Type of PMO

General PMO

Supportive PMO

Controlling PMO

Directive PMO

Centre of Excellence

Objective PMO (Value it adds to business)

Goal

Organizational Structure

Basic Processes required

Basic Systems required

IT Strategic Plan

•Creation of a plan (3yr to 5 yr) for the whole organisation IT Annual Operational Plan

•Define the next level of detail focusing on the projects to be undertaken in the next year

Project Establishment

•All projects need to be logged into some central source

Project Sizing

•Create a first cut size estimate

Project Charter

•The plan for the project covering all aspects objective, scope, constraints, organisation and staffing etc.

Budget

•Setting the initial budget

•Performance against budget

•Budget changes

Scope

•Setting the initial scope (including exclusions)

•Scope variations (Process for managing and management of)

Staffing

•Project organisational structure

•Assigning staff (who?)

•Staff movements

•Staff personnel management

•Skills matrix and identification of gaps

•Resourcing contract maintenance & negotiation

•Staff training

•Project roles and responsibilities

•Project team terms and conditions (allowances, rates etc.)

•Timesheet and payment

•Exit management

Methodology & Processes

•Selection of a methodology

•Maintenance of a methodology

•Training

•Maintenance and customisation of procedures

•Maintenance of templates

•Compliance with methodology

•Creation of processes and procedures

•Approval of processes and procedures

•Standardisation and rationalisation of processes and procedures

•Training of processes and procedures

•Review of new methodologies

Tools

•Selection of tools

•Purchase of tools

•Exemptions from using tools

•Availability to teams (IT support, upgrades etc.)

•Training

•Review of new tools

Funding

•Approval of expenditure (levels?)

•Gating approvals

Standards

•Use of external standards (ISO 9000, CMM, SPI)

•Creation of internal standards

•QA services to project teams

•QA approvals

Admin Support

•Assist teams with logistics (rooms, travel, photocopy etc.)

•Produce regular reporting

•Provide facilitators to workshops

•HR issues (employee leave, payment, queries)

•Materials (Stationary, PC's etc.)

Planning

•Compile plans (Project, phase, specific activity)

•Approve plans

Risk Management

•Risk assessment and logging

•Risk monitoring

•Provide risk logging facilities

Issue Mgmt

•Creation of issue log

•Management of issue log

Dependencies

•Identification of dependencies (other projects etc.)

•Monitoring of dependencies

•Identification of new dependencies

•Liaison with other teams

Communication

•External to project team (where?)

•Inter project team

Change Mgmt

•Creation of a strategy and plan

•Implementation of plan

•Monitoring expectations

Problem Escalation

•Create a mechanism to escalate project issues

•Facilitate problem escalation

Library

•Maintain standard documents

•Maintain example documents

•Set project documentation standards

•Maintain project library

•Maintain checklists for project activities (Implementation, testing, initiation)

•Create and maintain a glossary

Benefits

•Identify benefits from the project

•Quantify the benefits

•Track benefit delivery after the project

•Prepare cost benefit analysis

•Produce business case

Constraints

•Identify project constraints (resource limitations, system limitations etc.)

Reporting

•Project status (what?)

•Budget v Expenditure

•Scope changes

•Project overview

•Staffing

•Projections

•Gantt charts

•Earned value

Integration

•Compliance with IT architecture (applications and technical)

•Integration with other systems

•Compliance with IT Policy (package preferred, particular vendors, etc.)

Audit

•Compliance with organisational standards

•Ad hoc audits of projects to ensure company policy is being adhered to

PIR

•Carry out post implementation review

•Generate action items from PIR

•Carry out recommendations of PIR

Acceptance & Conformance

•Set conditions for acceptance of deliverables

•Accept deliverables

•Authorise exemptions to acceptance standards

Configuration Management

•Setting up Configuration Management

•Managing software migration

•Version control

Mentoring

•Formal mentoring programs

•Support roles in projects (e.g. supplying an experienced resource on a part time basis)

•Special Interest Groups

Business Interaction

•Carry out Business Process Re‑engineering

•User documentation

•User training

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This plan will help an organization:

* Establish a PMO in alignment with the strategic IT plan
* Institute a portfolio management approach to better manage various IT projects
* Define project management methodologies, forms/reports, tools, etc.
* Staff the PMO with the right resources and train them if needed

This plan includes steps for:

* Project Management
* Strategic Planning
* Detailed Planning
* Define Methodology
* Project Management Tools
* Training
* Make It Happen
* Maintain PMO

Activity List

Strategic Planning

Feasibility Study

Define Goals and Prepare Charter

Define Success Criteria/Metrics

Management Approval

Detailed Planning

Resource Planning

Define Roles and Responsibilities

Develop Organization Structure

Identify and Establish Staff

Identify Location/Equipment/Other Requirements

Develop Communications and Integration Strategies

Establish Project Criteria/Review/Prioritization

Define Methodology

Define Management Processes

Define Tracking Methods

Define Issue Management and Resolution

Define Escalation Processes

Define Jeopardy Processes

Status Reporting Processes

Develop Forms and Reports

Project Management Tools

Identify and Document Requirements

Evaluate Tools Available

Procure Tools

Training

Analyze Need

Identify Training Solutions

Plan Training

Conduct/Impart Training

Make It Happen

"Recalibrate Goals, Scope, and Resources"

Setup infrastructure

Build Team

Implement Processes

Maintain PMO

Manage Projects

Manage Resources

Monitor Progress

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Project Management Maturity assessment?

What are various PMIS today?

Size of projects (in terms of people involved and duration)

Type of project (in terms of technology, delivery cycle, PLC, customer expectation, market)

Processes already in place?

Processes which are strength of organization i.e. followed by and add value

**Processes – Relevancy Grid**

|  |  |  |
| --- | --- | --- |
| Followed | Luxury. Leave them aside. Let people do them at their on cost but show the team that these are not important | Strengthen them further |
| Leave them aside | Train team and high light importance. Automate processes, develop systems |
| Important | |

**Processes – Value Grid**

|  |  |  |
| --- | --- | --- |
| Followed | Why people are following those if they are not important?  Are they really useless of some value add is happening? | What data/information/ decision/ value add these processes are doing |
| Why do you think they are not important | What data/information/ decision/ value add is possible by these processes |
| Important | |

I will help in defining best practices/ showing the value of those.

People actually need to speak out- criticize-defend those.

Lets not go for a big bang approach

Best practices of industry sometimes may not be best for organization but people should know them and choose them.

We will not define/automate process/ train people on any process which does not any immediate value. We will do all process objectively and base on high priority of the objective we will choose.

Objective and goals of processes will come out from objective and goals of PMO not of projects

Lots of effort will go in changing the mindset (understanding the value, training, adopting) than in defining

Goal of PMO should not be to collect data, monitor and control, training, define process they are means through which PMO will reach to some goal. What is that goal?

Any activity oriented PMO will be burdon and will die soon because project may feel it is interfering and sponsor feel it is cost burdon

PMO is not just fitting a new complicated machine it has to deal will complex ecosystems also

There are organizations who spends millions of dollar on implementing the world class systems and defining industry best practices but just that is not enough, dealing with overall ecosystems is very important.

Apart from spending time in evaluating/selecting a tool time should also be spent in assessing the readiness of organization- (A PM maturity questionnaire should have question which ask; is this important? Do you want it part of your project?)

Standardize the reports, terminology which people use

Training of people on PM Concepts- standardize the PM terminology

Standariding the report templates & calculations & meaning of data on reports

Standardizing the important processes & their outputs- Requirement Capturing, Design, various type of review, audit, lessons learned, configuration management, estimation of size, efforts and schedule, risk management, testing, release, project planning (life cycle selection, project & product objective identification, quality goal, R&R, staffing, communication plan, procurement plan etc)

Project managers will manipulate the data or non-serious data reporting is possible if they do not know the purpose of that data element/metrics/ they themselves does not see the value

PMO is structure based on People – Processes - Tools. You cannot start this structure will one pillar at a time. It can never be built, or you have to face many problem or it will be weak structure. All three step by step and then raise the height slowly.

Start a weekly PMO news letter. Put all things of the week together, put a quiz in that and send to all. Reward people, put their name and contribution in the PMO news letter, reward them for quiz answers etc, establish PMO- dash boards and PMO bill boards for staff and project managers.

Survey:

Very existence of almost 40% of the PMO has been challenged in recent years.

50% of surveyed PMO are less than 3 years old

20% of PMO considered overly controlling, costly and not collaborating well with other parts of the organization.

It should not be looked like typical HR department of any organization. Where people feel that they are good advertizing tool but not concerned with employee needs.

Identify 6 hats of PMO and those should be project managers.

PMO managers should be facilitator not the driver. Let the project team drive PMO.

PMO should be people focused and people driven. Let them drive the processes and tools.

Theory X does not work on IT people and in boom time

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PMO Implementation is Change Process: Change management process must be aware about the environment, thed change required & method

PMO is vehicle that should support the transition between functional and project based organization. So take care of organization culture and political environment.

Developing PMO, using existing loyal & expert project manager of the organization, on top of or around existing is more effective than starting from base.

In PMO project managers should be empowered to make more decision than cutting their hands by taking the data and twisting that for any purpose PMO wants.

PMO should be supported by IT tools rather than driven by those

In successful PMO, Knowledge & People should be managed rather than data and systems.

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PMO Should address following questions

Are only right projects (aligned to organizational strategy) getting selected?

Are we deploying the limited resourced only in critical projects?

Are robust project selection and governance process in place?

Are the project processes we deploy reliable and structured?

Is there any project review- health check process in place which generates early warning, takes actions, take control?

How do we know which projects are going fine and which needs management intervention?

What is the process of abstracting the lessons learned, best practices, bad practices and taking those to other projects?

How does project team upskill while doing projects?

What do we do, how and who for those projects which bleeding badly and in very bad shape.

Are the metrics being generated being used for making decisions, are those metrics enough?

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Decide PMO structure (PMO Head, Risk Manager, PMO-Auditor, Configuration Manager, Documentator, Security Manager)

Identify virtual team members of PMO (Sponsor, Senior Managers, Business unit heads)

Roles are not people nor the organizational designation. One person can play multiple roles and role should be keep changing on periodic basis.

Publish organizational objective, goals, vision & mission

Publish PMO objectives, goals, vision and mission in line with organization

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Steps

Take an inventory of all ongoing projects & completed projects atleast last two years.

Objective, Variance, Cost & Time incurred, Quality, Industry, CSR, Compalins, Project Manager, International Project etc

Based on the inventory: To understand the definition of importancy and meaning of success talk to stakeholders.

Urgent- Urgency

Important- Importancy

|  |  |  |
| --- | --- | --- |
| Current Status (wrt like success) | Keep doing them. Do not touch resources unless they must be on important projects | Learn from these projects.  Sit and discuss best practices from the PM |
| Cancel them | Identify what is required to make them successful |
| Important | |

Access the risks and resources required for important projects. Convey & convince PM that overall risk rating is good for the project and them. It is not about rating them as bad PM

PM should be accountable to PMO and PM contribution to PMO should be part of appraisal

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PMO should bench mark the performance and various other metrics

Is there any Quality team/ SEPG in the organization? If yes then what do they do? Avoid duplicate work redundancy and inconsistent reporting.

Payback period will be less than a year and positive returns will start coming from second year onwards.

PMO should not be another level of bureaucracy, nor the expense centre, nor the progress reporting office merely.

|  |  |  |
| --- | --- | --- |
| Consulting PMO | Supporting PMO | Transformational PMO |
| Intitution of tools, Template & Processes  Training & Mentoring  Account management | Has power to enforce the processes, tools, templates relating to projects. PM still has autonom. | Selecting projects, benchmarking, instibutionalize the org best practices, develop new metrics, define business aligned processes, helps organization in become knowledge driven org. Balance scorecards, portfolio grids are prepared by PMO |
| No control over resource allocation, funding |  |  |

Correct status reporting

Enhanced communication

Continous assessment of risks

Enabling proper resource utilization

Institutionalization of predictable and repeatable process (perform, manage, define, quantitatively manage, optimize)

Prioritize projects and resource deployement as per the top managements sanctions.

Drive higher value out of the PM trainings & tool deployment

Give visibility to senior management on how the resources allocated and performing

Number of projects in organization, average team size, average hourly rate, average utilization, productivity, training hours, hours saved by PMO intervention, project success rate, increased customer satisfaction, employee satisfaction, skills acquired by project staff, no of issues addressed, no of issues reduced by virtue of proper risk planning

% of projects adopting PMO defined processes

% of project managers trained in PMO defined processes

% of projects- where due diligence is done by PMO

Cost of setting up PMO and running the PMO

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Change management

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List out organizational resources?

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Define objective and goal

Take approval in terms of finance, time require of project managers & time frame

Set up reporting strcture

PMO is in charge of process nor administrator of process

Setup standard and high level processes

Communicate and launch

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Organizational factors

Reporting arrangements

Organizational positioning

Project in scope

Ownership of resources

A permanent or Temporary office

Size and budget

Human resource responsibility

Recruitment and selection

Training and certification

Appraisal and promotion

Providing resources to projects

Time recording

Career planning

Personnel administration

External vendor management

Counseling and mentoring

Responsibilities for setting project management standards

Setting project management methodologies

Providing templates

Providing project management tools

Providing repositories

Project execution responsibilities

Risk and issue management

Impact and change management

Communication

Project auditing

Focus on major or special projects

Responsibilities for business strategy

Collection of initiatives

Project evaluation

Project prioritization

Project planning and scheduling

Project approval and funding

Project monitoring and controlling

Project portofolio management