



## **PMOStep Project Management Office Framework™ Overview**

PMOStep contains a framework to help establish a Project Management Office (PMO) and determine the products and services the PMO will offer. Once the PMO is established, there is a description of a holistic approach to deploy project management processes within an organization. The general PMOStep model is as follows:

### **Definition**

The definition process is done first. There are many kinds of PMOs, so you must first go through a process to determine what type of PMO makes most sense for your organization. If you have an existing PMO, but are struggling, this would also be the place to revisit. Many times, a PMO will charge off with an aggressive idea of what they need to do, even though their clients and sponsors never validated the underlying assumptions.

### **Roles**

A successful PMO relies on people who are performing in one or more roles. Roles are useful to ensure that members of the PMO understand what is expected of them. Roles also can ensure that all of the obligations and responsibilities of the PMO are covered.

### **Deployment**

Getting your organization to become better at project management requires more than just training. Whenever you change how people do their jobs, you will find some level of resistance. Therefore, you need to use techniques that facilitate organizational change management. This section contains a holistic approach to implementing project management methodology within an organization.

### **Reporting**

One service that is typically associated with a PMO is common, roll-up reporting on the state of all the projects being executed within the organization at that time. This service might also extend to keeping metrics on historical projects so that you can track how successfully projects are being executed over time. It is possible, in fact, that the main purpose of your PMO might be to provide this type of consolidated reporting, although most PMOs have other responsibilities in addition to this.

### **Methodology Management**

The processes, templates, training, etc. that make up the methodology are some of the specific deliverables that are produced as a part of this “product”. These deliverables and the product in general, need to be supported and improved over time.



## **Training**

Training is one of the premiere services offered by PMOs. In fact, in many organizations, the primary role of the PMO is to offer project management training to the staff. If you have the resources, and if your pool of project managers has the need, you will want to put classes together to create an overall curriculum. The curriculum can include internal classes, vendor classes, computer based training, etc.

## **Coaching**

Coaching refers to working with individual project managers or project teams to transfer knowledge and teach new skills. Coaching is different than training in that training implies a formal teacher-pupil relationship and the formal instruction of material. Coaching is less structured and usually involves talking through situations that affect the trainee and describing or demonstrating how project management processes and techniques can assist.

## **Project Audits**

Project audits are one way for the PMO to validate that the project teams are utilizing the appropriate project management processes.

## **Repository**

One of the value propositions for deploying common project management processes is the ability to reuse processes, procedures, templates, etc. If project managers want to see whether there might be pre-existing material that would help them, they are not going to be expected to contact every other project manager. To facilitate process and document reuse, the PMO needs to establish and manage a document repository.

## **Metrics**

The PMO must collect metrics that show how effective the PMO is at delivering services, and how well the organization is adopting the new processes.

## **Organization Assessments**

The PMO should look at the organization on a periodic basis and perform an assessment as to how well the project management processes are becoming integrated into the work routine. These assessments are compared to the prior assessments to gain a sense for the progress made. This information is especially interesting to the sponsor and other management stakeholders who want to understand how the deployment is going.

## **Other Responsibilities**

There are many other optional areas where the PMO can provide value. These services can be initiated at any time during the deployment process, or they can be started once the initial deployment is complete and the PMO is in a more mature support role.