PMO GLOBAL AWARDS

2020 EDITION

NOMINEE'S HANDBOOK

V 4.0

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This handbook contains all the necessary information for you or your Organisation to participate in the 2020 PMO Global Awards.

Please submit your Entry Package at www.pmoawards.org, where you can also find updated information about the PMO Global Awards.

For any additional inquiry, please contact pmoawards@pmoga.com.

This handbook is structured in topics, as follows:

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WELCOME MESSAGE

The PMO Global Awards is one of the most significant initiatives in the world to promote and recognise the work of PMOs in the most diverse countries.

We believe that any organisation, anywhere, can be recognized and can learn from its participation in this initiative, encouraging other organisations in its country to evolve and mature.

The PMO Global Awards is a fantastic global celebration, allowing professionals and organisations from all regions of the world to engage, collaborate, learn, share and be acknowledged for their advances in a truly worldwide community of PMOs, where diversity and representativeness matter.

For its third edition, the PMO Global Awards will count over 300 organisations and 500 volunteers, from more than 110 countries.

By representing your country at the 2020 PMO Global Awards, your organisation will contribute significantly to the PMO global community, leaving a legacy that will be valuable to many professionals and organisations in the world.

The PMO Global Alliance community is very grateful for your engagement, and we hope you will enjoy the fantastic experience that is starting now.

On behalf of our community, I thank all our volunteers, sponsors and organisations that made this amazing project possible.

into
Chair of the Board
PMO Global Alliance

PMO Global Alliance is a worldwide organisation that manages a global community of PMO professionals, with more than 10,000 members in over 100 countries. The PMO Global Awards is one of its most important projects, led and carried out collaboratively by its members.

PMO GLOBAL AWARDS

THE PMO GLOBAL AWARDS

The PMO Global Awards is the annual world's largest professional award for Project Management Offices, their organisations and leaders.

It was created in 2018, hosted by PMO Global Alliance, and annually recognizes and honors the work and efforts of organisations and individuals around the world, celebrating the representativeness and diversity of countries, cultures and experiences.

More than a competition, the PMO Global Awards is a vibrant learning process where the exchange of knowledge and experience contributes significantly to the maturing and evolution of the PMO global community.

Some important features make the PMO Global Awards a unique initiative in the world:

- It is the only initiative in the world that ensures the participation in the competition of organisations representing the most extensive diversity of countries possible, in all regions of the planet;
- It is the only initiative in the world that has an open and broad evaluation process that allows the entire PMO global community to track results;
- It is the only initiative in the world that allows the PMO global community to have full access to material and knowledge provided by competitors, enabling the community to learn from the experiences of dozens of organisations and individuals;
- It is the only initiative in the world where competitors are evaluated by a committee composed not only of a small group of experts but hundreds of highly qualified professionals from various countries around the world;
- It is the only initiative in the world where competitors receive valuable feedback and recommendations for improvement provided by the Judging Committee members;
- It is the only initiative in the world where competitors are encouraged to stay in touch, benchmark and exchange experiences, even after the end of the competition.

Many aspects make the PMO Global Awards unique, but most of all, the passion for the PMO profession that drives over 500 volunteers, who lead, collaborate and make this initiative a big celebration for the PMO global community!

BENEFITS TO COMPETITORS

FEEDBACK

Your organisation will be evaluated by dozens of judges, all highly qualified professionals, carefully selected from different countries. Each of them will be invited to provide improvement recommendations for your PMO and all of this rich material will be compiled and shared with you at the end of the competition.

BENCHMARKING

Make direct contact with PMOs around the world and understand in detail every aspect that really matters to your organisation. Find out what good practices can inspire you to create solutions that will generate more results for your PMO.

REPUTATION

Build a global reputation for your organisation and yourself by making your valuable work known around the world, and enjoy all the benefits of becoming a global reference in PMOs.

KNOWLEDGE

Get free access to all competitors' success stories, knowing closely how the challenges were overcome and the details that generated the best results.

SOLUTIONS

Find out what solutions other organisations are using to overcome their challenges and discover new opportunities to improve your PMO.

LEARNING

Learn from the experience of dozens of Organisations around the world, many of them from your own industry or sector. Evolve your PMO inspired by the best PMOs in the world.

PRESTIGE

By honoring your country as the only organisation to represent it in the World category, being a finalist in one of the hotly contested awards categories or even being nominated as one of the PMO Global Awards winners, your organisation and you will receive the applause and recognition of the PMO global community.

VISIBILITY

Your work, efforts and results will be known throughout the PMO global community, which is not just a reason to feel proud but also an opportunity for the exchange of experiences and knowledge between organisations and professionals.

PMO GLOBAL AWARDS

THE AWARDS CEREMONY

The 2020 PMO Global Awards Gala Ceremony will be held in London on September 30th and October 1st, 2020, as part of the Future PMO Conference agenda, one of the most important PMO conferences in the world, where we will award the finalists and winners.

It will be mandatory for your organisation to be represented at this event, should you be one of the finalists of the 2020 PMO Global Alliance (World or Industry categories).

It is important to highlight – as mentioned at the PMO Global Awards Rules – that all expenses to attend the conference must be covered by the organisation. Should the Lead Nominator or any other representative of the organisation be unable to attend the conference, the PMO will be disqualified from the competition.

WORLD AWARDS
CATEGORY

PMO GLOBAL AWARDS

WORLD AWARDS WINNERS

	2019	2018
WORLD PMO OF THE YEAR	bradesco — BRAZIL	Manulife — HONG KONG
AFRICA PMO OF THE YEAR	Jupiter Systems & Solutions — ANGOLA	STANLIB — SOUTH AFRICA
AMERICAS PMO OF THE YEAR	bradesco — BRAZIL	BCP — PERU
ASIA-PACIFIC PMO OF THE YEAR	Ministry of Works, Municipalities Affairs and Urban Planning — BAHRAIN	Manulife — HONG KONG
EUROPE PMO OF THE YEAR	triglav — SLOVENIA	TB TATRA BANKA — SLOVAKIA

THE WORLD AWARDS CATEGORY

OVERVIEW

The World Awards is the premier category of the PMO Global Awards that annually honors the best PMO from each the four major regions of the world (Africa; Asia-Pacific; Europe; and The Americas) and, among them, select the best PMO in the world (World PMO of the Year).

Awards in this category: 9 (5 winners and 4 regional finalists)

WORLD PMO OF THE YEAR AWARD

Four finalists (Africa, Americas, Asia-Pacific and Europe Winners). The Winner will be awarded with a special trophy at the Awards Gala Ceremony (September 30th, 2020) in London.

AFRICA PMO OF THE YEAR AWARD

Two finalists. Both will be awarded with special trophies (1 Winner and 1 Finalist) at the Awards Gala Ceremony (September 30th, 2020) in London.

AMERICAS PMO OF THE YEAR AWARD

Two finalists. Both will be awarded with special trophies (1Winner and 1 Finalist) at the Awards Gala Ceremony (September 30th, 2020) in London.

ASIA-PACIFIC PMO OF THE YEAR AWARD

Two finalists. Both will be awarded with special trophies (1 Winner and 1 Finalist) at the Awards Gala Ceremony (September 30th, 2020) in London.

EUROPE PMO OF THE YEAR AWARD

Two finalists. Both will be awarded with special trophies (1 Winner and 1 Finalist) at the Awards Gala Ceremony (September 30th, 2020) in London.

THE WORLD AWARDS CATEGORY

KEY DATES

WORLD AWARDS CATEGORY			Starts	Ends
ENTRY STAGE (Entry Package Submission)			Jan 13th	Mar 27th
NOMINATION STAGE (Nomination Package Submission)			Mar 14th	Apr 30th
EVALUATION STAGE	Group Stage	Round 1	May 9th	May 19th
		Round 2	May 21st	May 31st
		Round 3	Jun 2nd	Jun 12nd
	Knockout Stage	Round of 16	Jun 15th	Jun 25th
		Quarter-Finals	Jun 28th	Jul 8th
		Regional Finalists Annoucement	Jul 23rd	
AWARDS CEREMONY Regional Winners Announcement World Winner Annoucement		London, UK	Sep 30th	
FUTURE PMO CONFERENCE			Oct 1st	

ELIGIBILITY

The participating countries can be represented by corporate, governmental or non-profit organisations and their PMOs can support the Enterprise, a Business Unit, a Department, a Program or a Project.

PMOs from the same global organisation may represent different countries in the competition since they have their offices located in the countries to which they represent.

Recipients of the World PMO of the Year Award are not eligible to participate in the PMO Global Awards for two years after being awarded.

PMO Global Alliance affiliation is not required for nominees.

Current volunteers members of the PMO Global Alliance Board and Global Directors are not eligible for any award as well as current PMO Global Alliance staff, contractors, and consultants.

Current members of the PMO Global Awards Board and Committees are not eligible for any award.

WHO CAN PARTICIPATE

Up to 64 countries will be represented in the World Awards category, each country being represented by a single organisation.

The 64 countries that will compete in the World Awards category are grouped in four regions (Africa, Asia-Pacific, Europe and the Americas).

It is expected that the 16 largest economy countries in each region can be represented at the PMO World Awards category, however, if the Organising Committee hasn't received an Entry for a pre-selected country in 20 days after the opening of the Entry Stage, the Organising Committee may replace the country by a new one from the same region, which was not included in the first list of pre-selected 16 regional largest economies.

The organisation that will represent each country will be appointed as follows:

- **FIRST PRIORITY** – If the organisation has been awarded "PMO of the Year" in a regional or global award (recognized by PMO Global Alliance), it would be automatically appointed to represent its country in the PMO Global Awards. If that organisation waives its right to participate or if there isn't a local "PMO of the Year Award" recipient, the country's representative will be defined as described next.
- **SECOND PRIORITY** – In countries where there isn't a local "PMO of the Year Award" recipient as stated above, members of the PMO Global Awards Board and Committees will recommend organisations to be invited to represent their countries in the competition. The first recommended organisation of each country to submit the Entry Package will be appointed as the representative of that country.
- **THIRD PRIORITY** – Entries will also be open to any other organisation interested in participating in the competition. If more than one organisation from the same country submits an Entry Package by the deadline, the Judging Committee members that represent that country will be responsible for appointing which organisation will represent their country, based on the potential of each entry.

All PMOs competing in the World Awards category will automatically be also entered in the Industry Awards category, as long as their industries are among those considered in the category. However, PMOs of the category World Awards that are the winners of their respective regions (qualifying that way for the World Final) will no longer be eligible for the Industry Awards category.

All organisations that were not selected to represent their countries in the World Awards will be automatically entered in the Industry Awards category, as long as their industries are among those considered in the category.

COMPETITION FORMAT

The PMOs will face each other in a contest model inspired by the Football World Cup, where only one organisation represents each country.

The contest is organised in two stages: Group Stage and Knockout Stage.

In the Group Stage, countries in each group will face each other (pairwise comparison) in three rounds of evaluation. At this stage, competitors earn three points for each win and one point for each draw. The two countries in each group that get the most points will qualify for the Knockout Stage.

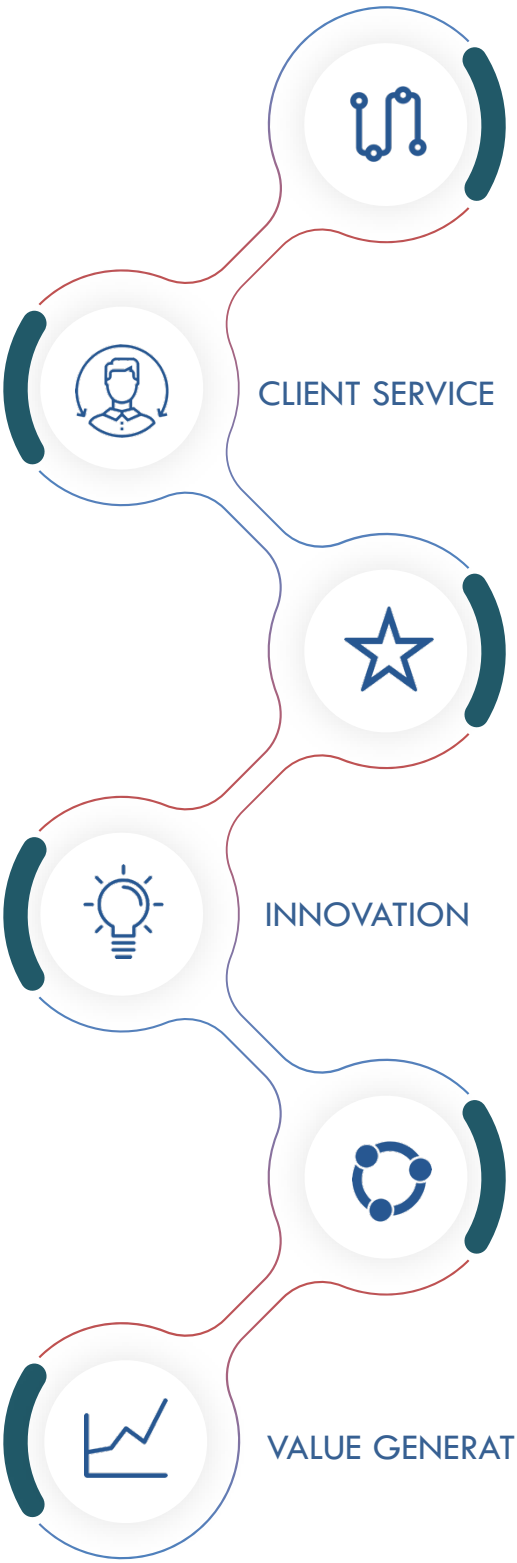
If there is a tie in one of the groups, the definition of the winner will be given by the results of direct confrontation between them. If the tie remains, a new judge will be assigned to evaluate them comparatively, until a winner can be defined.

In each round of the Knockout Stage, the countries will face each other and the winners will follow to the next rounds.

The Quarter-Finals will appoint the Regional Finalists (Africa, Americas, Asia-Pacific and Europe Finalists), which will be announced on July 23rd, 2020.

The Winners of the four Regional Awards will be announced on September 30th, 2020, at the Awards Gala Ceremony in London. They will become the finalists of the World PMO of the Year Award, which Winner will be also announced at the end of the Awards Gala Ceremony.

EVALUATION CRITERIA



PMO'S JOURNEY

This criterion evaluates the PMO's journey, analysing its strategy, consistency, adaptability, leadership, and the path that made the PMO become what it is today.

WEIGHT: 20%

CLIENT SERVICE

This criterion evaluates the set of services/functions the PMO provides to its clients and stakeholders, how appropriate they are for the presented scenario, and how that mix of services is able to address the organisation's results expectations.

WEIGHT: 15%

BEST PRACTICES

This criterion evaluates how the PMO is delivering its services/functions, the methods and techniques that are provided, their alignment with best practices, and how the PMO continually improves its services.

WEIGHT: 15%

INNOVATION

This criterion evaluates how the PMO used innovation to deal with challenges encountered throughout its journey, and what innovations were delivered to the organisation, generating effective results.

WEIGHT: 15%

COMMUNITY

This criterion evaluates how the PMO actively works to create an engaged project management community within the organisation, evolving the organisational culture, and encouraging people to share experiences and lessons learned.

WEIGHT: 10%

VALUE GENERATION

This criterion evaluates the benefits and results delivered by the PMO to its customers, stakeholders, and the organisation. It also evaluates how the organisational culture and maturity evolved. Finally, it evaluates how the PMO encourage the engagement of the organisation's senior management and improve the sponsorship level.

WEIGHT: 25%

THE WORLD AWARDS CATEGORY

The evaluation process is exclusively online. Judges will watch the video presentations and supporting documentation provided by each company to select the best PMOs, considering the established criteria.

The evaluations are always comparative between two PMOs, this is what we call a “match”. A set of judges is assigned to each match. Depending on the round, the number of judges assigned to each match can be different.

Considering the weight of each criterion, the evaluation of the judge will give the victory to one of the two PMOs. It is possible to have a tie in the evaluation of a single judge.

The results of the judges assigned to the match are consolidated and the winner of the match is appointed. If there is a tie in the consolidation of the judges’ results, a new judge will be assigned until the winner can be defined.

The Judges’ evaluations must be as objective as possible and will be performed based on criteria, supporting the identification of which PMOs are delivering an exceptional service to their organisations.

Judging Committee Members allocation will be defined by drawing. To avoid any conflict of interest, judges cannot evaluate nominees from the countries they are representing or from their countries of birth.

The evaluation process is strictly technical and there is no political or any other non-technical aspect that may influence or change the evaluation results. The Judging Committee decisions are final and cannot be disputed by the competitors.

The evaluation process and its scores are proprietary to PMO Global Alliance and will not be disclosed to anyone, except to the Auditing Committee, composed of Judging Committee Members from the same home countries of the finalists that will be able to verify all the detailed information of the final evaluations, ensuring the reliability of the evaluation process.

See the following example to understand how the winners of each match are defined in the World category:

MATCH: ABC Company (COUNTRY A) X KJM Corporation (COUNTRY B)

Criteria	Judge A	Judge B	Judge C
1 – PMO's Journey Weight: **20%**	Best Performer: **ABC Company**	Best Performer: **ABC Company**	Best Performer: **ABC Company**
2 – Client Service Weight: **15%**	Best Performer: **KJL Corporation**	Best Performer: **ABC Company**	Best Performer: **ABC Company**
3 – Best Practices Weight: **15%**	Best Performer: **ABC Company**	Best Performer: **ABC Company**	Best Performer: **KJL Corporation**
4 – Innovation Weight: **10%**	Best Performer: **KJL Corporation**	Best Performer: **ABC Company**	Best Performer: **KJL Corporation**
5 – Community Weight: **10%**	Best Performer: **ABC Company**	Best Performer: **KJL Corporation**	Best Performer: **KJL Corporation**
6 – Value Generation Weight: **30%**	Best Performer: **ABC Company**	Best Performer: **KJL Corporation**	Best Performer: **KJL Corporation**
Judges' Results	**ABC Company** 20%+15%+10%+30% = 75% x **KJL Corporation** 15% + 10% = 25% Overall Best Performer: **ABC Company**	**ABC Company** 20%+15%+15%+10% = 60% x **KJL Corporation** 10%+30% = 40% Overall Best Performer: **ABC Company**	**ABC Company** 20%+15% = 30% x **KJL Corporation** 15%+10%+10%+30% = 70% Overall Best Performer: **KJL Corporation**
Match Result	ABC Company **2 x 1** KJL Corporation MATCH WINNER: **ABC Company (COUNTRY A)**		

GENERAL RULES

All applications and documents must be completed in English language (Business English), since they will be evaluated by an international Judging Committee who may not be familiar with acronyms and terms from your organisation, industry or country.

All submissions are made at the expense of the applicants.

The organisation's Lead Nominator must obtain all permissions of use from his/her organiaation.

Participants grant PMO Global Alliance the non-exclusive right to use any submitted copyrighted materials for any business-related purpose, including press releases, and other marketing and promotional materials, including but not limited to video presentations.

The participation of a representative of all finalists in the Awards Gala Ceremony and Future PMO Conference in London is mandatory and made at the expense of the finalists.

PMO Global Alliance will not reimburse any expense for assembling the Nomination Package, for any materials that may need to be created, or for any expense related to the Awards Gala Ceremony or Future PMO Conference.

PMO Global Alliance reserves the right within its sole discretion, and at any time up to the time of the presentation of the award, to determine that a participant is or has become ineligible for the award.

PMO Global Alliance reserves the right to accept or reject Entry Packages and Nomination Packages; make or cancel an award, or change deadlines as circumstances dictate, always aiming to promote the PMO Global Awards quality and benefit the PMO global community.

PMO Global Alliance reserves the right to rescind an award if it is discovered that any information submitted as false or misleading.

Participants, finalists and winners will be publicized through PMO Global Alliance (and its partners) communication channels and external media. Participants may also coordinate additional publicity with PMO Global Alliance.

HOW TO ENTER

STEP 1

SUBMITING YOUR ENTRY PACKAGE

Submitting the Entry Package is the first step to participate in the PMO Global Awards.

The Entry Package consists of a simple form, which will collect some basic nominee information necessary for the Organising Committee to verify the eligibility of your Entry.

By submitting the Entry Package you confirm that you have read, understood and agreed to all PMO Global Awards rules and procedures.

All Entry Packages submissions will be accepted until the deadline set for each category.

Within five days after submitting your Entry Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Entry will proceed to the Nominating Stage. Feel free to share the good news on your social media and professional social network profiles.

The acceptance message will inform your deadline to submit the Nomination Package, the next step in you journey.

If there is any pending information or your Entry Package is not accepted because it does not meet the eligibility criteria of the category, a message will be also sent to you within five days after the Entry Package submission.

Please submit your Entry Package by clicking the button at the top of this page.

STEP 2

SUBMITTING THE NOMINATION PACKAGE

After the Entry Package approval, the next step is preparing and submitting the Nomination Package, which consists of a video presentation, in the English Language, covering the mandatory topics described in the Video Specification Guidelines (please see Guidelines side menu).

IMPORTANT: Video presentations shorter than 25 minutes or longer than 45 minutes will not be accepted and the nominee will be disqualified.

The video presentation can be a PowerPoint style presentation with the presenter's voice recorded or any other format.

The video presentation recording process is the responsibility of the Lead Nominator. The PMO Global Awards team will not provide any technical support in recording the video presentation. It will be up to the Lead Nominator to find the best way to prepare the video presentation that must be submitted in the required format.

It is important to highlight that the video presentations of all nominees will be made available to our global community on different channels, since this is one of the main ways to share experience and knowledge, the true spirit of this initiative.

Share in the video presentation only information that can be fully disclosed, duly authorised by individuals or organisations whenever necessary.

We remind you that you will also have access to the video presentations of other competitors at the end of the competition, thus allowing you to learn about the good practices from other nominees.

By submitting the Nomination Package you confirm that you have obtained any necessary authorisation from individuals or organisations to comply with the PMO Global Awards rules and procedures.

The deadline to submit your Nomination Package will be informed in the Entry Stage acceptance message, as well as the instuctions on how the submission should be made.

Within ten days after submitting your Nomination Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Nomination is confirmed and it will proceed to the Evaluation Stage.

If there is any pending information or your Nomination Package is not accepted because it does not meet the guidelines of the category, a message will be also sent to you within five days after the Nomination Package submission.

STEP 3

MONITORING YOUR COMPETITION PERFORMANCE

You will not be required to take any action during the Evaluation Stage.

The results of each round of evaluation will be disclosed on the website within three working days of the completion date of each round and you will be notified by email message.

STEP 4

ATTENDING THE AWARDS CEREMONY IN LONDON

If you are one of the finalists of your category, it is mandatory to a representative of your organisation to attend the Awards Gala Ceremony on September 30th, 2020 in London.
All finalists and winners will be honored and recognized with appropriate trophies at the ceremony.

GUIDELINES

The video presentation composes the Nomination Package and it will be used by the Judges to understand, clarify and enhance the necessary points for the evaluation.

Video presentations of less than 25 minutes or longer than 45 minutes will not be accepted.

It is not mandatory for the presenter to be the Lead Nominator, being allowed the narration of a third person.

There is no specific template for the presentation but it must use a sans-serif font, with a minimum size of 14-pt.

The video presentation content must be in the English language.

The following six topics must be covered in the video presentation as follows:

0 – COVER: Please include the Organisation's name, City, Country, and Lead Nominator's name

1 – PMO'S JOURNEY: Tell about the PMO's journey, analysing its strategy, consistency, adaptability, leadership, and the path that made the PMO become what it is today.

2 – CLIENT SERVICE: Present the set of services/functions the PMO provides to its clients and stakeholders, how appropriate they are for the presented scenario, and how that mix of services is able to address the organisation's results expectations.

3 – BEST PRACTICES: Tell how the PMO is delivering its services/functions, the methods and techniques that are provided, their alignment with best practices, and how the PMO continually improves its services.

4 – INNOVATION: Present how the PMO used innovation to deal with challenges encountered throughout its journey, and what innovations were delivered to the organisation, generating effective results.

5 – COMMUNITY: Tell how the PMO actively works to create an engaged project management community within the organisation, evolving the organisational culture, and encouraging people to share experiences and lessons learned.

6 – VALUE GENERATION: Present the benefits and results delivered by the PMO to its customers, stakeholders, and the organisation. Tell how the organisational culture and maturity evolved. Finally, explain how the PMO encourage the engagement of the organisation's senior management and improve the sponsorship level.

INDUSTRY AWARDS
CATEGORY

PMO GLOBAL AWARDS

OVERVIEW

The Industry Awards is the category of the PMO Global Awards that annually honors the best PMOs in the world in each of the leading industries and economic sectors.

Awards in this category: 36 (12 winners and 24 finalists)

BANKING PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

CONSULTING PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

ENERGY PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

ENGINEERING PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

GOVERNMENT & PUBLIC PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

HEALTHCARE PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

HEAVY INDUSTRY PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

INSURANCE PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

MANUFACTURING PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

NONPROFIT PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

TECHNOLOGY PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

TELECOMMUNICATIONS PMO OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

KEY DATES

INDUSTRY AWARDS CATEGORY			Starts	Ends
ENTRY STAGE (Entry Package Submission)			Jan 13th	Mar 27th
NOMINATION STAGE (Nomination Package Submission)			Mar 14th	Apr 30th
EVALUATION STAGE	Qualifying Stage	Round 1	May 9th	May 19th
		Round 2	May 21st	May 31st
		Round 3	Jun 2nd	Jun 12nd
	Knockout Stage	Round 4	Jun 15th	Jun 25th
		Round 5	Jun 28th	Jul 8th
		Industry Finalists Annoucement	Jul 23rd	
AWARDS CEREMONY Industry Winners Announcement		London, UK	Sep 30th	
FUTURE PMO CONFERENCE			Oct 1st	

THE INDUSTRY AWARDS CATEGORY

ELIGIBILITY

Corporate, governmental or non-profit organisations can participate and their PMOs can support the Enterprise, a Business Unit, a Department, a Program or a Project.

Recipients of any Industry Category Award are not eligible to participate in the PMO Global Awards for two years after being awarded.

PMO Global Alliance affiliation is not required for nominees.

Current volunteers members of the PMO Global Alliance Board and Global Directors are not eligible for any award as well as current PMO Global Alliance staff, contractors, and consultants.

Current members of the PMO Global Awards Board and Committees are not eligible for any award.

WHO CAN PARTICIAPATE

The Industry Awards category is open to any organisation, as long as they are part of the industries covered at the Awards.

There is no restriction on the number of organisations per country, and there may be more than one organisation from the same country competing for the same award.

Each organisation can compete for only one industry award.

All PMOs competing in the World Awards category will automatically be also entered in the Industry Awards category, as long as their industries are among those considered in the category. However, PMOs of the category World Awards that are the winners of their respective regions will no longer be eligible for the Industry Awards category.

COMPETITION FORMAT

The PMOs will compete in a contest model where each country may be represented by one or more organisations.

All the competitors will be allocated in groups by Industry/Sector (only one industry for each organisation).

The contest is organised in two stages: Qualifying and Final Stages.

In the Qualifying Stage, competitors in each Industry group will be individually evaluated by different groups of judges in five rounds.

At this stage, the points obtained in each round will be added up and the three PMOs who get the highest score in each Industry group will qualify for their Industry Final Stage as Finalists.

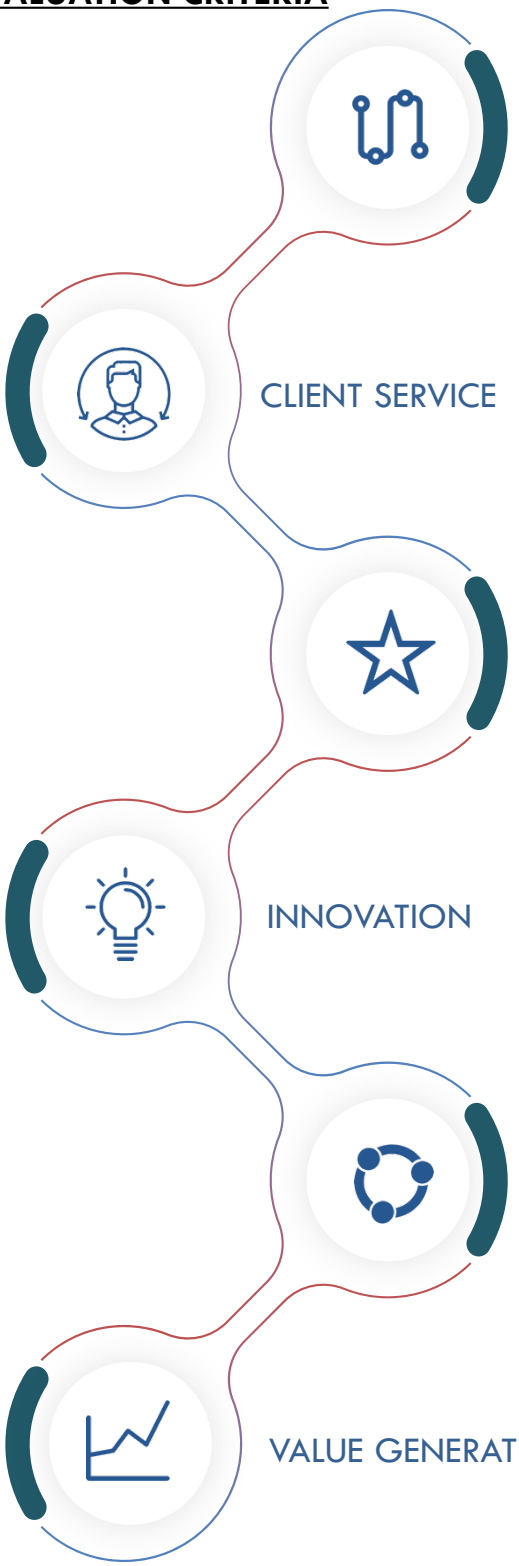
If there is a tie between two or more competitors, the definition of the winner will be given by the results of a pairwise comparison between them. If the tie remains, a new judge will be assigned to evaluate them comparatively, until the three competitors that will qualify to the next stage can be defined.

The Finalists of each Industry Group will be announced on July 23rd, 2020.

In the Final Stage, the three finalists of each Industry group will face each other (pairwise comparison) to appoint each Industry PMO of the Year.

The Winners of the Industry Awards Category will be announced on September 30th, 2020, at the Awards Gala Ceremony in London.

EVALUATION CRITERIA



PMO'S JOURNEY

This criterion evaluates the PMO's journey, analysing its strategy, consistency, adaptability, leadership, and the path that made the PMO become what it is today.

WEIGHT: 20%

CLIENT SERVICE

This criterion evaluates the set of services/functions the PMO provides to its clients and stakeholders, how appropriate they are for the presented scenario, and how that mix of services is able to address the organisation's results expectations.

WEIGHT: 15%

BEST PRACTICES

This criterion evaluates how the PMO is delivering its services/functions, the methods and techniques that are provided, their alignment with best practices, and how the PMO continually improves its services.

WEIGHT: 15%

INNOVATION

This criterion evaluates how the PMO used innovation to deal with challenges encountered throughout its journey, and what innovations were delivered to the organisation, generating effective results.

WEIGHT: 15%

COMMUNITY

This criterion evaluates how the PMO actively works to create an engaged project management community within the organisation, evolving the organisational culture, and encouraging people to share experiences and lessons learned

WEIGHT: 10%

VALUE GENERATION

This criterion evaluates the benefits and results delivered by the PMO to its customers, stakeholders, and the organisation. It also evaluates how the organisational culture and maturity evolved. Finally, it evaluates how the PMO encourage the engagement of the organisation's senior management and improve the sponsorship level.

WEIGHT: 25%

THE INDUSTRY AWARDS CATEGORY

The evaluation process is exclusively online. Judges will watch the video presentations and supporting documentation provided by each company to select the best PMOs, considering the established criteria.

In the Qualifying Stage, the PMOs will be evaluated individually by different groups of judges. In the Final Stage, the three finalists of each Industry Award will be evaluated comparatevelly (pairwise comparison), and the best performer will be appointed as the winner.

If there is a tie in the consolidation of the judges' results, a new judge will be assigned until the winner can be defined.

The Judges' evaluations must be as objective as possible and will be performed based on criteria, supporting the identification of which PMOs are delivering an exceptional service to their organisations.

Judging Committee Members allocation will be defined by drawing. To avoid any conflict of interest, judges cannot evaluate nominees from the countries they are representing or from their countries of birth.

The evaluation process is strictly technical and there is no political or any other non-technical aspect that may influence or change the evaluation results. The Judging Committee decisions are final and cannot be disputed by the competitors.

The evaluation process and its scores are proprietary to PMO Global Alliance and will not be disclosed to anyone, except to the Auditing Committee, composed of Judging Committee Members from the same home countries of the finalists that will be able to verify all the detailed information of the final evaluations, ensuring the reliability of the evaluation process.

GENERAL RULES

All applications and documents must be completed in English language (Business English), since they will be evaluated by an international Judging Committee who may not be familiar with acronyms and terms from your organisation, industry or country.

All submissions are made at the expense of the applicants.

The organisation's Lead Nominator must obtain all permissions of use from his/her organisation.

Participants grant PMO Global Alliance the non-exclusive right to use any submitted copyrighted materials for any business-related purpose, including press releases, and other marketing and promotional materials, including but not limited to video presentations.

The participation of a representative of all finalists in the Awards Gala Ceremony and Future PMO Conference in London is mandatory and made at the expense of the finalists.

PMO Global Alliance will not reimburse any expense for assembling the Nomination Package, for any materials that may need to be created, or for any expense related to the Awards Gala Ceremony or Future PMO Conference.

PMO Global Alliance reserves the right within its sole discretion, and at any time up to the time of the presentation of the award, to determine that a participant is or has become ineligible for the award.

PMO Global Alliance reserves the right to accept or reject Entry Packages and Nomination Packages; make or cancel an award, or change deadlines as circumstances dictate, always aiming to promote the PMO Global Awards quality and benefit the PMO global community.

PMO Global Alliance reserves the right to rescind an award if it is discovered that any information submitted as false or misleading.

Participants, finalists and winners will be publicized through PMO Global Alliance (and its partners) communication channels and external media. Participants may also coordinate additional publicity with PMO Global Alliance.

HOW TO ENTER

STEP 1

SUBMITING YOUR ENTRY PACKAGE

Submitting the Entry Package is the first step to participate in the PMO Global Awards.

The Entry Package consists of a simple form, which will collect some basic nominee information necessary for the Organising Committee to verify the eligibility of your Entry.

By submitting the Entry Package you confirm that you have read, understood and agreed to all PMO Global Awards rules and procedures.

All Entry Packages submissions will be accepted until the deadline set for each category.

Within five days after submitting your Entry Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Entry will proceed to the Nominating Stage. Feel free to share the good news on your social media and professional social network profiles.

The acceptance message will inform your deadline to submit the Nomination Package, the next step in you journey.

If there is any pending information or your Entry Package is not accepted because it does not meet the eligibility criteria of the category, a message will be also sent to you within five days after the Entry Package submission.

Please submit your Entry Package by clicking the button at the top of this page.

STEP 2

SUBMITTING THE NOMINATION PACKAGE

After the Entry Package approval, the next step is preparing and submitting the Nomination Package, which consists of a video presentation, in the English Language, covering the mandatory topics described in the Video Specification Guidelines (please see Guidelines side menu).

IMPORTANT: Video presentations shorter than 25 minutes or longer than 45 minutes will not be accepted and the nominee will be disqualified.

The video presentation can be a PowerPoint style presentation with the presenter's voice recorded or any other format.

The video presentation recording process is the responsibility of the Lead Nominator. The PMO Global Awards team will not provide any technical support in recording the video presentation. It will be up to the Lead Nominator to find the best way to prepare the video presentation that must be submitted in the required format.

It is important to highlight that the video presentations of all nominees will be made available to our global community on different channels, since this is one of the main ways to share experience and knowledge, the true spirit of this initiative.

Share in the video presentation only information that can be fully disclosed, duly authorised by individuals or organisations whenever necessary.

We remind you that you will also have access to the video presentations of other competitors at the end of the competition, thus allowing you to learn about the good practices from other nominees.

By submitting the Nomination Package you confirm that you have obtained any necessary authorisation from individuals or organisations to comply with the PMO Global Awards rules and procedures.

The deadline to submit your Nomination Package will be informed in the Entry Stage acceptance message, as well as the instructions on how the submission should be made.

Within ten days after submitting your Nomination Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Nomination is confirmed and it will proceed to the Evaluation Stage.

If there is any pending information or your Nomination Package is not accepted because it does not meet the guidelines of the category, a message will be also sent to you within five days after the Nomination Package submission.

STEP 3

MONITORING YOUR COMPETITION PERFORMANCE

You will not be required to take any action during the Evaluation Stage.

The results of each round of evaluation will be disclosed on the website within three working days of the completion date of each round and you will be notified by email message.

STEP 4

ATTENDING THE AWARDS CEREMONY IN LONDON

If you are one of the finalists of your category, it is mandatory to a representative of your organisation to attend the Awards Gala Ceremony on September 30th, 2020 in London.
All finalists and winners will be honored and recognized with appropriate trophies at the ceremony.
All applications and documents must be completed in English language (Business English), since they will be evaluated by an international Judging Committee who may not be familiar with acronyms and terms from your organisation, industry or country.
All submissions are made at the expense of the applicants.
The organisation's Lead Nominator must obtain all permissions of use from his/her organisation.
Participants grant PMO Global Alliance the non-exclusive right to use any submitted copyrighted materials for any business-related purpose, including press releases, and other marketing and promotional materials, including but not limited to video presentations.
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Participants, finalists and winners will be publicized through PMO Global Alliance (and its partners) communication channels and external media. Participants may also coordinate additional publicity with PMO Global Alliance.

GUIDELINES

The video presentation composes the Nomination Package and it will be used by the Judges to understand, clarify and enhance the necessary points for the evaluation.

Video presentations of less than 25 minutes or longer than 45 minutes will not be accepted.

It is not mandatory for the presenter to be the Lead Nominator, being allowed the narration of a third person.

There is no specific template for the presentation but it must use a sans-serif font, with a minimum size of 14-pt.

The video presentation content must be in the English language.

The following six topics must be covered in the video presentation as follows:

0 – COVER: Please include the Organisation's name, City, Country, and Lead Nominator's name

1 – PMO'S JOURNEY: Tell about the PMO's journey, analysing its strategy, consistency, adaptability, leadership, and the path that made the PMO become what it is today.

2 – CLIENT SERVICE: Present the set of services/functions the PMO provides to its clients and stakeholders, how appropriate they are for the presented scenario, and how that mix of services is able to address the organisation's results expectations.

3 – BEST PRACTICES: Tell how the PMO is delivering its services/functions, the methods and techniques that are provided, their alignment with best practices, and how the PMO continually improves its services.

4 – INNOVATION: Present how the PMO used innovation to deal with challenges encountered throughout its journey, and what innovations were delivered to the organisation, generating effective results.

5 – COMMUNITY: Tell how the PMO actively works to create an engaged project management community within the organisation, evolving the organisational culture, and encouraging people to share experiences and lessons learned.

6 – VALUE GENERATION: Present the benefits and results delivered by the PMO to its customers, stakeholders, and the organisation. Tell how the organisational culture and maturity evolved. Finally, explain how the PMO encourage the engagement of the organisation's senior management and improve the sponsorship level.

PROFESSIONAL AWARDS
CATEGORY

PMO GLOBAL AWARDS

PROFESSIONAL AWARDS CATEGORY

OVERVIEW

The Professional Awards is the category of the PMO Global Awards that annually honors individuals around the World for their outstanding performance (PMO Leader of the Year) and for their significant contributions to the PMO global community (PMO Influencer of the Year).

Awards in this category: 6 (2 Winners and 4 Finalists)

PMO LEADER OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

PMO INFLUENCER OF THE YEAR AWARD

Three finalists. They will be awarded with special trophies (1 Winner and 2 Finalists) at the Awards Gala Ceremony (September 30th, 2020) in London.

KEY DATES

PROFESSIONAL AWARDS CATEGORY			Starts	Ends
ENTRY STAGE (Entry Package Submission)			Jan 13th	Mar 27th
NOMINATION STAGE (Nomination Package Submission)			Mar 14th	Apr 30th
EVALUATION STAGE	Qualifying Stage	Round 1	May 9th	May 19th
		Round 2	May 21st	May 31st
		Round 3	Jun 2nd	Jun 12nd
	Knockout Stage	Round 4	Jun 15th	Jun 25th
		Round 5	Jun 28th	Jul 8th
		Professional Awards Finalists Annoucement	Jul 23rd	
AWARDS CEREMONY Professional Awards Winners Announcement		London, UK	Sep 30th	
FUTURE PMO CONFERENCE			Oct 1st	

ELIGIBILITY

PMO Leader of the Year Award:

- Nominees must be at least 35 years old.
- Only individuals with a minimum of a total of eight-year PMO leadership experience can be nominated.
- The nominee must be working regularly as a PMO Leader in his/her organisation for at least two years, considering the date of submission of the Entry Package.
- Directors, Heads, Managers, Coordinators or any other leadership position can be considered PMO Leaders.
- The PMO Leader must have a minimum team of three subordinate professionals.
- Consultants are not eligible to be nominated.

PMO Influencer of the Year Award:

- Nominees must be at least 35 years old.
- Executives, Practitioners, Consultants, Authors and Researchers can be nominated.

Both Awards:

- Recipients of a Professional Category Award are not eligible to be nominated for the same award for two years after being awarded.
- PMO Global Alliance affiliation is required for nominees.
- Current volunteers members of the PMO Global Alliance Board and Global Directors are not eligible for any award as well as current PMO Global Alliance staff, contractors, and consultants.
- Current members of the PMO Global Awards Board and Committees are not eligible for any award.

WHO CAN PARTICIPATE

The Professional Awards category is open to any eligible individual and there is no restriction on the number of nominees per organisation or nationality.

Individuals can nominate themselves or can be nominated (with the individual's approval) by organisations or other individuals.

The same individual can be nominated for both awards in this category (PMO Leader of the Year and PMO Influencer of the Year) but two specific Entry Packages must be submitted, one for each award, as the information requested in each Entry Package is different.

COMPETITION FORMAT

The contest is organised in two stages: Qualifying and Final Stages.

In the Qualifying Stage, nominees will be individually evaluated by different groups of judges in five rounds.

At this stage, the points obtained in each round will be added up and the three nominees who get the highest score in each award (PMO Leader and PMO Influencer) will qualify for their Final Stage as Finalists.

If there is a tie between two or more nominees, the definition of the winners will be given by the results of a pairwise comparison between them. If the tie remains, a new judge will be assigned to evaluate them comparatively, until the three nominees that will qualify to the next stage can be defined.

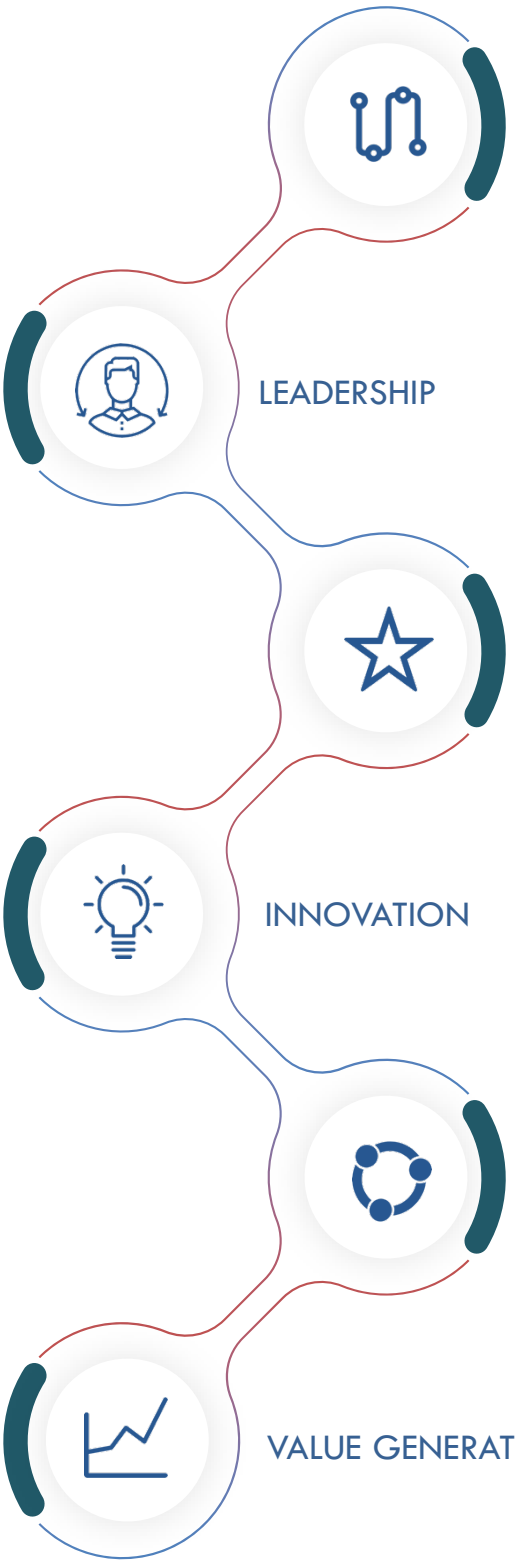
The Finalists of each award will be announced on July 23rd, 2020.

In the Final Stage, the three finalists of each award will face each other (pairwise comparison) to appoint the award winner.

The Winners of the Professional Awards Category will be announced on September 30th, 2020, at the Awards Gala Ceremony in London.

PMO LEADER OF THE YEAR AWARD CRITERIA

EVALUATION CRITERIA



PROFESSIONAL JOURNEY

This criterion evaluates the nominee's journey, analysing his/her career in terms of consistency and the path that made the nominee become an outstanding PMO Leader.

WEIGHT: 10%

LEADERSHIP

This criterion evaluates how the nominee has been acting as a true Leader in the last 24 months, supporting and motivating his/her team to collaborate, develop skills and deliver value and results to the organisation.

WEIGHT: 20%

BEST PRACTICES

This criterion evaluates how the nominee has implemented and run his/her PMO in the last 24 months. It evaluates the PMO structure, practices, and solutions that were implemented by the nominee to deliver the expected results.

WEIGHT: 20%

INNOVATION

This criterion evaluates what innovative practices and solutions the nominee has implemented in the last 24 months to overcome organisation's challenges.

WEIGHT: 15%

COMMUNITY

This criterion evaluates how much the nominee actively works to create an engaged PMO community into his/her organisation, industry and country.

WEIGHT: 15%

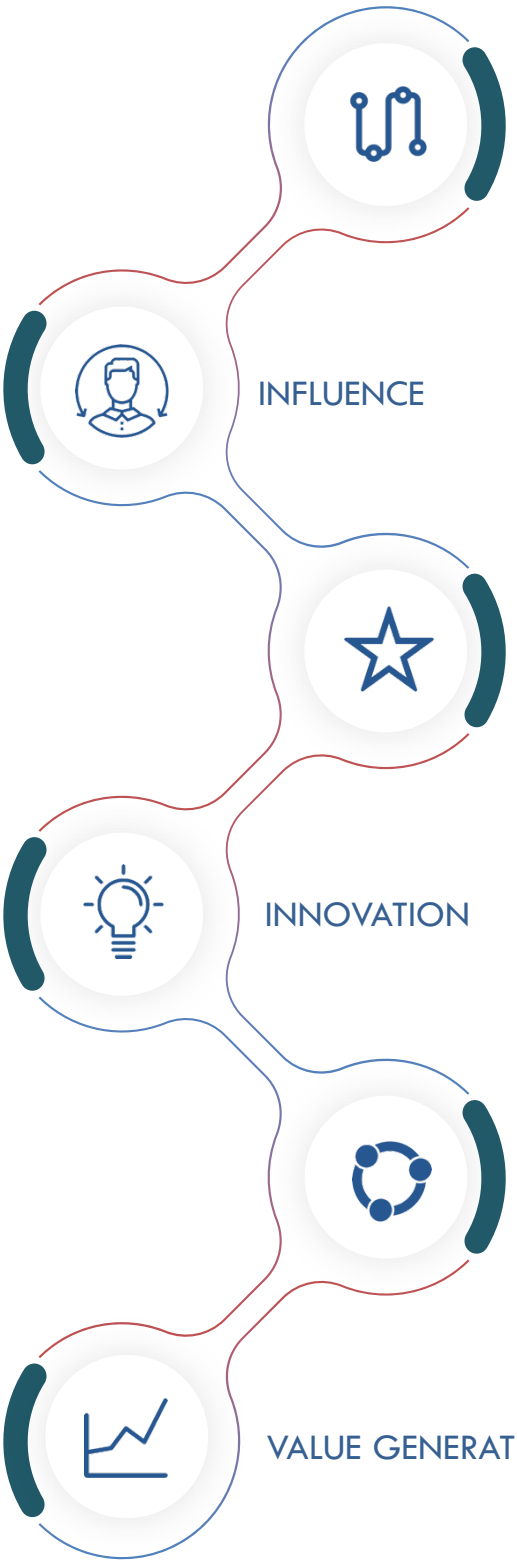
VALUE GENERATION

This criterion evaluates the effective results delivered by the nominee in the last 24 months to his/her executives, sponsors, customers, stakeholders, and the organisation as a whole. It also evaluates how much the nominee has contributed to the improvement and evolution of the organisational culture and maturity. Finally, it evaluates how the nominee has been encouraging the engagement of the organisation's senior management and improving the sponsorship level.

WEIGHT: 20%

PMO INFLUENCEROF THE YEAR AWARD CRITERIA

EVALUATION CRITERIA



PROFESSIONAL JOURNEY

This criterion evaluates the nominee's journey, analysing his/her career in terms of consistency and the path that made the nominee become an outstanding PMO Influencer.

WEIGHT: 15%

INFLUENCE

This criterion evaluates how the nominee has been consistently acting as a true PMO Influencer in the last 24 months, inspiring the PMO community, providing valuable contribution to professionals and organisations.

WEIGHT: 20%

BEST PRACTICES

This criterion evaluates the technical quality of the nominee's contributions in the last 24 months.

WEIGHT: 15%

INNOVATION

This criterion evaluates what innovative contributions the nominee has provided to the PMO community in the last 24 months.

WEIGHT: 15%

COMMUNITY

This criterion evaluates how much the nominee actively works to create an engaged PMO community in his/her country and in the World.

WEIGHT: 15%

VALUE GENERATION

This criterion evaluates the impact of the nominee's actions, words and ideas in the PMO community and how much the community recognise the importance of his/her contributions.

WEIGHT: 20%

PROFESSIONAL AWARDS CATEGORY

The evaluation process is exclusively online. Judges will watch the video presentations and supporting documentation to select the best nominees, considering the established criteria.

In the Qualifying Stage, the nominees will be evaluated individually by different groups of judges. In the Final Stage, the three finalists of each Award will be evaluated comparatively (pairwise comparison), and the best performer will be appointed as the winner.

If there is a tie in the consolidation of the judges' results, a new judge will be assigned until the winner can be defined.

The Judges' evaluations must be as objective as possible and will be performed based on criteria, supporting the identification of which nominees have an outstanding performance.

Judging Committee Members allocation will be defined by drawing. To avoid any conflict of interest, judges cannot evaluate nominees from the countries they are representing or from their countries of birth.

The evaluation process is strictly technical and there is no political or any other non-technical aspect that may influence or change the evaluation results. The Judging Committee decisions are final and cannot be disputed by the competitors.

The evaluation process and its scores are proprietary to PMO Global Alliance and will not be disclosed to anyone, except to the Auditing Committee, composed of Judging Committee Members from the same home countries of the finalists that will be able to verify all the detailed information of the final evaluations, ensuring the reliability of the evaluation process.

GENERAL RULES

All applications and documents must be completed in English language (Business English), since they will be evaluated by an international Judging Committee who may not be familiar with acronyms and terms from your organisation, industry or country.

All submissions are made at the expense of the applicants.

The nominees must obtain all permissions of use from his/her organisation.

Nominees grant PMO Global Alliance the non-exclusive right to use any submitted copyrighted materials for any business-related purpose, including press releases, and other marketing and promotional materials, including but not limited to video presentations.

The participation of all finalists nominees in the Awards Gala Ceremony and Future PMO Conference in London is mandatory and made at the expense of the finalists.

PMO Global Alliance will not reimburse any expense for assembling the Nomination Package, for any materials that may need to be created, or for any expense related to the Awards Gala Ceremony or Future PMO Conference.

PMO Global Alliance reserves the right within its sole discretion, and at any time up to the time of the presentation of the award, to determine that a participant is or has become ineligible for the award.

PMO Global Alliance reserves the right to accept or reject Entry Packages and Nomination Packages; make or cancel an award, or change deadlines as circumstances dictate, always aiming to promote the PMO Global Awards quality and benefit the PMO global community.

PMO Global Alliance reserves the right to rescind an award if it is discovered that any information submitted as false or misleading.

Nominees, finalists and winners will be publicized through PMO Global Alliance (and its partners) communication channels and external media. Participants may also coordinate additional publicity with PMO Global Alliance.

HOW TO ENTER

STEP 1

SUBMITING YOUR ENTRY PACKAGE

Submitting the Entry Package is the first step to participate in the PMO Global Awards.

The Entry Package consists of a simple form, which will collect some basic nominee information necessary for the Organising Committee to verify the eligibility of your Entry.

By submitting the Entry Package you confirm that you have read, understood and agreed to all PMO Global Awards rules and procedures.

All Entry Packages submissions will be accepted until the deadline set for each category.

Within five days after submitting your Entry Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Entry will proceed to the Nominating Stage. Feel free to share the good news on your social media and professional social network profiles.

The acceptance message will inform your deadline to submit the Nomination Package, the next step in you journey.

If there is any pending information or your Entry Package is not accepted because it does not meet the eligibility criteria of the category, a message will be also sent to you within five days after the Entry Package submission.

Please submit your Entry Package by clicking the button at the top of this page.

STEP 2

SUBMITTING THE NOMINATION PACKAGE

After the Entry Package approval, the next step is preparing and submitting the Nomination Package, which consists of a video presentation, in English Language, covering the mandatory topics described in the Video Specification Guidelines (please see Guidelines side menu).

IMPORTANT: Video presentations shorter than 25 minutes or longer than 45 minutes will not be accepted and the nominee will be disqualified.

The video presentation can be a PowerPoint style presentation with the presenter's voice recorded or any other format.

The video presentation recording process is the responsibility of the Nominee or the Lead Nominator. The PMO Global Awards team will not provide any technical support in recording the video presentation. It will be up to the Nominee or the Lead Nominator to find the best way to prepare the video presentation that should be submitted in the required format.

It is important to highlight that the video presentations of all nominees will be made available to our global community on different channels, since this is one of the main ways to share experience and knowledge, the true spirit of this initiative.

Share in the video presentation only information that can be fully disclosed, duly authorised by individuals or organisations whenever necessary.

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Within ten days after submitting your Nomination Package you will receive a message from the Organising Committee notifying if it has been accepted, which means your Nomination is confirmed and it will proceed to the Evaluation Stage.

If there is any pending information or your Nomination Package is not accepted because it does not meet the guidelines of the category, a message will be also sent to you within five days after the Nomination Package submission.

STEP 3

MONITORING YOUR COMPETITION PERFORMANCE

You will not be required to take any action during the Evaluation Stage.

The results of each round of evaluation will be disclosed on the website within three working days of the completion date of each round and you will be notified by email message.

STEP 4

ATTENDING THE AWARDS CEREMONY IN LONDON

If you are one of the finalists of your category, it is mandatory to attend the Awards Gala Ceremony on September 30th, 2020 in London.
All finalists and winners will be honored and recognized with appropriate trophies at the ceremony.

GUIDELINES

The video presentation composes the Nomination Package and it will be used by the Judges to understand, clarify and enhance the necessary points for the evaluation.

Video presentations of less than 25 minutes or longer than 45 minutes will not be accepted.

It is not mandatory for the presenter to be either the nominee's or the Lead Nominator, being allowed the narration of a third person.

There is no specific template for the presentation but it must use a sans-serif font, with a minimum size of 14-pt.

The video presentation content must be in the English language.

The following six topics must be covered in the video presentation as follows:

0 – COVER: Please include the Nominee's name, Organisation, City, Country, and Lead Nominator's name (if there is one).

1 – PROFESSIONAL JOURNEY: Show the nominee's journey, his/her career and the path that made the nominee becomes an outstanding PMO Leader.

2 – LEADERSHIP: Tell how the nominee has been acting as a true Leader in the last 24 months, supporting and motivating his/her team to collaborate, develop skills and deliver value and results to the organisation.

3 – BEST PRACTICES: Tell how the nominee has implemented and run his/her PMO in the last 24 months. Present the PMO structure, practices, and solutions that were implemented by the nominee to deliver the expected results.

4 – INNOVATION: Tell what innovative practices and solutions the nominee has implemented in the last 24 months to overcome organisation's challenges.

5 – COMMUNITY: Tell how much the nominee actively works to create an engaged PMO community into his/her organisation, industry and country.

6 – VALUE GENERATION: Tell the effective results delivered by the nominee in the last 24 months to his/her executives, sponsors, customers, stakeholders, and the organisation as a whole. Present how much the nominee has contributed to the improvement and evolution of the organisational culture and maturity. Finally, tell how the nominee has been encouraging the engagement of the organisation's senior management and improving the sponsorship level.