

Keeping the PMO Ticking February 25, 2010





Agenda

- What is a PMO?
- Setting up a PMO – Getting started
- PMO Operations - Day in the Life
- PMO Governance
- PMO Tools
- Organizational Change Management
- Resource Management
- Dependency Management
- Risk and Issue Management
- Performance Measurement
- Bottom Line/Key Takeaways



What is a PMO?

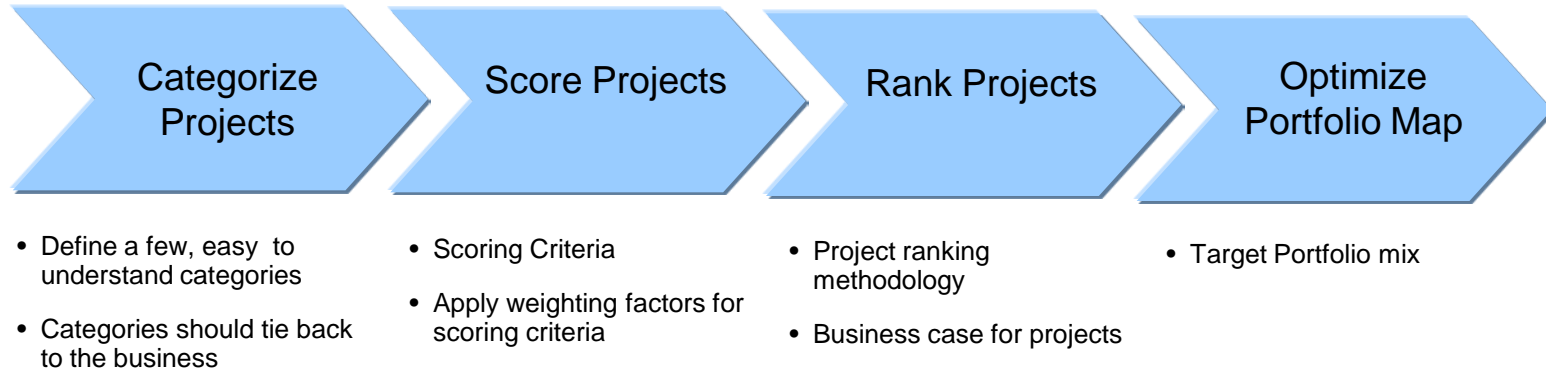
Definition of a PMO - Program Management Office (or Project Management Office)

- A Project Management Office (PMO) is a group or department within a business, agency or enterprise that ***defines and maintains standards for project management*** within the organization.
- The primary goal of a PMO is to ***achieve benefits from standardizing and following project management policies, processes, and methods.***
- Over time, a PMO generally will become the ***source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects*** within the organization.

Source searchcio.com



Develop/Tailor the PMO approach



Critical Success Factors

- Keep it simple
- Think: Run, Grow, Build
- Target portfolio mix that is aligned with the enterprise strategy

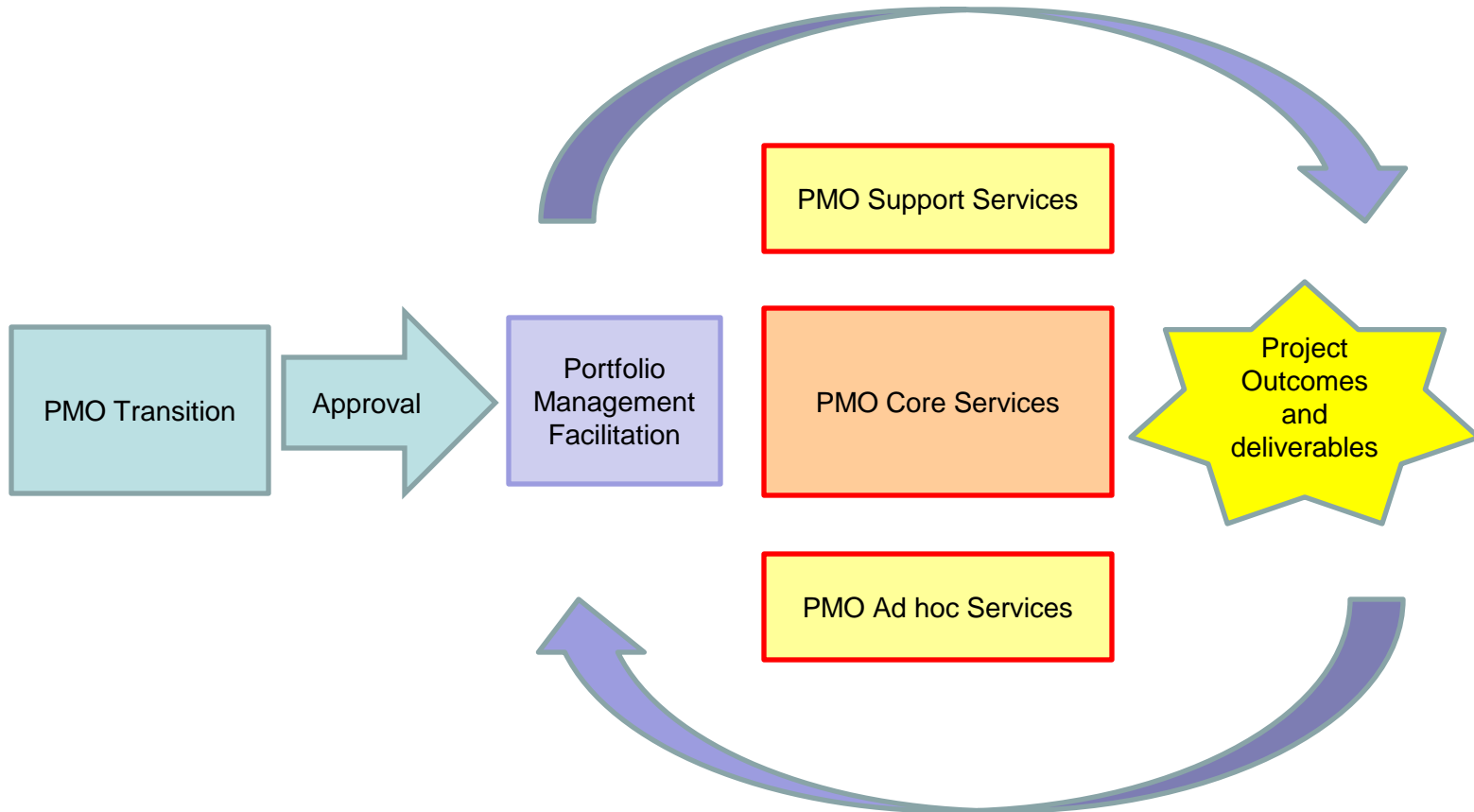


What does a PMO do?

- Roles and Responsibilities
 - Portfolio Management
 - Schedule and lead meetings with executives
 - Track, prioritize, plan and launch new projects
 - Monitor progress of programs/projects
 - Report on progress of the projects
 - Coaching and Mentoring
 - Use project management methodologies and tools
 - Provide guidance and assistance to PMs and executives
 - Provide training
 - Workshops and Facilitation
 - Planning
 - Issue Resolution
 - Lessons Learned

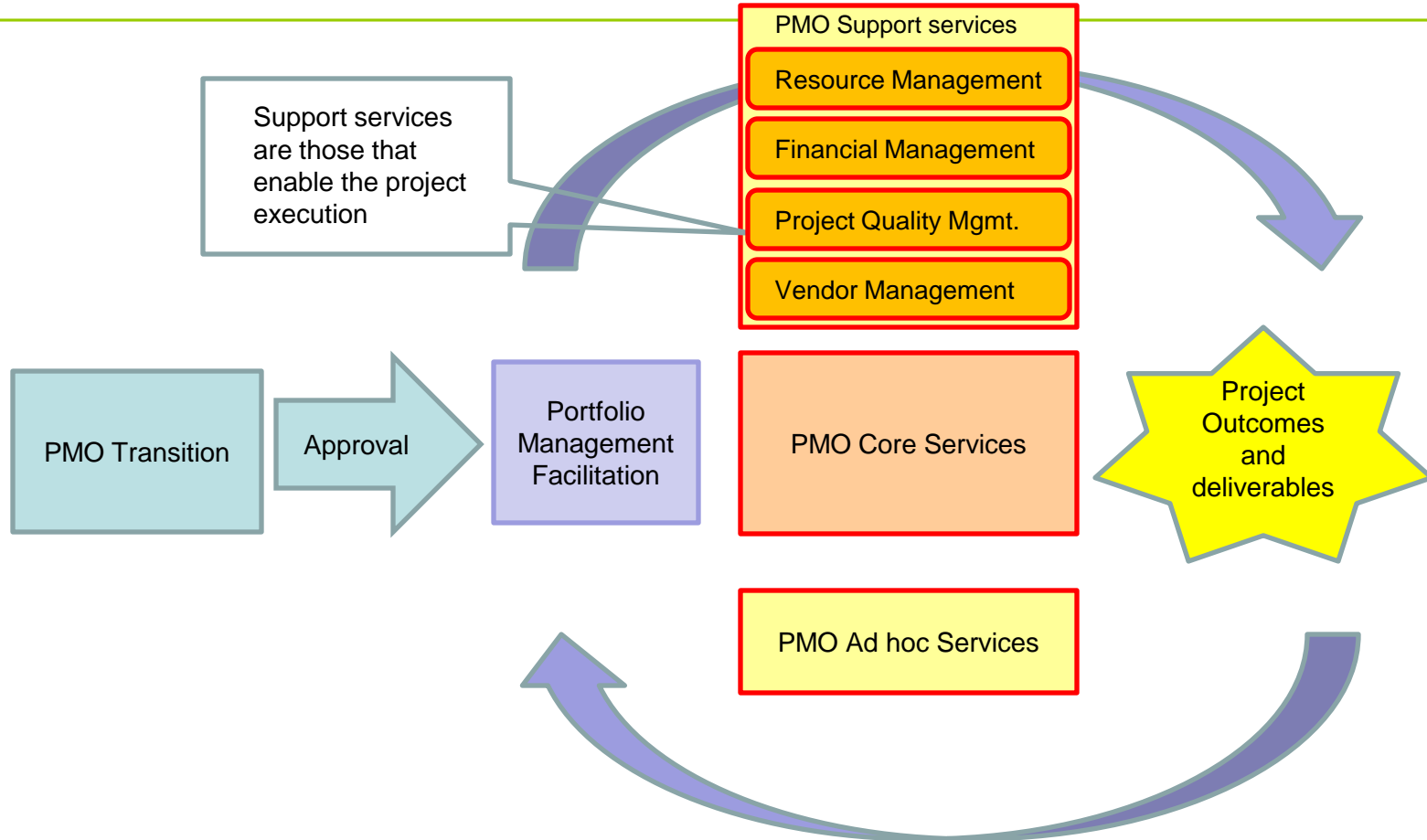


PMO Approach



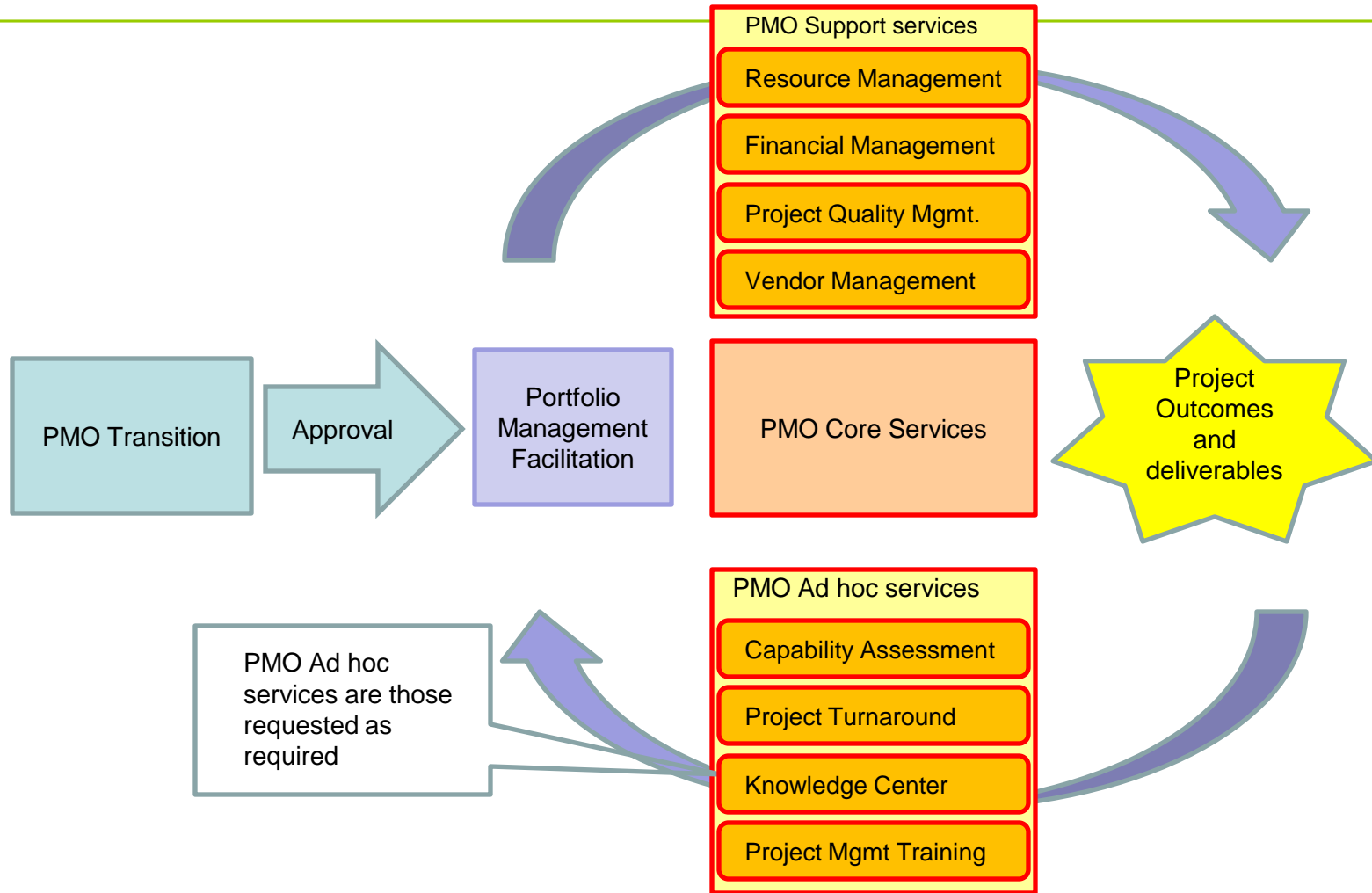


PMO Approach



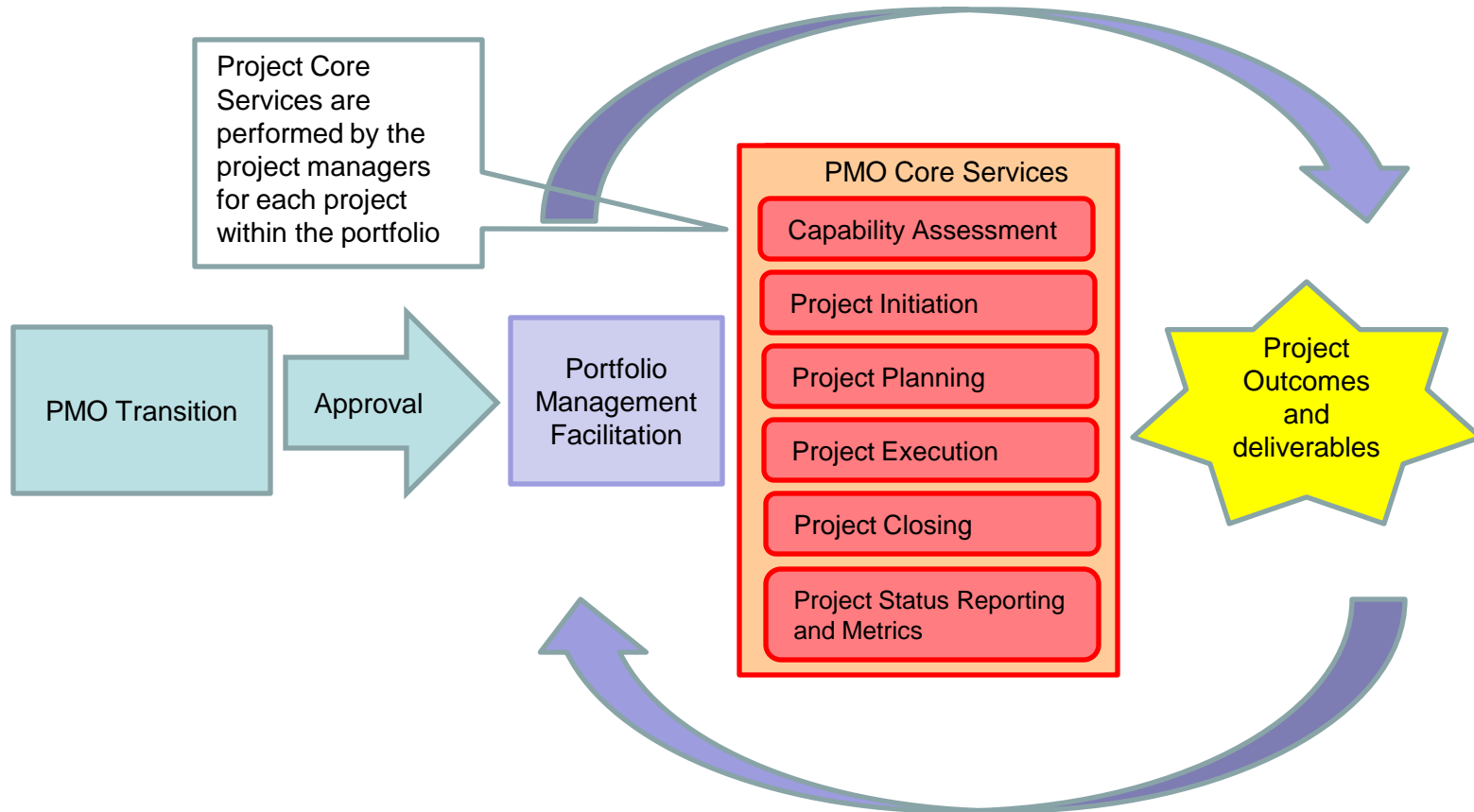


PMO Approach





PMO Approach





Setting up a PMO – Getting Started

- Mission/Vision Objectives
- Setting up the PMO is a Project
 - Charter – Scope, Objectives
 - Project Team
 - Assumptions, Risks
 - Success Measures
 - PMO Governance
- Awareness and Education
- Set Expectations
 - Multiyear commitment
 - Continuous improvement required
 - Phased approach



PMO Operations - Day in the Life

- **Daily**
 - Working with Project Teams
 - Status, Issues, Deliverables
 - Tracking PMO level issues/action items
- **Periodically**
 - Reexamine existing portfolio
 - Consider new projects
 - Make adjustments to existing projects (defer/hold, expand)
- **Monthly**
 - Report on overall portfolio of projects
 - Status – budget versus actuals, resources, achievements
- **Quarterly / Annually**
 - Report on statistics related to trending, costs, resources, hit rates for deliverables and projects



PMO Governance

- Role of PMO – Oversight vs.. Management
- Portfolio Selection
- Expectations between PMO and business depts
 - Level of formalization, reporting structure
- Establishing and/or providing standards including methodologies, tools, enablers
 - Products
 - Templates
 - Examples
- Tracking project status
- Providing guidance/leadership on project management through training, knowledge sharing sessions, etc..



PMO Governance Cont'd

PMO Methodology and Tools

- Methodology
 - Project Management Methodologies/ Frameworks (Tollgates) include phases:
 - Definition/Planning
 - Execution/Monitoring
 - Closeout/Wrapup
- Tools
 - Document Management and Routing (Sharepoint)
 - Calendar/contact list
 - Project docs (status reports, issues, risks, etc..)
- Communication / Conference tools
 - Instant Messenger
 - Video Conferencing
 - Screen sharing applications (i.e Quest, Sametime)
 - Telepresence (almost like being there; videoconferencing +)



Organizational Change Management

We must manage change by addressing (not avoiding) concerns and risks -

- Elevator Speech
- Stakeholder Analysis
- Communication Plan/Activities
 - Webinars
 - FAQs
 - Lunch and Learns
- Impact Assessment
- Training Plan





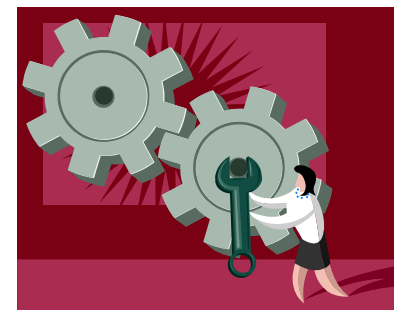
Resource Management

- Determine how much work is required and what resource needs exist
- Determine Resource Availability
 - Are the right resources available when we need them?
- Backfilling for projects
- Full time vs.. Part-time
- Assigning/Committing Resources
- Over Scheduling Resources



Dependency Management

- Dependencies can exist:
 - Within a project
 - Across projects within a program
 - Across projects within a portfolio



- Criticality of Dependencies
 - Know if a dependency is on the critical path
 - Identify and track any dependencies between projects
 - Monitor frequency for changes (in scope or timeframe)



Risk and Issue Management

- Risk Management
 - Risks can be identified as early as project identification
 - Risks can be mitigated through tasks and activity monitoring
 - Risks sometimes turn into issues
 - *Risk mitigation can reduce the number of issues!*

- Issue tracking should include:
 - Status (from identification through resolution)
 - Owner
 - Resolution
 - Dates – expectations for resolution



Performance Measurement / Management

PMO Measurements include:

- Dashboards to highlight successes and where attention is required (green, yellow, red)
- Statistics on project and deliverable success rate
- Analysis of issues/delays – categorization, understanding root cause
- Cost tracking
- Resource Management
 - Budget to actuals / variances
- Scope change analysis
- Correlations for success and failure
 - Dedicated resources
 - Management support



Performance Measurement / Management

Portfolio Metrics

- # of projects completed on time
- % of projects completed on time
- # of resources allocated on projects (planned vs. actual)

Project Metrics

- Budget comparison (plan to actual)
- Resource comparison (plan to actual)
- Deliverable completion (hitting vs.. missing milestones)
- Deliverable status (planned % vs.. actual %)
- # of risks identified
- # of issues identified
- # of open issues
- # of issues resolved
- Was project completed on time?



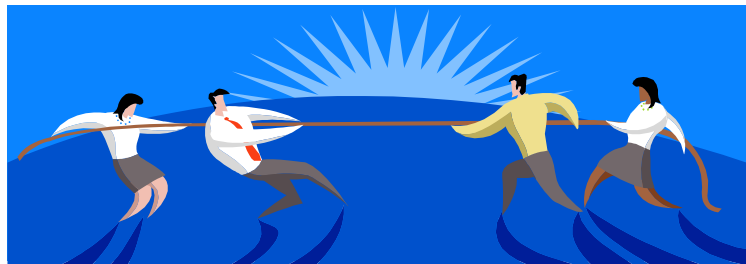
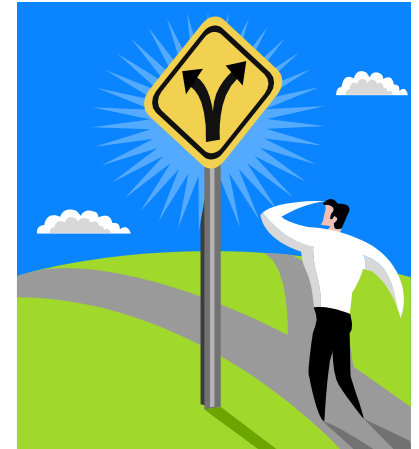
Address Performance Issues Quickly

Look for typical signs early

- Late deliverables
- Poor quality deliverables
- Missed meetings
- Understand the culture of your team members

Look for new signs

- Misunderstandings or conflicts caused by the loss of non-verbal communications
- Team SLAs not met





Key Takeaways



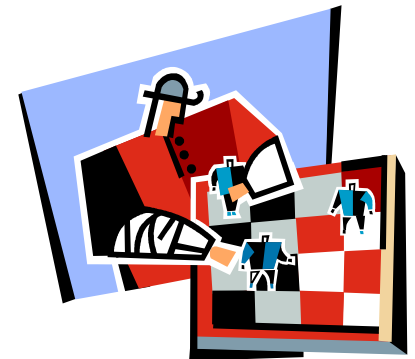
PMO Creation

- Clear rules of engagement
- Simple PMO process
- Exception process
- Governance board with business partners



PMO Care and Feeding

- Build a partnership with senior management and stakeholders
- Strong communication
- Avoid making assumptions
- Transparency





Contact Information



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