



PMO SIG October 2014 Meeting Summary

Member Discussion Topic: Portraying PMO Job Skills to Employers

Matching PMO skills to employer needs

- Job description items relevant to PMO skills
 - Governance
 - Process improvement
 - Standardization
 - Risk management
 - Metrics, reporting
 - Decision support, management support
- Speak to what employer is looking for (in job description)
 - Which PMO skills apply directly to what employer needs?

Other skills, PMO focus

- PMOs & Positions may also require other technical skills
 - Specific technology or methodology
- Type of business (e.g. financial, pharmaceutical)
- Applications vs. Infrastructure

Discussion Topic: Sphere of Control

Raising a challenge to something outside sphere of control

- State what risks are there
- Challenge needs to be effective, relevant; not 'whining'

Decisions made and actions already taken

- No time to challenge (post facto)
- Need to accept circumstances of what has been decided and/or done
- May be worth having a conversation

Decision made that didn't work 100%

- Need to fill a gap discovered after change
- Gap not recognized or ignored
- Gap becomes a problem, then resolution is sought

Pace or volume of work cannot be controlled

- Need to accept and communicate risks, work will likely be imperfect under circumstances
- Monitor high risks
- Identify biggest 'pain points' and address them



Find the voice that helps

- An explanation, clarification or supportive voice can help
- Upper management
 - Higher level of management may help support or direct the change
- Lower levels of organization
 - Talk to staff, provide direction to guide through change
 - Find a champion in the ranks to help with adjustment or understanding

Downsizing, Sunsetting, Outsourcing, Vendors

- Downsizing organization, sunsetting a service, shifting to outsourcer all have similar impacts
 - Changes employment, opportunity, growth, attitude, productivity
- Staffing decisions (layoffs) sometimes decided by upper management or HR
 - May be based on performance reviews
 - Maybe no input from functional managers, project managers, or PMO
- People changes often more disruptive than process changes
- Outsourcing vendors
 - Staffing may be 100% decided by vendor
 - Staff changes may have impact to customer business
 - Vendor contract may not provide any decision or influence on staffing

Acquisition by another business

- New owner of business will likely change how work is done
 - Tools
 - Standards
 - Processes
 - Leadership
- Current staff may 'bark' about changes, plea to keep tools and processes
 - Passionate about tools they love (technical)
 - Revolting against tools they hate (time sheet, workload tracking/management)
- Speak to both sides – current staff, new management
- Choose battles, prioritize
- Look for possible compromises on both sides
 - Management
 - i) Temporary exceptions to changes, deferral of changes
 - ii) Must present a strong business case, e.g. customer needs, regulatory requirements
 - Staff
 - i) Appeal to reason, risk, criticality, to identify highest impact
 - ii) Coach on acceptance of change, new leadership direction

Next Meeting

Next meeting is in November. Topic will be Thanksgiving Project Management.



PMO SIG Discussion Topics to Consider

Proposed Topics (items in bold are recent suggestions)

1. PMO Practice
 - a. **Types of Charters**
 - b. **Using BAs in PMO Models**
 - c. PMO Resources - Templates, Websites, etc.
 - d. PMO Governance and Portfolios

2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - 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
 - 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. **Sphere of control vs outside your control - knowing the difference**
 - b. **Internal Audit Projects**
 - c. **Enforcing Results Offshore**
 - d. Thanksgiving Project Management (Nov 2014 meeting)
 - e. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - f. **Several 15-minute talks on PMO topics of interest**

Attending: Adella Rosenthal, Charles J. Cante, Charles R. Cante, David Morgen, Diane DiPaola, Gabi Kladni, Gary Venner, Ira Seiken, Jason Fox, Marlo Moss, Ray Francis, Richard Loeb, Sanjey Patil, Wayne Winders

October 14, 2014
8:15 – 9:15 PM

Chair: David Morgen, PMP
dwmorgen@gmail.com

Scribe: Jason Fox, PMP
jpjfox@gmail.com