

PMO SIG January 2012 Meeting Summary

SIG Decision: 2012 SIG meetings in January through May will begin with a brief (20 minutes max) discussion on planning the June chapter meeting, followed by a SIG topic discussion.

Planning Topic: PMO SIG Running June 2012 PMI Westchester Chapter Meeting

Concept for meeting

Three Part Meeting Concept

1. Introduction on the basics of what a PMO is and does, to include varying levels of understanding (assume audience is not 100% knowledgeable of PMO functions or roles)
Time: 10 minutes
2. Group breakouts for interactive discussion, possibly in game format
Time: 30-35 minutes
 - a. Consider planting a PMO SIG member into each breakout group
 - b. Be cautious of losing time, manage and monitor breakout time
 - i. Simplify grouping, e.g. each row of audience is a group
 - ii. Periodic announcement of time remaining
 - iii. Manage progression of discussion - PMO SIG 'plants' should assist
3. Discussion summary, wrap up, conclusion
Time: 10-15 minutes

Volunteers for Meeting Components

Three Teams

1. Introduction
David Morgen, Richard Loeb, Carl Gessman
 2. Group Breakouts
Carol Gingold, Jason Fox, Dan Walsh
TBD: Also need SIG volunteers to be planted into each breakout group in June
 3. Summary & Conclusion
TBD at next meeting
- Teams should work on developing ideas and format for their assigned component, to present at next meeting. Teams decide how to collaborate between meetings.

Main Topic: PMO Lifecycle, Part 1 - PMO Startup

Justifying Creation of a PMO

- Genesis factors
 - New organization, new leadership, etc. that wants or needs a PMO
 - Recognition that lack of structure, standards, templates can benefit from a PMO

Justifying Creation of a PMO (*continued*)

- Challenge factors
 - Lack of understanding on what a PMO does, how a PMO can help
 - Can be addressed by advertising and promoting PMO functions and benefits
 - Perception of PMO as overhead cost, unnecessary expenditure
 - Can combat with 'pain relief'; best to identify something wrong that PMO can help fix
- Using metrics
 - Need for metrics to demonstrate to management and executives that results are being achieved from projects in the portfolio(s), to assist in decision making, planning, direction
 - Value of an organization can be judged on the percentage or number of projects that fail or succeed
 - Without metrics decisions may be made 'in the dark', managing on assumptions and desired expectations vs. proof of progress, deliverables, objectives met, strategies fulfilled

Starting a PMO

- Define PMO Charter
 - Begin with the reasons, factors, sponsors, etc. that justified the PMO
 - Survey various representatives of the business organization.
 - Identify and include those served by the PMO, or benefit from the PMO
 - Ask "What do you want the PMO to do and deliver?"
- Define PMO Structure
 - Structure varies by industry and organization within business
 - Can be divided into several parts, e.g. Standards, Governance, Program Board, etc.
- Populate PMO Organization
 - Determine the skills needed for the roles of the PMO, ref: Charter and Structure
 - Consider the types and professions of people best suited, e.g. Project Managers, Auditors, Regulatory Experts, MBAs, Leaders, Organizers

Managing Purpose and Perception of PMO

- PMO is a management style, not 'getting things done', more 'helping others get things done'
- PMO should be a safe environment to raise project concerns and risks – non-threatening
- Some PMOs are viewed as the 'project cut' decision makers (or influencers)

Next Steps, After PMO Started

- Look for 'low hanging fruit' to achieve fast and easy benefits up front
- Focus on what drivers led to PMO creation and expectations from PMO
- Set and manage expectations
 - Particularly the expectations of management
 - PMO may be bumpy at start, expect better results along the way

Next Meeting Agenda

1. June Chapter Meeting Planning Discussion (max 20 minutes)
 - a. Updates from planning teams
 - b. Volunteer(s) for meeting summary and conclusion
 - c. Next steps
2. PMO Lifecycle, Part 2 - Sustaining the PMO

Future Topics to Consider

1. PMO Best Practices to support learning and process improvement within project teams
 2. Coordination to roll out Agile in your organization
 3. Defining the Role of the PMO
 4. Looking at the PMO from the Outside
 5. Supporting Organizational Decisions
 6. PMO Governance and Portfolios
 7. PMO Resources - Templates, Websites, etc.
 8. Client Cultures
 9. The PMO and Cross Organizational Matrix Management
 10. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 11. Keeping PMOs Active *ref: June 2011 PMO SIG minutes*
 12. PMO – Current and Future *ref: June 2011 PMO SIG minutes*
 13. PMO Practices vs. Upper Management *ref: June 2011 PMO SIG minutes*
 14. PMO Promotion in the Academic World *ref: June 2011 PMO SIG minutes*
 15. ★ Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 16. Trend for PMOs toward coaching role *ref: Charlene Draine, November 2011*
- ★ *In Progress*

Attending: Adella Rosenthal, Bob Bellhouse, Carol Gingold, Carl Gessman, Daniel Walsh,
David Kabat, David Morgen, David Rabinowitz, Jason Fox, Louis Kural, Marlo Moss,
Mayra Rodriguez, Norma D'Anna, Paul O'Connor, Richard Loeb

January 10, 2012
7:45 – 8:45 PM

Chair: David Morgen, PMP
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Scribe: Jason Fox, PMP
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