Project Management Uplift and PMO Establishment

We engaged AMO to help us create and embed our own PMO function and processes. Over 9 months, AMO supported and guided us to build, trial, and implement a fit-for-purpose PMO. The team did an amazing amount of work to bring this project to life. I am extremely appreciative of what they have helped us create and have no hesitation in recommending AMO to any organisation looking to improve or build their own PMO.

~ General Manager, PMO & IT

KEY RESULTS

>$2M
Year on year expected benefits from improved process efficiency

~85%
4/5 and 5/5-star customer satisfaction of PMO rollout

>75%
Improvement in the resolution of systemic project delivery issues in just over 1 month

25%
Increase in project management knowledge from our workshops

COMPANY OVERVIEW

This company is America's No.1 yogurt brand with a mission of making high-quality and nutritious food accessible to more people, while elevating our communities and making the world a healthier place. They produce yogurt, Oatmilk, and dairy and non-dairy creamers.

THE PROBLEM

This organisation's Australia branch had experienced tremendous growth over the past ten years, but expanding rapidly has also presented challenges. Its project structures have not adapted at the same pace as the rest of the business, which has impacted its ability to efficiently deliver projects required to support its rapid expansion.

They engaged Agile Management Office (AMO) to establish an enterprise PMO function and introduce proven project delivery and governance practices. Together, we created a strategic roadmap that touched every business function and used this to transform the organisation while building the team's project capabilities.

OUR CHALLENGE

- Build a PMO Governance function and uplift project management capability
- Integrate existing processes whilst mitigating the complexity of numerous ways to get a project delivered.
- Solving issues with silo working culture
- Improving visibility and profiling of the new PMO service
- Breakdown barriers, remove roadblocks and change processes companywide to adopt the new way of working
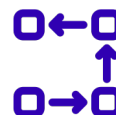
PROJECT OVERVIEW

For the project, we were asked to provide:

Review

Strategic Roadmap

Delivery

THE SOLUTION ⌄

We helped this organisation define its ways of working when it comes to Project Management and how the PMO interacted with its internal customers and consumers. We provided a solid foundation of a temporary "Build & Grow" function to develop capabilities (processes) before handing over to "Run & Operate" to operationalise, maintain, and support the capabilities. For each capability, a co-authored framework was developed with supporting artefacts like registers and reporting templates and a Roles & Responsibilities Matrix (RACI). A roadmap was developed and established which gave a structured, scalable solution to achieve the roadmap's goals. The following capabilities were also co-developed and rolled out as part of the roadmap to Maturity Level 2:

Demand Management	Capacity Planning	Budget Management	Methodology Management
Select, prioritise, and approve most relevant projects aligned to strategy and maximises ROI.	Manage resources with right people in the right roles at the right time. Clear view of upcoming demand and dependencies for budgeting.	Identify, plan, manage, and assess budgets to define if a project is delivering the ROI and aligns processes between finance, PMO, and projects.	Introduce a simple yet robust project lifecycle for projects to be consistently delivered, allowing necessary checks and balances to be carried out.
Framework and Handbook	**Change Request Management**	**Risks, Issues, & Dependencies**	**Reporting**
A single document with context for processes, tools and templates, and how the Governance function and Project Management process connect.	Manage business and project requests for change to scope, budget, or timelines and manage change requests through approval and embedding into projects and their budgets.	Identify, track, and manage events that impact a project's delivery ability. Identify, capture, and manage tasks that require dependency on resources and events to deliver a given project.	Reflect the current and likely future state of a project, program, and portfolio to mitigate risks, provide visibility on progress, and pull levers to adjust scope, budget, or time.

THE OUTPUTS ⌄

- Assessment of current state of PMO and project management practices and a plan of proposed improvements, including requirements validation and proposed activities / roadmap for future growth
- Uplifting of key staff through coaching and introduction of innovative techniques and supporting tools such as change management

- Creation of frameworks and supporting artefacts, introduction of innovative techniques, supportive tools along with a developed and implemented shared knowledge-centre that is to be used as the single source of truth for all project related processes
- Endorsement of a company-wide PMO Governance Capability that would support delivery

THE RESULT ⌄

By the end of the engagement, we helped this organisation implement capabilities to set foundations to mature and scale governance and delivery management functions. This was done by working at team, project, program, and portfolio levels, establishing processes to manage the work to a standardised level. We also led change management activities using our proven AMO WayTM to ensure the organisation could carry on after the engagement completed. To transition to "business as usual," we used an iterative approach and provided a smooth handover by running trainer/training activities, workshops, and check ins. As a result, the following benefits have been realised:

1 **Engagement**
Engagement uplift into the PMO and a standardised way of how projects work

2 **Enhanced Governance**
Development and implementation of an endorsed governance model

3 **Scalable Model**
Built a repeatable MVP project process that grows with maturity