Implementation of Project Management Office in Sharp Brains

MSPM- Spring 2025

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Program: Master of Science in Project Management

Report Title: Implementation of Project Management Office in Sharp Brains

It is to certify that the above student's PMO report has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have found the report in a format recognized by the BU.

Course Instructor's Signature: _____

Date: _____

Name: _____

DECLARATION

We hereby declare that this project report is based on our original work except for citations and quotations, which have been duly acknowledged. We also declare that it has not been previously submitted for any other degree or award at Bahria University or any other institution.

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DEDICATION

Specially dedicated to

My beloved grandmother, grandfather, mother, and father
Sara Khalid

My beloved grandmother, grandfather, mother, and father
Aqsa Fayyaz

ACKNOWLEDGEMENTS

We would like to thank everyone who has contributed to the successful completion of this project. We would like to express our gratitude to our course instructor, Mr. Ahsan Maqbool, for his invaluable advice, guidance, and enormous patience throughout the development of the report.

In addition, we would also like to express gratitude to our loving parents and friends who have helped and given us encouragement.

SARA KHALID

AQSA FAYYAZ

ABSTRACT

For the period 2024–2025, it has been observed through internal assessments and managerial inputs at **Sharp Brains** that multiple projects have experienced schedule delays, reactive risk handling, inconsistent execution quality, and limited visibility into project performance. These challenges have primarily arisen due to the absence of a formal Project Management Office (PMO), resulting in informal project planning practices, high-level scheduling, undocumented risks, and unstructured training across projects. The growing scale of operations, global project delivery across multiple regions, and increasing complexity of IT infrastructure and deployment projects have further amplified these issues, placing significant strain on project teams and management oversight. To improve project predictability, delivery consistency, and overall performance, the establishment of a centralized and supportive PMO—proposed as the **Project Excellence Office (PEO)**—is required. The proposed PEO will focus on strengthening schedule management, proactive risk management, and structured training support while maintaining a non-controlling, advisory role. The implementation of this independent PMO is expected to enhance on-time delivery, reduce project risks, improve execution quality, and provide better management visibility, thereby ensuring improved project success rates and supporting the sustainable growth of Sharp Brains.

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CHAPTER 1

Introduction

Sharp Brains provides “one-stop solutions” for all IT services. Driven by this commitment, Sharp Brains has extended its global reach, partnering with over 300 IT technicians to provide 24/7 local-language support across multiple time zones. Sharp Brains’ technicians are sourced through a rigorous compatibility process and are certified to the highest IT standards.

Sharp Brains began by offering data center and desktop support services. These services were budget-friendly and consistent. Sharp Brains provided proactive and reactive support, as well as break-fix services, across the entire business infrastructure. In a short time, Sharp Brains expanded its services to include storage, network, data center, desktop, printer, and switch support.

Today, Sharp Brains is a worldwide leader in systems integration. It is committed to providing its customers with the highest quality IT services at an affordable price. It is also committed to providing its customers with the support they need to achieve their business goals.

What does Sharp Brains do?

Sharp Brains is a preferred global IT services and solutions provider that offers end-to-end, secure services & solutions to businesses of all sizes worldwide. It was established in 2014 in the United Kingdom and has been helping companies to achieve their IT goals ever since. It has regional branches in the United States, India, Australia, Japan, the UAE, Pakistan, and Germany.

They understand that businesses in different countries face different regulatory requirements, so they ensure our solutions comply with all relevant regulations. They also use the latest technology to provide innovative solutions.

Why Choose Sharp Brains?

- Proven track record of 9 years of success
- A global company with an international presence in 50+ countries
- All-in-one IT services save time and money
- Smooth operations for quick issue resolution and continuous service
- Committed to excellent customer service
- Market Competitive Prices
- Certified with the highest standards of quality and security
- Complaint of data protection regulations

To become a preferred choice for clients by delivering dependable IT solutions that drive value and sustainable growth.

To provide innovative, high-quality technology services that consistently exceed customer expectations through excellence and professionalism.

Strategic Pillars of Sharp Brains

1. Strong Customer Relationships

Sharp Brains focuses on building long-term partnerships through responsive support, tailored services, and continuous client engagement. This strengthens trust and ensures high client retention.

2. Diverse IT Services Portfolio

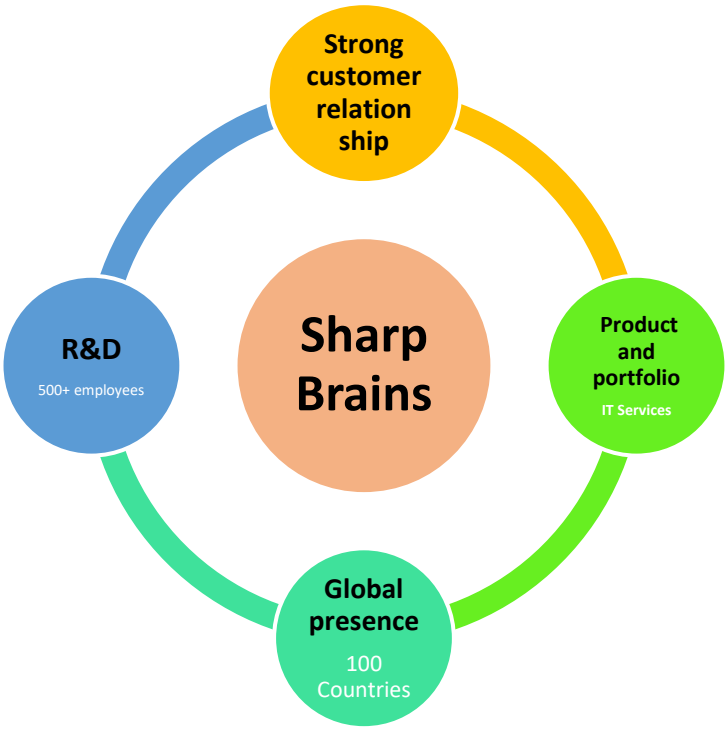
The company offers end-to-end IT services covering infrastructure deployment, networking, cloud solutions, system support, and field engineering. This comprehensive service mix allows Sharp Brains to meet a wide range of client needs.

3. Global Operational Presence

With service coverage in 100+ countries, Sharp Brains delivers consistent and scalable support across multiple regions. This global footprint enables fast response times and multi-site project execution.

4. Research & Development Strength

A dedicated team of 500+ professionals drives innovation, process improvement, and development of future-ready solutions, ensuring the company stays competitive.

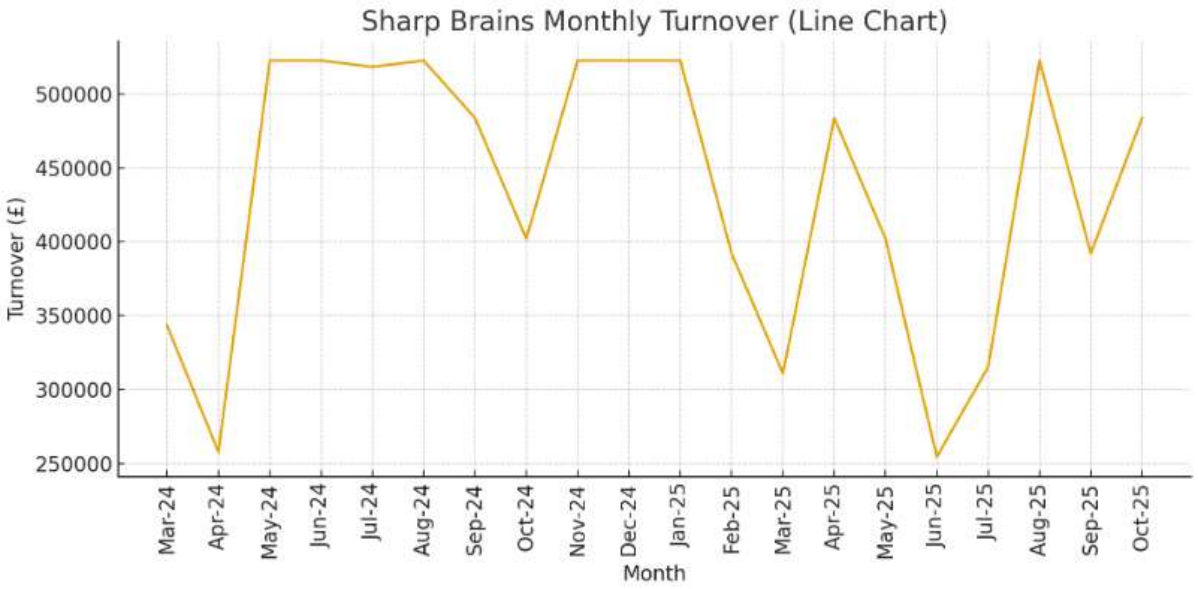


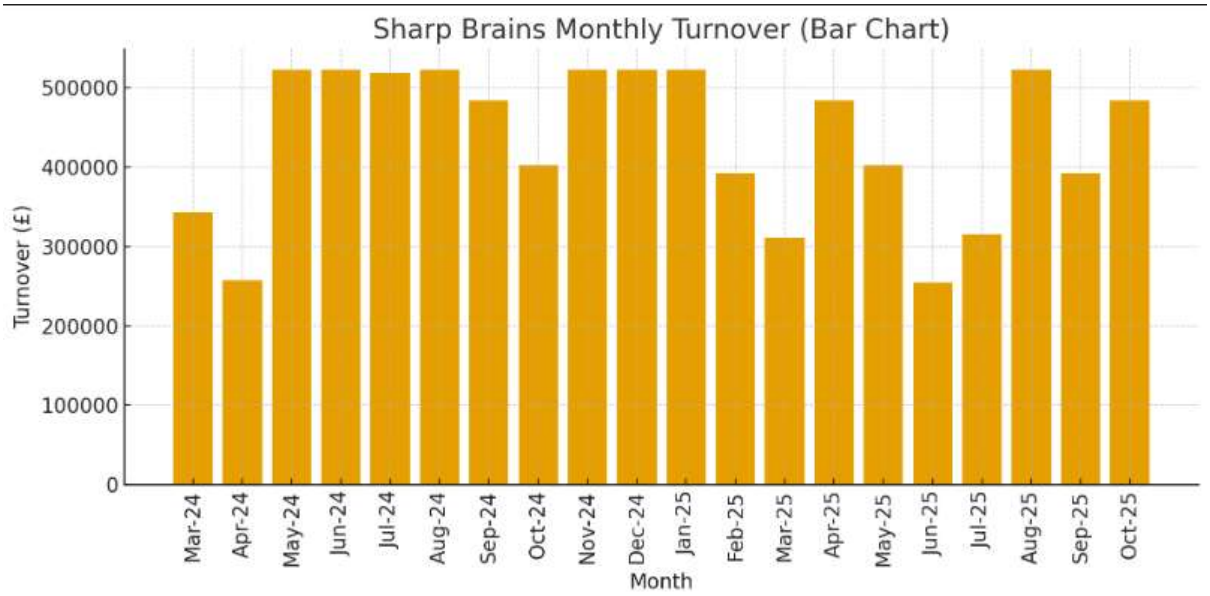
Financial Details

Sharp Brains is a UK-based professional services and technology solutions company with a steadily growing financial footprint, supported by consistent monthly revenues and an expanding client base across multiple service lines.

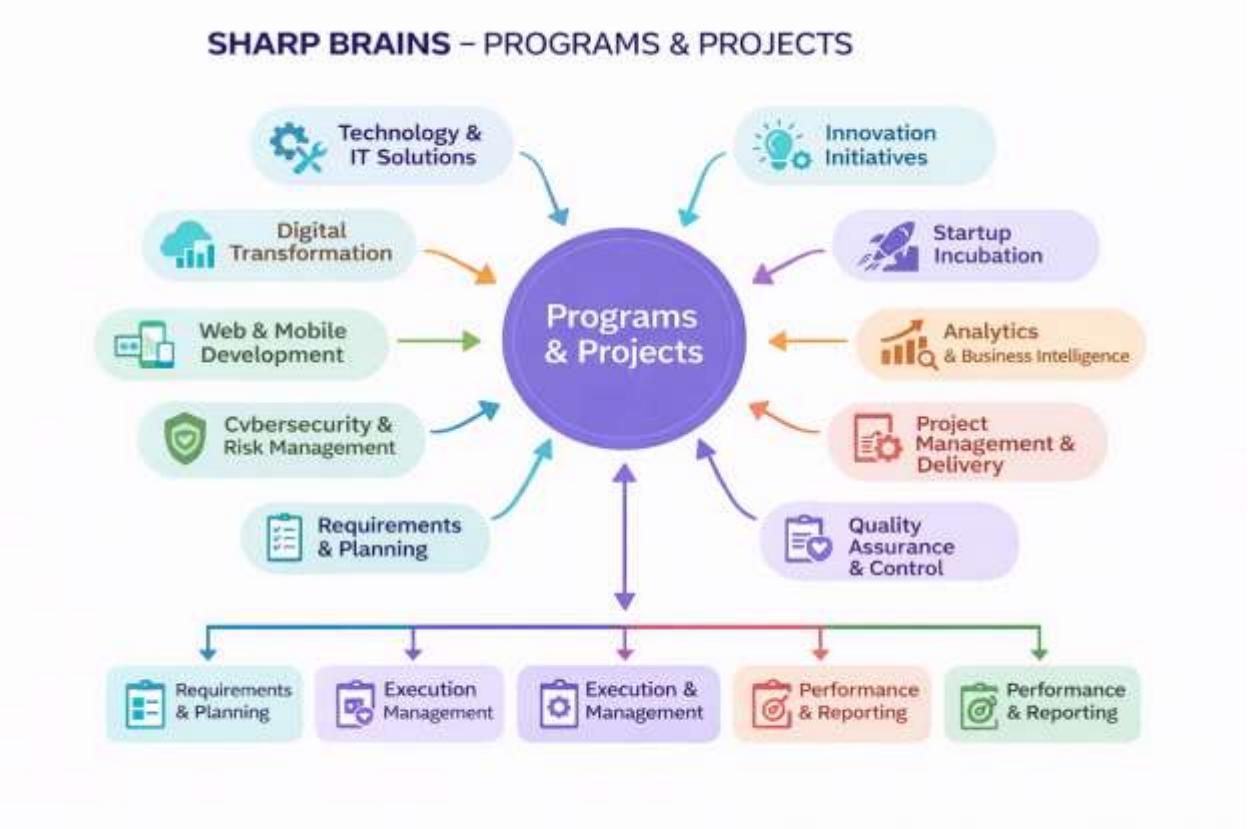
Financial Strengths (Based on Mar 2024 – Oct 2025 Data):

- **Total Recorded Turnover (20 Months):**
  Approximately £8.8 million GBP, reflecting strong revenue generation and sustained business operations.
- **Average Monthly Turnover:**
  £440,000–£450,000 GBP, demonstrating stable cash flow with multiple high-performing months exceeding £500,000.
- **Peak Monthly Turnover:**
  £522,667 GBP, achieved consistently across several months (May–Jun 2024, Aug 2024, Nov–Dec 2024, Jan 2025, Aug 2025), indicating reliable revenue scalability.
- **Revenue Growth Trend:**
  Monthly performance percentage increased from **50% to 63%**, highlighting operational maturity, improved efficiency, and stronger market penetration over time.
- **Revenue Stability:**
  Over **60% of recorded months generated £400,000+ turnover**, reflecting resilience against seasonal fluctuations and diversified income streams.
- **Operational Efficiency Indicator:**
  Sustained high-percentage performance (50%–63%) suggests effective cost control, delivery consistency, and optimized resource utilization.




Sharp Brains Monthly Turnover (Bar Chart)
Turnover (£)
0
100000
200000
300000
400000
500000
Mar-24
Apr-24
May-24
Jun-24
Jul-24
Aug-24
Sep-24
Oct-24
Nov-24
Dec-24
Jan-25
Feb-25
Mar-25
Apr-25
May-25
Jun-25
Jul-25
Aug-25
Sep-25
Oct-25
Month

Organizational Portfolio



Sharp Brains Programs & Projects

The diagram represents how **Sharp Brains structures, governs, and delivers its organizational portfolio** through a set of **strategic programs**, each consisting of multiple **projects** managed under a unified framework.

1. **Central Portfolio: Programs & Projects**

At the centre is **Programs & Projects**, which represents the **organizational portfolio** of Sharp Brains.

- This portfolio is managed at a strategic level to ensure:
  - Alignment with business goals
  - Optimal use of resources
  - Consistent delivery of value
- Each surrounding area represents a **program**, under which multiple related projects are executed.

2. **Core Program Areas**

Technology & IT Solutions

This program focuses on delivering enterprise and custom IT solutions.

- Infrastructure solutions
- Software systems

- IT support and modernization projects

Digital Transformation
This program enables organizations to digitally evolve.
- Process automation
- Cloud adoption
- Digital workflows and system integrations

Web & Mobile Development
This program covers customer-facing digital products.
- Websites and portals
- Mobile applications
- UI/UX design and front-end solutions

Cybersecurity & Risk Management
This program ensures the protection of systems and data.
- Security assessments
- Risk identification and mitigation
- Compliance and security controls

Requirements & Planning
This program ensures strong foundations for all projects.
- Business and technical requirement gathering
- Scope definition
- Project planning and estimation

Innovation Initiatives
This program drives continuous improvement and innovation.
- New technology exploration
- Proof of concepts (PoCs)
- Internal innovation projects

Startup Incubation
This program supports startup and internal product ideas.
- MVP development
- Technical mentoring
- Product scalability projects

Analytics & Business Intelligence
This program focuses on data-driven decision-making.
- Dashboards and reporting
- Data analytics solutions
- Business intelligence platforms

Project Management & Delivery
This program ensures structured execution across all initiatives.
- Project planning and tracking
- Risk, issue, and change management
- Delivery governance

Quality Assurance & Control
This program ensures quality and compliance.

- Testing and validation
- Process audits
- Continuous improvement initiatives

3. Portfolio Delivery Lifecycle

The bottom section of the diagram represents **standardized delivery stages** applied across **all programs and projects**:
Requirements & Planning

- Define scope, objectives, timelines, and resources

Execution Management

- Monitor day-to-day execution and coordination

Execution & Control

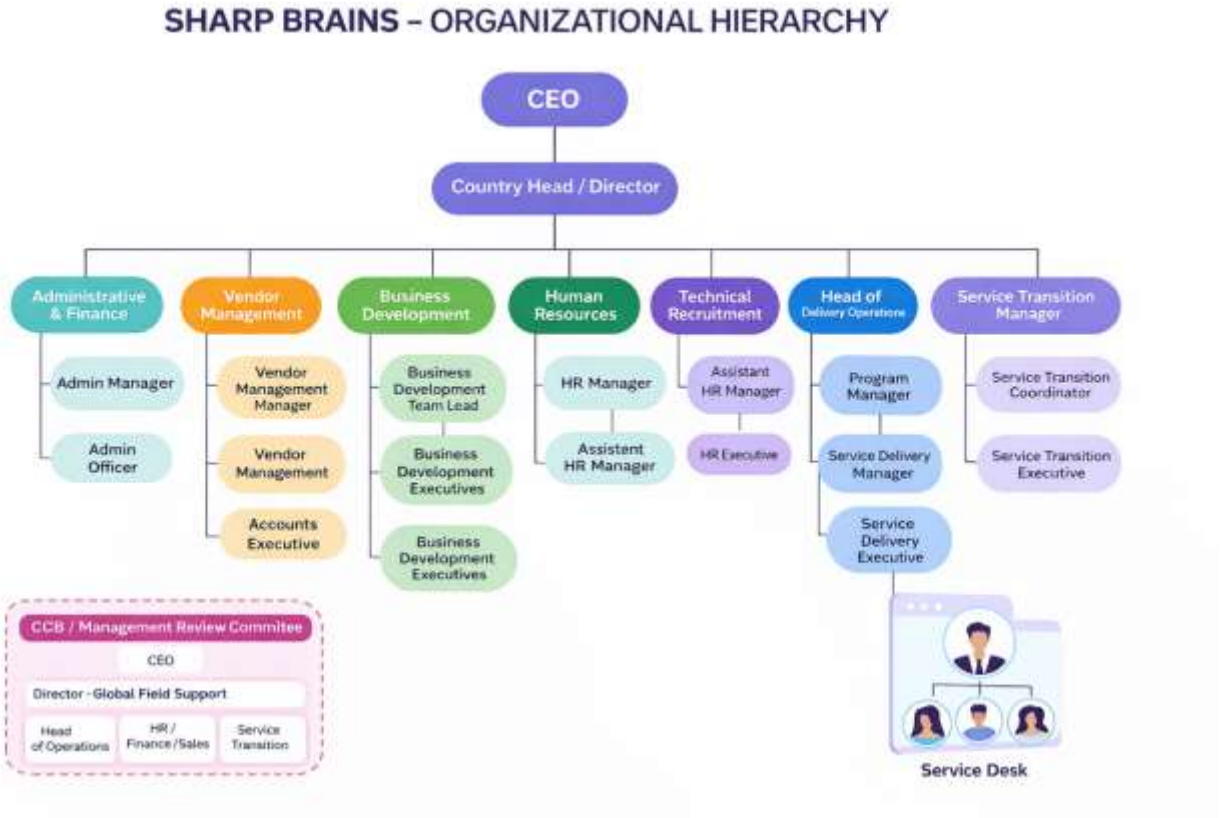
- Control scope, schedule, cost, risks, and quality

Performance & Reporting

- Track KPIs, progress, and outcomes
- Provide dashboards and management reports

These stages ensure **consistency, transparency, and governance** across the entire Sharp Brains portfolio.

Organizational Structure



Sharp Brains – Organizational Hierarchy

The organizational hierarchy of **Sharp Brains** is designed to ensure **clear reporting lines, functional accountability, and effective governance**.

At the top, the **CEO** provides overall strategic direction and corporate leadership. Reporting to the CEO is the **Country Head / Director**, who is responsible for country-level operations, performance, and implementation of strategy.

Below the Country Head, the organization is divided into **functional departments**, each led by a dedicated manager:

- **Administrative & Finance** manages administrative operations and financial controls.
- **Vendor Management** oversees vendor relationships and external partnerships.
- **Business Development** drives sales growth, client acquisition, and market expansion.
- **Human Resources** manages recruitment, employee development, and HR operations.
- **Technical Recruitment** focuses on sourcing and managing technical talent.
- **Delivery Operations** ensures effective project execution and service delivery.
- **Service Transition** manages onboarding, transitions, and handover of services.

Each function has clearly defined **managerial and executive roles**, ensuring operational efficiency and accountability.

In addition, the **CCB / Management Review Committee** provides governance and oversight for key decisions, changes, and escalations. The **Service Desk** acts as a centralized support function serving all departments.
This structure supports **scalability, role clarity, and controlled decision-making** across Sharp Brains.

Industries Served by Sharp Brains

1. Information Technology (IT & Software Services)

- Application development & support
- Managed IT services
- Software implementation & maintenance
- IT service delivery and transition support

2. IT Staffing & Technical Recruitment

- Contract and permanent staffing
- Technical resource augmentation
- Offshore and onsite recruitment
- Talent acquisition for IT projects

3. Telecommunications

- Network support services
- Telecom IT solutions
- Service delivery and operations support

4. Banking, Financial Services & Insurance (BFSI)

- IT supports banking systems
- Financial application development
- Compliance-driven project delivery
- Resource provisioning for BFSI IT projects

5. Healthcare & Life Sciences

- Healthcare IT staffing
- Application support services
- Data and system support roles
- Compliance-focused IT services

6. Retail & E-Commerce

- Retail IT systems support
- E-commerce platform development
- Service delivery and operational support

7. Logistics & Supply Chain

- ERP and logistics system support
- Supply chain IT solutions
- Technical staffing for operations

8. Government & Public Sector (IT Services)

- IT manpower outsourcing
- Service desk and operational support
- Project-based IT services

9. Professional & Consulting Services

- Project management support
- PMO services
- Business and IT consulting resources


Industries We Serve
IT & Software Services
IT Staffing & Technical Recruitment
Telecommunications
IT Staffing & Technical Recruitment
Banking, Financial Services & Insurance
SHARP BRAINS
Professional & Consulting Services
Healthcare & Life Sciences
Government & Public Sector
Government & Public Sector
Logistics & Supply Chain
Retail & E-Commerce

Number of Projects and Value of Projects

Sharp Brains has completed **50+ projects** across its service portfolio. These projects span various industries and demonstrate the company's capability to deliver technology-driven solutions to a global client base.
In terms of financial performance, the annual value of projects handled by Sharp Brains is **approximately 600,000 USD**. This reflects the company's consistent operational activity and the trust clients place in their services each year.

Services and Solutions

Sharp Brains supports global clients through four primary solution areas:

1. **IT Services**

Round-the-clock remote and on-site technical support, infrastructure maintenance, and network management, ensuring continuous business operations.

2. **Business Process Outsourcing (BPO)**

Support for back-office tasks, data management, and technical support that allows businesses to reduce costs and improve operational efficiency.

3. **Integrated Systems Solutions**

Full deployment of IT environments, from infrastructure design to hardware setup, software configuration, and system optimization.

4. **Enterprise & Emerging Technologies**

Solutions built on ERP systems, automation tools, and AI-based technologies to modernize business processes and support digital transformation.

Sample Project for Implementation

Blackstone Network & EUC Deployment
Project Title: Blackstone – Network Infrastructure & EUC Deployment
Client: Blackstone
Date: 01/12/2025
Completion Phase: 10%

Project Overview

Balata will deliver professional engineering and field deployment services to support Blackstone's **network and end-user compute (EUC) rollout** across **EMEA and APAC** sites. The engagement includes **network rack & stack**, **network patching and integration support**, and **end-user workstation deployment**, executed in alignment with Blackstone's approved technical standards.

Scope of Work

Network Infrastructure (Rack & Stack)

- Verification of delivered equipment against approved inventory lists
- Professional rack installation, cabling, labeling, and power-up per design documents
- Structured copper and fiber patching with standardized cable management
- Coordination with remote engineers for configuration support and connectivity validation
- Power-on testing, quality checks, and as-built documentation handover

End-User Compute (EUC) Deployment

- Installation and setup of workstations and peripherals per seating plans
- Validation of power, network, and peripheral connectivity
- Functional testing to ensure operational readiness
- Asset labeling and inventory updates
- User acceptance support and formal handover

Key Deliverables

- Fully installed and validated network infrastructure
- Verified asset inventory with serial numbers and labels
- Connectivity and readiness verification reports
- EUC deployment completion and sign-off documentation
- Annotated photographic installation records

All deliverables will undergo internal quality assurance before submission to ensure compliance with Blackstone's technical and operational standards.

CHAPTER 2

Questionnaire to Identify Gaps

Sr. #	Function Area	Questions	Related Gap	Manager 1	Manager 2	Manager 3
1	**Schedule Management**	Is there a detailed project schedule with defined milestones for each deployment site?	Lack of detailed scheduling	High-level only	Not for all sites	Sometimes created
2	**Schedule Management**	How are daily or weekly tasks tracked during project execution?	Weak task tracking	Manual follow-up	Not tracked	Informal updates
3	**Schedule Management**	Are milestone completion dates reviewed regularly against the plan?	Poor schedule monitoring	Occasionally	Rarely	No fixed review
4	**Schedule Management**	What actions are taken when a project milestone is delayed?	Delay handling gaps	Adjust informally	Usually ignored	Discussed late
5	**Risk Management**	Are risks formally identified during project initiation (e.g., site access, logistics, resource availability)?	Risk identificatio n gaps	Based on experience	Not done	Partially discussed
6	**Risk Management**	Is a risk register maintained during the project lifecycle?	No risk documentati on	No	No	Occasionally
7	**Risk Management**	Are risks reviewed again during execution of multi-site deployments?	Risk monitoring gaps	No formal review	Only after issues	Rarely

8	**Risk Management**	Are mitigation actions planned before risks turn into issues?	Reactive risk handling	Sometimes	Mostly reactive	Rarely
9	**Training Management**	Are engineers trained on client-specific standards before deployment starts?	Lack of structured training	Basic briefing	No formal training	Depends on project
10	**Training Management**	Is there any refresher or skills training for new technologies or tools?	Skills development gaps	Occasionally	Not planned	Rare
11	**Training Management**	Are lessons learned used to train teams for future projects?	No training feedback loop	Informal sharing	Not used	Rarely
12	**Resource Management**	How are engineers allocated across multiple projects and regions?	Resource planning gaps	Based on availability	Last-minute	Experience-based
13	**Resource Management**	Do engineers work on multiple projects simultaneously?	Resource overload	Very often	Almost always	Sometimes
14	**Requirements Management**	Are the client's technical requirements clearly documented before execution starts?	Requirement clarity gaps	Usually	Often unclear	High-level only
15	**Scope Management**	Are changes to the scope documented and approved before execution?	Weak change control	Sometimes	Rarely	Not consistent
16	**Quality Management**	How is work quality verified before the client signs off?	Quality assurance gaps	Internal checks	Client finds issues	Basic review
17	**Stakeholder Management**	How often are clients updated on progress during execution?	Communication gaps	Weekly	Only if issues	Irregular
18	**Cost Management**	Are schedule delays analyzed for cost impact?	Schedule–cost linkage gap	Not analyzed	No	Only major delays

Gap Analysis

1. Schedule Management Gaps

Observation:
Project schedules are often high-level, manually tracked, or not reviewed regularly. Milestones across multi-site deployments are monitored informally, and corrective actions are usually taken late.

Impact:

- Missed or delayed milestones
- Limited visibility into project progress
- Reactive handling of delays

Gap Identified:
Lack of structured schedule planning, milestone tracking, and delay management.

2. Risk Management Gaps

Observation:
Risk identification is largely experience-based, with no formal risk registers or regular risk reviews during execution. Risks are addressed only after they turn into issues.

Impact:

- Unplanned disruptions to projects
- Increased operational and delivery risk
- Reactive issue resolution

Gap Identified:
Absence of formal risk identification, documentation, and continuous monitoring.

3. Training Management Gaps

Observation:
Engineers receive limited or informal training on client-specific standards, tools, and technologies. Lessons learned are not systematically used to improve team capability.

Impact:

- Inconsistent execution quality
- Repeated mistakes across projects
- Dependency on individual experience

Gap Identified:
No structured training, skills development, or knowledge transfer framework.

4. Resource Planning and Utilization Gaps

Observation:
Resources are allocated based on availability or experience, often at short notice. Engineers are frequently assigned to multiple projects simultaneously.

Impact:

- Resource overload and burnout
- Delays due to conflicting assignments
- Reduced productivity

Gap Identified:
Lack of structured resource planning and workload balancing.

5. Requirements and Scope Management Gaps

Observation:
Client requirements are sometimes documented at a high level, and scope changes are not

always formally recorded or approved before execution.

Impact:

- Scope creep and rework
- Schedule and cost overruns
- Client dissatisfaction

Gap Identified:

Weak requirement documentation and scope change control mechanisms.

6. Communication and Stakeholder Engagement Gaps

Observation:

Stakeholder updates and feedback collection are inconsistent and mostly reactive, varying by project and manager.

Impact:

- Misaligned expectations
- Delayed issue escalation
- Reduced stakeholder confidence

Gap Identified:

No standardized stakeholder communication and feedback process.

7. Quality Assurance and Control Gaps

Observation:

Quality checks are basic and inconsistent, with many issues identified by clients rather than through internal reviews.

Impact:

- Rework and additional costs
- Quality-related client concerns
- Reputation risk

Gap Identified:

Absence of a consistent quality assurance and control framework.

8. Budget and Cost Control Gaps

Observation:

Schedule delays and scope changes are not consistently analyzed for cost impact. Budget reviews are often limited to major changes only.

Impact:

- Budget overruns
- Poor cost predictability
- Reduced profitability

Gap Identified:

Lack of structured cost tracking and change-related budget control.

Issues and Improvements

1 Schedule Management Issues

Issue:
Project schedules and milestones are defined at a high level, tracked manually, and reviewed inconsistently. Delays are often identified late and handled informally.
Improvement:
Introduce standardized project schedules with defined milestones, regular progress reviews, and early escalation mechanisms to manage delays proactively.

2 Risk Management Issues

Issue:
Project risks are identified informally based on individual experience and are rarely documented or reviewed during execution.
Improvement:
Establish a formal risk management process, including risk registers, defined mitigation actions, and periodic risk reviews throughout the project lifecycle.

3 Training Management Issues

Issue:
Engineers receive limited or inconsistent training on client-specific standards, tools, and technologies, with no structured use of lessons learned.
Improvement:
Implement a structured training and knowledge-sharing framework, including client-specific briefings, refresher training, and lessons-learned-based improvement sessions.

4 Resource Planning Issues

Issue:
Resources are assigned based on availability or urgency, often at the last minute, resulting in frequent overload across multiple projects.
Improvement:
Adopt a structured resource planning approach with clear visibility into availability, capacity

planning, and balanced workload allocation across projects.

5 Requirements and Scope Issues

Issue:
Client requirements are sometimes unclear or high-level, and scope changes are not always formally documented or approved.
Improvement:
Utilize standardized requirement documentation and implement formal scope change control processes before implementation.

6 Communication and Stakeholder Engagement Issues

Issue:
Stakeholder communication is irregular and reactive, with no consistent method for progress reporting or feedback collection.
Improvement:
Implement a unified communication and stakeholder engagement plan with defined reporting formats and update frequencies.

7 Quality Assurance Issues

Issue:
Quality checks are inconsistent, and many issues are identified by clients rather than through internal reviews.
Improvement:
Introduce standardized quality assurance checklists and mandatory internal reviews before client handover.

8 Budget and Cost Control Issues

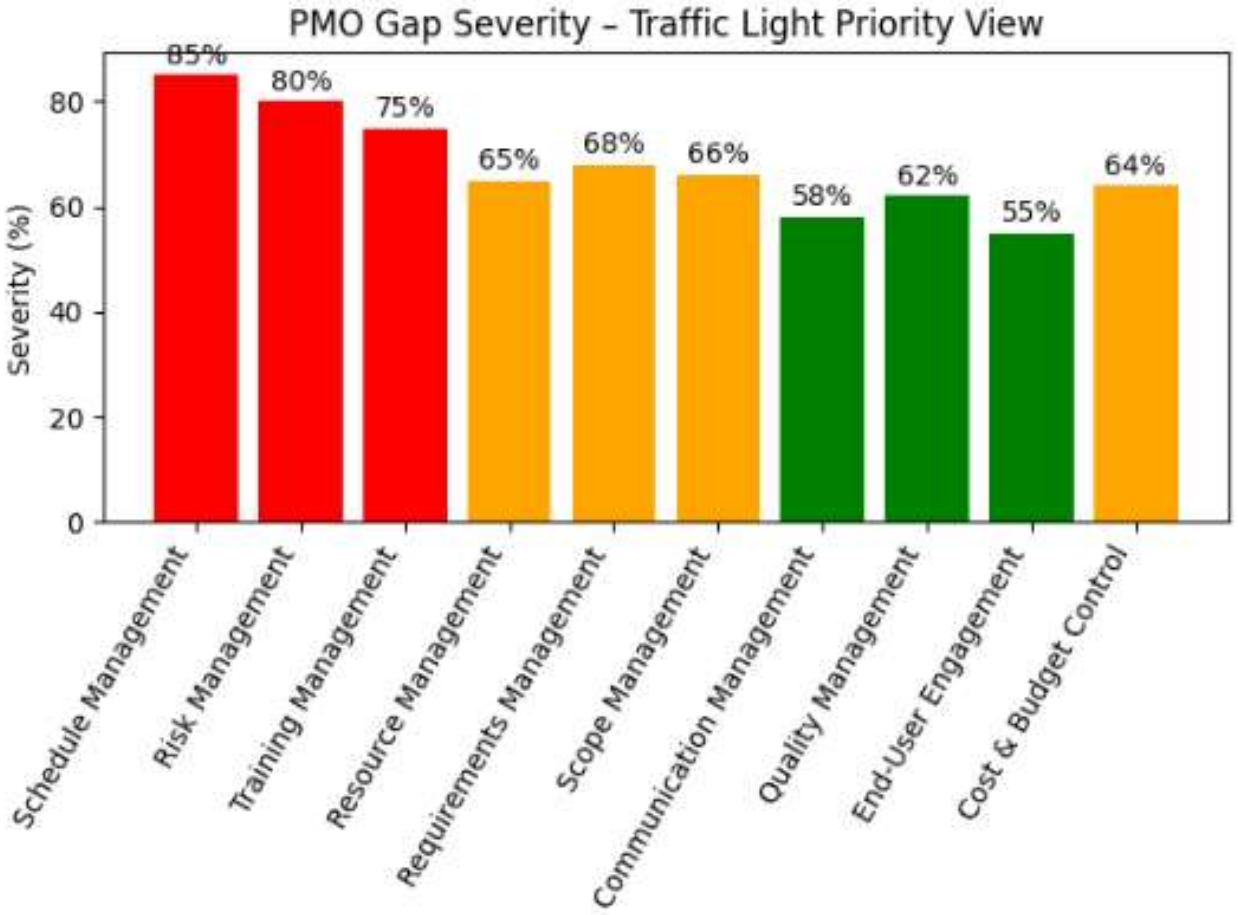
Issue:
Budget overruns occur due to untracked schedule delays and scope changes, with limited analysis of cost impacts.
Improvement:
Establish budget baselines, regular cost monitoring, and mandatory cost-impact assessments for all changes.

As-Is Analysis, Rationale of Analysis, Findings, and Justification

Function Area	AS-IS Analysis (Current State)	Rationale of Analysis	Key Findings	Gap Justification	To-Be (Future State with PMO)	Severity %	Immediate Priority	Proposed PMO Category
Schedule Management	Project schedules are high-level, manually tracked, and not consistently reviewed. Delays are handled informally.	Managers reported weak milestone tracking and late follow-ups.	Missed milestones and reactive delivery are common.	Poor schedule control reduces predictability and delivery reliability.	PMO introduces detailed schedules, milestone tracking, and regular progress reviews.	85%	Immediate	PMO Initiation
Risk Management	Risks are identified informally and rarely documented or reviewed during execution.	Managers rely on experience rather than structured risk processes.	Issues are addressed only after escalation.	Reactive risk handling increases operational and delivery risk.	PMO establishes formal risk registers, mitigation plans, and periodic reviews.	80%	Immediate	PMO Initiation

Training Management	No structured training exists for client standards, tools, or lessons learned.	Managers confirmed reliance on informal briefings.	Inconsistent execution quality and repeated issues.	Lack of training leads to skill gaps and inconsistent delivery.	PMO implements structured training, client briefings, and knowledge transfer.	**75%**	Immediate	PMO Initiation
Resource Management	Resources are assigned based on availability or experience, often at the last minute. Staff are overloaded across projects.	Managers consistently reported last-minute allocation and overload.	Resource conflicts and delivery delays are common.	Poor planning affects timelines and team productivity.	PMO introduces skill-based planning and workload balancing.	65%	High	PMO Planning
Requirements Management	Requirements are documented inconsistently and often at a high level.	Managers confirmed varying documentation quality.	Rework and misalignment with client expectations.	Unclear requirements lead to scope confusion.	PMO standardizes requirement templates and approvals.	68%	High	PMO Planning
Scope Management	Scope changes occur without formal documentation or approval.	Managers acknowledged informal scope handling.	Scope creep impacts time and cost.	Lack of control leads to uncontrolled changes.	PMO enforces formal scope definition and change control.	66%	High	PMO Planning

Communication Management	Stakeholder communication is irregular and reactive.	No fixed communication method or frequency exists.	Late escalations and low visibility.	Poor communication causes misalignment.	PMO defines structured communication and reporting plans.	58%	Medium	PMO Implementation
Quality Management	Quality checks are inconsistent; clients often identify issues.	Managers confirmed weak internal QA.	Rework and credibility loss.	Weak QA reduces client trust.	PMO enforces QA checklists and internal reviews.	62%	Medium	PMO Implementation
End-User Engagement	End-users are rarely involved before final delivery.	Limited validation reported by managers.	Solutions may not fully meet user needs.	Low adoption and satisfaction risk.	PMO integrates user validation checkpoints.	55%	Medium	PMO Implementation
Cost & Budget Control	Budget impacts of delays and changes are not consistently reviewed.	Managers admitted weak cost tracking.	Budget overruns and reduced margins.	Poor cost control affects profitability.	PMO introduces budget baselines and cost-impact reviews.	64%	High	PMO Planning


PMO Gap Severity – Traffic Light Priority View
Severity (%)
0
20
40
60
80
85%
80%
75%
65%
68%
66%
58%
62%
55%
64%
Schedule Management
Risk Management
Training Management
Resource Management
Requirements Management
Scope Management
Communication Management
Quality Management
End-User Engagement
Cost & Budget Control

CHAPTER 3

Current PMO state

Sharp Brains currently operates without a formal PMO, resulting in informal and inconsistent project practices. The most critical gaps exist in **schedule management, risk management, and training management**, where planning and control are largely reactive.

The proposed PMO will address these priority gaps by introducing standardized scheduling, proactive risk management, and structured training, improving delivery consistency and project reliability.

Proposed PMO

Sharp Brains Project Excellence Office (PEO)

Name: Project Excellence Office (PEO)
This name reflects the PMO's role in improving project delivery and bringing consistency across all projects.

Core Purpose:
To provide a central support and control function that improves **schedule management, risk management, and training management**. The PEO will introduce simple, standard ways to plan, track, and manage projects without creating unnecessary complexity.

Key Objectives:

1. **Schedule Management:** Create clear project schedules, track milestones regularly, and review progress to avoid delays.
2. **Risk Management:** Identify risks early, document them, and review them during the project to prevent issues.
3. **Training Management:** Provide basic, structured training and client-specific briefings to improve execution quality.

Value Proposition:

- Improves on-time project delivery.
- Reduces unexpected issues through better risk planning.
- Improves work quality through better training and knowledge sharing.
- Gives management better visibility and control over projects while supporting teams.

Structure of Proposed PMO

Proposed PMO Structure – Sharp Brains Project Excellence Office (PEO)

The Project Excellence Office (PEO) will act as a central support and control function to improve project planning, execution, and consistency across Sharp Brains, with a strong focus on **schedule, risk, and training management**.

1. PMO Head / PEO Lead
Role:
Provide overall direction and ensure the PMO supports business goals.
Key Responsibilities:

- Approve PMO processes, templates, and ways of working
- Oversee project performance and key improvement areas
- Report project progress and issues to senior management
- Ensure focus on schedule control, risk handling, and team training

2. Schedule Management Lead
Role:
Ensure projects are properly planned and delivered on time.
Key Responsibilities:

- Create clear project schedules and milestones
- Track tasks and progress during execution
- Identify delays early and report them for action

3. Risk Management Lead
Role:
Reduce project issues by identifying and managing risks early.
Key Responsibilities:

- Identify project risks at the start and during execution
- Maintain simple risk lists or registers
- Prioritize risks
- Review risks regularly and support mitigation actions

4. Training Management Lead
Role:
Improve project execution through basic training and knowledge sharing.
Key Responsibilities:

- Arrange client-specific briefings before project start
- Support basic technical and process training
- Capture lessons learned and share them with teams

5. PMO Coordinator / Analyst
Role:
Provide documentation, reporting, and coordination support to the PMO.
Key Responsibilities:

- Maintain project documents, templates, and records
- Prepare simple progress and KPI reports
- Support meetings, communication, and training activities

Role	Main Responsibilities	Focus Area	Success Measures (KPIs)
PMO Head / PEO Lead	Guide PMO work, approve processes, and report progress to management	Overall control (Schedule, Risk, Training)	Projects finished on time, management satisfaction
Schedule Management Lead	Create project schedules, track tasks and milestones, and report delays early	Schedule Management	% of milestones completed on time, fewer project delays
Risk Management Lead	Identify project risks, keep risk lists, prioritize risks, and review risks during execution.	Risk Management	Fewer unexpected issues, risks identified before problems
Training Management Lead	Arrange basic training, client briefings, and share lessons learned	Training Management	Number of trainings held, fewer repeated mistakes
PMO Coordinator / Analyst	Maintain documents, prepare reports, support meetings, and training	Support for all areas	Timely reports, complete project records

Reporting Lines & Communication

- The **PMO Head / PEO Lead** reports directly to **executive management (CEO / Country Head)**.
- The **Schedule Management Lead**, **Risk Management Lead**, and **Training Management Lead** report to the **PMO Head / PEO Lead**.
- The **PMO Coordinator / Analyst** supports all PMO roles and assists with reporting, communication, and documentation.

PMO Charter

Section	Details
PMO Name	Project Excellence Office (PEO) – A centralized function to improve project delivery through better scheduling, risk control, and training.
PMO Sponsor	The CEO is the sponsor of PMO
Purpose / Mission	To improve project delivery consistency by introducing structured schedule management, proactive risk management, and basic training support across Sharp Brains.
Start Date	6 October 2025
End Date	30 April 2026
Objectives	➢ Improve project planning with clear schedules and milestones ➢ Identify and manage risks early to avoid issues ➢ Improve execution quality through structured training and lessons learned ➢ Provide management with clear visibility of project progress
Scope	In-Scope: ➢ Schedule planning, tracking, and milestone reviews ➢ Risk identification, prioritization, documentation, and monitoring ➢ Training support, client briefings, and lessons learned ➢ Project tracking, reporting, and centralized documentation Out-of-Scope: ➢ Day-to-day operational work ➢ Client account management ➢ Vendor and commercial negotiations
PMO Structure	➢ PMO Head / PEO Lead ➢ Schedule Management Lead ➢ Risk Management Lead ➢ Training Management Lead ➢ PMO Coordinator / Analyst
PMO Authority	➢ Define and enforce basic project standards and templates ➢ Request project updates from teams ➢ Monitor schedules, risks, and training activities ➢ Escalate delays, risks, and repeated issues to management ➢ Recommend process improvements
Key Stakeholders	➢ Executive Management (CEO / Country Head) ➢ Functional Managers and Project Teams ➢ Clients / End-Users (for input and validation) ➢ Support Functions (as needed)
Key Deliverables	➢ Standard project schedules and milestone templates ➢ Risk lists/risk registers ➢ Project status and progress reports ➢ Training records and lessons learned documents

Section	Details
Success Metrics (KPIs)	➢ % of projects delivered on time ➢ % of milestones completed as planned ➢ Number of risks identified before issues occur ➢ Reduction in repeat project issues ➢ Management satisfaction with project visibility
Assumptions	➢ Teams will cooperate and share project information ➢ Management will support PMO standards and decisions ➢ Basic tools for tracking and reporting will be available
Constraints	➢ PMO will start with a limited staff ➢ Process adoption may take time due to informal practices ➢ PMO depends on timely input from teams

PMO Value Proposition

1. **Better On-Time Delivery**

Clear schedules, defined milestones, and regular progress tracking help projects finish on time and reduce last-minute delays.

2. **Fewer Project Issues**

Early identification and regular review of risks reduce unexpected problems and improve project stability.

3. **Improved Execution Quality**

Basic training, client briefings, and shared lessons learned help teams deliver work correctly the first time.

4. **Better Visibility for Management**

Simple reports and dashboards provide clear insight into project progress, risks, and delays, supporting timely decisions.

5. **Consistent Project Practices**

Standard ways of planning, tracking, and reporting reduce confusion and improve consistency across all projects.

6. **Continuous Improvement**

Lessons learned from completed projects are reused, helping teams avoid repeating the same mistakes.

Overall Value

The Project Excellence Office (PEO) will make Sharp Brains' projects **more predictable, controlled, and consistent** by improving scheduling, managing risks early, and strengthening team capability—leading to better outcomes for clients and internal teams.

PMO Category

PMO Category
The Project Excellence Office (PEO) at Sharp Brains is classified as a **Supportive PMO**.

Reasoning:

- The PEO **does not directly manage or execute projects**.
- It provides **guidance, standards, templates, and simple processes** to support teams.
- It focuses on improving **schedule control, risk handling, and training practices** across projects.
- The PEO acts as a **support and improvement function**, not a command-and-control unit.

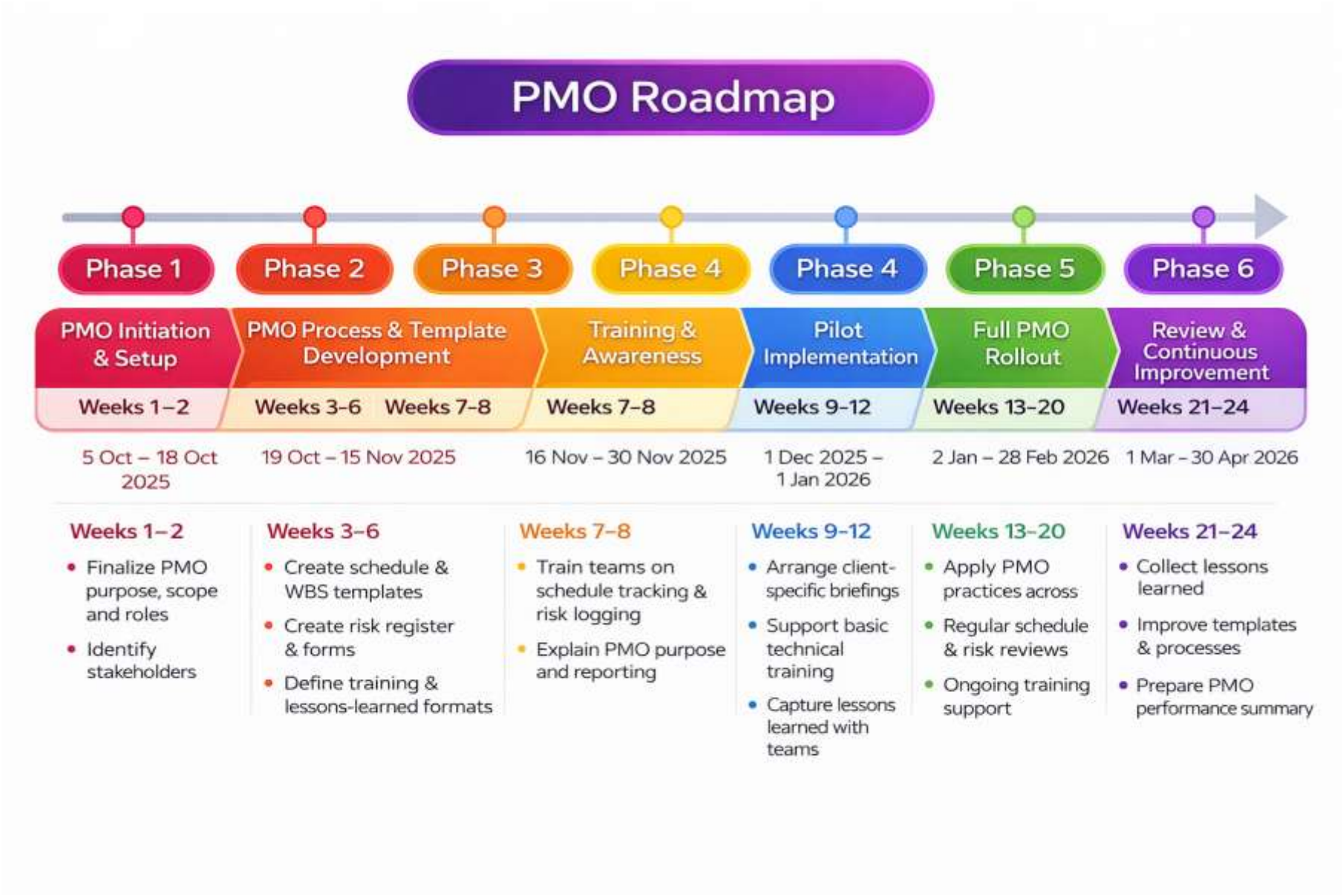
Alignment of PEO Roles with Supportive PMO

PEO Role	Key Functions	Alignment with Supportive / CoE PMO
PMO Head / PEO Lead	Provides overall direction, approves standards, and reports to management	Guides and supports project teams without directly controlling project execution
Schedule Management Lead	Defines schedules, tracks milestones, and highlights delays	Provides planning and tracking tools so teams can manage timelines effectively
Risk Management Lead	Identifies, prioritizes, and reviews project risks	Helps teams anticipate and manage risks early rather than reacting to issues
Training Management Lead	Supports basic training, client briefings, and lessons learned	Builds team capability and promotes best practices across projects
PMO Coordinator / Analyst	Maintains documentation, prepares reports, and supports communication	Acts as a central support point for reporting, knowledge sharing, and consistency

PMO Future Roadmap

Phase	Timeline (Weeks)	Date Range	Key Activities	Why This Time Is Needed	Deliverables	PEO Roles Involved
Phase 1: PMO Initiation & Setup	Weeks 1–2	**6 Oct – 18 Oct 2025**	➢ Finalize PMO purpose, scope, and roles ➢ Identify stakeholders ➢ Set up PMO structure and communication	Quick leadership alignment and PMO setup	➢ PMO Charter ➢ Stakeholder List	PMO Head / PEO Lead, PMO Coordinator
Phase 2: PMO Process & Template Development	Weeks 3–6	**19 Oct – 15 Nov 2025**	➢ Create schedule & WBS templates ➢ Create risk register & risk forms ➢ Define training & lessons-learned formats	Lightweight templates developed quickly	➢ Schedule Template ➢ WBS Template ➢ Risk Register ➢ Training & Lessons Learned Template	Schedule Lead, Risk Lead, Training Lead, PMO Coordinator
Phase 3: Training & Awareness	Weeks 7–8	**16 Nov – 30 Nov 2025**	➢ Train teams on schedule tracking & risk logging ➢ Explain PMO's purpose and reporting	Short, focused training before pilot	➢ Training Material ➢ Attendance Records	PMO Head, Training Lead
Phase 4: Pilot Implementation (Limited Pilot)	Weeks 9–12	**1 Dec 2025 – 1 Jan 2026**	➢ Arrange client-specific briefings before project start ➢ Support basic technical and process training	Quick validation before full rollout	➢ Pilot Report ➢ Feedback Summary	Schedule Lead, Risk Lead, Training Lead, PMO Coordinator

			➢ Capture lessons learned and share them with teams			
Phase 5: Full PMO Rollout	Weeks 13–20	**2 Jan – 28 Feb 2026**	➢ Apply PMO practices across all projects ➢ Regular schedule & risk reviews ➢ Ongoing training support	Short, controlled rollout	➢ Project Dashboards ➢ Regular Status Reports ➢ Training Records	Entire PEO Team
Phase 6: Review & Continuous Improvement	Weeks 21–24	**1 Mar – 30 Apr 2026**	➢ Collect lessons learned ➢ Improve templates & processes ➢ Prepare PMO performance summary	Early improvement cycle	➢ Lessons Learned Report ➢ PMO Performance Summary ➢ Improvement Plan	PMO Head, PMO Coordinator


PMO Roadmap
Phase 1
Phase 2
Phase 3
Phase 4
Phase 4
Phase 5
Phase 6
PMO Initiation & Setup
PMO Process & Template Development
Training & Awareness
Pilot Implementation
Full PMO Rollout
Review & Continuous Improvement
Weeks 1–2
Weeks 3–6
Weeks 7–8
Weeks 7–8
Weeks 9–12
Weeks 13–20
Weeks 21–24
5 Oct – 18 Oct 2025
19 Oct – 15 Nov 2025
16 Nov – 30 Nov 2025
1 Dec 2025 – 1 Jan 2026
2 Jan – 28 Feb 2026
1 Mar – 30 Apr 2026
Weeks 1–2
Finalize PMO purpose, scope and roles
Identify stakeholders
Weeks 3–6
Create schedule & WBS templates
Create risk register & forms
Define training & lessons-learned formats
Weeks 7–8
Train teams on schedule tracking & risk logging
Explain PMO purpose and reporting
Weeks 9–12
Arrange client-specific briefings
Support basic technical training
Capture lessons learned with teams
Weeks 13–20
Apply PMO practices across
Regular schedule & risk reviews
Ongoing training support
Weeks 21–24
Collect lessons learned
Improve templates & processes
Prepare PMO performance summary

CHAPTER 4

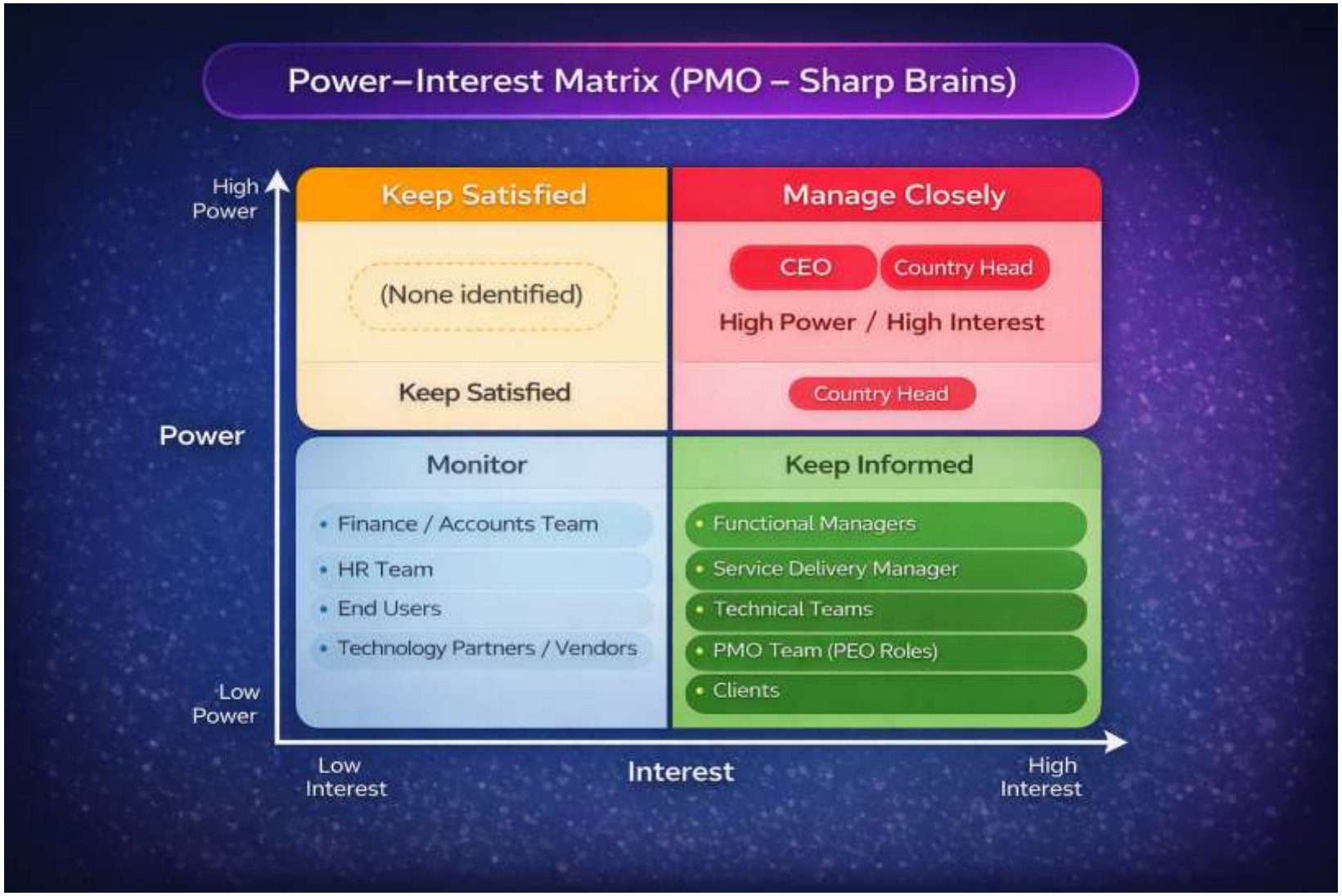
Stakeholders List

Stakeholder Designation	Involvement in the PMO	Stakeholder Type
Chief Executive Officer (CEO)	Approves the PMO charter and supports PMO goals and strategy.	Internal – Executive Sponsor
Country Head	Oversees PMO activities and supports decisions and issue resolution.	Internal – Senior Management
Functional Managers	Share project updates, follow schedules and risk reports, and provide training support.	Internal – Management Stakeholders
Service Delivery Manager	Ensures PMO practices support smooth service delivery and client expectations.	Internal – Delivery Stakeholder
Finance / Accounts Team	Supports cost visibility and basic financial reporting when required.	Internal – Financial Stakeholder
HR Team	Supports training coordination and learning activities.	Internal – HR Stakeholder
Technical Teams (Engineers & Support Staff)	Follow PMO schedules, report risks, attend training sessions, and execute assigned work.	Internal – Execution Stakeholders
PMO Team (PEO Roles)	Develop standards, track schedules and risks, support training, and reporting.	Internal – PMO Stakeholders
End Users (Client-side Users)	Provide feedback on usability and delivery outcomes.	External – End Users
Clients	Provide inputs, review progress, and approve deliverables.	External – Primary Stakeholders
Technology Partners / Vendors	Provide tools, systems, or technical support when required.	External – Support Partners

Stakeholder Requirements Register

Sr#	Stakeholder	Role / Responsibility	Stakeholder Type	Power Level (High / Low + Why)	Interest in PMO (High / Low + Why)	Key Requirements / Expectations from PMO	Engagement Strategy
1	**CEO**	Approves PMO charter and provides strategic direction	Internal – Executive Sponsor	**High** – Final authority on decisions and priorities	**High** – PMO affects delivery performance and visibility	Clear project status, risks, and performance overview	Executive dashboards; key milestone briefings
2	**Country Head**	Oversees operations and supports issue resolution	Internal – Senior Management	**High** – Can enforce PMO practices across teams	**High** – PMO improves coordination and control	On-time delivery visibility and early risk alerts	Regular summary reports; milestone reviews
3	**Functional Managers**	Manage teams and daily project work	Internal – Management	**Low** – Limited authority beyond their teams	**High** – PMO reduces surprises and confusion	Simple schedules, clear risk reporting, guidance	Regular check-ins; simple reports
4	**Service Delivery Manager**	Ensures services meet client expectations	Internal – Delivery Stakeholder	**Low** – Limited control over project decisions	**High** – PMO improves delivery predictability	Timely updates, early risk escalation	Regular status and risk reviews
5	**Finance / Accounts Team**	Supports cost visibility and reporting	Internal – Support	**Low** – Advisory role only	**Low** – PMO impact is indirect	Visibility of delays that may affect costs	Periodic summaries when needed

6	**HR Team**	Supports training coordination	Internal – Support	**Low** – No project authority	**Low** – Involved mainly in training support	Training schedules and participation data	Coordination meetings; training updates
7	**Technical Teams**	Execute project tasks	Internal – Execution Stakeholders	**Low** – No decision-making authority	**High** – PMO clarifies tasks and timelines	Clear schedules, risk reporting method, training	Training sessions; simple guides
8	**PMO Team (PEO Roles)**	Track schedules, risks, and training	Internal – PMO Stakeholders	**Low** – Supportive role, no execution control	**High** – Responsible for PMO success	Timely data from teams and management support	Weekly coordination meetings
9	**Clients**	Review progress and approve outcomes	External – Primary Stakeholders	**Low** – No control over internal processes	**High** – PMO improves delivery and communication	Clear timelines, progress updates, and early issue notice	Structured updates; feedback sessions
10	**End Users**	Use delivered solutions	External – End Users	**Low** – No authority over decisions	**Low** – Limited involvement in PMO	Stable delivery and usability	Feedback at key stages
11	**Technology Partners / Vendors**	Provide tools or technical support	External – Support Partners	**Low** – No control over execution	**Low** – PMO affects coordination only	Clear schedules and integration timelines	Coordination during implementation


Power–Interest Matrix (PMO – Sharp Brains)
High Power
Low Power
Power
Keep Satisfied
(None identified)
Keep Satisfied
Manage Closely
CEO
Country Head
High Power / High Interest
Country Head
Monitor
Finance / Accounts Team
HR Team
End Users
Technology Partners / Vendors
Keep Informed
Functional Managers
Service Delivery Manager
Technical Teams
PMO Team (PEO Roles)
Clients
Low Interest
Interest
High Interest

PMO framework

1. Schedule Management

What the PMO will introduce:

- **Schedule Management Form** – to define tasks, timelines, and responsibilities
- **Work Breakdown Structure (WBS)** – to break work into manageable activities
- Simple milestone tracking

Why is this needed:

- Schedules are currently high-level
- Work is not broken down clearly
- Delays are identified late

This pillar directly addresses the **Schedule Management gap**.

2. Risk Management

What the PMO will introduce:

- **Risk Management Plan** – to define how risks will be handled
- **Risk Identification Form** – to identify risks at project start
- **Risk Register** – to track and review risks during execution

Why is this needed:

- Risks are not documented
- Issues are handled only after they occur
- There is no regular risk review

This pillar directly addresses the **Risk Management gap**.

3. Training Management

What the PMO will introduce:

- Client-specific briefings before project start
- Basic technical and process training support
- Simple lessons learned capture and sharing

Why is this needed:

- Teams depend on personal experience
- Client standards are not always clear
- Mistakes are repeated across projects

This pillar directly addresses the Training Management gap by improving team readiness and execution consistency.

PMO Function Names and Function Model

The PMO supports teams by guiding and enabling them, not controlling them.

1. Schedule Management Support Function
- Supports Schedule Management Forms and WBS
- Tracks milestones and highlights delays

2. Risk Management Support Function
- Supports Risk Identification Forms
- Prioritizes Risks
- Maintains the Risk Register
- Supports use of the Risk Management Plan

3. Training Support Function
- Arranges client-specific project start briefings
- Supports basic technical and process training
- Captures and shares simple lessons learned

Sr#	PMO Function	Function Objective	Key Responsibilities
1	**Schedule Management Support Function**	To improve on-time project delivery by introducing structured schedule planning and milestone tracking.	1. Support teams in preparing the **Schedule Management Form**. 2. Assist in creating a **Work Breakdown Structure (WBS)**. 3. Track milestones and task completion. 4. Highlight delays early and support corrective actions.
2	**Risk Management Support Function**	To reduce project disruptions by identifying and managing risks early.	1. Support teams in completing the **Risk Identification Form** at project start. 2. Prioritizes Risks 3. Maintain and update the **Risk Register**. 4. Support the use of the **Risk Management Plan**. 5. Review risks periodically and flag critical risks to management.
3	**Training Support Function**	To improve execution quality by preparing teams for client standards and project requirements.	1. Arrange client-specific project start briefings before execution. 2. Support basic technical and process training related to project work. 3. Capture simple lessons learned and share them with teams.

CHAPTER 5

PMO Scope Statement

Section	Details
PMO Purpose	To provide structured support for **schedule management, risk management, training, and project visibility**, helping teams plan better, identify risks early, and deliver projects more consistently.
In-Scope Activities	➢ **Schedule Management Support:** Support the use of Schedule Management Forms, WBS, milestone tracking, and delay identification.
	➢ **Risk Management Support:** Support Risk Identification Forms, Risk Register maintenance, Risk Prioritization, and basic risk reviews during execution.
	➢ **Training Support:** Support project starts with briefings, basic training, and sharing of lessons learned.
Out-of-Scope Activities	➢ Direct execution of project tasks
	➢ Day-to-day operational or service delivery work
	➢ SLA ownership or client account management
	➢ Employee performance evaluation

	➢ Client-facing technical execution
	➢ Budget approvals or financial authority
	➢ Procurement, vendor negotiations, or supplier management
	➢ Dispatching or managing field engineers
Scope Boundaries	➢ The PMO operates in a S**upportive role**, not a controlling role.
	➢ It does not replace functional managers or operational decision-makers.
	➢ PMO guidance, templates, and reports are **advisory and collaborative**, not enforced.
Key Deliverables	➢ Schedule Management Form
	➢ Work Breakdown Structure (WBS)
	➢ Risk Management Plan
	➢ Risk Identification Form
	➢ Risk Register
	➢ Project status reports
	➢ Schedule and risk summaries
	➢ Training records and lessons learned notes
Success Criteria	➢ Projects planned with clear schedules and milestones
	➢ Risks are identified and reviewed before becoming issues
	➢ Improved visibility of project progress and delays
	➢ Teams trained on basic schedule and risk practices
	➢ Fewer repeated issues across projects

WORK BREAKDOWN STRUCTURE

Project Excellence Office (PEO)

1. PMO Initiation & Setup

1.1 PMO Foundation Setup

- 1.1.1 Define PMO purpose and scope
- 1.1.2 Approve PMO Charter
- 1.1.3 Identify PMO stakeholders

1.2 PMO Structure

- 1.2.1 Define PMO roles and responsibilities
- 1.2.2 Establish reporting lines
- 1.2.3 Set PMO operating guidelines

2. Schedule Management Support

2.1 Schedule Planning Framework

- 2.1.1 Develop Schedule Management Form
- 2.1.2 Develop Work Breakdown Structure (WBS) template
- 2.1.3 Define milestone planning approach

2.2 Schedule Tracking & Control

- 2.2.1 Track project milestones
- 2.2.2 Identify and report schedule delays
- 2.2.3 Support corrective action discussions

3. Risk Management Support

3.1 Risk Planning & Identification

- 3.1.1 Develop Risk Management Plan
- 3.1.2 Create Risk Identification Form
- 3.1.3 Conduct risk identification and prioritization

3.2 Risk Monitoring & Review

- 3.2.1 Maintain Risk Register
- 3.2.2 Review risks during execution
- 3.2.3 Escalate critical risks

4. Training Management Support

4.1 Project Start Briefings

- 4.1.1 Arrange client-specific project start briefings

4.2 Training Support

- 4.2.1 Support basic technical and process training related to project work

4.3 Lessons Learned

- 4.3.1 Capture simple lessons learned
- 4.3.2 Share lessons learned with teams

5. Reporting & Visibility Support

5.1 Project Status Reporting

- 5.1.1 Define status report format
- 5.1.2 Collect project updates
- 5.1.3 Prepare status reports

5.2 Management Visibility

- 5.2.1 Prepare schedule summaries
- 5.2.2 Prepare risk summaries
- 5.2.3 Share reports with management

6. PMO Review & Continuous Improvement

6.1 Performance Review

- 6.1.1 Review PMO effectiveness
- 6.1.2 Analyze recurring delays and risks
- 6.1.3 Identify improvement areas

6.2 PMO Improvement Actions

- 6.2.1 Update templates and tools
- 6.2.2 Improve training approach
- 6.2.3 Plan next improvement cycle


Project Excellence Office (PEO)
1.0 PMO Initiation & Step
1.1 PMO Foundation Setup
1.2 PMO Structure
2.0 Schedule Management & Support
2.1 Schedule Planning Framework
2.2 Schedule Tracking
3.0 Risk Management Support
3.1 Risk Planning & Identification
3.2 Risk Monitoring & Review
4.0 Training Management Support
4.1 Project Start Briefings
4.2 Training Support
4.3 Lessons Learned
5.0 Reporting & Visibility Support
5.1 Project Status Reporting
5.2 Management Visibility
6.0 PMO Review & Improvement
6.1 Performance Review
6.2 PMO Improvement Actions

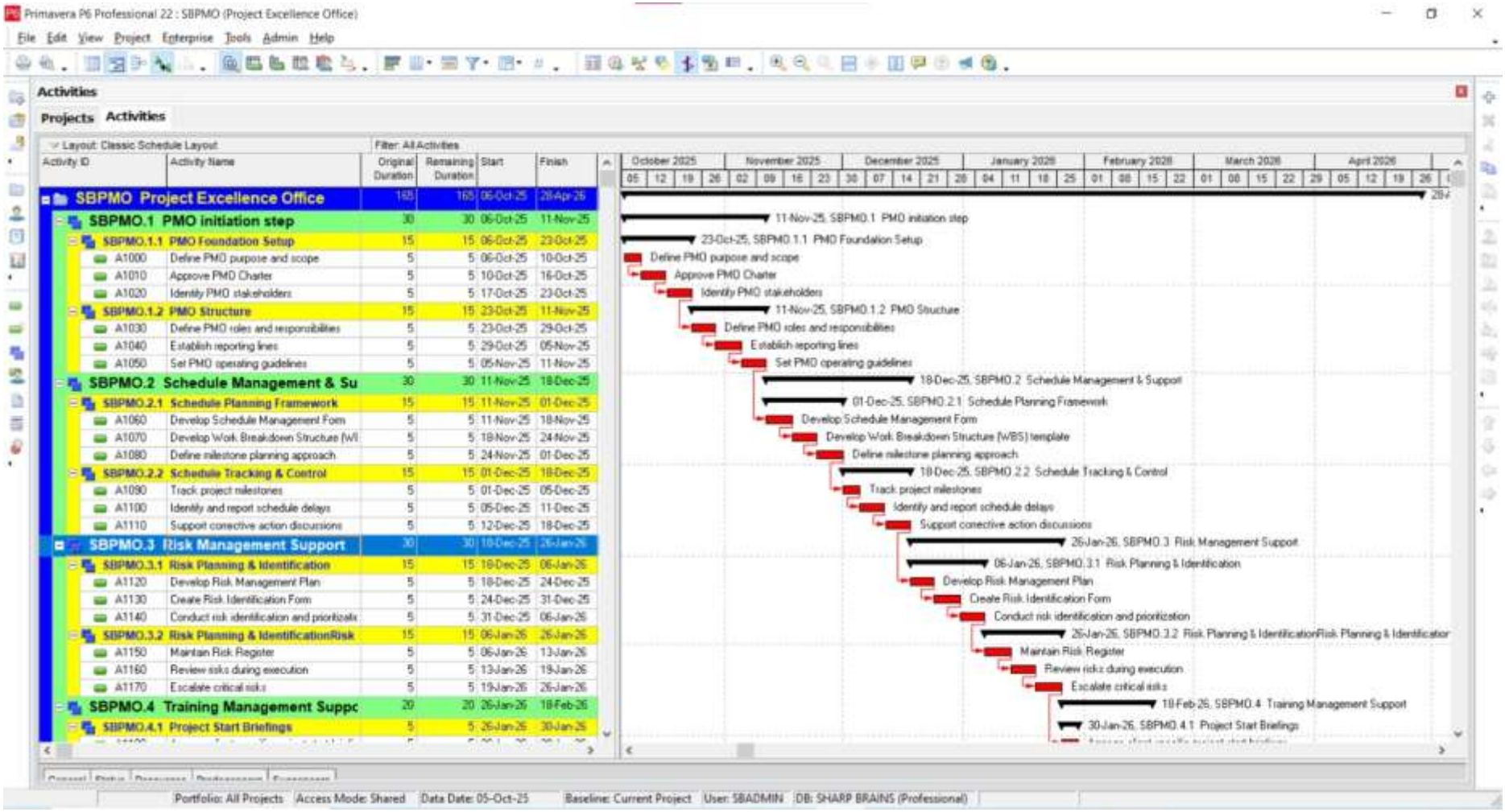
PMO Schedule and Plan

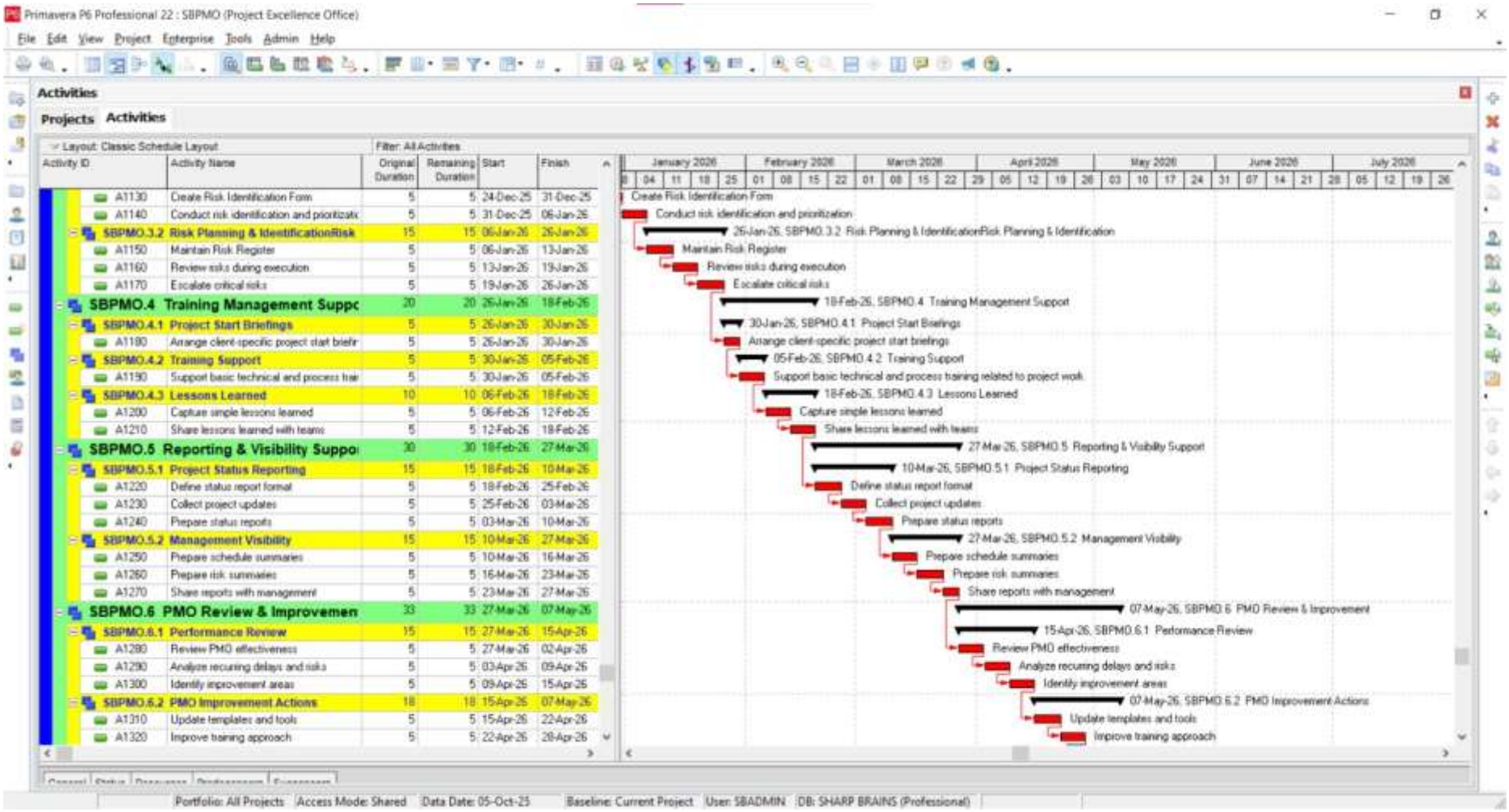
Sr#	WBS (Level 1)	Level 2	Level 3	Task	Start Date	End Date	Responsible	Success Measures	Status (% Complete)
1	PMO Setup	1.1 PMO Foundation	1.1.1 Define PMO purpose & scope	Define PMO objectives and scope	6 Oct 2025	10 Oct 2025	PMO Head	PMO scope is clearly defined	**Completed (100%)**
			1.1.2 Approve PMO Charter	Get formal approval	10 Oct 2025	16 Oct 2025	CEO, PMO Head	PMO charter approved	**Completed (100%)**
			1.1.3 Identify PMO stakeholders	Prepare stakeholder list	17 Oct 2025	23 Oct 2025	PMO Coordinator	Stakeholders identified	**Completed (100%)**
		1.2 PMO Structure	1.2.1 Define PMO roles & responsibilities	Define PMO roles	23 Oct 2025	29 Oct 2025	PMO Head	Roles clearly assigned	**Completed (100%)**
			1.2.2 Establish reporting lines	Define reporting structure	29 Oct 2025	5 Nov 2025	PMO Head	Reporting lines established	**Completed (100%)**
			1.2.3 Set PMO operating guidelines	Define PMO working guidelines	5 Nov 2025	11 Nov 2025	PMO Head	PMO guidelines approved	**Completed (100%)**
2	Schedule Management Support	2.1 Schedule Planning	2.1.1 Schedule Management Form	Develop a schedule template	11 Nov 2025	18 Nov 2025	Schedule Lead	Schedule form ready	**Completed (100%)**

			2.1.2 WBS Template	Develop WBS template	18 Nov 2025	24 Nov 2025	Schedule Lead	WBS template approved	**Completed (100%)**
			2.1.3 Milestone Planning Approach	Define milestones	24 Nov 2025	01 Dec 2025	Schedule Lead	Milestones defined	**Completed (100%)**
		2.2 Schedule Tracking	2.2.1 Track project milestones	Monitor pilot milestones	01Dec 2025	05 Dec 2025	Schedule Lead	Milestones tracked	**In Progress (60%)**
			2.2.2 Identify schedule delays	Report delays	05 Dec 2025	11 Dec 2025	Schedule Lead	Delays identified early	**In Progress (50%)**
			2.2.3 Support corrective actions	Support recovery discussions	12 Dec 2025	18 Dec 2025	PMO Head	Corrective actions noted	**In Progress (60%)**
3	Risk Management Support	3.1 Risk Planning	3.1.1 Risk Management Plan	Define risk approach	18 Oct 2025	24 Dec 2025	Risk Lead	Risk plan approved	**Completed (100%)**
			3.1.2 Risk Identification Form	Create risk ID form	24 Dec 2025	31 Dec 2025	Risk Lead	Risk form available	**Completed (100%)**
			3.1.3 Risk identification & prioritization	Identify and prioritize risks	31 Dec 2025	06 Jan 2026	Risk Lead	Initial risks listed	**In Progress (40%)**

		3.2 Risk Monitoring	3.2.1 Risk Register	Create & maintain register	6 Jan 2026	13 Jan 2026	Risk Lead	Risks logged	**Planned (0%)**
			3.2.2 Risk review process	Review risks regularly	13 Jan 2026	19 Jan 2026	Risk Lead	Reviews conducted	**Planned (0%)**
			3.2.3 Escalate critical risks	Escalate major risks	19 Jan 2026	26 Jan 2026	PMO Head	Timely escalations	**Planned (0%)**
4	Training Management Support	4.1 Project Start Briefings	4.1.1 Client-specific briefings	Conduct project start briefings	26 Jan 2026	30 Jan 2026	Training Lead	Briefings completed	**Planned (0%)**
		4.2 Training Support	4.2.1 Basic training support	Conduct schedule & risk training	30 Jan 2026	05 Feb 2026	Training Lead	Teams trained	**Planned (0%)**
		4.3 Lessons Learned	4.3.1 Capture lessons learned	Gather lessons	06 Feb 2026	12 Feb 2026	Training Lead	Lessons captured	**Planned (0%)**
			4.3.2 Share lessons learned	Knowledge sharing	12 Feb 2026	18 Feb 2026	PMO Head	Lessons shared	**Planned (0%)**
5	Reporting & Visibility Support	5.1 Status Reporting	5.1.1 Status report format	Create status template	18 Feb 2026	25 Feb 2026	PMO Coordinator	Standard reports used	**Planned (0%)**
			5.1.2 Collect project updates	Gather updates	25 Feb 2026	03 March 2026	PMO Coordinator	Updates collected	**Planned (0%)**

			5.1.3 Prepare status reports	Issue reports	03 March 2026	10 March 2026	PMO Coordinator	Reports issued	**Planned (0%)**
		5.2 Management Visibility	5.2.1 Schedule summaries	Prepare schedule view	10 March 2026	16 March 2026	PMO Coordinator	Visibility improved	**Planned (0%)**
			5.2.2 Risk summaries	Prepare risk view	16 March 2026	23 March 2026	PMO Coordinator	Risks visible	**Planned (0%)**
			5.2.3 Share reports	Share with management	23 March 2026	27 March 2026	PMO Head	Management informed	**Planned (0%)**
6	PMO Review & Improvement	6.1 Performance Review	6.1.1 PMO effectiveness review	Assess PMO performance	27 Mar 2026	02 Apr 2026	PMO Head	Review completed	**Planned (0%)**
			6.1.2 Analyze recurring delays & risks	Identify patterns	03 Apr 2026	09 Apr 2026	PMO Head	Issues Analyzed	**Planned (0%)**
			6.1.3 Identify Improvement Areas	Identify Improvement Areas	09 Apr 2026	15 Apr 2026	PMO Head	Improvement Identified	**Planned (0%)**
		6.2 Improvement Actions	6.2.1 Update templates	Improve tools	15 Apr 2026	22 Apr 2026	PMO Coordinator	Templates improved	**Planned (0%)**
			6.2.2 Improve training approach	Enhance training	22 Apr 2026	28 Apr 2026	Training Lead	Training improved	**Planned (0%)**
			6.2.3 Plan next cycle	Prepare an improvement plan	28 Apr 2026	30 Apr 2026	PMO Head	Next plan ready	**Planned (0%)**


Primavera P6 Professional 22 : SBPMO (Project Excellence Office)
File Edit View Project Enterprise Tools Admin Help
Activities
Projects Activities
Layout: Classic Schedule Layout
Filter: All Activities
Activity ID
Activity Name
Original Duration
Remaining Duration
Start
Finish
SBPMO Project Excellence Office 165 165 06-Oct-25 28-Apr-26
SBPMO.1 PMO initiation step 30 30 06-Oct-25 11-Nov-25
SBPMO.1.1 PMO Foundation Setup 15 15 06-Oct-25 23-Oct-25
A1000 Define PMO purpose and scope 5 5 06-Oct-25 10-Oct-25
A1010 Approve PMO Charter 5 5 10-Oct-25 16-Oct-25
A1020 Identify PMO stakeholders 5 5 17-Oct-25 23-Oct-25
SBPMO.1.2 PMO Structure 15 15 23-Oct-25 11-Nov-25
A1030 Define PMO roles and responsibilities 5 5 23-Oct-25 29-Oct-25
A1040 Establish reporting lines 5 5 29-Oct-25 05-Nov-25
A1050 Set PMO operating guidelines 5 5 05-Nov-25 11-Nov-25
SBPMO.2 Schedule Management & Su 30 30 11-Nov-25 18-Dec-25
SBPMO.2.1 Schedule Planning Framework 15 15 11-Nov-25 01-Dec-25
A1060 Develop Schedule Management Form 5 5 11-Nov-25 18-Nov-25
A1070 Develop Work Breakdown Structure (WI 5 5 18-Nov-25 24-Nov-25
A1080 Define milestone planning approach 5 5 24-Nov-25 01-Dec-25
SBPMO.2.2 Schedule Tracking & Control 15 15 01-Dec-25 18-Dec-25
A1090 Track project milestones 5 5 01-Dec-25 05-Dec-25
A1100 Identify and report schedule delays 5 5 05-Dec-25 11-Dec-25
A1110 Support corrective action discussions 5 5 12-Dec-25 18-Dec-25
SBPMO.3 Risk Management Support 30 30 18-Dec-25 26-Jan-26
SBPMO.3.1 Risk Planning & Identification 15 15 18-Dec-25 06-Jan-26
A1120 Develop Risk Management Plan 5 5 18-Dec-25 24-Dec-25
A1130 Create Risk Identification Form 5 5 24-Dec-25 31-Dec-25
A1140 Conduct risk identification and prioritizati 5 5 31-Dec-25 06-Jan-26
SBPMO.3.2 Risk Planning & IdentificationRisk 15 15 06-Jan-26 26-Jan-26
A1150 Maintain Risk Register 5 5 06-Jan-26 13-Jan-26
A1160 Review risks during execution 5 5 13-Jan-26 19-Jan-26
A1170 Escalate critical risks 5 5 19-Jan-26 26-Jan-26
SBPMO.4 Training Management Suppc 20 20 26-Jan-26 18-Feb-26
SBPMO.4.1 Project Start Briefings 5 5 26-Jan-26 30-Jan-26
October 2025
November 2025
December 2025
January 2026
February 2026
March 2026
April 2026
11-Nov-25, SBPMO.1 PMO initiation step
23-Oct-25, SBPMO.1.1 PMO Foundation Setup
Define PMO purpose and scope
Approve PMO Charter
Identify PMO stakeholders
11-Nov-25, SBPMO.1.2 PMO Structure
Define PMO roles and responsibilities
Establish reporting lines
Set PMO operating guidelines
18-Dec-25, SBPMO.2 Schedule Management & Support
01-Dec-25, SBPMO.2.1 Schedule Planning Framework
Develop Schedule Management Form
Develop Work Breakdown Structure (WBS) template
Define milestone planning approach
18-Dec-25, SBPMO.2.2 Schedule Tracking & Control
Track project milestones
Identify and report schedule delays
Support corrective action discussions
26-Jan-26, SBPMO.3 Risk Management Support
06-Jan-26, SBPMO.3.1 Risk Planning & Identification
Develop Risk Management Plan
Create Risk Identification Form
Conduct risk identification and prioritization
26-Jan-26, SBPMO.3.2 Risk Planning & IdentificationRisk Planning & Identification
Maintain Risk Register
Review risks during execution
Escalate critical risks
18-Feb-26, SBPMO.4 Training Management Support
30-Jan-26, SBPMO.4.1 Project Start Briefings
Portfolio: All Projects
Access Mode: Shared
Data Date: 05-Oct-25
Baseline: Current Project
User: SBADMIN
DB: SHARP BRAINS (Professional)


Primavera P6 Professional 22 : SBPMO (Project Excellence Office)
File Edit View Project Enterprise Tools Admin Help
Activities
Projects Activities
Layout: Classic Schedule Layout
Filter: All Activities
Activity ID
Activity Name
Original Duration
Remaining Duration
Start
Finish
A1130 Create Risk Identification Form 5 5 24-Dec-25 31-Dec-25
A1140 Conduct risk identification and prioritizatc 5 5 31-Dec-25 06-Jan-26
SBPMO.3.2 Risk Planning & IdentificationRisk 15 15 06-Jan-26 26-Jan-26
A1150 Maintain Risk Register 5 5 06-Jan-26 13-Jan-26
A1160 Review risks during execution 5 5 13-Jan-26 19-Jan-26
A1170 Escalate critical risks 5 5 19-Jan-26 26-Jan-26
SBPMO.4 Training Management Suppc 20 20 26-Jan-26 18-Feb-26
SBPMO.4.1 Project Start Briefings 5 5 26-Jan-26 30-Jan-26
A1180 Arrange client-specific project start briefir 5 5 26-Jan-26 30-Jan-26
SBPMO.4.2 Training Support 5 5 30-Jan-26 05-Feb-26
A1190 Support basic technical and process trai 5 5 30-Jan-26 05-Feb-26
SBPMO.4.3 Lessons Learned 10 10 06-Feb-26 18-Feb-26
A1200 Capture simple lessons learned 5 5 06-Feb-26 12-Feb-26
A1210 Share lessons learned with teams 5 5 12-Feb-26 18-Feb-26
SBPMO.5 Reporting & Visibility Suppo 30 30 18-Feb-26 27-Mar-26
SBPMO.5.1 Project Status Reporting 15 15 18-Feb-26 10-Mar-26
A1220 Define status report format 5 5 18-Feb-26 25-Feb-26
A1230 Collect project updates 5 5 25-Feb-26 03-Mar-26
A1240 Prepare status reports 5 5 03-Mar-26 10-Mar-26
SBPMO.5.2 Management Visibility 15 15 10-Mar-26 27-Mar-26
A1250 Prepare schedule summaries 5 5 10-Mar-26 16-Mar-26
A1260 Prepare risk summaries 5 5 16-Mar-26 23-Mar-26
A1270 Share reports with management 5 5 23-Mar-26 27-Mar-26
SBPMO.6 PMO Review & Improvemen 33 33 27-Mar-26 07-May-26
SBPMO.6.1 Performance Review 15 15 27-Mar-26 15-Apr-26
A1280 Review PMO effectiveness 5 5 27-Mar-26 02-Apr-26
A1290 Analyze recurring delays and risks 5 5 03-Apr-26 09-Apr-26
A1300 Identify improvement areas 5 5 09-Apr-26 15-Apr-26
SBPMO.6.2 PMO Improvement Actions 18 18 15-Apr-26 07-May-26
A1310 Update templates and tools 5 5 15-Apr-26 22-Apr-26
A1320 Improve training approach 5 5 22-Apr-26 28-Apr-26
January 2026
February 2026
March 2026
April 2026
May 2026
June 2026
July 2026
Create Risk Identification Form
Conduct risk identification and prioritization
26-Jan-26, SBPMO.3.2 Risk Planning & IdentificationRisk Planning & Identification
Maintain Risk Register
Review risks during execution
Escalate critical risks
18-Feb-26, SBPMO.4 Training Management Support
30-Jan-26, SBPMO.4.1 Project Start Briefings
Arrange client-specific project start briefings
05-Feb-26, SBPMO.4.2 Training Support
Support basic technical and process training related to project work
18-Feb-26, SBPMO.4.3 Lessons Learned
Capture simple lessons learned
Share lessons learned with teams
27-Mar-26, SBPMO.5 Reporting & Visibility Support
10-Mar-26, SBPMO.5.1 Project Status Reporting
Define status report format
Collect project updates
Prepare status reports
27-Mar-26, SBPMO.5.2 Management Visibility
Prepare schedule summaries
Prepare risk summaries
Share reports with management
07-May-26, SBPMO.6 PMO Review & Improvement
15-Apr-26, SBPMO.6.1 Performance Review
Review PMO effectiveness
Analyze recurring delays and risks
Identify improvement areas
07-May-26, SBPMO.6.2 PMO Improvement Actions
Update templates and tools
Improve training approach
Portfolio: All Projects
Access Mode: Shared
Data Date: 05-Oct-25
Baseline: Current Project
User: SBADMIN
DB: SHARP BRAINS (Professional)

PMO SOPs

SOP 1: Schedule Management

1. Purpose

To define a clear, step-by-step process for **planning, tracking, and reviewing project schedules**, ensuring that tasks are visible, work is properly broken down, and delays are identified early.

2. Scope

This SOP applies to all projects supported by the PMO and covers:

- Schedule planning
- Task breakdown
- Milestone tracking

3. Roles & Responsibilities

- **Project Team / Functional Manager**: Provides task details and updates
- **Schedule Management Lead (PMO)**: Supports schedule creation and tracking
- **PMO Head**: Reviews major delays if escalated

4. Procedure (What to do & How to do it)

Step 1: Create the Schedule Management Form
Who: Project Team (with PMO support)
How:

- Fill the **Schedule Management Form**
- List all major tasks required for the project
- Assign responsibility for each task
- Add planned start and end dates

Document Used: Schedule Management Form

Step 2: Break Work Using WBS
Who: Schedule Management Lead
How:

- Convert each major task into smaller activities using the **WBS**
- Ensure no task is too large or unclear
- Confirm that all required work is captured

Document Used: WBS Template

Step 3: Define Project Milestones
Who: Schedule Management Lead
How:

- Identify key checkpoints (milestones)
- Link milestones to important deliverables
- Agree on milestones with the project team

Document Used: Schedule Management Form / WBS

Step 4: Track Milestones
Who: Schedule Management Lead
How:

- Review milestone status weekly or bi-weekly
- Mark milestones as **Completed / On Track / Delayed**
- Record reasons for delays

Document Used: Schedule Tracking Form

Step 5: Highlight Delays
Who: Schedule Management Lead
How:

- If a milestone is delayed, highlight it
- Inform the PMO Head and project team
- Discuss corrective actions (supportive, not enforced)

5. Output / Records

- Approved Schedule Management Form
- WBS document
- Milestone tracking updates

SOP 2: Risk Management

1. Purpose
To define a clear process for **identifying, prioritizing, documenting, and reviewing project risks**, ensuring that risks are managed **before** they become issues.

2. Scope
This SOP applies to all projects supported by the PMO and covers:

- Risk identification
- Risk prioritization
- Risk tracking and review

3. Roles & Responsibilities

- **Project Team / Functional Manager**: Identifies risks
- **Risk Management Lead (PMO)**: Maintains risk records and reviews
- **PMO Head**: Supports escalation of critical risks

4. Procedure (What to do & How to do it)

Step 1: Prepare Risk Management Plan
Who: Risk Management Lead
How:

- Define how risks will be identified, reviewed, and tracked
- Share the plan with project teams

Document Used: Risk Management Plan

Step 2: Identify Risks at Project Start
Who: Project Team (with PMO support)
How:

- Complete the **Risk Identification Form**
- Identify risks related to:
    - Schedule
    - Resources
    - Dependencies
    - Client requirements

Document Used: Risk Identification Form

Step 3: Prioritize Risks
Who: Risk Management Lead
How:

- Review identified risks
- Categorize risks as **High / Medium / Low**
- Focus attention on high-priority risks

Document Used: Risk Identification Form

Step 4: Log Risks in Risk Register
Who: Risk Management Lead
How:

- Enter all identified risks into the **Risk Register**
- Include risk owner and current status

Document Used: Risk Register

Step 5: Review Risks Regularly
Who: Risk Management Lead
How:

- Review risks during regular project check-ins
- Update risk status (Open / Mitigated / Closed)
- Highlight new or increasing risks

Step 6: Escalate Critical Risks
Who: PMO Head
How:

- Escalate high-impact risks to management
- Support decision-making (PMO does not enforce actions)

5. Output / Records

- Risk Management Plan
- Risk Identification Forms
- Updated Risk Register

SOP 3: Training Management

1. Purpose
To define a structured process for **preparing teams, sharing client standards, and capturing lessons learned** to improve consistency and reduce repeat mistakes.

2. Scope
This SOP applies to all projects supported by the PMO and covers:

- Client-specific briefings

- Basic training support
- Lessons learned

3. Roles & Responsibility

- **Training Management Lead (PMO)**: Plans and delivers training
- **Project Team**: Attends training and briefings
- **PMO Coordinator**: Records attendance and documents lessons

4. Procedure (What to do & How to do it)

Step 1: Conduct Client-Specific Briefing
Who: Training Management Lead
How:

- Before project start, brief the team on:
  - Client standards
  - Tools and expectations
- Clarify what is different for this client

Document Used: Client Briefing Notes

Step 2: Provide Basic Training Support
Who: Training Management Lead
How:

- Provide short training on:
  - Schedule tracking tools
  - Risk identification and logging
- Keep sessions short and practical

Document Used: Training Material

Step 3: Record Training Attendance
Who: PMO Coordinator
How:

- Record who attended training
- Store attendance records centrally

Document Used: Training Attendance Sheet

Step 4: Capture Lessons Learned
Who: Training Management Lead
How:

- At milestones or project closure:
  - Ask teams what worked well
  - Ask what should be improved
- Keep lessons short and clear

Document Used: Lessons Learned Template

Step 5: Share Lessons Learned
Who: PMO Head
How:

- Share key lessons with other teams
- Use lessons to improve future projects

5. Output / Records

- Client briefing notes
- Training material and attendance records
- Lessons learned documents

Detailed Function Procedures

SOP 1: Schedule Management
Function Details & Procedures
Function Name: Schedule Management Support Function
Function Purpose:
To support project teams in planning, breaking down, tracking, and reviewing project schedules so that work is clearly defined and delays are identified early.
How the Function Operates (Procedure Summary):

- The PMO supports teams in creating a **Schedule Management Form** at project start.
- The PMO helps break high-level tasks into clear activities using the **WBS template**.
- Key milestones are defined and agreed upon with the project team.
- Milestones are tracked regularly (weekly or bi-weekly).
- Any delays are highlighted, discussed, and escalated if required.
- The PMO provides visibility and guidance but does not enforce actions.

SOP 2: Risk Management
Function Details & Procedures
Function Name: Risk Management Support Function
Function Purpose:
To support early identification, prioritization, documentation, and regular review of project risks so that risks are managed before becoming issues.
How the Function Operates (Procedure Summary):

- The PMO prepares and shares a **Risk Management Plan** for projects.
- Project teams identify risks at project start using the **Risk Identification Form**.
- The PMO reviews and prioritizes risks as High, Medium, or Low.
- All risks are logged and maintained in the **Risk Register**.
- Risks are reviewed regularly during project check-ins.
- Critical risks are escalated to management for awareness and guidance.
- The PMO supports decision-making but does not take ownership of risk actions.

SOP 3: Training Management
Function Details & Procedures
Function Name: Training & Knowledge Support Function
Function Purpose:
To prepare project teams through briefings and basic training, and to capture and share lessons learned to improve consistency and reduce repeated mistakes.
How the Function Operates (Procedure Summary):

- The PMO conducts **client-specific briefings** before project start.
- Short, focused training sessions are delivered on schedule and risk tools.
- Training attendance is recorded and stored centrally.
- Lessons learned are captured at milestones or project closure.
- Key lessons are documented and shared with other teams.
- Lessons are used to improve future projects and PMO practices.

PMO TEMPLATES

Templates for Schedule Management

Template 1: Schedule Management Form

(Used in SOP Step 1 & Step 3)
Purpose: To define project tasks, timelines, responsibilities, and milestones.

Schedule Management Form
Project Information

Field	Details
Project Name	
Client Name	
Project Start Date	
Project End Date	
Prepared By	
Date Prepared	

Task Planning

Task ID	Task Description	Start Date	End Date	Responsible Person	Remarks
T-01					
T-02					
T-03					

Project Milestones

Milestone ID	Milestone Description	Related Task ID	Target Date	Status (Planned)
M-01				
M-02				

Approval

Name	Role	Signature	Date

Template 2: Work Breakdown Structure (WBS) Template

(Used in SOP Step 2)
Purpose: To break major project tasks into smaller, manageable activities.

WBS Template
Project Name: _____
Prepared By: _____
Date: _____

WBS Code	Task Name	Description	Owner	Estimated Duration	Remarks
1	Project Tasks				
1.0					
1.1					
1.1.1					
1.2					
2.0					
2.1					
2.1.1					

Guidelines for Use:

- Level 1 = Major tasks
- Level 2 & 3 = Detailed activities
- No task should be vague or too large

Template 3: Schedule Tracking Form

(Used in SOP Step 4 & Step 5)
Purpose: To track milestone progress and identify delays early.

Schedule Tracking Form

Project Information

Field	Details
Project Name	
Reporting Period	
Prepared By	
Date	

Milestone Tracking

Milestone ID	Milestone Description	Planned Date	Actual Date	Status (On Track / Delayed / Completed)	Delay Reason	Action / Comment
M-01						
M-02						

Overall Schedule Status

Status	Tick (✓)
On Track	
Delayed	

PMO Review

Reviewed By	Role	Date	Comments

Templates for Risk Management

Template 1: Risk Management Plan

Purpose:
To define how risks will be identified, prioritized, tracked, and reviewed for a project.

Risk Management Plan
Project Information

Field	Details
Project Name	
Client Name	
Project Manager / Lead	
Risk Management Lead	
Date Prepared	

Risk Management Approach

Area	Description
Risk Identification Method	How risks will be identified (e.g., team discussion, review of schedule)
Risk Review Frequency	Weekly / Bi-weekly
Risk Escalation Method	How high risks will be escalated?
Risk Ownership	How will risk owners be assigned?

Approval

Name	Role	Signature	Date

Template 2: Risk Identification Form

Purpose:
To identify risks at the start of the project.

Risk Identification Form
Project Information

Field	Details
Project Name	
Identified By	
Date	

Identified Risks

Risk ID	Risk Description	Risk Category (Schedule / Resource / Dependency / Client)	Possible Impact
R-01			
R-02			
R-03			

Template 3: Risk Prioritization Sheet

Purpose:
To prioritize identified risks based on impact and likelihood.

Risk Prioritization Sheet

Risk ID	Risk Description	Impact (High/Medium/Low)	Likelihood (High/Medium/Low)	Overall Priority (High/Medium/Low)
R-01				
R-02				
R-03				

Guideline:

- **High Priority** risks require close monitoring and possible escalation
- **Medium/Low** risks are monitored regularly

Template 4: Risk Register

Purpose:
To track and review risks throughout project execution.

Risk Register
Project Information

Field	Details
Project Name	
Reporting Period	
Updated By	
Date	

Risk Tracking

Risk ID	Risk Description	Priority	Risk Owner	Status (Open / Mitigated / Closed)	Remarks
R-01					
R-02					
R-03					

Escalation (If Required)

Risk ID	Reason for Escalation	Escalated To	Date

Templates for Training Management

Template 1: Client Briefing Notes

Purpose:
To brief the project team on client-specific standards, tools, and expectations before the project starts.

Client Briefing Notes

Field	Details
Project Name	
Client Name	
Briefing Date	
Conducted By	
Team Briefed	

Client-Specific Information

Area	Notes
Client Standards	
Tools / Systems Used	
Client Expectations	
Key Differences from Other Clients	

Questions / Clarifications

Question	Clarification Provided

Template 2: Training Material Outline

Purpose:
To prepare and deliver short, practical training sessions.

Training Material Outline

Field	Details
Training Topic	
Project Name (if applicable)	
Trainer	
Training Date	

Training Content

Section	Description
Schedule Tracking Tools	
Risk Identification & Logging	
Practical Examples	

Key Takeaways

Notes

Template 3: Training Attendance Sheet

Purpose:
To record attendance for training sessions and briefings.

Training Attendance Sheet

Field	Details
Training Topic	
Date	
Trainer	

Attendance Record

Sr#	Name	Role	Department	Signature
1				
2				
3				

Template 4: Lessons Learned Template

Purpose:
To capture and share lessons learned during milestones or at project closure.

Lessons Learned Template

Field	Details
Project Name	
Phase / Milestone	
Date	
Collected By	

Lessons Learned

Area	Description
What Worked Well	
What Did Not Work Well	

Area	Description
What Can Be Improved	
Recommendation for Future Projects	

Sharing & Action

Shared With	Date Shared	Remarks

Implementation of Sample Project

Sample Project Charter

Section	Details
Project Name	**Blackstone – Network Infrastructure & EUC Deployment**
Project Sponsor	Blackstone (Client)
Project Start Date	1 December 2025
Purpose / Mission	To deploy reliable network infrastructure and end-user computing (EUC) environments across Blackstone sites, ensuring operational readiness, connectivity, and smooth handover in line with approved technical standards.
Objectives	➢ Deploy network racks, cabling, and connectivity according to approved designs ➢ Perform structured testing and validation to ensure system readiness ➢ Install and configure EUC workstations for end users ➢ Deliver accurate documentation and obtain formal client acceptance
Scope	**In-Scope:** ➢ Verification of delivered equipment against approved inventory ➢ Network rack & stack, cabling, labelling, and power-up ➢ Copper and fiber patching with standard cable management ➢ Coordination with remote engineers for configuration and testing ➢ EUC workstation installation, connectivity validation, and asset labelling ➢ Documentation, quality checks, and user acceptance support **Out-of-Scope:** ➢ Ongoing operational or managed services support ➢ Procurement of hardware or software ➢ Application-level configuration ➢ Commercial or contractual negotiations
Project Structure	➢ Project Coordinator ➢ Network Engineering Lead ➢ EUC Deployment Lead ➢ Field Engineers (Network & EUC) ➢ Quality / Review Support
Project Authority	➢ Execute deployment activities as per approved scope and standards ➢ Coordinate with the client and remote engineering teams ➢ Track progress, issues, and risks ➢ Escalate major delays or blockers to the client/project sponsor ➢ Submit deliverables for review and acceptance
Key Stakeholders	➢ Blackstone Client Representatives ➢ Project Sponsor (Client Side)

Section	Details
	➢ Project Coordinator ➢ Network & EUC Engineering Teams ➢ End Users (for acceptance and validation)
Key Deliverables	➢ Fully installed and validated network infrastructure ➢ Verified asset inventory with serial numbers and labels ➢ Connectivity and readiness verification reports ➢ EUC deployment completion and sign-off documents ➢ Annotated photographic installation records
Success Metrics (KPIs)	➢ Successful completion of network and EUC deployments per site ➢ Milestones achieved as planned (where dates are defined) ➢ Minimal rework due to installation or configuration issues ➢ Timely submission and approval of documentation ➢ Client acceptance and satisfaction
Assumptions	➢ Client sites will provide timely access and approvals ➢ Equipment is delivered as per approved inventory lists ➢ Remote engineering support is available when required ➢ Deployment will follow a phased, site-by-site approach
Constraints	➢ Multi-region execution across EMEA and APAC ➢ Site readiness and regional factors may impact timelines

Scope of Work for Blackstone Network & EUC Deployment

Scope Area	In-Scope Activities	Out-of-Scope Activities	Key Outputs / Deliverables
Project Coordination	Project kick-off coordination, activity sequencing, and progress updates	Overall client program management	Confirmed execution approach and coordination records
Equipment Verification	Verify delivered equipment against approved inventory lists	Procurement of equipment	Verified inventory checklist
Network Rack & Stack	Rack installation, mounting, labelling, and power-up as per design	Data center design changes	Installed and powered network racks
Cabling & Patching	Structured copper and fiber patching with standard cable management	New cabling design or re-routing	Completed patching and labelling
Network Integration & Testing	Coordination with remote engineers, power-on testing, and connectivity validation	Advanced network optimization	Connectivity and readiness reports
End-User Compute (EUC) Deployment	Workstation installation, peripheral setup, connectivity validation	Software development or customization	Installed and validated EUC systems

Scope Area	In-Scope Activities	Out-of-Scope Activities	Key Outputs / Deliverables
Asset Management	Asset labelling and inventory updates	Asset procurement or disposal	Updated asset inventory
Quality Assurance	Internal quality checks and verification before handover	Long-term quality audits	QA verification records
Documentation	As-built documentation, photographic records, and reports	Creation of client operational manuals	As-built documentation pack
User Acceptance & Handover	Support user acceptance testing and formal handover	Post-handover operational support	Signed handover and acceptance documents

Sample Project Schedule

Phase	Work Area	Activities	Start Date	End Date	Owner	Key Output	Current Status
Phase 1	Project Initiation	Project kick-off and scope confirmation	01-Dec-2025	03-Dec-2025	Project Coordinator	Confirmed scope & execution plan	Completed
	Planning	Site list finalization (EMEA & APAC)	02-Dec-2025	06-Dec-2025	Project Coordinator	Approved site deployment list	Completed
Phase 2	Network Infrastructure	Equipment verification against inventory lists	05-Dec-2025	12-Dec-2025	Network Lead	Verified equipment inventory	In Progress
	Network Infrastructure	Rack installation and physical mounting	10-Dec-2025	TBC	Field Engineers	Installed network racks	In Progress
Phase 3	Network Deployment	Structured copper & fiber patching	After the rack install	TBC	Field Engineers	Completed patching	Planned
	Network Deployment	Coordination with remote engineers for configuration	After patching	TBC	Network Lead	Configured network devices	Planned

Phase	Work Area	Activities	Start Date	End Date	Owner	Key Output	Current Status
	Network Deployment	Power-up testing and connectivity validation	After configuration	TBC	Network Lead	Connectivity test results	Planned
Phase 4	EUC Deployment	Workstation installation per seating plan	Parallel with network readiness	TBC	EUC Lead	Installed workstations	Planned
	EUC Deployment	Peripheral and connectivity validation	After installation	TBC	EUC Lead	Validated EUC connectivity	Planned
	EUC Deployment	Asset labelling and inventory update	After validation	TBC	EUC Team	Updated asset records	Planned
Phase 5	Quality & Documentation	Internal quality checks	After each site deployment	Ongoing	QA / Project Lead	QA verification records	Planned
	Documentation	As-built documentation preparation	After network & EUC completion	TBC	Project Coordinator	As-built documents	Planned
Phase 6	Handover	User acceptance support	After site completion	TBC	Project Coordinator	User acceptance sign-off	Planned
	Handover	Final project documentation handover	After acceptance	TBC	Project Coordinator	Signed handover documents	Planned

End Date: TBC → The task has started or is planned, but the exact completion date will be confirmed later.

WBS for Project

Blackstone – Network Infrastructure & EUC Deployment

1. Project Initiation & Planning

1.1 Project Kick-off

- 1.1.1 Confirm project scope and objectives
- 1.1.2 Identify deployment sites (EMEA & APAC)

1.2 Project Planning

- 1.2.1 Develop a high-level deployment plan
- 1.2.2 Coordinate deployment sequence

2. Equipment Verification

2.1 Inventory Validation

- 2.1.1 Verify delivered equipment against approved inventory
- 2.1.2 Report missing or mismatched items

3. Network Infrastructure Deployment

3.1 Rack & Stack Installation
- 3.1.1 Rack installation and mounting
- 3.1.2 Power connection and labelling

3.2 Cabling & Patching
- 3.2.1 Copper cabling and patching
- 3.2.2 Fiber cabling and patching

3.3 Network Integration & Testing
- 3.3.1 Coordination with remote engineers
- 3.3.2 Power-on testing and connectivity validation

4. End-User Compute (EUC) Deployment

4.1 Workstation Installation
- 4.1.1 Install workstations as per seating plans
- 4.1.2 Install peripherals

4.2 EUC Validation
- 4.2.1 Network and power validation
- 4.2.2 Functional testing

4.3 Asset Management
- 4.3.1 Asset labelling
- 4.3.2 Inventory updates

5. Quality Assurance & Documentation

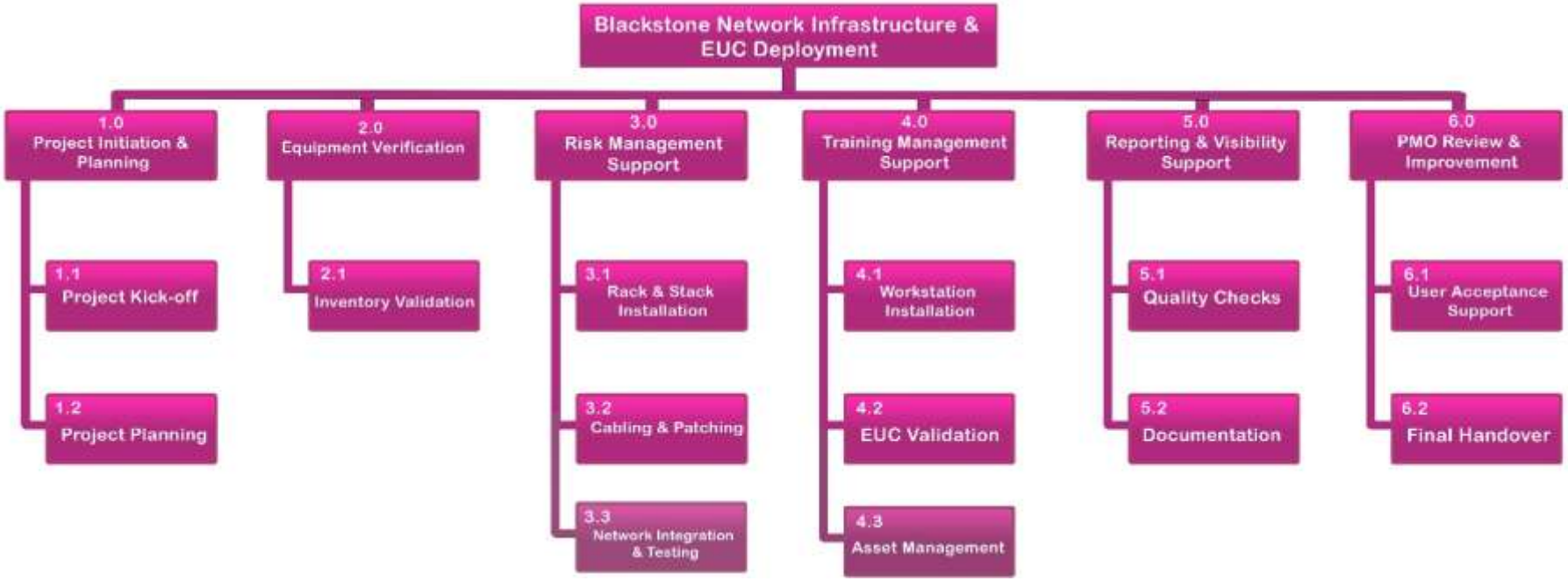
5.1 Quality Checks
- 5.1.1 Internal installation quality checks
- 5.1.2 Issue correction (if required)

5.2 Documentation
- 5.2.1 Prepare as-built documentation
- 5.2.2 Capture photographic installation records

6. User Acceptance & Handover

6.1 User Acceptance Support
- 6.1.1 Support user validation
- 6.1.2 Address acceptance comments

6.2 Final Handover
- 6.2.1 Submit final documentation
- 6.2.2 Obtain client sign-off


Blackstone Network Infrastructure & EUC Deployment
1.0 Project Initiation & Planning
1.1 Project Kick-off
1.2 Project Planning
2.0 Equipment Verification
2.1 Inventory Validation
3.0 Risk Management Support
3.1 Rack & Stack Installation
3.2 Cabling & Patching
3.3 Network Integration & Testing
4.0 Training Management Support
4.1 Workstation Installation
4.2 EUC Validation
4.3 Asset Management
5.0 Reporting & Visibility Support
5.1 Quality Checks
5.2 Documentation
6.0 PMO Review & Improvement
6.1 User Acceptance Support
6.2 Final Handover

Implementation of PMO Templates with Project

Schedule Management

Schedule Management Form

Project Information

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Client Name	Blackstone
Project Start Date	01 December 2025
Project End Date	To Be Confirmed
Prepared By	Project Coordinator
Date Prepared	01 December 2025

Task Planning

Task ID	Task Description	Start Date	End Date	Responsible Person	Remarks
T-01	Network Infrastructure Deployment (Rack & Stack, Cabling)	01-Dec-2025	TBC	Network Engineering Lead	Multi-site execution
T-02	Network Integration, Testing & Validation	After T-01	TBC	Network Engineering Lead	With remote engineers
T-03	EUC Deployment & Validation	Parallel with T-02	TBC	EUC Deployment Lead	As per the seating plans

Project Milestones

Milestone ID	Milestone Description	Related Task ID	Target Date	Status (Planned)
M-01	Network Infrastructure Installed & Powered	T-01	TBC	Planned
M-02	EUC Deployment Completed & Validated	T-03	TBC	Planned

Approval

Name	Role	Signature	Date
	Project Sponsor		

WBS Template

Project Name: Blackstone – Network Infrastructure & EUC Deployment
Prepared By: Project Coordinator
Date: 01 December 2025

WBS Code	Task Name	Description	Owner	Estimated Duration	Remarks
1.0	Project Initiation & Planning	Kickoff and planning activities	Project Coordinator	1 week	Initial phase
1.1	Project Kickoff	Confirm scope and sites	Project Coordinator	3 days	Completed
1.1.1	Site List Confirmation	Finalize EMEA & APAC sites	Project Coordinator	2 days	Client approved
1.2	Deployment Planning	Plan execution sequence	Project Coordinator	2 days	Rolling plan
2.0	Network Infrastructure Deployment	Rack & stack and cabling	Network Lead	TBC	Site-based
2.1	Equipment Verification	Verify delivered equipment	Network Lead	1 week	Per site
2.1.1	Rack Installation & Cabling	Rack, cabling, labeling	Field Engineers	TBC	As per design
3.0	EUC Deployment	Workstation rollout	EUC Lead	TBC	Parallel activity

Schedule Tracking Form

Project Information

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Reporting Period	01 Dec – 15 Dec 2025
Prepared By	Project Coordinator
Date	15 December 2025

Milestone Tracking

Milestone ID	Milestone Description	Planned Date	Actual Date	Status	Delay Reason	Action / Comment
M-01	Network Infrastructure Installed & Powered	TBC	—	On Track	—	Initial sites in progress
M-02	EUC Deployment Completed & Validated	TBC	—	Planned	—	To start after network readiness

Overall Schedule Status

Status	Tick (✓)
On Track	✓
Delayed	

PMO / Project Review

Reviewed By	Role	Date	Comments
Project Sponsor	Client Representative	15-Dec-2025	Project progressing as planned in early phase

Risk Management

Risk Management Plan

Project Information

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Client Name	Blackstone
Project Manager / Lead	Deployment Project Lead
Risk Management Lead	Risk Management Lead (PMO)
Date Prepared	01 December 2025

Risk Management Approach

Area	Description
Risk Identification Method	Risks identified through project kick-off discussions, review of schedule, site readiness checks, and client dependency review
Risk Review Frequency	Weekly
Risk Escalation	High-priority risks escalated to the PMO Head and client stakeholders

Area	Description
Method	through status calls and reports
Risk Ownership	Each risk is assigned to a responsible lead (Network Lead, EUC Lead, or Project Coordinator)

Approval

Name	Role	Signature	Date
	Project Sponsor		

Risk Identification Form

Project Information

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Identified By	Project Team & PMO
Date	01 December 2025

Identified Risks

Risk ID	Risk Description	Risk Category	Possible Impact
R-01	Delay in site readiness (power, space, access)	Dependency	Installation delays across sites
R-02	Late delivery or mismatch of network equipment	Resource	Rework and schedule slippage
R-03	Client standard changes during deployment	Client	Rework, additional effort, and delays

Risk Prioritization Sheet

Risk ID	Risk Description	Impact	Likelihood	Overall Priority
R-01	Delay in site readiness	High	Medium	High
R-02	Equipment delivery or mismatch	Medium	Medium	Medium
R-03	Client standard changes	High	Low	Medium

Risk Register

Project Information

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Reporting Period	01 Dec – 15 Dec 2025
Updated By	Risk Management Lead
Date	15 December 2025

Risk Tracking

Risk ID	Risk Description	Priority	Risk Owner	Status	Remarks
R-01	Site readiness delays	High	Project Coordinator	Open	Access approvals are pending for some sites
R-02	Equipment delivery issues	Medium	Network Lead	Open	Inventory verification in progress
R-03	Client standard changes	Medium	Project Lead	Open	Monitoring client communications

Escalation (If required)

Risk ID	Reason for Escalation	Escalated To	Date
R-04	Potential delay to deployment start at multiple sites	PMO Head / Client	15-Dec-2025

Training Management

Client Briefing Notes

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Client Name	Blackstone
Briefing Date	01 December 2025
Conducted By	Training Management Lead
Team Briefed	Network Engineers, Field Engineers, EUC Deployment Team

Client-Specific Information

Area	Notes
Client Standards	Strict adherence to Blackstone-approved network designs, labeling standards, and cabling practices
Tools / Systems Used	Client-approved network equipment, asset tagging system, standard reporting formats
Client Expectations	Clean installation, accurate labeling, proper documentation, and zero deviation from approved designs
Key Differences from Other Clients	Higher documentation requirements, mandatory photo evidence, strict quality checks before handover

Questions / Clarifications

Question	Clarification Provided
Are design changes allowed on-site?	No, any change must be approved by Blackstone before execution
Is photo documentation mandatory?	Yes, for all racks, cabling, and EUC installations

Training Material Outline

Field	Details
Training Topic	Schedule & Risk Awareness for Blackstone Deployment
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Trainer	Training Management Lead
Training Date	02 December 2025

Training Content

Section	Description
Schedule Tracking Tools	How to use the Schedule Management Form and milestone tracking
Risk Identification & Logging	How to identify site, equipment, and dependency risks and log them
Practical Examples	Sample site readiness issues and equipment mismatch scenarios

Key Takeaways

Notes
Follow the agreed schedule and report delays early
Log risks immediately instead of waiting for issues
Follow Blackstone standards strictly to avoid rework

Training Attendance Sheet

Field	Details
Training Topic	Schedule & Risk Awareness for Blackstone Deployment
Date	02 December 2025
Trainer	Training Management Lead

Attendance Record

Sr#	Name	Role	Department	Signature
1	Network Engineer 1	Network Engineer	Network Team	
2	Field Engineer 1	Field Engineer	Deployment Team	
3	EUC Engineer 1	EUC Engineer	EUC Team	

Lessons Learned Template

Field	Details
Project Name	Blackstone – Network Infrastructure & EUC Deployment
Phase / Milestone	Initial Deployment Phase
Date	15 December 2025
Collected By	Training Management Lead

Lessons Learned

Area	Description
What Worked Well	Early client briefing helped clarify standards and reduce on-site confusion
What Did Not Work Well	Some sites were not fully ready at deployment start
What Can Be Improved	Earlier site readiness confirmation before scheduling
Recommendation for Future Projects	Add a mandatory site readiness checklist before deployment

Sharing & Action

Shared With	Date Shared	Remarks
Project Teams & PMO	18 December 2025	To be reused for future client deployments