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MetaPM Case Study

PMO Review – Transport and Logistics

The Challenge

The company was undergoing a major transformational program and had experienced several issues with the current PMO, which included:

- Poor project initiation – including project scoping and business cases
- No formal gating and review process
- Inconsistent program and project documentation, tools and methods.
- Inconsistent reporting across the projects and programs.
- Ineffective project communications.
- No formal knowledge management practices
- Inconstancy in the use of the EPMO tool

On request from the executive team, MetaPM was asked to conduct a formal “Health Check” review of the PMO and provide a feedback on strengths, weaknesses and gaps.

MetaPM’s Approach

MetaPM’s PMO review approach incorporates a foundational assessment against MetaPM’s proprietary PMO Model ©, which assesses the PMO in two dimensions:

1. The scope and coverage of the PMO at AaE
2. The delivery of PMO services at AaE

This approach identified the range of PMO activities that are being undertaken in the organisation and the effectiveness of the PMO in delivering those services.





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The Results

On completion of the review the key findings were:

- The PMO was not currently working to an agreed charter, performance measures and service expectations.
- Stakeholders were unaware of the support services offered by the PMO and as a result are unsure of the value of the PMO.
- The PMO had little involvement in project governance activities. This is contributing to an overall lack of effective project governance and resource management.
- There was a good set of project management standards. However, they were poorly implemented, with a lack of training and support.
- There was a lack of effective project communications. This is severely limiting the ability of project stakeholders to understand project performance.