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Insights

Project and Operational Support
Project Management Office

What is a PMO?

The PMO defines and maintains the standards for projects within an organisation. It is increasingly becoming the norm for the PMO to be responsible for the standards within Programmes, Portfolios and other large complex bodies of work. Economies of repetition in terms of project execution and being a centralised source (such as with artefacts [documentation], guidance and executive communicated metrics), enable the PMO to solve specific issues and to maintain high-standards.

The role of the PMO Manager is to facilitate the environment, tools and techniques that achieve real outcomes. The PMO enables all stakeholders have a clear picture and that the picture is communicated to the wider organisation and aligns with the strategic intention of the executive.

Getting the best output from your Input

Effective Project Management: The Case for the Project Management Office (PMO)

The need for effective control and delivery is an increasingly strategic concern. The PMO model is an enterprise capability that supports executive decision making.

Developing the correct PMO

The PMO is a significant force multiplier and provides a significant source to all information relating to all projects. Before becoming a PMO Manager, one has often delivered several high profile and complex bodies of work. They encourage collaboration and facilitate understanding of the PMO and the effective ongoing through life support of the PMO business function.

Flexible Delivery

Flexibility is the cornerstone to successful project delivery. Lean processes and agile business practices are the answer to a rapidly changing industry. Although not always necessary, PMO as a Service (PaaS) is increasingly delivering great value on very short notice.

Professional Quality

Professional resources are experienced and competent. They have the right blend of skills and know how, in the right industry and are on trend. Poorly managed projects undermine business success aggravating challenges.

Customer Service

Effective customer service comes from engaging the stakeholder and involving them in decisions that affect or influence them. Corporate Social Responsibility (CSR) is about being proactive and achieving the triple bottom line.

The PMO Approach

The Initiation Phase

- Determination of PMO to be supportive, directive or controlling.
- Centralisation of process and procedural library.
- Facilitation of performance reporting.

Lay the foundation for project governance. Ensure awareness of the value of the PMO and the real benefits for long-term and immediate success.

Common Initiation Artefacts for the PMO

- Cost benefit analysis
- Cost benefit study form
- Project Charter

The Project-Level Installation Phase

- Support ongoing and real-time decision-making.
- Integration of standards-based approach with current project delivery capabilities.
- Transition from PMO to PMO as a Service (PMOaaS).

Plan the PMO, implement the PMO and Manage the PMO. Integration of the PMO with existing and future projects including, Programmes and Portfolios requires the definition of boundaries. For example, there are six types of Programmes such as, enterprise, functional, product, operational and strategic.

Common Initiation Artefacts for the PMO

- Communication and Stakeholder Management plan
- Crises management plan
- Project procurement plan

The Enterprise-Level Installation phase

- Transformation and transition to Ongoing and Project Services.
- Training and mentoring of staff.
- Creating the Project Infrastructure to maturely achieve strategic success.

The traditional PMO is complemented by the Enterprise Portfolio Management Office (EPMO). The EPMO is the correct blend of doing things right and doing the right things, it aligns the strategic objective with the tactical demands of project implementation.

Common Initiation Artefacts for the PMO

- Cost status report
- Cost and schedule performance
- Change log

The Maintenance phase

- Continuous assessment of - Are we providing value? Are any changes needed? What is our overall resource utilisation?
- Manage, escalate and resolve project issues.
- Drive maturity to the next level with automotive integrated system solutions.

As the organisation matures and implements new capability so too must the PMO adapt. A good approach in this way is the Capability Maturity Model Integration (CMMI) method. The critical success factors for the PMO including at the Enterprise level (EPMO) is to position to deliver goods, to establish clear boundaries, be its own business function, that smaller PMOs directly report to the EPMO, competent project practitioners with business acumen, standardisation of chosen approach.

Are you ready for an effective PMO?

PMO specialists should be used by organisations that wish to enhance:

- Governance,
- Transparency,
- Reusability,
- Delivery support,
- Traceability, and
- Accountability.

Do you need an effective PMO?

Booker Harris is pragmatic and experienced - we have a number of experienced and accredited PMO Managers. Please contact us should you require further assistance or information.

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