

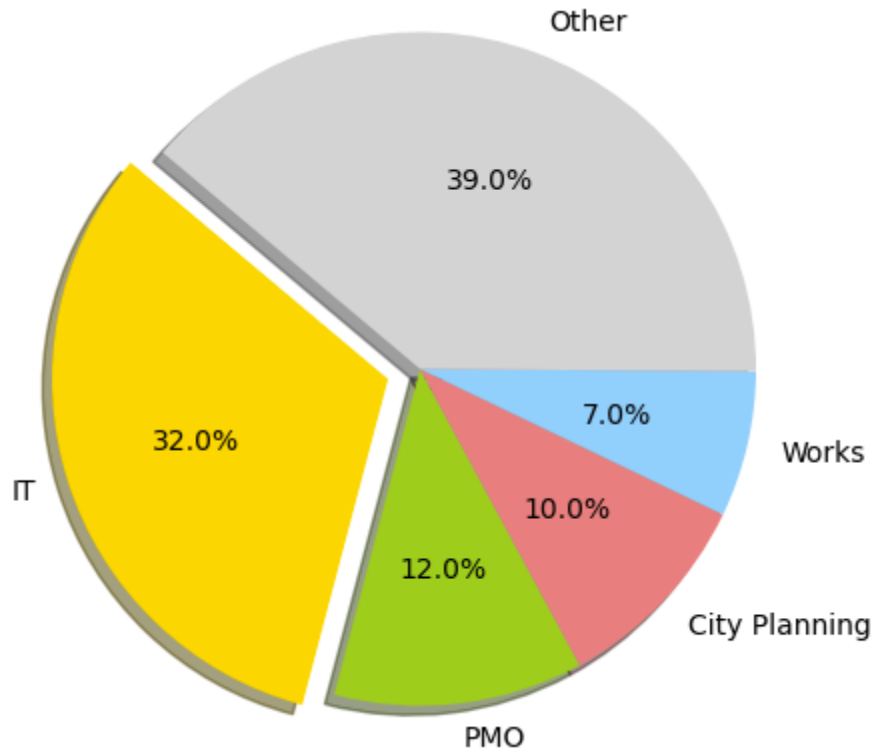


# PSPMF Survey Results

May 1, 2025

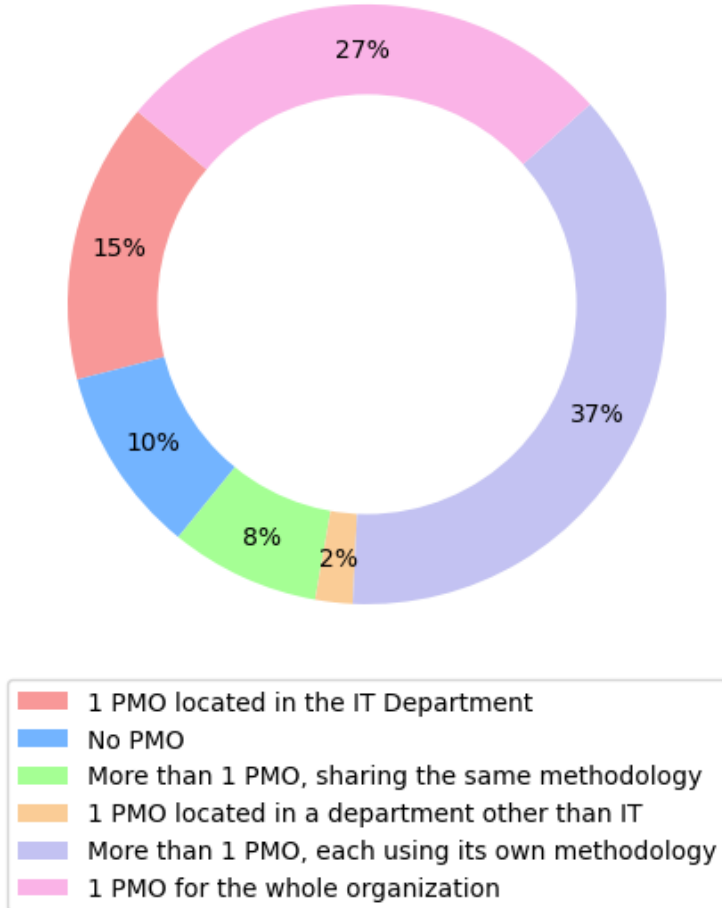


# Survey response by Department / Business Unit



Corporate Services  
 Finance  
 IT  
 Treasury board  
 Social Planning  
 Library  
 City Planning  
 Data  
 Toronto  
 Works  
 Fleet  
 School District  
 Human Services  
 Office of the CAO  
 Strategy and innovation  
 Project management  
 PMO  
 Office of the CIO  
 TSD  
 Parks and Recreation  
 Corporate Real Estate Division  
 Community and health services

# PMO structure in your Organization



37% have more than 1 PMO, each using their own methodology

- **Each one operates independently**, using **different project management approaches**.
- **Operating in silo** leads to inconsistency across departments or business units.
- **Lack of standardizations** creating inefficiencies on project outcomes

8% have more than 1 PMO, sharing the same methodology

- These municipalities also have **multiple PMOs**, but unlike the 37%, they **use a common methodology**, which helps maintain **consistency** across different units.

15% PMO located in IT department

- These PMOs are likely focusing on **technology-related projects** rather than enterprise-wide initiatives.

2% where PMO is in a department outside of IT

- These PMOs are located in **non-IT departments** (e.g., HR, Finance, Operations), possibly reflecting a **business-focused** rather than technology-focused approach.

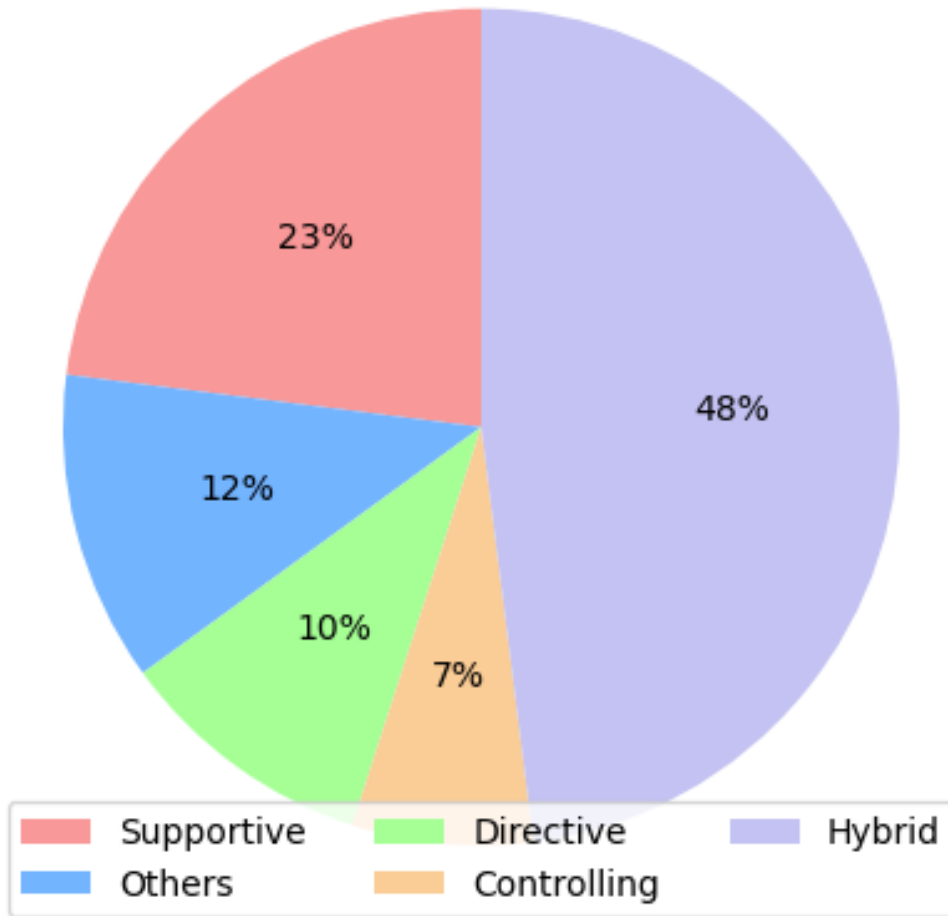
27% has 1 PMO for the whole organization

- Most likely promoting **standardized practices, governance and oversight** across all projects.

10% have no PMO

- Projects may be handled **ad hoc** or by individual departments without centralized oversight.
- Most likely relying on informal or decentralized project management.

# PMO's Operating Model



## Hybrid (48%)

A **hybrid PMO** combines multiple elements of an operating models to adapt to different project needs or organizational structures.

This suggests flexibility and customization in how project management is governed.

## Supportive (23%)

PMOs act more like consultants or advisors.

They would provide templates, best practices, training, and access to information but **do not enforce** standards or control the projects directly.

## Others (12%)

Most likely uses a less common models that may not fit into the standard classifications.

This can include agile PMOs, strategic PMOs, or business transformation offices.

## Directive (10%)

These PMOs **directly manage projects** and assign the project managers.

They will have a high level of control and accountability for the project outcomes.

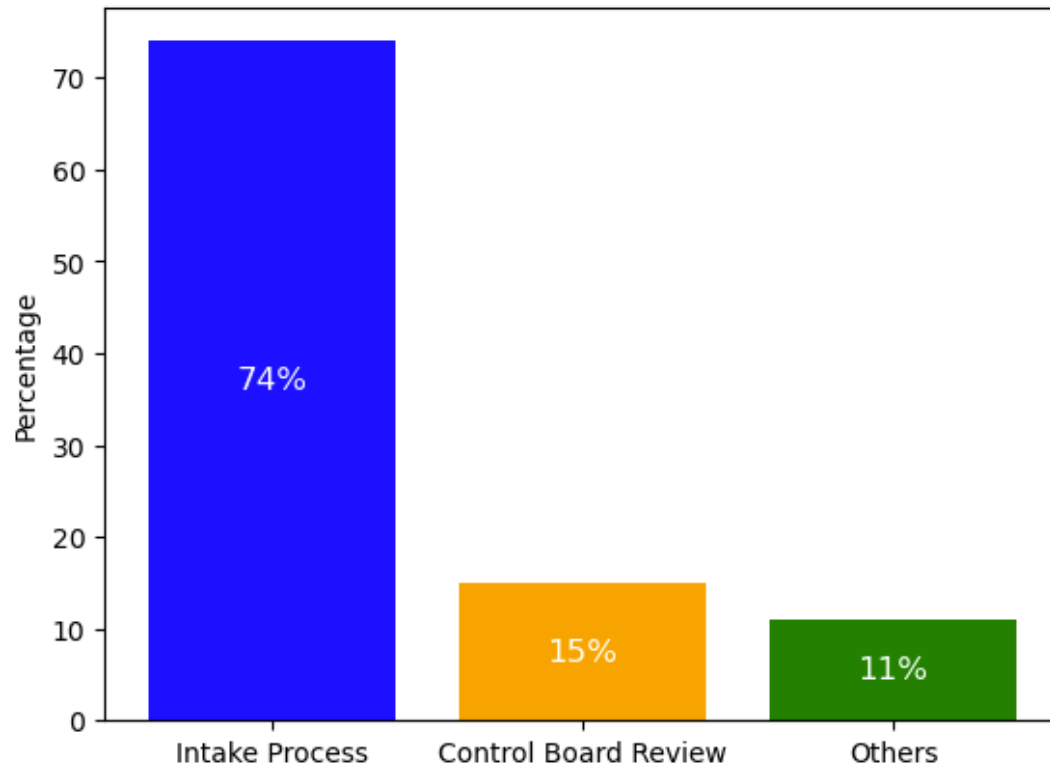
## Controlling (7%)

These PMO will **enforce compliance** with project management standards, methodologies, and tools.

They are more authoritative than supportive PMOs but don't manage projects directly like directive PMOs.



# How projects are assigned



## 74% – Intake Process (based on resource allocation)

Through a **formal project intake process**, the requests are reviewed and approved based on available resources, priorities, and alignment with strategic goals.

This promotes a **structured decision-making** and it ensures that PMO is not overcommitted.

## 15% – Control Board Review

These projects are assigned after being reviewed by a **governance or control board**.

This typically involves an **executive oversight** or a steering committee that will evaluate the project proposals for strategic fit, risk, and value.

This reflects a **more centralized and formal governance** structure.

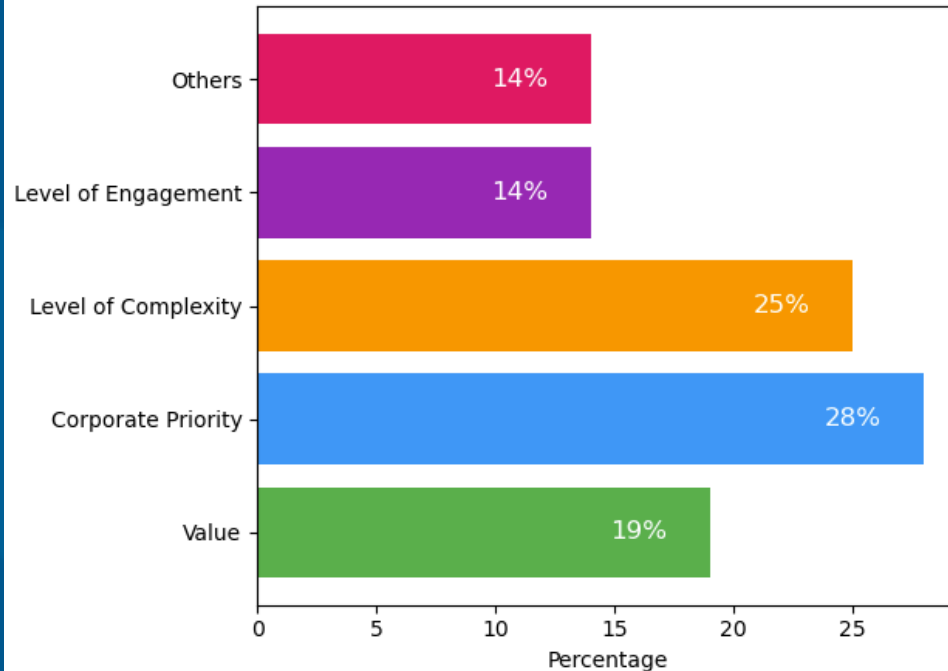
## 11% – Others

This category may include an **alternative or less formal methods** for project assignment.

It could involve direct assignments from leadership, ad hoc requests, or department-specific processes.

This may suggest that **not all project intake is standardized**, which might indicate flexibility or inconsistency depending on the organization.

# Factors influencing PMO Project Decisions



## 28% – Corporate Priority

Projects are primarily chosen based on how well they align with the **strategic goals and priorities of the organization**.

This reflects a **top-down approach**, where leadership drives project selection to support business objectives.

## 25% – Level of Complexity

Projects are heavily influenced by how **complex** they are, including technical difficulty, cross-functional involvement, risk, or duration.

PMO considers the **resource planning and risk management** when deciding which projects to take on.

## 19% – Value

This refers to the **expected benefit or return (ROI)** a project will deliver.

While value is important, it may be **secondary to strategic alignment or feasibility**.

## 14% – Level of Engagement

This could refer to the **stakeholder involvement or commitment** to the project.

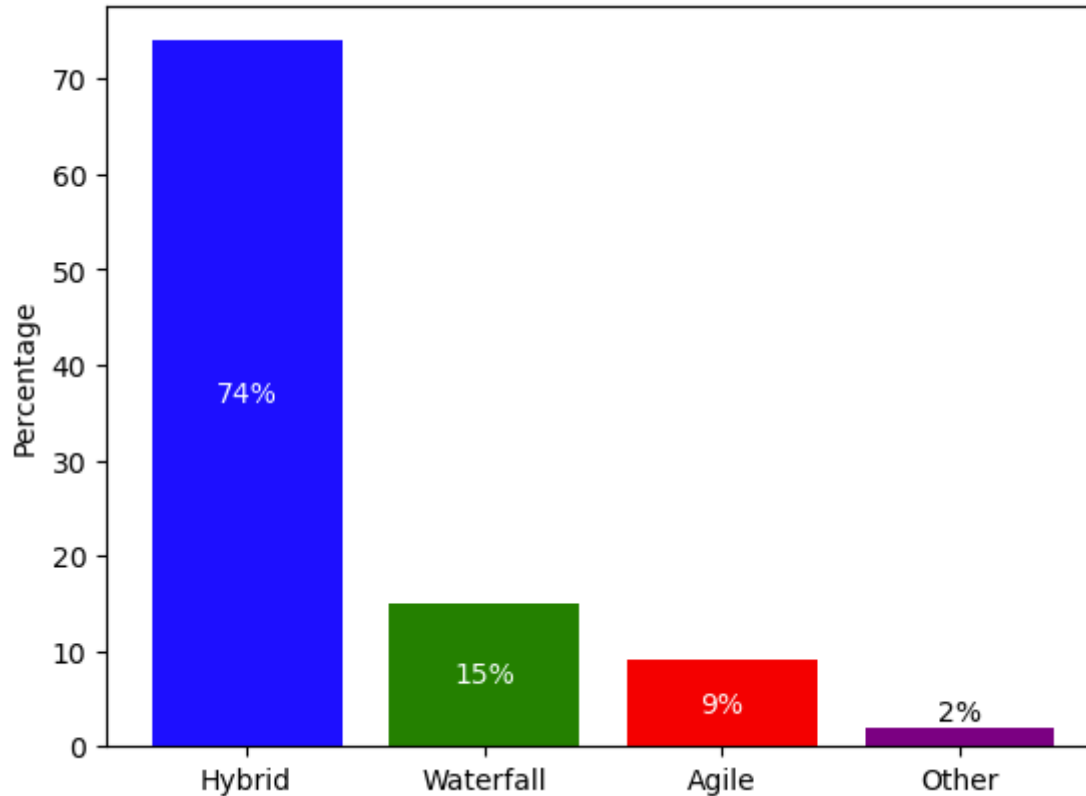
Projects that require higher engagement may be more likely to succeed, so it helps ensure **buy-in and support**.

## 14% – Others

This category may include **miscellaneous or less common factors** (i.e. regulatory requirements, innovation potential, or customer demand).

There may be some **flexibility** in the decision-making process.

# Usage distribution of Project Management Methods



## Hybrid (74%)

A **hybrid method** combines elements of both traditional (like Waterfall) and modern (like Agile) project management.

Many organizations value flexibility to adapt their approach based on the project's needs.

## Waterfall (15%)

A traditional, linear project management method where each phase must be completed before the next begins.

Uses strict processes and documentation are required (e.g., construction, manufacturing, some government projects).

## Agile (9%)

A modern, iterative approach that emphasizes flexibility, collaboration, and customer feedback.

This is not as widely adopted.

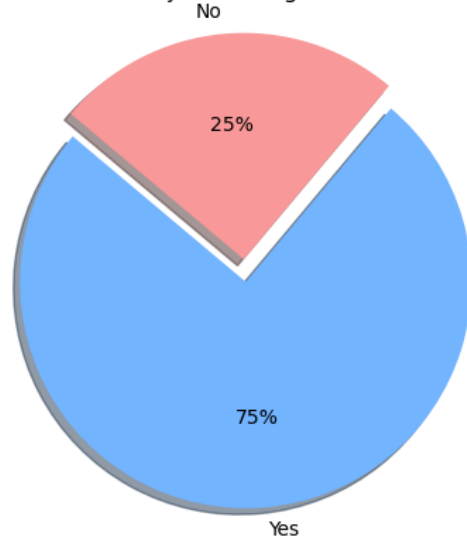
## Other (2%)

This includes less common or niche project management methods (e.g., PRINCE2, Lean, Six Sigma, Critical Chain).



# Tools used as a Centralized Project Management Information System (PMIS)

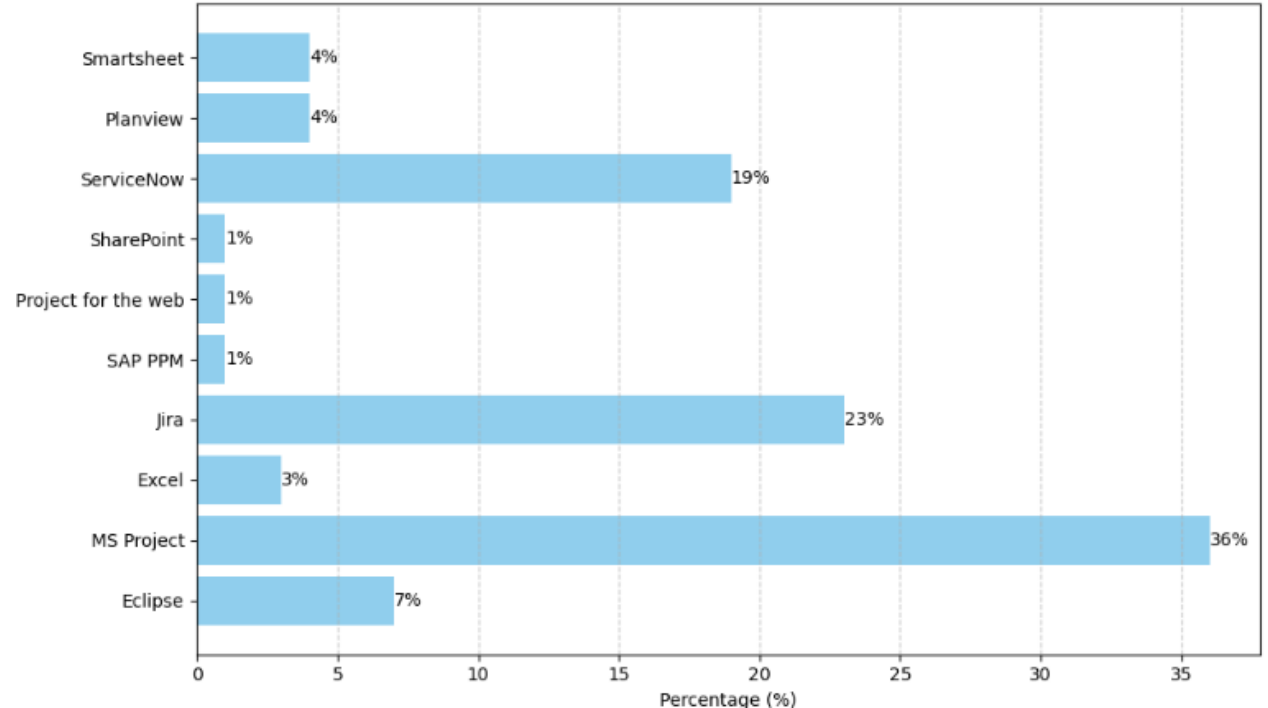
Usage of Centralized Project Management Information System



## Widespread Use of Centralized PMIS

**75%** of respondents uses a centralized PMIS, indicating a strong preference for structured, integrated project management environments.

This suggests organizations value centralized control, visibility, and coordination across projects.



The tools used are **diverse**, and some organizations are using **multiple tools simultaneously**.

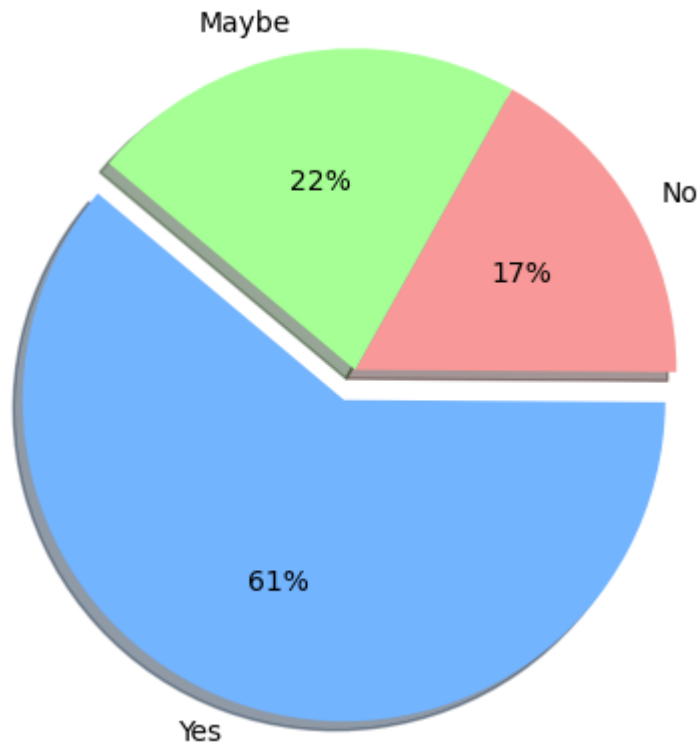
- Some tools may be used for specific functions (e.g., Jira for Agile tracking, MS Project for scheduling).

**MS Project** used for traditional project planning and scheduling.

**Jira** and **ServiceNow** indicates a strong adoption in Agile and IT service management environments.

**Eclipse**, **Planview**, and **Smartsheet** are used for more specialized or for technical contexts.

# Organization using gating



**Gating** refers to structured checkpoints or decision points (gates) in a project lifecycle, usually by project phases, where the progress is reviewed, and approval may sometimes be required to move forward.

## 61% Yes – Gating is Used

This shows a strong emphasis on **governance, risk management, and quality control** in these organizations.

## 17% No – Gating is Not Used

This indicated a preference for **agile or flexible methodologies**, with less formal project oversight structures.

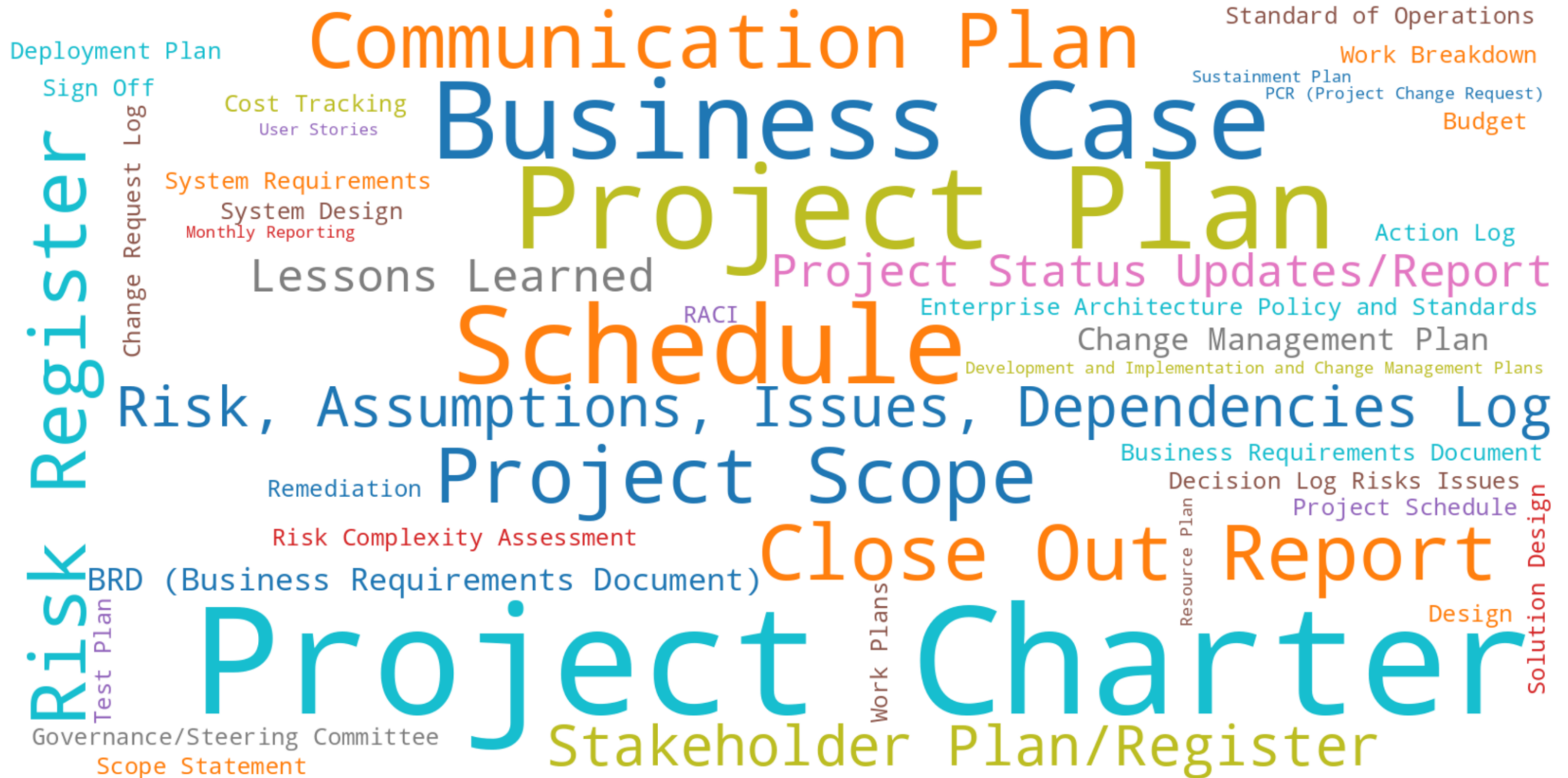
## 22% Maybe – Uncertainty or Partial Use

A few respondents are **uncertain** or use gating **inconsistently**.

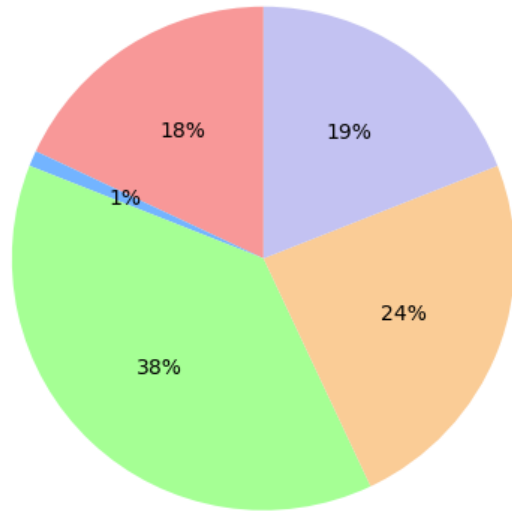
Gating may be used only for certain types of projects (e.g., high-risk or high-budget).

There may be a **lack of clarity or standardization** in PMO practices.

# Documents essential for Project success



# Framework measuring Project performance



## No Formal Framework (38%)

This suggests there may be a significant gap in structured performance evaluation, which could lead to inconsistent service quality or lack of accountability.

## Balanced Scorecard (24%)

This uses a strategic planning and management system that aligns the business activities to the vision and strategy of the organization.

This shows a focus on both financial and non-financial performance indicators.

## Results-Based Accountability (RBA) (19%)

It focuses on outcomes and the effectiveness of services, which is a strong indicator of results-oriented management.

## Municipal Service-Level Benchmarking (18%)

This uses **comparative data** to evaluate performance against other municipalities.

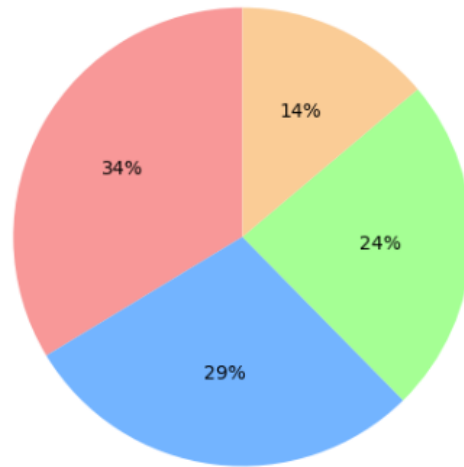
It reflects a commitment to transparency and continuous improvement through peer comparison.

## In-House Metrics (1%)

This uses a **custom, internal metrics**.

This might suggest limited resources or a preference for informal tracking methods.

# Maturity Assessment Model by PMOs



## 34% – No, we do not have a model, but need one

There is a strong awareness of the importance of maturity models, but also a **gap in the implementation**.

These PMOs may lack resources, expertise, or organizational support to adopt a model.

## 29% – Yes, we have a model that is used for all projects

These organizations are **more mature** in their project management practices.

They will likely benefit from **standardized processes, better performance tracking, and continuous improvement**.

## 24% – No, we are currently working on a model

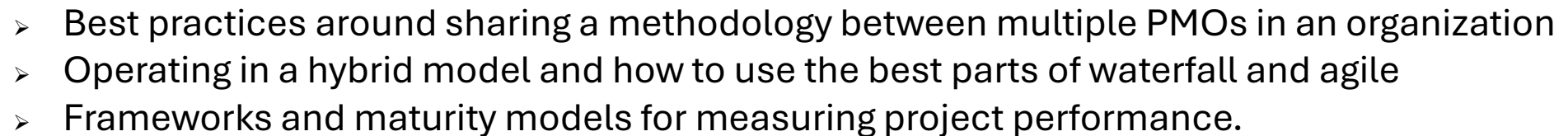
These PMOs are in **transition**, actively developing or piloting a maturity model.

This shows a **positive trend** toward structured project governance.

## 14% – No, we do not have a model and do not need one

This group may operate in **less complex environments** or may not see the value in formal assessments.

They may be **resistance to change** or have a lack of awareness of the benefits.



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# Thank You!

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