**Objective:** To make the PMO effective , follow established SOPs

**Key Result :**

1. Ensure all jobs are despatched as per CDD & ensure the bill is received by the customer.
2. One plan from one source
3. Zero LD

**SOW of PMO Consulting Phase 3**

**From the Key Activities Identified by the Chairman**

1. SOPs, formats, sequence to be followed D,W,M,Q, H and Annually as in daily, weekly, Monthly, Quarterly, Half yearly.

* 3 SOPs are done on 28-Dec, fri
* **What**: We need to walkthough all the SOP with PMs, explaining importance of every step, ensuring they understand every SOP throughly in letter and spirit. This approach helps me also in refining SOP to a level what is practical or what not. Everyday 2-3 SOPs. **When**: Evening 4.30 to 6pm Everyday
* **What**: Develop a Checklist for PM, PMO Head, Chairman for Daily, Weekly sanity check or actions. **When**: During day time

1. Formats, MIS to be reviewed with frequency *at each level*

* **What**: Understand from Chairman, PMO Head, PMs what are their Project management Challenges and how it can be addressed using in a practical way either using "as is" systems or after refining existing system. **When**: Book time with people to discuss and brainstorm
* **What**: Assess the efforts required. Built those systems and ensure people follow those. **When**: During day time
* **What**: Ensure Weekly Planning, Weekly Review, DSUM and Kanban board updation are effective. Effective means it includes work prioritization, resource prioritization,  risk management, impediment removal, issues addressing, escalation actions on routine basis and timely manner. **When**: During the ceremonies. Post ceremony followups

1. Tracking: Project wise, milestone wise Plan Vs Actual with flagging. Escalation Matrix : PE/PM(Existing 06 pax) à PLM (NV) à PH (Mr. KS) à CMN.

* **What**: Missing milestone report for all Level (PM, PLM, PMO Head, Chairman). Logic is below. **When**: 18-Jan
* **Logic**
  + BL Miss Flag to PM, BL + 1W miss flag to PLM, FL+ 2W miss flag to PMH, BL+3W miss flag to Chairman. Discuss with VN. No of weeks
  + During discussion with VN we decided that take average of all all missing milestones. Suppose that is 6week then give another 2weeks to solve those problems to pm.
    - So 8week late milestone are on PM Missing milestone dashboard
    - 9week on pmohead dashboard
    - 11week on chairman dashboard
    - This applies to those jobs wherr job < XXXX. VN will tell XXXX to me.
    - For other jobs #2 logic hold true.

1. Revised dates counter and dates for all date changes. *Project wise tracking and summary.*

* **What**: Demo to Chairman. Understand is there anything else needed. **When**: Check the availability of Chairman. If there is improvisation then in During day time.

1. Each PM/PLM do his work *and execute* without follow up. How ?

* **What**: Cross check the correctness of Kanban board with the help of other PM and self audit. Set up this process and execute. **When**: 17-Jan
* **What**: I have some methods in my mind related to followup systems. I will discuss that first with Sr. Mgmt and then wither other stakeholder. **When** 18-Jan

1. WIP POC ( % of completion) job wise and activity wise

* **What**: In your today's situation better measure of progress where you can understand gravity and take some action is Remaining Work and work force required to deliver that work. It will help organization in addressing delivery and billing bottleneck and re-prioritizing the remaining work of the project. Therefore make a dashboard which reflects remain work: It should be available for PM, PLM, PMO Head and Chairman. **When**: During the day

1. Manpower/ Resources, ABG and PBG, LD Fin view *to be utilised and presented*
   * **What**: Validate the data against Actual data with VN. VN can you pls confirm this to me. **When**: 17-Jan
   * **What**: Modify the dashboards if required so that it reflects realtime status. **When**: During the day
   * **What**: Provision to enter LD. **When**: During the day
   * **What**: PM, PLM, PMO Head Everyday/weekly task checklist should have this to be included. Every Mon (before MOP), Wed. **When:** During the day
2. *To present the facts, highlight issues in time and resolve the matter.*
   * + At present systems are in place but people may not be following regressively. If required we can improve systems or processes. For this we need continuously highlight new type issues, retrospect and improve.
     + **What**:
     + 4-5 Workshops which helps building new work culture. **Topics**: Responsibility, Organization Values, Delivery Focus vs Task Focus, Data Analysis for PM
     + Ensure that is followup action post training.  Sign boards which impacts our way of thinking.
     + Role play. People use the terms and explain to each other and talk more around.
     + Putting some system in place which encourages good ethics
     + 2-3 Retrospective which helps team in reflecting their work habits and ethics.
     + **When**: During 4.30 to 6 pm with team. During day time for me.
     + **Who**: Entire PMO team including PMTs are required for these workshops from 4.30 to 6pm.​
3. *Updation of all projects, Issue Register, Risk Register etc as and when required*

* Ensure Issues, Impediments and Risks are being tracked properly.

1. Training for Vignesh and myself

* Vignesh should start analysing different dashboards.
  + Bring to the notice of Management if there is any anomaly due to 1- mistakes of project managers, 2- Progress is slow.
  + Propose recommendations and disucss with Chairman.
  + Talk to PM to address the issues, if some real problem is identified in the plan.
  + Communicate to PLM or me if some more dashboard required or existing dashboard need to be modified.
  + Some new insights which can help organisation in Benchmarking, improving processes, removing day to day Impediments
* **What**: Vignesh need to decide how much time he need from me and for what purpose so that I can rope him up for the above expectations. **When**: 18-Jan
* **What**: Sit with Suresh Ji and understand what else he need or can help him in running the organization **When**: Check availability of Suresh Ji
* **What**: Update, build new dashboards for Chairman. **When**: During day time

1. Roles and Responsibilities of PM, PLM and PH.
   * **What**
   * Walk through of R&R of PM with PMs & PLM & PMO Head: **When**: 4.30 to 6pm
   * Walk through of R&R of PMO Head with PMO Head: **When**: Check for availablity
   * Define R&R of PLM When: During day time
   * Walk through R&R of  PLM **When**: 21-Jan

**Integration with Existing Systems**

1. **What**: Oracle & PowerBI Integration. Murugesh need to help me in identifying a tool, and installing a tool so that PowerBI can access data from Oracle database. **When**:??

**Organization Function Related**

1. **What**: A workshop for HOD on how to define their own processes and metrics: **When**: 19-Jan
2. **What**:
   * Sit with every HOD and help them in defining their own processes on a Paper.
   * Walk through these processes with PMO Team
   * Put these processes on Sharepoint
   * Sit with every HOD and help them in defining their department Metrics from internal/external Customer perspective. Define the SLA for each metrics.
   * **When**: 21-Jan to 25-Jan
3. **What:**Define a template for Project Audit. **When**: During the day
4. **What**: Conduct Audit : **When**: 2 Day before consulting ends
5. **What**: Prepare an Audit Report and Share with All Stakeholders **When**: Last consulting day

**From Swami ji response on an email**

To validate each project schedule and based on that train each PM on making more accurate schedules.

* **What**: **Propose** a workable plan with POC that alarms PM and Management if schedule shift is causing impact on dispatch date. **When**: Check availability

**Agenda Items from Viswanathan and Update**

* **What**: There are certain changes in PMO Dashboard so a training for PLM and PMO Head. **When**: check availability.

**Action Items Identified During PMO Phase 2 Consulting**

* Transportation charges + spare charges in Project Information, In Despatch Report it should be total.
* A checklist for project manager before he publish the project plan after editing. **(Already in Place, need to review along with SOP)**
* Checklist for PMO Head to verify that plans are updated. **(Already in Place, need to review along with SOP)**
* Joint exercise for SOP updation and Review with PMs. **WIP**
* Planned Vs Actual progress of each project weekwise
* Decide scope of PPC work from PMO perspective
* On all PM Dashboard PM filter is required
* How to align Production Timesheet with project actual efforts. How to generate TaskID Task#
* Oracle Apex system need to capture TaskID
* SOP for Issue Escalation.
* For procurement dept. Baseline date + 2 wk > project updation date show record in table.
* **PM Dashboard**
  1. ResourceWiseWork : Report is suitable for PPC department.
  2. Delete Risk Tracker
  3. Delete Issue Tracker
  4. Delete WeeklyTask dashboard
  5. Milestone Report: Explanation is required.
  6. Before you use another project as a template for your project then what should you check /remove from existing. A Checklist Required.
  7. Check all your projects against the new checklist and remove anomalies
  8. PPC indent in PowerBI
  9. PO #, PO Date, PO Release Date, NBD (need by date), Material Receipt Date at TEAM (This report is oracle "PPC")
  10. **MaterialTracking1** & 2 should be named as MaterialNeedBy1 & 2 Reports
  11. **Subcontracting** dept need to provide work update in excel sheet to PMO every thu 4.30pm. PMO will enter the progress in project plan. (VN)
  12. Analyse what kind of Power BI report can be made. (Hari)
  13. PMO Dashboard JobDespatch plan should have Project %completion.
  14. Project Closure checklist should have photograph activity
  15. PM Should have a task card of Getting Finance details from Fin depart and updating project. Finally marking project as close.
  16. Delete BRM report
  17. Customer Report Format will be decided by VN and I will work on creating dashboard and mail merge to generate a customer report.
  18. PM Dashboard should have same despatch report as PMO dashboard. First priority is to check whether this report can be available on Project Centre or not.
  19. A MOP report should be created in PM Dashboard. Format will be provied by VN.