

Includes complete
survey data



The State of the Project Management Office (PMO) 2016

Enabling Strategy Execution Excellence

Introduction

PM Solutions Research first surveyed organizations about their Project/Program Management Office (PMO) practices in 2007. In our latest survey, we've taken another look at the PMO, which has become the central organizational structure for standardizing the practices of companies in the delivery of their projects. This research will help us understand PMO trends pointing to solutions that will lead organizations to success in these complex, fast-changing times.



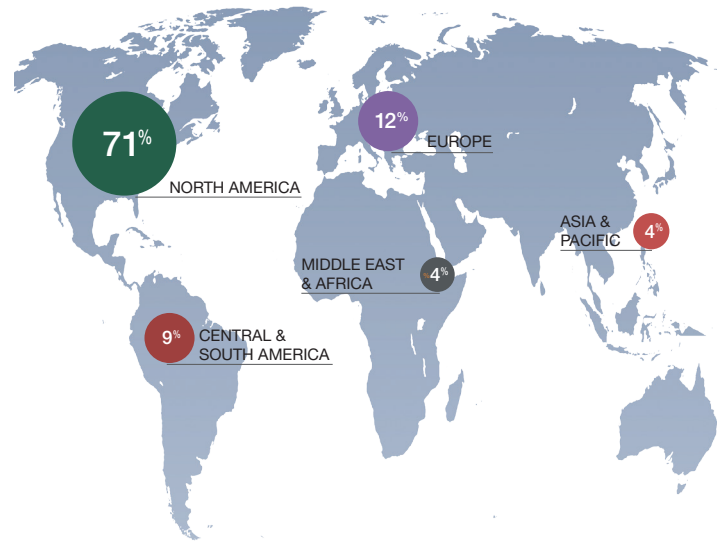
Organizations Participating

226

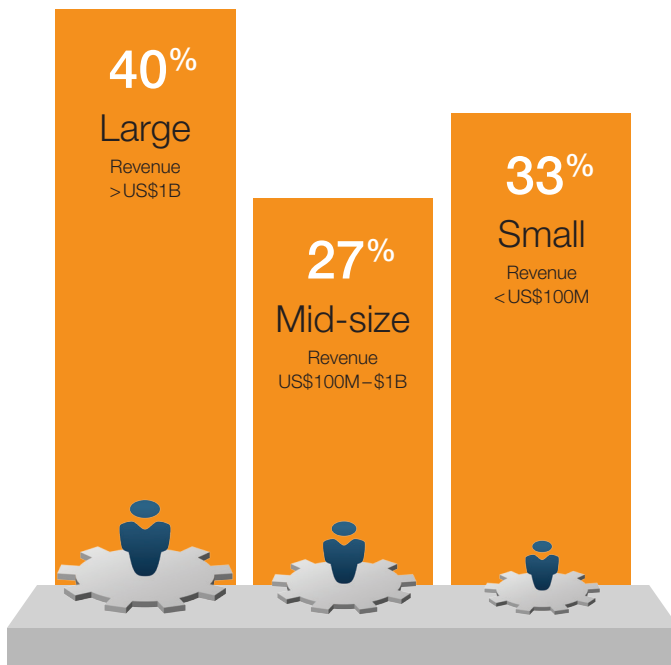
Respondents by Industry



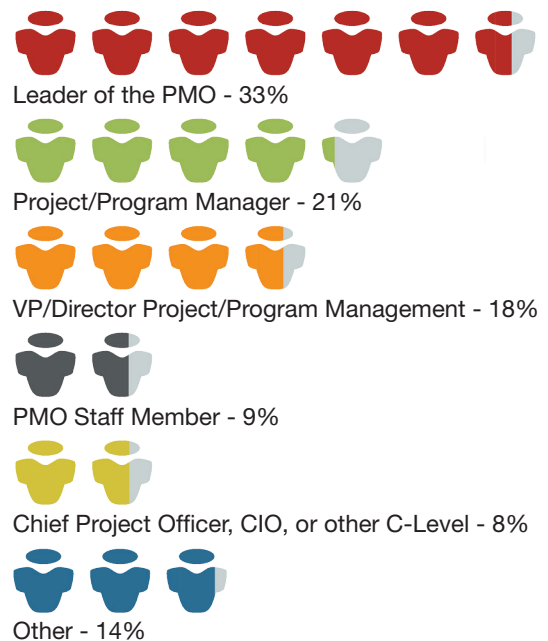
Respondents by Geography



Respondents by Size of Firm



Respondents by Title



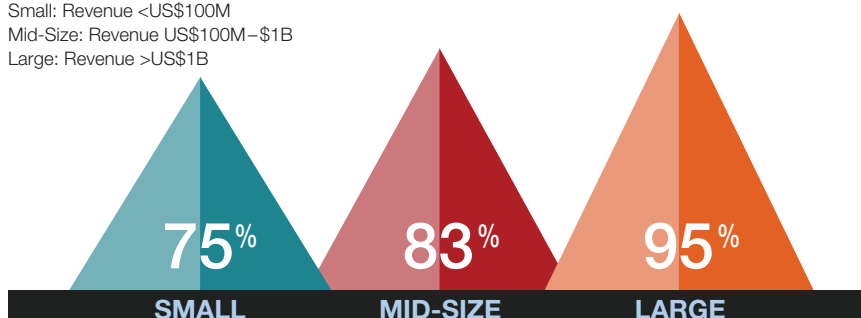
After A Decade, Mature PMOs Point the Way

IN THE FIFTH ITERATION OF OUR BIENNIAL STUDY, we find that PMOs have consolidated their position as a strategic partner in today's organizations. The majority of organizations either have PMOs or are planning to implement one in the coming year; and for those PMOs that have been in place for over five years, expansion of responsibilities and improvements in results are remarkable. Their value is rarely questioned by the organization, and they are more likely to engage in tasks that impact strategic planning, governance, and portfolio management. These more mature PMOs have an impact, not only on projects and programs, but on overall organizational success. As a group, their results provide an aspirational model for PMOs still finding their way.

- » PMOs have become a standard feature of the organizational landscape: 85% of respondents have a PMO, up 5% from our 2014 survey. And 30% of those without a PMO plan to implement one within the next year, the same as our 2014 survey. Professional services (70%) firms are less likely to have a PMO than other industries. There's a significant growth in the percentage of manufacturing firms that have PMOs (93% in 2016 vs. 78% in 2014).
- » PMOs continue to age – and with age comes wisdom. The average PMO is 5 years old (up from 4 years in 2014) with 56% being 5 years old and older (up from 47% in 2014). Still, 24% of PMOs are 2 years old or less (down from 30% in 2014). Most importantly, there is a direct and strong correlation between the age of the PMO and its capability. And PMOs in high-performing organizations are on average older than those in low performers (6 years vs. 3 years).
- » Most PMOs report to a Vice President or higher; 49% to the C-level.
- » In general, PMOs focus on project management and strategy execution functions, which makes sense. Implementing governance processes and PM standards and policies, aligning projects with strategic objectives, portfolio tracking, and coaching and mentoring are the top functions performed by the PMO.

Percentage of Firms with PMOs

Small: Revenue <US\$100M
Mid-Size: Revenue US\$100M–\$1B
Large: Revenue >US\$1B



Summary Findings

- » A majority of firms (85%) have a PMO in place.
- » PMOs are a strategic resource. Most report to a VP or higher; 49% directly to the C-level.
- » There is a direct correlation between the age of the PMO and its capability.
- » PMOs are now more likely to engage in tasks that impact strategic planning, governance, and portfolio management.
- » PMOs in high-performing organizations contributed a significantly higher percentage of value in all measures of performance.
- » More than half of PMOs use contracted resources to manage projects/ programs.
- » PMOs in high-performing firms are far more likely to have a training program in place.
- » PMO staffs are highly experienced (10 years) and almost half (45%) have PMPs.
- » There is a direct correlation between PMO capability and the value it contributes to the organization.

PMO Capability Defined

- » **Level 5: Best in Class**
Continuous improvement processes-practices used enterprisewide
- » **Level 4: Strategic**
Standard portfolio management processes-practices used enterprisewide
- » **Level 3: Institutionalized**
Standard PM processes-practices used across the enterprise
- » **Level 2: Established**
Standard PM processes-practices used consistently
- » **Level 1: Basic**
Basic PM processes-practices used inconsistently
- » **Level 0: None**
No formal PMO or one is under development

Organizational Performance Defined

High-performing organizations are defined by the extent they realise their organizational goals. Respondents rated their companies on a score from 1 to 5, where 1=to no extent and 5=to a very great extent on how well they met eight measures of organizational performance: strategy execution, shareholder satisfaction, financial success, schedule/budget performance, customer satisfaction, resource allocation, strategic alignment, project prioritization. High performers rank in the top 25% in overall performance. Low performers rank in the bottom 25%.

Value to the Organization

One of the unique aspects of this study is that it examines not only what PMOs do, but attempts to validate whether or not those functions impact both project/program performance and organizational success. We do this by measuring two distinct aspects of PMO and corporate performance:

PMO Capability

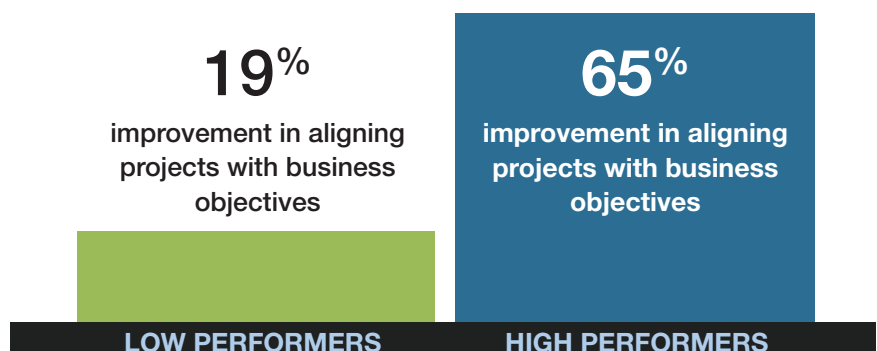
PMOs in the study were asked to rank their internal capability based on six levels of PMO capability (see PMO Capability Defined left). They were also asked to rate how well their organizations performed on each of eight measures of organizational performance based on a scale of one to five (see Performance Defined at left). We then averaged the ratings across all eight measures of organizational performance based on the level of PMO Capability – the results are shown in the chart on page five.

Organizational Performance

Respondents to the survey also rate their sponsoring organization on an array of performance measures (see Organizational Performance Defined at left). The resulting data allows us to sort respondents' organizations into two groups, High Performers (those that score in the top 25%) and Low Performers (those that score in the bottom 25%). Comparing the functions, results and challenges of these two groups provides an indication of the organizational value of PMO functions and capabilities.

- » The average level of PMO capability remained the same from 2014 to 2016 (2.1).
- » Unsurprisingly, PMOs in high-performing organizations rate much higher in PMO capability than those in low performers (2.8 vs 1.2).

High Performers Deliver Significantly Greater Value in Improving the Alignment of Projects with Business Objectives



- » PMOs in manufacturing organizations rate a lower level of capability (1.6) than those in other industries.
- » External-project-focused PMOs rate much higher than internal-focused PMOs (2.6 vs 2.0), primarily because of the larger number of Level 4/ Level 5 PMOs (18% vs. 4%).
- » The value and results the PMO has contributed in the past 12 months was slightly better than the value and results reported in the 2014 survey.
- » In general, PMOs in small organizations contributed a higher percentage of value in most measures of performance (except for cost savings per project).
- » In general, there is a direct correlation between the capability of the PMO and the value it has contributed to the organization over the past 12 months.
- » Again, unsurprisingly, PMOs in high-performing organizations contributed a significantly higher percentage of value in all measures of performance, especially in percentage improvement in projects aligned with business objectives (65% vs. 19%).

PMOs in high-performing organizations are, on average, twice as old as those in low performers (6 vs. 3 years)

PMO VALUE DELIVERED
33% Improvement in projects delivered under budget

PMO VALUE DELIVERED
27% Improvement in customer satisfaction

PMO VALUE DELIVERED
25% Improvement in productivity

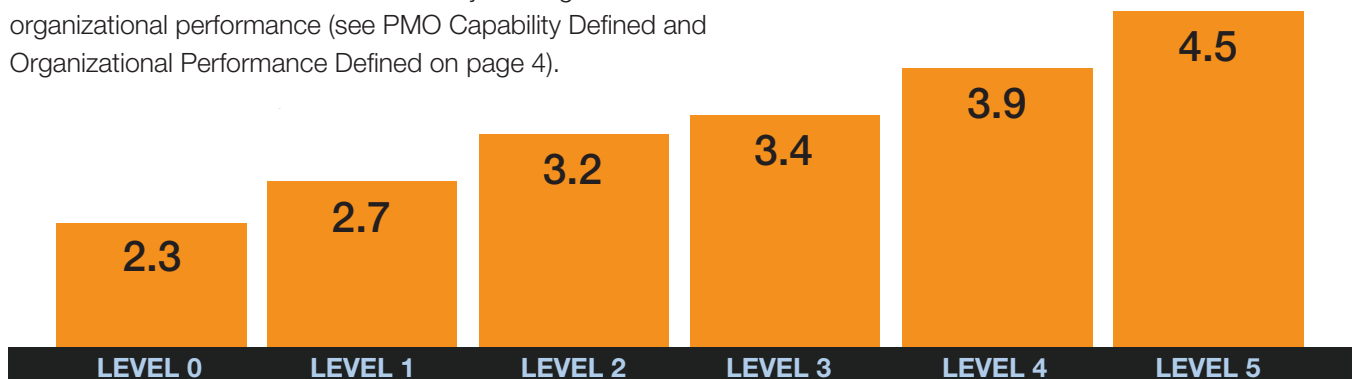
PMO VALUE DELIVERED
43% Improvement in alignment of projects with firm's objectives

PMO VALUE DELIVERED
25% Decrease in failed projects

PMO VALUE DELIVERED
\$175k Cost savings per project (in US Dollars)

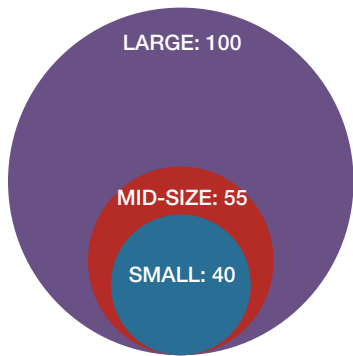
Greater PMO Capability Leads to Greater Performance

As the PMOs capability improves, the performance of the organization increases, based on a scale of 1-5 on how well they met eight measures of organizational performance (see PMO Capability Defined and Organizational Performance Defined on page 4).



Lessons from the Best

Three Ways Mature PMOs Deliver More Value



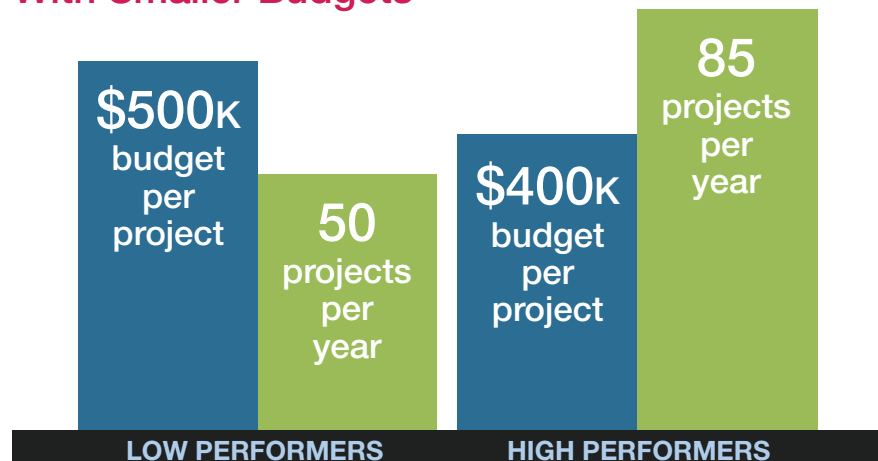
Average Number of Projects Worked On Each Year
BY SIZE OF ORGANIZATION

PMO Size, Scope, Complexity

In general, the greater the PMO capability the more projects it works on per year and the higher the budget per project. High-performing organizations work on significantly more projects per year (85) than low performers (50), and their budgets per project are smaller (\$400K vs. \$500K). This speaks to the more capable PMOs understanding that “chunking” programs into smaller, more manageable initiatives is a key way to reduce the impact of project failures. Indeed, high-performing companies report a much greater decrease in failed projects than low performers (28% vs. 17%). Greater agility in responding to project challenges may also play a role in this improvement, as 100% of Best-in-Class PMOs now report using Agile methodologies.

- » The average number of projects organizations work on per year (40/55/100) increases steadily and significantly from small to mid-size to large organizations.
- » The average budget per project (\$104K/\$500K/\$500K) is significantly smaller for small organizations.
- » The budget per project has gone down from 2014 (from \$430K to \$360K), but the number of projects an organization works on per year has gone up (from 60 to 75).
- » Information firms work on significantly fewer projects than organizations in other industries, with the lowest budget per project.
- » Although externally focused PMOs work on fewer projects per year (50) than internally focused firms (75), they have a higher budget per project on average (\$375K vs. \$360K).

High Performers Work on More Projects With Smaller Budgets



- » With an annual PMO budget averaging US\$500,000 and an annual project budget of US\$10 million, the PMO budget is 5% of the total project budget on average (median), up 0.6% from 2014.

Mature PMOs Excel in Managing Project Managers

Although companies are still somewhat split on whether or not project managers report directly to the PMO, the percentage of project managers who report to the PMO has gone up (from 42% in 2012 to 49% in 2014 to 52% in 2016). In general, the percentage of PMs who report to the PMO increases with the PMOs capability. More importantly PMOs in high-performing organizations have more project managers reporting to them than PMOs in low performers (68% vs. 53%).

- » In 29% of organizations, 100% of project managers report to the PMO, up from 26% in 2014.
- » And 25% of organizations have no project managers reporting to the PMO, up from 17% in 2014.
- » Small organizations are far more likely to have project managers report to the PMO (90%) than large (30%) or mid-size (70%) organizations.
- » Professional services organizations (which are more likely to be smaller firms) are more likely to have their PMs report to the PMO than those in other industries.
- » Organizations with an external project focus are more likely to have their PMs report to their PMO than those with an internal project focus (69% compared to 46%).
- » Most (85%), but not all, PMOs have a PMO Director or PMO Manager.
- » PMO staffs have considerable experience—10 years on average; and almost half (45%) have PMPs.
- » There appears to be little correlation between the capability and performance of the PMO and the experience of PMO staff.
- » More than half (58%) of PMOs use contracted resources to manage project/programs (down slightly from 2014).
- » And 14% use contracted resources to manage their functions (down 5% from 2014).
- » IT PMOs are more likely to use contracted resources to manage projects/programs.

Successful PMOs Take Command of Training

More than half (60%) of PMOs have a project management training program in place (up 11% from 2014). PMOs in high-performing organizations are far more likely to have a training program in place than low performers (85% vs 38%).

The PMO in 2016 At a Glance

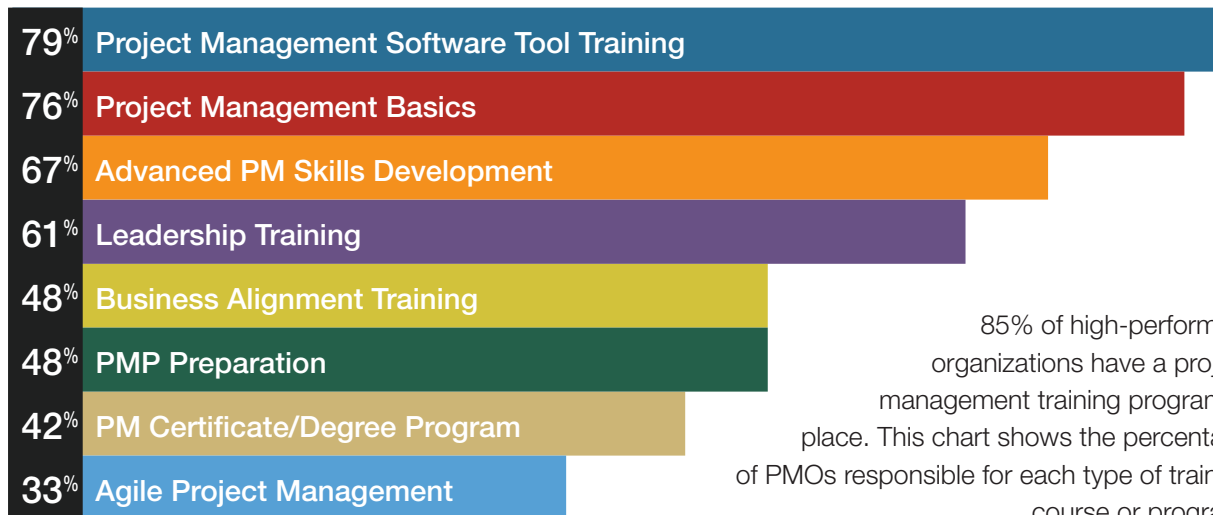
- » PMO Age: 5 years
- » PMO Budget: US\$500k
- » PMO Budget as a Percent of Overall Project Budget: 5.0%
- » Number of Projects/Year the PMO Works On: 75
- » PMO Staff Size: 9
- » Percentage of Project Managers that Report to the PMO: 52%
- » PMOs Using Contracted Resources to Manage Projects/Programs: 58%
- » PMOs Using Contracted Resources to Manage the PMO: 14%
- » PMO Staff with PMPs: 45%
- » Project Management Experience of PMO Staff: 10 years
- » PMO Staff Training per Year: 5 days
- » PMOs with a PM Career Path Established: 50%
- » PMOs with PM Training Program in Place: 60%
- » PMOs Using the PMBOK® Guide: 73%

All responses are median averages

Although the average number of days of training per year (5 days) is the same as in 2014, there is significant difference between PMOs in high-performing organizations (8 days) and PMOs in low performers (3 days) in terms of the number of days of PM training they offer on average. There's a direct correlation between the capability of the PMO and whether they have established PM career paths and offer PM training. And PMOs in high-performing organizations are much more likely to have established PM career paths, offer PM training, and evaluate the competency of project managers than PMOs in low performers.

- » The majority of PMOs (79%) offer onsite, classroom-based training using in-house trainers, but a significant number (51%) rely on external trainers for their onsite classes as well.
- » Large organizations are more likely to use on-demand, online training.
- » PMOs in finance organizations are more likely than PMOs in other industries to offer training leading to PM certificates or degrees and far less likely to offer advanced skill development and leadership training.
- » PMOs from healthcare organizations are far less likely to offer instructor-led online training than those in other industries.
- » Functional PMOs are far more likely to offer PMO prep training than other types of PMOs.
- » PMOs in high-performing organizations are far more likely to use onsite, classroom-based training using external providers than low performers.
- » Small organizations are less likely than mid-size and large firms to offer training in PM basics and business alignment training.
- » External-project-focused PMOs are far more likely to offer advanced skill development training.

High Performers Offer Variety of Project Management Training



85% of high-performing organizations have a project management training program in place. This chart shows the percentage of PMOs responsible for each type of training course or program.

PMO Functions

Size of organization doesn't make a significant difference in which PMO functions are deployed. Professional services firms are more likely to perform PMO performance monitoring and product of the project benefit tracking than those in other industries. Financial firms are more likely to engage in strategic execution functions, such as organizational strategic planning, aligning projects with strategic objectives, portfolio tracking, and facilitating executive involvement.

- » Most organizations focus on using the PMBOK Guide as their methodology.
- » Enterprise PMOs are more likely to engage in portfolio tracking, management of project planners/controllers, and communicating project management's business value to business peers than Business Unit, Functional, and IT PMOs.
- » Not surprisingly IT PMOs are more likely to use the ITIL methodology.
- » Internal-project-focused PMOs are more likely to engage in the following functions than external-project-focused PMOs: alignment of projects with strategic objectives, portfolio communication management, and business requirements planning.
- » External-project-focused organizations are more likely to engage in portfolio risk management, portfolio benefits realization tracking, resource forecasting, project professional hiring, skills identification, and staffing optimization.
- » There's a definite correlation between a PMO's capability and the number of functions it engages in. Also, a much higher percentage of PMOs in high-performing organizations engage in pretty much all PMO functions compared with PMOs in low performers. In particular, there is an increase of over 40% in the percentage of PMOs in high-performing organizations over PMOs in low performers that engage in the following functions:
 - » executive management advice/support
 - » enterprise risk management
 - » project management software implementation/management
 - » management of project managers
 - » skills identification
 - » project manager performance evaluation
 - » project management training curriculum development and coordination
 - » project management training needs requirements and contracting
 - » PMO performance monitoring/control
 - » communicating the PMO's business value to business peers
 - » strategic project ROI validation

Top PMO Functions

- » **PM methodology, standards implementation/management**
- » **Project policies, procedures, templates implementation/management**
- » **PM coaching and mentoring**
- » **Governance process implementation/management**
- » **Alignment of projects with strategic objectives**
- » **Portfolio tracking (performance monitoring)**
- » **Multi-project coordination**
- » **Roles and responsibilities documentation**
- » **Project performance monitoring/controlling**
- » **Change control and issue tracking**
- » **Dashboard/scorecard implementation/management**
- » **Interface with functional units**
- » **Project/program management software implementation/management**
- » **Governance steering committee facilitation**

Top Five PMO Challenges

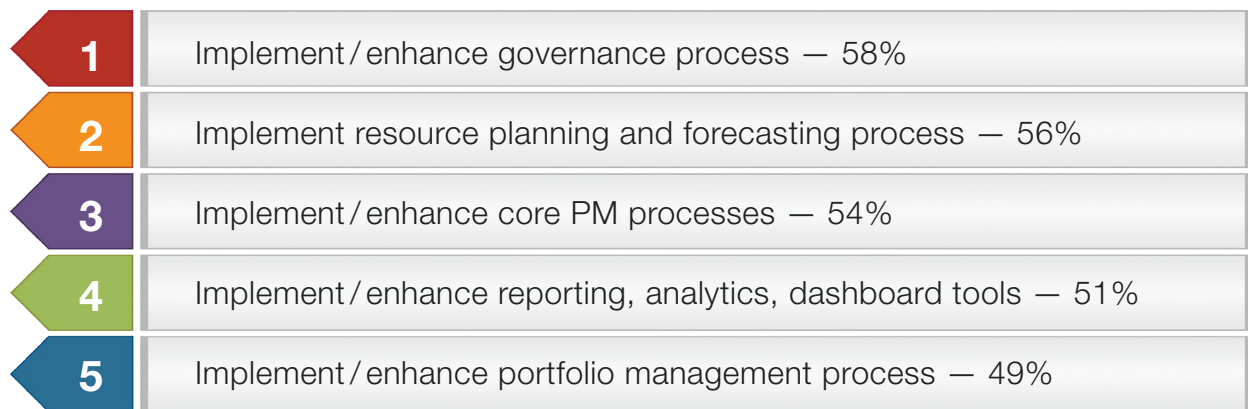
1	PMO processes seen as overhead — 50%
2	Organizational resistance to change — 42%
3	Demonstrating the added value of the PMO — 41%
4	Assuring the consistent application of defined processes — 38%
5	Project managers with inadequate project management skills — 35%

PMO Challenges

The challenges seen by the largest number of organizations are PMO processes seen as overhead, organizational resistance to change, and demonstrating the added value of the PMO. In general, there is a correlation between the capability of an organization's PMO and the number of challenges it faces. Also, far more PMOs in low-performing organizations face challenges than those in high-performing organizations, especially in demonstrating the added value of the PMO, having inadequate executive support, and having a clearly defined role for the PMO.

- » The percentage of PMOs whose value has been seriously questioned by many, possibly closing the PMO, is down from 2014 (10% vs. 12%).
- » Questioning the value of the PMO is highest in finance organizations (18%), IT PMOs (12%), and internal-project-focused organizations (11%).
- » Very few PMOs in high-performing organizations (5%) have many questioning their value; 29% of PMOs in low performers, however, are questioned by many in their organization.
- » IT PMOs face far more challenges than enterprise and line of business PMOs, particularly inadequate resource management capability.
- » Internal-project-focused organizations find having an inadequate resource management capability a challenge more than external-focused organizations.

Top Five PMO Priorities Over the Next 12 Months



Looking Ahead: PMO Priorities for 2017

Mature PMOs will continue to consolidate their position, adding capabilities in performance measurement and benefits realization management. Less-mature PMOs would do well to compare their own functions and processes to the example of the mature PMOs in this study, using them as a model to create roadmaps to improved functionality and performance.

- » Organizations with PMOs are more likely to focus on implementing/enhancing their governance process, improving their resource planning and forecasting process, implementing/enhancing core PM processes, and implementing/enhancing reporting, analytics, and dashboard tools.
- » Organizations without a PMO are more likely to focus on engaging in PPM training or mentoring, implementing/enhancing core PM processes, and implementing a project review process.
- » Large organizations are more likely to focus on implementing/enhancing a governance process and implementing/enhancing a portfolio management process. Healthcare organizations are more likely to focus on improving their resource planning and forecasting process. Finance organizations are more likely to focus on improving their enterprise and strategic alignment. Enterprise and IT PMOs are more likely to focus on implementing/enhancing a governance process. Business Unit and Functional PMOs are more likely to focus on implementing/enhancing core PM processes. Internal-project-focused PMOs are more likely to focus on improving their resource planning and forecasting process. External-project-focused PMOs are more likely to focus on implementing/enhancing their governance process. PMOs in high-performing organizations are more likely to focus on improving their resource planning and forecasting process. And PMOs in low-performing organizations are more likely to focus on implementing/enhancing core PM processes.

Summary Results

Respondent Profile

Percentage of respondents with the following role

» Leader of the PMO (Director, Manager, Head, etc.)	33%
» Project/Program Manager	21%
» VP or Director-Level Project/Program Management	18%
» PMO Staff Member	8%
» Chief Project Officer, CIO, or other C-Level	8%
» VP or Director-Level Business Management	7%
» Other	7%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	33%
» \$100 million to \$1 billion	27%
» Greater than \$1 billion	40%

Percentage of respondents in the following industries

» Professional & Technical Services	22%
» Manufacturing	15%
» Healthcare & Social Services	12%
» Finance & Insurance	11%
» Information	11%
» Energy	8%
» Public Administration	7%
» Education	3%
» Pharmaceutical & Biotechnology	2%
» Retail	1%
» Other	8%

Geographic region company's headquarters is located

» North America	71%
» Europe	12%
» Central/South America	9%
» Middle East/Africa	4%
» Asia/Pacific	4%

SUMMARY RESULTS

PMO Size, Scope, Complexity

Percentage of organizations with a PMO	85%
Percentage of organizations without a PMO that plan to implement one within the next year	30%
Number of projects organization works on per year (median)	75
Budget per project (median; US\$)	\$360K
Service span of the PMO	
» Enterprise	42%
» IT	26%
» Business unit (LOB)	15%
» Functional	11%
» Other	6%
Primary focus of the PMO	
» Internal project focus (cost center)	77%
» External project focus (profit center)	23%
PMO age (median)	5 years
Percentage respondents whose PMO reports to the following role	
» CIO or other C-Level	34%
» Director	18%
» CEO or equivalent	15%
» Executive Vice President	14%
» Vice President	13%
» Other	6%
Percentage of project managers who report to the PMO	52%
Annual PMO budget (median; US\$)	\$500K
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$10M

SUMMARY RESULTS

PMO Functions

GOVERNANCE

Percentage of PMOs performing the following functions

» Governance process implementation/management	70%
» Alignment of projects with strategic objectives	68%
» Roles and responsibilities documentation	66%
» Governance or steering committee facilitation	63%
» Executive management advice/support	62%
» Organizational strategic planning participation	51%
» Process compliance review	47%
» Organizational change management	41%
» Clarifying decision responsibility	36%
» Business liaison	35%
» Enterprise risk management	31%
» Regulatory or legal compliance	27%
» Business plan administration	26%
» None of the above	2%
» Other	7%

PORTFOLIO MANAGEMENT

Percentage of PMOs performing the following functions

» Portfolio tracking (performance monitoring)	68%
» Portfolio governance and oversight	57%
» Portfolio management process implementation/management	55%
» Portfolio analysis (including project selection and prioritization)	53%
» Portfolio planning (including resource allocation and scheduling)	51%
» Portfolio management software implementation/mgmt	50%
» Portfolio communications management	49%
» Project interdependency management	44%
» Facilitation of executive involvement	43%
» Portfolio review board/policy process implementation/mgmt	43%
» Validating strategic alignment	39%
» Portfolio risk management	35%
» Identifying strategic projects	36%
» Reallocation of budget and resources	35%
» Portfolio management strategy formulation	29%
» Portfolio benefits realization tracking	28%
» Portfolio rebalance/reprioritization	27%
» None of the above	7%
» Other	3%

SUMMARY RESULTS

PROJECT/PROGRAM MANAGEMENT

Percentage of PMOs performing the following functions

» PM methodology, standards implementation/management	85%
» Project policies, procedures, templates implementation/mgt	84%
» Multi-project coordination	67%
» Change control and issue tracking	66%
» Interface with functional units (finance, procurement, HR, IT)	65%
» Project/program management software implementation/mgt	65%
» Business requirements planning	49%
» Lifecycle management (agile, SDLC, NPD, etc.)	48%
» Interface with customers/suppliers	48%
» Identify and manage stakeholder dependencies	45%
» Project/program benefits realization tracking	44%
» Project opportunity/assessment process development	39%
» Benefits realization planning	33%
» None of the above	2%
» Other	3%

RESOURCE OPTIMIZATION

Percentage of PMOs performing the following functions

» PM coaching and mentoring	71%
» Management of project managers	56%
» PM training delivery	54%
» PM training needs requirements and contracting	54%
» Project manager performance evaluation	51%
» Project management career path development	51%
» PM training curriculum development and coordination	50%
» Resource forecasting	46%
» Project professional hiring	41%
» Capacity management	41%
» Resource management process implementation/management	38%
» Job description development/maintenance	37%
» Skills identification	36%
» Demand management	35%
» Resource identification/selection	33%
» Staffing optimization	29%
» Resource risk assessment	28%
» Management of project planners/controllers	25%
» Management of business analysts	19%
» None of the above	5%
» Other	0%

SUMMARY RESULTS

PERFORMANCE MEASUREMENT

Percentage of PMOs performing the following functions

» Project performance monitoring/controlling	66%
» Dashboard/scorecard implementation/management	65%
» Key performance indicator/performance measures development	52%
» Project auditing	52%
» Portfolio performance monitoring/controlling	49%
» PMO performance monitoring/controlling	47%
» Continuous improvement initiatives	46%
» Communicate PMO's business value to business peers	42%
» Communicate project/program management's business value to business peers	35%
» Portfolio/program/project management benchmarking	35%
» Performance measurement process implementation/mgt	34%
» Benefits realization analysis/reporting	25%
» Communicate portfolio management's business value to business peers	24%
» Project manager training results measurement	23%
» Product of the project benefit tracking	15%
» None of the above	5%
» Other	1%

Financial Management

Percentage of PMOs performing the following functions

» Internal cost allocation (chargebacks to business units)	40%
» Strategic projects ROI validation	28%
» Develop, implement, or monitor integrated financial management processes	25%
» Resource cost translation (applied to business units)	23%
» Activity-based costing (to derive total cost of PMO service)	19%
» None of the above	33%
» Other	3%

Methodologies the PMO focuses on

» PMBOK® Guide	73%
» Waterfall	63%
» Agile Project Management	39%
» Stage-Gate	36%
» In-house developed	33%
» Agile Development (Scrum, Extreme Programming, etc.)	32%
» Lean	20%
» ITIL	15%
» Six Sigma	13%
» Prince2	10%
» Scaled Agile (SAFe)	6%
» Other	8%

SUMMARY RESULTS

PMO Staffing and Project Managers

PMO staff size (median)	9
Percentage of PMOs with someone holding the following positions	
» Head of the PMO (Director, Manager, etc.)	85%
» Project Manager	65%
» Program Manager	42%
» Project Portfolio Manager	40%
» Manager of Project Managers	35%
» Project Office Administrator	25%
» Business Analyst	22%
» Methodologist	21%
» Mentor/Coach	19%
» Project Controller	19%
» Project Team Leader	15%
» Project Planner	12%
» Knowledge Management Coordinator	10%
» Metrics Analyst	9%
» Systems Analyst	9%
» Risk Management Coordinator	8%
» Project Scheduler	8%
» Relationship Manager	8%
» Communications Planner	5%
» Organization Development Analyst (or other HR-related position)	5%
» Vendor Integration Manager	4%
» Benefits Management Coordinator	3%
» Other	10%
Project management experience of PMO staff (median)	10 yrs
PMO staff with PMPs	45%
Percentage of PMOs that use contracted resources to manage projects/programs?	58%

SUMMARY RESULTS

Percentage of PMOs that use contracted resources to manage PMO operational functions	14%
Percentage of PMOs involved in evaluating the project management competency of project managers	71%
Percentage of PMOs with an established career path for project management resources in place?	50%
Percentage of PMOs with a project management training program in place?	60%
Percentage of PMOs offering the following types of project management training	
» PM basics	77%
» PM software tool training	70%
» Leadership training	58%
» PMP preparation	48%
» Advanced PM skill development	47%
» Business alignment training	35%
» PM certificate or degree program	35%
» Agile project management	22%
» Other	4%
Number of days of training a PMO staff member receives per year (median)	5 days
Percentage of PMOs offering project management training using the following delivery formats	
» Onsite, classroom-based training using in-house trainers	79%
» On-demand online training	69%
» Public courses offered by external providers	68%
» Onsite, classroom-based training using external trainers	51%
» Instructor-led online training	40%
» Other	1%

SUMMARY RESULTS

PMO Challenges

Percentage of PMOs whose the value has been seriously questioned in the last year

» Not questioned at all	33%
» Questioned by a few in the organization	39%
» Questioned by more than a few in the organization	18%
» Questioned by many in the organization	9%
» Organization considered closing the PMO	1%

Biggest challenges facing PMOs (percentage of PMOs)

» PMO processes seen as overhead	50%
» Organizational resistance to change	42%
» Demonstrating the added value of the PMO	41%
» Assuring the consistent application of defined processes	38%
» Project managers with inadequate project management skills	35%
» Project leaders with significant responsibility and little formal authority	35%
» Inadequate resource management capability	35%
» Having enough time/resources to devote to strategic activities	33%
» Not enough project managers	33%
» Applicability of the PMO to all projects	32%
» Getting reliable and accurate information from PMs	30%
» Measuring project's strategic outcomes	29%
» Having a clearly defined role for the PMO	28%
» Inadequate executive support	28%
» Providing adequate support for troubled projects	25%
» Aligning projects to strategy	24%
» Persistent "shadow" or misaligned projects	24%
» Inadequate funding	22%
» Too decentralized an environment	13%
» Slow reaction to changes in market or competitive environment	12%
» Other	11%

Performance and Capability

Percentage of PMOs at each level of PMO capability

» Level 0: None	4%
» Level 1: Basic	28%
» Level 2: Established	31%
» Level 3: Institutionalized	29%
» Level 4: Strategic	6%
» Level 5: Best in Class	2%
AVERAGE LEVEL OF PMO CAPABILITY	2.1

SUMMARY RESULTS

Value PMO has contributed to organization in past 12 months

Percentage or dollar improvement on average

» Percentage improvement in projects aligned with business objectives	43%
» Percentage of projects delivered under budget	33%
» Percentage improvement in customer satisfaction	27%
» Percentage decrease in failed projects	25%
» Percentage improvement in productivity	25%
» Percentage of projects delivered ahead of schedule	22%
» Percentage improvement in time to market	20%
» Percentage of non-aligned-to-strategy projects canceled	15%
» Percentage cost savings per project (% of total project cost)	15%
» Cost savings per project (in US Dollars)	\$175K

Measurement of Value of PMO (above)

» Percentage of statistics measured	31%
» Percentage that are qualitative judgements	63%

Extent PMO realized the following results

(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)

» PMO's objectives are strategically aligned with the organization's objectives	3.5
» PMO has a highly visible sr. exec champion	3.3
» PMO improved the free information flow across org's boundaries	3.1
» PMO has the right people in place to successfully fulfill it's goals	3.0
» PMO has PM learning and development programs in place	2.9
» PMO facilitates integration of strategic and operational decisions	2.8
» PMO actively participates in organization's strategic planning	2.8
AVERAGE PMO PERFORMANCE RATING	3.1

Extent organization realized the following results

(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)

» The organization is financially successful	3.5
» Projects are aligned to the organization's business strategy	3.4
» Project customers are satisfied	3.3
» The organization's shareholders are satisfied	3.2
» The organization's strategies are executed according to plan	3.0
» Projects are completed on schedule and on budget	3.0
» The organization prioritizes projects effectively	2.9
» Project resources are allocated optimally	2.7
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.3

SUMMARY RESULTS

Priorities

Percentage of organizations with the following high priorities over the next 12 months?

Governance

» Implement/enhance governance process	58%
» Build better relationships with senior management	44%
» Improve enterprise and strategic alignment	44%
» Extend scope of PMO to strategic support	33%
» Implement organizational change management process	31%
» Communicate strategy	31%
» Align project roles around strategy	31%
» Contribute to articulating the strategy	28%

Portfolio Management

» Implement/enhance portfolio management process	49%
» Implement/update portfolio management software	37%
» Engage in PPM training or mentoring	32%
» Extend scope of PMO to portfolio management	31%
» Assess portfolio management capability	30%

Project/Program Management

» Implement/enhance core PM processes	54%
» Implement project review process	43%
» Institutionalize knowledge management/lessons learned process	41%
» Implement/enhance/integrate lifecycle methodologies	37%
» Implement/enhance project/program management software	35%

Resource Optimization

» Improve resource planning and forecasting process	56%
» Implement/enhance PM training	38%
» Implement/increase mentoring of project managers	38%
» Implement demand management/capacity planning process	33%
» Increase operational staff within the PMO	24%

Performance Measurement

» Implement/enhance reporting, analytics, dashboard tools	51%
» Implement/enhance performance measurement process	41%
» Audit projects	38%
» Benefits realization	37%
» Measure and report on PMO value	36%
» Measure and report on project manager training results	17%

Miscellaneous

» Other	0%
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CROSS TABULATION

By Company Size

Respondent Profile

Percentage of respondents with the following role

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
» Chief Project Officer, CIO, or other C-Level	18%	5%	2%
» VP or Director-Level Business Management	11%	7%	3%
» VP or Director-Level Project/Program Management	8%	15%	26%
» Leader of the PMO (Director, Manager, Head, etc.)	33%	31%	34%
» PMO Staff Member	6%	5%	11%
» Project/Program Manager	17%	31%	18%
» Other	7%	7%	6%

Percentage of respondents in the following industries

» Finance & Insurance	3%	10%	17%
» Information	14%	14%	7%
» Manufacturing	1%	12%	26%
» Professional & Technical Services	47%	15%	6%
» Pharmaceutical & Biotechnology	1%	2%	3%
» Public Administration	4%	10%	7%
» Healthcare & Social Services	7%	17%	14%
» Education	4%	3%	2%
» Energy	10%	5%	8%
» Retail	0%	0%	2%
» Other	6%	14%	7%

Geographic region company's headquarters is located

» North America	63%	81%	72%
» Europe	7%	8%	17%
» Asia/Pacific	8%	0%	3%
» Central/South America	15%	8%	4%
» Middle East/Africa	7%	2%	4%

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PMO Size, Scope, Complexity			
Percentage of organizations with a PMO	75%	83%	95%
Percentage of organizations without a PMO that plan to implement one within the next year	33%	20%	40%
Number of projects organization works on per year (median)	40	55	100
Budget per project (median; US\$)	\$104K	\$500K	\$500K
Service span of the PMO			
» Enterprise/Strategic	49%	49%	34%
» Functional	8%	14%	12%
» Business unit (LOB)	15%	10%	17%
» IT	26%	18%	30%
» Other	2%	8%	7%
Primary focus of the PMO			
» Internal project focus (cost center)	62%	78%	86%
» External project focus (profit center)	38%	22%	14%
PMO age (median)	4 years	5 years	5 years
Percentage respondents whose PMO reports to the following role			
» CEO or equivalent	34%	10%	7%
» CIO or other C-Level	36%	39%	30%
» Executive Vice President	6%	12%	20%
» Vice President	8%	20%	12%
» Director	13%	10%	26%
» Other	4%	8%	6%
Percentage of project managers who report to the PMO	90%	70%	30%
Annual PMO budget (median; US\$)	\$150K	\$167K	\$1M
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$2.25M	\$10M	\$24M

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PMO Functions			
GOVERNANCE			
Percentage of PMOs performing the following functions			
» Business liaison	29%	35%	39%
» Organizational strategic planning participation	40%	52%	58%
» Alignment of projects with strategic objectives	67%	73%	66%
» Governance or steering committee facilitation	65%	63%	61%
» Executive management advice/support	69%	65%	57%
» Enterprise risk management	33%	33%	28%
» Clarifying decision responsibility	40%	33%	36%
» Regulatory or legal compliance	31%	25%	25%
» Business plan administration	23%	35%	22%
» Process compliance review	46%	33%	57%
» Roles and responsibilities documentation	69%	58%	70%
» Governance process implementation/management	75%	73%	66%
» Organizational change management	38%	48%	39%
» None of the above	0%	8%	0%
» Other	2%	8%	8%
PORTFOLIO MANAGEMENT			
Percentage of PMOs performing the following functions			
» Identifying strategic projects	37%	45%	31%
» Validating strategic alignment	35%	43%	39%
» Reallocation of budget and resources	33%	43%	31%
» Portfolio rebalance/reprioritization	28%	30%	25%
» Portfolio management strategy formulation	24%	35%	28%
» Portfolio governance and oversight	50%	55%	63%
» Facilitation of executive involvement	39%	47%	43%
» Portfolio analysis (including project selection and prioritization)	48%	64%	49%
» Portfolio planning (including resource allocation and scheduling)	52%	47%	53%
» Portfolio tracking (performance monitoring)	59%	68%	74%
» Portfolio communications management	37%	57%	50%
» Portfolio risk management	37%	38%	33%
» Project interdependency management	37%	55%	41%
» Portfolio management software implementation/management	41%	45%	58%
» Portfolio review board/policy process implementation/management	33%	51%	45%
» Portfolio management process implementation/management	43%	51%	65%
» Portfolio benefits realization tracking	22%	30%	29%
» None of the above	9%	9%	5%
» Other	0%	0%	6%

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PROJECT/PROGRAM MANAGEMENT			
Percentage of PMOs performing the following functions			
» Business requirements planning	57%	52%	43%
» Benefits realization planning	37%	33%	30%
» Project/program benefits realization tracking	47%	48%	41%
» Change control and issue tracking	63%	80%	59%
» Interface with functional units (finance, procurement, HR, IT)	65%	63%	66%
» Interface with customers/suppliers	47%	54%	46%
» Multi-project coordination	65%	74%	64%
» Project/program management software implementation/mgt	63%	67%	64%
» Lifecycle management (agile, SDLC, NPD, etc.)	49%	43%	49%
» Project opportunity/assessment process development	47%	41%	34%
» PM methodology, standards implementation/management	86%	85%	86%
» Project policies, procedures, templates implementation/mgt	86%	83%	84%
» Identify and manage stakeholder dependencies	41%	50%	45%
» None of the above	0%	2%	2%
» Other	0%	2%	5%
RESOURCE OPTIMIZATION			
Percentage of PMOs performing the following functions			
» Capacity management	40%	50%	37%
» Demand management	38%	37%	33%
» Resource forecasting	48%	45%	45%
» Management of project managers	60%	57%	54%
» Management of project planners/controllers	31%	26%	20%
» Management of business analysts	25%	15%	18%
» Project professional hiring	44%	39%	40%
» Resource identification/selection	38%	41%	25%
» Skills identification	38%	33%	37%
» Resource risk assessment	35%	26%	24%
» Project manager performance evaluation	52%	50%	52%
» Project management career path development	44%	52%	55%
» PM training curriculum development and coordination	46%	48%	54%
» PM training delivery	56%	54%	52%
» PM coaching and mentoring	71%	72%	70%
» PM training needs requirements and contracting	50%	50%	59%
» Resource management process implementation/management	40%	37%	39%
» Job description development/maintenance	35%	28%	43%
» Staffing optimization	33%	35%	24%
» None of the above	4%	11%	2%
» Other	0%	0%	0%

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PERFORMANCE MEASUREMENT			
Percentage of PMOs performing the following functions			
» Key performance indicator/performance measures development	58%	46%	53%
» PMO performance monitoring/controlling	51%	48%	44%
» Benefits realization analysis/reporting	22%	28%	24%
» Project performance monitoring/controlling	78%	85%	48%
» Portfolio performance monitoring/controlling	60%	43%	46%
» Product of the project benefit tracking	18%	20%	11%
» Project auditing	58%	43%	54%
» Dashboard/scorecard implementation/management	73%	61%	63%
» Performance measurement process implementation/mgt	33%	35%	33%
» Portfolio/program/project management benchmarking	31%	35%	37%
» Project manager training results measurement	24%	20%	24%
» Communicate PMO's business value to business peers	44%	33%	46%
» Communicate portfolio management's business value to business peers	20%	30%	22%
» Communicate project/program management's business value to business peers	36%	39%	33%
» Continuous improvement initiatives	42%	52%	46%
» None of the above	7%	2%	5%
» Other	0%	0%	1%
Financial Management			
Percentage of PMOs performing the following functions			
» Activity-based costing (to derive total cost of PMO service)	20%	25%	14%
» Resource cost translation (applied to business units)	25%	16%	26%
» Internal cost allocation (chargebacks to business units)	48%	41%	35%
» Develop, implement, or monitor integrated financial management processes	39%	23%	19%
» Strategic projects' ROI validation	27%	32%	26%
» None of the above	32%	30%	36%
» Other	0%	9%	1%
Methodologies the PMO focuses on			
» <i>PMBOK® Guide</i>	73%	78%	69%
» Agile Development (Scrum, Extreme Programming, etc.)	24%	39%	32%
» Agile Project Management	44%	35%	39%
» Scaled Agile (SAFe)	7%	7%	5%
» Waterfall	56%	54%	71%
» Lean	11%	20%	25%
» Prince2	16%	9%	6%
» ITIL	11%	20%	16%
» Six Sigma	7%	11%	18%
» Stage-Gate	31%	28%	43%
» In-house developed	33%	33%	32%
» Other	13%	0%	10%

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PMO Staffing and Project Managers			
PMO staff size (median)	11	22	36
Percentage of PMOs with someone holding the following positions			
» Head of the PMO (Director, Manager, etc.)	80%	85%	88%
» Mentor/Coach	20%	9%	25%
» Project Portfolio Manager	32%	37%	47%
» Program Manager	32%	41%	49%
» Manager of Project Managers	32%	37%	35%
» Project Manager	64%	72%	61%
» Project Team Leader	16%	15%	15%
» Project Scheduler	9%	7%	8%
» Project Planner	16%	7%	12%
» Project Controller	25%	20%	15%
» Risk Management Coordinator	11%	2%	11%
» Methodologist	14%	17%	23%
» Business Analyst	25%	24%	19%
» Benefits Management Coordinator	2%	2%	4%
» Organization Development Analyst (or other HR-related position)	9%	4%	3%
» Systems Analyst	11%	11%	7%
» Knowledge Management Coordinator	7%	2%	16%
» Communications Planner	5%	2%	8%
» Project Office Administrator	34%	26%	20%
» Relationship Manager	9%	0%	13%
» Metrics Analyst	7%	7%	12%
» Vendor Integration Manager	5%	7%	3%
» Other	9%	9%	11%
Project management experience of PMO staff (median)	10 yrs	10 yrs	10 yrs
PMO staff with PMPs	43%	46%	46%
Percentage of PMOs that use contracted resources to manage projects/programs?	55%	52%	64%
Percentage of PMOs that use contracted resources			

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
to manage PMO operational functions	12%	15%	15%
Percentage of PMOs involved in evaluating the project management competency of project managers	81%	65%	69%
Percentage of PMOs with an established career path for project management resources in place?	46%	42%	57%
Percentage of PMOs with a project management training program in place?	69%	48%	63%
Percentage of PMOs offering the following types of project management training			
» PM basics	66%	71%	85%
» Advanced PM skill development	34%	43%	56%
» PMP preparation	45%	38%	54%
» PM software tool training	79%	67%	67%
» PM certificate or degree program	28%	43%	35%
» Agile project management	28%	19%	21%
» Leadership training	52%	57%	63%
» Business alignment training	24%	52%	33%
» Other	3%	10%	4%
Number of days of training a PMO staff member receives per year (median)	5 days	5 days	5 days
Percentage of PMOs offering project management training using the following delivery formats			
» Onsite, classroom-based training using in-house trainers	82%	76%	79%
» Onsite, classroom-based training using external trainers	43%	48%	56%
» On-demand online training	57%	52%	83%
» Instructor-led online training	36%	24%	50%
» Public courses offered by external providers	68%	71%	67%
» Other	4%	0%	0%

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PMO Challenges			
Percentage of PMOs whose the value has been seriously questioned in the last year			
» Not questioned at all	32%	39%	31%
» Questioned by a few in the organization	37%	43%	38%
» Questioned by more than a few in the organization	20%	18%	18%
» Questioned by many in the organization	10%	0%	14%
» Organization considered closing the PMO	2%	0%	0%
Biggest challenges facing PMOs (percentage of PMOs)			
» Aligning projects to strategy	28%	33%	17%
» Persistent “shadow” or misaligned projects	20%	23%	27%
» Measuring projects’ strategic outcomes	20%	28%	35%
» Slow reaction to changes in market or competitive environment	10%	9%	15%
» Demonstrating the added value of the PMO	43%	30%	45%
» Inadequate executive support	33%	28%	25%
» Having a clearly defined role for the PMO	20%	33%	31%
» Applicability of the PMO to all projects	20%	42%	32%
» Assuring the consistent application of defined processes	33%	35%	43%
» Getting reliable and accurate information from PMs	43%	23%	28%
» Project leaders with significant responsibility and little formal authority	35%	33%	37%
» Inadequate resource management capability	38%	44%	28%
» Project managers with inadequate project management skills	38%	40%	32%
» Not enough project managers	30%	35%	33%
» Organizational resistance to change	45%	42%	41%
» Having enough time/resources to devote to strategic activities	28%	44%	29%
» Providing adequate support for troubled projects	40%	21%	20%
» PMO processes seen as overhead	50%	42%	55%
» Inadequate funding	30%	16%	20%
» Too decentralized an environment	15%	12%	12%
» Other	0%	2%	3%
Performance and Capability			
Percentage of PMOs at each level of PMO capability			
» Level 0: None	7%	5%	1%
» Level 1: Basic	32%	30%	26%
» Level 2: Established	24%	27%	38%
» Level 3: Institutionalized	24%	30%	31%
» Level 4: Strategic	10%	7%	3%
» Level 5: Best in Class	2%	2%	1%
AVERAGE LEVEL OF PMO CAPABILITY	2.0	2.1	2.1

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Value PMO has contributed to organization in past 12 months			
Percentage or dollar improvement on average			
» Percentage of non-aligned-to-strategy projects canceled	10%	23%	15%
» Percentage decrease in failed projects	40%	16%	18%
» Percentage cost savings per project (% of total project cost)	15%	11%	17%
» Percentage of projects delivered under budget	34%	27%	34%
» Percentage of projects delivered ahead of schedule	27%	17%	22%
» Percentage improvement in productivity	29%	29%	20%
» Percentage improvement in time to market	23%	22%	18%
» Percentage improvement in customer satisfaction	37%	27%	22%
» Percentage improvement in projects aligned with business objectives	52%	35%	42%
» Cost savings per project (in US Dollars)	\$71K	\$725K	\$45K
Measurement of Value of PMO (above)			
» Percentage of statistics measured	49%	15%	30%
» Percentage that are qualitative judgements	74%	59%	59%
Extent PMO realized the following results			
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)			
» PMO facilitates integration of strategic and operational decisions	3.1	2.7	2.6
» PMO improved the free information flow across org's boundaries	3.2	3.1	3.1
» PMO has the right people in place to successfully fulfill it's goals	3.0	2.9	3.0
» PMO actively participates in organization's strategic planning	3.1	2.7	2.8
» PMO has a highly visible sr. exec champion	3.4	3.4	3.2
» PMO has PM learning and development programs in place	2.9	2.7	2.9
» PMO's objectives are strategically aligned with the organization's objectives	3.5	3.5	3.5
AVERAGE PMO PERFORMANCE RATING	3.2	3.0	3.0
Extent organization realized the following results			
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)			
» The organization's strategies are executed according to plan	3.0	3.0	3.0
» The organization's shareholders are satisfied	3.4	3.1	3.2
» The organization is financially successful	3.2	3.5	3.7
» Projects are completed on schedule and on budget	3.0	3.0	3.1
» Project customers are satisfied	3.4	3.3	3.3
» Project resources are allocated optimally	2.9	2.6	2.6
» Projects are aligned to the organization's business strategy	3.4	3.3	3.5
» The organization prioritizes projects effectively	2.9	2.8	2.9
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.3	3.0	3.4

CROSS TABULATION: BY COMPANY SIZE

	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Priorities			
Percentage of organizations with the following high priorities over the next 12 months?			
Governance			
» Extend scope of PMO to strategic support	40%	25%	34%
» Contribute to articulating the strategy	36%	35%	20%
» Communicate strategy	33%	30%	31%
» Build better relationships with senior management	48%	35%	45%
» Improve enterprise and strategic alignment	48%	50%	39%
» Implement/enhance governance process	48%	53%	68%
» Implement organizational change management process	33%	35%	32%
» Align project roles around strategy	40%	25%	30%
Portfolio Management			
» Extend scope of PMO to portfolio management	33%	20%	35%
» Assess portfolio management capability	31%	18%	36%
» Implement/update portfolio management software	31%	38%	39%
» Implement/enhance portfolio management process	45%	40%	57%
» Engage in PPM training or mentoring	31%	30%	34%
Project/Program Management			
» Implement/enhance/integrate lifecycle methodologies	50%	18%	41%
» Implement/enhance core PM processes	62%	48%	53%
» Implement/enhance project/program management software	36%	25%	39%
» Implement project review process	55%	30%	43%
» Institutionalize knowledge management/lessons learned process	48%	33%	42%
Resource Optimization			
» Implement/enhance PM training	43%	30%	39%
» Improve resource planning and forecasting process	57%	55%	55%
» Increase operational staff within the PMO	26%	25%	22%
» Implement/increase mentoring of project managers	36%	38%	41%
» Implement demand management/capacity planning process	40%	25%	34%
Performance Measurement			
» Implement/enhance performance measurement process	57%	30%	38%
» Audit projects	55%	13%	43%
» Implement/enhance reporting, analytics, dashboard tools	57%	43%	51%
» Measure and report on PMO value	48%	23%	36%
» Measure and report on project manager training results	24%	13%	16%
» Benefits realization	45%	33%	34%
Miscellaneous			
» Other	0%	0%	0%

CROSS TABULATION By Industry

Respondent Profile

Percentage of respondents with the following role

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Chief Project Officer, CIO, or other C-Level	4%	0%	0%	30%	0%
» VP or Director-Level Business Management	4%	13%	7%	9%	4%
» VP or Director-Level Project/Program Management	42%	25%	15%	7%	25%
» Leader of the PMO (Director, Manager, Head, etc.)	17%	50%	44%	16%	46%
» PMO Staff Member	0%	0%	22%	5%	0%
» Project/Program Manager	29%	13%	11%	26%	18%
» Other	4%	0%	0%	7%	7%

Percentage of respondents whose organizations have the following annual sales (US\$)

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Less than \$100 million	9%	39%	4%	76%	20%
» \$100 million to \$1 billion	26%	35%	19%	17%	40%
» Greater than \$1 billion	65%	26%	78%	7%	40%

Geographic region company's headquarters is located

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» North America	83%	46%	74%	63%	96%
» Europe	8%	17%	19%	12%	0%
» Asia/Pacific	0%	0%	4%	5%	0%
» Central/South America	4%	25%	4%	14%	4%
» Middle East/Africa	4%	13%	0%	7%	0%

CROSS TABULATION: BY INDUSTRY

PMO Size, Scope, Complexity

Percentage of organizations with a PMO

Percentage of organizations without a PMO that plan to implement one within the next year

Number of projects organization works on per year (median)

Budget per project (median; US\$)

Service span of the PMO

- » Enterprise/Strategic
- » Functional
- » Business unit (LOB)
- » IT
- » Other

Primary focus of the PMO

- » Internal project focus (cost center)
- » External project focus (profit center)

PMO age (median)

Percentage respondents whose PMO reports to the following role

- » CEO or equivalent
- » CIO or other C-Level
- » Executive Vice President
- » Vice President
- » Director
- » Other

Percentage of project managers who report to the PMO

Annual PMO budget (median; US\$)

Annual budget for the projects supported/managed by the PMO (median; US\$)

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
Percentage of organizations with a PMO	88%	96%	93%	70%	100%
Percentage of organizations without a PMO that plan to implement one within the next year	0%	0%	0%	23%	0%
Number of projects organization works on per year (median)	80	46	75	75	88
Budget per project (median; US\$)	\$500K	\$107K	\$750K	\$200K	\$250K
Service span of the PMO					
» Enterprise/Strategic	57%	39%	28%	40%	32%
» Functional	0%	17%	28%	7%	4%
» Business unit (LOB)	10%	30%	12%	27%	11%
» IT	29%	13%	24%	20%	46%
» Other	5%	0%	8%	7%	7%
Primary focus of the PMO					
» Internal project focus (cost center)	90%	52%	84%	47%	96%
» External project focus (profit center)	10%	48%	16%	53%	4%
PMO age (median)	8 yrs	7 yrs	3 yrs	5 yrs	6 yrs
Percentage respondents whose PMO reports to the following role					
» CEO or equivalent	5%	4%	12%	41%	0%
» CIO or other C-Level	33%	26%	32%	28%	46%
» Executive Vice President	33%	17%	16%	7%	18%
» Vice President	10%	4%	20%	10%	18%
» Director	14%	43%	16%	10%	14%
» Other	5%	4%	4%	3%	4%
Percentage of project managers who report to the PMO	54%	52%	40%	76%	65%
Annual PMO budget (median; US\$)	\$2.1M	\$265K	\$400K	\$150K	\$1.5M
Annual budget for the projects supported/managed by the PMO (median; US\$)	\$2*M	\$1.4M	\$10M	\$5M	\$16M

CROSS TABULATION: BY INDUSTRY

PMO Functions

GOVERNANCE

Percentage of PMOs performing the following functions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Business liaison	50%	20%	42%	33%	38%
» Organizational strategic planning participation	80%	30%	54%	44%	50%
» Alignment of projects with strategic objectives	80%	45%	71%	56%	77%
» Governance or steering committee facilitation	80%	60%	46%	67%	69%
» Executive management advice/support	65%	60%	33%	78%	62%
» Enterprise risk management	30%	40%	29%	37%	15%
» Clarifying decision responsibility	40%	40%	38%	44%	35%
» Regulatory or legal compliance	35%	30%	13%	30%	35%
» Business plan administration	35%	35%	25%	19%	27%
» Process compliance review	45%	45%	54%	48%	38%
» Roles and responsibilities documentation	70%	75%	63%	70%	69%
» Governance process implementation/management	65%	85%	54%	70%	62%
» Organizational change management	30%	35%	46%	59%	38%
» None of the above	0%	5%	0%	0%	4%
» Other	5%	10%	13%	4%	8%

PORTFOLIO MANAGEMENT

Percentage of PMOs performing the following functions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Identifying strategic projects	45%	20%	41%	42%	38%
» Validating strategic alignment	25%	20%	41%	38%	50%
» Reallocation of budget and resources	30%	25%	14%	38%	46%
» Portfolio rebalance/reprioritization	25%	30%	27%	38%	19%
» Portfolio management strategy formulation	45%	15%	23%	33%	27%
» Portfolio governance and oversight	60%	40%	41%	58%	65%
» Facilitation of executive involvement	75%	30%	32%	38%	46%
» Portfolio analysis (including project selection and prioritization)	55%	35%	50%	63%	65%
» Portfolio planning (including resource allocation and scheduling)	65%	30%	36%	54%	65%
» Portfolio tracking (performance monitoring)	80%	60%	50%	71%	62%
» Portfolio communications management	50%	25%	36%	46%	62%
» Portfolio risk management	35%	30%	23%	58%	27%
» Project interdependency management	45%	30%	50%	42%	46%
» Portfolio management software implementation/management	50%	30%	50%	63%	50%
» Portfolio review board/policy process implementation/management	60%	20%	27%	58%	42%
» Portfolio management process implementation/management	60%	35%	36%	71%	69%
» Portfolio benefits realization tracking	35%	15%	27%	38%	23%
» None of the above	0%	15%	5%	8%	12%
» Other	0%	0%	14%	0%	0%

CROSS TABULATION: BY INDUSTRY

PROJECT/PROGRAM MANAGEMENT

Percentage of PMOs performing the following functions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Business requirements planning	55%	40%	32%	52%	74%
» Benefits realization planning	35%	45%	27%	37%	22%
» Project/program benefits realization tracking	35%	50%	50%	52%	41%
» Change control and issue tracking	80%	70%	50%	63%	70%
» Interface with functional units (finance, procurement, HR, IT)	70%	75%	64%	63%	67%
» Interface with customers/suppliers	60%	55%	41%	48%	44%
» Multi-project coordination	75%	55%	59%	67%	81%
» Project/program management software implementation/mgt	65%	80%	55%	74%	63%
» Lifecycle management (agile, SDLC, NPd, etc.)	55%	50%	45%	52%	56%
» Project opportunity/assessment process development	40%	45%	32%	48%	41%
» PM methodology, standards implementation/management	90%	100%	82%	85%	89%
» Project policies, procedures, templates implementation/mgt	80%	85%	86%	78%	89%
» Identify and manage stakeholder dependencies	50%	40%	41%	52%	48%
» None of the above	0%	0%	5%	0%	0%
» Other	0%	5%	0%	0%	4%

RESOURCE OPTIMIZATION

Percentage of PMOs performing the following functions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Capacity management	70%	65%	32%	46%	41%
» Demand management	45%	55%	32%	42%	33%
» Resource forecasting	55%	55%	32%	58%	63%
» Management of project managers	70%	55%	45%	65%	70%
» Management of project planners/controllers	25%	25%	18%	38%	22%
» Management of business analysts	25%	10%	14%	31%	22%
» Project professional hiring	45%	55%	27%	46%	48%
» Resource identification/selection	45%	30%	23%	42%	41%
» Skills identification	40%	55%	23%	50%	30%
» Resource risk assessment	35%	45%	23%	46%	14%
» Project manager performance evaluation	60%	50%	36%	58%	63%
» Project management career path development	55%	60%	68%	54%	41%
» PM training curriculum development and coordination	45%	60%	45%	62%	52%
» PM training delivery	50%	70%	68%	58%	48%
» PM coaching and mentoring	75%	80%	73%	69%	74%
» PM training needs requirements and contracting	45%	80%	59%	54%	56%
» Resource management process implementation/management	45%	40%	32%	46%	63%
» Job description development/maintenance	40%	50%	18%	42%	41%
» Staffing optimization	25%	40%	23%	46%	33%
» None of the above	0%	0%	5%	8%	4%
» Other	0%	0%	0%	0%	0%

CROSS TABULATION: BY INDUSTRY

PERFORMANCE MEASUREMENT

Percentage of PMOs performing the following functions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Key performance indicator/performance measures development	58%	55%	64%	52%	40%
» PMO performance monitoring/controlling	47%	40%	45%	72%	56%
» Benefits realization analysis/reporting	37%	25%	23%	44%	12%
» Project performance monitoring/controlling	68%	85%	59%	72%	60%
» Portfolio performance monitoring/controlling	37%	50%	45%	64%	52%
» Product of the project benefit tracking	5%	10%	14%	32%	12%
» Project auditing	53%	60%	59%	60%	48%
» Dashboard/scorecard implementation/management	68%	65%	59%	68%	84%
» Performance measurement process implementation/mgt	47%	30%	32%	56%	20%
» Portfolio/program/project management benchmarking	37%	55%	18%	40%	40%
» Project manager training results measurement	11%	30%	23%	36%	12%
» Communicate PMO's business value to business peers	58%	40%	32%	52%	40%
» Communicate portfolio management's business value to business peers	32%	10%	18%	32%	28%
» Communicate project/program mgmt's business value to business peers	53%	40%	14%	32%	52%
» Continuous improvement initiatives	42%	55%	41%	56%	60%
» None of the above	5%	0%	0%	8%	0%
» Other	0%	0%	0%	0%	0%

Financial Management

Percentage of PMOs performing the following functions

» Activity-based costing (to derive total cost of PMO service)	12%	16%	9%	42%	22%
» Resource cost translation (applied to business units)	29%	26%	18%	33%	9%
» Internal cost allocation (chargebacks to business units)	35%	42%	36%	46%	48%
» Develop, implement, or monitor integrated financial mgmt processes	35%	26%	9%	50%	30%
» Strategic projects' ROI validation	35%	26%	18%	38%	25%
» None of the above	24%	32%	45%	25%	26%
» Other	0%	11%	0%	0%	4%

Methodologies the PMO focuses on

» <i>PMBOK® Guide</i>	61%	75%	68%	76%	80%
» Agile Development (Scrum, Extreme Programming, etc.)	44%	20%	32%	36%	36%
» Agile Project Management	56%	40%	45%	48%	48%
» Scaled Agile (SAFe)	0%	0%	9%	4%	8%
» Waterfall	78%	55%	73%	48%	76%
» Lean	22%	25%	27%	16%	32%
» Prince2	11%	20%	5%	8%	05
» ITIL	11%	25%	5%	28%	16%
» Six Sigma	11%	10%	23%	8%	205
» Stage-Gate	22%	20%	59%	24%	36%
» In-house developed	39%	30%	41%	36%	20%
» Other	6%	10%	5%	16%	0%

CROSS TABULATION: BY INDUSTRY

PMO Staffing and Project Managers

PMO staff size (median)

FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
17	10	8	8	16

Percentage of PMOs with someone holding the following positions

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Head of the PMO (Director, Manager, etc.)	83%	63%	90%	88%	92%
» Mentor/Coach	11%	11%	29%	28%	13%
» Project Portfolio Manager	44%	32%	38%	40%	42%
» Program Manager	56%	53%	38%	56%	42%
» Manager of Project Managers	39%	37%	24%	35%	58%
» Project Manager	72%	68%	52%	64%	92%
» Project Team Leader	17%	16%	10%	28%	85
» Project Scheduler	0%	5%	19%	12%	4%
» Project Planner	11%	0%	14%	24%	8%
» Project Controller	11%	26%	19%	36%	85
» Risk Management Coordinator	6%	5%	14%	16%	0%
» Methodologist	33%	26%	24%	20%	17%
» Business Analyst	22%	21%	10%	28%	33%
» Benefits Management Coordinator	6%	0%	5%	4%	0%
» Organization Development Analyst (or other HR-related position)	0%	5%	5%	12%	0%
» Systems Analyst	0%	5%	5%	20%	17%
» Knowledge Management Coordinator	6%	16%	5%	8%	4%
» Communications Planner	6%	0%	10%	8%	8%
» Project Office Administrator	22%	42%	14%	36%	25%
» Relationship Manager	6%	11%	14%	12%	8%
» Metrics Analyst	0%	11%	14%	8%	8%
» Vendor Integration Manager	6%	5%	0%	12%	0%
» Other	6%	0%	10%	4%	13%

Project management experience of PMO staff (median)

10 yrs	9 yrs	10 yrs	10 yrs	10 yrs
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PMO staff with PMPs

34%	35%	42%	50%	60%
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Percentage of PMOs that use contracted resources to manage projects/programs?

67%	32%	43%	52%	63%
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CROSS TABULATION: BY INDUSTRY

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
Percentage of PMOs that use contracted resources to manage PMO operational functions	17%	11%	10%	13%	13%
Percentage of PMOs involved in evaluating the project management competency of project managers	56%	84%	67%	87%	76%
Percentage of PMOs with an established career path for project management resources in place?	59%	74%	48%	59%	40%
Percentage of PMOs with a project management training program in place?	33%	79%	71%	70%	48%
Percentage of PMOs offering the following types of project management training					
» PM basics	33%	60%	93%	75%	92%
» Advanced PM skill development	17%	53%	53%	63%	50%
» PMP preparation	33%	47%	40%	63%	42%
» PM software tool training	67%	47%	67%	88%	83%
» PM certificate or degree program	50%	40%	13%	38%	42%
» Agile project management	17%	33%	20%	44%	25%
» Leadership training	17%	73%	60%	75%	50%
» Business alignment training	50%	33%	13%	38%	17%
» Other	0%	13%	0%	0%	8%
Number of days of training a PMO staff member receives per year (median)	5 dys	6 dys	5 dys	10 dys	5 dys
Percentage of PMOs offering project management training using the following delivery formats					
» Onsite, classroom-based training using in-house trainers	83%	73%	73%	87%	75%
» Onsite, classroom-based training using external trainers	50%	47%	60%	40%	50%
» On-demand online training	67%	73%	73%	80%	58%
» Instructor-led online training	33%	60%	33%	47%	17%
» Public courses offered by external providers	67%	73%	80%	47%	58%
» Other	0%	0%	0%	7%	0%

CROSS TABULATION: BY INDUSTRY

PMO Challenges

Percentage of PMOs whose the value has been seriously questioned in the last year

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Not questioned at all	18%	47%	33%	36%	40%
» Questioned by a few in the organization	53%	26%	29%	36%	44%
» Questioned by more than a few in the organization	12%	21%	34%	14%	16%
» Questioned by many in the organization	12%	5%	14%	14%	0%
» Organization considered closing the PMO	6%	0%	0%	0%	0%

Biggest challenges facing PMOs (percentage of PMOs)

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Aligning projects to strategy	24%	21%	19%	23%	21%
» Persistent “shadow” or misaligned projects	35%	16%	29%	32%	13%
» Measuring projects’ strategic outcomes	53%	21%	24%	9%	33%
» Slow reaction to changes in market or competitive environment	6%	11%	14%	14%	4%
» Demonstrating the added value of the PMO	41%	32%	52%	45%	25%
» Inadequate executive support	24%	16%	48%	18%	33%
» Having a clearly defined role for the PMO	18%	11%	38%	32%	29%
» Applicability of the PMO to all projects	18%	37%	48%	18%	21%
» Assuring the consistent application of defined processes	47%	26%	57%	36%	38%
» Getting reliable and accurate information from PMs	24%	26%	33%	36%	25%
» Project leaders with significant responsibility and little formal authority	41%	26%	38%	27%	42%
» Inadequate resource management capability	41%	32%	33%	32%	42%
» Project managers with inadequate project management skills	24%	47%	43%	45%	21%
» Not enough project managers	24%	21%	38%	23%	42%
» Organizational resistance to change	47%	21%	52%	45%	42%
» Having enough time/resources to devote to strategic activities	12%	26%	19%	50%	46%
» Providing adequate support for troubled projects	18%	42%	14%	32%	17%
» PMO processes seen as overhead	47%	47%	52%	55%	67%
» Inadequate funding	24%	5%	19%	32%	21%
» Too decentralized an environment	6%	5%	14%	5%	25%
» Other	12%	0%	0%	0%	0%

Performance and Capability

Percentage of PMOs at each level of PMO capability

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
» Level 0: None	0%	0%	0%	5%	4%
» Level 1: Basic	29%	26%	48%	23%	20%
» Level 2: Established	29%	26%	43%	23%	24%
» Level 3: Institutionalized	29%	32%	10%	27%	48%
» Level 4: Strategic	6%	16%	0%	14%	4%
» Level 5: Best in Class	6%	0%	0%	9%	0%
AVERAGE LEVEL OF PMO CAPABILITY	2.3	2.4	1.6	2.5	2.3

CROSS TABULATION: BY INDUSTRY

	FINANCE	INFO.	MFG.	PRO. SVCS	HEALTH
Value PMO has contributed to organization in past 12 months					
Percentage or dollar improvement on average					
» Percentage of non-aligned-to-strategy projects canceled	11%	12%	13%	19%	18%
» Percentage decrease in failed projects	13%	56%	20%	21%	27%
» Percentage cost savings per project (% of total project cost)	7%	10%	15%	23%	23%
» Percentage of projects delivered under budget	32%	31%	28%	42%	31%
» Percentage of projects delivered ahead of schedule	19%	31%	18%	26%	19%
» Percentage improvement in productivity	11%	32%	11%	35%	33%
» Percentage improvement in time to market	8%	19%	11%	28%	23%
» Percentage improvement in customer satisfaction	21%	28%	18%	34%	27%
» Percentage improvement in projects aligned with business objectives	69%	29%	29%	50%	58%
» Cost savings per project (in US Dollars)	\$125K	\$6K	\$37K	\$77K	\$8K
Measurement of Value of PMO (above)					
» Percentage of statistics measured	38%	33%	30%	55%	21%
» Percentage that are qualitative judgements	60%	59%	50%	70%	65%
Extent PMO realized the following results					
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)					
» PMO facilitates integration of strategic and operational decisions	2.9	2.4	2.4	3.1	2.9
» PMO improved the free information flow across org's boundaries	3.0	3.4	2.7	3.5	3.4
» PMO has the right people in place to successfully fulfill it's goals	3.0	3.2	2.6	3.2	3.2
» PMO actively participates in organization's strategic planning	3.3	2.4	2.7	3.0	2.8
» PMO has a highly visible sr. exec champion	3.3	3.4	2.8	3.7	3.7
» PMO has PM learning and development programs in place	2.3	3.4	2.5	3.1	2.9
» PMO's objectives are strategically aligned with the org's objectives	3.6	3.5	3.3	3.7	3.6
AVERAGE PMO PERFORMANCE RATING	3.1	3.1	2.7	3.3	3.2
Extent organization realized the following results					
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)					
» The organization's strategies are executed according to plan	3.1	2.9	2.5	3.3	3.2
» The organization's shareholders are satisfied	3.1	3.4	2.7	3.7	3.0
» The organization is financially successful	3.7	4.0	3.1	3.5	3.5
» Projects are completed on schedule and on budget	3.1	3.2	2.7	3.5	3.1
» Project customers are satisfied	3.3	3.5	2.8	3.9	3.5
» Project resources are allocated optimally	2.9	2.9	2.2	3.0	2.5
» Projects are aligned to the organization's business strategy	3.6	3.4	2.9	3.7	3.6
» The organization prioritizes projects effectively	3.3	2.7	2.3	3.4	2.9
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.3	3.3	2.7	3.5	3.2

CROSS TABULATION: BY INDUSTRY

Priorities

Percentage of organizations with the following high priorities over the next 12 months?

Governance

» Extend scope of PMO to strategic support	21%	29%	43%	50%	35%
» Contribute to articulating the strategy	7%	35%	33%	27%	22%
» Communicate strategy	14%	29%	43%	32%	22%
» Build better relationships with senior management	29%	24%	52%	41%	57%
» Improve enterprise and strategic alignment	64%	41%	29%	36%	52%
» Implement/enhance governance process	64%	53%	67%	55%	74%
» Implement organizational change management process	21%	35%	52%	41%	30%
» Align project roles around strategy	36%	24%	43%	27%	22%

Portfolio Management

» Extend scope of PMO to portfolio management	29%	18%	38%	18%	43%
» Assess portfolio management capability	36%	29%	43%	23%	30%
» Implement/update portfolio management software	29%	24%	38%	41%	48%
» Implement/enhance portfolio management process	64%	24%	48%	45%	61%
» Engage in PPM training or mentoring	29%	12%	48%	50%	22%

Project/Program Management

» Implement/enhance/integrate lifecycle methodologies	43%	53%	38%	50%	35%
» Implement/enhance core PM processes	50%	65%	52%	64%	43%
» Implement/enhance project/program management software	21%	35%	29%	45%	48%
» Implement project review process	29%	41%	52%	55%	35%
» Institutionalize knowledge management/lessons learned process	21%	35%	48%	59%	30%

Resource Optimization

» Implement/enhance PM training	36%	41%	48%	64%	30%
» Improve resource planning and forecasting process	43%	47%	62%	45%	91%
» Increase operational staff within the PMO	7%	6%	38%	41%	26%
» Implement/increase mentoring of project managers	50%	35%	52%	41%	17%
» Implement demand management/capacity planning process	36%	29%	43%	27%	52%

Performance Measurement

» Implement/enhance performance measurement process	36%	24%	33%	55%	42%
» Audit projects	29%	29%	52%	55%	35%
» Implement/enhance reporting, analytics, dashboard tools	36%	65%	62%	50%	61%
» Measure and report on PMO value	43%	18%	48%	50%	26%
» Measure and report on project manager training results	7%	12%	33%	27%	4%
» Benefits realization	36%	35%	24%	50%	30%

Miscellaneous

» Other	0%	0%	0%	0%	0%
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CROSS TABULATION

By PMO vs. No PMO

	PMO Exists	No PMO
Respondent Profile		
Percentage of respondents with the following role		
» Chief Project Officer, CIO, or other C-Level	7%	9%
» VP or Director-Level Business Management	6%	7%
» VP or Director-Level Project/Program Management	18%	18%
» Leader of the PMO (Director, Manager, Head, etc.)	37%	33%
» PMO Staff Member	7%	8%
» Project/Program Manager	18%	21%
» Other	7%	7%
Percentage of respondents whose organizations have the following annual sales (US\$)		
» Less than \$100 million	29%	34%
» \$100 million to \$1 billion	26%	28%
» Greater than \$1 billion	44%	40%
Percentage of respondents in the following industries		
» Finance & Insurance	11%	11%
» Information	12%	12%
» Manufacturing	16%	1%
» Professional & Technical Services	18%	6%
» Pharmaceutical & Biotechnology	1%	1%
» Public Administration	8%	0%
» Healthcare & Social Services	15%	0%
» Education	3%	0%
» Energy	8%	1%
» Retail	1%	0%
» Other	8%	2%
Geographic region company's headquarters is located		
» North America	72%	70%
» Europe	12%	9%
» Asia/Pacific	4%	6%
» Central/South America	8%	12%
» Middle East/Africa	5%	3%

CROSS TABULATION: BY PMO-NO PMO

	PMO Exists	No PMO
Priorities		
Percentage of organizations with the following high priorities over the next 12 months?		
Governance		
» Extend scope of PMO to strategic support	36%	0%
» Contribute to articulating the strategy	29%	20%
» Communicate strategy	31%	40%
» Build better relationships with senior management	43%	40%
» Improve enterprise and strategic alignment	45%	40%
» Implement/enhance governance process	59%	50%
» Implement organizational change management process	34%	30%
» Align project roles around strategy	31%	40%
Portfolio Management		
» Extend scope of PMO to portfolio management	32%	20%
» Assess portfolio management capability	30%	30%
» Implement/update portfolio management software	36%	40%
» Implement/enhance portfolio management process	51%	30%
» Engage in PPM training or mentoring	30%	60%
Project/Program Management		
» Implement/enhance/integrate lifecycle methodologies	38%	30%
» Implement/enhance core PM processes	53%	60%
» Implement/enhance project/program management software	36%	20%
» Implement project review process	41%	70%
» Institutionalize knowledge management/lessons learned process	41%	40%
Resource Optimization		
» Implement/enhance PM training	38%	30%
» Improve resource planning and forecasting process	55%	70%
» Increase operational staff within the PMO	25%	10%
» Implement/increase mentoring of project managers	39%	30%
» Implement demand management/capacity planning process	34%	30%
Performance Measurement		
» Implement/enhance performance measurement process	40%	50%
» Audit projects	38%	40%
» Implement/enhance reporting, analytics, dashboard tools	53%	20%
» Measure and report on PMO value	37%	20%
» Measure and report on project manager training results	17%	20%
» Benefits realization	36%	50%
Miscellaneous		
» Other	0%	0%

CROSS TABULATION

By PMO Service Span

Respondent Profile

Percentage of respondents with the following role

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Chief Project Officer, CIO, or other C-Level	11%	0%	0%	8%
» VP or Director-Level Business Management	7%	9%	4%	4%
» VP or Director-Level Project/Program Management	21%	18%	14%	16%
» Leader of the PMO (Director, Manager, Head, etc.)	36%	27%	43%	38%
» PMO Staff Member	4%	23%	11%	6%
» Project/Program Manager	12%	18%	25%	20%
» Other	9%	5%	4%	8%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	34%	18%	30%	29%
» \$100 million to \$1 billion	32%	32%	19%	18%
» Greater than \$1 billion	34%	50%	52%	53%

Percentage of respondents in the following industries

» Finance & Insurance	15%	0%	7%	12%
» Information	12%	18%	25%	6%
» Manufacturing	10%	36%	11%	16%
» Professional & Technical Services	16%	14%	29%	12%
» Pharmaceutical & Biotechnology	1%	0%	0%	2%
» Public Administration	10%	9%	4%	6%
» Healthcare & Social Services	11%	5%	11%	26%
» Education	1%	0%	4%	6%
» Energy	12%	5%	7%	6%
» Retail	0%	0%	0%	4%
» Other	11%	14%	4%	4%

Geographic region company's headquarters is located

» North America	72%	55%	64%	78%
» Europe	9%	27%	7%	16%
» Asia/Pacific	4%	5%	7%	2%
» Central/South America	12%	9%	7%	2%
» Middle East/Africa	4%	5%	14%	2%

CROSS TABULATION: BY PMO SERVICE SPAN

PMO Size, Scope, Complexity

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
Number of projects organization works on per year (median)	50	80	38	90
Budget per project (median; US\$)	\$500K	\$625K	\$250K	\$200K
Primary focus of the PMO				
» Internal project focus (cost center)	71%	73%	68%	96%
» External project focus (profit center)	29%	27%	32%	4%
PMO age (median)	5 yrs	4 yrs	5 yrs	5 yrs
Percentage respondents whose PMO reports to the following role				
» CEO or equivalent	23%	23%	11%	4%
» CIO or other C-Level	42%	5%	15%	50%
» Executive Vice President	10%	14%	7%	18%
» Vice President	7%	27%	19%	12%
» Director	14%	27%	41%	10%
» Other	4%	5%	7%	6%
Percentage of project managers who report to the PMO	48%	46%	52%	59%
Annual PMO budget (median; US\$)	\$500K	\$175K	\$500K	\$665K
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$10M	\$2M	\$5M	\$13M

CROSS TABULATION: BY PMO SERVICE SPAN

PMO Functions

GOVERNANCE

Percentage of PMOs performing the following functions

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Business liaison	32%	35%	32%	37%
» Organizational strategic planning participation	59%	45%	44%	41%
» Alignment of projects with strategic objectives	78%	70%	52%	61%
» Governance or steering committee facilitation	68%	50%	52%	63%
» Executive management advice/support	69%	45%	68%	52%
» Enterprise risk management	44%	40%	20%	13%
» Clarifying decision responsibility	40%	40%	24%	33%
» Regulatory or legal compliance	23%	30%	36%	28%
» Business plan administration	27%	15%	36%	20%
» Process compliance review	46%	70%	28%	54%
» Roles and responsibilities documentation	64%	75%	44%	80%
» Governance process implementation/management	79%	65%	52%	67%
» Organizational change management	55%	30%	24%	28%
» None of the above	3%	10%	0%	0%
» Other	6%	10%	8%	4%

PORTFOLIO MANAGEMENT

Percentage of PMOs performing the following functions

» Identifying strategic projects	44%	45%	25%	24%
» Validating strategic alignment	45%	35%	13%	40%
» Reallocation of budget and resources	43%	20%	21%	36%
» Portfolio rebalance/reprioritization	37%	10%	17%	24%
» Portfolio management strategy formulation	47%	20%	8%	16%
» Portfolio governance and oversight	75%	35%	38%	56%
» Facilitation of executive involvement	55%	20%	33%	38%
» Portfolio analysis (including project selection and prioritization)	59%	50%	33%	51%
» Portfolio planning (including resource allocation and scheduling)	59%	30%	42%	49%
» Portfolio tracking (performance monitoring)	81%	45%	42%	69%
» Portfolio communications management	61%	15%	38%	44%
» Portfolio risk management	49%	40%	33%	9%
» Project interdependency management	56%	30%	21%	42%
» Portfolio management software implementation/management	63%	25%	25%	51%
» Portfolio review board/policy process implementation/management	53%	25%	17%	51%
» Portfolio management process implementation/management	64%	30%	46%	56%
» Portfolio benefits realization tracking	47%	5%	4%	13%
» None of the above	4%	15%	13%	7%
» Other	1%	5%	4%	2%

CROSS TABULATION: BY PMO SERVICE SPAN

PROJECT/PROGRAM MANAGEMENT

Percentage of PMOs performing the following functions

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Business requirements planning	45%	35%	50%	60%
» Benefits realization planning	47%	15%	17%	23%
» Project/program benefits realization tracking	54%	45%	33%	36%
» Change control and issue tracking	70%	65%	71%	62%
» Interface with functional units (finance, procurement, HR, IT)	63%	65%	88%	53%
» Interface with customers/suppliers	43%	60%	58%	47%
» Multi-project coordination	72%	65%	54%	66%
» Project/program management software implementation/mgt	71%	55%	67%	57%
» Lifecycle management (agile, SDLC, NPD, etc.)	50%	40%	33%	53%
» Project opportunity/assessment process development	45%	25%	38%	32%
» PM methodology, standards implementation/management	91%	90%	67%	85%
» Project policies, procedures, templates implementation/mgt	89%	90%	75%	79%
» Identify and manage stakeholder dependencies	54%	65%	33%	30%
» None of the above	1%	0%	0%	4%
» Other	3%	5%	0%	2%

RESOURCE OPTIMIZATION

Percentage of PMOs performing the following functions

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Capacity management	45%	35%	33%	46%
» Demand management	34%	20%	21%	50%
» Resource forecasting	45%	25%	50%	54%
» Management of project managers	59%	50%	50%	61%
» Management of project planners/controllers	37%	15%	21%	15%
» Management of business analysts	18%	10%	8%	26%
» Project professional hiring	42%	30%	38%	43%
» Resource identification/selection	39%	25%	25%	30%
» Skills identification	43%	40%	33%	26%
» Resource risk assessment	32%	20%	33%	22%
» Project manager performance evaluation	53%	35%	50%	54%
» Project management career path development	57%	70%	38%	46%
» PM training curriculum development and coordination	58%	50%	33%	48%
» PM training delivery	63%	65%	38%	43%
» PM coaching and mentoring	79%	65%	67%	63%
» PM training needs requirements and contracting	62%	55%	42%	48%
» Resource management process implementation/management	37%	20%	54%	41%
» Job description development/maintenance	38%	40%	21%	39%
» Staffing optimization	34%	30%	38%	20%
» None of the above	4%	10%	8%	2%
» Other	0%	0%	0%	0%

CROSS TABULATION: BY PMO SERVICE SPAN

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
PERFORMANCE MEASUREMENT				
Percentage of PMOs performing the following functions				
» Key performance indicator/performance measures development	64%	70%	43%	31%
» PMO performance monitoring/controlling	58%	30%	30%	44%
» Benefits realization analysis/reporting	43%	5%	13%	9%
» Project performance monitoring/controlling	72%	65%	74%	53%
» Portfolio performance monitoring/controlling	64%	20%	43%	44%
» Product of the project benefit tracking	25%	0%	0%	13%
» Project auditing	60%	55%	35%	47%
» Dashboard/scorecard implementation/management	83%	40%	52%	56%
» Performance measurement process implementation/mgt	51%	30%	17%	16%
» Portfolio/program/project management benchmarking	44%	20%	39%	24%
» Project manager training results measurement	28%	25%	17%	16%
» Communicate PMO's business value to business peers	54%	25%	22%	36%
» Communicate portfolio management's business value to business peers	40%	20%	4%	9%
» Communicate project/program management's business value to business peers	54%	20%	17%	24%
» Continuous improvement initiatives	54%	45%	39%	36%
» None of the above	1%	5%	4%	9%
» Other	1%	0%	0%	0%
Financial Management				
Percentage of PMOs performing the following functions				
» Activity-based costing (to derive total cost of PMO service)	20%	30%	25%	7%
» Resource cost translation (applied to business units)	25%	20%	30%	20%
» Internal cost allocation (chargebacks to business units)	35%	35%	50%	45%
» Develop, implement, or monitor integrated financial management processes	29%	10%	25%	27%
» Strategic projects' ROI validation	42%	15%	15%	18%
» None of the above	20%	45%	35%	30%
» Other	1%	10%	5%	2%
Methodologies the PMO focuses on				
» PMBOK® Guide	76%	70%	70%	68%
» Agile Development (Scrum, Extreme Programming, etc.)	29%	30%	30%	34%
» Agile Project Management	42%	30%	22%	48%
» Scaled Agile (SAFe)	6%	5%	4%	7%
» Waterfall	60%	70%	43%	75%
» Lean	21%	25%	13%	14%
» Prince2	13%	15%	0%	9%
» ITIL	15%	10%	13%	18%
» Six Sigma	19%	20%	0%	7%
» Stage-Gate	40%	35%	30%	30%
» In-house developed	35%	30%	30%	20%
» Other	8%	10%	13%	5%

CROSS TABULATION: BY PMO SERVICE SPAN

PMO STAFFING AND PROJECT MANAGERS

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
PMO staff size (median)	8	10	15	9
Percentage of PMOs with someone holding the following positions				
» Head of the PMO (Director, Manager, etc.)	87%	84%	70%	86%
» Mentor/Coach	24%	11%	17%	15%
» Project Portfolio Manager	45%	42%	39%	37%
» Program Manager	48%	32%	43%	37%
» Manager of Project Managers	35%	32%	35%	33%
» Project Manager	59%	58%	70%	74%
» Project Team Leader	14%	21%	22%	14%
» Project Scheduler	10%	16%	4%	5%
» Project Planner	14%	16%	9%	7%
» Project Controller	24%	32%	13%	7%
» Risk Management Coordinator	10%	16%	13%	2%
» Methodologist	23%	11%	13%	21%
» Business Analyst	24%	11%	13%	26%
» Benefits Management Coordinator	7%	0%	0%	0%
» Organization Development Analyst (or other HR-related position)	6%	5%	0%	5%
» Systems Analyst	10%	5%	4%	9%
» Knowledge Management Coordinator	11%	26%	9%	2%
» Communications Planner	7%	5%	0%	7%
» Project Office Administrator	30%	32%	30%	16%
» Relationship Manager	7%	0%	9%	16%
» Metrics Analyst	10%	21%	0%	9%
» Vendor Integration Manager	4%	0%	9%	2%
» Other	13%	11%	4%	5%
Project management experience of PMO staff (median)	10 yrs	12 yrs	9 yrs	10 yrs
PMO staff with PMPs	47%	44%	36%	49%
Percentage of PMOs that use contracted resources to manage projects/programs?	59%	50%	45%	69%
Percentage of PMOs that use contracted resources to manage PMO operational functions	10%	17%	9%	21%

CROSS TABULATION: BY PMO SERVICE SPAN

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
Percentage of PMOs involved in evaluating the project management competency of project managers	70%	78%	64%	70%
Percentage of PMOs with an established career path for project management resources in place?	49%	78%	57%	40%
Percentage of PMOs with a project management training program in place?	68%	67%	41%	56%
Percentage of PMOs offering the following types of project management training				
» PM basics	76%	75%	78%	74%
» Advanced PM skill development	47%	42%	67%	48%
» PMP preparation	41%	92%	67%	35%
» PM software tool training	69%	67%	44%	83%
» PM certificate or degree program	39%	17%	44%	30%
» Agile project management	24%	8%	22%	30%
» Leadership training	53%	75%	78%	52%
» Business alignment training	45%	25%	33%	17%
» Other	4%	8%	0%	9%
Number of days of training a PMO staff member receives per year (median)	5 days	5 days	8 days	5 days
Percentage of PMOs offering project management training using the following delivery formats				
» Onsite, classroom-based training using in-house trainers	86%	82%	56%	74%
» Onsite, classroom-based training using external trainers	45%	64%	56%	52%
» On-demand online training	65%	64%	89%	78%
» Instructor-led online training	37%	45%	44%	48%
» Public courses offered by external providers	67%	82%	67%	61%
» Other	2%	0%	0%	0%
PMO Challenges				
Percentage of PMOs whose the value has been seriously questioned in the last year				
» Not questioned at all	33%	19%	45%	33%
» Questioned by a few in the organization	44%	38%	32%	33%
» Questioned by more than a few in the organization	13%	38%	14%	21%
» Questioned by many in the organization	9%	6%	9%	12%
» Organization considered closing the PMO	1%	0%	0%	0%

CROSS TABULATION: BY PMO SERVICE SPAN

Biggest challenges facing PMOs (percentage of PMOs)

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Aligning projects to strategy	26%	28%	29%	18%
» Persistent “shadow” or misaligned projects	24%	11%	33%	28%
» Measuring projects’ strategic outcomes	24%	33%	19%	38%
» Slow reaction to changes in market or competitive environment	10%	17%	14%	13%
» Demonstrating the added value of the PMO	36%	44%	33%	48%
» Inadequate executive support	30%	28%	19%	25%
» Having a clearly defined role for the PMO	23%	28%	38%	30%
» Applicability of the PMO to all projects	30%	44%	19%	33%
» Assuring the consistent application of defined processes	40%	39%	24%	35%
» Getting reliable and accurate information from PMs	33%	22%	19%	35%
» Project leaders with significant responsibility and little formal authority	40%	44%	24%	28%
» Inadequate resource management capability	36%	39%	19%	43%
» Project managers with inadequate project management skills	36%	33%	43%	33%
» Not enough project managers	31%	28%	33%	40%
» Organizational resistance to change	49%	39%	33%	33%
» Having enough time/resources to devote to strategic activities	30%	44%	33%	30%
» Providing adequate support for troubled projects	24%	22%	33%	20%
» PMO processes seen as overhead	53%	44%	33%	63%
» Inadequate funding	26%	6%	14%	28%
» Too decentralized an environment	13%	11%	10%	18%
» Other	4%	0%	0%	0%

Performance and Capability

Percentage of PMOs at each level of PMO capability

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Level 0: None	3%	1%	9%	5%
» Level 1: Basic	26%	50%	32%	24%
» Level 2: Established	31%	31%	36%	31%
» Level 3: Institutionalized	26%	13%	23%	38%
» Level 4: Strategic	0%	6%	0%	2%
» Level 5: Best in Class	4%	0%	0%	0%
AVERAGE LEVEL OF PMO CAPABILITY	2.3	1.8	1.7	2.1

CROSS TABULATION: BY PMO SERVICE SPAN

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
Value PMO has contributed to organization in past 12 months				
Percentage or dollar improvement on average				
» Percentage of non-aligned-to-strategy projects canceled	18%	9%	5%	21%
» Percentage decrease in failed projects	27%	12%	15%	36%
» Percentage cost savings per project (% of total project cost)	18%	14%	6%	18%
» Percentage of projects delivered under budget	38%	23%	33%	29%
» Percentage of projects delivered ahead of schedule	26%	15%	22%	22%
» Percentage improvement in productivity	30%	24%	15%	25%
» Percentage improvement in time to market	25%	25%	9%	20%
» Percentage improvement in customer satisfaction	29%	25%	29%	28%
» Percentage improvement in projects aligned with business objectives	46%	31%	59%	39%
» Cost savings per project (in US Dollars)	\$319K	\$27K	\$4K	\$50K
Measurement of Value of PMO (above)				
» Percentage of statistics measured	32%	33%	43%	20%
» Percentage that are qualitative judgements	59%	73%	65%	61%
Extent PMO realized the following results				
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)				
» PMO facilitates integration of strategic and operational decisions	3.3	2.2	2.1	2.4
» PMO improved the free information flow across org's boundaries	3.4	2.9	2.9	2.9
» PMO has the right people in place to successfully fulfill it's goals	3.1	2.3	3.0	3.1
» PMO actively participates in organization's strategic planning	3.2	2.4	2.5	2.4
» PMO has a highly visible sr. exec champion	3.6	2.5	2.9	3.3
» PMO has PM learning and development programs in place	3.2	2.8	2.5	2.7
» PMO's objectives are strategically aligned with the organization's objectives	3.8	3.0	3.1	3.4
AVERAGE PMO PERFORMANCE RATING	3.4	2.6	2.7	2.9
Extent organization realized the following results				
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)				
» The organization's strategies are executed according to plan	3.1	2.5	2.8	3.0
» The organization's shareholders are satisfied	3.3	2.8	3.2	3.2
» The organization is financially successful	3.5	3.3	3.8	3.3
» Projects are completed on schedule and on budget	3.1	2.8	2.8	3.0
» Project customers are satisfied	3.4	3.1	3.4	3.2
» Project resources are allocated optimally	2.7	2.3	2.6	2.7
» Projects are aligned to the organization's business strategy	3.5	3.0	3.3	3.4
» The organization prioritizes projects effectively	3.0	2.3	2.7	2.9
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.2	2.8	3.1	3.1

CROSS TABULATION: BY PMO SERVICE SPAN

Priorities

Percentage of organizations with the following high priorities over the next 12 months?

Governance

	ENTERPRISE	FUNCTIONAL	BUSI. UNIT	IT
» Extend scope of PMO to strategic support	37%	40%	42%	29%
» Contribute to articulating the strategy	34%	27%	16%	29%
» Communicate strategy	32%	27%	32%	29%
» Build better relationships with senior management	43%	53%	26%	47%
» Improve enterprise and strategic alignment	54%	33%	37%	37%
» Implement/enhance governance process	58%	47%	53%	68%
» Implement organizational change management process	35%	47%	32%	26%
» Align project roles around strategy	35%	33%	32%	21%

Portfolio Management

» Extend scope of PMO to portfolio management	34%	27%	37%	32%
» Assess portfolio management capability	37%	33%	26%	21%
» Implement/update portfolio management software	29%	33%	32%	42%
» Implement/enhance portfolio management process	51%	33%	53%	55%
» Engage in PPM training or mentoring	54%	27%	21%	26%

Project/Program Management

» Implement/enhance/integrate lifecycle methodologies	34%	33%	37%	53%
» Implement/enhance core PM processes	46%	67%	74%	50%
» Implement/enhance project/program management software	28%	27%	47%	39%
» Implement project review process	43%	33%	37%	47%
» Institutionalize knowledge management/lessons learned process	45%	40%	42%	32%

Resource Optimization

» Implement/enhance PM training	37%	27%	47%	37%
» Improve resource planning and forecasting process	51%	60%	42%	66%
» Increase operational staff within the PMO	26%	27%	37%	18%
» Implement/increase mentoring of project managers	42%	27%	53%	37%
» Implement demand management/capacity planning process	29%	40%	26%	39%

Performance Measurement

» Implement/enhance performance measurement process	46%	33%	37%	37%
» Audit projects	35%	53%	42%	37%
» Implement/enhance reporting, analytics, dashboard tools	54%	47%	68%	42%
» Measure and report on PMO value	45%	13%	26%	37%
» Measure and report on project manager training results	17%	20%	11%	16%
» Benefits realization	40%	27%	26%	39%

Miscellaneous

» Other	0%	0%	0%	0%
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CROSS TABULATION

By PMO Focus

INTERNAL
FOCUS

EXTERNAL
FOCUS

Respondent Profile

Percentage of respondents with the following role

» Chief Project Officer, CIO, or other C-Level	4%	15%
» VP or Director-Level Business Management	4%	11%
» VP or Director-Level Project/Program Management	18%	20%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	35%
» PMO Staff Member	8%	4%
» Project/Program Manager	19%	13%
» Other	9%	2%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	24%	47%
» \$100 million to \$1 billion	27%	24%
» Greater than \$1 billion	49%	29%

Percentage of respondents in the following industries

» Finance & Insurance	13%	4%
» Information	9%	24%
» Manufacturing	17%	13%
» Professional & Technical Services	12%	37%
» Pharmaceutical & Biotechnology	1%	0%
» Public Administration	8%	7%
» Healthcare & Social Services	17%	7%
» Education	3%	2%
» Energy	9%	7%
» Retail	1%	0%
» Other	10%	2%

Geographic region company's headquarters is located

» North America	76%	59%
» Europe	13%	9%
» Asia/Pacific	3%	4%
» Central/South America	5%	20%
» Middle East/Africa	3%	9%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
PMO Size, Scope, Complexity		
Number of projects organization works on per year (median)	75	50
Budget per project (median; US\$)	\$360K	\$375K
Service span of the PMO		
» Enterprise/Strategic	39%	53%
» Functional	11%	13%
» Business unit (LOB)	13%	20%
» IT	32%	7%
» Other	5%	7%
PMO age (median)	5 years	5 years
Percentage repondents whose PMO reports to the following role		
» CEO or equivalent	10%	33%
» CIO or other C-Level	36%	28%
» Executive Vice President	17%	4%
» Vice President	13%	13%
» Director	19%	15%
» Other	5%	7%
Percentage of project managers who report to the PMO	46%	69%
Annual PMO budget (median; US\$)	\$600K	\$250K
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$10M	\$7.3M

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
PMO Functions		
GOVERNANCE		
Percentage of PMOs performing the following functions		
» Business liaison	37%	29%
» Organizational strategic planning participation	53%	46%
» Alignment of projects with strategic objectives	72%	56%
» Governance or steering committee facilitation	62%	63%
» Executive management advice/support	64%	56%
» Enterprise risk management	28%	39%
» Clarifying decision responsibility	37%	34%
» Regulatory or legal compliance	28%	24%
» Business plan administration	28%	17%
» Process compliance review	46%	54%
» Roles and responsibilities documentation	66%	68%
» Governance process implementation/management	67%	80%
» Organizational change management	38%	51%
» None of the above	2%	2%
» Other	6%	10%
PORTFOLIO MANAGEMENT		
Percentage of PMOs performing the following functions		
» Identifying strategic projects	38%	32%
» Validating strategic alignment	40%	34%
» Reallocation of budget and resources	36%	32%
» Portfolio rebalance/reprioritization	27%	27%
» Portfolio management strategy formulation	31%	22%
» Portfolio governance and oversight	58%	56%
» Facilitation of executive involvement	45%	34%
» Portfolio analysis (including project selection and prioritization)	53%	51%
» Portfolio planning (including resource allocation and scheduling)	52%	46%
» Portfolio tracking (performance monitoring)	68%	68%
» Portfolio communications management	52%	39%
» Portfolio risk management	30%	51%
» Project interdependency management	43%	46%
» Portfolio management software implementation/management	48%	54%
» Portfolio review board/policy process implementation/management	45%	39%
» Portfolio management process implementation/management	55%	56%
» Portfolio benefits realization tracking	23%	41%
» None of the above	5%	12%
» Other	3%	2%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
PROJECT/PROGRAM MANAGEMENT		
Percentage of PMOs performing the following functions		
» Business requirements planning	52%	40%
» Benefits realization planning	30%	40%
» Project/program benefits realization tracking	44%	45%
» Change control and issue tracking	65%	69%
» Interface with functional units (finance, procurement, HR, IT)	65%	67%
» Interface with customers/suppliers	46%	55%
» Multi-project coordination	65%	71%
» Project/program management software implementation/mgt	62%	74%
» Lifecycle management (agile, SDLC, NPD, etc.)	45%	57%
» Project opportunity/assessment process development	36%	50%
» PM methodology, standards implementation/management	84%	90%
» Project policies, procedures, templates implementation/mgt	82%	90%
» Identify and manage stakeholder dependencies	44%	48%
» None of the above	2%	0%
» Other	4%	0%
RESOURCE OPTIMIZATION		
Percentage of PMOs performing the following functions		
» Capacity management	38%	52%
» Demand management	32%	45%
» Resource forecasting	41%	60%
» Management of project managers	56%	57%
» Management of project planners/controllers	23%	31%
» Management of business analysts	19%	19%
» Project professional hiring	36%	55%
» Resource identification/selection	30%	43%
» Skills identification	30%	55%
» Resource risk assessment	24%	40%
» Project manager performance evaluation	48%	62%
» Project management career path development	47%	64%
» PM training curriculum development and coordination	46%	64%
» PM training delivery	50%	67%
» PM coaching and mentoring	67%	81%
» PM training needs requirements and contracting	51%	64%
» Resource management process implementation/management	37%	43%
» Job description development/maintenance	35%	45%
» Staffing optimization	23%	50%
» None of the above	4%	7%
» Other	0%	0%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
PERFORMANCE MEASUREMENT		
Percentage of PMOs performing the following functions		
» Key performance indicator/performance measures development	48%	64%
» PMO performance monitoring/controlling	44%	57%
» Benefits realization analysis/reporting	20%	38%
» Project performance monitoring/controlling	62%	79%
» Portfolio performance monitoring/controlling	45%	57%
» Product of the project benefit tracking	15%	17%
» Project auditing	48%	67%
» Dashboard/scorecard implementation/management	66%	64%
» Performance measurement process implementation/mgt	30%	45%
» Portfolio/program/project management benchmarking	32%	43%
» Project manager training results measurement	20%	33%
» Communicate PMO's business value to business peers	41%	45%
» Communicate portfolio management's business value to business peers	22%	29%
» Communicate project/program management's business value to business peers	36%	33%
» Continuous improvement initiatives	42%	60%
» None of the above	5%	5%
» Other	1%	0%
Financial Management		
Percentage of PMOs performing the following functions		
» Activity-based costing (to derive total cost of PMO service)	17%	23%
» Resource cost translation (applied to business units)	21%	28%
» Internal cost allocation (chargebacks to business units)	39%	43%
» Develop, implement, or monitor integrated financial management processes	22%	35%
» Strategic projects' ROI validation	22%	45%
» None of the above	35%	28%
» Other	2%	5%
Methodologies the PMO focuses on		
» <i>PMBOK® Guide</i>	70%	81%
» Agile Development (Scrum, Extreme Programming, etc.)	33%	29%
» Agile Project Management	39%	40%
» Scaled Agile (SAFe)	7%	2%
» Waterfall	67%	50%
» Lean	20%	19%
» Prince2	9%	12%
» ITIL	13%	24%
» Six Sigma	13%	12%
» Stage-Gate	36%	36%
» In-house developed	31%	38%
» Other	7%	12%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
PMO Staffing and Project Managers		
PMO staff size (median)	8	11
Percentage of PMOs with someone holding the following positions		
» Head of the PMO (Director, Manager, etc.)	85%	85%
» Mentor/Coach	19%	22%
» Project Portfolio Manager	40%	39%
» Program Manager	41%	46%
» Manager of Project Managers	34%	37%
» Project Manager	65%	66%
» Project Team Leader	15%	15%
» Project Scheduler	6%	12%
» Project Planner	11%	12%
» Project Controller	12%	39%
» Risk Management Coordinator	5%	20%
» Methodologist	17%	24%
» Business Analyst	23%	20%
» Benefits Management Coordinator	2%	7%
» Organization Development Analyst (or other HR-related position)	1%	17%
» Systems Analyst	8%	12%
» Knowledge Management Coordinator	8%	15%
» Communications Planner	6%	5%
» Project Office Administrator	23%	32%
» Relationship Manager	7%	12%
» Metrics Analyst	9%	10%
» Vendor Integration Manager	2%	12%
» Other	10%	7%
Project management experience of PMO staff (median)	10 yrs	10 yrs
PMO staff with PMPs	45%	48%
Percentage of PMOs that use contracted resources to manage projects/programs?	61%	48%
Percentage of PMOs that use contracted resources to manage PMO operational functions	16%	8%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
Percentage of PMOs involved in evaluating the project management competency of project managers	67%	83%
Percentage of PMOs with an established career path for project management resources in place?	46%	63%
Percentage of PMOs with a project management training program in place?	56%	73%
Percentage of PMOs offering the following types of project management training		
» PM basics	76%	77%
» Advanced PM skill development	41%	60%
» PMP preparation	46%	53%
» PM software tool training	71%	70%
» PM certificate or degree program	32%	40%
» Agile project management	19%	30%
» Leadership training	56%	63%
» Business alignment training	31%	43%
» Other	7%	0%
Number of days of training a PMO staff member receives per year (median)	5 days	5 days
Percentage of PMOs offering project management training using the following delivery formats		
» Onsite, classroom-based training using in-house trainers	78%	83%
» Onsite, classroom-based training using external trainers	54%	43%
» On-demand online training	69%	70%
» Instructor-led online training	43%	33%
» Public courses offered by external providers	70%	63%
» Other	0%	3%

PMO Challenges

Percentage of PMOs whose the value has been seriously questioned in the last year

» Not questioned at all	32%	38%
» Questioned by a few in the organization	40%	36%
» Questioned by more than a few in the organization	18%	21%
» Questioned by many in the organization	10%	5%
» Organization considered closing the PMO	1%	0%

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
Biggest challenges facing PMOs (percentage of PMOs)		
» Aligning projects to strategy	26%	18%
» Persistent “shadow” or misaligned projects	25%	21%
» Measuring projects’ strategic outcomes	34%	15%
» Slow reaction to changes in market or competitive environment	10%	18%
» Demonstrating the added value of the PMO	44%	31%
» Inadequate executive support	29%	23%
» Having a clearly defined role for the PMO	32%	18%
» Applicability of the PMO to all projects	34%	26%
» Assuring the consistent application of defined processes	41%	28%
» Getting reliable and accurate information from PMs	31%	28%
» Project leaders with significant responsibility and little formal authority	34%	38%
» Inadequate resource management capability	37%	28%
» Project managers with inadequate project management skills	34%	38%
» Not enough project managers	35%	26%
» Organizational resistance to change	46%	31%
» Having enough time/resources to devote to strategic activities	33%	33%
» Providing adequate support for troubled projects	24%	31%
» PMO processes seen as overhead	53%	41%
» Inadequate funding	24%	13%
» Too decentralized an environment	13%	10%
» Other	3%	0%

Performance and Capability

Percentage of PMOs at each level of PMO capability

» Level 0: None	4%	3%
» Level 1: Basic	32%	18%
» Level 2: Established	34%	23%
» Level 3: Institutionalized	26%	38%
» Level 4: Strategic	3%	13%
» Level 5: Best in Class	1%	5%
AVERAGE LEVEL OF PMO CAPABILITY	2.0	2.6

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
Value PMO has contributed to organization in past 12 months		
Percentage or dollar improvement on average		
» Percentage of non-aligned-to-strategy projects canceled	15%	17%
» Percentage decrease in failed projects	20%	39%
» Percentage cost savings per project (% of total project cost)	12%	24%
» Percentage of projects delivered under budget	31%	38%
» Percentage of projects delivered ahead of schedule	21%	24%
» Percentage improvement in productivity	20%	36%
» Percentage improvement in time to market	18%	25%
» Percentage improvement in customer satisfaction	26%	31%
» Percentage improvement in projects aligned with business objectives	41%	50%
» Cost savings per project (in US Dollars)	\$195K	\$130K
Measurement of Value of PMO (above)		
» Percentage of statistics measured	27%	43%
» Percentage that are qualitative judgements	73%	57%
Extent PMO realized the following results		
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)		
» PMO facilitates integration of strategic and operational decisions	2.7	3.0
» PMO improved the free information flow across org's boundaries	3.0	3.4
» PMO has the right people in place to successfully fulfill it's goals	2.9	3.2
» PMO actively participates in organization's strategic planning	2.8	3.1
» PMO has a highly visible sr. exec champion	3.3	3.4
» PMO has PM learning and development programs in place	2.8	3.2
» PMO's objectives are strategically aligned with the organization's objectives	3.4	3.8
AVERAGE PMO PERFORMANCE RATING	3.0	3.3
Extent organization realized the following results		
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)		
» The organization's strategies are executed according to plan	2.9	3.2
» The organization's shareholders are satisfied	3.2	3.3
» The organization is financially successful	3.5	3.7
» Projects are completed on schedule and on budget	3.0	3.2
» Project customers are satisfied	3.2	3.6
» Project resources are allocated optimally	2.6	3.0
» Projects are aligned to the organization's business strategy	3.3	3.6
» The organization prioritizes projects effectively	2.8	3.1
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.1	3.3

CROSS TABULATION: BY PMO FOCUS

	INTERNAL FOCUS	EXTERNAL FOCUS
Priorities		
Percentage of organizations with the following high priorities over the next 12 months?		
Governance		
» Extend scope of PMO to strategic support	37%	31%
» Contribute to articulating the strategy	30%	25%
» Communicate strategy	34%	22%
» Build better relationships with senior management	45%	39%
» Improve enterprise and strategic alignment	47%	36%
» Implement/enhance governance process	56%	67%
» Implement organizational change management process	33%	36%
» Align project roles around strategy	34%	22%
Portfolio Management		
» Extend scope of PMO to portfolio management	35%	19%
» Assess portfolio management capability	33%	22%
» Implement/update portfolio management software	40%	25%
» Implement/enhance portfolio management process	50%	53%
» Engage in PPM training or mentoring	25%	47%
Project/Program Management		
» Implement/enhance/integrate lifecycle methodologies	35%	44%
» Implement/enhance core PM processes	55%	50%
» Implement/enhance project/program management software	37%	31%
» Implement project review process	40%	44%
» Institutionalize knowledge management/lessons learned process	37%	53%
Resource Optimization		
» Implement/enhance PM training	34%	53%
» Improve resource planning and forecasting process	57%	47%
» Increase operational staff within the PMO	25%	22%
» Implement/increase mentoring of project managers	38%	42%
» Implement demand management/capacity planning process	34%	33%
Performance Measurement		
» Implement/enhance performance measurement process	41%	39%
» Audit projects	39%	36%
» Implement/enhance reporting, analytics, dashboard tools	49%	64%
» Measure and report on PMO value	38%	33%
» Measure and report on project manager training results	15%	22%
» Benefits realization	35%	36%
Miscellaneous		
» Other	0%	0%

CROSS TABULATION By PMO Capability

Respondent Profile

Percentage of respondents with the following role

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
» Chief Project Officer, CIO, or other C-Level	17%	4%	4%	4%	33%	67%
» VP or Director-Level Business Management	17%	4%	2%	4%	11%	0%
» VP or Director-Level Project/Program Management	0%	18%	18%	22%	22%	0%
» Leader of the PMO (Director, Manager, Head, etc.)	17%	31%	42%	41%	33%	33%
» PMO Staff Member	0%	13%	10%	2%	0%	0%
» Project/Program Manager	17%	20%	14%	26%	0%	0%
» Other	33%	9%	10%	0%	0%	0%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	50%	30%	21%	22%	44%	33%
» \$100 million to \$1 billion	33%	30%	26%	29%	33%	33%
» Greater than \$1 billion	17%	40%	53%	49%	22%	33%

Percentage of respondents in the following industries

» Finance & Insurance	0%	11%	10%	11%	11%	33%
» Information	0%	11%	10%	13%	33%	0%
» Manufacturing	0%	24%	20%	11%	0%	0%
» Professional & Technical Services	17%	11%	16%	15%	33%	67%
» Pharmaceutical & Biotechnology	0%	0%	4%	0%	0%	0%
» Public Administration	17%	4%	10%	7%	0%	0%
» Healthcare & Social Services	17%	11%	12%	26%	11%	0%
» Education	33%	2%	2%	2%	0%	0%
» Energy	17%	9%	8%	7%	11%	0%
» Retail	0%	0%	0%	4%	0%	0%
» Other	0%	16%	8%	7%	0%	0%

Geographic region company's headquarters is located

» North America	100%	58%	76%	76%	56%	76%
» Europe	0%	22%	12%	9%	22%	0%
» Asia/Pacific	0%	4%	6%	0%	0%	0%
» Central/South America	0%	11%	2%	9%	22%	33%
» Middle East/Africa	0%	4%	4%	7%	0%	0%

CROSS TABULATION: BY PMO CAPABILITY

PMO Size, Scope, Complexity

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
Number of projects organization works on per year (median)	65	70	60	100	100	300
Budget per project (median; US\$)	\$300K	\$250K	\$400K	\$500K	\$750K	\$1M
Service span of the PMO						
» Enterprise/Strategic	33%	40%	44%	39%	78%	100%
» Functional	0%	18%	10%	4%	11%	0%
» Business unit (LOB)	33%	16%	16%	11%	0%	0%
» IT	33%	22%	26%	35%	11%	0%
» Other	6%	4%	4%	11%	0%	0%
Primary focus of the PMO						
» Internal project focus (cost center)	83%	84%	82%	70%	44%	33%
» External project focus (profit center)	17%	16%	18%	30%	56%	67%
PMO age (median)	0 yrs	3 yrs	5 yrs	6 yrs	8 yrs	6 yrs
Percentage repondents whose PMO reports to the following role						
» CEO or equivalent	33%	16%	10%	13%	33%	33%
» CIO or other C-Level	0%	33%	36%	39%	22%	33%
» Executive Vice President	17%	11%	16%	17%	11%	33%
» Vice President	33%	11%	10%	9%	11%	0%
» Director	0%	22%	24%	11%	22%	0%
» Other	17%	7%	4%	11%	0%	0%
Percentage of project managers who report to the PMO	0%	50%	43%	63%	84%	67%
Annual PMO budget (median; US\$)	\$200K	\$450K	\$800K	\$1M	\$458K	\$1.5M
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$18M	\$5M	\$10M	\$33M	\$5M	\$350M

CROSS TABULATION: BY PMO CAPABILITY

PMO Functions

GOVERNANCE

Percentage of PMOs performing the following functions

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
» Business liaison	33%	31%	38%	47%	11%	33%
» Organizational strategic planning participation	33%	47%	50%	56%	78%	100%
» Alignment of projects with strategic objectives	67%	62%	72%	76%	67%	67%
» Governance or steering committee facilitation	50%	51%	70%	71%	56%	67%
» Executive management advice/support	67%	44%	60%	78%	78%	67%
» Enterprise risk management	0%	27%	26%	33%	67%	100%
» Clarifying decision responsibility	0%	27%	42%	44%	44%	67%
» Regulatory or legal compliance	33%	20%	22%	38%	22%	33%
» Business plan administration	17%	22%	20%	33%	33%	33%
» Process compliance review	17%	40%	58%	49%	78%	0%
» Roles and responsibilities documentation	33%	60%	68%	80%	78%	100%
» Governance process implementation/management	67%	62%	72%	73%	100%	67%
» Organizational change management	33%	40%	40%	44%	67%	67%
» None of the above	0%	4%	4%	0%	0%	0%
» Other	0%	9%	6%	4%	11%	0%

PORTFOLIO MANAGEMENT

Percentage of PMOs performing the following functions

» Identifying strategic projects	0%	29%	38%	42%	44%	67%
» Validating strategic alignment	33%	29%	42%	44%	44%	67%
» Reallocation of budget and resources	33%	29%	26%	44%	33%	100%
» Portfolio rebalance/reprioritization	0%	18%	40%	22%	33%	100%
» Portfolio management strategy formulation	17%	27%	32%	22%	44%	100%
» Portfolio governance and oversight	50%	42%	66%	56%	89%	67%
» Facilitation of executive involvement	17%	27%	54%	47%	33%	67%
» Portfolio analysis (including project selection and prioritization)	33%	40%	54%	58%	78%	100%
» Portfolio planning (including resource allocation and scheduling)	17%	36%	50%	67%	67%	67%
» Portfolio tracking (performance monitoring)	33%	53%	72%	83%	56%	100%
» Portfolio communications management	33%	40%	54%	51%	56%	100%
» Portfolio risk management	0%	27%	34%	36%	78%	100%
» Project interdependency management	17%	29%	44%	62%	44%	67%
» Portfolio management software implementation/management	50%	44%	46%	56%	56%	100%
» Portfolio review board/policy process implementation/management	50%	29%	44%	47%	67%	67%
» Portfolio management process implementation/management	33%	40%	54%	69%	56%	100%
» Portfolio benefits realization tracking	0%	20%	34%	27%	44%	100%
» None of the above	17%	11%	6%	4%	0%	0%
» Other	0%	4%	4%	2%	0%	0%

CROSS TABULATION: BY PMO CAPABILITY

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL.	STRATEGIC	BEST IN CLASS
PROJECT/PROGRAM MANAGEMENT						
Percentage of PMOs performing the following functions						
» Business requirements planning	17%	44%	46%	65%	56%	33%
» Benefits realization planning	17%	20%	38%	39%	78%	33%
» Project/program benefits realization tracking	33%	33%	50%	48%	67%	67%
» Change control and issue tracking	17%	62%	62%	78%	67%	67%
» Interface with functional units (finance, procurement, HR, IT)	50%	64%	74%	67%	67%	33%
» Interface with customers/suppliers	50%	42%	46%	59%	67%	67%
» Multi-project coordination	0%	56%	74%	83%	89%	67%
» Project/program management software implementation/mgt	67%	53%	62%	80%	78%	100%
» Lifecycle management (agile, SDLC, NPD, etc.)	17%	44%	44%	63%	67%	67%
» Project opportunity/assessment process development	0%	40%	40%	46%	56%	33%
» PM methodology, standards implementation/management	50%	76%	90%	98%	100%	100%
» Project policies, procedures, templates implementation/mgt	67%	73%	92%	91%	89%	100%
» Identify and manage stakeholder dependencies	17%	33%	44%	52%	78%	67%
» None of the above	0%	4%	2%	0%	0%	0%
» Other	0%	2%	4%	2%	11%	0%
RESOURCE OPTIMIZATION						
Percentage of PMOs performing the following functions						
» Capacity management	33%	29%	40%	52%	56%	100%
» Demand management	0%	24%	38%	50%	56%	33%
» Resource forecasting	0%	36%	40%	63%	67%	67%
» Management of project managers	0%	49%	58%	70%	78%	67%
» Management of project planners/controllers	0%	27%	18%	30%	56%	33%
» Management of business analysts	0%	13%	12%	28%	56%	33%
» Project professional hiring	17%	27%	42%	59%	44%	33%
» Resource identification/selection	17%	24%	28%	43%	67%	33%
» Skills identification	0%	24%	34%	48%	44%	100%
» Resource risk assessment	0%	16%	28%	37%	67%	33%
» Project manager performance evaluation	17%	27%	54%	74%	78%	67%
» Project management career path development	0%	38%	50%	65%	78%	67%
» PM training curriculum development and coordination	0%	31%	52%	61%	89%	100%
» PM training delivery	33%	40%	50%	65%	89%	100%
» PM coaching and mentoring	33%	53%	80%	85%	89%	67%
» PM training needs requirements and contracting	33%	40%	54%	67%	78%	33%
» Resource management process implementation/management	33%	29%	34%	54%	44%	33%
» Job description development/maintenance	0%	18%	44%	46%	56%	67%
» Staffing optimization	0%	16%	28%	41%	56%	67%
» None of the above	17%	11%	4%	2%	0%	0%
» Other	0%	0%	0%	0%	0%	0%

CROSS TABULATION: BY PMO CAPABILITY

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
PERFORMANCE MEASUREMENT						
Percentage of PMOs performing the following functions						
» Key performance indicator/performance measures development	33%	40%	56%	57%	78%	67%
» PMO performance monitoring/controlling	17%	22%	48%	63%	78%	100%
» Benefits realization analysis/reporting	0%	16%	28%	24%	67%	100%
» Project performance monitoring/controlling	17%	60%	72%	72%	89%	67%
» Portfolio performance monitoring/controlling	33%	42%	36%	65%	67%	100%
» Product of the project benefit tracking	0%	13%	16%	13%	44%	67%
» Project auditing	17%	31%	70%	63%	89%	67%
» Dashboard/scorecard implementation/management	50%	51%	72%	74%	78%	67%
» Performance measurement process implementation/mgt	17%	22%	34%	30%	78%	33%
» Portfolio/program/project management benchmarking	17%	22%	40%	39%	56%	67%
» Project manager training results measurement	17%	18%	26%	24%	33%	33%
» Communicate PMO's business value to business peers	17%	31%	50%	46%	44%	67%
» Communicate portfolio mngt's business value to business peers	0%	20%	18%	30%	44%	67%
» Communicate project/program mngt's business value to business peers	33%	29%	36%	35%	44%	67%
» Continuous improvement initiatives	33%	42%	44%	48%	78%	67%
» None of the above	33%	7%	0%	4%	0%	0%
» Other	0%	0%	2%	0%	0%	0%
Financial Management						
Percentage of PMOs performing the following functions						
» Activity-based costing (to derive total cost of PMO service)	0%	12%	17%	20%	22%	33%
» Resource cost translation (applied to business units)	0%	17%	17%	31%	44%	33%
» Internal cost allocation (chargebacks to business units)	17%	29%	44%	51%	44%	33%
» Develop, implement, monitor integrated financial mngt processes	0%	19%	21%	29%	56%	33%
» Strategic projects' ROI validation	17%	17%	23%	38%	67%	67%
» None of the above	67%	48%	33%	24%	0%	33%
» Other	17%	5%	0%	0%	22%	0%
Methodologies the PMO focuses on						
» <i>PMBOK® Guide</i>	67%	60%	76%	80%	78%	100%
» Agile Development (Scrum, Extreme Programming, etc.)	17%	36%	30%	30%	44%	67%
» Agile Project Management	17%	33%	42%	35%	67%	100%
» Scaled Agile (SAFe)	0%	7%	8%	4%	0%	33%
» Waterfall	33%	56%	68%	72%	56%	67%
» Lean	0%	18%	20%	22%	22%	33%
» Prince2	17%	9%	8%	9%	11%	0%
» ITIL	17%	4%	22%	20%	22%	33%
» Six Sigma	0%	13%	16%	11%	22%	0%
» Stage-Gate	50%	33%	34%	41%	22%	33%
» In-house developed	33%	42%	26%	33%	33%	0%
» Other	17%	4%	8%	9%	11%	33%

CROSS TABULATION: BY PMO CAPABILITY

PMO Staffing and Project Managers

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL.	STRATEGIC	BEST IN CLASS
PMO staff size (median)	2	6	8	15	25	20
Percentage of PMOs with someone holding the following positions						
» Head of the PMO (Director, Manager, etc.)	67%	76%	90%	89%	100%	100%
» Mentor/Coach	33%	20%	18%	22%	0%	33%
» Project Portfolio Manager	50%	31%	38%	44%	67%	67%
» Program Manager	17%	31%	44%	51%	67%	33%
» Manager of Project Managers	0%	18%	40%	47%	44%	67%
» Project Manager	33%	62%	62%	76%	78%	67%
» Project Team Leader	33%	11%	14%	13%	22%	67%
» Project Scheduler	0%	9%	8%	9%	0%	33%
» Project Planner	0%	11%	16%	9%	0%	33%
» Project Controller	0%	16%	16%	22%	33%	67%
» Risk Management Coordinator	0%	7%	4%	11%	11%	33%
» Methodologist	17%	24%	14%	16%	11%	100%
» Business Analyst	33%	20%	10%	31%	33%	33%
» Benefits Management Coordinator	0%	2%	4%	0%	11%	33%
» Organization Development Analyst (or other HR-related position)	0%	4%	2%	7%	0%	33%
» Systems Analyst	17%	9%	2%	16%	11%	33%
» Knowledge Management Coordinator	17%	4%	8%	7%	22%	33%
» Communications Planner	0%	9%	2%	7%	0%	33%
» Project Office Administrator	17%	20%	28%	24%	33%	33%
» Relationship Manager	0%	11%	6%	11%	0%	33%
» Metrics Analyst	0%	18%	2%	7%	0%	33%
» Vendor Integration Manager	0%	4%	2%	7%	0%	33%
» Other	17%	4%	12%	11%	22%	0%
Project management experience of PMO staff (median)	15 yrs	10 yrs	8 yrs	10 yrs	10 yrs	10 yrs
PMO staff with PMPs	48%	33%	46%	51%	67%	73%
Percentage of PMOs that use contracted resources to manage projects/programs?	50%	51%	62%	62%	56%	67%
Percentage of PMOs that use contracted resources						

CROSS TABULATION: BY PMO CAPABILITY

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL.	STRATEGIC	BEST IN CLASS
to manage PMO operational functions	0%	16%	12%	18%	0%	67%
Percentage of PMOs involved in evaluating the project management competency of project managers	0%	64%	70%	80%	100%	100%
Percentage of PMOs with an established career path for project management resources in place?	0%	29%	48%	65%	100%	100%
Percentage of PMOs with a project management training program in place?	17%	44%	56%	72%	100%	100%
Percentage of PMOs offering the following types of project management training						
» PM basics	100%	95%	69%	79%	67%	67%
» Advanced PM skill development	0%	45%	38%	52%	67%	67%
» PMP preparation	100%	45%	28%	58%	67%	33%
» PM software tool training	100%	70%	62%	79%	67%	67%
» PM certificate or degree program	0%	25%	28%	48%	44%	33%
» Agile project management	0%	15%	14%	21%	67%	67%
» Leadership training	0%	65%	62%	55%	67%	67%
» Business alignment training	0%	20%	38%	30%	44%	67%
» Other	0%	5%	0%	6%	22%	0%
Number of days of training a PMO staff member receives per year (median)	15 dys	5 dys	5 dys	5 dys	11 dys	10 dys
Percentage of PMOs offering project management training using the following delivery formats						
» Onsite, classroom-based training using in-house trainers	100%	80%	66%	88%	89%	100%
» Onsite, classroom-based training using external trainers	100%	55%	48%	42%	56%	100%
» On-demand online training	0%	65%	72%	73%	56%	100%
» Instructor-led online training	0%	45%	48%	30%	44%	67%
» Public courses offered by external providers	100%	60%	66%	67%	78%	100%
» Other	0%	5%	0%	0%	0%	0%

CROSS TABULATION: BY PMO CAPABILITY

PMO Challenges

Percentage of PMOs whose the value has been seriously questioned in the last year

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
» Not questioned at all	17%	18%	42%	39%	56%	0%
» Questioned by a few in the organization	33%	33%	36%	48%	33%	67%
» Questioned by more than a few in the organization	17%	33%	14%	11%	0%	33%
» Questioned by many in the organization	33%	13%	8%	2%	11%	0%
» Organization considered closing the PMO	0%	2%	0%	0%	0%	0%

Biggest challenges facing PMOs (percentage of PMOs)

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
» Aligning projects to strategy	50%	27%	31%	13%	11%	33%
» Persistent “shadow” or misaligned projects	50%	22%	31%	18%	22%	0%
» Measuring projects’ strategic outcomes	17%	31%	42%	24%	0%	0%
» Slow reaction to changes in market or competitive environment	33%	16%	6%	11%	22%	0%
» Demonstrating the added value of the PMO	67%	53%	42%	31%	11%	33%
» Inadequate executive support	33%	47%	27%	13%	11%	33%
» Having a clearly defined role for the PMO	67%	42%	33%	11%	11%	0%
» Applicability of the PMO to all projects	67%	33%	27%	38%	11%	0%
» Assuring the consistent application of defined processes	17%	40%	44%	36%	11%	100%
» Getting reliable and accurate information from PMs	17%	36%	33%	29%	22%	0%
» Project leaders with significant responsibility, little formal authority	50%	42%	35%	36%	11%	0%
» Inadequate resource management capability	50%	38%	42%	27%	22%	33%
» Project managers with inadequate project management skills	83%	36%	35%	36%	22%	0%
» Not enough project managers	17%	24%	38%	40%	44%	0%
» Organizational resistance to change	33%	56%	46%	36%	11%	33%
» Having enough time/resources to devote to strategic activities	17%	29%	35%	40%	22%	33%
» Providing adequate support for troubled projects	50%	18%	23%	29%	56%	0%
» PMO processes seen as overhead	67%	44%	52%	56%	33%	67%
» Inadequate funding	33%	24%	19%	18%	33%	33%
» Too decentralized an environment	17%	22%	15%	4%	0%	0%
» Other	0%	2%	2%	0%	11%	0%

CROSS TABULATION: BY PMO CAPABILITY

Performance and Capability

Value PMO has contributed to organization in past 12 months

Percentage or dollar improvement on average

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL	STRATEGIC	BEST IN CLASS
» Percentage of non-aligned-to-strategy projects canceled	0%	10%	15%	20%	5%	50%
» Percentage decrease in failed projects	4%	21%	21%	40%	10%	21%
» Percentage cost savings per project (% of total project cost)	5%	7%	16%	18%	20%	25%
» Percentage of projects delivered under budget	0%	22%	32%	40%	38%	49%
» Percentage of projects delivered ahead of schedule	0%	11%	22%	26%	38%	14%
» Percentage improvement in productivity	13%	17%	22%	31%	35%	25%
» Percentage improvement in time to market	0%	11%	20%	22%	43%	13%
» Percentage improvement in customer satisfaction	0%	17%	31%	29%	34%	21%
» Percentage improvement in projects aligned with busi. objectives	13%	38%	47%	45%	54%	23%
» Cost savings per project (in US Dollars)	\$0	\$48K	\$59K	\$450K	\$64K	\$300K

Measurement of Value of PMO (above)

» Percentage of statistics measured	17%	26%	19%	41%	75%	67%
» Percentage that are qualitative judgements	60%	59%	70%	55%	88%	67%

Extent PMO realized the following results

(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)

» PMO facilitates integration of strategic and operational decisions	1.2	2.4	2.6	3.1	3.9	4.7
» PMO improved the free information flow across org's boundaries	2.0	2.5	3.3	3.3	3.8	4.7
» PMO has the right people in place to successfully fulfill it's goals	2.2	2.4	3.0	3.3	3.8	4.3
» PMO actively participates in organization's strategic planning	2.0	2.7	2.7	3.2	3.3	5.0
» PMO has a highly visible sr. exec champion	2.8	2.8	3.4	3.6	4.2	4.7
» PMO has PM learning and development programs in place	1.4	2.3	2.9	3.3	3.9	4.7
» PMO's objectives are strategically aligned with the org's objectives	2.6	2.9	3.5	3.9	4.6	5.0
AVERAGE PMO PERFORMANCE RATING	2.0	2.6	3.1	3.4	3.9	4.7

Extent organization realized the following results

(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)

» The organization's strategies are executed according to plan	2.6	2.5	3.1	3.3	3.3	4.3
» The organization's shareholders are satisfied	1.8	2.8	3.3	3.4	4.0	4.3
» The organization is financially successful	3.0	3.0	3.7	3.6	4.1	4.3
» Projects are completed on schedule and on budget	2.2	2.5	3.1	3.3	4.0	4.3
» Project customers are satisfied	2.2	2.9	3.4	3.5	4.1	4.7
» Project resources are allocated optimally	2.2	2.1	2.7	3.0	3.4	4.0
» Projects are aligned to the organization's business strategy	2.2	2.9	3.3	3.9	4.1	5.0
» The organization prioritizes projects effectively	2.2	2.5	2.8	3.1	4.0	4.7
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	2.3	2.7	3.2	3.4	3.9	4.5

CROSS TABULATION: BY PMO CAPABILITY

	NONE	BASIC	ESTABLISHED	INSTITUTIONAL.	STRATEGIC	BEST IN CLASS
Priorities						
Percentage of organizations with the following high priorities over the next 12 months?						
Governance						
» Extend scope of PMO to strategic support	67%	33%	40%	33%	13%	33%
» Contribute to articulating the strategy	33%	30%	28%	29%	25%	33%
» Communicate strategy	0%	50%	30%	17%	38%	33%
» Build better relationships with senior management	17%	48%	47%	48%	0%	33%
» Improve enterprise and strategic alignment	33%	45%	53%	35%	38%	67%
» Implement/enhance governance process	83%	48%	68%	57%	50%	67%
» Implement organizational change management process	33%	43%	32%	29%	25%	33%
» Align project roles around strategy	50%	43%	36%	14%	13%	33%
Portfolio Management						
» Extend scope of PMO to portfolio management	67%	30%	40%	24%	0%	33%
» Assess portfolio management capability	17%	40%	32%	24%	13%	33%
» Implement/update portfolio management software	50%	40%	30%	40%	25%	33%
» Implement/enhance portfolio management process	67%	53%	36%	60%	63%	67%
» Engage in PPM training or mentoring	17%	33%	30%	29%	25%	67%
Project/Program Management						
» Implement/enhance/integrate lifecycle methodologies	50%	40%	30%	36%	50%	100%
» Implement/enhance core PM processes	67%	68%	57%	40%	25%	33%
» Implement/enhance project/program management software	67%	45%	30%	38%	0%	0%
» Implement project review process	50%	60%	40%	26%	25%	33%
» Institutionalize knowledge management/lessons learned process	33%	38%	45%	45%	25%	33%
Resource Optimization						
» Implement/enhance PM training	33%	45%	38%	36%	25%	33%
» Improve resource planning and forecasting process	50%	55%	51%	57%	63%	67%
» Increase operational staff within the PMO	50%	23%	32%	14%	25%	33%
» Implement/increase mentoring of project managers	50%	43%	43%	36%	25%	0%
» Implement demand management/capacity planning process	17%	30%	43%	29%	25%	67%
Performance Measurement						
» Implement/enhance performance measurement process	50%	53%	40%	31%	25%	33%
» Audit projects	33%	43%	49%	26%	25%	33%
» Implement/enhance reporting, analytics, dashboard tools	83%	50%	53%	50%	63%	33%
» Measure and report on PMO value	67%	35%	36%	33%	25%	100%
» Measure and report on project manager training results	17%	20%	15%	17%	13%	33%
» Benefits realization	50%	33%	38%	33%	25%	67%
Miscellaneous						
» Other	0%	0%	0%	0%	0%	0%

CROSS TABULATION

By Organizational Performance

	HIGH PERFORMERS	LOW PERFORMERS
Respondent Profile		
Percentage of respondents with the following role		
» Chief Project Officer, CIO, or other C-Level	23%	3%
» VP or Director-Level Business Management	8%	3%
» VP or Director-Level Project/Program Management	15%	18%
» Leader of the PMO (Director, Manager, Head, etc.)	33%	32%
» PMO Staff Member	5%	12%
» Project/Program Manager	10%	15%
» Other	5%	18%
Percentage of respondents whose organizations have the following annual sales (US\$)		
» Less than \$100 million	32%	21%
» \$100 million to \$1 billion	13%	36%
» Greater than \$1 billion	55%	42%
Percentage of respondents in the following industries		
» Finance & Insurance	8%	6%
» Information	13%	6%
» Manufacturing	13%	29%
» Professional & Technical Services	28%	15%
» Pharmaceutical & Biotechnology	0%	3%
» Public Administration	10%	9%
» Healthcare & Social Services	8%	9%
» Education	0%	6%
» Energy	13%	6%
» Retail	0%	0%
» Other	8%	12%
Geographic region company's headquarters is located		
» North America	77%	62%
» Europe	13%	24%
» Asia/Pacific	3%	6%
» Central/South America	5%	9%
» Middle East/Africa	3%	0%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PMO Size, Scope, Complexity		
Number of projects organization works on per year (median)	85	50
Budget per project (median; US\$)	\$400K	\$500K
Service span of the PMO		
» Enterprise/Strategic	72%	38%
» Functional	0%	15%
» Business unit (LOB)	5%	15%
» IT	21%	32%
» Other	3%	0%
Primary focus of the PMO		
» Internal project focus (cost center)	67%	82%
» External project focus (profit center)	33%	18%
PMO age (median)	6 years	3 years
Percentage repondents whose PMO reports to the following role		
» CEO or equivalent	21%	15%
» CIO or other C-Level	38%	26%
» Executive Vice President	15%	15%
» Vice President	8%	18%
» Director	13%	18%
» Other	5%	9%
Percentage of project managers who report to the PMO	68%	53
Annual PMO budget (median; US\$)	\$1.5M	\$250K
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$30M	\$10M

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PMO Functions		
GOVERNANCE		
Percentage of PMOs performing the following functions		
» Business liaison	38%	26%
» Organizational strategic planning participation	77%	41%
» Alignment of projects with strategic objectives	77%	59%
» Governance or steering committee facilitation	74%	44%
» Executive management advice/support	90%	35%
» Enterprise risk management	54%	12%
» Clarifying decision responsibility	56%	29%
» Regulatory or legal compliance	33%	21%
» Business plan administration	31%	12%
» Process compliance review	64%	44%
» Roles and responsibilities documentation	85%	47%
» Governance process implementation/management	77%	59%
» Organizational change management	69%	26%
» None of the above	0%	9%
» Other	5%	9%
PORTFOLIO MANAGEMENT		
Percentage of PMOs performing the following functions		
» Identifying strategic projects	39%	25%
» Validating strategic alignment	58%	26%
» Reallocation of budget and resources	45%	26%
» Portfolio rebalance/reprioritization	50%	18%
» Portfolio management strategy formulation	42%	29%
» Portfolio governance and oversight	84%	47%
» Facilitation of executive involvement	55%	24%
» Portfolio analysis (including project selection and prioritization)	68%	35%
» Portfolio planning (including resource allocation and scheduling)	66%	35%
» Portfolio tracking (performance monitoring)	82%	50%
» Portfolio communications management	68%	38%
» Portfolio risk management	58%	24%
» Project interdependency management	63%	32%
» Portfolio management software implementation/management	71%	41%
» Portfolio review board/policy process implementation/management	55%	35%
» Portfolio management process implementation/management	74%	35%
» Portfolio benefits realization tracking	50%	21%
» None of the above	3%	15%
» Other	0%	3%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PROJECT/PROGRAM MANAGEMENT		
Percentage of PMOs performing the following functions		
» Business requirements planning	64%	25%
» Benefits realization planning	54%	18%
» Project/program benefits realization tracking	67%	29%
» Change control and issue tracking	69%	56%
» Interface with functional units (finance, procurement, HR, IT)	79%	50%
» Interface with customers/suppliers	67%	29%
» Multi-project coordination	79%	44%
» Project/program management software implementation/mgt	85%	41%
» Lifecycle management (agile, SDLC, NPD, etc.)	69%	35%
» Project opportunity/assessment process development	51%	26%
» PM methodology, standards implementation/management	97%	74%
» Project policies, procedures, templates implementation/mgt	95%	74%
» Identify and manage stakeholder dependencies	62%	24%
» None of the above	3%	6%
» Other	3%	0%
RESOURCE OPTIMIZATION		
Percentage of PMOs performing the following functions		
» Capacity management	49%	32%
» Demand management	51%	26%
» Resource forecasting	56%	29%
» Management of project managers	79%	32%
» Management of project planners/controllers	46%	21%
» Management of business analysts	33%	6%
» Project professional hiring	56%	24%
» Resource identification/selection	46%	9%
» Skills identification	56%	15%
» Resource risk assessment	49%	15%
» Project manager performance evaluation	74%	18%
» Project management career path development	74%	35%
» PM training curriculum development and coordination	77%	29%
» PM training delivery	69%	35%
» PM coaching and mentoring	90%	53%
» PM training needs requirements and contracting	77%	32%
» Resource management process implementation/management	46%	26%
» Job description development/maintenance	51%	18%
» Staffing optimization	44%	6%
» None of the above	0%	15%
» Other	0%	0%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PERFORMANCE MEASUREMENT		
Percentage of PMOs performing the following functions		
» Key performance indicator/performance measures development	69%	44%
» PMO performance monitoring/controlling	69%	26%
» Benefits realization analysis/reporting	46%	18%
» Project performance monitoring/controlling	74%	50%
» Portfolio performance monitoring/controlling	77%	35%
» Product of the project benefit tracking	31%	12%
» Project auditing	67%	38%
» Dashboard/scorecard implementation/management	82%	56%
» Performance measurement process implementation/mgt	54%	18%
» Portfolio/program/project management benchmarking	54%	21%
» Project manager training results measurement	41%	12%
» Communicate PMO's business value to business peers	67%	24%
» Communicate portfolio management's business value to business peers	46%	18%
» Communicate project/program management's business value to business peers	56%	21%
» Continuous improvement initiatives	59%	26%
» None of the above	0%	9%
» Other	0%	0%
Financial Management		
Percentage of PMOs performing the following functions		
» Activity-based costing (to derive total cost of PMO service)	24%	9%
» Resource cost translation (applied to business units)	39%	12%
» Internal cost allocation (chargebacks to business units)	50%	33%
» Develop, implement, or monitor integrated financial management processes	37%	12%
» Strategic projects' ROI validation	53%	12%
» None of the above	21%	45%
» Other	3%	6%
Methodologies the PMO focuses on		
» <i>PMBOK® Guide</i>	77%	68%
» Agile Development (Scrum, Extreme Programming, etc.)	38%	26%
» Agile Project Management	54%	35%
» Scaled Agile (SAFe)	10%	0%
» Waterfall	72%	53%
» Lean	26%	18%
» Prince2	10%	12%
» ITIL	23%	6%
» Six Sigma	21%	12%
» Stage-Gate	51%	32%
» In-house developed	26%	29%
» Other	10%	3%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PMO Staffing and Project Managers		
PMO staff size (median)	16	6
Percentage of PMOs with someone holding the following positions		
» Head of the PMO (Director, Manager, etc.)	95%	79%
» Mentor/Coach	23%	21%
» Project Portfolio Manager	51%	38%
» Program Manager	51%	29%
» Manager of Project Managers	46%	26%
» Project Manager	67%	53%
» Project Team Leader	23%	12%
» Project Scheduler	13%	9%
» Project Planner	13%	15%
» Project Controller	28%	12%
» Risk Management Coordinator	13%	6%
» Methodologist	13%	26%
» Business Analyst	28%	12%
» Benefits Management Coordinator	10%	0%
» Organization Development Analyst (or other HR-related position)	8%	3%
» Systems Analyst	15%	3%
» Knowledge Management Coordinator	10%	9%
» Communications Planner	5%	15%
» Project Office Administrator	26%	26%
» Relationship Manager	13%	12%
» Metrics Analyst	3%	12%
» Vendor Integration Manager	5%	3%
» Other	8%	9%
Project management experience of PMO staff (median)	10 yrs	10 yrs
PMO staff with PMPs	57%	57%
Percentage of PMOs that use contracted resources to manage projects/programs?	62%	65%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
Percentage of PMOs that use contracted resources to manage PMO operational functions	8%	15%
Percentage of PMOs involved in evaluating the project management competency of project managers	85%	47%
Percentage of PMOs with an established career path for project management resources in place?	67%	27%
Percentage of PMOs with a project management training program in place?	85%	38%
Percentage of PMOs offering the following types of project management training		
» PM basics	76%	85%
» Advanced PM skill development	67%	31%
» PMP preparation	48%	31%
» PM software tool training	79%	23%
» PM certificate or degree program	42%	23%
» Agile project management	33%	15%
» Leadership training	61%	62%
» Business alignment training	48%	15%
» Other	6%	0%
Number of days of training a PMO staff member receives per year (median)	8 days	3 days
Percentage of PMOs offering project management training using the following delivery formats		
» Onsite, classroom-based training using in-house trainers	85%	69%
» Onsite, classroom-based training using external trainers	67%	23%
» On-demand online training	79%	54%
» Instructor-led online training	55%	31%
» Public courses offered by external providers	67%	69%
» Other	3%	0%

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
PMO Challenges		
Percentage of PMOs whose the value has been seriously questioned in the last year		
» Not questioned at all	44%	18%
» Questioned by a few in the organization	41%	26%
» Questioned by more than a few in the organization	10%	25%
» Questioned by many in the organization	5%	29%
» Organization considered closing the PMO	0%	0%
Biggest challenges facing PMOs (percentage of PMOs)		
» Aligning projects to strategy	8%	32%
» Persistent “shadow” or misaligned projects	21%	29%
» Measuring projects’ strategic outcomes	24%	24%
» Slow reaction to changes in market or competitive environment	16%	18%
» Demonstrating the added value of the PMO	32%	62%
» Inadequate executive support	13%	50%
» Having a clearly defined role for the PMO	11%	59%
» Applicability of the PMO to all projects	18%	44%
» Assuring the consistent application of defined processes	42%	32%
» Getting reliable and accurate information from PMs	24%	44%
» Project leaders with significant responsibility and little formal authority	16%	47%
» Inadequate resource management capability	26%	44%
» Project managers with inadequate project management skills	29%	62%
» Not enough project managers	32%	26%
» Organizational resistance to change	29%	44%
» Having enough time/resources to devote to strategic activities	29%	26%
» Providing adequate support for troubled projects	26%	26%
» PMO processes seen as overhead	53%	50%
» Inadequate funding	13%	29%
» Too decentralized an environment	5%	15%
» Other	0%	0%
Performance and Capability		
Percentage of PMOs at each level of PMO capability		
» Level 0: None	0%	12%
» Level 1: Basic	13%	74%
» Level 2: Established	28%	24%
» Level 3: Institutionalized	33%	3%
» Level 4: Strategic	18%	0%
» Level 5: Best in Class	8%	0%
AVERAGE LEVEL OF PMO CAPABILITY	2.8	1.2

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
Value PMO has contributed to organization in past 12 months		
Percentage or dollar improvement on average		
» Percentage of non-aligned-to-strategy projects canceled	25%	14%
» Percentage decrease in failed projects	28%	17%
» Percentage cost savings per project (% of total project cost)	26%	9%
» Percentage of projects delivered under budget	44%	15%
» Percentage of projects delivered ahead of schedule	38%	12%
» Percentage improvement in productivity	37%	18%
» Percentage improvement in time to market	33%	18%
» Percentage improvement in customer satisfaction	36%	21%
» Percentage improvement in projects aligned with business objectives	65%	19%
» Cost savings per project (in US Dollars)	\$112K	\$13K
Measurement of Value of PMO (above)		
» Percentage of statistics measured	51%	61%
» Percentage that are qualitative judgements	12%	52%
Extent PMO realized the following results		
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)		
» PMO facilitates integration of strategic and operational decisions	3.9	1.7
» PMO improved the free information flow across org's boundaries	3.9	2.1
» PMO has the right people in place to successfully fulfill it's goals	3.8	2.0
» PMO actively participates in organization's strategic planning	3.7	1.9
» PMO has a highly visible sr. exec champion	4.4	2.3
» PMO has PM learning and development programs in place	3.7	2.0
» PMO's objectives are strategically aligned with the organization's objectives	4.5	2.4
AVERAGE PMO PERFORMANCE RATING	4.0	2.1
Extent organization realized the following results		
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)		
» The organization's strategies are executed according to plan	3.8	2.1
» The organization's shareholders are satisfied	4.2	2.3
» The organization is financially successful	4.1	2.6
» Projects are completed on schedule and on budget	3.8	2.3
» Project customers are satisfied	4.1	2.5
» Project resources are allocated optimally	3.4	1.9
» Projects are aligned to the organization's business strategy	4.4	2.1
» The organization prioritizes projects effectively	3.7	1.9
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	4.0	2.1

CROSS TABULATION: BY ORGANIZATIONAL RESULTS

	HIGH PERFORMERS	LOW PERFORMERS
Priorities		
Percentage of organizations with the following high priorities over the next 12 months?		
Governance		
» Extend scope of PMO to strategic support	30%	28%
» Contribute to articulating the strategy	27%	25%
» Communicate strategy	32%	34%
» Build better relationships with senior management	41%	47%
» Improve enterprise and strategic alignment	41%	34%
» Implement/enhance governance process	54%	63%
» Implement organizational change management process	32%	38%
» Align project roles around strategy	30%	41%
Portfolio Management		
» Extend scope of PMO to portfolio management	22%	38%
» Assess portfolio management capability	24%	31%
» Implement/update portfolio management software	35%	34%
» Implement/enhance portfolio management process	54%	41%
» Engage in PPM training or mentoring	38%	25%
Project/Program Management		
» Implement/enhance/integrate lifecycle methodologies	46%	47%
» Implement/enhance core PM processes	41%	66%
» Implement/enhance project/program management software	27%	38%
» Implement project review process	51%	59%
» Institutionalize knowledge management/lessons learned process	49%	28%
Resource Optimization		
» Implement/enhance PM training	46%	41%
» Improve resource planning and forecasting process	59%	50%
» Increase operational staff within the PMO	27%	31%
» Implement/increase mentoring of project managers	35%	47%
» Implement demand management/capacity planning process	27%	31%
Performance Measurement		
» Implement/enhance performance measurement process	35%	47%
» Audit projects	32%	47%
» Implement/enhance reporting, analytics, dashboard tools	46%	50%
» Measure and report on PMO value	41%	47%
» Measure and report on project manager training results	19%	16%
» Benefits realization	46%	28%
Miscellaneous		
» Other	0%	0%

CROSS TABULATION

2016 vs. 2014 vs. 2012 Results

	2016 RESULTS	2014 RESULTS	2012 RESULTS
Respondent Profile			
Percentage of respondents with the following role			
» Leader of the PMO (Director, Manager, Head, etc.)	33%	34%	39%
» Project/Program Manager	21%	21%	23%
» VP or Director-Level Project/Program Management	18%	17%	12%
» PMO Staff Member	8%	9%	14%
» Chief Project Officer, CIO, or other C-Level	8%	7%	n/a
» VP or Director-Level Business Management	7%	2%	5%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	33%	31%	29%
» \$100 million to \$1 billion	27%	29%	31%
» Greater than \$1 billion	40%	40%	38%
Percentage of respondents in the following industries			
» Professional & Technical Services	22%	20%	14%
» Manufacturing	15%	14%	11%
» Healthcare & Social Services	12%	11%	9%
» Finance & Insurance	11%	13%	16%
» Information	11%	11%	12%
» Energy	8%	9%	n/a
» Public Administration	7%	6%	10%
» Education	3%	2%	4%
» Pharmaceutical & Biotechnology	2%	4%	5%
» Retail	1%	4%	n/a
Geographic region company's headquarters is located			
» North America	71%	75%	70%
» Europe	12%	12%	13%
» Central/South America	9%	4%	6%
» Middle East/Africa	4%	6%	5%
» Asia/Pacific	4%	4%	6%

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PMO Size, Scope, Complexity			
Percentage of organizations with a PMO	85%	80%	87%
Percentage of organizations without a PMO that plan to implement one within the next year	30%	30%	40%
Number of projects organization works on per year (median)	75	60	70
Budget per project (median; US\$)	\$360K	\$430K	\$300K
Service span of the PMO			
» Enterprise	42%	43%	41%
» IT	26%	30%	29%
» Business unit (LOB)	15%	22%	13%
» Functional	11%	n/a	n/a
Primary focus of the PMO			
» Internal project focus (cost center)	77%	76%	81%
» External project focus (profit center)	23%	24%	19%
PMO age (median)	5 yrs	4 yrs	3 yrs
Percentage respondents whose PMO reports to the following role			
» CIO or other C-Level	34%	31%	31%
» Director	18%	13%	18%
» CEO or equivalent	15%	12%	13%
» Executive Vice President	14%	20%	17%
» Vice President	13%	20%	17%
Percentage of project managers who report to the PMO	52%	49%	42%
Annual PMO budget (median; US\$)	\$500K	\$800K	\$500K
Annual budget for the projects supported/ managed by the PMO (median; US\$)	\$10M	\$18M	\$10M

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PMO Functions			
GOVERNANCE			
Percentage of PMOs performing the following functions			
» Governance process implementation/management	70%	70%	67%
» Alignment of projects with strategic objectives	68%	71%	n/a
» Roles and responsibilities documentation	66%	65%	62%
» Governance or steering committee facilitation	63%	61%	60%
» Executive management advice/support	62%	65%	60%
» Organizational strategic planning participation	51%	55%	48%
» Process compliance review	47%	57%	52%
» Organizational change management	41%	40%	41%
» Business liaison	36%	42%	33%
» Clarifying decision responsibility	36%	n/a	n/a
» Risk management	31%	57%	55%
» Regulatory or legal compliance	27%	n/a	n/a
» Business plan administration	26%	20%	18%
PORTFOLIO MANAGEMENT			
Percentage of PMOs performing the following functions			
» Portfolio tracking (performance monitoring)	68%	72%	65%
» Portfolio governance and oversight	57%	59%	50%
» Portfolio management process implementation/management	55%	55%	51%
» Portfolio analysis (including project selection and prioritization)	53%	54%	46%
» Portfolio planning (including resource allocation and scheduling)	51%	57%	51%
» Portfolio management software implementation/management	50%	49%	39%
» Portfolio communications management	49%	56%	44%
» Project interdependency management	44%	52%	38%
» Facilitation of executive involvement	43%	50%	43%
» Portfolio review board/policy process implementation/management	43%	43%	36%
» Validating strategic alignment	39%	n/a	n/a
» Identifying strategic projects	36%	n/a	n/a
» Reallocation of budget and resources	35%	n/a	n/a
» Portfolio risk management	35%	40%	34%
» Portfolio management strategy formulation	29%	35%	27%
» Portfolio benefits realization tracking	28%	30%	n/a
» Portfolio rebalance/reprioritization	27%	n/a	n/a

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PROJECT/PROGRAM MANAGEMENT			
Percentage of PMOs performing the following functions			
» PM methodology, standards implementation/management	85%	82%	85%
» Project policies, procedures, templates implementation/mgt	84%	81%	83%
» Multi-project coordination	67%	74%	66%
» Change control and issue tracking	66%	66%	62%
» Interface with functional units (finance, procurement, HR, IT)	65%	66%	61%
» Project/program management software implementation/mgt	65%	61%	57%
» Business requirements planning	49%	42%	39%
» Lifecycle management (agile, SDLC, NPD, etc.)	48%	49%	45%
» Interface with customers/suppliers	48%	44%	39%
» Identify and manage stakeholder dependencies	45%	47%	40%
» Project/program benefits realization tracking	44%	n/a	n/a
» Project opportunity/assessment process development	39%	43%	39%
» Benefits realization planning	33%	n/a	n/a
RESOURCE OPTIMIZATION			
Percentage of PMOs performing the following functions			
» PM coaching and mentoring	71%	75%	71%
» Management of project managers	56%	61%	54%
» PM training delivery	54%	57%	58%
» Project manager performance evaluation	54%	54%	47%
» Project management career path development	54%	52%	43%
» Project professional hiring	51%	42%	38%
» Resource forecasting	51%	41%	41%
» PM training curriculum development and coordination	50%	57%	55%
» PM training needs requirements and contracting	50%	n/a	n/a
» Capacity management	41%	39%	36%
» Resource management process implementation/management	38%	37%	39%
» Job description development/maintenance	37%	39%	35%
» Skills identification	36%	36%	31%
» Demand management	35%	33%	28%
» Resource identification/selection	33%	35%	30%
» Staffing optimization	29%	26%	29%
» Resource risk assessment	28%	25%	25%
» Management of project planners/controllers	25%	32%	25%
» Management of business analysts	19%	19%	17%

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PERFORMANCE MEASUREMENT			
Percentage of PMOs performing the following functions			
» Project performance monitoring/controlling	66%	69%	66%
» Dashboard/scorecard implementation/management	65%	67%	65%
» Key performance indicator/performance measures development	52%	55%	51%
» Project auditing	52%	47%	48%
» Portfolio performance monitoring/controlling	49%	53%	45%
» PMO performance monitoring/controlling	47%	55%	50%
» Continuous improvement initiatives	46%	53%	n/a
» Communicate PMO's business value to business peers	42%	45%	50%
» Communicate project/program mgmt's business value to business peers	35%	40%	52%
» Portfolio, program, or project management benchmarking	35%	41%	32%
» Benefits realization analysis/reporting	25%	28%	27%
» Communicate portfolio mgmt's business value to business peers	24%	32%	34%
» Project manager training results measurement	23%	26%	n/a
» Product of the project benefit tracking	15%	19%	16%
Financial Management			
Percentage of PMOs performing the following functions			
» Internal cost allocation (chargebacks to business units)	40%	36%	33%
» Strategic projects ROI validation	28%	n/a	n/a
» Develop, implement, or monitor integrated financial mgmt processes	25%	30%	32%
» Resource cost translation (applied to business units)	23%	26%	26%
» Activity-based costing (to derive total cost of PMO service)	19%	22%	23%
Methodologies the PMO focuses on			
» PMBOK® Guide	73%	73%	75%
» Waterfall	63%	49%	47%
» Agile Project Management	39%	30%	28%
» Stage-Gate	36%	36%	29%
» In-house developed	33%	40%	45%
» Agile Development (Scrum, Extreme Programming, etc.)	32%	30%	25%
» Lean	20%	18%	17%
» ITIL	15%	18%	17%
» Six Sigma	13%	12%	17%
» Prince2	10%	9%	8%
» Scaled Agile (SAFe)	6%	n/a	n/a

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PMO Staffing and Project Managers			
PMO staff size (median)	9	8	7
Percentage of PMOs with someone holding the following positions			
» Head of the PMO (Director, Manager, etc.)	85%	88%	81%
» Project Manager	65%	67%	63%
» Program Manager	42%	45%	40%
» Project Portfolio Manager	40%	40%	29%
» Manager of Project Managers	35%	35%	29%
» Project Office Administrator	25%	33%	32%
» Business Analyst	22%	24%	25%
» Methodologist	21%	21%	17%
» Mentor/Coach	19%	27%	28%
» Project Controller	19%	17%	19%
» Project Team Leader	15%	15%	14%
» Project Planner	12%	14%	14%
» Knowledge Management Coordinator	10%	12%	10%
» Metrics Analyst	9%	18%	16%
» Systems Analyst	9%	9%	9%
» Project Scheduler	8%	15%	15%
» Relationship Manager	8%	10%	8%
» Risk Management Coordinator	8%	8%	11%
» Communications Planner	5%	10%	11%
» Organization Development Analyst (or other HR-related position)	5%	6%	5%
» Vendor Integration Manager	4%	6%	5%
» Benefits Management Coordinator	3%	n/a	n/a
Project management experience of PMO staff (median)	10 yrs	10 yrs	10 yrs
PMO staff with PMPs	45%	45%	40%
Percentage of PMOs that use contracted resources to manage projects/programs?	58%	59%	61%

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
Percentage of PMOs that use contracted resources to manage PMO operational functions	14%	19%	24%
Percentage of PMOs involved in evaluating the project management competency of project managers	71%	67%	64%
Percentage of PMOs with an established career path for project management resources in place?	50%	46%	n/a
Percentage of PMOs with a project management training program in place?	60%	49%	55%
Percentage of PMOs offering the following types of project management training			
» PM basics	77%	85%	84%
» PM software tool training	70%	67%	57%
» Leadership training	58%	55%	36%
» PMP preparation	48%	42%	37%
» Advanced PM skill development	47%	51%	42%
» Business alignment training	35%	34%	n/a
» PM certificate or degree program	35%	22%	24%
» Agile project management	22%	n/a	n/a
Number of days of training a PMO staff member receives per year (median)	5 days	6 days	5 days
Percentage of PMOs offering project management training using the following delivery formats			
» Onsite, classroom-based training using in-house trainers	79%	74%	n/a
» On-demand online training	69%	55%	n/a
» Public courses offered by external providers	68%	61%	n/a
» Onsite, classroom-based training using external trainers	51%	52%	n/a
» Instructor-led online training	40%	49%	n/a

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
PMO Challenges			
Percentage of PMOs whose the value has been seriously questioned in the last year			
» Not questioned at all	33%	31%	33%
» Questioned by a few in the organization	39%	44%	43%
» Questioned by more than a few in the organization	18%	14%	17%
» Questioned by many in the organization	9%	9%	5%
» Organization considered closing the PMO	1%	3%	2%
Biggest challenges facing PMOs (percentage of PMOs)			
» PMO processes seen as overhead	50%	47%	n/a
» Organizational resistance to change	42%	51%	n/a
» Demonstrating the added value of the PMO	41%	43%	n/a
» Assuring the consistent application of defined processes	38%	42%	n/a
» Inadequate resource management capability	35%	43%	n/a
» Project managers with inadequate project management skills	35%	38%	n/a
» Project leaders with significant responsibility, little formal authority	35%	36%	n/a
» Having enough time/resources to devote to strategic activities	33%	45%	n/a
» Not enough project managers	33%	40%	n/a
» Applicability of the PMO to all projects	32%	35%	n/a
» Getting reliable and accurate information from PMs	30%	32%	n/a
» Measuring project's strategic outcomes	29%	n/a	n/a
» Having a clearly defined role for the PMO	28%	31%	n/a
» Inadequate executive support	28%	29%	n/a
» Providing adequate support for troubled projects	25%	27%	n/a
» Aligning projects to strategy	24%	n/a	n/a
» Persistent "shadow" or misaligned projects	24%	n/a	n/a
» Inadequate funding	22%	21%	n/a
» Too decentralized an environment	13%	21%	n/a
» Slow reaction to changes in market or competitive environment	12%	n/a	n/a
Performance and Capability			
Percentage of PMOs at each level of PMO capability			
» Level 0: None	4%	5%	5%
» Level 1: Basic	28%	27%	33%
» Level 2: Established	31%	35%	36%
» Level 3: Institutionalized	29%	26%	19%
» Level 4: Strategic	6%	6%	6%
» Level 5: Best in Class	2%	2%	2%
AVERAGE LEVEL OF PMO CAPABILITY	2.1	2.1	2.0

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
Value PMO has contributed to organization in past 12 months			
Percentage or dollar improvement on average			
» Percentage improvement in projects aligned with business objectives	43%	45%	39%
» Percentage of projects delivered under budget	33%	28%	25%
» Percentage improvement in customer satisfaction	27%	31%	31%
» Percentage decrease in failed projects	25%	27%	30%
» Percentage improvement in productivity	25%	18%	18%
» Percentage of projects delivered ahead of schedule	22%	16%	19%
» Percentage improvement in time to market	20%	16%	n/a
» Percentage of non-aligned-to-strategy projects canceled	15%	n/a	n/a
» Percentage cost savings per project (% of total project cost)	15%	15%	15%
» Cost savings per project (in US Dollars)	\$175K	\$101K	\$411K
Extent PMO realized the following results			
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)			
» PMO's objectives are strategically aligned with the organization's objectives	3.5	3.5	n/a
» PMO has a highly visible sr. exec champion	3.3	3.3	n/a
» PMO improved the free information flow across org's boundaries	3.1	n/a	n/a
» PMO has the right people in place to successfully fulfill it's goals	3.0	3.0	n/a
» PMO has PM learning and development programs in place	2.9	2.6	n/a
» PMO facilitates integration of strategic and operational decisions	2.8	n/a	n/a
» PMO actively participates in organization's strategic planning	2.8	2.9	n/a
AVERAGE PMO PERFORMANCE RATING	3.1	3.1	n/a
Extent organization realized the following results			
(average rating of score from 1 to 5, where 1=to no extent, 5=to a very great extent)			
» The organization is financially successful	3.5	3.5	3.4
» Projects are aligned to the organization's business strategy	3.4	3.4	3.3
» Project customers are satisfied	3.3	3.2	3.3
» The organization's shareholders are satisfied	3.2	3.2	3.2
» The organization's strategies are executed according to plan	3.0	2.9	3.0
» Projects are completed on schedule and on budget	3.0	2.9	3.0
» The organization prioritizes projects effectively	2.9	2.8	2.8
» Project resources are allocated optimally	2.7	2.5	2.6
AVERAGE ORGANIZATIONAL PERFORMANCE RATING	3.3	3.1	3.1

CROSS TABULATION: 2016 VS. 2014 VS. 2012 RESULTS

	2016 RESULTS	2014 RESULTS	2012 RESULTS
Priorities			
Percentage of organizations with the following high priorities over the next 12 months?			
Governance			
» Implement/enhance governance process	58%	59%	51%
» Build better relationships with senior management	44%	46%	n/a
» Improve enterprise alignment	44%	45%	34%
» Extend scope of PMO to strategic support	33%	44%	35%
» Implement organizational change management process	31%	35%	29%
» Communicate strategy	31%	n/a	n/a
» Align project roles around strategy	31%	n/a	n/a
» Contribute to articulating the strategy	28%	n/a	n/a
Portfolio Management			
» Implement/enhance portfolio management process	49%	59%	43%
» Implement/update portfolio management software	37%	36%	28%
» Engage in PPM training or mentoring	32%	34%	24%
» Extend scope of PMO to portfolio management	31%	35%	29%
» Assess portfolio management capability	30%	30%	23%
Project/Program Management			
» Implement/enhance core PM processes	54%	63%	57%
» Implement project review process	43%	42%	39%
» Institutionalize knowledge management/lessons learned process	41%	46%	39%
» Implement/enhance/integrate lifecycle methodologies	37%	39%	32%
» Implement/enhance project/program management software	35%	34%	32%
Resource Optimization			
» Improve resource planning and forecasting process	56%	61%	59%
» Implement/enhance PM training	38%	45%	40%
» Implement/increase mentoring of project managers	38%	44%	n/a
» Implement demand management/capacity planning process	33%	34%	27%
» Increase operational staff within the PMO	24%	27%	21%
Performance Measurement			
» Implement/enhance reporting, analytics, dashboard tools	51%	61%	54%
» Implement/enhance performance measurement process	41%	54%	45%
» Audit projects	38%	38%	35%
» Benefits realization	37%	n/a	n/a
» Measure and report on PMO value	36%	50%	39%
» Measure and report on project manager training results	17%	22%	n/a

About PM Solutions

Professional services firm PM Solutions is the leader in applying project, portfolio and PMO management processes and practices to improve operational efficiency and business performance for our clients.

Founded in 1996 by J. Kent Crawford, PMP, a former president and chair of the Project Management Institute (PMI®), PM Solutions delivers expert project management solutions and services to help organizations and their people perform to maximum potential. Comprehensive offerings include:

- » PMO transformation
- » Project portfolio management process improvement
- » Program and project management resources
- » Corporate training and competency development delivered through our training division, PM College®

PM Solutions' PMO Practice

For nearly 20 years, PM Solutions has been well-known as a leader in PMO design and practice, bringing its clients the expertise and tools needed to help create and sustain a value-driven PMO. We regularly work with clients to deploy a new PMO, operate a PMO, or optimize and enhance an existing PMO to meet a set of evolving challenges, functions, and services. Our processes are scalable and fit PMOs at any level of the organization (enterprise, divisional, departmental, etc.) at any level of PMO maturity.

PM Solutions' highly experienced consultants (15 years on average) have deployed and actively managed PMOs for both commercial and government organizations. We've worked in most industries, including manufacturing, IT, financial services, and healthcare.

PMO structure and process are only part of the overall picture; people must embrace PMO operations and adapt to the cultural shifts that result from implementation. Because we have our own training division, the PM College, we incorporate training, professional development, mentoring, and coaching—integral parts of making a PMO “stick” and become a valued organizational entity to the business.

For More Information

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Just Getting Started with a PMO? Aim High and Go Long

The research findings allow us to construct a picture of the mature, trusted PMO that delivers value to the organization. Here are some of the significant differentiators of Best-in-Class PMOs:

- » 100% have an Enterprise/Strategic service span
- » 66% report to the C-level; 67% report that PMO value is rarely questioned
- » 100% participate in organizational strategic planning and enterprise risk management
- » 100% perform crucial PPM functions, including portfolio strategy formulation, portfolio performance monitoring, portfolio risk management, portfolio rebalancing and the reallocation of budget and resources
- » 100% monitor PMO performance, and they report that measuring and reporting on PMO value is one of their top priorities.
- » 100% perform benefits realization analysis and reporting

When it comes to resource management, Best-in-Class PMOs in the study reported performing a wide variety of functions:

- » 100% perform capacity planning and skills identification
- » 100% develop, coordinate and deliver project management training
- » Fewer Best-in-Class PMOs report performing career path development, perhaps because career paths have already been established earlier in their history (89% of PMOs at the “Strategic” capability level report that they develop career paths).
- » Best-in-class PMOs are much more likely than all other PMOs to use contracted resources to manage both PMO operations (67% vs 12%) and projects/programs (67% vs 58%).

Finally, when we look at high- and low-performing organizations in the study, the correlation between PMO capability and organizational performance is clear: 86% of the organizations that report having either no PMO or the most basic Level 1 PMO fall into the low-performing quartile. However, 59% of companies in the high-performing quartile report having PMOs that score at Level 3 or above.

For companies seeking to improve their project and program execution, the message is clear: commit to the development of a PMO at the strategic level, work with the PMO as a partner in strategy formulation and execution, and dig in for the long haul. Companies that have stayed the course with their PMOs over the past decade are now reaping the rewards.

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