Establishing a Project/Program Management Office

- **What does the PgMO do?**
  - Gather stakeholder input
  - Review needs
  - Demand management
  - Develop projects
  - Compile program
  - Sponsor projects
  - Coordinate preliminary design
  - Coordinate Evaluation of Alternatives
  - Prepare business cases
  - Prepare concept designs
  - Coordinate project approvals
  - Community consultation
  - Establish and define projects
  - Deliver project scoping studies
  - Property and easement acquisition
  - Environmental approval
- **What does the PMO do?**
  - Project Scheduling
  - Resource Allocation
  - Coordination of finances
  - Documentation management
  - Assign key staff
  - Financial Reporting
    - Monthly Reports
      - Project Progress
        - Escalations
        - Risk Updates
      - Month End Financials
      - Unregulated project invoices
      - S- Curve base vs actual
      - Milestone Timing
      - Expense Accruals to Account Codes
      - Unregulated Projects Revenue Statement
      - Running forecasts for spend
      - Commitment by purchase order
      - Board Project Summary Report
      - Capitalisation Report
      - On-time / on-budget traffic lights
      - Property acquisition costs
      - Error reporting between Ellipse and Oracle
    - Create and improve a standardised WBS for project classes
    - Annual
      - Budget
      - Opex
      - Interest Allocation
      - Asset valuation
      - Capex
      - Wage and Salary Projection
    - Periodic
      - Project capitalisation on closeout
      - Performance Bonus Calculation
- **Who does the PMO interface with?**
  - Separate business units
  - Major Projects Delivery
  - Finance
  - Board Secretary
  - Treasury Office
  - Procurement
  - Contracts
    - Vendors
    - Contractors
  - Portfolio Management Office
  - Tenders and Bidding
  - Marketing
- **What are the potential roles within the PMO?**
  - PMO Team Leader
  - Management Accountant
    - Financial Accountant
    - Payments Clerk - Accounts Payable
  - Systems Admin Manager
    - Project System Administrator (Primavera, MS Office Project, Clarity, Artemis, Jira, Eclipse, PPM)
    - Documentation System Administrator - TRIM Context, IBM Enterprise Content Management, Sharepoint Server, Context, Objective EDM
  - Resource Manager
    - Scheduler
    - Snr Project Managers
    - Project Managers
  - Change Manager
    - Communication Manager
  - Quality Auditor
    - Document Writer
  - Project Coordinator
    - Business Services Officer (Reporting)
    - Business Services Officer (Accounting)
    - Business Services Officer (Documentation/Filing)
    - Business Support Officer (Administration)
  - Project Centre of Excellence Manager
    - Project Manager Trainer/Mentor
  - Contracts and Procurement Manager
  - Legal Officer (Contracts)
- **What does the Project Delivery Group do?**
  - Deliver Projects
    - Supervise site construction
    - Manage on-time, on-budget, to-scope delivery
    - Manage scope, time, cost and quality
    - Report progress
    - Manage contractors
    - Communicate with stakeholders
    - Manage Variations
    - Arrange contracts
    - Order resources and equipment
    - Plan, organise, staff, coordinate, report and budget projects
  - Provide SMEs for alternative evaluation
- **Post Implementation Tasks**
  - Integration and on boarding
  - Lessons learned
  - Cost closeout
- **What actions are needed to set up PMO team?**
  - PMO Charter
  - Set Governance for Decision Gates
  - Project Plan
  - Recruitment
    - Role Descriptions
    - Job Evaluations
    - PD Approvals
  - Funding
  - Training
  - Policies and Procedures
    - Templates and standards
    - Process Maps
    - Terms of Reference
  - Responsibility Allocation
    - RASCI
    - Delegation and authority manual
- **Possible Performance Indicators**
  - Meets scope design
  - Variations logged and managed
  - On budget
  - On time
  - Earned Value
  - Cash Flow
  - ROI
  - Capital cost
  - Construction time
  - Cost predictability (const.)
  - Time predictability (const.)
  - Cost predictability (design)
  - Time predictability (design)
  - Defects
  - Safety
    - WorkCover issues
    - Infringement Notices
    - Lost time injuries
    - Near misses
    - Safety inspections
    - Site reviews by management
  - Environmental complaints
  - Resource Allocation
    - Productivity
    - Labour efficiency
    - Utilisation rates
    - Savings on budget
  - Client satisfaction
  - Turnover & profitability
  - Training and recruitment cost
  - Research and Development
  - Contribution to community
  - Benefit Realisation
  - Public Interest
    - Public satisfaction
    - Positive media coverage
    - Public consultation responses
  - Efficiencies and improvements
    - Lessons learned
    - Continuous improvement log
    - Innovations logged
  - Design Variations
    - Cost
    - Number
    - Impact
  - Build Variations
    - Cost
    - Number
    - Impact
- What functions are required of the PMO?
  - Centre for Project Management Excellence
    - Process Improvement
    - Governance Forum for policy specification
    - Coaching and Training
  - Standardisation & Efficiency of Systems
  - Financial Control and Variation Management
  - Quality Auditing
  - Supplier Management
  - Scheduling
  - Change & Communication Management
  - Resource Allocation
  - Risk, Assumption, Issue, Dependency Management
  - Escalation Management
  - Governance
    - Secretariat for Decision Makers
    - Decision Gate Manager
    - Business Case Proofing
    - Option Analysis
  - Performance Reporting