

## Why are PMO's are Needed on Large Projects?



Keeps Project Manager focused on:

- Priority risks
- Priority issues
- Stakeholder alignment
- Technical challenges

Ensures administrative tasks are completed:

- Projects often have trouble competing for the time of administrative support staff in the permanent organization

Brings Subject Matter Experts needed in larger, more complex projects:

- Enterprise Systems
- Software Requirements & Integration

# A PMO Can Have Two Roles



## Project Management Role

- Support Project Manager by helping:
  - Mobilize the team (project start up)
  - Write and update PM deliverables:
    - Project Definition Document
    - Project Plan, Schedule, Budget
    - Project Manual
    - Status Reports
  - Manage project management processes:
    - Risk management
    - Issue management
    - Change control
    - Quality management
    - Document management
    - Configuration management
    - Project evaluation
    - Support and track approvals

## Administrative Role

- Maintain budget/bookkeeping
- Process expenses
- Arrange travel
- Manage facilities
- Procure supplies and equipment
- Manage contracts
- Manage documents – filing project deliverables, meeting minutes, contracts, logs
- Support status meeting for team, Steering and Advisory Committee – facilities, agenda, minutes
- Managing HR -- recruiting, orienting, and arranging training for team members, keeping vacation schedules, conducting exit interviews

# Project Management Office (PMO) Lead



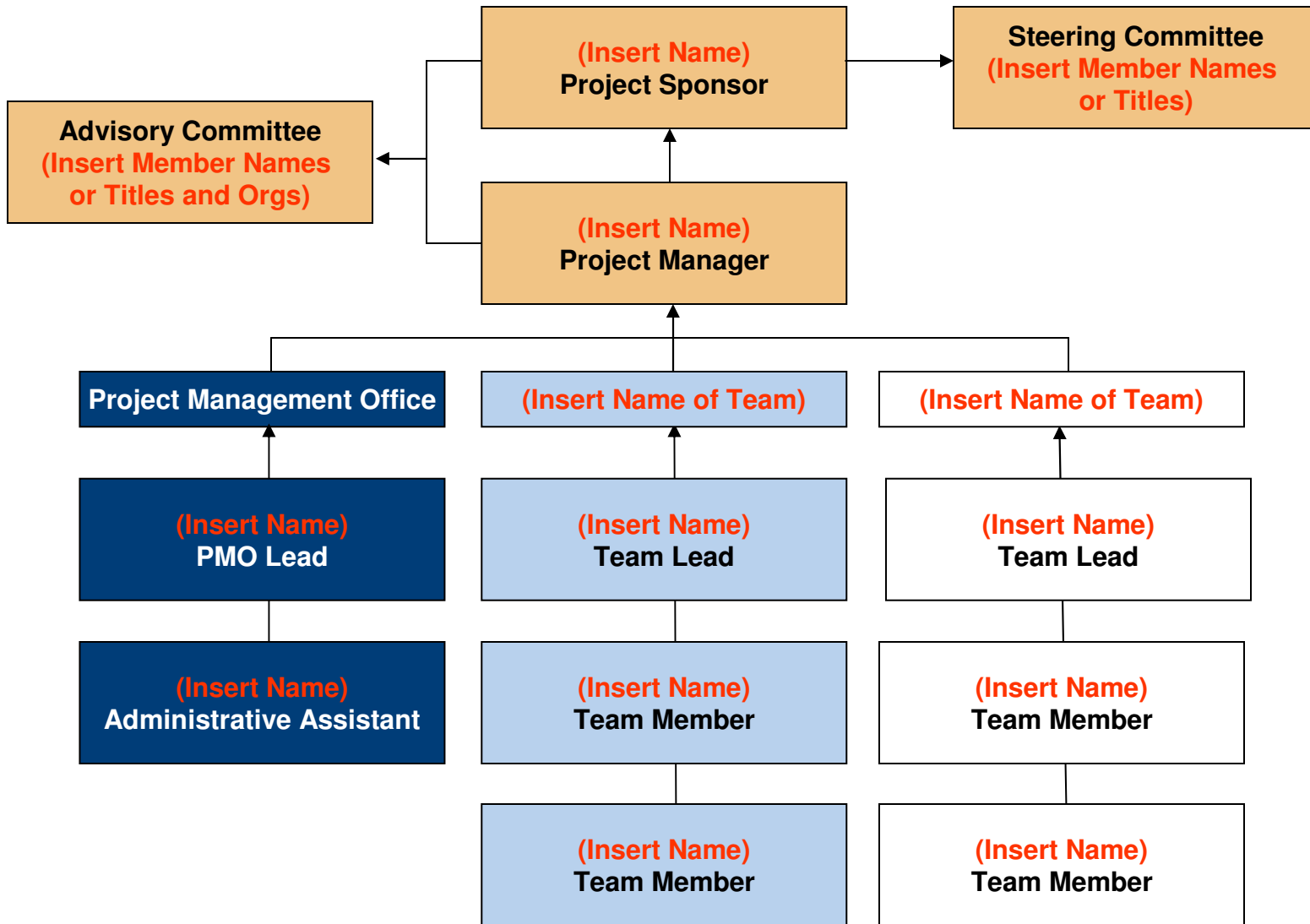
## PMO Lead Background

- The PMO Lead supervises the team that provides project management and administrative support to the Project Manager.
- The PMO should have strong project management technical skills, including the human resources management skills to supervise others working in the PMO effectively.

## PMO Lead Role Description

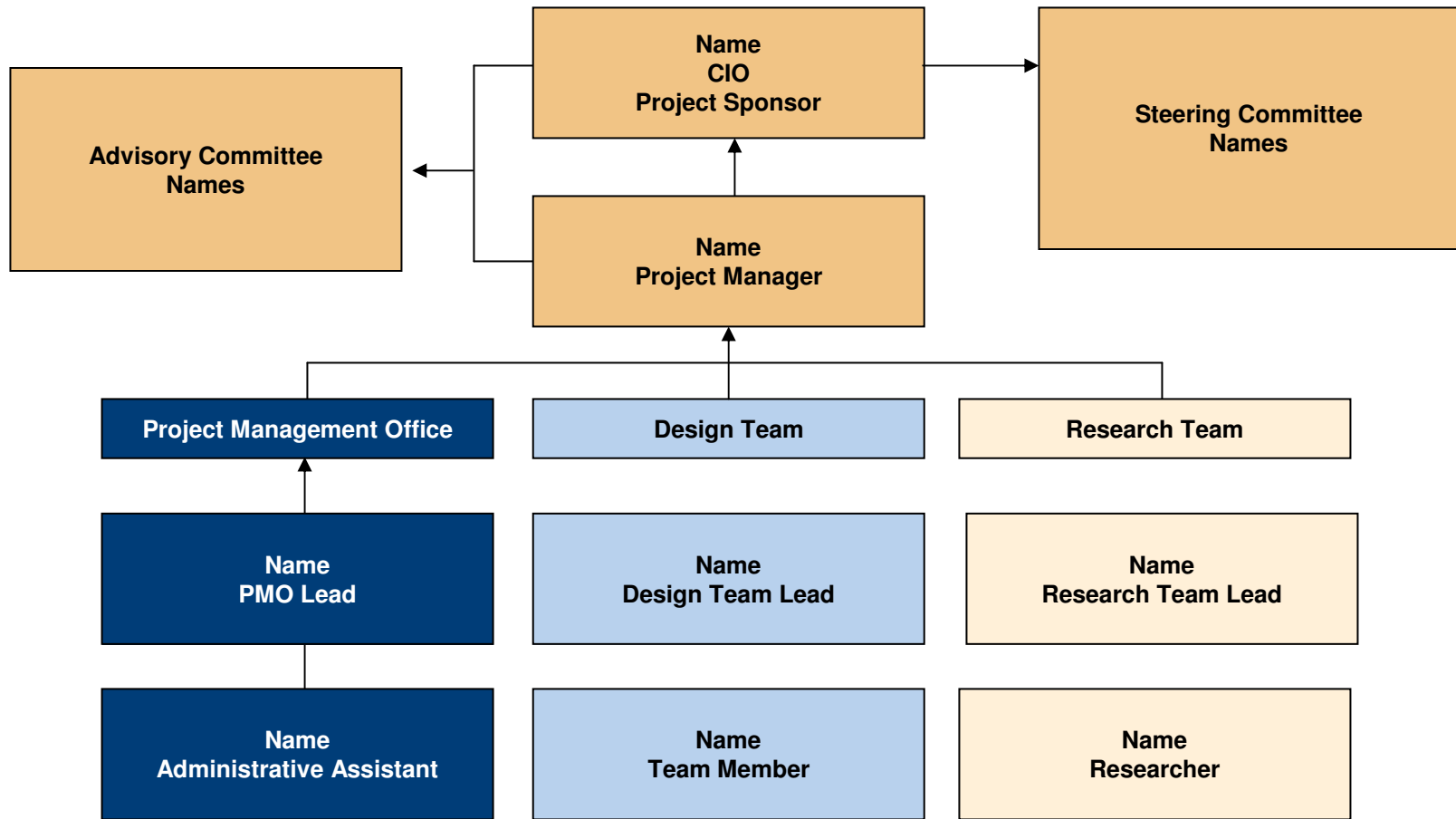
- To construct the PMO Lead role description:
  - Select from the menu of potential PMO responsibilities on the “PMO’s Have Two Roles” slide
  - If the PMO has a team working in it, include the responsibilities found in the “Team Leader” slide

# Standard Organization Chart for a Project



*Prepared by: Michael McCormick at MPCS, Inc.*

# Organization Chart for a Project



*Prepared by: Michael McCormick at MPCS, Inc.*

## **Sponsor Background**

- The Project Sponsor is the manager or executive within an organization who oversees a project and delegates authority to the Project Manager.

## **Sponsor Characteristics**

- Generally provides the project budget.
- Has sufficient authority to direct all the staff involved in a project – or as many as possible.
- Has sufficient authority or influence to get the cooperation of key stakeholders.

## **Sponsor Role Description**

- Approves Plan, Schedule, and Budget.
- Ensures project is aligned with organizational strategy and compliant with policy.
- Verifies project progress against its Plan.
- Monitors effectiveness of Project Manager.
- Chairs the Steering Committee
- Approves final deliverables.
- Removes any roadblocks to project success.
- Approves significant changes to the project scope, timeline, budget, or quality.
- Communicates about the project inside the agency and with external stakeholders.

# Steering Committee



## Steering Committee

- A group of senior managers responsible for business issues affecting the project
- They may:
- Have budget approval authority
- Make decisions about changes in goals and scope
- Be the highest authority to resolve issues or disputes

## Steering Committee Role Description

- Ensures project is aligned with organizational strategy and compliant with policy.
- Ensures project makes good use of assets.
- Assist with resolving strategic level issues and risks.
- Approve or reject changes to the project with a high impact on timelines and budget.
- Assess project progress and report on project to senior management and higher authorities.
- Provide advice and guidance on business issues facing the project.
- Use influence and authority to assist the project in achieving its outcomes.
- Review and approve final project deliverables.

# How do Sponsors and Steering Committees “Govern” Projects?



## What is Governance?

Oversight to ensure that Directors and Managers

- Act in the interests of the organization
- Are accountable for their use of assets

## How is project governance carried out?

- Review project documents, such as Plans and Status Reports, looking for evidence that the project is in the interests of the organization and uses assets responsibly
- In discussions and decisions, advocate for what you believe is best for the organization and its stakeholders
- Require that the Project Manager and team demonstrate competence, ethics, and compliance with organizational policy

## Who can govern a project?

- Senior manager of the funding organization as a SPONSOR
- Senior managers of the funding organization or stakeholder representatives as STEERING COMMITTEE MEMBERS

## Who cannot govern a project?

- Project Manager or other team member
  - They will not be seen as objective judges of their own work and conduct



# Advisory Committee



## **Advisory Committee Background**

- An Advisory Committee is a group of people who represent key project stakeholders and provide advice to the Project.
- Like Steering Committees, Advisory Committees are generally made up of Managers – often quite senior ones. Unlike Steering Committees, Advisory Committees do not make decisions regarding a project.

## **Advisory Committee Role**

- Provide insights to the team regarding
  - Stakeholder interests
  - Technical advice
  - Other relevant initiatives
- Assist with resolving issues and risks
- Use influence and authority to assist the project in achieving its outcomes
- Communicate about the project in their organizations

# Role of a Project Manager



## **Project Manager Background**

- Project Managers have overall responsibility for meeting project requirements within the agreed to time, cost, scope and quality constraints outlined in the Project Plan.
- Project Managers report to Project Sponsors, who have delegated their authority to the Project Manager.

## **Project Manager Role Description**

- Supervise and provide technical direction to project team
- Provide weekly Project Status Reports to the Project Sponsor
- Chair Advisory Committee meetings
- Chair weekly team status meetings
- Chair Risk and Change Control Committees (if these exist for a project)
- Attend Steering Committee meetings and prepare supporting materials with the Project Sponsor (agendas, presentations)
- Execute project management processes: risk, issues, change, quality, and document management
- Ensure Project Plan, Schedule, and Budget are up-to-date; detect and manage variances

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# Team Lead



## **Team Lead Background**

- A Team Lead is a person responsible for managing one part of a project, or a “subproject.” This position only exists on larger projects.
- Team Leads ideally have project management skills, including human resource management, in addition to relevant technical skills.

## **Team Lead Role Description**

- Supervise and provide technical direction to sub-team members.
- Review all sub-team deliverables.
- Hold regular sub-team status meetings.
- Provide regular status reports to Project Manager.
- Attend Team Lead meetings and Project Status Meetings.
- Manage and resolve team-level risks, issues, and changes.
- Ensure team is using the project management processes outlined by the PMO in its Process Plans.

# Team Member



## **Team Member Background**

- A person assigned to a team who is responsible for performing some of the project activities.
- Team members may:
  - Report directly or indirectly to the project manager
  - Be assigned to work part-time or full-time on the project

## **Team Member Role Description**

- In your role description for a team members, list the:
  - Major activities they will do
  - Deliverables they will produce
- You can list other responsibilities and expectations, such as:
  - Attendance at status meetings or other meetings
  - Compliance with standards
  - Participation in project management processes such as risk, issue, and document management.

# Other Project Roles



## Project Director

- The Project Director reports to the Project Sponsor and supervises the Project Manager. This position is normally held by a senior manager with responsibility for more than one project.
- It is common to use Project Directors when the Project Manager is an External Consultant.
- Responsibilities are as follows:
  - Oversee projects and work of Project Manager
  - Ensure integration of project with other projects and organizational priorities

## Team Member Role Description

- In your role description for a team members, list the:
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  - Deliverables they will produce
- You can list other responsibilities and expectations, such as:
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  - Compliance with standards
  - Participation in project management processes such as risk, issue, and document management.

# Risk Management



## **Risk Manager**

- The Risk Manager reports either to the Project Manager or PMO Lead and takes responsibility for executing the risk management process for a project. This role is usually only seen on large and sensitive projects.
  
- Responsibilities are as follows:
  - Identifying risks
  - Analyzing (quantifying and prioritizing) risks
  - Planning responses to risks
  - Ensures response plans are executed
  - Documenting and tracking risks
  - Writing Contingency Plans
  - Involving the team and external stakeholders in the process as required

## **Risk Control Committee**

- A committee responsible for overseeing and participating in the project's risk management process. Members should have business knowledge relevant to the project and should represent key stakeholders.
  
- Responsibilities are as follows:
  - Review and approve the Risk Management Plan
  - Ensure the Risk Management Plan is executed effectively
  - Assist with identification of risks
  - Advise on how to respond to risks