International Seminar on Strategic Planning and Project Management in Central Banking

The 18-year experience of the Central Bank of Brazil with project management: achievements and challenges in PMO implementation.

July 2022
THE PAST - Retrospective

July 2022
PMO History

- Its activities officially began in 2004.
- Originally, the PMO was a management unit attached to the BCB's presidency, but it became a department of the Administration Area.
- From the beginning, support from decision-makers.
- Few knew about "project management".
- We had access to a budget fund for exclusive use in the development of corporate projects.
- Rigid, complex and extensive methodology.
- Priority focus on classic performance indicators: CPI and SPI.
- Project portfolio reached more than 100 projects.
- We had as many as 12 servers assigned to the PMO.
- Unnecessarily complex software.
- More controllers than solvers.
THE PRESENT

1. General Characteristics
2. Governance
3. Methodology
4. Software

July 2022
1. General Characteristics

- PMO in a department linked to the presidency (best practice).
- Efficient structure: 1 head, 2 specialists and 1 responsible for the back office.
- PMO team focused on delivering solutions (autonomy).
- Project managers are located in technical areas.
- It is possible to track CPI and SPI through the software, but we focus on the **benefits** generated.
- Strategic portfolio 2022: 1 Program (4 projects) and 28 Projects.
2. Consolidated Governance

Board of Directors
(president and directors)

Strategic Management Committee

Executive Committee

PMO

IT

PMO

Project managers

BCB Organizational chart
3. Methodology

• Simple and objective

• Main Normative with:
  General rules
  Competencies

• Secondary Normative with:
  Procedures
  Operating rules

• Theoretical basis: PMBOK, MSP, Agile, Scrum, Prince 2, etc. (worldwide state of the art).

• 100% audited
4. Software

- Previous: PPM (MicroFocus) - tailored for BCB, good but complex

- Current: SGPro - in house solution - agile, simple, focused on our methodology and needs.
4. Software (in house) - SGPro
But what was the turning point?

- Completed maturity self-assessment:
  1. Detection of maturity gaps.
  2. Project "Maturity - Implementation" (2008-2011)
  3. Project "Maturity - Consolidation" (2011-2014)

- Hiring of a project management consulting firm
- Consolidation of the portfolio management methodology.
- Training (development of project management culture)
- Regular meetings of the project management community
- Establishment of constant dialogue with decision makers.
- Implementation of software
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<th><strong>PAST</strong></th>
<th><strong>PRESENT</strong></th>
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<tr>
<td>Few were familiar with the topic of &quot;project management&quot;.</td>
<td>When talking about projects, all servers think of &quot;corporate projects&quot;.</td>
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<td>Access to a fund for exclusive use in the development of corporate projects.</td>
<td>We continue to have access to an exclusive budget for project development.</td>
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<td>Rigid, complex and extensive methodology.</td>
<td>Malleable and objective (audited) methodology.</td>
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<td>Focus on classic performance indicators: CPI and SPI.</td>
<td>Focus on benefit delivery and innovation hub.</td>
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<td>Project portfolio with more than 100 projects.</td>
<td>Strategic portfolio (2022: 32 projects).</td>
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<td>12 servers assigned to the PMO.</td>
<td>4 servers assigned in the PMO - high performance.</td>
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<td>Good but complex software.</td>
<td>Software adapted to our needs (in house).</td>
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<td>More controllers than solvers.</td>
<td>100% solvers team.</td>
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Thank you

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Div. de Traducc.: CBC experience PMO implementation -
July 2022 (Eng)
22-07-2022
LO/ IM/ OERA