



AIPMO® Association of International Project Management Officers

AIPMO® – IPMO Body of Knowledge©

1: Building the context and need for PMOs

- 1.1.1 How Organizational Vision, Mission and Operational Objectives are linked to the realization of organization strategy through portfolios comprising of projects and programs
- 1.1.2 How project, program, product and portfolio life cycles are related
- 1.1.3 Functional, matrix and projectized organizations
- 1.1.4 Challenges and risks associated with projects, programs and portfolios
- 1.1.5 Project Methodologies - pros, cons and risks associated with knowledge based, procedural and competency based methodologies
- 1.1.6 Complexity and the need for principle based methodologies
- 1.1.7 Understanding the difference between project management success and project success
- 1.1.8 Success factors and success criteria – what they are and how to select the right ones to achieve success
- 1.1.9 Type 1 and Type 2 errors - impact on project, program and portfolio success
- 1.1.10 Stakeholders and their impact on PMO performance and project success
- 1.1.11 Constantly changing factors and the impact on projects, programs and portfolios
- 1.1.12 The historical requirement for PMOs
- 1.1.13 History and evolution of PMOs (tactical vs strategic)
- 1.1.14 Mapping project, program and portfolio success factors to the PMO function
- 1.1.15 Why organizations are now giving senior management attention to fully understanding the potential of PMOs in both single and in a multi-PMO construct.

2: PMO Lifecycle to build and run PMOs

- 2.1.1 Introduction to the PMO Lifecycle Framework
- 2.1.2 Definition of capability, service and how they are applied within the PMO context

2.1 Business strategy and Environmental Enterprise Factors

- 2.1.1 What they are and definitions
- 2.1.2 Describe how they influence PMO needs, design and running of PMOs
- 2.1.3 Techniques to categorize impacts and approaches to leverage opportunities and reduce threats

2.2 Governance

2.2.1 The concept of governance

- 2.2.1.1 Governmentality – to govern and be governed (Foucault)
- 2.2.1.2 History of corporate governance and why it was applied to organizations
- 2.2.1.3 Guiding principles and how they influence PMOs, projects and programs



- 2.2.1.4 Governance paradigms and their influence on project success
- 2.2.1.5 PMO Governance as part of the governance of projects
- 2.2.1.6 Micro governance paradigms within project portfolio
- 2.2.1.7 Determining the governance strategy of PMOs
- 2.2.1.8 Implementing governance and government metrics to ensure strategic alignment
- 2.2.1.9 Validating compliance to standards and regulations

2.2.2 PMO responsibilities

- 2.2.2.1 Supporting project and program management
- 2.2.2.2 Defining and applying performance measures
- 2.2.2.3 Project Performance Reporting
- 2.2.2.4 SWOT team
- 2.2.2.5 Mentoring, coaching, training coordination

2.2.3 Oversight of a cluster of networked PMOs

- 2.2.3.1 Why is needed
- 2.2.3.2 How it can be done
- 2.2.3.3 PMO Director role

2.3 Adaptive Alignment

- 2.3.1 Definition
- 2.3.2 What is adaptive alignment
- 2.3.3 Why is it important
- 2.3.4 Process of adaptive alignment

3: Capabilities to build and run a PMO

3.1 Strategy

- 3.1.1 Strategy management
- 3.1.2 Consulting

3.2 Business

- 3.2.1 Portfolio management
- 3.2.2 Business relationship management
- 3.2.3 Financial management
- 3.2.4 Product management
- 3.2.5 Reporting including KPIs
- 3.2.6 Capacity management
- 3.2.7 Information security management
- 3.2.8 Supplier management

3.3 Project/Program management/Portfolio related

- 3.3.1 Governance and Performance management
- 3.3.2 Design coordination



- 3.3.3 Knowledge management
- 3.3.4 Risk management
- 3.3.5 Standards, Methodologies and Processes management
- 3.3.6 HR management including PM recruitment and competency assessments
- 3.3.7 Talent management including training and mentoring
- 3.3.8 Change management
- 3.3.9 Delivery management (projects/programs)
- 3.3.10 Issue/Problem management
- 3.3.11 Resource management
- 3.3.12 Reporting
- 3.3.13 Configuration management
- 3.3.14 Quality management
- 3.3.15 Administration and Support

3.4 Service/Capability Management

- 3.4.1 Service/capability design
- 3.4.2 Service transition, planning
- 3.4.3 Service/capability measurement
- 3.4.4 Service/capability improvement

4: Assessing the need, building, and/or extending existing PMO(s)

4.1 Business Needs

4.1.1 Process to determine direct and indirect business needs

- 4.2.1.1 Direct is where business and/or where the PMO responsibilities reside that a new PMO may be required
- 4.2.1.2 Indirect is where there are problems in some areas and the root cause of the problems may be resolved by a PMO of some type. But the evaluation and business justification steps need to be done

4.2 Identification/Evaluate/Strategize

4.2.1 Identification of existing PMOs and potential PMO need

- 4.2.1.3 Identification approaches
- 4.2.1.4 Understanding project related hotspot areas in the organization
- 4.2.1.5 Mapping approaches of existing PMOs and need for new PMOs using tools and techniques such as surveys, heat maps, network diagrams

4.2.2 Evaluate existing and new PMO opportunities within organizational context

- 4.2.2.1 Evaluate existing and new PMO opportunities (capabilities/services) within organizational context
- 4.2.2.2 Evaluation approach using tools and techniques map and categorize existing PMO topography



4.4.3 Strategize -How (PMOs will best fit and support organizational needs)

- 4.4.3.1 Strategy under uncertainty' in a turbulent environment
- 4.4.3.2 Use of theories (Contingence theory, Stewardship theory, Agency theory)
- 4.4.3.3 PMO's as knowledge brokers
- 4.4.3.4 PMO and project Hype cycles
- 4.4.3.5 Social networks, stars and gatekeepers and the importance in project management
- 4.4.3.6 Identify Forces that drive PMO changes
- 4.4.3.7 Facilitating project portfolio management
- 4.4.3.8 Assess gaps against strategic direction
- 4.4.3.9 Process of alignment of existing PMOs and creation of new PMOs

4.3 Business Justification

4.3.1 Building PMO Business Case(s)

- 4.3.1.1 Initiative specific PMO
 - 4.3.1.1.1. Project/program Management Office (e.g. Mega Projects, ERP implementation, Business Process Reengineering)
 - 4.3.1.1.2. Special business execution scenarios (e.g. Merger and Acquisition, Joint Ventures, Alliances, Industry Collaboration Projects)
- 4.3.1.2 Organizational PMO
 - 4.3.1.2.1. Functional PMO
 - 4.3.1.2.2. Business Unit PMO/ Divisional PMO/Departmental PMO
 - 4.3.1.2.3. Center of Excellence/Center of Competency
 - 4.3.1.2.4. Enterprise/ Strategic/Corporate/Portfolio/Global PMO PMO

4.3.2 Tools and Techniques

- 4.3.1.3 Tools and techniques to create individual and/or collective PMO business cases are aligned to the organizational and PMO strategy
- 4.3.1.4
- 4.3.1.5 Benefits, Limitations and Risks for each PMO type

4.4 Design, Pilot and Implement

4.4.1 Design

- 4.4.1.1 Understand the design concepts associated with the different types of PMOs including the characteristics of each type of PMO
- 4.4.1.2 Determine role of the PMO(s): superordinate, subordinate and coequal roles in a framework of servicing, controlling and partnering, and the services and capabilities of each one
- 4.4.1.3 Know which governance models are the most appropriate to support the objectives for each PMO
- 4.4.1.4 Understand the value of System dynamics in modelling proposed PMOs designs, project setups, proposed contracts, Service LevelAgreements (SLAs)etc



- 4.4.1.5 Learn about techniques including: Winners Curse, Theory of Constraints, Cognitive Dissonance and other phenomena that can influence the design of a PMO
- 4.4.1.6 Understanding the Success factors that need to be in place to implement the enterprise PMO lifecycle framework
- 4.4.1.7 Understanding the impact of Type 1 and Type 2 errors on PMO success

4.4.2 Pilot

- 4.4.2.1 Why and how to pilot a newly designed PMO
- 4.4.2.2 Measures of success
- 4.4.2.3 Feedback into improving the PMO design process

4.4.3 Implement

- 4.4.2.4 Establishing a PMO mandate (charter)
- 4.4.2.5 Developing a PMO Vision Statement
- 4.4.2.6 Develop Stakeholder PMO commitment plan
- 4.4.2.7 Estimating and assigning resources
- 4.4.2.8 Create roadmap to PMO maturity
- 4.4.2.9 Establishing processes and tools
- 4.4.2.10 Establishing an Information Structuring Methodology
- 4.4.2.11 Knowledge repository

4.4.4 Defining metrics and tools

- 4.4.4.1 Understand the difference between operational, performance and strategic KPIs and how they are related
- 4.4.4.2 Understand the value of KPI Dash boards and also the risks of using them
- 4.4.4.3 Understand PMO and project tolerances
- 4.4.4.4 PMO integrated risk view
- 4.4.4.5 Knowledge repository

4.4.5 Planning for Quality (QA and QC)

- 4.4.5.1 Challenges of meeting project quality requirements
- 4.4.5.2 Understanding the stakeholders' product, process and project quality expectations
- 4.4.5.3 Translating expectations into quality standards and metrics
- 4.4.5.4 Tools and Techniques used for QA and QC

4.4.6 Leveraging Organization Process Assets

- 4.4.6.1 Establishing standards for information
- 4.4.6.2 Managing historical information
- 4.4.6.3 Automating collaboration
- 4.4.6.4 Reusing information
- 4.4.6.5 Incorporating best practices



5: Run, monitor and control one (or more) PMOs

5.1 Run PMO(s)

5.1.1 PMO Operations handbook

- 5.1.1.1 Understand core processes, skills, knowledge and competencies to run a PMO
- 5.1.1.2 Roles and responsibilities
- 5.1.1.3 Understand tools and techniques used in running a PMO

5.1.2 PMO Services and Capabilities handbook

- 5.1.3.1 Description of roles of the PMO and the resulting services and capabilities offered

5.1.3 Identifying and supporting troubled projects

- 5.1.3.2 Learn how to see traits of problem projects (proactive approach)
- 5.1.3.3 Establishing a control process
- 5.1.3.4 Determining root causes from the lists of symptoms
- 5.1.3.5 Conducting performance assessment
- 5.1.3.6 Turning around a troubled project

5.2 Monitor, adjust (change) and Control

5.2.1 Proactive and Reactive aspects of PMOs

- 5.2.1.1 PMOs as firemen
- 5.2.1.2 PMOs as reporters
- 5.2.1.3 PMO as supporters
- 5.2.1.4 PMO as leaders
- 5.2.1.5 PMOs as star gazers
- 5.2.1.6 PMOs as innovators

5.2.2 Supporting troubled and underperforming PMOs

- 5.2.2.1 Learn how to see traits of problem PMOs in your organization (proactive approach)
- 5.2.2.2 Establishing a control process
- 5.2.2.3 Determining root causes from the lists of symptoms
- 5.2.2.4 Conducting performance assessment

5.2.3 Assessing PMO maturity levels

- 5.2.3.1 Defining maturity
- 5.2.3.2 Maturity models
- 5.2.3.3 Defining maturity metrics
- 5.2.3.4 Supporting an assessment process
- 5.2.3.5 Defining the 'to-be' state
- 5.2.3.6 Analyzing gaps

5.2.4 Managing and Controlling Quality

- 5.2.4.1 When to use peer reviews, walkthroughs and audits from both quality assurance (QA) and quality control (QC) perspective



- 5.2.4.2 Auditing PMOs, Projects, Programs and Portfolios
 - 5.2.4.2.1 Purpose of audits
 - 5.2.4.2.2 Audit Lifecycle
 - 5.2.4.2.3 Proactive and Reactive Audits and the impact on the audited manager
 - 5.2.4.2.4 Audit reports
 - 5.2.4.2.5 Exercise – to select and discuss your experiences of a real project audit
- 5.2.4.3 Auditing quality

5.2.5 Competence assessment and development

- 5.2.5.1 Understanding competences
- 5.2.5.2 Comparison of project manager, PMO manager, program manager and functional manager competencies in terms of IQ, EQ, MQ and TQ
- 5.2.5.3 Developing an assessment approach
- 5.2.5.4 Conducting a performance analysis

6: Transform/Retire PMO(s)

- 6.1 Reason why PMOs are retired
- 6.2 Detailed process to close a PMO
- 6.3 Tools to support the closing processes
- 6.4 Facilitation of PMO Lessons Learned Discussions
- 6.5 Guidelines for transforming a PMO into another entity