The Project Office

Project Management Office (PMO)

- PMO is usually a centralized organizational unit that oversees the management of projects and programs throughout the organization
- Its objective is to establish and maintain procedures and standards to the projects in the PMO
  - They are often tasked with establishing an organizational project management (OPM) framework
  - OPM is used in conjunction with other organizational practices, such as HR, tech and culture to improve performance and maintain competitive edge

PMO

- According to PMBOK, PMO provide support for project managers in;
  - Providing an established PM methodology including templates, forms, and standards
  - Mentoring, coaching and training project managers
  - Facilitating communication within and across projects
- PMO might exist in all organizational structures- functional, project oriented, or matrix
  - Might have authority to manage, cancel or advise upon the projects
  - They are also called Project Officer, PM Offices or Centers of Excellence
- They compare the project goals with project progress and gives feedback to the project teams and management
- PMO also has the responsibility for maintaining and archiving project documentation for future reference

PMO

- PMO ensure projects are aligned with the strategic objectives of the organization
- They measure the performance of active projects and suggests corrective actions
- PMO evaluates completed projects for their adherence to the PM plan

Difference between PM and PMO

- PM is responsible for **meeting** the objectives of the project they are managing, controlling the resources within the project, and managing the individual project constraints

- PMO is responsible for **managing** the objectives of a collective set of projects, managing resources across the projects and managing the interdependencies of all the projects within the PMOs authority

PMO Organizational Types

- There are generally 3 types of PMO organizational types;

PMO Type	Role	Level of Control
Supportive	Consulting: Templates, project repository, training	Low
Controlling	Compliance: PM Framework, Conformance to methodologies, Conformance to governance frameworks. Use of specific templates and tools	Moderate
Directive	Controlling: PMO manages projects	High

Three Levels of a Project Office

FIGURE 24-1. THREE LEVELS OF A PROJECT OFFICE

Challenges of Implementing a PO

- Inside the matrix structure- There are conflict in objectives between project team and functional departments

- Low Project Maturity Levels- A level-2 PO can have challenge to integrate multiple projects of varying size from small to multi-month/year initiatives

- Leve-3 Project Office Implementation- most companies remain tangled at Level 2 Project Office

Levels of Project Office

	Service Offering	Level 1: Project Control Office	Level 2: Business Unit PMO	Level 3: Strategic/ Enterprise PMO	Description of Services
People	Project Planning and Controls Specialists	X		X	Plans all activities for the project; manages the critical path, issues, risk, and budget. Responsible for resource management and schedule/budget status reporting.
	Project and Program Managers	X		X	Coordinates with business sponsors to manage scope of work, business issues, risks, etc. Drives business issues and communicates to project stakeholders and team members.
	Mentoring and Coaching		X	X	Individual coaching for less experienced project managers, to reinforce training and established client methodologies.
	PM Training and Professional Development		X	X	A variety of on-site training courses including certification programs that can be customized for any organization.
	Organizational Change Management		X	X	Assessing current organization's readiness to change, including barriers to change, and developing/executing a plan to successfully implement new project management processes.
Process	PM Organizational Maturity Assessment & Improvement Planning		X	X	Uses PM Solutions' acclaimed Project Management Maturity Model (PMMM) to show how to systematically mature an organizations' project management practices.
	Project Portfolio Management		X	X	Process and software tools to select and manage the optimum set of projects that maximize business value. Provides management visibility through dashboard reporting.
	PM Methodology	X	X	X	Customized methodology—processes, procedures, templates, examples, and guides—delivered through an easy-to-use web-based tool, the PM Community of Practice (PMCOP).
	Functional Methodology		X	X	Customized methodology (SDLC, NPD, Marketing) that integrates into the overall project management methodology.
	PM Value Measurement		X	X	Tangible metrics program established to measure the benefits derived from the PMO.
Technology	PM Software	X	X	X	Proven software tools for planning, managing, and status reporting the full portfolio of project(s).

Value Addition from a Project Office

- Management of standard methodology
- Center for the collection of data
- A Systems Thinking Perspective
- Knowledge Management

Pitfalls

- PMO faces cost cutting because the organizations take good project management for granted
- Good project management becomes invisible and it seems that projects are running themselves
  - PMO looks to be more expensive- a delusion