

## From PMO to PMOCoe: How Manage Project Knowledge Process Improves Quality of Organization Knowledge Management Assets Cases from UAE

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### Abstract

Project Management Office Center of Excellence (PMOCoe) is one of the widely used strategies to promote project management as a core competency all over the organization. PMOCoe involves establishing a multidisciplinary team that unites various stakeholder representatives to facilitate the integration of project management disciplines into organizational practices, activities, and processes. For PMOCoe to drive the desired outcomes, it must promote organizational learning to become a “learning organization”. This paper presents the fundamentals of PMOCoe, including general requirements, expected outcomes, and the pathways to improved organizational performance. In this research paper, the data was collected through conducting interviews with projectized entities based in UAE like Dubai Police and the Road and the Transportation Authority in Dubai City. This qualitative data helps to reach the best understanding of the literature review and analysis of some local cases in the UAE. The cases investigated show that the PMOCoe has been used successfully in the UAE. RTA and Dubai police are some of the organizations that have used this concept to improve their overall performance and achieve business growth.

**Key words:** PMO, PMOCoe, Project management office, Project management office centre of Excellence, manage project knowledge, knowledge management, knowledge management assets.

### 1 Introduction

Competition is intensifying daily in the global business environment. Various factors are changing, making the external operating environment very dynamic. Nevertheless, firms all over the world are struggling to gain strong competitiveness, which is the ultimate goal

of every business. Project Management Office Center of Excellence (PMOCoe) is one of the widely used strategies that can help organizations to improve their competitiveness. Globally, companies have realized the need to promote project management as a core competency all over the organization. PMOCoe involves establishing a multidisciplinary team that unites various stakeholder representatives to facilitate the integration of project management disciplines into organizational practices, activities, and processes. This paper presents the fundamentals of PMOCoe, including general requirements, expected outcomes, and the pathways to improved organizational performance. It also focuses on case studies of companies that have used this concept effectively. For PMOCoe to drive the desired outcomes, it must promote organizational learning, which involves learning from the past, as well as creating and sharing knowledge within the organization and with external stakeholders. The creation and sharing of knowledge demand high levels of cooperation between departments or various functions of the organization. PMOCoe also utilizes the resulting knowledge to improve various elements of organizational performance, such as efficiency, framework, processes, and activities. Creating, sharing, and utilizing knowledge in an organization requires proper and effective management of the input, process, and output side of the PMOCoe. The management of the input side mainly involves evaluating the necessary resources and requirements, including planning, allocating, and controlling resources, as well as developing the frameworks. It is imperative to align the PMOCoe with the overall organizational goals, mission, vision, and values. The process aspect involves converting data and information into useful knowledge that is used to improve various elements of organizational performance. For that reason, the necessary tasks within the process elements include managing assets, processing data, and facilitating the creation, sharing, and utilization of knowledge. The proper management of tools, techniques, and systems

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contributes to attaining effective and efficient PMOCoe processes. Finally, the output phase concerns the application of the resulting knowledge. The common output elements include communication plans, budgets, and performance improvement. Data collection and analysis are critical aspects of PMOCoe. Consequently, the achievement of set objectives requires establishing proper and evidence-based practices for collecting and analysing data to generate useful knowledge. Most importantly, organizations should have clear and accurate documentation to complete their projects successfully. Documentation is necessary for storing data and information on experiences, which encourages continuous improvement. PMOCoe enables organizations to improve performance in various ways. The three main pathways include the reduction of business risks, resource optimization, and contribution to business growth. PMOCoe manages risks by enabling managers and business leaders to plan, accomplish, and monitor the core activities of the project or organizational activities. Resource optimization is also essential for improving overall performance. PMOCoe contributes to the growth of the business in terms of product and service portfolio, market share, productivity, revenues, and profits. PMOCoe has been used successfully in the UAE. RTA and Dubai police are two of many organizations that have used this concept to improve their overall performance and achieve business growth.

## 2 Research Methodology

To investigate the deployment and effectiveness of PMOCoe, a qualitative research approach was adopted, conducting in-depth interviews with key personnel at prominent projectized entities in the UAE, namely, the Roads and Transport Authority (RTA) in Dubai, and Dubai Police. These interviews were meticulously designed to elicit comprehensive insights into how these organizations integrate project management disciplines into their operational practices, activities, and processes. The qualitative nature of this study was critical for several reasons. It allowed for the gathering of detailed, context-rich data that quantitative methods might not capture, particularly relevant in understanding the nuanced concept of organizational learning within PMOCoes. Furthermore, it facilitated a thorough exploration of the PMOCoe's implementation in distinct organizational cultures and structures, offering a granular perspective on the processes and outcomes associated with becoming a learning organization.

Each interview was structured to not only corroborate the literature on PMOCoe but also to understand its practical application in leading UAE organizations like RTA and Dubai Police. The narratives collected from these discussions shed light on the successful application of PMOCoe principles and its tangible benefits in terms of business growth and performance enhancements. By focusing on entities that have successfully utilized PMOCoe, this paper contributes to the limited but growing body of knowledge on the subject, particularly within the Middle Eastern context. The qualitative insights derived from this research not only confirm the theoretical underpinnings of PMOCoe but also provide practical examples of its application, thereby offering valuable lessons for other organizations aspiring to achieve similar outcomes.

## 3 Literature Review

### 3.1 Introduction to PMO and PMOCoe:

Projects are composed of diverse set of people, processes, and resources, which are instrumental for project completion and success. Among these are the Project Management Office (PMO) and Center of Excellence (CoE) which hold important roles and functions for every project. The 21st century business environment offers challenges and important implications to businesses handling projects. According to [1], One of the key strengths of the Project Management Office (PMO) is its ability to provide clear visibility into project plans, ongoing progress, and project tracking. The use of standardized project reporting systems ensures that precise project details are readily accessible. This facilitates improved decision making and enhances coordination among different projects. Project Management Center of Excellence champions competences and best project management practices' use within the organization [2]. Center of Excellence PMOs provide the organization with methodologies, standards, and tools to enable project managers to deliver projects successfully. In addition, this type of PMO ensures organizational success through good practices, tools, and processes. As the central point of contact for project management in the organization, 35% of PMO practitioners reported having this type of PMO function [3][4]. It is essential for organizations of different types to carefully consider the different roles of stakeholders involved in projects and the different strategies and practices that could bring project success. According to PMI [5], a project is a temporary endeavour undertaken to create a unique product, service, or result. A project is temporary in that it has a defined beginning and end

in time, and therefore defined scope and resources. A project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. Project management is usually contained with five main processes: (1) initiating; (2) planning; (3) executing; (4) monitoring and controlling; and (5) closing. Meanwhile, project management knowledge draws on 10 areas, which are integration, scope, time, cost, quality, procurement, human resources, communications, risk management, and stakeholder management [6]. With these kinds of processes and areas to manage in projects, consulting Project Management Office (PMO) and Center of Excellence (CoE) can offer benefits that could help organizations combat the challenges of operating and managing projects in contemporary society. This paper will explore the roles and functions of the Project Management Office (PMO) and Center of Excellence (CoE) to best understand their essence in successful projects. How both PMOCoe works on adopting and integrating knowledge as assets for project management efficiency, will also be explored. Furthermore, the framework of project management and the best practices, alongside the case studies in the UAE setting, will also be discussed.

### **3.2 What is the PMO Center of Excellence (PMOCoe)**

A Project Management Office Center of Excellence (PMO CoE) operates as a specialized division within the PMO, dedicated to the development and promotion of superior practices, standards, and methodologies pertinent to project management throughout the organization. This specialized sector is typically staffed by seasoned project managers and experts in various subject matters. These professionals offer essential guidance, support, and training to project teams and stakeholders. They play a pivotal role in fostering effective communication and cooperation among project managers, addressing, and resolving common project-related challenges, and ensuring that the project management methodologies are in sync with the organization's broader strategic goals and objectives. The primary objective of a PMO CoE is to instil a culture of excellence in project management within the organization. This initiative is aimed at enhancing the overall outcomes of projects, boosting efficiency, and minimizing risks. The PMO CoE achieves this by utilizing its wealth of expertise and resources to standardize project management procedures, elevate transparency in project progress and performance, and ultimately, contribute greater value to stakeholders [7].

Moreover, there are processes to follow when initiating PMOCoe, as initiating a project, which starts from planning to reporting and ensuring the enhancement. Some of the risks possible to accrue when deciding to build PMOCoe are considered as 1) Not being able to decide where to allocate the PMOCoe within the organization, 2) Unidentified values and the purpose of PMOCoe establishment [8]. Moreover, the Project Management Office most likely falls within the operational level of the organization, specifically within Information Technology since it's the favourable department that brings growth within the industry and adopts the newest innovation and technology [9]. In addition, the Project Management Office (PMO) and Center of Excellence (CoE) are both teams and partners working toward the same objective of completing the project successfully and achieving the desired results. The Project Management Office is more likely to drive the project structure and governance, whereas the Center of Excellence (CoE) is members within the organization who support the project. Furthermore, four main processes should be considered when an organization decides to build a Center of Excellence (CoE) such as, 1) Organizing the team and allocating members within PMOCoe, 2) Preparing a plan for action and jointly tracking the performance and feedback, 3) Communicate with the stakeholder and make alignments, 4) Understand the business value for PMOCoe and map the capabilities within the project life cycle [10]. Also, the main objectives of PMOCoe existence within the organization are A) to Provide guidance and ability to adopt organization strategies of the project management, B) to Ensure Project Managers (PM) have enough capabilities and knowledge, C) to present as core of implementing the best practices for the project management, D) to ensure the organization continuity and operation is maintained, E) to support PM with required resources to accomplish a project and agility [11].

### **3.3 PMOCoe and Project Knowledge Adoption**

Managing knowledge will enable PMOCoe to capture the knowledge, gain understanding, and share the knowledge among teams in an effective and efficient manner. And the more knowledge is visible and accessible, the more it becomes useful to staff [12]. By provisioning types of knowledge within the departments of the organization, the Project Management Office as Center of Excellence is able to share the current information and merge this for building new knowledge. The evidence shows Project Management Office is the most likable place for combining all the knowledge than the other places since PMO is able to access knowledge frameworks,

whether internally or externally. Some departments are involved in creating the knowledge; it acknowledges those departments as the creators of the knowledge and represents them as contributors. As the result, Project Management Office is responsible to choose a specific and suitable method to support the knowledge development and thus to be shared among entities. Also, certain reasons need to consider about knowledge which is not only one item to be shared among the departments, but it is the way those entities react to different organization techniques. Thus, the responsibility of Project Management Office is control, encourage and maintain those departments to contribute to developing the knowledge thus to be shared effectively. Moreover, to develop the knowledge, it demands members of the organization to cooperate to result discovering new methods to be adopted. Also, knowledge is categorized into local and global with different attributes such as, local knowledge is developed within one department to be adequate within its own market state specifically individual and team, and global knowledge is developed by variety of collaborating organizations consequently to serve different markets specifically organizations. Though there is globally and locally developed and shared knowledge in the Project Management Office, the lessons learned are not always documented among the members of the group, resulting in a gap in certain important topics that need to be covered, such as A) Which organization technique is suitable followed with which conditions? B) What knowledge processes are to be considered? and the responsibility of the Project Management Office turns into updating the template and to be leveraged within the level of the project. Moreover, developing the knowledge itself is done locally within the Center of Excellence then transformed from one team to another, and it's a success whereas the shared knowledge turns useful item to team members [13].

### **3.4 How PMOCoE Can Integrate Lesson Learned and Organization Knowledge Assets to Improve Project Management Efficiency**

The integration of the Project Management Office Center of Excellence, or the PMOCoE, to improve management efficiency within an organizational framework, requires constructive evaluation, especially in terms of the organizational processes undertaken within a company or institution. PMOCoE has been established in firms that have focused on attaining successful projects within their framework. However, literature analysts provide diverse views on the use of the related concepts. In providing a critical evaluation of the literature review, an in-depth

analysis of the PMOCoE is needed on aspects of project management, including the input, the output, the processing aspects, and the tools and techniques used in achieving the targets of the projects. The Project Management Office Center of Excellence has been available to companies for a long time. However, the purposes, functions, and descriptions of these concepts have transformed over time. Initially, PMOCoE could integrate lessons learned through the planning of organizational knowledge assets. PMOCoE has been concerned with one project as a whole; with time, the aspects have engaged in multi-faceted parts of a project and even multi-project processes [14]. The change is necessary due to the demanding needs of project management. The transformation of the PMOCoE has seen variations in purpose and functions; thus, no ideal structure of the project management tool exists that could be followed for every project [15]. Through knowledge asset management, various concepts should be considered, including direct project management, standardization, and facilitation of resource-sharing and management. The management of input is very important. Management of the input aspects majorly requires proper evaluation of the resources needed for starting the project. The main input issues considered include project planning, allocation and management of resources, creation of the project framework, and determination of human resource roles. Project planning is a key stage that the PMOCoE has to achieve. In this phase, the project management team should consider the strategies used for the allocation of resources [16]. The Project Management Office Center of Excellence helps in determining the process of resource-allocation and management of assets during this time [17]. The projects should be aligned based on issues such as prioritization of their phases and processes. With these guidelines set in place, the PMOCoE has developed a framework that helps minimize waste in the project while finding the most appropriate business strategies that would assist in achieving the completion of the project [16]. Still, regarding the input and planning level, the Project Management Office Center of Excellence is designed to map the blueprint of the whole idea as far as goals and assets are concerned. Full executive support is meted towards achieving the link between the project and organizational assets and goals [17]. The PMOCoE also establishes the specific ways or strategies developed for the decision-making processes, especially in critical stages of its development. Project management does not just focus on how decisions are made but also discusses the relationship between decision-making and the long



term impacts involved. They must adhere to the goals of asset management within the organization. The management of processes must also be taken into consideration. When conducting an assessment on project management, it is evident that knowledge management should be taken into consideration. The processing stages therein require the establishment of knowledge management through the PMOCoE [18]. According to [19], projects lose considerable knowledge through rotation or resignation of project managers, particularly during the processing phase. A new management structure inherits contractual issues, hence failing to accomplish the targets set in the beginning. In some cases, replacing the old structure would require more resources and energy that would have improved the performance of the project, since the previous framework had a unique way of managing it. In this case, knowledge management of assets is a critical aspect; hence, the PMOCoE has to be involved in creating a management structure that effectively reduces losses [20]. Another critical issue within the PMOCoE framework in the processing phase is the management of data on administrative functions. The project guidelines provide concepts of project management through assessing how information would be shared during the processing stages [17]. Such details include the status of the project in every stage, identification of the emerging risks occurring in the developmental phases, as well as addressing the potential risks or challenges that might take place due to emergence of certain concerns. Such responsibility is given to the information manager, who advises on the tracking and reporting updates. The management of tools and techniques is also a critical issue that the PMOCoE should achieve when addressing the longevity and success of a project. [21] discuss the relevance of a project model that puts into interest the management of data – inclusive of techniques – and tools. The PMOCoE establishes a cohesive structure that integrates tools necessary for management, project design, as well as reporting [17]. These concepts require proper evaluation to ensure that the whole project adequately utilizes all the major techniques to achieve the set objectives [22]. In addition, the involved coaching is important to ensure various techniques are passed to all employees. Project coaching involves offering training and mentoring as well as other project management assistance to the workers, particularly project managers. The rapid advancements in technology alongside globalization prompted organizations to invest largely on their IT capabilities. This is also their strategy to overcome the pressures brought by competition as well as to

effectively manage their projects. Project management information system (PMIS) is acquired and utilized by the organizations to help managers in making key decisions required in planning, organizing, and controlling projects. As mentioned by Raymond & Bergeron (2007), 75% of huge IT projects that are facilitated through PMIS will succeed. Although it is not a standalone factor to project success, organizations recognize PMIS as a necessity. Apart from providing decision-making support to project managers, PMIS is also a prerequisite in the effective and efficient management of projects. In a complex business environment today, business organizations ensure that achieving efficiency and success in project management is guaranteed. According to [23] the use of PMIS does just that, as it is a “comprehensive system that supports the entire lifecycle of projects, project programs, and project portfolios”. It is further noted that there are several essential factors that influence project managers to utilize PMIS. These include (1) the quality of information generated by the system; (2) a sufficient level of detail that the PMIS provides the managers particularly relevant to their needs; (3) information generated by the system is understandable and easy to interpret and share to the members of the project team; and (4) PMIS supports continuous progress tracking and evaluation [23]. As efficiency and success in project management are emphasized through the use of PMIS, it is denoted that this may be accomplished because the system supports three primary functions, including communication, collaboration and community. Communication is reflected in how information and knowledge are promptly shared between team members via external or internal networks. Collaboration and community, on the other hand, are reflected in the cooperative management fostered between and among project team members and in the process of accumulating and sharing data and information [24]. Additionally, Karim noted that the main role of PMIS is described as acquiescent to the implementation of project strategies and the accomplishment of project goals, thereby reiterating the fact that PMIS is a key component in project management and project success. The management of output is just as important as the management of the input. The Project Management Centre of Excellence is important in addressing the main issues, especially on the output processing. Specifically, the PMOCoE concepts can be utilized in implementing the project through the management of a communication plan, budget baseline, assessment of procurement aspects and individual project goals. The latter aspect mainly

addresses the completion and implementation of the project. In addition, it focuses on major effects of the project in achieving the organizational goals. The PMOCoe guidelines provide interest in the quality of the project and the analysis of whether it achieved the objectives set by the organization. The continuity of the project should be assessed, weighing on the challenges of the project versus the outcomes. In addition, this aspect should address how the project may affect the succeeding projects that would be developed by the organization.

### 3.5 Framework of Project Management

The major framework of the Project Management Centre of Excellence helps in understanding the current needs of project management practices. When addressing project management, various concepts should be taken into account. The discussion above has mainly cited concerns about management of assets, proper planning and delivery of services, establishment of project and organizational goals, assessment of risks, and other related factors such as change leadership [17]. Based on the framework below (Figure 1), five aspects should be assessed in achieving a successful project management process. These facets of the PMOCoe are interconnected and, therefore, depend on each other. When they are successfully implemented, a proper project management system will be established.

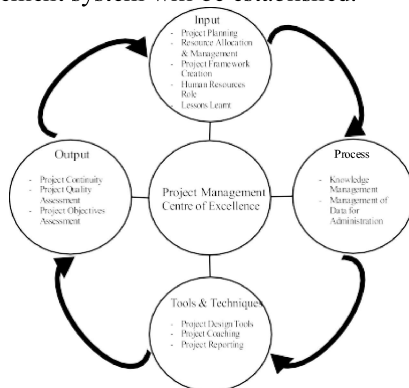


Figure 1: Project Management Centre of Excellence Framework

The first concept is the development of ‘input’ aspects, especially project planning, Resource Allocation and management, Project framework creation, and assessment of human resource roles. The planning, along with a clear vision, enhances the development of the project based on various inputs, such as resources and management of practices, which would ensure the success of the project. The ‘process’ aspects that should be considered by PMOCoe include knowledge management and management of data for administrative purposes.

These issues require the concept of competency, which aims at fulfilling the process of prioritizing various aspects. In addition, ‘tools and techniques’ that should be integrated for PMOCoe include project design tools, reporting, and coaching. Management of workers is a major concern; therefore, a need arises to identify activities associated with training, coaching, and development, which reduce the challenges of incompetency. ‘Output’ concerns include Project Continuity, Project Quality Assessment, and Project Objectives Assessment. This project phase mainly addresses the supportive structures that would be acceptable for the project and its success.

### 3.6 Best Practices of PMO

A Project Management Office (PMO) is established in order to make sure that the management and support of projects in the organization are efficiently and successfully achieved. As [26] noted, organizations that have PMOs reportedly have more projects completed on time, within budget, and meeting the goals and objectives. With that said, the best practices of the PMO are deemed to be correlated with its functions which include portfolio management, talent management, organizational change management, knowledge management and strategic planning, among others. It is consequently identified that successful PMOs observe certain practices that relate to sufficient discipline and rigor in the processes they undertake in order to ensure the achievement of required reporting accuracy. Moreover, they provide support to the implementation of innovation and development, which in turn, helps the organization accomplish its strategic goals. Another best practice of PMOs is the support they give to good project governance, which includes the need to guarantee the usefulness, relevance, accuracy, and completeness of information in the reports and to provide interpretative and predictive evaluations to the senior management to support the decision-making process involved in portfolio management [27]. Furthermore, it has been identified that scope management is one of the most important best practices that PMOs perform, considering that poor scope management or the lack of it would lead to project failure. To achieve project success, it is purported that PMOs make sure that they have clear and accurate documentation of the project scope, which is necessary in setting the project goals and objectives as well as in establishing project management measures, budgets, and plans. If scope management is not taken into careful regard, adverse consequences can be encountered, such as cost overruns, project delays, poor project quality, and unmet customer needs [28].

According to [29], there are three other best practices that may be gained from effective PMOs. These include the following:

- *Reduce Business Risk:* A flexible, end-to-end project management process is formed by PMOs in order to reduce business risk as it helps balance rigor with the overhead. At the same time, it involves proper planning, management, monitoring, and reporting of all the key activities in the project.
- *Optimize Resources:* The PMOs optimize resources “by expanding PMO oversight to include business and IT projects, and projects sources externally.” Integrating the project management discipline into the culture is equally essential as it paves the way for freeing up resources necessary to focus on program management.
- *Contribute to Business Growth:* PMOs expand the PMO influence by focusing on the benefits organizations yield from establishing one, therefore contributing to the growth of the business. It also centers on the strategic issues that the senior management should tackle in order to improve governance in the organization.

All these aforementioned practices are the most significant aspects that PMOs have to consider in order to improve their performance. Moreover, they are also necessary in meeting the goals and objectives and in accomplishing project success in general.

#### 4. Data Collection

As mentioned in the Research Methodology section, to investigate the deployment and effectiveness of PMOCoe, a qualitative research approach was adopted, conducting in-depth interviews with key personnel at prominent projectized entities in the UAE, namely, the Roads and Transport Authority (RTA) in Dubai, and Dubai Police.

##### 4.1 Road and Transportation Authority (RTA) -Project Management Office

RTA Background – The Roads and Transport Authority, commonly known as RTA, is the major independent government roads & transportation authority in Dubai, United Arab Emirates. It was founded in 2005 and is responsible for planning and executing transport and traffic projects, along with legislation and strategic plans of transportation in the city. It is a department of the Government of Dubai [30]. The interview with the Project Management Office (PMO) manager in RTA [31] has fostered

several learnings and realizations on the functions, roles, and essence of PMO in the organization. The primary functions and roles of PMO include monitoring the project’s annual plans, progress, and updates. The deliverables and milestones are also validated. Indeed, one can see how essential PMO managers are in organizations, especially in initiating projects and ensuring that a project pushes through accomplishing its goals and objectives. It was also learned that for PMO managers to perform their functions, the organization should invest in advanced and innovative tools and systems, as exemplified by the centralized system established and implemented called OPMS. Other than these, certain tools and systems are also required to be used to support project knowledge and organization knowledge capability, other than the Project Management Information System. The efforts made towards project knowledge support also underline the importance of knowledge among the members of the organization and the project managers. By knowledge sharing, the organization can gain insights and experiences that could improve the value of the business. Therefore, knowledge sharing and innovation should be developed or enhanced and employed in organizations like RTA in order to add or gain value and benefits. However, PMO managers and the rest of the members of the project team should be committed to sharing knowledge while also performing their respective jobs. The PMO has a critical role in engaging the rest of the team in knowledge sharing and usage of advanced tools.

##### 4.2 Road and Transportation Authority (RTA) – Public Transport Agency

An interview with Mr. Bahrozian, the CEO of the Public Transport Agency, has been conducted [32]. In general, the interview consisted of nine questions that were collectively aimed at defining the role of PMO within the daily proceedings of the Public Transport Agency. As a matter of fact, Mr. Bahrozian mentioned that PMO is generally used as the tool for implementing the Project Management Maturity incentives while simultaneously playing a pivotal role in the proceedings of the Program/Project Management Center of Excellence in RTA. It was stated that EPMO is the one practiced within PTA. The CEO went on explaining that whenever a lesson is learned or received, it is EPMO that is responsible for its approval and logging it within the system. Nonetheless, the number of benefits experienced by the organization due to the successful usage of PMO is not limited to the aforementioned ones. Mr. Bahrozian has found a pleasure in stating that RTA

EPMO ensure complete maintenance and update of OPMS – the major electronic system in RTA that is used for the portfolio and project management along with the processing of educational documentation of the organization. Also, the organization's PMO is used as the tool for reviewing and approving the newly-added PM processes and educational activities. While OPMS is applied as the pivotal project management platform, the knowledge received by the organization from using it is being successfully applied to merging people, processes, and tools into a unified self-sustaining system. Finally, the usage of PMO within the organization can be classified as one of the top drivers of having a constantly updated Lessons Learned template. Thus, the entire life cycle of any project within the company is being updated constantly for future teams to stay away from the mistakes of the past. Mr. Bahrozian's ending statements were the ones that hailed the integration between PM and Lesson Learned as of the pivotal benefit of organizational management.

### 4.3 Dubai Police – Quality Department

Dubai Police Background – The Dubai Police Force, commonly referred to as Dubai Police, is the police force of the Emirate of Dubai, United Arab Emirates. Founded on 1 June 1956, the Dubai Police Force now has over 17,500 sworn members and a force of more than 15,000 highly trained and multi-skilled employees who are responsible for policing an area of 4,114 square kilometres and a population of over 3 million people. They come under the jurisdiction of the Ruler of Dubai [33]. The interview conducted with the police in Dubai [34] improved the knowledge and awareness of the major functions of the Project Management Office (PMO). The exercise revealed that the primary role of the PMO is to check and evaluate all the operations of a project. It also identified the levels of the PMO and knowledge management, where both played a coordinative role in enhancing employees' skills and boosting their performance in their assigned duties. The integration of the employees and the management helped the police department achieve its goals and objectives. The PMO's role is to report and document all activities involved in a project. The record allows the people implementing a project to benefit from the experience as errors in the previous undertakings are avoided in the ongoing work. The previous schemes act as a lesson where the mistakes made in one project are recorded to help employee prevent them in their future undertakings. The Dubai police department requires every employee to submit a lesson-learned report at the end of a project. Moreover, the interview

[33] enhanced understanding of the importance of the PMO in the improvement of the organization's knowledge and culture through the explanation of the various aspects of the project. The Dubai police shares knowledge and experiences with all other sectors for future advantages. It also uses two functions from the International Organization for Standardization, namely the ISO 21500:2012 and ISO 10006:2018. The former promotes guidance on the project management, while the latter provides guidelines for quality management systems in projects. The PMO sector documents all procedures in every stage of a project and preserves them for future reference. It adopts proper strategies to enhance project knowledge management and the implementation of methodology updates. Consequently, best practices can then be realized, which improves controls through risk management. From the Dubai police, there was no response on the source of knowledge for PM professionals, but the lessons learned proved to have a high-level integration between the PM and the studies. Finally, the PMO was recognized to be in the first stages but was considered to have significant impact on the organization knowledge management.

### 5. Analysis

The interview with Dubai Police [34] was interactive and engaging. Throughout the interview, the respondent provides comprehensive and consistent answers about the effectiveness of the PMO department in the organization. The interviewer asked questions that left room for discussion and gave the respondent an opportunity to uncover issues that provided more indepth insights about the PMO in Dubai Police. Additionally, the interviewee related solutions to daily life issues. For example, in the third question, the interviewee explained how the experiences of Project "A" benefited Project "B." The interview shows that Dubai Police uses the framework of project management to understand the current needs of its projects and develop strategies to achieve them. RTA interview with Mr. Bahrozian [32] was of special meaning to the evaluation of PMO perspectives in the domain in the near future. It has proven itself, in accordance with Mr. Bahrozian, to be an effective managerial tool that helps the organization implement more efficient educational methods and technologies while simultaneously staying away from repeating the mistakes of the past. Further integration of the LL sheet with PMO is the avenue that the organization is most likely to follow in the future. The two interviews have similarities and differences. For example, they were well structured because the interviewer started with simple questions

to prepare the respondents and give them time to get comfortable with answering the challenging questions. The first four questions were closed questions, while the rest were mostly open and aimed to seek details about the two organizations. In the two interviews, the depth of their answers is different. For example, the interviewees in Dubai Police and RTA expanded and elaborated their solutions to help the interviewer know more about the PMO in their organizations. The implementation and the effectiveness of the project management office are advantageous to RTA, and Dubai police. The PMO in both companies increased the effectiveness of project management. Additionally, the office provided sufficient data to match project managers with the appropriate projects. According to the interviews, RTA and Dubai police use PMOCoe to document lessons learned from previous projects and integrate them to increase the efficiency of project management. The senior management of Dubai police ensures efficient project management by conducting a thorough assessment of processes, inputs, tools, and techniques. The project leaders of the two successful companies estimate the resources required and do a proper resource allocation for the project. Process assessment demands knowledge management through PMOCoe. PMO ensures proficient management of resources, tools, and techniques of a project. Efficient project management depends on the interaction between the knowledge and the technology departments in a firm. According to the interviewees, Dubai police and RTA communicated well with all their departments regarding PMO. Evidently, the two organizations have a stable project management information system that enables the project managers to share information on a new methodology with the rest of the employees for future use. Additionally, the project managers can easily make critical decisions related to the project. Additionally, PMOCoe guidelines help companies to evaluate the effectiveness of the project in determining organizational goals. It is evident that RTA and Dubai Police used this strategy to weigh on the expectations of the project versus the outcomes. Both companies, (RTA and Dubai Police), have opportunities for improvement. For example, they should build a Center of Excellence (CoE) and combine it with a Project Management Office because the goal of both offices is to complete projects successfully. While the former drives the employees responsible for supporting the project, the latter motivates its structure and governance. The adoption of PMOCoe will ensure the achievement of the desired results in a project. Additionally, organizations need to access

and manage knowledge from different departments through the project management office. PMO, as the CoE, supports knowledge development since it combines information from various departments and uses it to create one significant idea.

## 6. Recommendation

Existing literature provides the development of the Project Management Centre of Excellence and dwells on how it provides guidelines for the successful management of projects through strategic asset management. From the analysis, the PMOCoe framework advances the concepts of competency, quality, vision, strategies, culture, and processes in assessing the success of a project. It is imperative to note that related management tools and techniques can be customized to ensure the reduction of resource wastage while enhancing the maximum output from the available resources. Organizations should, therefore, align their projects to meet the demands of the PMOCoe while addressing the business strategies aiming at the proper management of assets and resources. In order to avoid the risks considered when establishing a PMO-CoE, it's important for an organization to identify the exact values and the purpose of the establishment. Moreover, it's important for each individual to contribute to documenting the lessons learned from the previous project, and because some members are drawn by their busy schedules, we recommend upgrading the system with a notification alarm that appears as an urgent task to be completed. Moreover, it is important to benchmark with third parties, whether local or global parties, since it supports the current organization to enhance its own infrastructure and performance and thus to be able to compete with other organizations. It is also important to provide training to internal staff on how PMO-CoE functions and the main activities to be undertaken; therefore, it is recommended that organizations allocate a certain amount of their budget or partnership with certified organizations to educate their staff on a proper matter and demonstrate the expectations clearly.

## 7. Conclusion

To implement a successful and fully optimized PMOCoe will eventually require the top management attention to make the business call. Therefore, the project managers must be highly encouraged to gather all the important data and justifications to debate and demonstrate to the seniors why the role of PMO-CoE is important and how it can bring benefits to the organization. The tangible and intangible values brought by the PMO-CoE are much appreciated by

organizations. Moreover, it's highly important for the senior management to reward the members of PMOCoe on a regular basis to encourage more hard work and dedication to the organization. Also, knowledge sharing within organizations needs to ensure that every project manager is authorized to access the knowledge and to re-use the knowledge to build the new on top, thus delivering the project on time, with the intended quality, cost, and with less error. Moreover, using effective tools is highly encouraged to allow the project managers to update the status of the project and document the lessons learned, and the role and responsibilities of the PMO-CoE to follow up with the provided updates and ensure its correct and thus to share it among the other departments effectively and efficiently.

### 8. Research Limitations

**Sample Size and Generalizability:** Due to time constraints, the research is limited to in-depth interviews with personnel from two selected organizations in the UAE (RTA, and Dubai Police). This small, localized sample may not be representative of all organizations using PMOCoe, which limits the generalizability of the findings to other contexts or regions. **Subjectivity and Bias:** Given that the data collection relies on interviews, there is an inherent subjectivity in the responses. Participants' views may be influenced by their personal experiences, biases, or the desire to portray the organization in a positive light. **Lack of Comparative Analysis:** The research focuses on entities that have successfully implemented PMOCoe, without comparing these cases to ones where PMOCoe may not have been as successful or not used at all. This could lead to an incomplete understanding of the factors that contribute to the success or failure of PMOCoe implementations.

### 9. Future Research Recommendations

Researchers may want to consider expanding the scope of their study in future research efforts to encompass a more diverse range of geographical locations and cultural contexts for a more comprehensive understanding of the topic. It is also recommended that future research should capture a wider range of industries. It is also recommended to conduct studies over a longer period to understand the sustainability and long-term impact of PMOCoe on organizational performance. A final recommendation for future research is to compare organizations with and without PMOCoe implementations to identify the specific impact of PMOCoe on project management and organizational learning.

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