PMO价值转移和健康检查

PMO Value Transformation & Health Check

PMI China Congress 2012
16 September 2012

1. With PMO established?

   a. >50%

   b. <50%

2. PMO established over 5 years

   a. >50%

   b. <50%

3. PMO size is greater than 10 people

   a. >50%

   b. <50%

4. Plan to establish PMO in next 12 months

   a. >50%

   b. <50%

Quick Survey

5. Are you member of PMO?

   a. >50%

   b. <50%

6. Are you member of PMO for 5+ year?

   a. >50%

   b. <50%

7. I want to be a member of PMO?

   a. >50%

   b. <50%

8. I don't like PMO!?

   a. >50%

   b. <50%

Quick Survey

- According to the Standish CHAOS Report (2009), 68% of projects do not meet time/cost/scope targets. Only 32% of projects were completed on time, within budget and delivered measurable business and stakeholder benefits.

- There are many reasons for such failures. As per a KPMG survey of 252 organizations, technology is not the most critical factor. Inadequate project management implementation constitutes 32% of project failures, lack of communication constitutes 20% and unfamiliarity with scope and complexity constitutes 17%.

- Accordingly 69% of project failures are due to lack and/or improper implementation of project management methodologies.

项目成败

Program Management Office: The centralized management of a particular program or programs such that cooperate benefit is realized by the sharing of resources, methodologies, tools and techniques and related high-level project management focus..... *PMBOK*

Project Management Office: An organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of a project...... *PMBOK*

PMO是…

PMO 的联想

- Status Report
- Methodology
- Standards and Policies

- Configuration Management
- Repository
- Tools and Software

- Risk Management
- Audit
- Communication

- Compliance
- Procurement
- Budget

- Templates
- Quality Assurance
- **? ? ? ?**

1. Methodology and Standard
2. Governance
3. Competency Development
4. Compliance
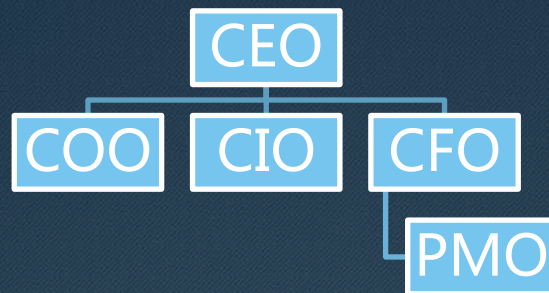5. Strategic Planning and Programme

PMO 的 常 见 功 能

1. Job Description and Requirement

2. Banding and Job Family

3. Career Path

4. Turnover and Retention rate

有关PMO的人力资源

- CPO
- CxO
- Project based
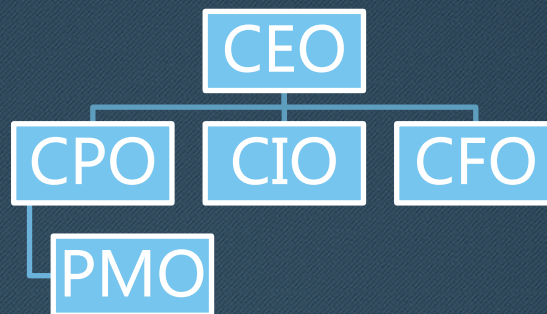
有关PMO的架构

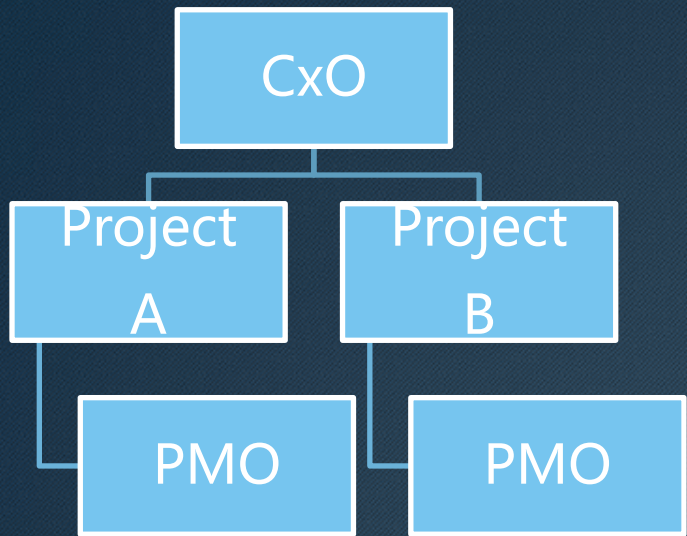有关PMO的架构
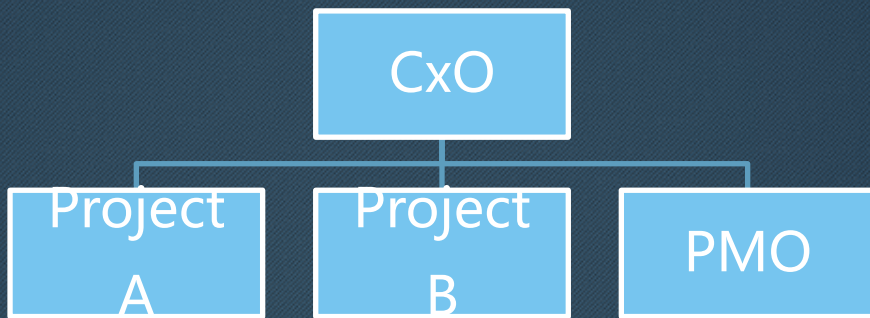
例子 A

```
        CEO
    ┌────┼──────┐
   COO  CIO   CFO
                └── PMO
```

例子 B

```
        CEO
    ┌────┼──────┐
   PMO  CIO   CFO
```

例子 C

```
        CEO
    ┌────┼──────┐
   CPO  CIO   CFO
    └── PMO
```

- Center of Excellence (CoE)
- Programme Management & Quality Assurance (PM&QA)
- Operations & Administration (O&A)

```
              ┌──────────┐
              │   PMO    │
              └────┬─────┘
      ┌────────────┼────────────┐
  ┌───┴───┐    ┌───┴───┐    ┌───┴───┐
  │  CoE  │    │  PM   │    │  O&A  │
  │       │    │ & QA  │    │       │
  └───────┘    └───────┘    └───────┘
```

有关PMO的架构

❤
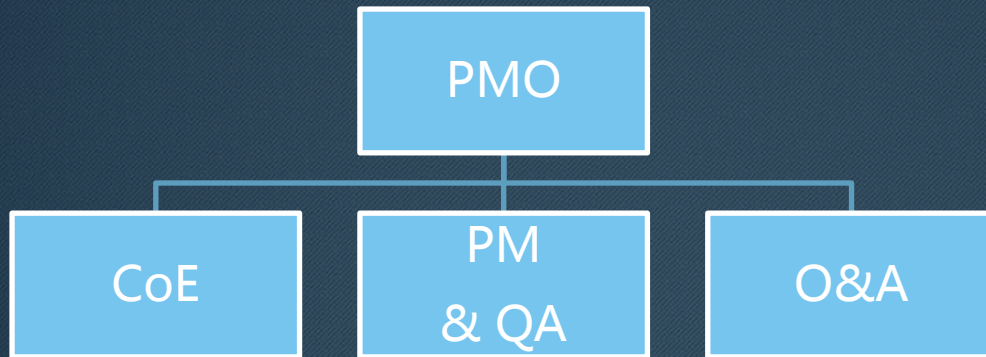
1. Policy making authority
2. Review and endorse PM policy, mythology, process and related standard
3. PM mentoring and competency development

Center of Excellence (CoE)

1. Project and programme quality oversight and review

2. Central portfolio and resource planning

3. Cross portfolio project issues resolution

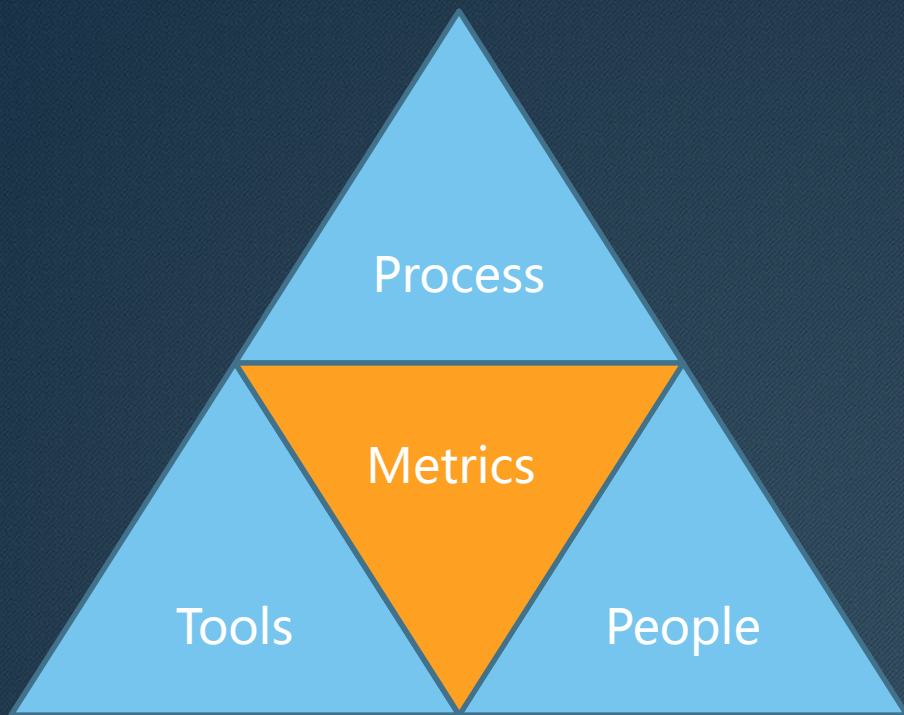Programme Management & Quality Assurance

1. Compliance enforcement
2. Metrics and management reporting
3. Budget administration
4. Deviation request (process and deliverable)
5. PM tools support

Operations & Administration

价值转移
Value
Transformation

应用篇

PMO		**Value to Biz**
Process	>	Ownership
Tools	>	Accuracy
People	>	Culture
Metrics	>	Governance

PMO 价值的意思

Business Case/Project Proposal Assessment

1. Assist the proposal go/no go decision making

2. Determine additional project governance requirement

3. Prepare for project delivery through mitigation actions (e.g. increase the size of contingency)

4. Determine the extent of follow up actions from various supporting domain, e.g. Risk Management, Security, etc.

5. Provide framework for on-going monitoring

就体验 PMO价值应从开始

Area	Focus
1. Project Complexity	Cost, Resource, Duration
2. Business Stakeholders and Impact	Enterprise-wide, Business Units, Alignment to Business Objective and between stakeholders
3. Customer Impact	Product Performance, Dependency
4. Technology	Familiarity, Maturity, Impacts
5. Scope and Schedule	Clarity, Flexibility
6. Team	Matrix, Capability and Experience
7. Information Security	Standard and Ordinance
8. Compliance, Legal and Regulatory	Impacts
9. Reputation	Integrity, Awareness

就体验 PMO价值应从开始

♥

项目分类

Score	Finance Attribute	Technology Attribute	Business Impact Attribute	Risk Attribute
5	Criteria A	Criteria A	Criteria A	Criteria A
4	Criteria B	Criteria B	Criteria B	Criteria B
3	Criteria C	Criteria C	Criteria C	Criteria C
2	Criteria D	Criteria D	Criteria D	Criteria D
1	Criteria E	Criteria E	Criteria E	Criteria E

Project Type	Total Score	Characteristics
Type 1, e.g. Large	16-20	xxxxxxxxxx
Type 2, e.g. Medium	10-15	xxxxxxxxxx
Type 3, e.g. Small	1-10	xxxxxxxxxx

Why we need classification?

項目分类

Project Type	Must Have Roles	Must Have Processes	Must Have Deliverables
Type 1 e.g. Large	a. b. c.	1. 2. 3.	i. ii. iii.
Type 2 e.g. Medium	a. b. c.	1. 2. 3.	i. ii. iii.
Type 3 e.g. Small	a. b. c.	1. 2. 3.	i. ii. iii.

To ensure effective scrutiny the ground rules are the required "standard" for all projects.

Case Sharing I

- A Merger and Acquisition Project in Hong Kong
- Industry: Insurance
- Amount: Cdn$560m
- PMO Value:
  - Governance
  - Goals and Approach
  - Metrics
  - Integration Plan

实例分享 I

Case Sharing II

- A New Line of Business Expansion Project in Asia
- Industry: Insurance
- Amount: Cdn$70m
- PMO Value:
  - Localization
  - Risk Management
 - Governance
  - Metrics

实例分享 II

1. Project Management Framework
2. Methodology
3. Processes
4. Stakeholders
5. Tools
6. Capability
7. Roadmap

检查内容

1. Strength and transparent PM framework
2. PM practice and discipline consistently applied
3. Project knowledge effectively captured, shared and sustained
4. Clear PM competency development path
5. Roadmap for reaching the desired stage

检查期望
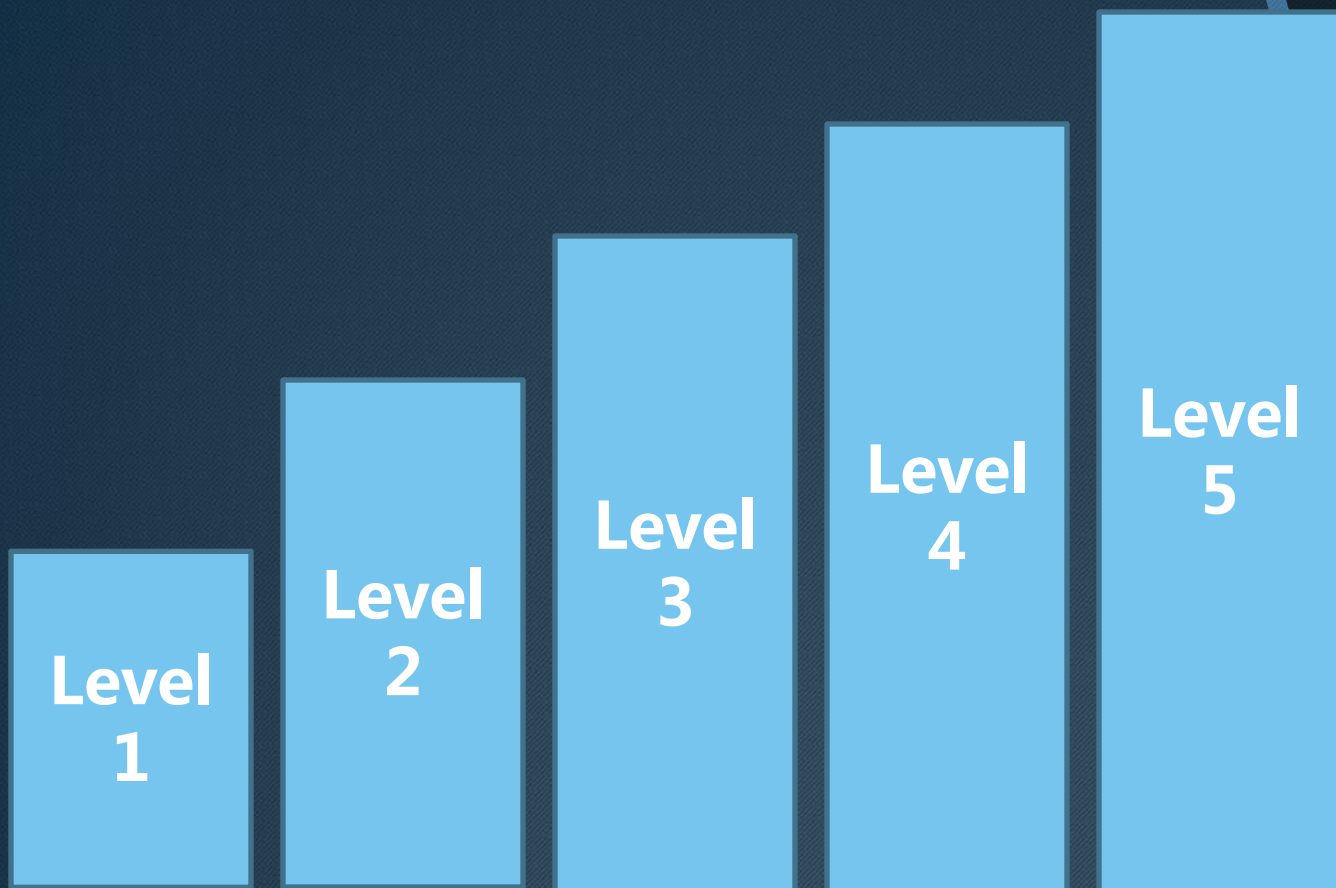
Level 1
- All internal processes are centered on the management of critical projects
- Projects have budgetary estimates
- No format management tools

Level 2
- Project process are standardize
- PMO(s) established
- Projects are aligned with strategy
- Projects and programs are prioritized

Level 3
- Specialized PM roles formalized
- Cross-functional groups are easily formed and collaboration is the norm
- Career paths defined
- Programs increasingly managed in-house

Level 4
- Center of Competency improve workload management
- The portfolio is modeled and appropriately optimized, factoring in risk
- Multiple methods exist and are used by all PMs
- Benefit realization is being tracked

Level 5
- Change operations provide a constant stream of mini-projects
- Rapid strategy executions the focus of enterprise programs
- Change management and communications are core capabilities of the EPMO

健康状况阶段

1. Programme Management Governance Model
2. Process Streamlining
3. Risk and Quality Management
4. Knowledge Management
5. PM Tools Optimization
6. Metrics Realignment
7. PM Competency Framework
8. PM Professionalism

∞大健康快餐带回家！

- A Guide to the Project Management Body of Knowledge (PMBOK®)
- Operational Project Management Maturity Mode (OPM3®)
- Capability Maturity Model Integration (CMMI®)
- COBIT®
- Portfolio, Programme and Project Management Maturity Model (P3M3®)

Further Reading

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