# PMO SIG March 2015 Meeting Summary

## Discussion Topic: Beyond Best Practices

### Governance in PMOs
- Many PMOs are governance based
- PMO sets example for how work should be done
  - Provides best practices
  - Steers projects to follow best practives

### Communication challenges
- Communication to management is often the priority for PMO
  - Dashboards, risk reports, etc. provide executive summary, decision points
- Communication to Customers is different
  - Management reports may not be suited to what customer wants
  - Duplicate effort to provide project information to customer
  - Customer communication may be overlooked completely
- Communication from management is important to align what management wants and what teams focus on
- Communication across broad organization is challenging
  - "Town Hall" meeting forum
    - Provides opportunity for Leadership to communicate directly
    - Crosses all levels of organization
    - Periodic (quarterly/monthly) updates on status, progress, objectives

### Portfolio reporting
- Concise reporting
  - Necessary to present entire portfolio
  - Too much detail can be distracting ("noise")
- Focus on biggest projects
  - Enable executives to act/decide on most important issues
  - Projects need different levels of reporting (details), depending on:
    - Visibility
    - Strategic importance
    - Revenue potential
    - Cost
    - Risk
    - Regulatory requirement
- Level of scrutiny determines level of reporting needed or appropriate

### Project administration vs. Project management
- Project administrator role
  - Producing and maintaining schedules, measurements, reports
- Project manager role
  - Drive project plan/schedule, coordinate, solve problems

## Process burden vs. value

- Governance processes can bog down projects
- Agility can be lost with process burdens
- In some cases the process effort may exceed the actual work being done
    - Still value to the process
        - Need to communicate/educate the value of the process
    - If value of process does not justify the effort
        - PMO should optimize the process

## Migrating to Agile

- Migration to Agile is an opportunity for PMO
    - Traditional processes may not be suited for Agile
    - Existing PMO needs to adapt to Agile
- Agile can introduce its own process burdens
    - Inundation of Agile 'stories', etc. in documents
    - PMO working to consolidate Agile documents to better manage the volume
- Agile is more social environment than waterfall
    - Interaction between stakeholders is more social and iterative
        - Subject to more/frequent change
        - Documentation is more volatile

## Challenge to change PMO processes

- Management buy-in
- Culture change to organization
- People tend to bring their traditional processes with them
- Management should provide the ;what' (vision, direction)
- PMO provides the 'how' (support, processes)

## Change/Release management

- Change Management and/or Release Management organization(s)
    - May exist within PMO or separate from PMO
    - May start inside PMO and migrate elsewhere (or vice versa)
- Change/release management may have a broader scope than project work
    - May include operational changes
- Change management may be focused on a future strategies
    - May affect how current work is being managed

## PMO influence on management

- PMO can be the strongest voice to management
    - Manage expectations
    - Explain anomalies in projects vs. expectations
    - Recommend courses of action
    - Point out potential risks
- PMO often 'takes the heat', takes 'beatings', etc.
    - 'Beatings' are some times the cost of risk and success in PMO

## Next Meeting

Next meeting is in April.

## 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, Annette DeLuca, David Morgen, David Rabinowitz, Diane DiPaola, Jason Fox, Julia Palu, Louis Kural, Mayra Rodriguez, Mo Haryn, Monique DiSalvo, Ray Francis, Sanjey Patil, Sheryl Littmann, Smiriti Sridhara, Wayne Winders

March 10, 2015                                          Chair:  David Morgen, PMP
8:15 – 9:15 PM                                                     *dwmorgen@gmail.com*

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