CORE CONCEPT

Establishing and Operating a Project Management Office (PMO)

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Many PMOs are set up quickly after a failed project and dismantled a few years later, having produced unused reports. The usual causes are a vague mandate, services that miss what sponsors and project managers need, and no evidence of the value the office adds. This Core Concept course equips managers to establish and run a PMO in government or corporate settings, from defining its mandate and operating model to running governance cycles, reporting and service improvement. Participants apply each method to case material from several sectors and leave with a PMO Establishment Blueprint for their own organisation.

Course Objectives

- Define a PMO mandate, type and scope that match the organisation's strategy, portfolio size and delivery capability
- Design a PMO operating model and service catalogue using P3O and the PMO Value Ring
- Set up project and portfolio governance, standards and templates aligned to the ISO 21500 family and the PMBOK Guide
- Run portfolio reporting, resource capacity and dashboard cycles that support executive decisions
- Measure and communicate PMO value through KPIs and stakeholder feedback, and correct common failure patterns
- Produce a PMO Establishment Blueprint with a 12-month implementation roadmap

Target Audience

- PMO heads and managers setting up or restructuring a project, programme or portfolio office
- Portfolio and programme managers responsible for consolidated reporting and prioritisation
- Strategy and transformation office managers linking initiatives to organisational objectives
- Senior project managers moving into PMO leadership roles
- Planning and performance managers supporting governance boards and executive committees

Course Outline

Day 1: PMO Foundations and Organisational Context

- PMO Types: Supportive, Controlling, Directive and Enterprise PMO
- ISO 21500 Context and Concepts for Projects, Programmes and Portfolios
- PMO Failure and Success Patterns Case Review
- Stakeholder Needs Analysis for PMO Services Using Sponsor Interviews
- Current-State Delivery Capability Baseline Using P3M3 Perspectives

Day 2: PMO Frameworks and Operating Models

- P3O Model: Portfolio Office, Programme Office, Project Office and Centre of Excellence
- PMO Value Ring Methodology: PMO Functions and the Value Cycle
- PMBOK Guide Eighth Edition Principles and Performance Domains as a Basis for PMO Standards
- ISO 21505 Governance of Projects, Programmes and Portfolios
- ISO 21504 Portfolio Management Guidance: Alignment and Prioritisation

Day 3: Setting Up and Running PMO Services

- PMO Charter and Mandate Drafting
- PMO Service Catalogue Design and Service Level Definitions
- Project Management Methodology, Stage Templates and Document Library Set-Up
- Portfolio Status Reporting Cycle and RAG Rating Criteria
- Resource Capacity Planning and Demand Intake Process

Day 4: PMO Performance, Tools and Common Failures

- PMO KPI Framework: Delivery, Governance and Value Measures
- Portfolio Dashboard Design Using Power BI and PPM Tools
- Portfolio Risk and Issue Escalation Aligned to ISO 31000
- PMO Staffing Model and Competency Profiles
- PMO Value Perception Survey and Service Improvement Plan

Day 5: Case Work and the PMO Establishment Blueprint

- Government Entity PMO Case Study: From Reporting Unit to Strategic PMO
- Corporate Enterprise PMO Case Study: Consolidating Divisional PMOs
- PMO Operating Model Selection Workshop for an Own Organisation
- PMO Establishment Blueprint and 12-Month Roadmap Drafting
- Executive Sponsor Presentation and Peer Challenge

Skills You Will Gain

- PMO Operating Model Design
- Service Catalogue Management
- Demand Intake Management
- Resource Capacity Planning
- Project Methodology Tailoring
- Governance Board Support
- Executive Dashboard Design

Why Attend This Course

- Return to work with a PMO Establishment Blueprint and 12-month roadmap for your own organisation, already tested against peer challenge
- Offer sponsors and project managers PMO services they will use, rather than reporting they will resist
- Show executives what the PMO contributes to delivery, using evidence instead of activity counts
- Compare PMO models with managers from government and corporate organisations in other sectors and countries

Conclusion

A PMO earns its place when sponsors and project teams see it improving decisions and delivery rather than adding paperwork. This course moves from PMO types and organisational context, through the principal PMO frameworks and operating models, to the services, performance measures and failure patterns that decide whether an office survives. The final day turns that material into a PMO Establishment Blueprint that participants take back to their sponsor, giving them a structured and defensible plan for setting up or resetting their PMO.