

# PMO Principles

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**AIPMO**  
Association of International  
Project Management Officers



PMO Principles  
Project Challenge - 11 October 2017

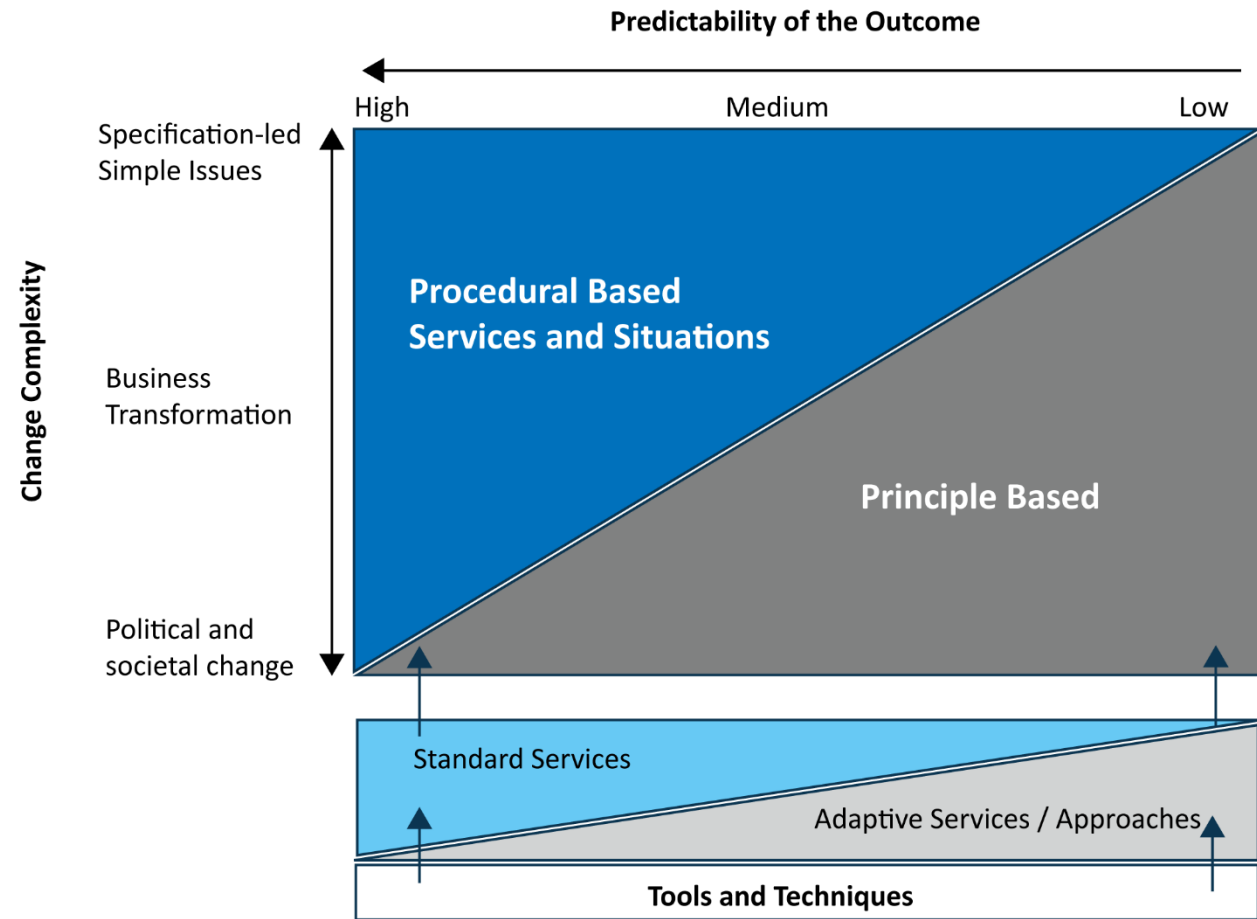
## PRINCIPLE

“a concept or value that guides actions and behaviours and can apply to individuals, organizations, and societies”



# The need for principles

Increasing complexity requires principles to underpin actions and behaviours required to be successful.



# PRINCIPLE 1

## Senior management sponsorship and engagement

The scope and effectiveness of the PMO is defined by the level of the sponsorship and engagement from senior management.



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## Senior management sponsorship and engagement

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**PMO as an Entity**

**PMO Service**

Accountable for one or more PMOs	Understands the value of one or more PMOs and can be called on as a promoter of PMOs. Likely the beneficiary of a PMO
Accountable for one or more PMO Services e.g., risk, finance, quality, planning	Likely to be the client or potential client of one or more PMO Services

**Sponsorship**

**Engagement**



# PRINCIPLE 2

## Governance alignment

The structure and function of a PMO is designed to fit within and actively support the organizational governance.



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PMO Governance Activities (by PMO sponsor)	Management Activities (by PMO manager)
Define and approve PMO strategy, goals and objectives in the PMO mandate	Communicate policy and establish procedures
Design and determine PMO policy	Create or update PMO deliverables
Review and approve PMO deliverables	Engage with stakeholders across the organization
Review and approve portfolio, program, project methodology	Communicate and adhere to portfolio, program, and project methodology
Review, approve, and/or authorize phase gates and/or reviews	Manage phase gates and/or reviews
Determine and/or approve key performance indicators (KPIs)/measures	Create/consolidate/analyse reports

# PRINCIPLE 3

Consistent, accurate, timely and transparent information

The PMO provides consistent, accurate and timely information used to underpin the decision making process (governance) and transparent validation of the data provenance.

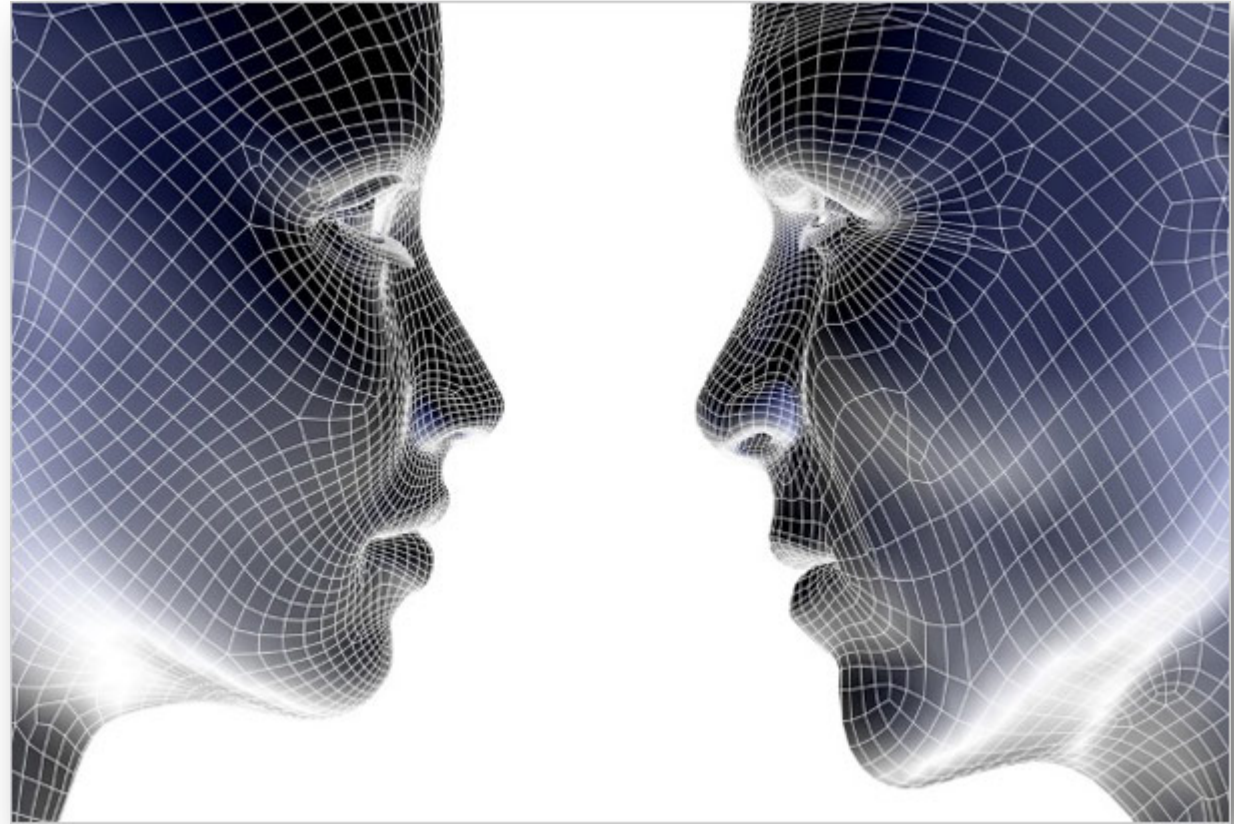




# PRINCIPLE 4

## Trusted Challenge Partner to drive value

The PMO provides  
objective, rational and  
constructive challenge  
at a project, program  
and portfolio level.



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# PRINCIPLE 5

## Adaptive capabilities and services

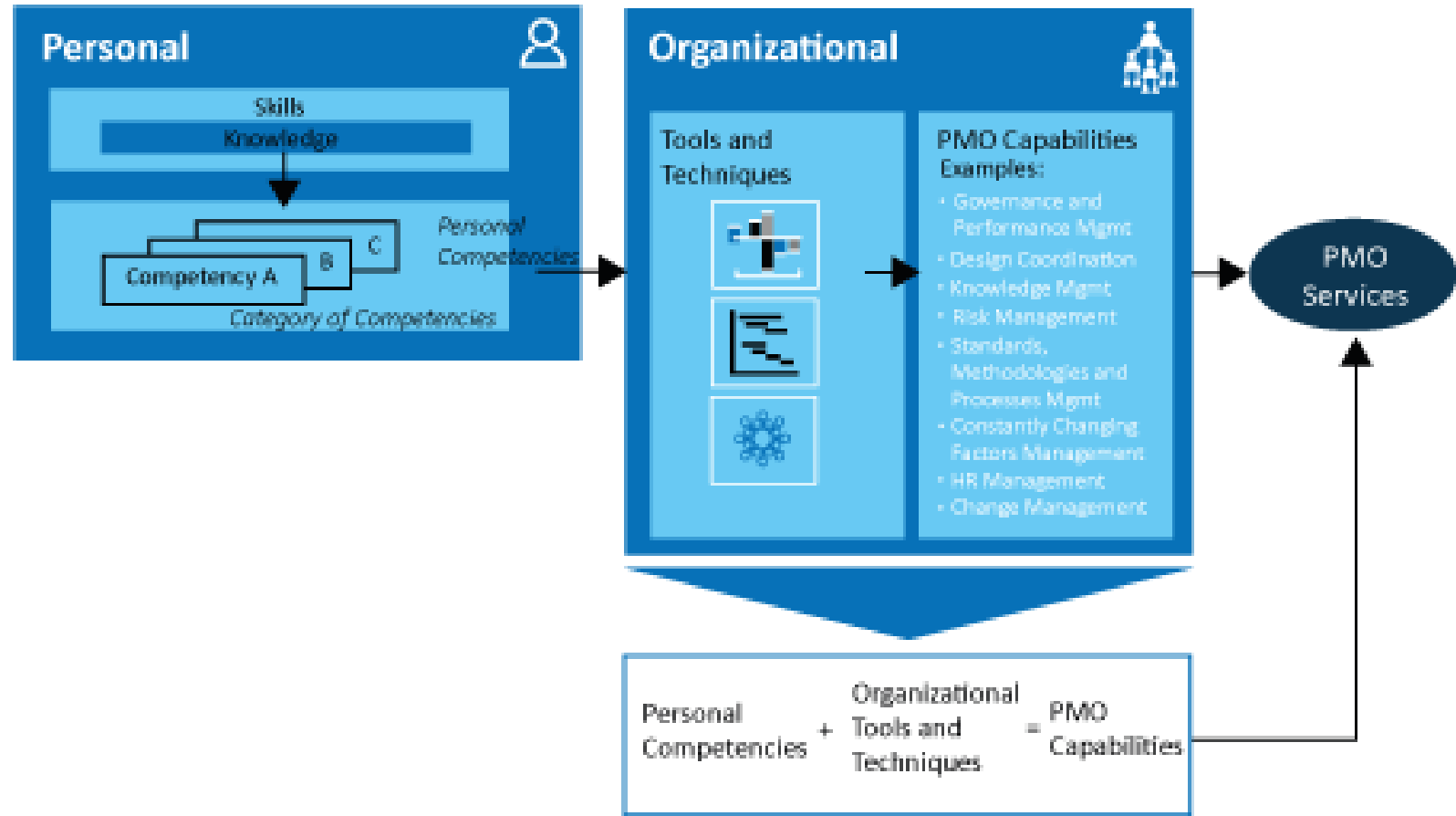
The capabilities and services provided by the PMO are set up and then tailored to the organization in which operate and the people they serve.



# PRINCIPLE 5

## Adaptive capabilities and services

The capabilities and services provided by the PMO are set up and then tailored to the organization in which operate and the people they serve.



# PRINCIPLE 6

## Leads by example

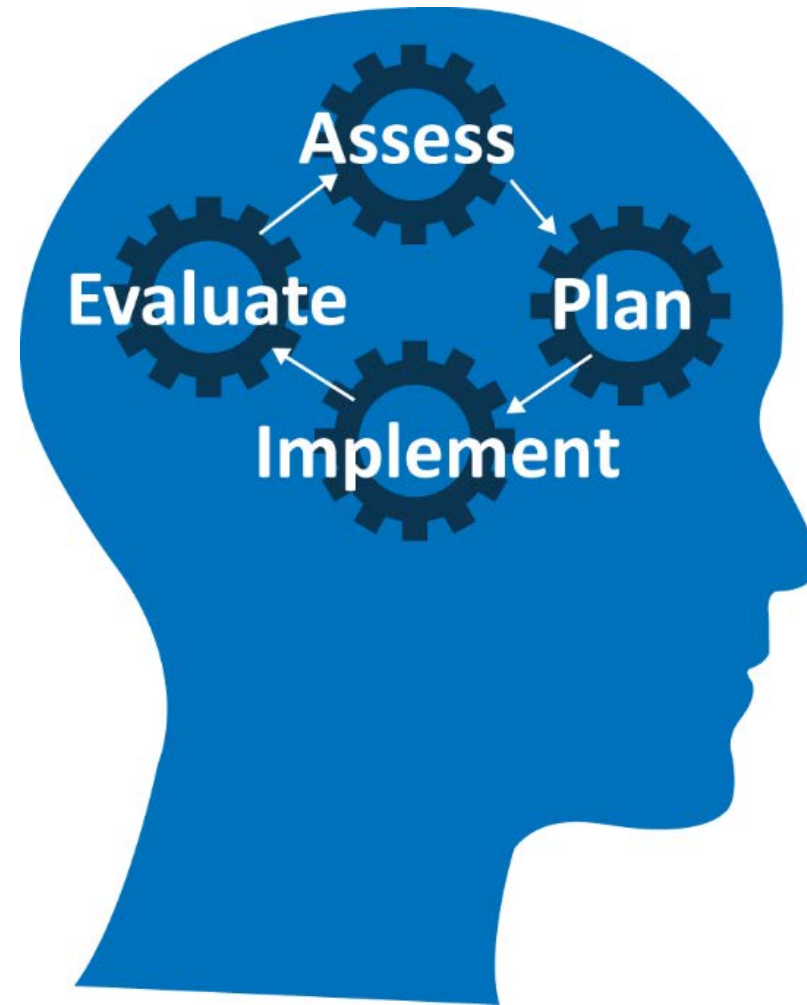
The PMO exhibits appropriate behaviours and expertise when delivering change and demonstrates the value of the project and program processes and system and their contribution to project and program success.



# PRINCIPLE 7

## Continuous improvement mindset

The PMO looks to improve itself and its contribution to the successful delivery of projects and programs within the organization through continuous improvement of its services.



# Leveraging the values of the PMO principles

To leverage the value of the principles they must be constantly and consistently applied. PMO managers will need to demonstrate a balance of leadership and management to embed and uphold the PMO principles to maximize situational impact.



# How does your PMO stack up?

- Senior management sponsorship and engagement
- Governance alignment
- Consistent, accurate, timely and transparent information
- Trusted Challenge Partner to drive value
- Adaptive capabilities and services
- Leads by example
- Continuous improvement mind-set

How many of the seven principles are **partially** embedded within your organisation?

- 0            0 %
- 1 or 2       27 %
- 3 or 4       60 %
- 5 or 6       13 %
- All            0 %



# How does your PMO stack up?

- Senior management sponsorship and engagement
- Governance alignment
- Consistent, accurate, timely and transparent information
- Trusted Challenge Partner to drive value
- Adaptive capabilities and services
- Leads by example
- Continuous improvement mind-set

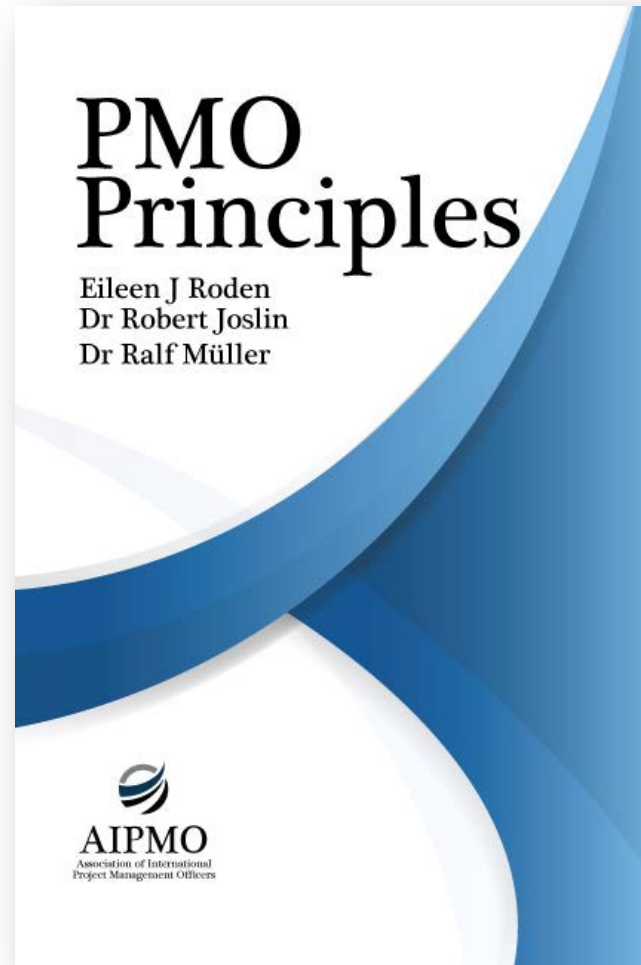
How many of the seven principles are **fully** embedded within your organisation?

- 0 **13 %**
- 1 or 2 **63 %**
- 3 or 4 **19 %**
- 5 or 6 **6 %**
- All **0 %**

# Questions?



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