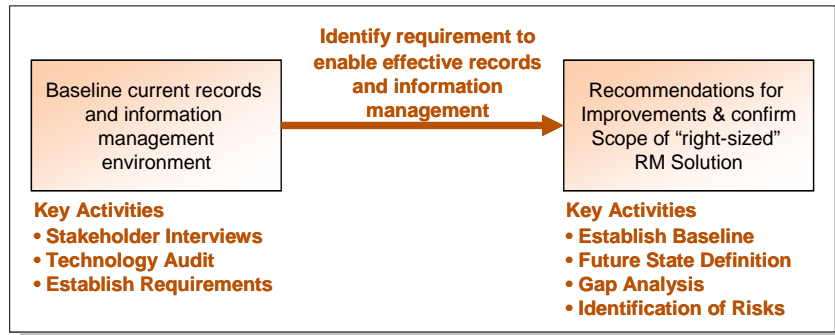


Assuring Success from the Beginning

Standing up or maturing a PMO involves the establishment and institutionalization of time-tested project management disciplines and leveraging technology to build in efficiency. To best assure successfully deploying or maturing a PMO, R-G recommends utilizing a comprehensive, three-pronged approach to address process, technology, and people. While process and technology improvements will provide some benefit, aligning people to their required project management practices will exponentially increase the benefit and success of your PMO.

R-G can diagnose potential challenges and provide prioritized solutions, before they become major issues. In the beginning, a targeted assessment identifies the resource needs of the PMO including organizational structure and requisite skill sets. It also provides a measurement of skill gaps and misalignment of practices with organizational objectives.

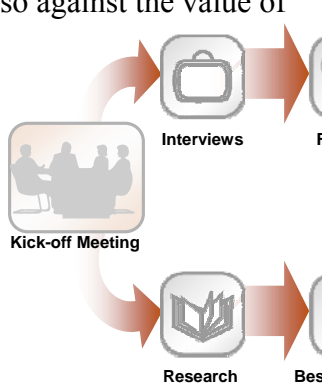
Approach



R-G's assessment methodology leverages a systematic process that quickly collects and summarizes information. R-G uses a customizable template by which to log scores from questions posed to key stakeholders. The scores are measured against industry standards but also against the value of

not only standards the

9 Process Areas of Project Management



discipline to the organization's business.

Process Area	Description of Process Area
Integration Management	Project elements are coordinated including project plan development, plan execution and overall change control.
Scope Management	Project includes all work required, and only the work required, to successfully complete the project and manages change control.
Time (Scheduling) Management	Project includes activity definition, activity sequencing, activity duration estimation, schedule development and schedule control to ensure timely completion.
Cost Management	Projects include mechanisms to monitor costs including resource planning, cost estimating, cost budgeting and cost control.
Quality Management	Project capture requirements and have controls to ensure customer's needs will be met. Including quality planning, quality assurance and quality control.
Human Resource Management	Project makes effective use of the people involved in the project including organizational planning, staff acquisition and team development.
Communications Management	Project effectively generates, collects, disseminates, stores and disposes of project information. Including communications planning, information distribution, performance reporting and administrative closure.
Risk Management	Project includes the identification, analysis and mitigation of project risks. Including risk identification, risk quantification, response development and response control.
Procurement Management	Project processes in place to acquire, monitor, and manage goods and services from outside organizations.

One of the most important areas to address is the imparting of new project management skills and methods, as well as, the cultural change associated with moving to a project management-based operation.

areas to

The assessment focuses on ensuring that:

- ▲ Key stakeholders are involved
- ▲ Information is collected and synthesized objectively
- ▲ Current best practices are highlighted for reuse
- ▲ Measures are based on R-Gs experience and industry best practices
- ▲ Recommendations are tailored to meet customer's requirements and objectives
- ▲ A roadmap is developed that effectively addresses recommendations and transitions an organization from current state to desired future state

Approach

The imperative for a workforce that produces results—both in terms of managing programs and bottom line growth—increases every year. This push towards organizational transformation has inspired Robbins-Gioia's to create their PMO Assessment to be performed in a manner that produces a carefully thought out roadmap and supporting detail that enables the customer to achieve their goals.

Conclusion

R-G develops a plan to deliver necessary training, mentoring, and knowledge transfer to reinforce PM-based behaviors. We can also conduct a risk assessment and organizational change management plan to determine the extent to which the customer's workforce is ready to accept the coming changes and reduce the risk of non-acceptance. The combined training and organizational change management approach will help effectively transition your workforce to a PM focused operation that will ultimately make your PMO successful by:

- ▲ Managing change through the total integration of people and process
- ▲ Reducing the impact of risk while maximizing the benefit of change
- ▲ Overcoming resistance to change by opening and using effective communication channels

Throughout the PMO life cycle, from stand-up to sustainability, R-G can help ensure a more effective PMO by providing strategic alignment of people-related practices such as:

- ▲ Employee engagement
- ▲ Succession planning
- ▲ Leadership and management practices
- ▲ Performance management
- ▲ Learning and development

CRITICAL PROCESS AREAS

PROJECT & PROGRAM MANAGEMENT

- ▲ Integrated Project Plan
- ▲ PM and Team Credentials
- ▲ Sequence Management
- ▲ Program Risk Assessment & Mitigation
- ▲ Resource Allocation and Management
- ▲ Portfolio Management
- ▲ Management Control System & Reporting
- ▲ PMO Structure and Processes
- ▲ Organizational PM Environment

ORGANIZATIONAL CHANGE MANAGEMENT

- ▲ Scope and Impact of Change
- ▲ Change-Related Risk
- ▲ Stakeholder Readiness
- ▲ Sponsor Change Competencies and Power Distribution
- ▲ Communications Plan
- ▲ Training Plan
- ▲ Workforce Transition Plan
- ▲ Resistance Management Plan
- ▲ Change Sustainment Mechanisms

GOVERNANCE AND RISK

- ▲ Validate Business Process Scope
- ▲ Steering Committee and Delegation
- ▲ Enterprise Risk Identification
- ▲ Process Improvement
- ▲ Escalation and Arbitration