

**STATE OF COLORADO**  
**PROJECT MANAGEMENT**  
**USERS GROUP**  
**2011 ANNUAL REPORT**

**JANUARY, 2012**

**FINAL**



State of Colorado  
**Project Management Users Group (PMUG)**  
2011 Annual Report

**TABLE OF CONTENTS**

The Project Management Users Group .....	3
The History of the PMUG Organization .....	3
PMUG Charter .....	4
2012 PMUG Officers .....	5
2009-2011 PMUG Officers.....	5
PMUG Membership.....	5
2009-2011 PMUG Accomplishments.....	7
2009 - 2011 PMUG Working Group Accomplishments.....	7
Training and Mentoring Working Group .....	8
Tools and Technology Working Group.....	9
Methods and Processes Working Group .....	10
Communications Working Group.....	10
PMI Symposium Initiative .....	11
Past Working Groups .....	11
Advisory Working Group.....	11
Strategic Planning Working Group.....	11
2012 PMUG Goals & Objectives .....	12
Appendix.....	13

## **The Project Management Users Group**

The Project Management User's Group (PMUG) is a voluntary, professional organization within the State of Colorado dedicated to promoting project management best practice within the state.

This, our first annual report, outlines what we have accomplished in the past year and in the years since our founding, along with our goals and objectives for the coming year.

In a time when many state employees feel unable to move forward with new innovations and initiatives, PMUG members are the empowered and engaged workforce. We hope you will join us over the coming year as we continue to accomplish our mission of making State government work better through the practical application of scientific project management knowledge.

## **The History of the PMUG Organization**

PMUG was founded in 2004 with a small group of project managers. Our goal was to promote project management best practices and the use of certified project managers within the State. We are grateful to our founding members, Kim Heldman, Bill Ferguson, and Clayton Durkee for their vision and initiative in starting this group.

In the seven years since we began, not only has PMUG grown, but so has the utilization of skilled project managers. In 2006, legislation passed requiring the use of project managers on projects above a certain size and a general professional job classification for project managers was created. By the beginning of 2011, we had grown to a group of over 100 members, provided hundreds of hours of training, developed a handbook of standard methodology and templates, and developed a formal organizational structure to help us sustain our group into the future.

We would like to acknowledge Ron Huston and Dara Hessee for their leadership in PMUG during these years. Along with the founding members, Ron Huston was instrumental in developing and passing the legislation on project management and Dara Hessee really solidified the practice of monthly educational meetings for our members.

In 2009, the Enterprise Portfolio and Project Management Office (EPPMO) Director for the Governor's Office of Information Technology (OIT), Ron Huston, became our first executive sponsor, supporting PMUG with access to a State of Colorado web site and endorsing the PMUG methodology as a requirement for Information

Technology projects in the state. At that time, we also established officers to help the organization grow sustainably into the future. We published our first official charter in June of 2010.

This is our first annual report as an organization. The rest of this report outlines our accomplishments of the past year and our goals for 2012.

## **PMUG Charter**

PMUG is a strong and cohesive group of volunteers working collaboratively to improve the quality and success of our State's projects and project managers.

We accomplish success through the following strategies:

- Promote the sharing of project management best practices that align with the Project Management Institute (PMI) Project Management Body of Knowledge and Colorado State Government needs.
- Advocate for legislation, State policies, and State rules that support project management best practices, including recommendations to administrators, reviews and comments on policies, rules and legislation, recommendations on state personnel classifications and other actions that ensure the State supports Project Management best practices organizationally.
- Improve efficiency and effectiveness of Project Management by providing guidance and recommendations on how the State should govern and manage projects.
- Recognize outstanding project management, or contributions to the field of project management within the State.
- Provide a forum for information exchange.
- Provide educational opportunities that will enhance project management knowledge across the State of Colorado.
- Provide each PMUG member with the opportunity to achieve PMI-focused Professional Development Units (PDU's) as well as training and education for those seeking a PMI certification.
- Support OIT's EPPMO Director, as well as all other PMO's within the State.

Our current charter can be found on the PMUG Website at [PMUG Organizational Charter](#). Our charter outlines the roles of our officers and members and our basic processes for making decisions and electing leaders as a group.

## 2012 PMUG Officers

The following officers are continuing forward into 2012:

### **Lisa Bradley PMP**

Lisa Bradley has been with the State of Colorado for 17 years in various departments. She started as an Administrative Assistant and has worked through to an IT Professional V. Lisa holds a PMP certification and is currently setting up a PMO for the Department of Education IT Unit.

### **Bill Crick, PMP**

Bill joined the Officers team in January 2011, and is an active member of the Training and Mentoring Working Group. He is a staff member of the Office of Information Technology, and manages projects for the Division of Parks and Wildlife.

### **Susan McMillin, PMP, CISSP**

Susan McMillin is the longest continuously serving PMUG Officer. She is currently a member of the Enterprise Portfolio and Project Management Office managing security related projects and portfolios. In her 16 years at the State, Susan has also served as the Computer Security Manager for the State, an Applications Development Manager, and Network Services Manager.

### **Judy McMurphy, PMP, MOTM, ITIL**

Judy is the newest member of the PMUG Officer Team, joining the team in December 2011. As the New Year begins, Judy's expertise in project management and training will be utilized to successfully obtain the 2012 targets set forth in the Goals and Objectives portion of the 2011 Annual Report.

## 2009-2011 PMUG Officers

Our original PMUG Officer team included Lisa Bradley, Joetta Fischer, and Susan McMillin. Gregg Ernst also served as an officer in 2011.

## PMUG Membership

PMUG Members come from all over the state and represent almost every department. Diagram 1 shows the makeup of our current 175 membership list.

**Diagram #1:** Number of PMUG Members by State Agency & Organization

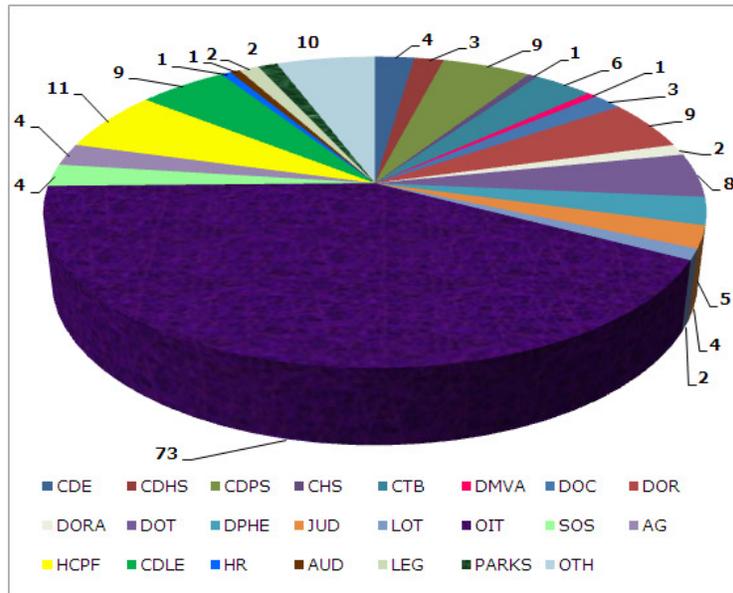
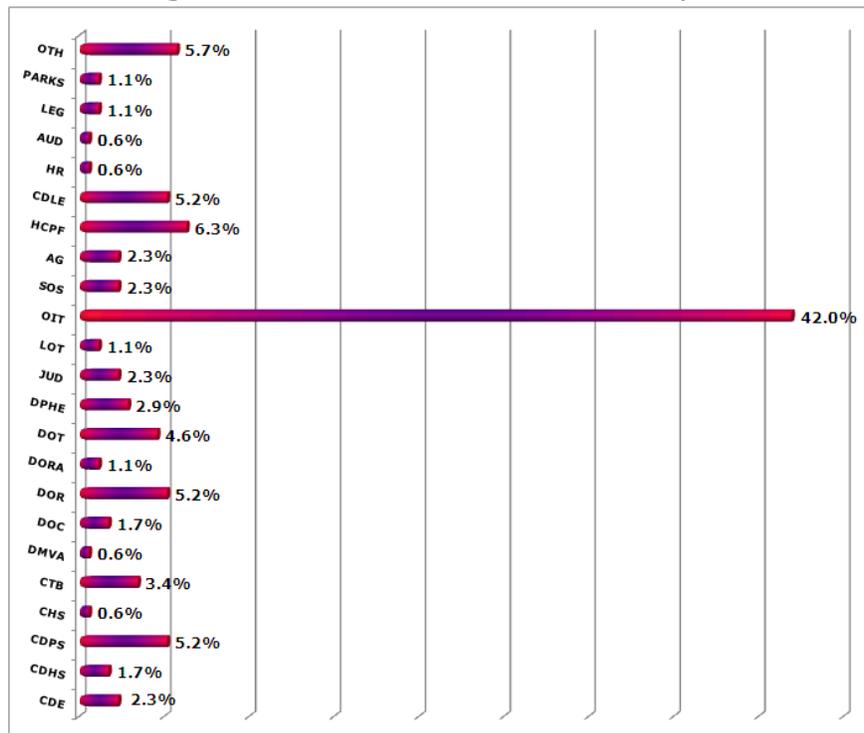


Diagram 2 shown below indicates the percentage breakdown of our current PMUG Membership. As one of our goals for 2012 is to grow our membership, the 2 diagrams on this page will provide the foundation for our membership growth strategy.

**Diagram #2:** Percentage Breakdown of PMUG Membership



Our monthly meetings draw between 30 and 50 members attending live or via phone or web.

In addition we have 25 members actively participating in working groups or initiatives. Over the past two years our working group member list has been as high as 30. The working group members are the heart and soul of PMUG, producing most of the results that move us forward. This is where most of the fun, creative, collaborative work gets done and where the most useful work products come from. Working groups also provide experience for new or aspiring project managers and often provide Professional Development Units (PDUs) for members. Any PMUG member can participate in a working group.

The working group chairs participate with the officers in setting the direction of the organization. Our working group members also guide the organization by voting on PMUG wide decisions and resolutions such as changes to our charter, voting for officers, and any PMUG recommendations or resolutions.

## **2009-2011 PMUG Accomplishments**

Some of the high points from the past year include:

- Provided the opportunity for members to earn 10 PDU's each year at no cost by attending monthly PMUG meetings, plus additional opportunities through the working groups.
- Saved PMUG members and their agencies \$6,380 by providing early group registration to the Mile Hi Annual Rocky Mountain Project Management Symposium in April 2011 and a similar amount in 2010.
- Established a charter for the group and a sustainable approach to keeping PMUG vital through the years.
- Included the Working Group Chairs in the leadership and management of the organization.
- Developed and implemented basic processes and procedures for officers and working groups to ensure a quality experience for all members.
- Provided a 3-day training class in project management for State employees
- Created the PMUG website.
- Developed a process to import Microsoft Project projects into Clarity.

## **2009 - 2011 PMUG Working Group Accomplishments**

At the end of 2011, the following Working Groups were active:

- Tools and Technology
- Methods and Processes
- Training and Mentoring
- Communications

- Initiative to Organize PMI Spring Symposium Registration

## Training and Mentoring Working Group

**Current Chair:** Sandra Tomlin

**Previous Chair:** Bill Crick

**Current Members:** Nancy Cassell, Bill Crick, Judy McMurphy, Luis Garcia

**Additional Past Members:** Korby Johnson

**Objective:** The Training and Mentoring Working Group is focused on providing opportunities for training and education in the field of Project Management. To that end, the team planned and achieved the following accomplishments in 2011.

- The Training and Mentoring Working Group presented 'Project Sponsorship- Are You Smarter than a Project Manager?' PMUG members learned about the importance to their project of effective sponsorship in an interactive game show format. They found out the traits of a strong Sponsor, the roles that the Sponsor should fill, and how an ideal Project Manager / Sponsor relationship is critical to a successful project. They were given an opportunity to test their knowledge as part of a team, answering questions about project sponsorship.
- The team conducted a training survey to determine the level of interests and area of focus for PM training. Thirty-seven PMUG members responded to the survey, and out of those over 93% stated that they were interested in additional Project Management Training.
- The survey results also reflected that the top four highest priority training requests were in the areas of Communication Management, Risk Management, Team Building and Project Change Control. Individual training modules have been created in each of these areas. The modules are designed as a 2 to 4 hour training session focused specifically on these four topics. Plans are being made to refine and deliver these modules some time in 2012.
- The Training and Mentoring Working Group revamped the training material for 'Moving Projects Forward: From Concept to Completion'. In part the revisions were made to ensure that the course material aligned with the newest version of both the PMUG Project Management Common Methodology and the PMI Project Management Body of Knowledge. Armed with a new set of training tools, the Training and Mentoring Working Group conducted a 3-day PM training course called Moving Projects Forward: From Concept to Completion. Twenty State employees attended the training and 17 people

were placed on a waiting list for the next session. Staff from many Agencies, including DOT, HCPF, OIT Finance and Public Safety attended the 3-day session. This represents strong support of the stated PMUG objective to enhance project management knowledge across the State of Colorado. The post evaluation results of the 'Moving Projects Forward: From Concept to Completion' training class revealed that 100% of those that responded would recommend the training class.

- Accomplishments for this group previous to 2011 include presenting a 2-day project management class annually. Those classes were also very well received and created a waiting list for the next class.

## **Tools and Technology Working Group**

**Current Chair:** Cindy Kibble

**Previous Chair:** Rob Molloy

**Current Members:** Joe Jackson, Rob Malloy, Jason Chen

**Additional Past Members:** Charlie Boyle, Diane Zandin, Jim Shuford, Steve Trujillo, Arlene Young, Gwendolyn Jacobs

**Objective:** The Tools and Technology Working Group's mission is to identify tools and technologies already in use that may be good candidates for common use by project managers and project teams to assist with the effective and efficient management of projects.

- The team completed the Clarity and Microsoft Project Integration project which focused on providing State Clarity users with methods by which to interoperate their project plans, milestones and other project elements between Clarity and Microsoft Project Professional.
- The Tools and Technology Working Group also conducted a pilot of the new functionality with a team of 8 volunteers from the current Project Management Community. The pilot team attended a 2-day workshop provided by CA Technologies, conducted additional testing and prepared documentation that will assist project managers on how to use MS Project and Clarity together.
- This team identified 37 CA Productivity Accelerator (CA PA) training topics that will be developed and built into Clarity to assist with the successful roll-out. This project has been transitioned to EPPMO Operations for roll-out of this functionality to Clarity all users across the State.
- Currently the Tools and Technology Working Group is expanding on a new project entitled "Exploring Budgeting Tools". This project will focus on tools that are suitable for planning, tracking and managing project budgets.
- In 2009 and 2010 this team:

- Conducted a state-wide survey of current Project Management Tools
- Analyzed those tools and made a recommendation for an enterprise standard, which was adopted by the EPPMO

## Methods and Processes Working Group

**Current Chair:** Arlene Young

**Past Chairs:** Corrine Jones, Robert Schaedla

**Current Members:** Jim Shuford, Gail Waggoner, Corrine Jones, Kathleen Weyand, Diane Zandin, Cindy Kibble, Nancy Cassell

**Past Members:** Sam Kelly, Robert Schaedla, Glenn Miller

**Objective:** The purpose of the Methods and Process Working Group is to develop, maintain, and periodically update project management methodologies and processes based on industry standards and State best practices.

In the past year, this group has:

- Reviewed and updated the templates on the
  - Project Log Template
  - Project Scaling Worksheet
  - Deliverable Acceptance Template
  - Lessons Learned Template
  - Project Initiation Form and Process
- In previous years, this team developed the PMUG methodology initially.
- Updated it to the current 2.0 approach.
- Developed a Minimum Documents Matrix based on the size of a project.
- Created the methodology that the EPPMO has adopted as the enterprise standard for IT projects.

This group is currently refocusing their efforts on new projects for the coming year.

## Communications Working Group

**Current Chair:** Cheri Urda

**Current Members:** Kris Saline, Nancy Cassell,

**Additional Past Members:** Lisa Bradley, Rob Lloyd, Christine Champion, Lauren Plunkett

**Objective:** The purpose of the Communications Group was originally to develop the web site for the EPPMO and PMUG and then to develop a process for web site updates.

This group has continued to keep the PMUG website up to date over the past year.

This group is also refocusing their efforts for the coming year.

## PMI Symposium Initiative

**Current Lead:** Jen Heurta

**Past Lead:** Rob Molloy

**Objective:** Organize a group rate and registration to the PMI Mile Hi Project Management Symposium in Denver. This group rates saves the State thousands of dollars in registration fees and makes it easier for PMUG members to attend.

## Past Working Groups

Some of the working groups from the past two years completed their mission and disbanded or went inactive. These groups include:

### Advisory Working Group

**Past Chairs:** Ron Huston

**Past Members:** Danny Parks, Rick Schirado, Arlene Young, Angela Coffey, Jeanette Davis, Cindy Riche

**Objective:** The advisory group provided input directly to the EPPMO director on specific procedures and forms.

**Accomplishments:** They developed the red/yellow/green definitions in use until the recent Project Health initiative.

### Strategic Planning Working Group

**Past Chairs:** Ron Huston

**Past Members:** Danny Parks, Kim Heldman, Nancy Cassell, Bill Ferguson, Corinne Jones, Korby Johnson

**Objective:** The strategic planning group worked directly with the EPPMO director to develop the strategic plan for the EPPMO.

**Accomplishments:** The strategy they implemented has brought us our current OIT portfolio management, staffing plan, job descriptions and proposed PDQs.

## 2012 PMUG Goals & Objectives

Strategic Initiatives for the 2012 Project Management User's Group are defined through the PMUG Officers and the Working Groups. Our PMUG Officer objectives are to:

- **Improve our PMUG Communication and Internal Processes to better support our members and working groups**
- **Expand Training Opportunities**
- **Increase Working Group Participation**

Our members will further define our goals for the next year through the working groups they choose to start and support.

## Appendix

- **PMUG Home Page:** <http://www.colorado.gov/cs/Satellite/OIT-EPPMO/CBON/1251590980982>
- **PMUG Working Groups:** <http://www.colorado.gov/cs/Satellite/OIT-EPPMO/CBON/1251575307589>
- **To join PMUG, please email your name, email address, phone and current agency or association to [PMUG@state.co.us](mailto:PMUG@state.co.us).** You will be placed on the list-serve and get email notification of upcoming meetings, announcements, and working group openings.