

PROJECT MANAGEMENT OFFICE (PMO) ATTRIBUTES

I can see 4 major areas for the PMO:

1. The **people**: hiring, mentoring, training, promoting project managers
2. The **portfolio**: lead the portfolio of projects, screening (go/no-go) opportunities, align the projects with the strategy of the company, deep-dive into project issues when needed, review periodically the projects...
Basically, managing the risks of the portfolio
3. The **process**: be process owner and provide project managers with tools, regulations, formats, instructions,... anything that will help them do their job
4. The **Return on Experience**: all the above must be improved through return and experience, and must be capitalized on through knowledge management.

Of course, not all the PMO's around the world will do the four points above; it all depends on the company's habits, maturity, and the will of the management.

When starting a PMO, People and Process are the basics: defining a career path and a common job description around the company, and defining the process and useful tools.