FAA Air Traffic Organization Program Management Organization (PMO) and Program Control

PMIWDC Meeting
Date: March 19, 2014
PMO…..What does that mean to you?

- **Pretty Much Over?**
- **Punch Me Out?**
- **Program Management Organization?**
  - A group or department within a business, agency, or enterprise, that defines and maintains standards for project management within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects. **The PMO is the source of documentation, guidance and metrics on the practice of project management and execution.**

- **Portfolio Management Organization**
  - Centralized management of processes, methods, and technologies used by project managers and project management offices (PMOs) to analyze and collectively manage current or proposed projects based on numerous key characteristics. **The objectives of PfMO’s are to determine the optimal resource mix for delivery, and to schedule activities to best achieve operational and financial goals — while honoring constraints imposed by customers, strategic objectives, or external real-world factors.**
PMO...at what level

• A PMO can be one of three types from an organizational exposure perspective:
  – Enterprise PMO,
  – Organizational (departmental) PMO, or
  – Special-purpose PMO.
Program Control.....What does that mean to you?

• It varies

• Need to keep the PMO definition in mind – which type?

• Program Control – PMO Enterprise Level
  – Program Control should be established as an independent function in an enterprise PMO. It implements verification and controlling functions during a program’s lifecycle in order to reinforce the defined performance and formal goals. The tasks of Program Control are:
    • Providing the infrastructure for the supply of the right information, to the right people, and any updates
    • Establishing a way to communicate disparities of program or project parameters
    • Development of project key performance indicators (KPI’s)
    • Establishing methods to accomplish an appropriate project structure, project workflow organization, project control, and governance
    • Providing transparency among the project parameters
PMO Program Control

Program Control (Enterprise Level)

- Business Planning
- Quality Management
- Program Evaluation & Performance Management
PMO Program Control

- Policy, Planning and Assessments
- PMO Standard Operating Procedures
- Best Practices (Acquisition Practices)
- IG/GAO Coordination
- Document Control

Quality Management

Tasks/Goals

- Establishing methods to accomplish an appropriate project structure, project workflow organization, project control, and governance
- Providing transparency among the project parameters
- Providing the infrastructure for the supply of the right information, to the right people, and any updates
PMO Program Control

Business Planning

- Business Plan
- Strategic Plan
- Planning Integration
- Operations Review Board Support

Tasks/Goals

- Providing the infrastructure for the supply of the right information, to the right people, and any updates
- Establishing a way to communicate disparities of program or project parameters
Program Evaluation and Performance Management

- Goals, Metrics, Analyses
- Program Reviews and Reporting
- Post Implementation Review Support
- PM Toolsets and Workplan Integration
- EVM Council Support
- Stakeholder Coordination
- F&E Budget Formulation Support

Tasks/Goals

- Providing the infrastructure for the supply of the right information, to the right people, and any updates
- Establishing a way to communicate disparities of program or project parameters
- Development of project key performance indicators (KPI’s)
- Providing transparency among the project parameters
Program Control.....What does that mean to you?

- It varies
- Need to keep the PMO definition in mind – which type?

**Program Control – PMO Organizational Level**

- Consists of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan.
  - Measuring the ongoing program/project activities
  - Monitoring the project variables (cost, effort, scope, etc.) against the program management plan and the performance baseline
  - Identify corrective actions to address issues and risks properly
  - Influencing the factors that could circumvent integrated change control so only approved changes are implemented
Tasks/Goals

- Measuring the ongoing program/project activities
- Monitoring the project variables (cost, effort, scope, etc.) against the program management plan and the performance baseline
- Identify corrective actions to address issues and risks properly
- Influencing the factors that could circumvent integrated change control so only approved changes are implemented
Tasks/Goals

- Measuring the ongoing program/project activities
- Monitoring the project variables (cost, effort, scope, etc.) against the program management plan and the performance baseline
- Identify corrective actions to address issues and risks properly
- Influencing the factors that could circumvent integrated change control so only approved changes are implemented
Benefits of Program Control

• Universal, regardless of which “level”
• How does the Program Control framework help communicate the “health” of a program?
  – Provides consistency of measurement, reporting, and processes for PMO programs
  – Provides transparency in sharing information within the PMO, and externally
  – Identifies and promotes best practices
  – Facilitates the improvement of program management practices
  – Ensures that the programs are integrated across the PMO, and aligned with agency goals & strategies
Questions?

Comments?