

Program Management Office (PMO) Organizational and Operational Assessment

Today's business climate is characterized by pressure to reduce costs, maximize existing investments, create value in the marketplace, and produce consistent results. The objective of today's PMO is to link corporate strategy, governance and project management methods to effectively execute projects.

It is critical that the PMO charter is clear, understood and supported by all members of the organization as well as maintaining a well-defined project management lifecycle method. A quick assessment of the operations, leadership and organizational perceptions is important to ensure that the organization and operations are properly aligned. The BLCN PMO assessment is structured to test those critical success factors. The assessment is structured in two parts:

1. **Organizational Assessment:** Perceptions and expectations are real to the beholder. If the perceptions and expectations of the Stakeholders and Project Managers are not aligned with the PMO charter, there is a higher risk of failure for the PMO delivering value. The organizational assessment will test the perceptions and expectations at two levels of the organization.
 - a. **Project Lead Alignment:** Customize and send out an organizational survey to the Project Manager / Project Lead population. The survey will focus on enterprise change history, PMO effectiveness and sponsorship. The findings will be summarized and focus groups will be held to gain additional insights for select response areas.
 - b. **Executive Alignment:** Interview the key stakeholders about the PMO (both IT and Business). The one-on-one interviews will test issues, value statements, roles, perceptions and expectations of the PMO.

The results of the stakeholder interviews, staff survey and focus groups will be analyzed for areas of risk. All survey, interview and focus group outputs will be sanitized, summarized and remain confidential with BLCN. The benefit of performing these assessments with a third (or neutral) party, executives and team members tend to "open up" more about their issues and expectations.

2. **Operational Assessment:** Clarity and linkage of processes from governance to project management lifecycle is the operational success factor
 - a. **Review PMO charter, governance and the operational / project life cycle process.** Perform additional interviews with select project managers about the process and supporting tools. Attend select PMO meetings and review actual projects with lead project managers. Then compare the results against PMO project management fundamentals, common practices and PMBOK standards.
3. **Deliverable:** An MS Word document summarizing the approach, findings of both the Organizational and Operational assessments, recommended next steps and summarized / sanitized output of the surveys / interviews.

The value of this assessment is to provide a quick scan of the organization and operations regarding PMO effectiveness. Issues and recommendations will be provided to aid the PMO leadership to increase the success and value of the PMO. This assessment can be performed: 1) just prior to implementation, 2) six months after implementation, or 3) as a "tune up" for an existing PMO.

For more information about this offering, or BLCN, please contact:
Randy J. Somermeyer, Managing Principal: (303) 530-4895 rjs@blcn.net, or
Send an email to info@blcn.net or visit our website at www.blcn.net for other offerings