

PMO OR OPM

THAT IS THE
QUESTION

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۲۶ و ۲۷ مهرماه ۱۴۰۲ تهران



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بودن یا نبودن مسأله این است.

تفکر و تعقل همه ما را بزدل و ترسو می کند. عزم و اراده هرگاه با افکار
احتیاط آمیز توأم شود، رنگ باخته و قدرت خود را از دست می دهد.
آرزوهای بزرگ به همین دلیل عملی نمی شود.

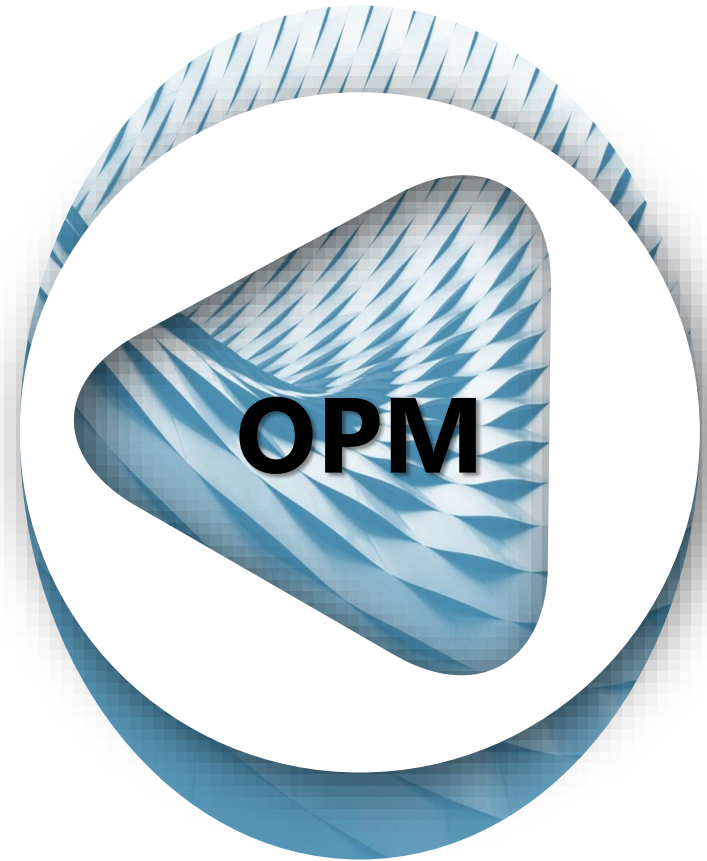
شکسپیر



The **standard PMO** introduces a focus on support that optimizes individual and project performance in the project management environment.

Its purview ranges from **managing multiple projects and multiple project managers** and may even include **overseeing** or otherwise **aligning** with one or more program managers

Alignment with the **organization's strategic business goals** can be achieved through the **systematic management** of portfolios, programs, and projects through the application of **Organizational Project Management (OPM)**.



Overview of PMO capabilities
across the PMO competency
continuum

01
Project
Oversight

PROJECT OFFICE

Achieve project deliverables and objectives for cost, schedule and resource utilization

- 1 or more projects
- 1 Project Manager

02
Process
Control

BASIC PMO

Provide a standard and repeatable PM methodology for use across all projects

- Multiple Projects
- Multiple PMs
- Program Manager
- Part Time PMO Support Staff

03
Process
Support

STANDARD PMO

Establish capability and infrastructure to support and govern a cohesive project environment

- Multiple Projects
- Multiple PMs
- Program Managers
- Director/Senior Program Manager
- Full Time and Part Time PMO Staff

04
Business
Maturity

ADVANCED PMO

Apply an integrated and comprehensive project management capability to achieve business objectives

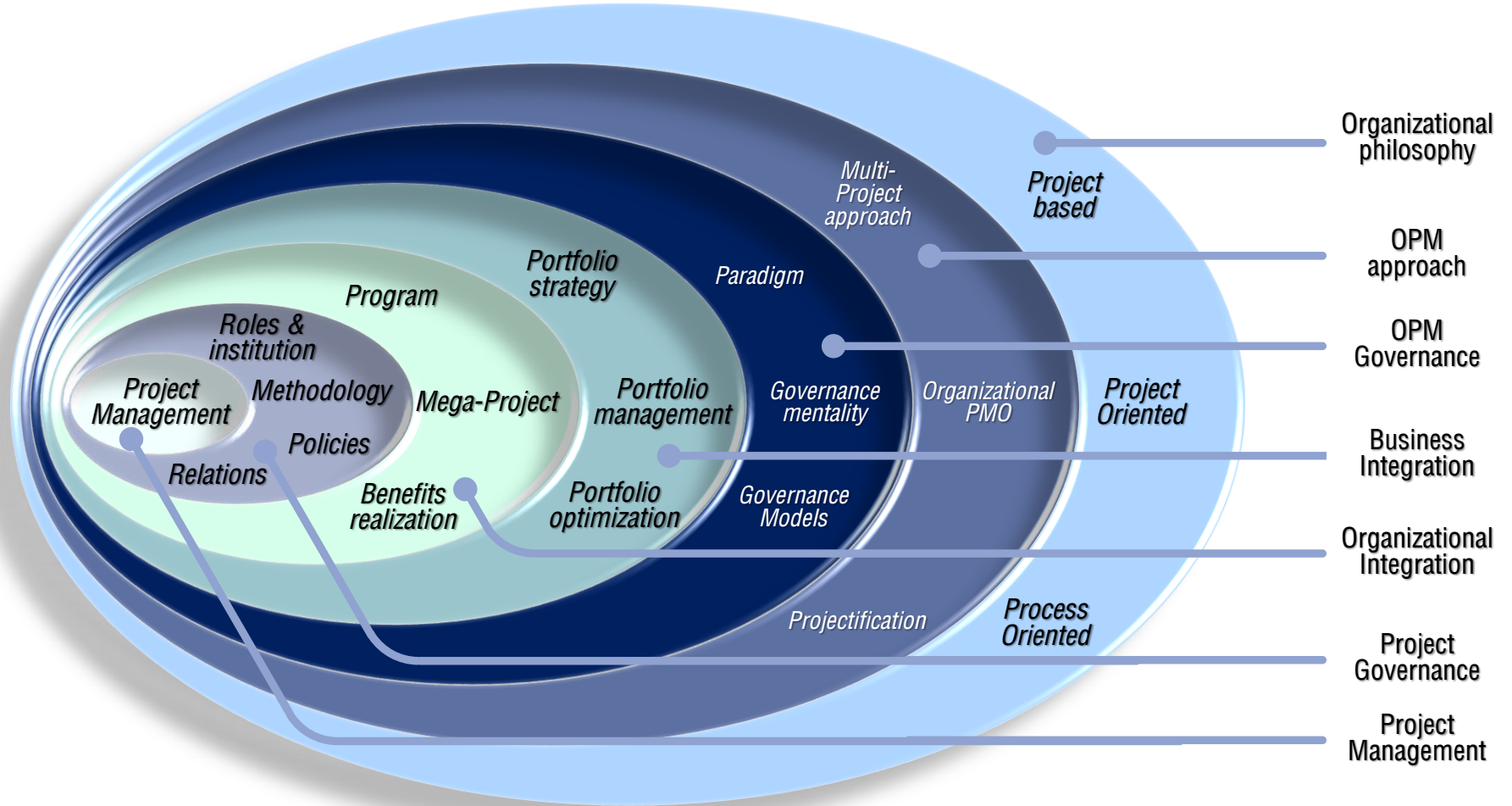
- Multiple Projects
- Multiple PMs
- Program Managers
- PMO Director
- Dedicated PMO technical and Support Staff

05
Strategic
Alignment

CENTER OF
EXCELLENCE

Manage continuous improvement and cross-department collaboration to achieve strategic business goals

- Multiple Programs
- Vice President or Director of Project Management
- Dedicated PMO Technical Staff
- Enterprise-wide Support Staff



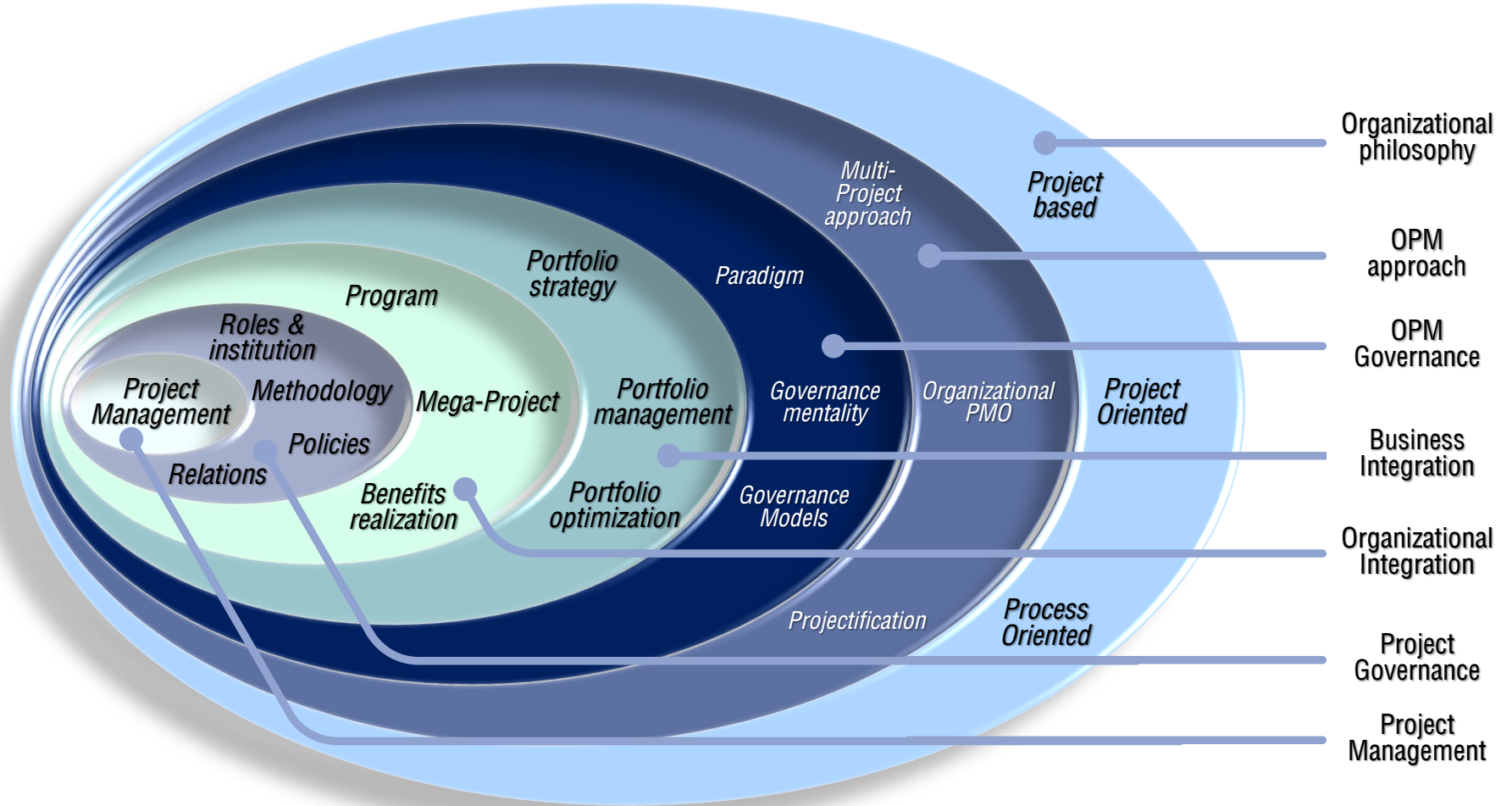


حافظ

پرکن پیاله را
کاین آب آیشن
دیرمی است ره به حال خرابم نمی رود

این جامها که در پی هم می شود
دریای آتش است که ریزم به گام خویش

کردار بی ریاید و احمق
سختی



در راه زندگی
تشنه
با این همه تلاش و تمنا و

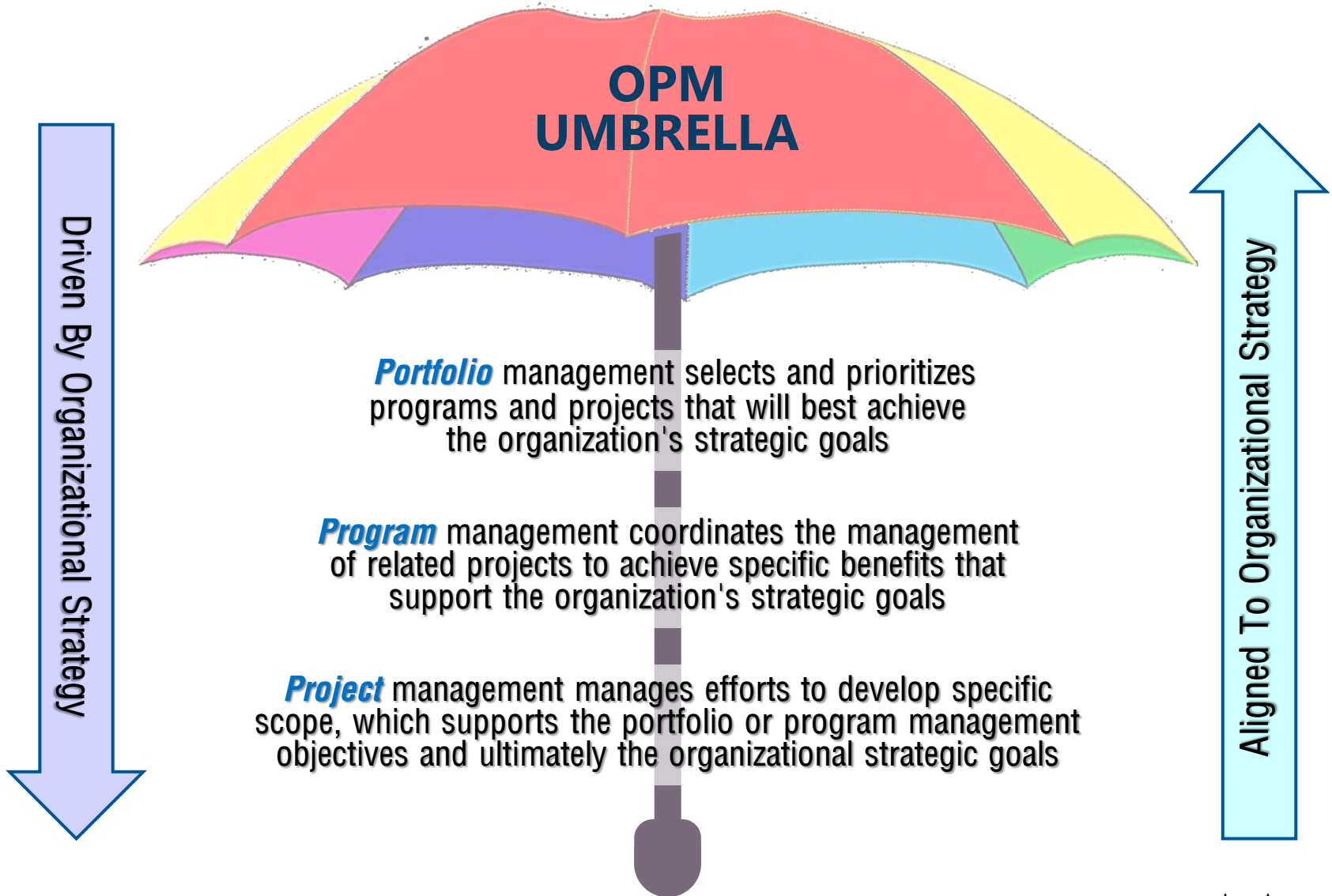
با این که ناله می کشم از دل که
آب... آب...

دیگر عزیزان هم به سرانجام می‌رسند





OPM provides a strategic framework as an umbrella to cover, use and guide portfolio, program, and project management to deliver organizational strategy

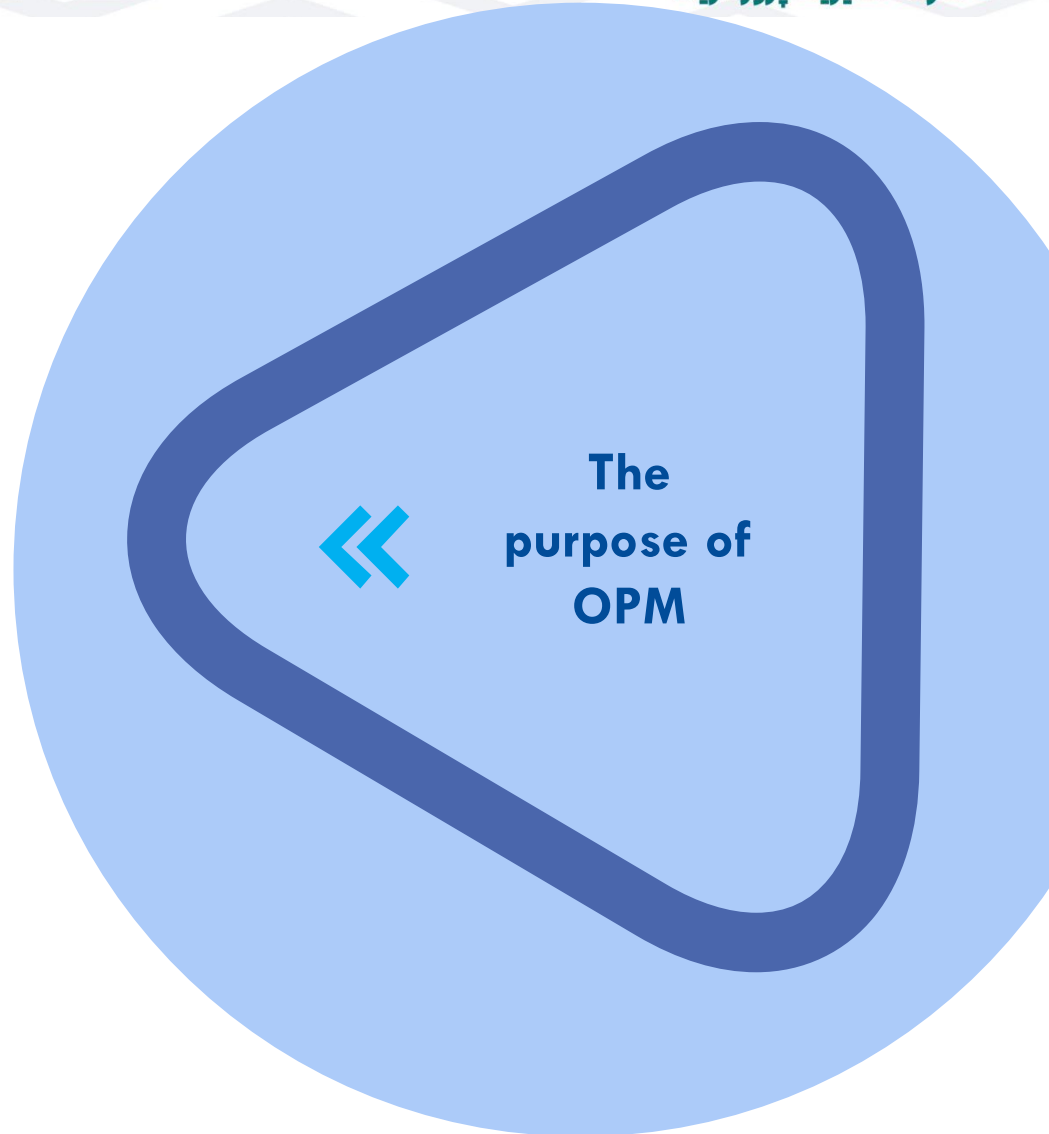


Portfolio management selects and prioritizes programs and projects that will best achieve the organization's strategic goals

Program management coordinates the management of related projects to achieve specific benefits that support the organization's strategic goals

Project management manages efforts to develop specific scope, which supports the portfolio or program management objectives and ultimately the organizational strategic goals

To ensure that the organization undertakes the **right projects** and allocates critical resources appropriately. OPM also helps to ensure that **all levels** in the organization **understand** the strategic vision, the initiatives that support the vision, the objectives, and the deliverables.





01
to
20

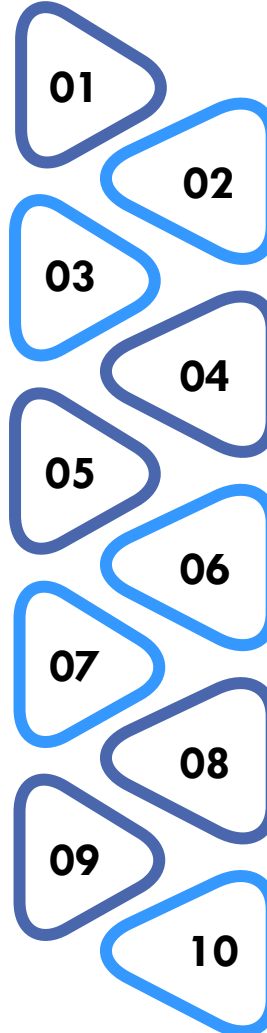
Define and approve organizational strategy, goals, and objectives

Establish and approve portfolio, program, and project governance framework

Determine and approve prioritization criteria

Identify, ensure, and communicate strategic alignment

Request, review, and authorize changes



**OPM Governance Decisions and Guidance;
Oversee and Ensure Management**

Make and determine policy

Ensure engagement of key stakeholders

Authorize components and mix

Determine and communicate risk appetite and thresholds; resolve risks / issues

Determine and provide funding and resources

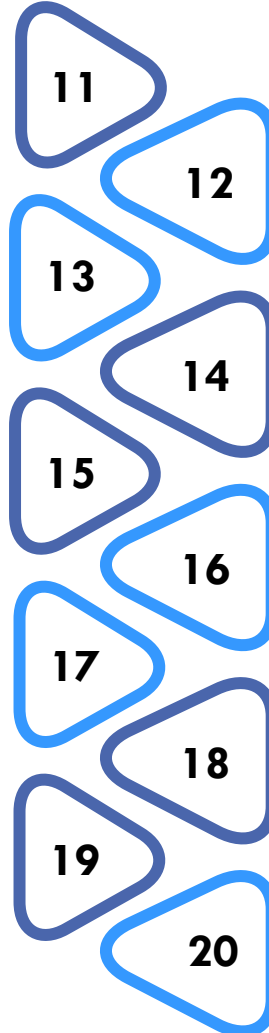
Approve, terminate, or cancel portfolio, program, and/or project

Approve charters, plans, and/or business cases

Review and approve integrated roadmap

Authorize audits

Accountable for portfolio, program, and project results



**OPM Governance Decisions and Guidance;
Oversee and Ensure Management**

Determine & approve roles, responsibilities, and decision making authorities

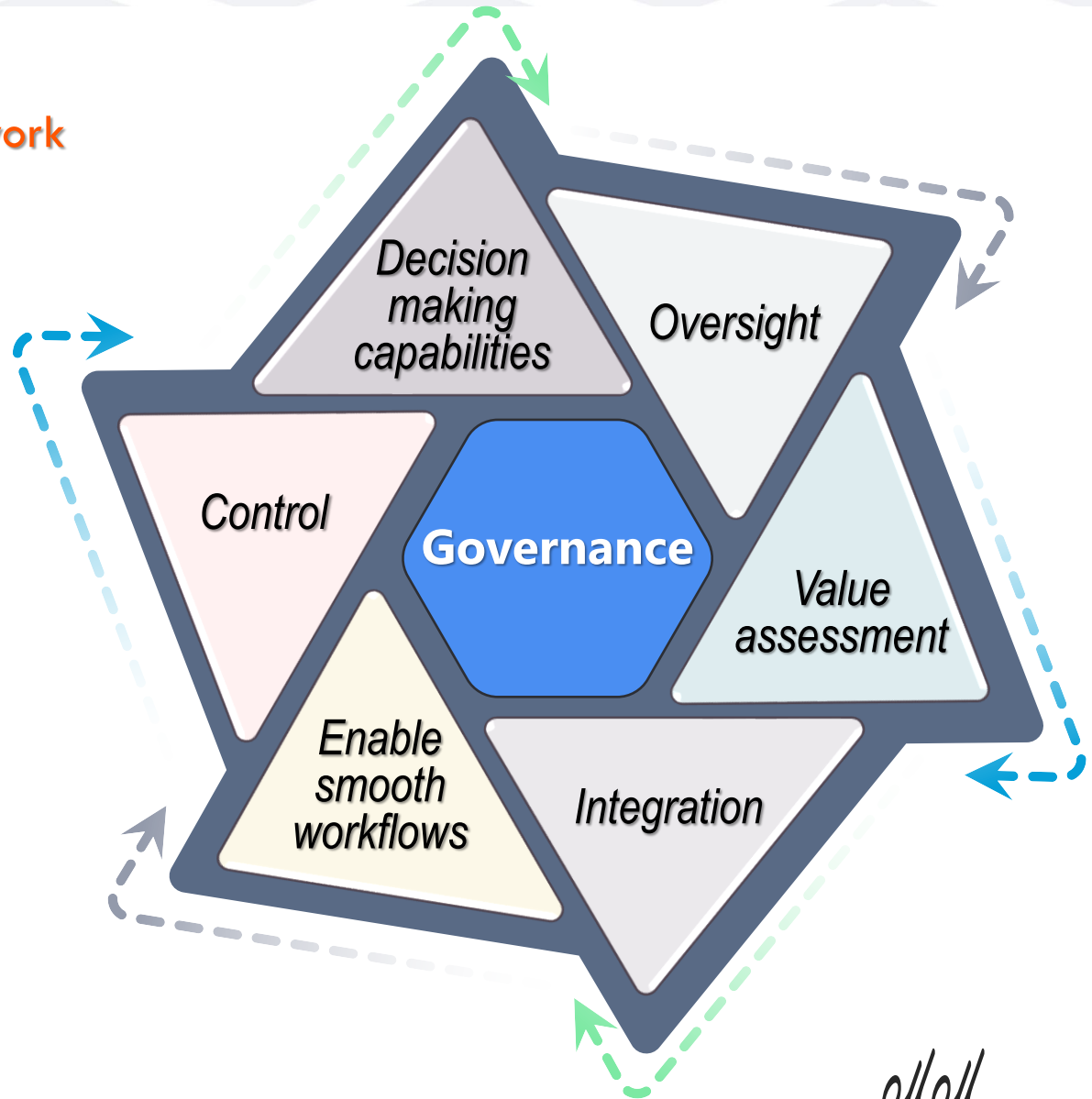
Determine and/or approve key performance indicators (KPIs) / measures

Review, approve, and/or authorize phase gates and/or reviews

Review and approve organizational change management

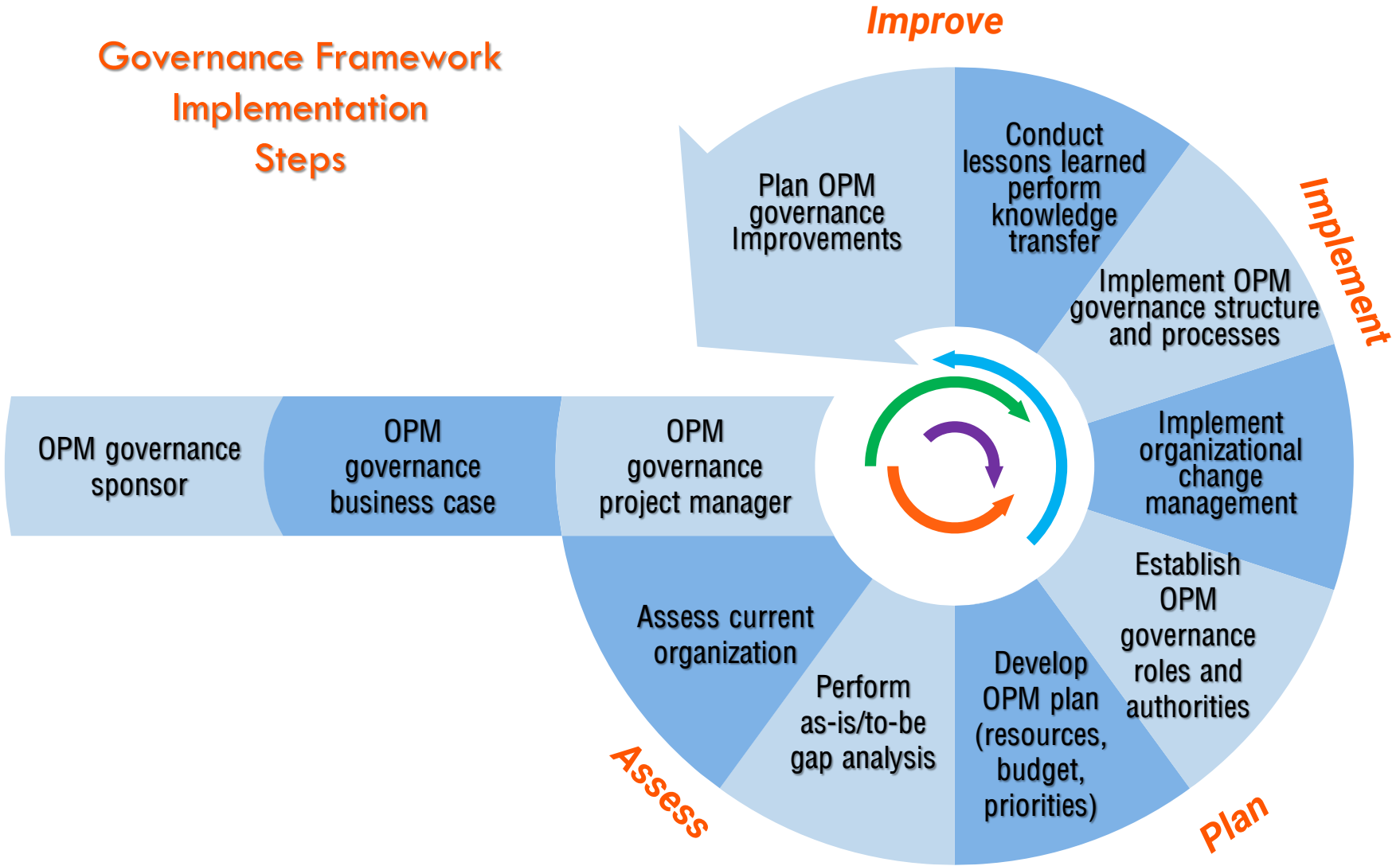
Review and approve portfolio, program, and project methodology

Elements of a governance framework

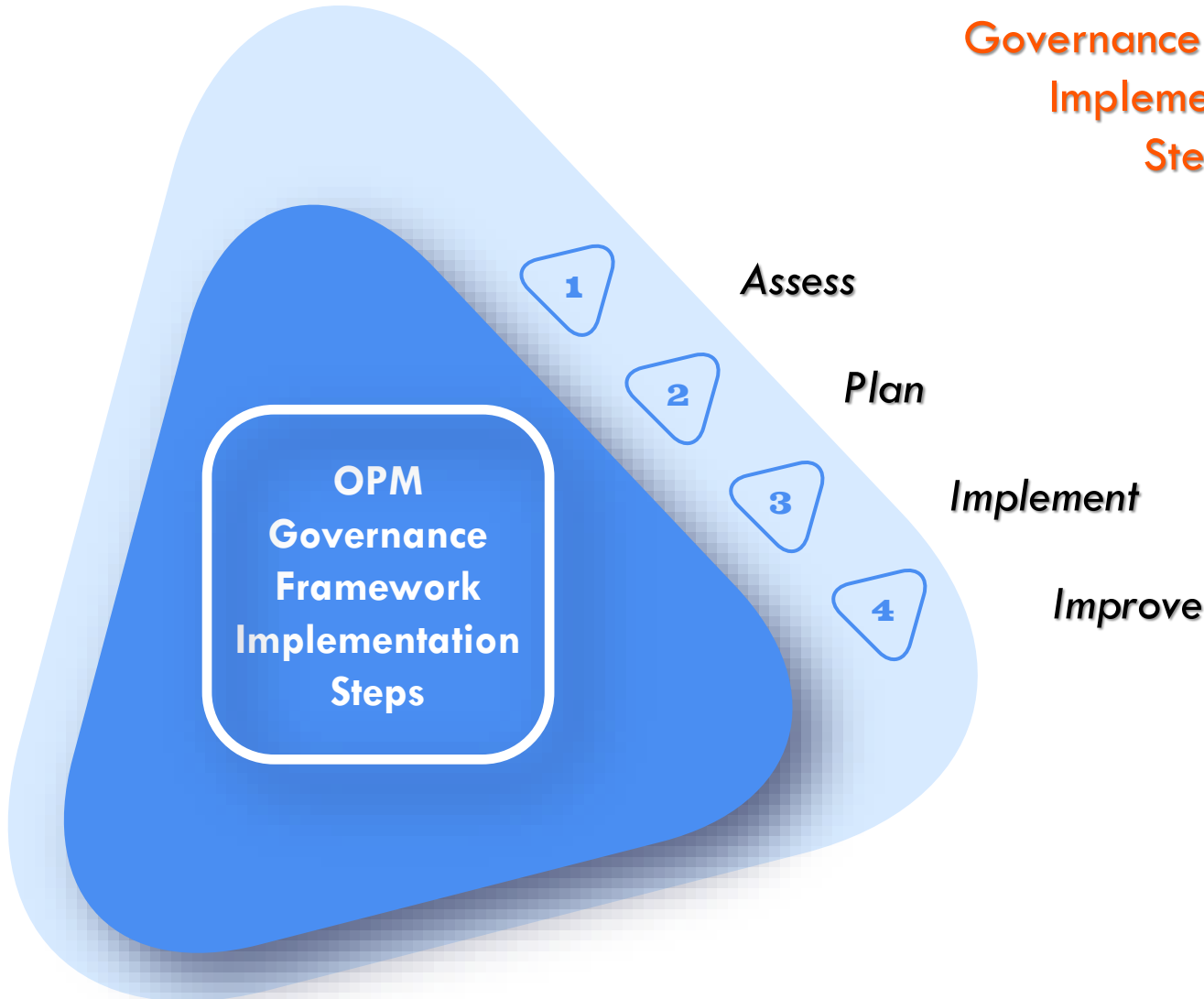


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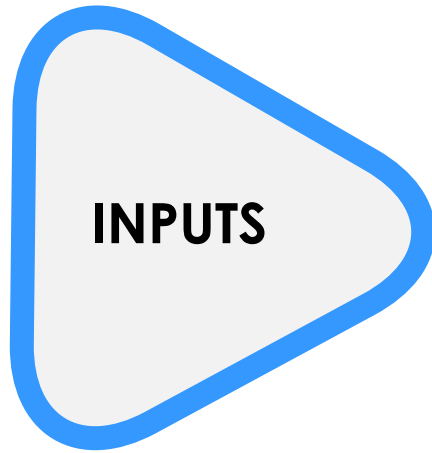
Governance Framework Implementation Steps



Governance Framework Implementation Steps



Governance Framework Implementation Steps



- 1) *OPM governance sponsor*
 - 2) *OPM governance business needs and goals*
 - 3) *Organizational structures, policies, and procedures*
- 
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Governance Framework Implementation Steps



PROCESSES

- 1) *Perform OPM governance assessment*
- 2) *Define OPM governance current & future state*
- 3) *Define OPM governance goals and objectives*
- 4) *Perform stakeholder analysis*

DELIVERABLES

- 1) *OPM governance charter*

Governance Framework Implementation Steps

PROCESSES

- 1) *Perform OPM governance approach and requirements*
- 2) *Define OPM governance implementation plan*
- 3) *Establish governance roles, responsibilities, and authorities*
- 4) *Establish decision making/ escalation/ change request/ review process*

DELIVERABLES

- 1) *OPM governance management plan*



Governance Framework Implementation Steps



PROCESSES

- 1) *Implement integrated governance structure*
- 2) *Deliver communications and training*
- 3) *Implement changes to OPM governance and policies*
- 4) *Assess and report OPM governance KPIs*

DELIVERABLES

- 1) *Integrated governance functions and processes*

Governance Framework Implementation Steps

PROCESSES

- 1) *Conduct lessons learned*
- 2) *Perform OPM governance project closure*
- 3) *Transition to operation*

DELIVERABLES

- 1) *Improvement opportunities*
- 2) *Closure report*

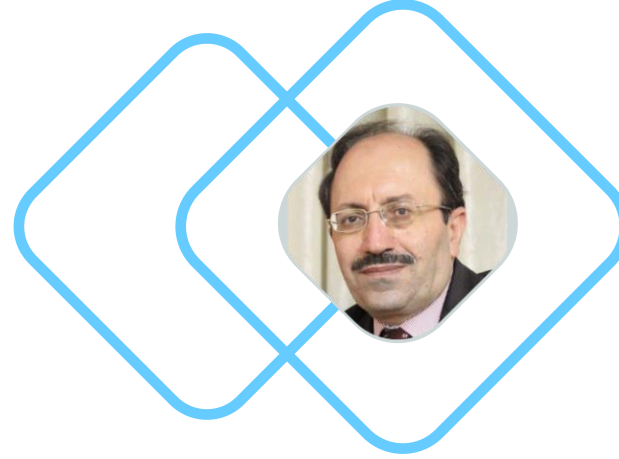


صبر کن، الصبر مفتاح الفرج
فکر، شیر و گور و دلها بیشهها
احتما کن قوت جانت ببین
تا که از زر سازمت من گوشوار
مختلف جانند تا یا از الف
گرچه از یک رو ز سر تا پا یکیست
از یکی رو هزل و از یک روی جد

گر تو اشکالی بکلی و حرج
احتما کن احتما ز اندیشهها
احتما اصل دوا آمد یقین
قابل این گفتهها شو گوشوار
اولا بشنو که خلق مختلف
در حروف مختلف شور و شکیست
از یکی رو ضد و یک رو متحد

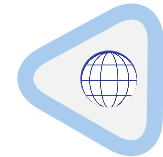
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