

Creating and Managing an Effective Project Management Office (PMO)

Course Length: 2 Days

Course Abstract:

Soon after many organizations introduce project management methods and discipline into the organization, they become convinced of the need to create a project management office (PMO) to optimize the effects of good project management. Unfortunately, many of those efforts to create an effective PMO fail, and PMOs are abolished or are marginalized for failing to create clear value for the organization. PMOs can fail for a variety of reasons including:

- A failure to specify the role of the PMO
- The inability to identify the organizational problem that the PMO has been established to solve
- The failure of the PMO to establish credibility among project managers and others throughout the organization
- The over-reliance on project management tools, especially enterprise project management systems
- Embedding the PMO in IT without recognizing its impact on the total organization
- The over-creation of project management processes which are perceived as an impediment to getting work done
- The lack of a PMO sponsor
- The inability to measure the success of the PMO

This course is designed to help organizations create PMOs that add demonstrable value to the organization. It addresses the major challenges of creating a PMO that is optimally suited to the needs of the organization and integrating it effectively into organizational operations in a manner that creates a clear and compelling value proposition. It identifies the multiple options for the mission of the PMO and strategies for building the credibility of the PMO.

In this workshop, participants will learn and discuss:

- The dynamics of modern organization that contribute to the need for PMOs and also demand high levels of performance from them
- The challenges of building and maintaining an effective PMO
- The variants of PMOs from those that provide resources and assistance to project managers to those that are responsible for all critical organization projects
- The role of the PMO in project selection and the creation of a portfolio of projects that optimize organizational performance
- The role of the PMO in providing decision support to managers

- Methods for creating effective project management processes and for increasing the project management maturity of the organization
- Methods for ensuring resource accountability and optimal usage of those resources
- The role of enterprise project management software
- Methods for measuring the value of the PMO
- Techniques for management of the PMO and building credibility throughout the organization

This workshop is compliant with the *Project Management Body of Knowledge (the PMBOK® Guide, Fourth Edition)* and draws insights on quality management and requirements from the *Business Analysis Body of Knowledge (the BABOK®)*. It also employs a case study and exercises that require participants to apply the concepts they have learned and to create a plan for the establishment of a PMO or the improvement of the performance of an existing PMO.

Target Audience:

The target student for this workshop is a project manager or a general manager considering the establishment of a PMO for the organization or the management or staff of an existing PMO.

Prerequisites:

A solid understanding of project management tools confirmed through other coursework or experience is required for this workshop.

The Goals of this Workshop

The goals of this workshop are to:

- Build the capability of participants to establish and manage effective PMOs
- Create an understanding of the organizational dynamics that impact PMO creation and management
- Identify the causes of PMO failure so that failure can be avoided
- Describe the role of the PMO in project selection and identify project selection methods that can be used to optimize results
- Describe and discuss the challenges of resource coordination and optimization
- Identify methods for multi-project reporting
- Examine the benefits and challenges of enterprise project management software
- Create a planning framework for increasing organizational project management maturity

Course Outline:

Day 1:

- Module 1: Introduction to the workshop
 - In this module, we will detail the workshop objectives and schedule and identify participant interests and concerns.
- Module 2: Organizational dynamics and their impact on the PMO

- In this module, we'll examine a model of organizational dynamics that describes the operation of organizations in these challenging economic times. We'll also identify why effective project management discipline can create a competitive advantage for organizations that can spell the difference between success and failure. We'll also identify the sources of pressure on projects and PMO and methods for building organizational sustainability through disciplined project management.
- Module 3: The challenges of the PMO
 - In this module, we will discuss the reasons that cause PMOs to fail. We'll identify the challenges of managing stakeholder expectations of the PMO and for establishing a mission for the PMO that aligns it with organizational needs and sets the stage for success. We'll also identify the variations of PMOs and engage in an exercise to identify a PMO role that is right for your organization's circumstances.
- Module 4: The role of the PMO in project selection
 - In this module, we'll examine the role of the PMO in selecting an effective project portfolio. We'll describe the techniques for project selection and the critical role of establishing a project discount rate that appropriately reflects project risk.

Day 2:

- Module 5: Resource coordination and management and project reporting
 - In this module, we'll examine the challenges of resource coordination for the PMO. We'll describe tools for managing resources and assuring optimal usage of resources across the organization. We'll also identify the methods for project status reporting across the organization.
- Module 6: Enterprise project management software
 - In this module, we'll investigate some advanced tools for enterprise project management. We'll identify critical features and differences, create a decision model for choosing among the available options, and consider the optimal timing and methods for introducing that software into the organization.
- Module 7: Creating a plan for PMO creation or improvement
 - In this module, we'll build a project plan for introduction of a PMO or for improvement of the performance of an existing PMO. We'll examine the scope, timing and risk of those projects and create a plan for building support for the PMO among stakeholders and communicating PMO benefits. By the close of this module, participants will have created a plan that they can deploy in their organizations.
- Module 8: Workshop wrap-up
 - In this module, we'll conclude the workshop and respond to remaining questions. We'll identify additional resources and evaluate the workshop