

## **PMO SIG April 2017 Meeting Summary**

### **Introductions**

SIG attendees introduced themselves briefly

### **Member Discussion Topic 4/18/17: Managing Portfolios**

Category: Strategic

#### Discussion:

- PMO Portfolio – PMO drives the process, Management makes the decisions
  - PMO Focus – Doing the right things first and then doing those things well
    - Align with Strategy
    - Business Driven Value
    - Cost and Risk
  - The influence of the PMO may vary, including maturity of the organization
- Analysis and Organizing by Criteria
  - Project sizing (rough estimate of order of magnitude)
  - Estimate of resources and constraints of Roles / Skills of people needed on Projects
    - Scheduling and sequencing based on availability
    - PMO can help with resource acquisition / process of getting resources
  - Criteria may include (but is not limited to):
    - Resources
    - Scope
    - Risk
    - Business Value (order of magnitude)
    - Expected Duration/timeframe of delivery
  - Evaluate dimensions of value
    - Business benefits
    - Importance to organization
    - Value proposition
    - Value vs Risk and risk tolerance of the organization
  - Marketing plans and reassessment over time (ex: quarterly)
  - Available constraints, including financial and human resources
  - Financial metrics, such as payback period and ROI
- Approval Processes
  - Proposal / Business case used to set up project candidates – primarily Project Manager and SME time, typically pre-billable
  - Feasibility / prioritization of projects evaluated by leadership / management
    - Mandated projects (ex: regulated) – even these require scheduling and prioritization
    - Discretionary (value add) – Management go/no-go can be influenced by influence of managers and risk culture of organization
    - May be a multi-day workout with management

- Decisions may be driven by context or type of project and may vary by industry, methodology, planning cycle (ex: annual or rolling) and organization
- Capital Projects
  - Alignment with strategy and business drivers
  - Efficiency and cost savings
  - Capital project portfolio plan
    - Plan updated regularly, with new projects and priorities
    - Some projects may be de-prioritized. PMO can help provide framework for determining whether to change resources, postpone a project in flight or kill a project
- Assessment
  - Retrospective after project should identify whether business value was actually delivered, but this is not always done

### **Next Meeting**

Next meeting is May 9, 2017

### **PMO SIG Future Discussion Topics to Consider**

- Negotiations of Estimates
- Prioritizing Meetings – Making sure you have time to actually do the project
- Using BAs in PMO Models
- How to attract PMs to a PMO
- Value of the PMBOK

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April 18, 2017

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