PMI-PMOCP™

Exam Content Outline

PMI PMO Certified Professional (PMI-PMOCP)™

PMI Project Management Institute.

PMI PMO Certified Professional (PMI-PMOCP)™

Examination Content Outline and Specifications

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V2

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INTRODUCTION

Project Management Institute (PMI) offers a professional credential for PMO (project management office) team members, known as the PMI PMO Certified Professional (PMI-PMOCP)™. PMI's professional credentialing examination development processes stand apart from other project management certification examination development practices. PMI aligns its process with certification industry best practices, such as those found in the *Standards for Educational and Psychological Testing*.

The job task analysis (JTA) was completed to ensure the validity of an examination. Validation assures the outcome of the exam is in fact measuring and evaluating appropriately the specific knowledge and skills required to function as a PMO professional. Thus, the analysis guarantees that each examination validly measures all elements of the PMO profession in terms of real settings.

PMI-PMOCP credential holders can be confident that their professional credential has been developed according to best practices of test development and based upon input from the practitioners who establish those standards.

The PMI-PMOCP examination is a vital part of the activities leading to earning a professional credential; thus, it is imperative that the PMI-PMOCP examination reflects accurately the practices of the project management office professionals. All the questions on the examination have been written and extensively reviewed by qualified professionals. These questions are mapped against the *PMI-PMOCP Examination Content Outline* to ensure that an appropriate number of questions are in place for a valid examination.

PMI to develop the global *PMI-PMOCP Examination Content Outline*. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

EXAM CONTENT OUTLINE

The following table identifies the proportion of questions from each domain that will appear on the examination. These percentages are used to determine the number of questions related to each domain and task that should appear on the multiple-choice format examination.

Important note: The research conducted through the JTA validated that today's PMO professionals work in a variety of project environments and utilize different project approaches.

Accordingly, the PMI-PMOCP certification will be reflective of this and will incorporate approaches across the value delivery spectrum. The concept of customizing approaches to contribute to the value of the PMO will be found throughout the six domain areas listed below and are not isolated to any domain or task. The exact number of items for each question type and approach may vary by form. Our scoring model is periodically reviewed by scoring experts to ensure valid assessment of knowledge and skills.

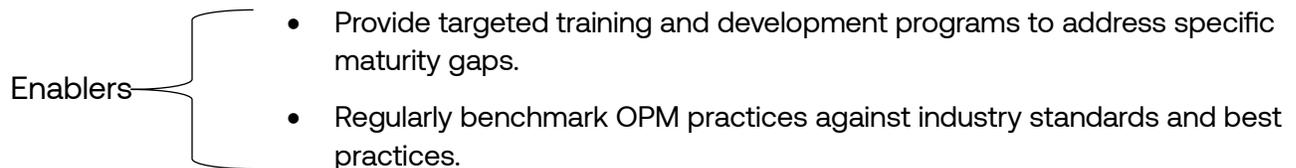| Domain	Percentage of Items on Test
Organizational Development and Alignment	16%
PMO Strategic Elements	18%
PMO Design and Structuring	18%
PMO Operation and Performance	15%
PMO Enhancement and Effectiveness	18%
People	15%

DOMAINS, TASKS AND ENABLERS

In this document you will find an updated structure for the *PMI-PMOCP Examination Content Outline.* Based on feedback from customers and stakeholders, we have worked on simplifying the format so that the *PMI- PMOCP Examination Content Outline* is easier to understand and interpret. On the following pages you will find the domains, tasks, and enablers as defined by the JTA.

- **Domain:** Defined as the high-level knowledge area that is essential in a project management office.

- **Tasks:** The underlying responsibilities of the PMO Practitioner within each domain area.

- **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

Following is an example of the task structure:

Task statement → Drive organizational project management maturity

Enablers

- Provide targeted training and development programs to address specific maturity gaps.

- Regularly benchmark OPM practices against industry standards and best practices.

Each PMI-PMOCP examination will include all tasks for a domain, and PMI will adhere to the percentage of coverage at the domain level as outlined on the previous page.

Domain I	Organizational Development and Alignment – 16%
Task 1	**Elevate Organizational Project Management** • Conduct a comprehensive assessment of current OPM competencies across the organization • Develop a tailored OPM competency framework aligned with industry standards and organizational needs • Create individual and team development plans to enhance specific OPM competencies • Implement targeted training programs and workshops for different competency levels • Establish a mentoring program pairing experienced professionals with developing professionals • Integrate OPM competencies into performance management and career progression systems • Regularly assess and update the competency framework to reflect evolving industry trends and organizational requirements
Task 2	**Shape the Organizational Project Management Culture** • Assess the current organizational culture and its alignment with OPM principles • Develop a clear vision and set of values that support project culture • Engage leadership in championing OPM practices and demonstrating commitment • Implement change management strategies to facilitate cultural shift
Task 3	**Drive Organizational Project Management Maturity** • Conduct a comprehensive OPM maturity assessment using established models • Develop a roadmap for OPM maturity improvement with clear milestones and targets • Develop and implement key performance indicators (KPIs) to measure OPM maturity progress • Provide targeted training and development programs to address specific maturity gaps • Regularly benchmark OPM practices against industry standards and best practices
Task 4	**Cultivate Organizational Project Management Capabilities** • Identify and prioritize key OPM capabilities required for organizational success • Assess current OPM capabilities against desired future state to identify gaps • Develop a capability development plan addressing people, processes, and technology

	• Identify risk categories
	• Coach/mentor team on risk management best practices (servant leadership)
	• Lead stakeholders to adopt the risk strategy
Domain II	**PMO Strategic Elements – 18%**
Task 1	**Architect PMO Strategy**
	• Assess the current state of project management and organizational needs
	• Define the PMO's vision, mission, and strategic objectives
	• Develop a PMO strategy that aligns with organizational goals and addresses key pain points
	• Develop a risk management plan for the PMO
	• Create a roadmap for PMO implementation or enhancement with clear milestones
	• Develop a communication plan to articulate PMO value and engage stakeholders
	• Implement performance metrics to measure PMO value and strategic impact
Task 2	**Steward the PMO Mandate**
	• Clearly define the scope and authority of the PMO within the organization
	• Establish the PMO's roles and responsibilities in relation to projects and stakeholders
	• Develop a PMO charter that outlines the PMO's purpose, objectives, and key functions
	• Secure executive sponsorship and support for the PMO mandate
	• Implement a stakeholder engagement plan to build buy-in for the PMO's mandate
	• Create a framework for regularly reviewing and updating the PMO mandate
Task 3	**Establish and Maintain PMO Governance**
	• Establish a governance framework that defines PMO oversight and decision-making processes
	• Establish reporting structures and communication channels for effective governance
	• Develop escalation procedures
	• Implement regular governance reviews to ensure effectiveness and adapt to changing needs

Domain III	PMO Design and Structuring – 18%
Task 1	**Managing Potential and Current PMO Customers** • Identify and categorize potential and current PMO customers within the organization • Develop customer personas to understand different needs and expectations • Establish regular check-ins and feedback mechanisms with key customers • Develop a strategy to promote PMO services to potential customers
Task 2	**Orchestrating Solutions to Address Customer' Needs** • Conduct regular surveys and interviews to assess PMO customer needs • Develop a systematic approach for capturing and analyzing PMO customer expectations and requirements • Create a prioritization framework for addressing PMO customer needs based on strategic importance • Develop a feedback loop to continuously improve PMO services based on PMO customer input
Task 3	**Articulate and Evolve PMO Value Proposition** • Clearly articulate the benefits and value that the PMO brings to the organization • Create case studies and success stories that demonstrate PMO impact • Implement a system to measure and quantify the PMO's contribution to organizational success • Regularly review and update the value proposition to align with changing organizational needs • Develop targeted messaging for different customer groups to communicate PMO value • Establish a continuous improvement process to enhance the PMO's value delivery
Task 4	**Designing and implementing PMO Services** • Conduct a needs assessment to identify required PMO services • Create tailored service offerings to meet the diverse needs of different customer groups • Create standardized processes for each PMO service • Develop a service catalog detailing PMO offerings and their benefits • Implement a service level agreement SLA) framework for PMO offerings • Establish a mechanism for continuous service improvement based on feedback and performance

Domain IV	PMO Operation and Performance – 15%
Task 1	**Onboarding PMO Services** • Develop a structured onboarding process for new PMO service customers • Create documentation and user guides for PMO services • Implement a training program to educate customers on PMO services and processes • Establish a support system for assisting users during the onboarding phase • Develop a communication plan to introduce new services to potential customers • Create a feedback mechanism to gather insights during the onboarding process
Task 2	**Managing PMO Services** • Implement a phased approach for rolling out complex or high-impact services • Establish clear service delivery processes and workflows for each PMO offering • Implement a resource allocation system to ensure efficient service delivery • Develop quality control measures to maintain consistency in service delivery • Create a customer feedback system to continuously improve service delivery • Implement performance metrics to track and optimize service delivery efficiency • Establish escalation procedures for handling service delivery issues
Task 3	**Managing PMO Resources** • Develop a resource management plan aligned with PMO service demands • Implement a skills matrix to match PMO resources with required competencies • Establish a capacity planning process to optimize resource utilization • Establish a process for managing external resources and contractors

Domain V	PMO Enhancement and Effectiveness – 18%
Task 1	**Optimizing PMO Service Performance** • Develop key performance indicators (KPIs) for each PMO service • Implement a performance measurement system to track service effectiveness • Establish regular performance review cycles for PMO services • Create a dashboard for real-time monitoring of service performance • Develop a process for addressing performance gaps and implementing improvements • Establish a feedback loop to incorporate customer satisfaction into performance evaluations
Task 2	**Assessing and Improving PMO Services Maturity** • Develop a PMO services maturity model or adopt an existing framework • Conduct regular maturity assessments of PMO services • Create a roadmap for advancing PMO services maturity • Implement continuous improvement initiatives based on maturity assessment results • Implement a change management process to support maturity improvement initiatives
Task 3	**Assessing and Improving PMO Team Competencies** • Develop a competency framework specific to PMO roles and responsibilities • Conduct regular skills assessments of PMO team members • Create individual development plans for PMO staff • Implement a training and certification program to enhance PMO competencies • Establish mentoring and coaching initiatives within the PMO team • Develop a knowledge sharing platform to facilitate peer learning • Implement a performance management system that incorporates competency development
Task 4	**Optimizing PMO Value** • Develop metrics to quantify the PMO's contribution to organizational success • Implement a value tracking system to monitor PMO impact over time • Conduct regular customer surveys to assess perceived PMO value • Create case studies demonstrating PMO contributions to the organization • Establish a continuous improvement process focused on enhancing PMO value delivery • Develop a communication strategy to articulate PMO value to key customers • Implement a benchmarking process to compare PMO value against industry standards

Domain VI	People – 15%
Task 1	**Enabling a Value-Driven Mindset** • Analyze Data for Informed Decision-Making • Drive Continuous Process Improvement • Make Strategic Decisions • Drive Innovation • Solve Problems • Think Strategically
Task 2	**Fostering Customer-Centricity to Drive Improved Interpersonal Relationships** • Foster Collaboration • Communicate Effectively • Managing Conflicts • Focus on Customers • Apply Interpersonal Intelligence • Negotiate Skillfully • Promote Teamwork • Build Relationships • Manage Stakeholders
Task 3	**Elevating Personal Impact and Effectiveness** • Ensure Accuracy • Demonstrate Adaptability • Uphold Integrity and Ethics • Maintain Objectivity • Act Proactively • Build Resilience • Manage Time Effectively
Task 4	**Leveraging Technical Skills to Deliver Results** • Optimize Processes • Manage Projects • Respond to Risks • Deliver Training
Task 5	**Shaping Organizational Direction** • Apply Business Acumen • Demonstrate Cultural Awareness • Lead and Empower Teams • Influence Strategic Direction

PMI-PMOCP Application Process and Eligibility Requirements

To be eligible for the PMI-PMOCP certification, you must meet certain educational and professional experience requirements. All project experience must have been accrued within the last eight years prior to your application submission.

Educational Background	Project Experience	PMO Education
Secondary diploma (high school diploma, associate's degree or global equivalent)	At least 36 months spent in a project related profession within the last eight years **OR** a PMP in good standing	10 hours of formal education related to PMO (Project Management Office)

NOTE: PMI offers the **PMI Authorized On-Demand PMI-PMOCP (PMO Certified Professional) Exam Prep Course** that will satisfy the 10 hours of formal education related to PMOs.

How to Complete the Online Application

PMI encourages you to use the online certification system to apply for all certifications. A printable version of the application is available on a case-by-case basis. Please contact Customer Care to submit a request.

Before you begin, check to make sure you meet the certification eligibility requirements and can record the necessary information on the application.

Once you start an online application, you cannot cancel it. You can save it unfinished, come back to it later, and edit any information you already entered. The application will remain open for 90 days during which time PMI will send you an email reminder to complete the application.

Please ensure that the application includes your valid, unique email address as this will be the primary mode of communication from PMI throughout the certification process. **Although PMI will email you reminders during the process, you have the responsibility to schedule and sit for your examination within the one-year eligibility period** (see the Examination Eligibility section of this handbook for more details).

> **NOTE:** Electronic communications from PMI may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. Please add customercare@pmi.org to the personal address book in your email program to help ensure that you don't miss important CCR program updates from PMI.

Before you submit the application, you will be required to read and agree to the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement, which can be found in the PMI Certification handbook and on PMI.org.

You can also use the online certification system to:

- View your submitted certification application
- View your examination eligibility status
- Complete PMI audit process
- Download your exam reports with pass/fail status
- Apply and submit payment to take or retake any PMI examination and/or evaluation
- Submit payment for certification renewal
- Download receipts
- Access your certification record and update your contact information
- View your listing on the Certification Registry

How to Record Your Experience & Education on the Application

Use the experience verification section of the online application to record your experience. The experience does not necessarily have to be paid work, but it does need to be in a professional setting. Activities such as school projects or planning personal events would not qualify. Record projects individually regardless of the number of projects you include.

Number of Hours that You Contributed to a Project Profession

Consider all the projects that you have worked on and identify how many hours you spent on a specific role of a project. If you worked on multiple projects at one time, all the hours spent on each project count toward the total.
NOTE: This is not required if you are a current PMP® certification holder.

Contact Hours of PMO Education

Record a minimum of 10 contact hours of education within the specialized area of PMO.

> **NOTE:** One hour of classroom instruction equals one contact hour. If you have completed a course on project management offices that met for three hours per week for 4 weeks, you would record 12 contact hours. If only a portion of a course dealt with project management offices, only the hours spent on PMOs can be applied toward the total.

There is no time frame associated with the education requirement; therefore, you can record all education within the specialty area of project management offices regardless of when it was accrued. **The course work must be completed at the time you submit the application and must include content on project management offices.**

You can satisfy the project management office education requirements by demonstrating the successful completion of courses, workshops and training sessions offered by one or more of the following types of education providers:

a) PMI Authorized On-Demand Project Management Office Certified Professional (PMI-PMOCP) Exam Prep Course
b) PMI Authorized Training Partners (ATPs)
c) Employer/company-sponsored programs
d) Training companies or consultants (e.g., training schools)
e) Distance-learning companies, including an end-of-course assessment
f) University/college academic and continuing education programs

The following education does not satisfy the education requirements:

- PMI Chapter meetings*
- Self-directed learning (e.g., reading books, watching instructional videos or sessions with coaches or mentors)
  If at least one hour of a chapter meeting is spent conducting a learning activity, the hour(s) spent in that activity can be counted towards the educational eligibility requirement.

> **NOTE:** While you may be able to record applicable classes that counted toward a degree, you cannot record the degree program in its entirety because some classes within the program will not apply to the requirement.

PMI-PMOCP CERTIFICATION FEES

The fees for obtaining the PMI-PMOCP Certification are subject to regional and membership pricing rules. Membership is NOT required to obtain the PMI-PMOCP. Initial examination fees must be paid after applications have been approved before you can schedule your examination.

If you need to retake the exam, and your eligibility period is still current, you may do so for a substantial discount subject to regional and membership pricing rules. Additionally, once an examination date is confirmed and scheduled, you may be subject to cancellation or no-show fees.

Once scores are received, you may request a manual hand score if your original test was not delivered on a computer but instead using a paper-based administration. The fee for a hand rescore is $45 USD.

Lastly, renewing your PMI-PMOCP Certification will require a payment based on regional and membership pricing rules. We currently support USD, Euros, BRL, and INR currencies.

PMI accepts the following payment methods: credit card and wire transfer

If PMI membership is obtained after you submit payment for the certification, PMI will not refund the difference. Review all the [benefits of PMI membership](#).

For more information about certification fees, please see the [PMI Certification Handbook.](#)

PMI-PMOCP EXAMINATION

INFORMATION

The PMI-PMOCP is available to take in-person at a center and proctored online. Online proctored exams will require system tests and an extensive check-in process. Please allow for time prior to your exam to ensure you complete these processes.

> • For in-person testing centers and availability, review test centers near you by visiting: https://www.pearsonvue.com/us/en/pmi.html
> • For online proctored testing, review and complete necessary system checks by visiting: https://www.pearsonvue.com/us/en/pmi/onvue.html

PMI will e-mail you exam scheduling instructions with your eligibility code, which you will need when scheduling your exam appointment. You can schedule your exam appointment online or by telephone. Full details can be found in the certification handbook and within the examination scheduling instructions.

The PMI-PMOCP certification examination is comprised of 120 multiple-choice and multiple answer select questions. Of the 120 questions, 20 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are placed throughout the examination randomly.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
100	20	120

The allotted time to complete the examination is two hours forty-five minutes.

Allotted Examination Time
165 minutes

It may take some candidates less than the allotted two hours forty-five minutes to complete the examination.

For the PMI-PMOCP exam, there is an optional 10-minute break that will appear after you complete the first exam section (60 questions) and review all your answers. Please note once you have reviewed your responses and start your break you will not be able to return to the questions from the previous section of the exam.

Once your 10-minute break is over, you will be able to resume your exam to continue with the next section. For online proctored exams, please remember that once you re-enter the webcam view, you are expected to remain in view and all personal items must be placed out of arm's reach. If you do not return to the room at the conclusion of your 10-minute break, your exam timer will

resume counting down until you return. You will not be permitted to take any additional breaks during the exam for any reason and leaving your desk will invalidate your score.

The examination is preceded by a tutorial and followed by a survey, both of which are optional and both of which can take up to 15 minutes to complete. The time used to complete the tutorial and survey is not counted. Exam candidates should be aware that the PMI PMO Certified Professional (PMI-PMOCP) examination is not written according to any single text. PMI does not endorse specific review courses resources, references, or other materials for certification preparation. The references listed below are not inclusive of all resources that may be utilized and should not be interpreted as a guaranteed means of passing the exam. As the PMI-PMOCP is a competency–based credential which assesses the integrated set of knowledge, skills and abilities as gained from both practical and learned experiences, it should also be noted that the references identified herewith in are but one element of a broader set of educational resources and texts that might possibly be utilized for exam study and preparation.

RETAKING THE EXAM

If you do not pass the exam on your first attempt, we encourage you to continue studying and then retake the exam. You may take the examination up to three times within the 1-year eligibility period. After three attempts, you must wait 1 year from the date of your last examination before you can reapply for the certification. This policy is designed to uphold exam security and reduce the overexposure of examination questions to individual candidates.

However, during this year you are welcome to apply for any other PMI certification. If your one-year eligibility period expires without you passing the examination, you must reapply for the certification.

REFERENCE MATERIALS

Exam candidates should be aware that the PMI PMO Certified Professional (PMI-PMOCP)™ examination is not written according to any single text or singularly supported by any particular reference. PMI does not endorse specific review courses resources, references, or other materials for certification preparation. The references listed below are not inclusive of all resources that may be utilized and should not be interpreted as a guaranteed means of passing the exam. As the PMI-PMOCP is a competency–based credential which assesses the integrated set of knowledge, skills and abilities as gained from both practical and learned experiences, it should also be noted that the references identified herewith are but one element of a broader set of educational resources and texts that might possibly be utilized for exam study and preparation.

Project Management Offices: A Practice Guide: https://www.pmi.org/standards/pmo

PMI Authorized On-Demand Project Management Office Certified Professional (PMI-PMOCP) Exam Prep Course: https://www.pmi.org/dcpdp/sku/el175

PMBOK Guide 7th Edition: https://www.pmi.org/pmbok-guide-standards/foundational/pmbok

The Standard for Organizational Project Management: https://www.pmi.org/pmbok-guide-standards/foundational/organizational-project-management

Practice Standard for Project Configuration Management: https://www.pmi.org/pmbok-guide-standards/framework/practice-standard-project-configuration-management

Benefits Realization Management: https://www.pmi.org/pmbok-guide-standards/practice-guides/benefits-realization

Standards Plus: https://standardsplus.pmi.org/

The Evolution of PMOs: https://www.pmi.org/learning/thought-leadership/value-delivery