

The Federal PMO Playbook

Agile, Lean Six Sigma, and risk practices for agency program offices

Summary

A practitioner's guide to standing up a high-performing Program Management Office inside a federal agency — with cadence, artifacts, and governance patterns drawn from real HHS and DoD engagements.

Why federal PMOs fail

Most PMOs collapse under reporting overhead before they deliver value. The fix is a thin governance spine, a quarterly outcomes review, and a standard intake that protects engineering capacity.

A reference operating model

We recommend a three-tier model: Portfolio (quarterly), Program (monthly), Project (bi-weekly). Each tier carries one decision artifact, one risk artifact, one outcomes artifact — no more.

Risk and EVM in practice

Earned Value works only when WBS discipline is real. We outline a lightweight EVM-lite that satisfies CFO reporting without crushing delivery teams.

Lean Six Sigma where it pays

DMAIC fits compliance-heavy back-office processes. It is the wrong tool for product discovery — use it surgically.

Adoption checklist

Twelve concrete steps to stand up a federal PMO in ninety days, with templates for charter, RAID log, and stage-gate review.

This document is a practitioner briefing prepared by Regency Consulting Group for federal program leaders. It is intended for review, internal distribution, and discussion with engagement teams. For the full appendix, templates, and implementation checklists referenced above, contact your Regency partner.