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MetaPM Case Study

PMO Structure and Capability Development – Health

The Challenge

Our Client, a leading pharmaceutical wholesaler, recognised the need to build their Program Management Office (PMO) capability to support program and project delivery. The client had an existing portfolio of programs and projects, which were supported by a project management methodology based on PRINCE2®. MetaPM was engaged by the Senior Program Manager to review the PMO functions and capabilities, to recommend actions to enhance the PMO and establish an appropriate PMO structure.

In parallel, a transformation Program was being established, which required Program Office support separate to the PMO.

Any functions established for the Program Office needed to be transitioned into the PMO later.

MetaPM's Approach

The assignment was limited to 6 weeks in duration, during which MetaPM performed an assessment of current processes and artefacts, followed by the development of a Business Case, Capability Roadmap and Project Initiation Document for the ongoing development of PMO capabilities.

The assessment was combined with discussions with the client to ensure the scope was appropriate to the resources and capacity available implement activities, and to prioritise activities to meet the immediate Program Office requirements.

It became clear during the assignment that there was a strong need for a Program Dashboard To facilitate program status reporting to the Executive Team. MetaPM worked with the consultancy firm engaged to manage the program to ensure any artefacts or products would integrate with existing processes and support the program delivery.

The Results

The Business Case and Roadmap outlined a 1 - 2 year approach to developing PMO capability, including projected resourcing.

Key documents were created to support the Program Office, including a Charter containing Structure, Roles and Responsibilities and a Service Catalogue. A Program Dashboard was developed using Excel functions to minimise the level of maintenance and provided a summary report supported by graphs and charts.

The client was pleased with the ability of MetaPM to provide both high-level guidance for long-term development and practical solutions meeting day-to-day needs.