
*“A PMO structure that supports finding
Opportunity and Execution”*

Lenet Compton, PMP

The Roth Group

lcompton@rothgroup.net

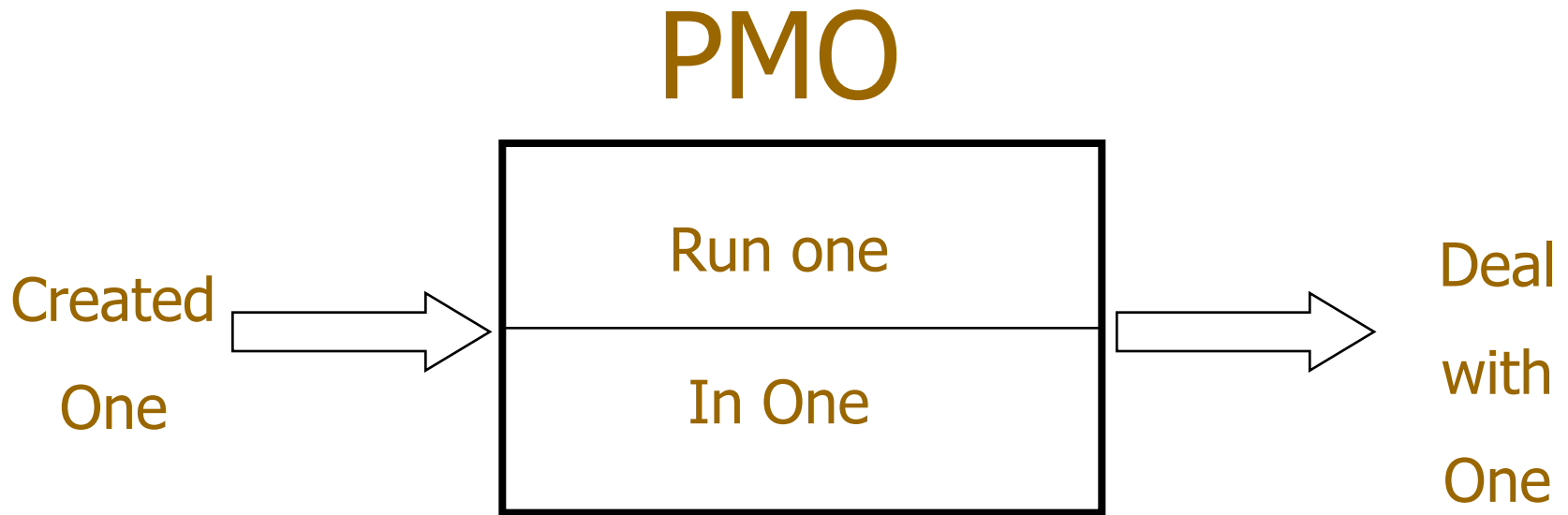
“PMO Start Up Best Practices”

Tonia Zeiler, PMP

Hallmark

Tonia.zeiler@gmail.com

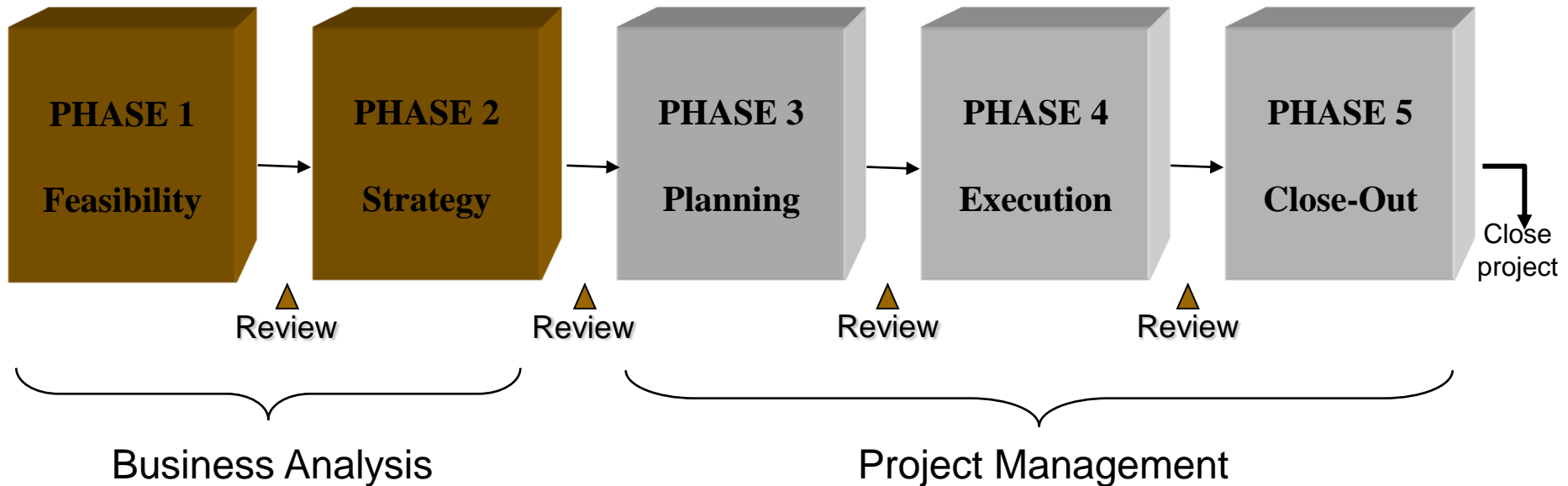
How are YOU affected by a PMO?



- Portfolio Management
- Resource Management
- Strategic Planning

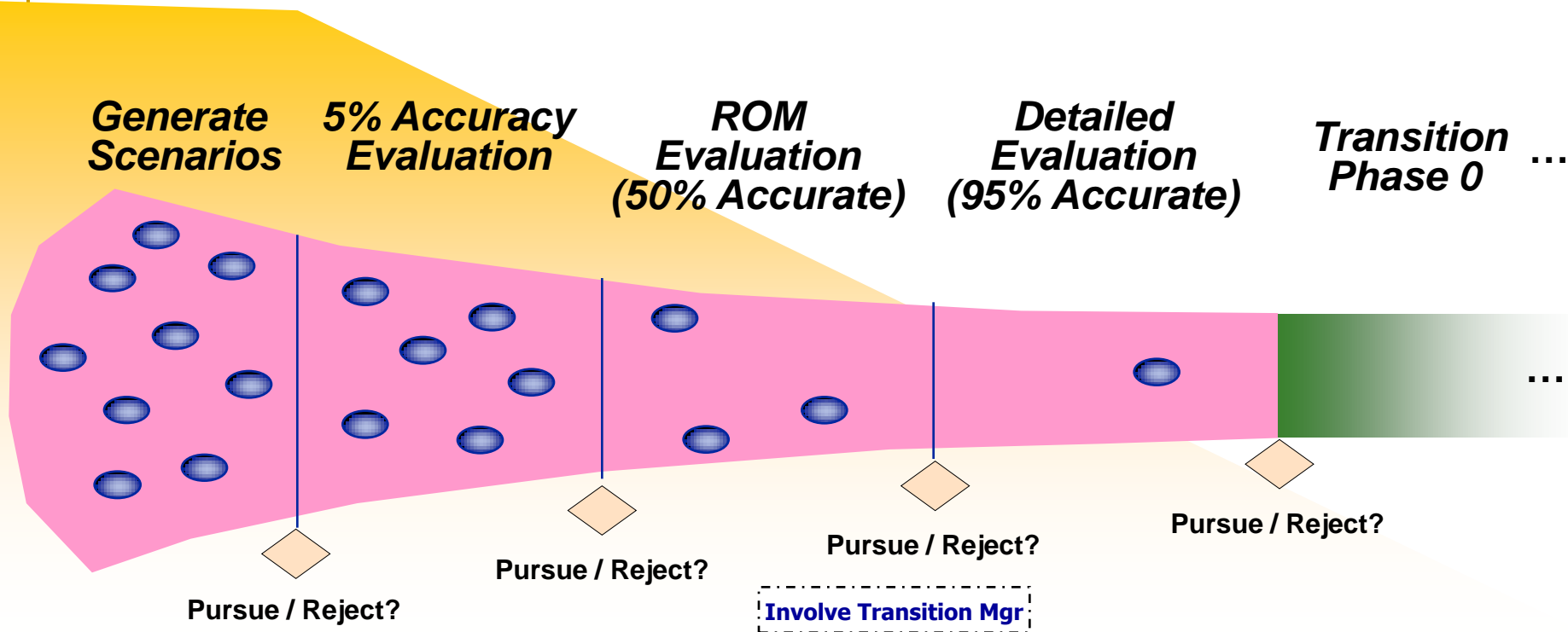
No Such Thing as an ISC Transition

PMO Process Structure



Standard Transition Process

Modeling follows a phased review process



- No boundaries placed on scenarios
- Very few people are aware of scenarios
- Informal review of output

- Very few people are aware of scenarios
- Generate the numbers based on easily available information
- Informal review of output

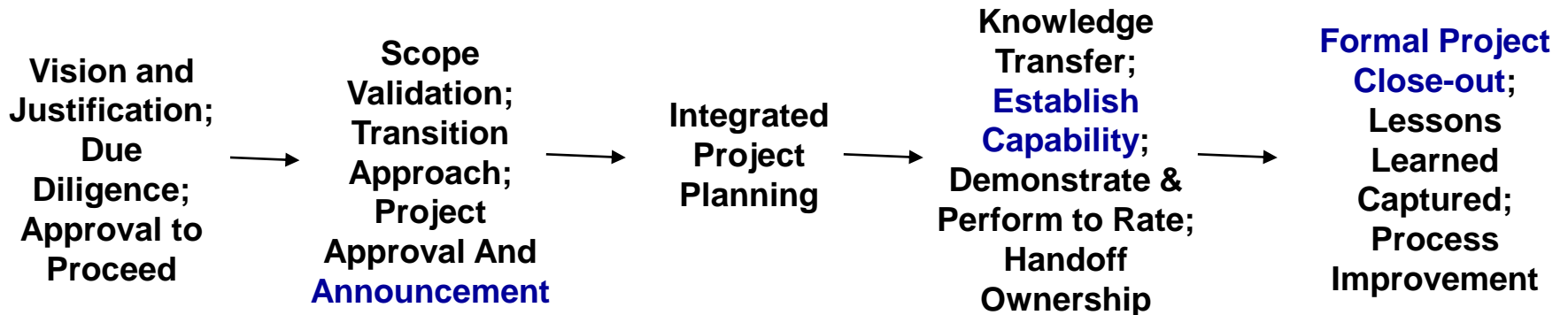
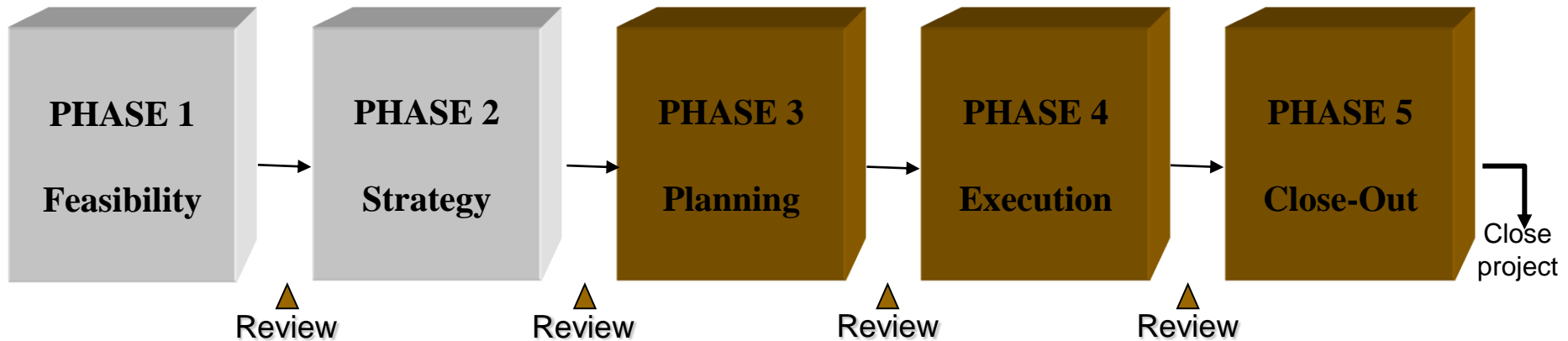
- Executive leader sponsors the analysis
- Formal review of output

- Executive leader(s) sponsor the analysis
- Output is used to obtain funding
- Formal review of output

- Transition team verifies all estimates

Look to turn Opportunity into Reality

PMO Process Structure



Can this Model Work for You?

Best Practices continued

- Tools
 - Risk, RAIL, RACI, ICC, FMEA, QFD, Comm. Plan
 - Standard report / presentations / forms
- Phase Exit criteria
 - Lessons Learned Global db
 - Receiving site owns Acceptance Criteria
- Process Improvement Manager
- Resource allocation for flexibility

Best Practices

- Comprehensive Financial Model
 - NPV / IRR / Payback / EVM
- Training, Training, Training
 - Team / Management / Customers
- Drive business to own the process
 - Determine behavior to support metric
 - Performance reviews
 - Financials ran through their departments
- Audits
 - Non-team auditors
 - TRR, PRR, RRR

“I love it when your group comes to town”

Tonia Zeiler, PMP

- Hallmark Cards

- Business PMO Pilot and Initiation
- Implementation of Planview for Consumer Solutions division – both business and creative divisions.

- AMC Theatres

- IT PMO, Level 1



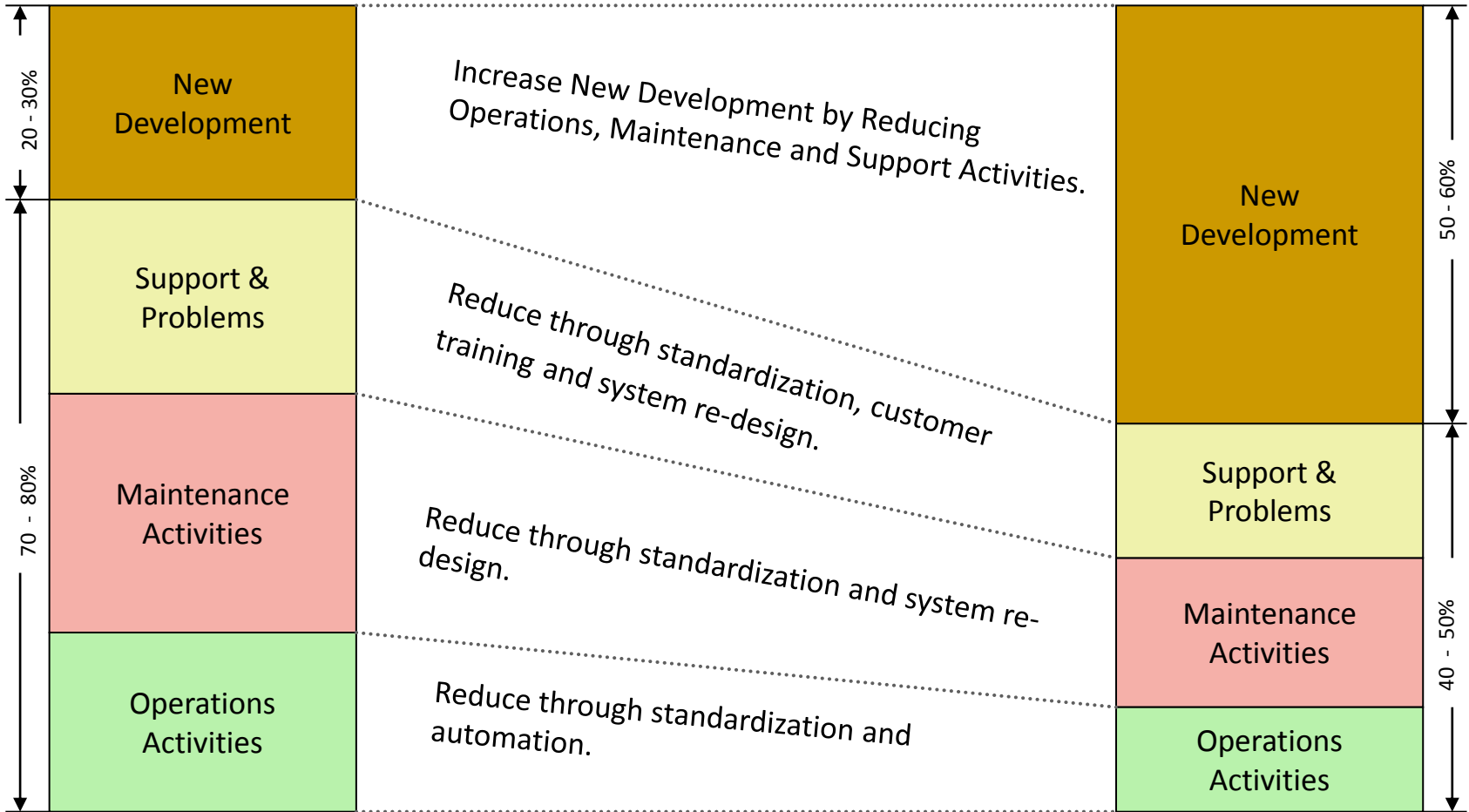
PMO Start Up Best Practices

- *PMO should*
 - Consider a phased PMO implementation approach applying PM structure to existing projects
 - Keep it simple – implement basic capabilities
 - Focus on addressing immediate concerns to deliver short term value
 - Prove benefits in 3-6 months

Objectives to Establish Metrics

Objective	Action Required	Metrics
Increase throughput / capacity	<ul style="list-style-type: none"> n Streamline process (planning, meetings, metrics, tracking, deliverables) n Manage # of concurrent projects 	Duration to complete projects # of projects declined
Focus resources on highest value add projects	<ul style="list-style-type: none"> n Develop inventory of projects n Establish evaluation metrics 	Hours per week per project Hours per week for std work
Identify resource needs & constraints, better manage staff workload	<ul style="list-style-type: none"> n Implement time tracking, reporting n Improve ability to estimate project effort and duration 	# of changes per project
Improve quality and consistency of deliverables	n Develop and standardize project metrics, tracking, and deliverables	# of concurrent projects in process
Ensure continuous improvement in project execution and delivery	<ul style="list-style-type: none"> n Document lessons learned n Refine process & deliverables 	Project hours per month per person

Workload Management



Wrap up

- *PMO should*
 - Consider a phased PMO implementation approach applying PM structure to existing projects
 - Keep it simple – implement basic capabilities
 - Focus on addressing immediate concerns to deliver short term value
 - Prove benefits in 3-6 months
 - “**First** adapt project management to the organization, **then** adapt the organization to project management.”
Mark House, PMP
 - Provide structure for consistency to benefit your team and management

Be the change – good things start with you