performance improvement. The knowledge gained by the organization from its process and product metrics will enable it to understand causes of variation and therefore optimize its performance. The organization will be able to show that continuous process improvement is being enabled by quantitative feedback from its embedded processes and from validating innovative ideas and technologies. The organization will be able to demonstrate strong alignment of organizational objectives with business plans, and this will be cascaded down through scoping, sponsorship, commitment, planning, resource allocation, risk management and benefits realization.

Question 2: Our management control is best described by:

a. Project management terminology is used by some members of the organization but not consistently and possibly not understood by all stakeholders. Projects are conducted and managed according to individual preferences.

b. The concepts of project management will have been grasped by the organization, and there may be local experts, such as experienced project managers, working on key projects.

c. There is a centrally defined and documented approach to a project management life cycle and controls, and it is applied in all projects by capable staffs that support project teams.

d. Project management is seen as a key tool for the delivery mechanism of change. Within the project environment the focus is on improvement of delivery through measurement and analysis of performance.

e. Management controls ensure that the project approach delivers the change objectives of the organization. Acceptance of project management as the optimal approach to change delivery is organization-wide. There is evidence of continual improvement.

Question 3: Our benefits management is best described by:

e. There is some recognition that the concept of benefits can be differentiated from project outputs.

b. Benefits are recognized as an element within project business cases. There may be some documentation regarding who is responsible for particular benefits and their realization, but this is unlikely to be followed through or consistent.

c. There is a centrally managed and consistent framework for defining and tracking the realization of benefits arising from project outputs.

d. Benefits management is embedded within the project management approach and there is a focus on delivery of business performance from project outputs. Project performance metrics are collected and analysed.

e. Benefits management is embedded within the organizational approach to change and is assessed as part of the development of organizational strategy. Business performance metrics are linked to, and underpin, the recognition of benefits realization. There is evidence of continual improvement

Question 4: Our financial management is best described by:

a. There is little or no financial control at project level. There is a lack of accountability and monitoring of project expenditure.

b. Project business cases are produced in various forms and the better and more formal cases will present the rationale on which to obtain organizational commitment to the project. Overall cost of the project is not monitored or fully accounted for.

c. There are centrally established standards for the preparation of business cases and processes for their management throughout the project life cycle. Project managers monitor costs and expenditure in accordance with organizational guidelines and procedures, with defined interfaces with other financial functions within the organization.

d. The organization is able to prioritize investment opportunities effectively in relation to the availability of funds and other resources. Project budgets are managed effectively and project performance against cost is monitored and compared.

e. Project financial controls are fully integrated with those of the organization. Cost estimation techniques used at the project level are continually reviewed in terms of actual versus estimate comparisons to improve estimation throughout the organization. There is evidence of continual improvement.

Question 5: Our approach to stakeholder engagement is best described by:

a. Stakeholder engagement and communication is rarely used by projects as an element of the delivery toolkit.

b. Some projects will be communicated to stakeholders, but this is linked more to the personal initiative of project managers than to a structured approach being deployed by the organization.

c. There is a centrally managed and consistent approach to stakeholder engagement and communications used by all projects.

d. Sophisticated techniques are used to analyse and engage the project stakeholder environment effectively, and quantitative information is used to underpin the assessment of effectiveness.

e. Communications are being optimised from extensive knowledge of the stakeholder environment, to enable the projects to achieve their objectives. There is evidence of continual improvement.

Question 6: Our risk management is best described by:

a. There is minimal evidence of risk management being used to any beneficial effect on projects. There may be evidence of risks being documented but little evidence of active management.

b. Risk management is recognized and used on projects, but there are inconsistent approaches which result in different levels of commitment and effectiveness.

c. Project risk management is based on a centrally defined process that is cognisant of the organization's policy for the management of risks and is used consistently.

d. Project risk management is working effectively, is embedded, and the value of risk management can be demonstrated. There is evidence of opportunity management and management of risk aggregation.

e. Risk management is embedded in the organizational culture and underpins all decision-making within projects. There is evidence of continual improvement.

Question 7: We deliver organisational governance by:

a. Some informal governance of projects exists but has undefined links to broader organizational controls. Roles are unlikely to be formally defined.

b. Project management from an organizational perspective is beginning to take shape but with ad hoc controls and no clear strategic control. Roles and responsibilities will be inconsistent, as will reporting lines.

c. Centrally defined organizational controls are applied consistently to all projects, with decision-making structures in place and linked to organizational governance.

d. There will be clearly aligned project decision-making processes that adopt and integrate with broader organizational governance and which are transparent to those involved. Project management responsibilities are embedded within broader role descriptions.

e. The governance arrangements for projects are a core aspect of organizational control, with demonstrable reporting lines to Executive Board level and with clear ownership and

control responsibilities embedded within the organization. There is evidence of continual improvement.

Question 8: Our resource management is best described by:

a. There is some recognition within the organization of the need to manage resources effectively to enable successful delivery of projects, but little evidence of resource acquisition, planning or management.

b. Resources are being deployed across the organization and individual projects have an approach to resource acquisition, planning or management. However, there is little evidence of consistency of approach.

c. The organization has a centrally defined and adopted set of procedures and management processes for acquiring, planning and managing project resources.

d. Resource management for projects is considered at a strategic level within the organization. There is evidence of resource capacity management, through capacity planning, in order to meet project delivery needs.

e. Resources are deployed optimally. There is clear evidence of load balancing and the effective use of both internal and external resources across all projects. There is evidence of continual improvement.

Question 9: Does the organisation:

a. Recognize projects and run them differently from its ongoing business. (Projects may be run informally with no standard process or tracking system).

b. Ensure that each project is run with its own processes and procedures to a minimum specified standard. (There may be limited consistency or coordination between projects).

c. Have its own centrally controlled project processes and individual projects can flex within these processes to suit the particular project.

d. Obtain and retain specific measurements on its project management performance and run a quality management organization to better predict future performance.

e. Undertake continuous process improvement with proactive problem and technology management for projects in order to improve its ability to depict performance over time and optimize processes.

Appendix 5: P3M3 Self-Assessment Answers

P3M3 MODEL ANSWERS   **Candidates Assessed (11) Total Population (18)**

	QUESTION	FOCUS	A	B	C	D	E	RESULTING LEVEL
1	Our organization can be best characterized as having:	Maturity	3	3	5	0	0	C
2	Our management control is best described by:	Project	5	1	3	2	0	A
3	Our benefits management is best described by:	Project	0	4	4	0	3	B/C
4	Our financial management is best described by:	Project	0	3	2	4	3	D
5	Our approach to stakeholder management is best described by:	Project	0	8	2	0	1	B
6	Our risk management is described by:	Project	0	5	4	1	1	B
7	We deliver organizational governance by:	Project	0	4	6	1	0	C
8	Our resource management is best described by:	Project	2	2	4	2	1	C
9	Does the organization?	Project	2	3	4	2	0	C

Overall Project Management Score   **41%**