

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

SETTING UP A PMO UNIT FOR REPUBLIC BANK (SURINAME) N.V. (RBSR),
A SUBSIDIARY OF REPUBLIC FINANCIAL HOLDING LIMITED (RFHL)

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DEDICATION

To my husband

Without you I couldn't have done this.
Thank you for your support and patience at all times.

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ABBREVIATIONS AND ACRONYMS

- RBSR – Republic Bank (Suriname) N.V.
- RFHL – Republic Financial Holding Ltd.
- ITCD - Information Technology Consolidation Division
- ITMD - Information Technology Management Division
- PMO - Project Management Office

EXECUTIVE SUMMARY (ABSTRACT)

Change is constant. Upon planning and implementing changes, there are several requirements e.g. staff availability with the required skills or knowledge, planning and coordinating with vendors, configuration knowledge. For changes in an established organization, these additional tasks are assigned to selected staff members, whom would have to be able to execute their daily tasks, and the additional tasks.

This creates a situation that some staff members are requested to join several change projects, because of their knowledge, skills, experience. In the organizational structure of Republic Bank (Suriname) N.V. a unit or department, assisting and guiding in a change is, same as in the parent company before 2017, is not born yet. Within RBSR for the medium to large-scale projects, a team is called together to assist.

The general objective was to develop a Project Management Office proposal for RBSR to institutionalize project coordination within the company, and optimize the results of the projects implemented by the company. The specific objectives were: to assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs; to analyze the different PMO types in order to establish the most suitable for RBSR; to establish the roles and responsibilities to be assigned to the PMO; to position the PMO in the organization chart of RBSR; and to determine the PMO implementation plan for RBSR in order to outline the main steps required.

The methodology for this research was based on analytical method, deductive - & inductive research approach; literature reviews of similar researches, a questionnaire analysis was performed for middle and top management, and several interviews were held.

The conclusion resulting out of this research is that the main objective – to establish a PMO in RBSR – Institutionalize project coordination in order to optimize the results of the projects implemented by the company.

Furthermore RBSR's staff is relatively familiar with the concept of project management, but it also recognizes it requires some adjustments on levels for the better. Upon the analysis of the three basic types of PMO's, it was concluded that a combination of supporting and controlling PMO is most effective currently. The main roles and responsibilities identified for the PMO with three aspects: Establishment of project methodologies, Project tracking and Project Support.

The author recommended that the PMO as suggested be implemented, as well as involve Executive management for the role out of the office, in order to create awareness and keep communications open. A team should be established in order to review the effectiveness of the PMO regularly, as well as an assessment, in order to establish the PMO roles if changes occurred within the organization.

Introduction Chapter

Originally called Colonial Bank, the Republic Bank was established in 1837 as the first commercial bank in Trinidad and Tobago. Their 181-year history is testimony to a successful growth strategy fueled by expansion through acquisition, prudent risk management principles, comprehensive and innovative corporate social investment programs and initiatives, and visionary leadership paired with multitalented and loyal employees.

Headquartered in Trinidad and Tobago, Republic Financial Holdings Limited (RFHL) is the registered owner of all of the banks in the Republic Group – Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Grenada) Limited, Republic Bank (Suriname) N.V., and Republic Bank (Ghana) Limited, as well as Republic Securities Limited and other subsidiaries. Across these markets, RFHL offers an extensive range of banking services, including credit and debit card issuance and processing, leasing, trustee services, mutual fund and investment management, and merchant banking¹.

1.1 Background

For a financial institution believed to be more manageable if jurisdictions are using the same technological platforms for all the different products and services provided to clients, and for financial reporting within the Group. With this believe in mind, and the Group investing in mainly the Caribbean² the last of couple years, by acquiring various financial institutions³, it is more than likely that sooner or later these new acquisitions by the Group will be moved or upgraded to the technological platforms used by the Group. The Group itself invested in its organizational structure by establishing a new department in 2017 named ITCD, Information Technology and Consolidation Department, for assisting and guiding changes of the technological platforms for mainly new acquired jurisdictions, the related tasks and processes.

¹ "History of Republic Bank". Retrieved from <https://www.republictt.com/about/history-republic-bank>

² April 1, 2015 "Republic Bank Limited To Acquire RBC Royal Bank (Suriname) N.V.". Retrieved from <https://republictt.com/news/republic-bank-limited-acquire-rbc-royal-bank-suriname-nv>

³ November 27, 2018 Republic Financial Holdings Limited To Acquire Scotiabank's Banking Operations In 9 Caribbean Countries. Retrieved from <https://www.republictt.com/news/rfhl-acquire-scotiabank-banking-operations-9-caribbean>

Upon the acquisition of RBC Royal Bank (Suriname) N.V. by Republic Bank Limited in 2015 this specific department has not been setup. The core banking system, several software programs, also processes and procedures were required to be changed, as well to suit the new owners banking philosophy and adhere to banking jurisdictional laws, international as well as their own principles. In order to facilitate the tasks required in order to have a complete successful transition a team of employees was assembled for planning, executing and implementing this transition. Furthermore two years fast-forward there are several new IT and/or technical projects in progress within the Group as well as our jurisdiction. These projects are supported by several departments throughout the organization, and with different levels of experiences required to execute the projects.

1.2 Statement of the problem

Change is the only constant. Upon planning and implementing changes, there are several requirements e.g. staff availability with the required skills or knowledge, planning and coordinating with vendors, configuration knowledge. For changes in an established organization, these additional tasks are assigned to selected staff members, whom would have to be able to execute their daily tasks, and the additional tasks.

This is creating a situation that some staff members are requested to join several change projects, because of their knowledge, skills, experience. In the organizational structure of Republic Bank (Suriname) N.V. a unit or department, assisting and guiding in a change is, the same as in the parent company before 2017, is not established yet. Within RBSR for medium to large-scale projects, a team is called together to assist.

This creates three main issues. First, there are employees who have to juggle frequently between their regular tasks and project tasks, which means many hours overtime, and can create concentration and stress experience issues. Secondly, management has to call upon several project leads within the organization to have a helicopter view of all projects in progress. And the third issue, as a subsidiary of RFHL, the exposure to project members abroad, either

within ITMD or the vendors, can be exhausting. Project leads are usually managers from departments, having to oversee the daily operations, and planning of project(s) on their duty list as well, can be of impact on the focus on the required change within the organization.

Specifically the problem is that there is no centralized unit or team, whose only task would be to facilitate in coordinating all projects within the organization, and become the direct information line for the management team within RBSR, and for the general coordination for all project with vendors and/or ITMD.

1.3 Purpose

In RFHL, staff members from the Group are working together from different subsidiaries, having similar processes and guidelines, but are also linked together by the similar or same electronic systems.

A PMO is currently nonexistent in RBSR and the purpose is to research and write a proposal of the characteristics and functions that a PMO should have as well as its position within the organizational structure. The PMO would be the solution to the issues as mentioned above. In specific, the results of this research can be used for RBSR to implement a PMO within the current organizational structure, which must include the policies on training, improvement of the organizational maturity, recruitment of ideal personnel and other relevant topics.

1.4 General objective:

To develop a Project Management Office proposal for RBSR to institutionalize project coordination within the company and optimize the results of the projects implemented by the company.

1.5 Specific objectives:

1. To assess the current environment of RBSR in order to determine the project management strengths, improvement, opportunities and needs.
2. To analyze the different PMO types in order to establish the most suitable for RBSR.
3. To establish the roles and responsibilities to be assigned to the PMO.
4. To position the PMO in the organization chart of RBSR.
5. To determine the PMO implementation plan for RBSR in order to outline the main steps required.

THEORETICAL FRAMEWORK

Company framework

Republic Bank (Suriname) N.V. is a subsidiary of the Republic Bank Financial Holding Ltd. since 2015. RBSR is a registered company in the Chamber of Commerce registry in Suriname, and has all the required permits from the government to operate as a financial institution within its borders.

2.1.1 Company background

For decades, Republic Bank has held a resolute focus on its vision of being a bank that is chosen as the Caribbean Financial Institution of Choice for its Staff, Customers and Shareholders. It aims to do so by setting the Standard of Excellence in Customer Satisfaction; Employee Engagement; Social Responsibility and Shareholder Value – while building successful societies.

Over 17 decades old, the organization is a visionary one, with a history of continual financial growth, professional and personal development, and successful collaboration with communities to bring about positive change. Since it first opened its doors in 1937 as the Colonial Bank, the first commercial bank in Trinidad; to its 1925 amalgamation with the National Bank of South Africa Limited and the Anglo-Egyptian Bank to become Dominion, Colonial and Overseas (D.C.O.); until its eventual renaming to Barclays Bank of Trinidad and Tobago and then to what is today, Republic Bank Limited, the Bank has successfully weathered many changes to remain one of the largest and most successful indigenous financial institutions in the Caribbean. It offers a diverse portfolio of products and services designed to satisfy the growing needs of its retail banking customers, corporate clients and governments throughout the Region.

The Bank continuously subscribes to its Core Values of Customer Focus; Integrity; Respect for The Individual and Results Orientation. Holding integrity at the core of all its relationships, the Bank generates trust and confidence from its customers, suppliers, shareholders and the general public. Republic Bank also consistently demonstrates honesty, fairness and openness in all operations,

and its business processes and practices support service excellence while protecting the interest of its customers, employees and shareholders.⁴

2.1.2 Mission and vision statements⁵

Vision:

We, Republic Bank, the Caribbean financial institution of choice for our staff, customers and shareholders, set the standard of excellence in customer satisfaction, employee engagement, social responsibility and shareholder value while building successful societies.

Mission:

Our mission is to provide personalized, efficient and competitively priced financial services and to implement sound policies, which will benefit our customers, staff, shareholders and the communities we serve.

2.1.3 Organizational structure

Republic Bank (Suriname) N.V. has an organizational structure that consist of the management team of three directors having responsibilities of all departments. In Suriname RBSR is a medium-scaled company, with approximately 250 employees. As seen in Figure 1, the Managing Director is head of the company, with the two-line directors by his side. Looking at this structure, it can be identified as a hierarchical structure. It is noticeable that staff members are grouped with having one assigned manager. Because there are different levels of management, and power or authority with the organization, this structure is best used.

⁴ <https://republicbanksr.com/about/corporate-profile> Corporate Profile

⁵ <https://republictt.com/about/vision-mission-statements> - Vision & Mission Statements

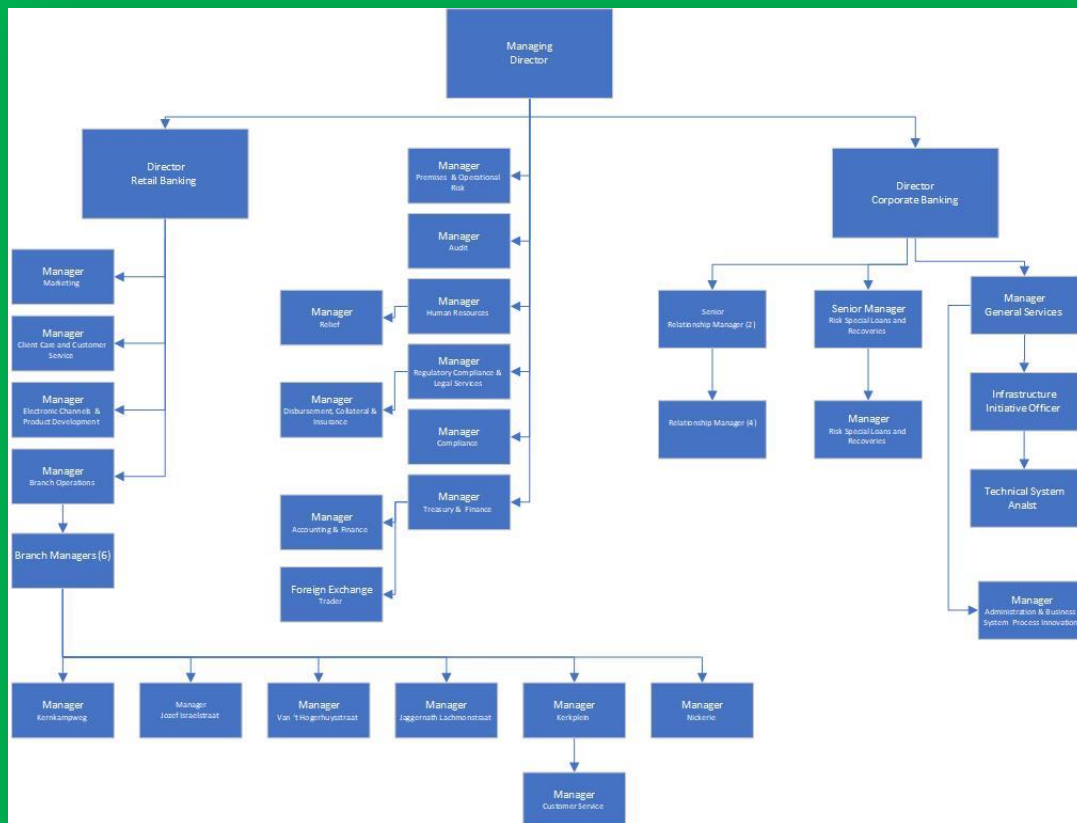


Figure 1 Organizational structure (Source: Republic Bank (Suriname) N.V.)

2.1.4 Products offered

Republic Bank (Suriname) N.V. offers a variety of financial products and services to their clients in the following currencies: SRD, USD and EUR. Products are available through two main channels namely Personal Banking and Corporate Banking and the services are for all clients banking with is, when/if applied for. Clients are required to meet the onboarding requirements in order to be able to apply for a product.

The category of products entails products such as deposit accounts, bank drafts, credit cards, debit cards, term deposits and loans. The service category focusses more on what the client can apply for or use e.g. online/mobile banking, express deposit, safe lockers, ATM machines, funds transfer, swift transfers.

All products and services provided by Republic Bank (Suriname) N.V. are running on specifically developed software, have processes and procedures

counted for in order to facilitate staff with guidance. Its relation with FGP is that when upgrades and/or conversions for software are required, or when a new service or product is launched, the business units are coping with the availability of resources to run these new projects, next to their daily tasks as per their job description. What this means for business units, is the work and stress load is growing. The objective of the FGP is to facilitate an office such as the PMO that will be the coordinator for all projects in order to guide the projects as efficiently as possible.

Project Management concepts

2.1.5 Project

A project is a temporary endeavor undertaken to create a unique product, service or result (PMBOK®, 6th Edition, p.4). A project has a defined beginning and end in time, and therefore defined scope and resources.

A project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. Projects are undertaken at all organizational levels. A project can involve a single individual or a group (PMBOK®, 6th Edition, p.4). So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies.

A project must be expertly managed to deliver the on-time, on-budget results, learning and integration that organizations need. Project management, then, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

2.1.6 Project management

Project management is the application of knowledge, skills, tools and techniques, to project activities to meet the project requirements. This is accomplished through the appropriate application and integration of the project management processes identified for the project. It enables organizations to execute projects effectively and efficiently (PMBOK®, 6th Edition, p.9).

2.1.7 Project life cycle

A project life cycle is a series of phases that a project passes through from its start to its completion. It provides the basic framework for managing the project (PMBOK®, 6th Edition, p.19).

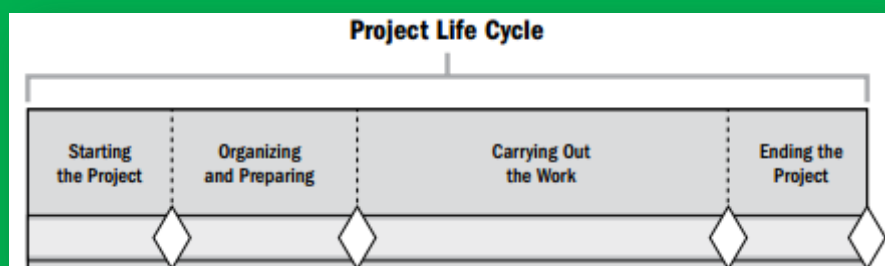


Figure 2 Project Life Cycle as per PMBOK® 6th edition

The organization is executing projects as seen fit, or as guided by the parent company. However, as an entity within the current environment, RBSR is not in possession of a definitive project cycle and its related structures. With this research, has intended to propose a PMO, the required structures, and procedures on how to manage and execute a project.

2.1.8 Project management processes

The project life cycle is managed by executing a series of project management activities known as project management processes (PMBOK®, 6th Edition, p.22). These are applied globally across industries. The processes are logically linked by the outputs they produce. Processes may contain overlapping activities that occur during the project. The output of one process generally results in either an input to another process, or a deliverable of the project or project phase.

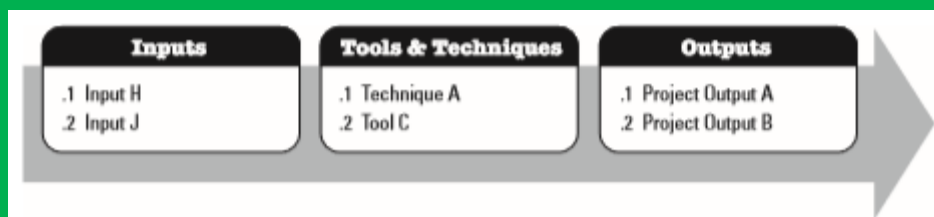


Figure 3 Example of process: Inputs, Tools & Techniques and Outputs as per PMBOK® 6th edition

PMBOK® identifies five categories of management activities required when executing any project, so called “the Process Groups”. These are Initiation, Planning, Execution, Monitoring and Control, and Closing (PMBOK®, 6th Edition, p.23). Project life cycle can change from project to project. It may also change depending on the industry. Even if the life cycle changes, the project management process groups are always same.

2.1.9 Project management knowledge area

In Project Management, there are 10 Knowledge Areas defined. Each Knowledge Area is made up of a set of processes, each with inputs, tools and techniques, and outputs. These processes, together, accomplish proven project management functions and drive project success. Thus, the Knowledge Areas are formed by grouping the 47 processes of project management into specialized and focused areas. Knowledge Areas also assume specific skills and experience in order to accomplish project goals.

2.1.9.1 The Knowledge Areas⁶

Project Integration Management includes the processes and activities required to identify, define, combine, unify and coordinate the various processes and project management activities within the Project Management Process Group. The Project Charter initiates the start of the project, where it is developed and documented. In addition to the Charter, the following aspects must also be in place, and management by the Project Manager; the Project Management Plan, Direct and Manage Project Work, Manage Project Knowledge, Monitor and Control Project Work, Perform integrate Change Control, and Close project/Phase.

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. The FGP is the scope.

Project Schedule Management consists of the processes required to manage the timely completion of the project. This FGP is to be completed by the end of 2019, in order to graduate, as instructed by UCI.

Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that the project can be completed with the approved budget. For this FGP no cost is estimated.

Project Quality Management includes the processes for incorporating the organizations quality policy regarding planning, managing and controlling project and product quality requirements in order to meet stakeholders' expectation. For the FGP students are provided with guidelines, and assigned reviewers and tutors in order to meet the quality set by UCI for the result of a FGP.

⁶ PMBOK 6th Edition p. 21-22

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. In order to complete, the FGP the student and the required information resources needed to be available on time in order to meet the weekly deadlines set by UCI.

Project Communications Management includes the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, and ultimate disposition of project information. In order to get the information for the FGP timely requests to the sponsor are required.

Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning & implementation, and monitor risk on project.

Project Procurement Management includes the processes necessary to purchase or acquire products, services or results needed from outside the Project team.

Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations, and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. For this FGP the main stakeholders are the student and RBSR.

Project Management Office (PMO)

2.1.10 Definition

Project Management Office (PMO): an organization structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. The responsibilities of a PMI can range from providing project management support functions to the direct management of one or more projects (PMBOK® 6th Edition, p. 48).

2.1.11 Types of PMO

PMBOK® 6th Edition identifies on page 48, three main types of PMO's:

- Supporting
- Controlling
- Directive

The common feature of these types is control. Depending on the type of PMO the control feature is different. In the chart below, the link between the type of PMO and the Degree of control is highlighted.

Chart 1 Types of PMO and Degree of Control

	PMO Type	Degree of Control	Description
1.	Supporting	Low	Consultative role for projects by supplying templates, best practices, training, access to information, and lessons learned from previous projects.
2.	Controlling	Moderate	Support and require compliance through various means. Facilitates adoption of project management frameworks, supplies templates, forms, and tools.
3.	Directive	High	Directly manages the projects.

(Source: Author)

Project Management Maturity

2.1.12 History

The purpose of a project management maturity model is to provide a model of progressive improvement in project management systems and processes that can be used to assess an organization's capabilities and to provide an improvement path (Pennypacker 2001, 6). In recent years, many organizations have developed project management maturity models. In fact, there are currently 27 models included in a list of extant maturity models published by the Project Management Institute (PMI®) (Project Management Institute 2002).

One of the earliest and most widely recognized maturity models was the Capability Maturity Model for Software (CMM-SW), developed by the Software Engineering Institute at Carnegie Mellon University, Pittsburgh, PA. It popularized the idea that maturity could be reflected by a number of levels assessed across a number of capability areas (Humphreys, 1992; Paulk, Curtis, Chrissis, & Weber, 1993).

The author presents the common maturity models:

- Project Management Maturity Model (PMMM)
- Capability Maturity Model Integration (CMMI)
- (PM)2 Maturity Assessment Methodology Organizational
- ESI International's Project Framework

Project Management Maturity Model. The International Institute for Learning (IIL) and Harold Kerzner see the project management as an important competency that lots of companies should follow in order to stay competitive in their market. In his opinion, the project management maturity models are a strategic tool of major importance (Kerzner, 2001) that allows an organization to measure its capabilities for the project management with its competitors. Like that, an assessment model for the project management maturity is a means of establishing a project management excellence that is considered a condition for success.

SEI's Capability Maturity Model (CMMI). The framework that shows the key elements of an effective software development process (Paulk, Weber, Garcia, Chrissis, & Bush, 1993) is the Capability Maturity Model (Paulk et al., 1993) of SEI. The thorough description of this framework makes it a very good theoretical starting point for the development of process maturity models in other areas (such as project management). The authors describe us a step-by-step process for deriving key practices that can be transformed into much focused questions. Maturity levels for which process capabilities are described are the start of this process. The question is: "What are the distinguishing capabilities that an organization has when it is at the maturity level X?". After these capabilities are described, the key process areas are determined, accompanied with the goals that are achieved by the use of these process areas. In the next step, the common features that characterize the successful implementation of these areas of process are determined. Finally, key practices that show us this successful implementation of the common features, i.e. activities that are performed or infrastructure that is put in place, are described. In the final step, in order to determine the presence of the key practices, the formulation of questions that have to be asked is relatively simple. (Schiltz, S. J.(2003)

ISO/IEC Software Process Assessment. In the SPICE project an international standard has been developed for a framework to evaluate the software process, which started in 1991. This approach evaluates the software processes of an organization against the baseline practices in order to determine the potential capabilities of a process and to propose an improvement in the process, as portrayed in figure 3. The evaluation tool (questionnaire) is not a part of the standard, but only the guidelines of the construction.

(PM)2 Maturity Assessment Methodology. Professor William C. Ibbs formed a research team at the University of California at Berkeley sets itself a goal to investigate the benefits to organizations through financial and organization factors that result from the implementation of the project management processes (Ibbs & Kwak, 1997b). One of their research steps was the development of a five-level "Project Management Process Maturity: (PM)2 model (shown in figure 4) would allow the project management process

information for a number of organizations to be collected and compared (Ibbs & Kwak, 1998) and to be used in furthermore researches.

2.1.13 Project Management Maturity for this FGP

This FGP will be based on the PMMM model. Once the initial level of maturity and areas for improvement are identified, the PMMM provides a roadmap, outlining the necessary steps to take toward project management maturity advancement and performance improvement (Crawford, 2006).

The model used in this assessment was adopted from project management maturity (Pennypacker and Grant, 2003) but it is redrawn based on the recent PMBOK® by using the ten knowledge areas (PMBOK®, 2017) and five level maturity of PM solutions project management maturity model as shown in Figure 4 on page 17. The key characteristics of the five level maturity model were used as criteria to evaluate each component of knowledge areas based on the qualitative data result obtained from conducted interviews and questionnaires.

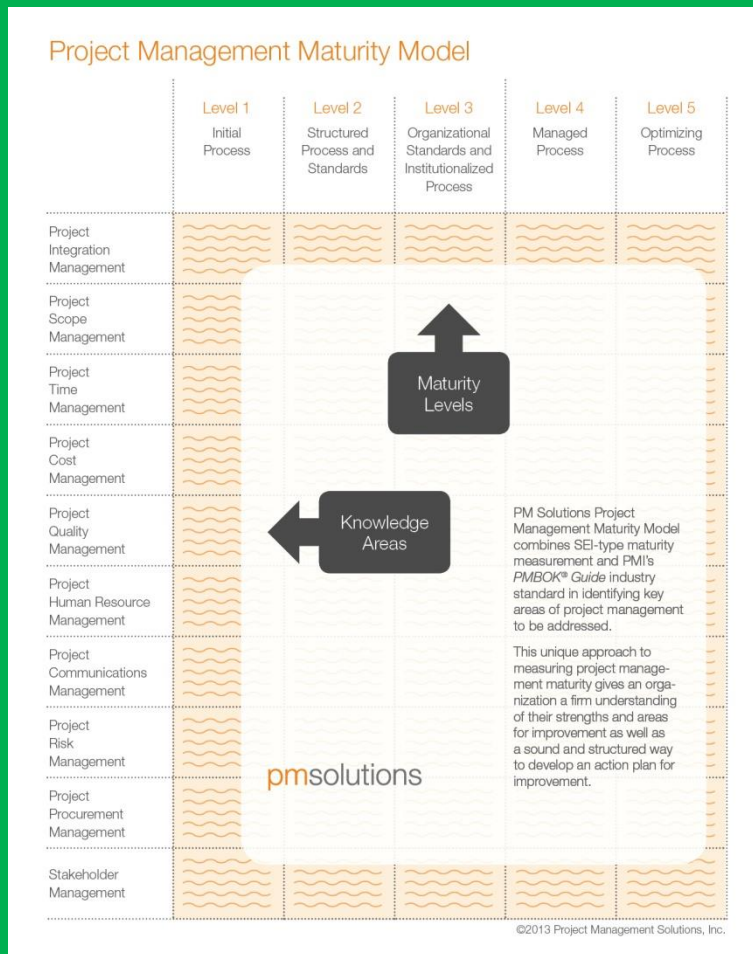


Figure 4 PM Solutions' Project Management Maturity Model structure

(Source: <https://www.pmsolutions.com>)

METHODOLOGICAL FRAMEWORK

Information sources

3.1.1 Primary sources

According to *The Craft of Research* by Wayne C. Booth e.o. (2008) primary resources are materials that contain direct evidence, first-hand testimony, or an eyewitness account of a topic or event under investigation. Primary sources provide the raw data for research. Examples: In addition to diaries, correspondence, photographs, and many other types of sources typically considered to be primary sources, you may add just about anything to the list. The way you interpret or use a source determines whether it is a primary source or not. Primary sources such as the personal interviews, first hand experiences and a survey, will be used.

3.1.2 Secondary sources

Wayne C. Booth e.o (2008) explains secondary sources can be interpreted as primary sources when the artefactual characteristics of the item are of research value, for example scholarly books and articles. Secondary sources such as the PMBOK® 6th Edition, library databases, and the PMI database will be used.

Chart 2 Information sources

Objectives	Information sources	
	Primary	Secondary
To assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs.	Current organization structure, in combination with procedures within the company.	PMBOK® 6th Edition, PMI documentation on analyses of companies
To analyze the different PMO types in order to establish the most suitable for RBSR .	Survey, meetings with relevant stakeholders, including the MD.	PMBOK® 6th Edition, PMI documentation on analyses of PMO types applicable for companies.
To establish the roles and responsibilities to be assigned to the PMO .	PMBOK® 6th Edition, MD.	Internet articles on PMO setup within the banking sector.
To position the PMO in the organization chart of RBSR.	PMBOK® 6th Edition, MD.	Internet articles on PMO setup within the banking sector in the scale of this organization.
To determine the PMO implementation plan for RBSR in order to outline the main steps required.	MD	PMBOK® 6th Edition, PMI library, other internet articles on PMO setup within the banking sector.

(Source: Author)

Research methods

Analytical method

Analytical techniques are methods that analyze problems, fact or status in order to accurately forecast potential outcomes while factoring in project variables. They are used to solve specific issues in a particular task. Unlike management methods that affect the organization as a whole, analytical techniques are both task- and time-limited thus they only affect a particular project in question.⁷

Deductive - & Inductive research approach

The relevance of hypotheses to the study is the main distinctive point between deductive and inductive approaches. Deductive approach tests the validity of assumptions (or theories/hypotheses) in hand, whereas inductive approach contributes to the emergence of new theories and generalizations.⁸

Survey analysis

A survey is a data gathering method that is utilized to collect, analyze and interpret the views of a group of people from a target population. Surveys have been used in various fields of research, such as sociology, marketing research, politics and psychology. In survey research, a questionnaire is an instrument that is comprised of a set of questions to be asked to the participants of the survey. Sir Francis Galton, an English polymath, introduced the use of the questionnaire in surveys⁹. Questionnaires usually ask questions that elicit ideas and behaviors, preferences, traits, attitudes and facts. Questionnaires will be used in this project to generate solicit feedback related to the potential of the proposed structure.

⁷ <https://project-management-knowledge.com/definitions/a/analytical-techniques/> Analytical Techniques Project Management Knowledge - Simply explained by a PMI-certified Project Manager

⁸ Bryman A. & Bell, E. (2015) "Business Research Methods" 4th edition, Oxford University Press, p.27 (<https://research-methodology.net/research-methodology/research-approach/> Research Approach)

⁹ <https://explorable.com/surveys-and-questionnaires> Surveys and Questionnaires - Guide

Interview method

This method is a widely used method in research as it allows for the collection of data by asking people questions and following up or probing their answers to explore their perspectives on a particular idea, program or situation (www.qualres.org/). Interviews will be used in this project to generate solicit feedback related to the potential of the proposed structure.

Chart 3 Research methods

Objectives	Research methods			
	Analytical method	Deductive & Inductive research approach	Survey analysis	Interview method
To assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs.	This method will be used to assess the current maturity status of the company.		This method will be used to assess the current maturity status of the company, from the key stakeholders' point of view.	This method will be used to assess the current maturity status of the company, from management's point of view.
To analyze the different PMO types in order to establish the most suitable for RBSR .	This method will be used to understand the different types PMO's.	This method will be used to compare the different types of PMO's, to then		

		advise the best option.		
To establish the roles and responsibilities to be assigned to the PMO .	This method will be used for establishing the roles and responsibilities to be assigned to the PMO.			This method will be used to assess the management's point of view on the PMO's role; in order to facilitate these in the final proposal.
To position the PMO in the organization chart of RBSR.	This method will be used – in order to find solid literature comparison.			This method will be used – to have management insight.
To determine the PMO implementation plan for RBSR in order to outline the main steps required.	This method will be used to develop a plan for implementation of the PMO.			This method will used to know and understand management's preferences for implementation.

(Source: Author)

Tools

Research tool may be defined as: anything that becomes a means of collecting information for your study is called as a research tool or a research instrument. For example, observation forms, interview schedules, questionnaires, and interview guides are all classified as research tools.¹⁰ Constructing a research tool is the first practical step in carrying out research process. Deciding how data will be collected, constructing a research instrument for this.

Chart 4 Tools

Objectives	Tools
To assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs.	PMMM; PMBOK® 6 th Edition.
To analyze the different PMO types in order to establish the most suitable for RBSR .	PMBOK® 6 th Edition; Online research.
To establish the roles and responsibilities to be assigned to the PMO .	PMBOK® 6 th Edition; Interviews; Online research; Key Stakeholders interviews.
To position the PMO in the organization chart of RBSR.	PMBOK® 6 th Edition; Survey; Key Stakeholders interviews.
To determine the PMO implementation plan for RBSR in order to outline the main steps required.	PMBOK® 6 th Edition; Online research; Stakeholders input.

(Source: Author)

¹⁰ <https://www.civilengineeringterms.com/research-methodology/definition-research-tool-forms/>
Constructing a Research tool for data collection - Civil Engineering Terms (2015)

Assumptions and constraints¹¹

An assumption is a belief of what you assume to be true in the future. You make assumptions based on your knowledge, experience or the information available on hand. These are anticipated events or circumstances that are expected to occur during your project's life cycle. Assumptions are supposed to be true but do not necessarily end up being true. Sometimes, they may turn out to be false, which can affect your project significantly. They add risks to the project because they may or may not be true.

Constraints are limitations imposed on the project, such as the limitation of cost, schedule, or resources, and you have to work within the boundaries restricted by these constraints. All projects have constraints, which are defined and identified at the beginning of the project. The PMBOK® Guide recognizes six project constraints: scope, quality, schedule, budget, resource, and risk.

Assumptions for this FGP

- Documentation is available.
- Communication within the organization can be organized.

Constraints for this FGP

- Completion of the FGP is time sensitive thus might have some constrain on the scope.
- Flexibility to conduct a survey might have some challenges, such as availability and willingness of staff for completing the survey on time.
- Management approval is required for using documentation in the FGP.
- The time frame of 3 – 4 months to complete all is a challenge.

¹¹ Assumptions and Constraints in Project Management
February 7, 2019 by Fahad Usmani <https://pmstudycircle.com/2012/10/assumptions-and-constraints-in-project-management/>

Chart 5 Assumptions and constraints

Objectives	Assumptions	Constraints
To assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs.	Documentation/ Experiences & Information is available. Interviews/Surveys within the organization can be organized.	Completion of the FGP is time sensitive thus might have some constrain on the scope.
To analyze the different PMO types in order to establish the most suitable for RBSR.	Literature and Handouts/books is available.	Flexibility to conduct a survey might have some challenges, such as availability and willingness of staff for completing the survey on time.
To establish the roles and responsibilities to be assigned to the PMO.	Literature and Handouts/books is available.	
To position the PMO in the organization chart of RBSR.	Documentation/ Experiences & Information is available. Interviews/Surveys within the organization can be organized.	Management approval is required for using documentation in the FGP.
To determine the PMO implementation plan for RBSR in order to outline the main steps required.	Documentation/ Information is available. Interviews/Surveys within the organization can be organized.	Time frame of 3 – 4 months to complete it all, is a challenge.

(Source: Author)

Deliverables

A deliverable is defined as “any unique and verifiable product, service, or result that is required to be produced to complete a process, phase, or project. These deliverables are the “building blocks” of the project that when completed create the final deliverable which is then validated by the customer. The equivalent category in the project charter is the high-level requirements—these are exactly what are translated. (6th Edition PMBOK® Guide—Process 5.3 Define Scope: Outputs)

Chart 6 Deliverables

Objectives	Deliverables
To assess the current environment of RBSR, in order to determine the project management strengths, improvement, opportunities and needs.	Document with the assessment results of the current environment of the company.
To analyze the different PMO types in order to establish the most suitable for RBSR.	Document with details about the different PMO types.
To establish the roles and responsibilities to be assigned to the PMO.	Document with details about the roles and responsibilities assigned to the suitable PMO.
To position the PMO in the organization chart of RBSR.	Document with details and advice on the best location of the PMO in the current structure.
To determine the PMO implementation plan for RBSR in order to outline the main steps required.	Document containing the implementation plan for the PMO.

(Source: Author)

RESULTS

PMBOK stands for the Project Management Body of Knowledge and is a set of standard terminology and guidelines for project management.

Project Management Maturity Model (PMMM) - the maturity model that was used for this research to measure organizational maturity in implementing continuous improvement is PM Solutions Project Management Maturity Model (PMMM). Project Management Maturity Model (PMMM) is a development of SEI Capability Maturity Model that has been used in many organizations in improving organizational performance. PM Solutions also utilizes the PMI knowledge areas to get more specific measurements, so the maturity model has 5 SEI Maturity Levels as the basic framework adjusted based on 10 areas of knowledge PMBOK Guide as shown by figure 4 Project Management Maturity Model.

Conducted by the author, the measurement is defined by its component processes of 8 of the 10 knowledge areas in accordance with the standardization of PMBOK Guide 6th Edition. Each of the processes were further described by the criteria assessment of maturity levels of PM Solutions Project Management Maturity Model (PMMM).

4.1. Assess the current environment of RBSR

For the purposes of this research, a questionnaire was set out using PMMM methodology to identify the maturity level for RBSR. There were 37 questions of which, none of the questions had a rating but an actual suitable answer to measure the true knowledge of Project Management for the individual, in the position as a stakeholder of the organization.

All workers at supervisory and management level, including all senior management, were requested for responding the questionnaire, of which 22 staff members are the respondents to the questionnaire. In addition, one meeting held with the Managing Director for feedback on the intent of this research. Based on the responses received from the questionnaire and the review and analysis of the responses, the following maturity assessment results were obtained:

Project Integration Management

More than half of the respondents believe that they are involved in the Integration part of projects within the organization. However, they are not involved in the preliminary project scope.

Project Scope Management

One third of the respondents have access to the scope of projects or a WBS.

Project Time Management

One third of the respondents believe that the duration of activities for the project are defined accurately, as well as that the activities to be executed are sequenced and defined properly.

Project Cost Management

Less than a third believes the estimation and budgeting of costs are according to plan, as well as the costs in projects that are being controlled accurately.

Project Quality Management

One third of the respondents believe that the deliverables of the project are matching up to the goal of the project, and that the quality management – planning, assuring and controlling quality - is being managed properly.

Project Human Resources Management

Three quarter of the respondents believe that the aspect of resource planning to acquiring staff is not managed appropriately.

Project Communications Management

Two third believe that the communications planning and execution is not done on time and accurately, including the aspect of information distribution.

Project Risk Management

Three quarter of the respondents are unaware of the risk management planning, including identification of risks is executed prior and during the project.

Status quo of Project Management

- 100% of the respondents are aware that PM is used and beneficial in the organization.
- 80% of the respondents consider the organization as a knowledge-based organization.
- 60% believe that PM is adequately or better executed and in the intermediate stage in the organization, whereas 40% believes the opposite.

Training, culture, policies and strategies

- 77% acknowledge the attitude of Senior Management with reference to the PM in the company is very important and they provide support.
- 72% describes the company culture as “Basic values & purpose emphasizes on sharing of knowledge” and “Open, encouraging & supportive culture”.
- 45% did not receive any training on PM within the organization.
- Class sessions, E-learning, and Production support (email) are the highest preferred choice for training.

4.2. Analysis of the different types of PMO

According to A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 6th Edition, the project management office (PMO) is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques. The responsibilities of a PMO can range from providing project management support to being responsible for the direct management of one or more projects (PMI, 2017, p. 48).

PMBOK® 6th Edition and other project management papers and websites, give guidance that these are the three (3) basic types of PMO's based on the influence and degree of control they have on projects within the organization: Supportive PMO, Controlling PMO, and the Directive PMO.

4.2.1 Supportive PMO

Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. This type of PMO serves as a project repository. The degree of control provided by the PMO is low (Giraudo, L. & Monaldi, E. (2015)).

4.2.2 Controlling PMO

Controlling PMOs provide support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms, and tools, or conformance to governance. The degree of control provided by the PMO is moderate (Giraudo, L. & Monaldi, E. (2015)).

4.2.3 Directive PMO

Directive PMOs take control of projects by directly managing them. The degree of control provided by the PMO is high (Giraudo, L. & Monaldi, E. (2015)).

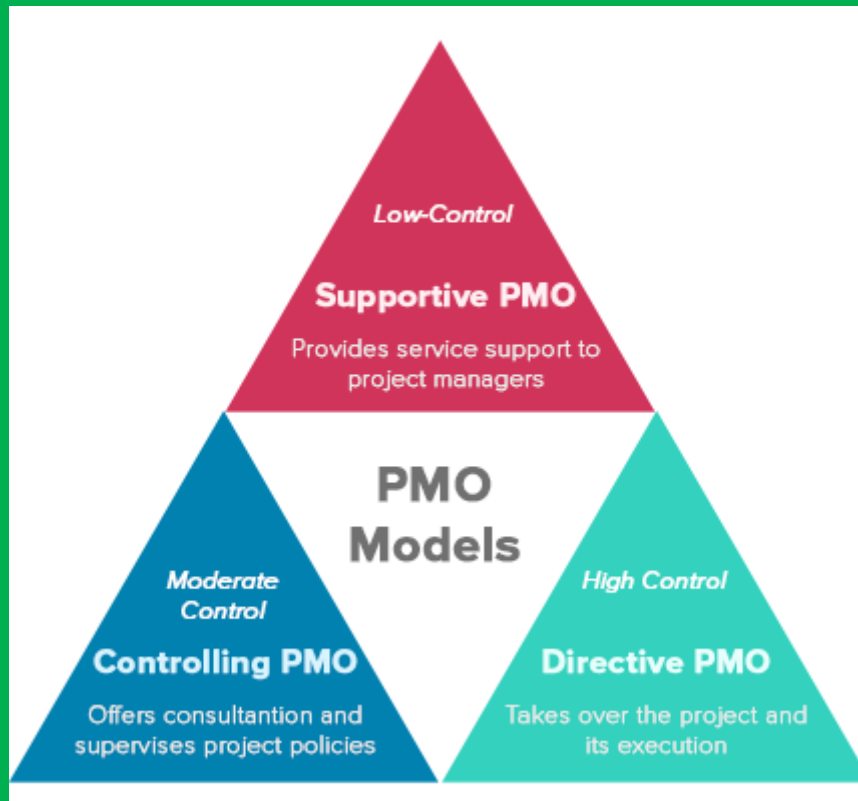


Figure 5 Three Types of Project management Office (PMO)

(source: Workamajig©)

In different organizations, a different type of PMO is required to be useful in the organization. Essential is that the organizational structure centralizes, coordinates, and oversees the management of projects and programs. Even more important is the how the PMO will function in the organization.

In this study, RBSR requires a coordinating body for projects within the organization, but also for projects governed from the group RFHL and requests from outside the organization which has an impact, e.g. the Surinamese government or Central Bank of Suriname NV. In order to have a clear oversight of all projects, its status and progress, a PMO is suitable for RBSR by being a combination of a Controlling PMO and at times a Directive PMO.

According to the PMI® PMBOK® Guide, a project is a temporary endeavor undertaken to create a unique product, service, or result. Any project needing a professional management -not just like a set of tasks- implies teamwork and accountability to finish on time, on budget, meeting quality requirements, etc. Therefore, we have at least 2 mandatory roles: the people executing — Team Members — and the person directing and managing project work and controlling that management goals are met — the Project Manager.

Room for the persons in the business operations of the company to get completely involved in a project, can create not meeting business objectives and goals, and poor project management. Juggling between both worlds, one side project and the other business operations, can lead to missing deadlines, cost overrun, poor quality, rework, failure in achieving objectives of the project.

With a combination type of PMO, Controlling PMO and at times a Directive PMO, the office will be able to always provide immediate control to all teams within the bank managing the projects. The involvements of the stakeholders are of importance as the project at completion will be handed over to the business operations/owners. What the PMO will have to do it relieve the management of the project and ensure good guidance along the way to completion.

4.3. Roles and Responsibilities assigned to RBSRs PMO

While multiple stakeholders and decision makers are coming to realize the importance of the PMO, many are under the impression that the setup and running of a PMO is as easy as taking the decision and hiring the right resources—what we call the “Plug and Play” syndrome. (Aziz, E. E. (2014))

Based on the results of the questionnaire and the proposed PMO type, these roles and responsibilities are advised. The assignment of the roles and responsibilities to a new PMO must be as clear and understandable as possible.

The major role of the PMO is to define and maintain process standards by providing a framework to establish standard performance measures based on organizational goals and objectives, and providing tools and procedures to achieve this. This translates into the three phases of project life cycle:

1. Initiating and planning
2. Executing, Monitoring and Controlling
3. Closing

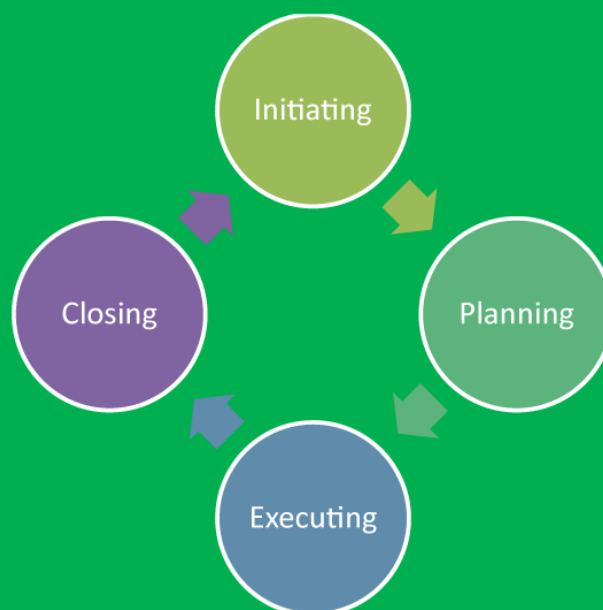


Figure 6 Example of a Project Life Cycle

(source: <https://www.invensislearning.com>)

4.3.1 Initiating and planning

One of the major PMO roles includes providing the “road map” for implementation of a project.

The PMO makes an estimate of the size of the project, the time and resources the project requires and lays down the project methodologies through many PMO tools and instruments:

- Guidelines and criteria for tailoring the organizations set of standard processes and procedures to satisfy the specific needs of the project;
- Specific organizational standards e.g. Human Recourse policies, health and safety policies, procurement policies.
- Methods and procedures for projects e.g. project management methods, checklist, and improvement targets.
- Forms and Templates simplify communication, record-keeping and reporting, e.g. report formats, project registers, project documents.
- Risk Analysis lists out potential problems and chances of deviance from the project methodology, the probability of such occurrences, the possible impact, and possible solutions
- Preapproved supplier list and various types of contractual agreements

4.3.2 Executing, Monitoring and Controlling

PMO Roles and Responsibilities extend to executing; monitoring and controlling ongoing projects at regular intervals to ensure projects are on course and follow the approved methodology.

The PMO establishes a project management governance structure that includes key performance indicators and sets milestones for the project team.

- Change control procedure, in order to verify the approve process and change are validated.

- Financial control procedures e.g. required expenditure and disbursement reviews.
- Issue and defect management procedure e.g. defining issue and defect controls, resolving issues and defects, tracking logged items.
- Resource availability control and assignment management
- Organizational communication (internal and external) e.g. authorized communication media.
- Templates e.g. risk register, issue log, change log

4.3.3 Closing

Apart from defining, maintaining, and managing the project processes, the PMO roles and responsibilities include providing support for closing of the project.

- Project closure guidelines and requirements e.g. final project audits, project evaluations, contract closure, resource reassignment, knowledge transfer to production and/or operations.

4.4 To position the PMO in the organization chart of RBSR

A business is presented with new opportunities and challenges each day; without a game plan for prioritizing what to work on and invest in, precious time, energy, and money can be wasted. This is why organizations invest time in developing strategic plans. Strategy reflects an organization's awareness of its competitors; its markets; the political and regulatory environment; its future trajectory; and its present capacities. It integrates the vision of corporate leaders and stakeholders with the plans for making that vision a reality over time (Crawford, J. K. (2010)).

Recognizing that the PMO is strategically of importance in the future of operations in the bank, it is without doubt that this office must be under the direct mandate of the Executive Management, spearheaded by the CEO/MD. This would be the most strategic position for this office.

In chapter 4.3 the author suggests that a combination type of PMO, Controlling PMO and at times a Directive PMO, would be fitting for RBSR. Since it is located in the strategic position the span of influence is present, and also ensures that projects will not lose momentum, as these will be tracked by the PMO in order to meet the goals set.

The assessment brought to light is that only 20% believe that the project management execution is either good and/or very good. This contradicts not what is expected when 75% believe that the organization recognizes knowledge as a part of their asset base. It can be concluded that eventhough knowledge is recognized as an important asset, it is poorly reflected in the execution of projects. Unawareness and uninvolvedness will slowly fade away within the walls of the company with a PMO present at all levels. No matter how big or small the presence, the knowledge to and from staff members will have a snowball effect, which will most likely lead to an effective implementation of projects.

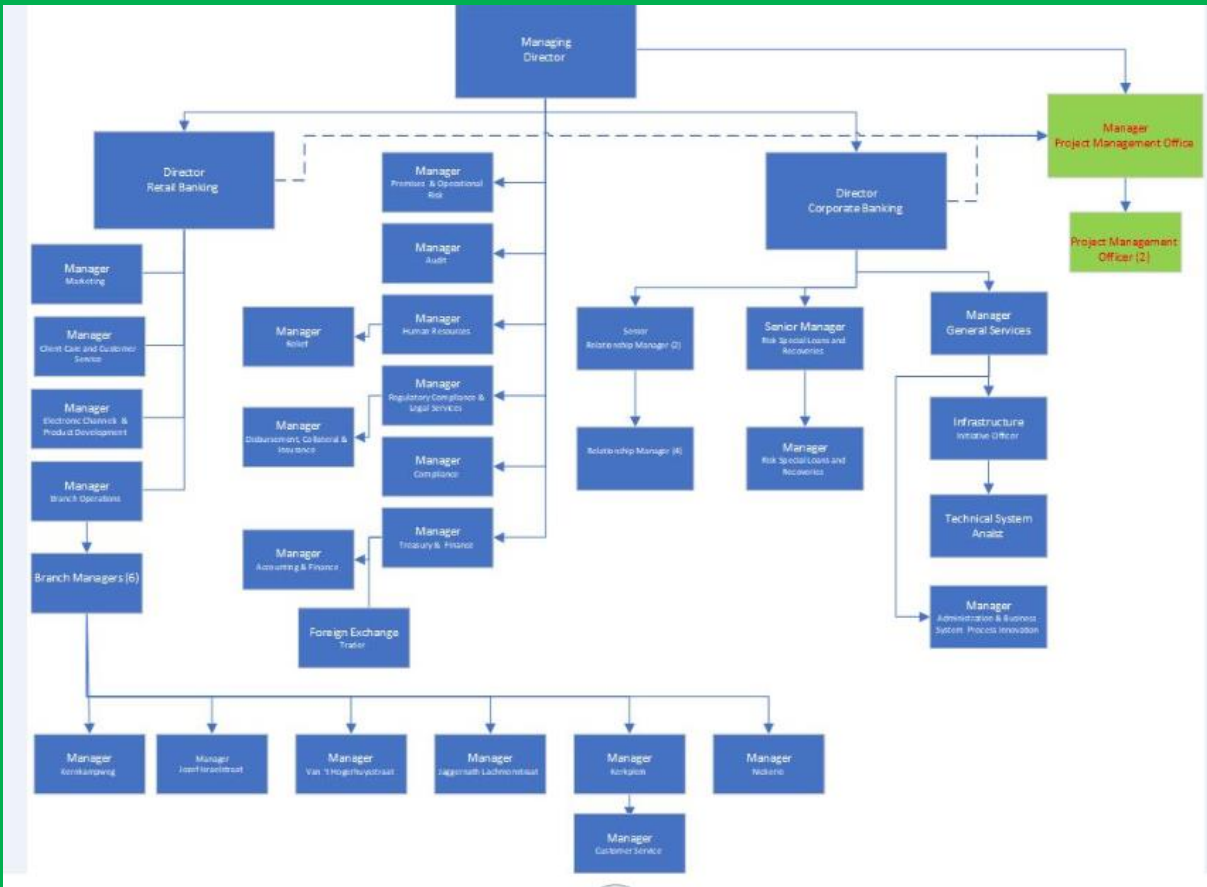


Figure 7 PMO Position in Organizational structure

(Source: Author)

4.5 To determine the PMO implementation plan for RBSR

Like any other department within the organization, the PMO will follow through. This means that the staff does not have to be involved when this is changed in the structure, as this will be the Executive Management and Board of the Company's (the sponsors) their responsibility. On that note, this is the reason that the maturity assessment does not facilitate on mandating how this office must be implemented. What the maturity assessment does highlight are the topics that could have been planned or guided better in projects within the organization in which the staff would like to see a change for the better.

For the implementation plan the organization is required to go through the planning process of this office, prior to selecting or appointing anyone. These are in the author's opinion the steps to walk through, in order to have a concrete plan at the end that will facilitate this office according to the wishes and needs of the organization.

1. *Be as clear as possible on the objectives for the PMO*

It is important that clear objectives are available, in order to have the PMO which is implemented aligned with the expectations of the sponsors. A PMO vision and mission statement can be created. These statements should be SMART, so there can never be a misunderstanding about what the PMO tries to achieve.

The assessment brought to light the following structural aspects that are missing at the moment within the organization, and which can be resolved with the setup of a PMO:

- 72% believes there is no PM strategy in the organization
- 68% thinks it is best if the PM strategy can be implemented at all levels of the organization

2. Define PMO functions

Based on discussions and approvals, by the sponsors and main stakeholders (directors), the list of functions that the PMO will need to support the company with can be created. For guidance the Project Management Institute Book of Knowledge (PMBOK) provides a listing of recommended, nearly mandatory, functions such as:

- Planning
- Financial planning
- Reporting
- Quality assurance
- Change control
- Resourcing
- Communication
- Procurement

The assessment brought to light the following structural aspects that are partly unknown to staff and not properly executed at the moment within the organization, and which can be resolved with active involvement of a PMO throughout the execution of projects:

- 77% received zero to ten hours of training in project management
- Only 40% believes that the deliverables of the project match up to the goal of the project, of which 30% believes that Quality Assurance is being managed
- 10% states that the costs of projects are planned accordingly and controlled accurately

3. PMO setup – internal and external

Having the required approvals and the functions the PMO needs to adhere to, it is even more important to have the right persons on the job to execute these functions. Selection of resources is of high importance as they are the ones delivering to the objectives of the PMO. The internal setup (diagram) of the PMO must be supported by the sponsor(s) and relevant key stakeholders, in

order to not only succeed, but also help engage the office throughout the company. At all times keep the communications, even regular meetings, channels open from and to the office, so as to create the trusted relationship with all the departments of the company.

The assessment brought to light the following structural aspects within the organization, and which can be resolved with active involvement of a PMO throughout the execution of projects:

- 68% believes that the resource management of staff during projects is not appropriately managed, including aspects e.g. vacation schedules from staff involved in projects.
- 68% confirms that the communication section of projects is not executed on time and accurately.

Chart 7 PMO Implementation guide

Implementation guide at hand for execution

1	Conduct an assessment of the status quo of the company	Develop and agree upon the road to improvement	Measure the readiness of the company	Develop a change management strategy
2	Develop a PMO, include guidelines, position in the organizational chart, vision, mission, and goals	Identify current and future projects, and develop and approve an prioritization plan	Develop the roles and responsibilities of the PMO	Develop a change management plan
3	Define the framework for PMO with other departments	Incorporate PMO existing structure of the company	Ensure documentation processes are in place	Develop PMO processes for HRM related items
4	Deploy change management plan	Deploy PMO	Request feedback from all stakeholders	Adjust where required for the continuous workflow in accordance with the agreed road to improvement

(Source: Author)

CONCLUSIONS

Koskela, L. & Howell, G. A. (2002) sites in their paper that “....project management can take a leading role in facilitating and enabling the changes involved.” With providing some light to the deliverables, it will give guidance of how the PMO can be best set up.

1. RBSR staff (supervisor and manager level) recognizes aspects of project management within the organization, and in general staff believes that the execution of PM within RBSR is adequate / good (59%). With the majority in years of work experience in combination with an educational degree, minimum being a diploma/certification it is noticeable that besides these strengths the group also indicates the weaknesses and opportunities for improvement. Indications came to light such as lack in planning of scope, human resources, costs, communication, and training aspect (where applicable).
2. Based on the assessment it is clear that the overall project management, as it is currently being delivered to the staff needs to change and this can best be done with the implementation of a PMO. The first stage of implementation, in order to have an immediate effect, is to choose the type of PMO by the organization which should be integrated in the current structure of the company. The role which this office must contribute to the organizational strengths to support the current status of the company. At a later stage the use and the effectiveness of the PMO will indicate whether the new structure and/or its processes will require adjustments.
3. The roles assigned to the integrated PMO should start with the three basic and widely accepted project management responsibilities:
 1. Establishing project methodologies,
 2. Project tracking and
 3. Project Support.

These roles should apply for all projects within the established and written project strategy management of RBSR and/or RFHL. As experience is the best teacher, time will tell if these roles and responsibilities are to be adjusted to suit the organization's needs.

4. The main purpose of a PMO is to make sure that projects are run in a standardized way with executive management oversight. Regarding the place in the organization chart of RBSR, it is best that the PMO has a direct line as well as mandate from the Managing Director and other Directors in the Management Team of RBSR. The reasons for this strategic location are first of all for effective decision making or control in projects with the PMO having immediate access to the executives, especially for issues rising up, which require tough and immediate decision making and second for lessons learned from previous projects management will have the first hand of advice available.
5. Implementation of this office is best with the stakeholders involved in order to create awareness within the organization and establish the type of PMO the organization requires. The importance and the tasks must be clear to the organization for the PMO to serve their purpose of existence, in order for the office to succeed in execution their roles and responsibilities.

The implementation plan suggested in 4.5 by the author must be regarded as a suggestion which the organization can use in order to have a structured PMO setup in RBSR.

6. Institutionalize project coordination in order to optimize the results of the projects implemented by the company is what RBSR can achieve with an established PMO. This will facilitate the project teams with constant support and control of aspects for reaching the project deliverables.

RECOMMENDATIONS

In light of these conclusions, I recommend the following:

1. Implement the PMO in RBSR as suggested by the author.
2. In order to validate that the purpose of the PMO is served within the organization, the PMO itself, and linked to it - the roles and responsibilities in projects executed within the organization, must be reviewed by a team selected by Management. The team can also reserve a spot for an outside expert in Project Management, preferably from RFHL. Only with a detailed review of their performance and roles, adjustments to the office and its tasks can be appropriately provided. This validation will keep track of requirements for the office, and its officers involved.
3. Communication and dedication is key. Upon implementation of the PMO all stakeholders must be informed about the roadmap for this change in the structure in the organization. The Executive Management team of the organization should take lead for this change, to create and keep the awareness of its purpose.
4. The daily business operations should not lose focus on their daily tasks at hand. With the execution of projects on departmental level both operations and projects can lose some interest at times. It is recommended that RBSR implements the organizational structure change, by adding the PMO, at the recommended position in order to achieve maximum efficiency in the results of its existing and future projects.
5. As a selection was made for the maturity assessment for the purpose of this research, in order to have the complete scope of maturity a wider assessment of the organization is required. This should preferably be done every other year in order to measure change, progress, strengths, opportunities within the organization for its staff members and the organization as a whole.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	Project Name:
May 19, 2019	Setting up a PMO Unit for Republic Bank (Suriname) N.V. (RBSR), a subsidiary of Republic Financial Holding Limited (RFHL)
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
Knowledge areas: Project Integration Management, Scope Management, Time Management , Cost Management, Quality Management, Human Resource Managemnt, Communication Management, Risk Management, Procurement Management & Stakeholder Management Process groups: Initiation, Planning, Execution, Monitoring & Control & Closing	Banking Sector
Start date	Finish date
May 19, 2019	December 31, 2019
Project Objectives	
<p>General objective: To develop a Project Management Office proposal for RBSR to institutionalize project coordination within the company, and optimize the results of the projects implemented by the company.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1 To assess the current enviornment of RBSR, in order to determine the project management strenghts, improvement, opportunities and needs 2 To analyze the different PMO types in order to establish the most suitable for RBSR 3 To establish the roles and responsibilities to be assigned to the PMO 4 To position of the PMO in the organisation chart of RBSR 5 To determine the PMO implementation plan for RBSR in order to outline the main steps required 	
Project purpose or justification (merit and expected results)	
<p>As a subsidiary of RFHL, RBSR is not only linked by people working together from different subsidiaries, having similar processes and guidelines, but also linked together by similar or same electronic systems. The PMO currently is nonexistent in RBSR, and the purpose is to research and write a proposal of the characteristics and functions that a PMO should have, its position within the organizational structure; create an implementation plan on how a PMO can be institutionalized within the current organizational structure, which must include the policies on training, improvement of the organizational maturity, recruitment of ideal personnel and other relevant topics.</p>	
Description of Product or Service to be generated by the Project – Project final deliverables	
<p>Complete workflow from and to RFHL and RBSR, where the PMO offices are main aspects for collaboration.</p> <p>Management tools (software, documents etc) for managing projects for RBSR.</p>	

Templates and Suites of measureable indicators to evaluate project outcomes.

Assumptions

It is assumed that this project will be completed using existing data, experiences and information received from RBSR. Further more data will be collected via surveys and questionnaires, and also literature and handouts/books received during the several courses will be applied to this FGP.

Constraints

Completion of the FGP is time sensitive thus might have a constrain on the scope, but it's the goal to complete such a result (document) for RBSR to use as implementation basis for Information Technology projects, eg. system updates, introduction of new software. After the establishment of how to implement a PMO for RBSR, management and HR department, must facilitate the allocation of the resources, the location, equipment etc.

Preliminary risks

If permission and access to the required information is hindered in any way during the research period, that might impact the delivery time and subsequent quality of the project. The impact of this office within the organisation will require some adjusting to the staff, management, vendors, RFHL teams involved in projects, as these would be redirected to the RBSR PMO.

Budget

Yearly budget estimate approximately: USD 130.000
 Salary (2 staff) including medical and dental : USD 70.000
 Travel including hotel, per diem, insurance etc.: USD 50.000
 Housing and equipment: USD 10.000

Milestones and dates

Milestone	Start date	End date
Project Charter	May 16 th , 2019	May 19 th , 2019
Introduction Chapter	May 20 th , 2019	May 26 th , 2019
Theoretical Framework	May 27 th , 2019	June 2 nd , 2019
Methodological Framework	June 3 rd , 2019	June 9 th , 2019
Annexes, Executive Summary & Bibliography	June 10 th , 2019	June 17 th , 2019
Development (results)	June 18 th , 2019	August 30 th , 2019
Conclusions	September 1 st , 2019	September 30 th , 2019
Recommendations	October 1 st , 2019	October 20 th , 2019

Relevant historical information


Originally called Colonial Bank, we were born in 1837 as the first commercial bank in Trinidad and Tobago. Our 181-year history is testimony to a successful growth strategy fuelled by expansion through acquisition, prudent risk management principles, comprehensive and innovative corporate social investment programmes and initiatives, and visionary leadership paired with multitalented and loyal employees.

Headquartered in Trinidad and Tobago, Republic Financial Holdings Limited (RFHL) is the registered owner of all of the banks in the Republic Group – Republic Bank Limited, Republic Bank (Guyana) Limited, Republic Bank (Barbados) Limited, Republic Bank (Grenada) Limited, Republic Bank (Suriname) N.V., and Republic Bank (Ghana) Limited, as well as Republic Securities Limited and other subsidiaries. Across these markets, RFHL offers an extensive range of banking services, including credit and debit card issuance and processing, leasing, trustee services, mutual fund and investment management, and merchant banking.

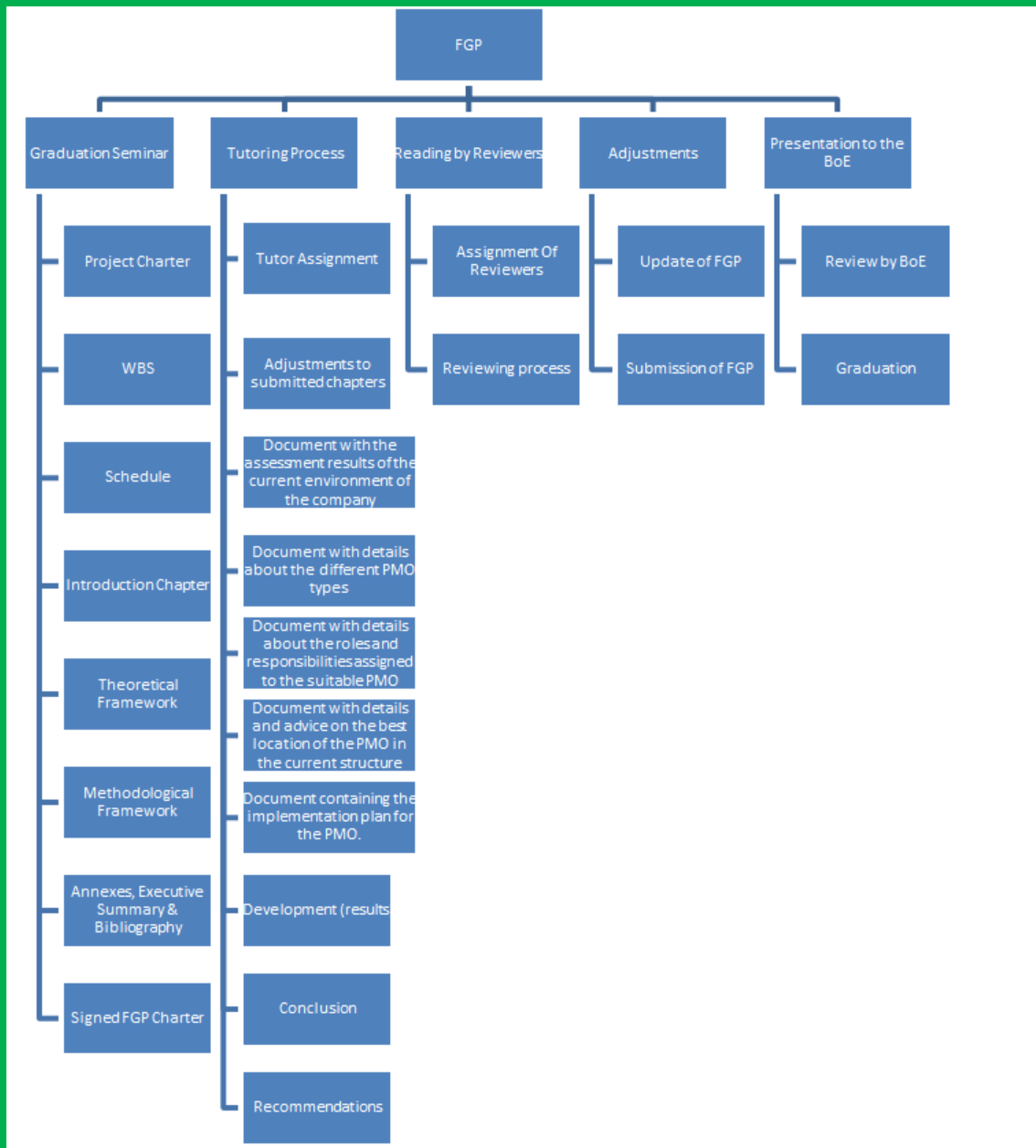
Stakeholders

Direct stakeholders: Directors of the Company

Indirect stakeholders: Project Manager, Office Staff, Clients, Suppliers, Procurement Office

Project Manager: Anjani Gangaram Panday	Signature: 
Authorized by:	Signature:

Appendix 2: FGP WBS



Appendix 3: FGP Schedule

	📅	Name	Duration	Start	Finish	Resource Names
1	📅	FGP	172 days	5/16/19 8:00 AM	1/10/20 5:00 PM	
2	📅	Graduation Seminar	54 days	5/16/19 8:00 AM	7/30/19 5:00 PM	
3	📅	Project Charter	4 days	5/16/19 8:00 AM	5/21/19 5:00 PM	Anjani Gangaram Panday
4	📅	WBS	10 days	5/16/19 8:00 AM	5/29/19 5:00 PM	Anjani Gangaram Panday
5	📅	Introduction Chapter	7 days	5/16/19 8:00 AM	5/24/19 5:00 PM	Anjani Gangaram Panday
6	📅	Theoretical Framework	15 days	5/24/19 5:00 PM	6/14/19 5:00 PM	Anjani Gangaram Panday
7	📅	Methodological Framework	24 days	6/14/19 5:00 PM	7/18/19 5:00 PM	Anjani Gangaram Panday
8	📅	Annexes, Executive Summary & Bibliography	20 days	6/14/19 5:00 PM	7/12/19 5:00 PM	Anjani Gangaram Panday
9	📅	Signed FGP Charter	1 day	7/30/19 8:00 AM	7/30/19 5:00 PM	Anjani Gangaram Panday
10	📅	Tutoring Process	84 days	7/29/19 8:00 AM	11/21/19 5:00 PM	
11	📅	Tutor Assignment	1 day	7/29/19 8:00 AM	7/29/19 5:00 PM	Luis Diego Arguello
12	📅	Adjustments to submitted chapters	10 days	7/29/19 8:00 AM	8/9/19 5:00 PM	Anjani Gangaram Panday
13	📅	Document with the assessment results of the current environment of the company	10 days	8/9/19 5:00 PM	8/23/19 5:00 PM	Anjani Gangaram Panday
14	📅	Document with details about the different PMO types.	5 days	8/23/19 5:00 PM	8/30/19 5:00 PM	Anjani Gangaram Panday
15	📅	Document with details about the roles and responsibilities assigned to the suitable PMO.	10 days	8/30/19 5:00 PM	9/13/19 5:00 PM	Anjani Gangaram Panday
16	📅	Document with details and advice on the best location of the PMO in the current structure.	10 days	9/13/19 5:00 PM	9/27/19 5:00 PM	Anjani Gangaram Panday
17	📅	Document containing the implementation plan for the PMO.	10 days	9/27/19 5:00 PM	10/11/19 5:00 PM	Anjani Gangaram Panday
18	📅	Development (results)	20 days	10/11/19 5:00 PM	11/8/19 5:00 PM	Anjani Gangaram Panday
19	📅	Conclusion	5 days	11/8/19 5:00 PM	11/15/19 5:00 PM	Anjani Gangaram Panday
20	📅	Recommendations	4 days	11/15/19 5:00 PM	11/21/19 5:00 PM	Anjani Gangaram Panday
21	📅	Reading by Reviewers	17 days	11/22/19 8:00 AM	12/16/19 5:00 PM	
22	📅	Assignment Of Reviewers	1 day	11/22/19 8:00 AM	11/22/19 5:00 PM	Anjani Gangaram Panday,Ruben Alzat...
23	📅	Reviewing process	16 days	11/22/19 5:00 PM	12/16/19 5:00 PM	Anjani Gangaram Panday
24	📅	Adjustments	11 days	12/16/19 5:00 PM	12/31/19 5:00 PM	
25	📅	Update of FGP	6 days	12/16/19 5:00 PM	12/24/19 5:00 PM	Anjani Gangaram Panday
26	📅	Submission of FGP	5 days	12/24/19 5:00 PM	12/31/19 5:00 PM	Anjani Gangaram Panday
27	📅	Presentation to the BoE	8 days	12/31/19 5:00 PM	1/10/20 5:00 PM	
28	📅	Review by BoE	4 days	12/31/19 5:00 PM	1/6/20 5:00 PM	
29	📅	Graduation	4 days	1/6/20 5:00 PM	1/10/20 5:00 PM	



FGP Anjani
Gangaram Panday. pc

Appendix 4: Questionnaire

General Information

1. Gender
 - a. Male
 - b. Female
2. Age
 - a. Younger than 25 years
 - b. 25 – 35 years
 - c. 36 – 45 years
 - d. 46 – 60 years
3. Education
 - a. Bachelor Degree
 - b. Master Degree
 - c. Any professional Degree
 - d. Diploma / Certificate
4. Years of work experience
 - a. 1 – 5 years
 - b. 6 – 10 years
 - c. 11 – 15 years
 - d. 16 – 20 years
 - e. More than 20 years

Status quo of Project Management (PM)

1. What is your opinion about PM for RBSR?
 - a. Something the organization is already doing but not under the same name
 - b. It is a strategic part of the organization
 - c. Something that could be beneficial to the organization
 - d. It is just a management thing
 - e. Never heard of it
2. Do you consider your organization as a knowledge-based organization?
 - a. Yes
 - b. No
 - c. Don't know
3. Does your organization recognize knowledge as a part of their asset base?
 - a. Yes
 - b. No
 - c. Don't know
4. What is the current status of the PM execution in your company?
 - a. Doesn't have one (disregard question 5)
 - b. Introduction stage
 - c. Intermediate stage
 - d. Expert stage
5. How will you rate the PM execution in your company?
 - a. Very good
 - b. Good
 - c. Adequate
 - d. Poor
 - e. Very poor

Training, culture, policies and Strategies

1. What is the attitude of Senior Management with reference to the PM in your company?
 - a. Sees it as very important and provides full support
 - b. Sees it as very important but hardly supports it
 - c. Sees it useless and hardly affects
 - d. Was very supportive in the beginning but now lost interest

2. Which one of the following best describes your company culture?
 - a. Basic values & purpose emphasizes on sharing of knowledge
 - b. Open, encouraging & supportive culture
 - c. Knowledge management exists in each and everybody's job and so everybody has the best of knowledge.
 - d. Knowledge management is the task of a few designated ones and there is no need for knowledge sharing.

3. Have you received any project-management training for new technologies?
 - a. Yes
 - b. No

If yes, do you think it is helpful or not?

- a. very useful
 - b. some help
 - c. not useful
-
4. How much project management training have you had within this company?
 - a. None
 - b. 1-10 hours
 - c. 11-25 hours
 - d. 26-50 hours
 - e. 51+ hours

 5. Which of the following is the main channel that you prefer to use to obtain information?
 - a. Class sessions
 - b. Information resources within the department
 - c. Intranet
 - d. Internet / Web-ex

 6. What is the primary reason for your preference for that particular channel?
 - a. They are easily accessible
 - b. The information they have is relevant
 - c. The information they have is of high quality

 7. Is there a written project management strategy in your organisation?
 - a. Yes
 - b. No
 - c. Don't know

8. At which level of the organization it is most suitable to implement a project management strategy?
- Company Level
 - Business Unit/Division Level
 - Department Level
 - At all Levels

The Project Management Body of Knowledge (PMBOK) covers nine elements of managing projects. These are elements which an organization is adapting to practice, and are most commonly used in organization.

Project Management checklist - to capture staff involvement in projects in general

Query	Yes	No	Unknown
Project Integration Management			
Are you involved in the preliminary project scope?			
Are you involved in Executing the project (or part of the project)			
Is the progress of the project being monitored?			
Scope Management			
Well defined Scope of the project is available?			
Is the work breakdown structure (WBS) available for projects?			
Time Management			
Estimating the duration of activities for the project is defined accurately?			
The activities to be executed are sequenced and defined properly?			
Cost Management			
The estimation and budgeting of costs are according to plan?			
Costs in projects are being controlled accurately?			
Quality Management			
Are the deliverables of the project, matching up to the goal of the project?			
The quality management – planning, assuring and controlling quality - is being managed?			
Human Resources Management			
The aspect of resource planning to acquiring staff is managed appropriately?			
Managing the project team, including the staff takes leave from work according to schedule?			
Developing of staff during projects is ongoing?			

Communications Management			
The communications planning and execution is done on time and accurately?			
Information distribution is done on time and accurately?			
Risk Management			
Risk management planning, including Identification of risks is executed prior and during the project?			
Qualitative and quantitative risk analyses are executed prior and during the project?			
Planning risk response is coordinated by management?			
Risk monitoring and controls are in place for projects?			

Appendix 5: Data of questionnaire

General Information		F	M
1. Gender			
a. Male	8		
b. Female	14		
2. Age			
a. Younger than 25 years			
b. 25 – 35 years	3		
c. 36 – 45 years	9		
d. 46 – 60 years	10	3	7
3. Education			
a. Bachelor Degree	7	4	3
b. Master Degree	4	3	1
c. Any professional Degree	0		
d. Diploma / Certificate	11	7	4
4. Years of work experience			
a. 1 – 5 years	1	1	
b. 6 – 10 years	2	1	1
c. 11 – 15 years	7	6	1
d. 16 – 20 years	7	4	3
e. More than 20 years	5	2	3
Status quo of Project Management (PM)			
1. What is your opinion about PM for RBSR?			
a. Something the organization is already doing but not under the same name	6		
b. It is a strategic part of the organization	7		
c. Something that could be beneficial to the organization	9		
d. It is just a management thing	-		
e. Never heard of it	-		
2. Do you consider your organization as a knowledge-based organization?			
a. Yes	18		
b. No			
c. Don't know	4		
3. Does your organization recognize knowledge as a part of their asset base?			
a. Yes	16		
b. No	1		
c. Don't know	5		
4. What is the current status of the PM execution in your company?			
a. Doesn't have one (disregard question 5)	2		
b. Introduction stage	7		
c. Intermediate stage	10		
d. Expert stage	3		

5. How will you rate the PM execution in your company?			
a. Very good	1		
b. Good	3		
c. Adequate	9		
d. Poor	7		
e. Very poor	2		
Training, culture, policies and Strategies			
1. What is the attitude of Senior Management with reference to the PM in your company?			
a. Sees it as very important and provides full support	10		
b. Sees it as very important but hardly supports it	9		
c. Sees it useless and hardly affects			
d. Was very supportive in the beginning but now lost interest	3		
2. Which one of the following best describes your company culture?			
a. Basic values & purpose emphasizes on sharing of knowledge	11		
b. Open, encouraging & supportive culture	6		
c. Knowledge management exists in each and everybody's job and so everybody has the best of knowledge.	2		
d. Knowledge management is the task of a few designated ones and there is no need for knowledge sharing.	2		
3. Have you received any project-management training for new technologies?			
a. Yes	9		
b. No	13		
If yes, do you think it is helpful or not?			
a. very useful		3	
b. some help		6	
c. not useful			
4. How much project management training have you had within this company?			
a. None	10		
b. 1-10 hours	7		
c. 11-25 hours	2		
d. 26-50 hours			
e. 51+ hours	3		
5. Which of the following is the main channel that you prefer to use to obtain information?			
a. Class sessions	10		
b. Information resources within the department	3		
c. Intranet	3		
d. Internet / Web-ex	6		
6. What is the primary reason for your preference for that particular channel?			
a. They are easily accessible	10		

b. The information they have is relevant	4		
c. The information they have is of high quality	8		
7. Is there a written project management strategy in your organisation?			
a. Yes	6		
b. No	3		
c. Don't know	13		
8. At which level of the organization it is most suitable to implement a project management strategy?			
a. Company Level	3		
b. Business Unit/Division Level	2		
c. Department Level	2		
d. At all Levels	15		
Query	Yes	No	Unknown
Project Integration Management			
Are you involved in the preliminary project scope?	8	10	4
Are you involved in Executing the project (or part of the project)	10	7	5
Is the progress of the project being monitored?	11	3	8
Scope Management			
Well defined Scope of the project is available?	6	6	10
Is the work breakdown structure (WBS) available for projects?	4	5	13
Time Management			
Estimating the duration of activities for the project is defined accurately?	6	9	7
The activities to be executed are sequenced and defined properly?	7	7	7
Cost Management			
The estimation and budgeting of costs are according to plan?	2	3	17
Costs in projects are being controlled accurately?	3	2	17
Quality Management			
Are the deliverables of the project, matching up to the goal of the project?	8	4	10
The quality management – planning, assuring and controlling quality - is being managed?	7	2	13
Human Resources Management			
The aspect of resource planning to acquiring staff is managed appropriately?	4	7	11
Managing the project team, including the staff takes leave from work according to schedule?	5	3	14
Developing of staff during projects is ongoing?	6	2	14

Communications Management			
The communications planning and execution is done on time and accurately?	6	10	6
Information distribution is done on time and accurately?	5	10	7
Risk Management			
Risk management planning, including Identification of risks is executed prior and during the project?	5	2	15
Qualitative and quantitative risk analyses are executed prior and during the project?	6	1	15
Planning risk response is coordinated by management?	5	2	15
Risk monitoring and controls are in place for projects?	4	1	17

Appendix 6: Approval

Paramaribo, November 18th, 2019

Gabriela Zúñiga
Asistente Académica MPM

Dear Ms. Zúñiga,

Undersigned, Aartie Gaurisankar – Mohan, with identity card number, ER005168V, with a Teacher's College Mo-A degree in English, graduated in 2001, hereby declares to have reviewed and corrected Anjani Gangaram-Panday's Final Graduation Project (FGP) entitled "SETTING UP A PMO UNIT FOR REPUBLIC BANK (SURINAME) N.V. (RBSR), A SUBSIDIARY OF REPUBLIC FINANCIAL HOLDING LIMITED (RFHL)" on December 6, 2019.

As requested, I have reviewed this document for writing, spelling and grammar, and am hereby declaring that this Final Graduation Project meets the proper qualities and corresponds to a master's level work.

Yours sincerely,

Aartie Gaurisankar – Mohan
English teacher

Attached:
- Resume – Aartie Gaurisankar – Mohan

Resume Aartie Gaurisankar - Mohan

Personalialia

Name: Gaurisankar – Mohan
 First names: Aartie Maitrie
 Date of birth: 27 September 1973
 Place of birth: Paramaribo
 Gender: female
 Marital status: married
 Nationality: Surinamese
 Address: Poseidonstraat 40, Flamingo Park
 Mobile: + (597) 8555327
 E-mail address: ag_sankarmohan@yahoo.com

Education

1990 – 1993 Havo
 1993 – 1994 Intermediate year Anton de Kom University
 1994 – 1996 Anton de Kom University Law
 1996 – 2001 Teacher's College MO-A English

Work experience

11 February 1998 - 31 September 2001	IMEAO- 1 as parttime teacher English
August - October 2001	Wie Wint Napa as translator International questions
14 – 18 September 2001	RBTT Bank as a survey assistant
1 October 2001 – present	IMEAO – 2 as full time teacher English
15 May 2002 – 15 May 2005	Ministry of Education as a board member, coordinator and trainer to develop a teaching method for English at Primary schools
3 September 2002	Ministry of Agriculture as translator International Projects
18 – 27 September 2002	RBTT Bank as a survey assistant
March 2003 – December 2003	Dagblad Suriname as freelance translator
May 2005 – May 2006	Dagblad Suriname as coordinator translator of the entertainment newspaper 'Bollywood Masala'
October 2008 – October 2010	IMEAO – 2 chosen at the general teachers meeting as assistant principal
October 2008	Twinningfield project IMEAO and ROC Leiden as assistant for IMEAO – 2
October 2010 – October 2012	IMEAO – 2 chosen at the general teachers meeting as assistant principal
October 2012 – October 2014	IMEAO – 2 chosen at the general teachers meeting as assistant principal
October 2014 – October 2016	IMEAO – 2 chosen at the general teachers meeting as assistant principal
October 2016 – October 2017	IMEAO – 2 as parttime teacher
October 2016 – October 2017	IMEAO – 3 as parttime teacher

October 2016 – October 2017	IMEAO Evening school as parttime teacher
October 2018 – October 2019	IMEAO – 2 chosen at the general teachers meeting as assistant principal
October 2019 – October 2020	IMEAO – 2 chosen at the general teachers meeting as assistant principal

References

Principal IMEAO-2, Drs. L. Rotsburg, Metaalstraat 14, 403113

Other skills

Office applications: Word, Excel, Outlook Express, PowerPoint