

Introduction to the Project Management Office

The Project Management Office (PMO) is not a well understand concept. The Project Management Institute has yet to develop a standard for it, because there is no industry consensus on what it should or should not do. Similarly, there is no agreement on what a high performing PMO is. However, there are clear business needs that a PMO can fulfil and this hands-on, introductory course will provide an approach that will show benefits for your organization.

Course Overview

This one day, practical course is designed to guide organizations who are thinking of establishing a PMO to an office that is tailored to meet the project management needs of your particular circumstances. Students of the course will be invited to assess their organizations' current project management maturity and determine what benefits they need to deliver for the PMO to be deemed a success. Once the goals of the PMO have been established, you will be guided through the steps needed to establish a business case for the PMO and ultimately, to create a PMO Charter.

For whom is this course suitable?

This course is aimed at executives and potential PMO Managers who are considering the establishment of a PMO in their organization. A good, general appreciation of project management principles would be an advantage, but not essential.

Learning Outcomes

At the end of this workshop, the student will be able to:

- Define the basic concepts – projects and project management
- Determine the organization-level concerns related to project management
- Appreciate the lack of consensus over PMO definition
- Identify the areas where a PMO can provide support
- Decide if a PMO is needed and if you are in a position to set one up
- Use a seven-stage model to create your PMO
- Recognize the skills needed to staff a PMO
- Determine what factors to include in your initial PMO budget
- Measure progress using appropriate metrics
- Identify five main causes of PMO failure and realize that failure rates are high

Course Content

- The gap between front-line project management and executive-level concerns
- The problems relating to projects and resources that need addressing
- How work is organized

- Functions a PMO can provide:
 - Project management training
 - Templates and standards
 - Project management department
 - Resource management
 - Strategy alignment
 - Selecting projects
- A maturity model view of the PMO
- Are you ready for a PMO?
- PMO critical success factors
- Seven step implementation model
 - SWOT analysis exercise
 - Vision, mission and goals exercise
 - Road map exercise
- Skills requirements
 - Organization chart exercise
 - RACI chart exercise
 - Career development paths
 - PMO training requirements
- PMO costs
 - Budget exercise
- PMO metrics
 - Metrics exercise
- PMO maturity assessments
- Why PMOs fail
- Recap and review