

PMO SIG November 2012 Meeting Summary

Discussion Topic: Learning and Process Improvement

Practical Example of Process Improvement

- Advertising SIG topic before chapter meeting, to allow members time to consider ahead of discussion

Considering “Bang for buck” on improvement

- Is it worth expending the effort to improve?
- Are you fixing a problem that doesn't have impact?

PMO Process Interference

- Removal or reduction of PMO processes can be the improvement
 - Processes that hinder more than help
 - Removal of processes that don't work for a particular project
- Allow a choice of processes to projects vs. enforcing

Influence of Regulatory Agencies

- Regulatory agencies can be a source of direction, e.g. what is missing
- PMO addresses filling gaps to ensure regulatory compliance
- PMO processes become mandatory, not “pick and choose” because of risk of non-compliance
- Audits can remove stagnancy from operational processes

Type of Process Improvement

- Re-engineering – usually necessary when process is very broken
- Tuning – smaller, progressive changes to fix process
- Removal – if process not providing value, obsolete
- Adding – to fill a gap, possibly from audit

Focus on Efficiency

- Avoid tendency to overcomplicate a process
- Focus on the outcomes, purpose of the process

Meetings – Often a Target for Improvement

- Meeting Formula “Rights”
 - Right frequency
 - Right attendees
 - Right formatExamples:
 - i) Stand Ups – short, every one participates
 - ii) Virtual meetings – easy to lose active participation
- Agenda published in advance usually improves meeting
- Time limits
 - Limits work for status meetings, e.g. 10 minutes per subteam
 - Limits do not work so well for discussing options, brainstorming
- Meeting Facilitator
 - Important role, needs to set right style for meeting and facilitate accordingly
 - Keep discussion to agenda, monitor time
 - Allow or curtail discussion
- Improvement to meeting participation
 - Spend a few minutes at start on ‘personal talk’, to get everyone in engaged mode e.g. 30 second summary of how Hurricane Sandy impacted you – gets participants to appreciate the people on the team

Next Meeting

Next meeting in December. Continue with “Learning and Process Improvement” topic.

PMO SIG Discussion Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - ★ b. PMO Best Practices to support learning and process improvement within project teams
 - c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO
 - d. Explaining the benefits of the PMO

3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - g. Should the PMO be in-sourced or out-sourced? Why?

4. Other
 - a. PMO Practices vs. Upper Management
 - b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - f. Working with a Multi-generational Workforce
 - g. PMO Myths

★ In progress

√ Completed

Attending: Adella Rosenthal, Carl Gessman, Chris Memmesheimer, David Kabat,
David Rabinowitz, Dorothy Cunha, Gwen Harris, Jason Fox, Louis Kural,
Maude Fribourg, Mayra Rodriguez, Paul Gioviwco, Richard Loeb, Stan Ioffe

November 13, 2012
8:15 – 9:15 PM

Chair: Richard Loeb, PMP

Scribe: Jason Fox, PMP
jpjfox@gmail.com