

Independent Enterprise Program Management Office

An independent Enterprise Program Management Office (EPMO) is a practice trending in a growing number of state and local governments. Complex programs require leadership across multiple departments and stakeholders, expert navigation of evolving requirements and regulations, and hands-on knowledge of the various capabilities of information technology providers.

Challenges of traditional approaches

Systems integrator as PMO

Assigning a systems integrator to be responsible for overall governance and communications in complex implementations is unlikely to meet program requirements because the integrator generally will not have:

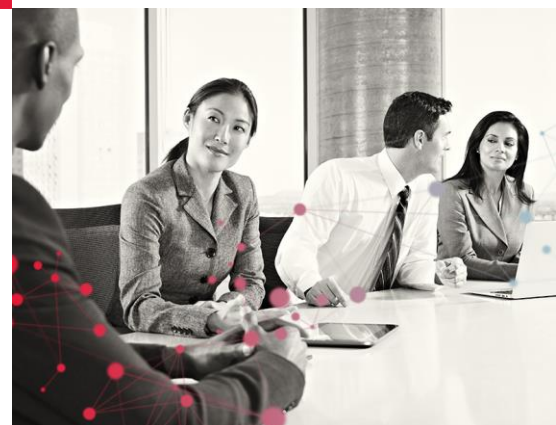
- The requisite understanding of the project policy goals, stakeholder priorities and agency expectations to effectively manage overall governance.
- The authority, either contractually or implied, to manage other vendors in the areas of governance, communication and stakeholder management.
- The granular-level visibility into other vendor activities required to support strong governance.

External PMO

Traditional external PMO models, where the agency brings on supplemental, short-term staff to support the project, may also present deficiencies. A fully outsourced agency PMO may not have the requisite understanding of the business elements of a project, relevant experience or a long-term relationship with the agency.

A new model is needed to mitigate risk: The independent EPMO

Under an independent EPMO, the agency partners with a vendor that can provide a full portfolio of project management solutions and has a first-hand understanding of the complexities and challenges inherent in health and human services (HHS) modernization programs. This model can offer powerful support for agencies implementing systems in complex stakeholder ecosystems that require close coordination and extraordinary rigor around processes and communications.



KEY FEATURES

While a government agency is responsible for the successful integration of agency and vendor PMOs, an external EPMO can provide:

- A fully integrated project schedule
- An integrated risk and issue register
- Project-wide resource management
- A strong governance model
- Project management and control
- Quality management
- Organizational change management.

An effective independent EPMO is incented and empowered to track progress, identify key dependencies and mitigate schedule impacts tied to the performance of other vendors and subcontractors – mitigating project risk and improving outcomes.

Independent EPMO requirements

In addition to knowledge and expertise, hands-on experience and overall cost/value proposition, agencies should assess independent EPMO providers based on their ability to provide:

- Forthcoming, transparent and proactive assessments of the risks and challenges of a complex IT implementation.
- An assessment and explanation of the strategic tradeoffs that may be required during the course of a project.
- Expertise to assess the viability of the schedule, and offer credible alternatives in those areas where the state may determine the risks are too great.
- A commitment to the long-term success of an initiative and the ability to understand the agency's project within a larger policy context, citizen service mission or modernization effort.
- The ability to help the agency balance the expectations of various stakeholders to achieve the best possible outcome.

CGI's independent EPMO

Offering powerful support for agencies implementing programs that require complex vendor ecosystems, CGI's independent EPMO provides extraordinary rigor around processes and communications. CGI's independent EPMO can provide:

- A fully integrated project schedule across agencies, vendors and stakeholders
- An actionable and comprehensive risk and issue register
- Project-wide resource allocation and management
- Support for a strong governance model through metrics, reporting and communications
- Best-of-breed PMO tools, methodologies and project controls
- Quality management
- Organizational change management.

Clients give CGI high marks for our superior level of commitment to project goals, and appreciate the open and continuous communications that differentiate us in the IT services industry. Through an ISO 9001-certified process for managing engagements, our clients and CGI management are continuously kept informed about the status of a project, its risks and success factors.

ABOUT CGI

Founded in 1976, CGI is a global IT and business process services provider delivering high-quality business consulting, systems integration and managed services. With 68,000 professionals in 40 countries, CGI has an industry-leading track record of delivering 95% of projects on time and within budget, aligning our teams with clients' business strategies to achieve top-to-bottom line results.

For more information about CGI, visit www.cgi.com or email us at info@cgi.com.