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. PMOStep also describes the process for building out the PMO over time to account for the pace of culture change and the resource constraints within the PMO. The general PMOStep model is as follows:

Foundation.

The foundation of the PMO is identified first. This includes understanding the organizational scope of the PMO, the sponsor, the customers and other fundamental aspects of the organization. You must also recognize that the work of the PMO will result in changes to the way people work. This will require you to structure your work as a culture change initiative. This will require a holistic approach taking many aspects of organizational behavior into account.

PMO Initiation

In this phase, we establish the organizational context for the major responsibilities of the PMO. This is accomplished by understanding the current nature of the "project world". This is a wide-ranging discovery to gain a well-rounded view of the organization and its relationship to projects.

PMO Planning

There are hundreds of ways to build a PMO. The specific nature of your PMO is defined by identifying the products and services that are required to help move your organization from its current state toward the more desired future state.

PMO Deployment Example

This section describes how you execute the PMO Roadmap (part of the PMO Deployment Plan) through a series of waves (or phases). The organization can only absorb so much change at one time. This will require you to deploy in waves (phases). This requires you to have a long-term deployment plan that is built understanding priorities, the pace of change, and the relative resource requirements.

PMO Products and Services

All PMOs are different but there is a set of products and services that would be common for a PMO to consider. For instance, most PMOs are responsible for the project management methodology. This is considered a tangible product. PMOs typically are responsible for providing project management training. This would be considered a service.

Miscellaneous

This section contains additional information such as common PMO problems, best practices, PMO roles and other information to make the definition and deployment of the PMO as smooth as possible.