

# PROJECT MANAGEMENT



 **BTS**  
Training & Consultancy

## The Project Management Office (PMO)

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# The Project Management Office (PMO)

## Introduction:

Establishing and maintaining a Project Management Office (PMO) is not to run projects but rather to provide a suitable environment that enables project teams to function more effectively. The PMO is one of the fastest growing concepts in project management today, as it is key to effective implementation of project management across the organization.

This training session is designed to:

- Assist organizations in understanding how best to implement projects by establishing and maintaining a Project Management Office (PMO)
- Assist participants in understanding the strategic importance that a PMO plays in the achievement of the mission of their organizations
- Align the strategic PMO with your organization's business needs
- Understand the functions that a PMO can carry out and show how it can be set up to effectively and efficiently support these functions
- Increase the capability of organizations to deliver projects successfully by using appropriate PMO functions

## Training Methodology

The training session will combine conventional teaching with a high level of participation throughout the programme; through the use of seminar materials, participants' "real life" issues and experiences in their organizations for discussions and debate. It includes concepts definition, experiential exercises, practical examples, dialogues and discussions, and case studies.

## Certificate

**BTS** attendance certificate will be issued to all attendees completing minimum of 80% of the total course duration.

## Who Should Attend?

- This training session is designed for senior management, project managers, program/portfolio managers, project management practitioners, PMO staff, directors of project management, functional managers, project team members and those who would like to learn and understand what a good PMO is and how to establish, develop and maintain one
- It is a must for experienced project managers and senior managers who have recognized the need to obtain the knowledge and approach to plan and implement the appropriate PMO for their organization

## Course Objectives:

- How to effectively establish, develop and maintain a PMO into a company's organization
- Understand the role of the PMO and why it is advantageous for an organization to have a PMO
- Measure the effectiveness and efficiency of the PMO within your organization
- Define the roles and responsibilities of the PMO in assessing the project management maturity level within your organization
- Create a plan, through the PMO, to increase project management competencies within your organization
- Develop project management maturity in the organization through an organizational change management plan set up by the PMO
- Manage and control the performance of programmes and project portfolios
- Understand the PMO and organizational governance best practices
- Learn how to establish a generic PMO implementation process

The overall objective at the end of the training session is to assist delegates in assessing the needs of their companies for a PMO and designing the kind of PMO that will be most effective for their companies' current level of project management maturity and competency. In addition, it will help them to understand what a highly functional PMO is and how to effectively establish, develop and maintain one into a company's organization while avoiding or minimizing the bureaucracy and resistance

to an effective, efficient and flexible process to be applied throughout the company

## Course Outline:

### DAY 1

- The Evolution of the Project Management Office (PMO)
- The Explosive Growth of Project Management
- The Globalization of Project Management
- The PMO: A Solution to Modern, Globalized Business Challenges
- The Purpose and Functions of a PMO
- Definition of a Project Management Office (PMO)
- The Important Role of a PMO
- Benefits of Establishing a PMO
- Different Types of PMO
- PMO Types and Usage
- PMO Size
- PMO Age
- Percentage of Projects Overseen by a PMO
- Project Managers Reporting to PMO
- PMO Staff Size
- The Right Organizational Environment for a PMO
- Key Characteristics of a PMO.
- Critical Success Factors for PMO
- Project Stakeholders and PMO
- PMO Purpose
- PMO Functions
- Organization Vision, Mission/Goals and their Influence on PMO Functions
- Key Project-Focused Functions
- Key Organization-Focused Functions

### DAY 2

- PMO Alignment with Organization's Business Needs
- PMO Influence and Organizational Strategy
- PMO Influence on Organizational Operations



- Deploying Organizational Goals
- PMO Value-Added Drivers
- PMO and Business Needs
- Effective Governance for the PMO
- Define PMO Governance
- PMO Governance and Organizational Governance
- PMO Roles and Responsibilities
- Executive Sponsor
- PMO Steering Committee
- PMO Steering Committee Functions
- Chief Project Officer (CPO)
- PMO Role in Project Management Competency Development
- Project Management Maturity and PMO.
- PMO and Organizational Change
- Key Organizational Change Variables
- Barriers to Organizational Change
- Reasons for Personal Resistance
- Organizational Culture Change
- Change Failure Factors
- Change Management Roles and Responsibilities
- Assessing Organization Readiness
- The PMO Role in Program and Portfolio Management
- Project/Program and Portfolio Management
- Benefits of Program/Portfolio Management
- Program Management Characteristics
- Portfolio Management Characteristics
- Portfolio Governance
- Portfolio Opportunity Assessment
- Portfolio Prioritization Criteria
- Portfolio Monitoring
- Portfolio Monitoring Challenges
- Basics of Potfolio Monitoring
- Data Collection Methods in Portfolio Management
- Earned Value Management (EVM) Template in Portfolio Management
- Portfolio Communication
- Portfolio Re-planning
- Portfolio Management Life Cycle

### **DAY 3 - PMO and Resource Optimization**

- The Staffing Continuum
- PMO Staffing
- Competency-Based Management
- Knowledge Building
- Experience-Building
- Personality Qualities
- The Project Manager's Hard and Soft Skill's Challenge
- Generally Accepted Project Management Competencies
- Professional Project Management Development Program
- Resource Timing
- Resource Governance
- Resource Capabilities
- Resource Monitoring
- Resource Mentoring
- PMO Role in Resource Management
- PMO Role in Resource Optimization

#### **DAY 4 - Measurement of The PMO's Effectiveness**

- Organizational Change and PMO's Effectiveness
- Effectiveness Measurement Overview
- Barriers to Successful Measurement
- Project Management Measurement Framework
- Measurement Planning
- Establishing and Updating Measures
- Effective Measurement
- Performance Measurement
- Data Analysis
- Performance Analysis
- Performance Reporting
- Continuous Improvement

#### **DAY 5 - The PMO Implementation Process**

- Conduct Assessment
- Identify Sponsor
- Prepare Communication Plan
- Creating the PMO Charter
- Defining PMO Vision and Mission
- Integrating applicable organizational policies
- Defining PMO Functions, Roles and Responsibilities

- Establishing PMO Policies, Processes and Procedures
- Providing Company-Approved Processes and Tools
- PMO Resource Estimation Process
  
- Estimating PMO Start-Up Cost
- Obtain Funding and Staffing the PMO
- Developing a Preliminary PMO Implementation Plan
- Implementation Problems Identification
- Implementation Challenge
- Encouraging Project Management Professional (PMP) Certification

Group Discussions, Practical Exercises, and Case Studies