

## Seminar's Title: **PROJECT MANAGEMENT OFFICE (PMO)**

### **Purpose and Background**

In today's competitive global economy where virtually all organizations are project-based, successful companies continuously change themselves to create new products and services, design new processes, adopt new strategies and establish new organization structures. These companies manage the challenges and exploit the opportunities by implementing structured, systematic project management approaches to effectively managing their projects to meet the project objectives with preset levels of quality expected by the customers as well as to keep them responsive to customers and competitive as global businesses by establishing and maintaining a Project Management Office (PMO), whose function is not to run projects but rather to provide a suitable environment that enables project teams to function more effectively. The PMO is one of the fastest growing concepts in project management today, as it is key to effective implementation of project management across the organization.

### **Who Should Attend**

This seminar is designed for senior management, project managers, program/portfolio managers, project management practitioners, PMO staff, directors of project management, functional managers, project team members and those who would like to learn and understand what a good PMO is and how to establish, develop and maintain one. This course is a must for experienced project managers and senior managers who have recognized the need to obtain the knowledge and approach to plan and implement the appropriate PMO for their organization.

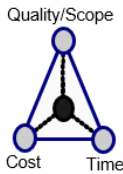
### **Learning Objectives**

This seminar addresses the emerging, complex issues of how to effectively establish, develop and maintain a Project Management Office (PMO) into a company's organization while avoiding the bureaucracy and resistance to an effective and flexible process to be consistently applied throughout the company. The course also helps participants to assess the needs of their companies for a PMO and design the kind of PMO that will be most effective for their companies in terms of the latter's current levels of project management maturity and competency.

### **Benefits for Participants:**

- Understand the role of the PMO and why it is advantageous for an organization to have a PMO.
- Recognize the pivotal alignment of the PMO with your organization's business needs and strategy.
- Measure the effectiveness and efficiency of the PMO within your organization.





- Define the roles and responsibilities of the PMO in assessing the project maturity level within your organization.
- Create a plan, through the PMO, to increase project management competencies within your organization.
- Develop maturity in the organization through an organizational change management plan.
- Manage and control the performance of project portfolios.
- Apply governance best practices to the organization

## Outline

The seminar is scheduled for three (3) days; each day starting from 8:00 AM to 4:30 PM with a half hour coffee break during each morning and afternoon session.

## DAY 1

### Evolution of the Project Management Office (PMO)

- The Explosive Growth of Project Management
- The Globalization of Project Management
- The PMO: A Solution to Modern, Globalized Business Challenges

### The Purpose and Functions of a PMO

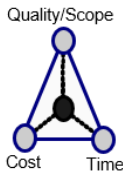
- Definition of a Project Management Office (PMO)
- Different Types of PMO
- The Important Roles of a PMO
- PMO Types and Usage
- The Organizational Environment for a PMO
- Benefits of Establishing a PMO
- Key Characteristics of a PMO
- Critical Success Factors (CSFs) for PMO
- Project Stakeholders and PMO
- PMO Purpose
- Common PMO Functions
- Evolving PMO Functions

### *Exercise #1 Critical Success Factors (CSFs) for Your Company's PMO.*

### PMO Alignment with Organization's Business Needs

- PMO Influence and Organizational Operations
- PMO Influence and Organizational Strategy
- Deploying Organizational Goals





- PMO Value-Added Drivers
- PMO and Business Needs
- Key Elements of Organizational Readiness for the PMO
- What are PMO Hot Topics for Organization Executives?

**Exercise #2 Your Organization's Strategy and the PMO.**

**How Will You Align Your PMO to Your Company's Business Needs?**

**DAY 2**

**Effective Governance for the PMO**

- Organizational Governance
- What is PMO Governance?
- PMO Roles and Responsibilities
- Executive Sponsor
- PMO Steering Committee
- PMO Steering Committee Functions
- Chief Project Officer (CPO)
- Project Management Maturity and PMO.

**Exercise #3 What are the Barriers to Executive Involvement in a PMO?**

**What are the Key Governance Principles under Which a PMO is Run?**

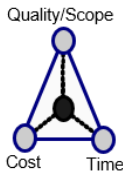
**Managing Organizational Portfolio Performance**

- Project Portfolio Management (PPM)
- Benefits of PPM
- PPM Characteristics
- Portfolio Governance
- Portfolio Opportunity Assessment
- Portfolio Prioritization Criteria
- Portfolio Performance Management
- Monitoring Challenges
- Monitoring Basics
- Data Collection Methodology
- Portfolio Communication
- Portfolio Re-Planning
- Portfolio Management Life Cycle

**Exercise #4 Build Best Practices for Portfolio Performance Management Process**

**PMO and Resource Optimization**

- The Staffing Continuum



- PMO Staffing
- Competency-Based Management
- Knowledge Building
- Experience-Building
- Personal Qualities
- The Project Manager's Hard and Soft Skill's Challenge
- Generally Accepted Project Management Competencies
- Professional Project Management Development Program
- Resource Timing
- Resource Governance
- Resource Capabilities
- Resource Optimization
- PMO Role in Resource Management

***Exercise #5 How Does Your Organization Manage and Optimize its Resources?  
What Can Be Done to Improve How Resources are Utilized?***

**DAY 3**

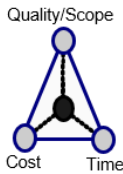
**Barriers to Organization Change with PMO Establishment**

- What is Change Management?
- Stages of Change Management
- Elements of Change
- Key Change Variables
- Barriers to Change
- Primary Obstacles
- Reasons for Personal Resistance
- Organizational Culture Change
- Change Failure Factors
- Change Management Roles and Responsibilities
- Assessment of Organizational Readiness for Change
- Measurement of Potential Barriers
- Measurement of Resistance to Change

***Exercise #6 How Does Your Organization Approach Change?***

**Measurement of PMO's Effectiveness**

- Effectiveness Measurement Overview
- Barriers to Successful Measurement
- Project Management Measurement Framework
- Measurement Planning
- Establishing & Updating Measures
- Typical Criteria for Good Measures



- Performance Measurement
- Data Analysis
- Performance Analysis
- Performance Reporting
- Continuous Improvement

### ***Exercise #7 Establish the PMO Performance Measurement to Support Organizational Objectives***

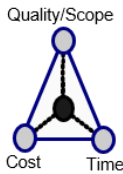
#### **How to Make the PMO Implementation Process Work in Your Organization?**

- Some Closing Thoughts

#### **Class Discussions, Exercises and Case Studies**

**Seminar's Instructor: Dr. Nghi M. Nguyen, Ph.D., P.E., PMP, M.ASCE.** President and CEO of NDV Project Management Services, Inc (NDV) since 1995, Dr, Nghi Nguyen has had more than 30 years of progressive, domestic and international consulting and training experience in the field of project/program/portfolio management on major construction, aerospace, defence and high-technology projects with leading Canadian and U.S. corporation such as the SNC-Lavalin Group, Lockheed Martin, CAE and the Canadian Space Agency and NASA. Prior to founding NDV in 1995, he served as Program Control Manager for the multi-billion dollar Canadian Patrol Frigate (CPF) program, the largest and most complex shipbuilding program in Canadian history for Lockheed Martin Canada (formerly Unisys Systems Canada).

As an internationally recognized project management consultant and trainer, Dr. Nguyen has assisted clients with project management approaches to effectively and efficiently complete projects and attain their objectives. He is a specialist in project management training, consulting, definition, development, identification of project objectives, constraints and methodologies. Dr. Nguyen worked as a project management consultant for the Canadian Space Agency (CSA) on projects associated with the International Space Station (ISS) program, the 16-nation effort, lead by NASA, to build the permanently orbiting laboratory in space, the largest and most sophisticated international engineering project ever undertaken in the history of the world as well as for SNC-Lavalin International on China's Three Gorges hydro-electric development project, the largest construction project in the world to date, and was involved in a number of projects in the Information Technology (IT) and Oil and Gas (O&G) sectors, among them was the construction of the \$ 5 billion Hibernia Oil Production Platform in St John, Newfoundland, Canada. Dr. Nguyen has delivered project management seminars for the American Society of Civil Engineers (ASCE), International Institute for Learning, Inc (IIL) in the USA, EuroMatech and Britannia of the U.K., Glariden Global in Singapore and various organizations in Asia and Vietnam as well as those associated with the engineering organizations worldwide.



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An internationally recognized speaker, author and presenter, Dr. Nguyen has written and presented numerous technical papers on project/program management related topics in international conventions and congresses in Canada, the U.S., Europe, Asia and the Caribbean, sponsored by professional associations such as the Project Management Institute (PMI), the American Consulting Engineering Council (ACEC), The Association for the Advancement of Cost Engineering (AACE) International, American/Canadian Society of Civil Engineers (ASCE/CSCE), the Pan-Pacific Business Association (PPBA), the American Institute of Aeronautics and Astronautics (AIAA), the Caribbean Council of Engineering Association (CCEA) and the Paris-based association Francais des Ingenieurs et Techniciens d'Estimation et de Planification de Projects (AFITEP). Since 1995, Dr. Nguyen has conducted numerous project management seminars for thousands of project managers practising in all industries in a variety of topics in many countries including Canada, the U.S.A., the U.K., France, Spain, Germany, the Netherlands, Austria, Norway, Switzerland, Cyprus, China, Hong Kong, Thailand, Singapore, Malaysia, Japan, Indonesia, Vietnam, Australia, New Zealand, the U.E.A.(Dubai and Abu Dhabi), Kuwait, Saudi Arabia, Colombia and Barbados.

Educated at McGill and Concordia Universities in Montreal, Quebec, Canada, Dr. Nguyen holds B.S., M.S. and Ph.D. degrees in Civil Engineering and Construction & Project Management, is a Certified Project Management Professional (PMP) and has been a part-time professor at the Faculty of Engineering and Computer Science at Concordia University, teaching project management courses at both undergraduate and graduate levels since 1997. He has also lectured under the United Nations Development Programme (UNDP), McGill University Executive Institute, the Maastricht MBA programme (a joint programme between the Maastricht School of Management of the Netherlands and the School of Industrial Management of Ho Chi Minh City University of Technology, Vietnam) and is a registered civil engineer and project manager in both Canada and the USA. Dr. Nguyen was certified as a PMP (Project Management Professional) by the Project Management Institute (PMI) in 1995. He served as a member of the Canadian Advisory Council (CAC), set up by The Standards Council of Canada (SCC) to participate in the development of the International Organization for Standardization (ISO)'s project management standard released in September 2012 as ISO 21500 for project management as well as provided recommendations as Draft Reviewer and Contributor to the PMBOK® Guide – Fifth Edition of the Project Management Institute (PMI) released in January 2013, both considered by project management professionals worldwide as globally and internationally accepted project management standards. Dr. Nghi Nguyen has also been serving the same role to the “soon-to-be-released” PMBOK® Sixth Edition to be published in 2017 by PMI.

