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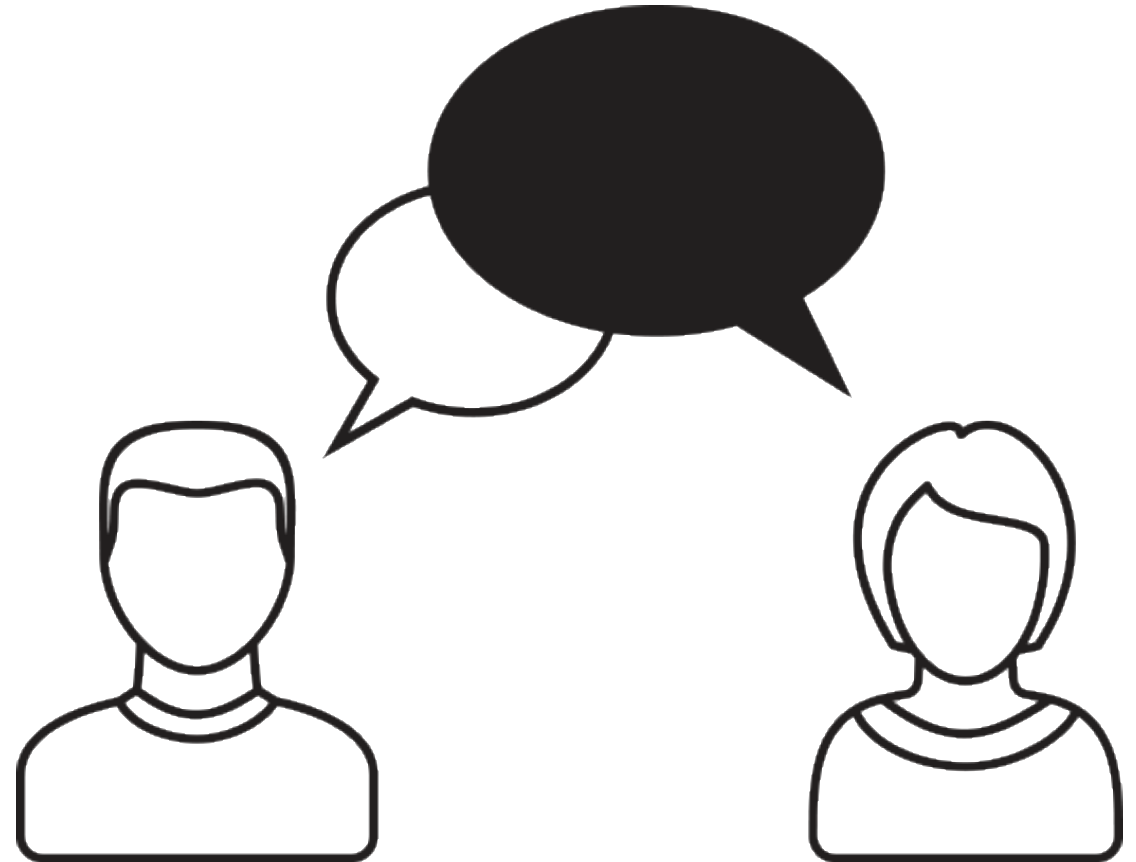
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# PMO Maturity | Assessment

Your Guides: Mark Lundquist and Grant Zemont

# Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself



# Agenda

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- Key components of Project Management Maturity
- Self Assessment
- Discussion

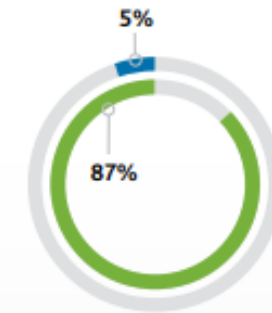
# Open Mic

- Who has a PMO?
- How Many Years?
  - <2
  - 3-5
  - >5
- What Type?
  - Org Unit/Business Unit/Divisional/Departmental
  - Enterprise/Org-Wide/Strategic/Global
- What is the Focus?
  - Project Support/Services/Controls
  - Center of Excellence
  - Both?
- What Methodologies are Supported?
  - Waterfall
  - Agile
  - Six Sigma
  - RUP
  - Combination?
  - Other?

# Project Management Office (PMO) Goals

- Strategically drive organizational excellence
- Define & maintain project management standards, metrics, and governance
- Assist in project portfolio planning & prioritization
- Ensure cross functional reporting & communication of key initiatives

Mature Delivery Capabilities Can Minimize Risks, Controls Costs, and Increase Value



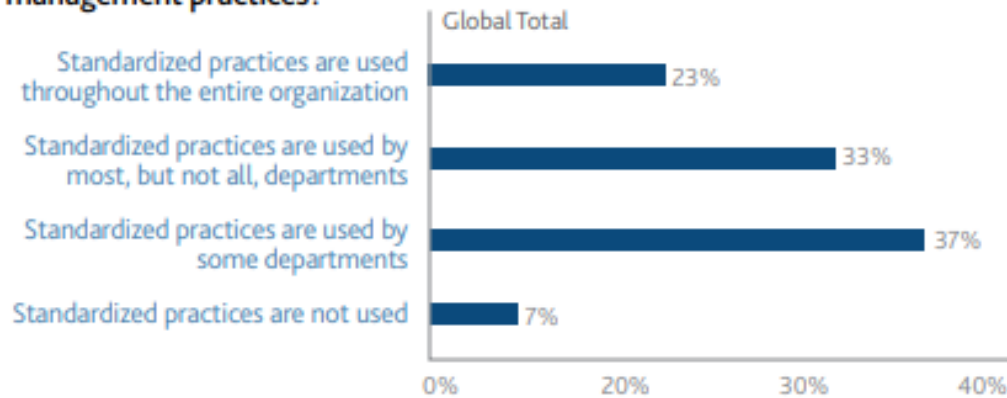
- 5% of Underperformers have high value delivery maturity
- 87% of Champions have high value delivery maturity

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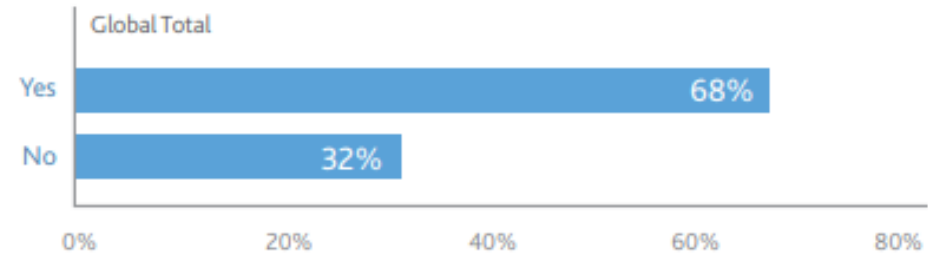
# Valuing the PMO

- PMO investment is growing
- More room to grow
- Focused on Value

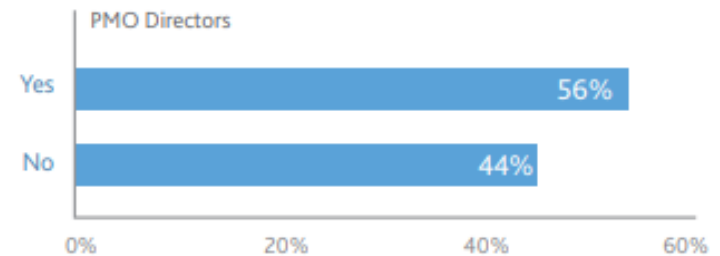
Q: To what extent does your organization use standardized project management practices?



Q: Does your organization have a Project Management Office (PMO)?

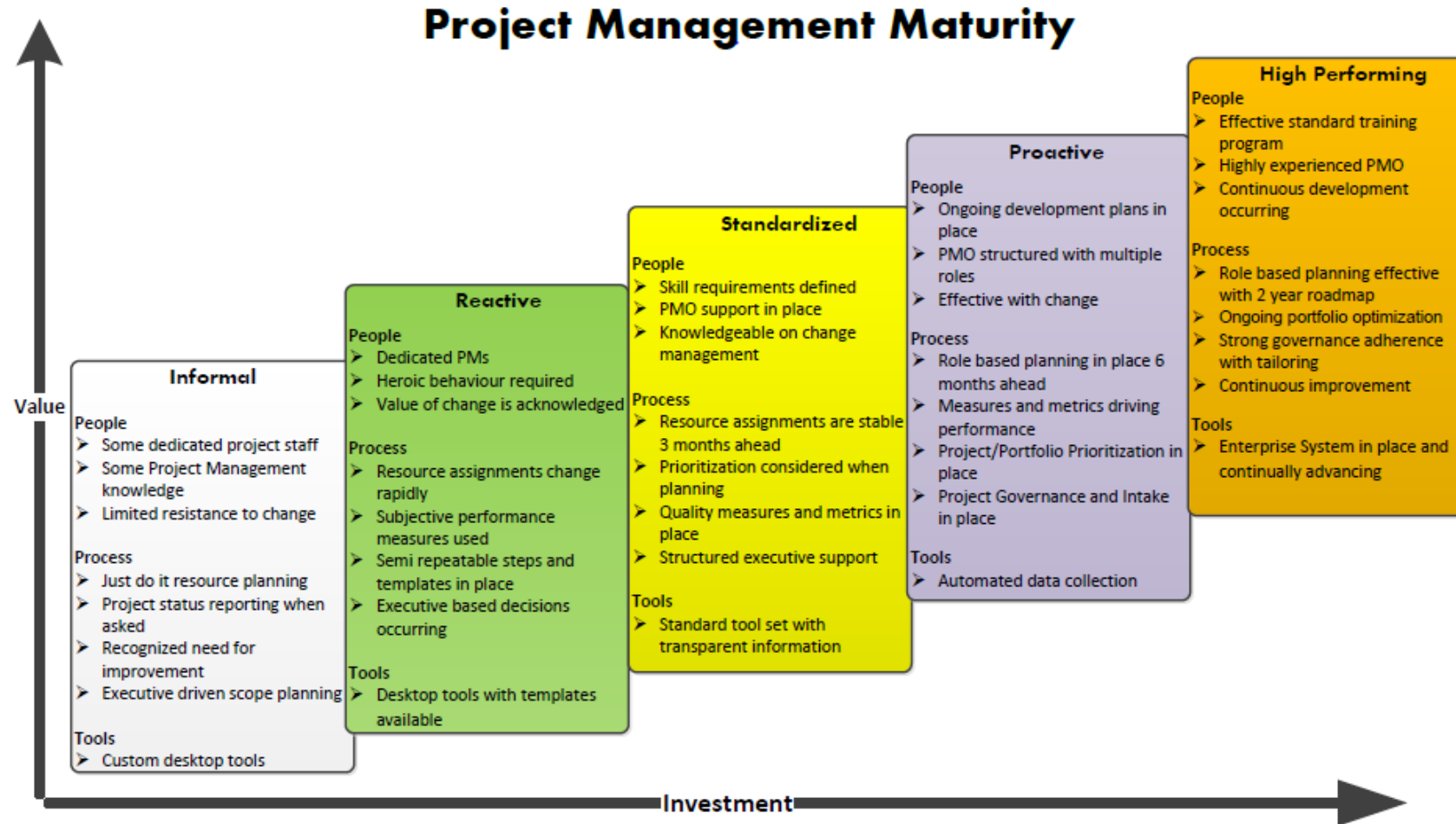


Q: Do you believe that your organization fully understands the value of project management?



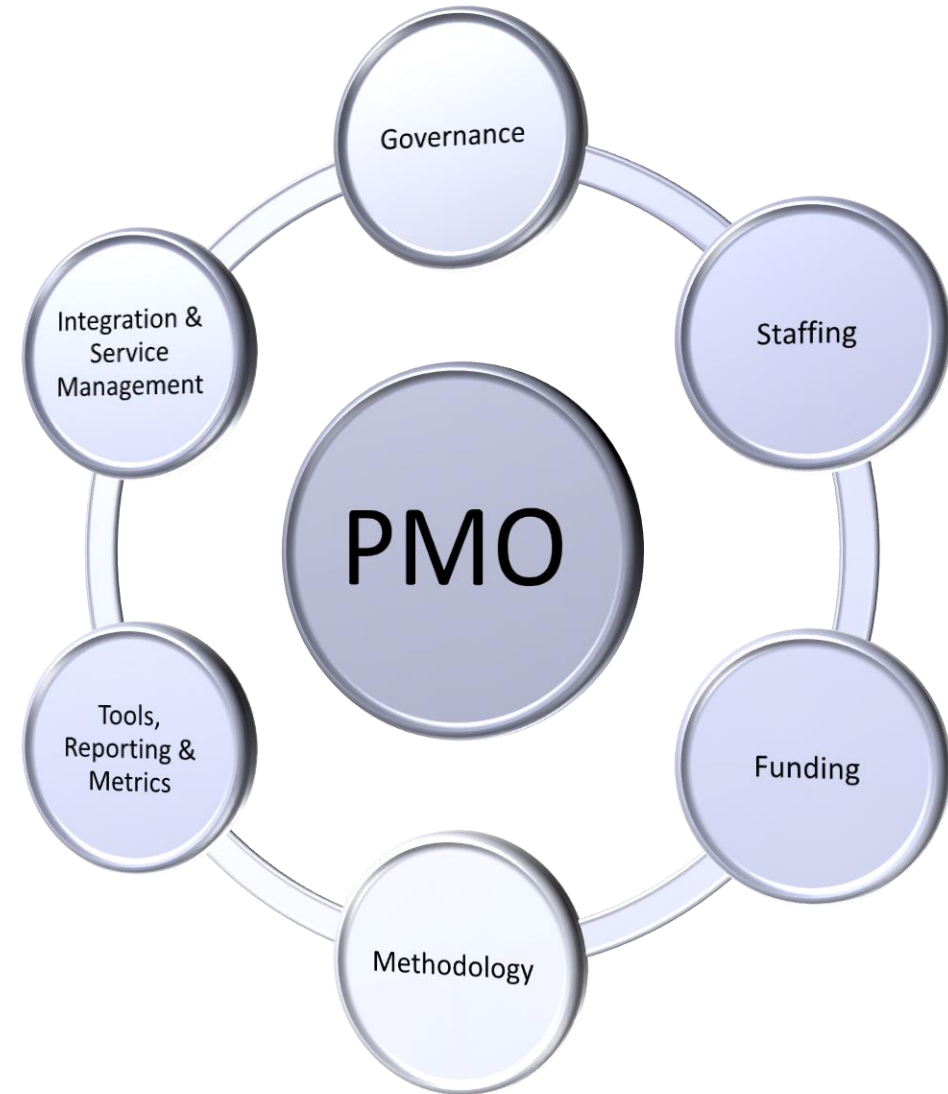
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# Five PMO Maturity Levels



# PMO Maturity Indicators

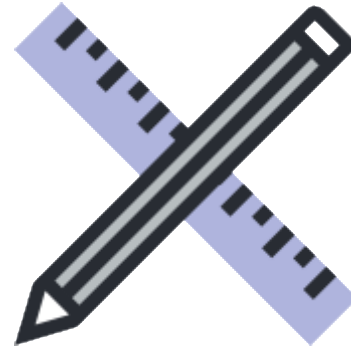
- Six Indicators
- Look to Align People, Process & Tools





# PMO Maturity Exercise

- Take 5 Minutes
- Fill out PMO Maturity Assessment
- Tabulate Score
- Be Ready to Share Results



# Overall Score

## What Level is your PMO?

< 12	= Level 1: Project Office
12 – 17	= Level 2: Basic PMO
18 – 23	= Level 3: Standard PMO
24 - 29	= Level 4: Advanced PMO
> 29	= Level 5: Center of Excellence

← Most Common Level

**Note: Average 2-3 years to move levels**

# Where Are You On The Chart?

Indicators	Level 1: Informal	Level 2: Reactive	Level 3: Standardized	Level 4: Pro-Active	Level 5: High Performing
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

# Tips on Moving to Next Level

- ✓ **PROCESS and PEOPLE FIRST**
- ✓ **TOOLS SECOND**
- ✓ Target Short Term and Long Term Improvement Goals
  - Find low hanging fruit and eliminate organization Pain Points
- ✓ Plan to be incremental, Project Management needs to grow!



# Remember

- Conduct the assessment every 12-18 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

# Questions?



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