# Building an Effective Project Management Office (PMO)

The need for effective project management has never been greater. For profit and non-profit organizations both find themselves in a highly competitive business environment where success or failure may be determined by the ability to implement a new idea that will help you stay one-step ahead of the competition. Many organizations have great project managers who develop skills as they go— often through trial and error. As new project managers are hired, they too learn by trial and error as well—often watching 60 – 80% of all projects fail to meet one or more time, cost or scope needs.

Effective Project Management Offices (PMO) can mitigate the risk of project failure. PMO's ensure a standardized approach to managing projects across the organization, provide a strategic advantage to ensure the organizational vision is developed and implemented, uncover best practices that lead to an organizational advantage and mitigate the risk of poor practices that lead to project failure, frustration and potential organizational failure.

This course defines why PMOs are required, types of PMOs, critical PMO functions impacting all project managers and tools and techniques shared by a PMO to improve effectiveness. The course concentrates on tasks a PMO performs, strategic planning from portfolio to project, how to select and recommend non-selection of projects and how to set up measures for overall project management success.

## Who Should Take This Course?

This course is for anyone who leads projects and wants to gain insight into what a PMO does, how to implement a PMO in your organization or simply learn about best practices and a comprehensive set of tools you should adapt to improve your project management skill set.  This course is also for leaders who are looking to improve the strategic planning effectiveness in their organization and enhance their competitive advantage.

## Course Objectives

- Describe the PMO Concept—what is it and why do many organizations adapt it?
- Summarize various types of PMOs based on organizational needs.
- Define the potential support a PMO can provide—why is a PMO required?
- Demonstrate how PMOs can play a role in organizational strategic planning from vision to project.
- Learn how to perform portfolio planning as part of developing an overall project management roadmap.

- Demonstrate a variety of project selection methods to determine which projects have the most value.
- Define the comprehensive tool set used by PMOs to ensure a standardized approach to project management is implemented in the organization, and learn how to use each tool.
- Summarize PMO Knowledge management: generating and sharing "lessons learned."
- Learn how to establish metrics to guide an overall project management function and determine effectiveness.
- Define challenges facing PMOs and how to overcome them.

## Course Info

- Length: 12 hours
- Format: Classroom lecture, discussion and group exercise
- Prerequisite: None

## Course Content

**Session 1 Topics:**
- Describe the PMO concept
- Summarize various PMO types—determine which type is best for various organizations
- Define how a PMO can provide support to an organization
- Define vision, goals, and objectives as they pertain to portfolio planning

**Session 2 Topics:**
- Learn how to perform portfolio planning, develop an organizational roadmap and prioritize programs and projects
- Learn the advantages of portfolio planning in terms of capacity planning, risk management, cost management, forecasting the organizational roadmap and making strategic decisions
- Determine the best project management approach for programs and projects: Predictive or Adaptive
- Define a variety of proven project selection methods to determine which projects provide the most value

**Session 3 Topics:**
- Define the PMO Toolbox:  What tools and techniques are appropriate
- Initiating:  Project Charter Template
- Scope Management:  Requirements Documentation and Scope Statement
- Time Management:  Resource Breakdown Structure
- Cost Management:  Project Budget Template
- Quality Management:  Quality Management Plan template
- Human Resource Management:  Human Resource Management Plan and Staffing Management Plan
- Communications Management:  Communications Management Plan and Status Report
- Change Management:  Change Form and Change Log
- Risk Management:  Risk Management Plan, Risk Register, and Risk Matrix
- Stakeholder Management:  Stakeholder Register and Stakeholder Management Plan

**Session 4 Topics:**
- Knowledge Management:  Conducting, documenting and sharing "lessons learned"
- Measuring project management success—building an organizational project management scorecard
- Summary:  Challenges faced by a PMO and how to overcome them.  How to effectively gain support of a PMO in an organization

## Assessment /Evaluation

This course is not assigned a letter or numerical grade.  However, in some cases, skill assessments may be administered during the course to gauge progress and comprehension.

## Course Completion/Continuing Education Unit (CEU) Letter

If your company requires proof of course completion, or if you would like to have proof for your own records, you may request a Course Completion/Continuing Education Unit (CEU) letter **after the final session of your course**. You must attend* 80 percent of the course (or 100 percent of a single-day course) to qualify for the letter. You can request a Course Completion/CEU letter online.

*Attendance for CEU letters and certificate programs is verified via the sign-in sheets provided at each class session.  It is your responsibility to sign-in.

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The accommodations authorized on your forms should be discussed with your instructor. All discussions will remain confidential. Accommodations are not provided retroactively, so it is essential to discuss your needs at the beginning of the quarter. Additionally, only accommodations approved by Disability Support Services will be provided. This syllabus is available in alternate formats upon request. Green River College is an equal opportunity educator and employer. Learn more at **www.greenriver.edu/accessibility**.