

On the Function of Pmo Engineering Construction Project Management Business

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Abstract: In the engineering construction project management, due to a large number of businesses, there are many problems between the participants including serious unequal information, which leads to a greater risk in business management. PMO, the project management office, is mainly responsible for putting forward a complete set of enterprise operation plans, plays various functions such as operation support, supervision, and guidance. PMO is a special organization in the organizational framework of an enterprise, which can effectively prevent the risks in various project management in engineering construction. Therefore, in the process of engineering construction, we should pay attention to let PMO play its functions, clarify the main requirements of the function of PMO, improve the efficiency of project management business, and ensure the scientific operation of enterprises.

1. Introduction

In the engineering construction project, it will be classified according to the implementation stage of the project. Due to the great difference in each project, the resource allocation and operation process between projects are also diverse from each other, which makes the difficulty level of business management also various. When enterprises manage and operate projects of different difficulty types, the ways they adopt are also different. This leads to many contents, long cycle and high risk in the process of project management, which affects the operation safety of enterprises. In view of this situation, it is necessary to build a project management office, give full play to the functions of PMO to prevent risks, provide professional management plans, do a good job in supervision and resource allocation, gradually solve a series of problems in project management, and promote the sustainable development of enterprises.

2. Function Analysis of Pmo Engineering Construction Project Management Business

2.1 Participation Function

In the process of project management, for some projects with large construction scale and high management difficulty, the overall planning of the project is a very important and key factor. Therefore, when carrying out the project management business, PMO personnel should actively participate in the key links such as the overall planning of the project, the handling of various procedures, and the preparation of materials to control the direction so as to make clear the risks existing in the project management, and be able to do a good job in risk prevention and control and prepare contingency plans to deal with emergencies. Ensure the accuracy and rationality of the project direction. The PMO personnel participating in the project can directly act as the project manager or commander, and form a project team with the personnel of the general project department to give full play to the PMO's participation function. This function can effectively implant PMO resources into the whole project management process so that PMO personnel can directly contact the project content, explore problems and improve practical ability to summarize the experience. For the project department, the introduction of PMO personnel in the management process can effectively prevent risks, improve business capacity and meet the needs of engineering construction.

2.2 Guiding Function

PMO personnel participate in the project to guide the development and formulation of the project, so as to ensure the smooth progress of the project. In the process of guidance, according to the specific situation, it is necessary to clarify the characteristics and requirements of the project, analyze the personnel characteristics and business capabilities of the project department, fully tap the personal potential of the staff, and make the best of their talents. At the same time, for the different personnel involved in the project implementation stage, various forms of business training should be carried out to promote the smooth progress of the project. PMO should guide and study the business quality system in the enterprise to achieve the standardization of the project business.

2.3 Operation Support

In the enterprise operation support, the data collected by the PMO, which performs the monitoring function, should be given great attention. It mainly includes project operation, risk prevention, resource allocation, etc. PMO can analyze these data and submit the analysis to the enterprise management as the data support of decision-making, which can better grasp the development direction of the enterprise and promote the development of the enterprise. In the project operation support, PMO will provide personnel with a higher business level to participate in the project management and guide the project. PMO and the project department shall establish effective resource sharing and information pushing channels to fulfill the responsibilities of operation support. According to the specific situation of the project, they can establish a specific support plan, do a good job in the analysis of various project situations, so as to perform the function of operation support in a planned way.

2.4 Monitoring Function

PMO plays a monitoring role in the project implementation of engineering construction from two perspectives including enterprise management and project autonomy. From the aspect of enterprise management, we should implement the monitoring function according to the various requirements of all aspects of enterprise business supervision, so as to fulfill the monitoring and management of the overall business operation of the enterprise. The monitoring contents mainly include the overall operation of the project department, data collection, and implementation of the project department. From the perspective of project autonomy, it mainly supervises the overall planning of the project according to a specific implementation of the project, including some specific requirements of the enterprise for the project. For projects directly participated by non-PMO personnel, the overall situation of the project shall be supervised and the key and difficult points of the project shall be implemented. For projects in which PMO personnel are directly involved, the cooperation between PMO personnel and project department personnel shall be supervised. In addition, PMO can also establish a feedback mechanism to guide customers to evaluate and feedback on various businesses, so as to do a good job in the overall supervision of the project. PMO can establish a risk prevention system, reasonably analyze the risks of various businesses, implement control measures, and ensure the rationality of monitoring.

2.5 Allocation Function

The application of PMO in project management should build an efficient and fair resource allocation environment for the project, and reduce the differences of project resources as much as possible. Due to the different implementation stages of the project, the requirements of human resources are different, resulting in the imbalance of human resources allocation. According to the actual situation, in the preparation stage of the project, more procedure coordination personnel are needed, and in the project start-up stage, more bidding contract management personnel are needed. In the implementation phase and the project closure phase, the personnel requirements for the design, management, cost management, and site coordination management are diverse. In the project, some unexpected situations will also lead to a great increase in personnel demand. However, due to the special circumstances of the project, such as the regional environment, it will also cause a

shortage of human resources. In this process, PMO should grasp the human resource situation of the enterprise in real-time and track the development of the project dynamically. According to the personnel demand of the project, PMO should timely allocate human resources and gradually eliminate the imbalance of human resources. At the same time, PMO should build the calculation model of resource demand and supply of enterprise and project, master the data of human resource workload, production efficiency and other aspects of enterprise projects to do a good job in the calculation of demand and supply. And it should establish a tracking and feedback mechanism for doing a good job in personnel planning and giving full play to the effectiveness of enterprise human resources.

3. Basic Requirements for Pmo Function Realization

3.1 Understand the Organizational Structure of the Pmo

To build a PMO, first of all, we need to understand the organizational structure of the PMO, and clearly establish the objectives and overall planning of the PMO. The basic structure is mainly composed of PMO manager, PMM group, PMO coordinator and technical support TS group. In the enterprise, it is necessary to build the structural framework of the PMO plus project department to bring PMO into the project department and give full play to its own functions. In the project department, according to the actual situation of the project, the project department will set up a group according to the business and set up a special person in charge. For the integration of Department and PMO, it will also set up groups with special persons in charge according to the business situation. The leader of PMO has the highest authority in the whole team.

3.2 Define Main Responsibilities

In the organizational structure of PMO, the PMM team is mainly responsible for establishing the project management team in the identification phase. In the implementation stage, we need to do a good job in project management and operation. The PMO coordinator is mainly responsible for the guidance and supervision functions in the business to ensure the smooth operation of the business, at the same time, coordinate the project and put forward modification suggestions. The main responsibilities of the technical support group are to provide technical support, do a good job in software training, and provide normal standards and templates.

3.3 Personnel Composition

PMO should meet all functions of PMO in terms of personnel composition, so it puts forward more strict requirements for personnel, first of all, it should have a high level of business. The average business capacity of the PMO team needs to be higher than that of the project department. It also needs to establish an evaluation mechanism, regularly evaluate PMO personnel, and gradually improve the overall business level. Secondly, PMO should also set up expert resources, establish a special group for the specific situation of the business, use expert resources for guidance, and solve the risks and problems in the business. In addition, personnel authority should be set up to open higher authority to PMO personnel making them have priority in business research, discussion, implementation and decision-making.

4. Conclusion

In a word, the application of PMO plays a very important role in engineering construction project management. After understanding the project business involved in the enterprise, PMO should be built according to the actual situation of the enterprise to give full play to the participation function, monitoring function and operation support function, and so on. So it can do a good job in risk prevention, further refine various systems and measures, promote the smooth development of large and medium-sized projects in the enterprise, maintain the scientific operation of the enterprise, and promote the sustainable development of the enterprise.

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