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## New Global Study Reveals the Value of the PMO

Jul12

### *Survey Indicates Disparities in PMO Measurement and Effectiveness*

Results of a new global study reveal that many organisations do not operate their Project/Programme Management Office (PMO) as effectively as they could. Of the 82 per cent of organisations worldwide that reported having a PMO, more than half do not even measure PMO effectiveness. Additionally, the survey results show that as PMOs have matured, organisations are increasingly questioning their value, ability to measure effectiveness and their role in growing PM capabilities through effective training.

More than 3,700 survey respondents included project/programme managers and directors, heads of PMO, senior executives and other project-related staff both inside and outside the PMO from a wide range of industries in North and South America, Europe, the Middle East, Africa (EMEA) and the Asia Pacific (APAC) regions. ESI International conducted the study in March.

“The large majority of organisations who have PMOs indicate that they understand the advantages that PMOs can offer,” said J. LeRoy Ward, PMP, PgMP, Executive Vice President, Product Strategy and Management, ESI International. “The results of ESI’s global survey indicate numerous areas where PMOs currently need to step up their game to demonstrate the impact of those advantages, including measurement, effect on career progression and their strategic role in the organisation.”

Key findings from the survey included:

- The discussion about PMO maturity has been overtaken by the discussion about PMO value, with 60 per cent of respondents claiming their PMO’s value has been questioned.
- 76 per cent of non-PMO staff say their organisation either does not measure or they do not know whether it measures PMO effectiveness. In fact, 52 per cent do not measure PMO effectiveness at all.
- Forty per cent of respondents say their PMO is operating to a fair or poor extent.
- The PMO is a hub of project management training for some, but its positive influence on career progression is questionable. The PMO is strongest in conveying methodologies and other PM ‘hard’ skills (72 per cent agree) and weakest in reviewing the effectiveness of training and its impact on project and programme performance (only 35 per cent agree).
- The measurement of training impact is widely neglected in North America and EMEA, with 28 per cent and 25 per cent of PMO staff respectively reporting they do not measure training impact at all. It is more common in the APAC region, with only 18 per cent who report they do not measure training impact.

- Many PMOs are not operating at a strategic level with only 20 per cent of respondents reporting they engage in portfolio management, and 15 per cent reporting that they track return on investment and benefits realisation.

“PMOs are clearly established in the organisation,” said Ward. “However, they have only scratched the surface in reaching their full potential.”

For a free copy of the full ESI study, The Global State of the PMO: Its Value, Effectiveness and Role as the Hub of Training, visit:

[http://www.esi-intl.co.uk/resource\\_centre/white\\_papers/pmo/ESI\\_PMO\\_global\\_survey-FULL\\_REPORT\\_EMEA.pdf](http://www.esi-intl.co.uk/resource_centre/white_papers/pmo/ESI_PMO_global_survey-FULL_REPORT_EMEA.pdf).

#### Survey Methodology

ESI International sent an email survey of open and close-ended questions to PMO (29 questions) and non-PMO staff (25 questions) and executives in North and South America, EMEA and APAC regions. The survey was conducted during March 2011. The number of respondents who participated in the survey was 3,740. Not all respondents answered every survey question. The survey was anonymous unless respondents wanted to receive the results, in which case they had to complete their details.

Editor’s Note: Additional data examining IT PMOs in key global markets as well as UK and Singapore specific data are available by request.

#### About ESI International

ESI, a subsidiary of Informa plc (LSE:INF), helps people around the world improve the way they manage projects, contracts, requirements and vendors through innovative learning. In addition to ESI’s more than 100 courses delivered in more than a dozen languages at hundreds of locations worldwide, ESI offers several certificate programs through our educational partner, The George Washington University in Washington. Founded in 1981, ESI’s worldwide headquarters are in Arlington, Va., USA. To date, ESI’s programs have benefited more than one million professionals worldwide. For more information visit [www.esi-intl.com](http://www.esi-intl.com).

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