



Everyone's Smart
University

PMG 506

Advanced Project Management

LECTURE 11: PMOs, and; OPM

دكتور مهندس استشاري ادارة المشروعات

Eng. Dr. Akram Mustafa Suliman Ali,

PhD. AU, BEng. & MSc. AAST, CEng CMarEng MIMarEST, PE, PMP®,

ASQ CSSBB, ISO Lead Auditor, NDT Level II,

PMG506

ADVANCED PROJECT MANAGEMENT (APM)



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Introduction:

Lecture 1 Introduction to APM and Initial Project Strategy

Lecture 2 Project Quality Management

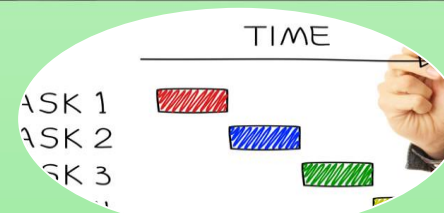


Project Initiation:

Lecture 3 Project Communication and team Management

Lecture 4 Managing conflicts and the art of communication

Lecture 5 Strategic Management and project selection



Project planning

Lecture 6 Initial project coordination and the project Charter

Lecture 7 Starting the project plan: The WBS

Lecture 8 Project risk management

Lecture 9 Budgeting, Estimating times and costs



Project **Integration**

Lecture 10 Monitoring and **Controlling**

Lecture 11 **PMOs and OPM**

Lecture 12 **Social and Professional Responsibility**

Lecture 13 **Open Discussion**

PMOs

PROJECT MANAGER COMPETENCY TRIANGLE

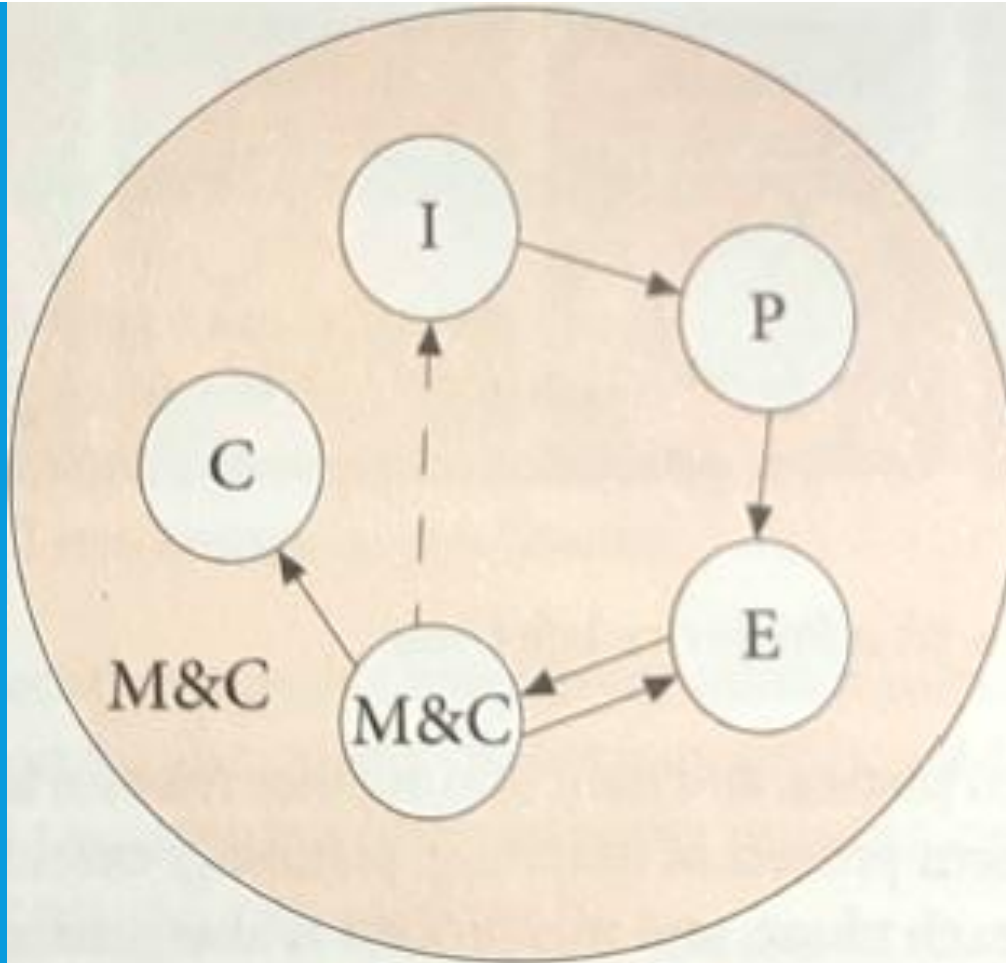


Project management is the application of:

1. Practices
2. Tools and techniques
3. Knowledge and skills

To realize project objectives.

PROJECT MANAGEMENT LIFE CYCLE PROCESSES



KEY

I = Initiating

P = Planning

E = Executing

M&C = Monitoring and Controlling

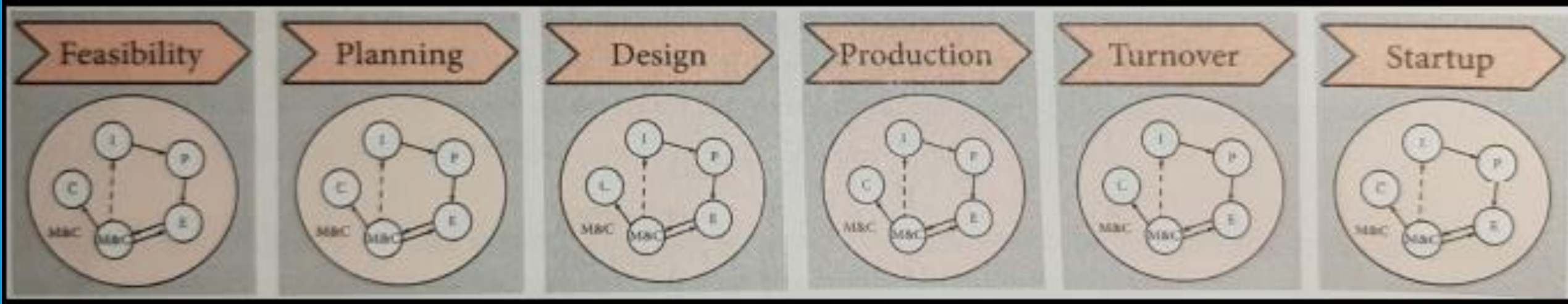
C = Closing

LARGE PROJECT WITH A PREDICTIVE LIFE CYCLE



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PREDICTIVE is another name for WATERFALL
ADAPTIVE or ITERATIVE is another name for AGILE



You should have a large project in mind. Think of a project that is new in the organization, utilizes resources from many countries, has more than 200 people on the team, lasts longer than one year and has a budget of over U\$ 10M>

INTRODUCTION

- ❑ If your boss walked into your office today and said, “The system is broken. Can you figure out what is wrong and fix it?”
 - Would this be a project?
 - You must take what you are given and organize the work into appropriate projects.
 - The **project planning process** will produce **schedules** and **budgets**
- There are at least two projects in the previous story
- **What are the 2 projects?**

THE TOP 10 REASONS PROJECTS FAIL [1/2]



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- Inadequately trained and/or inexperienced project managers;
- Failure to set and manage expectations;
- Poor leadership at any and all levels;
- Failure to adequately identify, document and track requirements;
- Poor plans and planning processes;

THE TOP 10 REASONS PROJECTS FAIL [2/2]

- Poor effort estimation;
- Cultural and ethical misalignment;
- Inadequate or misused methods; and
- Inadequate communication, including progress tracking and reporting;
- Misalignment between the project team and the business or other organization it serves.

WHAT DO I NEED TO SUCCEED?



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It takes the right people,
the right processes, the right
information,
and an integrated approach
to get things done the
right way.

People



Integrated approach



Processes

Information



SIX PRINCIPLES FOR EFFECTIVE PM

- **First Principle:** Inputs to PM are:
 - Information
 - Resources
 - Material
 - *Site planning, facilities and utilities*
 - *Plan and schedule*
- **Second Principle:** Management is divided into: Administration & Leadership
- **Third Principle:** Maintain Visibility Using: S curves & EVA
- **Fourth Principle:** Differentiate between Project Life Cycle and PM Life Cycle
- **Fifth Principle:** Differentiate between Project Deliverables and PM Deliverables
- **Sixth Principle:** Use PM Software for all projects proficiently

ORGANIZATIONAL STRUCTURE TYPES [1/2]



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Organizational Structure Type	Work Groups Arranged by:	Project Manager's Authority	Project Manager's Role
Organic or Simple	Flexible; people working side-by-side	Little or none	Part-time; may or may not be a designated job role like coordinator
Functional (centralized)	Job being done (e.g., engineering, manufacturing)	Little or none	Part-time; may or may not be a designated job role like coordinator
Multi-divisional (may replicate functions for each division with little centralization)	One of: product; production processes; portfolio; program; geographic region; customer type	Little or none	Part-time; may or may not be a designated job role like coordinator
Matrix – strong	By job function, with project manager as a function	Moderate to high	Full-time designated job role

ORGANIZATIONAL STRUCTURE TYPES [2/2]

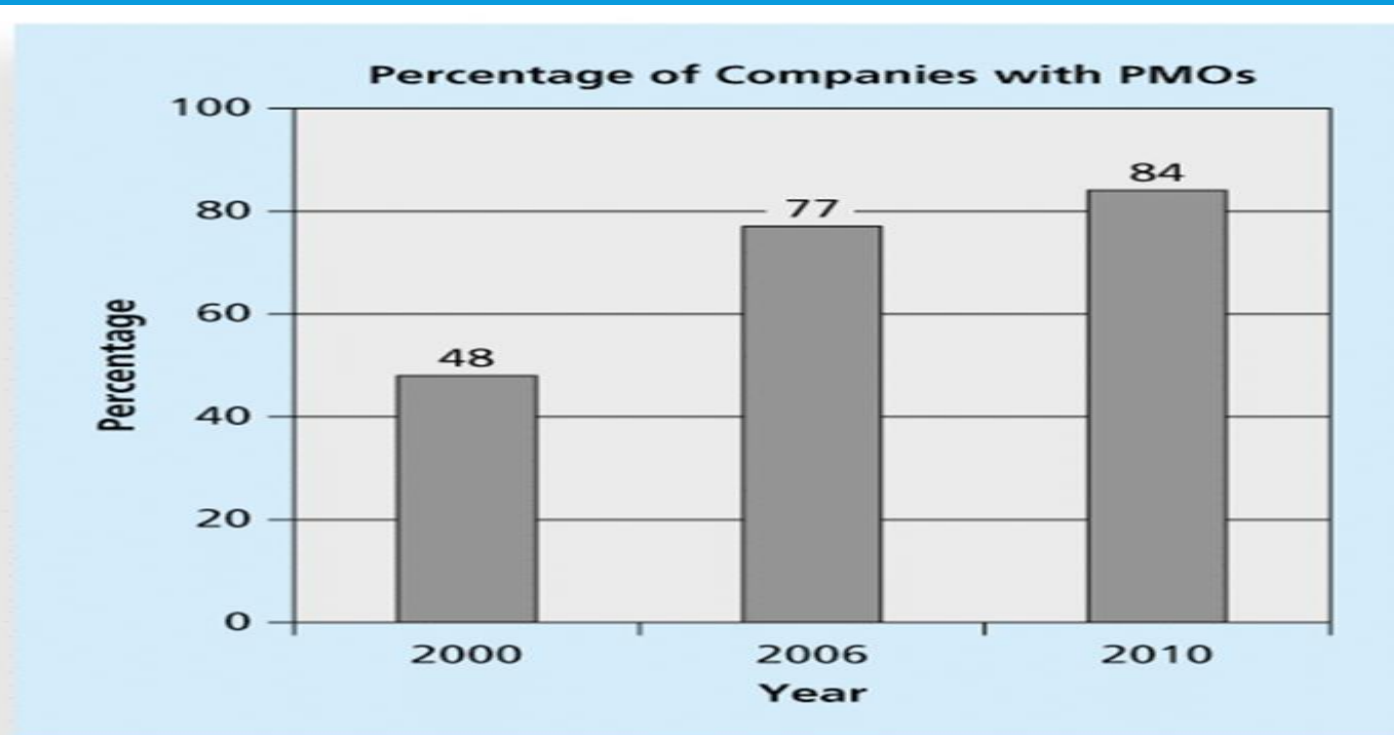


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Matrix – weak	Job function	Low	Part-time; done as part of another job and not a designated job role like coordinator
Matrix – balanced	Job function	Low to moderate	Part-time; embedded in the functions as a skill and may not be a designated job role like coordinator
Project-oriented (composite, hybrid)	Project	High to almost total	Full-time designated job role
Virtual	Network structure with nodes at points of contact with other people	Low to moderate	Full-time or part-time
Hybrid	Mix of other types	Mixed	Mixed
PMO*	Mix of other types	High to almost total	Full-time designated job role

PROJECT MANAGEMENT OFFICES

- A **Project Management Office (PMO)** is an organizational group responsible for coordinating the project management function throughout an organization



PMO DEFINITION

A PMO is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain - PMBOK

Other responsibilities include:

- Manage shared resources across all projects
- Identify and develop a project management methodology, best practices, and standards
- Coach, mentor, train, and provide oversight
- Monitor compliance with project management standards, policies, procedures, and templates via project audits
- Develop and manage project policies, procedures, templates, and other shared documentation
- Coordinate communication

A strategic driver for organizational excellence

PROJECT MANAGEMENT OFFICE ROLE AND FUNCTION

- A project Management Office (PMO):

is a structure that standardizes the project-related governance processes and facilities of sharing resources, methodologies, tools and techniques among an organizations.

Its **role** may be **supportive** (consultative), **Controlling** or **Directive** (higher degree of control).

- PMO's Primary **function** is to support PM in :

- Managing **shared resources** across projects in its domain
- **Developing** Project Management methodology, practices and standards
- Coaching ,mentoring, **training** and oversight
- **Auditing** compliance with Project policies, procedures and templates
- Coordinating **communications** across projects

PMO TEMPLATES



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- Project Charter
- Feasibility Study
- Business Case
- Project Management Plan
- Change Management
- Communications Management
- Cost Management
- HR Management
- Procurement Management
- Quality Management
- Risk Management
- Risk Register
- Schedule Management
- Work Breakdown Structure
- Scope Management
- Transition Out Planning
- Lessons Learned
- Project Acceptance

PMO FRAMEWORKS [1/3]

- **Organizational Unit PMO/Business Unit PMO/Divisional PMO/Departmental PMO**
 - Provides project-related services to support a business unit or division within an organization including, but not limited to, portfolio management, governance, operational project support and human resources utilization.
- **Project-Specific PMO/Project Office/Program Office**
 - Provides project-related services as a temporary entity established to support a specific project or program. May include supporting data management, coordination of governance and reporting, and administrative activities to support the project or program team.

PMO FRAMEWORKS [2/3]

- **Project Support/Services/Controls Office or PMO**
 - Provides enabling processes to continuously support management of project, program or portfolio work throughout the organization. Uses the governance, processes, practices, and tools established by the organization and provides administrative support for delivery of the project, program or portfolio work within its domain.
- **Enterprise/Organization-wide/Strategic/Corporate/Portfolio/Global PMO**
 - The highest-level PMO in organizations having one, this PMO is often responsible for alignment of project and program work to corporate strategy, establishing and ensuring appropriate enterprise governance, and performing portfolio management functions to ensure strategy alignment and benefits realization.

PMO FRAMEWORKS [3/3]

- **Center of Excellence/Center of Competency**
 - Supports project work by equipping the organization with methodologies, standards and tools to enable project managers to better deliver projects. Increases the capability of the organization through good practices and a central point of contact for project managers.

PMO BENEFITS

- Projects Align with Organizational Goals:
- Project Success Rates Increase:
- Project Management Competence Increases:
- Standards and Templates are Developed and Improved:

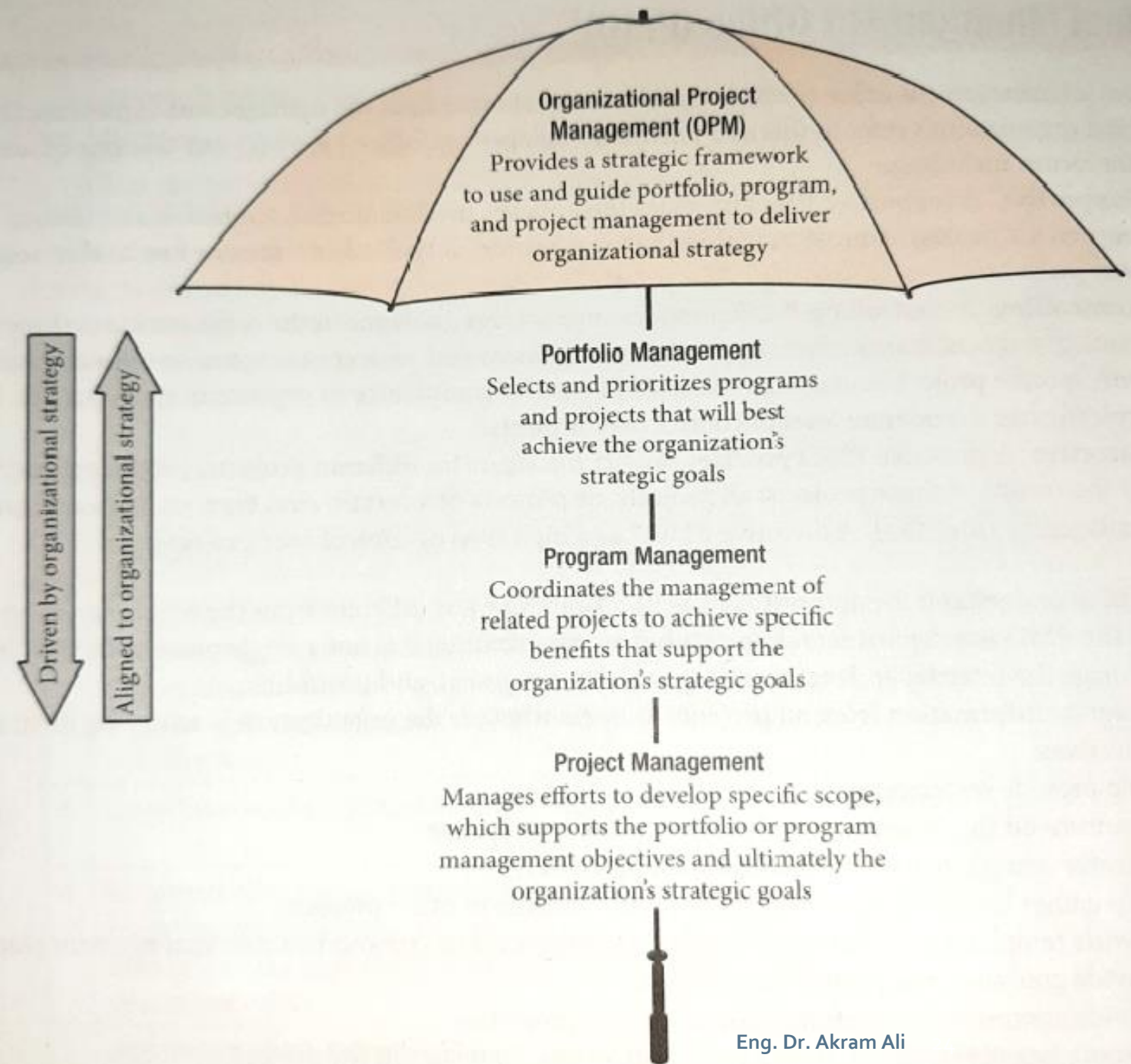
OPM

ORGANIZATIONAL PROJECT MANAGEMENT (OPM)

OPM is a framework for keeping the organization as a whole focused on the overall strategy.

OPM provides direction for how portfolios, programs, projects, and other organizational work should be prioritized, managed, executed and measured to best achieve the strategic goals.

ORGANIZATIONAL PROJECT MANAGEMENT (OPM)



PROGRAM AND PROJECT PORTFOLIO MANAGEMENT

- A program is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually” (PMBOK® Guide, Fifth Edition, 2012)
- A portfolio includes a group of programs, individual projects, and other related operational work that are prioritized to achieve a specific business goal

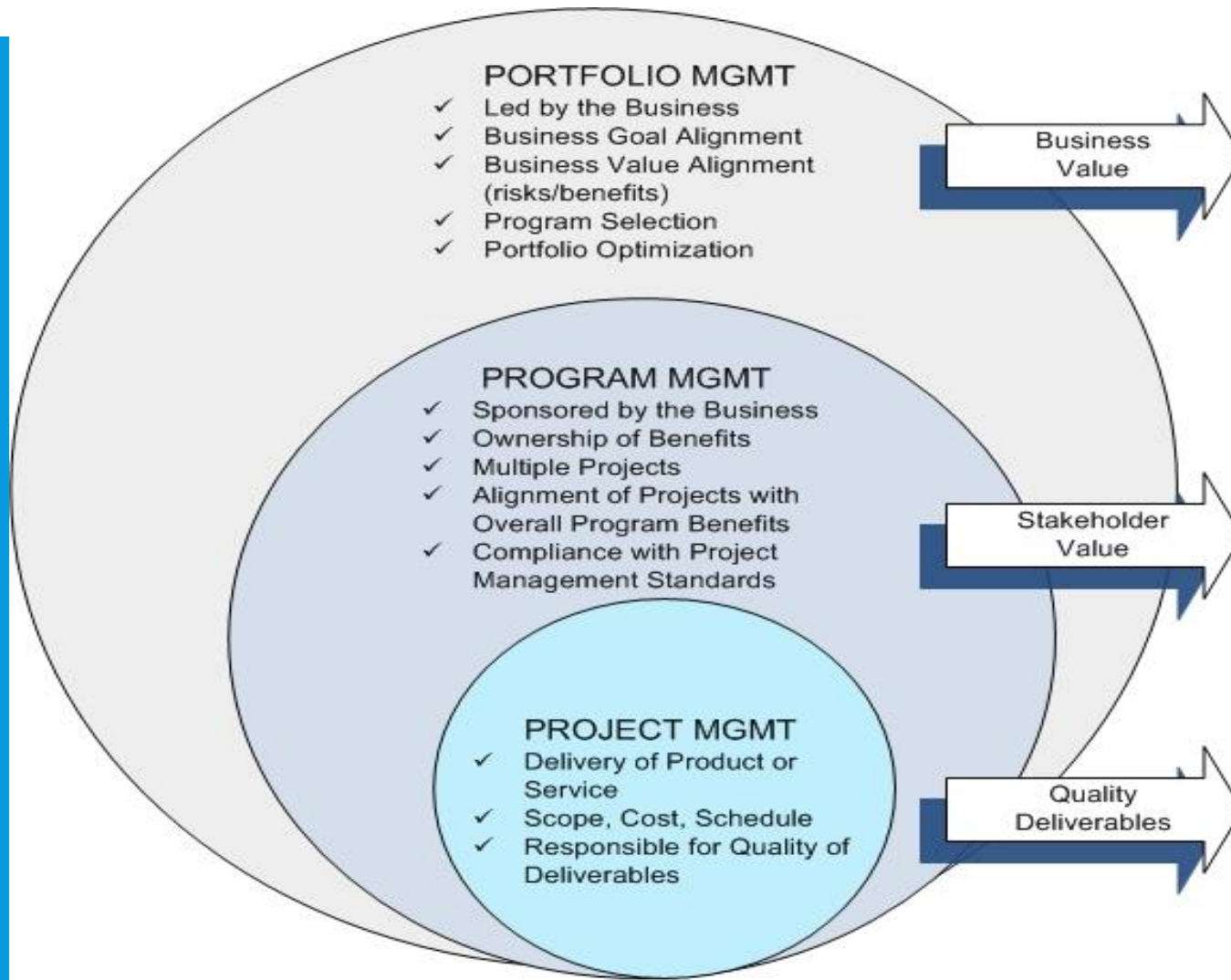
PROJECT AND PROGRAM MANAGERS

- **Project managers** work with project sponsors, project team, and other people involved in a project to meet project goals
- A **program manager** provides leadership and direction for the project managers heading the projects within the program

PROJECT PORTFOLIO MANAGEMENT



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Organizations group and manage projects and programs as a portfolio of investments that contribute to the entire enterprise's success

OPM₃ BRIDGES THE GAP BETWEEN ORGANIZATIONAL STRATEGY AND SUCCESSFUL PROJECTS



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WHAT IS OPM₃?

- OPM₃ is an acronym for the
- **Organizational Project Management Maturity Model**
- a standard developed under the stewardship of the Project Management Institute.

THE PURPOSE OF THIS STANDARD

is to provide a way for organizations to understand organizational project management and to measure their **maturity** against a comprehensive and broad-based set of organizational project management **Best Practices**.

OPM3 also helps organizations wishing to increase their organizational project management maturity to **plan for improvement**.

ORGANIZATIONAL MATURITY LEVELS



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Level 5 – Optimizing	Processes and performance continually improved through quantitative measures and analysis.
Level 4 – Quantitatively Managed	Product quality and process performance are quantitatively measured. A repository of measures exists to support fact-based decision-making.
Level 3 – Defined	Processes are defined, understood, and consistently applied from an organizational perspective. Processes are proactively managed and improved.
Level 2 – Managed	Repeatable processes are practiced on a project level. Process discipline is maintained through times of stress. Visibility to Status and delivery of work products at defined intervals.
Level 1 - Initial	Processes are ad hoc. Results are unpredictable. Success is dependent on heroics of the project team.

OPM₃ WHAT FOR?

PMI's Organizational Project Management Maturity Model or OPM₃ is designed to **guide** organizations in the development of the Capabilities necessary to achieve **Best Practices** in Organizational Project Management (OPM). OPM combines portfolio, program, and project management to achieve the **goals/strategies** of an organization through projects.

OPM₃ SPECIFICALLY ADDRESSES THE FOLLOWING 10 AREAS:

1. Standardization and Integration of Processes
2. Utilization of Performance Metrics
3. Commitment to the Project Management Process
4. Alignment and Prioritization of Projects
5. Implementation of Continuous Improvement Processes
6. Using Success Criteria for results analysis
7. Understanding People and Competence
8. Allocation of Resources to Projects
9. Organizational Fitness
10. Teamwork.

HOW DOES OPM₃ WORKS?

There are **three** basic elements to applying OPM3 in an organization:

- ***Knowledge***
- ***Assessment***
- ***Improvement***

KNOWLEDGE

OPM3 is the first iteration of a body of knowledge on the subject of organizational project management and a subset of the larger project Management **Body of Knowledge (PMBOK)**. Because this standards will form the basis of an organization's maturity assessment, familiarity with the contents of the standard is essential.

ASSESSMENT

In Assessment, the organization uses an assessment tool to determine areas of strength and weakness in relation to **the body of best practices**. This assessment process will help the organization decide which Best Practices or groups of Best Practices to investigate further, either to confirm competency in an area or to identify constituent Capabilities of one or more Best Practices that need attention. OPM3 outlines how to conduct this detailed investigation in the most helpful way for the organization, through the use of the Directories.

IMPROVEMENT

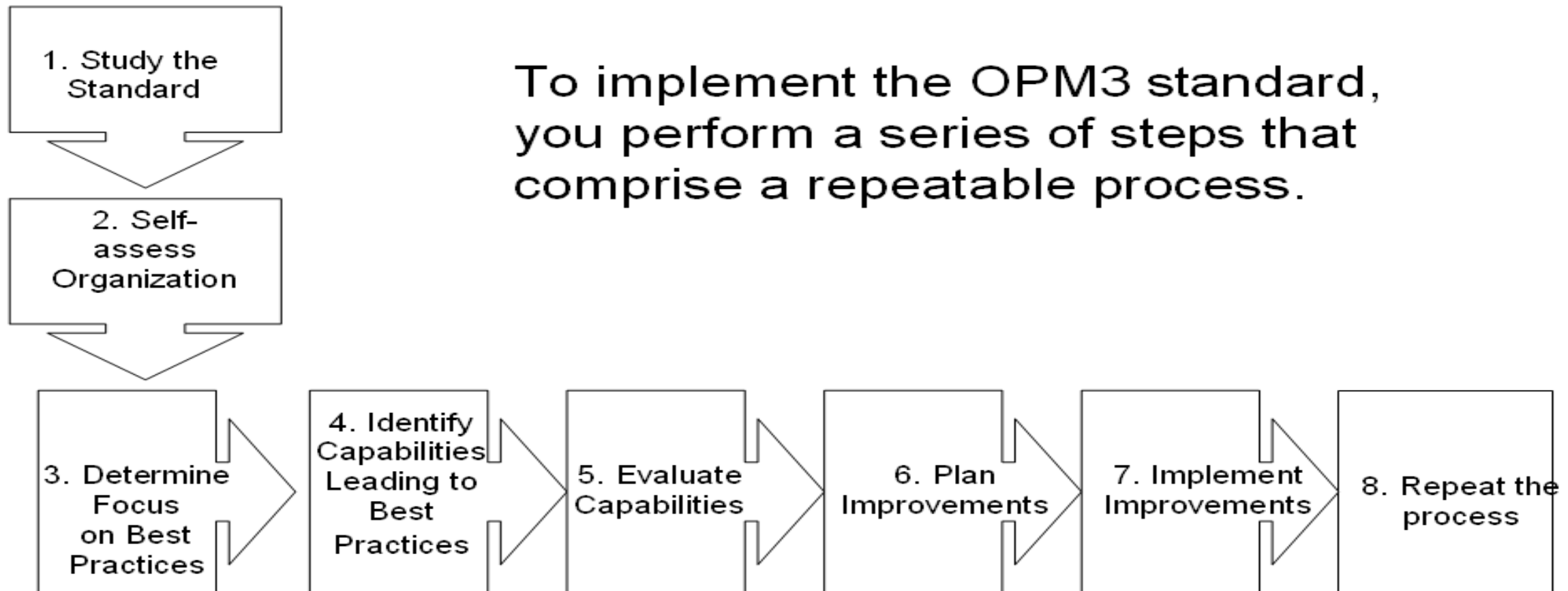
The results of the Assessment will include a list of capabilities not yet fully developed in the organization. OPM3 provides guidance in placing these in order of importance, and this sequence forms the basis for any subsequent plans for improvement. The actual process of implementing improvements in an organization, which may involve organizational development, change management, restructuring, retaining, and other initiatives, is beyond the scope of this standard.

IMPLEMENT OPM₃



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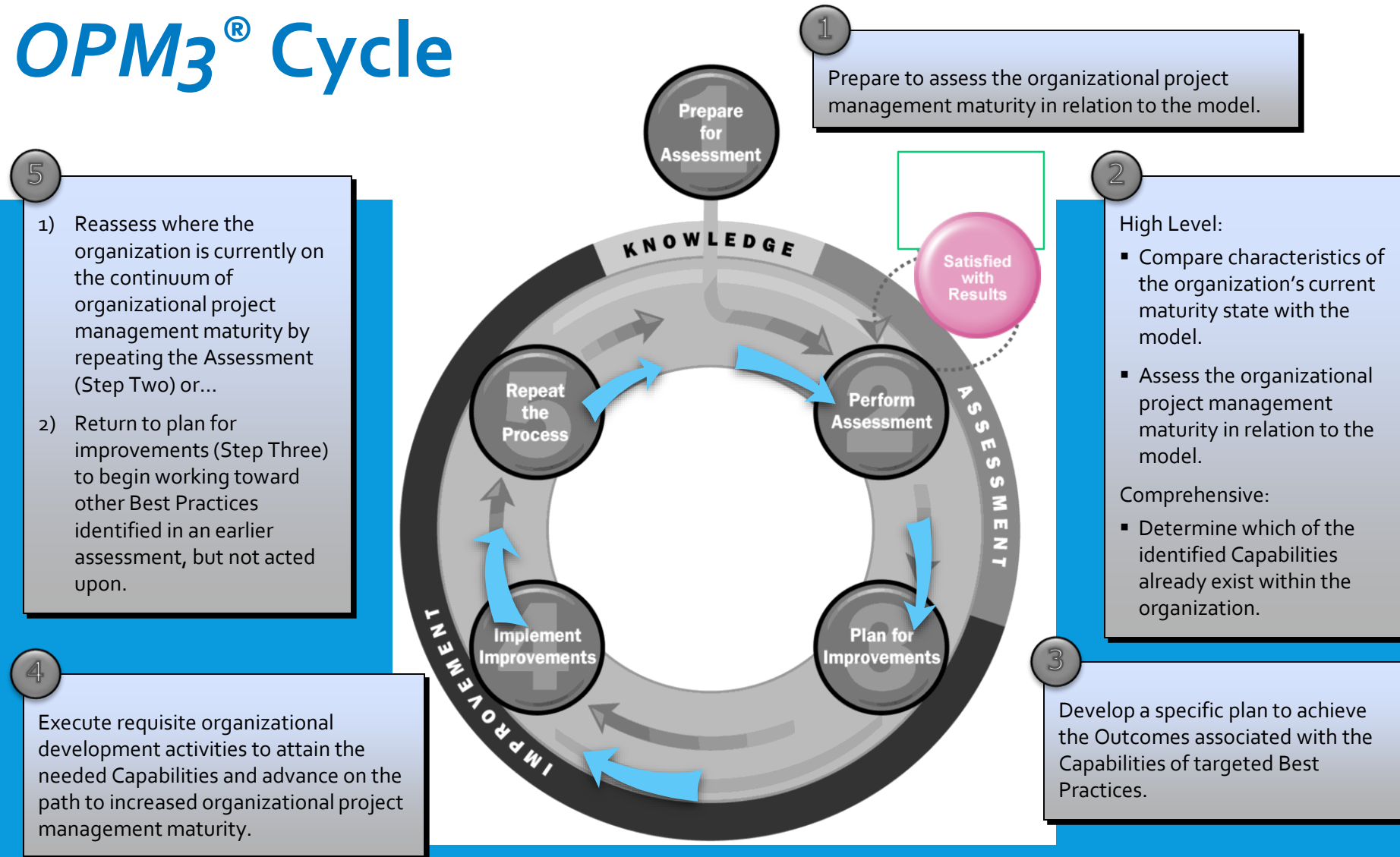
To implement the OPM3 standard, you perform a series of steps that comprise a repeatable process.



The *OPM3*[®] Cycle



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OPM₃ BENEFITS [1/3]

Help organizations understand current project management, program management and portfolio management.

Enable executives to assess their own organization or partner's ability to achieve strategic priorities through projects.

Identify areas for improvement and ways to make coordinated improvements by increments.

Help all level of management understand how to create an environment for successful project activity.

OPM₃ BENEFITS [2/3]

Help those responsible for project management, identify drivers of project results and set standards for excellence.

Enable organizations to achieve consistent implementation of project management work methods through standardization and institutionalization.

Demonstrate relationships between executive functions and project management functions.

Explain how to make project management measurable within an organization.

OPM₃ BENEFITS [3/3]

Rally an organization or its partners to focus on project management improvements.

Facilitate organizational change associated with developing projects, program, and portfolio management functions.

Develop consistency and predictability in project delivery.

Distinguish your own organization from competitors.

POPULAR PROJECT MANAGEMENT MATURITY MODELS



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Maturity Model	Source
Project FRAMEWORK™	ESI
Project Maturity Model (PM2)	Interthink, Canada
PRINCE2 Maturity Model (P2MM)	CCTA, UK
Project Management Maturity Model (PMMM)	PM Solutions, USA
Project Management Maturity Model (PMMM)	The Program Management Group, Wetherby, UK
Project Management Maturity Model (PMMM)	APMG, UK
SW-CMM, SE-CMM, P-CMM, CMMI	SEI, US
Unified Project Management® Methodology (UPMM)	IIL, US