

# Measuring the Effectiveness of Project Management

Wednesday, October 21, 2009

BABSON COLLEGE • OLIN HALL • COFFEE: 7:45 A.M. • WORKSHOP: 8:15-11:15 A.M.

Programs relating to project management continue to be some of the most popular on the CIMS agenda. The resurgence of formal “PMO” organizations suggests that they are making a difference and this program will focus on how successful PMOs manage and measure their overall effectiveness.

## Revisiting PMOs

One of the most popular workshops in the history of CIMS was on the “State of the PMO” in late 2006. In that workshop we learned that the term “PMO” has several definitions and they can take many different forms. However, in practice, PMOs have a common goal of improving project performance. This program will tap into the insights of a panel of experienced PMO leaders from EMC, NSTAR, Harvard Pilgrim Health Care, and State Street Corporation. Each of the panelists will provide overviews of their PMO organizations, programs, and important practices and discuss how they measure project management effectiveness.

## A G E N D A

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| 7:45 – 8:15 a.m. | <i>Coffee</i>   |
| 8:15 – 8:30      | Introduction<br><br>Moderator: <i>Peter White</i> , Technical Solutions Program Manager, EMC Corporation  |
| 8:30 – 9:45      | <i>Roberta Mattox</i> , Director, Solution Design and Delivery, NSTAR Electric & Gas<br><i>Michael Hurst</i> , Corporate PMO Manager, Harvard Pilgrim Health Care<br><i>Hope E. Krakoff</i> , Director, Perot Systems, Inc., PMO, Harvard Pilgrim Health Care |
| 9:45-10:00       | Break   |
| 10:00 – 10:30    | <i>Noele P. Lee</i> , Vice President, Program Manager, Director, Information Technology,<br>State Street Corporation  |
| 10:30-11:15      | <i>Moderated Q&amp;A with all speakers</i>  |

*(see biographies on other side)*

## **BIOGRAPHIES**

**Peter White** is a Technical Solutions Program Manager at EMC Corporation. He has over 25 years experience in software development and consulting organizations in a variety of roles including Project and Program Manager, Delivery Manager, PMO creator and leader, and Management Consultant and VP. White is recognized for his ability to create, lead and improve organizations, and has extensive experience managing people and projects, improving IT and business practices, and leading change in organizations. His interest in methodologies has led to a broad set of experience including pure waterfall, RAD, and Agile. Most recently, White has been improving both sales and resource management practices through tool and process improvement within the EMC Consulting Division. He is a certified Project Management Professional (PMP) and received his MBA from Babson College.

**Roberta Mattox** is the Director of Solution Design and Delivery for NSTAR, Massachusetts' largest investor owned gas and electric utility. She has over 20 years experience in information technology delivery services. These services have focused on applications management, business and systems analysis, business and project management, computer operations, and IS infrastructure management. The Solution Design and Delivery team is responsible for the delivery of technology projects to NSTAR in support of not only the company's strategic initiatives but also the small to medium size technology work efforts that provide additional business benefits. Mattox has held similar leadership positions within the utility industry as well as the manufacturing and marketing industries. She has a BS degree from Rivier College, Project Management certification from George Washington University, and is ITIL Foundation and Practitioner certified.

**Michael Hurst, Ed.D.**, is the Corporate PMO Manager at Harvard Pilgrim Health Care. Prior to his current position, he has been a professor at BU Medical School, a consultant in healthcare information technology, and a practicing clinical and industrial psychologist. He is also an entrepreneur, founding five companies, one of which was acquired and went public as part of Value Health, Inc., for which he served as Regional COO and National VP of Integrated Care. As the Corporate PMO Manager, Hurst is responsible for the provision of effective and efficient enterprise-wide project management standards, training, consultation, tracking, reporting, and direct service. He is also working with co-presenter, Hope Krakoff, to create a Joint Project Management Office as the company pursues a major series of IT strategic initiatives including the launching of the Agile/Scrum software project philosophy and framework. Hurst received his S.B. degree from MIT, and his EdM and EdD degrees from Boston University.

**Hope E. Krakoff** is the Director of the Perot Systems, Inc., Project Management Organization within Harvard Pilgrim Health Care. Formerly, she was a founding member of a Boston based start up called eMaven, Inc., which specialized in internet strategy for Fortune 500 companies in the healthcare and financial service sectors. eMaven, Inc. was acquired by Perot Systems in 2002. In Krakoff's current position, she is responsible for the day-to-day operations of the Perot Systems PMO within Harvard Pilgrim Health Care where she oversees over 60 project managers, business analysts, and information delivery personnel. She presently works with co-presenter, Michael Hurst, to create a Joint Project Management Office as the company pursues a major series of IT strategic initiatives including the launching of the Agile/Scrum software project philosophy and framework. Krakoff is a certified Project Management Professional (PMP) and received her B.S. degree from Boston University.

**Noele P. Lee** is a Vice President, Program Manager, and Director in Information Technology at State Street Corporation in Boston, as well as part of the IT Office of the Chief Operating Officer. With more than 16 years of experience in the field of technology, Lee is focused on IT Transformation. She leads the areas of Workforce Planning & Talent Management, Organizational Design, and Change Management & Communications. Before joining State Street, Lee was a financial services manager in the Change Management Competency Group at Accenture, formerly Andersen Consulting. During her seven year tenure at Accenture, Lee worked with numerous clients including MetLife, John Hancock, Chase Manhattan Bank/Chemical Bank and BayBank/Bank of Boston. She received a B.S. and MBA degree from Rensselaer Polytechnic Institute, and also obtained her Project Management Professional (PMP) certification.