

# Program Management as a Service (PMaaS)

**Drive transformation, improve productivity,  
streamline organization operations.**

Viderity Program Management as a Service (PMaaS) helps relieve these pressures by providing agile project management resources to support initiatives throughout your organization.

# With Viderity PMaaS



## Meet fluctuating demand

Your organization likely has ongoing needs for skilled program/project managers but limited capacity to deal with the inevitable peaks and valleys. Talent shortages, cost considerations, and the need to hit the ground running as priorities shift make hiring full-time or gig workers problematic. We provide flexibility to ramp up or down resources as needed, while retaining the program and institutional knowledge that enables efficient and consistent results.

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### **FLEXIBILITY TO RAMP UP OR DOWN RESOURCES AS NEEDED**

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## Implement leading methodologies

While vital to your organization, program management may not be a core competency. We bring program, project, and PMO specialists, along with best-in-class frameworks, to help standardize processes, tighten controls, enhance visibility, reduce risk, and ultimately enable you to deliver more projects more effectively and consistently.

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### **BEST-IN-CLASS FRAMEWORKS, TO HELP STANDARDIZE PROCESSES**

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## Achieve quality and cost control

Our global consulting capabilities and geographically dispersed delivery centers enable cost efficiencies, as well as expanded hours of service, for both front-end and back-end PM/PMO services.

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### **GLOBAL CONSULTING CAPABILITIES**

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## Our services

### PM/PMO leadership and support to drive projects at scale.

- Project management governance
- Financial tracking, budgeting, forecasting
- Dashboarding and reporting
- Data analysis, requirements, documentation
- Change management, communications, and training support
- SDLC knowledge and project management to support PMs

### PMO as a Service to set up and optimize your project management capabilities.

- Project stakeholder identification and alignment
- Clear project management plan: resources, schedule, budget
- Alignment on prioritization and demand management
- Formal and consistent project intake and initiation
- Optimized sourcing/vendor approach
- Tools to support ongoing efficient project delivery



## Tailored solutions to manage priorities and address problem areas.

- **Identify current and future high-value areas** and how that value will be delivered.
  - **Assess organizational readiness and engage key stakeholders** to prepare for projects and programs that align with the organization's strategy.
  - **Provide discipline and a solid foundation** to manage programs, change management, and communications.
  - **Access domain proficiency and resources** able to assess and influence key project decisions.
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## Market-leading practices and strategic guidance that generate value and mitigate risk.

- **Identify and measure key organization drivers** to confirm the potential value of the investment.
- **Enable consistent processes** to drive quality outcomes with speed and efficiency.
- **Gain visibility and performance transparency** through effective use of metrics and KPIs.
- **Prevent project delays and minimize the impact on the organization's operations through effective** risk management and response planning.

## Data-driven, focused metrics to control costs, improve quality, and identify trends.

- **Assess current-state processes, activities, and costs** to develop a robust roadmap and a detailed plan.
  - **Create custom KPIs** that are relevant, measurable, and well understood by mapping deliverables to organizational objectives.
  - **Increase value and reduce costs** by constantly optimizing and innovating the delivery approach.
  - **Modernize PMO and change management** through market-leading processes, techniques, and tools that advise and empower leaders for informed decision-making.
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## Best-in-class frameworks, methods, tools, and accelerators to improve delivery.

- **Quickly assess current-state capabilities** and target areas ripe for growth.
- **Implement simple, flexible, and scalable solutions** with tools and methods that are constantly updated.
- **Leverage the collective experience** of Viderity professionals and best-of-breed tools and accelerators.



# Program Management Office as a Service (PMOaaS)

**Achieve project goals. Accelerate PMO effectiveness.**

## With Viderity PMOaaS



Leverage rapidly deployable standardized framework and toolkits to accelerate existing program and project management services



Design and set up a new PMO/portfolio management function



Enhance and transform the existing PMO/portfolio management function

## The Viderity Difference

### Processes and Framework

Industry-leading tools, processes, and project and program deliverables, including templates, road maps, guidelines, and data-rich interactive dashboards, to drive efficient project and program delivery

### People

Teams with strong portfolio and project management skills, specialized industry knowledge, and effective leadership experience to deliver projects successfully

### Services/Technology

Well-established service catalog across industries and global organizations to deliver the right solution for each situation



### Portfolio Management

- Optimized governance structure
- Alignment on demand management and prioritization
- Formal and consistent intake and initiation



### Program Management

- Stakeholder understanding of program scope and delivery timeline
- Standardized approach for deriving business value
- Consistent delivery process and tools
- Organizational readiness for change



### Project Management

- Project stakeholder identification and alignment
- Clear business justification and prioritization
- Clear project management plan: resource, schedule, and budget
- Tools to support efficient project delivery

## PMOaaS Capabilities

Our project and program management approach helps our clients focus on solving business problems while delivering high-quality results on time, on budget, and with reduced risk.

### Project and portfolio delivery

Managing projects and portfolios for successful delivery and developing approaches to track and prioritize programs to support business growth

### Organizational communication and training

Leading organizational change readiness efforts around PMOs and providing communication plans and media-rich training to impacted organizations

### Change management

Driving change strategy, vision, and planning, and leading change initiatives across workstreams and organizations

### Program controls

Embedding robust program controls with data analytics and visualization to drive delivery with data-enabled insights and consistent processes

### Program management process enhancement

Tailoring a fit-for-purpose solution and executing with our dedicated PMO practitioners

### Risk and issue management

Using specialized tools to assess and minimize risks and issues to generate value and improve project success rate

### Governance and stakeholder management

Establishing and operating PMOs, including setting up an effective governance structure and managing key stakeholders

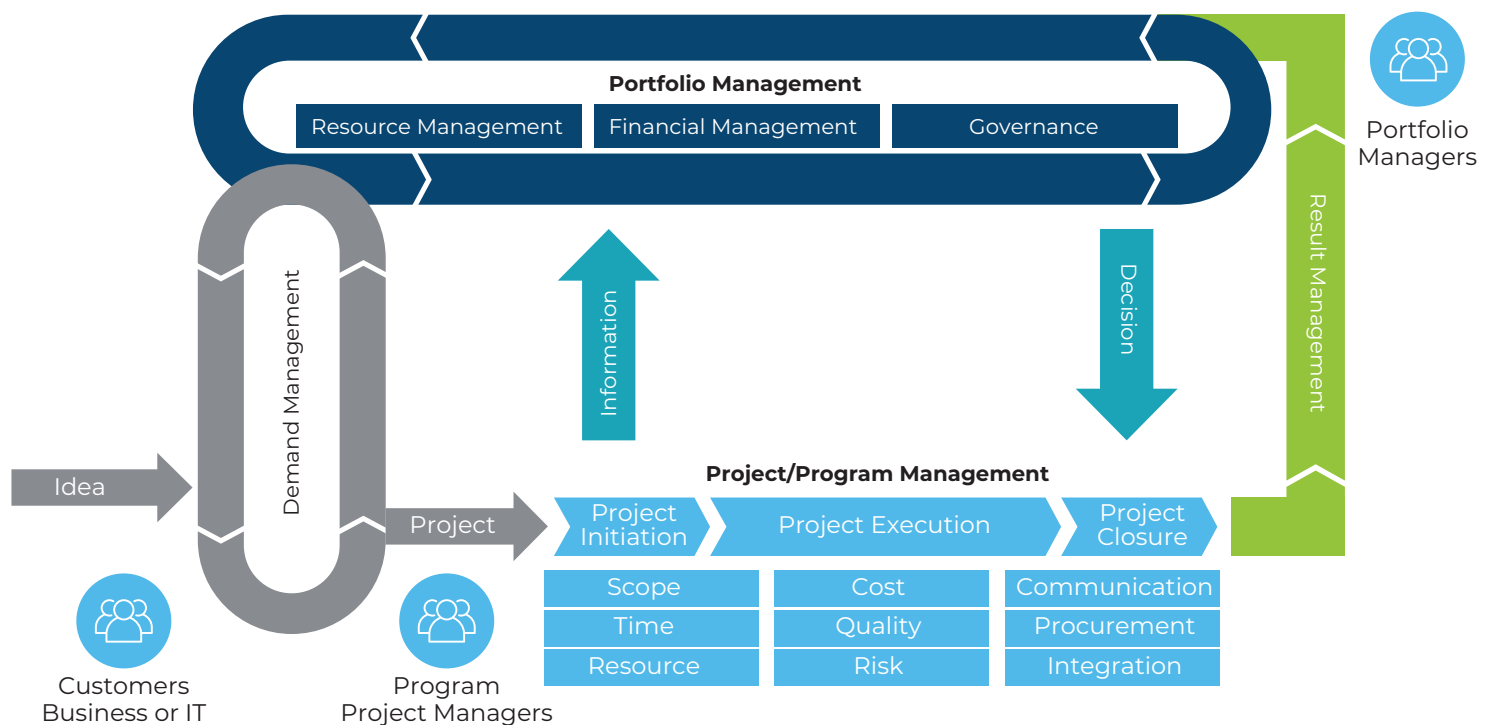
### Tools, technology support, and implementation

Using digital tools and technologies to deliver a PMO of the future, streamline management processes, and provide more informed decision-making

# Agile and Project Portfolio Management (PPM)

**Transform Operations, Boost Productivity, Deliver Results**

Viderity's Agile PPM fuses art and science to orchestrate work and resources within project delivery organizations. Our integrated, closed-loop framework—encompassing Demand Management, Project/Program Management, and Results



## Demand Management

Receiving, evaluating, and deciding upon the execution of work requests.

## Project/Program Management

Managing and controlling project progress, resource, risks, issues, financials, scope, and quality

## Result Management

Managing, tracking, and reporting project results in comparison to the approved business case.

## Portfolio Management

Ongoing management of the overall portfolio. Constantly reassessing and improving processes



Viderity manages projects through initiation, project execution, and project closure. All three of these activities apply to both Agile and Waterfall projects. They also fall within the same sequence regardless of project type. The attribute boxes below the chevrons (scope, cost, communication, time, quality, procurement, resource, risk, and integration) are all attributes common to all managed work, regardless of the delivery methodology.

Growth in Agile adoption: Business and Technology leaders are experiencing heightened market pressures for innovation and rapid delivery of new technology solutions. Continued pressures on the bottom line are causing CIOs to drive further optimization of their delivery functions. The convergence of these factors is leading many organizations to adopt Agile methodologies as a primary means of delivering solutions to customers, whether internal or external. Agile blurs the lines between business and technology teams, puts decision-making closer to the team doing the work, and favors continuous prioritization and delivery of a working product.

The rate of Agile adoption is accelerating across a broad spectrum of industries and geographies. However, organizations may not be anticipating how Agile is integrated with their PPM function.

PPM aims to provide leaders with clear insights into the alignment, status, and resources to move their organization forward, and to make strategic adjustments as needed. The essential PPM processes are Demand, Portfolio, Project/Program, and Results Management, collectively providing the foundation for informed decision-making and effective monitoring processes. Whether an organization employs primarily Waterfall methodologies or has adopted Agile capabilities, the processes on the framework remain vital to achieving optimal outcomes.

However, as an organization begins to adopt Agile, teams may notice that Agile concepts, taxonomy, and measures often differ from those of their Waterfall counterparts. We will highlight these differences and discuss how to incorporate Agile and Waterfall delivery to manage a unified portfolio. Organizations can reap the benefits of Agile delivery while providing leaders with strategic insights into their portfolio performance.

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## **ACCELERATING ACROSS A BROAD SPECTRUM OF INDUSTRIES AND GEOGRAPHIES**

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## What are key Agile features to align with PPM?

### Demand Management

focuses on receiving, evaluating, and deciding on work requests. This is accomplished with prescribed points of entry for new requests, and qualifiers to prioritize them. Agile introduces two key concepts that enhance demand management and support Portfolio and Results Management (defined later). These new concepts are Value Streams and Epics. Value Streams are the ecosystem of teams that deliver against Epics. Epics are large, cross-cutting initiatives that provide solutions to end-users. As more teams adopt agile methodologies across the organization, defining Value Streams and Epics becomes critical to ensure coordinated planning and delivery. Incorporating these practices into Demand Management is essential for Agile teams to plan effectively.

### Portfolio Management

is responsible for continually assessing the performance of active programs and projects against defined criteria. The focus is on governing the portfolio to optimize resources, ensuring they fulfill the organization's highest priorities. One way this is achieved is by funding projects, which have a specific investment amount, a defined scope, and a target delivery date. At the macro level, traditional and Agile organizations will conduct Portfolio Management in the same manner. Even as an organization begins its journey to Agile adoption, there is little to no difference in how the portfolio is governed. However, organizations that achieve Agile at scale may fund Value Streams, allow decentralized financial decision making within the portfolio, and continuously prioritize their backlog of activities within each Agile project to adjust to changing business priorities. The implication is that the linkage between portfolio-level decisions and team-level delivery can be broken if the change in methodology is not anticipated. As a result, PPM incorporates the governing and funding of Value Streams to make effective portfolio-level trade-offs.

### Project/Program Management

Implementing controls to manage scope, financials, progress, and quality of delivery. The project status of Red-Yellow-Green is the primary method of conveying whether a Waterfall-delivered project is in control or not. Since project scope, budget, and timeline are defined at inception, the status is driven from actuals against that baseline. In contrast, the health of Agile projects is seen through an analogous set of metrics at the portfolio level. Shown below are the waterfall metrics in comparison with their Agile counterparts. The implication for PPM is to ensure clarity on status definitions and what constitutes Red-Yellow-Green in an Agile context. Organizations adopting Agile should anticipate this change and incorporate the new set of metrics into their PPM playbook and reporting.

	Am I on time?	Is my scope controlled?	Is my actual effort higher than expected?	Am I on budget?
	Schedule	Scope	Effort	Budget
Waterfall metrics	Deliverable and major milestone completion status	Volatility (approved change request hours vs. baseline)	Estimated vs. Actual hours	Forecast vs. Actual
Agile metrics	<ul style="list-style-type: none"><li>• Sprint burndown</li><li>• Sprint velocity</li><li>• % stories accepted</li><li>• Velocity variance</li></ul>	<ul style="list-style-type: none"><li>• Epic burnup chart</li><li>• % features accepted</li><li>• Predictability score</li><li>• Average release size</li></ul>	<ul style="list-style-type: none"><li>• Velocity plan vs. Actual</li><li>• Epic Progress Measure</li><li>• Product Quality</li><li>• Defect Density</li></ul>	Forecast vs. Actual

## Results Management

is responsible for tracking and reporting actual project results in comparison to the original business case. Organizations that exercise discipline in revising their business case during the course of projects are better positioned to conduct this comparison. In traditional projects, the business case is defined at the outset and impacted by change controls throughout the duration of the project. Agile efforts utilize a backlog to continually prioritize features, and the sponsoring business is accepting delivery of Agile features as they are ready. The net effect is an embedded quasi-results management process. Whether a project is delivered via traditional or Agile methods, results management still verifies that the intended

Business value is achieved- examples such as delivering incremental revenue, increasing customer satisfaction, or reducing costs.

## Why is proactive alignment a strategic move?

Consistent with the theme so far, organizations that adopt Agile will experience an inflection point, where aligning Agile concepts with PPM is essential to achieving the full benefits of Agile. It's an exciting prospect for leaders at organizations who are making the journey to Agile at scale. The implications for people, processes, and tools are consistent, and those that anticipate the changes can leverage their PPM function to be an Agile catalyst.

From a people's perspective, Agile relies on a decentralized decision rights model for projects within a given portfolio. This can help drive an increased sense of individual leader accountability, as opposed to a central decision-making body. Leaders who proactively examine their PPM governance models and incorporate Agile practices can conduct focused and meaningful portfolio reviews.

Project/Program Management measures performance change as well. Processes such as tollgates are modified and ultimately diminished, as controls are embedded in the continuous delivery of value through sprints. Leaders who anticipate this can be more conversant to demonstrate how Agile projects incorporate proper control.

Tools used by Agile teams to track features, stories, and epics can be integrated into PPM tools to provide end-to-end traceability of work conducted in project or program management. Project work can be linked to the Epics and Value Streams that deliver value to customers. Leaders who drive integration of Agile and PPM processes and tools can leverage rich analytics on project-level performance - better linking effort and results.





## Conclusion

PPM offers a robust framework that includes Demand, Portfolio, Project/Program, and Results Management. As organizations mature on the journey to optimal Agile practices, they need to align new Agile practices to their PPM function. These new Agile practices encompass considerations for people, processes, and tools. Anticipating this when teams first start adopting Agile and building a roadmap to incorporate Agile into PPM are critical success factors. This can unlock additional business performance across the enterprise. Finally, a PPM function that can harmonize both Waterfall and Agile is a key catalyst to achieving Agile at scale.

Viderity has helped organizations achieve the goal of adopting Agile at scale. We recognize the importance of planning the journey to Agile, in conjunction with the PPM function. Our approach includes examining current PPM and delivery processes and tools, and leveraging accelerators to help you move your organization forward.

### About Viderity:

Viderity is a HUBZone and WOSB-certified professional services firm that empowers organizations through digital innovation, strategic consulting, creative design, advanced technology, and operational excellence. We don't just implement technology, we help clients reimagine how to leverage it to drive transformation, enhance outcomes, and deliver lasting impact. With a proven track record across diverse industries, Viderity offers solutions that seamlessly align with organizational missions, delivering measurable value across Federal, both DoD and civilian, and Commercial sectors. Our consistent Exceptional ratings on Contractor Performance Assessment Reports (CPARs) reflect our unwavering commitment to excellence. Backed by a highly credentialed team, with over one-third holding advanced degrees (master's or doctorates) and professional certifications, Viderity ensures superior results in every engagement.



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