





PMO as a Service (PMOaaS) What is it and how is it done?

Caoimhe Murphy

PMO Senior Manager in Human Capital as a Service, Deloitte





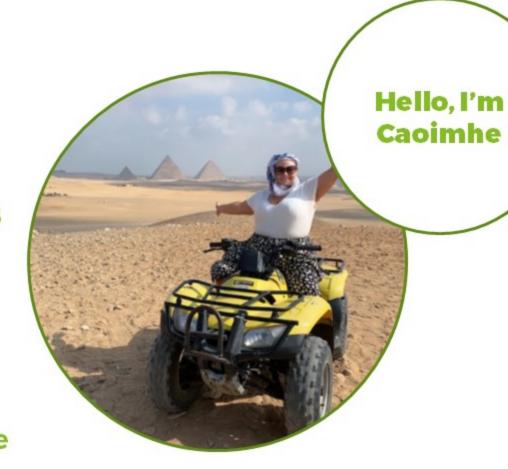
12 years working in PMO consulting across public, private and FS sector

Operated 3 PMOaaS engagements over the past 8 years

Keen traveller & foodie

Queen of the pavlova

Has a complicated Irish name



What's the takeaway from the session?

Define a Service Catalogue

What's the takeaway from the session?

Deploy a scalable PMOaaS model



What's the takeaway from the session?

Manage and evolve the service with measurable KPIs





Introducing PMO as a Service







PMOs have the <u>highest failure</u> <u>rate</u> of any department in an organization, with an astounding <u>50%</u> of PMOs closing within the <u>first 3 years</u>

Association For Project Management







Next-Generation Managed Services





Characteristics of a PMOaaS





Characteristics of a PMOaaS





Benefits

Reduce cost 🔞





Where does it differ from traditional 'as a Service' set ups?



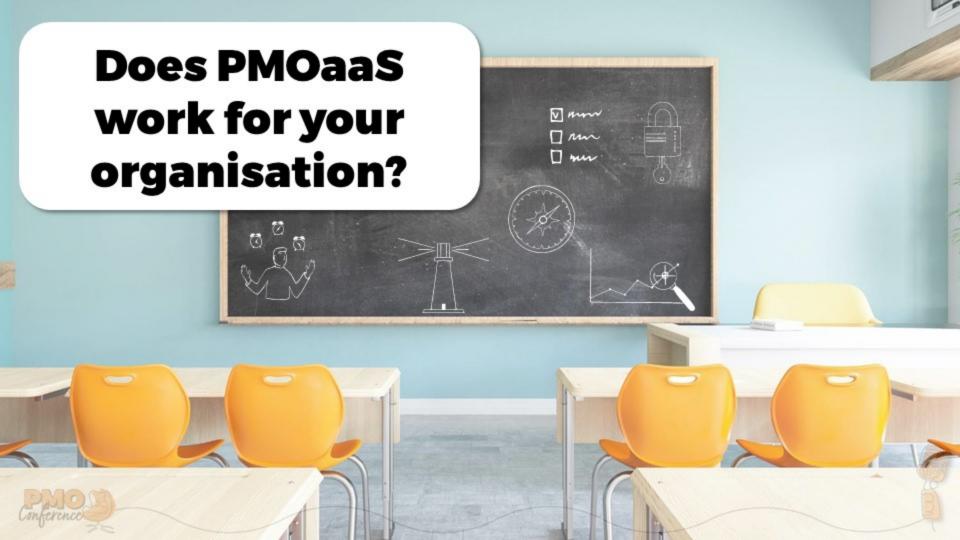


Where does it differ from traditional 'as a Service' set ups?

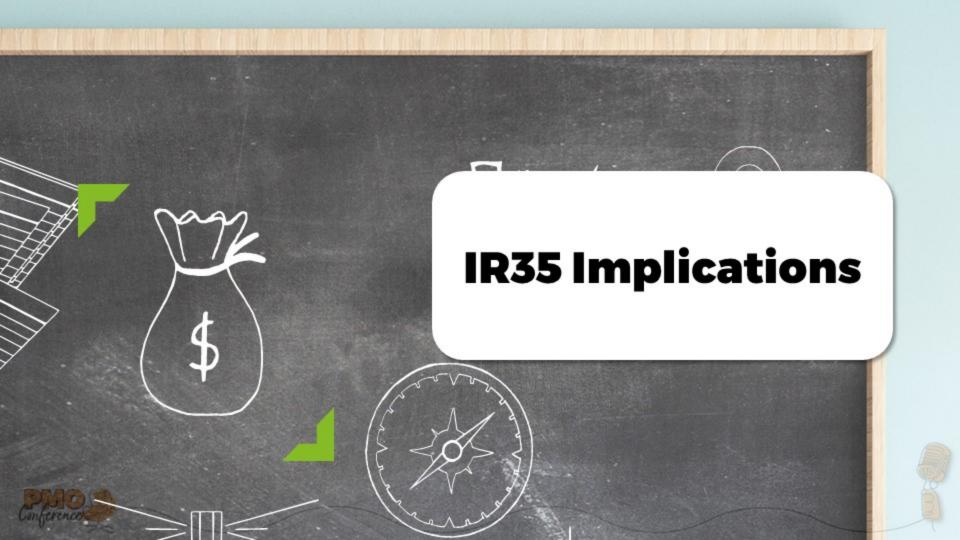
A Horror Story

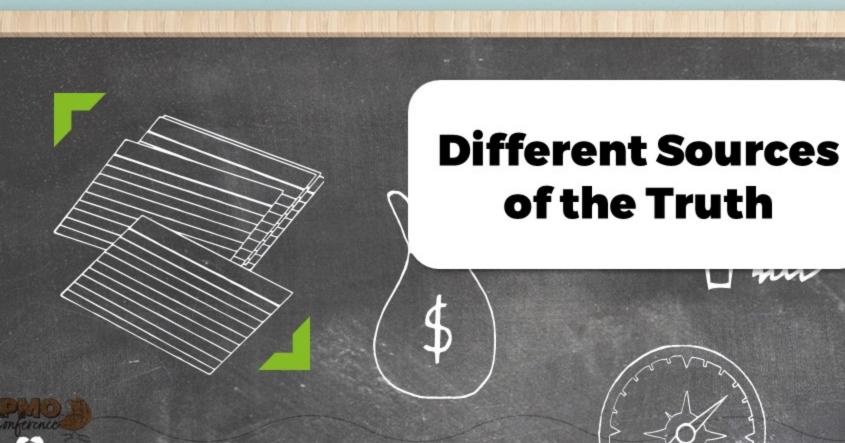


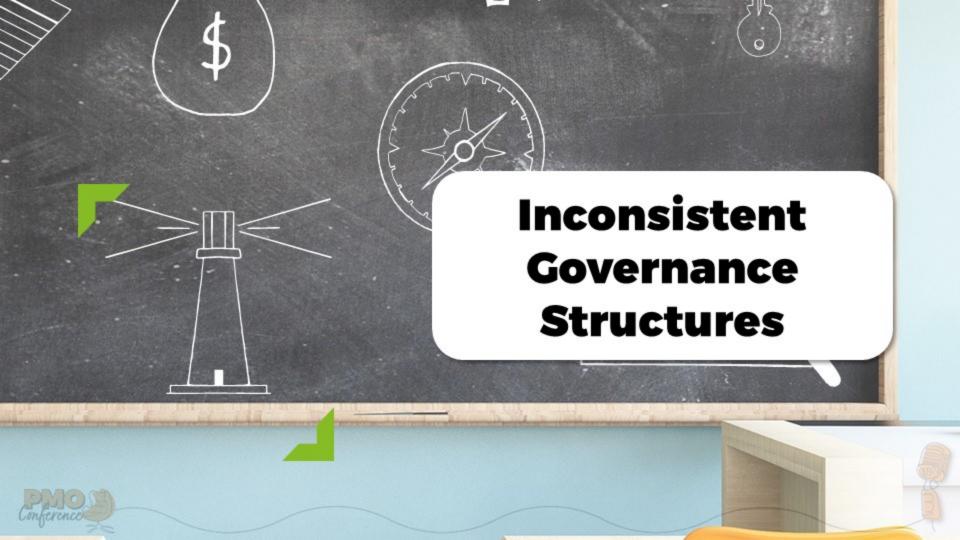


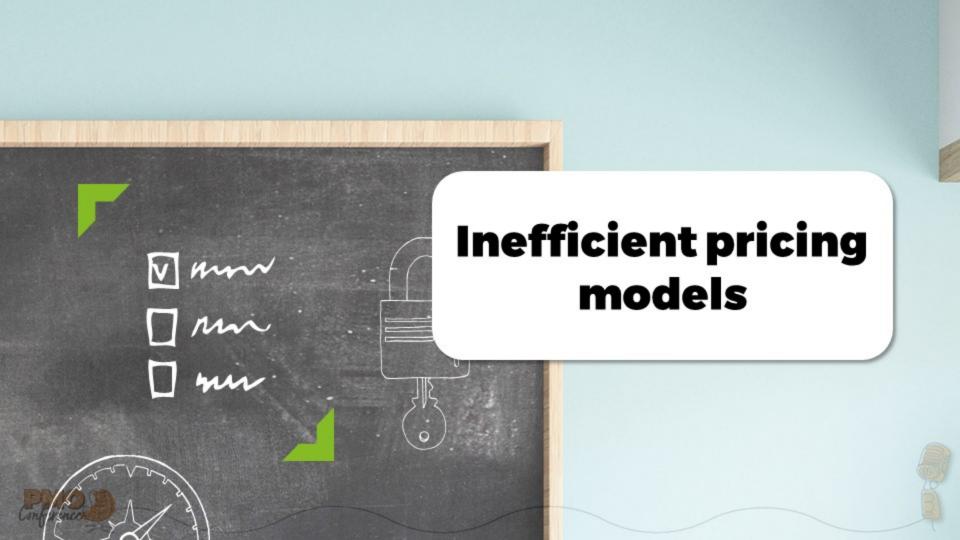






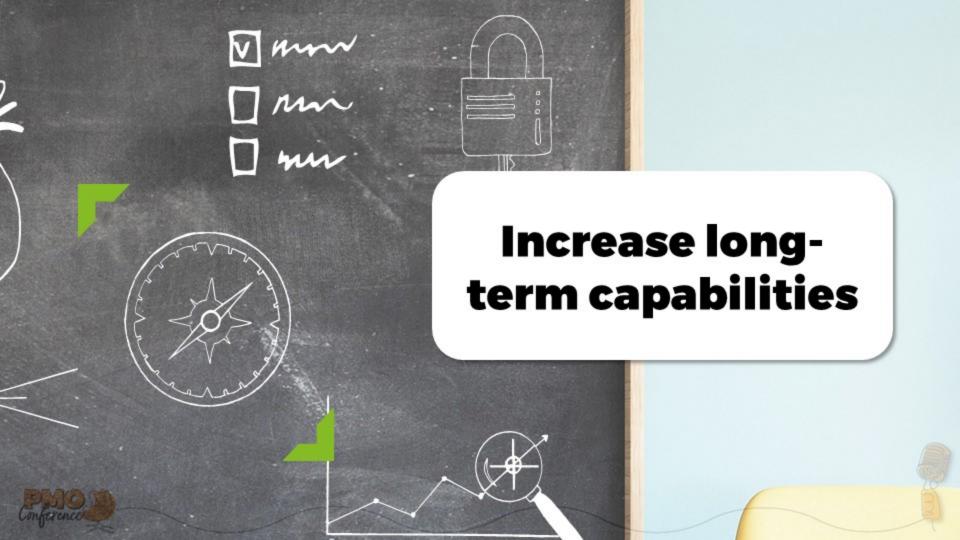


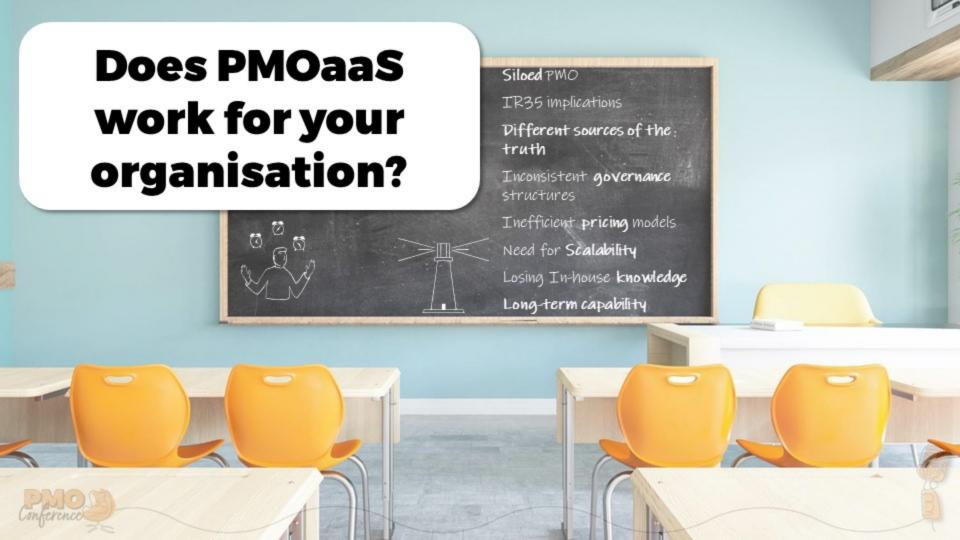














Define your PMOaaS catalogue





Where to begin? Define your challenges.





50% of PMOs fail in the first 3 years.





Project management software is a must-have.





Define your SETVices.

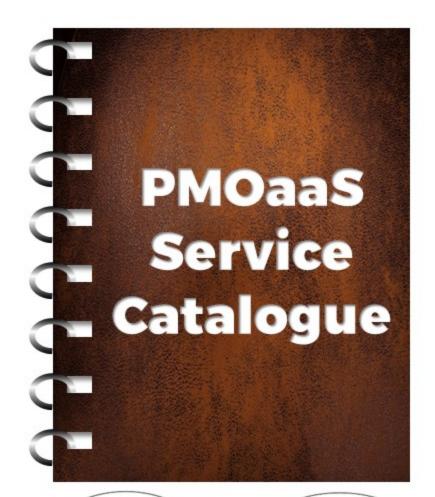




Analyse current state.

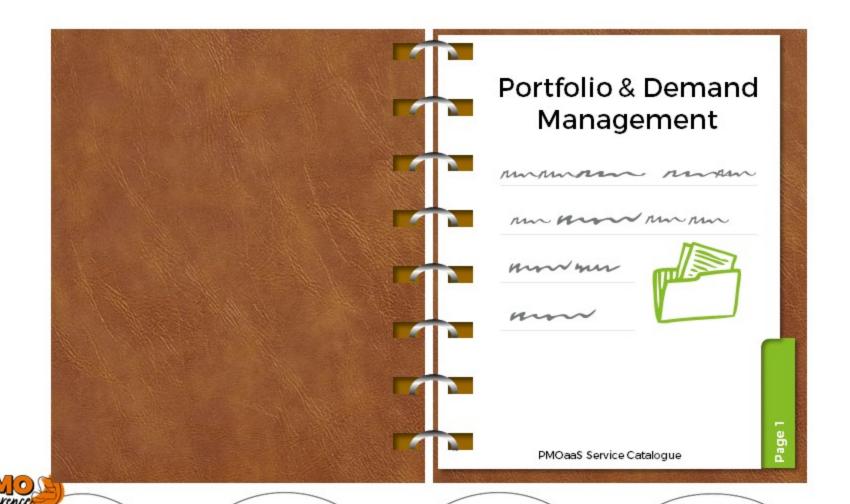




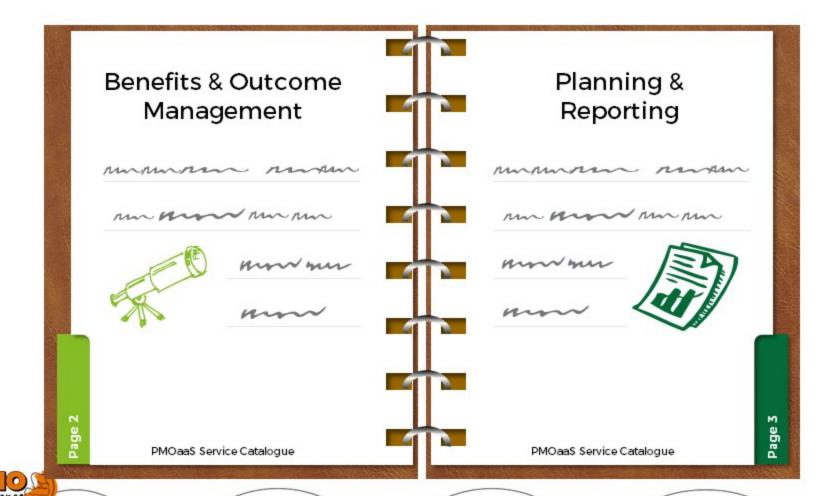












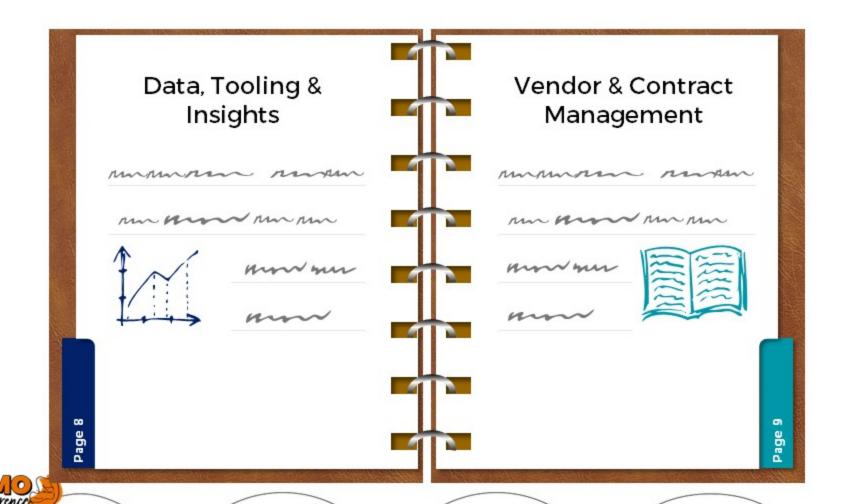




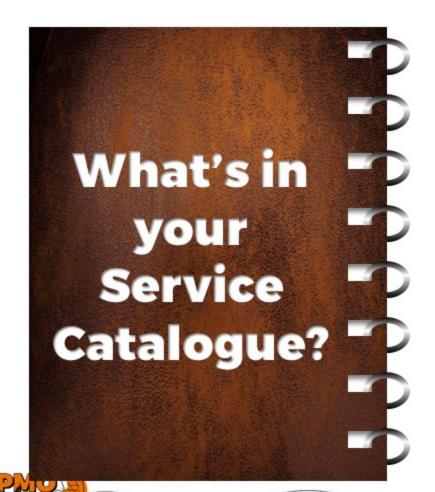
















Deploy your PMOaaS







Deploy







Transition Planning

















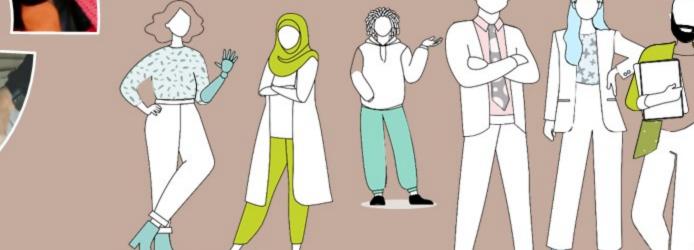


Communicate





Community





Pilot







Adapt











Manage your PMOaaS







How to manage PMOaaS

Service Management





KPIs

Continuous Improvement





Scalable Resourcing

People



Service Evolution















Range of different methodologies differing standards across the organisation









No end-to-end solution for managing change



No clear visibility across portfolio

Inconsistent, resource-heavy governance structures





Example: Analysis per FTE Current State PMO



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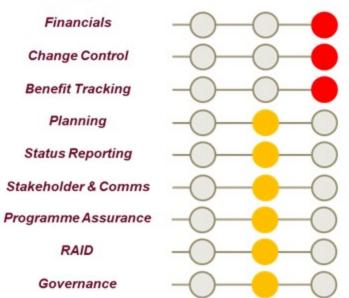
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Standard of service





Process/Templates

Financials Varies widely

Change Control Lack of documentation

Benefit Tracking Lack of documentation

Planning Varies widely

Status Reporting Varies widely

Stakeholder & Comms Lack of documentation

Programme Assurance Lack of documentation

RAID Fairly consistent

Governance Varies widely















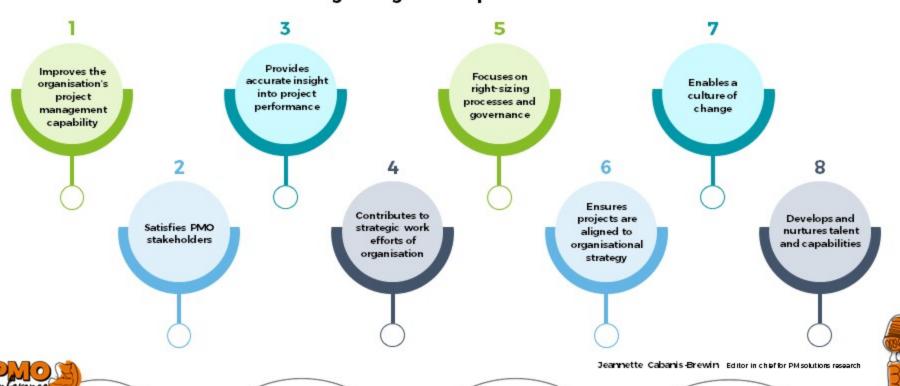
Key takeaways





Aligning to global research

Benchmarking on eight PMO performance indictors



Aligning to global research

Top activities for high performing PMOs included:

Facilitating the sharing of resources, tools, methodologies, techniques Enabling the consistent use of policies, procedures, templates Communicating strategic work / progress (escalations, risks, benefits) Standardising project-related governance processes Aligning work with strategic goals





Define a Service Catalogue

Deploy a scalable PMOaaS model



Manage and evolve the service with measurable KPIs



Say hi.





Caoimhe Murphy

PMO Senior Manager, HCaaS





