

Questions to Ask When Setting Up a PMO

Setting up a PMO is hard work. Here are questions you can ask a cross-functional group of stakeholders to help firm up your PMO's business case.

- Where does the power live in the company (owner, exec level, middle layer, other)?
- What is the existing organizational make-up/hierarchy?
- Is there an organizational strategy and if so, are employees aware of what is important to the company?
- What KPI's do you measure? Which KPI's keep you up at night?
- How would you define the culture of the company and your individual department?
- How well do you feel the company is adapting to change?
- How are decisions made about what projects to pursue? Any policies or controls in play today?
 - If yes, what?
 - If no, why?
- What is your vision of a PMO?
- What "services" would a PMO provide to the company?
- Has a PMO, including human capital, training, and tools, been budgeted?
- Have you tried a PMO or similar structure before and if so, what happened?
- What is your definition of a successful PMO? Are there recognized incentives for having one?
- Do stakeholders understand the role a PMO plays in the company? Do they understand their role?
- What templates and tools are used and how are they utilized?
- How is project management viewed in the company?
- What is working today and what's not as it relates to project management? What other functions aren't working as expected?
- What is the maturity of the project managers?
- How are you kept informed of project progress/status? Do you know how many projects are in progress?
- What are the top 2-3 reasons you think projects fail at this company?
- Do you REALLY think a PMO will solve the issues discussed, or is there some greater driving force?