PMO Proposal Approach-1

Importance of PMO & PMO Consultant

Bringing PMO concept in organization is change management. Change in the way organization deliver value in any project they do. A very high level objective of any PMO is ensure the success of all the projects organization is doing. A success framework need to be developed for this. This framework is unique for each organization because as each person has different DNA, so the organizations. The framework should capitalize on organizational strengths and minimize the impact of weaknesses. No two industry or organizations are same therefore as per experience copy paste of processes, templates, checklist and formats does not work at all.

Hiring external consultant approach in the case of PMO works because of following reasons.
- PMO consultant brings the set of best practices and industry trends with him.
- Based on his experience he know what best practices are going to help your organization.
- Being external to the organization it is comparatively easy to get the work done with strong management support rather then being internal
- He is not part of organizational politics and not engaged in any individual's benefit optimization, which is obvious part of every organization
- Understands the nitty-gritty of process and their long term impact on organizational behavior
- Understanding of the systems & tools, which systems works best and where

It becomes very difficult for internal people to see someone internal giving suggestions, instruction, best practices and not delivering. By nature every powerful delivery project manager in organization would fire back and want that position. And it becomes very difficult for manager of the project managers to strike the balance between growing the revenue and ensuring successful delivery in each project every time. That is place where PMO consultant chips in between project managers and their managers.

No project can be delivered without processes. I believe that no project fails or get challenged **without processes**. Project fails or get challenged because of lousy processes. We understand the people and technology are also responsible for success and failure of projects but we believe that even people & technology aspects can be taken care only through the processes. Using lousy processes even if we put right person at wrong assignment or right technology for wrong use it is not going to work.

PMO does not guarantee the 100% success but systematically it brings those changes in organization which over a period of time increases chances of success dramatically. Cementing the good habits in project delivery. Project may fail or get challenged even in PMO environment but in that condition there a lots of learning with minimum cost and early corrections.

For successful project delivery at organization level a framework is required to connect processes, technology, people which would combine them all together in one thread for all projects irrespective of technology, geography, department and processes involved. There are two approaches both are good depends how the sponsor wants to see the benefits.

- Sponsor Type-1: Who believe that PMO is powerful concept and definitely will ensure success to projects in my organization. But managing such a change is not easy organization level. So lets pickup a key pain area and define the processes & systems for that process at organization level. After tasting the success of one process they move to next process. So they go wide with one process.
- Sponsor Type-2: Who believe that PMO seems to be good concept but I am not sure whether it will work for my organization or not. So they go deep inside one project. Once they see the success they move to the other departments & projects.

Which approach will work for organization, we can discuss with you.
PMO as cost centre does not last longer therefore define the value added by PMO to projects in terms of cost cutting, efficiency increase, defect reduction, productivity increase, customer satisfaction increase etc. For this purpose baseline the metrics from completed projects and set the goal for running projects which are managed using PMO.

The goals should be achieved through
- Standardization
- Scaling
- Training
- Institutionalization
- Measurement
- Automation
- Audits

Deliverables of PMO Consulting Assignment
- Define PMO mission, vision, objective
- PMO Rollout plan
- Clearly defined roles & responsibilities for project managers. This can a set of additional core responsibilities.
- PMO Structure
- Define deliverables project life cycle for each type of project organization is doing

- Define the set of deliverables & their formats expected from projects for organizational process assets
- Project templates, checklists, formats
- Skill gap analysis
- Role based training to project staff on relevant processes and systems
- Key trainings like Earn Value Management using Microsoft Project Office, Risk Management, Project Costing, Project Scheduling to all project managers
- Project dashboard for project managers and senior management
- Organization Project Maturity assessment reports at defined intervals
- PMO Scope, Responsibilities & Boundary
- Project Risk Management Framework
- Process mapping to PMBoK processes
- Baseline the process automation need for EPM solution implementation.
- Design formats of customized reports required
- Audit (configuration, risk, procurement, QA) reports, recommendation reports
- Identify and baseline key metrics like productivity, utilization, defect density at organization level
- Organize project knowledge base from key projects closed in past.

Note: We understand that because of organizational IPR /confidentiality on some project or organization aspect we may have limited access therefore we would need person from your organization to complete the work and we review the output with him.