

Robbins-Gioia's 25th Anniversary
Results Symposium: Best Practices in Program Management
September 8-9, 2005
Ritz Carlton, Washington, D.C.

AGENDA

Symposium Chair: Emory Miller, Senior Vice President, Government Affairs

Day 1: Thursday, September 8, 2005

9:00 a.m. Welcome and Opening Remarks
Jim Leto, President and CEO, Robbins-Gioia

9:15 a.m. Implementing and Driving a Project-Based Organization: Blending Capital Planning and Project Management for Results

One primary goal of successful organizations is to make the best use of available resources to achieve its strategic goals and objectives. The U. S. Department of Agriculture (USDA) has made extraordinary gains in driving a project-based enterprise by blending capital planning and project management for results. The USDA Associate CIO will share his experience and insight on implementing an enterprise-wide project management training initiative that:

- Grows and develops qualified project managers as a key organizational priority
- Achieves executive buy-in for implementing functions and features in the project management environment
- Ensures enterprise-wide awareness of project management discipline
- Establishes a baseline for the ROI on project management

Dr. Gregory Parham, Associate CIO for Information Resource Management
Department of Agriculture Office of the CIO

10:00 a.m. Creating and Establishing a Global Delivery Organization: Building and Deploying Global Resources on a Large-Scale Project

Today's project environments are becoming more distributed and harder to manage. This session will shed light on how the Timken Company has made tremendous progress toward building its global IT organization. You will hear specific examples of how resource management and work processes have been established and how Timken has successfully managed and grown its global presence through sound project practices. Pains, challenges and lessons learned will be shared.

John Belden, Vice President of Information Technology and Project ONE
The Timken Company

10:45 Networking Break

11:15 a.m. Driving Governance, Transparency, and Results: Using PM Excellence to Influence Behaviors

Project management significantly enhances an organization's value. Tobyhanna Army Depot (TYAD), considered the largest and most progressive depot facility in the Department of Defense, recognized this early on and understood that in order to successfully optimize efficiency, streamline processes and improve cycle time to better serve the warfighter, project management needed to be a core focus of the Depot strategy. With TYAD performing worldwide depot level maintenance repair, overhaul and fabrication support for ground, airborne, navigational equipment and missile systems, implementing a project management model has facilitated greater structure and standardization and has ultimately improved speed and efficiency of delivering projects to their customers. You will hear an executive perspective on the importance and value of project management to your organization. This session will highlight how to:

- Achieve buy in from top management
- Infuse PM and good PM skills into workforce creating a culture that thrives on it
- Understand what project management brings to the organization
- Measure the hard and soft benefits of implementing project management
- Gain better control of costs, customer satisfaction, and project predictability

*Ronald Cappellini, Director Business Management
Tobyhanna Army Depot*

12:00 Networking Luncheon

1:30 p.m. Leveraging the PMO as Part of a Winning Organizational Strategy: Keeping the B(ureaucracy) out of PMO

Reports today talk about organizations and companies misunderstanding the purpose of Project Management and how the Project Management Office is seen as just another bureaucracy. Learn how to communicate the value proposition of what Project Management and a PMO can do for the project, the customer and your management team and see potential ways to alleviate concerns over creating additional work that is viewed with little value. During this session you will hear real-life stories and events emphasizing the value of Project Management and Control. Specifically you will better understand:

- The value of PM and PMO: where to focus on messages to sell your efforts to your organization
- Value of support having multiple paths: for the customer, project team and management
- Keeping focused on the end goal
- Idea of supporting the goal through rigor vs. rigidity
- Lessons learned from a new PMO

*Alex Eng, Deputy Director of Performance Management
Office of the CIO, Transportation Security Administration*

2:00 p.m. Portfolio Management Lessons Learned: Align Portfolio Management to Enterprise Strategy to Drive Near- and Long-Term Results

This session will address an issue critical to all organizations: how to strategically determine which projects to pursue and on which to pull the plug for maximum organizational value based on the overall portfolio of projects underway at any given time. Drawing on real-world experience, this session will highlight examples and lessons learned on establishing and maturing portfolio investment maturity models and processes, enabling organizations to make rational project investment decisions that deliver the highest strategic value.

*Jim Picard, Managing Director, Executive Consulting Group
Robbins-Gioia*

2:45 p.m. Networking Break

3:15 p.m. Special Keynote Address

Ken Mattingly, Apollo 13 astronaut, former shuttle commander & accomplished aerospace executive, shares the true story behind the most inspiring example of crisis management in recent memory. Portrayed in the hit film by Academy Award-nominee Gary Sinise, Mattingly is the Command Module Pilot who was pulled from the flight at the last minute for medical reasons, only to spearhead the ground crew's efforts to save his friends and fellow astronauts when their moon mission went horribly wrong

4:15 p.m. Close of Day One

Day 2: Friday, September 9, 2005

8:00 a.m. Networking Breakfast

8:45 a.m. Day 1 Recap

9:00 a.m. Implementing and Using an Enterprise Architecture Process at DHS

The Department of Homeland Security (DHS) was formed in 2003 by merging 22 legacy Federal organizations and adding several new components. The DHS Management Directorate, which includes the CIO function, was created from scratch. A key challenge for the CIO was to help forge a unified Department and realize the potential savings from consolidated IT services. DHS used the authorities and processes of the Federal enterprise architecture model as one pillar of its IT governance structure. You will have an opportunity to hear some of the lessons learned throughout this complex and dynamic endeavor.

*Martin Smith, Program Manager for IT Information Sharing
Department of Homeland Security Office of the CIO*

9:45 a.m. Achieving Strategic Vision Using Program Management Techniques

Every leadership book published emphasizes that the organizations that set visions and then aggressively focus on achieving them are the most successful. How can organizations improve the probability of success in achieving the vision? This session gives two examples of how program management techniques were used to achieve a transformational vision. Gain insight into:

- How an IT organization re-focused on core competencies to help its customers re-invent their business

- How a logistics organization took three separate initiatives in supply, maintenance and product support and is transforming into an Enterprise Sustainment process.

These two organizations are critical to Air Force operations and sustain the best Air and Space Forces in the world. Maintaining current operations, while transforming to provide better capability in future threats, is essential. Using program management techniques ensures the risks associated with dramatic change can be managed.

*Lorna Estep, AFMC/LG Deputy Director for Supply
Wright Patterson Air Force Base*

10:30 a.m. Networking Break

10:45 a.m. Metrics for Tracking Results: Quantifying What Project Management Brings to Your Business

The volatile and competitive business landscape has forced organizations to place a strong emphasis on working smarter. Ever-changing compliance requirements, new and evolving threats to IT security, and greater demand to accomplish more with less are driving the need for efficiency. This session will highlight how Colonial Bank has been able to significantly improve its loan processing, going from processing all requests manually to processing 80 percent electronically. You will gain insight into how Colonial has been able to reduce time, improve loan processing with 15 percent fewer people and has more than doubled its outstanding assets, indicating greater profitability.

*Catherine L. Kissick, Senior Vice President/Director Mortgage Warehouse Lending
Colonial Bank*

11:30 a.m. Panel Discussion – Executive Leadership and How it Impacts the Organization

12:00 Networking Luncheon

1:15 p.m. Applying Process Refinement and Optimization (PRO) to Your Organization

It sounds paradoxical, but to fix your organizational processes, you need sound processes. Organizations are faced with increasing pressure to provide better services, enhance efficiency, and optimize quality. Recent Robbins-Gioia market research survey data confirms a trend toward an increased focus on process improvement. This session will discuss how to rigorously define these essential underlying processes, drawing on real experience from the commercial and government sectors. You will hear examples of how these methodologies have been implemented for results and the key lessons learned along the way.

*Stephen Hawald, Executive Consulting Group
Robbins-Gioia*

1:45 p.m. Implementing an Earned Value Management System at the Department of Veterans Affairs

Earned value management (EVM) is becoming one of the hottest issues and commodities in use for project management, for several reasons. Among them, the Office of Management and Budget (OMB) requirement that EVM be used to manage the capital investments of the executive branch of the federal government is driving the importance. But EVM is not just an OMB requirement; it is

used by industries and governments around the world. Why? Because it works! EVM has many benefits, but implementing EVM takes a lot of planning and work. This session will highlight the processes being put in place at VA to drive EVM in an ANSI compliant way. You will hear specific ideas about how to:

- Gain executive buy-in and acceptance of EVM across the enterprise
- Establish Enterprise Working Group
- Conduct organization-wide assessment to identify gaps and corrective actions
- Establish EVMS Integrated Product Teams across functional areas including Finance, Contracts, Portfolio Management, and IT
- Conduct multi-faceted implementation plan
- Report implementation progress

*Charles Warner, Director of Information Technology, Program and Project Management Service
Department of Veterans Affairs*

2:30 Closing Remarks

3:00 Conference Concludes