

Speaker: Monique Aubry,

Topic: "Fundamentals and Implementation of a Project Management Office (PMO)".

1. When you have several PMOs in the organization, is one of them coordinating the others, or are the others independent?

"Yes, it is best to organize the individual roles of each PMO. This approach allows knowledge sharing between PMOs and avoids reinventing themselves each time. Surprisingly, our research shows that this way of working collaboratively within the organization does not seem to come naturally. It takes effort to make it happen."

2. What could be the "ideal" governance for the proper functioning of a PMO? What are the main tools and systems necessary for the proper functioning of a PMO? What should be the main functions to be fulfilled by a PMO in a Central Bank?

"As our research shows, there is no ideal "PMO" or ideal governance structure that can be applied to everyone. Even if we consider central banks, not all central banks are in the same situation or have the same strategy. Therefore, I prefer to propose a "PMO toolkit" in a design tool. Structural features and functions can be chosen and adapted to the current situation. I understand that the presentation I made yesterday contains too few details. I suggest you take a look at the fundamental's toolkit in our first book: Hobbs, B. and Aubry, M. (2010). The project management office: a quest for understanding. Newtown Square, Pennsylvania Project Management Institute. The electronic version of this book is free to PMI members."

3. How is PMO data collected?

"To answer your question, I refer you to the second page of the presentation. You will notice that we have used different methodologies to best capture the reality of PMOs. We have used a quantitative approach with questionnaires for two investigations. All other research is more likely within a qualitative approach: interviews, internal documents, etc. We believe that the strength of our research program is at least partly related to this diversity of methodology."