South Carolina PMO Approach
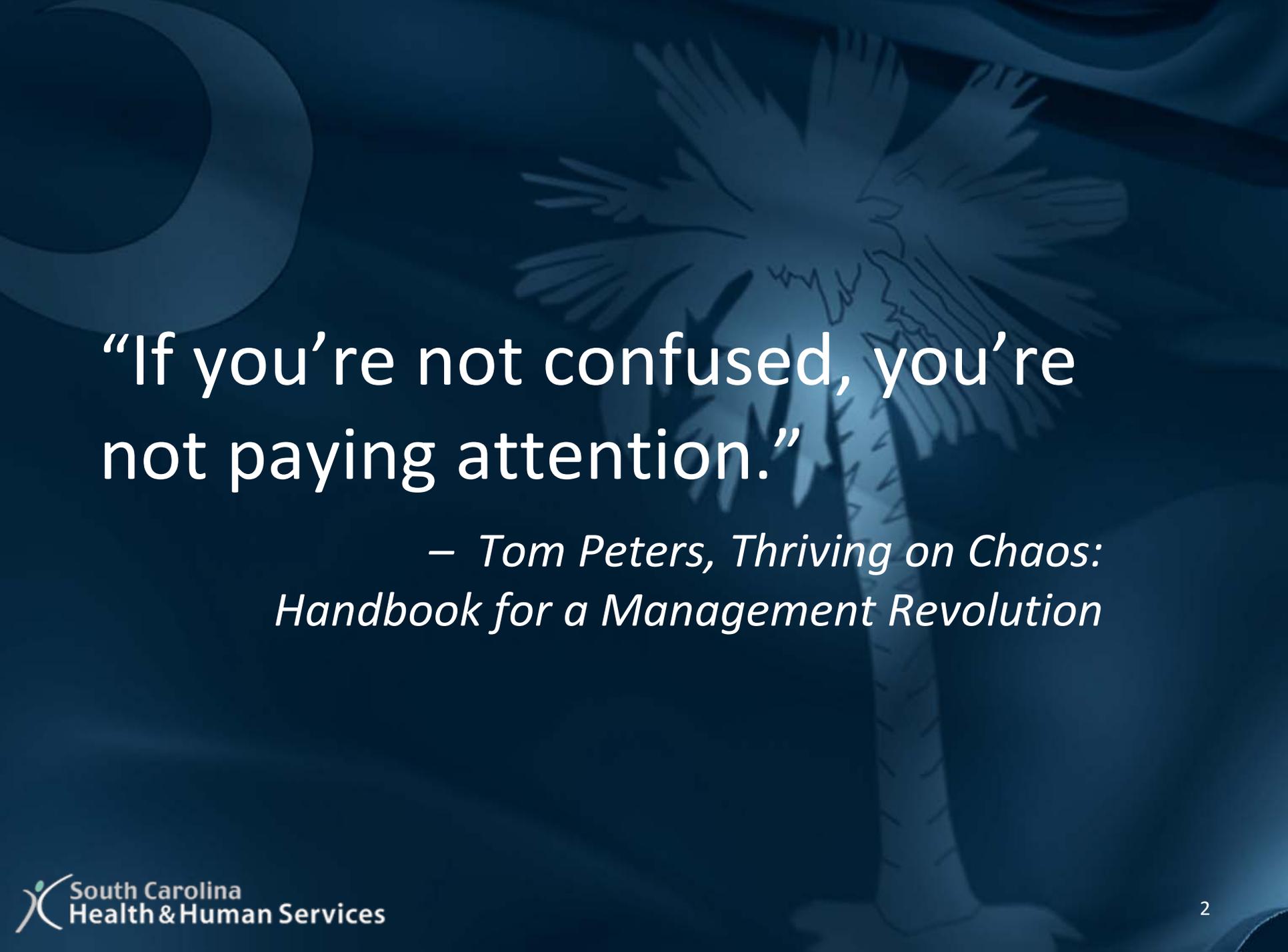
"If you're not confused, you're not paying attention."

– *Tom Peters, Thriving on Chaos: Handbook for a Management Revolution*

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IN THE BEGINNING: BRIDGING

In the months around October 2008, when the merger was closed, there was a flurry of "bridging" projects: opening up access between the airlines' computer systems so each could see what the other was doing. A priority was to quickly show customers the benefits of the merger.

THE NEXT STEP

About five months after the merger, the two airlines began "cross-fleeting," when critical systems like reservations had to start talking to each other. But they remain separate operations.

ONE AIRLINE, ONE BRAND

Delta received final government approval to operate as a single airline in January 2010. At that point, all the computer systems could be switched to unified platforms. Many, like reservations and seat availability and pricing, had to be switched over at the same time.
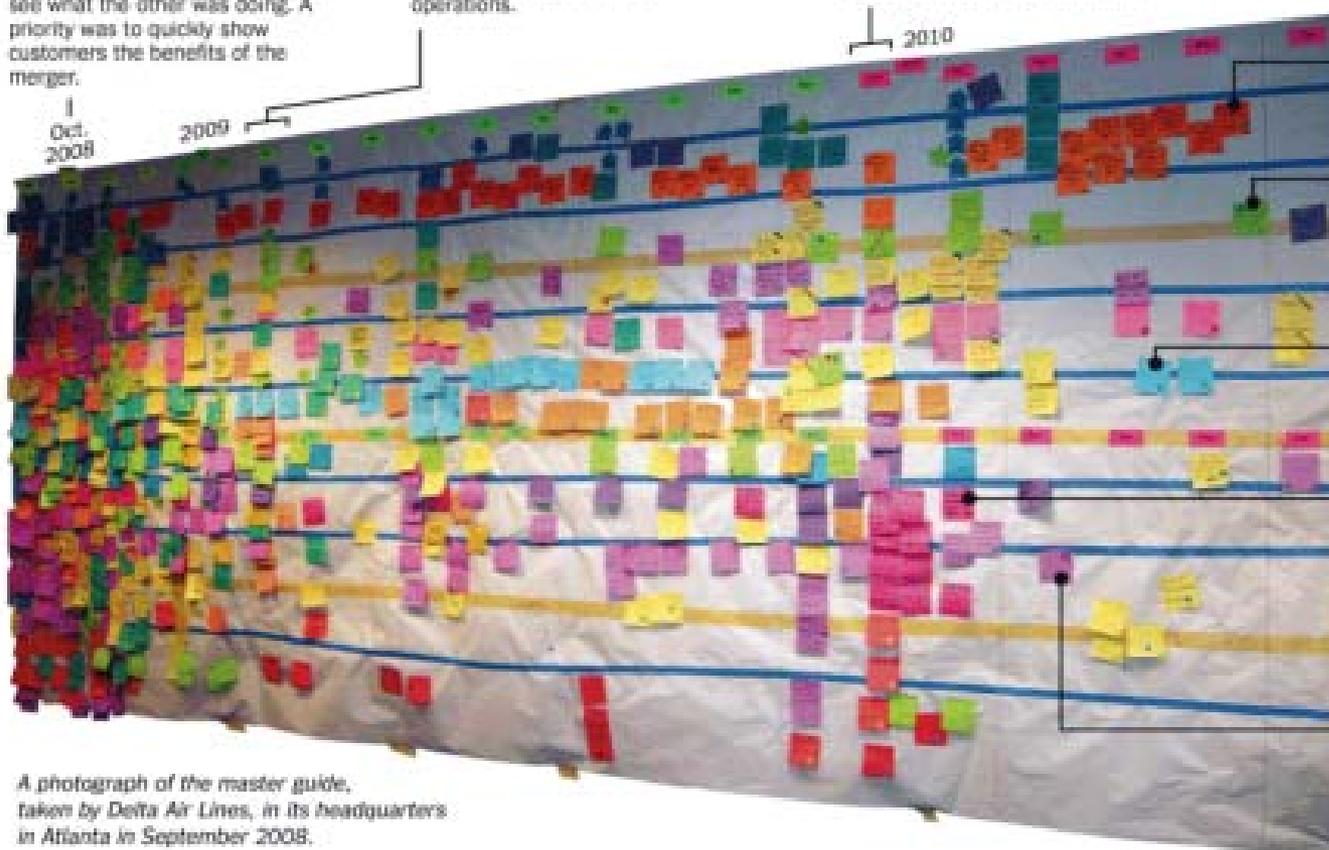
AIRPORTS AND GATES
Orange notes indicate changes in customer service at airport counters and kiosks.

ALLIANCE PARTNERS
Bright green notes were for updates in coordinating with the airlines' partners, like Air France-KLM.

LOYALTY PROGRAMS
Light blue notes show steps in integrating customer loyalty programs.

AIRPORT OPERATIONS
Pink notes represent airlines' interaction with the airports — coordinating gates, flights and communications with the control tower.

AIRCRAFT CONTROL
Light purple notes were for changes in the systems that keep track of where flights are, rerouting and cancellations.

A photograph of the master guide, taken by Delta Air Lines, in its headquarters in Atlanta in September 2008.

Oct. 2008 — 2009 — 2010

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3

"Any darn fool can make something complex, it takes a genius to make something simple."

— *Pete Seeger, American Folk Singer*

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Opportunity in South Carolina

- New Leadership

- Process Improvement Opportunities

- Pending Issue – Rate Reductions

- Imminent Confusion and Complexity
  – MMIS and Eligibility & Enrollment
  – 5010 and ICD-10 (existing MMIS)
  – Projects in the woodwork…

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Why Project Management?

- Tool to Meet Organizational Goals
  - Process and continuous improvement
  - Standardize, simplify & automate
  - Incremental, iterative & agile
- Methodology to Support Innovation
- Common Approach and Language

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Effective Project Management

- Organization Out of Chaos
- Structured Repeatable Process
- Department-wide View of Priorities
- Enterprise View of Approaches
- Ability to Focus on Outcomes
- Promote Flexibility & Creativity

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Challenges of Creating PMO

- Existing Silos

- Historical Culture

- Staff Experiences

- Expectations

- Department-wide Buy-in

Innovation Engine

Ideas Supported by Pursuits of Excellence

Operated by
Program Areas

Executed as Projects

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Foundations and Investment

- High-level Leadership
  - PMO Director reporting to Deputy Director
  - Pursuits of Excellence Director and Assistant PMO Director
- Investment in Training and Tools
  - Lean Six Sigma Program
  - Dedicated Project Management Space
  - Project Management Tools

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Lean Six Sigma Program

- DHHS Green Belt Certification
- Project Focused
- Target 5% of Staff by FY2013
- Working Toward Black Belt

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The Catalog…

- Dedicated Project Room
- Designed for PMO Needs
- Over 70 Projects Identified
- Not Just for IT Projects

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Project Management Process

- One of First Lean Six Sigma Projects
- Goal to Develop Process
- Standardize on Business Process Modeling
- Combine Six Sigma Quality and Project Management Body of Knowledge (PMBOK/PMI)

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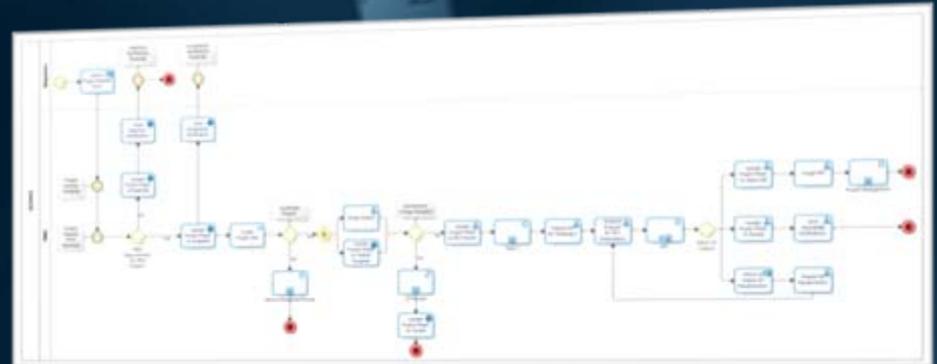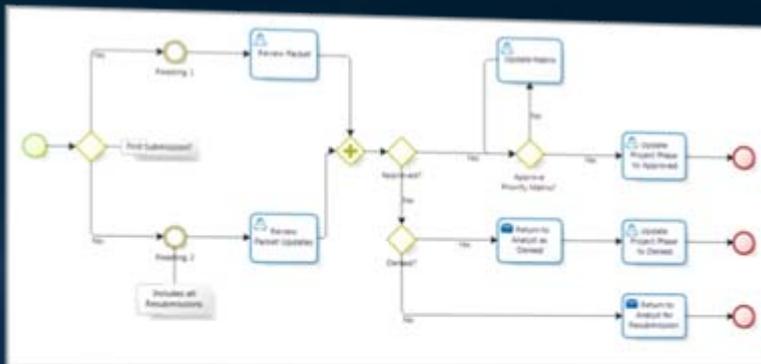
Project Management Process

- Developed PMO Repository and Associated Workflow using SharePoint

Project Governance

- Project Governance Team (PGT)
  - Cross-organization participation
  - Bi-weekly meetings (council-like)
  - Integration with other governance
    - Enterprise architecture and IT changes
    - Legal and policy oversight

- Tool for Prioritization and Management
  - What is most important
  - Key milestones and gate process

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Increase Clarity Everyday…

- Project Owner vs. Project Manager

- Prioritization

- Consistent Support

- Slipping Back…

- Not Yet Part of the Culture…

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