

# THE ROLE OF THE PMO ANALYST



TUESDAY 28<sup>TH</sup> SEPT



Eileen J Roden

## SPEAKING TODAY



# ESSENTIALS FOR PMO ANALYSTS™

Lindsay Scott



1

## Day-to-Day

Who are PMO Analysts and what do they do?

2

## K,S,B

The knowledge, skills and behaviours needed

3

## Developing

How can PMO Analysts develop themselves?

4

## Career Path

What does the career path look like?

5

## Next Steps

Becoming a PMO Analyst

# THE ROLE OF THE PMO ANALYST





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# WHY DO PMO ANALYST ROLES EXIST?

- Supporting the Project, Programme or Portfolio Manager and their team in delivery including co-ordination, planning, control, reporting, analysis, and insights.
- Supporting the PMO Manager in the delivery of PMO initiatives.





# ENTRY LEVEL REQUIREMENTS TO BECOMING A PMO ANALYST

- **Has worked in a project, programme or portfolio management environment**
- **Previous experience in a PMO or supporting projects, programmes or portfolios**





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11am Check in with Bob PM, ahead of audit next week

12 noon Last minute prep - work through lunch!

1.30pm Requirements Workshop - On facilitation duties!

4.00pm Mentoring session with Karen (Project Admin)

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- Finance updates on TransX project
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# DAY TO DAY ROLE



A typical day in the life of  
a PMO Analyst

## KEY RESPONSIBILITIES

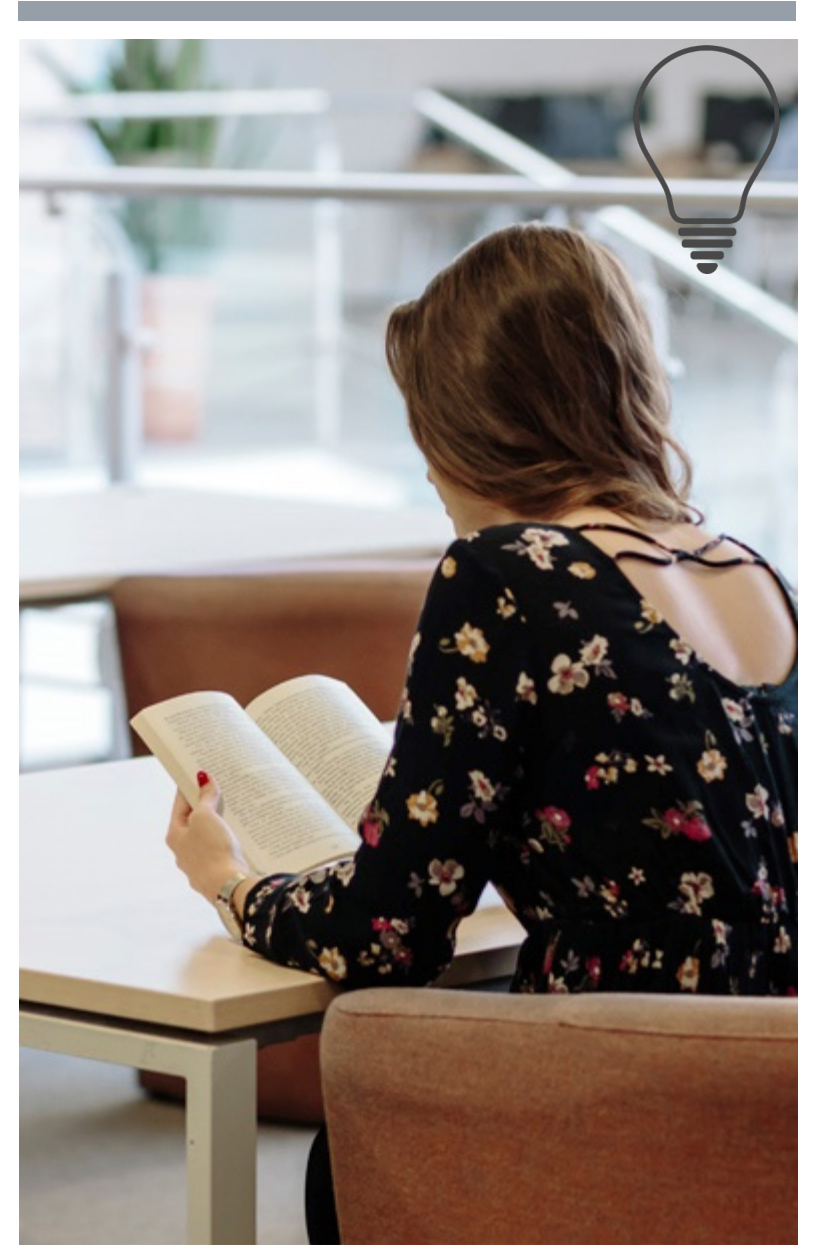
Provides P3M services including, for example, maintaining schedules and plans; financial monitoring; decision-support; benefits tracking; maintaining risks, actions, issues and change registers; dependency management; resource management; supporting communication mechanisms; and developing documentation.

Co-ordinate the production of reports to support governance, by collating, analysing, evaluating, and manipulating data, records, and other information. Maintain libraries, registers, and systems.

Provide education, training and first line support on the agreed P3M procedures, processes, and tools.

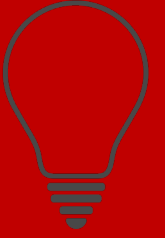
Support senior management in championing and embedding P3M practices across the organization.

Undertakes the role of service manager for one or more P3M services for the organization.





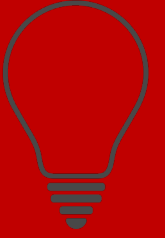
# KNOWLEDGE, SKILLS AND BEHAVIOURS



To perform well in any position there is a combination of key knowledge, skills and behaviours required that underpin the core role you perform



# KNOWLEDGE



Applications and tools of the organisation (e.g. office systems, CRM/ERP systems, document management systems, P3M tools and HR systems)



Boundaries of your authority and responsibilities



Change and Delivery methods and associated controls from conception to benefits realisation (e.g. MoP, MSP, PRINCE2, Managing Benefits, etc and local tailoring)



Corporate language and communication, culture (including politics), context and current priorities



Corporate processes and procedures (and associated timings) relevant to delivery (e.g. Administration, Finance, HR, Procurement, Quality Management System)



The organisation's governance structure and who's who (along with customer and supplier organisations as appropriate) and relationships between the parties



Who to contact for what (internally and externally)

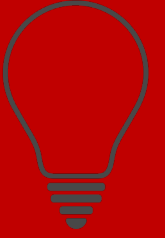


P3M and PMO theories and practice, including maturity models



Professional standards and corporate norms (including appropriate delivery and legal frameworks)

# SKILLS



## Self

- Act Assertively
- Active Listening
- Ask Powerful Questions
- Balance Competing Needs
- Follow
- Reflect
- Professional Judgement
- Time Management



## Relationships

- Build Consensus
- Coach and Mentor
- Consult
- Customer Service
- Delegate
- Engage
- Empathise
- Empower
- Manage Conflict
- Motivate



## Thinking

- Decision Making
- Intuitive
- Interview
- Learn
- Systems Thinking



## Communications

- Communicate and Present
- Influence Others
- Inspire
- Innovate
- Persuade
- Think Creatively



## Analytical

- Analysis
- Benchmark
- Contingency Planning
- Critical Analysis
- Forecast
- Scenario Building
- Setting Objectives



## Problem Solving

- Data Assimilation
- Evaluate
- Feedback
- Monitor
- Negotiate
- Prioritise
- Research
- Reviewing
- Solve Problems



## Strategic

- Demonstrate business and commercial acumen
- Think Strategically

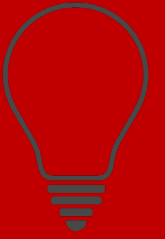


## Collaboration

- Collaborate
- Demonstrate
- Facilitate
- Network



# BEHAVIOURS



Pay attention to detail, but be pragmatic – keep the bigger picture in mind.



Be resilient and maintain a positive attitude



Be a team player, being a role model for the core values and behaviours of the organisation



Recognise the limits of your expertise and continue to develop your knowledge and skills



Take ownership of tasks and complete promptly, keeping customer up to date of progress and task completion



Probe and challenge confidently, in a professional manner



Be open and honest, take time to build relationships, credibility, and trust



Practice what you preach and lead by example



Be proactive and use initiative to achieve a successful outcome for all those involved in a timely manner



Provide candid feedback and recommendations in a constructive manner



Be open to challenge and debate; avoid being wedded to a single solution



Be curious and look beyond the obvious; recognising non-verbal behaviours to get to the real picture



Be tenacious and act assertively as appropriate



Remain objective, reserving judgement until all the information has been assimilated



Work with passion and compassion, maintaining a growth mindset

# BEING EFFECTIVE REQUIRES COMBINING SKILLS, KNOWLEDGE AND BEHAVIOURS



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Corporate processes and procedures (and associated timings) relevant to delivery (e.g. Administration, Finance, HR, Procurement, Quality Management System)



## Communications

- Communicate and Present
- Influence Others
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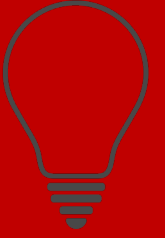


# ESSENTIALS FOR PMO ANALYSTS™

DEVELOPING AS A  
PMO ANALYST

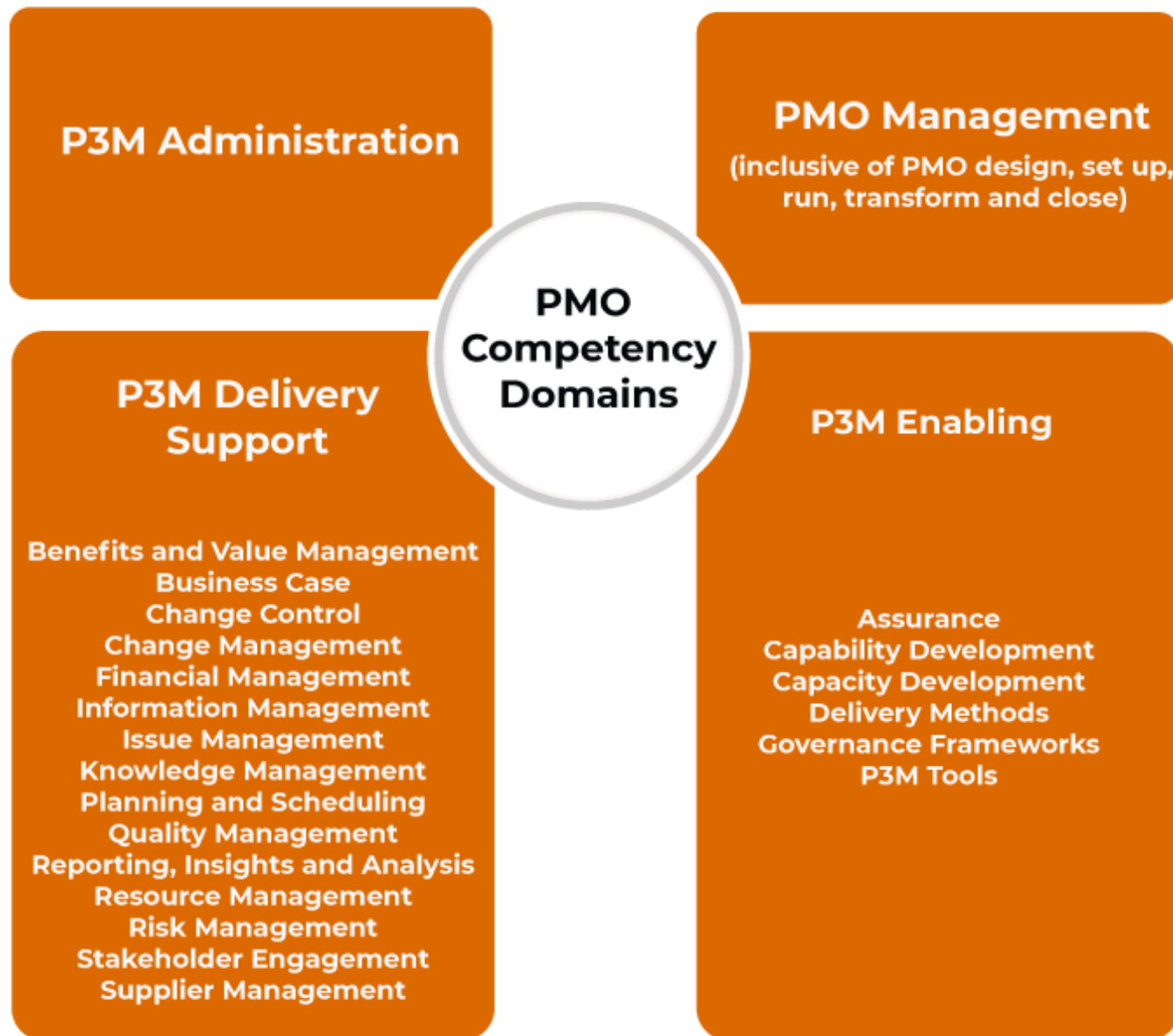


# WHO ITS AIMED AT



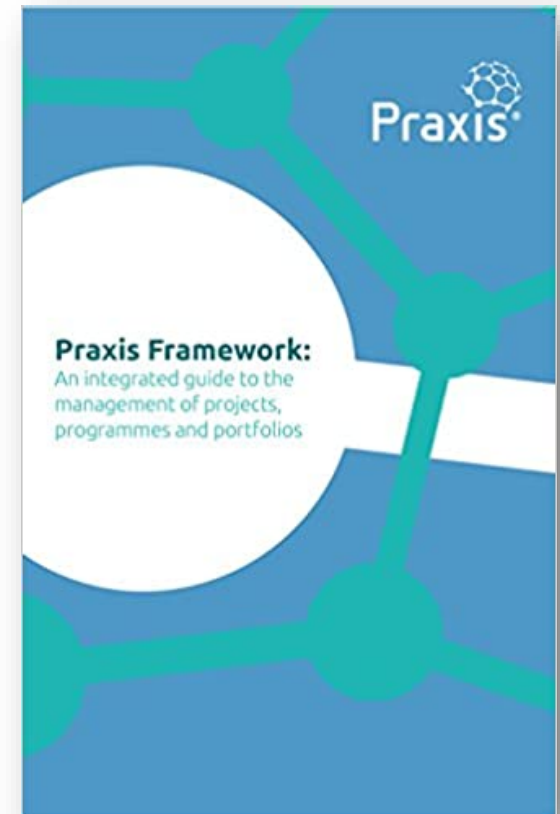
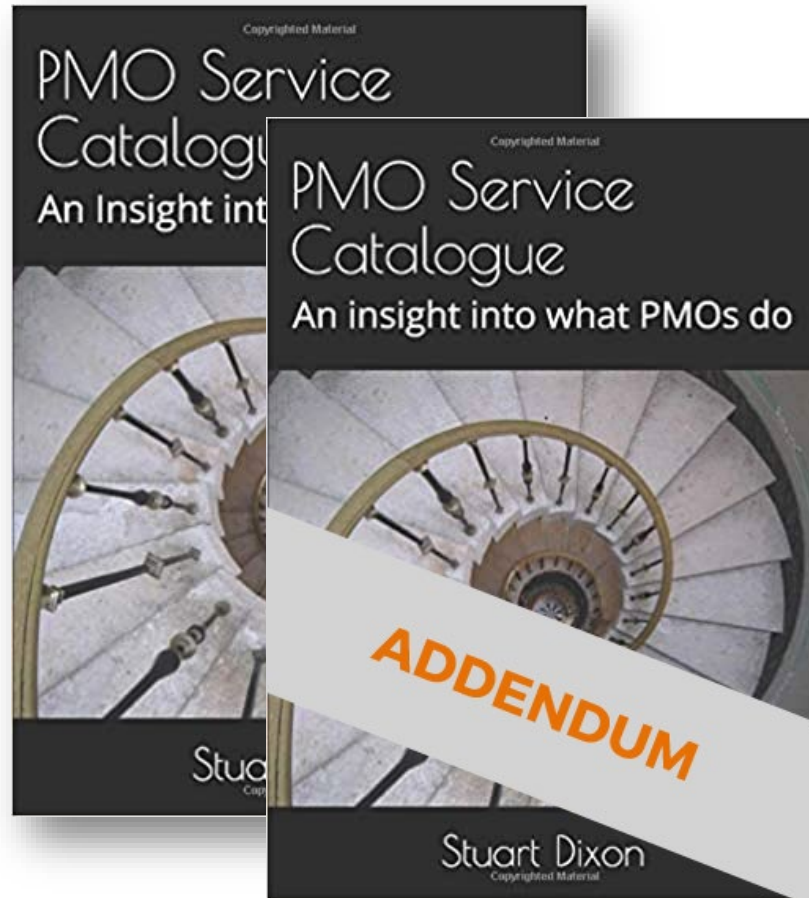
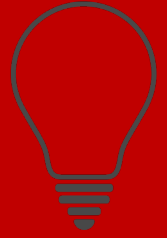
- Current and aspiring PMO Analysts, PMO Coordinators and Project Support Officers
- Suitable for those with a foundational knowledge in project, programme and portfolio management





# DEVELOPING AS A PMO ANALYST

# BEST PRACTICE



## LEARNING OBJECTIVES

**A candidate will understand the role of the PMO Analyst and the context within which the PMO Analyst works. Specifically, the candidate should understand:**

- **The P3M and PMO context**
- **The four key roles within a PMO**
- **The competences required to successfully to undertake the role of a PMO Analyst and how they can be applied**



## **COURSE CONTENT**

**CX – Context**

**RO – Roles**

**AD – P3M Administration**

**DS – P3M Delivery Support**

**EN – P3M Enabling**

## **COURSE CONTENT**

# **CX – Context**

- **Key roles involved in the delivery of PMO services**
- **The purpose and content of:**
  - **The PMO Service Strategy**
  - **The PMO Service Catalogue**
  - **The PMO operational Handbook**
- **The activities involved in the set up, running and closing of PMO services**

## **COURSE CONTENT**

# **RO - Roles**

- **The purpose of the four key PMO roles and how they relate to each other**
- **The key responsibilities of the PMO Analyst and how to execute them effectively**
- **The key knowledge required to undertake the role of the PMO Analyst and potential sources**
- **The key skills of the PMO Analyst and how to apply them**
- **The key behaviours of an effective PMO Analyst and their impact**

## **COURSE CONTENT**

# **AD – P3M Administration**

- **The definition and description of the competence**
- **Key terms and artefacts relating to the competence**
- **The potential services that require this specific competences and how the competences are used in the delivery of those services**



## COURSE CONTENT

# DS – P3M Delivery Support

- Benefits and Value Management
- Business Case
- Change Control
- Change Management
- Financial Management
- Information Management
- Issue Management
- Knowledge Management
- Planning and Scheduling
- Quality Management
- Reporting, Insights and Analysis
- Resource Management
- Risk Management
- Stakeholder Engagement
- Supplier Management
- Key Terms and Artefacts
- How they are used in the delivery of PMO Services

## COURSE CONTENT

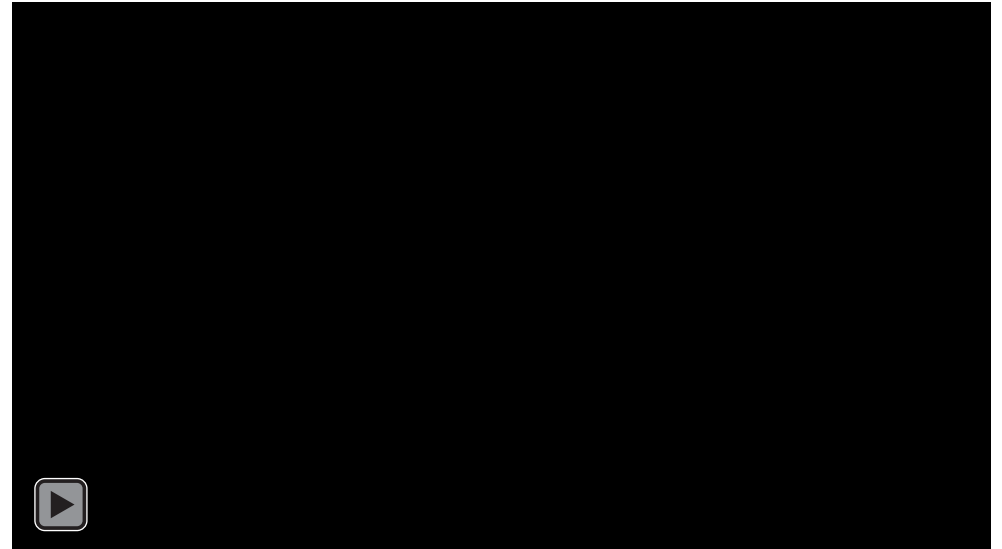
# EN – P3M Enabling

- **Delivery Methods**
- **Governance Frameworks**
- **Assurance**
- **P3M Tools**

- **Key Terms and Artefacts**
- **How they are used in the delivery of PMO Services**

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DEVELOPING AS A  
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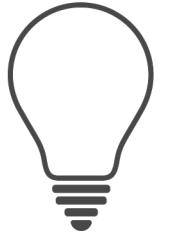


## THE PMO ANALYST CAREER PATH



## PMO ANALYST

- ✓ Working on more complex, complicated or bigger projects and programmes
- ✓ Working in a portfolio or enterprise level PMO
- ✓ Become an expert in a service area
- ✓ Becoming a mentor for others



## THE PMO ANALYST CAREER PATH

## PMO LEAD

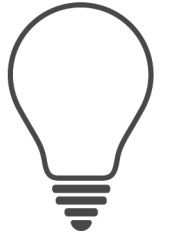
- ✓ Taking a lead/ manager role in temporary PMO structures
- ✓ Greater expertise in service design and implementation
- ✓ Work responsibilities/ delegation to team members



## THE PMO ANALYST CAREER PATH

## PMO MANAGER

- ✓ Designing, setting up, running and closing down PMOs
- ✓ Line management of people within the PMO



## THE PMO ANALYST CAREER PATH

# BECOMING A PMO ANALYST

- **You will:**
  - **Have worked in a project, programme or portfolio management environment**
  - **Have previous experience in a PMO or supporting projects, programmes or portfolios**
  - **Know what's expected of you in a PMO Analyst position**





# BECOMING A PMO ANALYST

- Gain the essential knowledge and understanding to undertake the role of a PMO Analyst.
- Demonstrate a greater understanding of projects, programmes, portfolios and the PMOs.
- Understand and articulate the core roles and responsibilities of a PMO Analyst role.
- Learn about the essential competences, knowledge, skills and behaviours required to perform the role of a PMO Analyst successfully.
- Discover the PMO services offered and how they are delivered by PMO Analyst
- Continue your professional and personal development journey in working in a PMO and the PMO Analyst role.
- Discover the fundamentals of the design, implementation, running and closing down of a PMO service.
- Learn the fifteen key competencies required to support delivery activities in projects, programmes and portfolios, such as planning, scheduling, risk management, change control, benefits management and risk management.

## ESSENTIALS FOR PMO ANALYSTS™

Next available course: 13<sup>th</sup> – 17<sup>th</sup> December



**THANK YOU!**

[WWW.PMOLEARNING.CO.UK](http://WWW.PMOLEARNING.CO.UK)

