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# My Profile

Hari is VP- PMO Solutions at FDSC. He has over 16+ years of cross-functional experience in IT Delivery organization, 12 years in Project Management, 4+ years as Delivery head/ Program manager. He is an **MCA, MBA (Operations), Post Graduate Diploma in Finance & MCITP, PMP Certified**

* Experience of PMO setup & running
* Sound understanding of **Enterprise Risk Management** practices
* **Project Management** experience of managing 30+ projects of **40,000 mandays**.
* **FPA counting** experience of more than **30000 FP** of 15+ proposals/projects
* Experience/knowledge of **Earn Value Management, ESMS, AgileEVM**
* **Setup a delivery centre from base,** responding to **RFPs and evaluating opportunities**
* **Experience & knowledge in domains like** Stock Broking, Banking, Accounting, Mutual Fund, Cargo, NGO, Staffing, LBS, DMS, Industrial Cleaning and Insurance, **8+ years in BFSI** domain.
* Experience of **Agile & Waterfall** Methodologies of project lifecycle.
* **Estimating, Budgeting & Scheduling** for any type of IT project, product, delivery initiatives
* **Develop Product roadmap** and lead a team to define, architect, develop, test, release, implement, customize and improve features
* Experience of Managing lessons learned, OAL, Best Practices, Knowledge base etc.
* Established Thought Leader & Practice Professional in implementing **CMMI (1.1, 1.2), ISO9001:2000 initiative rollout** in organization for process improvement, sound understanding of **ITIL and ISO-20000, ISMS/ ISO-27001**
* Exhaustive experience of **Process Engineering;** defining, implementing processes and defining metrics and quality goals for process improvement.
* **Core competence** in making detail project plan, process tailoring**,** review, SQA audits, PPQA audits, implement & align processes for Management & Delivery

# Page0- PMO Main Page

Today businesses are focusing on core competencies and outsourcing those functions which are not their core-competence. They are exploiting all type of resources available to the full extent, equipping core functions with more talented staff, efficient material, more training, more automated systems and more fine tuned processes.

When any Pharmaceutical company, real-estate company or technology company in .NET or Java etc, has some great project to deliver they have technology experts, architects, legal advisors, financial experts, scientists, domain experts but they do may not have seasoned project management expert. Project Management function is the integration, communication & alignment function between all experts in the project. In absence of this function project fails even with best talented staff. Sometime experienced or loyal technology expert, domain experts or architects are promoted to work in this function but because of absence of skillset required to perform this function they struggle and get exhausted and feel worn out.

Now Project Management is internationally recognized profession like advocate, doctor, charted accountant. Organizations like PMI are trying to establish the respect for this profession which it deserves. For that purpose they spends huge amount of money and efforts in research, developing standards, training and certification.

PMO is the CoE (Centre of excellence) function in organization focused primarily on Project Management activities like BA, Architect, UI Experts is focused on their respective work. PMO can be separate function in organization or it can be outsourced to experts. Project Management has five major process groups Project Intiation, Project Planning, Project Execution, Project Monitor & Control, Project Closure and several process, depending upon the angle from which you cut the problem (or provide solution) of any organization. Due to organizational culture, politics, customer requirements, skills available, organizational business focus you can outsource those processes which make much difference for you. While we get engaged with you we can help you in identifying those processes.

Below are few facts compiled from various sources :

* Organization having effective PMO as COE completes more projects successfully than organizations without PMO
* Longer the PMO in operation with well defined roles and responsibilities more are the chances of success.
* Outsourcing PMO can be cost effective and built the new skills in existing PMO
* PMO helps in standardizing & institutionalizing project management practices
* Dedicated PMO function can do better resource forecasting & resolve resource conflicts
* Dedicated PMO can take care about the career growth of project management professional
* PMO having the power to cancel, postpone and take go-no-go decision of projects are more successful & business profitable than PMO which are just engaged in routine activities.

Our PMO services can define performance measure rating in eight dimensions.

* Strategy execution
* Shareholder satisfaction
* Resource allocation
* Financial performance
* Customer satisfaction
* Strategic alignment
* Budget/schedule performance
* Portfolio performance

While reading this page, you can have either of 3 objectives in your mind

1. Lets create a PMO in our organization- ESTABLISHING PMO
2. Our PMO is very reactive or not effective so lets make it with more skills, techniques and give more responsibilities to it- IMPROVING PMO
3. We are not project management organization, we want to focus on our core business lets somebody outsider manage this work for us- OUTSOURCING PMO

PMO Mission and objectives are met through training, consulting and mentoring project team members, by providing resources to the project team, by facilitating the portfolio management process and by serving as the custodian of best practices.

**Our PMO Services can help you in achieving any of your objectives**

# Page1- PMO Services - Setup, Optimize and Outsource

## PMO Services

* Skill Gap analysis
* Training Project Staff
* Coaching & Mentoring
* Setup new Processes, Templates & Standards
* Redefine existing processes, templates & standards
* Help in compliance
* Suitable Tool Identification
* Resource Augmentation
* Setup PMC (Project Monitor & Control) Office
* Benchmarking & baselining process goals & mapping to business goals

## Expert Training Available

* Software sizing- FP
* CMMI Process Consulting
* ISO Process Consulting
* Earn Value Management
* Project Office
* Agile/Scrum
* AgileEVM
* Organizational newly re/defined processes

# Page2- FAQ

# Page3- Case Studies

# Page4- PMO Tools & Assets

* PMO - Assets Library (Templates, Processes, S&G, Dashboards Definition, Policies, etc)
* Company managed Tools
  + Middle to High End Tools
    - MS Project Server
    - MS Project Office
    - Sharepoint
  + Low End Tools
    - Joomla
    - Mantis
* SAAS Based
  + Middle to High End Tools
    - EPM Live
    - iPlan
  + Low End Tools
    - Joomla

# Articles

## Page5- How to setup PMO

* Establish PMO architectural components
* Indentify best processes/practices to be institutionalize
* Set goal for each processes identified
* Plan the implementation of practices (Identify IT infrastructure, HR resource requirement, skills required, tools required, training required, configuration management, communication required and identify acceptance criteria)
* Training resource for any gap in the desired skills
* Assign resource with responsibility & authority
* Manage the deliverables of PMO
* Audit PMO function's deliverables against the objective
* Review the Progress with Senior Management
* Collect lessons learned from each practice for the improvement of the practice

## Page6- 10 Laws of Project Management

|  |  |
| --- | --- |
| Law | Description |
| Augustine's Law: | A bad idea executed to perfection is still a bad idea. (Brainy Quote, 2007)  A good idea poorly executed is of no use to anyone |
| Lakein's Law: | Failing to Plan is planning to fail |
| Saint Exupery's Law: | Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away. |
| Fitzgerald's Law: | There are two states to any large project- too early to tell or too late to stop. |
| Parkinson's Law: | Work will expand to fill the time available |
| Constantine's Law: | A fool with a tool is still fool |
| Graham's Law: | If they know nothing of what you are doing they suspect your are doing nothing |
| Murphy's Law: | If anything can go wrong, it will |
| O'Brochta's Law: | Project Management is about applying common sense with uncommon discipline (Michael O'Brochta) |
| Kinser's Law: | About the time you finish doing something, you know enough to start |

## Page7- 21st Century trends in PMO

### 20th Century Project Management Facts

* $80-145 bn/year: Spent on failed/cancelled project (Standish Group International)
* 25%-40% of all spending: Put on re-work (Carnegie Mellon)
* 40% of Problems: Found by end user (Gartner)
* 50% time: System Rolled Back from Production (Gartner)
* $30 bn/year or 66% of project failure: Happens due to poorly defined requirements (Forrester Research)
* 66% of project: Runs into trouble (failed/overtime/over-budget)
  + 50% of 66%: Cost overrun
  + 82% of 66%: Time overrun

### 21st Century Project Management Office (PMO)

* Functions can be
* Visibility (metrics & new business opportunity from the project)
* Cross-Project Dependency Management
* Resource Management (Resource planning, allocation, tracking, budget, schedule across the projects)
* Risk Management (identifying risk & manage risks after applying suitable resources)
* Communication
* Professional Development
* Technical Integration (across platform, application, vendor, outsourcer)
* Program Management Best Practices
* Release Management
* Continuous Improvement
* Governance & Portfolio Management
* Business & Technology Consulting
* Audit projects for compliance to regulatory bodies

# FAQs Page

## What is PMO?

* The PMO is the fastest growing concept in project management world today. PMO is the key to institutionalize the best practices which will help you in knowing where you stand on the map (baseline) and develop a navigation path for you for your project/program goal (plan and compare the progress against baseline). Equipping adequately to PMO in your organization can turn your projects into more successful and high peace of mind to all the stakeholders
* Project Team should give the data they should not analyze the data. Like a person who is part of project should not audit their own project.

## What are the benefits of a PMO?

## Does my Organization require a PMO?

If any or few of these statements are valid in your organization then it is high time for you to look for PMO

* Projects are bleeding in cost
* Project are not delivered as per agreed timelines
* Customer dissatisfaction is high
* Employee dissatisfaction is high
* Project manager is reporting to too many bosses and he is spending most time in reporting than coordinating.
* Adhoc project management processes, not having documented project management processes
* Tomorrow is review meeting with customer & I do not know the true status
* Now sure which project is consumed how much resources
* Nobody is telling me how much time and resources required to complete it
* People in project are highly reactive, no proper risk plan in place
* Too many adhoc activities
* Coordination of project team with recruitment, procurement, IT-security, IT-Systems, IT-Infrastructure, Training, Finance department is adhoc and people are torn because of last minute request
* Audit non-compliance are not being addressed on time
* Senior management progress & status reports does not have latest information
* Too much fight between Auditors & Delivery team
* Project Managers are highly technical or domain expert but they do not have requisite project management skills
* Every time promised that next project will comply all the required process and then same mistakes are repeated
* Lessons learned from delivered/cancelled/ other running projects are not known or not being used
* I have new project in hand, how can I know that this time there will not be any goof up

## What are Pros & Cons of PMO Outsourcing?

* Pros of Outsourcing
  + Consultants look Planning, Controlling, Scheduling & Control with fresh eyes.
  + Consultants brings best practices and make sure those are implemented for the success
  + Can improve the productivity by bringing new technical or domain knowledge from industry
  + Client can focus on core competencies.
  + Better prepared for dealing with similar projects in future
* Cons of outsourcing
  + Even if external consultants are brought in project, you must commit internal resources
  + If trust is not built for sharing information or for competency then internal PM competencies cannot be built
  + Money burns quickly when there is misunderstanding of scope & power of PMO
  + Risk of compromising sensitive company information can be high. Depending upon IT infrastructure and policies available in organization

## What are the typical issues in setting PMO?

* Value of PM practices in organization
* How organization want to manage the change
* Primary Objective of PMO (increase productivity, reduce waste, reduce cost, reduce time, increase quality, faster responsive system
* Engaging in project plan prior to defining the charter.
* Importance of review/approval gates in organization
* Focusing on improvement without baselining what need to be improved and today's status
* Training to project managers on project management practices for various size of project
* Difference between skills of seasonal PM & occasional PM not recognized
* Unique set of problem of organization like multitasking, resource shortage, work definition detailing, skill level of resources
* One standard project lifecycle for all size, type of project and all type of customers. Not giving enough time in understanding existing lifecycles & processes and tailoring them as per the project and customer need.
* No lesson learned are document or they are not documented in such a way or kept at such a place from where it can not be easily available to right people
* Detailed exhaustive process, assets library but not usable because processes may not be scalable, fit for big or small projects only, cannot be managed throughout the life cycle
* Processes focus on what need to be done not on who, when, where & how

## Why PMO fails?

* **PMO Services not used**: PM do not know what they do not know, even if PM know they do not accept. I am doing my best nobody can do more than this attitude. I do not want anybody except more project staff.
* **Lack of executive support:** There may be many reason for this except to make this function dysfunctional. Not addressing issues and keeping a dysfunctional function
* **PMO is works purely as policeman or auditor**: They are there to share their experience to that project can take smooth ride.
* **Focus on Metrics:** PMO is burdened with work like data collection, process defining, compiling metrics etc. And does not have eye on project risk and issues or does not use their experience to address the risks
* **Ineffective Resource Management**: Static resource allocation. No skill upgradation. Not able to estimate resources required. Not able to verify the status of work accomplished against actual work done.
* **Not able to establish their ROI**: Management can see the expenses incurred on PMO staff, but they are not shown the value added by PMO