PMO Conference

LONDON 2023

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

Hello, I'm Caoimhe

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 **highest failure rate** of any department in an organization, with an astounding **50%** of PMOs closing within the **first 3 years***

Association For Project Management

Harvard Business Review

Next-Generation Managed Services

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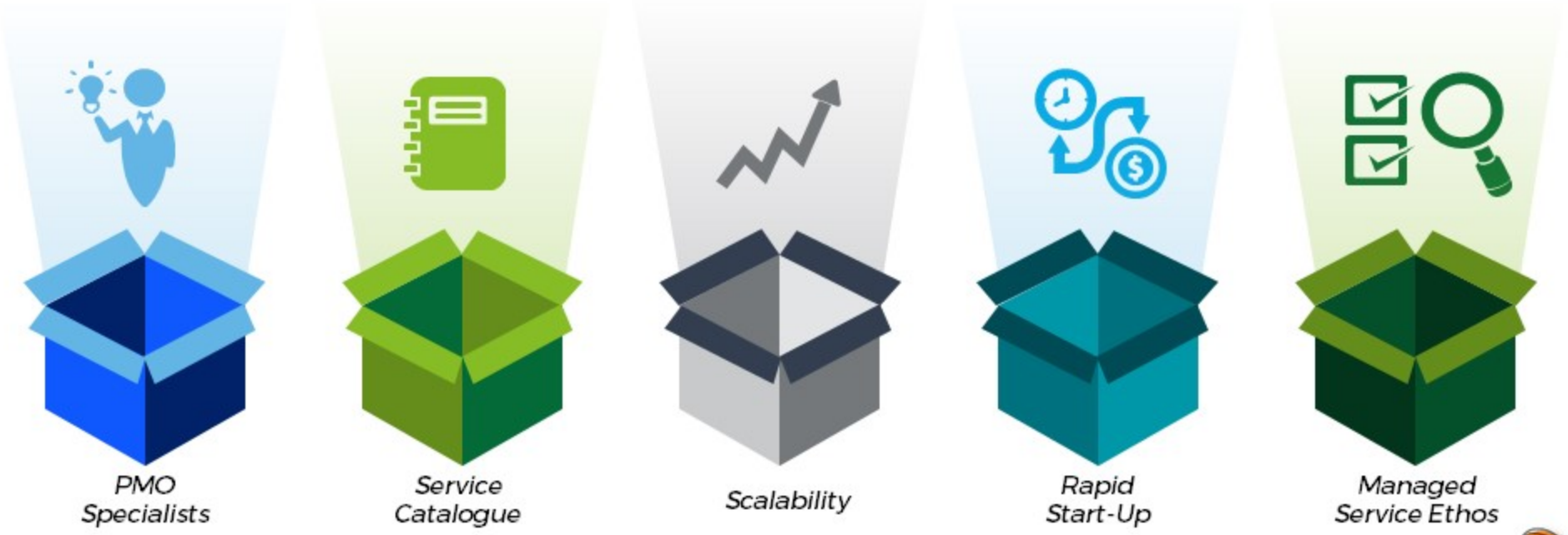
Characteristics of a PMOaaS



Characteristics of a PMOaaS

Improve operational efficiency

Benefits

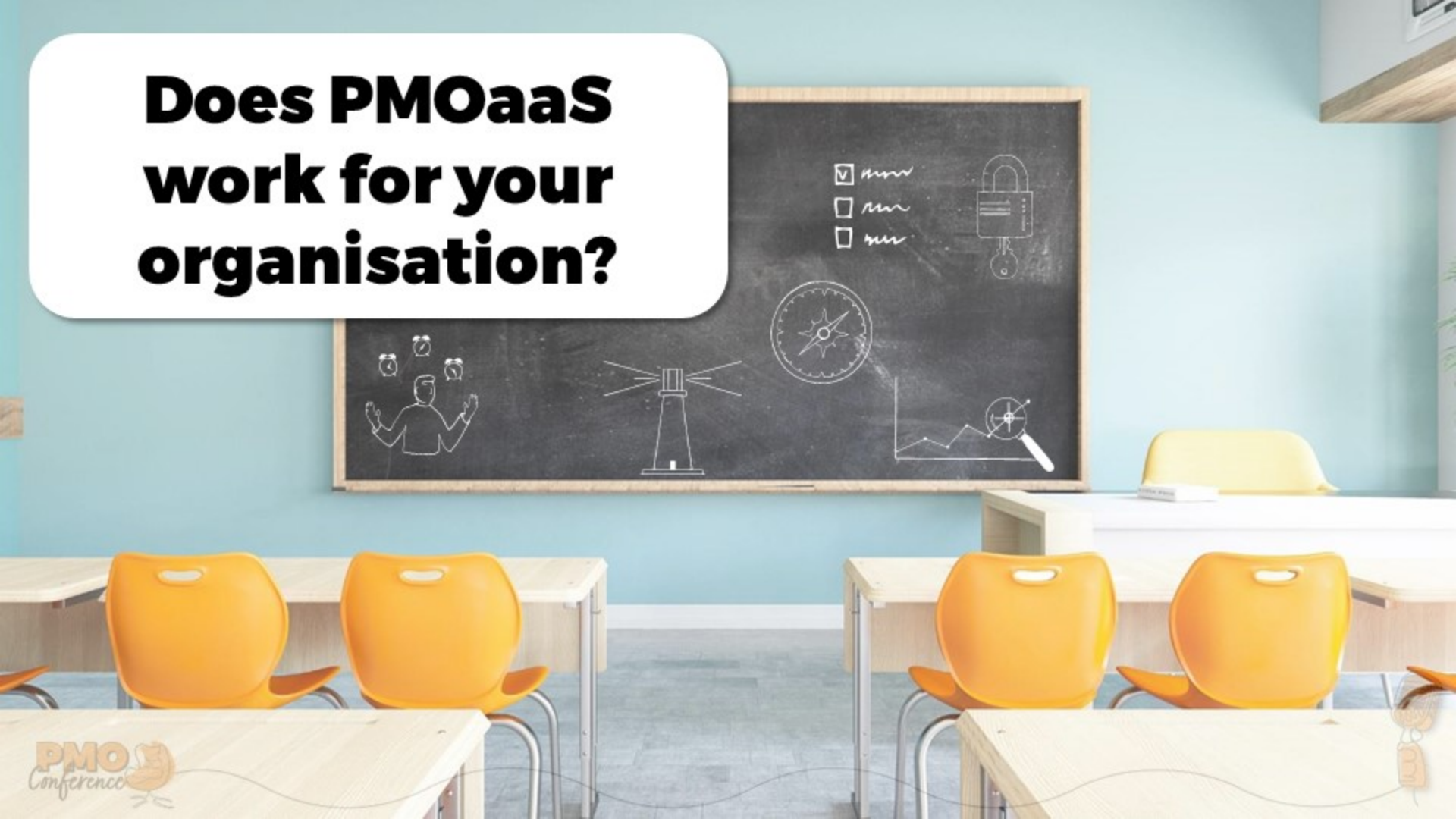
Reduce cost

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

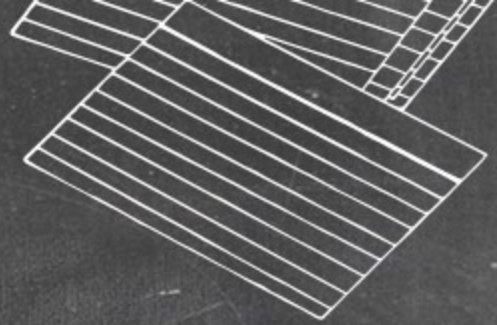
Where does it differ from traditional 'as a Service' set ups?

A Horror Story

Does PMOaaS work for your organisation?



PMO working in silos



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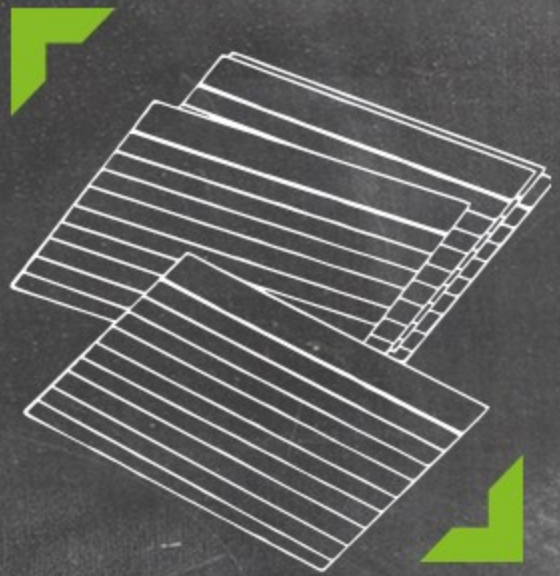
IR35 Implications

Different Sources of the Truth



Inconsistent Governance Structures

Inefficient pricing models

The need for scalability without cost

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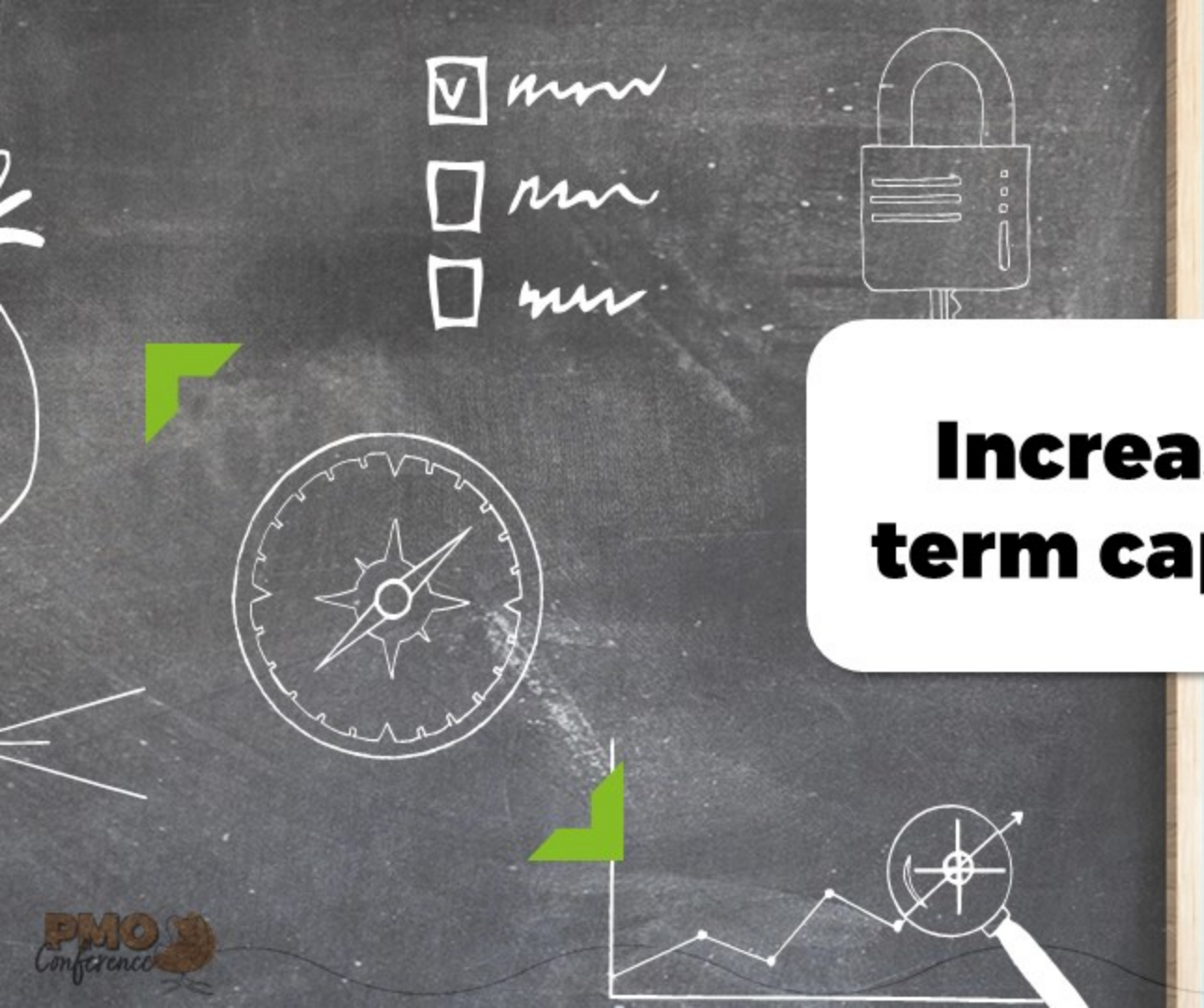
Losing In-house knowledge

Increase long-term capabilities



Does PMOaaS work for your organisation?

Siloed PMO

IR35 implications

Different sources of the truth

Inconsistent governance structures

Inefficient pricing models

Need for Scalability

Losing In-house knowledge

Long-term capability

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Define your PMOaaS catalogue

Where to begin? Define your challenges.

50%

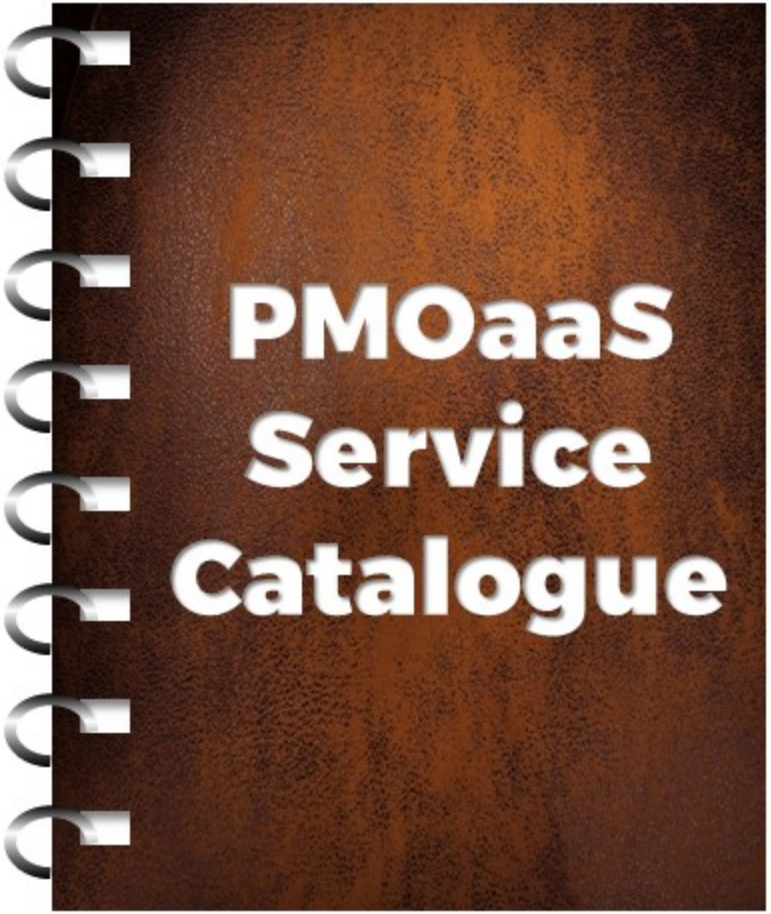
of PMOs fail in the first 3 years.

Project management software

is a must-have.

Define your services.

Analyse current state.


PMOaaS
Service
Catalogue

Portfolio & Demand Management

Benefits & Outcome Management

Planning & Reporting

Quality, Control & Support

Project Financial Controls

Governance & Stakeholder Management

Risk and Issue Management

Data, Tooling & Insights

Vendor & Contract Management

What's in your Service Catalogue?

Deploy your PMOaaS

Deploy

Transition Planning

Communicate

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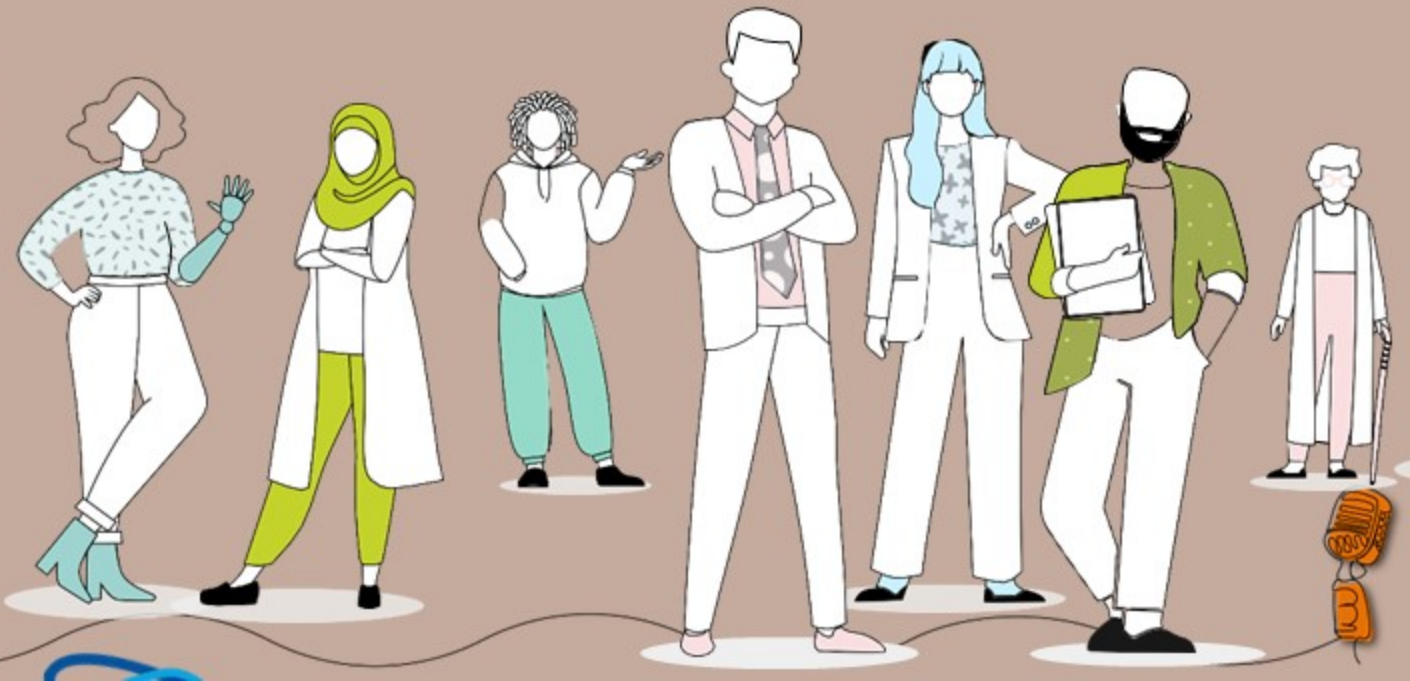
Community



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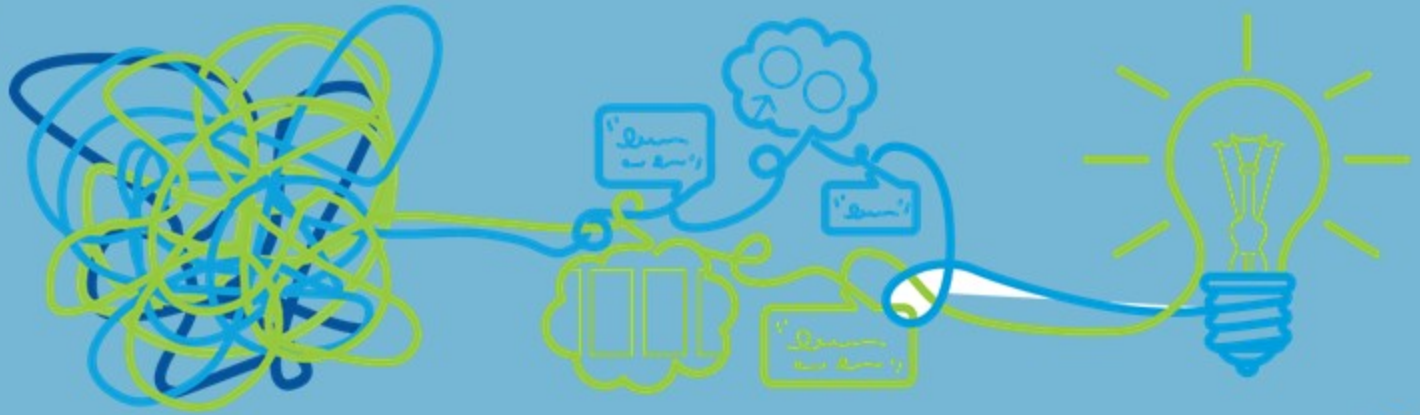
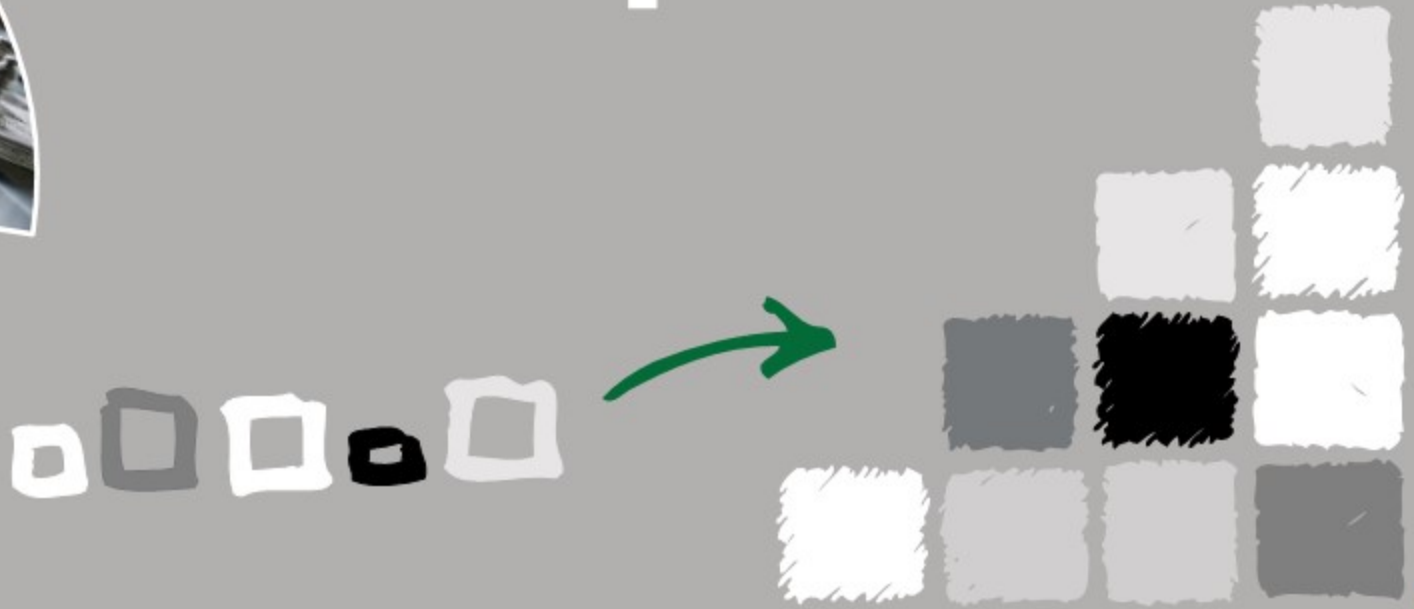
Pilot



Adapt



Manage your PMOaaS

How to manage PMOaaS

Service Management

KPIs

Continuous Improvement

Scalable Resourcing

People

Service Evolution

Case Study

A Case Study

company A

Contractor-heavy
PMO workforce

Range of different methodologies
differing standards across the organisation

IR35 increasing cost
of contractors to the business

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

A Case Study

company A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1									Division			Division							
2			Area		Area	Area			Area			Area				Area			
3	Service	Activity	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam
4	Governance	Agenda Creation and Meeting Packs		10.0%	2%	30%	10%		5%	5%	5%	17.4%	70%		20%	8%	7%	5%	15%
5	Governance	Minutes		1.0%	1%	10%	5%		1%	2%		3.3%	15%			3%	2%	3%	
6	Governance	Action/ Decision Tracking		1.0%		5%	5%		2%	2%	5%	0.5%	15%			2%	1%	2%	
7	RAID	Risks and issues tracking and escalation	1%	2.0%	15%	5%			3%	3%	5%	5.4%				6%	1%	5%	8%
8	RAID	Risk Workshops	1%	1.0%		5%						3.3%					3%		
9	RAID	Risk Analysis	1%	7.0%					2%	2%		1.1%				1%	3%		
10	RAID	Mitigation Planning		0.5%					2%	2%						1%	1%	2%	
11	RAID	Dependency Tracking	1%	0.5%					2%	2%		0.5%				1%	1%	2%	2%
12	RAID	Assumption Tracking		0.5%					2%	1%		0.5%				1%	1%	1%	
13	Planning	Programme Roadmap / Plan on a Page	3%	1.0%	5%	10%	20%			2.5%		4.3%				4%	2%	1%	15%
14	Planning	Programme detailed plan	3%	0.5%			50%			2%		0.5%				4%	1%	2%	
15	Planning	QA of Project milestones		1.0%						2%		0.5%				4%	1%	2%	2%
16	Planning	Planning workshops	3%	1.0%													1%		
17	Planning	Integrated programme / domain / portfolio planning		0.5%													1%		
18	Planning	Scope tracking, reporting & escalation		1.0%															
19	Planning	Resource & capacity tracking, reporting & escalation	4%	4.0%	5%	5%			12%	2.5%		10.9%		20%		8%	4%	18%	
20	Stakeholder & Comm	Stakeholder mapping & engagement		0.5%								0.5%							
21	Stakeholder & Comm	Communications e.g. newsletter														2%	1%		1%
22	Status Reporting	Consolidation & QA of Project reports	4%	10.0%	15%		10%		4%	5%	5%	4.3%				5%	3%	8%	
23	Status Reporting	Fortnightly programme status report (ePMO)	4%	8.0%	15%	10%			3%	5%							1%	8%	
24	Status Reporting	Quarterly / Adhoc papers (for Board or Audit forums only)	2%	0.5%								8.7%				1%	3%	5%	
25	Change Control	Change request tracking, reporting & escalation		0.5%					2%	2%						3%	1%		5%
26	Change Control	Change analysis & impact assessments							Adhoc								1%		
27	Financials	Financial tracking, reporting & escalation	5%	16.0%	15%	5%			20%	30%	5%	17.4%		30%		15%	5%	12%	35%
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32	Programme Assuranc	Data quality		1.0%								1.1%				4%	5%	8%	5%
33	Programme Assuranc	Document management		2.0%								1.1%			5%	3%	2%		
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35	Programme Assuranc	Lessons learned		1.0%												1%	2%		
36	Others	Others	60.0%	10.0%	7.0%	15%		100%	20%		25%	12.0%		50%	60%	5.0%	5.0%	5.0%	10.0%
37	Capacity	Capacity									45.0%						5.0%		
38			4%	12%	15%	10%	0%	0%	11%	10%	5%	11%	0%	0%	0%	10%	10%	10%	10%

PMO Conference

A Case Study

company A

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1									Division			Division							
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5	Governance	Minutes		1.0%	1%	10%	5%		1%	2%		3.3%	15%			3%	2%	3%	
6	Governance	Action/ Decision Tracking		1.0%		5%	5%		2%	2%	5%	0.5%	15%			2%	1%	2%	
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36	Others	Others	60.0%	10.0%	7.0%	15%		100%	20%		25%	12.0%		50%	60%	5.0%	5.0%	5.0%	10.0%
37	Capacity	Capacity									45.0%						5.0%		
38			4%	12%	15%	10%	0%	0%	11%	10%	5%	11%	0%	0%	0%	10%	10%	10%	10%

We spotted capacity within the team that wasn't being utilised (45%)

A Case Study

company A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1									Division			Division							
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38			4%	12%	15%	10%	0%	0%	11%	10%	5%	11%	0%	0%	0%	10%	10%	10%	10%

We could see blindspots in PMO activity such as outcome management that barely anyone was doing

A Case Study

company A

Some FTEs were spending 60% of their time doing manual activities because of inefficient processes

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
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3	Service										Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam
4	Governance										5%	17.4%	70%		20%	8%	7%	5%	15%
5	Governance											3.3%	15%			3%	2%	3%	
6	Governance										5%	0.5%	15%			2%	1%	2%	
7	RAID										5%	5.4%				6%	1%	5%	8%
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11	RAID											0.5%				1%	1%	2%	2%
12	RAID											0.5%				1%	1%	1%	
13	Planning											4.3%				4%	2%	1%	15%
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company A

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9	RAID	Risk Analysis	1%	7.0%												1%	3%		
10	RAID	Mitigation Planning		0.5%												1%	1%	2%	
11	RAID	Dependency Tracking	1%	0.5%												1%	1%	2%	2%
12	RAID	Assumption Tracking		0.5%												1%	1%	1%	
13	Planning	Programme Roadmap / Plan on a Page	3%	1.0%	5%	10%	20%									4%	2%	1%	15%
14	Planning	Programme detailed plan	3%	0.5%			50%									4%	1%	2%	
15	Planning	QA of Project milestones		1.0%												4%	1%	2%	2%
16	Planning	Planning workshops	3%	1.0%													1%		
17	Planning	Integrated programme / domain / portfolio planning		0.5%													1%		
18	Planning	Scope tracking, reporting & escalation		1.0%															
19	Planning	Resource & capacity tracking, reporting & escalation	4%	4.0%	5%	5%										8%	4%	18%	
20	Stakeholder & Comm	Stakeholder mapping & engagement		0.5%															
21	Stakeholder & Comm	Communications e.g. newsletter														2%	1%		1%
22	Status Reporting	Consolidation & QA of Project reports	4%	10.0%	15%		10%									5%	3%	8%	
23	Status Reporting	Fortnightly programme status report (ePMO)	4%	8.0%	15%	10%											1%	8%	
24	Status Reporting	Quarterly / Adhoc papers (for Board or Audit forums only)	2%	0.5%												1%	3%	5%	
25	Change Control	Change request tracking, reporting & escalation		0.5%												3%	1%		5%
26	Change Control	Change analysis & impact assessments															1%		
27	Financials	Financial tracking, reporting & escalation	5%	16.0%	15%	5%										15%	5%	12%	35%
28	Financials	Financial analysis & impact assessments	5%	16.0%	20%											15%	18%	9%	2%
29	Outcome Managemen	Benefits realisation plan and tracking	3%	0.5%													2%		
30	Outcome Managemen	Business case / stage gating support (COG)		0.5%												1%	2%		
31	Programme Assuranc	Quarterly healthchecks										4.3%					2%		
32	Programme Assuranc	Data quality		1.0%								1.1%				4%	5%	8%	5%
33	Programme Assuranc	Document management		2.0%								1.1%			5%	3%	2%		
34	Programme Assuranc	Quality management		1.0%											15%	2%	10%	2%	
35	Programme Assuranc	Lessons learned		1.0%												1%	2%		
36	Others	Others	60.0%	10.0%	7.0%	15%		100%	20%		25%	12.0%		50%	60%	5.0%	5.0%	5.0%	10.0%
37	Capacity	Capacity									45.0%						5.0%		
38			4%	12%	15%	10%	0%	0%	1%	10%	5%	1%	0%	0%	0%	10%	10%	10%	10%

We could see people who were classified as PMO but were not completing a PMO role as the project lead had them doing pet projects for themselves

A Case Study

company A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1									Division			Division							
2			Area		Area	Area			Area			Area				Area			
3	Service	Activity	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam	Nam
4	Governance	Agenda Creation and Meeting Packs		10.0%	2%	30%	10%		5%	5%	5%	17.4%	70%		20%	8%	7%	5%	15%
5	Governance	Minutes		1.0%	1%	[illegible]	5%		[illegible]	[illegible]		2.3%	[illegible]			3%	2%	3%	
6	Governance	Action/ Decision Tracking		1.0%												2%	1%	2%	
7	RAID	Risks and issues tracking and escalation	1%	2.0%	15%											6%	1%	5%	8%
8	RAID	Risk Workshops	1%	1.0%													3%		
9	RAID	Risk Analysis	1%	7.0%												1%	3%		
10	RAID	Mitigation Planning		0.5%												1%	1%	2%	
11	RAID	Dependency Tracking	1%	0.5%												1%	1%	2%	2%
12	RAID	Assumption Tracking		0.5%												1%	1%	1%	
13	Planning	Programme Roadmap / Plan on a Page	3%	1.0%	5%											4%	2%	1%	15%
14	Planning	Programme detailed plan	3%	0.5%												4%	1%	2%	
15	Planning	QA of Project milestones		1.0%												4%	1%	2%	2%
16	Planning	Planning workshops	3%	1.0%													1%		
17	Planning	Integrated programme / domain / portfolio planning		0.5%													1%		
18	Planning	Scope tracking, reporting & escalation		1.0%															
19	Planning	Resource & capacity tracking, reporting & escalation	4%	4.0%	5%									20%		8%	4%	18%	
20	Stakeholder & Comm	Stakeholder mapping & engagement		0.5%															
21	Stakeholder & Comm	Communications e.g. newsletter														2%	1%		1%
22	Status Reporting	Consolidation & QA of Project reports	4%	10.0%	15%											5%	3%	8%	
23	Status Reporting	Fortnightly programme status report (ePMO)	4%	8.0%	15%												1%	8%	
24	Status Reporting	Quarterly / Adhoc papers (for Board or Audit forums only)	2%	0.5%												1%	3%	5%	
25	Change Control	Change request tracking, reporting & escalation		0.5%												3%	1%		5%
26	Change Control	Change analysis & impact assessments															1%		
27	Financials	Financial tracking, reporting & escalation	5%	16.0%										30%		15%	5%	12%	35%
28	Financials	Financial analysis & impact assessments	5%	16.0%					20%	30%	5%	2.2%				15%	18%	9%	2%
29	Outcome Managemer	Benefits realisation plan and tracking	3%	0.5%													2%		
30	Outcome Managemer	Business case / stage gating support (COG)		0.5%						Adhoc						1%	2%		
31	Programme Assuranc	Quarterly healthchecks										4.3%					2%		
32	Programme Assuranc	Data quality										1.1%				4%	5%	8%	5%
33	Programme Assuranc	Document management										1.1%			5%	3%	2%		
34	Programme Assuranc	Quality management		1.0%											15%	2%	10%	2%	
35	Programme Assuranc	Lessons learned		1.0%												1%	2%		
36	Others	Others	60.0%	10.0%	7.0%	15%		100%	20%		25%	12.0%		50%	60%	5.0%	5.0%	5.0%	10.0%
37	Capacity	Capacity									45.0%						5.0%		
38			4%	12%	15%	10%	0%	0%	11%	10%	5%	11%	0%	0%	0%	10%	10%	10%	10%

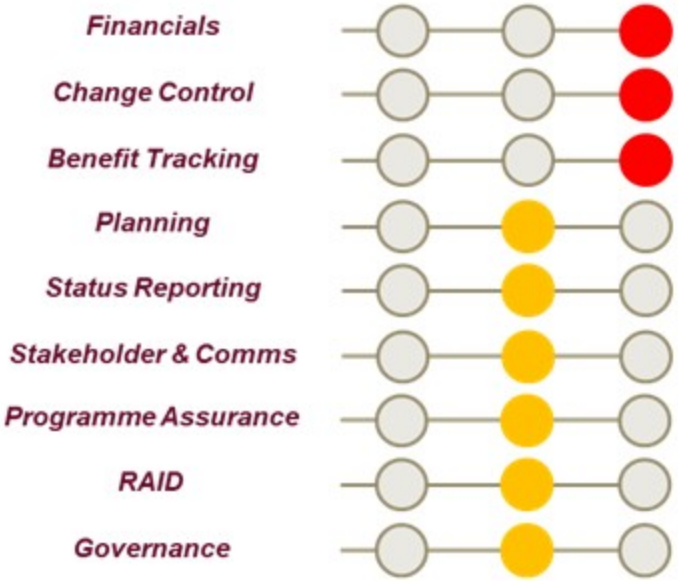
We could spot areas where someone was operating a full time role for a task which could be completed in a lower cost location

PMO Conference

A Case Study

company A

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

A Case Study

company A

How can PMOaaS impact wider change delivery?

How can PMOaaS impact wider change delivery?

- ✓ Identification of under-performing / inconsistent roles
- ✓ Implementing change delivery as a service
- ✓ Impact of centralised versus decentralised operations or org changes
- ✓ Opportunities for introduction of technology / automation to support the organisation

Key takeaways

Aligning to global research

Benchmarking on eight PMO performance indictors

1. Improves the organisation's project management capability
2. Satisfies PMO stakeholders
3. Provides accurate insight into project performance
4. Contributes to strategic work efforts of organisation
5. Focuses on right-sizing processes and governance
6. Ensures projects are aligned to organisational strategy
7. Enables a culture of change
8. Develops and nurtures talent and capabilities

Jeannette Cabanis-Brewin Editor in chief for PM solutions research

Aligning to global research

Top activities for high performing PMOs included:

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

PMO Conference

What’s the takeaway from the session?

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

Say hi.

Caoimhe Murphy
PMO Senior Manager, HCaaS