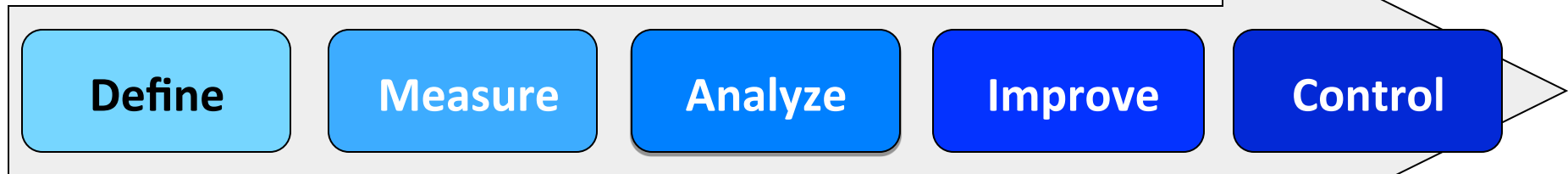


# Program Management Office

## Steps to a Successful PMO



**Define Need for PMO**

**Questions to consider:**

- Is a process for project approval and initiation consistently applied
- Do you have a widely accepted portfolio of approved prioritized projects
- Do you need to build better management support for approved projects
- Once approved are project roles , required approval authority , and escalation well understood
- Does a mechanism exist to authorize and track project spending
- Do project managers have standard training and qualifications
- Is the demand for and availability of project resources well understood
- Do projects use standard terminology
- Do projects have standard approval points
- Is project status reported in a consistent manner
- Are project histories and lessons learned collected , stored, and made available for reference

**Collect Data and Baseline**

**Typical Project Data:**

- Past project (s) performance
- Current project (s) status
- Proposed project expectations
- Project management capability and maturity
- Lessons learned

**Key Organization Data:**

- Strategy & roadmap
- Sponsor Contracts
- Past people-related implementation history
- Post-implementation accountability
- Organization structure and culture to include:
  - Project governance model
  - Roles & responsibilities
  - Leadership attitudes towards PM discipline

**Analyze and Action**

**Determine Organization Options and Major Implementation Milestones:**

*Common options include:*

- Program and Project delivery
- Project Repository
- Project Coach

*Milestones may include:*

- Approval of design & governance
- Staff assignment
- Approval of PM tools
- Development of project portfolio management plan

**Determine Appropriate Products:**

*Typical products include:*

- Repository of project artifacts (project plans, templates, estimating model)
- Standards (methodologies, tools, architecture)
- Best Practices
- Project metrics
- Management of portfolio
- Project delivery
- Project manager evaluations

**Plan and Execute**

**Project Execution:**

- Develop mission statement and charter
- Develop internal processes and measures of success
- Identify roles, organize positions, select and hire/staff
- Lock-in an organization option & product set
- Identify reporting requirements and implement reporting including reporting against authorized business case

**Organization Execution:**

- Identify and commit a sponsor & governance structure
- Coach senior leadership on roles
- Manage organization mood
- Identify and communicate with stakeholders
- Utilize tools & processes required to interact with stakeholders
- Execute communication plan and feedback loops

**Track and Report**

**Key Reporting**

- Provide weekly updates
- Deliver monthly executive briefings
- Conduct Phase gated reviews
- Escalate as appropriate
- Transfer and sign-off by operations
- Review final report

**Take Action and Improve**

- Conduct semi-weekly project meeting for status, integration, and improvements
- Facilitate senior leadership participation as part of their governance role