



The Project Management Office

The Ivory Owl
Learning Company



Topics

- What is a PMO?
- Benefits
- Challenges
- Components of a PMO
- Implementation Process



What is a PMO?

A PMO is a group who's mission is to enhance the use of Project Management towards the greater success of the organization's Projects.



Benefits

- Standardized PM methods and procedures
- Centralized focal point for PM activities
- Reuse of PM data from previous projects.
- Better indication and awareness of project status
- Recommendations for proactive corrective actions
- Project trend forecasting and early warning of potential problems
- Better control of projects
- More successful projects
- Reduced costs
- Increased moral

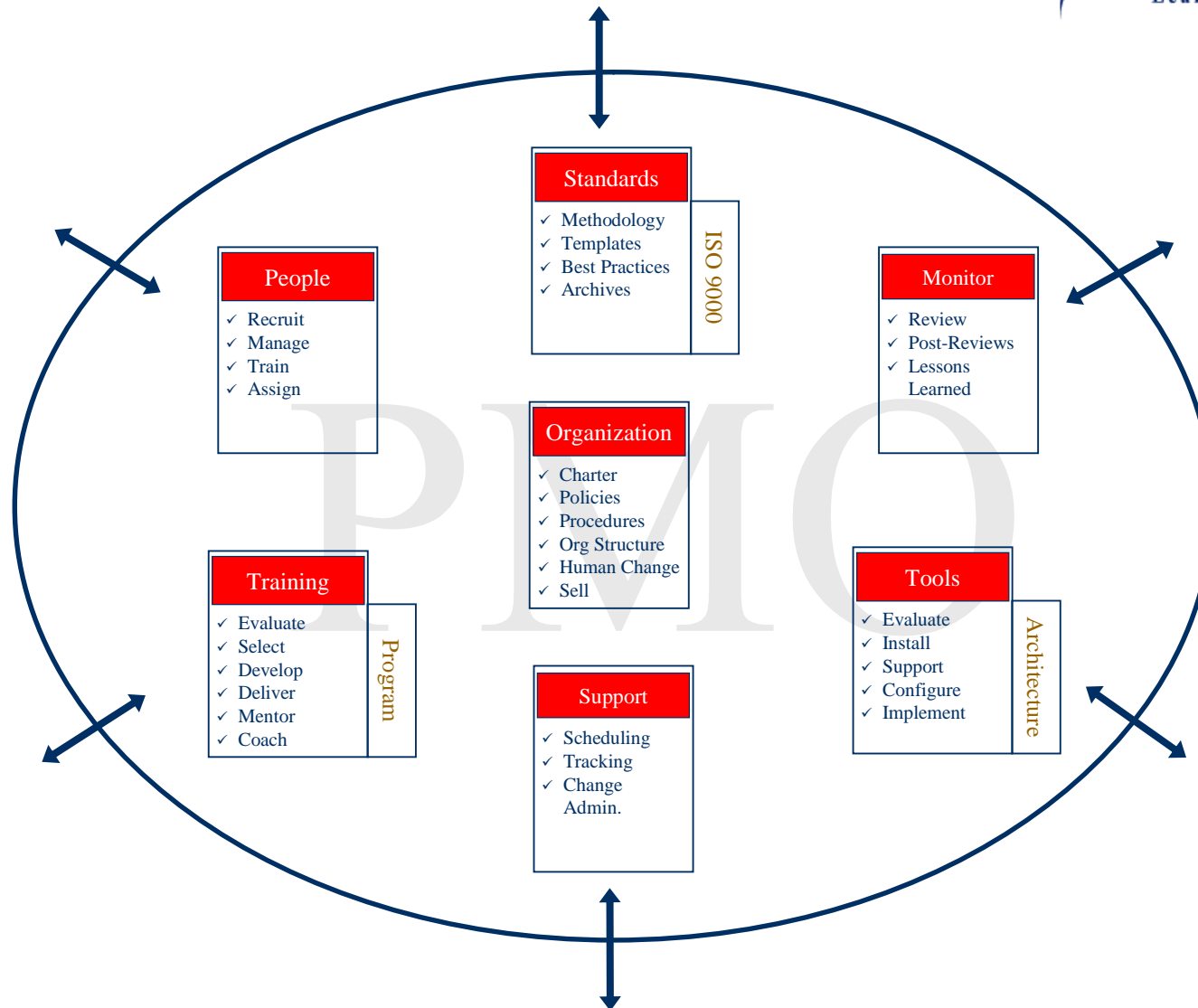
Challenges

- Change
 - Organization culture may be resistant to this type of change
- Initial Costs
 - There will be an initial cost to setup the PMO. These costs will benefit the organization since they will reduce the costs for each project. The PMO should be self-sufficient, charging each project for it's services.
- Management Support
 - While senior management may approve in principal, it is important to ensure their ongoing support by continue to validate the PMO's existence.
- Organization Support
 - It is important to share the value and success of the PMO with other members in the organization.



Components of a PMO

What's inside the box



Components of a PMO

- Organization
 - Definition of the PMO organization. roles and responsibilities.
- Standards
 - Methodology, Templates, Best Practices, Archives
- Tools
 - Evaluate, Install, Support, Configure, Implement
- Training
 - Evaluate, Select, Develop, Deliver, Mentor, Coach
- People
 - Recruit, Manage, Train, Assign
- Monitor
 - Review, Post-reviews, Lessons Learned
- Support
 - Schedule, Tracking, Change Administration



Organization

- Charter
 - The overall mission and implementation of the PMO within the organization. What the PMO means to the organization.
- Policies and Procedures
 - How the PMO will conduct it's business
- Organization Structure
 - What people are assigned to the PMO and who the PMO reports to.
- Human Change
 - How the PMO will deal with integrating PMO activities into the organization.
- Sell
 - The benefits and ongoing performance of the PMO will be communicated.



Standards

- Methodology
 - A Project Management Methodology which should be aligned with the PMBOK standard.
- Templates
 - Templates to aid the PMs in performing their PM activities.
- Best Practices
 - The latest Industry standards on PM standards (PMBOK)
- Archives
 - Project information from previous Projects which can be reused in future projects. Indexed and easily accessible.



People

- Recruit
 - Hire or mandate the best people suited for the PM activities
- Manage
 - Perform standard HR functions (vacation schedules, performance reviews, etc.)
- Train
 - Ensure that the PM resources have all the necessary training to enhance their effectiveness
- Assign
 - Selection and negotiation for the appropriate PM for each project.



Monitor

- Review
 - Perform periodic project reviews to ensure successful execution of PM activities
- Post-review
 - Perform post-review to ensure projects are shutdown properly.
- Lessons Learned
 - Share lesson learned from project experiences with team and other PMs.



Training

- Evaluate
 - Investigate available training
- Select
 - Select appropriate training available
- Develop
 - Develop any additional training required.
- Deliver
 - Deliver training as required.
- Mentor / Coach
 - Provide assistance to less senior PMs as required.

Tools

- Evaluate
 - Investigate available PM tools
- Install
 - Install Tools
- Configure
 - Configure tools to meet specifications of PMO.
- Support
 - Provide support to PMs in the use of these tools.
- Implement
 - Ensure that the tools are integrated into the organization.



Support

- **Schedule**
 - Assist PMs by calculating the schedule from activity data.
- **Tracking**
 - Enter project capture data into Project software tool.
- **Change Administration**
 - Assist PM in the creation, updating and closing of Change records.



Implementation Process

Putting it all together

Implementation Process

- Assessment – What have you got?
- PMO Definition – What do you want?
- Gap Analysis – What do you have to provide?
- PMO Program – How to you do it?
- Implementation Strategy – When do you do it?
- Ongoing – How do you make it better?

Assessment

- Evaluate existing policies, procedures and methodologies available
- Evaluating existing performance reporting and accountability procedures.
- Evaluate Project archives and Closure procedures.
- Interview existing Project Managers and Project Support personnel
- Identify existing tools that are available

Definition

- Identify Key stakeholders – who will be most affected by the introduction of a PMO
- Interview Key Stakeholders to determine their activities and their requirements for functions of the PMO.
- Design the PMO – Produce an overall approach to satisfy the requirements of the stakeholders.



Gap Analysis

- Compare the current practices with the desired functions to determine what can be kept and what must be developed.
- Determine effort required to repackage any existing entities.



PMO Program

- Develop a detailed activity list of what must be done to meet the required PMO requirements.
- Highlight processes, procedures or tools which can be reused.
- Identify Human Change activities which must accompany the implementation of the PMO.



Implementation Strategy

- Determine which PMO components should be prioritized. Order the functions.
- Develop Human Change activities schedule
- Develop schedule for implementing the PMO Program.

Ongoing

- Continue to validate the existence of the PMO by providing regular reports on the accomplishments and provide any comparison data.
- Provide continuous improvement on the methodologies and processes included in the PMO.
- Continue to evaluate and upgrade with any new PM software tools.
- Continue improving the effectiveness of the PM by providing the required training and access to the necessary tools and methodologies.