

PROJECT MANAGEMENT OFFICE PROPOSAL

I. Business Objectives

The centralization of project management into a single group would promote the following goals:

- To implement a consistent company wide project planning methodology that will allow company operations to scale rapidly without suffering from communication and organizational breakdowns.
- To implement consistent company wide quality standards for all XYZ Company technology products and services.
- To implement company wide cost benefit analysis of projects, which will aid in prioritization and decision making and promote the more efficient allocation of resources.
- To develop a growing institutional knowledge base through detailed documentation of projects and procedures.
- To allow project managers to represent the interests of their projects and the company as a whole rather than their respective departmental interests.

II. Areas of Responsibilities and Expertise

The main function of the Project Management Office (PMO) is the organization, scheduling, and daily maintenance of XYZ Company projects that require a dedicated project manager, to include the following:

- Establishing project scope
- Estimating needed resources
- Creating project schedules and milestones
- Creating project specs and other documentation
- Managing project resources
- Budget analysis and control
- Managing project risk, and preventing cost overruns

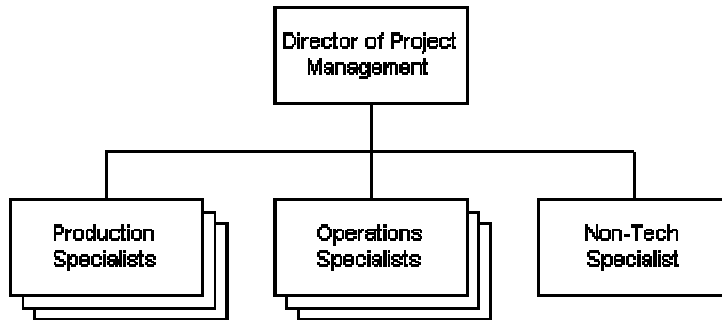
III. Supporting Documents

The following documents will be produced in order to facilitate the creation of a Project Management Office:

- Job descriptions: Detailed responsibilities and requirements for the project manager and director of project management roles.
- General methodology: This will be a detailed listing of all the phases, activities, and tasks that will be common to all XYZ Company projects.
- Editorial guide: This will be a production handbook for editorial producers.
- Project templates: This will be a series of documents that will assist business owners in describing and prioritizing their projects (e.g., Needs Assessment Questionnaire, Cost Benefit Worksheet, Page Mockup Template, Production Job Request Template).
- Cost benefit analysis model: This will present a method for comparing projects costs, using a cost-per-page-view, man-hour cost, and other methods.
- Rollout plan: This document will address cultural and organizational obstacles to implementation of a PMO as well as timing.
- Knowledge documentation plan: This will propose a strategy for project documentation, archiving, and dissemination. I will identify the type of documents that will be produced and maintained by the group (e.g. budgets, specs, templates, schedules).
- Education and training plan: This will outline a strategy for disseminating good project team skills and habits throughout the company.

IV. Proposed Structure

The PMO would consist of a pool of project managers led by a director of project management. The group would report to the CTO. Job requests would originate from stakeholders in the various business units and be submitted to the director of project management who would assign a project manager to each project. Each project manager would be assigned primary responsibility for a set of business units. However, the “pool” structure would allow the group to respond to priority shifts as needed. Projects would be broadly defined to include non technology activities as well.



V. Staffing Requirements

The current project load would probably require a total headcount of 6, including the director of project management. The breakdown could be as follows:

- Production Specialists: 3
- Operations Specialists: 2
- Non-Technical Specialist: 1

VI. Specialization Categories

Production:

- Ad sales / ad operations
- Creative services
- Content management systems
- Multimedia / broadband
- Interactive tools / application development

Operations:

- Database administration
- Desktop support
- Mail server
- Message Boards
- Metrics reporting
- Network hardware and software
- Systems administration
- Third party software purchases
- Web server architecture

Non Technical:

- Office moves

- Physical plant operations
- Company wide events planning