



PMO Local Interest Group Meeting - Summary

Topic: Choosing the Right Type of PMO

Summary

1. Focus on Goals: Reduce costs, Improve coordination, reporting and resource utilization, Increase quality
2. Organizational Maturity - Support and Maturity Evolves as Executives See Results
 - a. **Optimized Level: Governance PMO** determines project approval, funding and staffing. Has authority to terminate, delay, cut or increase funding for all projects.
 - b. **Control Level: Portfolio Management PMO** analyzes performance, compliance and benefits of all projects and recommends which projects should be approved, funded, staffed, terminated or delayed.
 - c. **Standards Level: Standards PMO** defines processes, policies, tools, templates, controls, and procedures for managing all projects. Owns project management methodology. Defines project management roles, skills, competencies, career path and certification programs.
 - d. **Consistent Level: Reference PMO** publishes project management best practices and provides tools, templates and reference resources for project teams to take advantage of. Provides project management skills and tools training.
 - e. **Ad Hoc Level: Support PMO** provides skilled project management resources to directly support project needs in the field to conduct project kick-off meetings, team norming sessions, aid in the development of key project deliverables like project charters, scope statements, project plans, etc. resources may aid in daily administrative tasks like project financial and schedule tracking, lead audits or recovery of a project or even fill the project management role.
3. Some Examples of PMO Types (See Resources for Greater Depth)

	Focus on Management	Focus on Improvement
Control	Quarterback: Focus on <u>Project Delivery</u> <ul style="list-style-type: none"> • PMs report to the PMO • Central point of accountability 	Perfectionist: <u>Control</u> focused improvement <ul style="list-style-type: none"> • PMO is the “center of excellence” • Agent for change regarding how organization does projects
Support	Scorekeeper: Monitor/report <u>Status</u> <ul style="list-style-type: none"> • Program and project information conduit • Clearing house for consolidated status updates 	Facilitator: Focus to <u>Enable</u> improvement efforts <ul style="list-style-type: none"> • Source of best practices

4. PMO Types Based On Organization Needs - Split Strategic and Operational Groups
 - a. Strategic Group has Executive Involvement and Focuses on Business Critical Project Management
 - i. High profile projects have governance with *executive involvement* as well as support
 - ii. Governance is not at detail level. Executive PMO may be named something other than PMO.
 - iii. You can have upper management drive through executive level to CEO
 - iv. CEO in one case delegated authority directly to PMO to interview VPs and select projects
 - b. Operational Group Has Lower Level Managers Focusing On Operational Efficiency
 - i. Match expertise/authority with decision level – do not involve executives with minutia
 - ii. Getting Names Associated With Initiatives to Build Buy-In

Other Topics

1. For resources, tools and past meeting summaries, please see our new page on the [PMIW Site](#).
2. Please check out the regular article about the PMO SIG in The Critical Path this month
3. Our topic for next month is “Change Management.” A future topic will be “Engaging and Disengaging Executive Management.” Please send additional topics to DaveMorgen@aol.com

Resources

- [Choosing the Right PMO Setup](#), by William Casey and Wendi Peck, PM Network, February 2001
- [Developing a Project Management Office](#), from PMI’s PMOSIG
- [Office With A View](#), by Aaron Smith, <http://www.projectsatwork.com/> February 2003
- [Program Office Foundations](#), from niwotridge
- [The Four Archetypes of the PMO](#), from gantthead
- [Maturing Your PMO](#), white paper by Jane Walton