



Peter Tylor

PROJECT MANAGEMENT OFFICE



About

THE PROJECT MANAGEMENT OFFICE (PMO) IN A BUSINESS OR PROFESSIONAL ENTERPRISE IS THE DEPARTMENT OR GROUP THAT DEFINES AND MAINTAINS THE STANDARDS OF PROCESS, GENERALLY RELATED TO PROJECT MANAGEMENT, WITHIN THE ORGANIZATION.



WHAT IS PMO?

- **PROJECT MANAGEMENT IS ALL ABOUT DOING SOMETHING (A PROJECT) IN THE RIGHT WAY. THE 'RIGHT WAY' IS ALL ABOUT METHOD AND DISCIPLINE AND QUALITY AND CONTROL.**
- **PROGRAM MANAGEMENT IS ALL ABOUT DOING THOSE THINGS (THE PROJECTS) IN THE RIGHT SEQUENCE OR ORDER.**
- **PORTFOLIO MANAGEMENT IS ABOUT DOING THE RIGHT THINGS.**

WHICH LEAVES THE PMO. AND YOU CAN THINK OF THE IT AS DOING ALL THE ABOVE, BUT WITH THE RIGHT TEAM. 'THE RIGHT THINGS, IN THE RIGHT WAY, IN THE RIGHT ORDER'.



Portfolio

Doing The Thing Right



Program

Doing It In The Right
Order



Project

Doing It The Right Way



PMO

Doing All It With Right Team



Operational Mode

A Project Management Office can operate in a number of ways:

- Supportive
- Controlling
- Directive

Supportive

The Supportive Project Management Office is all about helping project managers. It does it by providing some level of support in the form of:

- project expertise,
- templates,
- guidelines,
- best practices (or at least proven practices),
- knowledge and project expertise,

typically based on personal experience and/or a network of experienced people throughout the organisation.

Why Use Supportive Model?

- The requirement is to merely aid the existing project activity to raise the levels of project success
- To share project management information across a wider group of project managers
- To empower the project managers and project teams to solve common problems and be more successful

Controlling

The Controlling Project Management Office is applicable where you want stronger discipline on all project activities, methods, procedures, documentation etc.

Why Use Controlling Model?

- To ensure that a standard and consistent methodology is used
- To ensure that regulatory compliance is adhered to
- Where there are regular reviews that need to be passed
- A project or projects are high or higher risk than normal
- A project or projects are a high or higher profile than normal
- This is a new business endeavour

Directive

This Directive Project Management Office goes beyond control. Here, the PMO takes over the project or projects by providing the necessary project management experience and resources. Project managers from the PMO are assigned to each new project and reporting of project progress is direct to the PMO itself.

Why Use Directive Model?

- Guarantee the highest level of consistency of project management practice across all projects
- Reduce costs by centralizing project services
- De-risk project delivery

Blended PMO

Combining Elements Of All Models

Supportive

Aid
Empower
Share

Controlling

Standards
Risk MGT
Profiling

Directive

Ownership
Guarantee
Unit

Blended PMO

There is another to That PMO can operate. There is a combination of three: Supportive, Controlling, and Directive. So this is perhaps better described as a "blended PMO". And blend can be of any two-mode or all three modes.

This is quite a common approach. It is flexible depending on the actual and individual needs.

All PMOs are not equal

Project Management Office leaders should try and move their PMO to a level appropriate and relevant to the organization funding and sponsoring it. There are five levels in the Maturity Scale:

Level-1:Ad-hoc:

The PMO will typically get involved as troubleshooters and recovery agents.

It is some form of SWAT team activity; a specialist group of senior project managers who enter projects to solve issues. They can deploy them 'seen it and done it and lived to tell the tale experience.

Level-2:Defined

Where the project discipline is defined, executed, and repeatable. Here the PMO will have set up standards and methods and will measure adoption and compliance accordingly.

Level-3:Controlled

Where the project discipline targets align with business goals and are defined with greater detail. Results are qualitatively predictable and the PMO will operate a governance model against this, through reporting and deviation correction.

Level-4:Measured

Quantitative goals are set and measured. The PMO will lead the measurement of project behavior through KPIs and metrics dealing with intervention by exception.

Level-5:Optimized

There is a focus on continually improving performance. Here the PMO moves beyond the individual project focus. Instead, it looks more toward incremental and innovative improvements. To this end, the PMO may well initiate projects for self-improvement.

THE

END