



# Project Management Office (PMO) Deployment Challenges in Bangladesh

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## What kind of PMO you are working for?

- Project Management Office – Division level?
- Project Management Office – Enterprise Level?
- Program Management Office?
- Portfolio Management Office?

What is Top Management Expectation from your PMO?

Do you have a charter/Mandate for PMO?

## PMO

**Project  
Support Tools**  
Administrative  
work

**Consulting &  
Mentoring**  
Usefulness of  
PMP

**Method &  
Standard**  
Efficiency

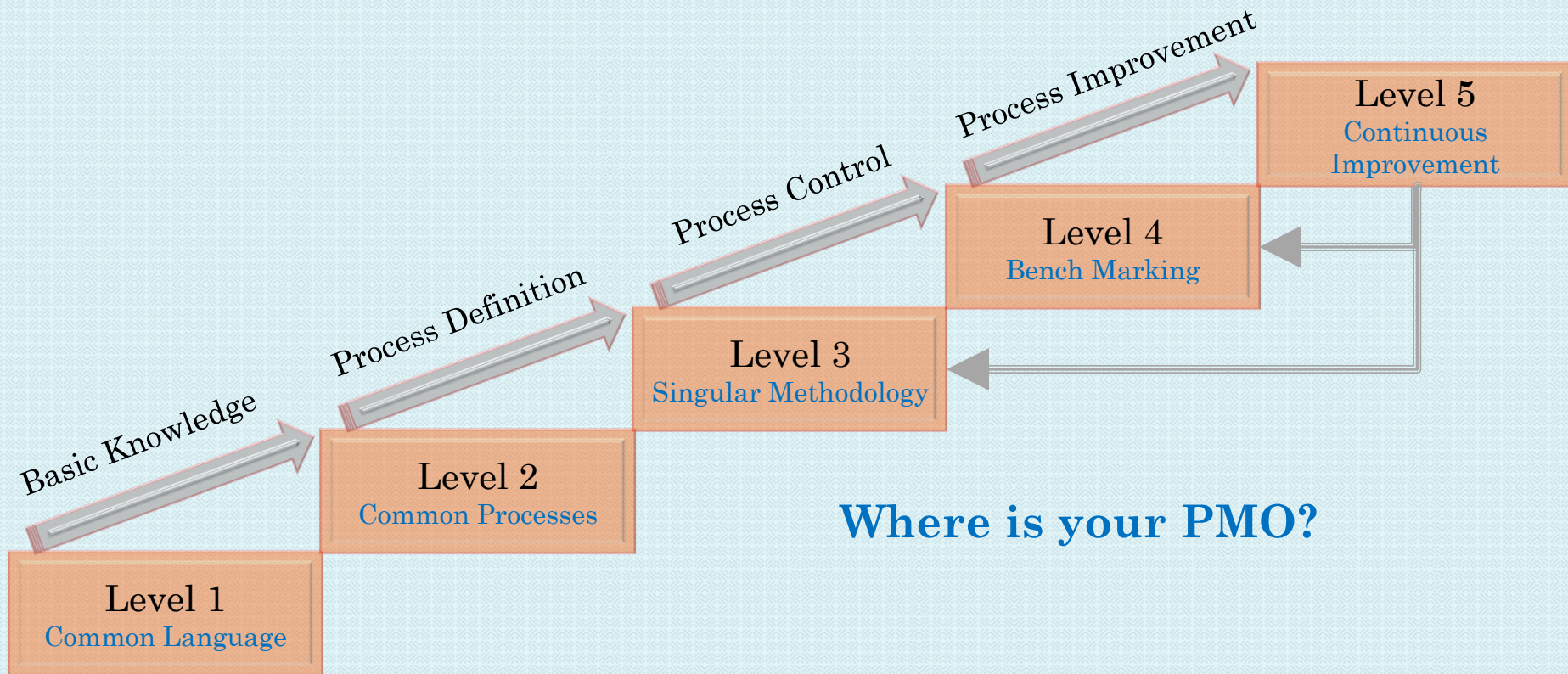
**Training**  
Core  
Competency

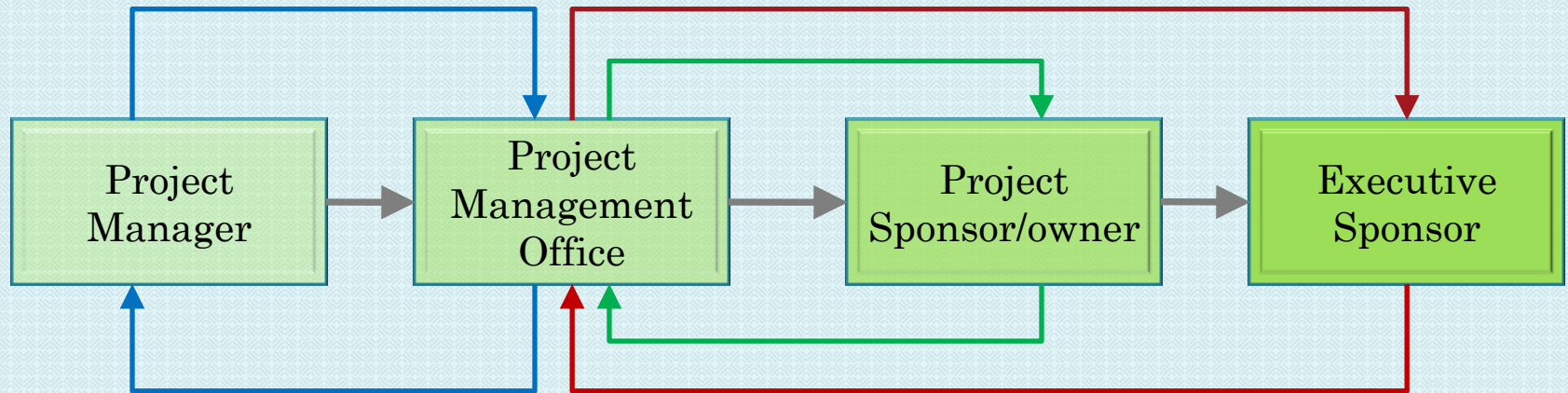
**Project  
Managers**  
Flawless  
execution

## Goals:

- ✿ Facilitate the process of selecting and de-commissioning of projects in the Project Portfolio
- ✿ Deliver successful projects
- ✿ Build Project Management Maturity at the organization level
- ✿ Keep Management and Project community informed
- ✿ Serve as the organization authority on Project Management Practices

Project management maturity is the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process.





**Level 1:** Project Manager escalates issue to PMO. The PMO will attempt to resolve the issue with help from the Project Manager and Clients. Escalation will be formally documented and disseminated. **Ex: Project Scope of work change**

**Level 2:** Issue cannot be resolved and will be escalated by the PMO to the Project Sponsor/Owner for remedy. Escalation and remedy will be formally documented and disseminated. **Ex: Project scope Changes and its impact on Time and Cost**

**Level 3:** Issue cannot be resolved at the Project Sponsor level. PMO will escalate the issue to the Executive Sponsor for remedy. Escalation and remedy will be formally documented and disseminated. **Ex: Project scopes VS Current market needs.**

# Key Success Factors

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Executive Support

Effective Prioritization  
Committee

Compelling Business Case

Agreement to requirements &  
scope

User involvement & Collaboration

Resource alignment reflective of  
current need

Management of expectation

Strong project management  
infrastructure  
- Minimal scope creep  
- strong change control process  
- Standardize Project Management  
methodology

Ability to measure & report

Executive Support Access  
to leaders

Positioning of PMO

Project Management  
Maturity Model

Clear Roles &  
Responsibilities

Right Implementation  
Plan

Dedicated Resources for  
Project

Competent Project  
Manager

Current Organization  
Processes

## 1. Ensuring Executive Supports:

- ❑ Buy-in access to leaders – make them believe that PMO is a strategic partner of Business/function

**Mitigation:** Ask Top executives (individually) what are their top problems? Specially in implementing Projects. Then set a mission and goal around solving them.

## 2. Positioning of PMO:

- ❑ Placing the PMO organization parallel to divisions/functions. Reporting to CxO – specially under CEO, CTO, CMO, CFO

**Mitigation:** The PMO works best under CEO as this gives the PMO default authority to Implement Methodology. Share the process of how PMO will work and support during the organization strategic objective setting and meeting the objectives. How PMO will establish the effect realization – return of the investment.

Another common positioning is under CFO – where PMO will have the privilege to have control on budget – one of the critical constraint of projects

PMO gets dissolved faster when it is placed under a functional unit/division. Conflict arise between divisions and implementing processes gets tougher.

### 3. Project Management Maturity Model:

❑ Making all the stakeholders talking in the same language. processes of project Management.

**Mitigation:** Assess current environment – don't jump into PMBOK standard names and terms. Share the benefits of using common templates, share how PMO will support to prepare the proposal and business.

Follow the Project Management Maturity Model level one at a time and share the benefits. Develop PMO Governance model accordingly.

### 4. Clear Roles and Responsibilities

❑ Making Project sponsor, Owner and Steering committee members aware and accountable for their roles and responsibilities, having regular SC meeting

**Mitigation:** One of the toughest job to ensure and work accordingly. Make sure Project Sponsor/Owner prepares the Proposal, Business Cases. Make sure Sponsor/owner is clear about the project outcome and its impact on the business.

Have detail Stakeholder analysis and share the impact/benefits towards the steering committee members. Share the R&R document during Project Charter and have it signed by Project sponsor/owner and Steering Committee members.

## 5. Right Implementation Plan

❑ Implement PMO in the organization step by step – requires time to show tangible results and business unit raise questions about the contribution of PMO

**Mitigation:** Share the Phase by Phase implementation plan and its outcome with Top Management. Appoint PM and start supporting Project while working on Processes. Establish effective Communication plan for PMO and proactively. Do not go for huge resource requirements. Follow the Project Management Maturity model level during implementation and credibility first.

## 6. Dedicated Resource for PMO:

❑ Having dedicated resources as Project Manager under PMO/reporting to PMO. The reporting module – PM to PMO is a big challenge during project life cycle

**Mitigation:** During Project Charter Sign Off, through make the Project Organization report to PMO, Set KPI of the PM for the appraisal during the assignment of the project which will be given by PMO

Establish weekly status report on ongoing and upcoming week activities. Be the part of selecting PM and develop PM with training, mentoring. Prepare the Project Portfolio and show the need of the resources during strategic meeting with top executives.

## 7. Competent Project Manager

- ❑ Having competent Project Manager across the organization or under PMO

**Mitigation:** PMO Head should be a competent Project Manager/Professional and have the detail plan to develop internal resources.

Have a pool of Consultant PM ready in the network with open contract. These Consultant PM will be paid by the Project (covered by the Project Cost as consultant) This will allow PM to have a small permanent team as strategic partner.

Along with HR development team – PM should jointly work on providing Project management trainings for the potential Managers across the organization. Have regular session to encourage them/support them in managing projects.

## 8. Current Organization Processes

- ❑ Align and establish Project initiation process, procurement process, vendor management processes

**Mitigation:** Share the best practice of Procurement Process, Vendor Selection process and show how a best practice Process is reducing process time and improving quality. Share the regulatory compliance issues as well.

Promote the project management throughout the enterprise with marketing, sales, and education for your team, senior management, and end users.

- Training
- Engagement
- Supportive reports and tools
- Encouragement for process improvement
- Full integration into the daily work processes

# Q & A Session

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