Binary Semantics®

STANDARD OPERATING PROCEDURE

PMO Process — Executive Summary

One-page reference for the full SOP

Owner	Aman · Product | FleetRobo
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Version	1.0 (Draft)
Status	For review — PMO Lead, Product PMs, Eng Lead

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DISTRIBUTION	CLASSIFICATION	NEXT REVIEW
Product · PMO · Eng · QA · CS	**Internal Use**	**2026-06-09**

A living document. Use it, break it, tell me where it breaks. v1.1 in 4 weeks.

The Problem We're Fixing

- PMO is being used as QA → bugs reach customers
- Every bug goes through PM → PM is the bottleneck for routine fixes
- No release notes, no training → clients don't see the value of what we ship
- Dev release = client release → features pushed without rollout planning
- Verbal date commitments → trust erodes when we slip
- "Everything is P0" → engineering permanently firefighting

The Three Intake Lanes

Every item enters through one of three doors. The door decides the path.

Lane	For	Owner	Path
A · PM-Routed	Features, enhancements, anything needing product judgment	PM	3 phases (Planning → Dev Build → Rollout)
B · QA-Routed	Defects against agreed spec, clearly fixable bug fixes	QA Lead	Triage → direct to Dev → Type 1 or 2 rollout
C · Incident	P0 incidents only	Eng Lead	Mitigation → RCA → permanent fix back into A or B

Why this matters: PM is no longer the universal first-touch. CS-found bugs go to QA Lead, not PM. PM sees every Lane B item in the tracker (visibility, not gating) and can pull any item back to Lane A. **Default is QA-routed for bug fixes.**

Lane B → Lane A auto-promotion if: fix needs Type 3+ rollout, client comms beyond release notes needed, or product judgment surfaces.

The Three Phases

Every ticket moves through three phases. Different owner, different exit gate.

Phase	Owner	Duration	Exit Gate
1 · Planning	PM	Tier-dependent (15 min → 5 days)	**Friday Decision** — Accept / Decline / Park
2 · Dev Build	Dev Lead	Dev-decided (1 sprint, 2 sprints, scope-dependent)	**Tuesday Dev Release** — build on internal env
3 · Production Rollout	PM	Type-dependent (same day → 3 weeks)	**Client Release** + comms sent + monitoring on

Dev Release ≠ Client Release. Tuesday Dev Release is internal-only. Clients see it later, after rollout planning.

The Weekly Rhythm

```
TUE  ·  PM ↔ PMO Sync — status check across all phases (visibility, not gating)
TUE  ·  Dev Release window — builds hit internal env, PM verifies
WED–THU · Planning conversations (any day, not bound to Tuesday)
FRI  ·  DECISIONS DAY — every open ticket gets Accept / Decline / Park
FRI  ·  Sprint scope handed to Dev Lead for their own sprint planning
```

Dev runs its own sprint cycle. PM controls "by when," Dev controls "how many sprints."

The Four Rollout Types

PM picks the rollout type at **Planning** (Phase 1), not at release time.

#	Type	Use For	Time from Dev Release to Client	PM Effort
1	**Direct**	Single-client bug fix, P0 hotfix	Same day	30 min
2	**Notified**	Cross-client bug, visible UX change	1–2 days	1–2 hours
3	**Demoed**	New small feature, cross-client UX change	3–5 days	Half day
4	**Piloted**	New module, breaking change, field-dependent	1–3 weeks	1–3 days

Default mapping so PM doesn't think for routine items:

```
Bug (single client)    → Type 1
Bug (cross-client)     → Type 2
Small Change           → Type 2 or 3
Development / Enhance  → Type 3
Major Feature / Module → Type 4
P0 Incident hotfix     → Type 1
```

The Four Tiers (Severity)

Set per the 4-dimension rubric (Blast Radius · Functional Impact · Business Impact · Recoverability).

Tier	Response SLA	Dev Build Window	Default Rollout	Capacity
P0	30 min ack · 1 h confirm	Same-day hotfix	Type 1	Hot-swap
P1	4 hours	Next Tuesday Dev Release	Type 2	20% sprint reserve
P2	2 business days	1–2 sprints	Type 2 or 3	30% sprint reserve
P3	5 business days	Next quarter	Type 2 or 3	Surplus only
Stability	Per sprint	Per architecture roadmap	Type 3 or 4	20% parallel reserve

Capacity Allocation (per Dev Squad, per Week)

- **50%** Core Product (major features)
- **30%** Small Changes (PMO-originated)
- **20%** Bugs (CS-originated)

Non-negotiable without Head of Product approval.

The Single Source of Truth

Odoo — one project, phase-filtered views, fields grouped by phase:

- **At intake:** ID · Title · Type · Product · Reporter Dept · Affected Clients · Tier · Severity Notes · Evidence · Hot Flag
- **Phase 1 set:** PM Owner · PM Handover Date · Blast Radius · Workaround · Time Started · **Rollout Type** · **Decision Outcome** · Planned Dev Release · Planned Client Release
- **Phase 2 set:** Dev Handover · Sprint Estimate · Dev Release Date
- **Phase 3 set:** Rollout Status · Actual Client Release · Post-Rollout Notes

Excel is interim only — migrate this week.

The "Stop Being QA" Rule

PMO enters the loop **after** QA sign-off, not during bug-discovery. PMO does functional validation (does it work the way a real user will use it?) — not bug-hunting. The prod-mimic test environment (Infra team) is the unblocker. Product tracks weekly.

What Needs to Happen This Week

#	Action	Owner	Due
1	Define P0 categories	PMO Lead + Product	**2026-05-13 EOD**
2	Replicate tracker in Odoo with phased-field + Lane schema	PMO Lead	2026-05-16
3	Backfill Lane + Tier + Rollout Type on all open tickets	PMs + QA Lead	2026-05-14
4	QA Lead picks weekly triage slot (Tuesday morning, before PM↔PMO sync)	QA Lead	2026-05-14
5	QA Lead inventories regression suite + identifies gaps	QA Lead	2026-05-19
6	Confirm capacity ratio achievable	Eng Lead	2026-05-14
7	Confirm prod-mimic env timeline	Infra team	2026-05-15
8	Nominate pilot client per product for Type 4 rollouts	CS Lead	2026-05-16

Success Metrics (Monthly Review)

Process discipline:

- ≥95% releases ship with full artifact set (per rollout type)
- ≥85% Planned Client Release Dates met
- ≥90% rollout types assigned at Planning (not at release)
- Friday Decisions Day compliance → 100% of open Lane A tickets resolved by EOD

Lane health (cognitive load reduction):

- ≥60% of bugs routed Lane B (vs Lane A) — PM bottleneck removed
- ≥90% QA Triage SLA hit rate
- <5% PM pull-backs from Lane B to Lane A (routing accuracy)

Reliability:

- 0 repeat P0 categories (recurring → Stability Track)

- <10% regression rate in stabilisation windows
- PMO QA-discovery rate → trending to 0

Full detail, RACI, templates, decision flows, and rollout plan in the v1 docs.