
Project and Program Management Best Practices

Chartering the PMO



Executive Sponsorship: “What Does the PMO Do?”

- ◆ Establish a clear solution relationship to problems currently faced by senior executives.
 - What does senior management want to know?
 - What tools are needed to deliver this information?
- ◆ Without senior executive sponsorship, the PMO efforts are not likely to succeed.
 - Public and private endorsement of the PMO concept
 - Public and private use of tools, reports, and metrics to management our daily business processes.
- ◆ At best, passive–aggressive support of a PMO will be the outcome without the public endorsement

PMO's Marketing Program

- ◆ Promote the project management throughout the enterprise with marketing, sales, and education for your team, senior management, and end users.
 - Training
 - Engagement
 - Supportive reports and tools
 - Encouragement for process improvement
 - Full integration into the daily work processes

Mini-PMP Test

- ◆ Develop ways to test and reinforce the basic tenets of project management knowledge and enterprise business practices.
 - Project Management Core Capabilities
 - Tools and processes
 - Repeatable reporting and improvement processes

What Does the Project Management Office Do?

- ◆ The PMO provides an integrated performance management view of all projects.
 - Work Authorizations define budget and scope
 - Functional decomposition of the work provided in the Project Server
 - Team decomposition of the work provided in the Project Server
 - Performance provided by Earned Value metrics
 - Feedback, review, and public forum for discussion of performance against plan

Change Imperative for “Project Focused” Organization

- ◆ Motivate the enterprise by focusing on present problem of resource and budget management.
- ◆ Our “Hobby Shop” approach will not change without senior managements directive, public metrics, and performance incentive programs.

Out Side Experts

- ◆ Bring in the experts to tell our management what they do not want to hear from us.
 - Earned value management training
 - Team management training
- ◆ No person is a prophet in her / his own land.
 - All participants and stakeholders provide feedback.
 - Goals defined in the Balanced Scorecard objectives.

Running the Railroad

- ◆ Project management *per se* is usually only a small part of a functional manager's job.
- ◆ Functional managers still have to “run the railroad.”
 - Some times this is just “train watching”
 - Other times it is functional management of core technologies.

Be Vigilant

- ◆ Maintain a system of discipline.
- ◆ Discipline can rapidly decline if the PMO, the PMs, and senior management are not vigilant.
- ◆ Do not take our project management system for granted.

Independent Assessment

- ◆ Create an oversight capability in the PMO to assess not just what has happened, but more importantly, what is likely to happen.
- ◆ Assessment is much more than monitoring cost and schedule.
 - Lessons learned with corrective action
 - Forecasting outcomes from past performance
 - Integrity of the deliverables

Technical Oversight

- ◆ Establish a proactive technical oversight to understand the underlying details and develop defensible forecasts of future performance and risks.
 - Process models
 - Lessons learned
 - Continuous feedback from customers and stakeholders

Report Cards

- ◆ *Report cards* to teams, functional managers, and executives on their project performance.
- ◆ Monthly (a minimum) “one up” reviews of critical projects.
- ◆ Dashboard information for all projects maintained in real time.

Octographs

- ◆ Maintain Octographs of the eight most important metrics a manager needs to track.
 - They are simple and effective.
 - They become the “Big Visible Charts” in prominent work areas.

Octographs

- ◆ Octographs are one-page, eight section summaries of a project's key observables, such as:
 - Critical issues,
 - Highlights for the reporting period,
 - Action items,
 - Progress on specific development,
 - Integration, and
 - Implementation.

Stakeholder Motivation

- ◆ Keep in mind that successful implementations are 80% people, processes and culture, and only 20% software, hardware and technology.