

Relationship to projects

PGM

- SCOPE:** Larger scope / provide more significant benefits
- CHANGE:** Expect change from inside/outside / be prepared to manage it
- PLANNING:** Develop overall PGM plan & high level plans to guide planning at component level
- MGMT:** Manage PGM staff + PM / provide vision & overall leadership
- SUCCESS:** Measured by degree to which PGM satisfies needs & benefits for which it was undertaken

Portfolio

- SCOPE:** Business scope that changes with the strategic goals of the organization
- CHANGE:** Monitor changes in the broad environment
- PLANNING:** Create & maintain processes & communication relative to portfolio
- MGMT:** Manage portfolio staff
- SUCCESS:** Aggregate performance of portfolio components

Organisational entity: Interaction varies from light to very deep

PMO [takes 1 of these roles]

- Provides PM methodology, best practice & standards
- Coaching, Mentoring, training
- Managing shared resources [provides]

MAY...

- Monitoring compliance with standards, policies, etc. via audits
- Coordinating communication [centralized]
- Recommends closure of projects
- Help gather lessons learned
- Providing templates & guidance
- Manage interdependencies between projects

MUST...

- Role clearly defined
- Take ONE role and stick to it
- Commitment of mgmt. is required
- Professional project mgmt. must be promoted

Projects intersect with operations at various points during PLC

Operations mgmt

- Closeout phase
- Developing new product, upgrading or expanding outputs
- Improvement of OP or product development process