

# Is Project Management Office (PMO) a Culture or a Structure?

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PMI-AGC

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- ✓ **Overview**
- ✓ **Assess PM Maturity Level**
- ✓ **Business Culture and Structure**
- ✓ **Establishing the PMO**
- ✓ **PMO Organization Structure**
- ✓ **PMO Roles and Responsibilities**
- ✓ **PM Competencies, Skills, and Culture**
- ✓ **Achieving PMO Maturity**
- ✓ **Conclusion**

## What is PMO?

- **PMO** is a function in the organization that facilitates the successful and consistent use of project management practices on all projects.
- **PMO** is a Management approach concerned getting the job done on time, within budget and according to specifications.
- **PMO** is focused on delivering an environment where project can flourish-not on actually managing project.
- **PMO** is Responsible for helping project managers be successful.

### **Project Manager**

Defining  
 Planning (Project)  
 Estimating / Tracking  
 Executing  
 Controlling  
 Organizing  
 Communicating

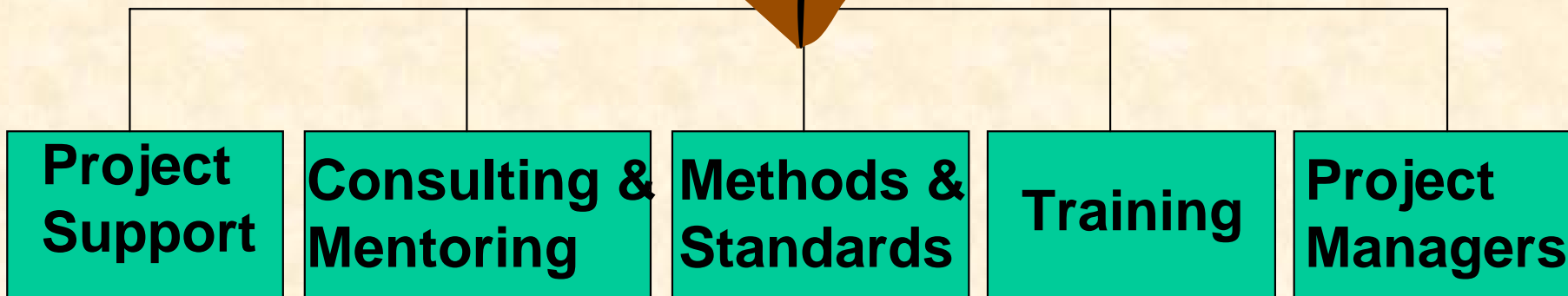
### **PMO**

Advising  
 Planning (Strategic / Tactical)  
 Managing Project Knowledge  
 Reviewing  
 Mentoring/Coaching  
 Facilitating  
 Helping

## Needs:

1. Carry out projects
2. Develop consistent approach
3. Integrate organization-spanning, cross-functional activities
4. Promote project management culture
5. Serve the needs for any project
6. Enable Competition efficiently and effectively

## Duties:



## **(1) Administrative Support:**

- ❖ Schedule Maintenance
- ❖ Report Production and Distribution
- ❖ Visibility Room Maintenance
- ❖ Project Files Archiving
- ❖ Project Workbook Maintenance
- ❖ Software Operation

## **(2) Consulting and Monitoring:**

- ❖ Offering Proposal Support
- ❖ Providing Project Start-up Assistance
- ❖ Just-In-Time Response to project needs
- ❖ Conducting Risk Assessment
- ❖ Respond to Project Recovery

## **(3) Developing PM Standards and Methods:**

- ❖ Standards for Implementing Procedures
- ❖ Documentation Standards
- ❖ Software Standards
- ❖ Monitoring and Implementing Best Practices

## **(4) Provide Project Management Training:**

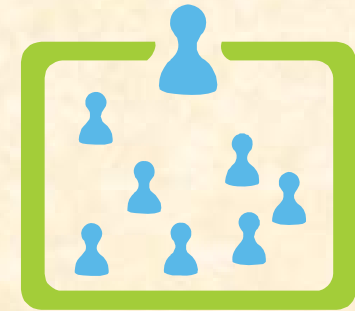
- ❖ Determine and Select types of training
- ❖ Training Roles

## **(5) Provide the Organization with Project Managers:**

- ❖ Experienced Project Managers
- ❖ Personnel Management Requirements
- ❖ Project Management Knowledge Transfer

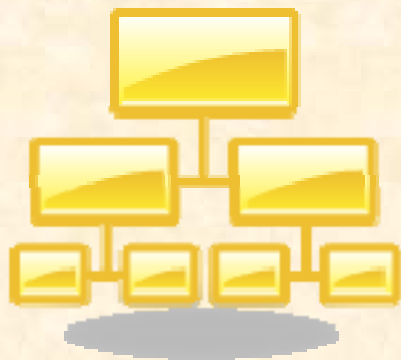
## Understanding the Organization Culture:

- ❖ Past years of Leadership and Competencies
- ❖ Common Values
- ❖ Work Ethics
- ❖ Personalities and Attitudes



### Assessment?

- Full Time-Part Time Resource Dedication to PMO?
- Is there any PM Methodology? Any PM Systems in place?
- Reporting styles, peers, sub-ordinates, vertical, horizontal, levels?
- Number of Projects being conducted per year?
- Obstacles, difficulties and constraints when managing projects?

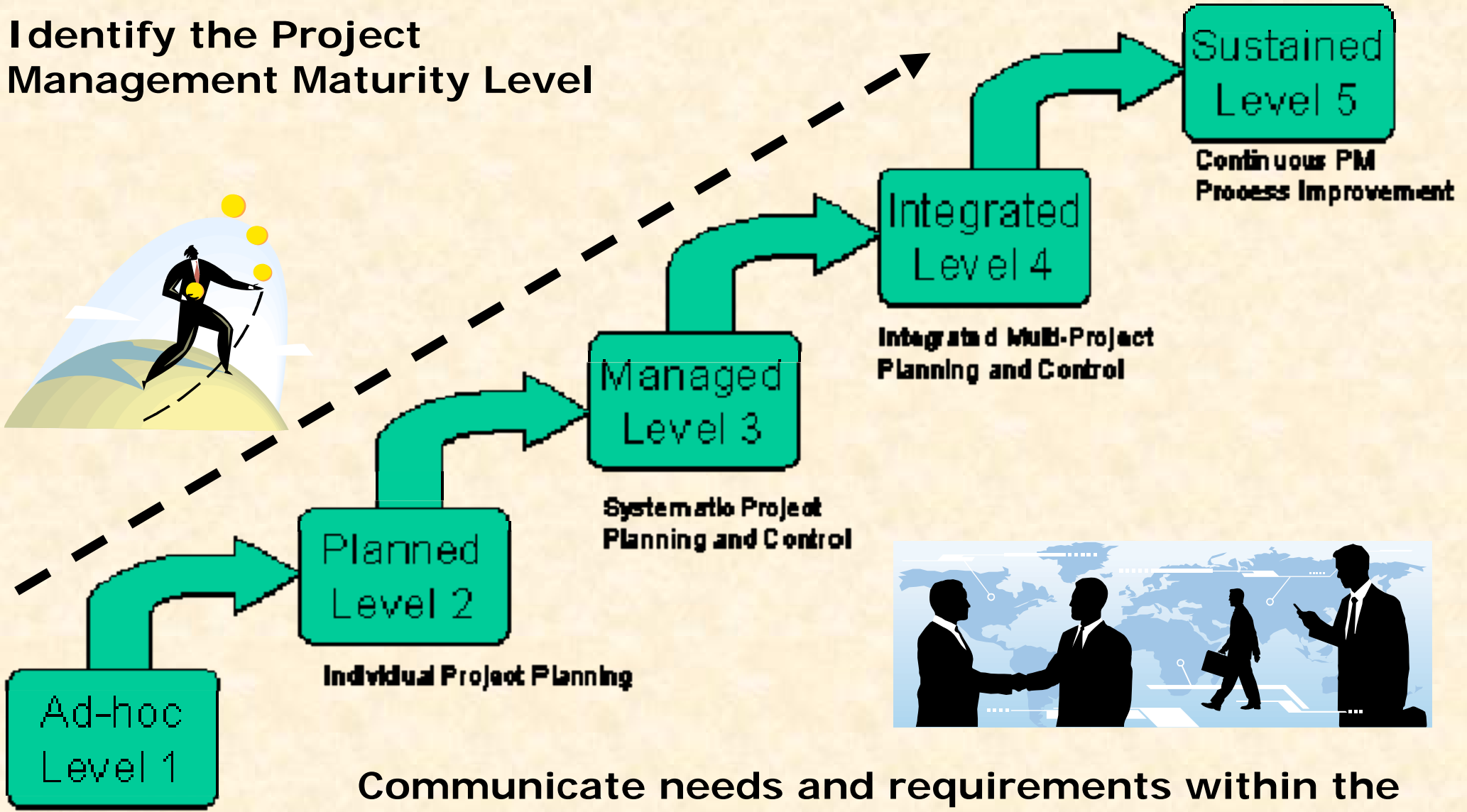


## Understanding the Organization Structure:

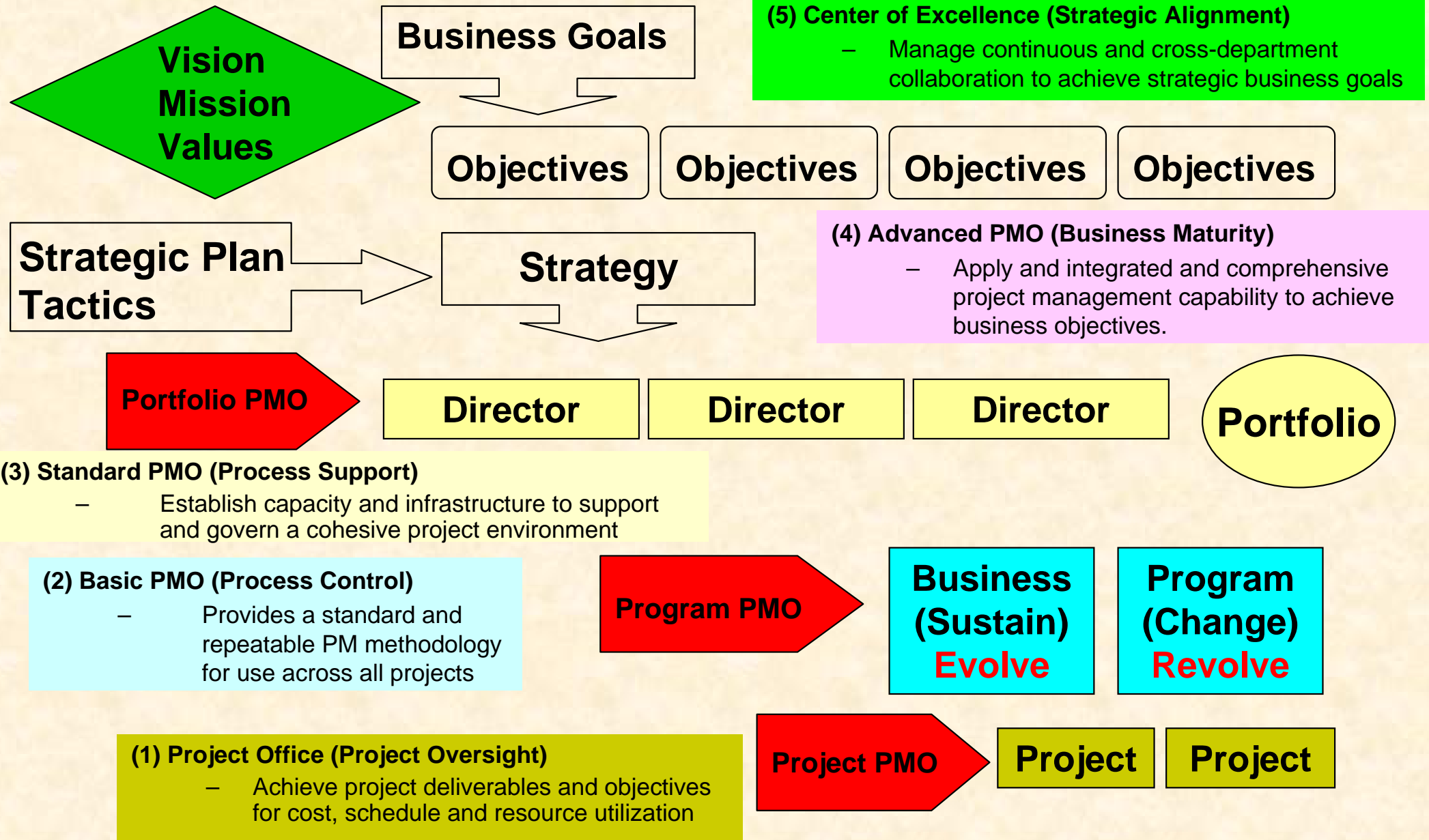
- ❖ Not “One Size Fits All” Solution
- ❖ Different Organization Structure
- ❖ Roles and Responsibilities
- ❖ Reporting Relationship
- ❖ Several Resources
- ❖ Different Levels of Authorities

# ASSESS PM MATURITY LEVEL

Identify the Project Management Maturity Level



Communicate needs and requirements within the Organizational Culture based on the Organizational Structure and obtain Commitment.

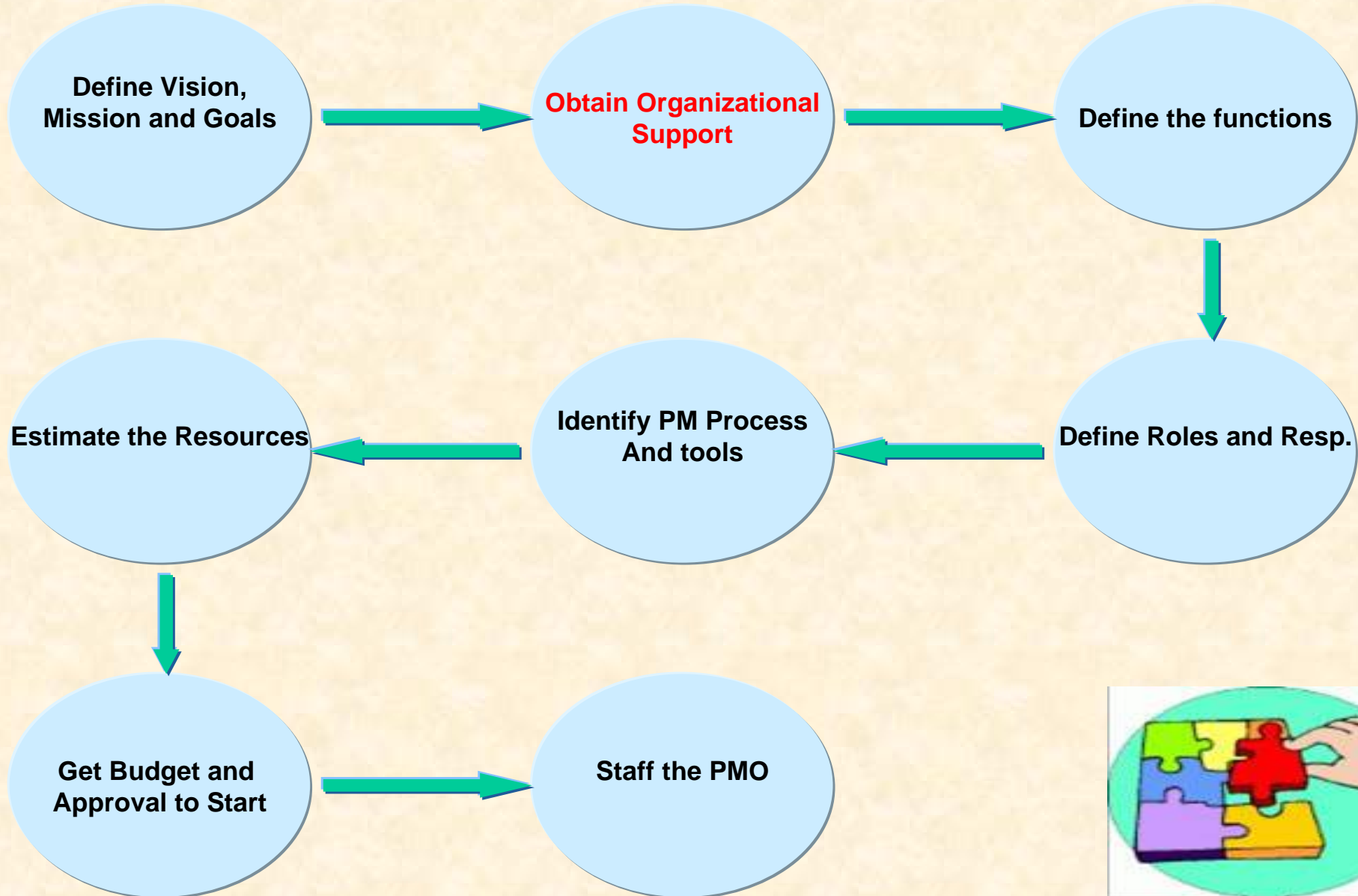


# ESTABLISHING THE PMO

## Selling the Idea of Project Management Office (PMO): (Cultural Change)

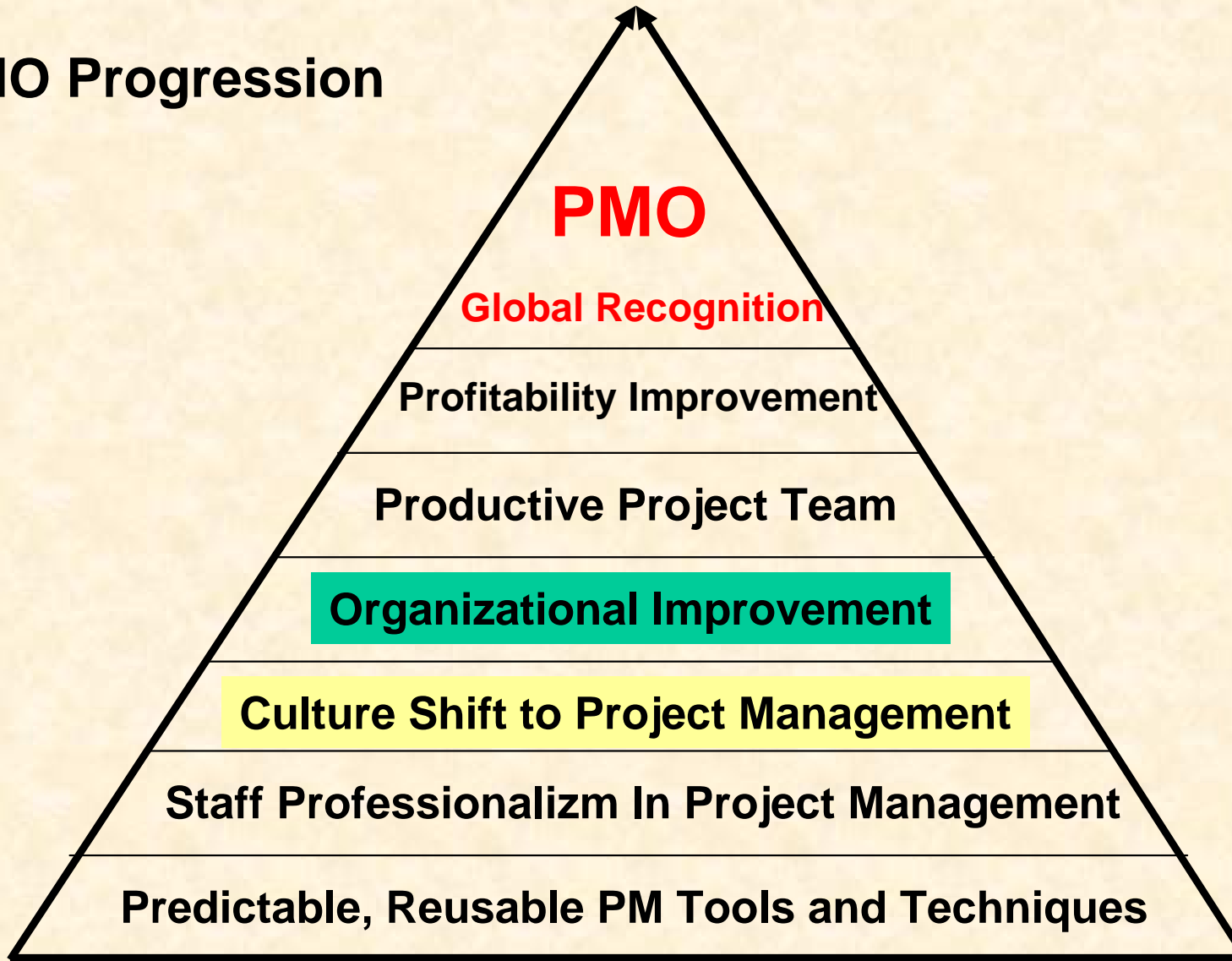
- Present The value of a Project Management Office
- Develop the establishment and maintenance Costs
- Highlight the Creativity, Flexibility of the Project Management Office
- Establish an effective Communication Plan
- Conduct PMO awareness program
- Manage the Change
- Motivate and encourage member's involvement

# ESTABLISHING THE PMO

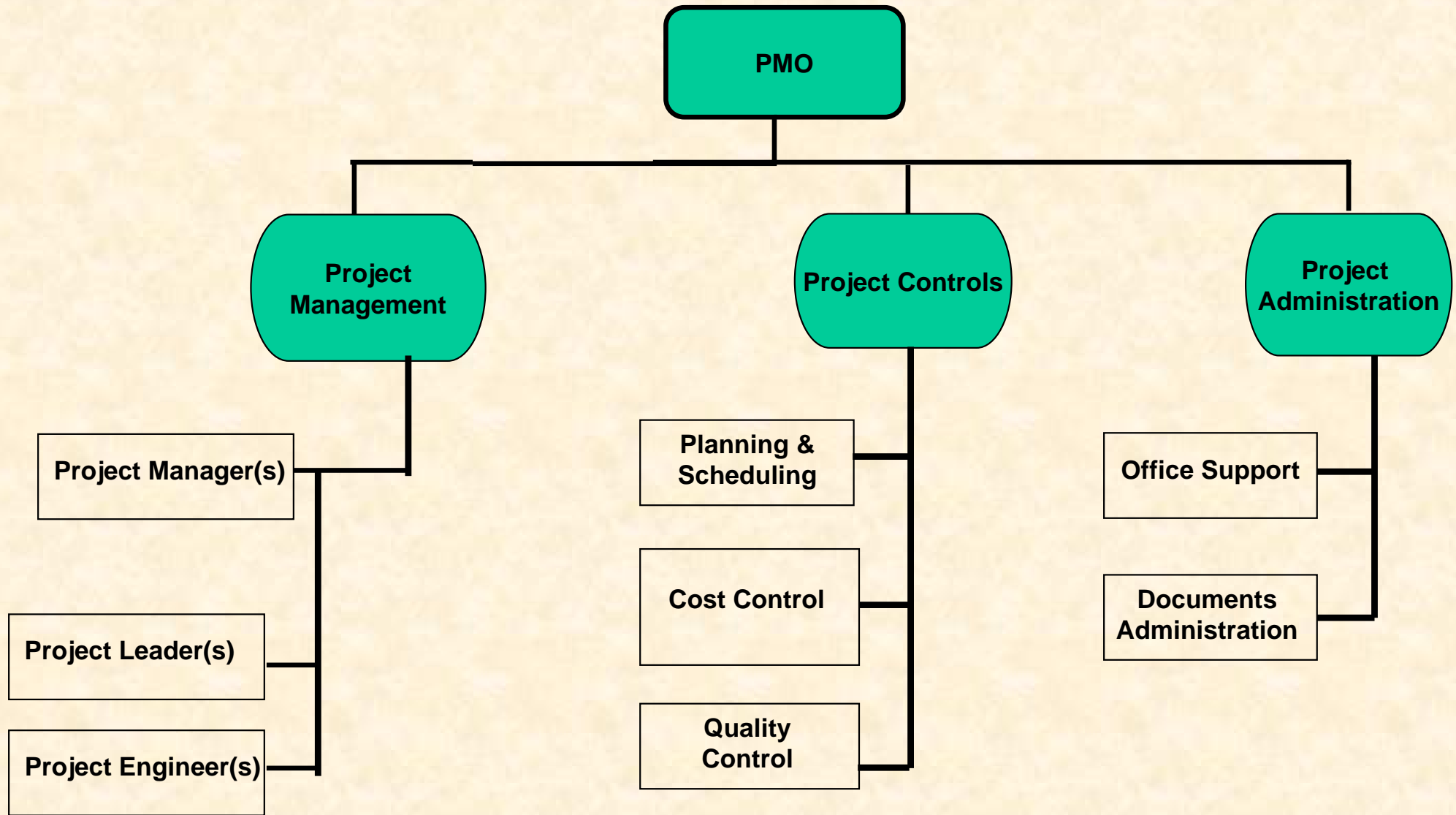


# ESTABLISHING THE PMO

## PMO Progression



# PMO ORGANIZATION STRUCTURE



## Program Management Office

1. Participates in Translating Strategic Objectives into portfolio programs and projects
2. Develops integrated corporate report
3. Develops and maintains project management processes and procedures
4. Participates in the planning and implementation of large scale, strategic projects of cross functional in nature
5. Develops and delivers training requirements for project management
6. Participates in the Career Path for Project Managers
7. Contributes to the development of the Quality Standards and measurements
8. Develops and implements service and performance evaluations procedures
9. Coordinates, liaises all aspects of Project Management domains all over organization

## Project Management Office

1. Consists of internal project teams
2. Focuses on related functional Projects within the overall responsibility of the business unit
3. Deals with Day-to-day activities
4. Interfaces continuously with vendors and suppliers
5. Develops internal weekly and monthly progress reports in coordination with Program Office
6. Interfaces with the Program Office and joins the board review meetings
7. Manages & supervises project activities in conjunction with other departments within the business unit
8. Exercises project management processes and procedures and standards set by the Program Office
9. Contributes to the development of the Quality Standards and measurements

\*The Project Manager Competency Development (PMCD) Standard:

## Three Key Dimensions:

### (PMBOK) Trained and Practiced on the Job:

1. A PM Knowledge Competence: **Knowledge**
2. A PM Performance Competence: **Skills**

### The element that shapes the leader side of the project manager:

3. A PM Personal Competence: **Behavior**

\*Global Project Management: Competencies, Skills, and Culture  
Dr. Al Zeitoun(Ph.D., MS, and PMP) and Dr. Hamdy  
Published on Sep 03, 2003 in allPM.com

## \*Personal Competencies: (Project Manager Competency Development - PMCD )

- Achieves Project Goals;
- Motivates Project Stakeholders in a Positive Way;
- Provides New Solutions in Planning and Delivering Projects;
- Operates with Individual Integrity and Personal Professionalism;
- Provides Accurate and Truthful Information;
- Takes Initiative When Required,
- Takes Accountability for and Delivers Project;
- Seeks New Opportunities; Strives For Best Practices;
- Strives to Understand All Project Stakeholders' Thoughts, Feelings, and Concerns;
- Listens and Responds to Others;
- Understands and Influences Project Team Members;
- Establishes and Maintains Relationships at the Right Level Inside and Outside the Organizations;
- Sees the Project in a Holistic Way;
- Maintains Self Control;
- Creates an Environment of Confidence;

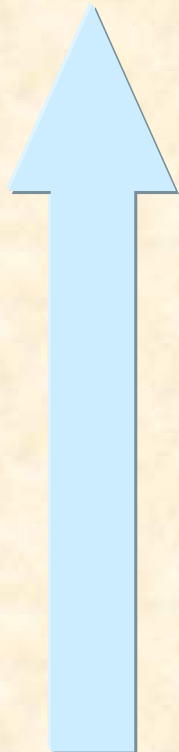
# ACHIEVING PMO MATURITY

- “To enable project management best practices and promote adherence to standards and measurements for sustained success”.
- **Acquire the individuals**
  - Start with a understanding of the functions to be performed
  - Ensure staff have expertise to gain early confidence and acceptance
- **Orient and train the individuals to the:**
  - Organization
  - Business processes
  - PMO objectives, plans and success factors
  - Functions to perform and tools to use

Adapt the Cultural Changes to the new  
Organizational Structure



# ACHIEVING PMO MATURITY



**Level Five:** supports Business strategy and Enterprise resource allocation

**Level Four:** supports the entire organization

**Level Three:** supports a Division/Department

**Level Two:** supports several projects in one program

**Level One:** supports one project



# CONCLUSION

1. The effective PMO acts as an information broker, translator of company vision, implementer of project management methodology, and facilitator.
2. A decision to implement PMO does not need to be followed by lengthy processes, long time, and high cost.
3. The PMO changes the way an organization works. A PMO is often the focal point of the change process.
4. The way to implement PMO is to focus on immediate values and business necessities.
5. The key of PMO implementation; is to keep the implementation simple, focused on the value, and structured with a plan. Don't try to do it all at once.
6. The identified, developed and enhanced PM processes and procedures within the PMO must be appropriate for as many projects as possible, that is they have to be scalable, adaptable, and relevant.
7. To secure the success of any PMO, take the time to review the organizational structure and match the right PMO with the Organization's Culture and goals.

# Thank you

## Q & A