



## Case Stories: Enterprise PMO Support

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Following project management best practices results in consistent planning, development, maintenance, and reporting.

We bring a complete template library of program procedures, processes, and artifacts.

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### Challenge – Inconsistent Practices

Targeted project management best practices were not fully implemented at the Centers for Medicare and Medicaid Services (CMS) Project Management Office (PMO); therefore, they could not fully utilize the benefits of mature project management systems. After conducting a baseline assessment, environmental scan, and SWOT Analysis of 33 components within CMS – at the Center, Office, and Division levels – Edwards Performance Solutions (Edwards) determined the PMO needed a way to efficiently distribute and effectively communicate project management best practices and tools across the Agency.

### Solution – Effective Tools and Templates

By implementing project management tools/templates, we found improvements were realized across the CMS Enterprise PMO. After creating a common project management language, the PMO could disseminate tools/templates to individual components. This allowed for customization within unique functions, while the PMO maintained a common baseline with other components. Ensuring all components have the same assistance provided CMS with a defined starting point while allowing for development and growth.

Edwards worked with CMS to create a SharePoint platform where templates are stored and accessible to users. Via SharePoint development, we enhanced CMS' offerings: making tools readily available; embracing a standardized CMS project life cycle process for template incorporation; producing additional templates and



artifacts to complete the project life cycle; and designing/ implementing a user-friendly custom process to walk users from initial through closing phases.

After further enhancement requests, we facilitated workshops and brainstorming sessions with key stakeholders to generate and define high-level requirements for each request. Once requirements were defined, we developed a detailed plan for each request using our ECHO: Secure-Repeatable-Agile™ framework.

## Benefit – Enterprise PMO

We tailored each CMS model based on the amount of templates and customized review gates/meetings they should use across the life cycle. For ease of use and consistency, instructions for the new processes, procedures, and artifacts were packaged into a 'Digital Playbook.' Edwards placed the Playbook, artifacts, tools, and templates in SharePoint. The templates provided standardization throughout the PMO, allowing for further development and improvement.

We developed a standardized project life cycle process for non-IT type projects – allowing CMS to incorporate the defined templates. We created "CMS Project Life Cycle," a customized model based on PMI® and eXpedited Life Cycle (XLC) models. Using a custom master template, we created, standardized, and distributed required templates and artifacts.

## About Edwards

Edwards Performance Solutions provides tailored business services that result in greater operational performance. By delivering the highest quality services and support based on proven and comprehensive practices, we ensure our customers exceed their goals and drive overall mission success. Since 1997, we have provided innovative performance solutions to commercial businesses, Government agencies, and non-profit organizations through our four core disciplines.

## Take Note

- After model analysis, we discovered 18 additional templates (e.g., RACI, WBS, and Dictionary) and 7 artifacts (e.g., Artifacts Table, Quick Guides, and Complexity Swim Lane) would benefit from customized project life cycles
- Initially, we created 15 templates for all project management life cycle areas (e.g., Project Charter, Requirements Traceability Matrix, Project Management Plan, Risk Management Tool, and Lessons Learned)
- Each CMS model is separate; though they follow the same project life cycle phases: Initiating, Planning, Executing, Monitoring, and Closing