

TRANSIT · PUBLIC SECTOR · DELIVERY-CAPABILITY ESTABLISHMENT

A department was running projects without a common way to run projects — six months later it had a working PMO: intake-to-closure standards, a coached PM community, and every project reporting to the top.

OC Transpo's Technology Systems and Control department stood up 'PMO in a Box' — a three-person departmental PMO delivering the templates, processes, method guidance, and coaching that turned individual project effort into a managed delivery capability.

<p>CLIENT City of Ottawa — OC Transpo (Technology Systems and Control)</p>	<p>ROLE Project Manager / PMO lead — OC Transpo Technology and Control System</p>	<p>ENGAGEMENT IN NUMBERS 8+ documented programs governed · 10+ delivery staff coached · 10+ templates and checklists · intake-to-closure coverage</p>
<p>DURATION 6 months to stand up · then operating continuously</p>	<p>OPERATING MODEL 1 program manager · 1 project manager · 1 project control officer — assist, monitor, report, coach</p>	<p>PROGRAM SCALE Every project in the department, from intake to closure — reporting to the department head</p>

01 The mandate

The department's projects were each run on their manager's personal method: different templates, different reporting, no common intake, and no single view of progress for the department head. Individual projects could succeed, but the department had no delivery capability — no standard way to start, run, report, or close work, and no mechanism to make its project managers better.

'PMO in a Box' was the answer: a deliberately small departmental PMO — one program manager, one project manager, and one project control officer — chartered to standardize project delivery from intake to closure, align it with the city's corporate PMO, and lift the people, not just the paperwork.

02 The delivery context

A capability problem, not a project problem

No single failing project triggered this — the risk was structural. The department was carrying a heavy concurrent portfolio — fare payment, dispatch and records, mobile computing, trip planning, incident reporting, knowledge management, and light-rail integration among them — and without common process every one carried avoidable variance: reinvented templates, inconsistent status, surprises reaching the department head late. The fix had to be an operating capability that outlived any one project or person.

Small enough to help, standard enough to hold

A three-person PMO cannot police a department — it has to be useful enough that project managers come to it. The design balanced standardization (one intake-to-closure process, aligned to the city PMO so the department never drifted from corporate practice) with service (hands-on assistance, mentoring, and method guidance project teams actually wanted).

03 How the engagement was run

Built the toolkit from evidence, not opinion

Researched project-management best practice and designed a toolkit of 10+ templates, checklists, communications, and processes covering the full intake-to-closure lifecycle, against PMI/PMBOK and Agile standards — refined from what the department already had, and deliberately aligned with the city's corporate PMO so departmental and corporate reporting spoke the same language.

Fit the method to the work

Introduced an Agile/Scrum framework built around a vendor-client relationship model for COTS implementations — the department's dominant delivery pattern — alongside PMBOK discipline for predictive work, so teams used the method the work needed rather than one mandated default.

Operated as a service: assist, monitor, report, coach

Assisted any project on request, monitored and tracked progress across the department's portfolio of 8+ active technology programs, consolidated their status into regular reporting to the department head, and mentored and coached 10+ project managers, coordinators, and staff — with continuous improvement of the PMO's own services built into its operating rhythm.

04 Outcome

Within six months the department had a working delivery capability: one intake-to-closure standard carried by a 10+-item toolkit of templates and checklists; an Agile/Scrum model fitted to COTS vendor delivery; a portfolio of 8+ documented technology programs — fare payment, dispatch and records, mobile computing, trip planning, incident reporting, knowledge management, and light-rail integration among them — monitored, tracked, and consolidated into regular status reporting to the department head; and 10+ project managers, coordinators, and staff actively mentored and coached. The PMO operated as an early-level, continuously improving service — the department's standard way of delivering, not a binder on a shelf. Commercial figures are held confidential; the engagement ran on an operational budget.

THE PMO, QUANTIFIED	SCALE
Core team	3 — 1 program manager, 1 project manager, 1 project control officer
Programs governed	8+ documented technology programs, intake to closure
Toolkit	10+ templates and checklists · PMBOK + Agile - Scrum for COTS
People uplifted	10+ PMs, coordinators, and staff mentored and coached
Reporting	Consolidated portfolio status to the department head

OUTCOME POSTURE**A department's delivery capability, stood up in six months — standardized, coached, and reporting to the top.**

Capability establishment at the meta level: not delivering a project, but building the machine that delivers all of them — small enough to be wanted, standard enough to hold.

05 What this demonstrates**Built the delivery capability, not just a project.**

Established a working departmental PMO in six months with a team of three — governing a documented portfolio of 8+ technology programs.

OFFERED TODAY AS: PMO DESIGN & ESTABLISHMENT**Standardized intake to closure.**

One process, one template set, one reporting language — aligned to the city's corporate PMO so the department never drifted from corporate practice.

OFFERED TODAY AS: DELIVERY GOVERNANCE**Fitted method to the work.**

Introduced an Agile/Scrum vendor-client model for COTS delivery alongside PMBOK discipline, instead of mandating one method for everything.

OFFERED TODAY AS: METHODOLOGY & WAYS OF WORKING**Gave leadership one view of delivery.**

Monitored and tracked the 8+-program portfolio and consolidated its status to the department head — surprises surfaced early, not late.

OFFERED TODAY AS: EXECUTIVE REPORTING**Multiplied the people.**

Mentored and coached 10+ project managers, coordinators, and staff, with continuous improvement of the PMO's own services as standing practice.

OFFERED TODAY AS: COACHING & CAPABILITY UPLIFT**SOURCE ARTIFACTS AND DISCLOSURE**

Commercial figures are withheld; the PMO ran on an operational budget. Figures represent conservative counts derived from engagement artifacts and the practice's documented project record — the governed portfolio is itself evidenced by the department's named programs in this Delivery Track Record series. Drawn from the PMO toolkit, method framework, and departmental reporting records.

Premium Framework Inc. is an independent IT project, program, and PMO leadership practice — founded 2011 — serving federal government, provincial agencies, public-sector institutions, and large enterprise organizations in regulated, high-stakes environments. The Delivery Track Record series presents named, source-substantiated program engagements.

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