

Program and Project PMO Manager

Program and Project Management Office Support in Migration and Transformation

Background

Large migration and transformation programs depend heavily on structured governance, planning support, reporting discipline, administrative control, and management follow-through in order to succeed. In manufacturing, retail, logistics, and enterprise IT environments, complex programs and projects often involve multiple workstreams, stakeholders, vendors, deadlines, and governance forums that require a strong PMO function to create transparency, consistency, and management support across the full delivery lifecycle.

Within this setup, the Program / Project PMO Lead is responsible for leading the PMO workstream across migration and transformation initiatives. The role is intended to ensure that planning support, reporting structures, governance administration, financial follow-up, RAID management, action tracking, meeting support, documentation control, and management transparency are handled in a structured and proactive way throughout the lifecycle of the program or project.

The role is not only about administration. It is a senior coordination and control role with responsibility for creating structure, rhythm, visibility, and follow-through across program or project leadership, workstream leads, implementation partners, and governance forums, ensuring that the management foundation is strong enough to support effective execution.

Purpose of the Role

The purpose of the Program / Project PMO Lead role is to lead and control the PMO support function across business and IT and ensure that the program or project is supported by structured governance, reporting, planning, control, and administrative execution.

The role must ensure that the PMO setup is established with the right governance support model, planning structure, reporting cycle, control mechanisms, documentation standards, and stakeholder servicing approach to support successful execution. This requires the Program / Project PMO Lead to create clarity around milestones, actions, decisions, risks, reporting expectations, meeting cadences, and management information throughout the lifecycle of the initiative.

The Program / Project PMO Lead must create confidence that governance gaps, reporting weaknesses, action slippage, documentation issues, budget follow-up gaps, and management support needs are identified early and handled with sufficient structure, transparency, and discipline.

Overall Responsibility

The Program / Project PMO Lead is accountable for:

- leading the overall PMO support function across migration and transformation programs or projects
- defining and maintaining the PMO governance model, reporting structure, and support approach
- coordinating PMO activities across program or project leadership, workstream leads, vendors, and governance stakeholders

- ensuring that milestones, actions, risks, issues, dependencies, budgets, and reporting obligations are managed proactively
- driving planning support, meeting preparation, management reporting, governance administration, and follow-up across all major PMO areas
- ensuring that the PMO function supports leadership decisions, delivery control, stakeholder transparency, and successful execution

The role must ensure that PMO support is not treated as passive administration, but as an integrated and actively managed management support track with clear ownership, strong discipline, and practical value for leadership and delivery teams.

Key Responsibilities

1. Establish the overall PMO setup and governance

Define and structure the overall PMO model, including governance support, roles, working methods, escalation paths, and reporting logic.

This includes:

- defining the PMO scope, structure, and delivery model
- establishing governance forums, support routines, and decision support mechanisms
- clarifying responsibilities across program or project leadership, PMO resources, workstream stakeholders, and vendors
- setting the cadence for planning support, reporting cycles, meeting preparation, follow-up, and escalation
- ensuring alignment between the PMO model and the overall program or project governance structure

2. Drive PMO scope clarification and prioritization

Lead the clarification of which PMO services, governance activities, reporting obligations, and control mechanisms are in scope, how they are prioritized, and how support boundaries are managed across the lifecycle.

This includes:

- identifying PMO scope across governance, planning, reporting, RAID, finances, documentation, and management support
- aligning priorities with leadership needs, delivery criticality, and stakeholder expectations
- clarifying scope boundaries across workstreams, governance layers, and reporting audiences
- supporting decisions on which management support needs, control mechanisms, and administrative services must be covered
- ensuring that the PMO ambition remains aligned with leadership demand, available capacity, and program or project complexity

3. Lead integrated PMO planning and milestone control

Establish and maintain a realistic PMO plan across the full management support lifecycle, including reporting cycles, meeting cadences, planning checkpoints, financial follow-up, governance support, and closure activities.

This includes:

- driving creation and maintenance of the PMO work plan and key milestones

- aligning PMO activities with delivery planning, steering forums, budget cycles, vendor follow-up, and deployment timelines
- ensuring visibility of critical management support deadlines and governance dependencies
- following up on slippage, sequencing issues, and execution realism
- supporting re-planning where leadership needs, delivery conditions, or governance timing changes

4. Coordinate PMO stakeholders and cross-functional execution

Ensure that PMO activities are coordinated across business and delivery domains and managed as an integrated support function rather than as isolated administrative tasks.

This includes:

- coordinating PMO resources, program or project leadership, workstream leads, finance contacts, and governance stakeholders
- identifying and managing interdependencies across reporting, planning, action tracking, finances, RAID, and documentation
- following up on actions, interfaces, and blockers across teams and governance areas
- ensuring consistency in templates, management routines, reporting standards, and follow-up discipline
- supporting alignment where local reporting or governance decisions affect broader program or project control

5. Lead governance support, reporting, and business alignment

Drive the structured administration and support of governance forums and management reporting and ensure alignment between leadership needs and PMO outputs.

This includes:

- preparing and coordinating steering committee, leadership, and governance forum material
- maintaining status reporting, decision logs, and action tracking across the initiative
- supporting preparation of presentations, dashboards, and management summaries
- aligning reporting and governance outputs with stakeholder expectations and decision needs
- ensuring that reporting assumptions, data sources, and management expectations are documented, reviewed, and properly anchored

6. Manage PMO risks, issues, and dependencies

Establish strong control over PMO-related risks, governance gaps, reporting issues, action slippage, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of unresolved governance issues, overdue actions, reporting gaps, and control weaknesses
- identifying critical risks related to transparency, follow-up discipline, decision support, budget control, and delivery oversight
- tracking dependencies across PMO work, leadership input, workstream reporting, finance processes, and vendor coordination
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to governance quality, management transparency, planning discipline, or leadership decision-making when needed

7. Ensure readiness for leadership review and decision support

Lead the preparation of PMO outputs so they support management confidence, governance quality, and effective decision-making throughout the lifecycle of the transformation.

This includes:

- coordinating readiness of reporting packs, milestone views, RAID input, and governance material
- supporting preparation for leadership reviews, steering committees, audits, and major checkpoints
- ensuring that validation methods, data quality expectations, and review responsibilities are clear
- following up on stakeholder participation in reporting, reviews, and action resolution
- supporting decisions around management readiness, reporting completeness, and governance quality

8. Drive implementation readiness from a PMO perspective

Provide structured leadership to ensure that the PMO function is ready to support critical phases such as deployment, cutover, go-live, and transition into live operations.

This includes:

- coordinating final milestone reporting, action follow-up, and governance support activities
- validating that critical PMO outputs, decisions, and management controls are in place for deployment phases
- ensuring readiness of leadership materials, decision support visibility, and supporting evidence
- supporting checkpoints and governance forums related to delivery and readiness decisions
- ensuring that critical PMO concerns are surfaced before deployment or go-live decisions are made

9. Lead PMO reporting, transparency, and management control

Provide structured planning, governance, and reporting for the PMO function throughout the transformation.

This includes:

- maintaining PMO status reporting and milestone overview
- reporting planning status, RAID, finances, issues, actions, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, reporting expectations, and control concerns to stakeholders
- ensuring transparency across leadership teams, workstreams, and supporting functions

10. Support closure, lessons learned, and transition into operations

Ensure that the PMO function supports the initiative through closure and early operational transition and that ownership for follow-up activities is clear after completion.

This includes:

- supporting closure of actions, governance items, and outstanding PMO deliverables during final delivery and handover
- ensuring ownership for post-go-live or post-project follow-up, reporting closure, and governance wrap-up
- helping prioritize stabilization activities related to planning control, reporting, or management support
- capturing lessons learned from the PMO workstream
- supporting transition into steady-state governance, line management follow-up, or future delivery support structures

Expected Deliverables

The Program / Project PMO Lead is expected to produce and maintain deliverables such as:

- PMO governance model and scope overview
- PMO work plan and milestone overview
- integrated reporting calendar and governance forum overview
- status reporting packs and management dashboards
- RAID log and dependency overview
- decision log and action tracker
- stakeholder and governance map
- budget follow-up and cost tracking overview
- meeting agendas, minutes, and follow-up documentation
- steering committee and leadership material
- readiness reporting and management summaries
- closure and handover overview
- lessons learned and PMO closure documentation

Key Interfaces

The Program / Project PMO Lead will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager
- Project Manager
- Steering Committee
- PMO team members
- Workstream Leads
- Business Owners
- Finance representatives
- Procurement or vendor management contacts
- Change Management Lead
- Test Lead
- Data Migration Lead
- Integration Lead

- Deployment / Cutover Lead
- Solution Architect / Enterprise Architect
- ERP / COTS implementation partner
- Vendor Delivery Leads
- Local management representatives

Required Profile

Experience

The ideal candidate brings strong senior experience from migration and transformation initiatives where governance support, reporting control, planning discipline, and structured PMO execution have been central to success.

Preferred experience includes:

- proven experience as PMO Lead, Program PMO Lead, Project PMO Lead, or similar in complex transformation environments
- strong experience with governance support, planning follow-up, reporting, RAID management, and management administration in large-scale programs or projects
- experience from ERP, COTS, software implementation, infrastructure migration, or integrated business transformation initiatives
- experience from manufacturing, logistics, retail, service operations, or enterprise IT environments
- experience coordinating PMO work across multiple workstreams, functions, business areas, and decision layers
- experience translating leadership and governance needs into structured PMO services and reporting outputs
- experience with budget follow-up, management reporting, and escalation in transformation initiatives
- experience supporting deployment readiness, go-live preparation, and closure support in business-critical environments

Preferred background

Strong candidates may come from backgrounds such as:

- enterprise PMO leadership
- program and project governance support
- transformation reporting and control management
- delivery office coordination
- management support and project administration leadership
- senior coordination roles with strong PMO and governance ownership focus

Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in governance support, reporting, and follow-up
- capable of turning complexity into clear actions and decision support
- confident in planning, reporting, and escalation
- pragmatic and control-focused
- able to challenge constructively and create alignment
- credible with both leadership stakeholders and delivery teams

- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

Success Criteria

The Program / Project PMO Lead will be successful when:

- the PMO function is structured, active, and well coordinated across the transformation
- reporting obligations, governance forums, actions, risks, and planning dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required reporting and governance activities
- PMO planning, reporting, governance support, and follow-up are timely and actionable
- readiness activities are planned and followed through across leadership teams and workstreams
- risks, blockers, governance gaps, and ownership issues are surfaced early and managed proactively
- program or project leadership has a clear view of status, decisions, actions, finances, and readiness
- deployment and go-live decisions are supported by realistic management reporting and governance readiness assessments
- the organization reaches key milestones and closure with controlled governance, strong transparency, and managed transition into operations