



PROMS-G

Project Management Specialist Group



SETTING UP A PMO

WEDNESDAY 20TH JAN



Eileen J Roden

SPEAKING TODAY



Lindsay Scott



1

What kind of PMO is required?

Knowing what you're there to do
Support Vs Services

2

What resources are needed to implement a PMO successfully?

People, Process, Technology
Competences, skills,
knowledge, behaviours

3

How to measure success?

PMO Vs P3M

SETTING UP A PMO



POLLS



WHAT KIND OF PMO IS REQUIRED?

Portfolio
Office

Programme
Office

Project
Office

Centre of
Excellence

Alternatives

PSO
PPSO
PPMO
CMO
CPMO
APMO
VPMO
EPMO
P3O





IT'S NOT ABOUT YOU

What the business needs

Helping them to
understand what they
need

STAKEHOLDER NEEDS



Better availability of information on lessons learned from previous experience	Effective transfer of knowledge in project management	Better communication with the senior management level	Better quality of project results	Better project prioritisation	Better communication among the project team
Better project support from senior management	Better control over project teams	Increased productivity on projects	Increased visibility of the relationship among projects and strategy	Time and cost estimates more reliable	Effective transfer of knowledge in project management
Increased motivation and individual commitment	Better availability of resources with skills in project management	Improved client satisfaction	Increased predictability for decision-making	Greater organisation commitment to results	Increased visibility of the relationship among projects and strategy
Increased visibility of resource demand	Greater integration among areas of the organisation	Increased visibility of project progress	Greater agility in project management decision-making	Better quality of project results	Reduction of the project life cycles within the organisation
Better definition of roles and responsibilities	Reduction of risk exposure	Increased predictability for decision-making	Better communication among areas of the organisation	Better third parties and subcontractors control	Better allocation of resources across projects

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- Step 1 → Leadership team determine PMO mandate (ends to be achieved)
 - Step 2 → PMO manager develop business plan to achieve PMO mandate (means to the ends)

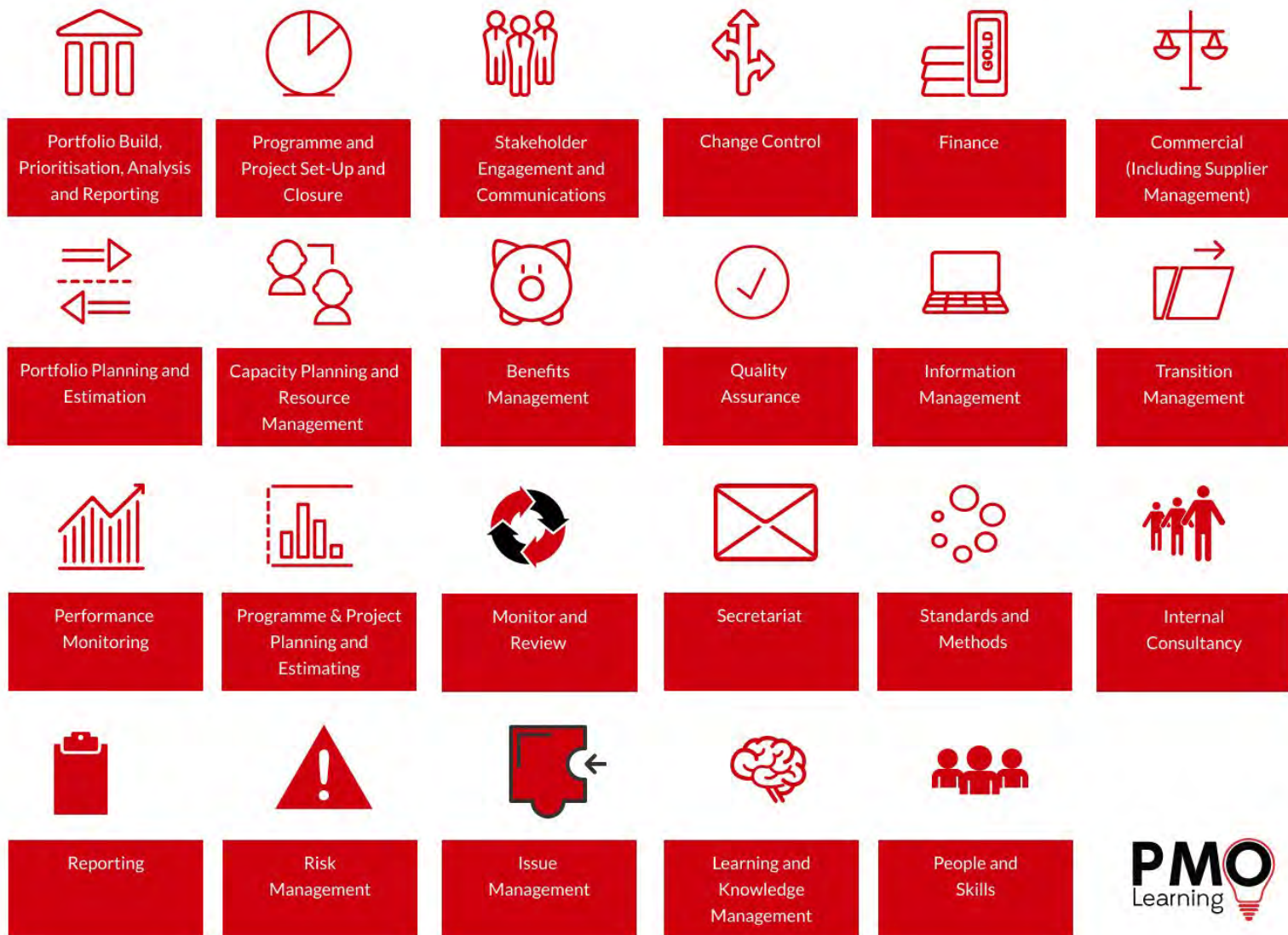
Mark Price Perry

PMO Mandate

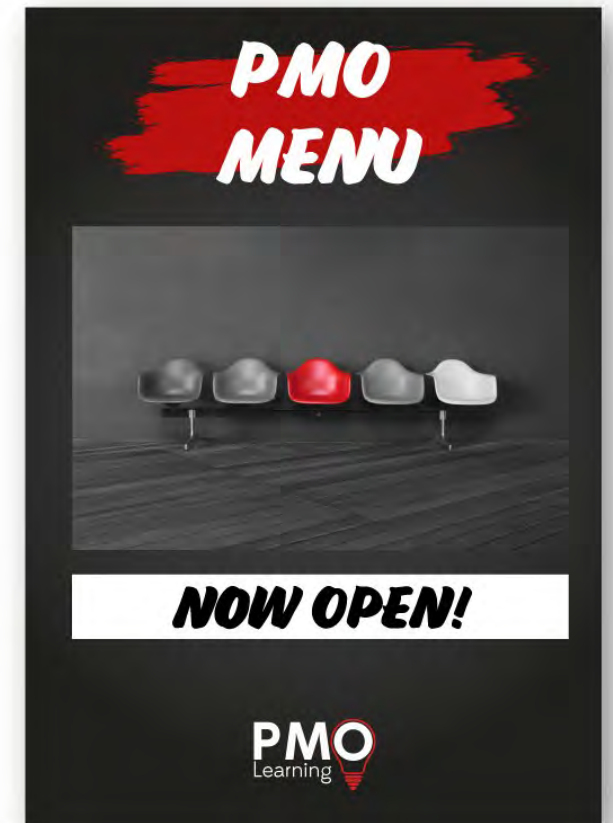
- Top 3 Problems
- Vision
- Mission
- Goals / Objectives
- Value to the Business

- Step 1 → Leadership team determine PMO mandate (ends to be achieved)
- Step 2 → PMO manager develop business plan to achieve PMO mandate (means to the ends)

Mark Price Perry



SUPPORT BASED VS SERVICE BASED

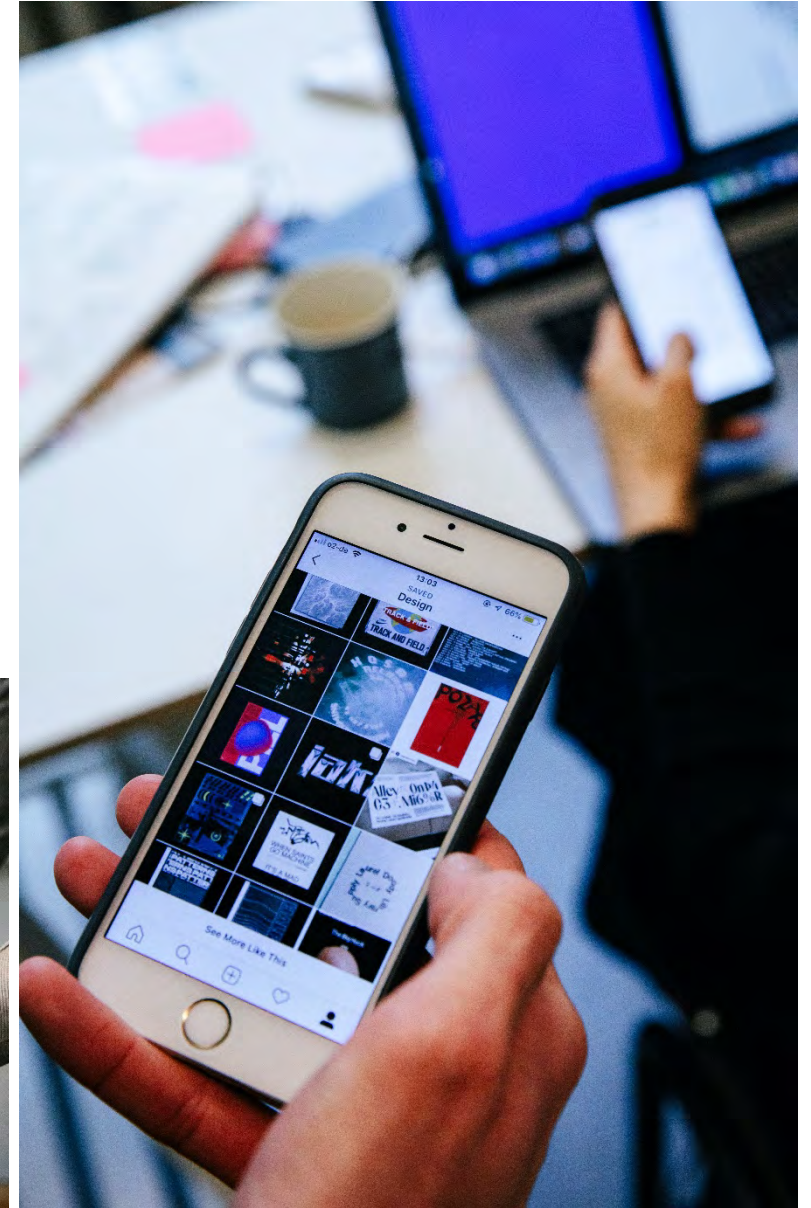


WHAT RESOURCES ARE NEEDED TO IMPLEMENT A PMO SUCCESSFULLY?



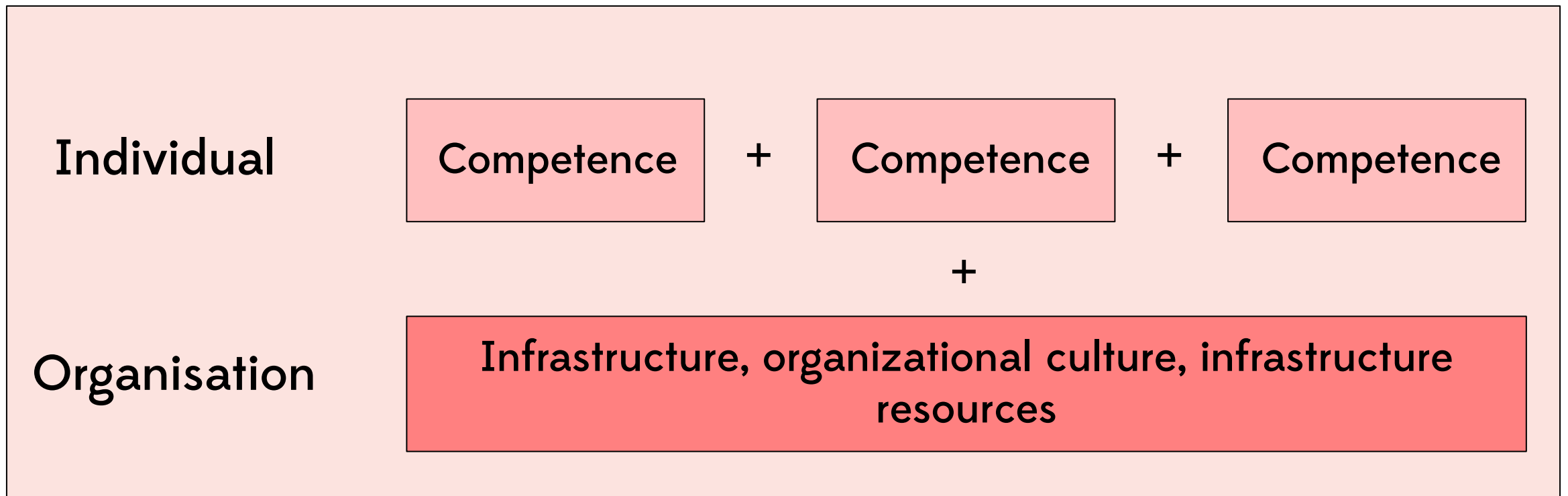


PEOPLE, PROCESS, TECHNOLOGY



PMO CAPABILITY

PMO **capabilities** are built from personal competence and organisational infrastructure, culture and infrastructure resources (tools, techniques, data, systems)



THE PEOPLE



PMO/ Business
Operations Manager

PMO Lead

PMO Planning Lead

PMO

PMO Co-Ordinator

PMO Analyst

Change Services
Analyst

Portfolio Analyst

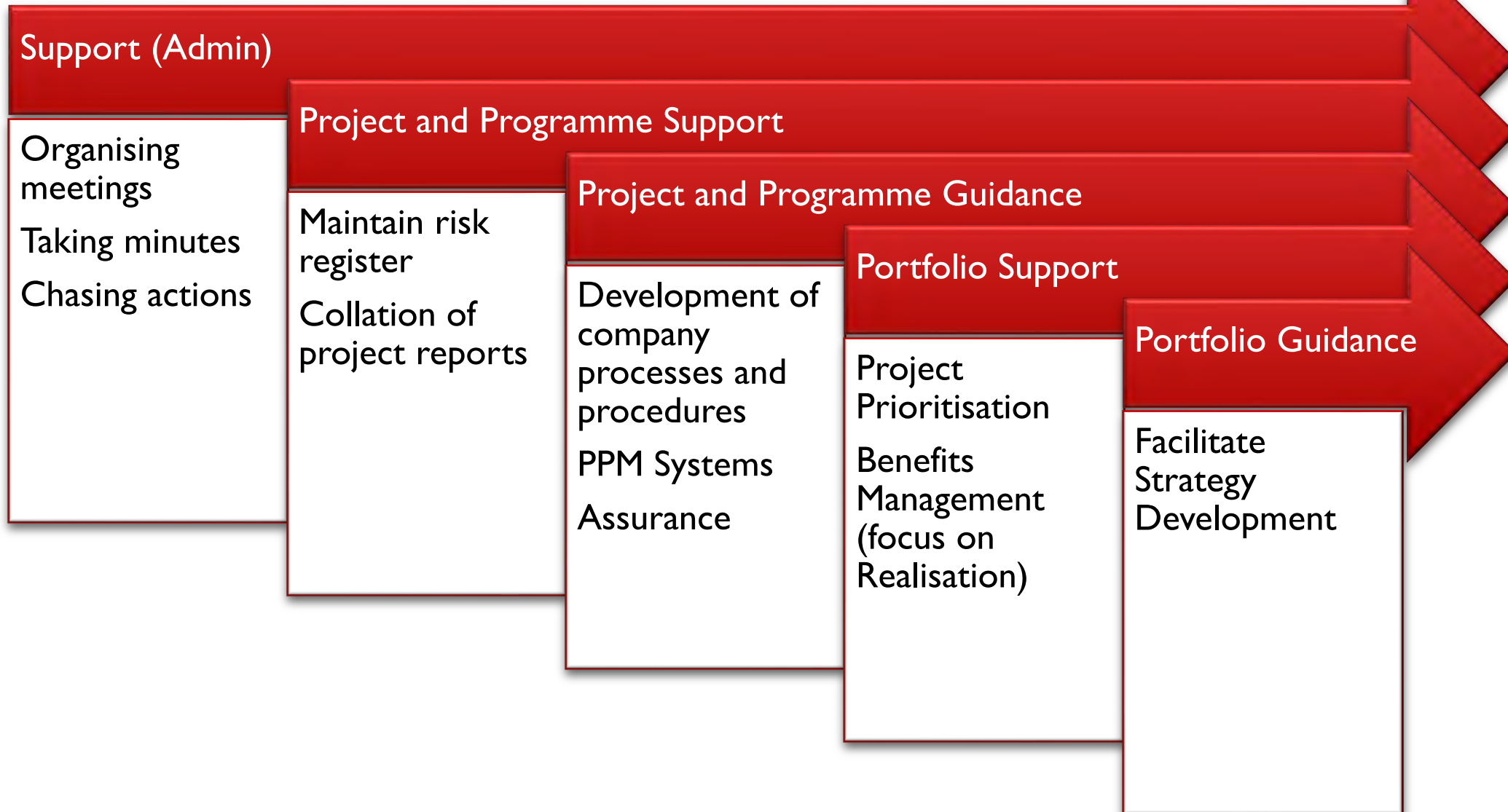
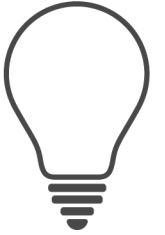
Personal Assistant/
PMO Administrator

Interim Project/ PMO
Manager

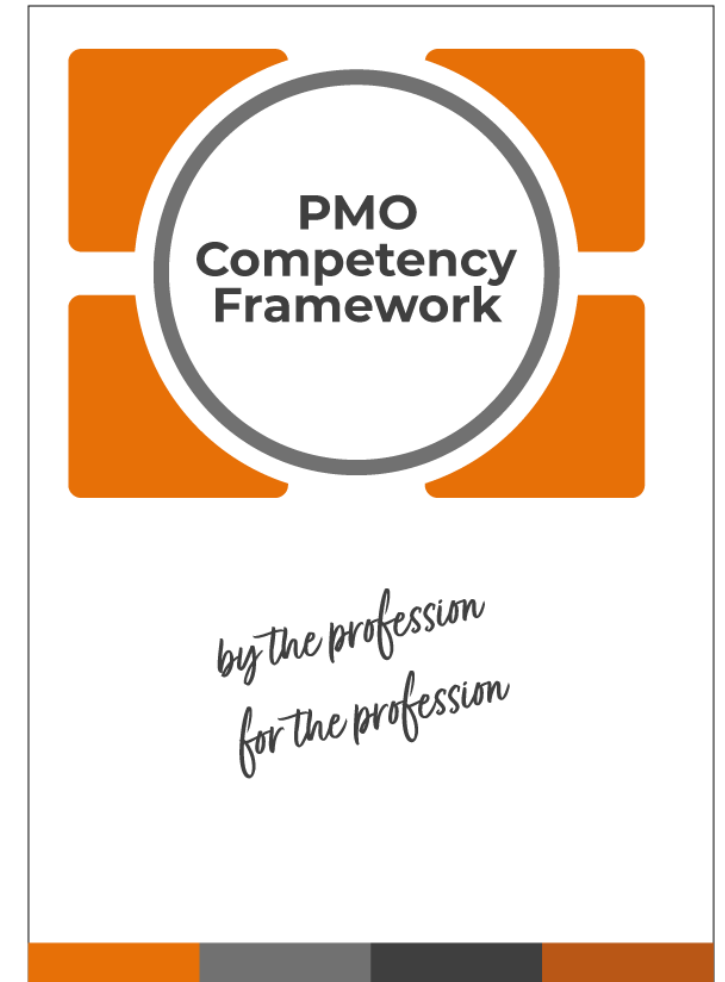
IT Infrastructure PMO
Manager

PMO Support Manager

THE ROLES THEY PERFORM

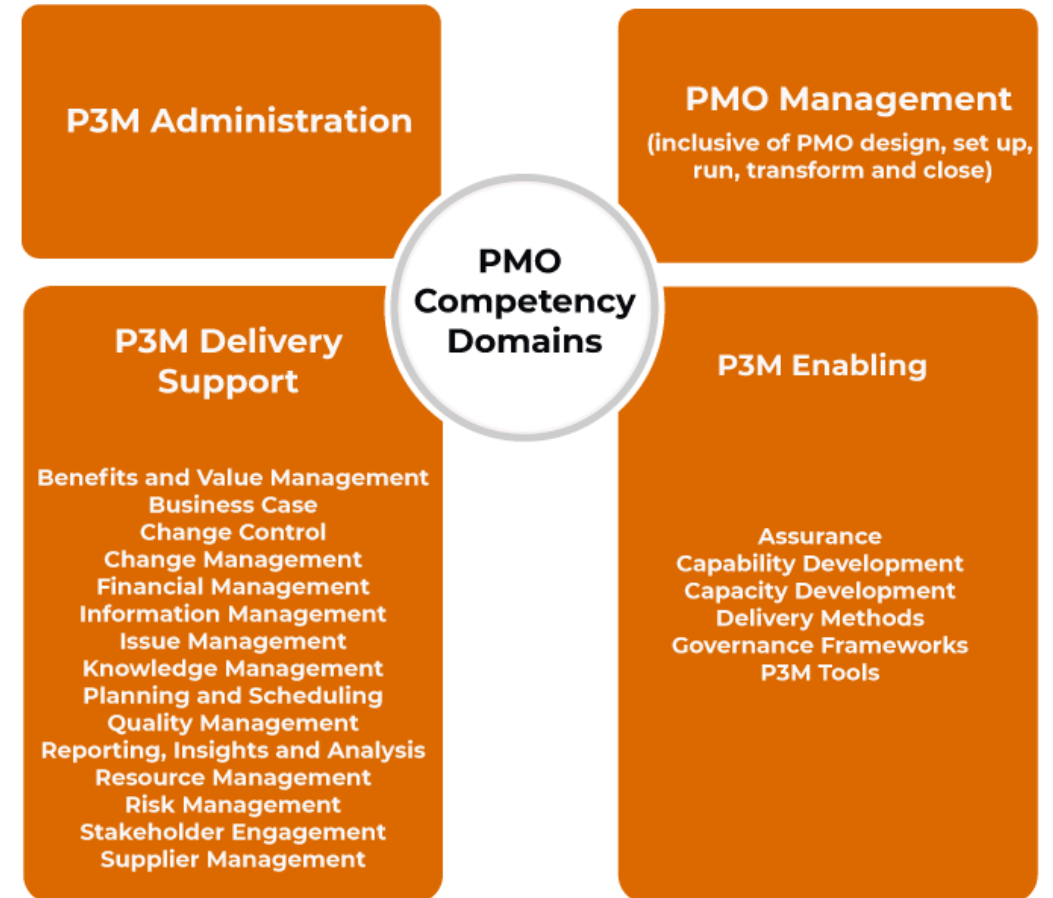


WHAT SKILLS AND CAPABILITIES SHOULD BE IN PLACE TO BUILD THE RIGHT PMO?







































WHAT SKILLS AND CAPABILITIES SHOULD BE IN PLACE TO BUILD THE RIGHT PMO?

- Knowledge
- Skills
- Behaviours



KNOWLEDGE, SKILLS, BEHAVIOURS

 <p>Applications and tools of the organisation (e.g. office systems, CRM/ERP systems, document management systems, P3M tools and HR systems)</p>	 <p>Change and Delivery methods and associated controls from conception to benefits realisation (e.g. MoP, MSP, PRINCE2, Managing Benefits, etc and local tailoring)</p>	 <p>Corporate processes and procedures (and associated timings) relevant to delivery (e.g. Administration, Finance, HR, Procurement, Quality Management System)</p>	 <p>Corporate metrics and measures (KPIs, OKRs, etc) and associated tools and techniques (e.g. benchmarking, Balanced Scorecard)</p>	 <p>Self</p> <ul style="list-style-type: none">• Act Assertively• Active Listening• Ask Powerful Questions• Balance Competing Needs• Follow• Reflect• Professional Judgement• Time Management	 <p>Relationships</p> <ul style="list-style-type: none">• Build Consensus• Coach and Mentor• Consult• Customer Service• Delegate• Engage• Empathise• Empower• Manage Conflict• Motivate	 <p>Pay attention to detail, but be pragmatic – keep the bigger picture in mind.</p>	 <p>Provide candid feedback and recommendations in a constructive manner</p>
 <p>Corporate vision, strategic aims and strategy and the industry & market within which the organisation operates</p>	 <p>Corporate language and communication, culture (including politics), context and current priorities</p>	 <p>Content of the current portfolio and pipeline/backlog</p>	 <p>Boundaries of your authority and responsibilities</p>	 <p>Thinking</p> <ul style="list-style-type: none">• Decision Making• Intuitive• Interview• Learn• Systems Thinking	 <p>Communications</p> <ul style="list-style-type: none">• Communicate and Present• Influence Others• Inspire• Innovate• Persuade• Think Creatively	 <p>Act with discretion and integrity, maintaining an appropriate level of confidentiality</p>	 <p>Be a team player, being a role model for the core values and behaviours of the organisation</p>
 <p>Job descriptions, role descriptions and associated organisation specific competency frameworks</p>	 <p>Organisation, governance, assurance, and management theories (including strategy development)</p>	 <p>P3M and PMO theories and practice, including maturity models</p>	 <p>Professional standards and corporate norms (including appropriate delivery and legal frame-</p>	 <p>Analytical</p> <ul style="list-style-type: none">• Analysis• Benchmark• Contingency Planning• Critical Analysis• Forecast• Scenario Building• Setting Objectives	 <p>Problem Solving</p> <ul style="list-style-type: none">• Data Assimilation• Evaluate• Feedback• Monitor• Negotiate• Prioritise• Research• Reviewing• Solve Problems	 <p>Be tenacious and act assertively as appropriate</p>	 <p>Be open to challenge and debate; avoid being wedded to a single solution</p>
 <p>The organisation's governance structure and who's who (along with customer and supplier organisations as appropriate) and relationships between the parties</p>	 <p>Skills, capabilities, and availability of people across the organisation that are involved in the delivery of the portfolio (and pipeline of change).</p>	 <p>Service management frameworks (e.g. ITIL)</p>	 <p>Who to contact for what (internally and externally)</p>	 <p>Strategic</p> <ul style="list-style-type: none">• Demonstrate business and commercial acumen• Think Strategically	 <p>Collaboration</p> <ul style="list-style-type: none">• Collaborate• Demonstrate• Facilitate• Network	 <p>Be resilient and maintain a positive attitude</p>	 <p>Work with passion and compassion, maintaining a growth mindset</p>
						 <p>Probe and challenge confidently, in a professional manner</p>	 <p>Recognise the limits of your expertise and continue to develop your knowledge and skills</p>
						 <p>Be curious and look beyond the obvious; recognising non-verbal behaviours to get to the real picture</p>	 <p>Practice what you preach and lead by example</p>



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What metrics evidence the successful delivery of projects, programmes and portfolios?

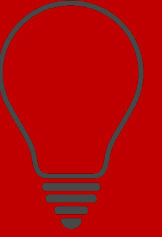
How does the PMO contribute to their success?



P3M SUCCESS OR PMO SUCCESS?



PMO PERFORMANCE



% improvement on project member satisfaction survey averages.
% of project staff externally supplied.

% of project staff coming from BAU.
Average time taken to on-board project staff
Project staff churn ratio.

% of project staff at the planned competency level.
Improve training rate of project staff members

% of project staff without professional development plan.

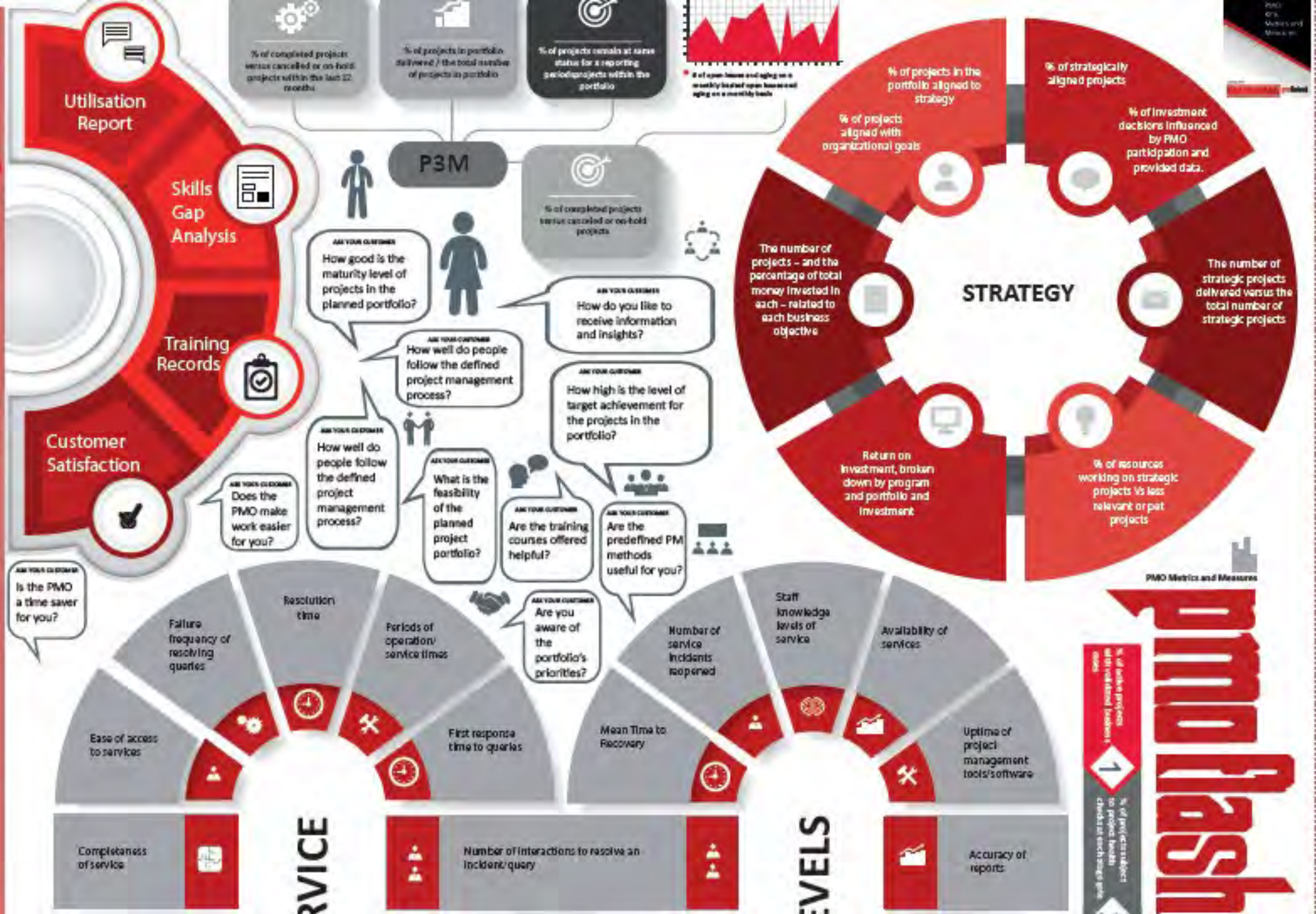
% of projects fully resourced on commencement.

% of projects appropriately resourced at the time of project start.

% of active projects with resource challenges.
Resource usage numbers in relation to budgeted amounts.



Ratio of internal project leaders/specialists to externally recruited project leaders/



OKR: OBJECTIVES & KEY RESULTS FOR PMO SUCCESS

Objectives	Measurement
O	Develop the PMO as a Center of Excellence that people want to work for
KR1	All Members of PMO complete 15 hours of personal development
KR2	Fresh, informative content added to the PMO business magazine
KR3	Run 3 lunch 'n' learn sessions with attendance of 10 or more
KR4	Satisfaction survey score of 8.0
KR5	'Drop Ins' increase by 10%

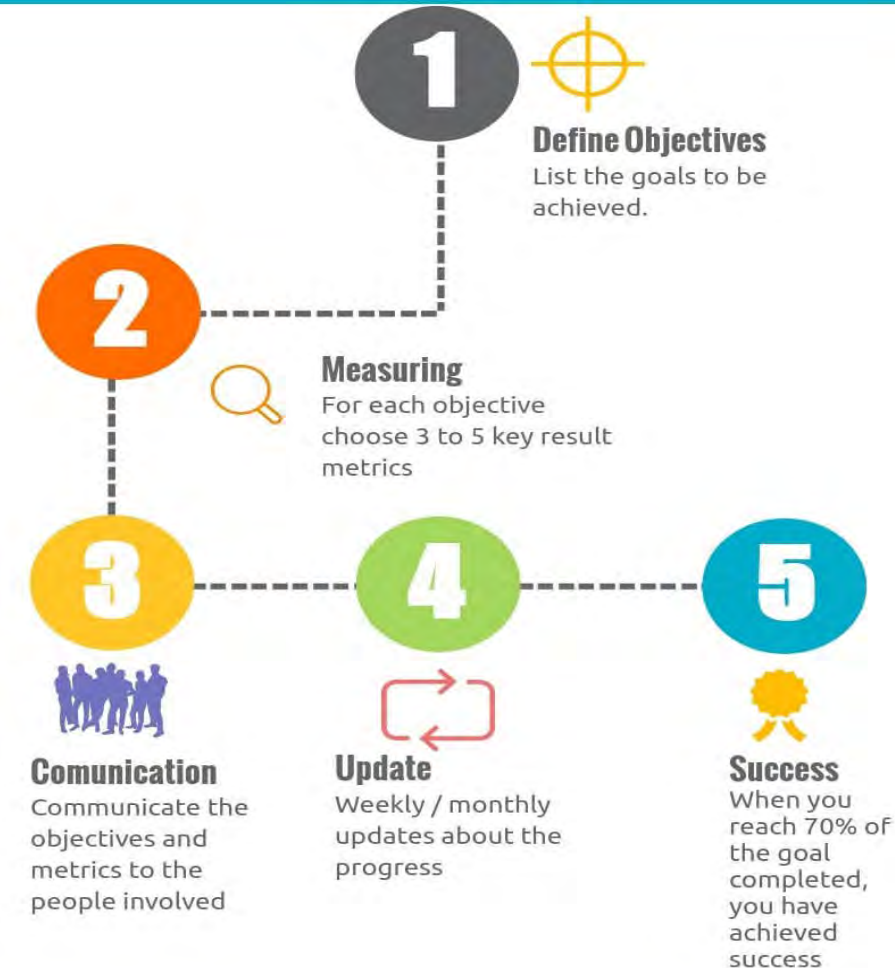
KRs measured as percentages

Average

OKR'S

How to implement OKR's

Step by step



SOURCES

<https://www.heflo.com/blog/business-management/examples-of-okrs/>

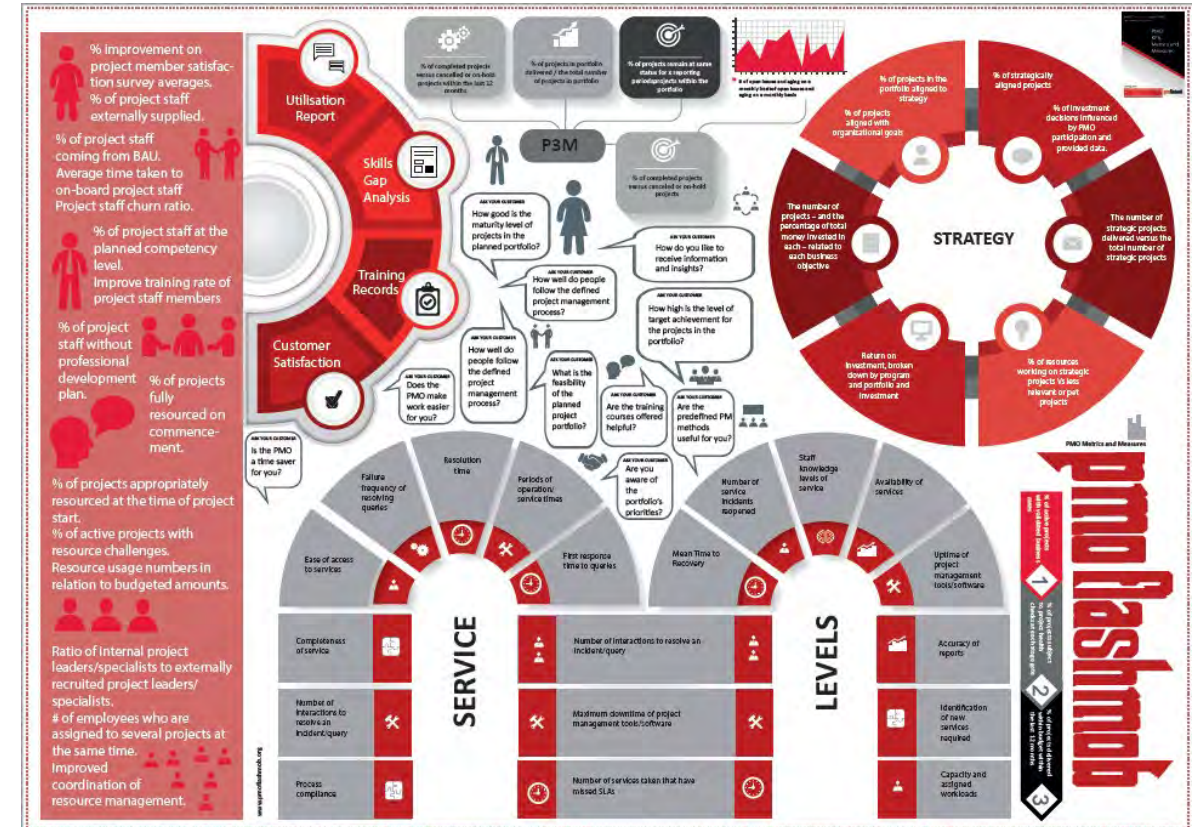
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PMO Flashmob: Inside PMO

PMO Managers Lunch Series

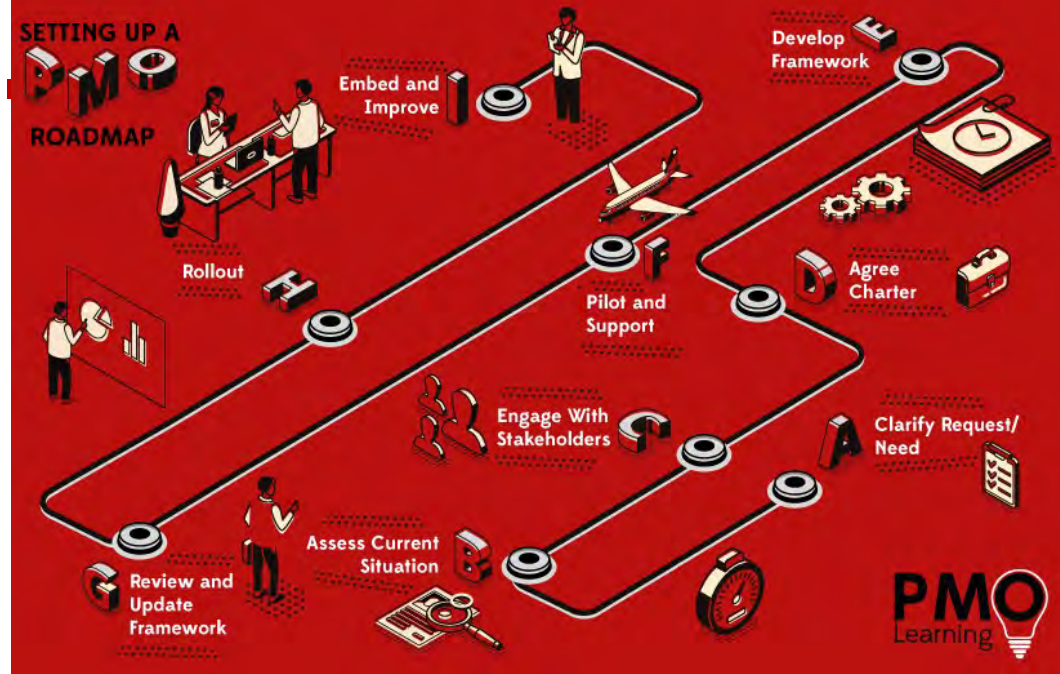
PMO: KPIs, Metrics and Measures



www.pmoflashmob.org/inside-pmo-metrics-measures/

Spring 2019

pmo flashmob



Setting up a Project Management Office

Next Course
15th – 16th February

4 Reasons Why I Attended the Setting Up a PMO Course

1 A structured way to set up a PMO

There's countless ways you could set up a PMO; you need one which works with your business that's the simplest it can be.



A Roadmap Can Help You Get There

Using the PMO Learning Roadmap to develop your PMO provides a structure that can be flexed to suit your organisation's needs.



2 To stop being thrown in the deep end

Often you're asked to set up a PMO because you're in the right place at the right time (or perhaps you feel like it's the wrong place at the wrong time). It's a great opportunity but you feel a little out of your depth.

3 To use something in lots of different organisations

For PMO consultants and contractors looking for a structured approach to setting up PMOs in lots of different organisations, a roadmap approach means it can be used over and over again, fit for purpose each time.



4 To understand what the PMO can do



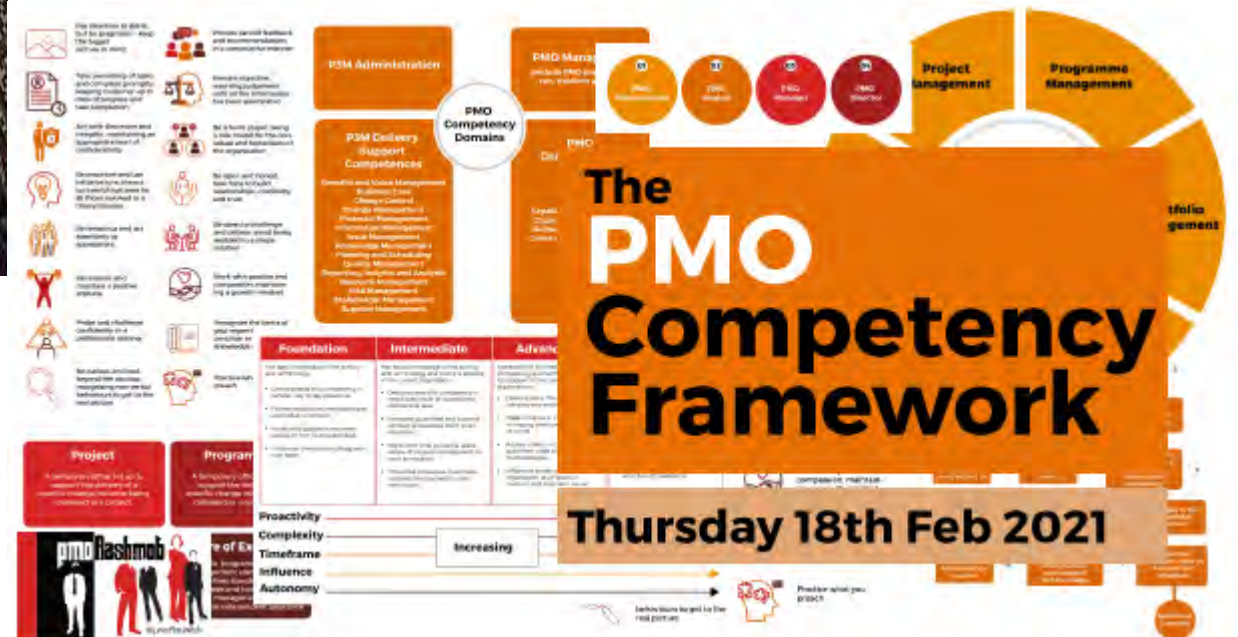
It's always good to expand your own thinking about PMOs because often we can stuck with always doing the same thing without realising there can be other ways.

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the art of the possible
/achieving what we can/ objective
when the industry is devastated



Thursday 21st January





THANK YOU!

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