



How Good is Your PMO?

PMO?

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PMO/PSO

- Portfolio
- Program
- Project

- Management (& Governance)
- Support

- Organisation
- Office

Background

1. Current assessments comprehensive but not flexible
2. Use assessment results and information for actions
3. Prioritise actions and improvements
4. Based on
 1. Infrastructure Executive Council (Corporate Executive Board) – Key Attributes of a World Class PMO – A Competency Diagnostic
 2. PMI's OPM3
 3. PRINCE2's Healthcheck

PMO Assessment Factors

1. Understand the target PMO's position in the organisation
2. Determine the roles to be undertaken by the target PMO
3. Interview stakeholders – collect their scores for importance and current performance
4. Enter scores based on evidence not just their scoring
5. Review and analyse results
6. Identify actions based on analysis

PMO Organisation Levels

- 5 – Enterprise Governance
- 4 – Company Governance
- 3 – Portfolio Governance
- 2 – Program Governance and Support
- 1 – Project Support

Key Functional Areas

- External Portfolio Governance
 - Links into and strategic alignment with the Organisation
- Internal Portfolio Governance
 - Project governance leading to and covering project execution
- Project Execution Support
 - Direct support of project establishment, execution and closure
- People Development
 - People development and management
- Practices and Tools
 - Tools and support mechanisms for management of projects

PMO Capability Maturity Model (CMM) Levels

- 5 – Adaptive
 - Systematic adjustment and improvement based on feedback and learning
- 4 – Integrative
 - Organisational, business and delivery systems are seamlessly integrated
- 3 – Managed
 - Delivery using fit for purpose methodology and almost optimal utilisation
- 2 – Planned
 - Basic methodology employed but utilisation sub optimal
- 1 – Ad Hoc
 - Management standards do not exist

Assessment Framework

Overall Assessment Rating						
PMO:						
Date:						
Assessor: Leigh Coutie						
Assessment Categories						
	Org. Levels	Proj Exec	Port Int	Port Ext	Practices	People
Project Support Office	1	Yes				
Program Support & Management	2	Yes	Yes		Maybe	Maybe
Portfolio Management	3	Yes	Yes	Yes	Maybe	Maybe
Department/Company Management	4	Yes	Yes	Yes	Yes	Maybe
Enterprise Management	5	Yes	Yes	Yes	Yes	Yes
	Overall					
Raw Rating	22	5	4	4	5	4
Weighted	22	5	4	4	5	4
Included	22	5	4	4	5	4
Category Score		1.0	1.0	1.0	1.0	1.0

Assessment Scoring

Functional Area		Score	1.0	
	Relevant to PMO Organisation Level	Organisation Importance	Specific PMO Performance	Rating (I*P)
	1 = Yes; 0 = No	Rate 1 to 10	Rate 1 to 10	Calc. 1 to 100
Category 1	1	7	4	28
Criteria 1?				
Criteria 2?				
Criteria 3?				
Category 2	1	1	1	1
Criteria 1?				

Example Assessment

- Interviews with key stakeholders to get their scores for importance and performance
- Enter “corrected” assessment onto sheet
- Review and analyse findings – next pages
- Determine prioritised activities for improvements

~~Portfolio Management - External~~

		Score	1.9		
Links into and strategic alignment with the Organisation	Relevant to PMO Organisation Level 1 = Yes, 0 = No	Organisation Importance Rate 1 to 10	Specific PMO Performance Rate 1 to 10	Rating (I*P) Calc. 1 to 100	Diff.
Business and Organisation Strategy Integration with Portfolio	0	1	1	1	0
Is there a clear link between the portfolio definition and the organisation business strategy? Are there presentation (by the business), selection and prioritisation tools and/or processes for new and in-flight projects ?					
Finance and Benefits Integration to Portfolio	0	1	1	1	0
Is there a clear role for an Investment/Finance Committee in project selection, approval and benefits realisation review? Is there ongoing tracking and reporting of benefit realisation?					
Organisational Roles and Responsibilities Defined and Understood	0	1	1	1	0
Is the specific PM/PS/PMO function in the organisation clearly identified and agreed within the organisation? (roles & responsibilities) Are there training packs for the rest of organisation (including management and executives) on their role in portfolio governance? Is there a training schedule and register for the rest of the organisation in portfolio governance? Are the roles and responsibilities for financial accountabilities defined and implemented in portfolio governance? Are the roles and responsibilities for project delivery defined and implemented in portfolio governance?					
External Relationships Management	0	1	1	1	0
Are there clear relationships and accountabilities with other organisation PM/PS/PMOs? Is there strong and clear relationship management with the rest of the organisation from the PMO? Is vendor, subcontractor, third party management centralised, performances evaluated and tracked?					

Portfolio Management - Internal

		Score	1.9		
	Relevant to PMO Organisation Level	Organisation Importance	Specific PMO Performance	Rating (I*P)	Diff.
	1 = Yes; 0 = No	Rate 1 to 10	Rate 1 to 10	Calc. 1 to 100	
Project governance leading to and covering project execution					
Methodology - Idea to Business Case	1	8	1	8	7
Is there a clearly documented process for idea generation and capture?					
Is there a clearly documented process for idea specification, review and initial selection to develop the business case?					
Is there a clearly documented process for the development of business case?					
Portfolio Information Coordination	1	8	3	24	5
Is there a single project register which contains all projects and a single exception register?					
Is there an individual project repository linked to the single project register?					
Are project performance metrics gathered and stored centrally for reporting and analysis?					
Is there a centralised and comprehensive portfolio resource demand and supply to including monitoring and allocation?					
Is there resource co-ordination to enable most appropriate personnel based on required skills to be allocated to projects?					
Are there project team member personnel skills identification, allocation and review processes?					
Are cross-project risks, issues, dependencies captured, reviewed and actioned to systemically address organisation opportunities?					
Is there a communications strategy and plan developed and implemented to provide advice and coordinate activities with PMs?					
	1	8	4	32	4
Project Governance Management					
Do the project control boards have clearly defined roles, established selection criteria, regular reviews and action taken to ensure proper governance?					
Is there a project control board register established and maintained?					
Is stage gating well defined, understood and applied with regular validation of business case and business strategy compliance?					
	1	7	2	14	5
PMO Continuous Improvement					
Are post implementation reviews regularly held at the end of each stage and lessons applied to methodology and processes?					
Does the PMO facilitate best practice collection and dissemination?					
Is there a wisdom management system? - Wisdom is the application of knowledge					

Project Execution Support

		Score	1.9		
	Relevant to PMO Organisation Level	Organisation Importance	Specific PMO Performance	Rating (I*P)	Diff.
	1 = Yes; 0 = No	Rate 1 to 10	Rate 1 to 10	Calc. 1 to 100	
Direct support of project establishment, execution and closure					
Project Start-up and Project Initiation Support Does the PMO provide project initiation and start-up and implementation processes and support packs?	1	9	4	36	5
Project Management Execution Advice on Practices Are there methodology, processes and standards examples, training and advice on use in project implementation?	1	8	3	24	5
Project Management Workshop Facilitation Does the PMO provide independent workshop facilitation and support? Do project Kick-off meetings, initial risk assessments and post implementation reviews and project audits include sponsor and 360 degree views?	1	7	1	7	6
Project Management (not Delivery) Stage gates and Reviews Does the stage gating review project management - schedules, plans, exception registers (risks, issues, action, variations), exception management? Is stage gating well defined, understood and applied and includes validation of business case and business strategy compliance? Are there regular independent project management reviews? Does project planning include actionable performance metrics to ensure schedules, financial and scope delivery goals are met?	1	7	2	14	5
Performance Variance Management Is there systematic and regular gathering of performance metrics with feedback on performance variations? Is there regular auditing of performance metrics and systems? Is there a process to identify trigger points for troubled project identification with corrective action and support processes? Are there troubled projects intervention processes and actions defined and implemented?	1	7	2	14	5

People Development

		Score	1.9		
People development and management	Relevant to PMO Organisation Level 1 = Yes; 0 = No	Organisation Importance Rate 1 to 10	Specific PMO Performance Rate 1 to 10	Rating (I*P) Calc. 1 to 100	Diff.
Project Managers Skills, Knowledge and Experience Management <i>Is certification of Project Managers integrated into personnel selection and management? Is a skills competency register maintained?</i>	0	1	1	1	0
Project Managers Career Development and Support <i>Does the PMO facilitate or deliver PM education and training? Is there project personnel (management and team) coaching and development?</i>	0	1	1	1	0
Project Managers Performance Reviews and Feedback <i>Are there regular performance reviews and feedback for project managers and project team members?</i>	0	1	1	1	0
Project Management Community Support Mechanisms <i>Are there regular project management forums for knowledge sharing and delivery support? Is there a buddy system for new PMs? Does the company knowledge/wisdom base include project management knowledge areas?</i>	1	6	2	12	4

Practices and Tools

		Score	1.9		
	Relevant to PMO Organisation Level	Organisation Importance	Specific PMO Performance	Rating (I*P)	Diff.
	1 = Yes; 0 = No	Rate 1 to 10	Rate 1 to 10	Calc. 1 to 100	
Tools and support mechanisms for management of projects					
Portfolio & Project Management Methodology Integration	1	9	4	36	5
Does the Project Management Methodology cover portfolio management, project and portfolio reporting , exception management and stage gating?					
Is the Portfolio and Project Management Methodology comprehensive and integrated including standards, templates and examples?					
Is the Project Management Methodology integrated with solution development methodology(ies)?					
Methodology Component Maturity	1	8	3	24	5
Are business users included in requirements definition, user acceptance testing, implementation readiness and adoption support?					
Is there a Requirements Definition process for functional and non-functional requirements?					
Is a traceability matrix integrated into the Project Management Methodology?					
Are the exception (risk, issue, action, variation) management and mitigation processes comprehensive and enable auditing?					
Is there clear quality assurance and review and control processes integrated into the Project Management Methodology?					
Are there clear handover processes to support groups and based on the requirements and included in the traceability matrix?					
Are there clear handover processes to sponsors and users based on the requirements and including benefits realisation?					
Methodology Alternative Selection and Registration	1	8	2	16	6
Are there definitions for projects and non-project work and guidelines for project size and management?					
Are there alternative requirements and guidelines for management of different project sizes?					
Is there an early selection and registration of alternative project management options (method adoption workshop) in the Project Management Methodology?					
Tools and Practices Education and Training	1	8	5	40	3

Date:

Assessor:

Leigh Coutie

Assessment Categories

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Portfolio Management	3	Yes	Yes	Yes	Maybe	Maybe
Department/Company Management	4	Yes	Yes	Yes	Yes	Maybe
Enterprise Management	5	Yes	Yes	Yes	Yes	Yes
	Overall					
Raw Rating	348	95	78	4	156	15
Weighted	341	95	78	0	156	12
Included	15	5	4	0	5	1
Maximum	22	5	4	4	5	4
Category Score		1.7	1.7	0.0	2.2	1.4

Score

1.9

Approximate Equivalent CMM Level

World Class Assessment

1.6

Approximate Equivalent CMM Level

CMM Levels and performance descriptors

5 – Adaptive

Systematic adjustment and improvement based on feedback and learning

4 – Integrative

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3 – Managed

Delivery using fit for purpose methodology and almost optimal utilisation

2 – Planned

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1 – Ad Hoc

Management standards do not exist

Averages

Importance Average

Performance Average

Rating Average

7.7

2.9

22.7

Summary

1. First understand which functions are expected to be undertaken by the target PMO
2. Conduct key stakeholder interviews asking:
 1. “How important is this function to your organisation?”
 2. “How well does your PMO perform this function?”
3. Collate the individual results into a single results assessment.
4. Outputs:
 1. Current CMM equivalence rating for the target PMO
 2. Prioritised indicators for improvement areas

Further Information

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