PMO Maturity | Assessment

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Introductions

- Take 5 Minutes

- Turn to a Person Near You

- Introduce Yourself

Agenda

- How mature is your PMO? Where do you go from here?

- This class is a working session and includes an exercise to assess how far you've come and help direct your course.

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PMO Check

- Who has a PMO?

- How Many Years?
  - <2
  - 3-5
  - >5

- What Type?
  - Org Unit/Business Unit/Divisional/Departmental
  - Project-Program Specific
  - Project Support/Services/Controls
  - Enterprise/Org-Wide/Strategic/Global
  - Center of Excellence

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The PMO in 2016 – At a Glance

- PMO Age: 5 years

- PMO Budget: US$500K

- Number of Projects/Year PMO Works On: 75

- PMO Staff Size: 9

- PMOs Using Contracted Resources to Manager the PMO: 15%

- PMO Staff with PMPs: 45%

- Project Management Experience of PMO Staff: 10 years

- PMOs Using the PMBOK®: 73%

Represented: 226 companies across the globe within different industries
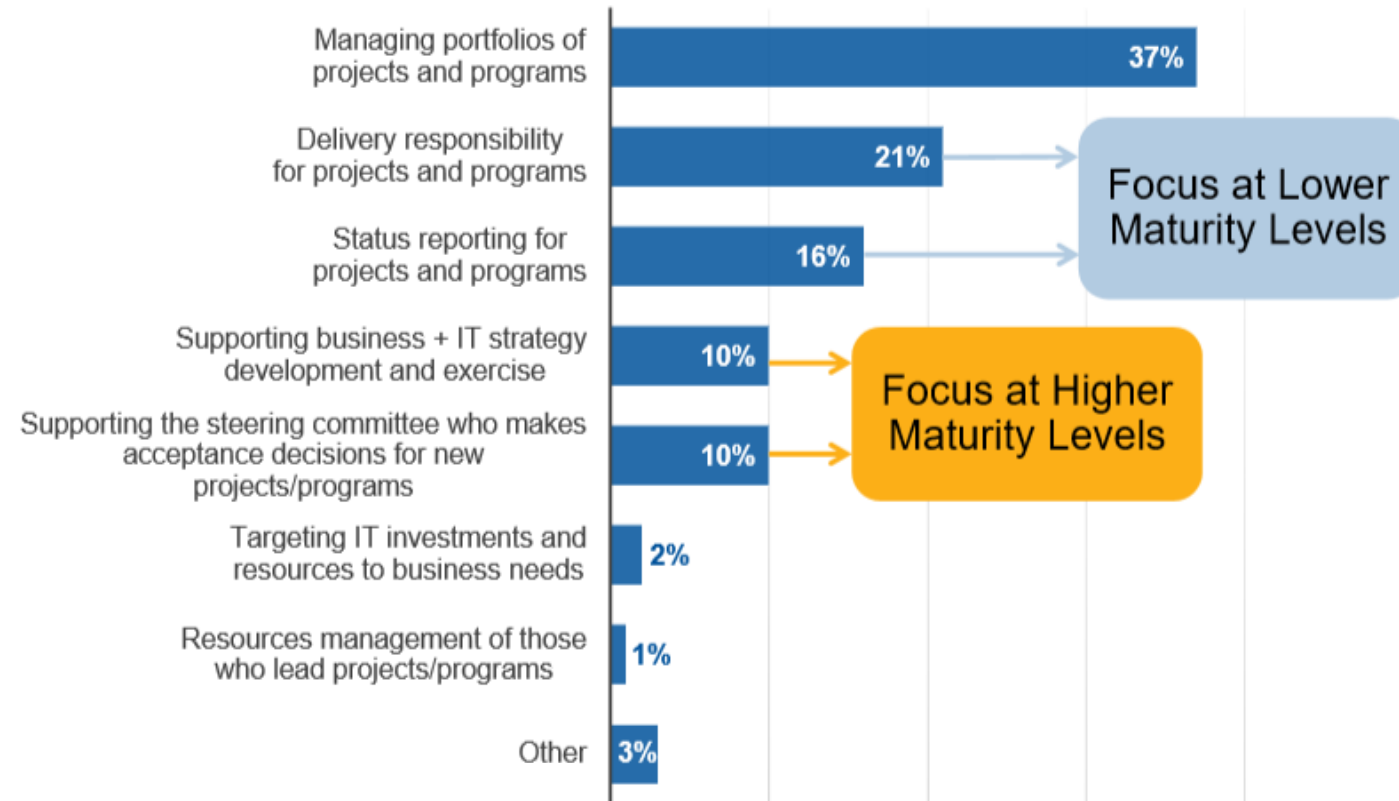
"State of the PMO 2016" PM Solutions

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Project Management Office (PMO) Goals

- Strategically drive organizational excellence

- Define & maintain project management standards, metrics, and governance

- Execute projects on-time & within-budget

- Assist in project portfolio planning & prioritization

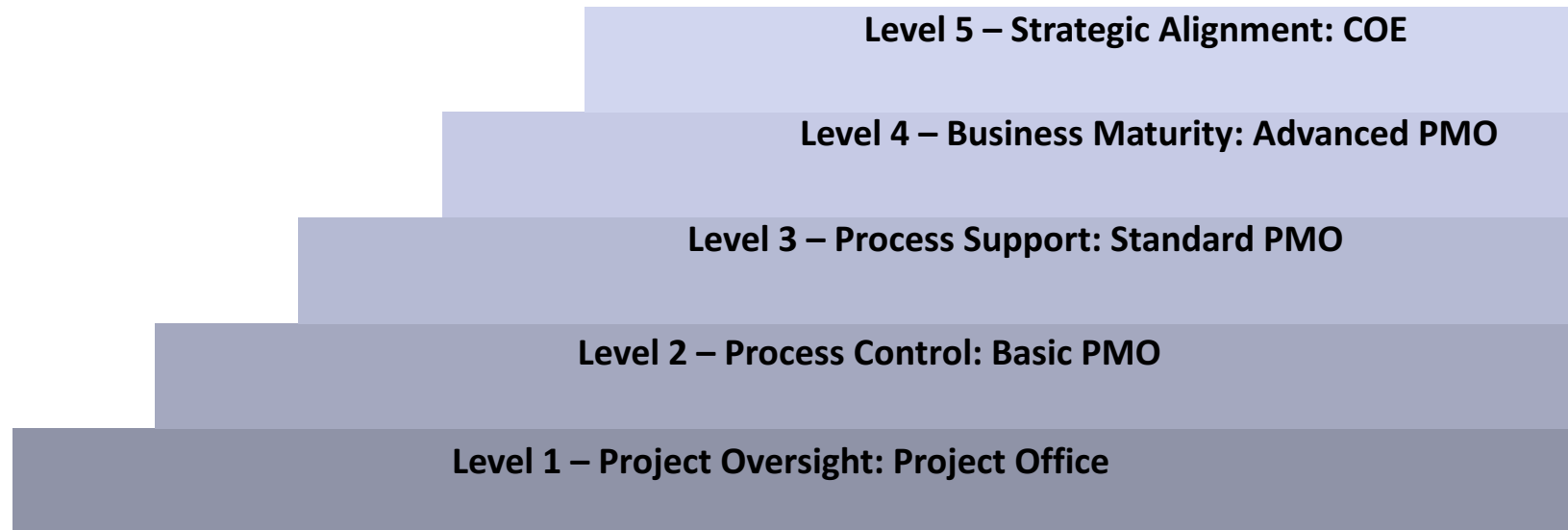- Ensure cross functional reporting & communication of key initiatives
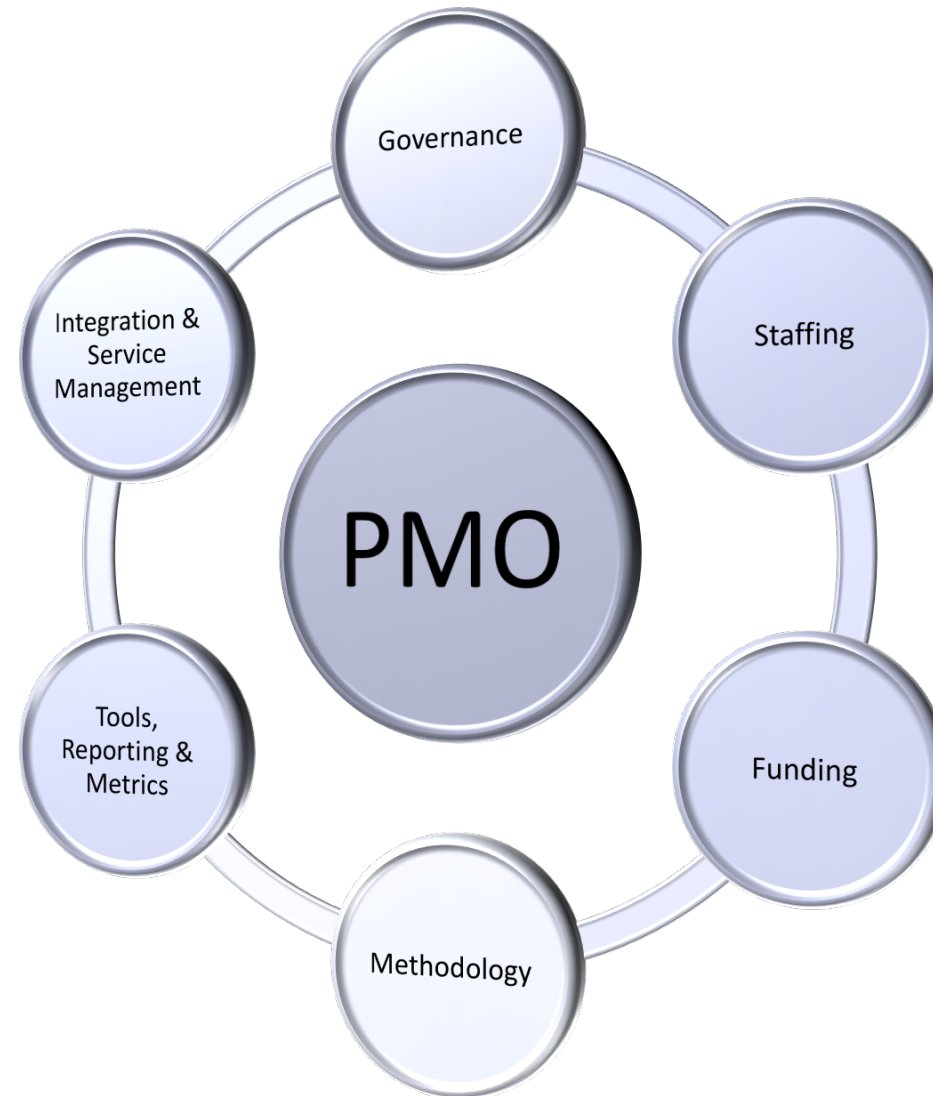
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PMO Focus Evolves With Maturity

PMO Maturity Levels

- Five Levels of Maturity

- Incremental Increase in Capabilities

- Forward Thinking, but Backward Review

Level 5 – Strategic Alignment: COE

Level 4 – Business Maturity: Advanced PMO

Level 3 – Process Support: Standard PMO

Level 2 – Process Control: Basic PMO

Level 1 – Project Oversight: Project Office

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PMO Maturity Indicators

- Six Indicators
- Aligns People, Process & Tools
- Holistic Assessment

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Where Are You On The Chart?

Indicators	Level 1: Project Oversight – Project Office	Level 2: Process Control- Basic PMO	Level 3: Process Support- Standard PMO	Level 4: Business Maturity- Advanced PMO	Level 5: Strategic Alignment- Center of Excellence
Governance	Very Light; Ad-hoc meetings convened to resolve collisions	Light; As needed convened leadership group	Consultative support to leadership independently guiding their department(s); Managed portfolio	Participation in leadership meetings; Facilitation of key IT and Business processes for portfolio management	PMO-led governance reporting directly to the CIO/Enterprise Executive; Prioritized portfolio
Staffing	Ad-hoc project resources staffed by major initiative	At least 1 FTE and part time resources providing guidance	Full time Manager and staff	Director level leader and staff	VP/Executive Director; Fully staffed to support continuous improvement
Funding	Project funding; refresher projects annually or less frequently (<$50k)	Team and minor enhancements <.25 FTE of technical (shared)/ development work ($50-150k)	Typically, 1-2 Process/ Training and 1-2 Technical Resources (dedicated); Some external support ($150k-300k)	Process, Tech, Training Teams; Support for Enterprise processes for IT ($300k-600k)	Large Teams and moderate external support ($500K+)
Methodology	Widely varying with little consistency; Ad-hoc process documentation	Templates but few processes documented	Process and Template repositories (e.g. SharePoint); Audit viable but with some findings	Regular training and refreshing of repeatable process and document resources; Moderate to high audit compliance; Program level standard documents and processes	Reconciled, strategy aligned to senior leader visioning; forecasts and projects; Adoption of earned value concept; High audit compliance
Tools, Reporting and Metrics	Ad-Hoc Out-of-the-box (OOTB) PPM tool usage; Excel exports and manually format/merge; Start-up metrics	Configurable reports within OOTB PPM Tool; Reporting capabilities with support from external sources; Selected metrics	Stock executive reporting; Entry level development for simple reporting available; Replacement of excel-driven documents; Committed metrics	Total cost financial data; Resource updates, scheduling integration and report development; Advanced metrics	Strong resource and financial integration; Advanced KPIs, executive and program dashboards
Integration and Service Management	No integration; Process and tools working independently	No integration; Job Aids, FAQs, high level resolution of issues; Ad-hoc tool incident management	Light integration; Process and tool release plans; Quarterly or more frequent updates; Support meetings for key roles	Moderate integration; Proactive engagement with IT and Business facing elements; Repeatable change management	Moderate to high integration; Tightly integrated process/tool release, incident and problem management

PMO Maturity Exercise

- Take 5 Minutes

- Fill out PMO Maturity Assessment

- Tabulate Score

- Be Ready to Share Results

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Overall Score

What Level is your PMO?

< 12   = Level 1: Project Office

12 – 17   = Level 2: Basic PMO   ← Most Common Level

18 – 23   = Level 3: Standard PMO

24 - 29   = Level 4: Advanced PMO

> 29   = Level 5: Center of Excellence

Note: Average 2-3 years to move levels

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Tips on Moving to Next Level

✓ <u>PROCESS FIRST</u>

✓ <u>TOOL SECOND</u>

✓ Target Short Term and Long Term Improvement Goals
  o One area, one level at a time

✓ Reassess Project Office role in PPM

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Remember

- Conduct the assessment every 12 months

- Strive for year-over-year improvement across the indicators

- Each stage of maturity indicates:
  - More value to the organization
  - More alignment between functional areas
  - More executive awareness and support
  - Greater synchronization between projects, project managers, and project teams

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Questions?

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Let Rego be your guide.

Thank You For Attending regoUniversity

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- Enter **Description**
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