

Everything You Wanted To Know About PMOs (in 60 minutes)

Introduction

- What is a PMO?
- A Brief History of PMO Thinking
- What Do PMOs Do?
- Resourcing PMOs
- Evolution and Opportunities
- APM PMOSIG
- Q&A

About the Presenter

Ken Burrell, Brilliant Baselines Ltd

- 5 years as a PM
- 5 years in PMOs (all the Ps)
- Independent PMO Contractor currently working in European Portfolio Office
- PMOSIG member since 2010
- Motivated by getting best benefits at minimum cost
- Ken.Burrell@BrilliantBaselines.com
- www.brilliantbaselines.com

What is a PMO?

- Lots of acronyms!
- The industry is settling on “PMO” as the catch-all phrase
- Does it matter what it stands for?

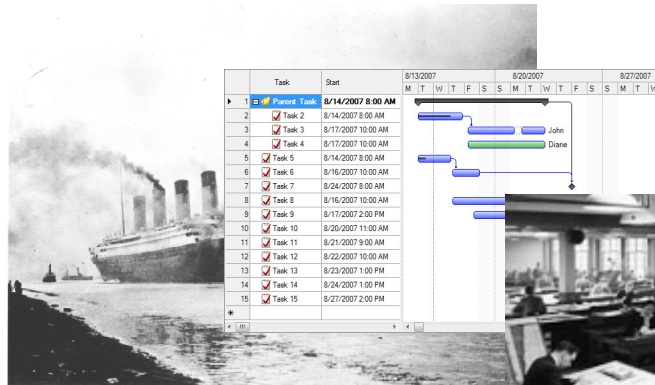
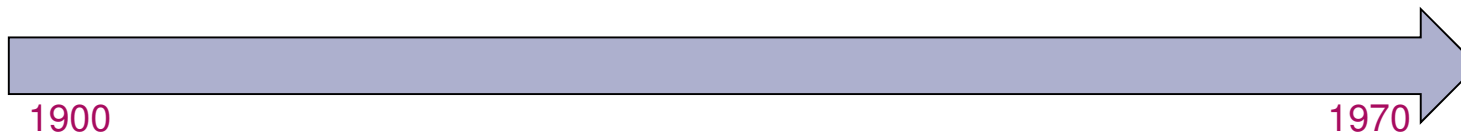
**A PMO is what the
organisation needs it to be**

A Brief History of PMO Thinking



- All of these were achieved without a PMO.... Or were they?

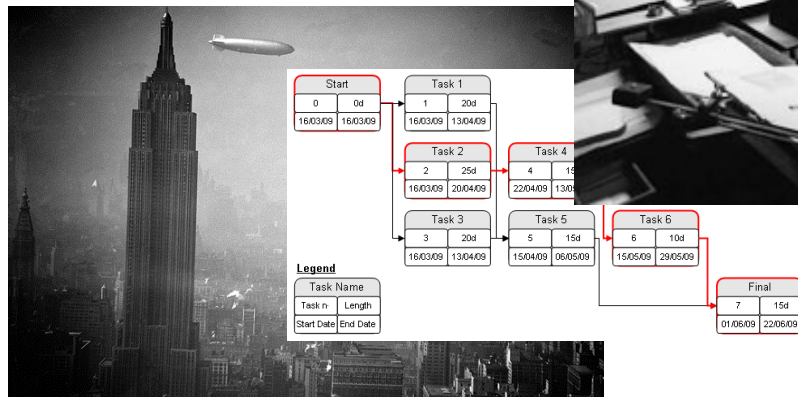
A Brief History of PMO Thinking



IPMA® international project management association

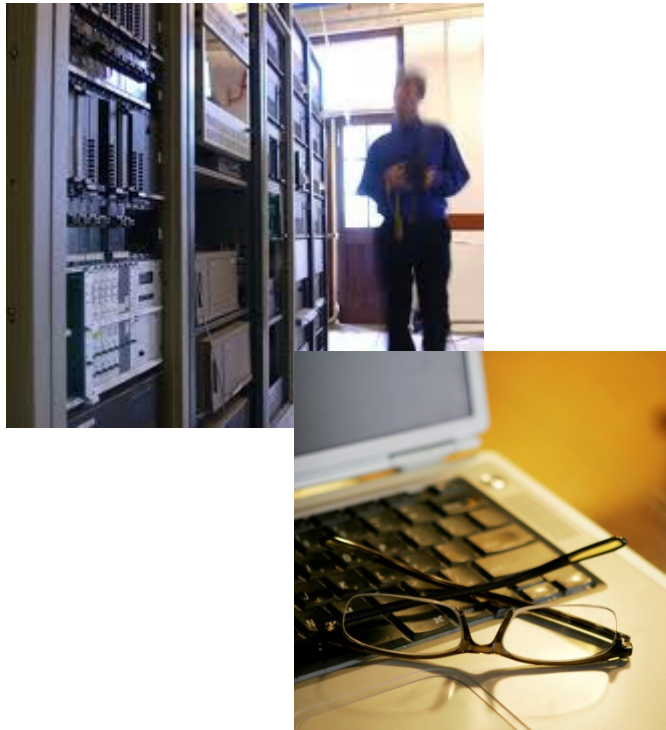


- Projects carried on delivering, and still needed “support” to be effective



PMI Project Management Institute

A Brief History of PMO Thinking



- IT becomes a major disruptor – suddenly the number of things that need to be managed as projects goes exponential!

A Brief History of PMO Thinking



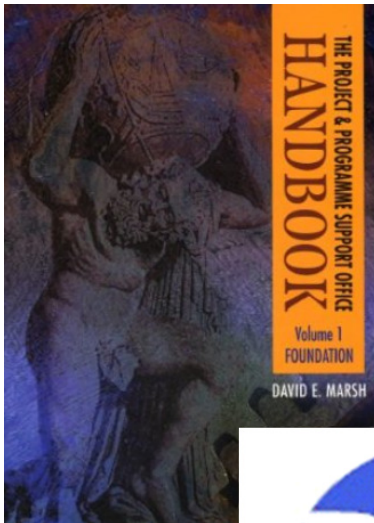
Frameworks and methodologies emerge out of the IT industry:

- 1975 – PROMPT II
- 1989 – Prince
- 1996 – Prince2



**Includes
paragraph on
Project
Support!**

A Brief History of PMO Thinking



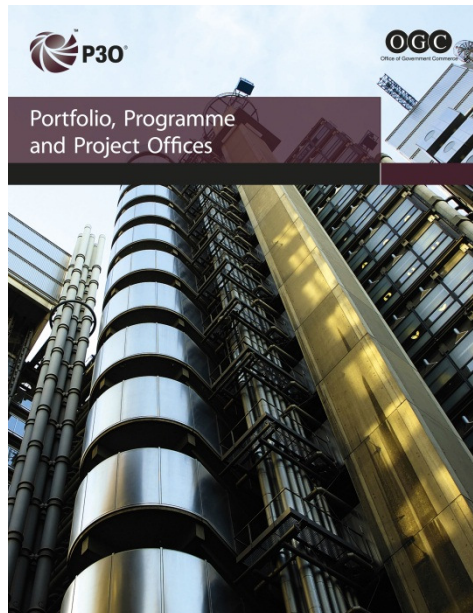
- ISEB PPSO Handbooks
- ISEB PPSO qualifications
- PPSOSIG born!



the programme & project support office
specialist interest group

apm PMO
Specific Interest Group

A Brief History of PMO Thinking



- PPM Centres of Excellence created across public sector 2004 onwards
- P3O published in 2008! An OGC publication all about PMOs.
- PPSOSIG becomes PMOSIG and celebrates 10th birthday, decides to join APM


portfolio programme project

What Do PMOs Do?

You tell me!

Types of PMO activity

- Admin support
 - administration
 - logistics
 - log management
 - schedules
 - some lighter specialist functions
 - etc
- Expert support
 - scheduling
 - reporting
 - risk management
 - config management
 - communications
 - facilitation

For individual projects & programmes

Types of PMO activity

- Guidance – the Centre of Excellence
 - implement, own and improve the methods, standards, processes and tools
 - report on groups of projects and programmes
 - internal delivery and standards assurance
 - education, coaching and mentoring of delivery staff
 - subject matter consultancy
 - implicitly, this type of PMO activity has longevity, and lives longer than individual projects

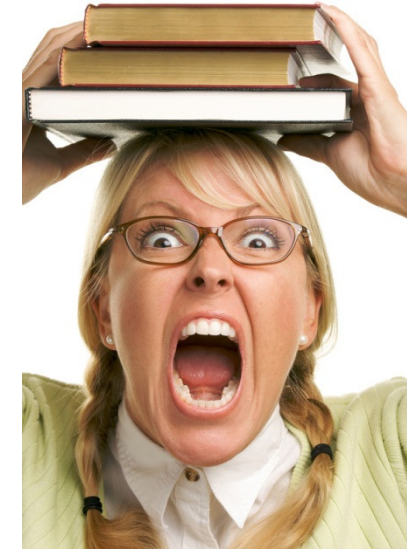
Across all projects & programmes

Types of PMO activity

- Business Leadership – Portfolio Office
 - build portfolio management structures, tools, processes
 - govern project and programme progress and fund allocation
 - link corporate strategy to benefit and product delivery
 - provide options and recommendations for the combinations of activities across an organisation
 - provide metrics and stimulate discussion to allow company executives to balance investment risk and reward

For the CxOs & shareholders

A Bit of Role-Playing!



Pulling it all together - PMO Charter



- Write one!
- What is it?
 - What the PMO does
 - What you can expect from the PMO (activity, service levels etc)
 - What the PMO expects from you
- Socialise the charter with all stakeholders
- Measure PMO performance against it
- Review it regularly

The PMO Service Menu



- Mature PMOs often create a support service menu for projects to pick and mix what services they need (and pay for!)

Resourcing Your PMO

The big things to consider:

- Align to your service menu, in terms of capability of individuals and capacity
- The law of diminishing returns – how much PMO is enough?

Resourcing Your PMO - Careers

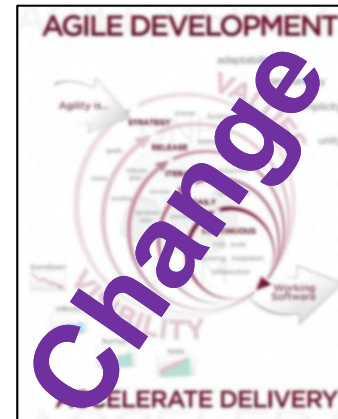
- Traditional path of project support – junior project manager – senior project manager etc. Works well for some but...
- Turning it all on its' head...
 - PMO can be a career step for a project manager!
 - Use “the bench”!
- Remain clear that capability is the glass ceiling, not background

Resourcing Your PMO - Careers

Question for debate:

Are project and programme skills
transferrable into a portfolio
management (office) role?

Evolution and Challenges



The value of the PMO

- The case for¹ (<http://ow.ly/fkhuA>):
 - Improved project success rates
 - Reduced implementation costs
- The case against² (<http://ow.ly/fkii5>):
 - Higher costs
 - Reduced PMO usage since 2009
 - Focus on non-value-adding activities
 - Can improve quality and reduce complexity
 - Best value comes from :
 - Demand Management
 - Process standardisation
 - Benefits management
 - Reviews
- PMO success means doing things that **add value**

Sources:

¹ Cooch & Cowmeadow, Accenture, 2010

² The Hackett Group, 2012



The APM PMOSIG

brave
active
committed
open
collaborative
friendly
organised
disruptive
PROGRESSIVE
passionate

The objectives of the PMOSIG

- To facilitate collaborative learning that fully engages the membership and helps them grow their PMO skills and competences
- To reach out to other disciplines (audit, finance, procurement, quality etc) that collaborate routinely with PMOs to create value
- To provide an open source of unbiased advice and guidance to those who can benefit from putting PMO practice to work
- To have a bias towards action, understanding the latest thinking and quickly digest it into ways that can be shared with those we seek to help

Our community – member profiles

- PMO Practitioners, defined as people who enable, support and ensure the management of change in organisations
- Those who need to know more about PMO and its benefits, practices, tools and techniques
- People in leadership positions who need to understand the potential benefits of the PMO approach
- People in organisations who are tasked with performing the ‘bridge’ function between strategy and delivery, either in a portfolio setting or in various dispersed units throughout the organisation

All Aboard
the PPSO

Knowing the
Value of your
PPSO
Getting
Organised
Boards

Thursday 10th
Aston University



TO BOLDLY GO
WHERE NO PPSO
GONE BEFORE



WHEN
GOOD
OBJECTS
TURN
BAD



Benefits
From Fantasy
to Reality



123

PSO Examined - What Does it Mean for your PPSO?
Wednesday 18th March 2009 - PPSOSIG

Topics We Have Covered

- The McCartney Report
- Recovering failed projects
- Politics and the PPSO
- Benefit management & realisation
- Personal development
- Tools, techniques and Approaches
- PMO Leadership
- P3O
- Sweating your PPSO assets
- PMO and PPM Maturity
- Competence and Competencies
- Portfolio Offices
- Centres of Excellence
- Business-driven PMO

All with a PMO “angle”

Plans for 2012

- 2 Conferences
- 6+ local meetings (Leeds, Manchester, Newcastle, Milton Keynes, Reigate, London) including branch presentations
- Continue with Social Media activity
- 12 Newsletters
- Knowledge Management project
- White paper with Portfolio and Programme Mgt SIGs
- Scottish National Conference
- Best Practise Showcase
- PMO Leader of the Year award

Any Questions?

Contact details:



pmosig@apm.org.uk



www.apm.org.uk/group/apm-pmo-specific-interest-group or

www.pmosig.co.uk



@pmosiguk



APM PMOSIG group



Brilliant Baselines

PROFESSIONAL | MOTIVATED | ORGANISED

www.BrilliantBaselines.com

Ken.Burrell@BrilliantBaselines.com



Who we are



What we do