



پیاده‌سازی و توسعه دفتر مدیریت پروژه (PMO) در راستای دفتر مدیریت طرح (جلسه آنلاین)

مراحل تدوین و توسعه دفتر مدیریت پروژه

ارائه دهنده:

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What we will learn?

□ This section focuses on:

❖ What can be done to **establish** the **depth and extent** of PMO functional responsibility that the relevant organization requires

1. **First focus** considers five stages of PMO capability and represents **progressive stages** of PMO development and capability.

- ✓ Organizational maturity in project management
- ✓ PMO's role and responsibilities advancing from **project management oversight and control** at the lower end of the competency continuum to **strategic business alignment** at higher competency stages.

2. The **second focus** is on the presentation of **multiple function models** that can be used to guide development of PMO operational capability.

- ✓ These models suggest what capability can be realized through **comprehensive implementation** of each PMO function.

The PMO Competency Continuum

Introduction

- ❑ The **PMO competency continuum** provides a vehicle that defines a series of progressive PMO stages of development that can be examined for application in an **organization**.
- ❑ The naming convention is relatively simple and somewhat consistent with PMO implementation efforts **across most industries**.
 - ❖ However, these names provide **only a frame of reference**;
other names can be applied as appropriate to the nature of PMO responsibilities and the business environment in which it operates.

PMO model

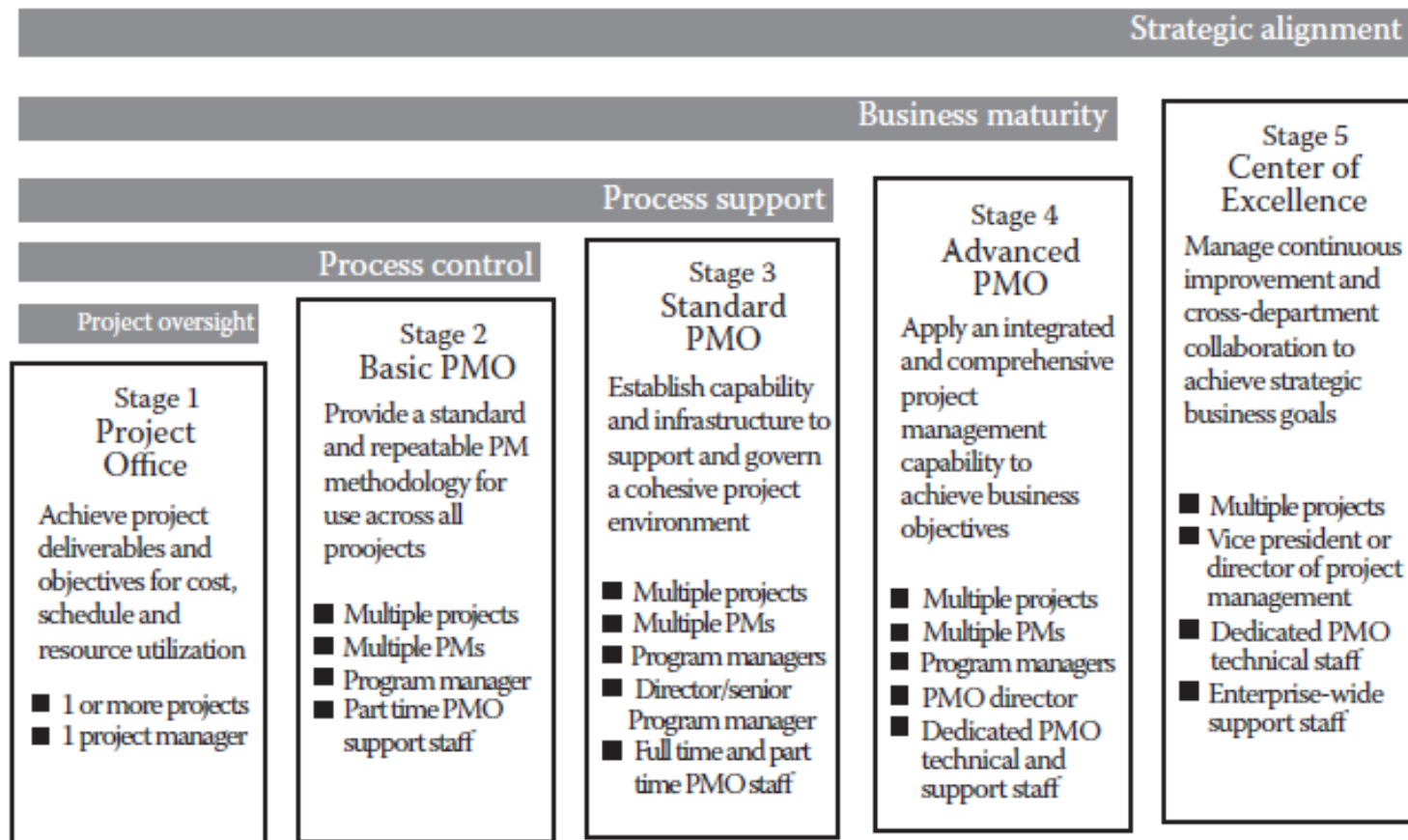


Figure 0.1 Overview of PMO capabilities across the PMO competency continuum.

PMO model

- ❑ If an organization wants to establish a **stage 3 standard PMO**, it will also have to **ensure that**

it **has** first realized the competencies prescribed for stage 1 and stage 2 PMOs.

Not every organization needs to have a PMO at stage 5.

In fact, for **most organizations**, the stage 3 standard PMO is probably **more than adequate**.

PMO model – Project oversight

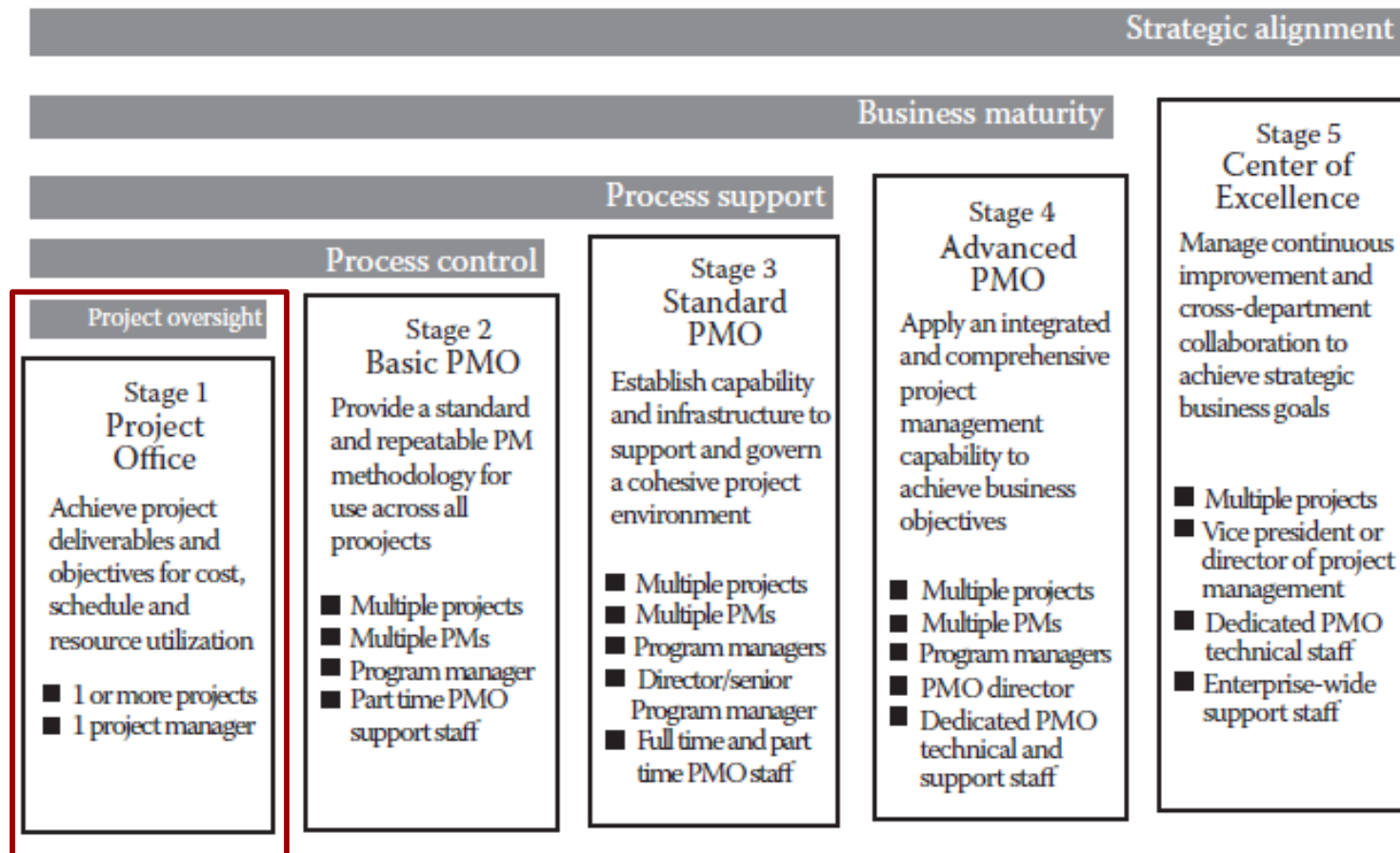


Figure 0.1 Overview of PMO capabilities across the PMO competency continuum.

Stage 1: The project office

- ☐ The **stage 1 PMO** is the fundamental unit of project oversight in the project management environment.
- ☐ The project office is created as a **domain of the project manager**, who is responsible for the successful performance of one or more projects.

Is it going to apply or to develop the practices?

Stage 1: The project office

- ❑ It provides the **capability** to **ensure** professionalism and excellence in applying widely accepted principles and preferred project management practices to **each project effort**.

Could we have more than one project office here?

Stage 1: The project office

- ❑ However, **more than one project office** may exist within an organization.
 - ❖ When this occurs, an **obvious challenge** lies in ensuring that **each project office** pursues a **common approach** to project management.

Do we have **senior members** here?
What functions should be done by them?

Stage 1: The project office

- ❑ Ideally, **senior members** of the project management staff will collaborate in their design and implementation of project office capability.

What should be done by **higher level PMO** here?

Stage 1: The project office

- ❑ Alternatively, a **single, higher-level PMO** can be established to guide and support project office activities.

Project office implements and monitors the “rules of project performance” at the project team level, and that oversight in itself is a responsibility of PMOs at all levels.

What **activities** should be done by project office?

Stage 1: The project office

❑ The project office performs a variety of essential project management activities, including the following:

- Applying principles and practices of modern project management, through the skill and knowledge of the project manager, to ensure that successful project performance is achieved. The project office concentrates on producing deliverables associated with project objectives, and it manages the vital signs of each project effort—cost, schedule, and resource utilization. Managing these details invariably enhances examination of project performance and facilitates the application of corrective actions to any problems that are identified.
- Serving as the direct interface to project team performance management. Because most project teams likely have a technical performance focus, the project office will introduce and facilitate using the elements of project management. Accordingly, the project office provides for differentiation between the technical methods, which are prescribed to create an excellent technical product, and the use of project management methods, which are prescribed to ensure project and business success.

Stage 1: The project office

❑ The project office performs a variety of essential project management activities, including the following:

- Applying organizational guidance in the form of policies, standards, executive decisions, and so forth to each project effort. The project office also acts as the frontline point of supervision for implementing and integrating business processes in the project management environment.
- Serving as the first level of project oversight and, sometimes, the highest level of technical oversight. Whereas higher-stage PMOs may mandate and introduce technical methods and procedures, it is the project office that implements them in the project management environment. Indeed, at this level, there is probably less emphasis on business issues, unless the project manager has the double duty of serving also as a program manager.

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Stage 1: The project office

The project office's role is that of **implementer**,
applying **most PMO functions**.

It carries the policies, practices, and guidance
prescribed by higher authority—possibly **higher-stage PMOs above it**—
into the **project management environment** for project team
implementation.

Yet the project office does **not have to achieve advanced levels** of
functionality **beyond** the one or several **projects it supports**.

PMO model – Project oversight

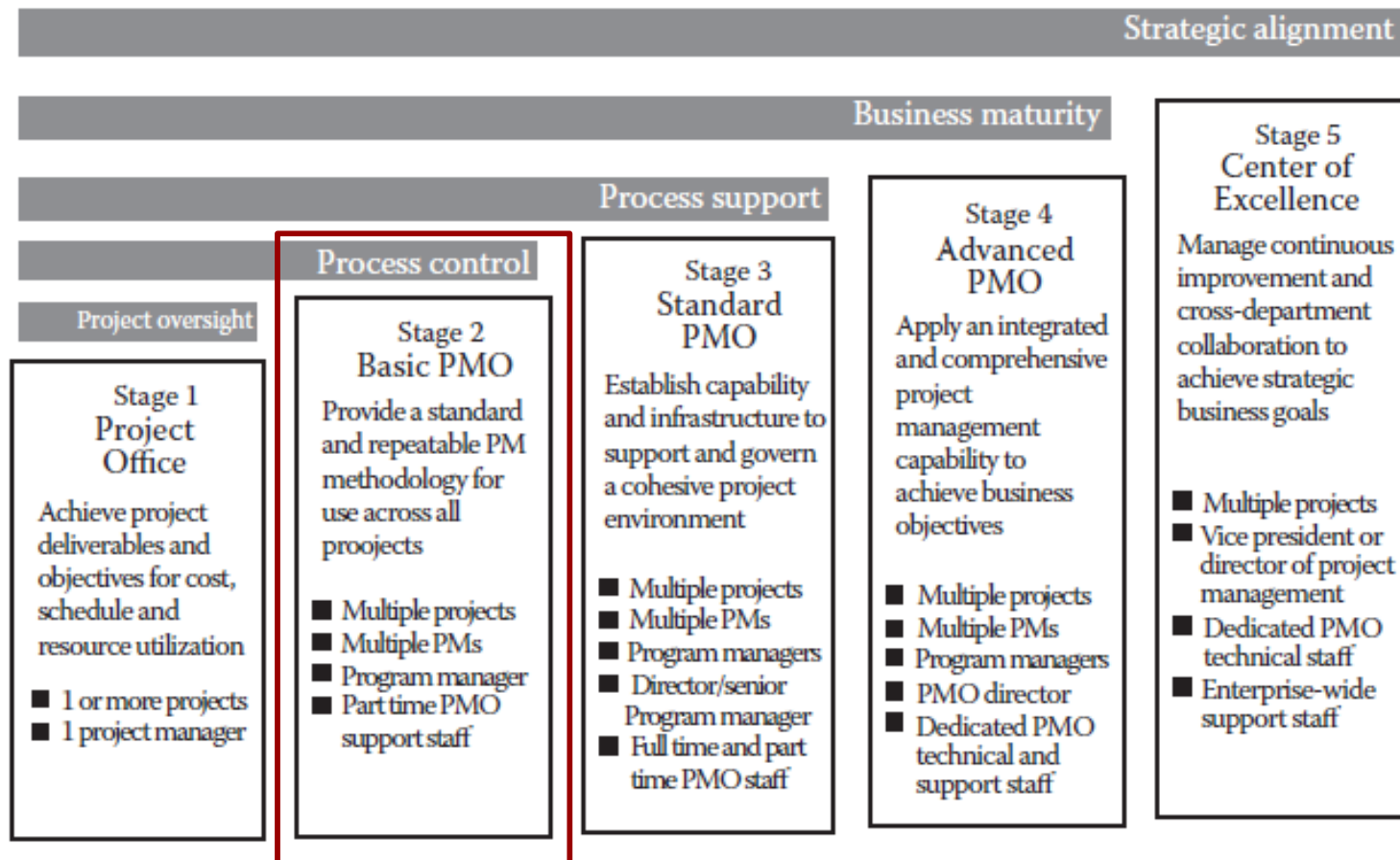


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Stage 2: The Basic PMO

- ❑ Stage 2, or basic PMO, is the first PMO level that deals with multiple project oversight and control.
- ❑ It furnishes the capability to **provide aggregate oversight and control** of multiple projects relative to the **performance of multiple project managers**.

Could it be more than one **basic PMO**?

Stage 2: The Basic PMO

- ☐ It is possible that there could be **more than one basic PMO** in the relevant organization—**one for each program manager**.
- ☐ In some industries, this stage is **traditionally** known as the **“program office”** and represents the **domain** of the **program manager**.

Is it practical that every program manager builds its own model?

Stage 2: The Basic PMO

- ❑ However, it is **not practical** for **every program manager** to independently build the **comprehensive capability** that is prescribed here.
- ❑ Therefore, in this context, the **basic PMO** is presumed to be the **highest centralized entity** of **project management** that pursues its mission under the **leadership and guidance** of one designated program manager.

How many staff this process needs?

Stage 2: The Basic PMO

- ☐ The **basic PMO** will likely have minimal staff, in some cases **just one individual assigned** to build the PMO's capability.
- ☐ Presumably, this person will **be assigned full time** to the PMO effort and have access to at least a few additional part-time support resources.

How long does it usually take to have **basic PMO**?

Stage 2: The Basic PMO

- ❑ An initiative that is fully supported financially and appropriately resourced should be able to achieve basic PMO capability and prescribed functionality **within 1 year or less**.

This time, however, **may vary based on** the business commitment and culture of the relevant organization.

What **activities** should be done by basic PMO?

Stage 2: The Basic PMO

❑ With an **emphasis** on establishing control in the project management environment, the basic PMO performs a variety of centralized project management activities, including the following:

- Having primary responsibility for establishing a standard approach to how project management is conducted in the relevant organization. This includes the introduction of common tools, repeatable processes, and preferred practices, ideally represented by implementation of a comprehensive project management methodology.
- Providing the means to compile aggregate results and analyses of project status and project progress as a basis for identifying and responding to project variations, evaluating project and project manager performance, and ensuring the achievement of project objectives.
- Introducing project management as a professional discipline in the relevant organization through its prescription of applicable standards, designation of qualified project managers, training and empowerment of project teams, and specification of roles and responsibilities of stakeholders in the project management environment.

Stage 2: The Basic PMO

The **basic PMO** has responsibility for **implementing capability** across all PMO functions.

Nevertheless, **most of that capability** is fundamental and emphasizes establishing the foundation of a viable **project management environment**.

Should we expect everything goes smoothly here?
What are the challenges?

Stage 2: The Basic PMO

Functional capability advancements may initially be slow
as **business units** become
accustomed to the PMO's presence,
accept transition of certain responsibilities to the PMO, and
evolve with greater reliance on PMO management capability
to achieve **business interests** associated with project oversight and control.

PMO model – Process support

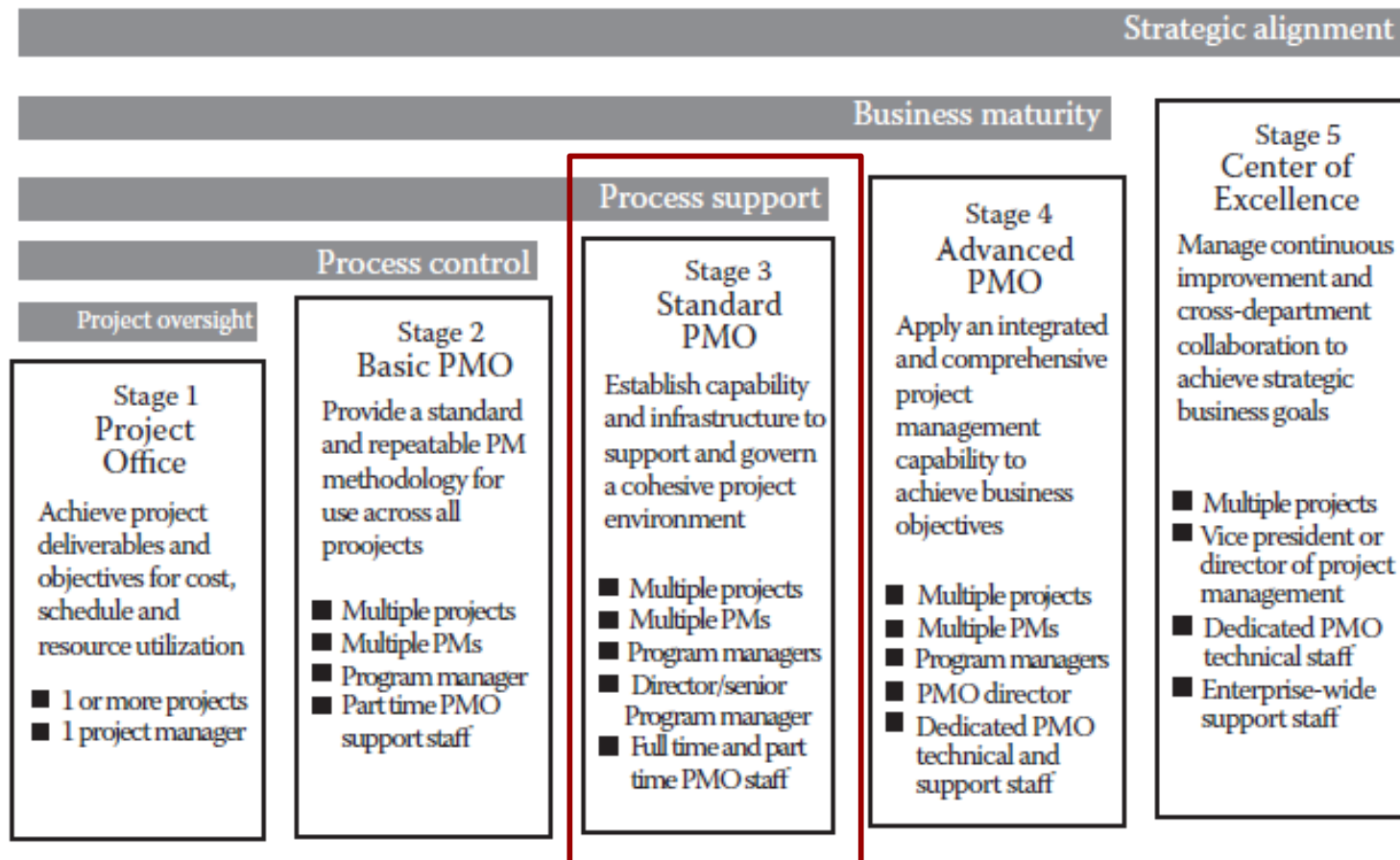


Figure 0.1 Overview of PMO capabilities across the PMO competency continuum.

Stage 3: The Standard PMO

- ❑ The **stage 3 PMO** is central to the PMO competency continuum, representing the essence of a complete and comprehensive PMO capability.
- ❑ While it **continues** to address project management oversight and control, the stage 3 PMO introduces a **new focus** on support that **optimizes individual and project performance** in the project management environment.
 - ❑ Its purview **ranges** from managing multiple projects and multiple project managers and may even include **overseeing or** otherwise **aligning** with one or more program managers.

The standard PMO can **evolve** from earlier efforts to construct a basic PMO.

Functionality prescribed for the **basic PMO** is incorporated into their PMO design and implementation plans.

Stage 3: The Standard PMO

- ❑ The **new stage 3 PMO** necessitates minimal staffing of a full-time PMO manager or director and at least two additional full-time and part-time staff members qualified to **perform and facilitate PMO functionality** design and implementation.
- ❑ Furthermore, the **extent of standard PMO functionality** may warrant some part-time, possibly extended **involvement from other participants** in the project environment, as well as potential participation of business units in the relevant organization

How long does it take?

Stage 3: The Standard PMO

- ❑ The assignment of these resources, along with **distinct executive business commitment** to the effort, should enable complete stage 3 PMO functionality to be achieved within a 2- to 3-year time frame.

What **activities** should be done by standard PMO?

Stage 3: The Standard PMO

- ❑ The **standard PMO** performs complete centralized project management oversight and control activities, with an added emphasis on **introducing** process and practice support in the project management environment. These activities include the following:
- Serving as the **centerpiece of project management support in the relevant organization—a project management resource for business units, a professional practice facilitator for project managers and project team members, and a coordinator and collaborator for project stakeholders (e.g., resource managers, customers, vendors, and management) activity and involvement.**
 - Functioning as the **interface between the business environment and the project management environment. The standard PMO translates, as appropriate, policy and executive guidance for project performance and implements actions and activities associated with strategic business interests and objectives in the project management environment.**
 - Acting as the **facilitator of project management environment process and practice design and as a catalyst for project management excellence. This extends from attending to project management methodology development and practices used to assure project success to introducing project reporting tools and collaboration practices, to providing executive support processes regarding matters of project governance, project portfolio management, and business performance.**

Stage 3: The Standard PMO

- ❑ The **standard PMO** performs complete centralized project management oversight and control activities, with an added emphasis on **introducing** process and practice support in the project management environment. These activities include the following:

- Serving as the **representative of the project management environment** to the **senior executive** of the relevant organization and **participating** in or possibly convening and **leading associated control boards** comprising **executives and senior managers**. As such, the standard PMO can be the relevant organization's project management **representative to business and industry affiliates, partners, and professional institutions**.
- Operating as the **recognized organizational entity** that **directly or indirectly influences resource participation on projects**, to include **addressing such matters as project resource acquisition, qualification, training, assignment, and evaluation**.

Stage 3: The Standard PMO

The standard PMO has responsibility for **implementing a complete capability** across all designated PMO functions.

It should examine the **needs of the project management environment** in each of the multiple prescribed PMO function models presented in this section.

It will therefore be challenged to adapt each function model for **optimized operational fit** and **maximized business benefit** within the relevant organization.

However, the PMO established at the **standard level** should at least consider **every option for functionality**.

PMO model – Business maturity

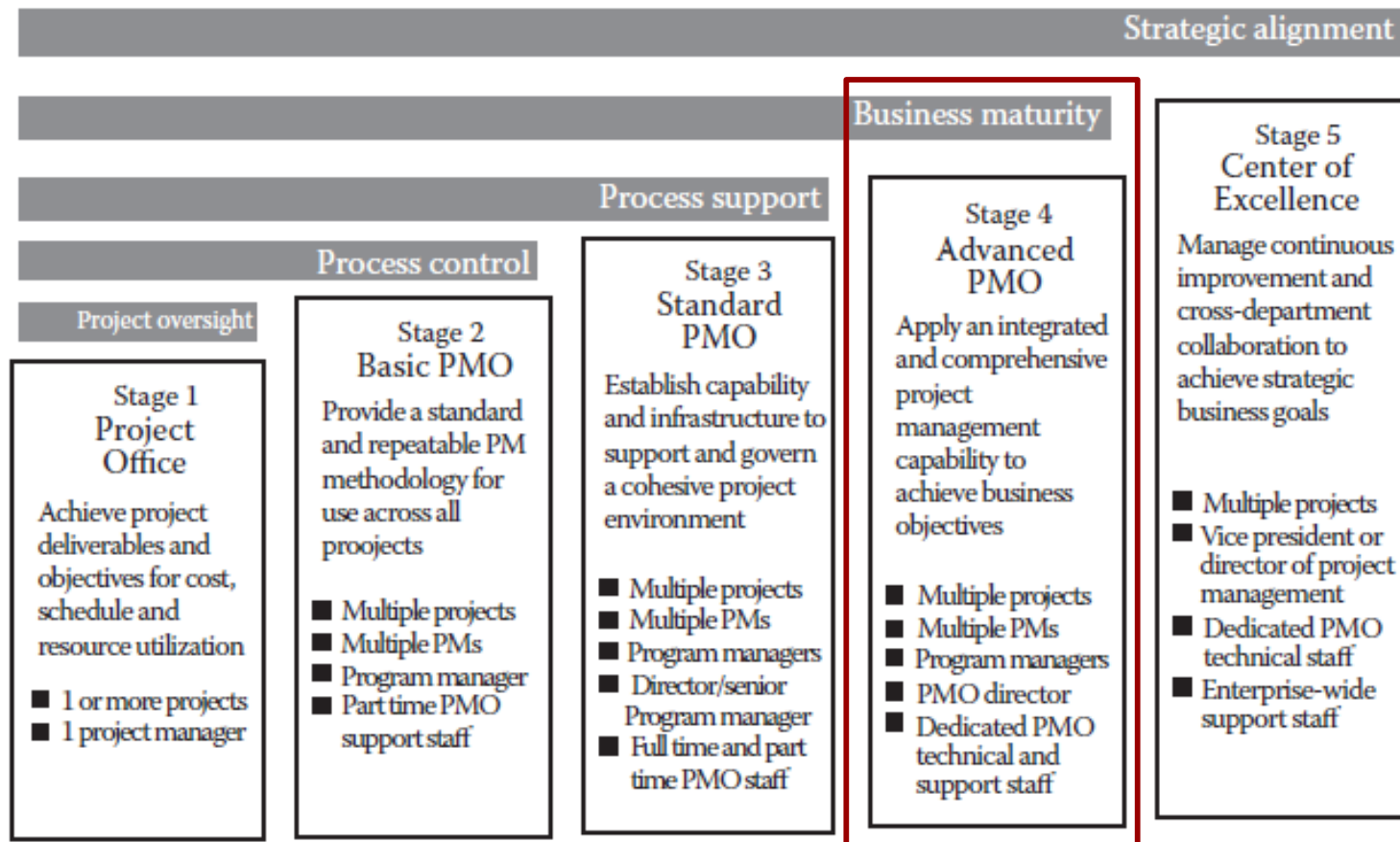


Figure 0.1 Overview of PMO capabilities across the PMO competency continuum.

Stage 4: The advanced PMO

- ❑ The stage 4 PMO normally evolves from an existing, **complete PMO capability** and therefore is the “**big brother**” of the standard PMO.
- ❑ Its focus is on integrating business interests and objectives into the **project management environment**.
- ❑ This implies introducing **common practices** to be applied to **both** project management processes and business processes.
- ❑ To **use a term familiar** to many professional project managers, the advanced PMO helps create a “**projectized**” **business environment**.

Could we have advanced PMO while standard PMO does not exist?

Stage 4: The advanced PMO

- ❑ Thus, by definition, the **advanced PMO** cannot be new.
- ❑ Rather, **standard PMO** functionality must be fully established before an advanced PMO capability can be implemented.

How long does it take?

Stage 4: The advanced PMO

- ❑ It is anticipated that this stage in the PMO competency continuum can be achieved within 1 to 2 years following establishment of the **standard PMO capability**.

How many staff does it need?

Stage 4: The advanced PMO

- ❑ The stage 4 PMO normally has **increased staffing** and greater potential for direct alignment of resources.
- ❑ In particular, the PMO staff is enhanced to include the **professional and administrative resources** needed to develop, implement, and manage expanded processes, programs, and functionality.
- ❑ The PMO director will have **expanded authority** to **address business interests** in the **project management environment**.

What functions?

Stage 4: The advanced PMO

- ❑ The **advanced PMO** performs **comprehensive, centralized** project management oversight, control, and support activities,

together with **expanded functionality** that represents a mature and business-oriented project management organization. These activities include the following:

- Appearing more and more like a separate business unit. If a distinct PMO budget has not already been established at an earlier PMO stage, the advanced PMO normally prepares and manages its own budget as a means of pursuing development and implementation of advanced project management practices and business integration activities.
- Collaborating with business units within the relevant organization and participating in the development or adaptation of processes and practices that are common to both the business environment and the project management environment.

Stage 4: The advanced PMO

- ❑ The **advanced PMO** performs **comprehensive, centralized** project management oversight, control, and support activities,

together with **expanded functionality** that represents a mature and business-oriented project management organization. These activities include the following:

- Providing distinct expertise in state-of-the-art project management processes and practices. Senior staff members are assigned full time and represent highly skilled and knowledgeable professionals who apply business acumen and advanced business and project management concepts to solutions implemented in the project management environment. These individuals help implement such functionality as mentoring services, project audits, and project recovery services. They monitor and manage project results in terms of business performance. The advanced PMO staff also can include business analysts and specialists from diverse professional disciplines, such as legal, contract and procurement management, customer service, and so forth, as needed full time or part time to achieve PMO functionality.

Stage 4: The advanced PMO

Because it has a **focus on integrating business interests**,
the advanced PMO also ensures that PMO functions are also **integrated** for
efficient and effective **business support**.

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PMO model – Strategic alignment

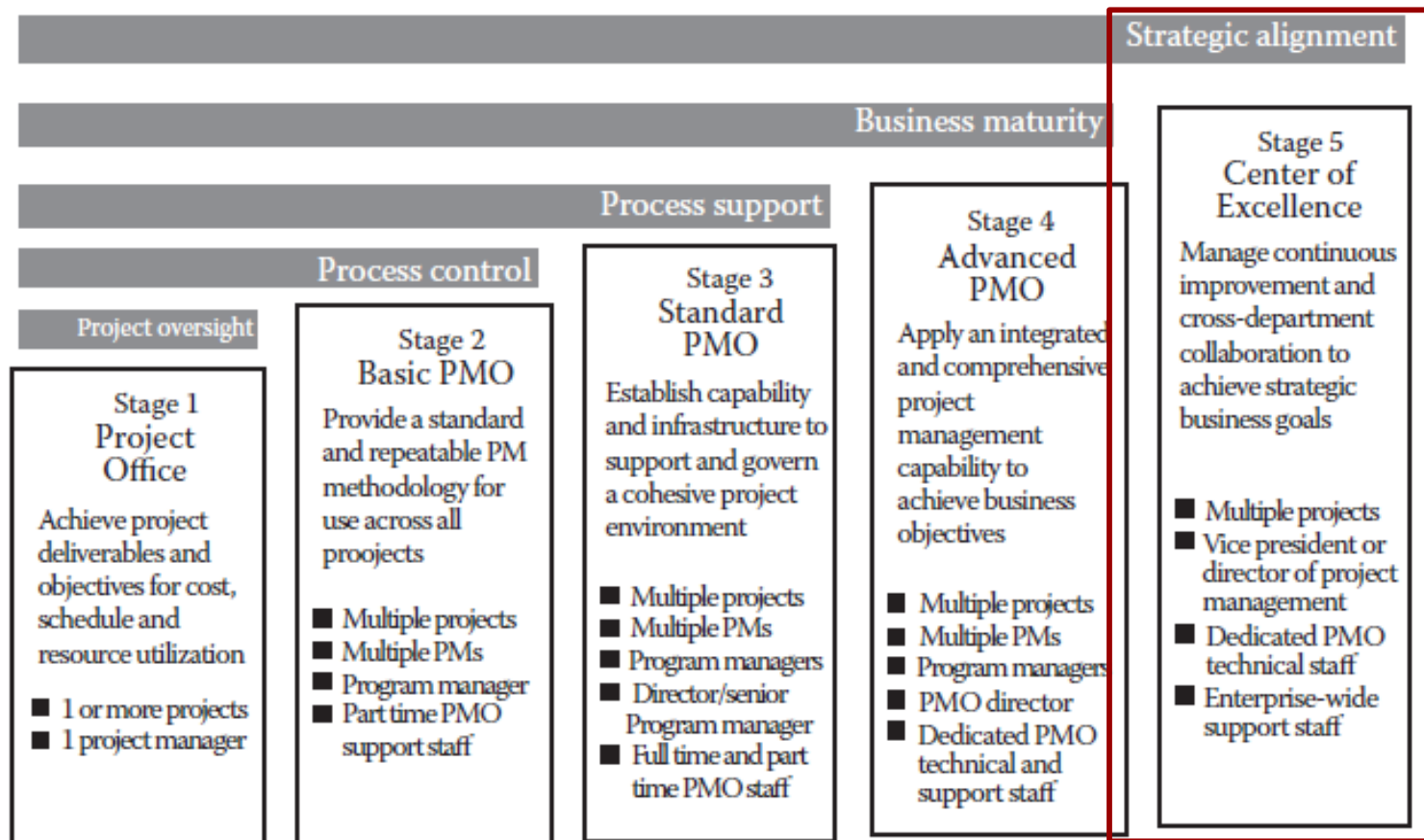


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Stage 5: The center of Excellence

- ❑ The **center of excellence** is usually designated as a separate and distinct business unit within the relevant organization, and it may even have responsibility for enterprise-wide project management operations.
- ❑ **Although** lower-stage PMOs may be assigned **similar responsibilities**, it is **most distinct** at this highest PMO level.
- ❑ Even so, **lower-stage PMOs** may have a business alignment or reporting affiliation with the **center of excellence**.
- ❑ Notwithstanding, the PMO functionality prescribed for the center of excellence has a **focus on strategic business interests** across the relevant organization or enterprise.

Who works here?

Stage 5: The center of Excellence

- Normally, there is an **executive in charge** of the center of excellence, and **that individual** should either report to or have direct access to the **chief executive officer** or **any other top executive** in the relevant organization.

How long does it take?

Stage 5: The center of Excellence

- ❑ To that end, the **center of excellence** can be established within the **time frame** it takes an organization to establish a new business unit, which **generally** takes **from 1 to 2 years** to create a viable presence.

Does it perform all of the prescribed lower-level PMO functionality

Stage 5: The center of Excellence

- ❑ The center of excellence **does not necessarily perform** all of the prescribed lower-level PMO functionality, but it could.
- ❑ There are **two perspectives** on how a center of excellence can be established.
 1. First, it could be created as a **result of the growth and expansion** of a lower-stage PMO
 - ✓ which would normally be the case in a **small- to medium-sized organization**.
 2. Conversely, it could be **established independent** of any existing PMOs, with the objective of **providing strategic business guidance and direction** to those subordinate PMOs.
 - ✓ which would normally be the case in a **large sized organization**.

What functions?

Stage 5: The center of Excellence

❑ Consequently, the **center of excellence** assumes a strategic alignment role in the relevant organization and guides the project management environment in its **continuous-improvement efforts**. These activities include the following:

- Providing **direction and influence** for **enterprise project management operations**. It also may **oversee subordinate PMO functionality** where the relevant organization has **constructed other PMO** operations relative to its international, national, or other expanded geographical business focus.
- **Building both project management environment and project stakeholder awareness**, representing **project management and business interests** across business units, and **managing customer relationships**, as well as **vendor and partner relationships**.
- **Sponsoring and conducting studies and evaluations of project management functionality and business effectiveness**, with particular focus on its own operations or those of affiliated PMOs.
- **Representing the business interests** of the relevant organization in the **project management environment**, and vice versa.

Stage 5: The center of Excellence

The **center of excellence** should review the **PMO functions** for strategic business implications, together with how they can be adapted, adjusted, or redesigned for optimized use, including **application by other subordinate PMOs** within the relevant organization.

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The PMO Functions

Overview of PMO functions

❑ The **20 PMO functions** are grouped within the following five function categories.

<i>Practice Management</i>	<i>Infrastructure Management</i>	<i>Resource Integration</i>	<i>Technical Support</i>	<i>Business Alignment</i>
Project management methodology - Establish basis for project management - Develop methodology solution - Conduct methodology implementation - Manage methodology maturity	Project governance - Prepare and maintain PMO charter - Develop project management policies - Develop project classification guidance - Establish project manager authority - Establish executive control board - Align business and technical committees	Resource management - Acquire project resources - Assign project resources - Deploy project resources - Manage resource performance - Close project resource assignments	Mentoring - Establish project management mentoring program - Engage project management mentors - Conduct project management mentoring - Evaluate mentoring program	Project portfolio management - Set up project portfolio management - Perform project selection - Integrate projects in the portfolio - Conduct project and portfolio reviews - Manage portfolio attrition
Project tools - Select project management tools - Implement project management tools - Evaluate tool performance	Assessment - Conduct competency assessments - Conduct capability assessments - Conduct maturity assessments	Training and education - Establish training program - Manage training program - Evaluate training program	Project planning - Establish project planning capability - Facilitate project planning workshop - Administer project planning	Customer relationship management - Manage customer relationships - Manage customer contracts - Manage customer satisfaction

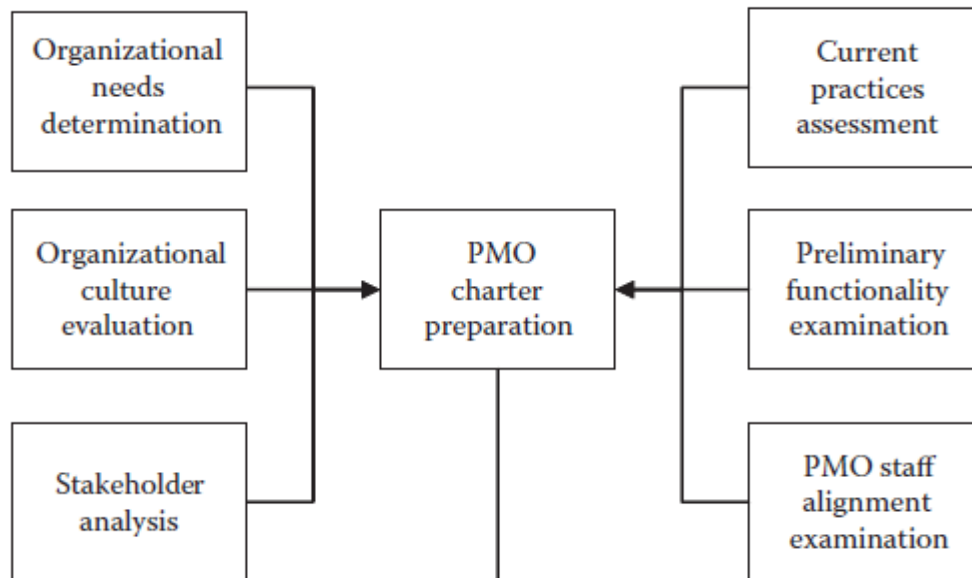
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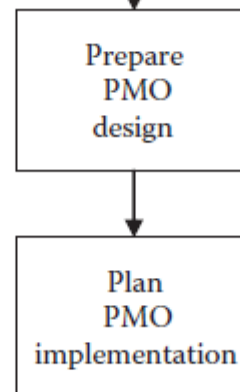
<i>Practice Management</i>	<i>Infrastructure Management</i>	<i>Resource Integration</i>	<i>Technical Support</i>	<i>Business Alignment</i>
Standards and metrics - Implement project management standards - Determine project metrics requirements - Introduce and use project metrics	Organization and structure - Set up the PMO structure - Establish project structure - Develop stakeholder participation	Career development - Develop project management career path - Support project management career planning - Establish professional certification	Project auditing - Set up project auditing capability - Conduct project audits - Manage project auditing results	Vendor/contractor relationship management - Manage vendor/contractor relationships - Manage vendor/contractor acquisition - Manage vendor/contractor performance
Project knowledge management - Establish knowledge management framework - Introduce knowledge management system - Implement knowledge management system	Facilities and equipment support - Establish project team requirements - Manage project facilities - Manage project equipment	Team development - Facilitate cohesive team formation - Facilitate virtual team management - Enable project team development - Monitor project team performance	Project recovery - Develop recovery assessment process - Plan and conduct project recovery - Capture recovery lessons learned	Business performance management - Develop integrated business solutions - Manage business collaboration - Manage PMO business fulfillment

Planning and Implementing a Project Management Office in the Organization

PMO Assessment and Preparation



PMO Design and Implementation



Let's look at the reference

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