PMO Mission, Charter, and Competency

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Many organizations in society choose to develop a project management office (PMO) with the primary goals of improving their respective performance and productivity of their projects. Mainly, PMO is intended to enhance the efficiency of the project management system in an organization. Strikingly, a well-established PMO needs to have a competency continuum stage, critical stakeholders associated with the organization, a well-defined vision and mission, and a charter. The vision entails what a given organization aims to achieve, and the mission is the primary purpose of the PMO. Then, a well-developed charter defines stakeholders, the organization's structure, objectives, and scope in an economy. Then, the competency continuum stage is vital in ensuring shows and describes how various set standards and methodologies within the organization will apply to the project. In the case of Standard Bank in South Africa, the PMO has a distinct mission, a charter, and competency. The focal point of this paper will be on developing a PMO charter, mission, and competency continuum for Standard Bank in South Africa.

**PMO Mission, Vision, and Key Stakeholders**

A PMO's mission highlights the PMO's core objective, whereas the vision outlines the organization’s desired future position. The PMO seeks to adopt a system development lifecycle named Scaled Agile Framework (SAFe) that can be applied to improve the delivery of new applications and/or their enhancements for the Standard Bank in South Africa (Johnston & Gill, 2017). The SAFe framework is a proven methodology that allows lean/agile techniques (most linked with small-scale application development) to be applied to large-scale systems. In the SAFe framework, the PMO now becomes an "agile PMO" or APMO. The APMO mission corresponds to the organizational mission and vision of Standard Bank, which is to stay committed to developing applications and platforms that engage with communities and enterprises around which they operate (Standard Bank, 2021). The organization's stakeholders (employees, shareholders, and customers) are now engaged and satisfied via the APMO stakeholders: business owners, subject-matter experts, project managers, program manager(s), and the executive sponsor.

**APMO Charter Development**

When it came to a software development approach, Standard Bank used the "waterfall" strategy. Cost and time overruns were far too common in this type of development. Long development cycles—often three or more years for major applications—and less flexibility came at a price. Users inside the organization would occasionally refuse to utilize the system even after it was built because it did not appear to suit their demands (Johnston & Gill, 2017).

**APMO Business Purpose**

The APMO chose to enhance the development and delivery of software support services and applications at the bank to decrease costs and development time while increasing the flexibility of installed applications. As a result, the bank's competitive advantages in the African economy have improved. In this situation, the new structure will ensure that the bank's services and products are delivered efficiently. In the long term, the bank will earn more money since more customers will be drawn to it. The situation is critical for its development.

**APMO Business Alignment**

In an APMO setting, iterative and incremental software development is based on a cyclical release and upgrade strategy and a steady rise in feature additions. This, in turn, is frequently tied to an organization's strategic objectives, mission, and vision. A huge organization, on the other hand, can conduct hundreds of projects simultaneously. It's possible to miss the strategy alignment for all the organization's projects in this situation. The APMO establishes and guarantees a strategy deployment method. Through systematic planning and good organizational alignment, the structured strategy deployment framework assists the APMO in steering an organization toward its unique long-term strategic objectives and intermediate goals while also maintaining and improving key business processes and results. There are five layers to the framework:

1. Values - principles that we stand for that do not alter throughout time.
2. Vision - the ideal future ambition to be realized within 5-15 years.
3. Mission - what do we want to achieve, and what are the goals for the next 3-5 years?
4. Objectives - the year's priorities, budgets, roadmaps, and projects.
5. Actions - milestones, tasks, resources, dates, metrics, and outcomes.

**APMO Empowerment Authority**

The APMO empowerment authority will be provided via team empowerment. Team empowerment is often used for agile delivery because it incorporates both decision-making and self-reliance, which (together) greatly decreases the time spent in approving the execution of units of work and tasks. Teams that have a functioning APMO can benefit from reduced costs and increased productivity as they complete their initiatives. In an adaptive/agile project, it is best to choose and refine a cost estimation technique as the project progresses. As the scope is clear in predictive projects, selecting an appropriate method is crucial to avoiding deviation at later stages.

**APMO Fiscal Management**

Funding decisions are made depending on the organization's existing situation at any time during the fiscal year (as opposed to quarterly or annually in some traditional PMO settings). When funds are allocated, they are fully utilized possible to drive the organization ahead. Excessive budgets are disclosed as soon as they are discovered, allowing for better control of financial hazards. Project costs are tracked and aligned with financial objectives (e.g., budget, IRR, ROI, NPV).

**APMO Charter Approval**

The executive sponsor must approve the charter when it has been drafted. APMO charter approvals shall be based on vital details that will show that the APMO is served its purpose. For instance, the bank's management will look at how beneficial APMOs are to its operation and overall revenue. If APMO is determined to be beneficial, its charter shall be approved. Projects within the portfolio should be aligned with the organization's strategy, and the team's attention should be concentrated in an agile project charter. The APMO and the agile project charter should be aiming to complete units of work in terms of increments or iterations.

**Relation to PMO Competency Continuum**

The APMO Competency Continuum outlines the PMO's phases or stages. Different roles are allocated to each stage of the APMO competency continuum. With the purpose of defining the competency continuum level for the subject organization's APMO, the size of the firm and the roles given to the APMO in its charter will be considered. Standard Bank is globally based. This indicates that the organization has several initiatives spread out around the globe. As a result, Advanced PMO/APMO is the ideal classification for this company. The capabilities of an advanced APMO will make it simpler to meet the organization's goals and objectives. An advanced APMO is more business-oriented and manages a larger area of operation while doing a greater number of duties. In addition, an advanced APMO functions as a stand-alone entity inside the corporation. This will provide it the power and independence it needs to carry out the subject organization's mandate. Because an advanced APMO is well-resourced, it will be able to deliver quality standards and processes to the subject organization's projects and programs. The Organizational Project Management Maturity Model (OPM3) assesses an organization's level of behavior growth. Documented procedures and the usage of standard methodologies are also required by OPM3. Rather than reacting, the organization is becoming more proactive because of strategic alignment. As a result, this continuum stage would be comparable to OPM3.

**Conclusion**

This article has highlighted the steps that the subject organization, Standard Bank of South Africa, would employ to develop its PMO mission, vision, charter, and competency continuum stage. Since Standard Bank chose to implement the SAFe framework, which is based on agile project management principles, the PMO becomes an agile PMO or APMO. The APMO's goal and vision should be in sync with the subject organizations. The APMO charter will include information such as the organization's structure, important stakeholders, management, and goals. Because the subject organization is situated all over the world, important stakeholders should be selected from different locations to ensure that each region is effectively represented. The advanced APMO competency continuum level was chosen because it will be able to encompass all the subject organization's project management demands.

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