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Northern Italy Chapter

PMO: Where Are We? The First National Research to Survey and Assess the State of the Art of PMO Organisations in the Italian Enterprises

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Introduction

In 2006, thanks to the enthusiasm of a group of Project Management professionals, we established the First Permanent National Observatory P³MO (Portfolio/Programme/Project Management Office) to contribute in the development of PMO practices in the Italian enterprises.

By P³MO we mean an organizational unit, either temporary or permanent, that directly manages or supports the initiatives (i.e. projects, programmes or portfolios of projects and programmes) that fall under its domain.

In the last years we noticed that the Italian enterprises, which for the most part are small-to-medium size organisations, have been investing in setting-up and improving PMO organizational units. The Observatory P³MO aims to become a reference for these enterprises, for the P³MO discipline.

The main objectives of the Observatory P³MO are:

- To monitor the state of the art and the evolution of PMOs in the Italian enterprises
- To help the enterprises in setting-up effective and efficient PMO structures
- To measure the value delivered by the PMOs
- To develop the practice of PMO in the Italian business environment.

The Observatory P³MO is an initiative sponsored by the Project Management Institute – Northern Italy Chapter.

The Research

In 2007, we have launched a Research Project entitled “*PMO: Where Are We?*”. The Research has surveyed and assessed the state of the art of PMO organisations in the Italian enterprises. For its importance and uniqueness this Research Project will become a milestone for the future initiatives of the Observatory P³MO itself.

The Research involved all economic sectors and was open to all Italian enterprises that either already built, or are setting-up or intend to set-up in the near future a P³MO organisational unit.

The survey has addressed the following topics:

- What is the state of the art of PMO organizations in the Italian enterprises?
- How did these organizations get to the current state?
- What is the profile of the resources involved in the PMO and what activities do they primarily perform?
- How will these PMO organizations evolve in the next years?
- What competitive and social results did they enable?

The survey was divided into three parts. The first part aimed to collect general information about the enterprises, pointing-out and sharing the definition of PMO. Then last two parts were concerned with organisations that either already started or are starting a PMO organisation.

The Research was launched on February 2007 and the data collection phase was completed on July 2007.

The results of the Research were presented on a dedicated event held in Milan on 16 November 2007.

The President of the Observatory comments: “This research is very important for the development of the Italian Project Management community because in a certain way it surveyed and assessed the maturity of Project Management in the Italian enterprises. It measured the state of the implementation of PMO organisations and provided important hints on how to improve them.”

Next pages describe the results of the Research, which were grouped into three areas:

- General Information
- Assessment of Enterprises that have a PMO Structure
- Assessment of Enterprises that do not have a PMO Structure.

The Figures show the pure results of the Research, while comments are made by the workgroup.



The Results of the Research: General Information

In this section we analysed the information referred to the Business Sectors, Turnover and Headcount of the enterprises that participated in the survey. We also asked whether the interviewed person agreed or not with the definition of PMO given in the *PMBOK® Guide (pages 17-18)*.

Figure 1. Business sectors

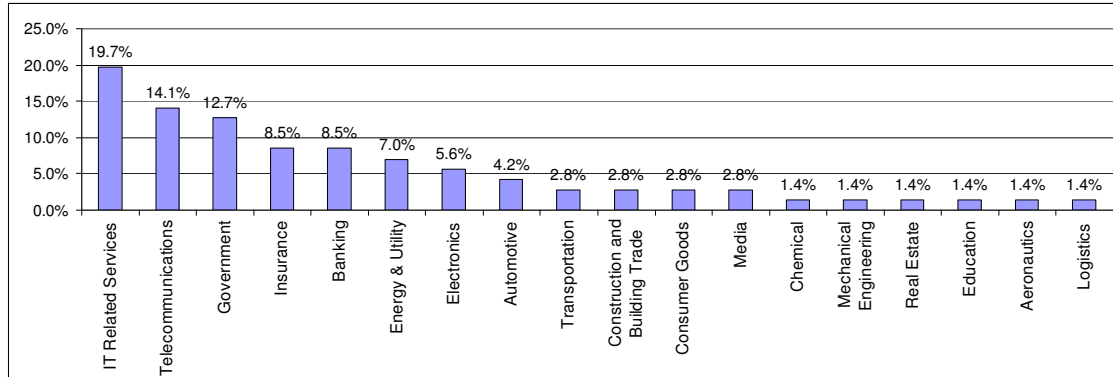


Figure 1 shows that 64% of respondent belong to ICT, TLC, Public and Finance sectors. Other relevant sectors are Energy and Utilities, Electronic and Automotive.

Figure 2. Turnover and Headcount

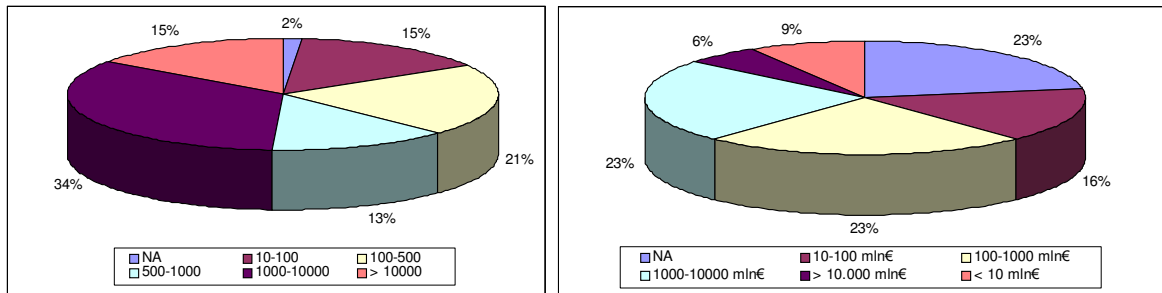
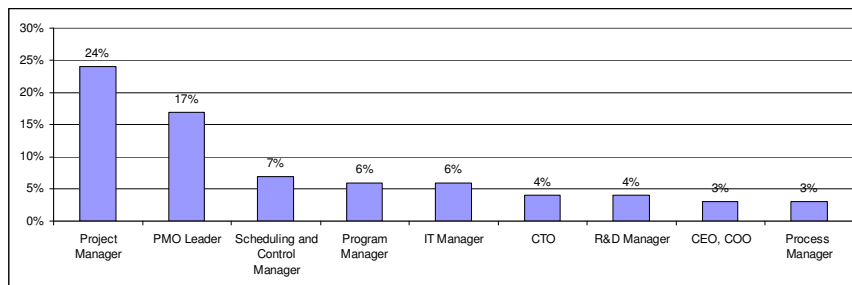


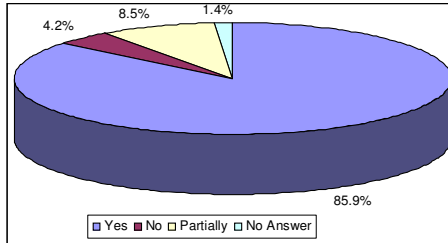
Figure 2 shows that at least 69% of respondents have Turnover over 10 million euro, and 54% over 100 million euro. Moreover 84% count more than 100 employees, 62% more than 500 employees. These figures highlight that we usually find PMO organizations in medium-to-large size enterprises.

Figure 3. Roles of respondents



30% of respondents are Project and Programme Managers. Then follows PMO Leaders, Scheduling and Control Managers and IT managers.

Figure 4. Do you agree with the definition of PMO?



We asked respondents if they agreed with the definition of PMO given in the *PMBOK® Guide (pages 17-18)*. Figure 4 shows that about 86% of respondents agreed with such definition. The ones that agreed partially or did not agree at all with the definition of PMO, stated mainly the following reasons:

- A PMO organization not always has to manage directly the initiatives that fall under its domain; it can assist, through coaching or mentoring or training, the organizational units

that are directly responsible of the initiatives. Therefore, in these cases, PMOs are not necessarily created for managing initiatives (as happens in strong matrix or projectised organisations), they can still exist purely for supporting purposes (as happens in functional or weak matrix organisations)

- The definition of PMO creates confusion about the roles of PMO and Project Managers, without clarifying what their boundaries are (i.e. who is responsible for what).

The Results of the Research: Assessment of Enterprises that have a PMO

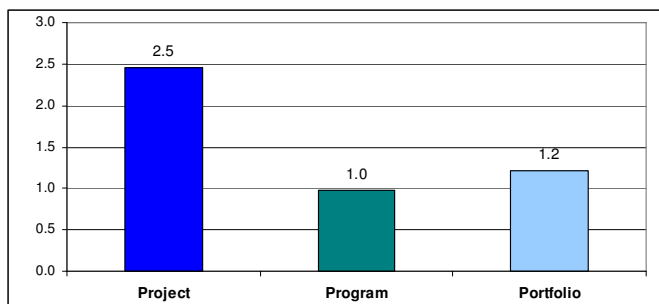
68% of respondent enterprises already started a PMO organisation. 87% of these organisations are permanent structures. In this part of the Research we analysed the following topics:

- What is the state of the art of the PMO organisations?
- How did the PMO organisations get to the current state?
- What is the profile of the resources involved in the PMO and what activities do they primarily perform?
- What competitive and social results did the PMO enable so far?
- How will the PMO evolve in the next years?

What is the state of the art of the PMO organisations?

This section shows the current state of PMO organisations in terms of types, number and budget of managed / supported initiatives, age of the PMO, organisation position, number of resources involved, tools used and areas of application.

Figure 5. What types of initiatives is your PMO involved in?



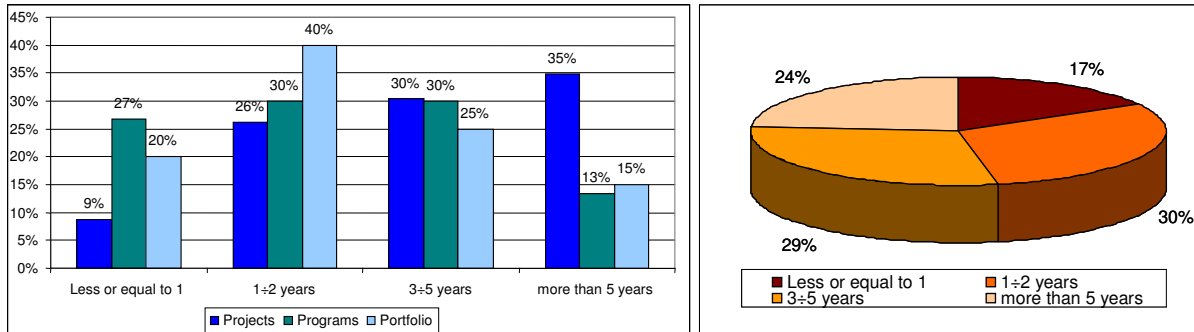
(Multiple Answers: Projects, Programmes, Portfolio's of projects and programmes with a rank of importance High, Medium, Low).

In Figure 5, data were displayed on a weighted average scale (1-Low, 2-Medium, 3-High). 73% of respondents are involved in high priority with single project initiatives. Lower importance is given to programmes and portfolios. By analysing these data we can assume that the Italian enterprises either have few programmes or, being

that the portfolio area slightly higher than programme, it is more likely that programmes initiatives are managed as a set of multiple single initiatives.



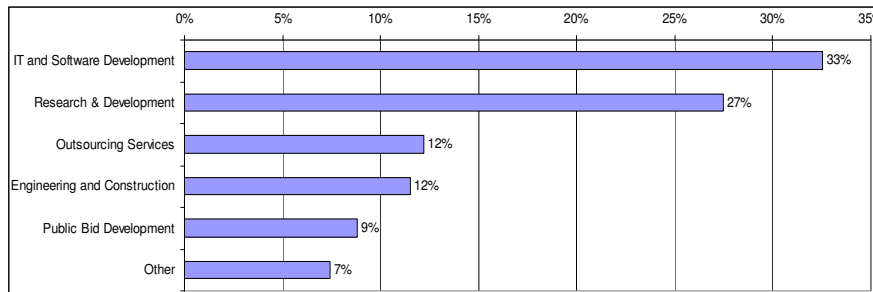
Figure 6. What is the age of your PMO?



(Answers: 1 year or less, 1-2 years, 3-5 years, more than 5 years).

Figure 6 states that 47% of PMO have maximum 2 years age, 53% more than 3 years. We noticed that older PMO organisations are mainly involved in single project initiatives, while younger are more involved in programmes or portfolios. We are considering that older PMO were started mainly for managing or supporting important projects and, along the way, they evolved to managing programmes and portfolios. On the contrary, younger PMO organisations were created mainly for managing or supporting portfolios or programmes. These considerations make us think that the project management maturity of Italian enterprises is changing (increasing), because of the fact that PMO organisations are moving from the management of single initiatives towards the management of portfolio of initiatives (i.e. the scope of PMO is increasing).

Figure 7. What type of initiatives is the PMO involved in?

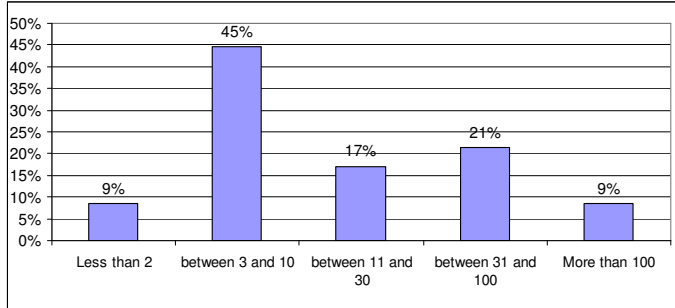


(Multiple Answers: IT and Software Development, R&D, Engineering and Construction, Outsourcing Services, Public Bid development, Other). Nearly 60% of respondents are involved in Software Development (IT) and R&D initiatives (the data is coherent with the fact that the most

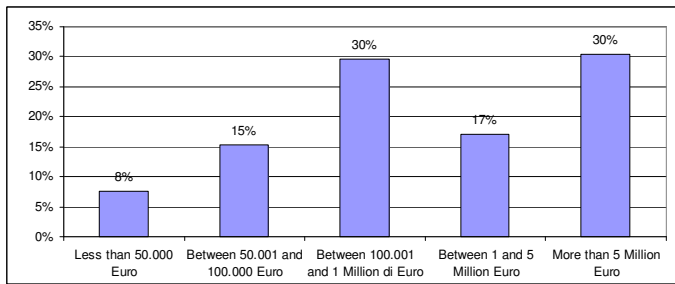
advanced economic sectors are IT and TLC (see Figure 1). In the category Other, the most common types of initiatives are related to reorganization and development of methodologies.



Figure 8. What is the average number of initiatives and what the average budget?

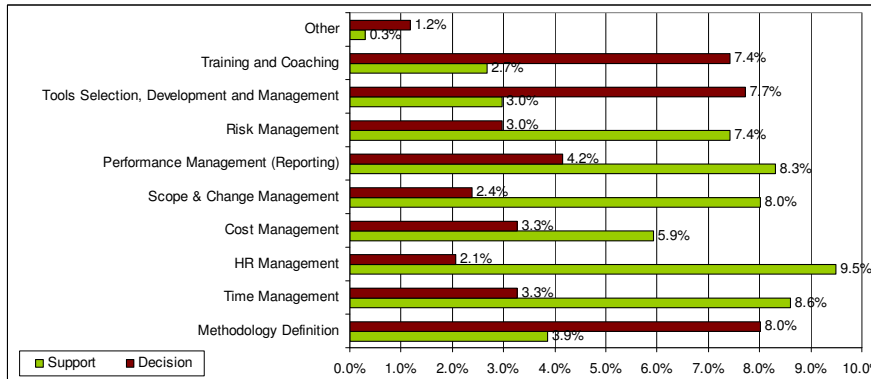


(Answers: less than or equal to 2, from 3 to 10, from 11 to 30, from 31 to 100, over 100).
70% of PMO organisations, are involved on average in a maximum number 30 initiatives. 30% are involved in more than 30 initiatives. 45% of respondents said that their PMO manages from 3 to 10 initiatives.



(Answers: less than 50.000 €, from 50.001 € to 100.000 €, from 100.001 € to 1.000.000 €, from 1.000.000 to 5.000.000 €, Over 5.000.000 €).
77% of the initiatives have an average budget over 100.000 € and nearly 50% over 1.000.000 €. This data confirms that PMO organisation are used by enterprises with an high value of investment.

Figure 9. What processes are managed, and with what role, by the PMO?

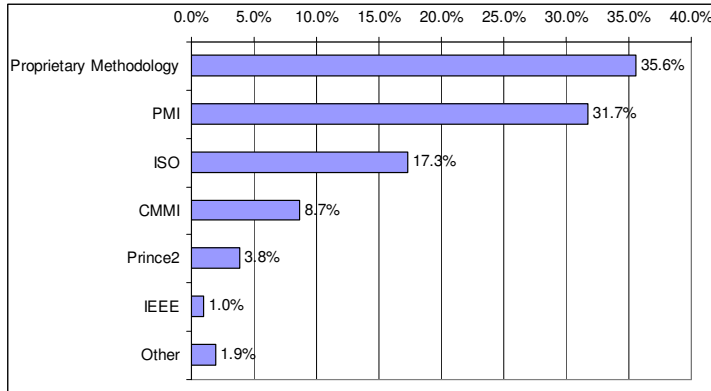


(Multiple Answers: Defining Project Management methodology, Time Management, HR Management, Cost Management, Scope & Change Management, Performance Management, Risk Management, Tools Management, Training and Coaching of PM and Team members – Role: Decision

maker, Support).

Figure 9 shows that most of PMO organisations have decision-making authority in Training and Coaching of PM and Team members (however, the type of training was not part of the survey), Tools Management (selection, development and management) and Methodology definition. About other processes, the PMO organisations play only a support role. We also consider it interesting that PMO play the role of support also for Performance Management (Reporting) and HR Management, which still remain under domain of the Business Managers.

Figure 10. What regulations, standards and methodologies are used by the PMO?



(Multiple Answers: Proprietary methodologies, PMI, ISO, CMM, Prince2, IEEE, Other).

Figure 10 shows that most of the PMO organisations make use of proprietary methodologies.

PMI and ISO are the most open references used.

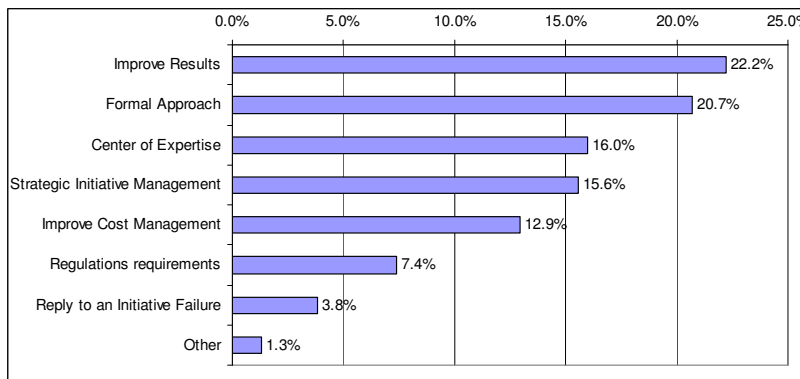
Other General Information provided by the Research

- 73% of PMO organisations employ less than 10 persons (included the PMO Manager)
- 59% of PMO organisations have less than 25% of Project Managers (which make us think of functional or weak matrix organisations)
- 80% of PMO organisations use general stand-alone application and tools for managing projects, 39% for managing programmes, 28% for managing portfolio initiatives
- 59% of PMO organisations use enterprise application and tools for managing projects, 41% for managing programmes, 26% for managing portfolio initiatives
- 71% of PMO organisations manage only internal initiatives.

How did the PMO organisations get to the current state?

This section analyses the process for starting up the PMO organisations, in terms of reasons for setting up the PMO, amount of investments made, critical success and failure factors, role of initiators and supporters.

Figure 11. Why did your enterprise decide to start a PMO and who were the former supporters?

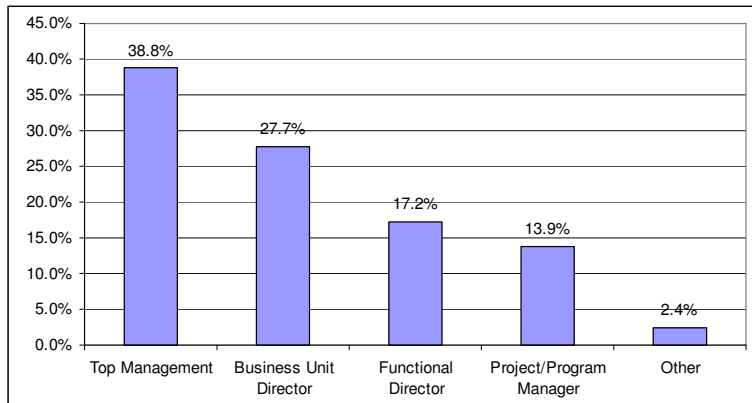


(Multiple Answers: Need managing a strategic initiative, Reply to the failure of an initiative, Need a consistent and formal approach to the management of initiatives, Need a centre of expertise to support the responsible of the initiatives, Need improving the economics, Need improving the performance of the initiatives (time, cost, quality), Need implementing standard and regulations, Other with a rank of importance High, Medium, Low).

The Research reveals that the main reasons why PMO organisations started was to improve the results of initiatives (time, cost, quality), and this is coherent with the role of main initiators (Top Managers and Business Unit Managers above all).



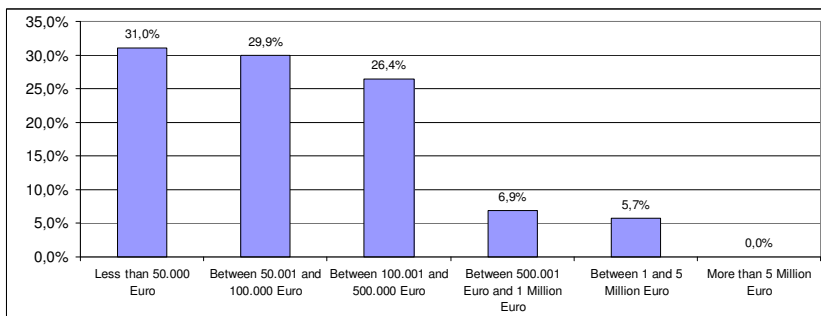
Northern Italy Chapter



(Multiple Answers: Top Managers, Business Unit Managers, Functional Managers, Project/Programme Managers, Other with a rank of importance High, Medium, Low). Among the Functional Managers, the main supporters were the IT Managers. We found interesting the low percentage of Project and Programme Managers. This can be explained either by thinking that PMO organisations were perceived by Project and Programme Managers as a loss of authority, or because Project

and Programme Managers had very low authority on decisions made for improving the organization.

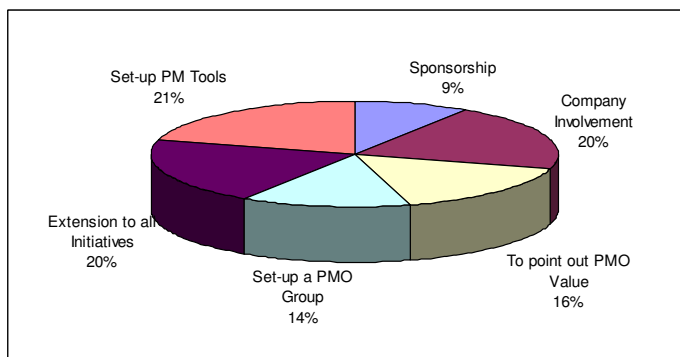
Figure 12. What was the level of investment made for the start-up of the PMO?



(Answers: less than 50.000 €, from 50.001 € to 100.000 €, from 100.001 € to 500.000 €, from 500.001 € to 1.000.000 €, from 1.000.000 € to 5.000.000 €, Over 5.000.000 €).

For 61% of PMO organisations the investment for the start-up was less than or equal to 100.000 €. For 86% was less than 500.000 €.

Figure 13. What were the main difficulties encountered during the start-up?

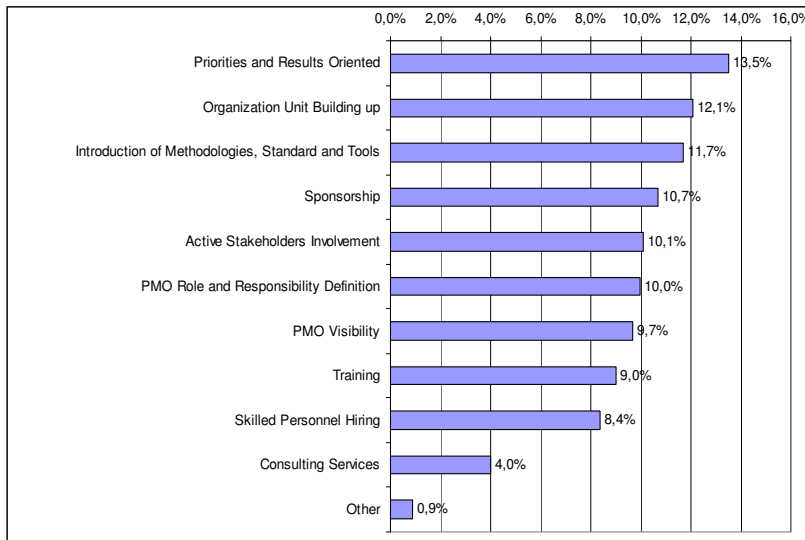


(Multiple Answers: Obtaining the sponsorship, Involving the Business Units, Making understand role and evolution of the PMO, Building the PMO team, Applying a methodology to all initiatives, Introducing and using the tools with a rank of importance High, Medium, Low).

The main difficulties encountered during the start-up of the PMO were about Introducing and using PM tools, Involving the stakeholders and Applying a methodology to all initiatives. We noticed that such difficulties usually are

encountered in organisations with low Project Management maturity.

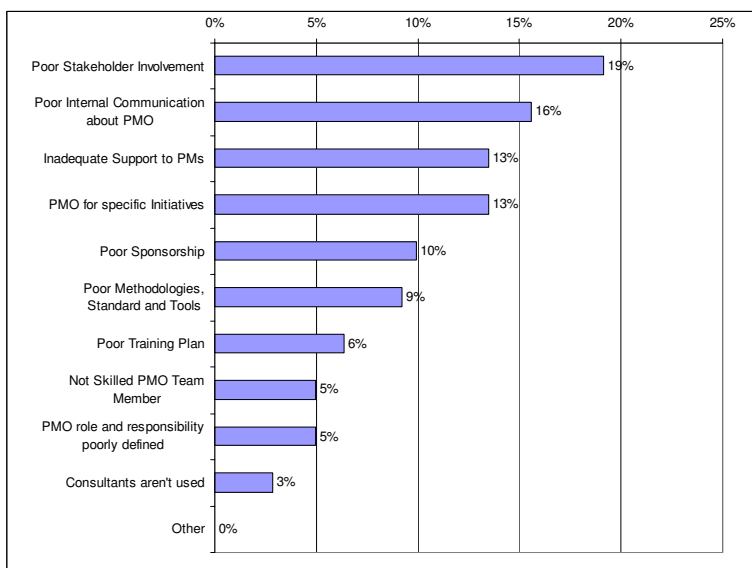
Figure 14. What were the critical factors that determined the success of the PMO (in case of success)?



(Multiple Answers: Obtaining adequate sponsorship, Understanding of priorities and providing concrete and immediate results, Giving the adequate visibility and communicating at enterprise level the PMO initiatives, Selecting highly skilled and experienced resources, Providing adequate training, Creating a specific PMO organizational unit, Clearly defining the PMO functions / roles / responsibilities, Involving external consultants, Introducing the right methodologies/standards/tools, Actively involving all stakeholders, Other with a rank of importance High, Medium, Low).

Understanding of priorities and providing concrete and immediate results, together with Creating a specific PMO organization unit are considered the most important factors for starting a successful PMO organisation. These two elements are considered more important than Introducing the right methodologies/standards/tools and Obtaining adequate sponsorship. Successful PMO must have short set-up timeframe where they must provide concrete results.

Figure 15. What were the critical factors that determined the failure of the PMO (in case of failure)?



(Multiple Answers: Obtaining inadequate sponsorship, Providing inadequate support to Project and Programme Managers, Misunderstanding of priorities and not providing concrete and immediate results, Providing inadequate training, Giving inadequate visibility and improper communications at enterprise level of PMO initiatives, Selecting inexperienced and low skilled resources, Applying the PMO only to specific initiatives without creating an organization unit, Not clearly defining the PMO functions / roles / responsibilities, Excluding external consultants, Introducing inadequate or partially methodologies/standards/tools, Not involving actively all Stakeholders, Other with a rank of importance High, Medium, Low).

Not involving actively all Stakeholders, together with Giving inadequate visibility and improper communications at enterprise level of PMO initiatives are considered the most important factors for the failure of a PMO organisation.

By comparing Figure 14 and Figure 15 we can make the following considerations:

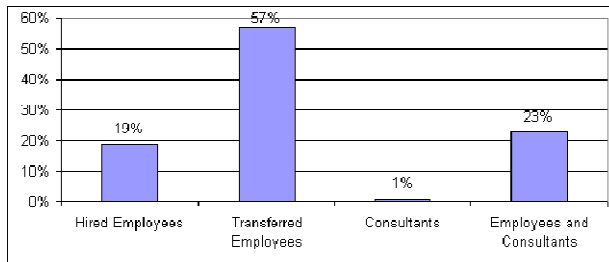


Northern Italy Chapter

- Involving actively all stakeholders is the first critical factor for failure and the fifth for success
- Creating a specific PMO organization unit is the second critical factor for success and the fourth for failure.

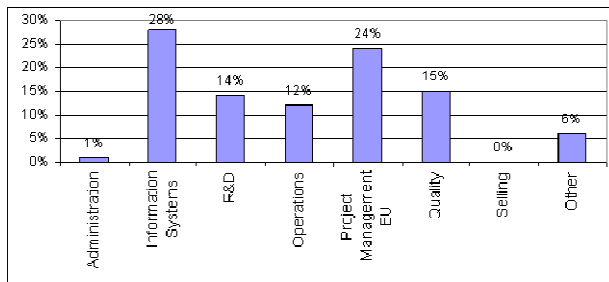
What is the profile of the resources involved in the PMO and what activities do they primarily perform?
This section focuses on the resources involved in the PMO, their profiles and the activities that they usually perform.

Figure 16. What is the origin of PMO members and, in case of resources moved from other business functions, which department did they come from?



(Answers: Employees hired on purpose, Employees moved from other departments, Consultants, Mix of employees and consultants).
73% of PMO organisations count only internal employees (19% hired on purpose, 57% moved from other departments). 23% is the percentage of PMO with a mix of internal employees and external consultants. 1% of PMO are made only with external consultants (outsourcing), which shows that the

management of initiatives is still considered a core competence by the Italian enterprises.

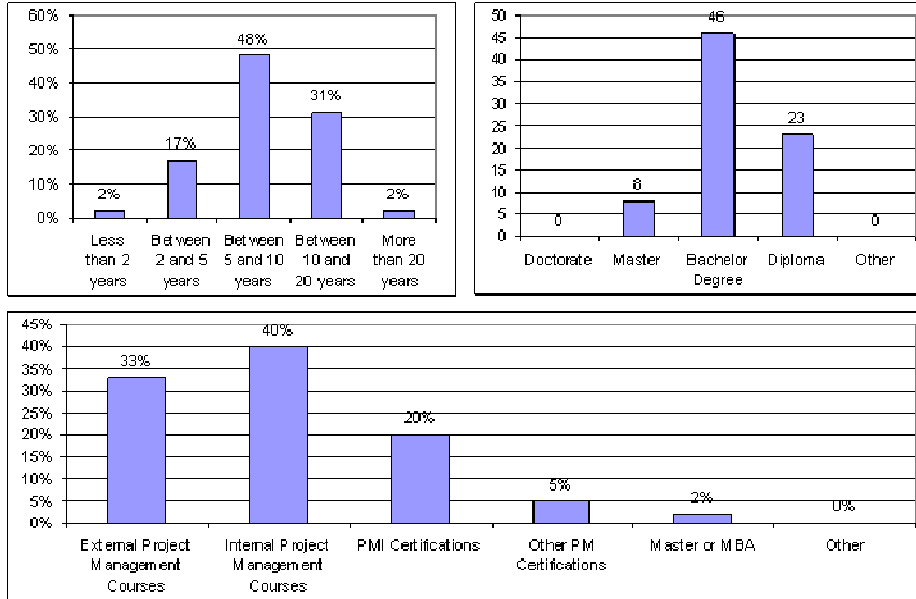


(Answers: Administration, IS, R&D, Operation, Project / Programme Management, Quality, Sales, Other).
PMO resources come mainly from IS and Project / Programme Management departments (we can conclude that application area skills and PM skills are the most requested fro PMO members). Also important are Quality, R&D and Operations departments. There is an evident correlation between the type of initiatives which the PMO is involved in

and the origin of PMO members. Also evident the case of resources coming from Project and Programme Management, which shows the specialisation of PMO. Resources form Quality highlight the role of process, methodology, standardisation of PMO.



Figure 17. What are the work experience, training path and school background of PMO resources?

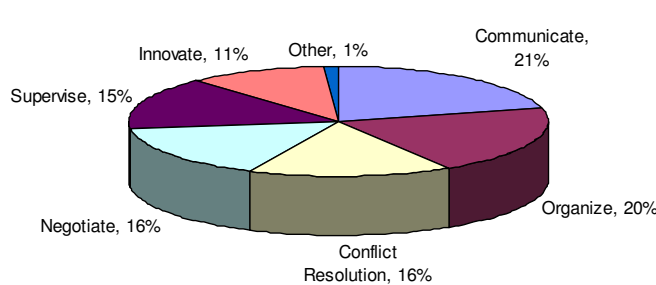


(WORK EXPERIENCE Answers: less than 2 years, from 2 to 5 years, from 5 to 10 years, from 10 to 20 years, Over 20 years). 48% of PMO resources have from 5 to 10 years work experience.

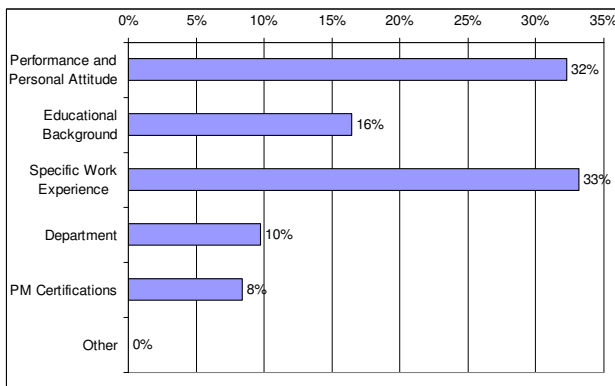
(TRAINING Answers: PM external training, PM internal training, PMI certification, Other certifications, Master in PM or MBA, Other). 73% of PMO resources had Project Management training (either from external or internal organisations).

(SCHOOL BACKGROUND Answers: Doctorate, Master, Bachelor's Degree, High school diploma). 25% of resources have PM certification (20% from PMI®). 70% of resources have a bachelor's degree or superior.

Figure 18. What soft skills are relevant for and what selection criteria's are applied to PMO resources?



(Answers: Organising, Communicating, Conflict Managing, Negotiating, Super visioning, Innovating, Other with a rank of importance High, Medium, Low). The most important skills for PMO resources are Communicating and Organising. Innovating skills are the least important. This information make us think of PMO organisations that are perceived as means for improving delivery, not for the purpose of innovating the way business is done.



(Answers: Performance and personal attitude, Educational background, Work experience within projects / programmes, Business Function origin, PM certification with a rank of importance High, Medium, Low).

65% of PMO resources are selected based on their Performance and Personal attitude or their Educational background.

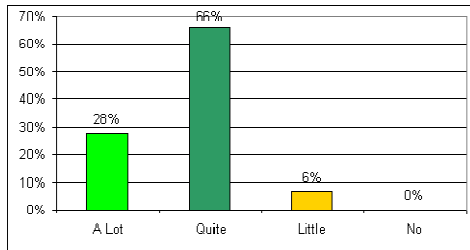
Also, interesting is that work experience in Projects or Programmes is considered less important than School background. This information suggests that many PMO organisations employ young and un-experienced resources.



What competitive and social results did the PMO enable so far?

This section shows the competitive results (i.e. in terms of business improvements) and social results (i.e. in terms of stakeholders satisfaction) that the PMO organisations enabled so far.

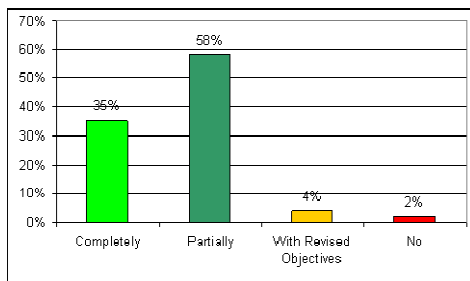
Figure 19. Is your enterprise satisfied with the results of the PMO?



(Answers: A lot, Quite, Little, Not satisfied).

The Research shows that enterprises are quite satisfied with the results of the PMO, but not a lot. It is evident, as we will see also in the next figures, that there are still margins for improvements. The next figures help us understand where these improvements need to be set.

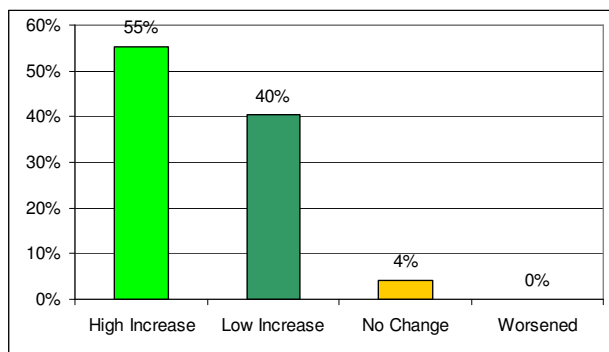
Figure 20. The results of PMO are in line with the ones set at the origin?



(Answers: Completely, Partially, Objectives were revised, Not in line).

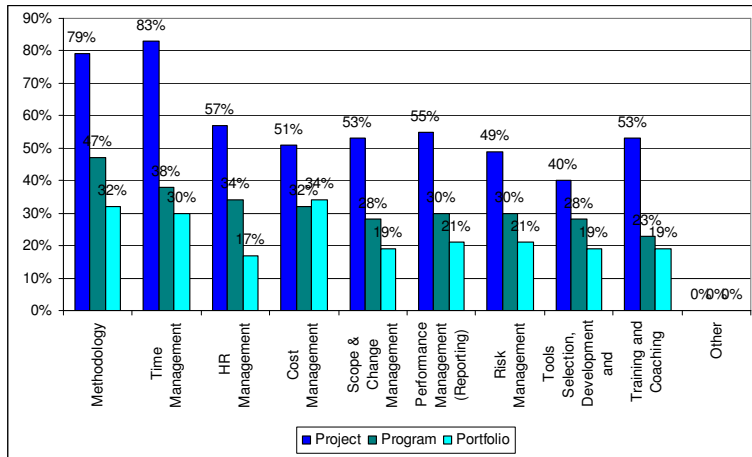
93% of respondents stated that the results obtained by the PMO are completely or partially in line with the original ones. Only for 4% of respondents the original objectives were revised. 2% of respondents stated that the results are not in line with the original ones.

Figure 21. Did the probability of success of initiatives change with the PMO and in which areas did your enterprise obtain the major improvement?



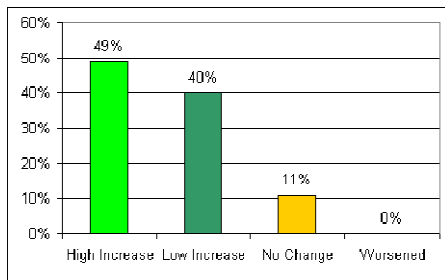
(Answers: High increase, Low increase, Not changed, Worsened).

55% of respondents declared a high increase in the probability of success of initiatives. The low enthusiasm with PMO is highlighted by the fact that 40% of respondents declared a low increase.



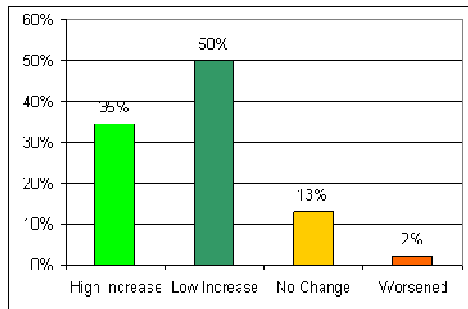
(Answers: Defining Project Management methodology, Time Management, Resource Management and Resource Allocation, Cost/Income Management, Scope Management, Performance and Priority Management, Risk Management, Tools, Training and Coaching of PM and team members). Projects got the highest benefit from the PMO. The main improvements are in the Definition of a methodology and Time Management.

Figure 22. How did the PMO change the communication between operations and business?



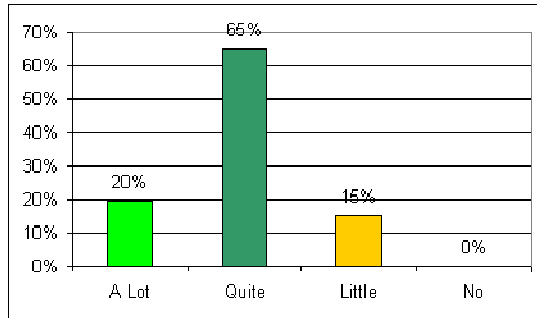
(Answers: High increase, Low increase, Not changed, Worsened) and how did it change the level of risk of initiatives? (Answers: High increase, Low increase, Not changed, Worsened). 89% of respondents experienced an improvement in communications between business and operations. 49% declare a high increase, 40% declare a low increase. Again we can notice that there are still margins for improvement.

Figure 23. How did the PMO change the risk level of initiatives?



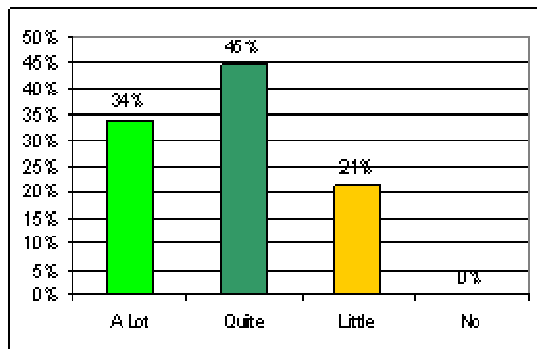
(Answers: High increase, Low increase, Not changed, Worsened) and how did it change the level of risk of initiatives? (Answers: High increase, Low increase, Not changed, Worsened). Risk Management seems to be the area where PMO need the major improvement.

Figure 24. How did the PMO change the level of resource utilization and do the PMO resources feel satisfied about how the PMO is perceived by the enterprise?



(Answers: A lot, Quite, Little, Not satisfied).

The Figure shows that with the PMO, the level of resources utilisation is increased. We should also consider that on Resource utilisation the PMO organisations play the role of support more than decision making (see Figure 9). And this is definitely a limit to the benefit a PMO organisation can introduce.



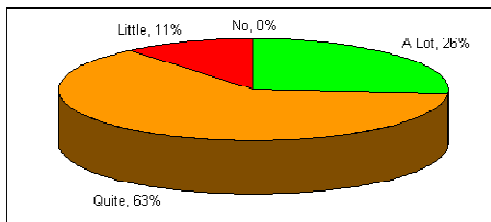
(Answers: A lot, Quite, Little, Not satisfied).

89% of PMO resources are satisfied on how the PMO is perceived by the enterprise, but still 21% is little satisfied. The problem is cultural: enterprises perceive PMO organisations as the mean for becoming more efficient and effective, but they impose to these organisations many limits and this is a source of frustration. Again, we notice many margins for improvements in this area.

How will the PMO evolve in the next years?

This section shows how the PMO organisations will change in the future. We intended to track the interest of enterprises in continuing investing on the PMO.

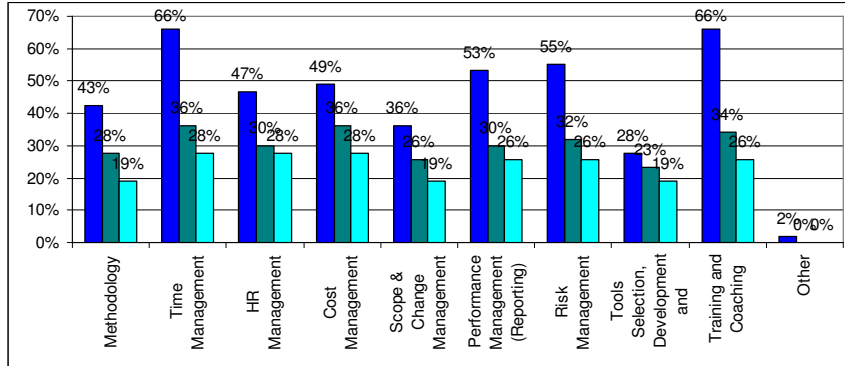
Figure 25. Will your enterprise continue investing in the PMO?



(Answers: A lot, Quite, Little, No).

89% of Italian enterprises will continue investing in their PMO organisations, which manifests the importance that is given to these structures. 75% of respondents say that the number of initiatives will increase. 56% of respondents say that the number of tasks will increase.

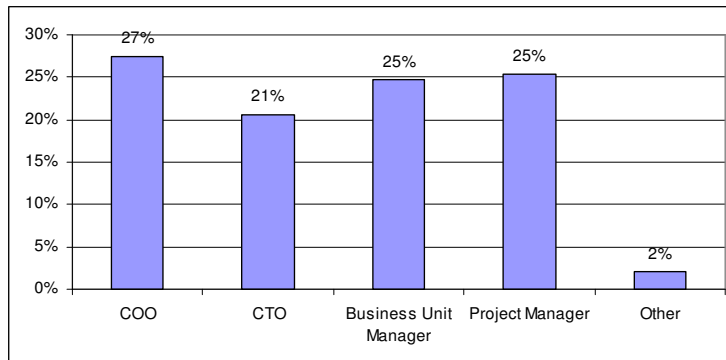
Figure 26. What aspects of the PMO need to be improved?



(Multiple Answers: Defining Project Management methodology, Time Management, Resource Management and Resource Allocation, Cost/Income Management, Scope Management, Performance and Priority Management, Risk Management, Tools, Training and Coaching of PM and team members).

Improvements of PMO will focus on Training and Coaching of PM and Team members and on Time Management. By comparing this picture with Figure 21 we can notice that the Italian enterprises are using the PMO organisations to increase the Project Management maturity, by pushing on Training and Coaching of PM and team members, as well as on Portfolio Management (Risk, Performance and Resource utilisation).

Figure 27. Who is requesting for the improvements?



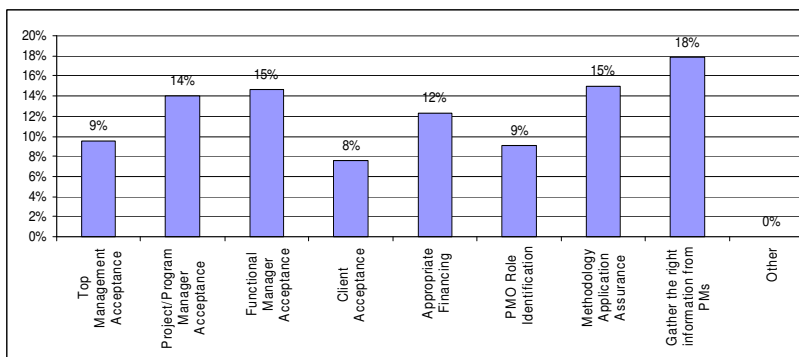
(Multiple Answers: Top Managers, Business Unit Managers, Functional Managers, Project/Programme Managers, Other, with a rank of importance High, Medium, Low).

We already saw that PMO organisations were created mainly to improve the performance of initiatives, and that was coherent with the role of main sponsors, i.e. Top Managers and Business Units Managers.

After the start-up, requests for

improvements still keep coming from the Top Management but we noticed also that requests come both from the Functional Managers and the Project and Programme Managers. These stakeholders, that were involved during the start-up of the PMO, are experiencing some sort of benefits from the PMO and therefore are now becoming requesting stakeholders.

Figure 28. What are the main challenges the PMO organization has to face?



(Multiple Answers: Acceptance from Top Management, Acceptance from Project and programme Managers, Acceptance from Functional Managers, Acceptance from Customers, Proper financing, Formal role definition, Assure the application of methodology to all initiatives, Obtaining the right information from the responsible of initiatives, Other with a rank of importance High, Medium, Low).



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- The main challenges that a PMO organisation has to face after the start-up are:
 - Obtaining the right information from Project Managers
 - Assure the application of methodology to all initiatives
 - Obtaining acceptance from Functional Managers and Project Managers

These last results make us think on what is the real level of consolidation of PMO organisation and on the real Project Management maturity of the enterprise.

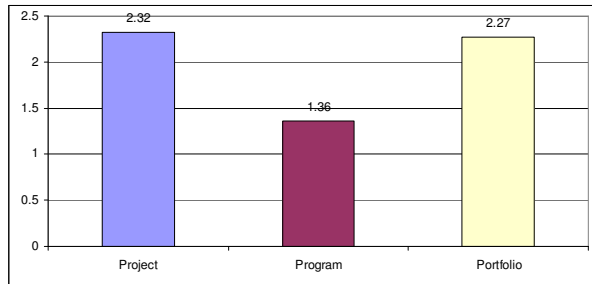
Moreover, 79% of respondents consider that the PMI®-NIC can provide an important contribution for the development of PMO organisations.



The Results of the Research: Assessment of Enterprises that do not have a PMO Structure

In our Research we considered also enterprises that either are starting or intend to start in the near future a PMO. We wanted to assess the reasons why these enterprises decided to start a PMO, who are the sponsors, what challenges the PMO has to face and what are the profiles of resources involved. The objective of this part of the Research is investigating the start-up phase of new PMO organisations.

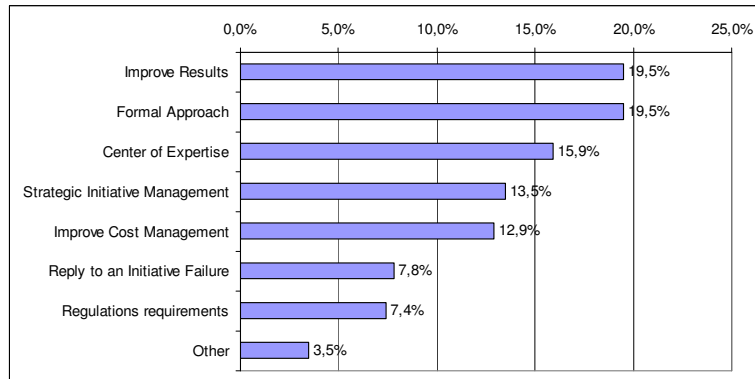
Figure 29. What types of initiatives will the PMO be involved in?



(Multiple Answers: Projects, Programmes, Portfolio's of projects and programmes with a rank of importance High, Medium, Low).

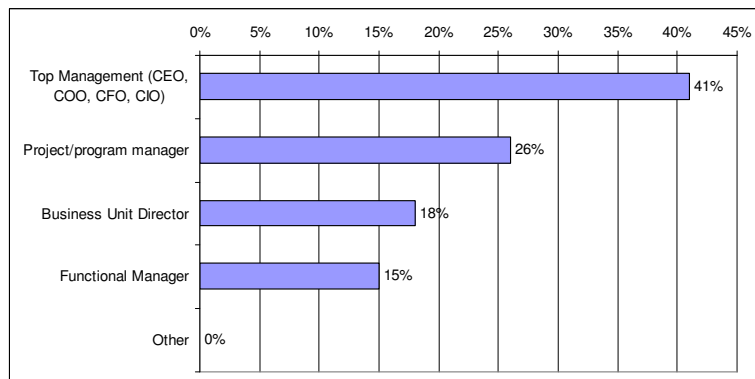
PMO organisations will be involved mainly in Projects and Portfolio's initiatives. This information confirms the trend of the first part of this Research. We can notice that for new PMO organisations, Projects and Portfolio's have nearly the same level of importance.

Figure 30. Why does your enterprise want to start a PMO and who are the sponsors?



(Multiple Answers: Need managing a strategic initiative, Reply to the failure of an initiative, Need a consistent and formal approach to the management of initiatives, Need a centre of expertise to support the responsible of the initiatives, Need improving the economics, Need improving the performance of the initiatives (time, cost, quality), Need implementing standard and regulations, Other, with a rank of importance High, Medium, Low).

Again, the Research reveals that PMO organisations are starting mainly for improving the results of initiatives (time, cost, quality), and this is coherent with the role of main supporters and initiators (Top Managers and Business Unit Managers above all). But also we noticed that enterprises are starting a PMO because they need a consistent and formal approach to the management of initiatives, which is typical of low project management maturity organisations.

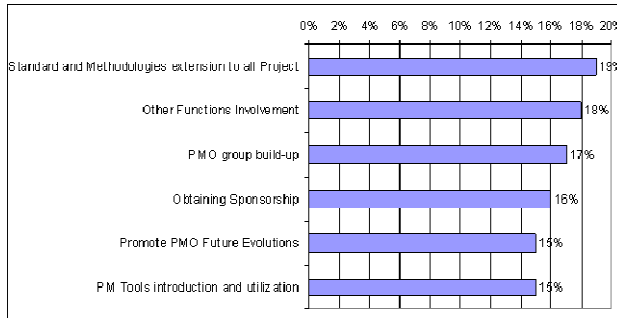


(Multiple Answers: Top Managers, Business Unit Managers, Functional Managers, Project/Programme Managers, Other with a rank of importance High, Medium, Low).

Top Managers are still the main sponsors of the PMO organisation. We can also notice that Project and Programme Managers are appearing as important sponsors of the PMO organisation. This fact could be considered as a signal of improvement of Project Management maturity in the Italian

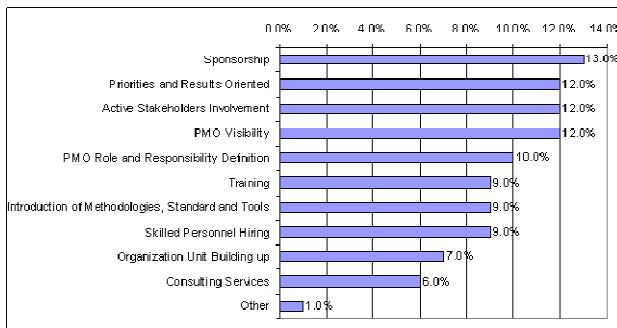
enterprises, as well as a reinforcement of the role of Project and Programme Managers.

Figure 31. What are the main challenges the PMO organization has to face and what are the critical factors that will determine the success of the PMO?



(Multiple Answers: Acceptance from Top Management, Acceptance from Project and programme Managers, Acceptance from Functional Managers, Acceptance from Customers, Proper financing, Formal role definition, Assure the application of methodology to all initiatives, Obtaining real information from the responsible of initiatives, Other with a rank of importance High, Medium, Low).

The PMO is perceived as an organisation tool for standardising the project management processes, as well as involving (integrating) the business functions.

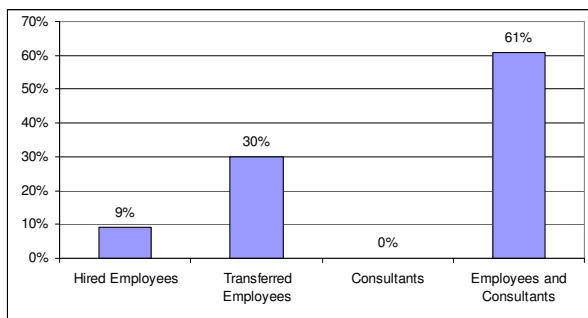


(Multiple Answers: Obtaining adequate sponsorship, Understanding of priorities and providing concrete and immediate results, Giving the adequate visibility and communicating at enterprise level the PMO initiatives, Selecting high skilled and experienced resources, Providing adequate training, Creating a specific PMO organization unit, Clearly defining the PMO functions/roles/responsibilities, Involving external consultants, Introducing the right methodologies/standards/tools, Actively involving all stakeholders, Other, with a rank of importance High, Medium, Low).

Medium, Low).

The main critical success factors for the success of the PMO are Obtaining adequate sponsorship, Providing concrete and immediate results and Actively involving all stakeholders.

Figure 32. What is the origin of PMO members?



(Answers: Employees hired on purpose, Employees moved from other departments, Consultants, Mix of employees and consultants).

61% of respondents consider fundamental for the successful start-up of the PMO, to involve external consultants to work together with internal employees. None of the respondents are starting-up a PMO involving only external consultants (outsourcing), which again testify that the management of initiatives is still considered a core competence by the Italian enterprises.

We asked also what are the soft skills relevant for PMO resources and again we noticed that the most important soft skills for a PMO resource are Communication and Organisation. Innovation skills are the least important.

Moreover, 74% of respondents think that the PMI®-NIC can provide an important contribution for the development of PMO organisations.



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