



PM121: Mastering the Project Management Office (PMO)

Training Description:

The **Mastering the Project Management Office (PMO)** training course provides participants with the knowledge, practical tools and frameworks required to establish, manage and continuously improve an effective Project Management Office.

The training course focuses on positioning the PMO as a strategic business function that connects organizational strategy with project and portfolio execution. Participants will explore different PMO models, assess organizational project management maturity, establish governance structures, develop project management methodologies, define meaningful metrics and KPIs and design management dashboards and traffic-light reporting systems.

Through practical workshops and case studies, participants will develop a structured roadmap for establishing or enhancing a PMO that improves project visibility, governance, accountability, resource utilization and strategic alignment.

Training Objectives:

By the end of the training, participants will be able to:

- ✓ Demonstrate the role of the PMO in aligning projects, programs and portfolios with organizational strategy
- ✓ Differentiate between various types and models of PMOs and determine the most appropriate model for their organization
- ✓ Establish a Project Management Office using a practical and structured implementation framework
- ✓ Assess and increase the project management maturity level of the organization
- ✓ Develop an effective PMO charter, mandate, organizational structure, roles and responsibilities
- ✓ Create and standardize an organizational project management methodology
- ✓ Establish appropriate project, program, and portfolio governance structures
- ✓ Develop project prioritization and selection criteria linked to strategic objectives
- ✓ Define and select meaningful project metrics and Key Performance Indicators (KPIs)
- ✓ Establish mechanisms for monitoring project health, performance, risks, issues and benefits
- ✓ Design executive-level project dashboards and traffic-light reports
- ✓ Improve communication and reporting between project teams, management and key stakeholders
- ✓ Establish processes for lessons learned, knowledge management and continuous improvement
- ✓ Develop a practical roadmap for improving PMO performance and organizational project maturity

Target Competencies:

The course develops the following key competencies:

- | | |
|--|-----------------------------|
| • Strategy execution | • Decision-making |
| • Leadership | • Project governance |
| • Strategic alignment | • Performance measurement |
| • Communication and stakeholder management | • Portfolio management |
| • Planning and organizing | • Risk and issue management |
| • Coaching and mentoring | • Continuous improvement |
| • Analytical thinking | |

Expected Course Outputs:

By the end of the program, participants will have developed practical templates and frameworks that can be adapted to their organization, including a **PMO Charter, PMO Service Catalogue, Project Management Maturity Assessment, Governance Framework, RACI Matrix, Project Prioritization Matrix, PMO KPI Scorecard, Project Dashboard, RAG Status Report, and PMO Implementation Roadmap.**

Training Designed for:

This training course is intended for professionals involved in establishing, managing, supporting, or improving project management functions, including; PMO Directors and Managers, PMO Team Members, Project Directors, Project Managers, Program Managers, Portfolio Managers, Project Controls Managers, Strategy and Transformation Managers, Business Excellence Professionals, Planning and Performance Professionals, Project Coordinators, Functional Managers involved in projects and Professionals responsible for project governance and organizational performance.

Training Requirement:

This is a highly practical and hands-on training course designed to combine theoretical concepts with real-world application. Participants will be actively involved in practical exercises, workshops, PMO simulations, KPI development, project dashboard creation, and reporting activities throughout the program.

Each participant is strongly encouraged to bring their own laptop to maximize participation in the practical sessions and hands-on exercises. Relevant templates, tools and working files will be utilized during the course to enable participants to directly apply the concepts covered.

Training Program:

DAY ONE:

THE STRATEGIC ROLE OF THE PROJECT MANAGEMENT OFFICE

❖ **Module 1: Understanding the Modern PMO**

- Definition and evolution of the Project Management Office
- Why organizations establish PMOs
- Moving from an administrative PMO to a strategic PMO
- PMO as an organizational capability
- Relationship between projects, programs, portfolios, and the PMO
- PMO responsibilities throughout the project lifecycle
- Common expectations of senior management from a PMO
- Characteristics of high-performing PMOs
- Common reasons PMOs succeed or fail

❖ **Module 2: Types and Models of PMOs**

- Understanding different PMO structures
- Supportive PMO
- Controlling PMO
- Directive PMO
- Enterprise PMO / Strategic PMO
- Departmental and Business Unit PMOs

- Project-specific and Program Management Offices
- Centralized versus decentralized PMO structures
- Permanent versus temporary PMOs
- Selecting the appropriate PMO model based on organizational needs
- ❖ **Module 3: Linking the PMO to Organizational Strategy**
 - Translating organizational strategy into projects
 - Strategy execution through projects and programs
 - Strategic alignment of the project portfolio
 - Connecting strategic objectives with project outcomes
 - Understanding strategic drivers and priorities
 - Identifying projects that contribute the greatest organizational value
 - Balancing strategic, operational, regulatory and mandatory projects
 - PMO's role in benefits realization
 - From project delivery to business value delivery
- ❖ **Practical Workshop**
- ❖ **PMO Strategic Alignment Exercise**
- ❖ **Participants analyze a sample organizational strategy and identify:**
 - Strategic objectives
 - Supporting initiatives and projects
 - Strategic alignment criteria
 - Potential project conflicts
 - Recommended PMO responsibilities

DAY TWO:

ESTABLISHING THE PMO AND IMPROVING PROJECT MANAGEMENT MATURITY

- ❖ **Module 4: Assessing the Current Project Environment**
 - Understanding the organization's existing project landscape
 - Conducting a PMO needs assessment
 - Identifying project management strengths and weaknesses
 - Stakeholder interviews and organizational diagnostics
 - Reviewing existing project processes and practices
 - Identifying governance and reporting gaps
 - Assessing organizational readiness for a PMO
 - Identifying PMO stakeholders and their expectations
- ❖ **Module 5: Project Management Maturity**
 - Understanding organizational project management maturity
 - Characteristics of different maturity levels
 - Assessing:
 - Processes
 - People
 - Governance
 - Tools and technology
 - Reporting
 - Portfolio management
 - Knowledge management
 - Identifying maturity gaps

- Setting realistic maturity improvement targets
- Developing a maturity improvement roadmap
- ❖ **Module 6: Practical Framework for Establishing a PMO**
 - Building the business case for a PMO
 - Defining the PMO vision and mission
 - Establishing PMO objectives
 - Defining PMO scope and authority
 - Identifying PMO customers
 - Developing the PMO service catalogue
 - Establishing roles and responsibilities
 - Designing the PMO organizational structure
 - Resource and competency requirements
 - PMO implementation phases
 - Quick wins versus long-term capabilities
- ❖ **Module 7: Developing the PMO Charter**
- ❖ **Key components of a PMO charter:**
 - Purpose
 - Vision and mission
 - Objectives
 - Scope
 - Authority
 - Services
 - Governance structure
 - Roles and responsibilities
 - Reporting relationships
 - Performance measures
 - Stakeholder expectations
- ❖ **Practical Workshop**
- ❖ **Build Your PMO**
- ❖ **Participants develop a preliminary:**
 - PMO maturity assessment
 - PMO vision and mission
 - PMO service catalogue
 - PMO organizational structure
 - PMO charter
 - Implementation roadmap

DAY THREE:

PROJECT MANAGEMENT METHODOLOGY AND GOVERNANCE

- ❖ **Module 8: Developing a Project Management Methodology**
 - Purpose of a standardized project management methodology
 - Balancing standardization with flexibility
 - Aligning methodology with organizational culture
 - Defining project lifecycle stages
 - Establishing project categories based on size, complexity and risk
 - Determining methodology requirements for different project categories

- Integrating predictive, agile, and hybrid delivery approaches where appropriate
- ❖ **Module 9: Standardizing the Project Lifecycle**
- ❖ **Developing standards for:**
- ❖ **Project Initiation**
 - Business case
 - Project request
 - Feasibility assessment
 - Project charter
 - Stakeholder identification
- ❖ **Project Planning**
 - Scope management
 - Work breakdown structure
 - Scheduling
 - Cost and budget planning
 - Resource planning
 - Risk management
 - Communication planning
- ❖ **Project Execution**
 - Team coordination
 - Stakeholder engagement
 - Deliverable management
 - Quality assurance
- ❖ **Monitoring and Control**
 - Schedule performance
 - Cost performance
 - Scope control
 - Risk and issue management
 - Change control
 - Performance reporting
- ❖ **Project Closure**
 - Acceptance and handover
 - Financial closure
 - Lessons learned
 - Benefits transition
 - Project closure report
- ❖ **Module 10: Establishing Project Governance**
 - Definition and principles of project governance
 - Governance versus project management
 - Governance roles and accountability
 - Project sponsor responsibilities
 - Steering committee responsibilities
 - PMO governance responsibilities
 - Project manager authority and accountability
 - Decision-making and escalation mechanisms
 - Stage-gate governance

- Project assurance and health checks
- Change control governance
- Risk escalation
- Project audit and compliance requirements

❖ **Module 11: Project Selection and Prioritization**

- Establishing project intake processes
- Developing project evaluation criteria
- Strategic alignment
- Financial value
- Business benefits
- Risk
- Resource requirements
- Regulatory requirements
- Urgency and criticality
- Weighted scoring models
- Project ranking and prioritization
- Portfolio balancing
- Managing competing project priorities

❖ **Practical Workshop**

❖ **Design the PMO Governance Framework**

❖ **Participants develop:**

- Project lifecycle
- Stage-gate model
- Governance structure
- RACI matrix
- Project approval workflow
- Change and escalation process
- Project prioritization matrix

DAY FOUR:

PMO PERFORMANCE MANAGEMENT, METRICS AND KPIS

❖ **Module 12: Measuring Project and PMO Performance**

- Why PMO performance measurement matters
- Difference between metrics, measures, KPIs, and targets
- Leading versus lagging indicators
- Operational versus strategic KPIs
- Project KPIs versus PMO KPIs
- Selecting KPIs that support decision-making
- Avoiding excessive and ineffective measurement

❖ **Module 13: Project Performance KPIs**

❖ **Developing indicators for:**

❖ **Schedule Performance**

- Milestone achievement
- Schedule variance
- Schedule performance
- Delayed activities

- ❖ **Cost Performance**
 - Budget variance
 - Forecast versus actual expenditure
 - Cost performance
 - Estimate at completion
- ❖ **Scope and Change**
 - Scope changes
 - Change request volume
 - Approved versus rejected changes
 - Impact of changes
- ❖ **Risk and Issues**
 - Number of critical risks
 - Risk exposure
 - Overdue mitigation actions
 - Open and overdue issues
- ❖ **Quality**
 - Defects
 - Rework
 - Quality compliance
 - Acceptance rate
- ❖ **Stakeholders**
 - Stakeholder satisfaction
 - Communication effectiveness
 - Sponsor engagement
- ❖ **Module 14: PMO-Level KPIs**
 - Percentage of projects delivered on time
 - Percentage of projects delivered within budget
 - Strategic alignment percentage
 - Benefits realization
 - Project success rate
 - Resource utilization
 - Portfolio health
 - Governance compliance
 - Forecast accuracy
 - Project maturity improvement
 - Stakeholder satisfaction with PMO services
 - Lessons learned implementation
 - PMO service performance
- ❖ **Module 15: KPI Design Framework**
- ❖ **For each KPI, defining:**
 - KPI name
 - Strategic objective
 - Definition
 - Calculation/formula
 - Data source

- Reporting frequency
- KPI owner
- Target
- Thresholds
- Management action
- ❖ **Practical Workshop**
- ❖ **Develop a PMO KPI Scorecard**
- ❖ **Participants create a balanced PMO scorecard containing strategic, operational, financial, project delivery, stakeholder and maturity indicators**

DAY FIVE:

DASHBOARDS, TRAFFIC-LIGHT REPORTING AND PMO CONTINUOUS IMPROVEMENT

- ❖ **Module 16: Effective Project Reporting**
 - Purpose of project reporting
 - Reporting for different management levels
 - Operational versus executive reporting
 - Reporting frequency and cycles
 - Management by exception
 - Creating concise executive reports
 - Turning project data into management information
 - Identifying trends and exceptions
 - Providing actionable recommendations
- ❖ **Module 17: Designing Project and Portfolio Dashboards**
 - Principles of effective dashboard design
 - Determining the dashboard audience
 - Selecting the most relevant information
 - Portfolio summary
 - Project status
 - Milestones
 - Financial status
 - Risks and issues
 - Resource information
 - Benefits
 - Decisions required
 - Designing dashboards for executive management
 - Avoiding information overload
- ❖ **Module 18: Traffic-Light Reporting – RAG Status**
- ❖ **Understanding Red-Amber-Green (RAG) reporting:**
 - Establishing objective RAG criteria
 - Green – project operating within acceptable thresholds
 - Amber – project requiring attention or corrective action
 - Red – project requiring immediate management intervention
 - Defining thresholds for:
 - Schedule
 - Cost

- Scope
- Quality
- Risks
- Resources
- Benefits
- Overall project health calculations
- Avoiding subjective status reporting
- Escalating red and amber projects
- ❖ **Module 19: Leadership, Communication and Coaching within the PMO**
 - PMO leadership versus PMO administration
 - Influencing without direct authority
 - Communicating with senior management
 - Building relationships with project managers
 - Managing resistance to PMO processes
 - Coaching and mentoring project teams
 - Developing project management competencies
 - Creating communities of practice
 - Managing stakeholder expectations
 - Positioning the PMO as a business partner rather than a policing function
- ❖ **Module 20: PMO Continuous Improvement and Sustainability**
 - Conducting regular PMO performance reviews
 - Assessing stakeholder satisfaction
 - Measuring PMO value
 - Lessons learned and knowledge management
 - Benchmarking PMO performance
 - Improving project management maturity
 - Updating methodologies and governance
 - Technology enablement and automation
 - Developing the future PMO roadmap
 - Ensuring long-term PMO sustainability
- ❖ **Final Practical Workshop – PMO Master Plan**
- ❖ **Participants consolidate the learning from the course to develop a practical PMO Master Plan, including:**
 - PMO vision and objectives
 - Recommended PMO model
 - PMO services
 - Organizational structure
 - Governance framework
 - Project management methodology
 - Project prioritization approach
 - PMO KPIs
 - Executive dashboard
 - RAG reporting criteria
 - Project maturity improvement initiatives
 - 90-day and longer-term PMO implementation roadmap

- ❖ Course Conclusion
- ❖ ASSESSMENT and EVALUATION

Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Gamification, Software & General Discussions
- Pre and Post Test

Training Certificate(s):

CMCT Internationally recognized certificate(s) will be issued to each participant who completed the course. This course is worth 30 Professional Development Units (PDUs).

Training Fees:

USD\$ TBA - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Note: The 5% VAT (Value Added Tax), will be effective starting 01st of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.

Training Timings:

Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:00	Recess (Prayer Break & Lunch)
13:00 - 14:00	Last Session

For training registrations or in-house enquiries, please contact:

Aisha Relative - Training & Career Development Manager

aisha@cmc-me.com / training@cmc-me.com

Tel.: +971 2 665 3945 or +971 2 643 6653 | Mob.: +971 52 2954615