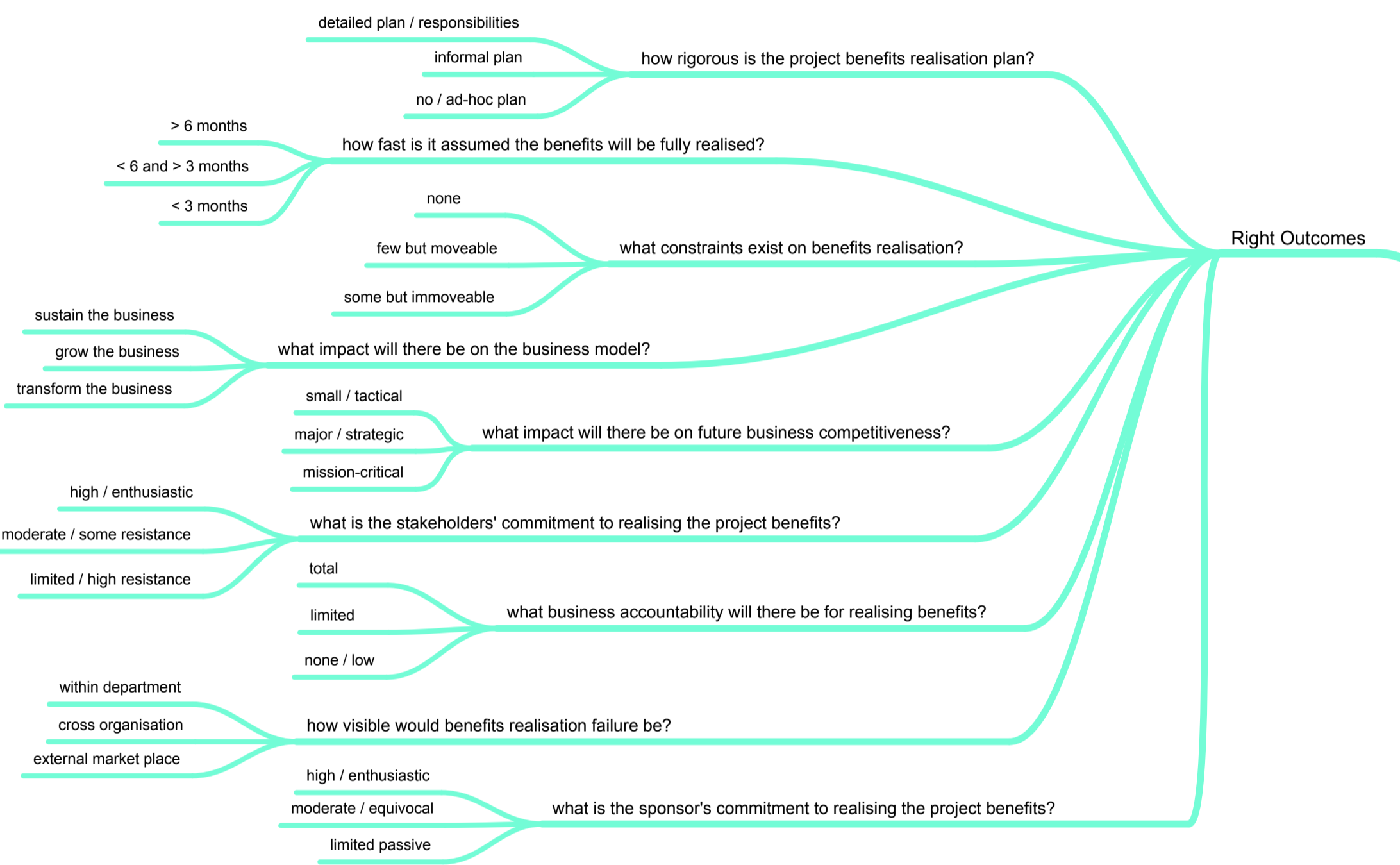# PMO

Activities
- Project Execution
- Program Issue Tracking & Management
- Change Request Management
- Status Reporting
- Standards Creation
- Training Coordination
- Program Communications
- Contract Administration
- Financial/Target Tracking
- Monitoring Accountability

Investment and Priorisation

Right Project
- how clearly defined are the business outcomes?
  - clearly defined, agreed and signed off
  - lack clarity/changing
  - confused / in flux
- how clearly defined are the business requirements?
  - clearly defined, agreed and signed off
  - lack clarity/changing
  - confused / in flux
- how realistic are the cost/time estimating assumptions?
  - assumptions are documented, agreed and peer reviewed
  - assumptions are documented but not agreed or peer reviewed
  - no assumptions documented or agreed
- how realistic are the benefits estimating assumptions?
  - assumptions are documented, agreed and peer reviewed
  - assumptions are documented but not not agreed or peer reviewed
  - no assumptions documented or agreed
- have budgets and/or timescales been cut by management but scope kept the same?
  - not cuts imposed
  - <5% cuts imposed
  - >5% cuts imposed
- how strongly aligned is the project with the strategic objectives of the organisation?
  - fully aligned and business case signed off
  - aligned but not regularly reviewed or checked
  - not aligned
- how flexible is the project cost/budget?
  - flexible (time and materials)
  - limited flexibility (fixed price elements)
  - no flexibility (fixed price)
- how flexible is the project delivery date?
  - flexible (non-critical)
  - limited flexibility (internally / externally critical)
  - no flexibility (externally dictated)
- what flexibility is there to omit certain requirements/features?
  - flexible
  - limited flexibility
  - no flexibility

Right Planning
- Project Request/Proposal
- Project Value & Alignment Vetting
- Project Authorization
- Project Prioritization

- how detailed is the project plan?
  - detailed phased delivery plan produced
  - only high level delivery plan produced
  - informal no delivery plan
- how experienced is the project manager?
  - > 5 year experience
  - <5 and > 1 years experience
  - < 1 years experience
- what authority does the project manager have over the team?
  - all team members report directly to the project manager
  - > 80% of team members report directly to project manager
  - < 80% of team members report directly to project manager
- how fully staffed is the project?
  - fully staffed
  - > 80% named people allocated to project roles
  - < 80% named people allocated to project roles
- what use is there of project management methods/tools?
  - consistent formal use
  - inconsistent formal use
  - non / ad-hoc use
- how time committed are the project staff?
  - 100% staff are full-time on project
  - > 80% staff are full-time on project
  - < 80% staff are full time on the project
- what use is there of subcontractors or key roles?
  - no subcontractors
  - some use of subcontractors
  - extensive use of subcontractors
- how geographically distributed is the project team?
  - team fully co-located
  - team partially distributed
  - team highly distributed
- how familiar is the project team with the technology involved?
  - highly familiar
  - partially familiar
  - not familiar

Project Execution & Consistent Delivery
- Project Planning
- Charters/Business Plan
- Workplans
- Communications Planning
- Team Formation
- Project Conduct
- Progress Tracking & Plan Updating
- Status Reporting, Scope & Performance Management
- Plan Recalibration & Change Management
- Financial Management
- Contract Administration & Vendor Management
- Issue Tracking & Management

Right Governance
- how rigorous is the project delivery governance process?
  - weekly review or progress, status and benefits
  - sporadic review of progress, status and benefits
  - no review of progress, status or benefits
- how rigorous is the project scope/change control process?
  - change board or similar forum meetings monthly and on demand
  - change board or similar forum meets sporadically
  - no change board or similar forum exists
- how rigorous is the risk/issue management process?
  - risks and issues are approved by project manager and regularly reviewed
  - risks and issues are not approved by project manager and/or to reviewed
  - no risks or issues register in place
- how dependent is the project on suppliers' delivery?
  - none minimal
  - some significant
  - high / critical
- what is the stakeholders' commitment to the project delivery?
  - active and regular involvement (monthly at least)
  - infrequent involvement
  - no real involvement
- what is the sponsor's commitment to the project delivery?
  - active and regular involvement (monthly at least)
  - infrequent involvement
  - no real involvement
- how rigorous is the project benefits management process?
  - benefits realisation plan updated and reviewed regularly
  - benefits realisation plan not updated or reviewed
  - no benefits realisation plan in place
- how visible would project delivery failure be?
  - within department
  - cross organisation
  - external marketplace

Project Post-Implementation Reviews
- Compliance to Project Standards, Methods, Processes & Tools
- Process Effectiveness
- Team Performance
- Stakeholder Satisfaction
- Successful Outcome Achievement
- Learning & Recalibration

Right Outcomes
- how rigorous is the project benefits realisation plan?
  - detailed plan / responsibilities
  - informal plan
  - no / ad-hoc plan
- how fast is it assumed the benefits will be fully realised?
  - > 6 months
  - < 6 and > 3 months
  - < 3 months
- what constraints exist on benefits realisation?
  - none
  - few but moveable
  - some but immoveable
- what impact will there be on the business model?
  - sustain the business
  - grow the business
  - transform the business
- what impact will there be on future business competitiveness?
  - small / tactical
  - major / strategic
  - mission-critical
- what is the stakeholders' commitment to realising the project benefits?
  - high / enthusiastic
  - moderate / some resistance
  - limited / high resistance
- what business accountability will there be for realising benefits?
  - total
  - limited
  - none / low
- how visible would benefits realisation failure be?
  - within department
  - cross organisation
  - external market place
- what is the sponsor's commitment to realising the project benefits?
  - high / enthusiastic
  - moderate / equivocal
  - limited passive