

## PMO SIG January 2014 Meeting Summary

### Discussion Topic: PMO Schedules

#### **PMO Issues from the Workplace for PMO SIG Discussion**

- Projects in trouble without effective PMO practices
  - Project controls not consistent and/or not applied
    - i) No consistent meaning for 'green/yellow/red' status
  - Project reporting not effectively reflecting controls
    - i) Project target dates changed, rework project plan baseline
- Trouble getting interest in improving PMO practices
  - Management does not seem concerned about troubled projects
  - Not using PMO practices to measure or improve
- Belief among some team members that PMO improvements would benefit projects and business

#### **“Grass roots” Efforts to Improve**

- PMs can apply practices and controls to individual projects
  - Use the standard practices effectively (as intended)
  - Introduce new methods where they fit and can help
  - Demonstrates process can be done, outcomes, benefits
- Benefits to project teams
  - Team members should see the benefits of well managed projects
  - Team members would want to work on similar projects
- People want to work on successful projects
- Best practices can proliferate better when they are developed and accepted in the ranks vs. driven from management

#### **Management Attention to PMO**

- PMO can operate inconsistently or haphazardly without management attention
  - Inconsistent reporting or review of projects
  - No action taken based on project reporting
- Change or action needs management support
  - Identify an executive who would 'champion' an effort for change
  - Develop strategies to engage executive champion
    - i) Issues of specific concern to the executive
    - ii) Improvements with specific appeal to the executive
  - Provide examples of what could be done to improve
  - Recommend specific actions, people, etc. to make the improvement

## **Strategies for Recommendations**

- Analyze past projects
  - Use 'Lessons learned' to recommend actions to take forward
- Current projects
  - Use current issues to identify areas where PMO can help
- Identify small steps with quick wins
  - 'Low hanging fruit' can be an easier sell to management
  - Easier and quicker to show some benefits, build momentum to continue

## **Choose Projects for Improvement Focus**

- Small, 'under the radar' projects, can serve as examples
  - Easier to apply changes, less risk
  - Can still demonstrate improvements, proof of concept
- Big, 'must succeed' projects can spark the most attention and momentum for improvement

## **Opportunities**

- Excellent opportunity for a good PM to showcase skills, understanding
- Build reputation among team members, preferred projects
- Eliminate hassles from projects in trouble

## **Future Meeting Discussion Topics**

### **Ideas from PMO SIG for future meeting discussion topics**

- Client Cultures (from current topic list)
- PM Lessons from Thanksgiving (October or December topic)
- Risk Management

## **Next Meeting**

Next meeting is in February. Topic: TBD

## **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: Carl Gessman, Howard Paul, Jason Fox, Jeffrey Cohodas, David Morgen,  
David Rabinowitz, Rich Moss, Marlo Moss, Mayra Rodriguez, Ray Francis

January 14, 2014  
8:15 – 9:15 PM

Chair: David Morgen, PMP  
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