PMO Competency Framework

by the profession for the profession

IMROVING Parliament's PMO Capability

with Carol Hindley, Catherine Howlett Gavin Woods

HOUSE OF PMO
HOME TO PMO PROFESSIONALS

PMO Conference 2021

OPENING QUESTION:
"Who has completed a self-assessment in PMO recently?"

HOUSE OF PMO
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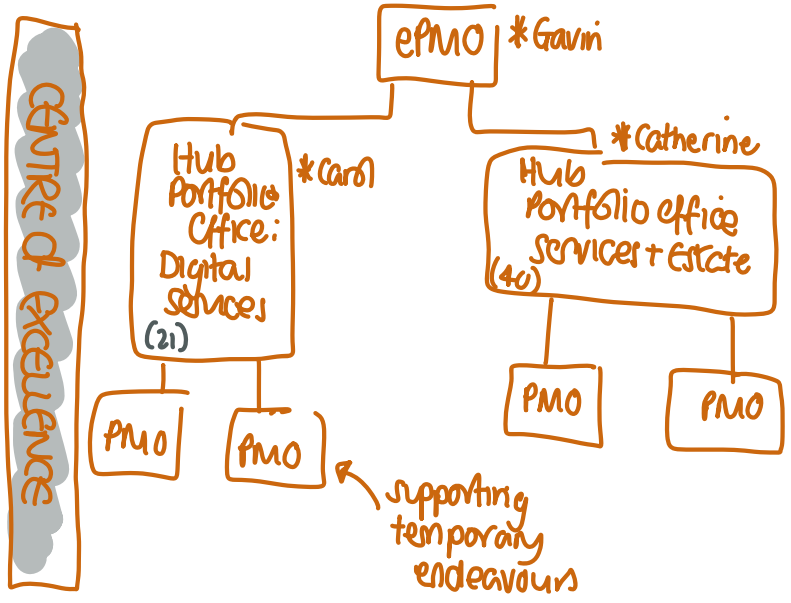
They had a real need: people wanted to leave the PMO!!

THEIR PMO structure:



THIS SESSION FOCUSES ON THIS

WHAT DOES UK PARLIAMENT actually do?

House of Commons
House of Lords
Crossbenchers
Monarchy

THE ESTATE! (14 buildings)

Parliament is NOT government
- they check + challenge the work of the government

→ PROJECTS include:

- the renovation of the building + tower
- the restoration eg. state rooms + secret passages!
- digital services - virtual

to support this work

They wanted to be early adopters of using the competency framework

Centre of Excellence:

- ☑ consistent project approaches
- ☑ career management, competency levels, I+d
- ☑ external lessons + benchmarking
- ☑ linking practitioners across Parliament
- ☑ communities of practice
- ☑ professionalism in project delivery

the golden thread - the centre of excellence

Also... strengthening their portfolio management...

THREE DIFFERENT PMOs – different challenges and areas of focus ... one THING in common.

Capability to support Parliament projects

PEOPLE

GOLDEN THREAD RUNS THROUGH ALL THE PMOs

CAROL! She loves PMO

going round and round

Washing machine conversations

HOW are they improving capability?

1. STARTED by looking at training options
2. Decided to bring a training course in-house
3. ☺ great success lightbulb moments - starting to get more interested
4. started working on the service catalogue
5. Published their job families and career paths
6. Career progression options [double edged sword!]
7. started buddy groups - help + holiday cover
8. Analysis on skills needed for the services offered
9. Training Matrix - different options
10. PMO Handbook/ Checklist - how tos

THEN:

11.

why create our own competency framework?

Carol became involved in the competency framework project

12.
introduced the idea of 'Wingman' or woman!
- the concept of how the PMO practitioner works with their PM.

13. feb 2021: Launch of competency framework
↓ May 2021: performance year starts but kicked off June 2021
started introducing the concept of competency framework + assessment - it becomes a careers companion.

14. Individual assessments using House of PMO's connect system. [Don't need the book - it's in the system]

IT DOES TAKE TIME TO EXPLAIN IT

it's a new concept for a lot of people - doing a self-assessment!

15. conversations with line managers about the assessments and next steps

Assessment

- allowing the team to choose which profile to assess against
- working with individuals who have some specialisms to their roles

Training Needs

- what to do when skills gaps have been identified
- having courses available for specific needs
- also having shadowing options (70-20-10 Model)
- need to be able to have a learning catalogue (investment might be needed)

Reassessment

- scheduling that into the calendar
- being able to see improvements
- also evidence from those PMO work with

"There will be a reluctance - but understand why - and make sure they know the benefits of doing it"

Cross PMO guilds (CoP) have really been helpful!

Audience: using comp framework to help develop profession in org

Ability for PMO practitioners to move between PMOs

"Important to be able to offer staff something like this"

Helping recognition of PMO in organisation

"Doing a self-assessment - and the whole team doing it - enables a team capability view"

Talking together about PMO

The competency framework is niche to PMO which is why we're used it

Using the competency framework is showing a committment to a job, a profession

Internal PMOs have started to get knowledge from external PMOs