

IMPLEMENTATION OF PMO AT
CREATIVE FRONTIERS



MSP 735: Project Management Office (PMO)

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In the name of Allah, The Most Gracious and The Most Merciful

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It is hereby certified that the above-mentioned student has completed the project titled “**Implementation of Project Management Office (PMO) at Creative Frontiers**” to my satisfaction.

To the best of my knowledge and belief, the standard of this project is appropriate for submission for examination in partial fulfillment of the requirements of the **Master of Science in Project Management** degree.

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Course Instructor’s Signature:

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DECLARATION

We hereby declare that this project report titled “**Implementation of Project Management Office (PMO) at Creative Frontiers**” is based on our original work, except where references, citations, or quotations have been duly acknowledged.

We further declare that this project has not been previously submitted, either in part or full, to **Bahria University** or to any other institution for the award of any degree or qualification.

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Bisma Ashraf

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ABSTRACT

This report presents a structured implementation plan for establishing a **Supporting Project Management Office (PMO)** at **Creative Frontiers**, a project-based creative organization delivering animation, design, and digital media solutions. The proposed PMO aims to strengthen project management practices by addressing identified gaps in **project** delivery and enhance overall efficiency, while generating measurable operational and managerial value.

The implementation approach is based on an organizational assessment and gap analysis derived from existing operational practices. A supportive PMO model is recommended to introduce standardized processes, templates, training, and reporting mechanisms without exerting direct control over project teams. To ensure feasibility, continuity, and organizational acceptance, the current Project Management Lead is proposed to assume the role of **Head of PMO**.

The report demonstrates the practical application of the PMO through a **five-week animation and design campaign** used as a pilot project, with focused implementation of **risk management, training and development, and reporting functions**. The proposed PMO is expected to enhance project predictability, reduce delivery risks, improve cross-team coordination, support informed decision-making, and strengthen organizational learning. The study concludes with a phased roadmap outlining the gradual maturation and long-term sustainability of the PMO as a value-enabling function within the organization.

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CHAPTER: 1 INTRODUCTION

Creative Frontiers is a Pakistan-based digital media and production company offering a broad range of creative services including video production, animation, post-production, digital campaigns, and corporate communication solutions. The company works with brands across multiple industries and manages several internal and client-facing projects simultaneously.

1.1. Vision

To be a leading creative production partner delivering high-quality digital content through structured processes, skilled talent, and reliable project execution.

1.2. Missions:

Creative Frontiers' mission is to **make information accessible, engaging, and actionable** through innovative design and creative media. By integrating human-centered design principles with modern animation and digital production workflows, the organization aims to:



Figure 1: Mission

This mission is embedded in the company's operational and creative philosophy.

1.3. Values

Creative Frontiers operates under a set of values that define its professional culture and client relationships:

- Reliability in delivery
- Creative excellence

- Structured workflows
- Team development
- Value creation for clients

These values guide both internal decision-making and external client engagements, reinforcing the company's commitment to professional integrity and creative excellence.

1.4. Organizational Overview

Creative Frontiers, established in **2014**, is a Pakistan-based creative production company with an expanding global footprint. It specializes in:

- 2D/3D animation
- E-learning content development
- Digital storytelling
- Visual design and branding
- Social impact communication
- Website and software design

Over the years, the company has delivered projects for **development agencies, nonprofits, academic institutions, startups, and corporate clients** in regions including South Asia, North America, Europe, and the Middle East.

Creative Frontiers function primarily through a **project-based operational model**, where each client is assigned a **dedicated project manager** who oversees coordination between Creative, Development, and Marketing teams. This ensures clear communication, timely delivery, and reliable quality.

1.5. Financial Details/Company strengths

1.5.1. Financial Details

Creative Frontiers operates on a project-based revenue model, where income is generated through production contracts, retainer-based services, and brand partnerships. Budgets vary by client scope, production complexity, and campaign duration.

These operational challenges indicate the need for structured training, standardized risk processes, and data-driven oversight. Given the annual project value and frequent

overlapping workloads, Creative Frontiers requires structured risk management and centralized reporting to protect margins and support decision-making.

1.5.2. Company Strengths

Despite its modest size, Creative Frontiers has built an impressive reputation:



Figure 2: Company Strengths

1.6. Organization Portfolio:

Creative Frontiers manages a mix of the following:

1.6.1. Organization Project:

Creative Frontiers handles **4-6 parallel projects per department** on a weekly basis. Each project is assigned a dedicated project manager who coordinates scope, design, timeline, and delivery.

Project Type	Cycle Time
Animated Explainer Video	5-8 weeks

E-Learning Module	6-8 weeks
Institutional Branding Kit	2-4 weeks
Campaign Toolkit (Health)	4-5 weeks

Table 1: Project Type

Short production cycles, multi-team handovers, deadline-driven schedules.

1.6.2. Organization Program:

Projects naturally cluster under thematic “program-like” areas:

- **Public Health and Social Impact**
- **Education and E-Learning**
- **Sustainability and Climate Communication**
- **Institutional Branding and Communication**

Each cluster contains multiple independent projects led by PMs reporting to the PM Lead. A PMO would formalize these into program structures and provide visibility.

1.7. Industries Served

Creative Frontiers provides services across multiple industries, with a primary focus on:

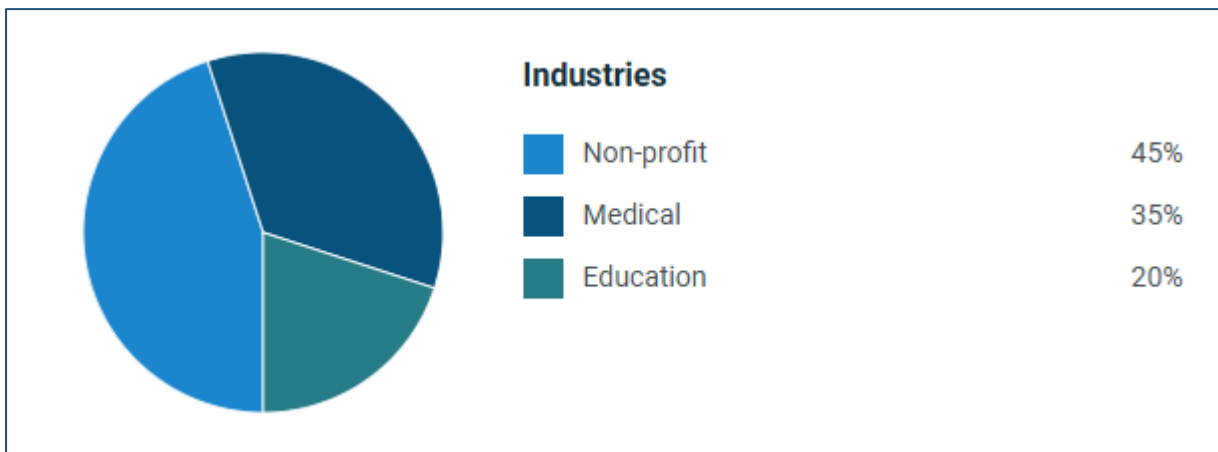


Figure 3: Industries Pie Chart

- **Public Health**
- **Education**

- **Environment and Climate Action**
- **Nonprofit and Development Communication**

This diversity means the PMO must support **different project complexities and stakeholder expectations**, not just a single type of project.

1.8. Project Volume:

Across four core departments, Creative Frontiers manages an estimated **16-24 active projects at any given time**, resulting in roughly **200-250 projects annually**, accounting for overlapping work and sub-projects.

At this scale, informal project management processes begin to show stress: Currently, risks, and schedule slippages are tracked by individual PMs, with limited consolidated reporting. A Supporting PMO will formalize **risk registers, status dashboards and training** for PMs to use these tools dependably.

1.9. Value of Projects:

Average project values (internal estimates) range around **USD 40,000-120,000** for large projects or aggregated packages. Over a year, this translates into a predictably estimated value of **USD 4-8 million**, these figures are internal estimates based on historical contract ranges and project volume.

1.10. Services and Solutions:

The company has grown into a multi-disciplinary creative agency with four key service lines.

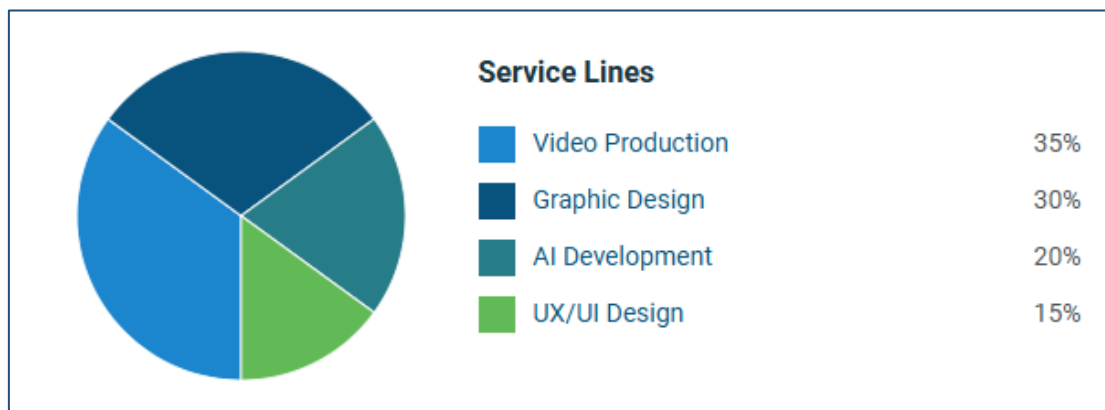


Figure 4: Service Line Pie Chart

1.10.1. Animation & Video Production

This is the company's core service area, specializing in 2D and 3D animation, explainer videos, and awareness campaigns. The process covers concept development through final delivery, ensuring creative storytelling aligned with client goals.

For example, they craft explainer videos that can simplify a product demo, educational videos for e-learning content, or social media video ads that capture attention in seconds. With multiple awards in film and animation, this service line is where Creative Frontiers truly excels in storytelling.

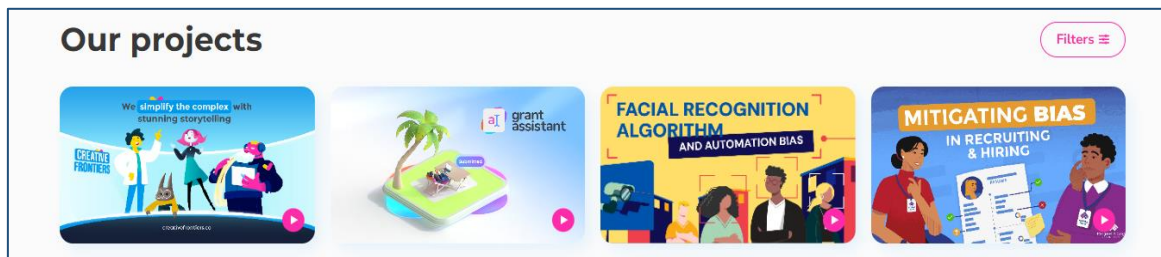


Figure 5: Animation & Video Production Projects

1.10.2. E-Learning Solutions

Creative Frontiers designs animated courses and digital learning modules for educational and institutional clients. These projects combine visual learning with technical interactivity.

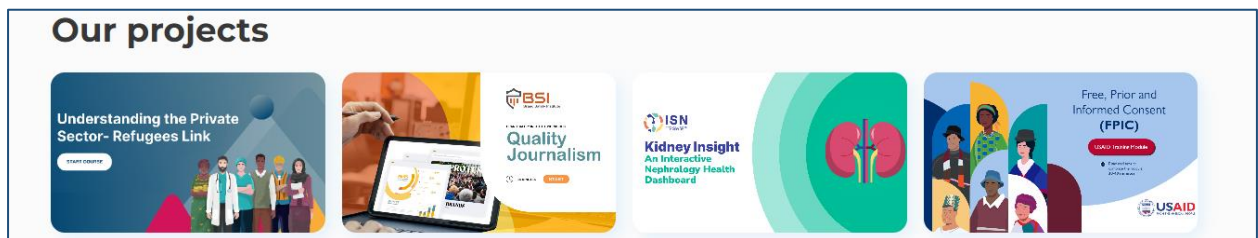


Figure 6: E-Learning Projects

1.10.3. Design & Branding

The design team develops brand identities, visual systems, and communication materials that align with clients' strategic objectives.

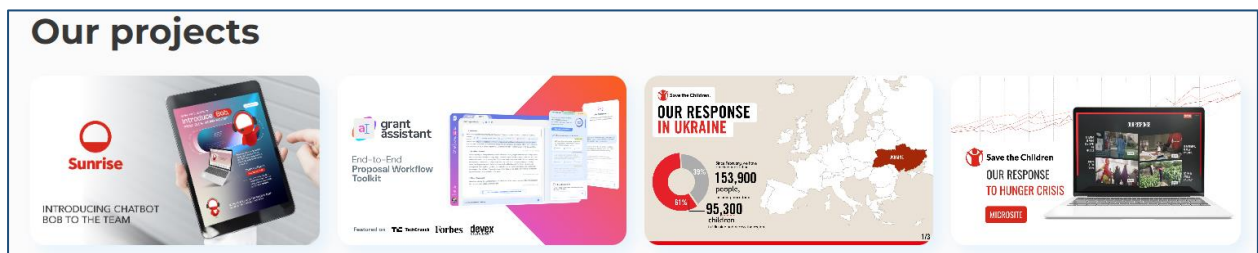


Figure 7: Design & Branding Projects

1.10.4. Web & Software Development

The development team handles front-end and back-end web solutions, ensuring functionality and integration for digital learning or communication platforms.

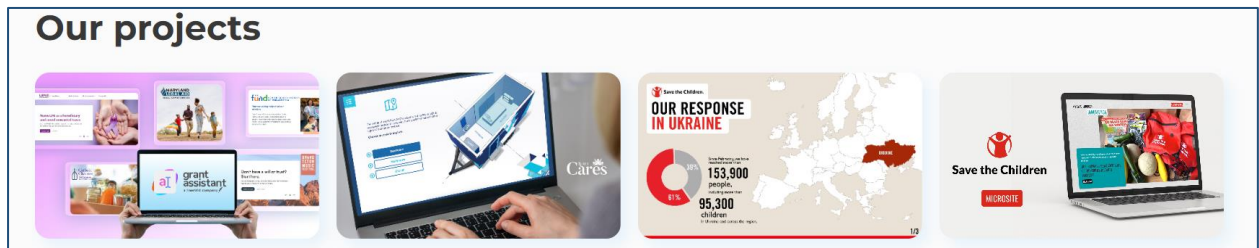


Figure 8: Web Development Projects

1.10.5. Digital Marketing & Content Strategy

This division supports clients with social media campaigns, digital content writing, and performance marketing. It collaborates closely with the creative team to ensure consistent messaging across platforms.

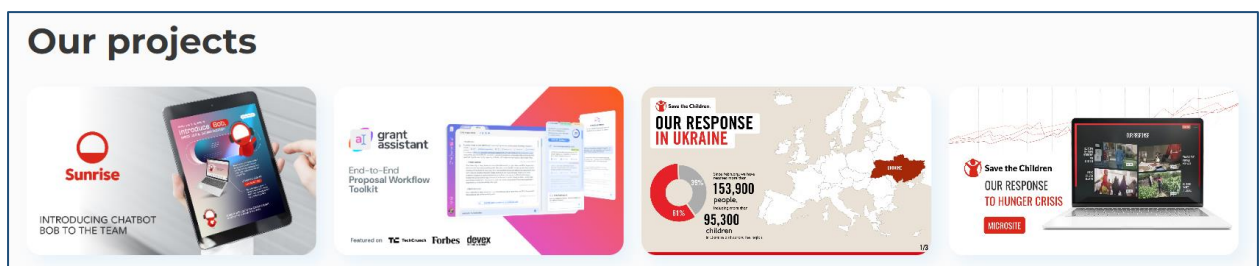


Figure 9: Digital Marketing Projects

In summary, from conceptualization and design to execution in various media (video, web, print) and finally to deployment and marketing, the company covers the entire lifecycle. This integrated service model is especially beneficial for clients who want consistent quality and a unified approach across all their communication channels. All services are customized to client needs, and the team's multi-disciplinary skills (artists, animators, developers, marketers) allow for innovative, tailor-made solutions.

The diversity of services and overlapping teams also highlights the need for **structured training** on standard processes and **central analytics** to understand performance across service lines.

1.11 Organization Structure

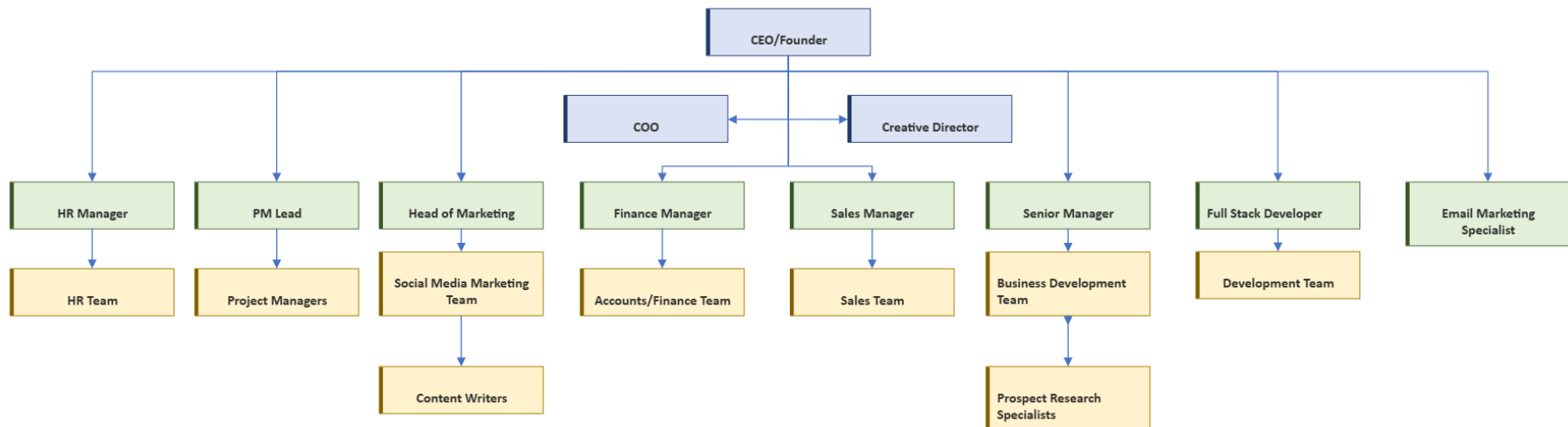


Figure 10: Organizational Hierarchy

1.12. Department/Unit Structure

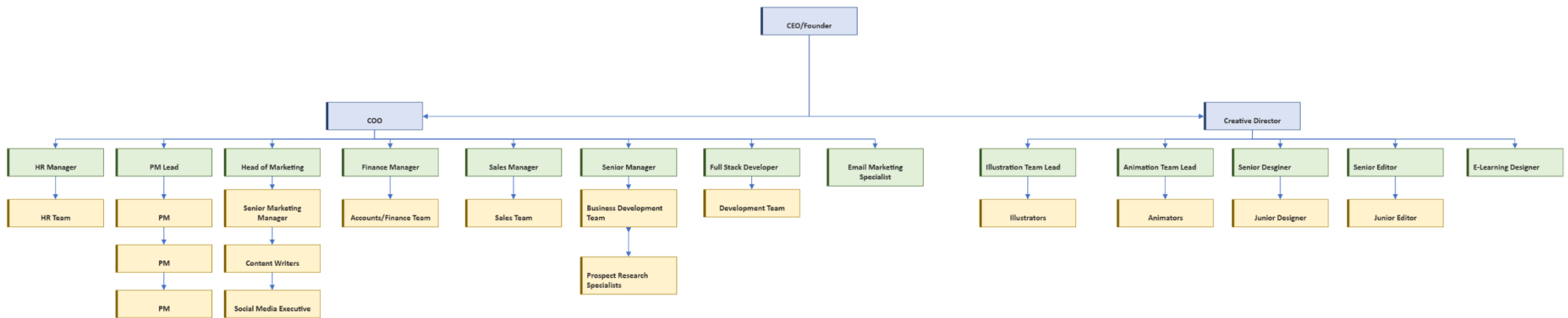


Figure 11: Departmental Hierarchy

1.13. Sample Project for Implementation:

Project Title: Digital Safety Awareness Series (*Animated Campaign*)

Client: International Education NGO (*Confidential*)

Planned Duration: 5-8 weeks

Start Date: November 15th, 2025

Cost: Confidential

Scope:

- 3 animated videos (2 mins each)
- 1 infographic toolkit
- Campaign social assets (8-10 posts)

CHAPTER 2: Gap Analysis

2.1. Gap Analysis

Creative Frontiers, a media and digital production company, is increasingly managing multi-team and multi-project workloads for both local and international clients. To understand how well current project practices support this growth, a diagnostic review was carried out with the Project Management Lead, supported by an internal workflow review and a questionnaire. The objective was not only to identify what is missing but to understand *why* these gaps exist and how they affect predictability, quality, and delivery performance.

The review showed that while Creative Frontiers delivers strong creative output and maintains positive client relationships, project execution practices lack standardization, risk visibility, and documentation discipline as part of PM training/SOP rollout. These weaknesses limit leadership oversight, increase rework, and reduce the organization's ability to scale project operations confidently.

This analysis forms the foundation for identifying priority challenges and shaping a Supportive PMO tailored to Creative Frontiers' project environment. These gaps correlate directly with the frequency and severity patterns highlighted in the PM Lead interview responses.

2.2. As-Is Analysis:

To assess Creative Frontiers' current project management practices, an in-depth interview with the PM Lead was conducted on *November 12th, 2025*. A questionnaire was used to gather insights into scheduling, scope management, risk handling, documentation, governance, training, and estimation practices. The responses were consolidated and cross-checked against existing workflows and internal observations to ensure accuracy.

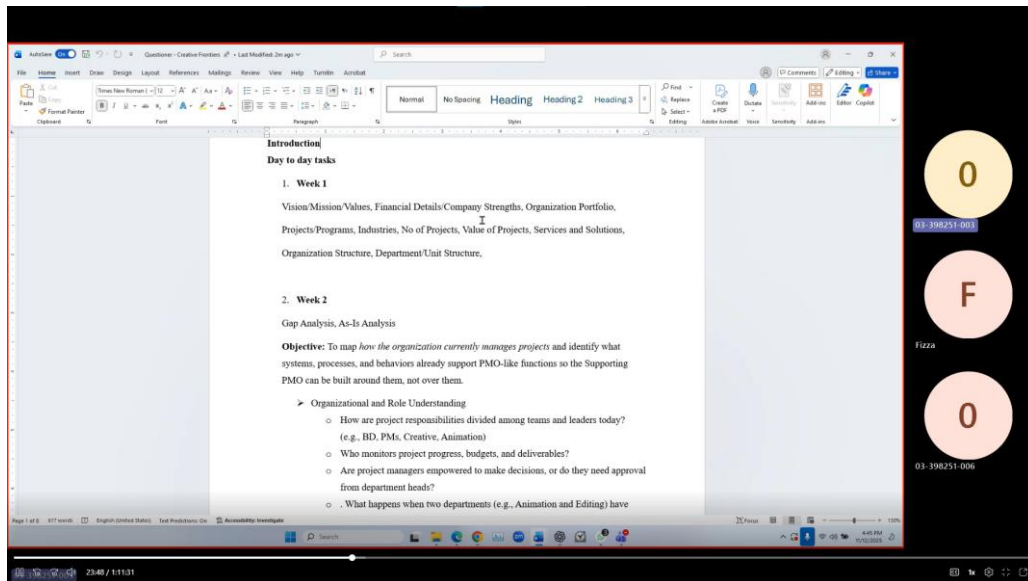


Figure 12: Teams Meeting with PM Lead

As highlighted in the As-Is assessment, project execution currently depends heavily on individual PM judgment, informal coordination, and undocumented communication. While this approach works for smaller volumes, it becomes increasingly strained as client requirements fluctuate or workloads rise. These recurring issues demonstrate why foundational capabilities specifically structured risk management, systematic PM skill development, and consolidated reporting are essential for predictable and repeatable project delivery.

These observations directly reflect the PM Lead's explanations shared during the interview session

The detailed questionnaire and responses are provided in Appendix G; only key extracted themes are used here for Gap Analysis.

<u>Stakeholder</u>	<u>Project Management Area</u>	<u>Question</u>
PM Lead	Time Constraint	1. Are project timelines often delayed?
		2. Is the schedule clearly communicated at project start?
	Scope Constraint	3. Is the scope well-defined during initiation?
		4. How are changes or revisions usually documented?
	Cost Constraint	5. How are project estimates currently developed?
		6. Would a simple template improve estimation clarity?
	Schedule Delay Analysis	7. What factors commonly cause schedule delays?
		8. Are delays communicated and managed in a structured way?
	Governance, Reporting & Training	9. How are project updates shared with leadership?
		10. Is there centralized oversight for project progress?
		11. What training do PMs currently receive?
		12. What key skills need improvement across PMs or teams?
	Lessons Learned	13. Is there a structured system for capturing lessons learned at project closure?
		14. Are insights from past projects used to improve upcoming project schedules and workflows?
	Risk Management	15. What common risks appear across projects?
		16. How are risks currently recorded or tracked?
		17. When a risk becomes serious, how is it escalated?

		18. Would a formal risk register help improve predictability?
	Documentation & SOP Standardization	19. Are project briefs, revisions, and approvals consistently documented?
		20. Would standardize SOPs improve workflow consistency?

Table 2: As-Is-Assessment Questionnaire

Insights gathered from the questionnaire and the PM Lead interview reveal recurring themes in Creative Frontiers' current project delivery environment:

- **In Risk Management**, most respondents (85%) reported that risks are identified informally and primarily through verbal discussions. There is no standardized risk identification framework. Risk ownership is unclear, and monitoring mechanisms are weak, resulting in reactive handling of issues, delayed decision-making, and repeated project disruptions.
- **In Training & Development**, 78% of respondents highlighted the absence of a structured capability-building approach. There is no formal planned training roadmap. This absence of a structured training roadmap prevents standardization of core PM practices and slows organizational PM maturity.
- **In Data Analytics & Reporting**, 72% of respondents indicated irregular reporting formats and limited visibility for PM. This limits PM's ability to monitor progress, identify trends, and make timely, data-driven decisions.
- **In Documentation & SOP Standardization**, 61% of respondents reported significant inconsistencies in how project information is recorded and maintained. The absence of standardized templates and SOP-driven documentation results in fragmented records, misalignment between teams, and confusion during project execution and handovers. These documentation gaps directly impact risk tracking, reporting accuracy, and training continuity.
- **In Governance & Oversight**, 52% of respondents noted that oversight mechanisms are informal and largely dependent on individual PM practices. There is no structured governance framework. As a result, PM's visibility into project health remains limited and inconsistent.
- **In Scope & Change Control**, 46% of respondents shared that change requests are handled inconsistently and without a formal impact assessment process. This leads to scope creep, unplanned workload increases, and unclear accountability. The lack of integration between change handling, risk escalation, and reporting further compounds project instability.

- **In Estimation Practices**, 38% of respondents stated that estimates rely largely on individual experience rather than standardized guidelines. While less severe than other gaps, this still poses risks to schedule reliability, resource planning, and cost predictability.

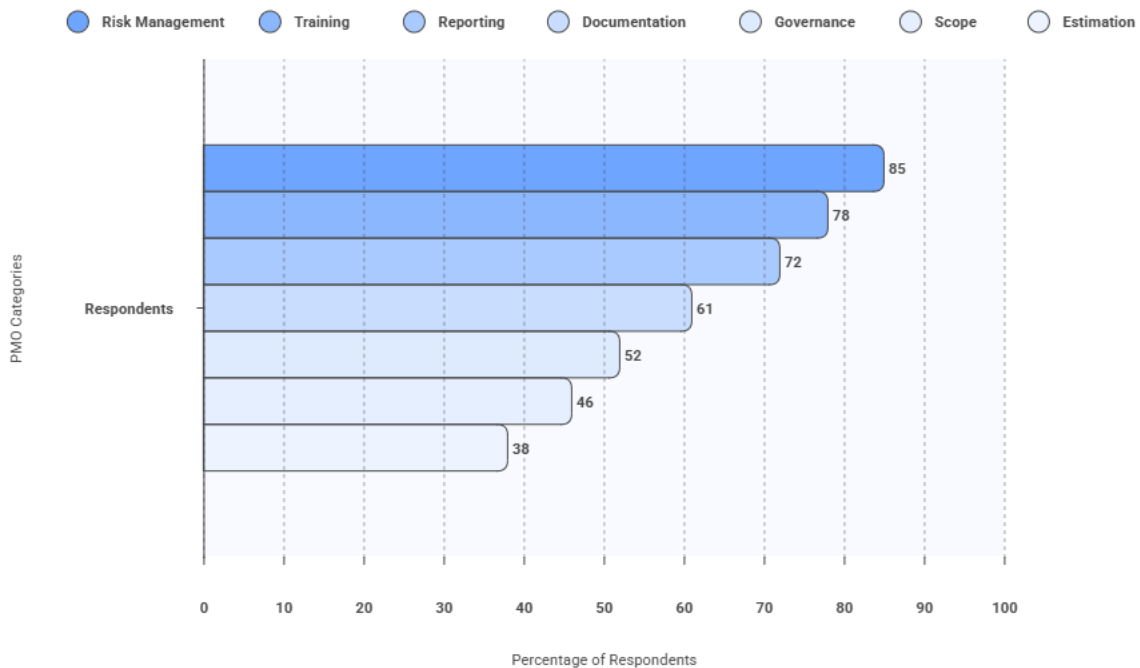


Figure 13: Questionnaire Result

2.3. Rationale of Analysis

The rationale for this analysis is to clearly understand where Creative Frontiers’ project delivery model performs well and where systemic gaps hinder predictability, quality, and decision-making. Through the PM Lead interview and questionnaires with internal workflows, the organization’s strengths in creativity and client management became evident. However, the diagnostic review also uncovered operational weaknesses in key areas such as risk visibility, scheduling accuracy, documentation, and reporting transparency.

The purpose of this examination is not only to list gaps but to identify which weaknesses have the greatest impact on delivery performance and require PMO intervention. These insights directly reflect the PM Lead’s interview responses, where the absence of structured risk handling, inconsistent documentation, and ad-hoc scheduling practices were repeatedly emphasized. This rationale forms the foundation for selecting the priority functions of a Supportive PMO

2.4. Findings & Justifications

The findings from the gap assessment clearly show which areas require structured PMO intervention.

These patterns justify the establishment of a Supportive PMO with three priority capabilities:

1. **Risk Management** to improve predictability and reduce delivery disruptions.
2. **Training & Development** to standardize PM competency across teams.
3. **Data Analytics & Reporting** to provide timely insights and transparent project health dashboards.

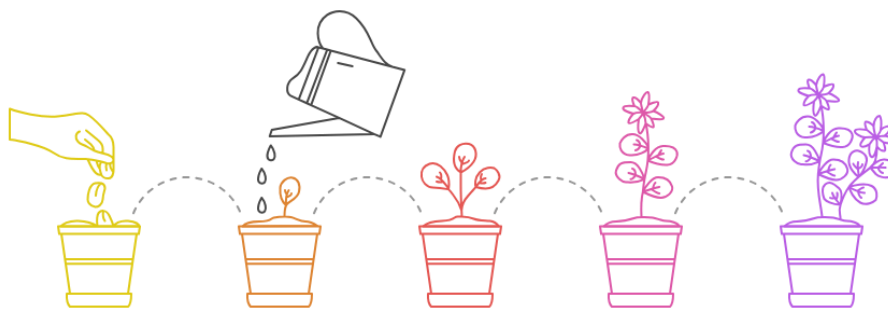


Figure 14: Organization Context

These findings confirm that a PMO will strengthen operational discipline while preserving Creative Frontiers' creative strengths. By addressing the highest-priority gaps first, the PMO will establish a structured foundation upon which future enhancements can be built.

Chapter: 3

3.1. Current PMO Structure

Creative Frontiers currently operates **without a formal Project Management Office**. Project managers work independently, using personal judgment and experience to plan, track, and deliver projects. While this flexibility supports creative work, the analysis highlighted several operational gaps:

- Risk identification is informal and undocumented.

- Team capability development occurs ad-hoc, without structured training.
- Reporting to leadership is inconsistent due to scattered data sources.
- Scheduling, scope adjustments, and documentation practices vary across PMs.

The absence of a central body responsible for training or process standardization contributes to unpredictable delivery timelines and limited organizational visibility. This establishes a clear need for a **supportive PMO** that guides, standardizes, and enhances project delivery without restricting creativity

3.2. Proposed PMO

The proposed PMO aims to **address the priority gaps revealed in the diagnostic assessment** by introducing lightweight structure, enabling tools, and skill development across project teams.

The PMO will initially function as a **Supportive PMO**, offering guidance, templates, training, and data insights while preserving Creative Frontiers' creative workflow. Its focus is to **strengthen foundational project management practices** while accommodating the organization's creative operating style.

These capabilities map directly to the highest-frequency gaps identified in the questionnaire and interview.:

1. **Risk Management** to ensure risks are identified early, documented, tracked, and escalated using a clear process.
2. **Training & Development** to uplift PM skills and standardize core practices such as planning, documentation, communication, and quality checks.
3. **Data Analytics & Reporting** to enhance decision-making through accurate dashboards, reporting, and visibility into project health.

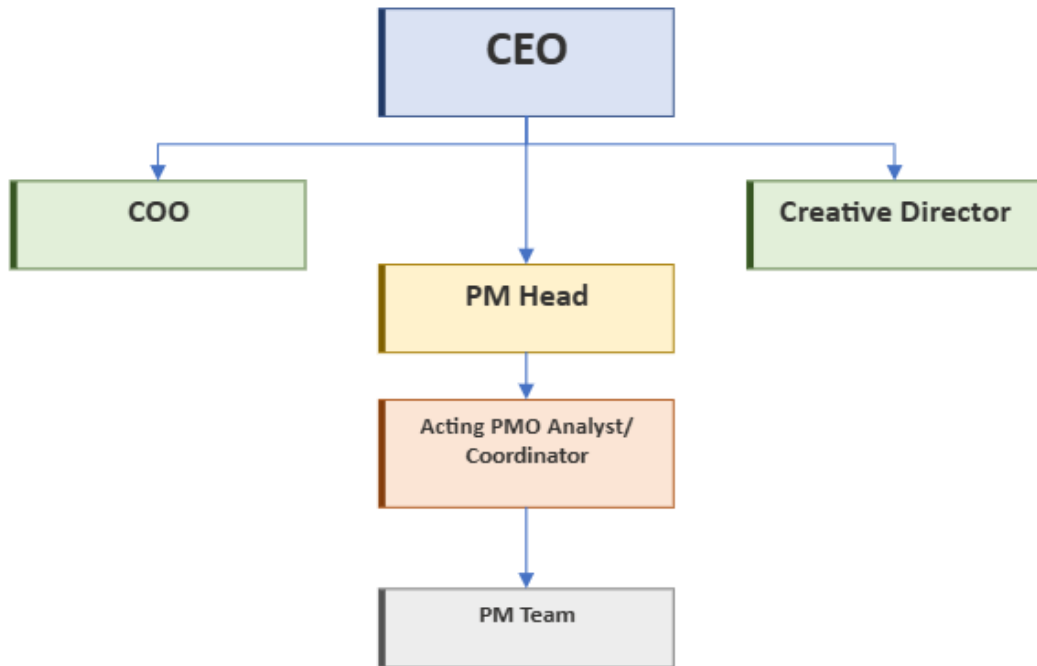


Figure 15: Proposed PMO Structure

3.3. PMO Charter

Project Title: Establishment of a Project Management Office (PMO) at Creative Frontiers

1 Project Details

Project Objectives:

Creative Frontiers is experiencing rapid growth in project volume, revealing operational gaps such as inconsistent risk handling, informal scheduling, varied PM capability, and limited reporting visibility. To address these challenges, a Supportive PMO will be established too:

- ***Standardize project management processes across teams.***
- ***Improve risk visibility through identification, qualitative assessment, and escalation.***
- ***Strengthening PM capability through training and skill development.***
- ***Enhance documentation discipline using unified templates and SOPs.***
- ***Provide direction with consolidated dashboards and reliable progress reporting.***

*The overall objective is to increase predictability while preserving creative flexibility centrally to Creative Frontiers' work. The PMO will focus on three core functions: **Risk Management, Training & Development, and Data Analytics & Reporting.***

Project Requirements:

The PMO implementation must fulfill the following:

- *Develop **Risk Management Framework**, SOPs, and templates.*
- *Create a **PM Training Framework***
- *Deploy centralized **dashboard** for project tracking and reporting.*
- *Define PMO roles, responsibilities, and governance alignment with CEO/COO.*
- *Create standardized templates: WBS, schedule, risk register, checklists, and reports.*
- *Pilot-test all SOPs on the **Sample Implementation Project** (“Digital Safety Awareness Series”).*

Product Description/Deliverables:

The PMO will deliver:

- *PMO Charter*
- *PMO Structure*
- *Risk Management Framework, SOP, templates*
- *Training & Development SOP + templates*
- *Reporting & Analytics SOP + dashboards*
- *Standardized schedules, WBS.*
- *Implementation report demonstrating PMO used on the sample project*

Project Does Not Include:

- *Directive decision-making authority over creative outputs*
- *Changes to organizational hierarchy beyond PMO placement*
- *Financial restructuring, cost, or HR policy changes*
- *Direct management of project teams (PMO supports; does not command)*
- *Anything which is not mentioned in the report is not our requirement.*

Pre-assigned Resources:

- *PM Lead: promoted to Head of PMO*
- *Acting PMO Analyst / Coordinator*
- *PM Team (as needed)*
- *Creative Director: for alignment on creative workflows*
- *COO: oversight governance*

2

Stakeholders List

Name	Title	Role / Responsibility
CEO	Chief Executive Officer	Executive oversight, PMO approval
COO	Chief Operating Officer	Governance lead, reporting line for PMO
Fizza Abbas	PM Lead / Head of PMO	PMO establishment, process ownership
Creative Director	Functional Lead	Ensures alignment with creative workflows
PMO Analyst / Coordinator	PMO Support	Documentation, dashboards, process rollout

Project Managers	Delivery Team	Users of PMO tools, reporting contributors
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Finance Manager	Support Function	Budget tracking data, reporting integration
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HR / Training Lead	Support Function	Training deployment support
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3 Summary Milestone Schedule

Charter Approval & PMO Kickoff	Week 1
PMO Structure, Roles & Responsibilities Finalized	Week 2
Development of SOPs & Templates (Risk, Training, Reporting)	Week 3-5
Dashboard Deployment	Week 6
Pilot Implementation on Sample Project	Week 7
Final PMO Evaluation & Handover	Week 8

4 Project Considerations

High-Level Risks:

- *Resistance to structured processes from creative teams*
- *Incomplete adoption of PMO templates or risk logs*
- *Limited historical project data for dashboard accuracy*
- *Overlap between PM and PMO roles causing confusion*

Acceptance Criteria:

- *SOPs approved and adopted by PM Lead*
- *Dashboard with minimum 3 active data views*
- *Risk Register and Training Modules initiated in sample project*
- *PMO tools used constantly by at least 80% of PMs*
- *PMO recognized as the centralized source for templates & reporting*

Assumptions:

- *Leadership supports the PMO's supportive role*
- *PM Lead has authority to enforce minimum standards*
- *Required data for dashboards will be provided by project teams*
- *PMs will participate in required training sessions*

Constraints:

- *Short implementation timeline (8 weeks)*
- *PMO must support ongoing projects without disrupting creative flow*
- *Limited availability of PMs for training due to ongoing workload*
- *Financial details and cost remain confidential*

3.4. Value Proposition of the PMO

The proposed Supportive PMO delivers clear value by strengthening project delivery discipline without restricting Creative Frontiers' creative workflow. The PMO introduces structured processes where gaps were repeatedly identified by the PM Lead, while preserving flexibility for creative teams.

- **Improved Predictability and Delivery Control**
Through standardized risk processes, unified documentation, and clearer scheduling logic, the PMO reduces variance in project delivery timelines and increases reliability.
- **Enhanced Decision-Making for Leadership**
Data Analytics & Reporting will consolidate status updates, risks, and project data into a centralized dashboard, improving transparency and enabling evidence-based decisions.
- **Strengthened PM Capability Across the Organization**
Training & Development interventions upskill project managers, ensuring constant application of tools, templates, escalation logic, and communication standards.
- **Reduced Operational Fire-Fighting**
A structured risk function decreases crisis-driven management by ensuring early detection, monitoring, and escalation of issues.
- **Scalable Processes for Future Growth**
Standardized SOPs, templates, and reporting mechanisms provide a foundation that supports organizational expansion without losing operational reliability.

3.5. PMO Category

Based on Creative Frontiers' current maturity and need for guidance rather than control, the PMO is classified as a **Supportive PMO**. This model provides tools, templates, training, and reporting support while allowing project teams to retain creative autonomy. A supportive structure aligns with the organization's workflow and the diagnostic findings, enabling standardization and improved visibility without imposing restrictive approval processes.

3.6. PMO Future Roadmap

The PMO at Creative Frontiers will follow a phased maturity roadmap over a two-year period. The journey begins with establishing a **Supportive PMO** that standardizes core processes and integrates foundational capabilities, followed by transitioning into a Controlling PMO, and ultimately maturing into a Directive PMO once organizational readiness increases

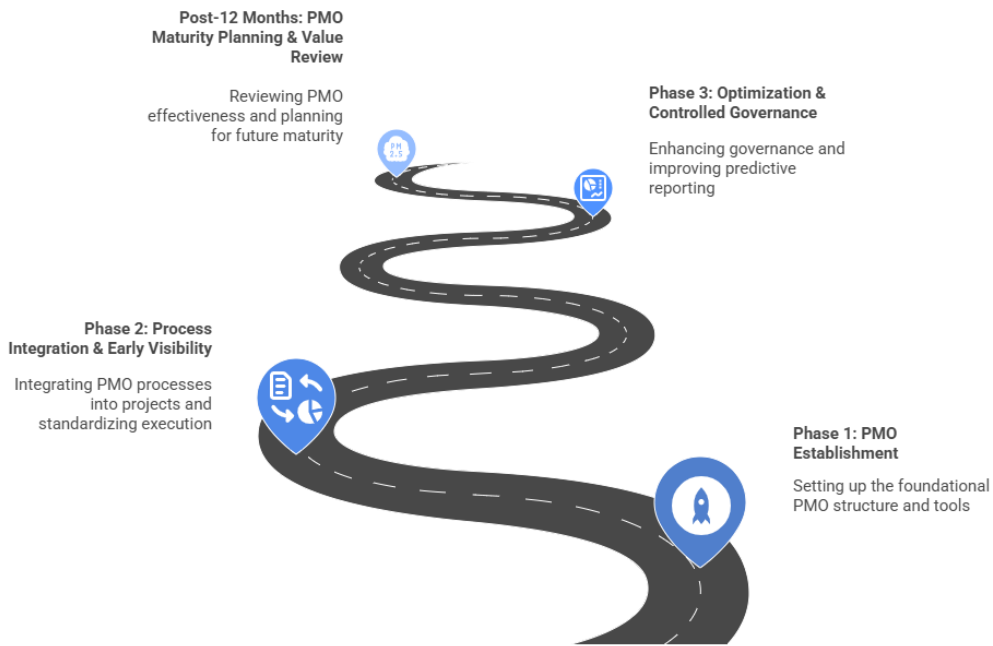


Figure 16: PMO Future Roadmap

Objectives

The purpose of this roadmap is to gradually elevate Creative Frontiers’ project management maturity by introducing structure where needed, improving predictability, and strengthening reporting visibility for leadership. The roadmap ensures that Creative Frontiers retains its creative flexibility while embedding strong operational discipline.

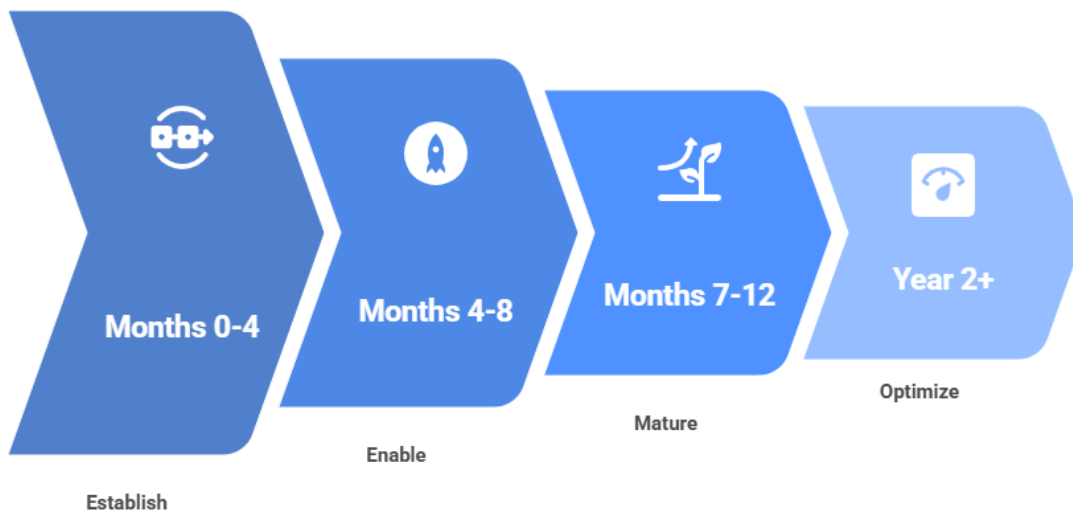


Figure 17: PMO Roadmap

Phase 1 (Months 0-4): PMO Establishment

Establish foundational PMO structure, essential tools, and early reporting practices.

PMO Setup & Structure

- Formal establishment of PMO roles, reporting lines, and scope of authority.
- Approval of PMO Charter, value proposition, and function boundaries.

Risk Management Introduction

- Introduce a Risk management Plan, **risk identification and qualitative assessment**.
- Define escalation paths for project risks.
- Conduct awareness sessions on risk categories and early warning signs.

Training & Capability Building

- Deliver introductory PM training: documentation discipline, communication, scope alignment, and revision control.
- Map skill gaps for PMs to build a prioritized training plan.

Reporting Foundations

- Develop **basic status report formats** for PMs.
- Begin designing a consolidated dashboard structure for leadership reporting.

Phase 2 (Months 4-8): Process Integration & Early Visibility

Integrate PMO-led processes into ongoing projects and standardize execution practices.

Risk Management Integration

- Implement a routine **risk review cycle** for projects.
- PMO begins validating risk logs, mitigation plans, and closure evidence.

Training & Development Expansion

- Conduct targeted workshops on:
 - schedule discipline
 - stakeholder communication
 - change and revision control

Data Analytics & Reporting

- Build the first version of the **PMO dashboard**, integrating:
 - project status
 - risk severity
 - revision frequency
 - delivery timelines
- Leadership receives monthly PMO Reporting Pack.

Process Standardization

- Roll out formal SOPs for:
 - documentation
 - revision control
 - risk escalation
 - internal approvals
- Begin measuring compliance with these SOPs.

Phase 3 (Months 8-12): Optimization & Controlled Governance

Enhance governance, improve predictive reporting, and consolidate PM competency.

Enhanced Risk Governance

- Introduce risk thresholds requiring PMO involvement.

- Begin cross-project risk pattern analysis (e.g., recurring causes of rework).

Training & Development Consolidation

- Finalize skill development scorecards for PMs.
- Implement a mentoring model where senior PMs support junior team members.
- Begin certification-based upskilling (internal or external).

Advanced Reporting

- Release **Dashboard**, including:
 - cross-project trend analysis
 - variance charts
 - predictive risk indicators
- Leadership gains a single source of truth for all project health indicators.

PMO Effectiveness Review

- Conduct internal audit of PMO adoption, compliance, and value creation.
- Capture lessons learned from Year 1 PMO operations.
- Recommend adjustments for Year 2 roadmap.

Post-12 Months: PMO Maturity Planning & Value Review

Post-Implementation Review

- Measure improvement in schedule adherence, documentation quality, and risk visibility.
- Assess PM competency improvement against the initial skills baseline.
- Evaluate effectiveness of PMO tools, templates, and reporting frameworks.

Strategic Adjustments

- Refine PMO responsibilities and service offerings based on year-end findings.
- Strengthen advanced reporting, continuous training, and risk-based planning models.

- Expand PMO's involvement in strategic planning if organizational maturity increases.

This phased roadmap ensures the PMO evolves at a realistic pace strengthening execution discipline, enabling data-driven leadership visibility, and progressively moving Creative Frontiers toward a more predictable and mature project environment.

Chapter: 4

4.1. Stakeholders Register

These are the individuals/groups who will be affected by the introduction of the PMO.

Sr. No.	Name	Position	Department	Role in PMO Implementation	Key Expectations	Interest	Power	Classification
1	Yahya Ehsan	Chief Executive Officer	Executive Leadership	Approves PMO establishment, signs Charter, receives final dashboards, resolves escalations.	High-level visibility on project health, predictable timelines, early risk warning, reliable reporting.	High	High	Manage Closely
2	Rebecca Semmes	Chief Operating Officer	Operations	Oversees operational rollout of PMO processes ensures adoption across teams.	Standardized scheduling, fewer delays, clear escalation paths, improved coordination between creative and PM teams.	High	High	Manage Closely
3	Mustafa Hasnain	Creative Department Lead	Creative	Ensures PMO processes support creative workflows without restricting creativity; aligns creative revisions with PM discipline.	Clear revision-control, defined approval cycles, controlled scope changes, predictable handover timelines.	Medium	Medium	Keep Satisfied

4	Fizza Abbas	Project Management Lead	PMO	Primary driver of PMO implementation; responsible for tools, templates, risk, training, dashboards.	Practical, adaptable PMO processes; clear governance boundaries; team capability uplift.	High	High	Manage Closely
5	Fatima Tahir	PMs	Project Management	Execute new PMO processes-risk logging, scheduling discipline, SOP usage, reporting, documentation.	Simple templates, clear guidance, training support, predictable workflows, quicker leadership decisions.	High	Medium	Keep Informed
6	Suleman Ilyas	Team Leads	Creative / Production	Adopt structured revision cycles, provide inputs for risk identification, manage internal dependencies.	Clear task briefs, milestone clarity, reduced last-minute changes, timely feedback from PMO.	Medium	Medium	Monitor
7	Saleema Nawab	Coordination	Creative Support	Support PMs in tracking design/animation progress, updating	Streamlined reporting tools, transparent schedules, simple SOP.	Medium	Low	Keep Informed

				dashboards, and documenting revisions.				
8	Muhammad Noman	Client Management	Client Relations	Align client communications with PMO reporting; ensure risks and changes are conveyed.	Clear client-facing reporting models, predictable timeline updates, escalation visibility.	Medium	Medium	Monitor
9	Sana Mohsin Khan	Finance	Finance	Ensures alignment between PMO schedules and invoicing cycles; validates resource load and costing insights.	Reliable delivery timelines, milestone confirmation, cost-impact visibility from PMO reporting.	Medium	Medium	Keep Satisfied
10	Faizan Haider	Technical Support	IT	Supports dashboard development, data integration, access control, and tool setup.	Clear requirements, stable data sources, consistent PM inputs for dashboards.	Low	Low	Monitor
11	Fareeha Nadeem	HR Department	Human Resource	Facilitates PM training plans, competency mapping, and	Skill-gap clarity, structured training content, development	Low	Low	Monitor

				workshops aligned with PMO roadmap.	pathways, PM role standardization.			
12	External Clients (NGOs / Agencies)	Client Representatives	External Stakeholders	Receive improved reporting, schedule transparency, risk communication.	Professional communication, predictable delivery, clear cycles.	Medium	Low	Monitor
13	Hoorah Naqvi	PMO Support Staff	PMO	Maintains dashboards, templates, risk logs; supports PM Lead with data.	Clear responsibilities, training, structured processes, tool support.	High (within PMO)	Low (org-wide)	Keep Informed

Table 5: Stakeholder Register

4.1.1. Power/Interest Grid

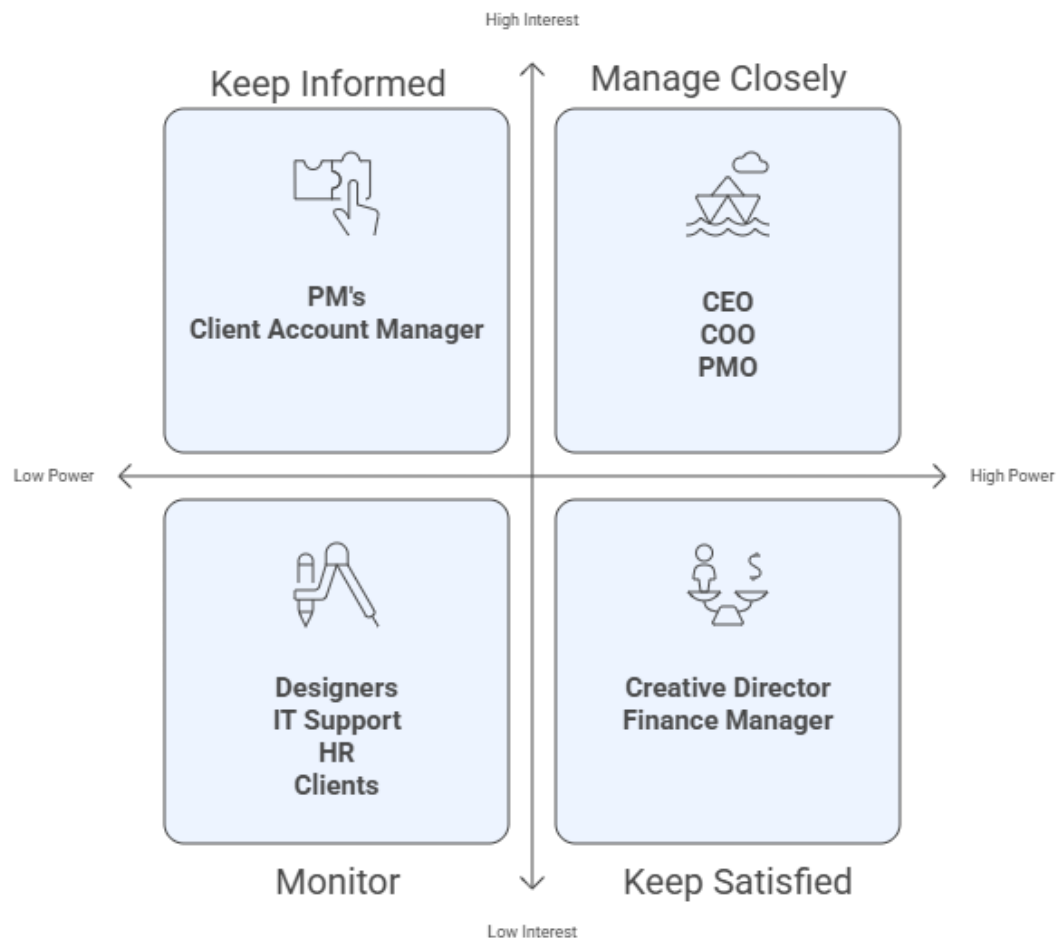


Figure 18: Power/Interest Grid

4.2. PMO Framework

Based on the gap analysis and diagnostic findings, the proposed PMO Framework at Creative Frontiers is structured around **three foundational capability pillars**. These capabilities were selected due to their **high impact, feasibility at early maturity stages, and alignment with organizational needs**, while preserving Creative Frontiers' creative workflow.

The PMO Framework defines **what the PMO is responsible for enabling**, not full-scale execution across all functions.

i. Risk Management Framework

- Risk Management Plan (RMP)
- Risk identification
- Qualitative risk assessment using defined probability and impact scales

- Escalation logic based on severity thresholds
- Risk response planning and ongoing monitoring

ii. Training & Development Framework

- Establishment of PM skill baselines
- Identification of skill gaps
- Structured training planning and evaluation mechanisms
- Continuous improvement through feedback and assessment

iii. Data Analytics & Reporting Framework

- Centralized dashboards

4.3. PMO Functional Model

Function Pillar	Purpose	Key Activities
Risk Management	Risk Management Plan, Identification, assessment, and monitoring of risks across projects	Risk registers, qualitative assessment, escalation, review cycles
Training & Development	Improve PM capability and reduce execution variability	Skills assessment, training plans, attendance tracking, effectiveness reviews
Data Analytics & Reporting	Provide leadership with reliable and consistent project visibility	Dashboard structure

This functional model ensures **focus without over-control**, consistent with a Supporting PMO design.

4.4. PMO Function Names

4.4.1. Risk Management

Ensure project risks are systematically identified, assessed, documented, escalated, and monitored across all initiatives.

1. **Risk Management Plan**
2. **Risk Identification & Categorization**
3. **Risk Assessment & Prioritization**
4. **Risk Response & Escalation Control**
5. **Risk Monitoring & Review**

4.4.2. Training & Development

Establish a structured approach to improving PM expertise and execution stability.

1. **PM Skills Baseline Assessment**
2. **Training Planning & Delivery**
3. **Training Evaluation & Improvement**

4.4.3. Data Analytics & Reporting Function

Provide accurate, timely, and meaningful data to support operational and leadership decisions.

1. **Dashboard Design Framework**

Chapter: 5

5.1. PMO Scope Statement

<h3>Scope Statement</h3>	
Project Title:	Establishment of a Supportive Project Management Office (PMO) at Creative Frontiers
Prepared by:	PM Lead - Creative Frontiers
<h3>Project Justification:</h3>	
<p>Creative Frontiers manages multiple creative and digital projects alongside; however, investigative assessment revealed recurring challenges including inconsistent risk handling, informal documentation practices, limited PM capability standardization, and fragmented reporting visibility for leadership. These gaps increase delivery uncertainty, create reactive decision-making, and limit the organization’s ability to scale project operations predictably.</p> <p>To address these issues without disrupting Creative Frontiers’ creative workflows, the establishment of a Supportive Project Management Office (PMO) is required. The PMO is designed to strengthen foundational project management practices by introducing structured risk management, targeted PM capability development, and consolidated reporting mechanisms while preserving flexibility and autonomy for project teams.</p>	
<h3>Product Characteristics and Requirements:</h3>	
<ul style="list-style-type: none">• A Supportive PMO model focused on enablement, guidance, and visibility rather than directive control• Clearly defined PMO roles, responsibilities, and functional boundaries6. A standardized Risk Management Framework, including risk management plan, risk identification, qualitative assessment, escalation thresholds, response planning, and monitoring mechanisms	

- A structured **Training & Development framework** to assess PM skill baselines, identify gaps, and prepare targeted training plans
- A **Data Analytics & Reporting framework** defining reporting structures, dashboards, and leadership reporting cadence.
- Function-specific SOPs, records, and templates embedded within each PMO function (not as a standalone documentation stream)
- PMO implementation aligned with **a sample project at 50% execution.**

Product User Acceptance Criteria:

- Risk management templates are developed, populated, and actively used for the sample project
- Qualitative risk assessment scales, scoring logic, and prioritization are clearly defined and applied
- Risk monitoring and review evidence is demonstrated at execution stage
- PM skills baseline assessment is planned, and training plans are prepared (delivery deferred by design)
- Reporting structures and dashboard layouts are defined and validated using sample data
- Planning-phase deliverables are fully prepared, execution-phase deliverables show clear initiation, and closing-phase documents are included as templates only
- PMO tools integrate smoothly with Creative Frontiers' existing workflows without operational disruption

Summary of Project Deliverables:

- PMO Scope Statement
- PMO Framework and Functional Model
- Work Breakdown Structure (WBS) and PMO Implementation Schedule
- Risk Management Framework, SOPs, and populated execution-stage templates
- Training & Development SOPs, assessment records, and prepared training plans
- Data Analytics & Reporting framework, KPI definitions, and dashboard structure
- Sample Project Implementation demonstrating PMO application at mid-execution stage
- Supporting templates and records aligned with project maturity level

Product-Related Deliverables:

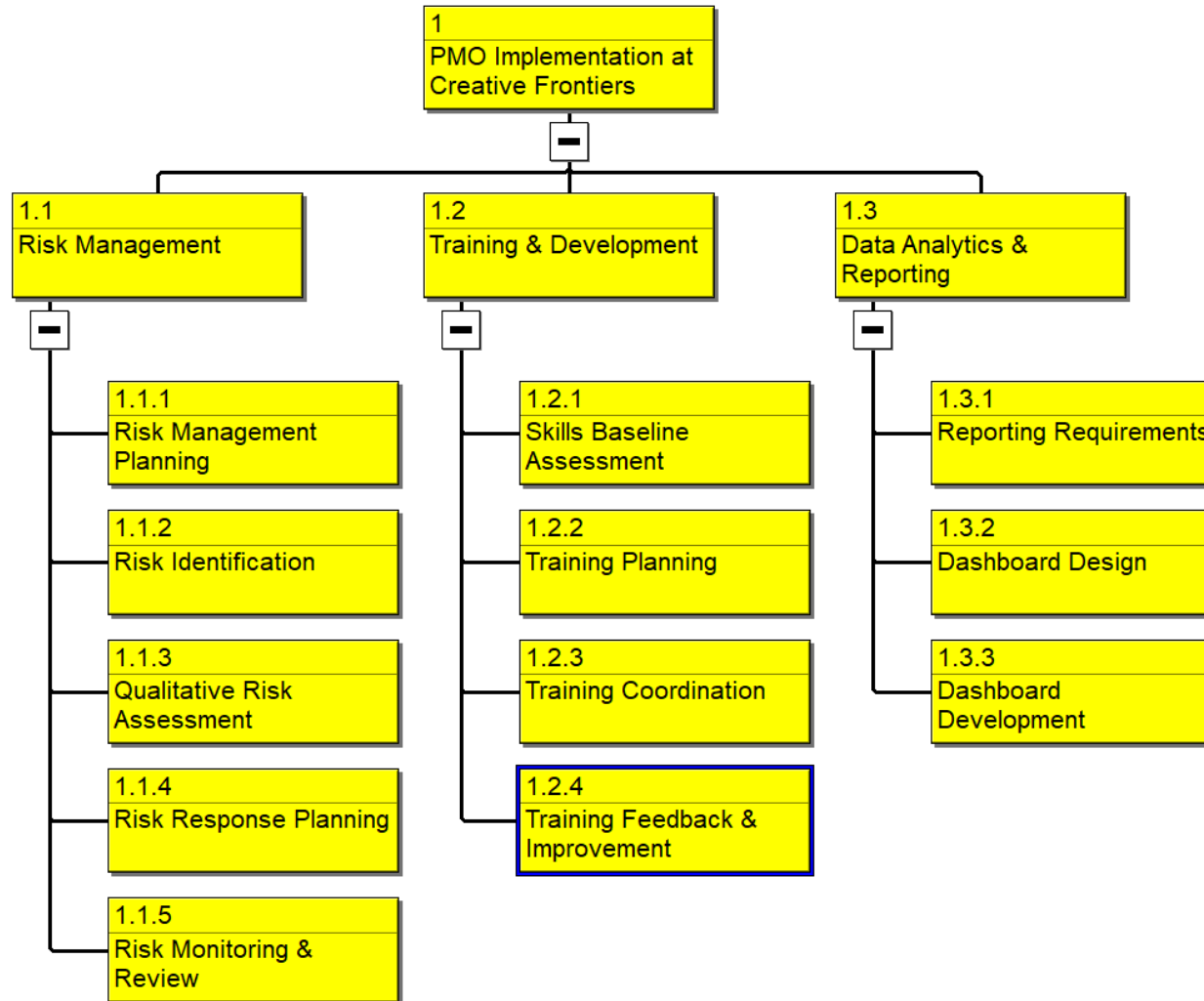
- Risk Management Plan, Risk Identification Log, Qualitative Assessment, Risk Register, Risk Response Plan, Risk Review Log
- PM Skills Baseline Assessment, Skills Gap Analysis, Training Plan
- Power BI Dashboard layout (Project Health, Risk Status, Progress Trends)
- SOPs and templates embedded within Risk, Training, and Reporting functions

Scope Boundary Clarification:

- Full organizational PMO rollout
- Mandatory compliance enforcement across all projects
- Complete execution of training programs
- Full project closure activities

The scope is intentionally limited to foundational and pilot-level PMO implementation, consistent with a Supportive PMO model and a project at 50% execution stage.

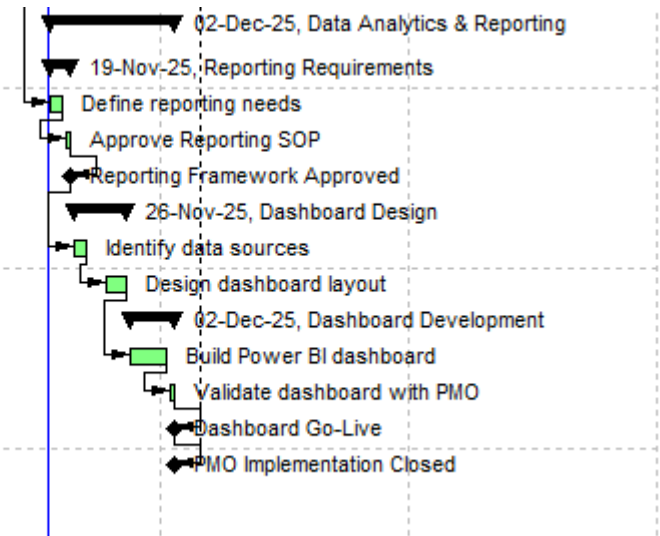
5.2. PMO Work Breakdown Structure (WBS)



5.3. PMO Schedule & Plan

Activity ID	Activity Name	Original Duration	Start	Finish	November 2025				December 2025				January 2026				Februa			
					09	16	23	30	07	14	21	28	04	11	18	25	01	08		
M000	PMO Kickoff (Start Milestone)	0	17-Nov-25																	
Risk Management					28 17-Nov-25 24-Dec-25															
Risk Management Planning					7 17-Nov-25 25-Nov-25															
A1010	Draft Risk Management Plan (RMP)	2	17-Nov-25	18-Nov-25																
A1020	Define risk categories & definitions	2	19-Nov-25	20-Nov-25																
A1030	Develop Probability & Impact scales	1	21-Nov-25	21-Nov-25																
A1040	Define escalation thresholds & authority	1	24-Nov-25	24-Nov-25																
M001	Approve Risk Management Plan	1	25-Nov-25	25-Nov-25																
Risk Identification					7 26-Nov-25 04-Dec-25															
A1050	Identify project-level risks	3	26-Nov-25	28-Nov-25																
A1060	Categorize risks	2	01-Dec-25	02-Dec-25																
A1070	Record risks in Risk Register	2	03-Dec-25	04-Dec-25																
Qualitative Risk Assessment					4 05-Dec-25 10-Dec-25															
A1080	Assign probability & impact ratings	2	05-Dec-25	08-Dec-25																
A1090	Calculate risk scores	1	09-Dec-25	09-Dec-25																
A1100	Classify risks (Low/Medium/High)	1	10-Dec-25	10-Dec-25																
Risk Response Planning					3 11-Dec-25 15-Dec-25															
A1110	Define response strategies	2	11-Dec-25	12-Dec-25																
A1120	Assign risk owners	1	15-Dec-25	15-Dec-25																
M002	Approve Risk Response Plan	0		15-Dec-25																
Risk Monitoring & Review					7 16-Dec-25 24-Dec-25															
A1130	Conduct weekly risk review cycles	5	16-Dec-25	22-Dec-25																
A1140	Update risk register	2	23-Dec-25	24-Dec-25																
Training & Development					14 17-Nov-25 04-Dec-25															
Skills Baseline Assessment					6 17-Nov-25 24-Nov-25															
A1150	Conduct PM skills assessment	3	17-Nov-25	19-Nov-25																
A1160	Analyze skill gaps	2	20-Nov-25	21-Nov-25																
A1170	Approve Training SOP & Policy	1	24-Nov-25	24-Nov-25																
M003	PM Skills Baseline Established	0		24-Nov-25																
Training Planning					2 25-Nov-25 26-Nov-25															
A1180	Develop training roadmap	2	25-Nov-25	26-Nov-25																
Training Coordination					4 27-Nov-25 02-Dec-25															
A1190	Schedule training sessions	2	27-Nov-25	28-Nov-25																
A1200	Record attendance (planned/ongoing)	2	01-Dec-25	02-Dec-25																
Training Feedback & Improvement					2 03-Dec-25 04-Dec-25															
A1210	Collect training feedback	1	03-Dec-25	03-Dec-25																
A1220	Document improvement actions	1	04-Dec-25	04-Dec-25																

[-] Data Analytics & Reporting		12	17-Nov-25	02-Dec-25
[-] Reporting Requirements		3	17-Nov-25	19-Nov-25
A1230	Define reporting needs	2	17-Nov-25	18-Nov-25
A1240	Approve Reporting SOP	1	19-Nov-25	19-Nov-25
M004	Reporting Framework Approved	0		19-Nov-25
[-] Dashboard Design		5	20-Nov-25	26-Nov-25
A1250	Identify data sources	2	20-Nov-25	21-Nov-25
A1260	Design dashboard layout	3	24-Nov-25	26-Nov-25
[-] Dashboard Development		4	27-Nov-25	02-Dec-25
A1270	Build Power BI dashboard	3	27-Nov-25	01-Dec-25
A1280	Validate dashboard with PMO	1	02-Dec-25	02-Dec-25
M005	Dashboard Go-Live	0		02-Dec-25
M006	PMO Implementation Closed	0		02-Dec-25



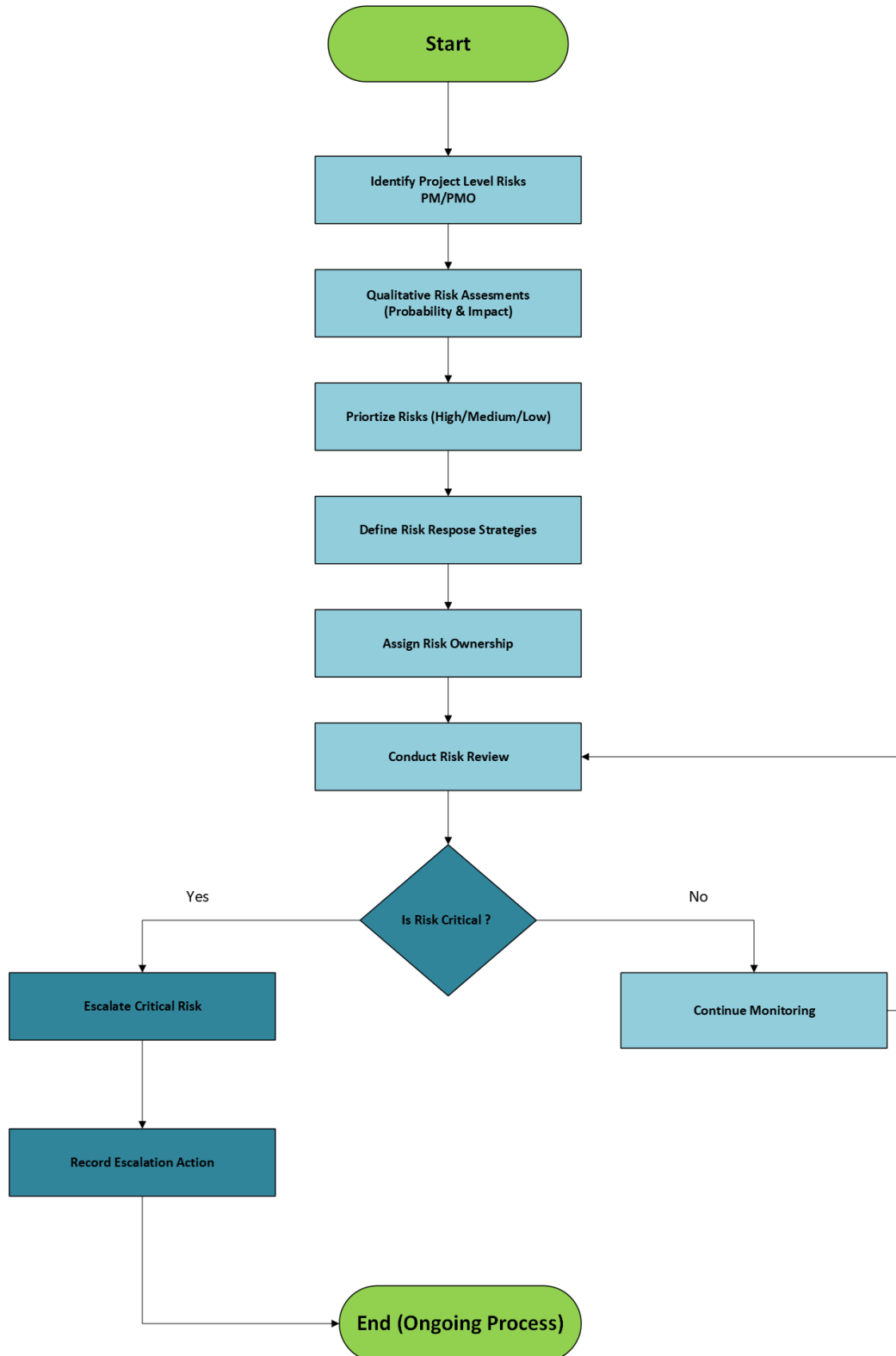
Chapter: 6

6.1 PMO Function and SOPs

6.1.1 Risk Management Policy and SOPs

Policy Statement
This policy establishes a standardized Risk Management framework for projects executed at Creative Frontiers. The objective is to proactively identify, assess, prioritize, and monitor project risks to reduce delivery delays, rework, and reactive decision-making.
Objectives
<ul style="list-style-type: none">• Establish a uniform approach to identifying and managing project risks• Ensure early identification of high-impact and high-probability risks• Strengthen management visibility through structured risk reporting
Scope
This policy applies to all projects managed under the PMO at Creative Frontiers, including creative, design, animation, and digital campaign initiatives.
Principles
<ul style="list-style-type: none">• Risks must be identified proactively, not reactively• Risk ownership must be clearly assigned• High-impact risks must be escalated promptly• Risk information must be documented and reviewed regularly
Review & Approval
<ul style="list-style-type: none">• Risk Registers are prepared by Project Managers• PMO reviews and validates risk information• Critical risks are escalated to senior leadership as required• This policy is reviewed annually by the PMO

Risk Management SOP – Process Flowchart



Purpose

Standard Operating Procedure (SOP): Risk Management

To ensure identification, assessment, response, and monitoring of project risks throughout the project lifecycle.

Procedure

Step	Activity	Responsibility	Output
1	Identify project-level risks	PM / PMO	Risk Identification Log
2	Qualitative risk assessment (Probability & Impact scales)	PMO	Risk Scores
3	Risk prioritization (High / Medium / Low)	PMO	Updated Risk Register
4	Define response strategies	PM / PMO	Risk Response Plan
5	Assign risk ownership	PM	Owner Allocation
6	Conduct risk review	PMO	Risk Review Log
7	Escalate critical risks	PMO	Escalation Record

Records & Templates

The following templates support this SOP and are provided in **Appendix A**:

- **Core Risk Records**
 - Risk Management Plan (RMP)
 - Risk Identification Log
 - Risk Register
- **Assessment & Analysis Templates**
 - **Probability & Impact Scale Matrix**
Defines qualitative scales used for scoring.

- **Risk Scoring & Severity Matrix**
Used to classify risks into High / Medium / Low.
- **Response & Control Templates**
 - **Risk Response Plan Template**
Documents mitigation, avoidance, transfer, or acceptance strategies.
 - **Risk Escalation**
Defines escalation thresholds and authority levels.
 - **Risk Review Log**
Tracks updates, actions taken, and risk status changes.

6.1.2 Training and Development Policy and SOP

Policy Statement
Creative Frontiers is committed to strengthening project management capability through planned, phased, and role-appropriate training initiatives , supported by the PMO. Training initiatives are designed to support project delivery and Risk Management effectiveness without restricting operational flexibility.
Objectives
<ul style="list-style-type: none"> ● Identify project management and risk-related capability gaps ● Plan structured and phased training interventions ● Support consistent adoption of PMO and Risk Management SOPs ● Enable long-term capability development aligned with PMO practices
Scope
This policy applies to all Project Managers and PMO-associated team members involved in project delivery at Creative Frontiers.
Principles
<ul style="list-style-type: none"> ● Training is treated as a long-term capability investment ● Training completion is not assumed before delivery timelines ● Capability improvement is gradual and iterative ● Documentation supports learning continuity rather than compliance audits
Policy Constraints

<ul style="list-style-type: none"> • Training completion is not enforced during early execution • No mandatory certification requirements are applied at this stage • Training effectiveness is reviewed qualitatively
Review & Approval
<ul style="list-style-type: none"> • Training needs are reviewed annually • PMO approves training plans and reviews effectiveness periodically.

Standard Operating Procedure (SOP): Training & Development

Purpose

To define a consistent approach for identifying, planning, delivering, and reviewing training initiatives under the PMO.

Procedure

Step	Activity	Responsibility	Output
1	Conduct PM skills baseline assessment	PM	Skills Assessment Results
2	Analyze skill gaps	PM	Gap Analysis Summary
3	Develop training roadmap	PMO	Training Plan/Roadmap
4	Training delivery coordination	PM	Training Records & Attendance Log
5	Training feedback & Improvement	PM	Training Feedback & Improvement Tracker

SOP Trigger

This SOP is initiated when:

- A PMO is established
- A new project is onboard
- A capability gap is identified during project execution

Records & Templates

- **Assessment Templates**
 - **PM Skills Baseline Assessment**
Evaluates current PM competencies.
 - **Skills Gap Analysis Sheet**
Compares current vs required capability levels.
- **Planning & Delivery Templates**
 - **Training Plan / Roadmap**
Lists training topics, delivery mode, and timeline. (short-term, medium-term, long-term)
 - **Training Records & Attendance Log**
Tracks participation (not performance scoring).
- **Evaluation & Improvement Records**
 - **Training Feedback & Improvement Tracker**
Collect participant feedback, Identify improvement actions for future training cycles

Supporting documents and templates are provided in **Appendix B**.

6.1.3 Data Analytics and Reporting Policy and SOPs

Policy Statement
<p>Creative Frontiers adopts a visibility reporting approach, where project information is consolidated and presented visually to support understanding rather than performance enforcement.</p> <p>The purpose of this function is not performance enforcement or predictive analytics, but to provide clear, consistent, and current project visibility to leadership and stakeholders through standardized reporting mechanisms supported by the PMO</p>
Objectives

<ul style="list-style-type: none"> • Ensure reporting across projects • Improve leadership visibility into project health • Support informed discussions and decision-making • Reduce reliance on informal, verbal status updates
Principles
<ul style="list-style-type: none"> • Reporting supports decision-making, not control • Simplicity is preferred over analytical complexity • Visual summaries are used to reduce ambiguity • Data reflects current execution status, not future prediction
Constraints
<ul style="list-style-type: none"> • Advanced analytics and forecasting are out of scope • Reporting completeness aligns with execution maturity • Accuracy is prioritized over volume of information • Dashboards are informational, not directive
Policy Scope
Applies to all projects supervised by the PMO.

Standard Operating Procedure (SOP): Reporting & Analytics

Purpose

To define a consistent approach for collecting, consolidating, and visually presenting project information to support leadership visibility during execution.

Procedure

Step	Activity	Responsibility	Output
1	Data collection from project sources	PMO	Raw project data
2	Data consolidation	PMO	Consolidated dataset
3	Visual representation	PMO	Dashboard layout
4	Review & communication	PMO	Shared dashboard

SOP Trigger

This SOP is initiated when:

- A project enters execution
- Periodic project status review is required
- Leadership requests consolidated visibility

Tools & Templates

- **Power BI** for visual dashboards
- Spreadsheet-based inputs for data preparation
- Power BI Dashboard Structure
- Dashboard Validation Checklist

Templates and reporting formats are provided in **Appendix C**.

Chapter: 7

7.1. Sample Project Implementation

This chapter demonstrates the **practical application of the proposed Supporting PMO** through a **sample project implementation** titled:

“Digital Safety Awareness Series (Animated Campaign)”

The purpose of this chapter is **not to simulate full project completion**, but to demonstrate how PMO functions, SOPs, and templates operate **at the 50% execution stage**, under PMO implementation.

1. Risk Management Plan (RMP)

Project: Digital Safety Awareness Series (Animated Campaign)

Project Status: Planning - 100% Complete | Execution - ~50% In Progress

1. Methodology

The Risk Management approach for the *Digital Safety Awareness Series* follows a qualitative risk management methodology, and the Supporting PMO framework established at Creative Frontiers.

The process includes the following steps:

1. Risk Identification

Identification of project-level risks (threats and opportunities) during planning and early execution.

2. Qualitative Risk Analysis

Assessment of risks using defined Probability and Impact scales based on expert judgment and historical experience.

3. Risk Prioritization

Calculation of risk scores (Probability × Impact) to classify risks as High, Medium, or Low.

4. Risk Response Planning

Selection of appropriate response strategies (Mitigate, Avoid, Accept).

5. Risk Monitoring and Escalation

Continuous review of risks during execution, with escalation of critical risks based on defined thresholds.

This methodology ensures that risk planning is fully planned, while risk responses and monitoring are actively ongoing during execution.

2. Roles and Responsibilities

Role	Responsibility
Project Manager	Leads risk identification, maintains risk register, implements responses
Risk Owner	Assigned per risk; responsible for monitoring and action execution
PMO (Supporting)	Provides risk templates, facilitates reviews, ensures consistency
Project Sponsor/Senior Management	Reviews escalated high-impact risks

3. Budget and Schedule Considerations

- No separate contingency budget has been allocated at this stage.
- Approved risk responses that require effort are:
 - Integrated into the project schedule
 - Considered part of normal execution activities
- Risks requiring major cost or timeline changes are escalated for management decision.

4. Risk Categories

Risks for this project are classified into the following categories:

- Schedule Risks (e.g., animation delays, review cycles)
- Quality Risks (e.g., content accuracy, visual clarity)
- Resource Risks (e.g., availability of animation or voice-over resources)
- Stakeholder / External Risks (e.g., delayed feedback, approval cycles)
- Communication Risks (e.g., misalignment on messaging)

This categorization supports structured analysis and reporting.

5. Risk Probability and Impact

Probability Scale (Qualitative)

Score	Description
1	Very Low
2	Low
3	Medium
4	High
5	Very High

Impact Scale (Qualitative)

Score	Description
1	Negligible
2	Minor
3	Moderate
4	Major
5	Severe

Risk Scoring Formula

Risk Score = Probability × Impact

Risk Severity Classification

Score Range	Risk Level
1 - 6	Low
7 - 14	Medium
15 - 25	High

6. Risk Documentation

The following risk records are maintained for the project:

- Risk Identification Log
- Risk Register
- Probability & Impact Matrix
- Risk Response Plan
- Risk Escalation Matrix
- Weekly Risk Review Log

2. Risk Identification

Risk identification for the **Digital Safety Awareness Series (Animated Campaign)** was conducted during the **planning phase** and refined at the **early execution stage**. The objective of this process was to identify potential **threats and opportunities** that could affect project objectives related to schedule, quality, resources, communication, and stakeholder engagement.

This activity was facilitated by the **PMO in a supporting role**, using standardized templates and expert judgment, while ownership and execution responsibilities remained with the **project team**.

Risk ID	Risk Description	Category	Risk Type	Identified Phase	Status
R-01	Delay in script approval due to multiple review cycles	Schedule	Threat	Planning	Closed
R-02	Inconsistent feedback from stakeholders causing rework	Communication	Threat	Planning	Closed
R-03	Delay in animation delivery due to creative revisions	Schedule	Threat	Execution	Open
R-04	Limited availability of animation resources during peak period	Resource	Threat	Execution	Open
R-05	Misalignment between safety message and target audience	Quality	Threat	Execution	Open
R-06	Opportunity to reuse animation assets for future campaigns	Strategic	Opportunity	Planning	Open
R-07	Early audience engagement increasing campaign reach	Stakeholder	Opportunity	Execution	Open
R-08	Delay in voice-over recording impacting final delivery	Schedule	Threat	Execution	Open
R-09	Improved coordination through standardized risk reviews	Process	Opportunity	Planning	Closed
R-10	Risk of last-minute content changes after approval	Scope	Threat	Execution	Open
R-11	Opportunity to standardize awareness content templates	Process	Opportunity	Planning	Open
R-12	Platform-specific publishing constraints	External	Threat	Execution	Open

R-13	Increased team capability through on-the-job risk handling	Training	Opportunity	Execution	Open
R-14	Delayed approvals due to unavailability of key approvers	Stakeholder	Threat	Execution	Open
R-15	Opportunity to improve reporting visibility using dashboards	Reporting	Opportunity	Planning	Closed

- **Closed Risks (Planning Phase):**

Risks that were identified early and addressed through planning decisions, approvals, or preventive actions (e.g., approval workflows, standardized review timelines).

- **Open / Ongoing Risks (Execution Phase):**

Risks that are actively monitored and managed during execution, with defined owners and response strategies.

- Risk monitoring and response implementation are **actively ongoing**

3. Risk Register

Risk ID	Risk Description	Category	P	I	Risk Score	Risk Level	Owner	Response Strategy	Status
R-01	Delay in script approval	Schedule	2	3	6	Low	PM	Mitigate	Closed
R-02	Stakeholder feedback inconsistency	Communication	2	3	6	Low	PM	Mitigate	Closed
R-03	Animation delivery delay	Schedule	4	4	16	High	Creative Lead	Mitigate	Open
R-04	Resource unavailability during peak period	Resource	3	4	12	Medium	PMO	Mitigate	Open
R-05	Misalignment of safety message	Quality	3	5	15	High	Content Lead	Avoid	Open
R-06	Reuse of animation assets	Strategic	2	4	8	Medium	PMO	Exploit	Open

R-07	Early audience engagement	Stakeholder	2	3	6	Low	PMO	Enhance	Open
R-08	Voice-over recording delays	Schedule	3	4	12	Medium	PM	Mitigate	Open
R-09	Improved coordination via standard reviews	Process	1	3	3	Low	PMO	Exploit	Closed
R-10	Late content change after approval	Scope	4	4	16	High	PM	Avoid	Open

4. Qualitative Risk Assessment

P \ I	1 (Negligible)	2 (Minor)	3 (Moderate)	4 (Major)	5 (Severe)
5 (Very High)	Low	Medium	High	High	High
4 (High)	Low	Medium	Medium	High	High
3 (Medium)	Low	Low	Medium	Medium	High
2 (Low)	Low	Low	Low	Medium	Medium
1 (Very Low)	Low	Low	Low	Low	Low

5. Risk Scoring & Severity Matrix

Risk ID	Probability	Impact	Risk Score (P×I)	Risk Level	Status
R-01	2	3	6	Low	Closed
R-02	2	3	6	Low	Closed
R-03	4	4	16	High	Open
R-04	3	4	12	Medium	Open
R-05	3	5	15	High	Open
R-06	2	4	8	Medium	Open
R-07	2	3	6	Low	Open
R-08	3	4	12	Medium	Open
R-09	1	3	3	Low	Closed
R-10	4	4	16	High	Open

PROBABILITY	5 Very High	5	10	15	20	25
	4 High	4	8	12	R-03 R-10 16	20
	3 Medium	3	6	9	12 R-04 R-08	15 R-05
	2 Low	2	4	R-01 R-02 R-07 6	8 R-06	10
	1 Very Low	1	2	3 R-09	4	5
		Negligible 1	Minor 2	Moderate 3	Major 4	Severe 5
		IMPACT				

Severity Classification:

- **Low:** 1-6
- **Medium:** 7-14
- **High:** 15-25

6. Risk Response Planning

Risk ID	Risk Level	Response Strategy	Action Plan (What will be done)	Responsible Owner	Target Timeline	Status
R-01	Low	Mitigate	Script approval checklist introduced and reviewed	Project Manager	Completed during Planning	Closed

			during planning stage to prevent rework			
R-02	Low	Mitigate	Standard stakeholder feedback format implemented to ensure consistency and clarity	Project Manager	Completed during Planning	Closed
R-03	High	Mitigate	Re-sequence animation tasks, introduce interim delivery milestones, and add buffer for creative review	Creative Lead	Ongoing during Execution	Open
R-04	Medium	Mitigate	Develop resource backup plan and coordinate with PMO for temporary allocation during peak periods	PMO	Mid-Execution	Open
R-05	High	Avoid	Conduct pre-release content validation workshop with subject-matter experts before final approval	Content Lead	Before next content release	Open
R-06	Medium	Exploit	Reuse previously approved animation assets to accelerate delivery and reduce creative effort	PMO	Ongoing during Execution	Open
R-07	Low	Enhance	Engage early adopters to provide structured feedback to improve audience engagement	PMO	During pilot rollout	Open
R-08	Medium	Mitigate	Pre-book recording slots and assign backup voice-over resources	Project Manager	Prior to next recording cycle	Open

R-09	Low	Exploit	Institutionalize standard review meetings to strengthen coordination and reduce delays	PMO	Implemented during Planning	Closed
R-10	High	Avoid	Freeze content scope post-approval and route any late changes through formal escalation	Project Manager	ongoing	Open

7. Risk Escalation Rules

Escalation Triggers

A risk will be escalated if **any** of the following conditions occur:

- Risk Score reaches **High (≥15)**
- Risk impact threatens:
 - Project timeline
 - Content integrity or safety message accuracy
 - Stakeholder approval or regulatory alignment
- Mitigation actions fail to reduce risk severity
- Risk persists beyond the defined response timeline
- Risk requires authority or resources beyond the Project Manager’s control

Risk Level	Escalation Authority	Escalation Timeline	Decision Scope
Low	Project Manager	Weekly review	Local corrective actions
Medium	PMO	Within 3 working days	Resource reallocation, plan adjustment

High	PMO Head / Senior Leadership	Immediate	Strategic decisions, scope freeze, approval override
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8. Risk Monitoring & Control

Risk monitoring is conducted through:

- Weekly risk review meetings
- Risk register updates
- Status tracking response actions
- Severity reassessment based on current conditions
- Identification of residual and secondary risks

Risk ID	Current Status	Action Taken	Owner	Next Review Date
R-03	Open	Interim milestones introduced	Creative Lead	Next week
R-04	Open	Backup resource identified	PMO	In 7 days
R-05	Open	Content validation workshop scheduled	Content Lead	In 5 days
R-01	Closed	Approval checklist implemented	PM	N/A

Risk Closure Criteria

A risk may be formally closed when:

- Mitigation or avoidance actions are fully initiated.
- Risk score is reduced to **Low**
- No residual impact remains

- Closure is approved by Project Manager and validated by PMO

Training & Development

The Digital Safety Awareness Series (Animated Campaign) is currently at **50% execution**, where core planning activities have been planned and execution activities are underway. Within this context, the Training & Development function has been implemented at an **initiation and readiness level**, rather than as a fully delivered capability program.

As a Supporting PMO function, Training & Development is not intended to demonstrate immediate performance improvement or certified learning outcomes at this stage. Instead, it focuses on **preparing the project and PMO environment** for structured capability development over time.

1. Training Focus

At the current stage of project execution, training activities are intentionally limited to:

- Capability assessment
- Training requirement definition
- Awareness-level orientation
- Training rollout planning

2. Training Areas Identified

Based on the project context and PMO support requirements, the following **training themes** have been identified and planned:

- **Risk Awareness & Risk Ownership Orientation**
(Understanding risk roles, escalation logic, and response responsibilities)
- **Qualitative Risk Assessment Orientation**
(Awareness of probability-impact scales and prioritization logic)
- **PMO SOP Awareness Session**
(Introduction to standardized PMO procedures and documentation usage)

3. Training Roadmap Status

The Training Roadmap for the sample project has been developed with **phased timelines**, ensuring alignment with execution maturity:

- Short-term: Awareness and orientation sessions (initiated)
- Medium-term: Structured workshops and applied practice (planned)
- Long-term: Capability reinforcement and continuous improvement (future)

No training activity has been marked as completed unless the corresponding delivery timeline has elapsed.

4. Use of Training Records & Templates

To support structured implementation, the following templates have been applied:

- a) PM Skills Baseline Assessment**
Used to capture perceived current capability levels through self-assessment and PMO observation.
- b) Skills Gap Analysis Sheet**
Used to identify development areas, not performance deficiencies.
- c) Training Plan / Roadmap**
Developed to show phased delivery beyond the current execution stage.
- d) Training Attendance Record**
Prepared for orientation and awareness sessions only, not full workshops.
- e) Training Feedback & Improvement Templates**
Included to demonstrate readiness for future evaluation cycles, not to measure effectiveness at this stage.

Where applicable, templates are either partially populated or included as structured placeholders, consistent with faculty guidance on mid-execution documentation.

5. Alignment with 50% Execution Guidance

In accordance with faculty instructions:

- Training **planning artifacts** are complete
- Training **delivery artifacts** are initiated but not closed

- Training **effectiveness measurement** is not claimed
- Long-term training outcomes remain unmeasured

By avoiding premature claims of training completion or effectiveness, the implementation remains **methodologically sound, defensible, and aligned with Supporting PMO principles.**

a) PM Skills Baseline Assessment

Project Name	Digital Safety Awareness Series
Assessment Date	28-Nov-2025
Assessor	PMO Analyst
Participants Assessed	Project Manager, Creative Lead, Content Lead, PMO Analyst
Scale	1=Low, 3=Medium, 5=High

Competency Area	Current Rating (1-5)	Notes / Evidence
Risk Awareness	2	PMO Observation, prior project reviews
Risk Identification	3	Risks discussed verbally; needs formal logging consistency.
Qualitative Risk Assessment	2	Scales newly introduced; team needs practice applying matrix.
Sop Familiarity	2	Informal Processes observed
Reporting Discipline	2	Inconsistent reporting cycle

These levels are indicative, based on expert judgment and observed practice, not formal testing.

b) Skills Gap Analysis Sheet

Gap Analysis Date			29-Nov-2025		
Prepared By			PMO Analyst		
Approved By			PMO Head (for roadmap)		
Capability	Required Level	Current Level	Gap	Priority	Planned Training Link
Risk Awareness	2	4	2	High	Risk Awareness Orientation
Risk Assessment	2	4	2	High	Qualitative Risk workshop
SOP Usage	2	3	1	Medium	PMO SOP Awareness Session
Reporting Discipline	2	3	1	Medium	Reporting Standards Briefing

c) Training Plan / Roadmap

Roadmap rule: Only short enablement plans can be initiated within the sample project window.

Medium/long-term capability building continues beyond the sample project.

Training Name	Linked Function	Duration	Planned Timeline	Status
Risk Awareness Orientation	Risk Management	1 session	Week 6	Initiated
Qualitative Risk Assessment Orientation	Risk Management	2 sessions	Weeks 7-8	Planned
PMO SOP Awareness Session	PMO Enablement	1 session	Week 8	Planned
Reporting Standards Overview	Reporting	1 session	Week 9	Planned

d) **Training Attendance Record**

Record Owner		PMO Analyst	
Tracking Method		Attendance only (no performance scoring)	
Session	Date	Attendees	Absent / Notes
Risk Awareness Orientation	Week 6	Project Core Team	-

e) **Training Feedback Form**

Session	Date	Overall rating (1-5)	What was useful	What to improve	Action Owner
Risk Awareness Orientation					

f) **Training Effectiveness Evaluation Sheet**

g) **Training Improvement Action Log**

To be used post-implementation.

Template attached in Appendix - B

Data Analytics & Reporting

The implementation focuses on **establishing reporting foundations** rather than advanced analytics. At this stage, the PMO’s role is to **structure and consolidate project information** so that leadership can clearly understand project status, risks, and progress without relying on informal updates.

No performance enforcement, predictive analytics, or KPI-driven controls were introduced, in line with the approved PMO policy and faculty guidance.

1. Reporting Implementation Approach

The reporting implementation followed the approved SOP and was executed in a **phased and realistic manner**, appropriate for a project that is still mid-execution.

The PMO implemented the following core reporting elements:

- Structured project data collection
- Consolidated execution status visibility
- Visual dashboard layout design
- Standardized reporting cadence definition

This approach ensures reporting **supports execution**, rather than disrupting it.

2. Data Collection & Consolidation

Project data is collected manually using a **simple data collection template**

Field	Description
Project Name	Digital Safety Awareness Series
Reporting Period	Mid-Execution (50% Completion)
Reporting Date	[Insert date]
Prepared By	PMO
Project Phase	Execution
Overall Status	In Progress
Key Activities Completed	Script approval, initial content development, risk planning
Activities In Progress	Content production, training planning, risk response execution
Upcoming Milestones	Content finalization, campaign rollout
Key Risks	Content delivery delays, resource availability
Support Required	Coordination support, visibility for leadership

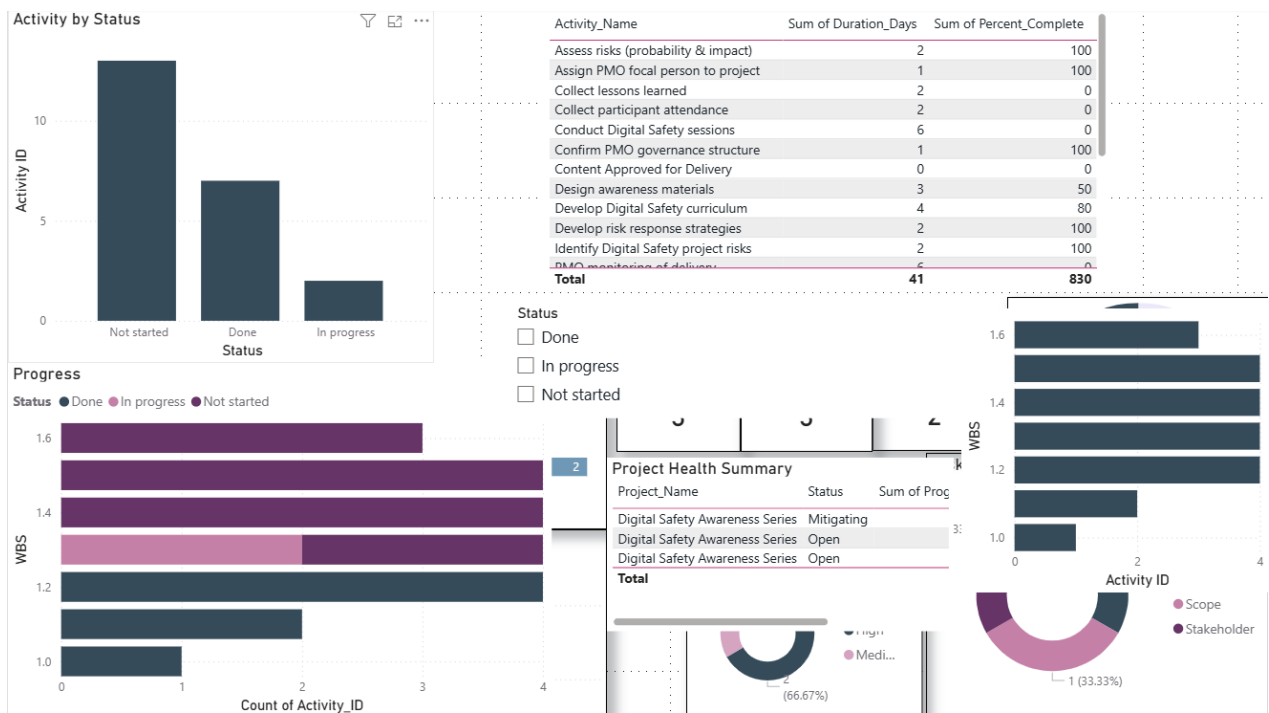
Reporting Element	Consolidated Insight
Schedule Status	On track with minor execution-level risks
Risk Overview	High and medium risks identified and monitored
Training Status	Training planned; delivery not yet completed
Resource View	Adequate with short-term availability constraints
Decision Notes	No escalation required at this stage

The PMO consolidates this information into a **single execution snapshot**, ensuring:

- Consistency of information
- Reduction in ad-hoc verbal reporting
- A single reference point for leadership discussions

No historical trend analysis or forecasting is performed at this stage.

3. Dashboard Design & Visualization

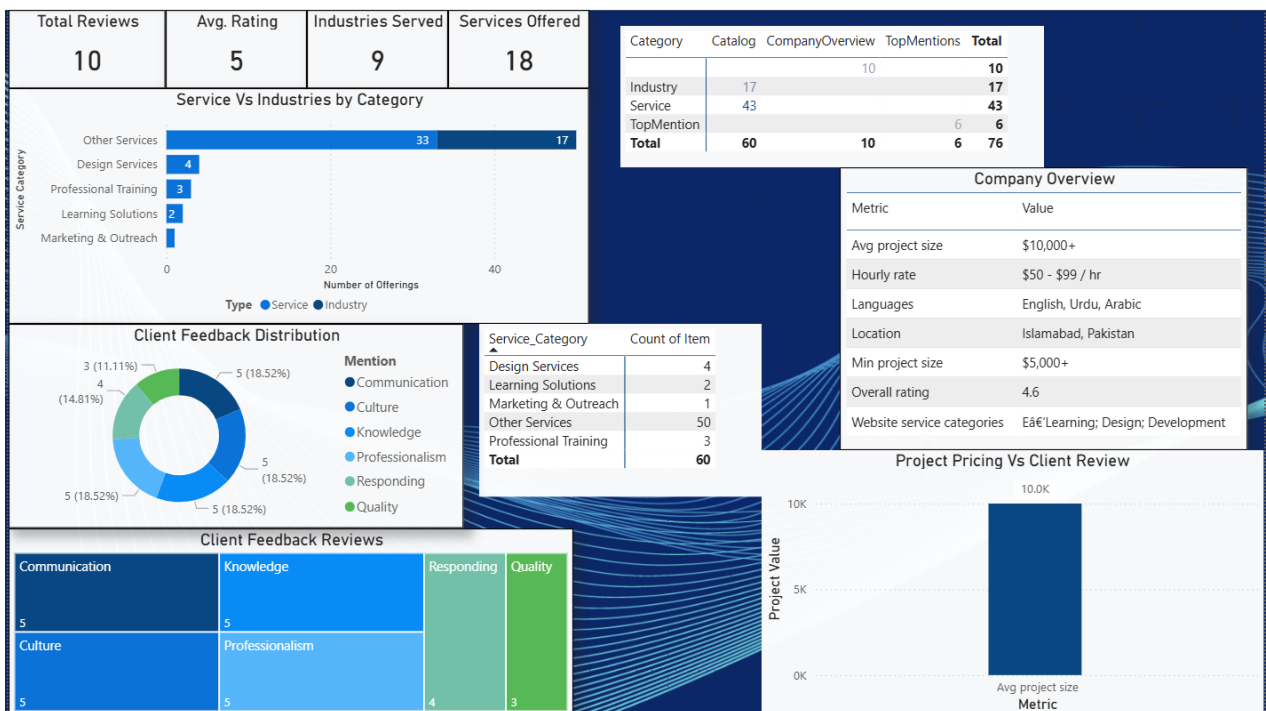
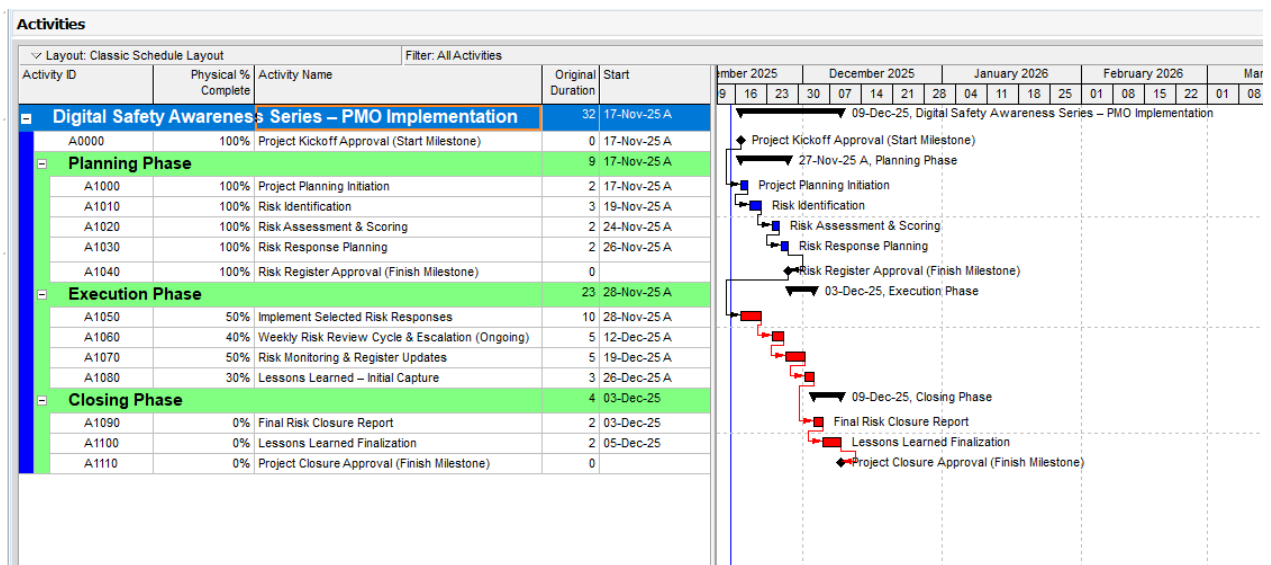


4. Tool Usage & Integration Considerations

During implementation:

- Spreadsheet-based inputs are used for data capture
- Power BI is used for dashboard visualization

The reporting function remains **tool-agnostic**, ensuring flexibility and scalability for future projects.



APPENDIX

Detailed Templates

Detailed templates supporting the above PMO functions are provided as follows:

Appendix A - Risk Management Templates

1. Risk Management Plan

Risk Management Plan	
<p>Project Name: PMO Implementation at Creative Frontiers Date: <i>(Insert submission date)</i> Prepared By: PMO Approved By: Project Sponsor / PM Lead</p>	
1. Methodology	
<p>This Risk Management Plan defines the structured approach for identifying, assessing, responding to, monitoring, and escalating project risks throughout the lifecycle of the PMO implementation project.</p> <p>Risk management will be conducted using a qualitative risk management approach, supported by defined probability and impact scales. The process follows these steps:</p> <ol style="list-style-type: none"> 1. Risk Identification at project and functional levels 2. Qualitative Risk Assessment using Probability × Impact scoring 3. Risk Prioritization based on severity classification (High / Medium / Low) 4. Risk Response Planning (Mitigate, Avoid, Accept) 5. Assign Risk Owners 6. Continuous Risk Monitoring and Review 7. Escalation of critical risks based on predefined thresholds <p>The PMO facilitates this process as a supporting function, while ownership and execution remain with the project team.</p>	
2. Roles and Responsibilities	
Role	Responsibility
Project Manager	Identify risks, maintain the Risk Register, monitor assigned risks
PMO	Provide risk framework, templates, scoring methodology, and oversight
Risk Owner	Implement assigned risk response actions and report status
Senior Management	Review escalated risks and approve major decisions
3. Budget and Schedule Considerations	

Risk response actions are planned within the approved project schedule and resource allocations.

- No separate contingency budget is allocated at this stage
- Risk responses are integrated into existing activities wherever feasible
- Schedule buffers are used only where formally approved

At the 50% execution stage, selected risk responses have been initiated, while remaining risks continue to be monitored.

4. Risk Categories

Risks are categorized to ensure structured identification and analysis:

- Schedule Risks
- Cost Risks
- Quality Risks
- Resource Risks
- Operational Risks
- External Risks
- Opportunity Risks

This categorization supports consistency across risk identification and reporting.

5. Risk Probability and Impact Assessment

A qualitative scoring approach is used:

Probability Scale

Score	Description
1	Very Low
2	Low
3	Medium
4	High
5	Very High

Impact Scale

Score	Description
1	Negligible
2	Minor
3	Moderate
4	Major
5	Severe

Risk Scoring Formula

Risk Score = Probability × Impact

Risk Severity Classification

Score Range	Risk Level
1-6	Low
7-14	Medium
15-25	High

Severity determines prioritization, response strategy, and escalation requirements.

6. Risk Documentation

The following documents are used to support risk management:

- Risk Identification Log
- Risk Register
- Probability & Impact Matrix
- Risk Response Plan
- Risk Escalation Matrix
- Risk Review Log

At the mid-execution stage:

- Risk identification and planning are 100% complete
- Selected risk responses are implemented
- Monitoring and escalation are actively ongoing
- Closing-phase risk documents are maintained as templates only

2. Risk Identification Template

Field	Description
Project Name	
Project ID	
Risk ID	R-01, R-02, etc.
Risk Description	Clear description of the risk
Risk Category	Schedule / Cost / Quality / Resource / External
Risk Trigger	Event or condition indicating the risk
Identified By	Name / Role
Date Identified	
Initial Remarks	

Risk ID	Risk Description	Category	Source
R-01		Schedule	External Review
R-02		Schedule	Production
R-03		Operational	Platform Policy
R-04		Communication	Stakeholder

3. Risk Register

Risk ID	Risk Description	Category	Probability (1-5)	Impact (1-5)	Risk Score (P×I)	Risk Level (H/M/L)	Owner	Response Strategy	Status
R-01		Schedule						Mitigate / Avoid / Accept	Open/closed /retired
R-03		Cost							
R-04		Quality						Mitigate / Avoid / Accept	Open/closed /retired

R-05		Resource						Mitigate / Avoid / Accept	Open/closed /retired
R-06									

4. Probability & Impact Scale (Qualitative)

Probability Scale

Score	Description
1	Very Low
2	Low
3	Medium
4	High
5	Very High

Impact Scale

Score	Description
1	Negligible
2	Minor
3	Moderate
4	Major
5	Severe

5. Risk Scoring & Severity Matrix

Risk ID	Probability	Impact	Risk Score [P*I]	Priority
R-01				L/M/H
R-02				L/M/H
R-03				L/M/H
R-04				L/M/H

Risk Score Range	Risk Level
1 -6	Low
7 -14	Medium
15 -25	High

Formula: Risk Score = Probability × Impact

6. Risk Response Plan

Risk ID	Risk Level	Response Strategy	Planned Action	Responsible Person	Target Date	Remarks
R-01	High	Mitigate				
R-02	Medium	Accept				

7. Risk Escalation Rules

Risk Level	Escalation Authority	Escalation Timeline
Low	Project Manager	Weekly review
Medium	PMO	Within 3 working days
High	PMO Head	Immediate

8. Risk Review Log

Risk ID	Current Status	Action Taken	Owner	Next Review Date
R-01	Open			
R-02	Monitoring			

Appendix B - Training and Development Templates

1. PM Skills Baseline Assessment Template

Employee Information	
Field	Details
Name	
Role	Project Manager / Coordinator / Team Member
Department	
Assessment Date	
Assessed By	PMO

Competency Assessment		
Skill Area	Rating (1-5)	Comments
Risk Management		
Planning & Scheduling		
Reporting & Documentation		
Stakeholder Communication		
Use of PM Tools		

Rating Scale:

1 = Very Low | 5 = Very High

2. Skills Gap Analysis Sheet

Skill Area	Current Level	Required Level	Gap (Yes/No)	Priority
Risk Management				
Reporting				

Rating Scale:

1 = Very Low | 5 = Very High

3. Training Plan / Roadmap

Training Topic	Objective	Target Audience	Delivery Mode	Planned Period
Risk Management Basics	Improve risk handling	PMs	Workshop	N/A
Reporting & Dashboards	Improve visibility	PM Team	Hands-on	N/A

4. Training Attendance Record

Training Title	Date	Participant Name	Role	Attendance (Y/N)	Signature

5. Training Feedback Form

Evaluation Criteria	Rating (1-5)
Relevance of Content	
Practical Usefulness	
Trainer Effectiveness	
Overall Satisfaction	
Comments / Suggestions:	

6. Effectiveness Evaluation Sheet

Training Conducted	Skill Targeted	Improvement Observed (Y/N)	Evidence / Observation
		Y/N	
		Y/N	
		Y/N	
		Y/N	
		Y/N	

7. Training Improvement Action Log

Issue Identified	Root Cause	Action Required	Responsible	Target Date	Status

Appendix C - Reporting and Dashboard Templates

1. Project Data Collection Sheet

Purpose:

To capture basic project information from the execution team for reporting visibility.

Field	Description
Project Name	Name of the project
Reporting Period	Week / Date
Current Phase	Planning / Execution / Closing
% Completion (Approx.)	High-level estimate
Key Activities This Period	Summary
Major Issues / Risks	Referenced Risk IDs only
Upcoming Activities	Next planned actions
Data Source	PM / Tool / Document

2. Consolidated Project Status

Purpose:

To consolidate project data into a single, leadership-readable view.

Section	Summary
Overall Status	On Track / Attention Needed

Execution Progress	Narrative summary
Risk Overview	High-level (High / Medium / Low count)
Schedule Outlook	Stable / Minor Slippage
Key Decisions Needed	Yes / No (describe if yes)
Reporting Notes	Clarifications or assumptions

3. Dashboard Layout

Section	Visuals	Description
Project Health	Cards	Overall status
Risk Overview	Bar / Line Chart	Risk distribution
Timeline Progress	Gantt / Trend	Planned vs Actual

Data Sources

- Risk Register
- Project Status Reports
- Schedule Data

4. Dashboard Validation Checklist

Validation Criteria	Yes / No	Remarks
---------------------	----------	---------

Data reflects current reporting period		
Risk data matches risk register		
No future predictions included		
Visuals are easy to interpret		
No performance Scoring applied		

5. Reporting Cadence Schedule

Report Type	Frequency	Audience	Owner
Project Status Report	Weekly	PMO	Project Manager
Dashboard Refresh	As Required	Leadership	PMO
Leadership Pack	Monthly	Executive Team	PMO

Appendix - D - Detailed Interview Responses

Minutes of the Meeting Summary with the Interview with PM Lead Ms. Fizza Abbas

A. Time Constraint

1. Is project completion frequently delayed due to planning, coordination, or external factors?

The PM Lead reported that delays occur mainly when creative inputs or client approvals are late. Internal teams usually work on aggressive timelines, and unexpected revisions from clients often disrupt the planned flow.

2. Is the project schedule clearly communicated to all teams at the beginning of each project?

Schedules are communicated through ClickUp at the start of each project; however, consistency varies. Some teams follow it closely, while others adapt it informally based on workload and client urgency.

3. Does the project follow a standardized scheduling model or is it adapted case-by-case?

A 5-week model generally exists, but teams frequently adjust it case-by-case because of unpredictable creative requirements.

4. Are there predefined mechanisms or SOPs to manage delays when they occur?

There are no formal SOPs. Delays are handled through verbal coordination or ad hoc replanning between PMs and team leads.

B. Scope Constraint

5. Is the project scope clearly defined and documented during project initiation?

The initial scope typically comes from the Sales team, but detail level varies. PMs often refine scope after client kick-off.

6. How consistently are client changes, revisions, or new requirements recorded across projects?

Revisions are captured in ClickUp comments but not consistently documented in a unified format. This leads to difficulty tracking changing history.

7. Is there a structured change-control process or approval system in place?

There is no formal change-control mechanism. PMs evaluate the change and consult leadership, but documentation remains informal.

8. Is time allocated specifically for handling revision rounds or scope shifts?

Revision rounds are expected but not explicitly scheduled. Teams frequently work additional hours during heavy revision cycles.

C. Risk Management

9. What recurring risks or issues do you experience across animation/design projects?

Common risks include: late client inputs, extended revision cycles, resource unavailability, creative bottlenecks, and technical issues in rendering or version control.

10. How are risks identified, logged, scored, and tracked during the lifecycle?

Risks are mostly identified verbally during team meetings. They are occasionally noted inside ClickUp tasks but without scoring or structured categorization.

11. How often are risks reviewed (daily/weekly/milestone-based)?

Risk discussions occur informally during weekly check-ins but are not reviewed systematically.

12. Who decides when a risk escalates into an issue requiring leadership involvement?

The PM Lead makes escalation decisions based on severity, such as repeated revision cycles, major timeline threats, or client dissatisfaction.

13. Are formal mitigation plans created for high-impact risks?

Mitigation is typically reactive. Teams adjust schedules or reallocate resources, but no formal written mitigation plans are created.

14. Would a standardized risk register and scoring framework improve predictability?

Yes, the PM Lead believes that a formal risk register would bring clarity, early visibility, and better planning for recurring issues.

D. Schedule Delay Analysis

15. What are the most common causes of delay (resource conflicts, late inputs, revision cycles)?

Late approvals, overlapping team workloads, and underestimated creative complexity are major contributors.

16. Is there a structured approach to identifying and mitigating delays before they occur?

No structured approach exists. Mitigation mostly depends on PM experience and direct communication with teams.

17. Are delay-related decisions documented and communicated promptly?

Documentation is inconsistent. PMs usually communicate delays verbally or through quick updates in ClickUp.

18. How frequently do unexpected delays cause significant workflow disruption?

Delays are frequent and often affect downstream phases such as animation, editing, or client review cycles.

E. Documentation & SOP Standardization

19. Are project briefs, approvals, handovers, and revision logs documented consistently?

Documentation varies heavily between PMs. Some maintain detailed logs; others depend on conversation history in ClickUp or Slack.

20. Does the lack of SOPs for initiation, planning, changes, or closure lead to execution variability?

Yes, the PM Lead acknowledges inconsistent outcomes due to the absence of defined SOPs, especially in initiation and change-management stages.

21. Would standardize templates (brief, change request, closure) improve clarity and coordination?

Yes, templates would streamline communication, improve traceability, and reduce misalignment across teams.

22. Where do documentation gaps most commonly occur (initiation, revision, delivery)?

Most gaps appear during initiation (incomplete briefs) and revision stages (poor tracking of change history).

F. Governance, Reporting & Training

23. How are project status updates reported to leadership (format, frequency)?

Updates are shared through weekly meetings and ClickUp dashboards, but formats differ across PMs.

24. Does the organization have centralized oversight for monitoring progress across multiple projects?

Not formally. Leadership reviews ClickUp when needed, but no consolidated oversight structure exists.

25. What governance challenges do PMs face (delayed approvals, unclear roles)?

Role boundaries between Sales, PMs, and Creative Leads sometimes cause delays in decision-making.

26. What formal training do PMs receive and is it sufficient for current workloads?

No structured PM training exists. PMs learn tools and workflows on the job.

27. What skill gaps exist within PMs or teams that affect execution quality?

Skill gaps include advanced scheduling, risk management, systematic documentation, and client communication structure.

28. How often should training or refresher sessions be conducted?

Quarterly refreshers and tool-specific training are recommended.

29. Is there structured onboarding for new PMs?

No. Onboarding is informal and varies by team lead.

G. Cost Constraint

30. How are project estimates currently developed, and which aspects already work well?

Estimates are created based on creative complexity and experience. This works well for common project types.

31. Would a standardized estimation template support clarity without limiting creativity?

The PM Lead believes it would help bring consistency but must remain flexible for unique creative requirements.

32. How often do scope changes impact estimation accuracy and client expectations?

Scope changes frequently require re-evaluation, but these adjustments are not always formally documented.

33. How are estimation adjustments communicated to clients or sales?

Typically through verbal updates or emails. A structured change-impact template does not exist.

H. Lessons Learned

34. Is there a structured process for documenting lessons learned at the end of projects?

Lessons are sometimes captured informally in project closure forms within ClickUp, but usage is inconsistent.

35. Are improvement insights regularly incorporated into future planning or scheduling models?

Not formally. Some PMs apply past learnings, but there is no organization-wide system.

I. Staff Satisfaction & Workload

36. How manageable is your workload during overlapping or high-pressure project phases?

Workload becomes challenging, especially when handling multiple revisions and overlapping phases.

37. What type of support from a Supporting PMO would reduce stress and improve execution consistency?

Standard templates, SOPs, risk frameworks, clearer scheduling models, and training in tools would significantly reduce workload pressure.

[Appendix - E - Project Charter](#)

Project Title:

Project Charter

1 Project Details

Project Objectives:

Project Requirements:

Product Description/Deliverables:

Project Does Not Include:

Pre-assigned Resources:

2 Stakeholders List

Name	Title	Role/Responsibility

3 Summary Milestone Schedule

Milestone 1:	
Date:	
Milestone 2:	
Date:	
Milestone 3:	
Date:	
Milestone 4:	
Date:	
Milestone 5:	
Date:	

4 Project Considerations

High-Level Risks:

Acceptance Criteria:

Assumptions:

Constraints:

Appendix - F - Scope Statement

Scope Statement

Project Title:	
Date:	

Prepared by:	
---------------------	--

Project Justification:

Product Characteristics and Requirements:

Product User Acceptance Criteria:

Summary of Project Deliverables:

Product-Related Deliverables:

Scope Boundary Clarification:





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