

Keeping the House in Order

A global provider of vocational qualifications and learning was operating a corporate Programme Management Office (PMO) to provide oversight and governance around critical strategic initiatives, including product development, technology solutions and organisational improvement. However, senior executives were concerned that the PMO was not adding value to project teams and did not provide the desired capability in terms of managing risk, controlling project costs and delivering desired benefits.

Challenges

The client faced a number of challenges to the effective performance of the PMO. These included:

- Poor governance systems resulting in a lack of authority and accountability at the PMO level
- Incomplete project and life-cycle processes with out of date and inaccurate status reporting
- Inefficient use of project management technology tools resulting in excessive manual tasks and activities
- Insufficient project management expertise and training across the organisation

pmX Proposition and Solution

pmX professionals completed a pmX Diagnostic of the PMO capabilities, providing a detailed set of recommendations to key stakeholders focused on:

- People – identifying the appropriate mix of skills and resources to manage and staff the PMO
- Technology – selection of project management software to drive efficiency and enhance real time reporting for stakeholders and project managers
- Processes, policies and procedures – relating to:
 - Effective and appropriate governance
 - Comprehensive project life-cycle management and compliance

Impact

The benefits to the client from working with pmX included:

- An enhanced programme and change management capability, enabled by the PMO, which has led to greater control of costs, management of risk and delivery and realisation of benefits
- An enhanced governance structure creating more accountability within the organisation as well as clearly defined principles relating to decision rights and the delegation of authority
- A flexible PMO operating model that leverages internal and external expertise
- The elimination of inefficient programme management processes, particularly related to workflow management and reporting, through the implementation of a PPM technology solution

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Contact the pmX Team

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UK phone: +44 (0)7530 061819

US phone: +1 404 542 7841

Email: info@programexecution.com

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